

CITY OF HOUSTON

ADOPTED OPERATING
BUDGET
VOLUME I



For the Period
July 1, 2013 to June 30, 2014

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 \$45,211,000 or 5.02%, and of that amount \$10,036,778 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 \$39,211,000 or 4.33%.

FY2014 ADOPTED BUDGET

VOLUME I

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FY2014 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
Dave Martin.....	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

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

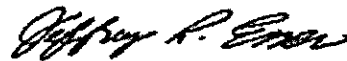
*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Houston

For the Fiscal Year Beginning

July 1, 2012



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, 2012.

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 FY2013 and FY2014 Annual Budgets are listed below:

Erikah Abdu	Janice Alderson	Jaime Alvarez
Kyria Askew	Jesse Bounds	Stan Cain
James Clay	Linda Cormier	Ray Cruz
Kelly Dowe	Tantri Erlinawati-Emo	Christopher Gonzales
Demetrious Guidry-Moore	Bruce Haupt	Wade Jones
Will Jones	Angie Jones-Browne	Paula Lichanpanit
Veronica Lizama	Levi McGuire	Kenneth Noll
Madhumathi Obla	Jennifer Olenick	Dinah Prejean
Thy-Huyen Ruiz	Alma Tamborello	Andrew Vasquez
Julia Zhou	Drew Brown	

Printing Staff

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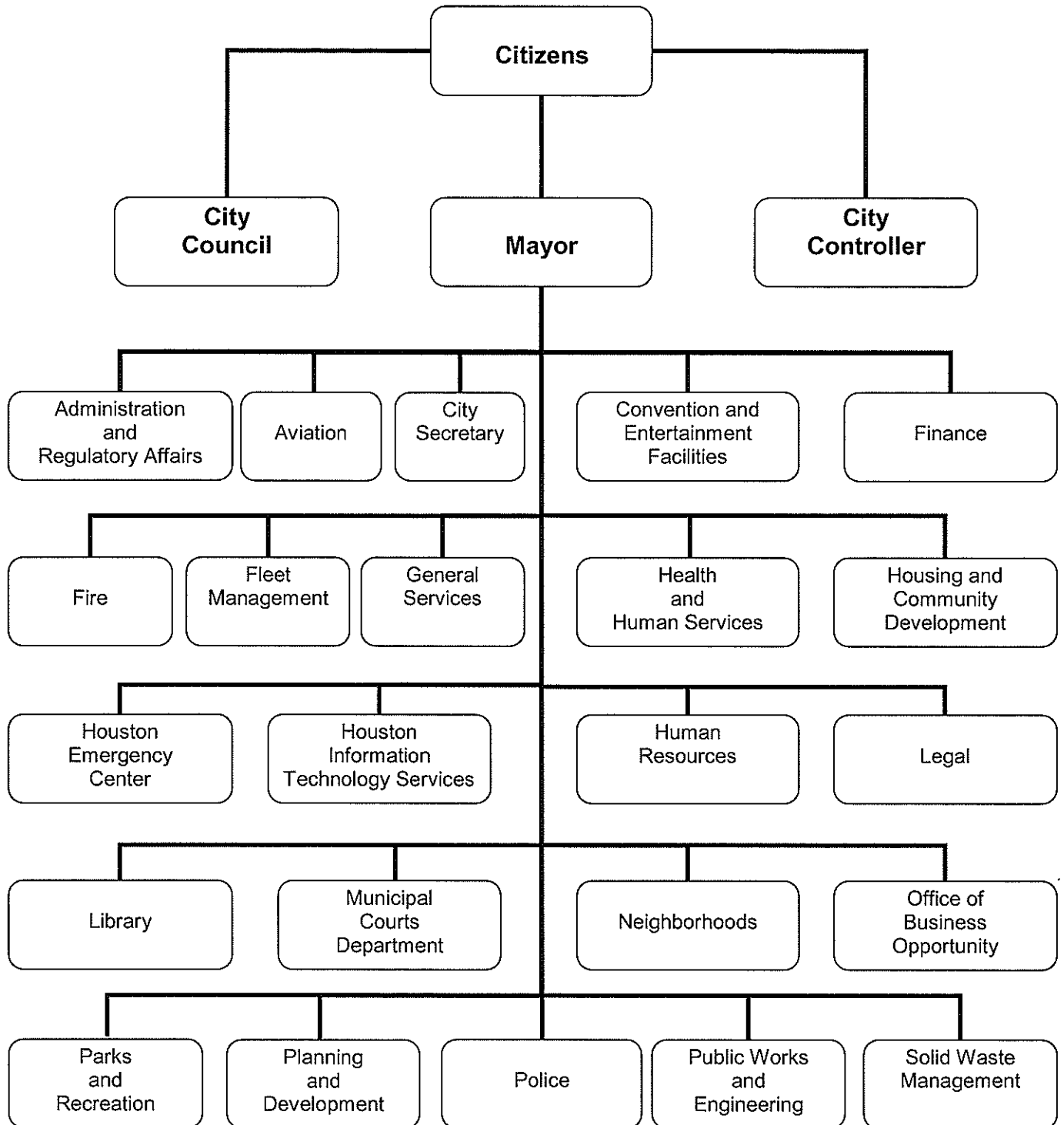
David T. Zepeda

Cover Photograph

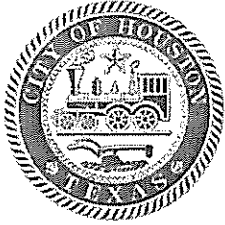
The City of Houston would like to thank and credit the Greater Houston Convention and Visitors Bureau for this year's cover photograph of the Downtown skyline and Buffalo Bayou.

The FY2014 Budget is printed on recycled paper.

ORGANIZATION CHART







CITY OF HOUSTON

Finance Department

Annise D. Parker

Mayor

Kelly Dowe
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July 31, 2013

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, 2013, and ends June 30, 2014 (FY2014). 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 14, 2013. The purpose of this letter is to describe the budget as adopted by the Houston City Council on June 19, 2013, after budget presentations, collaborative debates, and amendments. The complete list of amendments is provided as an appendix in this document.

The Adopted Budget for FY2014 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 fourth 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.

The use of fund balance is included in the budget to offset the cost increases anticipated in FY2014 while maintaining the full designation of \$20 million to the Rainy Day Fund as well as the preferred General Fund Reserve (ending fund balance divided by operating expenditures before debt service) of 7.5%.

FY2014 BUDGET OVERVIEW

The Adopted Budget includes expenditures for all funds of \$4.1 billion, which is \$267 million (6.9%) above the FY2013 estimate. The largest contributors to this increase are mandatory or contractual obligations including salaries, pensions, health benefits, fuel, 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, waste management as well as library and parks. The largest sources of revenue for the General Fund are property and sales tax, which together produce approximately 71.4% 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 including debt service is \$2.1 billion, which is \$105.1 million (5.4%) above the FY2013 estimate.

While this is a relatively flat budget from a services perspective, several major highlights in General Fund other than the mandatory or contractual obligations previously mentioned, are as follows:

- Incorporates new funding for the Texas Medicaid Transformation 1115 Waiver Intergovernmental Transfer (IGT) which is offset by revenues as reimbursements are received from the Centers for Medicare and Medicaid Services (CMS),
- Includes funding to support restoration of library hours at 14 neighborhood locations and seven day per week service at the Central Library,
- Reflects funding transfers of Strategic Purchasing Division previously reported under Administration and Regulatory Affairs Department to Finance Department,
- Includes funding transfer to the Houston Forensic Science Local Government Corporation (LGC) as well as funding for maintenance renewal and replacement of General Fund facilities and other capital assets.

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 FY2014 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 stated, the FY2014 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 \$945.4 million, which is approximately \$39.2 million (4.3%) higher than the FY2013 estimate.

Sales Tax – The FY2014 budget projects a sales tax increase as a result of continuing signs of economic recovery. Revenue from sales tax is expected to be \$629.6 million, which is approximately \$34.3 million (5.8%) above the FY2013 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 FY2014.

Public Safety – As part of the Mayor's commitment to public safety, this budget includes \$22.9 million in funding in support of the new independent Houston Forensics Science LGC. Additionally, it includes three cadet classes for the Police Department and five cadet classes for the Fire Department.

Staffing Levels – Table IV, page 18-20 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, increased 4.1% compared to FY2013 estimate, while total General Fund staffing is budgeted with a 1% increase.

Compensation – The adopted budget fully funds the contractual increases for classified police, fire fighters, and municipal employees.

General Fund Ending Balance

The FY2014 Adopted Budget includes an ending fund balance of \$137.2 million, which is \$33.3 million (19.5%) below the estimated fund balance for FY2013 estimate. It is maintained at the preferred 7.5% level of expenditures excluding debt service.

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. It is also responsible for Ellington Airport, 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 \$450 million has increased from the FY2013 estimate by approximately \$9.2 million (2.1%) with the majority of the increase in personnel. FY2014 revenue is conservatively estimated to be \$9.2 million higher than FY2013, reflecting increases in concessions, garage parking revenues 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 expenditure budget of \$1 billion has increased from FY2013 estimate by approximately \$68.1 million (7.1%) with the majority of the increase in the debt service category, while the revenue is estimated to be \$54.9 million (5.7%) higher in FY2014.

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 FY2014 expenditure budget is \$3.3 million (3.9%) higher than the FY2013 estimate, while the revenue is estimated to be \$4.6 million (5%) higher in FY2014.

CAPITAL IMPROVEMENT PLAN (CIP)

On June 26th, 2013, a week after the operating budget was adopted, City Council approved a five-year Capital Improvement Plan covering fiscal years 2014 through 2018. The plan incorporates the \$410 million in public improvement bonds that were approved by voters in November 2012; including the Bayou Greenways 2020 project to build 150 miles of parks and trails along Houston's bayous. The plan also allocates approximately \$127 million for facility repairs in an effort to manage long-term operational cost. This effort is being coordinated with \$7.5 million in the operating budget for maintenance, renewal and replacement of capital assets as we tackle both deferred maintenance and fiscally preventative maintenance. As the City continues to strengthen the synchronicity of the capital and operating budget processes, this five-year capital plan encourages a long-term view of the City's finances.

CONCLUSION

The budget described in this document reflects the will of City Council and the Mayor. It rests on the expectation of an improving economy in the City and increased revenues. We look forward to better times, but weathering the storm of poor economic conditions will always be considered in planning for the future as well as our constant dedication to improving core services to the citizens of Houston.

Sincerely,


Kelly Dowe, Director



CITY OF HOUSTON

Annise D. Parker

Mayor

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

Telephone – Dial 311
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May 14, 2013

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, 2013 and ends June 30, 2014 (FY2014).

Due to prudent management, we've been able to put in place a solid financial foundation for the city. We've cut waste, made city departments more efficient and balanced every budget without raising taxes. This budget proposal continues to build upon the progress of the last 3.5 years.

The budget will complete the restoration of services cut two years ago during the economic downturn. We have included funding for increased costs associated with employee pension and health benefits, as well as the pay increases mandated by the contracts with the City's three employee unions. Our work to achieve more affordable health care and pension benefits continues.

The budget maintains the existing property tax rate of 63.875 cents per \$100 of taxable value. Property tax revenue is expected to increase 4.5% in FY2014 now that the local housing market has more than surpassed losses experienced in the recession. Sales tax revenues are predicted to increase 5.8% as the city's overall economic condition continues improving.

We will maintain an ending fund balance at the preferred 7.5% level (fund balance divided by operating expenditures before debt service). As has been the case in previous years, we will absorb reserves above that level into the operating budget. We are able to do this while maintaining full funding of the City's \$20 million Rainy Day Fund, which was achieved in FY2013.

Jobs and Sustainable Development

Hire Houston First will continue to play a role as we strive to keep our tax dollars in Houston and build our local economy. In the program's first year of existence, more than \$139 million of city business was awarded to certified firms, sustaining more than 6,000 jobs. With aggressive pro-growth policies, city government has helped attract more than \$2.2 billion of economic development since 2010. Overall, the Houston region has generated 250,000 jobs, exported approximately \$300 billion in locally-produced goods and services and issued permits for the construction of nearly 74,000 single-family homes in the last three years. Every economic indicator points to more of the same moving forward.

Public Safety

Over two-thirds of the General Fund budget is devoted to public safety. More than \$2.2 million is included in this budget proposal to fund operations of the City's new public safety radio project, which is improving the City's capability to communicate with Harris County and surrounding jurisdictions when fighting crime or responding to natural disaster. This budget also includes the creation of the 'Forensic Transition Special Fund' to keep separate and account for costs related to the Houston Forensic Science LGC and its ongoing effort to establish an independent crime lab. And thanks to voter approval of our bond program, we will continue to make progress on removal of dangerous buildings from our neighborhoods. The elimination of the DNA backlog, an FY13 priority, will be completed this fiscal year.

Infrastructure

Through Rebuild Houston we have already invested more than \$180 million in drainage and street improvements. This is just the beginning of our pay-as-you-go comprehensive infrastructure modernization program – a program that will transform our City over time. FY2014 will also include additional progress on replacement of our information technology and fleet infrastructure, which has been underfunded for years.

Quality of Life

To ensure continued progress on improvements made in recent years and to prepare for completion of the new adoption center, the Bureau of Animal Regulation and Control (BARC) will see increased funding of approximately \$693,683. The number of Houston households with single-stream recycling will double in FY14 from about 100,000 to more than 200,000. Major progress will be made on the Bayou Greenways initiative and our work will continue to house Houston's homeless. Our attention remains focused on making Houston the best city in which to live, work and raise family.

Fiscal Responsibility

As part of my continuing commitment to financial transparency, we are working to put in place improved management and oversight of taxpayer funds. To this end, \$676,000 has been included in the budget for enhanced financial controls and audit capabilities. Most of this funding will go to the City's Finance Department, but some is also allocated to the Office of the City Controller. The budget also reports several funds that were previously categorized as non-budgeted funds.

The FY2014 – 2018 Capital Improvement Plan (CIP), which will be proposed shortly, complements this proposed budget in its support of growth and investment in the City's future by focusing on Infrastructure and Public Safety. In FY2012 the city conducted a facilities conditions assessment. This assessment is driving many projects throughout the CIP that address poor facility conditions faced by both citizens and employees, including renovations of Sunnyside Multi-Service Center, fire stations, and many neighborhood libraries. The Bayou Greenways Initiative, a project to connect green corridors with hike and bike trails, will support Jobs and Sustainable Development by making Houston an attractive place to live and work. A project to build permanent supportive housing to eliminate chronic homelessness will enhance Quality of Life for persons across the city. This project also promotes Fiscal Responsibility by reducing the costs of public services associated with chronic homelessness.

With Fiscal Responsibility in mind, the city continues the conservative use of debt to fund projects, ensuring that these projects will not require an increase of tax rates. The CIP will also continue to support the demolition of dangerous buildings, swimming pool upgrades and replacements, and playground replacements.

We have gone from necessary budget cutbacks and staff layoffs to having one of the hottest economies in the nation. This budget reflects sound fiscal policies to fund city services necessary to support that growth, while also allowing for investment in the future of our city. In making those decisions about our future, we will utilize the same strong fiscal management that safely guided us through the economic downturn. The best can always better!

Sincerely,

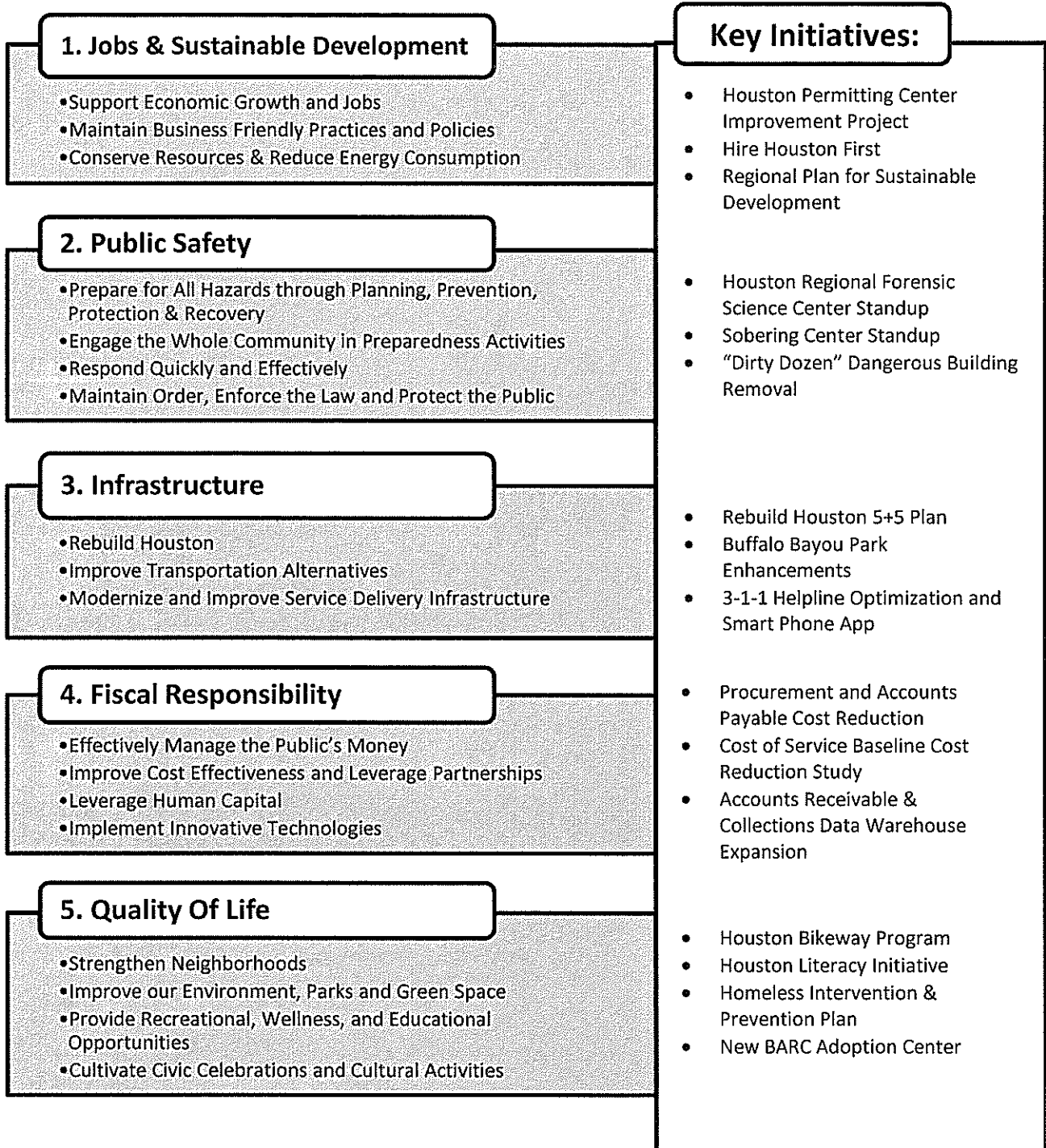
A handwritten signature in black ink that reads "Annise D. Parker". The signature is written in a cursive, flowing style.

Annise D. Parker
Mayor



Mayor's Priorities and Citywide Strategic Objectives

The Mayor's Five Priorities for the City of Houston are Jobs & Sustainable Development, Public Safety, Infrastructure, Fiscal Responsibility, and Quality of Life. The Mayor and City Leadership developed the Priorities and underlying Citywide Strategic Objectives in order to align department initiatives and employees to strategic goals.

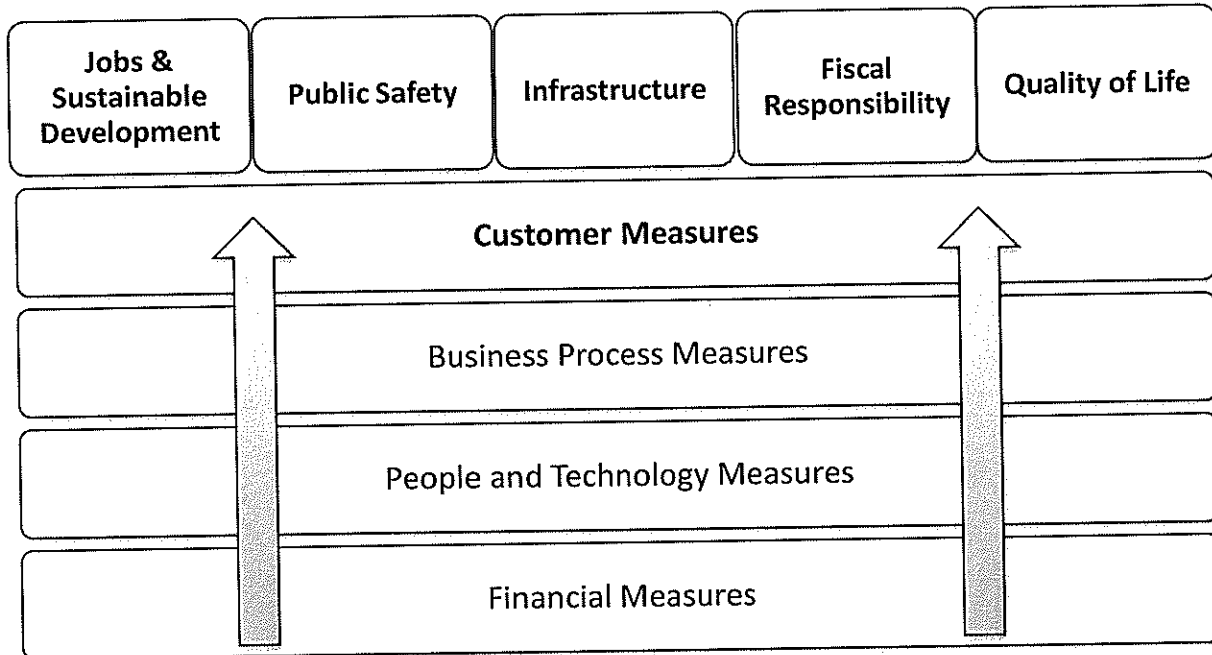


Citywide Performance Measures

The Citywide Performance Measures are broken into four categories with the topmost ('Customer') seeking to measure the City's impact on its customers in relation to the Mayor's Five Priorities (citizens and businesses). The measure categories below serve as the foundation for achievement of the Priorities. Each measure category, starting from the bottom, serves as the foundation for the categories above.

The City's financial resources serve as the foundation for City operational performance. The City's budgeting and management of these financial resources enable the organization to hire and develop the right people and implement efficiency generating technologies. The City's ability to effectively execute high quality and timely business processes is determined by the people, technology and financial resources that have been put in place. Finally, the City's performance in service of its customers (aligned to City Priorities) is determined by the effectiveness of City business processes and the people, technology and financial resources that the City manages.

A strategy map to illustrate is depicted below:



The City of Houston's approach to align organizational performance with the Mayor's Five Priorities and Citywide Strategic Objectives through the above strategy map is based on the Balanced Scorecard methodology. Departments align their organizational goals and performance measures to the Mayor's Priorities to ensure the City's strategic objectives are accomplished, and to identify areas of improvement within the organization.

Citywide Performance Measures

Departmental Performance Measures are included within the Citywide Performance Measures, which are broken into four categories of metrics: Customer, Business Process, People and Technology, and Financial Measures. Customer Measures are foremost in importance, with the other categories serving as foundational dependencies to customer performance.

Measures are ordered by the Mayor's Five Priorities and grouped by similarity:

Customer Measures	Priority	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Jobs Attributable to City Economic Development	J	3,087	3,200	3,573	3,200
Hire Houston First % of New Contracts Awarded	J	18%	18%	18%	18%
Police Code 1 Response Time (Minutes)	P	4.7	4.9	4.9	4.7
Police UCR Part One Crimes per 100,000	P	6,603	6,117	6,413	6,118
EMS Response Time (Minutes)	P	7.8	7.1	7.1	7.1
Fire Response Time (Minutes)	P	7.4	7.5	7.4	7.4
311 Call Wait Time (Seconds)	I	111	90	96	90
311 Service Level Performance (% Meeting SLA)	I	81%	80%	81%	80%
Utility Call Center Calls Answered within 5 Minutes	I	75%	80%	92%	90%
Pot Holes Repaired Within 5 Days	I	55%	95%	71%	95%
BARC Live Release Rate	Q	45%	50%	50%	55%
Parks After School Enrichment Participants	Q	203,337	185,500	234,000	236,340
Solid Waste 311 Requests for Missed Collections	Q	22,005	20,000	25,521	20,000
Solid Waste Recycling Rate (% of Total Tonnage)	Q	17%	18%	18%	19%

Business Process Measures	Priority	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Building Plans Reviewed - Commercial	J	18,389	19,325	19,200	19,500
Building Plans Reviewed - Residential	J	6,578	7,200	8,750	8,000
Dangerous Buildings Demolished	P	447	800	627	600
Food Dealer Inspections Completed On Time	P	37%	100%	91%	100%
Municipal Courts Caseload Disposition Rate	P	100%	100%	108%	100%
Parking Citations Issued	P	201,341	224,000	202,297	206,240
Water Line Major Breaks Repaired	I	17,988	11,400	12,000	11,400
Water Gallons Delivered	I	483M	457M	449M	460M
Waste Water Gallons Treated	I	217M	239M	217M	239M
BARC Animal Adoptions	Q	5,607	6,448	5,848	6,023
Library Total Circulation	Q	7.0M	6.9M	6.6M	7.0M
Parks Grounds Maintenance Cycle (Days)	Q	22.0	17.5	19.8	21.0

Mayor's Five Priorities:

Jobs and Sustainable Development (J)
 Infrastructure (I) Quality of Life (Q)

Public Safety (P)
 Fiscal Responsibility (F)

Citywide Performance Measures

People and Technology Measures	Priority	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Civilian Full-Time Equivalents (FTEs)	F	9,891.7	10,501.3	10,072.4	10,753.5
Classified Firefighter Full-Time Equivalents (FTEs)	F	3,801.0	3,746.4	3,770.9	3,741.1
Classified Police Full-Time Equivalents (FTEs)	F	5,248.3	5,230.0	5261.7	5,273.0
Civilian Attrition Rate	F	13.9%	9.0%	9.5%	9.0%
Classified Firefighter Attrition Rate	F	3.6%	3.0%	3.7%	3.0%
Classified Police Attrition Rate	F	3.3%	3.0%	3.1%	3.0%
Civilian Average Annual Base Compensation	F	\$44,249	\$44,430	\$44,650	\$45,615
Civilian FTEs Per 1,000 Population	F	4.6	4.9	4.7	5.0
Classified Firefighters Per 1,000 Population	F	1.8	1.7	1.8	1.7
Classified Police Per 1,000 Population	F	2.4	2.4	2.5	2.5
Civilian Overtime Budget vs Actual Utilization	F	134%	98%	117%	98%
Classified Overtime Budget vs Actual Utilization	F	95%	98%	100%	98%
Civilian Personnel Budget vs Actual Utilization	F	98%	98%	96%	98%
Classified Personnel Budget vs Actual Utilization	F	99%	98%	100%	98%

Financial Measures	Priority	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
General Fund Balance % of Expenditures	F	10.8%	7.7%	9.9%	7.5%
General Fund Surplus or (Deficit)	F	\$47M	(\$43M)	\$14M	(\$34M)
Expenditures Budget vs Actual Utilization	F	96%	98%	99%	98%
Revenues Budget vs Actual Utilization	F	101%	100%	102%	100%
Expenditures Per Capita	F	\$1,466	\$1,576	\$1,554	\$1,666
Revenues Per Capita	F	\$1,642	\$1,689	\$1,720	\$1,791
S/MWDBE Contract Participation Percentage	F	28%	23%	23%	25%
Pension Payments as % of Expenditures	F	6.6%	7.2%	7.2%	7.7%
Pension Payments Per Capita	F	\$97	\$114	\$112	\$128
General Obligation Debt as % of Appraised Value	F	1.8%	1.7%	1.7%	1.6%
Tax-Supported Per Capita Debt	F	\$1,580	\$1,601	\$1,561	\$1,553

Mayor's Five Priorities:

Jobs and Sustainable Development (J)
 Infrastructure (I) Quality of Life (Q)

Public Safety (P)
 Fiscal Responsibility (F)

See Appendix section page XV - 15 - for Definitions of Performance Measures.

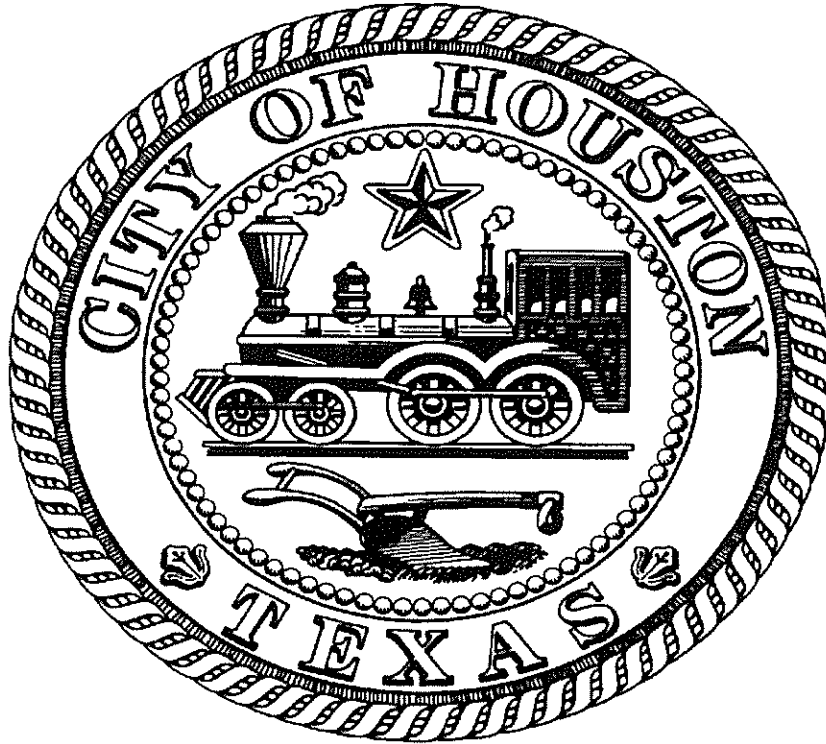


Table I
EXPENDITURE SUMMARY BY DEPARTMENT

	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Public Safety				
Police Department				
General Fund	621,739,407	678,430,660	679,051,608	722,582,051
Special Revenue Fund(s)	44,536,710	30,568,222	26,412,204	54,606,835
Total Police Department	<u>666,276,117</u>	<u>708,998,882</u>	<u>705,463,812</u>	<u>777,188,886</u>
Fire Department				
General Fund	420,198,413	433,270,153	433,270,153	447,379,021
Houston Emergency Center				
General Fund	11,549,650	11,855,355	11,855,355	12,171,235
Special Revenue Fund(s)	21,135,304	24,504,804	24,504,804	25,189,613
Total Houston Emergency Center	<u>32,684,954</u>	<u>36,360,159</u>	<u>36,360,159</u>	<u>37,360,848</u>
Municipal Courts Department				
General Fund	21,223,911	24,005,115	24,005,115	25,366,404
Special Revenue Fund(s)	3,293,020	3,712,004	3,406,370	3,529,467
Total Municipal Courts Department	<u>24,516,931</u>	<u>27,717,119</u>	<u>27,411,485</u>	<u>28,895,871</u>
Forensic Services				
General Fund	19,148,072	18,921,481	18,300,533	0
Total Public Safety	<u>1,162,824,487</u>	<u>1,225,267,794</u>	<u>1,220,806,142</u>	<u>1,290,824,626</u>
Development & Maintenance Services				
Public Works & Engineering				
General Fund	37,015,305	37,556,100	37,556,100	35,119,100
Special Revenue Fund(s)	212,798,379	296,229,038	291,509,408	314,156,800
Enterprise Fund(s)	1,226,418,940	1,326,107,800	1,279,245,656	1,428,415,200
Total Public Works & Engineering	<u>1,476,232,624</u>	<u>1,659,892,938</u>	<u>1,608,311,164</u>	<u>1,777,691,100</u>
Solid Waste Management				
General Fund	65,749,230	69,373,412	69,373,412	70,554,993
Special Revenue Fund(s)	1,330,039	2,571,432	2,571,432	2,692,445
Total Solid Waste Management	<u>67,079,269</u>	<u>71,944,844</u>	<u>71,944,844</u>	<u>73,247,438</u>
General Services				
General Fund	45,689,296	49,726,561	49,726,561	48,879,362
Total General Services	<u>45,689,296</u>	<u>49,726,561</u>	<u>49,726,561</u>	<u>48,879,362</u>
Planning & Development				
General Fund	6,656,886	7,550,302	7,550,302	7,994,659
Special Revenue Fund(s)	96,390	760,031	234,000	560,000
Total Planning & Development	<u>6,753,276</u>	<u>8,310,333</u>	<u>7,784,302</u>	<u>8,554,659</u>
Total Development & Maintenance Services	<u>1,595,754,465</u>	<u>1,789,874,676</u>	<u>1,737,766,871</u>	<u>1,908,372,559</u>
Human & Cultural Services				
Department of Neighborhoods				
General Fund	9,130,879	10,529,276	10,529,276	11,327,476
Total Department of Neighborhoods	<u>9,130,879</u>	<u>10,529,276</u>	<u>10,529,276</u>	<u>11,327,476</u>
Housing & Community Development				
General Fund	598,867	2,514,299	2,514,299	1,348,277
Library				
General Fund	31,606,975	33,361,877	33,361,877	38,344,745
Special Revenue Fund(s)	880,936	1,039,886	676,103	689,571
Total Library	<u>32,487,911</u>	<u>34,401,763</u>	<u>34,037,980</u>	<u>39,034,316</u>
Parks and Recreation				
General Fund	63,156,169	64,456,514	64,456,514	65,937,168
Special Revenue Fund(s)	6,903,648	7,905,175	7,905,175	8,425,831
Total Parks and Recreation	<u>70,059,817</u>	<u>72,361,689</u>	<u>72,361,689</u>	<u>74,362,999</u>

**Table I
EXPENDITURE SUMMARY BY DEPARTMENT**

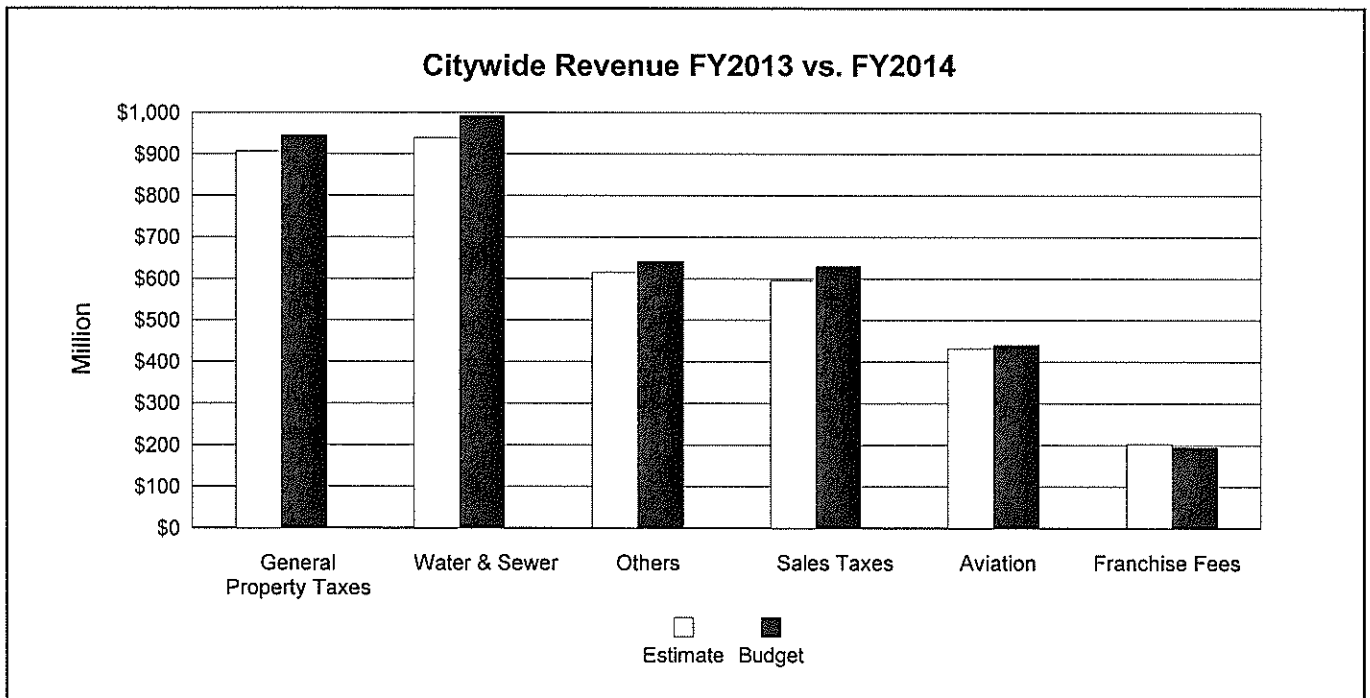
	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Health and Human Services				
General Fund	40,123,095	44,355,348	44,355,348	55,834,199
Special Revenue Fund(s)	3,253,472	9,973,134	5,815,012	25,837,942
Total Health and Human Services	<u>43,376,567</u>	<u>54,328,482</u>	<u>50,170,360</u>	<u>81,672,141</u>
Convention & Entertainment				
Enterprise Fund(s)	101,945,286	84,300,147	84,300,147	87,568,563
Total Convention & Entertainment	<u>101,945,286</u>	<u>84,300,147</u>	<u>84,300,147</u>	<u>87,568,563</u>
Total Human & Cultural Services	<u>257,599,327</u>	<u>258,435,656</u>	<u>253,913,751</u>	<u>295,313,772</u>
Administrative Services				
Mayor's Office				
General Fund	5,335,378	6,164,272	6,164,272	7,072,469
Special Revenue Fund(s)	4,416,278	5,557,291	4,047,697	6,640,407
Total Mayor's Office	<u>9,751,656</u>	<u>11,721,563</u>	<u>10,211,969</u>	<u>13,712,876</u>
Office of Business Opportunity				
General Fund	1,997,567	2,352,405	2,352,405	2,574,027
Special Revenue Fund(s)	446,839	1,269,724	773,974	1,111,259
City Council				
General Fund	5,477,963	6,352,048	6,352,048	6,613,136
City Controller				
General Fund	6,944,811	7,891,540	7,891,540	8,397,862
Finance Department				
General Fund	22,027,138	11,693,841	11,693,841	17,671,847
Special Revenue Fund(s)	0	520,439	394,381	2,512,937
Administration and Regulatory Affairs				
General Fund	25,661,854	28,800,097	28,800,097	26,011,756
Special Revenue Fund(s)	24,897,330	27,003,458	26,234,441	29,798,055
Total Administration and Regulatory Affairs	<u>50,559,184</u>	<u>55,803,555</u>	<u>55,034,538</u>	<u>55,809,811</u>
Houston Information Technology Services				
General Fund	16,857,169	19,442,243	19,442,243	21,263,432
Total Houston Information Technology Services	<u>16,857,169</u>	<u>19,442,243</u>	<u>19,442,243</u>	<u>21,263,432</u>
City Secretary				
General Fund	729,593	836,435	836,435	861,580
Human Resources				
General Fund	3,118,634	3,245,868	3,245,868	3,493,803
Legal				
General Fund	12,531,328	14,112,402	14,112,402	15,233,246
Total Administrative Services	<u>130,441,882</u>	<u>135,242,063</u>	<u>132,341,644</u>	<u>149,255,816</u>
Other				
Houston Airport System				
Enterprise Fund(s)	428,889,325	441,141,964	441,141,964	450,336,652
General Debt Service				
General Fund	220,506,734	240,203,000	240,203,000	243,000,000
General Government				
General Fund	95,776,531	139,105,141	139,105,141	176,165,042
Total Other	<u>745,172,590</u>	<u>820,450,105</u>	<u>820,450,105</u>	<u>869,501,694</u>
Grand Total Expenditures	<u>3,891,792,751</u>	<u>4,229,270,294</u>	<u>4,165,278,513</u>	<u>4,513,268,467</u>

* Totals include General, Special and Enterprise Funds. It does not include Service Chargeback and Internal Service 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 5.64%. The second largest source of revenues is general property taxes which are projected to increase by approximately 4.3%. Together these two sources account for approximately 50.43% of all City revenues.

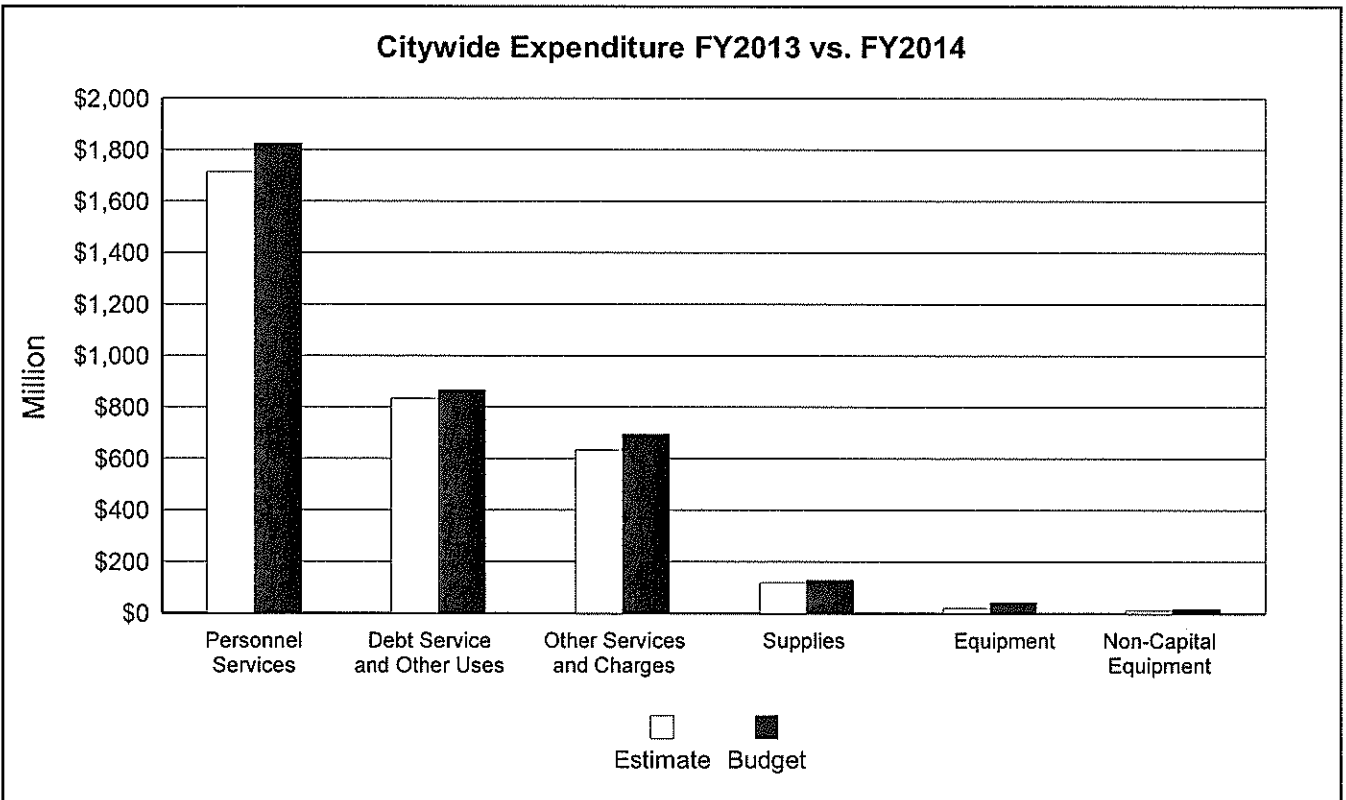
CITYWIDE REVENUE BY CATEGORY (\$ in Million)						
Revenue Category	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget	FY2014 vs. FY2013	% of Total
Water & Sewer	931	945	939	992	5.64%	25.83%
General Property Taxes	866	900	906	945	4.30%	24.60%
Sales Taxes	547	577	595	630	5.88%	16.40%
Aviation	417	432	432	440	1.85%	11.46%
Franchise Fees	198	197	202	195	-3.47%	5.08%
Charges for Services	193	196	197	220	11.68%	5.73%
Intergovernmental	66	66	69	93	34.78%	2.42%
Other	56	49	69	57	-17.4%	1.48%
Other Tax	78	82	82	87	6.10%	2.27%
Interest Income	28	22	20	17	-15.0%	0.44%
Licenses and Permits	87	85	96	95	-1.04%	2.47%
Fines and Forfeits	55	57	52	55	5.77%	1.43%
Industrial Assessment	0	15	30	15	-50.0%	0.39%
Total Revenue	3,522	3,623	3,689	3,841	4.12%	100.00%



**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 51.05%. The second largest City expenditure is on payment of principal and interest on long-term debt, which is 24.25% of total expenditures. Together these two categories account for approximately 75.30% of all City expenditures.

CITYWIDE EXPENDITURES BY CATEGORY (\$ in Million)						
Expenditure Category	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget	FY2014 vs. FY2013	% of Total
Personnel Services	1,633	1,733	1,714	1,825	6.48%	51.05%
Debt Service and Other Uses	767	843	835	867	3.83%	24.25%
Other Services and Charges	589	638	634	695	9.62%	19.44%
Supplies	123	119	119	128	7.56%	3.58%
Equipment	23	33	20	43	115.0%	1.20%
Non-Capital Equipment	11	15	12	17	41.67%	0.47%
Total Expenditure	3,146	3,381	3,334	3,575	7.23%	100.00%



FISCAL YEAR 2014 BUDGET

**TABLE IV
CITYWIDE PERSONNEL SUMMARY**

Fund/Business Area	Full-Time Equivalents (FTEs)				Overtime FTEs		
	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget	FY2012 Actual	FY2013 Current Budget	FY2014 Budget
GENERAL FUND							
Public Safety							
Fire/Civilian	118.6	123.5	117.7	127.0	0.3	0.7	0.5
Fire/Classified	3,801.0	3,746.4	3,770.9	3,741.1	177.6	223.5	227.6
Fire/Cadets	14.2	24.2	27.3	143.0	0.0	0.0	0.0
Forensic Services/Civilian	96.6	116.6	109.1	0.0	3.8	1.4	0.0
Forensic Services/Classified	77.3	83.0	80.0	0.0	6.0	2.9	0.0
Municipal Courts Department	271.2	274.1	268.6	293.3	0.0	0.2	0.1
Police/Civilian	998.2	1,093.7	1,049.1	1,127.8	21.5	26.5	25.0
Police/Classified	5,146.5	5,124.0	5,162.5	5,172.0	93.9	98.6	95.6
Police/Cadets	76.6	99.5	114.5	102.9	0.0	0.0	0.0
Total Public Safety	10,600.2	10,685.0	10,699.7	10,707.1	303.1	353.8	348.8
Development & Maintenance Services							
General Services	189.3	191.6	189.2	194.1	4.6	6.0	6.4
Planning & Development	75.7	75.5	75.5	79.8	0.0	0.0	0.0
Public Works and Engineering	9.0	15.0	14.7	15.0	0.0	0.1	0.1
Solid Waste Management	434.3	439.1	439.1	441.2	26.2	26.0	29.6
Total Development & Maintenance Services	708.3	721.2	718.5	730.1	30.8	32.1	36.1
Human & Cultural Services							
Health & Human Services	454.6	467.8	469.1	484.2	3.8	2.4	0.0
Housing & Community Development	2.1	2.0	2.0	2.0	0.0	0.0	0.0
Library	401.7	415.6	414.4	484.7	0.0	0.6	0.0
Neighborhoods	98.8	110.7	106.1	113.4	0.2	2.4	0.7
Parks & Recreation	617.7	693.8	693.8	695.0	9.9	2.5	2.7
Total Human & Cultural Services	1,574.9	1,689.9	1,685.4	1,779.3	13.9	7.9	3.4
Administrative Services							
Administration and Regulatory Affairs	231.0	243.3	241.1	208.4	0.9	0.8	1.1
City Controller	66.2	65.6	65.6	67.1	0.0	0.0	0.0
City Council	74.6	75.9	76.0	83.2	0.0	0.0	0.0
City Secretary	10.9	12.4	12.4	12.0	0.0	0.0	0.0
Finance Department	61.3	68.6	68.6	112.4	0.0	0.0	0.0
Human Resources	35.9	34.8	34.7	33.0	0.0	0.0	0.0
Houston Information Technology Services	149.1	141.7	138.1	155.2	1.7	1.1	1.7
Legal	119.1	119.8	116.3	120.6	0.0	0.0	0.0
Mayor's Office	49.7	53.8	53.8	59.0	0.4	0.5	0.2
Office of Business Opportunity	23.3	25.0	25.0	27.7	0.0	0.0	0.0
Total Administrative Services	821.1	840.9	831.6	878.6	3.0	2.4	3.0
Total General Fund	13,704.5	13,937.0	13,935.2	14,095.1	350.8	396.2	391.3

FISCAL YEAR 2014 BUDGET

**TABLE IV
CITYWIDE PERSONNEL SUMMARY**

Fund/Business Area	Full-Time Equivalents (FTEs)				Overtime FTEs		
	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget	FY2012 Actual	FY2013 Current Budget	FY2014 Budget
ENTERPRISE FUNDS							
Aviation	1,360.0	1,400.0	1,286.8	1,360.0	51.6	45.0	50.0
PW&E - Public Utilities-Water & Sewer	2,086.6	2,251.9	2,099.2	2,261.4	198.3	131.9	135.4
Total Enterprise Funds	3,446.6	3,651.9	3,386.0	3,621.4	249.9	176.9	185.4
SPECIAL REVENUE FUNDS							
ARA - BARC Special Revenue	87.8	103.1	92.0	94.1	0.0	0.0	0.1
ARA - Parking Management	63.8	72.0	66.3	75.0	0.6	0.3	0.9
HLT - Swimming Pool Safety	9.9	11.9	10.5	10.6	0.0	0.0	0.3
HLT - Health Special Revenue	6.7	10.0	10.0	15.0	1.2	0.0	0.0
HLT - Essential Public Health Services Fund	0.0	0.0	6.0	89.2	0.0	0.0	0.0
HLT - Special Waste	13.8	20.4	20.4	32.0	0.0	0.0	0.4
Houston Emergency Center	222.6	238.3	238.3	242.3	6.3	10.8	10.4
Library - Digital Houston	1.7	2.0	2.0	5.0	0.0	0.0	0.0
Mayor's Office - Cable Television	11.6	17.5	17.5	17.5	0.1	0.1	0.2
OBO - Contractors Responsibility Fund	2.0	2.0	2.0	2.0	0.0	2.0	0.0
Municipal Courts Juvenile Case Manager Fee	14.5	18.0	17.2	20.0	0.0	0.0	0.0
Municipal Courts Security Fund	19.8	18.1	18.1	0.0	0.0	0.0	0.0
Parks Golf Special	62.8	76.0	76.0	80.5	3.9	4.4	4.4
Parks Special Revenue	15.0	10.5	10.5	10.5	3.9	0.0	0.0
Police - Asset Forfeiture/Civilians	0.0	0.0	0.0	0.0	0.2	0.0	0.0
Police - Asset Forfeiture/Classified	0.0	0.0	0.0	0.0	24.2	30.6	29.1
Police - Auto Dealers/Civilians	6.4	8.0	6.0	8.0	0.4	0.6	0.5
Police - Auto Dealers/Classified	22.5	23.0	19.2	23.0	1.7	2.0	4.3
Police - Digital Automated Red Light/Civilians	2.1	0.0	0.0	0.0	0.0	0.0	0.0
Police - Digital Automated Red Light/Classified	0.2	0.0	0.0	0.0	0.0	0.0	0.0
Police - Special Services/Civilians	5.9	3.0	3.0	3.0	0.7	0.0	0.0
Police - Special Services/Classified	1.8	0.0	0.0	0.0	91.9	73.9	73.0
Police - Mobility Response Team/Civilians	24.0	0.0	0.0	0.0	0.1	0.0	0.0
PW & E - Building Inspection	468.3	502.7	480.4	527.1	14.7	15.3	22.8
PW & E - Dedicated Drainage & Street Renewal	453.5	485.8	456.8	488.8	42.1	27.0	30.2
PW & E - Houston TranStar	7.2	8.0	6.6	8.0	0.0	0.0	0.0
PW & E - Mobility Response Team	6.0	0.0	0.0	0.0	0.1	0.0	0.0
PW & E - Stormwater Utility	346.8	377.2	361.8	373.2	36.0	25.8	24.9
Solid Waste - Recycling Expansion Program	4.0	5.0	5.0	3.0	0.0	0.0	0.0
Total Special Revenue Funds	1,880.7	2,012.5	1,925.6	2,127.8	228.1	192.8	201.5
Total General, Enterprise and Special Funds	19,031.8	19,601.4	19,246.8	19,844.3	828.8	765.9	778.2

FISCAL YEAR 2014 BUDGET

**TABLE IV
CITYWIDE PERSONNEL SUMMARY**

Fund/Business Area	Full-Time Equivalents (FTEs)				Overtime FTEs		
	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget	FY2012 Actual	FY2013 Current Budget	FY2014 Budget
INTERNAL SVC./SERVICE CHARGEBACK							
Human Resources - Health Benefits	42.0	49.0	48.4	49.8	0.1	0.1	0.0
General Services - Central Svc Revolving	3.6	5.0	5.0	4.0	0.0	0.1	0.0
Finance - Central Svc Revolving	0.0	11.5	11.5	16.2	0.0	0.0	0.0
Human Resources - Central Svc Revolving	121.0	133.0	123.5	150.0	0.0	0.0	0.1
HITS - Central Svc Revolving	22.7	40.8	35.8	50.6	0.2	0.0	0.0
Planning & Development - Central Svc Revolving	9.3	16.5	16.5	17.5	0.0	0.0	0.0
General Services - In-House Renovation	28.7	30.0	28.9	30.0	0.1	0.3	0.7
Finance - Fleet Management	0.0	4.5	4.5	8.5	0.0	0.0	0.1
FMD - Fleet Management	253.2	273.0	257.5	300.9	9.3	10.1	9.1
PW & E - Fleet Management	83.8	92.2	80.1	92.9	8.2	8.0	1.3
PW & E - Project Cost Recovery	322.1	328.2	305.2	330.0	4.0	6.1	5.4
General Services - Project Cost Recovery	25.4	25.0	24.6	26.0	0.0	0.0	0.1
HITS - Project Cost Recovery	21.4	27.0	19.0	6.6	0.0	0.0	0.0
ARA - Property and Casualty	5.1	5.0	5.0	5.0	0.0	5.0	0.0
Legal - Property and Casualty	46.6	52.4	52.1	53.9	0.0	0.0	0.0
Human Resources - Workers' Compensation	28.7	31.6	30.1	34.8	0.0	0.0	0.0
Legal - Workers' Compensation	3.1	3.0	3.0	3.0	0.0	0.0	0.0
Total Internal Svc./Service Chargeback	1,016.7	1,127.7	1,050.7	1,179.7	21.9	29.7	16.8
Total FTEs	20,048.5	20,729.1	20,297.5	21,024.0	850.7	795.6	795.0

SUPPLEMENTARY INFORMATION

Guide to Reading the FY2014 Budget Document.....	I - 2
Authority	I - 6
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Significant Financial and Budgetary Policies.....	I - 14
Operating Budget Process	I - 21
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GUIDE TO READING THE OPERATING BUDGET

This section explains the format and contents of the FY2014 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 FY2014 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

DEVELOPMENT AND MAINTENANCE SERVICES

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

GENERAL GOVERNMENT

HUMAN AND CULTURAL SERVICES

- o Department of Neighborhoods
- o Health and Human Services
- o Housing and Community Development
- o Library
- o Parks and Recreation

ADMINISTRATIVE SERVICES

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

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 FY2012 Actual, FY2013 Budget, FY2013 Estimate, FY2014 Budget and FY2014 highlights of services or new programs. The FY2013 Estimate (FY2013 Projected) is based on the March 2013 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 FY2012 Actual, FY2013 Estimate, and FY2014 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 FY2012 Actual, FY2013 Budget, FY2013 Estimate, and FY2014 Budget.

- o Department Revenue Summary

This form provides departmental revenue information by revenue source for the FY2013 Budget, FY2013 Estimate and FY2014 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 FY2013 Budget, the FY2013 Estimate, and the FY2014 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 FY2014, the Special Revenue Funds include the following:

- Asset Forfeiture
- Auto Dealers
- BARC
- Building Inspection
- Cable Television
- Child Safety
- Contractors Responsibility Fund
- Dedicated Drainage and Street Renewal Fund (DDSRF)
- Digital Automated Red Light Enforcement Program
- Digital Houston
- Essential Public Health Services Fund
- Forensic Transition Special Fund
- Health Special Revenue Fund
- Historic Preservation Fund
- Houston Emergency Center
- Houston TranStar Center
- Juvenile Case Manager Fund
- Laboratory Operations and Maintenance Fund
- Mobility Response Team 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
- Special Waste Fund
- Storm Water
- 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 FY2014:

- 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. Unlike Internal Service Funds, Service Chargeback Funds have a zero balance at year end – the revenues received by these funds from the departments they provide services to are equal to the amount of these funds' expenditures. 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 FY2014:

- 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 FY2014 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 FY2012 Actual, the FY2013 Budget, the FY2013 Estimate, and the FY2014 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 FY2014 City Council actions and FY2014 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 FY2014 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 FY2012 Actual; FY2013 Estimate; and the proposed budget for FY2014,
 - 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-eight 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 and 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 Combined Utility System
- o Convention and 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 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 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 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 and Engineering (PWE) Department.

- 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 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 Contractors Responsibility Fund. This fund is managed by the Office of Business Opportunity (OBO) and governed by Executive Order 1-7. Funds are collected through the implementation of the Pay or Play Program, which is administered by OBO. The revenue collected from the Contractors Responsibility Fund is used to offset the cost of uninsured citizens in the Houston and Harris County area.
- o Dedicated Drainage and Street Renewal Fund (DDSRF). The fund was established beginning in FY2012. The DDSRF provides a dedicated, pay-as-you-go fund for enhancement, improvement and ongoing renewal of Houston's drainage and streets, as well as traffic control operations.
- 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 administered this fund starting FY2013.
- 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; thus creating a digital future for Houstonians through a digital literacy effort in support of achieving Houston's educational workforce and educational goals. This fund is administered by the Library Department.
- o Essential Public Health Services Fund. This fund was created for the purpose of offsetting costs associated with the administration of Medicaid Transformation Waiver projects and to perform other essential public health services as defined by Chapter 121 of the Texas Health and Safety Code. This fund is administered by the Health and Human Services Department.
- o Forensic Transition Special Fund. This fund was created for the transition of forensic services from the Houston Police Department to the independent Houston Forensic Science Local Government Corporation (LGC). Forensic examination covers multiple scientific disciplines to include Biology/Serology, Controlled Substances, Firearms, Toxicology, AFIS, Computer Forensics, Crime Scene Unit, Audio - Video, Latent Prints and Polygraph.
- o Health Special Revenue Fund. This fund includes several programs that are supported by ordinances including ambulance permit, consumer-food and drug, vital statistics, international travel immunizations, Geriatric Dental Program and specific public health purposes. Ambulance permit fees collected are allocated to fund for inspection of ambulances and permitting of ambulance operators. Electronic monitoring system fees are collected from the requests of medallions for the operation of mobile food units, other than restricted operations mobile food units, licensed part vending units, or fixed location mobile food units as stated for the provision in the city fee schedule for the maintenance, operations and utilization of the electronic monitory system. Vital statistics for certified copies of records, searches and amendment fees are expended for purpose of the preservation of vital statistics records maintained by the registrar. International travel immunization fees for each vaccination that is administered including any certificate provided shall be an amount equal to the city's cost of purchases of the vaccine plus \$20 to cover the associated costs for providing the service and administering the vaccine. All revenue generated from the Geriatric Dental Program is directed to be used to defray the costs associated with the administration and operation of the program. This fund is administered by the Health and Human Services 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 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 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 and Engineering (PWE) Department.
- 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 Laboratory Operations and Maintenance Fund. This fund is solely designated for laboratory operations and maintenance for the retention of all revenue from laboratory fees. It pertains to Ordinance Amending Chapter 21 of the Code of Ordinance relating to laboratory fee. This fund is administered by the Health and Human Services 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 and Engineering (PWE) Departments.
- 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 FY2014 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 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 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 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 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 Special Waste Fund. The purpose of this fund is to prevent the infiltration of fats, oils, and grease into the sanitary sewer, and to assure that the City's infrastructure and the health of the citizens are protected. All fees collected are expended only for the costs of permitting, inspecting, monitoring, controlling, educating and enforcing any violation pertaining to the management and disposal of city-regulated waste. This fund is administered by the Health and Human Services Department.
- o Storm Water Fund. This fund receives revenue from the Combined Utility System Fund and Dedicated Drainage and Street Renewal Fund. Funds are transferred to this fund to support storm water drainage operation and maintenance activities. The core purpose is to provide the best level of maintenance to the storm water infrastructure with the resources provided and to maintain flow of storm water free of debris and foreign objects that cause flooding.
- 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 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 Community Development Block Grant (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 and 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 2013 (Tax Year 2012) was \$0.63875 (per \$100 assessed valuation), which includes \$0.176540 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 and 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 CDBG.
- o Tax Increment Reinvestment Zones (TIRZ).

The Finance Department administers these 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 GAAP 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 FY2014 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 GAAP 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.

FISCAL YEAR 2014 BUDGET

Historical Data FY1995 – FY2014
General Fund Available Fund Balances
(\$ thousands)

<u>Fiscal Year</u>	<u>Unassigned Ending Fund Balance</u>	<u>M&O Expenditures</u>
FY1995	50,682	849,766
FY1996	69,579	864,668
FY1997	84,105	903,228
FY1998	106,856	956,893
FY1999	80,409	1,030,235
FY2000	66,590	1,064,160
FY2001	79,432	1,105,408
FY2002	80,335	1,206,160
FY2003	83,027	1,199,766
FY2004	88,659	1,235,994
FY2005	120,042	1,279,879
FY2006	175,832	1,368,746
FY2007	234,535	1,459,076
FY2008	253,514	1,567,484
FY2009	236,275	1,668,700
FY2010	165,383	1,676,367
FY2011	129,040	1,680,038
FY2012 Actual	171,677	1,590,044
FY2013 Estimate	170,487	1,725,903
FY2014 Budget	137,179	1,828,197

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.

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

OPERATING BUDGET PROCESS

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

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

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

In April and May 2013, the Finance Department began briefing Council on the preparation of the FY2014 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 FY2014 was derived from adjustments to the FY2013 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 FY2014-FY2018 generally follows the same procedures as the Operating Budget. Refer to Exhibits 2 and 3 for 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 City, departments, and Finance were held in March and April. Upon completion of an evaluation period, a proposed FY2014-FY2018 CIP will be prepared for presentation to City Council for review and adoption.

Enterprise Fund capital projects may vary from FY2013, 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 FY2014-FY2018 CIP.

EXHIBIT 1 OPERATING BUDGET PROCESS

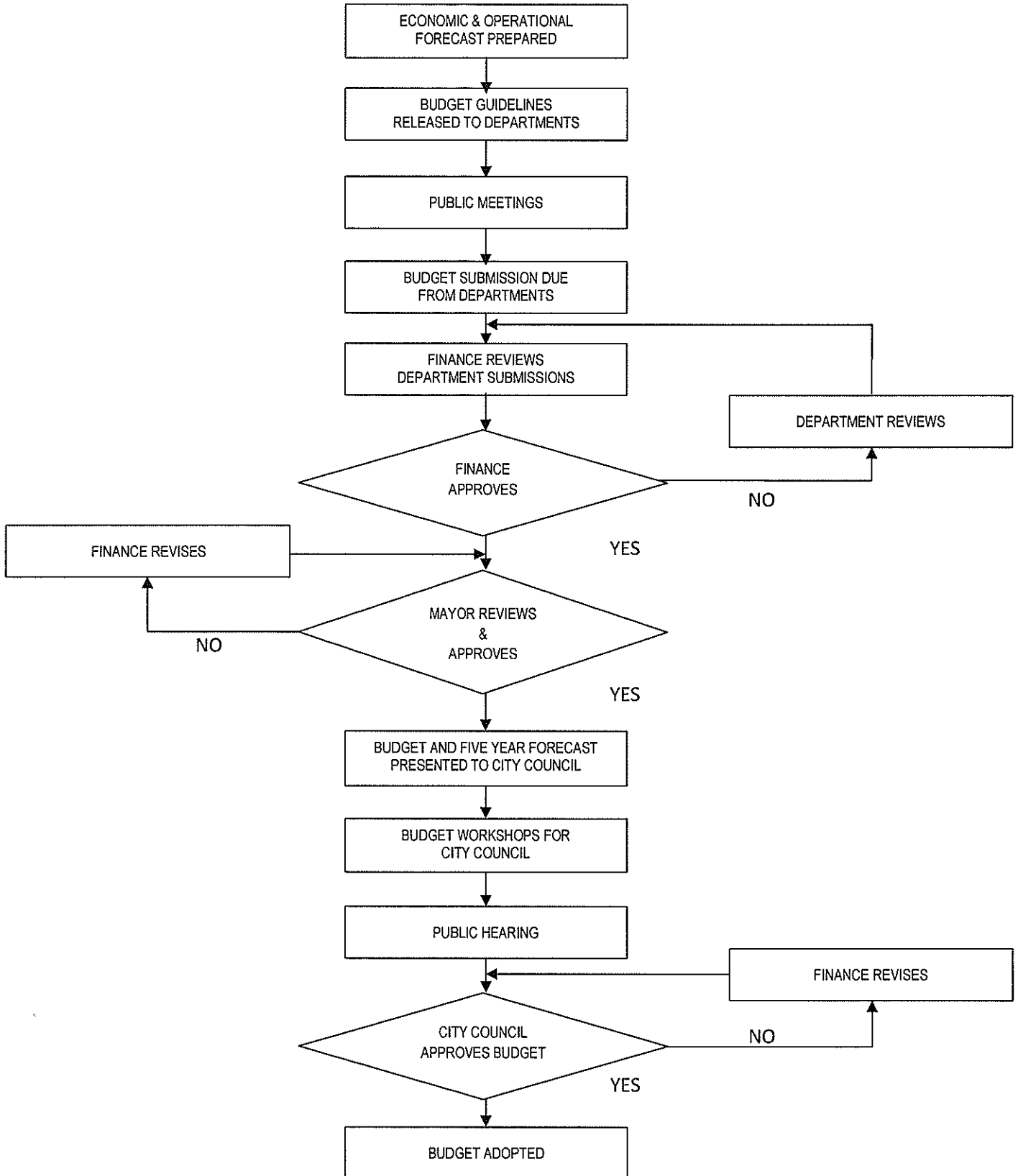
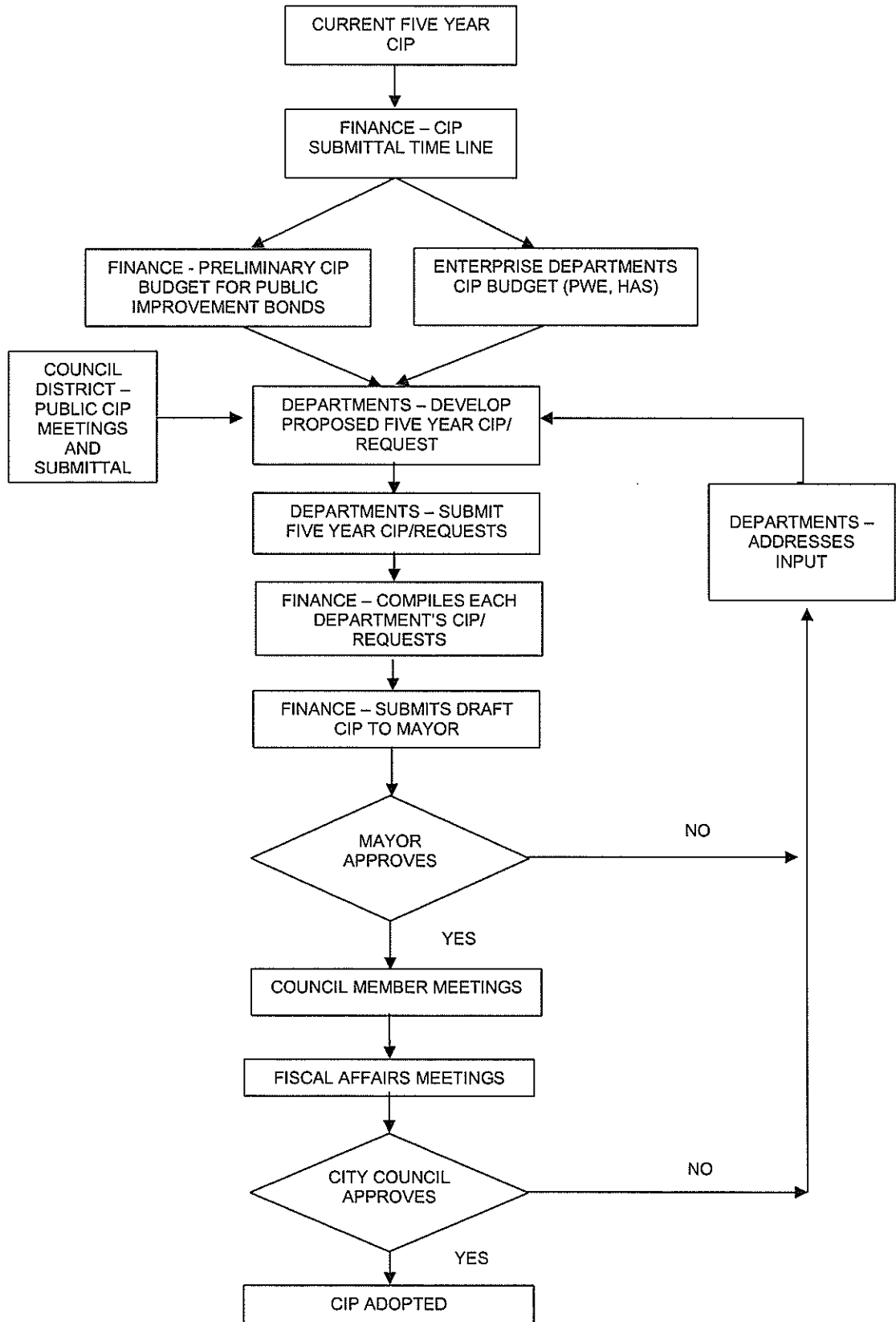


EXHIBIT 2

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	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	Executive review of Proposed Projects	Finance & HCD develop Annual Report
May	Mayor proposes Operating Budget	City Council Member review of draft CIP	Public Hearing on HUD Consolidated Plan Mayor submits Annual Report
May – June	Council Workshops Public Meetings on Budget	Mayor proposes CIP	Council Workshops
June	Council approves Operating Budget	Council approves Capital Improvement Plan	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)

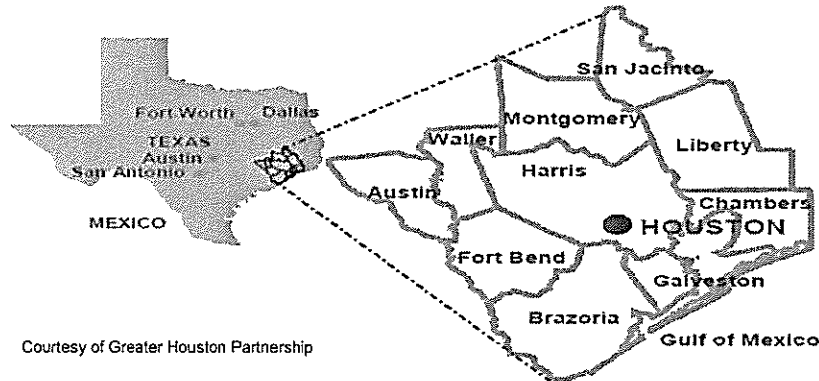
EXHIBIT 3 CIP PREPARATION PROCESS



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 2,145,146 (3,578 people per square mile), just behind New York, Los Angeles and Chicago; and is the largest city in the southern U.S. and Texas.

With 6,086,538 inhabitants in 2011, the 10-county Houston-Sugar Land-Baytown Metropolitan Statistical Area (MSA) is the nation's fifth most populous metro area.



2011 Cities Population				
New York	Los Angeles	Chicago	Houston	Philadelphia
8,244,910	3,819,702	2,707,120	2,145,146	1,536,471
2011 Metro Area Population				
New York, Northern New Jersey, Long Island				19,015,900
Los Angeles, Long Beach, Santa Ana				12,944,801
Chicago, Naperville, Joliet				9,504,753
Dallas, Fort Worth, Arlington				6,526,548
Houston, Sugar Land, Baytown				6,086,538
Philadelphia, Camden, Wilmington				5,992,414
Washington D.C., Arlington, Alexandria				5,703,948

According to the U.S. Census Bureau, Houston's population diversity consists of: white persons not Hispanic 25.6%; black persons 23.7%; American Indian and Alaska Native persons 0.7%; Asian persons 6.0%; Native Hawaiian and other Pacific Islanders 0.1%; and persons of Hispanic or Latino origin 43.8%. Individuals from two or more races made up 3.3% of the city's population. Additionally, as it pertains to Houston's diverse population, 49.8% is female; 25.9% of all persons are under 18 years of age and 9.0% are over 65 years; 28.4% of all persons are foreign born; and 45.8% of all households speak a language other than English.

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.

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

Top Metros of 2012

Site Selection Magazine – March 4, 2013

Top U.S. Manufacturing Cities

Manufacturers' News, Inc. – January 23, 2013

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

Top Destination City

U-Haul International – April 12, 2013

Most Walkable City Among Large Texas Cities

Walk Score – April 2013

Most Multifamily Construction – Houston MSA

AXIOMetrics Inc. – January 30, 2013

Happiest Students – Rice University

The Princeton Review - August 21, 2012

Best Cities For your Career in 2013

Payscale.com (as reported by Yahoo!)- January 3, 2013

Fastest Real GDP Growth Among Large MSAs

Bureau of Economic Analysis – February 22, 2013

Top Counties with the Largest Numeric Population Increase – Harris County

U.S. Census Bureau – March 14, 2013

America's Coolest Cities to Live

Forbes – July 26, 2012

Big Cities Where Self-Employment is Growing the Fastest

Forbes – July 25, 2012

Cities Where a Paycheck Stretches the Furthest

Forbes – July 9, 2012

Top U. S. Manufacturing Cities

Manufacturers' News Inc.– January 23, 2013

Top Metro for Women-Owned Firms by Revenue

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

Largest Retail Market in Texas – Harris Co.

Texas Retail Survey - March 2012

Most Racially/Ethnically Diverse Large Metro Area

Kinder Institute for Urban Research & The Hobby Center for the Study of Texas -March, 2012

Best Cities for Manufacturing Jobs

Forbes – December 15, 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

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 City for Women-Owned Business Revenue

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

Most Racially/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 13,000 physicians and 115 hospitals 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 54 nonprofit and government institutions, including 6 general hospitals and 7 specialized hospitals, 3 medical schools, 4 schools of nursing, 2 schools of pharmacy, a dental school and a community college. The TMC provides over 7.1 million patient visits per year.

EDUCATION

The Houston Independent School District (HISD) is the largest school district in the Houston area. Ranked as the nation's seventh largest district, HISD serves 312 square miles with 288 schools, 13,000 teachers and more than 210,000 students. HISD serves a dynamic, highly diversified community and is one of Houston's largest business enterprises.

Houston boasts more than 40 colleges, university and institutions – offering higher education options to suit all interest.

SELECTED HOUSTON AREA UNIVERSITIES AND COLLEGES OFFERING A FULL RANGE OF CERTIFICATE AND DEGREE PROGRAMS	
Community Colleges	Houston area Universities
Alvin Community College Blinn College Brazosport College College of the Mainland Galveston College Houston Community College System Lee College Lone Star College System San Jacinto College District Wharton County Junior College	Baylor College of Medicine Houston Baptist University Lamar University Prairie View A&M University Rice University Sam Houston State University South Texas College of Law Texas A&M University Texas A&M University at Galveston Texas A&M University Health Science Center 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

ARTS AND ENTERTAINMENT

Houston is home to the Houston Livestock Show and Rodeo, which is the largest rodeo in the world, attracting 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 U.S. 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 nineteen 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 one of the top children's museums 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 U.S. cities that offer year-round resident companies in all major performing arts.

Members of Houston Museum Districts:

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

Houston has professional teams representing football, baseball, basketball and soccer. Houston's stadiums are a sports lover's paradise. The city boasts an array of championship teams such as the Houston Texans, 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, 22,000 seat soccer facility. The state of the art BBVA Compass Stadium opened 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, the 2012 Amateur Athletic Union Junior Olympic games, and the 2013 NBA All Star Games and will host the 2016 NCAA Men's Final Four. Houston's racing facilities include Sam Houston Race Park, a Class 1 thoroughbred/quarter horse race track, which opened April 1994, and Gulf Greyhound Park, a dog race track, which opened November 1992.

Houston Area Sports Teams:

Professional Teams		Collegiate Teams/Mascots
Astros	Major League Baseball – American League	Houston Baptist University – Huskies
Dynamo	Major League Soccer	Rice University – Owls
Energy	Women's Independent Football League	Texas Southern University – Tigers
Rockets	National Basketball Association	University of Houston – Cougars
Texans	National Football League – American Conference	Prairie View A&M – Panthers

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 MSA, which ranks as the fifth 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 6,086,538 residents, creating one of the most dynamic urban centers in the United States.

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 U.S. imports, 2nd in U.S. export tonnage, and 2nd in the U.S. in total tonnage. It is also the nation's leading break-bulk post, handling 65% of all major U.S. 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 8,000 vessels and 200,000 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 200 million tons of cargo moves through the Port of Houston each year, with more than 8,000 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.

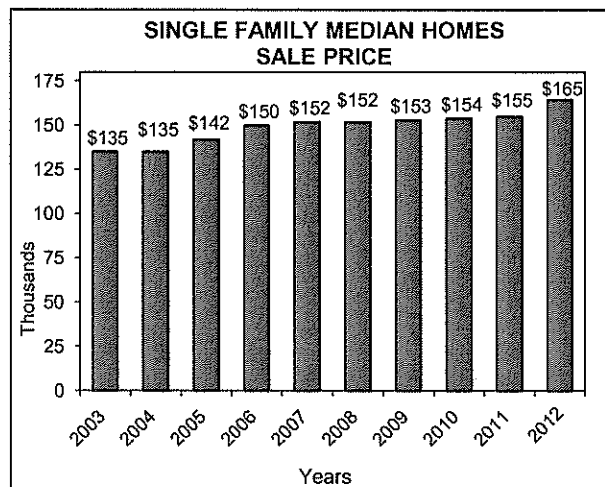
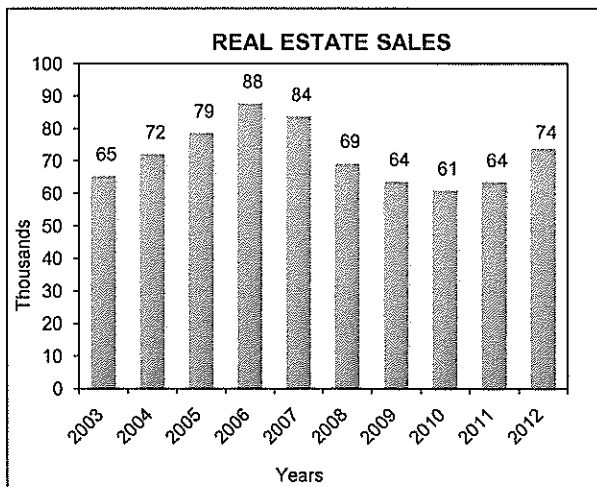
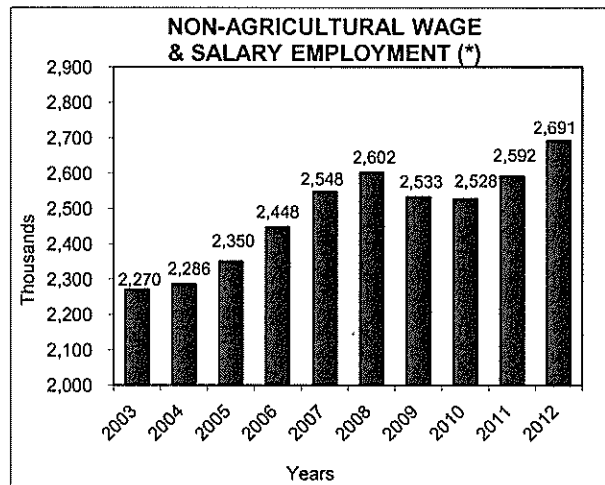
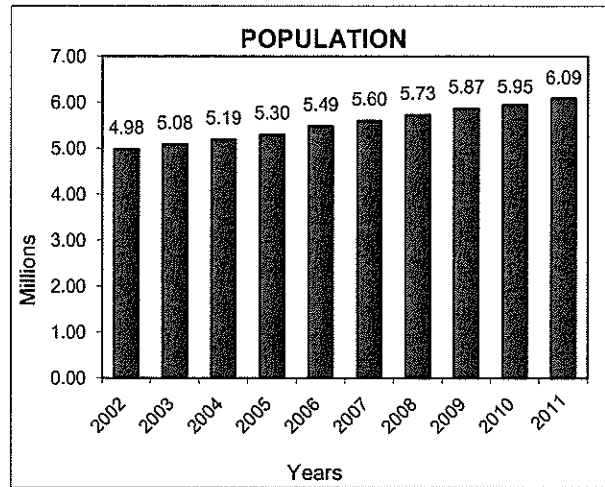
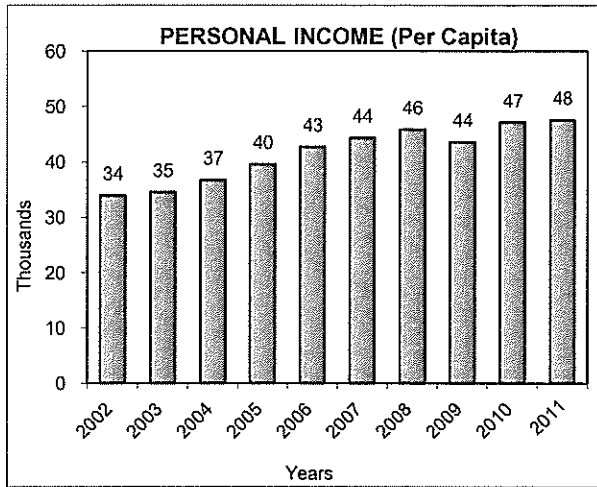
Top US Ports by Tons of Traffic		
Rank	Port	Million Short Tons -2011
1	South Louisiana	246.5
2	Houston	237.8
3	New York	139.2
4	Long Beach	80.3
5	New Orleans	77.1

The Houston Airport System (HAS) ranks as one of the largest multi-airport systems in the world. The system comprises George Bush Intercontinental Airport (IAH), William P. Hobby Airport (HOU) and Ellington Airport (EFD). Scheduled and charter passenger and cargo carriers fly directly to approximately 119 domestic and 74 international destinations in 37 countries from Houston, which ranks IAH third in the U.S. for total nonstop destinations served. IAH, Houston's largest airport and the largest hub for United Airlines, offers daily nonstop and direct flights to major cities in Asia, Canada, Europe, Latin America, Mexico, and the Middle East. IAH is ranked as the seventh largest U.S. mainland gateway airport for international passengers and for total passenger traffic. HOU, Houston's original municipal airport, handles domestic passengers for five airlines and one charter service, and, is a key hub for Southwest Airlines. HOU ranks as the nation's 41st-busiest airport, serving more than 9.0 million passengers each year. EFD is a joint military and civilian airport and serves as a base of operations for the National Aeronautics and Space Administration (NASA) and corporate charters.

Houston Airport System					
Total Passengers					
Year	Deplanements	Enplanements	Total	Increase / (Decrease)	% Change
2008	25,177,160	25,307,218	50,484,378	(1,333,185)	-2.6%
2009	24,197,148	24,308,647	48,505,795	(1,978,583)	-3.9%
2010	24,739,336	24,794,235	49,533,571	1,027,776	2.1%
2011	25,035,509	24,995,235	50,030,744	497,173	1.0%
2012	25,181,461	25,146,943	50,328,404	297,660	0.6%

Johnson Space Center (JSC) is a \$1.5-billion complex which was established as the Manned Spacecraft Center in 1961 and renamed in 1973 to honor the late President and Texas native Lyndon B. Johnson. NASA JSC occupies 1,620 acres 24 miles southeast of downtown Houston. In 2011, JSC had a total estimated workforce of 14,000. While the NASA workforce continues a global reputation for achievement in space exploration, JSC is an economic powerhouse paying for salaries, contracts and grants that create jobs and strengthen business in the Clear Lake and Houston regions and across Texas.

EXHIBIT 4 - HOUSTON MSA AT A GLANCE



MSA: Metropolitan Statistical Area
 * Not Seasonally Adjusted

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

ECONOMIC OUTLOOK

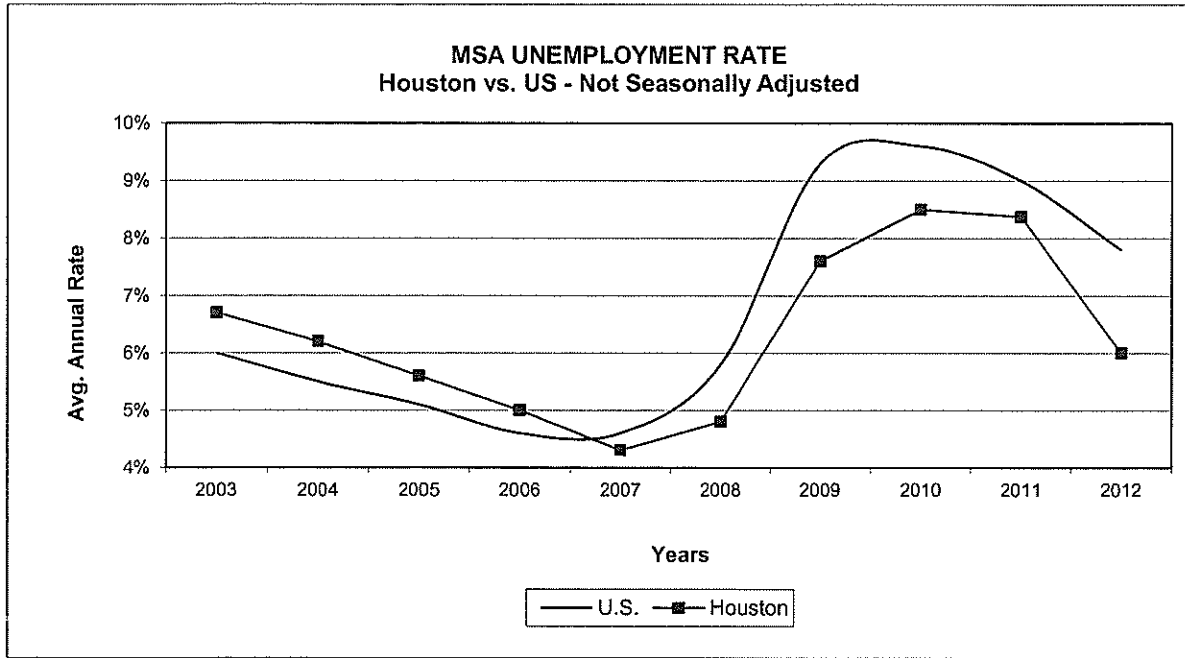
POPULATION

Houston is the nation's fifth 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.

HOUSTON POPULATION ESTIMATES — 2009 - 2011				
County	Houston Primary Metropolitan Statistical Area (PMSA)	Houston-Galveston-Brazoria Consolidated Metropolitan Statistical Area (CMSA)	Houston- Sugar Land-Baytown Metropolitan Statistical Area (MSA)	Houston-Baytown-Huntsville Combined Statistical Area (CSA)
Austin	<i>Not in PMSA</i>	<i>Not in CMSA</i>	28,453	28,453
Brazoria	<i>Not in PMSA</i>	314,615	314,615	314,615
Chambers	35,032	35,032	35,032	35,032
Fort Bend	588,985	588,985	588,985	588,985
Galveston	<i>Not in PMSA</i>	291,960	291,960	291,960
Harris	4,108,374	4,108,374	4,108,374	4,108,374
Liberty	75,718	75,718	75,718	75,718
Matagorda	<i>Not in PMSA</i>	<i>Not in CMSA</i>	<i>Not in MSA</i>	36,717
Montgomery	458,958	458,958	458,958	458,958
San Jacinto	<i>Not in PMSA</i>	<i>Not in CMSA</i>	26,451	26,451
Walker	<i>Not in PMSA</i>	<i>Not in CMSA</i>	<i>Not in MSA</i>	67,641
Waller	43,188	43,188	43,188	43,188
Total	5,310,255	5,916,830	5,971,734	6,076,092
<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 2009-2011</i>				

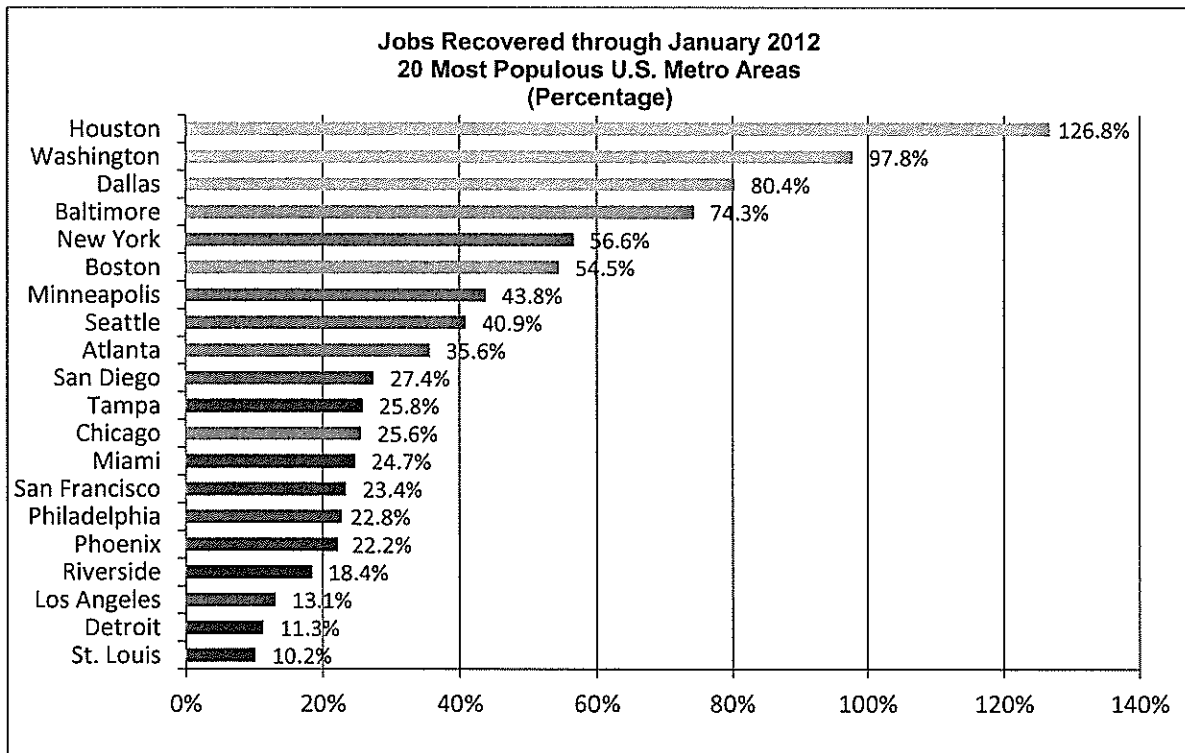
- Harris County contains more people than Oregon.
- The City of Houston is the nation's fourth most populous city.
- MSAs larger than Houston, in descending order of population, are New York, Los Angeles, Chicago, and Dallas-Fort Worth.

The annual average of local unemployment rate (not seasonally adjusted) is 6.8%, 1.0% point lower than the 2012 national unemployment rate.



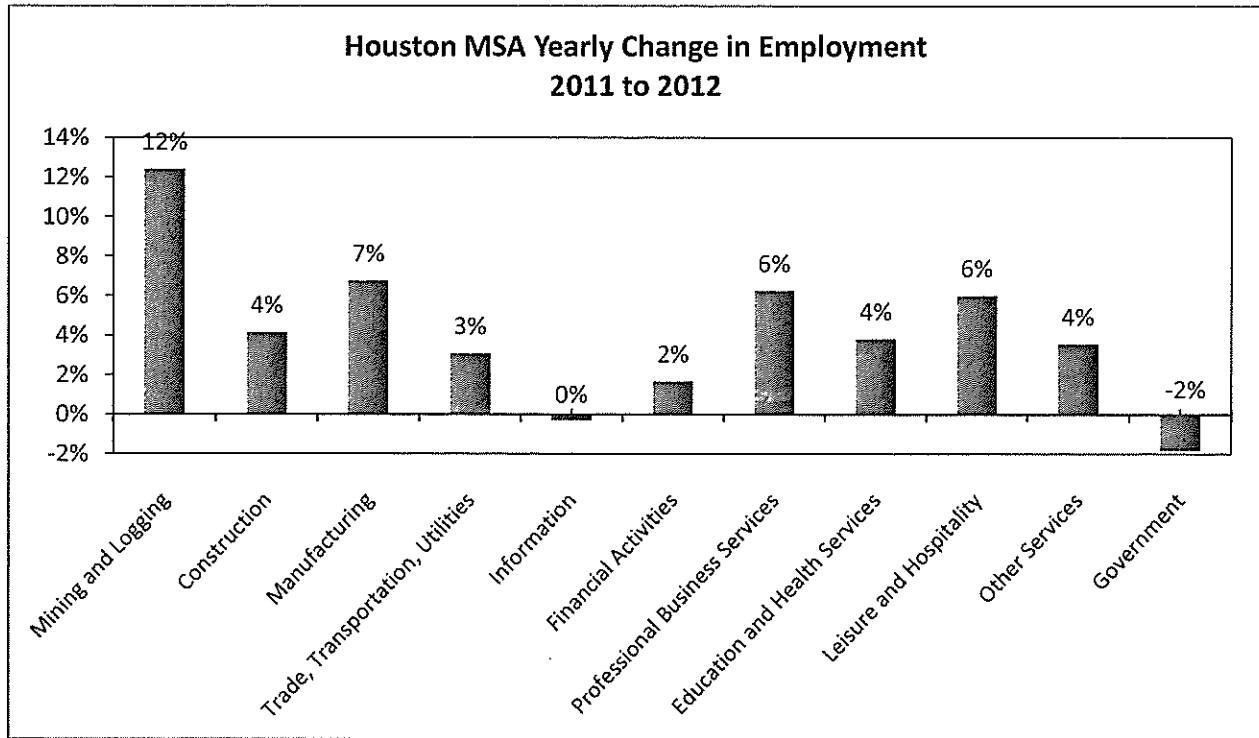
JOBS RECOVERY

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. Nearly all the jobs lost in equipment manufacturing have been recovered.
- 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.



Source: US Bureau of Labor Statistics

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.

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

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 U.S. crude operable capacity
- 30% of U.S. jobs in oil and gas extraction
- 15 of top 20 U.S. natural gas transmission companies have offices in Houston
- 12 of top 20 oil pipeline companies have offices in Houston

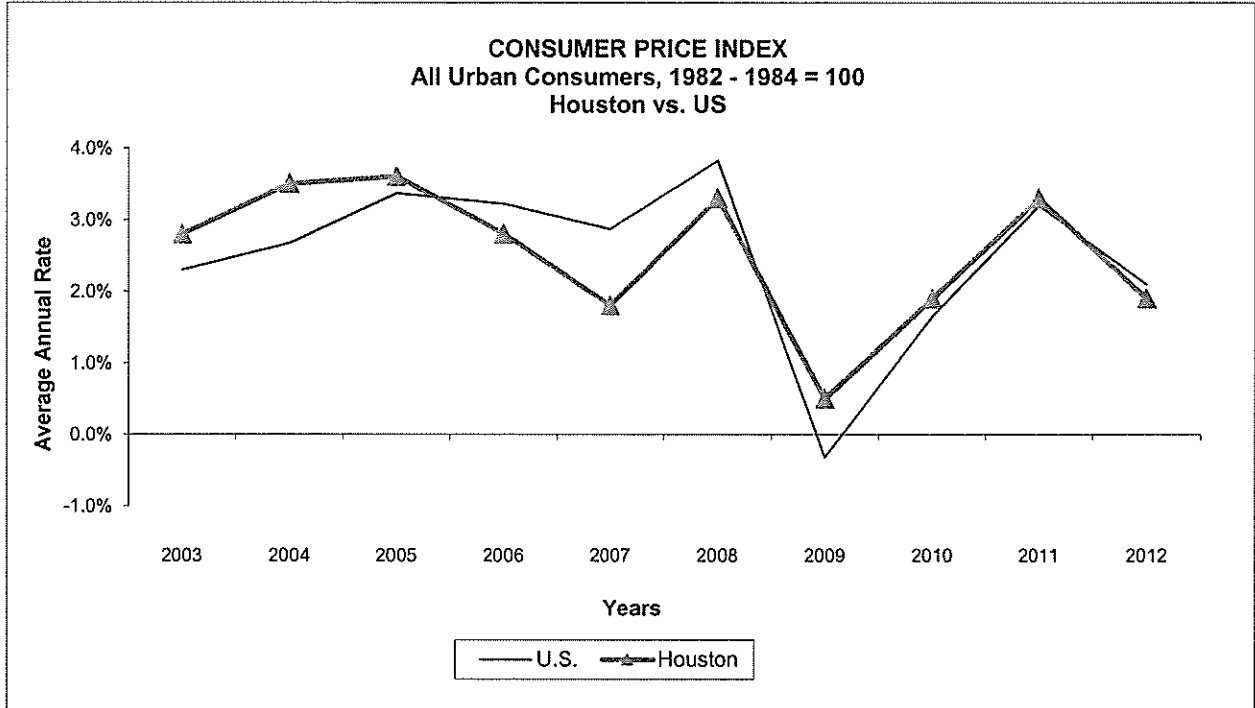
With the demand for energy continuing to increase, Houston will remain the internationally recognized global energy capital.

INCOME

Per capita income is widely used to compare the standards of living in different regions. The per capita money income in Houston for 2011 was \$26,849 vs. \$25,548 for the State of Texas, and \$27,915 for the U.S. In addition for 2011, the median household income among Houstonians was \$44,124 as compared to \$50,920 overall for Texans, and \$52,762 for the nation.

PRICES

Houston prices, as measured by the Consumer Price Index (CPI), rose 1.9% in 2012 compared to the national increase of 2.1%. Average CPI for the local area in 2012 was 204.2 versus 229.6 for the United States, meaning there is a lower cost of living for Houston residents than is the case nationally.

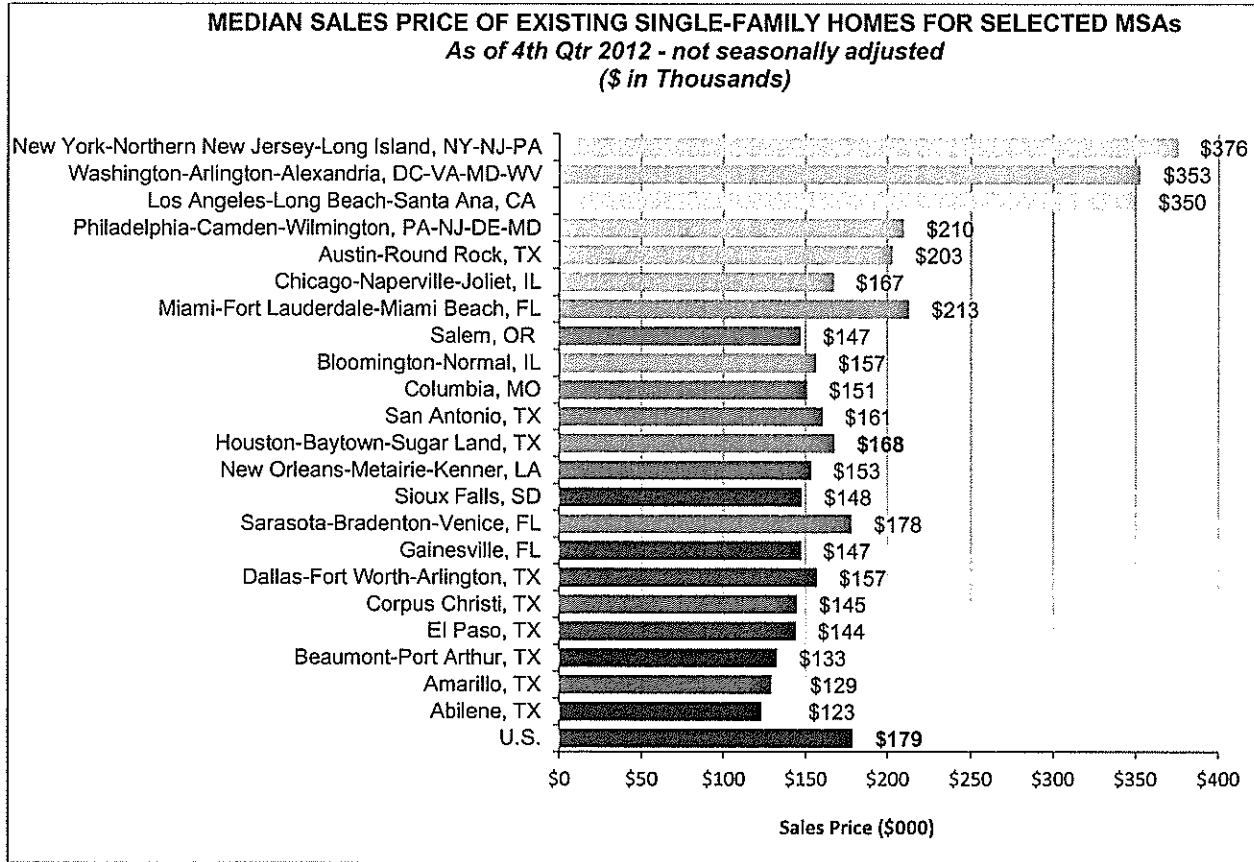


HOUSING COSTS

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 fifth largest metropolitan region in the country is also one of the best bargains when it comes to housing costs. Houston's housing costs are 21.1% below the national average and 37.9% 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 9.2% below the nationwide average for places of all sizes and 18.1% below the large-metro average.

The National Association of Realtors reports that Houston's fourth quarter 2012 median sales price of \$167,800 is \$11,100 lower than the national median sales price of existing single-family homes.

San Jose-Sunnyvale-Santa Clara, CA, has the highest median sales price of single-family homes in 2012 at \$685,000, while Detroit-Warren-Livonia, MI, has the lowest at \$66,700.



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, but in January and February 2013 the inventory of single-family homes held at 3.6 months but slipped slightly in March to 3.5 months. Housing inventory in Houston has now fallen below a four-month supply, dropping in December to 3.7 months from 5.8 months a year earlier.

SUMMARY OF HOUSTON RESIDENTIAL SALES ACTIVITY			
	2012	2011	Percent change
Total Sales	73,994	63,606	16.3
Total dollar volume	\$16,040,186,637	\$13,012,903,352	23.3
Single-family sales	62,229	53,592	16.1
Average price*	\$225,330	\$213,723	5.4
Median price*	\$164,500	\$155,000	6.1

* 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 2012 shows that Houston's overall after-taxes living costs are 9.2% below the nationwide average; due to housing costs that are 21.1% below the average. In the context of the 29 participating metropolitan areas with more than 2 million residents, Houston's cost-of-living advantage is even more pronounced. Houston's housing costs are 37.9% below the average for the large metro areas and its overall costs are 18.1% below the average for this group.

COST OF LIVING COMPARISONS							
Third Quarter 2012 (Average for 304 Urban Areas = 100)							
Metropolitan Statistical Area	Com- posite	Gro- ceries	Housing	Utilities	Trans- porta- tion	Health Care	Misc. Goods & Services
New York-Newark-Edison NY-NJ-PA	156.0	121.8	247.5	126.9	111.9	113.4	118.8
Los Angeles-Long Beach-Santa Ana CA	121.4	103.1	169.2	105.8	107.8	100.7	99.0
Washington-Arlington-Alexandria DC-VA-MD-WV	140.9	116.1	232.2	112.4	103.1	98.3	98.0
Boston-Cambridge-Quincy MA-NH	142.8	118.5	180.5	151.4	108.6	122.9	130.5
Minneapolis-St. Paul-Bloomington MN-WI	109.6	101.5	122.0	99.2	102.9	101.7	108.7
Miami-Fort Lauderdale-Miami Beach FL	110.4	109.3	120.2	101.0	111.3	106.8	105.3
Chicago-Naperville-Joliet IL-IN-WI	109.2	106.4	118.2	105.7	124.0	98.8	100.3
Denver-Aurora CO	105.1	97.3	114.5	89.8	107.3	106.1	104.0
Atlanta-Sandy Springs-Marietta GA	96.5	102.6	86.1	91.4	102.9	97.4	102.6
Houston-Sugar Land-Baytown TX	90.9	87.5	79.0	93.7	92.7	99.3	100.2

Source: Council for Community and Economic Research, ACCRA Cost of Living Index, Third Quarter 2012 (published October 2012)
Note: Data are un-weighted averages for all reporting places in each metropolitan area.

Sources:

- Houston Facts – The Greater Houston Partnership
- Houston Association of Realtors
- National Association of Realtors Quarterly Report
- City of Houston
- The Port of Houston Authority
- Houston Economics – University of Houston Center for Public Policy
- Facts and Figures about the Texas Medical Center – Texas Medical Center
- The Official Guide to Houston – Greater Houston Convention and Visitors Bureau
- Downtown Houston Association
- Harris County – Houston Sports Authority
- Houston Downtown Management District
- US Bureau of Labor Statistics
- US Census Bureau
- US Bureau of Economic Analysis
- Houston Independent School District
- Federal Reserve Bank of Dallas – Houston Branch
- US Government Energy Information Administration
- Houston Business Journal
- Fly-2-Houston – The Houston Airport System
- Susan Combs Texas Comptroller of Public Accounts



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GENERAL FUND SUMMARY

Fund Name: General Fund

Fund No: 1000

	<u>FY2012</u> Actual	<u>FY2013</u> Current Budget	<u>FY2013</u> Estimate	<u>FY2014</u> Budget
Beginning Fund Balance - Unassigned	\$ 129,041,060	171,676,776	171,676,776	170,487,874
Revenue and Other Sources				
General Property Taxes	866,141,061	900,197,000	906,197,000	945,408,000
Industrial Assessment	36,836	14,800,000	29,563,000	15,000,000
Sales Taxes	546,543,436	577,373,000	595,255,883	629,601,816
Other Tax	9,717,263	9,685,000	9,994,000	9,994,000
Electric Franchise	99,764,815	103,696,852	103,696,852	100,526,351
Telephone Franchise	45,466,100	44,606,000	45,213,353	44,622,526
Gas Franchise	22,009,397	19,194,072	19,194,072	16,492,054
Other Franchise	25,519,825	24,174,726	25,793,982	26,812,126
Licenses and Permits	24,585,845	29,501,563	32,282,768	32,819,494
Intergovernmental	12,123,694	10,331,968	12,445,710	21,064,471
Charges for Services	45,370,062	45,320,804	46,307,658	47,758,915
Direct Interfund Services	41,468,902	43,958,996	44,646,142	46,454,662
Indirect Interfund Services	18,254,790	16,849,609	16,849,609	20,558,350
Municipal Courts Fines and Forfeits	34,415,942	34,485,507	33,573,903	33,799,303
Other Fines and Forfeits	2,774,105	5,051,012	4,654,808	4,648,235
Interest	4,432,642	4,000,000	3,000,000	3,000,000
Miscellaneous/Other	4,069,616	8,064,027	7,613,897	8,058,352
Total Revenue and Other Sources	<u>1,802,694,331</u>	<u>1,891,290,136</u>	<u>1,936,282,637</u>	<u>2,006,618,655</u>
Other Resources				
Proceeds from Notes	0	0	10,954,611	0
Sale of Capital Assets	1,504,033	4,500,000	4,757,101	2,500,000
Transfers From Other Funds	53,143,992	27,077,909	27,922,494	27,769,721
Total Other Resources	<u>54,648,025</u>	<u>31,577,909</u>	<u>43,634,206</u>	<u>30,269,721</u>
Total Available Resources	<u>1,986,383,416</u>	<u>2,094,544,821</u>	<u>2,151,593,619</u>	<u>2,207,376,250</u>
Expenditures and Other Uses				
Public Safety				
Fire Department	420,198,413	433,270,153	433,270,153	447,379,021
Forensic Services	19,148,072	18,921,481	18,300,533	0
Houston Emergency Center	11,549,650	11,855,355	11,855,355	12,171,235
Municipal Courts Department	21,223,911	24,005,115	24,005,115	25,366,404
Police Department	621,739,407	678,430,660	679,051,608	722,582,051
Public Safety	<u>1,093,859,453</u>	<u>1,166,482,764</u>	<u>1,166,482,764</u>	<u>1,207,498,711</u>
Development & Maintenance Services				
General Services	45,689,296	49,726,561	49,726,561	48,879,362
Planning & Development	6,656,886	7,550,302	7,550,302	7,994,659
Public Works & Engineering	37,015,305	37,556,100	37,556,100	35,119,100
Solid Waste Management	65,749,230	69,373,412	69,373,412	70,554,993
Development & Maintenance Services	<u>155,110,717</u>	<u>164,206,375</u>	<u>164,206,375</u>	<u>162,548,114</u>

GENERAL FUND SUMMARY

Fund Name: General Fund

Fund No: 1000

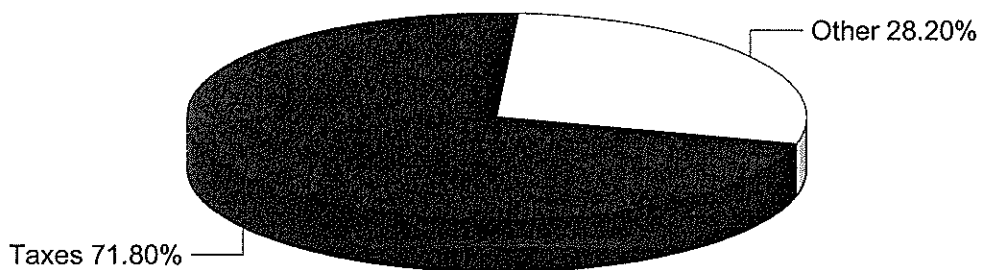
	<u>FY2012 Actual</u>	<u>FY2013 Current Budget</u>	<u>FY2013 Estimate</u>	<u>FY2014 Budget</u>
Human & Cultural Services				
Department of Neighborhoods	9,130,879	10,529,276	10,529,276	11,327,476
Health and Human Services	40,123,095	44,355,348	44,355,348	55,834,199
Housing & Community Development	598,867	2,514,299	2,514,299	1,348,277
Library	31,606,975	33,361,877	33,361,877	38,344,745
Parks and Recreation	63,156,169	64,456,514	64,456,514	65,937,168
Human & Cultural Services	<u>144,615,985</u>	<u>155,217,314</u>	<u>155,217,314</u>	<u>172,791,865</u>
Administrative Services				
Administration and Regulatory Affairs	25,661,854	28,800,097	28,800,097	26,011,756
City Controller	6,944,811	7,891,540	7,891,540	8,397,862
City Council	5,477,963	6,352,048	6,352,048	6,613,136
City Secretary	729,593	836,435	836,435	861,580
Finance Department	22,027,138	11,693,841	11,693,841	17,671,847
Houston Information Technology Services	16,857,169	19,442,243	19,442,243	21,263,432
Human Resources	3,118,634	3,245,868	3,245,868	3,493,803
Legal	12,531,328	14,112,402	14,112,402	15,233,246
Mayor's Office	5,335,378	6,164,272	6,164,272	7,072,469
Office of Business Opportunity	1,997,567	2,352,405	2,352,405	2,574,027
Administrative Services	<u>100,681,435</u>	<u>100,891,151</u>	<u>100,891,151</u>	<u>109,193,158</u>
General Government				
General Government	95,776,531	139,105,141	139,105,141	176,165,042
General Government	<u>95,776,531</u>	<u>139,105,141</u>	<u>139,105,141</u>	<u>176,165,042</u>
Total Expenditures Other Than Debt Service	<u>1,590,044,121</u>	<u>1,725,902,745</u>	<u>1,725,902,745</u>	<u>1,828,196,890</u>
Debt Service				
Transfer to PIB Bonds Debt Service	220,506,734	240,203,000	240,203,000	243,000,000
Debt Service	<u>220,506,734</u>	<u>240,203,000</u>	<u>240,203,000</u>	<u>243,000,000</u>
Total Expenditures and Other Uses	<u>1,810,550,855</u>	<u>1,966,105,745</u>	<u>1,966,105,745</u>	<u>2,071,196,890</u>
Fund Balance - Unassigned	<u>175,832,561</u>	<u>128,439,076</u>	<u>185,487,874</u>	<u>136,179,360</u>
Total Budget	<u>1,986,383,416</u>	<u>2,094,544,821</u>	<u>2,151,593,619</u>	<u>2,207,376,250</u>
Changes to Unassigned Fund Balance	(7,720,000)	(15,000,000)	(15,000,000)	1,000,000
Prepaid Items and Imprest Cash	3,564,215	0	0	0
Ending Fund Balance - Unassigned	<u>171,676,776</u>	<u>113,439,076</u>	<u>170,487,874</u>	<u>137,179,360</u>
Amount Assigned for:				
Rainy Day Fund	5,000,000	20,000,000	20,000,000	20,000,000
Payment to American Traffic Solutions (ATS)*	2,720,000	2,720,000	2,720,000	1,720,000
Ending Fund Balance - Unassigned	171,676,776	113,439,076	170,487,874	137,179,360
Total Ending Fund Balance	<u>\$ 179,396,776</u>	<u>136,159,076</u>	<u>193,207,874</u>	<u>158,899,360</u>

* Funds reserved for Red Light Camera related to settlement payment in the event collections from delinquent accounts are not sufficient. The General Fund Summary in some cases may not agree with some of the departmental totals due to prior year restatements.

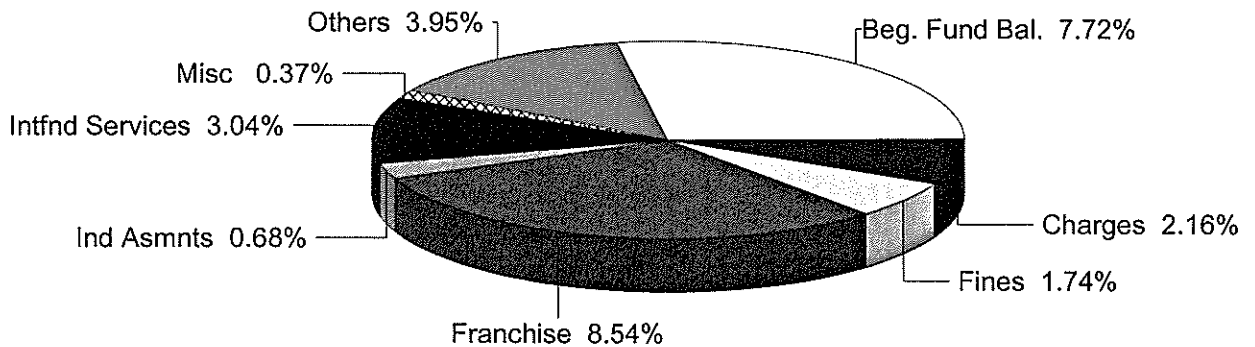
GENERAL FUND RESOURCES SUMMARY

The General Fund is the City of Houston's largest operating fund. With total resources of \$2.2 billion budgeted in FY2014, this fund relies heavily on various forms of revenue to finance its operations. As illustrated below, approximately 72% percent of the total resources in the General Fund are from property and sales taxes.

GENERAL FUND RESOURCES FY2014 BUDGET



COMPOSITION OF OTHER (ABOVE)

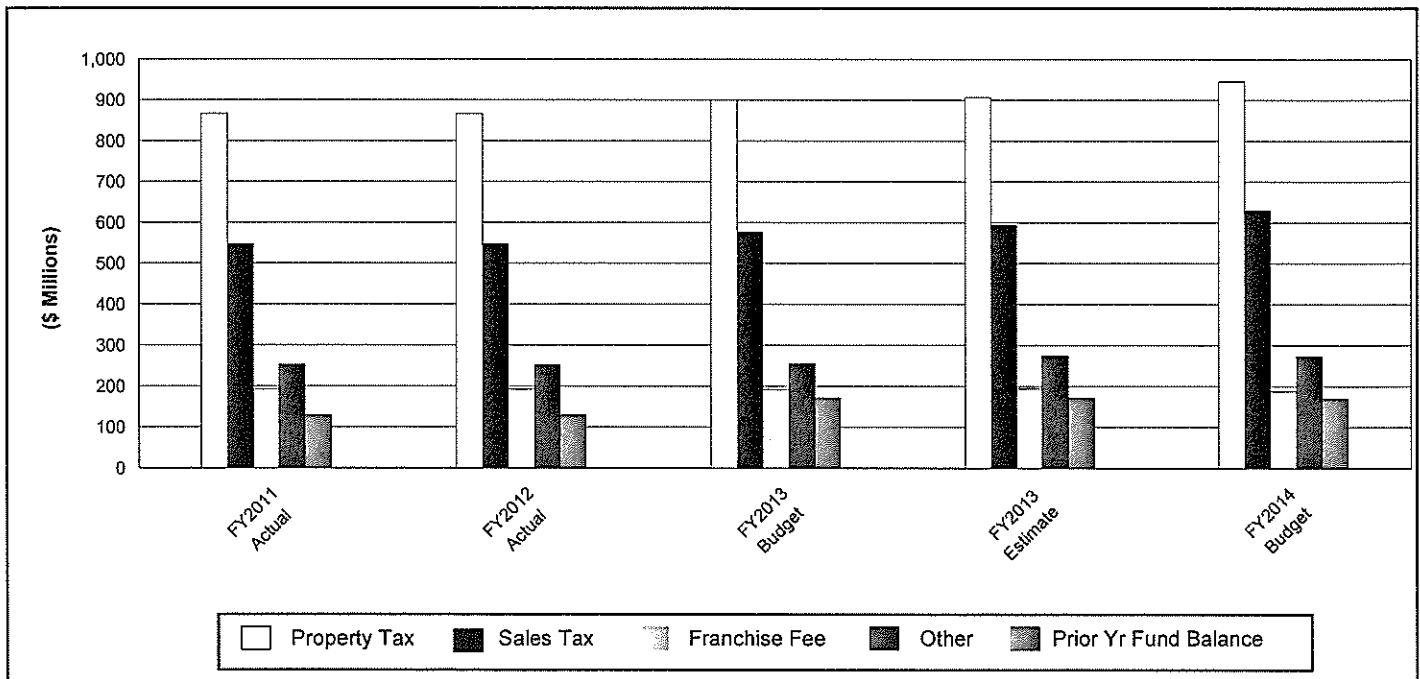


The composition of the FY2014 General Fund resources is listed below:

<u>RESOURCE CATEGORIES</u>	<u>RESOURCE FY2014 BUDGET*</u>	<u>% OF TOTAL BUDGET</u>
Taxes:		
Property Taxes	\$ 945,408	42.83%
Sales Taxes	629,602	28.52%
Other Tax	9,995	0.45%
Franchise Fees	188,453	8.54%
Industrial District	15,000	0.68%
Licenses and Permits	32,819	1.49%
Intergovernmental	21,063	0.95%
Charges for Services	47,759	2.16%
Interfund Services	67,013	3.04%
Fines and Forfeits	38,448	1.74%
Interest	3,000	0.14%
Miscellaneous/Other	8,058	0.37%
Total Revenue	2,006,618	90.91%
Sale of Capital Assets	2,500	0.11%
Transfers In	27,770	1.26%
Beginning FY2014 Fund Balance	170,488	7.72%
TOTAL RESOURCES	\$ 2,207,376	100.00%
* 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
FY2011 THROUGH FY2014**



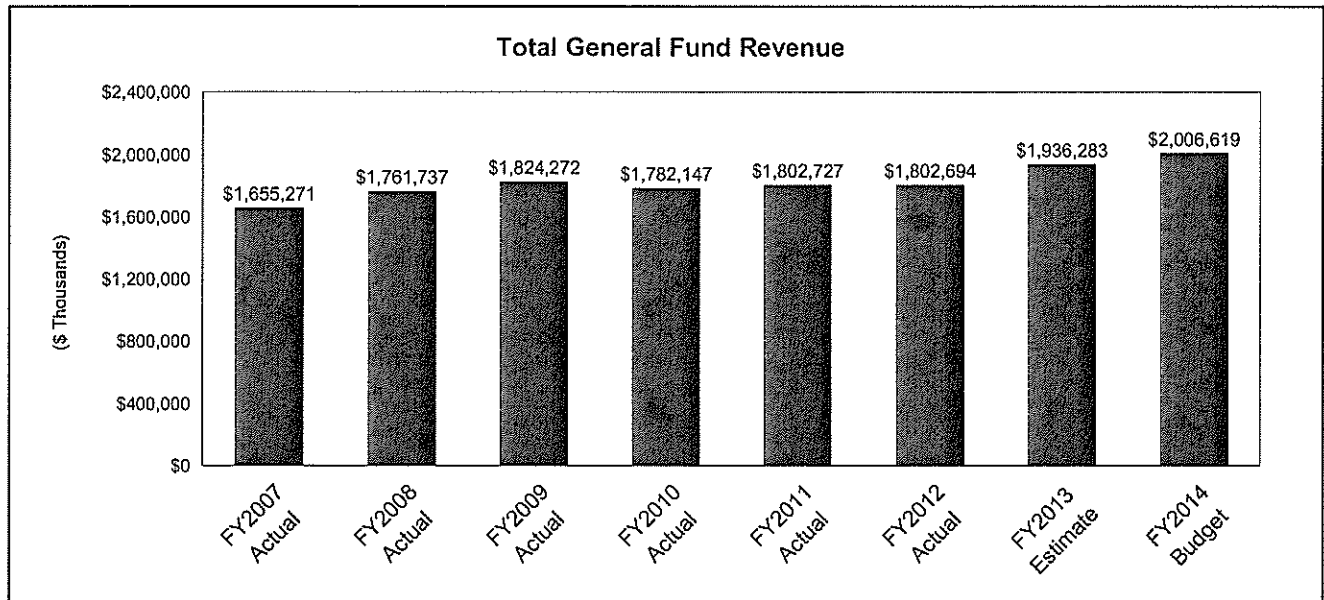


Table I below provides the FY2014 General Fund revenue budget by categories. As shown, the total revenue is expected to be \$2 billion or \$70.3 million higher than the projected FY2013 revenue.

Table I
FY2014 Revenue Budget
Compared with FY2013 Estimate

Category	Projected Revenue (\$ Thousands)		
	FY2013 Estimate	FY2014 Budget	Increase / (Decrease)
General Property Taxes	906,197	945,408	39,211
Industrial Assessment	29,563	15,000	(14,563)
Sales Taxes	595,256	629,602	34,346
Other Tax	9,994	9,994	0
Electric Franchise	103,697	100,526	(3,171)
Telephone Franchise	45,213	44,623	(590)
Gas Franchise	19,194	16,492	(2,702)
Other Franchise	25,794	26,812	1,018
Licenses and Permits	32,283	32,819	536
Intergovernmental	12,446	21,064	8,618
Charges for Services	46,308	47,759	1,451
Direct Interfund Services	44,646	46,455	1,809
Indirect Interfund Services	16,850	20,558	3,708
Municipal Courts Fines and Forfeits	33,574	33,799	225
Other Fines and Forfeits	4,655	4,648	(7)
Interest	3,000	3,000	0
Miscellaneous/Other	7,614	8,058	444
Total	1,936,283	2,006,619	70,336

Table II provides the revenue estimate for each distinct revenue source that is expected to produce at least \$3 million in FY2014. 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)		
	FY2013 Estimate	FY2014 Budget	Increase/ (Decrease)
Property Tax	906,197	945,408	39,211
Sales Tax	595,256	629,602	34,346
Industrial Assessments	29,563	15,000	(14,563)
Mixed Beverage Tax	9,800	9,800	0
Electric Franchise	102,197	99,026	(3,171)
Telephone Franchise	45,075	44,623	(452)
Gas Franchise Fees	19,194	16,492	(2,702)
Cable TV Franchise Fees	19,718	20,500	782
Solid Waste Hauler Franchise Fee	6,000	6,250	250
Licenses and Permits	32,283	32,819	536
TIRZ Funding	9,562	10,054	492
Intergovernmental Revenue - 1115 Waiver	1,814	10,340	8,526
Ambulance Fees	33,245	32,335	(910)
Platting Fees	4,552	5,791	1,239
Other Charges for Services	8,511	9,633	1,122
Interfund Police Protection	22,098	23,232	1,134
Interfund Fire Protection	16,517	17,276	759
Other Direct Interfund	6,031	5,947	(84)
Indirect Cost Recovery	16,850	20,558	3,708
Moving Violations	18,469	18,600	131
Other Municipal Courts Fines and Forfeitures	15,105	15,199	94
Interest	3,000	3,000	0
Miscellaneous/Other	7,614	8,058	444
All Other Revenues	7,632	7,076	(556)
Total	1,936,283	2,006,619	70,336

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.

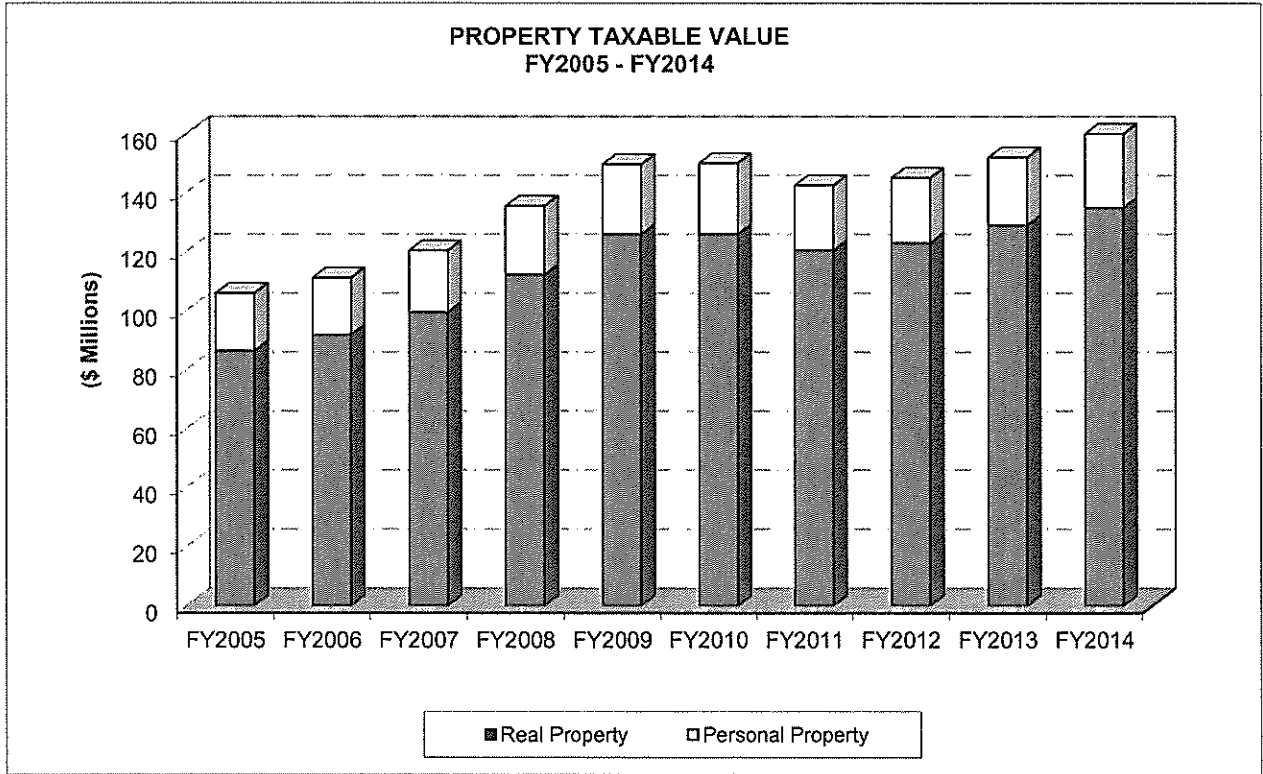
CAD notifies taxpayers of appraised values by May 15th of each year or as soon thereafter as practicable. Taxpayers may protest appraised values or the exemption status of their properties. Hearings of protests are conducted by the Appraisal Review Board of CAD. Chief Appraiser of CAD certifies appraisal 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 January 31st 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 FY2014 property tax value estimate is derived from CAD certified projections provided to the City in April 2013. The taxable value used was \$159.4 billion, which is a net of the senior/disabled exemptions. 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 \$146.7 billion.

The Finance Department applied an assumed 63.875 cent per \$100 taxable value to this tax base, along with a 97.6% collection ratio and assumptions for prior year taxes collection of \$29.7 million, to arrive at a net revenue estimate of \$945.4 million. This revenue is approximately 4.33% higher than the estimated FY2013 revenue of \$906.2 million.

Below is a graph showing the ten-year history of property taxable values in Houston, with the \$159.4 billion estimate shown for FY2014.



FISCAL YEAR 2014 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	129,096	23,692	152,788
2014	2013	134,771	24,609	159,380*

*County Appraisal District Certified Estimates, as of April 2013.

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 \$945.4 million, which is below the capped level of \$965.7 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 (1) 2,145,146 + 2.1765%	2011 200.495 + 3.2564%
July 1, 2012 (2) 2,151,475 + 0.2950%	2012 204.213 + 1.8544%

	<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	<u>0.2779%</u>
FY2011 CAP	\$875,005
Population Increase 2010	0.0000%
CPI Increase 2010	<u>1.9302%</u>
FY2012 CAP	\$891,895
Population Increase 2011	2.1765%
CPI Increase 2011	<u>3.2564%</u>
FY2013 CAP	\$940,350
Population Increase 2012	0.2950%
CPI Increase 2012	<u>1.8544%</u>
FY2014 CAP	\$960,563

FY2013 Estimates	\$906,197
FY2014 CAP (Based on 4.5% Increase from FY2013 Estimate)	\$946,976
Final FY2014 CAP (the Lower FY2014 CAP Plus \$18.71 million) (4)	\$965,686

- (1) Population numbers based upon the US Census Bureau estimate most recently published when deciding limits of each respective year's property tax revenue budget increase.
- (2) July 1, 2012 population is the City's estimate. The US Census Bureau figures will be available in late June 2013.
- (3) CPI increase based on the change in the CPI-U for 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 FY2014 is \$18.71 million.

Sales Tax

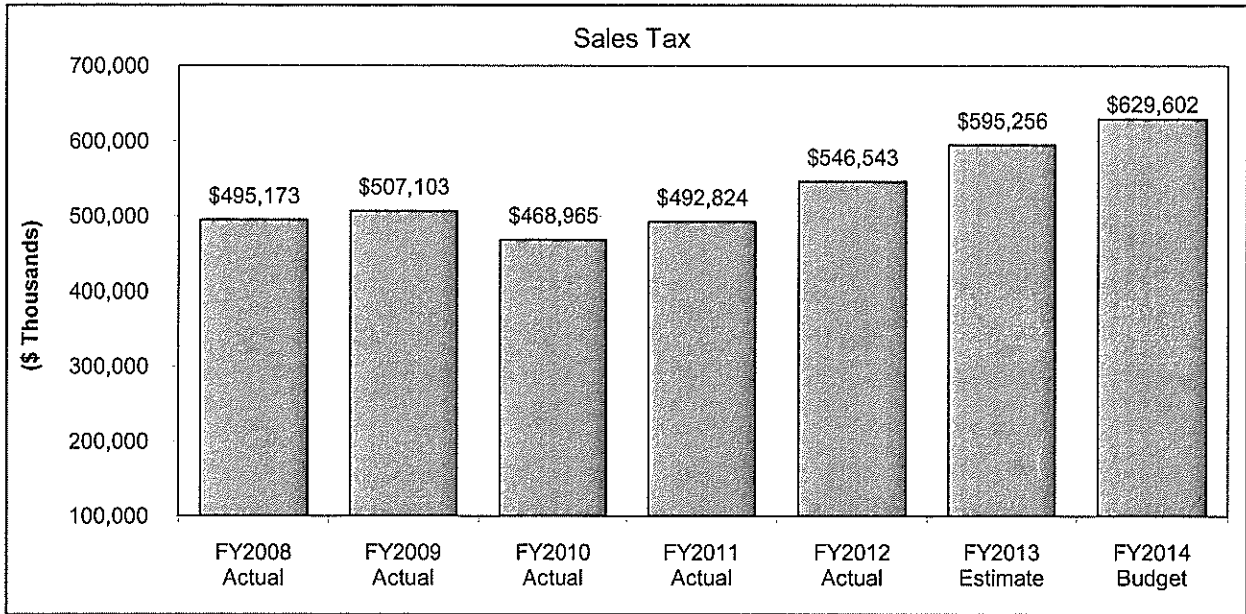
General sales and use taxes are imposed upon the sale or consumption of certain goods and services at the point of sale. In the City of Houston, a \$0.0825 sales and use tax is applied for every dollar of sales. The Metropolitan Transit Authority (METRO) receives \$0.01, and the State of Texas receives \$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 FY2013 grew much more rapidly than expected a year ago, the same growth patterns will continue through FY2014, but year-over-year sales growth will gradually stabilize. The FY2014 budget amount of \$629.6 million is approximately \$34.3 million, or 5.76%, higher than FY2013 estimate amount of \$595.3 million.

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 US economy picks up in the first half of FY2014, and continues at a strong pace. The Houston economy is expected to lead the national pattern, aided by the boom in the energy industry. Domestic drilling, which has been declining since late 2011, stabilizes in early 2013 and is expanding by late in the year. The result is an increase in new jobs in Houston. The acceleration of the economy and tax revenues is expected in FY2014 reflecting a resumption of the strong economic growth that Houston has enjoyed for most of the last decade.

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



Industrial District Assessments

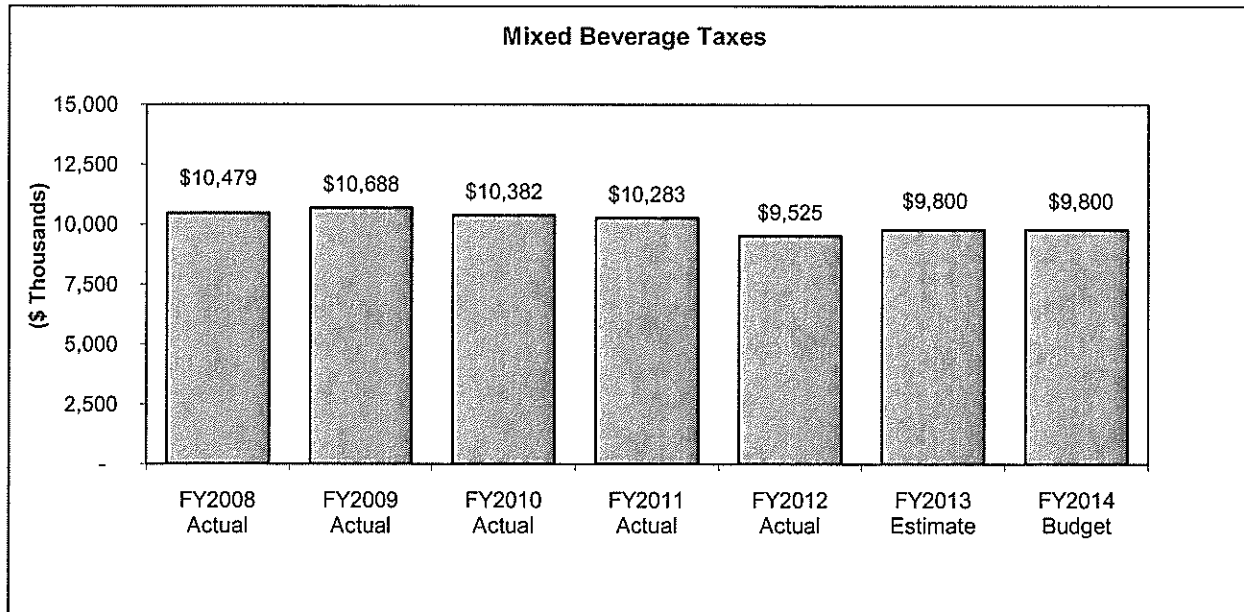
The City of Houston has Industrial District Contract Agreements having a term of fifteen years with more than 100 companies that are located within the Houston Extra-Territorial Jurisdiction (ETJ). A contractually reduced ad valorem assessed valuation fee is calculated and billed annually to each of 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. The industrial district revenue contracts expired in 2011 and they were renegotiated through fiscal years FY2012 and FY2013. These contract agreements will need to be renewed in the Industrial District.

The FY2013 Estimates for Industrial District Assessments of \$29.6 million includes prior year collection as a result of the contract renegotiations. The FY2014 revenue is currently estimated at \$15 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, 8.3065% of the tax paid is allocated to the county where each business is located. For any business located within an incorporated city, another 8.3065% 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 preceding the month the allocation is distributed.

For the FY2014 projection, we are anticipating the revenue estimate of \$9.8 million reflecting the trend in recent years. 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 \$99.0 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 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 based on kilowatt-hours delivered in the City.

The FY2013 electric franchise fee estimate is \$102.2 million. The FY2014 electric franchise fee estimate of \$99.0 million is approximately 3.1% lower than the FY2013 estimate. Kilowatt-hour consumption for calendar year 2012 was down 2.85% from 2011.

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

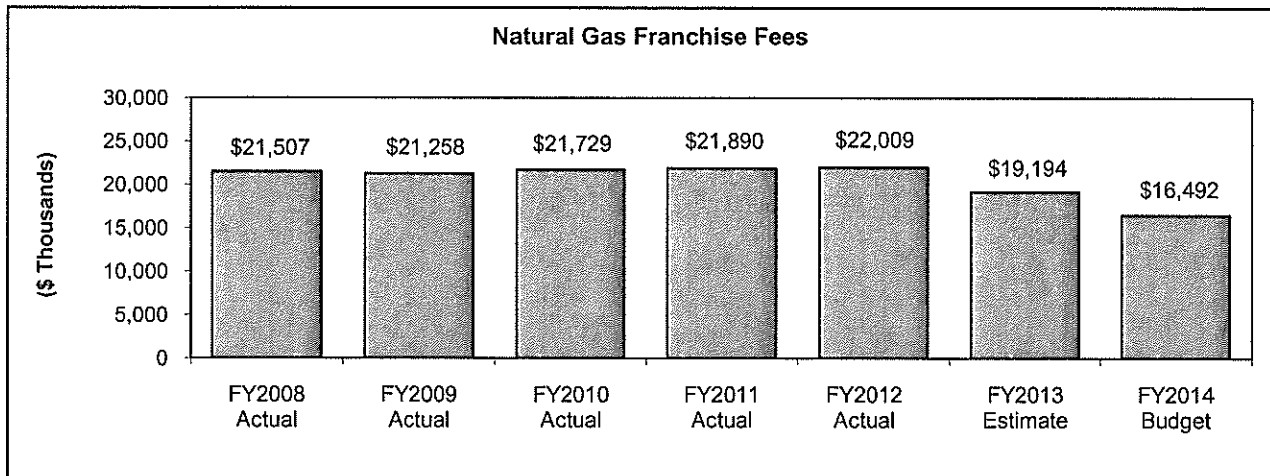
Natural Gas Franchise

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 estimate for FY2013 natural gas franchise fees from CenterPoint is approximately \$19.2 million. The FY2014 natural gas franchise fee estimate is \$16.5 million, a decrease of 14.1% from FY2013. The price of natural gas has continued to drop over the last several years, resulting in decreased gross revenues for CenterPoint, which in turn results in decreased franchise fees.

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



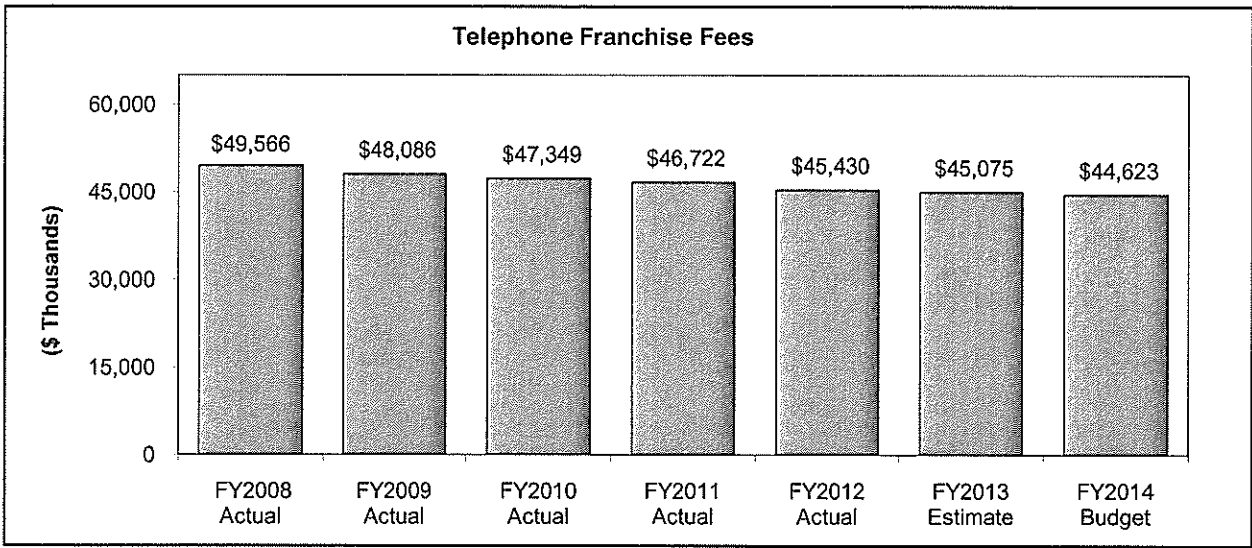
The City of Houston exercises original jurisdiction over the rates, operations and services of these natural gas utilities for the Houston area.

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 - \$1.77; non-residential - \$5.99; and point-to-point - \$16.98.

The FY2013 estimate for telephone franchise fee is \$45.1 million, exclusive of audit recoveries. The FY2014 projection of \$44.6 million is a 1.1% decrease from FY2013'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. The cable franchises expire after 2015. 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 57.3% of the total cable franchise revenue projection for FY2014. The projection for FY2014 is \$20.5 million, which is 4% higher than the FY2013 estimate of \$19.7 million.

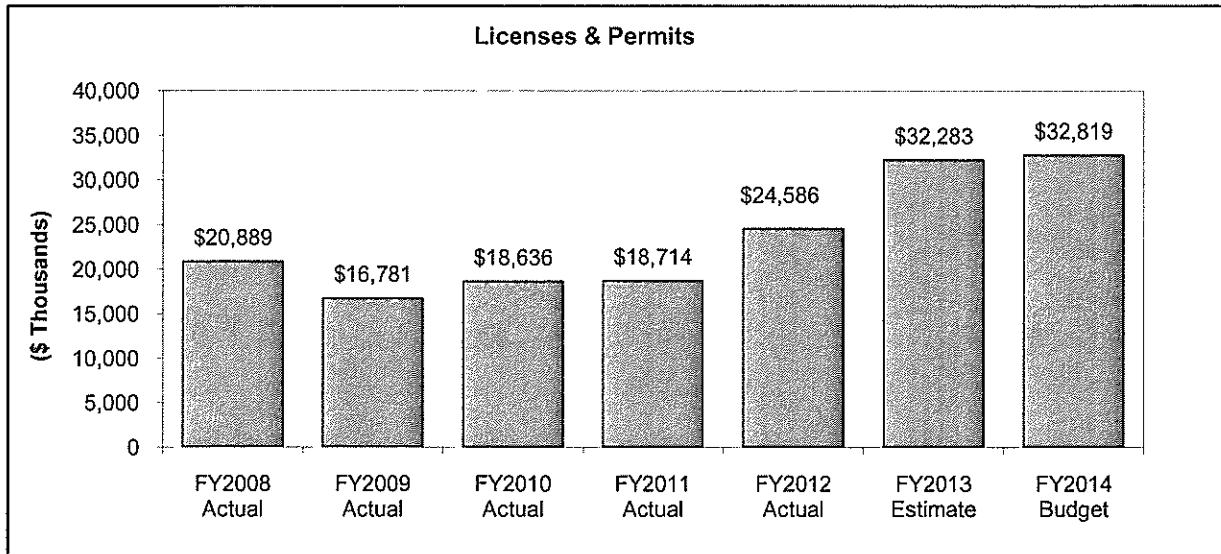
Solid Waste Hauler Franchise Fees

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 FY2013 estimate for solid waste hauler franchise fees is \$6.0 million, exclusive of audit recoveries. The FY2014 estimate of \$6.25 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 FY2014 revenue is estimated at \$32.8 million, which is approximately \$537,000 higher than FY2013 estimate of \$32.3 million.



Ambulance Fees

City of Houston Code of Ordinance Chapter 4 permits the City to provide emergency medical services including ambulance transport to the public and permits the City to partially 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 Xerox Corporation. Xerox 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 second year of a five-year contract renewal. At the end of the five-year term (August 2016), the City can opt to renew the contract.

The revenue projection for emergency medical services provided by the City of Houston for FY2014 is \$32.3 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 FY2014 revenues are estimated at \$5.8 million, approximately \$1.2 million, or 27.2% higher than the FY2013 estimates of \$4.6 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 FY2014, revenues of \$9.6 million are projected, an increase of \$1.1 million, or 13.2% higher than the FY2013 estimate of \$8.5 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 FY2014 projection of \$23.2 million is \$1.1 million or approximately 5.1% higher than the FY2013 estimates of \$22.1 million.

The Aviation Enterprise Fund also pays for fire protection provided by the Fire Department to the Houston Airport System. The FY2014 projection of \$17.3 million reflects an increase of \$759,000 over the FY2013 estimate of \$16.5 million.

FISCAL YEAR 2014 BUDGET

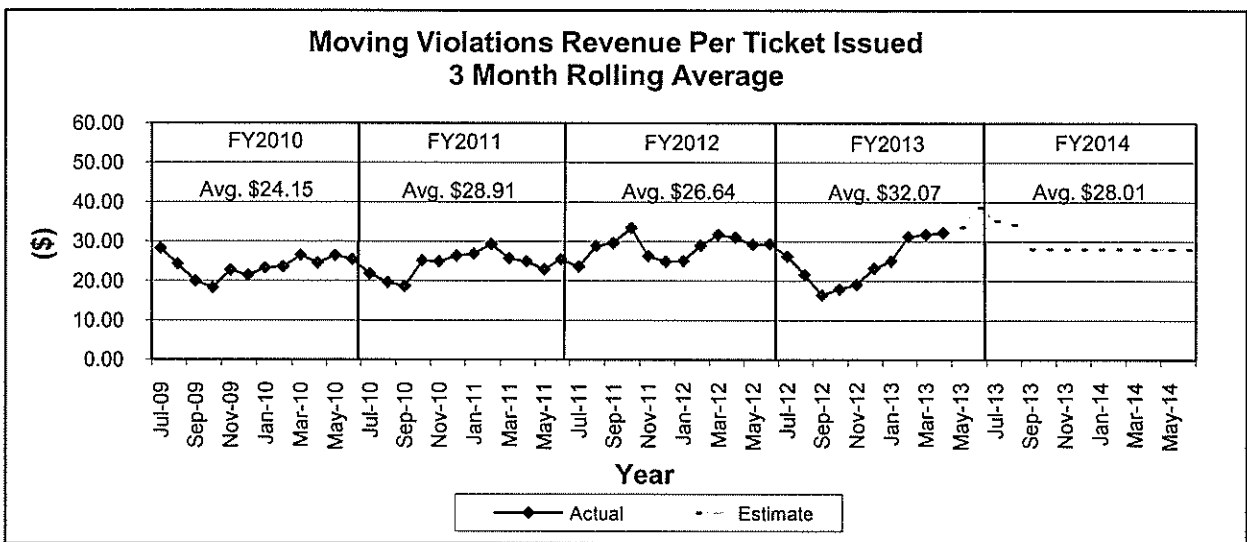
Payments received for other direct services performed by the General Fund are recovered throughout the year. The FY2014 projection of \$5.9 million is approximately \$84,000 lower than the FY2013 estimate of \$6 million.

Indirect Cost Recovery

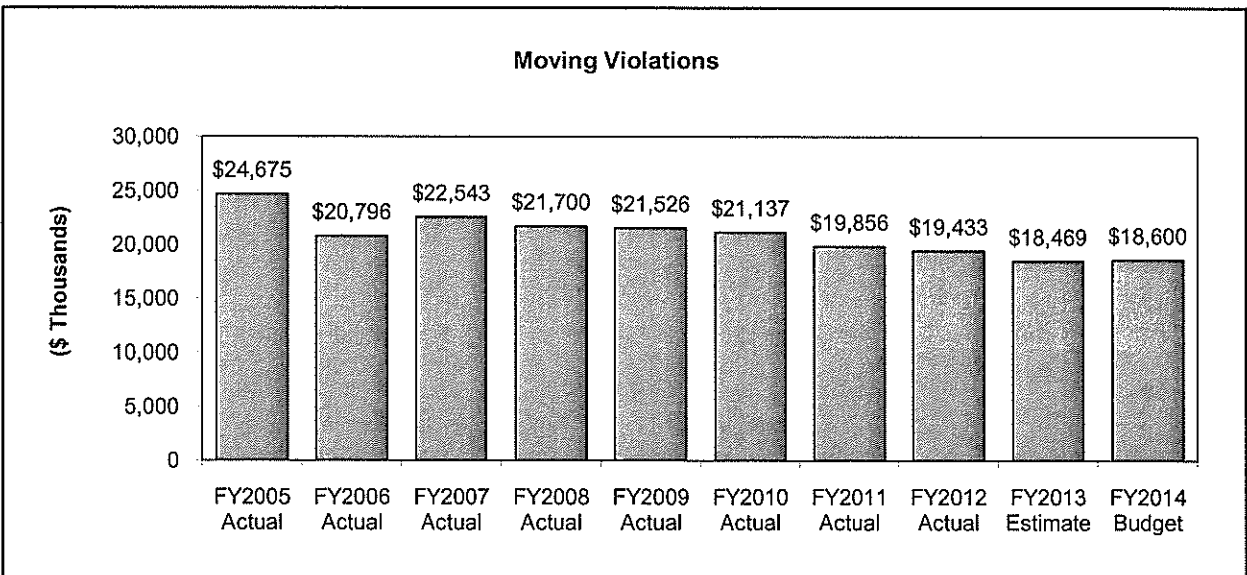
The General Fund provides citywide central support services and recovers the cost of these services through allocation of indirect costs. These amounts are determined through the preparation of an annual cost allocation plan, which distributes administrative overhead costs to General Fund operating departments and to other funds. For FY2014, the proposed plan calls for cost recoveries totaling \$20.6 million, an increase of \$3.8 million in indirect interfund revenue from the FY2013 estimate of \$16.9 million.

Moving Violations

In FY2014, we expect 664,057 tickets to be issued and 175,762 tickets paid at an average of \$105.82 per ticket. Moving violations revenue in FY2014 is projected at \$18.6 million.



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



Other Municipal Courts Fines and Forfeitures

The Municipal Court Fines and Forfeitures are currently projected at \$15.2 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 FY2014 projection for interest revenue is currently at \$3 million, which is essentially constant from FY2013 Estimates.

Miscellaneous/Other

The FY2014 revenue is estimated at \$8 million, which is approximately, \$400,000 higher than FY2013 estimate of \$7.6 million.

All Other Revenues

Estimated revenues in remaining categories have been calculated using simple trend analysis, as well as operational and collections information from the collecting department. These revenues are estimated at \$7.1 million in FY2014.

A detailed listing of General Fund revenues by category are presented on the following pages showing the FY2012 Actual, FY2013 Current Budget and Estimate, and the FY2014 Budget amounts.

General Fund Revenues by Category

Commitment Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Taxes					
General Property Taxes					
411020	Current Property Tax	792,005,872	813,212,136	824,618,555	859,521,878
411030	Current Year Delinquent Property Tax	50,365,051	61,767,865	48,465,294	55,117,122
411040	Delinquent Property Tax - Prior Years	485,342	440,926	623,434	640,832
411140	Prior Year Delinquent Property Tax-2001	85,209	0	0	0
411150	Prior Year Delinquent Property Tax-2002	102,785	64,882	109,805	0
411160	Prior Year Delinquent Property Tax-2003	145,423	94,845	132,029	112,546
411170	Prior Year Delinquent Property Tax-2004	149,351	132,841	186,800	133,633
411171	Prior Year Delinquent Property Tax-2005	402,021	191,386	191,845	191,803
411172	Prior Year Delinquent Property Tax-2006	959,184	271,556	516,406	195,654
411173	Prior Year Delinquent Property Tax-2007	1,501,962	709,766	1,232,096	408,610
411174	Prior Year Delinquent Property Tax-2008	1,315,608	1,587,735	2,667,930	796,001
411175	Prior Year Delinquent Property Tax-2009	1,877,551	1,905,533	2,331,019	1,454,101
411176	Prior Year Delinquent Property Tax-2010	5,170,130	2,821,225	2,721,794	2,232,503
411177	Prior Year Delinquent Property Tax-2011	0	4,836,304	8,342,195	2,466,762
411178	Prior Year Delinquent Property Tax-2012	0	0	0	8,075,555
411180	Current Delinquent - P & I	4,171,146	4,695,390	4,530,346	4,530,346
411190	Penalty&Interest-Delinq. Property Tax	7,798,117	7,864,610	8,469,654	8,469,654
411210	Property Tax Rebates	(393,691)	(400,000)	(479,202)	(479,000)
411220	Unclaimed Refunds of Property Tax	0	0	1,537,000	1,540,000
Subtotal	General Property Taxes	866,141,061	900,197,000	906,197,000	945,408,000
412010	Sales Tax	546,543,436	577,373,000	595,255,883	629,601,816
Other Tax					
413010	Mixed Beverage Tax	9,524,636	9,500,000	9,800,000	9,800,000
414010	Bingo Tax	192,627	185,000	194,000	195,000
Subtotal	Other Tax	9,717,263	9,685,000	9,994,000	9,995,000
Total Taxes		1,422,401,760	1,487,255,000	1,511,446,883	1,585,004,816
Industrial District Assessment					
415010	Industrial District Assessment	36,836	14,800,000	29,563,000	15,000,000
Total Industrial District Assessment		36,836	14,800,000	29,563,000	15,000,000
Franchise Fees					
Electric Franchise					
416010	Electricity Franchise Tax	98,194,892	102,196,852	102,196,852	99,026,351
416020	Miscellaneous Franchise Fee	1,569,923	1,500,000	1,500,000	1,500,000
Subtotal	Electric Franchise	99,764,815	103,696,852	103,696,852	100,526,351
Telephone Franchise					
417010	Telephone Franchise Tax	45,429,737	44,606,000	45,075,000	44,622,526
419090	Telecomm Franchise Fees - Prior Year	36,363	0	138,353	0
Subtotal	Telephone Franchise	45,466,100	44,606,000	45,213,353	44,622,526
Gas Franchise					
418010	Natural Gas Franchise Tax	22,009,397	19,194,072	19,194,072	16,492,054
Other Franchise					
419010	Cable TV Franchise Tax	19,361,551	18,439,200	19,718,482	20,500,000
419040	Solid Waste Hauler Franchise Fee	5,713,121	5,674,000	6,000,000	6,250,000
419050	Spur Track Franchise Fee	20,426	20,426	20,426	20,426
419070	Fiber Optics Franchise Fee	41,668	41,100	41,673	41,700
419110	Cable TV Franchise Fees-Prior Year	169,410	0	0	0
419120	Solid Waste Franchise Fees-Prior Year	213,649	0	13,401	0
Subtotal	Other Franchise	25,519,825	24,174,726	25,793,982	26,812,126
Total Franchise Fees		192,760,137	191,671,650	193,898,259	188,453,057
Licenses and Permits					
421010	Special Food Permits	1,053,055	1,052,300	1,052,300	1,371,000
421020	Food Dealers Permits	3,502,280	3,395,600	3,471,900	3,565,200
421030	Food Managers Permits	340,240	354,700	331,600	335,500
421040	Mobile Food Vendor Licenses	445,445	356,100	459,600	485,300
421060	Miscellaneous Health Permits	1,155,893	782,500	976,000	1,150,000

FISCAL YEAR 2014 BUDGET

General Fund Revenues by Category

Commitment Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
421100	Occupation Licenses	190,827	204,573	205,558	205,558
421110	Sexually Oriented Business Permits	45,014	36,713	36,713	47,724
421130	Decals for Coin-Ope.Amusement Machines	384,308	289,999	376,673	376,673
421140	Dance Licenses	53,009	91,254	65,000	78,487
421150	Liquor Licenses	1,024,218	1,406,574	1,553,365	1,553,365
421170	Burglar Alarm Permits	0	6,833,520	8,031,042	7,900,000
421180	Special Fire Permits	7,112,051	5,662,500	6,100,000	6,100,000
421200	Other Building & Construction Permits	2,411	15,000	2,500	2,000
421210	Fire Alarm Permits	446,139	735,000	500,000	500,000
421220	School Bus Licenses & Permits	39,744	37,214	37,214	37,522
421230	Taxicab Licenses & Permits	1,292,056	1,280,052	1,280,052	1,311,027
421270	City Election Fees	35,750	0	1,556	0
421280	Other Licenses & Permits	209,244	171,873	212,952	228,799
421290	Tower Application Review Fee	2,661	3,407	3,407	2,243
421320	Dumpster Permits	2,540,894	2,436,000	2,560,000	2,580,000
421410	Permit Preparation Fees	20,016	0	9,522	0
421490	Plan Review Fees	1,193,733	1,000,000	1,400,000	1,400,000
421570	Limousine Permits	801,314	723,322	800,000	805,328
421580	Charter Bus Permits	187,220	181,236	181,236	140,564
421590	Right-of-way Permits	327,892	324,974	324,974	306,477
421600	Jitney Permit & Inspection Fees	5,666	7,243	5,743	4,345
421610	Low Speed Shuttle Permit/Inspection Fees	276	4,373	0	0
421620	Pedicab Permits & Inspection Fees	15,595	14,918	12,000	9,219
421630	Administrative Fee - Licenses & Permits	2,158,894	2,100,618	2,291,861	2,323,163
Total Licenses and Permits		24,585,845	29,501,563	32,282,768	32,819,494
<u>Intergovernmental</u>					
422010	Medicaid Title XIX	289,093	300,000	300,000	300,000
422020	Medicaid Title XX	440,077	370,000	0	0
422025	Family Planning Fee for Service	166,726	0	370,000	370,000
422122	Municipal Service Fees - TIRZ	6,292,200	5,533,200	5,533,200	5,550,000
422141	Intergovernmental Revenue - TIRZ	3,812,270	4,028,768	4,028,768	4,503,773
422153	Intergovernmental Revenue - 1115 Waiver	0	0	1,813,742	10,339,698
423010	Other Grant Awards	0	100,000	400,000	0
429095	Medicare Part D Distribution	1,123,328	0	0	0
Total Intergovernmental		12,123,694	10,331,968	12,445,710	21,063,471
<u>Charges for Services</u>					
Direct Interfund Services					
424030	Intfd Computer Dev	79,910	0	0	0
424040	Interfund 311	0	0	373,375	373,376
424050	Interfund Fire Protection Services	16,617,771	16,516,840	16,516,840	17,276,036
424060	Interfund Airport Police Services	20,386,806	22,098,451	22,098,451	23,232,130
424070	Interfund Legal Services	1,144,741	1,175,773	1,161,773	1,255,316
424080	Interfund Payroll Services	702,215	553,905	564,305	671,673
424100	Intfd IT Network Svc	(12)	0	0	0
424110	Other Interfund Services	2,364,647	2,817,108	3,133,979	2,902,770
424140	Interfund Inventory	(235,692)	0	0	0
424160	Interfund Affirmative Action Services	278,961	411,419	411,419	426,061
451020	Interfund Billing-Telephone	975	0	0	0
451040	Interfund Postage	0	0	500	1,000
457010	Interfund Land Acquisition	110,900	385,500	385,500	316,300
457020	Interfund Communication Equipment Repair	17,680	0	0	0
Subtotal Direct Interfund Services		41,468,902	43,958,996	44,646,142	46,454,662
Indirect Interfund Services					
425010	Indirect Cost Recovery-Aviation	3,209,709	3,085,666	3,085,666	2,651,941
425020	Indirect Cost Recovery - Civic Center	551,181	680,737	680,737	328,479
425030	Indirect Cost-CUS Fund	3,868,673	3,479,384	3,479,384	6,173,346
425040	Indirect Cost-Houston Area Lib Auto NetWork	99,000	99,000	99,000	99,000
425050	Indirect Cost Recovery-Auto Dealers	684,231	696,300	696,300	892,675
425060	Indirect Cost Recover -Public TV	39,659	20,097	20,097	40,528
425070	Indirect Cost-Building Inspection	1,753,112	1,667,199	1,667,199	1,438,831

FISCAL YEAR 2014 BUDGET

General Fund Revenues by Category

Commitment Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
425080	Indirect Cost Recovery-Street & Drainage	1,257,112	1,131,161	1,131,161	1,120,158
425090	Indirect Cost Recovery-911 Emergency	110,000	110,000	110,000	110,000
425100	Indirect Cost Recovery-Other	2,259,408	1,780,065	1,780,065	3,603,392
425110	Indirect Cost Recovery-Grants	4,422,705	4,100,000	4,100,000	4,100,000
Subtotal	Indirect Interfund Services	18,254,790	16,849,609	16,849,609	20,558,350
Charges for Services					
424210	Interfund Radio Parts & Labor	0	0	0	1,800
424215	Interfund Radio System Access	0	0	0	48,240
426010	Hazardous Materials Response	30,795	56,100	56,100	56,100
426020	Hazardous Materials Permit	30,517	36,532	36,532	37,086
426030	Ambulance Fees	33,071,497	32,416,779	33,244,585	32,335,022
426040	Library Service Charges	17,273	9,500	10,000	10,000
426055	External Radio Parts & Labor	0	0	14,000	27,000
426060	Clinical Fees	15	0	0	0
426070	Hotel & Motel Ordinance	3,645	2,478	2,478	3,315
426090	Demolition Fees	420,973	716,964	778,879	595,903
426100	Non-Resident Garbage Fee	470,938	500,000	345,600	480,000
426110	Extra Container Garbage Fee	1,505,112	1,650,000	816,000	1,300,000
426120	Weed Cutting Fees	337,263	488,448	319,499	293,772
426130	Dental Fees	6,036	0	10,000	400
426140	Laboratory Fees	(40)	0	0	0
426151	Passport Service Fee	55,419	25,000	250,000	300,000
426240	Limousine Inspection Fees	86,084	73,286	130,000	83,926
426250	Platting Fees	3,160,845	3,777,542	4,552,328	5,790,937
426260	Police Services	543,655	137,000	155,000	155,000
426290	Other Service Charges	99,334	104,000	100,879	104,000
426300	Certified Copies Fees	1,843,015	1,750,000	1,750,000	1,741,100
426320	City Maps & Related Items	1,855	1,750	1,750	1,750
426330	Miscellaneous Copies Fees	70,061	51,663	79,626	68,916
426340	Public Safety Reports Fees	784,021	765,490	849,290	877,290
426350	Fire Fighting Services	706,166	618,015	618,015	618,015
426370	Training Services	63,168	26,500	30,000	26,500
426420	Building Space Rental Fees	944,439	910,746	831,572	1,245,250
426430	Facility Rental Fees	147,096	162,740	137,210	123,788
426450	Park Equipment Rental Fees	46	0	0	0
426480	Securing/Boarding - Nuisance Abatement	32,664	72,374	208,119	122,516
426485	Visual Blight - Nuisance Abatement	1,571	396	1,084	1,404
426520	External Radio System Fees	0	0	0	234,000
443120	Photocopier Concessions	862	1,000	1,100	1,100
443130	Pay Phone Concessions	186,573	200,000	220,000	200,000
443150	Telecommunications Revenue	50	100	100	100
443160	Vending Machine Concessions	254,870	242,401	251,912	353,685
445050	Cell Tower Revenue	283,631	323,000	305,000	315,000
447020	Garage Parking Revenue	210,613	201,000	201,000	206,000
Subtotal	Charges for Services	45,370,062	45,320,804	46,307,658	47,758,915
Total	Charges for Services	105,093,754	106,129,409	107,803,409	114,771,927
Fines and Forfeits					
Municipal Courts Fines and Forfeits					
427010	Moving Violations	19,432,994	18,933,578	18,468,706	18,599,857
427030	MCTP Monthly Time Payment	575,212	541,490	631,989	631,989
427040	Non-Traffic Fines	2,322,318	2,369,859	2,487,210	2,504,872
427050	Failure to Appear Fines	2,151,883	2,235,099	2,090,163	2,105,006
427060	Scire Facias Forfeitures	772,323	553,982	770,226	775,696
427070	Bond Handling Fees	922	953	1,353	1,363
427100	Local Court Costs	630,230	674,481	574,586	578,666
427110	Driver Safety Administration Fees	1,583,253	1,723,175	1,507,101	1,517,803
427120	Cash Bond Forfeiture Fees	3,193	646	7,361	7,413
427130	Local Arrest Fees	1,521,991	1,592,520	1,410,328	1,420,343
427140	State Arrest Fees	1	1	5	5
427160	Warrant Fees	143,935	145,929	148,193	149,245
427170	HPD Overtime Fee	65	66	34	34

FISCAL YEAR 2014 BUDGET

General Fund Revenues by Category

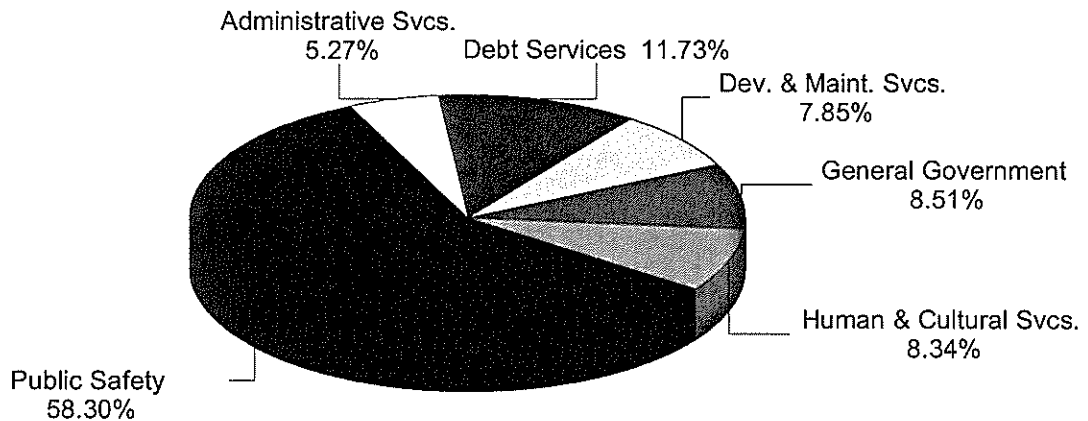
Commitment Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
427180	Capias Pro Fine	4,096	3,494	3,239	3,262
427200	Unclaimed Fines & Forfeitures	6,894	5,630	8,127	3,149
427210	Court Costs/Jury Costs	67	61	51	51
427220	Suspended Sentence Fees	3,836,979	4,244,200	3,979,593	4,007,853
427250	Registration Denial Fee	273,117	249,218	273,830	275,775
427260	Dismissal Fees	898,272	1,058,187	719,967	725,080
427280	In-House Collection Fee	258,197	152,938	491,841	491,841
Subtotal	Municipal Courts Fines and Forfeits	34,415,942	34,485,507	33,573,903	33,799,303
Other Fines and Forfeits					
428020	Library Fines	583,819	575,000	550,000	575,000
428030	Release of Liens	157,056	151,157	121,307	84,291
428040	Vehicle Tow-Away Fees	2,664	1,500	1,500	500
428050	False Alarm Penalties	674,654	3,240,000	2,954,130	2,950,000
428060	Other Interest Income	324,797	305,000	312,025	311,000
428080	Returned Check Charges	11,509	12,915	11,172	9,776
428090	Miscellaneous Fines & Forfeitures	506,995	53,000	336,935	95,000
428100	Interest on Liens-COH	143,135	200,701	65,990	110,929
428105	Interest on Liens-Contract	369,476	511,739	301,749	511,739
Subtotal	Other Fines and Forfeits	2,774,105	5,051,012	4,654,808	4,648,235
Total Fines and Forfeits		37,190,047	39,536,519	38,228,711	38,447,538
Interest					
432010	Interest on Pooled Investments	4,432,642	4,000,000	3,000,000	3,000,000
Total Interest		4,432,642	4,000,000	3,000,000	3,000,000
Miscellaneous/Other					
431020	Contributions from Others	483,089	155,460	114,090	0
434150	Streets & Bridges Assessments	78,005	110,764	50,867	54,804
434205	Sale of Scrap Metal	1,613	30,000	30,000	2,000
434210	Sale of Scrap Oil & Tires	1,574	0	0	0
434225	Sale of Non-Capital Equip. & Merchandise	420,904	325,000	360,000	360,000
434255	Sale of Recyclable Materials	0	0	562	0
434305	Judgments & Claims	37,589	120,000	123,000	125,000
434330	Subrogations	0	10,000	7,000	10,000
434340	Cashier Overages	2,197	1,030	2,200	100
434505	Prior Year Expenditure Recovery	296,801	50,000	20,390	55,001
434510	Prior Year Revenue	(2,225,687)	52,000	108,371	50,000
452020	Recoveries & Refunds	4,380,556	6,551,150	5,767,783	6,439,715
452030	Miscellaneous Revenue	592,879	658,623	1,029,634	961,732
456255	Misc Operating Revenue	96	0	0	0
Total Miscellaneous/Other		4,069,616	8,064,027	7,613,897	8,058,352
Other Resources					
434240	Sale of Capital Assets-Land/Streets	1,504,033	4,500,000	4,757,101	2,500,000
456555	Proceeds from Promissory Notes	0	0	10,954,611	0
490020	Transfer from Special Revenue Fund	4,689,400	3,448,391	3,176,800	1,262,500
490060	Transfer from Civic Center	10,388,221	1,858,221	1,768,221	1,768,221
490080	Other Operating Transfers In	17,100,000	0	160,000	0
490120	Transfer from Component Unit	12,849,000	13,777,075	14,823,251	17,239,000
490140	Transfer from Parking Management	8,117,371	7,994,222	7,994,222	7,500,000
Total Other Resources		54,648,025	31,577,909	43,634,206	30,269,721
Grand Total:		1,857,342,356	1,922,868,045	1,979,916,843	2,036,888,376

GENERAL FUND EXPENDITURES/OTHER USES SUMMARY

General Fund Expenditures and other uses make up the largest portion of the City's FY2014 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).

FY2014 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. Please note that the Public Safety and Human & Cultural Services categories are supported by expenditures in all other categories.

GENERAL FUND EXPENDITURES/OTHER USES FY2014 BUDGET



Total=\$2,071,196,890

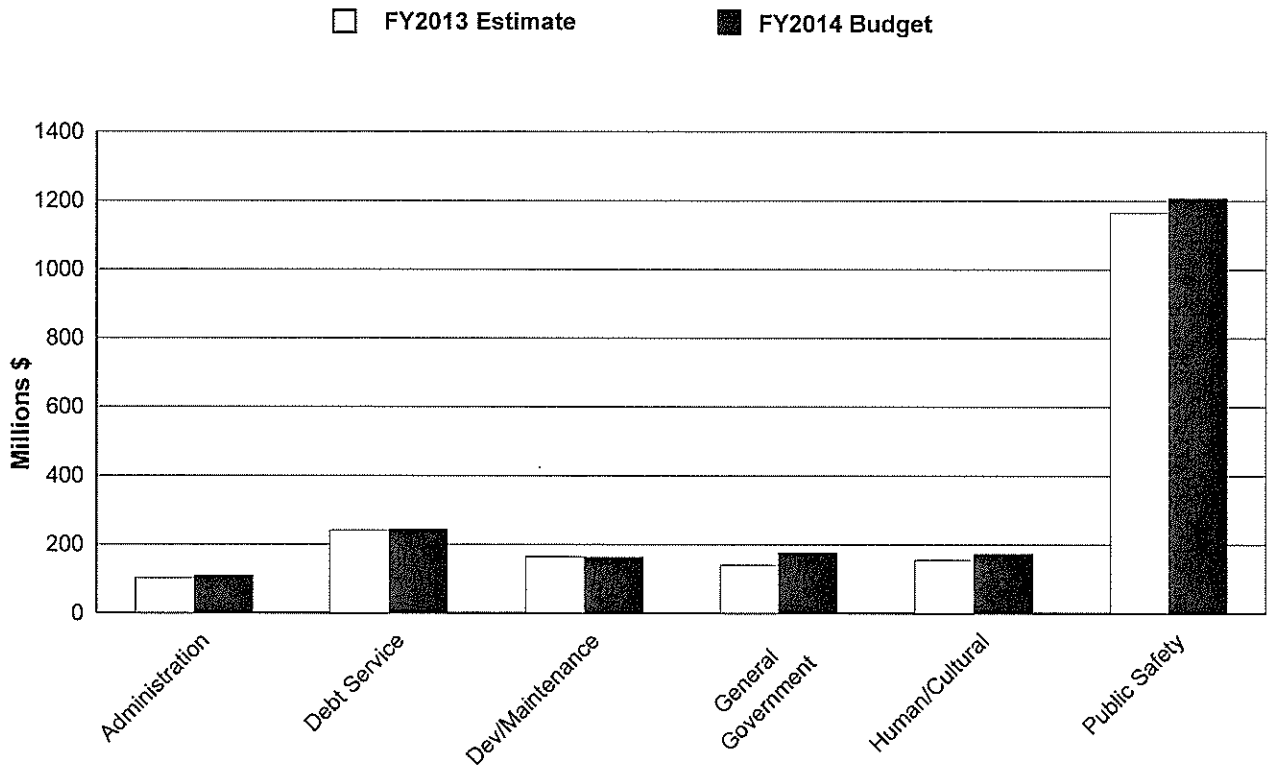
OVERVIEW

The largest single category of expenditures and other uses in FY2014 is Public Safety with 58.30 percent of the total, followed by Debt Service (11.73%), General Government (8.51%), Human and Cultural Services (8.34%), Development and Maintenance Services (7.85%), and Administrative Services (5.27%).

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 FY2013 Estimate and FY2014 Budget by functional category. Please refer to the tables at the end of this section for comparisons among departments.

General Fund Expenditures/Other Uses FY2013 Estimate vs. FY2014 Budget



The FY2013 Estimate for General Fund expenditures/other uses totals \$1,966.1 million with the FY2014 Budget increasing by \$105.1 million to \$2,071.2 million.

The following section provides highlights of FY2014 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 FY2014 Budget includes: 1) five new cadet classes that include three regular classes and two fast track class totaling 290 cadets, 2) classified pay increases of 1% from 2011 Union agreement, 3) classified overtime to maintain four person staffing on engines and ladders and three additional Emergency Medical Service units funded for the entire fiscal year.
- 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 FY2014 Municipal Courts' Budget includes realignment of 19 additional Court Security Officers from the Building Security Fund, staffing to support 14 day and 8 night courts, the Deferred Payment Compliance Program and the continuation of data cleansing efforts in preparation for Court System Management and Resource Technology (CSMART) to go-live.
- The Police Department's FY2014 Budget includes funding to meet the department's goals of enhancing safety throughout the city, continue positive relations with the community, ensuring the department's accountability to the public, maintaining and increasing productivity, and increase professionalism of department employees. 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) with focus on support of current applications and data.
- The Public Works and Engineering Department's FY2014 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.
- 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 FY2014, the department will expand automated curbside recycling citywide with administration and council approval, resulting in a decrease in General Fund refuse disposal costs.

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 FY2014 budget includes funding for the Texas Medicaid Transformation 1115 Waiver Intergovernmental Transfer.
- 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. FY2014 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 FY2014 budget will allow us to restore hours at 14 neighborhood libraries and seven-day-per-week service at the Central Library. 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, and expanding the City's Wellness Program.
- The Department of Neighborhoods FY2014 budget includes funding to meet the department's short term goals of increasing awareness of blight City ordinances, code enforcement activities, and coordination of volunteer initiatives for the City.

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, Houston Information Technology Services, Legal, and Office of the Mayor.

- The Controller's Office continues to protect the financial integrity of Houston's City government. In FY2014 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 FY2014 budget includes funding to expand performance improvement activities, implementation of an SAP module to track the capital budget, and continue improving 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 FY2014 budget includes funding to update KRONOS Time and attendance as well as, execute citywide procurement upgrades.
- The Houston Information Technology Services 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 FY2014 budget includes funding for continuation and finalization of HPD Record Management System, 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 FY2014 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, closing unlawfully operated sexually oriented businesses, and evolve into a more technology oriented law office environment.
- The Office of Business Opportunity continues to create a competitive and diverse business environment in the City. The FY2014 budget includes funding to promote Hire Houston First and Small, Minority, Woman, Person with Disabilities and Disadvantaged Businesses (S/MWPDBE) program.

General Government

The General Government Budget includes citywide costs that are not attributable to any single Department. The FY2014 Budget includes limited purpose annexation payments which are offset by revenues, general and run-off elections, health insurance for retired civilian employees, claims and judgments, tax appraisal fees and citywide membership fees.

FISCAL YEAR 2014 BUDGET

General Fund Expenditure Summary

Commitment Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	203,553,443	215,996,105	213,245,332	222,416,513
500020	Salary Base Pay - Classified	522,971,689	532,589,190	531,516,384	537,693,943
500030	Salary Part Time - Civilian	3,433,649	4,451,046	4,624,953	5,535,114
500040	Salary Assignment Pay - Classified	6,955,386	7,092,394	6,810,363	6,726,711
500045	Patrol Incentive Pay	0	0	0	2,700,000
500050	Sal-Edu/Incen-Classfd	15,741,013	15,902,901	15,960,365	15,747,389
500060	Overtime - Civilian	4,109,159	3,367,232	4,029,452	3,788,152
500070	Overtime - Classified	25,646,995	29,829,241	29,829,240	29,737,456
500090	Premium Pay - Civilian	698,239	754,777	687,387	761,195
500110	Bilingual Pay - Civilian	514,373	542,578	515,924	550,580
500120	Bilingual Pay - Classified	3,012,837	3,030,765	3,047,912	3,024,584
500130	Equipment Allowance-Classified	10,572,698	10,781,307	10,462,757	10,630,736
500150	Shift Differential Pay-Classified	4,304,188	4,400,000	4,279,646	4,357,006
500160	Training Incent.-Classified	31,127,693	31,086,885	30,927,721	30,591,237
500170	Weekend Prem Pay-Classified	3,632,179	3,819,786	3,568,803	3,781,377
500180	Temporary Employees	1,100,205	977,514	977,514	1,121,977
500190	Temporary Higher Class Pay	2,022,947	2,233,215	1,907,610	1,900,805
500210	Pay for Performance-Municipal	71,750	192,483	192,483	218,541
500240	HOPE Community Service Usage	0	0	1,487	2,000
500250	HOPE Union Business Usage	36,217	4,123	16,927	12,123
501020	Clothing Allowance - Classified	1,275,700	1,275,400	1,346,800	1,346,400
501040	Earned Leave - Classified	1,460,260	1,500,000	1,499,994	1,500,000
501050	Employee Awards	0	9,200	9,200	9,200
501070	Pension - Civilian	38,661,542	46,400,656	45,857,632	50,469,083
501080	Pension - Fire	61,204,184	61,650,030	61,627,895	61,591,942
501090	Pension - Police	65,700,638	84,050,000	84,050,000	101,049,607
501100	Phase Down Classified	10,444,212	10,500,000	12,024,500	12,651,472
501110	Strategic Staffing-Classified	699,521	1,000,000	600,000	1,000,000
501120	Termination Pay - Civilian	3,708,400	2,070,508	2,327,156	1,994,383
501130	Termination Pay - Classified	11,430,251	12,533,582	12,712,895	12,685,657
501140	Third Party Disability B-Classified	3,628,992	3,833,232	3,805,138	3,811,389
501150	Trainees for Classified Service - Cadets	2,568,995	3,799,438	4,194,549	6,986,908
501160	Vehicle Allowance - Civilian	98,105	99,906	94,157	94,531
501170	Vehicle Allowance - Classified	206,550	220,000	211,403	220,000
502010	FICA - Civilian	16,004,571	17,289,376	17,026,219	18,251,576
502020	FICA - Classified	6,925,903	7,061,758	7,144,259	7,293,192
503010	Health Ins-Act Civilian	32,020,689	49,611,650	49,546,733	43,176,263
503015	Basic Life Insurance - Active Civilian	120,228	128,794	127,283	173,631
503020	Health Ins.Act-Classified	90,087,362	104,073,877	104,184,346	113,677,821
503025	Basic Life Insurance - Active Classified	314,595	329,504	313,217	430,187
503040	Health/Life Ins.Ret-Classified	14,718,231	16,061,002	17,102,873	17,092,351
503050	Health/Life Insurance - Retiree Civilian	10,250,394	12,150,921	12,150,921	15,111,825
503060	Long Term Disability-Civilian	366,745	410,211	413,695	421,068
503061	Long Term Disability-Classified	263,546	318,919	279,428	318,671
503070	Municipal Pension-Other Classified	318,695	422,994	287,145	422,994
503080	Workers Compensation-Classified-Admin	1,818,338	2,272,851	2,272,091	2,270,210
503090	Workers Compensation-Civilian-Admin	943,710	1,330,990	1,319,375	1,376,777
503100	Workers Compensation-Civilian-Claim	1,667,642	1,841,473	2,153,137	1,807,479
503110	Workers Compensation-Classified-Claim	8,821,740	9,050,805	9,814,109	9,048,805
504020	Compensation Contingency	0	0	0	9,760
504030	Unemployment Claims - Administration	2,693,177	4,011,353	3,909,522	594,227

FISCAL YEAR 2014 BUDGET

General Fund Expenditure Summary

Commitment Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
504040	Res For Police Enhanc.-Classified	42,000	100,000	0	100,000
504060	Health Benefits-Fire	686,910	700,000	700,000	700,000
Total Personnel Services		1,228,656,486	1,323,159,972	1,321,707,932	1,368,984,848
511010	Chemical Gases & Special Fluids	282,519	326,461	278,561	237,358
511015	Cleaning & Sanitary Supplies	731,479	723,016	813,697	744,955
511020	Construction Materials	388,940	385,075	371,096	422,362
511025	Electrical Hardware & Parts	459,819	736,159	812,678	780,510
511030	Mechanical Hardware & Parts	96,823	148,590	93,763	127,688
511035	Meters Hydrants & Plumbing Supplies	77,141	130,089	129,589	130,089
511040	Audiovisual Supplies	90,782	215,962	135,922	108,367
511045	Computer Supplies	1,169,219	1,037,739	1,237,737	1,074,690
511050	Paper & Printing Supplies	452,818	467,631	458,726	421,445
511055	Publications & Printed Materials	332,446	339,981	329,448	325,320
511060	Postage	773,762	585,129	467,916	554,779
511070	Miscellaneous Office Supplies	1,451,513	1,327,161	1,281,985	1,377,722
511075	Library Circulation Supplies	20,203	29,920	29,920	30,120
511080	General Laboratory Supplies	967,640	460,102	733,198	180,263
511085	Drugs & Medical Chemicals	984,270	784,498	657,108	585,930
511090	Medical & Surgical Supplies	1,506,918	1,331,240	1,574,710	1,553,782
511095	Small Technical & Scientific Equipment	324,861	210,487	199,230	200,246
511100	Veterinary & Animal Supplies	108,417	110,000	110,000	110,000
511105	Trained Police Animals	0	10,000	0	0
511110	Fuel	24,837,774	24,872,766	24,864,289	26,305,453
511115	Vehicle Repair & Maintenance Supplies	201,345	391,967	389,732	387,961
511120	Clothing	2,234,846	2,930,841	2,612,630	2,798,307
511125	Food Supplies	127,110	266,043	158,576	259,673
511130	Weapons Munitions & Supplies	1,176,391	310,000	544,000	306,500
511135	Recreational Supplies	189,749	213,671	213,689	176,900
511140	Landscaping & Gardening Supplies	144,510	143,500	145,000	144,400
511145	Small Tools & Minor Equipment	441,284	520,263	429,917	494,897
511150	Miscellaneous Parts & Supplies	1,692,241	1,796,395	1,667,880	1,758,207
511160	Protective Gear	2,342,094	908,000	480,000	500,316
511164	Breathing Apparatus Repair Supplies	262,972	381,720	502,720	399,648
511165	Fire Fighting Equipment	492,426	453,500	426,257	457,896
Total Supplies		44,362,312	42,547,906	42,149,974	42,955,784
520100	Temporary Personnel Services	1,494,861	2,082,824	1,971,581	1,541,071
520101	Janitorial Services	3,139,103	3,233,122	3,234,386	3,258,174
520102	Security Services	4,282,982	4,601,449	4,563,201	4,142,019
520103	Subrecipient Contract Services	290,519	297,231	257,987	235,083
520105	Accounting & Auditing Services	2,912,635	3,392,788	3,465,942	3,570,168
520106	Architectural Services	0	0	5,000	0
520107	Computer Info/Contr	3,839,567	4,841,310	4,125,423	4,602,880
520108	Information Resource Services	463,196	559,455	587,057	532,679
520109	Medical Dental & Laboratory Services	1,406,222	1,322,494	1,342,333	962,955
520110	Management Consulting Services	5,077,191	8,052,473	8,284,604	4,586,183
520111	Real Estate Services	67,357	229,475	209,575	185,493
520112	Banking Services	202,165	392,500	403,169	401,300
520113	Photographic Services	8,787	13,800	13,800	13,800
520114	Miscellaneous Support Services	3,107,008	3,203,846	3,569,062	3,003,778
520115	Real Estate Lease/Office Rental	7,776,643	8,091,516	8,127,413	8,022,938

FISCAL YEAR 2014 BUDGET

General Fund Expenditure Summary

Commitment Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
520116	Parking Services Contract	45,099	72,013	72,013	44,461
520118	Refuse Disposal	12,699,991	13,876,866	14,151,393	14,412,306
520119	Computer Equipment/Software Maintenance	739,620	1,178,735	1,057,667	1,167,107
520120	Communications Equipment Services	90,502	375,290	332,402	317,804
520121	IT Application Svcs	1,416,001	3,802,356	3,801,489	6,811,553
520122	Office Equipment Services	198,863	203,942	202,872	203,122
520123	Vehicle & Motor Equipment Services	2,901,581	1,018,631	1,014,910	863,368
520124	Other Equipment Services	510,290	1,116,269	1,020,513	1,067,769
520126	Construction Site Work Services	153,049	95,494	112,905	21,180
520127	Structural Construction Work Services	0	7,500	0	17,500
520128	Other Construction Work Services	35,329	10,000	10,000	10,000
520132	Contracts/Sponsorships	3,752,100	5,205,656	5,197,139	5,263,856
520133	Private Investigative Services	0	0	0	8,706
520136	Billing & Collection Services	1,070,138	1,170,000	1,170,000	1,205,000
520137	C&E Parking Contract Svcs	0	300	300	0
520138	Zoo Contract	8,550,514	8,766,159	8,766,159	8,950,927
520139	Motor Pool Charges	90	1,100	4,299	4,950
520141	Engineering Services	63,354	27,700	53,606	38,200
520142	Classified C.S. Arbitration Cost	48,505	99,000	60,000	94,539
520144	Limited Purpose Annexation Payment	35,728,677	39,843,000	39,843,000	44,117,410
520145	Criminal Intelligence Services	137,480	502,050	502,050	3,002,050
520146	Contract Instructor Sports	85,911	108,700	108,700	105,500
520152	Telemetry Services	2,114,542	2,171,832	2,171,832	2,171,832
520153	Protective Gear Cleaning Services	704,226	660,600	660,600	707,600
520157	Computer Software Maintenance Services	36,834	53,900	51,900	57,250
520158	Computer Equipment Maintenance Services	0	11,985	0	0
520159	Non-Sub-Recipient Grant Contract	334,857	294,985	120,000	280,000
520250	CIP Expense	2,522	0	0	0
520510	Mail/Delivery Services	320,905	518,530	515,530	514,497
520515	Print Shop Services	254,562	216,451	251,265	239,836
520520	Printing & Reproduction Services	204,820	370,203	286,019	322,095
520605	Advertising Services	451,409	843,032	733,404	673,822
520705	Insurance Fees	2,024,865	2,779,279	2,779,279	2,981,876
520710	State/Federal Inspection Fees	21,668	0	0	20,880
520725	Assessments - Other Governments	449,893	383,875	486,575	515,675
520730	Tax Appraisal Fees	7,616,223	7,650,000	7,650,000	7,650,000
520737	Ch380 - Sales Tax Refund	236,091	0	0	0
520740	Document Recording/Filing Fees	47,807	85,000	85,000	62,860
520745	Third Party Collection Fees	(37,024)	0	0	0
520750	Elections	2,178,114	550,000	550,000	2,000,000
520755	Contingency	17,650	3,783,874	3,783,874	9,259,514
520757	Maintenance Renewal and Replacement	0	0	0	7,500,000
520760	Contributions	12,525,419	13,747,251	13,747,251	14,668,251
520763	Intergovernmental Contribution-1115 Waiver	0	1,813,742	1,813,742	10,339,698
520765	Membership & Professional Fees	1,731,535	2,075,235	2,081,962	2,115,956
520780	Juror Compensation	0	110,059	108,422	110,060
520805	Education & Training	513,969	686,770	686,506	3,805,696
520806	Paramedic/EMT Continuing Edu	70,295	74,200	74,200	67,500
520807	Initial/Recert EMS Training	6,316	325,601	325,601	637,150
520810	Human Relations Training	41,576	45,711	45,711	45,711
520815	Tuition Reimbursement	1,016,082	800,000	1,000,000	1,001,750

FISCAL YEAR 2014 BUDGET

General Fund Expenditure Summary

Commitment Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
520905	Travel - Training Related	393,479	469,135	477,718	533,548
520910	Travel - Non-Training Related	285,237	376,221	408,913	415,417
521405	Building Maintenance Services	7,837,465	8,309,753	8,490,112	8,899,496
521410	Sewer Services	1,855,641	1,495,712	1,490,712	1,495,712
521415	Land and Grounds Maintenance	4,044,350	2,591,188	2,731,703	2,718,762
521425	Coastal Water Authority Maintenance	622	0	0	0
521435	Water Services	13,665	9,900	9,900	9,000
521440	Steam/Chilled Water Services	504,841	467,507	467,507	467,507
521505	Electricity	52,123,504	50,828,300	51,012,976	46,429,567
521510	Natural Gas	589,598	711,275	711,275	730,814
521605	Data Services	2,021,790	2,495,075	2,719,249	4,477,162
521610	Voice Services	8,403,061	9,307,765	8,844,491	9,797,295
521615	Radio Communications	4,300	0	0	0
521620	Voice Equipment	231,420	299,773	299,073	273,704
521625	Voice Labor	279,142	220,350	273,498	348,491
521630	GIS Revolving Fund Services	1,021,398	999,054	999,054	1,324,408
521635	Voice Services -Wireless	0	0	0	985,319
521705	Vehicle/Equipment Rental/Lease	244,019	77,250	170,548	175,629
521715	Office Equipment Rental	534,476	1,479,928	1,329,154	1,339,712
521720	Computer Equipment Rental	29,955	26,000	26,000	28,200
521725	Other Rental	1,325,671	941,063	1,253,838	1,852,425
521730	Parking Space Rental	1,102,465	1,255,733	1,358,384	1,254,828
521735	Hobby Parking Space Rental	0	0	0	145,890
521905	Legal Services	635,322	1,999,856	1,988,856	1,189,856
521910	Legal Svcs - Crt Report	7,850	9,500	9,500	9,500
522205	Metro Commuter Passes	692,139	720,000	720,000	720,000
522305	Freight Charges	27,642	15,396	19,131	13,826
522405	Management Savings	25	0	0	0
522410	Cashier Shortages	573	0	31	0
522420	Petty Cash/Change Special Fund	1,177	1,500	1,500	1,500
522430	Miscellaneous Other Services & Charges	4,444,554	5,369,105	5,877,079	4,541,693
522431	EMS Equipment Maint	92,623	100,920	100,920	100,920
522432	Life Safety Equipment Maintenance	406,326	466,042	466,042	475,500
522435	Interest Charges Past Due Accounts	263	27	1,484	1,300
522620	Claims & Judgments	6,825,565	12,161,923	12,161,923	10,985,300
522710	Interfund Utility Cut Repairs	0	500	500	500
522720	Interfund Payroll Services	(33,220)	1,500	2,400	0
522721	Interfund HR Client Services	5,069,922	6,057,613	6,057,613	6,928,906
522722	KRONOS Service Chargeback	553,153	541,448	541,448	605,366
522723	Drainage Fee Service Chargeback	1,521,081	1,710,552	1,710,552	1,521,103
522730	Interfund Engineering Services	528	630	630	0
522735	Interfund Communication Equipment Repair	0	125,340	90,550	123,240
522760	Interfund Billing & Collection Service	15,210	16,847	16,847	20,000
522780	Interfund Photo Copy Services	746,753	39,304	39,707	36,000
522790	Interfund Inventory Adjustments	0	10,300	1,700	1,700
522795	Other Interfund Services	427,162	1,718,245	1,823,245	2,874,536
522835	Scrapping of Inventory for Disposal	688	800	0	0
522840	Interfund Permit Center Rent Chargeback	988,845	972,189	972,189	996,542
522845	Interfund Vehicle Services	29,658,885	33,612,615	33,621,270	33,445,265
522910	Indirect Cost - Expenses	18,785	0	0	0
Total Other Services and Charges		270,128,436	305,860,293	306,949,845	338,830,777

FISCAL YEAR 2014 BUDGET

General Fund Expenditure Summary

Commitment Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
560010	Land	0	23,000	0	0
560210	Furniture Fixtures and Equipment	622,222	29,015	35,015	0
560220	Vehicles	56,743	1,520,574	1,820,574	0
560230	Computer HW and Developed SW	178,980	127,266	120,374	0
560240	Communication Equipment	0	5,200	5,200	0
Total Equipment		857,945	1,705,055	1,981,163	0
551005	Fixed Assets Restatement	0	0	0	1,000
551010	Non-Capital Office Furniture & Equipment	271,037	507,448	300,832	7,500
551015	Non-Capital Computer Equipment	332,046	129,943	805,642	694,312
551020	Non-Capital Communication Equipment	35,074	7,090	7,090	0
551025	Non-Capital Scientific/Medical Equipment	149,354	8,000	17,639	0
551030	Non-Capital Machinery & Equipment	40,439	52,800	53,000	0
551035	Non-Capital Library books	4,701,151	4,686,500	4,686,500	4,686,500
551040	Non-Capital Other	35,229	0	5,390	153,496
Total Non-Capital Equipment		5,564,330	5,391,781	5,876,093	5,542,808
531085	Other Interest	2,060,503	4,117,500	4,117,500	4,427,500
532005	Transfers to General Fund	3,990,015	0	0	0
532015	Transfers to Convention & Entertainment	0	447,963	447,963	461,402
532020	Transfers to Capital Projects	0	6,767,706	6,767,706	6,817,806
532025	Transfers to Special Revenues	32,489,526	34,011,563	34,011,563	35,372,328
532040	Transfers to Component Unit	0	0	0	22,944,904
532050	Trans to PIB Bonds Debt Service	220,506,734	240,203,000	240,203,000	243,000,000
532120	Transfer to Fleet/Eq	1,934,568	1,893,006	1,893,006	1,858,733
Total Debt Service and Other Uses		260,981,346	287,440,738	287,440,738	314,882,673
Grand Total Expenditures		1,810,550,855	1,966,105,745	1,966,105,745	2,071,196,890

Totals do not include interfund eliminations

PUBLIC SAFETY DEPARTMENTS

Fire	III - 2
Houston Emergency Center.....	III - 14
Municipal Courts.....	III - 18
Police General.....	III - 26
Forensic Services.....	III - 40

FIRE DEPARTMENT

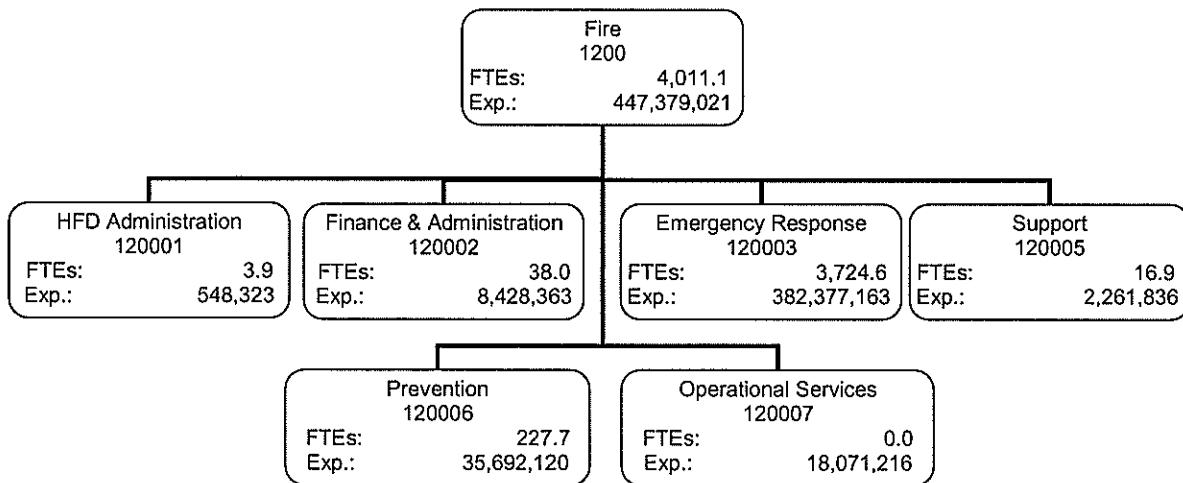
Department Description and Mission

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

Department Organization



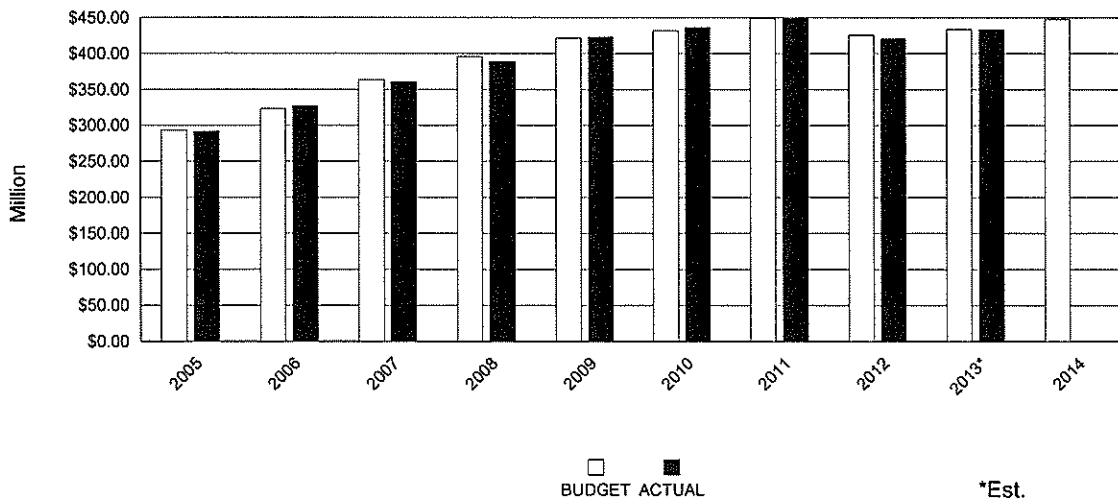
FISCAL YEAR 2014 BUDGET

Business Area Budget Summary

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

		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	390,643,613	400,986,297	401,155,333	409,835,180
	Supplies	11,132,346	10,836,956	10,675,993	10,503,293
	Other Services and Charges	18,413,987	21,446,900	21,438,827	27,040,548
	Non-Capital Equipment	8,467	0	0	0
	Total M & O Expenditures	420,198,413	433,270,153	433,270,153	447,379,021
	Debt Service & Other Uses	0	0	0	0
Total Expenditures		420,198,413	433,270,153	433,270,153	447,379,021
Revenues		62,789,391	60,799,124	62,540,382	62,389,535
Staffing	Full-Time Equivalents - Civilian	118.6	123.5	117.7	127.0
	Full-Time Equivalents - Classified	3,801.0	3,746.4	3,770.9	3,741.1
	Full-Time Equivalents - Cadets	14.2	24.2	27.3	143.0
	Total	3,933.8	3,894.1	3,915.9	4,011.1
	Full-Time Equivalents - Overtime	177.9	224.2	224.2	228.1
Significant Budget Changes and Highlights	o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases.				
	o Classified pay increases of 1% resulting from the 2011 union agreement.				
	o Five new cadet classes which consists of three regular and two fast track training classes totaling 290 cadets.				
	o Two new paramedic classes resulting in 60 additional paramedics.				
	o Three additional Emergency Medical Service (EMS) units funded for the full fiscal year, which were initially placed in service February 2013.				

**Fire Department
Current Budget vs Actual Expenditures**



FISCAL YEAR 2014 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Fire Department Fund No./Bus Area No. : 1000 / 1200						
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
HFD Administration 120001						
Provide administration and direction for all aspects of the Houston Fire Department (HFD) including legal service, finance and administration, operations, logistics, and planning and homeland security.	5.2	659,512	5.9	753,391	3.9	548,323
Finance & Administration 120002						
Provide administration and direction to the Houston Fire Department (HFD) including accounting and finance.	33.3	9,812,746	33.8	8,325,322	38.0	8,428,363
Emergency Response 120003						
Provides continuous fire fighting 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 fire fighters.	3,645.0	361,736,372	3,621.6	372,072,741	3,724.6	382,377,163
Support 120005						
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.	19.9	2,569,104	15.1	1,963,085	16.9	2,261,836
Prevention 120006						
The Command will organize, support and coordinate the activities of Life Safety Bureau, Fire Investigation and Planning Administration.	230.4	35,305,834	239.5	36,642,141	227.7	35,692,120
Operational Services 120007						
Provides the department with essential supplies and services including fuel, miscellaneous parts and supplies, office equipment rental and leases, and telephone and communication lines.	0.0	10,114,845	0.0	13,513,473	0.0	18,071,216

FISCAL YEAR 2014 BUDGET

Division Summary							
Fund Name		: General Fund					
Business Area Name		: Fire Department					
Fund No./Bus Area No.		: 1000 / 1200					
Division	Division Name	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
		FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
120001	HFD Administration						
	Civilian	3.2		3.9		2.0	
	Classified	2.0		2.0		1.9	
	Cadets	0.0		0.0		0.0	
	Total	<u>5.2</u>	659,512	<u>5.9</u>	753,391	<u>3.9</u>	548,323
120002	Finance & Administration						
	Civilian	33.3		33.8		38.0	
	Classified	0.0		0.0		0.0	
	Cadets	0.0		0.0		0.0	
	Total	<u>33.3</u>	9,812,746	<u>33.8</u>	8,325,322	<u>38.0</u>	8,428,363
120003	Emergency Response						
	Civilian	36.9		38.0		40.0	
	Classified	3,593.9		3,556.3		3,541.6	
	Cadets	14.2		27.3		143.0	
	Total	<u>3,645.0</u>	361,736,372	<u>3,621.6</u>	372,072,741	<u>3,724.6</u>	382,377,163
120005	Support						
	Civilian	12.8		10.1		11.0	
	Classified	7.1		5.0		5.9	
	Cadets	0.0		0.0		0.0	
	Total	<u>19.9</u>	2,569,104	<u>15.1</u>	1,963,085	<u>16.9</u>	2,261,836
120006	Prevention						
	Civilian	32.4		31.9		36.0	
	Classified	198.0		207.6		191.7	
	Cadets	0.0		0.0		0.0	
	Total	<u>230.4</u>	35,305,834	<u>239.5</u>	36,642,141	<u>227.7</u>	35,692,120
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>	10,114,845	<u>0.0</u>	13,513,473	<u>0.0</u>	18,071,216
Grand Total							
	Civilian	118.6		117.7		127.0	
	Classified	3,801.0		3,770.9		3,741.1	
	Cadets	14.2		27.3		143.0	
	Grand Total	<u>3,933.8</u>	<u>420,198,413</u>	<u>3,915.9</u>	<u>433,270,153</u>	<u>4,011.1</u>	<u>447,379,021</u>

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ADMINISTRATION MANAGER	26	2.0	2.0	
ADMINISTRATIVE AIDE	10	3.0	3.0	
ADMINISTRATIVE ASSISTANT	17	12.0	13.0	1.0
ADMINISTRATIVE ASSOCIATE	13	4.0	5.0	1.0
ADMINISTRATIVE COORDINATOR	24	2.0	2.0	
ADMINISTRATIVE SPECIALIST	20	6.0	5.0	(1.0)
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	
ARSON INVESTIGATOR	FE08	0.0	1.0	1.0
ASSISTANT ARSON INVESTIGATOR	FE07	5.0	5.0	
ASSISTANT DIRECTOR (EXE LEV)	32	1.0	0.0	(1.0)
ASSISTANT EMS PHYSICIAN DIRECTOR	33	2.5	4.0	1.5
ASSISTANT FIRE CHIEF	FD09	6.0	7.0	1.0
ASSISTANT FIRE MARSHAL	FE08	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	430.0	422.1	(7.9)
CHIEF COMMUNICATIONS OFFICER	FF07	8.0	8.0	
CHIEF INSPECTOR	FE07	4.0	7.0	3.0
COMMUNICATIONS CAPTAIN	FF05	47.0	48.0	1.0
COMMUNICATIONS SENIOR CAPTAIN	FF06	15.0	16.0	1.0
CUSTOMER SERVICE REP. I	13	3.0	1.0	(2.0)
CUSTOMER SERVICE REP. II	15	9.0	13.0	4.0
CUSTOMER SERVICE REP. III	16	2.0	1.0	(1.0)
CUSTOMER SERVICE SUPERVISOR	18	1.0	1.0	
DEPUTY CHIEF	FD08	8.0	7.0	(1.0)
DEPUTY CHIEF-COMM. OFFICER	FF08	1.0	1.0	
DEPUTY DIRECTOR (EXE LEV)	34	1.0	1.0	
DISTRICT CHIEF	FD07	103.0	99.0	(4.0)
DIVISION MANAGER	29	2.0	2.0	
EMS EDUCATOR COORDINATOR	24	2.0	2.0	
EMS PHYSICIAN DIRECTOR,MD	37	1.0	1.0	
ENGINEER/OPERATOR	FD04	1,052.0	1,061.1	9.1
EXECUTIVE ASSISTANT FIRE CHIEF	FD10	2.0	3.0	1.0
EXECUTIVE OFFICE ASSISTANT	15	2.0	2.0	
FINANCIAL ANALYST II	18	0.0	1.0	1.0
FINANCIAL ANALYST III	21	2.0	3.0	1.0
FINANCIAL ANALYST IV	25	1.0	1.0	
FIRE CHIEF	37	1.0	1.0	
FIRE FIGHTER	FD03	1,677.0	1,633.0	(44.0)
FIRE FIGHTER TRAINEE	10	24.2	143.0	118.8
FIRE FIGHTER,PROBATIONARY	FD02	185.0	232.0	47.0
FORENSIC PHOTOGRAPHER	14	1.0	1.0	
HUMAN RESOURCES MANAGER	27	2.0	2.0	
HUMAN RESOURCES SPECIALIST	17	1.0	1.0	
HUMAN RESOURCES SUPERVISOR	24	0.0	0.0	
INSPECTOR	FE05	91.0	94.0	3.0

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
INVENTORY MANAGEMENT CLERK	9	1.0	1.0	
INVENTORY MANAGEMENT SUPERVISOR	17	3.0	2.0	(1.0)
INVESTIGATOR-FIRE	FE05	53.0	53.0	
IT PROJECT MANAGER	28	1.0	1.0	
MAINTENANCE MECHANIC II	12	1.0	1.0	
MAINTENANCE MECHANIC III	14	3.0	4.0	1.0
MANAGEMENT ANALYST IV	25	4.0	4.0	
MASTER MECHANIC	FG07	1.0	1.0	
OFFICE ASSISTANT	9	3.0	3.0	
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 (EXE LEV)	26	1.0	1.0	
RECEPTIONIST	7	3.0	2.0	(1.0)
REGULATORY COMPLIANCE COORDINATOR	17	1.0	1.0	
REGULATORY SUPERVISOR	20	1.0	1.0	
SENIOR CAPTAIN	FD06	164.0	146.0	(18.0)
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 INSPECTOR	FE06	16.0	15.0	(1.0)
SENIOR INVENTORY MANAGEMENT CLERK	12	14.0	13.0	(1.0)
SENIOR INVESTIGATOR	FE06	9.0	8.0	(1.0)
SENIOR MICROCOMPUTER ANALYST	23	1.0	1.0	
SENIOR OFFICE ASSISTANT	12	2.0	2.0	
SENIOR PROCUREMENT SPECIALIST	27	1.0	1.0	
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	
Total FTEs		4,027.7	4,139.2	111.5
Less adjustment for Civilian Vacancy Factor		0.0	0.0	0.0
Less adjustment for Classified Vacancy Factor		133.6	128.1	(5.5)
Full-Time Equivalents		3,894.1	4,011.1	117.0

FISCAL YEAR 2014 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
1200020003	HFD-Warehouse Ops			
452030	Miscellaneous Revenue	5,000	3,000	0
1200020004	HFD-Permits and Revenues			
421180	Special Fire Permits	5,662,500	6,100,000	6,100,000
421210	Fire Alarm Permits	735,000	500,000	500,000
421280	Other Licenses & Permits	0	2,952	2,952
421630	Administrative Fee - Licenses & Permits	702,000	250,000	250,000
426330	Miscellaneous Copies Fees	420	420	420
428050	False Alarm Penalties	740,000	850,000	850,000
428080	Returned Check Charges	480	480	0
452020	Recoveries & Refunds	0	850,000	0
452030	Miscellaneous Revenue	0	1,500	0
Total	HFD-Permits and Revenues	7,840,400	8,555,352	7,703,372
1200030001	HFD-Fire Suppression			
426350	Fire Fighting Services	618,015	618,015	618,015
1200030003	HFD-EMS Administration			
426030	Ambulance Fees	32,416,779	33,244,585	32,335,022
1200040001	HFD-Life Safety Bureau			
421490	Plan Review Fees	1,000,000	1,400,000	1,400,000
452020	Recoveries & Refunds	2,150,000	1,200,000	2,050,000
Total	HFD-Life Safety Bureau	3,150,000	2,600,000	3,450,000
1200040002	HFD-Fire Investigation			
426340	Public Safety Reports Fees	5,435	5,435	5,435
1200050005	HFD-Dispatch & Records Operations			
426340	Public Safety Reports Fees	85,055	85,055	85,055
1200060002	HFD-Hazardous Materials Team			
426010	Hazardous Materials Response	56,100	56,100	56,100
426020	Hazardous Materials Permit	35,500	35,500	35,500
Total	HFD-Hazardous Materials Team	91,600	91,600	91,600
1200060003	HFD-Airport Operations (AARF)			
424050	Interfund Fire Protection Services	16,516,840	16,516,840	17,276,036
1200070001	HFD-Operational Services			
445050	Cell Tower Revenue	70,000	50,000	50,000
452030	Miscellaneous Revenue	0	370	0
Total	HFD-Operational Services	70,000	50,370	50,000
1200070002	HFD - Central Services Operations			
421630	Administrative Fee - Licenses & Permits	0	625,000	625,000
452030	Miscellaneous Revenue	0	145,130	150,000
Total	HFD - Central Services Operations	0	770,130	775,000
Total	Fire Department	60,799,124	62,540,382	62,389,535

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	6,036,064	6,080,002	5,850,003	6,350,249
500020	Salary Base Pay - Classified	225,815,640	222,547,404	223,357,399	222,965,041
500030	Salary Part Time - Civilian	229,740	245,406	295,000	315,007
500040	Salary Assignment Pay - Classified	5,828,147	5,992,394	5,600,000	5,518,500
500050	Sal-Edu/Incen-Classfd	5,121,282	5,202,901	5,060,000	5,060,000
500060	Overtime - Civilian	17,801	37,397	37,397	31,000
500070	Overtime - Classified	15,871,544	19,692,859	19,692,858	19,892,859
500110	Bilingual Pay - Civilian	12,839	13,554	12,700	12,651
500120	Bilingual Pay - Classified	975,230	985,000	1,000,500	1,000,502
500190	Temporary Higher Class Pay	1,817,933	2,028,501	1,700,000	1,700,000
501020	Clothing Allowance - Classified	66,500	69,000	70,000	70,000
501040	Earned Leave - Classified	1,460,260	1,500,000	1,499,994	1,500,000
501070	Pension - Civilian	1,145,660	1,304,025	1,240,099	1,443,734
501080	Pension - Fire	61,204,184	61,650,030	61,627,895	61,591,942
501120	Termination Pay - Civilian	5,213	105,900	50,000	50,000
501130	Termination Pay - Classified	10,071,606	11,433,582	10,868,582	11,168,582
501150	Trainees for Classified Service - Cadets	394,284	652,190	728,665	3,814,300
501160	Vehicle Allowance - Civilian	1,164	0	0	0
502010	FICA - Civilian	476,339	517,318	498,742	785,644
502020	FICA - Classified	2,670,229	2,910,095	2,810,095	3,022,936
503010	Health Ins-Act Civilian	900,638	1,138,211	1,016,249	1,099,738
503015	Basic Life Insurance - Active Civilian	3,855	3,736	3,400	6,676
503020	Health Ins.Act-Classified	36,802,041	42,390,289	42,500,760	46,961,872
503025	Basic Life Insurance - Active Classified	132,991	130,356	130,356	169,002
503040	Health/Life Ins.Ret-Classified	7,924,473	8,591,912	9,460,292	9,623,261
503060	Long Term Disability-Civilian	10,807	12,293	12,290	22,805
503061	Long Term Disability-Classified	263,546	318,919	279,428	318,671
503080	Workers Compensation-Classified-Admin	726,540	900,582	906,366	899,808
503090	Workers Compensation-Civilian-Admin	26,686	35,684	35,943	65,830
503100	Workers Compensation-Civilian-Claim	47,610	71,000	71,000	51,000
503110	Workers Compensation-Classified-Claim	3,782,707	3,600,000	4,023,563	3,598,000
504030	Unemployment Claims - Administration	113,150	125,757	15,757	25,570
504060	Health Benefits-Fire	686,910	700,000	700,000	700,000
Total	Personnel Services	390,643,613	400,986,297	401,155,333	409,835,180
511010	Chemical Gases & Special Fluids	127,219	124,911	139,911	123,133
511015	Cleaning & Sanitary Supplies	246,715	223,180	272,180	223,435
511020	Construction Materials	56,302	64,888	49,888	64,313
511025	Electrical Hardware & Parts	72,063	229,305	295,798	276,705
511030	Mechanical Hardware & Parts	9,279	26,802	11,802	4,100
511035	Meters Hydrants & Plumbing Supplies	4,641	8,389	8,389	8,389
511040	Audiovisual Supplies	2,033	24,998	7,370	15,000
511045	Computer Supplies	94,141	115,315	97,612	96,893
511050	Paper & Printing Supplies	27,800	42,893	40,000	7,893
511055	Publications & Printed Materials	13,520	27,891	6,524	19,433
511060	Postage	28,153	30,347	30,347	30,959
511070	Miscellaneous Office Supplies	149,489	110,972	120,972	112,397
511075	Library Circulation Supplies	0	120	120	120
511080	General Laboratory Supplies	13,076	9,381	7,442	7,901
511085	Drugs & Medical Chemicals	437,492	512,448	444,108	435,930
511090	Medical & Surgical Supplies	1,283,824	1,123,950	1,355,689	1,359,742
511095	Small Technical & Scientific Equipment	80,491	77,287	77,330	78,646
511110	Fuel	4,300,550	4,807,108	4,807,108	4,889,822
511115	Vehicle Repair & Maintenance Supplies	(249,330)	32,223	32,223	32,223

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
511120	Clothing	975,927	1,110,499	1,093,888	1,013,714
511125	Food Supplies	21,215	20,490	19,792	20,540
511130	Weapons Munitions & Supplies	0	2,000	3,000	2,000
511145	Small Tools & Minor Equipment	144,255	171,369	151,553	169,771
511150	Miscellaneous Parts & Supplies	196,288	196,970	193,970	152,374
511160	Protective Gear	2,341,997	908,000	480,000	500,316
511164	Breathing Apparatus Repair Supplies	262,972	381,720	502,720	399,648
511165	Fire Fighting Equipment	492,234	453,500	426,257	457,896
Total	Supplies	11,132,346	10,836,956	10,675,993	10,503,293
520100	Temporary Personnel Services	0	20,000	15,110	0
520102	Security Services	278	5,000	5,316	39,744
520105	Accounting & Auditing Services	396	22,304	22,909	0
520107	Computer Info/Contr	3,990	6,140	6,140	3,558
520108	Information Resource Services	0	57,722	57,722	0
520109	Medical Dental & Laboratory Services	83,109	66,916	66,520	94,450
520110	Management Consulting Services	0	47,999	47,999	0
520114	Miscellaneous Support Services	99,072	177,194	176,284	145,402
520118	Refuse Disposal	20,607	20,000	15,000	10,200
520119	Computer Equipment/Software Maintenance	237,544	195,851	195,851	233,635
520120	Communications Equipment Services	9,534	175,000	175,000	174,000
520121	IT Application Svcs	60,236	131,406	131,406	1,425,356
520122	Office Equipment Services	237	1,300	1,300	1,300
520123	Vehicle & Motor Equipment Services	69,063	124,200	132,200	73,000
520124	Other Equipment Services	3,313	8,717	8,717	8,717
520126	Construction Site Work Services	19,899	0	0	0
520132	Contracts/Sponsorships	51,557	61,000	52,483	54,000
520133	Private Investigative Services	0	0	0	8,706
520142	Classified C.S. Arbitration Cost	11,848	24,000	20,000	19,539
520152	Telemetry Services	2,114,542	2,171,832	2,171,832	2,171,832
520153	Protective Gear Cleaning Services	704,226	660,600	660,600	707,600
520510	Mail/Delivery Services	0	420	420	420
520515	Print Shop Services	9,300	4,806	7,148	6,430
520520	Printing & Reproduction Services	21,133	40,947	40,947	40,947
520605	Advertising Services	39	0	0	0
520705	Insurance Fees	237,734	292,652	292,652	289,903
520710	State/Federal Inspection Fees	21,510	0	0	20,880
520725	Assessments - Other Governments	370,745	374,075	374,075	397,875
520745	Third Party Collection Fees	(37,024)	0	0	0
520765	Membership & Professional Fees	14,291	22,795	22,795	23,060
520805	Education & Training	29,175	119,729	119,729	151,531
520806	Paramedic/EMT Continuing Edu	70,295	74,200	74,200	67,500
520807	Initial/Recert EMS Training	6,316	325,601	325,601	637,150
520815	Tuition Reimbursement	5,000	0	0	0
520905	Travel - Training Related	15,169	32,880	32,115	32,765
520910	Travel - Non-Training Related	11,468	1,658	6,000	1,658
521405	Building Maintenance Services	350,141	338,000	338,000	326,000
521415	Land and Grounds Maintenance	5,750	646	646	646
521605	Data Services	267,812	433,709	433,709	1,519,151
521610	Voice Services	2,538,072	2,459,953	2,459,953	3,886,797
521620	Voice Equipment	3,601	25,994	25,994	23,994
521625	Voice Labor	8,129	19,104	19,904	30,419
521630	GIS Revolving Fund Services	141,647	156,203	156,203	197,045
521635	Voice Services -Wireless	0	0	0	160,266

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
521715	Office Equipment Rental	102,245	100,000	100,000	100,000
521725	Other Rental	63	5,800	5,800	5,800
521730	Parking Space Rental	2,257	3,000	3,000	3,000
522305	Freight Charges	0	2,400	2,400	2,400
522430	Miscellaneous Other Services & Charges	79,461	139,249	139,249	135,566
522431	EMS Equipment Maint	92,623	100,920	100,920	100,920
522432	Life Safety Equipment Maintenance	406,326	466,042	466,042	475,500
522721	Interfund HR Client Services	2,554,261	3,152,536	3,152,536	3,686,951
522722	KRONOS Service Chargeback	145,319	147,530	147,530	163,640
522723	Drainage Fee Service Chargeback	94,205	134,257	134,257	98,954
522840	Interfund Permit Center Rent Chargeback	343,173	329,316	329,316	386,871
522845	Interfund Vehicle Services	7,014,300	8,165,297	8,165,297	8,895,470
Total	Other Services and Charges	18,413,987	21,446,900	21,438,827	27,040,548
551020	Non-Capital Communication Equipment	8,467	0	0	0
Total	Non-Capital Equipment	8,467	0	0	0
Grand Total Expenditures		420,198,413	433,270,153	433,270,153	447,379,021



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 2014 BUDGET

Business Area Budget Summary

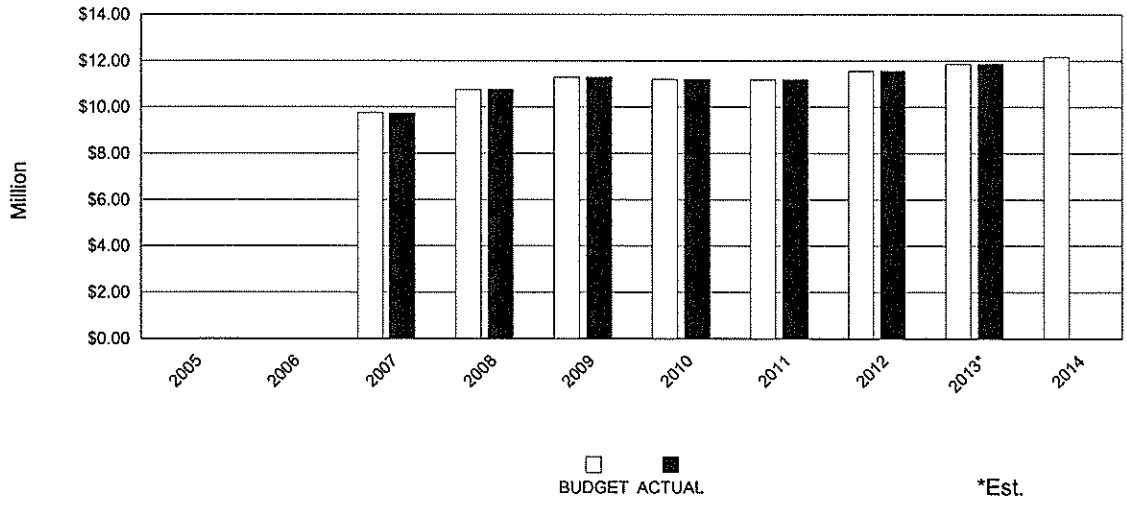
Fund Name : General Fund
 Business Area Name : Houston Emergency Center
 Fund No./Bus. Area No. : 1000 / 1500

		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Other Services and Charges	139	0	0	0
	Total M & O Expenditures	139	0	0	0
	Debt Service & Other Uses	11,549,511	11,855,355	11,855,355	12,171,235
	Total Expenditures	11,549,650	11,855,355	11,855,355	12,171,235
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	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0

Significant Budget Changes and Highlights

- o Provides funding to support the General Fund portion of Houston Emergency Center Special Fund (Fund 2205).
- o The FY2014 Budget provides funding for the health benefits, pension contribution and municipal employees 3% pay increases as well as contractual increases.

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



FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
521610	Voice Services	139	0	0	0
Total	Other Services and Charges	139	0	0	0
532025	Transfers to Special Revenues	11,549,511	11,855,355	11,855,355	12,171,235
Total	Debt Service and Other Uses	11,549,511	11,855,355	11,855,355	12,171,235
Grand Total Expenditures		11,549,650	11,855,355	11,855,355	12,171,235



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 the greatest number of cases filed annually.

There are four Divisions within the Municipal Courts Department: Administrative Services, Court Operations, Public Services 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, Property Disposition and Impact. Additionally, the Department oversees budgetary and operational functions of three Special Revenue Funds: the Juvenile Case Manager Fund, the Building Court Security Fund and the Court Technology Fee Fund.

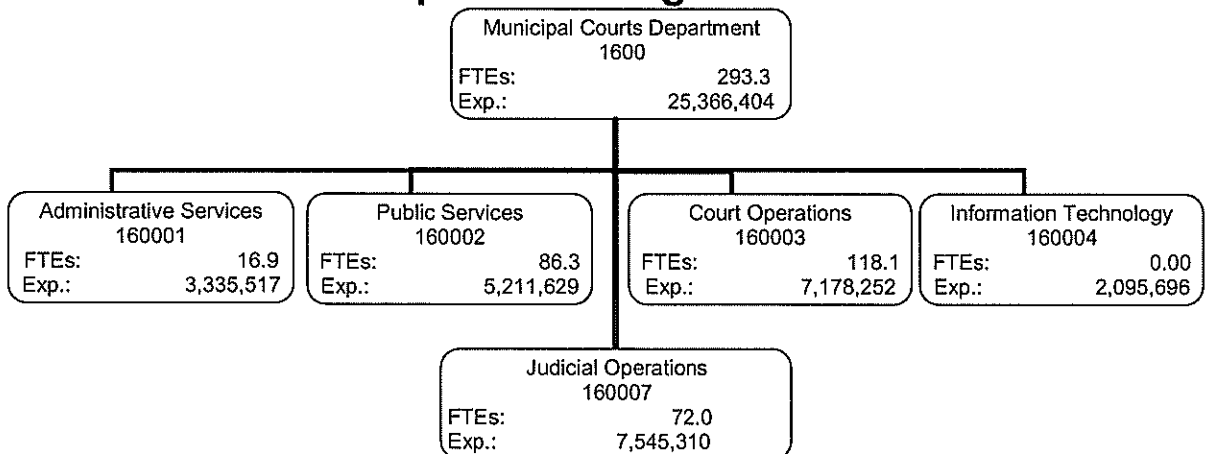
In partnership with Administrative and Regulatory Affairs Department (ARA), the Municipal Courts Department oversees parking citation hearings and other Ordinance violation hearings. Parking hearings are held Monday through Saturday at the central location. In partnership with the Department of Neighborhoods (DoN), the Municipal Courts Department oversees the Civil Adjudication hearing process for Ordinance violators 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-two Associate Judges, and three full-time and six part-time Adjudication Hearing Officers. The Department is administratively supported by two Deputy Directors, one of which serves as the Clerk of Court, and three Assistant Directors, who oversee assigned administrative support staff.

Court operations include fourteen day courts and eight night courts. Full service courts are located at the Central Herbert W. Gee Courthouse, Southeast Command (Court 13/Court 14), Westside Command (Court 18), and North Command (Court 20). These courts handle arraignments, jury trials, bench trials and also function as Annex courts for off-docket matters. Jail arraignments and trials are held seven days per week at two court locations (Central/Southeast). There are currently eight jury courts that operate Monday through Friday, and one jury court (Westside) that operates two days per week (Thursdays/Fridays).

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 locations operate Monday through Friday, and the Central location, which operates Monday through Saturday.

Department Organization

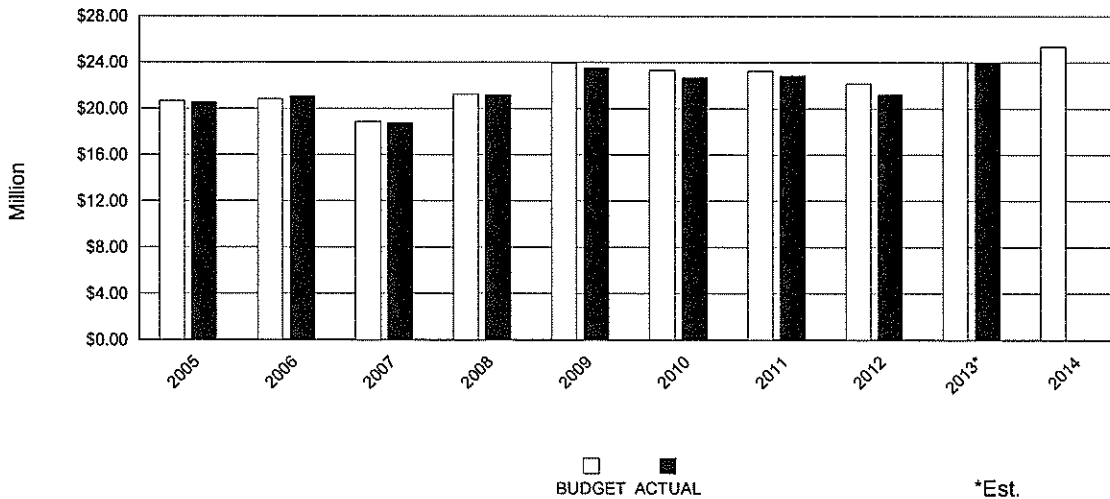


Business Area Budget Summary

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

		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	17,550,351	18,746,318	18,775,495	21,009,252
	Supplies	240,655	239,029	240,928	245,198
	Other Services and Charges	3,413,809	4,833,661	4,807,492	3,973,989
	Non-Capital Equipment	19,096	55,642	50,735	7,500
	Total M & O Expenditures	21,223,911	23,874,650	23,874,650	25,235,939
	Debt Service & Other Uses	0	130,465	130,465	130,465
	Total Expenditures	21,223,911	24,005,115	24,005,115	25,366,404
Revenues		32,697,380	34,772,090	34,082,029	34,408,429
Staffing	Full-Time Equivalents - Civilian	271.2	274.1	268.6	293.3
	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	271.2	274.1	268.6	293.3
	Full-Time Equivalents - Overtime	0.0	0.2	0.1	0.1
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. o Realignment of 19 Court Security Officers from the Building Security Fund. o Contract review and renegotiation to optimize savings for FY2014. o Continuation of data cleansing efforts in preparation for Court System Mangement and Resource Technology (CSMART) go-live. o Optimize staff work schedules to reduce contract labor costs. o Daily monitoring of juror levels in an effort to reduce summoning costs and \$6 fee payments. o Realignment of private security contract and armored car contract to the Building Security Special Fund. o Includes funding for the Deferred Payment Compliance Program/Collection Contract Compliance Program. 				

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



FISCAL YEAR 2014 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area Name : Municipal Courts Department Fund No./Bus Area No. : 1000 / 1600					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Average Defendant Wait Time:Trial by Judge	Q,P	31mins	<30mins	25mins	<30mins
Average Defendant Wait Time: Trial by Jury	Q,P	3hrs 6mins	<3hrs	1hr 55mins	<2hrs 30mins
Public Information Requests Handled On/Before Mandated Response Window	P	100%	100%	100%	100%
Complaints Generated 14 days Prior to Trial Date	P,F	100%	100%	100%	100%
Favorable Customer Satisfaction Rating	Q,P	N/A	N/A	85%	>75%
Business Process Measures					
Average Warrant Verification Time	P	10mins	10mins	10mins	<10mins
Average Officer Time Spent in Court	P	2hrs 50mins	<2hrs 45mins	2hrs 40mins	<2hrs 45mins
Payments Processed w/in 24hrs of Receipt	F,P	100%	100%	100%	100%
Cases Reviewed - Quality Control(QC)	F,P	50%	50%	50%	50%
Transactions Reviewed Annually(QC)	F	430,337	350,000	350,000	350,000
Security Incident Reporting within 24 Hours	J,Q	100%	100%	100%	100%
People and Technology Measures					
Staff Completing 4 Annual Hours of Skill-Based/Continuing Legal Education Training	J	100%	100%	100%	100%
Web/Electronic-Based Services Available to Public	I,F	10	10	10	11
Annual Department Community Outreach Hours	Q	176	180	180	200
Financial Measures					
Expenditures Budget vs Actual Utilization	F	96%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	90%	100%	98%	100%
In-House Pre-Collection Annual Revenue	F,P	\$1,262,000	\$1,200,000	\$1,383,000	\$1,500,000
Deferred Payment Program Compliance	F,P	N/A	N/A	N/A	\$230,000
Cases Disposed to Cases Filed	F,P	100%	108%	108%	>100%
Mayor's Five Priorities: Jobs and Sustainable Development (J) Fiscal Responsibility (F)		Public Safety (P) Quality of Life (Q)		Infrastructure (I)	

FISCAL YEAR 2014 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Municipal Courts Department Fund No./Bus Area No. : 1000 / 1600						
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Administrative Services 160001 Direct oversight of facilities, security, safety, financial services, mail services, internal Human Resources (HR) matters, legislation, contracts, public information (PIO), staff development and training. Indirect oversight of HR and Houston Information Technology Services (HITS) assigned staff. Administrative support of all divisions.	17.0	3,876,524	17.6	4,508,851	16.9	3,335,517
Public Services 160002 Collection of all fines and fees (mail, telephone, on-line, kiosk). Processes court actions. Prepares/-mails court notices. Supports the Parking Adjudication function. The One Call Solution Center oversees the pre-collection of delinquent citations including defendant direct and automated calls, reminder notifications. Quality control (QC) review of transactions.	82.9	4,378,332	83.4	4,688,221	86.3	5,211,629
Court Operations 160003 Courtroom support (maintaining dockets, processing judicial orders, coordinating alternative sentencing). Warrant verification service for law enforcement. Assist with the jail booking process. Process bond forfeitures, appeals, bankruptcies, expunctions. Record retention. Prepares complaints/subpoenas and data entry of citations. QC review of case information and transactions.	118.4	6,572,197	115.4	6,920,638	118.1	7,178,252
IT 160004 Funds interdepartmentally billed IT-related chargebacks for Department as provided in annual budget target letter. Funds equipment maintenance agreements (scanners, printers).	0.0	665,295	0.0	1,832,739	0.0	2,095,696
Judicial Operations 160007 Oversight of dockets (arraignment, jury/bench trials, juvenile, parking citation adjudication, jail arraignments/trials). Provides magistrate services to law enforcement. Oversight of special dockets (Impact, Homeless, Truancy, Civil Adjudication, Dangerous Buildings). Oversight of Juvenile Case Manager Program. Administrative and professional support to Courts.	52.9	5,731,563	52.2	6,054,666	72.0	7,545,310
Total	271.2	21,223,911	268.6	24,005,115	293.3	25,366,404

FISCAL YEAR 2014 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ADJUDICATION HEARING OFFICER	27	2.6	3.2	0.6
ADMINISTRATION MANAGER	26	5.2	4.6	(0.6)
ADMINISTRATIVE AIDE	10	0.5	0.5	
ADMINISTRATIVE ASSISTANT	17	6.0	7.0	1.0
ADMINISTRATIVE COORDINATOR	24	2.0	1.0	(1.0)
ADMINISTRATIVE JUDGE OF MUNICIPAL COURTS	31	1.0	1.0	
ADMINISTRATIVE SPECIALIST	20	4.0	5.0	1.0
ADMINISTRATIVE SUPERVISOR	22	13.6	16.2	2.6
ASSISTANT DIRECTOR (EXE LEV)	32	3.5	3.6	0.1
ASSOCIATE JUDGE OF MUNICIPAL COURTS	31	7.2	5.7	(1.5)
ASSOCIATE PRESIDING JUDGE OF MUNICIPAL COURTS	31	1.0	1.0	
COURT INTERPRETER	14	5.7	4.5	(1.2)
COURT REPORTER	19	5.7	5.7	
CUSTOMER SERVICE REP. I	13	120.4	125.5	5.1
CUSTOMER SERVICE REP. II	15	46.0	45.0	(1.0)
CUSTOMER SERVICE REP. III	16	18.0	14.0	(4.0)
DATA CONTROL CLERK	8	1.0	0.0	(1.0)
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	1.0	0.8	(0.2)
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	1.6	1.6	
JUDGE OF MUNICIPAL COURTS	31	18.5	18.0	(0.5)
MUNICIPAL COURTS ADMINISTRATOR	17	1.0	1.0	
MUNICIPAL COURTS SECURITY OFFICER	12	0.0	18.0	18.0
MUNICIPAL COURTS SUPERVISOR	18	1.0	2.0	1.0
PRESIDING JUDGE OF MUNICIPAL COURTS	35	1.0	1.0	
SENIOR CONTRACT ADMINISTRATOR	27	1.0	1.0	
SENIOR INVENTORY MANAGEMENT CLERK	12	2.0	2.0	
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	1.0	
SENIOR SUPERINTENDENT	27	1.0	1.0	
STAFF ANALYST	26	1.0	2.0	1.0
STAFF ANALYST (EXE LEV)	26	1.0	1.0	
Total FTEs		281.5	300.9	19.4
Less adjustment for Civilian Vacancy Factor		7.4	7.6	0.2
Full-Time Equivalent		274.1	293.3	19.2

FISCAL YEAR 2014 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	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
1600010001	MCD - Administrative Services			
424110	Other Interfund Services	0	0	96,000
426330	Miscellaneous Copies Fees	31,011	43,068	43,068
427010	Moving Violations	18,933,578	18,468,706	18,599,857
427030	MCTP Monthly Time Payment	541,490	631,989	631,989
427040	Non-Traffic Fines	2,369,859	2,487,210	2,504,872
427050	Failure to Appear Fines	2,235,099	2,090,163	2,105,006
427060	Scire Facias Forfeitures	553,982	770,226	775,696
427070	Bond Handling Fees	953	1,353	1,363
427100	Local Court Costs	674,481	574,586	578,666
427110	Driver Safety Administration Fees	1,723,175	1,507,101	1,517,803
427120	Cash Bond Forfeiture Fees	646	7,361	7,413
427130	Local Arrest Fees	1,592,520	1,410,328	1,420,343
427140	State Arrest Fees	1	5	5
427160	Warrant Fees	145,929	148,193	149,245
427170	HPD Overtime Fee	66	34	34
427180	Capias Pro Fine	3,494	3,239	3,262
427200	Unclaimed Fines & Forfeitures	630	3,127	3,149
427210	Court Costs/Jury Costs	61	51	51
427220	Suspended Sentence Fees	4,244,200	3,979,593	4,007,853
427250	Registration Denial Fee	249,218	273,830	275,775
427260	Dismissal Fees	1,058,187	719,967	725,080
427280	In-House Collection Fee	152,938	491,841	491,841
428080	Returned Check Charges	9,119	7,176	7,176
434340	Cashier Overages	1,030	0	0
452030	Miscellaneous Revenue	250,423	462,882	462,882
Total	MCD - Administrative Services	34,772,090	34,082,029	34,408,429
Total	Municipal Courts Department	34,772,090	34,082,029	34,408,429

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	11,568,698	11,854,632	11,776,131	13,019,987
500030	Salary Part Time - Civilian	699,336	848,521	845,229	987,072
500060	Overtime - Civilian	3,559	9,289	5,628	7,500
500090	Premium Pay - Civilian	79,327	75,526	79,438	111,076
500110	Bilingual Pay - Civilian	68,766	76,154	69,874	77,731
501070	Pension - Civilian	2,195,832	2,558,283	2,539,948	2,954,229
501120	Termination Pay - Civilian	101,396	94,690	151,933	97,889
502010	FICA - Civilian	910,773	985,829	953,576	1,081,196
503010	Health Ins-Act Civilian	1,773,790	2,065,938	2,055,438	2,492,515
503015	Basic Life Insurance - Active Civilian	6,624	7,045	6,888	10,071
503060	Long Term Disability-Civilian	21,282	22,319	21,077	23,341
503090	Workers Compensation-Civilian-Admin	62,487	66,301	77,750	70,595
503100	Workers Compensation-Civilian-Claim	43,933	49,421	160,215	59,321
504030	Unemployment Claims - Administration	14,548	32,370	32,370	16,729
Total	Personnel Services	17,550,351	18,746,318	18,775,495	21,009,252
511020	Construction Materials	332	738	738	1,000
511025	Electrical Hardware & Parts	16	0	0	0
511040	Audiovisual Supplies	433	0	0	0
511045	Computer Supplies	23,903	33,940	48,364	36,527
511050	Paper & Printing Supplies	36,503	53,500	47,700	49,000
511055	Publications & Printed Materials	1,862	5,150	5,150	5,150
511060	Postage	106,586	91,947	86,947	91,065
511070	Miscellaneous Office Supplies	47,688	30,312	29,812	36,250
511110	Fuel	7,611	3,100	3,100	6,406
511115	Vehicle Repair & Maintenance Supplies	0	0	80	500
511120	Clothing	10,259	14,000	15,362	19,300
511125	Food Supplies	134	0	615	0
511150	Miscellaneous Parts & Supplies	5,328	6,342	3,060	0
Total	Supplies	240,655	239,029	240,928	245,198
520100	Temporary Personnel Services	0	1,500	880	0
520102	Security Services	648,161	689,372	682,904	0
520107	Computer Info/Contr	350,000	350,000	350,000	350,000
520108	Information Resource Services	0	112,776	112,776	112,776
520109	Medical Dental & Laboratory Services	1,234	1,268	1,268	1,268
520110	Management Consulting Services	50,095	0	0	0
520114	Miscellaneous Support Services	115,706	150,929	150,929	119,495
520115	Real Estate Lease/Office Rental	105,707	57,734	57,734	0
520119	Computer Equipment/Software Maintenance	10,648	114,000	109,546	19,982
520121	IT Application Svcs	366,488	1,278,264	1,278,264	1,235,401
520123	Vehicle & Motor Equipment Services	167	168	294	301
520124	Other Equipment Services	2,465	0	0	881
520126	Construction Site Work Services	18,430	7,500	16,500	7,500
520510	Mail/Delivery Services	315,957	504,945	504,945	502,963
520515	Print Shop Services	9,490	11,497	11,497	13,160
520520	Printing & Reproduction Services	99,401	101,000	101,000	101,000
520605	Advertising Services	358	0	0	0
520705	Insurance Fees	46,666	59,153	59,153	62,911
520765	Membership & Professional Fees	11,235	12,850	10,258	23,350
520780	Juror Compensation	0	110,059	108,422	110,060
520805	Education & Training	15,480	19,100	19,795	57,000
520905	Travel - Training Related	9,899	15,950	14,293	31,947
520910	Travel - Non-Training Related	1,372	3,100	1,785	3,105

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
521410	Sewer Services	41,576	25,000	20,000	25,000
521505	Electricity	451,333	447,330	447,330	332,933
521510	Natural Gas	12,341	18,945	18,945	14,964
521605	Data Services	45,085	57,693	57,693	150,686
521610	Voice Services	183,749	204,321	218,321	184,017
521620	Voice Equipment	4,547	11,187	11,187	10,326
521625	Voice Labor	5,083	8,222	8,222	13,091
521630	GIS Revolving Fund Services	12,103	11,276	11,276	13,983
521635	Voice Services -Wireless	0	0	0	26,260
521715	Office Equipment Rental	80,361	83,448	80,000	83,448
521730	Parking Space Rental	60,764	62,365	50,022	50,022
521905	Legal Services	1,350	5,000	5,000	5,000
521910	Legal Svcs - Crt Report	7,850	9,500	9,500	9,500
522430	Miscellaneous Other Services & Charges	110,557	34,566	23,943	31,974
522721	Interfund HR Client Services	203,749	241,620	241,620	255,632
522722	KRONOS Service Chargeback	12,298	12,023	12,023	13,252
522845	Interfund Vehicle Services	2,104	0	167	801
Total	Other Services and Charges	3,413,809	4,833,661	4,807,492	3,973,989
551010	Non-Capital Office Furniture & Equipment	19,096	5,642	735	7,500
551030	Non-Capital Machinery & Equipment	0	50,000	50,000	0
Total	Non-Capital Equipment	19,096	55,642	50,735	7,500
532020	Transfers to Capital Projects	0	130,465	130,465	130,465
Total	Debt Service and Other Uses	0	130,465	130,465	130,465
Grand Total Expenditures		21,223,911	24,005,115	24,005,115	25,366,404

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 by Embracing the Core Values: Honor, Integrity, and Respect

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. Maintain response times to priority 1 calls in the range of 5.5-4.5-3.5 minutes.
2. Maintain response times to priority 2 calls in the range of 11-12 to 9-11 to 8-9 minutes.
3. Obtain clearance rates that exceed the past 5-year average for Part 1 crimes.

Continue Positive Police/Community Relations

1. Maintain or reduce the Part 1 crime rate at or below the 5 year average.
2. Maintain weighted response times at or below the FY2013 average.
3. Improve citizen satisfaction in all areas of the department as indicated by the Platform Study and other surveys.
4. Enhance community relations by building stronger lines of communication with a broader audience through a variety of social media platforms that are internet based, as well as adapting an interactive Web 3.0 environment for Smartphone technology.

Ensure the Department's Accountability to the Public

1. Complete a recently commissioned comprehensive work demand analysis for patrol and investigative functions.
2. Continue the International Organization of Standards (ISO) 9001 process for Crime Scene Unit and Records Division to ensure the most efficient and best practices are being utilized.
3. Exercise sound fiscal management in utilizing the funds approved by City Council.
4. Conduct Post-Critical Incident Training for all sergeants, lieutenants, captains and civilian equivalents.

Maintain/Increase Productivity

1. Exceed the 3-year average of traffic stops conducted.
2. Exceed the 3-year average of self-initiated investigations.
3. Increase the percentage of cases worked with pursuable leads.
4. Maintain capacity to respond to approximately 1.1 million calls-for-service annually.
5. Maintain a positive property disposal rate (the amount of property returned to owners or disposed of is greater than the amount of property entered into evidence).

Increase the Professionalism of Department Employees

1. Implement actions designed to reduce incidents of unacceptable or unwanted behavior.
2. Complete implementation of customer service message and standard protocols through various forums and delivery mechanisms to all employees within the organization.
3. Develop a cadre of classified employees trained to deliver defensive tactics and tactical training concepts.
4. Develop more training opportunities for civilian employees versus FY2013.
5. Develop a process to email civilian job postings to department employees.

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

FY2013 / FY2014 Projected Officers

FY2013 Beginning Officers	5,308	FY2014 Beginning Officers	5,317
FY2013 Graduating Cadets (New Officers)	209	FY2014 Graduating Cadets (New Officers)	213
FY2013 Projected Attrition	(200)	FY2014 Projected Attrition	(200)
FY2013 Projected Ending Total Officers	5,317	FY2014 Projected Ending Total Officers	5,330
FY2013 Projected Cadet Hires	219	FY2014 Projected Cadet Hires	210

Department Long Term Goals

The Houston Police Department will best accomplish its mission by working toward the strategic goal of making the Houston Police Department the most professional law enforcement agency in the country. Additionally, the department has a number of long-term strategies and goals:

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 tactics and programs to make Houston the safest major city in the country.
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 biennial Houston Police Department Satisfaction Survey, the Platform Study and the Houston Area Rice University 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. Increase status updates with complainants and victims especially at the conclusion of the investigation regarding the outcome and results.
2. Acquire technology and implement systems to increase accountability and transparency.
3. Enhance the credibility of the discipline process with internal and external customers.

Maintain/Increase Productivity

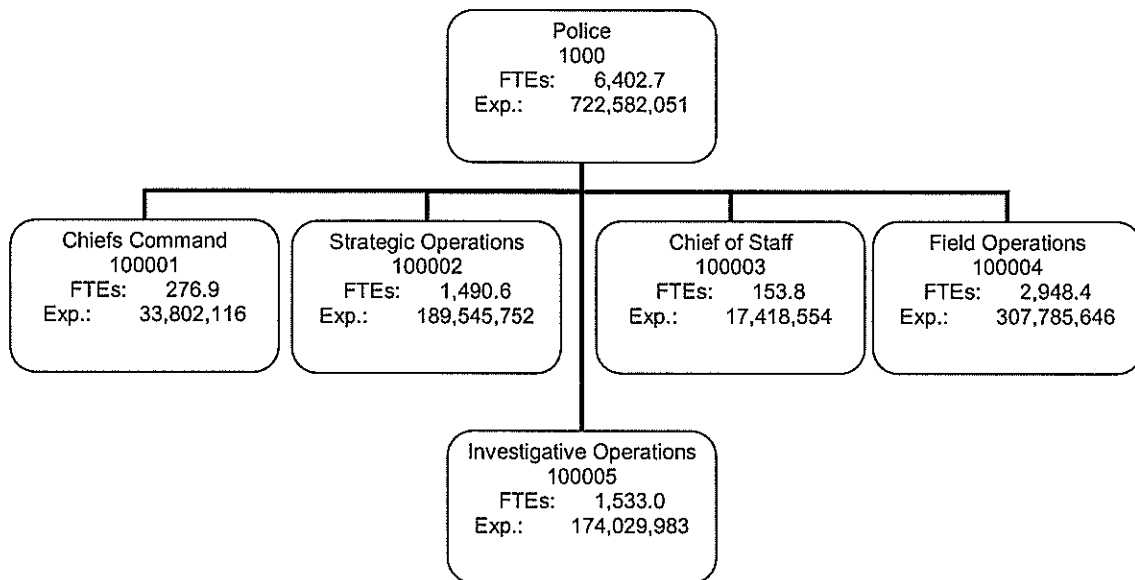
1. Utilize department personnel more effectively by merging the jail with the County and establishing diversion programs in the interim.
2. Complete the implementation of the Records Management System (RMS) Project to include designing the software, configuring the systems, and training of department personnel.
3. Acquire technology to improve efficiency and serve as a force multiplier as financial resources allow.
4. Continue re-engineering processes such as the ISO certification and civilianization to increase efficiencies and to utilize personnel more effectively as funding allows.
5. Improve internal communications at all levels of the department.

Increase the Professionalism of Department Employees

1. Ensure corrective action administered is consistent with the core values.
2. Increase the professionalism of the interaction and communication between our employees and our customers as a means of enhancing our ability to provide quality services.
3. Provide the highest quality of service to our internal and external customers in furtherance of the departmental goal to be the most professional law enforcement organization in the country.
4. Pursue training that reinforces behavior consistent with the department's core values.
5. Create an atmosphere where civilian employees, particularly supervisors and managers, achieve a higher level of recognition for their responsibilities and contributions.

Additionally, HPD has the long-term goal of developing and implementing a staffing plan, informed by the Work Demands Analysis currently being conducted by the Police Executive Research Forum at the request of City Council.

**POLICE DEPARTMENT
Department Organization**



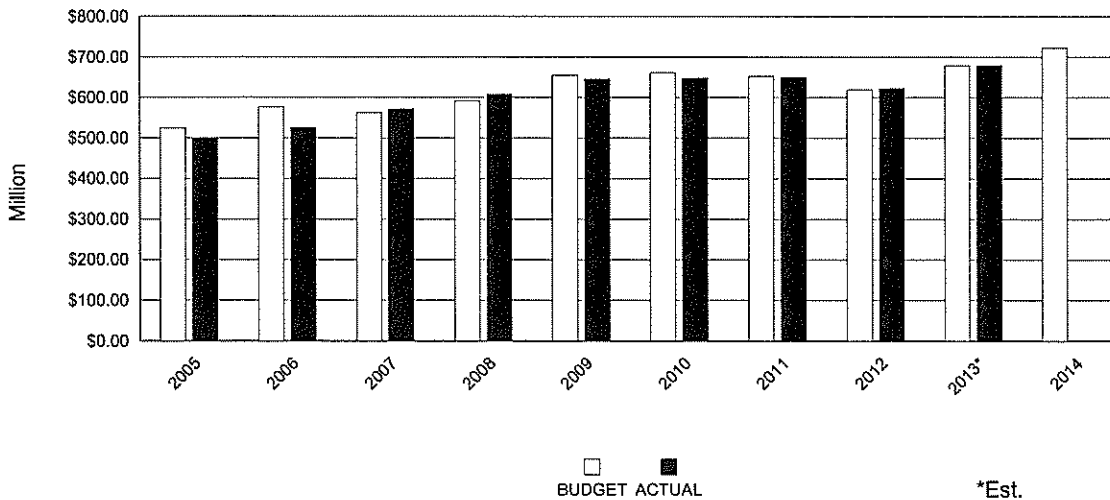
FISCAL YEAR 2014 BUDGET

Business Area Budget Summary

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

		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	582,062,945	631,747,330	632,493,954	675,913,331
	Supplies	16,377,623	16,450,735	15,781,368	17,623,820
	Other Services and Charges	22,603,946	28,424,547	29,005,899	28,904,900
	Equipment	158,100	1,540,215	1,520,193	0
	Non-Capital Equipment	536,793	267,833	250,194	140,000
	Total M & O Expenditures	621,739,407	678,430,660	679,051,608	722,582,051
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	621,739,407	678,430,660	679,051,608	722,582,051
Revenues		25,700,877	36,295,631	37,511,295	28,957,455
Staffing	Full-Time Equivalents - Civilian	998.2	1,093.7	1,049.1	1,127.8
	Full-Time Equivalents - Classified	5,146.5	5,124.0	5,162.5	5,172.0
	Full-Time Equivalents - Cadets	76.6	99.5	114.5	102.9
	Total	6,221.3	6,317.2	6,326.1	6,402.7
	Full-Time Equivalents - Overtime	115.4	125.1	128.1	120.6
Significant Budget Changes and Highlights	o FY2014 includes Meet & Confer mandated salary increase of 3% and other increases in classified cost.				
	o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases.				
	o Classified attrition of 200 officers with an offset of 213 new cadets graduating in FY2014.				
	o FY2014 Budget includes funding for expenditure increases in health benefits (\$9.2M) and pension contribution (\$19M) for both civilian and classified.				
	o FY2014 includes revenues for Burglar Alarm Permits (\$7.9M) and False Alarm Penalties (\$2.1M) being moved from the Houston Police Department to Administration & Regulatory Affairs.				

**Police Department
Current Budget vs Actual Expenditures**



FISCAL YEAR 2014 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area Name : Police Department Fund No./Bus Area No. : 1000 / 1000					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Weighted Response Time	P	20.9	20	20	20
Total Dispatched Calls	P	1.2M	1.2M	1.2M	1.2M
Business Process Measures					
Part 1 Crime	P	120,860	135,656	133,724	133,817
Part 1 Clearance Rate	P	18.6%	17.2%	15.3%	17.5%
Priority 1 Average Response Time (minutes)	P	4.7	3.5 to 5.5	4.7	3.5 to 5.5
Priority 2 Average Response Time (minutes)	P	9.7	8 to 12	9.5	8 to 12
Prisoners Processed	P,Q	N/A	136,000	105,000	94,500
People and Technology Measures					
Cadet Trainees (new)	P,J	223	219	209	210
Classified Attrition	J	188	200	200	200
Classified Overtime FTEs	P,J,Q,F	93.9	98.6	96.4	95.6
Civilian Overtime FTEs	P,J	21.5	26.5	31.7	25.0
Financial Measures					
Expenditures Budget vs Actual Utilization	F	100%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	96%	100%	103%	100%
Financial & Operations Reports	F	12	12	12	12
Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I) Fiscal Responsibility (F) Quality of Life (Q)					

FISCAL YEAR 2014 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Police Department Fund No./Bus Area No. : 1000 / 1000							
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
Chiefs Command 100001 Provide management and support to other commands. This command consists of groups such as the Chief's Office, Budget and Finance, Public Affairs, Internal Affairs, Inspections and Legal Services.	254.0	29,220,501	274.8	32,264,593	276.9	33,802,116	
Strategic Operations 100002 Provides support for homeland security, professional development, and staff services. Oversee employee hiring, development, training and other personnel activities. Oversee jail operations, emergency communications, and records. Directs intelligence, air support, airport patrols, special operations, and tactical operations.	1,434.5	166,638,993	1,474.5	181,428,701	1,490.6	189,545,752	
Chief of Staff 100003 Provide support to field operations, investigative operations, and strategic activities. Division includes: Crime Analysis, Planning, and Command Center.	128.5	14,398,941	135.6	14,694,838	153.8	17,418,554	
Field Operations 100004 Respond to calls for service, perform primary investigations, enforce traffic laws, provide assistance to citizens, target street level criminal activities, and maintain a high degree of police visibility for prevention and reduction of crime.	2,914.8	258,734,747	2,938.4	287,211,773	2,948.4	307,785,646	
Investigative Operations 100005 Responsible for investigative operations of unique and special law enforcement areas. Areas include: vice, narcotics, major offenders, robberies, auto theft, homicides, assaults, rapes, family violence, burglary/theft, and juvenile crimes.	1,489.5	152,746,225	1,502.8	163,451,703	1,533.0	174,029,983	

FISCAL YEAR 2014 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Police Department Fund No./Bus Area No. : 1000 / 1000							
Division	Division Name	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
		FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
100001	Chiefs Command						
	Civilian	113.5		122.8		125.9	
	Classified	140.5		152.0		151.0	
	Cadets	0.0		0.0		0.0	
	Total	<u>254.0</u>	<u>29,220,501</u>	<u>274.8</u>	<u>32,264,593</u>	<u>276.9</u>	<u>33,802,116</u>
100002	Strategic Operations						
	Civilian	549.8		549.4		573.0	
	Classified	808.1		810.6		814.7	
	Cadets	76.6		114.5		102.9	
	Total	<u>1,434.5</u>	<u>166,638,993</u>	<u>1,474.5</u>	<u>181,428,701</u>	<u>1,490.6</u>	<u>189,545,752</u>
100003	Chief of Staff						
	Civilian	34.7		38.6		42.0	
	Classified	93.8		97.0		111.8	
	Cadets	0.0		0.0		0.0	
	Total	<u>128.5</u>	<u>14,398,941</u>	<u>135.6</u>	<u>14,694,838</u>	<u>153.8</u>	<u>17,418,554</u>
100004	Field Operations						
	Civilian	59.7		87.4		104.0	
	Classified	2,855.1		2,851.0		2,844.4	
	Cadets	0.0		0.0		0.0	
	Total	<u>2,914.8</u>	<u>258,734,747</u>	<u>2,938.4</u>	<u>287,211,773</u>	<u>2,948.4</u>	<u>307,785,646</u>
100005	Investigative Operations						
	Civilian	240.5		250.9		282.9	
	Classified	1,249.0		1,251.9		1,250.1	
	Cadets	0.0		0.0		0.0	
	Total	<u>1,489.5</u>	<u>152,746,225</u>	<u>1,502.8</u>	<u>163,451,703</u>	<u>1,533.0</u>	<u>174,029,983</u>
	Grand Total						
	Civilian	998.2		1,049.1		1,127.8	
	Classified	5,146.5		5,162.5		5,172.0	
	Cadets	76.6		114.5		102.9	
	Grand Total	<u><u>6,221.3</u></u>	<u><u>621,739,407</u></u>	<u><u>6,326.1</u></u>	<u><u>679,051,608</u></u>	<u><u>6,402.7</u></u>	<u><u>722,582,051</u></u>

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ACCOUNT CLERK	10	9.0	10.0	1.0
ACCOUNTANT ASSOCIATE	14	1.0	1.0	
ADM.,COMMUNICATIONS DIVISION	PC10	1.0	1.0	
ADMINISTRATION MANAGER	26	10.5	12.0	1.5
ADMINISTRATION MANAGER (EXE LEV)	26	1.0	1.0	
ADMINISTRATIVE AIDE	10	11.0	14.0	3.0
ADMINISTRATIVE ASSISTANT	17	23.0	27.0	4.0
ADMINISTRATIVE ASSOCIATE	13	44.8	46.0	1.2
ADMINISTRATIVE COORDINATOR	24	5.0	5.0	
ADMINISTRATIVE SPECIALIST	20	13.8	14.0	0.2
ADMINISTRATIVE SUPERVISOR	22	3.0	4.0	1.0
ASSISTANT BUYER	12	0.0	1.0	1.0
ASSISTANT DIRECTOR (EXE LEV)	32	1.0	1.0	
ASSISTANT OPERATIONS MANAGER	22	2.0	2.0	
ASSISTANT POLICE ADMINISTRATOR (EXE LEV)	26	3.9	5.0	1.1
ASSISTANT POLICE CHIEF	PA12	10.0	9.0	(1.0)
BUYER	16	2.0	2.0	
CAR ATTENDANT	4	7.0	9.0	2.0
CAR ATTENDANT SUPERVISOR	13	3.0	3.0	
CLERK	5	1.0	1.0	
CLERK TYPIST	6	12.8	13.0	0.2
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	5.0	4.0	(1.0)
COMMUNITY SERVICE INSPECTOR	16	3.0	2.0	(1.0)
COMPUTER OPERATOR	10	2.0	0.0	(2.0)
CONTRACT ADMINISTRATOR	22	0.0	1.0	1.0
COUNSELOR	20	10.0	11.0	1.0
CRIMINAL INTELLIGENCE ANALYST	21	19.0	20.0	1.0
CRIMINALIST	20	1.0	1.0	
CUSTODIAN	4	1.0	1.0	
CUSTOMER SERVICE CASHIER	12	0.0	1.0	1.0
CUSTOMER SERVICE CLERK	10	48.0	57.0	9.0
DATA ENTRY OPERATOR	8	59.0	65.0	6.0
DEPUTY DIRECTOR (EXE LEV)	34	3.0	3.0	
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	22.4	28.0	5.6
EVIDENCE TECHNICIAN SUPERVISOR	22	7.0	7.0	
EXECUTIVE ASSIST. POLICE CHIEF	PA13	4.0	4.0	
EXECUTIVE OFFICE ASSISTANT	15	18.8	18.0	(0.8)
FINANCIAL ANALYST I	15	1.0	1.0	
FINANCIAL ANALYST III	21	5.0	5.0	
FINANCIAL ANALYST IV	25	4.0	4.0	
FINGERPRINT TECHNICIAN	10	0.0	2.0	2.0
FINGERPRINT TECHNICIAN SUPERVISOR	16	0.0	1.0	1.0
FIXED ASSET CLERK	10	1.0	1.0	
FIXED ASSET SPECIALIST	13	2.0	2.0	
FORENSIC PHOTOGRAPHER	14	0.0	3.0	3.0
FORENSIC PHOTOGRAPHER SUPERVISOR	19	0.0	1.0	1.0

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
HUMAN RESOURCES ASSISTANT	13	5.6	5.0	(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	
INFORMATION SYSTEMS ADMINISTRATOR	30	1.5	2.0	0.5
INVENTORY MANAGEMENT CLERK	9	4.0	5.0	1.0
IRM MANAGER	29	3.0	2.0	(1.0)
IT PROJECT MANAGER	28	4.0	4.0	
JAIL ATTENDANT	9	269.9	262.0	(7.9)
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	
MICROCOMPUTER ANALYST	20	3.0	5.0	2.0
MOBILITY SERVICE OFFICER	12	30.0	32.0	2.0
OFFICE ASSISTANT	9	1.0	1.0	
OFFICE SERVICE MANAGER	23	3.0	5.0	2.0
OFFICE SUPERVISOR	17	16.8	21.0	4.2
OFFSET PRESS OPERATOR	10	2.0	2.0	
OPERATIONS MANAGER	27	2.0	2.0	
OPERATIONS SUPERVISOR	18	2.0	1.0	(1.0)
PAYROLL CLERK	9	3.0	3.0	
PLANNER LEADER	24	1.0	1.0	
POLICE ADMINISTRATOR (EXE LEV)	30	5.0	5.0	
POLICE CAPTAIN	PA09	42.0	42.0	
POLICE CHIEF	39	1.0	1.0	
POLICE COMMUNICATIONS SPEC II	PC07	1.0	1.0	
POLICE LIEUTENANT	PA07	195.0	199.0	4.0
POLICE OFFICER	PA03	1,995.3	1,992.3	(3.0)
POLICE OFFICER, PROBATIONARY	PA02	211.5	124.0	(87.5)
POLICE SERGEANT	PA06	935.0	937.0	2.0
POLICE SERVICE OFFICER	7	1.0	28.0	27.0
POLICE TELECOMMUNICATOR	14	1.0	1.0	
POLICE TELECOMMUNICATOR SUPERVISOR	21	2.5	6.0	3.5
POLICE TRAINEE	10	99.1	102.9	3.8
PROCUREMENT SPECIALIST	24	2.0	2.0	
PROGRAMMER ANALYST II	19	1.0	2.0	1.0
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	3.0	(1.0)
RECEPTIONIST	7	1.0	1.0	
RECORDS TECHNICIAN	9	2.0	2.0	
SEMI-SKILLED LABORER	6	1.0	1.0	
SENIOR ACCOUNT CLERK	13	4.8	3.0	(1.8)
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	2.0	3.0	1.0
SENIOR COMMUNICATIONS TECHNICIAN	19	11.0	10.0	(1.0)
SENIOR COMMUNITY LIAISON	23	4.0	5.0	1.0
SENIOR COMPUTER OPERATOR	14	11.8	7.0	(4.8)

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
SENIOR CONTRACT ADMINISTRATOR	27	1.0	1.0	
SENIOR CUSTOMER SERVICE CLERK	12	0.0	2.0	2.0
SENIOR DATA ENTRY OPERATOR	12	9.0	8.0	(1.0)
SENIOR EVIDENCE TECHNICIAN	15	9.0	9.0	
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 INSPECTOR	22	2.0	2.0	
SENIOR INVENTORY MANAGEMENT CLERK	12	2.0	3.0	1.0
SENIOR JAIL ATTENDANT	13	9.0	9.0	
SENIOR MICROCOMPUTER ANALYST	23	9.0	10.0	1.0
SENIOR OFFICE ASSISTANT	12	52.5	55.0	2.5
SENIOR OFFSET PRESS OPERATOR	13	1.0	1.0	
SENIOR PAYROLL CLERK	13	1.0	1.0	
SENIOR POLICE OFFICER	PA04	1,932.0	1,935.0	3.0
SENIOR POLICE SERVICE OFFICER	12	28.0	37.0	9.0
SENIOR POLICE TELECOMMUNICATOR	17	72.0	72.0	
SENIOR POLICE TRAINEE	10	0.4	0.0	(0.4)
SENIOR STAFF ANALYST (EXE LEV)	28	0.0	1.0	1.0
SENIOR TRAINER	21	2.0	2.0	
SENIOR WORD PROCESSOR	12	5.0	4.0	(1.0)
STABLE ATTENDANT	8	3.0	3.0	
STAFF ANALYST	26	3.0	3.0	
STAFF PSYCHOLOGIST	27	5.8	6.0	0.2
SYSTEMS ACCOUNTANT II	23	1.0	1.0	
SYSTEMS ACCOUNTANT IV	29	1.0	1.0	
SYSTEMS CONSULTANT	26	5.0	6.0	1.0
SYSTEMS SUPPORT ANALYST I	16	0.5	1.0	0.5
SYSTEMS SUPPORT ANALYST IV	25	5.0	5.0	
TECHNICAL HARDWARE ANALYST I	17	2.0	3.0	1.0
TECHNICAL HARDWARE ANALYST II	21	8.0	7.0	(1.0)
TECHNICAL HARDWARE ANALYST III	23	2.0	5.0	3.0
TELECOMMUNICATIONS SPECIALIST	18	2.0	2.0	
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	13.0	15.0	2.0
Total FTEs		6,518.0	6,529.2	11.2
Less adjustment for Civilian Vacancy Factor		0.0	53.2	53.2
Less adjustment for Classified Vacancy Factor		200.8	73.3	(127.5)
Full-Time Equivalents		6,317.2	6,402.7	85.5

FISCAL YEAR 2014 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
1000010002	HPD - Budget & Finance			
421170	Burglar Alarm Permits	6,833,520	8,031,042	0
426430	Facility Rental Fees	46,000	51,000	46,000
428050	False Alarm Penalties	2,500,000	2,104,130	0
452030	Miscellaneous Revenue	500	535	500
490020	Transfer from Special Revenue Fund	1,094,800	1,094,800	1,262,500
Total	HPD - Budget & Finance	10,474,820	11,281,507	1,309,000
1000010004	HPD - Public Affairs			
426340	Public Safety Reports Fees	0	8,800	8,800
1000010015	HPD - Employee Services			
452030	Miscellaneous Revenue	100	150	150
1000010016	HPD - Training Academy			
426370	Training Services	26,000	30,000	26,000
1000010022	HPD - IAH Airport Patrol			
424060	Interfund Airport Police Services	16,073,576	16,073,576	16,820,168
434510	Prior Year Revenue	0	91,235	0
Total	HPD - IAH Airport Patrol	16,073,576	16,164,811	16,820,168
1000010023	HPD - HOU Airport Patrol			
424060	Interfund Airport Police Services	6,024,875	6,024,875	6,411,962
1000010029	HPD - Northwest Patrol			
431020	Contributions from Others	155,460	114,090	0
1000010044	HPD - Auto Theft			
428040	Vehicle Tow-Away Fees	1,500	1,500	500
1000010061	HPD - Jail			
443130	Pay Phone Concessions	200,000	220,000	200,000
1000010062	HPD - Fleet Management			
452020	Recoveries & Refunds	1,600,000	1,600,000	2,000,000
1000010063	HPD - Records			
426340	Public Safety Reports Fees	675,000	750,000	778,000
428080	Returned Check Charges	0	200	200
Total	HPD - Records	675,000	750,200	778,200
1000010064	HPD - Property			
428090	Miscellaneous Fines & Forfeitures	50,000	185,000	90,000
434225	Sale of Non-Capital Equip. & Merchandise	25,000	60,000	60,000
434255	Sale of Recyclable Materials	0	562	0
Total	HPD - Property	75,000	245,562	150,000
1000010068	HPD - Vehicular Crimes			
426260	Police Services	0	155,000	155,000
427200	Unclaimed Fines & Forfeitures	0	3,500	0
Total	HPD - Vehicular Crimes	0	158,500	155,000
1000010069	HPD - Special Operations			
490060	Transfer from Civic Center	90,000	0	0
1000010071	HPD -Traffic			
428090	Miscellaneous Fines & Forfeitures	3,000	15,000	5,000
1000010072	HPD - Auto Dealers			
425050	Indirect Cost Recovery-Auto Dealers	696,300	696,300	892,675
1000010096	HPD - Special Crimes Division			
452020	Recoveries & Refunds	200,000	200,000	200,000
Total	Police Department	36,295,631	37,511,295	28,957,455

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	41,296,436	43,746,708	43,926,107	46,027,284
500020	Salary Base Pay - Classified	292,267,081	305,498,783	303,699,153	314,728,902
500030	Salary Part Time - Civilian	5,531	0	37,644	93,354
500040	Salary Assignment Pay - Classified	1,124,820	1,098,193	1,208,573	1,208,211
500045	Patrol Incentive Pay	0	0	0	2,700,000
500050	Sal-Edu/Incen-Classfd	10,392,345	10,487,024	10,689,059	10,687,389
500060	Overtime - Civilian	1,231,595	1,343,174	1,809,702	1,424,644
500070	Overtime - Classified	9,573,174	9,844,597	9,920,532	9,844,597
500090	Premium Pay - Civilian	500,535	555,159	486,181	555,159
500110	Bilingual Pay - Civilian	123,700	131,421	121,833	131,421
500120	Bilingual Pay - Classified	2,021,945	2,024,082	2,026,712	2,024,082
500130	Equipment Allowance-Classified	10,413,120	10,630,736	10,314,078	10,630,736
500150	Shift Differential Pay-Classified	4,266,423	4,360,248	4,235,250	4,357,006
500160	Training Incent.-Classified	30,667,164	30,677,576	30,533,311	30,591,237
500170	Weekend Prem Pay-Classified	3,599,378	3,782,743	3,531,330	3,781,377
500190	Temporary Higher Class Pay	199,694	200,805	204,321	200,805
500240	HOPE Community Service Usage	0	0	1,487	2,000
500250	HOPE Union Business Usage	16,946	0	6,361	8,000
501020	Clothing Allowance - Classified	1,164,800	1,206,400	1,236,813	1,276,400
501070	Pension - Civilian	7,859,490	9,640,120	9,390,643	10,443,552
501090	Pension - Police	64,670,355	82,855,964	82,846,621	101,049,607
501100	Phase Down Classified	10,444,212	10,500,000	12,024,500	12,651,472
501110	Strategic Staffing-Classified	691,991	1,000,000	597,933	1,000,000
501120	Termination Pay - Civilian	361,153	320,011	258,708	320,011
501130	Termination Pay - Classified	1,345,829	1,098,460	1,844,313	1,517,075
501140	Third Party Disability B-Classified	3,580,464	3,811,389	3,756,166	3,811,389
501150	Trainees for Classified Service - Cadets	2,174,711	3,147,248	3,465,884	3,172,608
501160	Vehicle Allowance - Civilian	5,282	4,200	4,969	4,200
501170	Vehicle Allowance - Classified	206,550	220,000	211,403	220,000
502010	FICA - Civilian	3,317,973	3,677,620	3,658,685	3,892,150
502020	FICA - Classified	4,181,335	4,084,101	4,266,451	4,270,256
503010	Health Ins-Act Civilian	7,120,669	7,898,871	8,223,083	10,395,104
503015	Basic Life Insurance - Active Civilian	24,811	27,250	26,186	36,407
503020	Health Ins.Act-Classified	52,602,690	60,885,683	60,934,567	66,715,949
503025	Basic Life Insurance - Active Classified	178,830	196,218	180,250	261,185
503040	Health/Life Ins.Ret-Classified	6,793,758	7,469,090	7,642,581	7,469,090
503060	Long Term Disability-Civilian	84,356	104,885	85,909	105,392
503070	Municipal Pension-Other Classified	318,695	422,994	287,145	422,994
503080	Workers Compensation-Classified-Admin	1,077,115	1,352,792	1,348,073	1,370,402
503090	Workers Compensation-Civilian-Admin	216,642	421,014	294,126	426,691
503100	Workers Compensation-Civilian-Claim	248,342	393,071	253,394	393,071
503110	Workers Compensation-Classified-Claim	5,021,698	5,450,805	5,778,747	5,450,805
504030	Unemployment Claims - Administration	629,307	1,077,895	1,125,170	141,317
504040	Res For Police Enhanc.-Classified	42,000	100,000	0	100,000
Total	Personnel Services	582,062,945	631,747,330	632,493,954	675,913,331
511010	Chemical Gases & Special Fluids	2,660	3,625	240	3,625
511015	Cleaning & Sanitary Supplies	27,011	18,985	58,068	58,985
511020	Construction Materials	13,954	8,820	8,224	8,820
511025	Electrical Hardware & Parts	47,776	66,005	39,800	66,005
511030	Mechanical Hardware & Parts	329	4,386	300	4,386
511040	Audiovisual Supplies	28,268	66,386	14,422	66,386
511045	Computer Supplies	710,265	539,605	573,460	539,605
511050	Paper & Printing Supplies	295,853	247,226	151,821	247,226

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
511055	Publications & Printed Materials	93,342	55,035	51,964	55,035
511060	Postage	138,707	155,655	15,225	128,186
511070	Miscellaneous Office Supplies	373,195	469,867	392,901	469,867
511080	General Laboratory Supplies	5,376	31,211	5,356	31,211
511085	Drugs & Medical Chemicals	4,260	5,000	0	5,000
511090	Medical & Surgical Supplies	83,374	50,000	78,000	80,000
511095	Small Technical & Scientific Equipment	34,134	10,000	3,563	10,000
511100	Veterinary & Animal Supplies	108,417	110,000	110,000	110,000
511105	Trained Police Animals	0	10,000	0	0
511110	Fuel	11,356,198	11,678,563	11,749,030	12,856,117
511115	Vehicle Repair & Maintenance Supplies	403,091	316,188	316,188	316,188
511120	Clothing	899,847	1,422,916	1,152,013	1,422,916
511125	Food Supplies	62,542	166,354	63,916	166,354
511130	Weapons Munitions & Supplies	1,173,995	304,500	517,192	304,500
511135	Recreational Supplies	14,016	1,500	1,500	1,500
511145	Small Tools & Minor Equipment	75,258	78,629	32,772	78,629
511150	Miscellaneous Parts & Supplies	425,755	630,279	445,413	593,279
Total	Supplies	16,377,623	16,450,735	15,781,368	17,623,820
520100	Temporary Personnel Services	39,605	200,000	200,000	200,000
520102	Security Services	336	0	0	0
520105	Accounting & Auditing Services	36	0	0	0
520107	Computer Info/Contr	1,834,844	2,888,792	2,173,330	2,713,732
520108	Information Resource Services	24,130	0	25,000	25,000
520109	Medical Dental & Laboratory Services	851,232	767,177	894,312	775,508
520110	Management Consulting Services	172,210	700,000	1,296,035	200,000
520112	Banking Services	7,961	10,000	12,609	10,000
520113	Photographic Services	0	13,000	13,000	13,000
520114	Miscellaneous Support Services	1,465,388	1,667,253	1,854,528	1,667,253
520118	Refuse Disposal	3,556	0	0	0
520119	Computer Equipment/Software Maintenance	92,510	290,800	99,058	290,800
520120	Communications Equipment Services	17,514	31,478	25,000	31,478
520121	IT Application Svcs	264,387	595,589	604,472	1,425,721
520122	Office Equipment Services	196,659	200,000	200,000	200,000
520123	Vehicle & Motor Equipment Services	249,620	389,476	300,000	348,380
520124	Other Equipment Services	71,566	329,000	198,653	247,821
520126	Construction Site Work Services	5,754	0	0	0
520127	Structural Construction Work Services	0	7,500	0	7,500
520132	Contracts/Sponsorships	0	1,641,424	1,641,424	1,646,624
520141	Engineering Services	12,166	3,700	29,000	3,700
520142	Classified C.S. Arbitration Cost	36,657	75,000	40,000	75,000
520145	Criminal Intelligence Services	137,005	0	0	0
520510	Mail/Delivery Services	0	2,000	0	0
520515	Print Shop Services	15,769	2,630	500	2,630
520520	Printing & Reproduction Services	5,777	28,700	10,000	28,700
520605	Advertising Services	10,737	192,000	20,661	10,000
520705	Insurance Fees	441,968	534,842	534,842	559,954
520765	Membership & Professional Fees	16,839	15,151	23,414	18,580
520805	Education & Training	131,941	163,904	132,293	163,904
520810	Human Relations Training	41,576	45,711	45,711	45,711
520815	Tuition Reimbursement	993,472	800,000	1,000,000	1,000,000
520905	Travel - Training Related	97,922	131,000	107,252	133,000
520910	Travel - Non-Training Related	94,010	156,000	147,701	154,000
521405	Building Maintenance Services	609,812	770,000	842,728	770,000

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
521605	Data Services	768,651	610,726	963,000	902,186
521610	Voice Services	2,894,770	3,307,858	3,017,474	2,692,534
521620	Voice Equipment	123,395	119,049	122,599	109,619
521625	Voice Labor	154,474	87,177	151,000	140,548
521630	GIS Revolving Fund Services	404,725	434,409	434,409	564,469
521705	Vehicle/Equipment Rental/Lease	113,789	20,000	110,000	110,000
521715	Office Equipment Rental	4,973	625,847	500,000	493,032
521725	Other Rental	172,416	127,917	387,000	387,240
521730	Parking Space Rental	388,828	407,000	530,000	530,000
521905	Legal Services	3,810	17,000	6,000	17,000
522305	Freight Charges	18,428	9,026	11,171	9,026
522430	Miscellaneous Other Services & Charges	301,131	177,471	317,245	177,471
522435	Interest Charges Past Due Accounts	0	0	113	0
522720	Interfund Payroll Services	(18,043)	0	0	0
522722	KRONOS Service Chargeback	257,296	261,988	261,988	292,924
522723	Drainage Fee Service Chargeback	149,606	146,709	146,709	154,964
522735	Interfund Communication Equipment Repair	0	20,790	0	20,790
522780	Interfund Photo Copy Services	472,640	0	0	0
522795	Other Interfund Services	421,883	500,000	605,000	600,000
522840	Interfund Permit Center Rent Chargeback	142,642	144,187	144,187	122,443
522845	Interfund Vehicle Services	7,885,573	8,755,266	8,826,481	8,812,658
Total	Other Services and Charges	22,603,946	28,424,547	29,005,899	28,904,900
560210	Furniture Fixtures and Equipment	116,034	29,015	14,993	0
560220	Vehicles	24,916	1,500,000	1,500,000	0
560230	Computer HW and Developed SW	17,150	6,000	0	0
560240	Communication Equipment	0	5,200	5,200	0
Total	Equipment	158,100	1,540,215	1,520,193	0
551010	Non-Capital Office Furniture & Equipment	211,532	266,500	248,471	0
551015	Non-Capital Computer Equipment	299,349	1,333	1,333	0
551030	Non-Capital Machinery & Equipment	25,912	0	0	0
551040	Non-Capital Other	0	0	390	140,000
Total	Non-Capital Equipment	536,793	267,833	250,194	140,000
Grand Total Expenditures		621,739,407	678,430,660	679,051,608	722,582,051

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. The Forensic Services provides expert testimony that is impartial and scientifically reliable. 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), Computer Forensics, Crime Scene Unit, Audio – Video, Latent Prints and Polygraph.

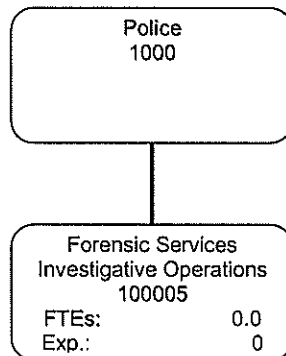
Department Short Term Goals

- Maintain accreditation standards.
- Continue technology enhancements through the use of the Laboratory Information Management System (LIMS).
- Continue technology enhancement in the Biology/DNA Section through the use of robotics to increase capacity and mitigate the backlog.
- Continue to increase transparency by expanding the Crime Lab Division's web site by adding technical content.

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, so that these services are provided in a cost efficient and timely manner while adhering to the highest level of integrity and professionalism.
- Continue to evolve processes to ensure the Crime Lab can become International Organization of Standards (ISO) 17025 accredited.
- Continue to work towards processing evidence within 90 days of submission.
- Establish independence from law enforcement.

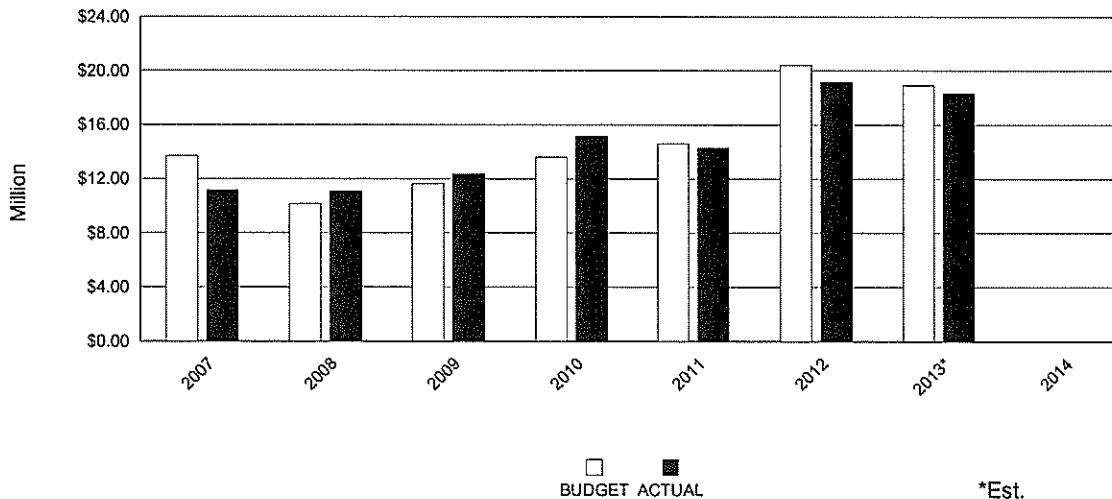
Department Organization



FISCAL YEAR 2014 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : Forensic Services					
Fund No./Bus. Area No. : 1000 / 1000					
		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	14,657,456	14,677,189	14,391,168	0
	Supplies	493,990	617,430	898,445	0
	Other Services and Charges	3,624,275	3,626,862	2,973,259	0
	Equipment	265,418	0	20,022	0
	Non-Capital Equipment	106,933	0	17,639	0
	Total M & O Expenditures	19,148,072	18,921,481	18,300,533	0
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	19,148,072	18,921,481	18,300,533	0
Revenues		148,239	142,000	1,757	0
Staffing	Full-Time Equivalents - Civilian	96.6	116.6	109.1	0.0
	Full-Time Equivalents - Classified	77.3	83.0	80.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	173.9	199.6	189.1	0.0
	Full-Time Equivalents - Overtime	9.8	4.3	4.0	0.0
Significant Budget Changes and Highlights	o In FY2014 the Forensic Services will be reported in the Forensic Transition Special Fund which was created for the transition of forensic operations from the Houston Police Department to the Houston Forensic Science Local Government Corporation.				

**Forensic Services
Current Budget vs Actual Expenditures**



FISCAL YEAR 2014 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area Name : Forensic Services Fund No./Bus Area No. : 1000 / 1000					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Business Process Measures					
Investigator Requests Completed	J,P	31,987	39,000	34,300	N/A
Criminalist/Specialist Proficiency Tests Completed	P	83	93	101	N/A
Hours of Testimony	P	N/A	500	568	N/A
Prisoners Processed through AFIS	P,Q	111,162	130,000	104,500	N/A
People and Technology Measures					
Financial Measures					
Expenditures Budget vs Actual Utilization	F	95%	98%	97%	N/A
Revenues Budget vs Actual Utilization	F	90%	100%	1%	N/A
Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I) Fiscal Responsibility (F) Quality of Life (Q)					

FISCAL YEAR 2014 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Forensic Services Fund No./Bus Area No. : 1000 / 1000						
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Investigative Operations 100005 Forensic Services consist of the Crime Laboratory and Identification. Forensic examination covers multiple scientific disciplines to include Biology/Serology, Controlled Substances, Firearms, Toxicology, AFIS, Computer Forensics, Crime Scene Unit, Audio - Video, Latent Prints and Polygraph.	173.9	19,148,072	189.1	18,300,533	0.0	0

FISCAL YEAR 2014 BUDGET

Division Summary							
Fund Name : General Fund							
Business Area Name : Forensic Services							
Fund No./Bus Area No. : 1000 / 1000							
Division	Division Name	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
		FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
100005	Investigative Operations						
	Civilian	96.6		109.1		0.0	
	Classified	77.3		80.0		0.0	
	Cadets	0.0		0.0		0.0	
	Total	<u>173.9</u>	<u>19,148,072</u>	<u>189.1</u>	<u>18,300,533</u>	<u>0.0</u>	<u>0</u>
	Grand Total						
	Civilian	96.6		109.1		0.0	
	Classified	77.3		80.0		0.0	
	Cadets	0.0		0.0		0.0	
	Grand Total	<u>173.9</u>	<u>19,148,072</u>	<u>189.1</u>	<u>18,300,533</u>	<u>0.0</u>	<u>0</u>

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ADMINISTRATIVE AIDE	10	4.0	0.0	(4.0)
ADMINISTRATIVE ASSOCIATE	13	0.8	0.0	(0.8)
ADMINISTRATIVE SPECIALIST	20	1.0	0.0	(1.0)
ASSISTANT DIRECTOR (EXE LEV)	32	1.0	0.0	(1.0)
CLERK TYPIST	6	2.0	0.0	(2.0)
CRIMINALIST	20	52.0	0.0	(52.0)
CRIMINALIST LABORATORY MANAGER	29	5.0	0.0	(5.0)
CRIMINALIST SPECIALIST	25	7.0	0.0	(7.0)
CUSTOMER SERVICE CASHIER	12	1.0	0.0	(1.0)
CUSTOMER SERVICE CLERK	10	10.0	0.0	(10.0)
DATA ENTRY OPERATOR	8	1.0	0.0	(1.0)
DEPUTY ADM.,IDENTIFICATION DIV	PB07	1.0	0.0	(1.0)
EVIDENCE TECHNICIAN	11	5.0	0.0	(5.0)
FINGERPRINT TECHNICIAN	10	1.0	0.0	(1.0)
FINGERPRINT TECHNICIAN SUPERVISOR	16	2.0	0.0	(2.0)
FORENSIC PHOTOGRAPHER	14	3.0	0.0	(3.0)
FORENSIC PHOTOGRAPHER SUPERVISOR	19	1.0	0.0	(1.0)
IMAGING TECHNICIAN	5	2.0	0.0	(2.0)
OFFICE SUPERVISOR	17	2.0	0.0	(2.0)
POLICE ADMINISTRATOR (EXE LEV)	30	2.0	0.0	(2.0)
POLICE CAPTAIN	PA09	1.0	0.0	(1.0)
POLICE LIEUTENANT	PA07	10.0	0.0	(10.0)
POLICE OFFICER	PA03	33.0	0.0	(33.0)
POLICE SERGEANT	PA06	13.0	0.0	(13.0)
SENIOR CONTRACT ADMINISTRATOR	27	1.0	0.0	(1.0)
SENIOR CUSTOMER SERVICE CLERK	12	2.0	0.0	(2.0)
SENIOR DATA ENTRY OPERATOR	12	3.0	0.0	(3.0)
SENIOR EVIDENCE TECHNICIAN	15	2.0	0.0	(2.0)
SENIOR FINGERPRINT TECHNICIAN	13	0.8	0.0	(0.8)
SENIOR IMAGING TECHNICIAN	13	1.0	0.0	(1.0)
SENIOR MICROCOMPUTER ANALYST	23	1.0	0.0	(1.0)
SENIOR OFFICE ASSISTANT	12	2.0	0.0	(2.0)
SENIOR POLICE OFFICER	PA04	25.0	0.0	(25.0)
WORD PROCESSOR	10	1.0	0.0	(1.0)
Total FTEs		199.6	0.0	(199.6)
Less adjustment for Civilian Vacancy Factor		0.0	0.0	0.0
Full-Time Equivalents		199.6	0.0	(199.6)

FISCAL YEAR 2014 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
1000010056	HPD - Crime Lab			
426330	Miscellaneous Copies Fees	0	257	0
427200	Unclaimed Fines & Forfeitures	5,000	1,500	0
Total	HPD - Crime Lab	<u>5,000</u>	<u>1,757</u>	<u>0</u>
1000010059	HPD - Identification			
426260	Police Services	137,000	0	0
Total	Forensic Services	<u>142,000</u>	<u>1,757</u>	<u>0</u>

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	4,550,124	4,753,647	4,539,393	0
500020	Salary Base Pay - Classified	4,887,498	4,543,003	4,459,832	0
500040	Salary Assignment Pay - Classified	2,419	1,807	1,790	0
500050	Sal-Edu/Incen-Classfd	227,386	212,976	211,306	0
500060	Overtime - Civilian	214,580	75,356	108,828	0
500070	Overtime - Classified	202,277	291,785	215,850	0
500090	Premium Pay - Civilian	0	7,416	0	0
500110	Bilingual Pay - Civilian	7,111	1,734	924	0
500120	Bilingual Pay - Classified	15,662	21,683	20,700	0
500130	Equipment Allowance-Classified	159,578	150,571	148,679	0
500150	Shift Differential Pay-Classified	37,765	39,752	44,396	0
500160	Training Incent.-Classified	460,529	409,309	394,410	0
500170	Weekend Prem Pay-Classified	32,801	37,043	37,473	0
500190	Temporary Higher Class Pay	5,320	3,909	3,289	0
500250	HOPE Union Business Usage	1,592	0	1,262	0
501020	Clothing Allowance - Classified	44,400	0	39,987	0
501070	Pension - Civilian	797,582	1,017,126	1,059,157	0
501090	Pension - Police	1,030,283	1,194,036	1,203,379	0
501110	Strategic Staffing-Classified	7,530	0	2,067	0
501120	Termination Pay - Civilian	120,834	1,130	62,433	0
501130	Termination Pay - Classified	12,816	1,540	0	0
501140	Third Party Disability B-Classified	48,528	21,843	48,972	0
502010	FICA - Civilian	363,804	355,186	344,383	0
502020	FICA - Classified	74,887	67,562	67,713	0
503010	Health Ins-Act Civilian	573,361	564,994	551,542	0
503015	Basic Life Insurance - Active Civilian	2,499	2,851	2,334	0
503020	Health Ins.Act-Classified	684,932	797,905	749,019	0
503025	Basic Life Insurance - Active Classified	2,774	2,930	2,611	0
503060	Long Term Disability-Civilian	7,981	7,898	7,396	0
503080	Workers Compensation-Classified-Admin	14,683	19,477	17,652	0
503090	Workers Compensation-Civilian-Admin	18,355	22,735	21,632	0
503100	Workers Compensation-Civilian-Claim	25,695	2,710	10,960	0
503110	Workers Compensation-Classified-Claim	17,335	0	11,799	0
504030	Unemployment Claims - Administration	4,535	47,275	0	0
Total	Personnel Services	14,657,456	14,677,189	14,391,168	0
511010	Chemical Gases & Special Fluids	2,215	65,675	14,760	0
511015	Cleaning & Sanitary Supplies	0	166	0	0
511020	Construction Materials	67	0	1,117	0
511025	Electrical Hardware & Parts	0	0	200	0
511030	Mechanical Hardware & Parts	403	0	1,759	0
511040	Audiovisual Supplies	50,167	95,129	86,074	0
511045	Computer Supplies	38,926	22,824	39,540	0
511050	Paper & Printing Supplies	6,544	8,296	103,701	0
511055	Publications & Printed Materials	2,408	1,420	4,491	0
511070	Miscellaneous Office Supplies	25,862	15,071	38,099	0
511080	General Laboratory Supplies	287,657	295,610	503,644	0
511085	Drugs & Medical Chemicals	27,770	5,000	10,000	0
511090	Medical & Surgical Supplies	1,565	0	0	0
511095	Small Technical & Scientific Equipment	9,903	10,000	4,437	0

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
511110	Fuel	0	70,467	0	0
511120	Clothing	2,349	1,268	0	0
511130	Weapons Munitions & Supplies	2,396	3,500	23,808	0
511145	Small Tools & Minor Equipment	1,191	1,069	12,228	0
511150	Miscellaneous Parts & Supplies	34,567	21,935	54,587	0
Total	Supplies	493,990	617,430	898,445	0
520100	Temporary Personnel Services	39,585	0	0	0
520107	Computer Info/Contr	142,505	510	4,670	0
520109	Medical Dental & Laboratory Services	361,611	374,492	255,688	0
520110	Management Consulting Services	2,807,987	2,832,036	2,236,001	0
520113	Photographic Services	12,445	0	0	0
520114	Miscellaneous Support Services	80,930	29,760	34,472	0
520118	Refuse Disposal	20,366	37,500	37,500	0
520119	Computer Equipment/Software Maintenance	15,875	0	36,942	0
520121	IT Application Svcs	0	8,883	0	0
520123	Vehicle & Motor Equipment Services	205	0	0	0
520124	Other Equipment Services	53,763	51,000	101,347	0
520141	Engineering Services	(5,006)	0	0	0
520605	Advertising Services	698	0	9,339	0
520765	Membership & Professional Fees	6,379	13,420	8,586	0
520805	Education & Training	20,215	20,601	32,707	0
520905	Travel - Training Related	19,589	20,000	43,748	0
520910	Travel - Non-Training Related	4,679	5,000	13,299	0
521405	Building Maintenance Services	6,425	0	0	0
521605	Data Services	0	34,882	0	0
521610	Voice Services	235	88,281	376	0
521620	Voice Equipment	0	3,550	0	0
521625	Voice Labor	0	2,926	0	0
521705	Vehicle/Equipment Rental/Lease	(254)	0	0	0
521715	Office Equipment Rental	(1)	19,153	0	0
521725	Other Rental	0	760	0	0
522305	Freight Charges	4,622	780	3,829	0
522430	Miscellaneous Other Services & Charges	33,015	12,113	154,755	0
522720	Interfund Payroll Services	(1,593)	0	0	0
522845	Interfund Vehicle Services	0	71,215	0	0
Total	Other Services and Charges	3,624,275	3,626,862	2,973,259	0
560210	Furniture Fixtures and Equipment	265,418	0	20,022	0
Total	Equipment	265,418	0	20,022	0
551015	Non-Capital Computer Equipment	1,207	0	0	0
551025	Non-Capital Scientific/Medical Equipment	105,726	0	17,639	0
Total	Non-Capital Equipment	106,933	0	17,639	0
Grand Total Expenditures		19,148,072	18,921,481	18,300,533	0

DEVELOPMENT AND MAINTENANCE SERVICES DEPARTMENTS

General Services	IV- 2
Planning and Development	IV- 12
Public Works and Engineering	IV- 20
Solid Waste Management	IV- 28

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.

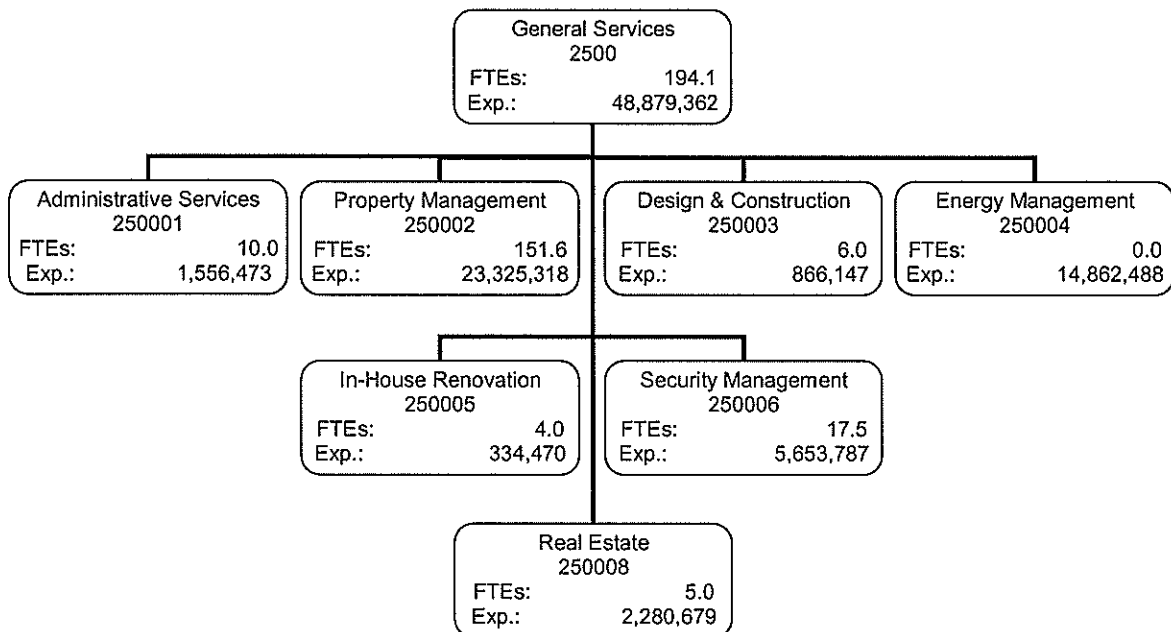
GSD has several key objectives this fiscal year:

- Address Facility Condition Assessments (FCA) Priority 1 and Priority 2 facilities by July 2014;
- Complete security assessments at 100 city facilities to improve physical security of city buildings;
- Improve space utilization;
- Implement Key Performance Indicators (KPI) Portal project to be used as tool to measure departmental goals and objectives.

Long Term Goals

We will be the Provider of Choice and the premier City Department. We will utilize vendors/contractors that meet and exceed expectations and citywide Minority & Women Business Development goals. Have established and implemented funding and accountability mechanisms to ensure the performance and efficiency of the maintenance/operations program, real estate services, design and construction, environmental, janitorial and security services. We plan to complete security assessments at 360 city facilities within four years and have all security equipment operable. Acquire and implement an Integrated Workplace Management System (IWMS) to track real time utilization of all real estate related assets. Implement recommendations of the 2011 Space Utilization Study including an equitable system of departmental "charge back" to provide financial accountability for the use of real estate. We will reduce work order time and improve design and construction methods. We will continue to maintain efficient and sustainable buildings as measured by Energy Star and Leadership in Energy and Environmental Design (LEED™) standards.

Department Organization



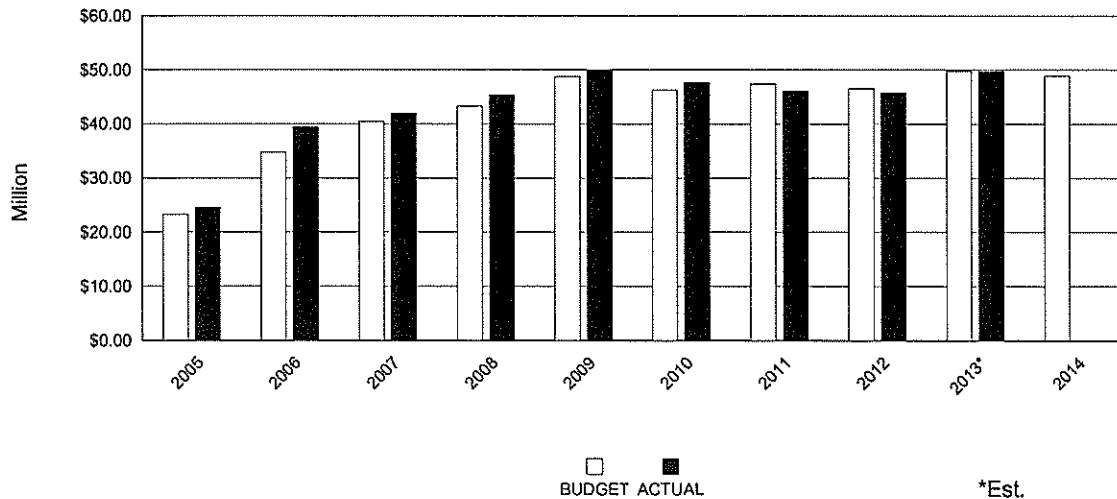
FISCAL YEAR 2014 BUDGET

Business Area Budget Summary

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

		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	12,293,748	13,174,105	13,222,026	14,134,563
	Supplies	1,392,182	1,473,386	1,418,108	1,502,157
	Other Services and Charges	29,767,993	31,365,805	31,373,162	29,593,381
	Equipment	6,145	0	0	0
	Non-Capital Equipment	13,723	78,500	78,500	14,496
	Total M & O Expenditures	43,473,791	46,091,796	46,091,796	45,244,597
	Debt Service & Other Uses	2,215,505	3,634,765	3,634,765	3,634,765
	Total Expenditures	45,689,296	49,726,561	49,726,561	48,879,362
Revenues		3,626,523	7,095,188	7,679,995	5,618,114
Staffing	Full-Time Equivalents - Civilian	189.3	191.6	189.2	194.1
	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	189.3	191.6	189.2	194.1
	Full-Time Equivalents - Overtime	4.6	6.0	7.7	6.4
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. o Facility maintenance for Houston TranStar (\$690,180), offset by increase in interfund revenues as reimbursement per an approved Service Level Agreement (SLA) between GSD and Public Works department executed on December 21, 2012. o Funding of \$367,507 to support the ongoing operation of the chilled water and steam utility services at the Braeswood Lab. o Operation and maintenance funding for Palm Center Library (\$100,676) and City Hall upgrade (\$26,296). o Funding of \$364,903 for five health facilities, offset by increase in rental revenues collected based on tenants' lease agreements. 				

**General Services
 Current Budget vs Actual Expenditures**



FISCAL YEAR 2014 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area Name : General Services Fund No./Bus Area No. : 1000 / 2500					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Property Management Avg Customer Service Rating	I,Q	4.8	4.8	4.8	4.8
Employee Service Complaints (Work Orders)	I,Q	N/A	N/A	N/A	2%
Average Security Technical/Operations Surveys	P	4.8	4.5	4.9	4.9
Average Payables Customer Satisfaction Rating	F	N/A	N/A	N/A	4.5
Average Financial Support Client Satisfaction Rating	F	N/A	N/A	N/A	4.5
Business Process Measures					
Maintenance & Operations - Work Orders Completed	I	25,696	33,000	22,910	33,000
Leases or OA Negotiated (New & Renewal)	F	40	N/A	56	50
In-House Design and Planning Projects	I,Q		70	114	130
Environmental Projects Completed	P	N/A	N/A	270	200
Facility Security Assessments	I,P	N/A	60	60	80
City Identification Badges Processed	P	12,840	N/A	9,813	9,800
Card Access Changes Processed	P	28,015	N/A	47,233	45,000
Security Incidents Investigated	P	1,071	1,000	1,074	1,074
People and Technology Measures					
FTEs Budget Utilization Percent	F	N/A	N/A	N/A	95%
FTEs Overtime Usage	F	4.6	6.0	7.7	6.4
Civilian Loss Time Injuries Number	F,Q	4	3	4	3
Financial Measures					
Expenditures Budget vs Actual Utilization	F	98%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	25%	100%	108%	100%
Annual Rent Collected	F	1,298,000	1,218,000	986,000	1,190,000
Surplus Properties Sold	F	1	8	8	6
Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I) Fiscal Responsibility (F) Quality of Life (Q)					

FISCAL YEAR 2014 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : General Services Fund No./Bus Area No. : 1000 / 2500							
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
GSD - Administrative Services 250001 Provide overall direction, management, and leadership to GSD; provide training and professional development to GSD employees; ensure all department funds are appropriately allocated and expended.	10.4	1,357,324	9.2	1,429,475	10.0	1,556,473	
GSD - Property Management 250002 Provide services to Police, Fire, Health, Library, Administrative & Regulatory Affairs, Municipal Courts, Public Works and Houston TranStar 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.	146.7	20,526,838	147.5	22,170,253	151.6	23,325,318	
GSD - Design & Construction 250003 Provide Capital Improvement Project planning; manage the design and construction of City facilities for all 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.	6.6	813,985	7.2	891,994	6.0	866,147	
GSD - Energy Management 250004 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 Houston Information & Technology Services Department.	0.6	15,906,076	0.0	17,330,064	0.0	14,862,488	
GSD - In-House Renovation 250005 Provide overall management and administrative support for the In-House Renovation Group.	4.1	319,769	4.0	325,890	4.0	334,470	
GSD - Security Management 250006 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 45,000 access requests annually.	15.7	4,809,073	16.3	5,216,883	17.5	5,653,787	

FISCAL YEAR 2014 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : General Services Fund No./Bus Area No. : 1000 / 2500							
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
GSD - Real Estate 250008 Manage the acquisition, disposition and leasing of the City's real estate assets.	5.2	1,956,231	5.0	2,362,002	5.0	2,280,679	
Total	<u>189.3</u>	<u>45,689,296</u>	<u>189.2</u>	<u>49,726,561</u>	<u>194.1</u>	<u>48,879,362</u>	

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ADMINISTRATION MANAGER	26	2.0	2.0	
ADMINISTRATIVE ASSISTANT	17	2.0	2.0	
ADMINISTRATIVE ASSOCIATE	13	2.0	3.0	1.0
ADMINISTRATIVE COORDINATOR	24	0.5	0.5	
ADMINISTRATIVE SPECIALIST	20	4.0	4.0	
ASSISTANT DIRECTOR (EXE LEV)	32	1.0	2.0	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	9.0	(2.0)
CARPENTER LEADER	19	0.0	1.0	1.0
CHIEF STATIONARY ENGINEER	19	7.0	7.0	
CONTRACT COMPLIANCE OFFICER	15	1.0	1.0	
CUSTODIAN	4	35.0	36.0	1.0
CUSTODIAN LEADER	8	1.0	2.0	1.0
CUSTOMER SERVICE REP. I	13	3.0	2.0	(1.0)
CUSTOMER SERVICE REP. II	15	0.0	1.0	1.0
DATA BASE ANALYST	22	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	
ELECTRICIAN APPRENTICE	10	0.0	1.0	1.0
ESTIMATOR	17	0.0	1.0	1.0
EXECUTIVE STAFF ANALYST (EXE LEV)	30	1.0	1.0	
FINANCIAL ANALYST II	18	1.0	0.0	(1.0)
FINANCIAL ANALYST III	21	0.0	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	13.0	10.0	(3.0)
HEATING & AIR CONDITIONING LEADER	18	0.0	1.0	1.0
INSPECTOR	18	1.0	1.0	
LABORER	4	4.0	3.0	(1.0)
LAN SPECIALIST	26	1.0	1.0	
MAINTENANCE MECHANIC I	8	3.0	1.0	(2.0)
MAINTENANCE MECHANIC II	12	1.0	1.0	
MAINTENANCE MECHANIC III	14	10.0	15.0	5.0
MAINTENANCE SUPERVISOR	16	4.0	4.0	
MANAGEMENT ANALYST III	21	1.0	1.0	
OFFICE ASSISTANT	9	1.0	0.0	(1.0)
OFFICE SUPERVISOR	17	1.0	1.0	
PAINTER	11	9.0	8.0	(1.0)
PLUMBER	14	3.0	3.0	
PROJECT MANAGER	24	3.0	1.0	(2.0)
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	1.0	(1.0)
SENIOR OFFICE ASSISTANT	12	2.0	3.0	1.0

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
SENIOR PROJECT MANAGER	27	1.0	1.0	
SENIOR PUBLIC LOSS INVESTIGATOR	24	2.0	3.0	1.0
SENIOR SUPERINTENDENT	27	1.0	1.0	
STAFF ANALYST	26	2.0	2.0	
STATIONARY ENGINEER	14	15.0	15.0	
SUPERINTENDENT	24	6.0	7.0	1.0
TECHNICAL HARDWARE ANALYST I	17	2.0	1.0	(1.0)
TECHNICAL HARDWARE ANALYST II	21	1.0	2.0	1.0
TECHNICAL HARDWARE ANALYST III	23	1.0	2.0	1.0
Total FTEs		195.5	199.5	4.0
Less adjustment for Civilian Vacancy Factor		3.9	5.4	1.5
Full-Time Equivalents		191.6	194.1	2.5

FISCAL YEAR 2014 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
2500020001	GSD - Property Mgmnt			
443160	Vending Machine Concessions	241,601	250,912	352,685
490060	Transfer from Civic Center	197,704	197,704	197,704
Total	GSD - Property Mgmnt	439,305	448,616	550,389
2500020003	GSD - Houston Permitting Center			
424110	Other Interfund Services	1,081,990	1,081,057	1,084,068
2500020004	GSD - Parking Management Facility			
424110	Other Interfund Services	86,870	86,870	86,870
2500020005	GSD - PWE UMB Management			
424110	Other Interfund Services	664,950	731,467	715,882
2500020006	GSD - Houston TranStar Facility Maint.			
424110	Other Interfund Services	0	313,615	690,180
2500060001	GSD - Security Management			
424110	Other Interfund Services	899,170	899,170	212,970
2500060002	GSD - Security - General Fund			
490060	Transfer from Civic Center	190,517	190,517	190,517
2500080001	GSD - Real Estate			
426420	Building Space Rental Fees	408,946	349,772	773,850
426430	Facility Rental Fees	23,440	21,810	13,388
428060	Other Interest Income	300,000	300,000	300,000
434240	Sale of Capital Assets-Land/Streets	3,000,000	3,257,101	1,000,000
Total	GSD - Real Estate	3,732,386	3,928,683	2,087,238
Total	General Services	7,095,188	7,679,995	5,618,114

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	8,058,733	8,262,149	8,237,859	8,707,372
500030	Salary Part Time - Civilian	0	31,946	31,946	33,198
500060	Overtime - Civilian	298,079	273,048	347,048	349,662
500090	Premium Pay - Civilian	18,382	20,251	20,252	20,000
500110	Bilingual Pay - Civilian	2,701	4,502	2,712	2,712
500250	HOPE Union Business Usage	703	123	123	123
501070	Pension - Civilian	1,530,398	1,758,949	1,758,949	1,975,692
501120	Termination Pay - Civilian	50,008	50,000	60,000	52,665
501160	Vehicle Allowance - Civilian	582	0	0	0
502010	FICA - Civilian	612,726	650,001	650,001	693,690
503010	Health Ins-Act Civilian	1,499,780	1,785,321	1,785,321	2,028,145
503015	Basic Life Insurance - Active Civilian	4,755	4,830	4,830	6,684
503060	Long Term Disability-Civilian	15,606	16,245	16,245	16,458
503090	Workers Compensation-Civilian-Admin	36,474	45,803	45,803	46,401
503100	Workers Compensation-Civilian-Claim	105,023	178,297	168,297	176,456
504020	Compensation Contingency	0	0	0	9,760
504030	Unemployment Claims - Administration	59,798	92,640	92,640	15,545
Total	Personnel Services	12,293,748	13,174,105	13,222,026	14,134,563
511010	Chemical Gases & Special Fluids	20,555	9,750	1,750	9,500
511015	Cleaning & Sanitary Supplies	193,937	206,750	185,250	175,500
511020	Construction Materials	93,317	74,979	74,479	76,879
511025	Electrical Hardware & Parts	109,071	144,549	200,500	201,000
511030	Mechanical Hardware & Parts	49,596	72,752	35,752	55,152
511035	Meters Hydrants & Plumbing Supplies	3,744	51,000	50,500	51,000
511040	Audiovisual Supplies	0	7,982	5,481	5,481
511045	Computer Supplies	4,910	19,077	12,184	12,184
511050	Paper & Printing Supplies	0	2,100	1,000	1,000
511055	Publications & Printed Materials	73	733	133	133
511060	Postage	1,025	4,868	4,669	4,669
511070	Miscellaneous Office Supplies	87,979	56,605	57,100	57,200
511090	Medical & Surgical Supplies	463	50	0	0
511110	Fuel	304,998	276,351	276,351	313,149
511115	Vehicle Repair & Maintenance Supplies	10,237	12,000	12,000	12,000
511120	Clothing	18,440	61,250	41,250	31,500
511125	Food Supplies	2,350	3,536	3,536	3,536
511145	Small Tools & Minor Equipment	13,962	45,014	21,250	27,500
511150	Miscellaneous Parts & Supplies	477,376	424,040	434,923	464,774
511165	Fire Fighting Equipment	149	0	0	0
Total	Supplies	1,392,182	1,473,386	1,418,108	1,502,157
520100	Temporary Personnel Services	41,680	60,000	51,000	50,000
520101	Janitorial Services	3,007,137	3,113,722	3,099,386	3,141,074
520102	Security Services	3,331,570	3,584,727	3,559,081	3,778,375
520103	Subrecipient Contract Services	0	4,104	4,104	10,000
520106	Architectural Services	0	0	5,000	0
520108	Information Resource Services	174,997	191,157	191,157	189,603
520109	Medical Dental & Laboratory Services	2,776	4,500	4,500	4,500
520110	Management Consulting Services	49,000	97,954	102,354	150,000
520112	Banking Services	66	100	100	100
520114	Miscellaneous Support Services	29,009	71,763	98,410	96,000
520115	Real Estate Lease/Office Rental	1,431,021	1,795,828	1,772,828	1,695,862
520118	Refuse Disposal	474,697	529,355	528,355	528,911
520119	Computer Equipment/Software Maintenance	8,270	17,049	14,050	14,050
520121	IT Application Svcs	34,548	50,204	50,204	131,987
520123	Vehicle & Motor Equipment Services	193,280	136,200	136,200	136,200
520124	Other Equipment Services	126,634	425,650	425,650	395,650
520126	Construction Site Work Services	(1,082)	22,189	10,000	10,000
520128	Other Construction Work Services	2,161	0	0	0

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
520141	Engineering Services	52,279	20,000	20,000	20,000
520158	Computer Equipment Maintenance Services	0	11,985	0	0
520510	Mail/Delivery Services	76	1,096	296	300
520515	Print Shop Services	4,195	7,204	7,304	7,204
520520	Printing & Reproduction Services	17,788	22,160	18,160	16,160
520605	Advertising Services	30,592	33,752	33,752	38,000
520705	Insurance Fees	99,019	124,000	124,000	122,436
520765	Membership & Professional Fees	19,242	21,011	25,965	20,981
520805	Education & Training	37,634	31,688	19,000	36,680
520905	Travel - Training Related	3,596	4,427	10,160	20,900
520910	Travel - Non-Training Related	23,594	24,137	27,937	27,937
521405	Building Maintenance Services	5,759,860	5,977,132	6,046,598	6,613,031
521410	Sewer Services	830,846	674,673	674,673	674,673
521415	Land and Grounds Maintenance	234,977	414,216	424,216	423,216
521425	Coastal Water Authority Maintenance	622	0	0	0
521435	Water Services	10,565	9,000	9,000	9,000
521440	Steam/Chilled Water Services	504,841	467,507	467,507	467,507
521505	Electricity	11,818,678	11,860,535	11,860,535	9,077,851
521510	Natural Gas	454,245	543,295	543,295	530,326
521605	Data Services	42,191	22,624	22,624	68,678
521610	Voice Services	98,094	111,787	111,787	102,078
521620	Voice Equipment	3,324	6,370	6,370	5,880
521625	Voice Labor	4,224	4,682	4,682	7,455
521630	GIS Revolving Fund Services	9,491	7,702	7,702	10,958
521635	Voice Services -Wireless	0	0	0	64,311
521705	Vehicle/Equipment Rental/Lease	0	100	0	0
521715	Office Equipment Rental	9,480	24,899	23,799	22,800
521725	Other Rental	39,127	51,517	51,517	50,297
521730	Parking Space Rental	54,197	81,000	81,000	81,000
522305	Freight Charges	0	100	0	0
522405	Management Savings	25	0	0	0
522430	Miscellaneous Other Services & Charges	334,973	346,834	343,034	342,070
522710	Interfund Utility Cut Repairs	0	500	500	500
522720	Interfund Payroll Services	(685)	0	0	0
522721	Interfund HR Client Services	150,647	143,074	143,074	171,489
522722	KRONOS Service Chargeback	7,378	7,154	7,154	8,849
522723	Drainage Fee Service Chargeback	145,129	142,045	142,045	146,027
522735	Interfund Communication Equipment Repair	0	6,250	6,250	6,250
522760	Interfund Billing & Collection Service	15,210	16,847	16,847	20,000
522845	Interfund Vehicle Services	46,775	40,000	40,000	46,225
Total	Other Services and Charges	29,767,993	31,365,805	31,373,162	29,593,381
560210	Furniture Fixtures and Equipment	6,145	0	0	0
Total	Equipment	6,145	0	0	0
551005	Fixed Assets Restatement	0	0	0	1,000
551015	Non-Capital Computer Equipment	0	78,500	78,500	0
551040	Non-Capital Other	13,723	0	0	13,496
Total	Non-Capital Equipment	13,723	78,500	78,500	14,496
532005	Transfers to General Fund	2,172,693	0	0	0
532020	Transfers to Capital Projects	0	3,634,765	3,634,765	3,634,765
532120	Transfer to Fleet/Eq	42,812	0	0	0
Total	Debt Service and Other Uses	2,215,505	3,634,765	3,634,765	3,634,765
Grand Total Expenditures		45,689,296	49,726,561	49,726,561	48,879,362

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 Support GIS mapping and analysis products for both internal staff and the public.
- o Continue to develop a complete streets policy and a multi-modal mobility plan by conducting sub-area transportation plan studies throughout the City.
- o Revise the Major Thoroughfare and Freeway Hierarchy Table based on recommendations from sub-areas.
- o Produce a citizen guide for Historic Preservation regulations and improve the application process.
- o Increase tax base through conducting limited purpose annexation and potential general purpose annexations.

Department Long Term Goals:

- o Work on GIS Staff development program for GIS skills and training.
- o Create seamless link between PlatTracker and the Integrated Land Management System (ILMS) to better monitor development projects and provide improved public information.
- o Take Urban Houston Framework Study recommendations and develop an urban centers ordinance with opt in development standards for identified urban districts that will contain greater density and significant multi-modal transportation uses, in particular transits.

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

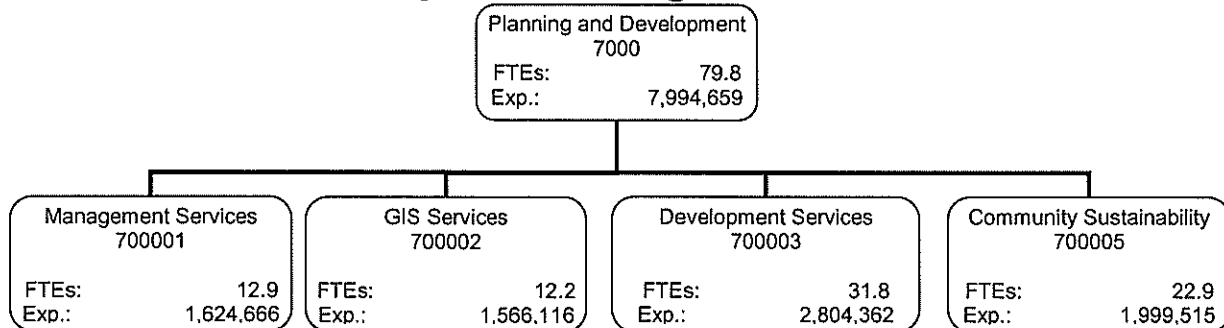
The Management Services Section support core functions of the Planning Department by providing internal administrative, financial and management support.

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 preservation tools, strategic partnership agreements and protection of our extraterritorial jurisdiction and city limits.

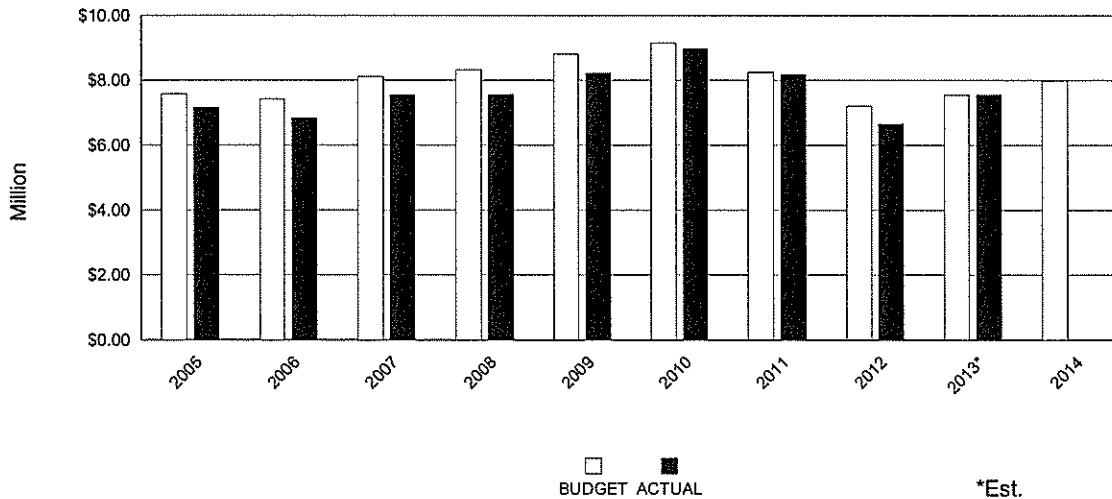
Department Organization



FISCAL YEAR 2014 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : Planning & Development					
Fund No./Bus. Area No. : 1000 / 7000					
		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	6,036,109	6,823,653	6,823,653	7,231,758
	Supplies	55,874	103,751	103,751	85,862
	Other Services and Charges	564,903	617,898	617,898	677,039
	Total M & O Expenditures	6,656,886	7,545,302	7,545,302	7,994,659
	Debt Service & Other Uses	0	5,000	5,000	0
	Total Expenditures	6,656,886	7,550,302	7,550,302	7,994,659
Revenues		3,295,001	3,968,862	4,704,300	5,918,715
Staffing	Full-Time Equivalents - Civilian	75.7	75.5	75.5	79.8
	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	75.7	75.5	75.5	79.8
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. o Continued development of an Enterprise Geographical Information System (EGIS), with focus on support of current applications and data. o Preserve and stabilize communities. o Facilitate decision-making by providing recommendations through data collection, research and analysis in a variety of disciplines, including but not limited to demographic, statistical, financial, market and legal analysis, and collaboration with internal and external sources. 				

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



FISCAL YEAR 2014 BUDGET

Business Area Performance Measures					
Fund Name : General Fund					
Business Area Name : Planning & Development					
Fund No./Bus Area No. : 1000 / 7000					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Citywide Community and Customer Classes Held	J,Q	N/A	3	4	3
Public Participation in Developing Plans	J,Q	N/A	N/A	10 meetings	10 meetings
Community Meetings by Code	J	N/A	N/A	1 meeting	10 meetings
Business Process Measures					
Strategic Partnership Agreement Rounds	F	N/A	2	2	2
Development Plats/Site Plans	J,I	N/A	N/A	17,000	18,720
Subdivision Plats	J,I	N/A	1,400	2,600	2,600
Major Thoroughfare Plan Amendments	J,I	N/A	12	14	15
Certificates of Appropriateness	J,Q	N/A	N/A	360	400
People and Technology Measures					
GIS Training Courses Offered	I	N/A	6	10	10
GIS Map Requests	I	N/A	N/A	400	400
Departmental Training Sessions Offered	J	N/A	N/A	2	5
Financial Measures					
Expenditures Budget vs Actual Utilization	F	92%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	85%	100%	119%	100%
Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I) Fiscal Responsibility (F) Quality of Life (Q)					

FISCAL YEAR 2014 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Planning & Development Fund No./Bus Area No. : 1000 / 7000							
Division Description		FY2012 Actual		FY2013 Estimate		FY2014 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
PD-Management Services Group	700001						
To support the core functions of the Planning Department by providing internal administrative, financial and managerial support. The Division supports the mission of the Department by providing the public with access to resources, information, and addressing public requests on a timely basis while also striving to ensure a high level of customer service.		13.1	1,441,505	13.0	1,770,941	12.9	1,624,666
PD-GIS Services Group	700002						
To serve the GIS and geospatial needs of the City of Houston across departments and among all staff and citizens.		16.2	1,337,654	12.5	1,468,585	12.2	1,566,116
PD-Development Services Group	700003						
To review development proposals for compliance with Houston's land development codes, (Chapter 42, towers, parking, landscaping, and etc.) and provide analysis, forecasting & the development of alternatives for moving people & goods through transportation planning.		24.9	2,146,721	27.0	2,401,298	31.8	2,804,362
PD-Comm Sustainability	700005						
To facilitate the long-term stability of Houston through community sustainability tools.		21.5	1,731,006	23.0	1,909,478	22.9	1,999,515
Total		75.7	6,656,886	75.5	7,550,302	79.8	7,994,659

FISCAL YEAR 2014 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ACCOUNTANT	17	1.0	1.0	
ACCOUNTANT MANAGER	27	1.0	1.0	
ADMINISTRATION MANAGER	26	5.0	6.0	1.0
ADMINISTRATIVE ASSISTANT	17	2.0	1.0	(1.0)
ADMINISTRATIVE COORDINATOR	24	2.0	1.0	(1.0)
ADMINISTRATIVE SPECIALIST	20	2.0	2.0	
ASSISTANT DIRECTOR (EXE LEV)	32	2.0	2.0	
ASSOCIATE PLANNER	13	2.0	5.0	3.0
CUSTOMER SERVICE REP. II	15	0.0	1.0	1.0
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	
FINANCIAL ANALYST II	18	1.0	0.0	(1.0)
FINANCIAL ANALYST III	21	0.0	1.0	1.0
GIS ANALYST	20	3.0	3.0	
GIS MANAGER	29	1.0	1.5	0.5
GIS SUPERVISOR	26	1.5	1.0	(0.5)
PLAN ANALYST	14	2.0	0.0	(2.0)
PLANNER	16	13.0	15.0	2.0
PLANNER LEADER	24	6.0	8.0	2.0
PLANNING DIRECTOR	36	1.0	1.0	
RECORDS ADMINISTRATOR	23	0.0	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	13.0	12.0	(1.0)
SENIOR STAFF ANALYST	28	1.0	1.0	
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	1.0	
STAFF ANALYST	26	3.0	2.0	(1.0)
WEB DESIGNER	21	1.0	1.0	
Total FTEs		76.5	80.5	4.0
Less adjustment for Civilian Vacancy Factor		1.0	0.7	(0.3)
Full-Time Equivalent		75.5	79.8	4.3

FISCAL YEAR 2014 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
7000010001	PD-Management Services			
428080	Returned Check Charges	100	100	100
452020	Recoveries & Refunds	50	50	50
Total	PD-Management Services	150	150	150
7000020001	PD - GIS Services			
426290	Other Service Charges	3,000	5,879	3,000
426320	City Maps & Related Items	1,750	1,750	1,750
452030	Miscellaneous Revenue	50,000	50,000	10,000
Total	PD - GIS Services	54,750	57,629	14,750
7000030001	Development Services			
421290	Tower Application Review Fee	3,407	3,407	2,243
421630	Administrative Fee - Licenses & Permits	77,175	83,886	105,734
424110	Other Interfund Services	52,328	0	0
426020	Hazardous Materials Permit	1,032	1,032	1,586
426070	Hotel & Motel Ordinance	2,478	2,478	3,315
426250	Platting Fees	3,777,542	4,552,328	5,790,937
434505	Prior Year Expenditure Recovery	0	3,390	0
Total	Development Services	3,913,962	4,646,521	5,903,815
Total	Planning & Development	3,968,862	4,704,300	5,918,715

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	4,222,934	4,559,117	4,559,116	4,860,496
500110	Bilingual Pay - Civilian	6,950	6,327	6,328	7,229
501070	Pension - Civilian	818,807	975,654	975,654	1,102,848
501120	Termination Pay - Civilian	3,817	90,000	90,000	90,000
501160	Vehicle Allowance - Civilian	582	4,216	4,216	0
502010	FICA - Civilian	321,935	347,714	347,714	371,091
503010	Health Ins-Act Civilian	553,501	656,592	656,592	764,860
503015	Basic Life Insurance - Active Civilian	2,497	2,692	2,692	3,746
503060	Long Term Disability-Civilian	5,787	6,514	6,514	6,796
503090	Workers Compensation-Civilian-Admin	13,839	18,314	18,314	19,102
503100	Workers Compensation-Civilian-Claim	0	3,000	3,000	3,000
504030	Unemployment Claims - Administration	85,460	153,513	153,513	2,590
Total	Personnel Services	6,036,109	6,823,653	6,823,653	7,231,758
511045	Computer Supplies	29,601	26,000	26,000	24,506
511060	Postage	14,562	40,816	40,816	28,661
511070	Miscellaneous Office Supplies	10,832	31,935	31,935	31,935
511110	Fuel	879	5,000	5,000	760
Total	Supplies	55,874	103,751	103,751	85,862
520105	Accounting & Auditing Services	935	1,350	1,350	1,350
520107	Computer Info/Contr	2,172	2,438	2,438	3,806
520109	Medical Dental & Laboratory Services	538	500	500	500
520110	Management Consulting Services	37,153	0	0	0
520112	Banking Services	839	3,000	3,000	1,800
520114	Miscellaneous Support Services	950	800	800	800
520116	Parking Services Contract	24,094	27,552	27,552	0
520119	Computer Equipment/Software Maintenance	1,347	2,934	2,934	2,934
520121	IT Application Svcs	7,603	10,464	10,464	46,626
520123	Vehicle & Motor Equipment Services	3,020	3,500	3,500	3,500
520510	Mail/Delivery Services	21	200	200	200
520515	Print Shop Services	435	7,860	7,860	2,000
520605	Advertising Services	2,334	3,100	3,100	3,100
520705	Insurance Fees	935	1,190	1,190	1,309
520740	Document Recording/Filing Fees	0	5,000	5,000	10,860
520805	Education & Training	5,429	5,000	5,000	5,000
521605	Data Services	44,066	57,974	57,974	41,037
521610	Voice Services	37,449	49,027	49,027	8,560
521620	Voice Equipment	0	455	455	420
521625	Voice Labor	1,477	334	334	532
521630	GIS Revolving Fund Services	223,911	244,692	244,692	312,808
521635	Voice Services -Wireless	0	0	0	4,347
521715	Office Equipment Rental	25,079	35,677	35,677	35,677
521730	Parking Space Rental	11,770	13,352	13,352	6,804
521735	Hobby Parking Space Rental	0	0	0	28,800
522430	Miscellaneous Other Services & Charges	17,964	10,100	10,100	10,100
522721	Interfund HR Client Services	45,222	51,828	51,828	60,903
522722	KRONOS Service Chargeback	3,478	2,659	2,659	3,157
522780	Interfund Photo Copy Services	25,672	36,000	36,000	36,000
522840	Interfund Permit Center Rent Chargeback	41,010	40,912	40,912	44,109
Total	Other Services and Charges	564,903	617,898	617,898	677,039
532025	Transfers to Special Revenues	0	5,000	5,000	0
Total	Debt Service and Other Uses	0	5,000	5,000	0
Grand Total Expenditures		6,656,886	7,550,302	7,550,302	7,994,659



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.

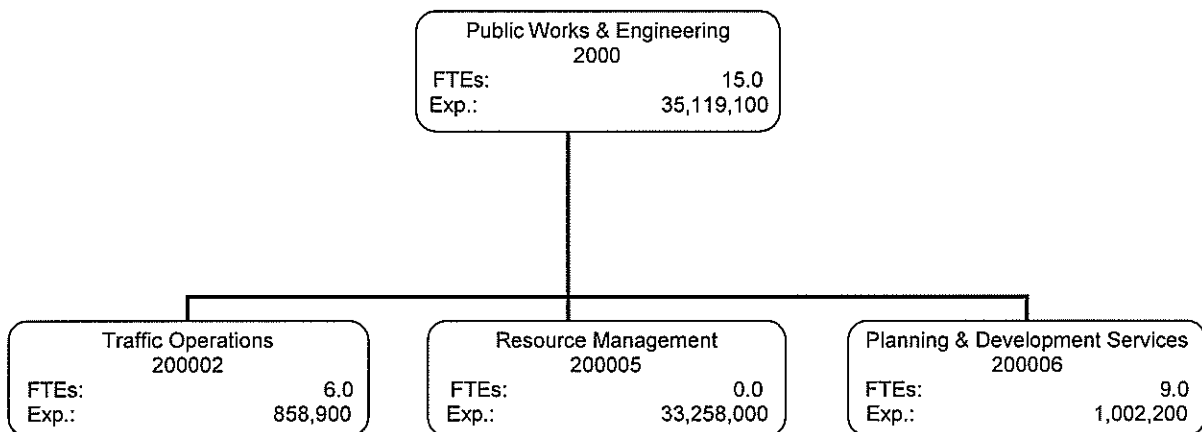
Department Short Term Goals

- 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

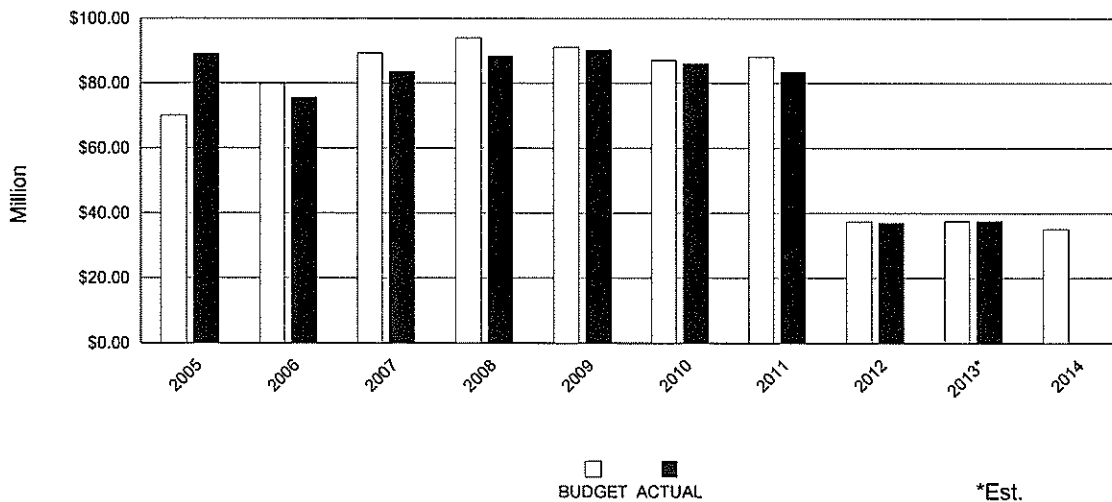


Business Area Budget Summary

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

		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	724,136	1,283,700	1,274,485	1,337,500
	Supplies	6,909	69,600	55,600	64,500
	Other Services and Charges	34,457,045	34,384,100	34,407,315	31,848,300
	Equipment	10,088	0	0	0
	Non-Capital Equipment	(195)	0	0	0
	Total M & O Expenditures	35,197,983	35,737,400	35,737,400	33,250,300
	Debt Service & Other Uses	1,817,322	1,818,700	1,818,700	1,868,800
Total Expenditures	37,015,305	37,556,100	37,556,100	35,119,100	
Revenues		1,845,088	2,541,100	2,841,100	2,371,900
Staffing	Full-Time Equivalents - Civilian	9.0	15.0	14.7	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	9.0	15.0	14.7	15.0
	Full-Time Equivalents - Overtime	0.0	0.1	0.1	0.1
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2014 Budget provides funding for the health benefits, pension contributions and municipal employees 3% pay increases. 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 \$33.3M includes: \$31.4M for Street Light and Traffic Signal electricity and debt service associated with the LED Traffic Signal project and other equipment of \$1.9M. 				

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



FISCAL YEAR 2014 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area Name : Public Works & Engineering Fund No./Bus Area No. : 1000 / 2000					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
MRT 311 calls received (each)	P,I	1,113	1,200	1,304	1,200
Incident response (Unit)	P,I	245	500	290	500
Business Process Measures					
Value of real estate actions recorded for joint referrals	F	\$1,504,033	\$1,500,000	\$1,500,000	\$1,500,000
People and Technology Measures					
Accident frequency per 75,000 miles driven	F,I	N/A	N/A	N/A	<1 accident
Workers' compensation incident frequency per 3,500 productive days worked	F,I	N/A	N/A	N/A	<1 incident
Financial Measures					
Expenditures Budget vs Actual Utilization	F	99%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	50%	100%	112%	100%
Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I) Fiscal Responsibility (F) Quality of Life (Q)					

FISCAL YEAR 2014 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Public Works & Engineering Fund No./Bus Area No. : 1000 / 2000							
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
Traffic Operations Division 200002 Working to alleviate traffic congestion resulting from malfunctioning traffic signals, accidents and other mobility issues throughout the City during peak periods.	0.0	0	6.0	1,028,233	6.0	858,900	
Resource Management Division 200005 Account for electricity, debt service and other costs.	0.0	36,239,959	0.0	35,570,576	0.0	33,258,000	
Planning and Development Services Division 200006 Sell City-owned properties and interests. Manage all matters pertaining to the abandonment, sale and/or exchange of streets, alleys or easements. Manage all matters pertaining to granting of building encroachments into streets and alleys.	9.0	775,346	8.7	957,291	9.0	1,002,200	
Total	9.0	37,015,305	14.7	37,556,100	15.0	35,119,100	

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ADMINISTRATIVE ASSISTANT	17	1.0	1.0	
ADMINISTRATIVE ASSOCIATE	13	1.0	1.0	
ASSISTANT REAL ESTATE ANALYST	17	1.0	0.0	(1.0)
ASSISTANT REAL ESTATE MANAGER	26	1.0	1.0	
GRADUATE ENGINEER	22	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	3.0	1.0
SUPERVISING ENGINEER	29	1.0	1.0	
TECHNICAL HARDWARE ANALYST III	23	1.0	1.0	
Total FTEs		15.0	15.0	0.0
Less adjustment for Civilian Vacancy Factor		0.0	0.0	0.0
Full-Time Equivalents		15.0	15.0	0.0

FISCAL YEAR 2014 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	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
2000020010	PWE - Mayor's Mobility Taskforce			
423010	Other Grant Awards	100,000	400,000	0
2000050031	PWE - Unmetered St. Lights			
452020	Recoveries & Refunds	554,600	554,600	554,600
2000060009	PWE - Land Disposition			
426420	Building Space Rental Fees	1,000	1,000	1,000
434240	Sale of Capital Assets-Land/Streets	1,500,000	1,500,000	1,500,000
457010	Interfund Land Acquisition	385,500	385,500	316,300
Total	PWE - Land Disposition	<u>1,886,500</u>	<u>1,886,500</u>	<u>1,817,300</u>
Total	Public Works & Engineering	<u>2,541,100</u>	<u>2,841,100</u>	<u>2,371,900</u>

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	511,256	871,262	870,480	903,644
500060	Overtime - Civilian	5	10,000	10,000	10,500
500090	Premium Pay - Civilian	0	551	0	0
501070	Pension - Civilian	97,800	186,452	187,543	205,036
501120	Termination Pay - Civilian	0	5,000	5,000	5,000
502010	FICA - Civilian	37,721	67,456	64,640	69,933
503010	Health Ins-Act Civilian	74,598	135,228	131,553	135,514
503015	Basic Life Insurance - Active Civilian	304	522	493	701
503060	Long Term Disability-Civilian	762	1,275	1,253	1,275
503090	Workers Compensation-Civilian-Admin	1,690	3,585	3,523	3,585
503100	Workers Compensation-Civilian-Claim	0	2,000	0	2,000
504030	Unemployment Claims - Administration	0	369	0	312
Total	Personnel Services	724,136	1,283,700	1,274,485	1,337,500
511020	Construction Materials	0	0	0	45,000
511025	Electrical Hardware & Parts	0	50,000	34,780	0
511045	Computer Supplies	3,548	7,500	7,500	7,500
511050	Paper & Printing Supplies	971	1,200	1,200	1,200
511055	Publications & Printed Materials	0	300	300	600
511060	Postage	405	700	700	700
511070	Miscellaneous Office Supplies	1,978	2,500	2,720	3,100
511090	Medical & Surgical Supplies	7	0	0	200
511110	Fuel	0	5,800	5,800	5,000
511120	Clothing	0	1,500	2,500	1,200
511145	Small Tools & Minor Equipment	0	100	100	0
Total	Supplies	6,909	69,600	55,600	64,500
520107	Computer Info/Contr	0	10,600	0	0
520109	Medical Dental & Laboratory Services	65	400	400	400
520110	Management Consulting Services	30,000	558,800	442,476	206,300
520111	Real Estate Services	34,724	194,900	175,000	150,000
520119	Computer Equipment/Software Maintenance	0	500	500	500
520121	IT Application Svcs	0	4,100	4,100	7,600
520123	Vehicle & Motor Equipment Services	0	5,000	5,000	5,000
520510	Mail/Delivery Services	0	200	200	200
520515	Print Shop Services	0	500	500	500
520520	Printing & Reproduction Services	0	500	500	500
520765	Membership & Professional Fees	444	1,600	1,600	1,900
520805	Education & Training	0	6,600	6,600	6,600
521505	Electricity	34,382,549	33,537,200	33,721,876	31,359,200
521605	Data Services	492	2,500	1,047	50,100
521610	Voice Services	751	13,500	2,505	7,500
521620	Voice Equipment	0	700	0	700
521625	Voice Labor	0	500	0	800
521730	Parking Space Rental	532	1,600	600	3,500
522430	Miscellaneous Other Services & Charges	23	200	211	200
522720	Interfund Payroll Services	764	1,500	1,500	0
522721	Interfund HR Client Services	6,401	12,500	12,500	12,500
522722	KRONOS Service Chargeback	300	500	500	700
522795	Other Interfund Services	0	29,700	29,700	33,600
Total	Other Services and Charges	34,457,045	34,384,100	34,407,315	31,848,300
560230	Computer HW and Developed SW	10,088	0	0	0
Total	Equipment	10,088	0	0	0

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
551010	Non-Capital Office Furniture & Equipment	(674)	0	0	0
551015	Non-Capital Computer Equipment	479	0	0	0
Total	Non-Capital Equipment	(195)	0	0	0
532005	Transfers to General Fund	1,817,322	0	0	0
532020	Transfers to Capital Projects	0	1,818,700	1,818,700	1,868,800
Total	Debt Service and Other Uses	1,817,322	1,818,700	1,818,700	1,868,800
Grand Total Expenditures		37,015,305	37,556,100	37,556,100	35,119,100

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.

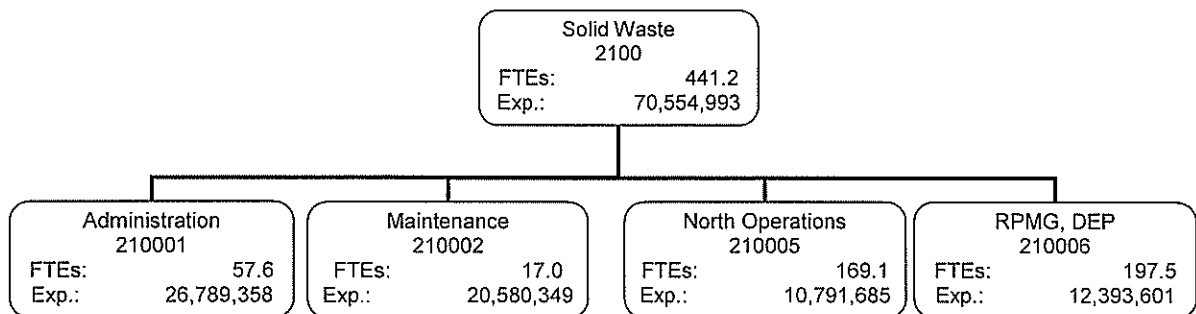
Short-Term Goals

- Expand automated curbside recycling citywide with administration and council approval.
- 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

- Implement enterprise funding for key department services.
- 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.

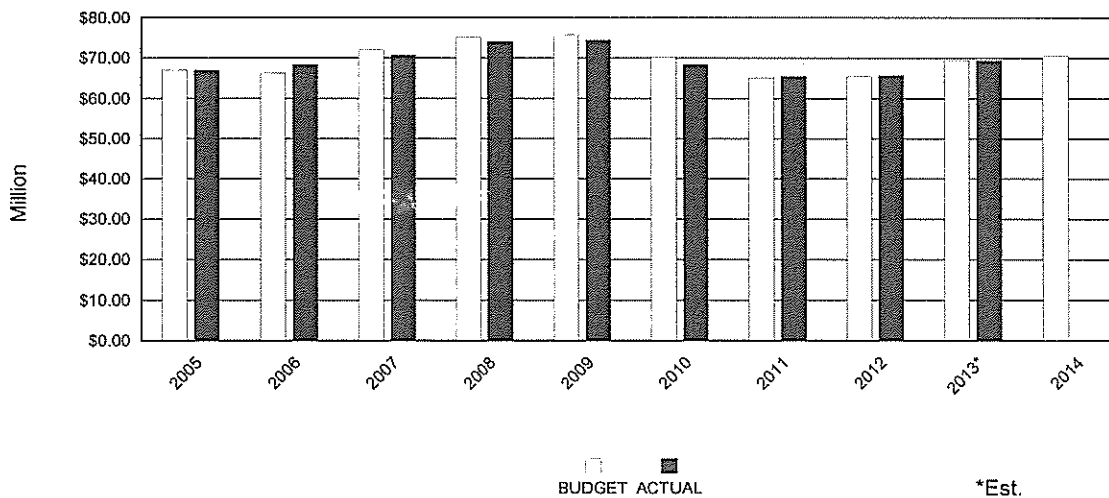
Department Organization



FISCAL YEAR 2014 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : Solid Waste Management					
Fund No./Bus. Area No. : 1000 / 2100					
		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	26,408,085	28,506,805	28,242,607	29,117,232
	Supplies	6,136,654	5,665,991	5,622,790	6,094,940
	Other Services and Charges	31,171,297	33,180,366	33,486,539	33,365,587
	Equipment	98,161	0	0	0
	Non-Capital Equipment	43,277	8,743	9,969	0
	Total M & O Expenditures	63,857,474	67,361,905	67,361,905	68,577,759
	Debt Service & Other Uses	1,891,756	2,011,507	2,011,507	1,977,234
	Total Expenditures	65,749,230	69,373,412	69,373,412	70,554,993
Revenues		4,917,582	4,978,675	4,114,738	4,752,675
Staffing	Full-Time Equivalents - Civilian	434.3	439.1	439.1	441.2
	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	434.3	439.1	439.1	441.2
	Full-Time Equivalents - Overtime	26.2	26.0	26.0	29.6
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. o Expand automated curbside recycling citywide with administration and council approval, resulting in a decrease in General Fund refuse disposal costs. 				

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



FISCAL YEAR 2014 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area Name : Solid Waste Management Fund No./Bus Area No. : 1000 / 2100					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Residential Units Serviced	Q	379,407	379,976	376,738	378,622
Customer Service Requests	Q, F	93,536	95,119	93,736	85,745
Business Process Measures					
Tons Collected	Q, F	703,950	689,151	691,476	694,926
Solid Waste Recycling Rate	Q, F	26%	28%	28%	30%
People and Technology Measures					
Financial Measures					
Expenditures Budget vs Actual Utilization	F	100%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	100%	100%	83%	100%
Mayor's Five Priorities: Jobs and Sustainable Development (J) Fiscal Responsibility (F)		Public Safety (P) Quality of Life (Q)		Infrastructure (I)	

FISCAL YEAR 2014 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Solid Waste Management Fund No./Bus Area No. : 1000 / 2100						
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Administration 210001 Provide the repository for central costs that are direct costs to all of the department's operations and to provide management leadership and administrative support to the entire department.	56.0	24,141,184	53.0	26,468,688	57.6	26,789,358
Maintenance 210002 Maintain the department's physical plants and provide the leadership and administrative resources needed to maintain the same.	16.6	20,426,220	16.9	20,357,940	17.0	20,580,349
SWM - North Operations 210005 Provides solid waste services to the north side of the City and includes City Council Districts A, B, E, G, H, and I.	164.4	9,601,473	164.5	9,849,813	169.1	10,791,685
SWM - RPMG, DEP 210006 Provides solid waste services to the south side of the City and includes Council Districts C, D, E, F, G, and I.	197.3	11,580,353	204.7	12,696,971	197.5	12,393,601
Total	434.3	65,749,230	439.1	69,373,412	441.2	70,554,993

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	1.0	
ADMINISTRATIVE AIDE	10	1.0	1.0	
ADMINISTRATIVE ASSISTANT	17	8.0	8.0	
ADMINISTRATIVE COORDINATOR	24	1.0	1.0	
ADMINISTRATIVE SPECIALIST	20	4.0	5.0	1.0
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	1.0	1.0	
ADMINISTRATIVE SUPERVISOR	22	4.0	4.0	
ASSISTANT DIRECTOR (EXE LEV)	32	3.0	3.0	
ASSISTANT SUPERINTENDENT	20	1.0	1.0	
COMMUNITY INVOLVEMENT COORDINATOR	22	0.0	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	5.0	1.0
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	3.0	3.0	
FIELD SUPERVISOR	17	1.0	0.0	(1.0)
GENERAL SUPERINTENDENT	21	1.0	1.0	
GIS ANALYST	20	1.0	2.0	1.0
LABORER	4	18.0	16.0	(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	
SAFETY REPRESENTATIVE	19	4.0	4.0	
SEMI-SKILLED LABORER	6	18.0	18.0	
SENIOR ACCOUNT CLERK	13	1.0	1.0	
SENIOR AUDITOR	21	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 COMPLIANCE OFFICER	18	1.0	1.0	
SENIOR DISPATCHER	12	4.0	4.0	
SENIOR REFUSE TRUCK DRIVER	8	68.0	66.0	(2.0)
SENIOR SIDELOADER OPERATOR	9	174.0	172.0	(2.0)
SENIOR STAFF ANALYST	28	3.0	2.0	(1.0)
SENIOR SUPERINTENDENT	27	6.0	6.0	
SENIOR TRAINER	21	1.0	1.0	
SIDELOADER OPERATOR	7	28.0	31.0	3.0
SOLID WASTE DIRECTOR	37	1.0	1.0	
SOLID WASTE SUPERVISOR	22	23.0	24.0	1.0
STAFF ANALYST	26	1.0	1.0	
Total FTEs		467.0	467.0	0.0
Less adjustment for Civilian Vacancy Factor		27.9	25.8	(2.1)
Full-Time Equivalent		439.1	441.2	2.1

FISCAL YEAR 2014 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	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
2100010002	SWM - Administration Director's Office			
426100	Non-Resident Garbage Fee	500,000	345,600	480,000
426110	Extra Container Garbage Fee	1,650,000	816,000	1,300,000
428080	Returned Check Charges	800	800	800
434305	Judgments & Claims	15,000	5,000	15,000
452020	Recoveries & Refunds	500	10,963	500
452030	Miscellaneous Revenue	10,000	10,000	10,000
Total	SWM - Administration Director's Office	2,176,300	1,188,363	1,806,300
2100010003	SWM - Administrative Support			
421320	Dumpster Permits	2,436,000	2,560,000	2,580,000
421630	Administrative Fee - Licenses & Permits	366,375	366,375	366,375
Total	SWM - Administrative Support	2,802,375	2,926,375	2,946,375
Total	Solid Waste Management	4,978,675	4,114,738	4,752,675

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	16,183,928	17,467,898	16,578,768	17,116,915
500030	Salary Part Time - Civilian	38,507	44,370	44,370	46,704
500060	Overtime - Civilian	1,284,156	1,033,288	1,278,340	1,436,873
500090	Premium Pay - Civilian	24,339	20,887	20,887	0
500110	Bilingual Pay - Civilian	19,672	19,058	19,058	22,070
500180	Temporary Employees	125,814	0	0	142,632
500210	Pay for Performance-Municipal	71,750	192,483	192,483	192,843
500250	HOPE Union Business Usage	366	0	0	0
501070	Pension - Civilian	3,040,389	3,621,567	3,591,751	3,883,810
501120	Termination Pay - Civilian	205,217	238,804	334,804	238,807
501160	Vehicle Allowance - Civilian	1,066	1,500	1,500	0
502010	FICA - Civilian	1,316,913	1,367,628	1,341,533	1,436,975
503010	Health Ins-Act Civilian	3,105,551	3,683,655	3,632,001	4,020,914
503015	Basic Life Insurance - Active Civilian	9,176	10,069	10,014	13,176
503060	Long Term Disability-Civilian	35,524	37,713	37,087	37,080
503090	Workers Compensation-Civilian-Admin	87,091	106,263	204,686	105,452
503100	Workers Compensation-Civilian-Claim	655,962	336,715	630,653	336,715
504030	Unemployment Claims - Administration	202,664	324,907	324,672	86,266
Total	Personnel Services	26,408,085	28,506,805	28,242,607	29,117,232
511010	Chemical Gases & Special Fluids	(19)	1,500	1,500	1,500
511015	Cleaning & Sanitary Supplies	74,824	94,035	80,899	92,535
511020	Construction Materials	3,492	20,000	20,000	10,000
511025	Electrical Hardware & Parts	632	2,500	800	1,000
511030	Mechanical Hardware & Parts	0	0	100	0
511045	Computer Supplies	8,011	4,042	6,642	7,542
511050	Paper & Printing Supplies	1,257	1,950	2,073	2,150
511055	Publications & Printed Materials	46	1,165	969	965
511060	Postage	324,251	20,110	20,310	20,110
511070	Miscellaneous Office Supplies	49,329	47,013	43,966	47,912
511090	Medical & Surgical Supplies	1,471	4,900	4,085	4,600
511095	Small Technical & Scientific Equipment	0	1,000	0	0
511110	Fuel	5,312,095	5,087,042	5,087,042	5,512,412
511115	Vehicle Repair & Maintenance Supplies	5,147	1,000	1,185	1,000
511120	Clothing	167,838	132,847	120,437	135,597
511125	Food Supplies	22,099	52,700	50,954	53,700
511140	Landscaping & Gardening Supplies	7,931	5,000	6,500	6,500
511145	Small Tools & Minor Equipment	67,348	61,097	52,729	61,097
511150	Miscellaneous Parts & Supplies	90,805	128,090	122,599	136,320
511160	Protective Gear	97	0	0	0
Total	Supplies	6,136,654	5,665,991	5,622,790	6,094,940
520100	Temporary Personnel Services	209,933	300,000	250,000	200,000
520108	Information Resource Services	22,261	0	0	0
520109	Medical Dental & Laboratory Services	28,982	28,000	28,000	28,000
520110	Management Consulting Services	60,616	0	0	0
520114	Miscellaneous Support Services	0	17,000	17,000	17,000
520115	Real Estate Lease/Office Rental	0	5,985	5,985	5,985
520116	Parking Services Contract	5,544	19,000	19,000	19,000
520118	Refuse Disposal	11,978,594	13,072,091	13,349,411	13,641,695
520119	Computer Equipment/Software Maintenance	10,385	1,000	10,385	1,000
520121	IT Application Svcs	150,857	459,455	459,455	297,923
520123	Vehicle & Motor Equipment Services	60,548	4,200	5,502	4,200
520124	Other Equipment Services	1,813	0	0	0
520126	Construction Site Work Services	(1,115)	0	0	0
520132	Contracts/Sponsorships	3,700,543	3,503,232	3,503,232	3,503,232
520510	Mail/Delivery Services	190	0	0	0
520515	Print Shop Services	19,282	11,416	21,215	20,566
520520	Printing & Reproduction Services	13,874	65,000	7,000	7,000

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
520605	Advertising Services	0	600	50,000	10,000
520705	Insurance Fees	64,018	87,629	87,629	65,413
520725	Assessments - Other Governments	100	100	500	1,600
520765	Membership & Professional Fees	5,347	9,061	9,061	9,061
520805	Education & Training	56,043	27,150	30,475	31,670
520815	Tuition Reimbursement	6,458	0	0	0
520905	Travel - Training Related	16,028	7,100	8,694	7,100
520910	Travel - Non-Training Related	4,935	5,800	5,800	5,800
521405	Building Maintenance Services	203,359	157,671	187,000	157,671
521410	Sewer Services	43,494	68,208	68,208	68,208
521415	Land and Grounds Maintenance	1,571	0	32,515	0
521505	Electricity	326,914	278,136	278,136	231,924
521510	Natural Gas	16,961	23,154	23,154	20,052
521605	Data Services	9,646	14,847	14,847	97,913
521610	Voice Services	186,519	173,486	173,490	157,963
521620	Voice Equipment	0	4,900	4,900	4,523
521625	Voice Labor	3,054	3,601	3,601	5,734
521630	GIS Revolving Fund Services	21,371	17,435	17,435	25,599
521635	Voice Services -Wireless	0	0	0	38,672
521705	Vehicle/Equipment Rental/Lease	70,691	20,000	18,100	20,000
521715	Office Equipment Rental	41,366	57,010	57,010	57,010
521725	Other Rental	(2,917)	0	0	0
521730	Parking Space Rental	32,718	53,610	53,610	41,610
521735	Hobby Parking Space Rental	0	0	0	12,000
522305	Freight Charges	3,141	1,990	931	1,600
522430	Miscellaneous Other Services & Charges	501,028	360,241	363,000	363,000
522435	Interest Charges Past Due Accounts	6	0	0	0
522720	Interfund Payroll Services	(366)	0	0	0
522721	Interfund HR Client Services	268,372	321,916	321,916	359,808
522722	KRONOS Service Chargeback	22,803	16,779	16,779	18,902
522723	Drainage Fee Service Chargeback	66,029	67,781	67,781	67,794
522735	Interfund Communication Equipment Repair	0	64,550	64,550	64,550
522795	Other Interfund Services	0	110,761	110,761	110,761
522845	Interfund Vehicle Services	12,921,516	13,740,471	13,740,471	13,564,048
522910	Indirect Cost - Expenses	18,785	0	0	0
Total	Other Services and Charges	31,171,297	33,180,366	33,486,539	33,365,587
560210	Furniture Fixtures and Equipment	84,128	0	0	0
560230	Computer HW and Developed SW	14,033	0	0	0
Total	Equipment	98,161	0	0	0
551010	Non-Capital Office Furniture & Equipment	18,003	8,743	9,969	0
551015	Non-Capital Computer Equipment	4,410	0	0	0
551040	Non-Capital Other	20,864	0	0	0
Total	Non-Capital Equipment	43,277	8,743	9,969	0
532020	Transfers to Capital Projects	0	118,501	118,501	118,501
532120	Transfer to Fleet/Eq	1,891,756	1,893,006	1,893,006	1,858,733
Total	Debt Service and Other Uses	1,891,756	2,011,507	2,011,507	1,977,234
Grand Total Expenditures		65,749,230	69,373,412	69,373,412	70,554,993



HUMAN AND CULTURAL SERVICES DEPARTMENTS

Health and Human Services.....	V - 2
Housing and Community Development.....	V - 14
Library.....	V - 20
Neighborhoods.....	V - 30
Parks and Recreation	V - 40

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

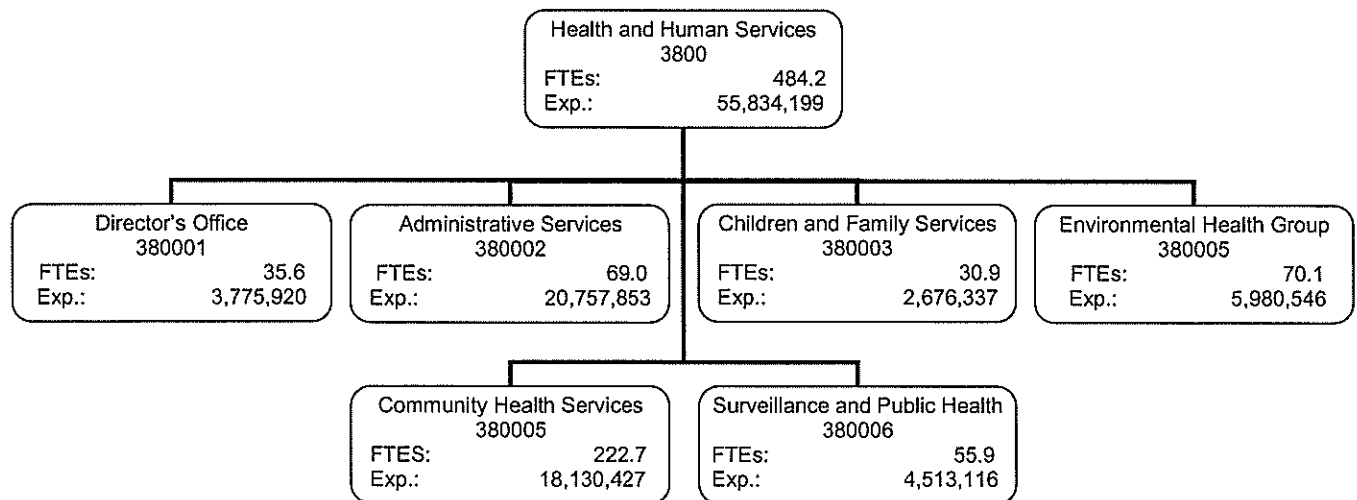
Department Short Term Goals

- 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

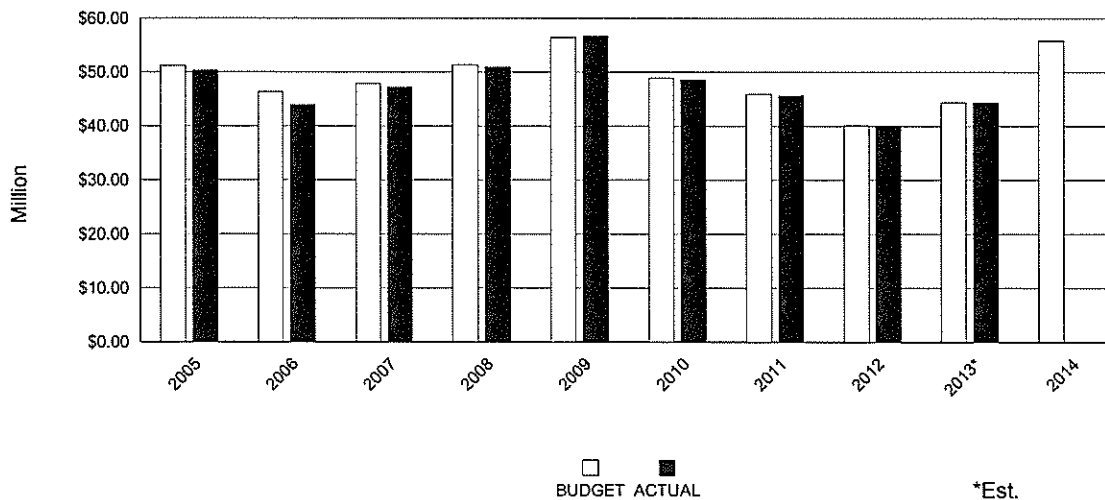
Department Organization



FISCAL YEAR 2014 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : Health and Human Services					
Fund No./Bus. Area No. : 1000 / 3800					
		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	32,782,452	35,600,650	35,641,454	38,039,294
	Supplies	1,898,739	964,021	1,088,120	921,735
	Other Services and Charges	5,225,452	7,547,703	7,599,803	16,873,170
	Equipment	150,497	23,000	0	0
	Non-Capital Equipment	65,955	219,974	25,971	0
	Total M & O Expenditures	40,123,095	44,355,348	44,355,348	55,834,199
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	40,123,095	44,355,348	44,355,348	55,834,199
Revenues		14,488,334	13,369,500	15,679,442	24,628,898
Staffing	Full-Time Equivalents - Civilian	454.6	467.8	469.1	484.2
	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	454.6	467.8	469.1	484.2
	Full-Time Equivalents - Overtime	3.8	2.4	2.4	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2014 Budget provides funding for the health benefits, pension contribution and municipal employees 3% pay increases. o The FY2013 Estimate and FY2014 Budget also includes the Texas Medicaid Transformation 1115 Waiver Intergovernmental Transfer (IGT) offset by revenues as reimbursements are received from the Centers for Medicare and Medicaid Services (CMS); \$1,813,742 and \$10,339,698 respectively. The Texas Medicaid Transformation 1115 Waiver is a new Medicaid demonstration waiver, Texas Health Care Transformation and Quality Improvement Program, approved by the CMS. o The FY2014 Budget includes funding for Jail Health Staffing and Tuberculosis Program Staffing. 				

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



FISCAL YEAR 2014 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area Name : Health and Human Services Fund No./Bus Area No. : 1000 / 3800					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Mayor Customer Service Responses	I,F	119	108	108	120
Safety Net Dental Encounters	Q,F	9,926	8,000	9,554	9,000
Project Saving Smiles	Q,F	4,063	3,000	3,137	3,000
STD Clinic Encounters	P,Q,F	15,687	15,800	13,803	13,500
Immunization Clinic Encounters	P,Q,F	18,751	10,000	12,885	13,000
Jail Health Encounters	Q,P	165,870	165,700	156,288	160,000
Tuberculosis Control Clinic Encounters	Q,P	5,971	6,500	3,027	3,000
Family Planning Clinic Encounters	Q,F	11,983	12,200	11,942	11,000
Business Process Measures					
Air, Water and Waste Investigations	P,Q,I	3,114	2,800	2,800	2,800
Food Facility Inspections	P,F,I,Q	N/A	N/A	N/A	29,091
Food Establishments Complaints	P,F,I,Q	2,464	2,200	2,200	2,346
Enforcement Cases	P,Q,F	116	80	80	80
Radiation Inspections	P,Q,F	211	175	175	252
Diseases Investigated	P,Q	34,112	40,000	40,000	40,000
Outbreaks Investigated	P,Q,I	139	40	400	400
Laboratory Test Performed	P,Q,F	388,487	420,000	420,000	430,000
People and Technology Measures					
Complete Network Requests	I	601	929	929	1,152
Complete Programming Request	I	123	205	205	324
Complete Desktop Support Requests	I	6,548	7,168	7,168	7,800
Financial Measures					
Expenditures Budget vs Actual Utilization	F	100%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	96%	100%	117%	100%
Mayor's Five Priorities: Jobs and Sustainable Development (J) Fiscal Responsibility (F)		Public Safety (P) Quality of Life (Q)		Infrastructure (I)	

FISCAL YEAR 2014 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Health and Human Services Fund No./Bus Area No. : 1000 / 3800							
Division Description		FY2012 Actual		FY2013 Estimate		FY2014 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Director Office Group	380001						
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.		37.8	3,887,710	36.4	3,730,730	35.6	3,775,920
Administrative Services Division	380002						
Administrative Services Division consists of General, Special Revenue Funds and Grants Budget Groups, Contracts and Procurement, Business Management, Birth and Death Certificates and Facility Maintenance.		65.2	8,449,664	68.0	11,395,253	69.0	20,757,853
Children and Family Services	380003						
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.		31.0	2,652,571	30.5	2,611,895	30.9	2,676,337
Environmental Health Services	380004						
The Environmental Health Division consists of the Bureaus of Air Quality Control (BAQC), Water Resources Protection (BWRP), Consumer Health Services (BCHS), and Community and Children's Environmental Health (BCCEH).		72.3	5,643,565	65.1	5,596,200	70.1	5,980,546
Community Health Services	380005						
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.		200.3	15,543,952	212.4	16,573,075	222.7	18,130,427

FISCAL YEAR 2014 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Health and Human Services Fund No./Bus Area No. : 1000 / 3800							
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
Surveillance & Public Health Preparedness 380006 Surveillance and Public Health Preparedness consists of Epidemiology, Laboratory Services and Public Health Preparedness.	48.0	3,945,633	56.7	4,448,195	55.9	4,513,116	
Total	<u>454.6</u>	<u>40,123,095</u>	<u>469.1</u>	<u>44,355,348</u>	<u>484.2</u>	<u>55,834,199</u>	

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ACCOUNT CLERK	10	1.0	1.0	
ADMINISTRATION MANAGER	26	7.0	7.0	
ADMINISTRATION MANAGER (EXE LEV)	26	3.0	3.3	0.3
ADMINISTRATIVE AIDE	10	1.0	0.0	(1.0)
ADMINISTRATIVE ASSISTANT	17	5.8	6.8	1.0
ADMINISTRATIVE ASSISTANT (EXE LEV)	17	1.0	0.0	(1.0)
ADMINISTRATIVE ASSOCIATE	13	4.0	4.0	
ADMINISTRATIVE COORDINATOR	24	9.0	6.0	(3.0)
ADMINISTRATIVE SPECIALIST	20	1.0	2.7	1.7
ADMINISTRATIVE SUPERVISOR	22	9.0	7.0	(2.0)
ASSISTANT DIRECTOR (EXE LEV)	32	4.0	4.0	
ASSISTANT DIRECTOR-PUBLIC HEALTH (EXE LEV)	33	0.8	0.8	
BUREAU CHIEF,PUBLIC HEALTH	30	1.0	0.1	(0.9)
BUREAU CHIEF,PUBLIC HEALTH (EXE LEV)	30	6.3	5.0	(1.3)
CENTER ADMINISTRATOR	25	1.0	1.0	
CHEMIST I	14	1.0	1.0	
CHEMIST II	17	4.0	4.0	
CHEMIST III	21	3.0	2.0	(1.0)
CHEMIST IV	23	4.0	4.0	
CHIEF NURSE,RN	25	4.0	4.0	
CHIEF PHARMACIST	27	1.0	1.0	
CHIEF PHYSICIAN,MD	35	2.0	2.0	
CHIEF SANITARIAN	28	2.4	2.4	
CLINIC ASSISTANT	9	25.0	29.0	4.0
COMMUNICATIONS TECHNICIAN	15	1.0	1.0	
COMMUNICATIONS TECHNICIAN SUPERVISOR	25	0.0	1.0	1.0
COMMUNITY INVOLVEMENT COORDINATOR	22	1.0	0.0	(1.0)
COMMUNITY LIAISON	18	10.0	11.0	1.0
COMMUNITY RELATIONS SPECIALIST	11	11.7	17.2	5.5
COUNSELOR	20	4.0	5.0	1.0
CUSTOMER SERVICE CLERK	10	4.0	4.0	
CUSTOMER SERVICE REP. I	13	25.0	24.0	(1.0)
CUSTOMER SERVICE REP. II	15	2.0	2.0	
CUSTOMER SERVICE REP. III	16	1.8	1.0	(0.8)
CUSTOMER SERVICE SUPERVISOR	18	6.0	4.0	(2.0)
DATA ENTRY OPERATOR	8	1.0	0.0	(1.0)
DENTAL ASSISTANT	9	16.0	16.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	2.0	5.0	3.0
DEPUTY DIRECTOR (EXE LEV)	34	1.0	1.0	
DIRECTOR OF PUBLIC HEALTH	37	1.0	1.0	
DIVISION MANAGER	29	1.0	0.0	(1.0)
DIVISION MANAGER (EXE LEV)	29	7.7	9.0	1.3
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	3.5	3.0	(0.5)
ENVIRONMENTAL INVESTIGATOR V	28	0.2	1.1	0.9
EPIDEMIOLOGIST MANAGER	27	0.9	0.0	(0.9)
EPIDEMIOLOGIST SUPERVISOR	24	0.0	1.0	1.0
EXECUTIVE OFFICE ASSISTANT	15	2.0	3.0	1.0
EXECUTIVE STAFF ANALYST (EXE LEV)	30	0.5	0.5	
FINANCIAL ANALYST III	21	1.0	1.0	

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
FINANCIAL ANALYST IV	25	6.5	8.0	1.5
FIXED ASSET MANAGER	25	1.0	1.0	
FIXED ASSET SPECIALIST	13	1.0	2.0	1.0
GIS ANALYST	20	1.0	0.0	(1.0)
GRADUATE ENGINEER	22	2.0	2.0	
HEALTH PLANNING CHIEF	24	1.0	1.0	
HUMAN SERVICE PROGRAM MANAGER	25	0.0	9.0	9.0
INVENTORY MANAGEMENT CLERK	9	1.0	1.5	0.5
IT PROJECT MANAGER	28	0.1	0.1	
JAIL MEDICAL SPECIALIST	17	15.0	16.0	1.0
LABORATORY MANAGER	28	2.0	2.0	
LABORATORY SUPERVISOR	24	6.5	6.4	(0.1)
LABORATORY TECHNICIAN	6	8.0	8.0	
LICENSED VOCATIONAL NURSE	12	9.0	9.0	
MAILROOM SUPERVISOR	13	1.0	1.0	
MANAGEMENT ANALYST II	18	2.0	3.0	1.0
MANAGEMENT ANALYST III	21	1.8	2.0	0.2
MANAGEMENT ANALYST IV	25	2.0	3.8	1.8
MEDICAL RECORDS SUPERVISOR	19	2.0	2.0	
MESSENGER	6	1.0	1.0	
MICROBIOLOGIST I	14	5.0	4.0	(1.0)
MICROBIOLOGIST II	17	8.0	10.3	2.3
MICROBIOLOGIST III	21	6.0	6.0	
MICROBIOLOGIST IV	23	3.0	4.0	1.0
NURSE PRACTITIONER	26	5.0	8.5	3.5
OFFICE SUPERVISOR	17	0.0	0.8	0.8
PHARMACY TECHNICIAN	9	2.0	2.0	
PHYSICIAN,MD	33	4.0	4.0	
PROGRAMMER ANALYST IV	25	0.0	2.0	2.0
PROJECT MANAGER	24	1.0	1.0	
PUBLIC HEALTH CLERK	8	20.0	18.0	(2.0)
PUBLIC HEALTH DENTIST,DDS	26	1.0	1.0	
PUBLIC HEALTH INVESTIGATOR	12	6.0	4.0	(2.0)
PUBLIC HEALTH INVESTIGATOR SUPERVISOR	21	0.0	2.0	2.0
PUBLIC HEALTH NURSE III	21	2.0	1.0	(1.0)
PUBLIC HEALTH NURSE IV	22	16.0	15.0	(1.0)
PUBLIC INFORMATION OFFICER	26	0.5	0.5	
REGISTRAR-VITAL STATISTICS	26	1.0	0.0	(1.0)
SANITARIAN I	14	8.0	11.8	3.8
SANITARIAN II	17	8.8	12.2	3.4
SANITARIAN III	21	11.2	10.4	(0.8)
SENIOR ACCOUNT CLERK	13	5.0	6.0	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	0.0	(4.0)
SENIOR COMPUTER OPERATOR	14	1.0	1.0	
SENIOR CONTRACT ADMINISTRATOR	27	1.0	1.0	
SENIOR COUNSELOR	22	7.0	7.0	
SENIOR CUSTOMER SERVICE CLERK	12	6.8	10.6	3.8
SENIOR DATA BASE ANALYST	25	1.0	1.0	
SENIOR DATA ENTRY OPERATOR	12	1.0	1.0	

Business Area Roster Summary

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

Job Description	Pay Grade	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
SENIOR HEALTH PLANNER	20	0.0	0.8	0.8
SENIOR INVENTORY MANAGEMENT CLERK	12	2.0	2.7	0.7
SENIOR IT PROJECT MANAGER (EXE LEV)	30	1.0	1.0	
SENIOR JAIL MEDICAL SPECIALIST	19	4.0	7.0	3.0
SENIOR MICROCOMPUTER ANALYST	23	1.0	1.0	
SENIOR NUTRITIONIST	18	1.0	0.0	(1.0)
SENIOR OFFICE ASSISTANT	12	4.0	3.0	(1.0)
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	8.0	9.2	1.2
SENIOR STAFF ANALYST	28	1.0	1.9	0.9
SENIOR STAFF ANALYST (EXE LEV)	28	2.2	2.2	
SENIOR TELECOMMUNICATIONS SPECIALIST	21	1.0	0.0	(1.0)
SENIOR TRAINER	21	1.0	1.0	
STAFF ANALYST	26	7.8	6.3	(1.5)
STAFF ANALYST (EXE LEV)	26	0.0	1.5	1.5
STAFF EPIDEMIOLOGIST	22	6.6	6.6	
STAFF PHARMACIST	25	2.0	1.0	(1.0)
SURVEILLANCE INVESTIGATOR-EPIDEMIOLOGY	17	2.0	2.0	
SYSTEMS CONSULTANT	26	2.8	0.8	(2.0)
SYSTEMS SUPPORT ANALYST II	19	2.4	2.0	(0.4)
SYSTEMS SUPPORT ANALYST IV	25	1.0	1.2	0.2
TECHNICAL HARDWARE ANALYST I	17	1.0	1.0	
X-RAY TECHNICIAN	13	2.0	2.0	
Total FTEs		481.6	512.0	30.4
Less adjustment for Civilian Vacancy Factor		13.8	27.8	14.0
Full-Time Equivalents		467.8	484.2	16.4

FISCAL YEAR 2014 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	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
3800020009	HHS - Department Wide Charges			
422153	Intergovernmental Revenue - 1115 Waiver	0	1,813,742	10,339,698
425110	Indirect Cost Recovery-Grants	4,100,000	4,100,000	4,100,000
426330	Miscellaneous Copies Fees	3,900	3,900	1,000
428080	Returned Check Charges	900	900	500
447020	Garage Parking Revenue	146,000	146,000	146,000
490080	Other Operating Transfers In	0	160,000	0
	Total HHS - Department Wide Charges	4,250,800	6,224,542	14,587,198
3800040003	HHS - Pit, Cnt&Pre-Air			
421060	Miscellaneous Health Permits	782,500	976,000	1,150,000
3800040006	HHS - Consumer Health			
421010	Special Food Permits	1,052,300	1,052,300	1,371,000
421020	Food Dealers Permits	3,395,600	3,471,900	3,565,200
421030	Food Managers Permits	354,700	331,600	335,500
421040	Mobile Food Vendor Licenses	356,100	459,600	485,300
421630	Administrative Fee - Licenses & Permits	150,900	172,100	174,200
	Total HHS - Consumer Health	5,309,600	5,487,500	5,931,200
3800050001	HHS - Neighborhood Svc			
426420	Building Space Rental Fees	490,000	470,000	470,400
426430	Facility Rental Fees	89,800	62,400	62,400
434340	Cashier Overages	0	2,200	100
452030	Miscellaneous Revenue	0	0	100
	Total HHS - Neighborhood Svc	579,800	534,600	533,000
3800050002	HHS - Maternal Child Health			
422010	Medicaid Title XIX	300,000	300,000	300,000
422020	Medicaid Title XX	370,000	0	0
422025	Family Planning Fee for Service	0	370,000	370,000
	Total HHS - Maternal Child Health	670,000	670,000	670,000
3800050004	HHS - Oral Health			
426130	Dental Fees	0	10,000	400
3800060003	HHS - Vital Statistics			
426300	Certified Copies Fees	1,750,000	1,750,000	1,741,100
452030	Miscellaneous Revenue	16,000	16,000	16,000
	Total HHS - Vital Statistics	1,766,000	1,766,000	1,757,100
3800060005	HHS - Laboratory Admin			
426420	Building Space Rental Fees	10,800	10,800	0
	Total Health and Human Services	13,369,500	15,679,442	24,628,898

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	21,939,043	23,272,576	23,256,108	24,614,846
500030	Salary Part Time - Civilian	213,934	252,218	267,184	468,250
500060	Overtime - Civilian	265,257	95,800	7,800	0
500090	Premium Pay - Civilian	26,870	40,000	40,000	40,000
500110	Bilingual Pay - Civilian	116,937	125,476	126,414	133,909
500250	HOPE Union Business Usage	4,074	0	0	0
501070	Pension - Civilian	4,150,810	4,988,042	4,960,541	5,585,114
501120	Termination Pay - Civilian	449,232	326,900	502,400	381,972
501160	Vehicle Allowance - Civilian	9,028	0	1,830	4,641
502010	FICA - Civilian	1,706,954	1,814,345	1,808,128	1,925,344
503010	Health Ins-Act Civilian	3,253,274	3,960,702	3,905,883	4,461,343
503015	Basic Life Insurance - Active Civilian	13,148	13,682	14,693	18,628
503060	Long Term Disability-Civilian	36,817	39,682	66,782	40,748
503090	Workers Compensation-Civilian-Admin	80,389	112,689	118,157	117,115
503100	Workers Compensation-Civilian-Claim	55,827	136,022	137,676	136,022
504030	Unemployment Claims - Administration	460,858	422,516	427,858	111,362
Total	Personnel Services	32,782,452	35,600,650	35,641,454	38,039,294
511010	Chemical Gases & Special Fluids	3,505	2,300	1,700	1,700
511015	Cleaning & Sanitary Supplies	42,017	16,900	54,300	25,800
511020	Construction Materials	1,969	0	0	0
511025	Electrical Hardware & Parts	268	300	300	300
511030	Mechanical Hardware & Parts	40	4,200	3,600	3,600
511035	Meters Hydrants & Plumbing Supplies	(263)	0	0	0
511045	Computer Supplies	23,633	18,139	17,842	18,600
511050	Paper & Printing Supplies	18,226	17,900	13,683	13,500
511055	Publications & Printed Materials	14,847	5,879	8,800	6,400
511060	Postage	59,284	42,650	80,876	68,255
511070	Miscellaneous Office Supplies	130,184	75,271	88,667	82,900
511075	Library Circulation Supplies	34	0	0	0
511080	General Laboratory Supplies	654,213	121,200	214,056	138,451
511085	Drugs & Medical Chemicals	514,748	262,050	203,000	145,000
511090	Medical & Surgical Supplies	131,890	137,700	122,296	96,200
511095	Small Technical & Scientific Equipment	2,026	300	2,000	0
511110	Fuel	217,919	182,700	182,800	235,329
511115	Vehicle Repair & Maintenance Supplies	126	2,500	2,000	2,500
511120	Clothing	1,982	6,441	3,000	2,300
511125	Food Supplies	8,138	0	300	300
511135	Recreational Supplies	122	0	0	0
511145	Small Tools & Minor Equipment	429	6,100	2,400	2,400
511150	Miscellaneous Parts & Supplies	73,359	61,491	86,500	78,200
511165	Fire Fighting Equipment	43	0	0	0
Total	Supplies	1,898,739	964,021	1,088,120	921,735
520100	Temporary Personnel Services	462,464	853,085	744,762	603,303
520101	Janitorial Services	30,589	14,400	30,000	35,000
520102	Security Services	25,858	25,950	19,500	24,500
520103	Subrecipient Contract Services	161,521	159,244	120,000	91,200
520105	Accounting & Auditing Services	252	30,300	30,000	0
520107	Computer Info/Contr	3,375	0	0	0
520108	Information Resource Services	54,177	65,200	64,900	64,800

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
520109	Medical Dental & Laboratory Services	29,833	35,650	45,174	16,900
520110	Management Consulting Services	57,532	550	600	0
520111	Real Estate Services	1,058	0	0	0
520113	Photographic Services	(3,720)	0	0	0
520114	Miscellaneous Support Services	80,527	47,656	36,100	37,300
520115	Real Estate Lease/Office Rental	372,033	260,278	319,175	377,618
520119	Computer Equipment/Software Maintenance	47,039	34,900	34,700	38,200
520120	Communications Equipment Services	59,968	83,883	48,300	77,900
520121	IT Application Svcs	68,118	144,818	144,818	517,685
520122	Office Equipment Services	1,260	1,070	0	0
520123	Vehicle & Motor Equipment Services	279,953	240,400	192,400	137,800
520124	Other Equipment Services	7,306	31,850	19,780	2,400
520126	Construction Site Work Services	6,897	42,000	10,000	0
520157	Computer Software Maintenance Services	36,834	53,900	51,900	45,000
520159	Non-Sub-Recipient Grant Contract	334,857	294,985	120,000	280,000
520510	Mail/Delivery Services	83	0	0	0
520515	Print Shop Services	48,082	12,357	21,965	17,200
520520	Printing & Reproduction Services	17,244	8,500	5,100	4,700
520605	Advertising Services	418	0	600	500
520705	Insurance Fees	258,716	326,623	326,623	342,323
520710	State/Federal Inspection Fees	158	0	0	0
520725	Assessments - Other Governments	79,048	9,700	112,000	112,000
520763	Intergovernmental Contribution - 1115 Waiver	0	1,813,742	1,813,742	10,339,698
520765	Membership & Professional Fees	71,893	63,950	69,200	70,600
520805	Education & Training	57,348	89,020	114,790	103,700
520815	Tuition Reimbursement	10,652	0	0	0
520905	Travel - Training Related	111,768	128,329	123,000	116,100
520910	Travel - Non-Training Related	41,945	46,200	58,185	55,500
521405	Building Maintenance Services	842	10,600	5,000	4,700
521605	Data Services	277,587	318,150	318,150	528,195
521610	Voice Services	891,963	1,065,252	1,065,254	938,851
521620	Voice Equipment	19,338	29,400	29,400	27,139
521625	Voice Labor	20,529	21,607	21,607	34,406
521630	GIS Revolving Fund Services	44,542	38,476	38,476	50,074
521635	Voice Services -Wireless	0	0	0	210,593
521705	Vehicle/Equipment Rental/Lease	12,205	1,000	6,298	4,000
521715	Office Equipment Rental	15,584	154,675	150,000	151,620
521720	Computer Equipment Rental	0	0	0	2,200
521725	Other Rental	37,353	19,100	47,530	51,000
521730	Parking Space Rental	2,025	400	400	0
522305	Freight Charges	1,326	500	200	200
522410	Cashier Shortages	573	0	31	0
522430	Miscellaneous Other Services & Charges	168,486	123,704	402,044	266,212
522435	Interest Charges Past Due Accounts	0	0	300	300
522720	Interfund Payroll Services	(4,471)	0	900	0
522721	Interfund HR Client Services	589,963	703,690	703,690	764,492
522722	KRONOS Service Chargeback	21,116	17,341	17,341	19,276
522723	Drainage Fee Service Chargeback	84,840	58,170	58,170	84,840
522780	Interfund Photo Copy Services	154,192	0	0	0
522790	Interfund Inventory Adjustments	0	10,300	1,700	1,700
522835	Scrapping of Inventory for Disposal	688	800	0	0

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
522840	Interfund Permit Center Rent Chargeback	54,338	55,998	55,998	68,338
522845	Interfund Vehicle Services	17,347	0	0	153,107
Total	Other Services and Charges	5,225,452	7,547,703	7,599,803	16,873,170
560010	Land	0	23,000	0	0
560210	Furniture Fixtures and Equipment	150,497	0	0	0
Total	Equipment	150,497	23,000	0	0
551010	Non-Capital Office Furniture & Equipment	6,122	201,498	11,171	0
551015	Non-Capital Computer Equipment	17,476	7,676	6,800	0
551025	Non-Capital Scientific/Medical Equipment	41,715	8,000	0	0
551030	Non-Capital Machinery & Equipment	0	2,800	3,000	0
551040	Non-Capital Other	642	0	5,000	0
Total	Non-Capital Equipment	65,955	219,974	25,971	0
Grand Total Expenditures		40,123,095	44,355,348	44,355,348	55,834,199

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.

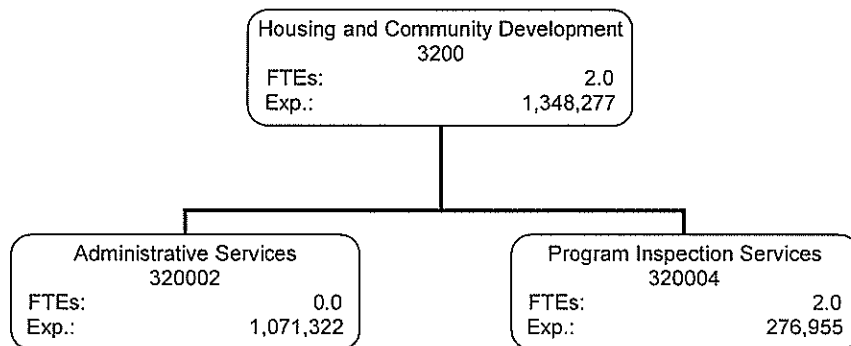
Department Short Term Goals

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



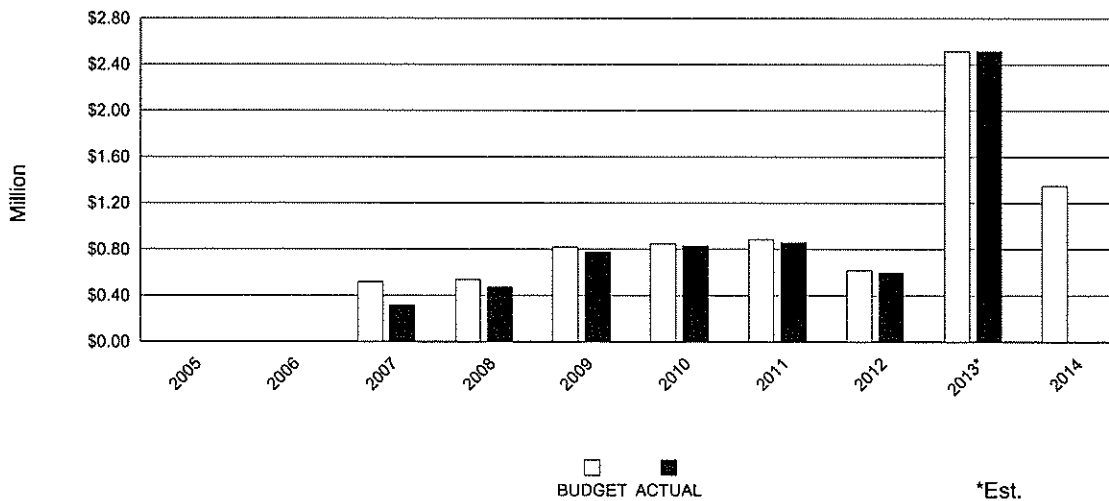
FISCAL YEAR 2014 BUDGET

Business Area Budget Summary

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

		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	255,523	267,193	267,193	276,955
	Supplies	0	90	0	0
	Other Services and Charges	343,344	2,247,016	2,247,106	1,071,322
	Total M & O Expenditures	598,867	2,514,299	2,514,299	1,348,277
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	598,867	2,514,299	2,514,299	1,348,277
Revenues		0	0	0	0
Staffing	Full-Time Equivalents - Civilian	2.1	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	2.1	2.0	2.0	2.0
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. 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 FY2014 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 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 The FY2013 Budget included \$1.8M for disallowed costs to U.S. Department of Housing and Urban Development. o The FY2014 Budget includes \$708,199 for disallowed costs to U.S. Department of Housing and Urban Development. 				

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



Business Area Performance Measures					
Fund Name : General Fund					
Business Area Name : Housing & Community Development					
Fund No./Bus Area No. : 1000 / 3200					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Clients reached through proactive outreach	Q	731	750	800	500
Participants receiving services from SEARCH Resource Center	Q	1,960	1,030	1,100	830
Annual Stabilization Rate	Q	26%	28%	36%	26%
Business Process Measures					
People and Technology Measures					
Financial Measures					
Expenditures Budget vs Actual Utilization	F	97%	98%	100%	98%
Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I) Fiscal Responsibility (F) Quality of Life (Q)					

FISCAL YEAR 2014 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Housing & Community Development Fund No./Bus Area No. : 1000 / 3200							
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
Administrative Services 320002 Ensure the grant awarded for SEARCH initiatives equate to the funding for SEARCH's Mobile Outreach Program to support homeless prevention activities Citywide.	0.0	343,344	0.0	2,247,106	0.0	1,071,322	
HCD - Prgm Insp Services 320004 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.	2.1	255,523	2.0	267,193	2.0	276,955	
Total	2.1	598,867	2.0	2,514,299	2.0	1,348,277	

FISCAL YEAR 2014 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ADMINISTRATIVE SUPERVISOR	22	1.0	1.0	
DEPUTY DIRECTOR (EXE LEV)	34	1.0	1.0	
Total FTEs		<u>2.0</u>	<u>2.0</u>	<u>0.0</u>
Less adjustment for Civilian Vacancy Factor		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Full-Time Equivalents		2.0	2.0	0.0

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	187,177	187,738	187,738	193,352
500030	Salary Part Time - Civilian	4,051	0	0	0
501070	Pension - Civilian	19,539	40,176	40,176	43,871
501120	Termination Pay - Civilian	1,329	0	0	0
501160	Vehicle Allowance - Civilian	1,066	1,386	1,386	1,386
502010	FICA - Civilian	14,852	13,057	13,057	13,704
503010	Health Ins-Act Civilian	26,467	21,082	21,082	23,775
503015	Basic Life Insurance - Active Civilian	140	111	111	149
503060	Long Term Disability-Civilian	122	170	170	170
503090	Workers Compensation-Civilian-Admin	780	478	478	478
504030	Unemployment Claims - Administration	0	2,995	2,995	70
Total	Personnel Services	255,523	267,193	267,193	276,955
511070	Miscellaneous Office Supplies	0	18	0	0
511150	Miscellaneous Parts & Supplies	0	72	0	0
Total	Supplies	0	90	0	0
520103	Subrecipient Contract Services	128,998	133,883	133,883	133,883
520115	Real Estate Lease/Office Rental	188,754	189,000	189,000	189,000
520765	Membership & Professional Fees	103	320	0	0
521610	Voice Services	(3,509)	2,533	2,533	0
521630	GIS Revolving Fund Services	3,349	3,681	3,681	3,244
521635	Voice Services -Wireless	0	0	0	4,285
522430	Miscellaneous Other Services & Charges	20,229	14,980	15,390	14,943
522620	Claims & Judgments	0	1,884,822	1,884,822	708,199
522722	KRONOS Service Chargeback	141	112	112	83
522795	Other Interfund Services	5,279	17,685	17,685	17,685
Total	Other Services and Charges	343,344	2,247,016	2,247,106	1,071,322
Grand Total Expenditures		598,867	2,514,299	2,514,299	1,348,277

LIBRARY

Department Description and Mission

The Houston Public Library's (HPL) Mission Statement: We link people to the world. We do so through a broadly defined platform of educational, recreational and cultural programs and services for persons of all ages, ethnicities, and life stages throughout Houston and the surrounding region.

Short-Term Goals

Houston Public Library's short term goals are designed to support three of the Mayor's five city wide priorities: Quality of Life, Fiscal Responsibility and Jobs & Sustainable Development.

Specifically, the Houston Public Library will continue to provide resources, services and programs that our customers need, which focus on our four primary service priorities:

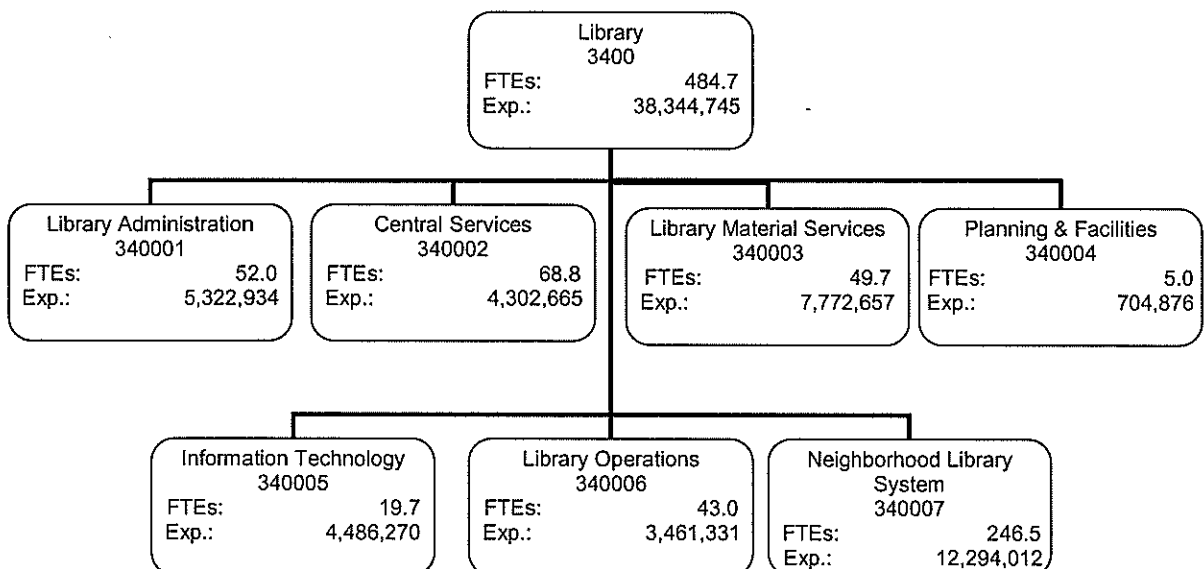
- Support for Student Success;
- Workforce Development;
- Technology Access and Instruction;
- Literacy Advancement.

We also intend to complete a strategic planning process in FY2014, which will help us define service priorities, service implementation strategies and organizational goals for the next several years.

Long-Term Goals

- Continue to implement an extraordinary customer service experience through ongoing training and accountability throughout the organization.
- Continue to develop partnerships with other City departments and community organizations in an effort to provide greater and more efficient services.
- Provide a broad variety of services, guided by our four primary service priorities, that best meet the needs of the local communities in which our libraries are located.
- Increase awareness of library service offerings.
- Implement strategic and facility plan recommendations.

Department Organization



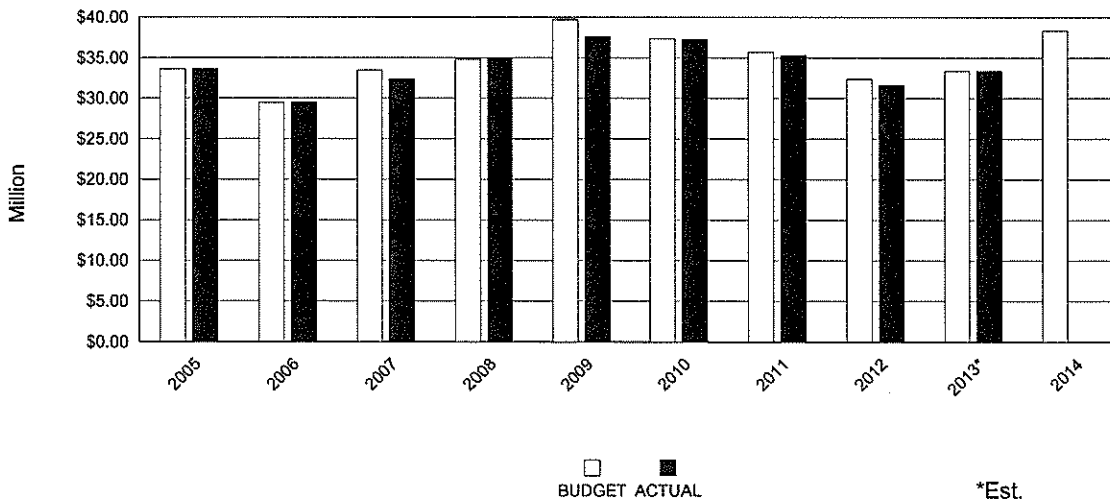
FISCAL YEAR 2014 BUDGET

Business Area Budget Summary

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

		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	22,641,471	23,982,085	23,462,863	27,957,865
	Supplies	253,757	307,359	307,359	323,877
	Other Services and Charges	3,872,887	4,238,530	4,231,726	4,689,038
	Equipment	137,709	121,266	120,374	0
	Non-Capital Equipment	4,701,151	4,712,637	5,239,555	5,373,965
	Total M & O Expenditures	31,606,975	33,361,877	33,361,877	38,344,745
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	31,606,975	33,361,877	33,361,877	38,344,745
Revenues		891,808	780,460	993,760	1,074,200
Staffing	Full-Time Equivalents - Civilian	401.7	415.6	414.4	484.7
	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	401.7	415.6	414.4	484.7
	Full-Time Equivalents - Overtime	0.0	0.6	0.6	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. o FY2014 Budget includes \$3.1 million to support the restoration of hours at 14 Neighborhood Libraries and seven-day-per-week service at the Central Library. o HPL will continue to link people to the world through a broadly defined platform of educational, recreational and cultural programs and services for persons of all ages. o HPL will provide resources, services and programs through our four primary service priorities: free access to technology and technology instruction, workforce development, literacy advancement and support for student access. o Includes funding for 6 FTEs for Passport Services resulting in higher revenues projection. 				

**Library
Current Budget vs Actual Expenditures**



FISCAL YEAR 2014 BUDGET

Business Area Performance Measures					
Fund Name : General Fund					
Business Area Name : Library					
Fund No./Bus Area No. : 1000 / 3400					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Customer Satisfaction	Q	N/A	N/A	N/A	80%
Cardholders as a Percentage of Population	Q	N/A	N/A	N/A	40%
Materials Circulated Per Cardholder	Q	N/A	N/A	N/A	10
Electronic Resource Use Per Cardholder	Q	N/A	N/A	N/A	10.7
Information Transactions Per Capita	Q	N/A	N/A	N/A	0.4
Web Visits Per Capita	Q	N/A	N/A	N/A	2.24
Business Process Measures					
Average Computer Wait Time	Q,I	N/A	N/A	N/A	5 mins
Service Hours Open/Hours Scheduled	Q,I,F	N/A	N/A	N/A	90%
Time to Get High-demand New Titles to Customers	Q	N/A	N/A	N/A	2 days
Items Held Per Capita	Q,F	N/A	N/A	N/A	1.96
People and Technology Measures					
Employees Completing Customer Service Training	Q,F	N/A	N/A	N/A	536
Volunteer Hours FTEs	Q,F	N/A	N/A	N/A	75
Minimum Staffing at Library Locations	Q,F	N/A	N/A	N/A	336
Network Uptime Percentage	Q,I,F	N/A	N/A	N/A	95%
Average Bandwidth Use	Q,I,F	N/A	N/A	N/A	500
Public Computer - Average Age	I,F	N/A	N/A	N/A	0 > 5 Yrs
Financial Measures					
Expenditures Budget vs Actual Utilization	F	98%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	123%	100%	127%	100%
Expenditures Per Capita	F	N/A	N/A	N/A	18.67
Materials Expenditure Per Capita	F	N/A	N/A	N/A	2.46
Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)					
Fiscal Responsibility (F) Quality of Life (Q)					

FISCAL YEAR 2014 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Library Fund No./Bus Area No. : 1000 / 3400							
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
HPL-Library Administration 340001 Provides policy direction, financial accounting and human resources support. Supports and coordinates all library delivery services and fleet services. Provides financial administrative support for grants, contracts, operational audits and financial audits.	39.7	4,023,882	43.0	4,631,016	52.0	5,322,934	
HPL-Central Services 340002 Provides information and reference assistance in person and by telephone. Provides library materials for in-house use and check out. Provides research materials and user assistance of special research collection.	62.9	3,832,576	62.0	3,623,612	68.8	4,302,665	
HPL-Library Material Services 340003 Acquire and catalog all new books, journals and other library materials. Process materials for use by borrowers. Provides inventory control of library materials for all branches. Sorts and distributes mail. Maintains library borrower database.	47.3	7,513,890	49.0	7,661,729	49.7	7,772,657	
HPL-Planning & Facilities 340004 Provides coordination of facilities maintenance, security, programming, design, construction, land acquisition, and management of the capital improvement plan. Maintains furniture and fixture inventory. Coordinates space planning, relocations, openings and closings.	5.1	676,493	5.0	702,320	5.0	704,876	
HPL-Information Technology 340005 Responsible for the development, acquisition, installation, implementation, maintenance, training and technical support of all information and telecommunication technologies.	15.6	3,149,020	17.5	3,923,255	19.7	4,486,270	
HPL-Library Operations 340006 Consists of one Central Library, branch libraries and all special service units. Coordinates the selection of library materials for central and branch services.	31.5	2,705,735	35.0	3,021,726	43.0	3,461,331	

FISCAL YEAR 2014 BUDGET

Division Summary

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

Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
HPL-Neighborhood Library System 340007 Neighborhood libraries make up more than half of the total workforce of HPL. We provide full library services at 35 locations throughout Houston.	199.6	9,705,379	202.9	9,798,219	246.5	12,294,012
Total	401.7	31,606,975	414.4	33,361,877	484.7	38,344,745

FISCAL YEAR 2014 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ACCOUNTANT ASSOCIATE	14	2.0	2.0	
ACCOUNTANT SUPERVISOR	24	1.0	1.0	
ACCOUNTING SERVICES SUPERVISOR	17	1.0	1.0	
ADMINISTRATION MANAGER	26	6.0	5.0	(1.0)
ADMINISTRATIVE AIDE	10	7.0	7.0	
ADMINISTRATIVE ASSISTANT	17	5.0	5.0	
ADMINISTRATIVE ASSOCIATE	13	3.0	3.0	
ADMINISTRATIVE COORDINATOR	24	3.0	3.0	
ADMINISTRATIVE SPECIALIST	20	4.0	4.0	
ADMINISTRATIVE SUPERVISOR	22	3.0	3.0	
ARCHIVIST I	16	1.0	3.0	2.0
ARCHIVIST II	21	3.0	2.0	(1.0)
ARCHIVIST III	23	0.0	2.0	2.0
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	1.0	1.0	
CUSTOMER SERVICE CASHIER	12	0.0	1.0	1.0
CUSTOMER SERVICE CLERK	10	11.0	66.0	55.0
CUSTOMER SERVICE REP. II	15	1.0	1.0	
DATA ENTRY OPERATOR	8	2.0	2.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	1.0	0.0	(1.0)
DEPUTY DIRECTOR (EXE LEV)	34	2.0	2.0	
DESKTOP PUBLISHER	14	0.0	1.0	1.0
DIVISION MANAGER	29	2.0	2.0	
DIVISION MANAGER (EXE LEV)	29	1.0	1.0	
FINANCIAL ANALYST III	21	1.0	1.0	
INVENTORY MANAGEMENT CLERK	9	6.0	5.7	(0.3)
IS/IT HELP DESK COORDINATOR	10	1.5	2.0	0.5
LIBRARIAN I	16	14.0	17.0	3.0
LIBRARIAN II	21	30.0	34.0	4.0
LIBRARIAN III	23	35.0	33.7	(1.3)
LIBRARIAN IV	25	10.0	11.0	1.0
LIBRARY ASSISTANT	5	99.0	79.0	(20.0)
LIBRARY ASSISTANT SUPERVISOR	14	10.0	10.0	
LIBRARY CHIEF	29	2.0	3.0	1.0
LIBRARY DIRECTOR	35	1.0	1.0	
LIBRARY SERVICE SPECIALIST	13	29.0	20.0	(9.0)
LIBRARY SERVICE SUPERVISOR	21	5.0	6.0	1.0
MESSENGER	6	4.0	4.0	
MICROCOMPUTER ANALYST	20	3.0	3.0	
OFFICE SUPERVISOR	17	4.0	3.0	(1.0)
OFFSET PRESS OPERATOR	10	1.0	1.0	
PROGRAMMER ANALYST IV	25	1.0	1.0	
PROJECT MANAGER	24	1.0	1.0	
SAFETY OFFICER	21	1.0	1.0	
SENIOR ACCOUNTANT	20	1.0	1.0	
SENIOR COMMUNICATIONS SPECIALIST	20	2.0	2.0	
SENIOR COMMUNITY LIAISON	23	1.5	1.0	(0.5)

Business Area Roster Summary

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

Job Description	Pay Grade	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
SENIOR CONTRACT ADMINISTRATOR	27	1.0	1.0	
SENIOR CUSTOMER SERVICE CLERK	12	8.0	55.7	47.7
SENIOR DATA ENTRY OPERATOR	12	8.0	8.0	
SENIOR IMAGING TECHNICIAN	13	2.0	2.0	
SENIOR INVENTORY MANAGEMENT CLERK	12	4.0	4.0	
SENIOR LIBRARY ASSISTANT	9	42.0	35.0	(7.0)
SENIOR LIBRARY SERVICE SPECIALIST	16	20.0	34.0	14.0
SENIOR OFFICE ASSISTANT	12	2.5	2.5	
STAFF ANALYST	26	1.0	1.0	
TECHNICAL HARDWARE ANALYST I	17	4.0	6.0	2.0
Total FTEs		422.0	515.1	93.1
Less adjustment for Civilian Vacancy Factor		6.4	30.4	24.0
Full-Time Equivalents		415.6	484.7	69.1

FISCAL YEAR 2014 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
3400010002	HPL-Financial Services			
425040	Indirect Cost-Houston Area Lib Auto NetWork	99,000	99,000	99,000
426151	Passport Service Fee	25,000	250,000	300,000
426430	Facility Rental Fees	3,500	2,000	2,000
443120	Photocopier Concessions	0	100	100
443150	Telecommunications Revenue	100	100	100
443160	Vending Machine Concessions	800	1,000	1,000
447020	Garage Parking Revenue	55,000	55,000	60,000
451040	Interfund Postage	0	500	1,000
452020	Recoveries & Refunds	5,000	5,000	5,000
452030	Miscellaneous Revenue	3,500	5,000	5,000
Total	HPL-Financial Services	191,900	417,700	473,200
3400030001	HPL-Library Material Services			
426040	Library Service Charges	500	2,500	2,500
428020	Library Fines	575,000	550,000	575,000
428080	Returned Check Charges	60	60	0
Total	HPL-Library Material Services	575,560	552,560	577,500
3400040001	HPL-Planning & Facility			
445050	Cell Tower Revenue	3,000	15,000	15,000
3400060002	HPL-Special Collections			
426040	Library Service Charges	9,000	7,500	7,500
443120	Photocopier Concessions	1,000	1,000	1,000
Total	HPL-Special Collections	10,000	8,500	8,500
Total	Library	780,460	993,760	1,074,200

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	14,984,934	15,165,062	14,913,638	17,210,878
500030	Salary Part Time - Civilian	583,075	598,169	565,471	1,007,409
500060	Overtime - Civilian	548	714	715	0
500090	Premium Pay - Civilian	21	27	27	0
500110	Bilingual Pay - Civilian	20,533	21,640	18,727	21,640
501070	Pension - Civilian	2,823,376	3,245,337	3,245,337	3,905,149
501120	Termination Pay - Civilian	179,033	250,000	100,000	250,000
501160	Vehicle Allowance - Civilian	2,714	12,648	0	12,648
502010	FICA - Civilian	1,150,489	1,202,481	1,132,941	1,390,098
503010	Health Ins-Act Civilian	2,541,899	2,974,475	2,974,475	3,902,537
503015	Basic Life Insurance - Active Civilian	8,783	8,944	8,944	13,229
503060	Long Term Disability-Civilian	31,649	32,788	32,788	37,907
503090	Workers Compensation-Civilian-Admin	81,116	98,617	98,617	116,705
503100	Workers Compensation-Civilian-Claim	63,247	75,000	75,000	75,000
504030	Unemployment Claims - Administration	170,054	296,183	296,183	14,665
Total	Personnel Services	22,641,471	23,982,085	23,462,863	27,957,865
511045	Computer Supplies	47,465	63,000	63,000	63,000
511050	Paper & Printing Supplies	33,228	40,000	40,000	40,000
511060	Postage	10,052	38,000	38,000	38,000
511070	Miscellaneous Office Supplies	77,084	76,437	76,437	77,037
511075	Library Circulation Supplies	20,169	29,800	29,800	30,000
511110	Fuel	40,725	47,000	47,000	38,955
511115	Vehicle Repair & Maintenance Supplies	93	3,200	3,200	3,200
511120	Clothing	20,370	0	0	0
511145	Small Tools & Minor Equipment	(1,213)	885	885	900
511150	Miscellaneous Parts & Supplies	5,784	9,037	9,037	32,785
Total	Supplies	253,757	307,359	307,359	323,877
520102	Security Services	113,176	130,000	130,000	130,000
520107	Computer Info/Contr	1,319,078	1,303,919	1,303,919	1,303,984
520109	Medical Dental & Laboratory Services	2,783	4,000	4,000	1,000
520110	Management Consulting Services	19,985	40,000	40,000	40,000
520114	Miscellaneous Support Services	400,000	400,000	400,000	400,000
520115	Real Estate Lease/Office Rental	135,460	146,185	146,185	146,185
520116	Parking Services Contract	15,461	25,461	25,461	25,461
520119	Computer Equipment/Software Maintenance	52,910	40,000	40,000	40,000
520120	Communications Equipment Services	3,153	1,600	1,600	1,600
520121	IT Application Svcs	19,174	30,669	30,669	114,705
520123	Vehicle & Motor Equipment Services	28,956	30,000	30,000	30,000
520124	Other Equipment Services	227,254	243,185	239,410	382,000
520515	Print Shop Services	2,836	1,500	1,500	1,500
520520	Printing & Reproduction Services	6,561	5,472	5,472	8,772
520705	Insurance Fees	356,622	448,479	448,479	482,595
520765	Membership & Professional Fees	285	565	565	285
520805	Education & Training	5,516	24,844	24,844	13,444
520910	Travel - Non-Training Related	1,010	4,215	4,215	2,300
521605	Data Services	53,719	93,801	93,801	195,531
521610	Voice Services	313,179	316,815	316,815	336,781
521620	Voice Equipment	0	24,500	24,500	22,615
521625	Voice Labor	14,062	18,006	18,006	28,672
521630	GIS Revolving Fund Services	18,527	16,408	16,408	20,726
521715	Office Equipment Rental	0	46,000	46,000	46,000

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
521730	Parking Space Rental	87,114	130,000	130,000	80,000
521735	Hobby Parking Space Rental	0	0	0	48,490
522430	Miscellaneous Other Services & Charges	303,882	332,791	329,762	300,698
522435	Interest Charges Past Due Accounts	0	27	27	0
522721	Interfund HR Client Services	273,657	317,536	317,536	390,259
522722	KRONOS Service Chargeback	16,971	15,731	15,731	17,241
522723	Drainage Fee Service Chargeback	48,144	40,471	40,471	48,144
522735	Interfund Communication Equipment Repair	0	1,350	1,350	1,350
522780	Interfund Photo Copy Services	29,399	0	0	0
522845	Interfund Vehicle Services	4,013	5,000	5,000	28,700
Total	Other Services and Charges	3,872,887	4,238,530	4,231,726	4,689,038
560230	Computer HW and Developed SW	137,709	121,266	120,374	0
Total	Equipment	137,709	121,266	120,374	0
551010	Non-Capital Office Furniture & Equipment	0	0	7,695	0
551015	Non-Capital Computer Equipment	0	26,137	545,360	687,465
551035	Non-Capital Library books	4,701,151	4,686,500	4,686,500	4,686,500
Total	Non-Capital Equipment	4,701,151	4,712,637	5,239,555	5,373,965
Grand Total Expenditures		31,606,975	33,361,877	33,361,877	38,344,745

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.

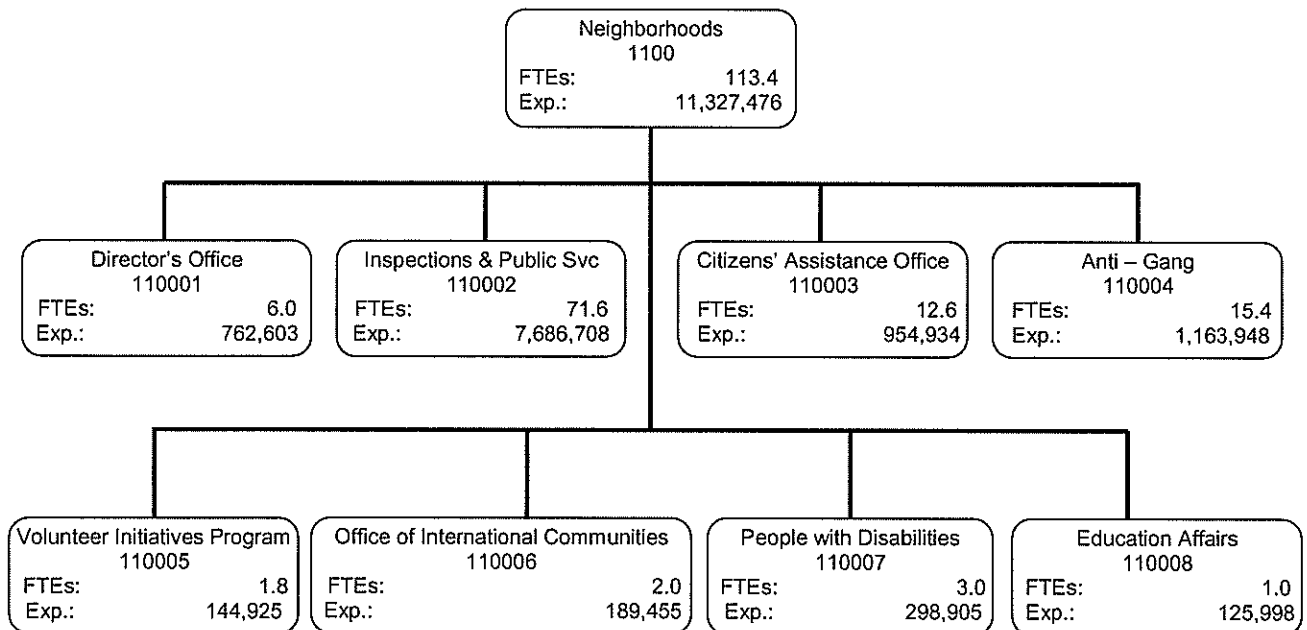
Department Short Term Goals

- Increase awareness of blight City ordinances as well as communication of volunteer opportunities and available City and community resources.
- Increase the availability of delinquency intervention and prevention services for youth and families.
- Increase the City's ability to outreach and serve international communities in need.

Department Long Term Goals

- Remove architectural communication and attitudinal barriers to ensure inclusion and full and equal access to all programs and services for persons with disabilities.
- Improve customer satisfaction and advance effectiveness by proactively engaging key stakeholders.
- Implement innovative technology to collect, analyze, and disseminate data.

Department Organization



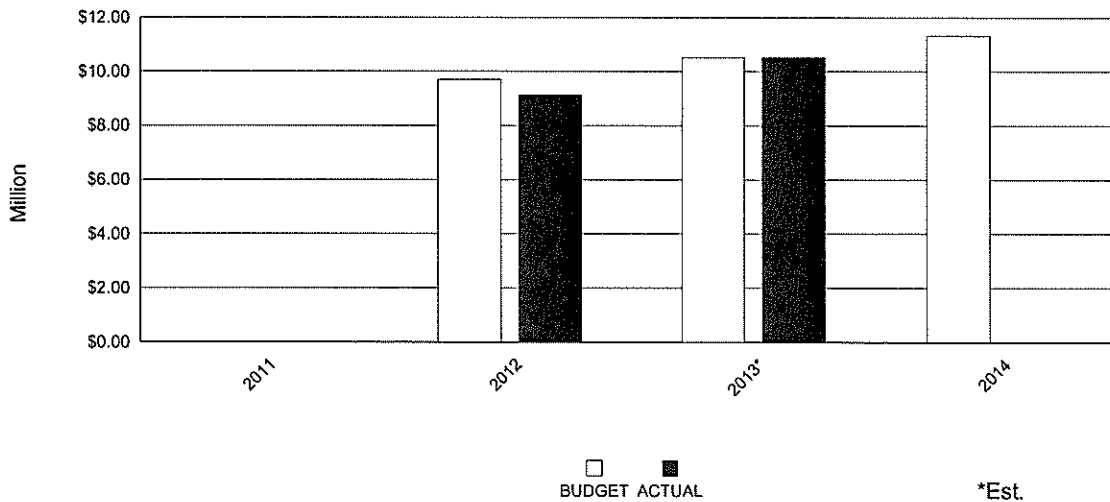
FISCAL YEAR 2014 BUDGET

Business Area Budget Summary

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

		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	7,204,784	7,769,977	7,588,373	8,040,429
	Supplies	192,545	238,000	220,159	216,601
	Other Services and Charges	1,724,425	2,494,725	2,671,570	3,070,446
	Equipment	0	20,574	20,574	0
	Non-Capital Equipment	9,125	6,000	28,600	0
	Total M & O Expenditures	9,130,879	10,529,276	10,529,276	11,327,476
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	9,130,879	10,529,276	10,529,276	11,327,476
Revenues		283,480	370,419	2,012,031	1,911,530
Staffing	Full-Time Equivalents - Civilian	98.8	110.7	106.1	113.4
	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	98.8	110.7	106.1	113.4
	Full-Time Equivalents - Overtime	0.2	2.4	3.4	0.7
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o Continued technology upgrades 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 Includes funding to supplement Community Block Development Grant for code enforcement activities. o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. 				

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



FISCAL YEAR 2014 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area Name : Department of Neighborhoods Fund No./Bus Area No. : 1000 / 1100					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Request for Presentations/Trainings	P,Q	218	300	250	300
Constituent Office Visits Handled Immediately	J	100%	100%	100%	100%
Citizen Concerns Handled	Q	33,948	33,500	33,000	33,000
International Outreach Campaigns	Q	30,000	60,000	40,000	45,000
Disability Programs Administered	Q	8	10	12	14
Youth Served Through After School Pilot	Q	306	400	400	400
Partnerships to Support Youth	Q	23	20	28	30
Business Process Measures					
Youth Served Through Anti-Gang Programs	P,Q	2,616	2,800	2,500	2,000
Dangerous Buildings Demolished	P	447	800	627	600
Dangerous Buildings Secured	P	182	154	267	150
Weeded Lots Cut	P,Q	7,177	9,000	5,653	7,000
Junk Motor Vehicles Resolved	Q	1,681	2,000	973	2,100
Heavy Trash Site Visits	Q	6,276	8,500	8,500	8,500
Heavy Trash Citations	Q	1,906	1,600	1,600	1,600
People and Technology Measures					
Staff Training Sessions	J	N/A	N/A	N/A	13
Volunteer Hours	Q	300,000	300,000	350,000	350,000
Financial Measures					
Expenditures Budget vs Actual Utilization	F	94%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	329%	100%	543%	100%
Financial Reporting	F	Monthly	Monthly	Monthly	Monthly
Mayor's Five Priorities: Jobs and Sustainable Development (J) Fiscal Responsibility (F)		Public Safety (P) Quality of Life (Q)		Infrastructure (I)	

FISCAL YEAR 2014 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Department of Neighborhoods Fund No./Bus Area No. : 1000 / 1100							
Division Description		FY2012 Actual		FY2013 Estimate		FY2014 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
DON - Director's Office	110001						
Provides the Neighborhoods' divisions with services in budget, purchasing, receiving grants, receiving funds and account payables.		6.0	669,207	6.0	712,476	6.0	762,603
DON - Inspections & Public Services	110002						
Provides 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.		61.9	6,441,723	70.0	7,301,065	71.6	7,686,708
DON - Citizens Assistance Office	110003						
Ensures acknowledgment of constituent inquiries/requests and coordinates responses and resolutions to community complaints through community liaisons.		12.0	884,043	11.5	914,745	12.6	954,934
DON - Anti - Gang	110004						
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.		12.0	634,419	12.0	930,933	15.4	1,163,948
DON - Volunteer Initiatives Program	110005						
Develops and implements a city-wide plan to increase volunteerism and targets volunteers to address the City's greatest needs.		1.0	51,972	1.3	93,465	1.8	144,925
DON - Office of International Communities	110006						
Serve as the City's hub of information benefiting international communities by promoting cultural diversity and awareness throughout Houston.		2.0	143,774	2.0	180,426	2.0	189,455

FISCAL YEAR 2014 BUDGET

Division Summary

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

Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
DON - People with Disabilities 110007 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.	2.9	209,027	2.3	282,420	3.0	298,905
DON - Education Affairs 110008 Manages 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.	1.0	96,714	1.0	113,746	1.0	125,998
Total	98.8	9,130,879	106.1	10,529,276	113.4	11,327,476

FISCAL YEAR 2014 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ABATEMENT SPECIALIST	14	0.0	5.0	5.0
ADMINISTRATION MANAGER	26	1.0	1.0	
ADMINISTRATIVE AIDE	10	5.0	5.0	
ADMINISTRATIVE ASSISTANT	17	7.0	8.0	1.0
ADMINISTRATIVE ASSOCIATE	13	9.0	9.0	
ADMINISTRATIVE COORDINATOR	24	3.0	2.0	(1.0)
ADMINISTRATIVE SPECIALIST	20	3.7	2.0	(1.7)
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	12.0	11.0	(1.0)
CODE ENFORCEMENT OFFICER III	22	7.0	8.0	1.0
CODE ENFORCEMENT TRAINEE	12	1.0	1.0	
COMMUNITY LIAISON	18	7.0	8.0	1.0
CONTRACT COMPLIANCE SUPERVISOR	22	1.0	0.0	(1.0)
COUNSELOR	20	7.0	10.6	3.6
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	1.0	1.0	
DIVISION MANAGER	29	2.0	2.0	
DIVISION MANAGER (EXE LEV)	29	4.0	4.0	
EXECUTIVE OFFICE ASSISTANT	15	1.0	1.0	
FINANCIAL ANALYST III	21	0.0	1.0	1.0
FINANCIAL ANALYST IV	25	1.0	1.0	
LABORER	4	8.0	8.0	
MAINTENANCE MECHANIC III	14	5.0	0.0	(5.0)
MANAGEMENT ANALYST IV	25	2.0	2.0	
PUBLIC INFORMATION OFFICER (EXE LEV)	26	1.0	1.0	
SENIOR COMMUNITY LIAISON	23	6.0	5.0	(1.0)
SENIOR COUNSELOR	22	1.0	1.0	
SENIOR STAFF ANALYST	28	2.0	2.0	
SYSTEMS CONSULTANT	26	1.0	1.0	
Total FTEs		113.7	115.6	1.9
Less adjustment for Civilian Vacancy Factor		3.0	2.2	(0.8)
Full-Time Equivalents		110.7	113.4	2.7

FISCAL YEAR 2014 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	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
1100020001	DON - Inspection & Public Service			
421200	Other Building & Construction Permits	15,000	2,500	2,000
421630	Administrative Fee - Licenses & Permits	15,000	3,000	3,000
426090	Demolition Fees	0	778,879	595,903
426120	Weed Cutting Fees	0	319,499	293,772
426330	Miscellaneous Copies Fees	3,000	408	1,000
426480	Securing/Boarding - Nuisance Abatement	0	208,119	122,516
426485	Visual Blight - Nuisance Abatement	0	1,084	1,404
428030	Release of Liens	55,000	114,307	81,291
428105	Interest on Liens-Contract	0	301,749	511,739
452030	Miscellaneous Revenue	0	42	0
Total	DON - Inspection & Public Service	88,000	1,729,587	1,612,625
1100070001	DON - Ofc of People with Disabilities			
424160	Interfund Affirmative Action Services	282,419	282,419	298,905
452030	Miscellaneous Revenue	0	25	0
Total	DON - Ofc of People with Disabilities	282,419	282,444	298,905
Total	Department of Neighborhoods	370,419	2,012,031	1,911,530

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	4,851,329	5,038,270	4,967,929	5,306,458
500030	Salary Part Time - Civilian	2,110	0	0	0
500060	Overtime - Civilian	16,295	55,116	56,203	36,000
500090	Premium Pay - Civilian	146	0	14	0
500110	Bilingual Pay - Civilian	26,708	27,120	25,927	28,011
500250	HOPE Union Business Usage	1,044	0	76	0
501070	Pension - Civilian	886,980	1,078,618	1,063,140	1,204,034
501120	Termination Pay - Civilian	141,634	100,000	107,353	2,000
502010	FICA - Civilian	375,823	395,306	380,047	410,411
503010	Health Ins-Act Civilian	757,748	1,022,977	917,887	1,010,881
503015	Basic Life Insurance - Active Civilian	2,668	2,964	2,835	4,086
503060	Long Term Disability-Civilian	8,191	9,415	8,658	9,655
503090	Workers Compensation-Civilian-Admin	19,083	26,470	25,082	27,148
503100	Workers Compensation-Civilian-Claim	10,789	0	15,416	0
504030	Unemployment Claims - Administration	104,236	13,721	17,806	1,745
Total	Personnel Services	7,204,784	7,769,977	7,588,373	8,040,429
511040	Audiovisual Supplies	450	0	838	0
511045	Computer Supplies	5,683	4,186	4,186	4,186
511050	Paper & Printing Supplies	0	200	200	200
511055	Publications & Printed Materials	401	2,524	2,200	1,400
511060	Postage	19	40,900	30,744	30,900
511070	Miscellaneous Office Supplies	40,811	22,207	22,585	21,657
511110	Fuel	122,701	145,683	137,106	146,958
511115	Vehicle Repair & Maintenance Supplies	0	2,000	2,000	2,000
511120	Clothing	14,994	14,000	14,000	3,200
511125	Food Supplies	210	500	500	300
511150	Miscellaneous Parts & Supplies	7,276	5,800	5,800	5,800
Total	Supplies	192,545	238,000	220,159	216,601
520100	Temporary Personnel Services	112,168	21,800	70,166	3,000
520109	Medical Dental & Laboratory Services	85	0	934	0
520110	Management Consulting Services	6,512	30,000	30,000	30,750
520112	Banking Services	63	0	0	0
520114	Miscellaneous Support Services	513,411	203,261	203,261	129,510
520115	Real Estate Lease/Office Rental	578,212	754,106	754,106	769,188
520118	Refuse Disposal	4,483	6,420	9,627	10,000
520119	Computer Equipment/Software Maintenance	20	0	0	5,242
520121	IT Application Svcs	2,515	54,469	54,469	53,094
520122	Office Equipment Services	680	0	0	0
520123	Vehicle & Motor Equipment Services	80,033	3,833	127,360	44,833
520126	Construction Site Work Services	263	0	0	0
520137	C&E Parking Contract Svcs	0	300	300	0
520145	Criminal Intelligence Services	475	2,050	2,050	2,050
520510	Mail/Delivery Services	0	300	0	500
520515	Print Shop Services	25,794	38,400	39,253	39,700
520520	Printing & Reproduction Services	1,268	1,100	1,100	1,100
520705	Insurance Fees	713	1,208	1,208	1,329
520740	Document Recording/Filing Fees	47,807	80,000	80,000	52,000
520765	Membership & Professional Fees	410	4,000	1,500	4,530
520805	Education & Training	15,736	21,460	23,550	23,956
520905	Travel - Training Related	3,378	6,500	7,970	9,000
520910	Travel - Non-Training Related	14,299	20,400	22,237	23,600
521415	Land and Grounds Maintenance	4,082	869,426	869,426	890,000

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
521605	Data Services	76	14,007	14,007	52,456
521610	Voice Services	50,428	29,964	42,989	49,544
521620	Voice Equipment	484	3,505	3,505	3,235
521625	Voice Labor	804	2,576	2,576	4,103
521630	GIS Revolving Fund Services	0	4,303	4,303	5,600
521635	Voice Services -Wireless	0	0	0	73,773
521715	Office Equipment Rental	31,217	18,200	24,225	19,375
521725	Other Rental	0	35,208	35,208	35,347
521730	Parking Space Rental	10,664	14,955	14,949	19,256
522430	Miscellaneous Other Services & Charges	11,342	60,372	46,862	52,883
522720	Interfund Payroll Services	(1,044)	0	0	0
522721	Interfund HR Client Services	146,949	110,225	110,225	127,415
522722	KRONOS Service Chargeback	0	3,633	3,633	4,404
522780	Interfund Photo Copy Services	2,043	0	403	0
522795	Other Interfund Services	0	0	0	452,739
522845	Interfund Vehicle Services	59,055	78,744	70,168	76,934
Total	Other Services and Charges	1,724,425	2,494,725	2,671,570	3,070,446
560220	Vehicles	0	20,574	20,574	0
Total	Equipment	0	20,574	20,574	0
551010	Non-Capital Office Furniture & Equipment	0	6,000	6,000	0
551015	Non-Capital Computer Equipment	9,125	0	22,600	0
Total	Non-Capital Equipment	9,125	6,000	28,600	0
Grand Total Expenditures		9,130,879	10,529,276	10,529,276	11,327,476



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 74th of 79 USA Parks and Recreation Departments to be accredited. In October 2013, HPARD will go before the Commission for Accreditation of Park and Recreation Agencies-National Recreation and Park Association (CAPRA-NRPA) to be considered for re-accreditation. The accreditation is a benchmark achievement that confirms how 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.

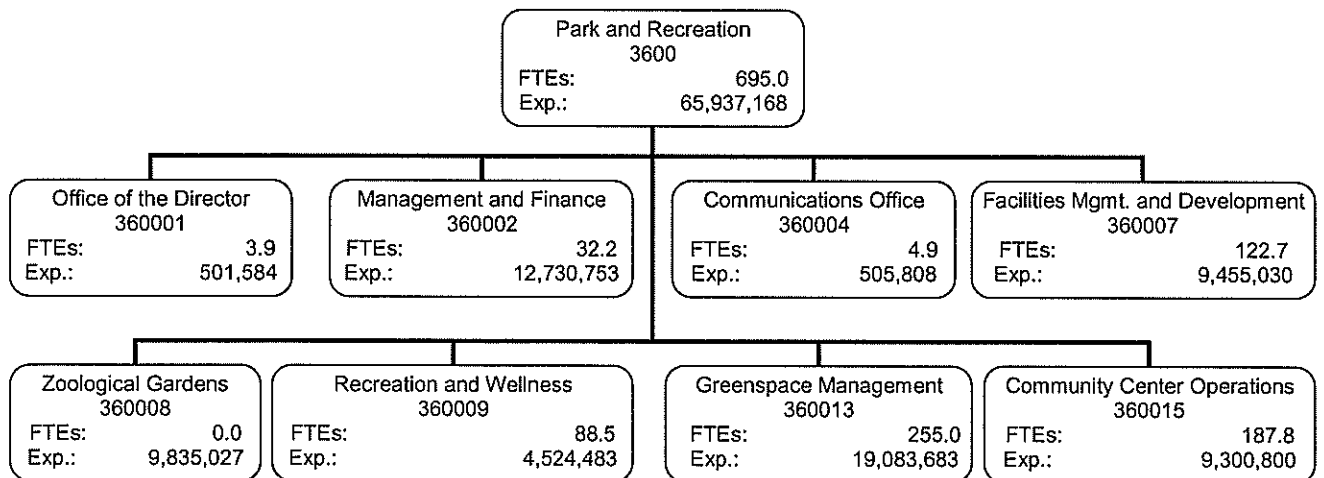
Short-Term Goals

- 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.
- To be re-accredited by CAPRA-NRPA Accreditation Committee in October 2013.
- Continue the Mayor's five priorities: Jobs and Sustainable Development, Public Safety, Infrastructure, Quality of Life, and Fiscal Responsibility.

Long-Term 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



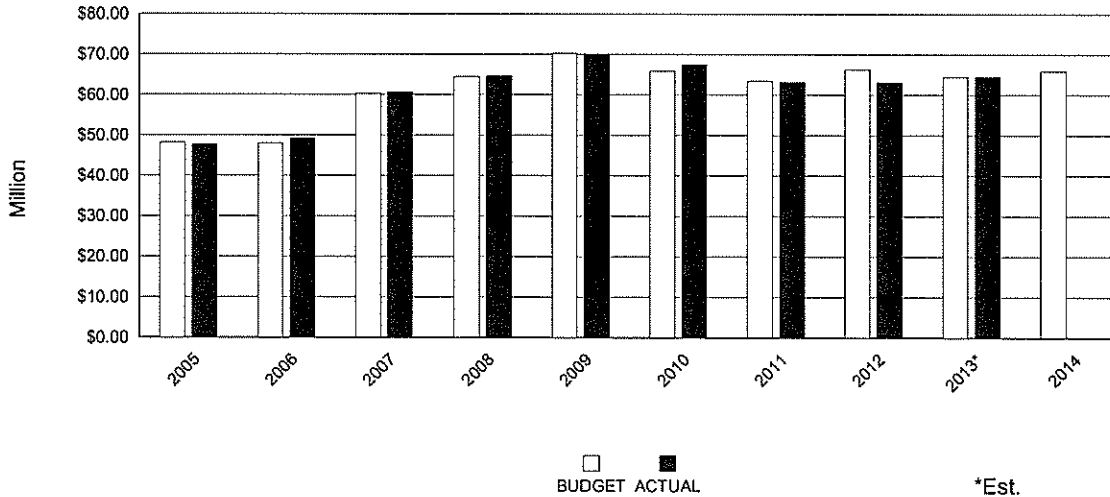
FISCAL YEAR 2014 BUDGET

Business Area Budget Summary

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

		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	34,826,523	37,707,952	37,252,153	38,445,201
	Supplies	2,835,818	2,730,812	2,730,812	2,885,593
	Other Services and Charges	25,451,566	22,952,475	23,058,274	23,541,099
	Equipment	0	0	300,000	0
	Non-Capital Equipment	42,262	0	50,000	0
	Total M & O Expenditures	63,156,169	63,391,239	63,391,239	64,871,893
	Debt Service & Other Uses	0	1,065,275	1,065,275	1,065,275
	Total Expenditures	63,156,169	64,456,514	64,456,514	65,937,168
Revenues		1,651,161	1,149,500	1,108,000	1,115,300
Staffing	Full-Time Equivalents - Civilian	617.7	693.8	693.8	695.0
	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	617.7	693.8	693.8	695.0
	Full-Time Equivalents - Overtime	9.9	2.5	2.5	2.7
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. 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 Renovated park facilities and trails 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 2014 BUDGET

Business Area Performance Measures					
Fund Name : General Fund					
Business Area Name : Parks and Recreation					
Fund No./Bus Area No. : 1000 / 3600					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Adult Fitness Participants	Q	374,352	390,000	538,002	540,000
Youth Tennis Participants	Q	26,091	49,876	60,600	60,600
Aquatics Participants	Q	N/A	270,000	273,000	278,200
Summer Enrichment Participants	Q	122,810	120,000	130,719	134,000
After School Enrichment Participants	Q	203,337	185,500	234,000	236,340
Seniors/Adults-Craft Participants	Q	121,822	92,500	125,669	126,925
Lake Houston Annual Visitors	Q	22,000	25,000	30,000	33,100
Business Process Measures					
Facility Work Orders Completed	P,I	18,789	21,500	19,092	19,100
Park Sites Improved	P,I	13	13	13	13
Hours of Park Patrol	P,I	42,000	53,500	53,500	53,600
Parks/Plazas Mowing Cycle	P,Q,I	22.0	17.5	19.8	21.0
Bike/Hike Mowing Cycle	P,Q,I	23.4	16.5	20.7	22.0
Esplanades' Mowing Cycle	P,Q,I	21.0	21.0	26.7	29.0
Active Grants Projects	F	47	50	50	35
People and Technology Measures					
Seasonal Employees Hired	P,Q	253	248	248	312
Tailgate Sessions	J,P,Q	N/A	1,200	1,014	1,200
Volunteer Hours	P	214,623	97,000	97,834	98,000
Community Service Volunteers	Q	42,854	44,000	44,105	45,423
Financial Measures					
Expenditures Budget vs Actual Utilization	F	95%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	144%	100%	96%	100%
Monthly Financial Operating Report	F	12	12	12	12
Revenue Bank Reconciliation	F	12	12	12	12
Vendor Payments Processed	F	6,400	6,600	6,600	6,800
Mayor's Five Priorities: Jobs and Sustainable Development (J)		Public Safety (P)		Infrastructure (I)	
Fiscal Responsibility (F)		Quality of Life (Q)			

FISCAL YEAR 2014 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Parks and Recreation Fund No./Bus Area No. : 1000 / 3600						
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Office of the Director 360001 Provide executive direction that enables the department to achieve its stated goals as identified in the department's master plan and Mayor's five priorities.	4.0	452,587	4.0	471,795	3.9	501,584
Management and Finance 360002 Direct the operations of all aspects of accounting, purchasing, information technology services, safety, and grant writing. Additionally, includes the liaison for HR, Payroll and Workers Compensation. This budget includes utilities, insurance, fuel, and drainage fees for the department.	30.0	12,136,027	32.0	12,164,120	32.2	12,730,753
Communications Office 360004 The division is responsible for the flow of information between the department, the public, 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.	5.0	488,448	4.5	514,044	4.9	505,808
Facilities Management & Development 360007 To 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.	120.8	9,128,501	139.4	9,317,618	122.7	9,455,030
Zoological Gardens 360008 In June 2002, Houston City Council approved an ordinance privatizing the Houston Zoo (Ordinance 2002-574), which became effective July 8, 2002 in FY2003; electricity for Zoo budgeted in this cost center.	0.0	8,550,514	0.0	9,650,259	0.0	9,835,027
Recreation and Wellness 360009 Operate Outdoor Swimming Pools, Soccer Program, Junior Golf Facility, Adaptive Recreation Center, Skate Park, Tennis Courts, and Disc Golf Courses; and manage all programs, services, educational and volunteer opportunities at these facilities year round.	75.9	4,776,214	78.3	4,645,932	88.5	4,524,483

FISCAL YEAR 2014 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Parks and Recreation Fund No./Bus Area No. : 1000 / 3600						
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Greenspace Management 360013 Provides routine ground maintenance to COH parks, sports fields, trails, trees, libraries, multi-service centers and other natural resources. Control invasive plant species and provide emergency services during disasters, including operation and maintenance of Lake Houston Wilderness Park.	222.6	19,879,293	252.3	18,681,268	255.0	19,083,683
Community Center Operations 360015 Operate all community centers including fitness, weight rooms and gyms. Offering leisure programs and recreational opportunities for people of all ages and abilities on a year-round basis. Core programs include: AEP, SEP, Fitness and weight training classes, Senior Programs, Instructional sports play, teen programs and Grand Slam for Youth Baseball Program.	159.4	7,744,585	183.3	9,011,478	187.8	9,300,800
Total	617.7	63,156,169	693.8	64,456,514	695.0	65,937,168

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ACCOUNTANT	17	0.0	1.0	1.0
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	7.5	7.5	
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	4.0	4.0	
ASSISTANT ELECTRICAL SUPERVISOR	22	2.0	2.0	
ASSISTANT SUPERINTENDENT	20	14.0	12.0	(2.0)
BUILDING MAINTENANCE SUPERVISOR	13	1.0	1.0	
CARPENTER	14	6.0	6.0	
CASHIER	6	1.0	1.5	0.5
CEMENT FINISHER	11	1.0	1.0	
COMMUNICATIONS TECHNICIAN	15	1.0	2.0	1.0
COMMUNITY INVOLVEMENT COORDINATOR	22	2.0	2.0	
CUSTODIAN	4	21.0	22.0	1.0
CUSTODIAN LEADER	8	1.0	1.0	
CUSTOMER SERVICE CLERK	10	3.0	2.0	(1.0)
CUSTOMER SERVICE REP. I	13	1.0	2.0	1.0
CUSTOMER SERVICE REP. III	16	1.0	0.0	(1.0)
CUSTOMER SERVICE SUPERVISOR	18	2.0	2.0	
DEPUTY DIRECTOR-PARKS & REC.	34	3.0	3.0	
DIVISION MANAGER	29	14.0	15.0	1.0
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	73.5	79.5	6.0
EXECUTIVE OFFICE ASSISTANT	15	2.0	2.0	
FIELD SUPERVISOR	17	54.0	53.0	(1.0)
FINANCIAL ANALYST II	18	0.0	1.0	1.0
FINANCIAL ANALYST III	21	2.0	1.0	(1.0)
FORESTER	15	2.0	2.0	
GARDENER	8	6.0	6.0	
GIS ANALYST	20	1.0	0.0	(1.0)
GRAPHIC DESIGNER	17	1.0	1.0	
HEAD LIFEGUARD	9	8.4	11.3	2.9
HEATING & AIR CONDITIONING LEADER	18	1.0	1.0	
HEATING & AIR CONDITIONING REPAIR PERSON	14	4.0	4.0	
HORTICULTURIST	18	3.0	4.0	1.0
INSPECTOR	18	1.5	1.5	
INVENTORY MANAGEMENT CLERK	9	0.0	2.0	2.0
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	24.0	2.2
MAINTENANCE MECHANIC I	8	1.0	1.0	
MAINTENANCE MECHANIC II	12	4.0	4.0	

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
MAINTENANCE MECHANIC III	14	11.0	10.0	(1.0)
MARKETING SPECIALIST	25	1.0	1.0	
MEDIA REPRESENTATIVE	22	1.0	1.0	
MESSENGER	6	0.0	1.0	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	11.5	12.0	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	11.6	2.0
PROCUREMENT SPECIALIST	24	1.0	1.0	
PROGRAMMER ANALYST IV	25	1.0	1.0	
PROJECT MANAGER	24	0.0	1.0	1.0
RECEPTIONIST	7	1.0	1.0	
RECORDS SUPERVISOR	18	0.0	1.0	1.0
RECREATION ASSISTANT	6	65.5	75.2	9.7
RECREATION FACILITY MANAGER	20	19.0	18.0	(1.0)
RECREATION SPECIALIST	12	25.5	26.5	1.0
RECREATION SUPERVISOR	16	50.0	49.0	(1.0)
SAFETY REPRESENTATIVE	19	2.0	2.0	
SEMI-SKILLED LABORER	6	76.5	78.5	2.0
SENIOR ACCOUNT CLERK	13	2.5	2.0	(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	0.0	(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	0.0	(1.0)
SENIOR PROJECT MANAGER	27	1.0	1.0	
SENIOR STAFF ANALYST	28	1.0	1.0	
SENIOR SUPERINTENDENT	27	6.0	7.0	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	
TECHNICAL HARDWARE ANALYST III	23	0.0	1.0	1.0
URBAN GARDEN MANAGER	23	1.0	1.0	
URBAN PARK RANGER	12	23.0	22.0	(1.0)
URBAN PARK RANGER SUPERVISOR	17	0.0	1.0	1.0
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	
Total FTEs		685.8	714.1	28.3
Less adjustment for Civilian Vacancy Factor		(8.0)	19.1	27.1
Full-Time Equivalents		693.8	695.0	1.2

FISCAL YEAR 2014 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	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
3600010001	PRD-Director Office			
422122	Municipal Service Fees - TIRZ	608,000	608,000	624,800
426370	Training Services	500	0	500
434510	Prior Year Revenue	2,000	0	0
452020	Recoveries & Refunds	536,000	485,000	473,000
452030	Miscellaneous Revenue	3,000	15,000	17,000
Total	PRD-Director Office	<u>1,149,500</u>	<u>1,108,000</u>	<u>1,115,300</u>
Total	Parks and Recreation	<u>1,149,500</u>	<u>1,108,000</u>	<u>1,115,300</u>

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	20,866,449	21,928,832	21,578,832	22,259,967
500030	Salary Part Time - Civilian	1,127,870	1,390,038	1,390,038	1,510,372
500060	Overtime - Civilian	559,868	250,387	150,000	253,487
500090	Premium Pay - Civilian	38,794	21,960	21,924	21,960
500110	Bilingual Pay - Civilian	38,565	35,248	34,348	35,252
500180	Temporary Employees	971,282	977,514	977,514	979,345
500250	HOPE Union Business Usage	3,703	4,000	4,000	4,000
501070	Pension - Civilian	3,970,315	4,692,753	4,692,753	5,050,781
501120	Termination Pay - Civilian	287,495	151,391	141,291	125,438
501160	Vehicle Allowance - Civilian	3,943	4,300	8,600	0
502010	FICA - Civilian	1,754,524	1,871,200	1,871,200	1,912,619
503010	Health Ins-Act Civilian	4,284,168	4,988,471	4,989,795	5,474,573
503015	Basic Life Insurance - Active Civilian	12,281	12,955	12,955	17,087
503060	Long Term Disability-Civilian	44,868	49,045	49,045	48,391
503090	Workers Compensation-Civilian-Admin	141,751	165,149	165,149	166,759
503100	Workers Compensation-Civilian-Claim	337,858	539,704	539,704	539,814
504030	Unemployment Claims - Administration	382,789	625,005	625,005	45,356
Total	Personnel Services	34,826,523	37,707,952	37,252,153	38,445,201
511010	Chemical Gases & Special Fluids	126,351	118,700	118,700	97,900
511015	Cleaning & Sanitary Supplies	146,975	162,700	162,700	168,400
511020	Construction Materials	212,197	215,000	215,000	213,700
511025	Electrical Hardware & Parts	147,358	115,000	115,000	110,000
511030	Mechanical Hardware & Parts	36,778	39,800	39,800	59,800
511035	Meters Hydrants & Plumbing Supplies	69,019	70,700	70,700	70,700
511040	Audiovisual Supplies	9,394	10,532	10,532	7,800
511045	Computer Supplies	22,251	33,010	33,010	29,600
511050	Paper & Printing Supplies	6,388	14,500	14,500	15,000
511055	Publications & Printed Materials	1,465	4,100	4,100	4,200
511060	Postage	2,047	3,700	3,700	3,700
511070	Miscellaneous Office Supplies	98,364	84,185	84,185	89,800
511080	General Laboratory Supplies	6,185	2,700	2,700	2,700
511090	Medical & Surgical Supplies	4,324	14,400	14,400	12,800
511095	Small Technical & Scientific Equipment	604	6,900	6,900	6,600
511110	Fuel	1,137,885	977,396	977,396	1,200,493
511115	Vehicle Repair & Maintenance Supplies	27,648	10,100	10,100	6,900
511120	Clothing	108,612	159,300	159,300	160,300
511125	Food Supplies	1,385	6,200	6,200	6,200
511135	Recreational Supplies	175,611	212,171	212,171	175,400
511140	Landscaping & Gardening Supplies	136,579	138,500	138,500	137,900
511145	Small Tools & Minor Equipment	127,722	135,800	135,800	131,600
511150	Miscellaneous Parts & Supplies	230,676	195,418	195,418	174,100
Total	Supplies	2,835,818	2,730,812	2,730,812	2,885,593
520100	Temporary Personnel Services	210,239	104,900	104,900	104,900
520101	Janitorial Services	101,377	105,000	105,000	82,100
520102	Security Services	158,681	156,800	156,800	159,800
520108	Information Resource Services	34,294	52,600	52,600	52,600
520109	Medical Dental & Laboratory Services	37,359	36,500	36,500	36,500
520113	Photographic Services	62	800	800	800
520114	Miscellaneous Support Services	15,798	34,100	34,100	32,100
520115	Real Estate Lease/Office Rental	183,388	186,900	186,900	189,100
520118	Refuse Disposal	199,148	200,000	200,000	210,000
520119	Computer Equipment/Software Maintenance	7,104	5,590	5,590	11,600
520121	IT Application Svcs	54,958	104,657	104,657	277,435
520123	Vehicle & Motor Equipment Services	20,691	9,000	9,000	9,000
520124	Other Equipment Services	16,176	26,500	26,500	30,300
520126	Construction Site Work Services	69,231	0	2,600	2,600
520127	Structural Construction Work Services	0	0	0	10,000

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
520128	Other Construction Work Services	33,168	10,000	10,000	10,000
520138	Zoo Contract	8,550,514	8,766,159	8,766,159	8,950,927
520139	Motor Pool Charges	90	1,100	4,299	4,400
520141	Engineering Services	3,915	4,000	4,000	14,500
520146	Contract Instructor Sports	85,911	108,700	108,700	105,500
520510	Mail/Delivery Services	3,791	2,100	2,100	4,000
520515	Print Shop Services	7,498	12,800	12,800	16,700
520520	Printing & Reproduction Services	6,318	2,499	2,499	7,500
520605	Advertising Services	10,367	2,100	2,100	2,600
520705	Insurance Fees	470,820	601,745	601,745	608,785
520755	Contingency	0	501	501	0
520765	Membership & Professional Fees	9,048	14,212	14,212	14,200
520805	Education & Training	15,501	17,300	17,300	27,300
520905	Travel - Training Related	9,000	21,800	21,800	24,600
520910	Travel - Non-Training Related	12,975	13,700	13,700	27,900
521405	Building Maintenance Services	895,541	1,048,656	1,062,656	1,027,400
521410	Sewer Services	939,725	727,831	727,831	727,831
521415	Land and Grounds Maintenance	3,797,800	1,304,900	1,404,900	1,404,900
521435	Water Services	3,100	900	900	0
521505	Electricity	5,144,030	4,703,899	4,703,899	4,292,659
521510	Natural Gas	106,051	125,606	125,606	120,472
521605	Data Services	62,866	63,630	63,630	209,398
521610	Voice Services	547,121	592,991	592,991	724,332
521620	Voice Equipment	2,935	11,760	11,760	10,855
521625	Voice Labor	4,379	8,643	8,643	13,762
521630	GIS Revolving Fund Services	30,036	25,791	25,791	38,858
521635	Voice Services -Wireless	0	0	0	66,981
521705	Vehicle/Equipment Rental/Lease	18,341	24,400	24,400	27,000
521715	Office Equipment Rental	69,496	67,100	67,100	80,000
521725	Other Rental	323,984	264,727	264,727	274,300
521730	Parking Space Rental	1,863	3,200	3,200	3,200
522305	Freight Charges	0	600	600	600
522430	Miscellaneous Other Services & Charges	90,585	114,974	114,974	119,800
522721	Interfund HR Client Services	398,462	479,590	479,590	521,681
522722	KRONOS Service Chargeback	29,233	24,869	24,869	27,211
522723	Drainage Fee Service Chargeback	933,128	924,754	924,754	920,380
522735	Interfund Communication Equipment Repair	0	32,300	18,300	30,200
522840	Interfund Permit Center Rent Chargeback	45,136	42,669	42,669	26,040
522845	Interfund Vehicle Services	1,680,332	1,756,622	1,756,622	1,845,492
Total	Other Services and Charges	25,451,566	22,952,475	23,058,274	23,541,099
560220	Vehicles	0	0	300,000	0
Total	Equipment	0	0	300,000	0
551010	Non-Capital Office Furniture & Equipment	11,618	0	0	0
551015	Non-Capital Computer Equipment	0	0	50,000	0
551020	Non-Capital Communication Equipment	16,117	0	0	0
551030	Non-Capital Machinery & Equipment	14,527	0	0	0
Total	Non-Capital Equipment	42,262	0	50,000	0
532020	Transfers to Capital Projects	0	1,065,275	1,065,275	1,065,275
Total	Debt Service and Other Uses	0	1,065,275	1,065,275	1,065,275
Grand Total Expenditures		63,156,169	64,456,514	64,456,514	65,937,168



ADMINISTRATIVE SERVICES DEPARTMENTS

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ADMINISTRATION AND REGULATORY AFFAIRS

Department Description and Mission

The Administration and Regulatory Affairs (ARA) Department provides efficient and logical solutions to administrative and regulatory challenges. Our goal is to provide increasing value to Houston via a customer-driven team that pursues continual improvement to operational efficiency and service excellence.

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.

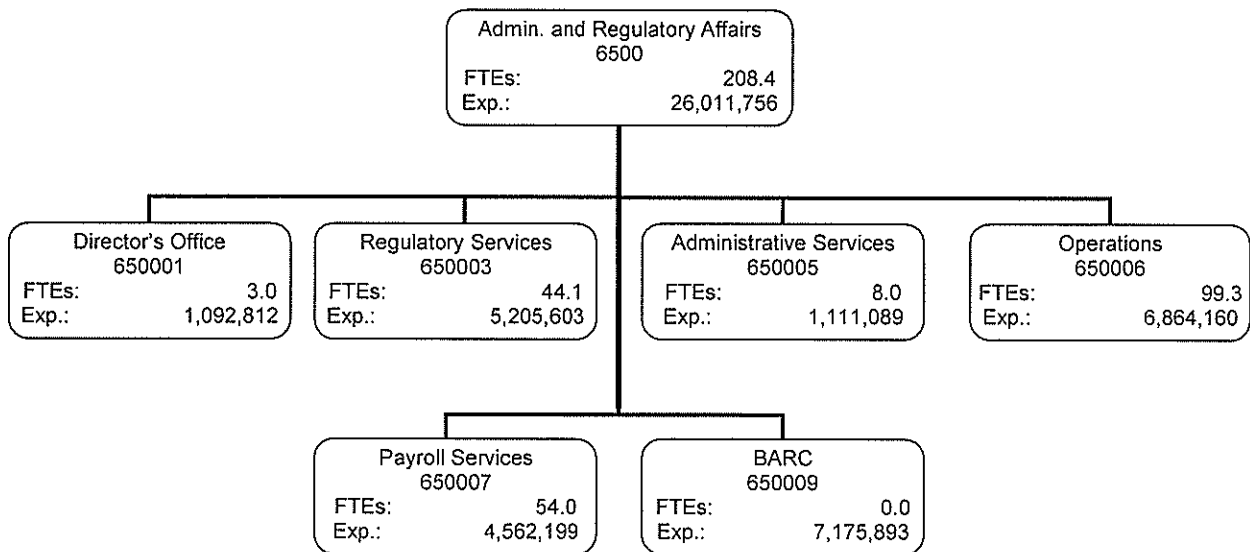
Department Short Term Goals

1. Apply Lean Six Sigma methodology to business process improvement exercises for permits issued by Transportation (vehicles for hire) and Commercial Permitting sections.
2. Review economic regulation of Houston taxicab industry.
3. Implement Downtown parking signage plan with minimal service disruption.

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. Identify and implement cost-effective technology solutions to facilitate Parking Management's ability to provide wayfinding and parking availability information to customers; leverage Parking Management infrastructure for economic development purposes.

Department Organization



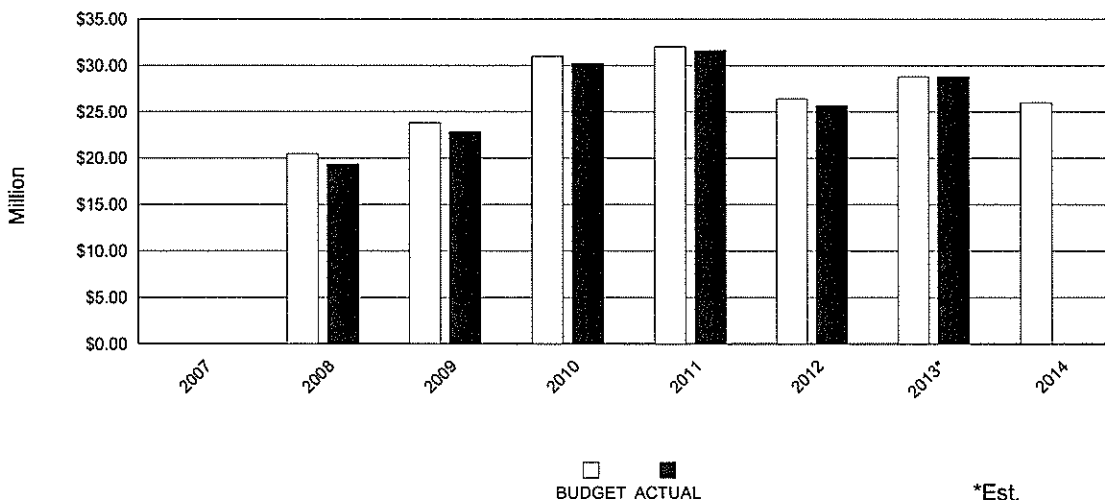
FISCAL YEAR 2014 BUDGET

Business Area Budget Summary

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

		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	16,595,398	18,763,763	18,528,844	15,278,948
	Supplies	166,505	160,907	166,008	117,606
	Other Services and Charges	3,113,599	3,543,349	3,687,865	3,437,962
	Non-Capital Equipment	1,913	3,047	88,349	1,347
	Total M & O Expenditures	<u>19,877,415</u>	<u>22,471,066</u>	<u>22,471,066</u>	<u>18,835,863</u>
	Debt Service & Other Uses	5,784,439	6,329,031	6,329,031	7,175,893
	Total Expenditures	<u>25,661,854</u>	<u>28,800,097</u>	<u>28,800,097</u>	<u>26,011,756</u>
Revenues		198,420,024	196,840,715	199,963,032	204,386,050
Staffing	Full-Time Equivalents - Civilian	231.0	243.3	241.1	208.4
	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>231.0</u>	<u>243.3</u>	<u>241.1</u>	<u>208.4</u>
	Full-Time Equivalents - Overtime	0.9	0.8	0.8	1.1
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. o The FY2014 Budget includes transfer of Strategic Purchasing Division (SPD) to Finance with budget of \$4M and 40 FTEs. o A new cost center "Burglar Alarm Permitting" is created with a total budget of \$1.6M to monitor and manage Burglar Alarm Permitting activities. Includes revenue previously reported in the Police Department for Burglar Alarm Permits (\$7.9M) and False Alarm Penalties (\$2.1M). 				

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



FISCAL YEAR 2014 BUDGET

Business Area Performance Measures					
Fund Name : General Fund					
Business Area Name : Administration and Regulatory Affairs					
Fund No./Bus Area No. : 1000 / 6500					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Payroll Customer Services Survey	J	98%	98%	92%	98%
311 Average Speed of Answer	I,F,Q	111 Seconds	90 Seconds	96 Seconds	90 Seconds
ARA Houston Permitting Center (HPC) Wait Time	J	19.1 Minutes	15 Minutes	15 Minutes	15 Minutes
ARA HPC Customer Satisfaction Survey	J	87%	98%	95%	98%
Business Process Measures					
Commercial Permits Issued	Q,P	42,934	33,352	41,142	41,183
Burglar Permits Issued	Q,P	114,391	102,459	116,844	116,908
Vehicle Inspection Performed	J	7,303	5,650	5,650	5,650
Alcohol Site Survey Completion	J	10 Days	10 Days	10 Days	10 Days
People and Technology Measures					
Bi-Weekly Helpdesk Training - Payroll Services	J,Q	N/A	N/A	N/A	100%
311 Svc Request Submitted via SmartPhone or Web	I,F,Q	N/A	N/A	N/A	5%
Online Permits Processed	J	480	375	300	415
Financial Measures					
Expenditures Budget vs Actual Utilization	F	97%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	101%	100%	102%	100%
ARA Revenue Administered	F	\$250.3M	\$251.7M	\$255.6M	\$252.8M
Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I) Fiscal Responsibility (F) Quality of Life (Q)					

FISCAL YEAR 2014 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Administration and Regulatory Affairs Fund No./Bus Area No. : 1000 / 6500						
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Director's Office 650001 Executive head of Administration and Regulatory Affairs Department with authority over all policies, procedures, and employees.	4.1	1,107,219	3.4	1,227,742	3.0	1,092,812
Regulatory Services 650003 Regulate utilities (electricity, natural gas, private water companies). Administer ordinances related to regulation of vehicles for hire and certain permits for alcohol-related businesses. Manage franchises for the use of City rights-of-way.	36.2	3,904,877	39.4	5,027,127	44.1	5,205,603
Administrative Services 650005 Provide administrative services including financial accounting, budgeting, policies and procedures, training and asset management for Administration and Regulatory Affairs and various City departments.	8.5	1,039,837	8.1	994,192	8.0	1,111,089
Operations 650006 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 mailroom services to 611 Walker, City Hall and City Hall Annex.	79.5	5,098,671	92.8	6,528,132	99.3	6,864,160
Payroll Services 650007 Manage employee services and payroll systems processing support for all employees in the City of Houston.	62.8	4,705,838	57.7	4,805,422	54.0	4,562,199
BARC 650009 BARC was moved to a Special Revenue Fund 2427 in FY2011. The budget line item "Transfer to Special Revenue Fund" is set up in General Fund.	0.0	6,124,885	0.0	6,329,031	0.0	7,175,893

FISCAL YEAR 2014 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Administration and Regulatory Affairs Fund No./Bus Area No. : 1000 / 6500						
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Transferred Out 659999 City Council Administrative Support, Agenda Office, and Special Events transferred out of ARA in FY2012. The FY2013 Estimates reflect SPD which will be transferred out of ARA in FY2014.	39.9	3,680,527	39.7	3,888,451	0.0	0
Total	231.0	25,661,854	241.1	28,800,097	208.4	26,011,756

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
3-1-1 TELECOMMUNICATOR	13	38.0	42.5	4.5
3-1-1 TELECOMMUNICATOR SUPERVISOR	20	3.0	4.0	1.0
ACCOUNTANT	17	1.0	0.0	(1.0)
ACCOUNTANT SUPERVISOR	24	1.0	1.0	
ADMINISTRATION & REGULATORY AFFAIRS DIRECTOR	37	1.0	1.0	
ADMINISTRATION MANAGER	26	8.0	8.0	
ADMINISTRATIVE AIDE	10	2.0	2.0	
ADMINISTRATIVE ASSISTANT	17	16.0	13.0	(3.0)
ADMINISTRATIVE ASSOCIATE	13	3.0	17.0	14.0
ADMINISTRATIVE COORDINATOR	24	3.0	3.0	
ADMINISTRATIVE SPECIALIST	20	13.4	12.0	(1.4)
ADMINISTRATIVE SUPERVISOR	22	7.0	5.0	(2.0)
ASSISTANT DIRECTOR (EXE LEV)	32	3.0	3.0	
CLERK	5	1.0	1.0	
CONTRACT ADMINISTRATOR	22	1.0	0.0	(1.0)
CUSTOMER SERVICE MANAGER	29	1.0	1.0	
CUSTOMER SERVICE REP. I	13	8.0	13.0	5.0
CUSTOMER SERVICE REP. II	15	2.5	4.0	1.5
CUSTOMER SERVICE REP. III	16	2.0	1.0	(1.0)
CUSTOMER SERVICE SECTION CHIEF	22	2.0	1.0	(1.0)
CUSTOMER SERVICE SUPERVISOR	18	1.0	1.0	
DATA ENTRY OPERATOR	8	1.0	0.0	(1.0)
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	4.0	1.0	(3.0)
DEPUTY DIRECTOR (EXE LEV)	34	2.0	1.0	(1.0)
DIVISION MANAGER	29	9.0	8.0	(1.0)
EXECUTIVE STAFF ANALYST (EXE LEV)	30	0.0	1.0	1.0
FINANCIAL ANALYST III	21	1.0	0.0	(1.0)
FINANCIAL ANALYST IV	25	0.0	1.0	1.0
FIXED ASSET SPECIALIST	13	1.0	1.0	
HEARING OFFICER	27	1.0	1.0	
HUMAN RESOURCES SPECIALIST	17	4.0	3.0	(1.0)
INVENTORY MANAGEMENT CLERK	9	1.0	1.0	
INVENTORY MANAGEMENT SUPERVISOR	17	1.0	1.0	
MANAGEMENT ANALYST I	15	1.0	0.0	(1.0)
MANAGEMENT ANALYST II	18	1.0	1.0	
MANAGEMENT ANALYST III	21	1.7	1.0	(0.7)
MANAGEMENT ANALYST IV	25	4.0	3.0	(1.0)
OFFICE SUPERVISOR	17	2.0	2.0	
PAYROLL CLERK	9	3.0	0.0	(3.0)
PROCUREMENT SPECIALIST	24	4.0	0.0	(4.0)
PURCHASING MANAGER	27	4.0	0.0	(4.0)
RECORDS ADMINISTRATOR	23	1.0	1.0	
REGULATORY INVESTIGATOR	11	4.5	4.0	(0.5)
REGULATORY SUPERVISOR	20	1.5	1.0	(0.5)
SENIOR 3-1-1 TELECOMMUNICATOR	15	19.0	17.0	(2.0)
SENIOR ACCOUNT CLERK	13	1.0	1.0	
SENIOR ACCOUNTANT	20	2.0	3.0	1.0
SENIOR BUYER	22	3.0	0.0	(3.0)
SENIOR CLERK	8	2.0	2.0	
SENIOR CUSTOMER SERVICE CASHIER	13	1.0	1.0	
SENIOR OFFICE ASSISTANT	12	1.0	0.0	(1.0)
SENIOR PAYROLL CLERK	13	11.0	0.0	(11.0)
SENIOR PROCUREMENT SPECIALIST	27	11.0	0.0	(11.0)
SENIOR REGULATORY INVESTIGATOR	14	7.8	7.0	(0.8)

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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
SENIOR STAFF ANALYST	28	8.0	7.0	(1.0)
STAFF ANALYST	26	8.0	3.0	(5.0)
SYSTEMS CONSULTANT	26	1.0	1.0	
TRAINER	17	2.0	2.0	
TRAINING ADMINISTRATOR	24	1.0	1.0	
Total FTEs		<u>249.4</u>	<u>210.5</u>	<u>(38.9)</u>
Less adjustment for Civilian Vacancy Factor		<u>6.1</u>	<u>2.1</u>	<u>(4.0)</u>
Full-Time Equivalents		<u>243.3</u>	<u>208.4</u>	<u>(34.9)</u>

FISCAL YEAR 2014 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	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
6500020001	ARA - SPD			
452030	Miscellaneous Revenue	30,000	30,000	0
6500030001	ARA - Transportation			
421220	School Bus Licenses & Permits	37,214	37,214	37,522
421230	Taxicab Licenses & Permits	1,280,052	1,280,052	1,311,027
421570	Limousine Permits	723,322	800,000	805,328
421580	Charter Bus Permits	181,236	181,236	140,564
421600	Jitney Permit & Inspection Fees	7,243	5,743	4,345
421610	Low Speed Shuttle Permit/Inspection Fees	4,373	0	0
421620	Pedicab Permits & Inspection Fees	14,918	12,000	9,219
421630	Administrative Fee - Licenses & Permits	155,110	155,110	163,910
424110	Other Interfund Services	16,800	16,800	0
426240	Limousine Inspection Fees	73,286	130,000	83,926
428080	Returned Check Charges	288	288	0
434510	Prior Year Revenue	0	1,136	0
Total	ARA - Transportation	2,493,842	2,619,579	2,555,841
6500030002	ARA - Franchise Administration			
416010	Electricity Franchise Tax	102,196,852	102,196,852	99,026,351
417010	Telephone Franchise Tax	44,606,000	45,075,000	44,622,526
418010	Natural Gas Franchise Tax	19,194,072	19,194,072	16,492,054
419010	Cable TV Franchise Tax	18,439,200	19,718,482	20,500,000
419040	Solid Waste Hauler Franchise Fee	5,674,000	6,000,000	6,250,000
419050	Spur Track Franchise Fee	20,426	20,426	20,426
419070	Fiber Optics Franchise Fee	41,100	41,673	41,700
419090	Telecomm Franchise Fees - Prior Year	0	138,353	0
419120	Solid Waste Franchise Fees-Prior Year	0	13,401	0
421590	Right-of-way Permits	324,974	324,974	306,477
452020	Recoveries & Refunds	0	8,170	0
Total	ARA - Franchise Administration	190,496,624	192,731,403	187,259,534
6500030003	ARA - Commercial Permitting			
421100	Occupation Licenses	204,573	205,558	205,558
421110	Sexually Oriented Business Permits	36,713	36,713	47,724
421130	Decals for Coin-Op.Amusement Machines	289,999	376,673	376,673
421140	Dance Licenses	91,254	65,000	78,487
421150	Liquor Licenses	1,406,574	1,553,365	1,553,365
421280	Other Licenses & Permits	171,873	210,000	225,847
421630	Administrative Fee - Licenses & Permits	634,058	634,890	58,309
426330	Miscellaneous Copies Fees	132	68	28
428080	Returned Check Charges	168	168	0
428090	Miscellaneous Fines & Forfeitures	0	136,935	0
Total	ARA - Commercial Permitting	2,835,344	3,219,370	2,545,991
6500030005	ARA - Burglar Alarm Permitting			
421170	Burglar Alarm Permits	0	0	7,900,000
421630	Administrative Fee - Licenses & Permits	0	0	576,635
428050	False Alarm Penalties	0	0	2,100,000
Total	ARA - Burglar Alarm Permitting	0	0	10,576,635
6500070001	ARA - Payroll Services			

FISCAL YEAR 2014 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	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
424080	Interfund Payroll Services	553,905	564,305	671,673
426290	Other Service Charges	101,000	95,000	101,000
Total	ARA - Payroll Services	654,905	659,305	772,673
6500070007	ARA - Asset Disposition/PDMO			
434205	Sale of Scrap Metal	30,000	30,000	2,000
434225	Sale of Non-Capital Equip. & Merchandise	300,000	300,000	300,000
Total	ARA - Asset Disposition/PDMO	330,000	330,000	302,000
6500080003	ARA - 3-1-1			
424040	Interfund 311	0	373,375	373,376
Total	Administration and Regulatory Affairs	196,840,715	199,963,032	204,386,050

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	11,349,754	12,364,921	12,053,975	9,802,819
500030	Salary Part Time - Civilian	73,566	338,256	412,599	412,580
500060	Overtime - Civilian	45,828	39,886	39,503	63,466
500090	Premium Pay - Civilian	4,073	5,000	9,664	5,000
500110	Bilingual Pay - Civilian	36,590	46,966	43,800	50,593
500210	Pay for Performance-Municipal	0	0	0	25,698
500250	HOPE Union Business Usage	7,789	0	5,105	0
501050	Employee Awards	0	6,500	6,500	6,500
501070	Pension - Civilian	2,195,908	2,646,092	2,583,922	2,224,253
501120	Termination Pay - Civilian	100,107	0	85,898	10,000
502010	FICA - Civilian	857,839	967,714	944,719	785,320
503010	Health Ins-Act Civilian	1,649,901	1,962,876	1,923,341	1,762,641
503015	Basic Life Insurance - Active Civilian	6,940	7,275	7,077	7,525
503060	Long Term Disability-Civilian	18,289	20,553	19,165	16,652
503090	Workers Compensation-Civilian-Admin	44,539	60,122	62,685	50,070
503100	Workers Compensation-Civilian-Claim	63,929	39,018	72,307	19,500
504030	Unemployment Claims - Administration	140,346	258,584	258,584	36,331
Total	Personnel Services	16,595,398	18,763,763	18,528,844	15,278,948
511010	Chemical Gases & Special Fluids	33	0	0	0
511030	Mechanical Hardware & Parts	398	0	0	0
511040	Audiovisual Supplies	0	9,000	9,000	0
511045	Computer Supplies	28,132	10,094	10,094	5,569
511050	Paper & Printing Supplies	2,482	5,534	5,534	6,434
511055	Publications & Printed Materials	2,257	1,800	2,530	1,260
511060	Postage	15,888	20,700	20,700	20,700
511070	Miscellaneous Office Supplies	64,943	66,471	66,471	43,421
511110	Fuel	9,534	17,234	17,234	17,234
511115	Vehicle Repair & Maintenance Supplies	3,038	1,950	1,950	1,950
511120	Clothing	12,278	4,780	4,780	4,780
511125	Food Supplies	2,627	1,000	1,000	1,480
511145	Small Tools & Minor Equipment	93	0	0	0
511150	Miscellaneous Parts & Supplies	24,802	22,344	26,715	14,778
Total	Supplies	166,505	160,907	166,008	117,606
520100	Temporary Personnel Services	157,162	104,946	181,120	131,284
520102	Security Services	4,922	9,600	9,600	9,600
520105	Accounting & Auditing Services	1,150,062	1,228,818	1,301,667	1,298,818
520107	Computer Info/Contr	48,247	0	2,486	0
520108	Information Resource Services	47,802	0	2	0
520109	Medical Dental & Laboratory Services	2,278	400	989	400
520110	Management Consulting Services	62,611	41,731	41,731	21,731
520112	Banking Services	0	100,000	108,000	100,000
520114	Miscellaneous Support Services	33,127	55,250	35,250	31,860
520119	Computer Equipment/Software Maintenance	124,225	253,735	257,735	215,232
520121	IT Application Svcs	69,821	209,612	209,612	217,446
520122	Office Equipment Services	27	450	450	0
520123	Vehicle & Motor Equipment Services	10,561	21,654	21,654	21,654
520124	Other Equipment Services	0	0	206	0
520126	Construction Site Work Services	(2,522)	3,150	3,150	1,080
520141	Engineering Services	0	0	606	0
520250	CIP Expense	2,522	0	0	0
520510	Mail/Delivery Services	167	670	670	690

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
520515	Print Shop Services	27,962	16,239	32,139	10,054
520520	Printing & Reproduction Services	4,407	15,390	15,390	13,590
520605	Advertising Services	39,959	57,172	57,952	180
520705	Insurance Fees	5,150	16,590	16,590	15,977
520725	Assessments - Other Governments	0	0	0	4,200
520765	Membership & Professional Fees	8,279	8,597	8,623	7,147
520805	Education & Training	38,548	32,267	30,115	28,114
520905	Travel - Training Related	22,756	19,104	23,674	16,604
520910	Travel - Non-Training Related	1,691	7,970	12,970	7,970
521405	Building Maintenance Services	13,485	0	436	0
521605	Data Services	78,563	130,868	130,868	96,313
521610	Voice Services	305,036	346,250	346,250	275,376
521620	Voice Equipment	0	10,122	10,122	8,074
521625	Voice Labor	1,094	7,488	7,488	10,236
521630	GIS Revolving Fund Services	19,530	16,547	16,547	18,507
521635	Voice Services -Wireless	0	0	0	102,790
521705	Vehicle/Equipment Rental/Lease	0	0	0	2,879
521715	Office Equipment Rental	69,470	71,445	71,445	71,445
521730	Parking Space Rental	120,933	131,696	131,696	85,098
521735	Hobby Parking Space Rental	0	0	0	56,600
521905	Legal Services	2,250	0	0	0
522430	Miscellaneous Other Services & Charges	60,555	73,228	48,228	24,928
522435	Interest Charges Past Due Accounts	0	0	44	0
522720	Interfund Payroll Services	(7,782)	0	0	0
522721	Interfund HR Client Services	216,419	183,222	183,222	174,375
522722	KRONOS Service Chargeback	11,736	9,401	9,401	8,969
522730	Interfund Engineering Services	0	630	630	0
522840	Interfund Permit Center Rent Chargeback	362,546	359,107	359,107	348,741
Total	Other Services and Charges	3,113,599	3,543,349	3,687,865	3,437,962
551015	Non-Capital Computer Equipment	0	3,047	88,349	1,347
551025	Non-Capital Scientific/Medical Equipment	1,913	0	0	0
Total	Non-Capital Equipment	1,913	3,047	88,349	1,347
532015	Transfers to Convention & Entertainment	(337,110)	0	0	0
532025	Transfers to Special Revenues	6,121,549	6,329,031	6,329,031	7,175,893
Total	Debt Service and Other Uses	5,784,439	6,329,031	6,329,031	7,175,893
Grand Total Expenditures		25,661,854	28,800,097	28,800,097	26,011,756



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.

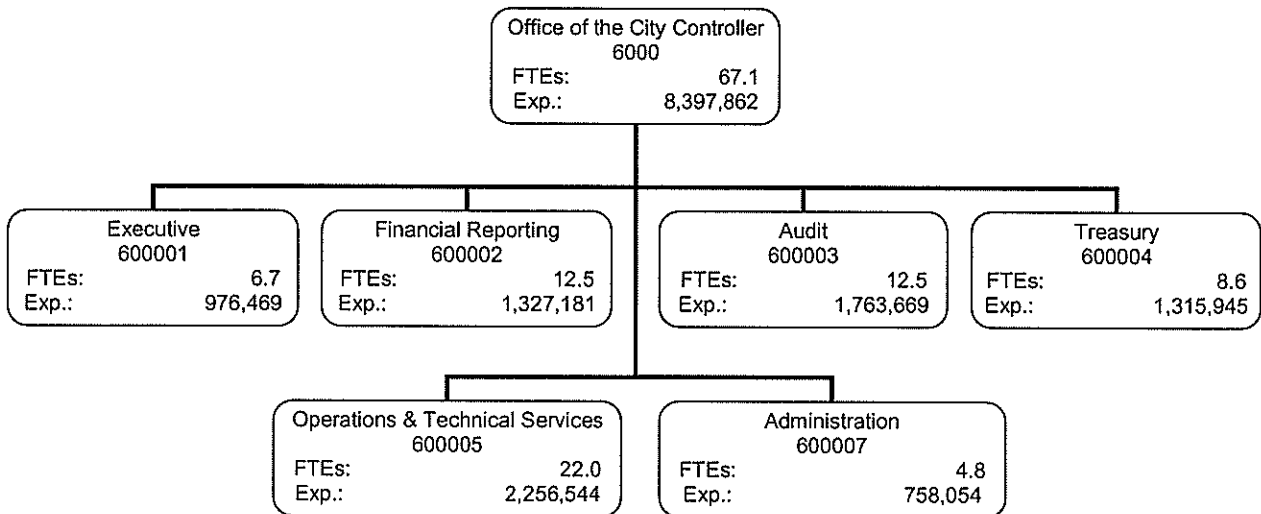
Department Short Term Goals:

- 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's invoices.

Department Long Term Goals:

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

Department Organization



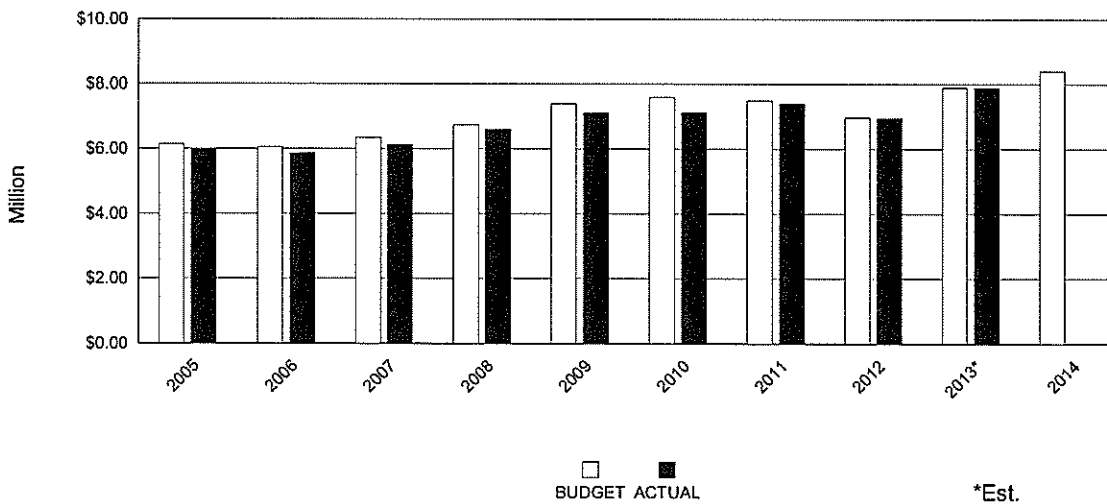
FISCAL YEAR 2014 BUDGET

Business Area Budget Summary

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

		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	6,206,735	6,761,706	6,761,706	7,003,715
	Supplies	74,009	100,104	100,104	148,362
	Other Services and Charges	664,067	1,029,730	1,029,730	1,245,785
	Total M & O Expenditures	6,944,811	7,891,540	7,891,540	8,397,862
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	6,944,811	7,891,540	7,891,540	8,397,862
Revenues		74,527	0	0	0
Staffing	Full-Time Equivalents - Civilian	66.2	65.6	65.6	67.1
	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	66.2	65.6	65.6	67.1
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases.				
	o The FY2014 Budget provides funding for the continuation of current service levels.				
	o Provides funding for the A-133 Audit as it relates to performing audit testing on all 14 Grant Programs subject to the Single Audit portion of the annual CAFR preparation.				
	o Adds two (2) FTEs for auditing the financial activities of the City.				

**City Controller
Current Budget vs Actual Expenditures**



FISCAL YEAR 2014 BUDGET

Business Area Performance Measures					
Fund Name : General Fund					
Business Area Name : City Controller					
Fund No./Bus Area No. : 1000 / 6000					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Business Process Measures					
Planned projects	F	N/A	18	16	18
Published reports	F	N/A	9	9	9
People and Technology Measures					
Financial Measures					
Expenditures Budget vs Actual Utilization	F	100%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	N/A	N/A	N/A	N/A
Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I) Fiscal Responsibility (F) Quality of Life (Q)					

FISCAL YEAR 2014 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : City Controller Fund No./Bus Area No. : 1000 / 6000						
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Executive 600001 Set policy for the City Controller's Office, serve as the independent financial voice for the City of Houston, and provide the communication link between the office and the public.	7.0	834,644	6.6	956,245	6.7	976,469
Financial Reporting 600002 Provide timely and accurate monthly financial reports and prepare the Comprehensive Annual Financial Report (CAFR).	13.1	1,271,475	12.3	1,318,076	12.5	1,327,181
Audit 600003 Provide the Mayor, City Council and department management with independent analyses, assurances and recommendations concerning the adequacy and effectiveness of the City's internal control structure. Respond to Fraud Hotline.	11.6	1,358,013	10.0	1,641,244	12.5	1,763,669
Treasury 600004 Manage all investments of City funds except pension and trust funds. Oversee all debt operations, revolving credit agreements and letters of credit, new debt issuances and refinancing of existing debt.	8.1	909,524	8.5	1,241,153	8.6	1,315,945
Operations & Technical Services 600005 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.	23.4	2,061,120	22.5	2,160,501	22.0	2,256,544

FISCAL YEAR 2014 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : City Controller Fund No./Bus Area No. : 1000 / 6000						
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Administration 600007 Provide the Office of the City Controller with services in human resources, budget, purchasing and administrative processes to maximize staff productivity.	3.0	510,035	5.7	574,321	4.8	758,054
Total	66.2	6,944,811	65.6	7,891,540	67.1	8,397,862

Business Area Roster Summary

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

Job Description	Pay Grade	FY2013 Current Budget FTE	FY2014 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	2.0	1.0
ADMINISTRATIVE COORDINATOR	24	2.0	2.0	
ADMINISTRATIVE SPECIALIST	20	2.0	3.0	1.0
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	1.0	1.0	
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	
ASSISTANT CITY AUDITOR I	14	0.0	1.0	1.0
ASSISTANT CITY AUDITOR III	25	4.0	4.0	
ASSISTANT CITY AUDITOR IV	27	4.0	4.0	
ASSISTANT CITY AUDITOR V	29	2.0	2.0	
ASSISTANT CITY CONTROLLER I	13	0.0	1.0	1.0
ASSISTANT CITY CONTROLLER II	19	2.0	2.0	
ASSISTANT CITY CONTROLLER III	25	5.0	4.0	(1.0)
ASSISTANT CITY CONTROLLER IV	27	5.0	5.0	
ASSISTANT CITY CONTROLLER V	29	2.0	3.0	1.0
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	2.0	(1.0)
LAN SPECIALIST	26	0.0	1.0	1.0
MANAGEMENT ANALYST IV	25	2.0	2.0	
SENIOR ACCOUNT CLERK	13	2.0	1.0	(1.0)
SENIOR MICROCOMPUTER ANALYST	23	1.0	0.0	(1.0)
SENIOR STAFF ANALYST (EXE LEV)	28	2.0	2.0	
SENIOR TREASURY ANALYST	26	2.0	3.0	1.0
STAFF ANALYST (EXE LEV)	26	1.0	1.0	
STUDENT INTERN II	10	0.0	1.0	1.0
SYSTEMS SUPPORT ANALYST III	22	1.0	0.0	(1.0)
SYSTEMS SUPPORT ANALYST IV	25	1.0	2.0	1.0
TREASURY ANALYST	21	2.0	1.0	(1.0)
TREASURY MANAGER	30	1.0	1.0	
Total FTEs		67.0	70.0	3.0
Less adjustment for Civilian Vacancy Factor		1.4	2.9	1.5
Full-Time Equivalents		65.6	67.1	1.5

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	4,450,276	4,702,699	4,702,699	4,847,643
500030	Salary Part Time - Civilian	615	12,779	12,779	63,868
500060	Overtime - Civilian	799	0	0	0
500110	Bilingual Pay - Civilian	1,810	1,820	1,820	1,820
501070	Pension - Civilian	845,390	1,015,347	1,015,347	1,099,928
501120	Termination Pay - Civilian	25,264	86,889	86,889	20,000
501160	Vehicle Allowance - Civilian	4,216	4,200	4,200	4,200
502010	FICA - Civilian	341,276	356,769	356,769	361,826
503010	Health Ins-Act Civilian	468,301	551,421	551,421	575,024
503015	Basic Life Insurance - Active Civilian	2,632	2,632	2,632	3,739
503060	Long Term Disability-Civilian	5,036	5,578	5,578	5,535
503090	Workers Compensation-Civilian-Admin	12,532	15,678	15,678	16,037
503100	Workers Compensation-Civilian-Claim	105	1,580	1,580	1,580
504030	Unemployment Claims - Administration	48,483	4,314	4,314	2,515
Total	Personnel Services	6,206,735	6,761,706	6,761,706	7,003,715
511045	Computer Supplies	3,040	32,735	32,735	65,512
511050	Paper & Printing Supplies	6,879	2,875	2,875	3,500
511055	Publications & Printed Materials	2,059	3,000	3,000	3,600
511060	Postage	29,846	32,000	32,000	35,000
511070	Miscellaneous Office Supplies	25,159	26,011	26,011	32,250
511150	Miscellaneous Parts & Supplies	7,026	3,483	3,483	8,500
Total	Supplies	74,009	100,104	100,104	148,362
520100	Temporary Personnel Services	0	16,000	16,000	36,500
520105	Accounting & Auditing Services	172,525	325,516	325,516	432,000
520108	Information Resource Services	75,288	80,000	80,000	85,000
520109	Medical Dental & Laboratory Services	95	200	200	200
520112	Banking Services	78,500	150,000	150,000	160,000
520114	Miscellaneous Support Services	25,852	18,000	18,000	15,000
520119	Computer Equipment/Software Maintenance	42,132	100,041	100,041	82,000
520120	Communications Equipment Services	0	6,000	6,000	6,000
520121	IT Application Svcs	21,683	41,820	41,820	88,117
520123	Vehicle & Motor Equipment Services	225	0	0	0
520510	Mail/Delivery Services	32	2,050	2,050	2,200
520515	Print Shop Services	4,298	4,473	4,473	5,473
520520	Printing & Reproduction Services	8,826	16,100	16,100	21,100
520705	Insurance Fees	423	932	932	1,025
520765	Membership & Professional Fees	6,731	8,865	8,865	8,865
520805	Education & Training	16,475	20,000	20,000	21,500
520905	Travel - Training Related	24,072	15,500	15,500	26,000
520910	Travel - Non-Training Related	5,642	3,500	3,500	3,500
521605	Data Services	14,401	17,675	17,675	27,849
521610	Voice Services	22,641	26,011	26,011	29,617
521620	Voice Equipment	0	1,895	1,895	1,750
521625	Voice Labor	15	1,393	1,393	2,218
521630	GIS Revolving Fund Services	2,512	2,602	2,602	3,319
521635	Voice Services -Wireless	0	0	0	4,105
521715	Office Equipment Rental	17,962	27,000	27,000	27,000
521720	Computer Equipment Rental	29,955	26,000	26,000	26,000
521725	Other Rental	1,188	1,300	1,300	1,300

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
521730	Parking Space Rental	41,348	48,377	48,377	48,377
522305	Freight Charges	125	0	0	0
522430	Miscellaneous Other Services & Charges	8,405	18,598	18,598	24,098
522721	Interfund HR Client Services	40,046	47,448	47,448	52,889
522722	KRONOS Service Chargeback	2,670	2,434	2,434	2,783
Total	Other Services and Charges	<u>664,067</u>	<u>1,029,730</u>	<u>1,029,730</u>	<u>1,245,785</u>
	Grand Total Expenditures	<u><u>6,944,811</u></u>	<u><u>7,891,540</u></u>	<u><u>7,891,540</u></u>	<u><u>8,397,862</u></u>

CITY COUNCIL

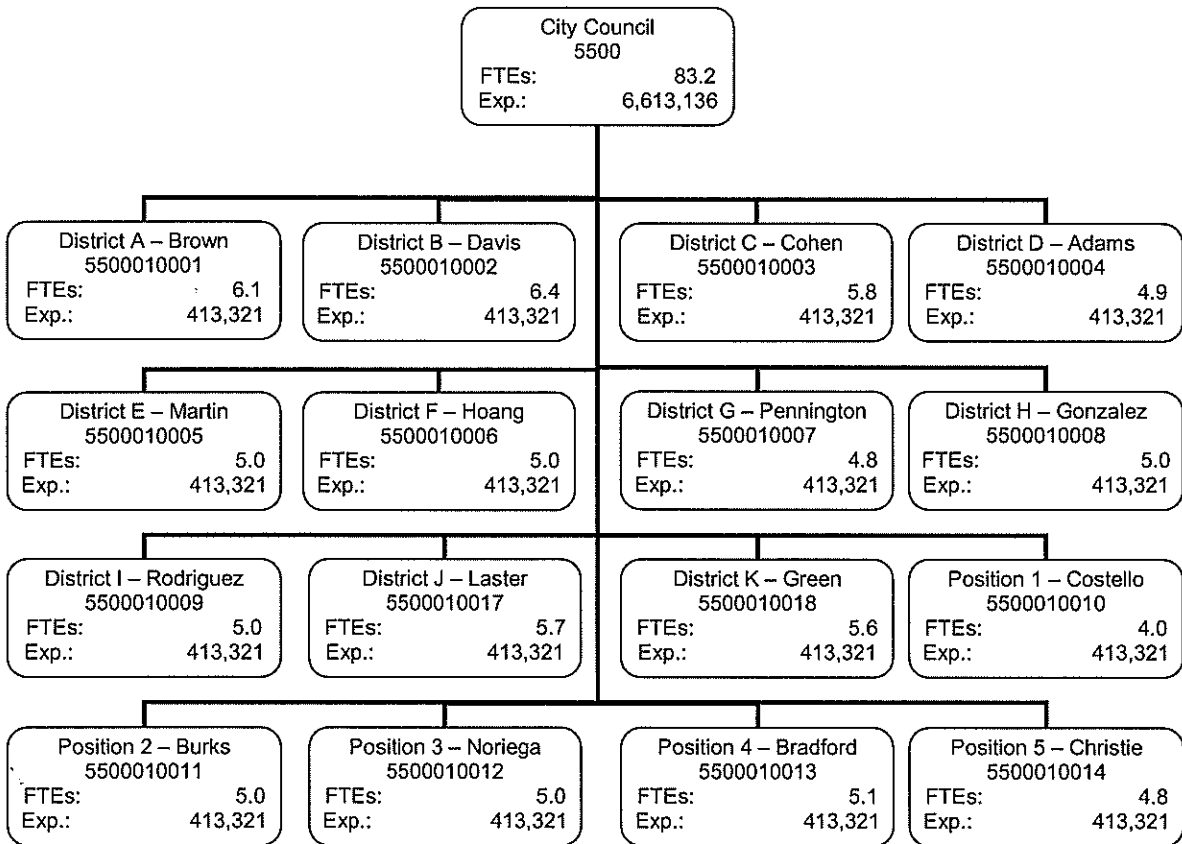
Department Description and Mission

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.

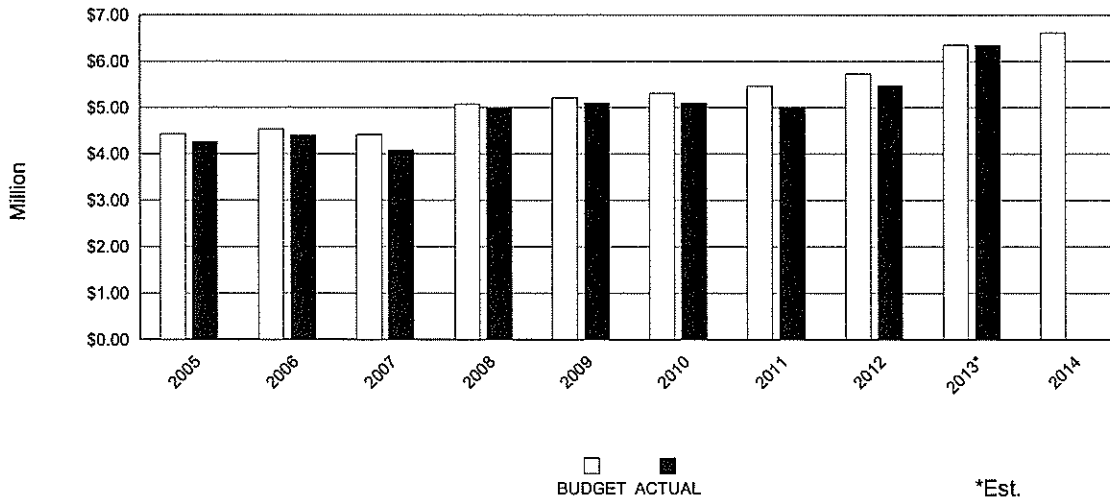
Department Organization



FISCAL YEAR 2014 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : City Council					
Fund No./Bus. Area No. : 1000 / 5500					
		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	5,176,412	6,084,526	6,075,411	6,065,094
	Supplies	73,043	50,602	58,532	64,146
	Other Services and Charges	228,508	214,646	218,105	483,896
	Non-Capital Equipment	0	2,274	0	0
	Total M & O Expenditures	5,477,963	6,352,048	6,352,048	6,613,136
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	5,477,963	6,352,048	6,352,048	6,613,136
Revenues		0	0	0	0
Staffing	Full-Time Equivalents - Civilian	74.6	75.9	76.0	83.2
	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	74.6	75.9	76.0	83.2
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases.				

**City Council
Current Budget vs Actual Expenditures**



FISCAL YEAR 2014 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : City Council Fund No./Bus Area No. : 1000 / 5500							
Division Description		FY2012 Actual		FY2013 Estimate		FY2014 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
City Council	550001	74.6	5,477,963	76.0	6,352,048	83.2	6,613,136
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.							
Total		<u>74.6</u>	<u>5,477,963</u>	<u>76.0</u>	<u>6,352,048</u>	<u>83.2</u>	<u>6,613,136</u>

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
COUNCIL ADMINISTRATIVE ASSISTANT (EXE LEV)	20	18.0	17.0	(1.0)
COUNCIL INTERN (EXE LEV)	8	8.3	4.4	(3.9)
COUNCIL MEMBER		16.0	16.0	
COUNCIL RESEARCH ASSISTANT (EXE LEV)	23	16.5	15.0	(1.5)
COUNCIL SECRETARY (EXE LEV)	15	12.8	13.3	0.5
SENIOR COUNCIL AIDE (EXE LEV)	28	17.0	17.0	
STUDENT INTERN I	4	0.4	0.5	0.1
Total FTEs		89.0	83.2	(5.8)
Less adjustment for Civilian Vacancy Factor		13.1	0.0	(13.1)
Full-Time Equivalent		75.9	83.2	7.3

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	3,540,235	3,895,485	3,828,491	3,899,118
500030	Salary Part Time - Civilian	258,834	460,477	558,423	448,287
500060	Overtime - Civilian	469	48	0	0
500110	Bilingual Pay - Civilian	7,609	7,830	7,230	5,423
500180	Temporary Employees	3,109	0	0	0
501070	Pension - Civilian	671,027	844,643	819,302	884,708
501160	Vehicle Allowance - Civilian	64,196	67,456	67,456	67,456
502010	FICA - Civilian	290,727	336,904	336,153	332,994
502020	FICA - Classified	(548)	0	0	0
503010	Health Ins-Act Civilian	320,551	442,235	429,721	399,386
503015	Basic Life Insurance - Active Civilian	1,981	2,405	2,332	3,076
503020	Health Ins.Act-Classified	(2,301)	0	0	0
503060	Long Term Disability-Civilian	4,670	5,099	4,930	4,675
503090	Workers Compensation-Civilian-Admin	15,853	21,944	21,373	19,971
Total	Personnel Services	5,176,412	6,084,526	6,075,411	6,065,094
511045	Computer Supplies	4,593	783	850	5,000
511050	Paper & Printing Supplies	406	2,199	6,425	1,130
511055	Publications & Printed Materials	3,806	11,468	16,312	4,900
511060	Postage	2,324	5,468	6,528	2,670
511070	Miscellaneous Office Supplies	57,828	25,094	23,567	45,946
511120	Clothing	1,537	940	0	500
511125	Food Supplies	606	0	0	0
511150	Miscellaneous Parts & Supplies	1,943	4,650	4,850	4,000
Total	Supplies	73,043	50,602	58,532	64,146
520107	Computer Info/Contr	1,875	8,278	5,332	12,800
520109	Medical Dental & Laboratory Services	1,490	191	0	158
520110	Management Consulting Services	0	59	0	0
520119	Computer Equipment/Software Maintenance	(49)	0	0	0
520120	Communications Equipment Services	0	1,329	0	1,326
520121	IT Application Svcs	2,688	7,485	7,485	46,916
520124	Other Equipment Services	0	117	0	0
520515	Print Shop Services	26,930	10,783	10,930	9,950
520520	Printing & Reproduction Services	23,823	11,199	11,115	10,550
520605	Advertising Services	4,224	1,288	1,000	0
520755	Contingency	12,650	0	0	144,514
520765	Membership & Professional Fees	935	250	350	2,400
520805	Education & Training	20,305	8,280	13,646	10,200
520905	Travel - Training Related	29,095	15,933	18,900	44,070
520910	Travel - Non-Training Related	26,670	32,370	32,313	51,752
521605	Data Services	20,961	34,373	34,373	64,630
521610	Voice Services	32,556	56,066	56,066	35,556
521615	Radio Communications	4,300	0	0	0
521620	Voice Equipment	569	5,516	5,516	5,424
521625	Voice Labor	340	4,054	4,054	6,880
521630	GIS Revolving Fund Services	2,646	3,136	3,136	4,496
521635	Voice Services -Wireless	0	0	0	22,834
521715	Office Equipment Rental	7,994	6,002	5,952	5,952
521725	Other Rental	350	0	0	0
522430	Miscellaneous Other Services & Charges	5,132	4,785	4,785	0
522722	KRONOS Service Chargeback	3,024	3,152	3,152	3,488
Total	Other Services and Charges	228,508	214,646	218,105	483,896
551010	Non-Capital Office Furniture & Equipment	0	2,274	0	0
Total	Non-Capital Equipment	0	2,274	0	0
Grand Total Expenditures		5,477,963	6,352,048	6,352,048	6,613,136



CITY SECRETARY

Department Description and Mission

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

Department Organization

City Secretary	
750001	
FTEs:	12.0
Exp.:	861,580

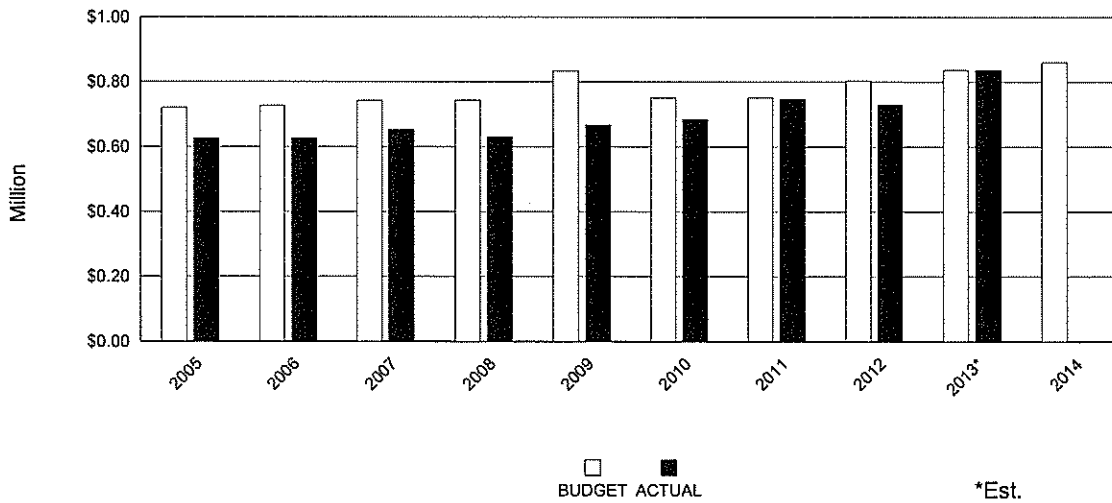
FISCAL YEAR 2014 BUDGET

Business Area Budget Summary

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

		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	631,717	682,248	677,813	712,558
	Supplies	11,416	24,845	24,806	18,500
	Other Services and Charges	86,460	129,342	133,816	130,522
	Total M & O Expenditures	729,593	836,435	836,435	861,580
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	729,593	836,435	836,435	861,580
Revenues		14,493	3,000	13,541	15,000
Staffing	Full-Time Equivalents - Civilian	10.9	12.4	12.4	12.0
	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	10.9	12.4	12.4	12.0
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases.				

**City Secretary
 Current Budget vs Actual Expenditures**



Business Area Performance Measures					
Fund Name : General Fund Business Area Name : City Secretary Fund No./Bus Area No. : 1000 / 7500					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Business Process Measures					
People and Technology Measures					
Financial Measures					
Expenditures Budget vs Actual Utilization	F	91%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	483%	100%	451%	100%
Mayor's Five Priorities: Jobs and Sustainable Development (J) Fiscal Responsibility (F)		Public Safety (P) Quality of Life (Q)		Infrastructure (I)	

FISCAL YEAR 2014 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : City Secretary Fund No./Bus Area No. : 1000 / 7500						
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
CSC - City Secretary 750001 The official custodian of the proceedings of City Counsel meetings; prepare weekly agenda. Prepare minutes and motions in final form, process ordinances and resolutions and receive vendor bid proposals.	10.9	729,593	12.4	836,435	12.0	861,580
Total	<u>10.9</u>	<u>729,593</u>	<u>12.4</u>	<u>836,435</u>	<u>12.0</u>	<u>861,580</u>

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ADMINISTRATIVE ASSISTANT	17	1.0	1.0	
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	0.7	1.0	0.3
OFFICE SUPERVISOR	17	0.7	1.0	0.3
SENIOR CLERK	8	1.0	1.0	
SENIOR WORD PROCESSOR	12	1.0	1.0	
WORD PROCESSOR	10	2.0	2.0	
Total FTEs		11.4	12.0	0.6
Less adjustment for Civilian Vacancy Factor		(1.0)	0.0	1.0
Full-Time Equivalents		12.4	12.0	(0.4)

FISCAL YEAR 2014 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
7500010001	CSEC - City Secretary			
426330	Miscellaneous Copies Fees	3,000	13,541	15,000
Total	City Secretary	<u><u>3,000</u></u>	<u><u>13,541</u></u>	<u><u>15,000</u></u>

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	405,630	414,520	414,520	426,871
500030	Salary Part Time - Civilian	41,559	47,971	47,971	65,465
500060	Overtime - Civilian	1,163	7,500	7,500	0
500110	Bilingual Pay - Civilian	1,810	2,500	2,500	0
501070	Pension - Civilian	77,291	88,707	88,707	96,856
501120	Termination Pay - Civilian	0	1,000	1,000	2,000
502010	FICA - Civilian	33,330	36,146	31,711	37,661
503010	Health Ins-Act Civilian	67,683	79,685	79,685	79,315
503015	Basic Life Insurance - Active Civilian	241	241	241	322
503060	Long Term Disability-Civilian	593	850	850	850
503090	Workers Compensation-Civilian-Admin	2,417	2,778	2,778	2,868
504030	Unemployment Claims - Administration	0	350	350	350
Total	Personnel Services	631,717	682,248	677,813	712,558
511045	Computer Supplies	271	0	0	0
511060	Postage	736	2,000	1,961	2,000
511070	Miscellaneous Office Supplies	8,974	13,345	13,345	5,000
511150	Miscellaneous Parts & Supplies	1,435	9,500	9,500	11,500
Total	Supplies	11,416	24,845	24,806	18,500
520111	Real Estate Services	31,575	34,575	34,575	35,493
520121	IT Application Svcs	1,722	4,694	4,694	7,697
520122	Office Equipment Services	0	822	822	1,822
520126	Construction Site Work Services	0	15,629	15,629	0
520515	Print Shop Services	2,951	5,000	5,000	7,500
520705	Insurance Fees	121	200	200	189
521605	Data Services	3,311	6,516	6,516	5,159
521610	Voice Services	30,524	33,751	33,751	38,113
521620	Voice Equipment	0	744	744	687
521625	Voice Labor	14	547	547	870
521630	GIS Revolving Fund Services	402	484	484	577
521715	Office Equipment Rental	0	7,371	11,845	12,500
521730	Parking Space Rental	8,075	9,800	9,800	9,800
522721	Interfund HR Client Services	7,308	8,760	8,760	9,616
522722	KRONOS Service Chargeback	457	449	449	499
Total	Other Services and Charges	86,460	129,342	133,816	130,522
Grand Total Expenditures		729,593	836,435	836,435	861,580



FINANCE

Department Description and Mission

The Finance Department's mission is to safeguard the fiscal integrity of the City, its component units, and other dependent entities, and enable other City stakeholders to do the same. We will achieve the mission in the next three years by meeting strategic objectives and achieving goals.

The Finance Department's mission strategic objectives are to:

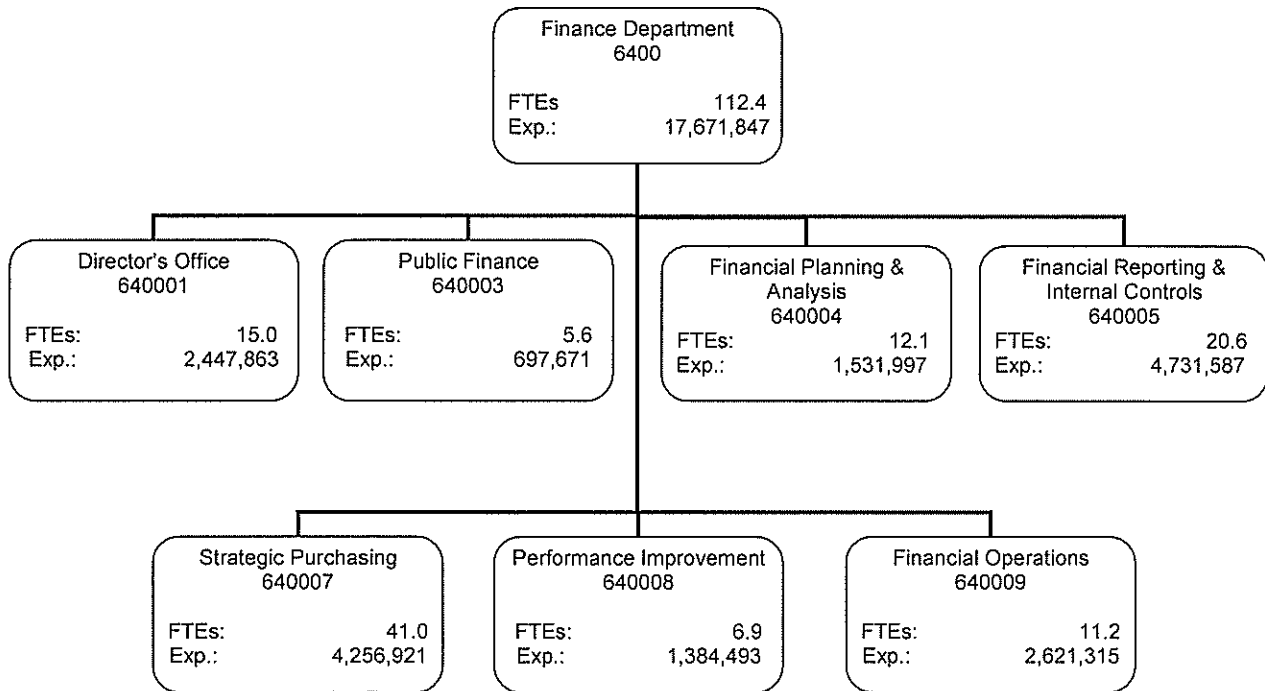
- Promote fiscal responsibility
- Serve the Administration, City Council, Departments, and Citizens
- Improve process execution internally and citywide
- Engage staff and provide them the resources they need to get the job done

Three year goals include:

- Promote fiscal responsibility
 - Certify all component units as meeting City of Houston financial management and reporting standards
 - Create and manage plans for maintaining and optimizing usage of the City's capital assets: facilities, fleet, equipment, and information technology
 - Maintain cost of service models for all fee-based and core City services; create optimization scenarios for major cost drivers
 - Accounts receivable collections program generates \$20 million incremental revenue citywide (baseline FY2011)
 - Zero findings in grants single audit (requires shared goals with departments)
- Serve the Administration, City Council, Departments, and Citizens
 - All financial data is stored and accessible in a financial data mart
 - The City's open data initiative has been recognized nationally for its ability to help us address resource and service problems
 - Citywide performance data and Finance Department process data is stored in a data mart and accessible via scorecards
 - Our strategy, planning, budgeting, reporting, and support processes produce meaningful and useful results according to 95% of council members, staff, and members of the Mayor's administration
 - Receive Texas Comptroller's Gold Certificate Leadership Circle Award for Financial Transparency
- Improve process execution internally and citywide
 - All financial management processes have documented controls, up-to-date written procedures, instruction manuals, and associated training
 - All staff involved in financial processes have received baseline training and are receiving regular refresher training
 - All financial management processes are in a mode of continuous improvement and are managed with metrics and goals
 - Process Improvement/Lean Six Sigma program has been rolled out to all City departments; all City departments are in a mode of continuous improvement on one or more of their processes
 - The Procure-to-Payment process has been fully reengineered and is producing significant savings citywide

- Engage staff and provide them the resources they need to get the job done
 - Conduct citywide finance staff job evaluations and salary studies
 - Design citywide finance position career paths
 - Develop and implement cross-training program for finance staff citywide
 - Provide staff the resources and/or time such that 75% of our employees have certification specific to their area of expertise or a post-graduate degree
 - Have baseline scores for citywide finance staff employee engagement; and to have these scores show significant improvement

Department Organization

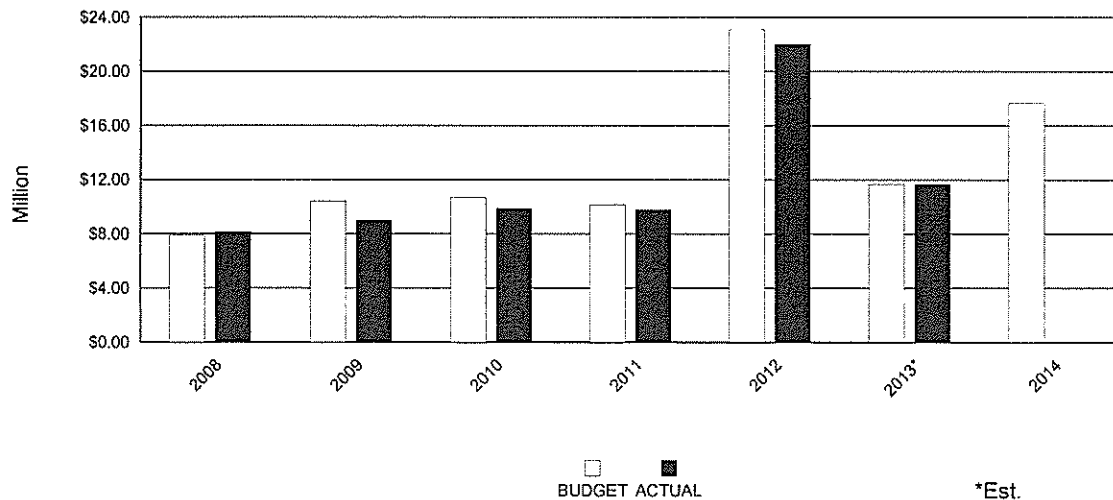




FISCAL YEAR 2014 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : Finance Department					
Fund No./Bus. Area No. : 1000 / 6400					
		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	6,165,142	7,132,712	7,132,712	11,823,125
	Supplies	77,168	62,164	62,164	102,581
	Other Services and Charges	15,784,828	4,493,724	4,493,724	5,746,141
	Non-Capital Equipment	0	5,241	5,241	0
	Total M & O Expenditures	22,027,138	11,693,841	11,693,841	17,671,847
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	22,027,138	11,693,841	11,693,841	17,671,847
Revenues		1,440,367,309	1,493,523,543	1,514,638,765	1,588,257,350
Staffing	Full-Time Equivalents - Civilian	61.3	68.6	68.6	112.4
	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	61.3	68.6	68.6	112.4
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases.				
	o Transfer of Strategic Purchasing Division to improve financial practices surrounding procurement; previously reported under Administration of Regulatory Affairs Department.				
	o Additional 4.4 FTEs for cash reconciliation, improving and maintaining the capital improvement plan for facilities and Performance Improvement Division expansion to implement Lean Six Sigma programs and projects.				
	o Management consulting increases to improve internal financial controls, document financial processes and procedures, and perform and maintain citywide Fee Cost of Service Study.				
	o Transfer liens revenue management and reporting to Department of Neighborhoods.				

**Finance Department
Current Budget vs Actual Expenditures**



FISCAL YEAR 2014 BUDGET

Business Area Performance Measures					
Fund Name : General Fund					
Business Area Name : Finance Department					
Fund No./Bus Area No. : 1000 / 6400					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Meeting turn around time requirement for RCAs	F	N/A	N/A	N/A	100%
Open records request turn around on-time	F	N/A	N/A	N/A	100%
Information Satisfaction - Council, Mayor, staff	F	N/A	N/A	N/A	TBD
Open data initiative - data sets online	F	N/A	N/A	400	500
Business Process Measures					
Closure of old grants	F	N/A	N/A	N/A	160
Internal control assessments/reviews	F	17	35	18	40
Single Audit Reports (SAR) - reduction of findings	F	N/A	N/A	N/A	20%
Collection Rates - vendor managed revenues	F	N/A	30%	30%	35%
Lean Six Sigma projects completed	F	N/A	N/A	10	25
People and Technology Measures					
Average training hours per employee	F,J	10.25	17.52	17.52	17.87
Number of citywide employees trained in Lean Six Sigma	F	N/A	N/A	100	600
Financial Measures					
Expenditures Budget vs Actual Utilization	F	95%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	103%	100%	101%	100%
Combined cash flow for property and sales tax	F	\$1.4B	\$1.4B	\$1.4B	\$1.5B
Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I) Fiscal Responsibility (F) Quality of Life (Q)					

FISCAL YEAR 2014 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Finance Department Fund No./Bus Area No. : 1000 / 6400							
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
Directors Office 640001 Provides leadership developing financial and strategic policies, 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.	13.1	1,687,442	14.4	2,356,929	15.0	2,447,863	
Public Finance 640003 The division serves the citizens of Houston by providing cost-efficient debt management services to the City and its enterprise funds for short, medium and long-term debt. As well, the division coordinates and oversees the City's Capital Improvement Plan (CIP).	6.0	711,969	4.8	511,075	5.6	697,671	
Financial Planning & Analysis 640004 Previously known as Budget Management, the primary responsibility of this division is to develop and manage the City's Operating Budget and the Five Year Plan. It provides effective financial planning to promote fiscal responsibility and financial health of the City of Houston.	16.5	2,064,843	13.6	1,548,405	12.1	1,531,997	
Financial Reporting & Internal Controls 640005 Primary responsibility of the division is citywide monitoring and oversight of accounting, fixed assets, internal controls, and Enterprise Risk Management (ERM) process. Ensure process documentation exist and assess the need for and update policies and procedures. Coordinate annual audit including the single audit report (SAR), prepare indirect cost allocation plan and fee cost of services.	16.9	15,852,872	19.3	4,014,235	20.6	4,731,587	
Strategic Purchasing 640007 Manage citywide purchasing of goods and services that are consistent with applicable City policies and procedures and the State of Texas Bid Laws.	0.0	0	0.0	0	41.0	4,256,921	
Performance Improvement 640008 Leads financial and operational performance improvement projects to increase revenues, optimize expenditures, and improve operational effectiveness.	4.0	283,083	3.9	752,822	6.9	1,384,493	

FISCAL YEAR 2014 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Finance Department Fund No./Bus Area No. : 1000 / 6400						
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Financial Operations 640009 The division effectively manages General Fund revenue streams, and promotes stability and optimization of funds. Additional functions include managerial and fiscal oversight of special revenue funds and newly created revenue streams. Lead the oversight of accounts receivable and collections; including internal processes and external vendor relations in managing delinquent accounts.	4.8	1,426,929	12.6	2,510,375	11.2	2,621,315
Total	61.3	22,027,138	68.6	11,693,841	112.4	17,671,847

FISCAL YEAR 2014 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ACCOUNT CLERK	10	1.0	0.0	(1.0)
ADMINISTRATION MANAGER	26	0.0	1.0	1.0
ADMINISTRATIVE ASSISTANT	17	4.0	5.0	1.0
ADMINISTRATIVE ASSOCIATE	13	2.0	2.0	
ADMINISTRATIVE COORDINATOR	24	1.0	2.0	1.0
ADMINISTRATIVE SPECIALIST	20	4.0	7.0	3.0
ADMINISTRATIVE SUPERVISOR	22	0.0	1.0	1.0
ASSISTANT DIRECTOR (EXE LEV)	32	3.0	3.0	
AUDITOR MANAGER	28	0.0	2.0	2.0
AUDITOR SUPERVISOR	25	0.0	1.0	1.0
CONTRACT ADMINISTRATOR	22	0.0	1.0	1.0
CUSTOMER SERVICE MANAGER	29	1.0	1.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	5.0	6.0	1.0
DEPUTY DIRECTOR (EXE LEV)	34	0.0	2.0	2.0
DEPUTY DIRECTOR-FINANCE/ADMIN.	36	0.0	2.0	2.0
DIVISION MANAGER	29	10.0	10.0	
EXECUTIVE OFFICE ASSISTANT	15	1.0	0.0	(1.0)
FINANCE DIRECTOR	37	1.0	1.0	
FINANCIAL ANALYST I	15	1.0	1.0	
FINANCIAL ANALYST II	18	1.0	0.0	(1.0)
FINANCIAL ANALYST III	21	1.0	4.0	3.0
FINANCIAL ANALYST IV	25	17.0	14.0	(3.0)
MANAGEMENT ANALYST II	18	2.0	1.0	(1.0)
MANAGEMENT ANALYST III	21	1.0	0.0	(1.0)
MANAGEMENT ANALYST IV	25	4.0	4.0	
MANAGEMENT INTERN	11	0.0	1.4	1.4
PROCUREMENT SPECIALIST	24	0.0	7.0	7.0
PURCHASING MANAGER	27	0.0	3.0	3.0
SENIOR AUDITOR	21	3.0	2.0	(1.0)
SENIOR BUYER	22	0.0	4.0	4.0
SENIOR PROCUREMENT SPECIALIST	27	0.0	11.0	11.0
SENIOR STAFF ANALYST	28	6.0	10.0	4.0
STAFF ANALYST	26	1.0	6.0	5.0
SYSTEMS CONSULTANT	26	1.0	2.0	1.0
Total FTEs		71.0	117.4	46.4
Less adjustment for Civilian Vacancy Factor		2.4	5.0	2.6
Full-Time Equivalents		68.6	112.4	43.8

FISCAL YEAR 2014 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
6400030001	Public Finance			
424110	Other Interfund Services	15,000	5,000	16,800
6400050001	Accounting			
426090	Demolition Fees	716,964	0	0
426120	Weed Cutting Fees	488,448	0	0
426480	Securing/Boarding - Nuisance Abatement	72,374	0	0
426485	Visual Blight - Nuisance Abatement	396	0	0
428030	Release of Liens	96,157	7,000	3,000
428080	Returned Check Charges	1,000	1,000	1,000
428100	Interest on Liens-COH	200,701	65,990	110,929
428105	Interest on Liens-Contract	511,739	0	0
434150	Streets & Bridges Assessments	110,764	50,867	54,804
	Total Accounting	2,198,543	124,857	169,733
6400070001	Strategic Purchasing			
434505	Prior Year Expenditure Recovery	0	0	5,001
6400090003	Tax & Revenue			
411020	Current Property Tax	813,212,136	824,618,555	859,521,878
411030	Current Year Delinquent Property Tax	61,767,865	48,465,294	55,117,122
411040	Delinquent Property Tax - Prior Years	440,926	623,434	640,832
411150	Prior Year Delinquent Property Tax-2002	64,882	109,805	0
411160	Prior Year Delinquent Property Tax-2003	94,845	132,029	112,546
411170	Prior Year Delinquent Property Tax-2004	132,841	186,800	133,633
411171	Prior Year Delinquent Property Tax-2005	191,386	191,845	191,803
411172	Prior Year Delinquent Property Tax-2006	271,556	516,406	195,654
411173	Prior Year Delinquent Property Tax-2007	709,766	1,232,096	408,610
411174	Prior Year Delinquent Property Tax-2008	1,587,735	2,667,930	796,001
411175	Prior Year Delinquent Property Tax-2009	1,905,533	2,331,019	1,454,101
411176	Prior Year Delinquent Property Tax-2010	2,821,225	2,721,794	2,232,503
411177	Prior Year Delinquent Property Tax-2011	4,836,304	8,342,195	2,466,762
411178	Prior Year Delinquent Property Tax-2012	0	0	8,075,555
411180	Current Delinquent - P & I	4,695,390	4,530,346	4,530,346
411190	Penalty&Interest-Delinq. Property Tax	7,864,610	8,469,654	8,469,654
411210	Property Tax Rebates	(400,000)	(479,202)	(479,000)
411220	Unclaimed Refunds of Property Tax	0	1,537,000	1,540,000
412010	Sales Tax	577,373,000	595,255,883	629,601,816
413010	Mixed Beverage Tax	9,500,000	9,800,000	9,800,000
414010	Bingo Tax	185,000	194,000	195,000
428060	Other Interest Income	5,000	12,025	11,000
432010	Interest on Pooled Investments	4,000,000	3,000,000	3,000,000
452020	Recoveries & Refunds	50,000	50,000	50,000
	Total Tax & Revenue	1,491,310,000	1,514,508,908	1,588,065,816
Total Finance Department		1,493,523,543	1,514,638,765	1,588,257,350

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	4,424,226	5,115,861	5,115,861	8,213,448
500030	Salary Part Time - Civilian	633	0	0	0
501050	Employee Awards	0	2,700	2,700	2,700
501070	Pension - Civilian	832,843	1,064,656	1,064,656	1,863,628
501120	Termination Pay - Civilian	104,758	15,451	15,451	15,451
502010	FICA - Civilian	342,127	374,498	374,498	616,576
503010	Health Ins-Act Civilian	414,791	483,457	483,457	1,043,381
503015	Basic Life Insurance - Active Civilian	2,598	2,945	2,945	6,328
503060	Long Term Disability-Civilian	5,182	5,868	5,868	9,585
503090	Workers Compensation-Civilian-Admin	12,125	16,502	16,502	26,936
503100	Workers Compensation-Civilian-Claim	0	335	335	5,000
504030	Unemployment Claims - Administration	25,859	50,439	50,439	20,092
Total	Personnel Services	6,165,142	7,132,712	7,132,712	11,823,125
511040	Audiovisual Supplies	0	235	235	9,000
511045	Computer Supplies	39,218	9,539	9,539	14,465
511050	Paper & Printing Supplies	(389)	3,842	3,842	7,842
511055	Publications & Printed Materials	155	3,791	3,791	3,091
511060	Postage	2,423	12,680	12,680	7,350
511070	Miscellaneous Office Supplies	33,379	16,471	16,471	50,488
511110	Fuel	323	6,300	6,300	900
511115	Vehicle Repair & Maintenance Supplies	367	3,606	3,606	1,200
511125	Food Supplies	1,252	0	0	0
511145	Small Tools & Minor Equipment	0	200	200	0
511150	Miscellaneous Parts & Supplies	440	5,500	5,500	8,245
Total	Supplies	77,168	62,164	62,164	102,581
520100	Temporary Personnel Services	87,696	162,483	162,483	74,537
520105	Accounting & Auditing Services	1,588,429	1,784,500	1,784,500	1,838,000
520108	Information Resource Services	30,247	0	0	0
520109	Medical Dental & Laboratory Services	443	500	500	500
520110	Management Consulting Services	115,070	580,120	581,818	1,133,003
520112	Banking Services	1,552	1,300	1,300	1,300
520114	Miscellaneous Support Services	3,168	3,829	3,829	25,015
520119	Computer Equipment/Software Maintenance	24,245	15,000	15,000	33,000
520120	Communications Equipment Services	0	1,000	1,000	0
520121	IT Application Svcs	33,619	55,685	55,685	158,565
520123	Vehicle & Motor Equipment Services	(20)	0	0	0
520136	Billing & Collection Services	1,070,138	1,170,000	1,170,000	1,205,000
520139	Motor Pool Charges	0	0	0	550
520157	Computer Software Maintenance Services	0	0	0	12,250
520510	Mail/Delivery Services	50	1,650	1,650	550
520515	Print Shop Services	29,358	42,272	42,272	50,595
520520	Printing & Reproduction Services	(5,065)	376	376	376
520605	Advertising Services	4,043	21,300	21,300	78,292
520705	Insurance Fees	2,451	3,501	3,501	6,671
520760	Contributions	12,525,419	0	0	0
520765	Membership & Professional Fees	1,732	4,431	4,431	6,745
520805	Education & Training	9,146	12,742	12,742	25,232
520905	Travel - Training Related	5,154	11,550	11,550	24,355
520910	Travel - Non-Training Related	3,785	9,348	7,650	10,200
521405	Building Maintenance Services	0	7,694	7,694	694
521605	Data Services	1,871	792	792	48,924
521610	Voice Services	36,128	46,304	46,304	56,916

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
521620	Voice Equipment	48,157	964	964	2,314
521625	Voice Labor	2,653	709	709	2,935
521630	GIS Revolving Fund Services	71,723	2,879	2,879	13,033
521635	Voice Services -Wireless	0	0	0	44,846
521715	Office Equipment Rental	10,206	17,180	17,180	17,180
521730	Parking Space Rental	34,843	33,842	33,842	39,757
522430	Miscellaneous Other Services & Charges	443	2,800	2,800	22,800
522721	Interfund HR Client Services	44,207	116,065	116,065	152,578
522722	KRONOS Service Chargeback	2,529	2,809	2,809	4,366
522795	Other Interfund Services	0	380,099	380,099	655,062
522845	Interfund Vehicle Services	1,408	0	0	0
Total	Other Services and Charges	15,784,828	4,493,724	4,493,724	5,746,141
551010	Non-Capital Office Furniture & Equipment	0	5,241	5,241	0
Total	Non-Capital Equipment	0	5,241	5,241	0
Grand Total Expenditures		22,027,138	11,693,841	11,693,841	17,671,847



HOUSTON INFORMATION TECHNOLOGY SERVICES

Department Description and Mission

The Information Technology Department (ITD) 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. On October 17, 2012, City Council approved Ordinance 2012-0908 pertaining to affairs with ITD. This ordinance also authorized the official department name change to "Houston Information Technology Services" (HITS).

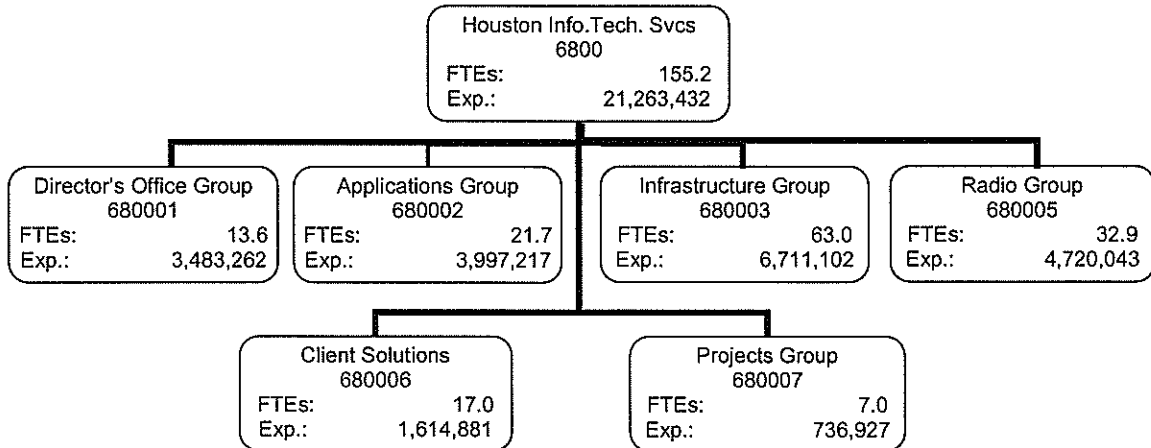
Department Short Term Goals

1. Implement Information Security framework and practice citywide with Chief Information Security Officer in place.
2. Standardize Information Technology (IT) Project Management Methodology citywide.
3. Begin IT Asset Inventory Plan, Conversion and Delivery Citywide (Phase II of III).
4. Improve IT services by streamlining processes, consolidating resources, adopting new technology and aggregating such as service desk, network, telephony, servers, data centers and call centers.
5. Continue or finalize the implementation 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 IT Governance to drive IT Project Selection, Prioritization and Investment.
7. Develop three year IT Plan with one year Service Delivery Plan.
8. Implement two data centers using managed service providers.

Department Long Term Goals

1. Continue organizational change management inside the HITS to extend the focus on service delivery and customer satisfaction.
2. Implement new service delivery processes that are documented, measurable and repeatable.
3. Significantly improve reliability and stability of email, networks, data centers, call centers and telephony.
4. Implement continuous IT Planning as part of the IT Governance Process for IT Investment & Prioritization.
5. Consolidate IT services for their improvement, while driving cost avoidance citywide; consolidating processes and facilities; adopting new technology; aggregating purchases across consolidated departments.
6. Consistently deliver innovative solutions to business requirements while minimizing operating expense.
7. Investigate optimizing the use of our enterprise resource planning tools, in a program called "SAP FIRST"
8. Develop Data Warehouse Implementation Plan for business decision making citywide.

Department Organization



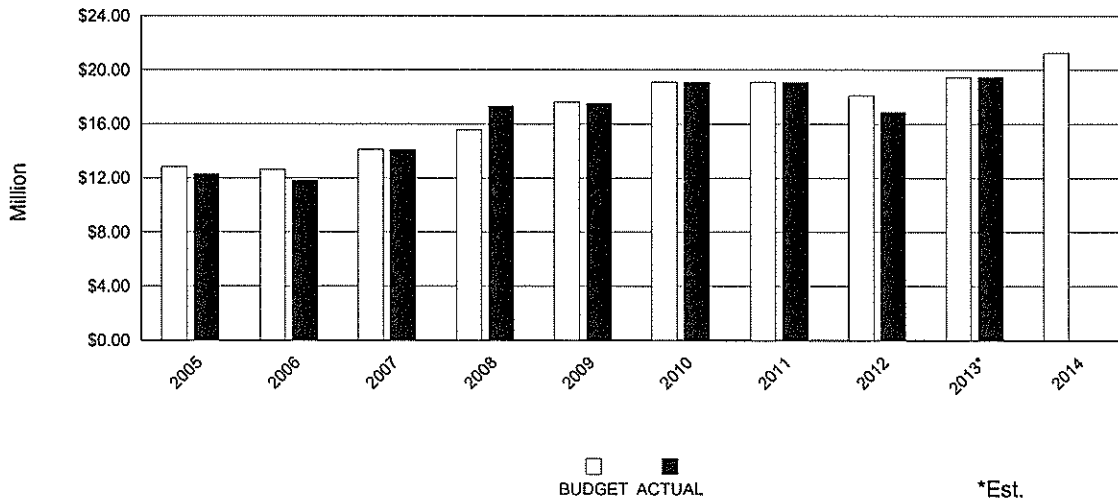
FISCAL YEAR 2014 BUDGET

Business Area Budget Summary

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

		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	13,231,223	14,906,890	14,421,236	16,301,490
	Supplies	452,596	410,671	437,714	457,497
	Other Services and Charges	3,173,350	4,124,682	4,583,293	4,504,445
	Total M & O Expenditures	<u>16,857,169</u>	<u>19,442,243</u>	<u>19,442,243</u>	<u>21,263,432</u>
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	<u>16,857,169</u>	<u>19,442,243</u>	<u>19,442,243</u>	<u>21,263,432</u>
Revenues		18,643	0	14,000	311,040
Staffing	Full-Time Equivalents - Civilian	149.1	141.7	138.1	155.2
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>149.1</u>	<u>141.7</u>	<u>138.1</u>	<u>155.2</u>
	Full-Time Equivalents - Overtime	1.7	1.1	1.3	1.7
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. o Implement the final phase for the new 700 MHz radio system. o Begin the process of consolidating data centers to reduce operating and capital expenses. o Increase of 17 FTEs to support the Regional Radio Communications System. 				

**Houston Information Technology Services
Current Budget vs Actual Expenditures**



FISCAL YEAR 2014 BUDGET

Business Area Performance Measures					
Fund Name : General Fund					
Business Area Name : Houston Information Technology Services					
Fund No./Bus Area No. : 1000 / 6800					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Service delivery with alignment of business requirement participation	F	N/A	N/A	55%	60%
Data center consolidation implementation	F	N/A	N/A	N/A	50%
Business Process Measures					
Success rate on server data backups	I	N/A	95%	95%	95%
Number of externally generated e-mails blocked due to Spam and/or Malware	I	N/A	N/A	96%	96%
People and Technology Measures					
Develop blueprint for the complete IT professional in support of City services	J	N/A	N/A	78%	83%
Design/Implement information security framework and practice	P	N/A	90%	60%	85%
Financial Measures					
Expenditures Budget vs Actual Utilization	F	93%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	3%	N/A	N/A	100%
Implement a continuous 3 year planning and prioritization process of IT capital projects citywide	F	N/A	N/A	N/A	60%
Mayor's Five Priorities: Jobs and Sustainable Development (J)		Public Safety (P)		Infrastructure (I)	
Fiscal Responsibility (F)		Quality of Life (Q)			

FISCAL YEAR 2014 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Houston Information Technology Services Fund No./Bus Area No. : 1000 / 6800						
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
HITS - Director's Office Group 680001 Citywide IT oversight, administrative support in financial analysis and reporting, cost accounting, capital planning, project staffing, funds management, asset management, procurement, contract compliance, open records and accounts payable. Management of cost common to entire IT Department.	11.5	2,043,230	14.0	4,195,337	13.6	3,483,262
HITS - Applications Group 680002 Provides citywide applications support and IT solutions for business processes to City departments. Responsible for implementing and supporting commercial off-the-shelf applications like 3-1-1, Fleet, the Contact Center, etc. The ERP Team supports Procurement, Human Resources, Financials, and Payroll applications.	26.5	4,177,925	20.0	3,934,111	21.7	3,997,217
HITS - Infrastructure Group 680003 Provides help desk/field support for citywide applications. Manages the City's network/telecommunications infrastructure, internet access and remote connectivity to ensure reliability. Manages server platforms, storage systems, data center facilities, server rooms, e-mail, communication systems, and system management tools.	70.7	6,407,779	62.1	6,566,316	63.0	6,711,102
HITS - Radio Group 680005 Responsible for upgrading current city radios to 700 MHz. (Radio Interoperability Project). The four existing radio systems will be replaced with a reliable, effective and efficient radio system that will improve citywide communications and provide for inter-agency interoperability between City, County, Regional, State and Federal agencies.	21.8	2,531,690	18.0	2,589,062	32.9	4,720,043
HITS - Client Solutions 680006 Provides system administration for the court's information system, application support, field services, data management, business analysis, and IT-related administrative support.	18.6	1,696,545	17.0	1,528,206	17.0	1,614,881

FISCAL YEAR 2014 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Houston Information Technology Services Fund No./Bus Area No. : 1000 / 6800							
Division Description	680007	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
HITS - Projects Group Responsible for business continuity and the development and implementation of IT policies, procedures and standards.		0.0	0	7.0	629,211	7.0	736,927
Total		<u>149.1</u>	<u>16,857,169</u>	<u>138.1</u>	<u>19,442,243</u>	<u>155.2</u>	<u>21,263,432</u>

FISCAL YEAR 2014 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ADMINISTRATIVE ASSISTANT	17	3.0	0.0	(3.0)
ADMINISTRATIVE ASSOCIATE	13	1.0	1.0	
ADMINISTRATIVE COORDINATOR	24	4.0	3.0	(1.0)
ADMINISTRATIVE SPECIALIST	20	0.0	5.0	5.0
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	
ASSISTANT CUSTOMER SERVICE MANAGER	26	1.0	1.0	
ASSISTANT DIRECTOR (EXE LEV)	32	6.0	7.0	1.0
ASSISTANT OPERATIONS MANAGER	22	2.0	2.0	
CENTRAL NETWORK ADMINISTRATOR	26	7.0	5.7	(1.3)
CHIEF INFORMATION OFFICER (EXE LEV)	36	1.0	1.0	
COMMUNICATIONS TECHNICIAN	15	1.0	0.0	(1.0)
COMMUNICATIONS TECHNICIAN SUPERVISOR	25	3.0	3.7	0.7
COMPUTER OPERATOR	10	1.0	0.0	(1.0)
DATA BASE ANALYST	22	1.0	0.7	(0.3)
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	1.0	0.0	(1.0)
DEPUTY CITY CONTROLLER (EXE LEV)	36	1.0	0.0	(1.0)
DEPUTY DIRECTOR (EXE LEV)	34	2.0	3.0	1.0
DIVISION MANAGER	29	3.0	3.0	
ERP BUSINESS SYSTEMS CONSULTANT	28	3.0	3.7	0.7
EXECUTIVE OFFICE ASSISTANT	15	1.0	1.0	
FIXED ASSET MANAGER	25	1.0	1.0	
INFORMATION SYSTEMS ADMINISTRATOR	30	1.0	1.0	
IRM MANAGER	29	3.0	3.0	
IS/IT HELP DESK COORDINATOR	10	1.0	1.0	
IT PROJECT MANAGER	28	6.0	7.0	1.0
LAN SPECIALIST	26	3.0	3.0	
MAINTENANCE MECHANIC III	14	1.0	1.0	
MANAGEMENT ANALYST IV	25	0.0	1.0	1.0
MICROCOMPUTER ANALYST	20	8.0	8.0	
OPERATIONS MANAGER	27	2.0	0.7	(1.3)
PROGRAMMER ANALYST I	16	2.0	2.0	
PROGRAMMER ANALYST II	19	1.0	1.0	
PROGRAMMER ANALYST III	22	1.0	1.0	
PROGRAMMER ANALYST IV	25	4.0	3.0	(1.0)
SENIOR BUYER	22	1.0	0.0	(1.0)
SENIOR CENTRAL NETWORK ADMINISTRATOR	28	2.0	3.0	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	

Business Area Roster Summary

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

Job Description	Pay Grade	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
SENIOR INVENTORY MANAGEMENT CLERK	12	0.0	1.4	1.4
SENIOR IT PROJECT MANAGER (EXE LEV)	30	0.0	1.0	1.0
SENIOR MICROCOMPUTER ANALYST	23	11.0	12.0	1.0
SENIOR PROJECT MANAGER	27	0.0	1.0	1.0
SENIOR TELECOMMUNICATIONS SPECIALIST	21	4.0	3.7	(0.3)
STAFF ANALYST	26	1.0	1.7	0.7
SYSTEMS ACCOUNTANT IV	29	2.0	2.0	
SYSTEMS CONSULTANT	26	4.0	4.0	
SYSTEMS SUPPORT ANALYST I	16	0.0	1.0	1.0
SYSTEMS SUPPORT ANALYST II	19	1.0	1.0	
SYSTEMS SUPPORT ANALYST III	22	4.0	4.0	
SYSTEMS SUPPORT ANALYST IV	25	8.0	8.4	0.4
TECHNICAL HARDWARE ANALYST I	17	6.0	6.0	
TECHNICAL HARDWARE ANALYST II	21	13.0	17.8	4.8
TECHNICAL HARDWARE ANALYST III	23	5.0	7.4	2.4
TELECOMMUNICATIONS SPECIALIST	18	2.0	2.0	
TRAINING COORDINATOR	24	0.0	0.7	0.7
Total FTEs		146.0	158.6	12.6
Less adjustment for Civilian Vacancy Factor		4.3	3.4	(0.9)
Full-Time Equivalents		141.7	155.2	13.5

FISCAL YEAR 2014 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
6800050001	HITS - Radio Comm Services			
424210	Interfund Radio Parts & Labor	0	0	1,800
424215	Interfund Radio System Access	0	0	48,240
426055	External Radio Parts & Labor	0	14,000	27,000
426520	External Radio System Fees	0	0	234,000
Total	HITS - Radio Comm Services	<u>0</u>	<u>14,000</u>	<u>311,040</u>
Total	Houston Information Technology Services	<u>0</u>	<u>14,000</u>	<u>311,040</u>

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	9,225,143	10,091,863	9,653,909	11,210,532
500060	Overtime - Civilian	137,528	100,459	135,000	139,320
500090	Premium Pay - Civilian	5,752	8,000	9,000	8,000
500110	Bilingual Pay - Civilian	2,714	0	1,950	2,000
501070	Pension - Civilian	1,755,884	2,159,667	2,065,937	2,543,673
501120	Termination Pay - Civilian	103,728	50,000	90,000	50,000
501160	Vehicle Allowance - Civilian	388	0	0	0
502010	FICA - Civilian	689,438	762,545	731,084	852,587
503010	Health Ins-Act Civilian	1,137,177	1,392,411	1,392,411	1,405,153
503015	Basic Life Insurance - Active Civilian	5,495	6,003	6,003	8,548
503060	Long Term Disability-Civilian	11,264	12,133	12,133	13,364
503090	Workers Compensation-Civilian-Admin	25,963	34,127	34,127	37,557
503100	Workers Compensation-Civilian-Claim	8,124	7,500	7,500	7,500
504030	Unemployment Claims - Administration	122,625	282,182	282,182	23,256
Total	Personnel Services	13,231,223	14,906,890	14,421,236	16,301,490
511020	Construction Materials	0	0	1,000	2,000
511025	Electrical Hardware & Parts	82,635	128,000	125,000	125,000
511040	Audiovisual Supplies	0	0	0	3,000
511045	Computer Supplies	24,496	21,800	68,600	38,350
511050	Paper & Printing Supplies	933	1,000	0	0
511055	Publications & Printed Materials	1,389	2,700	1,600	2,100
511070	Miscellaneous Office Supplies	33,444	38,279	27,129	47,000
511095	Small Technical & Scientific Equipment	197,543	105,000	105,000	105,000
511110	Fuel	59,398	58,892	58,892	69,847
511115	Vehicle Repair & Maintenance Supplies	356	2,000	0	3,300
511120	Clothing	318	1,000	6,000	3,000
511125	Food Supplies	4,166	5,500	2,000	5,000
511135	Recreational Supplies	0	0	18	0
511145	Small Tools & Minor Equipment	12,239	20,000	20,000	23,000
511150	Miscellaneous Parts & Supplies	35,679	26,500	22,475	30,900
Total	Supplies	452,596	410,671	437,714	457,497
520100	Temporary Personnel Services	68,199	142,110	82,814	119,722
520107	Computer Info/Contr	133,481	270,633	277,108	215,000
520108	Information Resource Services	0	0	2,900	2,900
520109	Medical Dental & Laboratory Services	1,011	800	1,500	1,500
520110	Management Consulting Services	1,126,348	1,154,525	1,498,396	1,138,525
520114	Miscellaneous Support Services	13,772	0	240,500	500
520119	Computer Equipment/Software Maintenance	(42,671)	47,735	75,735	104,000
520120	Communications Equipment Services	260	75,000	75,000	25,500
520121	IT Application Svcs	227,207	554,033	553,166	255,577
520123	Vehicle & Motor Equipment Services	39,919	26,000	26,800	30,500
520126	Construction Site Work Services	10,023	2,526	52,526	0
520510	Mail/Delivery Services	222	125	225	200
520515	Print Shop Services	98	200	800	2,100
520520	Printing & Reproduction Services	50	0	0	0
520605	Advertising Services	6,444	6,500	7,300	7,000
520705	Insurance Fees	35,772	270,898	270,898	410,459
520765	Membership & Professional Fees	1,984	176,000	173,500	179,500
520805	Education & Training	7,415	6,300	5,950	26,750
520815	Tuition Reimbursement	500	0	0	1,750
520905	Travel - Training Related	827	4,000	4,000	12,000
520910	Travel - Non-Training Related	17,291	3,200	11,700	17,500

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
521415	Land and Grounds Maintenance	0	2,000	0	0
521505	Electricity	0	0	0	135,000
521510	Natural Gas	0	0	0	45,000
521605	Data Services	249,070	476,379	384,614	174,394
521610	Voice Services	96,956	205,146	106,542	116,358
521620	Voice Equipment	22,026	33,841	29,841	27,546
521625	Voice Labor	52,371	24,871	16,532	34,922
521630	GIS Revolving Fund Services	5,283	5,029	5,029	29,169
521635	Voice Services -Wireless	0	0	0	108,867
521715	Office Equipment Rental	17,754	25,100	24,100	24,100
521725	Other Rental	753,423	406,843	432,865	1,019,250
521730	Parking Space Rental	79,907	82,440	82,440	82,440
522430	Miscellaneous Other Services & Charges	133,325	13,474	13,474	19,500
522435	Interest Charges Past Due Accounts	257	0	1,000	1,000
522721	Interfund HR Client Services	88,395	103,656	103,656	112,991
522722	KRONOS Service Chargeback	5,903	5,318	5,318	5,858
522845	Interfund Vehicle Services	20,528	0	17,064	17,067
Total	Other Services and Charges	3,173,350	4,124,682	4,583,293	4,504,445
Grand Total Expenditures		16,857,169	19,442,243	19,442,243	21,263,432

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 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.

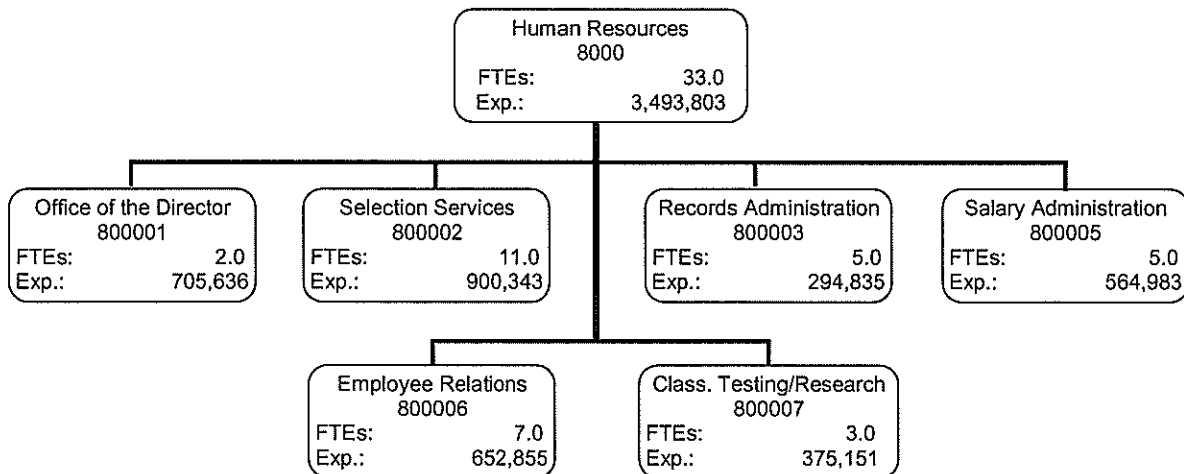
Department Short Term Goals

- DO IT BETTER - Quality/Process Improvement
- LET 'EM DO IT - Employee Empowerment/Engagement
- DO IT SMARTER - Improve Financial Performance
- DO IT FOR THEM . . . NOW - Enhance Customer Service
- DO IT RIGHT - Ensure High Compliance Standards

Department Long Term Goals

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

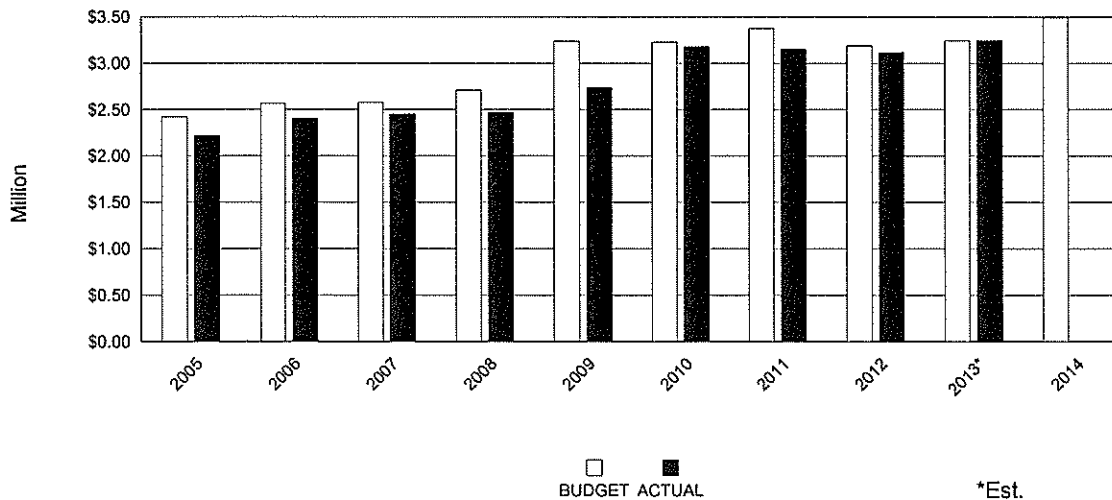
Department Organization



FISCAL YEAR 2014 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : Human Resources					
Fund No./Bus. Area No. : 1000 / 8000					
		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	2,715,581	2,856,381	2,854,658	2,848,780
	Supplies	44,996	63,770	65,760	65,564
	Other Services and Charges	342,227	302,227	302,510	573,959
	Non-Capital Equipment	15,830	23,490	22,940	5,500
	Total M & O Expenditures	3,118,634	3,245,868	3,245,868	3,493,803
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	3,118,634	3,245,868	3,245,868	3,493,803
Revenues		12,903	6,000	15,000	6,000
Staffing	Full-Time Equivalents - Civilian	35.9	34.8	34.7	33.0
	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	35.9	34.8	34.7	33.0
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> 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. o Pursue and implement technological advances to improve operations, employee access/communications and transparency. o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. 				

**Human Resources
Current Budget vs Actual Expenditures**



FISCAL YEAR 2014 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area Name : Human Resources Fund No./Bus Area No. : 1000 / 8000					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Classified exams administered	P	13	10	15	10
Classified and Uniformed Services Employment and Reemployment Rights Act applicants tested	P	869	1,000	1,200	1,000
Police and Fire cadets tested	P	208	1,200	2,000	1,200
Business Process Measures					
Audit active personnel files	F	26,589	50,000	50,000	17,250
Process performance reviews	F	10,259	18,000	10,000	14,000
Participate in and conduct pay structure surveys	F	264	200	200	200
Job applications processed	J	219,784	200,000	200,000	200,000
Vacancies filled	J	3,559	5,000	5,000	5,000
New hires	J	1613	2,000	2,500	2,500
People and Technology Measures					
Classes provided in the HR Professionals Training Program	F	N/A	N/A	N/A	4
City employees attending training classes and presentations on HR and employee/labor relations	F	N/A	N/A	N/A	500
Financial Measures					
Expenditures Budget vs Actual Utilization	F	98%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	215%	100%	250%	100%
Mayor's Five Priorities: Jobs and Sustainable Development (J) Fiscal Responsibility (F)		Public Safety (P) Quality of Life (Q)		Infrastructure (I)	

FISCAL YEAR 2014 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Human Resources Fund No./Bus Area No. : 1000 / 8000							
Division Description		FY2012 Actual		FY2013 Estimate		FY2014 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Office of the Director	800001						
Provide executive support and leadership to all the divisions of the department.		2.0	418,830	2.0	398,811	2.0	705,636
Selection Services	800002						
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.		11.6	822,567	10.8	845,786	11.0	900,343
Records Administration	800003						
Provide accurate and timely maintenance of active (on-site) and archived (off-site) employee records. Administer the employment verification contract, ensuring vendor compliance. Ensure timely response to Texas Public Information Act requests, subpoenas and social service requests.		4.9	265,816	4.8	283,407	5.0	294,835
Salary Administration	800005						
Administer the City's classification and compensation systems to facilitate the acquisition and maintenance of an experienced, competitive workforce. Ensure compliance with all applicable laws, regulations and codes.		5.3	525,554	5.0	596,802	5.0	564,983
Employee Relations	800006						
Promote compliance in Employee/Labor Relations areas such as Civil Service (municipal and classified); relevant federal, state, and City laws; City policies and procedures; union contracts; and grievance processes.		8.1	713,448	7.7	640,904	7.0	652,855
Classified Testing and Research	800007						
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 mandated by Chapter 143.		2.0	170,560	2.6	268,821	3.0	375,151

FISCAL YEAR 2014 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Human Resources Fund No./Bus Area No. : 1000 / 8000						
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Training 800008 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 and Leadership Institute Program. The division was consolidated into newly created Learning and Development Center funded in the Central Service Revolving Fund.	2.0	201,859	1.8	211,337	0.0	0
Total	<u>35.9</u>	<u>3,118,634</u>	<u>34.7</u>	<u>3,245,868</u>	<u>33.0</u>	<u>3,493,803</u>

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ADMINISTRATIVE AIDE	10	1.0	1.0	
ADMINISTRATIVE COORDINATOR	24	1.0	3.0	2.0
ADMINISTRATIVE SPECIALIST	20	1.0	0.0	(1.0)
ASSISTANT DIRECTOR-HUMAN RESOURCES (EXE LEV)	32	1.0	0.0	(1.0)
DIVISION MANAGER	29	3.8	3.0	(0.8)
HUMAN RESOURCES ASSISTANT	13	1.0	0.0	(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	1.0	(1.0)
RECORDS SUPERVISOR	18	1.0	1.0	
RECORDS TECHNICIAN	9	4.0	4.0	
SENIOR COMPENSATION SPECIALIST	22	0.0	2.0	2.0
SENIOR HUMAN RESOURCES SPECIALIST	21	12.0	12.0	
SENIOR TRAINER	21	1.0	0.0	(1.0)
STAFF ANALYST	26	1.0	1.0	
Total FTEs		34.8	33.0	(1.8)
Less adjustment for Civilian Vacancy Factor		0.0	0.0	0.0
Full-Time Equivalents		34.8	33.0	(1.8)

FISCAL YEAR 2014 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
8000010001	Office of the Director			
426330	Miscellaneous Copies Fees	6,000	15,000	6,000
Total	Human Resources	6,000	15,000	6,000

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	1,858,590	1,928,572	1,927,014	1,938,196
500030	Salary Part Time - Civilian	86,606	36,299	36,299	0
500060	Overtime - Civilian	79	0	0	0
500110	Bilingual Pay - Civilian	5,025	5,257	5,245	5,422
501070	Pension - Civilian	353,803	412,545	412,570	439,773
501120	Termination Pay - Civilian	4,552	0	0	0
501160	Vehicle Allowance - Civilian	582	0	0	0
502010	FICA - Civilian	143,682	145,045	144,549	146,254
503010	Health Ins-Act Civilian	233,139	279,185	279,403	305,720
503015	Basic Life Insurance - Active Civilian	1,120	1,136	1,175	1,498
503060	Long Term Disability-Civilian	2,704	2,890	2,895	2,805
503090	Workers Compensation-Civilian-Admin	6,690	8,582	8,638	7,887
503100	Workers Compensation-Civilian-Claim	650	4,500	4,500	0
504030	Unemployment Claims - Administration	18,359	32,370	32,370	1,225
Total	Personnel Services	2,715,581	2,856,381	2,854,658	2,848,780
511040	Audiovisual Supplies	37	1,500	1,500	1,500
511045	Computer Supplies	3,866	6,350	6,900	7,400
511050	Paper & Printing Supplies	3,168	3,650	3,650	6,604
511055	Publications & Printed Materials	9,354	20,200	21,200	15,200
511060	Postage	2,536	3,275	3,200	3,300
511070	Miscellaneous Office Supplies	24,340	25,535	26,050	30,300
511125	Food Supplies	169	2,000	2,000	0
511150	Miscellaneous Parts & Supplies	1,526	1,260	1,260	1,260
Total	Supplies	44,996	63,770	65,760	65,564
520100	Temporary Personnel Services	10,020	56,500	56,500	0
520110	Management Consulting Services	6,120	30,825	30,825	22,000
520114	Miscellaneous Support Services	88,170	49,751	49,751	54,587
520119	Computer Equipment/Software Maintenance	88,817	35,000	35,000	49,832
520121	IT Application Svcs	1,629	24,136	24,136	266,954
520126	Construction Site Work Services	8,280	2,500	2,500	0
520515	Print Shop Services	1,650	1,700	3,295	3,300
520520	Printing & Reproduction Services	0	2,660	2,660	9,500
520605	Advertising Services	40	420	1,000	3,150
520705	Insurance Fees	381	1,134	1,134	1,247
520765	Membership & Professional Fees	3,260	4,480	4,815	4,275
520805	Education & Training	13,683	25,215	22,400	29,900
520905	Travel - Training Related	295	1,400	1,400	4,800
520910	Travel - Non-Training Related	625	1,060	1,358	100
521605	Data Services	7,693	10,605	10,605	75,135
521610	Voice Services	(1,139)	26,254	22,254	5,456
521620	Voice Equipment	1,772	588	4,588	4,235
521625	Voice Labor	1,681	432	722	5,369
521630	GIS Revolving Fund Services	1,460	1,449	1,449	1,760
521635	Voice Services -Wireless	0	0	0	6,640
521715	Office Equipment Rental	0	11,050	11,050	12,303
521730	Parking Space Rental	11,313	10,500	10,500	11,000
522430	Miscellaneous Other Services & Charges	83,249	1,720	1,720	920
522722	KRONOS Service Chargeback	2,529	1,348	1,348	1,496
522730	Interfund Engineering Services	118	0	0	0

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
522780	Interfund Photo Copy Services	10,581	1,500	1,500	0
Total	Other Services and Charges	342,227	302,227	302,510	573,959
551010	Non-Capital Office Furniture & Equipment	5,340	9,150	9,150	0
551015	Non-Capital Computer Equipment	0	7,250	6,700	5,500
551020	Non-Capital Communication Equipment	10,490	7,090	7,090	0
Total	Non-Capital Equipment	15,830	23,490	22,940	5,500
	Grand Total Expenditures	3,118,634	3,245,868	3,245,868	3,493,803



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 and 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 and Casualty Fund sections include: Claims and 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 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.

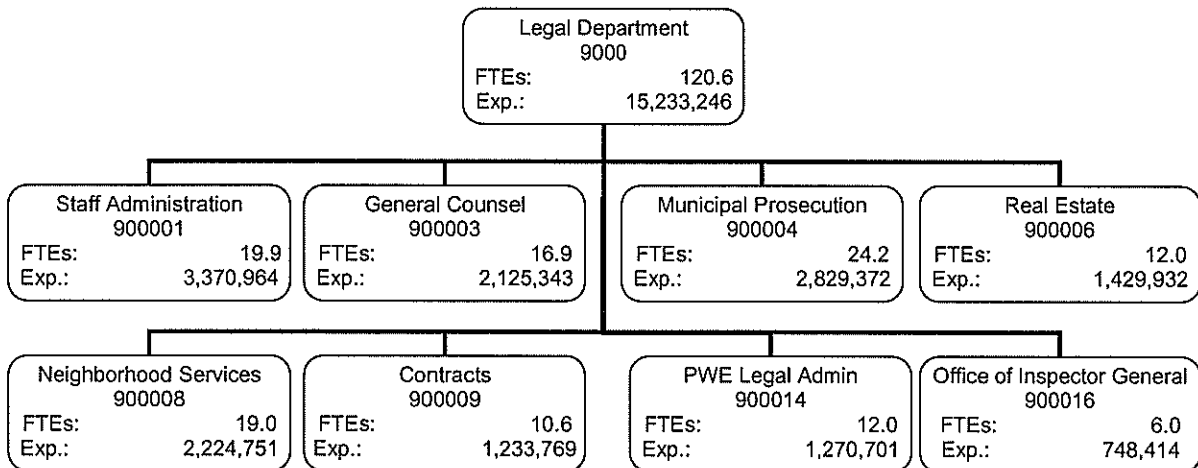
Department Short Term Goals

- 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.

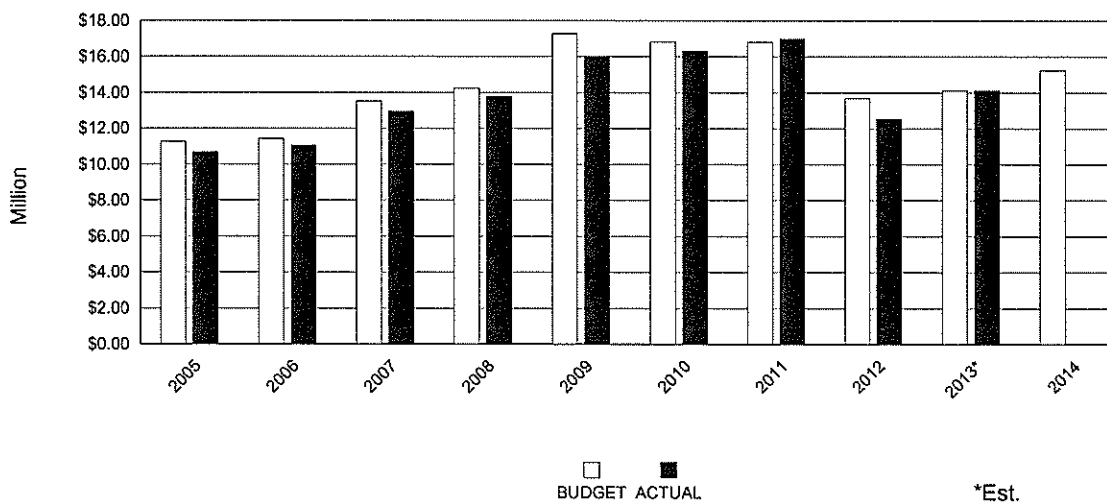
Department Organization



FISCAL YEAR 2014 BUDGET

Business Area Budget Summary					
Fund Name : General Fund Business Area Name : Legal Fund No./Bus. Area No. : 1000 / 9000					
		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	11,616,653	12,994,796	12,962,682	14,013,432
	Supplies	341,411	354,544	468,314	393,186
	Other Services and Charges	573,264	763,062	681,406	826,628
	Total M & O Expenditures	<u>12,531,328</u>	<u>14,112,402</u>	<u>14,112,402</u>	<u>15,233,246</u>
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	<u>12,531,328</u>	<u>14,112,402</u>	<u>14,112,402</u>	<u>15,233,246</u>
Revenues		1,183,255	1,188,873	1,185,273	1,271,616
Staffing	Full-Time Equivalents - Civilian	119.1	119.8	116.3	120.6
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>119.1</u>	<u>119.8</u>	<u>116.3</u>	<u>120.6</u>
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. o The FY2014 Budget includes funding for Sr. Assistant City Attorney II in Contracts section. o In FY2014, the department will continue to evolve into a more technology oriented law office environment that will reduce supplies and archiving service expenditures, enhance litigation techniques, and safeguard the department's data management infrastructure. The department is lagging behind private sector law departments 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 paperless. 				

**Legal
Current Budget vs Actual Expenditures**



FISCAL YEAR 2014 BUDGET

Business Area Performance Measures					
Fund Name : General Fund					
Business Area Name : Legal					
Fund No./Bus Area No. : 1000 / 9000					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
Deed restriction inquiries/complaints/opened files	P,F,Q	2,013	N/A	2,520	2,570
Deed restriction warning letters sent	P,F,Q	137	87	131	157
Deed restriction matters closed without litigation	P,F,Q	1,419	402	2,072	2,112
Homeowners Association meetings attended	P,F,Q	238	357	706	775
Attorney General-related TPIA requests handled	J,P,I,F,Q	662	703	384	400
Non-Attorney General-related TPIA requests handled	J,P,I,F,Q	441	517	412	500
Business Process Measures					
New matters opened in Legal for handling	J,P,I,F,Q	10,028	10,300	9,728	9,900
Subpoenas processed	J,P,I,F,Q	1,757	1,500	2,098	1,900
Municipal Courts cases prosecuted	P,I,F,Q	939,247	984,911	747,108	871,741
Contracts prepared	J,P,I,F,Q	1,098	1,110	1,129	1,185
Utility/regulatory matters handled	I,F,Q	88	92	92	90
People and Technology Measures					
Office of Inspector General complaints received	J,P,I,F,Q	256	225	325	375
Financial Measures					
Expenditures Budget vs Actual Utilization	F	92%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	105%	100%	100%	100%
Mayor's Five Priorities: Jobs and Sustainable Development (J)		Public Safety (P)		Infrastructure (I)	
Fiscal Responsibility (F)		Quality of Life (Q)			

FISCAL YEAR 2014 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Legal Fund No./Bus Area No. : 1000 / 9000						
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
LGL - Staff Administration Section 900001 This section is responsible for IT, payables, receivables, budget management, facility maintenance, conference rooms, HR assistance, courthouse deliveries, copy services, assignment matter set up, archiving, library organization and management feedback.	20.9	2,766,850	20.4	3,261,685	19.9	3,370,964
LGL - General Counsel Section 900003 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.	15.9	1,761,160	15.8	1,989,185	16.9	2,125,343
LGL - Municipal Prosecution Section 900004 This section represents the State in Municipal Courts; handles appealed cases, property disposition and tow hearings; assists citizens with direct filing of non-traffic misdemeanors; assists police and City inspectors with statutory and code enforcement and with drafting warrants; works directly with Chief Clerk and Presiding Judge to solve problems and establish policy for the Municipal Courts.	23.0	2,276,782	22.0	2,507,697	24.2	2,829,372
LGL - Real Estate Section 900006 Provide legal services/draft ordinances, contracts, opinions, title reports and other documents relating to buying/selling/leasing/abandoning real estate, eminent domain proceedings, environmental and land development regulation, economic incentives and federal/state grant programs.	13.3	1,207,781	12.0	1,366,864	12.0	1,429,932
LGL - Neighborhood Services Section 900008 Enforce deed restrictions, respond to citizen complaints and Council and Mayor inquiries, file lawsuits, provide title work for Neighborhood Protection and deed restriction matters, attend dangerous building hearings, investigate Texas Alcohol Beverage Commission complaints, enforce sexually - oriented business ordinances and statutes, attend public hearings.	18.9	1,848,345	17.8	2,114,774	19.0	2,224,751
LGL - Contracts Section 900009 The section is responsible for preparing, reviewing, negotiating City contracts, drafting budget and appropriation ordinances and opinions, researching and issuing bid irregularity opinions, handle McGregor Act claims and grants greater than \$400,000.	9.2	902,530	9.6	1,010,505	10.6	1,233,769

FISCAL YEAR 2014 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Legal Fund No./Bus Area No. : 1000 / 9000						
Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
LGL - PWE Legal Administration Section 900014 This cost center was created to capture the payroll costs of 12 personnel in the Real Estate, Contracts and Labor, Employment and Civil Rights Sections who provide services exclusively to PWE which reimburses the Legal Department for said costs.	11.8	1,098,705	12.0	1,148,092	12.0	1,270,701
LGL - Office of Inspector General Section 900016 Investigate alleged violations by City employees (excluding employees of HPD), elected officials, Mayoral appointees, vendors and contractors of state or federal laws, City Charter provisions, City Ordinances, City Council Code of Conduct, Executive Orders, Administrative Procedures, ombudsman for citizens with allegations of police misconduct; consult with Independent Police Oversight Board.	6.1	669,175	6.7	713,600	6.0	748,414
Total	119.1	12,531,328	116.3	14,112,402	120.6	15,233,246

FISCAL YEAR 2014 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	0.0	(1.0)
ADMINISTRATIVE AIDE	10	1.0	2.0	1.0
ADMINISTRATIVE ASSISTANT	17	4.0	3.0	(1.0)
ADMINISTRATIVE ASSISTANT (EXE LEV)	17	2.0	2.0	
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	1.0	1.0	
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	1.0	1.0	
ADMINISTRATIVE SUPERVISOR	22	3.0	2.0	(1.0)
ASSISTANT CITY ATTORNEY I	21	14.0	15.0	1.0
ASSISTANT CITY ATTORNEY II	24	16.0	16.0	
ASSISTANT CITY ATTORNEY III	27	6.0	0.0	(6.0)
CITY ATTORNEY	39	1.0	1.0	
CLERK	5	2.0	0.0	(2.0)
COMMUNITY LIAISON	18	1.0	1.0	
DEPUTY DIRECTOR (EXE LEV)	34	1.0	0.0	(1.0)
DIVISION MANAGER	29	2.0	3.0	1.0
EXECUTIVE OFFICE ASSISTANT	15	1.0	1.0	
FIRST ASSISTANT CITY ATTORNEY	37	2.0	2.0	
HUMAN RESOURCES ASSISTANT	13	0.0	1.0	1.0
HUMAN RESOURCES SUPERVISOR	24	0.0	1.0	1.0
IRM MANAGER	29	0.0	1.0	1.0
LEGAL INVESTIGATOR	18	2.0	2.0	
LEGAL WORD PROCESSOR	11	1.0	1.0	
MESSENGER	6	1.0	1.0	
PARALEGAL I	12	5.0	4.0	(1.0)
PARALEGAL II	14	2.0	0.0	(2.0)
PARALEGAL III	16	4.0	0.0	(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	11.0	7.0
SENIOR ASSISTANT CITY ATTORNEY II	32	3.0	14.6	11.6
SENIOR ASSISTANT CITY ATTORNEY III	34	6.0	0.0	(6.0)
SENIOR ASSISTANT CITY ATTORNEY IV	35	3.0	0.0	(3.0)
SENIOR ASSISTANT CITY ATTORNEY,SECTION CHIEF	35	5.0	5.0	
SENIOR LEGAL WORD PROCESSOR	13	1.0	1.0	
SENIOR OFFICE ASSISTANT	12	2.0	2.0	
SENIOR PARALEGAL	19	11.5	18.5	7.0
SENIOR PUBLIC LOSS INVESTIGATOR	24	4.0	3.0	(1.0)
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	1.0	
SYSTEMS CONSULTANT	26	1.0	0.0	(1.0)
SYSTEMS SUPPORT ANALYST III	22	1.0	1.0	
Total FTEs		119.5	121.1	1.6
Less adjustment for Civilian Vacancy Factor		(0.3)	0.5	0.8
Full-Time Equivalents		119.8	120.6	0.8

FISCAL YEAR 2014 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
9000010001	LGL - General Admin of Dept			
424070	Interfund Legal Services	1,175,773	1,161,773	1,255,316
426330	Miscellaneous Copies Fees	3,000	1,500	1,200
434305	Judgments & Claims	5,000	18,000	10,000
452020	Recoveries & Refunds	5,000	4,000	5,000
452030	Miscellaneous Revenue	100	0	100
Total	LGL - General Admin of Dept	1,188,873	1,185,273	1,271,616
Total	Legal	1,188,873	1,185,273	1,271,616

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	8,376,863	9,010,412	9,009,882	9,645,119
500030	Salary Part Time - Civilian	67,682	131,596	80,000	83,548
500060	Overtime - Civilian	3,324	0	18	0
500110	Bilingual Pay - Civilian	5,068	6,000	4,563	4,563
501070	Pension - Civilian	1,597,914	1,928,222	1,929,184	2,188,480
501120	Termination Pay - Civilian	42,540	181,842	181,842	213,150
501160	Vehicle Allowance - Civilian	582	0	0	0
502010	FICA - Civilian	602,116	653,316	653,220	700,568
503010	Health Ins-Act Civilian	829,779	945,559	966,149	1,110,437
503015	Basic Life Insurance - Active Civilian	5,020	5,362	5,337	7,456
503060	Long Term Disability-Civilian	9,443	10,051	10,051	10,205
503090	Workers Compensation-Civilian-Admin	22,440	28,498	28,498	28,849
503100	Workers Compensation-Civilian-Claim	0	1,500	1,500	1,500
504030	Unemployment Claims - Administration	53,882	92,438	92,438	19,557
Total	Personnel Services	11,616,653	12,994,796	12,962,682	14,013,432
511045	Computer Supplies	47,319	62,300	172,114	90,951
511050	Paper & Printing Supplies	12,569	16,000	17,756	16,000
511055	Publications & Printed Materials	182,497	190,000	193,000	200,000
511060	Postage	23,062	23,000	22,200	23,000
511070	Miscellaneous Office Supplies	64,052	60,000	60,000	60,500
511110	Fuel	3,412	3,244	3,244	2,735
511150	Miscellaneous Parts & Supplies	8,500	0	0	0
Total	Supplies	341,411	354,544	468,314	393,186
520100	Temporary Personnel Services	0	11,000	7,236	0
520109	Medical Dental & Laboratory Services	791	800	800	800
520110	Management Consulting Services	(1,255)	0	0	0
520112	Banking Services	393	300	360	300
520114	Miscellaneous Support Services	142,325	240,000	178,548	202,956
520119	Computer Equipment/Software Maintenance	19,269	22,000	22,000	22,000
520121	IT Application Svcs	4,711	9,386	9,386	66,341
520123	Vehicle & Motor Equipment Services	0	3,000	3,000	3,000
520510	Mail/Delivery Services	196	1,000	1,000	1,000
520515	Print Shop Services	2,454	7,000	3,000	3,000
520520	Printing & Reproduction Services	17,592	35,000	35,000	35,000
520605	Advertising Services	0	0	500	0
520705	Insurance Fees	2,047	7,425	7,425	8,166
520765	Membership & Professional Fees	27,973	31,500	31,500	31,700
520805	Education & Training	17,051	22,800	22,800	34,600
520905	Travel - Training Related	5,292	6,200	6,200	8,372
520910	Travel - Non-Training Related	5,179	10,100	10,100	10,100
521605	Data Services	33,475	40,299	40,299	67,792
521610	Voice Services	48,568	54,127	54,127	66,229
521620	Voice Equipment	437	1,686	1,686	1,556
521625	Voice Labor	29	1,239	1,239	1,973
521630	GIS Revolving Fund Services	5,701	4,712	4,712	6,030
521635	Voice Services -Wireless	0	0	0	11,991
521715	Office Equipment Rental	1,687	48,000	42,000	42,000
521725	Other Rental	109	0	0	0
521730	Parking Space Rental	98,961	115,000	108,000	108,000
521905	Legal Services	52,340	82,856	82,856	82,856
522420	Petty Cash/Change Special Fund	1,177	1,500	1,500	1,500
522430	Miscellaneous Other Services & Charges	32,176	1,500	1,500	1,500

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
522722	KRONOS Service Chargeback	5,657	4,532	4,532	4,861
522735	Interfund Communication Equipment Repair	0	100	100	100
522780	Interfund Photo Copy Services	43,951	0	0	0
522845	Interfund Vehicle Services	4,978	0	0	2,905
Total	Other Services and Charges	573,264	763,062	681,406	826,628
Grand Total Expenditures		12,531,328	14,112,402	14,112,402	15,233,246



MAYOR'S OFFICE

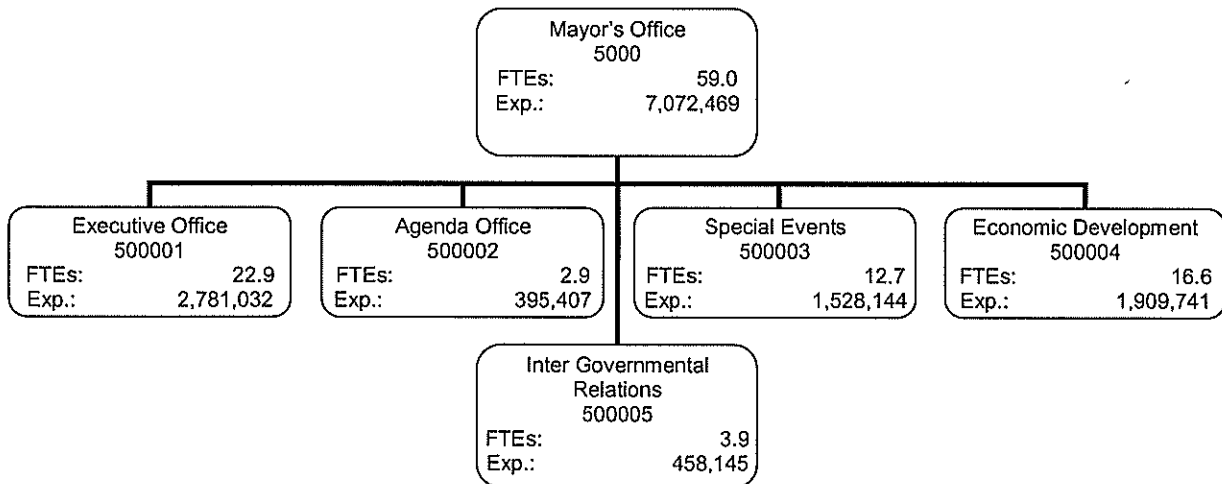
Department Description and Mission

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



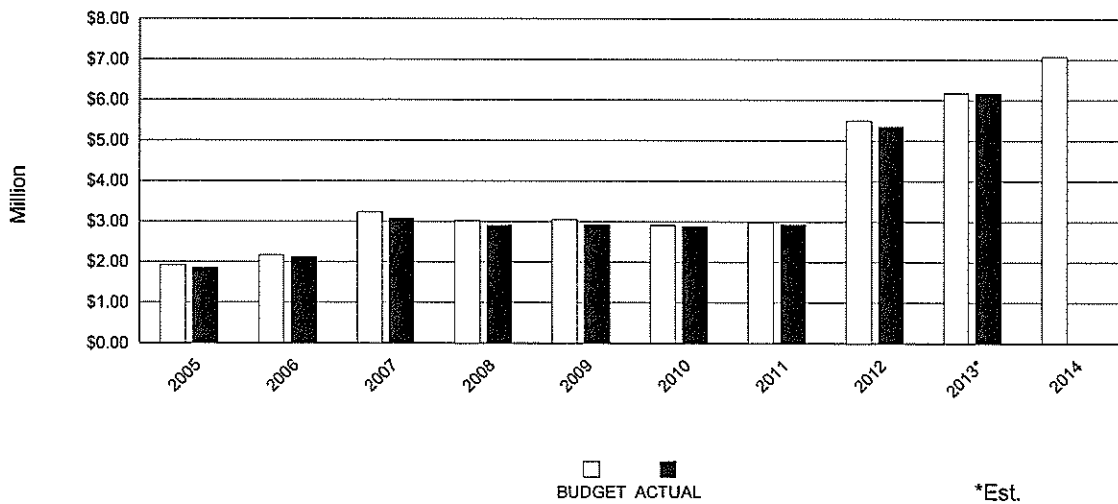
FISCAL YEAR 2014 BUDGET

Business Area Budget Summary

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

		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	4,841,870	5,498,311	5,496,728	6,268,536
	Supplies	107,843	96,757	96,757	88,358
	Other Services and Charges	385,665	569,204	570,787	715,575
	Total M & O Expenditures	<u>5,335,378</u>	<u>6,164,272</u>	<u>6,164,272</u>	<u>7,072,469</u>
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	<u>5,335,378</u>	<u>6,164,272</u>	<u>6,164,272</u>	<u>7,072,469</u>
Revenues		61,568	14,800,000	29,575,578	15,301,565
Staffing	Full-Time Equivalents - Civilian	49.7	53.8	53.8	59.0
	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>49.7</u>	<u>53.8</u>	<u>53.8</u>	<u>59.0</u>
	Full-Time Equivalents - Overtime	0.4	0.5	0.5	0.2
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. o Additional 3 FTEs to produce and manage new annual events offset by sponsorship reimbursements. 				

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



FISCAL YEAR 2014 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Mayor's Office Fund No./Bus Area No. : 1000 / 5000							
Division Description		FY2012 Actual		FY2013 Estimate		FY2014 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Executive Office	500001						
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.		23.3	2,407,376	22.7	2,490,163	22.9	2,781,032
Agenda Office	500002						
Assist with processing contracts, awards and ordinance amendments through efficient communication with City departments and City Council.		2.9	348,455	2.9	361,659	2.9	395,407
Special Events	500003						
Produce and co-produce events that enhance the image of the City and highlights Houston's diverse culture.		9.7	1,144,295	9.7	1,187,076	12.7	1,528,144
Economic Develop/TIRZ	500004						
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.		13.8	1,435,252	15.6	1,709,053	16.6	1,909,741
Inter Government Relations	500005						
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	416,321	3.9	458,145
Total		49.7	5,335,378	53.8	6,164,272	59.0	7,072,469

FISCAL YEAR 2014 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ADMINISTRATION MANAGER	26	2.0	2.0	
ADMINISTRATION MANAGER (EXE LEV)	26	0.0	3.0	3.0
ADMINISTRATIVE AIDE	10	2.0	1.0	(1.0)
ADMINISTRATIVE ASSISTANT	17	2.5	1.0	(1.5)
ADMINISTRATIVE ASSISTANT (EXE LEV)	17	0.0	1.0	1.0
ADMINISTRATIVE COORDINATOR	24	3.0	3.0	
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	3.0	2.0	(1.0)
ADMINISTRATIVE SPECIALIST	20	4.0	5.0	1.0
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	5.0	5.0	
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	
ASSISTANT DIRECTOR (EXE LEV)	32	4.5	4.5	
CHIEF OF STAFF-MAYOR'S OFFICE (EXE LEV)	36	1.0	1.0	
DEPUTY DIRECTOR (EXE LEV)	34	4.0	3.0	(1.0)
DIVISION MANAGER	29	3.0	3.0	
EVENT COORDINATOR	19	2.0	4.0	2.0
EXECUTIVE OFFICE ASSISTANT	15	1.0	1.0	
EXECUTIVE STAFF ANALYST (EXE LEV)	30	1.3	2.0	0.7
FINANCIAL ANALYST III	21	1.0	1.0	
FINANCIAL ANALYST IV	25	1.0	1.0	
MARKETING SPECIALIST	25	1.0	1.0	
MAYOR		1.0	1.0	
RECEPTIONIST	7	0.0	1.0	1.0
SENIOR STAFF ANALYST	28	1.0	1.0	
SENIOR STAFF ANALYST (EXE LEV)	28	3.0	4.0	1.0
SENIOR SUPERINTENDENT	27	1.0	1.0	
STAFF ANALYST	26	3.0	2.0	(1.0)
STAFF ANALYST (EXE LEV)	26	1.0	1.0	
STAGE SUPERVISOR	15	1.0	1.0	
STUDENT INTERN II	10	2.0	2.0	
Total FTEs		56.3	60.5	4.2
Less adjustment for Civilian Vacancy Factor		2.5	1.5	(1.0)
Full-Time Equivalents		53.8	59.0	5.2

FISCAL YEAR 2014 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
5000030000	MYR - Special Events			
452020	Recoveries & Refunds	0	0	301,565
5000040000	MYR - Economic Development - TIRZ			
415010	Industrial District Assessment	14,800,000	29,563,000	15,000,000
421270	City Election Fees	0	1,556	0
421410	Permit Preparation Fees	0	9,522	0
421630	Administrative Fee - Licenses & Permits	0	1,500	0
Total	MYR - Economic Development - TIRZ	14,800,000	29,575,578	15,000,000
Total	Mayor's Office	14,800,000	29,575,578	15,301,565

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	3,530,865	3,888,746	3,901,746	4,328,759
500020	Salary Base Pay - Classified	1,470	0	0	0
500030	Salary Part Time - Civilian	0	13,000	0	0
500060	Overtime - Civilian	27,311	35,700	35,700	35,700
500110	Bilingual Pay - Civilian	7,456	7,229	7,229	8,133
501070	Pension - Civilian	669,650	832,058	830,699	982,197
501120	Termination Pay - Civilian	1,580	0	654	70,000
501160	Vehicle Allowance - Civilian	2,714	0	0	0
502010	FICA - Civilian	250,456	283,776	281,347	318,058
503010	Health Ins-Act Civilian	319,580	407,196	409,136	498,086
503015	Basic Life Insurance - Active Civilian	1,999	2,284	2,306	3,315
503060	Long Term Disability-Civilian	4,058	4,567	4,631	5,024
503090	Workers Compensation-Civilian-Admin	10,351	12,965	13,144	14,121
504030	Unemployment Claims - Administration	14,380	10,790	10,136	5,143
Total	Personnel Services	4,841,870	5,498,311	5,496,728	6,268,536
511015	Cleaning & Sanitary Supplies	0	300	300	300
511020	Construction Materials	7,183	650	650	650
511025	Electrical Hardware & Parts	0	500	500	500
511030	Mechanical Hardware & Parts	0	650	650	650
511040	Audiovisual Supplies	0	200	470	200
511045	Computer Supplies	0	3,300	3,365	3,300
511050	Paper & Printing Supplies	0	2,766	2,766	2,766
511055	Publications & Printed Materials	2,678	2,553	3,112	1,553
511060	Postage	3,067	6,313	6,313	6,313
511070	Miscellaneous Office Supplies	27,215	24,162	24,162	21,862
511080	General Laboratory Supplies	1,133	0	0	0
511090	Medical & Surgical Supplies	0	240	240	240
511095	Small Technical & Scientific Equipment	160	0	0	0
511110	Fuel	5,771	6,076	6,076	6,076
511115	Vehicle Repair & Maintenance Supplies	572	5,000	5,000	5,000
511120	Clothing	95	100	100	0
511125	Food Supplies	0	5,263	5,263	263
511150	Miscellaneous Parts & Supplies	59,969	38,684	37,790	38,685
Total	Supplies	107,843	96,757	96,757	88,358
520100	Temporary Personnel Services	8,545	7,000	7,110	5,000
520109	Medical Dental & Laboratory Services	159	0	348	71
520110	Management Consulting Services	1,423	49,374	47,869	49,374
520112	Banking Services	55	0	0	0
520114	Miscellaneous Support Services	2,651	4,000	4,000	4,000
520115	Real Estate Lease/Office Rental	(719)	45,500	45,500	0
520118	Refuse Disposal	(1,460)	11,500	11,500	11,500
520120	Communications Equipment Services	73	0	502	0
520121	IT Application Svcs	20,547	15,487	15,487	92,565
520122	Office Equipment Services	0	300	300	0
520123	Vehicle & Motor Equipment Services	11,169	8,000	8,000	8,000
520132	Contracts/Sponsorships	0	0	0	60,000
520510	Mail/Delivery Services	120	1,774	1,774	1,274
520515	Print Shop Services	5,792	9,274	9,274	7,274
520520	Printing & Reproduction Services	10,284	13,600	13,600	13,600
520605	Advertising Services	584	0	0	0
520705	Insurance Fees	715	508	508	558
520755	Contingency	5,000	5,000	5,000	15,000

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
520765	Membership & Professional Fees	600	55	600	655
520805	Education & Training	243	3,770	3,770	3,545
520905	Travel - Training Related	2,767	12,000	12,000	2,000
520910	Travel - Non-Training Related	4,553	26,913	26,913	10,995
521415	Land and Grounds Maintenance	170	0	0	0
521505	Electricity	0	1,200	1,200	0
521510	Natural Gas	0	275	275	0
521605	Data Services	33,034	42,420	42,420	87,812
521610	Voice Services	74,699	75,660	77,243	78,002
521620	Voice Equipment	422	2,312	2,312	2,134
521625	Voice Labor	1,689	1,699	1,699	2,706
521630	GIS Revolving Fund Services	1,211	888	888	2,737
521635	Voice Services -Wireless	0	0	0	27,968
521705	Vehicle/Equipment Rental/Lease	29,247	11,750	11,750	11,750
521715	Office Equipment Rental	29,603	24,575	24,575	24,575
521725	Other Rental	575	27,891	27,891	27,891
521730	Parking Space Rental	34,901	35,044	35,044	32,544
522430	Miscellaneous Other Services & Charges	83,809	82,685	82,685	75,185
522721	Interfund HR Client Services	21,420	47,888	47,888	54,492
522722	KRONOS Service Chargeback	1,191	862	862	2,368
522845	Interfund Vehicle Services	593	0	0	0
Total	Other Services and Charges	385,665	569,204	570,787	715,575
Grand Total Expenditures		5,335,378	6,164,272	6,164,272	7,072,469

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 of businesses for participation on City and federally funded projects: Certifies Minority, Women, Small, Person with Disabilities and Disadvantaged Businesses Enterprises (S/MWPDBE) to be eligible to participate for credit on goal oriented portions of City contracts.
- Contract Compliance: Enforces Equal Employment Opportunity, nondiscrimination, prevailing wages, and other labor standards on City contracts. In addition, contract compliance officers conduct audits to ensure S/MWPDBE firms are utilized and receive payment. Monitors City contracts to ensure Good Faith Efforts are being made to ensure meaningful participation on City contracts,
- Department Services: Evaluates waivers, zero percent goals and contract utilization plans. Facilitates Procurement Training Institute that educates departments on common compliance issues and best practices. Assists departments with setting contract goals based on true availability of certified firms.
- External Affairs and Outreach: Organizes events to raise awareness of City contract opportunities; sends out quarterly newsletter and promotes S/MWPDBE certification to eligible firms.
- Vendor Services: Evaluates the pool of S/MWPDBE Certified firms to promote their utilization on upcoming City contracts. In addition, the Business Development Manager provides assistance and facilitates business development programs for certified firms.
- Houston Business Solutions Center (HBSC): Provides free assistance, counseling, financial advice, and business training workshops for individuals that would like to obtain information on how to start, own and operate their own business. HBSC administers the Hire Houston First program.

Department Short Term Goals

Implement Disparity Study Recommendations Citywide

- Request council action on Chapter 15 revisions of ordinance
- Revise Good Faith Efforts Policy
- Implement Good Faith Efforts/Utilization Plan review prior to contract award
- Finalize methodology for setting contract specific goals
- Update internal policies and procedures to include current and best practices
- Continue to augment reporting to ensure transparency

Pilot Department Accountability and Monitoring

- Require department utilization plans to be submitted following the annual budget cycle
- Modify contract compliance workflow delegating monitoring of utilization to department project managers and buyers
- Modify application system to allow for department access to engage primes on certified firm participation

Build out Vendor Services for Certified Companies

- Provide technical assistance to newly certified firms
- Assess newly certified firms and alert them of new opportunities, advise them on bids and proposals, and assist them in issue resolution
- Launch Mentor Protégé Program
- Continue bonding education program

Increase Program Visibility

- Create a marketing plan utilizing print, radio, television and events to identify prospective companies

Expand Services for Small Businesses: Educate. Connect. Grow

- Develop resource guides provided by Houston Business Solutions Center
- Revise Houston Business Solutions Center website
- Launch business plan competition
- Create a workforce support platform for small businesses to promote jobs in Houston area

Department Long Term Goals

B2G System – Comprehensive Enhancements

- Improve B2G system to improve work performance
- Create access for departmental users
- Provide external stakeholders easy access to contract information

Liquidate Damages Pilot Program

- Liquidate damages will be assessed for failure to submit Good Faith Efforts and/or payroll documents

Department Services Unit Expansion

- This division will assess contract specific goals for all City contracts
- Review bid submissions

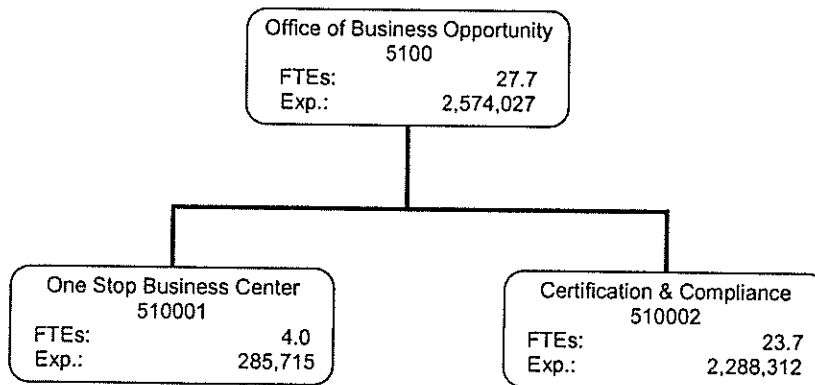
Expansion of S/MWPDBE Program

- Add two counties to the certification area
- Expand certification program to include designation for veteran owned business enterprises

Facilitate Regular Disparity Study for all City Procurement

- Conduct disparity study every five years to determine if program is still necessary

Department Organization





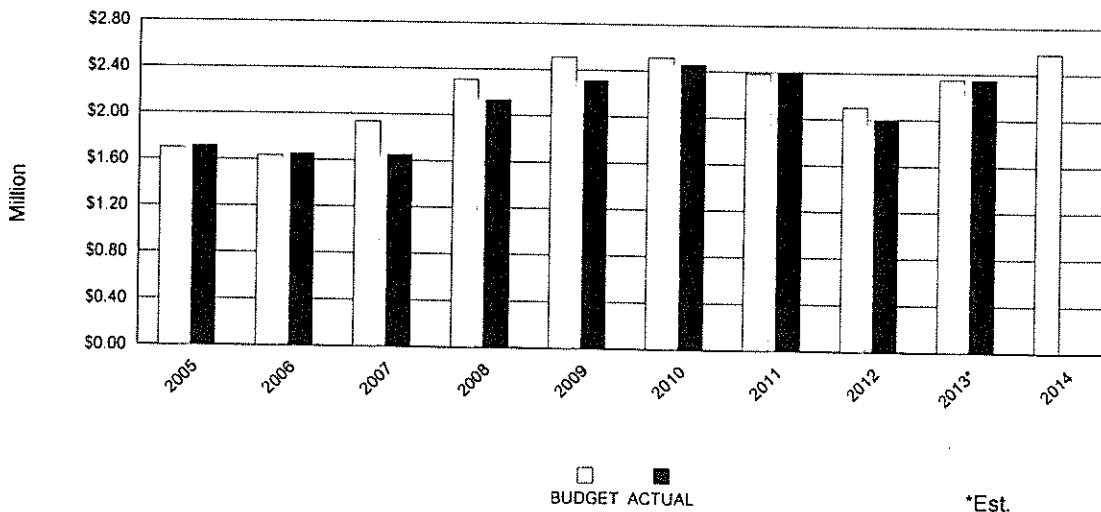
FISCAL YEAR 2014 BUDGET

Business Area Budget Summary

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

		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	1,640,784	2,054,464	2,054,464	2,218,785
	Supplies	42,683	35,572	35,572	32,408
	Other Services and Charges	282,273	253,969	253,969	322,834
	Equipment	31,827	0	0	0
	Non-Capital Equipment	0	8,400	8,400	0
	Total M & O Expenditures	1,997,567	2,352,405	2,352,405	2,574,027
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	1,997,567	2,352,405	2,352,405	2,574,027
Revenues		103,178	169,000	169,264	167,156
Staffing	Full-Time Equivalents - Civilian	23.3	25.0	25.0	27.7
	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	23.3	25.0	25.0	27.7
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2014 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. o Continue marketing and advertising efforts to promote services offered by the Office of Business Opportunity for Hire Houston First and Small, Minority, Women, Person with Disabilities and Disadvantaged Businesses (S/MWPDBE) program. o Continue marketing and promoting our new three years certification, which allows small businesses and historically underserved groups to remain certified for three years ensuring their meaningful participation in government procurement. 				

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



FISCAL YEAR 2014 BUDGET

Business Area Performance Measures					
Fund Name : General Fund					
Business Area Name : Office of Business Opportunity					
Fund No./Bus Area No. : 1000 / 5100					
Customer Measures	Priorities	FY2012 Actual	FY2013 Budget	FY2013 Estimate	FY2014 Budget
New Certified Firms	J	311	311	373	275
Certification Processing Timeframe	J	34	34	90	90
Certified Payrolls Audited	J	17,983	17,983	20,000	20,000
Construction and PS&P Contract Monitored	J	411	411	400	1,414
Outreach and Speaking Events	J	289	289	305	300
New HHF Designations	J	431	431	500	500
Companies in Bonding Education Program	J	N/A	25	36	70
Business Process Measures					
New Certification Applications Received	J	588	558	600	575
Certification Field Audits	J	311	311	400	400
Contract Compliance Site Visits	J	479	479	1,200	960
Business Assistance Requests	J	3,150	3,150	3,000	2,700
Getting Started Packets Downloaded	J	3,390	3,390	3,000	2,700
HHF Applications Received	J	N/A	600	600	600
People and Technology Measures					
Certification Workshop Attendance	J	510	510	500	500
Business Education Workshops	J	31	31	30	30
On-Site Business Development Counseling for SCORE	J	N/A	125	125	100
Procurement Training Institute Attendees	J	N/A	450	450	460
Technical Assistance to Businesses	J	N/A	N/A	N/A	75
Companies Participating in "Certified Now What"	J	N/A	N/A	75	150
Financial Measures					
Expenditures Budget vs Actual Utilization	F	95%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	147%	100%	100%	100%
S/MWDBE Contract Participation Percentage	F	28%	23%	23%	25%
Hire Houston First % of New Contract Awarded	J	18%	18%	18%	18%
Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I) Fiscal Responsibility (F) Quality of Life (Q)					

FISCAL YEAR 2014 BUDGET

Division Summary

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

Division Description	FY2012 Actual		FY2013 Estimate		FY2014 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
One Stop Business Center 510001 The Houston Business Solutions Center provides free business assistance and monitors business creation and job development by systematically tracking clients. The HBSC administers the Hire Houston First program.	3.1	262,647	2.5	273,984	4.0	285,715
Certification & Compliance 510002 The Certification and Compliance section consists of Certification, External Affairs and Outreach, Vendor Services, Contract Compliance and Administration.	20.2	1,734,920	22.5	2,078,421	23.7	2,288,312
Total	23.3	1,997,567	25.0	2,352,405	27.7	2,574,027

FISCAL YEAR 2014 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	FY2013 Current Budget FTE	FY2014 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	1.0	
ADMINISTRATIVE AIDE	10	2.0	3.0	1.0
ADMINISTRATIVE ASSOCIATE	13	3.0	2.0	(1.0)
ADMINISTRATIVE COORDINATOR	24	3.0	3.0	
ADMINISTRATIVE SPECIALIST	20	0.0	1.0	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	3.0	3.0	
CONTRACT COMPLIANCE SUPERVISOR	22	1.0	1.0	
DIVISION MANAGER	29	2.0	2.0	
EXECUTIVE OFFICE ASSISTANT	15	1.0	0.0	(1.0)
MANAGEMENT ANALYST I	15	1.0	2.0	1.0
MANAGEMENT ANALYST III	21	2.0	2.0	
PROCUREMENT SPECIALIST	24	1.0	1.0	
SENIOR CONTRACT COMPLIANCE OFFICER	18	4.0	4.0	
STAFF ANALYST	26	1.0	1.0	
STUDENT INTERN II	10	1.0	0.0	(1.0)
Total FTEs		28.0	28.0	0.0
Less adjustment for Civilian Vacancy Factor		3.0	0.3	(2.7)
Full-Time Equivalents		25.0	27.7	2.7

FISCAL YEAR 2014 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
5100020001	Certification & Compliance			
424160	Interfund Affirmative Action Services	129,000	129,000	127,156
426330	Miscellaneous Copies Fees	0	264	0
Total	Certification & Compliance	<u>129,000</u>	<u>129,264</u>	<u>127,156</u>
5100020002	Prevailing Wages			
452030	Miscellaneous Revenue	40,000	40,000	40,000
Total	Office of Business Opportunity	<u><u>169,000</u></u>	<u><u>169,264</u></u>	<u><u>167,156</u></u>

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
500010	Salary Base Pay - Civilian	1,134,756	1,395,133	1,395,133	1,532,560
500060	Overtime - Civilian	915	70	70	0
500110	Bilingual Pay - Civilian	1,809	2,742	2,742	0
501070	Pension - Civilian	215,254	301,617	301,617	347,737
501120	Termination Pay - Civilian	31,729	1,500	1,500	0
502010	FICA - Civilian	92,754	107,522	107,522	116,877
503010	Health Ins-Act Civilian	114,343	171,108	171,108	187,221
503015	Basic Life Insurance - Active Civilian	661	860	860	1,184
503060	Long Term Disability-Civilian	1,754	2,380	2,380	2,355
503090	Workers Compensation-Civilian-Admin	4,417	6,692	6,692	6,620
503100	Workers Compensation-Civilian-Claim	548	100	100	0
504030	Unemployment Claims - Administration	41,844	64,740	64,740	24,231
Total	Personnel Services	1,640,784	2,054,464	2,054,464	2,218,785
511020	Construction Materials	127	0	0	0
511045	Computer Supplies	5,947	4,200	4,200	4,000
511055	Publications & Printed Materials	287	272	272	300
511060	Postage	8,789	10,000	10,000	9,241
511070	Miscellaneous Office Supplies	19,384	9,400	9,400	10,900
511110	Fuel	4,225	4,000	4,000	3,260
511115	Vehicle Repair & Maintenance Supplies	0	200	200	0
511125	Food Supplies	217	2,500	2,500	2,000
511150	Miscellaneous Parts & Supplies	3,707	5,000	5,000	2,707
Total	Supplies	42,683	35,572	35,572	32,408
520100	Temporary Personnel Services	47,565	21,500	21,500	12,825
520109	Medical Dental & Laboratory Services	348	200	200	300
520110	Management Consulting Services	36,050	7,500	7,500	13,500
520114	Miscellaneous Support Services	(2,848)	33,300	33,300	25,000
520119	Computer Equipment/Software Maintenance	0	2,600	2,600	3,100
520121	IT Application Svcs	3,490	7,040	7,040	77,842
520123	Vehicle & Motor Equipment Services	9,338	14,000	14,000	8,000
520124	Other Equipment Services	0	250	250	0
520126	Construction Site Work Services	18,991	0	0	0
520515	Print Shop Services	10,388	8,540	8,540	13,000
520520	Printing & Reproduction Services	28,350	0	0	2,000
520605	Advertising Services	8,957	24,800	24,800	21,000
520705	Insurance Fees	594	570	570	626
520765	Membership & Professional Fees	3,100	2,000	2,000	3,000
520805	Education & Training	1,085	9,000	9,000	5,070
520905	Travel - Training Related	16,872	15,462	15,462	19,935
520910	Travel - Non-Training Related	9,514	1,550	1,550	1,500
521405	Building Maintenance Services	(2,000)	0	0	0
521605	Data Services	7,220	10,605	10,605	13,823
521610	Voice Services	18,132	22,428	22,428	6,715
521620	Voice Equipment	413	735	735	678
521625	Voice Labor	3,041	540	540	860
521630	GIS Revolving Fund Services	1,228	952	952	1,416
521635	Voice Services -Wireless	0	0	0	5,790
521715	Office Equipment Rental	0	10,196	10,196	13,695
521730	Parking Space Rental	19,452	18,552	18,552	19,420
522430	Miscellaneous Other Services & Charges	18,377	22,962	22,962	30,007
522721	Interfund HR Client Services	14,444	16,059	16,059	20,835
522722	KRONOS Service Chargeback	1,124	824	824	1,039

FISCAL YEAR 2014 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	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
522730	Interfund Engineering Services	410	0	0	0
522780	Interfund Photo Copy Services	8,275	1,804	1,804	0
522845	Interfund Vehicle Services	363	0	0	1,858
Total	Other Services and Charges	282,273	253,969	253,969	322,834
560220	Vehicles	31,827	0	0	0
Total	Equipment	31,827	0	0	0
551010	Non-Capital Office Furniture & Equipment	0	2,400	2,400	0
551015	Non-Capital Computer Equipment	0	6,000	6,000	0
Total	Non-Capital Equipment	0	8,400	8,400	0
Grand Total Expenditures		1,997,567	2,352,405	2,352,405	2,574,027



GENERAL GOVERNMENT

Department Description and Mission

The General Government Budget includes citywide costs that are not attributable to any single Department.

Major revenue sources in General Government are the City-wide reimbursement for indirect cost allocation, transfer from Houston First Local Government Corporation (LGC) pertaining to portion of Hotel Occupancy Tax revenue to be disbursed to the Houston Arts and transfer from Parking Management Fund.

Major expenditure items in General Government include the following:

- Payments related to Limited Purpose Annexation agreements which are offset by increased sales tax revenues. More information on these payments can be found in page VII – 4 and XV – 9 of the budget book.
- Transfer to Component Unit includes funding for the Houston Forensic Science Local Government Corporation (LGC)
- Transfer to Special Revenues includes property tax revenue funding sent to the Dedicated Drainage Street and Renewal Fund and funding sent to the Police Special Service Fund to support HPD overtime enhancement within Tax Increment Reinvestment Zones (TIRZs) which is offset by revenue from the TIRZs
- Health benefits costs for retiree civilians
- Contribution payment to Houston arts groups which is offset by the revenues received from Houston First Local Government Corporation (LGC) funded by Hotel Occupancy Taxes.
- Tax Appraisal Fees
- Interest related payments for Tax Revenue Anticipation Note (TRANS), Houston Police Officers Pension System (HPOPS) and the Coastal Water Authority (CWA)
- General and run-off elections costs
- Funding for maintenance renewal and replacement costs to be allocated to facilities condition assessment priority one and priority two items
- Citywide membership costs for organizations such as Greater Houston Partnership and Bay Area Houston Partnership
- Lease payments for Bob Lanier Public Works Building at 611 Walker
- Claims and Judgment payments related to lawsuits filed against the City

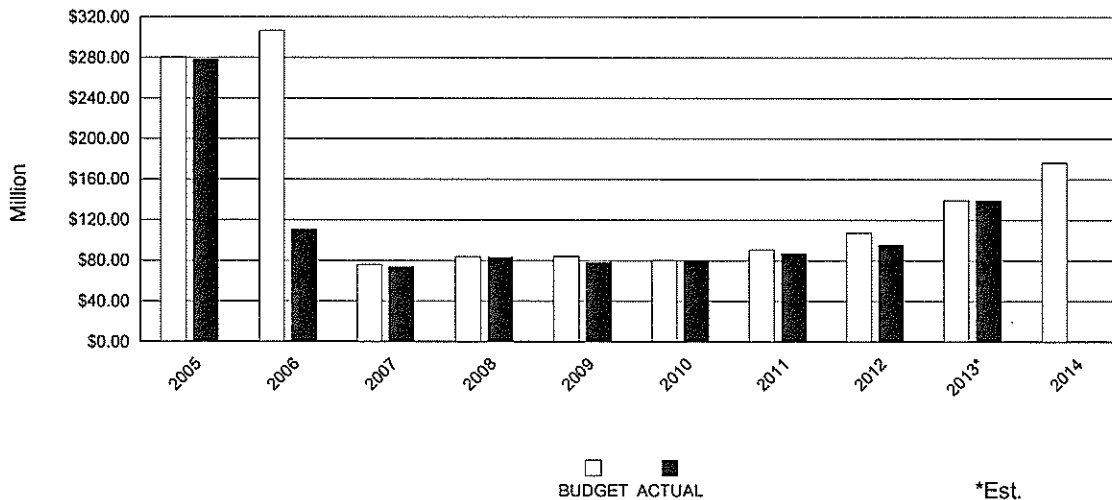
Department Organization

General Government	
9900	
FTEs:	0
Exp.:	176,165,042

FISCAL YEAR 2014 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : General Government					
Fund No./Bus. Area No. : 1000 / 9900					
		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Personnel Services	11,747,775	24,150,921	24,150,921	15,111,825
	Supplies	1,953,550	1,490,810	1,490,810	1,000,000
	Other Services and Charges	64,859,127	93,075,770	93,075,770	116,194,211
	Non-Capital Equipment	0	0	0	0
	Total M & O Expenditures	78,560,452	118,717,501	118,717,501	132,306,036
	Debt Service & Other Uses	17,216,079	20,387,640	20,387,640	43,859,006
	Total Expenditures	95,776,531	139,105,141	139,105,141	176,165,042
Revenues		64,752,142	50,074,365	61,073,561	54,025,848
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 FY2014 Budget includes: <ul style="list-style-type: none"> o Limited Purpose Annexation Sales Tax payments of \$44.1 million. o Transfer of \$22.9 million to the Houston Forensic Science Local Government Corporation (LGC). o Funding for the arts (\$14.7 million), offset by Hotel Occupancy Tax revenue from Houston First. o Transfer of \$11.1 million captured revenue to the Dedicated Drainage Street and Renewal Fund. o \$10.3 million for Claims and Judgment payments related to lawsuits filed against the City. o \$7.5 million for Maintenance Renewal and Replacement. o Lease payments of \$4.7 million for Bob Lanier Public Works Building at 611 Walker. o Contingency funding of \$5 million for performance enhancing services within General Fund Departments and \$4.1 million for unplanned expenditures in other General Fund Departments. o Energy Contingency of \$2 million (Fuel \$1 million, Electricity \$1 million). o \$2 million to fund general and run-off elections. o Funding for Fire EMT and Paramedic training. 				

**General Government
Current Budget vs Actual Expenditures**



FISCAL YEAR 2014 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
9900010003	General City Wide			
416020	Miscellaneous Franchise Fee	1,500,000	1,500,000	1,500,000
422122	Municipal Service Fees - TIRZ	4,925,200	4,925,200	4,925,200
422141	Intergovernmental Revenue - TIRZ	4,028,768	4,028,768	4,503,773
425010	Indirect Cost Recovery-Aviation	3,085,666	3,085,666	2,651,941
425020	Indirect Cost Recovery - Civic Center	680,737	680,737	328,479
425030	Indirect Cost-CUS Fund	3,479,384	3,479,384	6,173,346
425060	Indirect Cost Recover -Public TV	20,097	20,097	40,528
425070	Indirect Cost-Building Inspection	1,667,199	1,667,199	1,438,831
425080	Indirect Cost Recovery-Street & Drainage	1,131,161	1,131,161	1,120,158
425090	Indirect Cost Recovery-911 Emergency	110,000	110,000	110,000
425100	Indirect Cost Recovery-Other	1,780,065	1,780,065	3,603,392
426330	Miscellaneous Copies Fees	1,200	1,200	1,200
434305	Judgments & Claims	100,000	100,000	100,000
434330	Subrogations	10,000	7,000	10,000
434505	Prior Year Expenditure Recovery	50,000	17,000	50,000
434510	Prior Year Revenue	50,000	16,000	50,000
445050	Cell Tower Revenue	250,000	240,000	250,000
452020	Recoveries & Refunds	1,450,000	800,000	800,000
452030	Miscellaneous Revenue	250,000	250,000	250,000
456555	Proceeds from Promissory Notes	0	10,954,611	0
490020	Transfer from Special Revenue Fund	2,353,591	2,082,000	0
490060	Transfer from Civic Center	1,380,000	1,380,000	1,380,000
490120	Transfer from Component Unit	13,777,075	14,823,251	17,239,000
490140	Transfer from Parking Management	7,994,222	7,994,222	7,500,000
Total	General City Wide	50,074,365	61,073,561	54,025,848
Total	General Government	50,074,365	61,073,561	54,025,848

FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
501070	Pension - Civilian	109,600	0	0	0
501120	Termination Pay - Civilian	1,387,781	0	0	0
503010	Health Ins-Act Civilian	0	12,000,000	12,000,000	0
503050	Health/Life Insurance - Retiree Civilian	10,250,394	12,150,921	12,150,921	15,111,825
Total	Personnel Services	11,747,775	24,150,921	24,150,921	15,111,825
511110	Fuel	1,953,550	1,490,810	1,490,810	1,000,000
Total	Supplies	1,953,550	1,490,810	1,490,810	1,000,000
520110	Management Consulting Services	439,734	1,881,000	1,881,000	1,581,000
520112	Banking Services	112,736	127,800	127,800	127,800
520115	Real Estate Lease/Office Rental	4,782,787	4,650,000	4,650,000	4,650,000
520123	Vehicle & Motor Equipment Services	1,844,853	0	0	0
520144	Limited Purpose Annexation Payment	35,728,677	39,843,000	39,843,000	44,117,410
520145	Criminal Intelligence Services	0	500,000	500,000	3,000,000
520520	Printing & Reproduction Services	(72,811)	0	0	0
520605	Advertising Services	331,615	500,000	500,000	500,000
520730	Tax Appraisal Fees	7,616,223	7,650,000	7,650,000	7,650,000
520737	Ch380 - Sales Tax Refund	236,091	0	0	0
520750	Elections	2,178,114	550,000	550,000	2,000,000
520755	Contingency	0	3,778,373	3,778,373	9,100,000
520757	Maintenance Renewal and Replacement	0	0	0	7,500,000
520760	Contributions	0	13,747,251	13,747,251	14,668,251
520765	Membership & Professional Fees	1,521,425	1,660,122	1,660,122	1,685,122
520805	Education & Training	0	0	0	3,000,000
521505	Electricity	0	0	0	1,000,000
521905	Legal Services	575,572	1,895,000	1,895,000	1,085,000
522205	Metro Commuter Passes	692,139	720,000	720,000	720,000
522430	Miscellaneous Other Services & Charges	2,046,407	3,419,758	3,419,758	2,527,838
522620	Claims & Judgments	6,825,565	10,277,101	10,277,101	10,277,101
522723	Drainage Fee Service Chargeback	0	196,365	196,365	0
522795	Other Interfund Services	0	680,000	680,000	1,004,689
522845	Interfund Vehicle Services	0	1,000,000	1,000,000	0
Total	Other Services and Charges	64,859,127	93,075,770	93,075,770	116,194,211
531085	Other Interest	2,060,503	4,117,500	4,117,500	4,427,500
532015	Transfers to Convention & Entertainment	337,110	447,963	447,963	461,402
532025	Transfers to Special Revenues	14,818,466	15,822,177	15,822,177	16,025,200
532040	Transfers to Component Unit	0	0	0	22,944,904
Total	Debt Service and Other Uses	17,216,079	20,387,640	20,387,640	43,859,006
Grand Total Expenditures		95,776,531	139,105,141	139,105,141	176,165,042

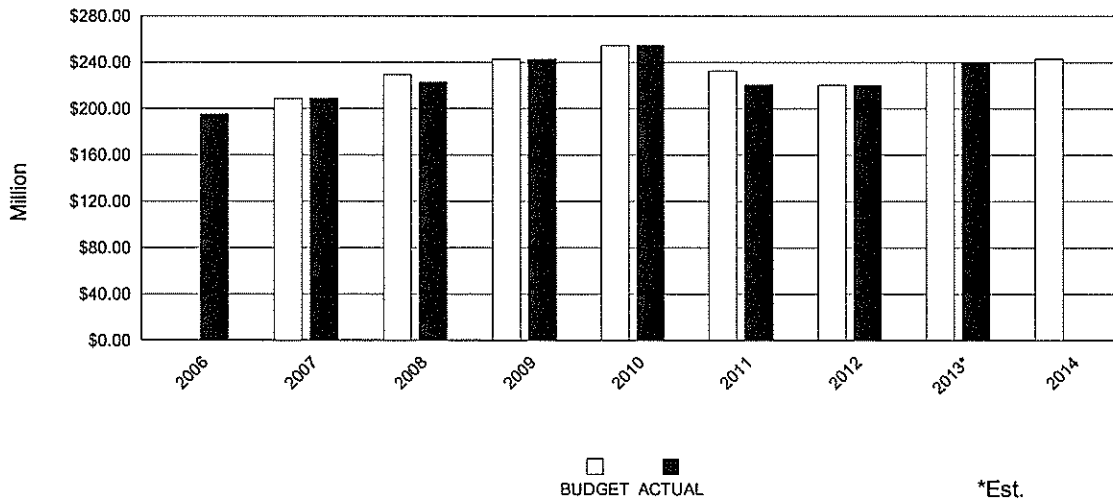
GENERAL FUND DEBT SERVICE

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 2014 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : General Debt Service					
Fund No./Bus. Area No. : 1000 / 9700					
		FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
Expenditures	Debt Service & Other Uses	220,506,734	240,203,000	240,203,000	243,000,000
	Total Expenditures	<u>220,506,734</u>	<u>240,203,000</u>	<u>240,203,000</u>	<u>243,000,000</u>
Revenues		(550)	0	0	0
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<p>o In FY2013 the City completed one refinancing of debt, resulting in a present value savings of approximately \$20 million.</p> <p>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."</p>				

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



FISCAL YEAR 2014 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2012 Actual	FY2013 Current Budget	FY2013 Estimate	FY2014 Budget
532050	Trans to PIB Bonds Debt Service	220,506,734	240,203,000	240,203,000	243,000,000
Total	Debt Service and Other Uses	220,506,734	240,203,000	240,203,000	243,000,000
	Grand Total Expenditures	220,506,734	240,203,000	240,203,000	243,000,000

