

CITY OF HOUSTON

ADOPTED OPERATING  
BUDGET  
VOLUME I



For the Period  
July 1, 2012 to June 30, 2013

Annise D. Parker

Mayor



Section 102.005(b) of the Texas Local Government Code, adopted in September 2007, requires any budget adopted after September 2007 to include the following language on a cover page:

“This budget will raise more total property taxes than last year’s budget by \$57,719,000, or 6.85%, and of that amount \$7,451,413 is tax revenue to be raised from new property added to the tax roll this year.”

The increase from last year’s estimate will be \$33,930,000 or 3.92%.

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**FY2013 ADOPTED BUDGET**

**VOLUME I**

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# FY2013 ADOPTED BUDGET

## VOLUME I

Annise D. Parker, Mayor

### Council Members

Helena Brown .....	District A
Jerry Davis .....	District B
Ellen R. Cohen.....	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
Mike Laster .....	District J
Larry V. Green. ....	District K
Stephen C. Costello .....	At-Large, Position 1
Andrew C. Burks, Jr.....	At-Large, Position 2
Melissa Noriega. ....	At-Large, Position 3
C. O. "Brad" Bradford.....	At-Large, Position 4
Jack Christie, D.C. ....	At-Large, Position 5

Ronald C. Green, City Controller

Kelly Dowe  
Director, Finance

[www.houstontx.gov/budget/](http://www.houstontx.gov/budget/)



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Houston  
Texas**

For the Fiscal Year Beginning

**July 1, 2011**

*Linda C. Davidson Jeffrey R. Egan*

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, 2011.

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 FY2012 and FY2013 Annual Budgets are listed below:

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

Kelly Dowe  
Tantri Erlinawati-Emo  
Christopher Gonzales  
Wade Jones  
Will Jones  
Paula Lichanpanit  
Veronica Lizama  
Levi McGuire  
Jim Moncur  
Kenneth Noll

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

### Printing Staff

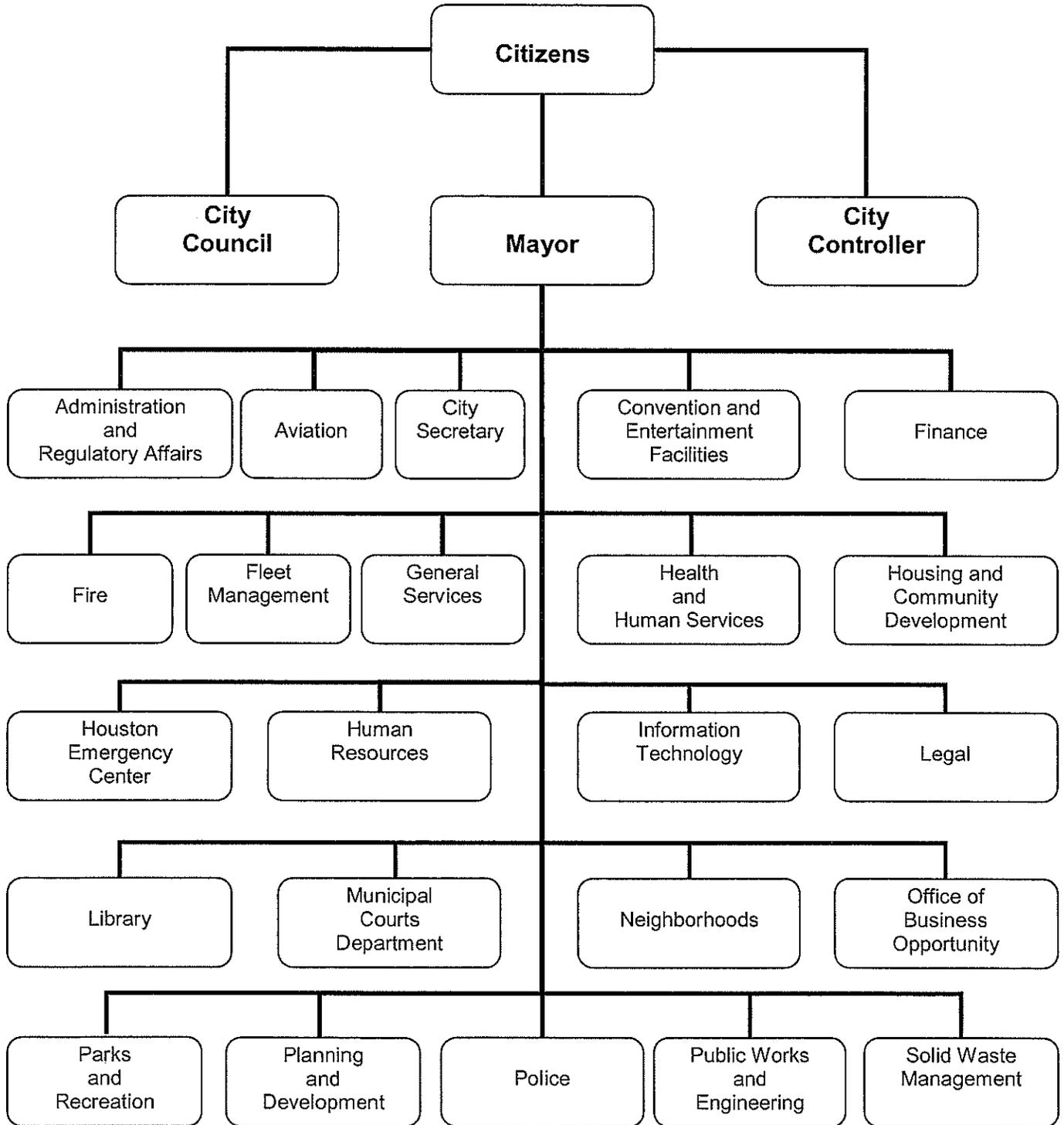
Roxanne Alexander      Ivy K. Hayes  
Sahid N. Gordon      David T. Zepeda

### Cover Photograph

The City of Houston would like to thank and credit Gensler/Julia Ideson Library Preservation Partners for this year's cover photograph.

The FY2013 Budget is printed on recycled paper.

# ORGANIZATION CHART











# CITY OF HOUSTON

Finance Department

**Annise D. Parker**

Mayor

Kelly Dowe  
Finance Director  
P.O. Box 1562  
Houston, Texas 77251-1562

T - 713-221-0935  
F - 713-837-9879  
[www.houstontx.gov](http://www.houstontx.gov)

July 31, 2012

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

I am pleased to submit the Adopted Budget for the City for the fiscal year, which begins July 1, 2012, and ends June 30, 2013 (FY2013). 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 that was sent to City Council on May 15, 2012. The purpose of this letter is to describe the budget as adopted by the Houston City Council on June 20, 2012, 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.

The Adopted Budget for FY2013 is balanced as required by City Charter and State law and is aligned with the priorities set by the Mayor and City Council. For the third year in a row, the General Fund budget was balanced without the use of pension obligation bonds or issuance of any other long-term debt to meet current expenses, while the property tax rate remains the same as last year. Apart from the cost increases for pensions, health benefits, fuel, electricity and information technology, the FY2013 Budget is relatively flat with the same funding levels as FY2012 Budget.

As stated by Mayor Parker in her proposed budget letter, the General Fund Reserves (ending fund balance divided by operating expenditures before debt service) for FY2013 Budget is above the preferred 7.5 percent level. The use of fund balance is included in this budget to offset the cost increases anticipated in FY2013 as mentioned above. Additionally, the FY2013 Budget also includes re-designating another \$5 million back into the Rainy Day Fund.



## **FY2013 BUDGET OVERVIEW**

The Adopted Budget includes expenditures for all funds of \$3.9 billion, which is \$174.2 million (4.7%) above the FY2012 estimate. The largest contributors to this increase are mandatory or contractual obligations including pensions, health benefits, fuel, electricity, and information technology licenses.

## **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 as well as library and parks. The largest sources of revenue for the General Fund are property and sales taxes, which together produce approximately 70.9% 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. It is 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 \$2.0 billion, which is \$110.8 million (6.0%) above the FY2012 estimate. While this is a relatively flat budget from a services perspective, it incorporates funding for the cost increases previously stated above and includes the transfer of expenditures and revenues for the Mobility Response Team and burglar alarm and false alarm activities from the Police Special Fund. It also reflects an increase in the Mayor's Office budget due to the transfer of funding for Mayor's employees that had resided in other departments. These employees, as well as the cost and budget for the employees, have now been moved into the Mayor's Office. These transfers reflect the Mayor's commitment to financial transparency.

### **General Fund Revenue Highlights**

**Overview** - The revenues available to support the operations of the General Fund are described in detail starting with Page II-2 of the FY2013 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 FY2013 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 date a municipality's fiscal year begins.) Revenue from property taxation is expected to be \$900.2 million, which is 3.9% above the FY2012 estimate.

**Sales Tax** – The FY2013 budget projects a sales tax increase as a result of continuing signs of economic recovery. Revenue from sales tax is expected to be \$577.4 million, which is approximately \$32.4 million (5.9%) above the FY2012 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 FY2013.

**Public Safety** – As part of the Mayor's commitment to public safety, this budget includes \$5 million in contingent funding in support of the new independent Houston Forensics Science Center and \$2 million in funding for the new Sobering Center. Additionally, it includes three cadet classes for the Police Department and four cadet classes for the Fire Department.

**Staffing Levels** – Table IV, Page 16-17 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 primarily flat, with a 1% increase compared to FY2012, while total General Fund staffing increased by 2.1%.

## **General Fund Ending Balance**

The Adopted Budget includes an ending fund balance of \$131.9 million after setting aside \$10 million designated for the Rainy Day Fund. This ending fund balance is \$30 million (18.6%) below the estimated fund balance for FY2012. It represents 7.7% of expenditures excluding debt service, exceeding our goal of 7.5%.

## **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 at the three airports continues to be a top priority. The Police and Fire Departments provide significant public safety services to the airports, and these costs of services are reimbursed to the General Fund.

The Aviation department budget of \$437 million has increased from the FY2012 estimate by approximately \$5.3 million (1.2%) with the majority of the increase in system debt transfers. FY2013 revenue is conservatively estimated to be \$5.3 million higher than FY2012, 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 \$986.7 million has increased from FY2012 estimate by approximately \$29 million (3%) with the majority of the increase in the debt service category, while the revenue is estimated to be \$30.6 million higher in FY2013.

**Convention and Entertainment Facilities (CEFD)** - CEFD Operating Fund is an enterprise fund that accounts for the unpledged revenues as well as other operating and capital expenditures assigned to the Houston First Corporation, which was created in FY2012. The CEFD FY2013 budget is \$80.3 million, \$20.8 million or 20.6% lower than the FY2012 estimate.

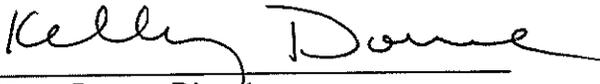
## **CAPITAL BUDGET**

The City is integrating the capital and operating budget processes. On July 27, 2012, City Council approved a five-year Capital Improvement Plan, covering fiscal years 2013 through 2017. 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 the commencement of construction.

## **CONCLUSION**

The budget described 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

**Annise D. Parker**

Mayor

P.O. Box 1562  
Houston, Texas 77251-1562

Telephone – Dial 311  
[www.houstontx.gov](http://www.houstontx.gov)

May 15, 2012

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, 2012, and ends June 30, 2013 (FY2013). Once again, our budget does not include a property tax increase and it maintains focus on my administration's five priorities: jobs and sustainable development, public safety, infrastructure, quality of life and fiscal responsibility.

In stark contrast to the previous two years, there are no service cuts or layoffs in city departments. Also, for the third year in a row, the budget does not include the use of Pension Obligation Bonds or the issuance of any other long-term debt to meet current expenses. There will be some cost increases for pensions, health benefits, fuel, electricity and information technology but in general, it is a flat budget with funding levels for most departments about the same as last year - a positive starting point for discussions with the public and City Council.

The budget maintains the existing property tax rate of 63.875 cents per \$100 of taxable value. Property tax revenue is expected to increase 4.3% in FY2013 as the housing market continues to improve. Sales tax revenues are predicted to increase 5.9% with the strong growth in employment in Houston.

The recovery in property and sales taxes has allowed us to meet the goal I set last year of increasing General Fund Reserves above the preferred 7.5 percent level (fund balance divided by operating expenditures before debt service). We will use reserves above that amount to offset the cost increases mentioned above and we will be able to put another \$5 million back into the Rainy Day Fund. With the \$5 million contribution we were able to make in FY2012, the total in the Rainy Day Fund will rise to \$10 million.

Due to prudent fiscal management of the City during the past two budget cycles, we have sufficient funding to continue delivering on my administration's five priorities below.

## **Jobs and Sustainable Development**

We will continue to support economic growth and job creation through business friendly policies and practices like Hire Houston First, which now includes 250 registered Houston firms. Since my administration took office, the City of Houston has directly incentivized more than \$1 billion of economic development and created or saved more than 13,000 jobs.



Overall, the city has gained more than 100,000 jobs, as compared to the previous year. Our job growth is the envy of the rest of the nation. Due to several projects currently in the discussion phase, I anticipate more job growth tied to direct city involvement in FY2013.

### **Public Safety**

Over two-thirds of the General Fund budget is devoted to public safety. The budget includes \$5 million in contingent funding for the proposed independent Houston Forensics Science Center. City Council will be asked in June to appoint board members and formally create the Local Government Corporation (LGC) that will oversee administration and operation of this new consolidated facility. The steps and the funding we are providing are in keeping with my promise to have an independent crime lab in operation by the end of my second term in office.

There is also \$2 million in funding for the new Sobering Center. This will free up jail space for more serious offenders and streamline and reduce processing time. Police officers will be able to return to patrol faster to help increase public safety in our neighborhoods. Eventually, we anticipate it will also generate cost savings in the jail operation.

### **Infrastructure**

We are entering the second year of Rebuild Houston. This new program is transforming the way we do long-term planning for infrastructure improvements, allowing for planning ten years down the road instead of just five. For the first time we have a comprehensive analysis of the condition of every mile of city streets, a watershed level drainage assessment and a plan to address them in a systematic, worst-comes-first, pay-as-you-go manner. Almost 30 new projects for street and drainage improvements valued at approximately \$250 million are planned for this year.

### **Quality of Life**

Unlike FY2012, this budget will not include cuts in swimming pool and library hours or health clinic services. We will be adding more homes to the curbside, single stream recycling program – one of the few program expansions planned for next year. In addition, Saturday library hours will continue and, in our parks, we will continue to replant trees lost to the drought of 2011. Overall, our attention will be focused on strengthening neighborhoods, cultivating corporate partnerships for cultural activities and civic celebrations and maintaining the amenities that make Houston a destination for visitors, a magnet for new residents and the best city in America in which to live, work and raise a family.

### **Fiscal Responsibility**

As part of my commitment to financial transparency, the mayor's office budget now more accurately reflects the employees who work directly for me, ending the practice of previous administrations of placing the salaries of mayor's office employees in the budgets of other departments.

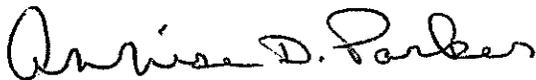


This budget also furthers transparency for the Mobility Response Team and burglar alarm and false alarm activities by showing these revenues and expenditures in the General Fund rather than the Police Special Services Fund.

Although our work here is not done, we are emerging from the recession financially stronger. We achieved this not by raising taxes, but with firm fiscal stewardship. We have achieved greater efficiency by consolidating human resource management, information technology and fleet operations that were distributed citywide into the HR, IT and Fleet departments.

I am excited about the progress on these five priorities, and I am excited about the continued progress we will make in FY2013. We know there are still challenges ahead. We must make our pensions more secure and stable for our employees and affordable for our taxpayers, and we will continue our practice of lowering costs through contract renegotiations and streamlining our work processes. I am confident that we will continue to meet our challenges head-on, making the right decisions even when they are tough, and I am confident that we will continue working together to make Houston one of the greatest cities in the world.

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.







## CITYWIDE STRATEGIC OBJECTIVES

The five priorities of the City of Houston are Jobs & Sustainable Development, Public Safety, Infrastructure, Fiscal Responsibility and Quality of Life.

The Mayor, Department Directors and City Leadership developed the Citywide Strategic Objectives, based on the priorities, in order to align department initiatives and employee performance to the City's broad strategic goals. The City is currently using the Strategic Objectives to define City and Department Initiatives, along with short and long term SMART Goals, to track progress toward meeting the Strategic Objectives.

Fiscal Responsibility serves as a foundational priority that ensures the provision of City services and the ability to implement the other four priorities.

### Jobs & Sustainable Development

#### Support Economic Growth and Jobs

- Maintain and bolster Houston's position as a national leader in job creation and economic growth.
- Promote Houston as a center for global and national corporate relocations.
- Incentivize formation of new businesses and attract existing businesses to relocate to Houston.
- Further develop our business-friendly climate leading to a strong private sector and job creation.

#### Maintain Business Friendly Practices and Policies

- Ensure a comprehensive and customer-centric approach to working with the public.
- Provide a single point of contact and standard processes for businesses operating in Houston.
- Continue to streamline the permitting services to better assist the public, and to provide a more integrated approach to all types of permitting.

#### Conserve Resources & Reduce Energy Consumption

- Increase energy efficiency of our buildings and bring them to LEED-certification and Energy Star standards.
- Implement electronic systems to reduce paper, water and energy use.
- Proactively reduce energy consumption, procure renewable energy, expand our hybrid and electric fleet vehicles and develop vehicle and bicycle sharing programs to reduce the number of vehicles on the road.
- Maintain building codes that continue to advance energy and resource efficiency.
- Provide incentives to business and residents for conservation and resource management.

### Public Safety

#### Prepare for All Hazards through Planning, Prevention, Protection Mitigation, & Recovery.

- Identify threats & hazards to public safety, assess the risks, and develop appropriate plans and capabilities that align with the National Preparedness Goal.
- Engage in national and regional networks and lead interagency cooperative efforts.

#### Engage the Whole Community in Preparedness Activities

- Utilize a "whole community" approach to preparedness by engaging all segments of the community, including residents, schools, businesses, faith-based and non-profit groups, government, and non-government organizations.
- Innovate, lead, and set standards for best practices in crime prevention, fire safety, and public health programs.

Respond Quickly and Effectively

- Provide Best in Class police, fire, EMS, and public health services by leveraging technology and the most effective models for emergency and non-emergency response.
- Benchmark ourselves internally and against similar cities to demonstrate our Best in Class service and cost management.
- Provide sound risk management and safety practices for City personnel in emergency situations.

Maintain Order, Enforce the Law, and Protect the Public

- Enforce federal, state and local laws while respecting the rights of all citizens.
- Maintain order and protect life, health and property in a manner that promotes confidence, respect and pride in our service.
- Fairly and effectively administer justice for those found in violation of the law through the courts.

**Infrastructure**

Rebuild Houston

- Develop and redevelop quality street and drainage infrastructure to meet current requirements and growing demand through a pay-as-you-go financing structure.
- Improve our roads and reduce the effects of flooding.
- Continue to develop and communicate the roadmap and timeline necessary to plan for and deliver needed improvements.

Improve Transportation Alternatives

- Implement a long term coordinated mobility plan that includes all forms and needs of transportation through interagency cooperation led by the City.
- Prioritize City infrastructure projects and support collaborative projects, to create needed mobility capacity with multiple transportation modes.

Modernize and Improve Service Delivery Infrastructure

- Build a strong foundation of City service delivery infrastructure to ensure we provide the best services at the most effective costs.
- Implement a 3-5 year roadmap for improving and rightsizing our inventory of facilities, fleet, and equipment with an A+ repair and preventive maintenance program that enables City employees to safely and effectively deliver services.
- Improve and expand water/sewer utility system and airport infrastructure to increase capacity, serve as a regional partner, and extend efficiencies in delivering key products and services.
- Develop and redevelop Best in Class airport infrastructure.

**Fiscal Responsibility**

Effectively Manage the Public's Money

- Continue moving towards a balanced five year financial plan.
- Integrate financial and operational performance goals, making such goals visible to the public.
- Provide a consistent and comprehensive method for financial control and reporting.
- Implement the processes and systems to optimize revenue collection and eliminate revenue leakage.
- Develop a fair fee structure for the provision of affordable programs and services.
- Create comprehensive risk management plans and practices.
- Strategically leverage available grant and other funding opportunities to support city priorities.
- Implement capital projects that have the greatest impact.

Improve Cost Effectiveness and Leverage Partnerships

- Fully leverage process improvement techniques and technology to reduce waste and improve efficiency.
- Right-source services using the best combination of internal and external resources, to gain equal or better services at the same or lower price.
- Leverage funds by building partnerships with the private sector and other public agencies to enhance services and reduce costs.
- Develop cost effective procurements and vendor partnerships that provide opportunities to all.

Leverage Human Capital

- Align employee goals and performance to City strategies and objectives and deliver results.
- Create a culture where employees feel empowered to make changes to improve City services.
- Ensure City employees have the skills and tools needed to do their jobs.

Implement Innovative Technologies

- Provide high quality, cost effective, and common citywide IT with a high level of customer satisfaction.
- Develop 3 to 5 year roadmap for improving and innovating through technology.
- Enable development and implementation of advanced technologies to support departmental delivery of improved services to customers.

**Quality Of Life**

Strengthen Neighborhoods

- Maintain quality level of services across all neighborhoods and be one of the best places to live.
- Partner with the communities we serve to ensure the maintenance of safe and affordable neighborhoods with access to adequate and convenient services.

Improve our Environment, Parks and Green Space

- Advocate for and protect our natural environment by expanding, enhancing and maintaining green space, City parks and urban gardens.
- Lower pollution levels and enforce pollution regulations to improve air and surface water quality.
- Minimize waste, encouraging recycling through business and community partnerships, and increase endeavors to beautify Houston.

Provide Recreational, Wellness, and Educational Opportunities

- Deliver and improve the quantity and quality of diverse recreational, wellness and educational opportunities offered by the City.
- Support healthy living and promote prevention and self-management of chronic diseases and reduce obesity among Houstonians.
- Provide opportunities to improve literacy, increase job readiness, and advance access to technology and the internet.

Cultivate Civic Celebrations and Cultural Activities

- Encourage and promote museums, theaters, libraries, parks, sports teams, music and other varieties of cultural activities and civic celebrations throughout the city to both highlight and celebrate the diversity of Houston's population and;
- Continue to promote Houston as a food lover's destination.

**Table I  
EXPENDITURE SUMMARY BY DEPARTMENT**

	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
<b>Public Safety</b>				
<b>Police Department</b>				
General Fund	649,134,879	618,746,105	620,488,531	676,463,963
Special Revenue Fund(s)	48,202,840	50,665,114	47,029,113	30,306,491
Total Police Department	<u>697,337,719</u>	<u>669,411,219</u>	<u>667,517,644</u>	<u>706,770,454</u>
<b>Fire Department</b>				
General Fund	448,175,151	425,136,692	425,136,692	433,391,234
<b>Houston Emergency Center</b>				
General Fund	11,171,687	11,549,511	11,549,511	11,855,355
Special Revenue Fund(s)	20,496,254	23,592,247	23,592,247	24,504,804
Total Houston Emergency Center	<u>31,667,941</u>	<u>35,141,758</u>	<u>35,141,758</u>	<u>36,360,159</u>
<b>Municipal Courts Department</b>				
General Fund	22,836,393	22,150,748	22,150,748	24,135,874
Special Revenue Fund(s)	3,443,779	3,571,076	3,444,687	3,772,859
Total Municipal Courts Department	<u>26,280,172</u>	<u>25,721,824</u>	<u>25,595,435</u>	<u>27,908,733</u>
<b>Forensic Services</b>				
General Fund	14,285,074	20,433,324	18,690,898	21,103,160
<b>Total Public Safety</b>	<u><b>1,217,746,057</b></u>	<u><b>1,175,844,817</b></u>	<u><b>1,172,082,427</b></u>	<u><b>1,225,533,740</b></u>
<b>Development &amp; Maintenance Services</b>				
<b>Public Works &amp; Engineering</b>				
General Fund	83,463,815	37,377,283	37,377,283	35,659,100
Special Revenue Fund(s)	85,577,785	298,001,850	234,871,424	292,948,791
Enterprise Fund(s)	1,084,863,300	1,302,908,600	1,257,417,522	1,326,107,800
Total Public Works & Engineering	<u>1,253,904,900</u>	<u>1,638,287,733</u>	<u>1,529,666,229</u>	<u>1,654,715,691</u>
<b>Solid Waste Management</b>				
General Fund	65,542,503	65,492,827	65,492,827	69,373,412
Special Revenue Fund(s)	738,052	1,346,681	1,346,681	2,571,432
Total Solid Waste Management	<u>66,280,555</u>	<u>66,839,508</u>	<u>66,839,508</u>	<u>71,944,844</u>
<b>General Services</b>				
General Fund	46,078,792	46,555,006	46,555,006	49,020,171
Total General Services	<u>46,078,792</u>	<u>46,555,006</u>	<u>46,555,006</u>	<u>49,020,171</u>
<b>Planning &amp; Development</b>				
General Fund	8,173,430	7,208,331	7,208,331	7,545,302
Special Revenue Fund(s)	17,336	809,873	103,578	771,950
Total Planning & Development	<u>8,190,766</u>	<u>8,018,204</u>	<u>7,311,909</u>	<u>8,317,252</u>
<b>Total Development &amp; Maintenance Services</b>	<u><b>1,374,455,013</b></u>	<u><b>1,759,700,451</b></u>	<u><b>1,650,372,652</b></u>	<u><b>1,783,997,958</b></u>
<b>Human &amp; Cultural Services</b>				
<b>Department of Neighborhoods</b>				
General Fund	0	9,698,147	9,698,147	10,320,086
Total Department of Neighborhoods	<u>0</u>	<u>9,698,147</u>	<u>9,698,147</u>	<u>10,320,086</u>
<b>Housing &amp; Community Development</b>				
General Fund	860,035	619,779	619,779	2,429,478
<b>Library</b>				
General Fund	35,304,931	32,352,534	32,352,534	33,326,335
Special Revenue Fund(s)	346,524	1,322,268	1,299,468	1,027,968
Total Library	<u>35,651,455</u>	<u>33,674,802</u>	<u>33,652,002</u>	<u>34,354,303</u>
<b>Parks and Recreation</b>				
General Fund	63,133,452	66,295,242	66,295,242	64,402,537
Special Revenue Fund(s)	7,251,980	7,781,500	7,781,500	7,905,175
Total Parks and Recreation	<u>70,385,432</u>	<u>74,076,742</u>	<u>74,076,742</u>	<u>72,307,712</u>

**Table I  
EXPENDITURE SUMMARY BY DEPARTMENT**

	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
<b>Health and Human Services</b>				
General Fund	45,614,130	40,067,351	40,067,351	42,381,421
Special Revenue Fund(s)	356,349	738,500	738,500	747,835
<b>Total Health and Human Services</b>	<u>45,970,479</u>	<u>40,805,851</u>	<u>40,805,851</u>	<u>43,129,256</u>
<b>Convention &amp; Entertainment</b>				
Enterprise Fund(s)	86,469,801	101,168,802	101,168,802	80,323,150
<b>Total Convention &amp; Entertainment</b>	<u>86,469,801</u>	<u>101,168,802</u>	<u>101,168,802</u>	<u>80,323,150</u>
<b>Total Human &amp; Cultural Services</b>	<u>239,337,202</u>	<u>260,044,123</u>	<u>260,021,323</u>	<u>242,863,985</u>
<b>Administrative Services</b>				
<b>Mayor's Office</b>				
General Fund	2,930,094	5,486,807	5,486,807	6,113,265
Special Revenue Fund(s)	2,969,197	6,567,879	4,667,879	5,557,291
<b>Total Mayor's Office</b>	<u>5,899,291</u>	<u>12,054,686</u>	<u>10,154,686</u>	<u>11,670,556</u>
<b>Office of Business Opportunity</b>				
General Fund	2,403,553	2,102,597	2,102,597	2,352,405
<b>City Council</b>				
General Fund	5,007,184	5,732,157	5,732,157	6,352,048
<b>City Controller</b>				
General Fund	7,389,260	6,965,281	6,965,281	7,374,793
<b>Finance Department</b>				
General Fund	9,802,161	23,087,698	23,087,698	11,276,606
Special Revenue Fund(s)	0	0	0	2,840,215
<b>Administration and Regulatory Affairs</b>				
General Fund	31,640,700	26,431,395	26,431,395	28,126,721
Special Revenue Fund(s)	21,882,815	25,469,842	25,077,448	27,003,458
<b>Total Administration and Regulatory Affairs</b>	<u>53,523,515</u>	<u>51,901,237</u>	<u>51,508,843</u>	<u>55,130,179</u>
<b>Information Technology</b>				
General Fund	19,073,142	18,094,797	18,094,797	19,269,066
<b>Total Information Technology</b>	<u>19,073,142</u>	<u>18,094,797</u>	<u>18,094,797</u>	<u>19,269,066</u>
<b>City Secretary</b>				
General Fund	747,691	802,733	802,733	836,435
<b>Human Resources</b>				
General Fund	3,151,500	3,191,872	3,191,872	3,245,868
<b>Legal</b>				
General Fund	16,973,681	13,675,311	13,675,311	14,112,402
<b>Total Administrative Services</b>	<u>123,970,978</u>	<u>137,608,369</u>	<u>135,315,975</u>	<u>134,460,573</u>
<b>Other</b>				
<b>Houston Airport System</b>				
Enterprise Fund(s)	425,342,204	431,958,330	431,958,330	437,233,361
<b>General Debt Service</b>				
General Fund	220,838,000	220,506,734	220,506,734	241,100,000
<b>General Government</b>				
General Fund	87,144,325	107,336,671	107,336,671	126,330,122
<b>Total Other</b>	<u>733,324,529</u>	<u>759,801,735</u>	<u>759,801,735</u>	<u>804,663,483</u>
<b>Grand Total Expenditures</b>	<u>3,688,833,779</u>	<u>4,092,999,495</u>	<u>3,977,594,112</u>	<u>4,191,519,739</u>

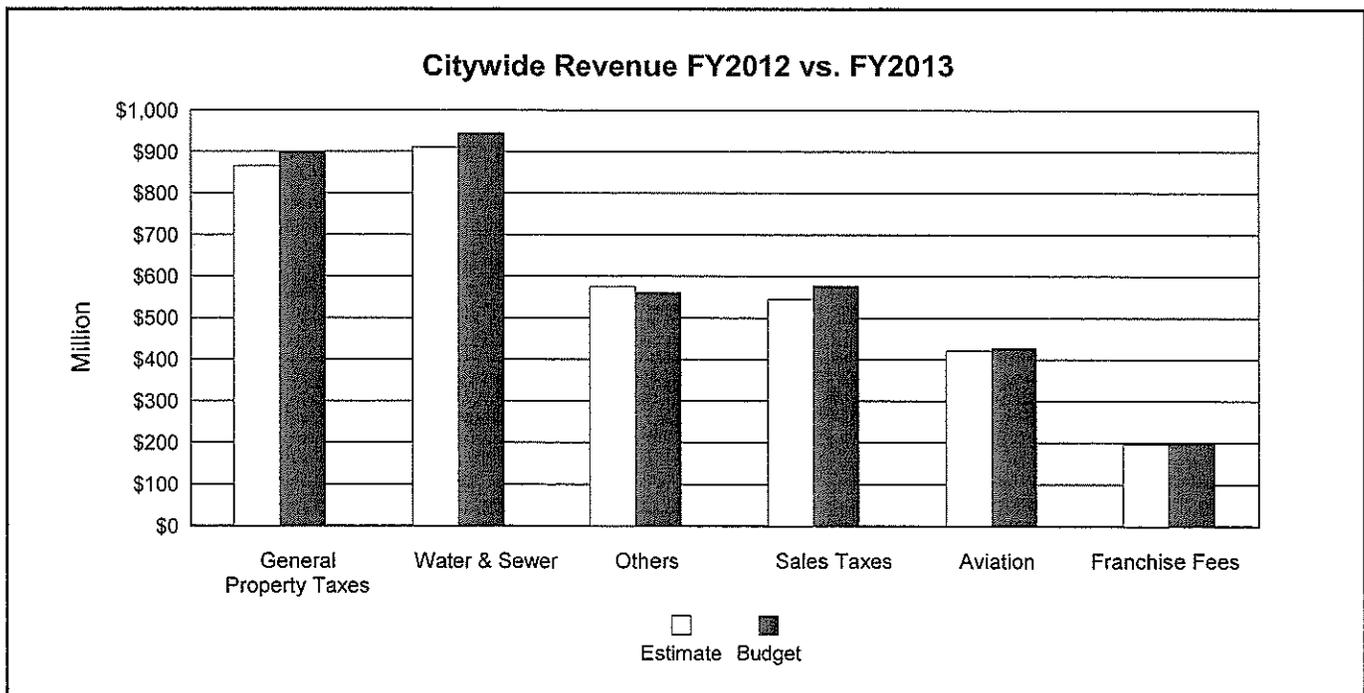
\* Totals include interfund eliminations

\* 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, and Enterprise and exclude interfund transfers. The largest revenue source for the City is collection from the City's Combined Utility System for water and sewer charges, which are projected to increase by approximately 3.73%. The second largest source of revenues is general property taxes which are projected to increase by approximately 3.93%. Together these two sources account for approximately 51.17% of all City revenues.

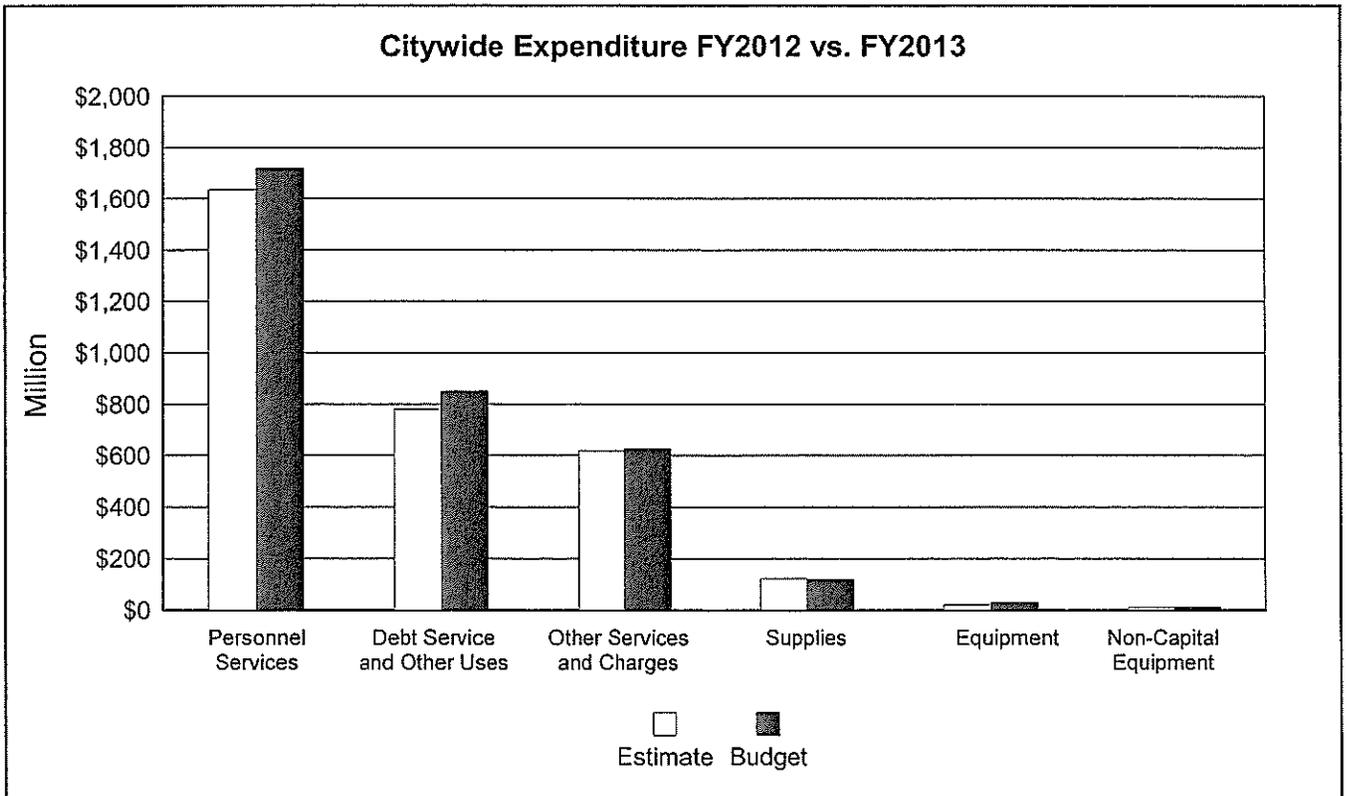
CITYWIDE REVENUE BY CATEGORY (\$ in Million)						
Revenue Category	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget	FY2013 vs. FY2012	% of Total
Water & Sewer	891	882	911	945	3.73%	26.21%
General Property Taxes	859	842	866	900	3.93%	24.96%
Sales Taxes	493	519	545	577	5.87%	16.00%
Aviation	407	420	420	427	1.67%	11.84%
Franchise Fees	195	195	196	197	0.51%	5.46%
Charges for Services	89	209	199	195	-2.01%	5.41%
Intergovernmental	64	120	67	64	-4.48%	1.77%
Other	78	56	65	47	-27.7%	1.30%
Other Tax	72	73	74	77	4.05%	2.14%
Interest Income	31	26	24	23	-4.17%	0.64%
Licenses and Permits	65	74	78	82	5.13%	2.27%
Fines and Forfeits	58	55	53	57	7.55%	1.58%
Industrial Assessment	14	15	15	15	0.00%	0.42%
<b>Total Revenue</b>	<b>3,316</b>	<b>3,486</b>	<b>3,513</b>	<b>3,606</b>	<b>2.65%</b>	<b>100.00%</b>



**TABLE III  
CITYWIDE EXPENDITURE SUMMARY**

Listed below are the expenditures for all City funds by category. All City funds include General, Special, and Enterprise Funds and exclude interfund transfers. Personnel services, accounting for more than 50%, is the largest expenditure category projected at 51.18%. The second largest City expenditure is on payment of principal and interest on long-term debt, which is 25.31% of total expenditures. Together these two categories account for approximately 76.49% of all City expenditures.

CITYWIDE EXPENDITURES BY CATEGORY (\$ in Million)						
Expenditure Category	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget	FY2013 vs. FY2012	% of Total
Personnel Services	1,724	1,645	1,635	1,719	5.14%	51.18%
Debt Service and Other Uses	737	821	780	850	8.97%	25.31%
Other Services and Charges	591	615	618	627	1.46%	18.67%
Supplies	116	123	123	119	-3.25%	3.54%
Equipment	14	29	21	31	47.62%	0.92%
Non-Capital Equipment	10	12	11	13	18.18%	0.38%
<b>Total Expenditure</b>	<b>3,192</b>	<b>3,245</b>	<b>3,188</b>	<b>3,359</b>	<b>5.36%</b>	<b>100.00%</b>



**FISCAL YEAR 2013 BUDGET**

**TABLE IV  
CITYWIDE PERSONNEL SUMMARY**

Fund/Business Area	Full-Time Equivalents (FTEs)				Overtime FTEs		
	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget	FY2011 Actual	FY2012 Current Budget	FY2013 Budget
<b>GENERAL FUND</b>							
<b>Public Safety</b>							
Fire/Civilian	219.3	119.8	119.0	124.5	4.3	0.7	0.7
Fire/Classified	3,853.5	3,796.9	3,812.5	3,746.4	231.6	195.1	193.3
Fire/Cadets	45.1	24.0	14.9	24.2	0.0	0.0	0.0
Forensic Services/Civilian	98.8	109.0	109.1	116.6	2.7	1.0	1.4
Forensic Services/Classified	41.4	81.0	83.0	83.0	2.2	3.3	2.9
Municipal Courts Department	301.7	267.7	270.3	276.4	0.0	0.0	0.2
Police/Civilian	1,270.7	1,055.4	1,025.0	1,093.7	23.6	40.3	26.5
Police/Classified	5,031.4	4,960.1	4,961.6	5,124.0	107.9	65.6	98.6
Police/Cadets	70.4	82.7	72.0	99.5	0.0	0.0	0.0
<b>Total Public Safety</b>	<b>10,932.3</b>	<b>10,496.6</b>	<b>10,467.4</b>	<b>10,688.3</b>	<b>372.3</b>	<b>306.0</b>	<b>323.6</b>
<b>Development &amp; Maintenance Services</b>							
General Services	206.6	194.2	191.9	191.6	4.0	6.0	5.0
Planning & Development	97.5	75.5	73.2	76.5	0.0	0.0	0.0
Public Works and Engineering	469.7	9.0	9.0	15.0	35.9	0.0	0.1
Solid Waste Management	595.7	439.1	439.1	444.6	28.2	26.0	21.1
<b>Total Development &amp; Maintenance Services</b>	<b>1,369.5</b>	<b>717.8</b>	<b>713.2</b>	<b>727.7</b>	<b>68.1</b>	<b>32.0</b>	<b>26.2</b>
<b>Human &amp; Cultural Services</b>							
Health & Human Services	571.4	450.8	458.0	467.2	3.4	2.4	1.5
Housing & Community Development	2.9	2.0	2.0	2.0	0.0	0.0	0.0
Library	456.4	415.6	414.4	409.7	0.0	0.6	0.0
Neighborhoods	0.0	100.5	100.5	110.7	0.0	2.4	1.9
Parks & Recreation	771.2	693.8	693.8	685.8	3.0	5.8	2.5
<b>Total Human &amp; Cultural Services</b>	<b>1,801.9</b>	<b>1,662.7</b>	<b>1,668.7</b>	<b>1,675.4</b>	<b>6.4</b>	<b>11.2</b>	<b>5.9</b>
<b>Administrative Services</b>							
Administration and Regulatory Affairs	292.8	227.5	227.0	243.3	1.5	0.6	0.7
City Controller	74.0	65.6	65.6	65.6	0.0	0.0	0.0
City Council	72.8	83.0	83.0	89.0	0.0	0.0	0.0
City Secretary	11.5	12.4	12.4	11.4	0.4	0.0	0.1
Finance Department	70.7	64.6	64.6	68.6	0.0	0.0	0.0
Human Resources	40.0	36.0	35.0	34.8	0.0	0.0	0.0
Information Technology	157.7	132.7	131.6	141.7	1.1	1.1	1.2
Legal	155.3	119.8	116.3	119.2	0.0	0.0	0.0
Mayor's Office	35.1	51.8	53.8	54.1	0.0	0.0	0.5
Office of Business Opportunity	31.6	25.0	25.0	28.0	0.0	0.0	0.0
<b>Total Administrative Services</b>	<b>941.5</b>	<b>818.4</b>	<b>814.3</b>	<b>855.7</b>	<b>3.0</b>	<b>1.7</b>	<b>2.5</b>
<b>Total General Fund</b>	<b>15,045.2</b>	<b>13,695.5</b>	<b>13,663.6</b>	<b>13,947.1</b>	<b>449.8</b>	<b>350.9</b>	<b>358.2</b>
<b>ENTERPRISE FUNDS</b>							
Aviation	1,473.7	1,428.0	1,404.0	1,400.0	54.8	45.0	33.8
C & E - Facility Operating Fund	115.5	0.0	0.0	0.0	2.1	0.0	0.0
PW&E - Public Utilities-Water & Sewer	2,085.4	2,207.8	2,119.5	2,251.9	127.6	124.8	131.9
<b>Total Enterprise Funds</b>	<b>3,674.6</b>	<b>3,635.8</b>	<b>3,523.5</b>	<b>3,651.9</b>	<b>184.5</b>	<b>169.8</b>	<b>165.7</b>

**FISCAL YEAR 2013 BUDGET**

**TABLE IV  
CITYWIDE PERSONNEL SUMMARY**

Fund/Business Area	Full-Time Equivalent (FTEs)				Overtime FTEs		
	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget	FY2011 Actual	FY2012 Current Budget	FY2013 Budget
<b>SPECIAL REVENUE FUNDS</b>							
ARA - Parking Management	58.0	67.0	67.0	72.0	0.4	0.3	0.5
ARA - BARC Special Revenue	72.5	97.1	98.1	103.1	0.0	0.0	0.2
Finance - Digital Automated Red Light	0.0	0.0	0.0	1.0	0.0	0.0	0.0
HLT - Swimming Pool Safety	0.0	11.9	10.5	10.4	0.0	0.0	0.2
Houston Emergency Center	244.2	238.3	238.3	238.6	3.8	10.8	10.3
Cable Television	11.5	12.9	12.9	17.5	0.1	0.1	0.2
Parks Special Revenue	88.8	10.5	10.5	10.5	3.3	0.0	0.0
Parks Golf Special	0.0	76.0	76.0	80.0	0.0	4.4	4.4
Police - Asset Forfeiture/Civilians	0.0	0.0	0.0	0.0	0.1	0.0	0.0
Police - Asset Forfeiture/Classified	0.0	0.0	0.0	0.0	19.2	25.8	30.6
Police - Auto Dealers/Civilians	6.3	8.0	6.0	8.0	0.2	0.2	0.6
Police - Auto Dealers/Classified	20.0	23.0	19.2	23.0	1.6	1.6	2.0
Police - Digital Automated Red Light/Civilians	6.9	0.0	1.2	0.0	0.0	0.0	0.0
Police - Digital Automated Red Light/Classified	29.2	0.0	0.8	0.0	0.0	0.0	0.0
Police - Special Services/Civilians	8.1	3.0	3.7	3.0	1.1	0.0	0.0
Police - Special Services/Classified	179.5	220.4	202.0	0.0	76.2	111.9	0.0
Police - Mobility Response Team/Civilians	28.0	31.0	28.0	0.0	0.1	0.1	0.0
PW & E - Dedicated Drainage & Street Renewal	0.0	488.3	461.7	485.8	0.0	29.5	27.0
PW & E - Mobility Response Team	5.8	6.0	6.0	0.0	0.2	0.1	0.0
PW & E - Building Inspection	468.1	482.5	471.9	502.7	12.5	15.3	14.8
PW & E - Stormwater Utility	362.2	382.6	353.7	377.2	25.8	25.8	21.2
PW & E - Houston TranStar	6.8	7.0	7.0	8.0	0.0	0.0	0.0
Municipal Courts Juvenile Case Manager Fee	12.1	15.5	15.5	18.0	0.0	0.0	0.0
Municipal Courts Security Fund	20.4	20.2	20.0	18.1	0.0	0.0	0.0
Municipal Courts Technology Fee Fund	7.0	0.0	0.0	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	1.0	4.0	4.0	5.0	0.0	0.0	0.0
<b>Total Special Revenue Funds</b>	<b>1,638.4</b>	<b>2,207.2</b>	<b>2,116.0</b>	<b>1,983.9</b>	<b>144.6</b>	<b>225.9</b>	<b>112.0</b>
<b>Total General, Enterprise and Special Funds</b>	<b>20,358.2</b>	<b>19,538.5</b>	<b>19,303.1</b>	<b>19,582.9</b>	<b>778.9</b>	<b>746.6</b>	<b>635.9</b>
<b>INTERNAL SVC./SERVICE CHARGEBACK</b>							
Human Resources - Health Benefits	68.2	48.0	46.1	49.9	0.6	0.1	0.0
General Services - Central Svc Revolving	10.2	6.0	5.0	5.0	0.0	0.1	0.0
Finance - Central Svc Revolving	0.0	0.0	0.0	11.5	0.0	0.0	0.0
Human Resources - Central Svc Revolving	68.5	129.0	121.9	133.0	0.0	0.0	0.0
Information Technology - Central Svc Revolving	2.0	33.6	31.8	40.8	0.0	0.0	0.0
Planning & Development - Central Svc Revolving	8.4	11.5	11.5	12.5	0.0	0.0	0.0
General Services - In-House Renovation	28.0	30.0	28.9	30.0	0.2	0.3	0.7
Finance - Fleet Management	0.0	0.0	0.0	4.5	0.0	0.0	0.0
FMD - Fleet Management	1.5	273.9	253.7	273.0	0.0	10.2	10.1
PW & E - Fleet Management	89.2	92.0	86.0	92.2	6.7	8.1	8.0
PW & E - Project Cost Recovery	319.9	330.0	330.1	328.2	2.5	6.1	5.9
General Services - Project Cost Recovery	26.0	25.0	25.0	25.0	0.0	0.0	0.1
Information Technology - Project Cost Recovery	26.2	22.0	22.0	27.0	0.0	0.0	0.0
ARA - Property and Casualty	4.9	5.0	5.0	5.0	0.0	5.0	0.0
Legal - Property and Casualty	23.9	45.8	45.1	52.4	0.0	0.0	0.0
Human Resources - Workers' Compensation	49.8	29.4	28.3	32.4	0.0	0.0	0.0
Legal - Workers' Compensation	4.9	3.0	3.0	3.0	0.0	0.0	0.0
<b>Total Internal Svc./Service Chargeback</b>	<b>731.6</b>	<b>1,084.2</b>	<b>1,043.4</b>	<b>1,125.4</b>	<b>10.0</b>	<b>29.9</b>	<b>24.8</b>
<b>Total FTEs</b>	<b>21,089.8</b>	<b>20,622.7</b>	<b>20,346.5</b>	<b>20,708.3</b>	<b>788.9</b>	<b>776.5</b>	<b>660.7</b>



# Tab 1



## SUPPLEMENTARY INFORMATION

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Operating Budget Process .....	I-20
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## GUIDE TO READING THE OPERATING BUDGET

This section explains the format and contents of the FY2013 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 FY2013 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 Department of Neighborhoods
- 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 FY2011 Actual, FY2012 Budget, FY2012 Estimate, FY2013 Budget and FY2013 highlights of services or new programs. The FY2012 Estimate (FY2012 Projected) is based on the March 2012 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 FY2011 Actual, FY2012 Estimate, and FY2013 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 FY2011 Actual, FY2012 Budget, FY2012 Estimate, and FY2013 Budget.

- o Department Revenue Summary

This form provides departmental revenue information by revenue source for the FY2012 Budget, FY2012 Estimate and FY2013 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 FY2012 Budget, the FY2012 Estimate, and the FY2013 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 FY2013, 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
- Historic Preservation Fund
- Houston Emergency Center
- Houston TranStar Center
- Juvenile Case Manager Fund
- Municipal Courts Building Security
- Municipal Courts Technology Fee
- Parking Management
- Parks and Recreation Special Revenue
- Parks Golf Special Fund
- 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 FY2013:

- 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 FY2013:

- 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 FY2013 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, and citywide funds, including Enterprise and Special Revenue Funds. These include line item details for the FY2011 Actual, the FY2012 Budget, the FY2012 Estimate, and the FY2013 Budget.

Schedules for revenue supported debt service are included in the appendices. Also included is a summary of Non-Major Special Revenue Funds as well as a summary of the FY2013 City Council actions and FY2013 Budget Ordinance. 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 FY2013 Operating Budget, by section, and page number.

## 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 FY2011 Actual; FY2012 Estimate; and the proposed budget for FY2013,
  - 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-three General Fund departments plus General Government and General Fund Debt Service, approximately forty 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

Three 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 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 Fund. 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 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 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 Parks Golf Special Revenue Fund. This fund was created to receive all City revenues derived from all city-owned golf facilities, whether operated by the City or private entities, including all related concessions fees, to be used exclusively for the maintenance, operating and improvements of any or all such golf courses.

- o Cable Television Special Fund. This fund, under certain cable television franchise agreements with the City, receives contributions on a subscriber basis. This fund is used 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 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. This fund generates revenue by charging a fee to every defendant convicted of any offense. The purpose of this fund is 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 Municipal Courts Technology Fee Fund. This fund generates a 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 finance technological enhancements for the Municipal Courts, including computer systems, networks, hardware, software, imaging systems, electronic ticket writers and docket management systems. The FY2013 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 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 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, this fund is 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 comes from an assessment of Municipal Court fee's on non-criminal municipal violations and a portion of 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. While no new tickets will be issued, this fund remains open while the City collects outstanding penalties and fees and pays the fund's expenses. This fund was previously administered by the Police Department. The Finance Department will administer this fund starting in the FY2013 Budget.
- 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 Mobility Response Team Fund. 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. This fund is used 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 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 the requirements, operators of pool and spas at apartment or condominium projects are required to obtain permits and to comply with the 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 Health Benefits Fund. This fund was created to account for the financial activity of the City's medical and health-related plans. Employee, retiree, and City premium contributions are budgeted as revenues. Medical and dental expenses, 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 Long-Term Disability (LTD). This 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 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 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 Fleet Management Fund. This fund is administered by the Fleet Department, which is used to account for fleet maintenance for citywide departments.
- o Property and Casualty Fund. This 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 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 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 Finance 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 actuarial accrued liability to the City's pension programs, and (iv) General obligation on commercial paper notes.

The primary source of funds to make obligated payments is the General Fund, which annually transfers the legally required amount into the Debt Service Fund, which the debt service fund accumulates the resources necessary to pay the principal 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 2012 (Tax Year 2011) was \$0.63875 (per \$100 assessed valuation), which includes \$0.158041 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.

### 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 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 Mayor's Office of Economic Development/TIRZ 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). 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),

- 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),
- 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 (e.g., Library Gift Endowment Fund; Houston Parks Board Trust Fund; Water Fund (Water Aid to Elderly Residents); 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 FY2013 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 unappropriated 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.

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**FISCAL YEAR 2013 BUDGET**

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Historical Data FY1995 – FY2013  
General Fund Available Fund Balances  
(\$ thousands)

<u>Fiscal Year</u>	<u>Unassigned Ending Fund Balance</u>	<u>M&amp;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	165,383	1,676,367
FY2011 Actual	129,040	1,680,038
FY2012 Estimate	161,904	1,616,590
FY2013 Budget	131,875	1,706,797

### 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 January and February 2012, Department Directors presented financial/budgetary information to the Budget and Fiscal Affairs Committee as part of a series of Core Assessment Work Sessions. The purpose of the forum is to allow council members to evaluate information presented and provide guidance to the Administration. In April and May 2012, the Finance Department began briefing Council on the preparation of the FY2013 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 FY2013 was derived from adjustments to the FY2012 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**

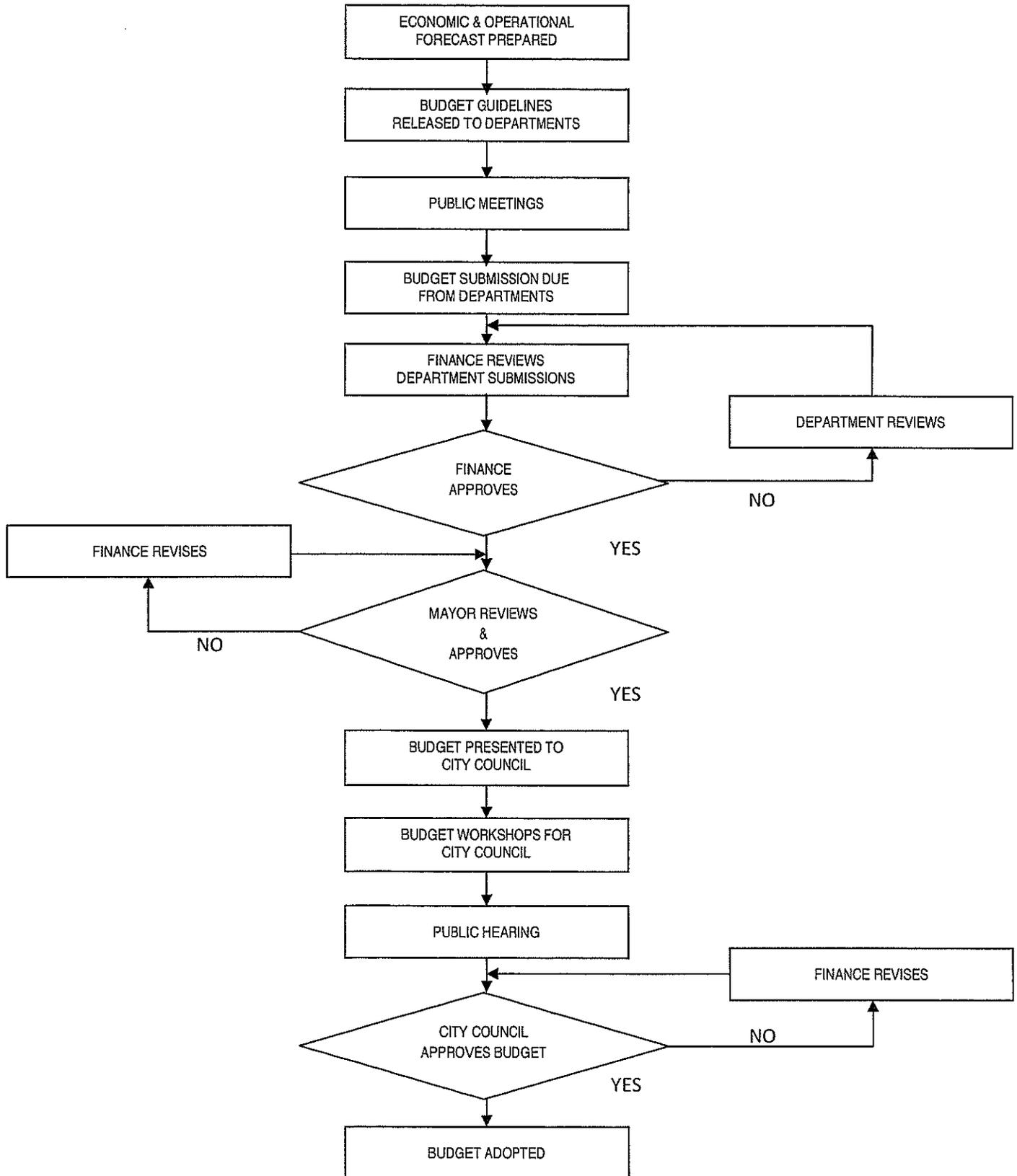
The process to prepare and adopt the five-year Capital Improvement Plan (CIP) for FY2013-FY2017 generally follows the same procedures as the Operating Budget. Refer to Exhibit 3 for this schedule and comparison.

In February and March, 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 FY2013-FY2017 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 FY2013-FY2017 CIP will be prepared for presentation to City Council for review and adoption.

Enterprise Fund capital projects may vary from FY2012, 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 and are included in the FY2013-FY2017 CIP.

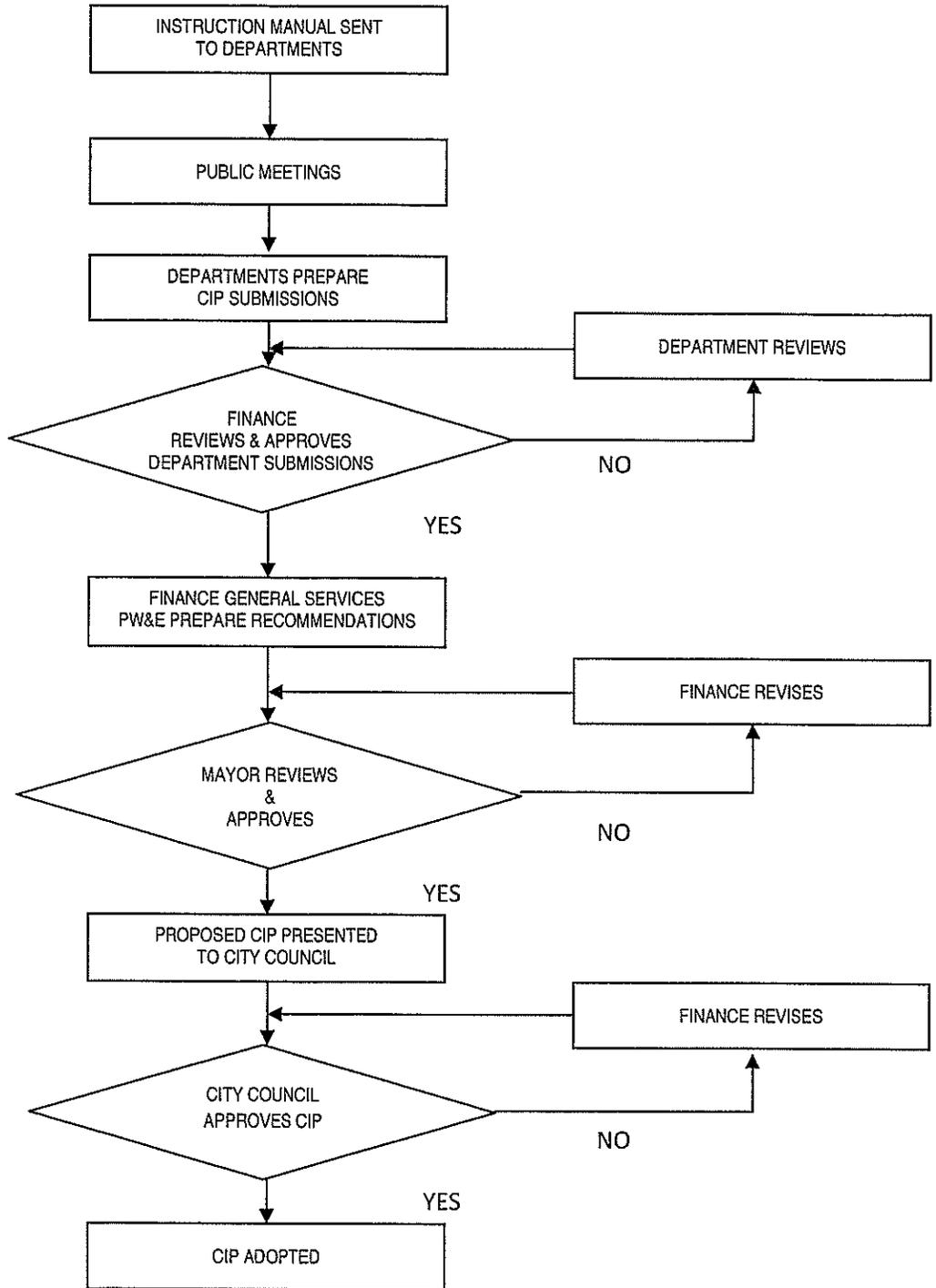
# EXHIBIT 1 OPERATING BUDGET PROCESS



## 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 600 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 2,099,451 (3,502 people per square mile), 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.

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
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. Additionally, over ninety languages are spoken in the City.

According to the US Census Bureau, Houston's population diversity consists of: Whites 50.5%; Blacks (African-Americans) 23.7%; American Indians 0.7%; Asians 6.0%; and Pacific Islanders 0.1%. Individuals from two or more races made up 3.3% of the City's population. Hispanics/Latinos (of any race) made up 43.8% of Houston's population.

From the first census in Texas in 1850 through the 2010 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 greater than 3%. 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. Over 40% of the region's residents live 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, City of Houston has 103 fire stations and 44 police stations. It manages 350 developed municipal parks and more than 200 open spaces, which together encompass approximately 38,959 acres.

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

**Top Metros of 2011**

*Site Selection Magazine – March 1, 2012*

**Top U.S. Manufacturing Cities**

*Manufacturers' News, Inc. – January 30, 2012*

**Fastest Growing Wages in U.S.**

*Business Insiders – January 12, 2012*

**Top Technology Job Growth**

*CyberCoders (as reported by Houston Business Journal) – January 11, 2012*

**Top Gulf Coast Counties for New Plants**

**& Expansions from Oct. '09-Oct. '11 - Harris County**  
*Conway Data Inc., New Plant Database – January 2012*

**Best Cities for Manufacturing Jobs**

*Forbes – December 15, 2011*

**Best Children's Museums**

*Parents Magazine – February 7, 2011*

**Quality of Life in the Southern U.S. – West University Place**

*On Numbers (as reported by Houston Business Journal) – December 6, 2011*

**Personal Safety in U.S.**

*Mercier (as reported by Houston Business Journal) - December 1, 2011*

**Best-Performing Cities Among Top 10 Largest U.S.**

**MSAs**

*Milken Institute – December 2011*

**Fastest Growing Total Personal Income -**

**Houston MSA**

*On Numbers (as reported by Houston Business Journal) – October 17, 2011*

**Top Local Government Green Power Purchaser**

*Environmental Protection Agency – October 5, 2011*

**Most New Nonfarm Jobs in MSA (August '10 to August '11)**

*U.S. Bureau of Labor Statistics – September 2011*

**Best Undergraduate Entrepreneurship Program - University of Houston**

*The Princeton Review (as reported by Entrepreneur.com) – September 2011*

**New Housing Construction**

*Houston Business Journal - August 26, 2011*

**Highest Quality of Life Among Students - Rice University**

*Princeton Review (as reported by Houston Business Journal) - August 2, 2011*

**Top 10 Manufacturing Cities**

*Business Facilities - July/August 2011*

**America's Best Hospitals - Cancer, University of Texas M.D. Anderson Cancer Center**

*U.S News & World Report - July 2011*

**Fastest Growing Millionaire City in the U.S.**

*Forbes.com – July 14, 2011*

**Fastest Growing Metro Area**

*Rice University's Kinder Institute for Urban Research – July 12, 2011*

**Green Building Initiatives (Large City Category - population over 100,000)**

*The U.S. Conference of Mayors – June 17, 2011*

**America's Best Burger City**

*Travel+Leisure – May 13, 2011*

**Top Cities for IT Jobs**

*Modis – May 13, 2011*

**Most Affordable City to Do Business - Worldwide**

*Cities of Opportunities 2011 (as reported by PwC and The Partnership for New York City) – May 3, 2011*

**2011 Fast City of the Year**

*Fastcompany.com – May 2011*

**Top City for Women-Owned Business Revenue**

*The State of Women-Owned Business Report (commissioned by American Express) – March 2012*

**Most Radically/Ethnically Diverse Large Metro Area**

*Kinder Institute for Urban Research & The Hobby Center for the Study of Texas – March 2012*

**HEALTH**

The Houston region's health care system is first-rate. From specialized to routine care, Houston has options for everyone. The Houston MSA has over 12,000 physicians and 115 hospitals (106 general and special, and nine psychiatric) with over 19,000 beds.

Houston is also home to the world renowned Texas Medical Center (TMC), the largest medical center in the world. TMC is comprised of 42 nonprofit and government institutions, including 13 teaching hospitals, 2 medical schools, 4 colleges of nursing, a dental college, a college of pharmacy and a college of optometry. The TMC provides over 4.8 million patient visits per year due to the efforts of over 100,000 health care professionals, including over 16,000 physicians, scientists, researchers, and other degreed professionals in the life sciences.

**EDUCATION**

Houston Independent School District (HISD) is the 7<sup>th</sup> largest public school system in the country, with enrollment of over 200,000 students and over 29,000 employees. The Houston MSA contains 66 school districts and 50 charter schools with enrollment of over 1.1 million 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 more than 40 colleges, universities, and institutions, with a combined enrollment of over 160,000 per academic year, with over 16,000 degrees and certificates awarded.

<b>Community Colleges</b>	<b>Houston area Universities</b>
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 parts of 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 a population of 5,946,800 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.

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 by ship from the Gulf of Mexico. The port is consistently ranked 1st in the United States in foreign waterborne tonnage, 1st in US imports, 2nd in US export tonnage, and 2nd in the US in total tonnage. It is also the nation’s leading break-bulk post, handling 65 percent of all major US project cargo. The Port of Houston is made up of the public terminals owned, managed and leased by the Port of Houston Authority, and the 150-plus private industrial companies along the 52-mile long Houston Ship Channel. Each year, more than 200 million tons of cargo move through the Port of Houston, carried by more than 7,700 vessels and 150,000 barge calls.

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 each year, with more than 7,700 vessel calls recorded. 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 most modern and environmentally sensitive container terminal on the US Gulf, the Bayport Container Terminal provides customers cost-effective, efficient cargo handling. When fully developed, this state-of-the-art terminal will have a total of seven container berths with the capacity to handle 2.3 million TEUs on a complex which includes 376 acres of container yard and a 123-acre intermodal facility. The terminal's environmental benefits include the preservation of 956 acres of diverse coastal habitat, 200 acres of new marsh, 173 acres of wetlands created or enhanced, and the preservation of a 128-acre buffer zone. The facility will generate more than 32,000 jobs, and add approximately \$1.6 billion to the Texas economy through wages and tax revenues.

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 systems serve more than 49 million passengers per year, including more than 8 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. With fourteen galleries of hands-on activities, The Children's Museum of Houston is ranked by Parents magazine 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:**

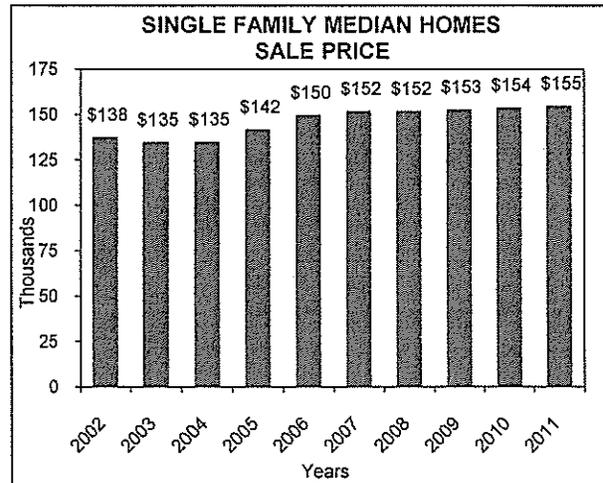
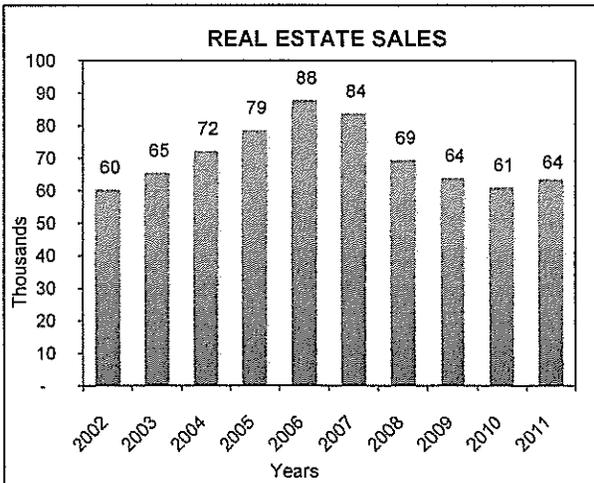
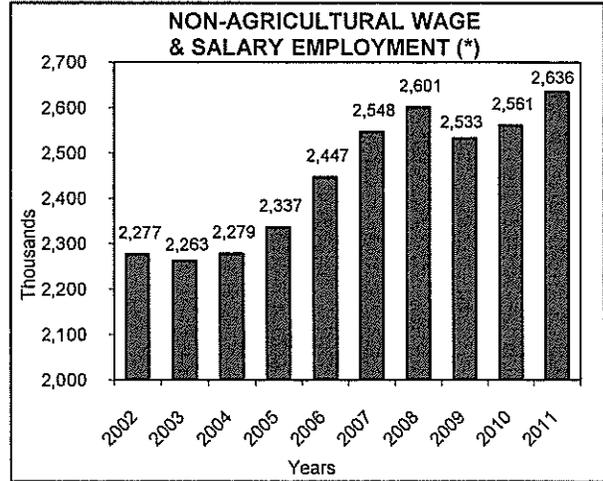
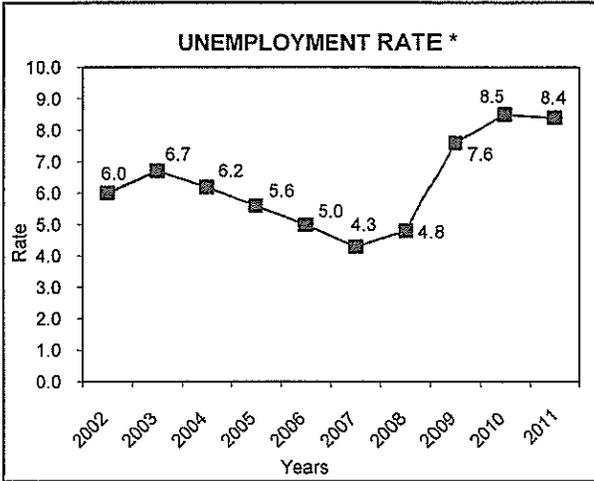
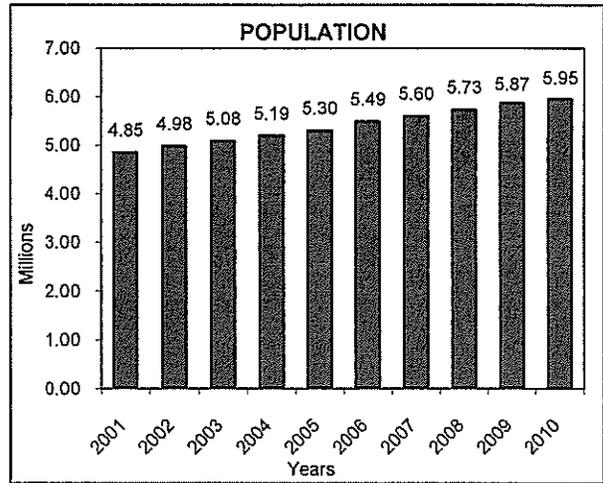
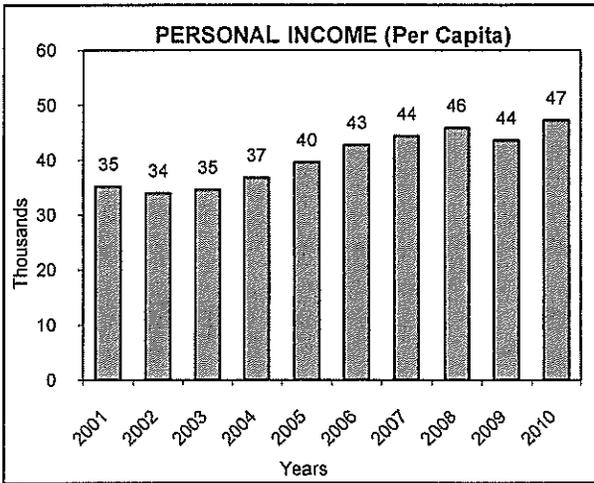
Asia Society Texas Center Buffalo Soldiers National Museum Children's Museum of Houston Czech Center Museum Houston Houston Center for Contemporary Craft Houston Museum of Natural Science The John C. Freeman Weather Museum The Jung Center of Houston The Menil Collection Rice University Art Gallery	Contemporary Arts Museum Houston Holocaust Museum Houston Houston Center for Photography Houston Zoo, Inc. The Health Museum Lawndale Art Center Museum of African American Culture Museum of Fine Arts, Houston The Rothko Chapel
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Houston has professional teams representing football, baseball, basketball, soccer, and hockey. Houston is home to a team from nearly every major professional sport and state of the art football, basketball, baseball, and soccer 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. The state of the art BBVA Compass stadium opens its doors in May 2012. 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 hosted the 2011 Summer National Senior Games, and will host the 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 MSA AT A GLANCE



\* Not Seasonally Adjusted

Sources: Greater Houston Partnership, US Bureau of Economic Analysis, US Bureau of Labor Statistics

**ECONOMIC OUTLOOK**

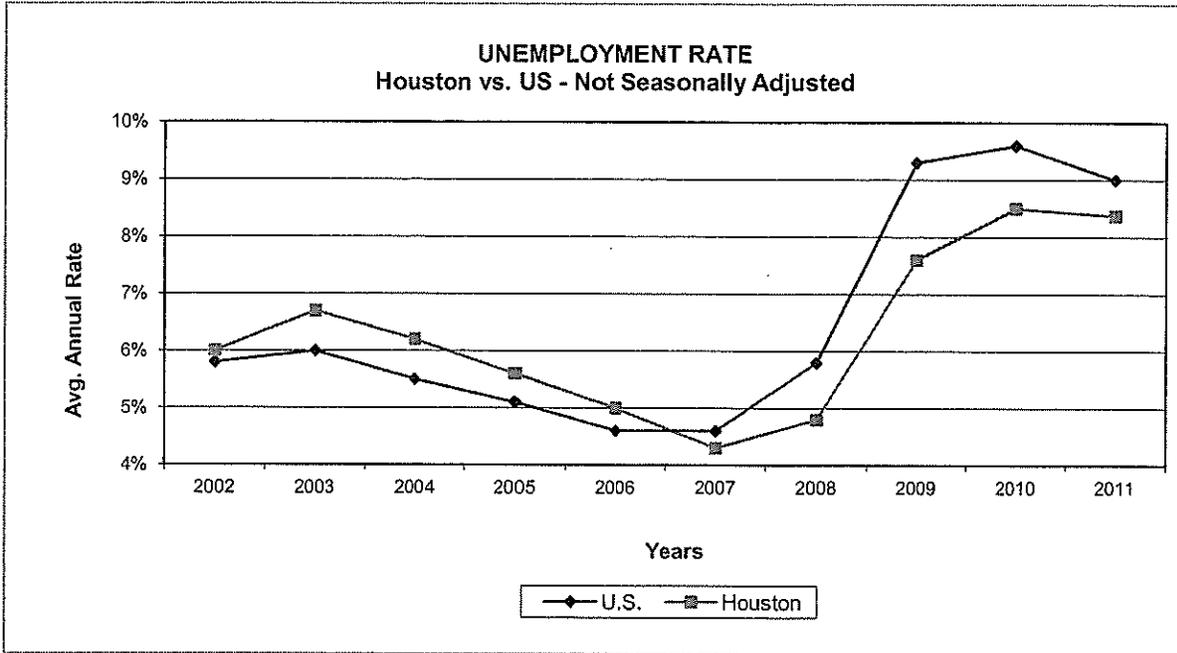
**POPULATION**

Houston is the nation's sixth largest Metropolitan Statistical Area which includes 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.

<b>HOUSTON POPULATION ESTIMATES — JULY 1, 2010</b>				
<b>County</b>	<b>Houston Primary Metropolitan Statistical Area (PMSA)</b>	<b>Houston-Galveston-Brazoria Consolidated Metropolitan Statistical Area (CMSA)</b>	<b>Houston- Sugar Land-Baytown Metropolitan Statistical Area (MSA)</b>	<b>Houston-Baytown-Huntsville Combined Statistical Area (CSA)</b>
Austin	<i>Not in PMSA</i>	<i>Not in CMSA</i>	28,417	28,417
Brazoria	<i>Not in PMSA</i>	313,166	313,166	313,166
Chambers	35,096	35,096	35,096	35,096
Fort Bend	585,375	585,375	585,375	585,375
Galveston	<i>Not in PMSA</i>	291,309	291,309	291,309
Harris	4,092,459	4,092,459	4,092,459	4,092,459
Liberty	75,643	75,643	75,643	75,643
Matagorda	<i>Not in PMSA</i>	<i>Not in CMSA</i>	<i>Not in MSA</i>	36,702
Montgomery	455,746	455,746	455,746	455,746
San Jacinto	<i>Not in PMSA</i>	<i>Not in CMSA</i>	26,384	26,384
Walker	<i>Not in PMSA</i>	<i>Not in CMSA</i>	<i>Not in MSA</i>	67,861
Waller	43,205	43,205	43,205	43,205
<b>Total</b>	<b>5,287,524</b>	<b>5,891,999</b>	<b>5,946,800</b>	<b>6,051,363</b>
<i>Note: The Office of Management and Budget (OMB) defines metropolitan geography. The PMSA and CMSA were defined in 1993, and were superseded by the MSA and CSA in 2003.</i>				
<i>Source: U.S. Bureau of the Census, American Community Survey 2010</i>				

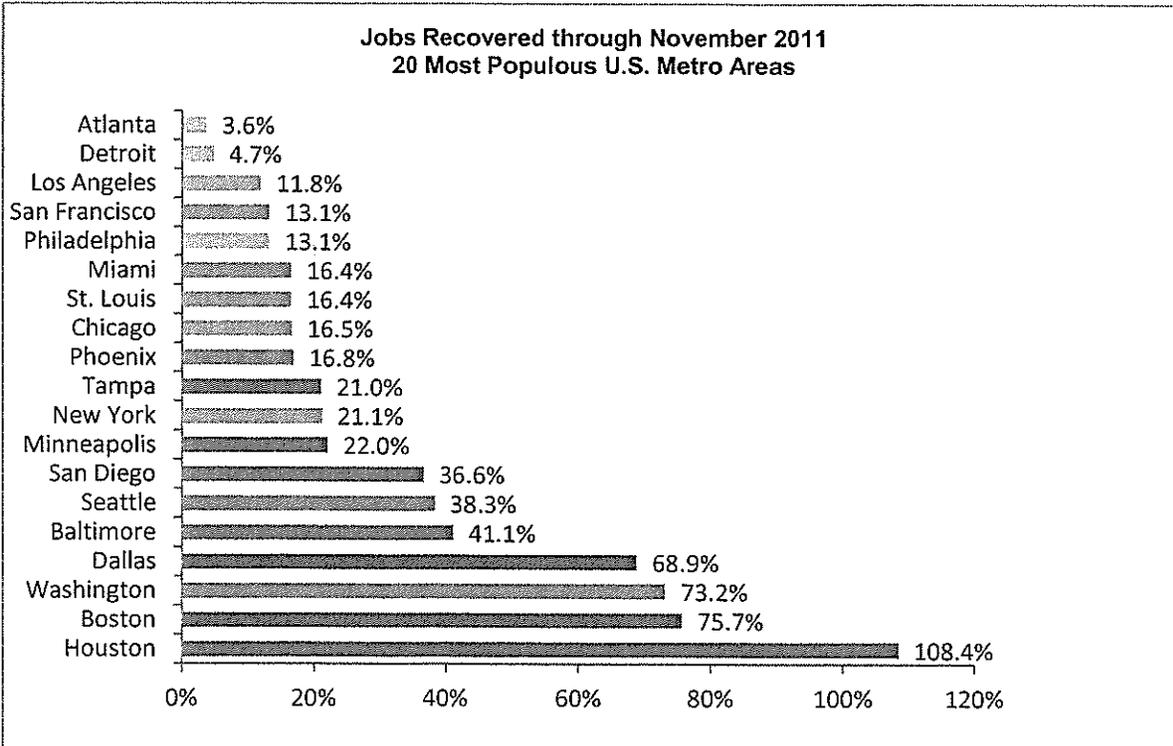
- The Houston MSA contains more people than Maryland, which ranks 19th among the states in population. Between mid-'06 and mid-'07, the Houston MSA surpassed both Maryland and Wisconsin in total population.
- Harris County contains more people than Oregon, which ranks 27th.
- The City of Houston, with 3,075,388 residents in 2010, is the nation's fourth most populous city.
- MSAs larger than Houston, in descending order of population, are New York, Los Angeles, Chicago, Dallas-Fort Worth, and Philadelphia.

The annual average of local unemployment rate (not seasonally adjusted) is 8.4%, 10 basis points lower than 2010 and 60 basis points lower than the national unemployment rate.



**JOBS RECOVERY**

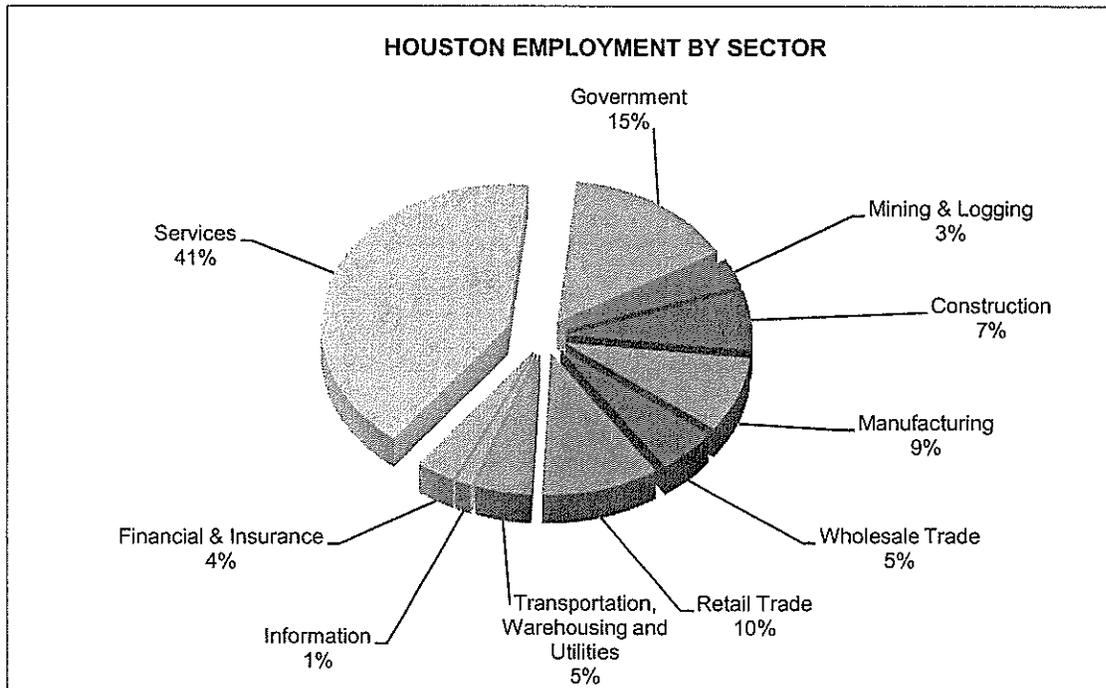
Among the nation's 20 most populous metropolitan areas, Houston is the first to recover all the jobs it lost in the recession.



Houston is recovering quicker for several reasons:

- The region lost a smaller portion of its employment during the recession. When the recovery began, Houston had less ground to make up.
- Houston's core industry, oil and gas, is booming again. Employment in oil and gas extraction passed its pre-recession peak in June of 2011. Nearly all the jobs lost in equipment manufacturing have been recovered. Two-thirds have been recouped in oilfield services.
- The region continues to draw residents from other states, both employed and unemployed. Houston's population growth is driving the demand for consumer goods and services, creating jobs and opportunities along the way.

In 2011, jobs in services increased by 2%, while mining & logging decreased by -1% and finance and insurance decreased by -1% compared to 2010.



**ENERGY**

Houston is the U.S. energy headquarters and a world center for virtually every segment of the oil and gas industry including exploration, production, transmission, marketing, supply, and technology. Houston's high concentration of oil expertise and experience has meant a large number of relocations to the Houston region. Additionally, Houston is the Permanent Secretariat of the World Energy Cities Partnership (WECP); a collaboration among 16 energy cities worldwide providing a platform for information exchange, networking and public relations.

**Houston by the numbers:**

- 500+ exploration and production firms
- 150+ pipeline transportation establishments
- 42 of the nation's top 137 publicly traded oil and gas exploration/production firms
- 23.2% of US crude operable capacity
- 30% of US jobs in oil and gas extraction
- 15 of top 20 US natural gas transmission companies have offices in Houston
- 12 of top 20 oil pipeline companies have offices in Houston
- 9 refineries in the Houston region produce 2.33 million barrels of crude oil per calendar day

**SELECTED ENERGY COMPANIES WITH MAJOR R&D LABORATORIES IN HOUSTON REGION**

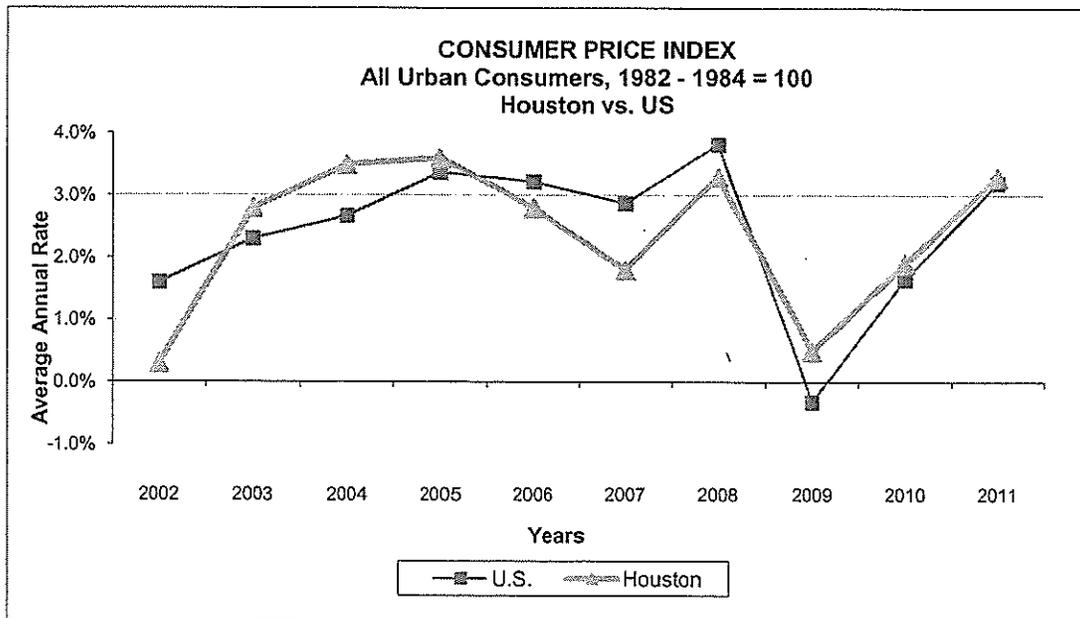
Aker Solutions	Huntsman Corporation
Anadarko Petroleum Corporation	Ineos USA
Baker Hughes	Lyondell Basell Industries
Basell USA Incorporated	Marathon Oil Corporation
BASF Corporation	National Oilwell Varco
Bayer Material Science	Schlumberger
BP America, Inc.	Shell Oil Company
Chevron	The Dow Chemical Company
Chevron Phillips Chemical Company	Total Petrochemicals USA, Inc.
ConocoPhillips	Union Carbide Corporation
ExxonMobil	Vestas Wind Systems
FMC Technologies	Weatherford International

**INCOME**

Per capita income is widely used to compare the standards of living in different regions. In Houston, personal income increased from \$43,568 in 2009 to \$47,156 in 2010; an 8.2% increase over the previous year.

**PRICES**

Houston prices, as measured by the Houston Consumer Price Index (CPI), rose 1.4% in 2011 compared to the national increase of 1.55%. Average CPI for the local area in 2011 was 200.5 versus 224.9 for the United States, meaning there is a lower cost of living for Houston residents than is the case nationally.

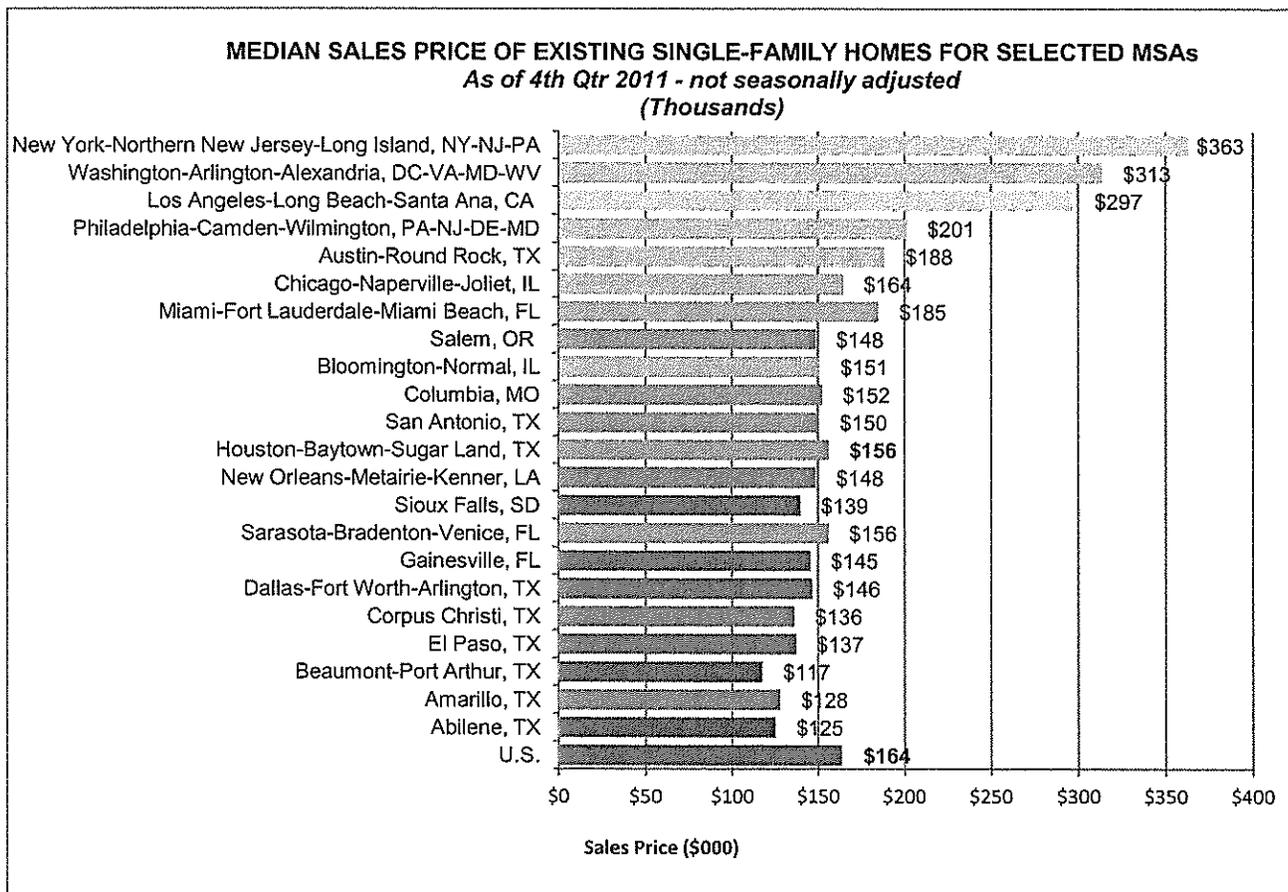


**HOUSING COSTS**

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 19% below the national average and 36% 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 10.6% below the nationwide average for places of all sizes and 19.5% below the large-metro average.

The National Association of Realtors reports that Houston's fourth quarter 2011 median sales price of \$156,000 is \$8,000 lower than the national median sales price of existing single-family homes.

Honolulu, HI has the highest median sales price of single-family homes in 2011 at \$597,300 (-1.7% from 2010) while Detroit-Warren-Livonia, MI has the lowest at \$50,800.



The Houston residential real estate market has seen an increase in total sales, single-family sales, dollar volume, average sales prices, and median sales prices. As of February 2012, the inventory of single-family homes on the market stands at 5.8 months, meaning it would take that many months to deplete current inventory based on sales activity over the prior 12 months. Over the last decade, December inventory has ranged from 5.0 to 7.2 months, averaging 5.7 months.

SUMMARY OF HOUSTON RESIDENTIAL SALES ACTIVITY			
	2011	2010	Percent change
Total Sales	63,610	61,005	4.3
Total dollar volume	\$13,012,903,352	\$12,364,327,660	5.2
Single-family sales	53,606	51,556	4
Average price*	\$213,723	\$211,765	0.9
Median price*	\$155,000	\$153,990	0.7

\* Single-family homes.

Source: Houston Association of Realtors®.

**COST OF LIVING**

In Houston, the dollar has a much higher buying power than virtually any other major metropolitan areas in the country. The American Chamber of Commerce Research Association (ACCRA) Cost of Living Index third quarter 2011 shows that Houston's overall after-taxes living costs are 10.6% below the nationwide average, largely due to housing costs that are 19% 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 36% below the average for the large metro areas, and its overall costs are 19.5% below the average for this group.

COST OF LIVING COMPARISONS							
Third Quarter 2011 (Average for 309 Urban Areas = 100)							
Metropolitan Statistical Area	Composite	Groceries	Housing	Utilities	Transportation	Health Care	Misc Goods & Services
New York-Newark-Edison NY-NJ-PA	155.3	119.7	239.9	134.0	109.9	112.3	120.4
Los Angeles-Long Beach-Santa Ana CA	137.3	107.1	211.9	112.9	107.5	108.8	103.7
Washington-Arlington-Alexandria DC-VA-MD-WV	139.8	112.1	221.2	115.0	110.0	100.4	100.7
Boston-Cambridge-Quincy MA-NH	137.2	117.8	157.8	146.6	110.6	120.9	134.0
Minneapolis-St. Paul-Bloomington MN-WI	111.3	108.6	118.1	100.9	108.0	106.0	111.4
Miami-Fort Lauderdale-Miami Beach FL	109.1	107.5	119.1	93.5	106.0	109.4	106.7
Chicago-Naperville-Joliet IL-IN-WI	107.3	107.4	115.9	101.8	109.7	107.6	100.5
Denver-Aurora CO	105.3	102.6	114.2	89.5	94.0	105.4	106.8
Atlanta-Sandy Springs-Marietta GA	97.4	104.9	85.9	96.2	100.0	104.5	103.4
<b>Houston-Sugar Land-Baytown TX</b>	<b>89.4</b>	<b>82.8</b>	<b>80.9</b>	<b>92.6</b>	<b>94.9</b>	<b>99.1</b>	<b>95.7</b>

Source: Council for Community and Economic Research, ACCRA Cost of Living Index, Third Quarter 2011 (published October 2011)  
 Note: Data are un-weighted averages for all reporting places in each metropolitan area.

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- National Association of Realtors Quarterly Report
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- The Port of Houston Authority
- Houston Economics – University of Houston Center for Public Policy
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- US Census Bureau
- US Bureau of Economic Analysis
- Houston Independent School District
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- US Government Energy Information Administration
- Houston Business Journal
- Fly-2-Houston – The Houston Airport System
- Sales Tax Revenue Forecast by Barton A. Smith, Prof. of Economics – December 2011
- Susan Combs Texas Comptroller of Public Accounts
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# Tab II



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**FISCAL YEAR 2013 BUDGET**

**GENERAL FUND SUMMARY**

Fund Name: General Fund

Fund No: 1000

	<u>FY2011 Actual</u>	<u>FY2012 Current Budget</u>	<u>FY2012 Estimate</u>	<u>FY2013 Budget</u>
<b>Beginning Fund Balance - Unassigned</b>	\$ 165,382,836	129,040,101	129,040,101	161,903,707
<b>Revenue and Other Sources</b>				
General Property Taxes	859,412,888	842,478,000	866,267,000	900,197,000
Industrial Assessment	14,458,285	14,800,000	14,800,000	14,800,000
Sales Taxes	492,823,996	518,912,000	545,000,000	577,373,000
Other Tax	10,449,851	10,806,000	9,685,000	9,685,000
Electric Franchise	98,107,455	99,693,604	99,693,604	103,696,852
Telephone Franchise	46,722,273	44,482,800	45,437,722	44,606,000
Gas Franchise	21,889,640	22,009,397	22,009,397	19,194,072
Other Franchise	23,844,128	24,043,726	24,490,282	24,174,726
Licenses and Permits	18,713,934	22,241,426	22,052,028	29,501,563
Intergovernmental	58,894,514	11,160,872	12,306,256	10,331,968
Charges for Services	38,166,039	40,364,959	40,497,268	45,320,804
Direct Interfund Services	46,034,001	45,254,529	44,017,869	43,958,996
Indirect Interfund Services	16,328,240	18,522,214	18,505,614	16,849,609
Municipal Courts Fines and Forfeits	36,318,780	35,894,129	33,893,327	34,485,507
Other Fines and Forfeits	2,902,932	2,561,932	2,642,392	5,051,012
Interest	5,787,653	3,000,000	4,000,000	4,000,000
Miscellaneous/Other	11,872,477	6,739,716	7,053,188	8,064,027
<b>Total Revenue and Other Sources</b>	<u>1,802,727,086</u>	<u>1,762,965,304</u>	<u>1,812,350,947</u>	<u>1,891,290,136</u>
<b>Other Resources</b>				
Sale of Capital Assets	13,766,155	13,550,000	12,150,000	4,500,000
Transfers From Other Funds	23,561,391	51,479,934	53,179,592	27,077,909
<b>Total Other Resources</b>	<u>37,327,546</u>	<u>65,029,934</u>	<u>65,329,592</u>	<u>31,577,909</u>
<b>Total Available Resources</b>	<u>2,005,437,468</u>	<u>1,957,035,339</u>	<u>2,006,720,640</u>	<u>2,084,771,752</u>
<b>Expenditures and Other Uses</b>				
<b>Public Safety</b>				
Fire Department	448,175,151	425,136,692	425,136,692	433,391,234
Forensic Services	14,285,074	20,433,324	18,690,898	21,103,160
Houston Emergency Center	11,171,687	11,549,511	11,549,511	11,855,355
Municipal Courts Department	22,836,393	22,150,748	22,150,748	24,135,874
Police Department	649,134,879	618,746,105	620,488,531	676,463,963
<b>Public Safety</b>	<u>1,145,603,184</u>	<u>1,098,016,380</u>	<u>1,098,016,380</u>	<u>1,166,949,586</u>
<b>Development &amp; Maintenance Services</b>				
General Services	46,078,792	46,555,006	46,555,006	49,020,171
Planning & Development	8,173,430	7,208,331	7,208,331	7,545,302
Public Works & Engineering	83,463,815	37,377,283	37,377,283	35,659,100
Solid Waste Management	65,542,503	65,492,827	65,492,827	69,373,412
<b>Development &amp; Maintenance Services</b>	<u>203,258,540</u>	<u>156,633,447</u>	<u>156,633,447</u>	<u>161,597,985</u>

**FISCAL YEAR 2013 BUDGET**

**GENERAL FUND SUMMARY**

**Fund Name: General Fund**

**Fund No: 1000**

	<u>FY2011 Actual</u>	<u>FY2012 Current Budget</u>	<u>FY2012 Estimate</u>	<u>FY2013 Budget</u>
<b>Human &amp; Cultural Services</b>				
Department of Neighborhoods	0	9,698,147	9,698,147	10,320,086
Health and Human Services	45,614,130	40,067,351	40,067,351	42,381,421
Housing & Community Development	860,035	619,779	619,779	2,429,478
Library	35,304,931	32,352,534	32,352,534	33,326,335
Parks and Recreation	63,133,452	66,295,242	66,295,242	64,402,537
<b>Human &amp; Cultural Services</b>	<u>144,912,548</u>	<u>149,033,053</u>	<u>149,033,053</u>	<u>152,859,857</u>
<b>Administrative Services</b>				
Administration and Regulatory Affairs	31,640,700	26,431,395	26,431,395	28,126,721
City Controller	7,389,260	6,965,281	6,965,281	7,374,793
City Council	5,007,184	5,732,157	5,732,157	6,352,048
City Secretary	747,691	802,733	802,733	836,435
Finance Department	9,802,161	23,087,698	23,087,698	11,276,606
Human Resources	3,151,500	3,191,872	3,191,872	3,245,868
Information Technology	19,073,142	18,094,797	18,094,797	19,269,066
Legal	16,973,681	13,675,311	13,675,311	14,112,402
Mayor's Office	2,930,094	5,486,807	5,486,807	6,113,265
Office of Business Opportunity	2,403,553	2,102,597	2,102,597	2,352,405
<b>Administrative Services</b>	<u>99,118,966</u>	<u>105,570,648</u>	<u>105,570,648</u>	<u>99,059,609</u>
<b>General Government</b>				
General Government	87,144,325	107,336,671	107,336,671	126,330,122
<b>General Government</b>	<u>87,144,325</u>	<u>107,336,671</u>	<u>107,336,671</u>	<u>126,330,122</u>
<b>Total Expenditures Other Than Debt Service</b>	1,680,037,563	1,616,590,199	1,616,590,199	1,706,797,159
<b>Debt Service</b>				
Transfer to PIB Bonds Debt Service	227,214,000	220,506,734	220,506,734	241,100,000
Transfer to Drainage Debt Service	5,331,000	0	0	0
Transfer to Equipment to Departments	(11,707,000)	0	0	0
<b>Debt Service</b>	<u>220,838,000</u>	<u>220,506,734</u>	<u>220,506,734</u>	<u>241,100,000</u>
<b>Total Expenditures and Other Uses</b>	<u>1,900,875,563</u>	<u>1,837,096,933</u>	<u>1,837,096,933</u>	<u>1,947,897,159</u>
Fund Balance - Unassigned	104,561,905	119,938,406	169,623,707	136,874,593
<b>Total Budget</b>	<u>2,005,437,468</u>	<u>1,957,035,339</u>	<u>2,006,720,640</u>	<u>2,084,771,752</u>
Changes to Unassigned Fund Balance	20,000,000	(7,720,000)	(7,720,000)	(5,000,000)
Prepaid Items and Imprest Cash	4,478,196	0	0	0
<b>Ending Fund Balance - Unassigned</b>	<u>129,040,101</u>	<u>112,218,406</u>	<u>161,903,707</u>	<u>131,874,593</u>
<b>Total Ending Fund Balance</b>	\$ <u>129,040,101</u>	\$ <u>112,218,406</u>	\$ <u>161,903,707</u>	\$ <u>131,874,593</u>

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

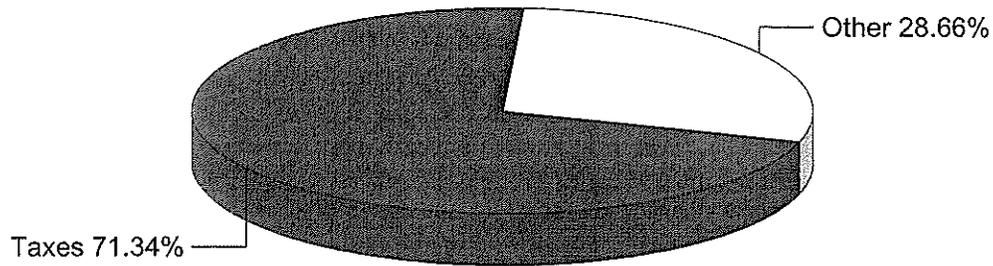
In FY2012, the City reassigned \$5 million to the Rainy Day Fund and another \$5 million in FY2013 Budget.

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

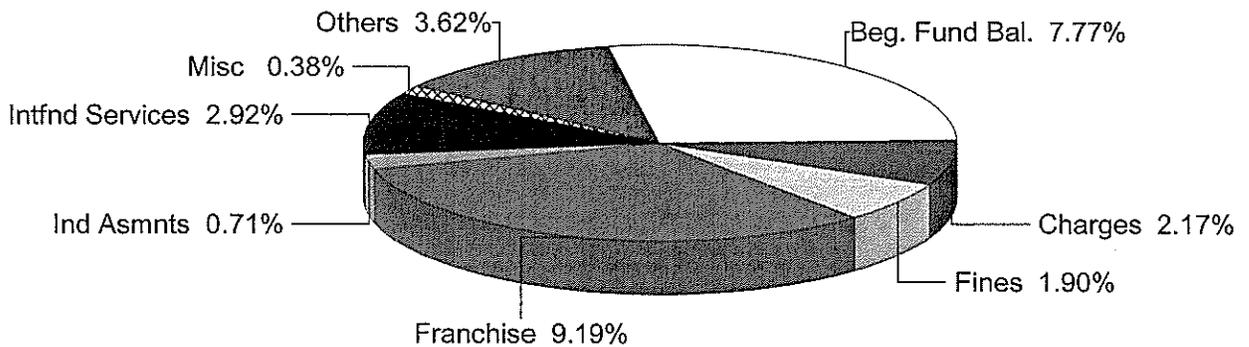
## GENERAL FUND RESOURCES SUMMARY

The General Fund is the City of Houston's largest operating fund. With total resources of \$2.1 billion budgeted in FY2013, 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 FY2013 BUDGET



### COMPOSITION OF OTHER (ABOVE)



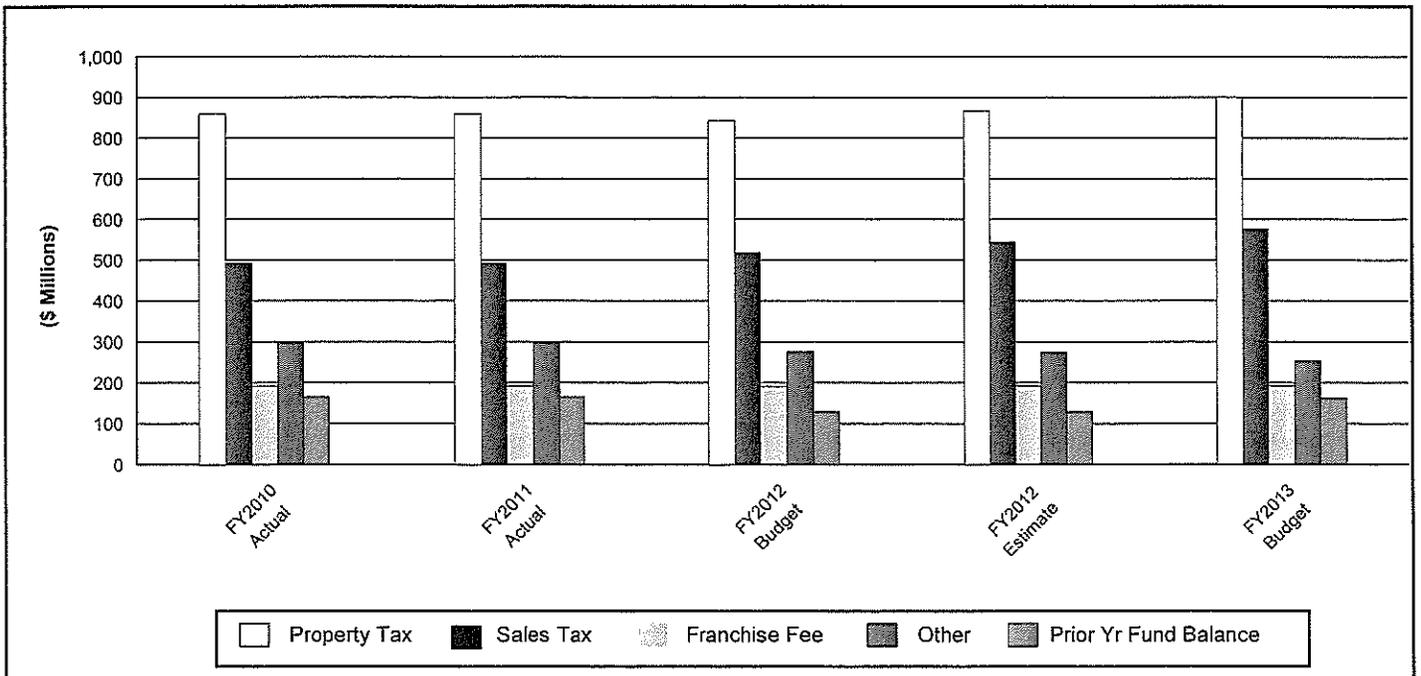
The composition of the FY2013 General Fund resources is listed below:

<b>RESOURCE CATEGORIES</b>	<b>RESOURCE FY2013 BUDGET*</b>	<b>% OF TOTAL BUDGET</b>
<b>Taxes:</b>		
Property Taxes	\$ 900,197	43.18%
Sales Taxes	577,373	27.69%
Other Tax	9,685	0.46%
Franchise Fees	191,672	9.19%
Industrial District	14,800	0.71%
Licenses and Permits	29,502	1.42%
Intergovernmental	10,332	0.50%
Charges for Services	45,321	2.17%
Interfund Services	60,809	2.92%
Fines and Forfeits	39,537	1.90%
Interest	4,000	0.18%
Miscellaneous/Other	8,064	0.38%
<b>Total Revenue</b>	<b>1,891,292</b>	<b>90.72%</b>
Sale of Capital Assets	4,500	0.22%
Transfers In	27,078	1.30%
Beginning FY2013 Fund Balance	161,904	7.77%
<b>TOTAL RESOURCES</b>	<b>\$ 2,084,774</b>	<b>100.00%</b>

\* Dollars in Thousands  
Total may reflect slight variances due to rounding.

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

**RELATIONSHIP OF GENERAL FUND RESOURCES  
FY2010 THROUGH FY2013**



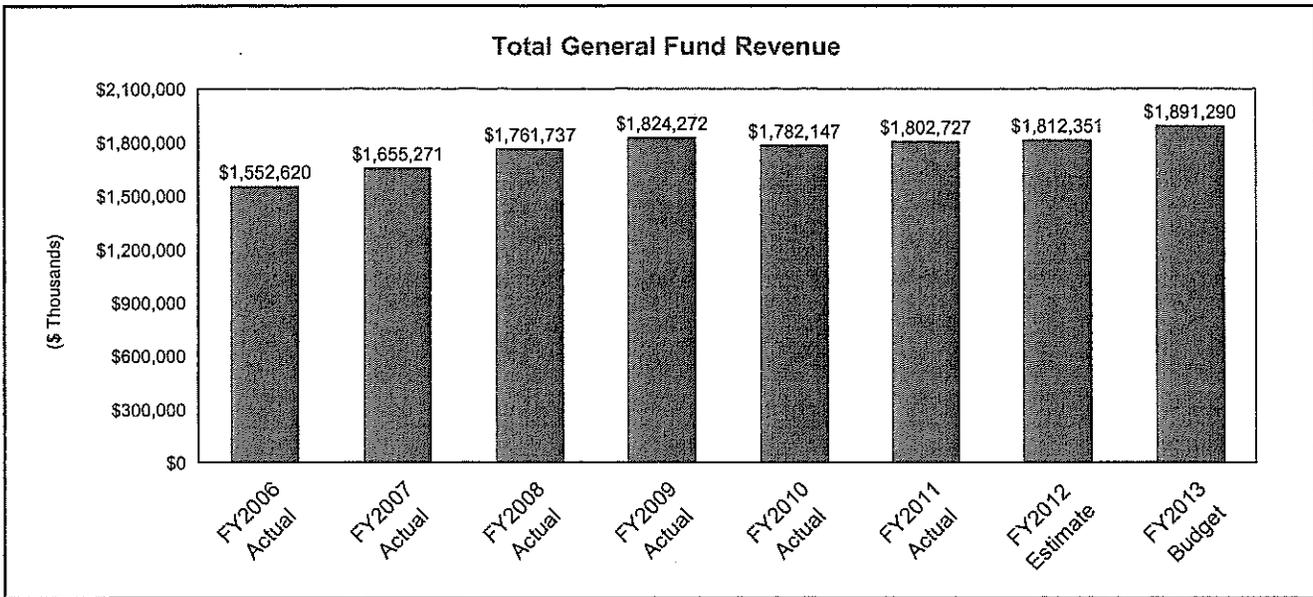


Table I below provides the FY2013 General Fund revenue estimate by categories. As shown, the total revenue is expected to be \$1.89 billion or \$78.9 million higher than the projected FY2012 revenue.

**Table I**  
**FY2013 Revenue Budget**  
**Compared with FY2012 Estimate**

Category	Projected Revenue (\$ Thousands)		
	FY2012 Estimate	FY2013 Budget	Increase / (Decrease)
General Property Taxes	866,267	900,197	33,930
Industrial Assessment	14,800	14,800	0
Sales Taxes	545,000	577,373	32,373
Other Tax	9,685	9,685	0
Electric Franchise	99,694	103,697	4,003
Telephone Franchise	45,438	44,606	(832)
Gas Franchise	22,009	19,194	(2,815)
Other Franchise	24,490	24,175	(315)
Licenses and Permits	22,052	29,502	7,450
Intergovernmental	12,306	10,332	(1,974)
Charges for Services	40,497	45,321	4,824
Direct Interfund Services	44,018	43,959	(59)
Indirect Interfund Services	18,506	16,850	(1,656)
Municipal Courts Fines and Forfeits	33,893	34,486	593
Other Fines and Forfeits	2,642	5,051	2,409
Interest	4,000	4,000	0
Miscellaneous/Other	7,053	8,064	1,011
<b>Total</b>	<b>1,812,351</b>	<b>1,891,290</b>	<b>78,942</b>

Table II provides the revenue estimate for each distinct revenue source that is expected to produce at least \$3 million in FY2013. 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)		
	FY2012 Estimate	FY2013 Budget	Increase/ (Decrease)
Property Tax	866,267	900,197	33,930
Sales Tax	545,000	577,373	32,373
Industrial Assessments	14,800	14,800	0
Mixed Beverage Tax	9,500	9,500	0
Electric Franchise	98,194	102,197	4,003
Telephone Franchise	45,402	44,606	(796)
Gas Franchise Fees	22,009	19,194	(2,815)
Cable TV Franchise Fees	18,575	18,439	(136)
Solid Waste Hauler Franchise Fee	5,495	5,674	179
Licenses and Permits	22,052	29,502	7,450
TIRZ Funding	10,013	9,562	(451)
Ambulance Fees	28,117	32,417	4,300
Platting Fees	3,584	3,778	194
Other Charges for Services	8,796	9,126	330
Interfund Police Protection	22,018	22,098	80
Interfund Fire Protection	16,863	16,517	(346)
Other Direct Interfund	5,136	5,344	208
Indirect Cost Recovery	18,506	16,850	(1,656)
Moving Violations	18,616	18,934	318
Other Municipal Courts Fines and Forfeitures	15,277	15,552	275
Interest	4,000	4,000	0
Miscellaneous/Other	7,053	8,064	1,012
All Other Revenues	7,078	7,566	488
<b>Total</b>	<b>1,812,351</b>	<b>1,891,290</b>	<b>78,942</b>

**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 Districts (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 the Appraisal Review Board of CAD. Chief Appraiser of CAD certifies appraisal rolls to the Tax Assessor of the City. The Harris County Tax Office acts 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.

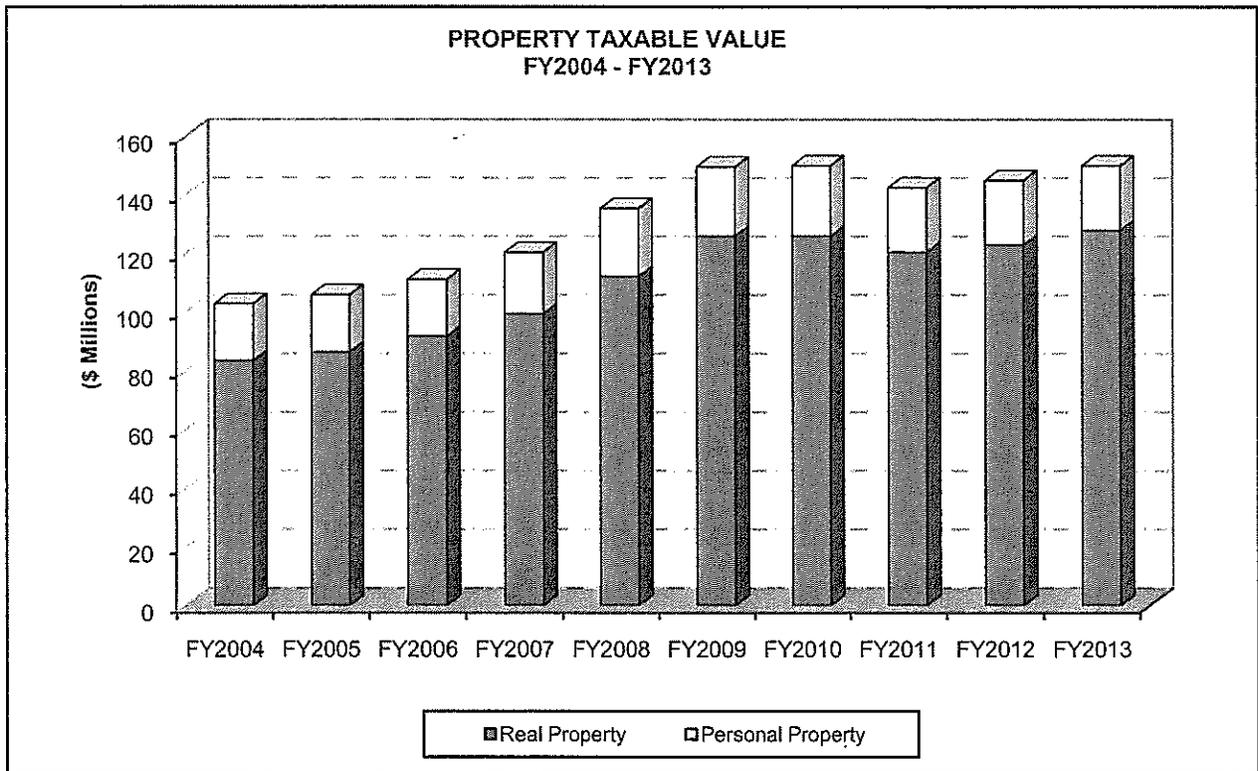
Occasionally, taxes are overpaid as a result of errors in appraisal or an overpayment by a taxpayer. Harris County Tax Office refunds such payments based upon the Texas Property Tax Code and documentation supplied by the taxpayers. Fluctuations in collections reflect changes in assessed property values,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

The FY2013 property tax value estimate is derived from CAD projections provided to the City in May 2012. The taxable value used was \$151.3 billion. This amount is a net of the senior/disabled exemption, which was \$70,862, the same as FY2012. This is projected to exempt as much as \$6.38 billion in taxable value from the tax rolls, reducing revenue by an estimated \$40.8 million in FY2013.

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 \$140.3 billion.

The Finance Department applied an assumed 63.875 cent per \$100 taxable value to this tax base, along with a 97.5% collection ratio and assumptions for prior year taxes collection of \$25.6 million, to arrive at a net revenue estimate of \$900.2 million. This revenue is approximately 3.92% higher than the estimated FY2012 revenue of \$866.3 million.

Below is a graph showing the ten-year history of property taxable values in Houston, with the \$151.3 billion estimate shown for FY2013.



**FISCAL YEAR 2013 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	120,546	22,360	142,906
2012	2011	123,292	22,381	145,579
2013	2012	128,862	22,438	151,300*

\*County Appraisal District Estimates, as of May 2012.

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 \$900.2 million, which is under the capped level of \$925.04 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 (1) 2,099,451 + 0.0000%	2010 194.172 + 1.9302%
July 1, 2011 (2) 2,119,831 + 0.9707%	2011 200.495 + 3.2564%

	<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	0.0000%

**FISCAL YEAR 2013 BUDGET**

CPI Increase 2010	1.9302%
FY2012 CAP	\$891,895
Population Increase 2011	0.9707%
CPI Increase 2011	3.2564%
FY2013 CAP	\$929,596
FY2012 Estimates	\$866,267
FY2013 CAP (Based on 4.5% Increase from FY2012 Estimate)	\$905,249
Final FY2013 CAP (the Lower FY13 CAP Plus \$19.79 million) (4)	\$925,039

- (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, 2011 population is the City's estimate. The U.S. Census Bureau figures will be available in late June 2012.
- (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 FY2013 is \$19.79 million.

Sales Tax

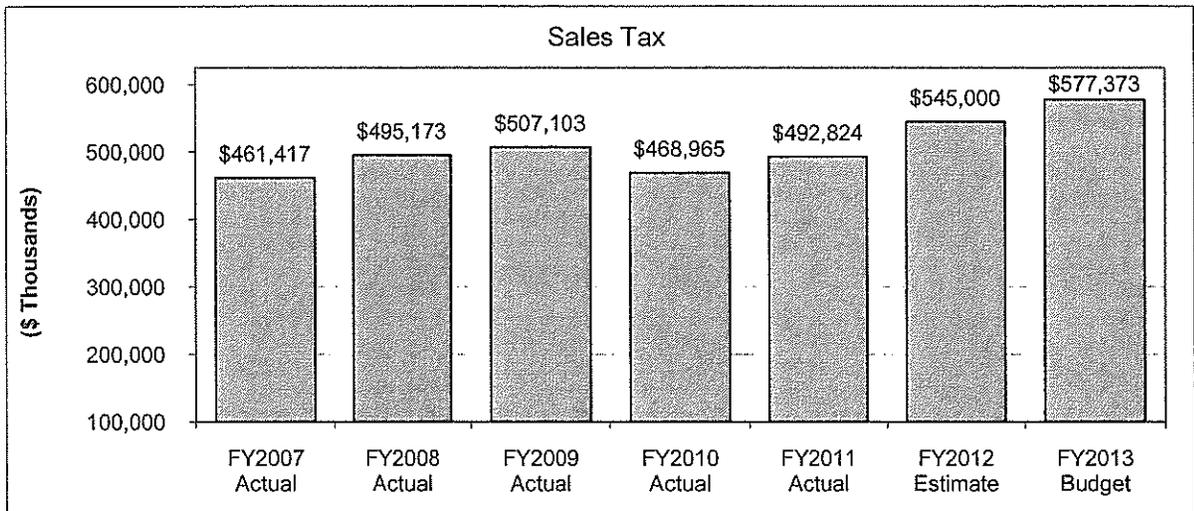
General sales and use taxes are imposed upon the sale or consumption of certain goods and services at the point of sale. In the City of Houston, a \$0.0825 sales and use tax is applied for every dollar of sales. The Metropolitan Transit Authority (METRO) receives \$0.01, and the State of Texas receives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

Sales Tax revenue for FY2012 grew much more rapidly than expected a year ago, the strength will continue through the very early portion of FY2013, but year-over-year sales growth will gradually stabilize. The FY2013 budget amount of \$577.4 million is approximately \$32 million, or 5.94%, higher than FY2012 estimate amount of \$545 million.

The nation's manufacturing sector has been showing strength, due to an extraordinary demand for American goods from abroad which has been greatly aided by a weak dollar relative to its levels of a decade ago. National job growth has increased over the past few months and because of the recent improvement in the nation's labor market and increasing hiring, household incomes and consumer confidence have picked up which will add further momentum to a recovery that has struggled to gain traction. The Houston economy is expected to follow the national pattern, aided by the boom in the energy industry.

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



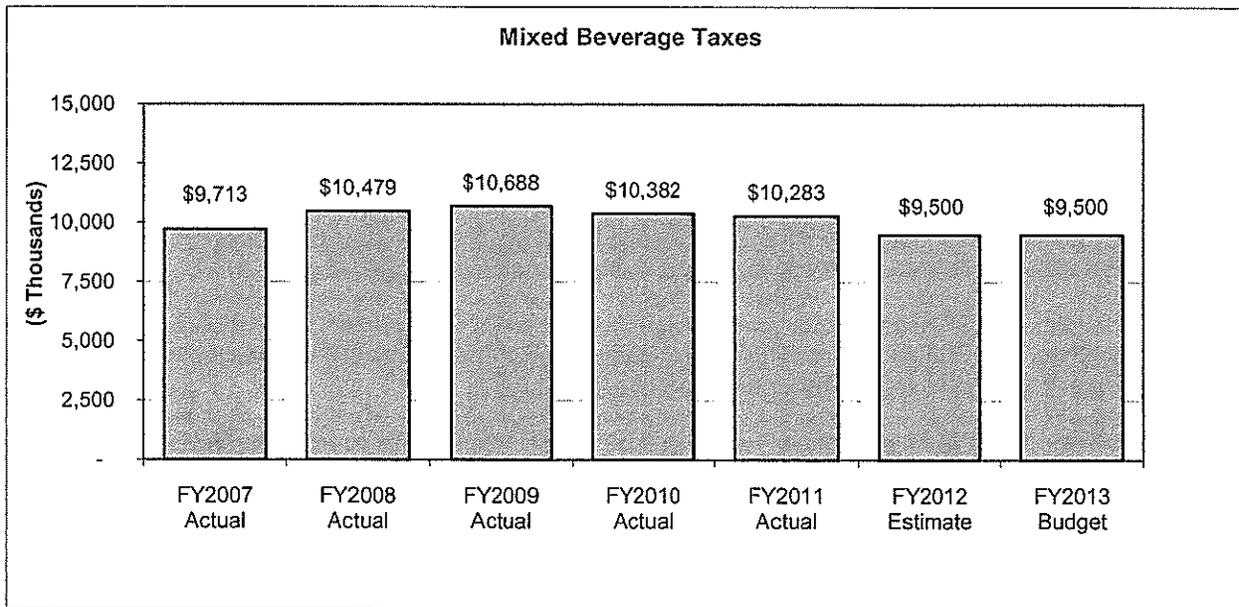
Industrial District Assessments

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 FY2013 revenue is currently estimated at \$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 FY2013 projection, we are anticipating the revenue estimate of \$9.5 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 \$102.1 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 FY2012 electric franchise fee estimate is \$98.2 million. The FY2013 electric franchise fee estimate of \$102.2 million is approximately 4.1% higher than the FY2012 estimate. Kilowatt-hour consumption for calendar year 2011 was up 3.4% from 2010.

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

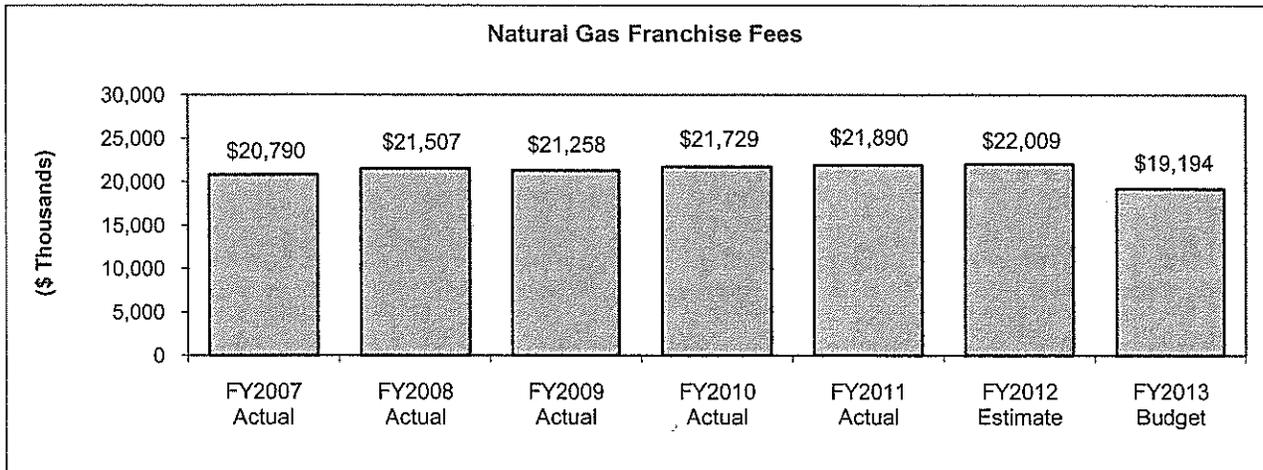
Natural Gas Franchise

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 FY2012 natural gas franchise fees from CenterPoint is approximately \$22.0 million. The FY2013 natural gas franchise fee estimate is \$19.2 million, a decrease of 12.8% from FY2012.

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



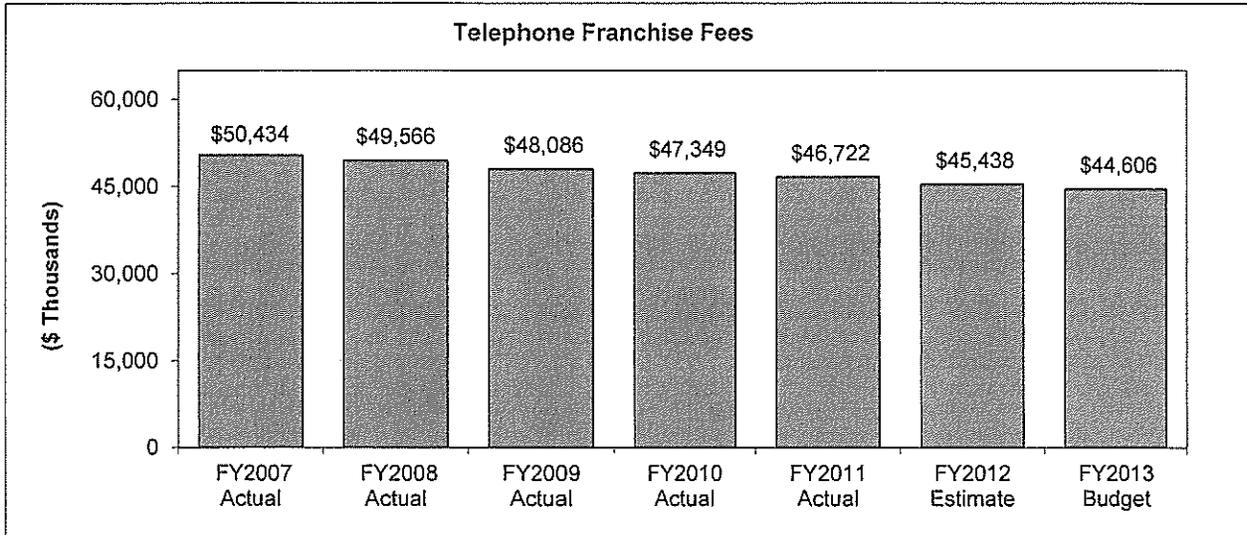
The City of Houston exercises original jurisdiction over the rates, operations and services of these natural gas utilities for the Houston area.

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. The access line rates that will be in effect during the fiscal year are as follows: residential - \$1.75; non-residential - \$5.92; and point-to-point - \$16.80.

The FY2012 estimate for telephone franchise fee is \$45.4 million, exclusive of audit recoveries. The FY2013 projection of \$44.6 million is a 1.8% decrease from FY2012’s estimate, and is reflective of the continued decrease in the number of access lines being reported by CTPs.

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 58.1% of the total cable franchise revenue projection for FY2012. The four remaining City of Houston cable franchises do not expire until after year 2015. The FY2013 projection of \$18.4 million is slightly lower than the FY2012 estimate of \$18.6 million.

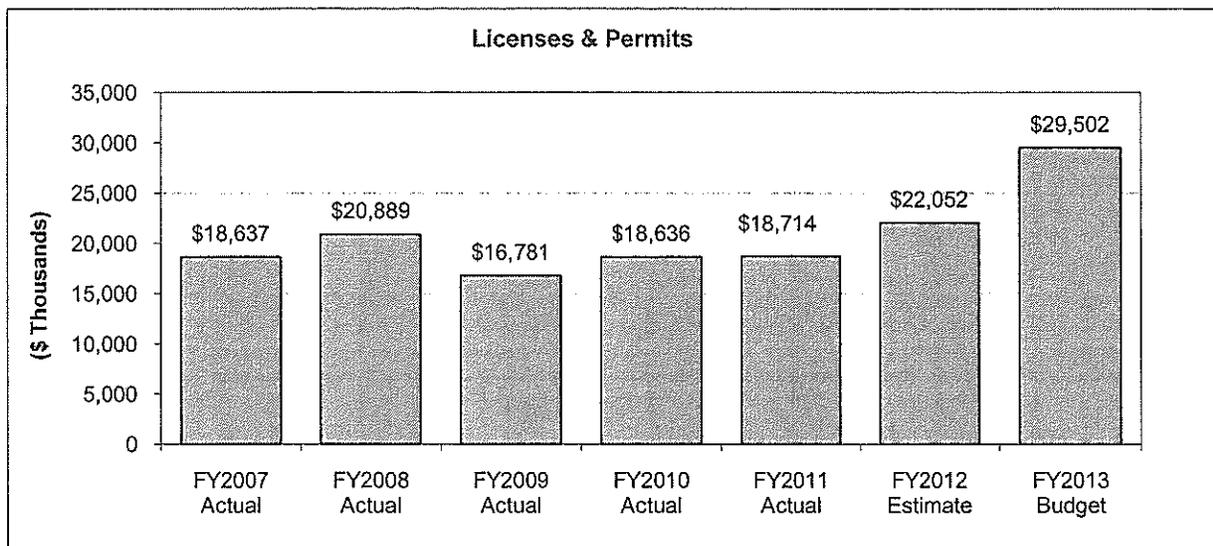
Solid Waste Hauler Franchise Fees

Solid waste haulers pay fees to compensate the City for the use of City streets. Approximately 100 active solid waste hauler franchises pay 4% of gross revenues from transporting commercial solid and industrial wastes that originate within the City limits. The FY2012 estimate for solid waste hauler franchise fees is \$5.5 million, exclusive of audit recoveries. The FY2013 estimate of \$5.7 million assumes that the waste hauling industry continues 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 special fire, food dealer, burglar alarm, dumpster permits, and many other permits. The FY2013 revenue is estimated at \$29.5 million, which is approximately \$7.5 million higher than FY2012 estimate of \$22.05 million.



Ambulance Fees

City of Houston Code of Ordinance Chapter 4 permits the City to provide ambulance transport and related services to the public as well as to recover the cost of providing those services. The base and variable fee structure is addressed under Section 4.13.

The City contracts with a private vendor for the billing and collection of these services. The present contract is with Affiliated Computer Service (ACS). ACS hosts all medical and billing data and provides the hardware and software for the Electronic Patient Care Records (EPCR). The City is currently in the first year of a five-year contract renewal. At the end of the five-year term, the City can again opt to renew the contract.

With the current trend in the transport volume, projection for the FY2013 is \$32.42 million (net of collection fees) which is \$4.3 million higher than our FY2012 estimates of \$28.12 million.

Platting Fees

City of Houston Code of Ordinance Chapter 42 permits the City to collect processing fees that shall be paid by an applicant for a subdivision plat, development plat, general plan and street dedication plat. The FY2013 revenues are estimated at \$3.78 million, approximately \$194,000 or 5.41% higher than the FY2012 estimates of \$3.58 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 FY2013, revenues of \$9.13 million are projected, an increase of \$330,000 from the FY2012 estimate of \$8.8 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 FY2013 projection of \$22.1 million is relatively unchanged from the FY2012 estimates of \$22.02 million.

The Aviation Enterprise Fund also pays for fire protection provided by the Fire Department to the Houston Airport System. The FY2013 projection of \$16.52 million reflects a decrease of \$346,000 over the FY2012 estimate of \$16.86 million.

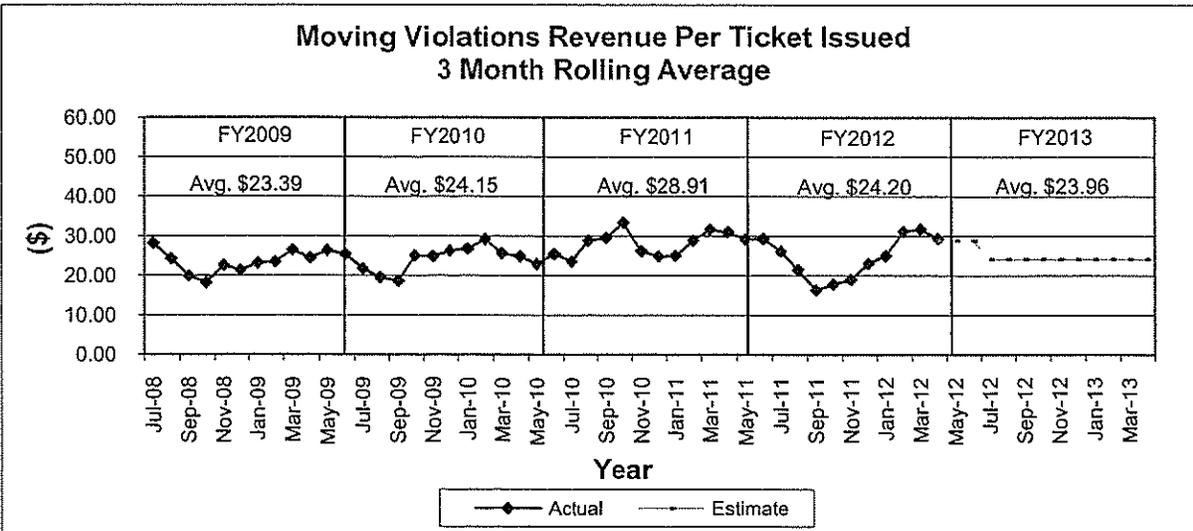
Payments received for other direct services performed by the General Fund are recovered throughout the year. The FY2013 projection of \$5.34 million is \$208,000 higher than the FY2012 estimate of \$5.14 million.

Indirect Cost Recovery

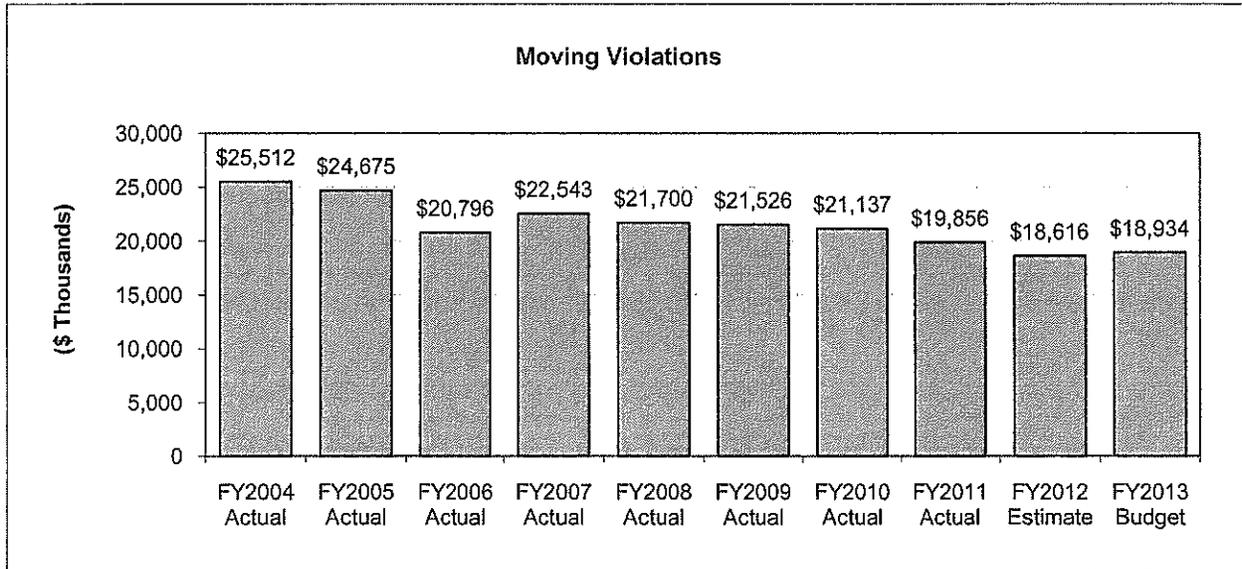
The General Fund provides citywide central support services and recovers the cost of these services through allocation of indirect costs. These amounts are determined through the preparation of an annual cost allocation plan, which distributes administrative overhead costs to General Fund operating departments and to other funds. For FY2013, the proposed plan calls for cost recoveries totaling \$16.85 million, a decrease of \$1.66 million in indirect interfund revenue from the FY2012 estimate of \$18.51 million.

Moving Violations

In FY2013, we expect 790,106 tickets to be issued and 204,213 tickets paid at an average of \$92.71 per ticket. Moving violations revenue in FY2013 is projected at \$18.93 million, which is \$318,000 higher than our FY2012 projection of \$18.62 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 largely privatized and currently projected at \$15.55 million.

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. The FY2013 interest revenue is currently projected at \$4 million.

Miscellaneous/Other

The FY2013 revenue is estimated at \$8.06 million, which is \$1.01 million higher than FY2012 estimate of \$7.05 million.

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 increased from \$7.08 million in FY2012 to \$7.57 million in FY2013.

A detailed listing of General Fund revenues by category are presented on the following pages showing the FY2011 Actual, FY2012 Current Budget and Estimate, and the FY2013 Budget amounts.



**FISCAL YEAR 2013 BUDGET**

**General Fund Revenues by Category**

<b>Commitment Item</b>	<b>Description</b>	<b>FY2011 Actual</b>	<b>FY2012 Current Budget</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
<b>Taxes</b>					
<b>General Property Taxes</b>					
411010	Incremental Property Tax	45	0	0	0
411020	Current Property Tax	777,071,421	759,547,505	782,868,048	813,212,136
411030	Current Year Delinquent Property Tax	54,512,249	60,342,495	59,347,952	61,767,865
411040	Delinquent Property Tax - Prior Years	499,647	520,812	409,003	440,926
411130	Prior Year Delinquent Property Tax-2000	73,523	1,142	0	0
411140	Prior Year Delinquent Property Tax-2001	107,477	62,248	60,185	0
411150	Prior Year Delinquent Property Tax-2002	150,533	82,338	87,979	64,882
411160	Prior Year Delinquent Property Tax-2003	216,874	114,163	123,223	94,845
411170	Prior Year Delinquent Property Tax-2004	307,721	139,976	177,529	132,841
411171	Prior Year Delinquent Property Tax-2005	804,291	246,680	251,895	191,386
411172	Prior Year Delinquent Property Tax-2006	1,799,185	531,499	658,379	271,556
411173	Prior Year Delinquent Property Tax-2007	2,159,306	1,910,306	1,472,783	709,766
411174	Prior Year Delinquent Property Tax-2008	3,423,583	1,781,053	1,767,572	1,587,735
411175	Prior Year Delinquent Property Tax-2009	5,702,491	2,641,226	2,802,488	1,905,533
411176	Prior Year Delinquent Property Tax-2010	0	4,162,559	5,007,964	2,821,225
411177	Prior Year Delinquent Property Tax-2011	0	0	0	4,836,304
411180	Current Delinquent - P & I	4,917,012	4,298,707	4,411,274	4,695,390
411190	Penalty&Interest-Delinq. Property Tax	8,235,819	6,805,291	7,388,726	7,864,610
411210	Property Tax Rebates	<u>(568,289)</u>	<u>(710,000)</u>	<u>(568,000)</u>	<u>(400,000)</u>
Subtotal	General Property Taxes	859,412,888	842,478,000	866,267,000	900,197,000
412010	Sales Tax	492,823,996	518,912,000	545,000,000	577,373,000
<b>Other Tax</b>					
413010	Mixed Beverage Tax	10,282,982	10,621,000	9,500,000	9,500,000
414010	Bingo Tax	166,869	185,000	185,000	185,000
Subtotal	Other Tax	<u>10,449,851</u>	<u>10,806,000</u>	<u>9,685,000</u>	<u>9,685,000</u>
<b>Total Taxes</b>		<u><b>1,362,686,735</b></u>	<u><b>1,372,196,000</b></u>	<u><b>1,420,952,000</b></u>	<u><b>1,487,255,000</b></u>
<b>Industrial District Assessment</b>					
415010	Industrial District Assessment	14,458,285	14,800,000	14,800,000	14,800,000
<b>Total Industrial District Assessment</b>		<u><b>14,458,285</b></u>	<u><b>14,800,000</b></u>	<u><b>14,800,000</b></u>	<u><b>14,800,000</b></u>
<b>Franchise Fees</b>					
<b>Electric Franchise</b>					
416010	Electricity Franchise Tax	96,591,383	98,193,604	98,193,604	102,196,852
416020	Miscellaneous Franchise Fee	1,516,072	1,500,000	1,500,000	1,500,000
Subtotal	Electric Franchise	98,107,455	99,693,604	99,693,604	103,696,852
<b>Telephone Franchise</b>					
417010	Telephone Franchise Tax	46,547,807	44,482,800	45,401,556	44,606,000
419090	Telecomm Franchise Fees - Prior Year	174,466	0	36,166	0
Subtotal	Telephone Franchise	46,722,273	44,482,800	45,437,722	44,606,000
<b>Gas Franchise</b>					
418010	Natural Gas Franchise Tax	21,889,640	22,009,397	22,009,397	19,194,072
<b>Other Franchise</b>					
419010	Cable TV Franchise Tax	17,824,679	18,439,200	18,575,370	18,439,200
419040	Solid Waste Hauler Franchise Fee	5,398,798	5,568,000	5,494,804	5,674,000
419050	Spur Track Franchise Fee	20,426	20,426	20,426	20,426
419070	Fiber Optics Franchise Fee	41,216	16,100	41,668	41,100
419110	Cable TV Franchise Fees-Prior Year	163,135	0	145,209	0
419120	Solid Waste Franchise Fees-Prior Year	395,874	0	212,805	0
Subtotal	Other Franchise	23,844,128	24,043,726	24,490,282	24,174,726
<b>Total Franchise Fees</b>		<u><b>190,563,496</b></u>	<u><b>190,229,527</b></u>	<u><b>191,631,005</b></u>	<u><b>191,671,650</b></u>
<b>Licenses and Permits</b>					
421010	Special Food Permits	968,692	890,300	1,038,200	1,052,300
421020	Food Dealers Permits	3,172,965	3,381,700	3,343,400	3,395,600
421030	Food Managers Permits	431,981	474,100	349,400	354,700
421040	Mobile Food Vendor Licenses	387,370	479,100	351,300	356,100
421060	Miscellaneous Health Permits	1,029,737	1,156,200	850,000	782,500

**FISCAL YEAR 2013 BUDGET**

**General Fund Revenues by Category**

<b>Commitment Item</b>	<b>Description</b>	<b>FY2011 Actual</b>	<b>FY2012 Current Budget</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
421070	Swimming Pool Operating Permits	203,495	0	0	0
421100	Occupation Licenses	146,971	152,650	158,036	204,573
421110	Sexually Oriented Business Permits	29,265	28,420	38,654	36,713
421130	Decals for Coin-Ope.Amusement Machines	338,224	280,141	304,669	289,999
421140	Dance Licenses	64,610	70,230	54,543	91,254
421150	Liquor Licenses	1,111,213	1,098,212	1,073,153	1,406,574
421170	Burglar Alarm Permits	0	0	0	6,833,520
421180	Special Fire Permits	4,613,867	5,000,000	6,150,000	5,662,500
421200	Other Building & Construction Permits	13,010	20,140	18,936	15,000
421210	Fire Alarm Permits	315,016	288,205	375,000	735,000
421220	School Bus Licenses & Permits	16,895	36,550	40,000	37,214
421230	Taxicab Licenses & Permits	1,155,020	1,134,500	1,280,052	1,280,052
421280	Other Licenses & Permits	71,865	65,700	165,700	171,873
421290	Tower Application Review Fee	3,185	4,620	3,700	3,407
421310	Mobility Permits	856,437	0	0	0
421320	Dumpster Permits	1,881,493	2,600,000	2,400,000	2,436,000
421400	Miscellaneous Sign Fees	28,506	0	0	0
421410	Permit Preparation Fees	27,116	18,000	18,537	0
421490	Plan Review Fees	0	2,500,000	1,000,000	1,000,000
421570	Limousine Permits	588,115	696,000	696,000	723,322
421580	Charter Bus Permits	171,275	177,650	165,000	181,236
421590	Right-of-way Permits	332,014	324,378	319,163	324,974
421600	Jitney Permit & Inspection Fees	6,595	4,010	4,010	7,243
421610	Low Speed Shuttle Permit/Inspection Fees	120	2,300	2,300	4,373
421620	Pedicab Permits & Inspection Fees	9,040	25,000	16,000	14,918
421630	Administrative Fee - Licenses & Permits	739,842	1,333,320	1,836,275	2,100,618
<b>Total Licenses and Permits</b>		<b>18,713,934</b>	<b>22,241,426</b>	<b>22,052,028</b>	<b>29,501,563</b>
<b>Intergovernmental</b>					
422010	Medicaid Title XIX	333,721	300,000	300,000	300,000
422020	Medicaid Title XX	928,571	1,200,000	870,000	370,000
422122	Municipal Service Fees - TIRZ	6,743,200	6,233,200	6,233,200	5,533,200
422141	Intergovernmental Revenue - TIRZ	3,208,274	3,427,672	3,779,728	4,028,768
422150	Intergovernmental Revenue - Metro	47,680,748	0	0	0
423010	Other Grant Awards	0	0	0	100,000
429095	Medicare Part D Distribution	0	0	1,123,328	0
<b>Total Intergovernmental</b>		<b>58,894,514</b>	<b>11,160,872</b>	<b>12,306,256</b>	<b>10,331,968</b>
<b>Charges for Services</b>					
<b>Direct Interfund Services</b>					
424030	Intfd Computer Dev	314,929	60,000	79,910	0
424050	Interfund Fire Protection Services	16,859,149	17,145,594	16,863,334	16,516,840
424060	Interfund Airport Police Services	23,071,636	22,018,137	22,018,137	22,098,451
424070	Interfund Legal Services	1,111,253	1,110,724	1,110,624	1,175,773
424080	Interfund Payroll Services	1,029,284	1,200,000	800,000	553,905
424110	Other Interfund Services	2,186,983	2,773,084	2,738,084	2,817,108
424120	Interfund Vehicle Fuel	326,272	0	0	0
424130	Interfund Vehicle Repair	302,621	0	0	0
424140	Interfund Inventory	(273,926)	0	0	0
424150	Interfund Auditing Services-601	224,875	229,000	0	0
424160	Interfund Affirmative Action Services	246,300	70,000	279,200	411,419
457010	Interfund Land Acquisition	110,850	110,900	110,900	385,500
457020	Interfund Communication Equipment Repair	523,775	537,090	17,680	0
<b>Subtotal Direct Interfund Services</b>		<b>46,034,001</b>	<b>45,254,529</b>	<b>44,017,869</b>	<b>43,958,996</b>
<b>Indirect Interfund Services</b>					
425010	Indirect Cost Recovery-Aviation	3,141,680	3,209,709	3,209,709	3,085,666
425020	Indirect Cost Recovery - Civic Center	397,248	881,180	551,180	680,737
425030	Indirect Cost-CUS Fund	3,034,287	3,868,673	3,868,673	3,479,384
425040	Indirect Cost-Houston Area Lib Auto NetWork	99,000	99,000	99,000	99,000
425050	Indirect Cost Recovery-Auto Dealers	673,465	684,231	684,231	696,300
425060	Indirect Cost Recover -Public TV	35,836	39,659	39,659	20,097
425070	Indirect Cost-Building Inspection	1,734,697	1,753,262	1,753,262	1,667,199

General Fund Revenues by Category

Commitment Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
425080	Indirect Cost Recovery-Street & Drainage	1,158,533	1,257,112	1,257,112	1,131,161
425090	Indirect Cost Recovery-911 Emergency	110,000	110,000	110,000	110,000
425100	Indirect Cost Recovery-Other	1,562,234	2,259,388	2,259,388	1,780,065
425110	Indirect Cost Recovery-Grants	4,381,260	4,360,000	4,673,400	4,100,000
Subtotal Indirect Interfund Services		16,328,240	18,522,214	18,505,614	16,849,609
<b>Charges for Services</b>					
426010	Hazardous Materials Response	34,301	56,100	56,100	56,100
426020	Hazardous Materials Permit	34,700	36,500	36,700	36,532
426030	Ambulance Fees	24,907,443	27,442,000	28,116,779	32,416,779
426040	Library Service Charges	619	0	12,000	9,500
426060	Clinical Fees	100	0	0	0
426070	Hotel & Motel Ordinance	850	1,200	2,700	2,478
426090	Demolition Fees	780,829	600,000	500,000	716,964
426100	Non-Resident Garbage Fee	462,459	435,000	490,000	500,000
426110	Extra Container Garbage Fee	1,457,818	1,540,000	1,600,000	1,650,000
426120	Weed Cutting Fees	618,297	640,000	350,000	488,448
426130	Dental Fees	7,601	0	5,000	0
426151	Passport Service Fee	0	0	42,000	25,000
426240	Limousine Inspection Fees	43,375	71,425	81,000	73,286
426250	Platting Fees	2,560,717	3,584,191	3,584,191	3,777,542
426260	Police Services	243,508	160,000	160,000	137,000
426290	Other Service Charges	191,798	104,000	105,000	104,000
426300	Certified Copies Fees	2,118,181	2,085,000	1,950,000	1,750,000
426320	City Maps & Related Items	1,721	1,450	1,450	1,750
426330	Miscellaneous Copies Fees	46,537	48,080	55,992	51,663
426340	Public Safety Reports Fees	789,403	765,490	700,000	765,490
426350	Fire Fighting Services	654,690	618,015	618,015	618,015
426370	Training Services	82,211	94,500	72,500	26,500
426390	Misc. Services to Other Agencies	385,713	0	0	0
426420	Building Space Rental Fees	1,418,485	807,821	814,192	910,746
426430	Facility Rental Fees	191,190	216,003	167,397	162,740
426480	Securing/Boarding - Nuisance Abatement	82,296	52,000	55,987	72,374
426485	Visual Blight - Nuisance Abatement	2,372	1,900	499	396
443120	Photocopier Concessions	0	0	500	1,000
443130	Pay Phone Concessions	314,800	301,000	200,000	200,000
443150	Telecommunications Revenue	30	100	100	100
443160	Vending Machine Concessions	235,675	214,449	249,166	242,401
445050	Cell Tower Revenue	252,572	278,735	265,000	323,000
447020	Garage Parking Revenue	245,748	210,000	205,000	201,000
Subtotal Charges for Services		38,166,039	40,364,959	40,497,268	45,320,804
<b>Total Charges for Services</b>		<b>100,528,280</b>	<b>104,141,702</b>	<b>103,020,751</b>	<b>106,129,409</b>
<b>Fines and Forfeits</b>					
<b>Municipal Courts Fines and Forfeits</b>					
427010	Moving Violations	19,855,663	19,593,870	18,615,893	18,933,578
427030	MCTP Monthly Time Payment	942,865	707,210	537,368	541,490
427040	Non-Traffic Fines	2,955,499	2,826,753	2,330,108	2,369,859
427050	Failure to Appear Fines	2,209,838	2,316,830	2,196,287	2,235,099
427060	Scire Facias Forfeitures	1,027,930	1,042,707	544,582	553,982
427070	Bond Handling Fees	2,019	2,067	935	953
427100	Local Court Costs	610,143	599,275	663,123	674,481
427110	Driver Safety Administration Fees	1,324,563	1,309,318	1,675,638	1,723,175
427120	Cash Bond Forfeiture Fees	35	47	632	646
427130	Local Arrest Fees	1,582,112	1,566,026	1,565,172	1,592,520
427140	State Arrest Fees	6	3	1	1
427150	Towing Hearing Filing Fee	19,910	0	0	0
427160	Warrant Fees	243,585	260,289	143,319	145,929
427170	HPD Overtime Fee	8	10	65	66
427180	Capias Pro Fine	3,974	3,991	3,412	3,494
427200	Unclaimed Fines & Forfeitures	7,785	6,590	5,602	5,630
427210	Court Costs/Jury Costs	70	87	60	61
427220	Suspended Sentence Fees	4,364,128	4,521,034	4,176,471	4,244,200

**FISCAL YEAR 2013 BUDGET**

**General Fund Revenues by Category**

<b>Commitment Item</b>	<b>Description</b>	<b>FY2011 Actual</b>	<b>FY2012 Current Budget</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
427250	Registration Denial Fee	315,558	306,548	244,190	249,218
427260	Dismissal Fees	853,089	831,474	1,040,898	1,058,187
427280	In-House Collection Fee	0	0	149,571	152,938
<b>Subtotal</b>	<b>Municipal Courts Fines and Forfeits</b>	<b>36,318,780</b>	<b>35,894,129</b>	<b>33,893,327</b>	<b>34,485,507</b>
<b>Other Fines and Forfeits</b>					
428020	Library Fines	681,080	500,000	550,000	575,000
428030	Release of Liens	125,558	126,000	157,360	151,157
428040	Vehicle Tow-Away Fees	4,405	4,200	4,200	1,500
428050	False Alarm Penalties	660,925	1,038,905	625,000	3,240,000
428060	Other Interest Income	229,933	96,616	305,000	305,000
428080	Returned Check Charges	12,033	13,211	11,970	12,915
428090	Miscellaneous Fines & Forfeitures	440,363	52,000	376,985	53,000
428100	Interest on Liens-COH	159,333	131,000	128,000	200,701
428105	Interest on Liens-Contract	589,302	600,000	483,877	511,739
<b>Subtotal</b>	<b>Other Fines and Forfeits</b>	<b>2,902,932</b>	<b>2,561,932</b>	<b>2,642,392</b>	<b>5,051,012</b>
<b>Total</b>	<b>Fines and Forfeits</b>	<b>39,221,712</b>	<b>38,456,061</b>	<b>36,535,719</b>	<b>39,536,519</b>
<b>Interest</b>					
432010	Interest on Pooled Investments	5,787,653	3,000,000	4,000,000	4,000,000
<b>Total</b>	<b>Interest</b>	<b>5,787,653</b>	<b>3,000,000</b>	<b>4,000,000</b>	<b>4,000,000</b>
<b>Miscellaneous/Other</b>					
431020	Contributions from Others	150,438	155,460	497,316	155,460
434150	Streets & Bridges Assessments	86,209	75,000	105,849	110,764
434205	Sale of Scrap Metal	84,242	30,000	30,000	30,000
434210	Sale of Scrap Oil & Tires	6,428	0	1,203	0
434225	Sale of Non-Capital Equip. & Merchandise	532,148	325,000	375,000	325,000
434305	Judgments & Claims	147,877	120,000	143,118	120,000
434315	Reimbursement of Court Costs	4,858	0	0	0
434330	Subrogations	0	10,000	10,000	10,000
434335	Recover Damage-Infrastructure	152,244	0	0	0
434340	Cashier Overages	1,896	0	2,516	1,030
434505	Prior Year Expenditure Recovery	473,016	50,000	506,500	50,000
434510	Prior Year Revenue	3,533,055	52,000	2,000	52,000
434515	Street Milling Sale Earnings	958,727	0	0	0
444010	Private Contributions	500	0	0	0
452020	Recoveries & Refunds	4,830,624	5,013,350	4,704,959	6,551,150
452030	Miscellaneous Revenue	911,215	908,906	674,727	658,623
456255	Misc Operating Revenue	(1,000)	0	0	0
<b>Total</b>	<b>Miscellaneous/Other</b>	<b>11,872,477</b>	<b>6,739,716</b>	<b>7,053,188</b>	<b>8,064,027</b>
<b>Other Resources</b>					
434235	Sale of Capital Assets	196,874	1,000,000	1,000,000	0
434240	Sale of Capital Assets-Land/Streets	13,569,190	12,550,000	11,150,000	4,500,000
434245	Sale of Capital Assets - Vehicles	91	0	0	0
490010	Transfer from General Fund	2,600,000	0	0	0
490020	Transfer from Special Revenue Fund	5,005,333	2,189,600	4,689,600	3,448,391
490030	Transfer from Debt Service Fund	812,497	0	0	0
490060	Transfer from Civic Center	452,855	10,472,463	10,478,221	1,858,221
490070	Transfer from Capital Project Fund	431,577	0	0	0
490080	Other Operating Transfers In	0	17,361,500	17,111,500	0
490110	Transfer from Grant	6,000,000	0	0	0
490120	Transfer from Component Unit	0	12,339,000	12,782,900	13,777,075
490140	Transfer from Parking Management	8,259,129	9,117,371	8,117,371	7,994,222
<b>Total</b>	<b>Other Resources</b>	<b>37,327,546</b>	<b>65,029,934</b>	<b>65,329,592</b>	<b>31,577,909</b>
<b>Grand Total:</b>		<b>1,840,054,632</b>	<b>1,827,995,238</b>	<b>1,877,680,539</b>	<b>1,922,868,045</b>

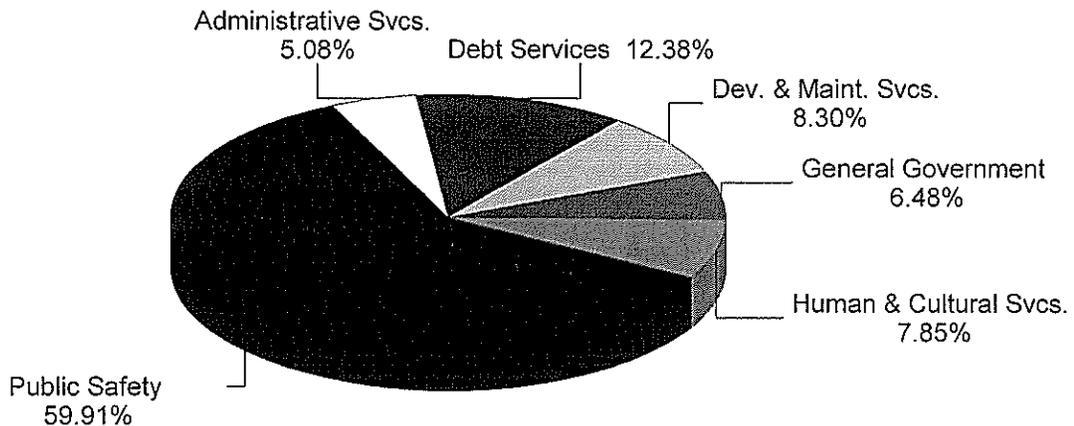
## GENERAL FUND EXPENDITURE/OTHER USES SUMMARY

General Fund Expenditures and other uses make up the largest portion of the City's FY2013 Budget. These expenditures and other uses are funded by revenues from property and sales taxes, franchise fees, licenses and permits, charges for services, miscellaneous categories and other sources. (For a detailed explanation, see the General Fund Resources Summary).

FY2013 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.

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## GENERAL FUND EXPENDITURES/OTHER USES FY2013 BUDGET



Total=\$1,947,897,159

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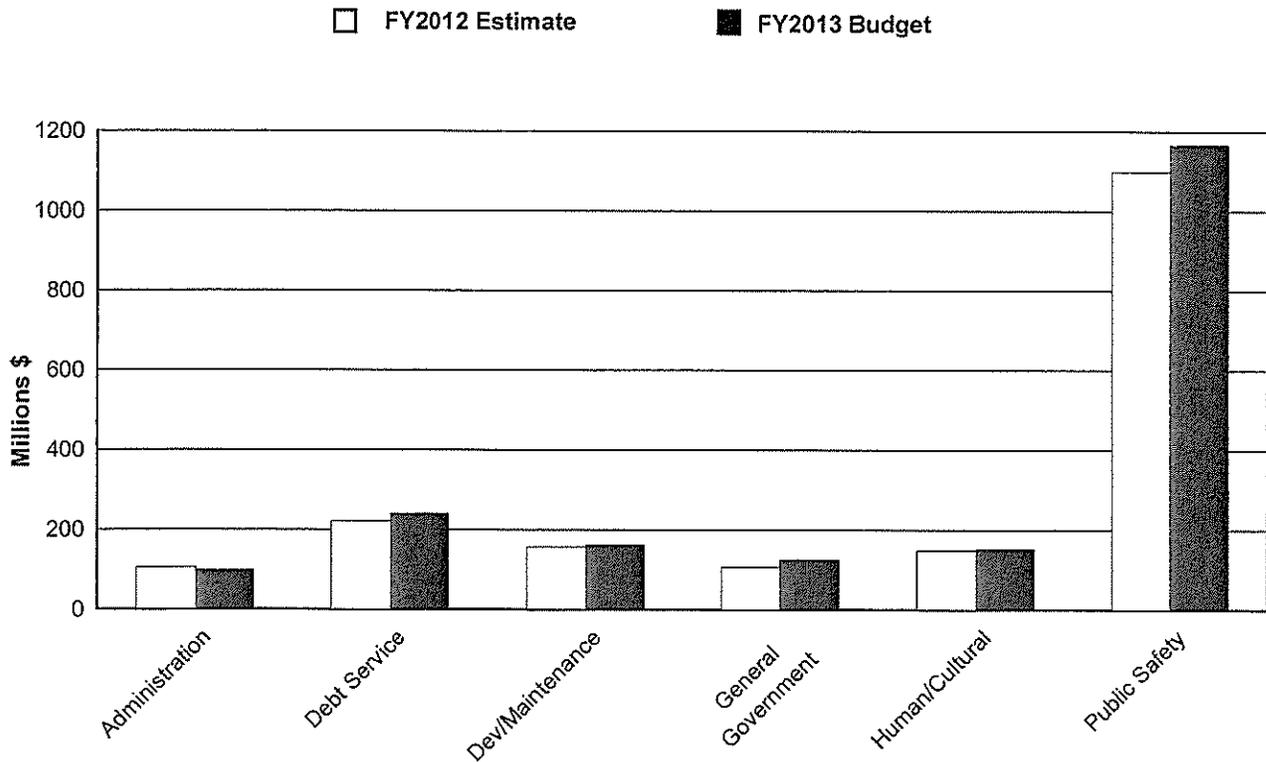
### OVERVIEW

The largest single category of expenditures and other uses in FY2013 is Public Safety with 59.91 percent of the total, followed by Debt Service (12.38%), Development and Maintenance Services (8.30%), Human and Cultural Services (7.85%), General Government (6.48%), and Administrative Services (5.08%).

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 classified staffing, health benefits and classified compensation.

The following graph compares the FY2012 Estimate and FY2013 Budget by functional category. Please refer to the tables at the end of this section for comparisons among departments.

### General Fund Expenditures/Other Uses FY2012 Estimate vs. FY2013 Budget



The FY2012 Estimate for General Fund expenditures/other uses totals \$1,837.1 million with the FY2013 Budget increasing by \$110.8 million to \$1,947.9 million.

The following section provides highlights of FY2013 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 FY2013 Budget includes 1) four new cadet classes of 30 cadets per class, 2) paramedic training, 3) classified progressive pay increases, and 4) classified overtime to maintain four person staffing on engines and ladders.
- The Houston Emergency Center Department will continue its mission of providing the citizens of Houston with the most efficient, accurate, and professional service when processing life-threatening calls.
- The FY2013 Municipal Courts' Budget provides judicial and support staffing at the planned Sobering Center, increased judicial and administration support for expanded jail arraignment dockets, and the continuation of data cleansing efforts in preparation for Court System Management and Resource Technology (CSMART) to go-live.
- The Police Department's FY2013 Budget includes funding to meet the department's 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 three 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 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. The budget also includes maintenance costs for seven facilities; additional funding for security services for Health and Library; and lease and building facility cost for the Sobering Center.
- The Planning and Development Department continues to support an enterprise geospatial system for the City's Geographic Information System (EGIS) that will improve efficiency and effectiveness in the City. In FY2013, the Department will incorporate City Mobility Plan Phase II results into our multi-modal mobility plan.
- The Public Works and Engineering Department's FY2013 Budget includes the Resource Management, Traffic Operations and Planning Divisions. The Planning Division will continue to track progress and effectiveness of the appraisal selection process for sale of City land/interest. In addition, the Mobility Response Team function will be transferring to the General Fund in FY2013.
- The Solid Waste Management Department provides solid waste services to the citizens of Houston through the collection, disposal and recycling of discarded material in a manner that is safe, efficient, environmentally sound and cost-effective. In FY2013 the department continues to expand automated curbside recycling citywide to realize route efficiencies and savings.

### Human and Cultural Services

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

- The Health and Human Services Department works with the community to promote and protect the health and social well being of Houstonians. The FY2013 budget includes funding to relocate laboratory services to the new Holcombe facility.
- The Housing and Community Development Department continues to provide services principally to low and moderate income persons. The Department manages and administers both federal and non-federal funds that are earmarked for the development of viable urban communities. FY2013 budget includes 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 (LARA) and (2) Service of the Emergency Aid Resource Center for the Homeless (SEARCH) Mobile Outreach Program.

- The Houston Public Library remains committed to its role as a leader in the state and in the nation. The FY2013 budget will allow us to continue our current level of service hours and continue to retool staff and adjust services to meet emerging customer needs. The budget allows HPL to remain focused on our four customer-driven organizational priorities which are school support, literacy advancement, technology access and instructional and workforce development.
- The Parks and Recreation Department continues to enhance urban life by providing safe, well-maintained parks and offering affordable programs for the community. The Department also stewards the tree canopy in parks and on all City of Houston right-of-ways. Funding continues to provide for adaptive sports and recreation activities offered for children and adults with disabilities at the Metropolitan Multi-Service Center.
- The Department of Neighborhoods was established in FY2012. The FY2013 budget includes funding to meet the department's short term goals to increase the use of technology, and to increase awareness of City ordinances and violations.

#### 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 FY2013 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 Finance Department continues to emphasize strategic financial planning and performance reporting while maximizing the effective and efficient use of public funds. The FY2013 budget includes funding to execute the directives and policies of the Administration and City Council, implementation of an SAP module to track the capital budget, and continue implementation of citywide collection practices.
- 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 FY2013 budget includes funding to update KRONOS Time and attendance as well as, execute citywide procurement upgrades.
- 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 FY2013 budget includes funding for stabilization of HPD Record Management System (RMS), CSMART, and the 700MHz Radio System.
- The Legal Department continues the provision of core legal services, bond issue representation, preparation of ordinances and resolutions, utility regulation, and revenue collection. The FY2013 budget will continue to focus on the citywide debt collection program, assisting civic groups and individuals in the protection of their neighborhoods, handling deed restriction violations, moving to demolish blighted multi-family complexes and closing unlawfully operated sexually oriented businesses.
- The Office of Business Opportunity continues to create a competitive and diverse business environment in the City. The FY2013 budget include funding to promote Hire Houston First initiative, enforce Equal Employment Opportunity, and non-discrimination and prevailing wages.

#### General Government

The General Government Budget includes citywide costs that are not attributable to any single Department. The FY2013 Budget includes citywide memberships, claims and judgments, interest on short-term borrowing, health insurance for retired civilian employees and the Metro Transit Program.

**FISCAL YEAR 2013 BUDGET**

**General Fund Expenditure Summary**

<b>Commitment Item</b>	<b>Description</b>	<b>FY2011 Actual</b>	<b>FY2012 Current Budget</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
500010	Salary Base Pay - Civilian	261,072,532	207,976,108	208,111,668	216,031,526
500015	HOPE Union Business Leave	0	0	400	0
500020	Salary Base Pay - Classified	523,559,002	522,904,481	524,429,000	533,414,190
500030	Salary Part Time - Civilian	3,855,906	4,204,905	3,794,576	4,572,552
500040	Salary Assignment Pay - Classified	6,642,420	6,508,415	7,000,547	7,092,394
500050	Sal-Edu/Incen-Classfd	15,571,977	15,723,161	15,841,507	15,902,901
500060	Overtime - Civilian	5,742,700	3,618,599	3,959,908	3,307,849
500070	Overtime - Classified	29,345,180	25,696,225	25,613,504	29,029,241
500090	Premium Pay - Civilian	964,677	785,027	706,146	754,463
500100	Premium Pay - Classified	0	0	93	0
500110	Bilingual Pay - Civilian	601,714	510,782	517,809	537,647
500120	Bilingual Pay - Classified	2,973,558	2,975,000	3,003,596	3,030,765
500130	Equipment Allowance-Classified	10,648,931	10,607,920	10,648,494	10,781,307
500150	Shift Differential Pay-Classified	4,424,028	4,733,525	4,400,000	4,400,000
500160	Training Incent.-Classified	31,237,129	31,173,894	31,086,885	31,086,885
500170	Weekend Prem Pay-Classified	3,737,227	3,928,694	3,694,080	3,819,786
500180	Temporary Employees	1,550,053	1,048,572	967,246	977,514
500190	Temporary Higher Class Pay	2,479,147	2,662,983	2,254,714	2,233,215
500200	Residency Incentive Payment	267,235	0	3,357	0
500210	Pay for Performance-Municipal	172,148	203,341	203,345	192,483
500250	HOPE Union Business Usage	15,162	0	34,723	4,000
501020	Clothing Allowance - Classified	1,305,700	1,064,451	1,272,900	1,275,400
501040	Earned Leave - Classified	1,301,902	1,301,902	1,460,261	1,500,000
501050	Employee Awards	1,598	6,500	6,500	9,200
501070	Pension - Civilian	41,537,088	37,465,383	37,253,203	46,233,615
501080	Pension - Fire	76,351,927	61,757,614	61,719,991	61,475,030
501090	Pension - Police	77,533,958	65,519,181	65,519,181	84,050,000
501100	Phase Down Classified	10,000,178	9,970,976	10,338,000	10,500,000
501110	Strategic Staffing-Classified	709,368	1,000,000	700,000	1,000,000
501120	Termination Pay - Civilian	5,549,391	3,641,165	4,196,821	2,061,519
501130	Termination Pay - Classified	14,318,781	13,908,582	13,908,582	13,968,582
501140	Third Party Disability B-Classified	3,653,760	3,351,434	3,801,143	3,833,232
501150	Trainees for Classified Service - Cadets	3,369,592	3,084,457	2,565,351	3,799,438
501160	Vehicle Allowance - Civilian	227,476	204,367	131,690	104,206
501170	Vehicle Allowance - Classified	194,225	220,000	220,000	220,000
502010	FICA - Civilian	20,458,648	17,012,554	16,392,925	17,242,809
502020	FICA - Classified	6,680,379	6,757,928	7,026,817	7,061,758
503010	Health Ins-Act Civilian	39,036,546	31,891,791	31,990,996	37,673,433
503015	Basic Life Insurance - Active Civilian	155,113	123,144	141,031	128,553
503020	Health Ins.Act-Classified	80,526,962	87,981,596	87,981,596	104,073,877
503025	Basic Life Insurance - Active Classified	324,527	329,174	329,174	329,504
503040	Health/Life Ins.Ret-Classified	23,558,528	14,898,843	14,898,843	16,061,002
503050	Health/Life Insurance - Retiree Civilian	15,996,420	10,076,620	10,076,620	12,050,921
503060	Long Term Disability-Civilian	363	401,296	396,896	409,412
503061	Long Term Disability-Classified	0	323,114	323,114	318,919
503070	Municipal Pension-Other Classified	262,311	422,994	281,318	422,994
503080	Workers Compensation-Classified-Admin	1,784,867	1,882,032	2,008,530	2,272,851
503090	Workers Compensation-Civilian-Admin	1,195,875	1,077,530	1,120,418	1,328,377
503100	Workers Compensation-Civilian-Claim	2,397,532	1,958,946	1,878,287	1,836,873
503110	Workers Compensation-Classified-Claim	9,715,708	9,050,805	9,050,805	9,050,805
504020	Compensation Contingency	0	0	0	562,561

**FISCAL YEAR 2013 BUDGET**

**General Fund Expenditure Summary**

<b>Commitment Item</b>	<b>Description</b>	<b>FY2011 Actual</b>	<b>FY2012 Current Budget</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
504030	Unemployment Claims - Administration	994,346	4,265,142	4,359,755	4,030,296
504040	Res For Police Enhanc.-Classified	0	100,000	100,000	100,000
504060	Health Benefits-Fire	691,170	700,000	700,000	700,000
<b>Total Personnel Services</b>		<b>1,344,694,965</b>	<b>1,237,011,153</b>	<b>1,238,422,346</b>	<b>1,312,853,885</b>
511010	Chemical Gases & Special Fluids	667,858	311,164	326,422	313,236
511015	Cleaning & Sanitary Supplies	836,337	757,996	769,305	728,136
511020	Construction Materials	7,950,540	381,547	362,329	374,449
511025	Electrical Hardware & Parts	1,902,877	686,930	678,837	704,654
511030	Mechanical Hardware & Parts	147,282	154,756	152,124	168,138
511035	Meters Hydrants & Plumbing Supplies	136,526	150,089	150,089	129,589
511040	Audiovisual Supplies	142,037	241,725	255,508	243,198
511045	Computer Supplies	944,279	987,109	993,611	1,020,914
511050	Paper & Printing Supplies	536,949	488,582	486,276	568,043
511055	Publications & Printed Materials	300,551	371,819	387,473	395,834
511060	Postage	549,740	612,648	581,265	599,191
511070	Miscellaneous Office Supplies	1,157,271	1,319,996	1,321,630	1,341,524
511075	Library Circulation Supplies	39,610	30,120	30,220	30,120
511080	General Laboratory Supplies	673,546	561,936	407,110	448,302
511085	Drugs & Medical Chemicals	938,523	1,013,352	854,574	893,648
511090	Medical & Surgical Supplies	1,263,802	1,287,867	1,366,930	1,307,840
511095	Small Technical & Scientific Equipment	274,178	294,117	333,261	261,987
511100	Veterinary & Animal Supplies	106,756	85,000	100,000	110,000
511105	Trained Police Animals	0	10,000	10,000	10,000
511110	Fuel	21,068,239	22,275,953	22,196,451	24,451,510
511115	Vehicle Repair & Maintenance Supplies	9,689,460	362,486	368,750	476,967
511120	Clothing	2,247,674	2,572,546	2,980,068	2,915,980
511125	Food Supplies	152,216	277,457	215,475	293,647
511130	Weapons Munitions & Supplies	217,984	310,000	883,801	310,000
511135	Recreational Supplies	120,061	223,186	200,919	182,500
511140	Landscaping & Gardening Supplies	113,469	145,500	143,600	143,500
511145	Small Tools & Minor Equipment	647,583	519,501	521,075	526,364
511150	Miscellaneous Parts & Supplies	3,051,575	1,759,518	1,579,267	1,562,409
511160	Protective Gear	745,206	704,140	822,347	908,000
511164	Breathing Apparatus Repair Supplies	0	290,462	290,462	291,720
511165	Fire Fighting Equipment	329,737	345,158	466,761	453,500
<b>Total Supplies</b>		<b>56,951,866</b>	<b>39,532,660</b>	<b>40,235,940</b>	<b>42,164,900</b>
520100	Temporary Personnel Services	1,360,428	1,220,275	1,347,682	1,015,946
520101	Janitorial Services	3,736,020	2,833,586	2,832,686	3,210,586
520102	Security Services	4,683,012	4,583,823	4,569,861	4,737,335
520103	Subrecipient Contract Services	1,290,467	305,683	308,083	305,683
520105	Accounting & Auditing Services	2,946,189	3,295,561	3,308,695	3,160,184
520107	Computer Info/Contr	3,868,484	4,329,962	3,923,341	4,988,429
520108	Information Resource Services	381,073	505,713	504,882	499,013
520109	Medical Dental & Laboratory Services	1,580,270	1,329,964	1,317,072	1,380,539
520110	Management Consulting Services	5,836,590	6,545,536	6,445,366	6,434,984
520111	Real Estate Services	232,872	138,575	138,574	229,475
520112	Banking Services	182,001	280,366	291,891	292,500
520113	Photographic Services	9,124	900	1,250	800
520114	Miscellaneous Support Services	4,133,827	4,270,634	4,000,808	3,135,427
520115	Real Estate Lease/Office Rental	7,083,959	7,916,308	7,495,680	8,570,526

**FISCAL YEAR 2013 BUDGET**

**General Fund Expenditure Summary**

<b>Commitment Item</b>	<b>Description</b>	<b>FY2011 Actual</b>	<b>FY2012 Current Budget</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
520116	Parking Services Contract	54,248	62,013	62,013	72,013
520118	Refuse Disposal	13,050,798	14,120,958	13,977,783	14,003,716
520119	Computer Equipment/Software Maintenance	1,017,492	1,001,417	880,749	1,113,018
520120	Communications Equipment Services	60,803	180,998	202,778	379,028
520121	IT Application Svcs	2,329,029	2,353,031	2,377,743	3,802,356
520122	Office Equipment Services	159,270	22,668	284,366	206,572
520123	Vehicle & Motor Equipment Services	6,234,236	1,152,135	1,179,468	1,209,727
520124	Other Equipment Services	1,011,648	627,941	506,237	839,467
520126	Construction Site Work Services	108,035	71,335	70,427	24,789
520127	Structural Construction Work Services	0	7,500	7,500	7,500
520128	Other Construction Work Services	0	35,000	35,000	10,000
520132	Contracts/Sponsorships	3,511,775	3,564,232	3,566,420	5,210,856
520133	Private Investigative Services	31,587	0	0	0
520136	Billing & Collection Services	1,051,697	1,135,000	1,135,000	1,170,000
520137	C&E Parking Contract Svcs	0	0	0	300
520138	Zoo Contract	8,444,124	8,591,552	8,591,552	8,766,159
520139	Motor Pool Charges	677	4,900	5,872	4,900
520141	Engineering Services	115,285	21,250	28,950	27,700
520142	Classified C.S. Arbitration Cost	69,889	99,000	99,000	99,000
520144	Limited Purpose Annexation Payment	32,070,526	36,300,000	36,300,000	38,208,000
520145	Criminal Intelligence Services	2,019	1,625	1,625	5,002,050
520146	Contract Instructor Sports	136,670	74,651	74,651	88,200
520152	Telemetry Services	2,101,211	2,171,832	2,171,832	2,171,832
520153	Protective Gear Cleaning Services	782,856	778,720	778,720	675,600
520155	Construction Management - External Contr	16,482	0	0	0
520157	Computer Software Maintenance Services	213,277	42,200	45,700	63,600
520158	Computer Equipment Maintenance Services	11,985	11,985	11,985	11,985
520159	Non-Sub-Recipient Grant Contract	268,992	277,000	277,000	165,300
520162	Baylor College of Medicine Psy Svcs	89,165	0	0	0
520510	Mail/Delivery Services	8,589	500,868	495,208	518,834
520515	Print Shop Services	209,449	222,626	230,671	225,914
520520	Printing & Reproduction Services	301,950	338,265	325,624	335,419
520605	Advertising Services	422,353	656,921	486,872	638,524
520705	Insurance Fees	1,903,641	2,312,329	2,339,619	2,779,279
520710	State/Federal Inspection Fees	16,212	22,240	22,240	0
520720	Fines	2,000	0	0	0
520725	Assessments - Other Governments	490,602	405,809	405,809	485,452
520730	Tax Appraisal Fees	7,779,419	7,690,117	7,690,117	7,800,000
520737	Ch380 - Sales Tax Refund	0	250,000	250,000	262,500
520740	Document Recording/Filing Fees	100,640	35,100	35,100	85,100
520750	Elections	988,964	3,000,000	3,000,000	0
520755	Contingency	3,500	3,984,643	3,986,012	4,105,000
520760	Contributions	128	12,216,900	12,216,900	12,791,075
520765	Membership & Professional Fees	1,065,131	1,871,619	1,864,305	1,886,823
520780	Juror Compensation	0	0	0	117,559
520805	Education & Training	629,594	567,848	502,555	658,592
520806	Paramedic/EMT Continuing Edu	0	78,500	78,500	78,500
520807	Initial/Recert EMS Training	0	221,980	221,980	325,601
520810	Human Relations Training	67,067	45,711	62,364	45,711
520815	Tuition Reimbursement	1,071,048	825,270	1,030,603	800,000
520900	CIP-Capital Equipment Acquisition	89	0	0	0

**FISCAL YEAR 2013 BUDGET**

**General Fund Expenditure Summary**

<b>Commitment Item</b>	<b>Description</b>	<b>FY2011 Actual</b>	<b>FY2012 Current Budget</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
520905	Travel - Training Related	299,860	417,561	351,354	415,454
520910	Travel - Non-Training Related	321,075	324,994	293,779	365,641
521310	Small Diff. -GR/IR	2,673	0	0	0
521405	Building Maintenance Services	6,903,982	7,581,360	7,646,146	8,505,757
521410	Sewer Services	1,836,188	1,485,559	1,576,812	1,528,112
521415	Land and Grounds Maintenance	516,680	5,290,162	4,533,909	2,702,762
521420	Infrastructure Maintenance Service	2,138,652	0	0	0
521435	Water Services	12,315	16,600	16,600	16,600
521440	Steam/Chilled Water Services	664,524	500,000	500,000	100,000
521505	Electricity	50,657,504	53,164,309	53,158,519	50,827,600
521510	Natural Gas	849,063	970,963	970,963	711,000
521605	Data Services	1,338,771	1,951,246	1,975,241	2,495,075
521610	Voice Services	9,814,440	8,789,162	8,732,926	9,276,875
521620	Voice Equipment	453,266	263,519	271,009	299,773
521625	Voice Labor	190,881	291,772	295,198	220,350
521630	GIS Revolving Fund Services	992,515	1,120,072	1,115,702	999,054
521705	Vehicle/Equipment Rental/Lease	123,711	64,340	96,263	57,850
521715	Office Equipment Rental	679,649	720,072	681,619	698,587
521720	Computer Equipment Rental	23,150	26,000	26,000	26,000
521725	Other Rental	1,233,017	1,326,471	1,300,507	947,536
521730	Parking Space Rental	1,055,130	1,218,605	1,318,370	1,265,733
521905	Legal Services	3,106,600	1,699,611	1,631,893	1,999,856
521910	Legal Svcs - Crt Report	0	19,500	9,800	9,500
522205	Metro Commuter Passes	695,663	720,000	720,000	720,000
522305	Freight Charges	20,465	14,106	15,400	15,606
522410	Cashier Shortages	619	444	200	0
522420	Petty Cash/Change Special Fund	1,497	1,500	1,600	1,500
522430	Miscellaneous Other Services & Charges	8,480,944	3,814,706	3,982,162	3,934,210
522431	EMS Equipment Maint	0	102,470	102,470	100,920
522432	Life Safety Equipment Maintenance	0	514,388	514,388	526,042
522435	Interest Charges Past Due Accounts	7,718	0	27	0
522620	Claims & Judgments	5,165,708	10,562,583	10,562,583	12,077,101
522710	Interfund Utility Cut Repairs	0	500	0	500
522720	Interfund Payroll Services	(11,770)	1,200	(2,814)	1,500
522721	Interfund HR Client Services	2,705,367	5,180,069	5,180,069	6,035,274
522722	KRONOS Service Chargeback	0	559,072	559,072	541,448
522723	Drainage Fee Service Chargeback	0	1,712,579	1,712,579	1,710,552
522730	Interfund Engineering Services	142,698	0	0	0
522735	Interfund Communication Equipment Repair	400	109,924	109,359	125,340
522760	Interfund Billing & Collection Service	17,754	12,260	12,825	16,597
522775	Interfund Utility Services	614,529	0	0	0
522780	Interfund Photo Copy Services	876,528	990,700	735,066	859,525
522790	Interfund Inventory Adjustments	0	8,100	9,400	10,300
522795	Other Interfund Services	723,912	1,015,787	1,148,611	1,719,245
522835	Scrapping of Inventory for Disposal	47	0	700	800
522840	Interfund Permit Center Rent Chargeback	0	1,380,369	1,380,369	972,189
522845	Interfund Vehicle Services	6,930	31,278,207	31,278,207	32,528,871
<b>Total Other Services and Charges</b>		<b>227,991,123</b>	<b>290,733,417</b>	<b>288,927,604</b>	<b>300,601,613</b>
560120	Capital Exp-Building and Bldg Improvement	7,820	0	0	0
560140	Improvements other than Buildings	0	0	750,000	0
560210	Furniture Fixtures and Equipment	77,793	848,418	17,640	0

**FISCAL YEAR 2013 BUDGET**

**General Fund Expenditure Summary**

<b>Commitment Item</b>	<b>Description</b>	<b>FY2011 Actual</b>	<b>FY2012 Current Budget</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
560220	Vehicles	35,893	0	0	0
560230	Computer HW and Developed SW	50,040	40,296	126,901	0
	<b>Total Equipment</b>	<b>171,546</b>	<b>888,714</b>	<b>894,541</b>	<b>0</b>
551010	Non-Capital Office Furniture & Equipment	270,504	300,240	27,180	9,000
551015	Non-Capital Computer Equipment	(14,904)	19,905	2,779	5,500
551020	Non-Capital Communication Equipment	4,365	9,000	24,000	0
551025	Non-Capital Scientific/Medical Equipment	9,602	39,919	2,600	0
551030	Non-Capital Machinery & Equipment	11,153	16,111	16,111	0
551035	Non-Capital Library books	5,852,967	4,686,500	4,686,500	4,686,500
551040	Non-Capital Other	557,783	140,304	138,322	140,000
551045	Non-Capital Vehicles/Rolling Stock	4,849	0	0	0
	<b>Total Non-Capital Equipment</b>	<b>6,696,319</b>	<b>5,211,979</b>	<b>4,897,492</b>	<b>4,841,000</b>
531085	Other Interest	932,812	3,645,000	3,645,000	4,117,500
532005	Transfers to General Fund	1,905,479	0	0	0
532015	Transfers to Convention & Entertainment	100,000	426,632	426,632	447,963
532020	Transfers to Capital Projects	1,817,622	4,757,862	4,757,862	6,767,706
532025	Transfers to Special Revenues	23,301,678	32,489,526	32,489,526	33,109,586
532035	Transf-Spec Nonrecr	450,000	0	0	0
532050	Trans to PIB Bonds Debt Service	212,838,000	211,006,734	211,006,734	230,600,000
532055	Transfers to Certification of Obligation	8,000,000	9,500,000	9,500,000	10,500,000
532100	Trans to CUS Operating	1,896,250	0	0	0
532120	Transfer to Fleet/Eq	13,127,903	1,893,256	1,893,256	1,893,006
	<b>Total Debt Service and Other Uses</b>	<b>264,369,744</b>	<b>263,719,010</b>	<b>263,719,010</b>	<b>287,435,761</b>
	<b>Grand Total Expenditures</b>	<b>1,900,875,563</b>	<b>1,837,096,933</b>	<b>1,837,096,933</b>	<b>1,947,897,159</b>

Totals do not include interfund eliminations

# Tab III



## PUBLIC SAFETY DEPARTMENTS

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Houston Emergency Center.....	III-14
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Police General .....	III-28
Forensic Services .....	III-44

# FIRE DEPARTMENT

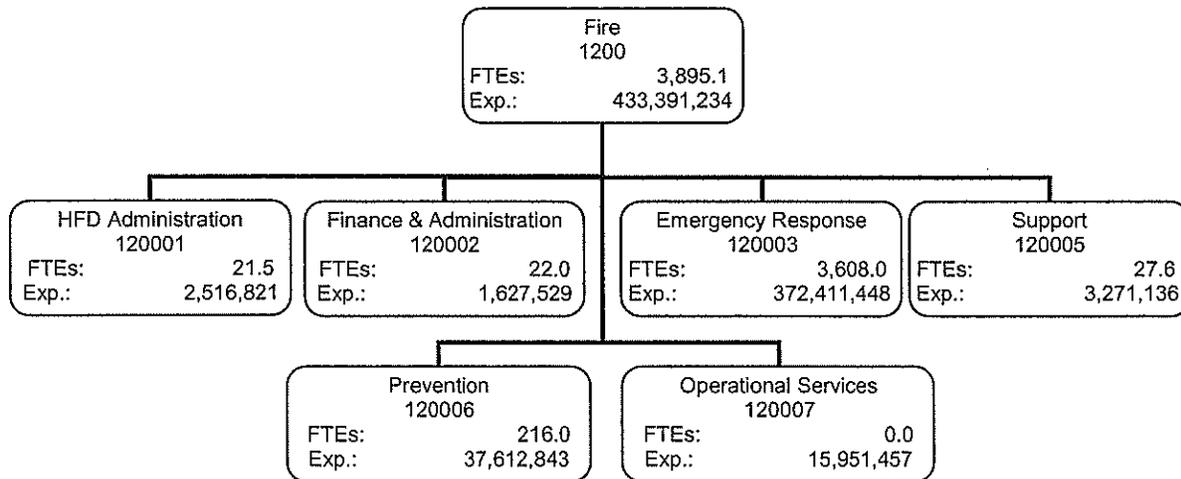
## Department Description and Mission

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.

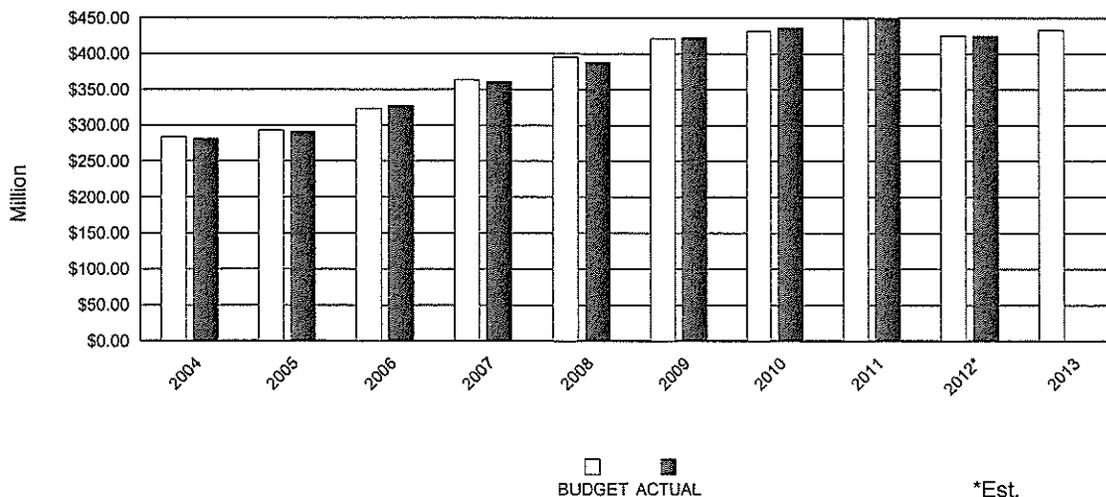
The Houston Fire Department is the largest fire department in the United States to possess a class 1 rating from the Insurance Service Organization (ISO) and is the world's largest fire department to receive accreditation from the Commission on Fire Service International.

## Department Organization



Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : Fire Department					
Fund No./Bus. Area No. : 1000 / 1200					
		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	420,112,352	395,237,569	394,906,471	401,619,474
	Supplies	12,979,023	9,793,447	10,381,479	10,700,059
	Other Services and Charges	10,437,038	20,096,676	19,839,742	21,071,701
	Non-Capital Equipment	22,739	9,000	9,000	0
	Total M & O Expenditures	443,551,152	425,136,692	425,136,692	433,391,234
	Debt Service & Other Uses	4,623,999	0	0	0
	Total Expenditures	448,175,151	425,136,692	425,136,692	433,391,234
Revenues		51,144,363	56,522,864	56,763,923	60,799,124
Staffing	Full-Time Equivalents - Civilian	219.3	119.8	119.0	124.5
	Full-Time Equivalents - Classified	3,853.5	3,796.9	3,812.5	3,746.4
	Full-Time Equivalents - Cadets	45.1	24.0	14.9	24.2
	Total	4,117.9	3,940.7	3,946.4	3,895.1
	Full-Time Equivalents - Overtime	235.9	195.8	187.6	194.0
Significant Budget Changes and Highlights	o The FY2013 Budget includes funding for expenditure increases in health benefits (\$7 million) and civilian pension contribution (\$208,989).				
	o Four "Fast Track" cadet training classes.				
	o Full payout of compensable leave balances upon separation.				
	o Increased funding for paramedic training and the procurement of protective gear.				

**Fire Department  
Current Budget vs Actual Expenditures**



**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name :</b> General Fund <b>Business Area Name :</b> Fire Department <b>Fund No./Bus Area No. :</b> 1000 / 1200			
<b>Name: HFD Administration -- 120001</b>			
<b>Mission:</b> The Houston Fire Department (HFD) 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.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Analyze Operations	monthly	monthly	monthly
Close Incidents / 180 days	180	180	180
<b>Name: Finance &amp; Administration -- 120002</b>			
<b>Mission:</b> To serve the Houston Fire Department by providing expert and professional accounting and budgeting support to all commands within the Fire Department.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Financial Reporting	monthly	monthly	monthly
Pay Vendors per COH terms	100%	100%	100%
Monitor Contract Spending	monthly	monthly	monthly
<b>Name: Emergency Response -- 120003</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Unit Hour Utilization	36%	52.2%	42.0%
Fire Vehicle Responses	196,217	242,879	200,000
EMS Vehicle Responses	351,476	305,300	350,000
Rescue Responses	2,341	2,394	2,000
Haz Mat Responses	2,385	1,884	2,000

**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name : General Fund</b> <b>Business Area Name : Fire Department</b> <b>Fund No./Bus Area No. : 1000 / 1200</b>			
<b>Name: Support -- 120005</b>			
<b>Mission:</b> Promote international recognition of HFD from our peers and the public through superior service and accreditation. Promote excellence within the Houston Fire Department and foster pride in our organization from the members, community leaders, and the citizens we serve.			
<b>Goal:</b> Increase smoke detector installs and canvassing (to include the hearing impaired community) by 10 percent by 2013 utilizing alliances with community leaders, city government and corporate support. Increase Public Service Announcements and community speaking engagements by 10 percent by the HFD Public Affairs Division and local fire stations, to reinforce the HFD image of Courage, Commitment and Compassion.			
Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Smoke Detector Installs	3,075	3,800	4,180
Community Events	400	600	660
<b>Name: Prevention -- 120006</b>			
<b>Mission:</b> Will meet established targets for inspection cycles and ensure compliance of existing codes and ordinances. Enhance fire safety awareness through an aggressive public education campaign.			
<b>Goal:</b> Provide an active program of inspections to assure compliance with the fire code. Investigate fires of suspicious origin.			
Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Total Arson Investigations	1,149	1,086	1,450
Arson Fires Cleared	19.9%	23.4%	16.5%
Inspections (New & Repeat)	65,931	59,121	68,000
<b>Name: Operational Services -- 120007</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> Provide continuous efficient support to the department by maintaining the costs of essential supplies and services at reasonable levels.			
Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
N/A	N/A	N/A	N/A

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>							
<b>Fund Name : General Fund</b> <b>Business Area Name : Fire Department</b> <b>Fund No./Bus Area No. : 1000 / 1200</b>							
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
<b>HFD Administration 120001</b> 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	960,111	19.3	2,287,395	21.5	2,516,821	
<b>Finance &amp; Administration 120002</b> Provide administration and direction to the Houston Fire Department (HFD) including accounting and finance.	22.0	1,687,742	20.8	1,552,468	22.0	1,627,529	
<b>Emergency Response 120003</b> Provides continuous firefighting and first responder emergency medical services, responds to hazardous materials and aircraft rescue incidents, provide immediate treatment to those in need of urgent medical care, and prepare new recruits to be entry level firefighters.	3,718.9	383,897,377	3,660.9	368,052,725	3,608.0	372,411,448	
<b>Support 120005</b> Provide administration and direction for all aspects of the Houston Fire Department (HFD) related to Recruiting, Special Events, Public Information and Information Technology Operations. This division also supports the Classified Testing Book Committee and Family Support Network.	61.2	5,621,641	28.9	3,558,570	27.6	3,271,136	
<b>Prevention 120006</b> The Command will organize, support and coordinate the activities of Life Safety Bureau, Fire Investigation and Planning Administration.	305.9	42,514,208	216.5	38,279,235	216.0	37,612,843	
<b>Operational Services 120007</b> 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	13,494,072	0.0	11,406,299	0.0	15,951,457	

**FISCAL YEAR 2013 BUDGET**

**Division Summary**

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

Division	Division Name	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
		FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
120001	HFD Administration						
	Civilian	4.6		8.4		9.0	
	Classified	5.3		10.9		12.5	
	Cadets	0.0		0.0		0.0	
	Total	<u>9.9</u>	960,111	<u>19.3</u>	2,287,395	<u>21.5</u>	2,516,821
120002	Finance & Administration						
	Civilian	22.0		20.8		22.0	
	Classified	0.0		0.0		0.0	
	Cadets	0.0		0.0		0.0	
	Total	<u>22.0</u>	1,687,742	<u>20.8</u>	1,552,468	<u>22.0</u>	1,627,529
120003	Emergency Response						
	Civilian	39.7		37.0		40.5	
	Classified	3,634.1		3,609.0		3,543.3	
	Cadets	45.1		14.9		24.2	
	Total	<u>3,718.9</u>	383,897,377	<u>3,660.9</u>	368,052,725	<u>3,608.0</u>	372,411,448
120005	Support						
	Civilian	42.7		15.5		14.0	
	Classified	18.5		13.4		13.6	
	Cadets	0.0		0.0		0.0	
	Total	<u>61.2</u>	5,621,641	<u>28.9</u>	3,558,570	<u>27.6</u>	3,271,136
120006	Prevention						
	Civilian	110.3		37.3		39.0	
	Classified	195.6		179.2		177.0	
	Cadets	0.0		0.0		0.0	
	Total	<u>305.9</u>	42,514,208	<u>216.5</u>	38,279,235	<u>216.0</u>	37,612,843
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	<u>0.0</u>	13,494,072	<u>0.0</u>	11,406,299	<u>0.0</u>	15,951,457
Grand Total							
	Civilian	219.3		119.0		124.5	
	Classified	3,853.5		3,812.5		3,746.4	
	Cadets	45.1		14.9		24.2	
	Grand Total	<u>4,117.9</u>	<u>448,175,151</u>	<u>3,946.4</u>	<u>425,136,692</u>	<u>3,895.1</u>	<u>433,391,234</u>

**FISCAL YEAR 2013 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	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
ACCOUNTANT SUPERVISOR	24	0.0	0.0	
ADMINISTRATION MANAGER	26	2.0	2.0	
ADMINISTRATIVE AIDE	10	3.0	3.0	
ADMINISTRATIVE ASSISTANT	17	11.0	12.0	1.0
ADMINISTRATIVE ASSOCIATE	13	5.0	4.0	(1.0)
ADMINISTRATIVE COORDINATOR	24	2.0	2.0	
ADMINISTRATIVE SPECIALIST	20	4.0	6.0	2.0
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	
ARSON INVESTIGATOR	FE08	1.0	0.0	(1.0)
ASSISTANT ARSON INVESTIGATOR	FE07	4.0	5.0	1.0
ASSISTANT DIRECTOR (EXE LEV)	32	1.0	1.0	
ASSISTANT EMS PHYSICIAN DIRECTOR	33	2.0	2.5	0.5
ASSISTANT FIRE CHIEF	FD09	7.0	6.0	(1.0)
ASSISTANT FIRE MARSHAL	FE08	0.0	1.0	1.0
ASSISTANT SUPERINTENDENT	20	1.0	1.0	
ASSOCIATE EMS PHYSICIAN DIRECTOR	35	1.0	1.0	
BUYER	16	1.0	1.0	
CAPTAIN	FD05	421.0	430.0	9.0
CHIEF COMMUNICATIONS OFFICER	FF07	7.0	8.0	1.0
CHIEF INSPECTOR	FE07	6.0	4.0	(2.0)
COMMUNICATIONS CAPTAIN	FF05	47.0	47.0	
COMMUNICATIONS SENIOR CAPTAIN	FF06	16.0	15.0	(1.0)
CUSTOMER SERVICE REP. I	13	2.0	3.0	1.0
CUSTOMER SERVICE REP. II	15	8.0	9.0	1.0
CUSTOMER SERVICE REP. III	16	1.0	2.0	1.0
CUSTOMER SERVICE SUPERVISOR	18	1.0	1.0	
DEPUTY CHIEF	FD08	6.0	8.0	2.0
DEPUTY CHIEF-COMM. OFFICER	FF08	1.0	1.0	
DEPUTY DIRECTOR (EXE LEV)	34	1.0	1.0	
DISTRICT CHIEF	FD07	100.0	103.0	3.0
DIVISION MANAGER	29	2.0	2.0	
EMS EDUCATOR COORDINATOR	24	3.0	2.0	(1.0)
EMS PHYSICIAN DIRECTOR,MD	37	1.0	1.0	
ENGINEER/OPERATOR	FD04	1,043.0	1,052.0	9.0
EXECUTIVE ASSISTANT FIRE CHIEF	FD10	3.0	2.0	(1.0)
EXECUTIVE OFFICE ASSISTANT	15	2.0	2.0	
FINANCIAL ANALYST III	21	2.0	2.0	
FINANCIAL ANALYST IV	25	0.0	1.0	1.0
FIRE ADMINISTRATOR (EXE LEV)	30	0.0	0.0	
FIRE CHIEF	37	1.0	1.0	
FIRE FIGHTER	FD03	1,793.0	1,677.0	(116.0)
FIRE FIGHTER TRAINEE	10	24.0	24.2	0.2
FIRE FIGHTER,PROBATIONARY	FD02	154.0	185.0	31.0
FORENSIC PHOTOGRAPHER	14	1.0	1.0	
GRAPHIC DESIGNER	17	1.0	0.0	(1.0)
HUMAN RESOURCES MANAGER	27	2.0	2.0	
HUMAN RESOURCES SPECIALIST	17	1.0	1.0	

Business Area Roster Summary

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

Job Description	Pay Grade	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
HUMAN RESOURCES SUPERVISOR	24	0.0	0.0	
INSPECTOR	FE05	95.0	91.0	(4.0)
INVENTORY MANAGEMENT CLERK	9	1.0	1.0	
INVENTORY MANAGEMENT SUPERVISOR	17	3.0	3.0	
INVESTIGATOR-FIRE	FE05	53.0	53.0	
IT PROJECT MANAGER	28	1.0	1.0	
MAINTENANCE MECHANIC II	12	0.0	1.0	1.0
MAINTENANCE MECHANIC III	14	4.0	3.0	(1.0)
MANAGEMENT ANALYST IV	25	4.0	4.0	
MASTER MECHANIC	FG07	1.0	1.0	
MICROCOMPUTER ANALYST	20	0.0	0.0	
OFFICE ASSISTANT	9	4.0	3.0	(1.0)
OFFICE SUPERVISOR	17	2.0	2.0	
PROCUREMENT SPECIALIST	24	3.0	3.0	
PROGRAMMER ANALYST IV	25	2.0	2.0	
PUBLIC INFORMATION OFFICER	26	0.0	1.0	1.0
RECEPTIONIST	7	3.0	3.0	
REGULATORY COMPLIANCE COORDINATOR	17	1.0	1.0	
REGULATORY SUPERVISOR	20	1.0	1.0	
SENIOR AUDITOR	21	1.0	0.0	(1.0)
SENIOR CAPTAIN	FD06	179.0	164.0	(15.0)
SENIOR COMMUNICATIONS SPECIALIST	20	1.0	0.0	(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	0.0	0.0	
SENIOR INSPECTOR	FE06	13.0	16.0	3.0
SENIOR INVENTORY MANAGEMENT CLERK	12	14.0	14.0	
SENIOR INVESTIGATOR	FE06	8.0	9.0	1.0
SENIOR MICROCOMPUTER ANALYST	23	1.0	1.0	
SENIOR OFFICE ASSISTANT	12	2.0	2.0	
SENIOR PROCUREMENT SPECIALIST	27	1.0	1.0	
SENIOR REGULATORY INVESTIGATOR	14	0.0	0.0	
SENIOR STAFF ANALYST (EXE LEV)	28	0.0	0.0	
SENIOR SUPERINTENDENT	27	0.0	0.0	
SENIOR TELECOMMUNICATIONS SPECIALIST	21	1.0	1.0	
SHOP SUPERVISOR	FG06	1.0	1.0	
STAFF ANALYST	26	2.0	2.0	
STAFF PSYCHOLOGIST	27	1.0	1.0	
SYSTEMS CONSULTANT	26	1.0	1.0	
TELECOMMUNICATIONS SPECIALIST	18	1.0	1.0	
<b>Total FTEs</b>		<b>4,105.0</b>	<b>4,027.7</b>	<b>(77.3)</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>4.4</b>	<b>0.0</b>	<b>(4.4)</b>
<b>Less adjustment for Classified Vacancy Factor</b>		<b>159.9</b>	<b>132.6</b>	<b>(27.3)</b>
<b>Full-Time Equivalents</b>		<b>3,940.7</b>	<b>3,895.1</b>	<b>(45.6)</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Revenue Summary**

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

Commit Item	Description	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
<b>1200020003</b>	<b>HFD-Warehouse Ops</b>			
452030	Miscellaneous Revenue	0	5,000	5,000
<b>1200020004</b>	<b>HFD-Permits and Revenues</b>			
421180	Special Fire Permits	5,000,000	6,150,000	5,662,500
421210	Fire Alarm Permits	288,205	375,000	735,000
421280	Other Licenses & Permits	0	3,900	0
421630	Administrative Fee - Licenses & Permits	209,820	600,000	702,000
426330	Miscellaneous Copies Fees	420	420	420
428050	False Alarm Penalties	1,038,905	625,000	740,000
428080	Returned Check Charges	480	480	480
452030	Miscellaneous Revenue	9,600	18,192	0
<b>Total</b>	<b>HFD-Permits and Revenues</b>	<b>6,547,430</b>	<b>7,772,992</b>	<b>7,840,400</b>
<b>1200030001</b>	<b>HFD-Fire Suppression</b>			
426350	Fire Fighting Services	618,015	618,015	618,015
<b>1200030003</b>	<b>HFD-EMS Administration</b>			
426030	Ambulance Fees	27,442,000	28,116,779	32,416,779
<b>1200040001</b>	<b>HFD-Life Safety Bureau</b>			
421490	Plan Review Fees	2,500,000	1,000,000	1,000,000
452020	Recoveries & Refunds	2,020,000	2,150,000	2,150,000
<b>Total</b>	<b>HFD-Life Safety Bureau</b>	<b>4,520,000</b>	<b>3,150,000</b>	<b>3,150,000</b>
<b>1200040002</b>	<b>HFD-Fire Investigation</b>			
426340	Public Safety Reports Fees	5,435	5,435	5,435
<b>1200050005</b>	<b>HFD-Dispatch &amp; Records Operations</b>			
426340	Public Safety Reports Fees	85,055	69,565	85,055
<b>1200060002</b>	<b>HFD-Hazardous Materials Team</b>			
426010	Hazardous Materials Response	56,100	56,100	56,100
426020	Hazardous Materials Permit	35,500	35,500	35,500
<b>Total</b>	<b>HFD-Hazardous Materials Team</b>	<b>91,600</b>	<b>91,600</b>	<b>91,600</b>
<b>1200060003</b>	<b>HFD-Airport Operations (AARF)</b>			
424050	Interfund Fire Protection Services	17,145,594	16,863,334	16,516,840
<b>1200070001</b>	<b>HFD-Operational Services</b>			
434210	Sale of Scrap Oil & Tires	0	1,203	0
445050	Cell Tower Revenue	67,735	70,000	70,000
<b>Total</b>	<b>HFD-Operational Services</b>	<b>67,735</b>	<b>71,203</b>	<b>70,000</b>
<b>Total</b>	<b>Fire Department</b>	<b>56,522,864</b>	<b>56,763,923</b>	<b>60,799,124</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	10,447,614	6,185,185	6,100,222	6,201,706
500020	Salary Base Pay - Classified	226,097,850	225,250,080	226,000,000	222,547,404
500030	Salary Part Time - Civilian	117,766	115,388	235,000	245,406
500040	Salary Assignment Pay - Classified	5,871,883	5,878,415	5,900,000	5,992,394
500050	Sal-Edu/Incen-Classfd	5,149,805	5,226,560	5,155,000	5,202,901
500060	Overtime - Civilian	287,013	37,397	37,397	37,397
500070	Overtime - Classified	18,514,638	17,107,325	16,724,604	18,892,859
500090	Premium Pay - Civilian	20,401	0	0	0
500110	Bilingual Pay - Civilian	19,159	16,325	13,000	13,554
500120	Bilingual Pay - Classified	975,132	965,000	965,000	985,000
500190	Temporary Higher Class Pay	2,139,301	2,604,030	2,050,000	2,028,501
500200	Residency Incentive Payment	267,235	0	3,357	0
501020	Clothing Allowance - Classified	64,500	66,500	66,500	69,000
501040	Earned Leave - Classified	1,301,902	1,301,902	1,460,261	1,500,000
501070	Pension - Civilian	1,660,568	1,116,268	1,096,419	1,330,070
501080	Pension - Fire	76,351,927	61,757,614	61,719,991	61,475,030
501120	Termination Pay - Civilian	54,241	105,900	105,900	105,900
501130	Termination Pay - Classified	13,394,622	12,808,582	12,808,582	12,868,582
501150	Trainees for Classified Service - Cadets	1,223,962	646,800	400,000	652,190
501160	Vehicle Allowance - Civilian	8,487	8,400	1,164	0
502010	FICA - Civilian	913,445	510,130	501,694	525,909
502020	FICA - Classified	2,563,524	2,786,797	2,786,797	2,910,095
503010	Health Ins-Act Civilian	1,598,601	907,244	890,703	1,154,631
503015	Basic Life Insurance - Active Civilian	6,689	3,737	3,737	3,809
503020	Health Ins.Act-Classified	32,885,036	36,084,841	36,084,841	42,390,289
503025	Basic Life Insurance - Active Classified	142,665	131,678	131,678	130,356
503040	Health/Life Ins.Ret-Classified	12,406,377	8,026,961	8,026,961	8,591,912
503060	Long Term Disability-Civilian	953	11,903	11,903	12,378
503061	Long Term Disability-Classified	0	323,114	323,114	318,919
503080	Workers Compensation-Classified-Admin	716,053	728,393	728,393	900,582
503090	Workers Compensation-Civilian-Admin	50,116	27,343	27,343	35,943
503100	Workers Compensation-Civilian-Claim	96,187	72,000	72,000	71,000
503110	Workers Compensation-Classified-Claim	4,022,241	3,600,000	3,600,000	3,600,000
504030	Unemployment Claims - Administration	51,289	125,757	174,910	125,757
504060	Health Benefits-Fire	691,170	700,000	700,000	700,000
<b>Total</b>	<b>Personnel Services</b>	<b>420,112,352</b>	<b>395,237,569</b>	<b>394,906,471</b>	<b>401,619,474</b>
511010	Chemical Gases & Special Fluids	148,876	145,389	145,389	129,936
511015	Cleaning & Sanitary Supplies	276,999	277,318	277,318	223,350
511020	Construction Materials	37,263	43,551	51,000	52,500
511025	Electrical Hardware & Parts	155,472	188,172	188,172	189,305
511030	Mechanical Hardware & Parts	6,236	8,788	10,393	26,802
511035	Meters Hydrants & Plumbing Supplies	902	8,389	8,389	8,389
511040	Audiovisual Supplies	5,208	19,860	19,860	24,998
511045	Computer Supplies	114,477	98,381	98,381	112,337
511050	Paper & Printing Supplies	35,494	45,499	45,499	42,893
511055	Publications & Printed Materials	29,019	25,071	25,071	27,891
511060	Postage	19,351	30,347	30,347	30,347
511070	Miscellaneous Office Supplies	122,899	112,997	112,996	110,972
511075	Library Circulation Supplies	7	120	120	120
511080	General Laboratory Supplies	16,731	9,726	19,000	9,381
511085	Drugs & Medical Chemicals	398,620	441,847	455,000	512,448
511090	Medical & Surgical Supplies	1,103,918	1,138,488	1,200,000	1,123,950
511095	Small Technical & Scientific Equipment	71,709	92,603	92,603	78,787

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
511110	Fuel	4,459,581	4,507,729	4,507,729	4,807,108
511115	Vehicle Repair & Maintenance Supplies	2,463,052	32,223	32,458	32,223
511120	Clothing	990,223	809,596	1,107,616	1,152,369
511125	Food Supplies	16,913	23,184	23,184	20,490
511130	Weapons Munitions & Supplies	0	2,000	2,000	2,000
511145	Small Tools & Minor Equipment	116,228	159,077	159,077	171,369
511150	Miscellaneous Parts & Supplies	1,331,461	233,832	190,907	156,874
511160	Protective Gear	745,193	703,640	821,847	908,000
511164	Breathing Apparatus Repair Supplies	0	290,462	290,462	291,720
511165	Fire Fighting Equipment	313,191	345,158	466,661	453,500
<b>Total</b>	<b>Supplies</b>	<b>12,979,023</b>	<b>9,793,447</b>	<b>10,381,479</b>	<b>10,700,059</b>
520100	Temporary Personnel Services	4,937	0	0	0
520102	Security Services	1,362	10,000	10,000	52,000
520105	Accounting & Auditing Services	276	0	0	0
520107	Computer Info/Contr	1,124	4,600	4,600	6,140
520109	Medical Dental & Laboratory Services	84,164	85,522	85,522	89,220
520110	Management Consulting Services	449,517	0	0	0
520114	Miscellaneous Support Services	1,165,131	447,838	197,979	206,029
520118	Refuse Disposal	29,694	21,960	21,960	20,000
520119	Computer Equipment/Software Maintenance	249,047	254,249	254,249	253,573
520120	Communications Equipment Services	0	25,000	25,000	175,000
520121	IT Application Svcs	48,187	85,384	85,384	131,406
520122	Office Equipment Services	2,605	1,300	1,300	1,300
520123	Vehicle & Motor Equipment Services	407,280	141,600	141,600	124,200
520124	Other Equipment Services	126,127	29,717	29,717	8,717
520132	Contracts/Sponsorships	61,590	61,000	61,000	61,000
520133	Private Investigative Services	31,587	0	0	0
520141	Engineering Services	505	0	0	0
520142	Classified C.S. Arbitration Cost	14,352	24,000	24,000	24,000
520152	Telemetry Services	2,101,211	2,171,832	2,171,832	2,171,832
520153	Protective Gear Cleaning Services	782,856	778,720	778,720	675,600
520162	Baylor College of Medicine Psy Svcs	89,165	0	0	0
520510	Mail/Delivery Services	119	420	420	420
520515	Print Shop Services	6,525	10,680	10,680	4,130
520520	Printing & Reproduction Services	25,755	40,947	40,947	40,947
520605	Advertising Services	1,928	0	0	0
520705	Insurance Fees	207,792	249,152	249,152	292,652
520710	State/Federal Inspection Fees	16,212	22,240	22,240	0
520725	Assessments - Other Governments	268,616	365,109	365,109	373,352
520765	Membership & Professional Fees	19,649	21,229	21,229	21,635
520805	Education & Training	144,178	99,520	89,045	120,453
520806	Paramedic/EMT Continuing Edu	0	78,500	78,500	78,500
520807	Initial/Recert EMS Training	0	221,980	221,980	325,601
520815	Tuition Reimbursement	10,189	7,000	7,000	0
520905	Travel - Training Related	21,193	34,156	34,156	32,880
520910	Travel - Non-Training Related	28,212	1,658	1,658	1,658
521405	Building Maintenance Services	7,627	350,000	350,000	328,500
521415	Land and Grounds Maintenance	20,042	646	646	646
521605	Data Services	173,529	306,725	306,725	433,709
521610	Voice Services	2,535,510	2,118,047	2,118,047	2,459,953
521620	Voice Equipment	2,741	21,039	21,039	25,994
521625	Voice Labor	15,662	20,000	20,000	19,104
521630	GIS Revolving Fund Services	134,318	161,000	161,000	156,203

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
521705	Vehicle/Equipment Rental/Lease	1,131	0	0	0
521715	Office Equipment Rental	97,232	100,000	100,000	100,000
521725	Other Rental	9,567	4,300	4,300	5,800
521730	Parking Space Rental	0	3,000	3,000	3,000
522305	Freight Charges	0	2,400	2,400	2,400
522430	Miscellaneous Other Services & Charges	241,271	139,249	142,649	148,249
522431	EMS Equipment Maint	0	102,470	102,470	100,920
522432	Life Safety Equipment Maintenance	0	514,388	514,388	526,042
522435	Interest Charges Past Due Accounts	7,694	0	0	0
522720	Interfund Payroll Services	(1,737)	0	0	0
522721	Interfund HR Client Services	784,436	2,601,679	2,601,679	3,152,536
522722	KRONOS Service Chargeback	0	146,847	146,847	147,530
522723	Drainage Fee Service Chargeback	0	134,257	134,257	134,257
522840	Interfund Permit Center Rent Chargeback	0	246,657	246,657	329,316
522845	Interfund Vehicle Services	6,930	7,828,659	7,828,659	7,705,297
<b>Total</b>	<b>Other Services and Charges</b>	<b>10,437,038</b>	<b>20,096,676</b>	<b>19,839,742</b>	<b>21,071,701</b>
551010	Non-Capital Office Furniture & Equipment	11,386	0	0	0
551020	Non-Capital Communication Equipment	0	9,000	9,000	0
551030	Non-Capital Machinery & Equipment	11,153	0	0	0
551040	Non-Capital Other	200	0	0	0
<b>Total</b>	<b>Non-Capital Equipment</b>	<b>22,739</b>	<b>9,000</b>	<b>9,000</b>	<b>0</b>
532120	Transfer to Fleet/Eq	4,623,999	0	0	0
<b>Total</b>	<b>Debt Service and Other Uses</b>	<b>4,623,999</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total Expenditures</b>		<b>448,175,151</b>	<b>425,136,692</b>	<b>425,136,692</b>	<b>433,391,234</b>

## **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.

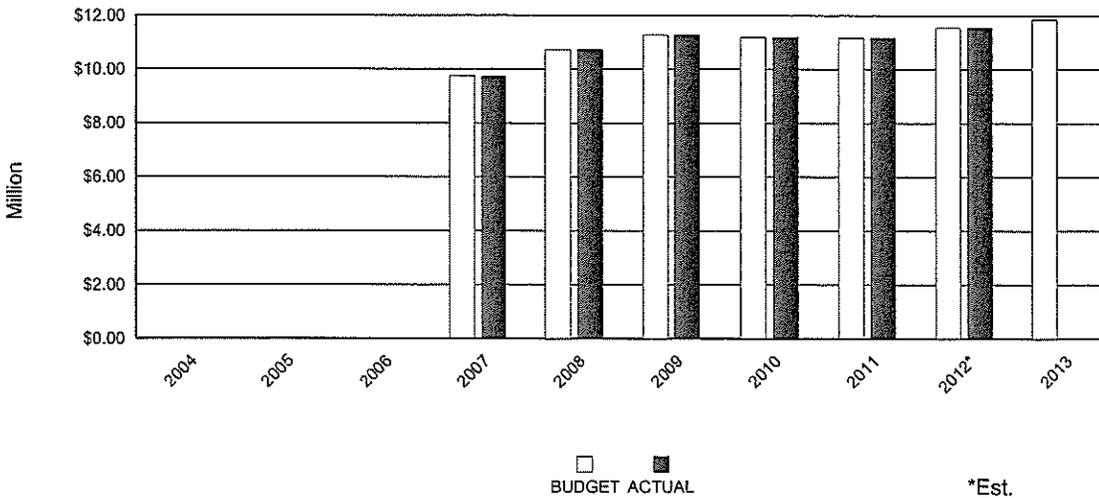
**FISCAL YEAR 2013 BUDGET**

**Business Area Budget Summary**

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

		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	0	0	0	0
	Supplies	326	0	0	0
	Other Services and Charges	17	0	0	0
	Non-Capital Equipment	0	0	0	0
	Total M & O Expenditures	<u>343</u>	<u>0</u>	<u>0</u>	<u>0</u>
	Debt Service & Other Uses	11,171,344	11,549,511	11,549,511	11,855,355
	<b>Total Expenditures</b>	<u>11,171,687</u>	<u>11,549,511</u>	<u>11,549,511</u>	<u>11,855,355</u>
Revenues		595	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 The Transfer supports the General Fund portion of Houston Emergency Center Special Fund (Fund 2205). o The FY2013 Transfer Budget includes funding for expenditure increases in health benefits (\$83,659) and pension contribution (\$222,786).				

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



**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
511110	Fuel	326	0	0	0
<b>Total</b>	<b>Supplies</b>	<b>326</b>	<b>0</b>	<b>0</b>	<b>0</b>
521610	Voice Services	17	0	0	0
<b>Total</b>	<b>Other Services and Charges</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>
532025	Transfers to Special Revenues	11,165,577	11,549,511	11,549,511	11,855,355
532120	Transfer to Fleet/Eq	5,767	0	0	0
<b>Total</b>	<b>Debt Service and Other Uses</b>	<b>11,171,344</b>	<b>11,549,511</b>	<b>11,549,511</b>	<b>11,855,355</b>
<b>Grand Total Expenditures</b>		<b>11,171,687</b>	<b>11,549,511</b>	<b>11,549,511</b>	<b>11,855,355</b>



## 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. The Department 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.

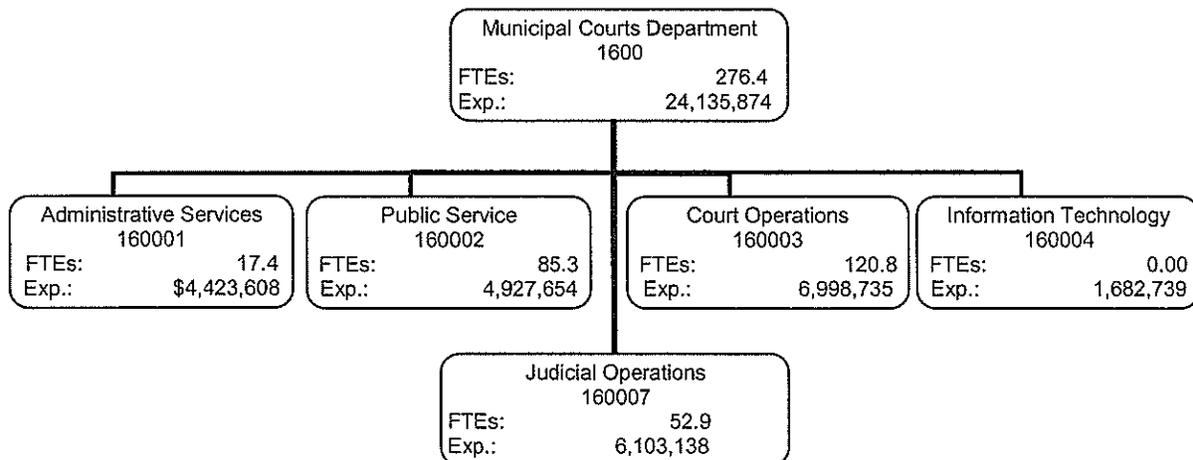
There are five divisions within the Municipal Courts Department: Administrative Services, Court Operations, Public Services, IT System Support, and Judicial Operations, which work together to provide court services to the public. The Department provides magistrate services and approves blood search warrants for law enforcement, and oversees various specialized dockets including Juvenile, Homeless, Truancy, and Impact. Additionally, the Department oversees budgetary and operational functions of three Special Revenue Funds including the Juvenile Case Manager Fund, the Building Court Security Fund and the Court Technology Fee Fund. In partnership with Administrative and Regulatory Affairs Department, the Adjudication Hearing Officers and court staff oversee parking citation hearings Monday through Saturday at the central location. Finally, in partnership with the Department of Neighborhoods, the Municipal Courts Department provides an Adjudication Hearing Officer who oversees the Civil Adjudication hearing process for Ordinance violations related to dangerous buildings.

The Department is comprised of a judicial staff of twenty-one full-time Judges, including the Presiding Judge, Associate Presiding Judge, and Administrative Judge, forty-eight Associate Judges, and three full-time and seven part-time Adjudication Hearing Officers. The Department is administratively supported by the Deputy Director/ Clerk of Court, a second Deputy Director, three 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 are located at the Central, Southeast Command (Courts 13 & 14), Westside Command (Court 18), and North Command (Court 20) locations. 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 two days per week (Thursdays/Fridays) at the Westside 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.

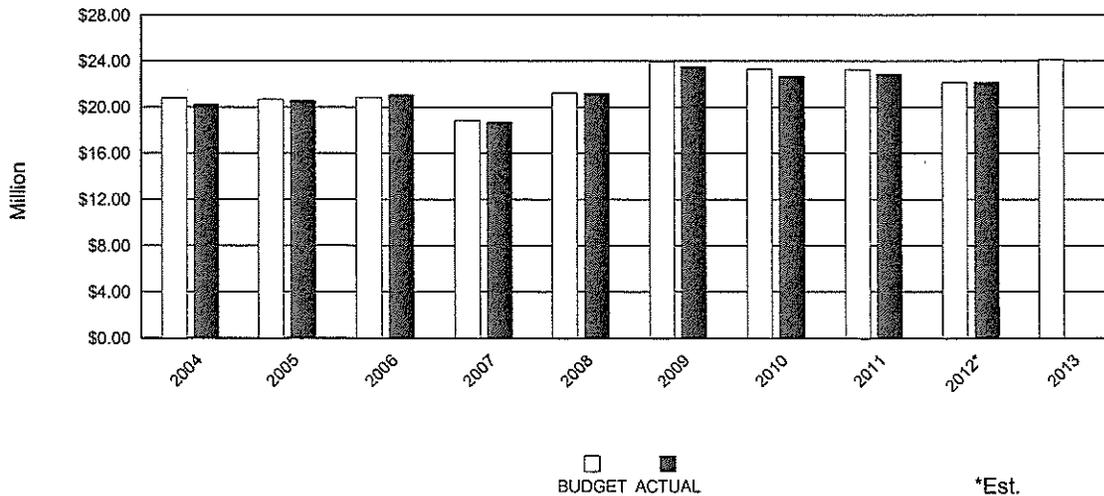
### Department Organization



**FISCAL YEAR 2013 BUDGET**

<b>Business Area Budget Summary</b>					
<b>Fund Name : General Fund</b> <b>Business Area Name : Municipal Courts Department</b> <b>Fund No./Bus. Area No. : 1000 / 1600</b>					
		<b>FY2011 Actual</b>	<b>FY2012 Current Budget</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Expenditures	Personnel Services	18,943,566	17,469,528	17,537,000	18,977,077
	Supplies	200,697	231,903	234,913	239,529
	Other Services and Charges	3,608,352	4,308,441	4,235,959	4,786,803
	Equipment	5,599	0	0	0
	Non-Capital Equipment	1,213	2,000	4,000	2,000
	Total M & O Expenditures	<u>22,759,427</u>	<u>22,011,872</u>	<u>22,011,872</u>	<u>24,005,409</u>
	Debt Service & Other Uses	76,966	138,876	138,876	130,465
	Total Expenditures	<u>22,836,393</u>	<u>22,150,748</u>	<u>22,150,748</u>	<u>24,135,874</u>
Revenues		36,609,943	36,140,920	34,253,090	34,772,090
Staffing	Full-Time Equivalents - Civilian	301.7	267.7	270.3	276.4
	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	<u>301.7</u>	<u>267.7</u>	<u>270.3</u>	<u>276.4</u>
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.2
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> <li>o The FY2013 Budget includes funding for expenditure increases in health benefits (\$446,126) and pension contribution (\$405,212).</li> <li>o Continuation of increased judicial and administrative support for expanded jail arraignment dockets.</li> <li>o Continuation of jury dockets at Court 18 (Westside), two days per week.</li> <li>o Contract review and renegotiation to optimize savings for FY2013.</li> <li>o Continuation of the Civil Adjudication Court and Dangerous Buildings hearings.</li> <li>o Continuation of data cleansing efforts in preparation for CSMART go-live.</li> <li>o Provide judicial and support staffing at the planned Sobering Center.</li> <li>o Optimize staff work schedules to reduce contract labor costs.</li> <li>o Related personnel costs (1/2 yr) for returning staff currently assigned to IT for CSMART development.</li> </ul>				

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



**FISCAL YEAR 2013 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:** The mission of the Administrative Services Division is to effectively manage department resources, oversee projects, programs and contract implementation, provide information to internal and external stakeholders related to department information, initiatives, directives and accomplishments, and ensure compliance with State and local laws.

- Goal:**
- o Provide annual skills-based training for staff.
  - o Track % increase rate of paid-to-filed violations.
  - o Respond to public information requests within 10 days.
  - o Track cost per citation rate.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Annual Staff Training	4 hrs	4 hrs	4 hrs
Paid-to-Filed Increase %	2%	2%	2%
Public Information Officer Response Rate %	100%	100%	100%
Cost per Citation Rate	\$16.86	\$22.53	<\$24.00

**Name: Public Services -- 160002**

**Mission:** The mission of the Public Services Division is to perform the administrative support activities required for the prompt enforcement of judicial rulings by collecting funds due to the City and State conscientiously and with integrity, by promptly and correctly processing Court actions, and by accurately providing Court-related information with a high standard of customer service excellence.

- Goal:**
- o Process 100% of payments within 24 hours of receipt.
  - o Process 100% of Court actions (Driving Safety Course/Deferred Dispositions) within 24 hours.
  - o Quality Control review of 350,000 transactions with 97% accuracy.
  - o Pre-collection revenues collected in the One Call Solution Center of \$100,000/monthly; \$1,200,000 annually.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Payments Processed-24 hrs	100%	100%	100%
Process Court Actions-24 hrs	100%	100%	100%
QC Review Transactions	523,716	348,250	350,000
Annual Pre-Collections	\$1,093,101	\$1,162,836	\$1,200,000

**Name: Court Operations -- 160003**

**Mission:** The mission of the Court Operations Division is to perform the administrative support functions required for the efficient operation of judicial proceedings and the due process adjudication of violations filed in the Municipal Courts, and to ensure that these activities are handled accurately, expeditiously, and with a high standard of customer service excellence.

- Goal:**
- o Prompt and accurate filing of 100% of Cases within 72 hours of receipt.
  - o Prompt and accurate filing of 100% of Complaints within 14 days of Court date.
  - o Prompt and accurate response to 100% of Warrant Inquiries within 10 minutes.
  - o File 100% of Complaints for non-trial cases in compliance with Senate Bill (SB) 410.
  - o Quality Control review of 600,000 Cases with 97% accuracy.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Cases Filed - 72 hours	100%	100%	100%
Complaints Filed - 14 days	100%	100%	100%
Warrant Response - 10 minutes	100%	100%	100%
SB 410 Non-Trial Complaints	N/A	100%	100%
QC Review of 600,000 Cases	576,459	567,831	600,000

**FISCAL YEAR 2013 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:** The mission of the Information Technology Division is to support the court's case management system and other application programs, desktop and local area network equipment, and telecommunication equipment/services.

**Goal:** Because there are no FTEs assigned to this cost center for FY2012 and FY2013, there are no performance measures.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Audit Case Accuracy	98%	N/A	N/A
User Survey Response	89.1%	N/A	N/A
Heat Ticket Volume	2,500	N/A	N/A
Heat Ticket Resolution	90.5%	N/A	N/A
IT Cost Control	N/A	N/A	N/A

**Name: Judicial Operations -- 160007**

**Mission:** The mission of the Judicial Operations Division is to provide an accesible legal forum for individuals to have their court matters heard in a fair and efficient manner, and in compliance with State and local laws.

- Goal:**
- o Lower FY2012 benchmark for officer wait time (jury trials): (FY2012 Goal: <3.50 hrs)
  - o Lower FY2012 benchmark for defendant wait time (jury trials): (FY2012 Goal: <3.50 hrs)
  - o Maintain current benchmark for defendant wait time (bench trials): (FY2012 Goal: <30 mins)
  - o Maintain current benchmark for on-demand parking citation hearings: (FY2012 Goal: <30 mins)

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Officer Time in Court	3:26 hrs	2.50 hrs	<2.75 hrs
Defendant Time-Jury Trial	2:55 hrs	3.06 hrs	<3.25 hrs
Defendant Time-Court Trial	36 mins	31 mins	<30 mins
On-Demand Parking Hrgs	26 mins	25 mins	<30 mins

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>						
<b>Fund Name : General Fund</b> <b>Business Area Name : Municipal Courts Department</b> <b>Fund No./Bus Area No. : 1000 / 1600</b>						
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
<b>Administrative Services</b> <span style="float:right">160001</span> 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.	20.0	3,568,958	17.0	4,239,002	17.4	4,423,608
<b>Public Services</b> <span style="float:right">160002</span> 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. Prepares and sends court notices and provides support for Parking Adjudication. The One Call Solution Center contacts and collects on delinquent payments and provides notification of pending cases.	90.1	4,409,290	83.4	4,367,118	85.3	4,927,654
<b>Court Operations</b> <span style="float:right">160003</span> Provides judicial support and maintains dockets, processes judicial orders, coordinates alternative sentencing, warrant verification, completes booking of prisoners, processes bond forfeitures, appeals, bankruptcies, expunctions, maintains records in compliance with record retention, prepares complaints/subpeonas, and data entry of citations.	124.8	6,826,913	120.0	6,552,030	120.8	6,998,735
<b>Information Technology</b> <span style="float:right">160004</span> Provides system administration for the court's information system, application support, field services, data management, business analysis, and IT-related administrative support. Funds IT-related costs provided in the Department's target letter.	15.9	2,587,234	0.0	1,221,509	0.0	1,682,739
<b>Judicial Operations</b> <span style="float:right">160007</span> Oversees daily arraignment, jury and bench trials, juvenile dockets, parking citation/ boot hearings, expanded jail arraignment dockets. Magistrate services to law enforcement. Special dockets: Impact, Homeless, Truancy, Civil Adjudication, Dangerous Buildings, DPS hrgs. Oversees Juvenile Case Mgr Program. Funds salary/benefits of judicial and support staff.	50.9	5,443,998	49.9	5,771,089	52.9	6,103,138
<b>Total</b>	<b>301.7</b>	<b>22,836,393</b>	<b>270.3</b>	<b>22,150,748</b>	<b>276.4</b>	<b>24,135,874</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Roster Summary**

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

<b>Job Description</b>	<b>Pay Grade</b>	<b>FY2012 Current Budget FTE</b>	<b>FY2013 Budget FTE</b>	<b>Change</b>
ADJUDICATION HEARING OFFICER	27	2.5	2.6	0.1
ADMINISTRATION MANAGER	26	2.0	5.2	3.2
ADMINISTRATIVE AIDE	10	0.6	0.5	(0.1)
ADMINISTRATIVE ASSISTANT	17	7.0	6.0	(1.0)
ADMINISTRATIVE COORDINATOR	24	2.0	2.0	
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	1.0	0.0	(1.0)
ADMINISTRATIVE JUDGE OF MUNICIPAL COURTS	31	1.0	1.0	
ADMINISTRATIVE SPECIALIST	20	4.0	4.0	
ADMINISTRATIVE SUPERVISOR	22	13.0	13.6	0.6
ASSISTANT DIRECTOR (EXE LEV)	32	3.5	3.5	
ASSOCIATE JUDGE OF MUNICIPAL COURTS	31	6.7	7.2	0.5
ASSOCIATE PRESIDING JUDGE OF MUNICIPAL COURTS	31	1.0	1.0	
COURT INTERPRETER	14	5.0	5.7	0.7
COURT REPORTER	19	5.0	5.7	0.7
CUSTOMER SERVICE REP. I	13	117.0	120.4	3.4
CUSTOMER SERVICE REP. II	15	46.0	46.0	
CUSTOMER SERVICE REP. III	16	17.0	18.0	1.0
CUSTOMER SERVICE SUPERVISOR	18	1.0	0.0	(1.0)
DATA CONTROL CLERK	8	1.0	1.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	1.0	1.0	
DEPUTY DIRECTOR (EXE LEV)	34	2.0	2.0	
DIVISION MANAGER	29	3.0	3.0	
DIVISION MANAGER (EXE LEV)	29	1.0	1.0	
FINANCIAL ANALYST III	21	1.0	1.0	
FINANCIAL ANALYST IV	25	2.0	1.6	(0.4)
IT PROJECT MANAGER	28	1.0	0.0	(1.0)
JUDGE OF MUNICIPAL COURTS	31	18.0	18.5	0.5
LAN SPECIALIST	26	1.0	0.0	(1.0)
MUNICIPAL COURTS ADMINISTRATOR	17	1.0	1.0	
MUNICIPAL COURTS MANAGER	25	1.0	0.0	(1.0)
MUNICIPAL COURTS SUPERVISOR	18	0.0	1.0	1.0
PRESIDING JUDGE OF MUNICIPAL COURTS	35	1.0	1.0	
PROGRAMMER ANALYST I	16	2.0	0.0	(2.0)
PROGRAMMER ANALYST II	19	1.0	0.0	(1.0)
PROGRAMMER ANALYST III	22	1.0	0.0	(1.0)
PROGRAMMER ANALYST IV	25	1.0	0.0	(1.0)
SENIOR CONTRACT ADMINISTRATOR	27	1.0	1.0	
SENIOR INVENTORY MANAGEMENT CLERK	12	2.0	2.0	
SENIOR MICROCOMPUTER ANALYST	23	1.0	0.0	(1.0)
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	1.0	
SENIOR SUPERINTENDENT	27	1.0	1.0	
STAFF ANALYST	26	1.0	1.0	
STAFF ANALYST (EXE LEV)	26	0.0	1.0	1.0
SYSTEMS CONSULTANT	26	1.0	0.0	(1.0)
SYSTEMS SUPPORT ANALYST II	19	1.0	0.0	(1.0)
SYSTEMS SUPPORT ANALYST III	22	1.0	0.0	(1.0)
SYSTEMS SUPPORT ANALYST IV	25	2.0	0.0	(2.0)
TECHNICAL HARDWARE ANALYST I	17	2.0	0.0	(2.0)
TECHNICAL HARDWARE ANALYST III	23	1.0	0.0	(1.0)
<b>Total FTEs</b>		<b>289.3</b>	<b>281.5</b>	<b>(7.8)</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>21.6</b>	<b>5.1</b>	<b>(16.5)</b>
<b>Full-Time Equivalents</b>		<b>267.7</b>	<b>276.4</b>	<b>8.7</b>

**FISCAL YEAR 2013 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	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
<b>1600010001</b>	<b>MCD - Administrative Services</b>			
424030	Intfd Computer Dev	60,000	79,910	0
426330	Miscellaneous Copies Fees	13,340	30,458	31,011
427010	Moving Violations	19,593,870	18,615,893	18,933,578
427030	MCTP Monthly Time Payment	707,210	537,368	541,490
427040	Non-Traffic Fines	2,826,753	2,330,108	2,369,859
427050	Failure to Appear Fines	2,316,830	2,196,287	2,235,099
427060	Scire Facias Forfeitures	1,042,707	544,582	553,982
427070	Bond Handling Fees	2,067	935	953
427100	Local Court Costs	599,275	663,123	674,481
427110	Driver Safety Administration Fees	1,309,318	1,675,638	1,723,175
427120	Cash Bond Forfeiture Fees	47	632	646
427130	Local Arrest Fees	1,566,026	1,565,172	1,592,520
427140	State Arrest Fees	3	1	1
427160	Warrant Fees	260,289	143,319	145,929
427170	HPD Overtime Fee	10	65	66
427180	Capias Pro Fine	3,991	3,412	3,494
427200	Unclaimed Fines & Forfeitures	1,590	602	630
427210	Court Costs/Jury Costs	87	60	61
427220	Suspended Sentence Fees	4,521,034	4,176,471	4,244,200
427250	Registration Denial Fee	306,548	244,190	249,218
427260	Dismissal Fees	831,474	1,040,898	1,058,187
427280	In-House Collection Fee	0	149,571	152,938
428080	Returned Check Charges	8,895	8,952	9,119
434340	Cashier Overages	0	1,014	1,030
452030	Miscellaneous Revenue	169,556	244,429	250,423
<b>Total</b>	<b>MCD - Administrative Services</b>	<b>36,140,920</b>	<b>34,253,090</b>	<b>34,772,090</b>
<b>Total</b>	<b>Municipal Courts Department</b>	<b>36,140,920</b>	<b>34,253,090</b>	<b>34,772,090</b>

**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	12,824,491	11,616,662	11,670,044	11,954,632
500030	Salary Part Time - Civilian	589,716	631,264	674,516	848,521
500060	Overtime - Civilian	2,839	822	2,605	9,289
500090	Premium Pay - Civilian	90,341	110,014	76,496	75,526
500110	Bilingual Pay - Civilian	69,084	72,754	68,987	76,154
501070	Pension - Civilian	2,057,932	2,091,041	2,097,800	2,558,283
501120	Termination Pay - Civilian	358,354	64,691	120,662	94,690
501160	Vehicle Allowance - Civilian	6,428	4,200	0	0
502010	FICA - Civilian	991,381	944,951	911,063	985,829
503010	Health Ins-Act Civilian	1,800,742	1,766,908	1,741,377	2,196,697
503015	Basic Life Insurance - Active Civilian	6,951	6,869	6,652	7,045
503060	Long Term Disability-Civilian	0	22,096	21,350	22,319
503090	Workers Compensation-Civilian-Admin	63,902	53,595	67,801	66,301
503100	Workers Compensation-Civilian-Claim	31,739	51,291	55,009	49,421
504030	Unemployment Claims - Administration	49,666	32,370	22,638	32,370
<b>Total</b>	<b>Personnel Services</b>	<b>18,943,566</b>	<b>17,469,528</b>	<b>17,537,000</b>	<b>18,977,077</b>
511020	Construction Materials	0	0	332	0
511025	Electrical Hardware & Parts	0	0	16	0
511040	Audiovisual Supplies	1,278	0	433	0
511045	Computer Supplies	30,577	36,197	33,256	33,940
511050	Paper & Printing Supplies	43,491	56,000	52,795	54,000
511055	Publications & Printed Materials	324	1,800	2,262	5,150
511060	Postage	70,839	90,000	89,947	91,947
511070	Miscellaneous Office Supplies	24,500	36,500	37,435	31,050
511110	Fuel	4,279	3,600	3,150	3,100
511120	Clothing	18,503	3,106	10,347	14,000
511150	Miscellaneous Parts & Supplies	6,906	4,700	4,940	6,342
<b>Total</b>	<b>Supplies</b>	<b>200,697</b>	<b>231,903</b>	<b>234,913</b>	<b>239,529</b>
520100	Temporary Personnel Services	72,930	0	0	0
520102	Security Services	650,778	659,372	659,372	689,372
520107	Computer Info/Contr	368,714	350,000	350,000	350,000
520108	Information Resource Services	(1,755)	112,776	112,776	112,776
520109	Medical Dental & Laboratory Services	1,169	1,268	1,022	1,268
520110	Management Consulting Services	(3,575)	0	55	0
520114	Miscellaneous Support Services	24,772	156,126	102,128	155,268
520115	Real Estate Lease/Office Rental	105,707	105,707	105,707	85,000
520119	Computer Equipment/Software Maintenance	152,364	9,303	10,258	14,000
520121	IT Application Svcs	499,386	830,581	830,581	1,278,264
520122	Office Equipment Services	112	200	0	0
520123	Vehicle & Motor Equipment Services	5,263	1,600	168	168
520126	Construction Site Work Services	0	19,771	18,745	0
520157	Computer Software Maintenance Services	205,815	0	0	0
520510	Mail/Delivery Services	249	479,877	479,651	504,945
520515	Print Shop Services	3,844	4,700	9,377	9,200
520520	Printing & Reproduction Services	104,832	101,500	100,000	101,000
520605	Advertising Services	271	500	79	0
520705	Insurance Fees	45,155	51,148	51,148	59,153
520765	Membership & Professional Fees	8,360	12,800	11,078	12,850
520780	Juror Compensation	0	0	0	117,559
520805	Education & Training	11,285	21,496	18,996	17,000
520905	Travel - Training Related	9,976	17,000	16,219	15,950
520910	Travel - Non-Training Related	821	3,200	1,234	3,100

**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
521405	Building Maintenance Services	1,572	0	0	0
521410	Sewer Services	48,504	25,747	67,000	65,000
521505	Electricity	460,906	482,190	482,190	447,330
521510	Natural Gas	18,939	16,958	16,958	18,945
521605	Data Services	37,788	40,801	40,801	57,693
521610	Voice Services	212,854	207,470	207,470	204,321
521620	Voice Equipment	7,439	9,054	9,054	11,187
521625	Voice Labor	1,873	7,500	7,500	8,222
521630	GIS Revolving Fund Services	11,475	12,168	12,168	11,276
521715	Office Equipment Rental	77,622	77,248	83,448	83,448
521730	Parking Space Rental	63,567	72,365	72,365	72,365
521905	Legal Services	3,400	8,000	3,000	5,000
521910	Legal Svcs - Crt Report	0	19,500	9,500	9,500
522430	Miscellaneous Other Services & Charges	127,185	167,173	122,569	12,000
522721	Interfund HR Client Services	268,755	210,915	210,915	241,620
522722	KRONOS Service Chargeback	0	12,427	12,427	12,023
<b>Total</b>	<b>Other Services and Charges</b>	<b>3,608,352</b>	<b>4,308,441</b>	<b>4,235,959</b>	<b>4,786,803</b>
560230	Computer HW and Developed SW	5,599	0	0	0
<b>Total</b>	<b>Equipment</b>	<b>5,599</b>	<b>0</b>	<b>0</b>	<b>0</b>
551010	Non-Capital Office Furniture & Equipment	1,213	2,000	4,000	2,000
<b>Total</b>	<b>Non-Capital Equipment</b>	<b>1,213</b>	<b>2,000</b>	<b>4,000</b>	<b>2,000</b>
532020	Transfers to Capital Projects	0	138,876	138,876	130,465
532120	Transfer to Fleet/Eq	76,966	0	0	0
<b>Total</b>	<b>Debt Service and Other Uses</b>	<b>76,966</b>	<b>138,876</b>	<b>138,876</b>	<b>130,465</b>
<b>Grand Total Expenditures</b>		<b>22,836,393</b>	<b>22,150,748</b>	<b>22,150,748</b>	<b>24,135,874</b>



## **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 to match the resources available.

##### **Enhance Safety throughout the City**

1. Reduce the per capita violent crime rate 3%.
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. Reduce the number of intoxication related traffic fatalities to less than the 5 year average.
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.

##### **Continue Positive Police / Community Relations**

1. Reduce Part 1 property crime rate by 3% from the prior year.
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 and improve citizen satisfaction ratings in the annual Houston Area Survey by Rice University.
4. Reduce the number of calls for services to certain hot spots.
5. Enhance community relations by increasing participation in the department's social media outreach and outreach to those with special needs such as the mentally ill or the non-English speaking communities.

##### **Ensure the Department's Accountability to the Public**

1. Maintain Crime Lab accreditation standards in FY2013 by satisfactorily passing independent inspections.
2. Complete a recently commissioned comprehensive work demand analysis for patrol and investigative functions.
3. Continue the International Organization for Standards (ISO) 9001 process for Budget & Finance, Crime Scene Units, and Records 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. Hire 214 cadets, which will offset the estimated 200 officers expected to attrite in FY2013.

**FY2012 / FY2013 Projected Officers**

FY12 Beginning Officers	5,291	FY13 Beginning Officers	5,298
FY12 Graduating Cadets (new officers)	207	FY13 Graduating Cadets (new officers)	214
FY12 Projected Attrition/Adj	(200)	FY13 Projected Attrition/Adj	(200)
FY12 Projected Total Officers	5,298	FY13 Projected Total Officers	5,312

FY12 Projected Cadet Hires	218	FY13 Projected Cadet Hires	210
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2. Increase the share of calls for service from citizens handled by non-dispatch service alternatives for more efficient use of resources.
3. Increase the number of cases cleared and cases presented to the District Attorney for consideration of felony charges.
4. Reduce employee "at fault" accidents and severity of injuries and damages from "at fault" accidents from the previous year.
5. Complete the development of policies, procedures, and training in support of the sobering center operations.
6. Maintain a positive property disposal rate (the amount of property returned to owners or disposed is more than the property entered into evidence).

**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. Enhance crime prevention efforts by educating citizens and conducting youth programs.
3. Develop and maintain programs to reduce crime and increase safety in multi-family communities with high incidents of criminal activity.
4. Enhance public safety by reducing traffic injuries and deaths.

**Continue Positive Police / Community Relations**

1. Maintain or improve measures of public satisfaction reported on the bi-annual Houston Police Department public satisfaction survey.
2. Enhance the department's capacity to communicate and respond to those with special needs such as the mentally ill or the non-English speaking.
3. Continue to implement strategies to strengthen relationships between the community and the department.

**Ensure the Department's Accountability to the Public**

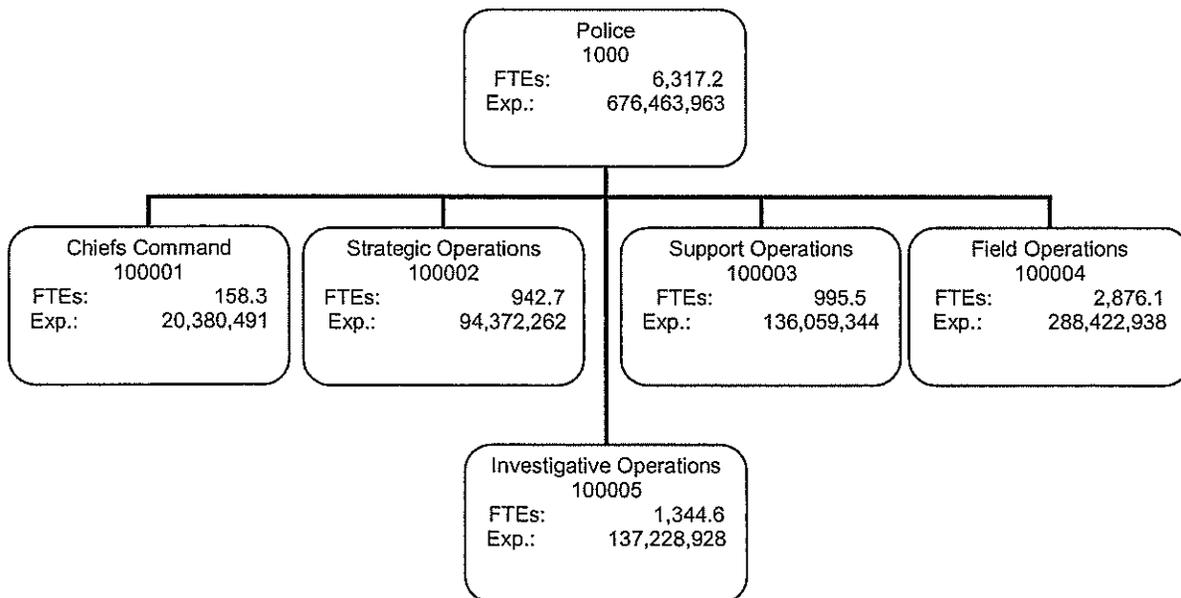
1. Improve the investigative follow-up with complainants and victims; especially at the conclusion of the investigation regarding the outcome and results.
2. Develop and implement a long term plan for processing, collecting and testing of evidence, which will include the use of robotics, other new technologies, and creating a separate entity managing the testing responsibilities.
3. 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 mid FY2013.
3. Complete the implementation of the Records Management System (RMS) Project to include designing the software, configuring the systems, and training of department personnel.
4. Acquire technology to improve efficiency and serve as a force multiplier as financial resources allow.
5. Continue re-engineering processes such as the ISO certification and civilianization to increase efficiencies and to utilize personnel more effectively as funding allows.
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

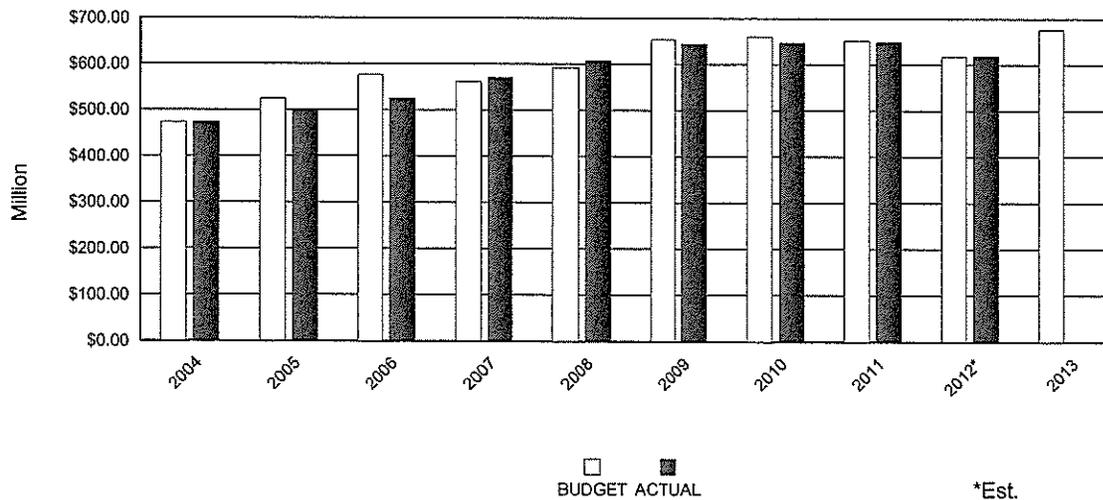


**Business Area Budget Summary**

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

		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	611,974,399	581,918,663	583,537,525	631,725,651
	Supplies	15,099,752	12,507,126	12,949,265	16,454,683
	Other Services and Charges	17,150,131	24,056,586	23,825,951	28,143,629
	Equipment	0	50,030	34,790	0
	Non-Capital Equipment	176,935	213,700	141,000	140,000
	Total M & O Expenditures	644,401,217	618,746,105	620,488,531	676,463,963
	Debt Service & Other Uses	4,733,662	0	0	0
<b>Total Expenditures</b>		<b>649,134,879</b>	<b>618,746,105</b>	<b>620,488,531</b>	<b>676,463,963</b>
Revenues		25,911,589	26,657,573	26,865,827	36,295,631
Staffing	Full-Time Equivalents - Civilian	1,270.7	1,055.4	1,025.0	1,093.7
	Full-Time Equivalents - Classified	5,031.4	4,960.1	4,961.6	5,124.0
	Full-Time Equivalents - Cadets	70.4	82.7	72.0	99.5
	Total	6,372.5	6,098.2	6,058.6	6,317.2
	Full-Time Equivalents - Overtime	131.5	105.9	106.2	125.1
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> <li>o Classified attrition of 200 with an offset of 214 new cadets graduating in FY2013.</li> <li>o FY2013 Budget includes funding for expenditure increases in health benefits (\$11.4M) and pension contribution (\$19.7M) for both civilian and classified.</li> <li>o Includes increased classified pension contribution of \$18.5M per agreement with the Houston Police Officers Pension System (HPOPS).</li> <li>o The Mobility Response Team has been incorporated into the General Fund (\$1.9M).</li> <li>o Includes \$10.9M transfer of revenues for Burglar Alarm Permits, False Alarm Penalties, and Take Home Vehicle from Police Special Services Fund (2201). As a result, expenditures increase by \$10.9M offset by an identical expenditure reduction in Fund 2201.</li> <li>o Includes transfer of Records Management System (RMS) cost of \$2M and Safe Clear cost of \$2.9M from Police Special Services Fund (2201).</li> <li>o Additional funding for Sobering Center (\$1.7M).</li> </ul>				

**Police Department  
Current Budget vs Actual Expenditures**



**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name</b> : General Fund <b>Business Area Name</b> : Police Department <b>Fund No./Bus Area No.</b> : 1000 / 1000			
<b>Name: Chiefs Command -- 100001</b>			
<b>Mission:</b> Define the Department's mission and allocate resources/funds to meet that mission. Enhancement of public safety and policing activities through control and oversight of the Department. Coordinate and facilitate the needs and service deliveries as they relate to crime prevention, crime reduction, and enforcement of laws.			
<b>Goal:</b> Ensure departmental operations adhere to local and state statutes. Ensure that departmental operations are efficient and effective in servicing citizen's concerns. Administer and coordinate financial reporting activities. Facilitate the reporting of accurate information to the public for the safety of public welfare.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Public and media activities	220,007	242,015	266,220
Internal Affairs Division (IAD) cases reviewed	334	275	330
Financial/management reports	12	12	12
<b>Name: Strategic Operations -- 100002</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Cadet trainees (new)	142	214	210
Courses offered/hours taught	1,908/30k	1,955/30k	2,025/31k
Mediation reviewed/held	109/62	120/65	130/70
<b>Name: Support Operations -- 100003</b>			
<b>Mission:</b> Serve the community by providing the employees throughout the department with various types of resources inclusive of, but not limited to: emergency communications, information assessments, detention and evidentiary support services, record keeping, human resource services, and technological support.			
<b>Goal:</b> Increase Teleserve calls for service referrals by 10%. Increase Automated Fingerprint Identification System (AFIS) scans by 4%. Process 136,000 prisoners.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Increase Teleserve Calls for Service (CFS) report	36,149	36,066	40,000
Persons AFIS processed	138,565	125,000	130,000
Prisoners processed	130,061	132,000	136,000

**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
Fund Name : General Fund			
Business Area Name : Police Department			
Fund No./Bus Area No. : 1000 / 1000			
<b>Name: Field Operations -- 100004</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> Respond to priority one calls in range of 3.5 to 5.5 minutes and priority two calls in range of 8 to 12 minutes. Assist in improving mobility for the citizens of Houston. Increase Driving While Intoxicated (DWI) arrests by 5%.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Priority 1 average response time	4.4 min	4.7min	3.5-5.5 min
Priority 2 average response time	8.8 min	9.5 min	8-12 min
Increase DWI arrests	7,694	8,002	8,400
Total dispatched calls	1.3M	1.2M	1.2M-1.5M
<b>Name: Investigative Operations -- 100005</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> 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%.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Street value-drugs seized	\$339.7M	\$290M	\$200M
Drug-related arrests	18,750	19,000	19,000
Vice arrest	2,912	3,411	3,550
Burglary/thefts	27k/38k	29k/37k	30k/37k

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>							
<b>Fund Name : General Fund</b> <b>Business Area Name : Police Department</b> <b>Fund No./Bus Area No. : 1000 / 1000</b>							
<b>Division Description</b>		<b>FY2011 Actual</b>		<b>FY2012 Estimate</b>		<b>FY2013 Budget</b>	
		<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>
<b>Chiefs Command</b>	<b>100001</b>						
Provide management and support to other commands. This command consists of groups such as the Chief's Office, Budget and Finance, Public Affairs, and Legal Services.		160.1	17,810,165	156.3	19,378,873	158.3	20,380,491
<b>Strategic Operations</b>	<b>100002</b>						
Responsible for hiring and training officers and civilian employees, and personnel activities (record keeping, promotional actions, drug testing, personnel concerns, wellness, and psychological services). Investigates employee misconduct.		851.1	88,095,342	901.2	89,820,257	942.7	94,372,262
<b>Support Operations</b>	<b>100003</b>						
Provide support to patrol and investigative activities. Divisions include Crime Analysis, Technology Services, Jail, Records, Property, Employee Services, and Emergency Communications.		1,133.9	138,862,184	965.2	122,149,658	995.5	136,059,344
<b>Field Operations</b>	<b>100004</b>						
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.		2,945.7	267,930,094	2,702.2	258,270,024	2,876.1	288,422,938
<b>Investigative Operations</b>	<b>100005</b>						
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.		1,281.7	136,437,094	1,333.7	130,869,719	1,344.6	137,228,928

**FISCAL YEAR 2013 BUDGET**

Division Summary							
Fund Name		: General Fund					
Business Area Name		: Police Department					
Fund No./Bus Area No.		: 1000 / 1000					
Division	Division Name	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
		FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
100001	Chiefs Command						
	Civilian	117.3		102.3		104.3	
	Classified	42.8		54.0		54.0	
	Cadets	0.0		0.0		0.0	
	Total	<u>160.1</u>	17,810,165	<u>156.3</u>	19,378,873	<u>158.3</u>	20,380,491
100002	Strategic Operations						
	Civilian	111.6		88.9		92.6	
	Classified	669.1		740.3		750.6	
	Cadets	70.4		72.0		99.5	
	Total	<u>851.1</u>	88,095,342	<u>901.2</u>	89,820,257	<u>942.7</u>	94,372,262
100003	Support Operations						
	Civilian	823.8		668.4		695.5	
	Classified	310.1		296.8		300.0	
	Cadets	0.0		0.0		0.0	
	Total	<u>1,133.9</u>	138,862,184	<u>965.2</u>	122,149,658	<u>995.5</u>	136,059,344
100004	Field Operations						
	Civilian	110.4		54.8		89.3	
	Classified	2,835.3		2,647.4		2,786.8	
	Cadets	0.0		0.0		0.0	
	Total	<u>2,945.7</u>	267,930,094	<u>2,702.2</u>	258,270,024	<u>2,876.1</u>	288,422,938
100005	Investigative Operations						
	Civilian	107.6		110.6		112.0	
	Classified	1,174.1		1,223.1		1,232.6	
	Cadets	0.0		0.0		0.0	
	Total	<u>1,281.7</u>	136,437,094	<u>1,333.7</u>	130,869,719	<u>1,344.6</u>	137,228,928
	Grand Total						
	Civilian	1,270.7		1,025.0		1,093.7	
	Classified	5,031.4		4,961.6		5,124.0	
	Cadets	70.4		72.0		99.5	
	Grand Total	<u><u>6,372.5</u></u>	<u><u>649,134,879</u></u>	<u><u>6,058.6</u></u>	<u><u>620,488,531</u></u>	<u><u>6,317.2</u></u>	<u><u>676,463,963</u></u>

**FISCAL YEAR 2013 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	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
ACCOUNT CLERK	10	9.0	9.0	
ACCOUNTANT ASSOCIATE	14	1.0	1.0	
ADM.,COMMUNICATIONS DIVISION	PC10	0.0	1.0	1.0
ADMINISTRATION MANAGER	26	12.0	10.5	(1.5)
ADMINISTRATION MANAGER (EXE LEV)	26	1.0	1.0	
ADMINISTRATIVE AIDE	10	15.0	11.0	(4.0)
ADMINISTRATIVE ASSISTANT	17	23.0	23.0	
ADMINISTRATIVE ASSOCIATE	13	44.0	44.8	0.8
ADMINISTRATIVE COORDINATOR	24	7.0	5.0	(2.0)
ADMINISTRATIVE SPECIALIST	20	16.0	13.8	(2.2)
ADMINISTRATIVE SUPERVISOR	22	3.0	3.0	
ASSISTANT DIRECTOR (EXE LEV)	32	2.0	1.0	(1.0)
ASSISTANT OPERATIONS MANAGER	22	1.0	2.0	1.0
ASSISTANT POLICE ADMINISTRATOR (EXE LEV)	26	4.0	3.9	(0.1)
ASSISTANT POLICE CHIEF	PA12	10.0	10.0	
BUYER	16	2.0	2.0	
CAR ATTENDANT	4	8.0	7.0	(1.0)
CAR ATTENDANT SUPERVISOR	13	3.0	3.0	
CLERK	5	1.0	1.0	
CLERK TYPIST	6	12.0	12.8	0.8
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	5.0	1.0
COMMUNITY SERVICE INSPECTOR	16	3.0	3.0	
COMPUTER OPERATOR	10	2.0	2.0	
COUNSELOR	20	15.0	10.0	(5.0)
CRIMINAL INTELLIGENCE ANALYST	21	19.0	19.0	
CRIMINALIST	20	1.0	1.0	
CRIMINALIST LABORATORY MANAGER	29	3.0	0.0	(3.0)
CRIMINALIST SPECIALIST	25	8.0	0.0	(8.0)
CUSTODIAN	4	1.0	1.0	
CUSTOMER SERVICE CASHIER	12	1.0	0.0	(1.0)
CUSTOMER SERVICE CLERK	10	60.0	48.0	(12.0)
DATA ENTRY OPERATOR	8	64.0	59.0	(5.0)
DEPUTY ADM.,IDENTIFICATION DIV	PB07	2.0	0.0	(2.0)
DEPUTY DIRECTOR (EXE LEV)	34	4.0	3.0	(1.0)
DEPUTY DIRECTOR-FINANCE/ADMIN.	36	2.0	2.0	
DIVISION MANAGER	29	4.0	4.0	
DIVISION MANAGER (EXE LEV)	29	1.0	1.0	
EVIDENCE TECHNICIAN	11	28.0	22.4	(5.6)
EVIDENCE TECHNICIAN SUPERVISOR	22	6.0	7.0	1.0
EXECUTIVE ASSIST. POLICE CHIEF	PA13	4.0	4.0	
EXECUTIVE OFFICE ASSISTANT	15	17.0	18.8	1.8
FINANCIAL ANALYST I	15	1.0	1.0	
FINANCIAL ANALYST III	21	5.0	5.0	

**FISCAL YEAR 2013 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	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
FINANCIAL ANALYST IV	25	4.0	4.0	
FINGERPRINT TECHNICIAN	10	1.0	0.0	(1.0)
FINGERPRINT TECHNICIAN SUPERVISOR	16	2.0	0.0	(2.0)
FIXED ASSET CLERK	10	1.0	1.0	
FIXED ASSET SPECIALIST	13	2.0	2.0	
FORENSIC PHOTOGRAPHER	14	3.0	0.0	(3.0)
FORENSIC PHOTOGRAPHER SUPERVISOR	19	1.0	0.0	(1.0)
HUMAN RESOURCES ASSISTANT	13	5.0	5.6	0.6
HUMAN RESOURCES SPECIALIST	17	3.0	3.0	
HUMAN RESOURCES SUPERVISOR	24	1.0	1.0	
HUMAN RESOURCES TECHNICIAN	12	1.0	1.0	
IMAGING TECHNICIAN	5	2.0	0.0	(2.0)
INFORMATION SYSTEMS ADMINISTRATOR	30	0.0	1.5	1.5
INVENTORY MANAGEMENT CLERK	9	5.0	4.0	(1.0)
IRM MANAGER	29	4.0	3.0	(1.0)
IT PROJECT MANAGER	28	4.0	4.0	
JAIL ATTENDANT	9	271.0	269.9	(1.1)
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	2.0	2.0	
MECHANIC III	19	1.0	0.0	(1.0)
MICROCOMPUTER ANALYST	20	0.0	3.0	3.0
MOBILITY SERVICE OFFICER	12	0.0	30.0	30.0
OFFICE ASSISTANT	9	2.0	1.0	(1.0)
OFFICE SERVICE MANAGER	23	3.0	3.0	
OFFICE SUPERVISOR	17	21.0	16.8	(4.2)
OFFSET PRESS OPERATOR	10	2.0	2.0	
OPERATIONS MANAGER	27	2.0	2.0	
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	6.0	5.0	(1.0)
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	0.0	(2.0)
POLICE LIEUTENANT	PA07	196.0	195.0	(1.0)
POLICE OFFICER	PA03	2,015.0	1,995.3	(19.7)
POLICE OFFICER,PROBATIONARY	PA02	132.0	211.5	79.5
POLICE SERGEANT	PA06	944.0	935.0	(9.0)
POLICE SERVICE OFFICER	7	0.0	1.0	1.0
POLICE TELECOMMUNICATOR	14	1.0	1.0	
POLICE TELECOMMUNICATOR SUPERVISOR	21	0.0	2.5	2.5
POLICE TRAINEE	10	83.5	99.1	15.6
PROCUREMENT SPECIALIST	24	2.0	2.0	
PROGRAMMER ANALYST II	19	2.0	1.0	(1.0)

**Business Area Roster Summary**

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

Job Description	Pay Grade	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
PROGRAMMER ANALYST III	22	1.0	1.0	
PROGRAMMER ANALYST IV	25	4.0	4.0	
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	5.0	4.8	(0.2)
SENIOR ACCOUNTANT	20	1.0	1.0	
SENIOR AIRCRAFT MECHANIC	21	6.0	6.0	
SENIOR BUYER	22	4.0	4.0	
SENIOR CLERK	8	5.0	5.0	
SENIOR COMMUNICATIONS SPECIALIST	20	3.0	2.0	(1.0)
SENIOR COMMUNICATIONS TECHNICIAN	19	13.0	11.0	(2.0)
SENIOR COMMUNITY LIAISON	23	4.0	4.0	
SENIOR COMPUTER OPERATOR	14	10.0	11.8	1.8
SENIOR CONTRACT ADMINISTRATOR	27	3.0	1.0	(2.0)
SENIOR CUSTOMER SERVICE CLERK	12	2.0	0.0	(2.0)
SENIOR DATA ENTRY OPERATOR	12	13.0	9.0	(4.0)
SENIOR EVIDENCE TECHNICIAN	15	13.0	9.0	(4.0)
SENIOR FINGERPRINT TECHNICIAN	13	1.0	0.0	(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 IMAGING TECHNICIAN	13	1.0	0.0	(1.0)
SENIOR INSPECTOR	22	3.0	2.0	(1.0)
SENIOR INVENTORY MANAGEMENT CLERK	12	3.0	2.0	(1.0)
SENIOR JAIL ATTENDANT	13	9.0	9.0	
SENIOR MICROCOMPUTER ANALYST	23	10.0	9.0	(1.0)
SENIOR OFFICE ASSISTANT	12	53.0	52.5	(0.5)
SENIOR OFFSET PRESS OPERATOR	13	1.0	1.0	
SENIOR PAYROLL CLERK	13	1.0	1.0	
SENIOR POLICE OFFICER	PA04	1,962.0	1,932.0	(30.0)
SENIOR POLICE SERVICE OFFICER	12	27.0	28.0	1.0
SENIOR POLICE TELECOMMUNICATOR	17	73.0	72.0	(1.0)
SENIOR POLICE TRAINEE	10	0.0	0.4	0.4
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	0.0	(1.0)
SENIOR TRAINER	21	2.0	2.0	
SENIOR WORD PROCESSOR	12	5.0	5.0	
STABLE ATTENDANT	8	0.0	3.0	3.0
STAFF ANALYST	26	4.0	3.0	(1.0)
STAFF PSYCHOLOGIST	27	5.0	5.8	0.8
SYSTEMS ACCOUNTANT II	23	1.0	1.0	
SYSTEMS ACCOUNTANT IV	29	1.0	1.0	
SYSTEMS CONSULTANT	26	5.0	5.0	
SYSTEMS SUPPORT ANALYST I	16	1.0	0.5	(0.5)
SYSTEMS SUPPORT ANALYST IV	25	5.0	5.0	

**Business Area Roster Summary**

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

Job Description	Pay Grade	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
TECHNICAL HARDWARE ANALYST I	17	3.0	2.0	(1.0)
TECHNICAL HARDWARE ANALYST II	21	8.0	8.0	
TECHNICAL HARDWARE ANALYST III	23	1.0	2.0	1.0
TELECOMMUNICATIONS SPECIALIST	18	2.0	2.0	
TRAINER	17	1.0	0.0	(1.0)
TRAINING ADMINISTRATOR	24	1.0	1.0	
TRUCK DRIVER	6	1.0	1.0	
WEB DESIGNER	21	1.0	1.0	
WEB PRODUCTION ASSISTANT	13	1.0	1.0	
WORD PROCESSOR	10	15.0	13.0	(2.0)
<b>Total FTEs</b>		<b>6,533.5</b>	<b>6,518.0</b>	<b>(15.5)</b>
Less adjustment for Civilian Vacancy Factor		106.6	0.0	(106.6)
Less adjustment for Classified Vacancy Factor		107.5	200.8	93.3
Less adjustment for Cadets Vacancy Factor		0.8	0.0	(0.8)
Less allowance for Burglar Alarm Response & Related Cost Paid Through Police Special Services Fund		73.6	0.0	(73.6)
Less allowance for Burglar Alarm Other & Related Cost Paid Through Police Special Services Fund		55.8	0.0	(55.8)
Less allowance for RMS Salary Recovery & Related Cost Paid Through Police Special Services Fund		37.0	0.0	(37.0)
Less allowance for Traffic Enforcement & Related Cost Paid Through METRO		54.0	0.0	(54.0)
<b>Full-Time Equivalent</b>		<b>6,098.2</b>	<b>6,317.2</b>	<b>219.0</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Revenue Summary**

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

Commit Item	Description	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
<b>1000010002</b>	<b>HPD - Budget &amp; Finance</b>			
421170	Burglar Alarm Permits	0	0	6,833,520
426430	Facility Rental Fees	47,345	44,940	46,000
428050	False Alarm Penalties	0	0	2,500,000
452020	Recoveries & Refunds	20,000	0	0
452030	Miscellaneous Revenue	500	500	500
490020	Transfer from Special Revenue Fund	2,189,600	2,189,600	1,094,800
<b>Total</b>	<b>HPD - Budget &amp; Finance</b>	<u>2,257,445</u>	<u>2,235,040</u>	<u>10,474,820</u>
<b>1000010015</b>	<b>HPD - Employee Services</b>			
452030	Miscellaneous Revenue	100	100	100
<b>1000010016</b>	<b>HPD - Training Academy</b>			
426370	Training Services	94,000	72,000	26,000
<b>1000010022</b>	<b>HPD - IAH Airport Patrol</b>			
424060	Interfund Airport Police Services	15,998,084	15,998,084	16,073,576
434505	Prior Year Expenditure Recovery	0	454,803	0
<b>Total</b>	<b>HPD - IAH Airport Patrol</b>	<u>15,998,084</u>	<u>16,452,887</u>	<u>16,073,576</u>
<b>1000010023</b>	<b>HPD - HOU Airport Patrol</b>			
424060	Interfund Airport Police Services	6,020,053	6,020,053	6,024,875
<b>1000010029</b>	<b>HPD - Northwest Patrol</b>			
431020	Contributions from Others	155,460	147,316	155,460
<b>1000010044</b>	<b>HPD - Auto Theft</b>			
428040	Vehicle Tow-Away Fees	4,200	4,200	1,500
428090	Miscellaneous Fines & Forfeitures	0	10,500	0
<b>Total</b>	<b>HPD - Auto Theft</b>	<u>4,200</u>	<u>14,700</u>	<u>1,500</u>
<b>1000010061</b>	<b>HPD - Jail</b>			
443130	Pay Phone Concessions	301,000	200,000	200,000
<b>1000010062</b>	<b>HPD - Fleet Management</b>			
452020	Recoveries & Refunds	1,000	0	1,600,000
<b>1000010063</b>	<b>HPD - Records</b>			
426340	Public Safety Reports Fees	675,000	625,000	675,000
<b>1000010064</b>	<b>HPD - Property</b>			
428090	Miscellaneous Fines & Forfeitures	50,000	94,500	50,000
434225	Sale of Non-Capital Equip. & Merchandise	25,000	25,000	25,000
<b>Total</b>	<b>HPD - Property</b>	<u>75,000</u>	<u>119,500</u>	<u>75,000</u>
<b>1000010069</b>	<b>HPD - Special Operations</b>			
490060	Transfer from Civic Center	90,000	90,000	90,000
<b>1000010071</b>	<b>HPD -Traffic</b>			
428090	Miscellaneous Fines & Forfeitures	2,000	5,000	3,000
<b>1000010072</b>	<b>HPD - Auto Dealers</b>			
425050	Indirect Cost Recovery-Auto Dealers	684,231	684,231	696,300
<b>1000010096</b>	<b>HPD - Special Crimes Division</b>			
452020	Recoveries & Refunds	300,000	200,000	200,000
<b>Total</b>	<b>Police Department</b>	<u><u>26,657,573</u></u>	<u><u>26,865,827</u></u>	<u><u>36,295,631</u></u>

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	52,953,012	43,007,977	42,160,311	44,289,337
500020	Salary Base Pay - Classified	295,135,539	292,872,385	293,756,957	305,792,599
500030	Salary Part Time - Civilian	2,145	0	0	0
500040	Salary Assignment Pay - Classified	770,537	630,000	1,098,247	1,100,000
500050	Sal-Edu/Incen-Classfd	10,273,238	10,287,459	10,477,248	10,490,858
500060	Overtime - Civilian	1,369,013	1,493,174	1,109,360	1,343,174
500070	Overtime - Classified	10,605,702	8,297,115	8,660,814	9,844,597
500090	Premium Pay - Civilian	546,719	538,919	499,992	555,159
500100	Premium Pay - Classified	0	0	93	0
500110	Bilingual Pay - Civilian	156,108	107,917	122,478	125,685
500120	Bilingual Pay - Classified	1,991,227	1,993,177	2,024,551	2,028,942
500130	Equipment Allowance-Classified	10,544,389	10,451,396	10,502,090	10,624,783
500150	Shift Differential Pay-Classified	4,405,190	4,690,531	4,366,712	4,357,006
500160	Training Incent.-Classified	30,971,560	30,449,371	30,663,985	30,362,362
500170	Weekend Prem Pay-Classified	3,718,618	3,890,285	3,665,507	3,781,377
500180	Temporary Employees (568)	(568)	0	0	0
500190	Temporary Higher Class Pay	314,757	57,372	199,989	203,133
500210	Pay for Performance-Municipal	59,500	0	0	0
500250	HOPE Union Business Usage	1,247	0	21,019	0
501020	Clothing Allowance - Classified	1,200,000	961,118	1,162,000	1,169,567
501070	Pension - Civilian	8,373,499	7,806,330	7,668,371	9,477,884
501090	Pension - Police	76,761,358	64,524,981	64,546,406	82,774,610
501100	Phase Down Classified	9,991,175	9,970,976	10,338,000	10,500,000
501110	Strategic Staffing-Classified	709,364	1,000,000	695,120	1,000,000
501120	Termination Pay - Civilian	909,565	320,011	582,910	320,011
501130	Termination Pay - Classified	925,696	1,098,460	1,099,458	1,098,460
501140	Third Party Disability B-Classified	3,621,264	3,320,822	3,737,066	3,802,620
501150	Trainees for Classified Service - Cadets	2,145,630	2,437,657	2,165,351	3,147,248
501160	Vehicle Allowance - Civilian	8,432	4,200	6,692	4,200
501170	Vehicle Allowance - Classified	194,225	220,000	220,000	220,000
502010	FICA - Civilian	4,170,308	3,625,745	3,415,552	3,618,997
502020	FICA - Classified	4,067,367	3,900,049	4,168,645	4,070,589
503010	Health Ins-Act Civilian	8,671,435	6,993,359	7,048,058	7,762,044
503015	Basic Life Insurance - Active Civilian	31,505	26,011	26,218	26,830
503020	Health Ins.Act-Classified	47,232,835	50,860,585	51,281,495	60,852,477
503025	Basic Life Insurance - Active Classified	180,115	194,756	194,909	196,139
503040	Health/Life Ins.Ret-Classified	11,152,151	6,871,882	6,871,882	7,469,090
503050	Health/Life Insurance - Retiree Civilian	840	0	0	0
503060	Long Term Disability-Civilian	250	98,025	85,495	102,852
503070	Municipal Pension-Other Classified	262,311	422,994	281,318	422,994
503080	Workers Compensation-Classified-Admin	1,059,313	1,138,209	1,263,913	1,352,432
503090	Workers Compensation-Civilian-Admin	268,376	332,551	331,645	415,824
503100	Workers Compensation-Civilian-Claim	249,865	393,071	356,425	393,071
503110	Workers Compensation-Classified-Claim	5,688,093	5,450,805	5,436,170	5,450,805
504030	Unemployment Claims - Administration	281,494	1,078,988	1,125,073	1,077,895
504040	Res For Police Enhanc.-Classified	0	100,000	100,000	100,000
<b>Total</b>	<b>Personnel Services</b>	<b>611,974,399</b>	<b>581,918,663</b>	<b>583,537,525</b>	<b>631,725,651</b>
511010	Chemical Gases & Special Fluids	110,721	325	380	3,625
511015	Cleaning & Sanitary Supplies	43,154	18,073	26,073	18,985
511020	Construction Materials	12,141	8,400	8,400	8,820
511025	Electrical Hardware & Parts	233,881	75,000	75,000	75,000
511030	Mechanical Hardware & Parts	2,655	4,386	4,386	4,386
511040	Audiovisual Supplies	67,614	66,386	57,443	66,386

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
511045	Computer Supplies	381,266	523,218	532,032	523,218
511050	Paper & Printing Supplies	337,798	262,102	262,608	333,802
511055	Publications & Printed Materials	58,122	105,323	105,323	105,323
511060	Postage	193,225	162,306	162,306	167,175
511070	Miscellaneous Office Supplies	302,566	462,759	462,960	467,597
511080	General Laboratory Supplies	2,795	1,500	1,500	31,211
511085	Drugs & Medical Chemicals	0	0	0	5,000
511090	Medical & Surgical Supplies	20,182	50,000	50,000	50,000
511095	Small Technical & Scientific Equipment	8,764	10,000	33,144	10,000
511100	Veterinary & Animal Supplies	106,756	85,000	100,000	110,000
511105	Trained Police Animals	0	10,000	10,000	10,000
511110	Fuel	9,190,980	7,870,776	7,870,776	11,678,563
511115	Vehicle Repair & Maintenance Supplies	2,645,317	285,416	285,416	401,188
511120	Clothing	790,032	1,417,916	1,473,076	1,422,916
511125	Food Supplies	61,577	199,794	116,794	199,794
511130	Weapons Munitions & Supplies	216,513	304,500	878,301	304,500
511135	Recreational Supplies	2,995	12,904	5,065	1,500
511145	Small Tools & Minor Equipment	44,317	74,629	66,629	77,629
511150	Miscellaneous Parts & Supplies	266,381	496,413	361,653	378,065
<b>Total</b>	<b>Supplies</b>	<b>15,099,752</b>	<b>12,507,126</b>	<b>12,949,265</b>	<b>16,454,683</b>
520107	Computer Info/Contr	1,858,713	2,227,397	1,827,397	2,888,792
520108	Information Resource Services	5,166	0	15,895	0
520109	Medical Dental & Laboratory Services	1,124,437	718,659	832,811	719,159
520110	Management Consulting Services	467,662	300,000	84,261	300,000
520112	Banking Services	178	0	11,525	10,000
520114	Miscellaneous Support Services	1,781,923	1,473,074	1,688,813	1,555,253
520115	Real Estate Lease/Office Rental	485,014	50,000	50,000	348,904
520118	Refuse Disposal	5,957	0	0	0
520119	Computer Equipment/Software Maintenance	66,814	290,800	190,800	290,800
520120	Communications Equipment Services	44,587	23,878	23,878	31,478
520121	IT Application Svcs	287,148	392,769	392,769	595,589
520122	Office Equipment Services	152,814	15,000	279,668	200,000
520123	Vehicle & Motor Equipment Services	1,346,748	530,058	395,422	540,572
520124	Other Equipment Services	42,936	57,004	7,551	329,000
520126	Construction Site Work Services	0	2,385	2,385	0
520127	Structural Construction Work Services	0	7,500	7,500	7,500
520132	Contracts/Sponsorships	0	0	0	1,646,624
520141	Engineering Services	58,159	0	3,700	3,700
520142	Classified C.S. Arbitration Cost	55,537	75,000	75,000	75,000
520510	Mail/Delivery Services	0	2,000	2,000	2,000
520515	Print Shop Services	16,744	2,630	13,075	2,630
520520	Printing & Reproduction Services	10,646	28,700	28,700	28,700
520605	Advertising Services	5,882	192,000	42,000	192,000
520705	Insurance Fees	405,775	460,315	460,315	534,842
520740	Document Recording/Filing Fees	100,562	0	0	0
520765	Membership & Professional Fees	21,347	14,361	14,361	14,361
520805	Education & Training	130,516	163,904	113,904	163,904
520810	Human Relations Training	67,067	45,711	62,364	45,711
520815	Tuition Reimbursement	1,032,415	800,000	1,000,000	800,000
520905	Travel - Training Related	55,471	131,000	80,000	131,000
520910	Travel - Non-Training Related	96,083	151,000	99,000	151,000
521405	Building Maintenance Services	849,154	706,758	767,615	770,000
521605	Data Services	463,480	590,740	590,740	610,726

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
521610	Voice Services	3,500,395	3,111,221	3,111,161	3,307,858
521620	Voice Equipment	203,712	116,771	116,771	119,049
521625	Voice Labor	57,101	100,000	100,000	87,177
521630	GIS Revolving Fund Services	390,045	453,256	453,256	434,409
521705	Vehicle/Equipment Rental/Lease	25,027	665	17,588	0
521715	Office Equipment Rental	62,259	120,000	50,000	120,000
521725	Other Rental	252,205	127,917	127,917	127,917
521730	Parking Space Rental	204,647	404,515	493,993	407,000
521905	Legal Services	7,392	17,000	17,000	17,000
522305	Freight Charges	14,285	9,026	9,026	9,026
522430	Miscellaneous Other Services & Charges	286,850	183,445	285,653	190,161
522435	Interest Charges Past Due Accounts	0	0	20	0
522720	Interfund Payroll Services	(134)	0	0	0
522722	KRONOS Service Chargeback	0	260,001	260,001	261,988
522723	Drainage Fee Service Chargeback	0	139,940	139,940	146,709
522735	Interfund Communication Equipment Repair	0	20,790	20,790	20,790
522780	Interfund Photo Copy Services	564,495	675,000	462,166	505,847
522795	Other Interfund Services	542,917	500,000	632,824	500,000
522840	Interfund Permit Center Rent Chargeback	0	407,235	407,235	144,187
522845	Interfund Vehicle Services	0	7,957,161	7,957,161	8,755,266
<b>Total</b>	<b>Other Services and Charges</b>	<b>17,150,131</b>	<b>24,056,586</b>	<b>23,825,951</b>	<b>28,143,629</b>
560210	Furniture Fixtures and Equipment	0	32,880	17,640	0
560230	Computer HW and Developed SW	0	17,150	17,150	0
<b>Total</b>	<b>Equipment</b>	<b>0</b>	<b>50,030</b>	<b>34,790</b>	<b>0</b>
551010	Non-Capital Office Furniture & Equipment	119,094	73,700	3,078	0
551040	Non-Capital Other	57,841	140,000	137,922	140,000
<b>Total</b>	<b>Non-Capital Equipment</b>	<b>176,935</b>	<b>213,700</b>	<b>141,000</b>	<b>140,000</b>
532025	Transfers to Special Revenues	389,352	0	0	0
532035	Transf-Spec Nonrecr	450,000	0	0	0
532120	Transfer to Fleet/Eq	3,894,310	0	0	0
<b>Total</b>	<b>Debt Service and Other Uses</b>	<b>4,733,662</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total Expenditures</b>		<b>649,134,879</b>	<b>618,746,105</b>	<b>620,488,531</b>	<b>676,463,963</b>

## POLICE DEPARTMENT

### Forensic Services Description and Mission

The mission of the Forensic Services is to receive, analyze, and preserve physical evidence while adhering to the highest standards of quality, objectivity, and ethics. Forensic Services consists of the Crime Laboratory and Identification. Forensic examination covers multiple scientific disciplines to include Biology / Serology, Controlled Substances, Firearms, Toxicology, Automated Fingerprints Identification System (AFIS), Digital Forensics, Audio – Video, Latent Prints, Photography and Polygraph.

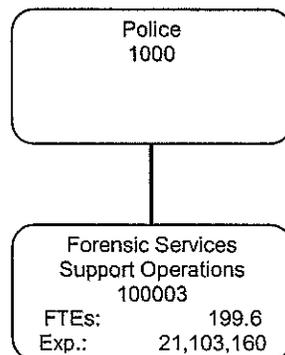
#### Department Short Term Goals

- Maintain accreditation standards.
- Continue technology enhancements through the use of the Laboratory Information Management System (LIMS).
- Continued technology enhancement in the Biology / DNA Section through the use of robotics to increase capacity and mitigate backlog.

#### 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 become International Organization of Standards (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 demand for timely and accurate analysis and be easily accessible to law enforcement.

### Department Organization

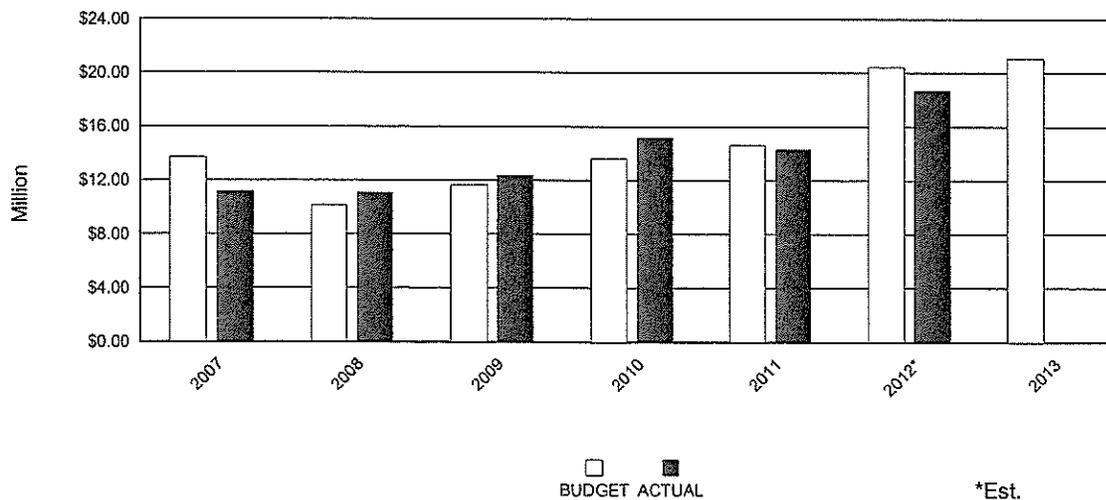


**Business Area Budget Summary**

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

		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	10,712,431	15,529,834	14,023,414	16,823,868
	Supplies	477,695	581,963	633,604	652,430
	Other Services and Charges	3,094,948	3,397,972	3,283,880	3,626,862
	Equipment	0	726,036	750,000	0
	Non-Capital Equipment	0	197,519	0	0
	Total M & O Expenditures	14,285,074	20,433,324	18,690,898	21,103,160
	Debt Service & Other Uses	0	0	0	0
	<b>Total Expenditures</b>	<b>14,285,074</b>	<b>20,433,324</b>	<b>18,690,898</b>	<b>21,103,160</b>
Revenues		149,986	165,300	165,300	142,000
Staffing	Full-Time Equivalents - Civilian	98.8	109.0	109.1	116.6
	Full-Time Equivalents - Classified	41.4	81.0	83.0	83.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	140.2	190.0	192.1	199.6
	Full-Time Equivalents - Overtime	4.9	4.3	7.1	4.3
Significant Budget Changes and Highlights	o FY2012 includes the Crime Scene Unit (CSU), Evidence Disposition and Computer Forensics, in the preparation of the proposed independent Houston Forensics Science Center, LGC.				
	o Continue to provide technical and analytical expertise in the identification of controlled substances, analysis of firearms, forensic serology, DNA profiles, toxicology, digital forensics, latent prints, and polygraph services.				
	o Manage and maintain proficiency testing, audits, certifications, inspections, and performance.				
	o Continue to manage caseload in a timely manner while mitigating any backlogs in various forensic disciplines through the proper management of personnel and utilization of technology.				

**Forensic Services  
Current Budget vs Actual Expenditures**



**FISCAL YEAR 2013 BUDGET**

**Division Mission and Performance Measures**

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

**Name:** Support Operations -- 100003

**Mission:** The mission of Forensic Services is to receive, analyze, and preserve physical evidence while adhering to the highest standards of quality, objectivity, and ethics.

**Goal:** Increase AFIS scans by 4%. Process 136,000 prisoners. Maintain accreditation standards. Continue technology enhancements through the use of the Laboratory Information Management System (LIMS). Continued technology enhancement in the Biology / DNA Section through the use of robotics to increase capacity and mitigate backlog.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Request completed	39,055	30,070	39,000
Proficiency test completed	70	83	93
Hours of testimony	570	387	500
Breath test supervised	5,341	0	0
Prisoners processed/person AFIS	130k/139k	120k/125k	130k/130k

**FISCAL YEAR 2013 BUDGET**

**Division Summary**

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

Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
<b>Support Operations</b> <span style="float: right;">100003</span> Forensic Services consist of the Crime Laboratory and Identification. Forensic examination covers multiple scientific disciplines to include Biology / Serology, Controlled Substances, Firearms, Toxicology, AFIS, Digital Forensics, Audio - Video, Latent Prints, Photography, and Polygraph.	140.2	14,285,074	192.1	18,690,898	199.6	21,103,160

**FISCAL YEAR 2013 BUDGET**

**Division Summary**

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

Division	Division Name	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
		FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
100003	Support Operations						
	Civilian	98.8		109.1		116.6	
	Classified	41.4		83.0		83.0	
	Cadets	0.0		0.0		0.0	
	Total	<u>140.2</u>	<u>14,285,074</u>	<u>192.1</u>	<u>18,690,898</u>	<u>199.6</u>	<u>21,103,160</u>
	Grand Total						
	Civilian	98.8		109.1		116.6	
	Classified	41.4		83.0		83.0	
	Cadets	0.0		0.0		0.0	
	Grand Total	<u>140.2</u>	<u>14,285,074</u>	<u>192.1</u>	<u>18,690,898</u>	<u>199.6</u>	<u>21,103,160</u>

**FISCAL YEAR 2013 BUDGET**

**Business Area Roster Summary**

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

Job Description	Pay Grade	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
ADMINISTRATIVE AIDE	10	4.0	4.0	
ADMINISTRATIVE ASSOCIATE	13	0.0	0.8	0.8
ADMINISTRATIVE SPECIALIST	20	1.0	1.0	
ASSISTANT DIRECTOR (EXE LEV)	32	1.0	1.0	
CLERK TYPIST	6	1.0	2.0	1.0
CRIMINALIST	20	52.0	52.0	
CRIMINALIST LABORATORY MANAGER	29	3.0	5.0	2.0
CRIMINALIST SPECIALIST	25	8.0	7.0	(1.0)
CUSTOMER SERVICE CASHIER	12	1.0	1.0	
CUSTOMER SERVICE CLERK	10	10.0	10.0	
DATA ENTRY OPERATOR	8	0.0	1.0	1.0
DEPUTY ADM., IDENTIFICATION DIV	PB07	2.0	1.0	(1.0)
EVIDENCE TECHNICIAN	11	5.0	5.0	
FINGERPRINT TECHNICIAN	10	1.0	1.0	
FINGERPRINT TECHNICIAN SUPERVISOR	16	2.0	2.0	
FORENSIC PHOTOGRAPHER	14	3.0	3.0	
FORENSIC PHOTOGRAPHER SUPERVISOR	19	1.0	1.0	
IMAGING TECHNICIAN	5	2.0	2.0	
OFFICE SUPERVISOR	17	2.0	2.0	
POLICE ADMINISTRATOR (EXE LEV)	30	1.0	2.0	1.0
POLICE CAPTAIN	PA09	0.0	1.0	1.0
POLICE LIEUTENANT	PA07	9.0	10.0	1.0
POLICE OFFICER	PA03	33.0	33.0	
POLICE SERGEANT	PA06	13.0	13.0	
SENIOR CONTRACT ADMINISTRATOR	27	1.0	1.0	
SENIOR CUSTOMER SERVICE CLERK	12	2.0	2.0	
SENIOR DATA ENTRY OPERATOR	12	4.0	3.0	(1.0)
SENIOR EVIDENCE TECHNICIAN	15	2.0	2.0	
SENIOR FINGERPRINT TECHNICIAN	13	1.0	0.8	(0.2)
SENIOR IMAGING TECHNICIAN	13	1.0	1.0	
SENIOR MICROCOMPUTER ANALYST	23	1.0	1.0	
SENIOR OFFICE ASSISTANT	12	2.0	2.0	
SENIOR POLICE OFFICER	PA04	23.0	25.0	2.0
WORD PROCESSOR	10	0.0	1.0	1.0
<b>Total FTEs</b>		<b>192.0</b>	<b>199.6</b>	<b>7.6</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>2.0</b>	<b>0.0</b>	<b>(2.0)</b>
<b>Full-Time Equivalents</b>		<b>190.0</b>	<b>199.6</b>	<b>9.6</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Revenue Summary**

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

Commit Item	Description	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
<b>1000010056</b>	<b>HPD - Crime Lab</b>			
426330	Miscellaneous Copies Fees	0	300	0
427200	Unclaimed Fines & Forfeitures	5,000	5,000	5,000
452030	Miscellaneous Revenue	300	0	0
<b>Total</b>	<b>HPD - Crime Lab</b>	<b>5,300</b>	<b>5,300</b>	<b>5,000</b>
<b>1000010059</b>	<b>HPD - Identification</b>			
426260	Police Services	160,000	160,000	137,000
<b>Total</b>	<b>Forensic Services</b>	<b>165,300</b>	<b>165,300</b>	<b>142,000</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	4,470,469	4,738,691	4,500,443	5,511,018
500020	Salary Base Pay - Classified	2,325,613	4,782,016	4,672,043	5,074,187
500040	Salary Assignment Pay - Classified	0	0	2,300	0
500050	Sal-Edu/Incen-Classfd	148,934	209,142	209,259	209,142
500060	Overtime - Civilian	138,146	75,356	259,170	75,356
500070	Overtime - Classified	224,840	291,785	228,086	291,785
500090	Premium Pay - Civilian	0	7,416	0	7,416
500110	Bilingual Pay - Civilian	7,947	7,470	6,760	7,470
500120	Bilingual Pay - Classified	7,199	16,823	14,045	16,823
500130	Equipment Allowance-Classified	104,542	156,524	146,404	156,524
500150	Shift Differential Pay-Classified	18,838	42,994	33,288	42,994
500160	Training Incent.-Classified	265,569	724,523	422,900	724,523
500170	Weekend Prem Pay-Classified	18,609	38,409	28,573	38,409
500190	Temporary Higher Class Pay	25,089	1,581	4,725	1,581
500250	HOPE Union Business Usage	0	0	758	0
501020	Clothing Allowance - Classified	41,200	36,833	44,400	36,833
501070	Pension - Civilian	715,086	897,998	717,081	1,179,362
501090	Pension - Police	772,600	994,200	972,775	1,275,390
501110	Strategic Staffing-Classified	0	0	4,880	0
501120	Termination Pay - Civilian	49,681	1,130	17,814	1,130
501130	Termination Pay - Classified	(1,537)	1,540	542	1,540
501140	Third Party Disability B-Classified	32,496	30,612	64,077	30,612
502010	FICA - Civilian	341,634	747,584	332,054	413,809
502020	FICA - Classified	49,488	71,082	71,375	81,074
503010	Health Ins-Act Civilian	509,087	523,279	550,719	701,821
503015	Basic Life Insurance - Active Civilian	2,726	2,627	2,538	3,271
503020	Health Ins.Act-Classified	409,091	1,036,170	615,260	831,111
503025	Basic Life Insurance - Active Classified	1,747	2,740	2,587	3,009
503060	Long Term Disability-Civilian	0	8,074	7,625	9,931
503080	Workers Compensation-Classified-Admin	9,501	15,430	16,224	19,837
503090	Workers Compensation-Civilian-Admin	19,152	19,010	20,718	27,925
503100	Workers Compensation-Civilian-Claim	284	2,710	39,356	2,710
503110	Workers Compensation-Classified-Claim	4,400	0	14,635	0
504030	Unemployment Claims - Administration	0	46,085	0	47,275
<b>Total</b>	<b>Personnel Services</b>	<b>10,712,431</b>	<b>15,529,834</b>	<b>14,023,414</b>	<b>16,823,868</b>
511010	Chemical Gases & Special Fluids	1,469	55,675	65,620	65,675
511015	Cleaning & Sanitary Supplies	1,001	166	166	166
511020	Construction Materials	117	0	0	0
511040	Audiovisual Supplies	59,441	124,129	133,072	124,129
511045	Computer Supplies	19,853	22,824	14,010	22,824
511050	Paper & Printing Supplies	6,796	8,296	7,790	8,296
511055	Publications & Printed Materials	2,069	1,420	1,420	1,420
511070	Miscellaneous Office Supplies	28,392	21,071	20,870	21,071
511080	General Laboratory Supplies	292,599	295,610	295,610	295,610
511085	Drugs & Medical Chemicals	7,229	5,000	47,274	5,000
511090	Medical & Surgical Supplies	5,168	0	0	0
511095	Small Technical & Scientific Equipment	20,051	10,000	10,000	10,000
511110	Fuel	0	0	0	70,467
511115	Vehicle Repair & Maintenance Supplies	63	0	0	0
511120	Clothing	230	1,268	1,268	1,268

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
511130	Weapons Munitions & Supplies	438	3,500	3,500	3,500
511145	Small Tools & Minor Equipment	762	1,069	1,069	1,069
511150	Miscellaneous Parts & Supplies	32,017	31,935	31,935	21,935
<b>Total</b>	<b>Supplies</b>	<b>477,695</b>	<b>581,963</b>	<b>633,604</b>	<b>652,430</b>
520107	Computer Info/Contr	0	510	510	510
520109	Medical Dental & Laboratory Services	211,763	422,492	308,340	422,492
520110	Management Consulting Services	2,640,440	2,832,036	2,832,036	2,832,036
520113	Photographic Services	11,337	0	0	0
520114	Miscellaneous Support Services	2,548	3,260	3,260	3,260
520118	Refuse Disposal	46,059	16,000	16,000	16,000
520121	IT Application Svcs	0	0	0	8,883
520123	Vehicle & Motor Equipment Services	41	0	0	0
520124	Other Equipment Services	62,162	51,000	51,000	51,000
520141	Engineering Services	5,006	0	0	0
520765	Membership & Professional Fees	9,093	13,420	13,420	13,420
520805	Education & Training	22,675	20,601	20,601	20,601
520905	Travel - Training Related	16,442	20,000	20,000	20,000
520910	Travel - Non-Training Related	5,549	5,000	5,000	5,000
521405	Building Maintenance Services	248	0	0	0
521605	Data Services	0	0	0	34,882
521610	Voice Services	52	0	60	88,281
521620	Voice Equipment	0	0	0	3,550
521625	Voice Labor	0	0	0	2,926
521705	Vehicle/Equipment Rental/Lease	(179)	0	0	0
521725	Other Rental	484	760	760	760
522305	Freight Charges	1,822	780	780	780
522430	Miscellaneous Other Services & Charges	59,406	12,113	12,113	12,113
522780	Interfund Photo Copy Services	0	0	0	19,153
522845	Interfund Vehicle Services	0	0	0	71,215
<b>Total</b>	<b>Other Services and Charges</b>	<b>3,094,948</b>	<b>3,397,972</b>	<b>3,283,880</b>	<b>3,626,862</b>
560140	Improvements other than Buildings	0	0	750,000	0
560210	Furniture Fixtures and Equipment	0	726,036	0	0
<b>Total</b>	<b>Equipment</b>	<b>0</b>	<b>726,036</b>	<b>750,000</b>	<b>0</b>
551010	Non-Capital Office Furniture & Equipment	0	197,519	0	0
<b>Total</b>	<b>Non-Capital Equipment</b>	<b>0</b>	<b>197,519</b>	<b>0</b>	<b>0</b>
<b>Grand Total Expenditures</b>		<b>14,285,074</b>	<b>20,433,324</b>	<b>18,690,898</b>	<b>21,103,160</b>

# Tab IV



## DEVELOPMENT AND MAINTENANCE SERVICES DEPARTMENTS

General Services .....	IV-2
Planning and Development.....	IV-14
Public Works and Engineering.....	IV-24
Solid Waste Management.....	IV-34

# GENERAL SERVICES

## Department Description and Mission

General Services Department's (GSD) mission is to provide leadership and best practices in design, construction, and management of facilities, supplies, security, resource conservation, maintenance, and other support services to City departments and residents in a safe, reliable, and efficient manner.

### Short Term Goals

Provide excellent customer service and satisfaction; 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 to ensure building support meets operational needs and requirements; and deliver projects and programs in a timely and cost effective manner.

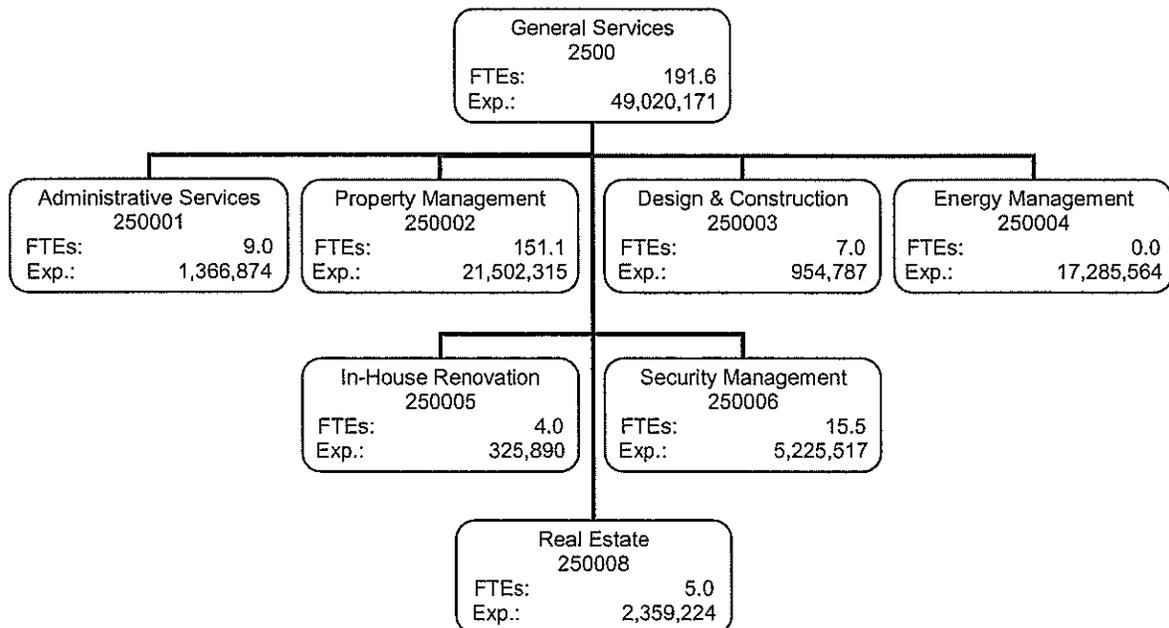
Department has and follows written procedures that, at a minimum, provide for:

- 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 properties. 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™) standards.

## Department Organization



**FISCAL YEAR 2013 BUDGET**

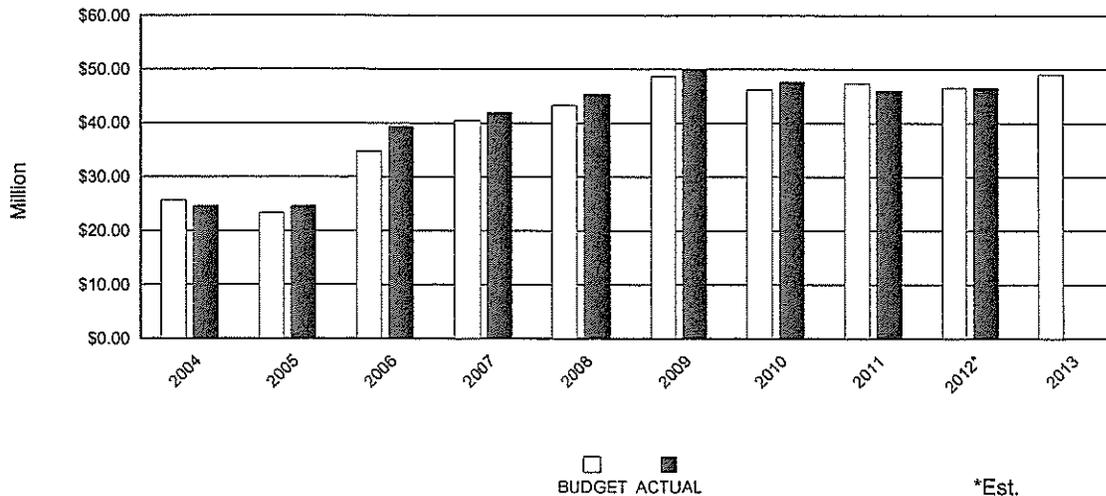
**Business Area Budget Summary**

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

		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	13,157,833	12,563,136	12,485,859	13,109,682
	Supplies	1,361,660	1,421,326	1,418,495	1,467,301
	Other Services and Charges	29,547,197	30,019,231	30,099,339	30,808,423
	Non-Capital Equipment	(996)	0	0	0
	Total M & O Expenditures	44,065,694	44,003,693	44,003,693	45,385,406
	Debt Service & Other Uses	2,013,098	2,551,313	2,551,313	3,634,765
	Total Expenditures	46,078,792	46,555,006	46,555,006	49,020,171
Revenues		8,959,316	14,377,891	14,626,010	7,095,188
Staffing	Full-Time Equivalents - Civilian	206.6	194.2	191.9	191.6
	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	206.6	194.2	191.9	191.6
	Full-Time Equivalents - Overtime	4.0	6.0	6.0	5.0

- Significant Budget Changes and Highlights**
- o FY2013 Budget includes funding for expenditure increases in health benefits (\$273,823) and pension contribution (\$273,471).
  - o Funding for lease and building facility cost of \$353,376 for the Sobering Center.
  - o Maintenance costs of \$625,000 was allotted for seven new or renovated facilities totaling 171,119 square feet scheduled to be completed in FY2012 and FY2013.
  - o Funding for security guard services for Health (\$366,080) and Julia Ideson Library (\$63,209).
  - o Transfer of Holcombe building lease payments of \$169,447 to Health Department.

**General Services  
Current Budget vs Actual Expenditures**



**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name : General Fund</b> <b>Business Area Name : General Services</b> <b>Fund No./Bus Area No. : 1000 / 2500</b>			
<b>Name: GSD - Administrative Services -- 250001</b>			
<b>Mission:</b> Efficiently provide proactive, responsive, reliable and timely financial support services for the department with the utmost level of accountability, integrity, and due diligence while in compliance with all City ordinances, policies and procedures.			
<b>Goal:</b> 1) To enhance administrative efficiency by streamlining processes through the use of technology. 2) Develop and implement training on SAP system processes related to procurement, budgeting and reporting. 3) Develop a partnership with the Finance Department to identify and utilize cost savings.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Client Survey - Excellent	84%	90%	<b>90%</b>
Days to process invoices	10	8	<b>8</b>
<b>Name: GSD - Property Management -- 250002</b>			
<b>Mission:</b> To become the "provider of choice" by delivering quality maintenance, repair and renovation services to our clients allowing them to focus on their core business.			
<b>Goal:</b> 1) Provide effective property management of Police, Fire, Health, Public Works, Library, Administration and Regulatory Affairs (ARA), General Government, Municipal Courts Department (MCD) facilities to ensure city assets are safe, regularly monitored and protected. 2) Enable client departments to focus on their core services while properties receive oversight designed to promote and guard stakeholder operational readiness. 3) Improve work order management system through technology enhancements.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Work Orders Completed	31,635	32,000	<b>33,000</b>
Customer Service Rating	4.67	4.75	<b>4.80</b>
Work Order Turnaround Time	84.2%	90%	<b>90%</b>
Budget Compliance	90%	99%	<b>99%</b>
Lost Time Incidents	3	4	<b>3</b>
<b>Name: GSD - Design &amp; Construction -- 250003</b>			
<b>Mission:</b> 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 and transparent processes for fair and equal selection. Maintain project within budget and on schedule while maintaining the highest quality product.			
<b>Goal:</b> 1) Work with departments to effectively improve space utilization across all City departments. 2) Review and update the Space Management Guidelines yearly and update clients. 3) Ensure the City is in compliance with environmental guidelines and violations are handled timely.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Design and Planning Projects	N/A	80	<b>70</b>

**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name</b> : General Fund <b>Business Area Name</b> : General Services <b>Fund No./Bus Area No.</b> : 1000 / 2500			
<b>Name: GSD - Energy Management -- 250004</b>			
<b>Mission:</b> To accurately capture and report monthly expenditures related to utilities, Information Technology services and other restricted accounts.			
<b>Goal:</b> To ensure that the funding for restricted accounts are not utilized for other departmental expenditures.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
N/A	N/A	N/A	N/A
<b>Name: GSD - In-House Renovation -- 250005</b>			
<b>Mission:</b> To provide administrative and technical support to achieve the goals and objectives of the In-house Renovation Group.			
<b>Goal:</b> Utilize 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 and timely process interdepartmental "bill backs" to monitor costs.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
N/A	N/A	N/A	N/A
<b>Name: GSD - Security Management -- 250006</b>			
<b>Mission:</b> To provide and promote a safe and secure workplace while protecting City assets.			
<b>Goal:</b> 1) Educate and inform City employees and elected officials regarding security protocol and breaches. 2) Perform regular testing of security procedures and practices. 3) Continue to evaluate current service measures and implement improvements as necessary.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Technical Team Surveys	4.87	4.90	4.50
Operations Team Surveys	4.85	4.90	4.50
Investigations Conducted	1,080	1,020	1,000
Identification Badges	14,041	14,268	14,000
Access Changes Processed	16,281	21,312	21,000

**FISCAL YEAR 2013 BUDGET**

**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 identify, provide and implement real estate solutions that meet the City of Houston's unique requirements while minimizing cost and maximizing value.

**Goal:** 1) Continue to expand expertise so that stakeholders and client departments seek advice, market information and recommendations from the Real Estate Group. 2) To acquire, dispose and/or lease real assets that optimize values to the City while exceeding client expectations. 3) Continue to refine policies and procedures for the sale, disposition, and leasing of real estate properties. 4) Improve methods and tools for tracking the real estate portfolio.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Sale of Surplus Properties	7	3	8
Renegotiate Existing - Leases and Occupancy Agreements.	N/A	40	50

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>							
<b>Fund Name : General Fund</b> <b>Business Area Name : General Services</b> <b>Fund No./Bus Area No. : 1000 / 2500</b>							
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
<b>GSD - Administrative Services 250001</b> Provide overall direction, management, and leadership for the General Services Department (GSD); provide training and professional development to GSD employees; ensure all department funds are appropriately allocated and expended.	14.0	1,519,720	9.4	1,256,286	9.0	1,366,874	
<b>GSD - Property Management 250002</b> Provide services to Police, Fire, Health, Library, ARA , General Government, MCD and PWE properties, which include, but are not limited to: preventive maintenance of mechanical equipment, routine and emergency repairs of electrical, mechanical, plumbing, HVAC, structural and energy management systems and facility inspections.	155.2	20,781,147	152.0	20,402,014	151.1	21,502,315	
<b>GSD - Design &amp; Construction 250003</b> 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	851,060	6.5	849,467	7.0	954,787	
<b>GSD - Energy Management 250004</b> These accounts represents the actual cost 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	15,254,373	0.0	16,643,232	0.0	17,285,564	
<b>GSD - In-House Renovation 250005</b> Provide overall management and administrative support for the In-House Renovation Group.	7.0	482,416	4.0	307,214	4.0	325,890	
<b>GSD - Security Management 250006</b> Manage physical security of all city facilities which include closed circuit TV, access control, and intrusion alarm systems; manage citywide security contract; investigate City lost/stolen assets and process over 21,000 access requests annually.	15.0	5,032,769	15.0	5,060,171	15.5	5,225,517	

**FISCAL YEAR 2013 BUDGET**

Division Summary						
Fund Name : General Fund Business Area Name : General Services Fund No./Bus Area No. : 1000 / 2500						
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
<b>GSD - Real Estate</b> <span style="float: right;"><b>250008</b></span> Manage the acquisition, disposition and leasing of the City's real estate assets.	7.0	2,157,307	5.0	2,036,622	5.0	2,359,224
Total	<u>206.6</u>	<u>46,078,792</u>	<u>191.9</u>	<u>46,555,006</u>	<u>191.6</u>	<u>49,020,171</u>

**FISCAL YEAR 2013 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	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	2.0	1.0
ADMINISTRATIVE ASSISTANT	17	3.0	2.0	(1.0)
ADMINISTRATIVE ASSOCIATE	13	2.0	2.0	
ADMINISTRATIVE COORDINATOR	24	0.0	0.5	0.5
ADMINISTRATIVE SPECIALIST	20	4.0	4.0	
ASSISTANT DIRECTOR (EXE LEV)	32	1.0	1.0	
ASSISTANT ELECTRICAL SUPERVISOR	22	1.0	1.0	
ASSISTANT REAL ESTATE ANALYST	17	1.0	1.0	
ASSISTANT SUPERINTENDENT	20	3.0	3.0	
BUILDING MAINTENANCE SUPERVISOR	13	6.0	6.0	
CARPENTER	14	11.0	11.0	
CHIEF STATIONARY ENGINEER	19	7.0	7.0	
CONTRACT COMPLIANCE OFFICER	15	1.0	1.0	
CUSTODIAN	4	33.0	35.0	2.0
CUSTODIAN LEADER	8	1.0	1.0	
CUSTOMER SERVICE REP. I	13	3.0	3.0	
DATA BASE ANALYST	22	0.0	1.0	1.0
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	2.0	2.0	
DIVISION MANAGER	29	5.0	5.0	
ELECTRICAL SUPERINTENDENT	26	1.0	1.0	
ELECTRICIAN	18	8.0	8.0	
EXECUTIVE STAFF ANALYST (EXE LEV)	30	1.3	1.0	(0.3)
FINANCIAL ANALYST II	18	1.0	1.0	
FINANCIAL ANALYST IV	25	1.0	1.0	
GENERAL SERVICES DIRECTOR	35	1.0	1.0	
GRADUATE ARCHITECT	22	1.0	1.0	
GROUNDSKEEPER	5	15.0	13.0	(2.0)
INSPECTOR	18	1.0	1.0	
LABORER	4	4.0	4.0	
LAN SPECIALIST	26	1.0	1.0	
MAINTENANCE MECHANIC I	8	3.0	3.0	
MAINTENANCE MECHANIC II	12	1.0	1.0	
MAINTENANCE MECHANIC III	14	9.0	10.0	1.0
MAINTENANCE SUPERVISOR	16	4.0	4.0	
MANAGEMENT ANALYST III	21	1.0	1.0	
OFFICE ASSISTANT	9	1.0	1.0	
OFFICE SUPERVISOR	17	1.0	1.0	
PAINTER	11	9.0	9.0	
PLUMBER	14	3.0	3.0	
PROGRAMMER ANALYST IV	25	1.0	0.0	(1.0)
PROJECT MANAGER	24	2.5	3.0	0.5
PUBLIC LOSS INVESTIGATOR	22	1.0	1.0	
REAL ESTATE MANAGER	29	1.0	1.0	
SENIOR FIXED ASSET SPECIALIST	17	1.0	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	0.0	1.0	1.0
STAFF ANALYST	26	3.0	2.0	(1.0)
STATIONARY ENGINEER	14	17.0	15.0	(2.0)
SUPERINTENDENT	24	5.0	6.0	1.0

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FISCAL YEAR 2013 BUDGET

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**Business Area Roster Summary**

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

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Job Description	Pay Grade	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
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	
<b>Total FTEs</b>		<u>194.8</u>	<u>195.5</u>	<u>0.7</u>
<b>Less adjustment for Civilian Vacancy Factor</b>		<u>0.6</u>	<u>3.9</u>	<u>3.3</u>
<b>Full-Time Equivalents</b>		<u>194.2</u>	<u>191.6</u>	<u>(2.6)</u>

**FISCAL YEAR 2013 BUDGET**

**Business Area Revenue Summary**

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

Commit Item	Description	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
<b>2500020001</b>	<b>GSD - Property Mgmt</b>			
443160	Vending Machine Concessions	213,949	248,366	241,601
452020	Recoveries & Refunds	0	3,290	0
490060	Transfer from Civic Center	206,818	197,704	197,704
<b>Total</b>	<b>GSD - Property Mgmt</b>	<b>420,767</b>	<b>449,360</b>	<b>439,305</b>
<b>2500020003</b>	<b>GSD - Houston Permitting Center</b>			
424110	Other Interfund Services	1,079,570	1,079,570	1,081,990
<b>2500020004</b>	<b>GSD - Parking Management Facility</b>			
424110	Other Interfund Services	86,870	86,870	86,870
<b>2500020005</b>	<b>PWE-UMB Management</b>			
424110	Other Interfund Services	658,495	658,495	664,950
<b>2500060001</b>	<b>GSD - Security Management</b>			
424110	Other Interfund Services	881,349	881,349	899,170
<b>2500060002</b>	<b>GSD - Security - General Fund</b>			
490060	Transfer from Civic Center	175,645	190,517	190,517
<b>2500080001</b>	<b>GSD - Real Estate</b>			
426420	Building Space Rental Fees	305,121	300,692	408,946
426430	Facility Rental Fees	44,458	29,157	23,440
428060	Other Interest Income	75,616	300,000	300,000
434235	Sale of Capital Assets	1,000,000	1,000,000	0
434240	Sale of Capital Assets-Land/Streets	9,650,000	9,650,000	3,000,000
<b>Total</b>	<b>GSD - Real Estate</b>	<b>11,075,195</b>	<b>11,279,849</b>	<b>3,732,386</b>
<b>Total</b>	<b>General Services</b>	<b>14,377,891</b>	<b>14,626,010</b>	<b>7,095,188</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	8,827,422	8,136,496	8,217,854	8,190,298
500030	Salary Part Time - Civilian	0	0	0	31,946
500060	Overtime - Civilian	335,203	280,643	290,743	270,000
500090	Premium Pay - Civilian	29,002	30,018	30,018	20,000
500110	Bilingual Pay - Civilian	3,579	2,712	2,712	1,808
500250	HOPE Union Business Usage	2,421	0	0	0
501070	Pension - Civilian	1,411,180	1,456,933	1,463,141	1,752,719
501120	Termination Pay - Civilian	141,767	140,322	90,322	60,000
501160	Vehicle Allowance - Civilian	5,988	4,216	582	0
502010	FICA - Civilian	671,852	640,204	642,842	646,698
503010	Health Ins-Act Civilian	1,467,535	1,462,735	1,464,352	1,778,397
503015	Basic Life Insurance - Active Civilian	5,309	4,781	4,788	4,830
503050	Health/Life Insurance - Retiree Civilian	(852)	0	0	0
503060	Long Term Disability-Civilian	(16)	16,642	16,642	16,245
503090	Workers Compensation-Civilian-Admin	39,099	39,094	39,125	45,804
503100	Workers Compensation-Civilian-Claim	215,142	235,700	110,098	178,297
504030	Unemployment Claims - Administration	3,202	112,640	112,640	112,640
<b>Total</b>	<b>Personnel Services</b>	<b>13,157,833</b>	<b>12,563,136</b>	<b>12,485,859</b>	<b>13,109,682</b>
511010	Chemical Gases & Special Fluids	5,618	9,500	9,500	9,500
511015	Cleaning & Sanitary Supplies	155,554	201,600	201,187	210,500
511020	Construction Materials	104,189	81,219	82,220	77,479
511025	Electrical Hardware & Parts	152,580	155,549	153,549	149,049
511030	Mechanical Hardware & Parts	76,574	79,132	82,000	71,500
511035	Meters Hydrants & Plumbing Supplies	69,730	56,000	56,000	50,500
511040	Audiovisual Supplies	332	11,480	11,480	8,950
511045	Computer Supplies	7,038	17,416	17,416	19,149
511050	Paper & Printing Supplies	556	4,100	4,064	4,100
511055	Publications & Printed Materials	1,940	733	733	733
511060	Postage	1,360	4,100	4,136	3,900
511070	Miscellaneous Office Supplies	47,196	64,835	64,135	57,500
511090	Medical & Surgical Supplies	2,556	50	463	50
511110	Fuel	246,491	220,614	220,614	276,351
511115	Vehicle Repair & Maintenance Supplies	7,307	12,000	12,000	12,000
511120	Clothing	23,292	17,945	17,945	11,000
511125	Food Supplies	4,266	2,623	2,623	2,500
511130	Weapons Munitions & Supplies	1,439	0	0	0
511135	Recreational Supplies	22	0	0	0
511145	Small Tools & Minor Equipment	81,046	59,800	59,800	44,800
511150	Miscellaneous Parts & Supplies	356,040	422,630	418,630	457,740
511165	Fire Fighting Equipment	16,534	0	0	0
<b>Total</b>	<b>Supplies</b>	<b>1,361,660</b>	<b>1,421,326</b>	<b>1,418,495</b>	<b>1,467,301</b>
520100	Temporary Personnel Services	32,460	50,000	37,256	50,000
520101	Janitorial Services	3,574,766	2,696,286	2,697,386	3,076,886
520102	Security Services	3,713,307	3,546,738	3,546,689	3,658,863
520108	Information Resource Services	197,053	188,437	188,437	188,437
520109	Medical Dental & Laboratory Services	2,877	4,520	4,520	4,500
520110	Management Consulting Services	4,676	72,600	82,600	82,600
520112	Banking Services	62	66	66	100
520114	Miscellaneous Support Services	85,250	79,711	79,711	82,000
520115	Real Estate Lease/Office Rental	1,411,905	1,429,564	1,429,564	1,795,828
520118	Refuse Disposal	523,537	498,310	498,310	527,705
520119	Computer Equipment/Software Maintenance	13,033	14,350	14,350	8,800
520120	Communications Equipment Services	(393)	0	0	0
520121	IT Application Svcs	26,554	32,601	32,621	50,204
520123	Vehicle & Motor Equipment Services	182,553	131,180	171,180	176,200
520124	Other Equipment Services	24,339	45,581	45,581	30,650

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
520126	Construction Site Work Services	44,299	29,405	29,405	22,189
520141	Engineering Services	7,905	21,250	21,250	20,000
520155	Construction Management - External Contr	16,482	0	0	0
520158	Computer Equipment Maintenance Services	11,985	11,985	11,985	11,985
520510	Mail/Delivery Services	24	1,000	1,000	1,000
520515	Print Shop Services	1,698	7,000	5,500	7,000
520520	Printing & Reproduction Services	16,433	24,277	24,909	22,160
520605	Advertising Services	33,853	32,752	32,752	33,752
520705	Insurance Fees	117,628	99,888	99,888	124,000
520720	Fines	2,000	0	0	0
520765	Membership & Professional Fees	10,344	22,030	22,030	21,011
520805	Education & Training	6,726	28,000	28,000	33,500
520905	Travel - Training Related	473	1,000	2,000	1,000
520910	Travel - Non-Training Related	21,142	24,137	23,137	24,137
521405	Building Maintenance Services	4,966,969	5,639,477	5,642,477	6,212,492
521410	Sewer Services	809,091	674,673	724,673	674,673
521415	Land and Grounds Maintenance	409,889	300,616	300,616	405,216
521435	Water Services	5,912	9,000	9,000	9,000
521440	Steam/Chilled Water Services	664,524	500,000	500,000	100,000
521505	Electricity	11,290,993	12,108,000	12,108,000	11,860,535
521510	Natural Gas	629,319	759,997	759,997	543,295
521605	Data Services	11,311	16,000	16,000	22,624
521610	Voice Services	115,219	114,090	114,089	111,787
521620	Voice Equipment	5,718	5,156	5,156	6,370
521625	Voice Labor	6,506	5,000	5,000	4,682
521630	GIS Revolving Fund Services	8,465	10,789	10,789	7,702
521705	Vehicle/Equipment Rental/Lease	89	100	100	100
521715	Office Equipment Rental	19,927	31,510	31,510	20,900
521725	Other Rental	41,032	51,517	51,517	51,517
521730	Parking Space Rental	64,375	81,000	78,973	81,000
522305	Freight Charges	0	100	44	100
522430	Miscellaneous Other Services & Charges	169,747	295,542	287,775	323,803
522710	Interfund Utility Cut Repairs	0	500	0	500
522720	Interfund Payroll Services	(2,421)	0	0	0
522721	Interfund HR Client Services	87,109	152,985	152,985	143,074
522722	KRONOS Service Chargeback	0	7,456	7,456	7,154
522723	Drainage Fee Service Chargeback	0	142,045	142,045	142,045
522730	Interfund Engineering Services	142,698	0	0	0
522735	Interfund Communication Equipment Repair	0	6,250	5,685	6,250
522760	Interfund Billing & Collection Service	17,754	12,260	12,825	16,597
522780	Interfund Photo Copy Services	0	1,500	1,500	1,500
522795	Other Interfund Services	0	1,000	1,000	1,000
<b>Total</b>	<b>Other Services and Charges</b>	<b>29,547,197</b>	<b>30,019,231</b>	<b>30,099,339</b>	<b>30,808,423</b>
551010	Non-Capital Office Furniture & Equipment	102	0	0	0
551015	Non-Capital Computer Equipment	9,841	0	0	0
551020	Non-Capital Communication Equipment	825	0	0	0
551040	Non-Capital Other	(11,764)	0	0	0
<b>Total</b>	<b>Non-Capital Equipment</b>	<b>(996)</b>	<b>0</b>	<b>0</b>	<b>0</b>
532005	Transfers to General Fund	1,905,479	0	0	0
532020	Transfers to Capital Projects	0	2,551,313	2,551,313	3,634,765
532120	Transfer to Fleet/Eq	107,619	0	0	0
<b>Total</b>	<b>Debt Service and Other Uses</b>	<b>2,013,098</b>	<b>2,551,313</b>	<b>2,551,313</b>	<b>3,634,765</b>
<b>Grand Total Expenditures</b>		<b>46,078,792</b>	<b>46,555,006</b>	<b>46,555,006</b>	<b>49,020,171</b>

# 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 policies 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 address 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:

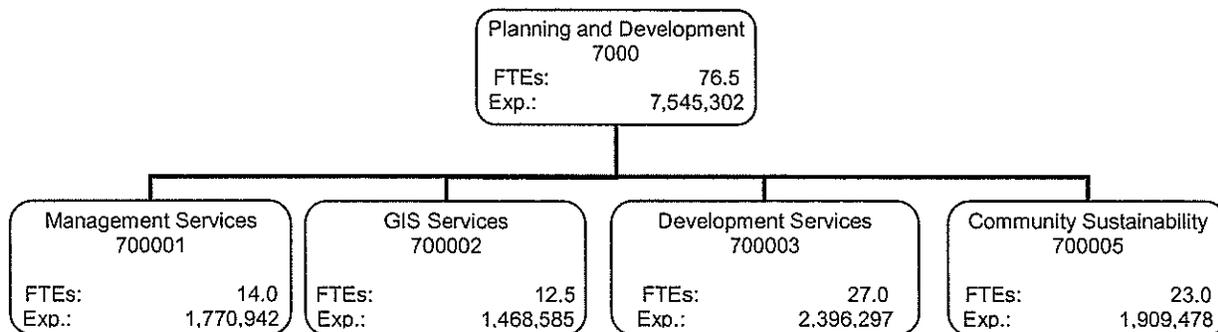
The Management Services Section support core functions of the Planning Department by providing internal administrative, financial and management support.

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



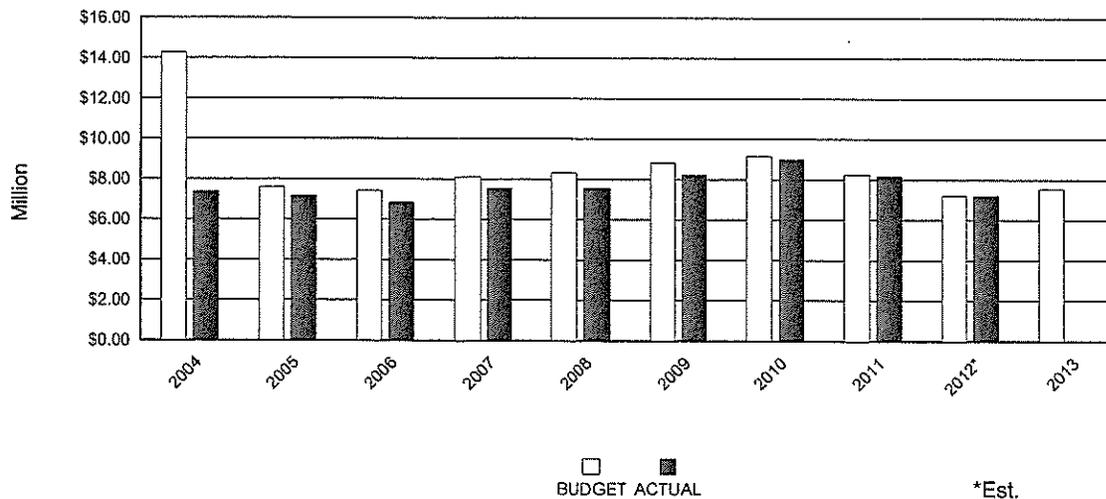
**FISCAL YEAR 2013 BUDGET**

**Business Area Budget Summary**

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

		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	7,547,706	6,551,918	6,521,108	6,823,653
	Supplies	26,454	77,351	88,423	103,751
	Other Services and Charges	594,569	579,062	598,800	617,898
	Total M & O Expenditures	8,168,729	7,208,331	7,208,331	7,545,302
	Debt Service & Other Uses	4,701	0	0	0
	Total Expenditures	8,173,430	7,208,331	7,208,331	7,545,302
Revenues		2,667,618	3,871,561	3,704,838	3,968,862
Staffing	Full-Time Equivalents - Civilian	97.5	75.5	73.2	76.5
	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	97.5	75.5	73.2	76.5
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> <li>o The FY2013 Budget includes funding for expenditure increases in health benefits (\$102,604) and pension contribution (\$145,095).</li> <li>o Continued development of an Enterprise Geographical Information System (EGIS), with focus on support of current applications and data.</li> <li>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.</li> <li>o Preserve and stabilize communities.</li> <li>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.</li> </ul>				

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



**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
Fund Name : General Fund			
Business Area Name : Planning & Development			
Fund No./Bus Area No. : 1000 / 7000			
<b>Name: PD-Management Services Group -- 700001</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
HR, finance, accounting, and administrative support	100%	100%	100%
<b>Name: PD-GIS Services Group -- 700002</b>			
<b>Mission:</b> To serve the Geographic Information Systems (GIS) and geospatial needs of the City of Houston across departments and among all staff and citizens.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Addressing assignment	0	5,000	5,000
Citywide tech. training	6	6	6
GIS infrastructure upgrade and maintenance	100%	100%	100%
<b>Name: PD-Development Services Group -- 700003</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Development plats	840	820	885
Subdivision plats	1,638	1,400	1592
Plats recorded	850	729	772
City Mobility Plan Phase II 3 Areas	N/A	N/A	June 2013

**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Estimate	FY2013 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	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Council District Snapshots	N/A	1	10
Council District Plans	N/A	1	4
Web-based Area Report	N/A	1	2

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>							
<b>Fund Name : General Fund</b> <b>Business Area Name : Planning &amp; Development</b> <b>Fund No./Bus Area No. : 1000 / 7000</b>							
<b>Division Description</b>		<b>FY2011 Actual</b>		<b>FY2012 Estimate</b>		<b>FY2013 Budget</b>	
		<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>
<b>PD-Management Services Group</b>	<b>700001</b>						
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	1,538,809	13.5	1,662,200	14.0	1,770,942
<b>PD-GIS Services Group</b>	<b>700002</b>						
To serve the GIS and geospatial needs of the City of Houston across departments and among all staff and citizens.		15.0	1,581,222	12.5	1,371,962	12.5	1,468,585
<b>PD-Development Services Group</b>	<b>700003</b>						
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.		57.5	4,459,809	27.8	2,302,047	27.0	2,396,297
<b>PD-Planning Services Group</b>	<b>700004</b>						
Due to reorganization, this section is moved to 700005 in FY2012.		7.0	593,590	0.0	0	0.0	0
<b>PD-Comm Sustainability</b>	<b>700005</b>						
To facilitate the long-term stability of Houston through community sustainability tools.		0.0	0	19.4	1,872,122	23.0	1,909,478
<b>Total</b>		<b>97.5</b>	<b>8,173,430</b>	<b>73.2</b>	<b>7,208,331</b>	<b>76.5</b>	<b>7,545,302</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Roster Summary**

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

<b>Job Description</b>	<b>Pay Grade</b>	<b>FY2012 Current Budget FTE</b>	<b>FY2013 Budget FTE</b>	<b>Change</b>
ACCOUNTANT	17	1.0	1.0	
ACCOUNTANT MANAGER	27	1.0	1.0	
ADMINISTRATION MANAGER	26	4.0	5.0	1.0
ADMINISTRATIVE ASSISTANT	17	2.0	2.0	
ADMINISTRATIVE COORDINATOR	24	2.0	2.0	
ADMINISTRATIVE SPECIALIST	20	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	1.0	1.0	
DIVISION MANAGER	29	2.0	2.0	
EXECUTIVE OFFICE ASSISTANT	15	1.0	1.0	
EXECUTIVE STAFF ANALYST (EXE LEV)	30	1.0	0.0	(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	1.5	1.5	
PLAN ANALYST	14	2.0	2.0	
PLANNER	16	13.0	13.0	
PLANNER LEADER	24	6.0	6.0	
PLANNING DIRECTOR	36	1.0	1.0	
SENIOR ACCOUNTANT	20	1.0	1.0	
SENIOR GIS ANALYST	24	3.0	3.0	
SENIOR GIS TECHNICIAN	17	2.0	2.0	
SENIOR PLANNER	20	11.0	13.0	2.0
SENIOR STAFF ANALYST	28	2.0	1.0	(1.0)
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	1.0	
STAFF ANALYST	26	3.0	3.0	
WEB DESIGNER	21	1.0	1.0	
<b>Total FTEs</b>		<b>75.5</b>	<b>76.5</b>	<b>1.0</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Full-Time Equivalent</b>		<b>75.5</b>	<b>76.5</b>	<b>1.0</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Revenue Summary**

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

Commit Item	Description	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
<b>7000010001</b>	<b>PD-Management Services</b>			
428080	Returned Check Charges	100	50	100
434505	Prior Year Expenditure Recovery	0	497	0
452020	Recoveries & Refunds	50	50	50
452030	Miscellaneous Revenue	3,250	0	0
<b>Total</b>	<b>PD-Management Services</b>	<b>3,400</b>	<b>597</b>	<b>150</b>
<b>7000020001</b>	<b>GIS Services</b>			
426290	Other Service Charges	3,000	4,000	3,000
426320	City Maps & Related Items	1,450	1,450	1,750
452030	Miscellaneous Revenue	200,000	18,000	50,000
<b>Total</b>	<b>GIS Services</b>	<b>204,450</b>	<b>23,450</b>	<b>54,750</b>
<b>7000030001</b>	<b>Development Services</b>			
421290	Tower Application Review Fee	4,620	3,700	3,407
421630	Administrative Fee - Licenses & Permits	72,700	89,000	77,175
424110	Other Interfund Services	0	0	52,328
426020	Hazardous Materials Permit	1,000	1,200	1,032
426070	Hotel & Motel Ordinance	1,200	2,700	2,478
426250	Platting Fees	3,584,191	3,584,191	3,777,542
<b>Total</b>	<b>Development Services</b>	<b>3,663,711</b>	<b>3,680,791</b>	<b>3,913,962</b>
<b>Total</b>	<b>Planning &amp; Development</b>	<b>3,871,561</b>	<b>3,704,838</b>	<b>3,968,862</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	5,483,785	4,569,041	4,584,555	4,559,117
500030	Salary Part Time - Civilian	(510)	0	0	0
500060	Overtime - Civilian	182	0	145	0
500090	Premium Pay - Civilian	0	0	40	0
500110	Bilingual Pay - Civilian	7,960	7,230	6,942	6,327
501070	Pension - Civilian	876,785	811,652	790,039	975,654
501120	Termination Pay - Civilian	141,667	90,000	90,000	90,000
501160	Vehicle Allowance - Civilian	4,216	4,216	582	4,216
502010	FICA - Civilian	401,486	340,352	327,636	347,714
503010	Health Ins-Act Civilian	610,264	548,677	540,419	656,592
503015	Basic Life Insurance - Active Civilian	3,253	2,707	2,707	2,692
503060	Long Term Disability-Civilian	0	6,421	6,421	6,514
503090	Workers Compensation-Civilian-Admin	17,839	15,109	15,109	18,314
503100	Workers Compensation-Civilian-Claim	779	3,000	3,000	3,000
504030	Unemployment Claims - Administration	0	153,513	153,513	153,513
<b>Total</b>	<b>Personnel Services</b>	<b>7,547,706</b>	<b>6,551,918</b>	<b>6,521,108</b>	<b>6,823,653</b>
511040	Audiovisual Supplies	128	0	0	0
511045	Computer Supplies	10,098	15,000	26,000	26,000
511055	Publications & Printed Materials	0	0	72	0
511060	Postage	4,684	35,816	35,816	40,816
511070	Miscellaneous Office Supplies	5,226	22,935	22,935	31,935
511110	Fuel	2,285	3,600	3,600	5,000
511150	Miscellaneous Parts & Supplies	4,033	0	0	0
<b>Total</b>	<b>Supplies</b>	<b>26,454</b>	<b>77,351</b>	<b>88,423</b>	<b>103,751</b>
520105	Accounting & Auditing Services	822	1,350	1,350	1,350
520107	Computer Info/Contr	544	2,438	2,438	2,438
520109	Medical Dental & Laboratory Services	282	500	500	500
520110	Management Consulting Services	42,100	0	37,450	0
520112	Banking Services	853	1,000	1,000	3,000
520114	Miscellaneous Support Services	54,276	800	800	800
520116	Parking Services Contract	27,624	27,552	27,552	27,552
520119	Computer Equipment/Software Maintenance	704	2,934	2,934	2,934
520121	IT Application Svcs	5,417	37,333	6,799	10,464
520123	Vehicle & Motor Equipment Services	2,902	3,500	3,500	3,500
520139	Motor Pool Charges	0	0	972	0
520510	Mail/Delivery Services	0	200	200	200
520515	Print Shop Services	0	3,942	3,942	7,860
520605	Advertising Services	3,483	3,100	3,100	3,100
520705	Insurance Fees	910	1,400	1,034	1,190
520740	Document Recording/Filing Fees	78	5,000	5,000	5,000
520765	Membership & Professional Fees	805	0	495	0
520805	Education & Training	245	0	36	5,000
520905	Travel - Training Related	901	0	667	0
520910	Travel - Non-Training Related	1,224	0	0	0
521605	Data Services	30,811	53,761	41,000	57,974
521610	Voice Services	27,427	25,847	50,028	49,027
521620	Voice Equipment	0	464	368	455
521625	Voice Labor	93	3,010	1,000	334
521630	GIS Revolving Fund Services	212,327	228,386	228,386	244,692
521715	Office Equipment Rental	25,080	25,117	25,117	35,677
521730	Parking Space Rental	25,610	13,352	13,352	13,352
522430	Miscellaneous Other Services & Charges	10,672	8,100	9,804	10,100

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
522435	Interest Charges Past Due Accounts	12	0	0	0
522721	Interfund HR Client Services	81,219	51,926	51,926	51,828
522722	KRONOS Service Chargeback	0	3,515	3,515	2,659
522780	Interfund Photo Copy Services	38,148	36,000	36,000	36,000
522840	Interfund Permit Center Rent Chargeback	0	38,535	38,535	40,912
<b>Total</b>	<b>Other Services and Charges</b>	<b>594,569</b>	<b>579,062</b>	<b>598,800</b>	<b>617,898</b>
532120	Transfer to Fleet/Eq	4,701	0	0	0
<b>Total</b>	<b>Debt Service and Other Uses</b>	<b>4,701</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total Expenditures</b>		<b>8,173,430</b>	<b>7,208,331</b>	<b>7,208,331</b>	<b>7,545,302</b>



# 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).

The Traffic Operations Division is responsible for operating and maintaining Houston's traffic control systems according to City codes in a coordinated manner to provide increased mobility.

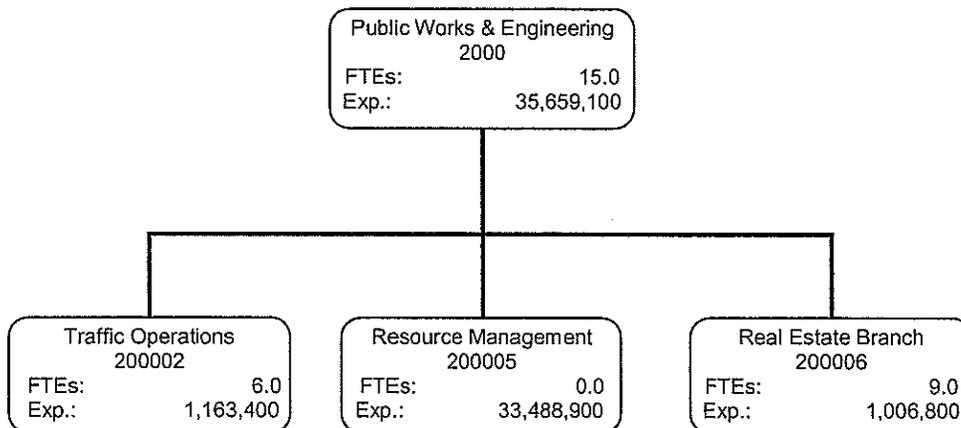
### Department Short Term Goals

- Implement streamlined easement abandonment process.
- Generate revenues related to the Sale of Streets and Easements.
- Process Joint Referral Committee (JRC) transaction activities assigned to the department in a timely manner.
- Reduce traffic "bottle-necks" during high usage periods.
- Monitor intersection level of services.

### 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.
- Continue refinement and modifications of the policies and procedures developed to facilitate more effective operations.

## Department Organization



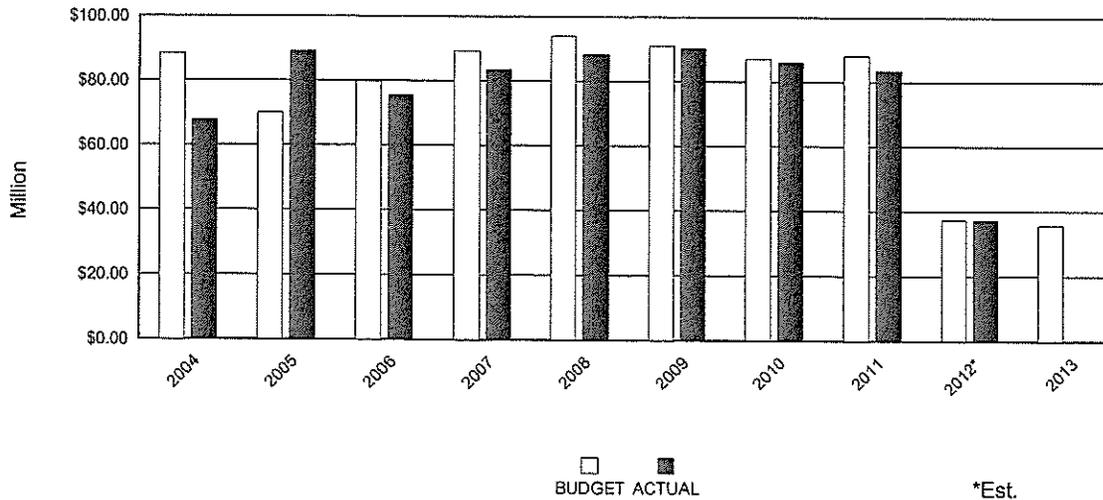
**Business Area Budget Summary**

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

		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	27,942,952	722,344	722,338	1,283,700
	Supplies	10,477,896	11,200	11,207	69,600
	Other Services and Charges	42,053,941	34,824,560	34,824,559	32,487,100
	Equipment	61,537	0	0	0
	Non-Capital Equipment	30,283	479	479	0
	Total M & O Expenditures	80,566,609	35,558,583	35,558,583	33,840,400
	Debt Service & Other Uses	2,897,206	1,818,700	1,818,700	1,818,700
	Total Expenditures	83,463,815	37,377,283	37,377,283	35,659,100
Revenues	51,960,723	3,672,300	2,239,400	2,541,100	
Staffing	Full-Time Equivalents - Civilian	469.7	9.0	9.0	15.0
	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	469.7	9.0	9.0	15.0
	Full-Time Equivalents - Overtime	35.9	0.0	0.0	0.1

- Significant Budget Changes and Highlights**
- o The FY2013 Budget includes funding for expenditure increases in health benefits (\$14,423) and pension contribution (\$14,933).
  - o In FY2013, the Mobility Response Team Fund will be merged with the General Fund, resulting in an additional 6 FTEs.
  - 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 \$33.5M includes: \$31.6M for Street Light and Traffic Signal electricity and debt services associated with the LED Traffic Signal project and other equipment of \$1.8M.

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



**FISCAL YEAR 2013 BUDGET**

**Division Mission and Performance Measures**

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

**Name: Street and Drainage -- 200001**

**Mission:** Manage various areas, such as street maintenance, resurfacing, bridge maintenance and replacement and concrete repair.

**Goal:** This function was moved to Fund 2310, Dedicated Drainage and Street Renewal Fund, in FY2012.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Programs managed	100%	N/A	N/A
Pothole & skin patch (tns)	16,000	N/A	N/A
Overlay (lane miles)	193	N/A	N/A
Work order completed	4,900	N/A	N/A

**Name: Traffic Operations -- 200002**

**Mission:** The Traffic Operations Division operates and maintains Houston's traffic control systems and is administered according to City codes in a coordinated manner to provide increased mobility; and we do so responsively, effectively, and efficiently to serve our customers.

**Goal:** Reduce traffic "bottle-necks" during high usage periods, monitor arterial level of services, and monitor intersection level of services. This function is moving to Fund 1000 in FY2013 from Fund 2304.

Traffic Investigations, Permits Issued and Lighting Fixtures Relamped, etc. were moved to Fund 2310, Dedicated Drainage and Street Renewal Fund, in FY2012.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
MRT 311 calls	N/A	N/A	1,200
Incident response (Unit)	N/A	N/A	500
Traffic investigations	2,700	N/A	N/A
Permits issued	6,210	N/A	N/A
Lighting fixtures relamped	15,000	N/A	N/A

**Name: Resource Management -- 200005**

**Mission:** Keep track and account for the electricity, debt service and other costs.

**Goal:** Report utility cost billed by General Services Department.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Program supported	100%	100%	100%
New street lights authorized	886	800	800

**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
Fund Name : General Fund			
Business Area Name : Public Works & Engineering			
Fund No./Bus Area No. : 1000 / 2000			
<b>Name: Planning and Development -- 200006</b>			
<b>Mission:</b> Track progress and effectiveness of the new appraiser selection process for sales of City land and interests in cooperation with the General Services Department.			
<b>Goal:</b> Generate revenue; process JRC transaction activities assigned to the department in a timely manner.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Street/Land sale revenues	\$576,597	\$1,647,371	\$1,500,000
<b>Name: Information Technology Group -- 200008</b>			
<b>Mission:</b> 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 Dedicated Drainage and Street Renewal Fund, in FY2012.			
<b>Goal:</b> This function was moved to Fund 2310, Dedicated Drainage and Street Renewal Fund, in FY2012.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Server availability down time less than 1%	99%	N/A	N/A
Mainframe system available downtime less than 1%	99%	N/A	N/A
<b>Name: Management Support Branch -- 200009</b>			
<b>Mission:</b> Provide professional services to employees in the areas of health and safety, respond and support in emergencies created by natural or man-made disasters.			
<b>Goal:</b> This function was moved to Fund 2310, Dedicated Drainage and Street Renewal Fund, in FY2012.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Employees trained	1,986	N/A	N/A
Crew surveys	1,796	N/A	N/A
Facility inspections	95	N/A	N/A
Accident investigations	100%	N/A	N/A
Tailgates	12,356	N/A	N/A

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>						
<b>Fund Name : General Fund</b> <b>Business Area Name : Public Works &amp; Engineering</b> <b>Fund No./Bus Area No. : 1000 / 2000</b>						
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
<b>Street and Drainage</b> <span style="float:right">200001</span> This function was moved to Fund 2310, Dedicated Drainage and Street Renewal Fund, in FY2012.	280.5	28,809,876	0.0	0	0.0	0
<b>Traffic Operations</b> <span style="float:right">200002</span> Working in conjunction with the Houston Police Department to alleviate traffic congestion during peak periods. This function is moving to Fund 1000 in FY13 from Fund 2304.  Traffic Investigations, Permits Issued and Lighting Fixtures Relamped, etc. was moved to Fund 2310, Dedicated Drainage and Street Renewal Fund, in FY2012.	175.0	17,035,950	0.0	0	6.0	1,163,400
<b>Resource Management</b> <span style="float:right">200005</span> Pay the electricity, debt service and other costs.	0.0	36,187,733	0.0	36,489,960	0.0	33,488,900
<b>Planning and Development</b> <span style="float:right">200006</span> 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.	8.8	954,027	9.0	887,323	9.0	1,006,800
<b>Information Technology Group</b> <span style="float:right">200008</span> This function was moved to Fund 2310, Dedicated Drainage and Street Renewal Fund, in FY2012.	3.6	340,696	0.0	0	0.0	0

**FISCAL YEAR 2013 BUDGET**

Division Summary						
Fund Name : General Fund Business Area Name : Public Works & Engineering Fund No./Bus Area No. : 1000 / 2000						
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Management Support Branch 200009 This function was moved to Fund 2310, Dedicated Drainage and Street Renewal Fund, in FY2012.	1.8	135,533	0.0	0	0.0	0
Total	<u>469.7</u>	<u>83,463,815</u>	<u>9.0</u>	<u>37,377,283</u>	<u>15.0</u>	<u>35,659,100</u>

**FISCAL YEAR 2013 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	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
ADMINISTRATIVE ASSISTANT	17	1.0	1.0	
ADMINISTRATIVE ASSOCIATE	13	1.0	1.0	
ASSISTANT REAL ESTATE ANALYST	17	1.0	1.0	
ASSISTANT REAL ESTATE MANAGER	26	1.0	1.0	
GRADUATE ENGINEER	22	0.0	4.0	4.0
REAL ESTATE ANALYST	20	2.0	2.0	
REAL ESTATE MANAGER	29	1.0	1.0	
SENIOR REAL ESTATE ANALYST	24	2.0	2.0	
SUPERVISING ENGINEER	29	0.0	1.0	1.0
TECHNICAL HARDWARE ANALYST III	23	0.0	1.0	1.0
<b>Total FTEs</b>		<u>9.0</u>	<u>15.0</u>	<u>6.0</u>
<b>Less adjustment for Civilian Vacancy Factor</b>		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
<b>Full-Time Equivalent</b>		9.0	15.0	6.0

**FISCAL YEAR 2013 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	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
<b>2000020010</b>	<b>PWE - Mayor's Mobility Taskforce</b>			
423010	Other Grant Awards	0	0	100,000
<b>2000050031</b>	<b>PWE - Utility Management</b>			
452020	Recoveries & Refunds	615,800	615,800	554,600
<b>2000060009</b>	<b>PWE - Land Disposition</b>			
426420	Building Space Rental Fees	12,700	12,700	1,000
426430	Facility Rental Fees	32,900	0	0
434240	Sale of Capital Assets-Land/Streets	2,900,000	1,500,000	1,500,000
457010	Interfund Land Acquisition	110,900	110,900	385,500
<b>Total</b>	<b>PWE - Land Disposition</b>	<u>3,056,500</u>	<u>1,623,600</u>	<u>1,886,500</u>
<b>Total</b>	<b>Public Works &amp; Engineering</b>	<u><u>3,672,300</u></u>	<u><u>2,239,400</u></u>	<u><u>2,541,100</u></u>

**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	17,930,465	514,280	514,269	871,262
500060	Overtime - Civilian	1,688,076	0	5	10,000
500090	Premium Pay - Civilian	101,551	0	0	551
500110	Bilingual Pay - Civilian	6,186	0	0	0
500250	HOPE Union Business Usage	1,211	0	0	0
501050	Employee Awards	1,598	0	0	0
501070	Pension - Civilian	2,794,230	93,066	93,066	186,452
501120	Termination Pay - Civilian	294,024	0	0	5,000
501160	Vehicle Allowance - Civilian	7,673	0	0	0
502010	FICA - Civilian	1,452,682	37,542	37,542	67,456
503010	Health Ins-Act Civilian	3,177,868	74,544	74,544	135,228
503015	Basic Life Insurance - Active Civilian	10,365	303	303	522
503060	Long Term Disability-Civilian	0	762	762	1,275
503090	Workers Compensation-Civilian-Admin	87,622	1,847	1,847	3,585
503100	Workers Compensation-Civilian-Claim	334,834	0	0	2,000
503110	Workers Compensation-Classified-Claim	981	0	0	0
504030	Unemployment Claims - Administration	53,586	0	0	369
<b>Total</b>	<b>Personnel Services</b>	<b>27,942,952</b>	<b>722,344</b>	<b>722,338</b>	<b>1,283,700</b>
511010	Chemical Gases & Special Fluids	29,299	0	0	0
511015	Cleaning & Sanitary Supplies	28,418	0	0	0
511020	Construction Materials	7,576,741	0	0	0
511025	Electrical Hardware & Parts	1,077,017	0	0	50,000
511030	Mechanical Hardware & Parts	414	0	0	0
511040	Audiovisual Supplies	(1,395)	0	0	0
511045	Computer Supplies	17,127	7,000	7,000	7,500
511050	Paper & Printing Supplies	15,879	1,200	1,200	1,200
511055	Publications & Printed Materials	4,144	100	100	300
511060	Postage	3,687	400	400	700
511070	Miscellaneous Office Supplies	40,609	2,500	2,500	2,500
511090	Medical & Surgical Supplies	8,296	0	7	0
511095	Small Technical & Scientific Equipment	61	0	0	0
511110	Fuel	1,234,253	0	0	5,800
511115	Vehicle Repair & Maintenance Supplies	48,915	0	0	0
511120	Clothing	131,635	0	0	1,500
511125	Food Supplies	6,822	0	0	0
511140	Landscaping & Gardening Supplies	7,150	0	0	0
511145	Small Tools & Minor Equipment	64,563	0	0	100
511150	Miscellaneous Parts & Supplies	184,261	0	0	0
<b>Total</b>	<b>Supplies</b>	<b>10,477,896</b>	<b>11,200</b>	<b>11,207</b>	<b>69,600</b>
520100	Temporary Personnel Services	21,175	0	0	0
520101	Janitorial Services	19,171	0	0	0
520105	Accounting & Auditing Services	6,000	0	0	0
520107	Computer Info/Contr	76,005	30,000	30,000	10,600
520109	Medical Dental & Laboratory Services	9,805	100	100	400
520110	Management Consulting Services	24,425	30,000	30,000	558,800
520111	Real Estate Services	201,297	107,000	106,999	194,900
520114	Miscellaneous Support Services	30,510	0	0	0
520118	Refuse Disposal	312,927	0	0	0
520119	Computer Equipment/Software Maintenance	17,627	0	0	500
520121	IT Application Svcs	220,828	2,131	2,131	4,100
520123	Vehicle & Motor Equipment Services	3,196,169	0	0	5,000
520124	Other Equipment Services	5,888	0	0	0
520126	Construction Site Work Services	15,203	0	0	0
520141	Engineering Services	43,710	0	0	0
520510	Mail/Delivery Services	0	0	0	200
520515	Print Shop Services	1,768	0	0	500

**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
520520	Printing & Reproduction Services	1,373	0	0	500
520605	Advertising Services	2,863	0	0	0
520705	Insurance Fees	31,348	0	0	0
520765	Membership & Professional Fees	16,606	500	500	1,600
520805	Education & Training	23,338	0	0	6,600
520905	Travel - Training Related	8,113	0	0	0
520910	Travel - Non-Training Related	295	0	0	0
521405	Building Maintenance Services	54,791	0	0	0
521410	Sewer Services	31,987	0	0	0
521415	Land and Grounds Maintenance	8,532	0	0	0
521420	Infrastructure Maintenance Service	2,138,652	0	0	0
521505	Electricity	33,889,366	34,641,260	34,641,260	31,640,200
521510	Natural Gas	19,835	0	0	0
521605	Data Services	59,212	700	700	2,500
521610	Voice Services	279,113	1,669	1,669	13,500
521620	Voice Equipment	58,828	0	0	700
521625	Voice Labor	20,770	0	0	500
521630	GIS Revolving Fund Services	83,542	0	0	0
521705	Vehicle/Equipment Rental/Lease	1,016	0	0	0
521715	Office Equipment Rental	45,520	0	0	0
521730	Parking Space Rental	73,626	2,200	2,200	1,600
521905	Legal Services	2,000	0	0	0
522305	Freight Charges	140	0	0	0
522430	Miscellaneous Other Services & Charges	97,454	200	200	200
522720	Interfund Payroll Services	0	1,200	1,200	1,500
522721	Interfund HR Client Services	109,504	7,300	7,300	12,500
522722	KRONOS Service Chargeback	0	300	300	500
522775	Interfund Utility Services	614,529	0	0	0
522795	Other Interfund Services	179,080	0	0	29,700
<b>Total</b>	<b>Other Services and Charges</b>	<b>42,053,941</b>	<b>34,824,560</b>	<b>34,824,559</b>	<b>32,487,100</b>
560120	Capital Exp-Building and Bldg Improvement	7,820	0	0	0
560220	Vehicles	26,008	0	0	0
560230	Computer HW and Developed SW	27,709	0	0	0
<b>Total</b>	<b>Equipment</b>	<b>61,537</b>	<b>0</b>	<b>0</b>	<b>0</b>
551010	Non-Capital Office Furniture & Equipment	23,844	0	0	0
551015	Non-Capital Computer Equipment	1,590	479	479	0
551045	Non-Capital Vehicles/Rolling Stock	4,849	0	0	0
<b>Total</b>	<b>Non-Capital Equipment</b>	<b>30,283</b>	<b>479</b>	<b>479</b>	<b>0</b>
532015	Transfers to Convention & Entertainment	50,000	0	0	0
532020	Transfers to Capital Projects	1,817,622	1,818,700	1,818,700	1,818,700
532120	Transfer to Fleet/Eq	1,029,584	0	0	0
<b>Total</b>	<b>Debt Service and Other Uses</b>	<b>2,897,206</b>	<b>1,818,700</b>	<b>1,818,700</b>	<b>1,818,700</b>
<b>Grand Total Expenditures</b>		<b>83,463,815</b>	<b>37,377,283</b>	<b>37,377,283</b>	<b>35,659,100</b>

# 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.

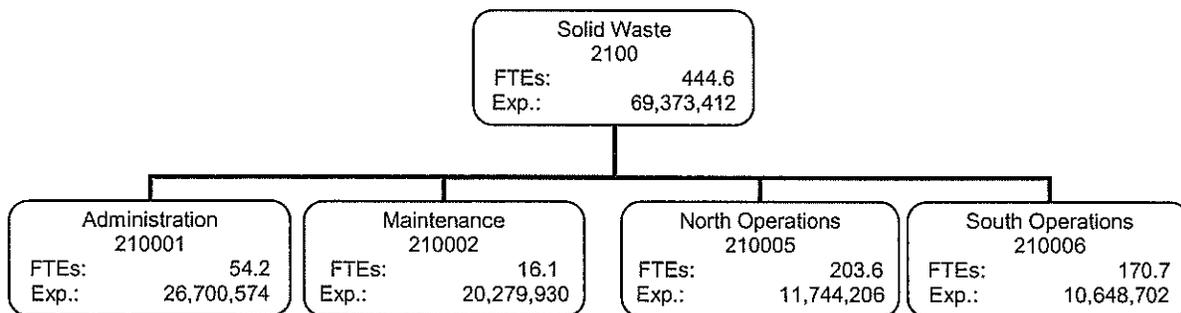
### Short-Term Goals

- Expand automated curbside recycling citywide with administration and council approval.
- Implement re-route heavy trash citywide to realize route efficiencies and savings.
- Gain approval and implement updates to Chapters 21 and 39 in the Code of Ordinances with regards to scrap and used tire dealers.

### Long-Term Goals

- Complete financial assessment to determine viability of Enterprise funding.
- Partner with Houston Restaurant Association and private haulers to implement voluntary eatery recycling.
- Find appropriate locations to site at least three (3) Neighborhood Depositories and Recycling Centers.

## Department Organization



**FISCAL YEAR 2013 BUDGET**

**Business Area Budget Summary**

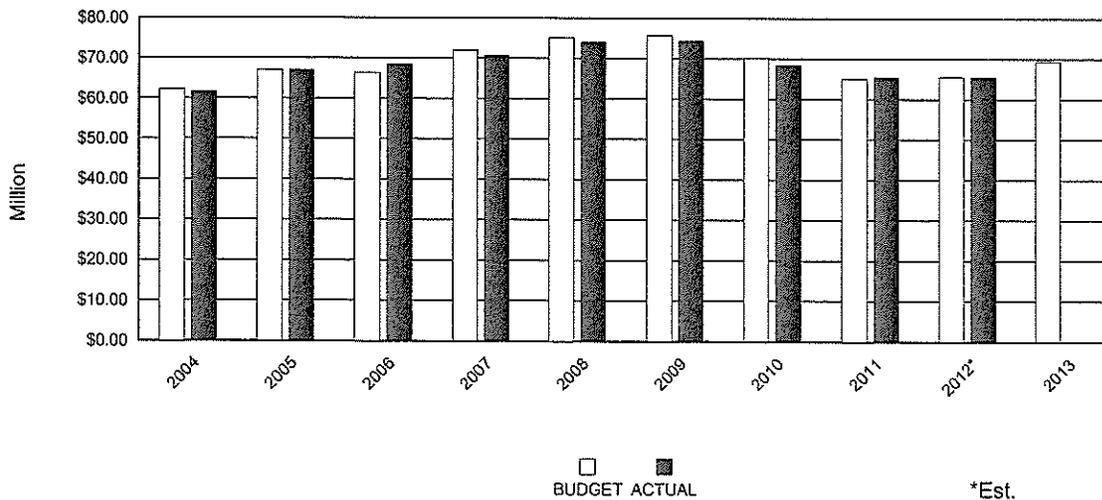
Fund Name : General Fund  
 Business Area Name : Solid Waste Management  
 Fund No./Bus. Area No. : 1000 / 2100

		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	34,862,803	26,343,286	26,485,971	28,506,805
	Supplies	9,276,696	5,271,724	5,125,500	5,671,714
	Other Services and Charges	18,141,757	31,861,331	31,868,839	33,183,386
	Equipment	22,241	0	0	0
	Non-Capital Equipment	513,157	5,524	1,555	0
	Total M & O Expenditures	62,816,654	63,481,865	63,481,865	67,361,905
	Debt Service & Other Uses	2,725,849	2,010,962	2,010,962	2,011,507
	Total Expenditures	65,542,503	65,492,827	65,492,827	69,373,412
Revenues	4,056,071	4,901,300	4,882,675	4,978,675	
Staffing	Full-Time Equivalents - Civilian	595.7	439.1	439.1	444.6
	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	595.7	439.1	439.1	444.6
	Full-Time Equivalents - Overtime	28.2	26.0	26.0	21.1

**Significant Budget Changes and Highlights**

- o FY2013 Budget includes funding for expenditure increases in health benefits (\$623,001) and pension contribution (\$823,883).
- o Expand automated curbside recycling citywide with administration and council approval.
- o Implement heavy trash re-routes citywide to realize route efficiencies and savings.
- o Partner with the Houston Restaurant Association and private haulers to implement voluntary eatery recycling.

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



**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name : General Fund</b> <b>Business Area Name : Solid Waste Management</b> <b>Fund No./Bus Area No. : 1000 / 2100</b>			
<b>Name: Administration -- 210001</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> Reduce department expenses through maximization of currently in force contracts. Partner with private contract partners for opportunities for cost reductions and/or revenue enhancements.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Program supported/managed	100%	100%	100%
Accounts maintained	300	300	300
Dumpster permits issued	16,553	16,400	16,400
Extra capacity containers issued	10,815	10,444	10,444
<b>Name: Maintenance -- 210002</b>			
<b>Mission:</b> To ensure that facilities and physical plants necessary to support the department's activities are maintained.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Physical plant operations	100%	100%	100%
Facilities appearance	10	10	10
Internal customer service	401	426	428
External customer service	602	645	650
<b>Name: SWM - North Operations -- 210005</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> Reduce operations area customer service complaints by 10% for the fiscal (performance) year.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Residential units served	187,040	188,048	188,988
Tons collected	305,737	308,575	310,118

**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Residential units served	188,527	190,038	190,988
Tons collected	373,678	377,148	379,033

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>						
<b>Fund Name : General Fund</b> <b>Business Area Name : Solid Waste Management</b> <b>Fund No./Bus Area No. : 1000 / 2100</b>						
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
<b>Administration 210001</b> 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	25,724,680	53.0	26,050,472	54.2	26,700,574
<b>Maintenance 210002</b> Maintain the department's physical plants and provide the leadership and administrative resources needed to maintain the same.	142.2	18,821,172	16.9	18,569,125	16.1	20,279,930
<b>SWM - North Operations 210005</b> Provides solid waste services to the north side of the City and includes City Council Districts A, B, E, G, H, and I.	189.3	11,243,594	199.7	10,937,767	203.6	11,744,206
<b>SWM - South Operations 210006</b> Provides solid waste services to the south side of the City and includes Council Districts C, D, E, F, G, and I.	184.6	9,753,057	169.5	9,935,463	170.7	10,648,702
<b>Total</b>	<b>595.7</b>	<b>65,542,503</b>	<b>439.1</b>	<b>65,492,827</b>	<b>444.6</b>	<b>69,373,412</b>

**FISCAL YEAR 2013 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	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	1.0	
ADMINISTRATIVE AIDE	10	1.0	1.0	
ADMINISTRATIVE ASSISTANT	17	7.0	8.0	1.0
ADMINISTRATIVE COORDINATOR	24	1.0	1.0	
ADMINISTRATIVE SPECIALIST	20	6.0	4.0	(2.0)
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	0.0	1.0	1.0
ADMINISTRATIVE SUPERVISOR	22	4.0	4.0	
ASSISTANT DIRECTOR (EXE LEV)	32	1.0	3.0	2.0
ASSISTANT SUPERINTENDENT	20	1.0	1.0	
CUSTODIAN	4	5.0	5.0	
CUSTOMER SERVICE REP. I	13	5.0	5.0	
CUSTOMER SERVICE REP. II	15	2.0	2.0	
CUSTOMER SERVICE REP. III	16	11.0	11.0	
CUSTOMER SERVICE SECTION CHIEF	22	1.0	1.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	4.0	4.0	
DEPUTY DIRECTOR (EXE LEV)	34	1.0	1.0	
DIVISION MANAGER	29	4.0	4.0	
ENVIRONMENTAL INVESTIGATOR II	16	2.0	2.0	
EQUIPMENT OPERATOR III	13	35.0	35.0	
EQUIPMENT WORKER	13	2.0	3.0	1.0
FIELD SUPERVISOR	17	1.0	1.0	
GENERAL SUPERINTENDENT	21	1.0	1.0	
GIS ANALYST	20	1.0	1.0	
LABORER	4	20.0	18.0	(2.0)
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	
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	2.0	0.0	(2.0)
SAFETY REPRESENTATIVE	19	4.0	4.0	
SEMI-SKILLED LABORER	6	19.0	18.0	(1.0)
SENIOR ACCOUNT CLERK	13	1.0	1.0	
SENIOR AUDITOR	21	0.0	1.0	1.0
SENIOR BUYER	22	1.0	1.0	
SENIOR COMMUNICATIONS SPECIALIST	20	1.0	1.0	
SENIOR COMMUNITY LIAISON	23	1.0	1.0	
SENIOR CONTRACT ADMINISTRATOR	27	1.0	0.0	(1.0)
SENIOR CONTRACT COMPLIANCE OFFICER	18	1.0	1.0	
SENIOR DISPATCHER	12	4.0	4.0	
SENIOR REFUSE TRUCK DRIVER	8	67.0	68.0	1.0
SENIOR SIDELOADER OPERATOR	9	172.0	174.0	2.0
SENIOR STAFF ANALYST	28	3.0	3.0	
SENIOR SUPERINTENDENT	27	6.0	6.0	
SENIOR TRAINER	21	1.0	1.0	
SIDELOADER OPERATOR	7	29.0	28.0	(1.0)
SOLID WASTE DIRECTOR	37	1.0	1.0	
SOLID WASTE SUPERVISOR	22	23.0	23.0	
STAFF ANALYST	26	1.0	1.0	
<b>Total FTEs</b>		<b>467.0</b>	<b>467.0</b>	<b>0.0</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>27.9</b>	<b>22.4</b>	<b>(5.5)</b>
<b>Full-Time Equivalents</b>		<b>439.1</b>	<b>444.6</b>	<b>5.5</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Revenue Summary**

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

Commit Item	Description	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
<b>2100010002</b>	<b>SWM - Administration Director's Office</b>			
426100	Non-Resident Garbage Fee	435,000	490,000	500,000
426110	Extra Container Garbage Fee	1,540,000	1,600,000	1,650,000
428080	Returned Check Charges	800	800	800
434305	Judgments & Claims	15,000	15,000	15,000
452020	Recoveries & Refunds	500	500	500
452030	Miscellaneous Revenue	10,000	10,000	10,000
<b>Total</b>	<b>SWM - Administration Director's Office</b>	<b>2,001,300</b>	<b>2,116,300</b>	<b>2,176,300</b>
<b>2100010003</b>	<b>SWM - Administrative Support</b>			
421320	Dumpster Permits	2,600,000	2,400,000	2,436,000
421630	Administrative Fee - Licenses & Permits	300,000	366,375	366,375
<b>Total</b>	<b>SWM - Administrative Support</b>	<b>2,900,000</b>	<b>2,766,375</b>	<b>2,802,375</b>
<b>Total</b>	<b>Solid Waste Management</b>	<b>4,901,300</b>	<b>4,882,675</b>	<b>4,978,675</b>

**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	21,828,555	16,068,491	16,290,721	16,923,237
500030	Salary Part Time - Civilian	139,061	44,370	44,370	44,370
500060	Overtime - Civilian	1,368,446	1,252,583	1,253,351	1,033,288
500090	Premium Pay - Civilian	79,260	27,405	23,490	20,887
500110	Bilingual Pay - Civilian	23,836	19,373	19,373	19,058
500180	Temporary Employees	562,685	193,558	88,349	0
500210	Pay for Performance-Municipal	112,648	203,341	203,345	192,483
501070	Pension - Civilian	3,426,357	2,762,639	2,762,639	3,621,567
501120	Termination Pay - Civilian	593,358	459,317	459,317	238,804
501160	Vehicle Allowance - Civilian	4,216	4,500	4,500	1,500
502010	FICA - Civilian	1,804,447	1,272,830	1,272,830	1,367,628
503010	Health Ins-Act Civilian	4,078,165	3,043,073	3,071,877	3,683,655
503015	Basic Life Insurance - Active Civilian	12,647	9,081	9,081	10,069
503060	Long Term Disability-Civilian	1,557	37,299	37,302	37,713
503090	Workers Compensation-Civilian-Admin	120,782	87,927	87,927	106,263
503100	Workers Compensation-Civilian-Claim	619,440	375,592	375,592	336,715
504020	Compensation Contingency	0	0	0	544,661
504030	Unemployment Claims - Administration	87,343	481,907	481,907	324,907
<b>Total</b>	<b>Personnel Services</b>	<b>34,862,803</b>	<b>26,343,286</b>	<b>26,485,971</b>	<b>28,506,805</b>
511010	Chemical Gases & Special Fluids	192,438	1,500	1,500	1,500
511015	Cleaning & Sanitary Supplies	110,470	89,085	89,007	94,035
511020	Construction Materials	25,097	32,000	10,000	20,000
511025	Electrical Hardware & Parts	663	13,500	2,500	2,500
511045	Computer Supplies	3,968	3,892	4,366	4,042
511050	Paper & Printing Supplies	3,339	2,727	1,950	1,950
511055	Publications & Printed Materials	1,208	1,165	1,165	1,165
511060	Postage	25,336	20,110	20,110	20,110
511070	Miscellaneous Office Supplies	49,245	55,257	42,256	52,106
511090	Medical & Surgical Supplies	1,952	4,800	4,120	4,900
511095	Small Technical & Scientific Equipment	0	10,000	1,000	1,000
511110	Fuel	4,617,217	4,620,137	4,536,679	5,087,042
511115	Vehicle Repair & Maintenance Supplies	3,646,273	381	6,088	1,000
511120	Clothing	177,391	136,747	155,899	132,847
511125	Food Supplies	27,717	36,300	44,603	52,700
511140	Landscaping & Gardening Supplies	6,985	5,000	5,100	5,000
511145	Small Tools & Minor Equipment	155,381	68,328	64,209	61,097
511150	Miscellaneous Parts & Supplies	232,016	170,795	134,948	128,720
<b>Total</b>	<b>Supplies</b>	<b>9,276,696</b>	<b>5,271,724</b>	<b>5,125,500</b>	<b>5,671,714</b>
520100	Temporary Personnel Services	299,174	50,000	50,000	50,000
520109	Medical Dental & Laboratory Services	39,122	28,000	28,000	28,000
520114	Miscellaneous Support Services	14,246	17,000	17,000	17,000
520115	Real Estate Lease/Office Rental	1,462	1,500	1,500	5,985
520116	Parking Services Contract	13,685	19,000	19,000	19,000
520118	Refuse Disposal	11,890,179	13,394,588	13,251,413	13,222,091
520119	Computer Equipment/Software Maintenance	19,195	1,000	1,000	1,000
520121	IT Application Svcs	195,191	298,541	298,541	459,455
520123	Vehicle & Motor Equipment Services	521,709	4,700	62,302	4,200
520124	Other Equipment Services	1,837	0	1,813	0
520132	Contracts/Sponsorships	3,422,372	3,503,232	3,503,232	3,503,232
520510	Mail/Delivery Services	0	0	190	0
520515	Print Shop Services	14,268	14,816	14,547	15,066
520520	Printing & Reproduction Services	22,570	7,000	5,728	7,000
520605	Advertising Services	1,247	600	600	600
520705	Insurance Fees	56,784	67,842	67,842	87,629
520725	Assessments - Other Governments	0	0	100	100
520765	Membership & Professional Fees	5,121	9,061	9,152	9,061
520805	Education & Training	59,504	19,935	13,564	26,520

**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
520815	Tuition Reimbursement	2,513	8,070	7,903	0
520905	Travel - Training Related	3,771	7,100	7,501	7,100
520910	Travel - Non-Training Related	9,903	8,800	5,194	5,800
521405	Building Maintenance Services	234,531	199,400	200,829	157,671
521410	Sewer Services	73,040	68,208	68,208	68,208
521415	Land and Grounds Maintenance	4,371	0	576	0
521505	Electricity	280,497	377,366	377,366	278,136
521510	Natural Gas	25,646	30,771	30,771	23,154
521605	Data Services	6,826	10,500	10,500	14,847
521610	Voice Services	178,816	177,027	177,027	173,486
521620	Voice Equipment	13,713	3,966	3,966	4,900
521625	Voice Labor	8,298	6,500	6,500	3,601
521630	GIS Revolving Fund Services	20,388	24,291	24,291	17,435
521705	Vehicle/Equipment Rental/Lease	15,547	20,000	20,000	20,000
521715	Office Equipment Rental	58,717	57,010	57,010	57,010
521725	Other Rental	3,128	0	1,695	0
521730	Parking Space Rental	39,256	53,610	53,610	53,610
522305	Freight Charges	3,152	100	1,850	1,700
522430	Miscellaneous Other Services & Charges	287,814	446,701	543,415	518,531
522435	Interest Charges Past Due Accounts	7	0	7	0
522721	Interfund HR Client Services	292,557	274,562	274,562	321,916
522722	KRONOS Service Chargeback	0	23,043	23,043	16,779
522723	Drainage Fee Service Chargeback	0	67,781	67,781	67,781
522735	Interfund Communication Equipment Repair	400	64,550	64,550	64,550
522795	Other Interfund Services	1,200	110,761	110,761	110,761
522845	Interfund Vehicle Services	0	12,384,399	12,384,399	13,740,471
<b>Total</b>	<b>Other Services and Charges</b>	<b>18,141,757</b>	<b>31,861,331</b>	<b>31,868,839</b>	<b>33,183,386</b>
560210	Furniture Fixtures and Equipment	12,356	0	0	0
560220	Vehicles	9,885	0	0	0
<b>Total</b>	<b>Equipment</b>	<b>22,241</b>	<b>0</b>	<b>0</b>	<b>0</b>
551010	Non-Capital Office Furniture & Equipment	9,243	5,524	1,555	0
551015	Non-Capital Computer Equipment	3,952	0	0	0
551040	Non-Capital Other	499,962	0	0	0
<b>Total</b>	<b>Non-Capital Equipment</b>	<b>513,157</b>	<b>5,524</b>	<b>1,555</b>	<b>0</b>
532020	Transfers to Capital Projects	0	117,706	117,706	118,501
532120	Transfer to Fleet/Eq	2,725,849	1,893,256	1,893,256	1,893,006
<b>Total</b>	<b>Debt Service and Other Uses</b>	<b>2,725,849</b>	<b>2,010,962</b>	<b>2,010,962</b>	<b>2,011,507</b>
<b>Grand Total Expenditures</b>		<b>65,542,503</b>	<b>65,492,827</b>	<b>65,492,827</b>	<b>69,373,412</b>

# Tab V



## HUMAN AND CULTURAL SERVICES DEPARTMENTS

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# HEALTH AND HUMAN SERVICES DEPARTMENT

## Department Description and Mission

The Health and Human Services Department (HDHHS) works with the community to promote and protect the health and social well being of Houstonians. To accomplish this mission, the department's programs and activities are structured within seven priority areas:

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

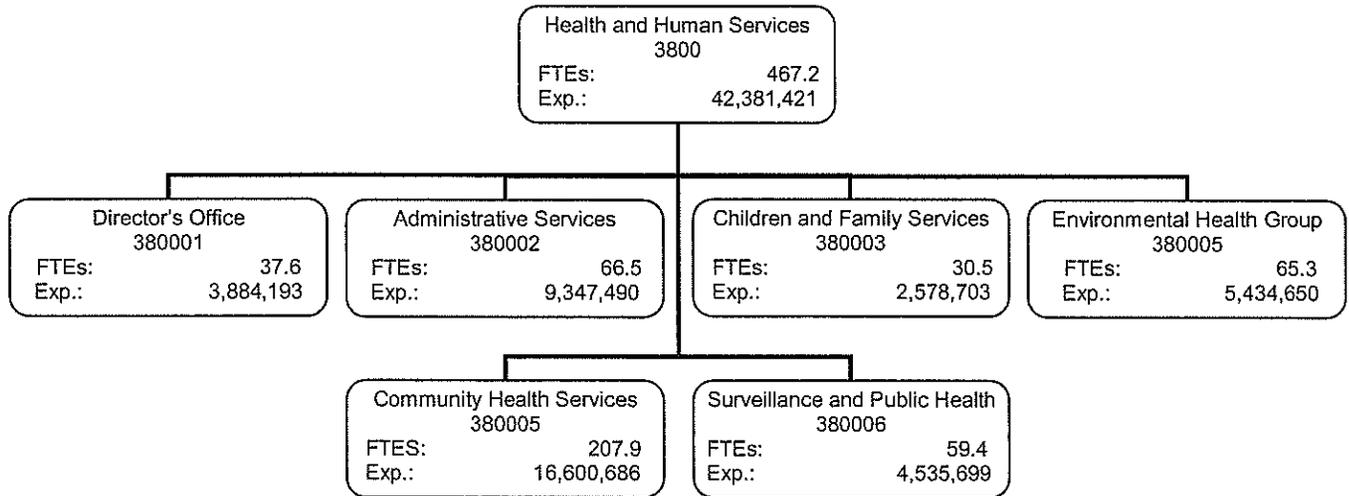
### Department Short Term Goals

- Prevent the spread of communicable diseases
- Protect against environmental hazards
- Assure quality and accessible community-wide health and human services
- Educate, promote and encourage healthy behaviors
- Improve the public health infrastructure
- Collect, analyze and disseminate health data
- Provide leadership, planning and policy development
- Assure a competent public health workforce

### Department Long Term Goals

- Improve communicable/infectious disease identification and control
- Improve the environment and environmental outcomes in the City
- Improve departmental infrastructure to provide effective and efficient services to the community
- Improve access to health information and dissemination

## Department Organization



**FISCAL YEAR 2013 BUDGET**

**Business Area Budget Summary**

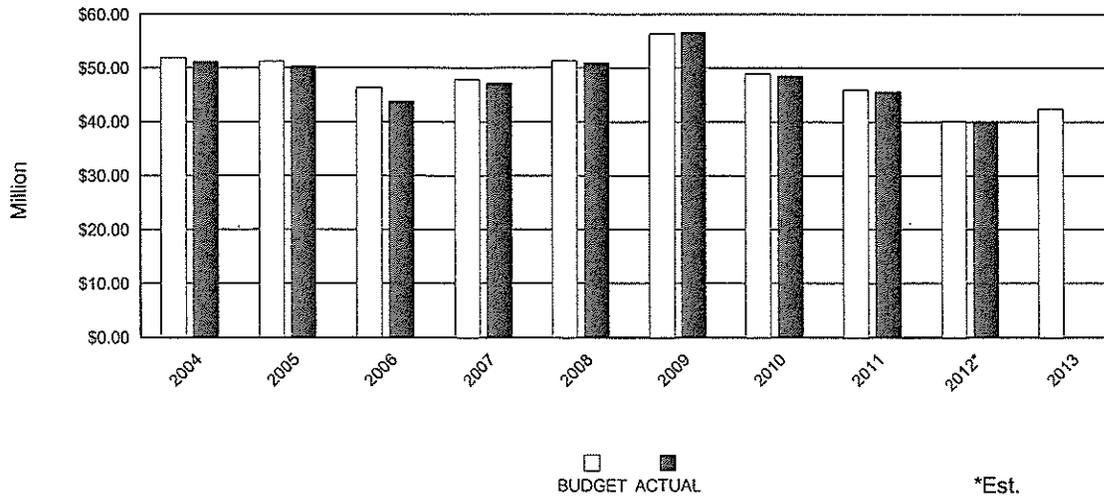
Fund Name : General Fund  
 Business Area Name : Health and Human Services  
 Fund No./Bus. Area No. : 1000 / 3800

	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget	
Expenditures	Personnel Services	38,409,587	32,961,147	33,770,317	35,806,150
	Supplies	1,661,039	1,444,520	1,075,700	1,061,790
	Other Services and Charges	5,329,198	5,502,983	5,211,434	5,505,481
	Equipment	66,727	89,502	0	0
	Non-Capital Equipment	6,607	69,199	9,900	8,000
	Total M & O Expenditures	45,473,158	40,067,351	40,067,351	42,381,421
	Debt Service & Other Uses	140,972	0	0	0
Total Expenditures	45,614,130	40,067,351	40,067,351	42,381,421	
Revenues	15,066,839	15,169,700	14,584,900	13,369,500	
Staffing	Full-Time Equivalents - Civilian	571.4	450.8	458.0	467.2
	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	571.4	450.8	458.0	467.2
	Full-Time Equivalents - Overtime	3.4	2.4	2.4	1.5

**Significant Budget Changes and Highlights**

- o FY2013 Budget includes funding for expenditure increases in health benefits (\$815,384) and pension contribution (\$874,896).
- o Relocate laboratory services from the old Braeswood location to the new Holcombe facility.
- o Additional funding for Tuberculosis Control (TB) Program as a result of federal Community Development Block Grant (CDBG) reductions in the amount of \$554,000 (9 FTEs).

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



**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
Fund Name : General Fund			
Business Area Name : Health and Human Services			
Fund No./Bus Area No. : 1000 / 3800			
<b>Name: Director's Office -- 380001</b>			
<b>Mission:</b> Provide 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.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Complete Network Requests	780	406	929
Complete Programming Requests	139	106	205
Desktop Support Requests	7,277	5,300	7,168
Mayor Customer Service Response	124	120	108
<b>Name: Administrative Services Division -- 380002</b>			
<b>Mission:</b> Support the department in maximizing services through efficient financial reporting, revenue enhancement, exceptional customer service and effective controlling processes.			
<b>Goal:</b> Provide all areas of the department with timely and accurate administrative services to maximize resources.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
MFOR and other financial analysis and reports	18	24	24
Grant Setups	66	60	60
Contract Setups	77	50	50
<b>Name: Children and Family Services -- 380003</b>			
<b>Mission:</b> Promote and protect the health and social well-being of Houston's children and seniors while encouraging self-sufficiency when possible.			
<b>Goal:</b> To promote optimal growth of Houston's at-risk mothers, babies, and small children through nutrition, nutrition education, and referral services. To promote oral health and community-based primary preventive measures for at-risk Houston children. To promote the well-being and quality of life for seniors.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Safety Net Dental Encounters	10,701	8,000	8,000
Project Saving Smiles	11,004	2,770	3,000
Care Houston Encounters	877	1,000	1,000
Immunization Clinic Encounters	27,702	20,000	10,000
Family Planning Encounters	17,831	12,200	12,200

**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name</b>	: General Fund		
<b>Business Area Name</b>	: Health and Human Services		
<b>Fund No./Bus Area No.</b>	: 1000 / 3800		
<b>Name: Environmental Health Group -- 380004</b>			
<b>Mission:</b> 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, surface water quality, occupational health and safety inspections, indoor air quality, food sanitation and a safe in-home environment.			
<b>Goal:</b> Develop a coordinated, integrated complaint intake and response system for the Bureaus within the Environmental Health Division. Develop an integrated database of environmental health data from various stakeholders. Focus program efforts on areas of high risk while maintaining critical complaint response capacity. Maintain all mandated inspection, permitting, monitoring and investigative activities.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Air, Water and Waste Investigations	3,064	2,800	2,800
Food Establishments Inspections	25,053	24,000	37,938
Food Establishments Complaints	2,159	2,100	2,200
Enforcement Cases - BPCP	61	80	80
Radiation Inspections	88	150	175
<b>Name: Community Health Services -- 380005</b>			
<b>Mission:</b> Promote and protect the health and social well-being of Houstonians.			
<b>Goal:</b> 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."			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Number of TB Prescriptions	24,865	24,500	24,500
Number of Clinic Orders Filled	74,153	45,500	45,500
STD Encounters	16,991	15,800	15,800
Jail Health Clinic Encounters	187,105	165,700	165,700
TB Clinic Encounters	9,669	6,500	6,500
<b>Name: Surveillance and Public Health Preparedness -- 380006</b>			
<b>Mission:</b> Respond to disasters and epidemics using epidemiological and laboratory resources to prevent and control diseases in support of policies that enable families and individuals to be self-sufficient and live in a safe and healthy community.			
<b>Goal:</b> Initiate all high priority disease investigations like meningitis, anthrax, etc. Perform lab tests within established turnaround times. Establish infrastructure that receives, analyzes and transmits public health data. Provide appropriate post exposure prophylaxis when required. Coordinate public health emergency response with community partners.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Number of Diseases Investigated	14,744	40,000	40,000
Number of Outbreaks Investigated	42	40	40
Laboratory Tests Performed	448,480	486,000	420,000

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>							
<b>Fund Name : General Fund</b> <b>Business Area Name : Health and Human Services</b> <b>Fund No./Bus Area No. : 1000 / 3800</b>							
Division Description		FY2011 Actual		FY2012 Estimate		FY2013 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
<b>Director's Office</b>	<b>380001</b>						
The Director's Office provides oversight and input related to legislative and health policy issues, facilitates department strategic planning, acts as liaison for community stakeholders. Instrumental in providing direction for administrative support, management, and programmatic issues. Coordinates strategic planning, program evaluation, project partnership and policy development support.		54.8	3,961,080	39.4	3,868,800	37.6	3,884,193
<b>Administrative Services Division</b>	<b>380002</b>						
Administrative Services Division consists of General and Special Revenue Funds and Grants Budget Groups, Contracts and Procurement, Business Management, Birth and Death Certificates and Facility Maintenance.		95.3	8,621,531	66.0	8,886,492	66.5	9,347,490
<b>Children and Family Services</b>	<b>380003</b>						
Instrumental in promoting optimal growth of Houston's at risk mothers, babies and small children through nutrition, nutrition education and referral services. Promotes the well-being and quality of life for seniors and assists with oral health and preventive dental cares for at-risk Houston children.		28.8	3,241,544	32.5	2,389,682	30.5	2,578,703
<b>Environmental Health Group</b>	<b>380004</b>						
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).		112.9	6,081,509	65.3	5,182,300	65.3	5,434,650
<b>Community Health Services</b>	<b>380005</b>						
Community Health Services provides public health clinical and social support services to enhance the health and well-being of individuals through a network of Houston area health centers and multi-service centers. Key components include HIV/STD prevention, TB Control, Immunizations, and Jail Health Operations.		239.8	19,128,219	202.1	15,964,817	207.9	16,600,686

**FISCAL YEAR 2013 BUDGET**

Division Summary						
Fund Name : General Fund Business Area Name : Health and Human Services Fund No./Bus Area No. : 1000 / 3800						
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Surveillance and Public Health Preparedness 380006 Surveillance and Public Health Preparedness consists of Epidemiology, Laboratory Services and Public Health Preparedness.	39.8	4,580,247	52.7	3,775,260	59.4	4,535,699
Total	571.4	45,614,130	458.0	40,067,351	467.2	42,381,421

**FISCAL YEAR 2013 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	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
ACCOUNT CLERK	10	2.0	1.0	(1.0)
ADMINISTRATION MANAGER	26	8.0	7.0	(1.0)
ADMINISTRATION MANAGER (EXE LEV)	26	3.0	3.0	
ADMINISTRATIVE AIDE	10	1.0	1.0	
ADMINISTRATIVE ASSISTANT	17	7.0	5.8	(1.2)
ADMINISTRATIVE ASSISTANT (EXE LEV)	17	1.0	1.0	
ADMINISTRATIVE ASSOCIATE	13	4.0	4.0	
ADMINISTRATIVE COORDINATOR	24	9.0	9.0	
ADMINISTRATIVE SPECIALIST	20	2.0	1.0	(1.0)
ADMINISTRATIVE SUPERVISOR	22	10.0	9.0	(1.0)
ASSISTANT DIRECTOR (EXE LEV)	32	6.8	4.0	(2.8)
ASSISTANT DIRECTOR-PUBLIC HEALTH (EXE LEV)	33	0.0	0.8	0.8
BUREAU CHIEF,PUBLIC HEALTH	30	0.0	1.0	1.0
BUREAU CHIEF,PUBLIC HEALTH (EXE LEV)	30	6.4	6.3	(0.1)
CASHIER	6	2.0	0.0	(2.0)
CENTER ADMINISTRATOR	25	0.0	1.0	1.0
CHEMIST I	14	0.0	1.0	1.0
CHEMIST II	17	5.0	4.0	(1.0)
CHEMIST III	21	3.0	3.0	
CHEMIST IV	23	4.0	4.0	
CHIEF NURSE,RN	25	4.0	4.0	
CHIEF PHARMACIST	27	0.0	1.0	1.0
CHIEF PHYSICIAN,MD	35	2.0	2.0	
CHIEF SANITARIAN	28	2.4	2.4	
CLINIC ASSISTANT	9	25.0	25.0	
COMMUNICATIONS TECHNICIAN	15	0.0	1.0	1.0
COMMUNITY INVOLVEMENT COORDINATOR	22	2.0	1.0	(1.0)
COMMUNITY LIAISON	18	9.0	10.0	1.0
COMMUNITY RELATIONS SPECIALIST	11	13.0	11.7	(1.3)
COUNSELOR	20	3.0	4.0	1.0
CUSTOMER SERVICE CLERK	10	4.0	4.0	
CUSTOMER SERVICE REP. I	13	26.0	25.0	(1.0)
CUSTOMER SERVICE REP. II	15	0.0	2.0	2.0
CUSTOMER SERVICE REP. III	16	1.0	1.8	0.8
CUSTOMER SERVICE SUPERVISOR	18	6.0	6.0	
DATA ENTRY OPERATOR	8	0.0	1.0	1.0
DENTAL ASSISTANT	9	16.0	16.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	2.0	2.0	
DEPUTY DIRECTOR (EXE LEV)	34	0.0	1.0	1.0
DIRECTOR OF PUBLIC HEALTH	37	1.0	1.0	
DIVISION MANAGER	29	2.0	1.0	(1.0)
DIVISION MANAGER (EXE LEV)	29	7.7	7.7	
ENGINEER	26	1.0	1.0	
ENVIRONMENTAL INVESTIGATOR II	16	2.0	2.0	
ENVIRONMENTAL INVESTIGATOR III	20	8.0	8.0	
ENVIRONMENTAL INVESTIGATOR IV	23	3.0	3.5	0.5
ENVIRONMENTAL INVESTIGATOR V	28	0.0	0.2	0.2
EPIDEMIOLOGIST MANAGER	27	0.7	0.9	0.2
EXECUTIVE OFFICE ASSISTANT	15	1.0	2.0	1.0
EXECUTIVE STAFF ANALYST (EXE LEV)	30	0.0	0.5	0.5
FINANCIAL ANALYST III	21	0.0	1.0	1.0
FINANCIAL ANALYST IV	25	6.0	6.5	0.5

FISCAL YEAR 2013 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	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
FIXED ASSET MANAGER	25	0.0	1.0	1.0
FIXED ASSET SPECIALIST	13	1.0	1.0	
GIS ANALYST	20	1.0	1.0	
GRADUATE ENGINEER	22	2.0	2.0	
HEALTH PLANNING CHIEF	24	0.0	1.0	1.0
INVENTORY MANAGEMENT CLERK	9	2.0	1.0	(1.0)
IT PROJECT MANAGER	28	0.0	0.1	0.1
JAIL MEDICAL SPECIALIST	17	16.0	15.0	(1.0)
LABORATORY MANAGER	28	1.0	2.0	1.0
LABORATORY SUPERVISOR	24	4.9	6.5	1.6
LABORATORY TECHNICIAN	6	7.0	8.0	1.0
LICENSED VOCATIONAL NURSE	12	9.0	9.0	
MAILROOM SUPERVISOR	13	1.0	1.0	
MANAGEMENT ANALYST II	18	2.0	2.0	
MANAGEMENT ANALYST III	21	1.0	1.8	0.8
MANAGEMENT ANALYST IV	25	2.7	2.0	(0.7)
MEDICAL RECORDS SUPERVISOR	19	2.0	2.0	
MESSENGER	6	1.0	1.0	
MICROBIOLOGIST I	14	6.0	5.0	(1.0)
MICROBIOLOGIST II	17	6.0	8.0	2.0
MICROBIOLOGIST III	21	6.0	6.0	
MICROBIOLOGIST IV	23	3.0	3.0	
NURSE PRACTITIONER	26	4.0	5.0	1.0
OFFICE SUPERVISOR	17	1.0	0.0	(1.0)
PHARMACY TECHNICIAN	9	1.0	2.0	1.0
PHYSICIAN,MD	33	4.0	4.0	
PROGRAMMER ANALYST IV	25	0.8	0.0	(0.8)
PROJECT MANAGER	24	0.0	1.0	1.0
PUBLIC HEALTH CLERK	8	20.0	20.0	
PUBLIC HEALTH DENTIST,DDS	26	1.0	1.0	
PUBLIC HEALTH INVESTIGATOR	12	3.0	6.0	3.0
PUBLIC HEALTH NURSE III	21	4.0	2.0	(2.0)
PUBLIC HEALTH NURSE IV	22	15.0	16.0	1.0
PUBLIC INFORMATION OFFICER	26	0.5	0.5	
REGISTRAR-VITAL STATISTICS	26	1.0	1.0	
SANITARIAN I	14	8.0	8.0	
SANITARIAN II	17	8.8	8.8	
SANITARIAN III	21	11.2	11.2	
SENIOR ACCOUNT CLERK	13	4.0	5.0	1.0
SENIOR AUDITOR	21	1.0	0.0	(1.0)
SENIOR BUYER	22	2.0	2.0	
SENIOR CLINICAL EDUCATION COORDINATOR	20	1.0	1.0	
SENIOR COMMUNICATIONS SPECIALIST	20	1.0	1.0	
SENIOR COMMUNITY LIAISON	23	4.0	4.0	
SENIOR COMPUTER OPERATOR	14	1.0	1.0	
SENIOR CONTRACT ADMINISTRATOR	27	1.0	1.0	
SENIOR COUNSELOR	22	4.0	7.0	3.0
SENIOR CUSTOMER SERVICE CLERK	12	9.0	6.8	(2.2)
SENIOR DATA BASE ANALYST	25	1.0	1.0	
SENIOR DATA ENTRY OPERATOR	12	0.0	1.0	1.0
SENIOR INVENTORY MANAGEMENT CLERK	12	1.0	2.0	1.0
SENIOR IT PROJECT MANAGER (EXE LEV)	30	1.0	1.0	

**FISCAL YEAR 2013 BUDGET**

**Business Area Roster Summary**

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

<b>Job Description</b>	<b>Pay Grade</b>	<b>FY2012 Current Budget FTE</b>	<b>FY2013 Budget FTE</b>	<b>Change</b>
SENIOR JAIL MEDICAL SPECIALIST	19	4.0	4.0	
SENIOR MICROCOMPUTER ANALYST	23	1.0	1.0	
SENIOR NUTRITIONIST	18	1.0	1.0	
SENIOR OFFICE ASSISTANT	12	4.0	4.0	
SENIOR PROJECT MANAGER	27	1.0	1.0	
SENIOR PUBLIC HEALTH DENTIST,DDS	28	5.0	5.0	
SENIOR PUBLIC HEALTH EDUCATOR	18	2.0	2.0	
SENIOR PUBLIC HEALTH INVESTIGATOR	16	1.0	8.0	7.0
SENIOR STAFF ANALYST	28	1.0	1.0	
SENIOR STAFF ANALYST (EXE LEV)	28	1.2	2.2	1.0
SENIOR TELECOMMUNICATIONS SPECIALIST	21	1.0	1.0	
SENIOR TRAINER	21	1.0	1.0	
STAFF ANALYST	26	6.8	7.8	1.0
STAFF ANALYST (EXE LEV)	26	1.0	0.0	(1.0)
STAFF EPIDEMIOLOGIST	22	4.6	6.6	2.0
STAFF PHARMACIST	25	2.0	2.0	
SURVEILLANCE INVESTIGATOR-EPIDEMIOLOGY	17	1.0	2.0	1.0
SYSTEMS CONSULTANT	26	2.0	2.8	0.8
SYSTEMS SUPPORT ANALYST II	19	2.0	2.4	0.4
SYSTEMS SUPPORT ANALYST IV	25	1.0	1.0	
TECHNICAL HARDWARE ANALYST I	17	1.0	1.0	
X-RAY TECHNICIAN	13	2.0	2.0	
<b>Total FTEs</b>		<b>457.5</b>	<b>481.6</b>	<b>24.1</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>6.7</b>	<b>14.4</b>	<b>7.7</b>
<b>Full-Time Equivalents</b>		<b>450.8</b>	<b>467.2</b>	<b>16.4</b>

**FISCAL YEAR 2013 BUDGET**

**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	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
<b>3800020009</b>	<b>HHS - Department Wide Charges</b>			
425110	Indirect Cost Recovery-Grants	4,300,000	4,613,400	4,100,000
426330	Miscellaneous Copies Fees	4,000	3,900	3,900
428080	Returned Check Charges	1,300	1,300	900
434340	Cashier Overages	0	1,500	0
447020	Garage Parking Revenue	150,000	150,000	146,000
452030	Miscellaneous Revenue	1,000	0	0
<b>Total</b>	<b>HHS - Department Wide Charges</b>	<b>4,456,300</b>	<b>4,770,100</b>	<b>4,250,800</b>
<b>3800040003</b>	<b>HHS - Air Quality</b>			
421060	Miscellaneous Health Permits	1,156,200	850,000	782,500
<b>3800040006</b>	<b>HHS - Consumer Health</b>			
421010	Special Food Permits	890,300	1,038,200	1,052,300
421020	Food Dealers Permits	3,381,700	3,343,400	3,395,600
421030	Food Managers Permits	474,100	349,400	354,700
421040	Mobile Food Vendor Licenses	479,100	351,300	356,100
421630	Administrative Fee - Licenses & Permits	153,200	150,900	150,900
<b>Total</b>	<b>HHS - Consumer Health</b>	<b>5,378,400</b>	<b>5,233,200</b>	<b>5,309,600</b>
<b>3800050001</b>	<b>HHS - Neighborhood Svc</b>			
426420	Building Space Rental Fees	490,000	490,000	490,000
426430	Facility Rental Fees	89,800	89,800	89,800
<b>Total</b>	<b>HHS - Neighborhood Svc</b>	<b>579,800</b>	<b>579,800</b>	<b>579,800</b>
<b>3800050002</b>	<b>HHS - Maternal Child Health</b>			
422010	Medicaid Title XIX	300,000	300,000	300,000
422020	Medicaid Title XX	1,200,000	870,000	370,000
<b>Total</b>	<b>HHS - Maternal Child Health</b>	<b>1,500,000</b>	<b>1,170,000</b>	<b>670,000</b>
<b>3800050017</b>	<b>HHS - NuevaCasaDeAmigo</b>			
426130	Dental Fees	0	5,000	0
<b>3800060003</b>	<b>HHS - Vital Statistics</b>			
426300	Certified Copies Fees	2,085,000	1,950,000	1,750,000
426330	Miscellaneous Copies Fees	14,000	0	0
452030	Miscellaneous Revenue	0	16,000	16,000
<b>Total</b>	<b>HHS - Vital Statistics</b>	<b>2,099,000</b>	<b>1,966,000</b>	<b>1,766,000</b>
<b>3800060005</b>	<b>HHS - Laboratory Admin</b>			
426420	Building Space Rental Fees	0	10,800	10,800
<b>Total</b>	<b>Health and Human Services</b>	<b>15,169,700</b>	<b>14,584,900</b>	<b>13,369,500</b>

**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	26,501,268	22,076,210	22,868,134	23,308,576
500015	HOPE Union Business Leave	0	0	400	0
500030	Salary Part Time - Civilian	275,254	229,614	170,800	252,218
500060	Overtime - Civilian	193,240	141,900	272,026	95,800
500090	Premium Pay - Civilian	33,313	40,000	40,000	40,000
500110	Bilingual Pay - Civilian	145,284	116,081	120,342	125,476
500180	Temporary Employees	2,514	0	0	0
500250	HOPE Union Business Usage	2,062	0	4,100	0
501070	Pension - Civilian	4,235,632	4,055,418	4,114,451	4,988,042
501120	Termination Pay - Civilian	775,651	496,400	400,900	496,400
501160	Vehicle Allowance - Civilian	33,171	33,600	13,560	0
502010	FICA - Civilian	2,007,728	1,759,765	1,756,827	1,814,345
503010	Health Ins-Act Civilian	3,728,606	3,210,572	3,179,746	3,960,702
503015	Basic Life Insurance - Active Civilian	15,362	13,612	30,419	13,682
503060	Long Term Disability-Civilian	(386)	39,596	44,890	39,682
503090	Workers Compensation-Civilian-Admin	83,165	91,421	94,164	112,689
503100	Workers Compensation-Civilian-Claim	171,846	136,022	138,622	136,022
504030	Unemployment Claims - Administration	205,877	520,936	520,936	422,516
<b>Total</b>	<b>Personnel Services</b>	<b>38,409,587</b>	<b>32,961,147</b>	<b>33,770,317</b>	<b>35,806,150</b>
511010	Chemical Gases & Special Fluids	(1,692)	5,200	5,200	4,300
511015	Cleaning & Sanitary Supplies	43,971	18,200	16,400	18,100
511020	Construction Materials	760	0	2,000	0
511025	Electrical Hardware & Parts	65	4,209	100	300
511030	Mechanical Hardware & Parts	0	2,000	1,000	5,000
511040	Audiovisual Supplies	63	1,000	2,900	0
511045	Computer Supplies	22,989	43,200	28,000	19,000
511050	Paper & Printing Supplies	10,071	17,500	17,000	18,700
511055	Publications & Printed Materials	3,818	5,500	17,000	5,500
511060	Postage	119,034	81,049	50,200	42,600
511070	Miscellaneous Office Supplies	145,341	102,120	103,600	84,363
511075	Library Circulation Supplies	0	0	100	0
511080	General Laboratory Supplies	361,421	252,400	85,300	109,400
511085	Drugs & Medical Chemicals	532,674	566,505	352,300	371,200
511090	Medical & Surgical Supplies	109,525	79,889	97,700	114,300
511095	Small Technical & Scientific Equipment	3,834	5,900	5,900	300
511110	Fuel	154,695	183,100	183,100	182,700
511115	Vehicle Repair & Maintenance Supplies	98	2,100	1,000	2,500
511120	Clothing	918	2,500	6,100	1,000
511125	Food Supplies	22,958	3,200	11,000	0
511135	Recreational Supplies	897	0	100	0
511140	Landscaping & Gardening Supplies	3,047	2,000	0	0
511145	Small Tools & Minor Equipment	628	2,600	1,600	6,100
511150	Miscellaneous Parts & Supplies	125,899	63,848	87,500	76,427
511160	Protective Gear	13	500	500	0
511165	Fire Fighting Equipment	12	0	100	0
<b>Total</b>	<b>Supplies</b>	<b>1,661,039</b>	<b>1,444,520</b>	<b>1,075,700</b>	<b>1,061,790</b>
520100	Temporary Personnel Services	535,675	475,903	501,500	511,768
520101	Janitorial Services	44,928	22,000	20,000	14,400
520102	Security Services	59,062	71,913	59,100	40,700

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

<b>Commit Item</b>	<b>Description</b>	<b>FY2011 Actual</b>	<b>FY2012 Current Budget</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
520103	Subrecipient Contract Services	486,296	171,800	174,200	171,800
520105	Accounting & Auditing Services	0	0	300	0
520107	Computer Info/Contr	0	0	30,000	0
520108	Information Resource Services	24,236	65,200	48,474	65,200
520109	Medical Dental & Laboratory Services	61,814	32,036	17,100	73,800
520110	Management Consulting Services	29,897	44,800	18,200	0
520113	Photographic Services	(2,213)	0	0	0
520114	Miscellaneous Support Services	119,294	81,600	83,100	76,251
520115	Real Estate Lease/Office Rental	373,740	372,100	172,100	363,618
520119	Computer Equipment/Software Maintenance	81,597	51,254	44,000	38,400
520120	Communications Equipment Services	0	124,520	146,300	139,950
520121	IT Application Svcs	67,676	94,099	94,099	144,818
520122	Office Equipment Services	3,669	4,805	1,700	2,000
520123	Vehicle & Motor Equipment Services	261,328	240,500	240,400	240,400
520124	Other Equipment Services	4,220	27,832	11,500	2,400
520126	Construction Site Work Services	19,951	0	0	0
520157	Computer Software Maintenance Services	0	42,200	45,700	63,600
520159	Non-Sub-Recipient Grant Contract	268,992	277,000	277,000	165,300
520510	Mail/Delivery Services	478	7,137	2,500	0
520515	Print Shop Services	24,681	11,542	12,200	13,200
520520	Printing & Reproduction Services	7,252	11,909	9,000	8,500
520605	Advertising Services	1,540	1,000	100	0
520705	Insurance Fees	238,077	267,165	267,165	326,623
520725	Assessments - Other Governments	221,986	40,700	40,600	112,000
520760	Contributions	128	0	0	0
520765	Membership & Professional Fees	106,984	84,800	76,800	79,800
520805	Education & Training	61,201	73,200	49,000	62,600
520815	Tuition Reimbursement	23,431	10,000	10,000	0
520905	Travel - Training Related	84,561	114,110	98,100	86,808
520910	Travel - Non-Training Related	46,383	43,483	46,900	37,800
521310	Small Diff. -GR/IR	2,673	0	0	0
521405	Building Maintenance Services	2,028	1,700	400	10,600
521415	Land and Grounds Maintenance	0	2,000	0	0
521605	Data Services	184,605	225,000	225,000	318,150
521610	Voice Services	1,095,035	1,084,086	1,084,086	1,062,404
521620	Voice Equipment	30,624	23,796	23,796	29,400
521625	Voice Labor	30,397	25,000	25,000	21,607
521630	GIS Revolving Fund Services	42,238	50,627	50,627	38,476
521705	Vehicle/Equipment Rental/Lease	62,050	1,600	16,600	1,000
521715	Office Equipment Rental	30,409	15,100	16,400	6,500
521725	Other Rental	27,158	30,000	28,000	24,100
521730	Parking Space Rental	2,484	3,400	4,900	400
522305	Freight Charges	997	1,100	700	1,000
522410	Cashier Shortages	519	344	200	0
522420	Petty Cash/Change Special Fund	0	0	100	0
522430	Miscellaneous Other Services & Charges	87,057	125,955	130,620	120,184
522720	Interfund Payroll Services	(1,650)	0	0	0
522721	Interfund HR Client Services	293,038	603,413	603,413	703,690
522722	KRONOS Service Chargeback	0	21,338	21,338	17,341
522723	Drainage Fee Service Chargeback	0	61,778	61,778	58,170
522780	Interfund Photo Copy Services	182,625	158,200	115,400	183,625

**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
522790	Interfund Inventory Adjustments	0	8,100	9,400	10,300
522835	Scrapping of Inventory for Disposal	47	0	700	800
522840	Interfund Permit Center Rent Chargeback	0	195,838	195,838	55,998
<b>Total</b>	<b>Other Services and Charges</b>	<b>5,329,198</b>	<b>5,502,983</b>	<b>5,211,434</b>	<b>5,505,481</b>
560210	Furniture Fixtures and Equipment	49,995	89,502	0	0
560230	Computer HW and Developed SW	16,732	0	0	0
<b>Total</b>	<b>Equipment</b>	<b>66,727</b>	<b>89,502</b>	<b>0</b>	<b>0</b>
551010	Non-Capital Office Furniture & Equipment	11,702	9,550	6,600	7,000
551015	Non-Capital Computer Equipment	(15,863)	19,426	2,300	1,000
551025	Non-Capital Scientific/Medical Equipment	9,602	39,919	600	0
551040	Non-Capital Other	1,166	304	400	0
<b>Total</b>	<b>Non-Capital Equipment</b>	<b>6,607</b>	<b>69,199</b>	<b>9,900</b>	<b>8,000</b>
532120	Transfer to Fleet/Eq	140,972	0	0	0
<b>Total</b>	<b>Debt Service and Other Uses</b>	<b>140,972</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total Expenditures</b>		<b>45,614,130</b>	<b>40,067,351</b>	<b>40,067,351</b>	<b>42,381,421</b>



# 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.

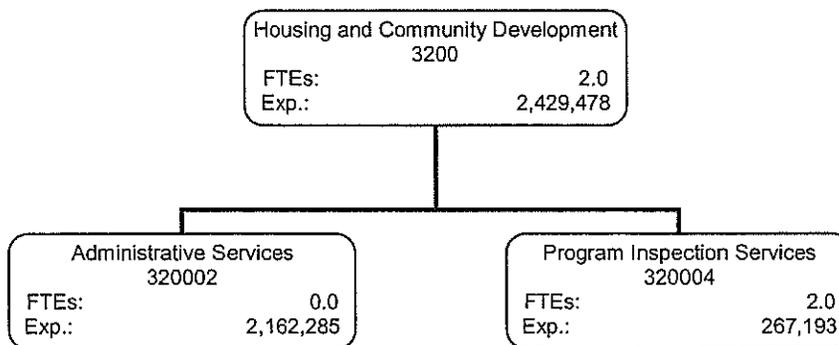
### Department Short Term Goals

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 2013 BUDGET**

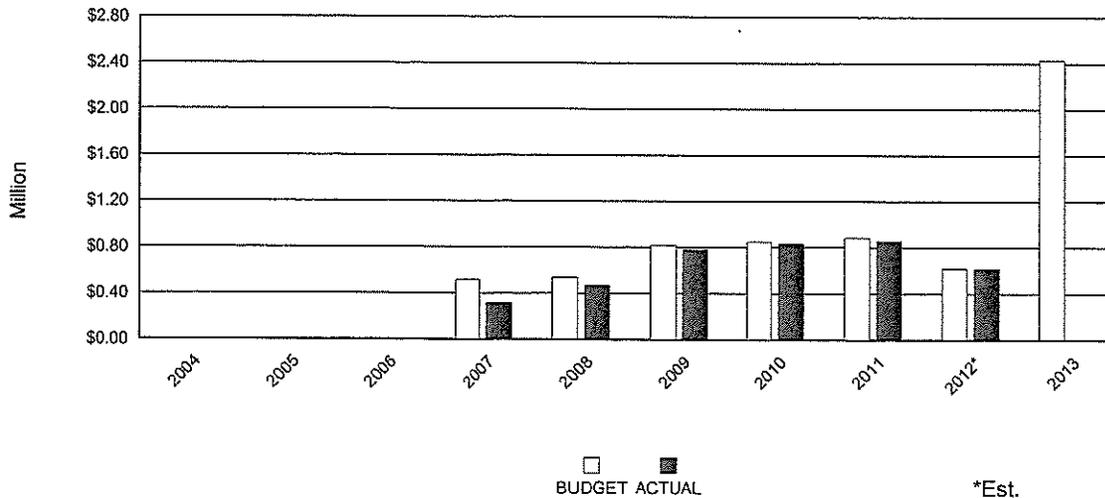
**Business Area Budget Summary**

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

		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	702,115	252,428	252,428	267,193
	Other Services and Charges	157,920	367,351	367,351	2,162,285
	Total M & O Expenditures	860,035	619,779	619,779	2,429,478
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	860,035	619,779	619,779	2,429,478
Revenues		331	0	0	0
Staffing	Full-Time Equivalents - Civilian	2.9	2.0	2.0	2.0
	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	2.9	2.0	2.0	2.0
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0

- Significant Budget Changes and Highlights**
- o FY2013 Budget includes funding for expenditure increases in health benefits (\$2,344) and pension contribution (\$7,631).
  - o FY2013 Budget includes 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 (LARA) and (2) Service of the Emergency Aid Resource Center for the Homeless (SEARCH) Mobile Outreach Program.
  - o Support affordable housing initiatives through the acquisition of vacant parcels through tax foreclosure sales and redistributing 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 SEARCH Mobile Outreach program.
  - o FY2013 Budget includes a maximum \$1.8M related to repayment of disallowed Housing Opportunities for Persons with AIDS (HOPWA) grant costs and payment of a 2008 settlement agreement with the U.S. Department of Housing and Urban Development for disallowed HOPWA costs. The final cost to the General Fund is still being determined.

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



**FISCAL YEAR 2013 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 initiative/program helps Houstonians who are homeless to get back on their feet, move from the streets into safe stable housing and jobs.

**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. By making available food, water, clothing, and blankets, they offer an important lifeline to people who need assistance.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Outreach (Unduplicated)	385	717	750
Homeless (Unduplicated)	28	44	30
Stabilization (Unduplicated)	590	200	500

**Name: HCD - Prgm Insp Services -- 320004**

**Mission:** Ensure program compliance of Housing's initiatives. 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	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Foreclosed Vacant Lots	75	60	65
Resale Vacant Lots	26	30	50
Homebuyers - Affordable Homebuyers Programs (AHP)	9	10	10

**FISCAL YEAR 2013 BUDGET**

Division Summary						
<b>Fund Name : General Fund</b> <b>Business Area Name : Housing &amp; Community Development</b> <b>Fund No./Bus Area No. : 1000 / 3200</b>						
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
<b>Administrative Services</b> <span style="float:right">320002</span> 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	364,730	0.0	367,351	0.0	2,162,285
<b>HCD - Prgm Insp Services</b> <span style="float:right">320004</span> Ensure program compliance of HCDD initiatives. 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. Market "Affordable Housing Programs (AHP)" to potential homebuyers, developer/contractors, and realtors.	2.9	495,305	2.0	252,428	2.0	267,193
<b>Total</b>	<b>2.9</b>	<b>860,035</b>	<b>2.0</b>	<b>619,779</b>	<b>2.0</b>	<b>2,429,478</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Roster Summary**

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

<b>Job Description</b>	<b>Pay Grade</b>	<b>FY2012 Current Budget FTE</b>	<b>FY2013 Budget FTE</b>	<b>Change</b>
ADMINISTRATIVE SPECIALIST	20	1.6	0.0	(1.6)
ADMINISTRATIVE SUPERVISOR	22	0.0	1.0	1.0
DEPUTY DIRECTOR (EXE LEV)	34	0.3	1.0	0.7
STAFF ANALYST (EXE LEV)	26	1.0	0.0	(1.0)
<b>Total FTEs</b>		<u>2.9</u>	<u>2.0</u>	<u>(0.9)</u>
<b>Less adjustment for Civilian Vacancy Factor</b>		<u>0.9</u>	<u>0.0</u>	<u>(0.9)</u>
<b>Full-Time Equivalent</b>		<u>2.0</u>	<u>2.0</u>	<u>0.0</u>

**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	546,984	180,738	180,738	187,738
500030	Salary Part Time - Civilian	20,694	0	0	0
500110	Bilingual Pay - Civilian	0	1,198	1,198	0
501070	Pension - Civilian	67,700	32,532	32,532	40,176
501160	Vehicle Allowance - Civilian	4,216	1,386	1,386	1,386
502010	FICA - Civilian	31,356	13,918	13,918	13,057
503010	Health Ins-Act Civilian	30,075	18,737	18,737	21,082
503015	Basic Life Insurance - Active Civilian	197	81	81	111
503060	Long Term Disability-Civilian	16	252	252	170
503090	Workers Compensation-Civilian-Admin	807	591	591	478
504030	Unemployment Claims - Administration	70	2,995	2,995	2,995
<b>Total</b>	<b>Personnel Services</b>	<b>702,115</b>	<b>252,428</b>	<b>252,428</b>	<b>267,193</b>
520103	Subrecipient Contract Services	130,951	133,883	133,883	133,883
520115	Real Estate Lease/Office Rental	0	189,000	189,000	189,000
520116	Parking Services Contract	600	0	0	0
520515	Print Shop Services	91	0	0	0
520910	Travel - Non-Training Related	1,909	0	0	0
521610	Voice Services	5,248	2,585	2,585	2,533
521625	Voice Labor	50	69	69	0
521630	GIS Revolving Fund Services	3,176	3,807	3,807	3,681
522430	Miscellaneous Other Services & Charges	15,180	20,180	20,180	15,391
522620	Claims & Judgments	0	0	0	1,800,000
522722	KRONOS Service Chargeback	0	142	142	112
522795	Other Interfund Services	715	17,685	17,685	17,685
<b>Total</b>	<b>Other Services and Charges</b>	<b>157,920</b>	<b>367,351</b>	<b>367,351</b>	<b>2,162,285</b>
<b>Grand Total Expenditures</b>		<b>860,035</b>	<b>619,779</b>	<b>619,779</b>	<b>2,429,478</b>

# 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.

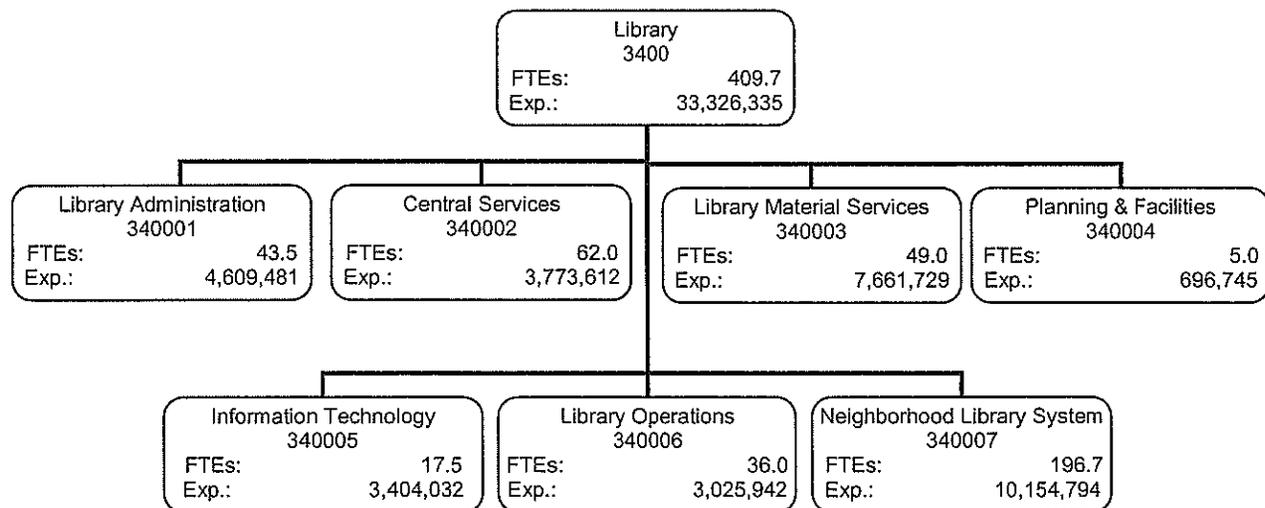
### Short-Term Goals

- 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

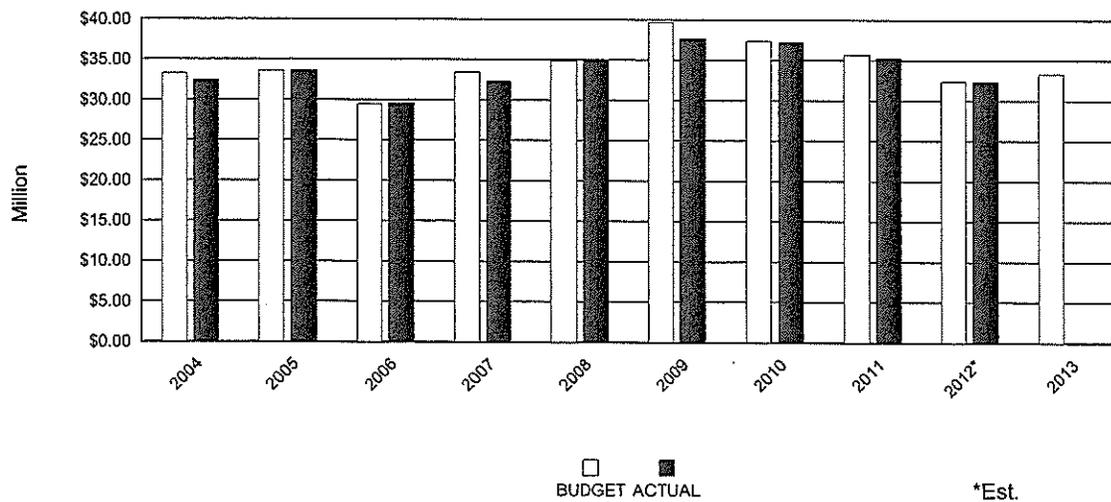
- Provide a broad array of innovative, customer driven services through the efficient use of staff, fiscal resources, interdepartmental collaborations and community partnerships.

## Department Organization



Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : Library					
Fund No./Bus. Area No. : 1000 / 3400					
		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	24,652,694	23,318,023	23,268,151	23,982,086
	Supplies	341,015	236,057	265,648	306,922
	Other Services and Charges	4,356,346	4,088,808	4,022,484	4,350,827
	Equipment	7,490	23,146	109,751	0
	Non-Capital Equipment	5,938,163	4,686,500	4,686,500	4,686,500
	Total M & O Expenditures	35,295,708	32,352,534	32,352,534	33,326,335
	Debt Service & Other Uses	9,223	0	0	0
	Total Expenditures	35,304,931	32,352,534	32,352,534	33,326,335
Revenues		1,842,222	724,660	848,000	780,460
Staffing	Full-Time Equivalents - Civilian	456.4	415.6	414.4	409.7
	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	456.4	415.6	414.4	409.7
	Full-Time Equivalents - Overtime	0.0	0.6	0.6	0.0
Significant Budget Changes and Highlights	o FY2013 Budget includes funding for expenditure increases in health benefits (\$441,208) and pension contribution (\$419,633).				
	o In FY2013, HPL will continue to focus on student support, literacy advancement, technology access and instruction, and workforce development.				
	o Ensure that the design criteria meets with the 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 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name : General Fund</b> <b>Business Area Name : Library</b> <b>Fund No./Bus Area No. : 1000 / 3400</b>			
<b>Name: HPL-Library Administration -- 340001</b>			
<b>Mission:</b> To support all administrative functions in the areas of Human Resources, Financial Services, Communications and Fleet Inventory and Distribution Services.			
<b>Goal:</b> Ensure maximum utilization of budgeted funds. Recruit and retain staff who demonstrate effective performance. Promote library services, resources and programs			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Promotional Newsletter	N/A	N/A	40,500
<b>Name: HPL-Central Services -- 340002</b>			
<b>Mission:</b> Offer extraordinary, knowledgeable and in-depth customer service.			
<b>Goal:</b> Provide library services through the circulation of materials, reference services, and programming for youth and adults			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Reference Transactions	138,372	119,156	115,000
Computer Users	199,379	211,000	200,000
Circulation	1,086,958	1,056,798	1,000,000
<b>Name: HPL-Library Material Services -- 340003</b>			
<b>Mission:</b> Acquire, prepare and catalog library materials for system-wide circulation.			
<b>Goal:</b> Ensure that materials funds are spent in a timely and efficient manner so that customers have access to the information they need.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Collections Inventoried	N/A	6	6
Items Added to Collection	N/A	350,000	400,000
New Titles Added	N/A	45,000	45,000

**FISCAL YEAR 2013 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:** Provide safe, welcoming exciting facilities conducive to exceptional customer service.

**Goal:** Enable library facilities to meet current and future needs. Improve library facilities for customer experience.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Design Review Turnaround	N/A	2 Weeks	10 Days
Branch Maintenance Review with Manager	N/A	2 Days	3 Days

**Name: HPL-Information Technology -- 340005**

**Mission:** Support and maintain computer labs and network equipment to provide uninterrupted service to the public and staff.

**Goal:** Enhancement of "virtual" library services, maintain technology training classes, and implementation of new computers across the system.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Computer Classes	1,356	960	900
Computer Class Attendance	11,109	6,800	7,200

**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 of youths and adults.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Total Circulation	7,334,887	7,100,000	6,900,000
Juvenile Circulation	3,841,705	3,253,652	3,000,000

**FISCAL YEAR 2013 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:** Offer extraordinary, knowledgeable and in-depth customer service.

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

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Reference	657,420	512,252	500,000
Computer Users	1,071,809	997,646	985,000
Circulation	6,246,798	6,016,210	5,900,000

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>						
<b>Fund Name : General Fund</b> <b>Business Area Name : Library</b> <b>Fund No./Bus Area No. : 1000 / 3400</b>						
<b>Division Description</b>	<b>FY2011 Actual</b>		<b>FY2012 Estimate</b>		<b>FY2013 Budget</b>	
	<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>
<b>HPL-Library Administration 340001</b> 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.	59.3	4,387,512	43.0	3,974,758	43.5	4,609,481
<b>HPL-Central Services 340002</b> 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.	65.0	3,903,014	62.0	3,980,717	62.0	3,773,612
<b>HPL-Library Material Services 340003</b> 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	8,896,085	49.0	7,623,499	49.0	7,661,729
<b>HPL-Planning &amp; Facilities 340004</b> 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	867,647	5.0	839,087	5.0	696,745
<b>HPL-Information Technology 340005</b> Responsible for the development, acquisition, installation, implementation, maintenance, training and technical support of all information and telecommunication technologies.	15.4	3,599,043	17.5	3,143,271	17.5	3,404,032
<b>HPL-Library Operations 340006</b> Consists of one Central Library, branch libraries and all special service units. Coordinates the selection of library materials for central and branch services.	31.4	2,879,613	35.0	2,702,988	36.0	3,025,942

**FISCAL YEAR 2013 BUDGET**

Division Summary						
Fund Name : General Fund Business Area Name : Library Fund No./Bus Area No. : 1000 / 3400						
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
<b>HPL-Neighborhood Library System 340007</b> Neighborhood libraries make up more than half of the total workforce of HPL. We provide full library services at 35 locations throughout Houston.	220.2	10,772,017	202.9	10,088,214	196.7	10,154,794
Total	456.4	35,304,931	414.4	32,352,534	409.7	33,326,335

**FISCAL YEAR 2013 BUDGET**

**Business Area Roster Summary**

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

Job Description	Pay Grade	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
ACCOUNTANT ASSOCIATE	14	2.0	2.0	
ACCOUNTANT SUPERVISOR	24	1.0	1.0	
ACCOUNTING SERVICES SUPERVISOR	17	0.0	1.0	1.0
ADMINISTRATION MANAGER	26	6.0	6.0	
ADMINISTRATIVE AIDE	10	8.0	7.0	(1.0)
ADMINISTRATIVE ASSISTANT	17	5.0	5.0	
ADMINISTRATIVE ASSOCIATE	13	2.0	3.0	1.0
ADMINISTRATIVE COORDINATOR	24	2.5	3.0	0.5
ADMINISTRATIVE SPECIALIST	20	4.0	4.0	
ADMINISTRATIVE SUPERVISOR	22	3.0	3.0	
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 SUPERINTENDENT	20	2.0	2.0	
BUYER	16	1.0	1.0	
CLERK	5	0.5	0.5	
COMMUNITY LIAISON	18	0.0	1.0	1.0
CUSTOMER SERVICE CLERK	10	2.0	11.0	9.0
CUSTOMER SERVICE REP. II	15	2.0	1.0	(1.0)
DATA ENTRY OPERATOR	8	2.0	2.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	0.0	1.0	1.0
DEPUTY DIRECTOR (EXE LEV)	34	2.0	2.0	
DIVISION MANAGER	29	2.0	2.0	
DIVISION MANAGER (EXE LEV)	29	1.0	1.0	
FINANCIAL ANALYST III	21	1.0	1.0	
IMAGING TECHNICIAN	5	1.0	0.0	(1.0)
INVENTORY MANAGEMENT CLERK	9	6.0	6.0	
IS/IT HELP DESK COORDINATOR	10	1.5	1.5	
LIBRARIAN I	16	11.0	14.0	3.0
LIBRARIAN II	21	38.0	30.0	(8.0)
LIBRARIAN III	23	38.5	35.0	(3.5)
LIBRARIAN IV	25	8.0	10.0	2.0
LIBRARIAN V	27	2.0	0.0	(2.0)
LIBRARY ASSISTANT	5	99.0	99.0	
LIBRARY ASSISTANT SUPERVISOR	14	10.0	10.0	
LIBRARY CHIEF	29	3.0	2.0	(1.0)
LIBRARY DIRECTOR	35	1.0	1.0	
LIBRARY SERVICE SPECIALIST	13	34.0	29.0	(5.0)
LIBRARY SERVICE SUPERVISOR	21	3.0	5.0	2.0
MANAGEMENT ANALYST III	21	0.5	0.0	(0.5)
MESSENGER	6	4.0	4.0	
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	1.0	(1.0)
PURCHASING MANAGER	27	1.0	0.0	(1.0)
SAFETY OFFICER	21	0.0	1.0	1.0
SENIOR ACCOUNTANT	20	0.0	1.0	1.0
SENIOR COMMUNICATIONS SPECIALIST	20	2.0	2.0	
SENIOR COMMUNITY LIAISON	23	0.0	1.5	1.5

**Business Area Roster Summary**

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

Job Description	Pay Grade	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
SENIOR CONTRACT ADMINISTRATOR	27	0.0	1.0	1.0
SENIOR CUSTOMER SERVICE CLERK	12	0.0	8.0	8.0
SENIOR DATA ENTRY OPERATOR	12	9.0	8.0	(1.0)
SENIOR IMAGING TECHNICIAN	13	2.0	2.0	
SENIOR INVENTORY MANAGEMENT CLERK	12	4.0	4.0	
SENIOR LIBRARY ASSISTANT	9	44.0	42.0	(2.0)
SENIOR LIBRARY SERVICE SPECIALIST	16	23.0	20.0	(3.0)
SENIOR OFFICE ASSISTANT	12	2.5	2.5	
STAFF ANALYST	26	1.0	1.0	
TECHNICAL HARDWARE ANALYST I	17	4.0	4.0	
<b>Total FTEs</b>		<b>420.0</b>	<b>422.0</b>	<b>2.0</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>4.4</b>	<b>12.3</b>	<b>7.9</b>
<b>Full-Time Equivalents</b>		<b>415.6</b>	<b>409.7</b>	<b>(5.9)</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Revenue Summary**

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

Commit Item	Description	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
<b>3400010002</b>	<b>HPL-Financial Services</b>			
425040	Indirect Cost-Houston Area Lib Auto NetWork	99,000	99,000	99,000
426151	Passport Service Fee	0	42,000	25,000
426430	Facility Rental Fees	1,500	3,500	3,500
443150	Telecommunications Revenue	100	100	100
443160	Vending Machine Concessions	500	800	800
447020	Garage Parking Revenue	60,000	55,000	55,000
452020	Recoveries & Refunds	2,000	5,000	5,000
452030	Miscellaneous Revenue	1,500	5,000	3,500
<b>Total</b>	<b>HPL-Financial Services</b>	<b>164,600</b>	<b>210,400</b>	<b>191,900</b>
<b>3400030001</b>	<b>HPL-Library Material Services</b>			
426040	Library Service Charges	0	500	500
428020	Library Fines	500,000	550,000	575,000
428080	Returned Check Charges	60	100	60
<b>Total</b>	<b>HPL-Library Material Services</b>	<b>500,060</b>	<b>550,600</b>	<b>575,560</b>
<b>3400040001</b>	<b>HPL-Planning &amp; Facility</b>			
445050	Cell Tower Revenue	0	15,000	3,000
<b>3400060001</b>	<b>HPL-Public Services</b>			
425110	Indirect Cost Recovery-Grants	60,000	60,000	0
<b>3400060002</b>	<b>HPL-Special Collections</b>			
426040	Library Service Charges	0	11,500	9,000
443120	Photocopier Concessions	0	500	1,000
<b>Total</b>	<b>HPL-Special Collections</b>	<b>0</b>	<b>12,000</b>	<b>10,000</b>
<b>Total</b>	<b>Library</b>	<b>724,660</b>	<b>848,000</b>	<b>780,460</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

<b>Commit Item</b>	<b>Description</b>	<b>FY2011 Actual</b>	<b>FY2012 Current Budget</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
500010	Salary Base Pay - Civilian	16,765,556	15,453,257	15,403,257	15,165,062
500030	Salary Part Time - Civilian	770,197	580,282	580,282	598,169
500060	Overtime - Civilian	404	50	178	0
500090	Premium Pay - Civilian	0	21	21	0
500110	Bilingual Pay - Civilian	21,687	21,640	21,640	21,640
501070	Pension - Civilian	2,692,337	2,785,472	2,785,472	3,245,337
501120	Termination Pay - Civilian	313,784	250,000	250,000	250,000
501160	Vehicle Allowance - Civilian	12,649	12,648	12,648	12,648
502010	FICA - Civilian	1,298,274	1,215,572	1,215,572	1,202,481
503010	Health Ins-Act Civilian	2,565,769	2,501,402	2,501,402	2,974,475
503015	Basic Life Insurance - Active Civilian	10,085	9,135	9,135	8,944
503060	Long Term Disability-Civilian	0	33,514	33,514	32,788
503090	Workers Compensation-Civilian-Admin	90,154	83,105	83,105	98,617
503100	Workers Compensation-Civilian-Claim	70,064	75,000	75,000	75,000
503110	Workers Compensation-Classified-Claim	(7)	0	0	0
504030	Unemployment Claims - Administration	41,741	296,925	296,925	296,925
<b>Total</b>	<b>Personnel Services</b>	<b>24,652,694</b>	<b>23,318,023</b>	<b>23,268,151</b>	<b>23,982,086</b>
511045	Computer Supplies	143,116	42,196	44,564	63,000
511050	Paper & Printing Supplies	37,794	30,000	33,703	40,000
511055	Publications & Printed Materials	495	0	0	0
511060	Postage	7,701	4,000	8,000	38,000
511070	Miscellaneous Office Supplies	65,024	75,976	76,192	77,037
511075	Library Circulation Supplies	39,603	30,000	30,000	30,000
511110	Fuel	30,747	42,000	42,000	47,000
511115	Vehicle Repair & Maintenance Supplies	57	3,200	3,200	3,200
511120	Clothing	105	0	20,000	0
511145	Small Tools & Minor Equipment	595	900	900	900
511150	Miscellaneous Parts & Supplies	15,778	7,785	7,089	7,785
<b>Total</b>	<b>Supplies</b>	<b>341,015</b>	<b>236,057</b>	<b>265,648</b>	<b>306,922</b>
520102	Security Services	117,871	130,000	130,000	130,000
520107	Computer Info/Contr	1,442,232	1,298,755	1,298,755	1,303,984
520109	Medical Dental & Laboratory Services	1,696	1,000	2,000	1,000
520110	Management Consulting Services	37,555	20,000	20,000	40,000
520114	Miscellaneous Support Services	400,000	400,000	400,000	400,000
520115	Real Estate Lease/Office Rental	124,908	135,318	135,318	146,185
520116	Parking Services Contract	12,339	15,461	15,461	25,461
520119	Computer Equipment/Software Maintenance	61,821	40,000	40,000	40,000
520120	Communications Equipment Services	90	1,600	1,600	1,600
520121	IT Application Svcs	14,471	19,928	19,928	30,669
520123	Vehicle & Motor Equipment Services	35,594	30,000	24,567	35,000
520124	Other Equipment Services	671,302	382,082	322,250	382,000
520515	Print Shop Services	7,878	1,500	1,500	1,500
520520	Printing & Reproduction Services	47,906	8,772	8,252	8,772
520705	Insurance Fees	324,097	366,805	366,805	448,479
520765	Membership & Professional Fees	735	285	285	285
520805	Education & Training	2,031	5,465	5,465	13,444
520910	Travel - Non-Training Related	6,894	2,300	2,300	2,300
521605	Data Services	37,938	66,337	66,337	93,801
521610	Voice Services	326,546	323,281	323,281	316,815
521620	Voice Equipment	13,911	19,830	19,830	24,500
521625	Voice Labor	13,887	25,000	25,000	18,006
521630	GIS Revolving Fund Services	17,569	21,058	21,058	16,408

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
521730	Parking Space Rental	75,871	90,000	90,000	130,000
522430	Miscellaneous Other Services & Charges	257,271	299,448	297,909	319,530
522721	Interfund HR Client Services	285,869	276,936	276,936	317,536
522722	KRONOS Service Chargeback	0	17,149	17,149	15,731
522723	Drainage Fee Service Chargeback	0	43,148	43,148	40,471
522735	Interfund Communication Equipment Repair	0	1,350	1,350	1,350
522780	Interfund Photo Copy Services	18,064	46,000	46,000	46,000
<b>Total</b>	<b>Other Services and Charges</b>	<b>4,356,346</b>	<b>4,088,808</b>	<b>4,022,484</b>	<b>4,350,827</b>
560210	Furniture Fixtures and Equipment	7,490	0	0	0
560230	Computer HW and Developed SW	0	23,146	109,751	0
<b>Total</b>	<b>Equipment</b>	<b>7,490</b>	<b>23,146</b>	<b>109,751</b>	<b>0</b>
551010	Non-Capital Office Furniture & Equipment	85,196	0	0	0
551035	Non-Capital Library books	5,852,967	4,686,500	4,686,500	4,686,500
<b>Total</b>	<b>Non-Capital Equipment</b>	<b>5,938,163</b>	<b>4,686,500</b>	<b>4,686,500</b>	<b>4,686,500</b>
532120	Transfer to Fleet/Eq	9,223	0	0	0
<b>Total</b>	<b>Debt Service and Other Uses</b>	<b>9,223</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total Expenditures</b>		<b>35,304,931</b>	<b>32,352,534</b>	<b>32,352,534</b>	<b>33,326,335</b>

## NEIGHBORHOODS

### Department Description and Mission

The Department of Neighborhoods' was established in FY2012. Its mission is to improve the quality of life in neighborhoods through expanded outreach, stronger community partnerships and improved government responsiveness. The divisions include the Director's Office, Inspections and Public Services, Citizens' Assistance Office, Anti-Gang, Volunteer Initiatives Program, Office of International Communities, People with Disabilities, and Education Affairs.

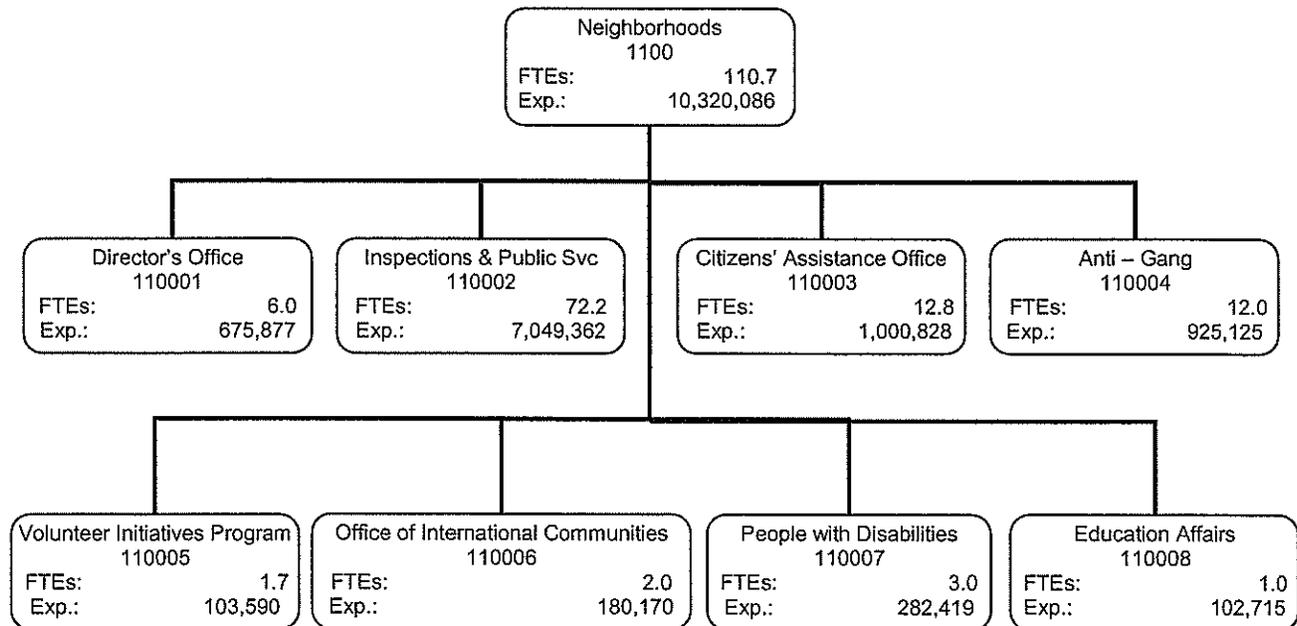
#### Department Short Term Goals

1. Increase the use of technology by distributing tablets and implementing electronic forms;
2. Increase awareness of City ordinances and violations in an effort to reduce neighborhood blight and structures to be demolished;
3. Reduce fleet from 119 vehicles to 99 vehicles (16.8%).

#### Department Long Term Goals

1. Strengthen partnerships with Super Neighborhood groups and other community organizations to raise awareness of community involvement and resources offered by the Department of Neighborhoods.

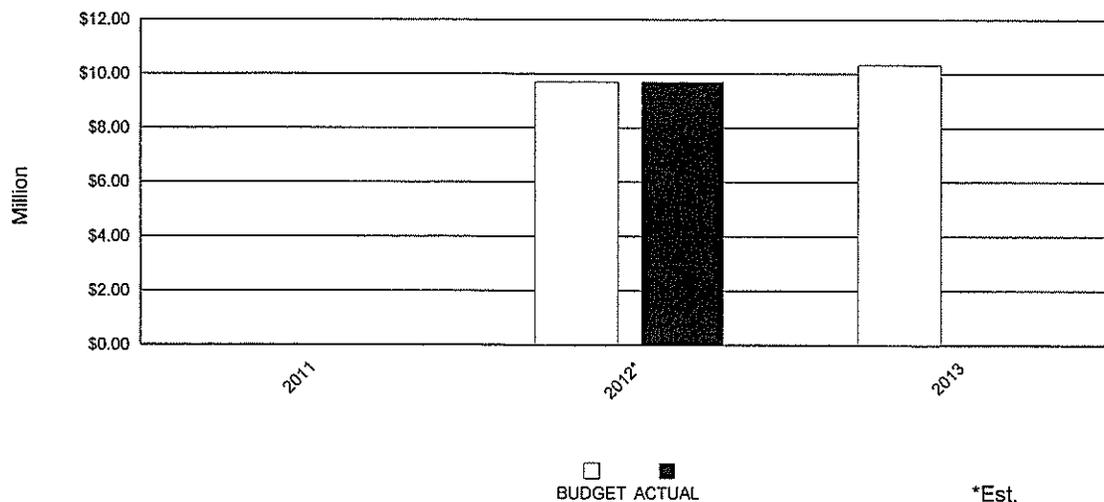
### Department Organization



**FISCAL YEAR 2013 BUDGET**

<b>Business Area Budget Summary</b>					
Fund Name : General Fund					
Business Area Name : Department of Neighborhoods					
Fund No./Bus. Area No. : 1000 / 1100					
		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	0	7,099,952	7,385,897	7,688,777
	Supplies	0	134,347	162,573	107,254
	Other Services and Charges	0	2,463,848	2,149,677	2,524,055
	Total M & O Expenditures	0	9,698,147	9,698,147	10,320,086
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	0	9,698,147	9,698,147	10,320,086
Revenues		0	86,140	308,902	370,419
Staffing	Full-Time Equivalents - Civilian	0.0	100.5	100.5	110.7
	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	0.0	100.5	100.5	110.7
	Full-Time Equivalents - Overtime	0.0	2.4	2.4	1.9
Significant Budget Changes and Highlights	o Technology upgrade to provide more efficient resources to be used by field personnel.				
	o Continued development of programs addressing neighborhood blight, after school education programs, and international cultural awareness.				
	o Community outreach aimed at gang intervention.				
	o Includes funding for coordination of volunteer initiatives for the City.				
	o FY2013 Budget includes funding for expenditure increases in health benefits (\$244,657) and pension contribution (\$235,664).				

**Department of Neighborhoods  
Current Budget vs Actual Expenditures**



**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name :</b> General Fund <b>Business Area Name :</b> Department of Neighborhoods <b>Fund No./Bus Area No. :</b> 1000 / 1100			
<b>Name: DON - Director's Office -- 110001</b>			
<b>Mission:</b> Lead the department with integrity and accountability while in compliance with the City's administrative policies and procedures, state grants, federal grants and private donations. Responsible for overseeing departmental financial matters.			
<b>Goal:</b> Implement policies and procedures that define and regulate how Neighborhoods operates. Practice fiscal responsibility.			
Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Financial reporting	N/A	monthly	monthly
Pay vendors per City of Houston terms	N/A	100%	100%
Monitor contract spending	N/A	monthly	monthly
<b>Name: DON - Inspections &amp; Public Services -- 110002</b>			
<b>Mission:</b> Monitor and improve the quality of life of Houston neighborhoods through the active enforcement of City ordinances and the reduction of blight and substandard living conditions.			
<b>Goal:</b> Enforce article IX and Chapter 10 related to the Code of Ordinance for vacant and open buildings, nuisances on private property, weeded lots, junk motor vehicles, and graffiti; enforce Chapter 39 regarding early placement of heavy trash, open storage of collection container in public view, and placing yard waste in proper containers; increase community education, community clean-ups/sustainability and community resource assistance.			
Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Dangerous buildings demolished	N/A	475	800
Dangerous buildings secured	N/A	154	154
Junked vehicles resolved	N/A	2,000	2,000
Weeded lots cut	N/A	8,000	9,000
Administrative hearings	N/A	100	150
<b>Name: DON - Citizens Assistance Office -- 110003</b>			
<b>Mission:</b> Improve the quality of life for all Houstonians by promoting efficient and effective city services, encouraging community involvement and participation, handling individual citizens' concerns, and supporting neighborhood revitalization efforts throughout the city.			
<b>Goal:</b> Encourage citizens to make a positive contribution to their communities by engaging them in civic participation.			
Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Citizen concerns handled	N/A	33,000	33,500
Community events held	N/A	60	65
City Hall tours	N/A	50	55
Site sweeps/site visits	N/A	7,000	7,100
Community outreach meetings	N/A	570	590

**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name :</b> General Fund <b>Business Area Name :</b> Department of Neighborhoods <b>Fund No./Bus Area No. :</b> 1000 / 1100			
<b>Name: DON - Anti - Gang -- 110004</b>			
<b>Mission:</b> To assist youth, families, and stakeholder communities in the prevention and intervention of gang activity and juvenile delinquency through direct services, education and awareness, and policy development.			
<b>Goal:</b> To improve identification, assessment and intervention for at-risk and delinquent youth, increase protective factors that will prevent and reduce delinquent behaviors, and deter their involvement in the justice system.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Youth served	N/A	3,000	2,800
Adults served	N/A	550	500
Presentations/trainings	N/A	225	300
Youth/family workshops	N/A	24	24
<b>Name: DON - Volunteer Initiatives Program -- 110005</b>			
<b>Mission:</b> Responsible for engaging Houstonians in city government through volunteer service activities and community projects.			
<b>Goal:</b> Encourage individuals to explore a variety of programs that allow them to experience the many facets of civic engagement to make their community a better place to live.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Volunteers	N/A	8,000	10,000
Events held	N/A	21	25
Agency partners	N/A	580	600
Volunteer hours	N/A	280,000	300,000
Recognition awards	N/A	232	350
<b>Name: DON - Office of International Communities -- 110006</b>			
<b>Mission:</b> The Office of International Communities (OIC) brings together Houston's international community by promoting their well-being and connectedness and facilitating their successful civic, economic, and cultural integration in Houston.			
<b>Goal:</b> Build long lasting relations with Houston's international community to promote OIC's presence and foster its ability to achieve its mission. Serve as the City's hub of information benefiting communities and city services served by OIC. Promote cultural diversity and international awareness in Houston. Increase the City's ability to outreach and serve the communities in need. Be the primary resource for the City on immigrant and refugee related issues.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
International advisory group	N/A	1	1
Sponsor events	N/A	2	3
Outreach campaign	N/A	30,000	60,000
Human trafficking initiative	N/A	1	1
Citizenship assistance workshop	N/A	10	11

**FISCAL YEAR 2013 BUDGET**

**Division Mission and Performance Measures**

**Fund Name** : General Fund  
**Business Area Name** : Department of Neighborhoods  
**Fund No./Bus Area No.** : 1000 / 1100

**Name:** DON - People with Disabilities -- 110007

**Mission:** Serve as the primary advocate for the rights and needs of citizens with disabilities. It also serves as a liaison between the Mayor, City Council, City Departments and other public and private entities on matters pertaining to People with Disabilities (PWD) in Houston.

**Goal:** To remove architectural, communication, and attitudinal barriers to ensure inclusion and full and equal access to all public and private programs and services for persons with disabilities.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
PWD assisted	N/A	9,000	10,000
Programs administered	N/A	8	10
Partnerships	N/A	36	40
Policy and legislative recommendations	N/A	4	5
Events held	N/A	9	12

**Name:** DON - Education Affairs -- 110008

**Mission:** To support the healthy development of students. Through partnerships with school districts, non-profit organizations and businesses, our programs aim to help strengthen communities, create safe environments for children to develop and extend learning beyond the classroom. Together, we work to help students overcome the obstacles they face and connect Houstonians to resources within our diverse and culturally-rich city.

**Goal:** Develop partnerships to offer work experience opportunities, including a summer jobs program for youth; expand college and career prep opportunities for students and parents; partner with others to move service mapping initiative to a Geographic Information System platform; expand education resources to include immigrants, refugees, and people with disabilities.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
After school pilot program sites	N/A	5	15
Youth served through after school pilot	N/A	100	400
College/career prep activities	N/A	4	10
City department partnerships to support youth	N/A	10	20

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>							
<b>Fund Name : General Fund</b> <b>Business Area Name : Department of Neighborhoods</b> <b>Fund No./Bus Area No. : 1000 / 1100</b>							
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
<b>DON - Director's Office</b> <span style="float:right">110001</span> Provide the Neighborhoods' divisions with services in budget, purchasing, receiving grants, receiving funds and account payables.	0.0	0	5.3	617,173	6.0	675,877	
<b>DON - Inspections &amp; Public Services</b> <span style="float:right">110002</span> Provide dangerous building, weeded lot, junked motor vehicle, and graffiti abatement services on private property when owners have failed to comply with a dangerous building order, or a violation notice. Liens are placed against these properties once the City has performed the work.	0.0	0	64.2	6,936,397	72.2	7,049,362	
<b>DON - Citizens Assistance Office</b> <span style="float:right">110003</span> Ensure acknowledgment of constituent inquiries/requests and coordinate responses and resolutions to community complaints through community liaisons.	0.0	0	12.0	953,752	12.8	1,000,828	
<b>DON - Anti - Gang</b> <span style="float:right">110004</span> Develops and implements programs that provide case management, counseling, court based-assessment, gang education and awareness training, job readiness training, truancy reduction, victims' assistance, and information and referrals.	0.0	0	12.0	666,845	12.0	925,125	
<b>DON - Volunteer Initiatives Program</b> <span style="float:right">110005</span> Develop and implement a city-wide plan to increase volunteerism and target volunteers to address the City's greatest needs.	0.0	0	1.0	50,268	1.7	103,590	
<b>DON - Office of International Communities</b> <span style="float:right">110006</span> Seven key strategies that foster the Office of International Communities ability to achieve its goal.	0.0	0	2.0	159,681	2.0	180,170	

**FISCAL YEAR 2013 BUDGET**

Division Summary						
Fund Name : General Fund Business Area Name : Department of Neighborhoods Fund No./Bus Area No. : 1000 / 1100						
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
<b>DON - People with Disabilities</b> <span style="float:right">110007</span> Facilitating delivery of services - including city services, acting as liaison to Houston Commission on Disabilities (HCoD), City Council, and other City Departments, making recommendations to public and private entities regarding the development of policy and legislation, establishing fundamental local, state, and national partnerships to promote community awareness.	0.0	0	3.0	215,561	3.0	282,419
<b>DON - Education Affairs</b> <span style="float:right">110008</span> Manage partnerships for out of school activities, dropout prevention and college/career preparation. Programs include: City Employee Children's Scholarship, Neighborhood Mapping Initiative, Reach Out to Dropouts Walk, and the Graduation Game Plan. Also provides support for youth service projects, and other education and workforce-related projects in the City.	0.0	0	1.0	98,470	1.0	102,715
<b>Total</b>	<b>0.0</b>	<b>0</b>	<b>100.5</b>	<b>9,698,147</b>	<b>110.7</b>	<b>10,320,086</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Roster Summary**

**Fund Name** : General Fund  
**Business Area Name** : Department of Neighborhoods  
**Fund No./Bus Area No.** : 1000 / 1100

<b>Job Description</b>	<b>Pay Grade</b>	<b>FY2012 Current Budget FTE</b>	<b>FY2013 Budget FTE</b>	<b>Change</b>
ADMINISTRATION MANAGER	26	1.0	1.0	
ADMINISTRATIVE AIDE	10	5.0	5.0	
ADMINISTRATIVE ASSISTANT	17	7.0	7.0	
ADMINISTRATIVE ASSOCIATE	13	7.0	9.0	2.0
ADMINISTRATIVE COORDINATOR	24	3.0	3.0	
ADMINISTRATIVE SPECIALIST	20	3.0	3.7	0.7
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	
ASSISTANT CHIEF INSPECTOR	25	2.0	2.0	
CHIEF INSPECTOR	27	4.0	4.0	
CODE ENFORCEMENT OFFICER I	16	4.0	4.0	
CODE ENFORCEMENT OFFICER II	18	10.5	12.0	1.5
CODE ENFORCEMENT OFFICER III	22	7.7	7.0	(0.7)
CODE ENFORCEMENT TRAINEE	12	1.0	1.0	
COMMUNITY LIAISON	18	6.0	7.0	1.0
CONTRACT COMPLIANCE SUPERVISOR	22	1.0	1.0	
COUNSELOR	20	7.0	7.0	
CUSTOMER SERVICE REP. I	13	1.0	1.0	
CUSTOMER SERVICE REP. II	15	1.0	1.0	
CUSTOMER SERVICE REP. III	16	1.0	1.0	
DIRECTOR OF NEIGHBORHOODS	35	0.1	1.0	0.9
DIVISION MANAGER	29	2.9	2.0	(0.9)
DIVISION MANAGER (EXE LEV)	29	4.0	4.0	
EXECUTIVE OFFICE ASSISTANT	15	1.0	1.0	
FINANCIAL ANALYST IV	25	1.0	1.0	
LABORER	4	0.0	8.0	8.0
MAINTENANCE MECHANIC III	14	5.0	5.0	
MANAGEMENT ANALYST IV	25	2.0	2.0	
PUBLIC INFORMATION OFFICER (EXE LEV)	26	0.3	1.0	0.7
SENIOR COMMUNITY LIAISON	23	6.0	6.0	
SENIOR COUNSELOR	22	1.0	1.0	
SENIOR STAFF ANALYST	28	2.0	2.0	
SYSTEMS CONSULTANT	26	1.0	1.0	
<b>Total FTEs</b>		<b>100.5</b>	<b>113.7</b>	<b>13.2</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>0.0</b>	<b>3.0</b>	<b>3.0</b>
<b>Full-Time Equivalents</b>		<b>100.5</b>	<b>110.7</b>	<b>10.2</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Revenue Summary**

Fund Name : General Fund  
 Business Area Name : Department of Neighborhoods  
 Fund No./Bus Area No. : 1000 / 1100

Commit Item	Description	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
<b>1100020001</b>	<b>DON - Inspection &amp; Public Service</b>			
421200	Other Building & Construction Permits	20,140	18,936	15,000
421630	Administrative Fee - Licenses & Permits	15,000	5,000	15,000
426330	Miscellaneous Copies Fees	3,000	3,000	3,000
428030	Release of Liens	48,000	68,562	55,000
452020	Recoveries & Refunds	0	4,204	0
<b>Total</b>	<b>DON - Inspection &amp; Public Service</b>	<b>86,140</b>	<b>99,702</b>	<b>88,000</b>
<b>1100070001</b>	<b>DON - Ofc of People with Disabilities</b>			
424160	Interfund Affirmative Action Services	0	209,200	282,419
<b>Total</b>	<b>Department of Neighborhoods</b>	<b>86,140</b>	<b>308,902</b>	<b>370,419</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

Fund Name : General Fund  
 Business Area Name : Department of Neighborhoods  
 Fund No./Bus. Area No. : 1000 / 1100

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	0	4,799,974	5,025,923	5,018,508
500030	Salary Part Time - Civilian	0	24,432	2,085	0
500060	Overtime - Civilian	0	125,000	125,573	100,000
500090	Premium Pay - Civilian	0	266	0	0
500110	Bilingual Pay - Civilian	0	22,926	27,242	27,120
500250	HOPE Union Business Usage	0	0	957	0
501070	Pension - Civilian	0	863,246	865,743	1,073,961
501120	Termination Pay - Civilian	0	28,860	160,292	0
502010	FICA - Civilian	0	376,930	359,711	393,641
503010	Health Ins-Act Civilian	0	799,828	720,644	1,022,977
503015	Basic Life Insurance - Active Civilian	0	2,836	2,628	2,964
503060	Long Term Disability-Civilian	0	8,791	8,150	9,415
503090	Workers Compensation-Civilian-Admin	0	20,897	20,348	26,470
503100	Workers Compensation-Civilian-Claim	0	12,140	8,240	0
504030	Unemployment Claims - Administration	0	13,826	58,361	13,721
<b>Total</b>	<b>Personnel Services</b>	<b>0</b>	<b>7,099,952</b>	<b>7,385,897</b>	<b>7,688,777</b>
511040	Audiovisual Supplies	0	0	11,250	0
511045	Computer Supplies	0	2,589	8,214	4,186
511050	Paper & Printing Supplies	0	826	626	200
511055	Publications & Printed Materials	0	1,500	1,450	2,524
511060	Postage	0	60,640	60,440	40,900
511070	Miscellaneous Office Supplies	0	20,934	22,835	22,207
511110	Fuel	0	6,500	13,600	15,237
511115	Vehicle Repair & Maintenance Supplies	0	2,000	1,500	2,000
511120	Clothing	0	30,816	30,816	14,000
511125	Food Supplies	0	206	206	200
511150	Miscellaneous Parts & Supplies	0	8,336	11,636	5,800
<b>Total</b>	<b>Supplies</b>	<b>0</b>	<b>134,347</b>	<b>162,573</b>	<b>107,254</b>
520100	Temporary Personnel Services	0	118,267	120,467	3,000
520109	Medical Dental & Laboratory Services	0	0	52	0
520110	Management Consulting Services	0	0	32,435	131,000
520114	Miscellaneous Support Services	0	1,093,884	919,868	203,936
520115	Real Estate Lease/Office Rental	0	799,319	578,691	754,106
520118	Refuse Disposal	0	4,000	4,000	6,420
520119	Computer Equipment/Software Maintenance	0	1,910	20	0
520121	IT Application Svcs	0	35,392	35,392	54,469
520122	Office Equipment Services	0	0	385	0
520123	Vehicle & Motor Equipment Services	0	1,707	44,667	3,833
520137	C&E Parking Contract Svcs	0	0	0	300
520145	Criminal Intelligence Services	0	1,625	1,625	2,050
520515	Print Shop Services	0	45,270	43,571	38,400
520520	Printing & Reproduction Services	0	1,100	2,400	1,100
520605	Advertising Services	0	35,000	10,000	10,000
520705	Insurance Fees	0	905	905	1,208
520740	Document Recording/Filing Fees	0	30,000	30,000	80,000
520765	Membership & Professional Fees	0	3,700	3,775	4,000
520805	Education & Training	0	890	16,215	12,460
520905	Travel - Training Related	0	1,500	2,800	6,500
520910	Travel - Non-Training Related	0	15,000	11,750	21,400
521415	Land and Grounds Maintenance	0	0	0	890,000
521605	Data Services	0	9,906	26,784	14,007
521610	Voice Services	0	30,576	36,490	29,964

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

Fund Name : General Fund  
 Business Area Name : Department of Neighborhoods  
 Fund No./Bus. Area No. : 1000 / 1100

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
521620	Voice Equipment	0	2,837	9,800	3,505
521625	Voice Labor	0	1,066	1,066	2,576
521630	GIS Revolving Fund Services	0	0	0	4,303
521715	Office Equipment Rental	0	54,040	54,039	21,200
521725	Other Rental	0	0	0	35,208
521730	Parking Space Rental	0	25,193	10,558	14,955
522430	Miscellaneous Other Services & Charges	0	56,536	57,697	60,297
522721	Interfund HR Client Services	0	94,225	94,225	110,225
522722	KRONOS Service Chargeback	0	0	0	3,633
<b>Total</b>	<b>Other Services and Charges</b>	<b>0</b>	<b>2,463,848</b>	<b>2,149,677</b>	<b>2,524,055</b>
<b>Grand Total Expenditures</b>		<b>0</b>	<b>9,698,147</b>	<b>9,698,147</b>	<b>10,320,086</b>



# 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. HPARD also stewards the tree canopy in parks and on all City of Houston right-of-ways. In 2008, the Department became the 74<sup>th</sup> 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 HPARD is to enhance the quality of urban life by providing safe and well maintained parks and offering affordable programs for the community.

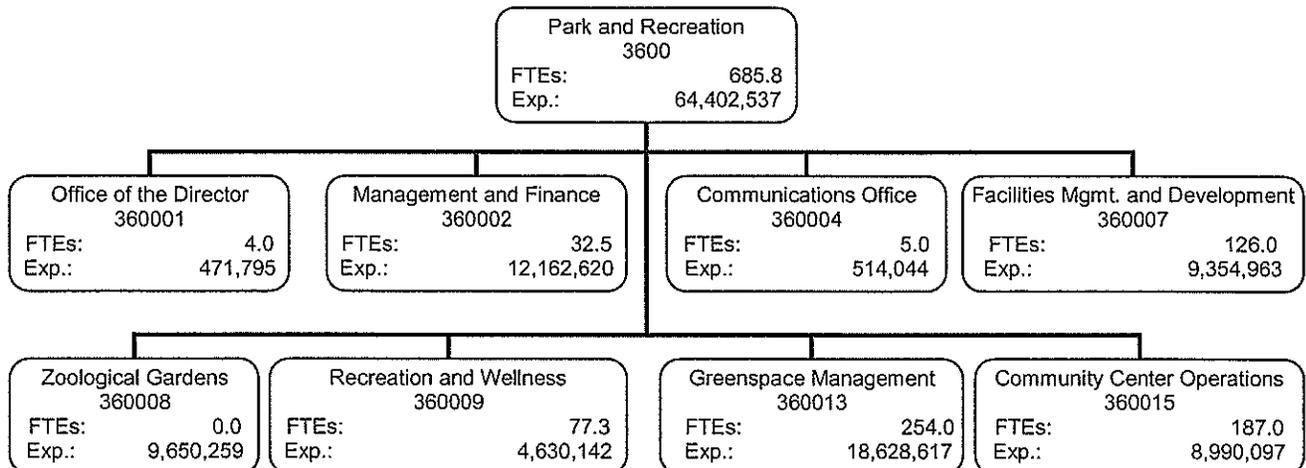
### Short-Term Goals

- Maintain and operate facilities and trails within HPARD using existing resources available.
- Develop new strategies to expand the City's Wellness Program.
- Continue offering recreational activities and programs in the Community Centers.
- Develop new partnership with City departments and other agencies to offer additional park enhancements and recreational programs to our citizens.

### Long-Term Goals

- Institute the Mayor's strategy of the 5 priorities and Specific, Measurable, Attainable, Realistic, and Timely (SMART) goals.
- Adhere to the NRPA standards so that the department may stay in compliance with accreditation mandates.
- Acquire and develop new park land and facilities with Capital Improvement Plan (CIP) funding, Houston Parks Board (HPB) and private partners.
- Search and apply for grants to supplement funding for recreational and sports programs offered to the public.
- Pursue opportunities with private partners to adopt esplanades and support enhancement of playgrounds and sports fields.

## Department Organization



**FISCAL YEAR 2013 BUDGET**

**Business Area Budget Summary**

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

		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	40,162,345	35,560,171	36,300,100	37,602,153
	Supplies	3,600,581	2,852,563	2,842,238	2,692,096
	Other Services and Charges	18,845,881	27,723,183	26,978,579	23,043,013
	Non-Capital Equipment	0	28,058	43,058	0
	Total M & O Expenditures	62,608,807	66,163,975	66,163,975	63,337,262
	Debt Service & Other Uses	524,645	131,267	131,267	1,065,275
	Total Expenditures	63,133,452	66,295,242	66,295,242	64,402,537

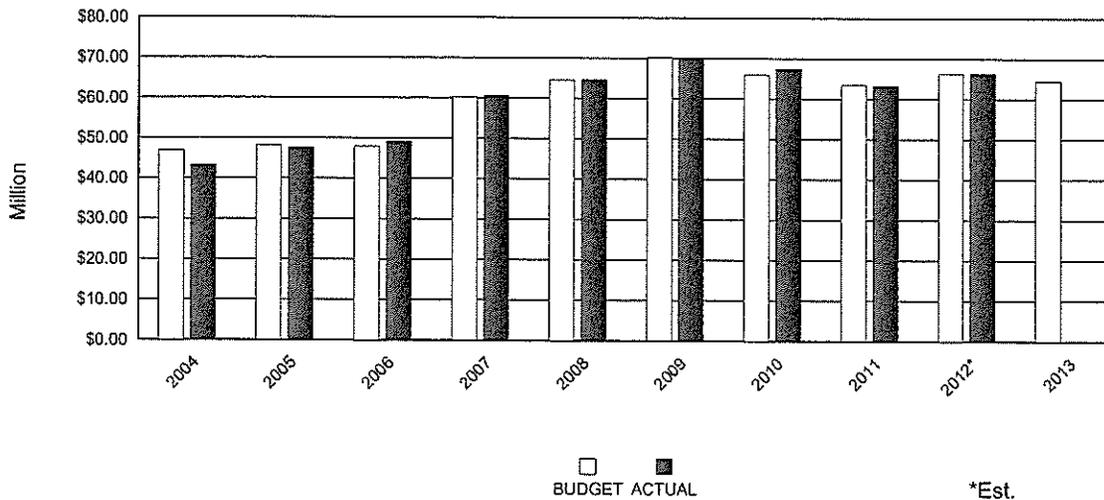
Revenues		1,337,593	1,149,500	1,533,500	1,149,500
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Staffing	Full-Time Equivalents - Civilian	771.2	693.8	693.8	685.8
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	771.2	693.8	693.8	685.8
	Full-Time Equivalents - Overtime	3.0	5.8	5.8	2.5

**Significant Budget Changes and Highlights**

- o FY2013 Budget includes funding for expenditure increases in health benefits (\$750,151) and pension contribution (\$638,548).
- o Continue partnering with other City departments such as Library, Health, Planning, and PW&E to offer the best family experience that the City has to offer.
- o Continue to offer great summer programs to the 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.
- o Newly constructed park facilities will be operated and maintained to offer quality recreational experiences for citizens who will benefit from the community centers, aquatic facilities, sports complexes and playgrounds.

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



**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name</b> : General Fund <b>Business Area Name</b> : Parks and Recreation <b>Fund No./Bus Area No.</b> : 1000 / 3600			
<b>Name: Office of the Director -- 360001</b>			
<b>Mission:</b> Provide direction to the park's staff in achieving the department's mission by making sure all divisions' goals are specific, measureable, attainable, realistic and timely.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Director division head meetings	26	26	26
Monthly leader team meetings	12	9	9
<b>Name: Management and Finance -- 360002</b>			
<b>Mission:</b> Provide oversight of the department's budget, effectively support administrative services including purchasing, accounts receivables, accounts payable, computer systems, fixed assets, and grants management. Provide support services to the divisions and assist them in accomplishing the department's visions and each division's goals.			
<b>Goal:</b> Ensure that budgetary, financial management, information systems, and human relations are conducted at the highest level. Procure supplies and services expeditiously in accordance with City regulations, offer safety training and assist divisions to find grants to supplement their programs.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Financial reports/monthly meetings	12	12	12
Active grant projects	45	47	50
Safety tailgate sessions	N/A	N/A	43,000
Payments processed	6,200	6,400	6,600
Purchase orders processed	894	900	950
<b>Name: Parks Administration -- 360003</b>			
<b>Mission:</b> Merged with Facilities Management and Development; Group 360007 in FY2012; changed cost center numbers in FY2013.			
<b>Goal:</b> N/A			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Meetings with directors/interest groups/ contractors	387	335	N/A

**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name : General Fund</b> <b>Business Area Name : Parks and Recreation</b> <b>Fund No./Bus Area No. : 1000 / 3600</b>			
<b>Name: Communications Office -- 360004</b>			
<b>Mission:</b> Support the department's core services and provide a flow of information between HPARD, the public and the press by managing the department's media communications, branding and marketing, web development, printing and communications function of the department.			
<b>Goal:</b> Provide support for HPARD core services through media communications and branding for the department in all mediums.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Press releases/media value	\$3,105,504	\$3,500,000	\$3,700,000
Graphic requests/web updates	361	375	400
Incoming 311 calls	7,801	8,000	9,000
Citizen questions managed	398	450	500
Public information request	45	35	50
<b>Name: Grant, Legislation and Development Office -- 360005</b>			
<b>Mission:</b> Merged with Management and Finance Division; Group 360002 in FY2013.			
<b>Goal:</b> N/A			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Proposals submitted	47	22	N/A
Dollar amount requested	\$18,653,372	\$34,278,850	N/A
Funded projects/value	\$1,291,344	\$5,594,085	N/A
In-kind contribution/value	\$387,586	\$6,695,101	N/A
Active grant project management	45	40	N/A
<b>Name: Urban Park Rangers -- 360006</b>			
<b>Mission:</b> Merged with Facilities Management and Development; Group 360007 in FY2012.			
<b>Goal:</b> N/A			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Hours of park patrol	49,920	51,000	N/A
Facilities secured	125	125	N/A
Parking citations issued	1,640	1,700	N/A
Safety tailgate sessions	58,000	42,000	N/A

**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
Fund Name : General Fund			
Business Area Name : Parks and Recreation			
Fund No./Bus Area No. : 1000 / 3600			
<b>Name: Facilities Management &amp; Development -- 360007</b>			
<b>Mission:</b> To support the mission statement of the department by providing safe well-maintained park facilities.			
<b>Goal:</b> Implement the Park System Master Plan and the CIP by providing planning, project direction, coordination, well maintained facilities and a safe environment for both the citizens and employees.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Facility work orders completed	21,000	20,000	21,500
Park sites improved	8	25	13
Hours of park patrol	N/A	N/A	53,500
<b>Name: Zoological Gardens -- 360008</b>			
<b>Mission:</b> Make timely payments pursuant to the City of Houston contract with the Houston Zoo. In FY2013 budget, the Zoo's electrical cost is highlighted in this cost center.			
<b>Goal:</b> Ensure that the Houston Zoological, Inc. remains in compliance with the contractual agreement. The Consumer Price Index (CPI) increases the contract amount each year.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Monthly deadline met	100%	100%	100%
<b>Name: Recreation and Wellness -- 360009</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Youth golf participants	19,450	20,100	20,725
Adult fitness participants	367,668	370,000	390,000
Youth tennis participants	46,114	47,959	49,876
Youth learn to swim participants	3,718	3,800	4,000
Aquatics participants	264,000	265,000	270,000

**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name : General Fund</b> <b>Business Area Name : Parks and Recreation</b> <b>Fund No./Bus Area No. : 1000 / 3600</b>			
<b>Name: Greenspace Management -- 360013</b>			
<b>Mission:</b> To 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.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Annual visitors-Lake Houston	N/A	N/A	25,000
Parks/plazas mowing cycle	17.15	17.50	17.50
Bike/hike mowing cycle	16.10	16.50	16.50
Libraries/multi-mow cycle	16.63	17.00	17.00
Esplanade	17.57	21.00	21.00
<b>Name: Lake Houston Park -- 360014</b>			
<b>Mission:</b> Merged with Greenspace Division; Group 360013 in FY2013.			
<b>Goal:</b> N/A			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Paid visitors	20,894	22,000	N/A
Revenue	98,602	86,000	N/A
<b>Name: Community Center Operations -- 360015</b>			
<b>Mission:</b> Operate 59 community centers by operating year-round programs for youth, adults and senior populations. To enrich the lives of our citizens by providing wholesome and affordable recreational, cultural and educational opportunities. The Garden Center serves as a venue for plant shows and garden club meetings that provides horticulture educational opportunities. Memorial Fitness provides cardiovascular equipment for a variety of fitness needs.			
<b>Goal:</b> Help build a sense of community among neighborhood residents. Provide opportunities for social activities, education, social development, and nourishment to senior citizens, and lastly, create and coordinate meeting space, programs, information and services that reflect the community's ethnic and economic diversity.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Summer Enrichment Program participants	119,136	120,000	120,100
After School Enrichment Program participants	184,792	185,000	185,500
Seniors/Adults and crafts participants	90,359	92,000	92,500
Teens participants	82,998	85,000	90,000

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>						
<b>Fund Name : General Fund</b> <b>Business Area Name : Parks and Recreation</b> <b>Fund No./Bus Area No. : 1000 / 3600</b>						
<b>Division Description</b>	<b>FY2011 Actual</b>		<b>FY2012 Estimate</b>		<b>FY2013 Budget</b>	
	<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>
<b>Office of the Director 360001</b> Provide executive direction that enables the department to achieve its stated goals as identified in the department's master plan.	4.6	415,743	4.0	447,319	4.0	471,795
<b>Management and Finance 360002</b> Direct the operations of all budget, finance, all aspects of accounting operations, support services, purchasing functions, management systems and information technology systems including applied technology. This budget includes utilities, insurance, fuel, and drainage fees, for the department.	54.6	11,818,094	32.0	12,648,218	32.5	12,162,620
<b>Parks Administration 360003</b> Merged with Facilities Management and Development; Group 360007 in FY2012; cost center changed in FY2013.	1.6	147,209	1.4	128,075	0.0	0
<b>Communications Office 360004</b> The division is responsible for the flow of information between the department, the public, the press and the community on a daily basis. It supports the department's core functions through branding, marketing programs and events via press releases, publications, the web, social media, email questions and citizens' concerns.	7.0	579,413	4.5	484,830	5.0	514,044
<b>Grant, Legislation and Development Office 360005</b> Merged with Management and Finance Division; Group 360002 in FY2013.	3.0	266,427	0.0	0	0.0	0

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>							
<b>Fund Name : General Fund</b> <b>Business Area Name : Parks and Recreation</b> <b>Fund No./Bus Area No. : 1000 / 3600</b>							
Division Description		FY2011 Actual		FY2012 Estimate		FY2013 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
<b>Urban Park Rangers</b>	<b>360006</b>						
Merged with Facilities Management and Development; Group 360007 in FY2012; cost center changed in FY2013.		37.9	2,286,031	33.0	1,865,938	0.0	0
<b>Facilities Management &amp; Development</b>	<b>360007</b>						
To plan, direct, coordinate and monitor park planning and expansion, construction and renovation of park facilities and security. Inspect all park amenities and provide routine maintenance of all park department facilities.		109.9	7,519,562	105.0	6,997,459	126.0	9,354,963
<b>Zoological Gardens</b>	<b>360008</b>						
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; utilities for Zoo budgeted in FY2013.		0.0	8,444,124	0.0	8,591,552	0.0	9,650,259
<b>Recreation and Wellness</b>	<b>360009</b>						
Operate 39 outdoor swimming pools, Soccer Program, 1 junior golf facility, 1 adaptive recreation center, 1 staffed skate park, 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	5,532,644	78.3	4,750,568	77.3	4,630,142
<b>Greenspace Management</b>	<b>360013</b>						
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, including Lake Houston Wilderness Park maintenance.		262.7	17,258,706	247.1	21,126,716	254.0	18,628,617

**FISCAL YEAR 2013 BUDGET**

Division Summary						
Fund Name : General Fund Business Area Name : Parks and Recreation Fund No./Bus Area No. : 1000 / 3600						
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Lake Houston Park <span style="float:right">360014</span> Merged with Greenspace Division; Group 360013 in FY2013.	5.2	402,218	5.2	428,454	0.0	0
Community Center Operations <span style="float:right">360015</span> Operate 59 community centers. Offer year-round programs for youths, adults and seniors at sites throughout the city.	182.3	8,463,281	183.3	8,826,113	187.0	8,990,097
<b>Total</b>	<b>771.2</b>	<b>63,133,452</b>	<b>693.8</b>	<b>66,295,242</b>	<b>685.8</b>	<b>64,402,537</b>

**FISCAL YEAR 2013 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	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
ACCOUNTANT MANAGER	27	1.0	1.0	
ACCOUNTING SERVICES SUPERVISOR	17	1.0	1.0	
ADMINISTRATION MANAGER	26	5.0	5.0	
ADMINISTRATIVE AIDE	10	4.0	4.0	
ADMINISTRATIVE ASSISTANT	17	4.0	4.0	
ADMINISTRATIVE ASSOCIATE	13	1.0	1.0	
ADMINISTRATIVE COORDINATOR	24	7.0	7.5	0.5
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	1.0	1.0	
ADMINISTRATIVE SPECIALIST	20	6.0	6.0	
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	
ASSISTANT BUYER	12	1.0	1.0	
ASSISTANT DIRECTOR-PARKS & RECREATION (EXE LEV)	32	3.0	4.0	1.0
ASSISTANT ELECTRICAL SUPERVISOR	22	2.0	2.0	
ASSISTANT SUPERINTENDENT	20	14.0	14.0	
BUILDING MAINTENANCE SUPERVISOR	13	1.0	1.0	
CARPENTER	14	6.0	6.0	
CASHIER	6	0.0	1.0	1.0
CEMENT FINISHER	11	1.0	1.0	
COMMUNICATIONS TECHNICIAN	15	1.0	1.0	
COMMUNITY INVOLVEMENT COORDINATOR	22	2.0	2.0	
CUSTODIAN	4	21.0	21.0	
CUSTODIAN LEADER	8	1.0	1.0	
CUSTOMER SERVICE CLERK	10	3.0	3.0	
CUSTOMER SERVICE REP. I	13	1.0	1.0	
CUSTOMER SERVICE REP. III	16	1.0	1.0	
CUSTOMER SERVICE SUPERVISOR	18	2.0	2.0	
DEPUTY DIRECTOR-PARKS & REC.	34	4.0	3.0	(1.0)
DIVISION MANAGER	29	14.0	14.0	
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	11.0	11.0	
EQUIPMENT WORKER	13	73.0	73.5	0.5
EXECUTIVE OFFICE ASSISTANT	15	2.0	2.0	
FIELD SUPERVISOR	17	59.7	54.0	(5.7)
FINANCIAL ANALYST III	21	2.0	2.0	
FINANCIAL ANALYST IV	25	1.0	0.0	(1.0)
FORESTER	15	2.0	2.0	
GARDENER	8	6.0	6.0	
GIS ANALYST	20	1.0	1.0	
GRAPHIC DESIGNER	17	1.0	1.0	
HEAD LIFEGUARD	9	8.4	8.4	
HEATING & AIR CONDITIONING LEADER	18	1.0	1.0	
HEATING & AIR CONDITIONING REPAIR PERSON	14	4.0	4.0	
HORTICULTURIST	18	3.0	3.0	
INSPECTOR	18	1.0	1.5	0.5
IRON WORKER	13	1.0	1.0	
IRRIGATION INSTALLER	12	1.0	1.0	
IRRIGATION LEADER	18	2.0	2.0	
LABORER	4	1.0	1.0	
LIFEGUARD	8	21.8	21.8	
MAINTENANCE MECHANIC I	8	1.0	1.0	
MAINTENANCE MECHANIC II	12	5.0	4.0	(1.0)
MAINTENANCE MECHANIC III	14	11.0	11.0	
MARKETING SPECIALIST	25	1.0	1.0	

**FISCAL YEAR 2013 BUDGET**

**Business Area Roster Summary**

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

<b>Job Description</b>	<b>Pay Grade</b>	<b>FY2012 Current Budget FTE</b>	<b>FY2013 Budget FTE</b>	<b>Change</b>
MEDIA REPRESENTATIVE	22	1.0	1.0	
MICROCOMPUTER ANALYST	20	1.0	0.0	(1.0)
OFFICE SUPERVISOR	17	1.0	1.0	
PAINTER	11	2.0	2.0	
PAINTER LEADER	15	1.0	1.0	
PARK MAINTENANCE AIDE	4	12.0	11.5	(0.5)
PARK MAINTENANCE SUPERVISOR	13	1.0	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	5.0	5.0	
POOL MANAGER	13	1.0	1.0	
POOL SUPERVISOR	10	9.6	9.6	
PROCUREMENT SPECIALIST	24	1.0	1.0	
PROGRAMMER ANALYST IV	25	1.0	1.0	
RECEPTIONIST	7	1.0	1.0	
RECREATION ASSISTANT	6	67.3	65.5	(1.8)
RECREATION FACILITY MANAGER	20	19.0	19.0	
RECREATION SPECIALIST	12	25.0	25.5	0.5
RECREATION SUPERVISOR	16	50.0	50.0	
SAFETY REPRESENTATIVE	19	2.0	2.0	
SEMI-SKILLED LABORER	6	76.0	76.5	0.5
SENIOR ACCOUNT CLERK	13	2.0	2.5	0.5
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	2.0	2.0	
SENIOR CONTRACT COMPLIANCE OFFICER	18	1.0	1.0	
SENIOR DISPATCHER	12	4.0	4.0	
SENIOR FIXED ASSET SPECIALIST	17	1.0	1.0	
SENIOR GIS TECHNICIAN	17	1.0	1.0	
SENIOR MICROCOMPUTER ANALYST	23	2.0	2.0	
SENIOR OFFICE ASSISTANT	12	3.0	3.0	
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	0.0	(1.0)
STAFF ANALYST	26	1.0	1.0	
SUPERINTENDENT	24	19.0	19.0	
SYSTEMS CONSULTANT	26	1.0	1.0	
SYSTEMS SUPPORT ANALYST I	16	1.0	1.0	
URBAN GARDEN MANAGER	23	1.0	1.0	
URBAN PARK RANGER	12	23.0	23.0	
WEB DESIGNER	21	1.0	1.0	
YOUTH SPORTS PROGRAM ASSISTANT MANAGER	20	1.0	1.0	
YOUTH SPORTS PROGRAM MANAGER	25	1.0	1.0	
<b>Total FTEs</b>		<b>693.8</b>	<b>685.8</b>	<b>(8.0)</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Full-Time Equivalent</b>		<b>693.8</b>	<b>685.8</b>	<b>(8.0)</b>

**FISCAL YEAR 2013 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	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
<b>3600010001</b>	<b>PRD-Director Office</b>			
422122	Municipal Service Fees - TIRZ	608,000	608,000	608,000
426370	Training Services	500	500	500
431020	Contributions from Others	0	350,000	0
434510	Prior Year Revenue	2,000	2,000	2,000
452020	Recoveries & Refunds	536,000	536,000	536,000
452030	Miscellaneous Revenue	3,000	37,000	3,000
<b>Total</b>	<b>PRD-Director Office</b>	<u><b>1,149,500</b></u>	<u><b>1,533,500</b></u>	<u><b>1,149,500</b></u>
<b>Total</b>	<b>Parks and Recreation</b>	<u><u><b>1,149,500</b></u></u>	<u><u><b>1,533,500</b></u></u>	<u><u><b>1,149,500</b></u></u>

**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	25,546,111	21,402,982	21,791,524	21,928,832
500030	Salary Part Time - Civilian	1,274,180	1,945,734	1,478,546	1,390,038
500060	Overtime - Civilian	160,559	89,000	394,000	150,000
500090	Premium Pay - Civilian	44,664	22,968	22,968	21,924
500110	Bilingual Pay - Civilian	41,692	34,348	34,348	34,348
500180	Temporary Employees	899,461	850,381	850,381	977,514
500250	HOPE Union Business Usage	5,942	0	2,692	4,000
501070	Pension - Civilian	4,084,083	3,852,540	3,924,040	4,692,753
501120	Termination Pay - Civilian	560,631	22,875	135,346	141,291
501160	Vehicle Allowance - Civilian	17,538	11,153	11,153	8,600
502010	FICA - Civilian	2,046,025	1,806,278	1,854,278	1,871,200
503010	Health Ins-Act Civilian	4,695,103	4,211,607	4,406,756	4,989,795
503015	Basic Life Insurance - Active Civilian	15,318	12,526	12,900	12,955
503060	Long Term Disability-Civilian	130	50,860	55,460	49,045
503090	Workers Compensation-Civilian-Admin	171,099	140,043	160,981	165,149
503100	Workers Compensation-Civilian-Claim	543,329	554,722	539,722	539,704
504030	Unemployment Claims - Administration	56,480	552,154	625,005	625,005
<b>Total</b>	<b>Personnel Services</b>	<b>40,162,345</b>	<b>35,560,171</b>	<b>36,300,100</b>	<b>37,602,153</b>
511010	Chemical Gases & Special Fluids	180,954	93,575	98,800	98,700
511015	Cleaning & Sanitary Supplies	176,770	153,254	158,854	162,700
511020	Construction Materials	194,232	215,600	207,600	215,000
511025	Electrical Hardware & Parts	116,083	110,000	109,000	110,000
511030	Mechanical Hardware & Parts	61,403	59,800	53,695	59,800
511035	Meters Hydrants & Plumbing Supplies	65,894	85,700	85,700	70,700
511040	Audiovisual Supplies	1,279	7,800	7,800	7,800
511045	Computer Supplies	3,198	16,515	17,198	34,000
511050	Paper & Printing Supplies	8,943	15,400	15,400	14,500
511055	Publications & Printed Materials	9	5,200	5,200	4,200
511060	Postage	2,999	3,700	3,700	3,700
511070	Miscellaneous Office Supplies	78,391	51,250	51,450	66,800
511080	General Laboratory Supplies	0	2,700	5,700	2,700
511090	Medical & Surgical Supplies	12,205	14,400	14,400	14,400
511095	Small Technical & Scientific Equipment	1,431	6,900	6,900	6,900
511110	Fuel	1,053,581	1,137,887	1,137,887	977,396
511115	Vehicle Repair & Maintenance Supplies	877,039	10,100	10,100	10,100
511120	Clothing	109,355	147,721	152,221	159,300
511125	Food Supplies	2,556	8,300	6,800	6,200
511135	Recreational Supplies	116,147	210,282	195,754	181,000
511140	Landscaping & Gardening Supplies	96,287	138,500	138,500	138,500
511145	Small Tools & Minor Equipment	158,798	140,898	142,498	143,100
511150	Miscellaneous Parts & Supplies	283,027	217,081	217,081	204,600
<b>Total</b>	<b>Supplies</b>	<b>3,600,581</b>	<b>2,852,563</b>	<b>2,842,238</b>	<b>2,692,096</b>
520100	Temporary Personnel Services	112,849	203,219	203,219	104,900
520101	Janitorial Services	97,155	115,300	115,300	119,300
520102	Security Services	132,834	156,800	156,800	156,800
520103	Subrecipient Contract Services	523,220	0	0	0
520108	Information Resource Services	44,230	55,600	55,600	52,600
520109	Medical Dental & Laboratory Services	37,020	32,500	32,500	36,500
520110	Management Consulting Services	1,345	0	0	0
520113	Photographic Services	0	900	900	800
520114	Miscellaneous Support Services	27,170	52,505	52,505	34,100
520115	Real Estate Lease/Office Rental	178,149	183,800	183,800	186,900
520118	Refuse Disposal	228,205	174,600	174,600	200,000
520119	Computer Equipment/Software Maintenance	11,248	10,082	10,082	9,400
520120	Communications Equipment Services	6,836	5,000	5,000	0
520121	IT Application Svcs	51,490	68,003	68,003	104,657

**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
520123	Vehicle & Motor Equipment Services	186,463	9,000	9,100	9,000
520124	Other Equipment Services	72,837	34,725	36,825	35,700
520126	Construction Site Work Services	8,329	13,076	13,076	2,600
520128	Other Construction Work Services	0	35,000	35,000	10,000
520138	Zoo Contract	8,444,124	8,591,552	8,591,552	8,766,159
520139	Motor Pool Charges	677	4,900	4,900	4,900
520141	Engineering Services	0	0	4,000	4,000
520146	Contract Instructor Sports	136,670	74,651	74,651	88,200
520510	Mail/Delivery Services	3,493	2,100	2,100	2,100
520515	Print Shop Services	11,976	10,100	10,100	12,800
520520	Printing & Reproduction Services	1,866	1,500	1,500	2,499
520605	Advertising Services	1,295	1,600	1,600	2,100
520705	Insurance Fees	426,349	478,654	478,654	601,745
520740	Document Recording/Filing Fees	0	100	100	100
520765	Membership & Professional Fees	13,189	12,500	12,500	12,500
520805	Education & Training	15,541	16,800	16,800	17,300
520815	Tuition Reimbursement	1,000	200	200	0
520905	Travel - Training Related	6,016	21,800	21,800	21,800
520910	Travel - Non-Training Related	13,050	13,700	13,700	13,700
521405	Building Maintenance Services	773,426	683,331	684,131	1,025,800
521410	Sewer Services	873,566	716,931	716,931	720,231
521415	Land and Grounds Maintenance	72,945	4,984,900	4,231,900	1,404,900
521435	Water Services	6,403	7,600	7,600	7,600
521505	Electricity	4,735,742	5,555,493	5,549,703	4,703,899
521510	Natural Gas	155,464	163,237	163,237	125,606
521605	Data Services	37,013	45,000	45,000	63,630
521610	Voice Services	611,206	605,093	605,093	592,991
521620	Voice Equipment	3,881	9,518	9,518	11,760
521625	Voice Labor	1,275	10,000	10,000	8,643
521630	GIS Revolving Fund Services	28,482	34,140	34,140	25,791
521705	Vehicle/Equipment Rental/Lease	13,273	30,225	30,225	25,000
521715	Office Equipment Rental	80,139	67,100	67,100	67,100
521725	Other Rental	266,070	266,200	266,200	266,200
521730	Parking Space Rental	3,106	0	3,200	3,200
522305	Freight Charges	69	600	600	600
522430	Miscellaneous Other Services & Charges	80,782	108,500	116,500	116,098
522720	Interfund Payroll Services	(4,791)	0	(4,014)	0
522721	Interfund HR Client Services	313,002	407,476	407,476	479,590
522722	KRONOS Service Chargeback	0	29,540	29,540	24,869
522723	Drainage Fee Service Chargeback	0	924,754	924,754	924,754
522735	Interfund Communication Equipment Repair	0	16,884	16,884	32,300
522780	Interfund Photo Copy Services	202	0	0	0
522840	Interfund Permit Center Rent Chargeback	0	98,713	98,713	42,669
522845	Interfund Vehicle Services	0	2,577,681	2,577,681	1,756,622
<b>Total</b>	<b>Other Services and Charges</b>	<b>18,845,881</b>	<b>27,723,183</b>	<b>26,978,579</b>	<b>23,043,013</b>
551010	Non-Capital Office Furniture & Equipment	0	11,947	11,947	0
551020	Non-Capital Communication Equipment	0	0	15,000	0
551030	Non-Capital Machinery & Equipment	0	16,111	16,111	0
<b>Total</b>	<b>Non-Capital Equipment</b>	<b>0</b>	<b>28,058</b>	<b>43,058</b>	<b>0</b>
532015	Transfers to Convention & Entertainment	50,000	0	0	0
532020	Transfers to Capital Projects	0	131,267	131,267	1,065,275
532120	Transfer to Fleet/Eq	474,645	0	0	0
<b>Total</b>	<b>Debt Service and Other Uses</b>	<b>524,645</b>	<b>131,267</b>	<b>131,267</b>	<b>1,065,275</b>
<b>Grand Total Expenditures</b>		<b>63,133,452</b>	<b>66,295,242</b>	<b>66,295,242</b>	<b>64,402,537</b>



# Tab VI



## 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.

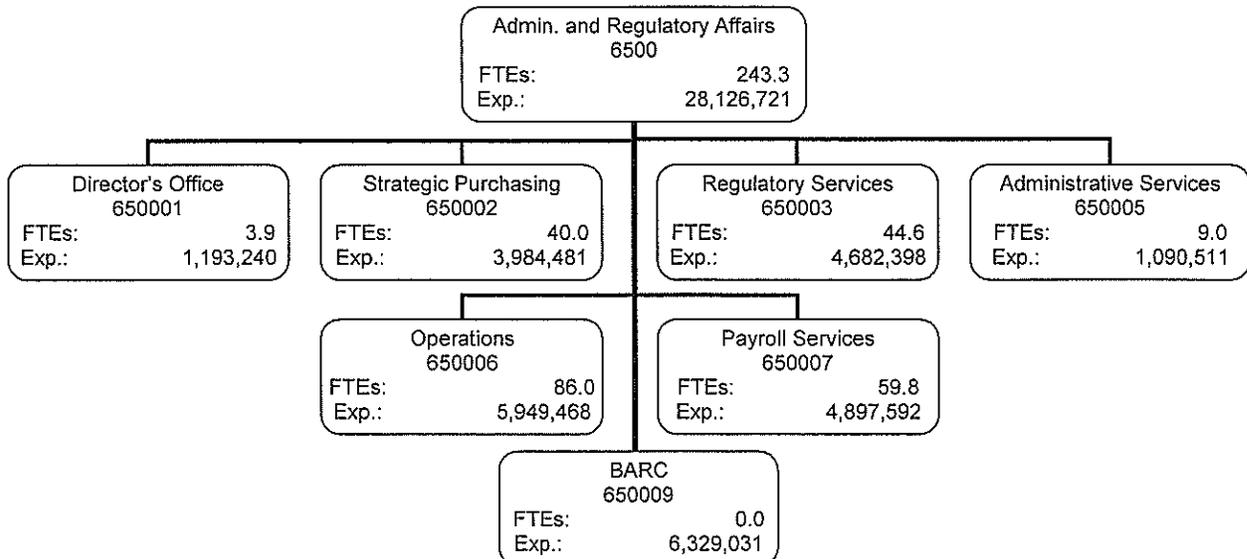
### Department Short Term Goals

1. Execute citywide procurement upgrade determined by the Mayor's Procurement Taskforce.
2. Consolidation of smaller departmental purchasing units.
3. Complete permit compliance exercise to ensure payment collection for all commercial and alcohol related businesses.
4. Complete staffing analysis on permitting customer service and revenue.
5. Update KRONOS Time and attendance to version 6.3 and continue the user training to better manage employees.

### Department Long Term Goals

1. Transform Bureau of Animal Regulation and Care (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. Transform the taxicab industry in Houston through technology, training and economic initiatives.
4. Improve and streamline citywide procurement processes.

## Department Organization



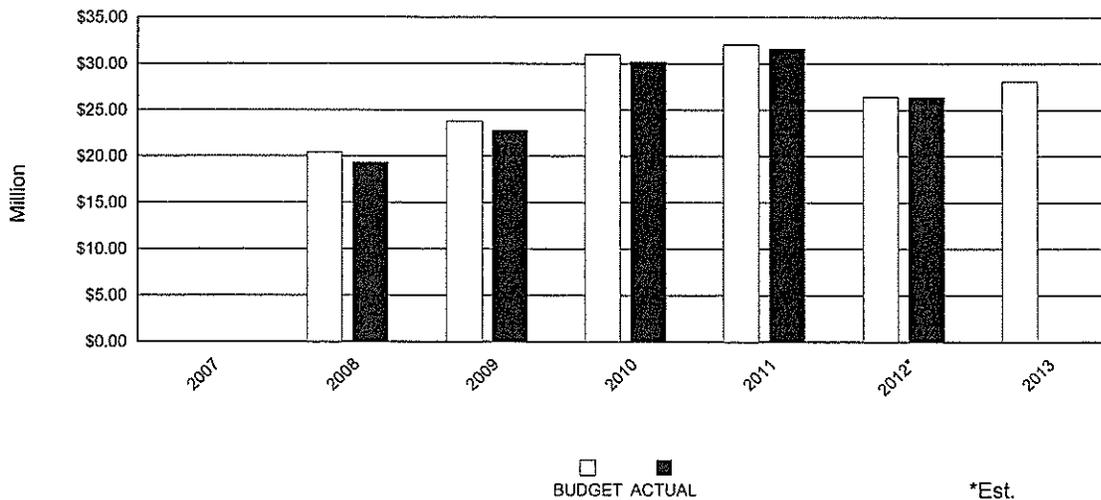
**FISCAL YEAR 2013 BUDGET**

**Business Area Budget Summary**

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

		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	22,658,593	17,103,536	16,997,791	18,390,387
	Supplies	256,682	167,969	185,799	164,687
	Other Services and Charges	2,944,683	3,038,341	3,124,256	3,242,616
	Equipment	7,952	0	0	0
	Non-Capital Equipment	20,867	0	2,000	0
	Total M & O Expenditures	25,888,777	20,309,846	20,309,846	21,797,690
	Debt Service & Other Uses	5,751,923	6,121,549	6,121,549	6,329,031
	Total Expenditures	31,640,700	26,431,395	26,431,395	28,126,721
Revenues	196,022,426	195,655,789	196,994,111	196,840,715	
Staffing	Full-Time Equivalents - Civilian	292.8	227.5	227.0	243.3
	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	292.8	227.5	227.0	243.3
	Full-Time Equivalents - Overtime	1.5	0.6	0.9	0.7
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> <li>o City Council Administrative Support budget of \$332,545 with 5 FTEs transferred to Finance in FY2012.</li> <li>o Executive Services Division budget of \$415,570 with 4 FTEs transferred to Mayor's Office in FY2012.</li> <li>o Special Events Division budget of \$1,172,197 with 10 FTEs transferred to Mayor's Office in FY2012.</li> <li>o FY2013 Budget includes funding for 311 Call Center's weekend and evening services.</li> <li>o FY2013 Budget includes funding for expenditure increases in health benefits (\$369,416) and pension contribution (\$369,988).</li> <li>o Execute citywide procurement upgrade determined by Mayor's Procurement Taskforce.</li> <li>o Update KRONOS Time and Attendance to version 6.3 and continue the user training to better manage employees.</li> </ul>				

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



**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name :</b> General Fund <b>Business Area Name :</b> Administration and Regulatory Affairs <b>Fund No./Bus Area No. :</b> 1000 / 6500			
<b>Name: Director's Office -- 650001</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> 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	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Revenues realized	100%	100%	100%
360°/DISC/Assessment	11	11	12
Management and performance initiatives	13	16	18
Customer/Employee surveys	9	20	8
<b>Name: Strategic Purchasing -- 650002</b>			
<b>Mission:</b> To manage, facilitate, and provide the highest quality, value added procurement services that exceed the needs and expectations of our customers.			
<b>Goal:</b> 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	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Average days to award contract	96 days	140 days	160 days
Customer 360 Survey	N/A	N/A	12/31/2012
Upgrade server for E Signature	N/A	N/A	12/31/2012
<b>Name: Regulatory Services -- 650003</b>			
<b>Mission:</b> To provide service of exceptional quality to the citizens of Houston in the areas of licensing and permitting vehicles for hire in order to safeguard the public's health and safety, permitting over 50 categories of commercial activities to uphold community standards, and administering and collecting franchise fees in order to maximize the public's revenue from private use of the public right-of-way.			
<b>Goal:</b> Ensure value is obtained for use of public right-of-way by public entities. Process permitting and licensing requests timely and correctly. Conduct enforcement activities for vehicles for hire and commercial and alcohol licenses and permits to enhance public safety.			
Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Commercial permits issued	35,351	31,753	31,817
Vehicle inspections performed	5,045	6,225	5,650
Burglar alarm permits	99,677	102,459	102,459
Utility customer requests handled	553	483	500
Total revenue managed	\$193.5M	\$195.4M	\$195.6M

**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name : General Fund</b> <b>Business Area Name : Administration and Regulatory Affairs</b> <b>Fund No./Bus Area No. : 1000 / 6500</b>			
<b>Name: Administrative Services -- 650005</b>			
<b>Mission:</b> 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 ARA and our client departments with the utmost level of accountability, integrity, due diligence and in compliance with all City ordinances, policies, and procedures.			
<b>Goal:</b> Implement best practices and innovative advancements by setting the example for excellent customer service to our fifteen (15) business units and client departments, streamlining the accounting process, ensuring revenues properly recorded, improving policy and procedures process, maintaining accurate fixed assets records and keeping employees abreast of professional training.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Customer Service survey	8	8	8
Accounting uploads	2	2	1
ARA Revenue administered	\$241.2M	\$246.4M	\$251.7M
Policy developed/updated	20	42	40
Fixed Assets managed	599	700	801
<b>Name: Operations -- 650006</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
311 Citizen engagement	2.1M	2.1M	2.4M
Pieces of mail handled	1.8M	1.8M	1.8M
Asset disposition revenue	\$749K	\$2.1M	\$2.4M
Retention schedule updated	300	300	300
Record management certifications	2	4	4
<b>Name: Payroll Services -- 650007</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Customer service satisfaction	98%	98%	98%
Payroll consolidation	60%	100%	N/A
Divison SOP for all functions	25%	100%	100%
KRONOS implementation citywide	N/A	75%	100%
Payroll Academy - all employees	30%	75%	100%

**FISCAL YEAR 2013 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:** BARC -- 650009

**Mission:** BARC was moved to Special Revenue Fund 2427 in FY2011. The budget line item "Transfer to Special Revenue Fund" is set up in General Fund.

**Goal:** N/A

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
N/A	N/A	N/A	N/A

**Name:** Transferred Out -- 659999

**Mission:** City Council Administrative Support, Agenda Office, and Special Events are being transferred out of ARA in FY2012.

**Goal:** N/A

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
N/A	N/A	N/A	N/A

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>							
<b>Fund Name : General Fund</b> <b>Business Area Name : Administration and Regulatory Affairs</b> <b>Fund No./Bus Area No. : 1000 / 6500</b>							
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
<b>Director's Office</b> <span style="float:right">650001</span> Executive head of Administration and Regulatory Affairs Department with authority over all policies, procedures, and employees.	6.9	1,287,468	3.9	1,087,593	3.9	1,193,240	
<b>Strategic Purchasing</b> <span style="float:right">650002</span> Manage citywide purchasing of goods and services that are consistent with applicable City policies and procedures and the State of Texas Bid Laws.	43.1	3,798,876	39.7	3,775,911	40.0	3,984,481	
<b>Regulatory Services</b> <span style="float:right">650003</span> Regulate utilities (electricity, natural gas, private water companies). Administer ordinances related to regulation of vehicles for hire and certain commercial permits, as well as licenses for alcohol-related businesses. Manage franchises for the use of City rights-of-way.	41.6	3,792,696	37.4	4,281,220	44.6	4,682,398	
<b>Administrative Services</b> <span style="float:right">650005</span> Provide administrative services including financial accounting, budgeting, policies and procedures, training and asset management for Administration and Regulatory Affairs and various City departments.	12.2	1,187,669	8.4	1,064,169	9.0	1,090,511	
<b>Operations</b> <span style="float:right">650006</span> Manage 311 Call Center and respond to citizens' questions. Organize and manage the citywide records program. Organize, develop and supervise revenue-generating contracts and operations. Sell surplus city property. Provide mail room services to 611 Walker, City Hall / City Hall Annex.	99.2	6,020,010	78.4	5,365,533	86.0	5,949,468	
<b>Payroll Services</b> <span style="float:right">650007</span> Manage employee services and payroll systems processing support for all employees in the City of Houston.	70.0	4,875,604	59.2	4,735,420	59.8	4,897,592	

**FISCAL YEAR 2013 BUDGET**

Division Summary						
Fund Name : General Fund Business Area Name : Administration and Regulatory Affairs Fund No./Bus Area No. : 1000 / 6500						
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
<b>BARC</b> <span style="float:right">650009</span> 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.	0.0	6,121,278	0.0	6,121,549	0.0	6,329,031
<b>Transferred Out</b> <span style="float:right">659999</span> City Council Administrative Support, Agenda Office, and Special Events are being transferred out of ARA in FY2012.	19.8	4,557,099	0.0	0	0.0	0
<b>Total</b>	<b>292.8</b>	<b>31,640,700</b>	<b>227.0</b>	<b>26,431,395</b>	<b>243.3</b>	<b>28,126,721</b>

**FISCAL YEAR 2013 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	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
3-1-1 TELECOMMUNICATOR	13	31.5	38.0	6.5
3-1-1 TELECOMMUNICATOR SUPERVISOR	20	6.0	3.0	(3.0)
ACCOUNTANT	17	2.0	1.0	(1.0)
ACCOUNTANT SUPERVISOR	24	1.0	1.0	
ADMINISTRATION & REGULATORY AFFAIRS DIRECTOR	37	1.0	1.0	
ADMINISTRATION MANAGER	26	7.0	8.0	1.0
ADMINISTRATIVE AIDE	10	5.0	2.0	(3.0)
ADMINISTRATIVE ASSISTANT	17	26.0	16.0	(10.0)
ADMINISTRATIVE ASSOCIATE	13	6.0	3.0	(3.0)
ADMINISTRATIVE COORDINATOR	24	5.0	3.0	(2.0)
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	1.0	0.0	(1.0)
ADMINISTRATIVE SPECIALIST	20	13.0	13.4	0.4
ADMINISTRATIVE SUPERVISOR	22	10.0	7.0	(3.0)
ASSISTANT CUSTOMER SERVICE MANAGER	26	1.0	0.0	(1.0)
ASSISTANT DIRECTOR (EXE LEV)	32	4.0	3.0	(1.0)
CHIEF INSPECTOR	27	5.0	0.0	(5.0)
CLERK	5	1.0	1.0	
COMMUNITY LIAISON	18	5.0	0.0	(5.0)
COMMUNITY SERVICE INSPECTOR	16	40.0	0.0	(40.0)
CONTRACT ADMINISTRATOR	22	1.0	1.0	
CONTRACT COMPLIANCE SUPERVISOR	22	2.0	0.0	(2.0)
COUNSELOR	20	5.0	0.0	(5.0)
CUSTOMER SERVICE MANAGER	29	1.0	1.0	
CUSTOMER SERVICE REP. I	13	7.0	8.0	1.0
CUSTOMER SERVICE REP. II	15	3.0	2.5	(0.5)
CUSTOMER SERVICE REP. III	16	3.0	2.0	(1.0)
CUSTOMER SERVICE SECTION CHIEF	22	0.0	2.0	2.0
CUSTOMER SERVICE SUPERVISOR	18	0.0	1.0	1.0
DATA ENTRY OPERATOR	8	1.0	1.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	4.0	4.0	
DEPUTY DIRECTOR (EXE LEV)	34	4.0	2.0	(2.0)
DIVISION MANAGER	29	13.0	9.0	(4.0)
DIVISION MANAGER (EXE LEV)	29	1.0	0.0	(1.0)
ERP BUSINESS SYSTEMS CONSULTANT	28	1.0	0.0	(1.0)
EVENT COORDINATOR	19	2.0	0.0	(2.0)
FINANCIAL ANALYST I	15	1.0	0.0	(1.0)
FINANCIAL ANALYST II	18	1.0	0.0	(1.0)
FINANCIAL ANALYST III	21	1.0	1.0	
FINANCIAL ANALYST IV	25	1.0	0.0	(1.0)
FIXED ASSET SPECIALIST	13	1.0	1.0	
HEARING OFFICER	27	1.0	1.0	
HUMAN RESOURCES SPECIALIST	17	5.0	4.0	(1.0)
INVENTORY MANAGEMENT CLERK	9	1.0	1.0	
INVENTORY MANAGEMENT SUPERVISOR	17	1.0	1.0	
MANAGEMENT ANALYST I	15	0.0	1.0	1.0
MANAGEMENT ANALYST II	18	0.0	1.0	1.0
MANAGEMENT ANALYST III	21	2.0	1.7	(0.3)
MANAGEMENT ANALYST IV	25	8.0	4.0	(4.0)
MARKETING SPECIALIST	25	1.0	0.0	(1.0)
OFFICE SERVICE MANAGER	23	1.0	0.0	(1.0)
OFFICE SUPERVISOR	17	2.0	2.0	
PAYROLL CLERK	9	2.0	3.0	1.0
PROCUREMENT SPECIALIST	24	5.0	4.0	(1.0)
PROGRAMMER ANALYST IV	25	1.0	0.0	(1.0)
PURCHASING MANAGER	27	3.0	4.0	1.0

**FISCAL YEAR 2013 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	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
RECEPTIONIST	7	0.8	0.0	(0.8)
RECORDS ADMINISTRATOR	23	1.0	1.0	
RECORDS MANAGER	25	1.0	0.0	(1.0)
REGULATORY INVESTIGATOR	11	2.0	4.5	2.5
REGULATORY SUPERVISOR	20	0.0	1.5	1.5
SENIOR 3-1-1 TELECOMMUNICATOR	15	18.5	19.0	0.5
SENIOR ACCOUNT CLERK	13	1.0	1.0	
SENIOR ACCOUNTANT	20	0.0	2.0	2.0
SENIOR BUYER	22	5.0	3.0	(2.0)
SENIOR CLERK	8	2.0	2.0	
SENIOR COMMUNICATIONS SPECIALIST	20	1.0	0.0	(1.0)
SENIOR COMMUNITY LIAISON	23	5.0	0.0	(5.0)
SENIOR COUNSELOR	22	1.0	0.0	(1.0)
SENIOR CUSTOMER SERVICE CASHIER	13	1.0	1.0	
SENIOR ERP BUSINESS SYSTEMS ANALYST	26	1.0	0.0	(1.0)
SENIOR INSPECTOR	22	2.0	0.0	(2.0)
SENIOR OFFICE ASSISTANT	12	1.0	1.0	
SENIOR PAYROLL CLERK	13	13.0	11.0	(2.0)
SENIOR PROCUREMENT SPECIALIST	27	11.0	11.0	
SENIOR REGULATORY INVESTIGATOR	14	7.3	7.8	0.5
SENIOR STAFF ANALYST	28	8.0	8.0	
SENIOR SUPERINTENDENT	27	1.0	0.0	(1.0)
STAFF ANALYST	26	4.0	8.0	4.0
STAGE SUPERVISOR	15	1.0	0.0	(1.0)
STUDENT INTERN II	10	0.9	0.0	(0.9)
SYSTEMS CONSULTANT	26	1.0	1.0	
SYSTEMS SUPPORT ANALYST IV	25	1.0	0.0	(1.0)
TRAINER	17	0.0	2.0	2.0
TRAINING ADMINISTRATOR	24	1.0	1.0	
<b>Total FTEs</b>		<b>349.0</b>	<b>249.4</b>	<b>(99.6)</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>121.5</b>	<b>6.1</b>	<b>(115.4)</b>
<b>Full-Time Equivalents</b>		<b>227.5</b>	<b>243.3</b>	<b>15.8</b>

**FISCAL YEAR 2013 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	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
<b>6500020001</b>	<b>ARA - SPD</b>			
452030	Miscellaneous Revenue	260,000	260,000	30,000
<b>6500030001</b>	<b>ARA - Transportation</b>			
421220	School Bus Licenses & Permits	36,550	40,000	37,214
421230	Taxicab Licenses & Permits	1,134,500	1,280,052	1,280,052
421570	Limousine Permits	696,000	696,000	723,322
421580	Charter Bus Permits	177,650	165,000	181,236
421600	Jitney Permit & Inspection Fees	4,010	4,010	7,243
421610	Low Speed Shuttle Permit/Inspection Fees	2,300	2,300	4,373
421620	Pedicab Permits & Inspection Fees	25,000	16,000	14,918
421630	Administrative Fee - Licenses & Permits	541,000	625,000	155,110
424110	Other Interfund Services	16,800	16,800	16,800
426240	Limousine Inspection Fees	71,425	81,000	73,286
428080	Returned Check Charges	288	0	288
	<b>Total ARA - Transportation</b>	<b>2,705,523</b>	<b>2,926,162</b>	<b>2,493,842</b>
<b>6500030002</b>	<b>ARA - Franchise Administration</b>			
416010	Electricity Franchise Tax	98,193,604	98,193,604	102,196,852
417010	Telephone Franchise Tax	44,482,800	45,401,556	44,606,000
418010	Natural Gas Franchise Tax	22,009,397	22,009,397	19,194,072
419010	Cable TV Franchise Tax	18,439,200	18,575,370	18,439,200
419040	Solid Waste Hauler Franchise Fee	5,568,000	5,494,804	5,674,000
419050	Spur Track Franchise Fee	20,426	20,426	20,426
419070	Fiber Optics Franchise Fee	16,100	41,668	41,100
419090	Telecomm Franchise Fees - Prior Year	0	36,166	0
419110	Cable TV Franchise Fees-Prior Year	0	145,209	0
419120	Solid Waste Franchise Fees-Prior Year	0	212,805	0
421590	Right-of-way Permits	324,378	319,163	324,974
	<b>Total ARA - Franchise Administration</b>	<b>189,053,905</b>	<b>190,450,168</b>	<b>190,496,624</b>
<b>6500030003</b>	<b>ARA - Commercial Permitting</b>			
421100	Occupation Licenses	152,650	158,036	204,573
421110	Sexually Oriented Business Permits	28,420	38,654	36,713
421130	Decals for Coin-Oper. Amusement Machines	280,141	304,669	289,999
421140	Dance Licenses	70,230	54,543	91,254
421150	Liquor Licenses	1,098,212	1,073,153	1,406,574
421280	Other Licenses & Permits	65,700	161,800	171,873
421630	Administrative Fee - Licenses & Permits	41,600	0	634,058
426330	Miscellaneous Copies Fees	120	114	132
428080	Returned Check Charges	288	288	168
428090	Miscellaneous Fines & Forfeitures	0	266,985	0
434340	Cashier Overages	0	2	0
	<b>Total ARA - Commercial Permitting</b>	<b>1,737,361</b>	<b>2,058,244</b>	<b>2,835,344</b>
<b>6500070001</b>	<b>ARA - Payroll Services</b>			
424080	Interfund Payroll Services	1,200,000	800,000	553,905
426290	Other Service Charges	101,000	101,000	101,000
	<b>Total ARA - Payroll Services</b>	<b>1,301,000</b>	<b>901,000</b>	<b>654,905</b>
<b>6500070002</b>	<b>ARA - Administrative Services</b>			
490080	Other Operating Transfers In	250,000	0	0
<b>6500070007</b>	<b>ARA - Asset Disposition/PDMO</b>			

**FISCAL YEAR 2013 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	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
434205	Sale of Scrap Metal	30,000	30,000	30,000
434225	Sale of Non-Capital Equip. & Merchandise	300,000	350,000	300,000
<b>Total</b>	<b>ARA - Asset Disposition/PDMO</b>	<b>330,000</b>	<b>380,000</b>	<b>330,000</b>
<b>6500080005</b>	<b>ARA - Special Events</b>			
421410	Permit Preparation Fees	18,000	18,537	0
<b>Total</b>	<b>Administration and Regulatory Affairs</b>	<b>195,655,789</b>	<b>196,994,111</b>	<b>196,840,715</b>

**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	16,010,692	11,749,782	11,633,941	12,110,602
500030	Salary Part Time - Civilian	119,894	111,159	54,175	338,256
500060	Overtime - Civilian	79,624	31,386	86,942	39,886
500090	Premium Pay - Civilian	11,077	0	5,001	5,000
500110	Bilingual Pay - Civilian	57,962	46,061	40,173	46,966
500250	HOPE Union Business Usage	1,424	0	5,197	0
501050	Employee Awards	0	6,500	6,500	6,500
501070	Pension - Civilian	2,601,460	2,084,172	2,106,726	2,591,667
501110	Strategic Staffing-Classified	4	0	0	0
501120	Termination Pay - Civilian	203,907	0	65,432	0
501160	Vehicle Allowance - Civilian	14,861	0	0	0
502010	FICA - Civilian	1,225,160	884,736	895,359	948,258
503010	Health Ins-Act Civilian	2,130,356	1,812,314	1,713,372	1,920,119
503015	Basic Life Insurance - Active Civilian	9,813	6,842	7,416	7,124
503060	Long Term Disability-Civilian	(2,181)	19,345	19,500	19,958
503090	Workers Compensation-Civilian-Admin	60,425	45,511	50,916	58,449
503100	Workers Compensation-Civilian-Claim	46,747	33,518	92,543	39,018
504030	Unemployment Claims - Administration	87,368	272,210	214,598	258,584
<b>Total</b>	<b>Personnel Services</b>	<b>22,658,593</b>	<b>17,103,536</b>	<b>16,997,791</b>	<b>18,390,387</b>
511010	Chemical Gases & Special Fluids	175	0	33	0
511040	Audiovisual Supplies	8,089	9,135	9,335	9,000
511045	Computer Supplies	14,600	12,539	24,654	10,094
511050	Paper & Printing Supplies	8,667	5,634	5,534	5,534
511055	Publications & Printed Materials	22,593	1,800	3,655	1,800
511060	Postage	17,811	20,700	20,700	20,700
511070	Miscellaneous Office Supplies	65,094	69,604	70,657	70,251
511095	Small Technical & Scientific Equipment	50	0	0	0
511110	Fuel	18,664	19,734	17,090	17,234
511115	Vehicle Repair & Maintenance Supplies	20	1,350	6,272	1,950
511120	Clothing	2,841	4,531	4,780	4,780
511125	Food Supplies	5,747	1,000	1,000	1,000
511130	Weapons Munitions & Supplies	(406)	0	0	0
511145	Small Tools & Minor Equipment	169	0	93	0
511150	Miscellaneous Parts & Supplies	92,568	21,942	21,996	22,344
<b>Total</b>	<b>Supplies</b>	<b>256,682</b>	<b>167,969</b>	<b>185,799</b>	<b>164,687</b>
520100	Temporary Personnel Services	104,716	171,857	171,905	108,668
520102	Security Services	7,798	9,000	7,900	9,600
520105	Accounting & Auditing Services	1,101,976	1,029,011	1,041,845	1,028,818
520107	Computer Info/Contr	0	0	40	0
520108	Information Resource Services	34	0	0	0
520109	Medical Dental & Laboratory Services	946	300	1,181	400
520110	Management Consulting Services	55,992	41,731	71,733	41,731
520113	Photographic Services	0	0	350	0
520114	Miscellaneous Support Services	57,968	55,250	55,250	55,250
520115	Real Estate Lease/Office Rental	86,520	0	0	0
520118	Refuse Disposal	14,240	0	0	0
520119	Computer Equipment/Software Maintenance	139,967	124,300	114,621	253,735
520120	Communications Equipment Services	5,055	0	0	0
520121	IT Application Svcs	64,979	10,900	66,078	209,612
520122	Office Equipment Services	0	450	400	450
520123	Vehicle & Motor Equipment Services	16,796	21,905	19,760	21,654
520126	Construction Site Work Services	922	0	0	0

**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
520132	Contracts/Sponsorships	27,813	0	0	0
520145	Criminal Intelligence Services	2,019	0	0	0
520510	Mail/Delivery Services	2,301	760	798	670
520515	Print Shop Services	50,124	15,059	16,691	16,239
520520	Printing & Reproduction Services	11,568	15,140	14,919	15,390
520605	Advertising Services	30,541	57,172	57,000	57,172
520705	Insurance Fees	5,019	6,321	33,977	16,590
520765	Membership & Professional Fees	7,050	10,540	11,402	8,597
520805	Education & Training	24,873	32,657	42,338	32,392
520905	Travel - Training Related	18,084	14,704	15,404	16,604
520910	Travel - Non-Training Related	36,943	7,170	7,970	7,970
521405	Building Maintenance Services	2,317	0	0	0
521510	Natural Gas	(444)	0	0	0
521605	Data Services	66,778	84,612	98,905	130,868
521610	Voice Services	366,340	422,383	334,681	346,250
521620	Voice Equipment	2,501	11,341	11,341	10,122
521625	Voice Labor	10,138	5,720	9,280	7,488
521630	GIS Revolving Fund Services	18,521	22,201	17,831	16,547
521705	Vehicle/Equipment Rental/Lease	5,757	0	0	0
521715	Office Equipment Rental	85,558	71,445	79,961	71,445
521725	Other Rental	3,257	0	0	0
521730	Parking Space Rental	165,815	116,338	138,312	131,696
522410	Cashier Shortages	100	100	0	0
522430	Miscellaneous Other Services & Charges	210,540	71,923	74,332	74,928
522720	Interfund Payroll Services	(1,037)	0	0	0
522721	Interfund HR Client Services	134,298	202,801	202,801	183,222
522722	KRONOS Service Chargeback	0	11,859	11,859	9,401
522840	Interfund Permit Center Rent Chargeback	0	393,391	393,391	359,107
<b>Total</b>	<b>Other Services and Charges</b>	<b>2,944,683</b>	<b>3,038,341</b>	<b>3,124,256</b>	<b>3,242,616</b>
560210	Furniture Fixtures and Equipment	7,952	0	0	0
<b>Total</b>	<b>Equipment</b>	<b>7,952</b>	<b>0</b>	<b>0</b>	<b>0</b>
551010	Non-Capital Office Furniture & Equipment	5,001	0	0	0
551015	Non-Capital Computer Equipment	1,948	0	0	0
551020	Non-Capital Communication Equipment	3,540	0	0	0
551025	Non-Capital Scientific/Medical Equipment	0	0	2,000	0
551040	Non-Capital Other	10,378	0	0	0
<b>Total</b>	<b>Non-Capital Equipment</b>	<b>20,867</b>	<b>0</b>	<b>2,000</b>	<b>0</b>
532015	Transfers to Convention & Entertainment	(391,446)	0	0	0
532025	Transfers to Special Revenues	6,121,549	6,121,549	6,121,549	6,329,031
532120	Transfer to Fleet/Eq	21,820	0	0	0
<b>Total</b>	<b>Debt Service and Other Uses</b>	<b>5,751,923</b>	<b>6,121,549</b>	<b>6,121,549</b>	<b>6,329,031</b>
<b>Grand Total Expenditures</b>		<b>31,640,700</b>	<b>26,431,395</b>	<b>26,431,395</b>	<b>28,126,721</b>



# 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.

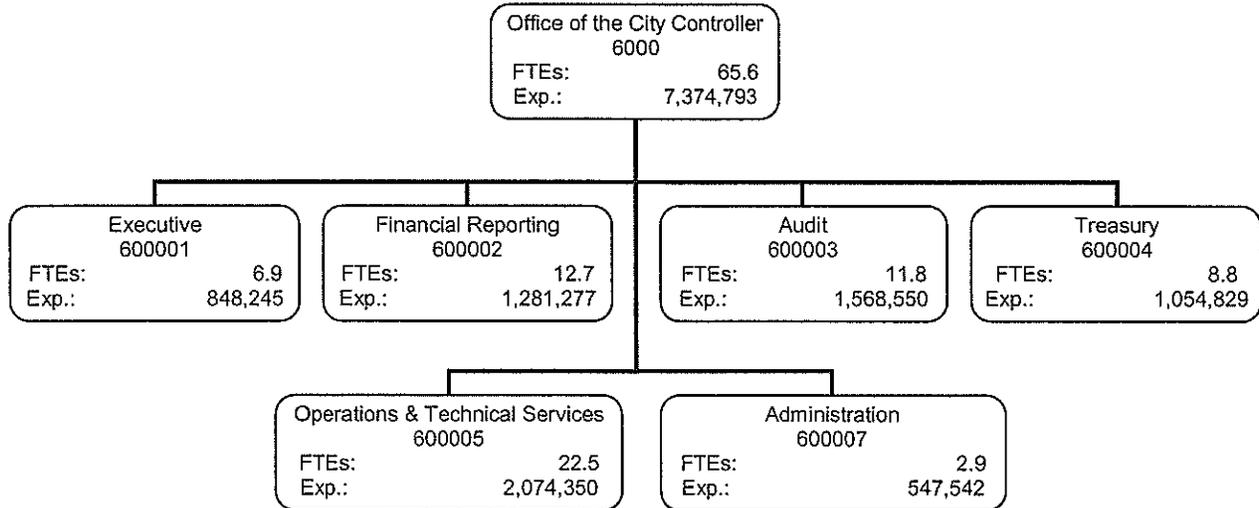
**Department Short Term Goals:**

- 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:**

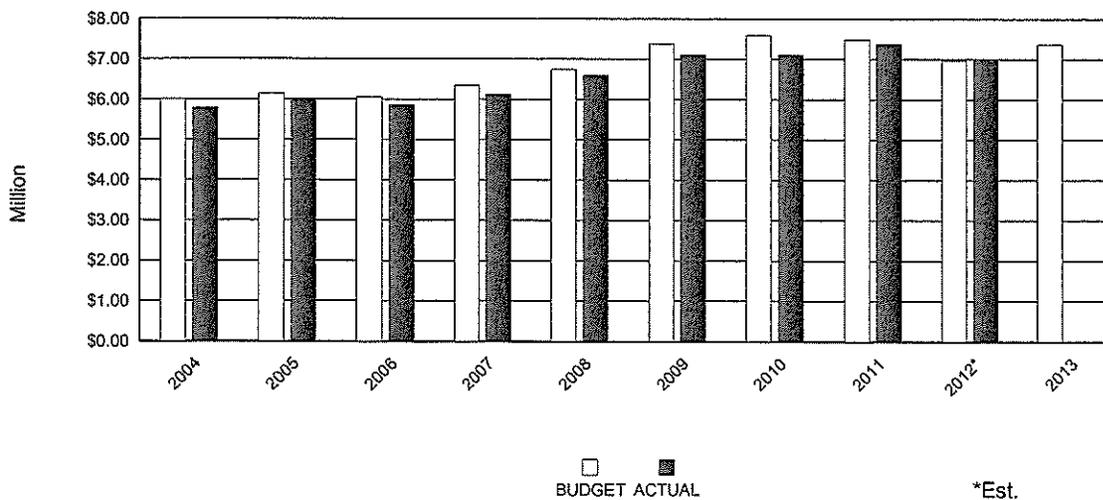
- o Resume expansion of the Audit Division.
- o Successfully pass a peer review process for the Audit Division.
- o Complete paperless workflow system for financial data.

## Department Organization



Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : City Controller					
Fund No./Bus. Area No. : 1000 / 6000					
		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	6,522,486	5,862,423	5,862,423	6,300,959
	Supplies	126,554	102,919	102,919	100,104
	Other Services and Charges	740,220	999,939	999,939	973,730
	Total M & O Expenditures	7,389,260	6,965,281	6,965,281	7,374,793
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	7,389,260	6,965,281	6,965,281	7,374,793
Revenues		156,946	0	0	0
Staffing	Full-Time Equivalents - Civilian	74.0	65.6	65.6	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	74.0	65.6	65.6	65.6
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> <li>o FY2013 Budget includes funding and expenditure increases in health benefits (\$77,140) and pension contribution (\$173,775).</li> <li>o FY2013 Budget provides funding for the continuation of current service levels.</li> </ul>				

City Controller  
Current Budget vs Actual Expenditures



**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name</b> : General Fund <b>Business Area Name</b> : City Controller <b>Fund No./Bus Area No.</b> : 1000 / 6000			
<b>Name: Executive -- 600001</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> Enhance the public's understanding of City finances. Maintain the Controller's Internet and Intranet Websites. Research policy issues for the Controller. Respond promptly to constituent requests, correspondence and inquiries from the media, Mayor's Office and Council.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Superintend and oversee fiscal affairs of the City of Houston as prescribed by the City Charter and Ordinances	100%	100%	100%
<b>Name: Financial Reporting -- 600002</b>			
<b>Mission:</b> Provide timely and accurate monthly financial reports and prepare the Comprehensive Annual Financial Report (CAFR).			
<b>Goal:</b> Work to standardize and streamline financial reporting citywide. Complete annual financial report by December 31.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
To provide monthly and annual financial reports in a timely and accurate manner	100%	100%	100%
<b>Name: Audit -- 600003</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> Incorporate the IT section and Process Control Documentation (PCD) Section into the 2013 Audit Plan. Continue conducting Performance and Management Audits, while adding IT Risk Analysis and PCD/Control Evaluation Projects.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Complete audits from the annual audit plan and work strategically with external auditors	100%	100%	100%

**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name : General Fund</b> <b>Business Area Name : City Controller</b> <b>Fund No./Bus Area No. : 1000 / 6000</b>			
<b>Name: Treasury -- 600004</b>			
<b>Mission:</b> 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. Also, to manage banking operations.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Manage investments to exceed benchmarks	100%	100%	100%
To ensure debt payments are done on time	100%	100%	100%
<b>Name: Operations &amp; Technical Services -- 600005</b>			
<b>Mission:</b> Review/approve financial transactions relating to disbursements/payroll; maintain archive records of City transactions; perform bank reconciliation; coordinate tax review of City vendors. Certify funds for Council Action. Process unclaimed property.			
<b>Goal:</b> Certify funds are available for all city contracts. Ensure that all contracts are properly authorized. Reconcile bank accounts timely. Certify city vendors and make sure they are not delinquent on city tax payments. Process unclaimed property. Fill Open Records requests. Issue vendor/payroll checks.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Certify agenda items	100%	100%	100%
Reconciliation bank, travel accts.	100%	100%	100%
Review and approve vendor/payroll payments	100%	100%	100%
Manage records retention	100%	100%	100%
<b>Name: Administration -- 600007</b>			
<b>Mission:</b> Provide the Office of the City Controller with services in human resources, budget, purchasing and administrative processes to maximize staff productivity.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Ensure office supplies are maintained weekly	100%	100%	100%
Daily invoices paymtns.	100%	100%	100%
Office budget maintained annually	100%	100%	100%

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>						
<b>Fund Name : General Fund</b> <b>Business Area Name : City Controller</b> <b>Fund No./Bus Area No. : 1000 / 6000</b>						
<b>Division Description</b>	<b>FY2011 Actual</b>		<b>FY2012 Estimate</b>		<b>FY2013 Budget</b>	
	<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>
<b>Executive 600001</b> 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	785,982	6.6	735,100	6.9	848,245
<b>Financial Reporting 600002</b> Provide timely and accurate monthly financial reports and prepare the Comprehensive Annual Financial Report (CAFR).	13.6	1,243,610	12.3	1,213,555	12.7	1,281,277
<b>Audit 600003</b> 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	1,428,585	10.0	1,578,744	11.8	1,568,550
<b>Treasury 600004</b> 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.	8.2	902,614	8.5	936,547	8.8	1,054,829
<b>Operations &amp; Technical Services 600005</b> Review/approve financial transactions relating to disbursements/payroll; maintain archive records of City transactions; perform bank reconciliation; coordinate tax review of City vendors. Certify funds for Council Action. Process unclaimed property.	26.6	2,345,041	22.5	1,926,901	22.5	2,074,350

**FISCAL YEAR 2013 BUDGET**

Division Summary						
Fund Name : General Fund Business Area Name : City Controller Fund No./Bus Area No. : 1000 / 6000						
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Administration <span style="float: right;">600007</span> Provide the Office of the City Controller with services in human resources, budget, purchasing and administrative processes to maximize staff productivity.	4.7	683,428	5.7	574,434	2.9	547,542
Total	<u>74.0</u>	<u>7,389,260</u>	<u>65.6</u>	<u>6,965,281</u>	<u>65.6</u>	<u>7,374,793</u>

**FISCAL YEAR 2013 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	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
ACCOUNTANT SUPERVISOR	24	1.0	1.0	
ADMINISTRATION MANAGER	26	1.0	1.0	
ADMINISTRATION MANAGER (EXE LEV)	26	1.0	1.0	
ADMINISTRATIVE ASSISTANT	17	8.0	8.0	
ADMINISTRATIVE ASSOCIATE	13	1.0	1.0	
ADMINISTRATIVE COORDINATOR	24	2.0	2.0	
ADMINISTRATIVE SPECIALIST	20	2.0	2.0	
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	1.0	1.0	
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	
ASSISTANT CITY AUDITOR I	14	1.0	0.0	(1.0)
ASSISTANT CITY AUDITOR III	25	3.0	4.0	1.0
ASSISTANT CITY AUDITOR IV	27	4.0	4.0	
ASSISTANT CITY AUDITOR V	29	3.0	2.0	(1.0)
ASSISTANT CITY CONTROLLER II	19	2.0	2.0	
ASSISTANT CITY CONTROLLER III	25	5.0	5.0	
ASSISTANT CITY CONTROLLER IV	27	5.0	5.0	
ASSISTANT CITY CONTROLLER V	29	2.0	2.0	
CITY AUDITOR (EXE LEV)	34	1.0	1.0	
CITY CONTROLLER		1.0	1.0	
DEPUTY CITY CONTROLLER (EXE LEV)	36	4.0	4.0	
DEPUTY DIRECTOR-CONTROLLER'S OFFICE (EXE LEV)	31	3.0	3.0	
MANAGEMENT ANALYST II	18	1.0	0.0	(1.0)
MANAGEMENT ANALYST IV	25	2.0	2.0	
SENIOR ACCOUNT CLERK	13	3.0	2.0	(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	1.0	2.0	1.0
TREASURY MANAGER	30	1.0	1.0	
<b>Total FTEs</b>		<b>69.0</b>	<b>67.0</b>	<b>(2.0)</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>3.4</b>	<b>1.4</b>	<b>(2.0)</b>
<b>Full-Time Equivalents</b>		<b>65.6</b>	<b>65.6</b>	<b>0.0</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

<b>Commit Item</b>	<b>Description</b>	<b>FY2011 Actual</b>	<b>FY2012 Current Budget</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
500010	Salary Base Pay - Civilian	4,775,283	4,283,568	4,283,568	4,439,294
500030	Salary Part Time - Civilian	932	0	0	0
500060	Overtime - Civilian	91	0	0	0
500110	Bilingual Pay - Civilian	2,661	1,820	1,820	1,820
500250	HOPE Union Business Usage	855	0	0	0
501070	Pension - Civilian	763,032	770,314	770,314	950,005
501120	Termination Pay - Civilian	160,497	0	0	0
501160	Vehicle Allowance - Civilian	4,216	4,200	4,200	4,200
502010	FICA - Civilian	353,348	321,707	321,707	334,467
503010	Health Ins-Act Civilian	444,761	455,482	455,482	543,190
503015	Basic Life Insurance - Active Civilian	2,848	2,540	2,540	2,632
503060	Long Term Disability-Civilian	0	5,578	5,578	5,578
503090	Workers Compensation-Civilian-Admin	13,940	13,119	13,119	15,678
503100	Workers Compensation-Civilian-Claim	22	1,580	1,580	1,580
504030	Unemployment Claims - Administration	0	2,515	2,515	2,515
<b>Total</b>	<b>Personnel Services</b>	<b>6,522,486</b>	<b>5,862,423</b>	<b>5,862,423</b>	<b>6,300,959</b>
511045	Computer Supplies	51,226	33,300	33,300	32,735
511050	Paper & Printing Supplies	190	2,875	2,875	2,875
511055	Publications & Printed Materials	845	3,500	3,500	3,000
511060	Postage	36,932	32,000	32,000	32,000
511070	Miscellaneous Office Supplies	27,664	27,761	27,761	26,011
511150	Miscellaneous Parts & Supplies	9,697	3,483	3,483	3,483
<b>Total</b>	<b>Supplies</b>	<b>126,554</b>	<b>102,919</b>	<b>102,919</b>	<b>100,104</b>
520105	Accounting & Auditing Services	162,900	420,700	420,700	325,516
520108	Information Resource Services	112,109	83,000	83,000	80,000
520109	Medical Dental & Laboratory Services	311	200	200	200
520110	Management Consulting Services	19,170	0	0	0
520112	Banking Services	62,510	150,000	150,000	150,000
520114	Miscellaneous Support Services	25,058	20,000	20,000	18,000
520119	Computer Equipment/Software Maintenance	44,821	40,500	40,500	75,041
520120	Communications Equipment Services	0	0	0	6,000
520121	IT Application Svcs	20,735	20,760	20,760	41,820
520123	Vehicle & Motor Equipment Services	301	0	0	0
520126	Construction Site Work Services	8,910	0	0	0
520510	Mail/Delivery Services	217	2,050	2,050	2,050
520515	Print Shop Services	5,190	4,518	4,518	4,473
520520	Printing & Reproduction Services	13,315	16,100	16,100	16,100
520605	Advertising Services	12	0	0	0
520705	Insurance Fees	544	1,147	1,147	932
520765	Membership & Professional Fees	8,137	7,400	7,400	8,865
520805	Education & Training	52,671	17,500	17,500	20,000
520905	Travel - Training Related	31,631	11,283	11,283	15,500
520910	Travel - Non-Training Related	1,810	2,500	2,500	3,500
521605	Data Services	10,025	21,888	21,888	17,675
521610	Voice Services	21,058	23,167	23,167	26,011
521620	Voice Equipment	1,635	1,934	1,934	1,895
521625	Voice Labor	87	472	472	1,393
521630	GIS Revolving Fund Services	2,382	2,855	2,855	2,602
521715	Office Equipment Rental	20,764	27,000	27,000	27,000

FISCAL YEAR 2013 BUDGET

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
521720	Computer Equipment Rental	23,150	26,000	26,000	26,000
521725	Other Rental	575	1,300	1,300	1,300
521730	Parking Space Rental	41,348	48,377	48,377	48,377
522430	Miscellaneous Other Services & Charges	3,985	3,598	3,598	3,598
522721	Interfund HR Client Services	44,859	42,992	42,992	47,448
522722	KRONOS Service Chargeback	0	2,698	2,698	2,434
<b>Total</b>	<b>Other Services and Charges</b>	<b>740,220</b>	<b>999,939</b>	<b>999,939</b>	<b>973,730</b>
<b>Grand Total Expenditures</b>		<b>7,389,260</b>	<b>6,965,281</b>	<b>6,965,281</b>	<b>7,374,793</b>



# CITY COUNCIL

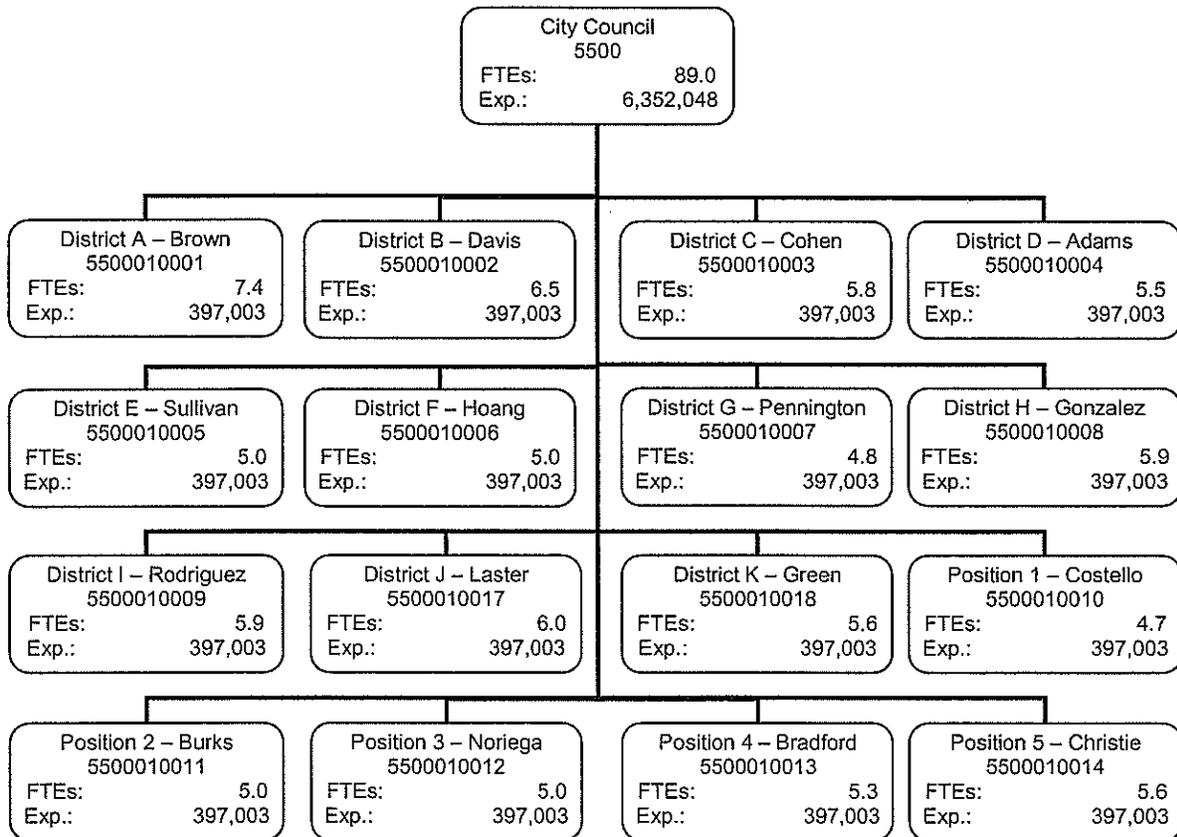
## Department Description and Mission

There are sixteen Council Members who represent eleven geographical districts and five at-large positions.

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 2013 BUDGET**

**Business Area Budget Summary**

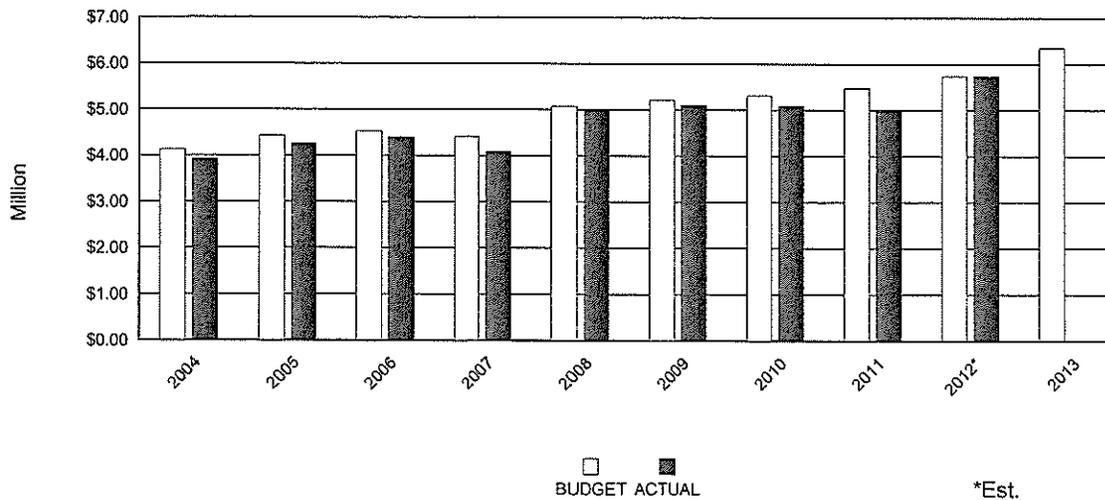
Fund Name : General Fund  
 Business Area Name : City Council  
 Fund No./Bus. Area No. : 1000 / 5500

		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	4,816,342	5,118,763	5,120,689	6,075,411
	Supplies	41,982	29,180	35,979	58,532
	Other Services and Charges	151,166	584,214	575,489	218,105
	Non-Capital Equipment	(2,306)	0	0	0
	Total M & O Expenditures	5,007,184	5,732,157	5,732,157	6,352,048
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	5,007,184	5,732,157	5,732,157	6,352,048
Revenues		1,780	0	0	0
Staffing	Full-Time Equivalents - Civilian	72.8	83.0	83.0	89.0
	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	72.8	83.0	83.0	89.0
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0

Significant Budget Changes and Highlights

o FY2013 Budget includes funding for expenditure increases in health benefits (\$42,657) and pension contribution (\$177,351).

**City Council  
Current Budget vs Actual Expenditures**



**FISCAL YEAR 2013 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. The Council 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	FY2011 Actual	FY2012 Estimate	FY2013 Budget
N/A	N/A	N/A	N/A

**FISCAL YEAR 2013 BUDGET**

Division Summary						
Fund Name : General Fund Business Area Name : City Council Fund No./Bus Area No. : 1000 / 5500						
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
City Council <span style="float: right;">550001</span> Serve as a legislative body with power to enact all ordinances and resolutions. The Council Members determine policy, initiate legislation and administer duties set forth in the City Charter.	72.8	5,007,184	83.0	5,732,157	89.0	6,352,048
Total	<u>72.8</u>	<u>5,007,184</u>	<u>83.0</u>	<u>5,732,157</u>	<u>89.0</u>	<u>6,352,048</u>

**FISCAL YEAR 2013 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	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
COUNCIL ADMINISTRATIVE ASSISTANT (EXE LEV)	20	15.0	18.0	3.0
COUNCIL INTERN (EXE LEV)	8	7.4	8.3	0.9
COUNCIL MEMBER		14.0	16.0	2.0
COUNCIL RESEARCH ASSISTANT (EXE LEV)	23	10.6	16.5	5.9
COUNCIL SECRETARY (EXE LEV)	15	22.0	12.8	(9.2)
SENIOR COUNCIL AIDE (EXE LEV)	28	14.0	17.0	3.0
STUDENT INTERN I	4	0.0	0.4	0.4
<b>Total FTEs</b>		<b>83.0</b>	<b>89.0</b>	<b>6.0</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Full-Time Equivalents</b>		<b>83.0</b>	<b>89.0</b>	<b>6.0</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	3,314,124	3,410,154	3,440,750	3,828,491
500030	Salary Part Time - Civilian	250,328	335,443	289,583	558,423
500110	Bilingual Pay - Civilian	7,991	7,799	6,328	7,230
500180	Temporary Employees	34,414	4,633	28,516	0
501070	Pension - Civilian	526,064	629,928	619,327	819,302
501100	Phase Down Classified	9,003	0	0	0
501160	Vehicle Allowance - Civilian	59,024	59,204	59,024	67,456
502010	FICA - Civilian	271,541	288,046	288,038	336,153
503010	Health Ins-Act Civilian	326,754	359,276	366,595	429,721
503015	Basic Life Insurance - Active Civilian	1,959	2,122	2,078	2,332
503060	Long Term Disability-Civilian	(60)	4,783	4,590	4,930
503090	Workers Compensation-Civilian-Admin	15,200	17,375	15,860	21,373
<b>Total</b>	<b>Personnel Services</b>	<b>4,816,342</b>	<b>5,118,763</b>	<b>5,120,689</b>	<b>6,075,411</b>
511045	Computer Supplies	1,927	256	256	850
511050	Paper & Printing Supplies	386	1,455	1,280	6,425
511055	Publications & Printed Materials	3,356	2,063	5,563	16,312
511060	Postage	1,547	4,682	7,170	6,528
511070	Miscellaneous Office Supplies	16,167	17,654	20,610	23,567
511120	Clothing	505	400	0	0
511125	Food Supplies	20	50	0	0
511150	Miscellaneous Parts & Supplies	18,074	2,620	1,100	4,850
<b>Total</b>	<b>Supplies</b>	<b>41,982</b>	<b>29,180</b>	<b>35,979</b>	<b>58,532</b>
520107	Computer Info/Contr	837	2,687	2,687	5,332
520109	Medical Dental & Laboratory Services	808	567	124	0
520114	Miscellaneous Support Services	419	1,101	2,488	0
520121	IT Application Svcs	3,066	5,184	5,184	7,485
520515	Print Shop Services	9,470	5,199	3,900	10,930
520520	Printing & Reproduction Services	7,705	6,984	3,886	11,115
520605	Advertising Services	2,971	0	0	1,000
520755	Contingency	0	432,852	434,221	0
520765	Membership & Professional Fees	420	800	700	350
520805	Education & Training	13,225	2,924	1,919	13,646
520905	Travel - Training Related	15,122	9,808	7,374	18,900
520910	Travel - Non-Training Related	19,007	15,302	12,199	32,313
521405	Building Maintenance Services	(1,200)	0	0	0
521605	Data Services	12,418	25,914	25,914	34,373
521610	Voice Services	47,766	47,297	47,298	56,066
521620	Voice Equipment	558	4,754	4,754	5,516
521625	Voice Labor	760	778	778	4,054
521630	GIS Revolving Fund Services	2,520	3,026	3,026	3,136
521715	Office Equipment Rental	8,710	8,722	8,722	5,952
522430	Miscellaneous Other Services & Charges	6,584	7,263	7,263	4,785
522722	KRONOS Service Chargeback	0	3,052	3,052	3,152
<b>Total</b>	<b>Other Services and Charges</b>	<b>151,166</b>	<b>584,214</b>	<b>575,489</b>	<b>218,105</b>
551010	Non-Capital Office Furniture & Equipment	2,022	0	0	0
551015	Non-Capital Computer Equipment	(4,328)	0	0	0
<b>Total</b>	<b>Non-Capital Equipment</b>	<b>(2,306)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total Expenditures</b>		<b>5,007,184</b>	<b>5,732,157</b>	<b>5,732,157</b>	<b>6,352,048</b>

## CITY SECRETARY

### Department Description and Mission

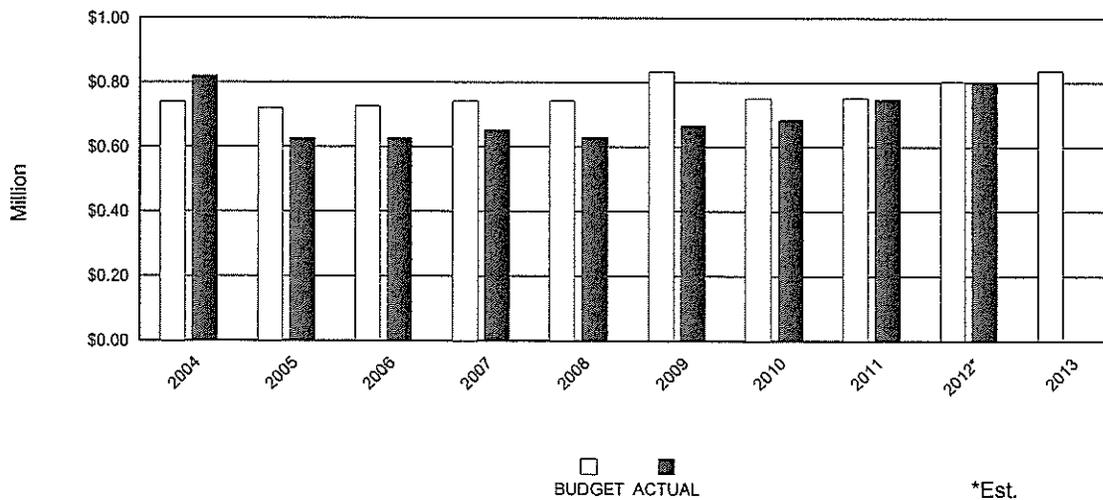
The Office of the City Secretary is responsible for recording the minutes of City Council meetings and maintaining all official City records. The activities of the City Secretary include: preparing the Council meeting agenda, administering City elections, receiving vendor bid proposals, and processing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

### Department Organization

City Secretary	
750001	
FTEs:	11.4
Exp.:	836,435

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : City Secretary					
Fund No./Bus. Area No. : 1000 / 7500					
		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	651,339	678,443	678,443	681,248
	Supplies	11,642	12,945	12,945	32,845
	Other Services and Charges	84,710	111,345	111,345	122,342
	Total M & O Expenditures	747,691	802,733	802,733	836,435
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	747,691	802,733	802,733	836,435
Revenues		6,391	3,000	8,000	3,000
Staffing	Full-Time Equivalents - Civilian	11.5	12.4	12.4	11.4
	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	11.5	12.4	12.4	11.4
	Full-Time Equivalents - Overtime	0.4	0.0	0.0	0.1
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> <li>o The FY2013 Budget provides funding for the continuation of current service levels.</li> <li>o The FY2013 Budget includes funding for expenditure increases in health benefits (\$14,339) and pension contribution (\$14,264).</li> </ul>				

**City Secretary  
Current Budget vs Actual Expenditures**



**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 (CSC) acts as the official custodian of the proceedings of City Council meetings. Minutes and motions are prepared in their final form, as well as, the City Council weekly agenda. The Office of CSC is also responsible for receiving 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	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Agenda ready by deadline	100%	100%	100%

FISCAL YEAR 2013 BUDGET

Division Summary							
Fund Name : General Fund							
Business Area Name : City Secretary							
Fund No./Bus Area No. : 1000 / 7500							
Division Description		FY2011 Actual		FY2012 Estimate		FY2013 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
CSC - City Secretary	750001	11.5	747,691	12.4	802,733	11.4	836,435
Total		<u>11.5</u>	<u>747,691</u>	<u>12.4</u>	<u>802,733</u>	<u>11.4</u>	<u>836,435</u>

**FISCAL YEAR 2013 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	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
ADMINISTRATIVE ASSISTANT	17	1.7	1.0	(0.7)
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	0.7	(0.1)
OFFICE SUPERVISOR	17	0.7	0.7	
SENIOR CLERK	8	1.0	1.0	
SENIOR WORD PROCESSOR	12	1.0	1.0	
WORD PROCESSOR	10	2.0	2.0	
<b>Total FTEs</b>		<b>12.2</b>	<b>11.4</b>	<b>(0.8)</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>(0.2)</b>	<b>0.0</b>	<b>0.2</b>
<b>Full-Time Equivalents</b>		<b>12.4</b>	<b>11.4</b>	<b>(1.0)</b>

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FISCAL YEAR 2013 BUDGET

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Business Area Revenue Summary

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

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Commit Item	Description	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
7500010001	CSEC - City Secretary			
426330	Miscellaneous Copies Fees	3,000	8,000	3,000
Total	City Secretary	<u>3,000</u>	<u>8,000</u>	<u>3,000</u>

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	398,685	412,849	412,849	414,520
500030	Salary Part Time - Civilian	69,518	81,839	81,839	47,971
500060	Overtime - Civilian	19,252	500	500	7,500
500110	Bilingual Pay - Civilian	1,765	1,800	1,800	2,500
501070	Pension - Civilian	63,784	74,314	74,314	88,707
502010	FICA - Civilian	35,953	37,871	37,871	36,146
503010	Health Ins-Act Civilian	59,770	65,339	65,339	79,685
503015	Basic Life Insurance - Active Civilian	241	241	241	241
503060	Long Term Disability-Civilian	0	850	850	850
503090	Workers Compensation-Civilian-Admin	2,371	2,490	2,490	2,778
504030	Unemployment Claims - Administration	0	350	350	350
<b>Total</b>	<b>Personnel Services</b>	<b>651,339</b>	<b>678,443</b>	<b>678,443</b>	<b>681,248</b>
511060	Postage	765	2,000	2,000	2,000
511070	Miscellaneous Office Supplies	7,162	8,445	8,445	18,345
511150	Miscellaneous Parts & Supplies	3,715	2,500	2,500	12,500
<b>Total</b>	<b>Supplies</b>	<b>11,642</b>	<b>12,945</b>	<b>12,945</b>	<b>32,845</b>
520111	Real Estate Services	31,575	31,575	31,575	34,575
520121	IT Application Svcs	2,083	3,050	3,050	4,694
520122	Office Equipment Services	0	913	913	1,822
520515	Print Shop Services	4,258	7,500	7,500	7,500
520705	Insurance Fees	105	181	181	200
521605	Data Services	2,147	4,608	4,608	6,516
521610	Voice Services	26,799	34,440	34,440	33,751
521620	Voice Equipment	0	602	602	744
521625	Voice Labor	0	0	0	547
521630	GIS Revolving Fund Services	381	456	456	484
521715	Office Equipment Rental	9,287	10,500	10,500	12,500
521730	Parking Space Rental	8,075	9,800	9,800	9,800
522721	Interfund HR Client Services	0	7,258	7,258	8,760
522722	KRONOS Service Chargeback	0	462	462	449
<b>Total</b>	<b>Other Services and Charges</b>	<b>84,710</b>	<b>111,345</b>	<b>111,345</b>	<b>122,342</b>
<b>Grand Total Expenditures</b>		<b>747,691</b>	<b>802,733</b>	<b>802,733</b>	<b>836,435</b>



# FINANCE

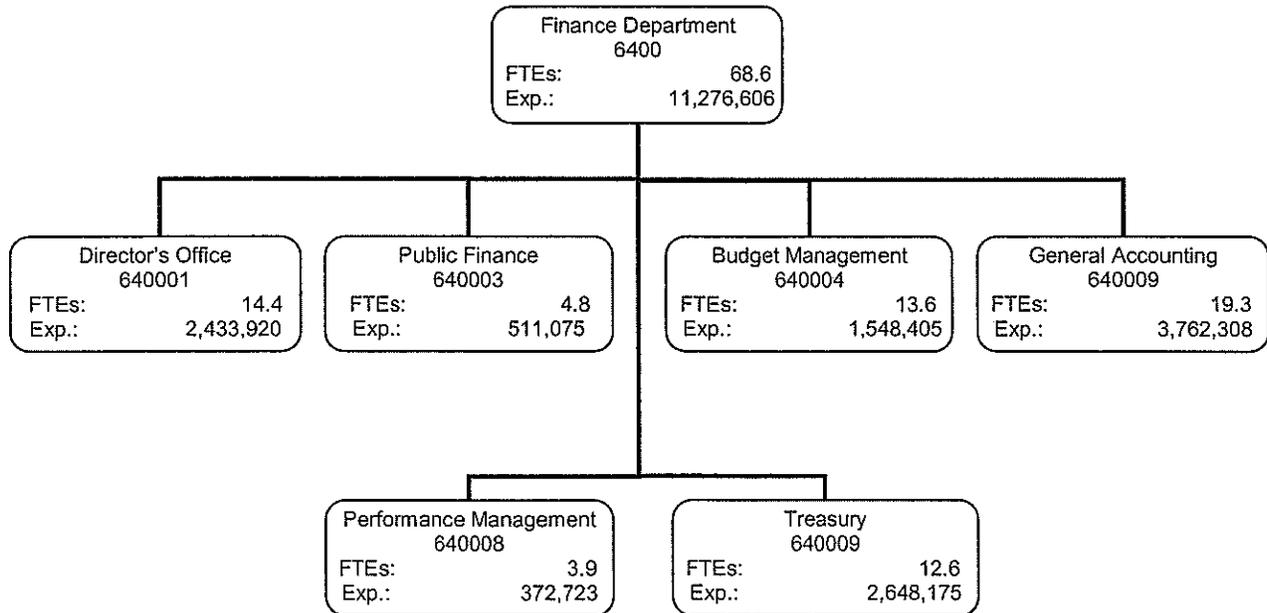
## Department Description and Mission

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

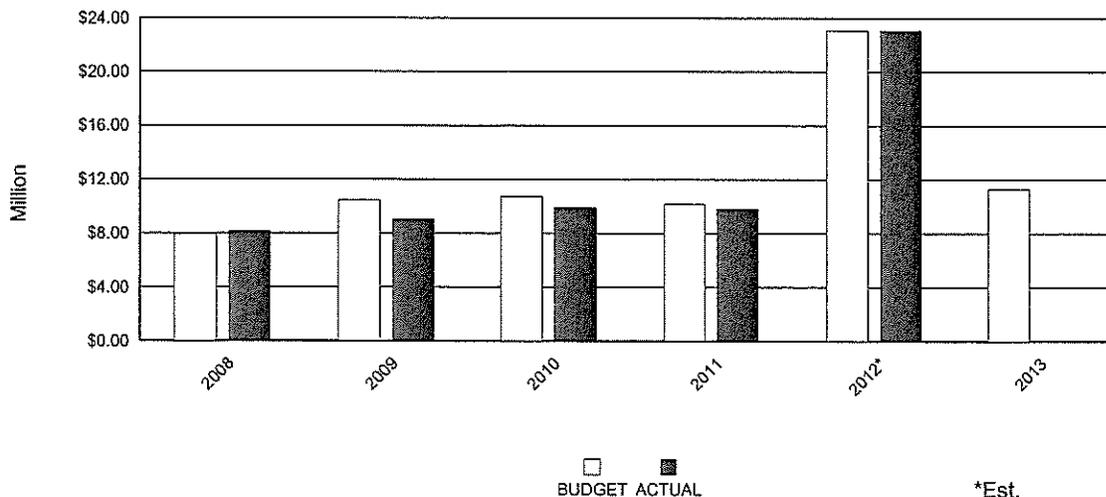


**Business Area Budget Summary**

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

		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	6,718,285	6,278,404	6,278,404	6,893,770
	Supplies	44,601	67,409	67,409	69,664
	Other Services and Charges	3,037,574	16,741,885	16,741,885	4,313,172
	Non-Capital Equipment	1,701	0	0	0
	Total M & O Expenditures	9,802,161	23,087,698	23,087,698	11,276,606
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	9,802,161	23,087,698	23,087,698	11,276,606
Revenues		1,386,097,916	1,389,510,900	1,439,042,910	1,493,523,543
Staffing	Full-Time Equivalents - Civilian	70.7	64.6	64.6	68.6
	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	70.7	64.6	64.6	68.6
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> <li>o Implementation of an SAP module to track the capital budget, linking data from the plan to actual appropriations and spending.</li> <li>o Continue implementing citywide collections practices for vendor management and performance measurement.</li> <li>o Citywide financial oversight of trusts, foundations, and donated funds.</li> <li>o FY2013 Budget includes funding for expenditure increases in health benefits (\$128,797) and pension contribution (\$207,651).</li> <li>o Funding for the arts in the amount of (\$12.4M), offset by Hotel Occupancy Tax (HOT) revenue from Houston First, was previously reported in FY2012. In FY2013 this is reported in General Government.</li> </ul>				

**Finance Department  
 Current Budget vs Actual Expenditures**



**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name : General Fund</b> <b>Business Area Name : Finance Department</b> <b>Fund No./Bus Area No. : 1000 / 6400</b>			
<b>Name: Directors Office -- 640001</b>			
<b>Mission:</b> Ensure the financial integrity of the City by promoting responsible resource allocation, providing oversight of resource usage, and improving financial accounting and management processes.			
<b>Goal:</b> Assess and improve citywide financial internal controls. Design and implement citywide accounts payable process, improving accounts payable accuracy, taking advantage of payment terms and payment methods. Continue improving accounts receivable collections process, systems, and results. Begin transition to performance based budget.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Finance processes new and improved	N/A	6	8
Finance outputs new and Improved	N/A	4	6
<b>Name: Economic Development/TIRZ -- 640002</b>			
<b>Mission:</b> 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. This division was transferred to the Mayor's Office in FY2012.			
<b>Goal:</b> Improve policy and procedure for economic development programs and incentives. Ensure transparency on all budgets and financial analyses as they pertain to the various TIRZ. Grow economic activity within the City and support economic activity in the region.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
TIRZ administration	8	N/A	N/A
Tax abatements creation	1	N/A	N/A
Tax abatements recapture	\$220,000	N/A	N/A
Economic growth incentives	\$81 mil	N/A	N/A
Industrial districts	\$19.2 mil	N/A	N/A
<b>Name: Public Finance -- 640003</b>			
<b>Mission:</b> 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 (CIP), the Equipment Acquisition Plan, and the Technology Investment Plan, and compile CIP.			
<b>Goal:</b> Proficiently and resourcefully manage capital transactions. Process and approve budget inquiries and Request for Council Actions that require capital funding in a timely and responsive manner.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Debt transactions	7	9	4
General Fund transfer to Debt Service	13.3%	13.5%	15.6%

**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name : General Fund</b> <b>Business Area Name : Finance Department</b> <b>Fund No./Bus Area No. : 1000 / 6400</b>			
<b>Name: Budget Management -- 640004</b>			
<b>Mission:</b> Monitor the financial activities of City departments. Coordinate, develop, implement and monitor the citywide budget. Administer budget, tax and financial reporting.			
<b>Goal:</b> Monitor the City's fiscal activities through financial analysis, review and report preparation.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Financial reports prepared	15	15	15
City departments monitored	25	25	25
Funds managed	39	40	42
<b>Name: General Accounting -- 640005</b>			
<b>Mission:</b> Citywide monitoring and oversight of accounting, fixed assets and internal control. Establish and update accounting and internal control policies. Coordinate annual audit. Prepare indirect cost allocation plan and cost of service fee studies. Manage accounting and Federal Emergency Management Agency (FEMA) compliance for recovery of costs from disasters.			
<b>Goal:</b> To assist all departments to properly account for financial transactions and safeguard assets. Develop indirect cost allocation plan for recovering the cost of services from federal grant administrative costs for General Fund.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
City assets/external audit	\$29.2B/1	\$30.8B/1	\$32.4B/1
Internal control and audits	31 audits	17 audits	35 audits
Indirect cost plan	1	1	1
FEMA cost recovery	1	1	1
<b>Name: Performance Management Division -- 640008</b>			
<b>Mission:</b> Improve financial and operational performance of departments citywide. Implement performance management processes and systems to ensure continued process excellence.			
<b>Goal:</b> Partner with department and operational staff to implement standard policies, procedures, and systems citywide with accompanying performance management system in order to improve financial and operational performance.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Dashboard Key Performance Indicators tracked	N/A	5	25
Procedure improvement initiatives	N/A	18	20
Information Technology Systems implemented	N/A	2	3
Revenues generated	N/A	\$1.5M	\$6.2M

**FISCAL YEAR 2013 BUDGET**

**Division Mission and Performance Measures**

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

**Name:** Treasury -- 640009

**Mission:** Implement the treasury functions for finance including revenue generation and maintenance, fiduciary accountability of funds, strengthen account receivable/collections activities to maximize revenue retention, and provide City departments oversight of vendor accounts receivable activities related to performance ensuring compliance and optimal finance functionality.

**Goal:** Properly manage General Fund revenue including: property, sales and use taxes and other taxes; as well as maintaining General Fund cash flow. Oversee and manage new fees, maintain existing fees, manage special revenue funds, deferred compensation, pension systems, and trust management. Evaluate and report collection contracts to standards, successfully recognize the City's property taxes in compliance with the State Tax Code and applicable ordinance and statute.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Revenue retention rate	N/A	N/A	30%
Vendor risk management	N/A	N/A	8
Property tax and cash flow model	\$1.363B/1	\$1.421B/1	\$1.487B/1
Fee assessments	N/A	N/A	99%
Accounts receivable collection initiatives	N/A	N/A	\$1M

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>						
<b>Fund Name : General Fund</b> <b>Business Area Name : Finance Department</b> <b>Fund No./Bus Area No. : 1000 / 6400</b>						
<b>Division Description</b>	<b>FY2011 Actual</b>		<b>FY2012 Estimate</b>		<b>FY2013 Budget</b>	
	<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>
<b>Directors Office 640001</b> 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 and City Council, the Director's Office is committed to providing superior financial services through prudent and efficient management of the City's financial affairs.	9.5	1,205,593	14.4	2,645,291	14.4	2,433,920
<b>Economic Development/TIRZ 640002</b> 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. This division was transferred to the Mayor's Office in FY2012.	8.5	823,796	0.0	0	0.0	0
<b>Public Finance 640003</b> The division serves the citizens of Houston by providing cost-efficient debt management services to the City and City's enterprise funds for short, medium and long-term debt, and coordinating and overseeing the City's Capital Improvement Plan (CIP).	13.2	961,681	5.8	524,702	4.8	511,075
<b>Budget Management 640004</b> 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.	16.2	1,639,336	13.6	1,495,458	13.6	1,548,405
<b>General Accounting 640005</b> Citywide monitoring and oversight of accounting, fixed assets, internal control, establish and update accounting and internal control policies. Coordinate annual audit. Prepare indirect cost allocation plan. Manage accounting and FEMA compliance for recovery of costs from disasters.	23.3	5,171,755	16.3	15,689,397	19.3	3,762,308
<b>Performance Management Division 640008</b> Leads financial and operational performance improvement projects to increase revenues, optimize expenditures, and improve operational effectiveness.	0.0	0	3.9	356,085	3.9	372,723

**FISCAL YEAR 2013 BUDGET**

Division Summary						
<b>Fund Name : General Fund</b> <b>Business Area Name : Finance Department</b> <b>Fund No./Bus Area No. : 1000 / 6400</b>						
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
<b>Treasury</b> <span style="float:right">640009</span> The division provides effective management of the General Fund revenue streams to promote stability and optimization of funds. Additional functions include managerial and fiscal oversight of special revenue funds. Lead the oversight of accounts receivable and collections, including internal processes and external vendor, in managing delinquent accounts to increase cash flow.	0.0	0	10.6	2,376,765	12.6	2,648,175
<b>Total</b>	<b>70.7</b>	<b>9,802,161</b>	<b>64.6</b>	<b>23,087,698</b>	<b>68.6</b>	<b>11,276,606</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Roster Summary**

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

<b>Job Description</b>	<b>Pay Grade</b>	<b>FY2012 Current Budget FTE</b>	<b>FY2013 Budget FTE</b>	<b>Change</b>
ACCOUNT CLERK	10	0.0	1.0	1.0
ADMINISTRATION MANAGER (EXE LEV)	26	1.0	0.0	(1.0)
ADMINISTRATIVE ASSISTANT	17	2.0	4.0	2.0
ADMINISTRATIVE ASSOCIATE	13	2.0	2.0	
ADMINISTRATIVE COORDINATOR	24	2.0	1.0	(1.0)
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	1.0	0.0	(1.0)
ADMINISTRATIVE SPECIALIST	20	4.0	4.0	
ASSISTANT DIRECTOR (EXE LEV)	32	1.0	3.0	2.0
CUSTOMER SERVICE MANAGER	29	0.0	1.0	1.0
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	3.0	5.0	2.0
DEPUTY DIRECTOR (EXE LEV)	34	3.0	0.0	(3.0)
DIVISION MANAGER	29	11.0	10.0	(1.0)
EXECUTIVE OFFICE ASSISTANT	15	2.0	1.0	(1.0)
FINANCE DIRECTOR	37	1.0	1.0	
FINANCIAL ANALYST I	15	1.0	1.0	
FINANCIAL ANALYST II	18	0.0	1.0	1.0
FINANCIAL ANALYST III	21	4.0	1.0	(3.0)
FINANCIAL ANALYST IV	25	18.0	17.0	(1.0)
MANAGEMENT ANALYST II	18	1.0	2.0	1.0
MANAGEMENT ANALYST III	21	2.0	1.0	(1.0)
MANAGEMENT ANALYST IV	25	2.0	4.0	2.0
SENIOR AUDITOR	21	3.0	3.0	
SENIOR STAFF ANALYST	28	5.0	6.0	1.0
SENIOR STAFF ANALYST (EXE LEV)	28	2.0	0.0	(2.0)
STAFF ANALYST	26	2.0	1.0	(1.0)
SYSTEMS CONSULTANT	26	1.0	1.0	
<b>Total FTEs</b>		<b>74.0</b>	<b>71.0</b>	<b>(3.0)</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>9.4</b>	<b>2.4</b>	<b>(7.0)</b>
<b>Full-Time Equivalents</b>		<b>64.6</b>	<b>68.6</b>	<b>4.0</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Revenue Summary**

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

Commit Item	Description	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
<b>6400030001</b>	<b>Public Finance</b>			
424110	Other Interfund Services	50,000	15,000	15,000
<b>6400050001</b>	<b>General Accounting</b>			
426090	Demolition Fees	600,000	500,000	716,964
426120	Weed Cutting Fees	640,000	350,000	488,448
426480	Securing/Boarding - Nuisance Abatement	52,000	55,987	72,374
426485	Visual Blight - Nuisance Abatement	1,900	499	396
428030	Release of Liens	78,000	88,798	96,157
428080	Returned Check Charges	1,000	0	1,000
428100	Interest on Liens-COH	131,000	128,000	200,701
428105	Interest on Liens-Contract	600,000	483,877	511,739
434150	Streets & Bridges Assessments	75,000	105,849	110,764
490120	Transfer from Component Unit	11,773,000	12,357,900	0
<b>Total</b>	<b>General Accounting</b>	<b>13,951,900</b>	<b>14,070,910</b>	<b>2,198,543</b>
<b>6400050002</b>	<b>Auditing</b>			
424150	Interfund Auditing Services-601	229,000	0	0
<b>6400090003</b>	<b>FIN - Tax &amp; Revenue</b>			
411020	Current Property Tax	759,547,505	782,868,048	813,212,136
411030	Current Year Delinquent Property Tax	60,342,495	59,347,952	61,767,865
411040	Delinquent Property Tax - Prior Years	520,812	409,003	440,926
411130	Prior Year Delinquent Property Tax-2000	1,142	0	0
411140	Prior Year Delinquent Property Tax-2001	62,248	60,185	0
411150	Prior Year Delinquent Property Tax-2002	82,338	87,979	64,882
411160	Prior Year Delinquent Property Tax-2003	114,163	123,223	94,845
411170	Prior Year Delinquent Property Tax-2004	139,976	177,529	132,841
411171	Prior Year Delinquent Property Tax-2005	246,680	251,895	191,386
411172	Prior Year Delinquent Property Tax-2006	531,499	658,379	271,556
411173	Prior Year Delinquent Property Tax-2007	1,910,306	1,472,783	709,766
411174	Prior Year Delinquent Property Tax-2008	1,781,053	1,767,572	1,587,735
411175	Prior Year Delinquent Property Tax-2009	2,641,226	2,802,488	1,905,533
411176	Prior Year Delinquent Property Tax-2010	4,162,559	5,007,964	2,821,225
411177	Prior Year Delinquent Property Tax-2011	0	0	4,836,304
411180	Current Delinquent - P & I	4,298,707	4,411,274	4,695,390
411190	Penalty&Interest-Delinq. Property Tax	6,805,291	7,388,726	7,864,610
411210	Property Tax Rebates	(710,000)	(568,000)	(400,000)
412010	Sales Tax	518,912,000	545,000,000	577,373,000
413010	Mixed Beverage Tax	10,621,000	9,500,000	9,500,000
414010	Bingo Tax	185,000	185,000	185,000
428060	Other Interest Income	21,000	5,000	5,000
432010	Interest on Pooled Investments	3,000,000	4,000,000	4,000,000
452020	Recoveries & Refunds	63,000	0	50,000
<b>Total</b>	<b>FIN - Tax &amp; Revenue</b>	<b>1,375,280,000</b>	<b>1,424,957,000</b>	<b>1,491,310,000</b>
<b>Total</b>	<b>Finance Department</b>	<b>1,389,510,900</b>	<b>1,439,042,910</b>	<b>1,493,523,543</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	4,953,322	4,468,681	4,468,681	4,900,123
500030	Salary Part Time - Civilian	0	16,480	16,480	0
501050	Employee Awards	0	0	0	2,700
501070	Pension - Civilian	792,016	850,524	850,524	1,048,627
501120	Termination Pay - Civilian	143,625	15,451	15,451	15,451
501160	Vehicle Allowance - Civilian	6,429	0	0	0
502010	FICA - Civilian	365,353	357,434	357,434	368,768
503010	Health Ins-Act Civilian	439,098	488,440	488,440	482,173
503015	Basic Life Insurance - Active Civilian	3,061	2,539	2,539	2,928
503060	Long Term Disability-Civilian	(26)	5,366	5,366	5,833
503090	Workers Compensation-Civilian-Admin	13,274	12,805	12,805	16,393
503100	Workers Compensation-Civilian-Claim	0	335	335	335
504030	Unemployment Claims - Administration	2,133	60,349	60,349	50,439
<b>Total</b>	<b>Personnel Services</b>	<b>6,718,285</b>	<b>6,278,404</b>	<b>6,278,404</b>	<b>6,893,770</b>
511040	Audiovisual Supplies	0	235	235	235
511045	Computer Supplies	8,545	12,239	12,239	12,539
511050	Paper & Printing Supplies	5,950	8,642	8,642	7,842
511055	Publications & Printed Materials	181	4,291	4,291	4,291
511060	Postage	2,646	11,300	11,300	12,680
511070	Miscellaneous Office Supplies	16,992	15,386	15,386	16,471
511110	Fuel	866	6,100	6,100	6,300
511115	Vehicle Repair & Maintenance Supplies	0	3,516	3,516	3,606
511125	Food Supplies	(13)	0	0	0
511145	Small Tools & Minor Equipment	0	200	200	200
511150	Miscellaneous Parts & Supplies	9,434	5,500	5,500	5,500
<b>Total</b>	<b>Supplies</b>	<b>44,601</b>	<b>67,409</b>	<b>67,409</b>	<b>69,664</b>
520100	Temporary Personnel Services	12,761	20,000	20,000	20,000
520105	Accounting & Auditing Services	1,674,215	1,844,500	1,844,500	1,804,500
520109	Medical Dental & Laboratory Services	31	500	500	500
520110	Management Consulting Services	135,455	578,251	578,251	531,818
520112	Banking Services	0	1,200	1,200	1,300
520114	Miscellaneous Support Services	542	3,860	3,860	3,260
520119	Computer Equipment/Software Maintenance	568	15,000	15,000	15,000
520121	IT Application Svcs	20,590	66,248	66,248	55,685
520123	Vehicle & Motor Equipment Services	2,678	0	0	0
520136	Billing & Collection Services	1,051,697	1,135,000	1,135,000	1,170,000
520510	Mail/Delivery Services	282	2,550	2,550	2,350
520515	Print Shop Services	31,715	45,172	45,172	43,272
520520	Printing & Reproduction Services	(1,126)	376	376	376
520605	Advertising Services	3,702	22,190	22,190	21,300
520705	Insurance Fees	1,094	3,651	3,651	3,501
520760	Contributions	0	12,216,900	12,216,900	0
520765	Membership & Professional Fees	2,664	3,841	3,841	4,431
520805	Education & Training	3,885	14,226	14,226	12,742
520905	Travel - Training Related	2,158	10,350	10,350	10,350
520910	Travel - Non-Training Related	4,732	9,935	9,935	7,650
521405	Building Maintenance Services	0	694	694	694
521605	Data Services	472	18,053	18,053	792
521610	Voice Services	47,726	100,307	100,307	46,304
521620	Voice Equipment	0	984	984	964
521625	Voice Labor	45	461	461	709
521630	GIS Revolving Fund Services	2,572	75,094	75,094	2,879

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
521715	Office Equipment Rental	9,400	17,180	17,180	17,180
521730	Parking Space Rental	27,107	27,600	27,600	33,842
522430	Miscellaneous Other Services & Charges	2,609	2,800	2,800	2,800
522721	Interfund HR Client Services	0	116,065	116,065	116,065
522722	KRONOS Service Chargeback	0	2,556	2,556	2,809
522795	Other Interfund Services	0	386,341	386,341	380,099
<b>Total</b>	<b>Other Services and Charges</b>	<b>3,037,574</b>	<b>16,741,885</b>	<b>16,741,885</b>	<b>4,313,172</b>
551010	Non-Capital Office Furniture & Equipment	1,701	0	0	0
<b>Total</b>	<b>Non-Capital Equipment</b>	<b>1,701</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total Expenditures</b>		<b>9,802,161</b>	<b>23,087,698</b>	<b>23,087,698</b>	<b>11,276,606</b>



# 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.

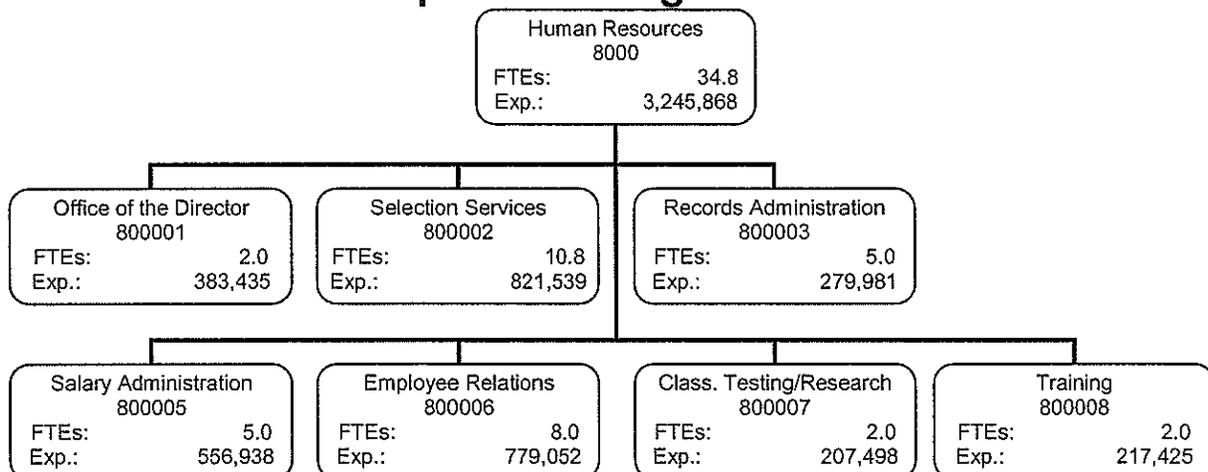
### Department Short Term Goals

- To create solutions for needs of the City that are value added, customer focused, matrix driven, and most importantly people centered.
- Continue to pursue technological advances that improve operations, employee access/ communications and transparency.
- 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

To exceed the expectations of the stake holders by committing to our shared values (Integrity, Customer Service, Accountability, Honesty and Respect), by achieving highest levels of customer service.

## Department Organization



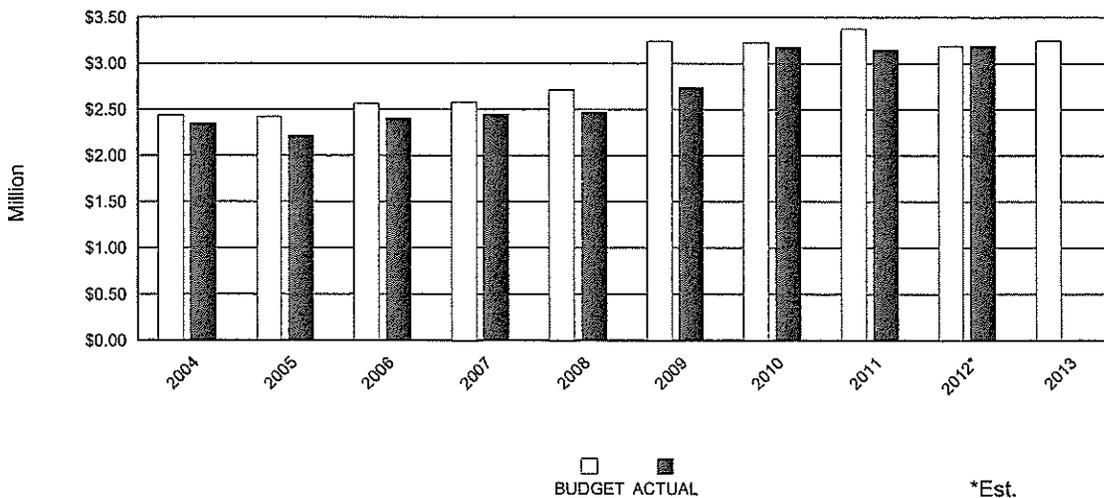
**FISCAL YEAR 2013 BUDGET**

**Business Area Budget Summary**

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

		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	2,746,219	2,724,221	2,723,821	2,892,262
	Supplies	36,528	70,995	71,395	71,395
	Other Services and Charges	367,418	396,656	396,656	277,711
	Non-Capital Equipment	0	0	0	4,500
	Total M & O Expenditures	3,150,165	3,191,872	3,191,872	3,245,868
	Debt Service & Other Uses	1,335	0	0	0
	<b>Total Expenditures</b>	<b>3,151,500</b>	<b>3,191,872</b>	<b>3,191,872</b>	<b>3,245,868</b>
Revenues		13,873	6,000	9,200	6,000
Staffing	Full-Time Equivalents - Civilian	40.0	36.0	35.0	34.8
	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	40.0	36.0	35.0	34.8
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> <li>o Transformation of the performance management process into a strategic and tactical tool that aligns employee's primary goals with the department's strategic goals and aligns behaviors that support the department's core values, incorporates "best practices" that will serve to enhance employee engagement, and fosters regular communication between the employee and supervisor.</li> <li>o Pursue and implement technological advances to improve operations, employee access/communications and transparency.</li> <li>o FY2013 Budget includes funding for expenditures increases in health benefits (\$45,524) and pension contribution ( \$68,745).</li> </ul>				

**Human Resources  
Current Budget vs Actual Expenditures**



**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name : General Fund</b> <b>Business Area Name : Human Resources</b> <b>Fund No./Bus Area No. : 1000 / 8000</b>			
<b>Name: Office of the Director -- 800001</b>			
<b>Mission:</b> To be a strategic partner by providing Human Resources programs that attract, develop, retain, and engage a skilled and diverse workforce.			
<b>Goal:</b> Provide support to the functions/responsibilities of the various programs of the departments.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Department Administrator Strategy Sessions	12	24	24
<b>Name: Selection Services -- 800002</b>			
<b>Mission:</b> To be a strategic partner by providing Human Resources programs that attract, develop, retain, and engage a skilled and diverse workforce.			
<b>Goal:</b> Improve existing procedures and processes. Improve all Human Resources operating systems (SAP, On-Base and Neo-Gov)			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Applications processed	132,871	200,000	200,000
Vacancies filled	4,972	5,500	5,000
Personnel actions prepared	3,225	10,000	10,000
<b>Name: Records Administration -- 800003</b>			
<b>Mission:</b> To be a strategic partner by providing Human Resources programs that attract, develop, retain, and engage a skilled and diverse workforce.			
<b>Goal:</b> To maintain custody of the official personnel records of all active and inactive employees. Create standard operating procedures on processes of records management. Design and restructure electronic records systems and integrate with business functions. Put in place compliance and improvement structures for documents/folders retrieved and filed. Developing skills in performance management and process improvement.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Document Record Management requirements/process	5,646	5,693	8,000
Performance Management Improvement	7,430	15,061	18,000
Restructure Electronic records	7,531	4,154	3,600
Record audits and evaluation	39,152	30,884	50,000

**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
Fund Name : General Fund			
Business Area Name : Human Resources			
Fund No./Bus Area No. : 1000 / 8000			
<b>Name: Salary Administration -- 800005</b>			
<b>Mission:</b> To be a strategic partner by providing Human Resources programs that attract, develop, retain, and engage a skilled and diverse workforce.			
<b>Goal:</b> To administer the City's classification and compensation programs that facilitate the acquisition and retention of an experienced, competitive workforce. To ensure compliance with all applicable laws, regulations and codes.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Review Job Classifications	21	75	70
Provide Compensation/ Performance Management Training	35	10	15
Complete/Conduct Salary Surveys	220	200	200
<b>Name: Employee Relations -- 800006</b>			
<b>Mission:</b> To be a strategic partner by providing Human Resources programs that attract, develop, retain, and engage a skilled and diverse workforce.			
<b>Goal:</b> Provide strategic, high quality services, advice, and training on matters relating to Employee Relations and Labor Relations. These matters involve the grievance process, the Civil Service Commission, equal employment opportunity, Americans with Disabilities Act compliance, three employee union contracts, Texas Public Information Act requests, and Family and Medical Leave Act requests.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Grievances processed	46	50	50
Civil Service Commission hearings/reviews	130	80	80
Texas Public Information Act requests	485	350	350
Employee Trainings	N/A	5,000	5,000
<b>Name: Classified Testing and Research -- 800007</b>			
<b>Mission:</b> To assist the Fire Department and the Police Department in filling all Trainee and all Non-Appointed Promotional positions in accordance with all the mandates of Chapter 143, the HFD Collective Bargaining Agreement and the HPD Meet and Confer Agreement.			
<b>Goal:</b> To develop and administer all classified promotional examinations for Fire and Police Chapter 143 positions within 120 days of receipt of the source material. To assist the Fire and Police departments to achieve the timely hiring of trainees through cooperative efforts in scheduling and administering entrance examinations.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Classified and Uniformed Services Employment and Reemployment Rights Act applicants tested	529	1,335	1,000
Police and Fire Trainee applicants tested	138	1,275	1,200
Exams administered	14	13	10

**FISCAL YEAR 2013 BUDGET**

**Division Mission and Performance Measures**

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

**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:** To provide formal training and staff development programs aimed at meeting the special needs of City departments. Especially in areas such as technology, supervisor and manager development, and orientation for new employees.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Web Based Courses	2	3	6
Participants Trained	8,748	26,192	32,000
Develop New Courses	21	15	20
Admin Skills Programs	N/A	1	2

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>						
<b>Fund Name : General Fund</b> <b>Business Area Name : Human Resources</b> <b>Fund No./Bus Area No. : 1000 / 8000</b>						
<b>Division Description</b>	<b>FY2011 Actual</b>		<b>FY2012 Estimate</b>		<b>FY2013 Budget</b>	
	<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>
<b>Office of the Director</b> <span style="float:right"><b>800001</b></span> Provide executive support and leadership to all the divisions of the department.	1.5	363,976	2.0	392,832	2.0	383,435
<b>Selection Services</b> <span style="float:right"><b>800002</b></span> Develop and utilize more extensive recruiting networks. Improve the communication of employment opportunities and the quality of service to internal and external applicants, including departments within the City of Houston. Process personnel actions and create reports using the Applicant Tracking System.	16.7	927,536	10.8	842,457	10.8	821,539
<b>Records Administration</b> <span style="float:right"><b>800003</b></span> Accurate and timely maintenance of on-site and off site archived employee records. Administration of the employment verification contract, ensuring vendor compliance. Ensure a timely response to Texas Public Information Act (TPIA) requests, subpoenas and social service requests.	4.8	239,595	5.0	269,224	5.0	279,981
<b>Salary Administration</b> <span style="float:right"><b>800005</b></span> Develop, administer, review and maintain the job evaluations, job descriptions, pay structures, variable pay programs and salary studies. Report on compensation issues. Administer an organizational management module in SAP. Provide consultive services on job classification and compensation matters to all departments.	5.5	582,691	5.2	555,473	5.0	556,938
<b>Employee Relations</b> <span style="float:right"><b>800006</b></span> Design, train, and advise on all matters relating to Organization Development & Employee/Labor Relations. Administer classified/municipal grievance system as mandated by Local Government Code/Code of Ordinances & City employee unions' Meet and Confer Agreements. These Performance Measures are not controllable by the Division. They are just indicators of some of the Division's activities.	4.8	567,074	8.0	737,991	8.0	779,052
<b>Classified Testing and Research</b> <span style="float:right"><b>800007</b></span> Fill all non-appointed classified positions in the Fire and Police Departments by developing and administering examinations mandated by Chapter 143 and service contracts with departments. Administer entrance examinations for the Fire and Police Departments per Chapter 143.	2.7	172,768	2.0	177,751	2.0	207,498

**FISCAL YEAR 2013 BUDGET**

Division Summary						
Fund Name : General Fund Business Area Name : Human Resources Fund No./Bus Area No. : 1000 / 8000						
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Training <span style="float: right;">800008</span> Provide quality training programs that will enhance the efficiency and productivity of participants and meet specific department and employee needs. Promote City Accreditation Program for Supervisors (CAPS).	4.0	297,860	2.0	216,144	2.0	217,425
Total	<u>40.0</u>	<u>3,151,500</u>	<u>35.0</u>	<u>3,191,872</u>	<u>34.8</u>	<u>3,245,868</u>

**FISCAL YEAR 2013 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	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
ADMINISTRATIVE AIDE	10	2.0	1.0	(1.0)
ADMINISTRATIVE ASSISTANT	17	1.0	0.0	(1.0)
ADMINISTRATIVE COORDINATOR	24	0.0	1.0	1.0
ADMINISTRATIVE SPECIALIST	20	1.0	1.0	
AFFIRMATIVE ACTION SPECIALIST	20	2.0	0.0	(2.0)
ASSISTANT DIRECTOR-HUMAN RESOURCES (EXE LEV)	32	1.0	1.0	
COMPENSATION SPECIALIST	18	1.0	0.0	(1.0)
CUSTOMER SERVICE CLERK	10	1.0	0.0	(1.0)
DIVISION MANAGER	29	3.8	3.8	
HUMAN RESOURCES ASSISTANT	13	1.0	1.0	
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	0.0	(1.0)
OFFICE SUPERVISOR	17	1.0	0.0	(1.0)
RECORDS SUPERVISOR	18	1.0	1.0	
RECORDS TECHNICIAN	9	4.0	4.0	
SENIOR CLERK	8	0.8	0.0	(0.8)
SENIOR HUMAN RESOURCES SPECIALIST	21	9.8	12.0	2.2
SENIOR TRAINER	21	1.0	1.0	
STAFF ANALYST	26	0.0	1.0	1.0
<b>Total FTEs</b>		<b>39.4</b>	<b>34.8</b>	<b>(4.6)</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>3.4</b>	<b>0.0</b>	<b>(3.4)</b>
<b>Full-Time Equivalents</b>		<b>36.0</b>	<b>34.8</b>	<b>(1.2)</b>

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FISCAL YEAR 2013 BUDGET

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**Business Area Revenue Summary**

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

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Commit Item	Description	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
8000010001	Office of the Director			
426330	Miscellaneous Copies Fees	6,000	8,000	6,000
434505	Prior Year Expenditure Recovery	0	1,200	0
<b>Total</b>	<b>Office of the Director</b>	<u>6,000</u>	<u>9,200</u>	<u>6,000</u>
<b>Total</b>	<b>Human Resources</b>	<u>6,000</u>	<u>9,200</u>	<u>6,000</u>

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	1,878,319	1,875,674	1,873,375	1,913,679
500030	Salary Part Time - Civilian	141,222	88,900	88,900	72,638
500060	Overtime - Civilian	49	0	0	0
500110	Bilingual Pay - Civilian	5,334	5,422	5,422	4,520
501070	Pension - Civilian	300,676	325,526	337,464	409,528
501120	Termination Pay - Civilian	33,142	0	0	0
501160	Vehicle Allowance - Civilian	4,216	4,200	600	0
502010	FICA - Civilian	145,217	145,397	147,072	148,685
503010	Health Ins-Act Civilian	229,262	235,046	227,053	280,595
503015	Basic Life Insurance - Active Civilian	1,170	1,094	1,125	1,136
503060	Long Term Disability-Civilian	(7)	3,009	2,974	2,890
503090	Workers Compensation-Civilian-Admin	7,455	7,583	7,466	8,321
503100	Workers Compensation-Civilian-Claim	164	0	0	0
504020	Compensation Contingency	0	0	0	17,900
504030	Unemployment Claims - Administration	0	32,370	32,370	32,370
<b>Total</b>	<b>Personnel Services</b>	<b>2,746,219</b>	<b>2,724,221</b>	<b>2,723,821</b>	<b>2,892,262</b>
511040	Audiovisual Supplies	0	1,500	1,500	1,500
511045	Computer Supplies	2,248	6,200	6,600	6,900
511050	Paper & Printing Supplies	676	7,060	7,060	5,560
511055	Publications & Printed Materials	6,892	19,700	19,700	20,700
511060	Postage	2,822	6,675	6,675	5,275
511070	Miscellaneous Office Supplies	20,817	28,600	28,600	30,200
511110	Fuel	39	0	0	0
511125	Food Supplies	1,609	0	0	0
511150	Miscellaneous Parts & Supplies	1,425	1,260	1,260	1,260
<b>Total</b>	<b>Supplies</b>	<b>36,528</b>	<b>70,995</b>	<b>71,395</b>	<b>71,395</b>
520100	Temporary Personnel Services	2,608	30,500	30,500	18,000
520110	Management Consulting Services	103,565	51,000	51,000	32,100
520114	Miscellaneous Support Services	118,255	102,146	102,146	65,020
520119	Computer Equipment/Software Maintenance	59,507	91,500	91,500	35,000
520121	IT Application Svcs	12,008	15,683	15,683	24,136
520126	Construction Site Work Services	2,982	0	0	0
520515	Print Shop Services	1,316	4,000	4,000	3,200
520520	Printing & Reproduction Services	0	2,160	2,160	2,660
520605	Advertising Services	18	1,000	1,000	1,000
520705	Insurance Fees	226	1,262	1,262	1,134
520765	Membership & Professional Fees	711	5,375	5,375	9,380
520805	Education & Training	7,544	18,485	18,485	21,285
520905	Travel - Training Related	1,596	1,400	1,400	1,400
520910	Travel - Non-Training Related	12	100	100	100
521605	Data Services	5,317	7,500	7,500	10,605
521610	Voice Services	11,158	26,790	26,790	26,254
521620	Voice Equipment	0	476	476	588
521625	Voice Labor	0	343	343	432
521630	GIS Revolving Fund Services	1,385	1,660	1,660	1,449
521715	Office Equipment Rental	518	0	0	0
521730	Parking Space Rental	12,712	14,000	14,000	10,500
522430	Miscellaneous Other Services & Charges	8,619	1,720	1,720	1,720
522722	KRONOS Service Chargeback	0	2,556	2,556	1,348
522780	Interfund Photo Copy Services	17,361	17,000	17,000	10,400
<b>Total</b>	<b>Other Services and Charges</b>	<b>367,418</b>	<b>396,656</b>	<b>396,656</b>	<b>277,711</b>
551015	Non-Capital Computer Equipment	0	0	0	4,500
<b>Total</b>	<b>Non-Capital Equipment</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,500</b>
532120	Transfer to Fleet/Eq	1,335	0	0	0
<b>Total</b>	<b>Debt Service and Other Uses</b>	<b>1,335</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total Expenditures</b>		<b>3,151,500</b>	<b>3,191,872</b>	<b>3,191,872</b>	<b>3,245,868</b>

# 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.

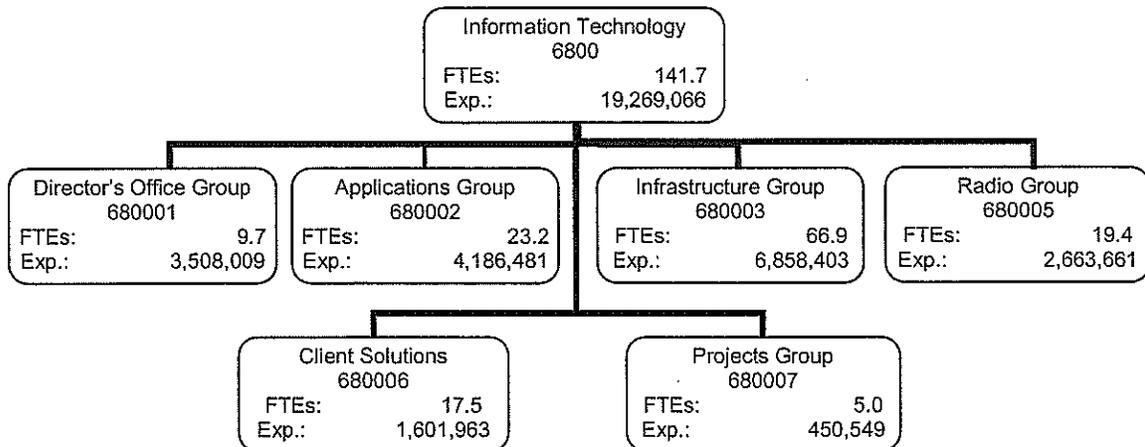
**Department Short Term Goals**

1. Collaborate to improve Information Security citywide through the hiring of a Chief Information Security Officer.
2. Standardize Project Management Reporting Methodology and Citywide IT Strategic Alignment.
3. Begin IT Asset Inventory Plan, Conversion and Delivery Citywide (Phase I of III).
4. Improve IT services by streamlining processes, consolidating resources, adopting new technology and aggregating purchases.
5. Stabilization of the HPD Records Management System (RMS), MCD Court System for Management of Resources and Technology (CSMART) and the 700 MHz Radio System.
6. Implement a citywide Active Directory Governance Council and Steering Committee to ensure consistent IT Security and Administrative practices across the City.
7. IT Governance Assessment and Roadmap inclusive of IT Organizational Structure Assessment.
8. Investigate an alternative Data Center using a Managed Services provider.

**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



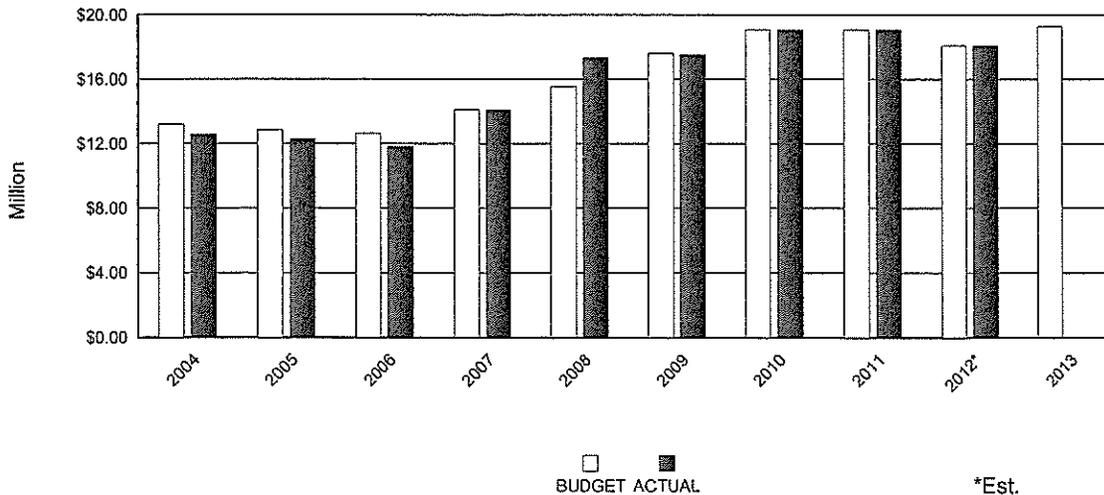
**Business Area Budget Summary**

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

		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	14,864,299	13,551,374	13,355,403	14,733,713
	Supplies	537,739	439,315	502,139	460,671
	Other Services and Charges	3,670,534	4,104,108	4,237,255	4,074,682
	Total M & O Expenditures	19,072,572	18,094,797	18,094,797	19,269,066
	Debt Service & Other Uses	570	0	0	0
<b>Total Expenditures</b>		<b>19,073,142</b>	<b>18,094,797</b>	<b>18,094,797</b>	<b>19,269,066</b>
Revenues		596,481	537,090	17,680	0
Staffing	Full-Time Equivalents - Civilian	157.7	132.7	131.6	141.7
	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	157.7	132.7	131.6	141.7
	Full-Time Equivalents - Overtime	1.1	1.1	1.1	1.2

- Significant Budget Changes and Highlights**
- o FY2013 Budget includes funding for expenditure increases in health benefits (\$291,827) and pension contribution (\$337,873).
  - 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 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.
  - o Increase in FTEs are due primarily to the creation of the new IT Projects Management Group with five (5) new positions plus an increase of six (6) FTEs to support the IT Radio Group.

**Information Technology  
 Current Budget vs Actual Expenditures**



**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Estimate	FY2013 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 project	N/A	N/A	75%

**Name: IT - Applications Group -- 680002**

**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:** The primary goal of the Applications Group is to develop, deliver, and sustain citywide and departmental software applications that support the needs of its business users.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Attribute work to clients	70.0%	75%	75.0%
Uptime percentage	95.0%	97.5%	97.5%
Project Mgmt processes	N/A	50.0%	50.0%
Define business processes	N/A	1,000	1,000
Meta data fields defines	N/A	1,500	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	FY2011 Actual	FY2012 Estimate	FY2013 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 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name</b> : General Fund <b>Business Area Name</b> : Information Technology <b>Fund No./Bus Area No.</b> : 1000 / 6800			
<b>Name: IT - Radio Group -- 680005</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> To provide leadership and direction for converting to a 700MHz radio system. Provide management and oversight of the City's existing radio systems.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Old infrastructure availability	89.0%	95.0%	<b>95.0%</b>
Repeaters/rcvrs supported	608	608	<b>608</b>
Fire station alert availability	99.9%	99.9%	<b>99.9%</b>
New system training	15 Hours	300 Hours	<b>300 Hours</b>
<b>Name: IT - Client Solutions -- 680006</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> <ol style="list-style-type: none"> <li>1. Audit accuracy/completeness of cases with electronic images</li> <li>2. Track response to customer service surveys</li> <li>3. Track monthly volume of service requests</li> <li>4. Track % of service requests resolved at point of initial contact</li> <li>5. Control IT related expenditures (labor/parts) to less than \$65 per work station</li> </ol>			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Audit case accuracy	N/A	95%	<b>95%</b>
User survey response	N/A	97%	<b>97%</b>
ITSM volume	N/A	2500	<b>2500</b>
ITSM resolution	N/A	80%	<b>75%</b>
IT cost control	N/A	\$50	<b>&lt;\$65</b>
<b>Name: IT - Projects Group -- 680007</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> Develop IT Project Management Methodology and Framework			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Develop IT project mgmt platform	N/A	N/A	<b>95%</b>
Implement IT project mgmt process & standards	N/A	N/A	<b>85%</b>

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>						
<b>Fund Name : General Fund</b> <b>Business Area Name : Information Technology</b> <b>Fund No./Bus Area No. : 1000 / 6800</b>						
<b>Division Description</b>	<b>FY2011 Actual</b>		<b>FY2012 Estimate</b>		<b>FY2013 Budget</b>	
	<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>
<b>IT - Director's Office Group</b> <span style="float:right"><b>680001</b></span> 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	3,332,506	7.0	2,757,099	9.7	3,508,009
<b>IT - Applications Group</b> <span style="float:right"><b>680002</b></span> 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.	43.6	5,307,023	31.9	4,422,633	23.2	4,186,481
<b>IT - Infrastructure Group</b> <span style="float:right"><b>680003</b></span> 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.	76.2	7,259,404	62.6	6,492,013	66.9	6,858,403
<b>IT - Radio Group</b> <span style="float:right"><b>680005</b></span> 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.	18.4	3,174,209	13.3	2,699,637	19.4	2,663,661
<b>IT - Client Solutions</b> <span style="float:right"><b>680006</b></span> Provides system administration for the Court's information system, application support, field services, data management, business analysis, and IT-related administrative support.	0.0	0	16.8	1,723,415	17.5	1,601,963

FISCAL YEAR 2013 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Information Technology Fund No./Bus Area No. : 1000 / 6800							
Division Description		FY2011 Actual		FY2012 Estimate		FY2013 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
IT - Projects Group	680007	0.0	0	0.0	0	5.0	450,549
Responsible for business continuity and the development and implementation of IT policies, procedures and standards.							
Total		157.7	19,073,142	131.6	18,094,797	141.7	19,269,066

**FISCAL YEAR 2013 BUDGET**

**Business Area Roster Summary**

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

<b>Job Description</b>	<b>Pay Grade</b>	<b>FY2012 Current Budget FTE</b>	<b>FY2013 Budget FTE</b>	<b>Change</b>
ACCOUNTANT	17	1.0	0.0	(1.0)
ACCOUNTANT MANAGER	27	1.0	0.0	(1.0)
ADMINISTRATIVE ASSISTANT	17	1.0	3.0	2.0
ADMINISTRATIVE ASSOCIATE	13	1.0	1.0	
ADMINISTRATIVE COORDINATOR	24	5.0	4.0	(1.0)
ADMINISTRATIVE SPECIALIST	20	1.0	0.0	(1.0)
ADMINISTRATIVE SUPERVISOR	22	0.4	2.0	1.6
ASSISTANT CUSTOMER SERVICE MANAGER	26	0.0	1.0	1.0
ASSISTANT DIRECTOR (EXE LEV)	32	4.0	6.0	2.0
ASSISTANT OPERATIONS MANAGER	22	1.0	2.0	1.0
CENTRAL NETWORK ADMINISTRATOR	26	7.0	7.0	
CHIEF INFORMATION OFFICER (EXE LEV)	36	0.2	1.0	0.8
COMMUNICATIONS TECHNICIAN	15	1.0	1.0	
COMMUNICATIONS TECHNICIAN SUPERVISOR	25	2.5	3.0	0.5
COMPUTER OPERATOR	10	4.0	1.0	(3.0)
DATA BASE ANALYST	22	0.0	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	1.4	2.0	0.6
DIVISION MANAGER	29	3.0	3.0	
ERP BUSINESS SYSTEMS CONSULTANT	28	3.0	3.0	
EXECUTIVE OFFICE ASSISTANT	15	1.0	1.0	
FINANCIAL ANALYST III	21	1.0	0.0	(1.0)
FINANCIAL ANALYST IV	25	0.5	0.0	(0.5)
FIXED ASSET MANAGER	25	1.0	1.0	
INFORMATION SYSTEMS ADMINISTRATOR	30	1.0	1.0	
IRM MANAGER	29	5.6	3.0	(2.6)
IS/IT HELP DESK COORDINATOR	10	0.0	1.0	1.0
IT PROJECT MANAGER	28	5.2	6.0	0.8
LAN SPECIALIST	26	2.0	3.0	1.0
MAINTENANCE MECHANIC III	14	1.0	1.0	
MICROCOMPUTER ANALYST	20	9.0	8.0	(1.0)
OPERATIONS MANAGER	27	4.0	2.0	(2.0)
PROGRAMMER ANALYST I	16	0.0	2.0	2.0
PROGRAMMER ANALYST II	19	0.0	1.0	1.0
PROGRAMMER ANALYST III	22	0.0	1.0	1.0
PROGRAMMER ANALYST IV	25	2.0	4.0	2.0
SENIOR BUYER	22	1.0	1.0	
SENIOR CENTRAL NETWORK ADMINISTRATOR	28	1.0	2.0	1.0
SENIOR COMMUNICATIONS TECHNICIAN	19	2.0	2.0	
SENIOR DATA BASE ANALYST	25	1.0	1.0	
SENIOR FIXED ASSET SPECIALIST	17	1.0	1.0	
SENIOR MICROCOMPUTER ANALYST	23	11.0	11.0	
SENIOR TELECOMMUNICATIONS SPECIALIST	21	5.0	4.0	(1.0)
STAFF ANALYST	26	1.0	1.0	
STUDENT INTERN I	4	1.0	0.0	(1.0)
SYSTEMS ACCOUNTANT IV	29	2.0	2.0	
SYSTEMS CONSULTANT	26	6.9	4.0	(2.9)
SYSTEMS SUPPORT ANALYST I	16	1.0	0.0	(1.0)
SYSTEMS SUPPORT ANALYST II	19	0.0	1.0	1.0
SYSTEMS SUPPORT ANALYST III	22	1.0	4.0	3.0
SYSTEMS SUPPORT ANALYST IV	25	5.0	8.0	3.0

**Business Area Roster Summary**

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

Job Description	Pay Grade	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
TECHNICAL HARDWARE ANALYST I	17	3.0	6.0	3.0
TECHNICAL HARDWARE ANALYST II	21	14.0	13.0	(1.0)
TECHNICAL HARDWARE ANALYST III	23	4.0	5.0	1.0
TELECOMMUNICATIONS SPECIALIST	18	3.0	2.0	(1.0)
<b>Total FTEs</b>		<u>136.7</u>	<u>146.0</u>	<u>9.3</u>
<b>Less adjustment for Civilian Vacancy Factor</b>		<u>4.0</u>	<u>4.3</u>	<u>0.3</u>
<b>Full-Time Equivalents</b>		<u>132.7</u>	<u>141.7</u>	<u>9.0</u>

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FISCAL YEAR 2013 BUDGET

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**Business Area Revenue Summary**

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

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Commit Item	Description	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
6800050001	IT - Radio Comm Services			
457020	Interfund Communication Equipment Repair	537,090	17,680	0
<b>Total</b>	<b>Information Technology</b>	<u>537,090</u>	<u>17,680</u>	<u>0</u>

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

<b>Commit Item</b>	<b>Description</b>	<b>FY2011 Actual</b>	<b>FY2012 Current Budget</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
500010	Salary Base Pay - Civilian	10,511,853	9,508,789	9,282,683	9,970,159
500030	Salary Part Time - Civilian	85,578	0	0	0
500060	Overtime - Civilian	100,563	55,000	100,459	100,459
500090	Premium Pay - Civilian	8,349	8,000	8,120	8,000
500110	Bilingual Pay - Civilian	1,871	0	0	0
500180	Temporary Employees	51,547	0	0	0
501070	Pension - Civilian	1,674,361	1,711,584	1,678,366	2,133,622
501120	Termination Pay - Civilian	416,745	50,000	105,000	50,000
501160	Vehicle Allowance - Civilian	11,016	22,880	400	0
502010	FICA - Civilian	826,632	722,107	691,562	753,954
503010	Health Ins-Act Civilian	1,092,374	1,138,266	1,152,289	1,375,991
503015	Basic Life Insurance - Active Civilian	6,508	5,557	5,746	5,930
503060	Long Term Disability-Civilian	17	11,805	11,842	12,048
503090	Workers Compensation-Civilian-Admin	29,301	27,704	29,254	33,868
503100	Workers Compensation-Civilian-Claim	14,493	7,500	7,500	7,500
504030	Unemployment Claims - Administration	33,091	282,182	282,182	282,182
<b>Total</b>	<b>Personnel Services</b>	<b>14,864,299</b>	<b>13,551,374</b>	<b>13,355,403</b>	<b>14,733,713</b>
511025	Electrical Hardware & Parts	167,116	140,000	150,000	128,000
511045	Computer Supplies	46,088	30,547	22,675	21,800
511050	Paper & Printing Supplies	280	500	500	1,000
511055	Publications & Printed Materials	1,246	800	1,900	2,700
511070	Miscellaneous Office Supplies	35,047	26,454	35,600	38,279
511095	Small Technical & Scientific Equipment	168,278	158,714	183,714	155,000
511110	Fuel	38,699	42,500	42,450	58,892
511115	Vehicle Repair & Maintenance Supplies	1,019	5,000	2,000	2,000
511120	Clothing	2,644	0	0	1,000
511125	Food Supplies	2,044	2,800	4,000	5,500
511145	Small Tools & Minor Equipment	25,096	12,000	25,000	20,000
511150	Miscellaneous Parts & Supplies	50,182	20,000	34,300	26,500
<b>Total</b>	<b>Supplies</b>	<b>537,739</b>	<b>439,315</b>	<b>502,139</b>	<b>460,671</b>
520100	Temporary Personnel Services	153,665	45,000	157,306	142,110
520107	Computer Info/Contr	120,315	413,575	376,914	420,633
520109	Medical Dental & Laboratory Services	908	0	800	800
520110	Management Consulting Services	992,938	1,329,744	1,361,971	1,154,525
520114	Miscellaneous Support Services	934	11,000	5,300	0
520119	Computer Equipment/Software Maintenance	78,022	24,535	21,735	47,735
520120	Communications Equipment Services	4,205	1,000	1,000	25,000
520121	IT Application Svcs	775,239	315,548	315,548	554,033
520123	Vehicle & Motor Equipment Services	46,168	18,000	37,700	26,000
520126	Construction Site Work Services	0	5,000	5,118	0
520157	Computer Software Maintenance Services	7,462	0	0	0
520510	Mail/Delivery Services	492	0	75	125
520515	Print Shop Services	311	0	200	200
520520	Printing & Reproduction Services	1,160	0	0	0
520605	Advertising Services	6,886	0	6,444	6,500
520705	Insurance Fees	39,684	252,761	252,761	270,898
520765	Membership & Professional Fees	30,269	0	2,355	6,000
520805	Education & Training	32,006	2,400	7,680	26,300
520815	Tuition Reimbursement	1,500	0	5,500	0
520900	CIP-Capital Equipment Acquisition	89	0	0	0
520905	Travel - Training Related	5,380	100	600	4,000
520910	Travel - Non-Training Related	8,273	1,100	9,010	3,200

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
521405	Building Maintenance Services	9,321	0	0	0
521415	Land and Grounds Maintenance	901	2,000	0	2,000
521510	Natural Gas	304	0	0	0
521605	Data Services	152,083	336,005	336,005	476,379
521610	Voice Services	293,685	209,333	209,333	205,146
521620	Voice Equipment	87,552	27,391	27,391	33,841
521625	Voice Labor	23,293	78,631	78,631	24,871
521630	GIS Revolving Fund Services	5,010	6,005	6,005	5,029
521715	Office Equipment Rental	30,788	19,100	24,682	25,100
521725	Other Rental	627,659	815,286	790,893	406,843
521730	Parking Space Rental	97,788	85,936	82,440	82,440
522430	Miscellaneous Other Services & Charges	25,523	8,800	18,000	16,000
522721	Interfund HR Client Services	10,721	89,893	89,893	103,656
522722	KRONOS Service Chargeback	0	5,965	5,965	5,318
<b>Total</b>	<b>Other Services and Charges</b>	<b>3,670,534</b>	<b>4,104,108</b>	<b>4,237,255</b>	<b>4,074,682</b>
532120	Transfer to Fleet/Eq	570	0	0	0
<b>Total</b>	<b>Debt Service and Other Uses</b>	<b>570</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total Expenditures</b>		<b>19,073,142</b>	<b>18,094,797</b>	<b>18,094,797</b>	<b>19,269,066</b>



## 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 and three Property & Casualty Fund operating sections to accomplish this mission. The General Fund sections include: Staff Administration, General Counsel, Municipal Prosecution, Real Estate, Neighborhood Services, Contracts, PWE Legal Administration and Office of Inspector General; the Property & Casualty Fund sections include: Claims & Subrogation, General Litigation and Labor, Employment and Civil Rights.

The Legal Department's work is funded primarily from the General Fund (Fund 1000) and the Property and Casualty Fund (Fund 1004). 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 enforcement, support for the dangerous building demolition project, prosecution of violators of City ordinances, and utility regulation. The central duties of the Fund 1004 sections include the collection of revenue on past due accounts, claims resolution, personnel actions, and representing the City in commercial and employment litigation.

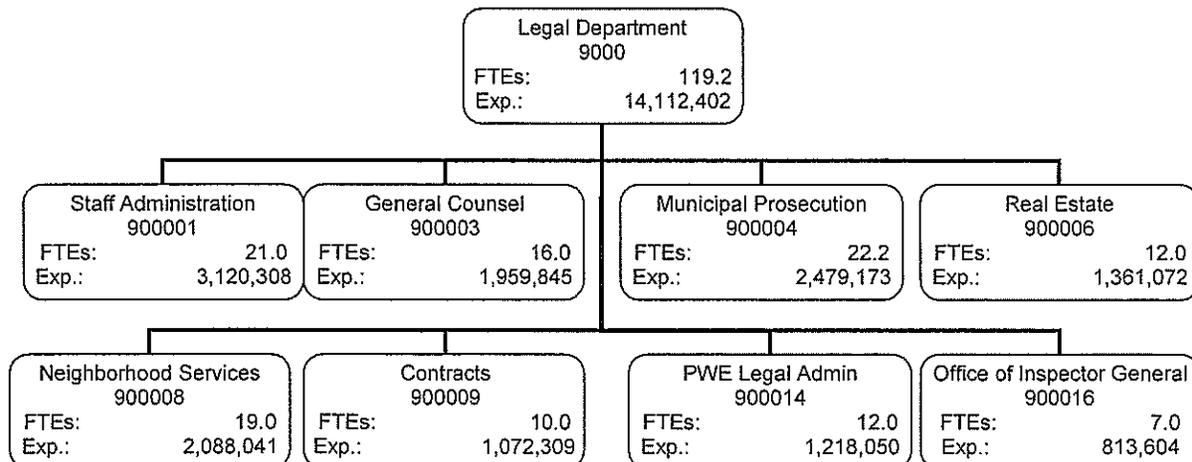
#### Department Short Term Goals

- 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.

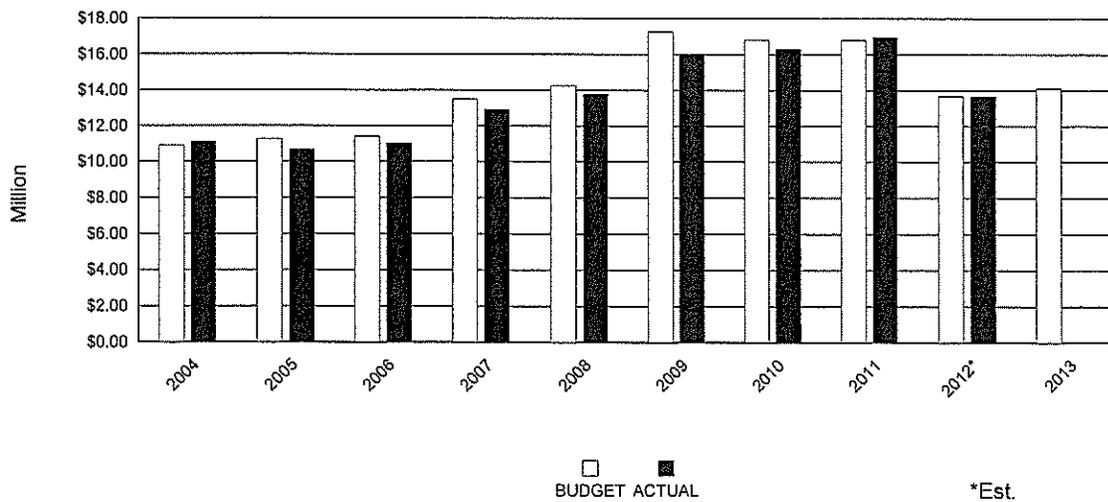
### Department Organization



**FISCAL YEAR 2013 BUDGET**

<b>Business Area Budget Summary</b>					
Fund Name : General Fund					
Business Area Name : Legal					
Fund No./Bus. Area No. : 1000 / 9000					
		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	15,563,034	11,962,944	12,057,891	13,005,796
	Supplies	340,558	353,900	343,315	354,544
	Other Services and Charges	1,067,322	1,358,467	1,274,105	752,062
	Total M & O Expenditures	16,970,914	13,675,311	13,675,311	14,112,402
	Debt Service & Other Uses	2,767	0	0	0
	Total Expenditures	16,973,681	13,675,311	13,675,311	14,112,402
Revenues		1,200,994	1,123,824	1,151,324	1,188,873
Staffing	Full-Time Equivalents - Civilian	155.3	119.8	116.3	119.2
	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	155.3	119.8	116.3	119.2
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> <li>o FY2013 Budget includes funding for expenditure increases in health benefits (\$137,763) and pension contribution (\$282,349).</li> <li>o In FY2012 the City Attorney initiated a major re-organization to have the Legal Department more closely resemble and operate as a law firm.</li> <li>o In FY2013, the department wishes to pursue an aggressive move to a paperless technology-oriented law office environment that will impact on the budget by saving considerable supplies costs, dramatically improve the efficiency of personnel, enhance litigation techniques, save on the growing costs to archive and retrieve physical files, and safeguard the department's data management environment simultaneously. The department is woefully behind the private sector in this area which compromises its ability to perform at the level needed to compete effectively with firms which have invested in the technology to operate paperlessly. The department intends to work in unison with ITD and the vendor of its existing primary integrated database management system to enhance and maximize the efficiency that such an initiative is capable of delivering.</li> </ul>				

**Legal  
Current Budget vs Actual Expenditures**



**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name : General Fund</b> <b>Business Area Name : Legal</b> <b>Fund No./Bus Area No. : 1000 / 9000</b>			
<b>Name: LGL - Staff Administration Section -- 900001</b>			
<b>Mission:</b> To facilitate the general operations of the department and to support the efforts of its attorneys and paralegals in completing their primary functions.			
<b>Goal:</b> 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 Continuing Legal Education programs and control budget.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
100% data restore after PC failures-0 byte loss Work intake files created Work file aging reports	100% 10,807 4	100% 9,909 4	100% 10,300 4
<b>Name: LGL - General Litigation Section -- 900002</b>			
<b>Mission:</b> This division was moved to Fund 1004 as part of the department's reorganization in FY2012.			
<b>Goal:</b> N/A			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
N/A	N/A	N/A	N/A
<b>Name: LGL - General Counsel Section -- 900003</b>			
<b>Mission:</b> To prepare Code amendments and other ordinances; research/prepare opinions and advisory memoranda; provide advice to City committees; handle sign code issues; handle ad valorem tax, public information requests, financial disclosure statements, Dept of Justice submissions, municipal finance, legislation, elections, redistricting, annexation, utility franchise/rate setting matters; counsel regulatory boards and commissions.			
<b>Goal:</b> 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; handle public information and subpoenas requests; assist Planning Dept with MUD strategic partnership agreements; track collection of delinquent taxes; establish mentoring programs on annexation, taxation, utility regulation and public finance.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Bd/Comm.mtgs attended TPIA requests handled Subpoenas handled Util.regulatory matters	165 1,346 1,525 82	100 1,110 1,510 65	100 1,105 1,500 109

**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
Fund Name : General Fund			
Business Area Name : Legal			
Fund No./Bus Area No. : 1000 / 9000			
<b>Name: LGL - Municipal Prosecution Section -- 900004</b>			
<b>Mission:</b> To effectively represent the City of Houston as the State's attorney in all cases filed in the municipal courts.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Cases filed	929,092	879,080	984,911
In-house meetings focused on section consistency	6	6	6
<b>Name: LGL - Labor, Empl. &amp; Civil Rights Section -- 900005</b>			
<b>Mission:</b> This Fund division was moved to Fund 1004 as part of the department's reorganization in FY2012.			
<b>Goal:</b> N/A			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
N/A	N/A	N/A	N/A
<b>Name: LGL - Real Estate Section -- 900006</b>			
<b>Mission:</b> 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.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Land use issues	309	112	125
Environmental issues	31	18	25
Title exams processed	134	178	190
General property matters	286	401	415
Ordinances/resolutions	224	276	278

**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
<b>Fund Name : General Fund</b> <b>Business Area Name : Legal</b> <b>Fund No./Bus Area No. : 1000 / 9000</b>			
<b>Name: LGL - Neighborhood Services Section -- 900008</b>			
<b>Mission:</b> Address quality-of-life issues and help improve neighborhoods.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Admin.matters resolved	6,110	6,517	6,313
Lawsuits resolved	51	57	54
Deed restriction complaints resolved	989	1,345	1,167
Public meetings attended	253	462	357
Title reports provided	3,261	1,240	2,250
<b>Name: LGL - Contracts Section -- 900009</b>			
<b>Mission:</b> To serve the contract and procurement related legal needs of City departments.			
<b>Goal:</b> 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.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Contracts prepared	1,024	1,064	1,110
Contracts reviewed by paralegals	212	228	229
Other-grants, bond claims, opinions and ordinances	530	553	674
<b>Name: LGL - PWE Legal Administration Section -- 900014</b>			
<b>Mission:</b> N/A			
<b>Goal:</b> N/A			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
N/A	N/A	N/A	N/A

**FISCAL YEAR 2013 BUDGET**

**Division Mission and Performance Measures**

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

**Name:** LGL - Office of Inspector General Section -- 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	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Initial complaint intakes	N/A	243	225
Complaint investigations	N/A	124	125
Written investigative rpts	N/A	124	125

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>						
<b>Fund Name : General Fund</b> <b>Business Area Name : Legal</b> <b>Fund No./Bus Area No. : 1000 / 9000</b>						
<b>Division Description</b>	<b>FY2011 Actual</b>		<b>FY2012 Estimate</b>		<b>FY2013 Budget</b>	
	<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>
<b>LGL - Staff Administration Section 900001</b> 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	3,594,554	20.4	3,524,671	21.0	3,120,308
<b>LGL - General Litigation Section 900002</b> This division was moved to Fund 1004 as part of the department's reorganization in FY2012.	12.0	1,472,712	0.0	0	0.0	0
<b>LGL - General Counsel Section 900003</b> Prepare Code amendments/ordinances, research/prepare opinions, provide advice to City Committees, handle sign code issues, ad valorem taxation, public info. requests, financial disclosure statements, Dept. of Justice submissions, subpoenas, muni. finance, legislation, elections, redistricting, annexation, utility franchise/rate setting matters, counsel regulatory boards & commissions.	18.4	1,799,966	15.8	1,798,657	16.0	1,959,845
<b>LGL - Municipal Prosecution Section 900004</b> The Municipal Prosecution Section represents the State in municipal court. Handles judge, jury and jail trials, appeals and administrative hearings. 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	2,244,348	22.0	2,227,382	22.2	2,479,173
<b>LGL - Labor, Empl. &amp; Civil Rights Section 900005</b> This Fund division was moved to Fund 1004 as part of the department's reorganization in FY2012.	10.0	1,334,225	0.0	0	0.0	0
<b>LGL - Real Estate Section 900006</b> 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.	16.9	1,728,877	12.0	1,331,408	12.0	1,361,072

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>						
<b>Fund Name : General Fund</b> <b>Business Area Name : Legal</b> <b>Fund No./Bus Area No. : 1000 / 9000</b>						
<b>Division Description</b>	<b>FY2011 Actual</b>		<b>FY2012 Estimate</b>		<b>FY2013 Budget</b>	
	<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>	<b>FTEs</b>	<b>Cost \$</b>
<b>LGL - Neighborhood Services Section 900008</b> 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.	25.1	2,067,889	17.8	1,957,975	19.0	2,088,041
<b>LGL - Contracts Section 900009</b> 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	1,059,975	9.6	946,643	10.0	1,072,309
<b>LGL - PWE Legal Administration Section 900014</b> 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	1,047,461	12.0	1,120,355	12.0	1,218,050
<b>LGL - Office of Inspector General Section 900016</b> 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	623,674	6.7	768,220	7.0	813,604
<b>Total</b>	<b>155.3</b>	<b>16,973,681</b>	<b>116.3</b>	<b>13,675,311</b>	<b>119.2</b>	<b>14,112,402</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Roster Summary**

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

Job Description	Pay Grade	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	1.0	
ADMINISTRATIVE AIDE	10	1.0	1.0	
ADMINISTRATIVE ASSISTANT	17	4.0	4.0	
ADMINISTRATIVE ASSISTANT (EXE LEV)	17	2.0	2.0	
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	1.0	1.0	
ADMINISTRATIVE SPECIALIST	20	1.0	0.0	(1.0)
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	1.0	1.0	
ADMINISTRATIVE SUPERVISOR	22	3.0	3.0	
ASSISTANT CITY ATTORNEY I	21	16.0	14.0	(2.0)
ASSISTANT CITY ATTORNEY II	24	15.0	16.0	1.0
ASSISTANT CITY ATTORNEY III	27	6.0	6.0	
CITY ATTORNEY	39	1.0	1.0	
CLERK	5	2.0	2.0	
COMMUNITY LIAISON	18	1.0	1.0	
DEPUTY DIRECTOR (EXE LEV)	34	1.0	1.0	
DIVISION MANAGER	29	2.0	2.0	
EXECUTIVE OFFICE ASSISTANT	15	1.0	1.0	
FIRST ASSISTANT CITY ATTORNEY	37	2.0	2.0	
LEGAL INVESTIGATOR	18	2.0	2.0	
LEGAL WORD PROCESSOR	11	0.0	1.0	1.0
MESSENGER	6	1.0	1.0	
PARALEGAL I	12	5.0	5.0	
PARALEGAL II	14	2.0	2.0	
PARALEGAL III	16	4.0	4.0	
RECEPTIONIST	7	1.0	1.0	
RECORDS TECHNICIAN	9	1.0	1.0	
SENIOR ACCOUNT CLERK	13	1.0	1.0	
SENIOR ASSISTANT CITY ATTORNEY I	30	4.0	4.0	
SENIOR ASSISTANT CITY ATTORNEY II	32	2.0	3.0	1.0
SENIOR ASSISTANT CITY ATTORNEY III	34	7.0	6.0	(1.0)
SENIOR ASSISTANT CITY ATTORNEY IV	35	2.0	3.0	1.0
SENIOR ASSISTANT CITY ATTORNEY,SECTION CHIEF	35	5.0	5.0	
SENIOR LEGAL ABTRACTOR	13	1.0	0.0	(1.0)
SENIOR LEGAL WORD PROCESSOR	13	2.0	1.0	(1.0)
SENIOR OFFICE ASSISTANT	12	1.0	2.0	1.0
SENIOR PARALEGAL	19	12.0	11.5	(0.5)
SENIOR PUBLIC LOSS INVESTIGATOR	24	4.0	4.0	
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	1.0	
SYSTEMS CONSULTANT	26	1.0	1.0	
SYSTEMS SUPPORT ANALYST III	22	0.0	1.0	1.0
<b>Total FTEs</b>		<b>120.0</b>	<b>119.5</b>	<b>(0.5)</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>0.2</b>	<b>0.3</b>	<b>0.1</b>
<b>Full-Time Equivalent</b>		<b>119.8</b>	<b>119.2</b>	<b>(0.6)</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Revenue Summary**

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

Commit Item	Description	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
9000010001	LGL - General Admin of Dept			
424070	Interfund Legal Services	1,110,724	1,110,624	1,175,773
426330	Miscellaneous Copies Fees	3,000	600	3,000
434305	Judgments & Claims	5,000	37,000	5,000
452020	Recoveries & Refunds	5,000	3,000	5,000
452030	Miscellaneous Revenue	100	100	100
<b>Total</b>	<b>LGL - General Admin of Dept</b>	<u>1,123,824</u>	<u>1,151,324</u>	<u>1,188,873</u>
<b>Total</b>	<b>Legal</b>	<u>1,123,824</u>	<u>1,151,324</u>	<u>1,188,873</u>

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	11,526,815	8,613,055	8,598,880	9,010,412
500030	Salary Part Time - Civilian	256	0	78,000	131,596
500060	Overtime - Civilian	0	0	3,320	0
500110	Bilingual Pay - Civilian	6,344	6,319	6,000	6,000
501070	Pension - Civilian	1,847,415	1,550,349	1,549,599	1,928,222
501120	Termination Pay - Civilian	318,701	192,842	192,842	192,842
501160	Vehicle Allowance - Civilian	4,216	4,200	1,000	0
502010	FICA - Civilian	838,742	616,588	648,659	653,316
503010	Health Ins-Act Civilian	962,957	846,675	846,675	945,559
503015	Basic Life Insurance - Active Civilian	6,892	5,119	5,119	5,362
503060	Long Term Disability-Civilian	109	10,099	10,099	10,051
503090	Workers Compensation-Civilian-Admin	29,766	23,760	23,760	28,498
503100	Workers Compensation-Civilian-Claim	0	1,500	1,500	1,500
504030	Unemployment Claims - Administration	20,821	92,438	92,438	92,438
<b>Total</b>	<b>Personnel Services</b>	<b>15,563,034</b>	<b>11,962,944</b>	<b>12,057,891</b>	<b>13,005,796</b>
511045	Computer Supplies	66,353	59,000	59,000	62,300
511050	Paper & Printing Supplies	20,639	16,000	16,000	16,000
511055	Publications & Printed Materials	163,450	190,000	187,365	190,000
511060	Postage	25,706	23,000	19,350	23,000
511070	Miscellaneous Office Supplies	42,410	60,000	58,500	60,000
511110	Fuel	2,731	2,600	2,600	3,244
511115	Vehicle Repair & Maintenance Supplies	300	0	0	0
511150	Miscellaneous Parts & Supplies	18,969	3,300	500	0
<b>Total</b>	<b>Supplies</b>	<b>340,558</b>	<b>353,900</b>	<b>343,315</b>	<b>354,544</b>
520108	Information Resource Services	0	700	700	0
520109	Medical Dental & Laboratory Services	405	800	800	800
520110	Management Consulting Services	18,103	500,000	500,000	0
520112	Banking Services	253	300	300	300
520114	Miscellaneous Support Services	192,743	250,479	245,600	240,000
520119	Computer Equipment/Software Maintenance	21,157	22,000	22,000	22,000
520120	Communications Equipment Services	423	0	0	0
520121	IT Application Svcs	4,100	6,099	6,099	9,386
520122	Office Equipment Services	70	0	0	0
520123	Vehicle & Motor Equipment Services	2,322	3,600	3,600	3,000
520510	Mail/Delivery Services	800	1,500	800	1,000
520515	Print Shop Services	6,963	7,000	5,900	7,000
520520	Printing & Reproduction Services	29,817	35,000	32,000	35,000
520605	Advertising Services	2,412	0	0	0
520705	Insurance Fees	1,542	2,676	2,676	7,425
520765	Membership & Professional Fees	28,883	28,800	27,430	31,500
520805	Education & Training	17,397	21,300	20,736	22,800
520905	Travel - Training Related	15,944	8,250	8,200	6,200
520910	Travel - Non-Training Related	4,769	7,100	7,100	10,100
521405	Building Maintenance Services	698	0	0	0
521605	Data Services	23,577	28,500	28,500	40,299
521610	Voice Services	48,933	55,232	55,232	54,127
521620	Voice Equipment	278	1,364	1,364	1,686
521625	Voice Labor	446	360	360	1,239
521630	GIS Revolving Fund Services	5,406	6,480	6,480	4,712
521715	Office Equipment Rental	1,956	1,800	3,000	3,000
521725	Other Rental	1,307	1,300	109	0
521730	Parking Space Rental	110,652	117,000	114,110	115,000

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

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

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
521905	Legal Services	414,776	189,611	126,893	82,856
521910	Legal Svcs - Crt Report	0	0	300	0
522420	Petty Cash/Change Special Fund	1,497	1,500	1,500	1,500
522430	Miscellaneous Other Services & Charges	64,912	8,900	1,500	1,500
522435	Interest Charges Past Due Accounts	5	0	0	0
522722	KRONOS Service Chargeback	0	5,716	5,716	4,532
522735	Interfund Communication Equipment Repair	0	100	100	100
522780	Interfund Photo Copy Services	44,776	45,000	45,000	45,000
<b>Total</b>	<b>Other Services and Charges</b>	<b>1,067,322</b>	<b>1,358,467</b>	<b>1,274,105</b>	<b>752,062</b>
532120	Transfer to Fleet/Eq	2,767	0	0	0
<b>Total</b>	<b>Debt Service and Other Uses</b>	<b>2,767</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total Expenditures</b>		<b>16,973,681</b>	<b>13,675,311</b>	<b>13,675,311</b>	<b>14,112,402</b>

## MAYOR'S OFFICE

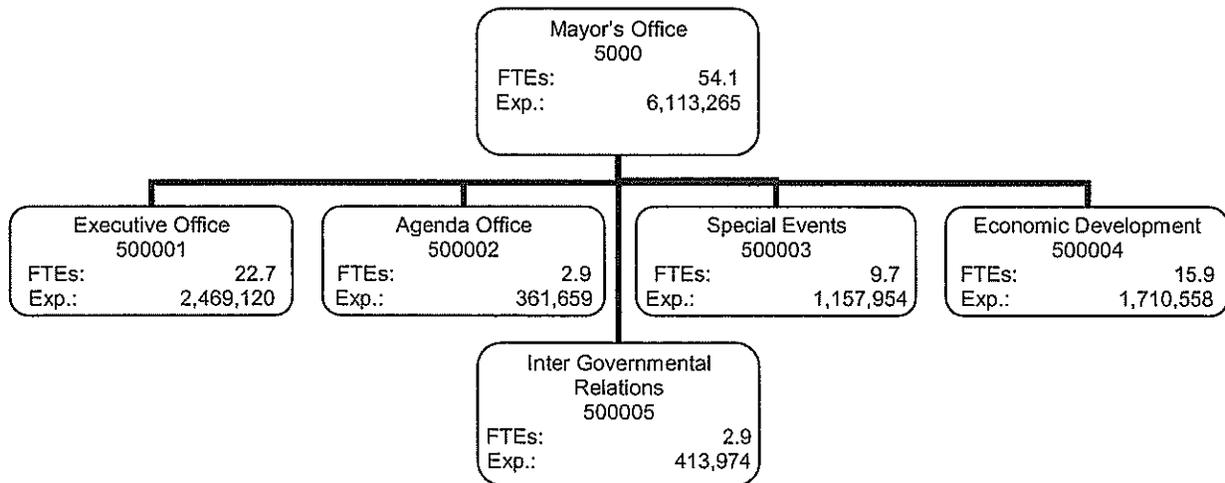
### Department Description and Mission

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.
- Analyze 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



**Business Area Budget Summary**

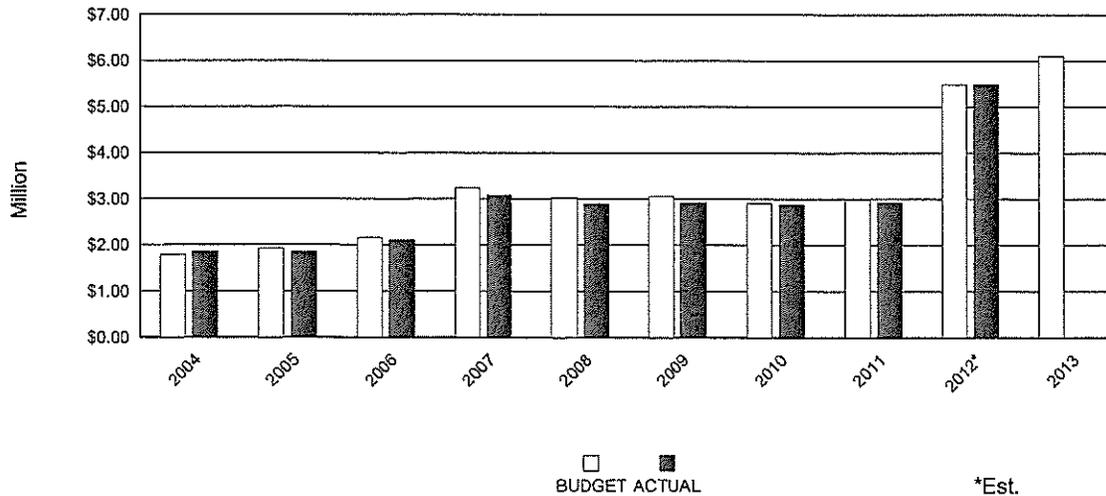
Fund Name : General Fund  
 Business Area Name : Mayor's Office  
 Fund No./Bus. Area No. : 1000 / 5000

	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget	
Expenditures	Personnel Services	2,763,566	4,972,681	4,920,537	5,497,685
	Supplies	22,656	93,933	94,427	96,757
	Other Services and Charges	143,872	420,193	471,843	518,823
	Projection Adjustments	0	0	0	0
	Total M & O Expenditures	2,930,094	5,486,807	5,486,807	6,113,265
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	2,930,094	5,486,807	5,486,807	6,113,265
Revenues	1,196	14,941,000	14,800,000	14,800,000	
Staffing	Full-Time Equivalents - Civilian	35.1	51.8	53.8	54.1
	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	35.1	51.8	53.8	54.1
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.5

Significant Budget Changes and Highlights

- o FY2013 Budget includes funding for expenditure increases in health benefits (\$57,475) and pension contribution (\$191,829).
- o Includes funding for Legislative Session.

**Mayor's Office  
 Current Budget vs Actual Expenditures**



**FISCAL YEAR 2013 BUDGET**

<b>Division Mission and Performance Measures</b>			
Fund Name : General Fund Business Area Name : Mayor's Office Fund No./Bus Area No. : 1000 / 5000			
<b>Name: Executive Office -- 500001</b>			
<b>Mission:</b> Provide support functions necessary to fulfill the chartered requirements of the Mayor and oversee departmental activity.			
<b>Goal:</b> Provide timely and effective customer service to the public and City of Houston departments.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Citizen inquires addressed	N/A	N/A	100%
<b>Name: Agenda Office -- 500002</b>			
<b>Mission:</b> Assist and process citywide contracts, awards and ordinance amendments through communication with City departments and Council Members. This division was transferred from the Administration and Regulatory Affairs Department in FY2012.			
<b>Goal:</b> 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			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
Weekly publication of Council Agenda	48	48	48
<b>Name: Special Events -- 500003</b>			
<b>Mission:</b> To enhance the image and highlight the diverse culture in the Houston area. This division was transferred from the Administration and Regulatory Affairs Department in FY2012.			
<b>Goal:</b> To provide effective and efficient management and oversight of the City of Houston Civic Celebration program, as prescribed by Chapter 25 of the Code of Ordinance.			
<b>Performance Measures</b>	<b>FY2011 Actual</b>	<b>FY2012 Estimate</b>	<b>FY2013 Budget</b>
N/A	N/A	N/A	N/A

**FISCAL YEAR 2013 BUDGET**

**Division Mission and Performance Measures**

Fund Name : General Fund  
 Business Area Name : Mayor's Office  
 Fund No./Bus Area No. : 1000 / 5000

**Name: Economic Develop/TIRZ -- 500004**

**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. This division was transferred from the Finance Department in FY2012.

**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	FY2011 Actual	FY2012 Estimate	FY2013 Budget
TIRZ- Administration in House	N/A	2	1
Tax Abatements Creation	N/A	3	3
Tax Abatements Recapture	N/A	\$275,000	\$50,000
Economic Growth Incentives	N/A	\$350M	\$275M
Industrial Districts	N/A	\$22M	\$14.8M

**Name: Inter Government Relations -- 500005**

**Mission:** To develop strategic initiatives to strengthen regional cooperation, provide effective counsel and advocacy for the Mayor's policies and city operations.

**Goal:** To build and maintain relationships between the City of Houston and elected/appointed state and federal officials. Lead lobby efforts on behalf of the City in the Texas Legislature and the United States Congress.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
N/A	N/A	N/A	N/A

**FISCAL YEAR 2013 BUDGET**

<b>Division Summary</b>							
<b>Fund Name : General Fund</b> <b>Business Area Name : Mayor's Office</b> <b>Fund No./Bus Area No. : 1000 / 5000</b>							
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
<b>Executive Office 500001</b> 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.	35.1	2,929,592	22.7	2,309,099	22.7	2,469,120	
<b>Agenda Office 500002</b> Assist with processing contracts, awards and ordinance amendments through efficient communication with City departments and City Council.	0.0	502	2.9	417,283	2.9	361,659	
<b>Special Events 500003</b> Produce and co-produce events that enhance the image of the City and highlights Houston's diverse culture.	0.0	0	9.7	1,177,689	9.7	1,157,954	
<b>Economic Develop/TIRZ 500004</b> Develop, implement and manage 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.	0.0	0	15.6	1,582,736	15.9	1,710,558	
<b>Inter Government Relations 500005</b> Provide effective counsel and advocacy for the Mayor's policies and city operations before federal and state governments. Develop strategic initiatives to strengthen regional cooperation.	0.0	0	2.9	0	2.9	413,974	
<b>Total</b>	<b>35.1</b>	<b>2,930,094</b>	<b>53.8</b>	<b>5,486,807</b>	<b>54.1</b>	<b>6,113,265</b>	

**FISCAL YEAR 2013 BUDGET**

**Business Area Roster Summary**

**Fund Name** : General Fund  
**Business Area Name** : Mayor's Office  
**Fund No./Bus Area No.** : 1000 / 5000

<b>Job Description</b>	<b>Pay Grade</b>	<b>FY2012 Current Budget FTE</b>	<b>FY2013 Budget FTE</b>	<b>Change</b>
ADMINISTRATION MANAGER	26	2.0	2.0	
ADMINISTRATIVE AIDE	10	2.0	2.0	
ADMINISTRATIVE ASSISTANT	17	1.0	2.5	1.5
ADMINISTRATIVE COORDINATOR	24	3.0	3.0	
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	3.0	3.0	
ADMINISTRATIVE SPECIALIST	20	4.0	4.0	
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	5.0	5.0	
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	
ASSISTANT DIRECTOR (EXE LEV)	32	2.5	4.5	2.0
CHIEF OF STAFF-MAYOR'S OFFICE (EXE LEV)	36	1.0	1.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	1.0	0.0	(1.0)
DEPUTY DIRECTOR (EXE LEV)	34	3.0	4.0	1.0
DIVISION MANAGER	29	3.0	3.0	
EVENT COORDINATOR	19	2.0	2.0	
EXECUTIVE OFFICE ASSISTANT	15	1.0	1.0	
EXECUTIVE STAFF ANALYST (EXE LEV)	30	1.3	1.3	
FINANCIAL ANALYST III	21	0.0	1.0	1.0
FINANCIAL ANALYST IV	25	1.0	1.0	
MARKETING SPECIALIST	25	1.0	1.0	
MAYOR		1.0	1.0	
SENIOR STAFF ANALYST	28	1.0	1.0	
SENIOR STAFF ANALYST (EXE LEV)	28	3.0	3.0	
SENIOR SUPERINTENDENT	27	1.0	1.0	
STAFF ANALYST	26	3.0	3.0	
STAFF ANALYST (EXE LEV)	26	1.0	1.0	
STAGE SUPERVISOR	15	1.0	1.0	
STUDENT INTERN II	10	2.0	2.0	
<b>Total FTEs</b>		<b>51.8</b>	<b>56.3</b>	<b>4.5</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>0.0</b>	<b>2.2</b>	<b>2.2</b>
<b>Full-Time Equivalents</b>		<b>51.8</b>	<b>54.1</b>	<b>2.3</b>

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FISCAL YEAR 2013 BUDGET

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**Business Area Revenue Summary**

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Fund Name : General Fund  
Business Area Name : Mayor's Office  
Fund No./Bus Area No. : 1000 / 5000

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Commit Item	Description	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
5000040000	MYR - Economic Development - TIRZ			
415010	Industrial District Assessment	14,800,000	14,800,000	14,800,000
490120	Transfer from Component Unit	141,000	0	0
	<b>Total MYR - Economic Development - TIRZ</b>	<u>14,941,000</u>	<u>14,800,000</u>	<u>14,800,000</u>
<b>Total</b>	<b>Mayor's Office</b>	<u>14,941,000</u>	<u>14,800,000</u>	<u>14,800,000</u>

**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	2,008,523	3,671,120	3,576,494	3,888,120
500030	Salary Part Time - Civilian	(325)	0	0	13,000
500060	Overtime - Civilian	0	35,636	23,982	35,700
500110	Bilingual Pay - Civilian	9,957	7,937	7,594	7,229
501070	Pension - Civilian	322,803	621,696	633,934	832,058
501120	Termination Pay - Civilian	937	0	1,267	0
501160	Vehicle Allowance - Civilian	10,484	21,164	14,199	0
502010	FICA - Civilian	149,374	252,585	269,422	283,776
503010	Health Ins-Act Civilian	231,589	311,199	348,628	407,196
503015	Basic Life Insurance - Active Civilian	1,274	2,040	2,296	2,284
503060	Long Term Disability-Civilian	7	4,186	4,291	4,567
503090	Workers Compensation-Civilian-Admin	6,161	9,850	9,244	12,965
503100	Workers Compensation-Civilian-Claim	2,597	3,265	1,765	0
504030	Unemployment Claims - Administration	20,185	32,003	27,421	10,790
<b>Total</b>	<b>Personnel Services</b>	<b>2,763,566</b>	<b>4,972,681</b>	<b>4,920,537</b>	<b>5,497,685</b>
511015	Cleaning & Sanitary Supplies	0	300	300	300
511020	Construction Materials	0	650	650	650
511025	Electrical Hardware & Parts	0	500	500	500
511030	Mechanical Hardware & Parts	0	650	650	650
511040	Audiovisual Supplies	0	200	200	200
511045	Computer Supplies	0	1,800	1,650	1,800
511050	Paper & Printing Supplies	0	2,766	1,750	3,166
511055	Publications & Printed Materials	832	1,553	1,403	2,553
511060	Postage	1,880	8,500	5,345	6,813
511070	Miscellaneous Office Supplies.	8,010	27,014	25,963	24,862
511090	Medical & Surgical Supplies	0	240	240	240
511110	Fuel	8,529	6,076	6,076	6,076
511115	Vehicle Repair & Maintenance Supplies	0	5,000	5,000	5,000
511125	Food Supplies	0	0	5,265	5,263
511150	Miscellaneous Parts & Supplies	3,405	38,684	39,435	38,684
<b>Total</b>	<b>Supplies</b>	<b>22,656</b>	<b>93,933</b>	<b>94,427</b>	<b>96,757</b>
520100	Temporary Personnel Services	0	0	0	7,500
520109	Medical Dental & Laboratory Services	187	0	0	0
520110	Management Consulting Services	0	49,374	49,374	49,374
520114	Miscellaneous Support Services	1,580	4,000	4,000	4,000
520115	Real Estate Lease/Office Rental	0	0	0	45,000
520118	Refuse Disposal	0	11,500	11,500	11,500
520121	IT Application Svcs	6,517	8,223	8,271	15,487
520122	Office Equipment Services	0	0	0	1,000
520123	Vehicle & Motor Equipment Services	13,777	3,785	14,502	8,000
520132	Contracts/Sponsorships	0	0	2,188	0
520510	Mail/Delivery Services	134	1,274	874	1,774
520515	Print Shop Services	3,249	9,974	6,274	9,274
520520	Printing & Reproduction Services	878	13,600	11,547	13,600
520705	Insurance Fees	1,090	530	530	508
520755	Contingency	3,500	5,000	5,000	5,000
520765	Membership & Professional Fees	1,045	55	55	55
520805	Education & Training	418	3,545	3,045	4,045
520905	Travel - Training Related	1,870	2,000	1,500	5,000
520910	Travel - Non-Training Related	3,867	11,009	32,592	33,913
521415	Land and Grounds Maintenance	0	0	171	0
521505	Electricity	0	0	0	500

**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
521605	Data Services	18,498	51,196	56,781	42,420
521610	Voice Services	49,082	46,335	47,706	47,618
521620	Voice Equipment	0	1,039	1,662	2,312
521625	Voice Labor	0	659	2,535	1,699
521630	GIS Revolving Fund Services	1,149	1,377	1,377	888
521705	Vehicle/Equipment Rental/Lease	0	11,750	11,750	11,750
521715	Office Equipment Rental	15,763	17,200	25,950	24,575
521725	Other Rental	575	27,891	27,816	27,891
521730	Parking Space Rental	19,962	31,919	38,580	35,044
522430	Miscellaneous Other Services & Charges	731	84,985	84,290	82,685
522721	Interfund HR Client Services	0	20,659	20,659	25,549
522722	KRONOS Service Chargeback	0	1,314	1,314	862
<b>Total</b>	<b>Other Services and Charges</b>	<b>143,872</b>	<b>420,193</b>	<b>471,843</b>	<b>518,823</b>
<b>Grand Total Expenditures</b>		<b>2,930,094</b>	<b>5,486,807</b>	<b>5,486,807</b>	<b>6,113,265</b>



## OFFICE OF BUSINESS OPPORTUNITY

### Department Description and Mission

The mission of the Office of Business Opportunity (OBO) is to create a competitive and diverse business environment in the City of Houston by promoting the growth and success of local small businesses, with special emphasis on historically underutilized groups by ensuring their meaningful participation in the government procurement process.

The vision for the OBO is to administer a reputable certification process that is easy to complete, and attracts qualified certification candidates. The goal being that these certified companies regularly and successfully participate on City contracts. In addition, the OBO strives to ensure that prime contractors consistently meet and exceed utilization goals on contracts. OBO's accountability will be measured by newly implemented metrics to track achievements and maintain substantial progress toward the goals set in place for the department.

The primary services offered by the Office of Business Opportunity include the following:

- **Certification:** Certifies Small, Minority, Women, Person with Disabilities and Disadvantaged Businesses (S/MWPDDBE) to identify historically underutilized groups to ensure utilization on contract opportunities.
- **Contract Compliance:** Conducts audits to ensure S/MWPDDBE firms are utilized and receive payment; enforces Equal Employment Opportunity, nondiscrimination, prevailing wages, and other labor standards.
- **External Affairs and Outreach:** Administers programs to raise awareness of business opportunities; promotes S/MWPDDBE certification, develops events, newsletters, and maintains business relationships.
- **One Stop Business:** Provides free technical assistance, management consulting, financial advice, and business training workshops for individuals that would like to obtain information on how to start, own and operate their own business. One Stop also administers Hire Houston First which promotes the growth of the local economy by promoting contract opportunities to local companies.
- **Vendor Services:** Provides vendor management, technical assistance and development services for S/MWPDDBE firms; provides an assessment of services offered by S/MWPDDBE firms and promotes contracts with the City of Houston.

#### Department Short Term Goals

##### Maintain Program Visibility

- Rebrand the department to capture the mission and vision.
- Identify key areas for partner development.
- Target outreach eligible companies through partnerships.
- Incorporate feedback received from various sources including Transition Taskforces to improve program process and systems.
- Continue to support the Contract Compliance Commission, and the OBO Advisory Committee.
- Provide a Procurement Indicators Report
- Provide a new S/MWPDDBE participation report which identifies the utilization of S/MWPDDBE firms.
- Communicate the results of the Disparity Study citywide.

##### Ideal Certification Process

- Apply new streamlined certification procedures and the expedited certification Memorandum of Understanding (MOU) with community partners Houston Minority Supplier Development Council (HMSDC) and Women's Business Enterprise Alliance (WBEA).
- Develop and publish standard operating procedures for certification process.
- Improve service delivery in certification.
- Promote and increase three year certifications.

**Expand Services for Businesses: Educate. Connect. Grow.**

- Create frequent networking opportunities to give certified companies access to city purchasers and prime contractors
- Partner with the private sector and educational institutions to provide education and training to businesses.

**Hold Prime Contractors Accountable**

- Proactively monitor contracts to ensure progress towards meeting goals.
- Provide direct assistance as needed on finding S/MWPDBEs.
- Develop an incentive for establishing Mentor Protégé Programs that create contract opportunities.

**Department Long Term Goals**

**Maintain Program Visibility**

- Continue to enhance community awareness of OBO programs and services.

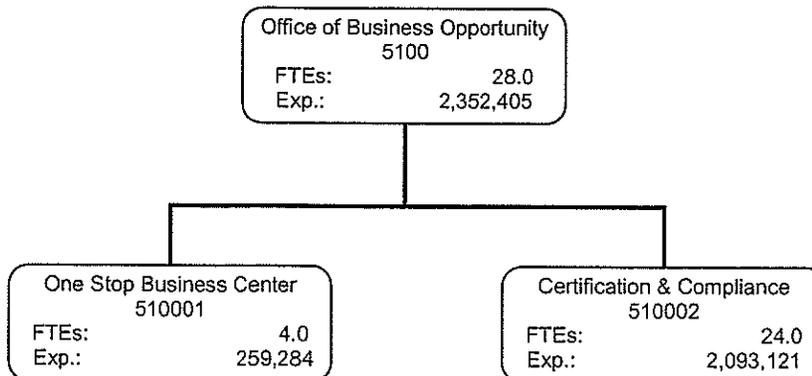
**Expand Services for Businesses: Educate. Connect. Grow.**

- Develop Vendor Services unit dedicated to assess newly certified firms, alert them of new opportunities, advise them on bids and proposals, and assist them in issue resolution.
- Advocate for policies that assist firms with access to bonding and/or insurance.

**Launch New Services for Departments**

- Create monthly training sessions on S/MWPDBE program administration for program, project and purchasing staff within the City.
- Pursue policy that requires that each department:
  - Designate S/MWPDBE Liaison with direct access to the Department Director
  - Require annual S/MWPDBE utilization plans by Department
  - Require that Departments works with OBO on setting appropriate contact specific goals
- Develop scorecards to help departments monitor performance on achieving goals.

**Department Organization**





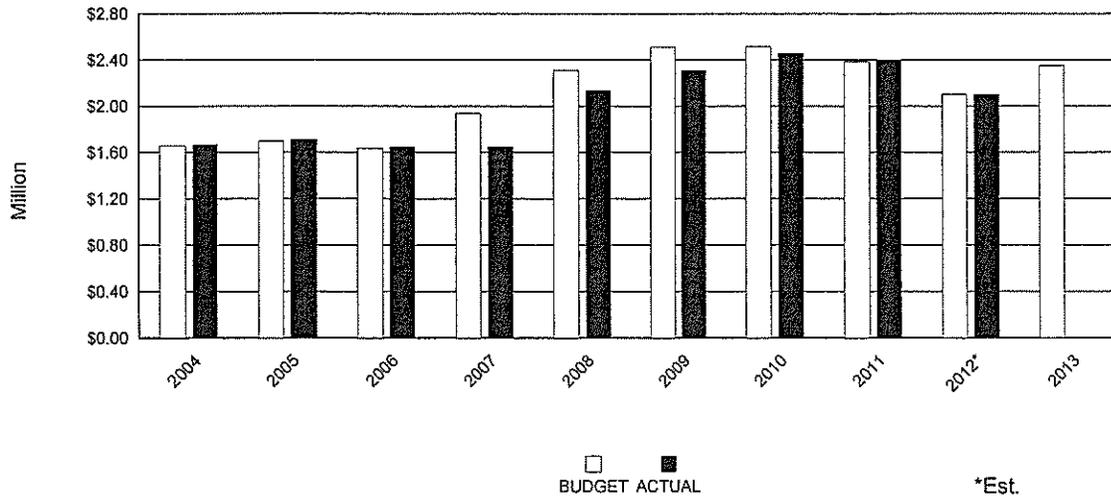
**FISCAL YEAR 2013 BUDGET**

**Business Area Budget Summary**

Fund Name : General Fund  
 Business Area Name : Office of Business Opportunity  
 Fund No./Bus. Area No. : 1000 / 5100

		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	2,213,587	1,765,963	1,765,963	2,115,464
	Supplies	30,090	33,568	33,568	28,572
	Other Services and Charges	164,144	303,066	303,066	208,369
	Non-Capital Equipment	(12,044)	0	0	0
	Total M & O Expenditures	2,395,777	2,102,597	2,102,597	2,352,405
	Debt Service & Other Uses	7,776	0	0	0
	Total Expenditures	2,403,553	2,102,597	2,102,597	2,352,405
Revenues		76,381	70,000	110,000	169,000
Staffing	Full-Time Equivalents - Civilian	31.6	25.0	25.0	28.0
	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	31.6	25.0	25.0	28.0
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> <li>o FY2013 Budget includes funding for expenditure increases in health benefit (\$48,383) and pension contribution (\$13,587).</li> <li>o The Office of Business Opportunity has received \$68,130 for Hire Houston First in FY2012 and \$39,951 in FY2013 to continue the administration of Hire Houston First and promote the growth of local businesses and the economy.</li> <li>o FY2013 budget also includes \$69,851 for 1 FTEs to analyze and produce Procurement and Financial Reporting.</li> <li>o Continue marketing and advertising efforts to promote services offered by the Office of Business Opportunity.</li> <li>o Launch a new Business Solution Center conveniently located at 611 Walker with open access for individuals to obtain information on how to start and operate their own business.</li> <li>o Market and promote our new three year certification, which allows small businesses and historically underserved groups to remain certified for three years ensuring their meaningful participation in government procurement.</li> <li>o Includes \$40,000 of revenue from auditing contractors that do not comply with the Texas Law regarding prevailing wages and is spent toward the costs to administer and enforce the government code.</li> </ul>				

**Office of Business Opportunity  
Current Budget vs Actual Expenditures**



**FISCAL YEAR 2013 BUDGET**

**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:** Provide free technical assistance, management consulting, financial advice, and business training workshops for individuals that would like to obtain information on how to start, own and operate their own business. Promote economic opportunity for Houston businesses through Hire Houston First.

**Goal:** Expand the service delivery of the office to include services that help companies more efficiently start, operate, and grow in the City of Houston.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Business Owners Counseled	9,000	9,000	10,800
Bus Ownership, Lics & Permit Packets Distributed	7,500	7,000	7,500
Business Workshops and Outreach Events	25	73	109
Hire Houston First Applications Processed	0	556	744

**Name: Certification & Compliance -- 510002**

**Mission:** 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. 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 the process for S/MWDBE certifications. Coordinate and review completion of Disparity Study. Coordinate Government Procurement Connections contracting affairs. Continue to enhance Mentor/Protege programs. Coordinate Government Procurement Connections contracting affairs.

Performance Measures	FY2011 Actual	FY2012 Estimate	FY2013 Budget
Audits of Payrolls to Monitor Prevailing Wages	18,000	18,000	21,600
New S/MWPDBE Certification Site Visits	307	284	341
Days to Process S/MWPDBE Applications	38	27	26
Annual Certification Updates Processed	1,250	1,407	1,688
New S/MWDBE Applications Processed	766	574	689

**FISCAL YEAR 2013 BUDGET**

Division Summary						
<b>Fund Name : General Fund</b> <b>Business Area Name : Office of Business Opportunity</b> <b>Fund No./Bus Area No. : 1000 / 5100</b>						
Division Description	FY2011 Actual		FY2012 Estimate		FY2013 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
<b>One Stop Business Center</b> <span style="float:right">510001</span> The One-Stop Business Center provides free information and referral services for Houston metropolitan area business owners, conducts seminars, and administers the Hire Houston First Program.	3.0	187,895	2.5	271,231	4.0	259,284
<b>Certification &amp; Compliance</b> <span style="float:right">510002</span> The Certification and Compliance section consists of; Certification, External Affaris and Outreach, Vendor Services, Contract Compliance and Administration.	28.6	2,215,658	22.5	1,831,366	24.0	2,093,121
<b>Total</b>	<b>31.6</b>	<b>2,403,553</b>	<b>25.0</b>	<b>2,102,597</b>	<b>28.0</b>	<b>2,352,405</b>

**FISCAL YEAR 2013 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	FY2012 Current Budget FTE	FY2013 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	1.0	
ADMINISTRATIVE AIDE	10	3.0	2.0	(1.0)
ADMINISTRATIVE ASSOCIATE	13	2.0	3.0	1.0
ADMINISTRATIVE COORDINATOR	24	2.0	3.0	1.0
AFFIRMATIVE ACTION DIVISION DIRECTOR (EXE LEV)	34	1.0	1.0	
ASSISTANT DIRECTOR (EXE LEV)	32	1.0	1.0	
CONTRACT COMPLIANCE OFFICER	15	2.0	3.0	1.0
CONTRACT COMPLIANCE SUPERVISOR	22	1.0	1.0	
DIVISION MANAGER	29	2.0	2.0	
EXECUTIVE OFFICE ASSISTANT	15	1.0	1.0	
MANAGEMENT ANALYST I	15	0.0	1.0	1.0
MANAGEMENT ANALYST III	21	1.0	2.0	1.0
PROCUREMENT SPECIALIST	24	1.0	1.0	
SENIOR CONTRACT COMPLIANCE OFFICER	18	4.0	4.0	
SENIOR STAFF ANALYST	28	1.0	0.0	(1.0)
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	0.0	(1.0)
STAFF ANALYST	26	1.0	1.0	
STUDENT INTERN II	10	0.0	1.0	1.0
<b>Total FTEs</b>		<b>25.0</b>	<b>28.0</b>	<b>3.0</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Full-Time Equivalent</b>		<b>25.0</b>	<b>28.0</b>	<b>3.0</b>

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FISCAL YEAR 2013 BUDGET

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**Business Area Revenue Summary**

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Fund Name : General Fund  
Business Area Name : Office of Business Opportunity  
Fund No./Bus Area No. : 1000 / 5100

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Commit Item	Description	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
5100020001	Certification and Business Development			
424160	Interfund Affirmative Action Services	70,000	70,000	129,000
5100020002	Prevailing Wages			
452030	Miscellaneous Revenue	0	40,000	40,000
<b>Total</b>	<b>Office of Business Opportunity</b>	<u>70,000</u>	<u>110,000</u>	<u>169,000</u>

**FISCAL YEAR 2013 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	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
500010	Salary Base Pay - Civilian	1,569,184	1,232,452	1,232,452	1,446,803
500060	Overtime - Civilian	0	152	152	0
500110	Bilingual Pay - Civilian	5,307	3,650	3,650	2,742
501070	Pension - Civilian	250,088	221,841	221,841	309,617
501120	Termination Pay - Civilian	79,114	15,584	15,584	0
502010	FICA - Civilian	116,710	94,282	94,282	110,522
503010	Health Ins-Act Civilian	186,375	117,789	117,789	171,108
503015	Basic Life Insurance - Active Civilian	940	744	744	860
503060	Long Term Disability-Civilian	0	2,040	2,040	2,380
503090	Workers Compensation-Civilian-Admin	5,869	4,800	4,800	6,692
504030	Unemployment Claims - Administration	0	72,629	72,629	64,740
<b>Total</b>	<b>Personnel Services</b>	<b>2,213,587</b>	<b>1,765,963</b>	<b>1,765,963</b>	<b>2,115,464</b>
511020	Construction Materials	0	127	127	0
511045	Computer Supplies	(415)	2,800	2,800	2,700
511055	Publications & Printed Materials	8	300	300	272
511060	Postage	11,415	11,323	11,323	10,000
511070	Miscellaneous Office Supplies	8,519	9,944	9,944	8,400
511110	Fuel	4,276	6,000	6,000	4,000
511115	Vehicle Repair & Maintenance Supplies	0	200	200	200
511150	Miscellaneous Parts & Supplies	6,287	2,874	2,874	3,000
<b>Total</b>	<b>Supplies</b>	<b>30,090</b>	<b>33,568</b>	<b>33,568</b>	<b>28,572</b>
520100	Temporary Personnel Services	7,478	55,529	55,529	0
520109	Medical Dental & Laboratory Services	2,525	1,000	1,000	1,000
520110	Management Consulting Services	12,100	15,000	15,000	0
520114	Miscellaneous Support Services	31,208	17,000	17,000	16,000
520119	Computer Equipment/Software Maintenance	0	7,700	7,700	5,100
520121	IT Application Svcs	3,364	4,574	4,574	7,040
520123	Vehicle & Motor Equipment Services	6,144	11,000	11,000	9,000
520126	Construction Site Work Services	7,439	1,698	1,698	0
520515	Print Shop Services	7,380	12,024	12,024	11,540
520520	Printing & Reproduction Services	0	23,200	23,200	20,000
520605	Advertising Services	0	10,007	10,007	10,000
520705	Insurance Fees	422	526	526	570
520765	Membership & Professional Fees	550	5,000	5,000	2,000
520805	Education & Training	335	5,000	5,000	6,000
520905	Travel - Training Related	1,158	12,000	12,000	14,462
520910	Travel - Non-Training Related	10,197	2,500	2,500	1,000
521405	Building Maintenance Services	2,500	0	0	0
521605	Data Services	4,943	7,500	7,500	10,605
521610	Voice Services	14,455	22,886	22,886	22,428
521620	Voice Equipment	20,175	1,203	1,203	735
521625	Voice Labor	200	1,203	1,203	540
521630	GIS Revolving Fund Services	1,164	1,396	1,396	952
521730	Parking Space Rental	19,129	19,000	19,000	18,552
522430	Miscellaneous Other Services & Charges	421	34,000	34,000	21,962
522721	Interfund HR Client Services	0	18,984	18,984	16,059
522722	KRONOS Service Chargeback	0	1,136	1,136	824
522780	Interfund Photo Copy Services	10,857	12,000	12,000	12,000
<b>Total</b>	<b>Other Services and Charges</b>	<b>164,144</b>	<b>303,066</b>	<b>303,066</b>	<b>208,369</b>
551015	Non-Capital Computer Equipment	(12,044)	0	0	0
<b>Total</b>	<b>Non-Capital Equipment</b>	<b>(12,044)</b>	<b>0</b>	<b>0</b>	<b>0</b>
532120	Transfer to Fleet/Eq	7,776	0	0	0
<b>Total</b>	<b>Debt Service and Other Uses</b>	<b>7,776</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total Expenditures</b>		<b>2,403,553</b>	<b>2,102,597</b>	<b>2,102,597</b>	<b>2,352,405</b>

# Tab VII



## GENERAL GOVERNMENT

### Department Description and Mission

The General Government Budget includes citywide costs that are not attributable to any single Department. Expenditures consist of citywide memberships, claims and judgments, interest on short-term borrowing, health insurance for retired civilian employees, and the Metro Transit Program.

### Department Organization

General Government	
9900	
FTEs:	0
Exp.:	126,330,122

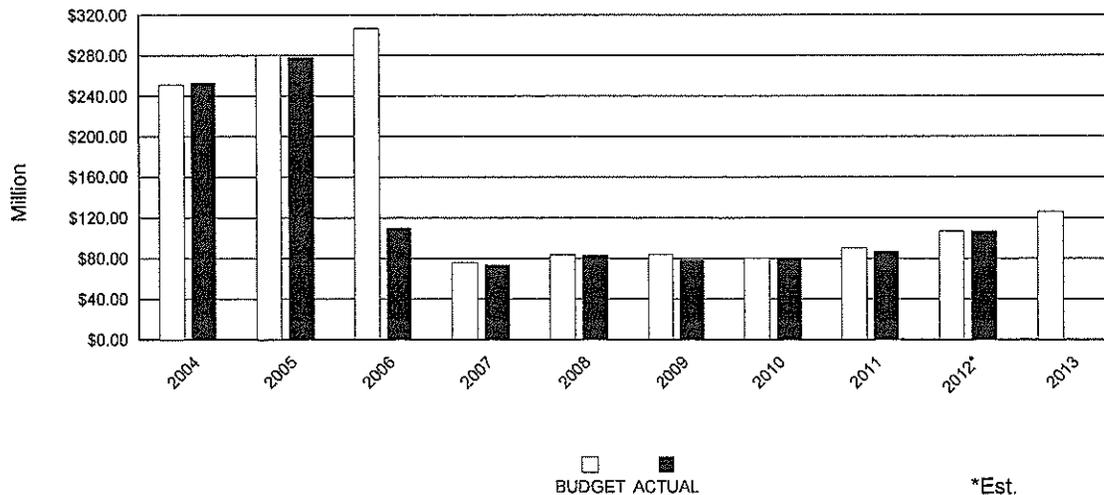
**FISCAL YEAR 2013 BUDGET**

**Business Area Budget Summary**

Fund Name : General Fund  
 Business Area Name : General Government  
 Fund No./Bus. Area No. : 1000 / 9900

		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Personnel Services	15,996,432	11,464,402	11,464,402	12,050,921
	Supplies	0	3,597,000	3,597,000	1,200,000
	Other Services and Charges	62,302,185	73,385,171	73,385,171	93,588,538
	Total M & O Expenditures	78,298,617	88,446,573	88,446,573	106,839,459
	Debt Service & Other Uses	8,845,708	18,890,098	18,890,098	19,490,663
	Total Expenditures	87,144,325	107,336,671	107,336,671	126,330,122
Revenues		56,174,249	62,707,926	64,770,949	50,074,365
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	The FY2013 Budget includes: <ul style="list-style-type: none"> <li>o Health Benefits for civilian retirees of \$12 million.</li> <li>o Anticipated funding for the operations of Houston Forensics Science Center of \$5 million.</li> <li>o Limited Purpose Annexation Sales Tax payments of \$38.2 million.</li> <li>o Energy Contingency of \$3.1 million (Fuel \$1.2 million, Electricity \$1.9 million).</li> <li>o Contingency funding of \$4.1 million for unplanned expenditures in other General Fund Departments.</li> <li>o Transfer of \$10 million captured revenue to the Dedicated Drainage Street and Renewal Fund.</li> <li>o Funding for the arts (\$12.8 million), offset by Hotel Occupancy Tax revenue from Houston First, previously reported in the Finance Department.</li> </ul>				

**General Government  
 Current Budget vs Actual Expenditures**



**FISCAL YEAR 2013 BUDGET**

**Business Area Revenue Summary**

Fund Name : General Fund  
 Business Area Name : General Government  
 Fund No./Bus Area No. : 1000 / 9900

Commit Item	Description	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
<b>9900010003</b>	<b>General City Wide</b>			
416020	Miscellaneous Franchise Fee	1,500,000	1,500,000	1,500,000
422122	Municipal Service Fees - TIRZ	5,625,200	5,625,200	4,925,200
422141	Intergovernmental Revenue - TIRZ	3,427,672	3,779,728	4,028,768
425010	Indirect Cost Recovery-Aviation	3,209,709	3,209,709	3,085,666
425020	Indirect Cost Recovery - Civic Center	881,180	551,180	680,737
425030	Indirect Cost-CUS Fund	3,868,673	3,868,673	3,479,384
425060	Indirect Cost Recover -Public TV	39,659	39,659	20,097
425070	Indirect Cost-Building Inspection	1,753,262	1,753,262	1,667,199
425080	Indirect Cost Recovery-Street & Drainage	1,257,112	1,257,112	1,131,161
425090	Indirect Cost Recovery-911 Emergency	110,000	110,000	110,000
425100	Indirect Cost Recovery-Other	2,259,388	2,259,388	1,780,065
426330	Miscellaneous Copies Fees	1,200	1,200	1,200
429095	Medicare Part D Distribution	0	1,123,328	0
434305	Judgments & Claims	100,000	91,118	100,000
434330	Subrogations	10,000	10,000	10,000
434505	Prior Year Expenditure Recovery	50,000	50,000	50,000
434510	Prior Year Revenue	50,000	0	50,000
445050	Cell Tower Revenue	211,000	180,000	250,000
452020	Recoveries & Refunds	1,450,000	1,187,115	1,450,000
452030	Miscellaneous Revenue	250,000	20,406	250,000
490020	Transfer from Special Revenue Fund	0	2,500,000	2,353,591
490060	Transfer from Civic Center	10,000,000	10,000,000	1,380,000
490080	Other Operating Transfers In	17,111,500	17,111,500	0
490120	Transfer from Component Unit	425,000	425,000	13,777,075
490140	Transfer from Parking Management	9,117,371	8,117,371	7,994,222
<b>Total General City Wide</b>		<b>62,707,926</b>	<b>64,770,949</b>	<b>50,074,365</b>
<b>Total General Government</b>		<b>62,707,926</b>	<b>64,770,949</b>	<b>50,074,365</b>

**FISCAL YEAR 2013 BUDGET**

**Business Area Expenditure Summary**

Fund Name : General Fund  
 Business Area Name : General Government  
 Fund No./Bus. Area No. : 1000 / 9900

Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
501120	Termination Pay - Civilian	0	1,387,782	1,387,782	0
503050	Health/Life Insurance - Retiree Civilian	15,996,432	10,076,620	10,076,620	12,050,921
<b>Total</b>	<b>Personnel Services</b>	<b>15,996,432</b>	<b>11,464,402</b>	<b>11,464,402</b>	<b>12,050,921</b>
511110	Fuel	0	3,597,000	3,597,000	1,200,000
<b>Total</b>	<b>Supplies</b>	<b>0</b>	<b>3,597,000</b>	<b>3,597,000</b>	<b>1,200,000</b>
520103	Subrecipient Contract Services	150,000	0	0	0
520110	Management Consulting Services	805,225	681,000	681,000	681,000
520112	Banking Services	118,145	127,800	127,800	127,800
520115	Real Estate Lease/Office Rental	4,316,554	4,650,000	4,650,000	4,650,000
520144	Limited Purpose Annexation Payment	32,070,526	36,300,000	36,300,000	38,208,000
520145	Criminal Intelligence Services	0	0	0	5,000,000
520605	Advertising Services	323,449	300,000	300,000	300,000
520730	Tax Appraisal Fees	7,779,419	7,690,117	7,690,117	7,800,000
520737	Ch380 - Sales Tax Refund	0	250,000	250,000	262,500
520750	Elections	988,964	3,000,000	3,000,000	0
520755	Contingency	0	3,546,791	3,546,791	4,100,000
520760	Contributions	0	0	0	12,791,075
520765	Membership & Professional Fees	773,169	1,615,122	1,615,122	1,625,122
521505	Electricity	0	0	0	1,897,000
521905	Legal Services	2,679,032	1,485,000	1,485,000	1,895,000
522205	Metro Commuter Passes	695,663	720,000	720,000	720,000
522430	Miscellaneous Other Services & Charges	6,436,331	1,727,575	1,727,575	1,877,575
522620	Claims & Judgments	5,165,708	10,562,583	10,562,583	10,277,101
522723	Drainage Fee Service Chargeback	0	198,876	198,876	196,365
522795	Other Interfund Services	0	0	0	680,000
522845	Interfund Vehicle Services	0	530,307	530,307	500,000
<b>Total</b>	<b>Other Services and Charges</b>	<b>62,302,185</b>	<b>73,385,171</b>	<b>73,385,171</b>	<b>93,588,538</b>
531085	Other Interest	932,812	3,645,000	3,645,000	4,117,500
532015	Transfers to Convention & Entertainment	391,446	426,632	426,632	447,963
532025	Transfers to Special Revenues	5,625,200	14,818,466	14,818,466	14,925,200
532100	Trans to CUS Operating	1,896,250	0	0	0
<b>Total</b>	<b>Debt Service and Other Uses</b>	<b>8,845,708</b>	<b>18,890,098</b>	<b>18,890,098</b>	<b>19,490,663</b>
<b>Grand Total Expenditures</b>		<b>87,144,325</b>	<b>107,336,671</b>	<b>107,336,671</b>	<b>126,330,122</b>

# Tab VIII



## 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.

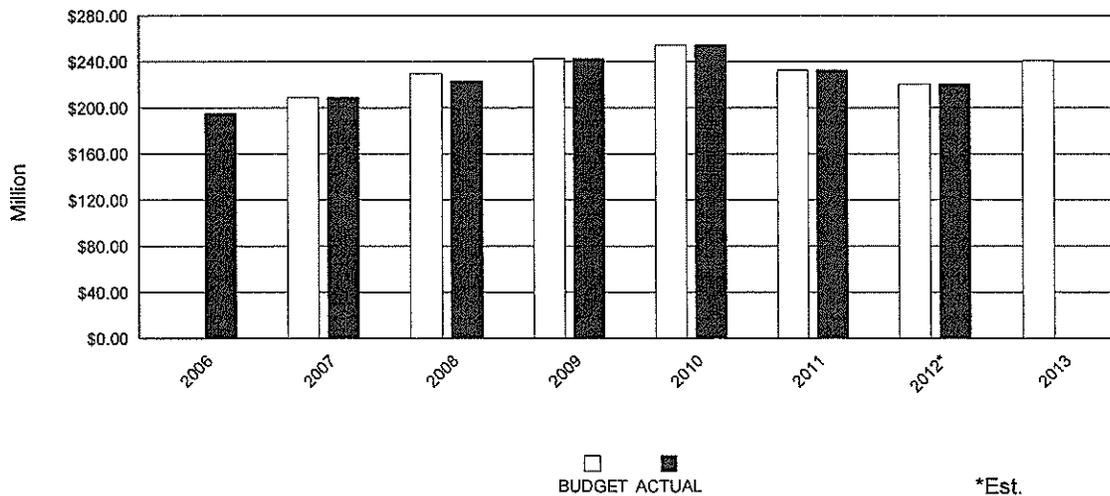
**FISCAL YEAR 2013 BUDGET**

**Business Area Budget Summary**

Fund Name : General Fund  
 Business Area Name : General Debt Service  
 Fund No./Bus. Area No. : 1000 / 9700

		FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
Expenditures	Debt Service & Other Uses	232,545,000	220,506,734	220,506,734	241,100,000
	Total Expenditures	<u>232,545,000</u>	<u>220,506,734</u>	<u>220,506,734</u>	<u>241,100,000</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	<ul style="list-style-type: none"> <li>o FY2012 the City completed two refinancings of debt resulting in a present value savings of approximately \$30 million.</li> <li>o Proposition 1 on November 2, 2010 (Rebuild Houston) created the following amendment to the City Charter: "An amount equivalent to proceeds from \$0.118 of the City's ad valorem tax levy minus an amount equal to debt service for drainage and streets for any outstanding bonds or notes: (A) Issued prior to December 31, 2011, and (B) Bonds or notes issued to refund them."</li> <li>o FY2012 property tax revenue generated by \$0.118 of the City's ad valorem tax was \$156.6 million.</li> <li>o FY2012 debt service for drainage and streets was \$147.4 million resulting in \$9.2 million of captured revenues.</li> </ul>				

**General Debt Service  
Current Budget vs Actual Expenditures**



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**FISCAL YEAR 2013 BUDGET**

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**Business Area Expenditure Summary**

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Fund Name : General Fund  
Business Area Name : General Debt Service  
Fund No./Bus. Area No. : 1000 / 9700

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Commit Item	Description	FY2011 Actual	FY2012 Current Budget	FY2012 Estimate	FY2013 Budget
532050	Trans to PIB Bonds Debt Service	207,507,000	211,006,734	211,006,734	230,600,000
532055	Transfer to Certificates of Obligation	8,000,000	9,500,000	9,500,000	10,500,000
532120	Transfer to Fleet/Equip Spec. Rev. Fund	11,707,000	0	0	0
<b>Total</b>	<b>Debt Service and Other Uses</b>	<b>232,545,000</b>	<b>220,506,734</b>	<b>220,506,734</b>	<b>241,100,000</b>
532120	Transfer of Equip to Gen Fund	(11,707,000)	0	0	0
<b>Total</b>		<b>220,838,000</b>	<b>220,506,734</b>	<b>220,506,734</b>	<b>241,100,000</b>

