



**ANNUAL
OPERATING
BUDGET**

FISCAL YEAR 2010-11

CITY COUNCIL

RONALD JONES, MAYOR

DOUGLAS ATHAS (DISTRICT 1)
LAURA PERKINS COX (DISTRICT 2)
PRESTON EDWARDS (DISTRICT 3)
LARRY JEFFUS (MAYOR PRO TEM)

JOHN WILLIS (DISTRICT 5)
BARBARA CHICK (DISTRICT 6)
RICK WILLIAMS (DISTRICT 7)
DARREN LATHEN (DISTRICT 8)

WILLIAM DOLLAR, CITY MANAGER

BUDGET & RESEARCH STAFF

BRYAN BRADFORD, ASSISTANT CITY MANAGER
RON YOUNG, BUDGET ADMINISTRATOR
SHARON BAILEY, SENIOR BUDGET ANALYST
RON TIFFANY, SENIOR BUDGET ANALYST
TRENT SCHULZE, SENIOR BUDGET ANALYST
MATT WATSON, SENIOR BUDGET ANALYST
SHERRY BENNETT, SENIOR ADMINISTRATIVE ASSISTANT



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Garland, Texas, for its annual budget for the fiscal year beginning October 1, 2009.

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

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

Introductory Information



Rick Williams



Douglas Athas



Darren Lathen



Laura Perkins Cox



Barbara Chick



John Willis



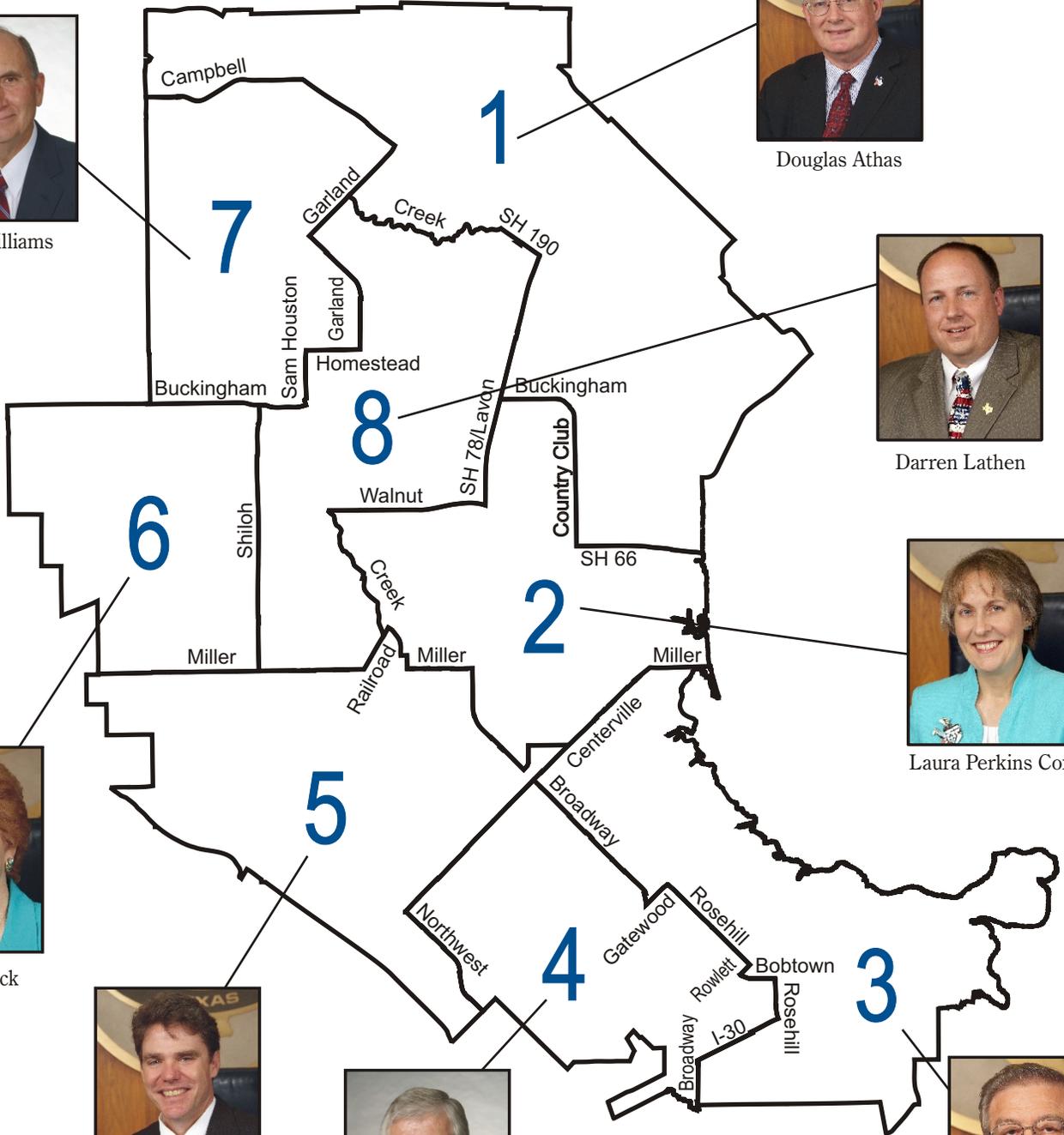
Larry Jeffus
Mayor Pro Tem



Preston Edwards



Mayor
Ronald E. Jones



2010-11 GARLAND CITY COUNCIL

CITIZENS OF GARLAND

CITY COUNCIL

Internal Audit
Craig Hametner

City Secretary
Mary Kayser

City Attorney
Brad Neighbor

City Manager
William E. Doller

Assistant City Manager
Bryan L. Bradford

Deputy City Manager
Martin E. Glenn

Senior Management Team

- Public & Media Affairs
- Budget
- Purchasing
- Warehouse
- Firewheel
- Facilities Mgmt.

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

Ray Schwertner
Managing Director

Mitch Bates
Managing Director

Priscilla Wilson
Sr. Managing Director

Robert Wunderlich
Sr. Managing Director

Neil Montgomery
Sr. Managing Director

John Baker
Managing Director

Jim Stone
Managing Director

- GP&L
- Customer Service
- Richard Briley
Managing Director
- Health
- Animal Services
- Public Health
- Code Compliance

- Police
- Danny Grammer
Managing Director
- Fire
- George Kauffman
Managing Director
- Financial Services
- Tax
- Municipal Court
- SafeLight Garland

- Human Resources
- Risk Management
- Health Clinic
- Fleet Services
- Fair Housing
- Summer Nutrition

- Transportation
- Engineering
- Street Services
- Stormwater
- Heliport

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

- Water
- Wastewater
- David Turschmann
Managing Director
- MIS
- GIS/Software Development
- IT Communications

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

GARLAND, TEXAS COMMUNITY PROFILE

General Information

The City of Garland is located northeast of Dallas and is one of the largest communities in the Dallas/Fort Worth Metroplex. As the 10th largest city in Texas, Garland covers 57 square miles and is bordered by three major freeways: Interstate Highway 635, Interstate Highway 30, and State Highway 190 (President George Bush Turnpike).

Demographics

Garland's population totaled 215,768 in the 2000 Census count, with current estimates placing the population at approximately 225,865. Garland has an estimated 79,000 households and an employment base of approximately 103,000.

Population, Households, Employment *(Estimates)*

	2000	2009	Growth
Population	215,768	225,865	10,097
Households	73,774	79,000	5,226
Employment	93,265	103,000	9,735

Source: North Central Texas Council of Governments

Garland is diverse in ethnicity and education. In 2000, the city's population was 54% White, 26% Hispanic, 12% African-American, 7% Asian and 1% Other. More than half of the city's adult population is educated above the high school level, with more than 20% of the population possessing a Bachelor's degree. The estimated median household income in Garland is \$61,120, and the average home value is \$127,000.

Government Structure

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

Economic Base and Development

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

<i>Arrow Fabrication Tubing</i>	<i>Interceramic, Inc.</i>	<i>Packaging Corp. of America</i>
<i>Atlas Copco Drilling Solutions</i>	<i>Kingsley Tools</i>	<i>Plastipak Packaging</i>
<i>Carroll Company</i>	<i>Kraft Foods</i>	<i>Raytheon Corporation</i>
<i>Daisy Brands, Inc.</i>	<i>L-3 Communications</i>	<i>Sherwin-Williams Company</i>
<i>Ecolabs, Inc.</i>	<i>Mapei Corporation</i>	<i>SST Truck Company</i>
<i>General Dynamics Corp.</i>	<i>Metalwest, LLC</i>	<i>Valspar Corporation</i>

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



One of the City's most talked about upcoming projects is the addition of an In-and-Out Burger, which will be one of the first to open in Texas. News of the well-known, California-based burger chain coming to Garland has created a media blitz across the Metroplex with the restaurant scheduled to open next summer.

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

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



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



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



Tourism

In an effort to enhance Garland's tourism and further expand its economic development and marketing opportunities, the City is in the process of developing a unified branding and marketing plan. The Garland Convention & Visitors Bureau, along with an outside communications firm, is working to develop a new brand identity and plan to launch it this fall.

Garland has already attracted several new events that will bring more visitors to the city. The Professional Anglers Association (PAA) selected Garland's Bass Pro Shops as one of four sites across the country to hold its 2010 Bass Pro Shops Tournament Series. This will be the first PAA tournament to be headquartered at Garland's Bass Pro Shops. In addition, the Southwestern Athletic Conference has announced that it will hold its 2011, 2012, and 2013 Men's and Women's Basketball Tournament Championships at the Special Events Center in Garland. The tournament will draw visitors from across the country and will generate additional tax revenues for the City. Garland also has recently been selected as the site for state conventions for organizations such as the Texas Chapter of International Transportation Engineers and the Texas Solid Waste Association.

Cultural Arts and Community Events

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



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

Government Services

The City of Garland is comprised of more than 30 departments that provide various services to residents. The City places a high priority on public safety and maintains a force of 323 sworn Police Officers and 249 sworn Fire personnel. Garland has 11 fire stations and several public safety training facilities. Residents enjoy an abundance of recreation opportunities with 60 parks covering more than 2,500 acres as well as five recreation centers and two senior centers. Services are further enhanced with four libraries conveniently located throughout the city. Residents have access to nearly 500,000 volumes through the City's library system. Garland also is home to Firewheel Golf Park, the largest municipal golf course in Texas with 63 holes of championship-style golf.

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

CITY COUNCIL GOALS AND VISION STATEMENTS

2020 GOALS

Sustainable Quality Development and Redevelopment

Financially Stable Government with Tax Base That Supports Community Needs

Defends Rightful Powers of Municipalities

Fully Informed and Engaged Citizenry

Consistent Delivery of Reliable City Services

Safe, Family-Friendly Neighborhoods

Embrace Diversity

VISION STATEMENTS

Neighborhood Vitality

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

Quality of Life

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

Financial Health

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

Economic Development

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

DEPARTMENTAL GOALS

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

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

Budget Message



City of Garland
P.O. Box 469002
Garland, Texas
75046-9002
972-205-2000

October 1, 2010

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

Dear Mayor and Council:

After months of exceptional effort by the Council and all levels of the City organization, I am pleased to present the Adopted Budget for the period beginning October 1, 2010.

Since 2007, the nation has struggled under a significant downturn in the economy that was initiated by a collapse of the residential housing market. The "Great Recession," as it is being called, has had unprecedented impacts on all levels of government as the tax revenues that cities, schools, and states rely on have significantly declined. Garland has not been immune to the economic downturn, but we have fared better than many cities in the nation and some of our neighboring cities in the Dallas/Fort Worth Metroplex. While last year's budget process was made infinitely more difficult by the overwhelming uncertainty of just how far the economy would fall before beginning to recover, current economic indicators suggest that "the bottom" has been found. There remain, however, lingering doubts about the strength and sustainability of the recovery.

The impacts of the recession are apparent in the 2010-11 Adopted Budget. Property values declined for the second consecutive year, bringing the tax base down to the level where it was in 2006. Cumulatively, \$795 million of property value has been lost, representing a decline of 7%. We have also experienced two years of declining Sales Tax revenue. While recent trends point to improvement in 2010-11, Sales Tax revenues remain \$2.1 million (9%) below the levels seen prior to the downturn. A host of other City revenues have also been negatively impacted as a result of significant declines in construction activity and historically low yields on the City's investment portfolio.

In the 2009-10 Budget, we took unprecedented cost-cutting measures, including a 1.15% reduction in employee compensation and a \$1.0 million reduction in funding for street repairs. Our objectives for the 2010-11 Budget were to deal with the impacts of the ongoing recession while addressing high priority needs. Preliminary projections indicated that the General Fund faced a \$5 million deficit after allowing for our three highest priorities. These priorities included (1) funding the opening of the Harris Hollabaugh West Garland Recreation Center, (2) increasing street repair funding to partially restore reductions taken last year, and (3) restoring pay cuts taken by employees in 2009-10.

The City Council approved the following measures to eliminate the General Fund deficit and fund our highest priorities:

- Implementation of a new Debt Service Management Strategy that allowed the Debt Service Tax Rate to be reduced by one-half ($\frac{1}{2}$) cent with a corresponding increase in the Operations and Maintenance Tax Rate of a like amount. The end result was a combined Tax Rate that was unchanged while the General Fund received an additional \$500,000.
- Assessment of a 5% In-Lieu-of Franchise Fee on residential solid waste collection services – providing \$656,000 in additional General Fund revenue.
- Assessment of a \$1.50 Emergency Medical Services Fee to be included on monthly utility bills to recover \$1.2 million of the operating deficit created by that service.
- Elimination of selected vacant positions and reductions in operating expenditures totaling approximately \$600,000.
- Use of \$2.2 million in the General Fund reserves that are in excess of the City's fund balance requirements.

These measures resulted in a balanced General Fund budget that did not require an increase in the combined Property Tax Rate and avoided reductions in City services as well as the layoff of any City employees. In addition, the Budget included the reinstatement of Step Increases and Language Pay for Civil Service employees. The 2010-11 Adopted General Fund Budget totals \$134.0 million, an increase of \$2.47 million (1.9%) from the Budget adopted for FY 2009-10.

Within the City's utilities, rate increases were adopted for Water and Stormwater services. Based on the approved rate structures, a typical Garland resident will experience a monthly increase of \$3.77 for Water and 24 cents for Stormwater. Furthermore, the Adopted Budget includes a \$6.10 a month charge for each additional residential trash container coupled with a 75-cent reduction in the residential base rate for trash collection. No rate increase for Wastewater services is included in the Adopted Budget.

The FY 2010-11 Adopted Combined Budget, which includes the General Fund, the General Obligation Debt Service Fund, the Utility Funds, and other Enterprise and Grant Funds, totals \$524.1 million, a decrease of \$45.4 million (8.0%) from the FY 2009-10 approved level. The decrease is primarily related to lower fuel and energy costs in the Electric Utility.

In closing, while we still face challenges ahead, I believe the FY 2010-11 Adopted Budget is a sound financial plan that continues to provide an outstanding level of service to the community. Furthermore, I cannot overemphasize the contributions of the City Council in establishing the policy framework for the development of the Budget. The City Council continues to demonstrate an uncompromising commitment to ensuring the strength and integrity of the City's finances and the delivery of quality services.

Respectfully submitted,



William E. Dollar
City Manager

Overview

MAJOR BUDGET SECTIONS

The information contained in the City's 2010-11 Adopted Budget is divided into the following major sections:

***Budget Highlights
Overview
Fund Summaries
Department Detail
Personnel***

***Debt Service
CIP Summaries
Historical Data and Trends
Appendices***

Budget Highlights

The Budget Highlights section includes, among other things, a brief discussion of approved changes in tax and utility rates, position changes, and employee compensation.

Overview

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

Fund Summaries

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

Department Detail

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

Personnel

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

Debt Service

The Debt Service section includes a summary of debt service payments due during the 2010-11 budget year and future year commitments.

Capital Improvement Program (CIP) Summaries

The CIP section includes summaries of the City's 2010 Capital Budget, which is adopted separately from the Operating Budget.

Historical Data and Trends

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

Appendices

The Appendices section includes information on the City's Financial Policies, the Budget Process, the Revised Budget for 2009-10, the Budget Amendment, Ordinances and Resolution, Other Post Employment Benefits (OPEB) and Unfunded Liabilities, and Garland Plus Five. Also included is a Glossary of Terms as well as Acronyms used throughout the Budget document.

**2010-11 ADOPTED BUDGET
HIGHLIGHTS**

2010-11 ADOPTED BUDGET HIGHLIGHTS

BUDGET PRIORITIES AND APPROVED MEASURES

The development of last year's FY 2009-10 Budget was done in an environment of great uncertainty in which there were significant questions as to just how far the economy would contract before recovery could begin. For FY 2010-11, the economic environment is one in which "the bottom" seems to have been found, but there are lingering doubts about the strength and sustainability of the recovery. While economists differ on many points, there appears to be a general consensus that a full recovery is still many years away.

In developing the FY 2010-11 Proposed Budget, the primary focus was to deal with the impacts of a continuing recession while addressing critical and high priority needs. In the FY 2009-10 Adopted Budget, the City took unprecedented measures to reduce expenditures in light of a sharp decline in General Fund revenues. Included in these measures were a 1.15% reduction in employee compensation and a \$1.0 million reduction in funding for street maintenance and repairs.

Preliminary projections for FY 2010-11 indicated that Garland faced a \$5.0 million deficit in the General Fund after allowing for three high priorities identified by the City Manager. These priorities included (1) funding the staff and operating expenditures necessary to open the Hollabaugh Recreation Center in West Garland, (2) restoring pay cuts taken in FY 2009-10, and (3) increasing street repair and maintenance funding in order to partially restore reductions implemented last year.

The measures approved to eliminate the FY 2010-11 deficit in the General Fund and fund other critical needs are as follows:

- Implementation of new Debt Service Management Strategy that will allow for the Debt Service Tax Rate to be reduced by one-half ($\frac{1}{2}$) cent and a corresponding increase in the Operations and Maintenance (O&M) Tax Rate by a like amount, the end result being that the overall Tax Rate is unchanged while an additional \$500,000 is shifted to the General Fund.
- Assessment of a 5% In-Lieu-of Franchise Fee by the General Fund on residential solid waste collection services – providing \$656,000 in additional funding.
- Assessment of a \$1.50 charge on monthly utility bills to partially recover \$1.2 million of the operating deficit generated from Emergency Medical Services (EMS).
- Elimination of selected vacant positions and reductions in operating expenditures totaling approximately \$600,000.
- Use of \$2.2 million of General Fund reserve balances in excess of required minimums.

Measures to close the General Fund deficit do not include an increase in the combined tax rate, reductions in City services, or the layoff of any City employees.

The Adopted Budget also continues the implementation of new rate strategies approved by the City Council in 2009-10 for the Water and Stormwater utilities. A reduction of 75 cents in the monthly base rate for residential solid waste collection was approved in conjunction with a new \$6.10 a month fee for additional container service.

2010-11 ADOPTED BUDGET HIGHLIGHTS

COMBINED AND GENERAL FUND BUDGETS

The FY 2010-11 Adopted Combined Budget, which includes the General Fund, the General Obligation Debt Service Fund, the Utility Funds, and other Enterprise and Grant Funds, totals \$524.1 million. The Combined Budget reflects a decrease of \$45.4 million (8.0%) from the FY 2009-10 Adopted Combined Budget. The decrease is primarily related to a reduction in fuel cost in the Electric Utility.

Combined Budget Comparison (In Millions)

	<u>2009-10</u> <u>Adopted</u>	<u>Change</u>	<u>2010-11</u> <u>Adopted</u>
Personnel	\$151.5	\$ 2.6	\$154.1
Operations	113.0	1.0	114.0
Capital	1.8	0.6	2.4
Electric Fuel, Energy & Demand	156.6	(52.1)	104.5
Water Purchases	17.8	1.8	19.6
Transfers to Other Funds	22.8	(6.5)	16.3
Support Services	28.3	0.6	28.9
Debt Payments	<u>77.7</u>	<u>6.6</u>	<u>84.3</u>
Totals	<u>\$569.5</u>	<u>(\$45.4)</u>	<u>\$524.1</u>

The FY 2010-11 Adopted General Fund Budget totals \$134.1 million, representing an increase of \$2.5 million (1.9%) from the FY 2009-10 Adopted Budget.

General Fund Adopted Budget (In Millions)

	<u>2009-10</u>	<u>Change</u>	<u>2010-11</u>
Personnel	\$ 96.6	\$1.8	\$ 98.4
Operations	14.5	0.3	14.8
Capital	0.2	0.0	0.2
Transfers to Other Funds	8.2	0.1	8.3
Support Services	<u>12.1</u>	<u>0.3</u>	<u>12.4</u>
Totals	<u>\$131.6</u>	<u>\$2.5</u>	<u>\$134.1</u>

The \$2.5 million increase in the General Fund budget is primarily related to the restoration of pay cuts, Civil Service Step Increases, rising health care costs, and Texas Municipal Retirement System (TMRS) increases.

2010-11 ADOPTED BUDGET HIGHLIGHTS

CHANGES IN FUNDED POSITIONS

A net decrease of 8 full-time positions is incorporated in the FY 2010-11 Adopted Budget, bringing the City's total number of funded full-time positions down to 2,054 after reaching a high of 2,116 positions in FY 2007-08. The net decrease includes two added positions and the funding of one previously banked position in the FY 2009-10 Revised Budget.

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

Funded Positions – FY 2009-10	2,062
Positions Added	7
Banked Positions Funded	5
Positions Eliminated	(18)
Positions Banked	(2)
Funded Positions – FY 2010-11	2,054

A net increase of four full-time positions is included in the FY 2010-11 Adopted General Fund Budget, bringing the General Fund's total number of funded full-time positions to 1,146. A total of 37 positions have been eliminated in the General Fund in the past three years.

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

EMPLOYEE COMPENSATION

Under the previous year's budget, a temporary employee pay reduction of 1.15%, the equivalent of three work days, became effective October 1, 2009. While reducing employee compensation, an additional 24 hours (three days) was added to employee leave banks. In the FY 2010-11 Budget, the 1.15% in compensation is being reinstated and leave banks adjusted back to previous levels. In addition, the Step Increases and Bilingual Pay for Civil Service employees, which were suspended in the previous year's budget, are also being reinstated.

2010-11 ADOPTED BUDGET HIGHLIGHTS

REDUCTIONS IN OPERATING EXPENDITURES

For the past nine years, Management has been engaged in a vigorous process of reducing operating costs. In previous years, these efforts resulted in the elimination of positions and aggressive cuts in operating funds. In addition, the City has privatized or outsourced internal Print Shop operations, median mowing, and utility bill processing.

In preparation for the FY 2010-11 Budget, General Fund and Support Service departments were again required to submit for consideration reductions equal to 5% and 10% of their operating funds. The funds that materialized from those reductions taken were used to address critical needs and to reduce the General Fund deficit.

PROPERTY TAX RATE

The FY 2010-11 Adopted Budget is based on a combined Ad Valorem Tax rate of 70.46 cents per \$100 of valuation, which is unchanged from last year.

Adopted Tax Rate (Cents Per \$100 Value)

	<u>2009-10</u>	<u>Change</u>	<u>2010-11</u>
Operations & Maintenance	38.90	0.50	39.40
Debt Service	<u>31.56</u>	<u>(0.50)</u>	<u>31.06</u>
	<u>70.46</u>	<u>0.00</u>	<u>70.46</u>

While the combined tax rate remains at 70.46 cents, the Adopted Budget does include a one-half (½) cent increase in the Operations and Maintenance (O&M) portion of the tax rate and a corresponding one-half (½) cent decrease in the Debt Service portion of the rate. The decrease in the Debt Service rate is possibly due to historically low interest rates and a new Debt Service Management Strategy.

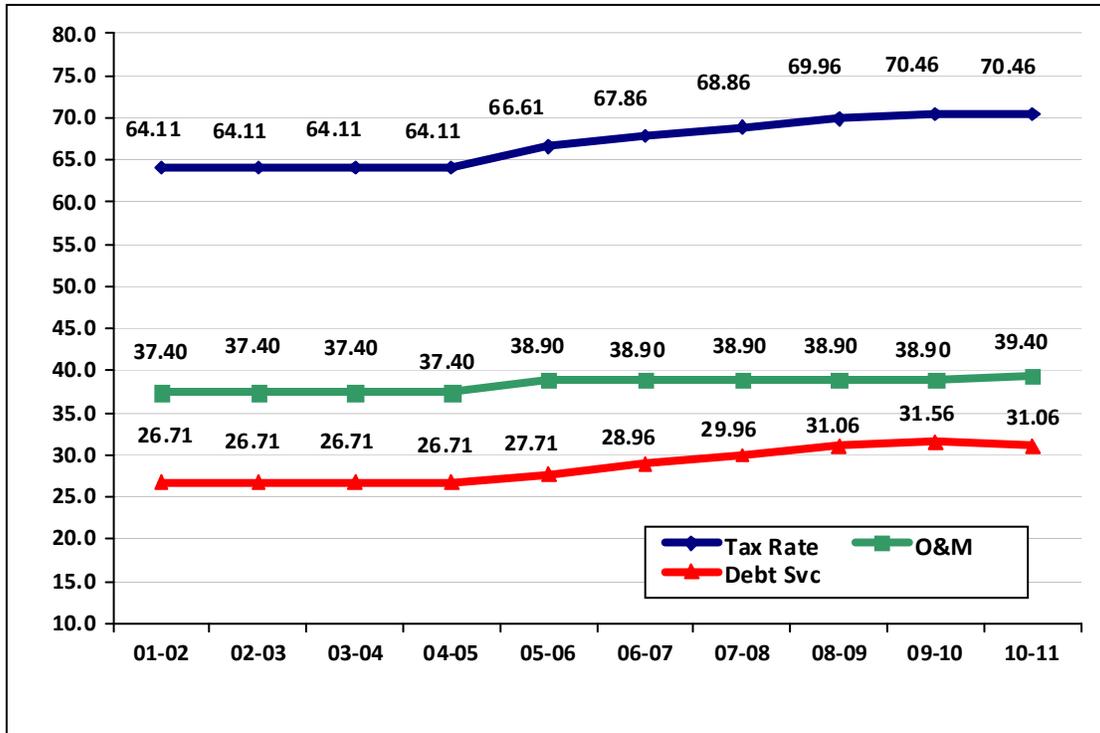
Impact of Tax Rate

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

In the 2010 property tax assessment, Garland homeowners realized an average 3.9% decline in value while commercial property owners realized a 7.9% decrease. As a result, many property owners will pay less in taxes even though there is no decrease in the overall tax rate.

2010-11 ADOPTED BUDGET HIGHLIGHTS

Historical Property Tax Rates (In Cents)



UTILITY RATES

Within the City's Utility Funds, a monthly rate increase is included in the FY 2010-11 Adopted Budget for water and stormwater service. Adjustments to water rates are required primarily due to continuing increases in the cost of wholesale water from the North Texas Municipal Water District (NTMWD). Stormwater rate increases were approved to continue funding for capital drainage projects and litter control. Also included in the Adopted Budget is an extra container charge of \$6.10 a month for each additional residential trash container per household. The base rate for residential trash collection, however, was approved to decline 75 cents a month. Based on the approved rate structures, a typical Garland resident will experience an increase of \$3.77 in their monthly bill for water, a 24-cent increase for stormwater, and a 75-cent decrease for trash collection. The average monthly bill for GP&L Electric customers is expected to decline \$1.09. This brings the total change in the average monthly utility bill to \$2.17, excluding the additional container charge.

2010-11 ADOPTED BUDGET HIGHLIGHTS

Monthly Utility Cost (Typical Garland Resident)

<u>Base Utility Services</u>	<u>2009-10</u>	<u>Change</u>	<u>2010-11</u>
Electric	\$153.04	\$(1.09)	\$151.95
Water	30.95	3.77	34.72
Sewer Service	39.79	0.00	39.79
Trash Collection	17.33	(0.75)	16.58
Stormwater Fee	<u>2.64</u>	<u>0.24</u>	<u>2.88</u>
Totals	<u>\$243.75</u>	<u>\$ 2.17</u>	<u>\$245.92</u>

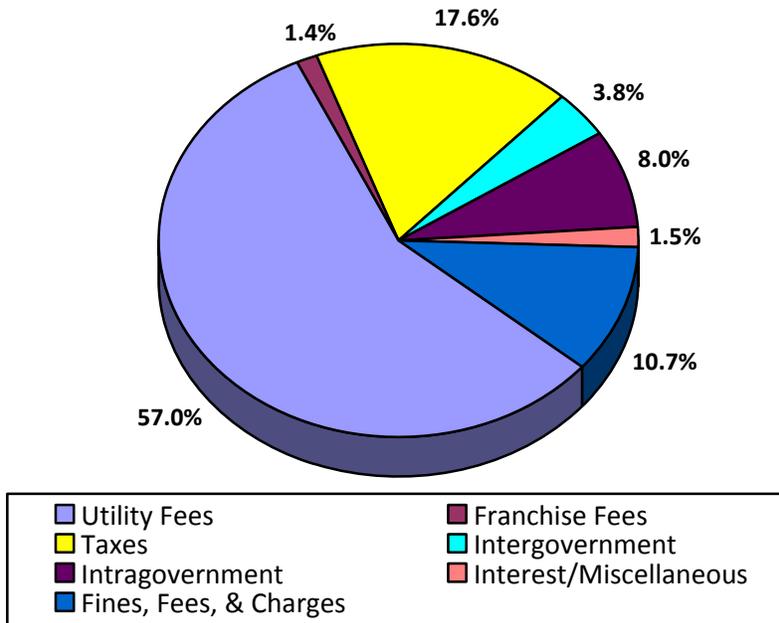
Electric rates above are based on 1,300 kWh per month. Water and wastewater rates are based on an average of 8,000 gallons a month, and stormwater rates are based on a mid-size residence.

**2010-11 ADOPTED BUDGET
OVERVIEW**

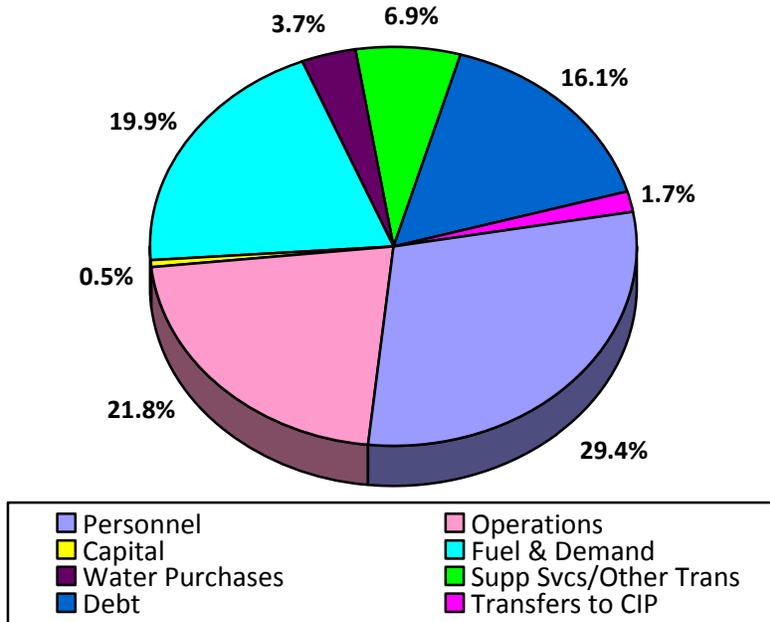
**TOTAL COMBINED BUDGET
ALL FUNDS**

The Total Combined Adopted Budget for FY 2010-11 equals \$524.1 million. This is a decrease of \$45.4 million, or 8.0%, from the Adopted Budget for FY 2009-10. The information below highlights the major revenue sources and types of expenditures for the Combined City Budget.

2010-11 Funding Sources



2010-11 Expenditures



Combined Budget

BUDGET OVERVIEW

	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 ADOPTED	CHANGE
FUNDING BY SOURCE				
Utility Fees	\$296,812,855	\$317,312,130	\$303,968,585	\$(13,343,545)
Taxes	99,685,469	95,443,395	93,671,832	(1,771,563)
Franchise Fees	7,617,512	8,094,350	7,383,430	(710,920)
Intergovernmental	17,368,865	21,456,794	20,523,889	(932,905)
Intragovernmental	37,201,702	42,048,078	42,819,349	771,271
Interest/Miscellaneous	10,892,848	6,740,829	8,019,558	1,278,729
Fines, Fees, & Charges	54,566,369	54,040,223	56,968,592	2,928,369
Change in Fund Balance	<u>(26,629,758)</u>	<u>24,319,970</u>	<u>(9,245,314)</u>	<u>(33,565,284)</u>
TOTAL FUNDING	<u>\$497,515,862</u>	<u>\$569,455,769</u>	<u>\$524,109,921</u>	<u>\$(45,345,848)</u>
EXPENDITURES BY TYPE				
Personnel	\$144,679,164	\$151,527,626	\$154,080,334	\$ 2,552,708
Operations	100,674,928	113,014,902	113,955,579	940,677
Capital	845,361	1,795,356	2,419,434	624,078
Fuel, Energy, & Demand Charges	123,873,257	156,547,773	104,532,586	(52,015,187)
Transfers to CIP	6,000,000	14,921,900	8,943,900	(5,978,000)
Water Purchases	15,599,285	17,838,542	19,622,396	1,783,854
Support Services / Other Transfers	33,473,026	36,111,757	36,210,788	99,031
Debt	<u>72,370,841</u>	<u>77,697,913</u>	<u>84,344,904</u>	<u>6,646,991</u>
TOTAL EXPENDITURES	<u>\$497,515,862</u>	<u>\$569,455,769</u>	<u>\$524,109,921</u>	<u>\$(45,345,848)</u>

Combined Resources

Total combined resources are projected to decline \$45.4 million (8.0%). Of this amount, \$17.8 million is due to a decline in Electric Utility sales as a result of lower consumption and off-system sales. Other revenue sources such as Property Tax, Franchise Fees, and Interest Income are also contributing to declines in combined projected revenues. The use of fund balance reserves also changes significantly.

Combined Expenditures

Budgeted combined expenditures as approved reflect a \$45.4 million decline primarily due to lower fuel cost in the Electric Utility.

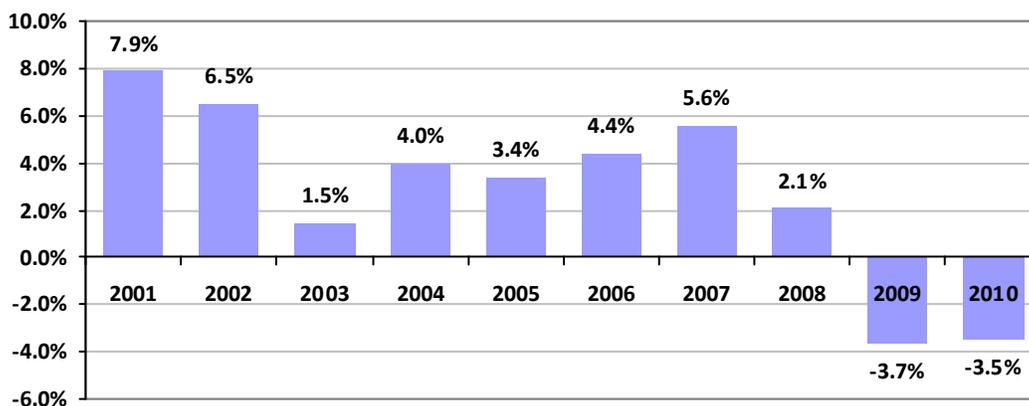
GENERAL FUND RESOURCES

Total General Fund resources, which include revenues, transfers, and excess fund balance, are projected to be \$134.3 million in 2010-11, compared to \$131.6 million in the FY 2009-10 Adopted Budget. This represents an increase of \$2.7 million (2.1%). A discussion of the more significant funding sources within the General Fund is included below.

Property Tax Base

The City of Garland’s 2010 property tax base is certified at \$10.4 billion after subtracting abatements and exemptions. This equates to a decrease of \$376.6 million (3.49%) from 2009 certified values. Included in the 2010 valuation is \$69.7 million in new construction, compared to \$118.1 million last year. Ignoring new construction, the value of Garland’s existing tax base decreased by \$447.4 million (4.1%). Existing residential property declined by \$246.2 million (3.9%), and commercial real property decreased by \$238.1 million (7.9%).

**Property Tax Base
Historical Percentage Change**

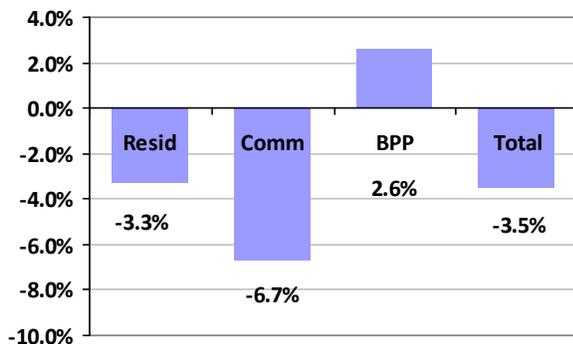


The 2010 property tax base breaks down as follows between commercial, business personal, and residential property:

2010 Certified Tax Base

	<u>Value</u>	<u>Percent</u>
Commercial Real Property	\$ 2,819,683,117	27.0%
Business Personal Property	1,466,017,443	14.1%
Total Commercial Property	<u>\$ 4,285,700,560</u>	<u>41.1%</u>
Residential Real Property	<u>6,139,990,316</u>	<u>58.9%</u>
Total Tax Base	<u>\$10,425,690,876</u>	<u>100.0%</u>

Change in Property Tax Base Components



Exemptions

The 2010 certified tax base is net of an 8% Homestead Exemption, \$51,000 Senior/Disabled Citizen Exemption, and \$233 million in Freeport Exemptions. Exemption amounts declined significantly in 2010. The residential Homestead Exemption was down \$5.1 million (1.1%), and the Freeport Exemption on Business Personal Property declined \$96.7 million (29.3%).

Tax Increment Financing Districts

The City of Garland has established two Tax Increment Financing (TIF) Districts to help promote and fund economic development: the first is in the City’s Downtown extending to the Forest/Jupiter DART Rail Station and the second along the I-30 corridor. In 2010, incremental increases in property values totaled \$42.1 million within the Downtown TIF and \$36.2 million in the I-30 TIF. These figures represent the growth in property values since 2004 in the Downtown TIF and since 2005 in the I-30 TIF.

Based on the adopted tax rate of 70.46 cents per \$100 of valuation, a total of \$287,000 of property tax revenues are projected to be allocated to the Downtown TIF and \$247,000 to the I-30 TIF in FY 2010-11. The I-30 TIF revenues will be used toward debt service payments associated with \$23.8 million in debt issued for development of the Bass Pro – Harbor Point site at Lake Ray Hubbard.

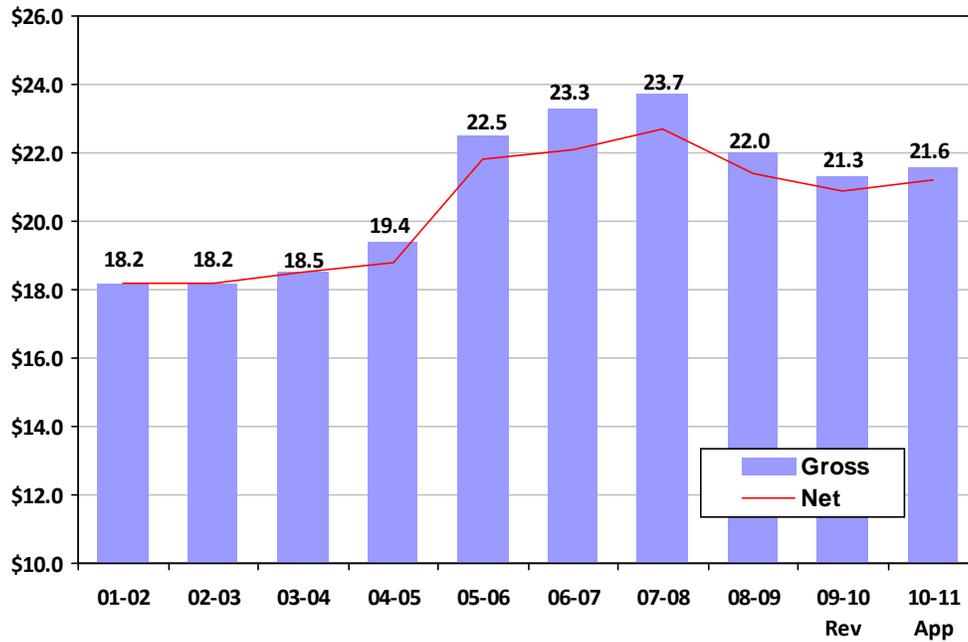
Ad Valorem Tax - \$39,924,529

The General Fund’s single largest source of revenue is the Ad Valorem Tax. Of the total Ad Valorem Tax rate, 39.4 cents or 56% is for operations and maintenance (O&M) expenditures in the General Fund. Net of TIF revenues and economic development incentives, O&M Ad Valorem Tax revenues are estimated to be \$38.9 million. The collection of prior year taxes is projected to result in an additional \$570,000. Combined, this represents a decrease of \$1.2 million (4.1%) from FY 2009-10 Adopted Ad Valorem Tax revenues.

Sales Tax - \$21,181,087

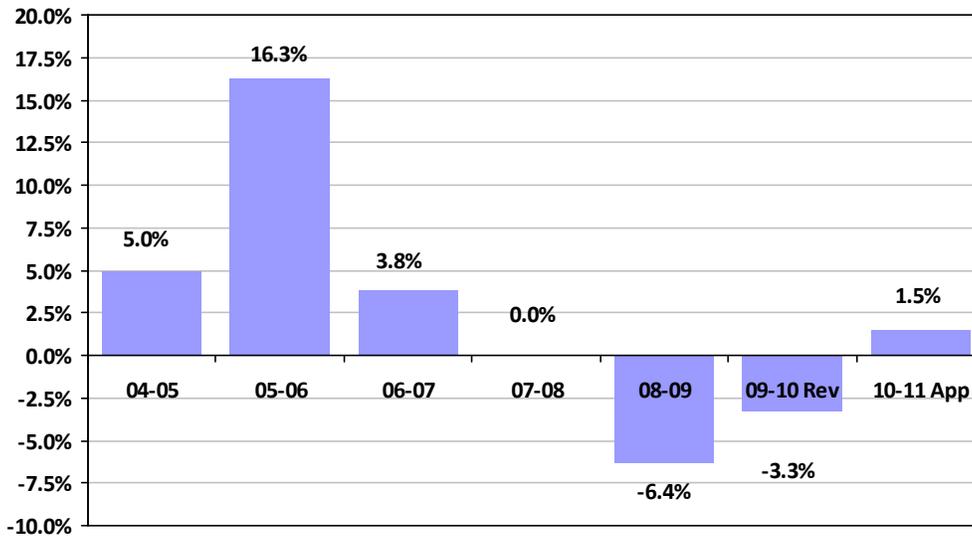
The City of Garland receives 1% of the 8.25% Sales Tax levied on goods and services sold within the city. Gross Sales Tax is projected to be \$21.6 million in FY 2010-11. From this amount, an estimated \$272,600 will be returned as part of the incentive agreement for the Bass Pro – Harbor Point project, and \$175,000 will be returned as part of the incentive agreement for Firewheel Town Center. After these transfers, net Sales Tax revenues for FY 2010-11 are projected to be \$21.2 million, representing a significant increase of \$1.2 million (5.9%) from projections included in the Adopted Budget for FY 2009-10.

Sales Tax Revenues
(In Millions)



While recently reflecting a healthy increase, Sales Tax revenues have declined \$2.1 million (8.9%) from pre-recession levels.

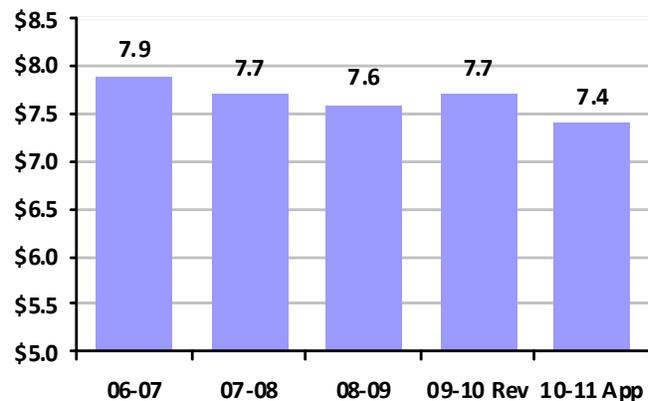
Sales Tax Revenues
(Annual Percent Change)



Franchise Fees - \$7,383,430

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

Franchise Fees
(In Millions)



The projected revenue from Franchise Fees for FY 2010-11 is \$7.4 million, which represents a decrease of \$711,000 (8.8%) from 2009-10 budgeted levels. Only cable television services reflect an increase in Franchise Fees for 2010-11, with all other utilities projected to decline.

Landfill Fees - \$5,396,417

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

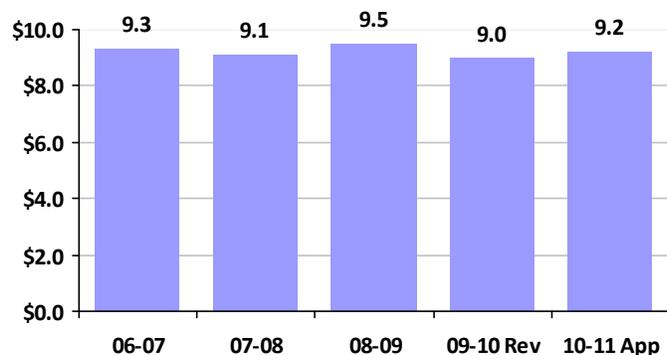
Total Landfill Fees are projected to be \$5.4 million in FY 2010-11, representing a decrease of \$165,000 (3.0%) from FY 2009-10 budgeted levels. The decreased revenue is reflective of the downturn in the economy and construction activity.

Disposal Fees - \$3,815,559

Landfill Disposal Fees represent charges to the City's Environmental Waste Services - Delivery (EWS) Department and other City departments for the disposal of refuse. Disposal Fees are tied to the Landfill's cost-of-service rate which is unchanged at \$25.40 per ton for FY 2010-11.

Total Disposal Fees of \$3.8 million are included in the FY 2010-11 Adopted Budget, reflecting an increase of \$67,500 (1.8%) from levels budgeted in FY 2009-10.

Combined Landfill Revenues
(In Millions)



EMS Ambulance Fees - \$2,122,399

The City's Fire Department responds to all E-911 medical emergencies within the city limits. A fee is assessed only if a patient was transported by City ambulance to a hospital. Ambulance Fees included in the FY 2010-11 Adopted Budget total \$2.1 million, a decrease of \$228,200 (9.7%) from FY 2009-10 budgeted levels due to a significant decline in collections. If the projected revenues are accurate, this will constitute the third consecutive year of material declines.

EMS Monthly Fees - \$1,224,000

Effective September 1, 2009, Senate Bill (S.B.) 1896 allows municipalities that (1) have a population of between 200,000 and 250,000, (2) are located in a county in which another municipality has a population of more than one million, and (3) provide emergency medical services through a fire department, to charge each municipal water customer a monthly fee for the costs of emergency medical services and to collect the EMS fee in conjunction with the bill for utility services. The Adopted Budget for FY 2010-11 includes the implementation of an EMS monthly fee of \$1.50 for each utility customer. The new fee will generate approximately \$1,224,000 annually and will help to close the approximately \$1.5 million gap between EMS operating expenditures and revenue collected in connection with transport services.

Earnings on Investments - \$173,592

The City has cash management practices in place to ensure that cash balances within the General Fund, as well as other funds, are invested daily to generate interest income. Interest Income for FY 2010-11 is projected to be \$173,600, decreasing by \$226,400 (56.6%) from last year's approved levels. The downward trend in investment earnings is the result of significant declines in interest rates and the shift in the portfolio to shorter term investments.

In-Lieu-of Franchise Fees - \$4,530,027

In previous years, the General Fund has received a fee from the City's Water, Wastewater, and Commercial Solid Waste operations that is in lieu of the Franchise Fee charged to privately-owned utilities conducting business within the city. The FY 2010-11 Budget expands the practice to Residential Solid Waste collection. For each of the utilities listed above, the Franchise Fee is 5%.

Total In-Lieu-of Franchise Fees in the FY 2010-11 Adopted Budget are \$4.5 million, representing an increase of \$770,900 (20.5%) from the FY 2009-10 Adopted Budget. Of the total increase, \$656,000 is related to expanding charges to Residential Solid Waste.

In-Lieu-of Ad Valorem Tax - \$4,748,876

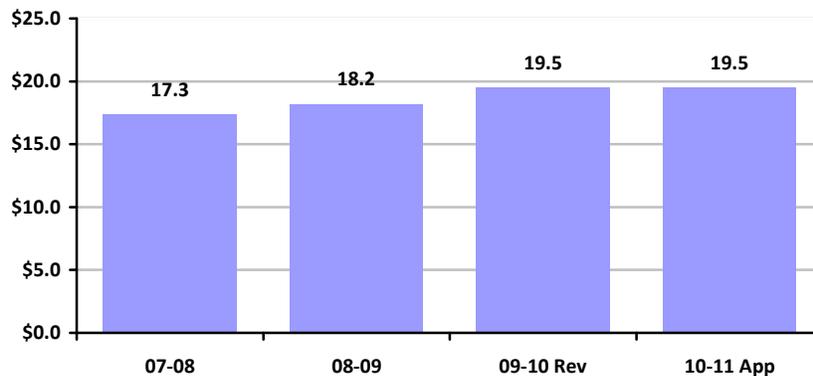
In addition to an In-Lieu-of Franchise Fee, the General Fund receives an amount from City-owned Water, Wastewater, and Solid Waste utilities that is in lieu of the Ad Valorem Taxes charged to privately-owned businesses located in the city. The In-Lieu-of Ad Valorem Tax is based on a market value assigned to the utilities' property, plant, and equipment and the current tax rate. For FY 2010-11, In-Lieu-of Ad Valorem Tax totals \$4.7 million, representing an increase of \$296,500 (6.7%) from last year's budgeted levels. The change is primarily due to the capital improvement programs for Water and Wastewater which add to each utility's fixed assets.

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

In FY 2007-08, the In-Lieu Charges from the General Fund to the Electric Utility Fund were replaced with a Return on Investment (ROI) methodology. The ROI methodology measures the transfer to the General Fund as a percentage of the three-year moving average of Garland Power & Light (GP&L) revenues. The three-year moving average consists of revenues from the three most recently completed fiscal years. For the FY 2010-11 ROI calculation, the three years include FY 2006-07, FY 2007-08, and FY 2008-09.

The transfer amount from GP&L for FY 2010-11 is \$19.5 million, unchanged from the prior year. The ROI rate calculates to be 7.9%, up from 7.4% in the prior year due to a decline in the three-year moving average of GP&L’s revenue. The ROI rate of 7.9% for GP&L compares favorably to 14.0% used by the City of San Antonio’s City Public Service and 9.1% used by the City of Austin’s Austin Energy.

GP&L Return on Investment Transfer
(In Millions)



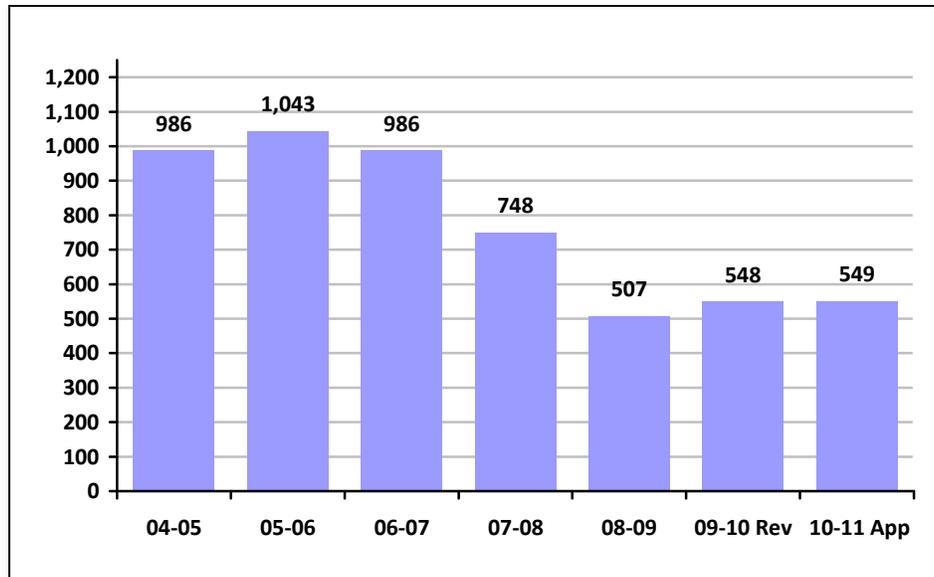
General and Administrative Charges - \$7,838,993

The General Fund provides administrative support to all City departments and funds. Administrative support includes the services provided by Financial Services, Budget, Purchasing, Human Resources, and the City Attorney’s Office, as well as others. Proprietary funds are assessed a G&A charge equivalent to 13.25% of each fund’s salary and benefit costs in order to recapture a portion of the costs associated with these services. In addition, City Marshals, which as of FY 2010-11 are overseen by the City Attorney’s Office, are allocated to the Customer Service Fund through the G&A charge. The FY 2010-11 Adopted Budget includes G&A charges of \$7.8 million, an increase of \$490,100 (6.7%) from the prior year’s budget.

Building Permit Fees - \$548,629

Building Permit Fees cover the costs associated with the City inspection of structural, plumbing, electrical, and mechanical work performed on new and existing structures. The FY 2010-11 Adopted Budget anticipates \$548,600 in Building Inspection Fees, an increase of \$134,200 (32.4%) from last year’s budgeted levels.

Building Permits
(In Thousands)



Municipal Court - \$4,536,361

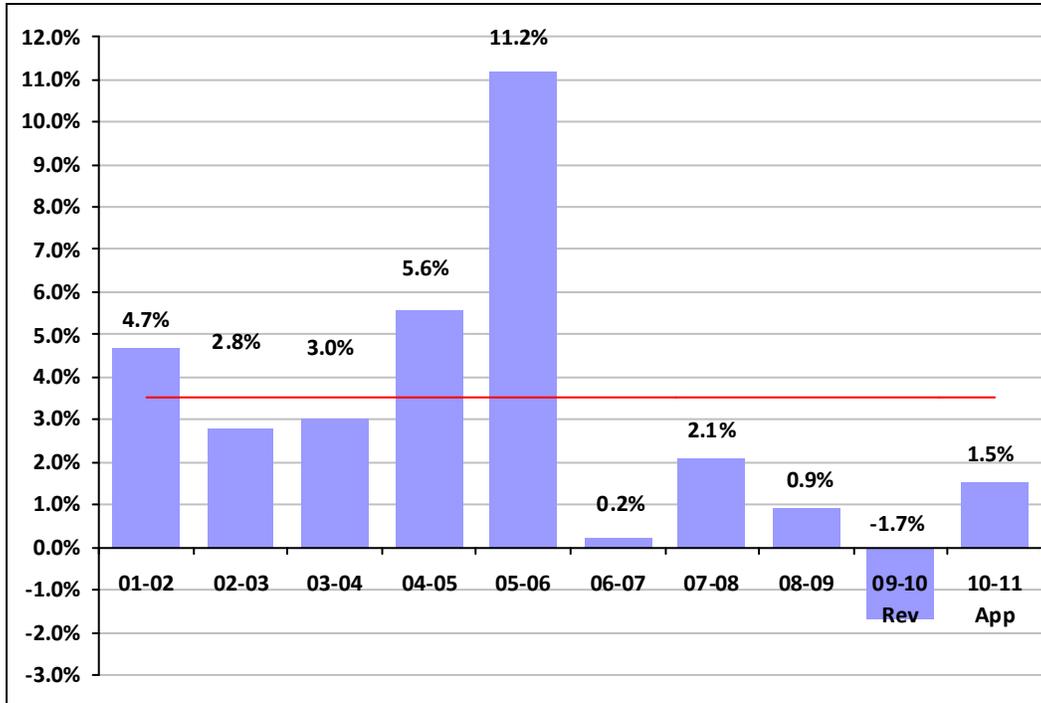
Municipal Court revenue consists of fines and penalties issued for the violation of traffic laws and other City codes and ordinances. In addition, a large component of Court revenues is the collection of Warrant Fees. Based on current collection trends, Municipal Court revenues are projected to be \$4.5 million in FY 2010-11, an increase of \$215,300 (5.0%) from last year’s budgeted levels. The increase is attributable to the City’s participation with Dallas County in its Scofflaw Program. The program prevents drivers who have unpaid traffic fines from being able to register their vehicles.

Citations assessed by the Court include a Technology Fee that has been designated by State law for Court technology-related expenditures. These funds are escrowed until used for approved purposes. Included in Municipal Court revenue is a transfer of \$50,400 from escrow for normal technology-related expenses that will occur during the year.

General Fund – Current Year Revenue Trends

Shown in the graph below is the annual percentage change in General Fund revenues. It is important to note that revenue growth of 3.5% is generally required to maintain current service levels. For the fifth consecutive year, revenue growth has been well below the 3.5% benchmark. This also illustrates that the City was starting to incur financial challenges even before the recession began.

General Fund – Current Year Revenue Trends
Percentage Change in Revenues



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

GENERAL FUND RESOURCES SUMMARY OF CHANGES

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

	<u>Change</u>	<u>Percent Change</u>
Taxes:		
Ad Valorem Taxes	\$(1,173,000)	-2.9%
Sales Tax	1,187,000	5.9%
All Other	44,000	12.7%
Sub-Total	<u>58,000</u>	<u>0.1%</u>
Franchise Fees	(711,000)	-8.8%
Landfill Revenue	(98,000)	-1.0%
Service Charges:		
EMS Transport Fees	(228,000)	-9.7%
EMS Monthly Fees	1,224,000	-
E-911 Fees	(169,000)	-9.4%
All Other	243,000	9.3%
Sub-Total	<u>1,070,000</u>	<u>14.9%</u>
Investment Earnings	(226,000)	-56.6%
Intergovernmental – Grants	(5,000)	-1.3%
Intragovernmental:		
In-Lieu Charges from Utilities	1,068,000	13.0%
GP&L Return on Investment	0	0.0%
Gen. & Admin. Charges	490,000	6.7%
Interfund Transfers	70,000	107.7%
Sub-Total	<u>1,628,000</u>	<u>4.6%</u>
Licenses and Permits:		
Building Permits	134,000	32.4%
All Other	0	0.0%
Sub-Total	<u>134,000</u>	<u>4.7%</u>
Court and Library Fines	206,000	4.6%
Rents and Concessions	(147,000)	-16.0%
Total Change in Revenue	<u>\$1,909,000</u>	<u>1.5%</u>
Change in Use of Fund Balance	<u>799,000</u>	<u>53.0%</u>
Total Change in Resources	<u>\$2,708,000</u>	<u>2.06%</u>

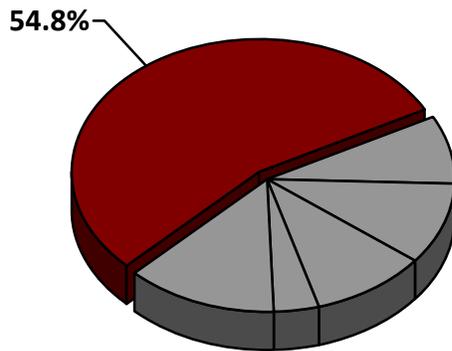
GENERAL FUND EXPENDITURES

The Adopted General Fund Budget for FY 2010-11 is \$134.1 million, representing an increase of \$2.5 million (1.9%) from the FY 2009-10 Adopted Budget. The following narrative describes the responsibilities, total budget, and significant changes for each department within the General Fund.

PUBLIC SAFETY

Public Safety departments include Police, Fire, Health, and the Office of Emergency Management. Combined, these departments represent \$73.4 million or 54.8% of total General Fund Expenditures.

Public Safety Expenditures



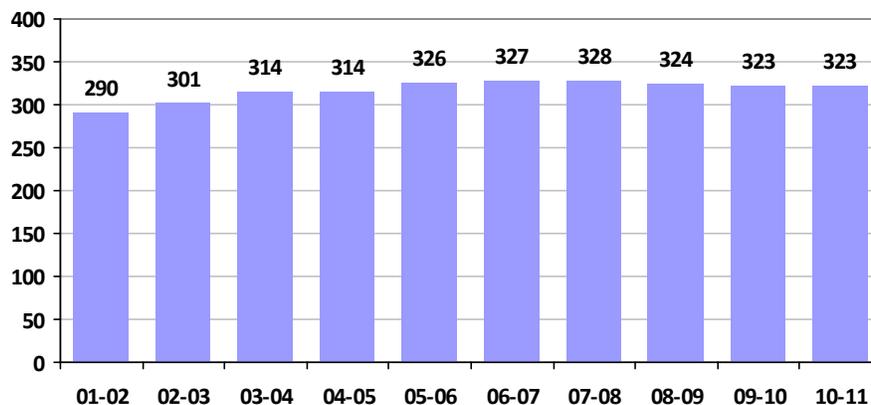
Police - \$43,590,158

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

Reductions in operating expenditures were taken with no service level impact.

In the FY 2009-10 Revised Budget, one vacant Police Officer position was eliminated and the funding used to create a position in the City Attorney’s Office. This allowed for a greater degree of legal consultation and oversight within the Police Department. (See City Attorney’s Office for additional information.) As a result, the number of funded sworn Police Officer positions was reduced by one to 323.

**Police Sworn Positions
10-Year History**

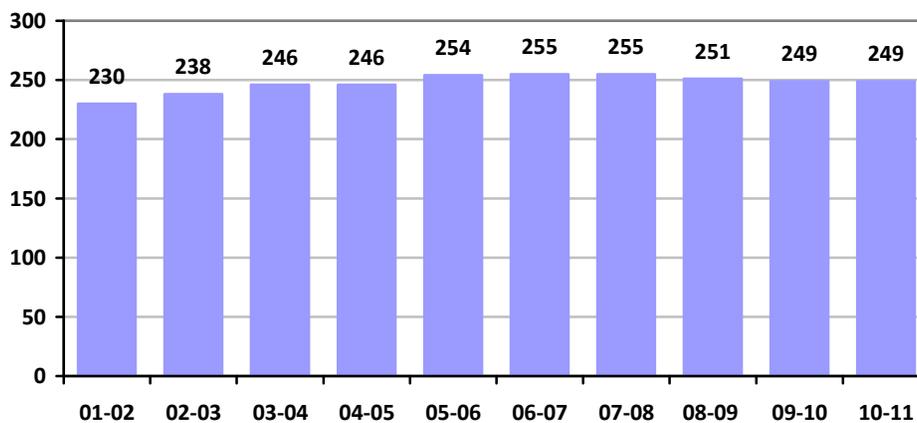


Fire - \$27,196,605

The City’s Fire Department’s mission is to protect the lives and property of Garland citizens by providing fire suppression, rescue operations, hazard mitigation, emergency medical assistance, fire inspections, and educational programs. Total approved expenditures for FY 2010-11 include no material changes other than reductions to operating expenditures, with no material impact to service levels.

As previously discussed in the General Fund - Resources section of this Overview, the City approved a monthly fee of \$1.50 to be added to each utility customer’s bill to partially offset operating expenditures associated with Emergency Medical Services (EMS) provided by the Fire Department. This fee is expected to generate approximately \$1.2 million annually in addition to existing EMS fees collected in association with patient transports to local medical facilities.

**Fire Sworn Positions
10-Year History**



Health - \$2,434,251

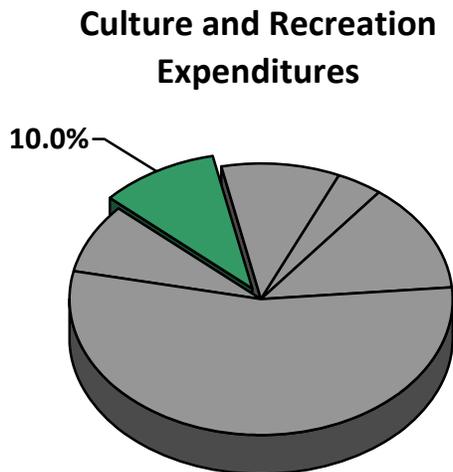
The Health Department provides basic public health services, such as inspections of food establishments, environmental investigations, and animal shelter operations. Total approved expenditures for FY 2010-11 are approximately \$2.4 million.

Office of Emergency Management - \$222,052

The Office of Emergency Management is responsible for ensuring the City’s operational readiness to respond to and mitigate the effects of emergency situations such as natural or manmade disasters, including terrorist attacks. The department is also responsible for the management of several Emergency Management Grants that are included in the Public Safety Grant Fund. The FY 2010-11 Adopted Budget totals approximately \$222,000 and includes no material changes other than reductions to operational expenditures.

CULTURE AND RECREATION

Culture and Recreation departments include Community Relations; Library; and Parks, Recreation and Cultural Arts. Combined, these departments represent \$13.4 million or 10.0% of total General Fund Expenditures.



Community Relations - \$135,856

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

With a recent change in departmental focus from festival and event planning to marketing and promotion of the City, \$134,500 of salary costs are eligible to be charged to the Hotel/Motel Tax Fund.

Library - \$4,247,983

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

To coincide with minor remodeling and expansion of the Central Library, space for housing public access computer workstations is being expanded. The Adopted Budget includes ten new computer workstations at a cost of \$15,300 for this additional public space. Furthermore, \$75,000 has been contributed to the IT Project Fund to create a Library IT sinking fund. The sinking fund will be used to accumulate annual contributions in order to fund the implementation of new technologies within the Library system that are too costly to fund in any one year.

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

Parks, Recreation and Cultural Arts - \$9,056,776

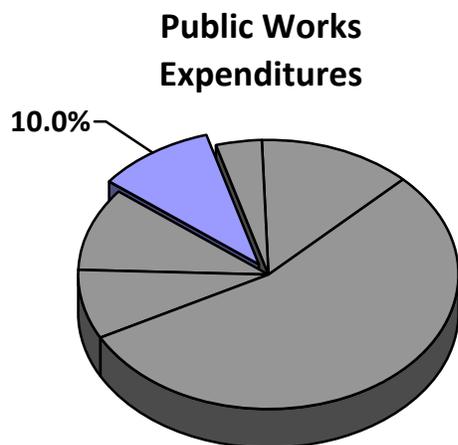
The Parks, Recreation and Cultural Arts Department is responsible for management and maintenance of all City parks and recreation facilities, the Granville Arts Center, and medians and rights-of-way for all City streets.

The Adopted Budget includes \$229,000 to fund four positions and operating costs for the new Harris Hollabaugh Recreation Center, which includes a multi-purpose pavilion and related park amenities to serve the citizens of West Garland. The center is scheduled to open in late fall 2010. Additional funding for contract instructors, minor equipment, and program supplies for the Hollabaugh facility totaling \$22,800 is approved in the Recreation Performance Fund. With completion of renovations at the Bradfield Recreation Center, the Adopted Budget includes funding for restoring the banked Center Manager’s position and operational funding for a total of \$59,300. Additional Parks funding includes a UV system for Surf & Swim for \$25,000, replacing one bus utilized in the Senior Program for \$63,000, \$37,500 for a utility tractor in the Grounds Maintenance area, and \$18,700 for an electronic sign replacement at the Granville Arts Center. The Adopted Budget also includes charge-outs of approximately \$352,000 from the Parks Department to the Stormwater Management Fund to partially cover costs related to litter collection and control.

The Parks, Recreation and Cultural Arts Department currently has a total of 110 full-time positions, including the additional Hollabaugh Recreation Center staff, after reaching a high of 116 positions in FY 2003-04.

PUBLIC WORKS

Public Works departments and transfers include Engineering, EWS - Disposal (Landfill), Transfers to the Landfill Sinking Fund, Transfers to the Infrastructure Repair & Replacement Fund, and Transportation. Combined, these departments and transfers represent \$13.4 million or 10.0% of total General Fund Expenditures.



Engineering - \$1,167,835

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

Total FY 2010-11 approved expenditures for the department include the reduction of one vacant Public Works Inspector position in Field Operations.

EWS - Disposal (Landfill) - \$4,377,803

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

The Environmental Protection Agency (EPA) has issued Greenhouse Gas (GHG) reporting rules that requires landfills to report GHG emissions. As a result, the FY 2009-10 Revised Budget includes an additional \$100,000 and the FY 2010-11 Adopted Budget an additional \$50,000 to cover professional service charges to calculate and submit GHG emissions reports and other related recordkeeping requirements for both Hinton and Castle Landfills.

The cost per ton rate used for internal billing to the Environmental Waste Services - Delivery Department in the FY 2010-11 Adopted Budget is unchanged at \$25.40 per ton.

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

Transfers to Landfill Sinking Fund - \$1,171,028

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

Transfers to Infrastructure Repair & Replacement Fund - \$4,433,158

The Infrastructure Repair & Replacement Fund is primarily funded each year by a transfer from the General Fund, Water Utility Fund, and Wastewater Utility Fund. Annual transfers in FY 2010-11 reflect a General Fund increase of \$250,000 from amounts approved last year. The increase is to partially restore the \$1.0 million reduction taken in the FY 2009-10 Budget. An additional transfer of \$175,000 is included in the FY 2009-10 Revised Budget to fund the Pleasant Valley Road resurfacing project.

Transportation - \$2,225,849

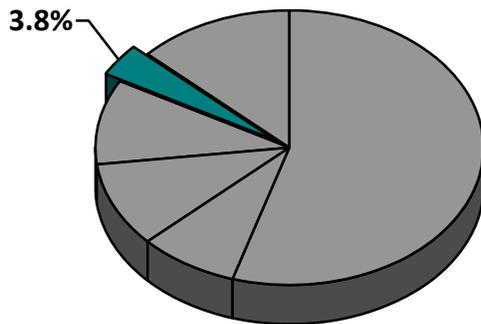
The Transportation Department designs, installs, and maintains traffic signals, signs, and pavement markings; plans thoroughfares; and reviews subdivisions and site plans to ensure traffic and parking needs are accommodated.

Funding of \$75,000 was added in the FY 2009-10 Revised Budget to cover traffic control systems repairs. Included in the FY 2010-11 Adopted Budget is the elimination of one vacant part-time School Crossing Guard Supervisor position. The department has been operating without this position since the retirement of the previous Supervisor in October 2009.

NEIGHBORHOODS AND DEVELOPMENT

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

Neighborhoods & Development Expenditures



Building Inspection - \$1,510,187

The Building Inspection Department is responsible for creating and maintaining a safe and healthy environment by confirming compliance with all local construction and zoning codes, reviewing permit requests, and inspecting new and existing structures. There are not any material changes approved in the Building Inspection operating budget for FY 2010-11.

Code Compliance - \$2,128,654

The Code Compliance Department is responsible for enforcing various ordinances governing the appearance and condition of single-family, multi-family, and other properties located within the city. Personnel perform on-site property inspections and address a wide range of concerns associated with neighborhood vitality and integrity. The total approved budget for Code Compliance in FY 2010-11 is approximately \$2.1 million and includes no changes other than minimal reductions in operating expenditures.

Planning - \$1,483,423

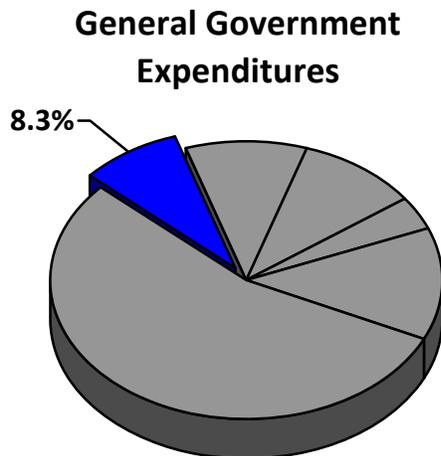
The Planning Department’s primary function is to review and recommend development plans, standards, and activities within the city. The department also includes Community and Neighborhood Development and the Office of Neighborhood Vitality. In addition, the Senior Managing Director of Planning oversees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

Included in the FY 2009-10 Revised Budget is the transfer of a Loan Processor position to the Planning Department from CDBG due to HUD administration requirements. Half of the salary associated with this position will be charged to the Neighborhood Stabilization Programs within the CDBG Fund and the CDBG Recovery project within the Stimulus Fund.

The FY 2010-11 Adopted Budget includes \$30,000 in additional operating funds to complete a planning study for the area around the Forest/Jupiter DART Station to help facilitate future economic development plans. The total project cost for this study is \$150,000 with \$120,000 of it being funded by NCTCOG grant funds. Also in FY 2010-11 is approximately \$6,300 in capital for the replacement of an old plotter.

GENERAL GOVERNMENT

General Government departments include Budget and Research, City Administration, Office of the City Attorney, City Council, City Secretary, Financial Services, Human Resources, Internal Audit, Municipal Court, Public and Media Affairs, Purchasing, and Tax. Combined, these departments represent \$11.1 million or 8.3% of total General Fund Expenditures. They primarily provide traditional administrative support for other City departments and funds.



Budget and Research - \$794,774

The Budget and Research Department provides financial planning, strategy development, and information and analysis necessary for the compilation, implementation, and effective administration of the City's Operating and Capital Improvement Budgets. Total approved expenditures include no material changes other than reductions in operating expenditures.

City Administration - \$819,378

The City Administration Department includes the City Manager, Deputy City Manager, and associated support staff responsible for supervision of all operations and activities within the City of Garland. City Administration is also responsible for coordinating City Council agenda items, interfacing with the public, and providing assistance to Council members. The FY 2010-11 Adopted Budget includes no material changes other than modest reductions to operating expenditures.

Office of the City Attorney - \$1,819,095

The Office of the City Attorney protects the interests of the City by providing legal representation and counsel to City officials at all levels and by prosecuting offenses in Municipal Court. The Garland City Marshals Office (CMO) was created within the Office of the City Attorney during FY 2009-10. The CMO incorporated personnel already serving as Marshals within Municipal Court, and with the addition of one full-time and two part-time Marshals, they provide security services at various City facilities, including City Hall and the newly opened Duckworth Utility Services Building.

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

Also included in the FY 2010-11 Adopted Budget is an additional Assistant City Attorney added during FY 2009-10 through a cooperative agreement in which one Police Officer position was eliminated in exchange for the permanent part-time assignment of a Deputy City Attorney to Police. The Deputy City Attorney will also coordinate the Garland City Marshals Office.

City Council - \$181,993

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

City Secretary - \$391,607

The City Secretary Office is responsible for recording, preserving, and exercising custodial authority over the City's official records and legislative activities. In addition to coordinating City-held elections, the City Secretary Office also coordinates the City's various boards and commissions, provides timely updates to the Code of Ordinances, and processes various permits. An additional \$80,000 is included in the FY 2010-11 Adopted Budget to fund anticipated election costs.

Financial Services - \$1,778,853

The Financial Services Department is responsible for providing accounting and cash management services for the City. Approved expenditures include \$9,200 in additional external audit fees and modest reductions in other operational expenditures.

Human Resources - \$1,082,001

Human Resources is responsible for personnel functions such as compensation, job classification, benefits, and training. Human Resources also administers the Civil Service program for the City's Police and Fire Departments. There are not any material changes to the Human Resources departmental budget for FY 2010-11.

Internal Audit - \$491,117

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

Municipal Court - \$2,032,305

The Municipal Court processes Court citations and records as well as ensures the collection of over \$4.0 million a year in fines and penalties. Total approved expenditures include banking two vacant Court Services Assistant positions. The net effect of banking these positions is offset by a \$90,100 increase in outside services for temporary employees to assist with the workload. One continuing benefit of implementing the paperless Court system has been a reduction in total Court positions to 29 from a high of 37 positions in FY 2004-05. Three City Marshal positions were transferred to the City Attorney's Office in FY 2009-10 with the creation of the City Marshals Office.

Certain fees have been designated by State law for Municipal Court technology expenditures. Within the FY 2010-11 Adopted Budget, it is anticipated that approximately \$50,400 of Municipal Court expenditures will qualify for reimbursement from these escrowed Technology Fees.

The City's Municipal Court participates in Dallas County's Scofflaw Program which prevents individuals from renewing their vehicle registration if they have an unpaid fine. Total cost to participate in the program is \$16,000 a year or \$5.25 per citation. It is anticipated the program will generate \$225,000 in additional revenue to the Court system.

Public and Media Affairs - \$288,821

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

Purchasing - \$644,443

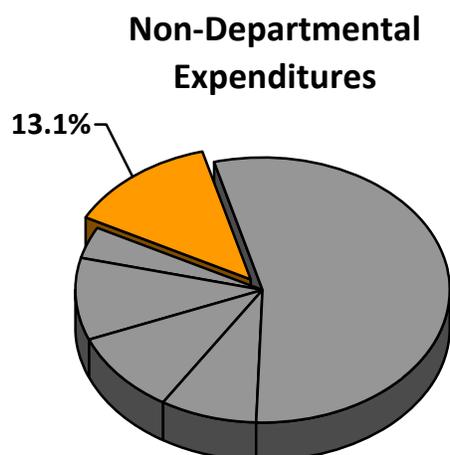
The Purchasing Department acquires goods and services for City departments in a manner consistent with State law. Approved expenditures reflect no material changes other than reductions in operational expenses.

Tax - \$796,865

The Tax Department collects all Ad Valorem Taxes and maintains ownership and plat map records. Approved expenditures include \$5,000 to outsource folding and stuffing tax bills and modest reductions in operating expenditures.

NON-DEPARTMENT

Non-Department expenditures include a variety of items that are generally not exclusive to one department. Excluding transfers to the Landfill Sinking Fund and Infrastructure Repair & Replacement Fund, these expenditures total \$17.6 million or 13.1% of total General Fund Expenditures.



Approved Non-Departmental expenditures include the following:

- (1) Retiree Health Insurance - \$1,435,500
- (2) Employee Health Increase - \$370,000
- (3) Unemployment Claims - \$60,000
- (4) Dues and Memberships - \$99,600
- (5) Professional Fees - \$177,400
- (6) Street Lighting - \$228,300
- (7) Employee Tuition Reimbursement - \$70,000
- (8) Legislative Consultant - \$30,000

Transfers to Other Funds and Support Services

The FY 2010-11 Adopted Budget includes transfers to other funds totaling \$2.7 million, which is a decrease of \$105,700 (3.7%) from last year. Included in this figure are transfers to the Self Insurance Fund, Long Term Disability Fund, and Summer Nutrition Fund. Charges from Support Service departments total \$11.8 million in the FY 2010-11 Adopted Budget, representing an increase of \$196,400 (1.7%). Included in Support Service charges is a \$500,000 transfer to the IT Replacement Fund and \$75,000 for the Library IT sinking fund within the IT Project Fund.

ENDING FUND BALANCE

The FY 2010-11 Adopted Budget for the General Fund is projected to end FY 2010-11 with an unreserved fund balance of \$10.4 million, \$49,700 over the 30 days requirement. Reserved Fund Balance amounts include \$2.7 million to offset the impact of incentive payments to the developer of the Firewheel Town Center and \$2.0 million that is reserved to help offset the impact of future projected deficits.

**MAJOR CHANGES IN GENERAL FUND
FOR 2010-11**

Changes in Resources

Revenue	\$1,909,000
Fund Balance Requirement and Utilized Reserves	799,000
Total Change in Resources	<u>2,708,000</u>

Changes in Expenditures

Employee Compensation	1,106,000
Positions Eliminated or Banked	(80,000)
Employee and Retiree Health Insurance	386,000
Texas Municipal Retirement Contributions	246,000
Fleet and Fuel Cost	388,000
Hollabaugh Recreation Center – Opening	229,000
Bradfield Recreation Center – Reopening	59,000
Park Pool UV System	25,000
Park Van Replacement for Senior Program	63,000
Park Mowers	37,500
Granville Arts Center Sign Replacement	18,700
City Marshals Office	114,000
Landfill Monitoring Requirements	50,000
Election Expenditures	31,000
Library Technology Center	15,000
Library Technology Sinking Fund	75,000
Fire - Biotel EMS Contract Increase	8,000
Development Study Matching Grant Funds	30,000
External Audit Fees – Increase	9,000
All Other Items	28,100
Infrastructure Repair & Replacement	250,000
Support Service Charges	196,000
Last Year's Capital Expenditures	(219,300)
Operating Expenditure Reductions	(554,000)

Net Change in Expenditures	<u>2,511,000</u>
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Increase in Fund Balance Requirements	<u>191,000</u>
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Available Fund Balance	<u>\$ 6,000</u>
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GENERAL OBLIGATION (GO) DEBT SERVICE FUND

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

In 1997, a \$126 million Bond Program was passed with a projected impact of 4.14 cents on the Debt Service Tax rate. In 2004, Garland voters approved a \$223.7 million Bond Program with a projected impact of 11.5 cents, assuming a seven-year implementation. Since 1999, the increase in the Debt Service Tax rate has been limited to 5.6 cents, with an additional 0.5-cent increase approved for FY 2009-10, for a total of 6.1 cents. The 6.1 cents has not only covered GO Bond projects, but additional projects that have been funded with COs.

Commercial Paper Program and Short-Term Tax Note

Commercial Paper is issued as funds are required for 1997 and 2004 Bond projects. Commercial Paper carries a relatively low interest rate, and principal payments are not made until the debt is rolled over into GO Bonds – which occurs every three years. When the GO Bonds are issued, there is a substantial increase in the required annual Debt Service payments. To avoid spikes in the Debt Service Tax rate, the City's debt strategy calls for incremental increases in the Debt Service Tax rate each year. The incremental increase in the Debt Service rate allows the City to issue an annual Short-Term Tax Note that is used to supplement infrastructure replacement projects.

Debt Service Tax Rate Management Strategy

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

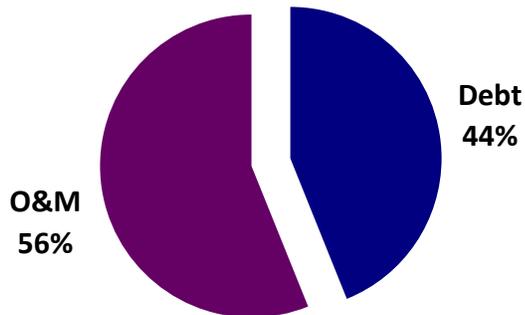
- (1) Take advantage of call options and historically low interest rates to refinance existing debt.
- (2) Terms on new tax-supported General Obligation Bonds (GOs) and Certificates of Obligation (COs) to include: first two years interest only with principal payments spread over remaining years – without extending the debt terms (years until pay-off).
- (3) Take advantage of low interest rates on Commercial Paper by extending the rollover to GO Bonds from 2011 to 2012.

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

Total Debt Service and Tax Rate

Total Tax-Supported Debt Service for FY 2010-11 equals \$56.1 million, representing an increase of approximately \$4.3 million (8.4%) from the FY 2009-10 Adopted Budget. The approved Debt Service Tax rate is 31.06 cents per \$100 of valuation, a one-half (½) cent decrease. Details regarding the annual Debt Service requirements can be found in the Debt Service section of this document.

**Property Tax Revenue
Allocation**



Ending Fund Balance

The General Obligation Debt Service Fund is projected to end the FY 2010-11 budget year with a fund balance of approximately \$3.9 million, the equivalent of 25 days of expenditures.

ELECTRIC UTILITY FUND

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

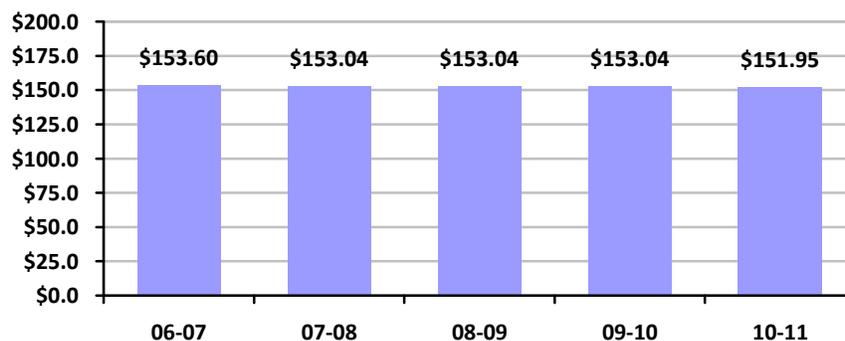
The Texas Electric Deregulation Bill passed during the 1999 Legislative Session opened the state’s utility market to retail competition on January 1, 2002. GP&L had the option to participate in a deregulated market, but declined, a decision that was consistent with all other municipally-owned utilities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

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

Revenue

Revenue projected for FY 2010-11 is expected to total approximately \$225.4 million, a decrease of \$17.4 million (7.2%) from the amount included in the FY 2009-10 Adopted Budget. This decrease continues a trend reflecting lower anticipated consumption levels as well as reduced off-system sales from GP&L’s own generating units. A slight reduction in the average monthly cost is expected for residential GP&L customers using 1,300 kWh per month. An average monthly bill is anticipated to decline to \$151.95 from \$153.04 for FY 2009-10. GP&L rates are, however, not set with the adoption of the Budget and may be adjusted as warranted throughout the year based on changing market conditions and natural gas prices.

Average Residential Monthly Bill



Expenditures

Approved expenditures for GP&L for FY 2010-11 are \$228.2 million and reflect a decrease of approximately \$35.9 million (13.6%) from FY 2009-10 levels. This change is attributed to several factors, including reduced energy costs of \$4.4 million (9.0%) as well as reduced TMPA debt/demand payments and energy costs of \$47.7 million (44.1%).

As part of its FY 2010-11 Adopted Budget, GP&L made personnel changes and reassignments that resulted in a net reduction of 14 positions. The elimination of 17 positions offset by funding three positions previously banked is expected to allow GP&L staffing to more efficiently achieve its operational goals and objectives in the coming year.

In both the FY 2009-10 Revised and FY 2010-11 Adopted Budgets, GP&L has transfers to the Rate Mitigation Fund to be used as needed to offset future rate increases to its customers. The transfer is expected to be \$32.2 million for the FY 2009-10 Revised Budget and \$15.5 million for FY 2010-11. A transfer of \$14.0 million to the Utility's CIP is also included in the FY 2009-10 Revised Budget.

In addition to General and Administrative charges, transfers to the General Fund from the Electric Utility Fund are based on a Return on Investment (ROI) calculation discussed elsewhere in the General Fund - Resources section of this Overview. The approved ROI transfer for FY 2010-11 will remain unchanged from FY 2009-10 at \$19.5 million. The Electric Utility provides additional subsidies to the General Fund, the largest of which is a subsidized electric rate and street light maintenance.

Fund Balance – Operating Fund

The Electric Utility Fund is projected to end FY 2010-11 with a fund balance of approximately \$20.8 million or 45 days of working capital.

Fund Balance – Rate Mitigation Fund

Because of increased transfers from GP&L beginning with the FY 2009-10 Revised Budget, the Electric Utility is projected to end FY 2010-11 with \$131.7 million in reserves within the Charter-restricted Rate Mitigation Fund. By City Charter, these funds may only be used by the Electric Utility to pay down debt or mitigate rate increases.

WATER UTILITY FUND

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

Revenue

Projected Water revenues for FY 2010-11 are \$45.1 million, reflecting an increase of approximately \$3.1 million (7.5%) from the FY 2009-10 Adopted Budget. The increase is primarily due to residential and commercial rate increases. The approved rate increase will have an impact of \$3.77 per month for the average residential user. Rate adjustments are anticipated for the next several years due to significant increases scheduled for wholesale water from the North Texas Municipal Water District (NTMWD).

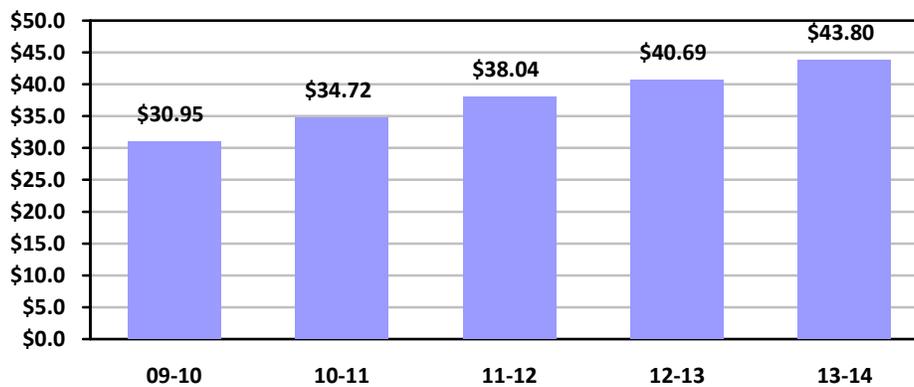
Water rates are based on a three-tiered rate structure designed to encourage water conservation. Under the tiered rate structure, the cost per thousand gallons of water increases with increased usage. Changes in volume charges are shown following:

Residential Volume Charges
(Per Thousand Gallons)

Gallons Used	2009-10 Adopted	2010-11 Adopted
1 – 3,000	\$2.40	\$2.69
3,001 – 15,000	3.15	3.53
15,001 +	4.88	5.47

In addition to volume charges, customers are assessed a service fee based on meter size. Based on a 5/8-inch meter, the service fee paid by most residences is increasing from \$8.00 to \$9.00 effective October 1, 2010.

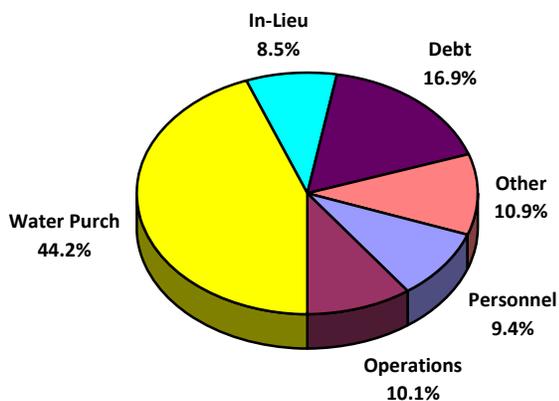
Forecasted Long-Term Water Rate Plan
Residential Monthly Charges – 8,000 Gallons



The Texas Commission on Environmental Quality (TCEQ) has mandated the implementation of cross-connection control programs designed to protect the quality of the public drinking water system by ensuring proper installation and use of backflow prevention devices. The Water Department lacks the manpower to proactively inspect all commercial businesses and has worked with a consultant to develop a fee-based proposal to expand the inspection program. For FY 2010-11, a new annual fee of \$36 per device has been approved to offset the cost of ongoing inspections. In addition, the current Tester Registration Fee is increasing from \$50 to \$75, and a convenience fee of \$25 is being charged for optional pre-printed test booklets. These fees are in line with the average charged by other Metroplex cities that charge fees related to cross-connection control. As additional devices are identified and registered, the cost of ongoing inspections is expected to be self-supporting through the annual per-device fee which will be implemented as a monthly charge on the utility bill. Residential customers are unaffected by these fees.

Program Revenues		
New Per Device Annual Registration Fee - \$36	\$36 x 3,323 devices	\$119,628
Current Tester Registration Fee - \$50	\$50 x 100 testers	5,000
Increase Tester Registration Fee to \$75	\$25 x 100 testers	2,500
New Test Booklet Charge	\$25 x 100 testers	2,500
Total Program Revenues		\$129,628

Water Utility Fund Expenditures



Expenditures

Approved expenditures for FY 2010-11 are \$44.5 million, an increase of \$3.0 million (7.3%) from FY 2009-10 approved levels. Expenditures include an additional \$1.8 million to cover a rate increase imposed by the North Texas Municipal Water District (NTMWD) for wholesale water purchases. The NTMWD rate will increase from \$1.25 per thousand gallons to \$1.43. It should be noted that the City’s annual cost of water is based on historical consumption, with the minimum volume charge tied to the highest usage in any given year. This minimum volume is referred to as the demand charge or “take-or-pay.” As a result, the Water Utility anticipates having to buy more water than it will be able to sell during FY 2009-10.

Approved expenditures also include an additional \$675,700 in Debt Service related to various capital construction projects and \$17,500 to replace a trailer.

The Water Utility Fund provides several subsidies to the General Fund including \$305,000 toward IT capital purchases and approximately \$220,400 for the maintenance and construction activities of Facilities Management.

The Water Utility Fund also contributes \$465,400 to the Garland Economic Development Partnership as well as making a yearly transfer of \$682,300 to the Infrastructure Repair & Replacement Fund to offset the cost of street repairs made as a result of water line repairs and replacements.

In FY 2009-10, the Office of Environmental Quality (OEQ) was established within the Water Utility Fund. The mission of the OEQ is to: (1) provide coordination of and oversee Citywide department environmental efforts; (2) develop and coordinate a broad range of campaigns and programs that address sustainability opportunities; (3) increase public awareness regarding environmental protection, conservation efforts, and environmental resource management; (4) work to obtain Federal/State grant assistance to support the City’s ongoing programs; (5) promote benefits of programs on the City’s website and through public information updates; (6) identify strategies that achieve the dual purpose of protecting the environment and reducing cost.

Fund Balance

The Water Utility Fund is projected to end the year with a fund balance of \$1.7 million (16 days) of working capital, \$3.1 million (29 days) below the established minimum fund balance requirement. The rate increase that would be required to restore the fund balance in one year would be prohibitive. As a result, rate increases are proposed to be stair-stepped to reach the 45 days of fund balance by year 2014.

WASTEWATER UTILITY FUND

The Wastewater Utility collects, transports, and processes wastewater for Garland and its customer cities of Richardson, Dallas, Sachse, Rowlett, and Sunnyvale.

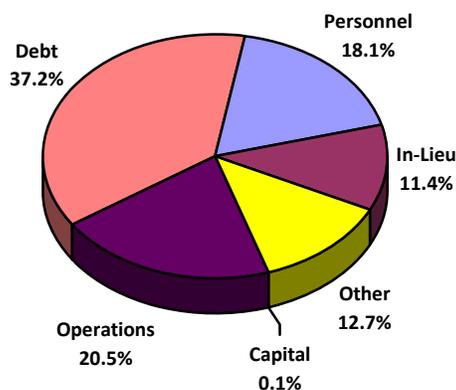
Revenue

Projected Wastewater revenues for FY 2010-11 are \$40.5 million, an increase of \$397,000 (1.0%) from the FY 2009-10 Adopted Budget primarily due to increases to customer cities and major industrial users. Based on the approved rates, a typical Garland resident will continue to pay \$39.79 per month for Wastewater service. Fund balance will be used to avoid a rate increase for FY 2010-11, but increases are anticipated in future years due to expected increases in Debt Service costs related to ongoing plant expansion.

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

Volume Charge per 1,000 Gallons	2009-10 Adopted	2010-11 Adopted
Residential	\$4.31	\$4.31
Commercial	4.48	4.48

Wastewater Utility Fund Expenditures



Expenditures

Total approved expenditures for FY 2010-11 are \$40.8 million, an increase of \$1.6 million (4.0%) from FY 2009-10 approved levels. Approved expenditures include a \$200,000 transfer to the Capital Improvement Program for capital projects, \$248,000 to develop and implement an asset management program, and \$36,700 for increases in chemical costs. Within Wastewater expenditures is a \$305,000 subsidy to the General Fund for IT capital purchases and approximately \$220,400 for the maintenance and construction activities of

Facilities Management. Also included is a transfer of \$682,300 to the Infrastructure Repair & Replacement Fund to contribute toward the cost of street repairs incurred in the process of repairing and replacing sewer lines and \$120,000 for legislative consulting services.

Fund Balance

The Wastewater Utility Fund is expected to end FY 2010-11 with a fund balance of \$13.6 million (145 days) of working capital.

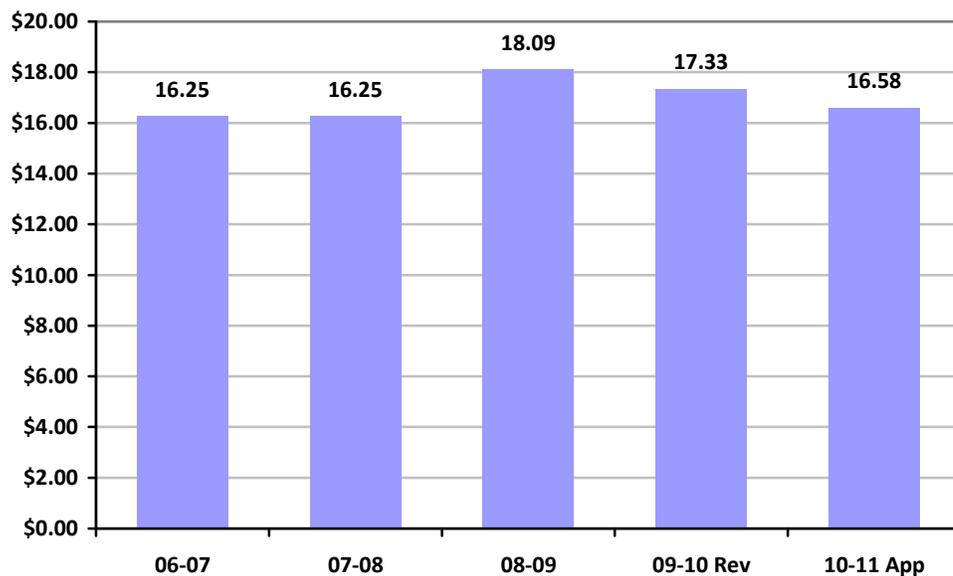
ENVIRONMENTAL WASTE SERVICES FUND

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

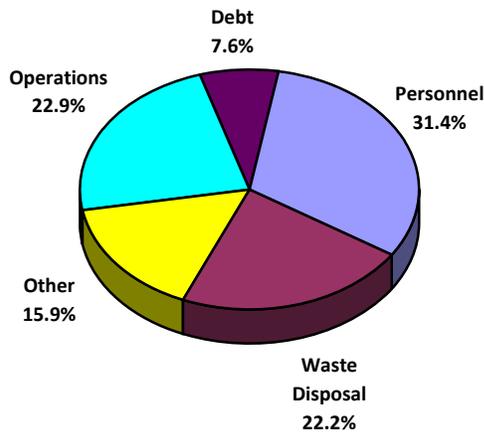
Revenue

Projected EWS revenues for FY 2010-11 are \$16.5 million, an increase of approximately \$423,400 (2.6%) from FY 2009-10. This increase is attributed to a new \$6.10 monthly charge for each additional residential container utilized by EWS customers effective November 1, 2010. This charge will be partially offset by a 75-cent decrease to the residential base rate that will also take effect November 1, 2010. This will bring the base rate for collection of residential solid waste down to \$16.58 a month.

**Environmental Waste Services
Monthly Residential Base Rates**



Environmental Waste Services Fund Expenditures



Expenditures

Total approved EWS expenditures for FY 2010-11 are \$17.2 million, approximately \$892,800 (5.5%) higher than FY 2009-10 approved levels. The increase is due to a 5% fee from the General Fund to the EWS Fund on amounts charged for residential collection. This fee will compensate for the significant deterioration of alleys for which the collection vehicles are responsible. This fee is consistent with the In-Lieu-of Franchise Fee charges that are currently being made on commercial solid waste collection and Water/Wastewater services for the use of rights-of-way within the city. The new fee will generate approximately \$656,000 in additional expenditures annually to the EWS Fund and is not an item that will be on customer’s bill but is a component of the residential collection rate.

Fund Balance

The Environmental Waste Services Fund is projected to end the year with a fund balance of \$1.7 million (52 days) of working capital.

STORMWATER MANAGEMENT FUND

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

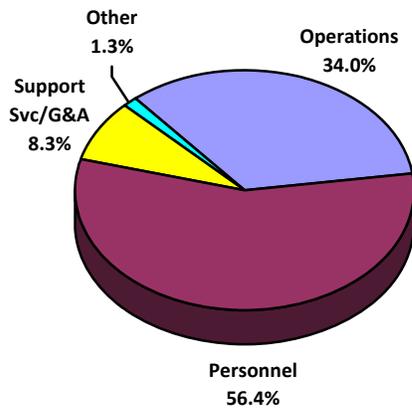
Revenue

Projected Stormwater Management revenues for FY 2010-11 are \$3.7 million, representing a \$309,900 (9.0%) increase from FY 2009-10. The increase is primarily attributable to the second year of a three-year adopted rate plan. The increase in rates is designed to fund \$250,000 a year in drainage projects, thereby reducing debt issuance, and to absorb approximately \$352,000 a year in litter control expenditures borne by the General Fund. For a mid-sized residential lot, the rate increase is 24 cents a month. This will bring the rate to \$2.88, which is approximately 27% lower than the Metroplex median. Commercial accounts are increasing from \$0.066 per 100 square feet of impervious area to a rate of \$0.072, which is approximately 36% lower than the Metroplex median.

Stormwater Rates

	2009-10	2010-11	2011-12
Small Residential	\$1.32	\$1.44	\$1.50
Medium Residential	2.64	2.88	3.00
Large Residential	3.96	4.32	4.50
Commercial per 100 sq. ft.	0.066	0.072	0.075

Stormwater Management Fund Expenditures



To sustain the program, rate increases are also planned for 2011-12 at which point the rates will be sufficient to cover ongoing expenditures.

Expenditures

Approved Stormwater Management expenditures for FY 2010-11 are \$3.8 million.

Fund Balance

The Stormwater Management Fund is projected to end the year with a fund balance of \$203,200 of working capital.

**COMBINED MONTHLY UTILITY COSTS
TYPICAL GARLAND RESIDENT**

	<u>2009-10</u>	<u>Change</u>	<u>2010-11</u>
Electric *	\$153.04	\$(1.09)	\$151.95
Water	30.95	3.77	34.72
Sewer Service	39.79	0.00	39.79
Trash Collection	17.33	(.75)	16.58
Stormwater Fee	<u>2.64</u>	<u>0.24</u>	<u>2.88</u>
Totals	<u>\$243.75</u>	<u>\$2.17</u>	<u>\$245.92</u>

*Electric rates are not set as part of the budget process but rather throughout the year based on market conditions.

INFRASTRUCTURE REPAIR & REPLACEMENT FUND

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

The Infrastructure Repair & Replacement Fund is funded each year by transfers from the General Fund, Water Utility Fund, and Wastewater Utility Fund. Transfers for FY 2010-11 to the Fund total \$5.8 million and reflect an increase of \$270,200. Of this amount, \$250,000 is attributable to the City Manager's budget priority of partially restoring the \$1.0 million reduction taken in FY 2009-10. An additional General Fund transfer of \$175,000 is included in 2009-10 Revised to cover the Pleasant Valley Road resurfacing project.

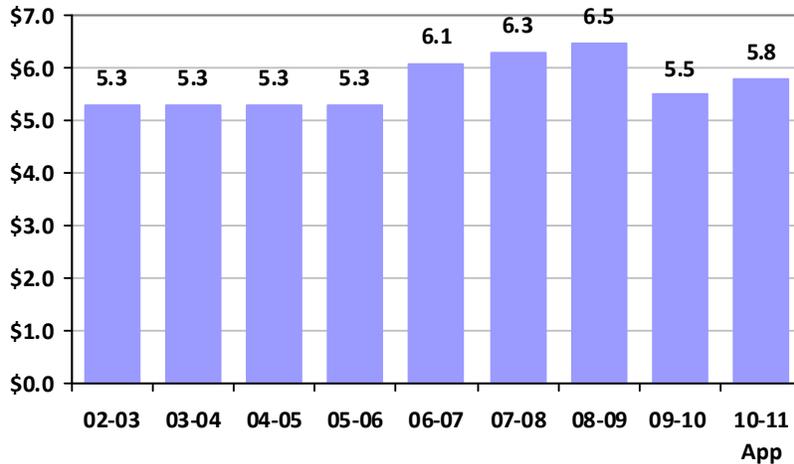
Infrastructure Repair & Replacement Fund Transfers

General Fund	\$4,433,200
Water Utility Fund	682,300
Wastewater Utility Fund	<u>682,300</u>
Total Transfers	<u>\$5,797,800</u>

Funding for infrastructure repair is enhanced each year by approximately \$3.5 million. To provide these funds, a pool is maintained by the annual issuance of a Short-Term Tax Note. The amount of the Tax Note is approximately the amount of Debt Service that is deferred due to the City's issuance of Commercial Paper rather than long-term Bonds when projects are initiated. Additional information regarding the City's Commercial Paper program can be found in the Debt Service section of the Budget.

Combined, transfers from the General Fund, Water Utility Fund, Wastewater Utility Fund, and Tax Note, as well as Interest Income, will provide \$9.3 million in funding for street repairs and replacements in FY 2010-11.

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



Approved expenditures of \$9.3 million for FY 2010-11 include capital funding of \$353,200 to replace a 12-yard dump truck and purchase a hydraulic excavator.

The Infrastructure Repair & Replacement Fund is projected to end FY 2010-11 with a zero fund balance.

FIREWHEEL FUND

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

Prior to the expansion, Firewheel was generally self-supporting through green fees and other revenues generated at the complex. Since the expansion, however, the course has incurred an operating deficit primarily due to a dramatic increase in the number of competing courses in the area. As a result, both cost-cutting efforts and revenue enhancements have been aggressively pursued over the past few years. To address the growing deficit in the Firewheel Golf Fund, the Debt Service related to the facility was absorbed within the Debt Service Tax rate, and Intra-City Utility and Support Service charges were reduced or eliminated. To begin reducing the accumulated fund deficit and help maintain the City's bond ratings, a transfer from the General Fund is included in each year's Revised Budget provided the General Fund ends the year with excess reserves.

Since opening in the early 1980s, the Firewheel Golf Course has operated as a public-private partnership. Under these arrangements, a Contractor managed the facility and provided, at his expense, the following: (1) golf cart rentals, (2) restaurant and concessions services, (3) pro shop merchandise, (4) driving range services, and (5) the required staffing and equipment related to these services. In return, the Contractor received 95% of the revenue generated from cart rentals, restaurant sales, and driving range fees. In addition, the Contractor received all revenue related to the pro shop merchandise sales. The City, on the other hand, has been responsible for all expenditures related to maintenance of the facilities and grounds, and received all green fee revenue plus 5% of the Contractor's applicable revenues.

In July, 2010, the City entered into a new Management Service Agreement with the existing Contractor. Under this agreement, the City retains all revenue generated at Firewheel Golf Park, including revenue related to cart rentals, driving range fees, restaurant proceeds, and merchandise sales. The City also assumes responsibility for all expenditures at the facility with the exception of staff members employed by the Contractor. As of July, the Contractor is paid a Management Fee designed to compensate him for oversight of the facility and to provide funding for staffing cart maintenance operations, the pro shop, the driving range, restaurant services, and marketing functions.

In keeping with the terms of the prior contract, the Contractor's assets were acquired by the City using CIP funds in July, 2010.

As a result of the change in operating agreements, Firewheel revenues are projected to increase by \$2.0 million (94.5%) in FY 2010-11 from levels budgeted in the prior year. Likewise, budgeted expenditures are increasing \$1.4 million (60.9%). Total Firewheel revenues are projected to be \$4.1 million compared to expenditures of \$3.7 million, yielding a projected positive cash flow of \$400,000 within the Firewheel Fund.

The Firewheel Fund is projected to end the 2010-11 fiscal year with a fund balance deficit of \$845,000, down from \$1.7 million projected for FY 2009-10. It should be noted that while the Firewheel Golf Course has struggled to fully fund its operating costs and debt service, the development of the golf complex has been the catalyst for bringing high-end residential development to North Garland. It is conservatively estimated that the courses are responsible for adding over \$400 million to the City's residential tax base, equating to approximately \$2.8 million in annual tax revenues.

RECREATION PERFORMANCE FUND

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

Projected Recreation Performance Fund revenues for FY 2010-11 are \$847,000, representing a \$99,500 (13.3%) increase from FY 2009-10 approved levels. Approved expenditures for FY 2010-11 are approximately \$992,000, an increase of \$174,000 (21.4%) from last year. A one-time transfer to the General Fund of \$100,000 is included in approved expenditures and is funded from excess fund balance. Approved expenditures include \$40,000 for equipment at Bradfield Recreation Center plus \$10,000 for a new electronic sign. New or increased funding of \$38,500 is included for an outdoor education program, contract instructors, and a summer basketball league. Additional fees will cover the cost of these programs.

Approved funding also includes the repair of ten (10) tennis courts at the Jack Coleman Tennis Center for \$35,000, \$22,800 for various one-time items to supplement funding for the new Hollabaugh Recreation Center, and \$12,000 for a scissors lift for staff's use at the Atrium.

The Recreation Performance Fund is projected to end FY 2010-11 with a fund balance of approximately \$11,500 of working capital.

HOTEL/MOTEL TAX FUND

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

The FY 2010-11 Adopted Budget includes estimated Hotel/Motel Tax receipts of \$431,600, a \$15,300 decrease (3.4%) from FY 2009-10 levels.

Approved Hotel/Motel Tax expenditures for FY 2010-11 are \$591,600, which is a \$129,700 increase (28.1%) from FY 2009-10 approved levels. The increase is due to the incentive agreement with the Hyatt Place Hotel on S.H. 190 which stipulates a refund of the Hotel/Motel Tax generated at the facility. During FY 2009-10, approximately \$120,000 will be refunded to the Hyatt Place under this arrangement. A similar amount is projected in the FY 2010-11 Adopted Budget.

Within the department, salary costs totaling \$116,900 are eligible to be charged from the General Fund to the Hotel/Motel Tax Fund. For FY 2010-11, funding to the Garland Cultural Arts Commission (GCAC) remains at 15% of the prior year's Hotel/Motel Tax revenue, which amounts to \$72,500.

The Hotel/Motel Tax Fund is projected to end FY 2010-11 with a fund balance of approximately \$844,500.

GARLAND HELIPORT FUND

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

Projected Heliport revenues for FY 2010-11 are \$8,000 in lease and interest income with approved expenditures projected to be \$7,700.

The Garland Heliport Fund is projected to end the FY 2010-11 budget year with a fund balance of \$129,300 of working capital.

SAFELIGHT FUND

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

SafeLight revenues are projected to be \$900,000 in FY 2010-11, a decrease of \$469,600 (34.3%) from estimates in the FY 2009-10 Adopted Budget. This decrease is primarily due to the desired effect of drivers changing their behavior. Included in the revenue numbers is the addition of the "Right-Turn-on-Red" violation which was added in FY 2009-10.

Approved expenditures for FY 2010-11 are \$857,700. Net program revenues of \$42,300 are projected for FY 2010-11 of which one-half must be sent to the State of Texas.

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

The collection of delinquent SafeLight fines is anticipated to be enhanced when the SafeLight Program is incorporated within Dallas County's Scofflaw efforts. The Scofflaw Program prevents individuals from renewing their automobile registration when they have unpaid fines. This should be completed in the early months of FY 2010-11.

The SafeLight Fund is projected to end the FY 2010-11 year with a fund balance of approximately \$98,100 of working capital, prior to potential funding to the State.

COMMUNITY AND NEIGHBORHOOD GRANTS

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

Community & Neighborhood Development**CASA Fund**

The CASA Program anticipates program income of approximately \$14,700 from the sale of rehabilitated properties and expenditures of \$14,700. During 2009-10, three housing infill and rehabilitation projects totaling \$322,400 were reclassified from the HOME and CDBG Rehab projects into the CASA Fund.

CDBG Fund

In FY 2010-11, the City expects to receive \$2.5 million from CDBG. The CDBG Program will again concentrate on infrastructure projects with \$1,100,000 (42.1%) of new funding dedicated to street improvements.

Also, during FY 2008-09, the City secured funding from the U.S. Department of Housing and Urban Development (HUD) and the State of Texas for the Neighborhood Stabilization Program (NSP) which was created from the Housing and Economic Recovery Act of 2008. In the FY 2009-10 Revised and FY 2010-11 Adopted Budgets, approximately \$3.4 million has been budgeted for NSP. These funds will be used toward the Green, Revitalized, Energy Efficient, Affordable Cost-of-Ownership, and Tailored for Home Ownership (GREAT Homes) program initiated by the City of Garland. Improvements to properties purchased through GREAT Homes will promote neighborhood stabilization by removing the nuisance often associated with vacant properties. It will also promote Citywide goals encouraging homeownership and energy efficiency.

HOME Grant Fund

The City expects to receive approximately \$817,700 in additional HOME Grant funds to construct affordable new housing within Garland neighborhoods during FY 2010-11.

Fair Housing Grants

The Fair Housing Program promotes educational programs and services to increase awareness of laws designed to prevent discrimination in housing. The Office of Fair Housing also accepts and investigates complaints to determine if discrimination has occurred. HUD Fair Housing Grants of \$196,200 are anticipated in FY 2010-11 along with approximately \$92,100 from the Emergency Shelter Grant (ESG).

Summer Nutrition Program

The Summer Nutrition Program is projected to receive funding of approximately \$475,000 to provide lunches and snacks for school-age children at approximately 29 sites throughout Garland. In addition, a transfer from the General Fund of \$20,000 in FY 2010-11 is being made to reduce the deficit created by high fuel and food prices experienced in FY 2007-08.

Housing Assistance Fund

The Garland Housing Agency is projected to receive approximately \$12.6 million from HUD to administer and operate the Section 8 Housing Voucher Programs and the Disaster Housing Assistance Programs. Total approved expenditures in FY 2010-11 are projected to be approximately \$12.6 million with the majority (83%) being allocated to Housing Voucher payments.

Housing Assistance Fund

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

LIBRARY GRANT FUND

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

Projected NETLS revenue for FY 2010-11 is approximately \$725,800, substantially unchanged from prior year approved levels. Total program expenditures of approximately \$724,300 are approved for FY 2010-11 and reflect the addition of a full-time IT-related position to assist member libraries with their IT requirements. This activity has previously been outsourced by NETLS. The General Fund expects to receive approximately \$35,000 for administrative services charged to the program through an indirect cost allocation.

PUBLIC HEALTH / IMMUNIZATION GRANT FUND

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

Total approved revenue for FY 2010-11 is approximately \$836,900 and remains unchanged from that approved for FY 2009-10. Of that amount, \$481,900 is grant-funded from the Texas Department of State Health Services (DSHS) and \$330,000 is program income derived from immunizations and examinations. Contributions totaling \$25,000 are also included.

Approved expenditures for FY 2010-11 are approximately \$798,900, less than 2% below levels approved for FY 2009-10. Included in the budgeted expenditures is an additional full-time Public Health Nurse position added in the summer of 2010. The \$77,000 in annual salary and benefits associated with the new position is funded entirely from State grant funds.

PUBLIC SAFETY GRANT FUND

The Public Safety Grant Fund includes funding received through various competitive Federal and State programs related to Law Enforcement, Emergency Management, and Homeland Security. Through these grants, the City is able to provide its Public Safety personnel with additional training as well as to acquire specialized equipment outside its normal operating budget. These specific grants are separate from any amounts that may become available through Federal stimulus efforts.

Approved revenue for the Public Safety Grant Fund in FY 2010-11 totals approximately \$566,000 and includes the following:

Public Safety Grants

State Training Grant	\$ 22,629
Justice Assistance Grant (JAG)	51,370
Internet Crimes Against Children (ICAC) Grant	4,500
Youth Programs	4,800
Metropolitan Medical Response System (MMRS) Grant	317,419
Urban Area Security Initiative (UASI) Grant	<u>165,000</u>
Total	<u>\$565,718</u>

The Public Safety Grant Fund is expected to end FY 2010-11 with a balance of approximately \$463,857.

STIMULUS GRANT FUND

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

The City has secured \$3.9 million in funding in the five areas listed below and has included them in the FY 2009-10 Revised Budget and the FY 2010-11 Adopted Budget. Additional grants and programs could be awarded to the City of Garland during FY 2010-11.

Stimulus Grant Funds

- (1) CDBG - Recovery (\$561,811) – Funding to install energy efficiency retrofits into single-family homes for low income households. Eligible applicants are homeowners that have incomes at or below 80% of the area median income. The goals of the program are to increase energy efficiency, reduce the burden of utility bills, improve indoor air quality, buffer exterior noise, reduce pollutants, and contribute to having a cleaner environment and healthier neighborhood by reducing energy consumption. Approximately 33 homes will be retrofitted.
- (2) Byrne JAG National & State (\$386,686) – Funding will be used to purchase audio/video equipment to enhance the security and surveillance capabilities for the Police Department lobby and Police property/evidence storage facility, to upgrade the existing recording system in Communications, to pay the salary for the Victim Assistance Advocate, to purchase tasers and accessories, to update the existing scheduling software, and to purchase a tactical observation platform.
- (3) Homeless Prevention Rapid Re-Housing (\$858,997) – Funding to prevent individuals and families from becoming homeless and to help those who are experiencing homelessness to be quickly re-housed. These funds have been split among eight sub-recipients who are responsible for executing the terms outlined in the grant agreement.
- (4) Energy Efficiency & Conservation Block Grant (EECBG) (\$1,978,800) – Funding to carry out three objectives: install a high-efficiency HVAC system for City Hall, create a Citywide plan for long-term energy efficiency and sustainability plan, and establish a permanent Office of Environmental Quality to oversee the City's energy efficiency efforts.
- (5) Clean Cities - Petrol Reduction (\$89,813) – Reimbursement grant that will provide funding toward the purchase of vehicles with hybrid/electric technology.

COMBINED GRANT FUND BALANCE

The Grant Funds are projected to end FY 2010-11 with a total combined fund balance of \$3.3 million.

NARCOTIC SEIZURE FUNDS

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

Narcotic Seizure Fund expenditures for the FY 2010-11 Adopted Budget total \$246,500 and include ballistic shields, a voice amplification system for the SWAT Team, department-wide training, ergonomic chairs for the Communications Department, and a radar recorder to identify high-speeding violation areas.

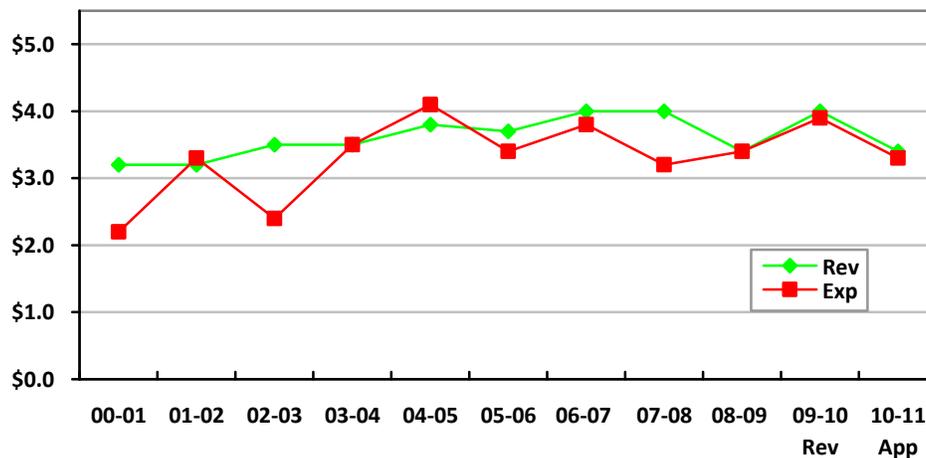
The Narcotic Seizure Funds are expected to end the FY 2010-11 year with a balance on hand of \$357,100.

EQUIPMENT REPLACEMENT FUND

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

Total projected revenues for the ERF in FY 2010-11 are \$3.4 million, consisting mostly of transfers from the major operating funds. Approved expenditures for FY 2010-11 are \$3.0 million for the replacement of vehicles, an additional \$250,000 for unplanned emergency vehicle replacements, and a transfer of approximately \$99,400 to the Self Insurance Fund to pay the annual premium on the City’s catastrophic vehicle and equipment loss insurance policy.

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



The ERF is expected to have \$8.3 million in reserves for future vehicle replacements by the end of FY 2010-11. This represents an increase of \$87,400 (1.1%) from FY 2009-10 Revised levels. The cost of vehicle replacement is expected to start exceeding annual contributions by FY 2012-13, which will lower fund balance reserves.

SELF INSURANCE FUND

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

Revenue in the Self Insurance Fund is comprised of transfers from other City funds and from Interest Income. Total approved revenues in FY 2010-11 are \$5.0 million.

Approved expenditures in FY 2010-11 are approximately \$5.6 million, representing a 0.2% decrease from FY 2009-10 approved levels. The modest decrease in expenditures is attributed to anticipated reductions in insurance premiums and claims. Also, in the FY 2009-10 Revised Budget, the banked Safety Coordinator position is being restored.

The Self Insurance Fund is projected to end the FY 2010-11 budget year with a fund balance of \$3.0 million, which represents 52.5% of the actuarially determined claims liability.

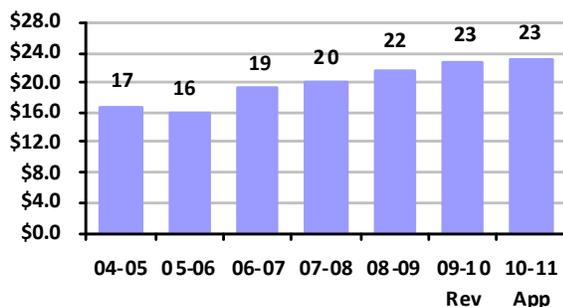
GROUP HEALTH INSURANCE FUND

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

The FY 2010-11 Adopted Budget includes increases in City contributions for health coverage of \$27.00 (5.2%) per month for employees and \$10.00 (3%) per month for retirees. This brings the monthly City contribution to \$540 for employees and \$365 for retirees. The City's contributions for employee dental coverage are unchanged at \$18.50 per month. In total, City contributions for employee/retiree health and dental coverage increases \$660,700 (4.2%) in the Adopted Budget.

The FY 2010-11 Adopted Budget includes an average increase of 4.75% to health insurance premiums paid by employees and the elimination of the premium Open Access Plan (OAP) option which was actuarially unsustainable. Also, the Adopted Budget includes an average rate increase of 15% for pre-65 retirees and an average rate increase of 7% for Medicare-eligible retirees.

Group Health Insurance Fund
Net Health Cost
 (In Millions)



As reflected in the graph, the historical trend for health insurance costs net of stop-loss reimbursements reflects an average increase since FY 2004-05 of 5.8%. However, the FY 2010-11 increase is projected to be 3.0% based on actuarial assumptions.

Also, as of January 1, 2011, the City will be changing third party claims administrators and preferred provider networks in order to lower fees, lower projected claims costs, and provide a larger Preferred Provider Organization (PPO) network.

The Group Health Insurance Fund is projected to end the year with a fund balance reserve of \$2.0 million, which will be used to address unanticipated spikes in claim costs if and when they occur.

LONG TERM DISABILITY FUND

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

The Long Term Disability Fund is projected to end FY 2010-11 with a fund balance of \$478,800.

CUSTOMER SERVICE FUND

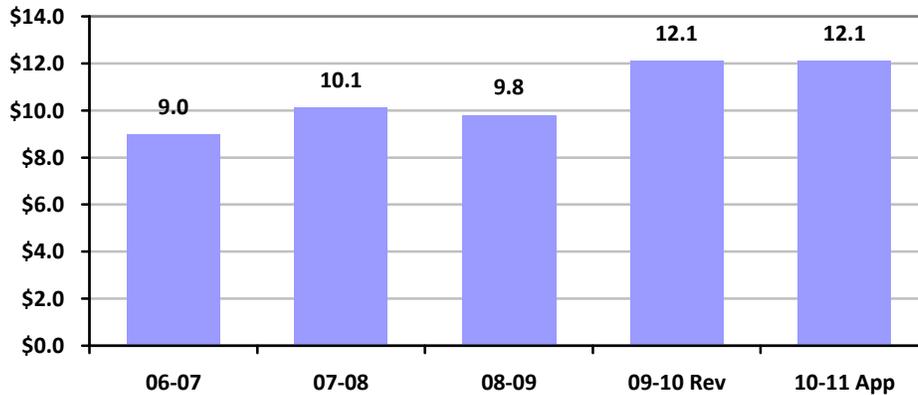
The Customer Service Fund is responsible for the collection of all revenues due the City for utility services. Costs related to the fund are allocated to other City departments, primarily the City's utilities.

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

FY 2010-11 revenue for Customer Service is projected to be \$12.0 million, relatively unchanged from the amount approved for FY 2009-10. Of the anticipated \$12.0 million, the majority – \$10.4 million or 87.0% – is comprised of transfers from the City's utilities and other operating funds.

Approved expenditures for FY 2010-11 are \$12.1 million, materially unchanged from last year. One position was eliminated within the fund during FY 2009-10. Customer Service is funding security provided through the Garland City Marshals Office through an increase to its General and Administrative transfer.

Customer Service Department
Total Expenditures
(In Millions)

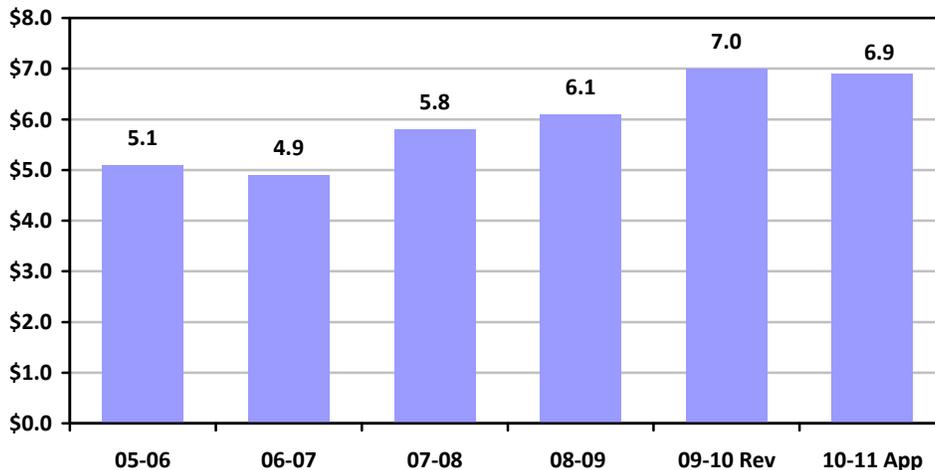


The Customer Service Fund is expected to end FY 2010-11 with a fund balance of approximately \$168,600.

FACILITIES MANAGEMENT FUND

The Facilities Management Department is responsible for the maintenance and cleaning of all City facilities. The department also pays for the electric, water, wastewater, solid waste collection, and stormwater costs of General Fund and mixed-occupant facilities. As an Internal Service Fund, Facilities Management recovers its costs through cost allocations to user departments.

Facilities Management Fund
Total Expenditures
(In Millions)



Approved expenditures for FY 2010-11 are \$6.9 million, unchanged from FY 2009-10 approved levels.

The FY 2010-11 approved expenditures include a full year of utility-related costs associated with occupying the newly-completed 70,000 square foot Utility Services Complex. In addition, \$300,000 is included to cash-fund small facility projects. To help offset this additional cost, other operating accounts were reduced.

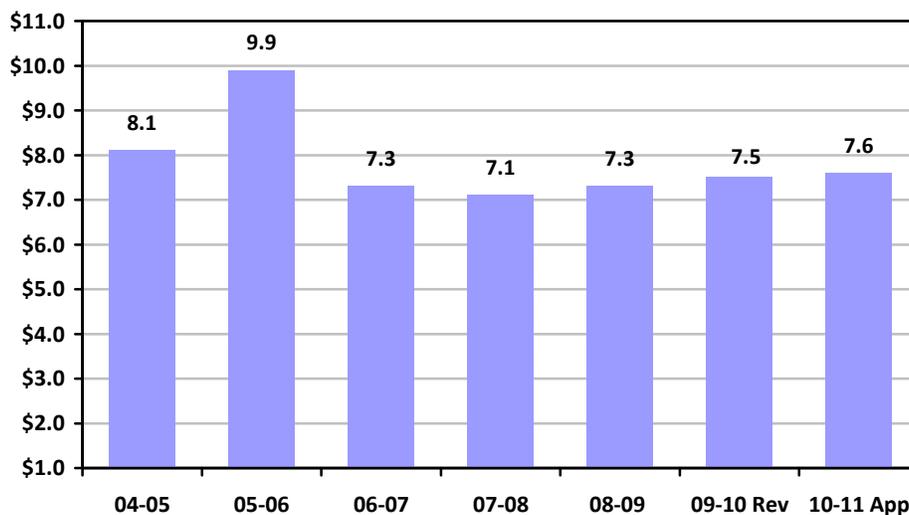
Facilities Management costs have increased over the past several years due to the opening of several new City facilities and an increase in cash-funding of renovation projects that previously had been debt-funded.

The Facilities Management Fund is projected to end the FY 2010-11 budget year with a \$20,600 fund balance.

FLEET SERVICES FUND

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

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



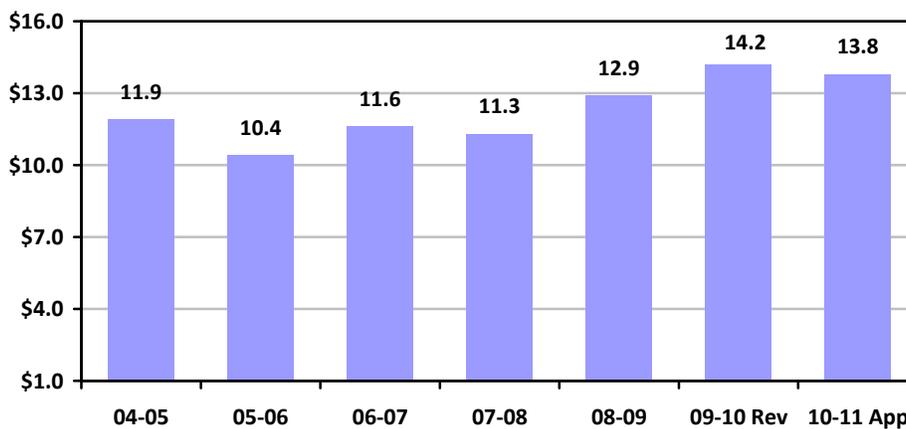
FY 2010-11 approved expenditures are \$7.6 million, a \$92,000 (1.2%) increase from the FY 2009-10 Adopted Budget. Approved expenditures include \$14,000 for a transmission fluid exchanger, an anti-freeze recycling machine, air jacks and safety stands, and diagnostic software.

The Fleet Services Fund is projected to end the FY 2010-11 budget year with a fund balance of approximately \$167,300.

INFORMATION TECHNOLOGY FUND

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

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



Approved expenditures for FY 2010-11 are \$13.8 million, which is a \$216,700 (1.6%) increase from FY 2009-10 approved levels. The increase is primarily attributed to the critical upgrade of the City’s Microsoft platform. The FY 2009-10 Revised Budget and the FY 2010-11 Adopted Budget each include \$424,000 to fund the upgrade.

The Information Technology Fund is projected to end the FY 2009-10 budget year with a fund balance of \$139,900.

IT PROJECT FUND

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

Approved expenditures for FY 2010-11 total \$3.0 million and include approximately \$243,300 for new projects and another \$2.7 million for previously approved projects not yet completed. Mid-year projects approved by the ITB in FY 2009-10 include a Financial Management System (FMS) / Operations Management System (OMS) upgrade (\$33,400) and a Tax System upgrade (\$3,600). All new and previously approved projects will be funded from the available fund balance within the IT Project Fund with the exception of the Stormwater Management Software which will be funded by the Stormwater Management Fund. Also included in the IT Project Fund is an initial \$75,000 transfer from the General Fund for the creation of a sinking fund designed to accumulate funding for future Library IT initiatives.

Approved IT Projects

Projects	Costs
Debt Management Software	\$ 38,200
Inovah Upgrade in Customer Service	86,188
Stormwater Management Software	5,000
Internal 911	78,908
Centralized Collection & Online Payment	35,000
Industrial Inspections	N/A
Crime Mapping in the Police Department	N/A
Projects Previously Approved	2,725,440
Total Project Funding	\$2,968,736

IT REPLACEMENT FUND

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

The transfer from the General Fund is unchanged at \$500,000 for FY 2010-11. Future transfers will have to be approximately \$1.0 million a year to sustain the General Fund's replacement schedule. Efforts are currently underway to dramatically reduce the number of computer workstations and printers maintained by the City.

Approved funding for FY 2010-11, received through transfers from other City funds, is \$1.2 million, and approved expenditures total \$2.4 million. The fund is expected to end FY 2010-11 with a fund balance of \$1.3 million.

WAREHOUSE FUND

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

Approved Warehouse expenditures for FY 2010-11 are approximately \$1.0 million, substantially unchanged from FY 2009-10 approved levels. Approved expenditures include \$45,000 for replacement of a forklift. The Warehouse budget includes \$68,700 for operation of the Day Labor Center, which is charged to the General Fund through Support Service allocations.

The Warehouse Fund is projected to end FY 2010-11 with a fund balance of approximately \$51,700.

Fund Summaries

**CITY OF GARLAND
COMBINED FUND SUMMARY
2010-11**

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
REVENUE & TRANSFERS IN					
General Fund	\$132,365,798	\$130,125,912	\$131,113,815	\$132,034,590	1.5%
Electric Utility Fund	231,455,066	242,844,996	221,753,372	225,413,435	-7.2%
Rate Mitigation Fund	1,846,450	1,010,000	32,769,000	16,484,100	1532.1%
Water Utility Fund	34,504,034	42,008,331	37,883,004	45,141,460	7.5%
Wastewater Utility Fund	38,771,209	40,097,874	39,918,259	40,495,290	1.0%
Environmental Waste Services Fund	16,428,697	16,103,399	16,149,260	16,526,816	2.6%
All Other Funds	59,526,359	61,894,425	66,645,163	64,920,857	4.9%
Sub-Total	<u>\$514,897,613</u>	<u>\$534,084,937</u>	<u>\$546,231,873</u>	<u>\$541,016,548</u>	<u>1.3%</u>
G.O. Debt Service Fund	\$49,586,220	\$50,348,950	\$53,200,494	\$55,256,261	9.7%
TOTAL REVENUE & TRANSFERS IN	<u>\$564,483,833</u>	<u>\$584,433,887</u>	<u>\$599,432,367</u>	<u>\$596,272,809</u>	<u>2.0%</u>
Less Interfund Transfers	(\$37,730,151)	(\$37,757,301)	(\$72,700,901)	(\$61,021,629)	61.6%
NET BUDGET REVENUE	<u>\$526,753,682</u>	<u>\$546,676,586</u>	<u>\$526,731,466</u>	<u>\$535,251,180</u>	<u>-2.1%</u>
APPROPRIATIONS & TRANSFERS OUT					
General Fund	\$131,430,446	\$131,575,912	\$132,624,901	\$134,086,244	1.9%
Electric Utility Fund	209,229,815	264,124,516	270,937,841	228,193,482	-13.6%
Rate Mitigation Fund	0	0	0	0	0.0%
Water Utility Fund	36,406,462	41,430,222	40,127,755	44,463,017	7.3%
Wastewater Utility Fund	35,585,741	39,175,036	39,808,578	40,756,525	4.0%
Environmental Waste Services Fund	15,748,593	16,277,385	16,425,469	17,170,201	5.5%
All Other Funds	60,721,347	64,420,272	69,314,339	66,268,192	2.9%
Sub-Total	<u>\$489,122,405</u>	<u>\$557,003,343</u>	<u>\$569,238,884</u>	<u>\$530,937,661</u>	<u>-4.7%</u>
G.O. Debt Service Fund	\$48,731,670	\$51,750,514	\$54,602,058	\$56,089,834	8.4%
TOTAL APPROPRIATIONS & TRANSFERS OUT	<u>\$537,854,075</u>	<u>\$608,753,857</u>	<u>\$623,840,942</u>	<u>\$587,027,495</u>	<u>-3.6%</u>
Less Interfund Transfers Out	(\$37,730,151)	(\$37,757,301)	(\$72,700,901)	(\$61,021,629)	61.6%
NET BUDGET APPROPRIATIONS	<u>\$500,123,924</u>	<u>\$570,996,556</u>	<u>\$551,140,041</u>	<u>\$526,005,866</u>	<u>-7.9%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$26,629,760	(\$24,319,970)	(\$24,408,575)	\$9,245,314	138.0%
BEGINNING BALANCE	\$180,406,005	\$172,120,190	\$205,005,766	\$180,597,191	4.9%
Change in Fund Balance	26,629,760	(24,319,970)	(24,408,575)	9,245,314	138.0%
ENDING BALANCE	<u>\$205,005,766</u>	<u>\$147,800,220</u>	<u>\$180,597,190</u>	<u>\$189,842,505</u>	<u>28.4%</u>
Reserved General Fund Balance	\$4,730,000	\$4,730,000	\$4,730,000	\$4,730,000	0.0%
TOTAL FUND BALANCE	<u>\$209,735,766</u>	<u>\$152,530,220</u>	<u>\$185,327,190</u>	<u>\$194,572,505</u>	<u>27.6%</u>

**CITY OF GARLAND
COMBINED FUND SUMMARY
2010-11**

DETAIL SCHEDULES:

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
REVENUE - ALL OTHER FUNDS					
Infrastructure Repair & Replcmt. Fund	\$10,053,997	\$9,024,634	\$9,247,897	\$9,285,052	2.9%
Stormwater Management Fund	3,150,773	3,429,653	3,426,931	3,739,587	9.0%
Firewheel Fund	2,253,394	2,098,310	2,847,140	4,081,575	94.5%
Recreation Performance Fund	935,179	747,500	767,800	846,960	13.3%
Hotel/Motel Tax Fund	499,522	451,900	436,618	441,618	-2.3%
Garland Heliport Fund	9,215	7,479	7,495	8,044	7.6%
SafeLight Fund	1,088,921	1,369,647	975,000	900,000	-34.3%
Combined Grant Funds	17,562,494	21,509,422	24,127,774	20,517,689	-4.6%
Narcotic Seizure Funds	385,607	0	440,797	0	0.0%
Group Health Insurance Fund	23,587,257	23,255,880	24,367,710	25,100,332	7.9%
TOTAL REVENUE	\$59,526,359	\$61,894,425	\$66,645,163	\$64,920,857	4.9%
APPROPRIATIONS - ALL OTHER FUNDS					
Infrastructure Repair & Replcmt. Fund	\$9,641,858	\$9,065,250	\$10,597,552	\$9,312,815	2.7%
Stormwater Management Fund	3,150,593	3,832,650	3,890,222	3,836,535	0.1%
Firewheel Fund	2,179,090	2,293,593	2,610,871	3,691,385	60.9%
Recreation Performance Fund	822,085	817,446	854,697	992,048	21.4%
Hotel/Motel Tax Fund	154,284	461,864	581,864	591,604	28.1%
Garland Heliport Fund	0	7,700	45,363	7,700	0.0%
SafeLight Fund	1,230,685	975,785	856,643	857,659	-12.1%
Combined Grant Funds	18,568,843	21,580,509	23,994,643	20,866,407	-3.3%
Narcotic Seizure Funds	403,232	189,496	316,321	246,500	30.1%
Group Health Insurance Fund	24,570,677	25,195,979	25,566,163	25,865,539	2.7%
TOTAL APPROPRIATIONS	\$60,721,347	\$64,420,272	\$69,314,339	\$66,268,192	2.9%

**CITY OF GARLAND
COMBINED FUND SUMMARY
2010-11**

DETAIL SCHEDULES:

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Revenue Over (Short of) Expenditures - Change in Fund Balance					
General Fund	\$935,352	(\$1,450,000)	(\$1,511,086)	(\$2,051,654)	-41.5%
Electric Utility Fund	22,225,251	(21,279,520)	(49,184,469)	(2,780,047)	86.9%
Rate Mitigation Fund	1,846,450	1,010,000	32,769,000	16,484,100	1532.1%
Water Utility Fund	(1,902,428)	578,109	(2,244,751)	678,443	17.4%
Wastewater Utility Fund	3,185,468	922,838	109,681	(261,235)	
Environmental Waste Services Fund	680,104	(173,986)	(276,209)	(643,385)	-269.8%
Infrastructure Repair & Replcmt. Fund	412,139	(40,616)	(1,349,655)	(27,763)	31.6%
Stormwater Management Fund	180	(402,997)	(463,291)	(96,948)	75.9%
Firewheel Fund	74,304	(195,283)	236,269	390,190	
Recreation Performance Fund	113,094	(69,946)	(86,897)	(145,088)	-107.4%
Hotel/Motel Tax Fund	345,238	(9,964)	(145,246)	(149,986)	-1405.3%
Garland Heliport Fund	9,215	(221)	(37,868)	344	
SafeLight Fund	(141,764)	393,862	118,357	42,341	-89.2%
Combined Grant Funds	(1,006,348)	(71,087)	133,131	(348,718)	-390.6%
Narcotic Seizure Funds	(17,625)	(189,496)	124,476	(246,500)	-30.1%
Group Health Insurance Fund	(983,420)	(1,940,099)	(1,198,453)	(765,207)	60.6%
Sub-Total	<u>\$25,775,210</u>	<u>(\$22,918,406)</u>	<u>(\$23,007,011)</u>	<u>\$10,078,887</u>	<u>144.0%</u>
G.O. Debt Service Fund	\$854,550	(\$1,401,564)	(\$1,401,564)	(\$833,573)	40.5%
TOTAL CHANGE IN FUND BALANCE	<u>\$26,629,760</u>	<u>(\$24,319,970)</u>	<u>(\$24,408,575)</u>	<u>\$9,245,314</u>	<u>138.0%</u>

**CITY OF GARLAND
COMBINED FUND SUMMARY
2010-11**

DETAIL SCHEDULES:

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
BEGINNING BALANCE					
General Fund	\$14,999,515	\$11,651,016	\$13,904,867	\$12,393,781	6.4%
Electric Utility Fund	50,578,698	48,141,758	72,803,950	23,619,481	-50.9%
Rate Mitigation Fund	80,566,200	82,416,200	82,412,650	115,181,650	39.8%
Water Utility Fund	5,186,091	2,435,138	3,283,663	1,038,912	-57.3%
Wastewater Utility Fund	10,549,599	10,397,803	13,735,067	13,844,748	33.2%
Environmental Waste Services Fund	1,899,000	2,053,519	2,579,104	2,302,896	12.1%
Infrastructure Repair & Replcmt. Fund	965,279	40,616	1,377,418	27,763	-31.6%
Stormwater Management Fund	763,243	545,752	763,423	300,132	-45.0%
Firewheel Fund	(1,545,627)	(1,498,228)	(1,471,323)	(1,235,054)	17.6%
Recreation Performance Fund	130,384	93,685	243,478	156,581	67.1%
Hotel/Motel Tax Fund	794,512	918,314	1,139,750	994,504	8.3%
Garland Heliport Fund	157,568	158,847	166,783	128,915	-18.8%
SafeLight Fund	79,124	392,787	(62,640)	55,717	-85.8%
Combined Grant Funds	4,534,580	3,753,899	3,528,232	3,661,363	-2.5%
Narcotic Seizure Funds	496,777	200,791	479,152	603,628	200.6%
Group Health Insurance Fund	4,965,450	4,795,187	3,982,030	2,783,577	-42.0%
Sub-Total	\$175,120,393	\$166,497,085	\$198,865,604	\$175,858,593	5.6%
G.O. Debt Service Fund	\$5,285,612	\$5,623,105	\$6,140,162	\$4,738,598	-15.7%
TOTAL BEGINNING BALANCE	\$180,406,005	\$172,120,190	\$205,005,766	\$180,597,191	4.9%
ENDING BALANCE					
General Fund	\$13,904,867	\$10,201,016	\$12,393,781	\$10,342,127	1.4%
Electric Utility Fund	72,803,950	26,862,238	23,619,481	20,839,434	-22.4%
Rate Mitigation Fund	82,412,650	83,426,200	115,181,650	131,665,750	57.8%
Water Utility Fund	3,283,663	3,013,247	1,038,912	1,717,355	-43.0%
Wastewater Utility Fund	13,735,067	11,320,641	13,844,748	13,583,513	20.0%
Environmental Waste Services Fund	2,579,104	1,879,533	2,302,896	1,659,511	-11.7%
Infrastructure Repair & Replcmt. Fund	1,377,418	0	27,763	0	0.0%
Stormwater Management Fund	763,423	142,755	300,132	203,184	42.3%
Firewheel Fund	(1,471,323)	(1,693,511)	(1,235,054)	(844,864)	50.1%
Recreation Performance Fund	243,478	23,739	156,581	11,493	-51.6%
Hotel/Motel Tax Fund	1,139,750	908,350	994,504	844,518	-7.0%
Garland Heliport Fund	166,783	158,626	128,915	129,259	-18.5%
SafeLight Fund	(62,640)	786,649	55,717	98,058	-87.5%
Combined Grant Funds	3,528,232	3,682,812	3,661,363	3,312,645	-10.1%
Narcotic Seizure Funds	479,152	11,295	603,628	357,128	3061.8%
Group Health Insurance Fund	3,982,030	2,855,088	2,783,577	2,018,370	-29.3%
Sub-Total	\$198,865,604	\$143,578,678	\$175,858,592	\$185,937,479	29.5%
G.O. Debt Service Fund	\$6,140,162	\$4,221,542	\$4,738,598	\$3,905,026	-7.5%
TOTAL ENDING BALANCE	\$205,005,766	\$147,800,220	\$180,597,190	\$189,842,505	28.4%

**CITY OF GARLAND
GENERAL FUND SUMMARY
2010-11**

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
REVENUE					
Taxes	\$65,049,628	\$61,428,757	\$62,623,030	\$61,486,315	0.1%
Franchise Fees	7,617,512	8,094,350	7,723,977	7,383,430	-8.8%
Sanitation Services	9,485,854	9,309,493	8,964,250	9,211,976	-1.0%
Service Charges	7,533,615	7,187,379	7,348,338	8,257,749	14.9%
Earnings on Investments	623,264	400,000	273,990	173,592	-56.6%
Intergovernmental	380,553	371,000	385,951	366,000	-1.3%
Intragovernmental	25,535,859	27,662,775	27,433,619	28,730,201	3.9%
Licenses & Permits	2,812,495	2,828,752	3,213,059	2,962,572	4.7%
Fines & Forfeitures	4,884,173	4,507,922	4,730,577	4,714,545	4.6%
Rents & Concessions	1,088,743	921,634	957,156	774,217	-16.0%
Sub-Total	<u>\$125,011,696</u>	<u>\$122,712,062</u>	<u>\$123,653,947</u>	<u>\$124,060,597</u>	<u>1.1%</u>
Intragovernmental Transfers	\$62,382	\$65,000	\$65,000	\$135,000	107.7%
General & Administrative Revenue	7,291,720	7,348,850	7,394,868	7,838,993	6.7%
TOTAL REVENUE & TRANSFERS	<u>\$132,365,798</u>	<u>\$130,125,912</u>	<u>\$131,113,815</u>	<u>\$132,034,590</u>	<u>1.5%</u>
EXPENDITURES					
Personnel	\$95,774,888	\$98,778,276	\$98,259,128	\$100,586,892	1.8%
Salary Charge-Outs	0	(2,213,115)	(2,247,566)	(2,181,335)	1.4%
Operations	13,868,526	14,520,400	15,321,299	14,798,370	1.9%
Capital	118,604	234,303	360,992	165,493	-29.4%
Sub-Total	<u>\$109,762,018</u>	<u>\$111,319,864</u>	<u>\$111,693,853</u>	<u>\$113,369,420</u>	<u>1.8%</u>
Support Services	\$11,973,985	\$12,111,730	\$12,111,730	\$12,383,125	2.2%
Total Operating Expenditures	<u>\$121,736,003</u>	<u>\$123,431,594</u>	<u>\$123,805,583</u>	<u>\$125,752,545</u>	<u>1.9%</u>
Transfers to Other Funds	\$9,694,443	\$8,144,318	\$8,819,318	\$8,333,699	2.3%
TOTAL EXPENDITURES	<u>\$131,430,446</u>	<u>\$131,575,912</u>	<u>\$132,624,901</u>	<u>\$134,086,244</u>	<u>1.9%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$935,352	(\$1,450,000)	(\$1,511,086)	(\$2,051,654)	-41.5%
UNRESERVED BEGINNING BALANCE	\$14,999,515	\$11,651,016	\$13,904,867	\$12,393,781	6.4%
Change in Unreserved Fund Balance	(1,094,648)	(1,450,000)	(1,511,086)	(2,051,654)	-41.5%
UNRESERVED ENDING BALANCE	<u>\$13,904,867</u>	<u>\$10,201,016</u>	<u>\$12,393,781</u>	<u>\$10,342,127</u>	<u>1.4%</u>
Reserved Fund Balance	\$4,730,000	\$4,730,000	\$4,730,000	\$4,730,000	0.0%
TOTAL FUND BALANCE	<u>\$18,634,867</u>	<u>\$14,931,016</u>	<u>\$17,123,781</u>	<u>\$15,072,127</u>	<u>0.9%</u>
Days of Operating Expenditures	42	30	37	30	-0.5%
30-Day Fund Balance Requirement	\$10,005,699	\$10,145,063	\$10,175,801	\$10,335,826	1.9%
Over (Short of) Requirement	\$3,899,168	\$55,953	\$2,217,980	\$6,301	-88.7%

**CITY OF GARLAND
GENERAL FUND
REVENUE BY SOURCE
2010-11**

SOURCE OF INCOME	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
<u>Taxes</u>					
Ad Valorem - Current Year	\$42,420,694	\$40,289,137	\$40,742,976	\$39,354,135	-2.3%
Ad Valorem - Prior Year / Int. & Penalty	787,785	807,884	587,161	570,394	-29.4%
Sales Tax	22,041,066	20,413,388	21,306,903	21,628,713	6.0%
Transfer to FTC Reserve/Developer	(250,000)	(113,969)	(113,969)	(175,000)	-53.6%
Sales Tax Incentive	(288,695)	(305,350)	(259,644)	(272,626)	10.7%
Mixed Drink Tax	233,290	233,442	258,562	277,698	19.0%
Bingo Gross Receipts Tax	105,488	104,225	101,041	103,001	-1.2%
TOTAL TAXES	\$65,049,628	\$61,428,757	\$62,623,030	\$61,486,315	0.1%
<u>Franchise Fees</u>					
Time Warner Cable Franchise Fee	\$1,047,475	\$816,776	\$1,002,137	\$958,761	17.4%
TXU Electric Franchise Fee	1,236,456	1,267,500	1,216,887	1,185,411	-6.5%
Atmos Gas Franchise Fee	1,614,733	2,427,246	2,064,777	1,961,538	-19.2%
Telecommunications Franchise Fees	3,450,604	3,303,578	3,211,230	3,061,838	-7.3%
Commercial Sanitation Franchise Fee	268,244	279,250	228,946	215,882	-22.7%
TOTAL FRANCHISE FEES	\$7,617,512	\$8,094,350	\$7,723,977	\$7,383,430	-8.8%
<u>Sanitation Services</u>					
Landfill Fees/Transfer Station	\$5,693,226	\$5,561,433	\$5,125,558	\$5,396,417	-3.0%
Disposal Fees	3,792,158	3,748,060	3,838,692	3,815,559	1.8%
Other Sanitation Fees	470	0	0	0	0.0%
TOTAL SANITATION CHARGES	\$9,485,854	\$9,309,493	\$8,964,250	\$9,211,976	-1.0%
<u>Service Charges</u>					
EMS - Ambulance Fees	\$2,421,865	\$2,350,592	\$2,261,191	\$2,122,399	-9.7%
EMS - Monthly Fee	0	0	0	1,224,000	0.0%
Impound Vehicles	163,643	184,970	162,540	161,445	-12.7%
E-911 Fees	1,693,392	1,799,094	1,660,508	1,630,205	-9.4%
False Alarm Fees	56,410	65,040	220,161	240,000	269.0%
Police Services	1,327,846	1,312,018	1,363,096	1,363,096	3.9%
Public Health Fees	1,950	0	0	0	0.0%
Swimming Pool Fees	469,585	480,500	469,000	469,000	-2.4%
Mowing Liens	288,349	266,237	285,852	280,207	5.2%
Salvage	351,508	300,000	427,020	300,000	0.0%
Other Service Charges	759,067	428,928	498,970	467,397	9.0%
TOTAL SERVICE CHARGES	\$7,533,615	\$7,187,379	\$7,348,338	\$8,257,749	14.9%
<u>Earnings on Investments</u>					
Interest Income	\$623,264	\$400,000	\$273,990	\$173,592	-56.6%
TOTAL EARNINGS ON INVESTMENTS	\$623,264	\$400,000	\$273,990	\$173,592	-56.6%

**CITY OF GARLAND
GENERAL FUND
REVENUE BY SOURCE
2010-11**

SOURCE OF INCOME	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
<u>Intergovernmental</u>					
State Grants	\$69,724	\$71,000	\$79,127	\$66,000	-7.0%
Federal Grants	310,829	300,000	306,824	300,000	0.0%
TOTAL INTERGOVERNMENTAL	\$380,553	\$371,000	\$385,951	\$366,000	-1.3%
<u>Intragovernmental</u>					
GP&L Return on Investment	\$18,168,450	\$19,451,298	\$19,451,298	\$19,451,298	0.0%
Water Ad Valorem	1,342,520	1,478,741	1,478,741	1,645,512	11.3%
Wastewater Ad Valorem	2,665,436	2,924,695	2,924,695	3,052,423	4.4%
Environmental Waste Svcs. Ad Valorem	31,561	48,934	48,934	50,941	4.1%
Water Franchise Fee	1,605,126	1,977,883	1,773,865	2,130,216	7.7%
Wastewater Franchise Fee	1,567,472	1,622,880	1,612,161	1,599,926	-1.4%
Env. Waste Svcs. Franchise Fee	155,294	158,344	143,925	799,885	405.2%
General & Administrative	7,291,720	7,348,850	7,394,868	7,838,993	6.7%
Indirect Cost/Transfers In	62,382	65,000	65,000	135,000	107.7%
TOTAL INTRAGOVERNMENTAL	\$32,889,961	\$35,076,625	\$34,893,487	\$36,704,194	4.6%
<u>Licenses & Permits</u>					
Building Permits	\$507,343	\$414,421	\$548,329	\$548,629	32.4%
Rezoning Fees	60,200	60,117	38,042	38,042	-36.7%
Public Works Inspection Fee	28,767	37,602	33,354	33,354	-11.3%
Electric & Plumbing Permits	351,226	334,993	324,903	318,162	-5.0%
Sign Permits	90,845	135,741	102,497	102,497	-24.5%
Animal License	62,114	64,807	66,972	67,977	4.9%
Animal Pound	180,912	174,495	179,509	179,509	2.9%
Inspection Fees	206,674	205,000	220,306	220,306	7.5%
Rental Registration Fees	246,349	302,066	256,000	233,000	-22.9%
Other Permits and Licenses	1,078,065	1,099,510	1,443,147	1,221,096	11.1%
TOTAL LICENSES & PERMITS	\$2,812,495	\$2,828,752	\$3,213,059	\$2,962,572	4.7%
<u>Fines & Forfeitures</u>					
Court Fines and Fees	\$4,084,649	\$3,817,815	\$4,195,593	\$4,208,106	10.2%
Warrant Fees	309,165	443,205	296,800	277,879	-37.3%
Technology Fee Transfer	297,108	60,000	60,000	50,376	-16.0%
Library Fines	193,251	186,902	178,184	178,184	-4.7%
TOTAL FINES & FORFEITURES	\$4,884,173	\$4,507,922	\$4,730,577	\$4,714,545	4.6%
<u>Rents & Concessions</u>					
Surf & Swim Concessions	\$108,885	\$115,000	\$115,000	\$115,000	0.0%
Park Concessions	137,975	135,000	160,000	160,000	18.5%
Granville Arts Center Fees	121,491	112,000	119,000	121,000	8.0%
Other Rentals	720,392	559,634	563,156	378,217	-32.4%
TOTAL RENTS & CONCESSIONS	\$1,088,743	\$921,634	\$957,156	\$774,217	-16.0%
TOTAL GENERAL FUND REVENUE	\$132,365,798	\$130,125,912	\$131,113,815	\$132,034,590	1.5%

**CITY OF GARLAND
GENERAL FUND
EXPENDITURES BY AREA
2010-11**

AREA	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Budget & Research	\$777,745	\$792,864	\$792,864	\$794,774	0.2%
Building Inspection	1,471,786	1,520,970	1,520,970	1,510,187	-0.7%
City Administration	824,394	818,050	818,050	819,378	0.2%
City Attorney	1,403,921	1,392,818	1,438,999	1,819,095	30.6%
City Council	169,918	181,993	181,993	181,993	0.0%
City Secretary	409,306	361,669	361,669	391,607	8.3%
Code Compliance	2,187,151	2,188,368	2,200,288	2,128,654	-2.7%
Community Relations	182,724	157,041	157,840	135,856	-13.5%
Engineering	1,284,500	1,226,616	1,244,611	1,167,835	-4.8%
Financial Services	1,742,541	1,757,344	1,817,344	1,778,853	1.2%
Fire	26,735,983	26,899,699	27,048,156	27,196,605	1.1%
Health	2,271,112	2,375,722	2,379,682	2,434,251	2.5%
Human Resources	1,141,477	1,097,199	1,097,199	1,082,001	-1.4%
Internal Audit	447,450	467,517	469,244	491,117	5.0%
EWS - Disposal (<i>formerly Landfill</i>)	3,921,079	4,166,578	4,266,578	4,377,803	5.1%
Library	4,059,602	4,186,867	4,352,923	4,247,983	1.5%
Municipal Court	2,182,407	2,267,783	2,262,113	2,032,305	-10.4%
Office of Emergency Management	252,656	227,926	227,926	222,052	-2.6%
Parks, Recreation and Cultural Arts	8,523,752	8,793,974	8,817,052	9,056,776	3.0%
Planning	1,488,944	1,410,882	1,707,920	1,483,423	5.1%
Police	42,397,957	43,614,501	43,629,190	43,590,158	-0.1%
Public & Media Affairs	320,923	294,240	294,240	288,821	-1.8%
Purchasing	629,666	644,087	646,846	644,443	0.1%
Tax	764,742	801,058	801,058	796,865	-0.5%
Transportation	2,240,787	2,286,373	2,361,373	2,225,849	-2.6%
Non-Departmental	1,929,495	1,387,725	797,725	2,470,736	78.0%
Department Totals	<u>\$109,762,018</u>	<u>\$111,319,864</u>	<u>\$111,693,853</u>	<u>\$113,369,420</u>	<u>1.8%</u>
Support Services					
Customer Service	\$316,484	\$354,867	\$354,867	\$212,535	-40.1%
Facilities Management	3,721,744	3,645,915	3,645,915	3,403,741	-6.6%
Information Technology (MIS/Comm.)	4,404,015	7,327,977	7,327,977	7,852,894	7.2%
IT Replacement Fund	1,838,373	500,000	500,000	500,000	0.0%
IT Project Fund	1,354,572	0	0	75,000	0.0%
Warehouse	338,797	282,971	282,971	338,955	19.8%
Sub-Total	<u>\$11,973,985</u>	<u>\$12,111,730</u>	<u>\$12,111,730</u>	<u>\$12,383,125</u>	<u>2.2%</u>
Transfers to Other Funds	\$9,694,443	\$8,144,318	\$8,819,318	\$8,333,699	2.3%
TOTAL EXPENDITURES	<u><u>\$131,430,446</u></u>	<u><u>\$131,575,912</u></u>	<u><u>\$132,624,901</u></u>	<u><u>\$134,086,244</u></u>	<u><u>1.9%</u></u>

**CITY OF GARLAND
GENERAL FUND
2010-11**

NON-DEPARTMENTAL EXPENDITURES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Performance/Merit Incr. - Non-Civil Svc.	\$0	\$0	\$0	\$0	0.0%
Market Adjustment - Non-Civil Service	0	0	0	0	0.0%
Civil Service Adjustment - Police	0	0	0	0	0.0%
Civil Service Adjustment - Fire	0	0	0	0	0.0%
Salary Savings	0	0	(500,000)	0	0.0%
Temporary Pay Reductions	0	(984,116)	(984,116)	0	100.0%
Retiree Insurance	1,310,407	1,400,769	1,400,769	1,435,496	2.5%
City Insurance Adjustment	0	235,416	235,416	370,008	57.2%
Unemployment Claims	57,141	150,000	60,000	60,000	-60.0%
Sub-Total Personnel Costs	<u>\$1,367,548</u>	<u>\$802,069</u>	<u>\$212,069</u>	<u>\$1,865,504</u>	<u>132.6%</u>
Dues and Memberships	\$109,334	\$104,757	\$104,757	\$99,573	-4.9%
Professional Services	76,753	182,648	182,648	177,408	-2.9%
Tuition Reimbursement/Training	69,099	40,000	40,000	70,000	75.0%
Legislative Lobbyist	25,595	30,000	30,000	30,000	0.0%
Other (Prior Period Adjustmnt., Bad Debt)	52,914	0	0	0	0.0%
Street Lighting	228,251	228,251	228,251	228,251	0.0%
Sub-Total Operations Costs	<u>\$561,946</u>	<u>\$585,656</u>	<u>\$585,656</u>	<u>\$605,232</u>	<u>3.3%</u>
 Total Non-Departmental	 <u>\$1,929,494</u>	 <u>\$1,387,725</u>	 <u>\$797,725</u>	 <u>\$2,470,736</u>	 <u>78.0%</u>

TRANSFERS TO OTHER FUNDS

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Long Term Disability Fund	\$172,699	\$172,800	\$172,800	\$172,300	-0.3%
Infrastructure Repair & Replcmt. Fund	5,183,158	4,183,158	4,358,158	4,433,158	6.0%
Public Health / Immunization Grant Fund	105,958	0	0	0	0.0%
Self Insurance Fund	2,605,096	2,642,371	2,642,371	2,537,213	-4.0%
Transfer to Landfill Interest & Sinking Fd.	1,082,682	1,125,989	1,125,989	1,171,028	4.0%
Transfer to Firewheel Golf Fund	250,000	0	500,000	0	0.0%
Transfer to Summer Nutrition Fund	74,850	20,000	20,000	20,000	0.0%
PEG Fee Transfer to CIP	220,000	0	0	0	0.0%
 Total Transfers to Other Funds	 <u>\$9,694,443</u>	 <u>\$8,144,318</u>	 <u>\$8,819,318</u>	 <u>\$8,333,699</u>	 <u>2.3%</u>

**CITY OF GARLAND
ELECTRIC UTILITY FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Sales of Electricity	\$229,552,058	\$242,264,359	\$220,804,792	\$224,461,206	-7.3%
Miscellaneous Revenue	3,003,828	2,057,394	2,110,799	2,135,799	3.8%
Interest Income	487,260	435,000	209,000	210,000	-51.7%
Bad Debt	(1,588,080)	(1,911,757)	(1,371,219)	(1,393,570)	27.1%
TOTAL REVENUE	<u>\$231,455,066</u>	<u>\$242,844,996</u>	<u>\$221,753,372</u>	<u>\$225,413,435</u>	<u>-7.2%</u>
EXPENDITURES					
Personnel	\$21,976,596	\$26,199,952	\$26,199,952	\$26,128,430	-0.3%
Operations	134,633,669	172,975,019	144,916,321	119,933,332	-30.7%
Capital	66,195	19,748	78,367	124,095	528.4%
Sub-Total	<u>\$156,676,460</u>	<u>\$199,194,719</u>	<u>\$171,194,640</u>	<u>\$146,185,857</u>	<u>-26.6%</u>
Support Services	\$7,819,045	\$8,707,745	\$8,707,745	\$8,727,701	0.2%
IT Replacement Fund	200,000	175,000	175,000	275,000	57.1%
Debt Service	6,869,328	6,841,986	9,693,530	13,440,899	96.4%
Revenue Bonds	8,571,131	10,229,756	10,229,756	10,227,435	0.0%
In-Lieu-of Bond Payment from Landfill	0	(714,760)	0	0	100.0%
Total Operating Expenditures	<u>\$180,135,964</u>	<u>\$224,434,446</u>	<u>\$200,000,671</u>	<u>\$178,856,892</u>	<u>-20.3%</u>
General & Administrative	\$3,005,080	\$3,006,739	\$3,006,739	\$3,164,239	5.2%
Return on Investment	18,168,450	19,451,298	19,451,298	19,451,298	0.0%
Inventory Adjustment	129,224	0	0	0	0.0%
Transfer to Multi-Year Capital	6,000,000	14,921,900	14,000,000	8,943,900	-40.1%
Transfers to Other Funds	1,791,097	2,310,133	34,479,133	17,777,153	669.5%
TOTAL EXPENDITURES	<u>\$209,229,815</u>	<u>\$264,124,516</u>	<u>\$270,937,841</u>	<u>\$228,193,482</u>	<u>-13.6%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$22,225,251	(\$21,279,520)	(\$49,184,469)	(\$2,780,047)	86.9%
BEGINNING FUND BALANCE	\$50,578,698	\$48,141,758	\$72,803,950	\$23,619,481	-50.9%
Change in Fund Balance	<u>22,225,251</u>	<u>(21,279,520)</u>	<u>(49,184,469)</u>	<u>(2,780,047)</u>	<u>86.9%</u>
ENDING FUND BALANCE	<u>\$72,803,950</u>	<u>\$26,862,238</u>	<u>\$23,619,481</u>	<u>\$20,839,434</u>	<u>-22.4%</u>
Days of Operating Expenditures	155	46	45	45	-1.2%
45-Day Fund Balance Requirement	\$21,171,392	\$26,527,478	\$23,618,710	\$20,833,154	-21.5%
Over (Short of) Requirement	\$51,632,557	\$334,760	\$771	\$6,280	-98.1%

**CITY OF GARLAND
RATE MITIGATION FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from Electric Utility Fund	\$0	\$0	\$32,169,000	\$15,534,100	0.0%
Interest and Amortization	1,846,450	1,010,000	600,000	950,000	-5.9%
TOTAL REVENUE	<u>\$1,846,450</u>	<u>\$1,010,000</u>	<u>\$32,769,000</u>	<u>\$16,484,100</u>	<u>1532.1%</u>
EXPENDITURES					
Transfer to Electric Utility Fund	\$0	\$0	\$0	\$0	0.0%
TOTAL EXPENDITURES	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.0%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$1,846,450	\$1,010,000	\$32,769,000	\$16,484,100	1532.1%
BEGINNING FUND BALANCE	\$80,566,200	\$82,416,200	\$82,412,650	\$115,181,650	39.8%
Change in Fund Balance	<u>1,846,450</u>	<u>1,010,000</u>	<u>32,769,000</u>	<u>16,484,100</u>	<u>1532.1%</u>
ENDING FUND BALANCE	<u>\$82,412,650</u>	<u>\$83,426,200</u>	<u>\$115,181,650</u>	<u>\$131,665,750</u>	<u>57.8%</u>

**CITY OF GARLAND
WATER UTILITY FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Residential Water Service	\$21,474,451	\$26,591,994	\$23,445,135	\$28,402,221	6.8%
Commercial Water Service	10,600,384	12,848,797	11,886,820	14,055,157	9.4%
Intra-City Water Service	487,108	802,669	852,449	985,215	22.7%
Water Pro-Rata	0	10,000	2,000	5,000	-50.0%
Construction Water Service	73,462	78,876	105,352	108,945	38.1%
Water Taps	39,244	25,000	35,000	30,000	20.0%
Temporary Water Service	4,653	3,000	3,000	3,000	0.0%
Penalty	240,145	302,500	240,000	250,000	-17.4%
Interest Income	31,728	50,000	50,000	7,000	-86.0%
Bad Debt	(205,743)	(280,859)	(237,685)	(287,632)	-2.4%
Effluent Sales	1,573,885	1,350,000	1,350,000	1,350,000	0.0%
Miscellaneous	184,717	226,354	150,933	232,554	2.7%
TOTAL REVENUE	<u>\$34,504,034</u>	<u>\$42,008,331</u>	<u>\$37,883,004</u>	<u>\$45,141,460</u>	<u>7.5%</u>
EXPENDITURES					
Personnel	\$3,984,440	\$4,397,017	\$4,397,017	\$4,672,059	6.3%
Salary Charge-Outs	0	(323,543)	(323,543)	(490,524)	-51.6%
Operations	3,321,435	4,496,028	3,397,579	4,498,121	0.0%
Purchased Water	15,599,285	17,838,542	17,838,542	19,622,396	10.0%
Capital	28,590	0	0	17,500	0.0%
Sub-Total	<u>\$22,933,750</u>	<u>\$26,408,044</u>	<u>\$25,309,595</u>	<u>\$28,319,552</u>	<u>7.2%</u>
Support Services	\$2,842,906	\$3,389,759	\$3,389,759	\$3,490,071	3.0%
Debt Service Transfer	1,255,595	1,247,251	1,247,251	1,253,575	0.5%
Revenue Bond Debt	5,109,168	5,602,423	5,602,423	6,271,771	11.9%
Total Operating Expenditures	<u>\$32,141,419</u>	<u>\$36,647,477</u>	<u>\$35,549,028</u>	<u>\$39,334,969</u>	<u>7.3%</u>
General & Administrative	\$505,626	\$512,471	\$512,471	\$533,796	4.2%
In-Lieu-of Ad Valorem Taxes	1,342,520	1,478,741	1,478,741	1,645,512	11.3%
In-Lieu-of Franchise Fees	1,605,126	1,977,883	1,773,865	2,130,216	7.7%
Transfers to Other Funds	811,771	813,650	813,650	818,524	0.6%
TOTAL EXPENDITURES	<u>\$36,406,462</u>	<u>\$41,430,222</u>	<u>\$40,127,755</u>	<u>\$44,463,017</u>	<u>7.3%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$1,902,428)	\$578,109	(\$2,244,751)	\$678,443	17.4%
BEGINNING FUND BALANCE	\$5,186,091	\$2,435,138	\$3,283,663	\$1,038,912	-57.3%
Change in Fund Balance	(1,902,428)	578,109	(2,244,751)	678,443	17.4%
ENDING FUND BALANCE	<u>\$3,283,663</u>	<u>\$3,013,247</u>	<u>\$1,038,912</u>	<u>\$1,717,355</u>	<u>-43.0%</u>
Days of Operating Expenditures	37	30	11	16	-46.9%
45-Day Fund Balance Requirement	\$3,962,641	\$4,518,182	\$4,382,757	\$4,849,517	7.3%
Over (Short of) Requirement	(\$678,978)	(\$1,504,935)	(\$3,343,845)	(\$3,132,162)	-108.1%

**CITY OF GARLAND
WATER UTILITY FUND
2010-11**

NON-DEPARTMENTAL EXPENDITURES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Step Adjustments	0	30,134	30,134	29,807	-1.1%
Temporary Pay Reductions	0	(41,513)	(41,513)	0	100.0%
Retiree Insurance	69,328	74,173	74,173	76,677	3.4%
City Insurance Adjustment	0	12,444	12,444	19,764	58.8%
Unemployment Claims	943	2,200	2,200	1,340	-39.1%
Sub-Total Personnel Costs	<u>\$70,271</u>	<u>\$77,438</u>	<u>\$77,438</u>	<u>\$127,588</u>	<u>64.8%</u>
Employee Assistance Program	\$1,176	\$1,464	\$1,464	\$1,464	0.0%
Economic Development Partnership	459,856	465,398	465,398	465,398	0.0%
Legal and Professional	1,100	0	0	0	0.0%
Other Outside Services	99,663	138,750	138,750	138,750	0.0%
Sub-Total Operations Costs	<u>\$561,795</u>	<u>\$605,612</u>	<u>\$605,612</u>	<u>\$605,612</u>	<u>0.0%</u>
 Total Non-Departmental	 <u>\$632,066</u>	 <u>\$683,050</u>	 <u>\$683,050</u>	 <u>\$733,200</u>	 <u>7.3%</u>

TRANSFERS TO OTHER FUNDS

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Infrastructure Repair & Replcmt. Fund	\$672,238	\$672,238	\$672,238	\$682,322	1.5%
Long Term Disability Fund	9,137	9,150	9,150	9,203	0.6%
Self Insurance Fund	130,396	132,262	132,262	126,999	-4.0%
 Total Transfers to Other Funds	 <u>\$811,771</u>	 <u>\$813,650</u>	 <u>\$813,650</u>	 <u>\$818,524</u>	 <u>0.6%</u>

SUPPORT SERVICES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Customer Service	\$1,507,664	\$1,781,790	\$1,781,790	\$1,866,273	4.7%
Facilities Management	49,985	107,165	107,165	92,854	-13.4%
Facilities Mgmt. - Maint. & Construction	280,365	220,365	220,365	220,365	0.0%
Information Technology (MIS/Comm.)	509,866	824,518	824,518	855,132	3.7%
MIS Capital	305,000	305,000	305,000	305,000	0.0%
IT Replacement Fund	71,232	80,681	80,681	84,435	4.7%
IT Project Fund	57,666	0	0	0	0.0%
Warehouse	61,128	70,240	70,240	66,012	-6.0%
 Total Support Services	 <u>\$2,842,906</u>	 <u>\$3,389,759</u>	 <u>\$3,389,759</u>	 <u>\$3,490,071</u>	 <u>3.0%</u>

**CITY OF GARLAND
WASTEWATER UTILITY FUND
2010-11**

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
<u>REVENUE</u>					
Residential Sewer Service	\$20,180,250	\$20,991,720	\$21,167,126	\$20,799,065	-0.9%
Customer Cities	7,012,144	7,323,736	7,383,083	8,159,972	11.4%
Commercial Sewer Service	5,635,879	6,261,852	5,808,760	5,848,978	-6.6%
Major Industrial Sewer Service	3,200,400	2,676,377	2,824,523	2,864,270	7.0%
Apartment Sewer Service	2,256,694	2,497,467	2,416,924	2,460,890	-1.5%
Sewer Pro-Rata	22,433	10,000	5,000	5,000	-50.0%
Intra-City Sewer Service	78,155	109,929	90,155	87,885	-20.1%
Duplex Sewer Service	17,294	18,679	18,891	18,818	0.7%
Sewer Taps	2,344	1,500	2,000	1,500	0.0%
Sub-Total Operating Revenue	\$38,405,593	\$39,891,260	\$39,716,462	\$40,246,378	0.9%
Penalty	\$221,867	\$231,000	\$222,000	\$225,000	-2.6%
Interest Income	147,286	80,000	80,000	130,000	62.5%
Miscellaneous	197,920	135,800	125,500	133,300	-1.8%
Bad Debt	(201,457)	(240,186)	(225,703)	(239,388)	0.3%
Sub-Total Other Revenue	\$365,616	\$206,614	\$201,797	\$248,912	20.5%
TOTAL REVENUE	\$38,771,209	\$40,097,874	\$39,918,259	\$40,495,290	1.0%
<u>EXPENDITURES</u>					
Personnel	\$6,328,359	\$7,136,764	\$7,136,764	\$7,408,983	3.8%
Salary Charge-Outs	0	(26,915)	(26,915)	(27,030)	-0.4%
Operations	7,117,354	7,910,857	8,512,691	8,377,826	5.9%
Capital	17,290	247,883	290,310	28,450	-88.5%
Sub-Total	\$13,463,003	\$15,268,589	\$15,912,850	\$15,788,229	3.4%
Support Services	\$2,660,707	\$3,031,726	\$3,031,726	\$3,191,920	5.3%
Debt Service Transfer	3,349,388	3,343,152	3,343,152	3,393,353	1.5%
Revenue Bond Debt	9,958,872	10,829,980	10,829,980	11,755,864	8.5%
Total Operating Expenditures	\$29,431,970	\$32,473,447	\$33,117,708	\$34,129,366	5.1%
General & Administrative	\$859,273	\$844,417	\$844,417	\$863,890	2.3%
In-Lieu-of Ad Valorem Taxes	2,665,436	2,924,695	2,924,695	3,052,423	4.4%
In-Lieu-of Franchise Fees	1,567,472	1,622,880	1,612,161	1,599,926	-1.4%
Transfers to Other Funds	1,061,590	1,309,597	1,309,597	1,110,920	-15.2%
TOTAL EXPENDITURES	\$35,585,741	\$39,175,036	\$39,808,578	\$40,756,525	4.0%
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$3,185,468	\$922,838	\$109,681	(\$261,235)	
BEGINNING FUND BALANCE	\$10,549,599	\$10,397,803	\$13,735,067	\$13,844,748	33.2%
Change in Fund Balance	3,185,468	922,838	109,681	(261,235)	
ENDING FUND BALANCE	\$13,735,067	\$11,320,641	\$13,844,748	\$13,583,513	20.0%
Days of Operating Expenditures	170	127	153	145	14.2%
45-Day Fund Balance Requirement	\$3,628,599	\$4,003,576	\$4,083,005	\$4,207,730	5.1%
Over (Short of) Requirement	\$10,106,468	\$7,317,065	\$9,761,743	\$9,375,783	28.1%

**CITY OF GARLAND
WASTEWATER UTILITY FUND
2010-11**

NON-DEPARTMENTAL EXPENDITURES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Step Adjustments	0	90,784	90,784	86,049	-5.2%
Temporary Pay Reductions	0	(67,111)	(67,111)	0	100.0%
Retiree Insurance	114,788	121,594	121,594	125,700	3.4%
City Insurance Adjustment	0	20,400	20,400	32,400	58.8%
Unemployment Claims	11,400	467	467	10,500	2148.4%
Sub-Total Personnel Costs	<u>\$126,188</u>	<u>\$166,134</u>	<u>\$166,134</u>	<u>\$254,649</u>	<u>53.3%</u>
Employee Assistance Program	\$2,184	\$2,400	\$2,400	\$2,400	0.0%
Legal and Professional	2,382	120,000	120,000	120,000	0.0%
Sub-Total Operations Costs	<u>\$4,566</u>	<u>\$122,400</u>	<u>\$122,400</u>	<u>\$122,400</u>	<u>0.0%</u>
 Total Non-Departmental	 <u>\$130,754</u>	 <u>\$288,534</u>	 <u>\$288,534</u>	 <u>\$377,049</u>	 <u>30.7%</u>

TRANSFERS TO OTHER FUNDS

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Infrastructure Repair & Replcmt. Fund	\$672,238	\$672,238	\$672,238	\$682,322	1.5%
Long Term Disability Fund	15,128	15,000	15,000	15,088	0.6%
Multi-Year Capital Fund	155,000	400,000	400,000	200,000	-50.0%
Self Insurance Fund	219,223	222,359	222,359	213,510	-4.0%
 Total Transfers to Other Funds	 <u>\$1,061,589</u>	 <u>\$1,309,597</u>	 <u>\$1,309,597</u>	 <u>\$1,110,920</u>	 <u>-15.2%</u>

SUPPORT SERVICES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Customer Service	\$1,289,788	\$1,548,639	\$1,548,639	\$1,684,798	8.8%
Facilities Management	265,765	259,511	259,511	274,740	5.9%
Facilities Mgmt. - Maint. & Construction	220,365	220,365	220,365	220,365	0.0%
Information Technology (MIS/Comm.)	306,590	595,686	595,686	613,912	3.1%
MIS Capital	305,000	305,000	305,000	305,000	0.0%
IT Replacement Fund	32,056	51,278	51,278	25,587	-50.1%
IT Project Fund	196,542	0	0	0	0.0%
Warehouse	44,601	51,247	51,247	67,518	31.8%
 Total Support Services	 <u>\$2,660,707</u>	 <u>\$3,031,726</u>	 <u>\$3,031,726</u>	 <u>\$3,191,920</u>	 <u>5.3%</u>

CITY OF GARLAND
ENVIRONMENTAL WASTE SERVICES FUND
2010-11
(Formerly Solid Waste & Recycling Fund)

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
REVENUE					
Residential Collection	\$12,687,960	\$12,533,957	\$12,575,757	\$12,111,812	-3.4%
Commercial Collection	2,553,654	2,538,537	2,414,853	2,392,105	-5.8%
Roll-Off Containers	673,254	683,932	592,655	586,728	-14.2%
Premium Brush Collection	13,319	5,508	10,000	11,660	111.7%
Recycling	244,584	238,327	281,738	270,366	13.4%
Intra-City Collection	125,005	123,255	121,483	123,244	0.0%
Penalty Charges	126,790	110,000	138,138	130,362	18.5%
Extra Containers	40,031	36,035	33,017	1,008,168	2697.7%
Bad Debt	(154,839)	(232,698)	(179,462)	(184,642)	20.7%
Miscellaneous	65,543	50,545	113,893	61,013	20.7%
Auction Revenue	34,433	6,000	37,188	6,000	0.0%
Interest	18,963	10,000	10,000	10,000	0.0%
TOTAL REVENUE	\$16,428,697	\$16,103,399	\$16,149,260	\$16,526,816	2.6%
EXPENDITURES					
Personnel	\$5,041,925	\$5,301,520	\$5,301,520	\$5,422,810	2.3%
Salary Charge-Outs	(40,006)	(31,411)	(31,411)	(31,411)	0.0%
Operations	3,666,704	3,843,687	3,915,558	3,928,563	2.2%
Capital	0	255,792	255,792	0	-100.0%
Sub-Total	\$8,668,623	\$9,369,588	\$9,441,459	\$9,319,962	-0.5%
Support Services	\$876,172	\$907,237	\$907,237	\$937,089	3.3%
Debt Service Transfer	1,304,565	1,115,856	1,115,856	1,305,885	17.0%
Total Operating Expenditures	\$10,849,360	\$11,392,681	\$11,464,552	\$11,562,936	1.5%
General & Administrative	\$638,888	\$644,188	\$644,188	\$666,449	3.5%
In-Lieu-of Ad Valorem Taxes	31,561	48,934	48,934	50,941	4.1%
In-Lieu-of Franchise Fees	155,305	158,344	143,925	799,885	405.2%
Transfers to Other Funds	281,322	285,178	285,178	274,431	-3.8%
Disposal Transfer	3,792,157	3,748,060	3,838,692	3,815,559	1.8%
TOTAL EXPENDITURES	\$15,748,593	\$16,277,385	\$16,425,469	\$17,170,201	5.5%
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$680,104	(\$173,986)	(\$276,209)	(\$643,385)	-269.8%
BEGINNING FUND BALANCE	\$1,899,000	\$2,053,519	\$2,579,104	\$2,302,896	12.1%
Change in Fund Balance	680,104	(173,986)	(276,209)	(643,385)	-269.8%
ENDING FUND BALANCE	\$2,579,104	\$1,879,533	\$2,302,896	\$1,659,511	-11.7%
Days of Operating Expenditures	87	60	73	52	-13.0%
45-Day Fund Balance Requirement	\$1,337,592	\$1,404,577	\$1,413,438	\$1,425,567	1.5%
Over (Short of) Requirement	\$1,241,512	\$474,955	\$889,458	\$233,943	-50.7%

**CITY OF GARLAND
ENVIRONMENTAL WASTE SERVICES FUND
2010-11
(Formerly Solid Waste & Recycling Fund)**

NON-DEPARTMENTAL EXPENDITURES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Temporary Pay Reductions	0	(49,594)	(49,594)	0	100.0%
Retiree Insurance	100,014	107,003	107,003	110,616	3.4%
City Insurance Adjustment	0	17,952	17,952	28,512	58.8%
Unemployment Claims	20,505	3,959	3,959	8,108	104.8%
Sub-Total Personnel Costs	<u>\$120,519</u>	<u>\$79,320</u>	<u>\$79,320</u>	<u>\$147,236</u>	<u>85.6%</u>
Employee Assistance Program	\$3,256	\$2,112	\$2,112	\$2,112	0.0%
Sub-Total Operations Costs	<u>\$3,256</u>	<u>\$2,112</u>	<u>\$2,112</u>	<u>\$2,112</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$123,775</u></u>	<u><u>\$81,432</u></u>	<u><u>\$81,432</u></u>	<u><u>\$149,348</u></u>	<u><u>83.4%</u></u>

TRANSFERS TO OTHER FUNDS

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Long Term Disability Fund	\$13,181	\$13,200	\$13,200	\$13,277	0.6%
Self Insurance Fund	268,141	271,978	271,978	261,154	-4.0%
Total Transfers to Other Funds	<u>\$281,322</u>	<u>\$285,178</u>	<u>\$285,178</u>	<u>\$274,431</u>	<u>-3.8%</u>

SUPPORT SERVICES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Customer Service	\$145,243	\$155,462	\$155,462	\$201,190	29.4%
Facilities Management	64,276	65,128	65,128	60,809	-6.6%
Information Technology (MIS/Comm.)	642,903	634,639	634,639	620,298	-2.3%
IT Replacement Fund	0	16,875	16,875	26,439	56.7%
Warehouse	23,750	35,133	35,133	28,353	-19.3%
Total Support Services	<u>\$876,172</u>	<u>\$907,237</u>	<u>\$907,237</u>	<u>\$937,089</u>	<u>3.3%</u>

**CITY OF GARLAND
INFRASTRUCTURE REPAIR & REPLACEMENT FUND
2010-11**

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
REVENUE					
Transfer from General Fund	\$5,183,158	\$4,183,158	\$4,358,158	\$4,433,158	6.0%
Transfer from Water Utility Fund	672,238	672,238	672,238	682,322	1.5%
Transfer from Wastewater Utility Fund	672,238	672,238	672,238	682,322	1.5%
Transfer from CIP (Tax Note Proceeds)	3,400,000	3,400,000	3,400,000	3,400,000	0.0%
Street Assessment	6,150	2,000	3,200	2,250	12.5%
Recovery of Expenditures	61,127	40,000	43,000	30,000	-25.0%
Bad Debt	(9,480)	0	0	0	0.0%
Miscellaneous Income	0	0	44,063	0	0.0%
Interest Income	68,566	55,000	55,000	55,000	0.0%
TOTAL REVENUE	\$10,053,997	\$9,024,634	\$9,247,897	\$9,285,052	2.9%
EXPENDITURES					
Personnel	\$4,027,844	\$4,795,898	\$4,795,898	\$4,830,311	0.7%
Salary Charge-Outs	0	(457,524)	(457,524)	(534,271)	-16.8%
Operations	5,360,888	4,615,941	6,093,606	4,642,477	0.6%
Capital	230,884	93,260	147,897	353,200	278.7%
Total Operating Expenditures	\$9,619,616	\$9,047,575	\$10,579,877	\$9,291,717	2.7%
Transfers to Other Funds	\$22,242	\$17,675	\$17,675	\$21,098	19.4%
TOTAL EXPENDITURES	\$9,641,858	\$9,065,250	\$10,597,552	\$9,312,815	2.7%
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$412,139	(\$40,616)	(\$1,349,655)	(\$27,763)	31.6%
BEGINNING FUND BALANCE	\$965,279	\$40,616	\$1,377,418	\$27,763	-31.6%
Change in Fund Balance	412,139	(40,616)	(1,349,655)	(27,763)	31.6%
ENDING FUND BALANCE	\$1,377,418	\$0	\$27,763	\$0	0.0%

**CITY OF GARLAND
INFRASTRUCTURE REPAIR & REPLACEMENT FUND
2010-11**

NON-DEPARTMENTAL EXPENDITURES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Temporary Pay Reductions	0	(44,033)	(44,033)	0	100.0%
Retiree Insurance	81,829	87,548	87,548	90,504	3.4%
City Insurance Adjustment	0	14,688	14,688	23,328	58.8%
Unemployment Claims	7,832	8,000	8,000	8,000	0.0%
Sub-Total Personnel Costs	<u>\$89,661</u>	<u>\$66,203</u>	<u>\$66,203</u>	<u>\$121,832</u>	<u>84.0%</u>
Employee Assistance Program	\$1,872	\$1,728	\$1,728	\$1,728	0.0%
Sub-Total Operations Costs	<u>\$1,872</u>	<u>\$1,728</u>	<u>\$1,728</u>	<u>\$1,728</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$91,533</u></u>	<u><u>\$67,931</u></u>	<u><u>\$67,931</u></u>	<u><u>\$123,560</u></u>	<u><u>81.9%</u></u>

TRANSFERS TO OTHER FUNDS

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Long Term Disability Fund	\$10,784	\$10,800	\$10,800	\$10,863	0.6%
IT Replacement Fund	11,458	6,875	6,875	10,235	48.9%
Total Transfers to Other Funds	<u>\$22,242</u>	<u>\$17,675</u>	<u>\$17,675</u>	<u>\$21,098</u>	<u>19.4%</u>

**CITY OF GARLAND
STORMWATER MANAGEMENT FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Residential	\$1,711,012	\$1,883,158	\$1,877,190	\$2,053,214	9.0%
Commercial/Industrial	1,363,038	1,507,739	1,499,341	1,635,646	8.5%
Intra-City	58,546	57,134	57,134	69,247	21.2%
Bad Debt	(19,407)	(25,432)	(20,607)	(27,666)	-8.8%
Miscellaneous Income	37,584	7,054	13,873	9,146	29.7%
TOTAL REVENUE	<u>\$3,150,773</u>	<u>\$3,429,653</u>	<u>\$3,426,931</u>	<u>\$3,739,587</u>	<u>9.0%</u>
EXPENDITURES					
Personnel	\$1,786,933	\$2,196,179	\$2,196,179	\$2,223,947	1.3%
Salary Charge-Outs	0	(59,602)	(59,602)	(60,646)	-1.8%
Operations	904,336	1,364,778	1,422,350	1,303,910	-4.5%
Capital	134,022	0	0	0	0.0%
Sub-Total	<u>\$2,825,291</u>	<u>\$3,501,355</u>	<u>\$3,558,927</u>	<u>\$3,467,211</u>	<u>-1.0%</u>
Support Services	\$66,304	\$73,088	\$73,088	\$104,332	42.7%
Debt Service Transfer	8,815	8,773	8,773	8,755	-0.2%
Total Operating Expenditures	<u>\$2,900,410</u>	<u>\$3,583,216</u>	<u>\$3,640,788</u>	<u>\$3,580,298</u>	<u>-0.1%</u>
General & Administrative	\$207,065	\$205,748	\$205,748	\$214,118	4.1%
Transfers to Other Funds	43,118	43,686	43,686	42,119	-3.6%
TOTAL EXPENDITURES	<u>\$3,150,593</u>	<u>\$3,832,650</u>	<u>\$3,890,222</u>	<u>\$3,836,535</u>	<u>0.1%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	<u>\$180</u>	<u>(\$402,997)</u>	<u>(\$463,291)</u>	<u>(\$96,948)</u>	<u>75.9%</u>
BEGINNING FUND BALANCE	\$763,243	\$545,752	\$763,423	\$300,132	-45.0%
Change in Fund Balance	<u>180</u>	<u>(402,997)</u>	<u>(463,291)</u>	<u>(96,948)</u>	<u>75.9%</u>
ENDING FUND BALANCE	<u>\$763,423</u>	<u>\$142,755</u>	<u>\$300,132</u>	<u>\$203,184</u>	<u>42.3%</u>

**CITY OF GARLAND
STORMWATER MANAGEMENT FUND
2010-11**

NON-DEPARTMENTAL EXPENDITURES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Temporary Pay Reductions	0	(16,607)	(16,607)	0	100.0%
Retiree Insurance	28,413	30,399	30,399	31,425	3.4%
City Insurance Adjustment	0	5,100	5,100	8,100	58.8%
Sub-Total Personnel Costs	<u>\$28,413</u>	<u>\$18,892</u>	<u>\$18,892</u>	<u>\$39,525</u>	<u>109.2%</u>
Employee Assistance Program	\$598	\$600	\$600	\$600	0.0%
Sub-Total Operations Costs	<u>\$598</u>	<u>\$600</u>	<u>\$600</u>	<u>\$600</u>	<u>0.0%</u>
Total Non-Departmental	<u>\$29,011</u>	<u>\$19,492</u>	<u>\$19,492</u>	<u>\$40,125</u>	<u>105.9%</u>

TRANSFERS TO OTHER FUNDS

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Long Term Disability Fund	\$3,745	\$3,750	\$3,750	\$3,772	0.6%
Self Insurance Fund	39,373	39,936	39,936	38,347	-4.0%
Total Transfers to Other Funds	<u>\$43,118</u>	<u>\$43,686</u>	<u>\$43,686</u>	<u>\$42,119</u>	<u>-3.6%</u>

SUPPORT SERVICES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Customer Service	\$19,672	\$20,588	\$20,588	\$42,849	108.1%
Facilities Management	17,464	15,083	15,083	12,318	-18.3%
Information Technology (MIS/Comm.)	21,265	29,952	29,952	36,009	20.2%
IT Replacement Fund	2,083	1,250	1,250	2,559	104.7%
IT Project Fund	0	0	0	5,000	0.0%
Warehouse	5,820	6,215	6,215	5,597	-9.9%
Total Support Services	<u>\$66,304</u>	<u>\$73,088</u>	<u>\$73,088</u>	<u>\$104,332</u>	<u>42.7%</u>

**CITY OF GARLAND
FIREWHEEL FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Green Fees	\$1,901,010	\$1,995,287	\$1,715,298	\$1,904,448	-4.6%
Golf Contract Percentage	95,589	103,023	83,640	0	-100.0%
Golf Carts	0	0	269,210	1,010,460	0.0%
Range	0	0	37,613	168,177	0.0%
Food & Beverage	0	0	166,249	696,477	0.0%
Merchandise	0	0	54,306	229,816	0.0%
Miscellaneous Revenue	6,795	0	20,824	72,197	0.0%
Transfer from General Fund	250,000	0	500,000	0	0.0%
TOTAL REVENUE	<u>\$2,253,394</u>	<u>\$2,098,310</u>	<u>\$2,847,140</u>	<u>\$4,081,575</u>	<u>94.5%</u>
EXPENDITURES					
Personnel	\$1,675,081	\$1,735,963	\$1,735,963	\$1,762,260	1.5%
Operations	481,545	536,827	854,105	1,907,385	255.3%
Capital	0	0	0	0	0.0%
Total Operating Expenditures	<u>\$2,156,626</u>	<u>\$2,272,790</u>	<u>\$2,590,068</u>	<u>\$3,669,645</u>	<u>61.5%</u>
Transfer to Other Funds	\$4,194	\$4,200	\$4,200	\$4,225	0.6%
Interfund Loan Payment - Electric	14,103	14,103	14,103	14,103	0.0%
IT Replacement Fund	4,167	2,500	2,500	3,412	36.5%
TOTAL EXPENDITURES	<u>\$2,179,090</u>	<u>\$2,293,593</u>	<u>\$2,610,871</u>	<u>\$3,691,385</u>	<u>60.9%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$74,304	(\$195,283)	\$236,269	\$390,190	
BEGINNING FUND BALANCE	(\$1,545,627)	(\$1,498,228)	(\$1,471,323)	(\$1,235,054)	17.6%
Change in Fund Balance	74,304	(195,283)	236,269	390,190	
ENDING FUND BALANCE	<u>(\$1,471,323)</u>	<u>(\$1,693,511)</u>	<u>(\$1,235,054)</u>	<u>(\$844,864)</u>	<u>50.1%</u>

**CITY OF GARLAND
FIREWHEEL FUND
2010-11**

NON-DEPARTMENTAL EXPENDITURES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Temporary Pay Reductions	0	(14,590)	(14,590)	0	100.0%
Retiree Insurance	31,823	34,046	34,046	35,196	3.4%
City Insurance Adjustment	0	5,712	5,712	9,072	58.8%
Unemployment Claims	5,004	0	0	0	0.0%
Sub-Total Personnel Costs	<u>\$36,827</u>	<u>\$25,168</u>	<u>\$25,168</u>	<u>\$44,268</u>	<u>75.9%</u>
Employee Assistance Program	\$832	\$672	\$672	\$672	0.0%
Sub-Total Operations Costs	<u>\$832</u>	<u>\$672</u>	<u>\$672</u>	<u>\$672</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$37,659</u></u>	<u><u>\$25,840</u></u>	<u><u>\$25,840</u></u>	<u><u>\$44,940</u></u>	<u><u>73.9%</u></u>

TRANSFERS TO OTHER FUNDS

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Long Term Disability Fund	\$4,194	\$4,200	\$4,200	\$4,225	0.6%
Total Transfers to Other Funds	<u>\$4,194</u>	<u>\$4,200</u>	<u>\$4,200</u>	<u>\$4,225</u>	<u>0.6%</u>

**CITY OF GARLAND
RECREATION PERFORMANCE FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Recreation Center Programs	\$152,671	\$139,500	\$186,100	\$201,460	44.4%
Recreation Activities	35,550	12,000	12,000	25,000	108.3%
Senior Events	330,986	206,000	173,000	192,000	-6.8%
Garland Swim Program	122,664	119,000	120,000	120,000	0.8%
Tennis Program	23,774	23,000	23,000	23,000	0.0%
Reservations	192,181	164,500	166,300	174,500	6.1%
Membership - ID Cards	68,183	64,700	70,000	95,000	46.8%
Other	9,170	18,800	17,400	16,000	-14.9%
TOTAL REVENUE	<u>\$935,179</u>	<u>\$747,500</u>	<u>\$767,800</u>	<u>\$846,960</u>	<u>13.3%</u>
EXPENDITURES					
Personnel	\$121,467	\$131,035	\$131,035	\$131,310	0.2%
Operations	655,599	594,027	631,278	684,278	15.2%
Capital	0	48,300	48,300	62,000	28.4%
Sub-Total	<u>\$777,066</u>	<u>\$773,362</u>	<u>\$810,613</u>	<u>\$877,588</u>	<u>13.5%</u>
Support Services	\$3,491	\$1,722	\$1,722	\$1,409	-18.2%
Total Operating Expenditures	<u>\$780,557</u>	<u>\$775,084</u>	<u>\$812,335</u>	<u>\$878,997</u>	<u>13.4%</u>
General & Administrative	\$11,528	\$12,362	\$12,362	\$13,051	5.6%
Transfer to General Fund	30,000	30,000	30,000	100,000	233.3%
TOTAL EXPENDITURES	<u>\$822,085</u>	<u>\$817,446</u>	<u>\$854,697</u>	<u>\$992,048</u>	<u>21.4%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	<u>\$113,094</u>	<u>(\$69,946)</u>	<u>(\$86,897)</u>	<u>(\$145,088)</u>	<u>-107.4%</u>
BEGINNING FUND BALANCE	\$130,384	\$93,685	\$243,478	\$156,581	67.1%
Change in Fund Balance	<u>113,094</u>	<u>(69,946)</u>	<u>(86,897)</u>	<u>(145,088)</u>	<u>-107.4%</u>
ENDING FUND BALANCE	<u>\$243,478</u>	<u>\$23,739</u>	<u>\$156,581</u>	<u>\$11,493</u>	<u>-51.6%</u>

**CITY OF GARLAND
RECREATION PERFORMANCE FUND
2010-11**

SUPPORT SERVICES

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
Warehouse	\$3,491	\$1,722	\$1,722	\$1,409	-18.2%
Total Support Services	<u>\$3,491</u>	<u>\$1,722</u>	<u>\$1,722</u>	<u>\$1,409</u>	<u>-18.2%</u>

**CITY OF GARLAND
HOTEL/MOTEL TAX FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Hotel/Motel Tax	\$483,639	\$446,900	\$431,618	\$431,618	-3.4%
Miscellaneous	15,883	5,000	5,000	10,000	100.0%
TOTAL REVENUE	<u>\$499,522</u>	<u>\$451,900</u>	<u>\$436,618</u>	<u>\$441,618</u>	<u>-2.3%</u>
EXPENDITURES					
Personnel	\$44,360	\$164,284	\$164,284	\$173,373	5.5%
Operations	109,774	291,811	411,811	413,979	41.9%
Capital	0	0	0	0	0.0%
Total Operating Expenditures	<u>\$154,134</u>	<u>\$456,095</u>	<u>\$576,095</u>	<u>\$587,352</u>	<u>28.8%</u>
General & Administrative	\$0	\$5,619	\$5,619	\$4,101	-27.0%
Transfer to Long Term Disability Fund	150	150	150	151	0.7%
TOTAL EXPENDITURES	<u>\$154,284</u>	<u>\$461,864</u>	<u>\$581,864</u>	<u>\$591,604</u>	<u>28.1%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$345,238	(\$9,964)	(\$145,246)	(\$149,986)	-1405.3%
BEGINNING FUND BALANCE	\$794,512	\$918,314	\$1,139,750	\$994,504	8.3%
Change in Fund Balance	345,238	(9,964)	(145,246)	(149,986)	-1405.3%
ENDING FUND BALANCE	<u>\$1,139,750</u>	<u>\$908,350</u>	<u>\$994,504</u>	<u>\$844,518</u>	<u>-7.0%</u>

**CITY OF GARLAND
HOTEL/MOTEL TAX FUND
2010-11**

NON-DEPARTMENTAL EXPENDITURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Temporary Pay Reductions	0	(444)	(444)	0	100.0%
Retiree Insurance	1,137	1,216	1,216	1,257	3.4%
City Insurance Adjustment	0	204	204	324	58.8%
Sub-Total Personnel Costs	<u>\$1,137</u>	<u>\$976</u>	<u>\$976</u>	<u>\$1,581</u>	<u>62.0%</u>
Employee Assistance Program	\$0	\$24	\$24	\$24	0.0%
Sub-Total Operations Costs	<u>\$0</u>	<u>\$24</u>	<u>\$24</u>	<u>\$24</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$1,137</u></u>	<u><u>\$1,000</u></u>	<u><u>\$1,000</u></u>	<u><u>\$1,605</u></u>	<u><u>60.5%</u></u>

**CITY OF GARLAND
GARLAND HELIPORT FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Terminal/Hangar Lease Space	\$6,451	\$6,479	\$6,495	\$6,544	1.0%
Interest/Miscellaneous Income	2,764	1,000	1,000	1,500	50.0%
TOTAL REVENUE	<u>\$9,215</u>	<u>\$7,479</u>	<u>\$7,495</u>	<u>\$8,044</u>	<u>7.6%</u>
EXPENDITURES					
Personnel	\$0	\$0	\$0	\$0	0.0%
Operations	0	7,700	45,363	7,700	0.0%
Capital	0	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$0</u>	<u>\$7,700</u>	<u>\$45,363</u>	<u>\$7,700</u>	<u>0.0%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$9,215	(\$221)	(\$37,868)	\$344	
BEGINNING FUND BALANCE	\$157,568	\$158,847	\$166,783	\$128,915	-18.8%
Change in Fund Balance	9,215	(221)	(37,868)	344	
ENDING FUND BALANCE	<u>\$166,783</u>	<u>\$158,626</u>	<u>\$128,915</u>	<u>\$129,259</u>	<u>-18.5%</u>

**CITY OF GARLAND
SAFELIGHT FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
SafeLight Revenue	\$1,088,921	\$1,369,647	\$975,000	\$900,000	-34.3%
TOTAL REVENUE	<u>\$1,088,921</u>	<u>\$1,369,647</u>	<u>\$975,000</u>	<u>\$900,000</u>	<u>-34.3%</u>
EXPENDITURES					
Personnel	\$106,369	\$112,239	\$112,239	\$113,450	1.1%
Operations	1,124,166	795,624	733,224	731,937	-8.0%
Capital	0	56,742	0	0	-100.0%
Total Operating Expenditures	<u>\$1,230,535</u>	<u>\$964,605</u>	<u>\$845,463</u>	<u>\$845,387</u>	<u>-12.4%</u>
General & Administrative	\$0	\$11,030	\$11,030	\$12,121	9.9%
Transfer to Long Term Disability Fund	150	150	150	151	0.7%
TOTAL EXPENDITURES	<u>\$1,230,685</u>	<u>\$975,785</u>	<u>\$856,643</u>	<u>\$857,659</u>	<u>-12.1%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$141,764)	\$393,862	\$118,357	\$42,341	-89.2%
BEGINNING FUND BALANCE	\$79,124	\$392,787	(\$62,640)	\$55,717	-85.8%
Change in Fund Balance	(141,764)	393,862	118,357	42,341	-89.2%
ENDING FUND BALANCE	<u>(\$62,640)</u>	<u>\$786,649</u>	<u>\$55,717</u>	<u>\$98,058</u>	<u>-87.5%</u>

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

**CITY OF GARLAND
SAFELIGHT FUND
2010-11**

NON-DEPARTMENTAL EXPENDITURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Temporary Pay Reductions	0	(588)	(588)	0	100.0%
Retiree Insurance	1,135	1,216	1,216	1,257	3.4%
City Insurance Adjustment	0	204	204	324	58.8%
Sub-Total Personnel Costs	<u>\$1,135</u>	<u>\$832</u>	<u>\$832</u>	<u>\$1,581</u>	<u>90.0%</u>
Employee Assistance Program	\$0	\$24	\$24	\$24	0.0%
Sub-Total Operations Costs	<u>\$0</u>	<u>\$24</u>	<u>\$24</u>	<u>\$24</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$1,135</u></u>	<u><u>\$856</u></u>	<u><u>\$856</u></u>	<u><u>\$1,605</u></u>	<u><u>87.5%</u></u>

**CITY OF GARLAND
CASA FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Miscellaneous Program Income	\$18,241	\$14,700	\$14,700	\$14,700	0.0%
Interest Income	5,487	0	0	0	0.0%
TOTAL REVENUE	<u>\$23,728</u>	<u>\$14,700</u>	<u>\$14,700</u>	<u>\$14,700</u>	<u>0.0%</u>
EXPENDITURES					
Personnel	\$0	\$0	\$0	\$0	0.0%
Operations	4,039	14,700	337,074	14,700	0.0%
Capital	0	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$4,039</u>	<u>\$14,700</u>	<u>\$337,074</u>	<u>\$14,700</u>	<u>0.0%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$19,689	\$0	(\$322,374)	\$0	0.0%
BEGINNING FUND BALANCE	\$314,830	\$108,830	\$334,519	\$12,145	-88.8%
Change in Fund Balance	19,689	0	(322,374)	0	0.0%
ENDING FUND BALANCE	<u>\$334,519</u>	<u>\$108,830</u>	<u>\$12,145</u>	<u>\$12,145</u>	<u>-88.8%</u>

**CITY OF GARLAND
COMMUNITY DEVELOPMENT BLOCK GRANT FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Community Develop. Block Grant Funds	\$2,671,120	\$3,677,322	\$5,436,525	\$2,564,975	-30.2%
Reprogrammed CDBG Funds	0	169,086	169,086	0	-100.0%
Program Income - Revolving Loans	44,764	60,000	60,000	48,000	-20.0%
TOTAL REVENUE	<u>\$2,715,884</u>	<u>\$3,906,408</u>	<u>\$5,665,611</u>	<u>\$2,612,975</u>	<u>-33.1%</u>
EXPENDITURES					
By Category:					
Personnel	\$1,014,888	\$713,554	\$654,758	\$688,184	-3.6%
Operations	1,691,675	3,192,854	5,006,830	1,924,791	-39.7%
Capital	0	0	0	0	0.0%
Sub-Total	<u>\$2,706,563</u>	<u>\$3,906,408</u>	<u>\$5,661,588</u>	<u>\$2,612,975</u>	<u>-33.1%</u>
By Area:					
Public Services	\$308,765	\$319,986	\$319,986	\$344,984	7.8%
Infrastructure Projects	1,172,078	918,000	918,000	1,100,000	19.8%
Other CDBG Projects	638,190	697,694	677,499	664,934	-4.7%
Administration & Planning	380,004	426,649	424,594	459,978	7.8%
Neighborhood Stabilization Program	207,526	1,544,079	3,321,509	43,079	-97.2%
Total Operating Expenditures	<u>\$2,706,563</u>	<u>\$3,906,408</u>	<u>\$5,661,588</u>	<u>\$2,612,975</u>	<u>-33.1%</u>
TOTAL EXPENDITURES	<u>\$2,706,563</u>	<u>\$3,906,408</u>	<u>\$5,661,588</u>	<u>\$2,612,975</u>	<u>-33.1%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$9,321	\$0	\$4,023	\$0	0.0%
BEGINNING FUND BALANCE	(\$13,344)	\$1,908	(\$4,023)	\$0	-100.0%
Change in Fund Balance	9,321	0	4,023	0	0.0%
ENDING FUND BALANCE	<u>(\$4,023)</u>	<u>\$1,908</u>	<u>\$0</u>	<u>\$0</u>	<u>-100.0%</u>

**CITY OF GARLAND
FAIR HOUSING GRANT FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Fair Housing Assistance Program	\$116,548	\$140,000	\$140,200	\$196,200	40.1%
Fair Housing Initiatives Program	111,980	100,000	0	0	-100.0%
American Dream Down-Paymnt. Initiative	12,187	0	0	0	0.0%
Emergency Shelter Grant	102,824	103,053	103,053	92,066	-10.7%
TOTAL REVENUE	<u>\$343,539</u>	<u>\$343,053</u>	<u>\$243,253</u>	<u>\$288,266</u>	<u>-16.0%</u>
EXPENDITURES					
By Category:					
Personnel	\$178,858	\$194,692	\$107,275	\$167,297	-14.1%
Operations	138,929	148,361	135,978	120,969	-18.5%
Capital	0	0	0	0	0.0%
Sub-Total	<u>\$317,787</u>	<u>\$343,053</u>	<u>\$243,253</u>	<u>\$288,266</u>	<u>-16.0%</u>
By Area:					
Fair Housing Assistance Program	\$102,983	\$140,000	\$140,200	\$196,200	40.1%
Fair Housing Initiatives Program	111,980	100,000	0	0	-100.0%
Emergency Shelter Grant	102,824	103,053	103,053	92,066	-10.7%
Total Operating Expenditures	<u>\$317,787</u>	<u>\$343,053</u>	<u>\$243,253</u>	<u>\$288,266</u>	<u>-16.0%</u>
TOTAL EXPENDITURES	<u>\$317,787</u>	<u>\$343,053</u>	<u>\$243,253</u>	<u>\$288,266</u>	<u>-16.0%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$25,752	\$0	\$0	\$0	0.0%
BEGINNING FUND BALANCE	(\$8,508)	\$3,679	\$17,244	\$17,244	368.7%
Change in Fund Balance	<u>25,752</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
ENDING FUND BALANCE	<u>\$17,244</u>	<u>\$3,679</u>	<u>\$17,244</u>	<u>\$17,244</u>	<u>368.7%</u>

**CITY OF GARLAND
HOME GRANT FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
HOME Grant	\$340,528	\$824,041	\$521,862	\$817,711	-0.8%
Interest Income	54	0	0	0	0.0%
Miscellaneous Program Income	72,800	115,000	75,604	0	-100.0%
TOTAL REVENUE	<u>\$413,382</u>	<u>\$939,041</u>	<u>\$597,466</u>	<u>\$817,711</u>	<u>-12.9%</u>
EXPENDITURES					
Personnel	\$91,782	\$109,872	\$109,872	\$110,328	0.4%
Operations	575,484	856,637	487,594	736,115	-14.1%
Capital	0	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$667,266</u>	<u>\$966,509</u>	<u>\$597,466</u>	<u>\$846,443</u>	<u>-12.4%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$253,884)	(\$27,468)	\$0	(\$28,732)	-4.6%
BEGINNING FUND BALANCE	\$292,801	\$131,525	\$38,917	\$38,917	-70.4%
Change in Fund Balance	(253,884)	(27,468)	0	(28,732)	-4.6%
ENDING FUND BALANCE	<u>\$38,917</u>	<u>\$104,057</u>	<u>\$38,917</u>	<u>\$10,185</u>	<u>-90.2%</u>

**CITY OF GARLAND
HOUSING ASSISTANCE FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
HUD Grant	\$10,522,725	\$10,609,850	\$11,717,145	\$11,717,145	10.4%
Voucher Expense Recovery	987,710	1,164,926	693,038	831,645	-28.6%
Miscellaneous Income	48,297	58,716	78,000	58,000	-1.2%
Transfer from ERF	47,647	0	0	0	0.0%
TOTAL REVENUE	<u>\$11,606,379</u>	<u>\$11,833,492</u>	<u>\$12,488,183</u>	<u>\$12,606,790</u>	<u>6.5%</u>
EXPENDITURES					
Personnel	\$979,123	\$1,074,190	\$1,074,190	\$1,076,530	0.2%
Operations	11,400,805	10,845,197	11,455,602	11,502,158	6.1%
Capital	0	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$12,379,928</u>	<u>\$11,919,387</u>	<u>\$12,529,792</u>	<u>\$12,578,688</u>	<u>5.5%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$773,549)	(\$85,895)	(\$41,609)	\$28,102	
BEGINNING FUND BALANCE	\$3,594,841	\$3,134,415	\$2,821,292	\$2,779,683	-11.3%
Change in Fund Balance	(773,549)	(85,895)	(41,609)	28,102	
ENDING FUND BALANCE	<u>\$2,821,292</u>	<u>\$3,048,520</u>	<u>\$2,779,683</u>	<u>\$2,807,785</u>	<u>-7.9%</u>

**CITY OF GARLAND
SUMMER NUTRITION FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Summer Nutrition	\$249,887	\$475,000	\$475,000	\$475,000	0.0%
Transfer from General Fund	74,850	20,000	20,000	20,000	0.0%
Interest Income	0	0	0	0	0.0%
Miscellaneous Program Income	700	0	0	0	0.0%
TOTAL REVENUE	<u>\$325,437</u>	<u>\$495,000</u>	<u>\$495,000</u>	<u>\$495,000</u>	<u>0.0%</u>
EXPENDITURES					
Personnel	\$78,919	\$106,364	\$106,364	\$100,582	-5.4%
Operations	228,052	368,636	368,636	374,418	1.6%
Capital	0	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$306,971</u>	<u>\$475,000</u>	<u>\$475,000</u>	<u>\$475,000</u>	<u>0.0%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$18,466	\$20,000	\$20,000	\$20,000	0.0%
BEGINNING FUND BALANCE	(\$62,210)	(\$42,210)	(\$43,744)	(\$23,744)	43.7%
Change in Fund Balance	<u>18,466</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>0.0%</u>
ENDING FUND BALANCE	<u>(\$43,744)</u>	<u>(\$22,210)</u>	<u>(\$23,744)</u>	<u>(\$3,744)</u>	<u>83.1%</u>

**CITY OF GARLAND
LIBRARY GRANT FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
State Grant	\$636,057	\$645,091	\$644,326	\$644,300	-0.1%
Federal Grant	32,697	76,953	81,110	81,500	5.9%
Other	68,629	0	0	0	0.0%
TOTAL REVENUE	<u>\$737,383</u>	<u>\$722,044</u>	<u>\$725,436</u>	<u>\$725,800</u>	<u>0.5%</u>
EXPENDITURES					
Personnel	\$330,949	\$365,812	\$365,812	\$443,405	21.2%
Operations	374,692	324,737	324,737	245,858	-24.3%
Capital	0	0	0	0	0.0%
Total Operating Expenditures	<u>\$705,641</u>	<u>\$690,549</u>	<u>\$690,549</u>	<u>\$689,263</u>	<u>-0.2%</u>
Transfer to General Fund	\$32,382	\$35,000	\$35,000	\$35,000	0.0%
TOTAL EXPENDITURES	<u>\$738,023</u>	<u>\$725,549</u>	<u>\$725,549</u>	<u>\$724,263</u>	<u>-0.2%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$640)	(\$3,505)	(\$113)	\$1,537	
BEGINNING FUND BALANCE	\$4,020	\$4,743	\$3,380	\$3,267	-31.1%
Change in Fund Balance	(640)	(3,505)	(113)	1,537	
ENDING FUND BALANCE	<u>\$3,380</u>	<u>\$1,238</u>	<u>\$3,267</u>	<u>\$4,804</u>	<u>288.0%</u>

**CITY OF GARLAND
PUBLIC HEALTH / IMMUNIZATION GRANT FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from General Fund	\$105,958	\$0	\$0	\$0	0.0%
Public Health Fees	199,314	230,000	340,000	230,000	0.0%
Texas DSHS Grant Revenue	175,599	481,929	481,929	481,929	0.0%
Other Contributions	0	25,000	25,000	25,000	0.0%
Miscellaneous Program Income	115,477	100,000	100,000	100,000	0.0%
Credit Card Fees	(1,014)	0	0	0	0.0%
TOTAL REVENUE	<u>\$595,334</u>	<u>\$836,929</u>	<u>\$946,929</u>	<u>\$836,929</u>	<u>0.0%</u>
EXPENDITURES					
By Category:					
Personnel	\$456,288	\$590,584	\$605,584	\$597,821	1.2%
Operations	205,947	163,190	233,190	201,083	23.2%
Capital	0	60,000	85,000	0	-100.0%
Sub-Total	<u>\$662,235</u>	<u>\$813,774</u>	<u>\$923,774</u>	<u>\$798,904</u>	<u>-1.8%</u>
By Area:					
Clinical Services	\$319,038	\$235,598	\$330,598	\$263,364	11.8%
Texas DSHS Grant	343,196	578,176	593,176	535,540	-7.4%
TOTAL EXPENDITURES	<u>\$662,235</u>	<u>\$813,774</u>	<u>\$923,774</u>	<u>\$798,904</u>	<u>-1.8%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$66,901)	\$23,155	\$23,155	\$38,025	64.2%
BEGINNING FUND BALANCE	\$6,090	\$2,898	(\$60,811)	(\$37,656)	
Change in Fund Balance	(66,901)	23,155	23,155	38,025	64.2%
ENDING FUND BALANCE	<u>(\$60,811)</u>	<u>\$26,053</u>	<u>(\$37,656)</u>	<u>\$369</u>	<u>-98.6%</u>

**CITY OF GARLAND
PUBLIC SAFETY GRANT FUND
2010-11**

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
<u>REVENUE</u>					
State Training Grant	\$23,509	\$23,509	\$22,629	\$22,629	-3.7%
421 State Planning Fund	0	70,476	0	0	-100.0%
GREAT Program Grant	0	124,500	0	0	-100.0%
Justice Assistance Grant	14532	14,091	51,370	51,370	264.6%
Youth Program Income	26414	2,400	8,400	4,800	100.0%
Victim Assistance Advocate	58753	63,578	0	0	-100.0%
Gang Initiative	228175	0	0	0	0.0%
ICAC - Juvenile Justice	4121	4,500	4,500	4,500	0.0%
Emergency Management Grants	445273	946,686	541,990	482,419	-49.0%
Interest Income	651	2,650	0	0	-100.0%
TOTAL REVENUE	\$801,428	\$1,252,390	\$628,889	\$565,718	-54.8%
<u>EXPENDITURES</u>					
By Category:					
Personnel	\$355,019	\$186,517	\$142,470	\$146,306	-21.6%
Operations	181,236	283,919	139,388	213,716	-24.7%
Capital	249,776	779,328	304,632	205,696	-73.6%
Sub-Total	\$786,030	\$1,249,764	\$586,490	\$565,718	-54.7%
By Area:					
<u>Police Grants</u>					
State Training Grant	\$21,876	\$23,509	\$23,509	\$22,629	-3.7%
421 State Planning Fund	0	70,476	0	0	-100.0%
GREAT Program Grant	(200)	124,500	0	0	-100.0%
Justice Assistance Grant	16,999	14,091	14,091	51,370	264.6%
Youth Programs	14,989	2,400	2,400	4,800	100.0%
Victim Assistance Advocate	58,752	63,602	0	0	-100.0%
Gang Initiative	228,175	0	0	0	0.0%
ICAC - Juvenile Justice	2,175	4,500	4,500	4,500	0.0%
Sub-Total	\$342,766	\$303,078	\$44,500	\$83,299	-72.5%
<u>Emergency Management Grants</u>					
Citizen's Corps Program (CCP)	\$3,461	\$1,420	\$0	\$0	-100.0%
Metro Medical Response Sys. (MMRS)	182,170	321,221	321,221	317,419	-1.2%
Law Enf. Terrorism Prev. Prog. (LETPP)	87,091	80,523	0	0	-100.0%
Urban Areas Security Initiative (UASI)	170,543	352,910	160,000	165,000	-53.2%
State Homeland Security Prog. (SHSP)	0	190,612	60,769	0	-100.0%
Sub-Total	\$443,265	\$946,686	\$541,990	\$482,419	-49.0%
TOTAL EXPENDITURES	\$786,031	\$1,249,764	\$586,490	\$565,718	-54.7%
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$15,398	\$2,626	\$42,399	\$0	-100.0%
BEGINNING FUND BALANCE	\$406,060	\$408,111	\$421,458	\$463,857	13.7%
Change in Fund Balance	15,398	2,626	42,399	0	-100.0%
ENDING FUND BALANCE	\$421,458	\$410,737	\$463,857	\$463,857	12.9%

**CITY OF GARLAND
STIMULUS GRANT FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Stimulus Grant Funds	\$0	\$1,166,365	\$2,322,307	\$1,553,800	33.2%
TOTAL REVENUE	<u>\$0</u>	<u>\$1,166,365</u>	<u>\$2,322,307</u>	<u>\$1,553,800</u>	<u>33.2%</u>
EXPENDITURES					
By Category:					
Personnel	\$0	\$0	\$119,124	\$263,253	0.0%
Operations	0	1,166,365	1,710,533	243,197	-79.1%
Capital	0	0	85,000	1,455,000	0.0%
Sub-Total	<u>\$0</u>	<u>\$1,166,365</u>	<u>\$1,914,657</u>	<u>\$1,961,450</u>	<u>68.2%</u>
By Area:					
Housing and Community Development	\$0	\$1,166,365	\$1,381,852	\$38,956	-96.7%
Public Safety	0	0	326,802	59,884	0.0%
Natural Resources and Energy	0	0	206,003	1,862,610	0.0%
Total Operating Expenditures	<u>\$0</u>	<u>\$1,166,365</u>	<u>\$1,914,657</u>	<u>\$1,961,450</u>	<u>68.2%</u>
TOTAL EXPENDITURES	<u>\$0</u>	<u>\$1,166,365</u>	<u>\$1,914,657</u>	<u>\$1,961,450</u>	<u>68.2%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$0	\$0	\$407,650	(\$407,650)	0.0%
BEGINNING FUND BALANCE	\$0	\$0	\$0	\$407,650	0.0%
Change in Fund Balance	0	0	407,650	(407,650)	0.0%
ENDING FUND BALANCE	<u>\$0</u>	<u>\$0</u>	<u>\$407,650</u>	<u>\$0</u>	<u>0.0%</u>

**CITY OF GARLAND
NARCOTIC SEIZURE FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Narcotic Seizure	\$374,145	\$0	\$438,879	\$0	0.0%
Interest Income	9,278	0	1,918	0	0.0%
Miscellaneous Revenue	2,184	0	0	0	0.0%
TOTAL REVENUE	<u>\$385,607</u>	<u>\$0</u>	<u>\$440,797</u>	<u>\$0</u>	<u>0.0%</u>
EXPENDITURES					
Personnel	\$0	\$0	\$0	\$0	0.0%
Operations	403,232	189,496	316,321	246,500	30.1%
Capital	0	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$403,232</u>	<u>\$189,496</u>	<u>\$316,321</u>	<u>\$246,500</u>	<u>30.1%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$17,625)	(\$189,496)	\$124,476	(\$246,500)	-30.1%
BEGINNING FUND BALANCE	\$496,777	\$200,791	\$479,152	\$603,628	200.6%
Change in Fund Balance	(17,625)	(189,496)	124,476	(246,500)	-30.1%
ENDING FUND BALANCE	<u>\$479,152</u>	<u>\$11,295</u>	<u>\$603,628</u>	<u>\$357,128</u>	<u>3061.8%</u>

**CITY OF GARLAND
EQUIPMENT REPLACEMENT FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
Vehicle Replacement Charges:					
General Fund	\$1,416,233	\$1,719,398	\$1,719,398	\$1,434,291	-16.6%
Electric Utility Fund	837,638	952,664	952,664	909,221	-4.6%
Water Utility Fund	211,625	224,613	224,613	209,359	-6.8%
Wastewater Utility Fund	332,744	386,115	386,115	371,662	-3.7%
Environmental Waste Services Fund	68,574	56,559	56,559	27,190	-51.9%
Infrastructure Repair & Replcmt. Fund	60,771	44,757	44,757	30,116	-32.7%
Stormwater Management Fund	25,084	28,623	28,623	57,266	100.1%
Self Insurance Fund	8,558	8,558	8,558	8,558	0.0%
Fleet Services Fund	12,856	20,101	20,101	19,302	-4.0%
Recreation Performance Fund	17,994	13,884	13,884	8,131	-41.4%
Support Service Funds	85,353	106,221	106,221	125,510	18.2%
Sub-Total	<u>\$3,077,430</u>	<u>\$3,561,493</u>	<u>\$3,561,493</u>	<u>\$3,200,606</u>	<u>-10.1%</u>
Transfers In:					
Other Funds	\$6,201	\$0	\$91,655	\$0	0.0%
General Fund	16,245	0	0	0	0.0%
Total Transfers	<u>\$3,099,876</u>	<u>\$3,561,493</u>	<u>\$3,653,148</u>	<u>\$3,200,606</u>	<u>-10.1%</u>
Auction Revenues	\$156,989	\$100,000	\$220,577	\$100,000	0.0%
Interest	149,193	85,000	85,000	90,000	5.9%
TOTAL REVENUE	<u>\$3,406,058</u>	<u>\$3,746,493</u>	<u>\$3,958,725</u>	<u>\$3,390,606</u>	<u>-9.5%</u>
<u>EXPENDITURES</u>					
General Fund	\$2,038,877	\$1,436,865	\$1,680,639	\$1,886,228	31.3%
Electric Utility Fund	891,119	752,702	862,504	429,365	-43.0%
Water Utility Fund	42,214	294,039	336,466	54,377	-81.5%
Wastewater Utility Fund	85,930	223,554	415,506	402,004	79.8%
Environmental Waste Services Fund	13,814	0	13,375	103,312	0.0%
Infrastructure Repair & Replcmt. Fund	31,465	0	0	0	0.0%
Stormwater Management Fund	90,100	0	0	0	0.0%
Firewheel Fund	0	0	0	40,206	0.0%
Internal Service Funds	94,421	189,438	231,692	38,352	-79.8%
Self Insurance Fund Transfer	92,000	99,360	99,360	99,360	0.0%
Housing Assistance Fund Transfer	47,647	0	0	0	0.0%
Emergency Replacements	0	250,000	250,000	250,000	0.0%
TOTAL EXPENDITURES	<u>\$3,427,587</u>	<u>\$3,245,958</u>	<u>\$3,889,542</u>	<u>\$3,303,204</u>	<u>1.8%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$21,529)	\$500,535	\$69,183	\$87,402	-82.5%
BEGINNING FUND BALANCE	\$8,234,764	\$8,224,150	\$8,213,235	\$8,282,418	0.7%
Change in Fund Balance	(21,529)	500,535	69,183	87,402	-82.5%
ENDING FUND BALANCE	<u>\$8,213,235</u>	<u>\$8,724,685</u>	<u>\$8,282,418</u>	<u>\$8,369,820</u>	<u>-4.1%</u>

**CITY OF GARLAND
SELF INSURANCE FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from General Fund	\$2,605,096	\$2,642,371	\$2,642,371	\$2,537,213	-4.0%
Transfer from Electric Utility Fund	1,678,502	1,702,518	1,702,518	1,634,763	-4.0%
Transfer from Water Utility Fund	130,396	132,262	132,262	126,999	-4.0%
Transfer from Wastewater Utility Fund	219,223	222,359	222,359	213,510	-4.0%
Transfer from Environmental Waste Svcs. Fund	268,141	271,978	271,978	261,154	-4.0%
Transfer from Stormwater Management Fund	39,373	39,936	39,936	38,347	-4.0%
Transfer from Equipment Replacement Fund	92,000	99,360	99,360	99,360	0.0%
Interest Income	52,332	20,000	20,000	30,000	50.0%
Miscellaneous	28,347	75,000	20,000	20,000	-73.3%
TOTAL REVENUE	<u>\$5,113,410</u>	<u>\$5,205,784</u>	<u>\$5,150,784</u>	<u>\$4,961,346</u>	<u>-4.7%</u>
EXPENDITURES					
Personnel	\$667,861	\$670,993	\$670,993	\$785,501	17.1%
Operations	112,113	163,314	163,314	157,901	-3.3%
Capital	0	0	0	0	0.0%
Sub-Total	<u>\$779,974</u>	<u>\$834,307</u>	<u>\$834,307</u>	<u>\$943,402</u>	<u>13.1%</u>
Liability & Property Claims	\$645,818	\$675,000	\$691,620	\$650,000	-3.7%
Litigation Expense	419,151	575,000	575,000	575,000	0.0%
Workers Compensation Claims	1,093,082	1,500,000	1,500,000	1,406,281	-6.2%
Insurance Premiums	1,636,229	1,776,560	1,776,560	1,773,560	-0.2%
Administration Expense	144,439	92,000	92,000	92,000	0.0%
Support Services	62,524	43,340	43,340	38,110	-12.1%
Total Operating Expenditures	<u>\$4,781,217</u>	<u>\$5,496,207</u>	<u>\$5,512,827</u>	<u>\$5,478,353</u>	<u>-0.3%</u>
General & Administrative	\$93,942	\$81,413	\$81,413	\$88,259	8.4%
Transfer to Other Funds	1,048	1,050	1,050	1,056	0.6%
TOTAL EXPENDITURES	<u>\$4,876,207</u>	<u>\$5,578,670</u>	<u>\$5,595,290</u>	<u>\$5,567,668</u>	<u>-0.2%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$237,203	(\$372,886)	(\$444,506)	(\$606,322)	-62.6%
BEGINNING FUND BALANCE	\$3,822,641	\$3,514,392	\$4,059,844	\$3,615,338	2.9%
Change in Fund Balance	237,203	(372,886)	(444,506)	(606,322)	-62.6%
ENDING FUND BALANCE	<u>\$4,059,844</u>	<u>\$3,141,506</u>	<u>\$3,615,338</u>	<u>\$3,009,016</u>	<u>-4.2%</u>
Fund Balance Target	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	0.0%
Over (Short of) Requirement	\$1,059,844	\$141,506	\$615,338	\$9,016	-93.6%

**CITY OF GARLAND
SELF INSURANCE FUND
2010-11**

NON-DEPARTMENTAL EXPENDITURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Temporary Pay Reductions	0	(7,090)	(7,090)	0	100.0%
Retiree Insurance	7,956	8,512	8,512	8,799	3.4%
City Insurance Adjustment	0	1,428	1,428	2,268	58.8%
Unemployment Claims	0	2,546	2,546	2,546	0.0%
Sub-Total Personnel Costs	<u>\$7,956</u>	<u>\$5,396</u>	<u>\$5,396</u>	<u>\$13,613</u>	<u>152.3%</u>
Employee Assistance Program	\$182	\$168	\$168	\$168	0.0%
Sub-Total Operations Costs	<u>\$182</u>	<u>\$168</u>	<u>\$168</u>	<u>\$168</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$8,138</u></u>	<u><u>\$5,564</u></u>	<u><u>\$5,564</u></u>	<u><u>\$13,781</u></u>	<u><u>147.7%</u></u>

SUPPORT SERVICES

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
Facilities Management	\$42,314	\$36,545	\$36,545	\$29,846	-18.3%
Information Technology (MIS/Comm.)	19,282	1,824	1,824	2,007	10.0%
IT Replacement Fund	0	3,125	3,125	5,117	63.7%
Warehouse	928	1,846	1,846	1,140	-38.2%
Total Support Services	<u>\$62,524</u>	<u>\$43,340</u>	<u>\$43,340</u>	<u>\$38,110</u>	<u>-12.1%</u>

**CITY OF GARLAND
GROUP HEALTH INSURANCE FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Employee Contributions	\$4,321,483	\$4,366,887	\$4,350,141	\$4,270,299	-2.2%
Retiree Contributions	2,043,001	2,086,813	2,092,333	2,372,109	13.7%
City Contributions - Employees	12,839,077	13,276,380	13,199,436	13,867,524	4.5%
City Contributions - Retirees	2,311,680	2,470,800	2,470,800	2,540,400	2.8%
Miscellaneous Income	2,072,016	1,055,000	2,255,000	2,050,000	94.3%
TOTAL REVENUE	<u>\$23,587,257</u>	<u>\$23,255,880</u>	<u>\$24,367,710</u>	<u>\$25,100,332</u>	<u>7.9%</u>
EXPENDITURES					
Personnel	\$365,082	\$349,024	\$349,024	\$358,021	2.6%
Operations	184,478	139,770	139,770	218,566	56.4%
Capital	0	0	0	8,000	0.0%
Sub-Total	<u>\$549,560</u>	<u>\$488,794</u>	<u>\$488,794</u>	<u>\$584,587</u>	<u>19.6%</u>
Claims	\$16,840,661	\$18,898,020	\$19,217,094	\$19,055,790	0.8%
Life Insurance Premiums	85,271	48,000	48,000	48,000	0.0%
Insurance Premiums	5,759,998	4,496,040	4,547,150	5,003,385	11.3%
Administrative Fees	1,017,137	891,812	891,812	1,061,463	19.0%
Support Services	24,015	79,547	79,547	65,556	-17.6%
Total Operating Expenditures	<u>\$24,276,642</u>	<u>\$24,902,213</u>	<u>\$25,272,397</u>	<u>\$25,818,781</u>	<u>3.7%</u>
General & Administrative	\$43,436	\$43,166	\$43,166	\$46,154	6.9%
Transfer to Long Term Disability Fund	599	600	600	604	0.7%
Transfer to OPEB Trust	250,000	250,000	250,000	0	-100.0%
TOTAL EXPENDITURES	<u>\$24,570,677</u>	<u>\$25,195,979</u>	<u>\$25,566,163</u>	<u>\$25,865,539</u>	<u>2.7%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	<u>(\$983,420)</u>	<u>(\$1,940,099)</u>	<u>(\$1,198,453)</u>	<u>(\$765,207)</u>	<u>60.6%</u>
BEGINNING FUND BALANCE	\$4,965,450	\$4,795,187	\$3,982,030	\$2,783,577	-42.0%
Change in Fund Balance	<u>(983,420)</u>	<u>(1,940,099)</u>	<u>(1,198,453)</u>	<u>(765,207)</u>	<u>60.6%</u>
ENDING FUND BALANCE	<u>\$3,982,030</u>	<u>\$2,855,088</u>	<u>\$2,783,577</u>	<u>\$2,018,370</u>	<u>-29.3%</u>

**CITY OF GARLAND
GROUP HEALTH INSURANCE FUND
2010-11**

NON-DEPARTMENTAL EXPENDITURES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	
Market Adjustment	0	0	0	0	
Temporary Pay Reductions	0	(3,729)	(3,729)	0	100.0%
Retiree Insurance	4,546	4,864	4,864	5,028	3.4%
City Insurance Adjustment	0	816	816	1,296	58.8%
Sub-Total Personnel Costs	<u>\$4,546</u>	<u>\$1,951</u>	<u>\$1,951</u>	<u>\$6,324</u>	<u>224.1%</u>
Employee Assistance Program	\$78	\$96	\$96	\$96	0.0%
Sub-Total Operations Costs	<u>\$78</u>	<u>\$96</u>	<u>\$96</u>	<u>\$96</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$4,624</u></u>	<u><u>\$2,047</u></u>	<u><u>\$2,047</u></u>	<u><u>\$6,420</u></u>	<u><u>213.6%</u></u>

SUPPORT SERVICES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Warehouse	\$0	\$0	\$0	\$295	0.0%
Facilities Management	23,192	78,505	78,505	64,114	-18.3%
Information Technology (MIS/Comm.)	823	1,042	1,042	1,147	10.1%
Total Support Services	<u><u>\$24,015</u></u>	<u><u>\$79,547</u></u>	<u><u>\$79,547</u></u>	<u><u>\$65,556</u></u>	<u><u>-17.6%</u></u>

**CITY OF GARLAND
LONG TERM DISABILITY FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
City Contributions	\$310,049	\$310,200	\$310,200	\$310,200	0.0%
Employee Contributions	159,332	144,116	157,044	157,044	9.0%
Interest Income	8,428	5,000	5,000	5,000	0.0%
TOTAL REVENUE	<u>\$477,809</u>	<u>\$459,316</u>	<u>\$472,244</u>	<u>\$472,244</u>	<u>2.8%</u>
EXPENDITURES					
Claims Paid	\$376,094	\$490,000	\$490,000	\$490,000	0.0%
Administrative Fees	0	16,000	16,000	16,000	0.0%
TOTAL EXPENDITURES	<u>\$376,094</u>	<u>\$506,000</u>	<u>\$506,000</u>	<u>\$506,000</u>	<u>0.0%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$101,715	(\$46,684)	(\$33,756)	(\$33,756)	27.7%
BEGINNING FUND BALANCE	\$444,567	\$399,883	\$546,282	\$512,526	28.2%
Change in Fund Balance	101,715	(46,684)	(33,756)	(33,756)	27.7%
ENDING FUND BALANCE	<u><u>\$546,282</u></u>	<u><u>\$353,199</u></u>	<u><u>\$512,526</u></u>	<u><u>\$478,770</u></u>	<u><u>35.6%</u></u>

**CITY OF GARLAND
CUSTOMER SERVICE FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from Electric Utility Fund	\$5,677,810	\$6,417,436	\$6,417,436	\$6,402,912	-0.2%
Transfers from Other Funds	2,962,368	3,506,479	3,506,479	3,795,110	8.2%
Transfer from General Fund	316,484	354,867	354,867	212,535	-40.1%
Account Establishment Fees	588,011	570,000	570,000	570,000	0.0%
Reconnect Charges	698,790	790,000	615,000	620,000	-21.5%
Collection on Bad Debts	328,251	200,000	265,000	265,000	32.5%
Tampering Fees	250,750	280,000	170,000	180,000	-35.7%
Interest Income	138,006	50,000	50,000	85,000	70.0%
Credit Card Fees	(715,557)	0	(252,700)	0	0.0%
Bad Debt	(159,704)	(300,457)	(300,457)	(300,000)	0.2%
Miscellaneous Revenue	156,351	135,600	129,500	131,500	-3.0%
TOTAL REVENUE	<u>\$10,241,560</u>	<u>\$12,003,925</u>	<u>\$11,525,125</u>	<u>\$11,962,057</u>	<u>-0.3%</u>
EXPENDITURES					
Personnel	\$5,479,388	\$5,733,799	\$5,733,799	\$5,759,145	0.4%
Operations	1,583,764	1,974,527	1,992,840	1,834,304	-7.1%
Capital	0	0	0	0	0.0%
Sub-Total	<u>\$7,063,152</u>	<u>\$7,708,326</u>	<u>\$7,726,639</u>	<u>\$7,593,449</u>	<u>-1.5%</u>
Support Services	\$1,526,153	\$2,076,563	\$2,076,563	\$2,101,014	1.2%
Debt Service Transfer	484,232	2,207,567	2,207,567	2,214,329	0.3%
In-Lieu-of Debt Transfer from Electric	0	(569,965)	(569,965)	(570,269)	-0.1%
In-Lieu-of Debt Transfer from Debt Svc.	0	(86,358)	(86,358)	(86,404)	-0.1%
Total Operating Expenditures	<u>\$9,073,537</u>	<u>\$11,336,133</u>	<u>\$11,354,446</u>	<u>\$11,252,119</u>	<u>-0.7%</u>
General & Administrative	\$687,254	\$681,334	\$727,352	\$811,503	19.1%
Transfer to Long Term Disability Fund	14,828	14,850	14,850	14,786	-0.4%
TOTAL EXPENDITURES	<u>\$9,775,619</u>	<u>\$12,032,317</u>	<u>\$12,096,648</u>	<u>\$12,078,408</u>	<u>0.4%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$465,941	(\$28,392)	(\$571,523)	(\$116,351)	-309.8%
BEGINNING FUND BALANCE	\$390,528	\$185,677	\$856,469	\$284,946	53.5%
Change in Fund Balance	465,941	(28,392)	(571,523)	(116,351)	-309.8%
ENDING FUND BALANCE	<u>\$856,469</u>	<u>\$157,285</u>	<u>\$284,946</u>	<u>\$168,595</u>	<u>7.2%</u>

**CITY OF GARLAND
CUSTOMER SERVICE FUND
2010-11**

NON-DEPARTMENTAL EXPENDITURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Temporary Pay Reductions	0	(55,826)	(55,826)	0	100.0%
Retiree Insurance	112,515	120,379	120,379	123,186	2.3%
City Insurance Adjustment	0	20,196	20,196	31,752	57.2%
Sub-Total Personnel Costs	<u>\$113,844</u>	<u>\$84,749</u>	<u>\$84,749</u>	<u>\$154,938</u>	<u>82.8%</u>
Employee Assistance Program	\$2,236	\$2,376	\$2,376	\$2,352	-1.0%
Sub-Total Operations Costs	<u>\$2,236</u>	<u>\$2,376</u>	<u>\$2,376</u>	<u>\$2,352</u>	<u>-1.0%</u>
Total Non-Departmental	<u>\$116,080</u>	<u>\$87,125</u>	<u>\$87,125</u>	<u>\$157,290</u>	<u>80.5%</u>

SUPPORT SERVICES

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
Facilities Management	\$135,656	\$330,447	\$330,447	\$410,740	24.3%
Information Technology (MIS/Comm.)	1,267,795	1,340,633	1,340,633	1,579,219	17.8%
IT Replacement Fund	89,583	53,750	53,750	93,817	74.5%
IT Project Fund	0	323,488	323,488	0	-100.0%
Warehouse	33,119	28,245	28,245	17,238	-39.0%
Total Support Services	<u>\$1,526,153</u>	<u>\$2,076,563</u>	<u>\$2,076,563</u>	<u>\$2,101,014</u>	<u>1.2%</u>

**CITY OF GARLAND
FACILITIES MANAGEMENT FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from General Fund	\$3,721,744	\$3,645,915	\$3,645,915	\$3,403,741	-6.6%
Transfer from Other Funds	919,806	1,316,293	1,316,293	1,185,649	-9.9%
Transfer from Electric Utility Fund	706,745	851,865	851,865	875,432	2.8%
Transfer from Wastewater Utility Fund	486,130	479,876	479,876	495,105	3.2%
Transfer from Water Utility Fund	330,350	327,530	327,530	313,219	-4.4%
Miscellaneous Revenue	20,617	10,000	10,000	10,000	0.0%
TOTAL REVENUE	<u>\$6,185,392</u>	<u>\$6,631,479</u>	<u>\$6,631,479</u>	<u>\$6,283,146</u>	<u>-5.3%</u>
EXPENDITURES					
Personnel	\$1,667,988	\$1,952,017	\$1,952,017	\$2,000,974	2.5%
Salary Charge-Outs	0	(121,230)	(121,230)	(130,673)	-7.8%
Operations	4,084,366	4,681,362	4,776,748	4,594,738	-1.9%
Capital	0	0	0	0	
Sub-Total	<u>\$5,752,354</u>	<u>\$6,512,149</u>	<u>\$6,607,535</u>	<u>\$6,465,039</u>	<u>-0.7%</u>
Support Services	\$129,524	\$131,004	\$131,004	\$148,591	13.4%
Total Operating Expenditures	<u>\$5,881,878</u>	<u>\$6,643,153</u>	<u>\$6,738,539</u>	<u>\$6,613,630</u>	<u>-0.4%</u>
General & Administrative	\$249,428	\$224,914	\$224,914	\$246,701	9.7%
Transfer to Long Term Disability Fund	4,643	4,650	4,650	4,979	7.1%
TOTAL EXPENDITURES	<u>\$6,135,949</u>	<u>\$6,872,717</u>	<u>\$6,968,103</u>	<u>\$6,865,310</u>	<u>-0.1%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$49,443	(\$241,238)	(\$336,624)	(\$582,164)	-141.3%
BEGINNING FUND BALANCE	\$889,928	\$281,648	\$939,371	\$602,747	114.0%
Change in Fund Balance	49,443	(241,238)	(336,624)	(582,164)	-141.3%
ENDING FUND BALANCE	<u>\$939,371</u>	<u>\$40,410</u>	<u>\$602,747</u>	<u>\$20,583</u>	<u>-49.1%</u>

**CITY OF GARLAND
FACILITIES MANAGEMENT FUND
2010-11**

NON-DEPARTMENTAL EXPENDITURES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Temporary Pay Reductions		(18,818)	(18,818)	0	100.0%
Retiree Insurance	35,232	37,694	37,694	41,481	10.0%
City Insurance Adjustment	0	6,324	6,324	10,692	69.1%
Unemployment Claims	6,476	5,000	5,000	2,300	-54.0%
 Sub-Total Personnel Costs	<u>\$41,708</u>	<u>\$30,200</u>	<u>\$30,200</u>	<u>\$54,473</u>	<u>80.4%</u>
 Employee Assistance Program	\$936	\$744	\$744	\$792	6.5%
 Sub-Total Operations Costs	<u>\$936</u>	<u>\$744</u>	<u>\$744</u>	<u>\$792</u>	<u>6.5%</u>
 Total Non-Departmental	<u>\$42,644</u>	<u>\$30,944</u>	<u>\$30,944</u>	<u>\$55,265</u>	<u>78.6%</u>

SUPPORT SERVICES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Information Technology (MIS/Comm.)	\$103,137	\$108,426	\$108,426	\$122,975	13.4%
IT Replacement Fund	12,500	7,500	7,500	11,940	59.2%
Warehouse	13,887	15,078	15,078	13,676	-9.3%
 Total Support Services	<u>\$129,524</u>	<u>\$131,004</u>	<u>\$131,004</u>	<u>\$148,591</u>	<u>13.4%</u>

**CITY OF GARLAND
FLEET SERVICES FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Fleet Departmental Charges	\$7,230,005	\$7,108,680	\$7,096,069	\$6,973,989	-1.9%
Fuel and Lube	317,504	357,500	357,500	350,000	-2.1%
Miscellaneous/Interest Income	2,059	0	0	13,675	0.0%
Work Order Revenue	256,778	210,000	230,000	275,000	31.0%
TOTAL REVENUE	<u>\$7,806,346</u>	<u>\$7,676,180</u>	<u>\$7,683,569</u>	<u>\$7,612,664</u>	<u>-0.8%</u>
EXPENDITURES					
Personnel	\$2,130,842	\$2,228,103	\$2,228,103	\$2,270,467	1.9%
Operations	326,771	210,978	278,819	278,705	32.1%
Capital	17,608	20,000	20,000	0	-100.0%
Sub-Total	<u>\$2,475,221</u>	<u>\$2,459,081</u>	<u>\$2,526,922</u>	<u>\$2,549,172</u>	<u>3.7%</u>
Parts Cost/Inventory	\$2,611,284	\$3,000,000	\$3,000,000	\$3,000,000	0.0%
Parts Administrative Cost	271,034	300,000	300,000	300,000	0.0%
Commercial Repairs	1,114,990	1,010,000	991,554	1,010,000	0.0%
Support Services	395,176	372,253	372,253	366,925	-1.4%
Debt Service Transfer	211,669	59,183	59,183	52,994	-10.5%
Total Operating Expenditures	<u>\$7,079,374</u>	<u>\$7,200,517</u>	<u>\$7,249,912</u>	<u>\$7,279,091</u>	<u>1.1%</u>
General & Administrative	\$219,440	\$274,294	\$274,294	\$287,838	4.9%
Transfer to Long Term Disability Fund	5,392	5,400	5,400	5,432	0.6%
Inventory Adjustment	(23,043)	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$7,281,163</u>	<u>\$7,480,211</u>	<u>\$7,529,606</u>	<u>\$7,572,361</u>	<u>1.2%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$525,183	\$195,969	\$153,963	\$40,303	-79.4%
BEGINNING FUND BALANCE	(\$552,162)	(\$131,287)	(\$26,979)	\$126,984	
Change in Fund Balance	525,183	195,969	153,963	40,303	-79.4%
ENDING FUND BALANCE	<u>(\$26,979)</u>	<u>\$64,682</u>	<u>\$126,984</u>	<u>\$167,287</u>	<u>158.6%</u>

**CITY OF GARLAND
FLEET SERVICES FUND
2010-11**

NON-DEPARTMENTAL EXPENDITURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Temporary Pay Reductions	0	(22,150)	(22,150)	0	100.0%
Retiree Insurance	40,915	43,774	43,774	45,252	3.4%
City Insurance Adjustment	0	7,344	7,344	11,664	58.8%
Unemployment Claims	0	3,000	3,000	3,500	16.7%
Sub-Total Personnel Costs	<u>\$40,915</u>	<u>\$31,968</u>	<u>\$31,968</u>	<u>\$60,416</u>	<u>89.0%</u>
Employee Assistance Program	\$792	\$864	\$864	\$864	0.0%
Sub-Total Operations Costs	<u>\$792</u>	<u>\$864</u>	<u>\$864</u>	<u>\$864</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$41,707</u></u>	<u><u>\$32,832</u></u>	<u><u>\$32,832</u></u>	<u><u>\$61,280</u></u>	<u><u>86.6%</u></u>

SUPPORT SERVICES

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
Facilities Management	\$138,929	\$138,192	\$138,192	\$130,484	-5.6%
Information Technology	254,499	219,105	219,105	217,146	-0.9%
IT Replacement Fund	0	13,125	13,125	17,058	30.0%
Warehouse	1,748	1,831	1,831	2,237	22.2%
Total Support Services	<u>\$395,176</u>	<u>\$372,253</u>	<u>\$372,253</u>	<u>\$366,925</u>	<u>-1.4%</u>

**CITY OF GARLAND
INFORMATION TECHNOLOGY FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from General Fund	\$6,460,352	\$7,327,977	\$7,327,977	\$7,852,894	7.2%
Transfer from Electric Utility Fund	828,844	889,467	889,467	946,092	6.4%
Transfer from Customer Service Fund	1,267,795	1,340,633	1,340,633	1,579,219	17.8%
Transfer from Water Utility Fund	848,500	1,129,518	1,129,518	1,160,132	2.7%
Transfers from Other Funds	1,775,384	1,920,360	1,920,360	1,932,678	0.6%
Transfer from Debt Service Fund	763,924	0	0	0	0.0%
Miscellaneous/Interest Income	130,868	129,292	150,106	80,106	-38.0%
TOTAL REVENUE	<u>\$12,075,667</u>	<u>\$12,737,247</u>	<u>\$12,758,061</u>	<u>\$13,551,121</u>	<u>6.4%</u>
EXPENDITURES					
Personnel	\$5,620,509	\$5,681,379	\$5,521,379	\$5,888,322	3.6%
Operations	4,015,979	4,526,211	5,308,292	4,867,639	7.5%
Capital	117,080	108,440	108,440	0	-100.0%
Sub-Total	<u>\$9,753,568</u>	<u>\$10,316,030</u>	<u>\$10,938,111</u>	<u>\$10,755,961</u>	<u>4.3%</u>
Support Services	\$470,586	\$656,098	\$656,098	\$478,299	-27.1%
Debt Service Transfer	1,928,264	1,901,603	1,901,603	1,776,738	-6.6%
Total Operating Expenditures	<u>\$12,152,418</u>	<u>\$12,873,731</u>	<u>\$13,495,812</u>	<u>\$13,010,998</u>	<u>1.1%</u>
General & Administrative	\$691,788	\$724,086	\$724,086	\$803,877	11.0%
Transfer to Long Term Disability Fund	9,736	9,750	9,750	9,355	-4.1%
TOTAL EXPENDITURES	<u>\$12,853,942</u>	<u>\$13,607,567</u>	<u>\$14,229,648</u>	<u>\$13,824,230</u>	<u>1.6%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$778,275)	(\$870,320)	(\$1,471,587)	(\$273,109)	68.6%
BEGINNING FUND BALANCE	\$2,662,914	\$1,069,850	\$1,884,639	\$413,052	-61.4%
Change in Fund Balance	(778,275)	(870,320)	(1,471,587)	(273,109)	68.6%
ENDING FUND BALANCE	<u>\$1,884,639</u>	<u>\$199,530</u>	<u>\$413,052</u>	<u>\$139,943</u>	<u>-29.9%</u>

**CITY OF GARLAND
INFORMATION TECHNOLOGY FUND
2010-11**

NON-DEPARTMENTAL EXPENDITURES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	
Market Adjustment	0	0	0	0	
Temporary Pay Reductions	0	(58,522)	(58,522)	0	100.0%
Salary Savings Adjustment	0	0	(160,000)	0	0.0%
Retiree Insurance	73,874	79,036	79,036	77,934	-1.4%
City Insurance Adjustment	0	13,260	13,260	20,088	51.5%
Unemployment Claims	29,617	4,000	4,000	9,872	146.8%
 Sub-Total Personnel Costs	<u>\$103,491</u>	<u>\$37,774</u>	<u>(\$122,226)</u>	<u>\$107,894</u>	<u>185.6%</u>
 Employee Assistance Program	\$1,456	\$1,560	\$1,560	\$1,488	-4.6%
Other (Prior Period Adjustment)	6,497	0	0	0	0.0%
 Sub-Total Operations Costs	<u>\$7,953</u>	<u>\$1,560</u>	<u>\$1,560</u>	<u>\$1,488</u>	<u>-4.6%</u>
 Total Non-Departmental	<u>\$111,444</u>	<u>\$39,334</u>	<u>(\$120,666)</u>	<u>\$109,382</u>	<u>178.1%</u>

SUPPORT SERVICES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Facilities Management	\$223,390	\$507,292	\$507,292	\$363,194	-28.4%
IT Replacement Fund	243,750	146,250	146,250	112,580	-23.0%
Warehouse	3,446	2,556	2,556	2,525	-1.2%
 Total Support Services	<u>\$470,586</u>	<u>\$656,098</u>	<u>\$656,098</u>	<u>\$478,299</u>	<u>-27.1%</u>

**CITY OF GARLAND
INFORMATION TECHNOLOGY (IT) PROJECT FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from General Fund	\$177,670	\$0	\$0	\$75,000	0.0%
Transfer from Env. Waste Svcs. Fund	26,950	0	0	0	0.0%
Transfer from Stormwater Mgmt. Fund	0	0	0	5,000	0.0%
Transfer from Customer Service Fund	0	323,488	323,488	0	-100.0%
Interest Income	86,934	55,000	55,000	50,000	-9.1%
TOTAL REVENUE	<u>\$291,554</u>	<u>\$378,488</u>	<u>\$378,488</u>	<u>\$130,000</u>	<u>-65.7%</u>
EXPENDITURES					
Personnel	\$36,833	\$0	\$0	\$0	0.0%
Operations	3,027	0	0	0	0.0%
Capital	558,957	3,414,147	1,277,483	2,968,736	-13.0%
TOTAL EXPENDITURES	<u>\$598,817</u>	<u>\$3,414,147</u>	<u>\$1,277,483</u>	<u>\$2,968,736</u>	<u>-13.0%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$307,263)	(\$3,035,659)	(\$898,995)	(\$2,838,736)	6.5%
BEGINNING FUND BALANCE	\$5,190,993	\$4,443,798	\$4,883,730	\$3,984,735	-10.3%
Change in Fund Balance	<u>(307,263)</u>	<u>(3,035,659)</u>	<u>(898,995)</u>	<u>(2,838,736)</u>	<u>6.5%</u>
ENDING FUND BALANCE	<u>\$4,883,730</u>	<u>\$1,408,139</u>	<u>\$3,984,735</u>	<u>\$1,145,999</u>	<u>-18.6%</u>

**CITY OF GARLAND
INFORMATION TECHNOLOGY (IT) REPLACEMENT FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from General Fund	\$958,938	\$500,000	\$500,000	\$500,000	0.0%
Transfer from Electric Utility Fund	200,000	175,000	175,000	275,000	57.1%
Transfer from Water Utility Fund	95,264	80,681	80,681	84,435	4.7%
Transfer from Wastewater Utility Fund	65,861	51,278	51,278	25,587	-50.1%
Transfer from Env. Waste Svcs. Fund	28,125	16,875	16,875	26,439	56.7%
Transfer from Stormwater Mgmt. Fund	2,083	1,250	1,250	2,559	104.7%
Transfer from Facilities Mgmt. Fund	12,500	7,500	7,500	11,940	59.2%
Transfer from Customer Service Fund	89,583	53,750	53,750	93,817	74.5%
Transfer from Fleet Services Fund	21,875	13,125	13,125	17,058	30.0%
Transfer from IT Fund	243,750	146,250	146,250	112,580	-23.0%
Transfer from Self Insurance Fund	5,208	3,125	3,125	5,117	63.7%
Transfer from Warehouse Fund	8,333	5,000	5,000	6,823	36.5%
Transfer from Firewheel Fund	4,167	2,500	2,500	3,412	36.5%
Transfer from Infrastructure Fund	11,458	6,875	6,875	10,235	48.9%
Interest Income	49,941	20,000	20,000	35,000	75.0%
Miscellaneous Income	12,832	0	0	0	0.0%
TOTAL REVENUE	<u>\$1,809,918</u>	<u>\$1,083,209</u>	<u>\$1,083,209</u>	<u>\$1,210,002</u>	<u>11.7%</u>
EXPENDITURES					
Personnel	\$0	\$0	\$0	\$0	0.0%
Operations	355,639	146,694	885,286	1,369,534	833.6%
Capital	570,467	1,221,209	1,357,707	1,014,900	-16.9%
TOTAL EXPENDITURES	<u>\$926,106</u>	<u>\$1,367,903</u>	<u>\$2,242,993</u>	<u>\$2,384,434</u>	<u>74.3%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	<u>\$883,812</u>	<u>(\$284,694)</u>	<u>(\$1,159,784)</u>	<u>(\$1,174,432)</u>	<u>-312.5%</u>
BEGINNING FUND BALANCE	\$2,699,359	\$775,363	\$3,583,171	\$2,423,387	212.5%
Change in Fund Balance	<u>883,812</u>	<u>(284,694)</u>	<u>(1,159,784)</u>	<u>(1,174,432)</u>	<u>-312.5%</u>
ENDING FUND BALANCE	<u>\$3,583,171</u>	<u>\$490,669</u>	<u>\$2,423,387</u>	<u>\$1,248,955</u>	<u>154.5%</u>

**CITY OF GARLAND
WAREHOUSE FUND
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from Electric Utility Fund	\$605,646	\$548,977	\$548,977	\$503,265	-8.3%
Transfer from General Fund	338,797	282,971	282,971	338,955	19.8%
Transfers from Other Funds	191,918	214,113	214,113	206,000	-3.8%
Recovery of Expenditures	20,367	22,800	22,800	22,800	0.0%
Miscellaneous Revenue	613	2,000	2,000	0	-100.0%
TOTAL REVENUE	<u>\$1,157,341</u>	<u>\$1,070,861</u>	<u>\$1,070,861</u>	<u>\$1,071,020</u>	<u>0.0%</u>
EXPENDITURES					
Personnel	\$643,217	\$655,434	\$655,434	\$668,474	2.0%
Operations	127,554	128,043	139,055	113,622	-11.3%
Capital	0	0	0	45,000	0.0%
Sub-Total	<u>\$770,771</u>	<u>\$783,477</u>	<u>\$794,489</u>	<u>\$827,096</u>	<u>5.6%</u>
Support Services	\$324,225	\$174,788	\$174,788	\$135,150	-22.7%
Debt Service Transfer	5,829	5,841	5,841	5,834	-0.1%
Total Operating Expenditures	<u>\$1,100,825</u>	<u>\$964,106</u>	<u>\$975,118</u>	<u>\$968,080</u>	<u>0.4%</u>
General & Administrative	\$78,972	\$77,066	\$77,066	\$82,895	7.6%
Transfer to Long Term Disability Fund	1,648	1,650	1,650	1,660	0.6%
Inventory/Salvage Adjustment	(25,770)	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$1,155,675</u>	<u>\$1,042,822</u>	<u>\$1,053,834</u>	<u>\$1,052,635</u>	<u>0.9%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$1,666	\$28,039	\$17,027	\$18,385	-34.4%
BEGINNING FUND BALANCE	\$14,671	(\$20,744)	\$16,337	\$33,364	
Change in Fund Balance	1,666	28,039	17,027	18,385	-34.4%
ENDING FUND BALANCE	<u>\$16,337</u>	<u>\$7,295</u>	<u>\$33,364</u>	<u>\$51,749</u>	<u>609.4%</u>

**CITY OF GARLAND
WAREHOUSE FUND
2010-11**

NON-DEPARTMENTAL EXPENDITURES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Temporary Pay Reductions	0	(6,177)	(6,177)	0	100.0%
Retiree Insurance	12,502	13,375	13,375	13,827	3.4%
City Insurance Adjustment	0	2,244	2,244	3,564	58.8%
Unemployment Insurance	1,895	0	0	0	0.0%
 Sub-Total Personnel Costs	<u>\$14,397</u>	<u>\$9,442</u>	<u>\$9,442</u>	<u>\$17,391</u>	<u>84.2%</u>
 Employee Assistance Program	\$208	\$264	\$264	\$264	0.0%
 Sub-Total Operations Costs	<u>\$208</u>	<u>\$264</u>	<u>\$264</u>	<u>\$264</u>	<u>0.0%</u>
 Total Non-Departmental	<u>\$14,605</u>	<u>\$9,706</u>	<u>\$9,706</u>	<u>\$17,655</u>	<u>81.9%</u>

SUPPORT SERVICES

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
Facilities Management	\$274,586	\$145,102	\$145,102	\$114,143	-21.3%
Information Technology (MIS/Comm.)	49,639	24,686	24,686	14,184	-42.5%
IT Replacement Fund	0	5,000	5,000	6,823	36.5%
 Total Support Services	<u>\$324,225</u>	<u>\$174,788</u>	<u>\$174,788</u>	<u>\$135,150</u>	<u>-22.7%</u>

**CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
REVENUES/EXPENDITURES
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Current Ad Valorem Tax	\$33,251,671	\$32,687,023	\$32,687,023	\$31,023,844	-5.1%
Prior Year Ad Valorem Tax	631,886	545,000	545,000	483,519	-11.3%
Ad Valorem Transfer from I-30 TIF	268,645	335,715	335,715	246,536	-26.6%
Miscellaneous Revenue	70,026	0	0	0	0.0%
Interest Earnings	101,307	50,000	50,000	50,000	0.0%
Ad Valorem & Interest Revenue	<u>\$34,323,535</u>	<u>\$33,617,738</u>	<u>\$33,617,738</u>	<u>\$31,803,899</u>	<u>-5.4%</u>
Transfer from Electric Utility Fund	\$6,869,328	\$6,841,986	\$9,693,530	\$13,440,899	96.4%
Transfer from Water Utility Fund	1,255,595	1,247,251	1,247,251	1,253,575	0.5%
Transfer from Wastewater Utility Fund	3,349,388	3,343,152	3,343,152	3,393,353	1.5%
Transfer from Env. Waste Svcs. Fund	1,304,565	1,115,856	1,115,856	1,305,885	17.0%
Transfer from Stormwater Mgmt. Fund	8,815	8,773	8,773	8,755	-0.2%
Transfer from Fleet Services Fund	56,669	59,183	59,183	52,994	-10.5%
Transfer from Information Technology Fund	1,928,264	1,901,603	1,901,603	1,776,738	-6.6%
Transfer from Customer Service Fund	484,232	2,207,567	2,207,567	2,214,329	0.3%
Transfer from Warehouse Fund	5,829	5,841	5,841	5,834	-0.1%
TOTAL REVENUE	<u>\$49,586,220</u>	<u>\$50,348,950</u>	<u>\$53,200,494</u>	<u>\$55,256,261</u>	<u>9.7%</u>
DEBT SERVICE PAYMENTS					
General Obligation Bonds - Tax Paid					
Principal	\$10,645,000	\$10,735,000	\$10,735,000	\$10,050,000	-6.4%
Interest	8,217,215	7,477,097	7,477,097	7,054,916	-5.6%
Principal - Firewheel	185,000	205,000	205,000	555,000	170.7%
Interest - Firewheel	404,139	384,728	384,728	368,460	-4.2%
Principal - Harbor Point	0	480,000	480,000	480,000	0.0%
Interest - Harbor Point	1,267,983	1,253,607	1,253,607	1,227,975	-2.0%
	<u>\$20,719,337</u>	<u>\$20,535,432</u>	<u>\$20,535,432</u>	<u>\$19,736,351</u>	<u>-3.9%</u>
Certificates of Obligation - Tax Paid					
Principal	\$5,463,991	\$5,621,052	\$5,621,052	\$5,285,507	-6.0%
Interest	2,612,284	2,412,264	2,412,264	2,273,804	-5.7%
Principal - Firewheel	344,003	318,133	318,133	40,000	-87.4%
Interest - Firewheel	67,645	50,666	50,666	41,588	-17.9%
	<u>\$8,487,923</u>	<u>\$8,402,115</u>	<u>\$8,402,115</u>	<u>\$7,640,899</u>	<u>-9.1%</u>
Less Wireless Utility Transfers	\$361,408	\$359,676	\$359,676	\$358,955	-0.2%
Net Certificates of Obligation	<u>\$8,126,515</u>	<u>\$8,042,439</u>	<u>\$8,042,439</u>	<u>\$7,281,944</u>	<u>-9.5%</u>
Transfer to Customer Svc. - Utility Bldg.	\$0	\$86,358	\$86,358	\$86,404	0.1%
Transfer to IT & Communications	\$763,925	\$0	\$0	\$0	0.0%
Commercial Paper - Tax Paid					
Interest	\$158,866	\$297,408	\$297,408	\$320,000	7.6%
Short-Term Tax Note - Tax Paid					
Principal	\$3,185,000	\$5,855,000	\$5,855,000	\$5,000,000	-14.6%
Interest	39,494	47,848	47,848	54,000	12.9%
	<u>\$3,224,494</u>	<u>\$5,902,848</u>	<u>\$5,902,848</u>	<u>\$5,054,000</u>	<u>-14.4%</u>
Bond Discount Cost	\$475,848	\$154,817	\$154,817	\$158,773	2.6%
Total General Expenditures	<u>\$33,468,985</u>	<u>\$35,019,302</u>	<u>\$35,019,302</u>	<u>\$32,637,472</u>	<u>-6.8%</u>

**CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
REVENUES/EXPENDITURES
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
GO Bonds - Utility Paid					
Electric	\$3,662,612	\$3,634,032	\$3,634,032	\$5,894,272	62.2%
Water	855,983	849,812	849,812	872,452	2.7%
Wastewater	1,936,671	1,929,526	1,929,526	2,243,577	16.3%
	<u>\$6,455,266</u>	<u>\$6,413,370</u>	<u>\$6,413,370</u>	<u>\$9,010,301</u>	<u>40.5%</u>
COs - Utility Paid					
Electric	\$2,977,530	\$2,979,867	\$5,831,411	\$7,318,997	145.6%
Water	355,538	353,576	353,576	337,348	-4.6%
Wastewater	1,377,458	1,378,536	1,378,536	1,114,756	-19.1%
	<u>\$4,710,526</u>	<u>\$4,711,979</u>	<u>\$7,563,523</u>	<u>\$8,771,101</u>	<u>86.1%</u>
In-Lieu-of Wireless Communication					
Electric	\$229,186	\$228,087	\$228,087	\$227,630	-0.2%
Water	44,074	43,863	43,863	43,775	-0.2%
Wastewater	35,259	35,090	35,090	35,020	-0.2%
Environmental Waste Svcs. Delivery	44,074	43,863	43,863	43,775	-0.2%
Stormwater Management	8,815	8,773	8,773	8,755	-0.2%
	<u>\$361,408</u>	<u>\$359,676</u>	<u>\$359,676</u>	<u>\$358,955</u>	<u>-0.2%</u>
EWS Delivery Expenditures					
Principal	\$1,090,000	\$950,000	\$950,000	\$1,150,000	21.1%
Interest	170,491	121,993	121,993	112,110	-8.1%
	<u>\$1,260,491</u>	<u>\$1,071,993</u>	<u>\$1,071,993</u>	<u>\$1,262,110</u>	<u>17.7%</u>
Fleet Services Expenditures					
Principal	\$30,000	\$35,000	\$35,000	\$30,000	-14.3%
Interest	26,669	24,183	24,183	22,994	-4.9%
	<u>\$56,669</u>	<u>\$59,183</u>	<u>\$59,183</u>	<u>\$52,994</u>	<u>-10.5%</u>
Information Technology Expenditures					
Principal	\$375,000	\$275,000	\$275,000	\$170,000	-38.2%
Interest	208,547	166,340	166,340	158,390	-4.8%
	<u>\$583,547</u>	<u>\$441,340</u>	<u>\$441,340</u>	<u>\$328,390</u>	<u>-25.6%</u>
Communications Expenditures					
Principal	\$1,020,000	\$1,185,000	\$1,185,000	\$1,220,000	3.0%
Interest	324,717	275,263	275,263	228,348	-17.0%
	<u>\$1,344,717</u>	<u>\$1,460,263</u>	<u>\$1,460,263</u>	<u>\$1,448,348</u>	<u>-0.8%</u>
Customer Service Expenditures					
Principal	\$215,000	\$775,000	\$775,000	\$1,055,000	36.1%
Interest	269,232	1,432,567	1,432,567	1,159,329	-19.1%
	<u>\$484,232</u>	<u>\$2,207,567</u>	<u>\$2,207,567</u>	<u>\$2,214,329</u>	<u>0.3%</u>
Warehouse Expenditures					
Principal	\$3,149	\$3,307	\$3,307	\$3,464	4.7%
Interest	2,680	2,534	2,534	2,370	-6.5%
	<u>\$5,829</u>	<u>\$5,841</u>	<u>\$5,841</u>	<u>\$5,834</u>	<u>-0.1%</u>
TOTAL EXPENDITURES	<u>\$48,731,670</u>	<u>\$51,750,514</u>	<u>\$54,602,058</u>	<u>\$56,089,834</u>	<u>8.4%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$854,550	(\$1,401,564)	(\$1,401,564)	(\$833,573)	40.5%
BEGINNING FUND BALANCE	\$5,285,612	\$5,623,105	\$6,140,162	\$4,738,598	-15.7%
Change in Fund Balance	854,550	(1,401,564)	(1,401,564)	(833,573)	40.5%
ENDING FUND BALANCE	<u>\$6,140,162</u>	<u>\$4,221,541</u>	<u>\$4,738,598</u>	<u>\$3,905,026</u>	<u>-7.5%</u>

**CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
EXPENDITURE DETAIL
2010-11**

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
<u>GENERAL FUND</u>					
General Obligation Bonds:					
Principal	\$10,645,000	\$10,735,000	\$10,735,000	\$10,050,000	-6.4%
Interest	8,217,215	7,477,097	7,477,097	7,054,916	-5.6%
Principal - Firewheel	185,000	205,000	205,000	555,000	170.7%
Interest - Firewheel	404,139	384,728	384,728	368,460	-4.2%
Principal - Harbor Point	0	480,000	480,000	480,000	0.0%
Interest - Harbor Point	1,267,983	1,253,607	1,253,607	1,227,975	-2.0%
	<u>\$20,719,337</u>	<u>\$20,535,432</u>	<u>\$20,535,432</u>	<u>\$19,736,351</u>	<u>-3.9%</u>
Certificates of Obligation:					
Principal	\$5,463,991	\$5,621,052	\$5,621,052	\$5,285,507	-6.0%
Interest	2,612,284	2,412,264	2,412,264	2,273,804	-5.7%
Principal - Firewheel	344,003	318,133	318,133	40,000	-87.4%
Interest - Firewheel	67,645	50,666	50,666	41,588	-17.9%
	<u>\$8,487,923</u>	<u>\$8,402,115</u>	<u>\$8,402,115</u>	<u>\$7,640,899</u>	<u>-9.1%</u>
Less Wireless Utility Transfers	\$361,408	\$359,676	\$359,676	\$358,955	-0.2%
Net Certificates of Obligation	<u>\$8,126,515</u>	<u>\$8,042,439</u>	<u>\$8,042,439</u>	<u>\$7,281,944</u>	<u>-9.5%</u>
Transfer to Customer Svc. - Utility Bldg.	\$0	\$86,358	\$86,358	\$86,404	0.1%
Transfer to IT & Communications	\$763,925	\$0	\$0	\$0	0.0%
Commercial Paper:					
Interest	\$158,866	\$297,408	\$297,408	\$320,000	7.6%
Short-Term Tax Note:					
Principal	\$3,185,000	\$5,855,000	\$5,855,000	\$5,000,000	-14.6%
Interest	39,494	47,848	47,848	54,000	12.9%
	<u>\$3,224,494</u>	<u>\$5,902,848</u>	<u>\$5,902,848</u>	<u>\$5,054,000</u>	<u>-14.4%</u>
Bond Discount Cost	\$475,848	\$154,817	\$154,817	\$158,773	2.6%
<u>ELECTRIC UTILITY FUND</u>					
General Obligation Bonds:					
Principal	\$1,055,000	\$1,140,000	\$1,140,000	\$3,500,000	207.0%
Interest	2,607,612	2,494,032	2,494,032	2,394,272	-4.0%
	<u>\$3,662,612</u>	<u>\$3,634,032</u>	<u>\$3,634,032</u>	<u>\$5,894,272</u>	<u>62.2%</u>
Certificates of Obligation:					
Principal	\$2,544,338	\$2,677,838	\$2,677,838	\$846,975	-68.4%
Interest	433,192	302,029	3,153,573	6,472,022	2042.8%
	<u>\$2,977,530</u>	<u>\$2,979,867</u>	<u>\$5,831,411</u>	<u>\$7,318,997</u>	<u>145.6%</u>
In-Lieu-of Wireless Communication	\$229,186	\$228,087	\$228,087	\$227,630	-0.2%
<u>WATER UTILITY FUND</u>					
General Obligation Bonds:					
Principal	\$440,000	\$485,000	\$485,000	\$525,000	8.2%
Interest	415,983	364,812	364,812	347,452	-4.8%
	<u>\$855,983</u>	<u>\$849,812</u>	<u>\$849,812</u>	<u>\$872,452</u>	<u>2.7%</u>
Certificates of Obligation:					
Principal	\$269,880	\$281,185	\$281,185	\$278,845	-0.8%
Interest	85,658	72,391	72,391	58,503	-19.2%
	<u>\$355,538</u>	<u>\$353,576</u>	<u>\$353,576</u>	<u>\$337,348</u>	<u>-4.6%</u>
In-Lieu-of Wireless Communication	\$44,074	\$43,863	\$43,863	\$43,775	-0.2%

**CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
EXPENDITURE DETAIL
2010-11**

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
<u>WASTEWATER UTILITY FUND</u>					
General Obligation Bonds:					
Principal	\$800,000	\$875,000	\$875,000	\$1,230,000	40.6%
Interest	1,136,671	1,054,526	1,054,526	1,013,577	-3.9%
	<u>\$1,936,671</u>	<u>\$1,929,526</u>	<u>\$1,929,526</u>	<u>\$2,243,577</u>	<u>16.3%</u>
Certificates of Obligation:					
Principal	\$1,069,639	\$1,123,482	\$1,123,482	\$910,208	-19.0%
Interest	307,819	255,054	255,054	204,548	-19.8%
	<u>\$1,377,458</u>	<u>\$1,378,536</u>	<u>\$1,378,536</u>	<u>\$1,114,756</u>	<u>-19.1%</u>
In-Lieu-of Wireless Communication	\$35,259	\$35,090	\$35,090	\$35,020	-0.2%
<u>EWS FUND</u>					
General Obligation Bonds:					
Principal	\$105,000	\$0	\$0	\$0	0.0%
Interest	2,863	0	0	0	0.0%
	<u>\$107,863</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.0%</u>
Certificates of Obligation:					
Principal	\$985,000	\$950,000	\$950,000	\$1,150,000	21.1%
Interest	167,628	121,993	121,993	112,110	-8.1%
	<u>\$1,152,628</u>	<u>\$1,071,993</u>	<u>\$1,071,993</u>	<u>\$1,262,110</u>	<u>17.7%</u>
In-Lieu-of Wireless Communication	\$44,074	\$43,863	\$43,863	\$43,775	-0.2%
<u>STORMWATER MANAGEMENT FUND</u>					
In-Lieu-of Wireless Communication	\$8,815	\$8,773	\$8,773	\$8,755	-0.2%
<u>FLEET SERVICES FUND</u>					
General Obligation Bonds:					
Principal	\$15,000	\$20,000	\$20,000	\$20,000	0.0%
Interest	6,781	4,933	4,933	4,263	-13.6%
	<u>\$21,781</u>	<u>\$24,933</u>	<u>\$24,933</u>	<u>\$24,263</u>	<u>-2.7%</u>
Certificates of Obligation:					
Principal	\$15,000	\$15,000	\$15,000	\$10,000	-33.3%
Interest	19,888	19,250	19,250	18,731	-2.7%
	<u>\$34,888</u>	<u>\$34,250</u>	<u>\$34,250</u>	<u>\$28,731</u>	<u>-16.1%</u>
<u>INFORMATION TECHNOLOGY FUND</u>					
General Obligation Bonds:					
Principal	\$15,000	\$0	\$0	\$0	0.0%
Interest	409	0	0	0	0.0%
	<u>\$15,409</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.0%</u>
Certificates of Obligation:					
Principal	\$360,000	\$275,000	\$275,000	\$170,000	-38.2%
Interest	208,138	166,340	166,340	158,390	-4.8%
	<u>\$568,138</u>	<u>\$441,340</u>	<u>\$441,340</u>	<u>\$328,390</u>	<u>-25.6%</u>

**CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
EXPENDITURE DETAIL
2010-11**

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
<u>COMMUNICATIONS FUND</u>					
General Obligation Bonds:					
Principal	\$0	\$0	\$0	\$0	0.0%
Interest	1,863	1,863	1,863	1,863	0.0%
	<u>\$1,863</u>	<u>\$1,863</u>	<u>\$1,863</u>	<u>\$1,863</u>	<u>0.0%</u>
Certificates of Obligation:					
Principal	\$1,020,000	\$1,185,000	\$1,185,000	\$1,220,000	3.0%
Interest	322,854	273,400	273,400	226,485	-17.2%
	<u>\$1,342,854</u>	<u>\$1,458,400</u>	<u>\$1,458,400</u>	<u>\$1,446,485</u>	<u>-0.8%</u>
<u>CUSTOMER SERVICE FUND</u>					
General Obligation Bonds:					
Principal	\$10,000	\$10,000	\$10,000	\$15,000	50.0%
Interest	36,955	36,199	36,199	35,764	-1.2%
	<u>\$46,955</u>	<u>\$46,199</u>	<u>\$46,199</u>	<u>\$50,764</u>	<u>9.9%</u>
Certificates of Obligation:					
Principal	\$205,000	\$765,000	\$765,000	\$1,040,000	35.9%
Interest	232,277	1,396,368	1,396,368	1,123,565	-19.5%
	<u>\$437,277</u>	<u>\$2,161,368</u>	<u>\$2,161,368</u>	<u>\$2,163,565</u>	<u>0.1%</u>
<u>WAREHOUSE FUND</u>					
General Obligation Bonds:					
Principal	\$0	\$0	\$0	\$0	0.0%
Interest	1,500	1,500	1,500	1,500	0.0%
	<u>\$1,500</u>	<u>\$1,500</u>	<u>\$1,500</u>	<u>\$1,500</u>	<u>0.0%</u>
Certificates of Obligation:					
Principal	\$3,149	\$3,307	\$3,307	\$3,464	4.7%
Interest	1,180	1,034	1,034	870	-15.9%
	<u>\$4,329</u>	<u>\$4,341</u>	<u>\$4,341</u>	<u>\$4,334</u>	<u>-0.2%</u>
<u>SUMMARY</u>					
General Obligation Bonds:					
Principal	\$13,270,000	\$13,950,000	\$13,950,000	\$16,375,000	17.4%
Interest	14,099,974	13,073,297	13,073,297	12,450,042	-4.8%
	<u>\$27,369,974</u>	<u>\$27,023,297</u>	<u>\$27,023,297</u>	<u>\$28,825,042</u>	<u>6.7%</u>
Certificates of Obligation:					
Principal	\$12,280,000	\$13,214,997	\$13,214,997	\$10,954,999	-17.1%
Interest	4,458,563	5,070,789	7,922,333	10,690,616	110.8%
	<u>\$16,738,563</u>	<u>\$18,285,786</u>	<u>\$21,137,330</u>	<u>\$21,645,615</u>	<u>18.4%</u>
Less Wireless Utility Transfers	\$361,408	\$359,676	\$359,676	\$358,955	-0.2%
Transfer to Customer Service	0	86,358	86,358	86,404	0.1%
Transfer to IT & Communications	763,925	0	0	0	0.0%
	<u>\$17,141,080</u>	<u>\$18,012,468</u>	<u>\$20,864,012</u>	<u>\$21,373,064</u>	<u>18.7%</u>
Commercial Paper:					
Interest	\$158,866	\$297,408	\$297,408	\$320,000	7.6%
Short-Term Tax Note:					
Principal	\$3,185,000	\$5,855,000	\$5,855,000	\$5,000,000	-14.6%
Interest	39,494	47,848	47,848	54,000	12.9%
	<u>\$3,224,494</u>	<u>\$5,902,848</u>	<u>\$5,902,848</u>	<u>\$5,054,000</u>	<u>-14.4%</u>
In-Lieu-of Wireless Communication	\$361,408	\$359,676	\$359,676	\$358,955	-0.2%
Bond Discount Cost	\$475,848	\$154,817	\$154,817	\$158,773	2.6%
TOTAL DEBT	<u><u>\$48,731,670</u></u>	<u><u>\$51,750,514</u></u>	<u><u>\$54,602,058</u></u>	<u><u>\$56,089,834</u></u>	<u><u>8.4%</u></u>

**CITY OF GARLAND
REVENUE BOND DEBT SERVICE
REVENUES/EXPENDITURES
2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
Transfer from Electric Utility Fund	\$8,571,131	\$10,229,756	\$10,229,756	\$10,227,435	0.0%
Transfer from Water Utility Fund	5,109,167	5,602,423	5,602,423	6,271,771	11.9%
Transfer from Wastewater Utility Fund	9,958,872	10,829,980	10,829,980	11,755,864	8.5%
TOTAL REVENUE	<u>\$23,639,170</u>	<u>\$26,662,159</u>	<u>\$26,662,159</u>	<u>\$28,255,070</u>	<u>6.0%</u>
<u>DEBT SERVICE PAYMENTS</u>					
Electric Revenue Bonds					
Principal	\$3,930,000	\$5,125,000	\$5,125,000	\$5,515,000	7.6%
Interest	4,641,131	5,104,756	5,104,756	4,712,435	-7.7%
Sub-Total	<u>\$8,571,131</u>	<u>\$10,229,756</u>	<u>\$10,229,756</u>	<u>\$10,227,435</u>	<u>0.0%</u>
Water Revenue Bonds					
Principal	\$2,146,513	\$2,625,287	\$2,625,287	\$2,953,306	12.5%
Interest	2,962,654	2,977,136	2,977,136	3,318,465	11.5%
Sub-Total	<u>\$5,109,167</u>	<u>\$5,602,423</u>	<u>\$5,602,423</u>	<u>\$6,271,771</u>	<u>11.9%</u>
Wastewater Revenue Bonds					
Principal	\$4,633,487	\$5,329,713	\$5,329,713	\$5,871,694	10.2%
Interest	5,325,385	5,500,267	5,500,267	5,884,170	7.0%
Sub-Total	<u>\$9,958,872</u>	<u>\$10,829,980</u>	<u>\$10,829,980</u>	<u>\$11,755,864</u>	<u>8.5%</u>
TOTAL EXPENDITURES	<u>\$23,639,170</u>	<u>\$26,662,159</u>	<u>\$26,662,159</u>	<u>\$28,255,070</u>	<u>6.0%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$0	\$0	\$0	\$0	0.0%
BEGINNING FUND BALANCE	\$0	\$0	\$0	\$0	0.0%
Change in Fund Balance	0	0	0	0	0.0%
ENDING FUND BALANCE	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.0%</u>

**CITY OF GARLAND
DETAIL OF INTERGOVERNMENTAL TRANSFERS
2010-11**

	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED	% CHG APPRV
TO GENERAL FUND FROM:					
Recreation Performance Fund	\$30,000	\$30,000	\$30,000	\$100,000	233.3%
Indirect Costs - NETLS	32,382	35,000	35,000	35,000	0.0%
Sub-Total	\$62,382	\$65,000	\$65,000	\$135,000	107.7%
G&A TO THE GENERAL FUND FROM:					
Electric Utility Fund	\$3,005,080	\$3,006,739	\$3,006,739	\$3,164,239	5.2%
Water Utility Fund	505,626	512,471	512,471	533,796	4.2%
Wastewater Utility Fund	859,273	844,417	844,417	863,890	2.3%
Environmental Waste Services Fund	638,888	644,188	644,188	666,449	3.5%
Stormwater Management Fund	207,065	205,748	205,748	214,118	4.1%
Hotel/Motel Tax Fund	0	5,619	5,619	4,101	-27.0%
SafeLight Fund	0	11,030	11,030	12,121	9.9%
Recreation Performance Fund	11,528	12,362	12,362	13,051	5.6%
Self Insurance Fund	93,942	81,413	81,413	88,259	8.4%
Group Health Insurance Fund	43,436	43,166	43,166	46,154	6.9%
Sub-Total	\$5,364,838	\$5,367,153	\$5,367,153	\$5,606,178	4.5%
TO ELECTRIC UTILITY FUND FROM:					
Firewheel Fund	\$14,103	\$14,103	\$14,103	\$14,103	0.0%
Sub-Total	\$14,103	\$14,103	\$14,103	\$14,103	0.0%
TO FIREWHEEL FUND FROM:					
General Fund	\$74,850	\$20,000	\$20,000	\$20,000	0.0%
Sub-Total	\$74,850	\$20,000	\$20,000	\$20,000	0.0%
TO INFRASTRUCTURE FUND FROM:					
General Fund	\$105,958	\$0	\$0	\$0	0.0%
Water Utility Fund	672,238	672,238	672,238	682,322	1.5%
Wastewater Utility Fund	672,238	672,238	672,238	682,322	1.5%
Sub-Total	\$1,450,434	\$1,344,476	\$1,344,476	\$1,364,644	1.5%
TO PUBLIC HEALTH/IMMUN. GRANT FUND FROM:					
General Fund	\$2,605,096	\$2,642,371	\$2,642,371	\$2,537,213	-4.0%
Sub-Total	\$2,605,096	\$2,642,371	\$2,642,371	\$2,537,213	-4.0%
TO SUMMER NUTRITION FUND FROM:					
General Fund	\$220,000	\$0	\$0	\$0	0.0%
Sub-Total	\$220,000	\$0	\$0	\$0	0.0%
TO DEBT SERVICE FUND FROM:					
Electric Utility Fund	\$6,869,328	\$6,841,986	\$9,693,530	\$13,440,899	96.4%
Water Utility Fund	1,255,595	1,247,251	1,247,251	1,253,575	0.5%
Wastewater Utility Fund	3,349,388	3,343,152	3,343,152	3,393,353	1.5%
Environmental Waste Services Fund	1,304,565	1,115,856	1,115,856	1,305,885	17.0%
Stormwater Management Fund	8,815	8,773	8,773	8,755	-0.2%
Sub-Total	\$12,787,691	\$12,557,018	\$15,408,562	\$19,402,467	54.5%

**CITY OF GARLAND
 DETAIL OF INTERGOVERNMENTAL TRANSFERS
 2010-11**

	<u>2008-09 ACTUAL</u>	<u>2009-10 APPROVED</u>	<u>2009-10 REVISED</u>	<u>2010-11 APPROVED</u>	<u>% CHG APPRV</u>
TO GROUP HEALTH INSURANCE FUND FROM:					
All Funds	\$15,150,757	\$15,747,180	\$15,670,236	\$16,407,924	4.2%
Sub-Total	<u>\$15,150,757</u>	<u>\$15,747,180</u>	<u>\$15,670,236</u>	<u>\$16,407,924</u>	<u>4.2%</u>
TO RATE MITIGATION FUND FROM:					
Electric Utility Fund	\$0	\$0	\$32,169,000	\$15,534,100	0.0%
Sub-Total	<u>\$0</u>	<u>\$0</u>	<u>\$32,169,000</u>	<u>\$15,534,100</u>	<u>0.0%</u>
GRAND TOTAL	<u><u>\$37,730,151</u></u>	<u><u>\$37,757,301</u></u>	<u><u>\$72,700,901</u></u>	<u><u>\$61,021,629</u></u>	<u><u>61.6%</u></u>

Department Detail

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Development and passage of 2009-10 Annual Operating Budget.
- (B) Development and passage of 2010 Capital Improvement Program (CIP).
- (C) Development of 15-year Budget Forecast.
- (D) Economic Development Retreat.
- (E) Development of Debt Service Tax Rate management strategy.
- (F) Reorganization of Budget document.
- (G) Assist in Economic Development and retention efforts.
- (H) Achievement of AAA Bond Rating – Fitch Ratings.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Development and passage of 2010-11 Annual Operating Budget.
- (B) Development and passage of 2011 Capital Improvement Program.
- (C) Close monitoring of local economic conditions.
- (D) Assist in Economic Development and retention efforts.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Receipt of Government Finance Officers Association (GFOA) Distinguished Budget Award	Yes	Yes	Yes
(2) Combined Operating and CIP Budget per Budget Employee	\$109.6 Million	\$107.3 Million	N/A
(3) Actual General Fund Expenditures as Percent of Revised Budget	99.1%	100%	100%
(4) Actual General Fund Revenues as Percent of Revised Budget	100.5%	100%	100%

General Fund

BUDGET AND RESEARCH

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$756,282	\$766,377	\$766,377	\$770,869
Operations	21,463	26,487	26,487	23,905
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$777,745</u>	<u>\$792,864</u>	<u>\$792,864</u>	<u>\$794,774</u>

BY OPERATIONAL AREA:

Budget	\$777,745	\$792,864	\$792,864	\$794,774
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TOTAL EXPENDITURES	<u>\$777,745</u>	<u>\$792,864</u>	<u>\$792,864</u>	<u>\$794,774</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$1,910
Percentage Change	0%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Advanced to a fully automated system in field inspections. In addition, by adding the module, “Citizen Access,” from Accela to our “Permits Plus” database, the option exists to obtain miscellaneous permits over the web as well as to capture citizen complaints.
- (B) Becoming a better partner with the public regarding building permit safety, construction, zoning compliance, and property maintenance through education, communication, and marketing model codes and local ordinances.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) In relation to Zoning activity, monitoring Certificates of Occupancy, and “land use,” Building Inspection will modify current inspection procedures in order to move to a more proactive program for monitoring effectiveness and long-term success in compliance.
- (B) Capturing vital data electronically (Z-Permits) concerning zoning, business activity, and code requirements on all commercial businesses in Garland to build a better record-keeping system for years to come.
- (C) Building Inspection is transforming its conventional methods of operation to accommodate the various needs of construction activity and to place a better focus on property maintenance in Garland.
- (D) Continue publishing zoning and property maintenance bulletins at the counter and on the website to better educate the public about the Zoning Division and its efforts with the Building Inspection Department. Communicate property maintenance efforts with City Council.
- (E) Adopt the 2009 International Building, Residential, Mechanical, Plumbing, Energy, Fuel Gas, Energy and Property Maintenance Codes by late fall of 2010.
- (F) Conduct Texas Commission on Environmental Quality (TCEQ) State-mandated backflow device inspections on commercial businesses.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) All Construction Permits Issued	6,974	7,000	7,000
(2) Average Number of Days to Complete Plan Reviews	6	5	5
(3) Total Number of Construction Inspections Made	61,695	90,000	90,000
(4) Average Inspections per Day per Inspector	60	45	45
(5) Environmental Protection Agency (EPA) Stormwater Inspections for Construction Sites	29,898	17,000	10,000
(6) Total Number of Zoning Inspections Made	16,361*	40,000*	45,000*
(7) Percent of Zoning Violations Corrected	82%	80%	80%
(8) Number of Follow-Up Inspections	512	500	500

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

General Fund

BUILDING INSPECTION

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$1,339,603	\$1,439,004	\$1,439,004	\$1,429,721
Operations	132,182	126,966	126,966	125,466
Charge-Outs	0	(45,000)	(45,000)	(45,000)
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$1,471,785</u>	<u>\$1,520,970</u>	<u>\$1,520,970</u>	<u>\$1,510,187</u>

BY OPERATIONAL AREA:

Inspections & Permits	\$1,471,785	\$1,520,970	\$1,520,970	\$1,510,187
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TOTAL EXPENDITURES	<u>\$1,471,785</u>	<u>\$1,520,970</u>	<u>\$1,520,970</u>	<u>\$1,510,187</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$10,783)
Percentage Change				-1%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Stabilize existing housing stock in the city of Garland. Increase housing affordability.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Increase homeownership by purchasing houses from Housing and Urban Development (HUD), Veterans Administration (VA), Federal Housing Administration (FHA), and other agencies and financial institutions at a discount and rehabilitating houses up to the Garland Minimum Housing Code. Limit the City of Garland's liability with problematic issues plaguing existing houses such as mold, foundation issues, and environmental issues.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Substandard Homes Acquired	0	0	0
(2) Substandard Homes Rehabilitated	0	0	0
(3) Substandard Homes Sold	0	0	0
(4) Newly Constructed Houses Sold*	2	0	0

* Two houses from HOME to CASA will use all funding when the Journal Voucher is complete.

CASA Fund

CASA PROGRAM

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$0	\$0	\$0	\$0
Operations	4,039	14,700	337,074	14,700
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$4,039</u>	<u>\$14,700</u>	<u>\$337,074</u>	<u>\$14,700</u>

BY OPERATIONAL AREA:

CASA	\$4,039	\$14,700	\$337,074	\$14,700
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TOTAL EXPENDITURES	<u>\$4,039</u>	<u>\$14,700</u>	<u>\$337,074</u>	<u>\$14,700</u>
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CHANGE FROM PRIOR YEAR:

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

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

In the FY 2009-10 Revised Budget, a reclass of HOME Housing Infill and CDBG Housing Rehab expenditures totaling \$322,374 have been moved to the CASA Fund.

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

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

2010-11 DEPARTMENT GOALS AND INITIATIVES

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

KEY PERFORMANCE MEASURES

	2008-09 <u>ACTUAL</u>	2009-10 <u>PROJECTED</u>	2010-11 <u>PROJECTED</u>
(1) Combined Operating Budget	\$497,515,900	\$569,455,800	\$539,483,900
(2) Number of Employees	2,159	2,150	2,140
(3) Tax Rate (cents per \$100 value)	69.96	70.46	70.46

General Fund

CITY ADMINISTRATION

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$779,825	\$761,733	\$761,733	\$771,475
Operations	44,569	56,317	56,317	47,903
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$824,394</u>	<u>\$818,050</u>	<u>\$818,050</u>	<u>\$819,378</u>

BY OPERATIONAL AREA:

Administration	\$824,394	\$818,050	\$818,050	\$819,378
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TOTAL EXPENDITURES	<u>\$824,394</u>	<u>\$818,050</u>	<u>\$818,050</u>	<u>\$819,378</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$1,328
Percentage Change	0%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Continued to reduce costs both within and outside the department by utilizing online training resources and by providing continuing legal education classes to City personnel.
- (B) Continued to minimize outside counsel expenses by increasing the handling of cases and transactions in-house.
- (C) Proactively sought to reduce legal expenses through risk reduction strategies such as increased City training and legal awareness.
- (D) Reorganized City Marshals Office; provided enhanced training, supervision, and compliance with State and Federal laws and regulations. Expanded coverage to include City Hall and Duckworth Utility Building.

2010-11 DEPARTMENT GOALS AND INITIATIVES

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

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Percentage of Matters Handled Exclusively or Chiefly In-House	80%	90%	95%
(2) Percentage of Contracts and Other Standard Documents Reviewed, Edited, and Modified within 5 Working Days	90%	95%	95%
(3) Percentage of Time Attorneys Available for Consultation within 24 Hours	95%	95%	95%
(4) Number of Public Information Requests Processed	950	950	950
(5) Warrants Cleared by Arrest or Otherwise	1,057	750	1,100
(6) Number of Phone Calls Made to Prompt Warrant Clearance	2,821	2,700	3,000

General Fund

CITY ATTORNEY (OFFICE OF)

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$1,264,938	\$1,250,438	\$1,280,380	\$1,612,651
Operations	116,617	127,380	143,619	191,444
Charge-Outs	0	0	0	0
Capital	22,366	15,000	15,000	15,000
TOTAL EXPENDITURES	<u>\$1,403,921</u>	<u>\$1,392,818</u>	<u>\$1,438,999</u>	<u>\$1,819,095</u>

BY OPERATIONAL AREA:

Legal	\$1,403,921	\$1,392,818	\$1,392,980	\$1,487,541
Garland City Marshals Office	0	0	46,019	331,554

TOTAL EXPENDITURES	<u>\$1,403,921</u>	<u>\$1,392,818</u>	<u>\$1,438,999</u>	<u>\$1,819,095</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$426,277
Percentage Change	31%

STAFFING

Full-Time Positions	10	10	15	15
Part-Time Positions	0	0	2	2
TOTAL STAFFING	<u>10</u>	<u>10</u>	<u>17</u>	<u>17</u>

SIGNIFICANT CHANGES AND NOTES

Three (3) City Marshals assigned to Municipal Court were transferred to the Office of the City Attorney during FY 2009-10 as a result of reorganization efforts to more effectively manage available resources. One (1) additional full-time and two (2) part-time Marshals were also added during FY 2009-10 to assist with increased security concerns at City Hall and the new Charles E. Duckworth Utility Services Building. Finally, an additional Assistant City Attorney was added during FY 2009-10 through a cooperative arrangement in which one (1) Police Officer was eliminated in exchange for a permanent part-time assignment of a Deputy City Attorney to Police.

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

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

2010-11 DEPARTMENT GOALS AND INITIATIVES

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

KEY PERFORMANCE MEASURES

	2008-09 ACTUAL	2009-10 PROJECTED	2010-11 PROJECTED
(1) Council Work Sessions	24	24	24
(2) Council Meetings	24	24	24
(3) Special Work Sessions/Meetings	7	2	2

General Fund

CITY COUNCIL

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$49,434	\$120,069	\$120,069	\$120,483
Operations	120,484	132,905	132,905	132,905
Charge-Outs	0	(70,981)	(70,981)	(71,395)
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$169,918</u>	<u>\$181,993</u>	<u>\$181,993</u>	<u>\$181,993</u>

BY OPERATIONAL AREA:

Council	\$169,918	\$181,993	\$181,993	\$181,993
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TOTAL EXPENDITURES	<u>\$169,918</u>	<u>\$181,993</u>	<u>\$181,993</u>	<u>\$181,993</u>
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CHANGE FROM PRIOR YEAR:

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

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Garland Code of Ordinances recodified.
- (B) Introduced and deployed 10 Step Records Program to City departments.
- (C) Conducted 2nd year of training for all Records Liaisons.
- (D) Provided department-specific records training in conjunction with P-card (Procurement Card) training and Human Resources PAF (Personnel Action Form) training.
- (E) Completed indexing of converted microfilm records in the City Secretary's Office to the OnBase Imaging system.
- (F) Coordinating records-related issues for departments relocating to the Duckworth building.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Establishment of an organization-wide centrally managed records and information management program.
- (B) Fully deploy the 10 Step Records Program throughout the City.
- (C) Continue to track all alcohol permits to ensure that all fees are paid promptly to the City.
- (D) Process deeds and abstracts into the imaging system.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Cubic Feet of Records Accessioned to Records Center	180	200	200
(2) Cubic Feet of Records Destroyed	829	500	800
(3) Process Permit Requests within 2 Business Days of Receipt from Other Departments Involved	95%	95%	98%
(4) Number of Departments that have completed their Records Control Schedules	N/A	12	30

General Fund

CITY SECRETARY

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$310,875	\$274,687	\$274,687	\$276,269
Operations	98,431	86,982	86,982	115,338
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$409,306</u>	<u>\$361,669</u>	<u>\$361,669</u>	<u>\$391,607</u>

BY OPERATIONAL AREA:

Office Operations	\$409,306	\$361,669	\$361,669	\$391,607
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TOTAL EXPENDITURES	<u>\$409,306</u>	<u>\$361,669</u>	<u>\$361,669</u>	<u>\$391,607</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$29,938
Percentage Change	8%

STAFFING (Excludes 1 Banked Position)

Full-Time Positions	4	3	3	3
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>4</u>	<u>3</u>	<u>3</u>	<u>3</u>

SIGNIFICANT CHANGES AND NOTES

The change indicated from the FY 2009-10 Approved Budget anticipates increased Citywide election expenses in FY 2010-11.

DEPARTMENT MISSION

The Code Compliance Department's mission is to enforce State legislation and City ordinances that involve residential properties and multifamily complexes in order to ensure healthy, vital neighborhoods. The department attempts to prevent and eliminate aesthetic problems and ensure that residents have the opportunity to live in a clean, safe, and healthy environment. The department also helps to maintain property values and a strong City tax base. This is accomplished by inspecting residential housing and addressing instances of nuisance and sub-standard housing.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) In conjunction with Information Technology and Revenue Recovery, a software acquisition project was initiated and a unanimous solution was identified (Microsoft CRM).
- (B) The Proactive Inspection program of Neighborhood Standards was continued resulting in a 26% decrease in complaints and a 23% reduction in code violations per household.
- (C) 3,928 nuisance abatements occurred, utilizing city contractors, including 714 graffiti abatements.
- (D) Staff completed the first cycle of multifamily inspections utilizing a risk-based inspection procedure. Over 7,650 initial inspections were completed, including comprehensive inspections (100% of buildings and units) on nine multifamily properties.
- (E) The Single Family Rental program was fully funded, generating \$244K in revenue. Staff conducted 1,143 change-in-tenancy inspections and 5,222 exterior inspections and offered training to landlords and managers resulting in a total of 3,259 certified properties.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Increase focus on residential minimum housing violations during proactive campaign.
- (B) Redistribute resources within the proactive inspection model to increase staff in areas that have higher concentrations of violations.
- (C) Continue Saturday coverage by two Code Inspectors.
- (D) Increase the use of Annual Notices. The new policy will be in place for the 2010 growing season.
- (E) Reduce the percentage of residential properties with more than one code violation per address to ten percent or less. Reduce average violations per address to less than one.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Average Code Violations per Address	1.12	1.12	1.00
(2) Percent of Homes with >1 Nuisance Violation	12%	12%	10%
(3) Percent of Homes with >1 Min. Housing Violation	11%	15%	10%
(4) Percent of Homes with a Nuisance Violation	43%	38%	32%
(5) Percent of Homes with a Min. Housing Violation	41%	44%	35%
(6) Total Citizen Complaints	14,812	14,000	12,000
(7) Total Inspections Requiring Enforcement	52,639	50,000	48,000
(8) Total Number of Citations	1,132	1,400	1,200
(9) Total Number of Single-Family Change-in- Tenancy Inspections	1,143	1,100	1,100
(10) Total Multifamily Inspections	7,688	7,500	7,500

General Fund

CODE COMPLIANCE

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$1,702,377	\$1,952,240	\$1,952,240	\$1,904,434
Operations	484,774	418,128	430,048	406,220
Charge-Outs	0	(182,000)	(182,000)	(182,000)
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$2,187,151</u>	<u>\$2,188,368</u>	<u>\$2,200,288</u>	<u>\$2,128,654</u>

BY OPERATIONAL AREA:

Administration	\$859,934	\$894,496	\$906,416	\$881,622
Environmental Code	986,100	929,736	929,736	889,066
Rental Inspection	147,733	142,972	142,972	146,418
Citizens Relations Representative	50,364	0	0	0
Multi-Family Housing	143,020	221,164	221,164	211,548

TOTAL EXPENDITURES	<u>\$2,187,151</u>	<u>\$2,188,368</u>	<u>\$2,200,288</u>	<u>\$2,128,654</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$59,714)
Percentage Change	-3%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

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

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Enhance program design to increase reconstruction of houses over 63% deteriorated.
- (B) Increase return of funding investment by 15% and move towards self-sustaining program.

KEY PERFORMANCE MEASURES

	2008-09 <u>ACTUAL</u>	2009-10 <u>PROJECTED</u>	2010-11 <u>PROJECTED</u>
(1) Minor Home Repair Grant Program Units Completed	12	12	11
(2) Single-Family Rehabilitation Units Completed	13	8	9
(3) Contracted Homes Painted	4	4	8
(4) Sidewalks	19	17	20
(5) Sidewalk Volunteer Hours	270	280	225
(6) Speed Humps Installed	7	7	7
(7) Speed Humps Volunteer Hours Donated	50	50	50
(8) Heaters for the Winter	5	7	20
(9) Portable Air-Conditioning Units / Box Fans	12	15	20

DEPARTMENT MISSION

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

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Provided general administrative services for CDBG, HOME, ESG, NSP, and HPRP grants that ensure compliance with Federal regulations and with the City of Garland's 2005-2010 Consolidated Plan.
- (B) Increased opportunities for Garland citizens to be involved in the development and implementation of activities prescribed in the Consolidated Plan and sought citizen input on evaluation of the performance of implemented programs.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Provide general administrative services for CDBG, HOME, ESG, NSP, and HPRP grants to ensure compliance with Federal regulations and with the City of Garland's 2005-2010 Consolidated Plan.
- (B) Review and redesign sub-grantee and sub-recipient management and monitoring procedures.
- (C) Expand partnerships with non-profit agencies to work toward citizen-identified goals.
- (D) Expand interaction with citizen organizations working towards Consolidated Plan priorities.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Nonprofits Monitored	20	20	20
(2) Projects Monitored	37	30	30
(3) Site Visits	20	20	20
(4) Reports Submitted to HUD	4	7	7
(5) Completed Draw-Downs	26	45	26
(6) Technical Assistance Sessions for Nonprofits	3	5	3
(7) Project Eligibility Methods/Studies	4	4	4
(8) Invoices Desk-Monitored	150	150	150
(9) Invoices Approved	150	150	150

Community Development Grant Fund

COMM. DEV. BLOCK GRANT

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$1,014,888	\$789,890	\$807,115	\$790,563
Operations	1,691,675	3,192,854	5,006,830	1,924,791
Charge-Outs	0	(76,336)	(152,357)	(102,379)
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$2,706,563</u>	<u>\$3,906,408</u>	<u>\$5,661,588</u>	<u>\$2,612,975</u>

BY OPERATIONAL AREA:

Public Service	\$308,765	\$319,986	\$319,986	\$344,984
Infrastructure Projects	1,172,078	918,000	918,000	1,100,000
Other CDBG Projects	638,190	697,694	677,499	664,934
Administration & Planning	380,004	426,649	424,594	459,978
Neighborhood Stabilization Program	207,526	1,544,079	3,321,509	43,079

TOTAL EXPENDITURES	<u>\$2,706,563</u>	<u>\$3,906,408</u>	<u>\$5,661,588</u>	<u>\$2,612,975</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$1,293,433)
Percentage Change	-33%

STAFFING

Full-Time Positions	5	7	6	6
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>5</u>	<u>7</u>	<u>6</u>	<u>6</u>

SIGNIFICANT CHANGES AND NOTES

A Loan Processor position is being moved to the Planning Department in the FY 2009-10 Revised Budget to satisfy HUD administration requirements. Half of the salary and benefits will be charged back to several CDBG projects.

DEPARTMENT MISSION

The Community Relations Department serves as the central point for marketing, community outreach, and promotional opportunities for the City of Garland. Community Relations produces and coordinates City-sponsored special events and assists nonprofit organizations by coordinating City services.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Provided oversight of the Branding and Marketing Campaign project.
- (B) Planned and organized special events such as the City of Garland’s Christmas on the Square and the Boards and Commissions Dinner; also assisted with City events such as the Bankhead Highway Historical Marker Dedication and the Duckworth Utility Building Dedication, as well as Trash-Off, Healthy Living Expo, etc.
- (C) Facilitated nonprofit special event assistance and coordinated City services for events such as the Firewheel Town Center July 4th celebration; Martin Luther King, Jr., Day Parade; Asian Festival, Labor Day Parade; Downtown Wild West Festival; Mosaic Festival; etc.
- (D) Assisted with graphic design, layout, editing, and writing, as well as print coordination for the *Garland City Press*.
- (E) Provided graphic design and marketing efforts for City departments, including the design of brochures, collateral pieces, advertising, posters and banners, etc.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Direct and coordinate citywide implementation of City’s Branding and Marketing project.
- (B) Facilitate special events assistance for nonprofit groups.
- (C) Produce and coordinate the City’s Christmas on the Square.

KEY PERFORMANCE MEASURES

	2008-09 ACTUAL	2009-10 PROJECTED	2010-11 PROJECTED
(1) Special Events Assistance Applications and Activities	16	16	17
(2) Annual Print Requests Processed	292	292	360

General Fund

COMMUNITY RELATIONS

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$123,844	\$216,890	\$216,890	\$212,853
Operations	58,880	58,734	59,533	57,520
Charge-Outs	0	(118,583)	(118,583)	(134,517)
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$182,724</u>	<u>\$157,041</u>	<u>\$157,840</u>	<u>\$135,856</u>

BY OPERATIONAL AREA:

Special Events	\$182,724	\$157,041	\$157,840	\$135,856
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TOTAL EXPENDITURES	<u>\$182,724</u>	<u>\$157,041</u>	<u>\$157,840</u>	<u>\$135,856</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$21,185)
Percentage Change				-13%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

Additional salary charge-outs of \$15,900 to the Hotel/Motel Tax Fund are included in the FY 2010-11 Adopted Budget.

DEPARTMENT MISSION

The primary mission of the Convention and Visitors Bureau (CVB) is to promote Garland as a destination for visitors, conferences, business travelers, sporting competitions, and other special events. Programs include marketing, advertising, convention and tourism promotion, convention and tourism services, and public relations. The Bureau develops and distributes marketing materials that promote Garland.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Provided oversight for the City's Branding and Marketing project efforts.
- (B) Booked Professional Anglers Association Bass Pro Shop Tournament Series 2010 for Garland.
- (C) Booked TxSWANA (Texas Solid Waste Association of North America) 2012 Conference for Garland.
- (D) Booked Garland's Hyatt Place Hotel as headquarters hotel for Texas Women's Open Golf Tournament.
- (E) Exhibited at trade and association meetings such as the Texas Travel Industry Travel Show, the Meetings Quest Exhibit Show, the Religious Conference Management Association meeting, and the Amateur Softball Association annual meeting (in conjunction with the Garland Girls Softball Association).
- (F) Represented Garland at statewide tourism meetings and events.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Direct and coordinate CVB component of Branding and Marketing project.
- (B) Ongoing marketing to promote Garland hotels, attractions, and activities.
- (C) Exhibit at identified shows and events to promote Garland.
- (D) Develop advertising/media plan.
- (E) Develop policies and procedures regarding funding requests from groups.

KEY PERFORMANCE MEASURES

	2008-09 ACTUAL	2009-10 PROJECTED	2010-11 PROJECTED
(1) Exhibit Shows Attended	2	4	6
(2) Leads Distributed to Hotels	6	11	18

Hotel/Motel Tax Fund

CONVENTION AND VISITORS BUREAU

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$44,360	\$163,308	\$163,308	\$173,049
Operations	108,637	291,787	411,787	412,698
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	1,287	6,769	6,769	5,857
TOTAL EXPENDITURES	<u>\$154,284</u>	<u>\$461,864</u>	<u>\$581,864</u>	<u>\$591,604</u>

BY OPERATIONAL AREA:

Special Events	\$11,722	\$54,725	\$54,725	\$0
Convention & Visitors Bureau	68,057	329,992	449,992	513,201
Arts & Tourism	73,218	70,378	70,378	72,546
Non-Departmental	1,287	6,769	6,769	5,857

TOTAL EXPENDITURES	<u>\$154,284</u>	<u>\$461,864</u>	<u>\$581,864</u>	<u>\$591,604</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$129,740
Percentage Change	28%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

The FY 2010-11 Adopted Budget includes increases in salary charge-in for two employees. Special Events activities will be combined with the Convention and Visitors Bureau with no change in operational expenses. Increase in expenditures is due to the refund of hotel/motel tax funds generated by the new Hyatt Place.

DEPARTMENT MISSION

Customer Service shall provide a positive experience for our customers by working together to exceed expectations. The department is committed to meeting our customers' needs by exploring new and innovative programs and service options that provide higher levels of service opportunities.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed education, training, and implementation of Customer Confidentiality and Identity Theft Prevention Program.
- (B) Reduced costs by implementing a customer fee-based credit card payment system whereby Customer Service no longer pays utility-related credit card fees.
- (C) Reassigned a Meter Reading position to the Payment Center to offset an anticipated increase in Payment Center workload resulting from the move. Reclassified two Meter Reading positions to enable the department to remove, install, and repair water and electric meters, saving time and resources.
- (D) Call Center employees were able to further reduce utility call abandonment rate to approximately 20% and annual average utility customer hold time to approximately 4 minutes.
- (E) Implemented a new utility check payment process which expedites check deposits and reduces check retention.
- (F) Successfully integrated City switchboard calls into the Utility Call Center.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Reevaluate Meter Reading routes to improve reading efficiency.
- (B) Successfully implement the Banner Customer Information System upgrade.
- (C) Expand credit card payment options to include all payment types currently offered by Western Union.
- (D) Reduce annual average utility customer hold time to 3 minutes and begin accepting electric utility "lights out" calls on a limited basis.

KEY PERFORMANCE MEASURES

	2008-09 ACTUAL	2009-10 PROJECTED	2010-11 PROJECTED
(1) Totals Calls (annual)	246,734	290,000	300,000
(2) Total Meters Read (annual)	1,716,580	1,720,500	1,720,500
(3) Percentage Allowance for Bad Debt (annual)	.83%	.81%	.79%
(4) Revenue Collections (annual)	\$284,944,000	\$290,650,000	\$282,000,000

Customer Service Fund

CUSTOMER SERVICE

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$5,365,545	\$5,649,050	\$5,649,050	\$5,604,207
Operations	1,581,528	1,972,151	1,990,464	1,831,952
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	2,828,546	4,411,116	4,457,134	4,642,249
TOTAL EXPENDITURES	<u>\$9,775,619</u>	<u>\$12,032,317</u>	<u>\$12,096,648</u>	<u>\$12,078,408</u>

BY OPERATIONAL AREA:

Administration	\$627,696	\$673,107	\$673,107	\$581,483
Office Operations	1,009,010	565,953	581,553	609,720
Technical Quality Assurance	1,130,486	1,973,995	1,975,485	1,960,159
City Press	140,717	167,165	167,165	167,165
Meter Reading	833,414	905,494	905,494	900,124
Revenue Recovery	193,279	202,521	203,744	202,429
Credit Office	748,260	788,258	788,258	785,327
Field Operations/Dispatch	984,136	1,060,305	1,060,305	1,060,580
Customer Relations/New Accounts	1,279,808	1,284,403	1,284,403	1,169,172
Office of Neighborhood Vitality	267	0	0	0
Non-Departmental	2,828,546	4,411,116	4,457,134	4,642,249
TOTAL EXPENDITURES	<u>\$9,775,619</u>	<u>\$12,032,317</u>	<u>\$12,096,648</u>	<u>\$12,078,408</u>

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$46,091
Percentage Change	0.4%

STAFFING

Full-Time Positions	98	98	97	97
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>98</u>	<u>98</u>	<u>97</u>	<u>97</u>

SIGNIFICANT CHANGES AND NOTES

One position was eliminated in FY 2009-10.

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Successfully completed State audit of Homeland Security funds with no deficiencies identified.
- (B) Acquired grant funds to fund full-time Emergency Management Planner position.
- (C) Achieved Advanced Planning Status certification from Texas Division of Emergency Management.
- (D) Coordinated the H1N1 emergency response through the Emergency Operations Center (EOC) and secured funding to purchase pharmaceutical cache to support first responders.
- (E) Developed and implemented the Pandemic Continuity of Operations Plan for identified Tier 1 departments.
- (F) Conducted extensive community education and outreach by partnering with the regional KnowWhat2Do Program, including launching a youth disaster education program.
- (G) Completed technology upgrades to make the EOC fully functional.
- (H) Acquired mandated Federal National Incident Management System (NIMS) training for more than 30 City employees at no cost to the City.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue to utilize all Homeland Security Grant resources available to City departments.
- (B) Continue to work with regional partners to advance work on public education, regional exercises, training, and disaster response activities to ensure the most effective preparedness and the most efficient use of funds.
- (C) Work with responsible departments to review, update, and implement at least 5 annexes and Basic Plan to the Emergency Operations Plan.
- (D) Conduct a thorough assessment of the City's hazards, vulnerabilities, and current capabilities to be used as the basis for future planning and grant requests.
- (E) Implement a new expenditure and inventory program for all Homeland Security Grant Program purchases.
- (F) Develop and implement NIMS Compliance program to ensure complete Federal compliance.
- (G) Develop a mass prophylaxis plan for the City to use in response to a terrorism or disease outbreak event.
- (H) Continue to expand EOC Users training at EOC facility and expand EOC operating capabilities.
- (I) Develop and implement a Joint Information Center/System to the Emergency Operations Plan.
- (J) Continue expanding the Pandemic Continuity of Operations Plan to encompass all departmental Continuity of Operations Planning processes.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) EOC Activations / Hours on Standby; H1N1 Incident was Open April thru October	18 / 120 hrs.	19 / 75 hrs. 7 months	14 / 60 hrs.
(2) NIMS Training (personnel trained)	500	200	400
(3) Participation in Functional, Tabletop, Full-Scale Drills	8	4	4
(4) Public Education Presentations / # of Attendees	20 / 2,942	12 / 2,000	15 / 2,500
(5) Public Education Initiative to Number of Business Partners	0	4	8
(6) State-Required Planning Reviews and Updates	5	5	6

General Fund

EMERGENCY MANAGEMENT (OFFICE OF)

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$227,071	\$190,742	\$190,742	\$191,810
Operations	25,585	37,184	37,184	30,242
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$252,656</u>	<u>\$227,926</u>	<u>\$227,926</u>	<u>\$222,052</u>

BY OPERATIONAL AREA:

Planning & Operations	\$252,656	\$227,926	\$227,926	\$222,052
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TOTAL EXPENDITURES	<u>\$252,656</u>	<u>\$227,926</u>	<u>\$227,926</u>	<u>\$222,052</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$5,874)
Percentage Change				-3%

STAFFING

Full-Time Positions	3	2	2	2
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>

SIGNIFICANT CHANGES AND NOTES

Public Safety Grant Fund

EMERGENCY MANAGEMENT GRANTS

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$68,093	\$74,308	\$142,470	\$146,306
Operations	125,396	93,050	94,888	130,417
Charge-Outs	0	0	0	0
Capital	249,776	779,328	304,632	205,696
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$443,265</u>	<u>\$946,686</u>	<u>\$541,990</u>	<u>\$482,419</u>

BY OPERATIONAL AREA:

Citizens Corps Program (CCP)	\$3,461	\$1,420	\$0	\$0
Metro Medical Response Sys. (MMRS)	182,170	321,221	321,221	317,419
Law Enf. Terrorism Prev. Prog. (LETPP)	87,091	80,523	0	0
Urban Areas Security Initiative (UASI)	170,543	352,910	160,000	165,000
State Homeland Security Prog. (SHSP)	0	190,612	60,769	0

TOTAL EXPENDITURES	<u>\$443,265</u>	<u>\$946,686</u>	<u>\$541,990</u>	<u>\$482,419</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$464,267)
Percentage Change	-49%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

Although Federal and State funding for Emergency Management Grants was reduced in mid-FY 2009-10, the UASI grant was restructured such that an additional grant-funded position could be added to assist in planning and other activities. The reductions will negatively impact the City's ability to acquire additional specialized training and equipment for personnel from these resources.

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed construction of public works projects: 5th Street Crossing Development by Trammell Crow, including parking garage; 5th & 6th Street improvements incorporating the new Downtown design standards; Duck Creek Interceptor Sewer; Rowlett Creek Transfer Station and Eastern Hills Lift Station; and Centerville Water Lines 1 & 2. University Channel is to be completed in November 2010. Continued monitoring of major projects by other agencies such as the DART Extension to Rowlett, North Texas Tollway Authority (NTTA) President George Bush Tollway (PGBT) Extension to Sachse/Rowlett, NTTA & Texas Department of Transportation (TxDOT) IH-30 interchange with PGBT and Dallas County – Country Club Road, Murphy Road, as well as more than 10 ongoing water and sewer projects. City Surveyor researched and mapped the historical route of the Bankhead Highway through Garland; and the Survey section, working with the Planning Department, scanned all subdivision plats for IT to place on the City website.

2010-11 DEPARTMENT GOALS AND INITIATIVES

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

KEY PERFORMANCE MEASURES

	2008-09 ACTUAL	2009-10 PROJECTED	2010-11 PROJECTED
(1) Project Management & Design - Ongoing Projects	25	27	27
(2) Flood Plain Management:			
Administration of Flood Map Revision Requests	3	5	6
Elevation Certificates Issued	6	10	8
Letters of Map Amendment	2	5	4
(3) Development:			
Review of Public Works Development Projects	95	60	60
Technical Review Comments	43	40	40
Attend Presubmittal Meetings	196	173	173
(4) Inspection Services:			
Private Development	48	40	40
Capital Improvement Projects	21	18	18
(5) Ongoing Local Flooding Projects	8	9	10
(6) Right-of-Way Permits	1,838	1,425	1,400

General Fund

ENGINEERING

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$1,013,235	\$2,303,989	\$2,303,989	\$2,209,387
Operations	249,868	269,968	287,963	223,462
Charge-Outs	0	(1,347,341)	(1,347,341)	(1,265,014)
Capital	21,397	0	0	0
TOTAL EXPENDITURES	<u>\$1,284,500</u>	<u>\$1,226,616</u>	<u>\$1,244,611</u>	<u>\$1,167,835</u>

BY OPERATIONAL AREA:

Office Operations	\$138,195	\$150,952	\$150,952	\$188,908
Design & Development	509,596	401,774	419,769	401,306
Field Operations	537,466	595,265	595,265	498,087
Geographic Info. Systems (GIS) Opers.	99,243	78,625	78,625	79,534

TOTAL EXPENDITURES	<u>\$1,284,500</u>	<u>\$1,226,616</u>	<u>\$1,244,611</u>	<u>\$1,167,835</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$58,781)
Percentage Change				-5%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

The FY 2010-11 Adopted Budget includes the elimination of one (1) vacant Public Works Inspector I position.

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Selected as the First Place Award Winner of the Green3 Whole Circle Award presented by the North Texas Corporate Recycling Association. This award is based on the successful implementation of the department’s Environmental Management System.
- (B) Achieved Bronze Level membership in the Clean Texas program, administered through the Texas Commission on Environmental Quality. The Clean Texas program is designed to reward organizations whose environmental performance goes beyond compliance with environmental laws.
- (C) Implemented a Single-Stream Recycling Program in partnership with Garland Independent School District for all Garland schools.
- (D) Received grant-funding from the North Central Texas Council of Governments to establish single-stream recycling in all City of Garland offices and facilities.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Integrate and implement an EWS Emergency Preparedness and Debris Management Plan.
- (B) Propose a monthly fee to residential customers for the use of multiple trash containers.
- (C) Implement Residential Collection Route Optimization process.
- (D) Implement enhanced Commercial Services business practices related to Multiple Container Pricing Structure, Every-Other-Week Collection, Roll-Off Customer Activity, Sanitation Only Accounts, Shared Containers, and Compactor Equipment.
- (E) Continue with Environmental Management System (EMS) goal attainment in decreasing fuel consumption, increasing residential recycling rate, diverting clean brush from the landfill, and decreasing electricity consumption.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Single-Family Households Served	60,472	*60,647	60,647
(2) Total Tons Collected	149,674	142,905	142,905
(3) Missed Collections	2,244	1,856	1,856
(4) Total Accidents (vehicle)	54	44	44
(5) Total Injuries	8	6	6

FY 2009-10 Projected based on actuals through March 2010 and estimated throughout remainder of fiscal year.

FY 2010-11 Projected assumes same level as current year projection.

* Source Date: 2010 Annual Housing & Population Summary provided by the Planning Department.

Environmental Waste Services Fund

EWS - DELIVERY

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$4,881,397	\$5,222,200	\$5,222,200	\$5,275,574
Operations	3,663,448	3,841,575	3,913,446	3,926,451
Charge-Outs	0	(31,411)	(31,411)	(31,411)
Capital	0	255,792	255,792	0
Non-Departmental	7,203,748	6,989,229	7,065,442	7,999,587
TOTAL EXPENDITURES	<u>\$15,748,593</u>	<u>\$16,277,385</u>	<u>\$16,425,469</u>	<u>\$17,170,201</u>

BY OPERATIONAL AREA:

Administration	\$1,268,041	\$1,462,483	\$1,475,598	\$1,434,736
Brush Collection	2,552,663	2,612,153	2,612,474	2,938,449
Residential Collection	2,552,033	2,875,361	2,875,681	2,270,050
Commercial Collection	1,471,437	1,696,918	1,697,238	1,766,738
Recycling Services	700,671	641,241	699,036	760,641
Non-Departmental	7,203,748	6,989,229	7,065,442	7,999,587

TOTAL EXPENDITURES	<u>\$15,748,593</u>	<u>\$16,277,385</u>	<u>\$16,425,469</u>	<u>\$17,170,201</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$892,816
Percentage Change	5%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

The FY 2010-11 Adopted Budget includes a Residential Franchise Fee charge that will result in a transfer to the General Fund of 5% of the Residential Collection revenue that is collected. This is expected to be approximately \$656,000 in Fiscal Year 2010-11.

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Complete construction of Waste Cell #5 at the Hinton Landfill.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Complete final closure process for the Castle Drive Landfill.
- (B) Complete structural repairs to the Transfer Station facility tipping floor, hopper, pit walls, and guard rails.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Tonnage Disposed	390,108	336,250	336,250
(2) Total Revenue	\$9,478,314	\$8,125,349	\$8,125,349
(3) Total Tonnage Transferred from Transfer Station	109,646	105,591	105,591
(4) Total Revenue (outside customers)	\$16,395	\$27,414	\$27,414

FY 2009-10 Projected based on actuals through March 2010 and estimated throughout remainder of fiscal year.
 FY 2010-11 Projected assumes same level as current year projection.

General Fund

EWS - DISPOSAL

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$1,647,409	\$1,918,276	\$1,918,276	\$1,934,061
Operations	2,273,670	2,248,302	2,339,611	2,443,742
Charge-Outs	0	0	0	0
Capital	0	0	8,691	0
TOTAL EXPENDITURES	<u>\$3,921,079</u>	<u>\$4,166,578</u>	<u>\$4,266,578</u>	<u>\$4,377,803</u>

BY OPERATIONAL AREA:

Castle Landfill	\$183,532	\$85,011	\$158,702	\$117,511
Hinton Landfill	2,771,579	3,085,334	3,114,143	3,259,112
Wood Waste Recycling	94,832	138,644	136,144	16,602
Transfer Station	871,136	857,589	857,589	984,578

TOTAL EXPENDITURES	<u>\$3,921,079</u>	<u>\$4,166,578</u>	<u>\$4,266,578</u>	<u>\$4,377,803</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$211,225
Percentage Change	5%

STAFFING (Excludes 1 Banked Position)

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

SIGNIFICANT CHANGES AND NOTES

The Environmental Protection Agency (EPA) has issued rules that have mandated greenhouse gas reporting for landfills and other large emission sources. Therefore, the FY 2009-10 Revised Budget was increased by \$100,000 in Professional Services to bring the Castle and Hinton Landfills into compliance. Only \$50,000 in additional funding is expected to be needed in the FY 2010-11 Adopted Budget.

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Provided quality maintenance and custodial services for City facilities.
- (B) Continued preventive maintenance scheduling program to prolong the useful life of major building components.
- (C) Enhanced Citywide Energy Management Plan by retrofitting existing buildings with energy-efficient HVAC controls and replacing HVAC units as needed with energy-efficient units.
- (D) Replaced paper towel dispensers and soap dispensers with Touchless Automatic Systems. Installed touchless sanitizer dispensers throughout City facilities.
- (E) Coordinated the construction of the Charles E. Duckworth Utility Services Building and the Customer Service Payment Drive-Thru. Applied for LEED Silver Certification for the facility.
- (F) Completed construction of the Water Field Operations Center, Phase II, Parking and Fuel Island.
- (G) Coordinated construction of the Harris Hollabaugh Recreation Center.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Oversee project evaluation and feasibility, ongoing project tracking, and standardization of construction methods and procedures.
- (B) Continue City Facility Master Planning, incorporating master plan to increase energy efficiency of City buildings.
- (C) Research and evaluate the feasibility of implementing a new Asset and Work Management System to assist with facility utilities consumption analysis, work order tracking, preventive maintenance, and management reports.
- (D) Coordinate the design and construction of the Water Field Operations Center, Phases IIB and III.
- (E) Coordinate the design and construction of the Analytical Laboratory at Rowlett Creek Wastewater Treatment Plant.

KEY PERFORMANCE MEASURES

	2008-09 ACTUAL	2009-10 PROJECTED	2010-11 PROJECTED
(1) Number of Facilities Maintained	197	200	200
(2) Square Footage Maintained	1,392,241	1,462,742	1,462,742
(3) Total Work Order Requests	4,544	4,600	4,600
Percent Completed within Goal of 3 Days	95.0%	96.0%	96.0%
(4) Preventive Maintenance Work Orders	1,375	1,500	1,500
Percent Completed on Schedule	95.5%	98.0%	98.0%

Facilities Management Fund

FACILITIES MANAGEMENT

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$1,626,281	\$1,921,817	\$1,921,817	\$1,946,501
Operations	4,083,429	4,680,618	4,776,004	4,593,946
Charge-Outs	0	(121,230)	(121,230)	(130,673)
Capital	0	0	0	0
Non-Departmental	426,239	391,512	391,512	455,536
TOTAL EXPENDITURES	<u>\$6,135,949</u>	<u>\$6,872,717</u>	<u>\$6,968,103</u>	<u>\$6,865,310</u>

BY OPERATIONAL AREA:

Custodial	\$869,173	\$1,335,574	\$1,335,574	\$1,304,153
Building Services	2,040,194	1,893,606	1,988,992	1,891,078
Utilities	2,516,306	2,908,316	2,908,316	2,872,351
Planning & Development	164,424	168,124	168,124	169,115
Carver Center	81,226	99,199	99,199	105,022
Construction Services	38,387	76,386	76,386	68,055
Non-Departmental	426,239	391,512	391,512	455,536
TOTAL EXPENDITURES	<u>\$6,135,949</u>	<u>\$6,872,717</u>	<u>\$6,968,103</u>	<u>\$6,865,310</u>

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$7,407)
Percentage Change	0%

STAFFING (Excludes 2 Banked Positions)

Full-Time Positions	31	33	33	33
Part-Time Positions	1	1	1	1
TOTAL STAFFING	<u>32</u>	<u>34</u>	<u>34</u>	<u>34</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Investigated 68 complaints with a high resolution rate.
- (B) Investigated complaints with an efficiency ratio of over 90%, based on HUD standards.
- (C) Provided information and education to Garland residents regarding Fair Housing laws and prohibitions in the sale and rental of property.
- (D) Partnered with area lenders to improve residents' financial and credit literacy.
- (E) Coordinated Fair Housing Month event and Fair Housing seminars.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Enhance internal and HUD-established processes to effectively address Fair Housing complaints.
- (B) Complete 95% of housing discrimination investigations within 100 days.
- (C) Investigate a minimum of 50% of complaints within 45 days.
- (D) Expand outreach efforts to educate senior citizens, persons with disabilities, and other vulnerable groups about Fair Housing protections.
- (E) Expand outreach programs to address foreclosure crisis; increase home buying process, credit repair, and financial literacy.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Number of Fair Housing Complaints Filed	64	66	72
(2) Percent of Complaints Processed (investigated or conciliated) within 100 Days	90%	92%	94%
(3) Number of Fair Housing Inquiries	375	431	496
(4) Clients Who Receive Fair Housing Information	1,275	1,500	1,690
(5) Citizens Who Learn About Housing Rights and Responsibilities	20,000	22,000	23,750

Fair Housing Grant Fund

FAIR HOUSING

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$178,858	\$194,692	\$107,275	\$167,297
Operations	138,929	148,361	135,978	120,969
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$317,787</u>	<u>\$343,053</u>	<u>\$243,253</u>	<u>\$288,266</u>

BY OPERATIONAL AREA:

Fair Housing Assistance Program	\$102,983	\$140,000	\$140,200	\$196,200
Fair Housing Initiatives Program	111,980	100,000	0	0
Emergency Shelter Grant	102,824	103,053	103,053	92,066

TOTAL EXPENDITURES	<u>\$317,787</u>	<u>\$343,053</u>	<u>\$243,253</u>	<u>\$288,266</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$54,787)
Percentage Change	-16%

STAFFING (Excludes 1 Banked Position)

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

SIGNIFICANT CHANGES AND NOTES

The Fair Housing Initiatives Program (FHIP) in the amount of \$100,000 was not awarded in FY 2009-10.

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed Enterprise Wide Risk Assessment to identify major risk areas and develop internal controls.
- (B) Developed processes and procedures to evaluate, monitor, and report Electric Utility credit risk; determine proper accounting treatment for derivative transactions; and evaluate, monitor, and report Electric Utility transactions risks.
- (C) Tested and implemented Version 7.5 of the Financial and Asset Management Systems.
- (D) Received AAA bond rating from Fitch Ratings.
- (E) Sold \$126,885,000 Combination Tax and Electric Utility System Revenue Refunding Bonds to refinance TMPA contractual obligations and settle long-standing lawsuits.
- (F) Closed out Villages of Eastgate project with HUD.
- (G) Conducted COLA (Cost of Living Adjustment) Study Committee meetings to evaluate options for restoration of COLA.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Implement Work Order System to record fixed asset transactions for a selected department in an automated manner.
- (B) Test and implement Version 7.6 of the Financial and Asset Management Systems.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Establish Appropriate Cash and Investment Controls to Protect Against Loss of Public Funds	No Losses	No Losses	No Losses
(2) Treasury Portfolio Benchmark Yield and Income Variances	(0.78) (\$2,220,000)	(0.83) (\$2,400,000)	(0.35) (\$1,020,000)
(3) Receive Auditor Sign-Off on the Comprehensive Annual Financial Report (CAFR) No Later Than February 15	March 31, 2010	March 15, 2011	March 8, 2012
(4) Establish Debt Polices and Manage Debt Issuance to Maintain or Improve the City's Bond Rating	GO – AA+ Water/Sewer–AA Electric – A+	GO – AA+ Water/Sewer–AA Electric – A+	GO – AA+ Water/Sewer–AA Electric – A+

General Fund

FINANCIAL SERVICES

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$1,463,994	\$1,476,663	\$1,476,663	\$1,491,581
Operations	278,547	280,681	340,681	287,272
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$1,742,541</u>	<u>\$1,757,344</u>	<u>\$1,817,344</u>	<u>\$1,778,853</u>

BY OPERATIONAL AREA:

Administration	\$250,224	\$245,251	\$245,251	\$247,250
Cash Management	169,642	170,348	170,348	170,970
Rate Management	29	0	0	0
Accounting	1,322,646	1,341,745	1,401,745	1,360,633

TOTAL EXPENDITURES	<u>\$1,742,541</u>	<u>\$1,757,344</u>	<u>\$1,817,344</u>	<u>\$1,778,853</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$21,509
Percentage Change	1%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Garland Fire Department's mission is protecting and serving the city and the citizens of Garland through proactive and reactive efforts within the economic capabilities of the City of Garland. Fire personnel are dedicated to providing the community with the highest standard of service through education, training, prevention, suppression, and Emergency Medical Services. Fire personnel will provide these quality services with integrity, loyalty, professionalism, and teamwork.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Began process of archiving historical data – including plans, drawings, and associated permitting paperwork – towards achieving a paperless filing system.
- (B) Established a committee scheduled to meet quarterly with the newly appointed Deputy Medical Director of University of Texas Southwestern Medical Center to develop strategies designed to increase patient care quality.
- (C) Developed and delivered high-quality training practices to Garland Fire Department Training Division.
- (D) Sold Fire Safety House at auction.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Procure, with proceeds from sale of Fire Safety House, additional fire safety education tools that have greater applicability to today's socio-economic environment.
- (B) Adopt and implement 2009 International Fire Code and associated amendments.
- (C) Implement Citywide, low-risk occupancy, self-inspection program.
- (D) Initiate monthly corporate Fire Extinguisher Training Program.
- (E) Implement an Electronic Patient Care Reporting (ePCR) System, funded by Federal grants, that is expected to enhance EMS reporting and reduce costs through streamlined data flow.
- (F) Develop quality interactive training to be performed at individual fire stations allowing assigned units to remain available for emergency calls.
- (G) Develop hands-on training with all three shifts to facilitate consistency in and proficiency with the Incident Command System (ICS).
- (H) Develop a system and acquire necessary equipment needed to display commercial pre-fire plans in apparatus, providing Firefighters with visual access to building structures and ultimately supporting Firefighter safety.
- (I) Refurbish Fire Stations 1, 6, and 7.
- (J) Remodel/Rebuild Fire Station 5.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
<u>TRAINING DIVISION</u>			
(1) Total Fire Department Training Hours	35,555	39,180	35,500
Departmental Training	17,998	20,000	20,000
Outside Continuing Education & Training	1,297	1,300	1,100
EMS Continuing Education	5,612	5,700	5,700
Paramedic Training (UTSW)	9,994	5,500	5,500
Recruit School - Garland Fire Academy	0	6,480	3,000
Professional Development - National Fire Academy (NFA)	654	200	200
<u>OPERATIONS DIVISION</u>			
(2) Operation Response Time (minutes)	4:28	4:30	4:30
(3) Total Number of Incidents	19,768	22,432	22,500
(4) EMS Responses	14,824	16,500	16,950
Patients Transported to Hospitals	7,876	8,700	8,900
(5) Total Fire Incidents	567	600	650
Structure Fires	195	205	220
Vehicle Fires	124	125	160
Other Fires (dumpsters, grass, etc.)	248	270	270
(6) Other Incidents (service calls, good intent calls, hazardous materials, etc.)	4,377	5,332	4,900
(7) Fire Property Loss	\$4,219,329	\$2,073,000	\$2,500,000
(8) Operations - Public Education (audience)	26,243	30,077	30,000
(9) Operations - Business Lectures/Presentations	443	900	900
(10) Operations - Business Inspections	3,942	4,454	4,500
<u>FIRE MARSHAL'S DIVISION</u>			
(11) Prevention - Business Inspections	1,296	1,300	1,350
(12) Prevention - New Certificates of Occupancy	360	350	350
(13) Prevention - New Plan Reviews	360	350	350
(14) Prevention - Permits Issued	401	420	420
(15) Public Education Lectures/Presentations	556	0	0
(16) Public Education Audience	27,195	0	0
(17) Arson Investigations	64	65	65

General Fund

FIRE

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$24,820,769	\$24,913,425	\$24,913,425	\$25,140,643
Operations	1,915,215	1,968,971	2,060,686	2,055,962
Charge-Outs	0	0	0	0
Capital	0	17,303	74,045	0
TOTAL EXPENDITURES	<u>\$26,735,984</u>	<u>\$26,899,699</u>	<u>\$27,048,156</u>	<u>\$27,196,605</u>

BY OPERATIONAL AREA:

Administration	\$1,781,530	\$1,779,572	\$1,779,572	\$2,313,493
Operations	16,753,143	16,978,113	17,126,570	16,764,141
Prevention & Investigation	1,135,117	865,005	865,005	844,395
Emergency Medical Services	7,066,194	7,277,009	7,277,009	7,274,576

TOTAL EXPENDITURES	<u>\$26,735,984</u>	<u>\$26,899,699</u>	<u>\$27,048,156</u>	<u>\$27,196,605</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$296,906
Percentage Change	1%

STAFFING (Excludes 4 Banked Positions)

Full-Time Positions	258	256	256	256
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>258</u>	<u>256</u>	<u>256</u>	<u>256</u>

SIGNIFICANT CHANGES AND NOTES

In the FY 2010-11 Adopted Budget, City Council approved reinstatement of Step Increases and Bilingual Pay for Civil Service personnel, with the Bilingual Pay going into effect January 1, 2011.

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Course conditions enhanced.
- (B) Created signature hole which can be seen from the Brand Road bridge.
- (C) Implemented a computerized point-of-sale software system.
- (D) Consolidated operations under the City with the buy-out of the Golf Pro.
- (E) Designed and awarded contract for Firewheel signage along S.H. 190.
- (F) Expanded marketing efforts.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Establish new pricing strategies and discount programs.
- (B) Establish new operating policies.
- (C) Convert punch cards and other items to magnetic media.
- (D) Expand use of point-of-sale capabilities for tracking tournaments and other events.
- (E) Expand online reservation capabilities.
- (F) Design and implement new marketing strategy.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Rounds of Golf at the Old and Lakes Courses	56,658	46,281	46,281
(2) Rounds of Golf at the Bridges Course	41,820	35,112	35,112
(3) Number of Tournament Rounds	7,241	6,815	6,815

Firewheel Fund

FIREWHEEL GOLF PARK

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$1,638,254	\$1,710,795	\$1,710,795	\$1,717,992
Operations	480,713	536,155	853,433	1,906,713
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	60,123	46,643	46,643	66,680
TOTAL EXPENDITURES	<u>\$2,179,090</u>	<u>\$2,293,593</u>	<u>\$2,610,871</u>	<u>\$3,691,385</u>

BY OPERATIONAL AREA:

Firewheel	\$2,118,967	\$2,246,950	\$2,564,228	\$3,624,705
Non-Departmental	60,123	46,643	46,643	66,680

TOTAL EXPENDITURES	<u>\$2,179,090</u>	<u>\$2,293,593</u>	<u>\$2,610,871</u>	<u>\$3,691,385</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$1,397,792
Percentage Change	61%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

In July, 2010, the City entered into a new Management Service Agreement with the existing Contractor. Under this agreement, the City assumes responsibility for all expenditures at the facility with the exception of staff members employed by the Contractor. As of July, the Contractor is paid a Management Fee designed to compensate him for oversight of the facility and to provide funding for staffing cart maintenance operations, the pro shop, driving range, restaurant services, and marketing functions.

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Fuel inventory variances were reduced, resulting in satisfactory audit findings.
- (B) Due to grant funding, expanded hybrid program to include sedans and heavy duty equipment.
- (C) Upgraded our fuel inventory software.
- (D) Right-sizing program was expanded to include equipment as well as vehicles.
- (E) Installed surveillance equipment at the Gasoline Alley location.
- (F) Reduced preventive maintenance costs throughout the fleet by reestablishing service intervals while remaining consistent with the manufacturer's guidelines.
- (G) Limited our overtime by prioritizing service calls.
- (H) Replaced Downtown fueling location by constructing new fueling location at Forest Lane near the Water Control Center to reduce travel time for the Police, Water, and Transportation Departments.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Establish new energy sources and efficiencies by working with the City's new Environmental Quality Department.
- (B) Establish Fleet Services as a Blue Seal certified shop by meeting ASE (Automotive Service Excellence) requirements.
- (C) Further upgrade our fuel monitoring and dispensing equipment.
- (D) Renegotiate NAPA contract to assure quality parts, service, and value.
- (E) Establish new fuel contract terms and rates.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Customer Satisfaction Index	80%	80%	85%
(2) Work Order Cycle Time	4 Days	4 Days	4 Days
(3) Parts Availability	99.5%	99.5%	99.5%
(4) Downtime Percentage	1%	1%	1%
(5) Work Order Expense Hours	70%	72%	75%
(6) Percent of Work Completed In-House	87%	90%	90%
(7) Equipment-to-Mechanic Ratio	66:1	66:1	65:1
(8) Repairs Found by Preventive Maintenance	424	450	500

Fleet Services Fund

FLEET SERVICES

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$2,130,842	\$2,196,135	\$2,196,135	\$2,210,051
Operations	4,282,372	4,520,114	4,569,509	4,587,841
Charge-Outs	0	0	0	0
Capital	17,608	20,000	20,000	0
Non-Departmental	850,341	743,962	743,962	774,469
TOTAL EXPENDITURES	<u>\$7,281,163</u>	<u>\$7,480,211</u>	<u>\$7,529,606</u>	<u>\$7,572,361</u>

BY OPERATIONAL AREA:

Administration and Support	\$602,433	\$581,040	\$582,073	\$587,135
Light Equipment Shop	1,777,650	1,888,752	1,888,752	1,873,113
Parts and Fuel	4,050,739	4,266,457	4,314,819	4,337,644
Non-Departmental	850,341	743,962	743,962	774,469

TOTAL EXPENDITURES	<u>\$7,281,163</u>	<u>\$7,480,211</u>	<u>\$7,529,606</u>	<u>\$7,572,361</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$92,150
Percentage Change	1%

STAFFING (Excludes 1 Banked Position)

Full-Time Positions	36	36	36	36
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>36</u>	<u>36</u>	<u>36</u>	<u>36</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2010-11 Adopted Budget includes \$14,000 for equipment to include a transmission fluid exchanger for \$1,600, anti-freeze recycling machine for \$1,500, air jacks and safety stands for \$7,900, and diagnostic software for \$3,000.

DEPARTMENT MISSION

The mission of the Garland Housing Agency (GHA) - Family Self-Sufficiency (FSS) Program is to unite Federal housing assistance, State welfare, local human services, and the private sector to help housing-assisted residents achieve economic independence.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Out of a total of 57 participants, three graduated from the Self-Sufficiency Program. One family became a homeowner, and one family completed their Associate Degree.
- (B) Expanded networking agencies which have provided interview clothing, resume writing, and Individual Development Accounts (IDA). IDAs provide financial education and matched savings to assist families to purchase a home, further education, or start a business.
- (C) Families participated in a community service project to assist improving the beautification of the Garland Housing Agency.
- (D) We marketed the FSS and Homeownership Program to over 300 families.

2010-11 DEPARTMENT GOALS AND INITIATIVES

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

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Number of Families Graduated from the Program	3	3	5
(2) Number of Families Enrolled in Self-Sufficiency	57	100	100
(3) Number of Families Employed	39	75	75
(4) Number of Families in Education Curriculum	16	25	50
(5) Number of FSS Families into Homeownership	1	5	5
(6) Total Number of Homeowners	19	30	35

DEPARTMENT MISSION

The mission of the Garland Housing Agency (GHA) - Inspections Program is to provide decent, safe, and affordable housing for clients by ensuring that units are in compliance with minimum housing standards as set by HUD and to decrease the percentage of failed inspections.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) The GHA works with landlords, ensuring clients live in safe and affordable housing, as well as working with clients to ensure that they understand that maintaining their household is important.
- (B) The GHA identified repairs which were landlord or tenant-related and worked with each party to ensure compliance; greatly reduced the number of repeat landlord offenders who continually fail inspection year after year; and, using new background tools, identified families committing fraud by having unauthorized occupants.
- (C) The Inspections Division initiated and oftentimes followed up on information regarding unauthorized occupants.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue working with and educating both tenants and landlords. Decrease the number of repeat inspections through educational workshops.
- (B) Expand rent reasonable database to ensure requested rents are compared with current data.
- (C) Work with tenants by providing a smaller appointment window and attempting to make contact with the tenant prior to the inspection.
- (D) Install a self-dialing appointment software system to remind tenants 24 hours in advance of appointments. This will result in fewer missed and forgotten appointments.

KEY PERFORMANCE MEASURES

	2008-09 ACTUAL	2009-10 PROJECTED	2010-11 PROJECTED
(1) Number of Initial Inspections	891	800	770
(2) Number of Initial Inspections Failed	272	230	275
(3) Number of Recertification Inspections	1,998	2,000	2,000
(4) Number of Recertification Inspections Failed	565	750	750
(5) Number of Special Inspections	144	150	150
(6) Number of Special Inspections Failed	50	50	50
(7) Total Number of Inspections	3,033	2,950	3,050
(8) Total Number of Inspections Failed	896	1,100	1,100
(9) Number of Landlord Educational Forums	1	1	1

DEPARTMENT MISSION

To assist low to moderate income families in obtaining safe, decent, sanitary, and affordable housing while promoting self-sufficiency.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) The City of Garland Housing Agency (GHA) continues to receive a High Performance Score for the Section 8 Management Assessment Program (SEMAP) Review for the fourth year. This rating is the highest score that can be given by the Federal Department of Housing and Urban Development (HUD) for a Housing Agency’s compliance in Program Regulations of the Housing Choice Voucher Program.
- (B) Empowerment of low-income families to become self-sufficient or to become homeowners. The Garland Housing Agency has provided workshops, resources, and motivational speakers to assist 57 families participating in the Family Self-Sufficiency Program, 36 homeless families participating in the Homeless Rapid Rehousing Program, and 21 homeowners.
- (C) The GHA continues to assist families with their rent and has maintained less than a 1% error rate in the accuracy and calculation of rents through the use of the Enterprise Income Verification (EIV) system.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Revise the Administrative Plan of Policies and Procedures for the Housing Choice Voucher Program.
- (B) Implement policies to reduce the number of fraud and abuse incidents and maintain a high level of integrity in our Housing Choice Voucher Program.
- (C) Continue to assist low to moderate income families with affordable housing.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Number of Families Pulled from Waiting List	225	0	300
(2) Number of Families “Leased Up”	124	0	250
(3) Number of Assisted Families	1,476	1,522	1,529

Housing Assistance Fund

GARLAND HOUSING AGENCY

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$979,123	\$1,074,190	\$1,074,190	\$1,076,530
Operations	11,400,805	10,845,197	11,455,602	11,502,158
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$12,379,928</u>	<u>\$11,919,387</u>	<u>\$12,529,792</u>	<u>\$12,578,688</u>

BY OPERATIONAL AREA:

Excess Section 8	\$0	\$75,000	\$75,000	\$75,000
Housing Voucher Administration	1,062,579	1,209,035	1,209,035	1,282,837
Housing Voucher Payments	9,885,644	9,286,560	10,440,286	10,440,286
Housing Voucher Portability Payments	881,367	1,098,792	650,471	780,565
Disaster Housing Assistance Program	550,338	250,000	155,000	0

TOTAL EXPENDITURES	<u>\$12,379,928</u>	<u>\$11,919,387</u>	<u>\$12,529,792</u>	<u>\$12,578,688</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$659,301
Percentage Change	6%

STAFFING

Full-Time Positions	16	16	16	16
Part-Time Positions	1	1	1	1
TOTAL STAFFING	<u>17</u>	<u>17</u>	<u>17</u>	<u>17</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The mission of the Administration Division of Garland Power & Light (GP&L) is to provide support to all divisions within GP&L. Functions in the Administration area include finance, planning, marketing, information technology, and safety/training.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Developed the Electric Department’s portion of the Annual Operating Budget and Capital Improvement Program as well as the long-range financial forecast.
- (B) Continued development and implementation of the long-term Strategic Plan.
- (C) Continued to prepare for the implementation of a Nodal environment.
- (D) Enhanced the Energy Conservation Program.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Develop short and long-range financial forecasts, including the Electric Department’s portion of the Annual Operating Budget and Capital Improvement Program.
- (B) Provide continued support to large retail customers for evaluations and enhancements in service while also continuing support to the local community.
- (C) Continue development and implementation of a long-term Strategic Plan.
- (D) Continue enhancements to the Energy Conservation Plan.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Electric Fund Expenditures as a Percent of Revised Budget	85.3%	100%	100%
(2) Electric Fund Revenue as a Percent of Revised Budget	95.2%	100%	100%

DEPARTMENT MISSION

The mission of the Energy Operations Division of Garland Power & Light is to monitor, control, and analyze the TMPA and GP&L transmission and distribution systems consistent with NERC reliability standards and ERCOT Protocols and Operating Guide requirements.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) GP&L Energy Operations met the energy transmission demands of the system on a daily basis.
- (B) Initiated transition to the ERCOT Nodal Market including software purchases, initial training, and initial system migration.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue to meet energy demands of the system on a daily basis in the most economical manner.
- (B) Begin the ERCOT Nodal Market in December 2010 in a trained and system-ready manner.
- (C) Improve the trouble-shooter dispatch function and enhance service to GP&L customers through implementation of two software packages.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Garland Peak Demand Including Customers	495	478	492
(2) Functional Participation in the ERCOT Nodal Market	Met All Market Transition Factors	Meet All Market and Audit Requirements	Transition into the Nodal Market

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Updated resourcing plans:
 - 1) Updated long-range resource plans.
 - 2) RMR on Spencer 5 through November 2010.
 - 3) Carbon credit accounting and verification to allow sales.
- (B) Completed the following equipment repairs and overhauls utilizing in-house personnel to provide reliable operations and reduce O&M costs:
 - 1) Olinger Service water line replacement.
 - 2) Preventative maintenance.
 - 3) Olinger 3 control valve inspection.
 - 4) Olinger 1 and 3 high voltage bushing seal.
 - 5) Olinger 4 turbine hot gas path inspection.
 - 6) Olinger Plant air system replacement.
 - 7) Plant reliability Critical Infrastructure Protection (CIP).
 - 8) Olinger 2, Heater 5 retube.
 - 9) Spencer Plant air dryer system rebuild.
 - 10) Spencer spare boiler feedwater pump (BFP) rebuild.
 - 11) Spencer 5 burner refractory replacement.
 - 12) Spencer 5 gas storage unit (GSU) cooler gasket repairs.
 - 13) Spencer 5 gas line painting.
 - 14) Spencer 4 and 5 stack painting.
- (C) Completed several projects to improve unit efficiency, reliability, and operability:
 - 1) In-house boiler control tuning on Olinger Units 1, 2, and 3.
 - 2) Olinger Units 1, 2, and 3 bus upgrade reviews.
- (D) Completed employee development and succession planning:
 - 1) Employee simulator training.
 - 2) Continue employee cross-training,
 - 3) Updated Position Description Questionnaires (PDQs) to expand multicraft responsibilities.
 - 4) Begin Pilot Employee Step Program.
- (E) Completed applicable reporting and permitting requirements with appropriate agencies:
 - 1) Updated required TCEQ/EPA Spill Prevention Plans for Olinger, Spencer, and Newman Plants.
 - 2) Finalized the Title V Air Permit renewals for Spencer and Newman Plants.
 - 3) Finalized the Air Permit renewal for Olinger 4.
 - 4) Performed RATA and linearity testing on all generating units as required by TCEQ and EPA.
 - 5) Submitted quarterly Emission Collection and Monitoring Plan System reports as required by EPA.
 - 6) Complied with new EPA Greenhouse Gas monitoring and reporting requirements.
 - 7) Reviewed requirements for future generation projects.
 - 8) Renewed the Pipeline and Gathering System Permit certification for the Texas Railroad Commission.
 - 9) Updated NERC in-house procedures to comply with ever-changing regulations.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Update long-range resourcing plans, including reorganization of Production personnel:
 - 1) Reevaluate long-range resource plans.
 - 2) Reorganize Production personnel to align with Spencer mothball.
 - 3) Market Carbon Credits for Landfill Gas.
 - 4) Salvage retired units at Newman and Spencer.
- (B) Perform maintenance on equipment utilizing in-house personnel to provide reliable operations and reduce O&M costs:
 - 1) Preventative maintenance.
 - 2) Olinger 3 generator testing.
 - 3) Olinger 2 control valve inspection.
 - 4) Olinger 2 and 3 stop and intercept valve inspection.
- (C) Complete various projects to improve unit efficiency, reliability, and operability:
 - 1) In-house controls updates to Olinger 1, 2, 3, and Hydro.
 - 2) Evaporating pond expansion.
 - 3) Lewisville Hydro PLC design and procurement.
 - 4) Hydroelectric Plant environmental upgrade.
 - 5) Olinger Units 1, 2, and 3 bus upgrade.
 - 6) Olinger TWIP upgrade.
 - 7) Install ETC mercaptan system on Olinger 4.
 - 8) Install security surveillance system upgrades.
- (D) Employee development and succession planning:
 - 1) On-shift employee simulator training.
 - 2) Continue employee cross-training.
 - 3) Reevaluate Pilot Employee Step Program.
- (E) Environmental permitting:
 - 1) Finalize Title V Air Permit renewals for Olinger.
 - 2) Update required TCEQ/EPA Spill Prevention Plans according to 40 CFR Part 112 for plants.
 - 3) Perform RATA and linearity testing on all generating units as required by TCEQ and EPA.
 - 4) Submit quarterly Emission Collection and Monitoring Plan System report as required by EPA.
 - 5) Comply with new EPA Greenhouse Gas monitoring and reporting requirements.
 - 6) Review requirements for future power generation projects.
 - 7) Begin random drug testing for Texas Railroad Commission.
 - 8) Update NERC in-house procedures to comply with ever-changing regulations.

KEY PERFORMANCE MEASURES

	2008-09 <u>ACTUAL</u>	2009-10 <u>PROJECTED</u>	2010-11 <u>PROJECTED</u>
(1) Making the Online and Rated Time as Requested by Systems Operations as a Percentage of Time Requested	97%	96%	96%
(2) Units on Automatic Generator Control (AGC) as a Percentage of Operating Time	99%	96%	96%
(3) Unit Forced Outage Factor	0.68	4.00	4.00
(4) Unit Availability Factor (utilizing planned outages; this rate has decreased as planned)	82	80	80

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Identified and completed designs for ten (10) single-phase underground cable replacement projects. New cable is installed in conduit to increase reliability and to reduce maintenance and repair times.
- (B) Completed the installation of seven (7) single-phase underground loops.
- (C) Completed 138 kV transmission line relocations to support the North Texas Tollway Authority (NTTA) extension of President George Bush Tollway to I-30.
- (D) Completed the reconstruction of the Centerville-Miller 138 kV transmission line.
- (E) Initiated pilot program for using wireless access cards with the Mobile Data Terminals (MDTs) issued to field personnel. The units are used to access electric system drawings and maps from the Geographic Information System (GIS) database and to improve project documentation.
- (F) Successfully completed NERC audit with full compliance under current operating practices.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue to improve project management practices and procedures to optimize resource utilization. Success will be measured by the variance between the actual and estimated project resource allocations.
- (B) Reduce substation and transmission line construction and maintenance costs by cultivating and utilizing internal resources. Success will be measured by the difference in internal and external unit costs for projects completed during the year.
- (C) Maintain single-phase underground loop replacements at ten (10) per year. Success will be measured by the number of completed designs submitted for construction.
- (D) Complete NERC self-certification criteria and maintain compliance with applicable standards. Success will be measured by documentable compliance with all standards.
- (E) Reduce utilization of contract labor in the construction and maintenance of distribution facilities. Success will be measured by a reduction in annual operation and maintenance expenses associated with Support Services contracts.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) <u>Substation Upgrades</u>			
New Station Construction	1	1	0
Existing Station Upgrade	3	3	3
(2) <u>Transmission Line Improvements (Miles)</u>			
69kV to 138 kV Reconstruction	3.1	4.5	4.7
(3) <u>Underground Distribution Cable</u>			
Miles of Single-Phase Cable Replaced	15	10	10
Miles of Three-Phase Cable Replaced	4.5	< 5	< 5
(4) <u>Overhead Distribution Line</u>			
Miles of Three-Phase Line	5	< 5	< 5

DEPARTMENT MISSION

The mission of the Wholesale Energy & Qualified Scheduling Entity (QSE) Operations Division of Garland Power & Light is to lower the overall power costs to GP&L customers through the marketing (buying and selling) of energy, ancillary services, and QSE services within the framework of GP&L's Risk Management Policy.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Reduced GP&L fuel expenses by \$9.0 million from purchasing wholesale energy and ancillary services more economically than GP&L's generation assets and selling excess wholesale energy and ancillary services from GP&L's generation assets.
- (B) Achieved \$1.0 million in net revenue from wholesale power supply and QSE services sales to external customers.
- (C) Executed extension of QSE services and energy management agreement with external customer.
- (D) Renegotiated and executed LaaR QSE services contract with GP&L industrial customer.
- (E) Developed and implemented hedging strategy according to GP&L's Risk Management Policy for energy and natural gas to minimize retail price risk exposure to GP&L customers.
- (F) Evaluated Munigas program, and gas transportation and storage options which may benefit GP&L customers through discounted gas prices and greater operating flexibility.
- (G) Developed and fostered new business relationships related to wholesale gas/power supply and QSE services.
- (H) Assisted Customer Service with the pricing, hedging, and execution of contract rates for GP&L's industrial and large commercial customers.
- (I) Assisted Corporate Planning with the development of GP&L's resource planning strategy.
- (J) Assisted Production with the development of a carbon reduction project at Hinton Landfill including the registration, verification, and marketing of the associated carbon offsets.
- (K) Negotiated and executed counterparty 5 EEI contracts for the purchase and sale of power, 3 NAESB contracts for the purchase and sale of natural gas, and 5 ISDA contracts for hedges, power, and natural gas.
- (L) Successfully participated in the market readiness and testing activities associated with the ERCOT Nodal Market Go-Live scheduled for December of 2010.
- (M) Completed development or enhancements of the daily, monthly, and annual reports on the Wholesale Energy & QSE Operations activities, credit monitoring, and market price risk exposure. Participated in external Sarbanes Oxley procedural audit and improved separation of duties work flow.
- (N) Actively participated in ERCOT committees to maintain Non-Opt-In Entity (NOIE) exceptions and protect GP&L's interests in the Zonal and Nodal Markets.
- (O) Successfully relocated the GP&L QSE to new City office building and improved separation of information flow between the Transmission/Distribution Service Provider (TDSP) function and the QSE function.
- (P) Developed relationship and assisted North Texas Municipal Water District in energy procurement discussions and strategic approach.
- (Q) Enhanced functionality of natural gas cost allocation calculation (Gas Book) to include multiple pipelines, natural gas sales, daily cost allocation, export of data functions, and other enhancements.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Reduce GP&L fuel expenses by \$9.0 million through purchasing wholesale energy and ancillary services more economically than GP&L's generation assets and selling excess wholesale energy and ancillary services from GP&L's generation assets.
- (B) Achieve \$1.0 million in net revenue from wholesale power supply and QSE services sales to external customers.
- (C) Expand wholesale power supply and QSE services business.
- (D) Implementation of hedging strategy for wholesale energy and natural gas to minimize retail price risk exposure to GP&L's customers.
- (E) Continue to foster new business relationships and maintain industry presence.
- (F) Continue to provide technical input and support to other GP&L departments as needed.
- (G) Negotiate and execute additional counterparty EEI contracts for the purchase and sale of electric power, NAESB contracts for the purchase and sale of natural gas, and ISDA contracts for hedges, power, and natural gas.
- (H) Successfully deploy GP&L QSE in ERCOT Nodal Market Model scheduled for December of 2010.
- (I) Complete development or enhancements of daily, monthly, and annual reports on QSE and Energy Marketing activities, credit monitoring, and market price risk exposure.
- (J) Continue active participation in ERCOT committees to maintain NOIE exceptions and protect GP&L's interests in the Zonal and Nodal Markets.
- (K) Develop Real-Time Profit and Loss (P&L) monitoring and reporting software for the Nodal Market.
- (L) Develop analytics to support power and gas trading and marketing activities.
- (M) Improve efficiency and dependability of natural gas cost allocation software (Gas Book) by converting from query-based functionality to programming language routines.

KEY PERFORMANCE MEASURES

	2008-09 <u>ACTUAL</u>	2009-10 <u>PROJECTED</u>	2010-11 <u>PROJECTED</u>
<u>Energy Marketing and Risk Management:</u>			
(1) Net Fuel Savings from Sales and Purchases of Energy and Ancillary Services	\$9.5 M	\$9.0 M	\$9.0 M
(2) Net Revenue from Wholesale Power Supply and QSE Services Sales to External Customers	\$1.0 M	\$1.0 M	\$1.0 M

Electric Utility Fund

GP&L

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$21,686,076	\$26,078,922	\$26,078,922	\$25,710,018
Operations	134,529,524	172,863,995	144,805,297	119,822,284
Charge-Outs	0	0	0	0
Capital	66,195	19,748	78,367	124,095
Non-Departmental	52,948,020	65,161,851	99,975,255	82,537,085
TOTAL EXPENDITURES	<u>\$209,229,815</u>	<u>\$264,124,516</u>	<u>\$270,937,841</u>	<u>\$228,193,482</u>

BY OPERATIONAL AREA:

Administration	\$5,517,903	\$6,169,825	\$6,185,944	\$6,994,625
Transmission & Distribution	8,797,715	11,834,543	11,850,734	12,035,799
Production	9,324,367	13,989,721	14,765,815	11,088,180
Operations	132,641,810	166,968,576	138,160,093	115,537,793
Non-Departmental	52,948,020	65,161,851	99,975,255	82,537,085

TOTAL EXPENDITURES	<u>209,229,815</u>	<u>264,124,516</u>	<u>270,937,841</u>	<u>228,193,482</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$35,931,034)
Percentage Change	-13.6%

STAFFING (Excludes 5 Banked Positions)				
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Full-Time Positions	252	252	252	238
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>252</u>	<u>252</u>	<u>252</u>	<u>238</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Group Health Clinic’s mission is to provide high quality basic health care services to employees and health plan members, cost-effective management of health conditions, early detection of and intervention with health issues, health education and awareness, and timely access to medical services, while minimizing the health care cost to the plan member and the City and improving the quality of life and productivity of employees.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed Clinic facility expansion.
- (B) Implemented electronic medical records.
- (C) Began in-house x-ray imaging to reduce health plan costs, expedite diagnosis and treatment, and reduce lost work time.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Develop financial reporting tools from electronic medical records.
- (B) Complete conversion of hard copy patient files to electronic medical records.
- (C) Reduce patient scheduling and wait times.
- (D) Increase patient volume.
- (E) Increase lab capability.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Average Number of Patients per Day	36	42	48
(2) Average Wait Times	Unknown	Unknown	15 minutes

Group Health Insurance Fund

GROUP HEALTH CLINIC

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$360,536	\$347,073	\$347,073	\$351,697
Operations	184,400	139,674	139,674	218,470
Charge-Outs	0	0	0	0
Capital	0	0	0	8,000
Non-Departmental	4,624	2,047	2,047	6,420
TOTAL EXPENDITURES	<u>\$549,560</u>	<u>\$488,794</u>	<u>\$488,794</u>	<u>\$584,587</u>

BY OPERATIONAL AREA:

Group Health Clinic	\$544,936	\$486,747	\$486,747	\$578,167
Non-Departmental	4,624	2,047	2,047	6,420

TOTAL EXPENDITURES	<u>\$549,560</u>	<u>\$488,794</u>	<u>\$488,794</u>	<u>\$584,587</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$95,793
Percentage Change	20%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

The FY 2010-11 Adopted Budget includes an additional \$8,000 in capital to purchase Electrocardiogram (ECG) equipment for more accurate testing. Also included in the Adopted Budget is funding in the amount of \$66,028 for additional overtime, temporary personnel, and radiological interpretation services to allow the Health Clinic to meet current service demands.

DEPARTMENT MISSION

The mission of the Animal Services Division is to provide programs to protect the public from zoonotic diseases and animal bites as well as to investigate nuisances caused by animals. Additionally, stray or lost animals are humanely impounded in the Animal Shelter facility. These services enhance the health, safety, and general sanitation within the city. This is accomplished by apprehending stray animals, investigating animal bite cases, inspecting allegations of animal nuisances (wild and domestic), and providing programs that encourage responsible pet ownership. Animal Services also protects the safety and welfare of animals by intervening when animals face abuse or neglect by their owners.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) With much assistance from the Water and Information Technology Departments, Animal Services successfully integrated laptops and the Chameleon software system into field operations. The Animal Services Dispatcher was upgraded to an Animal Services Officer (ASO), and dispatch duties shifted to the Water Control Center.
- (B) The ASO position created by upgrading the Dispatcher position was used, in part, to better coordinate animal rescues, volunteer groups, and community education. These duty assignments have been highly successful from a community relations standpoint.
- (C) Animal Services transitioned to using lethal injection as the primary method for humane euthanasia of animals. The rear area of the Shelter was renovated to streamline this process and make it as safe as reasonably possible for the ASOs administering humane euthanasia.
- (D) The Animal Services Advisory Board was enlarged by two positions. The meetings were posted and held in an open meeting format.
- (E) With assistance from the City Attorney's Office, Animal Services developed and implemented an enclosure policy specifically for pit bull dogs or crossbreeds thereof in hopes of minimizing the number of dog bites and dogs running at large.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Fully implement the pit bull dog enclosure policy and begin to assess the impact.
- (B) Channel volunteers' energy toward the creation of a reduced cost spay/neuter program for Garland's citizens organized and operated by volunteers, funded by donations, and in cooperation with Garland veterinarians.
- (C) Continue to encourage donations to the Animal Shelter for the Sponsored Adoption Program.
- (D) Increase the overall percentage of animals leaving the Shelter to 40%+ through community outreach, increased cooperation with rescue groups, and sponsored adoptions. Enhance/streamline the animal adoption process using innovative approaches.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Average Response Time per Priority 1 Call	31.51 mins.	28.4 mins.	28.0 mins.
(2) Average Response Time per Priority 2 Call	80.53 mins.	70.0 mins.	70.0 mins.
(3) Percent of Animals Leaving Shelter	34%	35%	38%
(4) Animals Registered with Animal Services	7,919	8,000	8,000
(5) Total Calls for Service	19,927	19,500	19,000
(6) Stray Calls per 1,000 Population	42.38	38.0	37.0

DEPARTMENT MISSION

Environmental & Consumer Health’s mission is to protect the health of the general public by minimizing the risk of disease or injury via consumer protection programs such as the inspection of food service establishments, day care centers, and public swimming pools. Environmental & Consumer Health also directly intervenes in disease transmission by investigating all communicable disease cases within the city and by controlling insect and rodent vectors in neighborhoods. The division also protects the environment by minimizing pollution sources through the inspection of industrial and commercial facilities, responding to and mitigating hazardous material spills, and routinely performing chemical analyses of stream water.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Staff developed an ordinance, based on State law, that allows for local regulation and enforcement of child care centers. This ordinance was submitted to Council and subsequently approved.
- (B) Environmental Health Specialists produced a record amount of work in 2009 including 2,074 unannounced food inspections, 90 inspections of child care centers, 657 swimming pool inspections, and responded to 1,084 citizen complaints or requests for assistance.
- (C) Staff finalized the first round of the two-year permit program for underground petroleum storage tanks which began in 2007.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Fully implement the child care center ordinance including the issuance of separate child care permits to all commercial child care facilities within Garland.
- (B) Investigate and intervene in all reported communicable disease case reports within 48 hours of receipt.
- (C) Conduct 2,200 unannounced food service inspections, inspect each public or semi-public swimming pool at least twice, screen/sample 175 sites for storm water pollutants, and conduct 600 stormwater inspections at regulated facilities.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Average Food Establishment Inspection Score	81.8	82.5	83.0
(2) Critical Violations per Food Service Inspection	1.88	1.80	1.76
(3) Critical Violations per Day Care Inspection	1.20	1.14	1.10
(4) Safety Violations per Public Pool Inspection	0.40	0.38	0.37
(5) Average Industrial Stormwater Inspection Score	96.0	96.0	96.2
(6) Percent of Dry Weather Flows Free of Pollution	90.8	92.0	92.0

General Fund

HEALTH

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$2,052,315	\$2,162,714	\$2,162,714	\$2,207,477
Operations	218,798	237,291	241,251	251,057
Charge-Outs	0	(24,283)	(24,283)	(24,283)
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$2,271,113</u>	<u>\$2,375,722</u>	<u>\$2,379,682</u>	<u>\$2,434,251</u>

BY OPERATIONAL AREA:

Administration	\$420,488	\$415,355	\$415,355	\$420,242
Environmental Health	618,405	672,191	672,191	673,150
Animal Services	1,224,874	1,288,176	1,292,136	1,340,859
Environmental Investigations	7,346	0	0	0

TOTAL EXPENDITURES	<u>\$2,271,113</u>	<u>\$2,375,722</u>	<u>\$2,379,682</u>	<u>\$2,434,251</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$58,529
Percentage Change	2%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The mission of the Clinical Services Department is to provide basic public health services – including immunizations and well-child exams – and surveillance, investigation, and control services related to communicable diseases, directed primarily towards the city’s medically needy population. These services allow for increased community-wide immunity from vaccine-preventable diseases and serve to identify and aid in early intervention with growth and developmental problems among children. Failure to provide these services would require that Garland residents seek these services elsewhere or simply go without proper care.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Texas Department of State Health Services’ immunization audit revealed a 92% rate of adequately immunized two-year-olds who had been served by the Garland Health Department. The statewide average for this age group is 75%.
- (B) Successfully administered the H1N1 vaccination program within Garland and Rowlett. Received \$110,000 in grant monies to fund the cost of the vaccine, thus allowing free vaccination clinics to be held.
- (C) Through the expanded Texas Immunization Grant, the Public Health Clinic was enlarged by 25%. Two additional exam rooms and additional office space were made available for use.
- (D) Enlarged the Public Health Nurse staff by two full-time positions. These positions allowed for increased outreach to be provided to the pediatric physicians’ offices within the city and, most importantly, allowed for simply serving more patients.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) To continue to increase the number of children seen through the “Well Child” program. The goal will be for the nursing staff to see 400 patients.
- (B) To provide on-site or organized luncheon “in-service” training for the pediatric/family practice physician vaccine providers within the city to foster collaboration.
- (C) To implement an Adult Immunization Program in conjunction with Baylor Family Medicine.

KEY PERFORMANCE MEASURES

	2008-09 <u>ACTUAL</u>	2009-10 <u>PROJECTED</u>	2010-11 <u>PROJECTED</u>
(1) Individuals Immunized	21,039	24,000	24,000
(2) Well-Child Exams	245	320	400
(3) International Travel Vaccines Administered	1,249	1,300	1,400
(4) Communicable Disease Investigations	416	400	400
(5) Revenue Collected	\$315,249	\$945,000	\$835,000
(6) Percent of Two-Year-Olds Who Are Age-Appropriately Immunized	80%	81%	82%

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

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$456,288	\$590,584	\$605,584	\$597,821
Operations	205,947	163,190	233,190	201,083
Charge-Outs	0	0	0	0
Capital	0	60,000	85,000	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$662,235</u>	<u>\$813,774</u>	<u>\$923,774</u>	<u>\$798,904</u>

BY OPERATIONAL AREA:

Public Health Clinic	\$319,038	\$235,598	\$330,598	\$263,364
Texas Dept. of Health (TDH) Grant	343,196	578,176	593,176	535,540

TOTAL EXPENDITURES	<u>\$662,235</u>	<u>\$813,774</u>	<u>\$923,774</u>	<u>\$798,904</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$14,870)
Percentage Change	-2%

STAFFING

Full-Time Positions	6	7	8	8
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>6</u>	<u>7</u>	<u>8</u>	<u>8</u>

SIGNIFICANT CHANGES AND NOTES

Along with the addition of a Nurse Educator effective in the FY 2009-10 Approved Budget, an additional grant-funded Public Health Nurse was added in the FY 2009-10 Revised Budget. All positions within the Public Health / Immunization Grant Fund are supported by a combination of grant programs and associated program income.

DEPARTMENT MISSION

The mission of the Heliport is to provide the public with a heliport in the city of Garland with fuel facilities, storage facilities, and public services including flying lessons.

2009-10 DEPARTMENT ACCOMPLISHMENTS

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

2010-11 DEPARTMENT GOALS AND INITIATIVES

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

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Heliport Terminal Rental	\$6,479	\$6,544	\$6,544

Heliport Fund

HELIPORT

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$0	\$0	\$0	\$0
Operations	0	7,700	18,443	7,700
Charge-Outs	0	0	0	0
Capital	0	0	26,920	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$0</u>	<u>\$7,700</u>	<u>\$45,363</u>	<u>\$7,700</u>

BY OPERATIONAL AREA:

Operations	\$0	\$7,700	\$45,363	\$7,700
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TOTAL EXPENDITURES	<u>\$0</u>	<u>\$7,700</u>	<u>\$45,363</u>	<u>\$7,700</u>
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CHANGE FROM PRIOR YEAR:

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

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The mission of Housing and Community Neighborhood Services is: "To partner with the community to coordinate neighborhood initiatives." Housing initiatives are responsible for improving the economic aspects of neighborhoods through affordable home ownership and rehabilitation strategies. Funding for these initiatives is included in the HOME Program. This program includes home ownership opportunities, new home construction/development, as well as housing rehabilitation, refinancing, and reconstruction loans. Staff is dedicated to improving and coordinating existing services, providing information, ensuring that existing services are utilized to their fullest capacity, and identifying and developing services as needs are recognized.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Increase home ownership of low to moderate income persons.
- (B) Provide access to housing for low to moderate income persons; provide code compliant, energy efficient housing products and housing opportunities; and revitalize CDBG areas and pockets of poverty through the elimination of slum and blight.
- (C) Provide decent, sanitary, safe housing for Garland's low to moderate income homeowners.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Develop self-sustaining program based on payment of mortgage receivables.
- (B) Expand the affordable housing stock in the city of Garland.
- (C) Increase City of Garland revenues through home ownership.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Neighborhood Services New Homes Constructed	3	3	2
(2) Community Housing Development Organization (CHDO) New Homes Constructed	2	2	2
(3) Habitat for Humanity Volunteer Hours	100	175	225
(4) First-Time Home Buyer Down-Payments Assisted	21	15	17
(5) HOME Funding Drawn (Program Income, Entitlement)	\$928,198	\$878,000	\$1,500,000

HOME Grant Fund

HOME PROGRAM

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$91,782	\$143,006	\$143,006	\$143,807
Operations	575,484	856,637	487,594	736,115
Charge-Outs	0	(33,134)	(33,134)	(33,479)
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$667,266</u>	<u>\$966,509</u>	<u>\$597,466</u>	<u>\$846,443</u>

BY OPERATIONAL AREA:

HOME	\$667,266	\$966,509	\$597,466	\$846,443
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TOTAL EXPENDITURES	<u>\$667,266</u>	<u>\$966,509</u>	<u>\$597,466</u>	<u>\$846,443</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$120,066)
Percentage Change	-12%

STAFFING

Full-Time Positions	3	1	1	1
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>3</u>	<u>1</u>	<u>1</u>	<u>1</u>

SIGNIFICANT CHANGES AND NOTES

Two (2) HOME Housing Infill projects (\$302,179) were reclassified to the CASA Fund in the FY 2009-10 Revised Budget.

DEPARTMENT MISSION

The mission of Human Resources (HR) is to provide essential services and programs that effectively attract, retain, and motivate a quality work force. In addition, HR strives for compliance with applicable State, Federal, and local laws and regulations, including the Fair Labor Standards Act, the Americans with Disabilities Act, the Family and Medical Leave Act, the Civil Rights Act, and the State Civil Service Statutes. One avenue is through relevant, timely, professional, and cost-effective training to the organization. HR also compiles, extracts, and distributes pertinent employee information/reports to departments to help facilitate effective employee relations. Successful provision of HR activities ensures an effective work force that provides efficient services to the citizens of Garland.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Initiated Temporary/Retiree Staffing Pool.
- (B) Implemented new dental, vision, and group life insurance programs with no rate increases through 2013.
- (C) Implemented electronic medical records at CityCare Clinic.
- (D) Added automation for HR personnel processing (i.e. enhanced PAF, electronic notifications to applicants/managers, and internal background/Clinic tracking logs).
- (E) Received TMHRA Award for Innovation in the Citywide Training & Development Programs.
- (F) Began distributing personnel reports to managers on a biweekly vs. monthly basis for timely implementation of appropriate personnel actions.
- (G) Automated Civil Service entrance exam procedures.
- (H) Presented the rewrite of Local Civil Service Rules after two-year endeavor with both the Police and Fire Departments.
- (I) Placed all Civil Service Commission documents in electronic storage.
- (J) Responded to all open records' requests and TWC unemployment claims within the legal time allotment.
- (K) Completed update and training of key HR Directives (i.e. Compensation, Holidays and Leave, and FMLA).
- (L) Provided department representative quarterly training on various HR topics such as forms, directive, and process changes.
- (M) Created Standard Operating Procedures (SOP) in order to document vital processes to cross-train HR employees on different HR functions.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Online benefit enrollment transition.
- (B) Group Medical Request for Proposal (RFP).
- (C) Upgrade/Enhancement of HR system.
- (D) Continue electronic imaging of HR information, moving away from paper record-keeping.
- (E) Continue to evaluate effective means of report automation.
- (F) Launch pilot online Performance Management program.
- (G) Research and analyze alternatives to existing leave policies.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
<u>Output Measures</u>			
(1) New Candidate Employment Applications Received (including seasonal & temporary) (FT = Full-Time; PT = Part-Time)	FT - 26,967 PT/Temp - 6,925	FT - 28,315 PT/Temp - 7,410	FT - 29,731 PT/Temp - 7,800
(2) Number of New Employees Hired (not including seasonal)	131	140	140
(3) Full-Time Equivalent Turnover Rate (not including seasonal)	9%	6.4%	7%
<u>Civil Service Entrance Exams Administered – Police</u>			
(4) Police Civil Service Examinations Given	0	1	1
(5) Avg. Number of Qualified Applicants	0	562	600
(6) Avg. Number of Applicants Attending Each Exam	0	277	350
(7) Number of Police Officers Hired	9	8	8
<u>Civil Service Entrance Exams Administered – Fire</u>			
(8) Fire Civil Service Examinations Administered	1	1	1
(9) Avg. Number of Qualified Applicants	856	875	900
(10) Avg. Number of Applicants Attending Each Exam	612	700	750
(11) Number of Firefighters Hired	0	9	7
<u>Training Provided</u>			
(12) Number of Supervisory/Management Class Hours	2,316	1,960	1,368
(13) Number of Technical/Operational Track Hours	1,745	1,250	1,967
(14) Number of Mandatory Class Hours	2,207	2,708	1,948
(15) Number of Employee Development Class Hours	1,143	1,112	657
(16) Number of Leadership Class Hours	N/A	N/A	792
(17) Number of Online Training Hours	N/A	200	400
<u>Employee Relations</u>			
(18) Open Records Response Time	4 days	4 days	3 days
(19) TWC Unemployment Claims' Response Time	2 days	9 days	4 days

General Fund

HUMAN RESOURCES

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$984,181	\$990,749	\$990,749	\$977,443
Operations	157,296	106,450	106,450	104,558
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$1,141,477</u>	<u>\$1,097,199</u>	<u>\$1,097,199</u>	<u>\$1,082,001</u>

BY OPERATIONAL AREA:

Human Resources	\$1,117,795	\$1,090,199	\$1,090,199	\$1,069,001
COG-ULC	23,682	7,000	7,000	13,000

TOTAL EXPENDITURES	<u>\$1,141,477</u>	<u>\$1,097,199</u>	<u>\$1,097,199</u>	<u>\$1,082,001</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$15,198)
Percentage Change	-1%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Replaced the City's IVR (Interactive Voice Response) system for Customer Service, Municipal Court, and Water.
- (B) Implemented a new Code Enforcement, Rental Inspection, and Revenue Recovery System using Microsoft's Customer Relationship Management (CRM) platform.
- (C) Implemented a new Scofflaw Program for Municipal Court in cooperation with Dallas County.
- (D) Installed a new Medical Records System for the City Health Clinic.
- (E) Developed and implemented standard operating procedures within the Information Technology Infrastructure Library (ITIL) framework.
- (F) Implemented an automated street routing system for Environmental Waste Services (EWS) - Delivery.
- (G) Created new security policies and procedures to protect the City's information systems.
- (H) Completed a major upgrade of the Library system using Software as a Service (SaaS).
- (I) Renegotiated a new contract with Verizon for enhanced telecommunication services.
- (J) Restructured the IT Department to deliver enhanced business services.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Redesign and implement a new web page for the City of Garland and implement a new City Intranet.
- (B) Upgrade the BANNER utility billing and collection system.
- (C) Develop and publish an IT Services catalog to allow for better industry benchmarking.
- (D) Increase ITS focus on understanding departments' business needs and on developing high impact solutions.
- (E) Implement an enterprise agreement with Microsoft and upgrade our base products.
- (F) Complete the expansion of the City's fiber network.
- (G) Complete the installation of a third 800 MHz simulcast radio site.
- (H) Replace the in-car digital video system for the Police Department.
- (I) Implement Electronic Patient Care Reporting (ePCR) for the Paramedics.
- (J) Implement enhanced 911 capabilities to more accurately locate calls made from within City facilities.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Percentage of Help Desk First Call Resolution	21%	25%	30%
(2) Average Number of Days a Help Desk Call Remains Open	4.00	3.35	3.00
(3) 800 MHz Radio System Annual Downtime (system is unavailable, excluding maintenance)	< 1 hour	0 hours	< 5 hours
(4) Server Availability for Major Enterprise IT Systems, Excluding Maintenance			
(a) Finance/Payroll	99%	99%	99%
(b) Human Resources	99%	99%	99%
(c) Utility Billing	99%	99%	99%
(d) Computer-Aided Dispatch	99%	99%	99%
(e) Email	99%	99%	99%
(f) Internet	99%	99%	99%
(5) Deliver IT-Managed Projects within a 10% Variance in:			
- Approved Budget	55%	100%	100%
- Approved Schedule	45%	63%	100%

Information Technology Fund

INFORMATION TECHNOLOGY

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
BY CATEGORY:				
Personnel	\$5,209,829	\$5,324,338	\$5,324,338	\$5,457,722
Operations	3,979,582	4,470,716	5,241,946	4,814,701
Charge-Outs	0	0	0	0
Capital	117,080	108,440	115,291	0
Non-Departmental	3,211,818	3,330,871	3,170,871	3,177,651
TOTAL EXPENDITURES	<u>\$12,518,309</u>	<u>\$13,234,365</u>	<u>\$13,852,446</u>	<u>\$13,450,074</u>

BY OPERATIONAL AREA:

Administration	\$982,046	\$969,674	\$1,094,841	\$985,354
Client Services	2,046,699	2,257,929	2,304,149	2,558,762
Project Services	220,213	316,224	316,224	430,275
Network Services	1,264,697	1,654,846	1,736,670	1,405,913
Help Desk	1,568,375	1,323,219	1,835,469	1,604,241
Graphic Information System	684,884	603,563	603,563	646,981
Administration (Communications)	142,634	221,410	221,410	158,565
Telecommunications	1,659,027	1,703,075	1,712,210	1,558,654
Radio Communications	666,634	853,554	857,039	923,678
Network Services	71,282	0	0	0
Non-Departmental	3,211,818	3,330,871	3,170,871	3,177,651
TOTAL EXPENDITURES	<u>\$12,518,309</u>	<u>\$13,234,365</u>	<u>\$13,852,446</u>	<u>\$13,450,074</u>

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$215,709
Percentage Change	2%

STAFFING

Full-Time Positions	62	59	59	59
Part-Time Positions	2	0	0	0
TOTAL STAFFING	<u>64</u>	<u>59</u>	<u>59</u>	<u>59</u>

SIGNIFICANT CHANGES AND NOTES

\$424,000 is being added to the FY 2009-10 Revised and the FY 2010-11 Adopted Budgets to upgrade the City's Microsoft platform. This will allow the City to continue having support and prevent problems in interacting with various end user applications.

DEPARTMENT MISSION

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

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

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

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Full Compliance Peer Review.
- (B) Developed and presented Fraud training class.
- (C) Added value by advising departments on internal control issues and committee assignments.
- (D) Provided Management with recommendations on improving government operations.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Complete 80% of Annual Audit Plan.
- (B) Gain concurrence on at least 90% of recommendations.
- (C) Work within budget developed at beginning of year.
- (D) Develop an IT Audit function.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Percent of Recommendations Agreed to by Management	96%	93%	93%
(2) Percent of Resource Usage (Audit Time/Available Time)	75%	75%	75%
(3) Percent of Output (Audits Completed vs. Planned)	78%	80%	80%
(4) Cost Per Billable Hour	\$60.00	\$65.00	\$65.00
(5) Cost Per Available Hour	\$45.00	\$48.00	\$48.00
(6) Cost Per Total Hours	\$40.00	\$45.00	\$45.00

General Fund

INTERNAL AUDIT

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$427,984	\$437,502	\$437,502	\$464,029
Operations	19,466	30,015	31,742	27,088
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$447,450</u>	<u>\$467,517</u>	<u>\$469,244</u>	<u>\$491,117</u>

BY OPERATIONAL AREA:

Internal Audit	\$447,450	\$467,517	\$469,244	\$491,117
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TOTAL EXPENDITURES	<u>\$447,450</u>	<u>\$467,517</u>	<u>\$469,244</u>	<u>\$491,117</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$23,600
Percentage Change	5%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Library builds community by providing a central source of information, materials, services, programs, and personal assistance for success and quality of life. The Library makes available essential technology as well as impacting economic development by supporting early literacy, workforce development, small businesses, and urban physical development.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Cooperative transition of Library network maintenance to the City IT Department, with joint effort in long-range planning for Library Technology.
- (B) Planning, configuration, and training completed for implementation of major migration to a new integrated library software system scheduled to “go live” June 2010. The Symphony system will be hosted (maintained) by contract with SirsiDynix, which will provide users with a true portal experience.
- (C) Set record for number of library materials loaned to users — 1,831,595.
- (D) Design and bid package completed for Central Library main floor renovation (construction start anticipated in fall 2010). New floor plan reallocates office space to public use and includes thematic children’s area, teen space, group study rooms, community technology center, and coffee vending/lounge area.
- (E) Establishment of an in-house marketing team and completed Proof of Concept Trial for using mobile technology devices for improved service delivery.
- (F) Development of 23 online lesson courses in Web 2.0 applications for professional staff, with training completed by all Librarians.
- (G) Implementation of a building security system at Walnut Creek Branch Library.
- (H) ClearWire Communications lease for wireless equipment installed on the South Garland Branch property. Uses existing electrical transmission tower and generates \$7,000 annually for the General Fund.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Fully develop enhancements for new online catalog user portal (“One-Stop Library”).
- (B) Complete renovation of Central Library main floor.
- (C) Develop employee wellness training and support City of Garland initiatives.
- (D) Continue upgrade of library exterior signs to computer-managed, LED monument signs.
- (E) Complete update to Long-Range Plan and Collection Development Plan.

KEY PERFORMANCE MEASURES

	2008-09 ACTUAL	2009-10 PROJECTED	2010-11 PROJECTED
(1) Materials Loaned	1,857,317	1,914,000	2,010,000
(2) Online Catalog Use	2,317,370	2,433,000	2,555,000
(3) Public Computer Use	239,814	260,000	265,000
(4) Program Attendance	20,513	23,000	25,000
(5) Citizen Requests for Research Assistance	114,798	125,000	125,000
(6) Library Visitors	904,644	872,000	872,000

General Fund

LIBRARY

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$3,523,478	\$3,725,686	\$3,725,686	\$3,768,608
Operations	470,550	461,181	538,356	479,375
Charge-Outs	0	0	0	0
Capital	65,574	0	88,881	0
TOTAL EXPENDITURES	<u>\$4,059,602</u>	<u>\$4,186,867</u>	<u>\$4,352,923</u>	<u>\$4,247,983</u>

BY OPERATIONAL AREA:

Administration	\$577,541	\$525,213	\$615,694	\$531,212
System Support	315,532	336,646	336,646	338,633
Online Services	230,094	157,952	232,852	337,035
Ridgewood Branch	19,204	0	0	0
Walnut Creek Branch	275,998	290,832	290,832	295,139
North Garland Branch	245,323	272,249	272,249	271,685
South Garland Branch	645,648	698,560	698,560	693,945
Central Public Services	1,750,262	1,905,415	1,906,090	1,780,334

TOTAL EXPENDITURES	<u>\$4,059,602</u>	<u>\$4,186,867</u>	<u>\$4,352,923</u>	<u>\$4,247,983</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$61,116
Percentage Change	1%

STAFFING

Full-Time Positions	48	48	48	48
Part-Time Positions	38	38	38	38
TOTAL STAFFING	<u>86</u>	<u>86</u>	<u>86</u>	<u>86</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2010-11 Adopted Budget includes ten (10) additional City standard workstations for public access use (total cost of \$15,300) to coincide with the minor remodeling and expansion of the Central Library's floor space to be completed in fall 2010. Additionally, approximately \$75,000 has been reserved within the IT Project Fund for future IT-related requirements for the Library.

Library Grant Fund

LIBRARY GRANT - NETLS

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$330,949	\$365,812	\$365,812	\$443,405
Operations	374,692	324,737	324,737	245,858
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Indirect	32,382	35,000	35,000	35,000
TOTAL EXPENDITURES	<u>\$738,023</u>	<u>\$725,549</u>	<u>\$725,549</u>	<u>\$724,263</u>

BY OPERATIONAL AREA:

NETLS - State	\$705,326	\$649,515	\$649,515	\$643,263
TANG - Federal	32,697	76,034	76,034	81,000

TOTAL EXPENDITURES	<u>\$738,023</u>	<u>\$725,549</u>	<u>\$725,549</u>	<u>\$724,263</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$1,286)
Percentage Change				0%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

The FY 2010-11 Adopted Budget includes the addition of one (1) full-time position (total cost of \$77,000) to assist NETLS member libraries with their IT requirements. This activity has previously been outsourced at a cost of \$71,400.

DEPARTMENT MISSION

The Municipal Court Services Department is the justice center for the City of Garland. It is an impartial facility designed to provide professional assistance to citizens in disposing of their cases before the Court. The Court strives to provide accurate, timely, and thorough processing of court records and to ensure the proper collection of fines and penalties.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Redefined the Court's receipts to comply with legal requirements.
- (B) Successfully participated in the statewide warrant roundup efforts.
- (C) Restructured Court organization to operate more efficiently and save costs by decreasing management staff and redistributing functions.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Implement Scofflaw pilot program for North Texas.
- (B) Eliminate dependence on Omnibus Program.
- (C) Upgrade Court Software.
- (D) Resolve paper intensive operations of the PTA docket.
- (E) Comply with Office of Court Administration (OCA) compliance requirements.
- (F) Begin efforts for Onbase connectivity to the Police Department.
- (G) Implement Live Chat for the public via the Court's website.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Number of Cases Cleared Prior to Warrant	42,551	47,444	52,338
(2) Number of Warrants Issued	19,117	18,544	17,864
(3) Number of Warrants Cleared from File	18,243	18,807	19,183
(4) Percent Cleared of Warrants Issued	95%	100%	100%
(5) Citations Processed Per Court Full-Time Clerk	2,239	2,497	2,754
(6) Number of Court Dockets Held	38,463	42,853	40,408

General Fund

MUNICIPAL COURT

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$1,943,930	\$1,987,638	\$1,987,638	\$1,714,217
Operations	238,477	280,145	274,475	318,088
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$2,182,407</u>	<u>\$2,267,783</u>	<u>\$2,262,113</u>	<u>\$2,032,305</u>

BY OPERATIONAL AREA:

Court	\$2,182,407	\$2,267,783	\$2,262,113	\$2,032,305
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TOTAL EXPENDITURES	<u>\$2,182,407</u>	<u>\$2,267,783</u>	<u>\$2,262,113</u>	<u>\$2,032,305</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$235,478)
Percentage Change	-10%

STAFFING (Excludes 2 Banked Positions)

Full-Time Positions	34	32	29	27
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>34</u>	<u>32</u>	<u>29</u>	<u>27</u>

SIGNIFICANT CHANGES AND NOTES

Two (2) positions were eliminated in FY 2008-09, the Marshal program was transferred to the Office of City Attorney in FY 2009-10 Revised [three (3) positions and operational funds], plus two (2) vacant positions (both Court Services Assistants) are to be banked in FY 2010-11. The FY 2010-11 Adopted Budget includes \$50,400 of technology-related items that will qualify for reimbursement from escrowed technology fees, which have been designated by State law for such usage. The Scofflaw Program with Dallas County continues to supplement total Court revenues by approximately 5% (\$225,000), with minimal expenses related to the program.

DEPARTMENT MISSION

The mission of Organizational Development (OD) is to provide policy makers and City management with project management, information, research, and analysis services that are critical for delivering strategic initiatives and making prudent policy, operating, and planning decisions. OD serves as the City's internal consulting unit by providing departments with numerous professional services to address management and operating challenges on both a short-term and ongoing basis. Through these services, OD strives to ensure quality delivery of interdepartmental projects, improve the quality of management decisions, enhance the effectiveness and efficiency of City services, and reduce the organization's reliance on outside consultants.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Provided project management services for the Phase I Downtown Redevelopment Project, resulting in:
 - Timely completion of the Utility Services buildings renovation/construction; utility and streetscape improvements on 5th, Austin, and Sixth Streets; and relocation of IT operations.
 - Realized project savings of an additional \$34,000 on the Emergency Management building renovation, making a total of \$128,000 in Emergency Management project savings released for reprogramming.
 - Projected savings of \$3.5 million on the USB projects to be released for reprogramming.
- (B) Provided project management services to coordinate the implementation of the GREAT Homes Program, resulting in:
 - Designation as a "High Performing City" by the State of Texas.
 - Increased TX NSP1 grant funding of \$800,000 (8 additional homes).
 - State of Texas proposal to reserve grant funding for Garland for up to 50 additional homes through TX NSP2 grant.
- (C) Provided project management services to select vendor(s) for the City Internet and Intranet systems.
- (D) Provided business analysis services to implement the new Code Compliance software system.
- (E) Coordinated revisions to policies, processes, and rate structure for EWS solid waste collections.
- (F) Established a City Property Inventory, including Real Estate Management Office and processes.
- (G) Reduced OD staff and temporary labor hours to produce the Neighborhood Benchmarking Survey reports by 94% through various automation and report redesign efforts.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Continued Total Project Management of the Downtown Redevelopment Project, Phase II, including: completion of 6th Street DART crossing, Katy Mews Pedestrian Corridor, relocation of Heritage Park, and additional redevelopment projects in the Downtown area.
- (B) Project management and business analysis services for the Internet/Intranet system deployments.
- (C) Facilitate technology, process, and organizational improvements in the Facility and Construction Management Department.

KEY PERFORMANCE MEASURES

	2008-09 ACTUAL	2009-10 PROJECTED	2010-11 PROJECTED
(1) Development/Improvement Projects Completed	7	9	7
(2) Technology Projects Completed	3	3	5
(3) Management Services Provided	15	14	14
(4) Neighborhood Surveys Distributed	8,289	7,575	5,702
(5) Neighborhood Field Assessments (No. of homes)	2,055	2,079	1,744

Information Technology Fund
ORGANIZATIONAL DEVELOPMENT

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$307,189	\$319,267	\$319,267	\$322,706
Operations	28,443	53,935	57,935	51,450
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$335,632</u>	<u>\$373,202</u>	<u>\$377,202</u>	<u>\$374,156</u>

BY OPERATIONAL AREA:

Organizational Development	\$335,632	\$373,202	\$377,202	\$374,156
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TOTAL EXPENDITURES	<u>\$335,632</u>	<u>\$373,202</u>	<u>\$377,202</u>	<u>\$374,156</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$954
Percentage Change	0%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Parks, Recreation and Cultural Arts Department plans, provides, and preserves opportunities that promote recreational, cultural, and natural resource experiences for the social, economic, and environmental benefit of the citizens of Garland.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Surf and Swim Wave Pool's 25th Anniversary celebration promotion received the World Waterpark Association "Promotional Award," and the pool's 32nd video commercial was a top three finalist for the World Waterpark Association "Wave Review" award.
- (B) The Atrium at the Granville Arts Center received Wedding Wire's "Bride's Choice Award" for wedding and reception venues.
- (C) Hosted GISD's 8th annual "Granville Theatre Awards" honoring outstanding theatrical achievements of GISD high school students and coordinated the 22nd annual "Visual Arts Awards" for GISD Seniors.
- (D) Presented, in conjunction with the Garland Cultural Arts Commission, Inc., the "Outstanding Business for the Arts Award" at the Garland Chamber of Commerce annual banquet.
- (E) Received Tree City USA certification for 2009, conducted an Arbor Day ceremony, and partnered with GP&L for the "Tree Power" program which provided 500 free trees to Garland citizens to promote energy conservation.
- (F) Implemented the use of propane-powered riding mowers to reduce carbon emissions; implemented recycling efforts at all Parks, Recreation and Cultural Arts Department (PRCAD) facilities including swimming pools, and redesigned thoroughfare entryway planting area using drought-tolerant landscape plantings.
- (G) Conducted popular special events including the Valentine's Day Sweetheart Dance (700 attendees), the Juneteenth Celebration (300), the Easter Egg Hunt (500), and the Cinco de Mayo Celebration (400), and co-sponsored the Garland NAACP Health Fair (800).
- (H) Participated in the City's neighborhood revitalization GREAT Homes Program by providing landscape renovation and a landscape maintenance manual for a residence on Windsor Avenue.
- (I) Provided \$30,000 in recreation program assistance to low-income Garland families.
- (J) Capital Improvements Projects:
 - Construction underway for the new Harris Hollabaugh Recreation Center and Park development.
 - Construction started for Duck Creek Greenbelt pond improvements associated with the University Channel project.
 - Design work completed for the Bradfield Recreation Center Renovation and Spring Creek Forest Visitors Area.
 - New trail completed in Wynne Park and design work underway for the following trail projects: Duck Creek Greenbelt trail – south extension, Winters Park / Spring Creek Greenbelt trail, and Spring Creek Forest Greenbelt trail.
 - Renovation completed for Bradfield Park Swimming Pool.
 - New playground improvements at Winters Park and Audubon Park completed.
 - Pond and picnic shelter improvements completed in the Harris section of Spring Creek Greenbelt.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Open to the public the new Harris Hollabaugh Park and Recreation Center.
- (B) Re-open to the public the renovated Bradfield Recreation Center.
- (C) Relocate Lake Pointe Marina to the John Paul Jones Park area at Lake Ray Hubbard.
- (D) Reduce fuel consumption of senior transportation buses by 5%.
- (E) Promote water safety to Garland youth through GISD.
- (F) Implement automated reservation system for lights at rental sports fields and picnic pavilions.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Recreation Center Attendance	970,966	935,000	1,049,000
(2) Sports League Participation	251,211	252,000	252,000
(3) Senior Center Participation	124,019	130,000	130,000
(4) Swimming Pool Attendance	129,125	130,000	130,000
(5) Arts Center Participation	158,100	165,000	170,000
(6) Total Facility Attendance/Participation	1,633,421	1,612,000	1,731,000
(7) Acres of Turf Mowed	22, 302	23, 000	23,000
(8) Litter Collected (pounds)	932,180	950,000	950,000
(9) General Fund Revenue	\$1,138,417	\$1,129,000	\$1,140,000
(10) Recreation Performance Fund Revenue	\$935,180	\$767,800	\$846,960
(11) Total Departmental Revenue	\$2,073,597	\$1,896,800	\$1,986,960

General Fund

PARKS, RECREATION AND CULTURAL ARTS

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$6,806,763	\$7,047,814	\$7,047,814	\$7,294,885
Operations	1,716,989	1,826,835	1,900,038	1,900,365
Charge-Outs	0	(282,675)	(282,675)	(282,674)
Capital	0	202,000	151,875	144,200
TOTAL EXPENDITURES	<u>\$8,523,752</u>	<u>\$8,793,974</u>	<u>\$8,817,052</u>	<u>\$9,056,776</u>

BY OPERATIONAL AREA:

Administration & Development	\$649,603	\$637,033	\$639,271	\$639,324
Granville Arts Center	891,904	913,817	913,817	937,831
Recreation	2,961,275	3,062,071	2,999,629	3,270,990
Parks Division	4,020,970	4,181,053	4,264,335	4,208,631

TOTAL EXPENDITURES	<u>\$8,523,752</u>	<u>\$8,793,974</u>	<u>\$8,817,052</u>	<u>\$9,056,776</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$262,802
Percentage Change	3%

STAFFING (Excludes 2 Banked Positions)

Full-Time Positions	104	103	103	108
Part-Time Positions	10	10	10	10
TOTAL STAFFING	<u>114</u>	<u>113</u>	<u>113</u>	<u>118</u>

SIGNIFICANT CHANGES AND NOTES

The opening of Hollabaugh Recreation Center is scheduled for late fall 2010. Funding for four (4) full-time staff and continuing operational expenses totals \$229,000 in the FY 2010-11 Adopted Budget. Other funds from various sources will supplement the Hollabaugh package: \$22,800 for instructors, minor equipment, and program supplies via the Recreation Performance Fund; and \$67,300 for office furniture, rental tables & chairs, fitness equipment, and computer workstations via the CIP. An additional \$59,300 has been approved to unbank a position and provide additional operational expenses for the Bradfield Recreation Center due to the renovation that will be completed early in the new fiscal year. Additional funding includes: \$25,000 for a UV system for the children's area of Surf & Swim; \$63,000 to replace one (1) bus utilized in the Senior program; \$37,500 for a utility tractor in the Grounds Maintenance area; and \$18,700 to replace an electronic sign at the Granville Arts Center.

DEPARTMENT MISSION

The Planning Department's mission is to create and maintain a safe, compatible, attractive, and sustainable urban environment through the administration of reasonable development regulations and policies, and through implementation of the Comprehensive Plan and Economic Development Strategy. The department supports healthy, viable neighborhoods through coordination of the Office of Neighborhood Vitality, Strategy for Vital Neighborhoods, and neighborhood planning programs. The department informs decision-makers and citizens through special studies, research, and analysis; collecting and managing pertinent data; and disseminating information to the public and City officials.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Downtown Redevelopment Plan Implementation:
- Selected consultant for new Downtown Plaza design; initiated design project.
 - Submitted nomination for 2009 Statewide Transportation Enhancement Program (STEP) Grant to expand Downtown streetscape improvements (decision due in July 2010).
- (B) Development Process and Regulation:
- Unified Development Code draft to be completed in the fall of 2010 for public review.
 - Participated in City-owned property Barrier Removal Team (BRT).
 - Amended Lake Edge Zoning Ordinance; initiated subleases.
- (C) Envision Garland Comprehensive Plan:
- Draft to be completed in the fall of 2010 for public review.
- (D) Economic Development Study (market analysis, barriers to investment report, Envision Garland component, Economic Development Strategy) completed.
- (E) Strategy for Vital Neighborhoods:
- Coordinated Neighborhood Resource Team (NRT) work to guide strategic planning.
 - Developed framework for Neighborhood Indicators.
 - Awarded Annual Excellence in Neighborhood Service Award.
 - Worked with other departments to design and implement GREAT Homes program, public meetings, and open house.
 - Worked with Building Inspection to support public engagement efforts.
- (F) Office of Neighborhood Vitality:
- Held 2009 Neighborhood Summit (175 attendees).
 - Held 25 Garland Neighborhood Management Academy (GNMA) Classes (100+ attendees).
 - Completed 6 Neighborhood Vitality projects; initiated 12 new projects.
 - Supported 58 neighborhood associations; sponsored 11 block parties.
 - Coordinated quarterly City Manager meetings.
 - Developed Community Garden Program.
- (G) Redevelopment Program:
- Coordinated City's response to ARRA and facilitated coordination of report, internal control, audit and procurement procedures.
 - Coordinated hiring of Federal lobby firm, appropriation funding requests, and long-term Federal strategy.
 - Completed Economic Development Strategy with assistance from Leland Consulting Group.
 - Collaborated with Chamber of Commerce to secure CoStar commercial property database.

2009-10 DEPARTMENT ACCOMPLISHMENTS (Continued)

- (H) Submitted proposal and received funding from the North Central Texas Council of Governments (NCTCOG) for Forest/Jupiter Sustainable Development Planning Project.
- (I) Coordinated the National League of Cities (NLC) First Tier Suburbs Council Steering Committee summer meeting.
- (J) Demographic research and analysis:
 - 2010 Census preparation and promotion.
 - NCTCOG 2040 Demographic Forecast.
 - 2010 Annual Housing and Population Summary.
 - Development projections revenue model for January 2010 City Council financial retreat.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue implementation of Downtown Redevelopment Plan – Identify additional redevelopment projects, complete design for Plaza reconstruction and streetscape enhancement, and adopt form-based code.
- (B) Adopt “Envision Garland” Comprehensive Plan and initiate implementation program.
- (C) Adopt Unified Development Code and new Zoning Map.
- (D) Draft Form-Based Code for Northeast Garland.
- (E) Complete and implement Strategy for Vital Neighborhoods Strategic Plan and Indicators Program.
- (F) Implement Economic Development Strategy Action Plan, negotiate redevelopment projects, undertake targeted industry analysis, revise current incentive policies, and strengthen ties with commercial real estate community.
- (G) Collaborate with Chamber of Commerce in developing and implementing a joint work program for economic development.
- (H) Continue and promote Neighborhood Vitality and Garland Neighborhood Management Academy (GNMA) program activities; hold 2010 Neighborhood Summit.

KEY PERFORMANCE MEASURES

	2008-09 <u>ACTUAL</u>	2009-10 <u>PROJECTED</u>	2010-11 <u>PROJECTED</u>
(1) Development Cases Administered (zoning, plats, site plans, variances/waivers)	158	140	160
(2) Pre-Submittal Meetings	196	200	220
(3) Average Plan Review Response Time	4.1 days	3.8 days	4.0 days
(4) Neighborhood Vitality Projects	10	12	14
(5) New Neighborhood Associations Created	3	5	4
(6) Neighborhood Association Meetings (Office of Neighborhood Vitality)	18	20	20

General Fund

PLANNING

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$1,225,527	\$1,382,140	\$1,450,550	\$1,459,887
Operations	263,418	145,994	409,073	168,694
Charge-Outs	0	(117,252)	(151,703)	(151,451)
Capital	0	0	0	6,293
TOTAL EXPENDITURES	<u>\$1,488,945</u>	<u>\$1,410,882</u>	<u>\$1,707,920</u>	<u>\$1,483,423</u>

BY OPERATIONAL AREA:

Comprehensive Planning	\$841,526	\$790,799	\$862,247	\$823,525
Development Coordination	513,968	459,527	680,016	502,053
Community & Neighborhood Dev.	3,607	19,000	19,000	17,700
Office of Neighborhood Vitality	129,844	141,556	146,657	140,145

TOTAL EXPENDITURES	<u>\$1,488,945</u>	<u>\$1,410,882</u>	<u>\$1,707,920</u>	<u>\$1,483,423</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$72,541
Percentage Change	5%

STAFFING (Excludes 1 Banked Position)

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

SIGNIFICANT CHANGES AND NOTES

The FY 2010-11 Adopted Budget includes an additional \$30,000 to complete a \$150,000 planning study around the Forest/Jupiter DART Station. A grant from the NCTCOG in the amount of \$120,000 will pay for the remaining balance of this project. Also included in the Adopted Budget is an additional \$6,293 in capital to purchase a new plotter. Due to HUD requirements, a Loan Processor position has been moved out of the CDBG Fund and into the Planning Department in the FY 2009-10 Revised Budget. Half of the salary associated with this position will be charged into the Neighborhood Stabilization Program within the CDBG Fund and the CDBG Recovery project within the Stimulus Fund.

DEPARTMENT MISSION

The mission of the Garland Police Department is to protect life and property and to provide a feeling of safety and security in the community through fair and impartial enforcement of the law, community partnerships, and creative problem-solving.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Maintained **Average Response Times** for **Priority 1** Police calls for service; reduced Average Response Times for **Priority 2 and 3** calls for service.

	<u>Goal</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>2005</u>
Priority 1 Calls:	6 minutes	5.86	5.81	5.90	6.08	6.42
Priority 2 Calls:	10 minutes	9.87	10.30	10.18	10.38	11.35
Priority 3 Calls:	15 minutes	15.27	16.35	15.44	15.82	17.87

- (B) Expanded the existing CrimeStoppers program into GISD schools to combat burglaries and other crimes in the community.
- (C) Testing new technology, CopLogic, which allows citizens to report minor incidents via the internet that were already being reported by phone. This new program will save time for citizens who can complete the report from any computer without having to wait "on hold" for an officer on the phone or to arrive in person.
- (D) Developed and implemented an **automated alarm permit database** that will increase the accuracy of tracking false alarm calls and expired alarm permits. This is a significant step towards reducing the number of false alarms.
- (E) School Resource Officer (SRO) **Middle School Bicycle Program** conducted weekly. The program targets at-risk youth that do not have any extra-curricular activities. SROs and teachers conduct tutoring and provide homework assistance to all participants in the program. Over 150 bicycles were refurbished and put back into the community to underprivileged children.
- (F) **Garland Police Youth Program** conducted weekly. SROs tutored and offered assistance with homework to 1,260 kids after school.
- (G) **Garland Police Boxing Program** provided assistance to more than 200 at-risk youth. An average of 71 participants achieved **honor-roll status** every six weeks at their respective schools while competing favorably in state, local, and national boxing tournaments (including numerous local and state champions and one participant who made it to the semi-finals at the National Silver Gloves Tournament).

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Maintain or reduce Average Response Times with the following goals:
 - Priority 1 Calls: Less than 6 minutes
 - Priority 2 Calls: Less than 10 minutes
 - Priority 3 Calls: Less than 15 minutes
- (B) Continue to implement innovative crime fighting strategies in order to maintain a safe environment for all residents.
- (C) Continue to enhance the goal of real-time delivery of crime analysis data to officers and our community in order to deter criminal acts and increase apprehensions.
- (D) Identify relevant law enforcement technology to aid in the more effective delivery of police services to the community.
- (E) Continue efforts to recruit qualified personnel and minimize the employee turnover rate.

KEY PERFORMANCE MEASURES

	2008-09 <u>ACTUAL</u>	2009-10 <u>PROJECTED</u>	2010-11 <u>PROJECTED</u>
(1) Calls for Service	144,348	136,048	136,048
(2) Response Times (in minutes):			
(a) Priority 1	5.74	5.92	5.92
(b) Priority 2	9.95	9.53	9.53
(c) Priority 3	15.69	14.37	14.37
(3) Total Citations	53,245	52,857	52,857
(a) Moving Citations	25,421	26,095	26,095
(b) Non-Moving Citations	21,431	20,692	20,692
(c) Non-Traffic Citations	6,393	6,070	6,070
(4) Police Reports	24,286	23,230	23,230
(5) Total Arrests	13,900	13,059	13,059
(a) Felony Arrests	3,102	2,817	2,817
(b) Misdemeanor Arrests	10,798	10,242	10,242

General Fund

POLICE

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$38,808,437	\$39,534,850	\$39,534,850	\$39,675,986
Operations	3,580,253	4,079,651	4,094,340	3,914,172
Charge-Outs	0	0	0	0
Capital	9,267	0	0	0
TOTAL EXPENDITURES	<u>\$42,397,957</u>	<u>\$43,614,501</u>	<u>\$43,629,190</u>	<u>\$43,590,158</u>

BY OPERATIONAL AREA:

Administration	\$2,692,287	\$2,792,142	\$2,797,884	\$2,798,825
Uniformed Operations	15,792,265	16,124,966	16,137,654	16,392,114
CID (Criminal Investigation Division)	7,756,216	8,077,203	8,084,457	7,991,204
Staff/Support Services	16,157,189	16,620,190	16,609,195	16,408,015
TOTAL EXPENDITURES	<u>\$42,397,957</u>	<u>\$43,614,501</u>	<u>\$43,629,190</u>	<u>\$43,590,158</u>

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$24,343)
Percentage Change	0%

STAFFING (Excludes 5 Banked Positions)

Full-Time Positions	458	457	456	456
Part-Time Positions	2	2	2	2
TOTAL STAFFING	<u>460</u>	<u>459</u>	<u>458</u>	<u>458</u>

SIGNIFICANT CHANGES AND NOTES

In the FY 2009-10 Revised Budget, one (1) vacant Police Officer position was eliminated and the funding used to create a position in the Office of the City Attorney. In the FY 2010-11 Adopted Budget, City Council approved reinstatement of Step Increases and Bilingual Pay for Civil Service personnel, with the Bilingual Pay going into effect January 1, 2011.

Public Safety Grant Fund

POLICE GRANTS

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$286,927	\$112,209	\$0	\$0
Operations	55,839	190,869	44,500	83,299
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$342,766</u>	<u>\$303,078</u>	<u>\$44,500</u>	<u>\$83,299</u>

BY OPERATIONAL AREA:

State Training Grant	\$21,876	\$23,509	\$23,509	\$22,629
Gang Resistance Education and Training Program (GREAT) Grant	(200)	124,500	0	0
Victim Assistance Advocate	58,752	63,602	0	0
Justice Assistance Grant	16,999	14,091	14,091	51,370
Youth Programs	14,989	2,400	2,400	4,800
421 Grant	0	70,476	0	0
Gang Initiative	228,175	0	0	0
Internet Crimes Against Children (ICAC) - Juvenile Justice	2,175	4,500	4,500	4,500
TOTAL EXPENDITURES	<u>\$342,766</u>	<u>\$303,078</u>	<u>\$44,500</u>	<u>\$83,299</u>

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$219,779)
Percentage Change	-73%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

The FY 2009-10 Revised and FY 2010-11 Adopted Budgets reflect reduced Federal and State grant programs available to the City. One (1) grant-funded position in the Victim Assistance Advocate program was eliminated due to the reductions but was placed in another grant-funded program within the City. The reductions will negatively impact the City's ability to provide services and acquire specialized equipment and training previously funded through associated grant programs.

DEPARTMENT MISSION

The Public and Media Affairs Department's mission is to increase citizen awareness, understanding, and participation in all areas of municipal governance from the neighborhoods to City Hall by providing information about City government services and programs in order to make them more accessible to Garland citizens. This is accomplished through the City's Government Access Cable Channel, the *Garland City Press* and other publications, the City website, news media relations, and other means. The Public and Media Affairs Department works closely with the Community Relations Department to support marketing efforts and special events.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Helped develop Request for Proposal (RFP) for website redevelopment project as a member of the project Steering Committee.
- (B) Formed Web 2.0 Work Group to address issues related to City participation in social media sites such as Facebook, You Tube, and Twitter.
- (C) Reduced costs for *Garland City Press* production while maintaining production quality, quantity, and frequency.
- (D) Partnered with Northlake College (DCCCD) to utilize a video production intern to produce videos depicting "Green 101" classes hosted by the City's Water, Wastewater, and EWS Departments.
- (E) Produced special profile video about former City Manager Charles E. Duckworth to release in connection with the opening of the new Duckworth Utility Services Building.
- (F) Worked with Animal Services Department to create video public service announcements, *City Press* content, and news releases and awareness campaign for "Pet's Ticket Home," and to promote pet registration and adoption. This campaign was nominated for a statewide award by the Texas Association of Public Information Officers.
- (G) Successfully promoted Garland and its programs through news releases, media relations, various City communications tools, speaking to community groups, and other outreach efforts.
- (H) Continued media relations training to appropriate City staff and elected officials.
- (I) Continued to offer idea-sharing and professional development opportunities to community education and public information specialists in other City departments through the Public Information Group, which meets regularly.
- (J) Increased involvement in Garland Youth Council (GYC) by increasing size of group and allowing for multiple years of service.
- (K) Garland Youth Council hosted its third annual "Teens in the Driver Seat" Day to spread important safety messages to hundreds of teens and their parents.
- (L) Garland Youth Council partnered with Richland College to host a Career Fair, offering area teens the opportunity to meet and talk with practitioners in dozens of careers to help youth learn more about potential careers and how to prepare for them.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue and implement Website Redevelopment project in conjunction with the project Steering Committee.
- (B) Implement items from Year 3 of the CGTV PEG (Public, Education and Government) Fee 5-Year Plan to continue facility and equipment upgrades.
- (C) Continue to find creative ways to produce or acquire quality programming for CGTV while working within current budget restrictions.
- (D) Continue working with Web 2.0 Work Group to establish policies for City use of Web 2.0 technologies such as Facebook and Twitter. Use results of pilot projects currently underway to create a strategy for utilizing such technologies.
- (E) Work with Garland Youth Council to host a Youth Town Hall Meeting to gather input from Garland youth per the GYC's mission and purpose.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) <i>Garland City Press</i> Productions (in conjunction with Community Relations Department)	6	6	6
(2) Garland Youth Council Projects/Events (not including committee meetings)	20	20	20
(3) Positive News Coverage/Successful Placement of Event Notices (<i>The Garland News</i> ceased publication in late 2009)	332	250	250
(4) CGTV Locally-Produced Programs Including Regular City Council and Plan Commission Meetings (accomplished with 2 full-time employees)			
• Work Session Broadcasts	24	24	24
• City Council Meeting Broadcasts	24	24	24
• Plan Commission Meeting Broadcasts	23	22	22
• Town Meeting Broadcasts	5	5	5
• City Council Candidate Forum	1	1	1
• Election Results Broadcasts	1	1	1
• Council Promo Tapings (ceased production in March 2010)	24	12	0
• "Garland in Focus" Productions	2	2	2
• Crime Watch Tapings	4	2	4
• "Living in Garland" Tapings	3	3	3
• Topical Public Service Announcements / Informational Videos	4	14	6
• TV Billboards	36	40	40

General Fund

PUBLIC AND MEDIA AFFAIRS

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$256,051	\$261,302	\$261,302	\$262,853
Operations	64,872	32,938	32,938	25,968
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$320,923</u>	<u>\$294,240</u>	<u>\$294,240</u>	<u>\$288,821</u>

BY OPERATIONAL AREA:

Public and Media Affairs	\$320,923	\$294,240	\$294,240	\$288,821
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TOTAL EXPENDITURES	<u>\$320,923</u>	<u>\$294,240</u>	<u>\$294,240</u>	<u>\$288,821</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$5,419)
Percentage Change				-2%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

Purchasing’s mission is to manage a centralized procurement system that (1) purchases all goods and services, (2) provides professional management of Citywide initiatives, (3) directs investment recovery through sale or disposal of salvage and surplus materials, and (4) applies procurement skills and technology resulting in high quality, cost-effective services for all City departments, thereby partnering to deliver first class services to the citizens.

Vision: Purchasing is focused on providing the best value for each tax dollar.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Implemented the HUB strategic objectives.
- (B) Introduced procurement system training for Department Purchasing Coordinators.
- (C) Created the Procurement Card Policies and Procedures Manual.
- (D) Increased internet auctions for sale of surplus/salvage and impounded items.
- (E) Savings and investment recovery added \$8,859,621 to the bottom line of the approved budgets of City departments. This amount equals 14 times the total approved Purchasing budget.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Enhance purchasing website with additional information for HUB suppliers.
- (B) Automate management of vehicle tags and titles.
- (C) Create procurement process for professional services for use by all City departments.
- (D) Automate data management of contracts.

KEY PERFORMANCE MEASURES

	2008-09 ACTUAL	2009-10 PROJECTED	2010-11 PROJECTED
(1) Savings and Investment Recovery Generated	\$8,859,621	\$3,000,000	\$5,000,000
(2) Percent Expenditure through Purchasing/ Warehouse	93%	92%	92%
(3) Percent Transactions - Purchasing/Warehouse	8%	8%	8%
(4) Percent Expenditure through Depts./P-Cards	8%	8%	8%
(5) Percent Transactions - Depts./P-Cards	92%	92%	92%
(6) Total PO Dollars as Percent of Operating + Capital + CIP	18%	20%	20%
(7) Training of Departments & Vendors (# of people)	245	200	200
(8) Outreach Events to HUB and Garland Vendors	11	8	8

General Fund

PURCHASING

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$588,561	\$595,059	\$595,059	\$601,023
Operations	41,105	49,028	51,787	43,420
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$629,666</u>	<u>\$644,087</u>	<u>\$646,846</u>	<u>\$644,443</u>

BY OPERATIONAL AREA:

Purchasing	\$629,666	\$644,087	\$646,846	\$644,443
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TOTAL EXPENDITURES	<u>\$629,666</u>	<u>\$644,087</u>	<u>\$646,846</u>	<u>\$644,443</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$356
Percentage Change	0%

STAFFING

Full-Time Positions	8	8	8	8
Part-Time Positions	1	1	1	1
TOTAL STAFFING	<u>9</u>	<u>9</u>	<u>9</u>	<u>9</u>

SIGNIFICANT CHANGES AND NOTES

Recreation Performance Fund

RECREATION ACTIVITIES

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$121,467	\$131,035	\$131,035	\$131,310
Operations	655,599	594,027	631,278	684,278
Charge-Outs	0	0	0	0
Capital	0	48,300	48,300	62,000
Non-Departmental	45,019	44,084	44,084	114,460
TOTAL EXPENDITURES	<u>\$822,085</u>	<u>\$817,446</u>	<u>\$854,697</u>	<u>\$992,048</u>

BY OPERATIONAL AREA:

Activities	\$21,912	\$51,700	\$51,700	\$100,679
Senior Events	208,518	192,400	196,079	187,500
Classes	330,149	331,159	346,904	356,471
Therapeutic Recreation	(1,942)	0	0	0
Garland Swim Program	134,598	105,481	105,481	105,781
Tennis	26,689	27,432	27,432	62,432
Reservations	57,142	65,190	83,017	64,725
Transfers to General Fund	30,000	30,000	30,000	100,000
Non-Departmental	15,019	14,084	14,084	14,460

TOTAL EXPENDITURES	<u>\$822,085</u>	<u>\$817,446</u>	<u>\$854,697</u>	<u>\$992,048</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$174,602
Percentage Change	21%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

Approved expenditures include \$40,000 for various equipment and \$10,000 for an electronic sign for the recently remodeled Bradfield Recreation Center; three new or expanded programs whose expenses will be covered by additional fee income to include: outdoor education program for \$15,500, contract instructors for \$11,000, and summer basketball league for \$12,000; plus three (3) items referred via Parks in the General Fund: repair of ten (10) tennis courts for \$35,000, various one-time miscellaneous items for the new Hollabaugh Recreation Center for \$22,900, and a lift for staff use at the Atrium for \$12,000.

DEPARTMENT MISSION

The Risk Management Department's mission is to minimize the potential for losses of the City's human, fiscal, and physical assets and the impact losses have on the organization so that resources can be directed toward other needs of the City and community. The department identifies and evaluates the exposure to loss and designs and administers programs to prevent, reduce potential for, control, or provide financing for losses.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Continued improvements to claim-handling process.
- (B) Secured full-time Insurance and Claims Coordinator for comprehensive investigations and claim-handling.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Implement online accident reporting.
- (B) Implement Risk Management Information System (RMIS).

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Number of Liability Claims Filed	354	370	390
(2) Number of Liability Claims Paid	157	120	130
(3) Number of Injury Leave Hours	16,993	16,776	16,776
(4) Average Annual Cost of Workers' Compensation per Employee	\$739	\$659	\$659

Self Insurance Fund

RISK MANAGEMENT

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$659,905	\$665,597	\$665,597	\$771,888
Operations	111,931	163,146	163,146	157,733
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	8,138	5,564	5,564	13,781
TOTAL EXPENDITURES	<u>\$779,974</u>	<u>\$834,307</u>	<u>\$834,307</u>	<u>\$943,402</u>

BY OPERATIONAL AREA:

Risk Management	\$771,836	\$828,743	\$828,743	\$929,621
Non-Departmental	8,138	5,564	5,564	13,781

TOTAL EXPENDITURES	<u>\$779,974</u>	<u>\$834,307</u>	<u>\$834,307</u>	<u>\$943,402</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$109,095
Percentage Change	13%

STAFFING (Excludes 1 Banked Position)

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

SIGNIFICANT CHANGES AND NOTES

In the FY 2009-10 Revised Budget, a Safety Coordinator position has been unbanked. Salary savings and operating reductions in the Self Insurance Fund will offset the cost of this position.

DEPARTMENT MISSION

SafeLight Garland’s mission is to reduce red light running and the vehicle crashes, injuries, and deaths that can result from red light running. The program is tasked with enforcing the City ordinance created to address this dangerous driver behavior. SafeLight Garland serves as a force-multiplier for the Garland Police Department and provides public education regarding the program and the issue of red light running.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Reorganize SafeLight Department under Municipal Court Services.
- (B) Implemented new attorney collection letter.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Implement Scofflaw Program to assist in collection of outstanding fines.
- (B) Explore integration of GIS mapping with SafeLight data.
- (C) Evaluate program parameters and survey best practices.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Decrease in Crashes Caused by Red Light Runners at Monitored Approaches (Before vs. After)	60%	65%	65%*
(2) Decrease in Injuries at Intersections with Red Light Cameras	28%	28%	28%*

* Estimates in the absence of updated data

SafeLight Fund

SAFELIGHT GARLAND

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$106,369	\$111,407	\$111,407	\$113,126
Operations	1,123,031	795,600	733,200	730,656
Charge-Outs	0	0	0	0
Capital	0	56,742	0	0
Non-Departmental	1,285	12,036	12,036	13,877
TOTAL EXPENDITURES	<u>\$1,230,685</u>	<u>\$975,785</u>	<u>\$856,643</u>	<u>\$857,659</u>

BY OPERATIONAL AREA:

SafeLight Garland Program	\$1,229,400	\$963,749	\$844,607	\$843,782
Non-Departmental	1,285	12,036	12,036	13,877

TOTAL EXPENDITURES	<u>\$1,230,685</u>	<u>\$975,785</u>	<u>\$856,643</u>	<u>\$857,659</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$118,126)
Percentage Change	-12%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

FY 2009-10 Revised reflects \$119,100 earmarked for Public Safety items for the Fire Department that were transferred for funding from the SafeLight Fund to salary savings in the General Fund. The agreement with the SafeLight vendor calls for catch-up payments on the amortized portion of an additional three intersections installed approximately two years ago. Based on current revenue estimates, approximately \$5,000 per month is funded to the vendor over and above normal camera rental payments to cover these costs.

Stimulus Grant Fund

STIMULUS GRANTS

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$0	\$0	\$119,124	\$263,253
Operations	0	1,166,365	1,710,533	243,197
Charge-Outs	0	0	0	0
Capital	0	0	85,000	1,455,000
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$0</u>	<u>\$1,166,365</u>	<u>\$1,914,657</u>	<u>\$1,961,450</u>

BY OPERATIONAL AREA:

Housing and Community Development	\$0	\$1,166,365	\$1,381,852	\$38,956
Public Safety	0	0	326,802	59,884
Natural Resources and Energy	0	0	206,003	1,862,610

TOTAL EXPENDITURES	<u>\$0</u>	<u>\$1,166,365</u>	<u>\$1,914,657</u>	<u>\$1,961,450</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$795,085
Percentage Change	0%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

A Victim Assistance Advocate is being moved from the Public Safety Grant Fund to the Byrne JAG National Grant within the Stimulus Fund in the FY 2009-10 Revised Budget. The FY 2010-11 Adopted Budget includes \$1,455,000 from the Energy Efficiency & Conservation Block Grant (EECBG) for the purchase of a new HVAC system at City Hall.

DEPARTMENT MISSION

Stormwater Management's mission is to maintain natural and man-made drainageways in free-flowing condition, to reduce the risk of localized stormwater flooding, to reduce stormwater pollution as required by State and Federal laws, to manage flood plain development, and to manage the municipal drainage utility system.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Finished the 14th consecutive year under an EPA/TCEQ stormwater discharge permit with no violations, monetary penalties, or administrative orders.
- (B) Managed the stormwater management plan elements conducted by 8 municipal departments, reported the results in the annual TCEQ stormwater discharge report, and converted the customary 6-inch hard copy of the report to a more efficient electronic version that is easier to distribute, utilize, and store.
- (C) Participated in regional stormwater programs with the NCTCOG and other member cities that utilized cost-sharing and cooperative purchases to facilitate meeting Federal and State stormwater requirements in a more efficient and cost-effective manner.
- (D) Increased stormwater public education efforts at schools which resulted in 90 school presentations that reached more than 1,300 GISD students.
- (E) Promoted efficiency in the plan review process by completing Stormwater Pollution Prevention Plan (SWPPP) reviews within 3 business days of receipt by Stormwater Management.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Meet all EPA/TCEQ stormwater discharge requirements, preventing the assessment of monetary or administrative penalties.
- (B) Participate in NCTCOG regional stormwater programs that are instrumental in meeting Federal and State stormwater requirements in the most efficient and cost-effective manner available.
- (C) Institute a public outreach and education campaign to reduce the use of plastic shopping bags and water bottles.
- (D) Develop and implement an internal employee training program that targets specific department activities affecting stormwater quality.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Stormwater Hotline Call Responses (79) within 1 Business Day	100%	100%	100%
(2) Stormwater Construction Plans Reviewed (122) within 3 Business Days	100%	100%	100%
(3) Construction Site Stormwater Inspections Conducted (46,027) as Required by Permit	100%	100%	100%
(4) 48 Stormwater Presentations Conducted at GISD Schools Annually as Required by Permit	188%	150%	150%
(5) 7 Miles of Storm Drain Channels Maintained Annually as Required by Permit	771%	350%	350%
(6) Floatables Removed from 35 Miles of Creeks/Channels Twice Annually as Required by Permit	100%	100%	100%

Stormwater Management Fund

STORMWATER MANAGEMENT

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$1,758,520	\$2,177,287	\$2,177,287	\$2,184,422
Operations	903,738	1,364,178	1,421,750	1,303,310
Charge-Outs	0	(59,602)	(59,602)	(60,646)
Capital	134,022	0	0	0
Non-Departmental	354,313	350,787	350,787	409,449
TOTAL EXPENDITURES	<u>\$3,150,593</u>	<u>\$3,832,650</u>	<u>\$3,890,222</u>	<u>\$3,836,535</u>

BY OPERATIONAL AREA:

Drainage Maintenance	\$1,354,638	\$1,333,340	\$1,378,915	\$1,276,366
Erosion Control	156,872	205,775	205,775	204,604
Local Flooding	238,595	460,346	472,343	431,700
Regional Monitoring	40,504	46,392	46,392	80,855
Industrial Facility Compliance	92,720	94,099	94,099	94,797
Illicit Discharge Reduction	186,627	200,215	200,215	202,990
Education/Information	123,100	152,466	152,466	165,315
Household Toxics Reduction	229,388	248,411	248,411	231,411
Administration	159,105	154,397	154,397	162,355
Floodplain Management	105,835	122,454	122,454	113,032
Customer Service	108,896	112,457	112,457	112,350
Litter Control	0	351,511	351,511	351,311
Non-Departmental	354,313	350,787	350,787	409,449
TOTAL EXPENDITURES	<u>\$3,150,593</u>	<u>\$3,832,650</u>	<u>\$3,890,222</u>	<u>\$3,836,535</u>

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$3,885
Percentage Change	0%

STAFFING

Full-Time Positions	25	25	25	25
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>25</u>	<u>25</u>	<u>25</u>	<u>25</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Street Department’s mission is to provide high quality service to the citizens of Garland by maintaining, repairing, and/or replacing streets, alleys, and other related infrastructure. The department will provide a safe road system through proper maintenance, rehabilitation, and replacement of failed segments of pavement and all other related infrastructure while upholding the highest regard for customer satisfaction.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed 8 alley reconstruction projects, 6 asphalt rehabilitation projects, 12 street reconstruction projects, and 5 concrete street repair projects in Year 3 of the 3-year street construction program.
- (B) Installed 11 road humps on 4 streets and 2 road humps in 1 alley.
- (C) Reduced Fleet Services budget by \$100,000 from FY 2008-09 to FY 2009-10.
- (D) Purchased and installed a new 7,000-gallon asphalt emulsion tank and completed all regulatory requirements. Disposed of two existing asphalt emulsion tanks.
- (E) Completed 692 hours of Gomaco paving machine training for Street Department employees.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Complete projects associated with the first year of new 3-year infrastructure construction program.
- (B) Complete four CDBG construction projects and close financial accounts by the end of the fiscal year.
- (C) Continue cross-training of Field Supervisors in equipment maintenance to improve supervisors’ knowledge of equipment operation, daily servicing, mobilization, preventive maintenance, and equipment repair.
- (D) Start new class to train Supervisors, Crew Leaders, and Heavy Equipment Operators in the detailed operation and maintenance of motor graders.
- (E) Coordinate Street Department construction program with Water Department water main and sewer main replacement programs to implement joint construction projects between the two departments.

KEY PERFORMANCE MEASURES

	2008-09 ACTUAL	2009-10 PROJECTED	2010-11 PROJECTED
<u>Maintenance</u>			
(1) Requests for Service	1,463	1,416	1,440
(2) Percent of Paved Lane Miles Assessed in Satisfactory Condition	88	89	89
<u>Alley/Street Paving</u>			
(3) Alley Repair - Concrete (square yards)	4,725.39	0.00	200.00
(4) Street Repair - Concrete (square yards)	40,383.91	360.24	8,400.00
(5) Alley Replacement - Concrete (miles)	1.30	2.23	1.30
(6) Street Replacement - Concrete (lane miles)	6.53	10.65	5.50
(7) Street Rehabilitation - Asphalt (lane miles)	2.28	2.41	2.00
<u>Community Development Block Grant Program</u>			
(8) Street Replacement (lane miles)	2.41	1.90	2.70

Infrastructure Repair & Replacement Fund

STREET

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$3,938,183	\$4,729,695	\$4,729,695	\$4,708,479
Operations	5,360,888	4,614,213	6,091,878	4,640,749
Charge-Outs	0	(457,524)	(457,524)	(534,271)
Capital	229,012	93,260	147,897	353,200
Non-Departmental	113,775	85,606	85,606	144,658
TOTAL EXPENDITURES	<u>\$9,641,858</u>	<u>\$9,065,250</u>	<u>\$10,597,552</u>	<u>\$9,312,815</u>

BY OPERATIONAL AREA:

Administration	\$668,547	\$687,009	\$687,009	\$668,996
Maintenance	952,024	1,031,283	1,031,283	1,096,411
Construction	7,907,512	7,261,352	8,793,654	7,402,750
Non-Departmental	113,775	85,606	85,606	144,658

TOTAL EXPENDITURES	<u>\$9,641,858</u>	<u>\$9,065,250</u>	<u>\$10,597,552</u>	<u>\$9,312,815</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$247,565
Percentage Change	3%

STAFFING

Full-Time Positions	72	72	72	72
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>72</u>	<u>72</u>	<u>72</u>	<u>72</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2010-11 Adopted Budget includes capital funding of \$353,200 to replace a 12-yard dump truck and purchase a hydraulic excavator. FY 2010-11 reflects a General Fund transfer increase of \$250,000 from amounts approved in FY 2009-10. An additional transfer of \$175,000 is included in the FY 2009-10 Revised Budget to cover the Pleasant Valley Road resurfacing project.

DEPARTMENT MISSION

The mission of the Summer Nutrition Program (SNP) is to provide healthy, nutritious meals and snacks to children in target neighborhoods; to improve access to meals during the summer months; and to serve as a meal source for recreation centers, parks, and churches that have organized activities.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Solicited food management companies through RFP process.
- (B) Negotiated a lower lunch price.
- (C) Maintained or improved quality of meals.
- (D) Minimized program deficit.
- (E) Increased activity programming at meal sites.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Expand service sites by 7% in strategic locations.
- (B) Negotiate fair market price for meals and delivery services.
- (C) Recruit quality sites and establish service partnerships for maximum resource effectiveness and program delivery.
- (D) Increase lunch meals served by 5%.
- (E) Increase breakfast meals served by 5%.

KEY PERFORMANCE MEASURES

	2008-09 ACTUAL	2009-10 PROJECTED	2010-11 PROJECTED
(1) Number of Meal Sites	19	27	29
(2) Meals Served to Children	68,053	69,305	72,770
(3) Snacks Served to Children	35,476	0	0
(4) Breakfasts Served	5,951	19,565	20,543

Summer Nutrition Fund

SUMMER NUTRITION PROGRAM

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$78,919	\$106,364	\$106,364	\$100,582
Operations	228,052	368,636	368,636	374,418
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$306,971</u>	<u>\$475,000</u>	<u>\$475,000</u>	<u>\$475,000</u>

BY OPERATIONAL AREA:

Summer Nutrition Program	\$306,971	\$475,000	\$475,000	\$475,000
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TOTAL EXPENDITURES	<u>\$306,971</u>	<u>\$475,000</u>	<u>\$475,000</u>	<u>\$475,000</u>
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CHANGE FROM PRIOR YEAR:

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

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Tax Department bills and collects all ad valorem taxes on real and business personal property; bills and collects Hotel/Motel Tax on a quarterly basis; and provides efficient and effective telephone, mail, and counter service to the public and other City departments regarding tax and ownership information.

2009-10 DEPARTMENT ACCOMPLISHMENTS

(A) Tax collections remained strong.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Upgrade tax system to a web-based module.
- (B) Complete and implement Revenue Recovery billing and collection module.

KEY PERFORMANCE MEASURES

	2008-09 <u>ACTUAL</u>	2009-10 <u>PROJECTED</u>	2010-11 <u>PROJECTED</u>
(1) Tax Accounts	74,355	74,387	74,437
Amount Billed	\$77,444,185	\$75,648,129	\$72,657,597
Amount Collected	\$76,259,608	\$74,135,166	\$71,204,445
Percent Collected	98.49%	98%	98%
(2) Delinquent Accounts			
Amount Billed	\$2,141,588	\$2,298,695	\$2,498,695
Amount Collected	\$687,920	\$689,608	\$749,608
Percent Collected	33.33%	30%	30%
(3) Exemptions Processed			
Homestead Parcels	46,083	45,326	45,350
Over 65 Parcels	10,345	10,302	10,350
Disabled Persons Parcels	1,316	1,279	1,285
Disabled Veterans Parcels	907	873	870
Totally Exempt Parcels	1,192	1,164	1,150

General Fund

TAX

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$262,167	\$268,713	\$268,713	\$270,481
Operations	502,575	532,345	532,345	526,384
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$764,742</u>	<u>\$801,058</u>	<u>\$801,058</u>	<u>\$796,865</u>

BY OPERATIONAL AREA:

Tax	\$764,742	\$801,058	\$801,058	\$796,865
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TOTAL EXPENDITURES	<u>\$764,742</u>	<u>\$801,058</u>	<u>\$801,058</u>	<u>\$796,865</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$4,193)
Percentage Change				-1%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

The FY 2010-11 Adopted Budget includes \$5,000 for folding and stuffing tax bills by an outside service.

DEPARTMENT MISSION

The Transportation Department provides for the safe, convenient, and efficient flow of vehicular and pedestrian traffic within the city.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Coordinated various vehicular and pedestrian improvements for the Downtown Revitalization project.
- (B) Installed one new traffic signal and completed modernizations at six other traffic signals.
- (C) Completed installation of railroad gates at KCS/State Street crossing in order to proceed with quiet zone implementation.
- (D) Initiated installation of train monitoring system along the KCS railroad at Miller Road, Kingsley Road, Leon Road, and Shiloh Road.
- (E) Completed installation of battery backup systems for 41 traffic signals at major intersections, including all signals that are interconnected with railroad warning devices.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue to provide safe school crossings for over 7,700 children on a daily basis.
- (B) Implement railroad crossing quiet zone for all KCS crossings (north/south track through city).
- (C) Develop and implement traffic sign retroreflectivity program in compliance with Federal requirements and to enhance nighttime visibility of traffic signs.
- (D) Continue Operational & Safety improvements at various locations (i.e., construct new turning lanes, install roadside barriers, etc.).

KEY PERFORMANCE MEASURES

	<u>2008-09</u> ACTUAL	<u>2009-10</u> PROJECTED	<u>2010-11</u> PROJECTED
(1) Emergency Response Time (minutes)	26	25	25
(2) Traffic Signal Emergency Maintenance (hours)	734	600	625
(3) Traffic Signs Installed/Repaired/Replaced	3,040	2,600	2,800
(4) Pavement Markings Installed/Maintained (miles)	54	130	90
(5) Crosswalks/Stop Bars Installed/Maintained (each)	640	650	650

General Fund

TRANSPORTATION

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$1,971,150	\$1,997,507	\$1,997,507	\$1,958,262
Operations	269,637	313,866	388,866	292,587
Charge-Outs	0	(25,000)	(25,000)	(25,000)
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$2,240,787</u>	<u>\$2,286,373</u>	<u>\$2,361,373</u>	<u>\$2,225,849</u>

BY OPERATIONAL AREA:

Office Operations	\$816,921	\$809,963	\$809,963	\$768,587
Traffic Signals	425,645	449,651	524,651	429,136
Traffic Signs & Markings	489,739	529,080	529,080	535,413
School Crossing Guards	508,482	497,679	497,679	492,713

TOTAL EXPENDITURES	<u>\$2,240,787</u>	<u>\$2,286,373</u>	<u>\$2,361,373</u>	<u>\$2,225,849</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$60,524)
Percentage Change				-3%

STAFFING

Full-Time Positions	20	20	20	20
Part-Time Positions	7	7	7	6
TOTAL STAFFING	<u>27</u>	<u>27</u>	<u>27</u>	<u>26</u>

SIGNIFICANT CHANGES AND NOTES

Additional funding of \$75,000 is added in the FY 2009-10 Revised Budget to cover repairs to various traffic control systems. Included in the FY 2010-11 Adopted Budget is the elimination of one (1) vacant part-time School Crossing Guard Supervisor position.

DEPARTMENT MISSION

The Warehouse's mission is to provide the necessary resources that establish a foundation of quality service to the community. The Warehouse works with suppliers and City departments to secure quality goods and services in a timely and cost-effective manner. We accomplish this with a focus on continuous improvement and through building effective partnerships with internal and external customers.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Developed a comprehensive underground cable contract to mitigate market volatility and improve material availability.
- (B) Worked with Police and Purchasing to successfully sell confiscated and impounded jewelry.
- (C) Expanded internet sales to include vehicles. This resulted in a better return than traditional auctions.
- (D) Worked with GP&L to develop a comprehensive transformer salvage contract.
- (E) Worked with user departments to identify and reduce obsolete inventory.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Work with GP&L Tool Room to determine feasibility of consolidating and streamlining processes.
- (B) Work with user departments to standardize new product approval process.
- (C) Work with City Secretary to assist in records storage and management.
- (D) Work with Office of Environmental Quality to identify and implement "green" initiatives.
- (E) Reduce inventory value through continued analysis and optimization of inventory levels.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Total Line Items Issued	21,647	19,733	19,733
(2) Total Value of Issues	\$6.3 Million	\$4.9 Million	\$4.9 Million
(3) Total Line Items Ordered	2,562	2,518	2,518
(4) Total Value of Orders	\$6.9 Million	\$5 Million	\$5 Million
(5) Average Inventory Value	\$5.5 Million	\$5.3 Million	\$5.3 Million
(6) Inventory Turnover Ratio	1.1	.93	.93
(7) Order Fill Rate	99%	99%	99%

Warehouse Fund

WAREHOUSE

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$641,322	\$649,925	\$649,925	\$664,910
Operations	114,844	123,846	134,858	99,531
Charge-Outs	0	0	0	0
Capital	0	0	0	45,000
Non-Departmental	399,509	269,051	269,051	243,194
TOTAL EXPENDITURES	<u>\$1,155,675</u>	<u>\$1,042,822</u>	<u>\$1,053,834</u>	<u>\$1,052,635</u>

BY OPERATIONAL AREA:

Warehouse Operations	\$621,214	\$624,305	\$632,405	\$662,582
Print Operations	71,836	81,194	84,106	78,668
Day Labor Center	63,116	68,272	68,272	68,191
Non-Departmental	399,509	269,051	269,051	243,194

TOTAL EXPENDITURES	<u>\$1,155,675</u>	<u>\$1,042,822</u>	<u>\$1,053,834</u>	<u>\$1,052,635</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$9,813
Percentage Change	1%

STAFFING

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

SIGNIFICANT CHANGES AND NOTES

The FY 2010-11 Adopted Budget includes \$45,000 for a replacement forklift for Warehouse usage.

DEPARTMENT MISSION

The Wastewater Collection mission is to provide uninterrupted, cost-effective wastewater collection and transmission services for all City of Garland residential and commercial customers and provide well-maintained wastewater collection infrastructure and facilities from point-of-acceptance customers to each of the City's two treatment plants to reduce overflow violations, ensure service reliability, and extend service life to optimize the City's rate-of-return on its long-term capital investment.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed the Carroll-Bardfield sewer interceptor main from Roanoke to Duck Creek.
- (B) Installed gravity sewer main to abandon the Shores of Wellington and Hubbard Hills lift stations to save operating and maintenance costs.
- (C) Cleaned 50.4 miles of sewer lines and used closed-circuit TV (CCTV) technology to visually inspect an additional 36.5 miles, identifying over 340 problems in the pipes and taps needing repair.
- (D) Relined 4.5 miles of existing pipes from 6" up to 12", utilizing the Cured-In-Place Pipe trenchless technology.
- (E) Continued Fats, Oils, and Grease (FOG) campaign through the citywide distribution of funnels (used to safely dispose of grease) to Garland citizens.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Complete I-635/Eastgate to La Prada sewer main rerouting.
- (B) Complete Yale Drive sewer main rerouting.
- (C) Complete the ROWL-I interceptor from North Shiloh Road to North Garland Road.
- (D) Complete JUP/SHI-VI from Regency Crest along Wood to Lonneckner.
- (E) Install gravity sewer main to abandon Club Creek, Allen Acres, and Anchor Point lift stations to save operating and maintenance costs.
- (F) Replace Nickens and La Prada siphons that flow under Duck Creek into the 48" interceptor.
- (G) Continue to supplement in-house sewer main cleaning and CCTV inspection effort with the use of outside contractors in specific areas where overflows and sewer stoppages occur with greatest frequencies.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Sanitary Sewer Overflows	90	85	85
(2) Collection Main Stoppages	331	320	310
(3) Lateral Stoppages	594	580	575
(4) Sewer Taps Replaced/Repaired	33	60	65
(5) Collection Mains Cleaned	135 miles	140 miles	150 miles

Wastewater Utility Fund

WASTEWATER COLLECTION

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$2,121,002	\$2,274,453	\$2,274,453	\$2,427,538
Operations	1,071,850	1,176,063	1,178,371	1,416,579
Charge-Outs	0	(26,915)	(26,915)	(27,030)
Capital	17,290	97,710	140,137	28,450
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$3,210,142</u>	<u>\$3,521,311</u>	<u>\$3,566,046</u>	<u>\$3,845,537</u>

BY OPERATIONAL AREA:

Wastewater Collection	\$3,210,142	\$3,521,311	\$3,566,046	\$3,845,537
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TOTAL EXPENDITURES	<u>\$3,210,142</u>	<u>\$3,521,311</u>	<u>\$3,566,046</u>	<u>\$3,845,537</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$324,226
Percentage Change	9%

STAFFING

Full-Time Positions	37	37	37	37
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>37</u>	<u>37</u>	<u>37</u>	<u>37</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Wastewater Treatment Division’s mission is to provide safe, right-priced, high quality wastewater treatment and quality control services and products for all City of Garland retail customers, industrial customers, and regional wholesale customers; to provide well-maintained infrastructure and facilities to extend service life and ensure service reliability; and to perform all services in a socially, ethically, and environmentally responsible manner to protect the health, well-being, and quality of life of our customers and the public at-large living, working, and playing along downstream Texas waterways.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Duck Creek WWTP received a Silver Award from the National Association of Clean Water Agencies (NACWA) for 2009, recognizing significant achievement in permit compliance.
- (B) Completed security enhancements at both treatment facilities.
- (C) Completed aeration improvements at the Rowlett Creek Wastewater Treatment Plant.
- (D) Completed nutrient study that outlined future plant upgrades for phosphate removal at both treatment plants.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Complete architectural design for the new laboratory building located at the Rowlett Creek Wastewater Treatment facility and begin construction by mid-2011.
- (B) Begin biosolids upgrades recommended by CDM Engineers by completing Phase 1 digester rehabilitation.
- (C) Receive National Association of Clean Water Agencies (NACWA) Gold Awards at both the Rowlett Creek and Duck Creek Treatment Plants, achieving 100% compliance in permit requirements for the entire year.

KEY PERFORMANCE MEASURES

	<u>2008-09 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2010-11 PROJECTED</u>
(1) Treatment - Productivity (1,000 gallons/employee)	197,419	240,524	238,975
(2) Treatment - Efficiency (cost/1,000 gallons treated)	\$0.79	\$0.67	\$0.70
(3) Treatment - Wastewater Sludge Processed (tons)	40,461	40,593	40,527
(4) Technical Services - Productivity (quality control analyses / Chemist)	10,752	10,029	9,142
(5) Technical Services - Efficiency (cost/analysis)	\$15.24	\$15.47	\$14.37
(6) Pretreatment - Productivity (samples collected/ employee)	1,405	1,487	1,467
(7) Pretreatment - Efficiency (cost/sample)	\$109.40	\$110.05	\$112.17
(8) Pretreatment - Notices of Violations Issued	36	46	41

Wastewater Utility Fund

WASTEWATER TREATMENT

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$4,081,169	\$4,696,177	\$4,696,177	\$4,726,796
Operations	6,036,191	6,612,394	7,211,920	7,038,847
Charge-Outs	0	0	0	0
Capital	0	150,173	150,173	0
* Non-Departmental	22,258,239	24,194,981	24,184,262	25,145,345
TOTAL EXPENDITURES	<u>\$32,375,599</u>	<u>\$35,653,725</u>	<u>\$36,242,532</u>	<u>\$36,910,988</u>

BY OPERATIONAL AREA:

Wastewater Treatment Administration	\$761,466	\$808,802	\$1,208,802	\$1,031,885
Rowlett Creek Wastewater Treatment	2,620,510	3,005,653	3,026,472	3,400,921
Duck Creek Wastewater Treatment	3,971,227	4,474,001	4,634,240	4,298,258
Wastewater Biosolids	1,831,188	1,973,125	1,991,593	2,030,257
Technical Services	932,969	1,197,163	1,197,163	1,004,322
* Non-Departmental	22,258,239	24,194,981	24,184,262	25,145,345

TOTAL EXPENDITURES	<u>\$32,375,599</u>	<u>\$35,653,725</u>	<u>\$36,242,532</u>	<u>\$36,910,988</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$1,257,263
Percentage Change	4%

STAFFING

Full-Time Positions	63	63	62	62
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>63</u>	<u>63</u>	<u>62</u>	<u>62</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2009-10 Revised Budget includes the elimination of a Chemist position.

* The Non-Departmental expenditures are for the Wastewater Utility Fund which also includes Wastewater Collection.

DEPARTMENT MISSION

The mission of the Office of Environmental Quality is to: (1) provide coordination and oversight over current Citywide department environmental efforts; (2) develop and coordinate a broad range of campaigns and programs that address sustainability opportunities and issues in our community while protecting global common goods; (3) increase public awareness through comprehensive environmental protection, conservation efforts, and environmental resource management; (4) work to obtain Federal/State grant assistance to support the City's ongoing programs; (5) promote benefits of programs on City's website and through public information updates; (6) identify strategies that achieve the dual purpose of protecting the environment and reducing cost.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Met annual electric consumption reporting deadline for municipal buildings/other to State Energy Office (SECO). Ongoing work toward meeting House Bill 3693 reporting requirement for electric, water, and natural gas.
- (B) Coordinated a regional air quality grant partnership between Cities of Irving and Garland.
- (C) Researched and provided verbal/written briefings to City management on a variety of subjects such as Leadership in Energy & Environmental Design – Neighborhood Development (LEED-ND), Design/Build, Contract Manager (CM) at Risk, Texas Trade-Up, American Public Power Association's (APPA) Demonstration of Energy-Efficient Developments (DEED) program, and GREAT Homes improvement suggestions.
- (D) Ongoing identification of consulting firms' capabilities and limitations in entering into a contractual agreement to develop a Greenhouse Gas (GHG) inventory and Sustainability Plan in the FY 2011 time frame.
- (E) Staff attended Texas Municipal League Conference with representatives from 45 other municipalities.
- (F) Ongoing networking with other cities' environmental and sustainability professionals.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Completion of GHG inventory for municipal government and community at large.
- (B) Development of a Sustainability Plan.
- (C) Participation in 2010 NCTCOG alternative/fuels grant process.
- (D) Ongoing partnership with City of Irving toward improving regional air quality through reduced emissions.
- (E) Meet with advisory and executive committees toward furthering sustainability efforts at the municipal government level.

KEY PERFORMANCE MEASURES

	2008-09 ACTUAL	2009-10 PROJECTED	2010-11 PROJECTED
(1) GHG Inventory Developed	N/A	0	1
(2) Sustainability Plan Developed	N/A	0	1
(3) Number of Grant Participation Involvements	N/A	2	5
(4) Number of Committee Meetings Attended	N/A	10	24
(5) Number of State/Federal Reports Developed/Submitted	N/A	4	2
(6) Number of NCTCOG Meetings Attended	N/A	12	18
(7) Number of Community Outreach Events	N/A	4	8

DEPARTMENT MISSION

The mission of the Water Department is to purchase wholesale potable water from the North Texas Municipal Water District and store and transport it through Garland’s transmission and distribution system to continuously satisfy all residential and commercial customers’ requirements and expectations for a safe, reliable, and low-cost supply of superior quality water for drinking and general domestic use; to maintain infrastructure and facilities to maximize cost-effective service life; and to develop and implement plans and programs to satisfy emergency and future water supply demands.

2009-10 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed construction of the new East Zone water tower and the rehabilitation of Broadway Pump Station to enhance pumping and storage capacity. Using Supervisory Control and Data Acquisition (SCADA) system, water system operators pumped 1.5 million gallons of water to fill the tower with no reported main breaks. Installed Centerville water mains to connect the northern and southern halves of the East Zone.
- (B) Successful integration of Animal Services into Water work management system, including tracking of Animal Services vehicles and answering/dispatching calls for service on a full-time basis.
- (C) Completed the parking lot expansion and fuel island installation at the Field Operations Complex.
- (D) Implemented an annual testing for large meters to ensure continuous billing accuracy.
- (E) Relocated water services from the alley to the street on Overhill/Briarwood and on Avenue D/Avenue E. Completed installation of the 24” Country Club water main connecting Wynn Joyce Road to Roan Road.
- (F) Updated the Cross Connection Control Ordinance and implemented on-site inspections for Cross Connection control to enhance the safety of the water system.
- (G) Coordinated the “Healthy Living Expo,” the third annual environmental/conservation event. Initiated a toilet and flapper replacement program and increased community outreach and education.

2010-11 DEPARTMENT GOALS AND INITIATIVES

- (A) Create and initiate a 3-year water main replacement program and continue relocation of water services from alleys to streets. Start and complete Yale Drive water main replacement.
- (B) Complete Northside Pump Station Improvements.
- (C) Continued improvement and integration of work management and vehicle tracking systems, including focus on SCADA training as well as ongoing evaluation and improvement of customer communication.

KEY PERFORMANCE MEASURES

	2008-09 ACTUAL	2009-10 PROJECTED	2010-11 PROJECTED
(1) Gallons of Water Purchased (x 1,000)	12,134,491	11,000,000	12,000,000
(2) Per Capita Consumption - Gallons per Capita per Day (GPCPD)	147	146	145
(3) Percent of Unaccounted-for Water	11%	10%	9%
(4) Average Time for Leak and Break Repairs (hours water off)	3.1	3.0	2.9
(5) Percent of Complaints Addressed Within 24 Hrs.	83%	85%	87%
(6) Percent of Water Samples Tested Positive for Indicator Organisms	0.4%	0.3%	0.2%
(7) Percent of Radio Read Water Meters Installed in System	57%	69%	80%

Water Utility Fund

WATER

DEPARTMENT EXPENDITURES	2008-09 ACTUAL	2009-10 APPROVED	2009-10 REVISED	2010-11 APPROVED
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BY CATEGORY:

Personnel	\$3,914,169	\$4,319,579	\$4,319,579	\$4,544,471
Operations	18,353,876	21,728,958	20,630,509	23,514,905
Charge-Outs	0	(323,543)	(323,543)	(490,524)
Capital	28,590	0	0	17,500
Non-Departmental	14,109,827	15,705,228	15,501,210	16,876,665
TOTAL EXPENDITURES	<u>\$36,406,462</u>	<u>\$41,430,222</u>	<u>\$40,127,755</u>	<u>\$44,463,017</u>

BY OPERATIONAL AREA:

Administration	\$858,875	\$941,108	\$971,108	\$1,091,994
Production Services	18,895,426	22,025,923	20,894,359	23,701,391
Water Distribution & Transmission	2,542,334	2,757,963	2,761,078	2,792,967
Non-Departmental	14,109,827	15,705,228	15,501,210	16,876,665

TOTAL EXPENDITURES	<u>\$36,406,462</u>	<u>\$41,430,222</u>	<u>\$40,127,755</u>	<u>\$44,463,017</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$3,032,795
Percentage Change	7%

STAFFING

Full-Time Positions	61	61	62	62
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>61</u>	<u>61</u>	<u>62</u>	<u>62</u>

SIGNIFICANT CHANGES AND NOTES

One (1) new Environmental Sustainability Program Manager position is included in the FY 2009-10 Revised Budget due to the creation of the Office of Environmental Quality.

Personnel

PERSONNEL CHANGES 2010-11 PROPOSED

Full-Time Positions Added/Eliminated/Banked

GENERAL FUND - ADDED

<u>Parks, Recreation & Cultural Arts</u>	-----	4
1 Recreation Services Coordinator		
1 Recreation Services Specialist		
1 Customer Service Associate		
1 Service Attendant		

TOTAL GENERAL FUND - ADDED 4

GENERAL FUND - UNBANKED

<u>Parks, Recreation & Cultural Arts</u>	-----	1
1 Recreation Center Supervisor		

TOTAL GENERAL FUND - UNBANKED 1

GENERAL FUND - ELIMINATED

<u>Engineering</u>	-----	(1)
(1) Public Works Inspector I		

TOTAL GENERAL FUND - ELIMINATED (1)

GENERAL FUND - BANKED

<u>Municipal Court</u>	-----	(2)
(2) Court Services Assistant		

TOTAL GENERAL FUND - BANKED (2)

NET CHANGE TO GENERAL FUND 2

PERSONNEL CHANGES 2010-11 PROPOSED

Full-Time Positions Added/Eliminated/Banked

OTHER FUNDS - ADDED

LIBRARY GRANT FUND		-----			1
	<u>Public Health</u>	1		NETLS Systems Administrator	

TOTAL OTHER FUNDS - ADDED 1

OTHER FUNDS - UNBANKED

ELECTRIC UTILITY FUND		-----			3
	<u>Olinger Plant</u>	2		Electric Production Administrator	
		1		Water Treatment Technician	

TOTAL OTHER FUNDS - UNBANKED 3

OTHER FUNDS - ELIMINATED

ELECTRIC UTILITY FUND		-----			(17)
	<u>Olinger Plant</u>	(1)		El&C Technician	
		(1)		Operations Aide	
	<u>Spencer Plant</u>	(1)		Operations Superintendent	
		(3)		Control Operator	
		(3)		El&C Technician	
		(3)		Auxiliary Operator	
		(2)		Lead Maintenance Technician	
		(1)		Maintenance Technician	
		(1)		Office Support Supervisor	
		(1)		Administrative Assistant	

TOTAL OTHER FUNDS - ELIMINATED (17)

NET CHANGE TO OTHER FUNDS (13)

NET CHANGE TO FULL-TIME POSITIONS (11)

**PERSONNEL CHANGES
2010-11 PROPOSED**

Part-Time Positions Added/Eliminated

GENERAL FUND - ELIMINATED

<u>Transportation</u>	-----	(1)
(1) School Guard (P/T)		

TOTAL GENERAL FUND - ELIMINATED (1)

MID-YEAR PERSONNEL CHANGES 2009-10

Full-Time Positions

GENERAL FUND

<u>City Attorney</u>	-----		5
	1	Assistant City Attorney (Transferred Police Officer from Police)	
	1	Lieutenant Deputy Marshal (Transferred Marshal from Municipal Court)	
	2	Marshal (Transfers from Municipal Court)	
	1	Marshal (Added)	
 <u>Municipal Court</u>	 -----		 (3)
	(3)	Marshal (Transfers to City Attorney)	
 <u>Planning</u>	 -----		 1
	1	Loan Processor (Transfer from Neighborhood Services)	
 <u>Police</u>	 -----		 (1)
	(1)	Police Officer (Transfer to City Attorney as Asst City Atty)	

TOTAL CHANGE TO GENERAL FUND 2

OTHER FUNDS

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

<u>Neighborhood Services - CDBG</u>	-----		(1)
	(1)	Loan Processor (Transfer to Planning)	

PUBLIC HEALTH/IMMUNIZATION GRANT FUND

<u>Health TDH Grant</u>	-----		1
	1	Public Health Nurse (Added)	

PUBLIC SAFETY GRANT FUND

<u>Police Grants</u>	-----		(1)
	(1)	Victim Assistance Advocate (Transfer to Emergency Mgmt Grants)	

SELF INSURANCE FUND

<u>Risk Management</u>	-----		1
	1	Safety Coordinator (Unbanked)	

**MID-YEAR PERSONNEL CHANGES
2009-10**

Full-Time Positions

OTHER FUNDS (Continued)

STIMULUS GRANT FUND

<u>Emergency Management Grants</u>		-----			1
	1			Victim Assistance Advocate (Transfer from Police Grants)	

WASTEWATER UTILITY FUND

<u>Technical Services</u>		-----			(1)
	(1)			Chemist (Transfer to Water as Env Sustain. Prog Mgr)	

WATER UTILITY FUND

<u>Office of Environmental Quality</u>		-----			1
	1			Environmental Sustainability Program Manager (Transferred Chemist from Wastewater)	

TOTAL CHANGE TO OTHER FUNDS 1

TOTAL CHANGE TO FULL-TIME POSITIONS 3

Part-Time Positions

GENERAL FUND

<u>City Attorney</u>		-----			2
	2			Marshal (P/T) (Added)	

TOTAL CHANGE TO GENERAL FUND 2

TOTAL CHANGE TO PART-TIME POSITIONS 2

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
GENERAL FUND - 100					
Budget & Research - 1130					
Senior Managing Director	1	1	1		1
Budget Administrator	1	1	1		1
Senior Budget Analyst	4	4	4		4
Senior Administrative Assistant	1	1	1		1
Full-Time	7	7	7	0	7
Part-Time	0	0	0	0	0
Total	7	7	7	0	7
Building Inspection - 1550					
Building Official	1	1	1		1
Building Inspection Administrator	1	1	1		1
Building Code Field Manager	1	1	1		1
Chief Inspector	1	1	1		1
Chief Zoning Inspector	1	1	1		1
Senior Plans Examiner	1	1	1		1
Plans Examiner	2	2	2		2
Building Inspector II	2	2	2		2
Building Inspector I	3	3	3		3
Zoning Inspector	2	2	2		2
Office Support Supervisor	1	1	1		1
Permit Assistant	3	3	3		3
Full-Time	19	19	19	0	19
Part-Time	0	0	0	0	0
Total	19	19	19	0	19
City Administration - 1010					
City Manager	1	1	1		1
Deputy City Manager	1	1	1		1
Office of Administration Supervisor	1	1	1		1
Office of Administration Assistant	1	1	1		1
Administrative Assistant	0	0	1		1
Customer Service Representative	1	1	0		0
Full-Time	5	5	5	0	5
Part-Time	0	0	0	0	0
Total	5	5	5	0	5
City Attorney - 1020					
City Attorney	1	1	1		1
Deputy City Attorney	2	2	2		2
Senior Assistant City Attorney	1	1	1		1
Assistant City Attorney	3	3	4		4
Management Assistant	2	2	2		2
Lieutenant Deputy Marshal	0	0	1		1
Marshal	0	0	3		3
Administrative Associate	1	1	1		1
Marshal (P/T)	0	0	2		2
Full-Time	10	10	15	0	15
Part-Time	0	0	2	0	2
Total	10	10	17	0	17
City Council - 1000					
Assistant to the Mayor	1	1	1		1
Full-Time	1	1	1	0	1
Part-Time	0	0	0	0	0
Total	1	1	1	0	1
City Secretary - 1030					
City Secretary	1	1	1		1
Management Assistant	1	1	1		1
Records Technician	1	1	1		1
Customer Service Associate	1	0	0		0
Full-Time	4	3	3	0	3
Part-Time	0	0	0	0	0
Total	4	3	3	0	3

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
Code Compliance - 1800					
Code Compliance Director	1	1	1		1
Neighborhood Standards Manager	1	1	1		1
Housing Standards Manager	1	1	1		1
Public Education Specialist	1	1	0		0
Senior Code Inspector	2	2	2		2
Code Inspector	18	18	19		19
Office Support Supervisor	1	1	1		1
Senior Customer Service Representative	1	1	1		1
Customer Service Representative	3	3	3		3
Full-Time	29	29	29	0	29
Part-Time	0	0	0	0	0
Total	29	29	29	0	29
Community Relations - 1170					
Community Relations Manager	1	1	1		1
Marketing Assistant	1	1	1		1
Full-Time	2	2	2	0	2
Part-Time	0	0	0	0	0
Total	2	2	2	0	2
Engineering - 1400					
Engineering Director	1	1	1		1
Engineering Services Administrator	3	3	3		3
Senior Engineer	1	1	1		1
City Surveyor	1	1	1		1
Engineer	0	0	1		1
Development Drainage Engineer	1	1	1		1
Engineering Field Operations Coordinator	1	1	1		1
Construction Inspection Supervisor	1	1	1		1
Technical Engineering Supervisor	1	1	1		1
Graduate Engineer	2	2	1		1
Operations Financial Coordinator	1	1	1		1
Survey Party Chief	1	1	1		1
Public Works Inspector II	2	2	2		2
Right-of-Way Specialist	1	1	1		1
Engineering Technician	1	1	1		1
Public Works Inspector I	3	3	3	(1)	2
Senior Administrative Assistant	1	1	1		1
Administrative Assistant	1	1	1		1
Survey Assistant	1	1	1		1
Full-Time	24	24	24	(1)	23
Part-Time	0	0	0	0	0
Total	24	24	24	(1)	23
EWS - Disposal (Landfill/Transfer Station) - 1600					
EWS Disposal Operations Administrator	1	1	1		1
Disposal Operations Manager	1	1	1		1
Regulatory Compliance Specialist	1	1	1		1
Operations Financial Coordinator	1	1	1		1
Field Supervisor	1	1	1		1
Heavy Equipment Crew Leader	2	2	1		1
Employment Services Coordinator	1	1	1		1
Office Support Supervisor	1	1	1		1
Senior Administrative Assistant	1	1	1		1
Heavy Equipment Operator II	10	9	10		10
Field Operations Leader	1	1	1		1
Administrative Assistant	1	1	0		0
Equipment Operator II	3	3	7		7
Equipment Operator I	3	3	0		0
Customer Service Representative	1	1	1		1
Accounting Associate	3	3	2		2
Customer Payment Associate	0	0	1		1
Full-Time	32	31	31	0	31
Part-Time	0	0	0	0	0
Total	32	31	31	0	31

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
Financial Services - 1120					
Managing Director	1	1	1		1
Investment & Debt Administrator	1	1	1		1
Accounting Administrator	1	1	1		1
Senior Financial Analyst	1	1	1		1
Accounting Supervisor	3	3	3		3
Senior Business Process Analyst	1	1	1		1
Financial Analyst	1	1	1		1
Business Process Analyst	1	1	1		1
Senior Financial Accounting Technician	2	2	2		2
Payroll Technician	1	1	1		1
Accounting Technician	2	2	2		2
Administrative Assistant	1	1	1		1
Full-Time	16	16	16	0	16
Part-Time	0	0	0	0	0
Total	16	16	16	0	16
Fire - 1300					
Sworn					
Managing Director	1	1	1		1
Assistant Chief	3	3	3		3
Battalion Chief	7	7	7		7
Captain	38	38	38		38
Lieutenant	14	14	14		14
Driver	44	44	44		44
Driver-Paramedic	27	27	27		27
Firefighter	94	92	92		92
Firefighter-Paramedic	23	23	23		23
EMS Manager	0	0	1		1
EMS Program Manager	1	1	1		1
EMS Instructor	1	1	0		0
Senior Accounting Technician	1	1	1		1
Senior Administrative Assistant	1	1	1		1
Inventory Assistant	1	1	1		1
Administrative Associate	2	2	2		2
Full-Time Sworn	251	249	249	0	249
Full-Time (Non-Sworn)	7	7	7	0	7
Part-Time	0	0	0	0	0
Total	258	256	256	0	256
Health - 1900					
Managing Director	1	1	1		1
Veterinarian	1	1	1		1
Environmental Health Administrator	1	1	1		1
Environmental Health Manager	1	1	1		1
Animal Services Manager	1	1	1		1
Environmental Health Specialist	7	7	7		7
Office Support Supervisor	1	1	1		1
Senior Animal Control Officer	5	5	7		7
Animal Control Officer	10	10	9		9
Administrative Assistant	1	1	1		1
Service Dispatcher	1	1	0		0
Administrative Associate	1	1	1		1
Full-Time	31	31	31	0	31
Part-Time	0	0	0	0	0
Total	31	31	31	0	31
Human Resources - 1110					
Senior Managing Director	1	1	1		1
Compensation Manager	1	1	1		1
Employee Relations Manager	1	1	1		1
Workforce & Administrative Services Manager	1	1	1		1
HR Administrative Services Supervisor	1	1	1		1
Human Resources Analyst	1	1	1		1
Human Resources Generalist	1	1	1		1
HR Support Specialist	1	1	1		1

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
Human Resources (Continued)					
HR Representative	2	2	2		2
Administrative Assistant	1	1	1		1
Full-Time	11	11	11	0	11
Part-Time	0	0	0	0	0
Total	11	11	11	0	11
Internal Audit - 1040					
Internal Auditor	1	1	1		1
IT Audit Analyst	0	0	1		1
Senior Audit Analyst	1	1	1		1
Audit Analyst	3	3	2		2
Full-Time	5	5	5	0	5
Part-Time	0	0	0	0	0
Total	5	5	5	0	5
Library - 2500					
Library Director	1	1	1		1
Library Administrator	1	1	1		1
Senior Business Process Analyst	0	0	1		1
Library Network Analyst	1	1	0		0
Library Services Administrator	1	1	1		1
Regional Branch Manager	1	1	1		1
Central Library Manager	1	1	1		1
Library Technical Support Coordinator	1	1	1		1
Neighborhood Branch Manager	3	3	3		3
Circulation Supervisor	1	1	1		1
Supervising Librarian	1	1	1		1
Senior Librarian	5	5	5		5
Children's Librarian	6	6	6		6
Librarian	5	5	5		5
Librarian (P/T)	6	6	6		6
Management Assistant	1	1	1		1
Library Assistant (P/T)	3	3	3		3
Office Support Supervisor	1	1	1		1
Accounts Payable Technician	1	1	1		1
Inventory Assistant	2	2	2		2
Customer Service Assistant	5	5	5		5
Administrative Associate	1	1	1		1
Customer Service Associate	8	8	8		8
Customer Service Associate (P/T)	1	1	1		1
Operations Aide	1	1	1		1
Library Page (P/T)	1	1	1		1
Full-Time	48	48	48	0	48
Part-Time	38	38	38	0	38
Total	86	86	86	0	86
Municipal Court - 1160					
Municipal Judge	2	2	2		2
Municipal Court Administrator	1	1	1		1
Municipal Court Program Coordinator	1	1	1		1
Court Services Supervisor	2	1	1		1
Marshal	3	3	0		0
Senior Court Services Assistant	4	4	4		4
Court Services Assistant	17	16	16	(2)	14
Court Compliance Representative	2	2	2		2
Administrative Assistant	2	2	2		2
Full-Time	34	32	29	(2)	27
Part-Time	0	0	0	0	0
Total	34	32	29	(2)	27

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
Office of Emergency Management - 1050					
Emergency Management Coordinator	1	1	1		1
Senior Emergency Management Specialist	1	1	1		1
Administrative Assistant	1	0	0		0
Full-Time	3	2	2	0	2
Part-Time	0	0	0	0	0
Total	3	2	2	0	2
Parks, Recreation & Cultural Arts - 2000					
Managing Director	1	1	1		1
Recreation Administrator	1	1	1		1
Parks Administrator	1	1	1		1
Cultural Facilities Administrator	1	1	1		1
Senior Park Planner	1	1	1		1
Parks Maintenance Manager	1	1	1		1
Landscape Architect	1	1	1		1
Parks Business Supervisor	1	1	1		1
Recreation Services Manager	1	1	1		1
Aquatics/Athletics Services Manager	1	1	1		1
Senior Services Manager	1	1	1		1
Recreation Services Coordinator	2	2	2	1	3
Athletics Program Coordinator	1	1	1		1
Recreation Center Supervisor	3	2	2	1	3
Senior Center Supervisor	1	1	1		1
Field Supervisor	6	6	6		6
Cultural Facilities Supervisor	1	1	1		1
Senior Event Representative	2	2	2		2
Senior Accounting Technician	1	1	1		1
Senior Recreation Services Specialist	1	1	1		1
Office Support Supervisor	1	1	1		1
Recreation Services Specialist	4	4	4	1	5
Senior Services Specialist	4	4	4		4
Event Representative	1	1	1		1
Maintenance Crew Leader	6	6	6		6
Irrigation Crew Leader	2	2	2		2
Administrative Assistant	3	3	3		3
Pool Technician	2	2	2		2
Maintenance Technician	1	1	1		1
Senior Event Technician	1	1	1		1
Landscape Technician	2	2	2		2
Parkkeeper II	11	11	11		11
Equipment Operator I	4	4	4		4
Event Technician	3	3	3		3
Irrigation Technician	2	2	2		2
Customer Service Associate	2	2	2	1	3
Parkkeeper I	6	6	6		6
Maintenance Worker	2	2	2		2
Bus Operator	4	4	4		4
Service Attendant	8	8	8	1	9
Grounds Attendant	6	6	6		6
Center Aide (P/T)	4	4	4		4
Building Attendant (P/T)	1	1	1		1
Customer Aide (P/T)	5	5	5		5
Full-Time	104	103	103	5	108
Part-Time	10	10	10	0	10
Total	114	113	113	5	118

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

		2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
Planning - 1500						
	Senior Managing Director	1	1	1		1
	Planning Administrator	1	1	1		1
	Neighborhood Planning Manager	1	1	1		1
	Principal Planner	1	1	1		1
	Senior Planner	5	5	5		5
	Neighborhood Vitality Coordinator	1	1	1		1
	Planner	2	2	2		2
	Senior Administrative Assistant	1	1	1		1
	Loan Processor	0	0	1		1
	Planning Technician	2	2	2		2
	Full-Time	15	15	16	0	16
	Part-Time	0	0	0	0	0
	Total	15	15	16	0	16
Police - 1200						
Sworn	Managing Director	1	1	1		1
	Police Assistant Chief	4	4	4		4
	Police Captain (formerly Commander)	8	8	8		8
	Police Supervisor	34	34	34		34
	SRO Police Supervisor	2	2	2		2
	SRO Police Officer	23	23	23		23
	Police Officer	252	252	251		251
	Police Communications Manager	1	1	1		1
	Forensic Supervisor	1	1	1		1
	Senior Forensic Investigator	4	4	4		4
	Property Room Supervisor	1	1	1		1
	Police Records Supervisor	1	1	1		1
	Detention Supervisor	6	6	6		6
	Communications Supervisor	6	6	6		6
	Forensic Investigator	3	3	3		3
	Crime Analyst Technician	2	2	2		2
	Senior Administrative Assistant	3	3	3		3
	Senior Communication Specialist	17	17	17		17
	Senior Detention Officer	5	5	5		5
	Communication Specialist	31	31	31		31
	Detention Officer	24	23	23		23
	Administrative Assistant	5	5	5		5
	Property Verification Assistant	1	1	1		1
	Records Technician	12	12	12		12
	Property Room Technician	6	6	6		6
	Customer Service Associate	5	5	5		5
	Administrative Associate (P/T)	1	1	1		1
	Secretary (P/T)	1	1	1		1
	Full-Time Sworn	324	324	323	0	323
	Full-Time (Non-Sworn)	134	133	133	0	133
	Part-Time	2	2	2	0	2
	Total	460	459	458	0	458
Public & Media Affairs - 1171						
	Public Information Officer	1	1	1		1
	Broadcast/AV Coordinator	1	1	1		1
	Audio/Video Technician	1	1	1		1
	Full-Time	3	3	3	0	3
	Part-Time	0	0	0	0	0
	Total	3	3	3	0	3
Purchasing - 1151						
	Purchasing Administrator	1	1	1		1
	Buyer	5	5	5		5
	Administrative Assistant	2	2	2		2
	Administrative Associate (P/T)	0	0	1		1
	Receptionist (P/T)	1	1	0		0
	Full-Time	8	8	8	0	8
	Part-Time	1	1	1	0	1
	Total	9	9	9	0	9

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
Tax - 1140					
Tax Administrator	1	1	1		1
Senior Customer Account Representative	1	1	1		1
Customer Payment Associate	2	2	2		2
Full-Time	4	4	4	0	4
Part-Time	0	0	0	0	0
Total	4	4	4	0	4

Transportation - 1700					
Senior Managing Director	1	1	1		1
Senior Transportation Planner	1	1	1		1
Transportation Operations Manager	1	1	1		1
Transportation Analyst	1	1	1		1
Operations Financial Coordinator	1	1	1		1
Traffic Analyst	1	1	1		1
Transportation Representative	1	1	1		1
Traffic Signal Supervisor	1	1	1		1
Signs & Markings Supervisor	1	1	1		1
Traffic Signal Technician	2	2	2		2
Administrative Assistant	1	1	1		1
Senior Traffic Control Worker	2	2	2		2
Associate Traffic Signal Technician	1	1	2		2
Sign Fabricator	1	1	1		1
Traffic Control Worker	4	4	3		3
School Guard (P/T)	7	7	7	(1)	6
Full-Time	20	20	20	0	20
Part-Time	7	7	7	(1)	6
Total	27	27	27	(1)	26

TOTAL GENERAL FUND

Full-Time	1,151	1,142	1,144	2	1,146
Part-Time	58	58	60	(1)	59
Total Positions	1,209	1,200	1,204	1	1,205

SAFELIGHT FUND - 101

SafeLight Garland - 1022

Senior Customer Service Representative	1	1	1		1
Program Manager (Hearing Officer) (P/T)	1	1	1		1

TOTAL SAFELIGHT FUND

Full-Time	1	1	1	0	1
Part-Time	1	1	1	0	1
Total Positions	2	2	2	0	2

PUBLIC HEALTH/IMMUNIZATION GRANT FUND - 102

Public Health - 1920

Public Health Administrator	1	1	1		1
Public Health Nurse	2	2	3		3
Nurse Educator	0	1	1		1
Administrative Assistant	1	1	1		1
Customer Service Associate	1	1	1		1
Outreach Specialist	1	1	1		1

TOTAL PUBLIC HEALTH / IMMUNIZATION GRANT FUND

Full-Time	6	7	8	0	8
Part-Time	0	0	0	0	0
Total Positions	6	7	8	0	8

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
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UTILITY FUNDS

ELECTRIC UTILITY FUND - 211

Electric Administration - 3100

Electric Managing Director	1	1	1		1
Director of Corporate Planning	1	1	1		1
Director of Administrative Services	0	0	1		1
Electric Administrator	2	2	1		1
Electric Financial Director	1	1	1		1
Commercial Accounts & Marketing Administrator	1	1	1		1
Electric Accounting Manager	1	1	1		1
Key Accounts Manager	1	1	1		1
Electric Information Systems Director	1	1	1		1
Asset & Information Manager	1	1	1		1
Risk Management Manager	1	1	1		1
Electric Communications Manager	1	1	1		1
Mobile Workforce Supervisor	1	1	1		1
Electric Financial Analyst	1	1	1		1
Procurement & Contract Analyst	1	1	1		1
Senior Electric Accountant	1	1	1		1
T&D Construction Project Manager	2	2	2		2
Risk Management Specialist	2	2	2		2
Electric IT Services Manager	1	1	1		1
Senior Network Administrator	1	1	1		1
GIS Analyst	1	1	2		2
Electric GIS Supervisor	1	1	1		1
Business Process Technician II	0	0	1		1
Planning Coordinator	3	3	1		1
Electric Business Accounts Representative	1	1	1		1
GIS Specialist	1	1	1		1
Workforce Management Specialist	0	0	2		2
Planning Analyst	1	1	0		0
Shift Supervisor	0	0	0	1	1
Supervisor Administrative Support	1	1	1		1
Senior Administrative Assistant	1	1	1		1
CEMS Technician	0	0	0	1	1
GIS Technician	1	1	0		0
PC Technician II	1	1	1		1
Asset Project Coordinator	1	1	1		1
Administrative Associate	1	1	0		0
Full-Time	36	36	35	2	37
Part-Time	0	0	0	0	0
Total	36	36	35	2	37

Distribution - 3200

Distribution Administrator	1	1	1		1
Substation Engineering Manager	1	1	1		1
Distribution Engineer	0	0	1		1
T & D Supervisor	1	1	1		1
T & D Supervisor - Distribution	2	2	2		2
Distribution Designer	0	0	3		3
Electric Engineering Assistant	4	4	0		0
Meter Technician II	1	1	1		1
T&D Contract Inspector II	1	1	1		1
Journeyman Power Line Technician	8	8	8		8
Meter Technician I	3	3	2		2
T&D Contract Inspector I	3	3	3		3
Project Designer II	1	1	1		1
Senior Power Line Technician	16	16	11		11
Line Trouble Mechanic	0	0	5		5
Power Line Technician	14	14	15		15
Facilities & Inventory Coordinator	1	1	1		1

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
Distribution (Continued)					
Senior Administrative Assistant	1	1	1		1
Project Designer I	1	1	1		1
Administrative Assistant	1	1	1		1
Senior Inventory Assistant	1	1	1		1
Full-Time	61	61	61	0	61
Part-Time	0	0	0	0	0
Total	61	61	61	0	61
Newman Plant - 3300					
Electric Supervisor	3	2	3	(3)	0
Full-Time	3	2	3	(3)	0
Part-Time	0	0	0	0	0
Total	3	2	3	(3)	0
Olinger Plant - 3400					
Electric Administrator	1	1	1		1
Director of Power Production	1	1	1		1
O&M Administrator	1	1	1		1
Electric Production Administrator	0	0	0	1	1
Environmental Health & Safety Manager	0	0	1		1
Senior Plant Engineer	0	0	2		2
Electric Engineer	3	3	0		0
Environmental Specialist	1	1	1		1
Maintenance Supervisor	1	1	1		1
Maintenance Superintendent	0	0	0	1	1
Shift Supervisor	0	0	5	3	8
O&M Supervisor	2	2	0		0
Projects & Training Supervisor	1	1	1	(1)	0
Electric Supervisor	4	5	0		0
Plant Chemist	1	1	1	(1)	0
Maintenance Planner	1	1	1		1
Lead Maintenance Technician	0	0	2		2
CEMS Technician	2	2	2	(1)	1
Control Operator	5	5	5	1	6
El&C Technician	8	8	7	(1)	6
Maintenance Technician	7	7	7	(1)	6
Auxiliary Operator	5	5	5		5
Water Treatment Technician	0	0	0	2	2
Senior Administrative Assistant	1	1	1		1
Administrative Assistant	1	1	1		1
Senior Inventory Assistant	1	1	1		1
Operations Aide	1	1	1	(1)	0
Inventory Assistant	1	1	1		1
Full-Time	49	50	49	2	51
Part-Time	0	0	0	0	0
Total	49	50	49	2	51
Spencer Plant - 3450					
Electric Operations Administrator	1	1	1	(1)	0
Electric Production Administrator	2	2	0		0
Operations Superintendent	0	0	1	(1)	0
Maintenance Superintendent	0	0	1	(1)	0
El&C Technician	1	1	3	(3)	0
Lead Maintenance Technician	0	0	2	(2)	0
Control Operator	4	4	4	(4)	0
Electrical Maintenance Technician	3	3	0		0
Shift Supervisor	4	4	4	(4)	0
Mechanical Maintenance Technician	2	2	0	0	0
Auxiliary Operator	3	3	3	(3)	0
Water Treatment Technician	1	1	1	(1)	0
Office Support Supervisor	1	1	1	(1)	0
Administrative Assistant	1	1	1	(1)	0
Full-Time	23	23	22	(22)	0
Part-Time	0	0	0	0	0
Total	23	23	22	(22)	0

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
Other Generation - 3460					
Shift Supervisor	0	0	0	1	1
Full-Time	0	0	0	1	1
Part-Time	0	0	0	0	0
Total	0	0	0	1	1
Transmission - 3500					
T&D Director	1	1	1		1
Transmission Administrator	1	1	1		1
T & D Transmission Superintendent	1	1	1		1
Senior Power Line Technician	1	1	1		1
Journeyman Power Line Technician	0	0	4		4
Power Line Technician	9	9	5		5
Full-Time	13	13	13	0	13
Part-Time	0	0	0	0	0
Total	13	13	13	0	13
Electric Operations - 3600					
Director of Systems Operations	1	1	1		1
Electric Engineering Administrator	2	2	2		2
Contract Origination & Fuel Administrator	1	1	1		1
T&D Operations Manager	1	1	1		1
Market Optimization Manager	1	1	1		1
Operations Technical Services Manager	1	1	1		1
Director of Power Marketing	1	1	1		1
Administrative Manager	1	1	1		1
Senior EMS Engineer	2	2	2		2
T&D Operations Coordinator	1	1	1		1
Technical Process Administrator	1	1	1		1
EMS Engineer	0	0	1		1
Senior Systems Administrator	0	0	1		1
Chief Systems Operator	1	1	1		1
Electric Production Administrator	0	0	0	1	1
Senior EMS Engineer	1	1	1		1
Electric Systems Supervisor	3	3	3		3
Applied Electronic Administrator	1	1	1		1
Electric Compliance Specialist	0	0	1		1
Contract & Fuel Analyst	1	1	1		1
ERCOT Settlement Specialist	1	1	2		2
Electric Systems Analyst	2	2	0		0
ERCOT Settlement Coordinator	1	1	1		1
Electric Financial Analyst	1	1	0		0
Market Analyst	1	1	1		1
Business Process Analyst	1	1	1		1
Senior Electric Systems Operator	7	7	7		7
Electric Systems Operator	8	8	8		8
SCADA Communications Specialist	2	2	2		2
Shift Supervisor	0	0	0	1	1
Projects & Training Supervisor	0	0	0	1	1
Plant Chemist	0	0	0	1	1
Associate Electric Systems Operator	1	1	1		1
Senior Administrative Assistant	1	1	1		1
Accounting Technician	1	1	1		1
Administrative Associate	0	0	1		1
Full-Time	47	47	49	4	53
Part-Time	0	0	0	0	0
Total	47	47	49	4	53

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
Substations - 3700					
Director of Regulatory Affairs & Compliance	1	1	1		1
Electric Administrator	0	0	0	1	1
T&D Engineering Project Manager	1	1	1		1
Transmission Engineer	0	0	1		1
Substation Engineer	0	0	1		1
Electric Engineer	2	2	0		0
T&D Supervisor - Substation Maintenance	1	1	1		1
T&D Coordinator	1	1	1		1
T&D Supervisor - Substation Construction	1	1	1		1
T&D Supervisor - Substation Electronics	0	0	1		1
Shift Supervisor	0	0	0	1	1
Senior Electronic Technician	2	2	0		0
Relay Technician II	0	0	1		1
Relay Technician I	2	2	2		2
Substation Technician	6	6	7		7
Project Designer I	1	1	1		1
Facilities Maintenance Technician	1	1	0		0
Administrative Assistant	1	1	1		1
Full-Time	20	20	20	2	22
Part-Time	0	0	0	0	0
Total	20	20	20	2	22

TOTAL ELECTRIC UTILITY FUND

Full-Time	252	252	252	(14)	238
Part-Time	0	0	0	0	0
Total Positions	252	252	252	(14)	238

WATER UTILITY FUND - 221

Water - 4000

Managing Director	1	1	1		1
Water Utilities Financial Manager	1	1	1		1
Water Utilities Field Administrator	1	1	1		1
Water Utilities Maintenance Manager	1	1	1		1
Water Utilities Operations Manager	1	1	1		1
Water Utilities Systems Manager	0	0	1		1
Training & Employee Development Manager	0	0	1		1
Environmental Sustainability Program Manager	0	0	1		1
Applications Programmer	1	1	1		1
Water Utilities Project Coordinator	1	1	0		0
Senior Human Resource Analyst	1	1	0		0
SBP & Safety Coordinator	1	1	1		1
Public Education Specialist	1	1	1		1
Pump Maintenance Technician	2	2	2		2
Water Utility Operator	27	27	27		27
Pump Maintenance Supervisor	1	1	1		1
Instrument Technician	2	2	2		2
Senior Backflow Inspector	1	1	1		1
Field Supervisor	3	3	3		3
Water Control Supervisor	1	1	1		1
Senior Water Systems Operator	2	2	2		2
Engineering Technician	1	1	1		1
Office Support Supervisor	1	1	1		1
Water Systems Operator	6	6	6		6
Water Quality Technician	1	1	1		1
Project Assistant	0	0	1		1
Property Verification Assistant	1	1	0		0
Accounts Payable Technician	1	1	1		1
Administrative Associate	1	1	1		1

TOTAL WATER UTILITY FUND

Full-Time	61	61	62	0	62
Part-Time	0	0	0	0	0
Total Positions	61	61	62	0	62

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
WASTEWATER UTILITY FUND - 231					
Wastewater Collection - 4100					
Water Utilities Operations Manager	1	1	1		1
Wastewater Field Supervisor	3	3	3		3
Water/Wastewater Inspector	2	2	2		2
Pump Maintenance Technician	2	2	2		2
Water Utility Operator	29	29	29		29
Full-Time	37	37	37	0	37
Part-Time	0	0	0	0	0
Total	37	37	37	0	37
Wastewater Treatment Administration - 4210					
Wastewater Director	1	1	1		1
Utility Financial & Regulatory Affairs Manager	1	1	1		1
Administrative Assistant	1	1	1		1
SBP Assistant	1	1	1		1
Accounts Payable Technician	1	1	1		1
Full-Time	5	5	5	0	5
Part-Time	0	0	0	0	0
Total	5	5	5	0	5
Rowlett Creek Wastewater Treatment - 4220					
Plant Operations Manager	1	1	1		1
Assistant Maintenance Manager	0	0	1		1
Maintenance Scheduler	1	1	1		1
Pump Maintenance Technician	3	3	1		1
Plant Operator/Mechanic	11	11	12		12
Full-Time	16	16	16	0	16
Part-Time	0	0	0	0	0
Total	16	16	16	0	16
Duck Creek Wastewater Treatment - 4230					
Plant Operations Manager	1	1	1		1
Plant Maintenance Manager	1	1	1		1
Pump Maintenance Technician	3	3	4		4
Plant Operator/Mechanic	17	17	15		15
Full-Time	22	22	21	0	21
Part-Time	0	0	0	0	0
Total	22	22	21	0	21
Wastewater Biosolids - 4240					
Equipment Operator I	2	2	3		3
Plant Operator/Mechanic	6	6	6		6
Full-Time	8	8	9	0	9
Part-Time	0	0	0	0	0
Total	8	8	9	0	9
Technical Services - 4250					
Water Utilities Lab Manager	1	1	1		1
Pretreatment Supervisor	1	1	1		1
Senior Chemist	2	2	2		2
Chemist	4	4	3		3
Senior Environmental Technician	1	1	1		1
Environmental Technician	3	3	3		3
Full-Time	12	12	11	0	11
Part-Time	0	0	0	0	0
Total	12	12	11	0	11
TOTAL WASTEWATER UTILITY FUND					
Full-Time	100	100	99	0	99
Part-Time	0	0	0	0	0
Total Positions	100	100	99	0	99

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
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ENVIRONMENTAL WASTE SERVICES FUND - 241

Environmental Waste Services - Delivery - 4300

Managing Director	1	1	1		1
Regulatory Compliance Manager	1	1	1		1
Solid Waste Collections Manager	0	0	1		1
Environmental Waste Operations Manager	1	1	0		0
Environmental Waste Administration Manager	1	1	1		1
Commercial Sales Representative	1	1	1		1
Waste Minimization Coordinator	1	1	1		1
Safety Specialist	1	1	1		1
EWS Service Supervisor	1	1	1		1
Field Supervisor	3	3	3		3
Heavy Equipment Crew Leader	1	1	1		1
Equipment Maintenance Technician	1	1	1		1
Field Operations Leader	4	4	4		4
Office Support Supervisor	1	1	1		1
Equipment Crew Leader	6	6	6		6
Welder	1	1	1		1
Equipment Operator II	26	26	32		32
Administrative Assistant	1	1	2		2
Equipment Operator I	29	29	22		22
Customer Service Representative	5	5	5		5
Accounting Associate	1	1	1		1
Operations Aide	1	1	1		1
Operations Aide (P/T)	1	1	1		1

TOTAL ENVIRONMENTAL WASTE SERVICES FUND

Full-Time	88	88	88	0	88
Part-Time	1	1	1	0	1
Total Positions	89	89	89	0	89

STORMWATER MANAGEMENT FUND - 261

Stormwater Management - 4600

Development Drainage Engineer	1	1	1		1
Stormwater Utility Manager	1	1	1		1
Operations Financial Coordinator	1	1	1		1
Environmental Health Specialist	3	3	3		3
Public Education Specialist	1	1	1		1
Field Supervisor	1	1	1		1
Public Works Inspector I	1	1	1		1
Stormwater Inspector	1	1	1		1
Heavy Equipment Crew Leader	1	1	1		1
Heavy Equipment Operator II	5	5	5		5
Engineering Technician	1	1	1		1
Equipment Operator I	4	4	4		4
Maintenance Worker	4	4	4		4

TOTAL STORMWATER MANAGEMENT FUND

Full-Time	25	25	25	0	25
Part-Time	0	0	0	0	0
Total Positions	25	25	25	0	25

TOTAL UTILITY FUNDS

Full-Time	526	526	526	(14)	512
Part-Time	1	1	1	0	1
Total Positions	527	527	527	(14)	513

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
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INTERNAL SERVICE FUNDS

CUSTOMER SERVICE FUND - 461

Customer Service - 4900

Customer Service Administrator	1	1	1		1
Manager Utility CIS & Revenue	1	1	1		1
Manager Utility Service Operations	1	1	1		1
Manager Customer Service	1	1	0		0
Supervisor Utility CIS	1	1	1		1
Revenue Recovery Supervisor	1	1	1		1
Supervisor Call Center	1	1	1		1
Senior Business Process Analyst	1	1	1		1
Supervisor Customer Service	1	1	1		1
Supervisor Utility Service	1	1	1		1
Supervisor Payment Center	1	1	1		1
Energy Efficiency Coordinator	1	1	1		1
Business Process Technician I	1	1	1		1
Supervisor Meter Customer Service	1	1	1		1
Revenue Protection Investigator	4	4	4		4
Collections Specialist II	1	1	1		1
Senior Administrative Assistant	1	1	2		2
Contact Center Representative II	5	5	4		4
Field Service Representative I	0	0	3		3
Utility Services Technician II	1	1	1		1
Energy Efficiency Coordinator	1	1	1		1
Lead Utility CIS Representative	0	0	2		2
Utility CIS Representative	0	0	5		5
Senior Billing Technician	2	2	0		0
Customer Account Representative	3	3	0		0
Contact Center Representative I	0	0	20		20
Customer Relations Representative	6	6	0		0
Revenue Recovery Assistant	2	2	2		2
Collection Specialist I	1	1	1		1
Remote Meter Technician	0	0	2		2
Utility Service Technician I	11	11	11		11
Payment Center Representative II	2	2	2		2
Billing Technician	2	2	0		0
Customer Service Representative	12	12	1		1
Credit Representative	6	6	0		0
Meter Reader II	1	1	1		1
Payment Center Representative I	0	0	8		8
Customer Payment Associate	7	7	0		0
Meter Reader	16	16	13		13

TOTAL CUSTOMER SERVICE FUND

Full-Time	98	98	97	0	97
Part-Time	0	0	0	0	0
Total Positions	98	98	97	0	97

FACILITIES MANAGEMENT FUND - 431

Facilities Management - 4700

Facilities Services Manager	1	1	1		1
Facilities Construction Manager	1	1	1		1
HVAC Technician	4	5	5		5
Facilities Electrician	2	2	2		2
Facilities Construction Technician	2	2	2		2
Facilities Maintenance Representative	1	1	1		1
Building Attendant Supervisor	1	1	1		1
Senior Administrative Assistant	1	1	1		1
Maintenance Technician	1	1	1		1

**CITY OF GARLAND BUDGETED POSITIONS
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Facilities Management (Continued)

Facilities Maintenance Technician	2	2	2		2
Building Attendant Crew Leader	1	1	1		1
Building Attendant	14	15	15		15
Administrative Assistant (P/T)	1	1	1		1

TOTAL FACILITIES MANAGEMENT FUND

Full-Time	31	33	33	0	33
Part-Time	1	1	1	0	1
Total Positions	32	34	34	0	34

INFORMATION TECHNOLOGY FUND - 411

Organizational Development - 1135

Organizational Development Administrator	1	1	1		1
Senior Business Operations Analyst	2	2	2		2
Full-Time	3	3	3	0	3
Part-Time	0	0	0	0	0
Total	3	3	3	0	3

Information Technology - 4510

Managing Director	1	1	1		1
Director IT Operations	1	1	1		1
Application Services Director	1	1	1		1
Information Services Manager	3	3	3		3
Senior Database Administrator	0	0	1		1
Database Administrator	2	2	1		1
Systems Engineer	0	0	1		1
Lead Information Systems Analyst	0	0	1		1
IT Project Coordinator	0	0	1		1
Senior Systems Administrator	0	0	2		2
Lead Network Administrator	1	1	1		1
Lead Systems Administrator	1	1	1		1
IT Project Manager	2	2	2		2
Senior Network Administrator	5	5	1		1
Network Administrator I	0	0	1		1
Information Systems Analyst	0	0	3		3
IT Support Services Supervisor	1	1	1		1
Senior Information Systems Analyst	7	7	2		2
Network Analyst	1	1	0		0
Senior Business Operations Analyst	2	2	2		2
Senior Financial Analyst	0	0	1		1
Software Developer	2	1	0		0
Application Programmer	0	1	1		1
Systems Administrator	0	0	2		2
Network Administrator I	1	1	0		0
PC Technician II	0	0	3		3
Senior Help Desk Technician	2	2	0		0
PC Technician I	0	0	3		3
Help Desk Technician	4	4	0		0
Senior Administrative Assistant	1	1	1		1
IT Hardware Technician	1	1	1		1
Administrative Assistant	1	1	1		1
IT Service Desk Representative II	1	1	1		1
IT Service Desk Representative I	1	1	1		1
Computer Operator	3	0	0		0
Operations Aide	1	1	1		1
Intern (P/T)	1	0	0		0
Computer Operator (P/T)	1	0	0		0
Full-Time	46	43	43	0	43
Part-Time	2	0	0	0	0
Total	48	43	43	0	43

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
GIS - 4520					
Information Services Manager	1	1	1		1
GIS Database Administrator	0	0	1		1
Senior GIS Analyst	0	0	2		2
GIS Analyst	3	3	1		1
Geographic Database Analyst	1	1	0		0
Full-Time	5	5	5	0	5
Part-Time	0	0	0	0	0
Total	5	5	5	0	5
Communications - 4550					
Information Services Manager	1	1	1		1
IT Radio Communications Manager	1	1	1		1
Telecommunications Supervisor	2	2	1		1
Senior Radio Communications Technician	1	1	1		1
Lead IT Communications Installation Technician	0	0	1		1
IT Telecommunications Technician	2	2	2		2
IT Hardware Technician	0	0	1		1
IT Communications Installation Technician	4	4	3		3
Full-Time	11	11	11	0	11
Part-Time	0	0	0	0	0
Total	11	11	11	0	11
TOTAL INFORMATION TECHNOLOGY FUND					
Full-Time	65	62	62	0	62
Part-Time	2	0	0	0	0
Total Positions	67	62	62	0	62
WAREHOUSE FUND - 451					
Warehouse - 1152					
Warehouse Services Manager	1	1	1		1
Senior Inventory Assistant	2	2	2		2
Inventory Associate	1	1	1		1
Customer Service Associate	1	1	0		0
Accounting Associate	1	1	1		1
Warehouse Services Associate	0	0	4		4
Material Handler	3	3	0		0
Full-Time	9	9	9	0	9
Part-Time	0	0	0	0	0
Total	9	9	9	0	9
Print Operations - 1175 / Day Labor Center - 1177					
Graphic Design Technician	1	1	1		1
Customer Service Associate	1	1	1		1
Full-Time	2	2	2	0	2
Part-Time	0	0	0	0	0
Total	2	2	2	0	2
TOTAL WAREHOUSE FUND					
Full-Time	11	11	11	0	11
Part-Time	0	0	0	0	0
Total Positions	11	11	11	0	11
TOTAL INTERNAL SERVICE FUNDS					
Full-Time	205	204	203	0	203
Part-Time	3	1	1	0	1
Total Positions	208	205	204	0	204

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
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INFRASTRUCTURE REPAIR & REPLACEMENT FUND - 831

Street - 4690

Streets Director	1	1	1		1
Street Construction Administrator	1	1	1		1
Street Construction Manager	1	1	1		1
Safety Specialist	1	1	1		1
Street Design Supervisor	1	1	1		1
Construction Supervisor	1	1	1		1
Pavement Supervisor	1	1	1		1
Public Works Inspector II	1	1	1		1
Street Equipment Maintenance	1	1	1		1
Field Supervisor	6	6	5		5
Public Works Inspector I	1	1	1		1
Heavy Equipment Crew Leader	7	7	7		7
Senior Survey Technician	1	1	1		1
Heavy Equipment Operator II	6	6	6		6
Heavy Equipment Operator I	2	2	2		2
Administrative Assistant	1	1	1		1
Pavement Inspection Technician	0	0	1		1
Survey Technician	2	2	2		2
Equipment Operator I	10	10	11		11
Concrete Finisher	18	18	18		18
Survey Assistant	1	1	1		1
Administrative Associate	2	2	2		2
Maintenance Worker	6	6	5		5

TOTAL INFRASTRUCTURE REPAIR & REPLACEMENT FUND

Full-Time	72	72	72	0	72
Part-Time	0	0	0	0	0
Total Positions	72	72	72	0	72

FIREWHEEL FUND - 251

Firewheel Golf Park - 4410

Golf Course Superintendent	1	1	1		1
Golf Course Crew Leader	2	2	2		2
Maintenance Crew Leader	2	2	2		2
Maintenance Technician	4	4	4		4
Administrative Assistant	1	1	1		1
Spray Technician	2	2	2		2
Landscape Technician	1	1	1		1
Irrigation Technician	4	4	4		4
Groundskeeper	9	9	9		9
Building Attendant	2	2	2		2

TOTAL FIREWHEEL FUND

Full-Time	28	28	28	0	28
Part-Time	0	0	0	0	0
Total Positions	28	28	28	0	28

GROUP HEALTH INSURANCE FUND - 401

Group Health Clinic - 1195

Physician	1	1	1		1
Medical Assistant	2	2	2		2
Customer Service Associate	1	1	1		1

TOTAL GROUP HEALTH INSURANCE FUND

Full-Time	4	4	4	0	4
Part-Time	0	0	0	0	0
Total Positions	4	4	4	0	4

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

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SELF INSURANCE FUND - 405

Risk Management - 1191

Risk Management Director	1	1	1		1
HR Services Administrator	0	0	1		1
Benefits Manager	1	1	0		0
Nurse Practitioner/Physician Assistant	1	1	1		1
Safety Coordinator	0	0	1		1
Insurance and Claims Coordinator	1	1	1		1
Benefits Specialist	1	1	1		1
Administrative Assistant	2	2	2		2

TOTAL SELF INSURANCE FUND

Full-Time	7	7	8	0	8
Part-Time	0	0	0	0	0
Total Positions	7	7	8	0	8

FLEET SERVICES FUND - 441

Fleet Services - 4800

Fleet Services Administrator	1	1	1		1
Operations Financial Coordinator	1	1	1		1
Fleet Services Supervisor	2	2	2		2
Senior Master Mechanic	9	9	9		9
Master Mechanic	8	8	8		8
Office Support Supervisor	1	1	1		1
Service Writer	2	2	2		2
Mechanic	8	8	8		8
Welder	2	2	2		2
Accounts Payable Technician	1	1	1		1
Operations Aide	1	1	1		1

TOTAL FLEET SERVICES FUND

Full-Time	36	36	36	0	36
Part-Time	0	0	0	0	0
Total Positions	36	36	36	0	36

HOTEL/MOTEL TAX FUND - 811

Special Events - 1174

Marketing Assistant	0	0	1		1
Administrative Assistant	1	1	0		0

TOTAL HOTEL/MOTEL TAX FUND

Full-Time	1	1	1	0	1
Part-Time	0	0	0	0	0
Total Positions	1	1	1	0	1

HOUSING GRANT FUNDS

HOUSING ASSISTANCE FUND - 822

Housing Assistance - 8250

Housing Agency Administrator	1	1	1		1
Housing Fiscal Supervisor	1	1	1		1
FSS Supervisor	1	1	1		1
Senior Housing Inspector	1	1	1		1
Housing Inspector	2	2	2		2
FSS Representative	8	8	8		8
Senior Accounting Technician	1	1	1		1
Administrative Assistant	1	1	1		1
Operations Aide (P/T)	1	1	1		1

TOTAL HOUSING ASSISTANCE FUND

Full-Time	16	16	16	0	16
Part-Time	1	1	1	0	1
Total Positions	17	17	17	0	17

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
HOME GRANT FUND - 823 (formerly Neighborhood Services Grant Fund)					
HOME - 8230					
Housing Inspector	1	1	1		1
Loan Processor	1	0	0		0
Administrative Associate	1	0	0		0
TOTAL HOME GRANT FUND					
Full-Time	3	1	1	0	1
Part-Time	0	0	0	0	0
Total Positions	3	1	1	0	1
COMMUNITY DEVELOPMENT FUND - 825/925					
Community Development Block Grant - 8300					
Neighborhood Services Manager	1	1	1		1
Administrative Associate	0	1	1		1
Grants Coordinator	1	1	1		1
Grants Specialist	1	1	1		1
Loan Processing Supervisor	1	1	1		1
Loan Processor	1	2	1		1
TOTAL COMMUNITY DEVELOPMENT FUND					
Full-Time	5	7	6	0	6
Part-Time	0	0	0	0	0
Total Positions	5	7	6	0	6
FAIR HOUSING GRANT FUND - 828					
Fair Housing - 8240					
Fair Housing Manager	1	1	1		1
Fair Housing Coordinator	1	1	1		1
Administrative Associate	1	1	1		1
TOTAL FAIR HOUSING GRANT FUND					
Full-Time	3	3	3	0	3
Part-Time	0	0	0	0	0
Total Positions	3	3	3	0	3
TOTAL HOUSING GRANTS					
Full-Time	27	27	26	0	26
Part-Time	1	1	1	0	1
Total Positions	28	28	27	0	27
LIBRARY GRANT FUND - 841					
NETLS - 9700					
NETLS Coordinator	1	1	1		1
Senior NETLS Librarian	1	1	1		1
NETLS Librarian	1	1	1		1
NETLS Systems Administrator	0	0	0	1	1
Administrative Assistant	1	1	1		1
NETLS Training Assistant	1	1	1		1
TOTAL LIBRARY GRANT FUND					
Full-Time	5	5	5	1	6
Part-Time	0	0	0	0	0
Total Positions	5	5	5	1	6

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
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PUBLIC SAFETY GRANT FUND - 871

Emergency Management Grants - 1050

Emergency Medical Planner
Area Medical Response Specialist

	0	0	1		1
	1	1	1		1
Full-Time	1	1	2	0	2
Part-Time	0	0	0	0	0
Total	1	1	2	0	2

Police Grants - 1280

Victim Assistance Advocate

	1	1	0		0
Full-Time	1	1	0	0	0
Part-Time	0	0	0	0	0
Total	1	1	0	0	0

TOTAL PUBLIC SAFETY GRANT FUND

Full-Time	2	2	2	0	2
Part-Time	0	0	0	0	0
Total Positions	2	2	2	0	2

STIMULUS GRANT FUND - 941

Emergency Management Grants - 1050

Victim Assistance Advocate

	0	0	1		1
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TOTAL STIMULUS GRANT FUND

Full-Time	0	0	1	0	1
Part-Time	0	0	0	0	0
Total Positions	0	0	1	0	1

TOTAL CITY-WIDE

Full-Time	2,071	2,062	2,065	(11)	2,054
Part-Time	64	62	64	(1)	63
Total Positions	2,135	2,124	2,129	(12)	2,117

**CITY OF GARLAND BANKED POSITIONS
2008-09 THRU 2010-11**

		2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
GENERAL FUND - 100						
City Secretary - 1030						
	Customer Service Associate	0	1	1		1
	Total Full-Time	0	1	1	0	1
EWS - Disposal (Landfill/Transfer Station) - 1600						
	Heavy Equipment Operator II	0	1	1		1
	Total Full-Time	0	1	1	0	1
Fire - 1300						
Sworn	Firefighter	4	4	4		4
	Total Full-Time Sworn	4	4	4	0	4
Municipal Court - 1160						
	Court Services Assistant	0	0	0	2	2
	Total Full-Time	0	0	0	2	2
Parks, Recreation & Cultural Arts - 2000						
	Landscape Architect	1	1	1		1
	Recreation Center Supervisor	0	1	1	(1)	0
	Recreation Services Specialist	1	1	1		1
	Total Full-Time	2	3	3	(1)	2
Planning - 1500						
	Senior Planner	1	1	1		1
	Total Full-Time	1	1	1	0	1
Police - 1200						
Sworn	Police Officer	4	4	4		4
	Detention Officer	0	1	1		1
	Total Full-Time Sworn	4	4	4	0	4
	Total Full-Time (Non-Sworn)	0	1	1	0	1
	Total Full-Time	4	5	5	0	5
TOTAL GENERAL FUND						
	Total Full-Time	11	15	15	1	16
ELECTRIC UTILITY FUND - 211						
Olinger Plant - 3400						
	Electric Production Administrator	2	2	2	(2)	0
	Maintenance Planner	1	1	1		1
	Maintenance Technician	2	2	2		2
	Auxiliary Operator	1	1	1		1
	Water Treatment Technician	1	1	1	(1)	0
	Operations Aide	1	1	1		1
	Total Full-Time	8	8	8	(3)	5
TOTAL ELECTRIC UTILITY FUND						
	Total Full-Time	8	8	8	(3)	5

**CITY OF GARLAND BANKED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Proposed
FACILITIES MANAGEMENT FUND - 431					
Facilities Management - 4700					
HVAC Technician	1	0	0		0
Building Attendant	1	0	0		0
TOTAL FACILITIES MANAGEMENT FUND					
Total Full-Time	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
SELF INSURANCE FUND - 405					
Risk Management - 1191					
Safety Coordinator	1	1	0		0
TOTAL SELF INSURANCE FUND					
Total Full-Time	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
FLEET SERVICES FUND - 441					
Fleet Services - 4800					
Fleet Services Coordinator	1	1	1		1
TOTAL FLEET SERVICES FUND					
Total Full-Time	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>1</u>
FAIR HOUSING GRANT FUND - 828					
Fair Housing - 8240					
Administrative Associate	1	1	1		1
TOTAL FAIR HOUSING GRANT FUND					
Total Full-Time	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>1</u>
TOTAL CITY-WIDE					
Full-Time	24	26	25	(2)	23
Part-Time	0	0	0	0	0
Total Positions	24	26	25	(2)	23

**PERSONNEL CHANGES
2010-11 APPROVED**

Full-Time Positions Added/Eliminated/Banked

GENERAL FUND - ADDED

<u>Parks, Recreation & Cultural Arts</u>	-----	4
1	Recreation Services Coordinator	
1	Recreation Services Specialist	
1	Customer Service Associate	
1	Service Attendant	

TOTAL GENERAL FUND - ADDED 4

GENERAL FUND - UNBANKED

<u>Parks, Recreation & Cultural Arts</u>	-----	1
1	Recreation Center Supervisor	

TOTAL GENERAL FUND - UNBANKED 1

GENERAL FUND - ELIMINATED

<u>Engineering</u>	-----	(1)
(1)	Public Works Inspector I	

TOTAL GENERAL FUND - ELIMINATED (1)

GENERAL FUND - BANKED

<u>Municipal Court</u>	-----	(2)
(2)	Court Services Assistant	

TOTAL GENERAL FUND - BANKED (2)

NET CHANGE TO GENERAL FUND 2

PERSONNEL CHANGES 2010-11 APPROVED

Full-Time Positions Added/Eliminated/Banked

OTHER FUNDS - ADDED

LIBRARY GRANT FUND		-----			1
	<u>NETLS</u>		1	NETLS Systems Administrator	

TOTAL OTHER FUNDS - ADDED 1

OTHER FUNDS - UNBANKED

ELECTRIC UTILITY FUND		-----			3
	<u>Olinger Plant</u>		2	Electric Production Administrator	
			1	Water Treatment Technician	

TOTAL OTHER FUNDS - UNBANKED 3

OTHER FUNDS - ELIMINATED

ELECTRIC UTILITY FUND		-----			(17)
	<u>Olinger Plant</u>		(1)	El&C Technician	
			(1)	Operations Aide	
	<u>Spencer Plant</u>		(1)	Operations Superintendent	
			(3)	Control Operator	
			(3)	El&C Technician	
			(3)	Auxiliary Operator	
			(2)	Lead Maintenance Technician	
			(1)	Maintenance Technician	
			(1)	Office Support Supervisor	
			(1)	Administrative Assistant	

TOTAL OTHER FUNDS - ELIMINATED (17)

NET CHANGE TO OTHER FUNDS (13)

NET CHANGE TO FULL-TIME POSITIONS (11)

**PERSONNEL CHANGES
2010-11 APPROVED**

Part-Time Positions Added/Eliminated

GENERAL FUND - ELIMINATED

Transportation ----- (1)
(1) School Guard (P/T)

TOTAL GENERAL FUND - ELIMINATED (1)

MID-YEAR PERSONNEL CHANGES 2009-10

Full-Time Positions

GENERAL FUND

<u>City Attorney</u>	-----		5
	1	Assistant City Attorney (Transferred Police Officer from Police)	
	1	Lieutenant Deputy Marshal (Transferred Marshal from Municipal Court)	
	2	Marshal (Transfers from Municipal Court)	
	1	Marshal (Added)	
 <u>Municipal Court</u>	 -----		 (3)
	(3)	Marshal (Transfers to City Attorney)	
 <u>Planning</u>	 -----		 1
	1	Loan Processor (Transfer from Neighborhood Services)	
 <u>Police</u>	 -----		 (1)
	(1)	Police Officer (Transfer to City Attorney as Asst City Atty)	

TOTAL CHANGE TO GENERAL FUND 2

OTHER FUNDS

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

<u>Neighborhood Services - CDBG</u>	-----		(1)
	(1)	Loan Processor (Transfer to Planning)	

PUBLIC HEALTH/IMMUNIZATION GRANT FUND

<u>Health TDH Grant</u>	-----		1
	1	Public Health Nurse (Added)	

PUBLIC SAFETY GRANT FUND

<u>Police Grants</u>	-----		(1)
	(1)	Victim Assistance Advocate (Transfer to Emergency Mgmt Grants)	

MID-YEAR PERSONNEL CHANGES 2009-10

Full-Time Positions

OTHER FUNDS *(Continued)*

SELF INSURANCE FUND

<u>Risk Management</u>		-----	1
	1	Safety Coordinator (Unbanked)	

STIMULUS GRANT FUND

<u>Emergency Management Grants</u>		-----	1
	1	Victim Assistance Advocate (Transfer from Police Grants)	

WASTEWATER UTILITY FUND

<u>Technical Services</u>		-----	(1)
	(1)	Chemist (Transfer to Water as Env Sustain. Prog Mgr)	

WATER UTILITY FUND

<u>Office of Environmental Quality</u>		-----	1
	1	Environmental Sustainability Program Manager (Transferred Chemist from Wastewater)	

TOTAL CHANGE TO OTHER FUNDS 1

TOTAL CHANGE TO FULL-TIME POSITIONS 3

Part-Time Positions

GENERAL FUND

<u>City Attorney</u>		-----	2
	2	Marshal (P/T) (Added)	

TOTAL CHANGE TO GENERAL FUND 2

TOTAL CHANGE TO PART-TIME POSITIONS 2

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Approved
GENERAL FUND - 100					
Budget & Research - 1130					
Senior Managing Director	1	1	1		1
Budget Administrator	1	1	1		1
Senior Budget Analyst	4	4	4		4
Senior Administrative Assistant	1	1	1		1
Full-Time	7	7	7	0	7
Part-Time	0	0	0	0	0
Total	7	7	7	0	7
Building Inspection - 1550					
Building Official	1	1	1		1
Building Inspection Administrator	1	1	1		1
Building Code Field Manager	1	1	1		1
Chief Inspector	1	1	1		1
Chief Zoning Inspector	1	1	1		1
Senior Plans Examiner	1	1	1		1
Plans Examiner	2	2	2		2
Building Inspector II	2	2	2		2
Building Inspector I	3	3	3		3
Zoning Inspector	2	2	2		2
Office Support Supervisor	1	1	1		1
Permit Assistant	3	3	3		3
Full-Time	19	19	19	0	19
Part-Time	0	0	0	0	0
Total	19	19	19	0	19
City Administration - 1010					
City Manager	1	1	1		1
Deputy City Manager	1	1	1		1
Office of Administration Supervisor	1	1	1		1
Office of Administration Assistant	1	1	1		1
Administrative Assistant	0	0	1		1
Customer Service Representative	1	1	0		0
Full-Time	5	5	5	0	5
Part-Time	0	0	0	0	0
Total	5	5	5	0	5
City Attorney - 1020					
City Attorney	1	1	1		1
Deputy City Attorney	2	2	2		2
Senior Assistant City Attorney	1	1	1		1
Assistant City Attorney	3	3	4		4
Management Assistant	2	2	2		2
Lieutenant Deputy Marshal	0	0	1		1
Marshal	0	0	3		3
Administrative Associate	1	1	1		1
Marshal (P/T)	0	0	2		2
Full-Time	10	10	15	0	15
Part-Time	0	0	2	0	2
Total	10	10	17	0	17
City Council - 1000					
Assistant to the Mayor	1	1	1		1
Full-Time	1	1	1	0	1
Part-Time	0	0	0	0	0
Total	1	1	1	0	1
City Secretary - 1030					
City Secretary	1	1	1		1
Management Assistant	1	1	1		1
Records Technician	1	1	1		1
Customer Service Associate	1	0	0		0
Full-Time	4	3	3	0	3
Part-Time	0	0	0	0	0
Total	4	3	3	0	3

**CITY OF GARLAND BUDGETED POSITIONS
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	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Approved
Code Compliance - 1800					
Code Compliance Director	1	1	1		1
Neighborhood Standards Manager	1	1	1		1
Housing Standards Manager	1	1	1		1
Public Education Specialist	1	1	0		0
Senior Code Inspector	2	2	2		2
Code Inspector	18	18	19		19
Office Support Supervisor	1	1	1		1
Senior Customer Service Representative	1	1	1		1
Customer Service Representative	3	3	3		3
Full-Time	29	29	29	0	29
Part-Time	0	0	0	0	0
Total	29	29	29	0	29
Community Relations - 1170					
Community Relations Manager	1	1	1		1
Marketing Assistant	1	1	1		1
Full-Time	2	2	2	0	2
Part-Time	0	0	0	0	0
Total	2	2	2	0	2
Engineering - 1400					
Engineering Director	1	1	1		1
Engineering Services Administrator	3	3	3		3
Senior Engineer	1	1	1		1
City Surveyor	1	1	1		1
Engineer	0	0	1		1
Development Drainage Engineer	1	1	1		1
Engineering Field Operations Coordinator	1	1	1		1
Construction Inspection Supervisor	1	1	1		1
Technical Engineering Supervisor	1	1	1		1
Graduate Engineer	2	2	1		1
Operations Financial Coordinator	1	1	1		1
Survey Party Chief	1	1	1		1
Public Works Inspector II	2	2	2		2
Right-of-Way Specialist	1	1	1		1
Engineering Technician	1	1	1		1
Public Works Inspector I	3	3	3	(1)	2
Senior Administrative Assistant	1	1	1		1
Administrative Assistant	1	1	1		1
Survey Assistant	1	1	1		1
Full-Time	24	24	24	(1)	23
Part-Time	0	0	0	0	0
Total	24	24	24	(1)	23
EWS - Disposal (Landfill/Transfer Station) - 1600					
EWS Disposal Operations Administrator	1	1	1		1
Disposal Operations Manager	1	1	1		1
Regulatory Compliance Specialist	1	1	1		1
Operations Financial Coordinator	1	1	1		1
Field Supervisor	1	1	1		1
Heavy Equipment Crew Leader	2	2	1		1
Employment Services Coordinator	1	1	1		1
Office Support Supervisor	1	1	1		1
Senior Administrative Assistant	1	1	1		1
Heavy Equipment Operator II	10	9	10		10
Field Operations Leader	1	1	1		1
Administrative Assistant	1	1	0		0
Equipment Operator II	3	3	7		7
Equipment Operator I	3	3	0		0
Customer Service Representative	1	1	1		1
Accounting Associate	3	3	2		2
Customer Payment Associate	0	0	1		1
Full-Time	32	31	31	0	31
Part-Time	0	0	0	0	0
Total	32	31	31	0	31

**CITY OF GARLAND BUDGETED POSITIONS
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	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Approved
Financial Services - 1120					
Managing Director	1	1	1		1
Investment & Debt Administrator	1	1	1		1
Accounting Administrator	1	1	1		1
Senior Financial Analyst	1	1	1		1
Accounting Supervisor	3	3	3		3
Senior Business Process Analyst	1	1	1		1
Financial Analyst	1	1	1		1
Business Process Analyst	1	1	1		1
Senior Financial Accounting Technician	2	2	2		2
Payroll Technician	1	1	1		1
Accounting Technician	2	2	2		2
Administrative Assistant	1	1	1		1
Full-Time	16	16	16	0	16
Part-Time	0	0	0	0	0
Total	16	16	16	0	16
Fire - 1300					
Sworn					
Managing Director	1	1	1		1
Assistant Chief	3	3	3		3
Battalion Chief	7	7	7		7
Captain	38	38	38		38
Lieutenant	14	14	14		14
Driver	44	44	44		44
Driver-Paramedic	27	27	27		27
Firefighter	94	92	92		92
Firefighter-Paramedic	23	23	23		23
EMS Manager	0	0	1		1
EMS Program Manager	1	1	1		1
EMS Instructor	1	1	0		0
Senior Accounting Technician	1	1	1		1
Senior Administrative Assistant	1	1	1		1
Inventory Assistant	1	1	1		1
Administrative Associate	2	2	2		2
Full-Time Sworn	251	249	249	0	249
Full-Time (Non-Sworn)	7	7	7	0	7
Part-Time	0	0	0	0	0
Total	258	256	256	0	256
Health - 1900					
Managing Director	1	1	1		1
Veterinarian	1	1	1		1
Environmental Health Administrator	1	1	1		1
Environmental Health Manager	1	1	1		1
Animal Services Manager	1	1	1		1
Environmental Health Specialist	7	7	7		7
Office Support Supervisor	1	1	1		1
Senior Animal Control Officer	5	5	7		7
Animal Control Officer	10	10	9		9
Administrative Assistant	1	1	1		1
Service Dispatcher	1	1	0		0
Administrative Associate	1	1	1		1
Full-Time	31	31	31	0	31
Part-Time	0	0	0	0	0
Total	31	31	31	0	31
Human Resources - 1110					
Senior Managing Director	1	1	1		1
Compensation Manager	1	1	1		1
Employee Relations Manager	1	1	1		1
Workforce & Administrative Services Manager	1	1	1		1
HR Administrative Services Supervisor	1	1	1		1
Human Resources Analyst	1	1	1		1
Human Resources Generalist	1	1	1		1
HR Support Specialist	1	1	1		1

**CITY OF GARLAND BUDGETED POSITIONS
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	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Approved
Human Resources (Continued)					
HR Representative	2	2	2		2
Administrative Assistant	1	1	1		1
Full-Time	11	11	11	0	11
Part-Time	0	0	0	0	0
Total	11	11	11	0	11
Internal Audit - 1040					
Internal Auditor	1	1	1		1
IT Audit Analyst	0	0	1		1
Senior Audit Analyst	1	1	1		1
Audit Analyst	3	3	2		2
Full-Time	5	5	5	0	5
Part-Time	0	0	0	0	0
Total	5	5	5	0	5
Library - 2500					
Library Director	1	1	1		1
Library Administrator	1	1	1		1
Senior Business Process Analyst	0	0	1		1
Library Network Analyst	1	1	0		0
Library Services Administrator	1	1	1		1
Regional Branch Manager	1	1	1		1
Central Library Manager	1	1	1		1
Library Technical Support Coordinator	1	1	1		1
Neighborhood Branch Manager	3	3	3		3
Circulation Supervisor	1	1	1		1
Supervising Librarian	1	1	1		1
Senior Librarian	5	5	5		5
Children's Librarian	6	6	6		6
Librarian	5	5	5		5
Librarian (P/T)	6	6	6		6
Management Assistant	1	1	1		1
Library Assistant (P/T)	3	3	3		3
Office Support Supervisor	1	1	1		1
Accounts Payable Technician	1	1	1		1
Inventory Assistant	2	2	2		2
Customer Service Assistant	5	5	5		5
Administrative Associate	1	1	1		1
Customer Service Associate	8	8	8		8
Customer Service Associate (P/T)	1	1	1		1
Operations Aide	1	1	1		1
Library Page (P/T)	28	28	28		28
Full-Time	48	48	48	0	48
Part-Time	38	38	38	0	38
Total	86	86	86	0	86
Municipal Court - 1160					
Municipal Judge	2	2	2		2
Municipal Court Administrator	1	1	1		1
Municipal Court Program Coordinator	1	1	1		1
Court Services Supervisor	2	1	1		1
Marshal	3	3	0		0
Senior Court Services Assistant	4	4	4		4
Court Services Assistant	17	16	16	(2)	14
Court Compliance Representative	2	2	2		2
Administrative Assistant	2	2	2		2
Full-Time	34	32	29	(2)	27
Part-Time	0	0	0	0	0
Total	34	32	29	(2)	27

**CITY OF GARLAND BUDGETED POSITIONS
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	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Approved
Office of Emergency Management - 1050					
Emergency Management Coordinator	1	1	1		1
Senior Emergency Management Specialist	1	1	1		1
Administrative Assistant	1	0	0		0
Full-Time	3	2	2	0	2
Part-Time	0	0	0	0	0
Total	3	2	2	0	2
Parks, Recreation & Cultural Arts - 2000					
Managing Director	1	1	1		1
Recreation Administrator	1	1	1		1
Parks Administrator	1	1	1		1
Cultural Facilities Administrator	1	1	1		1
Senior Park Planner	1	1	1		1
Parks Maintenance Manager	1	1	1		1
Landscape Architect	1	1	1		1
Parks Business Supervisor	1	1	1		1
Recreation Services Manager	1	1	1		1
Aquatics/Athletics Services Manager	1	1	1		1
Senior Services Manager	1	1	1		1
Recreation Services Coordinator	2	2	2	1	3
Athletics Program Coordinator	1	1	1		1
Recreation Center Supervisor	3	2	2	1	3
Senior Center Supervisor	1	1	1		1
Field Supervisor	6	6	6		6
Cultural Facilities Supervisor	1	1	1		1
Senior Event Representative	2	2	2		2
Senior Accounting Technician	1	1	1		1
Senior Recreation Services Specialist	1	1	1		1
Office Support Supervisor	1	1	1		1
Recreation Services Specialist	4	4	4	1	5
Senior Services Specialist	4	4	4		4
Event Representative	1	1	1		1
Maintenance Crew Leader	6	6	6		6
Irrigation Crew Leader	2	2	2		2
Administrative Assistant	3	3	3		3
Pool Technician	2	2	2		2
Maintenance Technician	1	1	1		1
Senior Event Technician	1	1	1		1
Landscape Technician	2	2	2		2
Parkkeeper II	11	11	11		11
Equipment Operator I	4	4	4		4
Event Technician	3	3	3		3
Irrigation Technician	2	2	2		2
Customer Service Associate	2	2	2	1	3
Parkkeeper I	6	6	6		6
Maintenance Worker	2	2	2		2
Bus Operator	4	4	4		4
Service Attendant	8	8	8	1	9
Grounds Attendant	6	6	6		6
Center Aide (P/T)	4	4	4		4
Building Attendant (P/T)	1	1	1		1
Customer Aide (P/T)	5	5	5		5
Full-Time	104	103	103	5	108
Part-Time	10	10	10	0	10
Total	114	113	113	5	118

**CITY OF GARLAND BUDGETED POSITIONS
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		2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Approved
Planning - 1500						
	Senior Managing Director	1	1	1		1
	Planning Administrator	1	1	1		1
	Neighborhood Planning Manager	1	1	1		1
	Principal Planner	1	1	1		1
	Senior Planner	5	5	5		5
	Neighborhood Vitality Coordinator	1	1	1		1
	Planner	2	2	2		2
	Senior Administrative Assistant	1	1	1		1
	Loan Processor	0	0	1		1
	Planning Technician	2	2	2		2
	Full-Time	15	15	16	0	16
	Part-Time	0	0	0	0	0
	Total	15	15	16	0	16
Police - 1200						
Sworn	Managing Director	1	1	1		1
	Police Assistant Chief	4	4	4		4
	Police Captain (formerly Commander)	8	8	8		8
	Police Supervisor	34	34	34		34
	SRO Police Supervisor	2	2	2		2
	SRO Police Officer	23	23	23		23
	Police Officer	252	252	251		251
	Police Communications Manager	1	1	1		1
	Forensic Supervisor	1	1	1		1
	Senior Forensic Investigator	4	4	4		4
	Property Room Supervisor	1	1	1		1
	Police Records Supervisor	1	1	1		1
	Detention Supervisor	6	6	6		6
	Communications Supervisor	6	6	6		6
	Forensic Investigator	3	3	3		3
	Crime Analyst Technician	2	2	2		2
	Senior Administrative Assistant	3	3	3		3
	Senior Communication Specialist	17	17	17		17
	Senior Detention Officer	5	5	5		5
	Communication Specialist	31	31	31		31
	Detention Officer	24	23	23		23
	Administrative Assistant	5	5	5		5
	Property Verification Assistant	1	1	1		1
	Records Technician	12	12	12		12
	Property Room Technician	6	6	6		6
	Customer Service Associate	5	5	5		5
	Administrative Associate (P/T)	1	1	1		1
	Secretary (P/T)	1	1	1		1
	Full-Time Sworn	324	324	323	0	323
	Full-Time (Non-Sworn)	134	133	133	0	133
	Part-Time	2	2	2	0	2
	Total	460	459	458	0	458
Public & Media Affairs - 1171						
	Public Information Officer	1	1	1		1
	Broadcast/AV Coordinator	1	1	1		1
	Audio/Video Technician	1	1	1		1
	Full-Time	3	3	3	0	3
	Part-Time	0	0	0	0	0
	Total	3	3	3	0	3
Purchasing - 1151						
	Purchasing Administrator	1	1	1		1
	Buyer	5	5	5		5
	Administrative Assistant	2	2	2		2
	Administrative Associate (P/T)	0	0	1		1
	Receptionist (P/T)	1	1	0		0
	Full-Time	8	8	8	0	8
	Part-Time	1	1	1	0	1
	Total	9	9	9	0	9

**CITY OF GARLAND BUDGETED POSITIONS
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	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Approved
Tax - 1140					
Tax Administrator	1	1	1		1
Senior Customer Account Representative	1	1	1		1
Customer Payment Associate	2	2	2		2
Full-Time	4	4	4	0	4
Part-Time	0	0	0	0	0
Total	4	4	4	0	4

Transportation - 1700					
Senior Managing Director	1	1	1		1
Senior Transportation Planner	1	1	1		1
Transportation Operations Manager	1	1	1		1
Transportation Analyst	1	1	1		1
Operations Financial Coordinator	1	1	1		1
Traffic Analyst	1	1	1		1
Transportation Representative	1	1	1		1
Traffic Signal Supervisor	1	1	1		1
Signs & Markings Supervisor	1	1	1		1
Traffic Signal Technician	2	2	2		2
Administrative Assistant	1	1	1		1
Senior Traffic Control Worker	2	2	2		2
Associate Traffic Signal Technician	1	1	2		2
Sign Fabricator	1	1	1		1
Traffic Control Worker	4	4	3		3
School Guard (P/T)	7	7	7	(1)	6
Full-Time	20	20	20	0	20
Part-Time	7	7	7	(1)	6
Total	27	27	27	(1)	26

TOTAL GENERAL FUND

Full-Time	1,151	1,142	1,144	2	1,146
Part-Time	58	58	60	(1)	59
Total Positions	1,209	1,200	1,204	1	1,205

SAFELIGHT FUND - 101

SafeLight Garland - 1022

Senior Customer Service Representative	1	1	1		1
Program Manager (Hearing Officer) (P/T)	1	1	1		1

TOTAL SAFELIGHT FUND

Full-Time	1	1	1	0	1
Part-Time	1	1	1	0	1
Total Positions	2	2	2	0	2

PUBLIC HEALTH/IMMUNIZATION GRANT FUND - 102

Public Health - 1920

Public Health Administrator	1	1	1		1
Public Health Nurse	2	2	3		3
Nurse Educator	0	1	1		1
Administrative Assistant	1	1	1		1
Customer Service Associate	1	1	1		1
Outreach Specialist	1	1	1		1

TOTAL PUBLIC HEALTH / IMMUNIZATION GRANT FUND

Full-Time	6	7	8	0	8
Part-Time	0	0	0	0	0
Total Positions	6	7	8	0	8

**CITY OF GARLAND BUDGETED POSITIONS
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	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Approved
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UTILITY FUNDS

ELECTRIC UTILITY FUND - 211

Electric Administration - 3100

Electric Managing Director	1	1	1		1
Director of Corporate Planning	1	1	1		1
Director of Administrative Services	0	0	1		1
Electric Administrator	2	2	1		1
Electric Financial Director	1	1	1		1
Commercial Accounts & Marketing Administrator	1	1	1		1
Electric Accounting Manager	1	1	1		1
Key Accounts Manager	1	1	1		1
Electric Information Systems Director	1	1	1		1
Asset & Information Manager	1	1	1		1
Risk Management Manager	1	1	1		1
Electric Communications Manager	1	1	1		1
Mobile Workforce Supervisor	1	1	1		1
Electric Financial Analyst	1	1	1		1
Procurement & Contract Analyst	1	1	1		1
Senior Electric Accountant	1	1	1		1
T&D Construction Project Manager	2	2	2		2
Risk Management Specialist	2	2	2		2
Electric IT Services Manager	1	1	1		1
Senior Network Administrator	1	1	1		1
GIS Analyst	1	1	2		2
Electric GIS Supervisor	1	1	1		1
Business Process Technician II	0	0	1		1
Planning Coordinator	3	3	1		1
Electric Business Accounts Representative	1	1	1		1
GIS Specialist	1	1	1		1
Workforce Management Specialist	0	0	2		2
Planning Analyst	1	1	0		0
Shift Supervisor	0	0	0	1	1
Supervisor Administrative Support	1	1	1		1
Senior Administrative Assistant	1	1	1		1
CEMS Technician	0	0	0	1	1
GIS Technician	1	1	0		0
PC Technician II	1	1	1		1
Asset Project Coordinator	1	1	1		1
Administrative Associate	1	1	0		0
Full-Time	36	36	35	2	37
Part-Time	0	0	0	0	0
Total	36	36	35	2	37

Distribution - 3200

Distribution Administrator	1	1	1		1
Substation Engineering Manager	1	1	1		1
Distribution Engineer	0	0	1		1
T & D Supervisor	1	1	1		1
T & D Supervisor - Distribution	2	2	2		2
Distribution Designer	0	0	3		3
Electric Engineering Assistant	4	4	0		0
Meter Technician II	1	1	1		1
T&D Contract Inspector II	1	1	1		1
Journeyman Power Line Technician	8	8	8		8
Meter Technician I	3	3	2		2
T&D Contract Inspector I	3	3	3		3
Project Designer II	1	1	1		1
Senior Power Line Technician	16	16	11		11
Line Trouble Mechanic	0	0	5		5
Power Line Technician	14	14	15		15
Facilities & Inventory Coordinator	1	1	1		1

**CITY OF GARLAND BUDGETED POSITIONS
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	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Approved
Distribution (Continued)					
Senior Administrative Assistant	1	1	1		1
Project Designer I	1	1	1		1
Administrative Assistant	1	1	1		1
Senior Inventory Assistant	1	1	1		1
Full-Time	61	61	61	0	61
Part-Time	0	0	0	0	0
Total	61	61	61	0	61
Newman Plant - 3300					
Electric Supervisor	3	2	3	(3)	0
Full-Time	3	2	3	(3)	0
Part-Time	0	0	0	0	0
Total	3	2	3	(3)	0
Olinger Plant - 3400					
Electric Administrator	1	1	1		1
Director of Power Production	1	1	1		1
O&M Administrator	1	1	1		1
Electric Production Administrator	0	0	0	1	1
Environmental Health & Safety Manager	0	0	1		1
Senior Plant Engineer	0	0	2		2
Electric Engineer	3	3	0		0
Environmental Specialist	1	1	1		1
Maintenance Supervisor	1	1	1		1
Maintenance Superintendent	0	0	0	1	1
Shift Supervisor	0	0	5	3	8
O&M Supervisor	2	2	0		0
Projects & Training Supervisor	1	1	1	(1)	0
Electric Supervisor	4	5	0		0
Plant Chemist	1	1	1	(1)	0
Maintenance Planner	1	1	1		1
Lead Maintenance Technician	0	0	2		2
CEMS Technician	2	2	2	(1)	1
Control Operator	5	5	5	1	6
El&C Technician	8	8	7	(1)	6
Maintenance Technician	7	7	7	(1)	6
Auxiliary Operator	5	5	5		5
Water Treatment Technician	0	0	0	2	2
Senior Administrative Assistant	1	1	1		1
Administrative Assistant	1	1	1		1
Senior Inventory Assistant	1	1	1		1
Operations Aide	1	1	1	(1)	0
Inventory Assistant	1	1	1		1
Full-Time	49	50	49	2	51
Part-Time	0	0	0	0	0
Total	49	50	49	2	51
Spencer Plant - 3450					
Electric Operations Administrator	1	1	1	(1)	0
Electric Production Administrator	2	2	0		0
Operations Superintendent	0	0	1	(1)	0
Maintenance Superintendent	0	0	1	(1)	0
El&C Technician	1	1	3	(3)	0
Lead Maintenance Technician	0	0	2	(2)	0
Control Operator	4	4	4	(4)	0
Electrical Maintenance Technician	3	3	0		0
Shift Supervisor	4	4	4	(4)	0
Mechanical Maintenance Technician	2	2	0	0	0
Auxiliary Operator	3	3	3	(3)	0
Water Treatment Technician	1	1	1	(1)	0
Office Support Supervisor	1	1	1	(1)	0
Administrative Assistant	1	1	1	(1)	0
Full-Time	23	23	22	(22)	0
Part-Time	0	0	0	0	0
Total	23	23	22	(22)	0

**CITY OF GARLAND BUDGETED POSITIONS
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	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Approved
Other Generation - 3460					
Shift Supervisor	0	0	0	1	1
Full-Time	0	0	0	1	1
Part-Time	0	0	0	0	0
Total	0	0	0	1	1
Transmission - 3500					
T&D Director	1	1	1		1
Transmission Administrator	1	1	1		1
T & D Transmission Superintendent	1	1	1		1
Senior Power Line Technician	1	1	1		1
Journeyman Power Line Technician	0	0	4		4
Power Line Technician	9	9	5		5
Full-Time	13	13	13	0	13
Part-Time	0	0	0	0	0
Total	13	13	13	0	13
Electric Operations - 3600					
Director of Systems Operations	1	1	1		1
Electric Engineering Administrator	2	2	2		2
Contract Origination & Fuel Administrator	1	1	1		1
T&D Operations Manager	1	1	1		1
Market Optimization Manager	1	1	1		1
Operations Technical Services Manager	1	1	1		1
Director of Power Marketing	1	1	1		1
Administrative Manager	1	1	1		1
Senior EMS Engineer	2	2	2		2
T&D Operations Coordinator	1	1	1		1
Technical Process Administrator	1	1	1		1
EMS Engineer	0	0	1		1
Senior Systems Administrator	0	0	1		1
Chief Systems Operator	1	1	1		1
Electric Production Administrator	0	0	0	1	1
Senior EMS Engineer	1	1	1		1
Electric Systems Supervisor	3	3	3		3
Applied Electronic Administrator	1	1	1		1
Electric Compliance Specialist	0	0	1		1
Contract & Fuel Analyst	1	1	1		1
ERCOT Settlement Specialist	1	1	2		2
Electric Systems Analyst	2	2	0		0
ERCOT Settlement Coordinator	1	1	1		1
Electric Financial Analyst	1	1	0		0
Market Analyst	1	1	1		1
Business Process Analyst	1	1	1		1
Senior Electric Systems Operator	7	7	7		7
Electric Systems Operator	8	8	8		8
SCADA Communications Specialist	2	2	2		2
Shift Supervisor	0	0	0	1	1
Projects & Training Supervisor	0	0	0	1	1
Plant Chemist	0	0	0	1	1
Associate Electric Systems Operator	1	1	1		1
Senior Administrative Assistant	1	1	1		1
Accounting Technician	1	1	1		1
Administrative Associate	0	0	1		1
Full-Time	47	47	49	4	53
Part-Time	0	0	0	0	0
Total	47	47	49	4	53

**CITY OF GARLAND BUDGETED POSITIONS
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	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Approved
Substations - 3700					
Director of Regulatory Affairs & Compliance	1	1	1		1
Electric Administrator	0	0	0	1	1
T&D Engineering Project Manager	1	1	1		1
Transmission Engineer	0	0	1		1
Substation Engineer	0	0	1		1
Electric Engineer	2	2	0		0
T&D Supervisor - Substation Maintenance	1	1	1		1
T&D Coordinator	1	1	1		1
T&D Supervisor - Substation Construction	1	1	1		1
T&D Supervisor - Substation Electronics	0	0	1		1
Shift Supervisor	0	0	0	1	1
Senior Electronic Technician	2	2	0		0
Relay Technician II	0	0	1		1
Relay Technician I	2	2	2		2
Substation Technician	6	6	7		7
Project Designer I	1	1	1		1
Facilities Maintenance Technician	1	1	0		0
Administrative Assistant	1	1	1		1
Full-Time	20	20	20	2	22
Part-Time	0	0	0	0	0
Total	20	20	20	2	22

TOTAL ELECTRIC UTILITY FUND

Full-Time	252	252	252	(14)	238
Part-Time	0	0	0	0	0
Total Positions	252	252	252	(14)	238

WATER UTILITY FUND - 221

Water - 4000

Managing Director	1	1	1		1
Water Utilities Financial Manager	1	1	1		1
Water Utilities Field Administrator	1	1	1		1
Water Utilities Maintenance Manager	1	1	1		1
Water Utilities Operations Manager	1	1	1		1
Water Utilities Systems Manager	0	0	1		1
Training & Employee Development Manager	0	0	1		1
Environmental Sustainability Program Manager	0	0	1		1
Applications Programmer	1	1	1		1
Water Utilities Project Coordinator	1	1	0		0
Senior Human Resource Analyst	1	1	0		0
SBP & Safety Coordinator	1	1	1		1
Public Education Specialist	1	1	1		1
Pump Maintenance Technician	2	2	2		2
Water Utility Operator	27	27	27		27
Pump Maintenance Supervisor	1	1	1		1
Instrument Technician	2	2	2		2
Senior Backflow Inspector	1	1	1		1
Field Supervisor	3	3	3		3
Water Control Supervisor	1	1	1		1
Senior Water Systems Operator	2	2	2		2
Engineering Technician	1	1	1		1
Office Support Supervisor	1	1	1		1
Water Systems Operator	6	6	6		6
Water Quality Technician	1	1	1		1
Project Assistant	0	0	1		1
Property Verification Assistant	1	1	0		0
Accounts Payable Technician	1	1	1		1
Administrative Associate	1	1	1		1

TOTAL WATER UTILITY FUND

Full-Time	61	61	62	0	62
Part-Time	0	0	0	0	0
Total Positions	61	61	62	0	62

**CITY OF GARLAND BUDGETED POSITIONS
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	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Approved
WASTEWATER UTILITY FUND - 231					
Wastewater Collection - 4100					
Water Utilities Operations Manager	1	1	1		1
Water Operation Compliance Manager	0	0	1		1
Wastewater Field Supervisor	3	3	3		3
Water/Wastewater Inspector	2	2	2		2
Pump Maintenance Technician	2	2	2		2
Water Utility Operator	29	29	29		29
Full-Time	37	37	38	0	38
Part-Time	0	0	0	0	0
Total	37	37	38	0	38
Wastewater Treatment Administration - 4210					
Wastewater Director	1	1	1		1
Utility Financial & Regulatory Affairs Manager	1	1	1		1
Administrative Assistant	1	1	1		1
SBP Assistant	1	1	1		1
Accounts Payable Technician	1	1	1		1
Full-Time	5	5	5	0	5
Part-Time	0	0	0	0	0
Total	5	5	5	0	5
Rowlett Creek Wastewater Treatment - 4220					
Plant Operations Manager	1	1	1		1
Assistant Maintenance Manager	0	0	1		1
Maintenance Scheduler	1	1	1		1
Pump Maintenance Technician	3	3	1		1
Plant Operator/Mechanic	11	11	12		12
Full-Time	16	16	16	0	16
Part-Time	0	0	0	0	0
Total	16	16	16	0	16
Duck Creek Wastewater Treatment - 4230					
Plant Operations Manager	1	1	1		1
Plant Maintenance Manager	1	1	1		1
Pump Maintenance Technician	3	3	4		4
Plant Operator/Mechanic	17	17	15		15
Full-Time	22	22	21	0	21
Part-Time	0	0	0	0	0
Total	22	22	21	0	21
Wastewater Biosolids - 4240					
Equipment Operator I	2	2	2		2
Plant Operator/Mechanic	6	6	6		6
Full-Time	8	8	8	0	8
Part-Time	0	0	0	0	0
Total	8	8	8	0	8
Technical Services - 4250					
Water Utilities Lab Manager	1	1	1		1
Pretreatment Supervisor	1	1	1		1
Senior Chemist	2	2	2		2
Chemist	4	4	3		3
Senior Environmental Technician	1	1	1		1
Environmental Technician	3	3	3		3
Full-Time	12	12	11	0	11
Part-Time	0	0	0	0	0
Total	12	12	11	0	11
TOTAL WASTEWATER UTILITY FUND					
Full-Time	100	100	99	0	99
Part-Time	0	0	0	0	0
Total Positions	100	100	99	0	99

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ENVIRONMENTAL WASTE SERVICES FUND - 241

Environmental Waste Services - Delivery - 4300

Managing Director	1	1	1		1
Regulatory Compliance Manager	1	1	1		1
Solid Waste Collections Manager	0	0	1		1
Environmental Waste Operations Manager	1	1	0		0
Environmental Waste Administration Manager	1	1	1		1
Commercial Sales Representative	1	1	1		1
Waste Minimization Coordinator	1	1	1		1
Safety Specialist	1	1	1		1
EWS Service Supervisor	1	1	1		1
Field Supervisor	3	3	3		3
Heavy Equipment Crew Leader	1	1	1		1
Equipment Maintenance Technician	1	1	1		1
Field Operations Leader	4	4	4		4
Office Support Supervisor	1	1	1		1
Equipment Crew Leader	6	6	6		6
Welder	1	1	1		1
Equipment Operator II	26	26	32		32
Administrative Assistant	1	1	2		2
Equipment Operator I	29	29	22		22
Customer Service Representative	5	5	5		5
Accounting Associate	1	1	1		1
Operations Aide	1	1	1		1
Operations Aide (P/T)	1	1	1		1

TOTAL ENVIRONMENTAL WASTE SERVICES FUND

Full-Time	88	88	88	0	88
Part-Time	1	1	1	0	1
Total Positions	89	89	89	0	89

STORMWATER MANAGEMENT FUND - 261

Stormwater Management - 4600

Development Drainage Engineer	1	1	1		1
Stormwater Utility Manager	1	1	1		1
Operations Financial Coordinator	1	1	1		1
Environmental Health Specialist	3	3	3		3
Public Education Specialist	1	1	1		1
Field Supervisor	1	1	1		1
Public Works Inspector I	1	1	1		1
Stormwater Inspector	1	1	1		1
Heavy Equipment Crew Leader	1	1	1		1
Heavy Equipment Operator II	5	5	5		5
Engineering Technician	1	1	1		1
Equipment Operator I	4	4	4		4
Maintenance Worker	4	4	4		4

TOTAL STORMWATER MANAGEMENT FUND

Full-Time	25	25	25	0	25
Part-Time	0	0	0	0	0
Total Positions	25	25	25	0	25

TOTAL UTILITY FUNDS

Full-Time	526	526	526	(14)	512
Part-Time	1	1	1	0	1
Total Positions	527	527	527	(14)	513

**CITY OF GARLAND BUDGETED POSITIONS
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INTERNAL SERVICE FUNDS

CUSTOMER SERVICE FUND - 461

Customer Service - 4900

Customer Service Administrator	1	1	1		1
Manager Utility CIS & Revenue	1	1	1		1
Manager Utility Service Operations	1	1	1		1
Manager Customer Service	1	1	0		0
Supervisor Utility CIS	1	1	1		1
Revenue Recovery Supervisor	1	1	1		1
Supervisor Call Center	1	1	1		1
Senior Business Process Analyst	1	1	1		1
Supervisor Customer Service	1	1	1		1
Supervisor Utility Service	1	1	1		1
Supervisor Payment Center	1	1	1		1
Energy Efficiency Coordinator	1	1	1		1
Business Process Technician I	1	1	1		1
Supervisor Meter Customer Service	1	1	1		1
Revenue Protection Investigator	4	4	4		4
Collections Specialist II	1	1	1		1
Senior Administrative Assistant	1	1	2		2
Contact Center Representative II	5	5	4		4
Field Service Representative I	0	0	3		3
Utility Services Technician II	1	1	1		1
Energy Efficiency Coordinator	1	1	1		1
Lead Utility CIS Representative	0	0	2		2
Utility CIS Representative	0	0	5		5
Senior Billing Technician	2	2	0		0
Customer Account Representative	3	3	0		0
Contact Center Representative I	0	0	20		20
Customer Relations Representative	6	6	0		0
Revenue Recovery Assistant	2	2	2		2
Collection Specialist I	1	1	1		1
Remote Meter Technician	0	0	2		2
Utility Service Technician I	11	11	11		11
Payment Center Representative II	2	2	2		2
Billing Technician	2	2	0		0
Customer Service Representative	12	12	1		1
Credit Representative	6	6	0		0
Meter Reader II	1	1	1		1
Payment Center Representative I	0	0	8		8
Customer Payment Associate	7	7	0		0
Meter Reader	16	16	13		13

TOTAL CUSTOMER SERVICE FUND

Full-Time	98	98	97	0	97
Part-Time	0	0	0	0	0
Total Positions	98	98	97	0	97

FACILITIES MANAGEMENT FUND - 431

Facilities Management - 4700

Facilities Services Manager	1	1	1		1
Facilities Construction Manager	1	1	1		1
HVAC Technician	4	5	5		5
Facilities Electrician	2	2	2		2
Facilities Construction Technician	2	2	2		2
Facilities Maintenance Representative	1	1	1		1
Building Attendant Supervisor	1	1	1		1
Senior Administrative Assistant	1	1	1		1
Maintenance Technician	1	1	1		1

**CITY OF GARLAND BUDGETED POSITIONS
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Facilities Management (Continued)

Facilities Maintenance Technician	2	2	2		2
Building Attendant Crew Leader	1	1	1		1
Building Attendant	14	15	15		15
Administrative Assistant (P/T)	1	1	1		1

TOTAL FACILITIES MANAGEMENT FUND

Full-Time	31	33	33	0	33
Part-Time	1	1	1	0	1
Total Positions	32	34	34	0	34

INFORMATION TECHNOLOGY FUND - 411

Organizational Development - 1135

Organizational Development Administrator	1	1	1		1
Senior Business Operations Analyst	2	2	2		2

Full-Time	3	3	3	0	3
Part-Time	0	0	0	0	0
Total	3	3	3	0	3

Information Technology - 4510

Managing Director	1	1	1		1
Director IT Operations	1	1	1		1
Application Services Director	1	1	1		1
Information Services Manager	3	3	3		3
Senior Database Administrator	0	0	1		1
Database Administrator	2	2	1		1
Systems Engineer	0	0	1		1
Lead Information Systems Analyst	0	0	1		1
IT Project Coordinator	0	0	1		1
Senior Systems Administrator	0	0	2		2
Lead Network Administrator	1	1	1		1
Lead Systems Administrator	1	1	1		1
IT Project Manager	2	2	2		2
Senior Network Administrator	5	5	1		1
Network Administrator I	0	0	1		1
Information Systems Analyst	0	0	3		3
IT Support Services Supervisor	1	1	1		1
Senior Information Systems Analyst	7	7	2		2
Network Analyst	1	1	0		0
Senior Business Operations Analyst	2	2	2		2
Senior Financial Analyst	0	0	1		1
Software Developer	2	1	0		0
Application Programmer	0	1	1		1
Systems Administrator	0	0	2		2
Network Administrator I	1	1	0		0
PC Technician II	0	0	3		3
Senior Help Desk Technician	2	2	0		0
PC Technician I	0	0	3		3
Help Desk Technician	4	4	0		0
Senior Administrative Assistant	1	1	1		1
IT Hardware Technician	1	1	1		1
Administrative Assistant	1	1	1		1
IT Service Desk Representative II	1	1	1		1
IT Service Desk Representative I	1	1	1		1
Computer Operator	3	0	0		0
Operations Aide	1	1	1		1
Intern (P/T)	1	0	0		0
Computer Operator (P/T)	1	0	0		0

Full-Time	46	43	43	0	43
Part-Time	2	0	0	0	0
Total	48	43	43	0	43

**CITY OF GARLAND BUDGETED POSITIONS
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	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Approved
GIS - 4520					
Information Services Manager	1	1	1		1
GIS Database Administrator	0	0	1		1
Senior GIS Analyst	0	0	2		2
GIS Analyst	3	3	1		1
Geographic Database Analyst	1	1	0		0
Full-Time	5	5	5	0	5
Part-Time	0	0	0	0	0
Total	5	5	5	0	5
Communications - 4550					
Information Services Manager	1	1	1		1
IT Radio Communications Manager	1	1	1		1
Telecommunications Supervisor	2	2	1		1
Senior Radio Communications Technician	1	1	1		1
Lead IT Communications Installation Technician	0	0	1		1
IT Telecommunications Technician	2	2	2		2
IT Hardware Technician	0	0	1		1
IT Communications Installation Technician	4	4	3		3
Full-Time	11	11	11	0	11
Part-Time	0	0	0	0	0
Total	11	11	11	0	11
TOTAL INFORMATION TECHNOLOGY FUND					
Full-Time	65	62	62	0	62
Part-Time	2	0	0	0	0
Total Positions	67	62	62	0	62
WAREHOUSE FUND - 451					
Warehouse - 1152					
Warehouse Services Manager	1	1	1		1
Senior Inventory Assistant	2	2	2		2
Inventory Associate	1	1	1		1
Customer Service Associate	1	1	0		0
Accounting Associate	1	1	1		1
Warehouse Services Associate	0	0	4		4
Material Handler	3	3	0		0
Full-Time	9	9	9	0	9
Part-Time	0	0	0	0	0
Total	9	9	9	0	9
Print Operations - 1175 / Day Labor Center - 1177					
Graphic Design Technician	1	1	1		1
Customer Service Associate	1	1	1		1
Full-Time	2	2	2	0	2
Part-Time	0	0	0	0	0
Total	2	2	2	0	2
TOTAL WAREHOUSE FUND					
Full-Time	11	11	11	0	11
Part-Time	0	0	0	0	0
Total Positions	11	11	11	0	11
TOTAL INTERNAL SERVICE FUNDS					
Full-Time	205	204	203	0	203
Part-Time	3	1	1	0	1
Total Positions	208	205	204	0	204

**CITY OF GARLAND BUDGETED POSITIONS
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INFRASTRUCTURE REPAIR & REPLACEMENT FUND - 831

Street - 4690

Streets Director	1	1	1		1
Street Construction Administrator	1	1	1		1
Street Construction Manager	1	1	1		1
Safety Specialist	1	1	1		1
Street Design Supervisor	1	1	1		1
Construction Supervisor	1	1	1		1
Pavement Supervisor	1	1	1		1
Public Works Inspector II	1	1	1		1
Street Equipment Maintenance	1	1	1		1
Field Supervisor	6	6	5		5
Public Works Inspector I	1	1	1		1
Heavy Equipment Crew Leader	7	7	7		7
Senior Survey Technician	1	1	1		1
Heavy Equipment Operator II	6	6	6		6
Heavy Equipment Operator I	2	2	2		2
Administrative Assistant	1	1	1		1
Pavement Inspection Technician	0	0	1		1
Survey Technician	2	2	2		2
Equipment Operator I	10	10	11		11
Concrete Finisher	18	18	18		18
Survey Assistant	1	1	1		1
Administrative Associate	2	2	2		2
Maintenance Worker	6	6	5		5

TOTAL INFRASTRUCTURE REPAIR & REPLACEMENT FUND

Full-Time	72	72	72	0	72
Part-Time	0	0	0	0	0
Total Positions	72	72	72	0	72

FIREWHEEL FUND - 251

Firewheel Golf Park - 4410

Golf Course Superintendent	1	1	1		1
Golf Course Crew Leader	2	2	2		2
Maintenance Crew Leader	2	2	2		2
Maintenance Technician	4	4	4		4
Administrative Assistant	1	1	1		1
Spray Technician	2	2	2		2
Landscape Technician	1	1	1		1
Irrigation Technician	4	4	4		4
Groundskeeper	9	9	9		9
Building Attendant	2	2	2		2

TOTAL FIREWHEEL FUND

Full-Time	28	28	28	0	28
Part-Time	0	0	0	0	0
Total Positions	28	28	28	0	28

GROUP HEALTH INSURANCE FUND - 401

Group Health Clinic - 1195

Physician	1	1	1		1
Medical Assistant	2	2	2		2
Customer Service Associate	1	1	1		1

TOTAL GROUP HEALTH INSURANCE FUND

Full-Time	4	4	4	0	4
Part-Time	0	0	0	0	0
Total Positions	4	4	4	0	4

**CITY OF GARLAND BUDGETED POSITIONS
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SELF INSURANCE FUND - 405

Risk Management - 1191

Risk Management Director	1	1	1		1
HR Services Administrator	0	0	1		1
Benefits Manager	1	1	0		0
Nurse Practitioner/Physician Assistant	1	1	1		1
Safety Coordinator	0	0	1		1
Insurance and Claims Coordinator	1	1	1		1
Benefits Specialist	1	1	1		1
Administrative Assistant	2	2	2		2

TOTAL SELF INSURANCE FUND

Full-Time	7	7	8	0	8
Part-Time	0	0	0	0	0
Total Positions	7	7	8	0	8

FLEET SERVICES FUND - 441

Fleet Services - 4800

Fleet Services Administrator	1	1	1		1
Operations Financial Coordinator	1	1	1		1
Fleet Services Supervisor	2	2	2		2
Senior Master Mechanic	9	9	9		9
Master Mechanic	8	8	8		8
Office Support Supervisor	1	1	1		1
Service Writer	2	2	2		2
Mechanic	8	8	8		8
Welder	2	2	2		2
Accounts Payable Technician	1	1	1		1
Operations Aide	1	1	1		1

TOTAL FLEET SERVICES FUND

Full-Time	36	36	36	0	36
Part-Time	0	0	0	0	0
Total Positions	36	36	36	0	36

HOTEL/MOTEL TAX FUND - 811

Special Events - 1174

Marketing Assistant	0	0	1		1
Administrative Assistant	1	1	0		0

TOTAL HOTEL/MOTEL TAX FUND

Full-Time	1	1	1	0	1
Part-Time	0	0	0	0	0
Total Positions	1	1	1	0	1

HOUSING GRANT FUNDS

HOUSING ASSISTANCE FUND - 822

Housing Assistance - 8250

Housing Agency Administrator	1	1	1		1
Housing Fiscal Supervisor	1	1	1		1
FSS Supervisor	1	1	1		1
Senior Housing Inspector	1	1	1		1
Housing Inspector	2	2	2		2
FSS Representative	8	8	8		8
Senior Accounting Technician	1	1	1		1
Administrative Assistant	1	1	1		1
Operations Aide (P/T)	1	1	1		1

TOTAL HOUSING ASSISTANCE FUND

Full-Time	16	16	16	0	16
Part-Time	1	1	1	0	1
Total Positions	17	17	17	0	17

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Approved
HOME GRANT FUND - 823 (formerly Neighborhood Services Grant Fund)					
HOME - 8230					
Housing Inspector	1	1	1		1
Loan Processor	1	0	0		0
Administrative Associate	1	0	0		0
TOTAL HOME GRANT FUND					
Full-Time	3	1	1	0	1
Part-Time	0	0	0	0	0
Total Positions	3	1	1	0	1
COMMUNITY DEVELOPMENT FUND - 825/925					
Community Development Block Grant - 8300					
Neighborhood Services Manager	1	1	1		1
Administrative Associate	0	1	1		1
Grants Coordinator	1	1	1		1
Grants Specialist	1	1	1		1
Loan Processing Supervisor	1	1	1		1
Loan Processor	1	2	1		1
TOTAL COMMUNITY DEVELOPMENT FUND					
Full-Time	5	7	6	0	6
Part-Time	0	0	0	0	0
Total Positions	5	7	6	0	6
FAIR HOUSING GRANT FUND - 828					
Fair Housing - 8240					
Fair Housing Manager	1	1	1		1
Fair Housing Coordinator	1	1	1		1
Administrative Associate	1	1	1		1
TOTAL FAIR HOUSING GRANT FUND					
Full-Time	3	3	3	0	3
Part-Time	0	0	0	0	0
Total Positions	3	3	3	0	3
TOTAL HOUSING GRANTS					
Full-Time	27	27	26	0	26
Part-Time	1	1	1	0	1
Total Positions	28	28	27	0	27
LIBRARY GRANT FUND - 841					
NETLS - 9700					
NETLS Coordinator	1	1	1		1
Senior NETLS Librarian	1	1	1		1
NETLS Librarian	1	1	1		1
NETLS Systems Administrator	0	0	0	1	1
Administrative Assistant	1	1	1		1
NETLS Training Assistant	1	1	1		1
TOTAL LIBRARY GRANT FUND					
Full-Time	5	5	5	1	6
Part-Time	0	0	0	0	0
Total Positions	5	5	5	1	6

**CITY OF GARLAND BUDGETED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Approved
PUBLIC SAFETY GRANT FUND - 871					
Emergency Management Grants - 1050					
Emergency Medical Planner	0	0	1		1
Area Medical Response Specialist	1	1	1		1
Full-Time	1	1	2	0	2
Part-Time	0	0	0	0	0
Total	1	1	2	0	2
Police Grants - 1280					
Victim Assistance Advocate	1	1	0		0
Full-Time	1	1	0	0	0
Part-Time	0	0	0	0	0
Total	1	1	0	0	0
TOTAL PUBLIC SAFETY GRANT FUND					
Full-Time	2	2	2	0	2
Part-Time	0	0	0	0	0
Total Positions	2	2	2	0	2
STIMULUS GRANT FUND - 941					
Emergency Management Grants - 1050					
Victim Assistance Advocate	0	0	1		1
TOTAL STIMULUS GRANT FUND					
Full-Time	0	0	1	0	1
Part-Time	0	0	0	0	0
Total Positions	0	0	1	0	1
TOTAL CITY-WIDE					
Full-Time	2,071	2,062	2,065	(11)	2,054
Part-Time	64	62	64	(1)	63
Total Positions	2,135	2,124	2,129	(12)	2,117

**CITY OF GARLAND BANKED POSITIONS
2008-09 THRU 2010-11**

		2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Approved
GENERAL FUND - 100						
City Secretary - 1030						
	Customer Service Associate	0	1	1		1
	Total Full-Time	0	1	1	0	1
EWS - Disposal (Landfill/Transfer Station) - 1600						
	Heavy Equipment Operator II	0	1	1		1
	Total Full-Time	0	1	1	0	1
Fire - 1300						
Sworn	Firefighter	4	4	4		4
	Total Full-Time Sworn	4	4	4	0	4
Municipal Court - 1160						
	Court Services Assistant	0	0	0	2	2
	Total Full-Time	0	0	0	2	2
Parks, Recreation & Cultural Arts - 2000						
	Landscape Architect	1	1	1		1
	Recreation Center Supervisor	0	1	1	(1)	0
	Recreation Services Specialist	1	1	1		1
	Total Full-Time	2	3	3	(1)	2
Planning - 1500						
	Senior Planner	1	1	1		1
	Total Full-Time	1	1	1	0	1
Police - 1200						
Sworn	Police Officer	4	4	4		4
	Detention Officer	0	1	1		1
	Total Full-Time Sworn	4	4	4	0	4
	Total Full-Time (Non-Sworn)	0	1	1	0	1
	Total Full-Time	4	5	5	0	5
TOTAL GENERAL FUND						
	Total Full-Time	11	15	15	1	16
ELECTRIC UTILITY FUND - 211						
Olinger Plant - 3400						
	Electric Production Administrator	2	2	2	(2)	0
	Maintenance Planner	1	1	1		1
	Maintenance Technician	2	2	2		2
	Auxiliary Operator	1	1	1		1
	Water Treatment Technician	1	1	1	(1)	0
	Operations Aide	1	1	1		1
	Total Full-Time	8	8	8	(3)	5
TOTAL ELECTRIC UTILITY FUND						
	Total Full-Time	8	8	8	(3)	5

**CITY OF GARLAND BANKED POSITIONS
2008-09 THRU 2010-11**

	2008-09 Actual	2009-10 Approved	2009-10 Revised	2010-11 Change	2010-11 Approved
FACILITIES MANAGEMENT FUND - 431					
Facilities Management - 4700					
HVAC Technician	1	0	0		0
Building Attendant	1	0	0		0
TOTAL FACILITIES MANAGEMENT FUND					
Total Full-Time	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
SELF INSURANCE FUND - 405					
Risk Management - 1191					
Safety Coordinator	1	1	0		0
TOTAL SELF INSURANCE FUND					
Total Full-Time	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
FLEET SERVICES FUND - 441					
Fleet Services - 4800					
Fleet Services Coordinator	1	1	1		1
TOTAL FLEET SERVICES FUND					
Total Full-Time	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>1</u>
FAIR HOUSING GRANT FUND - 828					
Fair Housing - 8240					
Administrative Associate	1	1	1		1
TOTAL FAIR HOUSING GRANT FUND					
Total Full-Time	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>1</u>
TOTAL CITY-WIDE					
Full-Time	24	26	25	(2)	23
Part-Time	0	0	0	0	0
Total Positions	24	26	25	(2)	23

Debt Service

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CITY OF GARLAND

DEBT SERVICE

Debt Instruments

Debt instruments utilized by the City of Garland include General Obligation (GO) Bonds, Commercial Paper (CP), Certificates of Obligation (COs), Revenue Bonds (RBs), and Tax Anticipation Notes (TANs), each of which is discussed below.

General Obligation Bonds (GOs) – Long-term debt instruments that are backed by the full faith and credit of the City and issued with the guarantee that the government will use its general taxing authority to service the debt. Garland citizens must vote to approve the authorization to issue GO Bonds, and once authorized, they may only be used for projects specifically listed in the bond propositions. GO Bonds are generally issued based on a 17 to 20-year amortization period.

Commercial Paper (CP) – Short-term debt instruments that have maturities ranging from 1 to 270 days. Interest is paid at maturity, but principal is rolled forward by issuing new Commercial Paper. This process continues, typically for three years, until GO Bonds are issued to refinance the outstanding Commercial Paper. Only after the GO Bonds are issued do principal payments begin towards retiring the debt. The combined amortization of the Commercial Paper and GO Bonds is set so as not to exceed 20 years.

By utilizing Commercial Paper, the City is able to lower its overall debt payments due to the deferral of principal payments and by taking advantage of lower short-term interest rates. Furthermore, Commercial Paper is only issued as the funds are needed throughout the year, not in advance at a given time each year as with other debt instruments. Only projects that have been approved as part of a Bond Referendum, and therefore qualify for GO debt financing, may be funded using Commercial Paper.

Certificates of Obligation (COs) – Long-term debt instruments that are backed by ad valorem taxes, pledged revenues, or a combination thereof. COs do not require voter authorization and may be issued for all types of capital projects. COs are issued with five, ten, fifteen, and twenty-year amortizations.

Revenue Bonds (RBs) – Long-term debt instruments secured by the revenues of the City's utilities. RBs can only be issued for utility-related capital projects and are issued with five, ten, fifteen, and twenty-year amortizations.

Tax Anticipation Notes (TANs) – Short-term debt instruments issued with amortizations ranging from one to five years, which may be used for any capital project with a short useful life or a project that the City wishes to pay off within a relatively short period of time. TANs may also be used to prevent significant fluctuations in the Debt Service tax rate.

Debt Service Tax Rate Management Strategy

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

- (1) Take advantage of call options and historically low interest rates to refinance existing debt.
- (2) Terms on new tax-supported General Obligation Bonds (GOs) and Certificates of Obligation (COs) to include: first two years interest only with principal payments spread over remaining years – without extending the debt terms (years until pay-off).
- (3) Take advantage of low interest rates on Commercial Paper by extending the rollover to GO Bonds from 2011 to 2012.

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

Debt Service

The principal and interest payments on the City's debt instruments are paid from property tax revenues or from the revenue of proprietary funds such as the utilities.

Tax-Supported Debt Service – Debt that is serviced from Property Tax revenues is referred to as "Tax-Supported Debt." Of Garland's 2010-11 Adopted Ad Valorem tax rate of 70.46 cents per \$100 of valuation, 31.06 cents or 44% is dedicated to Tax-Supported Debt Service.

2010-11 Adopted Ad Valorem Tax Rate **(Cents Per \$100 of Valuation)**

Operations and Maintenance	39.40 cents
Debt Service	<u>31.06</u> cents
Total Ad Valorem Tax Rate	<u>70.46</u> cents

Commercial Paper – The use of Commercial Paper (CP) as part of the City’s overall debt management strategy defers a portion of the total Debt Service impact of projects. Deferred Debt Service is the difference between the annual interest payments required to service outstanding CP and the interest and principal payments that will be due when the CP is replaced with GO Bonds. As a general rule, payments required to service GO Bonds will be 75% more than the amount required to service CP. When CP is replaced with GO debt, typically every three years, there will be a material spike or increase in Debt Service requirements. To avoid spikes in the Debt Service tax rate, the City’s debt management strategy calls for the annual issuance of short-term Tax Anticipation Notes (TANs) that allow for stair-stepped increases in the tax rate when required. The proceeds of the TANs are used to supplement street and infrastructure funding by approximately \$3.4 million a year.

Revenue-Supported Debt – Debt Service that is paid from revenues collected by the City’s utilities is referred to as “Revenue-Supported Debt.” The annual principal and interest payments required to service this debt are included as expenditures in the operating budgets of the respective utilities. Debt issuance in the utility funds has the potential of impacting the cost-of-service and, thereby, the rates charged to customers.

Revenue-Supported Debt also refers to debt issued for projects within the City’s Internal Service Funds. (Examples include Information Technology, Fleet Services, and Customer Service.) The principal and interest payments required to support this debt are included in the operating budgets of the respective Internal Service departments. The total cost of each Internal Service function is then allocated to each department based on appropriate allocation methodologies.

Recent Bond Referendums

1997 Bond Program – The 1997 Referendum considered the authorization of GO Bonds to fund various City facilities and infrastructure improvements. Of the nine propositions included in the Referendum, eight were approved by voters.

The approved 1997 propositions included:

Streets	\$ 67,970,000
Northeast Parkway	4,240,000
Drainage/Flooding	10,570,000
Libraries	5,890,000
Parks	12,370,000
Cultural Arts	3,440,000
Public Safety	19,890,000
Municipal Facilities	<u>1,710,000</u>
Total 1997 Authority	<u>\$126,080,000</u>

2004 Bond Program – The 2004 Referendum considered the authorization of GO Bonds to fund various City facilities, infrastructure improvements, and economic development projects. Of the eight propositions included in the Referendum, all were approved by voters.

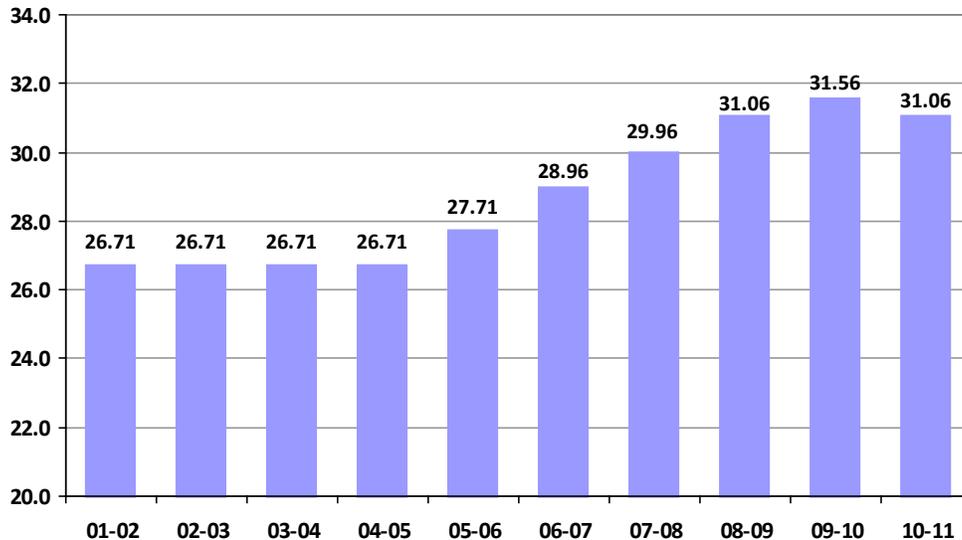
The approved 2004 propositions included:

Streets	\$113,370,000
Drainage/Flooding	28,000,000
Parks	21,680,000
Libraries	9,400,000
Public Safety	12,950,000
Municipal Facilities	11,180,000
Economic Development	3,420,000
Harbor Point	<u>23,745,000</u>
Total 2004 Authority	<u>\$223,745,000</u>

Tax Rate Impact of Bond Programs

Projections at the time of the 1997 Bond Election indicated that a total increase of 4.14 cents would be necessary to fund the Program. For the 2004 Bond Program, projections indicated an increase of 11.5 cents would be necessary – based on a seven-year implementation. Due to the growth in the tax base and the elongation of the programs, the net change in the Debt Service tax rate has been held to 5.6 cents. In addition to covering GO Bond projects, the 5.6-cent increase has also covered the Debt Service related to tax-supported CO projects.

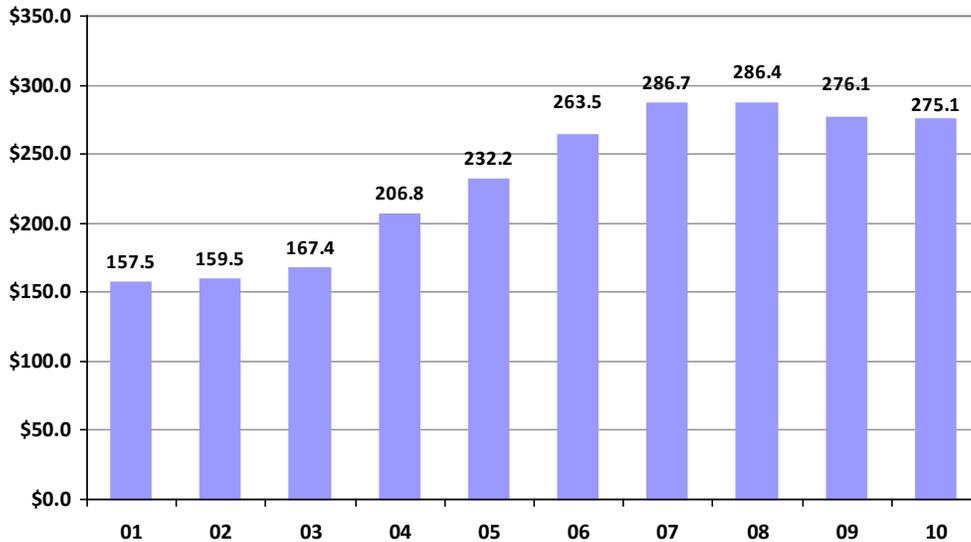
Historical Debt Service Tax Rate
(In Cents)



Tax-Supported Outstanding Debt

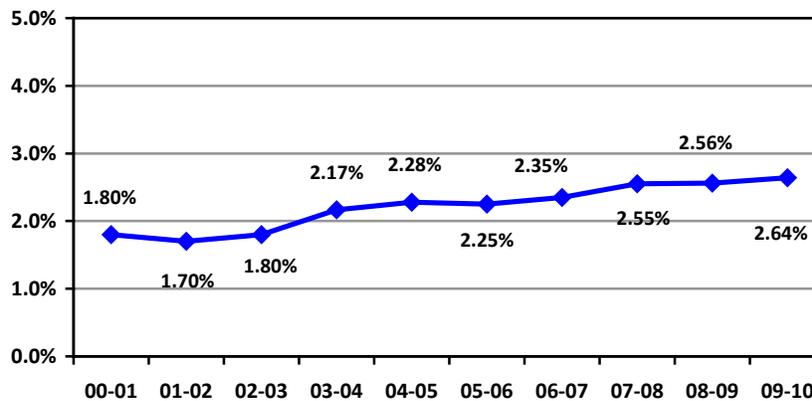
Tax-supported debt is projected to be \$275.1 million by the end of FY 2009-10. This reflects an increase of \$117.6 million (74.7%) over ten years with most being attributable to the 1997 and 2004 Bond Programs. Tax-supported debt is \$11.6 million (4.0%) below peak levels hit in 2007.

Historical Tax-Supported Debt Levels (In Millions)

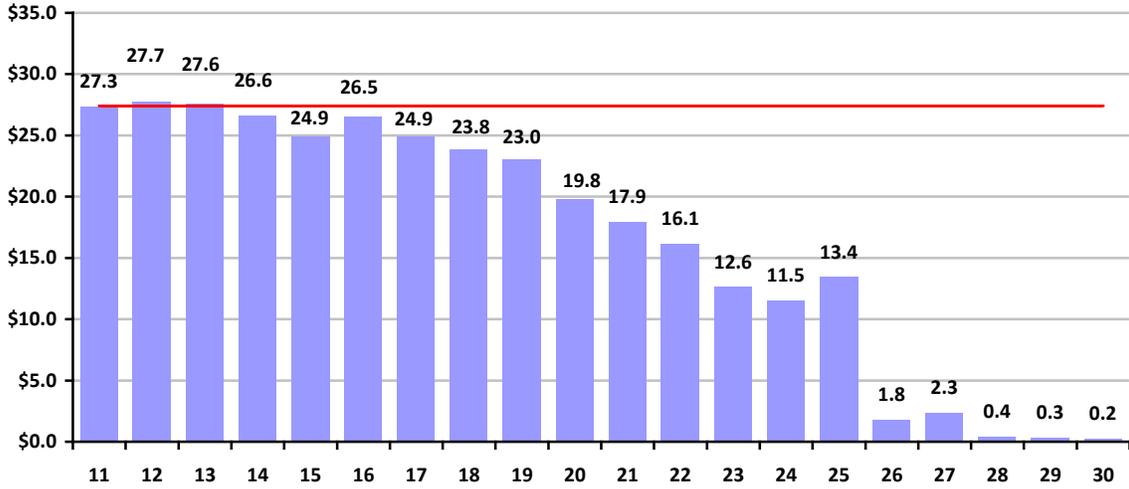


While the State of Texas does not place a debt limitation on Home-Rule cities, Council financial policies restrict tax-supported debt to 5% of the assessed valuation of taxable property. Projected tax-supported long-term debt equates to 2.64% of Garland's 2010 tax base, which is well below the 5% limitation but reflects an increase compared to 1.8% in 2001.

Tax-Supported Outstanding Debt Long-Term Tax-Supported Debt As Percentage of Tax Base



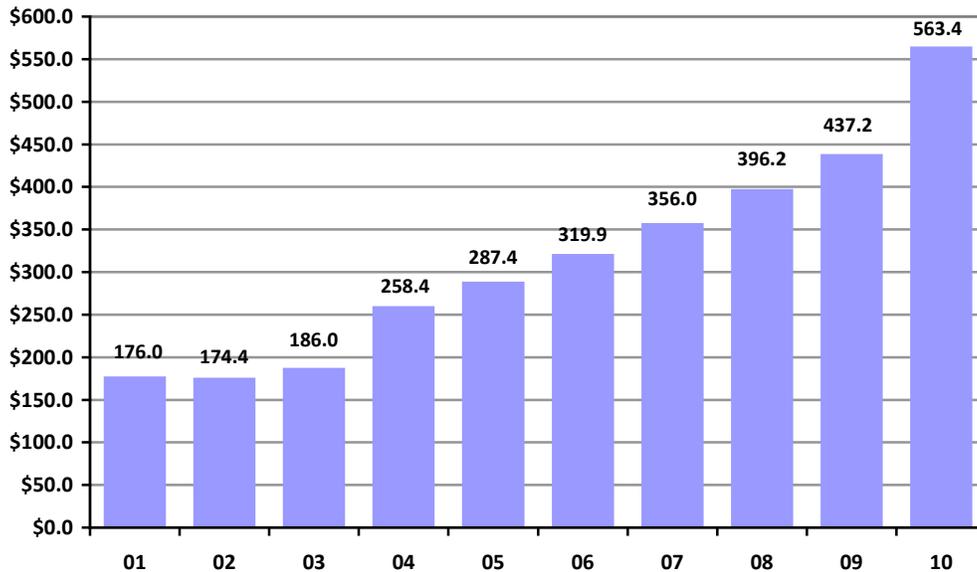
Tax-Supported Existing Debt Service
(In Millions)



Revenue-Supported Outstanding Debt

Revenue-supported debt is projected to reach \$563.4 million by the end of FY 2009-10. This reflects an increase of \$387.4 million (220.1%) over the past ten years, with most of the increase coming from the City’s Electric and Wastewater Utilities. Of the increase, \$126.9 million is the result of Garland Power and Light refinancing debt that was previously held by the Texas Municipal Power Agency.

Historical Revenue-Supported Debt Levels
(In Millions)



Bond Ratings

The City of Garland's financial strength has been rated by Standard and Poor's and Fitch IBCA as reflected below:

Debt Category	Standard & Poor's	Fitch IBCA
GO/CO Tax-Supported	AA+	AAA
Water/Sewer Revenue Bonds	AA	AA+
Electric Revenue Bonds	A+	A+

DEBT SUMMARY 2010-11

FUND	OUTSTANDING DEBT	2010-11 DEBT SERVICE
<u>Tax-Supported Debt</u>		
GO & CO Debt	\$ 203,222,537	\$ 24,391,676
Tax-Supported – Commercial Paper	35,000,000	320,000
Tax-Supported – Short-Term Tax Note	5,000,000	5,054,000
Tax-Supported – Firewheel Golf	8,590,000	1,005,048
Tax-Supported – Harbor Point	23,265,000	1,707,975
Bond Cost	<u>0</u>	<u>158,773</u>
Tax-Supported Sub-Total	<u>\$ 275,077,537</u>	<u>\$ 32,637,472</u>
<u>Revenue-Supported Debt</u>		
Environmental Waste Services	\$ 3,285,000	\$ 1,305,885
Fleet Services	495,000	52,994
Information Technology Services	3,825,000	328,390
Communications	6,520,000	1,448,348
Customer Service	27,205,000	2,214,329
Warehouse	49,032	5,834
Stormwater Management	0	8,755
Electric	283,802,997	23,668,334
Wastewater	158,671,618	15,149,217
Water	<u>79,548,816</u>	<u>7,525,346</u>
Revenue-Supported Sub-Total	<u>\$ 563,402,463</u>	<u>\$ 51,707,432</u>
DEBT TOTAL	<u>\$ 838,480,000</u>	<u>\$ 84,344,904</u>

The tables on the following pages detail the Debt Service for each outstanding bond issued by the City. The tables show the date of issue, the years remaining on the payment schedule, and the amount of principal and interest due each year.

**CITY OF GARLAND
GENERAL TAX BONDS
GENERAL OBLIGATION BOND DEBT SERVICE
FUND REQUIREMENTS
2010-11**

Date of Issue	Issue Series	Issue	Interest Rate %	Maturity	Amount of Issue	Amount Outstanding 10/01/10	Amount Outstanding 09/30/11	Debt Service Requirements for 2010-11		
								Principal	Interest	Total
04/01/01	2001	Tax GO	4.25 to 5.00	02/15/15	\$14,315,000	\$3,785,000	\$3,095,000	\$690,000	\$172,863	\$862,863
04/19/05	2005	Tax GO	3.00 to 5.25	02/15/22	23,675,000	19,060,000	17,880,000	1,180,000	958,413	2,138,413
03/15/05	2005	Tax GO	3.50 to 5.25	02/15/20	23,755,000	21,550,000	20,285,000	1,265,000	1,098,169	2,363,169
02/15/07	2007	Tax GO	4.00 to 5.00	02/15/25	36,750,000	36,750,000	36,750,000	0	1,735,008	1,735,008
04/22/08	2008	Tax GO	3.350	02/15/19	25,740,000	15,470,000	10,530,000	4,940,000	435,500	5,375,500
06/15/08	2008	Tax GO	3.50 to 4.50	09/30/25	57,760,000	54,575,000	52,600,000	1,975,000	2,654,963	4,629,963
Total Tax GO Debt					\$181,995,000	\$151,190,000	\$141,140,000	\$10,050,000	\$7,054,916	\$17,104,916
09/07/05	2005B	Harbor Point GO	3.8 to 4.04	02/15/25	\$23,745,000	\$23,265,000	\$22,785,000	\$480,000	\$1,227,975	\$1,707,975
Total Harbor Point GO Debt					\$23,745,000	\$23,265,000	\$22,785,000	\$480,000	\$1,227,975	\$1,707,975
03/15/05	2005	Golf GO	3.50 to 5.25	02/15/20	\$4,550,000	\$4,550,000	\$4,205,000	\$345,000	\$229,818	\$574,818
03/15/05	2007	Golf GO	4.00 to 5.00	02/15/20	2,450,000	2,330,000	2,290,000	40,000	111,674	151,674
04/22/08	2008	Golf GO	3.350	02/15/19	1,200,000	890,000	720,000	170,000	26,968	196,968
Total Golf GO Debt					\$8,200,000	\$7,770,000	\$7,215,000	\$555,000	\$368,460	\$923,460
02/15/07	2007	Fleet GO	5.00 to 5.00	02/15/18	\$35,000	\$35,000	\$35,000	\$0	\$1,750	\$1,750
04/22/08	2008	Fleet GO	3.350	08/15/15	120,000	85,000	65,000	20,000	2,513	22,513
Total Fleet GO Debt					\$155,000	\$120,000	\$100,000	\$20,000	\$4,263	\$24,263
02/15/07	2007	Customer Service GO	4.375 to 5.00	02/15/25	\$765,000	\$765,000	\$760,000	\$5,000	\$35,262	\$40,262
04/22/08	2008	Customer Service GO	3.350	08/15/12	40,000	20,000	10,000	10,000	503	10,503
Total Customer Service GO Debt					\$805,000	\$785,000	\$770,000	\$15,000	\$35,764	\$50,764
02/15/07	2007	Warehouse GO	5.00 to 5.00	02/15/21	\$30,000	\$30,000	\$30,000	\$0	\$1,500	\$1,500
Total Warehouse GO Debt					\$30,000	\$30,000	\$30,000	\$0	\$1,500	\$1,500

**CITY OF GARLAND
GENERAL TAX BONDS
GENERAL OBLIGATION BOND DEBT SERVICE
FUND REQUIREMENTS
2010-11**

Date of Issue	Issue Series	Issue	Interest Rate %	Maturity	Amount of Issue	Amount Outstanding 10/01/10	Amount Outstanding 09/30/11	Debt Service Requirements for 2010-11		
								Principal	Interest	Total
02/15/07	2007	Communications GO	4.375 to 5.00	02/15/25	\$40,000	\$40,000	\$40,000	\$0	\$1,863	\$1,863
Total Communications GO Debt					\$40,000	\$40,000	\$40,000	\$0	\$1,863	\$1,863
03/15/05	2005	GP&L GO	3.50 to 5.25	02/15/20	\$33,080,000	\$33,080,000	\$30,760,000	\$2,320,000	\$1,675,800	\$3,995,800
02/15/07	2007	GP&L GO	4.00 to 5.00	02/15/21	11,490,000	11,490,000	11,490,000	0	567,052	567,052
04/22/08	2008	GP&L GO	3.350	08/15/18	7,305,000	5,110,000	3,930,000	1,180,000	151,420	1,331,420
Total Electric GO Debt					\$51,875,000	\$49,680,000	\$46,180,000	\$3,500,000	\$2,394,272	\$5,894,272
03/15/05	2005	Water GO	3.50 to 5.25	02/15/20	\$1,350,000	\$930,000	\$885,000	\$45,000	\$47,644	\$92,644
02/15/07	2007	Water GO	4.00 to 5.00	02/15/22	4,665,000	4,665,000	4,665,000	0	223,931	223,931
04/22/08	2008	Water GO	3.350	02/15/19	3,390,000	2,505,000	2,025,000	480,000	75,878	555,878
Total Water GO Debt					\$9,405,000	\$8,100,000	\$7,575,000	\$525,000	\$347,452	\$872,452
03/15/05	2005	Wastewater GO	3.50 to 5.25	02/15/20	\$7,880,000	\$6,935,000	\$6,355,000	\$580,000	\$348,863	\$928,863
02/15/07	2007	Wastewater GO	4.00 to 5.00	02/15/22	11,160,000	11,160,000	11,160,000	0	544,617	544,617
04/22/08	2008	Wastewater GO	3.350	02/15/19	5,110,000	3,910,000	3,260,000	650,000	120,097	770,097
Total Wastewater GO Debt					\$24,150,000	\$22,005,000	\$20,775,000	\$1,230,000	\$1,013,577	\$2,243,577
Total GO Debt					\$300,400,000	\$262,985,000	\$246,610,000	\$16,375,000	\$12,450,041	\$28,825,041

**CITY OF GARLAND
CERTIFICATES OF OBLIGATION
DEBT SERVICE FUND REQUIREMENTS
2010-11**

Date of Issue	Issue Series	Issue	Interest Rate %	Maturity	Amount of Issue	Amount Outstanding 10/01/10	Amount Outstanding 09/30/11	Debt Service Requirements for 2010-11		
								Principal	Interest	Total
04/01/01	2001	Tax CO	4.25 to 5.25	02/15/21	\$9,363,068	\$2,004,706	\$1,337,030	\$667,676	\$84,378	\$752,054
04/01/01	2001	Tax CO	4.25 to 5.25	02/15/11	2,003,314	247,831	0	247,831	6,506	254,337
04/15/02	2002	Tax CO	3.75 to 5.25	02/15/14	13,765,000	2,680,000	2,060,000	620,000	112,375	732,375
04/15/03	2003	Tax CO	3.00 to 5.00	02/15/23	18,580,000	11,105,000	10,180,000	925,000	452,509	1,377,509
04/15/04	2004	Tax CO	2.00 to 5.00	02/15/24	11,835,000	7,140,000	6,350,000	790,000	319,160	1,109,160
04/15/04	2004	Tax CO	2.00 to 5.00	02/15/14	3,800,000	1,705,000	1,310,000	395,000	75,375	470,375
03/15/05	2005	Tax CO	3.00 to 5.25	02/15/17	18,105,000	6,515,000	5,610,000	905,000	309,625	1,214,625
03/15/06	2006	Tax CO	3.75 to 4.50	02/15/26	4,395,000	3,160,000	2,805,000	355,000	124,619	479,619
03/15/07	2007	Tax CO	4.00 to 5.625	02/15/27	13,860,000	13,400,000	13,190,000	210,000	604,319	814,319
06/15/08	2008	Tax CO	3.50 to 4.625	02/15/28	2,070,000	1,855,000	1,735,000	120,000	72,596	192,596
05/06/10	2010	Tax CO	2.00 to 3.00	09/30/30	2,220,000	2,220,000	2,170,000	50,000	112,342	162,342
Total Tax CO Debt					\$99,996,382	\$52,032,537	\$46,747,030	\$5,285,507	\$2,273,804	\$7,559,311
09/01/97	1997-B	Golf CO	5.50 to 5.50	08/15/27	\$600,000	\$600,000	\$600,000	\$0	\$33,000	\$33,000
04/15/02	2002	Golf CO	3.75 to 5.00	02/15/12	180,000	45,000	25,000	20,000	1,750	21,750
03/15/06	2006	Golf CO	3.75 to 4.375	02/15/21	250,000	175,000	155,000	20,000	6,838	26,838
Total Golf Transfer					\$1,030,000	\$820,000	\$780,000	\$40,000	\$41,588	\$81,588
03/15/06	2006	EWS Delivery CO	3.75 to 4.00	02/15/11	\$1,990,000	\$450,000	\$0	\$450,000	\$9,000	\$459,000
03/15/07	2007	EWS Delivery CO	4.00 to 5.625	02/15/14	2,065,000	1,310,000	965,000	345,000	58,281	403,281
06/15/08	2008	EWS Delivery CO	3.50 to 4.625	02/15/28	855,000	540,000	370,000	170,000	15,012	185,012
05/06/10	2010	EWS Delivery CO	2.00 to 3.00	09/30/15	985,000	985,000	800,000	185,000	29,817	214,817
Total Environmental Waste Services Delivery CO Debt					\$5,895,000	\$3,285,000	\$2,135,000	\$1,150,000	\$112,110	\$1,262,110
03/15/06	2006	Fleet CO	3.75 to 4.25	02/15/16	\$115,000	\$75,000	\$65,000	\$10,000	\$2,875	\$12,875
03/15/07	2007	Fleet CO	4.00 to 5.625	02/15/18	300,000	300,000	300,000	0	15,856	15,856
Total Fleet CO Debt					\$415,000	\$375,000	\$365,000	\$10,000	\$18,731	\$28,731
03/15/06	2006	MIS CO	3.75 to 4.00	02/15/11	\$100,000	\$20,000	\$0	\$20,000	\$400	\$20,400
06/15/08	2008	MIS CO	3.50 to 4.625	02/15/28	4,065,000	3,805,000	3,655,000	150,000	157,990	307,990
Total MIS CO Debt					\$4,165,000	\$3,825,000	\$3,655,000	\$170,000	\$158,390	\$328,390

**CITY OF GARLAND
CERTIFICATES OF OBLIGATION
DEBT SERVICE FUND REQUIREMENTS
2010-11**

Date of Issue	Issue Series	Issue	Interest Rate %	Maturity	Amount of Issue	Amount Outstanding 10/01/10	Amount Outstanding 09/30/11	Debt Service Requirements for 2010-11		
								Principal	Interest	Total
04/15/04	2004	Communications CO	2.00 to 5.00	02/15/14	\$240,000	\$105,000	\$80,000	\$25,000	\$4,625	\$29,625
03/15/05	2005	Communications CO	3.00 to 5.25	02/15/16	170,000	85,000	75,000	10,000	4,050	14,050
03/15/06	2006	Communications CO	3.75 to 4.25	02/15/16	2,410,000	820,000	375,000	445,000	24,300	469,300
03/15/07	2007	Communications CO	4.00 to 5.625	02/15/18	750,000	640,000	590,000	50,000	32,156	82,156
06/15/08	2008	Communications CO	3.50 to 4.625	02/15/28	5,430,000	4,340,000	3,750,000	590,000	147,316	737,316
06/09/09	2009	Communications CO	3.00 to 5.25	09/30/19	580,000	490,000	390,000	100,000	14,038	114,038
Total Communications CO Debt					\$9,580,000	\$6,480,000	\$5,260,000	\$1,220,000	\$226,485	\$1,446,485
04/01/01	2001	Warehouse CO	4.25 to 5.25	02/15/15	\$72,255	\$19,032	\$15,568	\$3,464	\$870	\$4,334
Total Warehouse CO Debt					\$72,255	\$19,032	\$15,568	\$3,464	\$870	\$4,334
03/15/05	2005	Customer Service CO	3.00 to 5.25	02/15/17	\$1,335,000	\$425,000	\$370,000	\$55,000	\$20,388	\$75,388
03/15/06	2006	Customer Service CO	3.75 to 4.375	02/15/21	1,015,000	805,000	745,000	60,000	32,381	92,381
06/15/08	2008	Customer Service CO	3.50 to 4.625	02/15/28	3,545,000	3,315,000	3,185,000	130,000	137,708	267,708
06/09/09	2009	Customer Service CO	3.00 to 5.25	09/30/29	22,405,000	21,875,000	21,080,000	795,000	933,088	1,728,088
Total Customer Service CO Debt					\$28,300,000	\$26,420,000	\$25,380,000	\$1,040,000	\$1,123,565	\$2,163,565
04/01/01	2001	Electric CO	4.25 to 5.25	02/15/15	\$19,175,710	\$4,652,997	\$3,806,022	\$846,975	\$212,534	\$1,059,509
03/30/10	2010	Electric CO	2.00 to 5.00	09/30/30	126,885,000	126,885,000	126,885,000	0	6,259,488	6,259,488
Total Electric CO Debt					\$146,060,710	\$131,537,997	\$130,691,022	\$846,975	\$6,472,022	\$7,318,997
04/01/01	2001	Water CO	4.25 to 5.25	02/15/15	\$2,478,806	\$652,897	\$534,052	\$118,845	\$29,822	\$148,667
04/15/02	2002	Water CO	3.75 to 5.25	02/15/14	3,515,000	685,000	525,000	160,000	28,681	188,681
Total Water CO Debt					\$5,993,806	\$1,337,897	\$1,059,052	\$278,845	\$58,503	\$337,348
04/01/01	2001	Wastewater CO	4.25 to 5.25	02/15/15	\$11,968,080	\$3,157,537	\$2,582,329	\$575,208	\$144,216	\$719,424
04/15/02	2002	Wastewater CO	3.75 to 5.25	02/15/14	7,410,000	1,440,000	1,105,000	335,000	60,332	395,332
Total Wastewater CO Debt					\$19,378,080	\$4,597,537	\$3,687,329	\$910,208	\$204,548	\$1,114,756
Total					\$320,886,233	\$230,730,000	\$219,775,001	\$10,954,999	\$10,690,615	\$21,645,614

**CITY OF GARLAND
UTILITY REVENUE BONDS
FUND REQUIREMENTS
2010-11**

ELECTRIC REVENUE BOND DEBT SERVICE

Date of Issue	Issue Series	%	Amount of Issue	Amount Outstanding 10/01/10	Amount Outstanding 09/30/11	Debt Service Requirements for 2010-11		
						Principal	Interest	Total
8/4/2003	2003	3.0 to 5.0	\$13,810,000	\$10,730,000	\$10,105,000	\$625,000	\$489,456	\$1,114,456
4/15/2004	2004	2.0 to 5.0	19,060,000	14,690,000	13,905,000	785,000	667,779	1,452,779
3/15/2005	2005	2.75 to 5.25	18,935,000	15,445,000	14,675,000	770,000	723,237	1,493,237
3/15/2006	2006	3.5 to 5.0	25,045,000	22,095,000	21,125,000	970,000	1,043,215	2,013,215
3/15/2007	2007	4.0 to 5.625	21,050,000	19,475,000	18,730,000	745,000	913,281	1,658,281
6/17/2008	2008	3.50 to 4.625	10,115,000	9,345,000	8,900,000	445,000	388,291	833,291
6/09/2009	2009	3.25 to 5.25	11,760,000	10,805,000	9,630,000	1,175,000	487,175	1,662,175
Total			\$119,775,000	\$102,585,000	\$97,070,000	\$5,515,000	\$4,712,435	\$10,227,435

WATER REVENUE BOND DEBT SERVICE

Date of Issue	Issue Series	%	Amount of Issue	Amount Outstanding 10/01/10	Amount Outstanding 09/30/11	Debt Service Requirements for 2010-11		
						Principal	Interest	Total
8/4/2003	2003	2.0 to 5.0	\$2,065,000	\$1,535,919	\$1,447,613	\$88,306	\$71,137	\$159,443
4/15/2004	2004	2.0 to 6.0	5,190,000	4,000,000	3,775,000	225,000	194,600	419,600
3/15/2005	2005	2.75 to 5.25	5,325,000	4,070,000	3,830,000	240,000	187,287	427,287
3/15/2006	2006	4.0 to 4.5	13,265,000	11,420,000	10,845,000	575,000	474,237	1,049,237
3/15/2007	2007	4.0 to 5.625	18,915,000	17,435,000	16,735,000	700,000	838,075	1,538,075
6/17/2008	2008	3.50 to 4.625	17,690,000	16,605,000	15,920,000	685,000	798,081	1,483,081
6/09/2009	2009	2.00 to 4.75	6,255,000	6,070,000	5,810,000	260,000	224,888	484,888
5/6/2010	2010	2.00 to 5.00	8,975,000	8,975,000	8,795,000	180,000	530,160	710,160
Total			\$77,680,000	\$70,110,919	\$67,157,613	\$2,953,306	\$3,318,465	\$6,271,771

WASTEWATER REVENUE BOND DEBT SERVICE

Date of Issue	Issue Series	%	Amount of Issue	Amount Outstanding 10/01/10	Amount Outstanding 09/30/11	Debt Service Requirements for 2010-11		
						Principal	Interest	Total
8/4/2003	2003	2.0 to 5.0	\$11,615,000	\$8,639,081	\$8,142,387	\$496,694	\$400,124	\$896,818
5/25/2004	2004	1.25 to 3.95	38,485,000	31,575,000	29,760,000	1,815,000	1,061,410	2,876,410
4/15/2004	2004	2.0 to 6.0	28,350,000	22,520,000	21,405,000	1,115,000	1,098,213	2,213,213
3/15/2005	2005	2.75 to 5.25	15,220,000	12,400,000	11,805,000	595,000	582,331	1,177,331
3/15/2006	2006	4.0 to 4.5	2,915,000	2,555,000	2,440,000	115,000	106,756	221,756
3/15/2007	2007	4.0 to 5.625	10,155,000	9,500,000	9,175,000	325,000	454,900	779,900
6/17/2008	2008	3.50 to 4.625	22,210,000	21,050,000	20,315,000	735,000	1,012,781	1,747,781
6/09/2009	2009	2.00 to 4.75	11,835,000	11,535,000	11,095,000	440,000	438,681	878,681
5/6/2010	2010	2.00 to 5.00	12,295,000	12,295,000	12,060,000	235,000	728,974	963,974
Total			\$153,080,000	\$132,069,081	\$126,197,387	\$5,871,694	\$5,884,170	\$11,755,864

CIP Summaries

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CAPITAL IMPROVEMENT PROGRAM

OVERVIEW

Capital Improvement Program

Capital expenditures generally include individual items costing over \$5,000. These items are included in the departments' operating budgets as "capital." However, there are also capital improvement projects, which involve the construction of infrastructure and major facilities and the acquisition of large equipment. The Capital Improvement Program (CIP), which is adopted on a calendar-year basis, details these planned expenditures over a five-year period. While the appropriations for the Operating Budget expire at the end of each fiscal year, in approving the CIP, the Council actually appropriates the funds for the calendar year, while approving – in concept – the plan for the future years.

Link to Operating Budget

Although the Operating and Capital Improvement Budgets are developed separately, they are still closely linked. Capital improvement projects are generally financed through debt instruments that are repaid from property taxes or revenue from proprietary funds. Principal and interest payments on debt issued to fund CIP projects are included in the annual appropriations of the Operating Budget. As a result, CIP projects and their related debt service payments impact the City's Debt Service Tax Rate and rates charged for utility services.

In addition, CIP projects can often have a significant impact on the operating expenditures of the City. For example, the opening of a branch library would require additional expenditures related to personnel, utilities, janitorial services, building maintenance, publications, and information technology. In approving CIP projects, the City Council and staff must carefully weigh their impacts on the Annual Operating Budget.

The following pages outline the CIP approved by the City Council for 2010. The CIP Budget is produced as a separate document from the Operating Budget. A copy of the 2010 CIP can be found on the City's website at www.garlandtx.gov or by calling the Budget and Research Department at 972-205-2511.

2010 CAPITAL IMPROVEMENT PROGRAM

PROGRAM EXPENDITURES

The 2010 CIP totals \$142.4 million and includes the following program areas and expenditure amounts:

<u>Program Areas</u>	<u>Expenditures</u>
Tax-Supported Programs:	
(1) Park	\$ 4,900,000
(2) Street / Transportation	18,371,000
(3) Drainage	7,718,000
(4) Library	1,628,000
(5) Landfill/Transfer Station	3,677,000
(6) Public Safety	1,889,000
(7) Economic Development	2,354,000
(8) Facilities and Miscellaneous	2,305,000
Total Tax-Supported	<u>42,842,000</u>
Internal Service Programs:	
(1) Customer Service	11,129,000
(2) Fleet and Service Center	352,000
(3) Information Technology	3,302,000
Total Internal Service	<u>14,783,000</u>
Utility Programs:	
(1) Environmental Waste Services	1,108,000
(2) Water	19,585,000
(3) Wastewater	37,097,000
(4) Electric	26,976,000
Total Utility-Supported	<u>84,766,000</u>
Total 2010 CIP	<u><u>\$142,391,000</u></u>

The 2010 CIP reflects a decrease of approximately \$43 million (23.2%) from the 2009 Capital Budget of \$185.4 million. The decrease is due to a \$27.9 million decrease in Utility-Supported programs and a \$13.0 million decrease in Internal Service programs. Of the total \$42.8 million in Tax-Supported programs, \$21.3 million or 49.8% is related to 1991, 1997, and 2004 Bond projects funded from authorized debt.

2010 CIP Funding Sources

Of the total \$142.4 million 2010 CIP, \$95.9 million (67.3%) is carry-over from previous Capital Budgets, \$35.7 million (25.1%) represents additional funding for projects begun in prior years, and \$10.8 million (7.6%) is related to projects being initiated for the first time in 2010. Funding the 2010 CIP work program will require new debt issuance of \$35.6 million compared to \$79.2 million in 2009. Specifically, funding will come from the following sources:

Funding Source	Tax-Supported Programs	Internal Services	Utility Programs	Total 2010 CIP
Current Funds:				
Cash Available	\$16,103,000	\$14,783,000	\$61,689,000	\$ 92,575,000
Intergovernmental Participation	1,708,000			1,708,000
Total Cash and Transfers	17,811,000	14,783,000	61,689,000	94,283,000
Debt Issuances:				
Prior-Year Approved Commercial Paper (CP)	12,497,000			12,497,000
1991 GO Bonds (CP)				
1997 GO Bonds (CP)	1,240,000			1,240,000
2004 GO Bonds (CP)	7,594,000			7,594,000
2010 Certificates of Obligation (COs)	2,200,000		975,000	3,175,000
2010 Short-Term Tax Notes (TANs)	1,500,000			1,500,000
2010 Revenue Bonds			22,102,000	22,102,000
Sub-Total New Debt Issuance	12,534,000	0	23,077,000	35,611,000
Total 2010 CIP Funding	\$42,842,000	\$14,783,000	\$84,766,000	\$142,391,000
Project Allocations:				
Existing Funding for Previously Approved	\$21,552,000	\$14,783,000	\$59,553,000	\$ 95,888,000
Continuation Funding for Previously Approved	11,582,000		24,138,000	35,720,000
Funding for New Projects	9,708,000		1,075,000	10,783,000
Total Adopted 2010 CIP	\$42,842,000	\$14,783,000	\$84,766,000	\$142,391,000

2010 CAPITAL IMPROVEMENT PROGRAM

PROJECT HIGHLIGHTS

In the following sections, new and continuing projects for each major area are identified.

Park

The planned expenditure for Park improvements for 2010 is \$4.9 million, with no additional debt required. Projects for 2010 include the following:

- Spring Creek Forest Visitors Center
- Spring Creek Open Space Program
- Playground Improvements
- Hollabaugh Park Development (West Garland Recreation Center)
- Various Park Improvements
- Pool Improvements
- Bradfield Recreation Center Renovation

Street / Transportation

The 2010 program anticipates \$18.4 million in expenditures. Of this amount, \$5.1 million is new debt. Projects for 2010 include the following:

- Sixth Street Extension
- Naaman Forest – Ranger to Brand / S.H. 190
- Downtown Street Improvements
- Pleasant Valley Road Bridge Reconstruction
- Dallas Garland and Northeastern (DGNO) Relocation
- Traffic Control System Improvements
- Operational and Safety Improvements
- Traffic Signal Installations
- Train Wayside Horns

Drainage

The total work program for 2010 anticipates \$7.7 million in expenditures, of which \$3.4 million is new debt. Projects for 2010 include the following:

- Miscellaneous Flooding
- Petition Drainage
- University Channel
- Bridge Remediation
- Classic and Yale Drainage

Library

The total work program for 2010 anticipates \$1.6 million in expenditures, of which \$937,000 is new debt. Projects for 2010 include the following:

- Rebuild Library Materials Collection
- Library Facilities Improvements

Landfill / Transfer Station

Total planned expenditures for 2010 are \$3.7 million, with no additional debt required. The 2010 work program includes:

- Construction of Waste Cell #5
- Replacement of Two Tractor Trucks and Trailers

Public Safety

A total of \$1.9 million in expenditures is planned for 2010. Of this amount, \$1.5 million is new debt. Planned projects include the following:

- Police In-Car Digital Video Camera
- Fire Administration and Training Facility
- Two Replacement Fire Ambulances

Economic Development

Total planned expenditures for 2010 are \$2.4 million, with no additional debt required. This category covers a variety of projects, including the following:

- Land / Property Acquisition
- Neighborhood Vitality Grant Program
- Commercial Corridor Revitalization
- Downtown Streetscape & Redevelopment Design
- Walnut Street Pedestrian Corridor
- Downtown Plaza Reconstruction

Facilities & Miscellaneous (Tax-Supported)

Total planned expenditures for 2010 are \$2.3 million, with no additional debt required. This category covers a variety of projects, including the following:

- Facilities Upgrade
- Roof Replacement
- HVAC Replacement
- Parking Lot Upgrades
- Fire Alarm, Fire Safety and Security Systems
- City Clinic Renovation

Miscellaneous (Revenue-Supported)

Total planned expenditures for 2010 are \$15.9 million. Of this amount, \$975,000 is new debt. This category covers a variety of projects, including the following:

- Utility Services Building
- Replacement of Automated Refuse Trucks
- Radio System Replacement
- Extend Fiber Optic Cable
- Telephone System Upgrade
- Downtown Parking Garage
- Communications Building
- Relocation of ITS to DDI Building
- Fuel System Upgrade

Water

Total program expenditures are estimated at \$19.6 million for 2010, which includes \$9.3 million in new debt. The 2010 work program includes:

- Relocation of Mains Prior to Paving
- Distribution Lines
- Broadway Pump Station Improvements
- Radio Read Water Meter Retrofit Project
- Apollo Northside Pump Station Improvements
- I.H. 30 Water Transmission Main
- Centerville Road Water Transmission Line
- New Water Tower East Zone
- Centerville / Pleasant Valley Transmission Line
- Field Operations Complex
- Apollo Northside Pump Station Improvements
- Pleasant Valley Water Main
- Yale Drive Water Transmission Line

Wastewater

The 2010 program is estimated at \$37.1 million, of which \$12.8 million is new debt. The 2010 work program includes:

- Rowlett Sub-Basin Relief Capacity
- Carroll Relief Sewer
- Lift Station Abandonment
- Commerce / North Country Club Sewer Line Replacement
- Relocation of Mains Prior to Paving
- Jupiter / Shiloh – Phase VI
- Cured-in-Place Pipe Main & Lateral Rehabilitation
- Duck Creek & Force Main / Raw Water Pumping
- Lift Station Abandonment Project
- Yale Drive Wastewater Collection Main
- Rowlett Creek WWTP Processing Improvements
- Duck Creek WWTP Processing Improvements
- Wastewater Laboratory Building
- Field Operations Complex

Electric

The 2010 program is estimated at \$27.0 million, of which no new debt is required. Ongoing projects included in the 2010 CIP are:

- Substations Program
- Transmission Lines Program
- Distribution Lines – Underground / Overhead
- Production Construction / Upgrades
- Commercial and Industrial Construction
- Relocation of Facilities
- Transmission & Distribution Facility

2010 CAPITAL IMPROVEMENT PROGRAM

RATE IMPACTS

Ad Valorem Tax Impact

The tax-supported portion of the 2010 CIP requires new debt of \$8.8 million in GO-authorized Commercial Paper, \$2.2 million in Certificates of Obligation (COs), and \$1.5 million in Short-Term Tax Notes (TANs). In addition, the 2010 CIP will require the issuance of \$12.5 million in Commercial Paper, that was authorized by the Council in previous CIPs, for total tax-supported debt of \$25 million. The net decrease in outstanding tax-supported debt was approximately \$1.0 million after taking into consideration debt paid off during the year.

Water Rate Impact

The sale of \$9.3 million in Revenue Bonds for Water projects will require approximately \$710,200 in additional debt service costs for fiscal year 2010-11. A Water rate model was developed and implemented during 2009-10 which included the impact of the additional debt issuance. Of the 12% Water rate increases approved for 2010-11, approximately 16% was related to debt issued for CIP projects.

Wastewater Rate Impact

The sale of \$12.8 million in Revenue Bonds for Wastewater projects will require approximately \$964,000 in new debt service costs for fiscal year 2010-11. Along with Water, a new Wastewater rate model was developed and implemented during 2009-10 that anticipated the debt service impact. Fund balance will be used to avoid a rate increase for 2010-11. Of the amount to be drawn down from the fund balance, approximately 50.5% was related to debt issued for CIP projects.

2010 CAPITAL IMPROVEMENT PROGRAM

IMPACT ON OPERATING BUDGET

The fiscal impact of the CIP on the Operating Budget is known and measurable with some projects and anticipated but immeasurable for other projects. Those projects that have a known impact are listed below by project and amount. Increased costs are often absorbed by departments within their current budget allocations; however, substantial impacts will require an infusion of operating funds into departments.

Project Number	Project Name	2010-11
13023	Police In-Car Digital Video Cameras	\$ 1,000
18166	Spring Creek Forest Visitors Center	2,914
18201	Computerized Control – Irrigation / Lighting	1,200
18209	Trail Development	15,000
18210	Hollabaugh Park Development (West Garland Rec. Center)	312,000
18327	Gale Fields Recreation Center - Gym Addition	1,100
18329	Tuckerville Park Sports Field Development	102,000
18330	Skating / Skateboard Facility	2,000
18335	Gatewood Picnic Pavilion	2,200
18336	Rowlett Creek Greenbelt	1,200
18337	Windsurf Bay Park	1,200
18338	Playground Improvements	600
18341	Plano Road - Entryway Beautification	2,500
19030	Fuel Islands Automation and Monitoring	36,000
23043	Radio Replacement	74,000
23052	Radio System Replacement	50,000
30210	New Water Tower East Zone	(85,000)
	Total	<u><u>\$519,914</u></u>

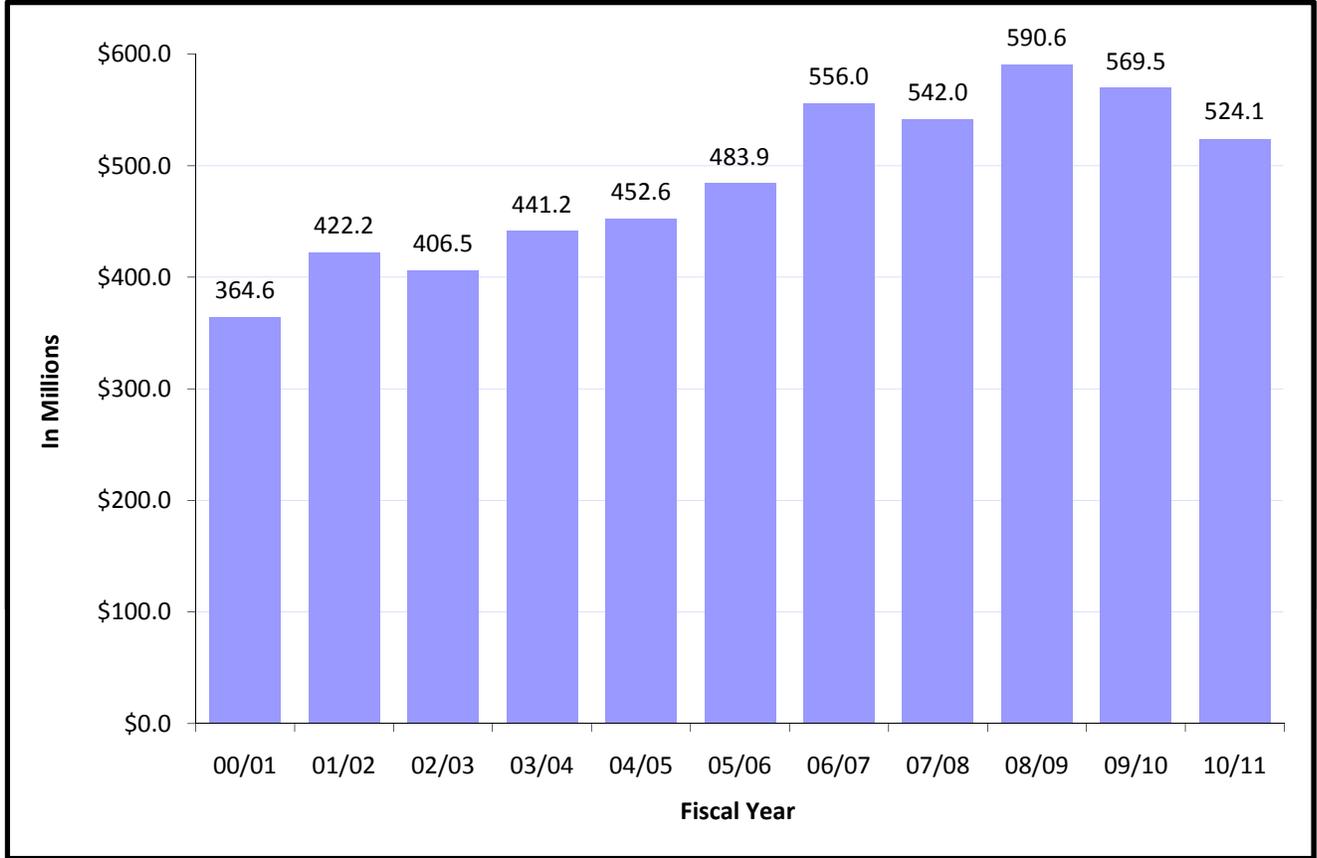
Various Facilities Management, Water, and Wastewater projects will reduce maintenance and repair work.

Various Transportation projects are projected to reduce emergency maintenance requirements while increasing preventive and routine maintenance efforts.

Historical Data

TOTAL COMBINED BUDGET

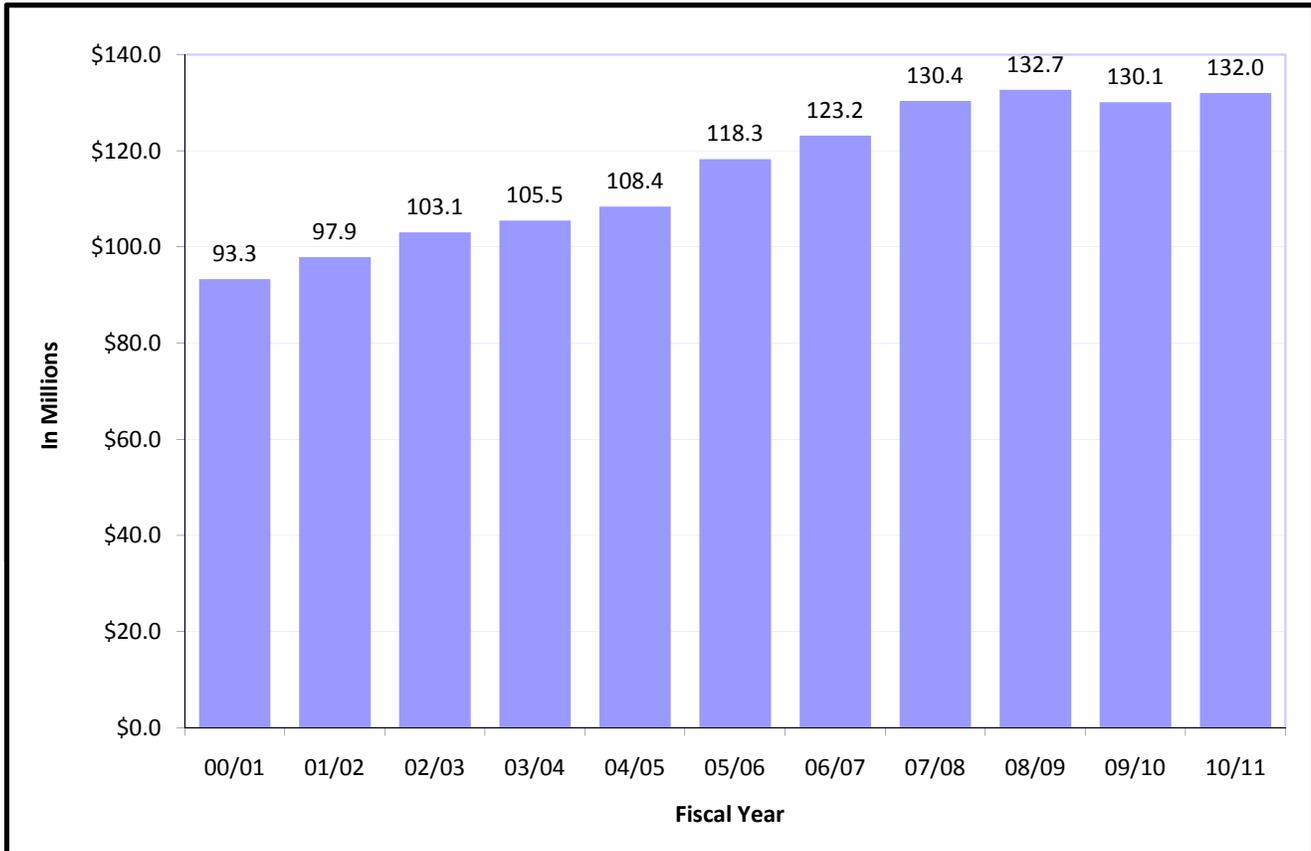
10 Year History



<i>Fiscal Year</i>	<i>Combined Budget in Millions</i>	<i>Net % Change</i>
00/01	\$364.6	4.3%
01/02	422.2	15.8%
02/03	406.5	-3.7%
03/04	441.2	8.5%
04/05	452.6	2.5%
05/06	483.9	6.9%
06/07	556.0	14.9%
07/08	542.0	-2.5%
08/09	590.6	9.0%
09/10	569.5	-3.6%
10/11	524.1	-8.0%

TOTAL GENERAL FUND BUDGETED REVENUE

10 Year History

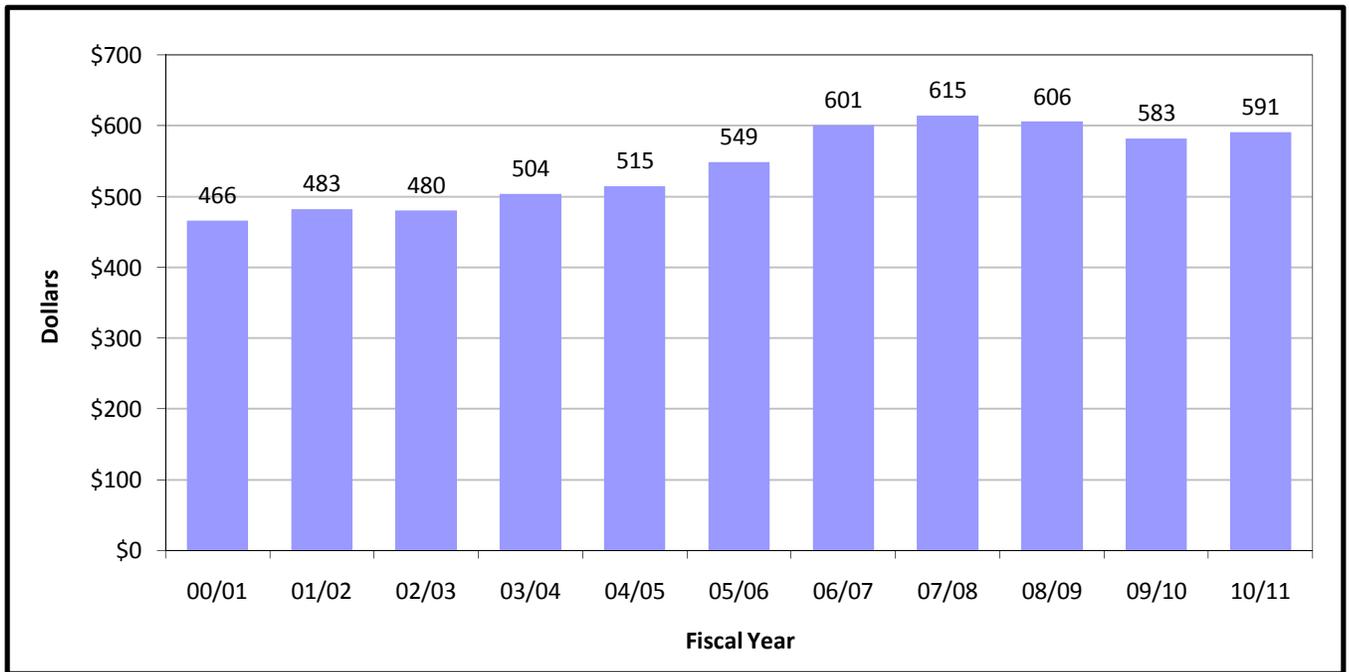


<i>Fiscal Year</i>	<i>Revenues</i>	<i>Net % Change</i>
00/01	\$93,317,934	6.7%
01/02	97,888,029	4.9%
02/03	103,094,748	5.3%
03/04	105,512,002	2.3%
04/05	108,411,856	2.7%
05/06	118,305,368	9.1%
06/07	123,201,450	4.1%
07/08	130,381,628	5.8%
08/09	132,728,791	1.8%
09/10	130,125,912	-2.0%
10/11	132,034,590	1.5%

GENERAL FUND BUDGETED EXPENDITURES

10 Year History

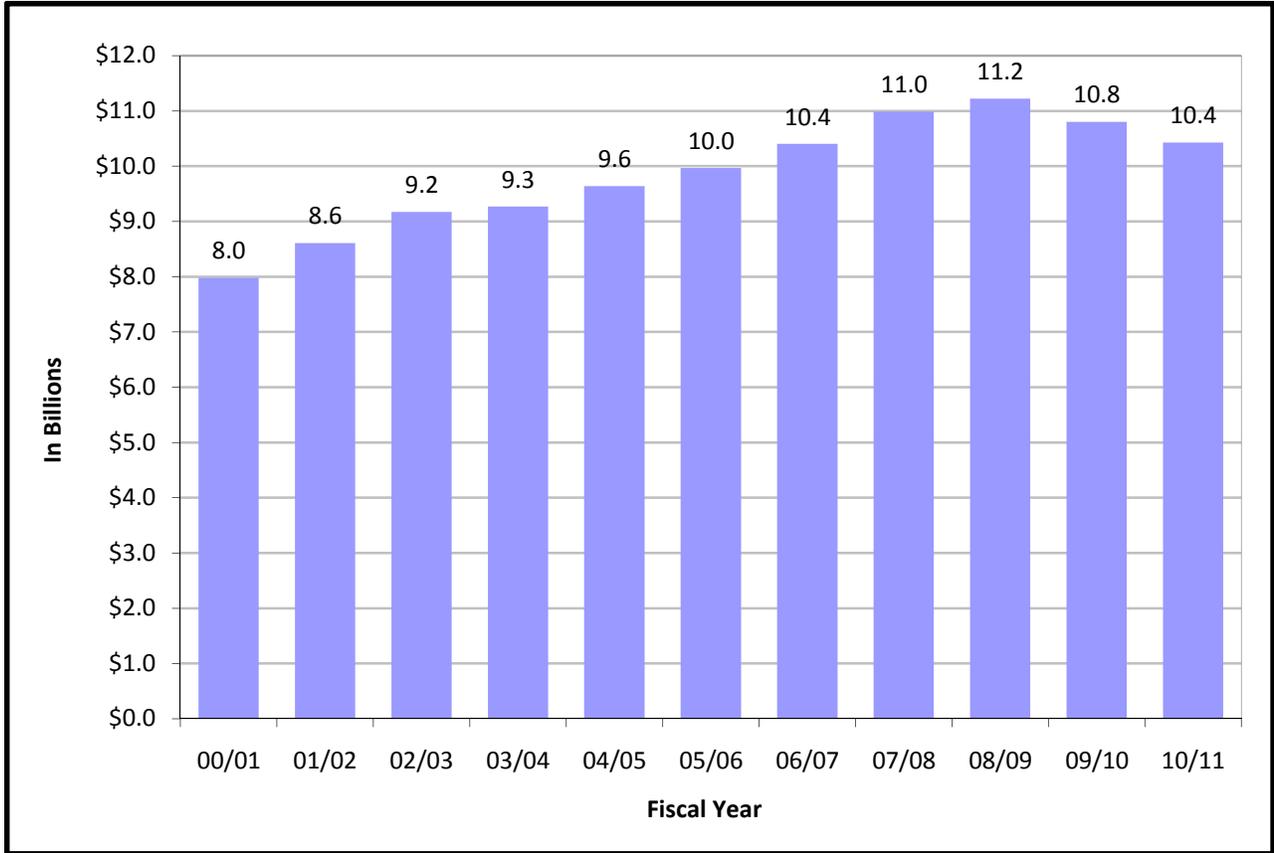
Per Capita / Adjusted for Inflation



<u>Fiscal Year</u>	<u>Expenditures</u>	<u>Adjusted for Inflation</u>	<u>Population</u>	<u>Per Capita</u>	<u>Net % Change</u>
00/01	\$94,455,969	\$97,517,551	209,136	\$466	3.5%
01/02	101,314,121	104,150,913	215,768	483	3.5%
02/03	104,453,012	106,124,260	220,946	480	-0.5%
03/04	109,271,166	112,221,487	222,650	504	4.9%
04/05	109,727,412	113,611,762	220,657	515	2.2%
05/06	119,546,525	121,662,470	221,588	549	6.6%
06/07	128,890,013	133,787,833	222,432	601	9.5%
07/08	133,216,403	138,278,626	224,988	615	2.2%
08/09	133,398,842	137,134,010	226,144	606	-1.3%
09/10	131,575,912	131,575,912	225,865	583	-3.9%
10/11	134,086,244	134,086,244	226,915	591	1.4%

TAXABLE PROPERTY VALUES

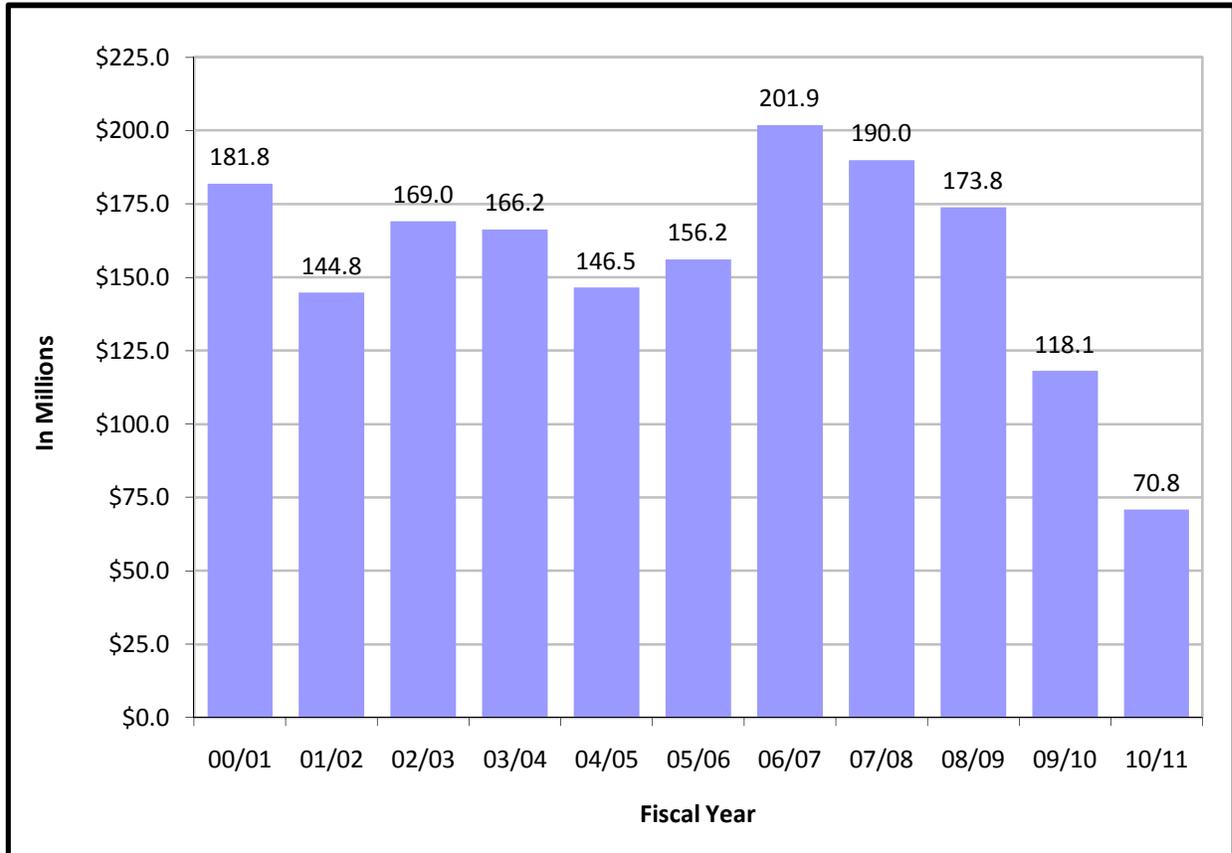
10 Year History



<i>Fiscal Year</i>	<i>Taxable Value</i>	<i>Net % Change</i>
00/01	\$7,981,966,443	7.62%
01/02	8,609,089,524	7.86%
02/03	9,171,590,363	6.53%
03/04	9,268,313,019	1.05%
04/05	9,639,429,074	4.00%
05/06	9,964,658,550	3.37%
06/07	10,402,724,950	4.40%
07/08	10,989,020,661	5.64%
08/09	11,220,814,939	2.11%
09/10	10,802,278,474	-3.73%
10/11	10,425,690,566	-3.49%

NEW CONSTRUCTION

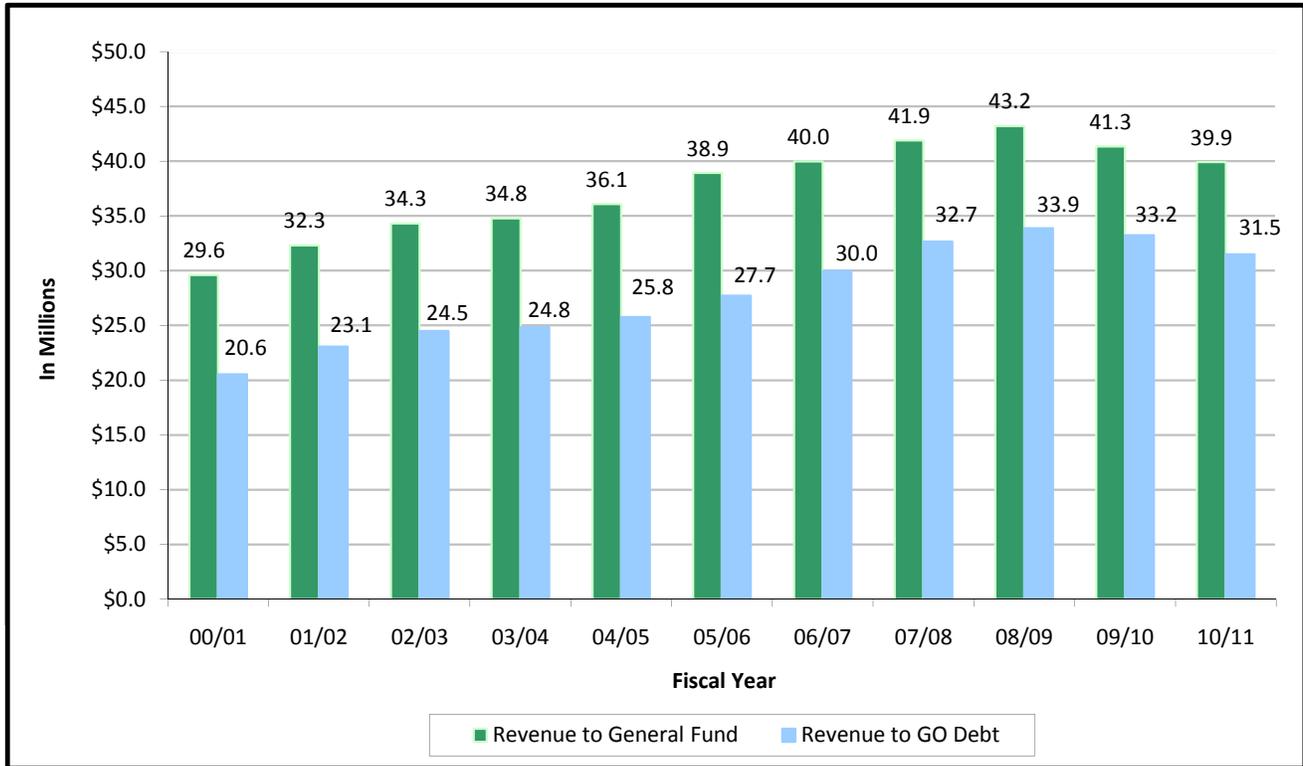
10 Year History



<i>Fiscal Year</i>	<i>New Construction</i>	<i>Net % Change</i>
00/01	\$181,846,980	3.85%
01/02	144,807,527	-20.37%
02/03	168,971,401	16.69%
03/04	166,169,559	-1.66%
04/05	146,511,658	-11.83%
05/06	156,153,339	6.58%
06/07	201,852,955	29.27%
07/08	189,990,096	-5.88%
08/09	173,849,492	-8.50%
09/10	118,099,827	-32.07%
10/11	70,834,731	-40.02%

PROPERTY TAX REVENUE

10 Year History



Fiscal Year	Taxable Value	O & M Rate	Debt Rate	Total Tax Rate	Revenue to General Fund	Revenue to GO Debt	Total Tax * Revenues
00/01	\$7,981,966,443	0.3740	0.2596	0.6336	\$29,608,446	\$20,552,180	\$50,160,626
01/02	8,609,089,524	0.3740	0.2671	0.6411	32,309,481	23,075,275	55,384,756
02/03	9,171,590,363	0.3740	0.2671	0.6411	34,318,281	24,505,160	58,823,441
03/04	9,268,313,019	0.3740	0.2671	0.6411	34,770,020	24,831,745	59,601,765
04/05	9,639,429,074	0.3740	0.2671	0.6411	36,077,248	25,765,329	61,842,577
05/06	9,964,658,550	0.3890	0.2771	0.6661	38,920,980	27,724,838	66,645,818
06/07	10,402,724,950	0.3890	0.2896	0.6786	39,978,798	29,979,219	69,958,017
07/08	10,989,020,661	0.3890	0.2996	0.6886	41,884,569	32,655,212	74,539,781
08/09	11,220,814,939	0.3890	0.3106	0.6996	43,208,479	33,883,557	77,092,036
09/10	10,802,278,474	0.3890	0.3156	0.7046	41,330,137 **	33,232,023 **	74,562,160
10/11	10,425,690,566	0.3940	0.3106	0.7046	39,924,529 ***	31,507,363 ***	71,431,892

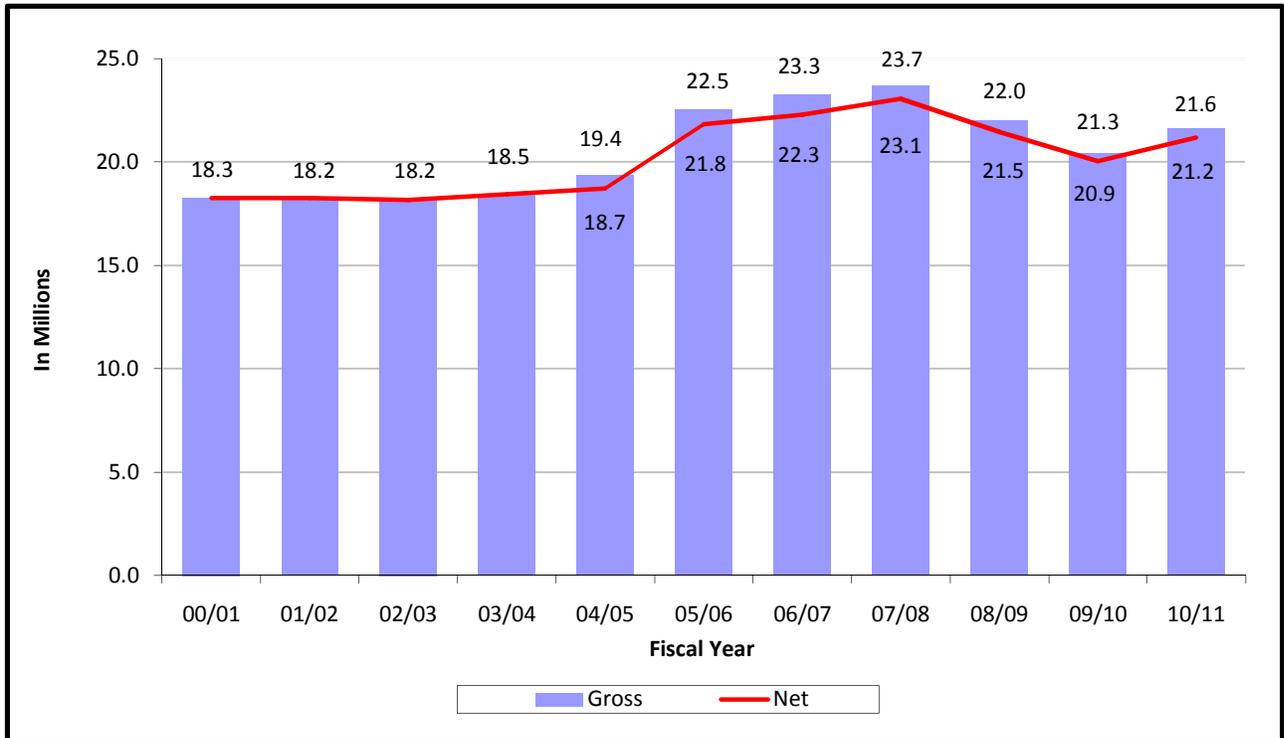
* Total Tax Revenues have been adjusted to reflect actual collections except where indicated.

** Revised

*** Adopted

SALES TAX REVENUE

10 Year History

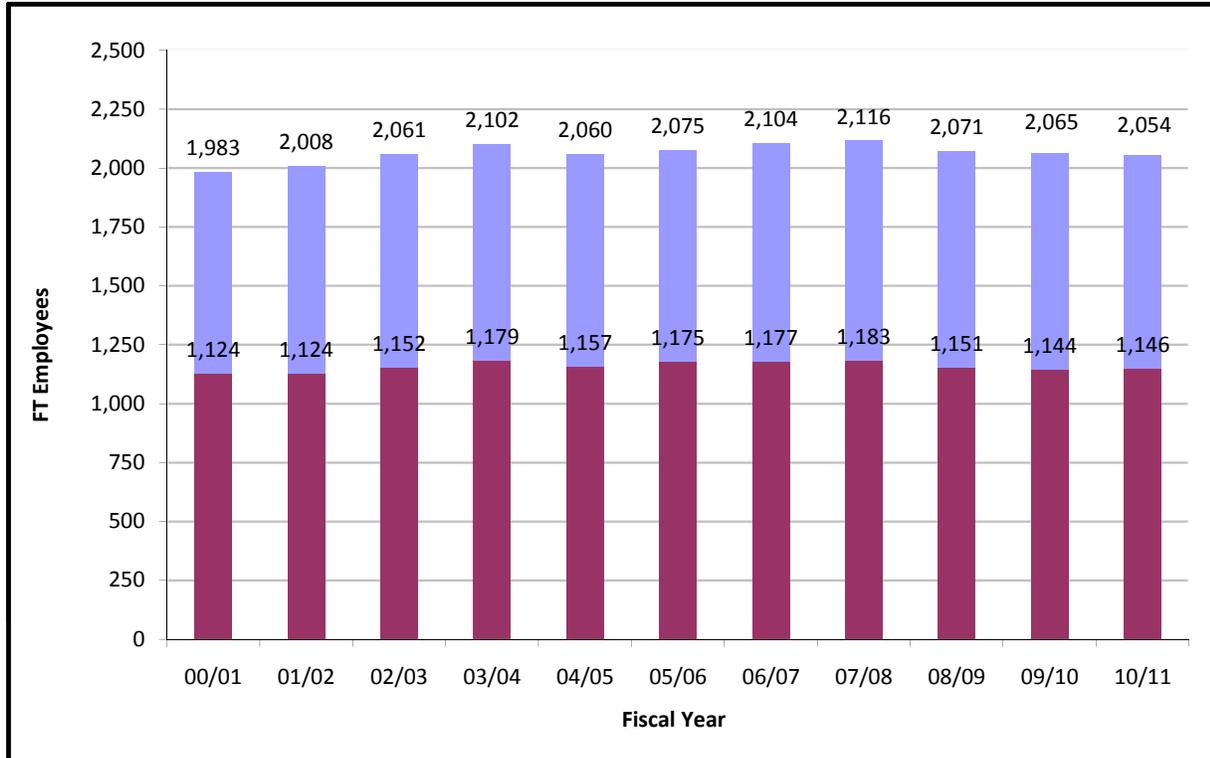


<i>Fiscal Year</i>	<i>Gross Sales Tax (Actuals)</i>	<i>Firewheel Town Center Reserves</i>	<i>Bass Pro Harbor Pt Incentive</i>	<i>Net Sales Tax</i>
00/01	\$18,273,744	0	0	\$18,273,744
01/02	18,248,669	0	0	18,248,669
02/03	18,181,431	0	0	18,181,431
03/04	18,454,380	0	0	18,454,380
04/05	19,368,101	(\$650,000)	0	18,718,101
05/06	22,517,489	(675,000)	0	21,842,489
06/07	23,278,730	(775,000)	(\$221,004)	22,282,726
07/08	23,694,596	(350,000)	(294,080)	23,050,516
08/09	22,041,066	(250,000)	(288,695)	21,502,371
09/10 *	21,306,903	(113,969)	(259,644)	20,933,290
10/11 **	21,628,713	(175,000)	(272,626)	21,181,087

* Revised

** Adopted

FUNDED FULL-TIME PERSONNEL 10 Year History



<i>Fiscal Year</i>	<i>Funded* Full-Time Employees</i>	<i>Net % Change</i>	<i>Full-Time General Fund Employees</i>	<i>Net % Change General Fund</i>
00/01	1,983	2.53%	1,124	2.84%
01/02	2,008	1.26%	1,124	0.00%
02/03	2,061	2.64%	1,152	2.49%
03/04	2,102	1.99%	1,179	2.34%
04/05	2,060	-2.00%	1,157	-1.87%
05/06	2,075	0.73%	1,175	1.56%
06/07	2,104	1.40%	1,177	0.17%
07/08	2,116	0.57%	1,183	0.51%
08/09	2,071	-2.13%	1,151	-2.70%
09/10 **	2,065	-0.29%	1,144	-0.61%
10/11 ***	2,054	-0.53%	1,146	0.17%

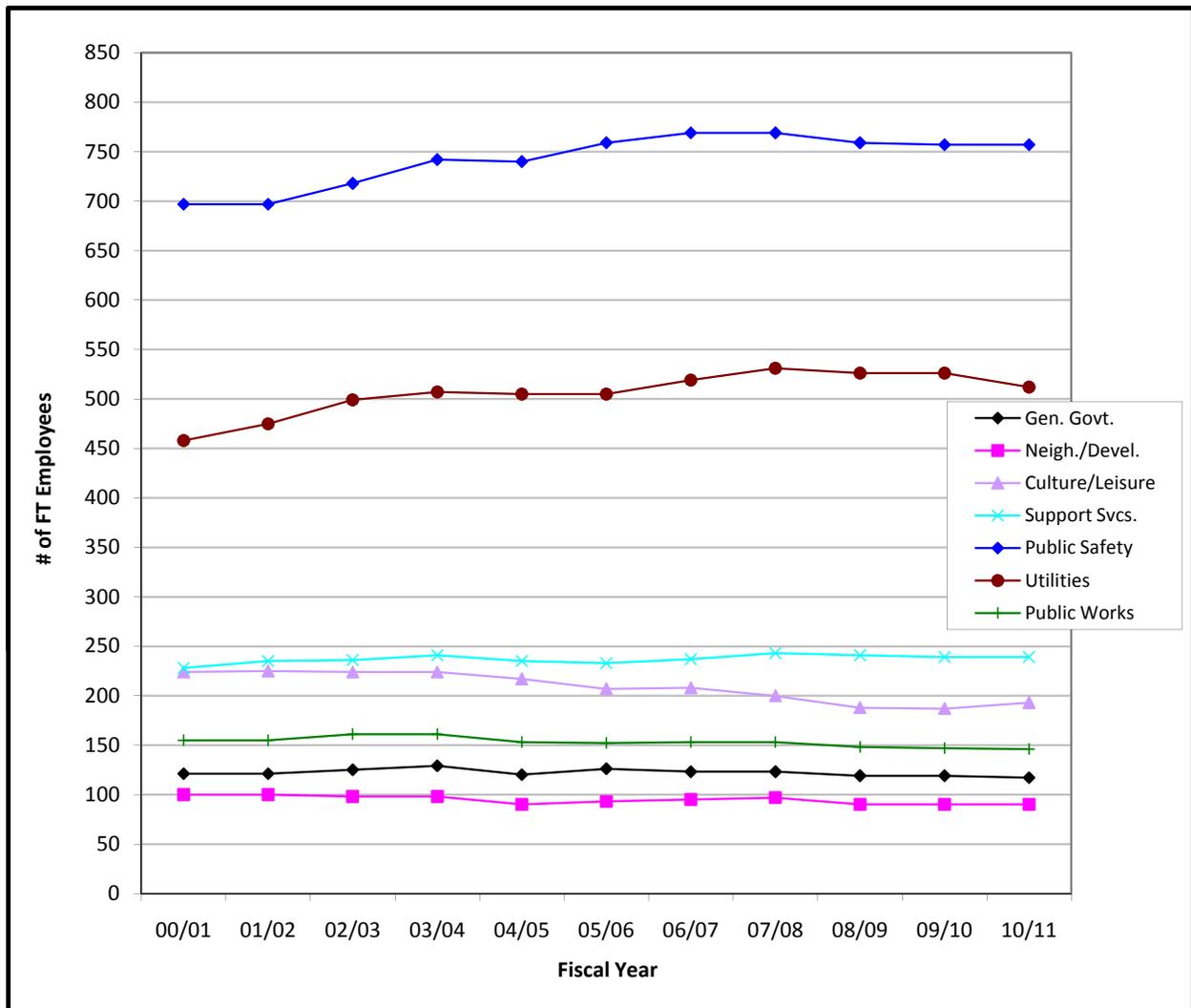
* Excludes banked positions

** Revised

*** Adopted

PERSONNEL BY AREA

10 Year History



<u>Area</u>	<u>00/01</u>	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>	<u>05/06</u>	<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10*</u>	<u>10/11**</u>
Gen. Govt.	121	121	125	129	120	126	123	123	119	119	117
Neigh./Devel.	100	100	98	98	90	93	95	97	90	90	90
Culture/Leisure	224	225	224	224	217	207	208	200	188	187	193
Support Svcs.	228	235	236	241	235	233	237	243	241	239	239
Public Safety	697	697	718	742	740	759	769	769	759	757	757
Utilities	458	475	499	507	505	505	519	531	526	526	512
Public Works	155	155	161	161	153	152	153	153	148	147	146
Total	1,983	2,008	2,061	2,102	2,060	2,075	2,104	2,116	2,071	2,065	2,054

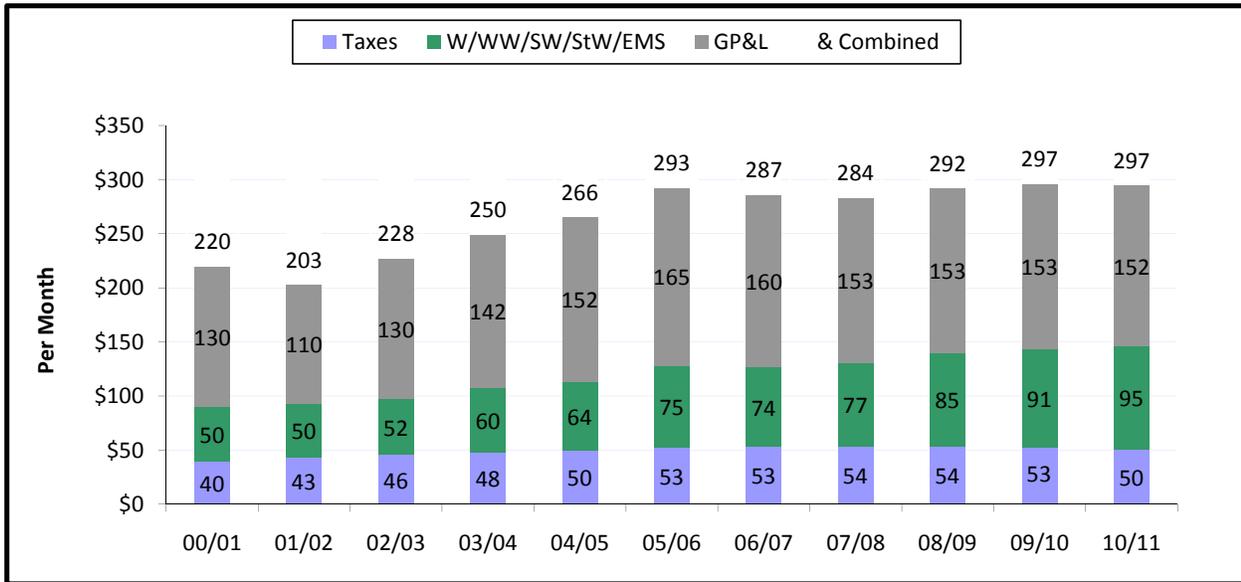
FY 2003-04: Municipal Court moved from Public Safety to General Government; Landfill moved from Utilities to Public Works. The years prior to FY 2003-04 have been restated as a result of these moves.

* Revised

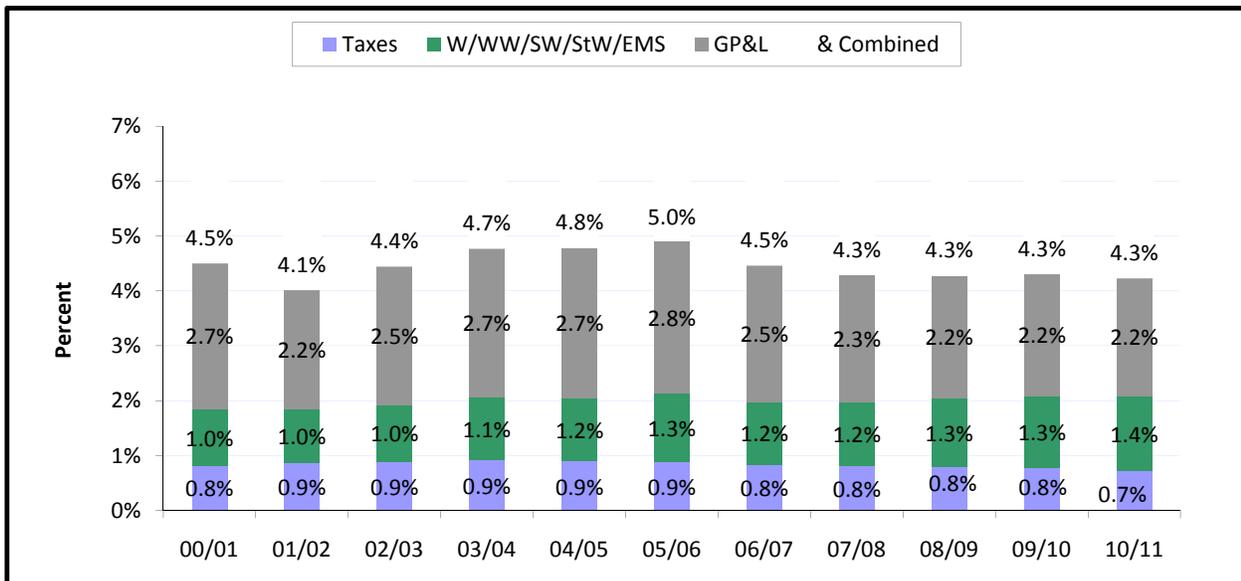
** Adopted

COST OF GOVERNMENT

Combined Monthly Citizen Impact Taxes & Utilities



Combined Monthly Citizen Impact Taxes & Utilities Expressed in Percent of Monthly Income



Assumptions:

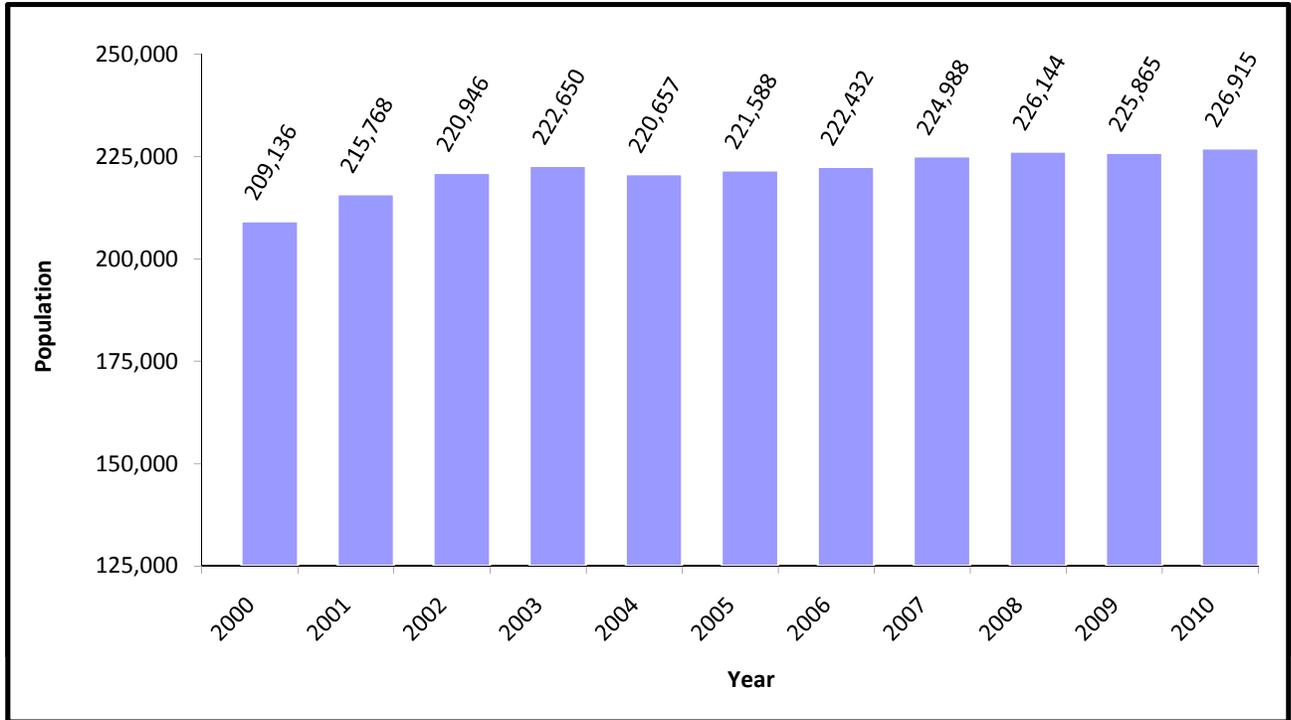
Household Income - 2000-01 \$58,322 (from 2000 Census); 2010-11 \$84,102;
increased yearly for actual wage growth for MSA less 10% - www.bea.gov

Home Value - 2000-01 \$75,430 (from 2000 Census); 2010-11 \$93,465; adjusted yearly
for valuation per DCAD allowing for Homestead Exemption after 2003

Utilities - Water/Sewer 8,000 gallons per month (5/8 inch pipe); Electric 1,300 kWh per month;
Stormwater average bill \$2.88 per month; 2010-11 new EMS fee \$1.50 per month

GARLAND POPULATION

10 Year History



Estimated by Planning Department except for 2000 Census

<u>Year</u>	<u>Population</u>	<u>Difference from prior Year</u>	<u>Net % Change</u>
2000	209,136	3,267	1.6%
2001	215,768	6,632	3.2%
2002	220,946	5,178	2.4%
2003	222,650	1,704	0.8%
2004	220,657	-1,993	-0.9%
2005	221,588	931	0.4%
2006	222,432	844	0.4%
2007	224,988	2,556	1.1%
2008	226,144	1,156	0.5%
2009	225,865	-279	-0.1%
2010	226,915	1,050	0.5%

Appendices

APPENDIX (A)

FINANCIAL POLICIES

Financial Structure, Policies, and Practices

FINANCIAL STRUCTURE, POLICIES, AND PRACTICES

INTRODUCTION

The City of Garland financial structure, policies, and practices set forth in this section form the basic framework for the fiscal management of the City. They were developed within the parameters established by applicable provisions of the Texas Local Government Code, Garland City Charter, City Council Policies, City Manager Directives, and Generally Accepted Accounting Practices (GAAP). These various components of the City's financial framework are outlined below and include the following:

- (I)** Financial (Fund) Structure
- (II)** Garland City Charter – Article VIII. Budget
 - Sec. 1. Fiscal Year
 - Sec. 2. Preparation and Submission of Budget
 - Sec. 3. Budget Form
 - Sec. 4. Budget a Public Record
 - Sec. 5. Publication and Notice of Public Hearing
 - Sec. 6. Hearing and Adoption of Budget
 - Sec. 7. Budget Establishes Appropriations and Amounts to Be Raised by Taxation
 - Sec. 8. Amendment and Supplemental Budget
 - Sec. 9. Defect Shall Not Invalidate Tax Levy
- (III)** City Council Financial Policy
 - (1) Operating Condition (multi-year forecast, rates, insurance...)
 - (2) Debt Management
 - (3) Financial Condition (fund balance requirements)
 - (4) Asset Maintenance (Capital Improvement Program, facilities master plan...)
 - (5) Accounting, Auditing, and Financial Reporting
- (IV)** Balanced Budget – Defined
- (V)** Basis of Budgeting and Accounting
- (VI)** Revenue Management – City Manager Directive
- (VII)** Performance Measurement
- (VIII)** General and Administrative Allocation Methodology
- (IX)** Support Service Funds Allocation Methodology
- (X)** Listing of Other Charter Provisions and Directives

(I) FINANCIAL (FUND) STRUCTURE

The City’s financial structure is organized by cost centers referred to as funds. These funds are further subdivided into smaller cost centers (departments and organizations within the fund). Each fund is a separate entity for control, budgeting/accounting, and reporting purposes. The two types of funds utilized are Governmental and Proprietary. Governmental Funds account for general governmental activities, and Proprietary Funds capture the costs of the business-type operations of the City.

Governmental Funds			Proprietary Funds	
General Fund	Debt Service Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds
SafeLight Garland Public Health/Immuniz. Grant		Hotel/Motel Tax Infrastructure Housing Grants Public Safety Grants Narcotic Seizure Stimulus Grants	Electric Water Wastewater Env. Waste Svcs. Stormwater Mgmt. Firewheel Heliport Rec. Performance	Information Technology Customer Service Facilities Management Fleet Services Equipment Replacement Warehouse Insurance Funds IT Replacement IT Project

Governmental Funds

General Fund: The General Fund is the principal operating fund of the City. All general tax revenues not allocated by law or contractual agreement to another fund are accounted for in this fund. Basic municipal services such as City administration, police and fire protection, health services, parks and recreation, and libraries are included in the General Fund.

Debt Service Fund: The Debt Service Fund is used to account for resources designated for principal and interest payments on the City’s outstanding debt.

Special Revenue Funds: Special Revenue Funds are used to account for general revenue sources that are restricted to specific purposes. The Special Revenue Funds include the Hotel/Motel Tax Fund, Infrastructure Repair & Replacement Fund, and Grant Funds.

Proprietary Funds

Enterprise Funds: Enterprise Funds account for municipal operations that are financed and operated in a manner similar to private business. The intent is that the cost of providing goods or services be financed primarily through user charges. The City's Enterprise Funds include the various utility funds, Firewheel Golf Fund, Heliport Fund, and Recreation Performance Fund.

Internal Service Funds: Internal Service Funds are used to account for the financing of services provided by one department to other departments in the City. The costs of providing these services are recovered through user fees and cost allocation methodologies. The Internal Service Funds are the Group Health Insurance Fund, Self Insurance Fund, Long Term Disability (LTD) Fund, Customer Service Fund, Facilities Management Fund, Fleet Services Fund, Equipment Replacement Fund, Information Technology Fund, IT Replacement Fund, IT Project Fund, and Warehouse Fund.

Capital Improvement Program Funds

Capital Project Funds: Capital Project Funds account for the acquisition and construction of capital facilities and specialized equipment and are multi-year in nature since projects often span fiscal years.

Funds Not Appropriated in the Annual Budget

The City's financial structure includes several funds that are used to segregate monies which are restricted or reserved for future use. While these funds are included in the City's Consolidated Annual Financial Report (CAFR), they are not included in the Budget. The monies kept in these funds are appropriated when they are transferred to another City fund for expenditure.

Special Revenue Funds:

- Impact Fees Fund – Streets
- Impact Fees Fund – Water
- Substandard Perimeter Road Fund
- Library Contribution Fund
- Other Housing Assistance Fund (Villages of Eastgate)
- Tax Increment Fund – Downtown
- Tax Increment Fund – Interstate 30
- Tax Collection Fund

The financial structure also includes GAAP funds that are used to record entries that are unique to the preparation of the year-end CAFR and do not impact budgeted revenues or expenditures.

Other component units included in the CAFR but not the City's budget include the Garland Housing Finance Corporation, Garland Health Facilities Development Corporation, and Garland Economic Development Authority.

(II) CITY OF GARLAND CHARTER – ARTICLE VIII BUDGET

Sec. 1. Fiscal year.

The fiscal year for the City government shall begin on the first day of October and shall end on the last day of September of each calendar year. The fiscal year shall constitute the budget and the accounting year.

Sec. 2. Preparation and submission of budget.

Prior to the 15th day of August in each year, the City Manager shall prepare, file with the City Secretary, and furnish to each member of the Council, a carefully itemized budget outlining anticipated receipts and proposed expenditures of the City, showing as definitely as possible, appropriations desired for each project and operation for the next succeeding fiscal year, comparing the same with the budget for the then-current fiscal year, and stating the actual receipts and expenditures of the current year. The proposed budget shall also contain a complete detailed statement of all bonds issued and certificates of obligation and notes outstanding of the City and of each of the funds administered by it and an estimate of the rate of tax required for the ensuing fiscal year.

Sec. 3. Budget form.

At the head of the budget there shall appear a summary of the budget, in such a manner as to present to taxpayers a simple and clear summary of the detailed estimates of the budget. The City Manager shall at the same time submit a budget message explaining the need for the requested appropriations and stating what pending capital projects, if any, will likely require the issuance of bonds or warrants. Each employee, officer, board and department shall furnish the City Manager such information as may be required by him for the proper preparation of each budget.

Sec. 4. Budget a public record.

The budget and budget message and all supporting schedules shall be a public record in the Office of the City Secretary open to public inspection by anyone.

Sec. 5. Publication and notice of public hearing.

At the meeting of the Council at which the budget and budget message are submitted, the Council shall determine the place and time of the public hearing on the budget and cause to be published in a newspaper having a general circulation in Garland a notice of the place and time, which shall not be less than three (3) days nor more than fourteen (14) days after date of publication. The public hearing on the budget shall be held prior to the 15th day of September.

Sec. 6. Hearing and adoption of budget.

At the time advertised or at any time to which such public hearing shall be adjourned, the Council shall hold a public hearing on the budget as submitted, at which all interested persons shall be given an opportunity to be heard for or against the estimates or any item therein. After the conclusion of such public hearing, the Council may make such changes, if any, in the budget as in their judgment the law warrants and the best interests of the taxpayers of the City demand.

The budget, as amended, if there be changes, may then be adopted by a favorable vote of at least five (5) members of the Council.

If no final action has been taken by the Council on or prior to the 20th day of September, the budget as submitted for the succeeding fiscal year shall be deemed to have been finally adopted by the Council.

Sec. 7. Budget establishes appropriations and amount to be raised by taxation.

From the effective date of the budget the amount stated therein as the amount to be raised by taxation shall constitute a determination of the amount of the levy for the purposes of the City in the corresponding tax year and the several amounts stated therein as proposed expenditures shall thereby be and become appropriated to the several objects and purposes therein stated, but unused appropriations for any item may be transferred and used for any other item required for the accomplishment of the same general purpose.

When recommended by the City Manager and in the discretion of Council, the budget may contain a reasonable sum set aside as an unallocated reserve fund to meet unexpected and unforeseen contingencies in current operating costs of any budget project.

Sec. 8. Amendment and supplemental budget.

In case of public necessity, expenditures to meet unusual unforeseen conditions, which could not, by reasonable, diligent thought and attention, have been included in the original budget, may from time to time be authorized by the affirmative vote of at least five (5) of the members of the Council as amendments or supplements to the original budget. Such supplement and amendment shall be filed with the original budget.

Sec. 9. Defect shall not invalidate tax levy.

Defects in the form or preparation of the budget or the failure to perform any procedural requirement shall not invalidate any tax levy or the tax roll.

(III) CITY COUNCIL FINANCIAL POLICY (FIN-04)

Policy

The City of Garland shall maintain an operating position in all governmental funds such that annual expenditures shall not exceed annual resources, including fund balance.

The City of Garland shall maintain an operating position in all proprietary funds such that annual expenses shall not exceed annual resources, including retained earnings.

The City shall protect the physical assets of the City to ensure the value, integrity, and utility of these major investments of the City's resources.

This policy shall be reviewed and updated periodically and will be presented to the City Council for approval of any significant changes.

In the following sections, the procedures and guidelines for accomplishing this policy are outlined.

Operating Condition

1. A multi-year financial forecast shall be prepared annually projecting revenues and expenditures for all operating funds. This forecast shall be used as a planning tool in developing the following year's operating budget.
2. Rates, fees, and charges for service shall be reviewed annually and adjusted as necessary to respond to cost increases or other changing circumstances.
3. Activities within enterprise funds shall be budgeted so that revenues support costs of service, satisfy all revenue bond covenants, and provide adequate cash flows.
4. Insurance coverage shall be examined annually to ensure that policy limits are adequate and in compliance with revenue bond covenants.
5. Estimated costs and funding sources shall be identified prior to any project being submitted for Council approval.

Debt Management

1. Debt shall not be used for funding current expenses.
2. Bonds shall be sold only to finance long-term capital projects.
3. A project shall not be financed over a period longer than the estimated life of that project.
4. On all capital projects considered by Council, a disclosure statement shall be included, where appropriate, to identify annual operating costs of each project.
5. The City shall prepare a multi-year Capital Improvement Program (CIP), updated annually, which will meet the anticipated growth requirements of the City. The CIP shall be adopted by the Council as a guide for staff in planning the subsequent year's capital and financing needs.
6. Total tax-supported debt shall be maintained so as not to exceed five percent (5%) of the total assessed valuation of taxable property.

Financial Condition

1. The City shall budget available resources to maintain an ending "fund balance" goal in each fund according to the following definitions and guidelines:
 - a. General Fund – 30 days of budget-based operating expenditures less debt service. "Fund balance" is defined as the unreserved, undesignated portion of total assets minus total liabilities.

- b. Enterprise Funds – 45 days of budget-based operating expenditures including debt service. “Fund balance” is defined as current assets minus current liabilities, excluding non-budgetary adjustments.
 - c. Before the City budgets any resources from “fund balance,” as defined above for the respective fund types, the “working cash” (cash and investment balances) of each fund shall be analyzed to ensure that adequate liquidity is projected to be available for cash flow purposes.
2. All Internal Service Funds shall be fully self-supporting to the extent that any retained earnings deficit shall be fully recovered in the subsequent fiscal year through increased charges to benefiting departments.
 3. Self insurance reserves shall be actuarially determined and periodically reviewed to evaluate experience and degree of risk assumptions.
 4. Council may opt, on an annual basis, to adjust fund balance targets in specific funds to meet short-term economic or other circumstances.

Asset Maintenance

1. In addition to anticipated growth requirements of the City, the multi-year CIP will identify major infrastructure repair and rehabilitation needs.
2. The City will prepare and maintain a facilities master plan. This document will serve as a management tool to project space needs including construction and/or modification of facilities.
3. Repair, renovation, and maintenance shall be regularly performed to protect the life of the assets and to ensure their safety and utility. A systematic program of routine and preventive maintenance shall be developed based on need identification and prioritization.
4. The Annual Operating Budget will provide sufficient funding levels for ongoing maintenance of the infrastructure.

Accounting, Auditing, and Financial Reporting

1. Accounting systems shall produce information that is consistent with generally accepted accounting principles for governmental entities.
2. An annual comprehensive audit shall be conducted of all funds by an independent public accounting firm in accordance with Council Policy FIN-02. A policy of full disclosure on every financial report and official statement shall be followed.

3. Year-end net revenues of the combined utility system (Electric, Water, Waste Water) shall be maintained at a level sufficient to cover average annual revenue debt service requirements and maximum year revenue debt service requirements by at least 1.25 times.
4. A condensed year-end Electric Utility financial report shall be prepared and receive widespread circulation to the ratepayers and taxpayers of the City of Garland.

Responsibility and Authority

1. The City Manager shall have accountability to the City Council concerning the financial strategies outlined in this policy.
2. The City Manager is authorized to approve and execute by and on behalf of the City, purchases and/or contracts requiring expenditures up to and including the amount of \$99,999.99. The Purchasing Director, as directed by the City Manager, shall have the authority to purchase or contract for all goods and services needed by any department of the City or by any using agency that derives its support wholly or in part from the City.
3. The City Manager has authority for delegating financial transaction responsibilities to appropriate organizational levels for the efficient operation of the City.

(IV) BALANCED BUDGET

The City of Garland defines a balanced budget as one in which combined projected resources (revenues and fund balances) equal or exceed combined estimated expenditures.

(V) BASIS OF BUDGETING AND ACCOUNTING

The City utilizes the modified accrual basis of accounting for all Governmental Funds, which includes the City's General Fund. Revenues that are measurable and available are accrued at year-end. Measurable can refer to a reasonable estimate, and available means that the revenue will be collected in time to pay for current period expenditures. Revenue accrued at year-end typically includes Ad Valorem Taxes paid within 60 days of year-end, Franchise Fees, special assessments, intergovernmental revenue, Landfill Fees, and Interest Income. Expenditures for Governmental Funds include amounts actually paid and expenditures with invoice dates within the fiscal year.

The City utilizes the accrual basis of accounting for all Proprietary Funds. In keeping with this basis of accounting, utility revenues are recognized when billed rather than when collected. A prorated amount for partial billing cycles is also accrued at year-end. Expenses recognized under the accrual method include amounts actually paid and expenses with invoice dates within the fiscal year.

The budget for all funds is prepared on a modified accrual basis, with budgetary control set at the type-of-expenditure level (personnel, operations, and capital) within each departmental budget. Capital outlay and debt principal are included as budgetary expenses, but depreciation is not a budgeted expense.

Encumbrances (commitments to purchase goods and services) that are open on September 30th are recorded as a reservation of fund balance, and the subsequent year's Revised Budget is increased to reflect payment in a future period. Unspent and unencumbered appropriations lapse at fiscal year-end.

(VI) REVENUE MANAGEMENT DIRECTIVE

The City Manager's Revenue Directive designates an appropriate staff person to serve as Revenue Manager for each of the City's sources of income.

Revenue Managers are responsible for the following:

- (1) Knowledge of the legal auspices for each revenue under their oversight.
- (2) Submitting budget estimates based on a documented forecast method.
- (3) Ensuring timely collection.
- (4) Monitoring revenue collection and trends via monthly reports.
- (5) Alerting Management of problems and resolving them as they arise.
- (6) Maintaining accurate Accounts Receivable aging reports.

This system of revenue management helps to ensure that not only expenditures, but also revenues, are closely monitored and maximized. It also places the responsibility for revenue management with those individuals who are in the best position to know and understand trends and outside factors that may influence or affect the City's various revenue streams.

(VII) PERFORMANCE MEASUREMENT

The desire of the City Council and Management to closely measure and monitor the performance of City departments and programs has been addressed through the development of a performance measurement system. Included in the performance measures are indicators of service demand, output, outcomes, effectiveness, and efficiency.

The development and refinement of performance measures are an ongoing process for City departments and the City's Budget staff. The performance measures for each department and service area are included in the Department Detail section of the Annual Budget. In addition, City departments have numerous internal measures, not reflected in the Budget document, for monitoring and management purposes.

(VIII) GENERAL AND ADMINISTRATIVE ALLOCATION METHODOLOGY

Departments within the General Fund provide administrative support for all City operations. Administrative support includes the services provided by Financial Services, Budget, Purchasing, and Human Resources, as well as others. Proprietary Funds are assessed a General and Administrative charge equivalent to 13.25% of their salary and benefit cost in order to recapture a portion of the cost associated with these services.

(IX) SUPPORT SERVICE FUNDS ALLOCATION METHODOLOGY

Support Service Funds are those that provide services to other City departments and funds and then recoup their expenditures through an allocation of costs to the user departments. The Support Service Funds include:

- (1) Customer Service Fund
- (2) Facilities Management Fund
- (3) Information Technology Fund
- (4) Warehouse Fund

The Support Service Allocation Plan utilizes a unique allocation methodology for each area and takes into consideration the actual services provided to each user department. The allocation method for each Support Service is unique and typically involves a combination of multiple factors. For example, expenditures in the Information Technology (IT) Fund are broken down by division or type of service provided. The cost of each service is then allocated to other City funds based on a methodology that best fits the particular type of work being performed.

Other Support Service Funds not included as part of the allocation are Group Health Insurance, Self Insurance, and Fleet Services. These funds recoup their costs through direct charges to user departments rather than through the Allocation Plan.

(X) LISTING OF OTHER CHARTER PROVISIONS AND DIRECTIVES

Provided below is a list of other provisions of the City Charter and additional City Manager Directives that govern the administration of the City's Budget and finances. In order to avoid adding significant length to the Budget document, they are simply listed below. Copies of these documents can be obtained by calling the City of Garland, Budget and Research Department, at 972-205-2511.

- (1) City Charter – Article IX. Collection of Taxes
- (2) City Charter – Article X. Issuance and Sale of Bonds
- (3) City Charter – Article XVII. Miscellaneous Provisions. Sec. 17. Special accounting for certain electric utility funds (Rate Mitigation Fund)
- (4) Capital Improvement Program – Directive
- (5) Equipment Replacement Fund – Directive
- (6) Information Technology Replacement Fund – Directive
- (7) Information Technology Project Fund – Directive
- (8) Capitalization of Expenditures

APPENDIX (B)

BUDGET PROCESS

The Budget Process
Budget Calendar - FY 2010-11
Operating Budget Cycle

THE BUDGET PROCESS

The budget for the City of Garland is governed by State law and the City Charter. It also complies with professional standards established by the Government Finance Officers Association (GFOA), which specifies in its guidelines that government budgets incorporate the following four functions:

- 1) Budget as a policy document
- 2) Budget as a tool for financial planning
- 3) Budget as a guide for service and operations planning
- 4) Budget as a communication device

Ultimately, the budget serves as the means to allocate scarce resources by translating values and priorities into programs and policies. Regardless of the way in which alternative policy and program choices are identified and considered, the nuts-and-bolts framework of the budget must be constructed in such a way that it can be analyzed.

Garland budgets on a modified accrual basis, using a fully automated budget development system built from line item accounts within cost centers. These building blocks are within the confines of the system constraints of the automated financial system, as well as the needs and requirements of other users such as Accounting and Purchasing. Departments formulate their proposals for new or different items and services in decision packages called supplements. The supplements are ranked in priority order in the budget requests to the City Manager.

The approach used is *target budgeting*. Under this approach, General Fund departments are given an allocation of resources, based on their current proportionate share of projected resources, less management priorities and contingencies. Departments' budgets are limited to their funded targets, but they can make requests for additional items which the City Manager or the City Council may choose to fund. Departments build incrementally within their resource targets, prioritizing the most critical or needed services, with the ability to reallocate within their spheres of control. (Some items are programmed in, and departments cannot change the amounts. Salary and benefit calculations as well as vehicle maintenance and depreciation charges are examples.) Non-General Fund departments have their targets established based on estimated revenue.

This target budget approach results in a balanced budget presented to Council. It is balanced because the funded budget is within the available resources, with additional needs and requests identified but not added to the budget unless/until Council agrees to an item and an associated resource. The Council can then focus on policy issues such as changes in service level, and tax and fee rates, without having first to figure out how to pay for the basic service configuration.

PRELIMINARY PREPARATION

The budget cycle begins in January with the development of each department's personnel costs. Budget & Research starts this process with a download of existing salary and wage information from the Human Resource system to the automated budget system. Each full-time and part-time position in the City is analyzed, and the cost of any anticipated salary or benefit adjustment that may occur in the current fiscal year or the following budget year is projected. A detailed report is then generated for each department to review, and the Budget & Research Analyst assigned to that department will then make any changes deemed appropriate.

At this time, departments also request any new positions, new or replacement vehicles and rolling stock equipment, major building maintenance requirements, new or replacement computers and peripherals, and any major street maintenance that will be required during the coming year. These requests are sent to each responsible department for internal review and planning. The requests are reviewed and recommendations are returned to the requesting department with a copy to Budget & Research.

BUDGET DEVELOPMENT

During the months of March and April, the budget is developed and entered by each department into the automated budget system.

In early March, the Budget Instruction Manual is developed to aid departments in their budget preparation. It communicates any changes that have occurred or may occur that will affect departmental budgets. It includes the preliminary budget calendar; policy changes, changes to various rate structures such as utilities, internal service charges, etc., specific instructions on budget preparation and the automated budget system; and a chart of accounts.

During this time, Budget & Research also develops revenue projections and distributes departmental targets and constraints. The Director of Budget & Research holds ongoing meetings with the City Manager and Administration to gain insight into management philosophies and objectives and to develop strategies to accomplish these goals. It is vitally important at this stage that communication remain open and constant between departments and the Budget & Research staff.

Beginning in April, Budget & Research conducts hands-on training sessions on the automated budget system for any users who need comprehensive training or just a course to refresh their skills. Departments have approximately three to four weeks to input their budgets and fine-tune their submissions. Budget & Research staff remain in constant communication with the departments during this period to help out with any questions or problems that might arise.

Once the budgets have been electronically submitted, Budget & Research compiles all the information and presents the preliminary budget requests to the City Manager with summaries, highlights, issues, options, and recommendations. During June, the City Manager will hold a technical review with each department to perform extensive reviews of their budgets at the line item detail level. At this point, critical needs are identified and options for funding these needs are formulated. Once the reviews are complete and changes made, the City Manager and the Senior Management Team meet (in July) to make final decisions focusing on policy issues including levels of service and options for funding. The City Manager decides what will go forward to the City Council.

Also during the month of July, Budget & Research holds briefings with Council to address issues or concerns the Council may have, to provide orientation, to offer in-depth analysis of significant areas or programs, and to brief the Council on the upcoming budget schedule and process. These information exchange sessions follow Council's July retreat when City goals are often formulated or revised. Typical topics are overviews of revenue and expenditures, staffing issues, debt financing, public safety issues, etc.

BUDGET TO COUNCIL

In early August, the City Manager presents a balanced Proposed Budget to the City Council. Copies are also placed in City libraries and the City Secretary's office for public inspection as well as on the City's web site. Several budget work sessions are scheduled for Council's deliberation. As required by City Charter, a public hearing is also held to provide any person the opportunity to address any item in the budget.

The City Charter requires the adoption of the budget by September 20. The ad valorem tax rate is set at the same meeting in which the budget is adopted. The Adopted Budget goes into effect with the new fiscal year, which begins October 1.

COMPILATION OF ADOPTED BUDGET / BUDGET MAINTENANCE

The Adopted Budget is compiled and published during the initial months of the new fiscal year. Budgeted accounts and amounts are prepared and interfaced from the automated budget system to the financial system prior to October 1.

Budget maintenance is an ongoing process that includes financial and budget system account maintenance, appropriation level spending controls, position controls, and adjustments to unbudgeted or overspent accounts. Other spending control mechanisms include monthly review of expenditures by the Budget & Research Department.

AMENDING THE BUDGET

Council approves budget appropriations at the fund level. Therefore, any changes or amendments to the budget that increase a fund's total appropriations must be done by ordinance and approved by Council. Budget amendments typically address unanticipated revenues and unexpected expenditures.

Changes within funds can be done administratively, with the level of approval dependent on the type and dollar amount of change proposed. Department heads and managing directors have latitude in shifting or transferring funds between operating accounts within a department. However, changes in capital expenditures require at least Deputy City Manager approval, and only the City Manager can authorize changes in salary and benefits accounts.

CITY OF GARLAND
Budget Calendar
FY 2010–11

February 2010

2/10	Wednesday	Fleet Services distributes evaluation instructions / recommended review lists to Fleet Coordinators.
2/12	Friday	Preliminary instructions, budget assignments, and budget calendar distributed to departments.
2/16	Tuesday	Fleet Coordinators meeting to discuss vehicle evaluations.
2/22	Monday	Vehicle evaluation lists due back to Fleet Services after departmental review.
2/22	Monday	Year-to-date revenue amounts distributed to departments. Revenue Managers begin calculating revenue estimates for 2009-10 Revised and 2010-11 Proposed Budgets.

March 2010

3/01	Monday	Preliminary Requests due to Reviewing Departments with copies to Budget & Research for: <ul style="list-style-type: none"> ◆ New Positions – Human Resources ◆ Major Building Maintenance/Renovation – Facilities Management ◆ Hardware/Software (formerly Non-Standard Items) – IT ◆ Paving Maintenance – Facilities Management
3/01	Monday	Fleet Services returns updated evaluation review lists to departments with a copy to Budget & Research.
3/01	Monday	Fleet Services will start accepting vehicles for evaluation.
3/15	Monday	Revenue Estimates Due (Preliminary for utilities).
3/19	Friday	Deadline for Fleet Services Evaluations / New Vehicle Request forms.
3/22	Monday	Performance Measures placed on the City drive by Budget & Research for departments to update.
3/26	Friday	Fleet Services notifies departments and Budget & Research of final replacement recommendations / new vehicle evaluations.

**Budget Calendar
FY 2010-11
Page 2**

March 2010 (Continued)

- 3/26 Friday Deadline for Preliminary Requests to be returned from Reviewing Departments to requesting departments along with copies to Budget & Research.
- 3/31 Wednesday Fleet Rates Due.

April 2010

- 4/01 Thursday *Budget Instruction Manuals* placed on the City drive by Budget & Research for departments to access.
- 4/01 Thursday BRASS Budget System open for department input.
- 4/01 to 4/09 Budget Analysts meet with Budget contacts, convey targets, and address any training issues.
- 4/02 Friday Deadline for IT Project Request / Project Charter forms to be submitted to IT with copies to Budget & Research.
- 4/23 Friday ITB notifies requesting departments whose projects qualify for further study and evaluation.

May 2010

- 5/03 Monday ALL BUDGETS DUE.
- 5/04 to 5/28 Budget & Research compiles departmental budget requests and generates preliminary lists of funded and unfunded supplements, new position requests, and fund summaries.
- 5/14 Friday ITB prioritizes and recommends qualified projects for inclusion in the Proposed Budget based on available funding.
- 5/17 Monday Updated Performance Measures due back to Budget & Research.
- 5/28 Friday Preliminary Appraisal of City tax base due from DCAD.
Homestead Exemption Memo to Council seeking direction.

**Budget Calendar
FY 2010-11
Page 3**

June 2010

- 6/01 to 6/30 City Manager Budget Reviews.
- 6/11 Friday Final Utility Revenue Estimates and Rates Due.
Updated "GP&L 10-Year Forecast" Due to Budget & Research.

July 2010

- 7/01 to 7/05 City Manager makes preliminary decisions.
- 7/06 to 7/20 City Manager preliminary decisions incorporated into working copy of budget.
- 7/21 Wednesday Certified Appraisal of City tax base due from DCAD.
- 7/21 Wednesday City Manager makes final decisions.
- 7/22 Thursday Budget Analysts communicate final proposed revenue estimates and CM budget changes back to departments.
- 7/23 to 7/29 Final production of Proposed Budget.

August 2010

- 8/02 Monday Regular Work Session
Budget Preview – Highlights of Proposed Budget
- 8/03 Tuesday Regular City Council Meeting
(1) City Manager's Proposed Budget presented to Council.
(2) Official Council Actions:
(a) Vote to place a proposal to adopt the Tax Rate on the agenda of a future meeting.
(b) Set the date and time for public hearings on the Tax Rate.
- 8/04 Wednesday Proposed Budget distributed to Libraries and City Secretary's Office and made available to public on the website.

**Budget Calendar
FY 2010-11
Page 4**

August 2010 (Continued)

8/16 Monday Council Budget Work Session (1) – 6:00-9:00 p.m.

8/17 Tuesday Regular City Council Meeting

Official Council Actions:

- (1) Public Hearing on Proposed Budget and Tax Rate
- (2) Approve Issue of Tax Note

8/30 Monday Public Hearing on Proposed Budget and Tax Rate 7:00 p.m.

Council Budget Work Session (2) – 7:00-9:00 p.m. following Public Hearing

September 2010

9/06 Monday Labor Day Holiday

9/07 Tuesday Regular City Council Meeting

Official Council Actions:

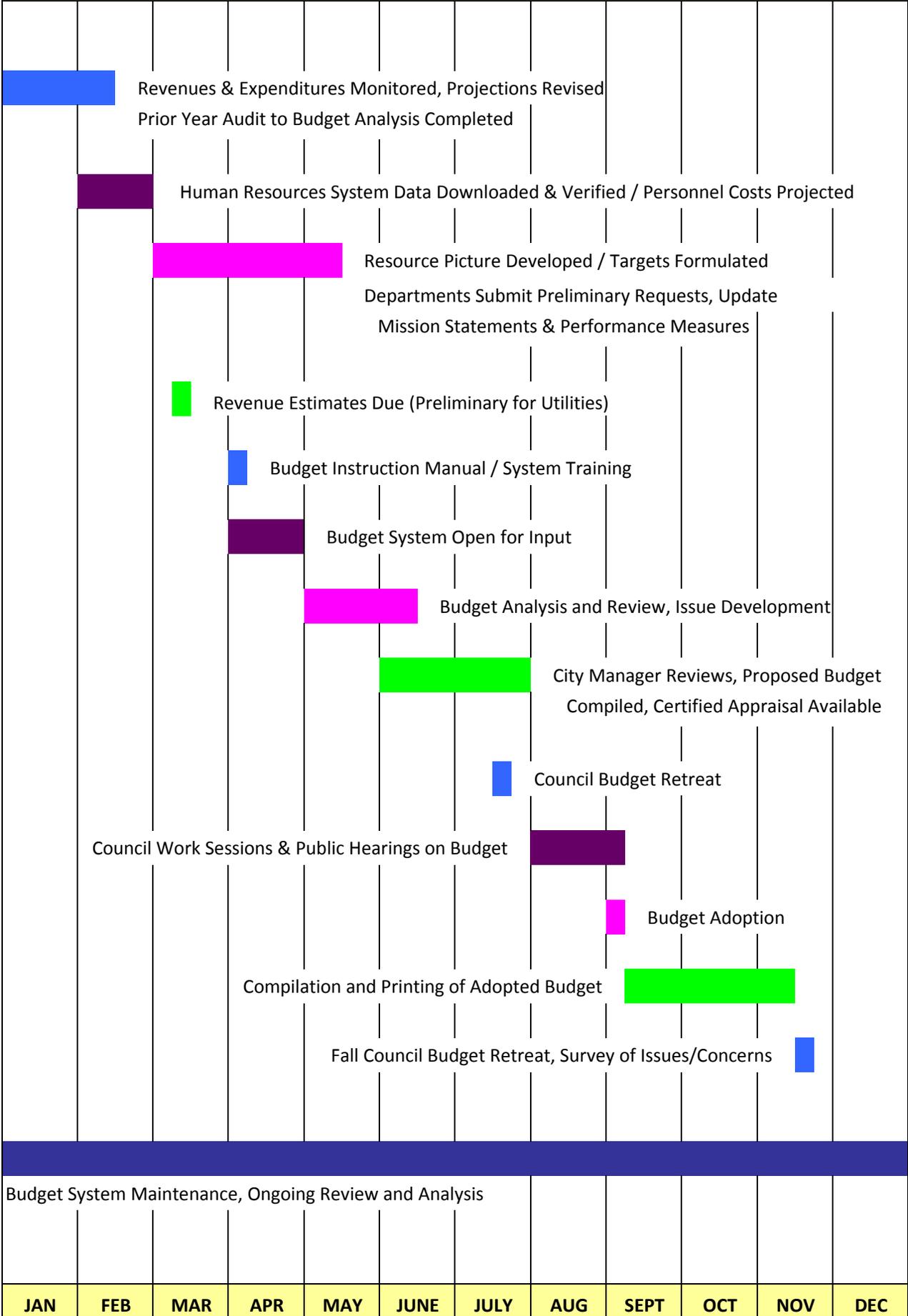
- (1) Public Hearing on Proposed Budget
- (2) Adopt 2010-11 Budget
- (3) Set Tax Rate
- (4) Adopt Fee and Rate Changes
- (5) Adopt Civil Service Ordinance

9/21 Tuesday Regular City Council Meeting

Official Council Actions:

- (1) Approve Resolution Adopting EMS Fee
- (2) Adopt Changes to General Utility Provisions

OPERATING BUDGET CYCLE



JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
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APPENDIX (C)

FY 2009-10 REVISED BUDGET

Revised Budget - FY 2009-10
FY 2009-10 Revised Budget Summary
FY 2009-10 Revised Budget Changes

REVISED BUDGET

FY 2009-10

Each year, in addition to adopting a Budget for the upcoming fiscal year, the City Council adopts a Revised Budget for the current year. The Revised Budget consists of the FY 2009-10 Adopted Budget adjusted for the following:

- (1) Budget Amendments previously approved by the Council.
- (2) Encumbrances rolled forward.
- (3) Revenue projections – updated based on receipts to date.
- (4) Expenditure adjustments not previously included in Budget Amendments or encumbrances.

Budget Amendments

The FY 2009-10 Revised Budget includes Budget Amendment No. 1 which was previously reviewed and approved by Council. The amendment totaled \$3,992,700 (excluding encumbrances) and is reflected in the Revised Budget Summary schedule.

Encumbrances

Encumbrances carried forward represent open Purchase Orders from FY 2008-09. These Purchase Orders are for goods or services that were approved by the Council in the FY 2008-09 Budget but had not yet been received.

Because the purchase of these items was approved by the Council in the previous fiscal year, the City's practice is to carry these encumbrances forward, adding them to the authorized expenditures of the current fiscal year.

The total carry-over of encumbrances in the FY 2009-10 Revised Budget is \$2,857,100

and was reviewed and approved by Council on February 2, 2010, as part of Budget Amendment No. 1.

Revenue Adjustments

Total projected revenue for the FY 2009-10 Revised Budget reveals a net increase of approximately \$14.7 million. Contributing significantly to this change was a transfer of \$32.2 million to the Rate Mitigation Fund from the Electric Utility Fund as a means to offset future rate increases. The Electric Utility Fund shows a reduction to its anticipated revenues of approximately \$21.1 million in response to lower-than-anticipated off-system sales of electricity and a decrease in commercial and residential demand. General Fund revenues are projected to improve slightly and end the year approximately \$987,900 above the amount originally approved.

Other areas with notable revenue shortfalls include the Water Utility Fund, SafeLight Fund, and Customer Service Fund. However, those reductions were offset by anticipated increases in other areas, particularly Group Health Insurance, Firewheel, and various grants.

Expenditure Adjustments

As part of the budget process, items not related to encumbrances or budget amendments are adjusted in the Revised Budget to more accurately reflect the year's anticipated expenditures. The net impact of these other adjustments is an increase of approximately \$8.5 million in expenditures. The majority of these adjustments are related to decreased energy purchases for Electric offset by the Utility's transfer to the Rate Mitigation Fund as described in the Revenue Adjustments section above.

Each of the expenditure adjustments is itemized by fund in the attached schedules.

**CITY OF GARLAND
FY 2009-10 REVISED BUDGET
SUMMARY**

	<u>2009-10 APPROVED</u>	<u>Roll Forward Encumbrances</u>	<u>Budget Amendments</u>	<u>Other Adjustments</u>	<u>2009-10 REVISED</u>
REVENUES AND TRANSFERS IN					
General Fund	\$130,125,912	\$0	\$57,127	\$930,776	\$131,113,815
Electric Utility Fund	242,844,996	0	0	(21,091,624)	221,753,372
Rate Mitigation Fund	1,010,000	0	0	31,759,000	32,769,000
Water Utility Fund	42,008,331	0	0	(4,125,327)	37,883,004
Wastewater Utility Fund	40,097,874	0	0	(179,615)	39,918,259
Environmental Waste Svcs Fund	16,103,399	0	57,745	(11,884)	16,149,260
Infrastructure Repair & Rplcmt Fd	9,024,634	0	0	223,263	9,247,897
Stormwater Management Fund	3,429,653	0	0	(2,722)	3,426,931
Firewheel Fund	2,098,310	0	0	748,830	2,847,140
Recreation Performance Fund	747,500	0	0	20,300	767,800
Hotel/Motel Tax Fund	451,900	0	0	(15,282)	436,618
Heliport Fund	7,479	0	0	16	7,495
SafeLight Fund	1,369,647	0	0	(394,647)	975,000
Combined Grant Funds	21,509,422	0	2,088,800	529,552	24,127,774
Narcotic Seizure Funds	0	0	0	440,797	440,797
Equipment Replacement Fund	3,746,493	0	0	212,232	3,958,725
Self Insurance Fund	5,205,784	0	0	(55,000)	5,150,784
Group Health Insurance Fund	23,255,880	0	0	1,111,830	24,367,710
Long Term Disability Fund	459,316	0	0	12,928	472,244
Customer Service Fund	12,003,925	0	0	(478,800)	11,525,125
Facilities Management Fund	6,631,479	0	0	0	6,631,479
Fleet Services Fund	7,676,180	0	0	7,389	7,683,569
Information Technology Fund	12,737,247	0	0	20,814	12,758,061
IT Project Fund	378,488	0	0	0	378,488
IT Replacement Fund	1,083,209	0	0	0	1,083,209
Warehouse Fund	1,070,861	0	0	0	1,070,861
Sub-Total Operating Funds	<u>\$585,077,919</u>	<u>\$0</u>	<u>\$2,203,672</u>	<u>\$9,662,826</u>	<u>\$596,944,417</u>
G.O. Debt Service Fund	\$50,348,950	\$0	\$0	2,851,544	\$53,200,494
TOTAL REVENUES & TRANSFERS IN	<u><u>\$635,426,869</u></u>	<u><u>\$0</u></u>	<u><u>\$2,203,672</u></u>	<u><u>\$12,514,370</u></u>	<u><u>\$650,144,911</u></u>

Note: Schedule does not eliminate interfund transfers

**CITY OF GARLAND
FY 2009-10 REVISED BUDGET
SUMMARY**

	<u>2009-10 APPROVED</u>	<u>Roll Forward Encumbrances</u>	<u>Budget Amendments</u>	<u>Other Adjustments</u>	<u>2009-10 REVISED</u>
APPROPRIATIONS & TRANSFERS OUT					
General Fund	\$131,575,912	\$591,201	\$57,127	\$400,661	\$132,624,901
Electric Utility Fund	264,124,516	894,183	0	5,919,142	270,937,841
Rate Mitigation Fund	0	0	0	0	0
Water Utility Fund	41,430,222	24,029	0	(1,326,496)	40,127,755
Wastewater Utility Fund	39,175,036	244,261	400,000	(10,719)	39,808,578
Environmental Waste Svcs Fund	16,277,385	14,396	57,745	75,943	16,425,469
Infrastructure Repair & Rplcmt Fd	9,065,250	44,498	1,312,804	175,000	10,597,552
Stormwater Management Fund	3,832,650	12,572	45,000	0	3,890,222
Firewheel Fund	2,293,593	0	0	317,278	2,610,871
Recreation Performance Fund	817,446	37,251	0	0	854,697
Hotel/Motel Tax Fund	461,864	0	0	120,000	581,864
Heliport Fund	7,700	0	0	37,663	45,363
SafeLight Fund	975,785	0	0	(119,142)	856,643
Combined Grant Funds	21,580,509	0	2,088,800	325,334	23,994,643
Narcotic Seizure Funds	189,496	29,700	31,221	65,904	316,321
Equipment Replacement Fund	3,245,958	463,574	0	180,010	3,889,542
Self Insurance Fund	5,578,670	16,620	0	0	5,595,290
Group Health Insurance Fund	25,195,979	0	0	370,184	25,566,163
Long Term Disability Fund	506,000	0	0	0	506,000
Customer Service Fund	12,032,317	18,313	0	46,018	12,096,648
Facilities Management Fund	6,872,717	95,386	0	0	6,968,103
Fleet Services Fund	7,480,211	49,395	0	0	7,529,606
Information Technology Fund	13,607,567	298,081	0	324,000	14,229,648
IT Project Fund	3,414,147	0	0	(2,136,664)	1,277,483
IT Replacement Fund	1,367,903	12,586	0	862,504	2,242,993
Warehouse Fund	1,042,822	11,012	0	0	1,053,834
Sub-Total Operating Funds	<u>\$612,151,655</u>	<u>\$2,857,058</u>	<u>\$3,992,697</u>	<u>\$5,626,620</u>	<u>\$624,628,030</u>
G.O. Debt Service Fund	\$51,750,514	\$0	\$0	\$2,851,544	\$54,602,058
TOTAL APPROPRIATIONS & TRANSFERS OUT	<u><u>\$663,902,169</u></u>	<u><u>\$2,857,058</u></u>	<u><u>\$3,992,697</u></u>	<u><u>\$8,478,164</u></u>	<u><u>\$679,230,088</u></u>

Note: Schedule does not eliminate interfund transfers

**CITY OF GARLAND
FY 2009-10 REVISED BUDGET
CHANGES**

<u>General Fund</u>	<u>Reason for Change</u>	<u>Amount</u>
<u>City Attorney Office</u>		
Garland City Marshals Office	City Marshals Transferred from Court to City Attorney's Office	\$46,019
	Sub-Total	<u>\$46,019</u>
<u>EWS - Disposal</u>		
GHG Reporting	Greenhouse Gas Reporting	\$100,000
	Sub-Total	<u>\$100,000</u>
<u>Finance</u>		
Outside Services	Consulting Work & Audit Fees	\$60,000
	Sub-Total	<u>\$60,000</u>
<u>Fire</u>		
Safety Supplies & Materials	Salary Savings Transfer for Breathing Equipment	\$62,400
Other Equipment	Salary Savings Transfer for Additional Fire Hose	56,742
	Sub-Total	<u>\$119,142</u>
<u>Municipal Court</u>		
Outside Services	Scofflaw Expenses Paid Last Year & Budgeted Current Year	(\$35,000)
	Sub-Total	<u>(\$35,000)</u>
<u>Parks</u>		
Frozen Capital Items	Remaining Frozen Capital Items	(\$67,000)
	Sub-Total	<u>(\$67,000)</u>
<u>Planning</u>		
Salaries and Benefits	Half of Loan Processor Salary	\$33,959
	Sub-Total	<u>\$33,959</u>
<u>Police</u>		
Outside Service	Increase to Cover Finger-Printing Cost by Revenue Received	\$5,154
Professional Development	Increase to Cover SWAT Team Cost for Donations Received	250
Supplies	Increase to Cover Youth Crimes Cost for Donations Received	637
Outside Service	Offset Sexual Assault Exam Kits Expense - Reimbursed by AGI	5,000
Eastfield Training	Reduction in Reimbursement	(27,500)
	Sub-Total	<u>(\$16,459)</u>
<u>Transportation</u>		
Outside Service	Repair the Electronics on Various Traffic Control Systems	\$75,000
	Sub-Total	<u>\$75,000</u>
<u>7000 - Non-Dept./Supp. Svcs.</u>		
Full-Time Salaries	Salary Savings from Vacancies	(\$500,000)
Unemployment Claims	Reduction in Claims	(90,000)
Transfer	Transfer to Summer Nutrition	0
Transfer	Transfer to Firewheel	500,000
Transfer	Transfer to Infrastructure	175,000
Support Service	Municipal Court PC Replacements	0
Support Service	Moved Police T1 Line Budget to IT	0
	Sub-Total	<u>\$85,000</u>
	Total General Fund	<u>\$400,661</u>

**CITY OF GARLAND
FY 2009-10 REVISED BUDGET
CHANGES**

<u>Electric Utility Fund</u>	<u>Reason for Change</u>	<u>Amount</u>
CIP Transfer	Approved CIP Transfer Reduced	(\$921,900)
TMPA Demand Charge	Revision Based on GP&L Info/Estimates	(17,334,571)
Wholesale Natural Gas	Revision Based on GP&L Info/Estimates	505,966
Wholesale Natural Gas Hedge	Revision Based on GP&L Info/Estimates	700,000
Ancillary Svc. Purchases	Revision Based on GP&L Info/Estimates	(2,302,027)
Energy Purchases	Revision Based on GP&L Info/Estimates	(9,602,897)
TCOS	Revision Based on GP&L Info/Estimates	(182,463)
ERCOT Net Uplift Costs	Revision Based on GP&L Info/Estimates	(678,270)
CO Interest	Revision Based on GP&L Info/Estimates	2,851,544
Revenue Bond Adjustment	Decrease in Debt Service Interest Payment	714,760
Transfer	Transfer to Rate Mitigation Fund	32,169,000
	Total Electric Utility Fund	<u>\$5,919,142</u>
 <u>Water Utility Fund</u>		
In-Lieu-of Franchise Fee	Decrease In-Lieu-of Franchise Fee	(\$204,018)
Various Accounts	Addition of Office of Environmental Quality	30,000
Electric Service	Revision Based on Water Info/Estimates	(500,000)
Computers & Professional Svc.	Increase to Cover Animal Control Transition to Work Mgmt. System	33,620
Wholesale Water	Reduced Wholesale Water Charges Due to Lower Rate	(686,098)
	Total Water Utility Fund	<u>(\$1,326,496)</u>
 <u>Wastewater Utility Fund</u>		
In-Lieu-of Franchise Fee	Decrease In-Lieu-of Franchise Fee	(\$10,719)
	Total Wastewater Utility Fund	<u>(\$10,719)</u>
 <u>Environmental Waste Svcs. Fund</u>		
In-Lieu-of Franchise Fee	Decrease in Expected In-Lieu-of Franchise Fee	(\$14,419)
Various Accounts	NCTCOG Recycling Grant Lower Than Previously Estimated	(270)
Disposal Fees	Increase in Residential Disposal Fees	90,632
	Total Environmental Waste Svcs. Fund	<u>\$75,943</u>
 <u>Firewheel Fund</u>		
Various Accounts	Added Contractor, Concession, and Merchandise Expenses	\$317,278
	Total Firewheel Fund	<u>\$317,278</u>
 <u>SafeLight Garland Fund</u>		
Safety Equipment for Fire	Not Eligible for Funding per Agreement with SafeLight Vendor	(\$62,400)
Hose for Fire	Not Eligible for Funding per Agreement with SafeLight Vendor	(56,742)
	Total SafeLight Garland Fund	<u>(\$119,142)</u>

**CITY OF GARLAND
FY 2009-10 REVISED BUDGET
CHANGES**

<u>Combined Grant Funds</u>	<u>Reason for Change</u>	<u>Amount</u>
<u>HOME Fund</u>		
Infill Housing	Reclass HOME Infill Projects to CASA Fund	(\$302,179)
Program Income	Decreased for Expected Program Income	(66,864)
	Total HOME Fund	<u>(\$369,043)</u>
<u>Housing Assistance Fund</u>		
Residential Rentals	Increase for Housing Voucher Payments	\$1,153,726
Voucher Portability	Decrease for Voucher Portability Payments	(448,321)
Various Accounts	Decrease in DHAP-Ike Program Funds	(95,000)
	Total Housing Assistance Fund	<u>\$610,405</u>
<u>CDBG Fund</u>		
Various Accounts	Neighborhood Stabilization Program - National	\$599,454
Various Accounts	Neighborhood Stabilization Program - State	1,177,976
Other Outside Services	Decrease CDBG Administration Project	(2,055)
Other Outside Services	Reclass CDBG Rehab Project to CASA	(20,195)
	Total CDBG Fund	<u>\$1,755,180</u>
<u>CASA Fund</u>		
Other Outside Services	Reclass HOME Infill and CDBG Rehab Projects	\$322,374
	Total CASA Fund	<u>\$322,374</u>
<u>Fair Housing Fund</u>		
Various Accounts	The Fair Housing Initiatives Program (FHIP) Grant was Not Awarded	(\$100,000)
Various Accounts	Increase in the Fair Housing Assistance Program (FHAP)	200
	Total Fair Housing Fund	<u>(\$99,800)</u>
<u>Stimulus Grant Funds</u>		
Various Accounts	CDBG Recovery Grant	\$129,587
Various Accounts	Homeless Prevention Rapid Rehousing Grant	85,900
Various Accounts	Byrne JAG National Grant	241,802
Various Accounts	Byrne JAG State Grant	85,000
Various Accounts	EECBG - Defer to Next Year	(1,862,610)
Various Accounts	Fleet Clean Cities Petrol	89,813
	Total Stimulus Grant Fund	<u>(\$1,230,508)</u>
<u>Public Safety Grant Fund</u>		
CCP	FY 2009-10 Grant Not Received	(\$1,420)
LETPP	FY 2009-10 Grant Not Received	(80,523)
UASI	FY2009-10 Grant Adjustment	(192,910)
SHSP	FY2009-10 Grant Adjustment	(129,843)
GREAT	FY 2009-10 Grant Not Received	(124,500)
VOCA	FY 2009-10 Grant Not Received	(63,602)
421 Grant	FY 2009-10 Grant Not Received	(70,476)
	Total Public Safety Grant Fund	<u>(\$663,274)</u>
	Total Combined Grant Funds	<u><u>\$325,334</u></u>
<u>Customer Service Fund</u>		
G&A Transfer	Increased G&A Transfer Associated with City Marshals	\$46,018
	Total Customer Service Fund	<u><u>\$46,018</u></u>

**CITY OF GARLAND
FY 2009-10 REVISED BUDGET
CHANGES**

<u>Group Health Insurance Fund</u>	<u>Reason for Change</u>	<u>Amount</u>
Health Insurance Premiums	Increase to Health Insurance Premiums	\$51,110
Health Claims	Increase to Health Claims	319,074
	Total Group Health Insurance Fund	<u>\$370,184</u>
 <u>Hotel/Motel Tax Fund</u>		
Other	Refund to Hyatt Place of Hotel/Motel 7% Tax	\$120,000
	Total Hotel/Motel Tax Fund	<u>\$120,000</u>
 <u>Information Technology Fund</u>		
Other Outside Services	Transfer to MIS Administration for Temporary Personnel	\$60,000
Service Contracts	Increased for Microsoft Licenses	424,000
Non-Departmental	Salary Savings Due to Vacancies	(160,000)
	Total Information Technology Fund	<u>\$324,000</u>
 <u>Information Technology Replacement Fund</u>		
Various Accounts	Defer FY 2008-09 IT Replacement Items to FY 2009-10 Budget	\$862,504
	Total Information Technology Replacement Fund	<u>\$862,504</u>
 <u>Information Technology Project Fund</u>		
Various Accounts	Defer IT Projects to FY 2010-11	(\$2,136,664)
	Total Information Technology Project Fund	<u>(\$2,136,664)</u>
 <u>Equipment Replacement Fund</u>		
Various Accounts	Increase in Replacement Costs & Unbudgeted Items	\$180,010
	Total Equipment Replacement Fund	<u>\$180,010</u>
 <u>Infrastructure Repair & Replacement Fund</u>		
Other Outside Services	Pleasant Valley Resurfacing	\$175,000
	Total Infrastructure Repair & Replacement Fund	<u>\$175,000</u>
 <u>Heliport Fund</u>		
Other Outside Services	FAA-Mandated "Green" In-Ground Approach Lighting	\$10,743
Bldgs./Impvmts. Other than Bldgs.	LED Monument Sign	26,920
	Total Heliport Fund	<u>\$37,663</u>
 <u>Narcotic Seizure Fund</u>		
State Seizure	Carried forward from FY 08-09	\$55,904
	Increase Grant Matching for Skywatch Observation Tower	10,000
	Total Narcotic Seizure Fund	<u>\$65,904</u>
 <u>Debt Service Fund</u>		
Debt Payment - Electric	Increase Debt Payment	\$2,851,544
	Total Debt Service Fund	<u>\$2,851,544</u>
	TOTAL REVISED CHANGES	<u><u>\$8,478,164</u></u>

APPENDIX (D)
BUDGET AMENDMENT

2009-10 Budget Amendment No. 1

ORDINANCE NO. 6376

AN ORDINANCE AUTHORIZING AN AMENDMENT TO THE 2009-10 PROGRAM OF SERVICE (BUDGET AMENDMENT NO. 1), PROVIDING FOR SUPPLEMENTAL APPROPRIATION OF FUNDS IN THE GENERAL FUND, THE ENVIRONMENTAL WASTE SERVICES FUND, THE INFRASTRUCTURE REPAIR & REPLACEMENT FUND, THE NARCOTIC SEIZURE FUND, THE PUBLIC HEALTH / IMMUNIZATION GRANT FUND, THE STIMULUS GRANT FUND, THE STORMWATER MANAGEMENT FUND, THE WASTEWATER UTILITY FUND, AND VARIOUS FUNDS ASSOCIATED WITH PURCHASE ORDER ENCUMBRANCES; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Council approved the 2009-10 Program of Service and appropriated the necessary funds out of the general revenues and grant and other revenues for the maintenance and operation of various departments, activities, and improvements of the City; and

WHEREAS, the City Charter provides that the City Council may approve any amendments and supplements to the Budget as deemed necessary; and

WHEREAS, Council has reviewed and concurred with a policy report that establishes the need for changes to appropriations in the General Fund, the Environmental Waste Services Fund, the Infrastructure Repair & Replacement Fund, the Narcotic Seizure Fund, the Public Health / Immunization Grant Fund, the Stimulus Grant Fund, the Stormwater Management Fund, the Wastewater Utility Fund, and also various funds associated with purchase order encumbrances from the 2008-09 fiscal year;

THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS, THAT:

Section 1

The City Council of the City of Garland, Texas, hereby authorizes and approves an amendment to the 2009-10 Program of Service (Budget Amendment No. 1) for the purpose and in the amount as shown on Exhibit "A" (Policy Report), attached hereto and incorporated herein by reference.

Section 2

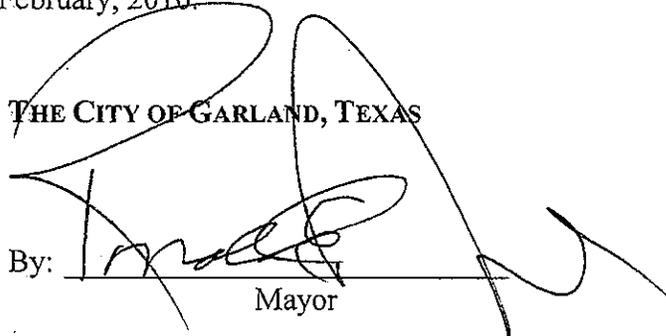
The City Council of the City of Garland, Texas, hereby amends Ordinance No. 6348, Section 1, adjusting operating appropriations in the General Fund, the Environmental Waste Services Fund, the Infrastructure Repair & Replacement Fund, the Narcotic Seizure Fund, the Public Health / Immunization Grant Fund, the Stimulus Grant Fund, the Stormwater Management Fund, the Wastewater Utility Fund, and also various funds associated with purchase order encumbrances from the 2008-09 fiscal year, in the amounts and for the purposes specified in Exhibit "A" (Policy Report), attached hereto.

Section 3

This ordinance shall be and become effective immediately upon and after its adoption and approval.

PASSED AND APPROVED this the 2nd day of February, 2010.

THE CITY OF GARLAND, TEXAS

By: 

Mayor

ATTEST:



City Secretary



Policy Report

Report No:

Agenda Item:

Meeting: Work Session

Date: January 19, 2010

2009-10 BUDGET AMENDMENT NO. 1

ISSUE

Amend the 2009-10 Adopted Budget in order to appropriate available funds for the following:

- (1) Projects approved in last year's Budget but not completed by the year-end.
- (2) Rollover of open Purchase Orders from the 2008-09 fiscal year.
- (3) Grant and other funds recently awarded to the City.
- (4) Expenditures not anticipated in the 2009-10 Adopted Budget.

OPTIONS

- (A) Approve Budget Amendment No. 1 as proposed.
- (B) Approve portions of Budget Amendment No. 1.
- (C) Do not approve Budget Amendment No. 1.

RECOMMENDATION

Option (A) – Approve Budget Amendment No. 1 as proposed. Direct staff to prepare an ordinance amending the 2009-10 Adopted Budget for consideration and passage at the February 2nd Regular Council meeting.

COUNCIL GOAL

“Financially Stable Government with Tax Base that Supports Community Needs”

Budget amendments allow the City to respond to changing situations and needs in a manner that permits flexibility while ensuring financial integrity and controls.

BACKGROUND

(1) Carry-Over of 2008-09 Incomplete Projects

Street Upgrades

The Infrastructure Repair and Replacement Fund FY 2008-09 Revised Budget included \$1,312,804 for the Merrimac street reconstruction project from Broadway Boulevard to Colonel. The project includes new alley and drive approaches, sidewalks and ADA ramps. The Merrimac street reconstruction project was not completed prior to fiscal year-end. Budget Amendment No. 1 proposes to increase the FY 2009-10 operating appropriations in the fund by \$1,312,804 to complete the project

A Budget Amendment is required due to the timing of the expenditures only. There is no additional financial impact.

Narcotic Seizure Fund

The FY 2008-09 Revised Budget included \$31,221 to partially fund the Police Shooting Range project that was not completed prior to fiscal year-end. Budget Amendment No. 1 proposes to increase the FY 2009-10 operating appropriations for the Narcotic Seizure Fund by \$31,221 to complete the project.

A Budget Amendment is required due to the timing of the expenditures only. There is no additional financial impact.

(2) Rolled-Forward Encumbrances from Fiscal Year 2008-09

When an order is placed for goods or services, a Purchase Order is issued that encumbers the budgeted funds. This has the effect of reserving the funds for future payment of the items covered in the Purchase Order. Every year on September 30th – when the fiscal year ends, there are open Purchase Orders related to goods or services that have been ordered but not yet received. Accordingly, the funds reserved for these open Purchase Orders are still in the year-end fund balances since the transactions are not yet completed.

Because the purchase of these open items was authorized by Council in the previous fiscal year (2008-09), the City's practice has been to roll these encumbrances forward into the current fiscal year (2009-10). This has the effect of increasing the current year's appropriation by the amount of the open Purchase Orders or encumbrances. The funding to cover the expenditures is available in the fund balance since payment was not made before the close of the fiscal year.

The projected fund balance for the current fiscal year is unaffected by the “roll-forward,” because it was assumed in the 2009-10 Adopted Budget that the expenditures would be completed in the prior year. The presence of the funds in the fund balance is above and beyond what the Budget assumes for the 2009-10 year-end balance.

Budget Amendment No. 1 proposes that encumbrances totaling \$2,857,058 be rolled forward to 2009-10. Of the total rollover amount, \$591,201 is related to the General Fund. Attachment (A) provides a detailed listing by fund of individual outstanding encumbrances over \$25,000.

A Budget Amendment is required due to the timing of the expenditures only. There is no additional financial impact.

(3) Grant and Other Funds Awarded to City

(a) North Central Texas Council of Governments (NCTCOG) – Work Place Recycling Grant

On October 20th, 2009, Council authorized the Environmental Waste Service (EWS) Department to file a project application with the North Central Texas Council of Governments (NCTCOG) for grant funding to implement a standardized single stream work place recycling program for all City of Garland facilities. This grant has since been awarded to the City. Budget Amendment No. 1 proposes to increase appropriations in the Environmental Waste Service Fund by \$57,745 to administer this project. All funding for this project will be reimbursed by NCTCOG and there will be no additional cost to the City of Garland.

(b) Energy Efficiency Conservation Block Grant (EECBG)

On November 16th, 2009, Council authorized staff to submit the final application for the Energy Efficiency Conservation Block Grant (EECBG) which is a formula grant program within the American Recovery and Reinvestment Act. Budget Amendment No. 1 proposes to increase the appropriations in the Stimulus Grant Fund by \$1,978,800 for the EECBG funded projects. These funds will be used to replace the City Hall’s heating, ventilating, and air conditioning (HVAC) system (\$1,650,000), create a city-wide plan for long-term energy efficiency and conservatism (\$250,000), and fund certain administrative costs (\$78,800) associated with completing the projects.

(c) Public Health/Immunization Grant Program

The City of Garland entered into an agreement with Dallas County to provide H1N1 vaccinations free of charge to Garland residents in cooperation with Dallas County Health and Human Services. The agreement, signed by the City Manager on October 27, 2009, complies with requirements established by the Texas Department of State Health Services and the federal Centers for Disease Control and Prevention and specifies an amount to be reimbursed to the City not to exceed \$110,000 over a term that began September 15, 2009, and continues through July 31, 2010. A budget amendment is required to allow these grant funds to be appropriated and spent. Therefore, Budget Amendment No. 1 proposes to increase FY 2009-10 appropriations for the Public Health/Immunization Grant Fund by \$110,000 to allow Clinical Services to recover H1N1 costs already incurred and to help ensure adequate funding for future vaccination activities.

(d) Lone Star Libraries Grant Program

The City has been awarded a Lone Star Libraries Grant for FY 2009-10 in the amount of \$57,127. This direct grant-in-aid is designed to provide financial support for library programs and services usually outside the scope of public funding. Budget Amendment No. 1 proposes to increase FY 2009-10 appropriations in the General Fund by \$57,127 to allow the Library to utilize this grant.

(4) Expenditures Not Anticipated in the 2009-10 Adopted Budget

(a) Wastewater Fund

In lieu of issuing debt for preliminary strategic planning for infrastructure needs at the Wastewater Treatment plants, the department is proposing to fund the following studies from the available fund balance in the operating budget:

Chlorine Study - \$200,000

Because of pending legislation and dwindling supplies, the City may be forced to switch to a more costly disinfection method. These funds will be used to perform a study and begin preliminary design of an alternative disinfection process.

Condition Assessment of old Trickling Filter/Solids Contact (TF/SC) train at Duck Creek - \$25,000

The facilities are over 30 years old and an assessment is needed to determine what equipment should be replaced.

Odor Control Study Update - \$100,000

An odor control study was conducted at Rowlett Creek in 2002. Several unit processes have been constructed and an update is needed to determine the best plan of action moving forward.

Technically-Based Local Limits (TBLL's) - \$75,000

By TCEQ permit, the City is required to periodically update the TBLL's. This study is performed to establish contaminant limits for industrial pretreatment customers.

Combined, the proposed studies and assessments total \$400,000.

(b) Stormwater Fund

The Stormwater Maintenance Division uses Lon Wynne Park to access Duck Creek for maintenance activities. Frequent trips by maintenance equipment have created a "dirt road" through the park to the creek. Budget Amendment No. 1 proposes to increase the FY 2009-10 operating appropriation in the Stormwater Fund by \$45,000 to construct an all weather maintenance drive. The department is proposing to fund the drive from the available fund balance in the operating budget.

FINANCIAL CONSIDERATIONS

All uncompleted projects and outstanding Purchase Orders being carried forward were fully funded in the 2008-09 Budget. As a result, the funds required to cover these expenditures are in the respective fund balances, and there is no financial impact from the approval of these items. Additional expenditures associated with the North Central Texas Council of Governments (NCTCOG) Grant, Energy Efficiency Conservation Block Grant (EECBG), and Public Health/Immunization Grant program are fully funded by grant revenues. If approved, Wastewater and Stormwater expenditures that were not anticipated in the 2009-10 Adopted Budget will be funded with available fund balances.

Budget Amendment No. 1 proposes to appropriate funds as follows:

<u>Environmental Waste Services Fund</u>	
Work Place Recycling Grant	\$ 57,745
<u>General Fund</u>	
Lone Star Libraries Grant	57,127
<u>Health/Immunization Grant Fund</u>	
H1N1 Vaccinations Grant	110,000
<u>Infrastructure Fund</u>	
Street Reconstruction for Merrimac Drive from Broadway to Colonel	1,312,804
<u>Narcotic Seizure Fund</u>	
Completion of the Police Shooting Range Project	31,221
<u>Stimulus Grant Fund</u>	
Energy Efficiency Conservation Block Grant	1,978,800
<u>Stormwater Fund</u>	
Stormwater Maintenance Drive through Lon Wynne Park	45,000
<u>Wastewater Fund</u>	
Wastewater Treatment Studies	400,000
<u>Various Funds</u>	
Rollover of Purchase Order Encumbrances	<u>2,857,058</u>
TOTAL SUPPLEMENTAL APPROPRIATION	<u>\$6,849,755</u>

ATTACHMENT(S)

Attachment (A) – Schedule of Open Encumbrances Being Rolled Forward

Attachment (B) – Schedule of Proposed Amendments by Fund

Submitted By:

Approved By:

Bryan L. Bradford
Senior Managing Director

William E. Dollar
City Manager

Date: _____

Date: _____

ATTACHMENT A
2008-09 Rollover
(With Detail of PO's Over \$25,000)

<i>Fund / Dept</i>	<i>PO Description</i>	<i>Amount Outstanding 9-30-09</i>
<u>General Fund</u>		
Municipal Court	Scofflaw expenses	\$25,000
Planning	Development consulting services	31,448
	Development consulting services	40,000
	Development consulting services	70,000
	Development consulting services	116,530
Library	Renovation of monument sign at Central	31,754
	Library information system	74,900
Various	PO's Under \$25,000	201,569
Sub-Total General Fund		\$591,201
<u>Electric Utility Fund</u>		
	Genie Z-Boom	\$43,679
	Turbine inspection	120,500
	Turbine repairs	368,902
	Crane services	37,308
	Repair parts	34,500
	Software support	68,848
	PO's Under \$25,000	220,446
Sub-Total Electric Utility Fund		\$894,183
<u>Equipment Replacement Fund</u>		
444 Police	Two police vehicles	\$45,914
444 Parks	Tractor with batwing mower & canopy	31,244
444 Parks	1-Ton truck	33,048
444 GP&L	Two cargo vans	39,434
444 GP&L	1-Ton truck	25,364
444 Water	1-Ton truck	42,427
444 Solid Waste	Roll-off truck	153,702
	PO's Under \$25,000	92,441
Sub-Total Equipment Replacement Fund		\$463,574
<u>Facilities Management Fund</u>		
	Parks office renovation	\$58,342
	PO's Under \$25,000	37,044
Sub-Total Facilities Management Fund		\$95,386

ATTACHMENT A
2008-09 Rollover
(With Detail of PO's Over \$25,000)

<u>Fund / Dept</u>	<u>PO Description</u>	<u>Amount Outstanding 9-30-09</u>
<u>Information Technology Fund</u>	Library software	\$69,376
	Help desk software implementation	47,520
	Remote access software consulting	34,997
	PO's Under \$25,000	133,568
	Sub-Total Information Technology Fund	<u>\$285,461</u>
<u>Wastewater Utility Fund</u>	1-Ton truck with service body & crane	\$42,427
	Protective coating of equipment	144,716
	PO's Under \$25,000	57,118
	Sub-Total Wastewater Utility Fund	<u>\$244,261</u>
<u>All Other Funds</u>	PO's Under \$25,000	<u>\$282,992</u>
<u>TOTAL OUTSTANDING PO's</u>		<u>\$2,857,058</u>

ATTACHMENT B

Proposed Budget Amendment FY 2009-10 Operating Budget

	<u>BA (1)</u>	<u>BA (1) PO Rollover</u>	<u>Total Budget Amendment</u>
REVENUES AND EXPENDITURES			
Sources of Funds:			
Additional Revenue			
Work Place Recycling Grant	\$57,745		\$57,745
Lone Star Libraries Grant	57,127		57,127
H1N1 Vaccinations Grant	110,000		110,000
Energy Efficiency Conservation Block Grant	1,978,800		1,978,800
Fund Balance - Prior Year	<u>1,789,025</u>	<u>\$2,857,058</u>	<u>4,646,083</u>
Total Funds Provided	<u>\$3,992,697</u>	<u>\$2,857,058</u>	<u>\$6,849,755</u>
Use of Funds - Expenditures:			
General Fund (see detail in notes)	\$57,127	\$591,201	\$648,328
Customer Service Fund	0	18,313	18,313
Electric Fund	0	894,183	894,183
Environmental Waste Services Fund	57,745	14,396	72,141
Equipment Replacement Fund	0	463,574	463,574
Facilities Management Fund	0	95,386	95,386
Fleet Services Fund	0	49,395	49,395
Information Technology Fund	0	298,081	298,081
Information Technology Replacement Fund	0	12,586	12,586
Infrastructure Repair & Repl. Fund	1,312,804	44,498	1,357,302
Narcotic Seizure Fund	31,221	29,700	60,921
Public Health / Immunization Grant Fund	110,000	0	110,000
Recreation Performance Fund	0	37,251	37,251
Self Insurance Fund	0	16,620	16,620
Stimulus Grant Fund	1,978,800	0	1,978,800
Stormwater Management Fund	45,000	12,572	57,572
Warehouse Fund	0	11,012	11,012
Wastewater Utility Fund	400,000	244,261	644,261
Water Utility Fund	<u>0</u>	<u>24,029</u>	<u>24,029</u>
Total Expenditures	<u>\$3,992,697</u>	<u>\$2,857,058</u>	<u>\$6,849,755</u>

Notes:

General Fund -

City Attorney		\$162	\$162
Code Compliance		11,920	11,920
Community Relations		799	799
Engineering		17,995	17,995
Fire		29,315	29,315
Health		3,960	3,960
Internal Audit		1,727	1,727
Library	\$57,127	108,929	166,056
Municipal Court		29,330	29,330
Parks		90,078	90,078
Planning		263,079	263,079
Police		31,148	31,148
Purchasing		2,759	2,759
Sub-Total General Fund	<u>\$57,127</u>	<u>\$591,201</u>	<u>\$648,328</u>

APPENDIX (E)

ORDINANCES AND RESOLUTION

Ordinance No. 6421 (Adopting Budget)

Ordinance No. 6422 (Adopting Tax Rate)

Ordinance No. 6423 (Amending Fees in the Code of Ordinances)

Ordinance No. 6424 (Establishing Civil Service Classifications)

Ordinance No. 6428 (Amending General Utility Provisions)

Resolution No. 9959 (Establishing an EMS Fee)

ORDINANCE NO. 6421

AN ORDINANCE OF THE CITY OF GARLAND, TEXAS, APPROVING AND ADOPTING THE BUDGET FOR FISCAL YEAR 2010-11, PROVIDING BUDGETARY APPROPRIATIONS FOR THE VARIOUS FUNDS OF THE CITY, AMENDING THE CURRENT BUDGET AS REVISED, AUTHORIZING THE CITY MANAGER TO MAKE ADJUSTMENTS; AND ESTABLISHING AN EFFECTIVE DATE FOR SUCH ACTIONS.

WHEREAS, on August 3, 2010, the City Manager submitted a Proposed Budget for the City, for the year beginning October 1, 2010, and ending September 30, 2011; and

WHEREAS, such Budget contains anticipated receipts and proposed expenditures of the City, a summary of the budget, and a budget message containing the need for the requested appropriations, in the form prescribed; and

WHEREAS, the Proposed Budget was made available for public inspection; and

WHEREAS, following due notice, public hearings were held on the Proposed Budget on August 17 and August 30, 2010, at which time all interested persons were given an opportunity to be heard for or against the estimates or any item therein; and

WHEREAS, upon full consideration of the matter, Council made such changes to the Proposed Budget which in their judgment are warranted and in the best interests of the taxpayers of the City of Garland;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS:

Section 1

Appropriations and Transfers

That subject to the applicable provisions of State law and the City Charter, the Budget for the fiscal year beginning October 1, 2010, and ending September 30, 2011, as submitted by the City Manager and adjusted by the City Council, containing estimates of resources and revenues for the year from all sources, and the detailed estimates of expenditures desired for each project and operation proposed to be undertaken, together with estimated amounts of all other proposed expenditures, is hereby approved and adopted, as follows:

A. Operating Appropriations:

1) General Fund	\$125,752,545
2) Electric Utility Fund	165,986,262
3) Water Utility Fund	38,081,394
4) Wastewater Utility Fund	30,736,013
5) Environmental Waste Services Fund	10,257,051
6) Infrastructure Repair & Replacement Fund	9,301,952
7) Stormwater Management Fund	3,571,543
8) Firewheel Fund	3,673,057
9) Recreation Performance Fund	878,997
10) Hotel/Motel Tax Fund	587,352
11) Heliport Fund	7,700
12) SafeLight Fund	845,387
13) Summer Nutrition Fund	475,000
14) HOME Grant Fund	846,292
15) CASA Fund	14,700
16) Fair Housing Grant Fund	287,813
17) Community Development Block Grant Fund	2,229,291
18) Community Development Rehab Fund	382,632
19) Housing Assistance Fund	12,576,274
20) Library Grant Fund	689,263
21) Public Safety Grant Fund	565,416
22) Public Health / Immunization Grant Fund	797,999
23) Stimulus Grant Fund	1,961,450
24) Narcotic Seizure Fund	246,500
25) Equipment Replacement Fund	3,203,844
26) Self Insurance Fund	5,478,353
27) Group Health Insurance Fund	25,818,781
28) Long Term Disability Fund	506,000
29) General Obligation Debt Service Fund	56,089,834

B. Transfer to Self Insurance Fund:

1) From General Fund	2,537,213
2) From Electric Utility Fund	1,634,763
3) From Water Utility Fund	126,999
4) From Wastewater Utility Fund	213,510
5) From Environmental Waste Services Fund	261,154
6) From Stormwater Management Fund	38,347
7) From Equipment Replacement Fund	99,360

C. Transfer to Capital Improvement Funds:

1) From Electric Utility Fund	8,943,900
2) From Wastewater Utility Fund	200,000

D.	Transfer to Landfill Interest & Sinking Fund:	
	From General Fund	\$ 1,171,028
E.	Transfer to Infrastructure Repair & Replacement Fund:	
	1) From General Fund	4,433,158
	2) From Water Utility Fund	682,322
	3) From Wastewater Utility Fund	682,322
F.	Transfer to GO Bond Debt Service Fund:	
	1) From Electric Utility Fund	13,440,899
	2) From Water Utility Fund	1,253,575
	3) From Wastewater Utility Fund	3,393,353
	4) From Environmental Waste Services Fund	1,305,885
	5) From Stormwater Management Fund	8,755
	6) From Customer Service Fund	2,214,329
	7) From Fleet Services Fund	52,994
	8) From Information Technology Fund	1,776,738
	9) From Warehouse Fund	5,834
G.	Transfer to General Fund:	
	1) From Electric Utility Fund	22,615,537
	2) From Water Utility Fund	4,309,524
	3) From Wastewater Utility Fund	5,516,239
	4) From Environmental Waste Services Fund	1,517,275
	5) From Environmental Waste Services - Disposal Fee	3,815,559
	6) From Stormwater Management Fund	214,118
	7) From Recreation Performance Fund	113,051
	8) From Hotel/Motel Tax Fund	4,101
	9) From SafeLight Fund	12,121
	10) From Library Grant Fund	35,000
	11) From Self Insurance Fund	88,259
	12) From Group Health Insurance Fund	46,154
	13) From Customer Service Fund	811,503
	14) From Facilities Management Fund	246,701
	15) From Fleet Services Fund	287,838
	16) From Information Technology Fund	803,877
	17) From Warehouse Fund	82,895

H.	Transfer to Long Term Disability Fund:	
	1) From General Fund	\$ 172,300
	2) From Electric Utility Fund	38,021
	3) From Water Utility Fund	9,203
	4) From Wastewater Utility Fund	15,088
	5) From Environmental Waste Services Fund	13,277
	6) From Infrastructure Repair & Replacement Fund	10,863
	7) From Stormwater Management Fund	3,772
	8) From Firewheel Fund	4,225
	9) From Hotel/Motel Tax Fund	151
	10) From SafeLight Fund	151
	11) From HOME Grant Fund	151
	12) From Fair Housing Grant Fund	453
	13) From Community Development Block Grant Fund	755
	14) From Community Development Rehab Fund	302
	15) From Housing Assistance Fund	2,414
	16) From Public Safety Grant Fund	302
	17) From Public Health / Immunization Grant Fund	905
	18) From Self Insurance Fund	1,056
	19) From Group Health Insurance Fund	604
	20) From Customer Service Fund	14,786
	21) From Facilities Management Fund	4,979
	22) From Fleet Services Fund	5,432
	23) From Information Technology Fund	9,355
	24) From Warehouse Fund	1,660
I.	Transfer to Electric Utility Fund:	
	From Firewheel Fund	14,103
J.	Transfer to Summer Nutrition Fund:	
	From General Fund	20,000
K.	Transfer to Rate Mitigation Fund:	
	From Electric Utility Fund	15,534,100

Section 2

2009-10 Budget Amended

That the Budget for 2009-10 is hereby amended as revised in the 2010-11 Budget document submitted by the City Manager and adjusted by the City Council.

Section 3

Revised Budget for 2008-09 – Post-Audit

That the Budget for 2008-09 is hereby amended as revised based on final year-end 9/30/09 audited financial statements.

A. Operating Appropriations:

1) SafeLight Fund	\$ 1,230,535
2) Fair Housing Grant Fund	317,188
3) Housing Assistance Fund	12,377,531
4) Library Grant Fund	705,641
5) Public Health / Immunization Grant Fund	662,085
6) Group Health Insurance Fund	24,276,642

Section 4

Authority of City Manager

That specific authority is given to the City Manager to make adjustments within fund appropriations, including:

- (1) Reduction of allowed expenditures of a department under the City Manager if and when, in the judgment of the City Manager, actual or probable receipts are less than the amount estimated for expenditure.
- (2) Transfer of appropriations within funds.

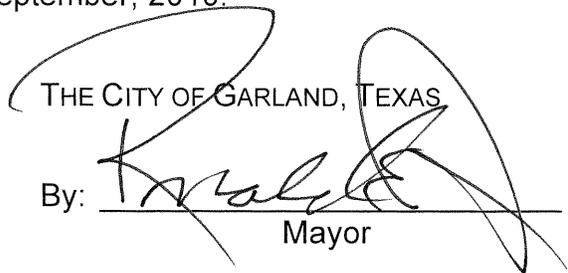
Section 5

Effective Date for Budget Adoption and Appropriation

That this Ordinance shall take effect on October 1, 2010.

PASSED AND APPROVED this 7th day of September, 2010.

THE CITY OF GARLAND, TEXAS

By: 

Mayor

ATTEST:


City Secretary

ORDINANCE NO. 6422

AN ORDINANCE FIXING THE TAX RATE AND TAX LEVY FOR THE CITY OF GARLAND, TEXAS, FOR THE FISCAL YEAR 2010-11, UPON ALL TAXABLE PROPERTY IN THE CITY OF GARLAND, TEXAS, IN CONFORMITY WITH THE LAWS OF THE STATE OF TEXAS AND THE CHARTER PROVISIONS AND ORDINANCES OF THE CITY OF GARLAND, TEXAS; REPEALING ALL ORDINANCES, OR PARTS OF ORDINANCES, IN CONFLICT THEREWITH; AND PROVIDING AN EFFECTIVE DATE.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS:

Section 1

That there shall be and the same is hereby levied and shall be assessed and collected for the fiscal year 2010-11 an ad valorem tax of Seventy and Forty-Six Hundredths of a Cent (\$0.7046) on each One Hundred Dollars (\$100.00) assessed value of property located within the present city limits of the City of Garland, made taxable by law, which taxes, when collected, shall be appropriated among the funds and departments of the City of Garland for the purposes set forth as follows:

For the General Fund - Operations and Maintenance	\$0.3940
For the Purpose of Paying the Accrued Interest and to Provide a Sinking Fund for General Obligation Bonds and Certificates of Obligation	<u>0.3106</u>
TOTAL	<u>\$0.7046</u>

Section 2

That the ad valorem tax rate of Seventy and Forty-Six Hundredths of a Cent (\$0.7046) as set forth in Section 1 above is hereby levied and shall be assessed and collected on each One Hundred Dollars (\$100.00) assessed value of property located within the city of Garland, as valued by the Dallas Central Appraisal District of the County of Dallas and the Collin Central Appraisal District of Collin County, and made taxable to the City of Garland by law. Assessed value, as used herein, means 100% of market value less the 8% Homestead Exemption.

Section 3

THAT THIS TAX RATE WILL NOT RAISE MORE TAXES FOR OPERATIONS AND MAINTENANCE THAN LAST YEAR'S TAX RATE.

<u>MARKET VALUE</u>	<u>ASSESSED VALUE</u>
\$100,000	\$92,000
TAX: $(\$92,000/\$100) \times \$0.7046$	\$648.23

Section 4

That the Tax Manager of the City of Garland is hereby directed to assess, extend, and enter upon the tax rolls of the City of Garland, Texas, for the current taxable year, the amounts and rates herein levied, and to keep a current account of same and, when so collected, the same to be deposited in the depository of the City of Garland to be distributed in accordance with this Ordinance.

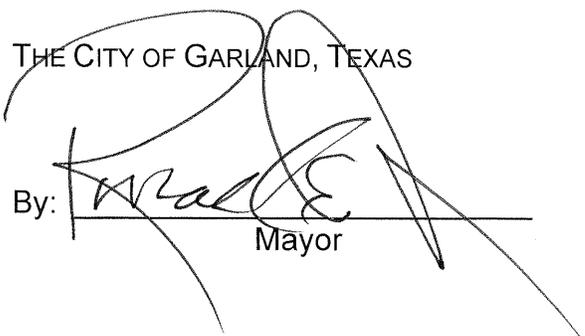
Section 5

That all ordinances, or parts of ordinances, in conflict herewith are expressly repealed.

Section 6

That this Ordinance shall take effect on October 1, 2010.

PASSED AND APPROVED by the affirmative record vote of a majority of the City Council of the City of Garland, Texas, at a regular meeting held at City Hall in the City of Garland on the 7th day of September, 2010.

THE CITY OF GARLAND, TEXAS
By: 
Mayor

ATTEST:


City Secretary

ORDINANCE NO. 6423

AN ORDINANCE AMENDING VARIOUS SECTIONS OF THE CODE OF ORDINANCES OF THE CITY OF GARLAND, TEXAS, RELATING TO FEES FOR VARIOUS SERVICES PROVIDED BY THE CITY; PROVIDING A SAVINGS CLAUSE, A SEVERABILITY CLAUSE, AND AN EFFECTIVE DATE.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS:

SECTION 1

That Sec. 50.34 (1) of Chapter 50, "Utility Rates and Fees," of the Code of Ordinances of the City of Garland, Texas, is hereby amended to read as follows:

"(1) Residential, commercial and industrial rates.

(a) Residential.

Volume Charge

First 3,000 gallons or less (per thousand)	\$ 2.69
Next 12,000 gallons (per thousand)	3.53
All over 15,000 gallons (per thousand)	5.47

(b) Commercial and industrial

Volume charge per 1,000 gallons	\$ 3.56
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(c) Customer charge per month for residential, commercial, and industrial customers will be based on meter size:

<u>Meter Size</u>	<u>Rate</u>
5/8 inch	\$ 9.00
3/4 inch	11.50
1 inch	12.25
1 1/2 inch	13.50
2 inches	18.00
3 inches	47.50
4 inches	58.75
6 inches	84.00
8 inches	113.50"

SECTION 2

That Section 50.35 (H) of Chapter 50, "Utility Rates and Fees," of the Code of Ordinances of the City of Garland, Texas, is hereby amended to read as follows:

"(H) *Customer cities and major commercial-industrial users, specific wastewater treatment; surcharge; review procedures.* The wastewater treatment charges for customer cities shall be as follows:

<u>Customer</u>	<u>Rate Per 1,000 Gallons</u>
Dallas	\$2.22
Richardson	\$2.17
Rowlett	\$2.21
Sachse	\$2.21
Sunnyvale	\$2.21

These charges will be based on one hundred (100) percent of the metered volume of actual wastewater discharged into the City of Garland. These rates do not abrogate any provisions under existing contracts between the City of Garland and the individual customer cities, but are supplemental to said contracts.

And further, the wastewater treatment rates for the individual industrial subclasses are to be:

<u>Customer</u>	<u>Rate Per 1,000 Gallons</u>
Kraft Foods	\$7.77
Sherwin-Williams	\$4.48
General Dynamics	\$4.48
Raytheon	\$4.48
Baylor Medical Center	\$4.48
Carroll Company	\$9.54
Economics Lab	\$9.26
Valspar Chemical Corp.	\$4.48
Texas Precision	\$4.48
L3 Communications	\$4.48
Daisy Brand	\$15.32
Ona Polymers	\$16.18

This sewerage effluent will be based on eighty (80) percent of the water volume unless the customer has installed a City-approved flow-measuring device, in which case the total flow will be used.

A commercial-industrial surcharge will be applied if a user exceeds the quality loading data (weighted average biochemical oxygen demand (BOD) and weighted average total suspended solids (TSS)) used in the development of its user charge by fifty (50) percent. When this excess is encountered, a surcharge will be computed which will be the actual cost of additional treatment. This surcharge will be computed by the following formula:

$$S = ((V \times (BOD_A - BOD_R)) \times 0.0001041) + ((V \times (TSS_A - TSS_R)) \times 0.0000648)$$

Where:

- S = Surcharge in dollars.
- V = Monthly volume in thousand gallons for the period in which the surcharge is to be applied.
- BOD_A = Actual BOD measurement in milligrams per liter for the period being sampled.
- BOD_R = BOD measurement used to calculate original annual rate.
- TSS_A = Actual TSS measurement in milligrams per liter for the period being sampled.
- TSS_R = TSS measurement used to calculate the original annual rate.

In the event a customer places pretreatment equipment in the business process or for any other reason improves the quality of effluent, a review process may be requested by the industrial customer. To obtain this review, all of the following steps must be taken:

- (1) The customer must make a formal written request to the City Council through the City Secretary for this rate to be examined.
- (2) Formal assurances must be supplied that a change in the effluent due to sewerage pretreatment, product manufacturing change, or any other reason must be expected to remain in effect for at least twelve (12) months or until the next scheduled rate review and change.
- (3) The customer must agree that the cost of sampling by City staff (or an independent party at the City's election) to determine the new loading factors, plus the cost of two (2) more samples to be taken at the City's own discretion, will be prepaid by the customer. In the event the City elects not to take additional samples or if the next samples are part of the regularly scheduled sampling plan, the cost of the prepaid samples will be refunded by the City to the customer. The cost of samplings will be seventy-five dollars (\$75.00) each, for a total of two hundred twenty-five dollars (\$225.00).

The City shall have forty-five (45) days from the date the written request is received by the City Secretary to take action. This will be in the form of a resolution acted upon by the City Council. The effective date of the credit shall be the regular bill to the customer subsequent to the approved resolution by the Council. A rate credit may be in order to be approved by the City Council. The credit shall remain in effect until the next regular rate schedule has been put into effect by the City Council unless the user's effluent increases significantly, in which case the provisions set forth above concerning surcharges shall apply. Should the customer be deemed entitled to a rate reduction, the maximum amount of the reduction to be allowed would be the variable costs associated with the new effluent loadings. This credit will be computed in the same manner as the surcharge as defined above. The City Council may take any action it deems equitable with respect to the customer's rate, but until such action is taken, the customer's obligation to pay rates previously established shall not be relieved unless this subsection is amended by proper Council action.

Prior to the implementation of the proposed rates for each budget year, each customer will have the right to an administrative review of the cost allocations. Computer calculations, work papers and sampling data shall be available for public review during normal business hours.

Nothing in this subsection shall be construed to supersede or abolish the industrial waste ordinance controlling allowable discharges (codified herein as section 22.140 et seq.) and associated penalties."

SECTION 3

That Chapter 50, "Utility Rates and Fees," of the Code of Ordinances of the City of Garland, Texas, is hereby amended by creating a new Section 50.38 to read as follows:

"Sec. 50.38 Cross-Connection Control and Prevention Fees

(A) Backflow Prevention Assembly Registration Fees:

An annual non-refundable registration fee of thirty-six dollars (\$36.00) shall be charged for each non-residential backflow prevention assembly device.

(B) Licensed Backflow Prevention Assembly Tester Registration Fee:

The annual registration fee for approved testers shall be a non-refundable fee of seventy-five dollars (\$75.00).

(C) Testing Form Booklet Fees:

The fee for a testing form booklet shall be twenty-five dollars (\$25.00)."

SECTION 4

That Sec. 50.50 of Chapter 50, "Utility Rates and Fees," of the Code of Ordinances of the City of Garland, Texas, is hereby amended to read as follows:

"Sec. 50.50 Residential monthly charges

The following schedule of monthly charges for residential sanitation services shall apply within the corporate limits of the City:

- (1) One-family residence: \$16.58.
- (2) Two-family residence on one water meter: \$33.16.
- (3) Two-family residence on separate water meters, each unit: \$16.58.
- (4) Apartment house units with cooking facilities provided, each unit: \$16.58.
- (5) One-family residence and single apartment with cooking facilities on one water meter: \$33.16.
- (6) Residents may obtain up to two (2) additional solid waste automated residential containers by paying a monthly service charge of \$6.10 for each additional solid waste container. No residence shall have more than three (3) solid waste automated containers. All solid waste containers shall remain the property of the City."

SECTION 5

That Sec. 50.61(A) of Chapter 50, "Utility Rates and Fees," of the Code of Ordinances of the City of Garland, Texas, is hereby amended to read as follows:

"(A) The following schedule of drainage charges is hereby established:

- (1) Each single-family residential dwelling unit:
 - (a) On small lots (average of 3,750 square feet used for rate): \$1.44 per month.
 - (b) On medium lots (average of 7,500 square feet used for rate): \$2.88 per month.
 - (c) On large lots (average of 11,500 square feet used for rate): \$4.32 per month.
- (2) All other developed property feet of impervious area: \$0.072 per 100 square feet.

For the purposes of this subsection, "impervious area" means any area not able to absorb rainfall, thereby creating stormwater runoff. In addition to any mandatory exemption provided by law, school districts, and property owned by a religious organization that is exempt from taxation pursuant to section 11.20 of the Texas Tax Code, shall be exempt from the charges established by this section."

SECTION 6

That Chapter 52, "Sanitation," is amended by deleting subsection (B) of Section 52.20 in its entirety.

SECTION 7

That the Code of Ordinances of the City of Garland, as amended, shall be and remain in full force and effect save and except as amended by this ordinance.

SECTION 8

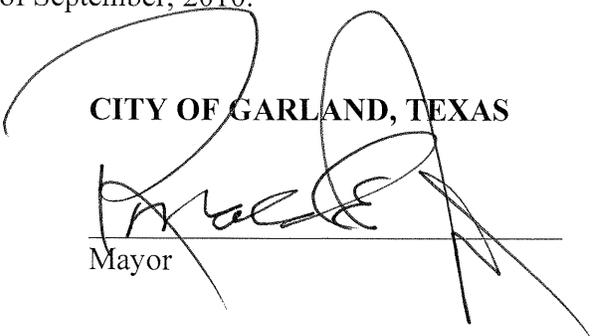
That the terms and provisions of this Ordinance are severable and are governed by Section 10.06 of the Code of Ordinances of the City of Garland, Texas.

SECTION 9

That this Ordinance shall become effective on October 1, 2010, save and except for Sections 2, 4, and 6 of this Ordinance, which shall become effective on November 1, 2010.

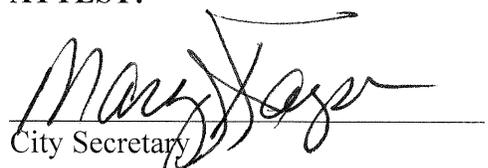
PASSED AND APPROVED on this the 7th day of September, 2010.

CITY OF GARLAND, TEXAS



Mayor

ATTEST:



City Secretary

ORDINANCE NO. 6424

AN ORDINANCE OF THE CITY OF GARLAND, TEXAS, ESTABLISHING CIVIL SERVICE CLASSIFICATIONS WITHIN THE POLICE AND FIRE DEPARTMENTS; PRESCRIBING THE NUMBER OF POSITIONS IN EACH CLASSIFICATION; PRESCRIBING THE BASE SALARY AND TYPES OF PAY FOR THOSE CLASSIFICATIONS; REINSTATING STEP PAY FOR FY 2010-11; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, under the provisions of Chapter 143 of the Texas Local Government Code, the City Council must establish certain classifications and prescribe the number of positions in each of these classifications by ordinance; and

WHEREAS, the City Council has reviewed and approved a budget for the City for the fiscal year beginning October 1, 2010, and ending September 30, 2011; and

WHEREAS, that budget contains a program of planned expenditures for the Police and Fire Departments, including changes to the operations and human resources of those departments;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS:

Section 1

That the City Council of the City of Garland, Texas, hereby establishes the classifications and number of authorized positions within each classification and the base salary and types of pay for those classifications as specified on Exhibits A-1 through A-4 attached hereto and made a part hereof as if fully set forth herein.

Section 2

That the step-pay program for sworn personnel is hereby reinstated for the October 1, 2010, through September 30, 2011, fiscal year, and compensation under the program shall be as set forth in Exhibit A-2.

Section 3

That the fiscal year beginning on October 1, 2009, and ending September 30, 2010, shall be included in determining years of service of sworn personnel under the step-pay program.

Section 4

That, notwithstanding anything contained in this or any other ordinance, resolution, or policy, the reinstatement of the step-pay program as provided by this Ordinance is prospective only and does not affect the suspension of step-pay increases for the October 1, 2009, through September 30, 2010, fiscal year, or create any right to retroactive payment of such increases for the period the step-pay program was suspended.

Section 5

That nothing contained in this Ordinance shall constitute or be construed as a waiver of any form of immunity.

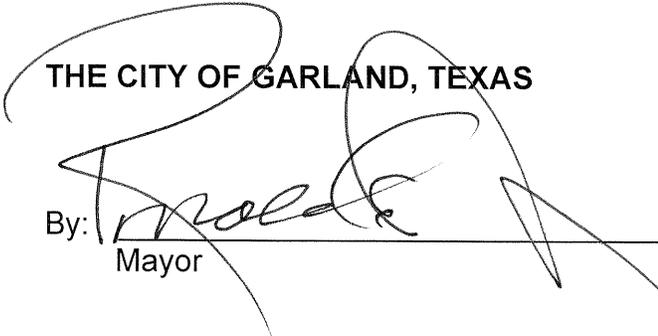
Section 6

That this Ordinance shall take effect on October 1, 2010.

That this Ordinance shall be and become effective immediately upon and after its passage and approval.

PASSED AND APPROVED this the 7th day of September, 2010.

THE CITY OF GARLAND, TEXAS

By: 

Mayor

ATTEST:

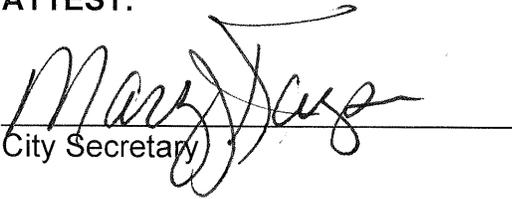

City Secretary

EXHIBIT "A-1"

CIVIL SERVICE

2010/2011
Budgeted Positions

POLICE

Total: 323

Classification	Number of Positions Effective 10-01-2010
Police Officer	274
Police Supervisor	36
Police Captain	8
Assistant Chief	4
Police Chief (Managing Director)	1
Total	323

FIRE

Total: 249

Classification	Number of Positions Effective 10-01-2010
Firefighter	115
Driver	71
Lieutenant	14
Captain	38
Battalion Chief	7
Assistant Chief	3
Fire Chief (Managing Director)	1
Total	249

EXHIBIT "A-2"

CIVIL SERVICE

**2010/2011
Salary Schedules**

Police

Years		Hourly	Annual	Step
Hire	Recruit	\$23.1274	\$48,105	
6 months	Officer 2	\$24.2837	\$50,510	5%
1 year	Officer 3	\$25.4981	\$53,036	5%
2 years	Officer 4	\$26.7731	\$55,688	5%
3 years	Officer 5	\$28.1115	\$58,472	5%
4 years	Officer 6	\$29.5173	\$61,396	5%
5 years	Officer 7	\$30.9928	\$64,465	5%
10 years	Officer 8	\$31.9226	\$66,399	3%
12 years	Officer 9	\$32.8803	\$68,391	3%
Year 1	Supervisor 1	\$41.1798	\$85,654	
Year 2	Supervisor 2	\$43.2389	\$89,937	5%
Year 1	Captain 1	\$47.7135	\$99,244	
Year 2	Captain 2	\$50.0990	\$104,206	5%
Year 1	Assistant Chief 1	\$55.8885	\$116,248	
Year 2	Assistant Chief 2	\$58.6837	\$122,062	5%

Fire

Years		Staff*	Shift**	Annual	Step
Hire	Recruit 1	\$22.0673	\$15.7624	\$45,900	
6 months	Recruit 2	\$23.1707	\$16.5505	\$48,195	5%
1 year	Firefighter 3	\$24.5611	\$17.5436	\$51,087	6%
2 years	Firefighter 4	\$26.0346	\$18.5962	\$54,152	6%
3 years	Firefighter 5	\$27.5966	\$19.7119	\$57,401	6%
5 years	Firefighter 6	\$29.2524	\$20.8946	\$60,845	6%
7 years	Firefighter 7	\$30.4226	\$21.7304	\$63,279	4%
8.5 years	Firefighter 8	\$31.3351	\$22.3822	\$65,177	3%
Year 1	Fire Driver 1	\$32.4231	\$23.1593	\$67,440	
Year 2	Fire Driver 2	\$34.0447	\$24.3177	\$70,813	5%
Year 1	Lieutenant 1	\$36.3086	\$25.9347	\$75,522	
Year 2	Lieutenant 2	\$38.1240	\$27.2315	\$79,298	5%
Year 1	Captain 1	\$40.2990	\$28.7850	\$83,822	
Year 2	Captain 2	\$42.3144	\$30.2246	\$88,014	5%
Year 1	Battalion Chief 1	\$46.2178	\$33.0127	\$96,133	
Year 2	Battalion Chief 2	\$48.5288	\$34.6635	\$100,940	5%
Year 1	Assistant Chief 1	\$55.7918	\$39.8513	\$116,047	
Year 2	Assistant Chief 2	\$58.5813	\$41.8438	\$121,849	5%

Effective January 1, 2009

* Staff - hourly rate calculated from 2080 hours per year

** Shift - hourly rate calculated from 2912 hours per year

EXHIBIT "A-3"

POLICE DEPARTMENT

**2010/2011
INCENTIVE PAY PLANS**

ELIGIBILITY:

1. Must be a full-time, paid, duly sworn peace officer in the Garland Police Department.
2. Must have more than one year of service as a peace officer in the department.

CERTIFICATION AND EDUCATIONAL INCENTIVE PAY:

1. Certification Incentive

Description	Amount Per Month
Advanced Certification	\$75 per month
Master Certification	\$95 per month

2. Education Incentive

Description	Amount Per Month
Bachelor's Degree	\$125 per month
Masters or Doctoral Degree	\$150 per month

ASSIGNMENT PAY:

Description	Amount Per Month
Officers designated by the Chief of Police as Field Training Officers (FTO) shall receive FTO Pay in compensation for this job assignment. This job assignment is of a temporary nature and can be removed at the discretion of the Chief of Police.	\$100 per month

BILINGUAL PAY:

Description	Amount Per Month
a) Certification by the State of Texas indicating proficiency in verbal bilingual skills.	\$100 per month
b) Certification by the State of Texas indicating proficiency in verbal and written bilingual skills.	\$150 per month

Note: The above is a synopsis of these special pay plans. Details of these plans are available from the Director of Civil Service or Chief of Police.

EXHIBIT "A-4"

FIRE DEPARTMENT

**2010/2011
INCENTIVE PAY PLANS**

ELIGIBILITY:

Must be a Certified Texas Firefighter

CERTIFICATION AND EDUCATIONAL INCENTIVE PAY:

1. Certification Incentive

Description	Amount Per Month
a) Intermediate: Available to Firefighter and Driver/Engineer classifications.	\$25 per month
b) Advanced: Available to Firefighter, Driver/Engineer, and Lieutenant classifications.	\$50 per month
c) Master: Available to Firefighter, Driver/Engineer, Lieutenant, and Captain classifications.	\$100 per month

2. Education Incentive

a) Eligibility

Education must be of demonstrated use to department. Applicability of education to the job will be determined by the Fire Chief.

b) Incentive Pay

Description	Amount Per Month
1. Battalion Chief: 90 College Credit Hours – Job-Related Bachelor's Degree	\$150 per month \$200 per month
2. Assistant Chief (Prerequisite of 90 college credit hours that are job-related) Bachelor's Degree	\$200 per month

EXHIBIT "A-4" (Continued)

ASSIGNMENT PAY:

Assignment Pay Incentive – Available to Firefighter, Driver/Engineer, Lieutenant, and Captain classifications.

Description	Amount Per Month
a) Intermediate Instructor	\$25 per month
b) Advanced Instructor Must be assigned full-time to Training Division. Not eligible for Intermediate Instructor incentive pay.	\$100 per month
c) Paramedic Must be certified by the State, and be accepted by the City Medical Control Director and approved by the Fire Chief.	\$100 per month
d) Paramedic Paramedics who staff an ambulance receive an additional \$30 per shift.	\$30 per shift
e) Fire Inspector Class A Must be certified and assigned to Inspection Section of Fire Prevention Bureau.	\$100 per month
f) Fire/Arson Investigator Must be certified and assigned to the Investigation Section of Fire Prevention Bureau.	\$100 per month

BILINGUAL PAY:

Description	Amount Per Month
a) Certification by the State of Texas indicating proficiency in verbal bilingual skills.	\$100 per month
b) Certification by the State of Texas indicating proficiency in verbal and written bilingual skills.	\$150 per month

Note: The above is a synopsis of these special pay plans. Details of these plans are available from the Director of Civil Service or Fire Chief.

ORDINANCE NO. 6428

AN ORDINANCE AMENDING CHAPTER 51, "GENERAL UTILITY PROVISIONS," OF THE CODE OF ORDINANCES OF THE CITY OF GARLAND, TEXAS; PROVIDING A PENALTY CLAUSE, A SAVINGS CLAUSE, AND A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS:

Section 1

That Section 51.75 of Chapter 51, "General Utility Provisions," of the Code of Ordinances of the City of Garland, Texas, is hereby amended to read as follows:

“Sec. 51.75 Tester registration fee

Testers shall pay an annual registration fee in the amount set forth in Section 50.38 of the Code of Ordinances. Payment shall be made upon initial application for registration and annually thereafter on or before January 1st of each succeeding calendar year.

Section 2

That a violation of any provision of this Ordinance shall be a misdemeanor punishable in accordance with Sec. 10.05 of the Code of Ordinances of the City of Garland, Texas.

Section 3

That Chapter 51, "General Utility Provisions," of the Code of Ordinances of the City of Garland, Texas, as amended, shall be and remain in full force and effect save and except as amended by this Ordinance.

Section 4

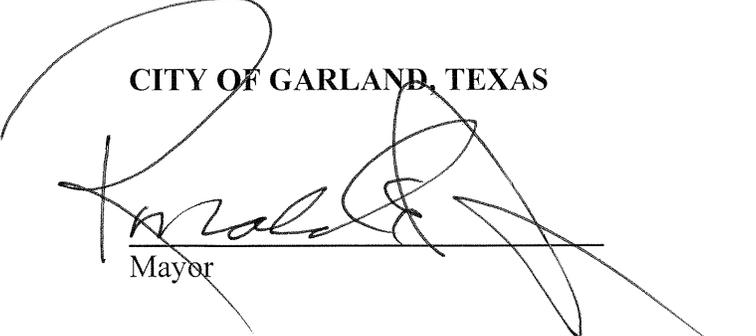
That the terms and provisions of this Ordinance are severable and are governed by Sec. 10.06 of the Code of Ordinances of the City of Garland, Texas.

Section 5

That this Ordinance shall be and become effective immediately upon and after its passage and approval.

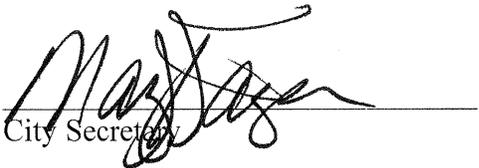
PASSED AND APPROVED this the 21st day of September, 2010.

CITY OF GARLAND, TEXAS



Mayor

ATTEST:



City Secretary

RESOLUTION NO. 9959

A RESOLUTION ESTABLISHING AN EMERGENCY MEDICAL SERVICES FEE PURSUANT TO THE PROVISIONS OF SEC. 143.0052 OF THE TEXAS LOCAL GOVERNMENT CODE; AND PROVIDING AN EFFECTIVE DATE

WHEREAS, on October 15, 1958, in accordance with an election duly held by the voters of the City of Garland, the provisions of Chapter 143, TEX. LOCAL GOV'T CODE were made applicable to the City of Garland; and

WHEREAS, Sec. 143.0052, TEX. LOCAL GOV'T CODE authorizes certain municipalities to adopt a fee for emergency medical services; and

WHEREAS, the City of Garland has a population of more than 200,000 and less than 250,000; and

WHEREAS, the City of Garland is located in Dallas County, a county in which a municipality that has a population of more than one million is predominantly located; and

WHEREAS, the emergency medical services of the City of Garland are administered and provided by the Garland Fire Department; and

WHEREAS, the provision of emergency medical services is vital to the proper functioning of a modern municipality;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF GARLAND, TEXAS:

Section 1

That a monthly fee in the amount of \$1.50 is hereby established for the costs of emergency medical services, including salary and overtime related to medical personnel.

Section 2

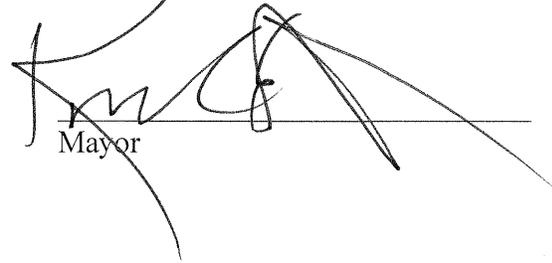
That the monthly fee established by this Resolution is applicable to each and every customer served by a municipal water account and shall be due and collected in conjunction the bill for water services for each meter serving the customer. To the extent that it can be determined that multiple dwelling units or lease spaces are served through one meter, every dwelling unit or separate lease space served by the meter shall be considered a separate customer on that meter, and a separate fee shall be collected for each such customer.

Section 3

That this Resolution shall be and become effective immediately upon and after its passage and approval.

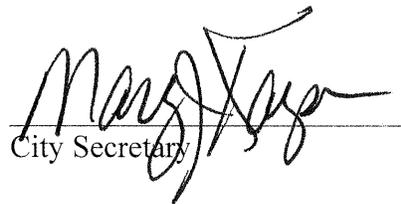
PASSED AND APPROVED this the 21st day of September, 2010.

CITY OF GARLAND, TEXAS



Mayor

ATTEST:



City Secretary

APPENDIX (F)
OPEB AND UNFUNDED LIABILITIES

Unfunded Actuarial Accrued Liabilities

UNFUNDED ACTUARIAL ACCRUED LIABILITIES

TEXAS MUNICIPAL RETIREMENT SYSTEM (TMRS)

All full-time City of Garland employees participate in the Texas Municipal Retirement System (TMRS) through payroll deductions and City-funded plan contributions. Due to changes in the actuarial methodologies utilized by TMRS, the City's contribution rate was scheduled to increase over an eight-year period beginning January 1, 2009, from 15.7% to 23.1%. Historically, TMRS did not account for annual Cost-of-Living Adjustments (COLAs) and Updated Service Credits in its calculation of contribution rates for member cities. Until December 2007, TMRS also did not have a methodology in place to recover costs over a finite period of time. As a result, TMRS cities accumulated Unfunded Actuarial Accrued Liabilities (UAALs) representing the present value of benefits earned in prior periods subtracted from the value of pension assets. At the time of the announced changes in the TMRS contribution rate, Garland's UAAL was estimated at \$201.4 million.

The scheduled increases in the TMRS contribution rate were required in order to fully fund the retiree benefits and amortize the elimination of the UAAL. However, an additional \$11.7 million a year, including \$7.2 million for the tax-supported General Fund, would be necessary for the City to fund the required 23.1% contribution rate. That amount was, and currently remains, beyond the City's funding capacity.

In order to maintain sustainable contribution rates for employee retirement, the TMRS Cost-of-Living Adjustments (COLAs) for both current and future retirees were discontinued in 2009. By making this modification to the benefit structure, the projected TMRS maximum contribution rate, at the end of the phase-in period, dropped from 23.1% to 17.1% and the UAAL declined from \$201.4 million to \$108.5 million. This action was consistent with the findings and recommendations of an outside actuarial firm hired to review the TMRS plan and the City's funding options.

City staff, along with outside consultants, have attempted to develop an alternative funding plan to restore at least modest COLAs for retirees. To date, however, those efforts have been unsuccessful. In September 2009, the City Manager announced an employee group which is further exploring the COLA issue.

Texas Municipal Retirement System (In Millions)

	<u>Original</u>	<u>January 1, 2010</u>	<u>January 1, 2011</u>
UAAL	\$201.4	\$108.5	\$116.6
Contribution Rate (Maximum)	23.1%	17.1%	17.4%

OTHER POST-EMPLOYMENT BENEFITS

In addition to retirement benefits paid through TMRS, eligible retirees receive group health and dental insurance benefits. These benefits are commonly referred to as Other Post-Employment Benefits (OPEB). In 2004, the Governmental Accounting Standards Board (GASB) issued Statement 45 establishing reporting and accounting standards for these benefits. Under GASB 45, the cost of Post-Employee Benefits must be recognized as they are earned by employees over the span of their career rather than at the time the benefits are actually paid out by the City.

GASB 45 requires the City to disclose any Unfunded Actuarial Accrued Liability (UAAL) for OPEB in the notes of its annual financial statements. The UAAL is calculated by subtracting the present value of benefits earned in prior periods from the value of assets held to meet these liabilities. In addition, GASB 45 established that the Annual Required Contribution (ARC) must also be disclosed in Comprehensive Annual Financial Reports (CAFR) beginning in FYE 2008. The ARC is defined as the amount the City would need to set aside each year to address the UAAL over a finite period of time. Finally, GASB 45 requires the City to record any net OPEB obligation (ARC less actual contributions) on the City's balance sheet.

Carrying a large UAAL presents some concerns as it could potentially result in lower ratings from bond rating agencies in the future and adversely impact the City's ability to issue debt.

The City took the following steps in 2008 to mitigate the overall OPEB liability:

A. Fully Insuring Retirees Age 65 and Older:

The City Council approved in the FY 2007-08 Budget a measure to move all retiree insurance coverage for participants age 65 and older to a Hartford Medicare Supplemental Plan effective January 1, 2008, whereby Hartford assumed all claims risk liability on this group of retirees. Prior to this move, these retirees were covered under the City's self-insured plan. The City established monthly contributions at \$200 for retirees age 65 and older and capped annual contribution increases to no more than 3%. For FY 2010-11, the monthly City contribution for retirees age 65 and older is \$250 per retiree.

B. Retiree Eligibility Restrictions for Healthcare Benefits:

1. Employees hired on or before February 1, 2008, are now required to meet the following stipulations in order to be eligible for healthcare benefits:
 - a. Meet all TMRS retirement criteria.
 - b. Work for the City of Garland a minimum of five (5) full years.
2. Employees hired on or after February 1, 2008, are eligible to participate in group retiree benefits but are ineligible to receive City contributions towards their premiums until age 65 when they become eligible for Medicare benefits.

3. Current and future retirees under age 65 can opt out of group benefits until age 65 when they become eligible for Medicare. Retirees and their spouses have a one-time re-entry option within 30 days of their 65th birthdays. By providing this opt-out option, the City insures fewer risks and reduces its liability.

C. Funding Strategies:

1. The City established an irrevocable trust to fund the ARC, which is the amount the City would need to set aside each year to address the UAAL. In general, this assumes that the City makes contributions to a qualified trust which invests the contributions. Retiree benefit costs are reimbursed from the trust to the City, and excess contributions and earnings accumulate in the trust and are used to pay future retiree OPEB costs. However, due to funding constraints, the City does not anticipate being able to fully fund the ARC for several years.
2. The City reduced its liability and risk by placing a cap on City contributions and contribution increases. Contributions were established at an amount of \$425 for retirees under age 65 and \$200 for those retirees age 65 and older; contribution increases were capped at a maximum of 3% per year. For FY 2010-11, the monthly City contribution for retirees under age 65 is \$474 per retiree.

Without implementing the combined strategies of modifying benefits, eligibility, funding strategies, risk retention alternatives, and other options, the City would have recorded a UAAL of \$283.5 million, and ARC of \$15.1 million, and a Net OPEB Obligation of \$11.6 million on its balance sheet for FYE 2008. For FYE 2009, the City's UAAL stands at \$83.5 million, the ARC at \$6.4 million, and the Net OPEB Obligation at \$4.8 million.

**Other Post-Employee Benefits Liability
(In Millions)**

	<u>Original</u>	<u>FYE 09/30/08</u>	<u>FYE 09/30/09</u>
UAAL	\$283.5	\$79.2	\$83.5
ARC	15.1	6.2	6.4
Net OPEB Obligation	11.6	2.7	4.8

APPENDIX (G)
GARLAND PLUS FIVE

Garland Plus Five (General Fund Five-Year Forecast)

Garland Plus Five

**General Fund
Five-Year Forecast
Summary Version
As of September 2010**

Garland Plus Five Forecast

Major Assumptions – Three Largest Revenue Sources

□ **Property Tax Base**

Assessments reached lowest point in 2010-11:

Y1 2011-12 0.7%	Y4 2014-15 3.0%
Y2 2012-13 1.6%	Y5 2015-16 2.9%
Y3 2013-14 2.6%	

□ **Sales Tax Revenue**

Sales Tax reached lowest point in 2009-10:

Y1 2011-12 2.2%	Y4 2014-15 3.2%
Y2 2012-13 3.7%	Y5 2015-16 3.2%
Y3 2013-14 3.7%	

Garland Plus Five Forecast

Major Assumptions – Three Largest Revenue Sources

□ Garland Power and Light - Return on Investment (ROI)

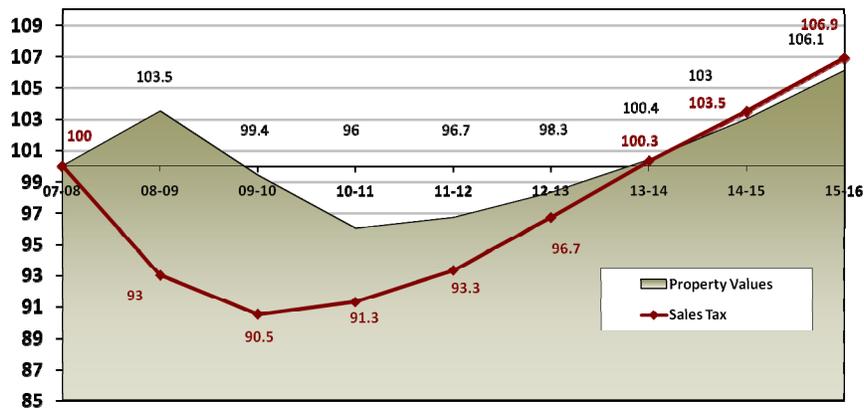
Transfer peaked in 2009-10:

Y1	2011-12	0%
Y2	2012-13	0%
Y3	2013-14	0%
Y4	2014-15	0%
Y5	2015-16	0%

Assumes ROI transfer is held constant at \$19.5 million.

Historical and Assumed General Fund Revenue Trends

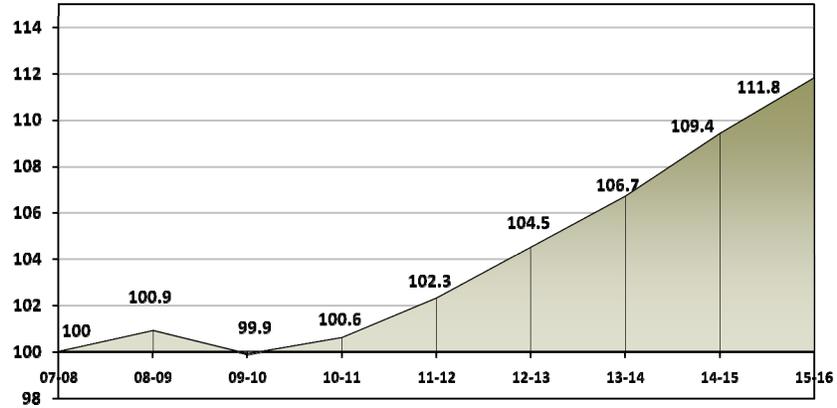
Property and Sales Tax Revenue – Compared to Prerecession Levels



Reflected as percentage of base year – 2007-08.

Historical and Assumed General Fund Revenue Trends

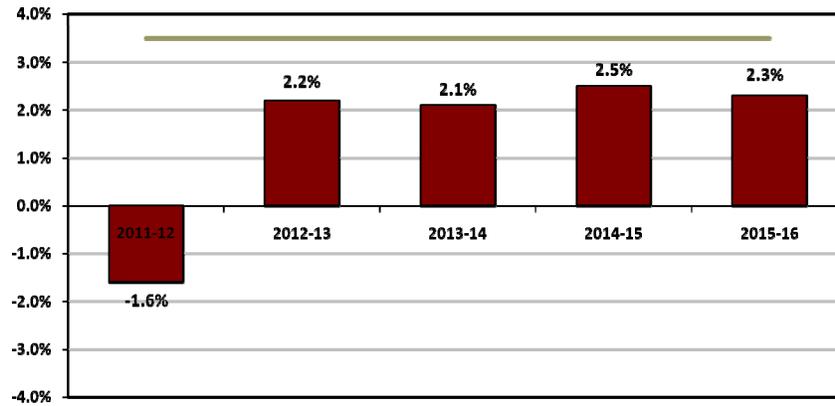
Total General Fund Revenue - Compared to Prerecession Levels



Reflected as percentage of base year – 2007-08.

Forecast General Fund Revenue Growth

Expressed as Percentage Change



3.5% generally required maintain service levels.

Garland Plus Five Forecast

Major Assumptions – Expenditures

□ Employee Compensation Assumptions

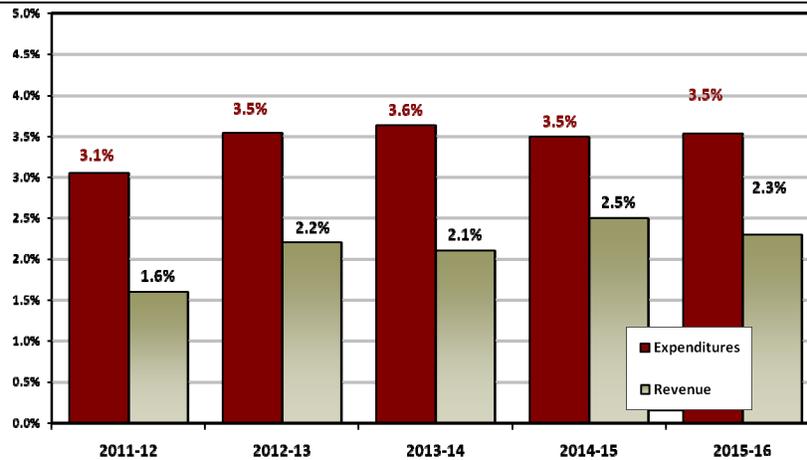
Y1 2011-12	0%
Y2 2012-13	2.5%
Y3 2013-14	2.5%
Y4 2014-15	2.5%
Y5 2015-16	2.5%

□ Benefit Costs Assumptions

- Health Insurance cost increases at 7% a year.
- Texas Municipal Retirement System – no further increases.

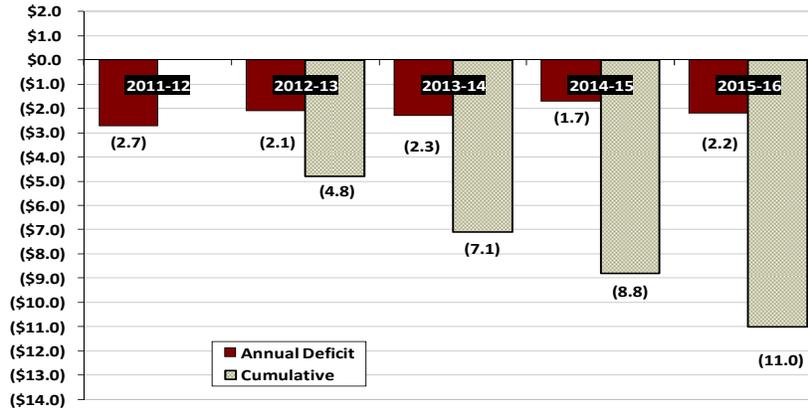
Forecast General Fund Revenue and Expenditures

Expressed as Percentage Change



General Fund Projected Deficit

Annual and Cumulative – In Millions



Annual Deficit assumes that the prior yr deficit is resolved by ongoing revenue or expenditure cuts – rather than one-time measures.

Forecast General Fund Deficits

Before Applying One-Time Funds

	2011-12	2012-13	2013-14	2014-15	2015-16
Forecast Deficit	(2,690,001)	(2,111,981)	(2,313,152)	(1,687,316)	(2,162,952)
Tax Rate Equivalent	2.67	2.06	2.21	1.57	1.96
Cumulative Rate Equiv.		4.74	6.95	8.53	10.49

CITY OF GARLAND
Garland Plus Five
September 2010

	Y0 2010-11 Adopted	Y1 2011-12	Y2 2012-13	Y3 2013-14	Y4 2014-15	Y5 2015-16
REVENUE						
Property Taxes	39,354,135	39,652,170	40,306,387	41,164,746	42,235,297	43,487,851
Property Taxes - Prior Years	570,394	793,043	806,128	823,295	844,706	869,757
Sales Tax - Base	21,628,713	22,098,855	22,911,608	23,767,299	24,530,863	25,318,847
Sales Tax - FTC Reserves/Payments	(175,000)					
Harbor Point Incentive	(272,626)	(278,552)	(288,797)	(299,582)	(309,207)	(319,139)
GP&L ROI	19,451,298	19,451,298	19,451,298	19,451,298	19,451,298	19,451,298
Sub-Total	80,556,914	81,716,815	83,186,625	84,907,056	86,752,957	88,808,613
Percentage Growth		1.4%	1.8%	2.1%	2.2%	2.4%
Mixed Drink	277,698	283,734	294,170	305,156	314,960	325,077
Bingo Tax	103,024	104,981	106,976	109,009	111,080	113,190
Time Warner Cable Franchise Fee	958,761	970,014	986,289	1,008,330	1,035,683	1,068,951
TXU Franchise Fee	1,185,411	1,187,470	1,201,456	1,228,306	1,261,625	1,298,367
Atmos Gas Franchise Fee	1,961,538	1,984,560	2,017,858	2,062,952	2,118,913	2,186,977
Telecommunications Franchise Fee	3,061,838	2,883,446	2,729,983	2,599,893	2,488,427	2,394,170
Commercial Sanitation Franchise Fee	215,882	218,416	222,080	227,043	233,202	240,693
Landfill Revenue	9,211,976	9,442,275	9,678,332	9,920,291	10,168,298	10,422,505
EMS - Ambulance Transport	2,122,399	2,083,638	2,129,015	2,123,368	2,191,585	2,196,235
EMS FEE	1,224,000	1,224,000	1,224,000	1,224,000	1,224,000	1,224,000
Impound Vehicles	161,445	161,445	161,445	161,445	161,445	161,445
E911 Fees	1,630,205	1,597,601	1,581,625	1,573,717	1,569,782	1,569,782
False Alarm Fees	240,000	240,417	248,057	248,639	256,627	257,172
Police Services	1,363,096	1,407,482	1,460,660	1,513,910	1,569,328	1,627,017
Swimming Pool Fees	469,000	460,435	470,462	469,214	484,288	485,316
Mowing Liens	280,207	274,603	271,857	271,857	273,216	274,582
Salvage	300,000	300,000	300,000	300,000	300,000	300,000
Other Service Charges	467,397	468,209	483,088	484,222	499,778	500,839
Investment Earnings	173,592	600,000	700,000	800,000	900,000	1,000,000
Grant Revenues	366,000	366,000	366,000	366,000	366,000	366,000
PILOT	4,748,876	4,986,320	5,235,636	5,497,418	5,772,288	5,916,596
Water Franchise Fees	2,130,216	2,036,938	2,138,785	2,245,724	2,358,010	2,475,911
WW Franchise Fees	1,599,926	1,691,884	1,776,478	1,865,302	1,958,567	2,056,495
SW Franchise Fees	799,885	815,883	832,200	848,844	865,821	883,138
G&A Charges	7,838,993	8,094,251	8,400,073	8,706,305	9,025,006	9,356,767
Building Permits	548,629	554,115	581,821	590,548	611,218	611,218
Rezoning Fees	38,042	38,422	40,344	40,949	42,382	42,382
Public Works Inspection Fees	33,354	33,688	35,372	35,902	37,159	37,159
Electric and Plumbing Permits	318,162	321,344	337,411	342,472	354,458	354,458
Sign Permits	102,497	102,497	105,572	105,572	108,739	108,739
Animal License	67,977	68,095	70,259	70,424	72,686	72,841
Animal Pound	179,509	179,821	185,535	185,971	191,945	192,353
Inspection Fees - Multi Family	220,306	219,204	224,685	223,561	229,150	228,004
Rental Registration Fees	233,000	233,000	239,990	239,990	247,190	247,190
Other Permits and Licenses	1,221,073	1,223,194	1,262,065	1,265,027	1,305,668	1,308,439
Municipal Court	4,536,361	4,544,240	4,688,648	4,699,654	4,850,638	4,860,932
Library Fines	178,184	178,493	184,166	184,598	190,529	190,933
Rents and Concessions	774,217	775,562	800,208	802,086	827,854	829,611
Indirect Cost Transfers	135,000	136,350	137,714	139,091	140,482	141,886
Sub-Total	51,477,676	52,492,027	53,910,312	55,086,788	56,718,028	57,927,370
Percentage Growth		2.0%	2.7%	2.2%	3.0%	2.1%
TOTAL REVENUE PROJECTED	132,034,590	134,208,842	137,096,937	139,993,844	143,470,985	146,735,983
CHANGE FROM PRIOR YEAR	132,034,590	2,174,252	2,888,095	2,896,907	3,477,141	3,264,999
PERCENTAGE CHANCE		1.6%	2.2%	2.1%	2.5%	2.3%
Top Three Revenues:						
Property Taxes		0.8%	1.6%	2.1%	2.6%	3.0%
Sales Tax		3.0%	3.7%	3.7%	3.2%	3.2%
ROI		0.0%	0.0%	0.0%	0.0%	0.0%
Total		1.4%	1.8%	2.1%	2.2%	2.4%

CITY OF GARLAND
Garland Plus Five
September 2010

	Y0 2010-11	Y1 2011-12	Y2 2012-13	Y3 2013-14	Y4 2014-15	Y5 2015-16
EXPENDITURES						
Compensation and Burden	91,324,732	93,953,248	97,185,145	100,373,945	103,670,942	107,080,096
Employee Health Insurance	9,222,072	9,867,617	10,558,350	11,297,435	12,088,255	12,934,433
Net Positions Changes	0	0	0	0	0	0
Sub-Total	100,546,804	103,820,865	107,743,496	111,671,380	115,759,198	120,014,529
Operating Expenditures	8,699,788	8,765,036	8,863,643	8,996,598	9,165,284	9,371,503
Fleet Service Costs	2,831,974	2,938,350	3,064,061	3,191,084	3,323,852	3,462,656
Fuel Cost	1,832,317	1,895,532	1,960,928	2,028,580	2,098,566	2,170,966
ERF	1,434,291	1,434,291	1,434,291	1,434,291	1,434,291	1,434,291
Capital	165,493	166,734	168,610	171,139	174,348	178,271
Charge-outs	(2,181,335)	(2,252,365)	(2,337,465)	(2,422,680)	(2,511,364)	(2,603,682)
Sub-total Opex and Capital	12,782,528	12,947,579	13,154,067	13,399,012	13,684,977	14,014,005
Customer Service	212,535	219,456	227,747	236,050	244,691	253,686
Facilities	3,403,741	3,514,575	3,647,366	3,780,334	3,918,716	4,062,768
IT	7,852,894	8,112,531	8,423,100	8,734,383	9,058,479	9,396,000
IT Project Fund	75,000	75,000	75,000	75,000	75,000	75,000
IT Infrastructure Replacement	500,000	500,000	500,000	750,000	750,000	750,000
Warehouse	338,955	349,992	363,216	376,457	390,238	404,583
Sub-total	12,383,125	12,771,554	13,236,429	13,952,224	14,437,123	14,942,037
Transfers to LTD	172,300	177,911	184,632	191,363	198,368	205,660
Transfers to Infrastructure	4,433,158	4,577,513	4,750,464	4,923,646	5,103,880	5,291,500
Transfer to Free Lunch Program	20,000	20,000	20,000	20,000	20,000	20,000
Transfers to Self Insurance	2,537,213	2,600,643	2,665,659	2,732,301	2,800,608	2,870,624
Transfers to Landfill Sinking Fund	1,171,028	1,217,870	1,266,584	1,317,248	1,369,938	1,424,735
Sub-total	8,333,699	8,593,937	8,887,340	9,184,558	9,492,795	9,812,519
TOTAL BASE EXPENDITURES	134,046,156	138,133,935	143,021,331	148,207,174	153,374,092	158,783,090
CHANGE IN EXPENDITURES	134,046,156	4,087,778	4,887,396	5,185,843	5,166,918	5,408,998
PERCENTAGE CHANGE		3.05%	3.54%	3.63%	3.49%	3.53%
NET CASH FLOW - Cumulative Impact	(2,011,566)	(3,925,093)	(5,924,394)	(8,213,330)	(9,903,108)	(12,047,107)
See Note Below *			2,690,001	4,801,983	7,115,135	8,802,451
FUND BALANCE						
Beginning Fund Balance	12,393,781	10,382,215	10,647,123	11,024,712	11,426,516	11,825,860
Assumed Carry Over (3 Year Avg)		1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Cash Flow	(2,011,566)	(3,925,093)	(3,234,393)	(3,411,348)	(2,787,973)	(3,244,656)
Unreserved Fund Balance	10,382,215	7,957,122	8,912,730	9,113,364	10,138,544	10,081,204
Fund Balance Requirement	10,332,531	10,647,123	11,024,712	11,426,516	11,825,860	12,244,157
Excess / (Deficit)	49,684	(2,690,001)	(2,111,981)	(2,313,152)	(1,687,316)	(2,162,952)
Tax Rate Equivalent		2.67	2.06	2.21	1.57	1.96
Cumulative			4.74	6.95	8.53	10.49

(1) *Assumes each year's deficit is resolved with measures that are on-going versus one-time.

APPENDIX (H)

GLOSSARY AND ACRONYMS

Glossary of Terms

Acronyms

GLOSSARY OF TERMS

This Budget contains specialized and technical terminology that is unique to public finance and budgeting and the City of Garland. To assist the reader of the Budget in understanding these terms, a glossary has been included.

Account – Expenditure classification according to the types of items purchased or services obtained; for example, outside services, materials, supplies, and equipment.

Accrual Basis – The basis of accounting under which transactions are recognized when they occur, regardless of the timing of cash flows.

Accrued Expenses – Expenses incurred but not due until a later date.

Ad Valorem – A tax computed from the assessed value of land and improvements.

Appropriation – A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

Appropriation Ordinance – The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

Assessed Valuation – A value established by the Dallas Central Appraisal District (DCAD) determining the market value of real and business personal property for the purpose of tax assessment.

Assets – Resources owned or held by the City that have monetary value.

Banked Position – A position that remains authorized in the City's official position count, but is not filled or funded until needed in future years.

Bond – A written promise to pay a sum of money on a specific date at a specified interest rate. The most common types of bonds are General Obligation (G.O.) and Revenue (Water/Sewer) bonds. These are most frequently used for construction of large capital projects, such as buildings, streets, and water lines.

Bond Funds – Resources derived from issuance of bonds for capital improvements and authorized by vote of the citizens of Garland.

Budget – A comprehensive financial plan which estimates anticipated revenue and projected expenditures for a period of one year.

Budget Amendment – A legal procedure utilized by the City staff and City Council to revise a budget appropriation.

Budget Calendar – The schedule of key dates and milestones which the City departments follow in the preparation, adoption, and administration of the budget.

Budget Document – The instrument used by the budget making authority to present a comprehensive financial program to the City Council.

Budget Message – The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.

Budgetary Control – The control or management of the organization in accordance with the adopted budget for the purpose of keeping expenditures within the limitations of approved appropriations.

Capital Expense – Any item purchased by the City which meets the City’s capitalization criteria. They are: has a value of \$5,000 or more, has an anticipated life of more than one year, and/or can be readily identified and tracked as an individual item. (See the capitalization policy in the appendix.) These expenditures result in the acquisition of or addition to fixed assets.

Capital Improvement Program (CIP) – A 5-year plan of capital projects including estimated costs and funding sources, as revised by City Council each year.

Capital Project – A project or expenditure that adds to the City’s fixed assets, including the construction of infrastructure, major facilities, and the acquisition of large equipment (\$30,000 or more). Capital projects generally involve a “multi-year” process which spans more than one fiscal year.

Cash Basis – A basis of accounting under which transactions are recognized only when cash changes hands.

Cash Funded CIP – A transfer of funds budgeted in the operating fund for the three utilities (electric, water, and wastewater) to a multi-year capital account to be used for capital projects. Transferring cash reduces the amount of debt that must be issued to fund various projects.

Certificates of Obligation (C.O.) – Legal debt instruments which finance a variety of projects such as sanitation trucks, fire equipment, and remodeling. These certificates are backed by the full faith and credit of the issuing government and are financed through property tax and/or utility revenues, generally for a shorter term than bonds. C.O.'s are authorized by the City Council.

Charge Outs – Personnel expenses that are charged to another department or project in a different fund.

Commercial Paper – Type of short-term promissory note with a maturity ranging from one to 270 days.

Community Development Fund – A special revenue fund supported by Housing Urban Development (HUD) that funds community improvement projects in low income areas within the City. The use of these funds follows federal guidelines and is approved by the City Council.

Customer Service Fund – An internal service fund responsible for the billing and collection of all utility revenue as well as customer requests concerning billing, rates, metering and credit policies.

Debt Service – The City's obligation to pay the principal and interest on debt issues.

Debt Service Fund – The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, long-term debt principal, interest, and related costs.

Deficit – The excess of expenditures over revenues during an accounting period; or, in the case of proprietary funds, the excess of expenses over income during an accounting period.

Delinquent Taxes – Real or personal property taxes that remain unpaid on and after February 1st of each year.

Department – A segment of the organization responsible for managing and administering services within a functional area.

Depreciation – The portion of a capital asset that is charged as an expense during a particular accounting period. Depreciation is not a budgeted expenditure.

Effective Tax Rate – Based on State law, a calculated tax rate that would yield the same amount of revenue received in the prior fiscal year on real property plus the amount needed to pay tax pledged long-term debts for the upcoming fiscal year.

Electric Utility Fund – An enterprise fund that accounts for the resources and expenditures associated with the production and distribution of electricity. The City's Electric Department is known as Garland Power & Light (GP&L).

Encumbrance – The commitment of budgeted funds to purchase an item or service. To encumber funds means to set aside or reserve funds for specific future expenditures.

Ending Balance – The ending balance of a fund that is not expended. It takes into account the beginning balance, revenue, and expenditures. Year-end encumbrances that will roll forward have not been reserved.

Enterprise Funds – Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public are recovered primarily through user charges. Along with the Internal Service Funds, they are Proprietary Fund types.

Equipment Replacement Fund – An internal service fund used to account for the proceeds accumulated from other funds for the future replacement of deteriorated equipment. This replacement reserve charge is based on expected life and anticipated replacement cost of the equipment.

Expenditures – The cost of goods received or services rendered during a fiscal year where cash payments have been made or encumbered.

Facilities Management Fund – An internal service fund that provides custodial, maintenance, and general construction service for the City. It also manages the City's use of utilities.

Fiscal Year – The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Garland has a fiscal year of October 1 through September 30 as established by the City Charter.

Fleet Services Fund – An internal service fund that accounts for the resources and expenditures of maintaining the City's fleet of vehicles.

Franchise Tax – A charge paid for the use of City streets and public rights-of-way.

Freeport Exemption – An exclusion of ad valorem taxes on specific business personal property that is expected to be on the premises of the taxpayer for 175 days or less. The purpose of the exemption is to allow businesses to ship short-term inventory in and out of Texas without incurring a tax liability.

Fund – An accounting device established to control receipt or disbursement of income from sources set aside to support specific activities or attain certain objectives.

Fund Balance – The amount at fiscal year-end including beginning fund balance, plus total revenue minus total expenditures. Fund balance is found in governmental fund types.

General and Administrative (G & A) – The allocated costs charged by the General Fund for services provided to a department in another fund.

General Fund – The General Fund is the general operating fund of the City. All general tax revenues and receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. It includes basic operating services such as general administration, police and fire protection, health services, parks and recreation, and libraries. It is a governmental fund type.

General Obligation Bonds (G.O.) – Legal debt instruments which finance a variety of public projects such as streets, buildings, and park improvements. These bonds are backed by the full faith and credit of the municipal government and are financed through property tax revenues. In Texas, G.O. bonds must be authorized by public referenda.

Goal – A long-range desirable development attained by time-phased objectives and designed to carry out a strategy.

Golf Fund – An enterprise fund that accounts for the resources and expenditures associated with the public golf course at Firewheel.

GP&L – Garland Power and Light, the City's department that manages the Electric Utility Fund.

Grant – A contribution by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

Group Health Insurance Fund – An internal service fund that accounts for each employee's medical insurance plan which is administered by a third party. The City makes deposits to the Fund each pay period for each employee covered by these medical insurance plans, and payments of employees' medical claims or HMO premiums are made from this Fund.

Heliport Fund – An enterprise fund that accounts for the resources (terminal lease space, hangar lease space, and fuel sales) and expenditures associated with the operation of the City's heliport.

Hotel/Motel Tax Fund – A special revenue fund that accounts for the resources and expenditures of special events and hotel/motel occupancy taxes. By State law, the use of these taxes is restricted.

Indirect Costs – Costs associated with, but not directly attributable to providing a product or service. These costs are usually incurred by central service departments in support of operating departments.

Information Technology Fund – An internal service fund responsible for coordinating and maintaining the City's computer network, automation infrastructure, and telecommunication services.

Information Technology (IT) Replacement Fund – An internal service fund used to account for the proceeds accumulated from other funds for the future replacement of deteriorated personal computer equipment. This replacement reserve charge is based on anticipated replacement cost of the equipment.

Information Technology (IT) Project Fund – An internal service fund used to account for the proceeds accumulated from other funds to provide more effective financial oversight for technology-related project costs. All projects included in the Fund have undergone a comprehensive review, cost analysis, and approval process outlined by the newly formed internal Information Technology Board (ITB).

Infrastructure Repair & Replacement Fund – This special revenue fund is responsible for the repair and replacement of City streets and alleys. It is supported by funds transferred from the General Fund.

Interfund Transfers – Amounts transferred from one fund to another.

Intergovernmental Revenue – Grants, entitlements, and cost reimbursements from another federal, state, or local government.

Intragovernmental Revenue – A transfer from one fund to another, realized as revenue in the receiving fund, to recognize the cost of services provided. This includes, but is not limited to, indirect costs, general and administrative costs, and payments in lieu of taxes.

Internal Service Funds – Internal service funds are Proprietary Fund types, and are used to account for the financing of goods or services provided by one department to or on behalf of other departments of the governmental unit, or to other governmental units, on a cost reimbursement or allocation basis.

Investments – Securities and real estate held for the production of revenues in the form of interest, dividends, rentals, or lease payments.

Key Results – Departmental goals and objectives as they correspond to the Citywide goals set by Council.

Levy – The City Council's authority to impose taxes, special assessments, fines, fees, and charges.

Liabilities – Debt or other legal obligations arising out of transactions in the past that must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances. The annual budget reflects only current period expenditures rather than liabilities.

Library Grant Fund – The Library Grant Fund is a contribution by the Northeast Texas Library System (NETLS) to the City of Garland. NETLS contributions to local governments are from the state and federal government.

Line Item Budget – A budget prepared along organizational lines that focuses on expenditure categories. This provides the building blocks for the total budget.

Long Term Disability Fund – An internal service fund responsible for the City's Long Term Disability Program. The City and participating employees contribute to the Fund each pay period. Long-term disability payments are then made out of this Fund.

Mission Statement – A departmental statement that describes what the department does, why it does it, and who benefits from it.

Modified Accrual Accounting Basis – A basis of accounting in which some expenditures are accrued, but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are incurred when the funds are encumbered, while revenues are not recorded until they are actually received or are "measurable" and "available for expenditure." This type of accounting basis is the standard for most governmental fund types.

Non-Departmental – A cost center established in each major operating fund to account for expenditures which are not associated with a particular department within the fund.

Objective – Attached to a goal, it describes something to be accomplished in specific, well-defined and measurable terms and is achievable within a specific time frame.

Operating Budget – Plans of current expenditures and the proposed means for financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of the City are controlled.

Operating Expense – Expenditures in individual organizational budgets for supplies, materials, maintenance, professional services, etc. Generally means the same as Operations & Maintenance (O & M).

Ordinance – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

Organization – The unit within Garland's governmental structure which has responsibility for accomplishing specific programs and functions of the City.

Other Post Employment Benefits – An accounting concept created by the Governmental Accounting Standards Board describing costs and financial obligations that governments incur when they provide postemployment benefits other than pensions as part of compensation for services rendered by their employees.

Performance Measures – Specific quantitative and qualitative measures of work performed as an objective of the department.

Personnel Expense – All costs related to compensating employees, including salaries and benefits.

Print Shop Fund – An internal service fund that accounted for the resources and expenditures of operating a centralized print shop. Fund dissolved after FY 2004-05, with certain activities now part of the Warehouse Fund.

Property Tax – Taxes levied on all real and personal property according to the property's valuation and tax rate, in compliance with State Property Tax Code.

Public Health / Immunization Grant Fund – A fund established to provide a complete collection of both the Public Health services fees and grant-funding.

Rate Mitigation Fund – A fund established for the electric utility whereby savings from reduced TMPA charges to Garland are reserved to protect against rate spikes anticipated from future debt payments.

Rating – The creditworthiness of a city as evaluated by independent agencies.

Real Property – Property classified by the State Property Tax Board including land and improvements used for residential single and multi-family, vacant lots, acreage, farm and ranch improvements, commercial and industrial, and oil, gas, and other mineral reserves.

Recreation Performance Fund – An enterprise fund which accounts for recreation center activities that are supported by user charges.

Revenue – Funds the City receives as income that includes tax payments, fees for services, receipts from other governments, fines, forfeitures, grants, and interest income.

Revenue Bonds – Legal debt instruments which finance public projects for utilities such as water or sewer. Revenues from the utility are pledged to pay principal and interest on the bonds. In Texas, revenue bonds may or may not be authorized by public referenda.

SafeLight Fund – A new fund established to collect penalty fees from red light running through the use of sensor-activated cameras. The funds are restricted to covering direct program expenditures and enhancements to traffic and public safety.

Self Insurance Fund – An internal service fund that accounts for general and vehicle liability, worker’s compensation, risk management, and all forms of insurance (except health and long term disability) as well as the payment of claims.

Sinking Fund – A reserve fund or account into which contributions are made to be used later for a specific purpose.

Solid Waste & Recycling Fund – An enterprise fund that accounts for the resources and expenditures associated with the collection and disposal of solid waste materials.

Stormwater Management Fund – An enterprise fund that accounts for resources and expenditures associated with controlling the quality of stormwater discharges into lakes and streams.

Target Budgeting – A budget approach wherein General Fund departments are given an allocation of resources based on their proportionate share of projected resources, less management priorities and contingencies.

Tax Base – The assessed value of all residential and commercial real property and business personal property, as established annually by the Dallas Central Appraisal District.

Tax Levy – The total amount to be raised by general property taxes for purposes specified in the tax levy ordinance.

Tax Note – Short-term interest bearing note issued by a government in anticipation of tax revenues to be received at a later date. The note is retired from the tax revenues to which it is related.

Tax Rate – The amount of tax levied for each \$100 of assessed valuation. The tax rate times the assessed valuation of the tax base equals the tax levy.

Tax Roll – The official list showing the amount of taxes levied against each taxpayer or property.

Taxes – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

TMPA – Texas Municipal Power Agency. A consortium of four Texas cities, including Garland, for the acquisition of electric power.

Unreserved Ending Balance – The ending balance of a fund that is neither expended nor encumbered. It takes into account beginning balance, revenues, expenditures, and year-end encumbrances.

Warehouse Fund – An internal service fund responsible for central receiving, storing, and issuing common usage materials and equipment. Additional functions now include certain Print Operations and the City’s Day Labor Center.

Wastewater Utility Fund – An enterprise fund that accounts for the resources and expenditures associated with the collection, transportation, and processing of wastewater.

Water Utility Fund – An enterprise fund that accounts for the resources and expenditures associated with the purchase and distribution of water.

Work Trends – Quantitative and qualitative measures of work performed as an objective of the organization.

ACRONYMS

ADDI – American Dream Down-Payment Initiative

ARC – Annual Required Contribution

ARRA – American Recovery and Reinvestment Act

CAFR – Comprehensive Annual Financial Report

CDBG – Community Development Block Grant

CGTV – City of Garland Television

CIP – Capital Improvement Program

CO – Certificate of Obligation

COG-ULC – City of Garland - Unified Learning Center

COLA – Cost of Living Adjustment

CP – Commercial Paper

CPI – Consumer Price Index

DART – Dallas Area Rapid Transit

DCAD – Dallas Central Appraisal District

DCCCD – Dallas County Community College District

DFW – Dallas/Fort Worth Metropolitan Area

EPA – Environmental Protection Agency

EOC – Emergency Operations Center

ESG – Emergency Shelter Grant

ERCOT – Energy Reliability Council of Texas

ERF – Equipment Replacement Fund

EWS – Environmental Waste Services

FHA – Federal Housing Authority

FHIP – Federal Housing Initiatives Program

FLSA – Fair Labor Standards Act

FMLA – Family Medical Leave Act

FTC – Firewheel Town Center

FY – Fiscal Year

GAAP – Generally Accepted Accounting Principles

GASB – Governmental Accounting Standards Board

GCAC – Garland Cultural Arts Commission

GFOA – Government Finance Officers Association

GHA – Garland Housing Agency

GHFC – Garland Housing Finance Corporation

GIS – Geographic Information System

GISD – Garland Independent School District

GNMA – Government National Mortgage Association (Ginnie Mae)

GO – General Obligation

GP&L – Garland Power & Light

HOME – Housing Opportunities Made Equal

HPRP – Homelessness Prevention and Rapid Rehousing Program

HUB – Historically Underutilized Businesses

HUD – Housing and Urban Development

HVAC – Heating, Ventilating, & Air
Conditioning

IT – Information Technology

ITB – Information Technology Board

ITS – Information Technology Services

LEED – Leadership in Energy and
Environmental Design

LTD – Long Term Disability

NCTCOG – North Central Texas Council of
Governments

NTMWD – North Texas Municipal Water
District

NTTA – North Texas Tollway Authority

O&M – Operations and Maintenance

OAP – Open Access Plan

OPEB – Other Post Employment Benefits

PD – Planned Development

PGBT – President George Bush Tollway

PO – Purchase Order

PPO – Preferred Provider Organization

PSA – Public Service Announcement

QC – Quality Control

RB – Revenue Bond

ROI – Return on Investment

SUP – Specific Use Permit

SWPPP – Stormwater Pollution Prevention
Plan

TAN – Tax Anticipation Note

TCEQ – Texas Commission on Environmental
Quality

TIF – Tax Increment Financing (District)

TMPA – Texas Municipal Power Agency

TMRS – Texas Municipal Retirement System

TWC – Texas Workforce Commission

TxDOT – Texas Department of Transportation

UAAL – Unfunded Actuarial Accrued Liability

UDC – Unified Development Code

WWTP – Wastewater Treatment Plant