

CITY OF HOUSTON

ADOPTED OPERATING
BUDGET
VOLUME I



For the Period
July 1, 2014 to June 30, 2015

Annise D. Parker

Mayor



Section 102.007(d) of the Texas Local Government Code, adopted in September 2013 requires any budget adopted after September 2013 to include the following language on a cover page:

“This budget will raise more revenue from property taxes than last year’s budget by an amount of \$121,930,000 which is 12.9 percent increase from last year’s budget. The property tax revenue to be raised from new property added to the tax roll this year is \$22,443,015.”

FY2015 ADOPTED BUDGET

VOLUME I

TABLE OF CONTENTS

	Page
Elected Officials.....	iv
GFOA Distinguished Budget Presentation Award	v
City of Houston Organization Chart.....	vii

OVERVIEW OF THE CITY AND THE BUDGET PROCESS

Mayor's Budget Message Accompanying Proposed Budget

Mayor's Priorities and Citywide Strategic Objectives.....	9
Table I Budget Expenditure Summary by Department.....	14
Table II Citywide Revenue Summary	16
Table III Citywide Expenditure Summary.....	17
Table IV Citywide Personnel Summary.....	18

Supplementary Information	I - 1
Guide to Reading the FY2015 Operating Budget.....	I - 2
Authority.....	I - 6
Brief Description of the Funds Used in Budget Process.....	I - 7
Significant Financial and Budgetary Policies	I - 14
Operating Budget Process.....	I - 21
Demographic/Economic Summary of the City	I - 25

GENERAL FUND

General Fund	II - 1
General Fund Summary.....	II - 2
General Fund Resources Summary.....	II - 4
General Fund Revenue by Category.....	II - 18
General Fund Expenditures/Other Uses Summary	II - 22
General Fund Expenditure Summary	II - 27
Public Safety Departments	III - 1
Fire.....	III - 2
Houston Emergency Center	III - 14
Municipal Courts	III - 18
Police	III - 26

	Page
Development and Maintenance Services Departments	IV - 1
General Services	IV - 2
Planning and Development.....	IV - 12
Public Works and Engineering.....	IV - 20
Solid Waste Management.....	IV - 28
Human and Cultural Services Departments	V - 1
Health and Human Services	V - 2
Housing and Community Development.....	V - 14
Library.....	V - 20
Neighborhoods	V - 30
Parks and Recreation	V - 40
Administrative Services Departments	VI - 1
Administration and Regulatory Affairs.....	VI - 2
City Controller's Office	VI - 12
City Council.....	VI - 20
City Secretary	VI - 26
Finance.....	VI - 32
Houston Information Technology Services.....	VI - 44
Human Resources.....	VI - 54
Legal.....	VI - 64
Mayor's Office.....	VI - 74
Office of Business Opportunity	VI - 84
General Government	VII - 1
General Fund Debt Service	VIII - 1



FY2015 ADOPTED BUDGET

VOLUME I

Annise D. Parker, Mayor

Council Members

Brenda Stardig	District A
Jerry Davis	District B
Ellen R. Cohen	District C
Dwight Boykins	District D
Dave Martin	District E
Richard Nguyen	District F
Oliver Pennington	District G
Edward Gonzalez	District H
Robert Gallegos	District I
Mike Laster	District J
Larry V. Green	District K
Stephen C. Costello	At-Large, Position 1
David Robinson	At-Large, Position 2
Michael Kubosh	At-Large, Position 3
C. O. "Brad" Bradford	At-Large, Position 4
Jack Christie, D.C.	At-Large, Position 5

Ronald C. Green, City Controller

Kelly Dowe
Director, Finance

www.houstontx.gov/budget/



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Houston

Texas

For the Fiscal Year Beginning

July 1, 2013

Executive Director

DISTINGUISHED BUDGET PRESENTATION AWARD WINNER

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Houston for its annual budget presentation for the fiscal year beginning July 1, 2013.

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

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

Current and former employees of the Finance Department who contributed to the development of the FY2014 and FY2015 Annual Budgets are listed below:

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

Printing Staff

Willie Sue Hamilton

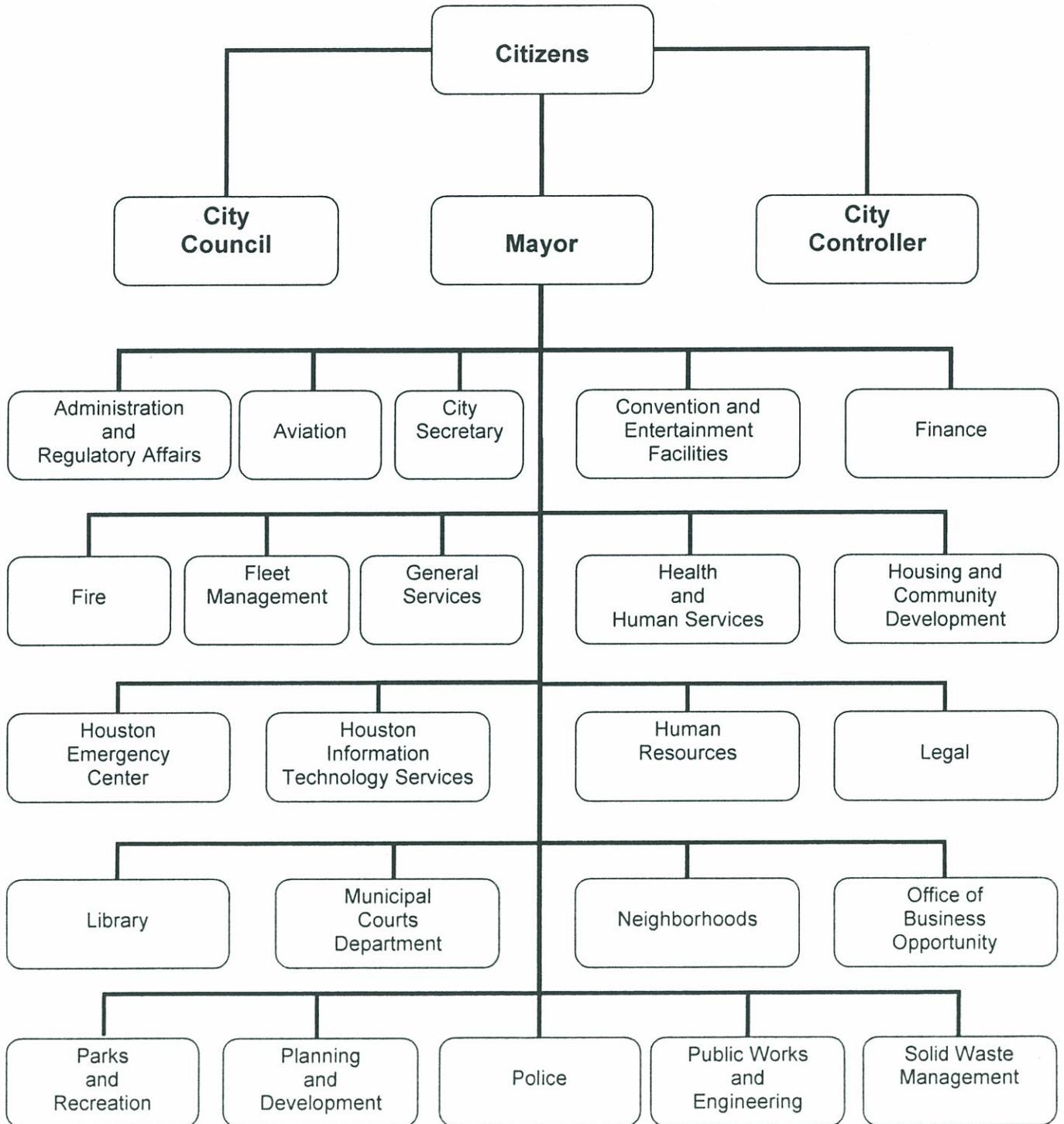
David T. Zepeda

Cover Photograph

The City of Houston would like to thank and credit the Greater Houston Convention and Visitors Bureau for this year's cover photograph of the Hobby Center.

The FY2015 Budget is printed on recycled paper.

ORGANIZATION CHART





CITY OF HOUSTON

Finance Department

Annise D. Parker

Mayor

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

T. 832-393-9051
F. 832-393-9116
www.houstontx.gov

August 26, 2014

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

I am pleased to submit the Adopted Budget for the City for the fiscal year, which begins July 1, 2014, and ends June 30, 2015 (FY2015). This document includes budgets for the City's General Fund, the three Enterprise Funds (Aviation, Combined Utility System, and Convention and Entertainment) as well as Special Revenue Funds, Service Chargeback Funds and Internal Service Funds.

Pursuant to the requirements of the City Charter, Mayor Parker's priorities are set out in her letter that accompanied the Proposed Budget sent to City Council on May 15, 2014. The purpose of this letter is to describe the budget as adopted by the Houston City Council on June 18, 2014. The complete list of amendments is provided as an appendix in this document.

The Adopted Budget for FY2015 is balanced as required by City Charter and State law and is aligned with the priorities set by the Mayor and City Council. For the fifth year in a row, the General Fund budget was balanced without the use of pension obligation bonds or issuance of any other long-term debt to meet current expenses.

The use of fund balance is included in the budget to offset the cost increases anticipated in FY2015 while maintaining the full designation of \$20 million to the Rainy Day Fund as well as the General Fund Reserve (ending fund balance divided by operating expenditures before debt service) of 7.5%.

FY2015 BUDGET OVERVIEW

The Adopted Budget includes expenditures for all funds of \$4.4 billion, which is \$271 million (6.6%) above the FY2014 estimate. The largest contributors to this increase are mandatory or contractual obligations including salaries, pensions, fuel, and debt service payments.

GENERAL FUND

The City's General Fund is its largest fund and supports the majority of the basic services of the City, such as police and fire protection, solid waste management, parks, libraries, and public health. The largest sources of revenue for the General Fund are property and sales tax, which together produce approximately 72% of the total resources for the General Fund. The current tax rate for the City of Houston is 63.875 cents per \$100 assessed valuation. It is unchanged from last year.

The General Fund budget, by department and by revenue source, is shown in the General Fund Summary beginning on page II-2. The total General Fund expenditure budget including debt service is \$2.3 billion, which is \$174 million (8.3%) above the FY2014 estimate.

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

- Includes an accounting adjustment that increases EMS related costs offset by revenue increases,
- Includes funding for the Bayou Greenway 2020 initiative for the upkeep of White Oak Bayou through the Houston Parks Department,
- Includes increased funding transfers to Maintenance Renewal and Replacement Fund (MRR) for preventive and corrective asset maintenance through the General Service Department and the Parks and Recreation Department,
- Includes increased funding for animal enforcement activities to meet the demands of citizens and to fund Phase 1 of the new Adoption Center at BARC,
- Includes funding for a Work Demands Analysis for Houston Fire Department,
- Includes funding for a new Council District Service Budget based on neighborhood needs and constituents' input with approval by the Mayor,
- Includes funding for surveillance camera systems for monitoring in chronic illegal dumping areas.

General Fund Revenue Highlights

Overview - The revenues available to support the operations of the General Fund are described in detail starting with Page II-2 of the FY2015 budget. The budget was prepared with conservative revenue projections based on ranges provided by experts such as the Harris County Appraisal District and University of Houston Institute for Regional Forecasting.

Property Tax – As previously stated, the FY2015 budget is based on a property tax rate of 63.875 cents per \$100 assessed valuation (Tax rates are adopted in the fall for all jurisdictions in Texas, without regard to the date a municipality's fiscal year begins). Revenue from property taxation is expected to be \$1.1 billion, which is approximately \$85.5 million (8.7%) higher than the FY2014 estimate.

Sales Tax – The FY2015 budget projects a sales tax increase as a result of the continuing signs of economic recovery. Revenue from sales tax is expected to be \$667 million, which is approximately \$34 million (5.4%) above the FY2014 estimated revenue.

General Fund Expenditure Highlights

Overview – This document contains detailed information on each City department's budget, including a comparison with prior years. In addition, each department has identified specific items or budget highlights which are of particular interest in FY2015.

Public Safety – As part of the Mayor's commitment to public safety, this budget includes funding of \$21.2 million in support of the Houston Forensic Science LGC. Additionally, the budget includes three cadet classes for the Police Department, and six cadet classes and three paramedic classes for the Fire Department.

Staffing Levels – Table IV, pages 18-20, demonstrates the level of Full Time Equivalent (FTE) staffing provided in this budget compared to past years. Citywide staffing, including overtime and straight time FTEs, increased 3.7% compared to FY2014 estimate, while total General Fund staffing is budgeted with a 1.4% increase.

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

General Fund Ending Balance

The FY2015 Adopted Budget includes an unassigned ending fund balance of \$151.3 million, which is \$48.5 million (24.3%) below the estimated fund balance for FY2014 estimate. It is maintained above the preferred 7.5% level of expenditures excluding debt service.

ENTERPRISE FUNDS

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

Aviation – The Houston Airport System is responsible for two major hub airports; George Bush Intercontinental and William P. Hobby. It is also responsible for Ellington Airport, a joint use civil/military airport. Security and expansion to serve the region's growing needs at the three airports continues to be a top priority. The Police and Fire Departments provide significant public safety services to the airports, and these costs of services are reimbursed to the General Fund.

The Houston Airport System's budget of \$483 million has increased from the FY2014 estimate by approximately \$22.1 million (4.8%) with the majority of the increase in personnel. FY2015 revenue is conservatively estimated to be \$22.1 million higher than FY2014, reflecting increases in concessions, garage parking revenues and rental fees.

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

The CUS expenditure budget of \$1.4 billion has increased from FY2014 estimate by approximately \$31 million (2.2%) with the majority of the increase in the non-capital equipment category, while the revenue is estimated to be \$9.7 million (0.7%) higher in FY2015.

Convention and Entertainment Facilities (CEFD) - CEFD Operating Fund is an enterprise fund that accounts for the unpledged revenues as well as other operating and capital expenditures assigned to the Houston First Corporation, which was created in FY2012. The CEFD FY2015 expenditure budget is \$6.4 million (6.7%) higher than the FY2014 estimate, while the revenue is estimated to be \$6.5 million (6.8%) higher in FY2015.

CAPITAL IMPROVEMENT PLAN (CIP)

On July 9th, 2014, City Council approved a five-year Capital Improvement Plan covering fiscal years 2015 through 2019. The plan incorporates the \$410 million in public improvement bonds that were approved by voters in November 2012; including the Bayou Greenways 2020 project to build 150 miles of parks and trails along Houston's bayous. The plan also allocates approximately \$257 million for facility repairs in an effort to manage long-term operational costs. As the City continues to strengthen the ties between the capital and operating budget processes, this five-year capital plan encourages a long-term view of the City's finances.

CONCLUSION

The budget described in this document, adopted by Council reflects a balance between the needs of our citizens, increased costs, available revenues, and the City's financial policies. The City has worked hard to improve the financial position of all funds, but challenges remain, particularly in the General Fund. It will take the collective effort of the City, its voters, and its stakeholders to address these challenges and ensure Houston remains strong for years to come.

Sincerely,

A handwritten signature in cursive script, appearing to read "Kelly Dowe", written over a horizontal line.

Kelly Dowe, Director



CITY OF HOUSTON

Annise D. Parker

Mayor

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

Telephone – Dial 311
www.houstontx.gov

May 15, 2014

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

I am pleased to submit the proposed budget for the fiscal year which begins July 1, 2014, and ends June 30, 2015 (FY2015).

With tough choices and sensible, steady fiscal management, Houston emerged from the recession and is now the envy of the rest of the nation. The economy is booming and City government has prudently utilized the increased revenues that are a by-product of this economic growth to invest in Houston's future. We have restored services cut during the downturn, implemented a debt-free plan for rebuilding our streets and drainage and shored up finances at the City water and sewer system. Unfortunately, our ability to continue this approach is now threatened by revenue limitations approved by Houston voters in 2004. There is no impact expected for the FY2015 budget, but revenue growth is anticipated to exceed the cap in FY2016. With this in mind, we must begin to identify cost containment options and develop a plan that will allow the city to manage the revenue limitations while continuing to meet the City's growing needs. The only other alternative is a Charter amendment to address City funding needs. My administration will talk more about these options in the weeks to come.

FY2015 Budget Highlights

As has been the case for every previous year of my administration, this budget maintains the existing property tax rate of 63.875 cents per \$100 of taxable value. Property tax revenue is expected to increase nearly 9% in FY2015. Sales tax revenues are predicted to rise by 5.3% as the city continues to enjoy one of the hottest economies in the nation.

We will maintain the \$20 million Rainy Day Fund and an ending fund balance above the preferred 7.5% level (fund balance divided by operating expenditures before debt service).

The total budget expenditure, including the General, Special and Enterprise Funds, amounts to \$4.8 billion, which is 6.2% higher than the FY2014 estimates. Contributing to the increase is a 22% rise in our required contribution to employee pensions.

Pension payments in the taxpayer-supported General Fund will increase by \$45 million, which is 21 percent more than FY2014 estimates. The largest portion of this General Fund pension contribution increase is attributable to a \$28 million rise in the required payments for fire fighters.

I am drafting a plan that will begin reforming fire fighter pensions. This will not have any impact on our immediate budget situation, but it will have a long-term impact and provide a mechanism for achieving parity with our other pension systems for police officers and civilian employees. More details will be forthcoming in the weeks ahead.

The budget also includes funding for the contractually obligated three percent pay increases for classified police officers and civilian employees covered by the HOPE union. Fire fighters were awarded two percent raises in March as part of an interim contract that expires June 30, 2014. Negotiations are underway on a new three-year contract agreement with fire fighters that could provide for another pay increase for which funding would have to be found in the FY2015 budget.

Jobs and Sustainable Development

A goal for FY2015 is to speed up the approval process at the Houston Permitting Center, a task we've already begun. The faster we get businesses through the permitting process, the faster they are able to get their projects off the ground and put people to work. FY2015 will also include work on the new General Plan for Houston and continue strategic use of economic development agreements that help create jobs.

Our Hire Houston First program will continue to serve as a catalyst for promoting economic opportunity for local businesses and supporting local job creation. In just a little over two years, 1,400 companies have been designated, with more than 400 of those companies having won contracts, which accounts for more than half of the \$2.1 billion contracts awarded. And, as of January, contracts had been awarded to a total of 50 companies that had never received contracts before their Hire Houston First designation. These companies collectively employ nearly 20,000 employees right here in Houston.

Public Safety

Public safety continues to comprise the largest portion of the City's annual expenditures, accounting for about two thirds of the total General Fund budget. This budget includes funding to expand HPD's pilot police body camera project, hire more animal control staff at BARC and conduct a work demands analysis at the Houston Fire Department – a study that is integral to determining how best to allocate firefighting staff and apparatus to meet shifting service demands. Although FY2015 will be the first full fiscal year that the Houston Forensic Science Center has been totally independent of the Houston Police Department, the city is still responsible for providing operational funds. On an exciting note, the multi-year DNA backlog has been eliminated.

Infrastructure

In addition to continued progress for Rebuild Houston, this budget will include an additional \$10 million for pothole repairs and street overlays. Like all Houstonians, I am well aware that our roads need attention. We are reprogramming as many dollars into repair as possible. However, like the pension challenges, our infrastructure problems were years in the making. There are simply no quick or cheap fixes for deferred maintenance.

Also, the newly established Maintenance Renewal and Replacement Fund (MRR) will be increased \$5 million to continue a preventative maintenance approach for parks and other City facilities.

Quality of Life

We will complete expansion of single-stream recycling to all Houston households receiving solid waste services, begin work on the announced cultural and bike plans, and continue the Bayou Greenways Initiative and the effort to end chronic homelessness. To ensure we are able to meet the increased demand for civic celebrations, we are creating the Houston Civic Events Special Fund, which will be dedicated solely to community events.

Fiscal Responsibility

As I noted at the beginning of this letter, we have some fiscal challenges ahead. We must continue taking steps to alleviate our pension burden, reduce citywide spending and stabilize revenues.

Since taking this office, I have never shied away from the tough decisions and I am not about to do so now. The difficulties that lie ahead will challenge us to be creative and to put in place policies and practices that will allow the city to address, in a fiscally responsible manner, the growing need for services that are the result of being the best City in which to live, work and raise a family. I welcome the help of all Houstonians as we tackle this.

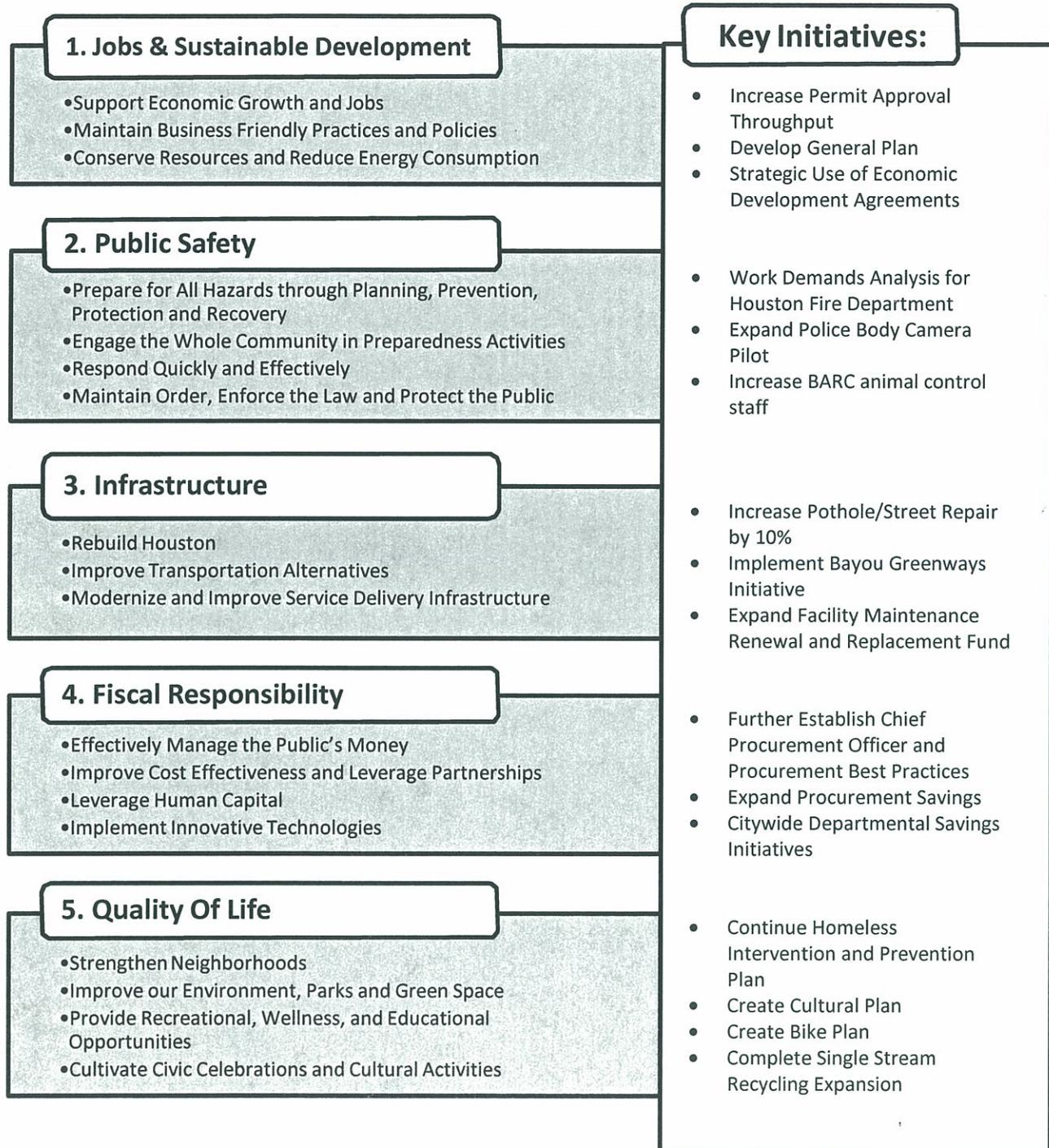
Sincerely,



Annise D. Parker
Mayor

Mayor's Priorities and Citywide Strategic Objectives

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

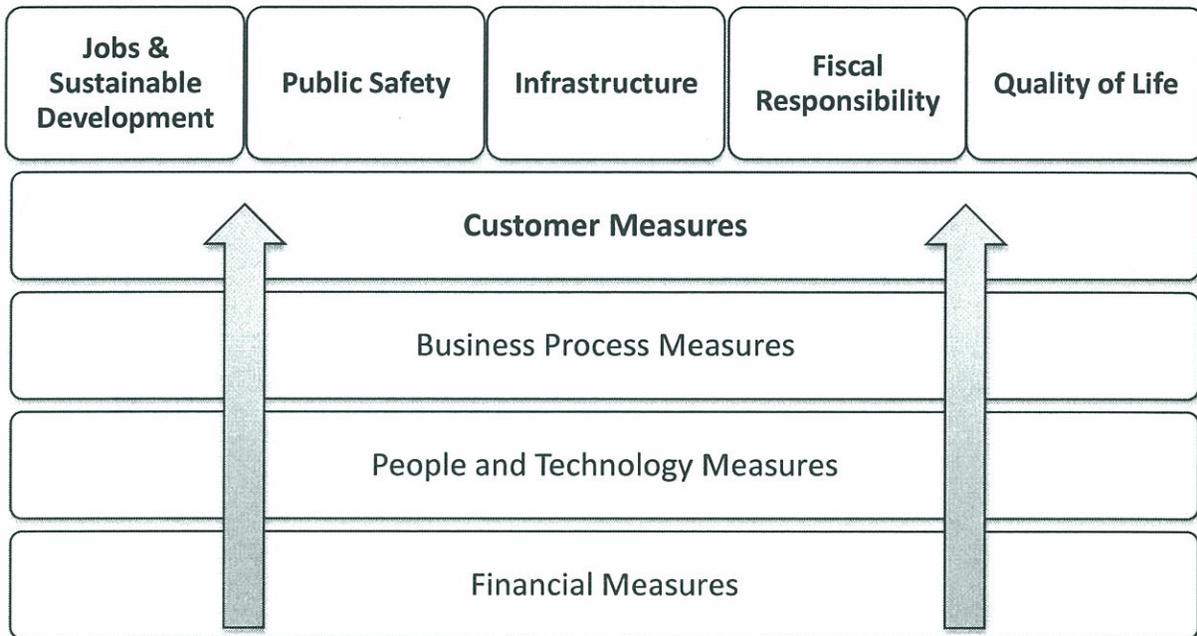


Citywide Performance Measures

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

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

A strategy map to illustrate is depicted below:



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

Citywide Performance Measures

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

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

Customer Measures	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
Jobs Attributable to City Economic Development	J	3,573	3,200	6,051	3,200
Average Job Applications per City Job Posting	J	N/A	150	150	150
911 Emergency Calls Answered within 10 Seconds	P	99.5%	90.0%	99.5%	90.0%
Police Priority 1 Calls Responded to within 5 Minutes	P	61.0%	N/A	65.5%	65.5%
Police UCR Part 1 Crimes per 100,000	P	6,214	6,088	6,078	6,118
EMS Response Time (Minutes)	P	7.1	7.1	7.1	7.1
Fire Response Time (Minutes)	P	7.3	7.4	7.4	7.4
311 Call Wait Time (Seconds)	I	78	90	72	90
311 Service Level Performance (% Meeting SLA)	I	88%	80%	85%	80%
Potholes Repaired Within 5 Days	I	77%	95%	85%	95%
BARC Live Release Rate	Q	49%	55%	52%	53%
Average Computer Wait Time at Libraries (Minutes)	Q	2.9	5.0	1.7	1.5
Solid Waste Recycling Units (% of Total Units Served)	Q	54%	57%	65%	75%
Solid Waste Recycling Rate (% of Total Tonnage)	Q	18%	16%	10%	15%

Business Process Measures	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
Commercial Plan Reviews Completed	J	18,508	19,500	16,356	23,400
Residential Plan Reviews Completed	J	7,758	8,000	8,074	14,600
Dangerous Buildings Demolished - City Enforcement	P	N/A	200	210	250
Food Facility Inspections Completed On Time	P	N/A	100%	100%	100%
Municipal Courts Caseload Disposition Rate	P	100%	100%	108%	100%
Parking Citations Issued	P	201,793	206,240	192,000	200,000
Water Repairs Completed	I	11,343	11,400	13,000	13,000
Water Gallons Delivered	I	447M	460M	463M	468M
Waste Water Gallons Treated	I	209M	239M	239M	239M
BARC Spay and Neuter Procedures Completed	Q	8,051	8,335	8,822	10,694
Library Total Circulation	Q	6.4M	3.8M	4.2M	4.2M
Parks Grounds Maintenance Cycle (Days)	Q	19.6	25.0	21.0	21.0

Mayor's Five Priorities:

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

Public Safety (P)
 Fiscal Responsibility (F)

Citywide Performance Measures

People and Technology Measures	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
Civilian Full-Time Equivalents (FTEs)	F	9,939.1	10,815.5	10,455.8	11,059.0
Classified Firefighter Full-Time Equivalents (FTEs)	F	3,768.1	3,741.1	3,775.2	3,876.2
Classified Police Full-Time Equivalents (FTEs)	F	5,214.3	5,249.2	5,244.4	5,270.0
Civilian Attrition Rate	F	10.2%	9.0%	10.5%	9.0%
Classified Firefighter Attrition Rate	F	4.0%	3.0%	3.5%	3.0%
Classified Police Attrition Rate	F	3.4%	3.0%	3.2%	3.0%
Civilian Average Annual Base Compensation	F	\$44,523	\$45,035	\$45,488	\$47,400
Civilian FTEs Per 1,000 Population	F	4.6	5.0	4.8	5.1
Classified Firefighters Per 1,000 Population	F	1.7	1.7	1.7	1.8
Classified Police Per 1,000 Population	F	2.4	2.4	2.4	2.4
Civilian Overtime Budget vs Actual Utilization	F	125%	98%	123%	98%
Classified Overtime Budget vs Actual Utilization	F	108%	98%	103%	98%
Civilian Personnel Budget vs Actual Utilization	F	85%	98%	98%	98%
Classified Personnel Budget vs Actual Utilization	F	100%	98%	100%	98%

Financial Measures	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
General Fund Balance % of Expenditures	F	11.9%	7.7%	10.8%	7.5%
General Fund Surplus or (Deficit)	F	\$45M	(\$56M)	(\$6M)	(\$45M)
Expenditures Budget vs Actual Utilization	F	111%	98%	99%	98%
Revenues Budget vs Actual Utilization	F	103%	100%	102%	100%
Expenditures Per Capita	F	\$1,673	\$1,860	\$1,836	\$1,945
Revenues Per Capita	F	\$1,655	\$1,777	\$1,806	\$1,881
MWSBE Contract Participation % - Construction	F	28.2%	34.0%	25.7%	34.0%
Pension Payments as % of Expenditures	F	6.6%	6.8%	6.9%	8.0%
Pension Payments Per Capita	F	\$111	\$127	\$127	\$155
General Obligation Debt as % of Appraised Value	F	1.7%	1.6%	1.7%	1.5%
Tax-Supported Per Capita Debt	F	\$1,554	\$1,510	\$1,549	\$1,481

Mayor's Five Priorities:

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

Public Safety (P)
 Fiscal Responsibility (F)

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



FISCAL YEAR 2015 BUDGET

**Table I
EXPENDITURE SUMMARY BY DEPARTMENT**

	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Public Safety				
Police Department				
General Fund	697,417,221	727,711,415	727,711,415	758,403,725
Special Revenue Fund(s)	25,066,410	51,768,559	48,840,572	50,652,365
Total Police Department	<u>722,483,631</u>	<u>779,479,974</u>	<u>776,551,987</u>	<u>809,056,090</u>
Fire Department				
General Fund	433,176,068	457,883,572	457,883,572	506,743,351
Houston Emergency Center				
General Fund	11,855,965	12,171,235	12,171,235	12,386,108
Special Revenue Fund(s)	22,384,494	25,415,232	25,415,232	26,017,193
Total Houston Emergency Center	<u>34,240,459</u>	<u>37,586,467</u>	<u>37,586,467</u>	<u>38,403,301</u>
Municipal Courts Department				
General Fund	22,185,308	25,210,070	25,210,070	28,076,066
Special Revenue Fund(s)	3,393,969	3,529,467	3,524,566	3,936,787
Total Municipal Courts Department	<u>25,579,277</u>	<u>28,739,537</u>	<u>28,734,636</u>	<u>32,012,853</u>
Total Public Safety	<u>1,215,479,435</u>	<u>1,303,689,550</u>	<u>1,300,756,662</u>	<u>1,386,215,595</u>
Development & Maintenance Services				
Public Works & Engineering				
General Fund	37,383,314	34,957,830	34,957,830	34,118,000
Special Revenue Fund(s)	270,996,106	340,428,140	332,682,315	358,000,100
Enterprise Fund(s)	1,231,497,126	1,454,415,200	1,385,719,650	1,416,623,000
Total Public Works & Engineering	<u>1,539,876,546</u>	<u>1,829,801,170</u>	<u>1,753,359,795</u>	<u>1,808,741,100</u>
Solid Waste Management				
General Fund	68,934,901	72,149,574	72,149,574	73,690,931
Special Revenue Fund(s)	1,313,898	2,692,445	2,692,445	2,597,963
Total Solid Waste Management	<u>70,248,799</u>	<u>74,842,019</u>	<u>74,842,019</u>	<u>76,288,894</u>
General Services				
General Fund	48,640,895	50,809,891	50,809,891	41,129,998
Special Revenue Fund(s)	0	0	0	12,761,542
Total General Services	<u>48,640,895</u>	<u>50,809,891</u>	<u>50,809,891</u>	<u>53,891,540</u>
Planning & Development				
General Fund	7,119,901	7,743,636	7,743,636	8,438,387
Special Revenue Fund(s)	79,619	560,000	246,703	313,297
Total Planning & Development	<u>7,199,520</u>	<u>8,303,636</u>	<u>7,990,339</u>	<u>8,751,684</u>
Total Development & Maintenance Services	<u>1,665,965,760</u>	<u>1,963,756,716</u>	<u>1,887,002,044</u>	<u>1,947,673,218</u>
Human & Cultural Services				
Department of Neighborhoods				
General Fund	10,090,082	11,433,033	11,433,033	12,159,949
Total Department of Neighborhoods	<u>10,090,082</u>	<u>11,433,033</u>	<u>11,433,033</u>	<u>12,159,949</u>
Housing & Community Development				
General Fund	2,482,665	1,348,277	1,348,277	667,189
Library				
General Fund	33,314,927	38,358,613	38,358,613	39,885,194
Special Revenue Fund(s)	496,717	709,571	627,017	803,027
Total Library	<u>33,811,644</u>	<u>39,068,184</u>	<u>38,985,630</u>	<u>40,688,221</u>
Parks and Recreation				
General Fund	64,097,930	66,530,346	66,530,346	70,360,722
Special Revenue Fund(s)	6,555,437	8,425,831	8,425,831	10,311,904
Total Parks and Recreation	<u>70,653,367</u>	<u>74,956,177</u>	<u>74,956,177</u>	<u>80,672,626</u>

FISCAL YEAR 2015 BUDGET

**Table I
EXPENDITURE SUMMARY BY DEPARTMENT**

	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Health and Human Services				
General Fund	43,955,538	53,418,886	53,268,499	57,012,222
Special Revenue Fund(s)	5,288,107	24,510,100	20,266,943	26,171,303
Total Health and Human Services	<u>49,243,645</u>	<u>77,928,986</u>	<u>73,535,442</u>	<u>83,183,525</u>
Convention & Entertainment				
Enterprise Fund(s)	87,351,971	95,129,263	95,129,263	101,538,144
Total Convention & Entertainment	<u>87,351,971</u>	<u>95,129,263</u>	<u>95,129,263</u>	<u>101,538,144</u>
Total Human & Cultural Services	<u>253,633,374</u>	<u>299,863,920</u>	<u>295,387,822</u>	<u>318,909,654</u>
Administrative Services				
Mayor's Office				
General Fund	6,124,571	7,159,469	7,159,469	7,691,624
Special Revenue Fund(s)	3,808,882	6,640,407	6,640,407	6,507,941
Total Mayor's Office	<u>9,933,453</u>	<u>13,799,876</u>	<u>13,799,876</u>	<u>14,199,565</u>
Office of Business Opportunity				
General Fund	2,253,950	2,637,852	2,637,852	2,869,855
Special Revenue Fund(s)	498,190	1,511,259	1,511,259	1,310,577
City Council				
General Fund	6,011,861	6,681,674	6,681,674	11,958,208
City Controller				
General Fund	7,552,807	8,397,862	8,397,862	8,633,941
Finance Department				
General Fund	10,266,779	19,189,910	19,189,910	19,399,079
Special Revenue Fund(s)	280,837	2,512,937	702,312	0
Administration and Regulatory Affairs				
General Fund	27,745,670	25,910,797	25,910,797	29,588,580
Special Revenue Fund(s)	26,770,781	29,798,055	28,348,440	32,216,064
Total Administration and Regulatory Affairs	<u>54,516,451</u>	<u>55,708,852</u>	<u>54,259,237</u>	<u>61,804,644</u>
Houston Information Technology Services				
General Fund	18,393,745	21,650,402	21,650,402	24,040,382
Total Houston Information Technology Services	<u>18,393,745</u>	<u>21,650,402</u>	<u>21,650,402</u>	<u>24,040,382</u>
City Secretary				
General Fund	774,734	861,580	861,580	904,944
Human Resources				
General Fund	3,466,550	3,558,787	3,558,787	3,599,787
Legal				
General Fund	13,778,810	15,468,223	15,468,223	16,492,110
Total Administrative Services	<u>127,728,167</u>	<u>151,979,214</u>	<u>148,718,974</u>	<u>165,213,092</u>
Other				
Houston Airport System				
Enterprise Fund(s)	440,284,899	460,601,855	460,601,855	482,693,529
General Debt Service				
General Fund	240,203,000	243,813,000	243,813,000	273,000,000
General Government				
General Fund	128,425,345	177,431,332	170,431,332	218,119,856
Total Other	<u>808,913,244</u>	<u>881,846,187</u>	<u>874,846,187</u>	<u>973,813,385</u>
Grand Total Expenditures	<u>4,071,719,980</u>	<u>4,601,135,587</u>	<u>4,506,711,689</u>	<u>4,791,824,944</u>

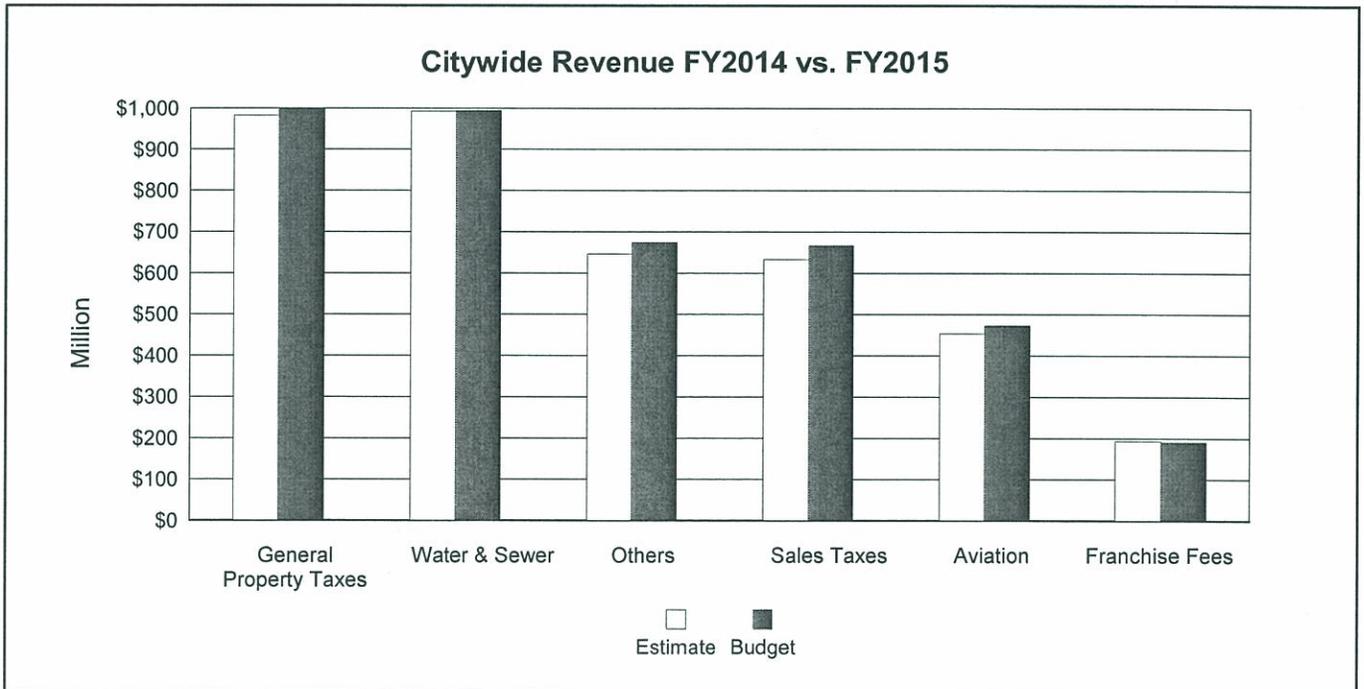
Totals include General, Special and Enterprise Funds. Totals do not include Service Chargeback and Internal Service Funds.

**TABLE II
CITYWIDE REVENUE SUMMARY**

Listed below are the resources for all City funds by category. All City funds include General, Special, and Enterprise excluding interfund transfers. The largest revenue source for the City is general property taxes, which are projected to increase by approximately 8.66%. The second largest source of revenues is collection from the City's Combined Utility System for water and sewer charges, which are projected to increase by approximately 0.20%. Together these two sources account for approximately 50.71% of all City revenues.

CITYWIDE REVENUE BY CATEGORY (\$ in Million)						
Revenue Category	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget	FY2015 vs. FY2014	% of Total
General Property Taxes	910	945	982	1,067	8.66%	26.25%
Water & Sewer	938	992	992	994	0.20%	24.46%
Sales Taxes	600	630	633	667	5.37%	16.41%
Aviation	432	454	454	473	4.19%	11.64%
Charges for Services	192	202	201	220	9.45%	5.41%
Franchise Fees	201	195	193	190	-1.55%	4.68%
Licenses and Permits	100	95	109	109	0.00%	2.68%
Other Tax	86	95	99	105	6.06%	2.58%
Intergovernmental	68	93	90	95	5.56%	2.34%
Other	(49)	54	70	64	-8.57%	1.57%
Fines and Forfeits	51	55	50	50	0.00%	1.23%
Industrial Assessment	30	15	15	15	0.00%	0.36%
Interest Income	18	16	15	15	0.00%	0.37%
Total Revenue	3,577	3,841	3,903	4,064	4.13%	100.00%

Total may reflect slight variances due to rounding.

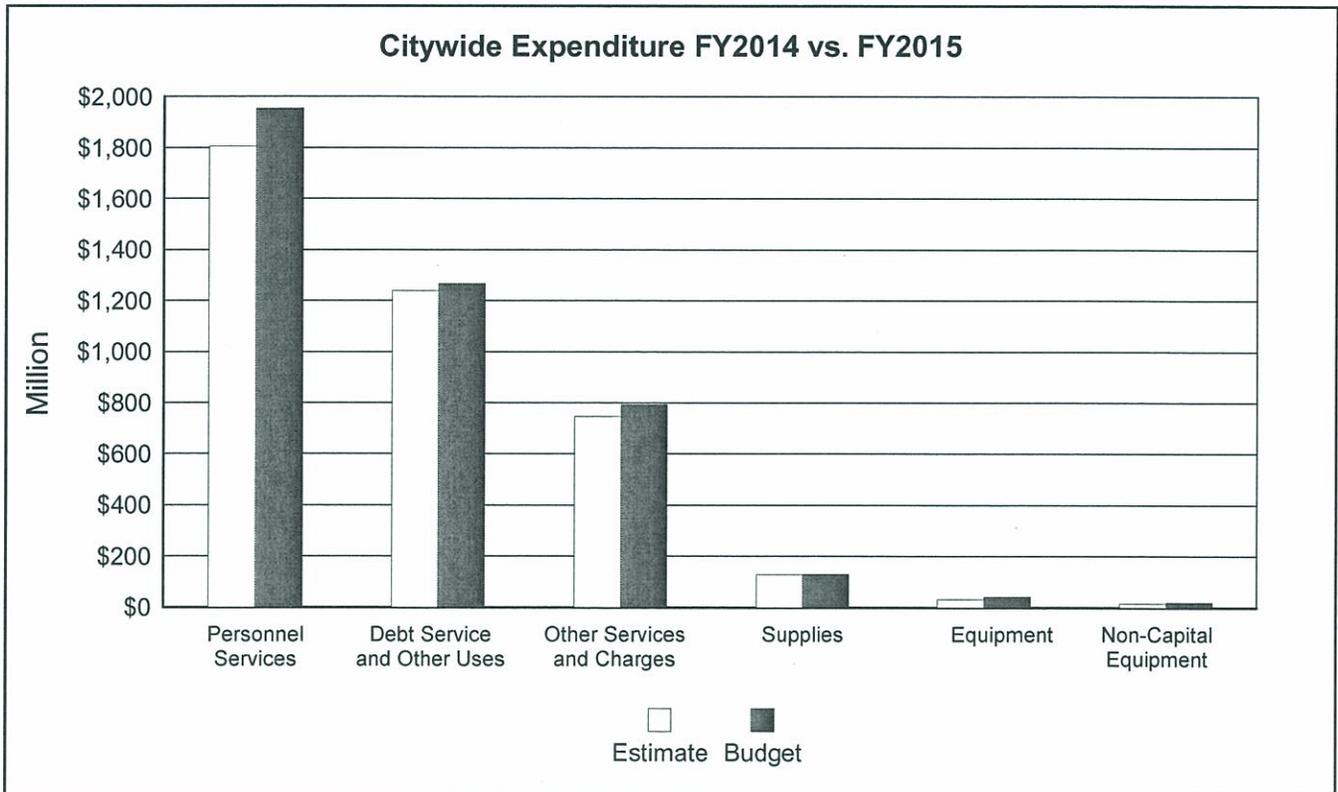


**TABLE III
CITYWIDE EXPENDITURE SUMMARY**

Listed below are the expenditures for all City funds by category. All City funds include General, Special, and Enterprise excluding interfund transfers between those funds. Totals do not include Service Chargeback and Internal Service Funds. Personnel services, accounting for less than 50%, is the largest expenditure category projected at 46.49%. The second largest City expenditure is on payment of principal and interest on long-term debt, which is 30.14% of total expenditures. Together these two categories account for approximately 76.63% of all City expenditures.

CITYWIDE EXPENDITURES BY CATEGORY (\$ in Million)						
Expenditure Category	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget	FY2015 vs. FY2014	% of Total
Personnel Services	1,698	1,828	1,806	1,953	8.14%	46.49%
Debt Service and Other Uses	1,095	1,239	1,238	1,266	2.26%	30.14%
Other Services and Charges	658	760	747	792	6.02%	18.85%
Supplies	112	130	128	129	0.78%	3.07%
Equipment	40	44	32	42	31.25%	1.00%
Non-Capital Equipment	11	18	15	19	26.67%	0.46%
Total Expenditure	3,614	4,019	3,966	4,201	5.93%	100.00%

Total may reflect slight variances due to rounding.



FISCAL YEAR 2015 BUDGET

**TABLE IV
CITYWIDE PERSONNEL SUMMARY**

Fund/Business Area	Full-Time Equivalents (FTEs)				Overtime FTEs		
	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget	FY2013 Actual	FY2014 Current Budget	FY2015 Budget
GENERAL FUND							
Public Safety							
Fire/Civilian	117.0	127.0	118.7	115.6	0.4	0.5	0.5
Fire/Classified	3,768.1	3,741.1	3,775.2	3,876.2	258.6	288.6	286.0
Fire/Cadets	26.7	143.0	135.1	177.8	0.0	0.0	0.0
Municipal Courts Department	268.6	293.3	290.4	300.6	0.2	0.1	0.0
Police/Civilian	1,160.0	1,127.8	1,141.3	1,158.9	32.2	25.0	28.8
Police/Classified	5,196.1	5,172.0	5,168.2	5,194.0	100.3	95.6	101.0
Police/Cadets	120.7	102.9	88.5	112.5	0.0	0.0	0.0
Total Public Safety	10,657.2	10,707.1	10,717.4	10,935.6	391.7	409.8	416.3
Development & Maintenance Services							
General Services	187.3	196.1	191.3	137.6	6.3	6.0	3.1
Planning & Development	75.2	77.8	74.7	78.8	0.0	0.0	0.0
Public Works and Engineering	14.6	15.0	13.5	15.0	0.1	0.1	0.1
Solid Waste Management	442.1	439.1	439.1	438.6	28.9	26.0	31.6
Total Development & Maintenance Services	719.2	728.0	718.6	670.0	35.3	32.1	34.8
Human & Cultural Services							
Health & Human Services	466.6	484.2	469.2	470.8	4.1	2.4	2.6
Housing & Community Development	2.0	2.0	2.0	2.0	0.0	0.0	0.0
Library	405.2	484.7	486.9	485.9	0.0	0.6	0.0
Neighborhoods	103.3	110.7	106.1	115.0	1.1	2.4	1.8
Parks & Recreation	635.4	710.8	710.8	711.3	9.0	2.5	2.5
Total Human & Cultural Services	1,612.5	1,792.4	1,775.0	1,785.0	14.2	7.9	6.9
Administrative Services							
Administration and Regulatory Affairs	239.6	207.4	202.3	204.6	0.7	1.1	0.7
City Controller	64.9	65.6	65.6	64.5	0.0	0.0	0.0
City Council	77.7	83.2	83.2	87.5	0.0	0.0	0.0
City Secretary	10.7	12.4	12.4	12.0	0.0	0.0	0.0
Finance Department	60.4	117.4	115.0	118.7	0.0	0.0	0.0
Human Resources	34.4	33.0	30.3	35.0	0.0	0.0	0.0
Houston Information Technology Services	142.2	156.0	161.0	173.2	2.1	1.1	2.4
Legal	116.4	125.6	125.6	127.5	0.0	0.0	0.0
Mayor's Office	55.8	53.8	53.8	48.9	0.5	0.5	0.0
Office of Business Opportunity	25.1	25.0	25.0	30.0	0.0	0.0	0.0
Total Administrative Services	827.2	879.4	874.2	901.9	3.3	2.7	3.1
Total General Fund	13,816.1	14,106.9	14,085.2	14,292.5	444.5	452.5	461.1

FISCAL YEAR 2015 BUDGET

**TABLE IV
CITYWIDE PERSONNEL SUMMARY**

Fund/Business Area	Full-Time Equivalents (FTEs)				Overtime FTEs		
	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget	FY2013 Actual	FY2014 Current Budget	FY2015 Budget
ENTERPRISE FUNDS							
Aviation	1,279.5	1,405.0	1,297.5	1,404.5	60.0	45.0	61.2
PW&E - Public Utilities-Water & Sewer	2,084.2	2,261.4	2,108.3	2,259.3	158.1	135.4	128.6
Total Enterprise Funds	3,363.7	3,666.4	3,405.8	3,663.8	218.1	180.4	189.8
SPECIAL REVENUE FUNDS							
ARA - BARC Special Revenue	88.8	94.1	85.2	110.1	0.1	0.0	0.1
ARA - Parking Management	64.9	75.0	70.1	75.0	0.7	0.9	0.7
GSD - Maintenance Renewal and Replacement	0.0	0.0	0.0	74.8	0.0	0.0	3.8
HLT - Swimming Pool Safety	11.6	10.6	9.6	14.1	0.1	0.0	0.1
HLT - Health Special Revenue	8.7	15.0	12.6	14.1	0.0	0.0	0.0
HLT - Essential Public Health Services Fund	0.1	108.2	121.6	142.5	0.0	0.0	0.0
HLT - Special Waste	20.4	32.4	35.1	37.1	0.4	0.0	0.7
Houston Emergency Center	228.5	238.3	238.3	239.0	14.0	10.8	9.6
Library - Digital Houston	1.6	5.0	4.0	5.0	0.0	0.0	0.0
Mayor's Office - Cable Television	14.7	17.5	17.5	17.0	0.0	0.1	0.2
Mayor's Office - Houston Civic Events	0.0	0.0	0.0	15.7	0.0	0.0	0.5
Municipal Courts Juvenile Case Manager Fee	17.0	20.0	18.5	24.0	0.0	0.0	0.0
Municipal Courts Security Fund	18.0	0.0	0.0	0.0	0.0	0.0	0.0
OBO - Contractors Responsibility Fund	2.0	2.0	2.0	2.0	0.0	0.0	0.0
PRD - Maintenance Renewal and Replacement	0.0	0.0	0.0	17.0	0.0	0.0	0.0
PRD - Parks Golf Special	75.5	80.5	80.5	81.5	3.9	4.4	4.5
PRD - Parks Special Revenue	12.6	10.5	10.5	11.0	0.0	0.0	0.0
Police - Asset Forfeiture/Civilians	0.0	0.0	0.0	0.0	0.2	0.0	0.0
Police - Asset Forfeiture/Classified	0.0	0.0	0.0	0.0	36.0	29.1	29.5
Police - Auto Dealers/Civilians	7.0	8.0	7.0	8.0	0.6	0.5	0.8
Police - Auto Dealers/Classified	17.4	23.0	22.0	23.0	2.7	4.3	4.1
Police - Forensic Transition Special/Civilians	0.0	81.0	81.0	92.0	0.0	1.1	1.1
Police - Forensic Transition Special/Classified	0.0	54.2	54.2	53.0	0.0	2.6	1.9
Police - Special Services/Civilians	5.6	3.0	3.0	5.0	0.8	0.0	0.0
Police - Special Services/Classified	0.8	0.0	0.0	0.0	69.0	72.9	80.8
PW & E - Building Inspection	477.4	527.1	501.0	583.8	21.0	22.8	22.3
PW & E - Dedicated Drainage & Street Renewal	452.3	488.8	467.2	518.8	40.6	30.2	30.0
PW & E - Houston TranStar	6.6	8.0	8.0	8.0	0.0	0.0	0.0
PW & E - Stormwater Utility	354.7	373.2	356.1	364.9	32.5	24.9	23.7
Solid Waste - Recycling Expansion Program	2.9	3.0	3.0	2.0	0.0	0.0	0.0
Total Special Revenue Funds	1,889.1	2,278.4	2,208.0	2,538.4	222.6	204.6	214.4
Total General, Enterprise and Special Funds	19,068.9	20,051.7	19,699.0	20,494.7	885.2	837.5	865.3

FISCAL YEAR 2015 BUDGET

**TABLE IV
CITYWIDE PERSONNEL SUMMARY**

Fund/Business Area	Full-Time Equivalents (FTEs)				Overtime FTEs		
	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget	FY2013 Actual	FY2014 Current Budget	FY2015 Budget
INTERNAL SVC./SERVICE CHARGEBACK							
Human Resources - Health Benefits	45.4	49.8	51.0	54.4	0.6	0.1	0.0
General Services - Central Svc Revolving	3.9	4.0	4.0	0.0	0.0	1.0	0.0
Finance - Central Svc Revolving	6.4	16.0	12.4	38.0	0.0	0.0	0.0
Human Resources - Central Svc Revolving	124.8	150.0	141.2	151.0	0.0	0.1	0.0
HITS - Central Svc Revolving	29.0	58.5	58.5	55.7	0.0	0.0	0.0
Planning & Development - Central Svc Revolving	11.9	9.5	9.5	11.5	0.0	0.0	0.0
General Services - In-House Renovation	30.0	30.0	29.5	30.0	0.0	0.3	0.1
Finance - Fleet Management	1.8	11.5	10.3	14.5	0.1	0.1	0.0
FMD - Fleet Management	257.6	340.9	328.0	375.0	10.1	10.1	7.7
PW & E - Fleet Management	78.1	46.5	42.5	0.0	6.0	0.7	0.0
PW & E - Project Cost Recovery	302.4	330.0	312.1	335.0	4.2	5.4	6.0
General Services - Project Cost Recovery	25.0	24.0	32.8	38.0	0.1	0.0	0.1
HITS - Project Cost Recovery	16.5	27.0	19.0	0.0	0.1	0.0	0.0
ARA - Property and Casualty	5.0	5.0	5.0	5.0	0.0	0.0	0.0
Legal - Property and Casualty	44.8	52.4	52.0	54.5	0.0	0.0	0.0
Human Resources - Workers' Compensation	30.0	34.8	30.2	34.1	0.0	0.0	0.0
Legal - Workers' Compensation	2.7	3.0	2.0	2.0	0.0	0.0	0.0
Total Internal Svc./Service Chargeback	1,015.3	1,192.9	1,140.0	1,198.7	21.2	17.8	13.9
Total FTEs	20,084.2	21,244.6	20,839.0	21,693.4	906.4	855.3	879.2

SUPPLEMENTARY INFORMATION

Guide to Reading the FY2015 Budget Document	I - 2
Authority.....	I - 6
Brief Description of the Funds Used in Budget Process.....	I - 7
Significant Financial and Budgetary Policies	I - 14
Operating Budget Process.....	I - 21
Demographic/Economic Summary of the City.....	I - 25

GUIDE TO READING THE OPERATING BUDGET

This section explains the format and contents of the FY2015 Budget document. The major sections of the budget are described below.

THE MAYOR'S BUDGET MESSAGE

The Mayor's budget message to the City Council outlines the priorities upon which the FY2015 Budget was prepared. Service highlights and significant changes are discussed.

SUPPLEMENTARY INFORMATION

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

GENERAL FUND

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

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

PUBLIC SAFETY AND JUSTICE

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

DEVELOPMENT AND MAINTENANCE SERVICES

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

HUMAN AND CULTURAL SERVICES

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

ADMINISTRATIVE SERVICES

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

GENERAL GOVERNMENT

GENERAL FUND DEBT SERVICE

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

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

- o Department/Budget Summary

This form includes summaries of expenditures, revenues, and staffing levels for the FY2013 Actual, FY2014 Budget, FY2014 Estimate, FY2015 Budget and FY2015 highlights of services or new programs. The FY2014 Estimate (FY2014 Projected) is based on the March 2014 Monthly Financial Report (MoFR) for General, Enterprise, Special Revenue, and Internal Service Funds.

- o Programs by Department

This form summarizes departmental program objectives, expenditures, staffing levels, and performance measures for the FY2013 Actual, FY2014 Estimate, and FY2015 Budget.

- o Personnel Summary

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

- o Department Expenditure Line Item Detail

This form provides departmental expenditure information by line item for the FY2013 Actual, FY2014 Budget, FY2014 Estimate, and FY2015 Budget.

- o Department Revenue Summary

This form provides departmental revenue information by revenue source for the FY2014 Budget, FY2014 Estimate and FY2015 Budget.

ENTERPRISE FUNDS

The City of Houston has three Enterprise Fund operations: Aviation, Convention and Entertainment Facilities and the Combined Utility System. These funds have the same budget presentation as described for General Fund departments, with the exception of the Fund Summary that follows the departmental narrative. Aviation's Airport Capital Outlay Fund and Combined Utility System's Water and Sewer System Operating Fund are separate funds for the purchase of capital outlay items. The Combined Utility System Water and Sewer Operating Fund pays the debt service, in addition to making operating transfers to the Combined Utility System General Purpose Fund. This fund is used for capital outlays, discretionary payments, transfers to Storm Water, and other permissible activities. In general, the Fund Summary includes the following items for the FY2014 Budget, the FY2014 Estimate, and the FY2015 Budget:

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

SPECIAL REVENUE FUNDS

Special Revenue Funds are established to account for the proceeds of specific revenue sources, which are restricted to expenditures for specified purposes. In FY2015, the Special Revenue Funds include the following:

- Asset Forfeiture
- Auto Dealers
- BARC
- Building Inspection
- Cable Television
- Child Safety
- Contractor Responsibility Fund
- Dedicated Drainage and Street Renewal Fund (DDSRF)
- Digital Automated Red Light Enforcement Program
- Digital Houston
- Essential Public Health Services Fund
- Forensic Transition Special Fund
- Health Special Revenue Fund
- Historic Preservation Fund
- Houston Civic Events Fund
- Houston Emergency Center
- Houston TranStar Center
- Juvenile Case Manager Fund
- Laboratory Operations and Maintenance Fund
- Maintenance Renewal and Replacement Fund
- Municipal Courts Building Security
- Municipal Courts Technology Fee
- Parking Management
- Parks and Recreation Special Revenue
- Parks Golf Special Fund
- Police Special Services
- Recycling Expansion Program
- Special Waste Fund
- Storm Water
- Supplemental Environmental Protection
- Swimming Pool Safety Fund

INTERNAL SERVICE FUNDS

Internal Service Funds are established for the purpose of providing services to City departments on a cost-reimbursement basis. Services provided by personnel in this fund type are charged to the department receiving the services. The Internal Service Funds section includes the following operations in FY2015:

- o Health Benefits
- o Long-Term Disability

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

CAPITAL AND EQUIPMENT

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

SERVICE CHARGEBACK FUNDS

Service Chargeback Funds, previously known as Revolving Funds, are also established to provide services on a cost-reimbursement basis and as an administrative convenience. In these funds, supplies and services are delivered or acquired on behalf of a department, which is charged back for its portion of the expense. Unlike Internal Service Funds, Service Chargeback Funds have a zero balance at year end – the revenues received by these funds from the departments they provide services to are equal to the amount of these funds' expenditures. For example, the Central Services Revolving Fund pays the electrical bills for departments and is then reimbursed. This procedure also allows for the accurate allocation of costs by departments and funds that use the modified accrual basis of accounting. These funds are sub-funds of the General Fund. The format for the Service Chargeback Funds is identical to the Enterprise Funds.

The Service Chargeback Funds section includes the following operations in FY2015:

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

DEBT SERVICE FUNDS

This section consists of a narrative explaining the purpose of these funds, highlights of the FY2015 Budget, the reserve policy, and Fund Summary tables. In addition, this section includes the Annual Financing Plan (AFP), which outlines the proposed schedule for various debt issuances in the upcoming fiscal year.

APPENDICES

This section includes the glossary, which defines key budget terms and expenditure line item details for the General Fund, and citywide funds, including Enterprise and Special Revenue Funds. These include line item details for the FY2013 Actual, the FY2014 Budget, the FY2014 Estimate, and the FY2015 Budget.

Schedules for revenue supported debt service are included in the appendices. Also included is a summary of Non-Major Special Revenue Funds as well as a summary of the FY2015 City Council actions and FY2015 Budget Ordinance. A departmental cross reference is included in the appendices. This is an alphabetical listing by department, of all funds and where they are located in the FY2015 Operating Budget, by section, and page number.

AUTHORITY

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

- o The Mayor submits the Operating Budget and the Capital Improvement Plan (CIP) to the City Council for approval. The Operating Budget and Capital Improvement Plan include the following features:
 - Revenues, expenditures, and fund balances for FY2013 Actual; FY2014 Estimate; and the proposed budget for FY2015,
 - All City funds over which the City Council has discretionary approval authority,
 - Proposed estimates for the tax rate and the water and sewer rate for the upcoming fiscal year,
 - All projects for which appropriations will be made in the subsequent fiscal year, and
 - All outstanding obligations and indebtedness of the City.
- o The City Council then reviews the Operating Budget and Capital Improvement Plan under the following actions:
 - Calls, publicizes, and conducts public hearings on the Operating Budget and CIP,
 - Proposes and approves recommended changes to the Operating Budget and CIP, and
 - Considers a separate ordinance, which approves the Operating Budget, a motion which adopts the Capital Improvement Plan, and an ordinance which appropriates funds for approved budgetary purposes and projects.
- o After the City Controller certifies that funds are available for all appropriations, the Council is presented with an appropriation ordinance.

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

BRIEF DESCRIPTION OF THE FUNDS USED IN BUDGET PROCESS

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

Governmental Funds

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

Enterprise Funds

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

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

- o Aviation Department
- o Combined Utility System
- o Convention and Entertainment Facilities

Special Revenue Funds

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

- o The Asset Forfeiture Fund. This fund is administered by the Houston Police Department (HPD). The City receives forfeited funds resulting from HPD's role in drug-related seizures. This fund provides resources beyond HPD's General Fund budget for crime enforcement. Specifically, this fund is used to address the drug problem in a manner consistent with the department's Comprehensive Narcotics Plan.
- o Auto Dealers' Special Revenue Fund. This fund is budgeted to collect the license fees paid by tow truck drivers and various automotive sales, repair, storage and salvage dealers to finance a portion of the Police Department's enforcement efforts regarding privately owned storage lots. This fund is also administered by the Police Department.
- o BARC Special Revenue Fund. BARC (Bureau of Animal Regulation and Care) is authorized to receive funds from any source for the purpose of supporting the maintenance and operation of the City's animal shelter facilities and programs. This fund is administered by the Administration and Regulatory Affairs Department.
- o The Building Inspection Special Fund. This fund includes all construction and building permit revenues and expenditures for inspections and permitting activities. Outdoor sign license fees are received in this fund for enforcement of the City's sign ordinance. This fund is administered by the Public Works and Engineering (PWE) Department.

- o Cable Television Special Fund. This fund, under certain cable television franchise agreements with the City, receives contributions on a subscriber basis. This fund is used for public access cable television programming and related costs. The Mayor's Office is responsible for administering this fund.
- o The Child Safety Fund. This fund is used to account for monies received for public, parochial and private school crossing guard programs. Revenues to the fund come from an assessment of Municipal Court fees on non-criminal municipal violations and a portion of each vehicle registration authorized by Harris County. The Houston Police Department administers this fund.
- o Contractor Responsibility Fund. This fund is managed by the Office of Business Opportunity (OBO) and governed by Executive Order 1-7. Funds are collected through the implementation of the Pay or Play Program, which is administered by OBO. The revenue collected in the Contractor Responsibility Fund is used to offset the cost of uninsured citizens in the Houston and Harris County area.
- o Dedicated Drainage and Street Renewal Fund (DDSRF). The fund was established in FY2012. The DDSRF provides a dedicated, pay-as-you-go fund for enhancement, improvement and ongoing renewal of Houston's drainage and streets, as well as traffic control operations.
- o Digital Automated Red Light Enforcement Program. This fund tracks the financial and accounting balances from all penalties and fees collected and all costs associated with the operation and enforcement of the photographic traffic monitoring system. While no new tickets will be issued, this fund remains open while the City collects outstanding penalties and fees and pays the fund's expenses. This fund is administered by the Finance Department.
- o Digital Houston Fund. This fund is used by the City of Houston to build a citywide wireless broadband Wi-Fi mesh network that will provide affordable high-speed internet access for residents and visitors to Houston; thus creating a digital future for Houstonians through a digital literacy effort in support of achieving Houston's educational workforce and educational goals. This fund is administered by the Library Department.
- o Essential Public Health Services Fund. This fund was created for the purpose of offsetting costs associated with the administration of Medicaid Transformation Waiver projects and to perform other essential public health services as defined by Chapter 121 of the Texas Health and Safety Code. This fund is administered by the Health and Human Services Department.
- o Forensic Transition Special Fund. This fund was created for the transition of forensic services from the Houston Police Department to the independent Houston Forensic Science Local Government Corporation (LGC). Forensic examination covers multiple scientific disciplines to include: Biology/Serology, Controlled Substances, Firearms, Toxicology, Computer Forensics, Crime Scene Unit, Audio – Video and Latent Prints.
- o Health Special Revenue Fund. This fund includes several programs that are supported by ordinances including ambulance permit, consumer-food and drug, vital statistics, international travel immunizations, Geriatric Dental Program and specific public health purposes. Ambulance permit fees collected are allocated to fund for inspection of ambulances and permitting of ambulance operators. Electronic monitoring system fees are collected from the requests of medallions for the operation of mobile food units, other than restricted operations mobile food units, licensed part vending units, or fixed location mobile food units as stated for the provision in the city fee schedule for the maintenance, operations and utilization of the electronic monitoring system. Vital statistics for certified copies of records, searches and amendment fees are expended for purpose of the preservation of vital statistics records maintained by the registrar. International travel immunization fees for each vaccination that is administered including any certificate provided shall be an amount equal to the city's cost of purchases of the vaccine plus \$20 to cover the associated costs for providing the service and administering the vaccine. All revenue generated from the Geriatric Dental Program is directed to be used to defray the costs associated with the administration and operation of the program. This fund is administered by the Health and Human Services Department.

- o Historic Preservation Fund. This fund is administered by the Planning and Development Department, which was established in FY2010 to utilize funds set aside from the sale of historic fire stations by the City in FY2009. This fund is used to promote historic preservation programs. It utilizes City funds as seed money to encourage private investment, attract grant funds, and support educational programs that will further preservation efforts in Houston.
- o Houston Civic Events Fund. This fund is administered by the Mayor's Office. This fund was created to promote consistent quality, family-oriented entertainment to Houston citizens and visitors. It is used to enhance the image of the City and highlight Houston's diverse culture. In addition to event production, the Mayor's Office of Special Events processes requests for special events, parade and street function permits, evaluates event co-sponsorship on city property, and provides production assistance for sponsored, co-sponsored, or fee-paid events.
- o Houston Emergency Center Fund. This fund consolidates the City's four separate emergency services (Police, Fire/EMS computer Aided Dispatch System, Radio System and Records Management Systems) into one state of the art facility. This fund is administered by the Houston Emergency Center.
- o Houston TranStar Center Fund. This fund was established for the planning, design, operation and maintenance of transportation and emergency management operations within the greater Houston area. Funding is derived from revenue received from member agencies and is prorated based on occupancy and use of center facilities. This fund is administered by the Public Works and Engineering (PWE) Department.
- o Juvenile Case Manager Fund. This fund was established FY2009 and is administered by the Municipal Courts Department. This fund includes expenditures for the salary, benefits, and operational costs related to the Juvenile Case Manager staff. Revenue is generated by the collection of a court fee for each paid conviction as allowed by State law. The mission of the Juvenile Case Manager Fee Fund is to partner with school districts within the City of Houston in an effort to increase school attendance and reduce truancy through early identification, assessment and prevention services, to enhance the accountability of students and families, and to limit a juvenile's exposure to the criminal justice system.
- o Laboratory Operations and Maintenance Fund. This fund is solely designated for laboratory operations and maintenance for the retention of all revenue from laboratory fees. It pertains to Ordinance Amending Chapter 21 of the Code of Ordinance relating to laboratory fee. This fund is administered by the Health and Human Services Department.
- o Maintenance Renewal and Replacement Fund. This fund is to provide funds needed to maintain and replace systems in buildings and assets as well as to protect the City of Houston's (City) investments. This fund recognizes the shared responsibility of the City and its departments to maintain, upgrade, or replace building systems as they approach the end of their life cycle. This fund also addresses development and maintenance of the physical infrastructure of these facilities. This fund is administered, in partnership, by General Services and Houston Parks and Recreation departments.
- o Municipal Courts Building Security Fund. This fund was established in FY1997 and is administered by the Municipal Courts Department. This fund includes all security related contractual expenditures and additional security enhancements for the courts. Revenue is generated by the collection of a court fee for each paid conviction as allowed by State law. The mission of the Municipal Court Building Security Fund is to protect the health and welfare of civilians and employees by ensuring that adequate equipment, procedures, and personnel are present at all court facilities.

- o Municipal Courts Technology Fee Fund. This fund was established in FY2001 and is administered by the Municipal Courts Department. This fund includes expenditures for hardware/software maintenance and support, and debt repayment for the court's current case management system (ICMS). The final debt service payment is planned for FY2014. Revenue is generated by the collection of a court fee for each paid conviction as allowed by State law. The purpose of the fund is to finance technological enhancements for the Municipal Courts and maintain systems to operate in an efficient manner.
- o Parking Management Fund. This fund is responsible for managing and providing on-street parking alternatives to the citizens in the Greater Houston area. This fund is administered by the Administration and Regulatory Affairs Department.
- o Parks Golf Special Revenue Fund. This fund was created to receive all City revenues derived from all City-owned golf facilities, whether operated by the City or private entities, including all related concessions fees, to be used exclusively for the maintenance, operating and improvements of any or all such golf courses.
- o Parks Special Revenue Fund. This fund is used to account for revenues and certain expenditures related to operations of the City's municipal golf courses and youth programs. This fund is administered by the Parks and Recreation Department.
- o Police Special Service Fund. This fund is used to account for activities that are not covered under the General Fund Budget. The activities include joint police operations, security and traffic control, undercover support services and use of HPD facilities. The Houston Police Department administers this fund.
- o Recycling Expansion Program Fund. This fund was created to allocate dedicated funds to be used for the expansion and implementation of the City's Recycling Programs. Efforts include citywide tree waste recycling, additional neighborhood depository sites, curbside recycling and increased education and outreach. These efforts allow the City to improve its current landfill diversion rate. This fund is administered by the Solid Waste Management Department.
- o Special Waste Fund. The purpose of this fund is to prevent the infiltration of fats, oils, and grease into the sanitary sewer, and to assure that the City's infrastructure and the health of the citizens are protected. All fees collected are expended only for the costs of permitting, inspecting, monitoring, controlling, educating and enforcing any violation pertaining to the management and disposal of city-regulated waste. This fund is administered by the Health and Human Services Department.
- o Storm Water Fund. This fund receives revenue from the Combined Utility System Fund and Dedicated Drainage and Street Renewal Fund. Funds are transferred to this fund to support storm water drainage operation and maintenance activities. The core purpose is to provide the best level of maintenance to the storm water infrastructure with the resources provided and to maintain flow of storm water free of debris and foreign objects that cause flooding.
- o Supplemental Environmental Protection Fund. This fund is used for the advancement of the goals of clean air and water and to enhance the community environment impacted by criminal environmental violators. This fund is administered by the Police Department.
- o Swimming Pool Safety Fund. This fund receives proceeds from enforcing municipal, state and federal pool and spa safety standards. State and federal pool and safety standards apply to all pools and spas serving more than two dwellings; in accordance with the requirements, operators of pool and spas at apartment or condominium projects are required to obtain permits and to comply with the standards. The fees collected in pursuant of swimming pool and spa safety are used for the purposes of activities related to permitting, inspecting, monitoring, abating, controlling, educating and enforcement of municipal, state and federal standards. This fund is administered by the Health and Human Services Department.

Internal Service Funds

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

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

Service Chargeback Funds

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

- o Central Services Revolving Fund. This fund provides goods and services to operating departments. The receiving department's budget is charged for the actual cost incurred by the Central Services Revolving Fund, with the revolving fund revenue account credited by the same amount. As an example, citywide temporary personnel costs are budgeted in this fund.
- o In-House Renovation Fund. This fund is used to capture the costs associated with the renovation and reconstruction of fire stations. All costs are charged to the revolving fund in anticipation of billing a bond fund, General Fund or Community Development Block Grant (CDBG) grant fund for reimbursement. This fund is administered by the General Services Department.
- o Fleet Management Fund. This fund is administered by the Fleet Department, which is used to account for fleet maintenance for citywide departments.
- o Property and Casualty Fund. This fund records the transactions of the City's self-insurance program for lost and personnel action claims. The Administration and Regulatory Affairs Department oversees the insurance functions while the Legal Department administers the claims portion. Revenue is generated from premiums assessed to other funds; premiums are based on projected expenditures.
- o Workers' Compensation Fund. This fund was established to collect and report all costs of compliance to statutes related to Workers Compensation. The revenues are derived through charging the departments an administrative premium semi-monthly per employee plus all direct costs related to claim expenditures, which includes indemnity, medical and disability payments. This fund is administered by the Human Resources Department.
- o Project Cost Recovery Fund. This fund is used to pay the costs of department employees who directly and indirectly work on CIP-related projects. These costs are then recovered from the appropriate CIP project fund. This fund is administered by the Finance Department.

Equipment Acquisition Consolidated Fund

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

Debt Service Funds

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

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

The City's tax rate for Fiscal Year 2014 (Tax Year 2013) was \$0.63875 (per \$100 assessed valuation), which includes \$0.161665 for debt service. This debt service tax rate is what determines the amount of funds that the General Fund is legally required to transfer into the Debt Service Fund.

Trust and Agency Funds

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

Capital Project Funds

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

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

- o Grants such as CDBG.
- o Tax Increment Reinvestment Zones (TIRZ).

The Finance Department administers these funds.

Other Financial Funds

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

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

SIGNIFICANT FINANCIAL AND BUDGETARY POLICIES

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

Operating Policies

Revenues:

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

Expenditures/Expenses:

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

Capital and Debt Management Policies

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

Accounting, Auditing and Financial Planning Policies

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

These policy statements are intended to serve as guidelines for financial practices and budgetary formulation and administration. Therefore, they have been applied in establishing specific assumptions and methods used in preparing the FY2015 Budget, as exhibited by the following methods:

Basis of Budgeting and Accounting

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

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

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

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

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

Reserves

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

Reserves exist in two forms:

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

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

General Fund Reserves

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

FISCAL YEAR 2015 BUDGET

Historical Data FY1995 – FY2015
General Fund Available Fund Balances
(\$ thousands)

<u>Fiscal Year</u>	<u>Unassigned Ending Fund Balance</u>	<u>M&O Expenditures</u>
FY1995	50,682	849,766
FY1996	69,579	864,668
FY1997	84,105	903,228
FY1998	106,856	956,893
FY1999	80,409	1,030,235
FY2000	66,590	1,064,160
FY2001	79,432	1,105,408
FY2002	80,335	1,206,160
FY2003	83,027	1,199,766
FY2004	88,659	1,235,994
FY2005	120,042	1,279,879
FY2006	175,832	1,368,746
FY2007	234,535	1,459,076
FY2008	253,514	1,567,484
FY2009	236,275	1,668,700
FY2010	165,383	1,676,367
FY2011	129,040	1,680,038
FY2012	171,677	1,590,044
FY2013 Actual	202,842	1,705,450
FY2014 Estimate	199,782	1,841,524
FY2015 Budget	151,323	1,986,370

Debt Service Fund Reserves

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

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

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

Enterprise Fund Reserves

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

- o One to two months' operating budget (8.33% per month of annual maintenance and operating expenses).

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

Other Fund Reserves

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

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

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

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

Workers' Compensation Administration

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

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

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

Property and Casualty

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

Interfund Transfers

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

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

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

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

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

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

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

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

OPERATING BUDGET PROCESS

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

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

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

In April and May 2014, the Finance Department began briefing Council on the preparation of the FY2015 Budget. After departments submitted their budgets, a series of meetings with the Finance Department were conducted to evaluate and determine the requests that would be incorporated into the Mayor's Budget. Budget workshops were held by the Budget and Fiscal Affairs Committee in May and June.

The base budget for FY2015 was derived from adjustments to the FY2014 budget. These adjustments included additional funds for health benefits, increase in contractual obligations, salary increases, operational support of capital improvement projects, and transfer of functions from one department to another, deletion of one-time expenditures, and consolidation and streamlining of some functions.

CAPITAL IMPROVEMENT PLAN PROCESS

The process to prepare and adopt the five-year Capital Improvement Plan (CIP) for FY2015-FY2019 generally follows the same procedures as the Operating Budget. Refer to Exhibits 2 and 3 for schedule and comparison.

In February and March, public meetings were conducted in all Council districts. During these meetings, citizen comments were received regarding capital project plans. Comments were forwarded to applicable Council Members, Public Works & Engineering (PWE), and other City departments. City departments reviewed projects in the FY2015-FY2019 CIP to determine whether rescheduling of projects and adjustments in funding would be required.

In March and April, departmental CIP submissions were received, reviewed, and evaluated by the Finance Department. CIP reviews and discussions between City, departments, and Finance were held in March and April. Upon completion of an evaluation period, a proposed FY2015-FY2019 CIP will be prepared for presentation to City Council for review and adoption.

Enterprise Fund capital projects may vary from FY2014, but would do so only as a result of considerations internal to each respective enterprise/revenue bond fund program. Enterprise projects and Public Improvement Bond (PIB) funded projects will be implemented over the next five years and are included in the FY2015-FY2019 CIP.

EXHIBIT 1 OPERATING BUDGET PROCESS

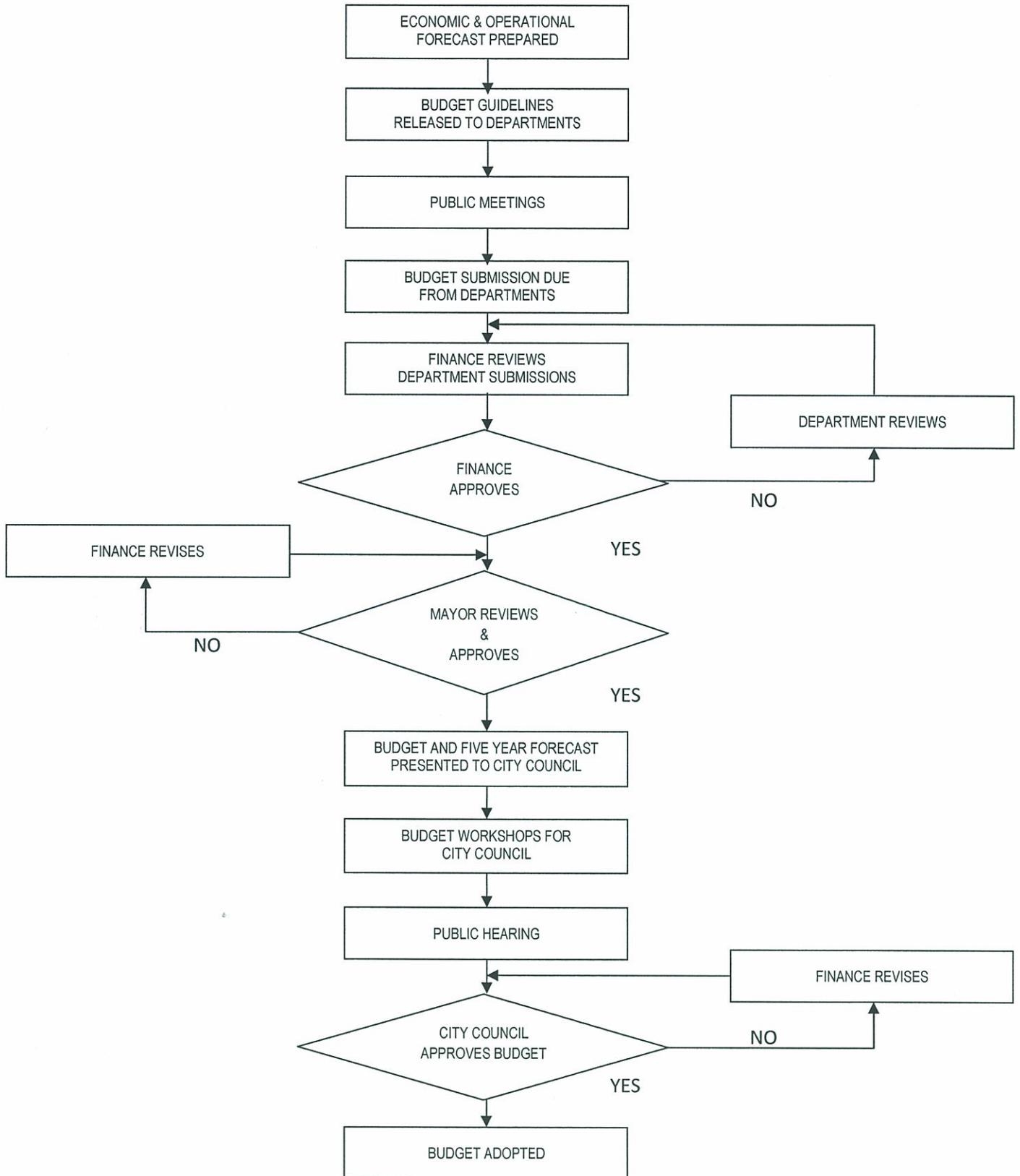
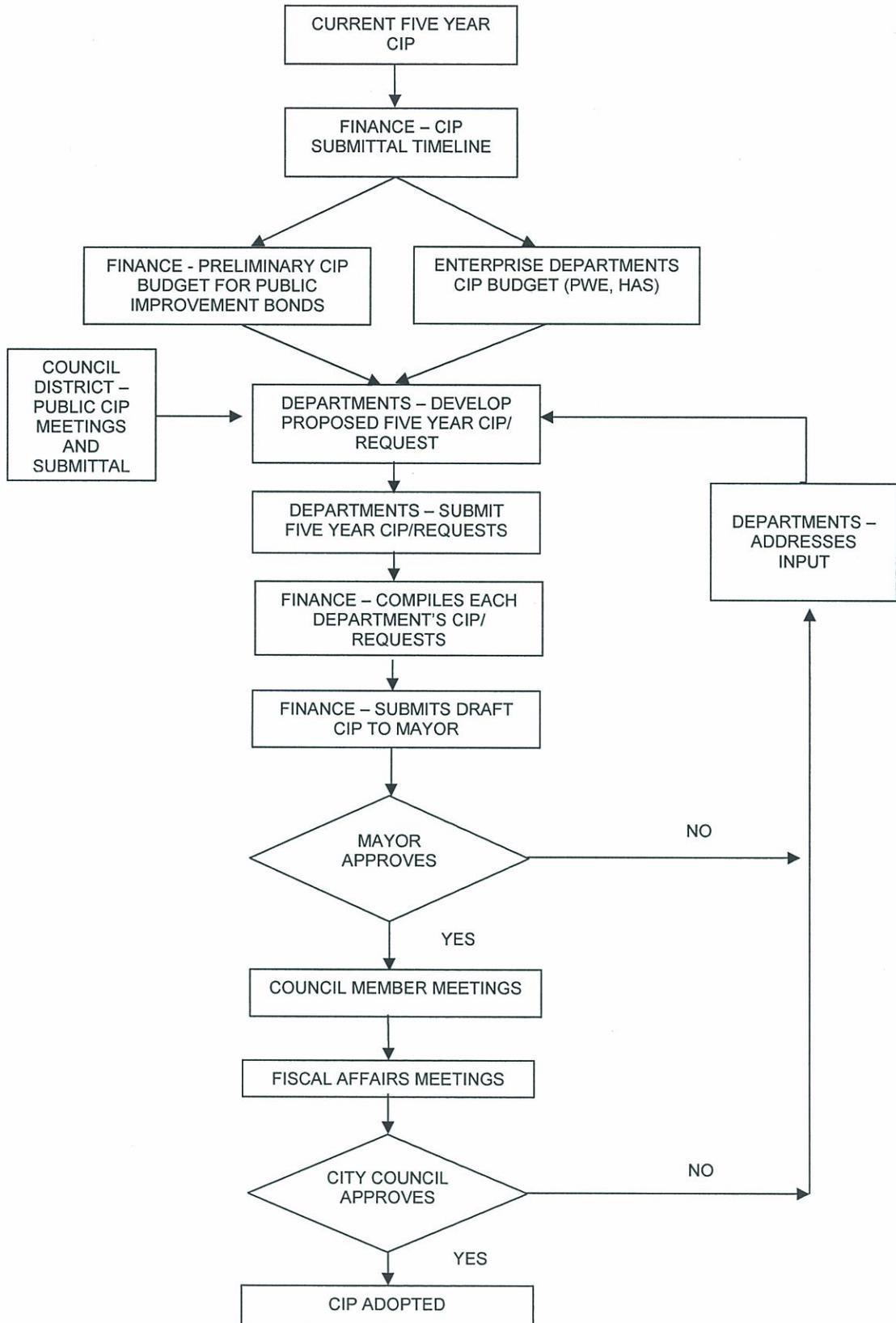


EXHIBIT 2

MONTH	OPERATING BUDGET ACTIVITIES	CAPITAL IMPROVEMENT PLAN ACTIVITIES	GRANT ACTIVITIES
January	Operating budget preparation instructions and materials distributed	CIP preparation instructions and materials distributed to departments	NA
February – March	Departments submit operating budget requests	Public Meetings on CIP Departments submit CIP requests	NA HCD develops and publishes the draft 2014 Annual Action Plan for public comment (CDBG, HOME, HOPWA & ESG).
April	Finance analyzes and consolidates Operating Budget	Executive review of Proposed Projects	Two Public Hearings on the 2014 Annual Action Plan held. HCD presents budgets to Housing and Community Affairs City Council Committee. 2014 Annual Action Plan submitted for Council approval. Council approves the submission of the 2014 Annual Action Plan.
May	Mayor proposes Operating Budget	City Council Member review of draft CIP	2014 Annual Action Plan including CDBG, HOME, HOPWA, and ESG applications submitted to HUD.
May – June	Council Workshops Public Meetings on Budget	Mayor proposes CIP	NA
June	Council approves Operating Budget	Council approves Capital Improvement Plan	NA

EXHIBIT 3 CIP PREPARATION PROCESS

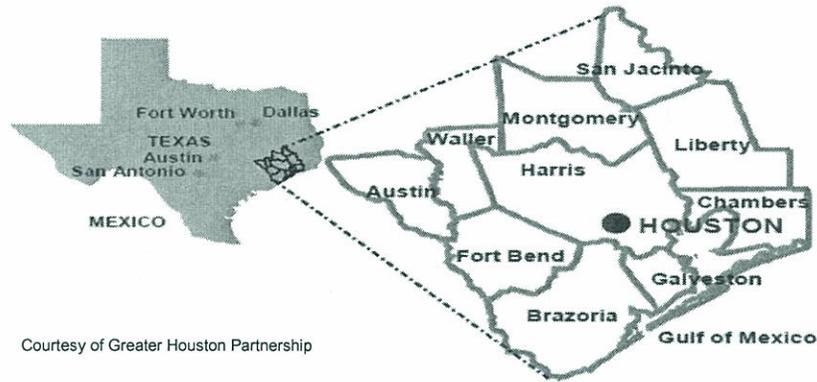


DEMOGRAPHIC/ECONOMIC SUMMARY OF THE CITY

The City of Houston was founded on August 30, 1836, by brothers Augustus Chapman Allen and John Kirby Allen, and named after General Sam Houston. The City of Houston's simple 19th century city seal – the noble locomotive (heralding Houston's spirit of progress) and the humble plow (symbol of the agricultural empire of Texas from which Houston would draw her wealth) – clearly speaks to the roots of Houston's economy and to the visionary leadership of its citizens.

According to the United States Census Bureau, Houston has a total area of 600 square miles comprising of 579.4 square miles of land and 22.3 square miles of water. Downtown Houston stands about 50 feet above sea level, and the highest point in far northwest Houston is about 125 feet in elevation. Houston is the fourth most populous city in the nation with the estimated population of 2,160,821 (3,578 people per square mile), just behind New York, Los Angeles and Chicago; and is the largest city in the southern U.S. and Texas.

With 6,177,035 inhabitants in 2012, the 10-county Houston-Sugar Land-Baytown Metropolitan Statistical Area (MSA) is the nation's fifth most populous metro area. The entire MSA covers more than 10,000 square miles and includes all or part of the Austin, Brazoria, Chambers, Fort Bend, Galveston, Harris, Liberty, Montgomery, San Jacinto, and Waller counties. Houston is the center city of one of the most dynamic urban centers in the United States.



2012 Cities Population				
New York	Los Angeles	Chicago	Houston	Philadelphia
8,336,697	3,857,799	2,714,856	2,160,821	1,547,607
2012 Metro Area Population				
New York, Newark, Jersey City				19,831,858
Los Angeles, Long Beach, Santa Ana				13,052,921
Chicago, Naperville, Michigan City				9,522,434
Dallas, Fort Worth, Arlington				6,700,901
Houston, Sugar Land, Baytown				6,177,035
Philadelphia, Camden, Wilmington				6,018,800
Washington D.C., Arlington, Alexandria				5,860,342

According to the U.S. Census Bureau, Houston's population diversity consists of: white persons not Hispanic 25.91%; black persons 23.23%; American Indian and Alaska Native persons 0.14%; Asian persons 6.08%; Native Hawaiian and other Pacific Islanders 0.04%; persons of Hispanic or Latino origin 43.52%; and persons of some other race 0.17%. Individuals from two or more races made up 0.9% of the city's population. Additionally, as it pertains to Houston's diverse population, 49.9% is female; 25.8% of all persons are under 18 years of age and 9.2% are over 65 years; 28.3% of all persons are foreign born; and 46.2% of all households speak a language other than English.

Between the 1940 and 1980 censuses, the City of Houston pursued a vigorous annexation policy. The 1990 census was the first since 1920 to find that fewer than half the residents of the 10-county region resided within the city limits of Houston. Approximately 35% of the region's residents live in and can vote in the City of Houston. This has helped Houston better address the challenges faced by central cities in large metropolitan areas where a much smaller share of the metro population has a vested interest in the health of the central city.

Here are just a few of Houston's top rankings and awards (Source: Greater Houston Partnership at www.houston.org):

Top Blue Collar Hot Spots

Forbes – January 30, 2014

Best Cities for Jobs This Fall

Forbes – September 10, 2013

Top Cities for Global Trade

Global Trade – August 2013

Best Domestic Airport

Executive Travel – July/August 2013

Outstanding Port Award for Customer Satisfaction – Port of Houston

Railway Industrial Clearance Association (as reported by Port of Houston Authority) – July 15, 2013

Best Hospitals for Cancer in U.S. – University of Texas MD Anderson Cancer Center

U.S. News & World Report – July 2013

Top Global University Business Incubator – Rice University

University Business Incubator – June 10, 2013

Largest Export Market in U.S.

U.S. Department of Commerce, International Trade Administration – June 2013

Highest Demand for Engineering Jobs in 2013

Monster.com – May 21, 2013

Best City in America

Business Insider – May 30, 2013

Top Destination City

U-Haul International – April 12, 2013

Most Walkable City Among Large Texas Cities

Walk Score – April 2013

Top Counties with the Largest Numeric Population Increase – Harris County

U.S. Census Bureau – March 14, 2013

Top Metros of 2012

Site Selection Magazine – March 4, 2013

Fastest Real GDP Growth Among Large MSAs

Bureau of Economic Analysis – February 22, 2013

Most Multifamily Construction – Houston MSA

AXIOMetrics Inc. – January 30, 2013

Top U.S. Manufacturing Cities

Manufacturers' News, Inc. – January 23, 2013

Best Cities for Your Career in 2013

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

Happiest Students – Rice University

The Princeton Review - August 21, 2012

America's Coolest Cities to Live

Forbes – July 26, 2012

Big Cities Where Self-Employment is Growing the Fastest

Forbes – July 25, 2012

Cities Where a Paycheck Stretches the Furthest

Forbes – July 9, 2012

Top Metro for Women-Owned Firms by Revenue

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

Largest Retail Market in Texas – Harris Co.

Texas Retail Survey - March 2012

Most Racially/Ethnically Diverse Large Metro Area

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

Top City for Women-Owned Business Revenue

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

Most Racially/Ethnically Diverse Large Metro Area

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

Fastest Growing Wages in U.S.

Business Insiders – January 12, 2012

Top Technology Job Growth

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

Top Gulf Coast Counties for New Plants

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

Fastest Growing Wages in U.S.

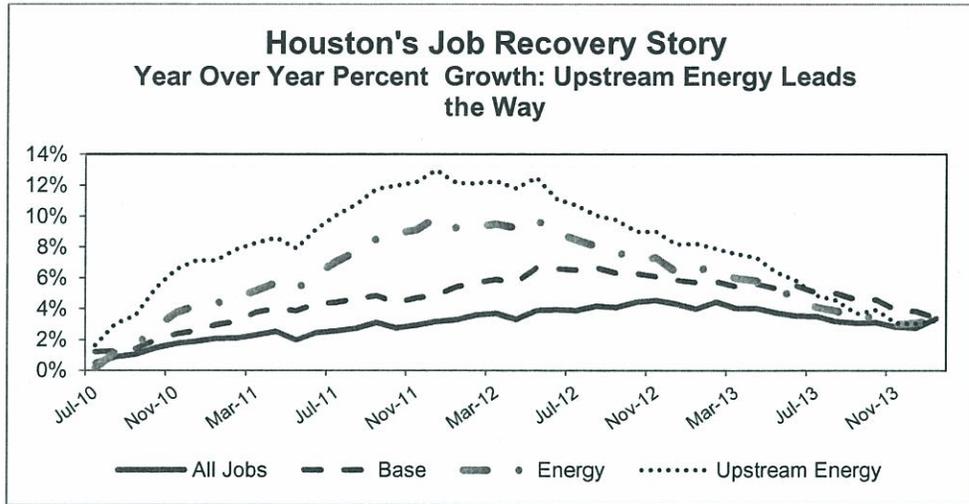
Business Insiders – January 12, 2012

Top Technology Job Growth

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

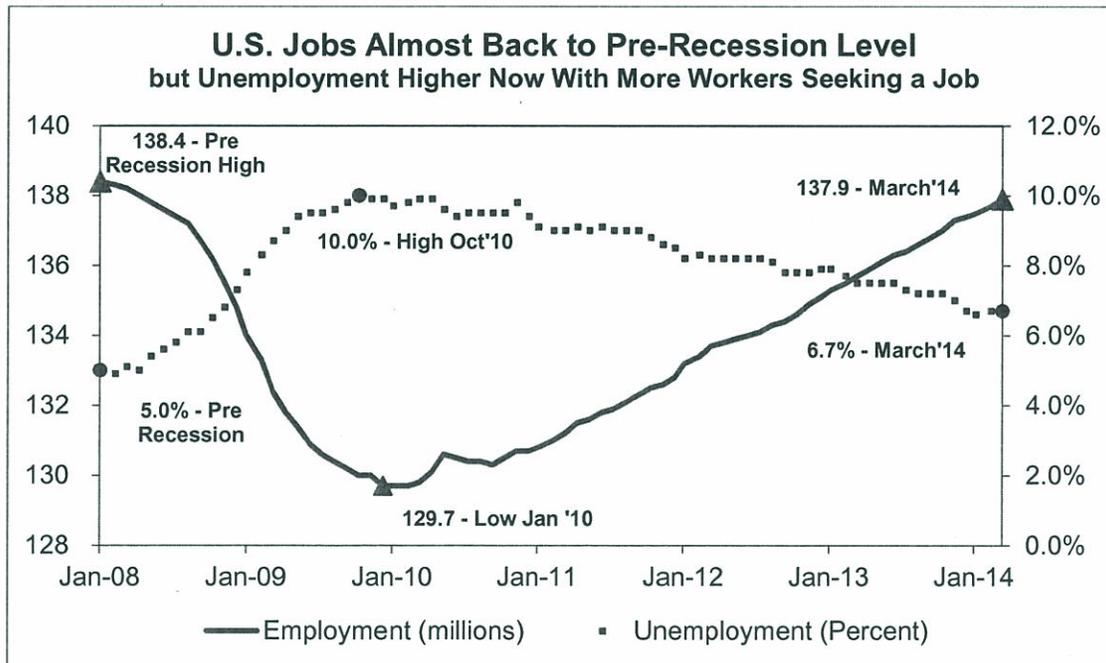
ECONOMIC OUTLOOK

Houston's economy in FY2015 will exhibit continued sustainable growth. The rate at which total employment has grown since July 2010 has been driven by higher growth rates in the economic base, most notably upstream energy.

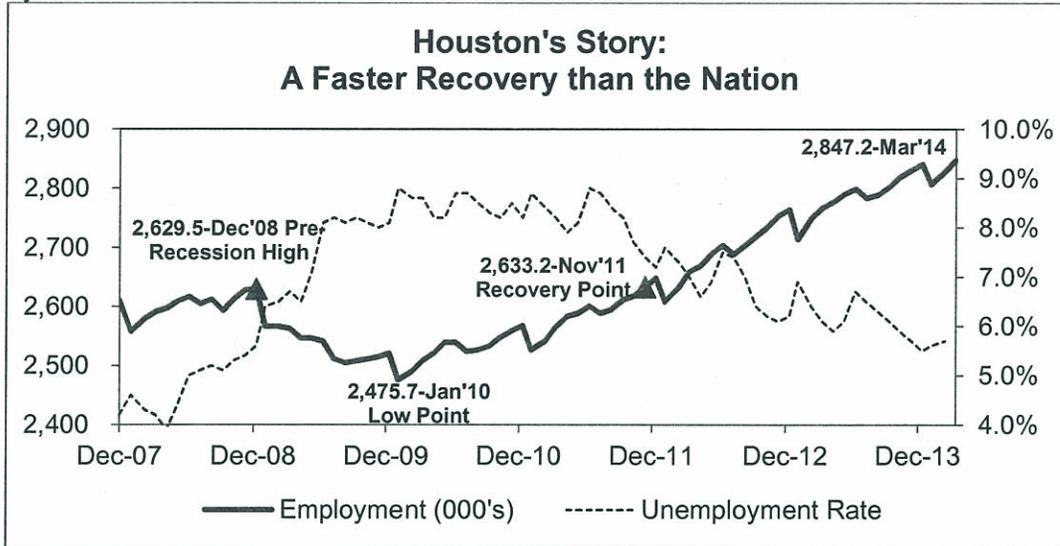


According to Dr. Robert Gilmer of the University of Houston Institute for Regional Forecasting, the slowdown and stabilization of the growth rate is a natural development and is expected due to a "slowdown in capital spending for exploration and production in the United States." Dr. Gilmer is projecting continued employment growth in FY2015 (65,100 jobs or 2.3%), 75,400 jobs in FY 2016, 78,700 jobs in FY 2017 and 79,200 jobs in FY 2018. The latter three years are in the 2.6% growth range which is higher than Houston's historical growth rate of 2.2%, and reflects the expectation of strong growth for Houston.

Nationally, the slow but steady growth in jobs has still not returned the nation to its pre-recession high of 138.4 million jobs reached in January 2008. Nationally, 8.7 million jobs were lost in the space of a mere 24 months. In March 2014, some 4 years and two months after the recession low point of 129.7 million jobs, the U.S. has only recovered 8.3 million of the jobs lost. In addition, the U.S. workforce has grown since 2008, and additional jobs beyond the pre-recession level are needed to return to unemployment levels of the pre-recession period.

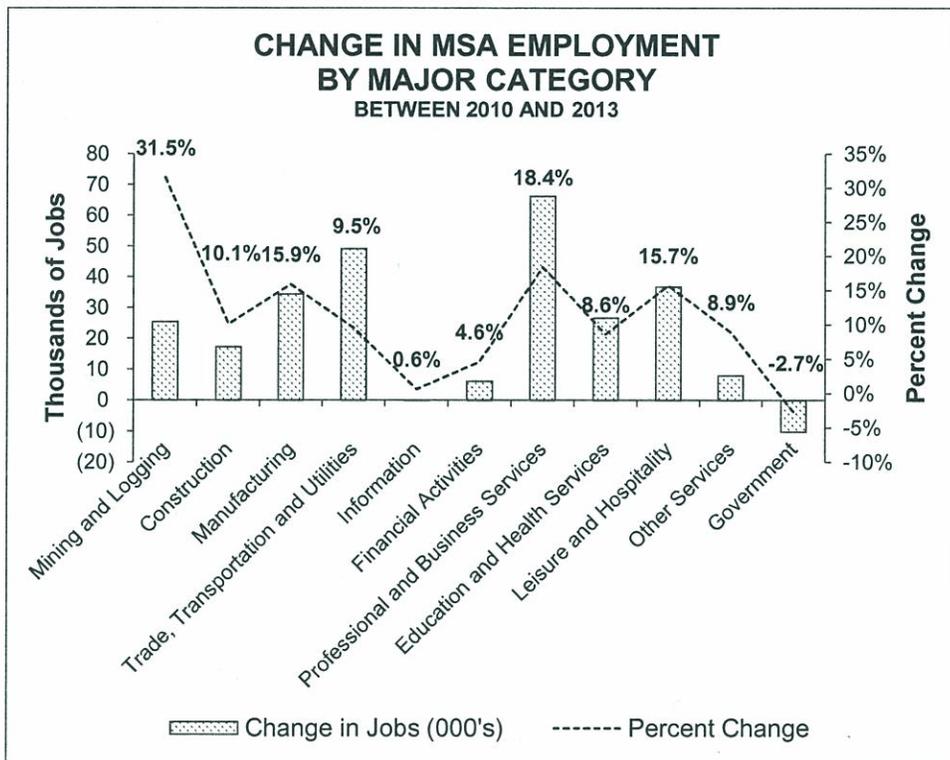


Houston's story is very different: Houston lost 153,800 jobs over a twenty five month period, from December 2008 to January 2010. We then recovered much more quickly, regaining the pre-recession jobs level by November 2011, only twenty two months after the low point of the recession. Since that time, Houston has experienced a mini-boom attributable as much to its historical economic advantages as a region as to the slack caused by the downturn.



Houston has recovered at a faster pace than the country as a whole because:

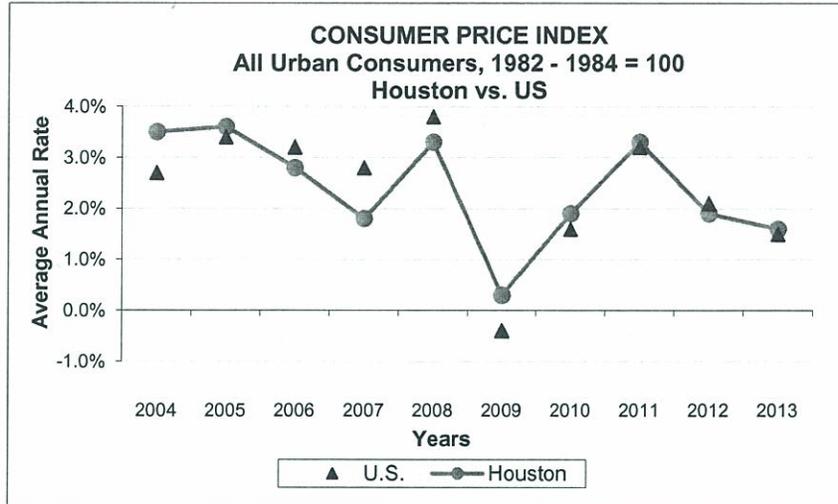
- The region lost a smaller portion of its employment during the recession. When the recovery began, Houston had less ground to make up.
- The three year boom in Houston's energy industry has affected all portions of the energy sector (seen below in the Mining, Manufacturing and Professional categories)
- The region continues to draw residents from other states, both employed and unemployed. Houston's population growth is driving the demand for consumer goods and services, creating jobs and opportunities along the way.



Source: US Bureau of Labor Statistics

COST OF LIVING AND INFLATION

A significant reason for Houston's sustained growth is lower cost of living. Houston prices, as measured by the Consumer Price Index (CPI), rose 1.6% in 2013 compared to the national increase of 1.5%, explained largely by the faster growth rate of the Houston economy. However, Houston's overall average CPI for 2013 was 207.6 versus 233 nationally. This means that Houston residents have a cost of living that is approximately 10% less than the national average.



The cost of living in Houston, as measured using numerous indices, only three of which are shown here, is 8-10% below the largest metropolitan areas nationally and is comparable to large cities in the Southwestern U.S.

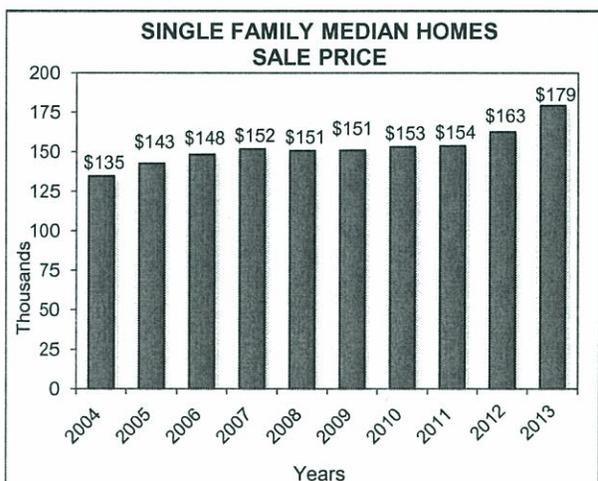
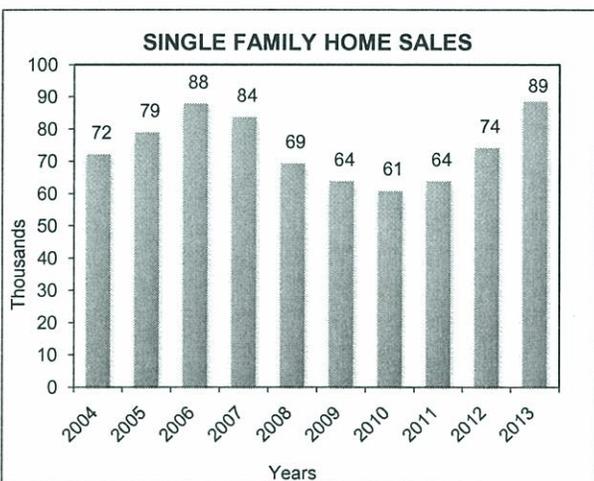
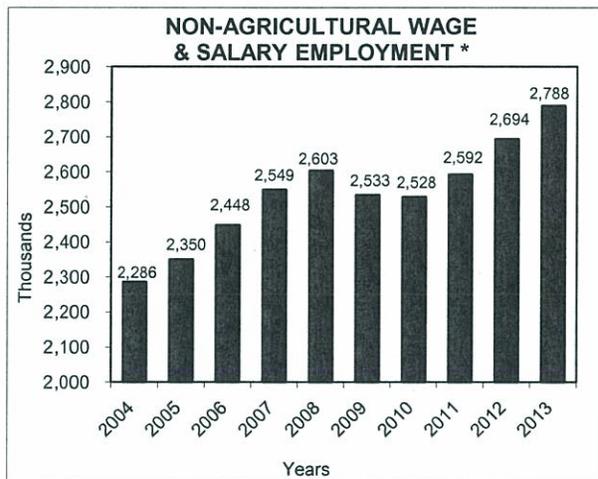
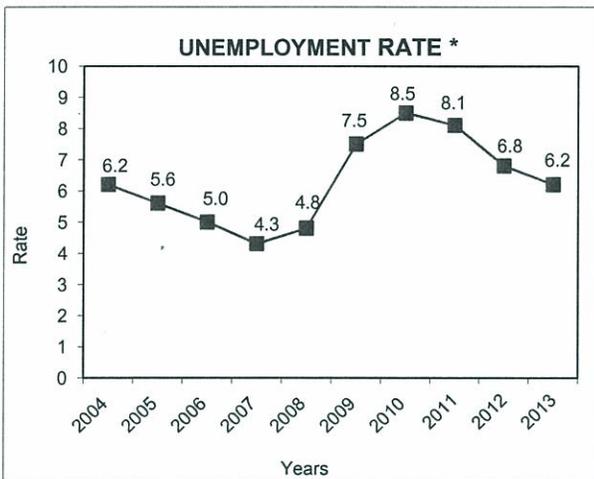
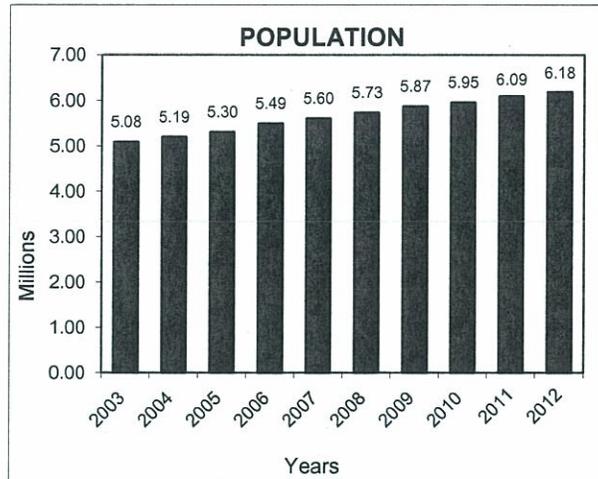
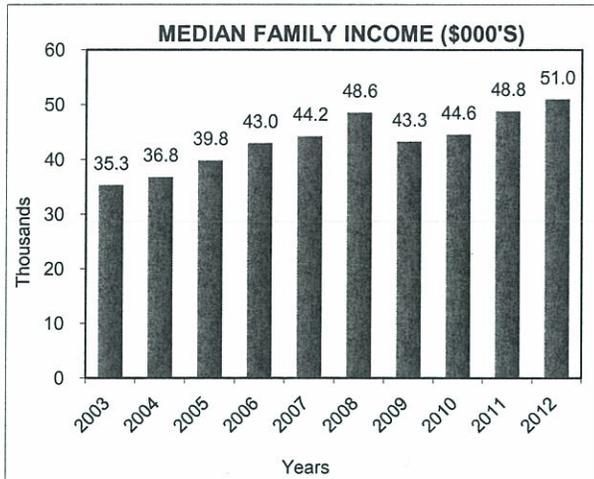
HOUSTON COST OF LIVING COMPARISON WITH OTHER LARGE CITIES USING SELECTED INDICES

Metropolitan Area	CNNMoney Index (1)	Bankrate.com Index (1)	Bureau of Labor Statistics CPI-U (2)
Miami-Fort Lauderdale-Pompano Beach, FL	104.2	98.7	102.3
Chicago-Joliet-Naperville, IL	109.5	105.8	96.6
Las Vegas-Paradise, NV	94.1	92.5	N/A
Dallas-Fort Worth-Arlington, TX	90.3	86.3	92.3
Los Angeles-Long Beach-Glendale, CA	122.9	118.1	102.3
Orlando-Kissimmee-Sanford, FL	91.1	86.4	N/A
Philadelphia, PA	114.5	109.2	102.4
Phoenix-Mesa-Glendale, AZ (3)	90.3	87.7	94.3
San Antonio-New Braunfels, TX	83.1	78.9	N/A
New York-White Plains-Wayne, NY-NJ	143.5	136.4	109.8
LARGE CITY AVERAGE=100	100.0	100.0	100.0
HOUSTON	92.1	89.2	89.4

NOTES:

- (1) Indices derived using salary equivalency provided by website using \$40,000 annual salary in Houston
- (2) Metro area specific CPI-U indices not provided by BLS for Las Vegas, Orlando or San Antonio.
- (3) BLS provides CPI-U for Phoenix using December 2001 as base year = 100. Chart above converts this using U.S. CPI-U of 177.4 for December 2001.

EXHIBIT 4 - HOUSTON MSA AT A GLANCE



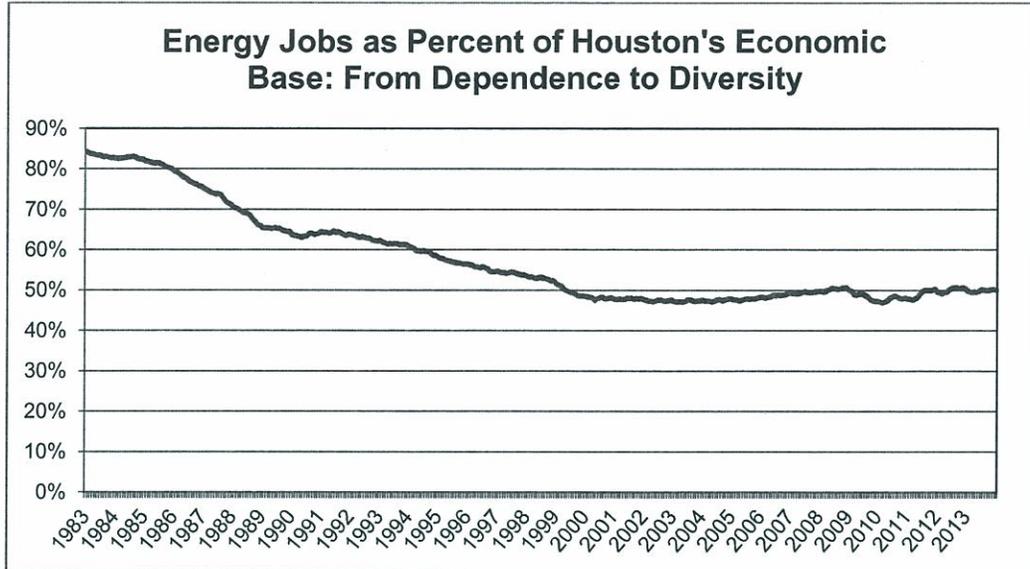
MSA: Metropolitan Statistical Area

* Not Seasonally Adjusted

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

ENERGY

Houston is the U.S. energy headquarters and a world center for virtually every segment of the oil and gas industry including exploration, production, transmission, marketing, supply, and technology. Houston is also a major center of alternative energy, positioning the region for continued leadership and participation in world demand for all types of energy for the foreseeable future.



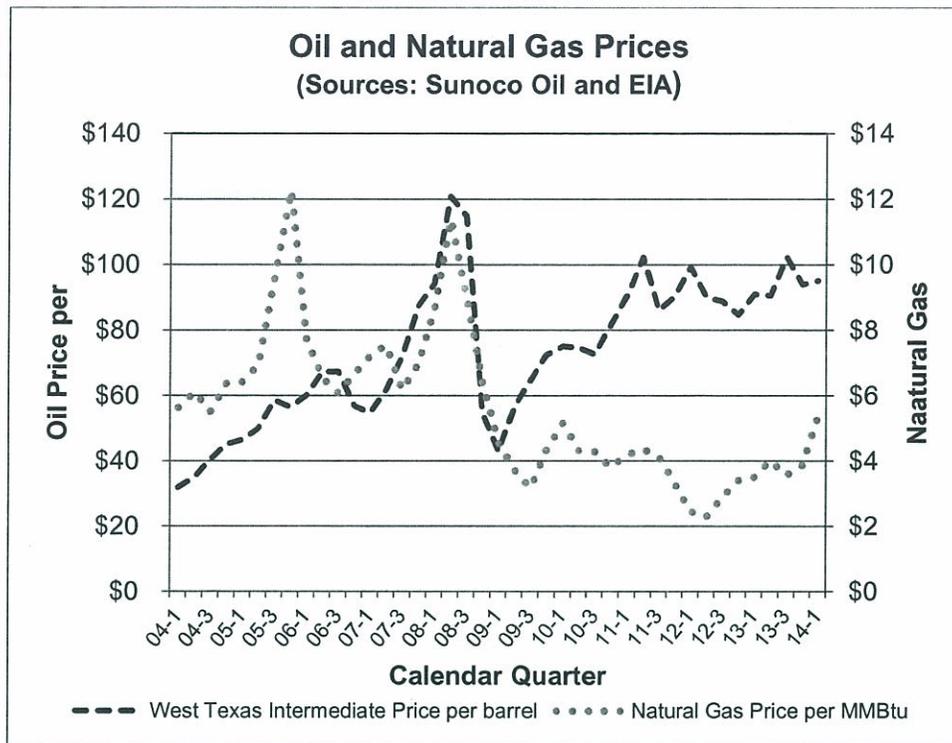
When oil prices plummeted in 1982, Houston's energy sector was riding the crest of the largest growth in energy exploration and manufacturing jobs in the city's history. At the peak in 1983, energy jobs comprised over 80% of the city's economic base. When prices began to drop, so did the number of energy jobs. However, over time, the growth in Houston's two other base economic sectors, medicine and space, offset our energy job losses. By 2000, Houston reached equilibrium in its economic base where half of the base was comprised of energy jobs. With the booms of the last ten years, first for natural gas and then for oil, this equilibrium has been maintained, providing a stability to the City's economy that supports continued growth.

Houston's Oil & Gas Sector by the Numbers:

- 500+ exploration and production firms with a continuing number of energy company headquarters relocations to Houston including BP (2007), Calpine (2009), CITGO (2004), ConocoPhillips (2002), Direct Energy (2012), GE Oil & Gas (2008), Heartland Oil and Gas Corporation (2007, Nexen Petroleum U.S.A. (2012) and Schlumberger (2006).
- 150+ pipeline transportation establishments
- Home to 40 of the nation's top 134 publicly traded oil and gas exploration/production firms
- Nine refineries that produce 2.3 million barrels of crude oil per day which is 13.3% of total U.S. capacity
- 29.4% of U.S. jobs in oil and gas extraction

Recent Trends and 2014 Outlook

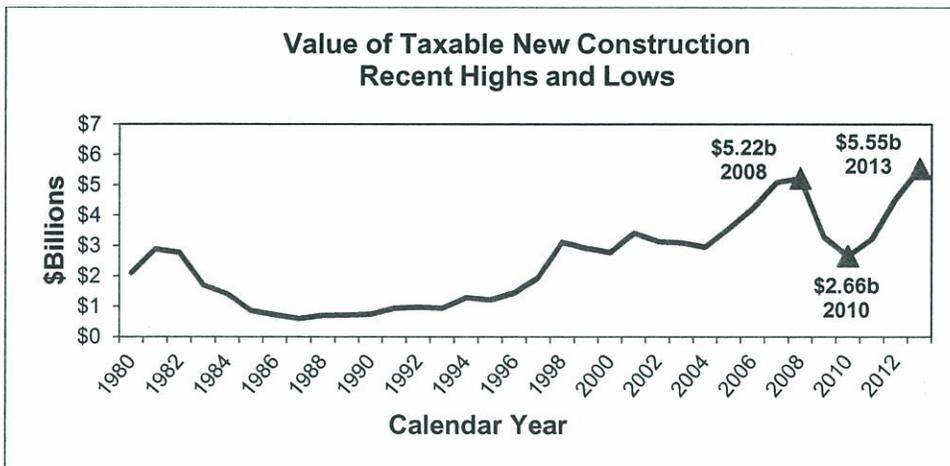
With the demand for energy continuing to increase, Houston will remain the internationally recognized global energy capital. Oil prices are expected to remain in a range conducive to continued exploration and development, staying in the \$90-100 range for 2014. Due to an unusually cold winter, natural gas prices peaked at \$6.00 in January for the first time since 2008; however, the EIA expects natural gas prices to average \$4.00 in 2014. At these levels, the ratio of oil prices to gas prices should exceed 6:1 throughout 2014, the level required for Gulf Coast petrochemical manufacturers to remain profitable. The Houston metro area has 422 chemical manufacturing facilities employing over 31,000 workers. (Source: Greater Houston Partnership)



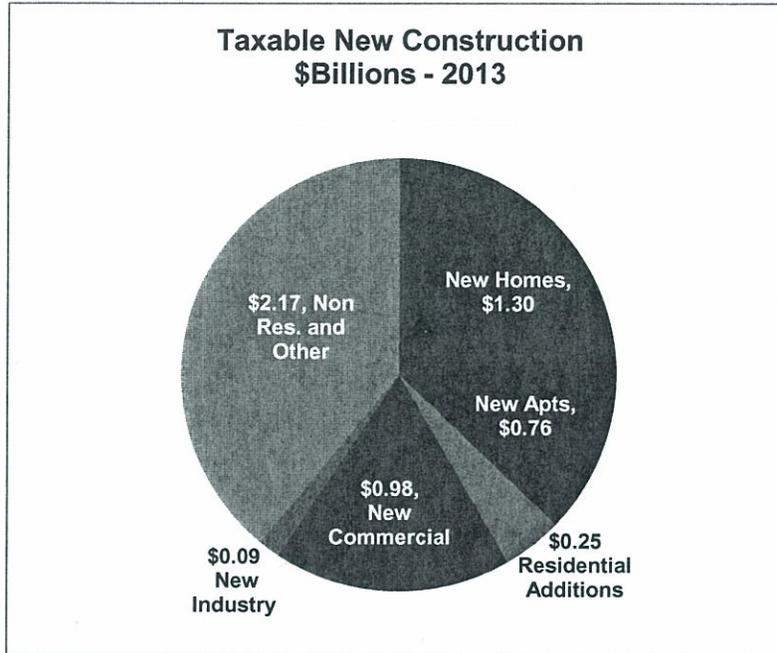
In the alternative fuels sector, Houston is providing leadership that diversifies its energy sector so as to minimize the risk of overdependence on classic sources. Houston represents more than one-sixth (17.8%) of the nation's biofuel refining capacity and 92.8% of capacity in Texas. The U.S. Department of Energy (DOE) has named Houston a "Solar America City," one of 25 cities to receive this distinction for commitment to solar technology adoption at the local level. In 2013, the City of Houston purchased 622.9 million kWh of green wind power, satisfying 48% of its consumption needs. The City is number one nationally in this important conservation area. Houston is also home to the Wind Alliance, a group of over fifty private, public and academic entities that work to advance the development and use of wind power. (Source: Greater Houston Partnership)

CONSTRUCTION AND REAL ESTATE

Real estate and construction respond to meet needs created by economic growth, including new space of all property types. An all-time high for new construction was reached in 2008, fueled by the housing boom that occurred in the middle of the decade and the commercial boom that followed. After the recession hit in 2010, the City saw its lowest new construction level since 1997. In 2013, the city once again experienced its all-time high for value of taxable new construction at \$5.55 billion.



Last calendar year was a banner year for new construction in Houston, with a new high reached for commercial new construction along with non-residential construction that normally accompanies commercial or industrial construction. Home building (\$1.302 billion in 2013) came within \$35 million of the all-time high that occurred at the peak of the housing boom in 2006. Prices, particularly for single family homes, rose in 2013, in spite of the new supply, driven largely by the growing demand and the employment increases of the last few years. Since employment growth trends are returning to historically healthy and sustainable levels, economists and planners will be watching the effect of the new supply on markets throughout 2014 and into 2015.



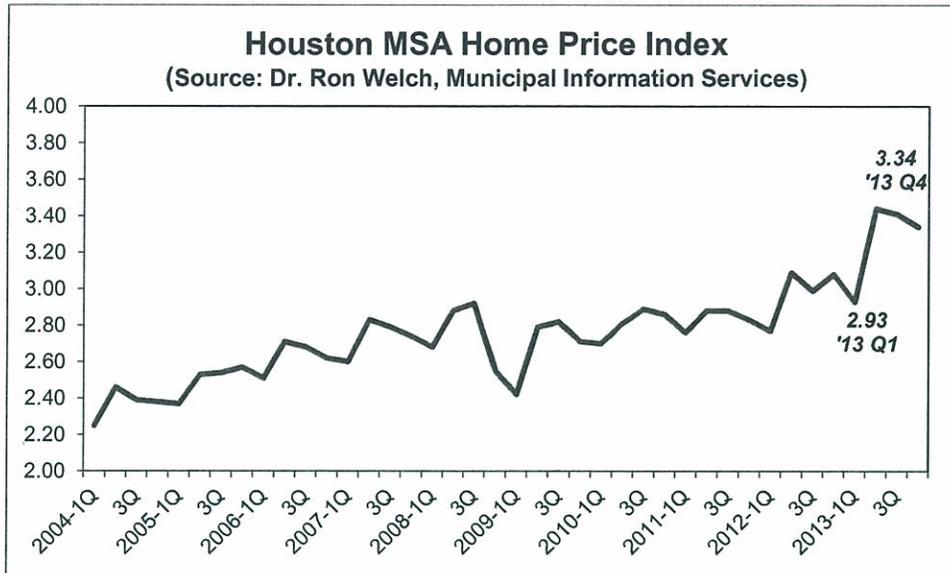
Single Family Housing

The three-year trend represented in the chart below provided by the Houston Association of Realtors illustrates the vitality of the Houston housing market during the recent employment boom. Demand for single family homes has prompted the value of total sales volume to jump from \$13 billion in 2011 to \$20.9 billion in 2013, a sixty-one percent increase. The high level of demand was felt in January when sales fell due to a lack of supply of homes for sale. Sales inventory was down to 2.6 months of supply from 3.6 months in January a year before. (Source: Houston Area Realtors, February 18, 2014 press release) This trend has continued unabated into the spring.

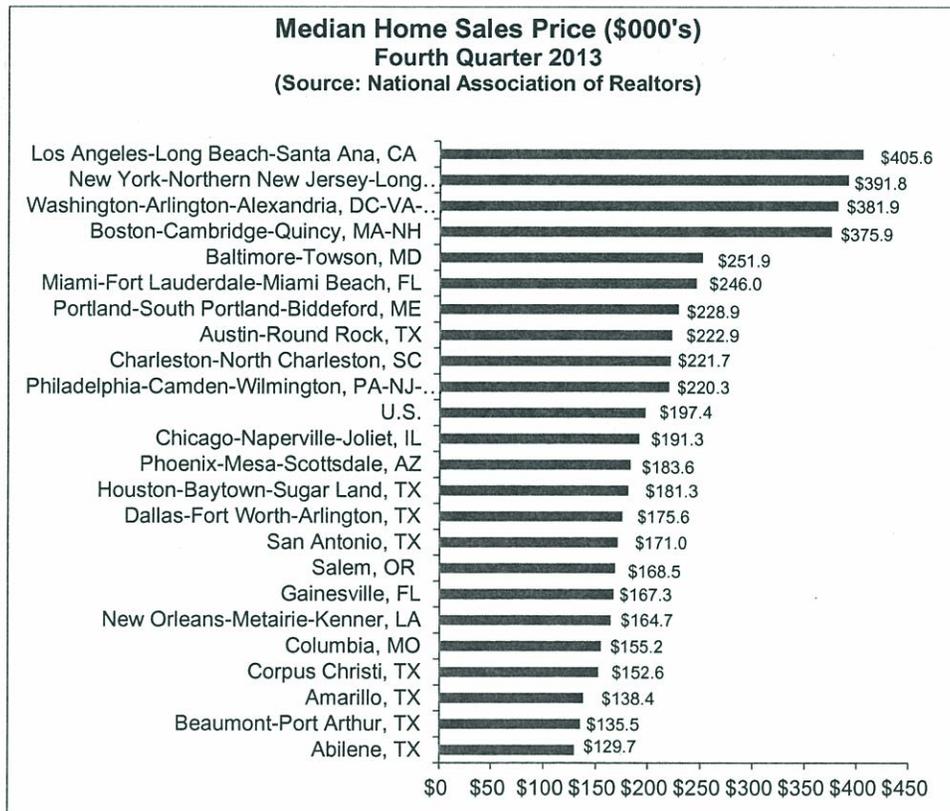
SUMMARY OF HOUSTON RESIDENTIAL SALES ACTIVITY			
	2013	2012	2011
Total Sales	88,069	74,116	63,606
Total dollar volume	\$20,891,392,084	\$16,040,186,637	\$13,012,903,352
Single-family sales	73,232	62,374	53,592
Average sales price*	\$248,591	\$225,330	\$213,723
Median sales price*	\$180,000	\$164,500	\$155,000

The effect of this active market and the increase in sales prices is impacting the value of new homes throughout the MSA. The Houston home price index (see graph on the next page) bears this out.

After several years of sluggish growth in home prices, the most recent spurt in employment and the consequent impact on demand for single family homes caused a one year jump in home prices in 2013 that has not happened since the rebound from the recession in 2009.



As of the fourth quarter 2013, Houston's median sales price for a single family home as \$181,300, according to the National Association of Realtors. This was less than the national average of \$197,400 and well below median prices in the major metropolitan areas shown below. Houston's affordable housing market was not overpriced prior to the recession of 2008-2009 and was a major reason the recession was not as prolonged or as severe as in other parts of the country.



MAJOR TRANSPORTATION FACILITIES

Houston is an international city with the third largest consular corps in the nation as well as trade and business connections across the U.S. and around the world. One in five Houstonians are foreign born and there are 17 sister-cities to Houston on five continents. Two major transportation facilities provide the backbone for Houston in these regards: the Port of Houston and the Houston Airport System.

The **Port of Houston** is a 25-mile-long complex of diversified public and private facilities located just a few hours by ship from the Gulf of Mexico. The Port of Houston is made up of the public terminals owned, managed and leased by the Port of Houston Authority, and the 150-plus private industrial companies along the 52-mile long Houston Ship Channel. According to a 2012 study by Martin Associates, the economic impact of the Port on the region and the state is profound. Over 1 million jobs in the state of Texas relate to marine cargo activity at the Port’s public and private terminals, including approximately 54,000 jobs in the Houston region. The Port has ranked first nationally in trade volume for eighteen years and first in import volume for twenty three years. For calendar 2013, the Houston-Galveston U.S. Customs District (largely comprised of Port of Houston traffic) ranked first nationally in the value of exports (\$94.1 billion), third nationally in value of imports (\$74.3 billion), and second nationally overall in total trade ranked behind only Los Angeles.

Houston claims 38.6 percent of the U.S. petrochemical production capacity, and the heavy concentration of downstream energy processing industrial facilities along the Houston Ship Channel is largely responsible for the volume of trade entering and leaving the Port. The Port is also a major container handling facility and an entry and exit point for a wide variety of domestically produced and consumed goods. The Houston Ship Channel celebrates its one hundredth year of service to the state and the region in 2014, and is an integral part of the economic engine that has consistently led the nation in jobs and economic growth. Always looking ahead, the Port is nearing approval for dredging operations that will deepen the channel from 40 to 45 feet. Once completed, this will open the Ship Channel to larger container ship traffic that is expected to increase with the scheduled completion of the Panama Canal expansion project in 2016.

The **Houston Airport System (HAS)** ranks as one of the largest multi-airport systems in the world. The system includes George Bush Intercontinental Airport (IAH), William P. Hobby Airport (HOU) and Ellington Airport (EFD). Chartered passenger and cargo carriers fly directly to approximately 117 domestic and 68 international destinations in 38 countries from Houston. IAH, Houston’s largest airport and the largest hub for United Airlines, offers daily nonstop and direct flights to major cities in Asia, Canada, Europe, Latin America, Mexico, and the Middle East. IAH is ranked as the eighth largest U.S. mainland gateway airport for international passengers and the twelfth busiest U.S. airport for total passenger traffic. Since April 2013, IAH has welcomed direct international flights provided by three new carriers: Turkish Airlines direct to and from Istanbul, Korean Air direct to and from Seoul, and Air China direct to and from Beijing.

William P. Hobby (HOU), Houston’s original municipal airport, handles domestic passengers for five airlines and one charter service, and, is a key hub for Southwest Airlines. HOU ranks as the nation’s 35th-busiest airport for passenger traffic, serving more than 11 million passengers in 2013. HAS is building a new terminal and implementing a plan to reopen international service to Latin and South America at HOU after a forty-five year hiatus. A joint military and civilian airport, EFD serves as a base of operations for the National Aeronautics and Space Administration (NASA) and corporate charters. HAS is in the process of obtaining licensing for EFD to become the nation’s ninth spaceport, opening it to use for horizontal-takeoff spacecraft that are owned by private carriers.

Houston Airport System					
Total Passengers					
Year	Deplanements	Enplanements	Total	Increase / (Decrease)	% Change
2008	25,177,160	25,307,218	50,484,378	(1,333,185)	-2.6%
2009	24,197,148	24,308,647	48,505,795	(1,978,583)	-3.9%
2010	24,739,336	24,794,235	49,533,571	1,027,776	+2.1%
2011	25,035,509	24,995,235	50,030,744	497,173	+1.0%
2012	25,181,461	25,146,943	50,328,404	297,660	+0.6%
2013	25,456,215	25,452,648	50,908,863	580,459	+1.2%

Johnson Space Center (JSC) is a \$1.5-billion complex which was established as the Manned Spacecraft Center in 1961 and renamed in 1973 to honor the late President and Texas native Lyndon B. Johnson. NASA JSC occupies 1,620 acres 24 miles southeast of downtown Houston. JSC has, in 2014, a total estimated workforce of 14,000, including 11,000 contractors and 3,000 civil service employees. While the NASA workforce continues a global reputation for achievement in space exploration, JSC is an economic powerhouse paying for salaries, contracts and grants that create jobs and strengthen business in the Clear Lake and Houston regions and across Texas. JSC is one of NASA's largest R&D facilities and a source of the nation's best high-tech professionals in science and engineering. Houston's aviation community also includes more than 150 companies involved in aircraft or space vehicle manufacturing, space research and technology.

HEALTH

The Houston region's health care system provides quality care, from specialized to routine care, for patients that come from around the world. The Houston MSA has over 14,700 physicians and 130 hospitals with over 20,500 beds. Houston is also home to the **Texas Medical Center (TMC)**, the largest medical center in the world. TMC is comprised of 54 nonprofit and government institutions, including six general hospitals and 11 specialized hospitals, three medical schools, five schools of nursing, two schools of pharmacy, a dental school and a health sciences-focused community college. The TMC provides over 7.2 million patient visits per year, and employs 106,000 health care workers, including 25,700 physicians, researchers and advanced degree professionals.

EDUCATION

The **Houston Independent School District (HISD)** is the largest school district in the Houston area. Ranked as the nation's seventh largest district, HISD serves 301 square miles with 276 schools, 11,500 teachers and more than 203,000 students. HISD serves a dynamic, highly diversified community and is one of Houston's largest business enterprises.

Houston boasts more than 40 colleges, universities and institutions – offering higher education options for a full range of certificate and degree programs.

SELECTED HOUSTON AREA UNIVERSITIES AND COLLEGES	
Community Colleges	Houston Area Universities
Alvin Community College Blinn College Brazosport College College of the Mainland Galveston College Houston Community College System Lee College Lone Star College System San Jacinto College District Wharton County Junior College	Baylor College of Medicine Houston Baptist University Lamar University Prairie View A&M University Rice University Sam Houston State University South Texas College of Law Texas A&M University Texas A&M University at Galveston Texas A&M University Health Science Center Texas Southern University University of Houston – University Park University of Houston – Clear Lake University of Houston – Downtown University of Phoenix – Houston Campus University of St. Thomas University of Texas – M.D. Anderson Cancer Center University of Texas Health Science Center University of Texas Medical Branch at Galveston

ARTS AND ENTERTAINMENT

Houston provides a wide variety of arts and entertainment including theater arts, museums and sports. The city is home to the Houston Livestock Show and Rodeo, which is the largest rodeo in the world, attracting 2.5 million visitors and committing to \$23 million in academic scholarships in 2014. With the nation's fifth largest ballet and opera companies, Houston is also one of only five cities in the United States with permanent professional resident companies in all of the major performing arts disciplines of opera, ballet, music, and theater. Home to nine world-class performing arts organizations, Houston Theater District is second only to New York in the number of theater seats in a concentrated area. The Houston Grand Opera is the only opera company in the U.S. to win a Grammy, a Tony and an Emmy while the Alley Theatre is the only regional theatre in Texas to win a Tony award. Other performing arts companies such as Broadway in Houston, Da Camera of Houston, Houston Symphony, Society for the Performing Arts, Theatre Under the Stars (TUTS), Ensemble Theater and Uniquely Houston also serve to enrich the lives of Houston area residents.

Houston has a unique museum district offering a range of museums, galleries, art, and cultural institutions. The Houston Museum District is one of the most visited and one of the top cultural districts in the country. With its nineteen members within a 1.5 mile radius, the district offers a wide array of exhibits featuring themes of art, history, culture, nature, and science. With fourteen galleries of hands-on activities, The Children's Museum of Houston is one of the top children's museums in the country. Houston has more than 500 cultural, visual and performing arts organizations, 90 of which are devoted to multicultural and minority arts.

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

Houston has professional sports teams representing football, baseball, basketball and soccer. Houston's stadiums are a sports lover's paradise. The city boasts an array of championship teams such as the Houston Texans, Houston Dynamo, Houston Rockets, and Houston Astros. Houston entered into an agreement to partner with Major League Soccer's Houston Dynamo, Texas Southern University, and Harris County, to construct a permanent, 22,000 seat soccer facility. The state of the art BBVA Compass Stadium opened its doors in May 2012.

Houston has established itself as a destination for hosting major sporting events such as: Super Bowl XXXVIII, Major League Baseball and National Basketball Association All-Star Games, 2005 World Series, 2005 Big 12 Conference Football Championship, USA Gymnastics 2008 Men's Visa Championships, 2010 NCAA Men's Basketball South Region Tournament, 2010 Major League Soccer All-Star Game, 2011 NCAA Men's Final Four, as well as the annual Shell Houston Open. Additionally, Houston hosted the 2011 Summer National Senior Games, the 2012 Amateur Athletic Union Junior Olympic games, and the 2013 NBA All Star Games. The city also looks forward to the 2016 NCAA Men's Final Four and 2017 Super Bowl LI. Houston's racing facilities include Sam Houston Race Park, a Class 1 thoroughbred/quarter horse race track, which opened April 1994, and Gulf Greyhound Park, a dog race track, which opened November 1992.

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

Sources:

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

GENERAL FUND

Fund Summary	II - 2
General Fund Resources Summary	II - 4
General Fund Revenue by Category	II - 18
General Fund Expenditures/Other Uses Summary	II - 22
General Fund Expenditure Summary	II - 27
Public Safety Departments	III - 1
Fire	III - 2
Houston Emergency Center	III - 14
Municipal Courts	III - 18
Police	III - 26
Development and Maintenance Services Departments	IV - 1
General Services	IV - 2
Planning and Development	IV - 12
Public Works and Engineering	IV - 20
Solid Waste Management	IV - 28
Human and Cultural Services Departments	V - 1
Health and Human Services	V - 2
Housing and Community Development	V - 14
Library	V - 20
Neighborhoods	V - 30
Parks and Recreation	V - 40
Administrative Services Departments	VI - 1
Administration and Regulatory Affairs	VI - 2
City Controller's Office	VI - 12
City Council	VI - 20
City Secretary	VI - 26
Finance	VI - 32
Houston Information Technology Services	VI - 44
Human Resources	VI - 54
Legal	VI - 64
Mayor's Office	VI - 74
Office of Business Opportunity	VI - 84
General Government	VII - 1
General Fund Debt Service	VIII - 1

FISCAL YEAR 2015 BUDGET

GENERAL FUND SUMMARY

Fund Name: General Fund

Fund No: 1000

	<u>FY2013</u> Actual	<u>FY2014</u> Current Budget	<u>FY2014</u> Estimate	<u>FY2015</u> Budget
Beginning Fund Balance - Unassigned	\$ 171,676,539	202,841,788	202,841,788	199,782,227
Revenue and Other Sources				
General Property Taxes	910,034,240	945,408,000	981,867,990	1,067,337,998
Industrial Assessment	29,845,127	15,000,000	15,000,000	15,000,000
Sales Taxes	600,256,072	629,601,816	633,000,000	666,968,000
Other Tax	10,082,938	9,995,000	13,633,847	14,167,900
Electric Franchise	103,941,403	100,526,351	100,526,351	100,669,603
Telephone Franchise	45,143,377	44,622,526	43,646,527	42,225,000
Gas Franchise	19,194,072	16,492,054	16,492,054	14,538,332
Other Franchise	27,025,557	26,812,126	27,213,091	27,665,610
Licenses and Permits	34,220,062	32,819,494	34,304,742	34,503,849
Intergovernmental	12,354,366	20,867,471	19,248,803	21,618,731
Charges for Services	42,231,680	47,758,915	47,665,977	53,846,634
Direct Interfund Services	43,519,466	46,454,662	46,133,935	48,452,778
Indirect Interfund Services	16,907,527	20,558,350	19,221,831	23,724,824
Municipal Courts Fines and Forfeits	31,813,672	33,799,303	31,308,006	31,308,006
Other Fines and Forfeits	4,666,381	4,648,235	4,421,766	4,673,365
Interest	3,081,261	3,000,000	2,400,000	2,400,650
Miscellaneous/Other	10,129,144	8,058,352	11,764,199	9,170,075
Total Revenue and Other Sources	<u>1,944,446,345</u>	<u>2,006,422,655</u>	<u>2,047,849,119</u>	<u>2,178,271,355</u>
Other Resources				
Proceeds from Notes	10,665,958	0	0	0
Sale of Capital Assets	4,602,154	2,500,000	2,500,000	2,500,000
Transfers From Other Funds	30,742,207	27,769,721	29,208,199	30,139,211
Total Other Resources	<u>46,010,319</u>	<u>30,269,721</u>	<u>31,708,199</u>	<u>32,639,211</u>
Total Available Resources	<u>2,162,133,203</u>	<u>2,239,534,164</u>	<u>2,282,399,106</u>	<u>2,410,692,793</u>
Expenditures and Other Uses				
Public Safety				
Fire Department	433,176,068	457,883,572	457,883,572	506,743,351
Houston Emergency Center	11,855,965	12,171,235	12,171,235	12,386,108
Municipal Courts Department	22,185,308	25,210,070	25,210,070	28,076,066
Police Department	697,417,221	727,711,415	727,711,415	758,403,725
Public Safety	<u>1,164,634,562</u>	<u>1,222,976,292</u>	<u>1,222,976,292</u>	<u>1,305,609,250</u>
Development & Maintenance Services				
General Services	48,640,895	50,809,891	50,809,891	41,129,998
Planning & Development	7,119,901	7,743,636	7,743,636	8,438,387
Public Works & Engineering	37,383,314	34,957,830	34,957,830	34,118,000
Solid Waste Management	68,934,901	72,149,574	72,149,574	73,690,931
Development & Maintenance Services	<u>162,079,011</u>	<u>165,660,931</u>	<u>165,660,931</u>	<u>157,377,316</u>

FISCAL YEAR 2015 BUDGET

GENERAL FUND SUMMARY

Fund Name: General Fund
Fund No: 1000

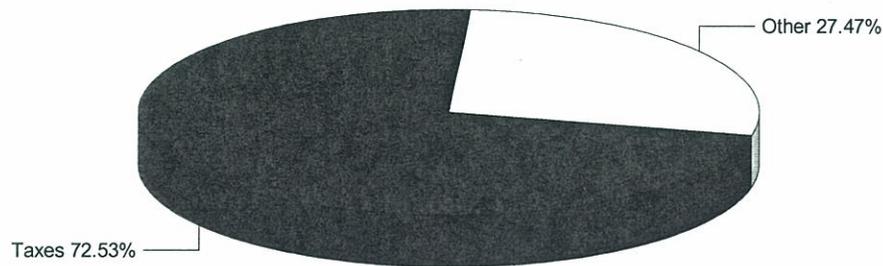
	<u>FY2013 Actual</u>	<u>FY2014 Current Budget</u>	<u>FY2014 Estimate</u>	<u>FY2015 Budget</u>
Human & Cultural Services				
Department of Neighborhoods	10,090,082	11,433,033	11,433,033	12,159,949
Health and Human Services	43,955,538	53,418,886	53,268,499	57,012,222
Housing & Community Development	2,482,665	1,348,277	1,348,277	667,189
Library	33,314,927	38,358,613	38,358,613	39,885,194
Parks and Recreation	64,097,930	66,530,346	66,530,346	70,360,722
Human & Cultural Services	<u>153,941,142</u>	<u>171,089,155</u>	<u>170,938,768</u>	<u>180,085,276</u>
Administrative Services				
Administration and Regulatory Affairs	27,745,670	25,910,797	25,910,797	29,588,580
City Controller	7,552,807	8,397,862	8,397,862	8,633,941
City Council	6,011,861	6,681,674	6,681,674	11,958,208
City Secretary	774,734	861,580	861,580	904,944
Finance Department	10,266,779	19,189,910	19,189,910	19,399,079
Houston Information Technology Services	18,393,745	21,650,402	21,650,402	24,040,382
Human Resources	3,466,550	3,558,787	3,558,787	3,599,787
Legal	13,778,810	15,468,223	15,468,223	16,492,110
Mayor's Office	6,124,571	7,159,469	7,159,469	7,691,624
Office of Business Opportunity	2,253,950	2,637,852	2,637,852	2,869,855
Administrative Services	<u>96,369,477</u>	<u>111,516,556</u>	<u>111,516,556</u>	<u>125,178,510</u>
General Government				
General Government	<u>128,425,345</u>	<u>177,431,332</u>	<u>170,431,332</u>	<u>218,119,856</u>
General Government	<u>128,425,345</u>	<u>177,431,332</u>	<u>170,431,332</u>	<u>218,119,856</u>
Total Expenditures Other Than Debt Service	1,705,449,537	1,848,674,266	1,841,523,879	1,986,370,208
Debt Service				
Transfer to PIB Bonds Debt Service	<u>240,203,000</u>	<u>243,813,000</u>	<u>243,813,000</u>	<u>273,000,000</u>
Debt Service	<u>240,203,000</u>	<u>243,813,000</u>	<u>243,813,000</u>	<u>273,000,000</u>
Total Expenditures and Other Uses	<u>1,945,652,537</u>	<u>2,092,487,266</u>	<u>2,085,336,879</u>	<u>2,259,370,208</u>
Fund Balance - Unassigned	<u>216,480,666</u>	<u>147,046,898</u>	<u>197,062,227</u>	<u>151,322,585</u>
Total Budget	<u>2,162,133,203</u>	<u>2,239,534,164</u>	<u>2,282,399,106</u>	<u>2,410,692,793</u>
Changes to Unassigned Fund Balance	(15,000,000)	1,000,000	2,720,000	0
Prepaid Items and Imprest Cash	<u>1,361,122</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Fund Balance - Unassigned	<u>202,841,788</u>	<u>148,046,898</u>	<u>199,782,227</u>	<u>151,322,585</u>
Amount Assigned for:				
Rainy Day Fund	20,000,000	20,000,000	20,000,000	20,000,000
Payment to American Traffic Solutions (ATS)*	2,720,000	1,720,000	0	0
Ending Fund Balance - Unassigned	202,841,788	148,046,898	199,782,227	151,322,585
Total Ending Fund Balance	<u>\$ 225,561,788</u>	<u>169,766,898</u>	<u>219,782,227</u>	<u>171,322,585</u>

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

GENERAL FUND RESOURCES SUMMARY

The General Fund is the City of Houston's largest operating fund. With total resources of \$2.4 billion budgeted in FY2015, this fund relies heavily on various forms of revenue to finance its operations. As illustrated below, approximately 73% percent of the total resources in the General Fund are from taxes, mainly property and sales taxes.

GENERAL FUND RESOURCES FY2015 BUDGET



COMPOSITION OF OTHER (ABOVE)



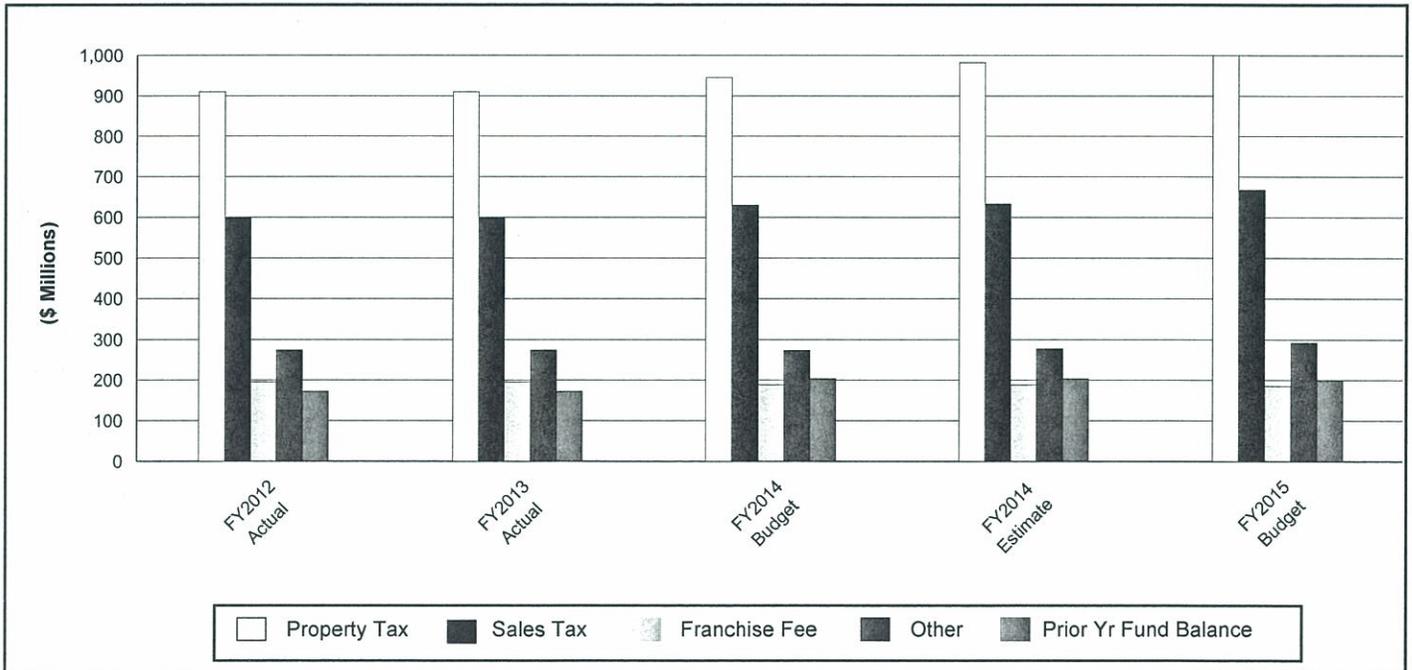
FISCAL YEAR 2015 BUDGET

The composition of the FY2015 General Fund resources is listed below:

RESOURCE CATEGORIES	RESOURCE FY2015 BUDGET*	% OF TOTAL BUDGET
Taxes:		
Property Taxes	\$ 1,067,338	44.28%
Sales Taxes	666,968	27.67%
Other Tax	14,168	0.59%
Franchise Fees	185,099	7.68%
Industrial District	15,000	0.62%
Licenses and Permits	34,504	1.43%
Intergovernmental	21,619	0.90%
Charges for Services	53,847	2.23%
Interfund Services	72,178	2.99%
Fines and Forfeits	35,981	1.49%
Interest	2,401	0.10%
Miscellaneous/Other	9,170	0.38%
Total Revenue	2,178,273	90.36%
Sale of Capital Assets	2,500	0.10%
Transfers In	30,139	1.25%
Beginning FY2015 Fund Balance	199,782	8.29%
TOTAL RESOURCES	\$ 2,410,694	100.00%
* Dollars in Thousands		
Total may reflect slight variances due to rounding.		

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

**RELATIONSHIP OF GENERAL FUND RESOURCES
FY2012 THROUGH FY2015**



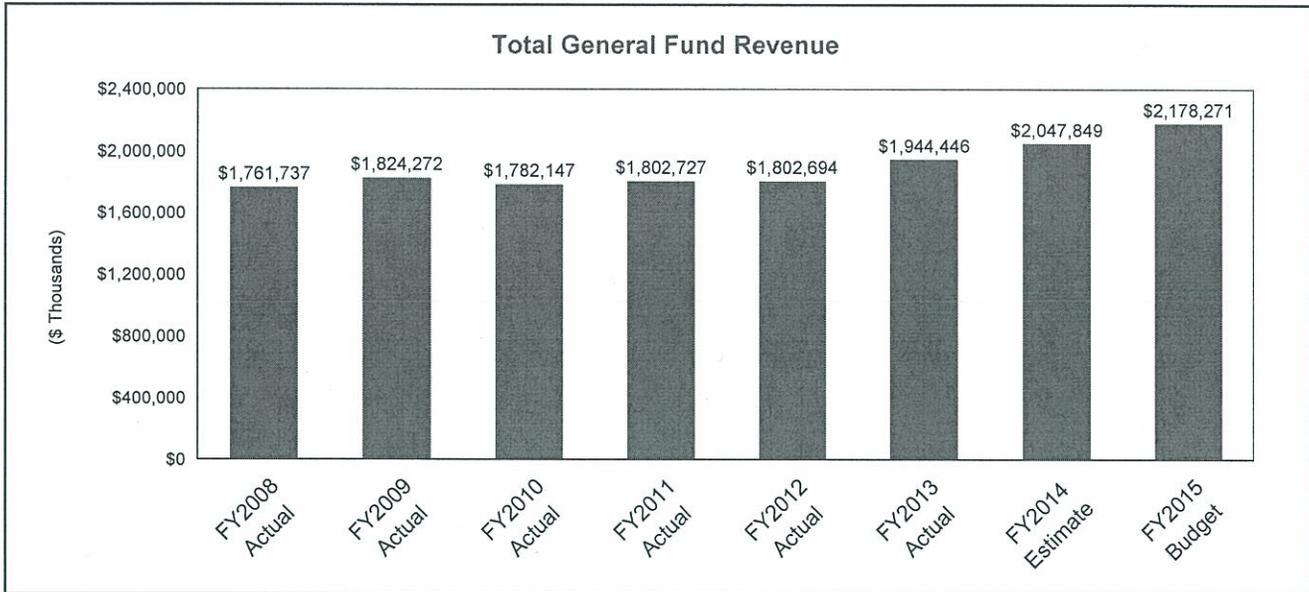


Table I below provides the FY2015 General Fund revenue budget by categories. As shown, the total revenue is expected to be \$2.2 billion or \$130 million higher than the projected FY2014 revenue.

Table I
FY2015 Revenue Budget
Compared with FY2014 Estimate

Category	Projected Revenue (\$ Thousands)		
	FY2014 Estimate	FY2015 Budget	Increase / (Decrease)
General Property Taxes	981,868	1,067,338	85,470
Industrial Assessment	15,000	15,000	0
Sales Taxes	633,000	666,968	33,968
Other Tax	13,634	14,168	534
Electric Franchise	100,526	100,670	144
Telephone Franchise	43,647	42,225	(1,422)
Gas Franchise	16,492	14,538	(1,954)
Other Franchise	27,213	27,666	453
Licenses and Permits	34,305	34,504	199
Intergovernmental	19,249	21,619	2,370
Charges for Services	47,666	53,847	6,181
Direct Interfund Services	46,134	48,453	2,319
Indirect Interfund Services	19,221	23,724	4,503
Municipal Courts Fines and Forfeits	31,308	31,308	0
Other Fines and Forfeits	4,422	4,672	250
Interest	2,400	2,401	1
Miscellaneous/Other	11,764	9,170	(2,594)
Total	2,047,849	2,178,271	130,422

Table II provides the revenue estimate for each distinct revenue source that is expected to produce at least \$3 million in FY2015. The remainder of this document describes the projection logic that has been used for each of these items.

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

Item	Projected Revenue (\$ Thousands)		
	FY2014 Estimate	FY2015 Budget	Increase / (Decrease)
General Property Taxes	981,868	1,067,338	85,470
Sales Taxes	633,000	666,968	33,968
Industrial Assessment	15,000	15,000	0
Mixed Beverage Tax	13,444	13,978	534
Electric Franchise	99,026	99,170	144
Telephone Franchise	43,625	42,225	(1,400)
Gas Franchise	16,492	14,538	(1,954)
Cable TV Franchise Fees	21,000	21,200	200
Solid Waste Hauler Franchise Fee	6,300	6,400	100
Licenses and Permits	34,305	34,504	199
TIRZ Funding	10,292	11,104	812
Intergovernmental Revenue - 1115 Waiver	8,457	10,065	1,608
Ambulance Fees	32,335	37,700	5,365
Platting Fees	5,345	5,262	(83)
Other Charges for Services	9,986	10,885	899
Interfund Police Protection	23,232	24,686	1,454
Interfund Fire Protection	17,276	18,083	807
Other Direct Interfund	5,626	5,684	58
Indirect Cost Recovery	19,222	23,725	4,503
Moving Violations	17,200	17,200	0
Other Municipal Courts Fines and Forfeitures	14,108	14,108	0
Miscellaneous/Other	11,764	9,170	(2,594)
All Other Revenues	8,946	9,278	332
Total	2,047,849	2,178,271	130,422

Taxes

Property Taxes

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

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

FISCAL YEAR 2015 BUDGET

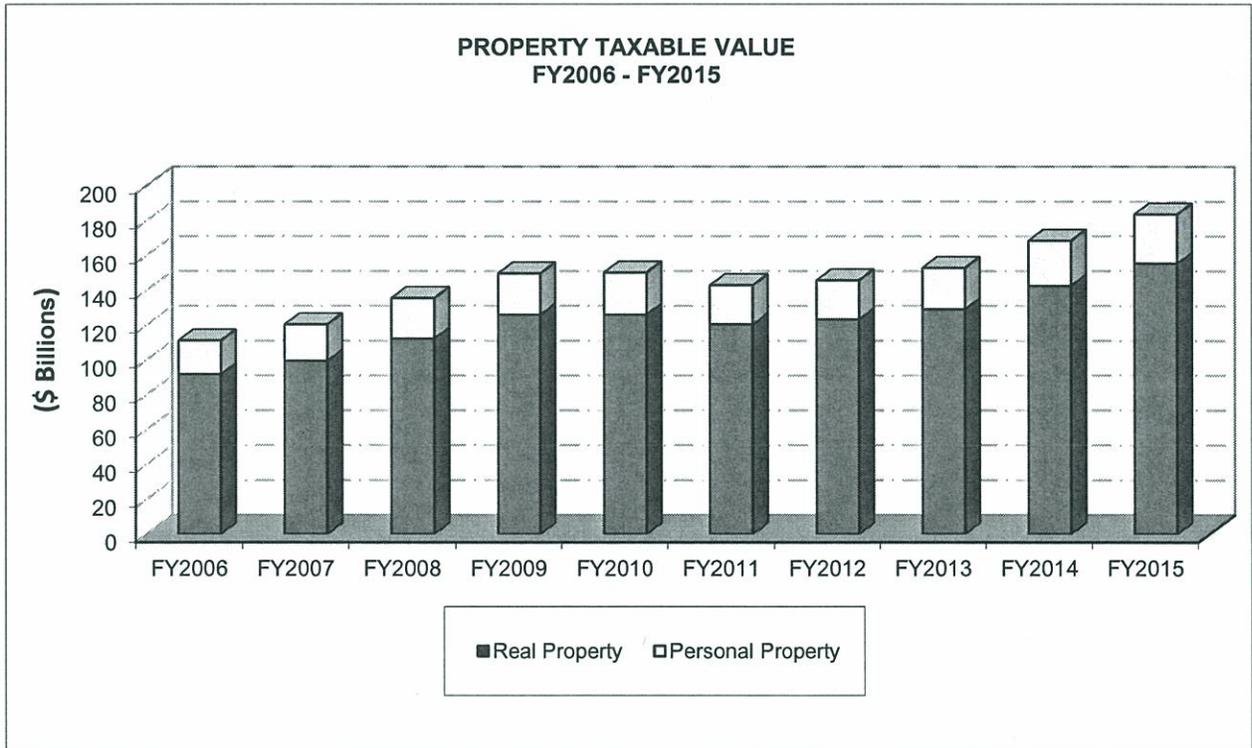
Based upon the adopted tax rate set by Council and taxable value as assessed by CAD, tax bills are generated and sent to taxpayers by Harris County Tax Office around mid-November. Payment is due by January 31st of the following year. Taxes not paid by the due date are delinquent and subject to penalties and interest charges. Taxpayers who wish to appeal values set by CAD may do so if taxes on the uncontested value are paid timely.

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

The FY2015 property tax value estimate is derived from CAD certified projections provided to the City in April 2014. The taxable value used was \$183.3 billion, which is a net of the senior/disabled exemptions. The estimated taxable value is then reduced by the estimated incremental value of properties within the Tax Increment Reinvestment Zones (TIRZ). The net of TIRZ taxable value is estimated at \$166.9 billion.

The Finance Department applied an assumed 63.875 cent per \$100 taxable value to this tax base, along with a 97.8% collection ratio and assumptions for prior year taxes collection of \$25.1 million, to arrive at a net revenue estimate of \$1.07 billion. This revenue is approximately 8.7% higher than the estimated FY2014 revenue of \$981.9 million.

Below is a graph showing the ten-year history of property taxable values in Houston, with the \$183.3 billion estimate shown for FY2015.



FISCAL YEAR 2015 BUDGET

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

<u>Fiscal Year</u>	<u>Tax Year</u>	<u>Real Property</u>	<u>Personal Property</u>	<u>Total Value</u>
2004	2003	83,776	19,399	103,175
2005	2004	86,433	19,467	105,900
2006	2005	91,827	19,293	111,120
2007	2006	99,483	20,858	120,341
2008	2007	112,241	23,214	135,455
2009	2008	125,982	23,645	149,627
2010	2009	125,999	24,094	150,093
2011	2010	120,546	22,360	142,906
2012	2011	123,292	22,381	145,579
2013	2012	129,096	23,692	152,788
2014	2013	142,599	25,810	168,409
2015	2014	155,139	28,143	183,282*

*County Appraisal District Certified Estimates, as of April 2014.

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

The proposed budget includes the property tax estimate revenues of \$1,067.3 million, which is slightly below the capped level of \$1,067.3 million, with the following assumptions.

<u>Population</u>	<u>CPI (2)</u>
July 1, 2003 (1) 2,009,669	2003 163.7
July 1, 2004 (1) 2,012,626 + 0.1471%	2004 169.5 + 3.5431%
July 1, 2005 (1) 2,076,189 + 3.1582%	2005 175.6 + 3.5988%
July 1, 2006 (1) 2,144,491 + 3.2898%	2006 180.6 + 2.8474%
July 1, 2007 (1) 2,208,180 + 2.9699%	2007 183.8 + 1.7929%
July 1, 2008 (1) 2,244,615 + 1.6500%	2008 189.967 + 3.3339%
July 1, 2009 (1) 2,257,926 + 0.5930%	2009 190.495 + 0.2779%
July 1, 2010 (1) 2,099,451 + 0.0000%	2010 194.172 + 1.9302%
July 1, 2011 (1) 2,145,146 + 2.1765%	2011 200.495 + 3.2564%
July 1, 2012 (1) 2,160,821 + 0.7307%	2012 204.213 + 1.8544%
July 1, 2013 (1) 2,195,914 + 1.6241%	2013 207.574 + 1.6458%

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

FISCAL YEAR 2015 BUDGET

Population Increase 2009	0.5930%
CPI Increase 2009	<u>0.2779%</u>
FY2011 CAP	\$875,005
Population Increase 2010	-7.0186%
CPI Increase 2010	<u>1.9302%</u>
FY2012 CAP	\$875,005
Population Increase 2011	2.1765%
CPI Increase 2011	<u>3.2564%</u>
FY2013 CAP	\$922,543
Population Increase 2012	0.7307%
CPI Increase 2012	<u>1.8544%</u>
FY2014 CAP	\$946,392
Population increase 2013	1.6241%
CPI Increase 2013	<u>1.6458%</u>
	\$977,338
Proposition H	<u>\$90,000</u>
FY2015 CAP	\$1,067,338
FY2014 Estimate (4)	\$989,120
FY2015 CAP (Based on 4.5% Increase from FY2014 Estimate)	\$1,080,579
Final FY2015 CAP (the Lower FY2015 CAP)(3)	\$1,067,338

- (1) Population numbers based upon the US Census Bureau estimate most recently published when deciding limits of each respective year's property tax revenue budget increase.
- (2) CPI increase based on the change in the CPI-U for Houston-Galveston-Brazoria, Texas as published by the Bureau of Labor Statistics, for the preceding calendar year.
- (3) In accordance to Proposition H, to increase the applicable revenue limitation by \$90 million. The remaining applicable revenue to be added for FY2015 is \$90 million.
- (4) Estimate reflects gross of Chapter 380 payments.

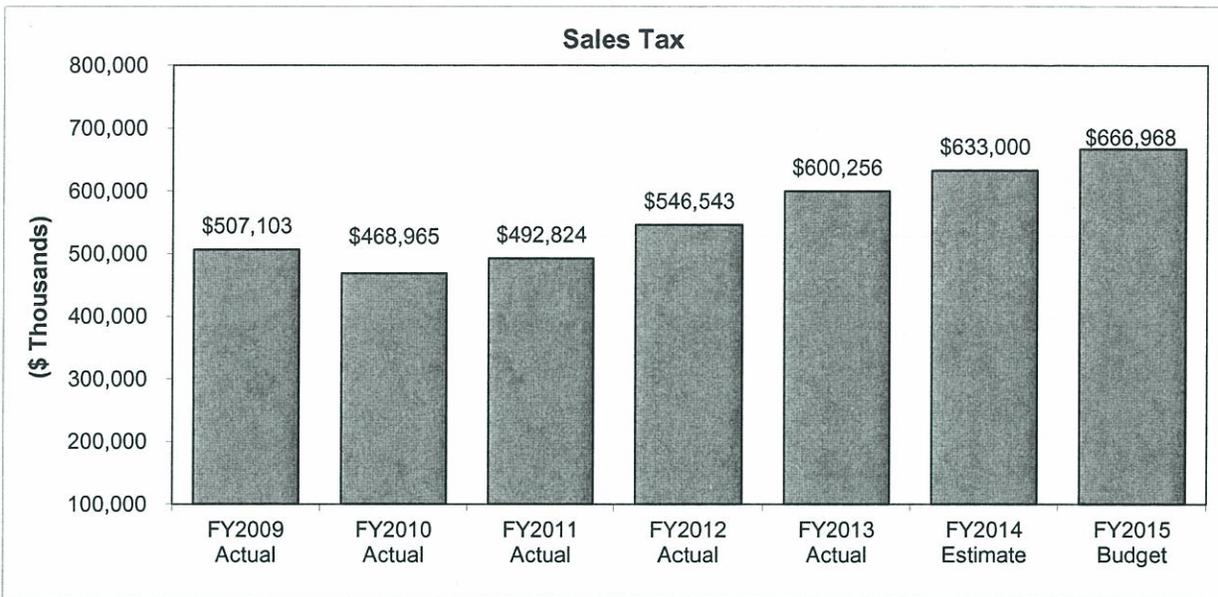
Sales Tax

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

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

The FY2015 budget amount of \$667 million is approximately \$34 million, or 5.4%, higher than FY2014 estimate amount of \$633 million. This estimate is supported by continued growth in virtually all sectors of the Houston economy. Employment is the key driver of sales tax revenue, including consumer sales and business to business sales. Historically, the sales tax has responded in an immediate manner to changes in our employment growth and/or decline. The year over year growth rate has slowed from its torrid pace of 2010-2013, to a sustainable, more historical employment growth rate of 2-3%. The national economy is continuing to recover with housing prices returning to prior levels and employment now in its fifth year of steady growth. The energy exploration and drilling boom has slowed somewhat with the maturation of the Eagle Ford shale area; however, the demand for oil worldwide driven by international economies continues unabated. Houston's energy sector will continue to play the leadership role in the region and around the world, supporting local economic growth in FY2015.

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



Industrial District Assessments

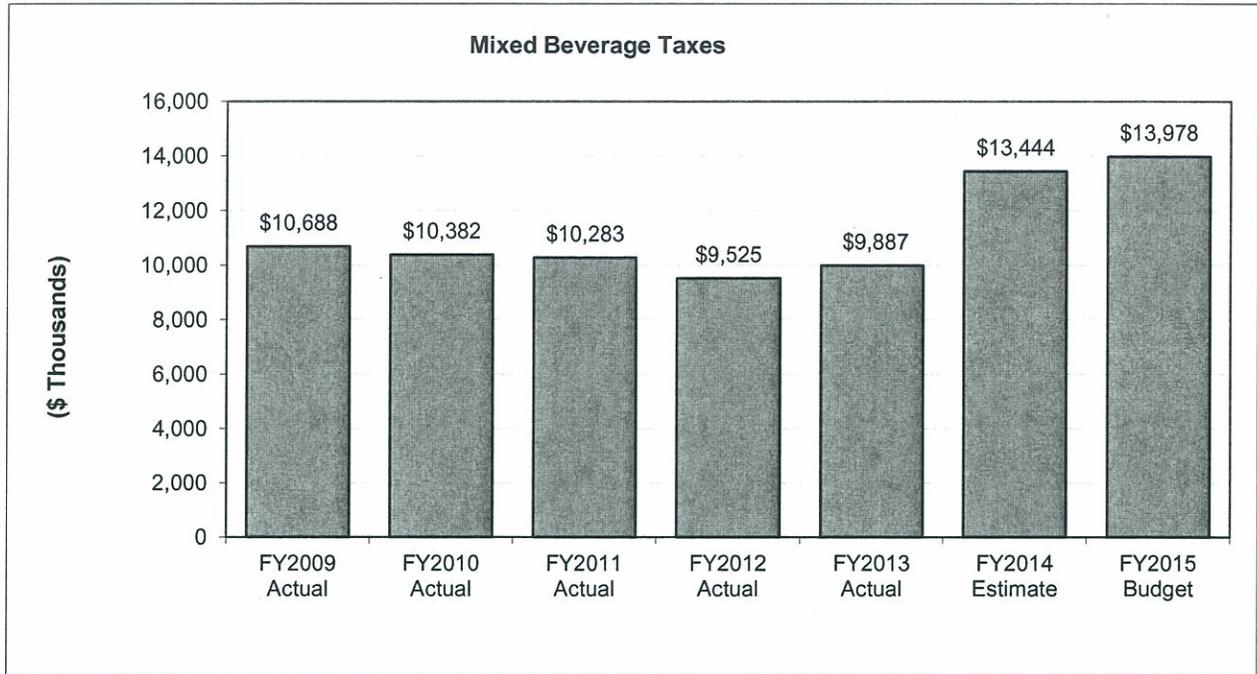
The City of Houston has Industrial District Contract Agreements having a term of fifteen years with more than 100 companies that are located within the Houston Extra-Territorial Jurisdiction (ETJ). A contractually reduced ad valorem assessed valuation fee is calculated and billed annually to each of those companies in lieu of the property being annexed and subject to City of Houston property taxes. Industrial District Assessments are based on current year property values provided by HCAD. The City expects to collect \$15 million in FY2014 and FY2015.

Mixed Beverage Tax

Prior to January 1, 2014, all mixed beverage and private club permit holders were required to remit to the State Comptroller a 14% gross receipts tax on their mixed beverage sales each month. Effective January 1, 2014 the gross receipts tax was lowered to 6.7% and an 8.25% mixed beverage sales tax was added to the price of each mixed beverage sold. Following the end of each calendar quarter, the State Comptroller allocates a portion of the tax paid to the county where each business is located. Prior to the October 2011 allocation, the State Comptroller allocated 10.7143% of the mixed beverage gross receipts to the counties and cities. From October 2011 through July 2013 the allocation rate was reduced to 8.3065%. Beginning October 2013 the allocation has been increased to the previous 10.7143% rate.

For any business located within an incorporated city, another 10.7143% of the tax paid is allocated to the city where it is located. The remaining tax is distributed to the State's General Revenue Fund. Mixed Beverage Tax allocation amounts are dependent upon the timing and accuracy of taxpayer's returns and payments, but generally represent taxes remitted to the Comptroller's Office during the calendar quarter immediately preceding the month the allocation is distributed.

For the FY2015 projection, we are anticipating the revenue estimate of \$14.0 million reflecting the trend in recent years. The following graph shows the seven-year comparison of the City's mixed beverage tax revenue.



Franchise Fees

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

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

Electric Franchise

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

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

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

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

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

The FY2014 electric franchise fee estimate is \$99.0 million. The FY2015 electric franchise fee estimate of \$99.2 million is approximately 0.1% higher than the FY2014 estimate. Kilowatt hour consumption for calendar year 2013 was up 0.25% from 2012.

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

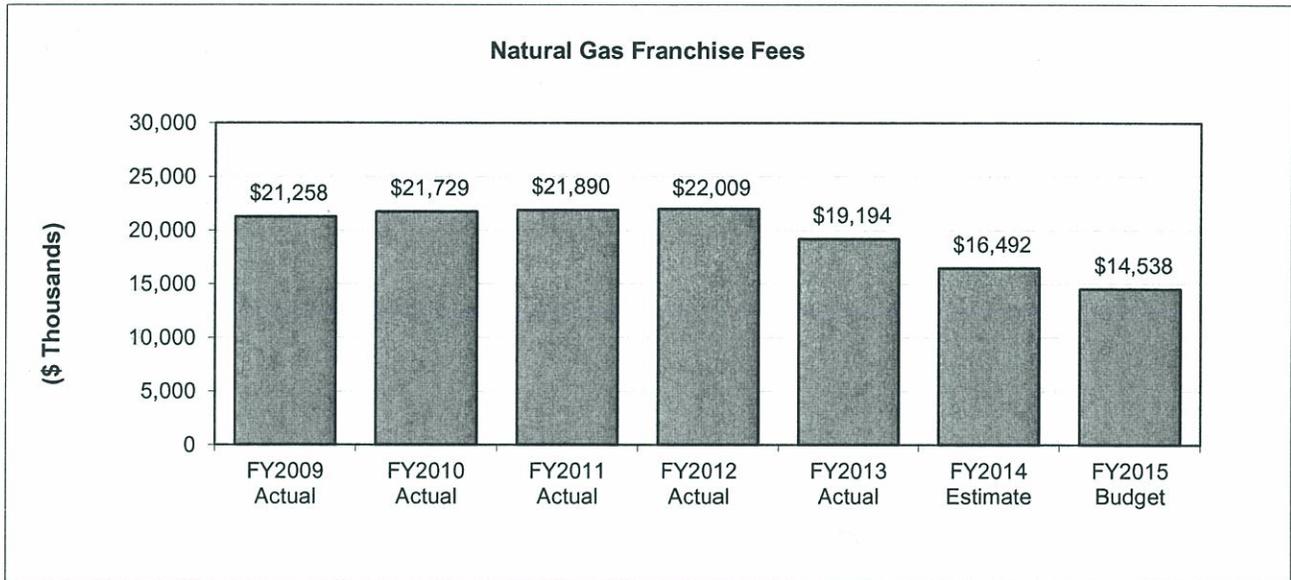
Natural Gas Franchise

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

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

The estimate for FY2014 natural gas franchise fees from CenterPoint is approximately \$16.5 million. The FY2015 natural gas franchise fee estimate is \$14.5 million, a decrease of 11.9% from FY2014. The price of natural gas has continued to drop over the last several years, resulting in decreased gross revenues for CenterPoint, which in turn results in decreased franchise fees.

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



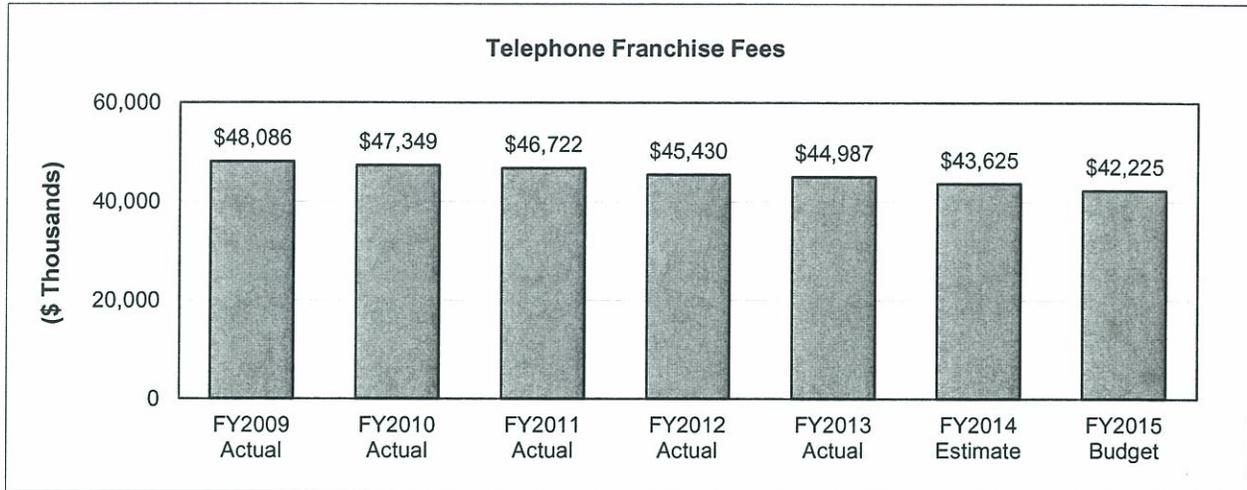
The City of Houston exercises original jurisdiction over the rates, operations and services of these natural gas utilities for the Houston area.

Telephone Franchise

Since deregulation of this industry in 2000, the telephone franchise fee paid to municipalities in Texas has been determined by applying an "access line rate," assigned by the Public Utilities Commission of Texas (PUCT) and adjusted annually for inflation, to the number of access lines in the municipality reported quarterly by each Certificated Telecommunications Provider ("CTP") doing business in that municipality. The access line rates that will be in effect during the fiscal year are as follows: residential - \$1.79; non-residential - \$6.04; and point-to-point - \$17.12.

The FY2014 estimate for telephone franchise fee is \$43.6 million, exclusive of audit recoveries. The FY2015 projection of \$42.2 million is a 3.2% decrease from FY2014's estimate, and is reflective of the continued decrease in the number of access lines being reported by CTPs.

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



Cable TV Franchise Fees

The City of Houston currently has four active cable franchises with the following cable companies: TVMAX of Houston, SuddenLink Communications, Phonoscope, and Northland. The cable franchises expire after 2015. Pursuant to the terms of their franchise agreements, these companies pay franchise fees in the amount of 5% of their gross revenues from sales to Houston customers. In addition, there are two cable television/video service-providers operating in Houston under state-issued certificates of franchise authority: Comcast Cable and AT&T UVerse. Under the terms of the state franchise, these operators also pay the City of Houston 5% of their gross revenues from sales to Houston customers. The largest of either type of franchise is Comcast, which accounts for approximately 55.6% of the total cable franchise revenue projection for FY2015. The projection for FY2015 is \$21.2 million, which is 1% higher than the FY2014 estimate of \$21 million.

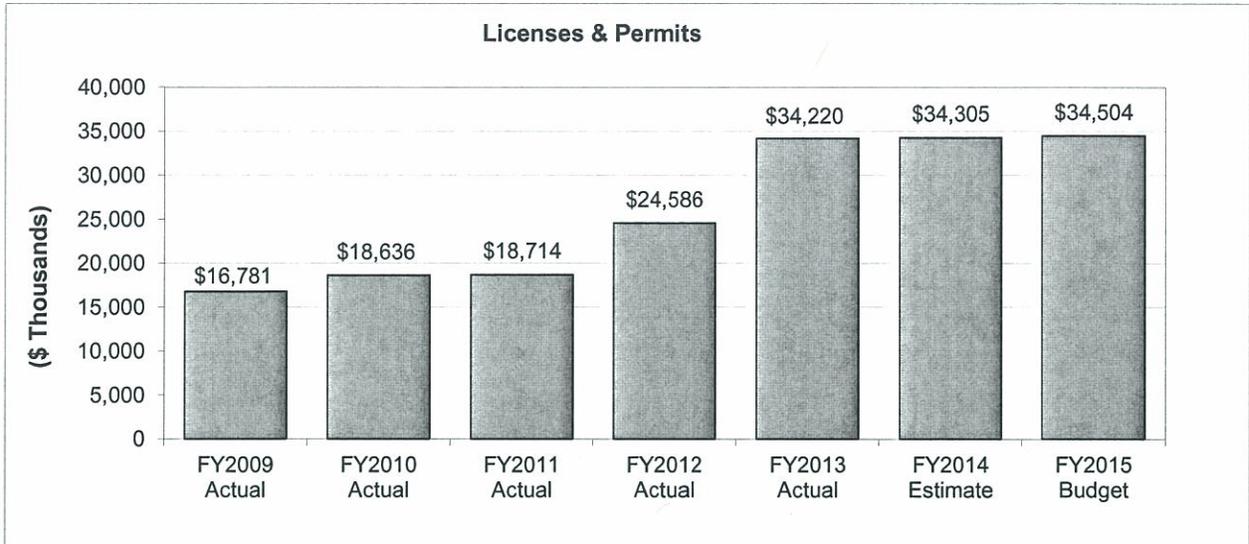
Solid Waste Hauler Franchise Fees

Solid waste haulers pay fees to compensate the City for the use of City streets. Approximately 100 active solid waste hauler franchises pay 4% of gross revenues from transporting commercial solid and industrial wastes that originate within the City limits. The FY2014 estimate for solid waste hauler franchise fees is \$6.3 million, exclusive of audit recoveries. The FY2015 estimate of \$6.4 million assumes that the waste hauling industry continues to recover from the effects of the recession, as well as improved compliance efforts.

Other Revenues

Licenses and Permits

The Licenses and Permits category includes such items as special fire, food dealer, burglar alarm, dumpster permits, and many other permits. The FY2015 revenue is estimated at \$34.5 million, which is approximately \$199,107 higher than FY2014 estimate of \$34.3 million.



Ambulance Fees

City of Houston Code of Ordinance Chapter 4 permits the City to provide Emergency Medical Services including ambulance transport to the public and permits the City to partially recover the cost of providing those services. The base and variable fee structure is addressed under Section 4.13.

The City contracts with a third-party vendor for the billing and collection of Emergency Medical Services. The present contract is with Digitech Computers, Inc. The City is currently in the first year of a four-year contract with Digitech. At the end of the four-year term (August 2017), the City can opt to renew the contract for up to four successive one-year terms.

The revenue projection for Emergency Medical Services provided by the City of Houston for FY2015 is \$37.7 million, an increase of \$5.4 million or 16.6% higher than the FY2014 estimate of \$32.3 million. This is mainly due to the adjustment in FY2015 to reflect gross revenue collection.

Platting Fees

City of Houston Code of Ordinance Chapter 42 permits the City to collect processing fees that shall be paid by an applicant for a subdivision plat, development plat, general plan and street dedication plat. The FY2015 revenues are estimated at \$5.26 million, approximately \$83,707, or 1.5% lower than the FY2014 estimates of \$5.34 million.

Other Charges for Services

Other charges for services include miscellaneous copy fees, public safety report fees, vending machine concessions, vehicle storage, hazardous material response, and others. For FY2015, revenues of \$10.9 million are projected, an increase of \$899,000 or 9% higher than the FY2014 estimate of \$9.99 million.

Interfund Direct Charges

The General Fund charges the Houston Airport System for airport police service, which is the responsibility of Houston Police Department (HPD). The FY2015 projection of \$24.7 million is \$1.5 million or approximately 6.3% higher than the FY2014 estimates of \$23.2 million.

The Aviation Enterprise Fund also pays for fire protection provided by the Fire Department to the Houston Airport System. The FY2015 projection of \$18.1 million reflects an increase of \$806,630 over the FY2014 estimate of \$17.3 million.

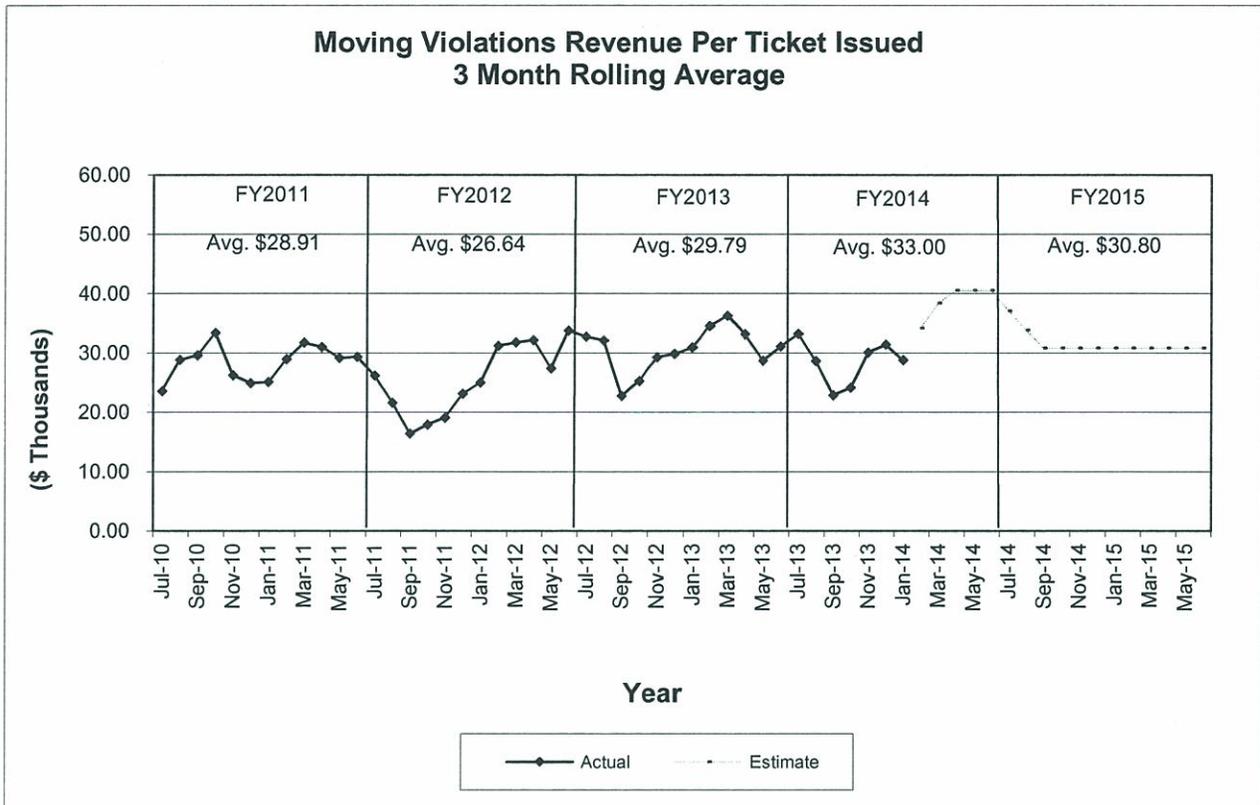
Payments received for other direct services performed by the General Fund are recovered throughout the year. The FY2015 projection of \$5.68 million is approximately \$58,000 higher than the FY2014 estimate of \$5.63 million.

Indirect Cost Recovery

The General Fund provides citywide central support services and recovers the cost of these services through allocation of indirect costs. These amounts are determined through the preparation of an annual cost allocation plan, which distributes administrative overhead costs to General Fund operating departments and to other funds. For FY2015, the proposed plan calls for cost recoveries totaling \$23.7 million, an increase of \$4.5 million in indirect interfund revenue from the FY2014 estimate of \$19.2 million.

Moving Violations

In FY2015, we expect 558,458 tickets to be issued and 164,437 tickets paid at an average of \$104.60 per ticket. Moving violations revenue in FY2015 is projected at \$17.2 million.



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



Other Municipal Courts Fines and Forfeitures

The Municipal Court Fines and Forfeitures are currently projected at \$14.1 million.

Miscellaneous/Other

The FY2015 revenue is estimated at \$9.2 million, which is approximately, \$2.6 million lower than FY2014 estimate of \$11.8 million.

All Other Revenues

Estimated revenues in remaining categories have been calculated using simple trend analysis, as well as operational and collections information from the collecting department. These revenues are estimated at \$9.3 million in FY2015.

A detailed listing of General Fund revenues by category are presented on the following pages showing the FY2013 Actual, FY2014 Current Budget and Estimate, and the FY2015 Budget amounts.

FISCAL YEAR 2015 BUDGET

General Fund Revenues by Category

Commitment Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Taxes					
General Property Taxes					
411020	Current Property Tax	834,790,388	859,521,878	892,507,812	978,268,258
411030	Current Year Delinquent Property Tax	45,228,794	55,117,122	58,343,462	63,861,740
411040	Delinquent Property Tax - Prior Years	484,660	640,832	890,888	738,164
411150	Prior Year Delinquent Property Tax-2002	108,092	0	268,717	0
411160	Prior Year Delinquent Property Tax-2003	132,292	112,546	0	0
411170	Prior Year Delinquent Property Tax-2004	186,552	133,633	198,691	0
411171	Prior Year Delinquent Property Tax-2005	210,003	191,803	243,176	164,630
411172	Prior Year Delinquent Property Tax-2006	410,901	195,654	342,915	201,489
411173	Prior Year Delinquent Property Tax-2007	797,963	408,610	386,021	284,130
411174	Prior Year Delinquent Property Tax-2008	1,385,029	796,001	755,307	319,846
411175	Prior Year Delinquent Property Tax-2009	2,197,508	1,454,101	1,466,793	625,825
411176	Prior Year Delinquent Property Tax-2010	3,607,328	2,232,503	2,545,922	1,215,343
411177	Prior Year Delinquent Property Tax-2011	5,688,238	2,466,762	3,749,397	2,109,478
411178	Prior Year Delinquent Property Tax-2012	0	8,075,555	6,128,889	3,056,929
411179	Prior Year Delinquent Property Tax-2013	0	0	0	4,992,166
411180	Current Delinquent - P & I	6,091,890	4,530,346	5,755,563	5,312,828
411190	Penalty&Interest-Delinq. Property Tax	7,667,766	8,469,654	7,244,437	6,687,172
411210	Property Tax Rebates	(489,774)	(479,000)	(500,000)	(500,000)
411220	Unclaimed Refunds of Property Tax	1,536,610	1,540,000	1,540,000	0
Subtotal General Property Taxes		910,034,240	945,408,000	981,867,990	1,067,337,998
412010	Sales Tax	600,256,072	629,601,816	633,000,000	666,968,000
Other Tax					
413010	Mixed Beverage Tax	9,886,566	9,800,000	13,443,847	13,977,900
414010	Bingo Tax	196,372	195,000	190,000	190,000
Subtotal Other Tax		10,082,938	9,995,000	13,633,847	14,167,900
Total Taxes		1,520,373,250	1,585,004,816	1,628,501,837	1,748,473,898
Industrial District Assessment					
415010	Industrial District Assessment	29,845,127	15,000,000	15,000,000	15,000,000
Total Industrial District Assessment		29,845,127	15,000,000	15,000,000	15,000,000
Franchise Fees					
Electric Franchise					
416010	Electricity Franchise Tax	102,195,113	99,026,351	99,026,351	99,169,603
416020	Miscellaneous Franchise Fee	1,746,290	1,500,000	1,500,000	1,500,000
Subtotal Electric Franchise		103,941,403	100,526,351	100,526,351	100,669,603
Telephone Franchise					
417010	Telephone Franchise Tax	44,986,558	44,622,526	43,625,000	42,225,000
419090	Telecomm Franchise Fees - Prior Year	156,819	0	21,527	0
Subtotal Telephone Franchise		45,143,377	44,622,526	43,646,527	42,225,000
Gas Franchise					
418010	Natural Gas Franchise Tax	19,194,072	16,492,054	16,492,054	14,538,332
Other Franchise					
419010	Cable TV Franchise Tax	20,709,773	20,500,000	21,000,000	21,200,000
419040	Solid Waste Hauler Franchise Fee	5,952,244	6,250,000	6,300,000	6,400,000
419050	Spur Track Franchise Fee	19,301	20,426	21,551	20,426
419070	Fiber Optics Franchise Fee	41,673	41,700	45,831	45,184
419110	Cable TV Franchise Fees-Prior Year	188,762	0	(258,476)	0
419120	Solid Waste Franchise Fees-Prior Year	113,804	0	104,185	0
Subtotal Other Franchise		27,025,557	26,812,126	27,213,091	27,665,610
Total Franchise Fees		195,304,409	188,453,057	187,878,023	185,098,545
Licenses and Permits					
421010	Special Food Permits	1,092,238	1,371,000	1,275,800	1,299,200
421020	Food Dealers Permits	3,505,346	3,565,200	3,682,100	3,748,200
421030	Food Managers Permits	378,005	335,500	452,000	483,700
421040	Mobile Food Vendor Licenses	449,233	485,300	464,900	473,200
421060	Miscellaneous Health Permits	1,101,862	1,150,000	1,150,000	1,150,000

General Fund Revenues by Category

Commitment Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
421100	Occupation Licenses	216,616	205,558	205,558	209,616
421110	Sexually Oriented Business Permits	28,234	47,724	23,558	25,497
421130	Decals for Coin-Oper. Amusement Machines	388,530	376,673	475,000	376,673
421140	Dance Licenses	50,267	78,487	49,312	57,440
421150	Liquor Licenses	1,672,738	1,553,365	1,508,587	1,516,968
421170	Burglar Alarm Permits	7,940,440	7,900,000	8,400,000	8,400,000
421180	Special Fire Permits	7,150,305	6,100,000	6,725,000	6,800,000
421200	Other Building & Construction Permits	2,648	2,000	4,367	2,000
421210	Fire Alarm Permits	615,927	500,000	500,000	500,000
421220	School Bus Licenses & Permits	37,157	37,522	37,522	32,425
421230	Taxicab Licenses & Permits	1,288,581	1,311,027	1,311,027	1,327,420
421270	City Election Fees	1,555	0	33,750	0
421280	Other Licenses & Permits	279,901	228,799	271,847	287,870
421290	Tower Application Review Fee	341	2,243	2,996	707
421320	Dumpster Permits	2,497,272	2,580,000	2,508,000	2,520,000
421410	Permit Preparation Fees	21,310	0	0	0
421490	Plan Review Fees	1,518,655	1,400,000	1,500,000	1,600,000
421570	Limousine Permits	914,992	805,328	928,459	870,958
421580	Charter Bus Permits	174,304	140,564	150,000	142,323
421590	Right-of-way Permits	318,453	306,477	306,477	290,742
421600	Jitney Permit & Inspection Fees	4,536	4,345	4,345	4,881
421610	Low Speed Shuttle Permit/Inspection Fees	1,343	0	2,229	1,852
421620	Pedicab Permits & Inspection Fees	15,580	9,219	9,219	9,067
421630	Administrative Fee - Licenses & Permits	2,553,693	2,323,163	2,322,689	2,373,110
Total Licenses and Permits		34,220,062	32,819,494	34,304,742	34,503,849
Intergovernmental					
422010	Medicaid Title XIX	202,992	300,000	500,000	450,000
422025	Family Planning Fee for Service	319,281	370,000	0	0
422122	Municipal Service Fees - TIRZ	5,479,200	5,354,000	5,354,000	5,354,000
422141	Intergovernmental Revenue - TIRZ	4,063,949	4,503,773	4,937,902	5,750,193
422153	Intergovernmental Revenue - 1115 Waiver	1,760,204	10,339,698	8,456,901	10,064,538
423010	Other Grant Awards	400,291	0	0	0
429095	Medicare Part D Distribution	128,449	0	0	0
Total Intergovernmental		12,354,366	20,867,471	19,248,803	21,618,731
Charges for Services					
Direct Interfund Services					
424040	Interfund 311	373,376	373,376	373,376	373,376
424050	Interfund Fire Protection Services	16,591,530	17,276,036	17,276,036	18,082,666
424060	Interfund Airport Police Services	21,787,296	23,232,130	23,232,130	24,686,257
424070	Interfund Legal Services	1,189,249	1,255,316	1,172,000	1,220,282
424080	Interfund Payroll Services	544,846	671,673	623,935	673,310
424110	Other Interfund Services	2,669,185	2,902,770	2,758,785	2,684,595
424140	Interfund Inventory	(372,505)	0	0	0
424160	Interfund Affirmative Action Services	350,565	426,061	380,305	386,692
451020	Interfund Billing-Telephone	(26)	0	0	0
451040	Interfund Postage	450	1,000	1,068	1,000
457010	Interfund Land Acquisition	385,500	316,300	316,300	339,600
457020	Interfund Communication Equipment Repair	0	0	0	5,000
Subtotal Direct Interfund Services		43,519,466	46,454,662	46,133,935	48,452,778
Indirect Interfund Services					
425010	Indirect Cost Recovery-Aviation	3,085,666	2,651,941	2,651,941	2,838,374
425020	Indirect Cost Recovery - Civic Center	551,181	328,479	328,479	233,181
425030	Indirect Cost-CUS Fund	3,479,384	6,173,346	6,173,346	8,441,300
425040	Indirect Cost-Houston Area Lib Auto NetWork	99,000	99,000	99,000	99,000
425050	Indirect Cost Recovery-Auto Dealers	696,300	892,675	892,675	1,042,065
425060	Indirect Cost Recover -Public TV	20,097	40,528	40,528	108,499
425070	Indirect Cost-Building Inspection	1,667,410	1,438,831	1,438,831	1,454,707
425080	Indirect Cost Recovery-Street & Drainage	1,131,161	1,120,158	1,120,158	1,015,054
425090	Indirect Cost Recovery-911 Emergency	110,000	110,000	110,000	110,000
425100	Indirect Cost Recovery-Other	1,780,065	3,603,392	3,603,392	6,260,244

General Fund Revenues by Category

Commitment Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
425110	Indirect Cost Recovery-Grants	4,287,263	4,100,000	2,763,481	2,122,400
Subtotal	Indirect Interfund Services	16,907,527	20,558,350	19,221,831	23,724,824
Charges for Services					
424210	Interfund Radio Parts & Labor	0	1,800	1,800	1,440
424215	Interfund Radio System Access	0	48,240	48,240	48,240
426010	Hazardous Materials Response	41,910	56,100	56,100	56,100
426020	Hazardous Materials Permit	30,927	37,086	37,504	36,999
426030	Ambulance Fees	27,581,979	32,335,022	32,335,022	37,699,704
426040	Library Service Charges	10,618	10,000	10,000	10,000
426055	External Radio Parts & Labor	10,948	27,000	27,000	28,800
426070	Hotel & Motel Ordinance	2,502	3,315	3,798	3,315
426090	Demolition Fees	711,147	595,903	501,315	520,435
426100	Non-Resident Garbage Fee	402,372	480,000	502,000	505,000
426110	Extra Container Garbage Fee	1,120,921	1,300,000	1,457,000	1,466,000
426120	Weed Cutting Fees	373,250	293,772	447,495	438,039
426130	Dental Fees	10,647	400	12,000	11,000
426151	Passport Service Fee	330,239	300,000	400,000	400,000
426210	Special Events Reimbursement	262,744	0	0	0
426240	Limousine Inspection Fees	103,392	83,926	112,500	90,716
426250	Platting Fees	4,611,682	5,790,937	5,345,382	5,261,675
426260	Police Services	616,440	155,000	337,478	165,000
426280	Legal Fees	14,754	0	0	0
426290	Other Service Charges	99,061	104,000	92,000	866,917
426300	Certified Copies Fees	1,817,288	1,741,100	1,741,100	1,800,000
426320	City Maps & Related Items	521	1,750	750	450
426330	Miscellaneous Copies Fees	82,391	68,916	106,007	90,390
426340	Public Safety Reports Fees	890,816	877,290	911,490	913,490
426350	Fire Fighting Services	765,262	618,015	638,015	638,015
426370	Training Services	23,802	26,500	20,000	26,000
426420	Building Space Rental Fees	895,048	1,245,250	1,227,356	1,217,304
426430	Facility Rental Fees	130,221	123,788	142,706	136,374
426480	Securing/Boarding - Nuisance Abatement	206,815	122,516	22,000	11,665
426485	Visual Blight - Nuisance Abatement	1,046	1,404	1,520	1,366
426520	External Radio System Fees	0	234,000	101,000	342,000
426525	Chapter 125 - Nuisance Abatement	100,600	0	0	0
443120	Photocopier Concessions	1,049	1,100	1,100	1,100
443130	Pay Phone Concessions	217,947	200,000	200,000	200,000
443150	Telecommunications Revenue	30	100	100	100
443160	Vending Machine Concessions	225,012	353,685	259,949	304,000
445050	Cell Tower Revenue	327,622	315,000	326,250	315,000
447020	Garage Parking Revenue	210,677	206,000	240,000	240,000
Subtotal	Charges for Services	42,231,680	47,758,915	47,665,977	53,846,634
Total Charges for Services		102,658,673	114,771,927	113,021,743	126,024,236
Fines and Forfeits					
Municipal Courts Fines and Forfeits					
427010	Moving Violations	17,509,006	18,599,857	17,200,000	17,200,000
427030	MCTP Monthly Time Payment	501,765	631,989	432,000	432,000
427040	Non-Traffic Fines	2,364,753	2,504,872	2,338,450	2,338,450
427050	Failure to Appear Fines	2,037,338	2,105,006	2,050,000	2,050,000
427060	Scire Facias Forfeitures	613,578	775,696	644,199	644,199
427070	Bond Handling Fees	1,038	1,363	769	769
427100	Local Court Costs	538,302	578,666	564,859	564,859
427110	Driver Safety Administration Fees	1,472,487	1,517,803	1,481,729	1,481,729
427120	Cash Bond Forfeiture Fees	7,684	7,413	3,250	3,250
427130	Local Arrest Fees	1,320,494	1,420,343	1,377,422	1,377,422
427140	State Arrest Fees	2	5	2	2
427160	Warrant Fees	128,251	149,245	127,864	127,864
427170	HPD Overtime Fee	17	34	19	19
427180	Capias Pro Fine	2,637	3,262	3,032	3,032
427200	Unclaimed Fines & Forfeitures	6,902	3,149	786	786
427210	Court Costs/Jury Costs	78	51	706	706

FISCAL YEAR 2015 BUDGET

General Fund Revenues by Category

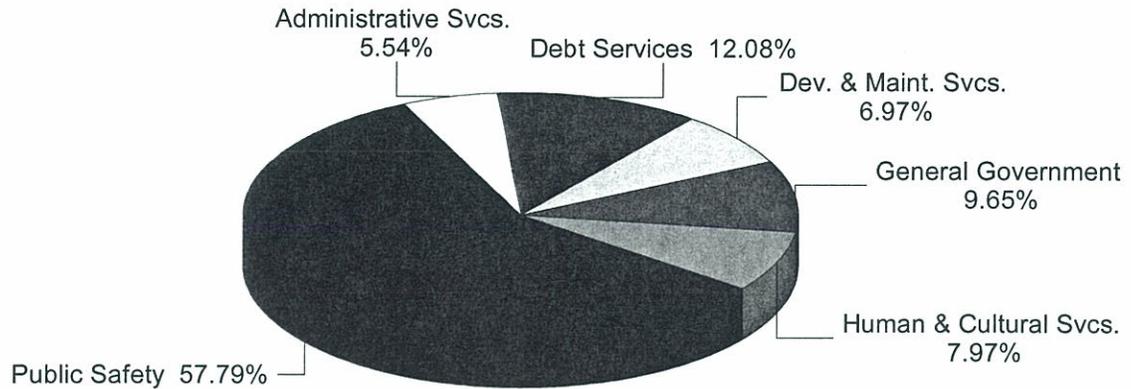
Commitment Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
427220	Suspended Sentence Fees	3,921,017	4,007,853	3,972,528	3,972,528
427250	Registration Denial Fee	261,519	275,775	274,290	274,290
427260	Dismissal Fees	650,869	725,080	680,780	680,780
427280	In-House Collection Fee	475,935	491,841	155,321	155,321
Subtotal	Municipal Courts Fines and Forfeits	31,813,672	33,799,303	31,308,006	31,308,006
Other Fines and Forfeits					
428020	Library Fines	584,825	575,000	550,000	550,000
428030	Release of Liens	128,472	84,291	125,637	121,759
428040	Vehicle Tow-Away Fees	591	500	2,200	2,200
428050	False Alarm Penalties	2,654,097	2,950,000	2,508,467	2,508,467
428060	Other Interest Income	311,886	311,000	311,000	311,000
428080	Returned Check Charges	7,985	9,776	9,485	8,220
428090	Miscellaneous Fines & Forfeitures	416,819	95,000	323,500	100,000
428095	Red Light Enforcement	0	0	0	465,000
428100	Interest on Liens-COH	85,103	110,929	56,000	60,000
428105	Interest on Liens-Contract	476,603	511,739	535,477	546,719
Subtotal	Other Fines and Forfeits	4,666,381	4,648,235	4,421,766	4,673,365
Total Fines and Forfeits		36,480,053	38,447,538	35,729,772	35,981,371
Interest					
432010	Interest on Pooled Investments	3,081,261	3,000,000	2,400,000	2,400,650
Total Interest		3,081,261	3,000,000	2,400,000	2,400,650
Miscellaneous/Other					
431020	Contributions from Others	35,248	0	0	0
434150	Streets & Bridges Assessments	44,310	54,804	105,000	59,300
434205	Sale of Scrap Metal	172,511	2,000	2,000	2,000
434225	Sale of Non-Capital Equip. & Merchandise	340,316	360,000	360,000	360,000
434305	Judgments & Claims	76,007	125,000	2,835,000	130,000
434315	Reimbursement of Court Costs	1,721	0	0	0
434330	Subrogations	0	10,000	10,000	10,000
434340	Cashier Overages	1,385	100	2,100	100
434505	Prior Year Expenditure Recovery	(91,699)	50,000	(3,000)	50,000
434510	Prior Year Revenue	92,652	50,000	694,368	50,000
444010	Private Contributions	0	0	8,500	0
452020	Recoveries & Refunds	6,144,632	6,439,715	6,794,100	6,373,600
452030	Miscellaneous Revenue	2,385,121	966,733	956,131	2,135,075
456255	Misc Operating Revenue	926,940	0	0	0
Total Miscellaneous/Other		10,129,144	8,058,352	11,764,199	9,170,075
Other Resources					
434240	Sale of Capital Assets-Land/Streets	4,602,154	2,500,000	2,500,000	2,500,000
456555	Proceeds from Promissory Notes	10,665,958	0	0	0
490020	Transfer from Special Revenue Fund	3,191,839	1,262,500	1,262,500	1,500,000
490060	Transfer from Civic Center	1,380,000	1,768,221	1,380,000	1,380,000
490080	Other Operating Transfers In	159,685	0	0	0
490120	Transfer from Component Unit	16,516,461	17,239,000	19,065,699	20,259,211
490140	Transfer from Parking Management	9,494,222	7,500,000	7,500,000	7,000,000
Total Other Resources		46,010,319	30,269,721	31,708,199	32,639,211
Grand Total:		1,990,456,664	2,036,692,376	2,079,557,318	2,210,910,566

GENERAL FUND EXPENDITURES/OTHER USES SUMMARY

General Fund Expenditures and other uses make up the largest portion of the City's FY2015 Budget. These expenditures and other uses are funded by revenues from property and sales taxes, franchise fees, licenses and permits, charges for services, miscellaneous categories and other sources. (For a detailed explanation, see the General Fund Resources Summary).

FY2015 General Fund expenditures and other uses are allocated among twenty-four (24) departments and five (5) functional areas, the functional areas include Public Safety, Development and Maintenance Services, Human and Cultural Services, Administrative Services, and General Government. The following graph illustrates the allocation of these expenditures and other uses. Please note that the Public Safety and Human and Cultural Services categories are supported by expenditures in all other categories.

GENERAL FUND EXPENDITURES/OTHER USES FY2015 BUDGET



Total=\$2,259,370,208

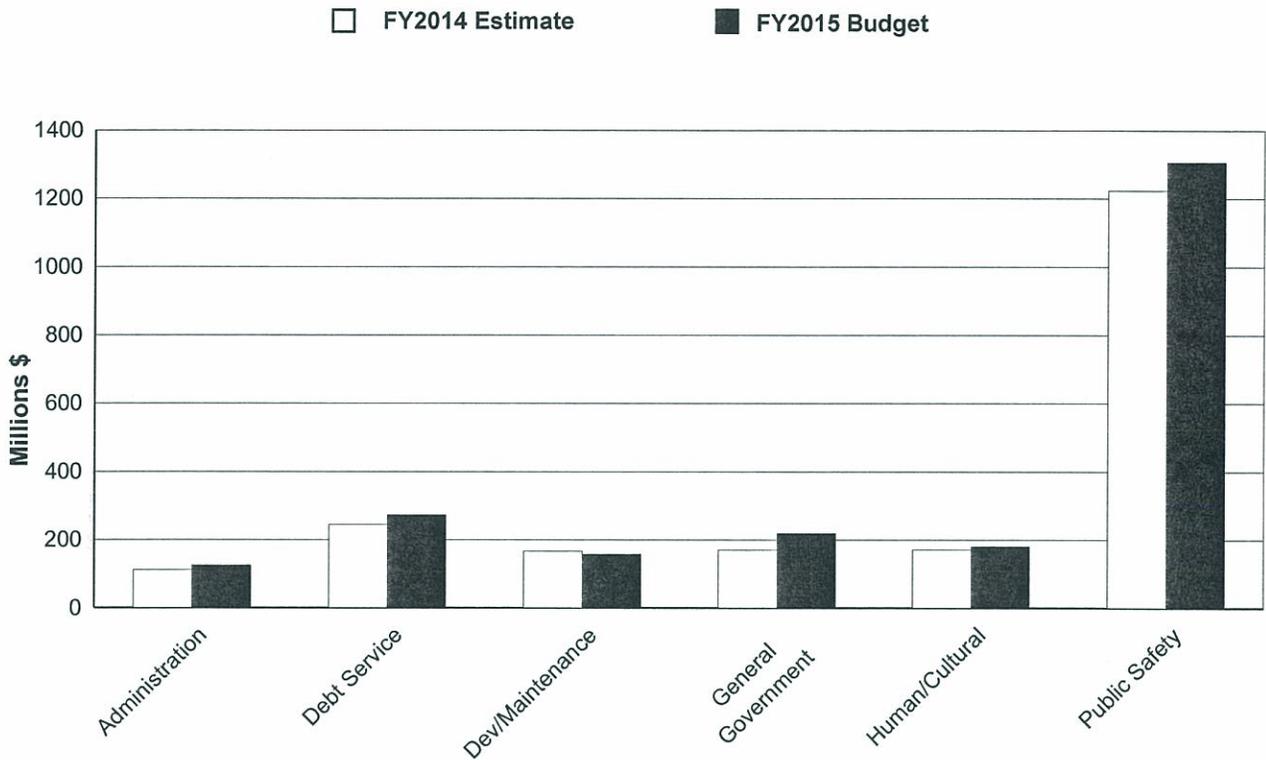
OVERVIEW

The largest single category of expenditures and other uses in FY2015 is Public Safety with (57.79%) percent of the total, followed by Debt Service (12.08%), Human and Cultural Services (7.97%), General Government (9.65%), Development and Maintenance Services (6.97%), and Administrative Services (5.54%).

The City will continue to comply with federally mandated regulations resulting from the Americans with Disabilities Act (ADA), rules governing underground storage tanks and the discharge of storm water. The City is subject to increased costs for obligational municipal and classified employee pay increases as well as pension, fuel, and service costs.

The following graph compares the FY2014 Estimate and FY2015 Budget by functional category. Please refer to the tables at the end of this section for comparisons among departments.

General Fund Expenditures/Other Uses FY2014 Estimate vs. FY2015 Budget



The FY2015 budget for General Fund expenditures/other uses of \$2,259 million is \$174 million higher than the FY2014 estimate of \$2,085 million.

The following section provides highlights of FY2015 General Fund expenditures/other uses by functional category and department.

Public Safety

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

- The Fire Department's FY2015 budget provides funding for: (1) six new cadet classes that include two regular and four fast track classes, (2) the annualized cost of a 2% pay increase awarded to classified employee on March 1, 2014 (FY2014), (3) classified pension rate increase from 23.9% to 33.2% and (4) operating and maintenance cost for the opening of Fire Station #84 in January 2015.
- The Houston Emergency Center Department will continue its mission of providing the citizens of Houston with the most efficient, accurate, and professional service when processing life-threatening calls.
- The Municipal Courts' FY2015 Budget includes staffing to support 15 day courts and 8 night courts, funding to run, support and maintain the Court System Management and Resource Technology (CSMART), the implementation of fee-based alcohol and tobacco awareness classes and fee-based wedding ceremonies.
- The Police Department's FY2015 Budget includes funding to meet the department's goals of enhancing safety throughout the city, continue positive relations with the community, ensuring the department's accountability to the public, maintaining and increasing productivity, and increase professionalism of department employees. It also includes funding for three new cadet classes.

Development and Maintenance Services

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

- The General Services Department continues to provide best practices in managing facilities, design, construction, security and resource conservation in core civic buildings to optimize the life of City buildings. In FY2015, funding for preventive and corrective maintenance costs for facilities managed by the department will be reported in the newly created Maintenance Renewal and Replacement Fund.
- The Planning and Development Department continues to support an enterprise geospatial system for the City's Geographic Information System (EGIS) with focus on support of current applications and data.
- The Public Works and Engineering Department's FY2015 Budget includes the Resource Management, Traffic Operations and Planning Divisions. The Planning Division will continue to process Joint Referral Committee transaction activities assigned to the department timely. The Traffic Operations Division will continue to work to alleviate traffic congestion resulting from malfunctioning traffic signals, accidents and other mobility issues throughout the City during peak periods.
- The Solid Waste Management Department provides solid waste services to the citizens of Houston through the collection, disposal and recycling of discarded material in a manner that is safe, efficient, environmentally sound and cost-effective. In FY2015, the department will continue to refine its major work program performance measures during the 1st quarter of the new fiscal year.

Human and Cultural Services

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

- The Health and Human Services Department works with the community to promote and protect the health and social well-being of Houstonians. The FY2015 budget includes funding for the Texas Medicaid Transformation 1115 Waiver Intergovernmental Transfer.

- The Housing and Community Development Department continues to provide services principally to low and moderate income persons. The Department manages and administers both federal and non-federal funds that are earmarked for the development of viable urban communities. FY2015 General Fund budget includes funding to support personnel costs of individuals who have been assigned in part and/or whole to two citywide initiatives: (1) Land Assemblage Redevelopment Authority (LARA) and (2) Service of the Emergency Aid Resource Center for the Homeless (SEARCH) Mobile Outreach Program.
- The Houston Public Library (HPL) remains committed to its role as a leader in the state and in the nation. The FY2015 budget allows HPL to remain focused on our five customer-driven organizational priorities which are Support for Student Success, Literacy Advancement, Technology Access and Instructional, Workforce Development and Serving as the Community's Meeting Place for Civic Engagement.
- The Parks and Recreation Department continues to enhance urban life by providing safe, well-maintained parks and offering affordable programs for the community. The FY2015 budget includes upkeep of White Oak Bayou funded through the Houston Parks Board, Inc. (HPB) as part of the Bayou Greenway 2020 initiative.
- The Department of Neighborhoods' FY2015 budget includes funding to continue the department's focus of increasing awareness of the City's blight ordinances, signs code enforcement activities and other activities such as citizens assistance, gang prevention outreach, addressing the concerns of people with disabilities, international communities, volunteerism, and education programs in an effort to improve neighborhoods and help make Houston a better place to live.

Administrative Services

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

- The Administration and Regulatory Affairs (ARA) Department applies efficient and logical solutions to administrative and regulatory challenges. Our goal is to provide increasing value to Houston via a customer-driven team that pursues continual improvement in operational efficiency and service excellence. We employ these improvement principles in the administration of our various divisions, from our public-facing functions such as administering the City's 3-1-1 information line, animal control, on-street parking management, and business permitting; to our administrative and regulatory functions such as utility regulation, franchise administration, Citywide policy administration, and management of the City's risk and exposure through commercial insurance.
- The Controller's Office continues to protect the financial integrity of Houston's City government. In FY2015 the department will continue ensuring accurate and timely reporting on the City's current financial condition, assessing the City's future financial condition, and certifying to City Council that funds are available for all appropriations.
- The Finance Department continues to emphasize strategic financial planning and performance reporting while maximizing the effective and efficient use of public funds. The FY2015 Budget includes funding for training and performance improvement which remains a high priority. The department will continue to lead initiatives that reduce citywide costs and improve cash flow.
- The Houston Information Technology Services (HITS) continues to engage to become a partner of choice; to create a resilient, scalable and agile IT infrastructure; to transform our IT workforce; to improve the overall management of IT services; protect city information and data; and enhance citizen engagement. The FY2015 budget includes funding for maintenance and support of Health, Planning, and ARA departments resulting from consolidation of technology services. HITS will provide operating support for CSMART.

- The Legal Department continues to provide core legal services, bond issue representation, preparation of ordinances and resolutions, utility regulation, and revenue collection. The FY2015 budget will continue to focus on the citywide debt collection program, assisting civic groups and individuals in the protection of their neighborhoods, handling deed restriction violations, moving to demolish blighted multi-family complexes, closing unlawfully operated sexually oriented businesses, and evolve into a more technology oriented law office environment.
- The Office of Business Opportunity continues to create a competitive and diverse business environment in the City. The FY2015 budget includes funding to promote the Hire Houston First Program and the Minority, Women, Small, and Persons with Disabilities Business Enterprises (MWSBE and PDBE), as well as Disadvantaged Business Enterprises (DBE) Programs.

General Government

The General Government Budget includes citywide costs that are not attributable to any single Department. The FY2015 Budget includes limited purpose annexation payments which are offset by revenues, health insurance for retired civilian employees, claims and judgments, tax appraisal fees and citywide membership fees.

FISCAL YEAR 2015 BUDGET

General Fund Expenditure Summary

Commitment Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	209,785,105	223,268,911	222,147,342	230,949,440
500020	Salary Base Pay - Classified	529,667,419	540,635,247	542,408,298	563,813,789
500030	Salary Part Time - Civilian	4,223,747	5,473,165	5,595,355	6,103,445
500040	Salary Assignment Pay - Classified	6,805,652	6,726,711	6,775,016	6,780,780
500045	Patrol Incentive Pay	0	2,700,000	2,430,964	2,700,000
500050	Sal-Edu/Incen-Classfd	15,929,334	15,808,463	16,144,300	16,644,127
500060	Overtime - Civilian	4,671,435	3,873,977	4,458,698	4,402,943
500070	Overtime - Classified	31,919,690	34,075,862	35,272,816	36,166,177
500090	Premium Pay - Civilian	711,113	781,197	700,916	763,164
500110	Bilingual Pay - Civilian	517,338	552,163	550,596	551,501
500120	Bilingual Pay - Classified	3,050,619	3,031,812	3,137,130	3,175,336
500130	Equipment Allowance-Classified	10,466,718	10,678,736	10,503,719	10,689,229
500150	Shift Differential Pay-Classified	4,212,161	4,375,075	4,191,207	4,377,073
500160	Training Incent.-Classified	30,746,974	30,725,584	30,730,484	30,864,832
500170	Weekend Prem Pay-Classified	3,559,393	3,798,543	3,552,389	3,760,504
500180	Temporary Employees	1,121,804	1,121,977	1,128,401	1,133,649
500190	Temporary Higher Class Pay	1,773,431	1,900,805	1,690,927	1,765,289
500210	Pay for Performance-Municipal	72,000	218,541	218,541	218,541
500240	HOPE Community Service Usage	1,935	2,000	760	2,000
500250	HOPE Union Business Usage	21,076	12,123	11,377	12,123
501020	Clothing Allowance - Classified	1,348,800	1,346,400	1,280,425	1,346,400
501040	Earned Leave - Classified	1,499,994	1,500,000	1,498,000	1,500,000
501050	Employee Awards	3,475	9,200	9,200	9,200
501060	Moving Expenses	0	193	193	0
501070	Pension - Civilian	45,218,562	51,455,820	51,407,449	58,571,376
501080	Pension - Fire	62,140,904	62,474,002	62,957,693	91,232,217
501090	Pension - Police	83,525,957	101,518,515	101,518,515	111,370,400
501100	Phase Down Classified	12,166,590	12,651,472	12,785,516	13,362,480
501110	Strategic Staffing-Classified	562,546	1,000,000	591,720	1,000,000
501120	Termination Pay - Civilian	2,808,339	1,963,098	2,726,238	1,706,533
501130	Termination Pay - Classified	13,693,803	12,266,351	9,287,398	12,752,672
501140	Third Party Disability B-Classified	3,615,341	3,825,213	3,759,835	3,825,213
501150	Trainees for Classified Service - Cadets	4,383,862	6,986,908	6,477,827	8,762,166
501160	Vehicle Allowance - Civilian	77,586	81,883	77,803	79,983
501170	Vehicle Allowance - Classified	210,375	220,000	211,302	220,000
502010	FICA - Civilian	16,554,769	18,374,465	18,184,919	19,113,455
502020	FICA - Classified	7,155,534	7,341,470	7,734,752	7,817,993
503010	Health Ins-Act Civilian	37,151,369	41,067,352	41,319,956	39,034,062
503015	Basic Life Insurance - Active Civilian	123,314	174,581	153,079	136,363
503020	Health Ins.Act-Classified	104,303,599	113,161,999	111,662,925	107,572,741
503025	Basic Life Insurance - Active Classified	315,968	431,114	326,804	334,372
503040	Health/Life Ins.Ret-Classified	17,268,302	18,588,762	19,231,591	17,506,744
503050	Health/Life Insurance - Retiree Civilian	11,145,085	12,883,703	5,883,703	14,133,718
503060	Long Term Disability-Civilian	373,011	424,062	404,412	425,418
503061	Long Term Disability-Classified	270,007	318,671	290,000	330,882
503070	Municipal Pension-Other Classified	282,431	422,994	254,555	257,000
503080	Workers Compensation-Classified-Admin	1,977,981	2,276,850	2,391,152	2,537,803
503090	Workers Compensation-Civilian-Admin	1,057,100	1,388,155	1,304,631	1,523,987
503100	Workers Compensation-Civilian-Claim	2,139,037	1,843,303	2,201,784	2,053,608
503110	Workers Compensation-Classified-Claim	9,685,996	13,421,515	13,291,631	10,248,805
504020	Compensation Contingency	0	9,760	9,760	3,653,686

FISCAL YEAR 2015 BUDGET

General Fund Expenditure Summary

Commitment Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
504030	Unemployment Claims - Administration	383,635	653,002	473,929	442,992
504040	Res For Police Enhanc.-Classified	0	100,000	175,000	275,000
504060	Health Benefits-Fire	666,720	700,000	670,000	670,000
Total Personnel Services		1,301,366,936	1,380,641,705	1,372,202,933	1,458,681,211
511010	Chemical Gases & Special Fluids	361,488	240,606	267,419	296,876
511015	Cleaning & Sanitary Supplies	829,780	759,235	835,256	832,776
511020	Construction Materials	350,652	412,013	355,003	341,955
511025	Electrical Hardware & Parts	793,186	743,710	679,865	584,453
511030	Mechanical Hardware & Parts	123,449	194,219	175,648	75,334
511035	Meters Hydrants & Plumbing Supplies	110,763	229,145	215,847	137,589
511040	Audiovisual Supplies	162,728	114,709	185,124	99,871
511045	Computer Supplies	1,767,529	1,098,373	1,237,308	1,166,392
511050	Paper & Printing Supplies	398,187	427,127	434,808	491,466
511055	Publications & Printed Materials	348,251	318,529	368,951	314,456
511060	Postage	415,197	595,640	567,366	531,573
511070	Miscellaneous Office Supplies	1,730,012	1,409,886	1,519,867	1,430,649
511075	Library Circulation Supplies	30,026	30,120	30,000	30,000
511080	General Laboratory Supplies	809,743	341,143	398,896	274,059
511085	Drugs & Medical Chemicals	520,740	517,145	624,395	772,260
511090	Medical & Surgical Supplies	1,524,688	1,541,988	1,571,454	1,631,550
511095	Small Technical & Scientific Equipment	201,886	197,746	122,303	231,071
511100	Veterinary & Animal Supplies	95,881	120,000	166,566	110,000
511110	Fuel	25,620,206	26,312,473	26,310,973	29,299,768
511115	Vehicle Repair & Maintenance Supplies	574,452	384,954	299,295	373,514
511120	Clothing	2,329,359	2,896,563	3,116,958	3,045,512
511125	Food Supplies	209,769	270,429	155,917	273,557
511130	Weapons Munitions & Supplies	462,446	306,500	404,500	406,650
511135	Recreational Supplies	242,658	160,634	164,317	176,270
511140	Landscaping & Gardening Supplies	160,911	148,700	145,500	165,700
511145	Small Tools & Minor Equipment	381,802	570,618	613,273	590,445
511150	Miscellaneous Parts & Supplies	1,902,223	1,743,110	1,714,173	1,227,325
511155	Inventory Sales	0	0	0	5,000
511160	Protective Gear	441,656	500,316	535,012	560,132
511164	Breathing Apparatus Repair Supplies	458,893	399,648	518,835	452,198
511165	Fire Fighting Equipment	447,342	457,896	457,996	357,200
Total Supplies		43,805,903	43,443,175	44,192,825	46,285,601
520100	Temporary Personnel Services	2,750,060	3,626,536	3,191,044	2,762,664
520101	Janitorial Services	2,923,414	3,626,776	3,632,878	4,050,867
520102	Security Services	4,536,780	3,926,336	4,001,702	4,194,158
520103	Subrecipient Contract Services	197,756	163,883	143,883	262,883
520105	Accounting & Auditing Services	3,189,286	4,120,168	4,109,597	2,870,858
520106	Architectural Services	8,371	12,234	0	0
520107	Computer Info/Contr	4,970,607	4,604,000	4,570,571	4,651,476
520108	Information Resource Services	442,969	1,208,584	1,329,698	348,136
520109	Medical Dental & Laboratory Services	1,518,290	931,043	944,342	975,895
520110	Management Consulting Services	8,045,970	4,251,844	4,151,117	5,463,771
520111	Real Estate Services	122,070	189,024	189,024	139,024
520112	Banking Services	307,403	401,300	406,997	407,300
520113	Photographic Services	21,490	13,800	800	13,400
520114	Miscellaneous Support Services	3,585,991	3,044,197	3,291,710	3,255,034

FISCAL YEAR 2015 BUDGET

General Fund Expenditure Summary

Commitment Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
520115	Real Estate Lease/Office Rental	7,347,210	8,059,371	8,124,953	8,810,615
520116	Parking Services Contract	56,270	44,461	44,461	44,461
520118	Refuse Disposal	13,700,995	13,948,319	14,128,120	13,906,398
520119	Computer Equipment/Software Maintenance	1,029,524	1,045,895	1,031,022	1,226,776
520120	Communications Equipment Services	103,568	294,106	389,204	424,922
520121	IT Application Svcs	2,908,567	6,811,554	6,818,499	7,735,217
520122	Office Equipment Services	198,502	203,992	212,461	202,822
520123	Vehicle & Motor Equipment Services	921,590	872,528	828,242	435,780
520124	Other Equipment Services	852,732	934,707	889,266	598,027
520125	Demolition Services	(875)	0	0	0
520126	Construction Site Work Services	532,119	79,010	74,485	32,000
520127	Structural Construction Work Services	0	0	0	10,000
520128	Other Construction Work Services	216,593	11,945	12,000	12,000
520132	Contracts/Sponsorships	4,016,858	5,263,856	5,384,465	5,204,856
520133	Private Investigative Services	0	8,706	3,000	14,700
520136	Billing & Collection Services	1,070,193	1,200,000	1,163,104	4,265,413
520138	Zoo Contract	8,766,159	8,950,927	8,950,927	9,290,310
520139	Motor Pool Charges	0	2,250	2,250	4,850
520141	Engineering Services	56,145	70,083	104,818	99,500
520142	Classified C.S. Arbitration Cost	57,759	94,539	104,302	100,000
520144	Limited Purpose Annexation Payment	41,901,180	45,846,132	45,846,132	48,473,682
520145	Criminal Intelligence Services	856,400	3,002,050	3,002,050	1,750
520146	Contract Instructor Sports	163,149	105,500	105,500	71,500
520152	Telemetry Services	2,084,504	2,117,532	2,091,962	2,100,000
520153	Protective Gear Cleaning Services	817,052	683,100	683,100	800,596
520157	Computer Software Maintenance Services	38,654	69,120	69,120	1,606,620
520158	Computer Equipment Maintenance Services	0	1,571	1,600	1,600
520159	Non-Sub-Recipient Grant Contract	369,749	176,794	157,900	150,000
520160	CIP-Software	37,150	0	0	0
520162	Baylor College of Medicine Psy Svcs	1,446	0	0	0
520510	Mail/Delivery Services	271,626	514,897	514,297	516,397
520515	Print Shop Services	435,846	236,442	291,189	302,421
520520	Printing & Reproduction Services	213,890	299,811	296,170	282,449
520605	Advertising Services	816,719	686,375	754,934	750,279
520705	Insurance Fees	2,119,733	2,981,876	2,981,895	2,785,473
520710	State/Federal Inspection Fees	0	25,180	25,180	935
520720	Fines	70	0	0	0
520725	Assessments - Other Governments	341,818	499,586	509,586	538,334
520730	Tax Appraisal Fees	7,623,228	7,650,000	7,650,000	8,100,000
520735	Tax Refunds	0	330,776	330,776	0
520739	Ambulance Refund	0	0	0	368,717
520740	Document Recording/Filing Fees	57,660	72,860	72,860	65,860
520745	Third Party Collection Fees	0	0	0	165,600
520750	Elections	536,354	2,000,000	2,000,000	0
520755	Contingency	5,000	5,881,463	5,868,450	5,268,956
520757	Maintenance Renewal and Replacement	0	3,000,000	3,000,000	0
520760	Contributions	14,029,902	16,127,910	16,127,910	17,322,910
520763	Intergovernmental Contribution-1115 Waiver	1,760,204	8,456,901	8,456,901	10,064,538
520765	Membership & Professional Fees	1,959,027	2,225,160	2,165,036	2,130,725
520780	Juror Compensation	91,019	110,060	110,060	107,359
520805	Education & Training	674,975	910,480	789,881	1,074,067

FISCAL YEAR 2015 BUDGET

General Fund Expenditure Summary

Commitment Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
520806	Paramedic/EMT Continuing Edu	26,550	91,315	54,500	59,000
520807	Initial/Recert EMS Training	264,972	637,150	550,000	712,438
520810	Human Relations Training	2,550	0	0	0
520815	Tuition Reimbursement	1,062,972	701,750	1,001,150	1,000,000
520905	Travel - Training Related	505,970	559,180	553,150	564,819
520910	Travel - Non-Training Related	380,756	427,027	391,453	477,253
521405	Building Maintenance Services	9,250,683	9,788,921	9,751,036	4,947,185
521410	Sewer Services	1,771,603	1,450,712	1,450,712	1,490,712
521415	Land and Grounds Maintenance	2,214,975	2,669,762	2,654,685	2,350,316
521425	Coastal Water Authority Maintenance	(622)	0	0	0
521435	Water Services	24,919	11,900	20,267	9,804
521440	Steam/Chilled Water Services	395,964	467,507	467,507	467,507
521505	Electricity	50,269,249	46,273,336	46,429,567	45,890,479
521510	Natural Gas	627,446	730,814	730,914	724,730
521605	Data Services	2,461,623	4,477,162	4,486,374	4,691,390
521610	Voice Services	9,694,613	9,811,834	9,796,981	10,107,795
521615	Radio Communications	(2,300)	0	0	0
521620	Voice Equipment	300,083	274,946	308,049	277,000
521625	Voice Labor	293,453	349,047	349,091	350,922
521630	GIS Revolving Fund Services	1,025,803	1,324,408	1,321,701	1,811,170
521635	Voice Services -Wireless	7	1,040,419	1,037,614	978,316
521705	Vehicle/Equipment Rental/Lease	142,319	175,629	174,474	177,239
521715	Office Equipment Rental	1,269,006	1,238,152	1,299,218	1,385,741
521720	Computer Equipment Rental	30,105	26,000	26,000	26,000
521725	Other Rental	1,153,994	1,854,341	1,823,049	2,247,929
521730	Parking Space Rental	1,036,536	1,045,797	973,569	978,167
521735	Hobby Parking Space Rental	0	193,832	217,782	227,564
521905	Legal Services	2,031,957	1,189,856	1,178,823	1,687,500
521910	Legal Svcs - Crt Report	85	4,200	4,200	4,200
522205	Metro Commuter Passes	742,689	720,000	720,000	720,000
522305	Freight Charges	17,160	13,926	7,375	14,126
522410	Cashier Shortages	198	0	500	100
522420	Petty Cash/Change Special Fund	1,188	1,500	1,500	1,500
522430	Miscellaneous Other Services & Charges	5,795,515	5,738,333	6,190,270	11,803,803
522431	EMS Equipment Maint	107,356	100,920	100,920	191,400
522432	Life Safety Equipment Maintenance	429,996	475,500	525,500	526,582
522435	Interest Charges Past Due Accounts	7,078	4,366	1,600	1,800
522620	Claims & Judgments	13,239,121	13,725,300	13,725,300	13,587,101
522710	Interfund Utility Cut Repairs	0	500	500	500
522720	Interfund Payroll Services	(23,724)	0	0	0
522721	Interfund HR Client Services	5,975,477	6,928,906	6,928,906	7,178,036
522722	KRONOS Service Chargeback	585,560	605,366	605,366	686,713
522723	Drainage Fee Service Chargeback	1,515,983	1,521,103	1,540,712	1,521,100
522730	Interfund Engineering Services	1,901	6,123	5,098	0
522735	Interfund Communication Equipment Repair	0	93,040	79,180	98,840
522740	Interfund Police Service	7,488	140,000	140,000	140,000
522760	Interfund Billing & Collection Service	10,716	20,000	20,000	20,000
522780	Interfund Photo Copy Services	23,978	36,000	25,000	25,000
522790	Interfund Inventory Adjustments	0	1,700	1,200	1,200
522795	Other Interfund Services	1,256,165	2,878,045	2,805,234	4,722,789
522835	Scrapping of Inventory for Disposal	0	0	600	600

FISCAL YEAR 2015 BUDGET

General Fund Expenditure Summary

Commitment Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
522840	Houston Permitting Center Rent Chargeback	1,030,782	996,542	1,009,241	1,087,230
522845	Interfund Vehicle Services	35,291,788	33,445,265	33,481,411	38,916,012
522910	Indirect Cost - Expenses	799	0	0	0
Total Other Services and Charges		303,913,206	336,294,982	337,098,710	349,754,489
560010	Land	36,000	0	0	0
560210	Furniture Fixtures and Equipment	141,087	109,747	79,928	0
560220	Vehicles	1,340,206	2,227,632	2,062,732	150,388
560230	Computer HW and Developed SW	173,949	79,258	57,291	0
560240	Communication Equipment	5,100	10,300	10,212	0
560810	Cap Exp-Controlled Equipment	0	10,831	13,381	0
Total Equipment		1,696,342	2,437,768	2,223,544	150,388
551005	Fixed Assets Restatement	0	1,000	1,000	1,000
551010	Non-Capital Office Furniture & Equipment	509,550	498,939	540,677	583,400
551015	Non-Capital Computer Equipment	931,990	846,038	845,466	1,900
551020	Non-Capital Communication Equipment	6,622	7,044	7,100	1,300
551025	Non-Capital Scientific/Medical Equipment	28,939	7,439	7,300	0
551030	Non-Capital Machinery & Equipment	51,493	0	0	0
551035	Non-Capital Library books	4,686,500	4,686,500	4,686,500	4,686,500
551040	Non-Capital Other	91,223	163,386	71,534	150,000
551045	Non-Capital Vehicles/Rolling Stock	0	2,350	2,350	0
Total Non-Capital Equipment		6,306,317	6,212,696	6,161,927	5,424,100
531085	Other Interest	2,952,526	4,427,500	4,427,500	4,927,500
532015	Transfers to Convention & Entertainment	0	461,402	461,402	461,402
532020	Transfers to Capital Projects	7,914,856	6,817,806	6,817,806	7,223,406
532025	Transfers to Special Revenues	35,600,445	46,398,328	46,398,328	75,812,942
532040	Transfers to Component Unit	0	19,680,171	19,680,171	21,234,756
532050	Trans to PIB Bonds Debt Service	229,703,000	243,813,000	243,813,000	273,000,000
532055	Transfers to Certification of Obligation	10,500,000	0	0	0
532120	Transfer to Fleet/Eq	1,893,006	1,858,733	1,858,733	1,858,733
532135	Ch.380 - Transfers to Other Funds	0	0	0	14,555,680
Total Debt Service and Other Uses		288,563,833	323,456,940	323,456,940	399,074,419
Grand Total Expenditures		<u>1,945,652,537</u>	<u>2,092,487,266</u>	<u>2,085,336,879</u>	<u>2,259,370,208</u>

Totals do not include interfund eliminations

PUBLIC SAFETY DEPARTMENTS

Fire.....	III - 2
Houston Emergency Center.....	III - 14
Municipal Courts.....	III - 18
Police.....	III - 26

FIRE DEPARTMENT

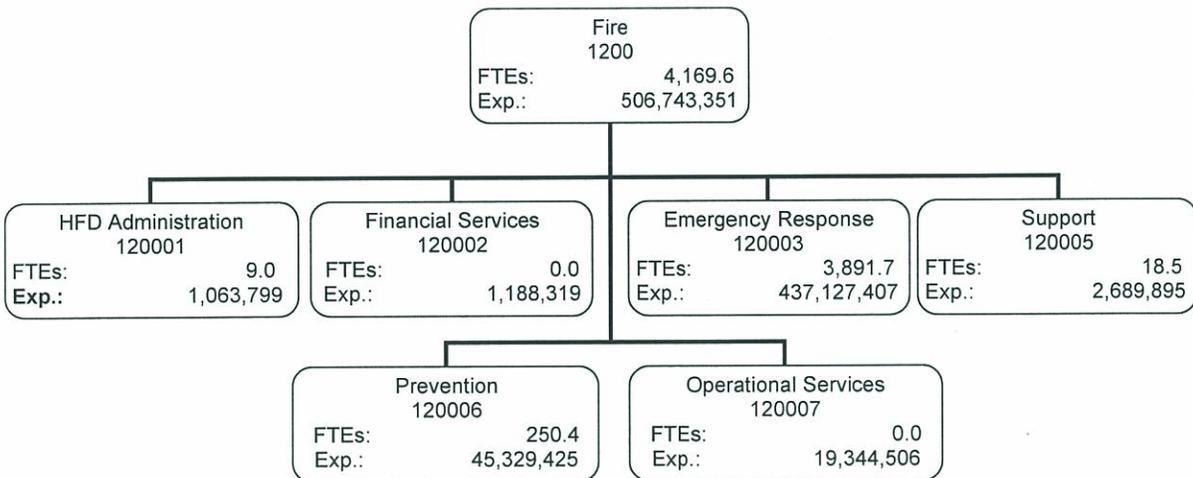
Department Description and Mission

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

The mission of the department is achieved through three operating commands: Deployment, Support, and Prevention.

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

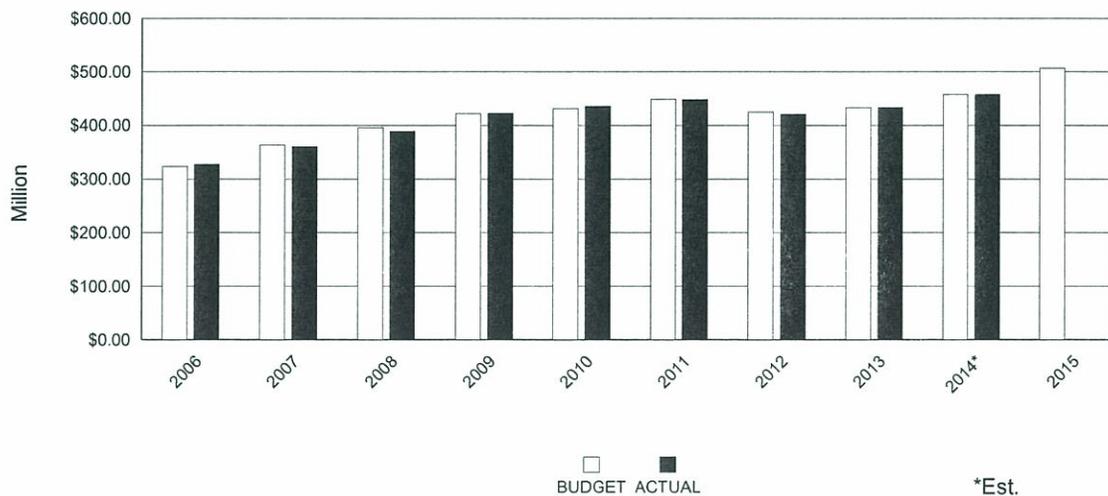
Department Organization



FISCAL YEAR 2015 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : Fire Department					
Fund No./Bus. Area No. : 1000 / 1200					
		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	402,277,094	419,243,411	419,204,511	460,960,769
	Supplies	10,594,675	10,501,440	10,867,262	10,952,983
	Other Services and Charges	20,104,309	27,797,184	27,467,712	34,829,599
	Equipment	0	341,537	344,087	0
	Non-Capital Equipment	199,990	0	0	0
	Total M & O Expenditures	<u>433,176,068</u>	<u>457,883,572</u>	<u>457,883,572</u>	<u>506,743,351</u>
	Debt Service & Other Uses	0	0	0	0
Total Expenditures	<u>433,176,068</u>	<u>457,883,572</u>	<u>457,883,572</u>	<u>506,743,351</u>	
Revenues		58,661,919	62,389,535	62,847,583	69,333,895
Staffing	Full-Time Equivalents - Civilian	117.0	127.0	118.7	115.6
	Full-Time Equivalents - Classified	3,768.1	3,741.1	3,775.2	3,876.2
	Full-Time Equivalents - Cadets	26.7	143.0	135.1	177.8
	Total	<u>3,911.8</u>	<u>4,011.1</u>	<u>4,029.0</u>	<u>4,169.6</u>
	Full-Time Equivalents - Overtime	259.0	289.1	296.2	286.5
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. o Annualized cost of 2% base salary increase of \$3.6 million for classified employees effective March 1, 2014. o \$3.6 million for a one-time clothing allowance to classified employees. o Funding is provided for six new cadet classes (2 Regular and 4 Fast Track) and the annualization of cost of prior year classes. o Three new paramedic classes resulting in 106 additional paramedics. o Opening of Fire Station #84 projected to be in service January 2015. o Additional \$4.2 million for EMS accounting changes which is offset by an increase in ambulance revenue. o Increased classified pension contribution from 23.9% to 33.2% of payroll. o \$2 million has been included for a Work Demand Analysis. 				

**Fire Department
Current Budget vs Actual Expenditures**



FISCAL YEAR 2015 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Fire Department Fund No./Bus Area No. : 1000 / 1200							
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
HFD Administration 120001 Provides administration and direction for all aspects of the Houston Fire Department (HFD) including legal service, finance and administration, operations, logistics, and planning and homeland security.	16.2	1,833,814	15.2	1,715,141	9.0	1,063,799	
Financial Services 120002 Funding budgeted for the Finance Department's Service Chargeback Fund which performs accounting, budget, CIP and purchasing services for the Houston Fire Department.	11.6	978,213	14.2	1,098,940	0.0	1,188,319	
Emergency Response 120003 Provides continuous firefighting and first responder emergency medical services, responds to hazardous materials and aircraft rescue incidents, provides immediate treatment to those in need of urgent medical care, and prepares new recruits to be entry level fire fighters.	3,619.9	372,527,180	3,734.6	389,920,243	3,891.7	437,127,407	
Support 120005 Provides administration and direction to the Houston Fire Department (HFD) including changes for accounting and finance support.	14.6	1,872,233	15.3	2,072,514	18.5	2,689,895	
Prevention 120006 The Command will organize, support and coordinate the activities of Life Safety Bureau, Fire Investigation and Planning Administration.	249.5	42,791,268	249.7	43,976,013	250.4	45,329,425	
Operational Services 120007 Provides the department with essential supplies and services including fuel, vehicle maintenance, miscellaneous parts and supplies, office equipment rental and leases, and telephone and communication lines.	0.0	13,173,360	0.0	19,100,721	0.0	19,344,506	

FISCAL YEAR 2015 BUDGET

Division Summary							
Fund Name		: General Fund					
Business Area Name		: Fire Department					
Fund No./Bus Area No.		: 1000 / 1200					
Division	Division Name	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
		FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
120001	HFD Administration						
	Civilian	6.8		6.9		6.0	
	Classified	9.4		8.3		3.0	
	Cadets	0.0		0.0		0.0	
	Total	<u>16.2</u>	1,833,814	<u>15.2</u>	1,715,141	<u>9.0</u>	1,063,799
120002	Finanical Services						
	Civilian	11.6		14.2		0.0	
	Classified	0.0		0.0		0.0	
	Cadets	0.0		0.0		0.0	
	Total	<u>11.6</u>	978,213	<u>14.2</u>	1,098,940	<u>0.0</u>	1,188,319
120003	Emergency Response						
	Civilian	38.1		38.0		41.0	
	Classified	3,555.1		3,561.5		3,672.9	
	Cadets	26.7		135.1		177.8	
	Total	<u>3,619.9</u>	372,527,180	<u>3,734.6</u>	389,920,243	<u>3,891.7</u>	437,127,407
120005	Support						
	Civilian	9.8		9.1		12.6	
	Classified	4.8		6.2		5.9	
	Cadets	0.0		0.0		0.0	
	Total	<u>14.6</u>	1,872,233	<u>15.3</u>	2,072,514	<u>18.5</u>	2,689,895
120006	Prevention						
	Civilian	50.7		50.5		56.0	
	Classified	198.8		199.2		194.4	
	Cadets	0.0		0.0		0.0	
	Total	<u>249.5</u>	42,791,268	<u>249.7</u>	43,976,013	<u>250.4</u>	45,329,425
120007	Operational Services						
	Civilian	0.0		0.0		0.0	
	Classified	0.0		0.0		0.0	
	Cadets	0.0		0.0		0.0	
	Total	<u>0.0</u>	13,173,360	<u>0.0</u>	19,100,721	<u>0.0</u>	19,344,506
	Grand Total						
	Civilian	117.0		118.7		115.6	
	Classified	3,768.1		3,775.2		3,876.2	
	Cadets	26.7		135.1		177.8	
	Grand Total	<u>3,911.8</u>	<u>433,176,068</u>	<u>4,029.0</u>	<u>457,883,572</u>	<u>4,169.6</u>	<u>506,743,351</u>

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ADMINISTRATION MANAGER	26	2.0	1.0	(1.0)
ADMINISTRATIVE AIDE	10	3.0	3.0	
ADMINISTRATIVE ASSISTANT	17	13.0	13.0	
ADMINISTRATIVE ASSOCIATE	13	5.0	6.0	1.0
ADMINISTRATIVE COORDINATOR	24	2.0	2.0	
ADMINISTRATIVE SPECIALIST	20	5.0	5.0	
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	
ARSON INVESTIGATOR	FE08	1.0	1.0	
ASSISTANT ARSON INVESTIGATOR	FE07	5.0	5.0	
ASSISTANT EMS PHYSICIAN DIRECTOR	33	4.0	4.0	
ASSISTANT FIRE CHIEF	FD09	7.0	9.0	2.0
ASSISTANT FIRE MARSHAL	FE08	1.0	1.0	
ASSISTANT SUPERINTENDENT	20	1.0	1.0	
ASSOCIATE EMS PHYSICIAN DIRECTOR	35	1.0	1.0	
BUYER	16	1.0	0.0	(1.0)
CAPTAIN	FD05	422.1	425.0	2.9
CHIEF COMMUNICATIONS OFFICER	FF07	8.0	8.0	
CHIEF INSPECTOR FIRE	FE07	7.0	7.0	
COMMUNICATIONS CAPTAIN	FF05	48.0	60.0	12.0
COMMUNICATIONS SENIOR CAPTAIN	FF06	16.0	16.0	
CUSTOMER SERVICE REP. I	13	1.0	1.0	
CUSTOMER SERVICE REP. II	15	13.0	11.0	(2.0)
CUSTOMER SERVICE REP. III	16	1.0	1.0	
CUSTOMER SERVICE SECTION CHIEF	22	0.0	1.0	1.0
CUSTOMER SERVICE SUPERVISOR	18	1.0	1.0	
DEPUTY CHIEF	FD08	7.0	8.0	1.0
DEPUTY CHIEF-COMM. OFFICER	FF08	1.0	0.0	(1.0)
DEPUTY DIRECTOR (EXE LEV)	34	1.0	0.0	(1.0)
DISTRICT CHIEF	FD07	99.0	100.0	1.0
DIVISION MANAGER	29	2.0	2.0	
EMS EDUCATOR COORDINATOR	24	2.0	2.0	
EMS PHYSICIAN DIRECTOR,MD (EXE LEV)	37	1.0	1.0	
ENGINEER/OPERATOR	FD04	1,061.1	963.0	(98.1)
EXECUTIVE ASSISTANT FIRE CHIEF	FD10	3.0	2.0	(1.0)
EXECUTIVE OFFICE ASSISTANT	15	2.0	2.0	
FINANCIAL ANALYST II	18	1.0	0.0	(1.0)
FINANCIAL ANALYST III	21	3.0	0.0	(3.0)
FINANCIAL ANALYST IV	25	1.0	0.0	(1.0)
FIRE CHIEF	37	1.0	1.0	
FIRE FIGHTER	FD03	1,633.0	1,639.0	6.0
FIRE FIGHTER TRAINEE	10	143.0	177.8	34.8
FIRE FIGHTER,PROBATIONARY	FD02	232.0	317.8	85.8
FORENSIC PHOTOGRAPHER	14	1.0	1.0	
HUMAN RESOURCES MANAGER	27	2.0	2.0	
HUMAN RESOURCES SPECIALIST	17	1.0	1.0	
INSPECTOR FIRE	FE05	94.0	97.1	3.1
INVENTORY MANAGEMENT CLERK	9	1.0	2.0	1.0

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
INVENTORY MANAGEMENT SUPERVISOR	17	2.0	1.0	(1.0)
INVESTIGATOR-FIRE	FE05	53.0	51.0	(2.0)
IT PROJECT MANAGER	28	1.0	1.0	
MAINTENANCE MECHANIC II	12	1.0	1.0	
MAINTENANCE MECHANIC III	14	4.0	4.0	
MANAGEMENT ANALYST IV	25	4.0	4.0	
MASTER MECHANIC	FG07	1.0	1.0	
OFFICE ASSISTANT	9	3.0	3.0	
OFFICE SUPERVISOR	17	2.0	2.0	
PROCUREMENT SPECIALIST	24	3.0	0.0	(3.0)
PROGRAMMER ANALYST IV	25	2.0	2.0	
PUBLIC INFORMATION OFFICER (EXE LEV)	26	1.0	1.0	
RECEPTIONIST	7	2.0	3.0	1.0
REGULATORY COMPLIANCE COORDINATOR	17	1.0	1.0	
REGULATORY SUPERVISOR	20	1.0	1.0	
SENIOR CAPTAIN	FD06	146.0	182.1	36.1
SENIOR CONTRACT COMPLIANCE OFFICER	18	1.0	1.0	
SENIOR FIXED ASSET SPECIALIST	17	1.0	1.0	
SENIOR GRAPHIC DESIGNER	21	1.0	1.0	
SENIOR INSPECTOR	FE06	15.0	15.0	
SENIOR INVENTORY MANAGEMENT CLERK	12	13.0	13.0	
SENIOR INVESTIGATOR	FE06	8.0	9.0	1.0
SENIOR MICROCOMPUTER ANALYST	23	1.0	1.0	
SENIOR OFFICE ASSISTANT	12	2.0	2.0	
SENIOR PROCUREMENT SPECIALIST	27	1.0	0.0	(1.0)
SENIOR TELECOMMUNICATIONS SPECIALIST	21	1.0	1.0	
SHOP SUPERVISOR	FG06	1.0	1.0	
STAFF ANALYST	26	2.0	1.0	(1.0)
STAFF PSYCHOLOGIST	27	1.0	1.8	0.8
SYSTEMS CONSULTANT	26	1.0	1.0	
TELECOMMUNICATIONS SPECIALIST	18	1.0	1.0	
Total FTEs		4,139.2	4,211.6	72.4
Less adjustment for Civilian Vacancy Factor		0.0	0.2	0.2
Less adjustment for Classified Vacancy Factor		128.1	41.8	(86.3)
Full-Time Equivalents		4,011.1	4,169.6	158.5

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
1200020004	HFD-Permits and Revenues			
421180	Special Fire Permits	6,100,000	6,725,000	6,800,000
421210	Fire Alarm Permits	500,000	500,000	500,000
421280	Other Licenses & Permits	2,952	36,000	36,000
421630	Administrative Fee - Licenses & Permits	250,000	257,000	265,000
426330	Miscellaneous Copies Fees	420	420	420
428050	False Alarm Penalties	850,000	550,000	550,000
Total	HFD-Permits and Revenues	7,703,372	8,068,420	8,151,420
1200030001	HFD-Fire Suppression			
426350	Fire Fighting Services	618,015	638,015	638,015
1200030003	HFD-EMS Administration			
426030	Ambulance Fees	32,335,022	32,335,022	37,699,704
1200040001	HFD-Life Safety Bureau			
421490	Plan Review Fees	1,400,000	1,500,000	1,600,000
452020	Recoveries & Refunds	2,050,000	2,100,000	2,200,000
Total	HFD-Life Safety Bureau	3,450,000	3,600,000	3,800,000
1200040002	HFD-Fire Investigation			
426340	Public Safety Reports Fees	5,435	4,505	4,505
1200050005	HFD-Dispatch & Records Operations			
426340	Public Safety Reports Fees	85,055	65,985	65,985
1200060002	HFD-Hazardous Materials Team			
426010	Hazardous Materials Response	56,100	56,100	56,100
426020	Hazardous Materials Permit	35,500	35,500	35,500
Total	HFD-Hazardous Materials Team	91,600	91,600	91,600
1200060003	HFD-Airport Operations (AARF)			
424050	Interfund Fire Protection Services	17,276,036	17,276,036	18,082,666
1200070001	HFD-Operational Services			
445050	Cell Tower Revenue	50,000	50,000	50,000
1200070002	HFD - Central Services Operations			
421630	Administrative Fee - Licenses & Permits	625,000	618,000	650,000
452030	Miscellaneous Revenue	150,000	100,000	100,000
Total	HFD - Central Services Operations	775,000	718,000	750,000
Total	Fire Department	62,389,535	62,847,583	69,333,895

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	5,778,521	6,350,249	6,000,000	5,818,430
500020	Salary Base Pay - Classified	222,655,713	224,444,897	226,648,615	234,898,575
500030	Salary Part Time - Civilian	287,441	315,007	300,000	296,474
500040	Salary Assignment Pay - Classified	5,564,004	5,518,500	5,515,000	5,512,569
500050	Sal-Edu/Incen-Classfd	5,036,322	5,060,000	5,014,587	5,014,365
500060	Overtime - Civilian	27,407	31,000	30,000	31,000
500070	Overtime - Classified	21,684,570	24,217,716	25,414,670	25,214,806
500090	Premium Pay - Civilian	4	0	0	0
500110	Bilingual Pay - Civilian	12,335	12,651	11,100	10,525
500120	Bilingual Pay - Classified	998,374	1,000,502	1,030,921	1,021,685
500180	Temporary Employees	(509)	0	0	0
500190	Temporary Higher Class Pay	1,565,349	1,700,000	1,500,000	1,564,484
501020	Clothing Allowance - Classified	70,000	70,000	70,000	70,000
501040	Earned Leave - Classified	1,499,994	1,500,000	1,498,000	1,500,000
501070	Pension - Civilian	1,241,634	1,443,734	1,410,000	1,478,222
501080	Pension - Fire	62,140,904	62,474,002	62,957,693	91,232,217
501120	Termination Pay - Civilian	48,319	50,000	50,000	40,000
501130	Termination Pay - Classified	11,983,682	11,168,582	8,189,536	11,654,903
501150	Trainees for Classified Service - Cadets	728,668	3,814,300	3,737,711	4,933,248
502010	FICA - Civilian	481,956	785,644	740,000	830,872
502020	FICA - Classified	2,805,133	3,044,394	3,150,000	3,339,832
503010	Health Ins-Act Civilian	1,017,131	1,099,738	1,670,113	1,952,716
503015	Basic Life Insurance - Active Civilian	3,435	6,676	5,500	4,894
503020	Health Ins.Act-Classified	42,480,470	46,961,872	45,462,798	43,826,809
503025	Basic Life Insurance - Active Classified	132,679	169,002	140,000	133,399
503040	Health/Life Ins.Ret-Classified	8,591,912	9,623,261	10,266,090	9,856,571
503050	Health/Life Insurance - Retiree Civilian	(122)	0	0	0
503060	Long Term Disability-Civilian	11,593	22,805	22,805	25,531
503061	Long Term Disability-Classified	270,007	318,671	290,000	330,882
503080	Workers Compensation-Classified-Admin	784,879	899,808	939,542	1,027,868
503090	Workers Compensation-Civilian-Admin	30,503	65,830	65,830	80,966
503100	Workers Compensation-Civilian-Claim	67,900	51,000	100,000	141,000
503110	Workers Compensation-Classified-Claim	3,599,174	6,298,000	6,298,000	4,798,000
504020	Compensation Contingency	0	0	0	3,643,926
504030	Unemployment Claims - Administration	10,992	25,570	6,000	6,000
504060	Health Benefits-Fire	666,720	700,000	670,000	670,000
Total	Personnel Services	402,277,094	419,243,411	419,204,511	460,960,769
511010	Chemical Gases & Special Fluids	143,366	123,133	145,415	148,151
511015	Cleaning & Sanitary Supplies	305,976	223,435	333,076	286,206
511020	Construction Materials	42,690	64,313	50,000	48,635
511025	Electrical Hardware & Parts	279,393	186,705	156,120	190,748
511030	Mechanical Hardware & Parts	3,905	4,100	4,100	2,604
511035	Meters Hydrants & Plumbing Supplies	0	8,389	5,091	8,389
511040	Audiovisual Supplies	6,025	15,000	0	10,285
511045	Computer Supplies	72,288	93,890	113,612	218,804
511050	Paper & Printing Supplies	34,404	14,893	36,280	43,112
511055	Publications & Printed Materials	9,768	12,433	5,002	21,580
511060	Postage	41,805	34,959	35,059	35,157
511070	Miscellaneous Office Supplies	151,403	113,997	215,000	103,598
511075	Library Circulation Supplies	0	120	0	0
511080	General Laboratory Supplies	10,713	13,000	10,019	8,031
511085	Drugs & Medical Chemicals	396,757	430,930	425,328	438,760

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
511090	Medical & Surgical Supplies	1,354,776	1,359,742	1,403,742	1,343,944
511095	Small Technical & Scientific Equipment	85,848	78,646	10,000	95,671
511110	Fuel	4,788,434	4,889,822	4,889,822	5,166,507
511115	Vehicle Repair & Maintenance Supplies	36,139	32,223	40,629	17,948
511120	Clothing	1,092,494	1,099,514	1,091,074	1,100,854
511125	Food Supplies	22,093	20,540	30,335	14,460
511130	Weapons Munitions & Supplies	3,000	2,000	0	2,150
511145	Small Tools & Minor Equipment	141,095	169,672	187,558	248,545
511150	Miscellaneous Parts & Supplies	224,900	152,124	168,257	29,314
511160	Protective Gear	441,656	500,316	535,012	560,132
511164	Breathing Apparatus Repair Supplies	458,893	399,648	518,835	452,198
511165	Fire Fighting Equipment	446,854	457,896	457,896	357,200
Total	Supplies	10,594,675	10,501,440	10,867,262	10,952,983
520100	Temporary Personnel Services	22,498	86,000	12,000	0
520102	Security Services	1,058	33,676	33,676	20,448
520105	Accounting & Auditing Services	15,399	23,000	23,739	0
520107	Computer Info/Contr	1,020	3,558	3,558	4,370
520108	Information Resource Services	57,722	697,254	560,469	0
520109	Medical Dental & Laboratory Services	66,894	71,450	80,000	111,510
520110	Management Consulting Services	40,614	57,346	57,388	2,000,000
520114	Miscellaneous Support Services	26,058	125,092	75,000	580,250
520118	Refuse Disposal	10,591	10,200	10,200	1,104
520119	Computer Equipment/Software Maintenance	197,507	221,430	221,430	305,205
520120	Communications Equipment Services	80,291	186,464	303,161	327,800
520121	IT Application Svcs	115,176	1,425,356	1,425,356	1,911,741
520122	Office Equipment Services	0	1,300	1,300	0
520123	Vehicle & Motor Equipment Services	113,754	76,003	79,328	84,000
520124	Other Equipment Services	16,279	21,785	21,785	13,217
520132	Contracts/Sponsorships	52,483	54,000	56,770	55,000
520133	Private Investigative Services	0	8,706	3,000	14,700
520136	Billing & Collection Services	0	0	0	2,949,736
520142	Classified C.S. Arbitration Cost	21,862	19,539	25,000	25,000
520152	Telemetry Services	2,084,504	2,117,532	2,091,962	2,100,000
520153	Protective Gear Cleaning Services	817,052	683,100	683,100	800,596
520510	Mail/Delivery Services	0	420	420	2,620
520515	Print Shop Services	5,957	6,680	6,680	12,250
520520	Printing & Reproduction Services	10,904	21,411	21,411	8,850
520705	Insurance Fees	231,700	289,903	289,903	303,007
520710	State/Federal Inspection Fees	0	25,180	25,180	935
520725	Assessments - Other Governments	341,318	392,786	392,786	413,855
520739	Ambulance Refund	0	0	0	368,717
520745	Third Party Collection Fees	0	0	0	165,600
520765	Membership & Professional Fees	18,704	23,060	20,060	21,352
520805	Education & Training	60,225	151,531	100,000	153,536
520806	Paramedic/EMT Continuing Edu	26,550	91,315	54,500	59,000
520807	Initial/Recert EMS Training	264,972	637,150	550,000	712,438
520905	Travel - Training Related	16,404	36,965	15,231	36,490
520910	Travel - Non-Training Related	9,611	1,658	2,500	2,500
521405	Building Maintenance Services	233,093	327,294	327,294	328,000
521415	Land and Grounds Maintenance	2,874	646	646	1,000
521605	Data Services	323,667	1,519,151	1,519,151	1,154,778
521610	Voice Services	2,568,129	3,886,797	3,886,797	3,853,576

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
521620	Voice Equipment	6,224	23,994	24,720	23,994
521625	Voice Labor	27,147	30,419	30,419	30,419
521630	GIS Revolving Fund Services	159,340	197,045	197,045	222,984
521635	Voice Services -Wireless	0	160,266	160,266	138,079
521705	Vehicle/Equipment Rental/Lease	525	0	7,250	0
521715	Office Equipment Rental	98,931	100,000	100,000	100,000
521725	Other Rental	2,960	5,800	5,800	6,200
521730	Parking Space Rental	2,750	3,000	725	0
522305	Freight Charges	0	2,400	2,400	2,400
522430	Miscellaneous Other Services & Charges	61,076	131,216	100,000	69,250
522431	EMS Equipment Maint	107,356	100,920	100,920	191,400
522432	Life Safety Equipment Maintenance	429,996	475,500	525,500	526,582
522435	Interest Charges Past Due Accounts	267	0	0	0
522721	Interfund HR Client Services	3,032,155	3,686,951	3,686,951	2,446,350
522722	KRONOS Service Chargeback	159,544	163,640	163,640	186,635
522723	Drainage Fee Service Chargeback	96,579	98,954	98,954	99,000
522795	Other Interfund Services	0	0	0	1,720,936
522840	Houston Permitting Center Rent Chargeback	359,292	386,871	386,871	415,933
522845	Interfund Vehicle Services	7,705,297	8,895,470	8,895,470	9,746,256
Total	Other Services and Charges	20,104,309	27,797,184	27,467,712	34,829,599
560220	Vehicles	0	338,001	338,001	0
560230	Computer HW and Developed SW	0	3,536	3,536	0
560810	Cap Exp-Controlled Equipment	0	0	2,550	0
Total	Equipment	0	341,537	344,087	0
551015	Non-Capital Computer Equipment	199,990	0	0	0
Total	Non-Capital Equipment	199,990	0	0	0
Grand Total Expenditures		433,176,068	457,883,572	457,883,572	506,743,351



HOUSTON EMERGENCY CENTER

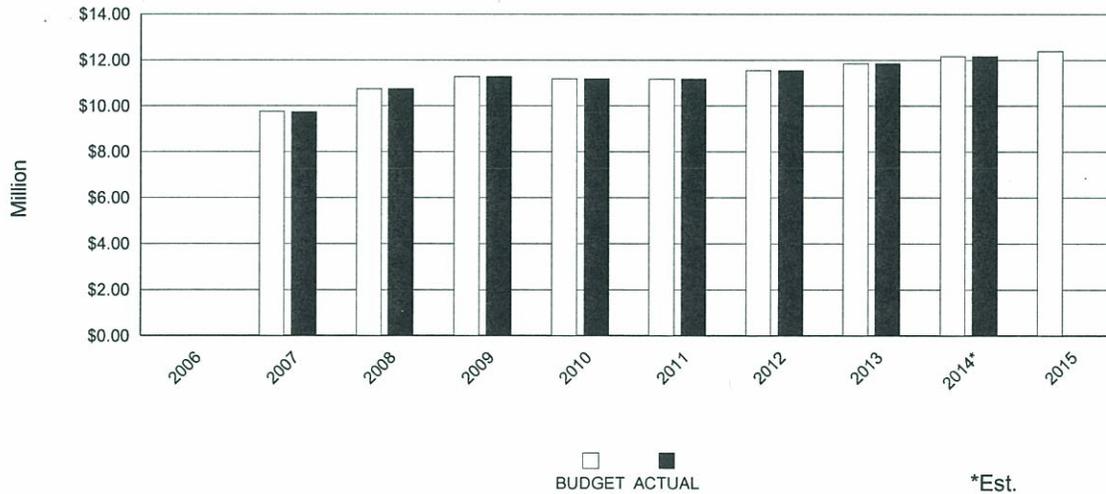
Department Description and Mission

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

FISCAL YEAR 2015 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : Houston Emergency Center					
Fund No./Bus. Area No. : 1000 / 1500					
		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Debt Service & Other Uses	11,855,965	12,171,235	12,171,235	12,386,108
	Total Expenditures	<u>11,855,965</u>	<u>12,171,235</u>	<u>12,171,235</u>	<u>12,386,108</u>
Revenues		0	0	0	0
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	o Provides funding to support the General Fund portion of Houston Emergency Center Special Fund (Fund 2205).				
	o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases.				

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



FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
532025	Transfers to Special Revenues	<u>11,855,965</u>	<u>12,171,235</u>	<u>12,171,235</u>	<u>12,386,108</u>
Total	Debt Service and Other Uses	<u>11,855,965</u>	<u>12,171,235</u>	<u>12,171,235</u>	<u>12,386,108</u>
	Grand Total Expenditures	<u><u>11,855,965</u></u>	<u><u>12,171,235</u></u>	<u><u>12,171,235</u></u>	<u><u>12,386,108</u></u>



MUNICIPAL COURTS DEPARTMENT

Department Description and Mission

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

There are four Divisions within the MCD: Administrative Services, Court Operations, Public Services, and Judicial Operations that work together to provide court services to the public. MCD provides magistrate services, executes blood search warrants for law enforcement, and oversees various specialized dockets including: Juvenile, Truancy, Teen Court, Property Disposition, high-volume Impact, and Homeless Outreach. Additionally, the Department oversees budgetary and operational functions of three Special Revenue Funds: Building Court Security Fund (2206), Court Technology Fund (2207) and Juvenile Case Manager Fund (2211).

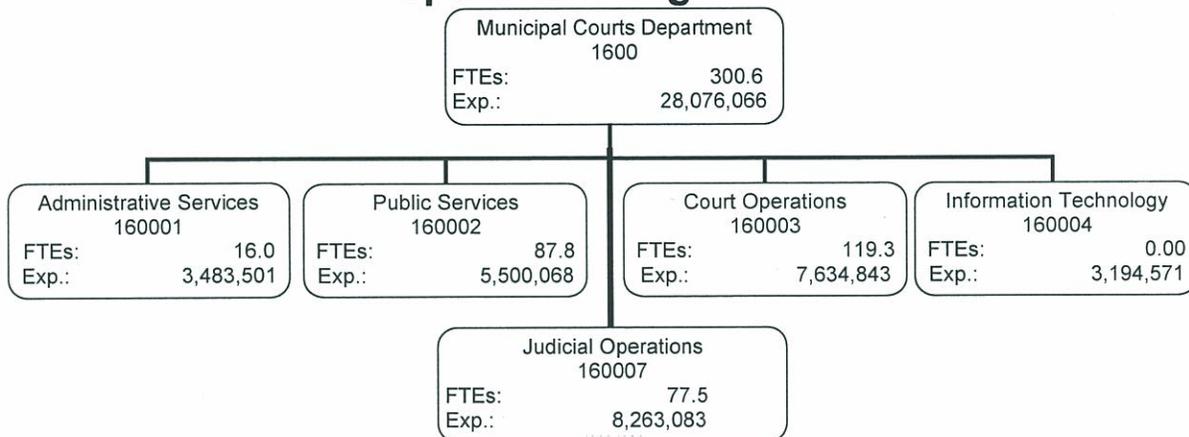
MCD is comprised of twenty-two full-time Judges, including the Presiding Judge, Associate Presiding Judge, and Administrative Judge, forty-six Associate Judges (part-time), and four full-time/seven part-time Adjudication Hearing Officers. MCD is administratively supported by two Deputy Directors, one serving as the Clerk of Court overseeing court operations, public services and in-house/vendor collections, and the other overseeing budget/finance, public information, building/security, and other administrative areas.

Court operations include fifteen day courts and eight night courts. Full service courts are located at the Central Herbert W. Gee Courthouse, Southeast Command (Court 13/Court 14), Westside Command (Court 18), and North Command (Court 20). These courts handle arraignments, jury and bench trials, and function as Annex courts for off-docket (walk-in) matters. Jail arraignments and trials are held seven days per week at two court locations (Central/Southeast). There are nine jury courts operating Monday-Friday at the central location. Also, the Westside Command Court holds jury trials two days per week, and the North Command Court holds jury trials one day per week. Newly implemented revenue-generating initiatives include performing weddings and offering alcohol and tobacco awareness classes.

Finally, MCD oversees Annex court operations at satellite locations at Kingwood and Clear Lake each operating one day per week. The Annex Courts located at the Southeast, Westside and North Command locations operate Monday-Friday, and the Central location, operates Monday-Saturday.

In partnership with the Administrative and Regulatory Affairs Department, MCD oversees parking citation hearings and other Ordinance violation hearings. Parking citation hearings are held Monday-Saturday at the central location. MCD also partners with the Department of Neighborhoods to oversee the Civil Adjudication hearing process for Ordinance violations related to dangerous buildings and building code violations.

Department Organization



FISCAL YEAR 2015 BUDGET

Business Area Budget Summary

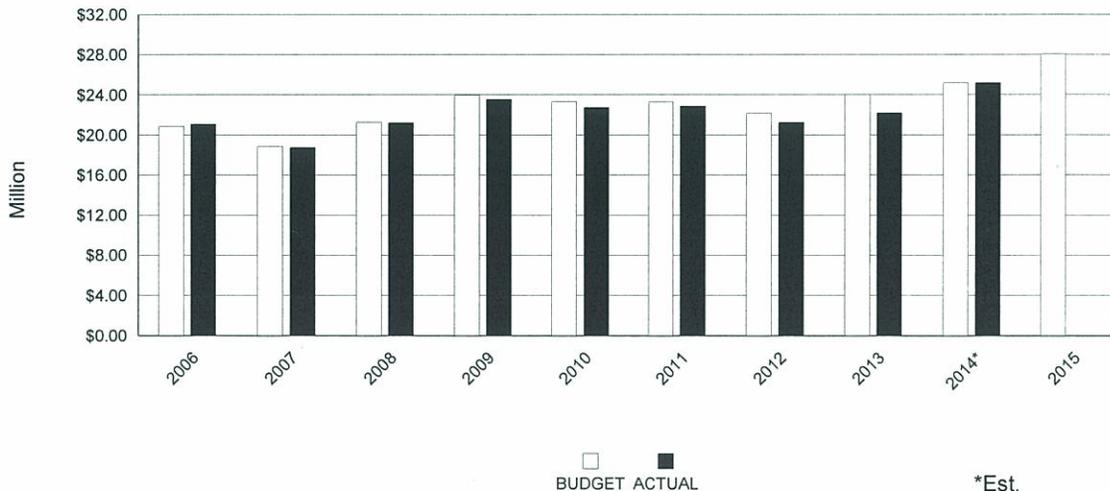
Fund Name : General Fund
 Business Area Name : Municipal Courts Department
 Fund No./Bus. Area No. : 1000 / 1600

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	18,334,169	20,852,918	20,854,010	22,506,534
	Supplies	215,791	245,198	244,699	246,593
	Other Services and Charges	3,441,778	3,968,689	3,963,957	5,166,074
	Non-Capital Equipment	63,105	12,800	16,939	26,400
	Total M & O Expenditures	<u>22,054,843</u>	<u>25,079,605</u>	<u>25,079,605</u>	<u>27,945,601</u>
	Debt Service & Other Uses	130,465	130,465	130,465	130,465
	Total Expenditures	<u>22,185,308</u>	<u>25,210,070</u>	<u>25,210,070</u>	<u>28,076,066</u>
Revenues		32,448,163	34,408,429	31,910,301	31,814,301
Staffing	Full-Time Equivalents - Civilian	268.6	293.3	290.4	300.6
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>268.6</u>	<u>293.3</u>	<u>290.4</u>	<u>300.6</u>
	Full-Time Equivalents - Overtime	0.2	0.1	0.1	0.0

Significant Budget Changes and Highlights

- o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases.
- o Realignment of personnel costs from the Houston Information Technology Services (HITS) Project Cost Recovery Fund which were previously assigned to Court System Management and Resource Technology (CSMART) development.
- o Additional funding has been included for escalating Citywide building security contract.
- o FY2015 includes funding to run, support and maintain CSMART.
- o Five additional FTEs to support an additional jury court and new jury assembly room.
- o The continuation of fee-based wedding ceremonies.
- o Implementation of fee-based alcohol and tobacco awareness classes.
- o Continuation of the Clerk Certification/Career Track Program.

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



Business Area Performance Measures					
Fund Name : General Fund					
Business Area Name : Municipal Courts Department					
Fund No./Bus Area No. : 1000 / 1600					
Performance Measure	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
Overall Cases Disposed to Cases Filed Ratio	P,Q	N/A	>100%	108%	>100%
Average Defendant Wait Time: Trial by Judge	F,P,Q	25min	30min	25min	<30min
Average Defendant Wait Time: Trial by Jury	F,P,Q	1hr 59min	2hr 30min	2hr 15min	<2hr 30min
Average Warrant Verification Time	F,P	3min	<10min	3min	<8min
Customer Satisfaction Rating	F,P,Q	88%	>75%	86%	>75%
Deferred Payment Down Payment Revenue Collected	F,P	N/A	\$230,000	\$600,000	\$600,000
Deferred Payment Program Overall Compliance	F,P	N/A	60%	54%	60%
In-House Collection Revenue	F,P	\$1,837,026	\$1,500,000	\$1,800,000	\$1,600,000
Monthly Juror Yield	F,P,Q	N/A	N/A	N/A	>25%
Quality Control Review of Cases	F,P	67.3%	50%	62.8%	50%
Quality Control Review of Transactions	F,P	340,846	350,000	485,000	400,000
Expenditures Budget vs Actual Utilization	F	92%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	93%	100%	93%	100%
<p>Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)</p> <p style="padding-left: 100px;">Fiscal Responsibility (F) Quality of Life (Q)</p>					

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Municipal Courts Department Fund No./Bus Area No. : 1000 / 1600						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Administrative Services 160001 Oversight of facilities, security/safety, financial/budget, administrative support, internal HR matters, public information (PIO), legislation, contracts, and staff development/training. Indirect oversight of HR assigned staff.	17.4	4,101,323	18.0	3,487,546	16.0	3,483,501
Public Services 160002 Oversight of collection of fines and fees and the processing of court actions. Prepares and mails court notices. Oversight of Deferred Payment Compliance Program and the One Call Solution Center, which includes the pre-collection of delinquent citations, defendant direct and automated calls and reminder notifications. Quality control review of monetary transactions.	83.6	4,565,688	84.0	5,021,186	87.8	5,500,068
Court Operations 160003 Oversight of courtroom support including dockets, processing judicial orders and coordinating alternative sentencing. Provides warrant verification service to law enforcement, assists with the jail booking process and processes bond forfeitures, appeals, bankruptcies and expunctions. Retention of records, preparation of complaints/subpoenas, and data entry of citations. Quality review of cases.	114.6	6,631,140	116.4	7,069,025	119.3	7,634,843
IT 160004 Funds interdepartmentally billed IT-related chargebacks as provided in budget target letter, equipment maintenance agreements and system maintenance costs for CSMART and Courtview.	0.0	869,289	0.0	2,095,696	0.0	3,194,571
Judicial Operations 160007 Oversight of regular dockets (arraignment/trials), jail arraignments/trials, parking adjudication, specialized dockets (Impact/Homeless/Juvenile/Ordinance violations) and jury summoning. Provides magistrate services to law enforcement, mandated court services, wedding services, and alcohol/tobacco classes. Indirect oversight of HITS assigned staff.	53.0	6,017,868	72.0	7,536,617	77.5	8,263,083
Total	268.6	22,185,308	290.4	25,210,070	300.6	28,076,066

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ADJUDICATION HEARING OFFICER	27	3.2	5.5	2.3
ADMINISTRATION MANAGER	26	4.6	6.0	1.4
ADMINISTRATIVE AIDE	10	0.5	0.5	
ADMINISTRATIVE ASSISTANT	17	7.0	8.0	1.0
ADMINISTRATIVE COORDINATOR	24	1.0	1.0	
ADMINISTRATIVE JUDGE OF MUNICIPAL COURTS	31	1.0	1.0	
ADMINISTRATIVE SPECIALIST	20	5.0	3.0	(2.0)
ADMINISTRATIVE SUPERVISOR	22	16.2	15.0	(1.2)
ADMINISTRATIVE SUPERVISOR (EXE LEV)	22	0.0	1.0	1.0
ASSISTANT DIRECTOR (EXE LEV)	32	3.6	3.0	(0.6)
ASSISTANT DIRECTOR-HUMAN RESOURCES (EXE LEV)	32	0.0	1.0	1.0
ASSOCIATE JUDGE OF MUNICIPAL COURTS	31	5.7	7.1	1.4
ASSOCIATE PRESIDING JUDGE OF MUNICIPAL COURTS	31	1.0	1.0	
COURT INTERPRETER	14	4.5	5.5	1.0
COURT REPORTER	19	5.7	5.8	0.1
CUSTOMER SERVICE REP. I	13	125.5	126.1	0.6
CUSTOMER SERVICE REP. II	15	45.0	45.0	
CUSTOMER SERVICE REP. III	16	14.0	17.0	3.0
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	0.8	0.5	(0.3)
DEPUTY DIRECTOR (EXE LEV)	34	2.0	2.0	
DIVISION MANAGER	29	3.0	3.0	
DIVISION MANAGER (EXE LEV)	29	1.0	1.0	
FINANCIAL ANALYST III	21	1.0	1.0	
FINANCIAL ANALYST IV	25	1.6	2.0	0.4
INVENTORY MANAGEMENT CLERK	9	0.0	1.0	1.0
JUDGE OF MUNICIPAL COURTS	31	18.0	19.0	1.0
MUNICIPAL COURTS ADMINISTRATOR	17	1.0	1.0	
MUNICIPAL COURTS SECURITY OFFICER	12	18.0	19.5	1.5
MUNICIPAL COURTS SUPERVISOR	18	2.0	2.0	
PRESIDING JUDGE OF MUNICIPAL COURTS	35	1.0	1.0	
SENIOR CONTRACT ADMINISTRATOR	27	1.0	1.0	
SENIOR INVENTORY MANAGEMENT CLERK	12	2.0	1.0	(1.0)
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	1.0	
SENIOR SUPERINTENDENT	27	1.0	1.0	
STAFF ANALYST	26	2.0	3.0	1.0
STAFF ANALYST (EXE LEV)	26	1.0	1.0	
Total FTEs		300.9	313.5	12.6
Less adjustment for Civilian Vacancy Factor		7.6	12.9	5.3
Full-Time Equivalent		293.3	300.6	7.3

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
1600010001	MCD - Administrative Services			
424110	Other Interfund Services	96,000	96,000	0
426330	Miscellaneous Copies Fees	43,068	65,000	65,000
427010	Moving Violations	18,599,857	17,200,000	17,200,000
427030	MCTP Monthly Time Payment	631,989	432,000	432,000
427040	Non-Traffic Fines	2,504,872	2,338,450	2,338,450
427050	Failure to Appear Fines	2,105,006	2,050,000	2,050,000
427060	Scire Facias Forfeitures	775,696	644,199	644,199
427070	Bond Handling Fees	1,363	769	769
427100	Local Court Costs	578,666	564,859	564,859
427110	Driver Safety Administration Fees	1,517,803	1,481,729	1,481,729
427120	Cash Bond Forfeiture Fees	7,413	3,250	3,250
427130	Local Arrest Fees	1,420,343	1,377,422	1,377,422
427140	State Arrest Fees	5	2	2
427160	Warrant Fees	149,245	127,864	127,864
427170	HPD Overtime Fee	34	19	19
427180	Capias Pro Fine	3,262	3,032	3,032
427200	Unclaimed Fines & Forfeitures	3,149	786	786
427210	Court Costs/Jury Costs	51	706	706
427220	Suspended Sentence Fees	4,007,853	3,972,528	3,972,528
427250	Registration Denial Fee	275,775	274,290	274,290
427260	Dismissal Fees	725,080	680,780	680,780
427280	In-House Collection Fee	491,841	155,321	155,321
428080	Returned Check Charges	7,176	6,570	6,570
452030	Miscellaneous Revenue	462,882	434,725	434,725
Total	MCD - Administrative Services	34,408,429	31,910,301	31,814,301
Total	Municipal Courts Department	34,408,429	31,910,301	31,814,301

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	11,527,451	13,019,987	13,068,678	13,967,279
500030	Salary Part Time - Civilian	830,913	987,072	827,853	982,479
500060	Overtime - Civilian	9,471	7,500	7,500	7,500
500090	Premium Pay - Civilian	80,107	111,076	103,459	116,044
500110	Bilingual Pay - Civilian	69,883	77,731	78,117	86,994
501070	Pension - Civilian	2,505,456	2,954,229	3,049,858	3,542,103
501120	Termination Pay - Civilian	107,343	97,889	140,630	114,875
502010	FICA - Civilian	910,482	1,081,196	1,047,022	1,153,049
503010	Health Ins-Act Civilian	2,033,359	2,336,181	2,336,181	2,353,404
503015	Basic Life Insurance - Active Civilian	6,861	10,071	7,843	8,061
503060	Long Term Disability-Civilian	20,859	23,341	22,960	24,111
503090	Workers Compensation-Civilian-Admin	65,929	70,595	86,503	79,040
503100	Workers Compensation-Civilian-Claim	159,000	59,321	60,677	55,866
504030	Unemployment Claims - Administration	7,055	16,729	16,729	15,729
Total	Personnel Services	18,334,169	20,852,918	20,854,010	22,506,534
511020	Construction Materials	789	1,000	1,000	0
511030	Mechanical Hardware & Parts	149	0	0	0
511045	Computer Supplies	(13,614)	36,527	35,027	0
511050	Paper & Printing Supplies	29,546	49,000	49,000	85,533
511055	Publications & Printed Materials	5,180	5,150	4,650	4,650
511060	Postage	84,416	91,065	91,065	91,065
511070	Miscellaneous Office Supplies	75,384	36,250	37,751	36,750
511110	Fuel	6,833	6,406	6,406	6,095
511115	Vehicle Repair & Maintenance Supplies	2,415	500	500	500
511120	Clothing	13,549	19,300	19,300	22,000
511125	Food Supplies	651	0	0	0
511135	Recreational Supplies	18	0	0	0
511145	Small Tools & Minor Equipment	60	0	0	0
511150	Miscellaneous Parts & Supplies	10,415	0	0	0
Total	Supplies	215,791	245,198	244,699	246,593
520100	Temporary Personnel Services	875	0	0	0
520102	Security Services	684,505	0	0	68,797
520106	Architectural Services	1,734	0	0	0
520107	Computer Info/Contr	350,000	350,000	350,000	350,000
520108	Information Resource Services	28,735	112,776	112,776	111,750
520109	Medical Dental & Laboratory Services	1,297	1,268	1,268	1,300
520110	Management Consulting Services	200	0	0	0
520114	Miscellaneous Support Services	73,259	119,495	119,495	92,500
520115	Real Estate Lease/Office Rental	48,595	0	0	0
520119	Computer Equipment/Software Maintenance	161,817	19,982	19,982	11,008
520121	IT Application Svcs	419,744	1,235,401	1,235,401	699,460
520123	Vehicle & Motor Equipment Services	294	301	301	0
520124	Other Equipment Services	4,345	15,784	18,046	881
520126	Construction Site Work Services	26,953	7,500	7,500	7,500
520157	Computer Software Maintenance Services	0	0	0	1,537,500
520162	Baylor College of Medicine Psy Svcs	1,446	0	0	0
520510	Mail/Delivery Services	260,311	502,963	502,963	502,963
520515	Print Shop Services	12,741	13,160	13,160	13,160
520520	Printing & Reproduction Services	70,860	101,000	101,000	100,000
520605	Advertising Services	270	54	54	40
520705	Insurance Fees	51,683	62,911	62,911	52,558

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
520765	Membership & Professional Fees	16,517	23,350	21,060	23,062
520780	Juror Compensation	91,019	110,060	110,060	107,359
520805	Education & Training	23,827	57,000	47,000	50,500
520905	Travel - Training Related	17,020	31,947	25,950	26,450
520910	Travel - Non-Training Related	3,027	3,091	3,091	11,605
521410	Sewer Services	11,330	25,000	25,000	20,000
521505	Electricity	411,751	332,933	332,933	322,737
521510	Natural Gas	7,484	14,964	14,964	3,811
521605	Data Services	75,973	150,686	150,686	236,922
521610	Voice Services	171,803	184,017	184,017	162,516
521620	Voice Equipment	2,339	10,326	10,326	10,326
521625	Voice Labor	7,501	13,091	13,091	13,091
521630	GIS Revolving Fund Services	12,910	13,983	11,276	16,305
521635	Voice Services -Wireless	0	26,260	26,260	53,812
521715	Office Equipment Rental	71,562	83,448	83,448	83,448
521730	Parking Space Rental	36,441	35,119	35,119	35,119
521905	Legal Services	410	5,000	5,000	5,000
521910	Legal Svcs - Crt Report	0	4,200	4,200	4,200
522430	Miscellaneous Other Services & Charges	18,528	31,934	45,934	26,300
522435	Interest Charges Past Due Accounts	95	0	0	0
522720	Interfund Payroll Services	(234)	0	0	0
522721	Interfund HR Client Services	243,014	255,632	255,632	385,021
522722	KRONOS Service Chargeback	13,004	13,252	13,252	15,835
522845	Interfund Vehicle Services	6,793	801	801	3,238
Total	Other Services and Charges	3,441,778	3,968,689	3,963,957	5,166,074
551010	Non-Capital Office Furniture & Equipment	63,105	12,800	16,939	26,400
Total	Non-Capital Equipment	63,105	12,800	16,939	26,400
532020	Transfers to Capital Projects	130,465	130,465	130,465	130,465
Total	Debt Service and Other Uses	130,465	130,465	130,465	130,465
Grand Total Expenditures		22,185,308	25,210,070	25,210,070	28,076,066

POLICE DEPARTMENT

Department Description and Mission

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

The mission is obtained by upholding the following values:

- Preserve and Advance Democratic Values
- Improve the Quality of Community Life
- Improve the Quality of Work Life
- Demonstrate Professionalism by Embracing the Core Values: Honor, Integrity, and Respect

DEPARTMENT SHORT TERM GOALS

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

1. ENHANCE COMMUNITY SAFETY AND SECURITY

1.1 Less crime:

Attain a Part 1 crime rate at or below the average for the prior five years.

1.2 Rapid response:

Maintain average response times to:

- a. Priority Code 1 calls in the 4-6 minute range.
- b. Priority Code 2 calls in the 8-12 minute range.

1.3 Rapid response:

Meet or exceed the percentage of calls in FY2014 handled within range for:

- a. Priority Code 1
- b. Priority Code 2

1.4 Safer roadways:

The number of traffic fatalities is less than the average for the prior five fiscal years.

1.5 Effective investigations:

Attain clearance rate for UCR Part 1 crime that meets or exceeds the average for the prior five years.

1.6 Effective investigations:

Establish baseline operational clearance rate for UCR Part 1 crime.

2. MAINTAIN PUBLIC CONFIDENCE AND SATISFACTION

2.1 Prompt service:

Maintain weighted response time at or below the FY2014 average.

2.2 Satisfied citizens:

Demonstrate improvement in citizen satisfaction in surveys of citizens (HPD annual survey, Kinder Houston Area Survey, and other surveys available) by exceeding three year averages.

2.3 Effective outreach:

- a. Enhance community relations by increasing social media outreach.
- b. Enhance outreach to special needs populations.

3. INCREASE ACCOUNTABILITY TO THE COMMUNITY

3.1 Justice administration:

Reduce Number of unexcused absences from Municipal Court below FY2014.

3.2 Process improvement:

- a. Secure ISO 9001 recertification by September 1, 2014.
- b. Begin expansion of ISO 9001 participation to selected work centers.

3.3 Fiscal stewardship:

Budget utilization rates demonstrate sound management of funds provided by City Council.

3.4 Professional standards:

Reduce the number of Internal Affairs complaints from citizens below the average of the prior five years.

4. MAINTAIN OR INCREASE PRODUCTIVITY

4.1 Sufficient capacity:

Hire new officers commensurate with expected officer attrition.

4.2 Sufficient capacity:

Maintain size of the force adequate to respond to 1.1 million annual calls for service.

4.3 Resource economy:

Reduce the number of prisoners processed through the municipal jail system by using alternatives such as the Houston Recovery Center.

4.4 Resource economy:

Maintain a positive disposal-intake ratio in the Property Room for property eligible for disposal.

4.5 Safe work environment:

Reduce the number of works days lost due to workplace injuries below FY2014.

5. INCREASE PROFESSIONALISM

5.1 Training updates:

Deliver more roll call videos than in FY2014.

5.2 Training - Classified:

Deliver more training hours to classified employees than in FY2014.

5.3 Training - Civilian:

Deliver more training hours to civilian employees than in FY2014.

DEPARTMENT LONG TERM GOALS

This longer-term plan consists of strategies with a horizon of greater than 12 months. It is more than a plan or to-do list for this year and the subsequent years, but the priorities were not intended to be objectives, with specific targets and timelines. The overall vision is to make the Houston Police Department the most professional law enforcement agency in the country.

1. ENHANCE COMMUNITY SAFETY AND SECURITY

Vision: Houston will be the safest major city in the nation.

1.1 Improve the transfer and sharing of information and data between criminal justice and law enforcement agencies in the region to reduce crime and expedite the judicial process.

1.2 Acquire proper equipment to enhance the department's response and capabilities for natural disaster and homeland security events.

1.3 Conduct initiatives to reduce traffic injuries and deaths.

2. MAINTAIN PUBLIC CONFIDENCE AND SATISFACTION

Vision: HPD remains a trusted public sector organization that serves all Houstonians.

2.1 Implement strategies and programs to prevent crime, reduce calls for service, de-conflict potential violent situations, and reach people with special needs.

2.2 Improve citizen satisfaction rates, as measured by various community surveys.

2.3 Leverage new communications media to communicate with members of the public.

3. INCREASE ACCOUNTABILITY TO THE COMMUNITY

Vision: All HPD employees are held accountable for their actions.

3.1 Implement transparent practices to establish a high sense of legitimacy and promote the public's and government officials' confidence in the department.

- 3.2 Maintain a disciplinary process that increases credibility with internal and external customers.
- 3.3 Over the next several fiscal years, equip all officers in uniformed assignments with body-worn cameras.

4. MAINTAIN OR INCREASE PRODUCTIVITY

Vision: HPD is a respected steward of public funds, retaining and wisely investing limited public resources for efficient and effective service.

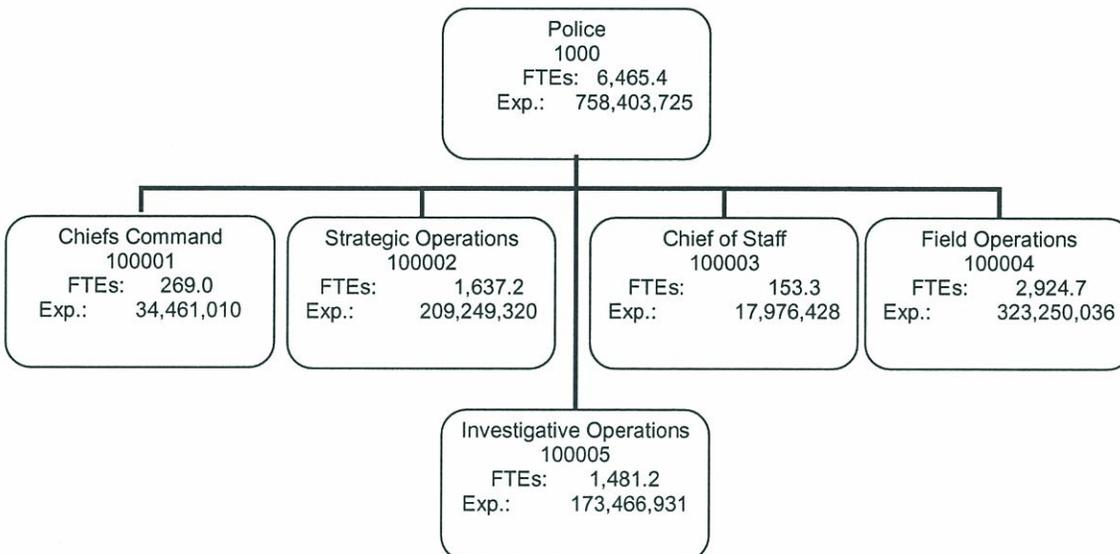
- 4.1 Continue to effectively and efficiently use resources allocated or acquired by the department.
- 4.2 Acquire technology to improve efficiency and serve as a force multiplier as financial resources allow.
- 4.3 Utilize department personnel more effectively by merging the municipal jail with Harris County Sheriff's Office and utilizing diversion programs in the interim.
- 4.4 Continue reengineering processes such as the ISO certification, Project Improvement Efforts, and civilianization to increase efficiencies and to utilize personnel more effectively as funding allows.
- 4.5 Implement processes to expedite the transfer of case information, video and digital data to the Harris County District Attorney's Office.

5. INCREASE PROFESSIONALISM

Vision: HPD is the most professional law enforcement agency in the country.

- 5.1 Reinforce the department's core values of Honor, Integrity and Respect.
- 5.2 Develop and implement a Command College for supervisors and managers, stressing both technical and leadership training.
- 5.3 Create opportunities where civilian employees, particularly supervisors and managers, achieve a higher level of recognition for their responsibilities and contributions.
- 5.4 Improve the quality and means of presenting training and expectations to improve leadership, tactics, customer service and discipline.

POLICE DEPARTMENT Department Organization



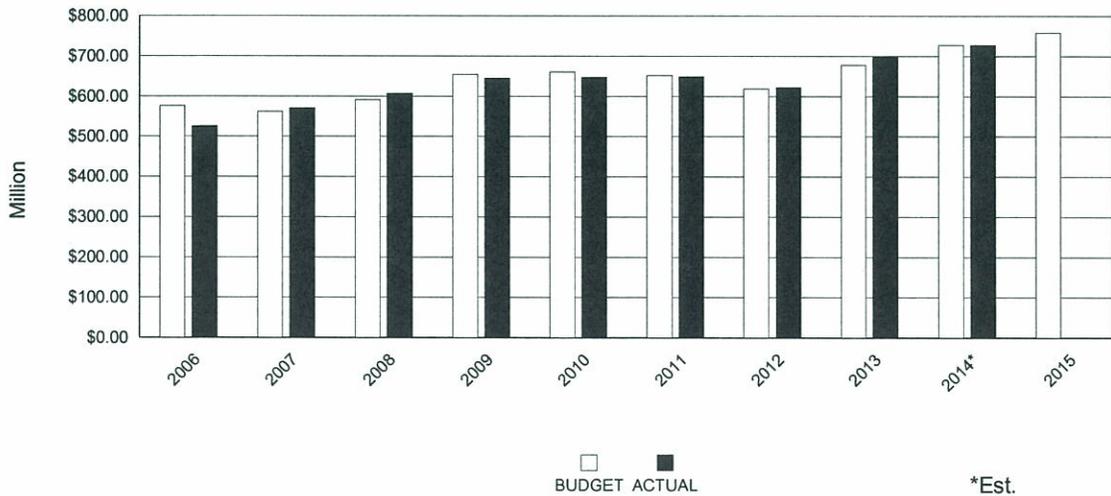
FISCAL YEAR 2015 BUDGET

Business Area Budget Summary

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

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	644,039,046	680,853,150	680,228,726	706,482,888
	Supplies	18,200,097	17,630,965	17,723,114	18,640,536
	Other Services and Charges	32,279,987	28,644,981	29,243,455	32,980,301
	Equipment	991,959	139,969	122,683	0
	Non-Capital Equipment	317,860	442,350	393,437	300,000
	Total M & O Expenditures	<u>695,828,949</u>	<u>727,711,415</u>	<u>727,711,415</u>	<u>758,403,725</u>
	Debt Service & Other Uses	1,588,272	0	0	0
Total Expenditures	<u>697,417,221</u>	<u>727,711,415</u>	<u>727,711,415</u>	<u>758,403,725</u>	
Revenues		37,658,035	28,957,455	30,365,863	30,971,872
Staffing	Full-Time Equivalents - Civilian	1,160.0	1,127.8	1,141.3	1,158.9
	Full-Time Equivalents - Classified	5,196.1	5,172.0	5,168.2	5,194.0
	Full-Time Equivalents - Cadets	120.7	102.9	88.5	112.5
	Total	<u>6,476.8</u>	<u>6,402.7</u>	<u>6,398.0</u>	<u>6,465.4</u>
	Full-Time Equivalents - Overtime	132.5	120.6	123.3	129.8
Significant Budget Changes and Highlights	o FY2015 includes Meet & Confer mandated salary increase of 3% and other increases in classified cost.				
	o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases.				
	o Funding for 169 new graduating cadets in FY2015.				
	o FY2015 Budget includes funding for expenditure increases for pension contribution (\$12.3M) for both civilian and classified.				

**Police Department
Current Budget vs Actual Expenditures**



FISCAL YEAR 2015 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area Name : Police Department Fund No./Bus Area No. : 1000 / 1000					
Performance Measure	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
Cadet Trainees (New)	F,J,P	222	210	166	210
Civilian Overtime FTE's	F,J,P	32.2	25.0	29.7	28.8
Classified Attrition	J	187	200	190	190
Classified Overtime FTE's	F,J,P	100.3	95.6	93.6	101.0
Priority 1 Average Response Time (in Minutes)	P	4.91	3.5 to 5.5	4.97	4 to 6
Priority 1 Calls Responded to within 5 Minutes (%)	P	60.97%	N/A	65.52%	65.52%
Priority 2 Average Response Time (in Minutes)	P	9.83	8 to 12	9.59	8 to 12
Total Dispatched Calls	P	1,126,782	1,200,000	1,114,314	1,150,000
Traffic Fatalities	P	213	N/A	209	209.2
UCR Part 1 Clearance Rate	P	15.4%	17.5%	15.21%	17.34%
UCR Part 1 Crime Rate	P	6,214.60	6,087.60	6,078.38	6,118
Weighted Response Time (Code 1-5)	P	25.53	20	25.19	25.19
Expenditures Budget vs Actual Utilization	F	100%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	103%	100%	105%	100%
<p>Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I) Fiscal Responsibility (F) Quality of Life (Q)</p>					

FISCAL YEAR 2015 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Police Department Fund No./Bus Area No. : 1000 / 1000							
Division Description		FY2013 Actual		FY2014 Estimate		FY2015 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Chief's Command	100001						
Provides management and support to other commands. This command consists of groups such as the Chief's Office, Budget and Finance, Public Affairs, Internal Affairs, Inspections and Legal Services.		262.6	31,891,720	268.0	34,292,102	269.0	34,461,010
Strategic Operations	100002						
Provides support for homeland security, professional development, and staff services. Oversees employee hiring, development, training and other personnel activities. Oversees jail operations, emergency communications, and records. Directs intelligence, air support, airport patrols, special operations, and tactical operations.		1,530.9	188,600,726	1,595.3	197,267,119	1,637.2	209,249,320
Chief of Staff	100003						
Provides support to field operations, investigative operations, and strategic activities. Division includes: Crime Analysis, Planning, and Command Center.		130.6	14,746,504	152.3	17,836,021	153.3	17,976,428
Field Operations	100004						
Responds to calls for service, perform primary investigations, enforce traffic laws, provide assistance to citizens, target street level criminal activities, and maintain a high degree of police visibility for prevention and reduction of crime.		2,884.7	285,576,608	2,915.0	310,736,540	2,924.7	323,250,036
Investigative Operations	100005						
Responsible for investigative operations of unique and special law enforcement areas. Areas include: vice, narcotics, major offenders, robberies, auto theft, homicides, assaults, rapes, family violence, burglary/theft, and juvenile crimes.		1,668.0	176,601,663	1,467.4	167,579,633	1,481.2	173,466,931

FISCAL YEAR 2015 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Police Department Fund No./Bus Area No. : 1000 / 1000							
Division	Division Name	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
		FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
100001	Chiefs Command						
	Civilian	114.7		122.0		122.0	
	Classified	147.9		146.0		147.0	
	Cadets	0.0		0.0		0.0	
	Total	<u>262.6</u>	<u>31,891,720</u>	<u>268.0</u>	<u>34,292,102</u>	<u>269.0</u>	<u>34,461,010</u>
100002	Strategic Operations						
	Civilian	583.3		636.0		645.1	
	Classified	826.9		870.8		879.6	
	Cadets	120.7		88.5		112.5	
	Total	<u>1,530.9</u>	<u>188,600,726</u>	<u>1,595.3</u>	<u>197,267,119</u>	<u>1,637.2</u>	<u>209,249,320</u>
100003	Chief of Staff						
	Civilian	35.3		45.3		45.3	
	Classified	95.3		107.0		108.0	
	Cadets	0.0		0.0		0.0	
	Total	<u>130.6</u>	<u>14,746,504</u>	<u>152.3</u>	<u>17,836,021</u>	<u>153.3</u>	<u>17,976,428</u>
100004	Field Operations						
	Civilian	68.2		98.0		105.1	
	Classified	2,816.5		2,817.0		2,819.6	
	Cadets	0.0		0.0		0.0	
	Total	<u>2,884.7</u>	<u>285,576,608</u>	<u>2,915.0</u>	<u>310,736,540</u>	<u>2,924.7</u>	<u>323,250,036</u>
100005	Investigative Operations						
	Civilian	358.5		240.0		241.4	
	Classified	1,309.5		1,227.4		1,239.8	
	Cadets	0.0		0.0		0.0	
	Total	<u>1,668.0</u>	<u>176,601,663</u>	<u>1,467.4</u>	<u>167,579,633</u>	<u>1,481.2</u>	<u>173,466,931</u>
	Grand Total						
	Civilian	1,160.0		1,141.3		1,158.9	
	Classified	5,196.1		5,168.2		5,194.0	
	Cadets	120.7		88.5		112.5	
	Grand Total	<u><u>6,476.8</u></u>	<u><u>697,417,221</u></u>	<u><u>6,398.0</u></u>	<u><u>727,711,415</u></u>	<u><u>6,465.4</u></u>	<u><u>758,403,725</u></u>

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ACCOUNT CLERK	10	10.0	7.6	(2.4)
ACCOUNTANT ASSOCIATE	14	1.0	3.0	2.0
ADM.,COMMUNICATIONS DIVISION	PC10	1.0	1.0	
ADMINISTRATION MANAGER	26	12.0	13.0	1.0
ADMINISTRATION MANAGER (EXE LEV)	26	1.0	1.0	
ADMINISTRATIVE AIDE	10	14.0	14.0	
ADMINISTRATIVE ASSISTANT	17	27.0	28.8	1.8
ADMINISTRATIVE ASSOCIATE	13	46.0	47.0	1.0
ADMINISTRATIVE COORDINATOR	24	5.0	6.0	1.0
ADMINISTRATIVE SPECIALIST	20	14.0	13.8	(0.2)
ADMINISTRATIVE SUPERVISOR	22	4.0	4.0	
AIRCRAFT MECHANIC	18	0.0	1.0	1.0
ASSISTANT BUYER	12	1.0	1.0	
ASSISTANT DIRECTOR (EXE LEV)	32	1.0	1.0	
ASSISTANT OPERATIONS MANAGER	22	2.0	2.0	
ASSISTANT POLICE ADMINISTRATOR (EXE LEV)	26	5.0	5.0	
ASSISTANT POLICE CHIEF	PA12	9.0	10.0	1.0
BUYER	16	2.0	1.8	(0.2)
CAR ATTENDANT	4	9.0	9.0	
CAR ATTENDANT SUPERVISOR	13	3.0	3.0	
CLERK	5	1.0	1.0	
CLERK TYPIST	6	13.0	14.0	1.0
COMMUNICATIONS SPECIALIST	15	1.0	1.0	
COMMUNICATIONS SPECIALIST SUPERVISOR	23	1.0	1.0	
COMMUNICATIONS TECHNICIAN SUPERVISOR	25	1.0	1.0	
COMMUNITY LIAISON	18	4.0	4.0	
COMMUNITY SERVICE INSPECTOR	16	2.0	3.0	1.0
CONTRACT ADMINISTRATOR	22	1.0	1.0	
COUNSELOR	20	11.0	11.9	0.9
CRIMINAL INTELLIGENCE ANALYST	21	20.0	19.0	(1.0)
CRIMINALIST	20	1.0	2.0	1.0
CUSTODIAN	4	1.0	1.0	
CUSTOMER SERVICE CASHIER	12	1.0	1.0	
CUSTOMER SERVICE CLERK	10	57.0	43.0	(14.0)
DATA ENTRY OPERATOR	8	65.0	61.0	(4.0)
DEPUTY DIRECTOR (EXE LEV)	34	3.0	3.0	
DEPUTY DIRECTOR-FINANCE/ADMIN.	36	2.0	2.0	
DIVISION MANAGER	29	4.0	3.0	(1.0)
DIVISION MANAGER (EXE LEV)	29	1.0	1.0	
EVIDENCE TECHNICIAN	11	28.0	29.0	1.0
EVIDENCE TECHNICIAN SUPERVISOR	22	7.0	7.0	
EXECUTIVE ASSIST. POLICE CHIEF	PA13	4.0	4.0	
EXECUTIVE OFFICE ASSISTANT	15	18.0	17.0	(1.0)
FINANCIAL ANALYST I	15	1.0	0.8	(0.2)
FINANCIAL ANALYST III	21	5.0	4.8	(0.2)
FINANCIAL ANALYST IV	25	4.0	2.0	(2.0)
FINGERPRINT TECHNICIAN	10	2.0	2.0	
FINGERPRINT TECHNICIAN SUPERVISOR	16	1.0	0.0	(1.0)
FIXED ASSET CLERK	10	1.0	1.0	
FIXED ASSET SPECIALIST	13	2.0	2.0	
FORENSIC PHOTOGRAPHER	14	3.0	3.0	
FORENSIC PHOTOGRAPHER SUPERVISOR	19	1.0	1.0	

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
HUMAN RESOURCES ASSISTANT	13	5.0	5.0	
HUMAN RESOURCES SPECIALIST	17	3.0	1.0	(2.0)
HUMAN RESOURCES SUPERVISOR	24	1.0	1.0	
HUMAN RESOURCES TECHNICIAN	12	1.0	1.0	
IMAGING TECHNICIAN	5	0.0	2.0	2.0
INFORMATION SYSTEMS ADMINISTRATOR	30	2.0	2.0	
INVENTORY MANAGEMENT CLERK	9	5.0	5.9	0.9
IRM MANAGER	29	2.0	2.0	
IT PROJECT MANAGER	28	4.0	4.0	
JAIL ATTENDANT	9	262.0	259.0	(3.0)
LAN SPECIALIST	26	1.0	1.0	
LAUNDRY WORKER	5	2.0	2.0	
MANAGEMENT ANALYST I	15	1.0	1.0	
MANAGEMENT ANALYST IV	25	2.0	2.0	
MICROCOMPUTER ANALYST	20	5.0	5.0	
MOBILITY SERVICE OFFICER	12	32.0	30.0	(2.0)
OFFICE ASSISTANT	9	1.0	1.0	
OFFICE SERVICE MANAGER	23	5.0	7.0	2.0
OFFICE SUPERVISOR	17	21.0	20.0	(1.0)
OFFSET PRESS OPERATOR	10	2.0	2.0	
OPERATIONS MANAGER	27	2.0	3.0	1.0
OPERATIONS SUPERVISOR	18	1.0	1.0	
PAYROLL CLERK	9	3.0	3.0	
PLANNER LEADER	24	1.0	1.0	
POLICE ADMINISTRATOR (EXE LEV)	30	5.0	6.0	1.0
POLICE CAPTAIN	PA09	42.0	46.0	4.0
POLICE CHIEF	39	1.0	1.0	
POLICE COMMUNICATIONS SPEC II	PC07	1.0	1.0	
POLICE LIEUTENANT	PA07	199.0	196.0	(3.0)
POLICE OFFICER	PA03	1,992.3	2,183.4	191.1
POLICE OFFICER,PROBATIONARY	PA02	124.0	93.5	(30.5)
POLICE SERGEANT	PA06	937.0	944.0	7.0
POLICE SERVICE OFFICER	7	28.0	32.0	4.0
POLICE TELECOMMUNICATOR	14	1.0	1.0	
POLICE TELECOMMUNICATOR SUPERVISOR	21	6.0	9.0	3.0
POLICE TRAINEE	10	102.9	112.1	9.2
PROCUREMENT SPECIALIST	24	2.0	2.0	
PROGRAMMER ANALYST II	19	2.0	2.0	
PROGRAMMER ANALYST III	22	1.0	1.0	
PROGRAMMER ANALYST IV	25	4.0	5.0	1.0
PUBLIC INFORMATION OFFICER	26	4.0	4.0	
RADIO INSTALLER	6	3.0	3.0	
RECEPTIONIST	7	1.0	1.0	
RECORDS TECHNICIAN	9	2.0	2.0	
SEMI-SKILLED LABORER	6	1.0	1.0	
SENIOR ACCOUNT CLERK	13	3.0	0.0	(3.0)
SENIOR ACCOUNTANT	20	1.0	1.0	
SENIOR AIRCRAFT MECHANIC	21	6.0	7.0	1.0
SENIOR BUYER	22	4.0	4.0	
SENIOR CLERK	8	5.0	5.0	
SENIOR COMMUNICATIONS SPECIALIST	20	3.0	3.0	
SENIOR COMMUNICATIONS TECHNICIAN	19	10.0	10.0	
SENIOR COMMUNITY LIAISON	23	5.0	6.0	1.0

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
SENIOR COMPUTER OPERATOR	14	7.0	7.0	
SENIOR CONTRACT ADMINISTRATOR	27	1.0	1.0	
SENIOR CUSTOMER SERVICE CLERK	12	2.0	18.0	16.0
SENIOR DATA ENTRY OPERATOR	12	8.0	9.0	1.0
SENIOR EVIDENCE TECHNICIAN	15	9.0	16.0	7.0
SENIOR FINGERPRINT TECHNICIAN	13	0.0	1.0	1.0
SENIOR FIXED ASSET SPECIALIST	17	2.0	2.0	
SENIOR GIS TECHNICIAN	17	1.0	1.0	
SENIOR HUMAN RESOURCES SPECIALIST	21	11.0	11.0	
SENIOR IMAGING TECHNICIAN	13	0.0	1.0	1.0
SENIOR INSPECTOR	22	2.0	3.0	1.0
SENIOR INVENTORY MANAGEMENT CLERK	12	3.0	3.0	
SENIOR JAIL ATTENDANT	13	9.0	8.0	(1.0)
SENIOR MICROCOMPUTER ANALYST	23	10.0	9.0	(1.0)
SENIOR OFFICE ASSISTANT	12	55.0	57.0	2.0
SENIOR OFFSET PRESS OPERATOR	13	1.0	1.0	
SENIOR PAYROLL CLERK	13	1.0	1.0	
SENIOR POLICE OFFICER	PA04	1,935.0	1,935.0	
SENIOR POLICE SERVICE OFFICER	12	37.0	39.0	2.0
SENIOR POLICE TELECOMMUNICATOR	17	72.0	71.5	(0.5)
SENIOR POLICE TRAINEE	10	0.0	0.4	0.4
SENIOR STAFF ANALYST	28	0.0	1.0	1.0
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	1.0	
SENIOR TRAINER	21	2.0	3.0	1.0
SENIOR WORD PROCESSOR	12	4.0	4.0	
STABLE ATTENDANT	8	3.0	3.0	
STAFF ANALYST	26	3.0	2.2	(0.8)
STAFF PSYCHOLOGIST	27	6.0	5.9	(0.1)
SYSTEMS ACCOUNTANT II	23	1.0	1.0	
SYSTEMS ACCOUNTANT IV	29	1.0	1.0	
SYSTEMS CONSULTANT	26	6.0	6.0	
SYSTEMS SUPPORT ANALYST I	16	1.0	1.0	
SYSTEMS SUPPORT ANALYST IV	25	5.0	5.7	0.7
TECHNICAL HARDWARE ANALYST I	17	3.0	3.0	
TECHNICAL HARDWARE ANALYST II	21	7.0	7.0	
TECHNICAL HARDWARE ANALYST III	23	5.0	6.0	1.0
TELECOMMUNICATIONS SPECIALIST	18	2.0	2.0	
TRAINING ADMINISTRATOR	24	1.0	1.0	
TRUCK DRIVER	6	1.0	1.0	
WEB DESIGNER	21	1.0	2.0	1.0
WEB PRODUCTION ASSISTANT	13	1.0	1.0	
WORD PROCESSOR	10	15.0	14.0	(1.0)
Total FTEs		6,529.2	6,731.1	201.9
Less adjustment for Civilian Vacancy Factor		53.2	46.4	(6.8)
Less adjustment for Classified Vacancy Factor		73.3	219.3	146.0
Full-Time Equivalents		6,402.7	6,465.4	62.7

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
1000010002	HPD - Budget & Finance			
426430	Facility Rental Fees	46,000	46,000	46,000
434510	Prior Year Revenue	0	57,467	0
452030	Miscellaneous Revenue	500	1,500	1,000
490020	Transfer from Special Revenue Fund	1,262,500	1,262,500	1,500,000
Total	HPD - Budget & Finance	1,309,000	1,367,467	1,547,000
1000010004	HPD - Public Affairs			
426340	Public Safety Reports Fees	8,800	11,000	13,000
1000010010	HPD - Strategic Operations Command			
452020	Recoveries & Refunds	0	1,159	0
1000010015	HPD - Employee Services			
452030	Miscellaneous Revenue	150	500	150
1000010016	HPD - Training Academy			
426370	Training Services	26,000	20,000	26,000
1000010022	HPD - IAH Airport Patrol			
424060	Interfund Airport Police Services	16,820,168	16,820,168	17,894,281
426260	Police Services	0	172,478	0
434510	Prior Year Revenue	0	310,008	0
Total	HPD - IAH Airport Patrol	16,820,168	17,302,654	17,894,281
1000010023	HPD - HOU Airport Patrol			
424060	Interfund Airport Police Services	6,411,962	6,411,962	6,791,976
1000010038	HPD - Neighborhood Protection			
428030	Release of Liens	0	521	0
1000010044	HPD - Auto Theft			
428040	Vehicle Tow-Away Fees	500	2,200	2,200
434505	Prior Year Expenditure Recovery	0	(3,000)	0
Total	HPD - Auto Theft	500	(800)	2,200
1000010061	HPD - Jail			
443130	Pay Phone Concessions	200,000	200,000	200,000
1000010062	HPD - Fleet Management			
452020	Recoveries & Refunds	2,000,000	2,071,500	2,000,000
1000010063	HPD - Records			
426340	Public Safety Reports Fees	778,000	830,000	830,000
428080	Returned Check Charges	200	200	200
Total	HPD - Records	778,200	830,200	830,200
1000010064	HPD - Property			
428090	Miscellaneous Fines & Forfeitures	90,000	130,000	90,000
434225	Sale of Non-Capital Equip. & Merchandise	60,000	60,000	60,000
434510	Prior Year Revenue	0	152,584	0
Total	HPD - Property	150,000	342,584	150,000
1000010068	HPD - Vehicular Crimes			
426260	Police Services	155,000	165,000	165,000
1000010071	HPD -Traffic			
428090	Miscellaneous Fines & Forfeitures	5,000	10,000	10,000
1000010072	HPD - Auto Dealers			
425050	Indirect Cost Recovery-Auto Dealers	892,675	892,675	1,042,065
1000010094	HPD - Planning			
452030	Miscellaneous Revenue	0	12,100	0
1000010096	HPD - Special Victims			
452020	Recoveries & Refunds	200,000	727,341	300,000
Total	Police Department	28,957,455	30,365,863	30,971,872

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	48,092,944	46,447,578	47,352,793	49,135,237
500020	Salary Base Pay - Classified	307,012,196	316,190,350	315,759,683	328,915,214
500030	Salary Part Time - Civilian	42,496	93,354	70,290	96,174
500040	Salary Assignment Pay - Classified	1,241,648	1,208,211	1,260,016	1,268,211
500045	Patrol Incentive Pay	0	2,700,000	2,430,964	2,700,000
500050	Sal-Edu/Incen-Classfd	10,893,012	10,748,463	11,129,713	11,629,762
500060	Overtime - Civilian	1,821,678	1,435,473	1,695,458	1,695,000
500070	Overtime - Classified	10,234,545	9,858,146	9,858,146	10,951,371
500090	Premium Pay - Civilian	486,957	555,159	490,657	555,159
500110	Bilingual Pay - Civilian	124,853	132,325	134,249	135,000
500120	Bilingual Pay - Classified	2,052,245	2,031,310	2,106,209	2,153,651
500130	Equipment Allowance-Classified	10,466,718	10,678,736	10,503,719	10,689,229
500150	Shift Differential Pay-Classified	4,212,161	4,375,075	4,191,207	4,377,073
500160	Training Incent.-Classified	30,746,974	30,725,584	30,730,484	30,864,832
500170	Weekend Prem Pay-Classified	3,559,393	3,798,543	3,552,389	3,760,504
500190	Temporary Higher Class Pay	208,082	200,805	190,927	200,805
500240	HOPE Community Service Usage	876	2,000	606	2,000
500250	HOPE Union Business Usage	9,800	8,000	6,083	8,000
501020	Clothing Allowance - Classified	1,278,800	1,276,400	1,210,425	1,276,400
501070	Pension - Civilian	10,409,587	10,904,781	10,905,141	12,460,671
501090	Pension - Police	83,525,957	101,518,515	101,518,515	111,370,400
501100	Phase Down Classified	12,166,590	12,651,472	12,785,516	13,362,480
501110	Strategic Staffing-Classified	562,546	1,000,000	591,720	1,000,000
501120	Termination Pay - Civilian	448,039	320,011	320,011	320,011
501130	Termination Pay - Classified	1,710,121	1,097,769	1,097,862	1,097,769
501140	Third Party Disability B-Classified	3,615,341	3,825,213	3,759,835	3,825,213
501150	Trainees for Classified Service - Cadets	3,655,194	3,172,608	2,740,116	3,828,918
501160	Vehicle Allowance - Civilian	4,200	4,200	4,235	4,200
501170	Vehicle Allowance - Classified	210,375	220,000	211,302	220,000
502010	FICA - Civilian	3,978,388	3,923,730	3,896,580	4,194,490
502020	FICA - Classified	4,350,401	4,297,076	4,584,752	4,478,161
503010	Health Ins-Act Civilian	9,331,114	9,893,127	9,894,583	9,665,156
503015	Basic Life Insurance - Active Civilian	28,938	36,670	29,002	29,367
503020	Health Ins.Act-Classified	61,823,129	66,200,127	66,200,127	63,745,932
503025	Basic Life Insurance - Active Classified	183,289	262,112	186,804	200,973
503040	Health/Life Ins.Ret-Classified	7,914,227	8,965,501	8,965,501	7,650,173
503060	Long Term Disability-Civilian	95,416	106,498	93,333	108,468
503070	Municipal Pension-Other Classified	282,431	422,994	254,555	257,000
503080	Workers Compensation-Classified-Admin	1,193,102	1,377,042	1,451,610	1,509,935
503090	Workers Compensation-Civilian-Admin	271,089	430,289	313,743	479,756
503100	Workers Compensation-Civilian-Claim	303,869	393,071	554,695	393,071
503110	Workers Compensation-Classified-Claim	5,430,096	7,123,515	6,993,631	5,450,805
504030	Unemployment Claims - Administration	60,229	141,317	26,539	141,317
504040	Res For Police Enhanc.-Classified	0	100,000	175,000	275,000
Total	Personnel Services	644,039,046	680,853,150	680,228,726	706,482,888
511010	Chemical Gases & Special Fluids	9,214	3,625	6,704	3,625
511015	Cleaning & Sanitary Supplies	39,695	58,985	31,745	58,985
511020	Construction Materials	14,793	8,820	2,002	8,820
511025	Electrical Hardware & Parts	11,234	66,005	13,845	66,005
511030	Mechanical Hardware & Parts	2,193	4,386	409	4,386
511040	Audiovisual Supplies	118,208	68,336	140,374	68,336
511045	Computer Supplies	1,050,961	533,625	596,432	539,605

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
511050	Paper & Printing Supplies	245,425	249,401	238,173	248,801
511055	Publications & Printed Materials	83,414	55,035	130,634	55,035
511060	Postage	7,708	128,186	125,037	128,186
511070	Miscellaneous Office Supplies	615,164	469,867	469,867	476,437
511080	General Laboratory Supplies	469,996	31,211	6,377	31,211
511085	Drugs & Medical Chemicals	10,800	5,000	1,667	5,000
511090	Medical & Surgical Supplies	47,361	80,000	67,072	80,000
511095	Small Technical & Scientific Equipment	9,395	10,000	4,503	10,000
511100	Veterinary & Animal Supplies	95,881	120,000	166,566	110,000
511110	Fuel	12,765,780	12,856,117	12,856,117	13,777,838
511115	Vehicle Repair & Maintenance Supplies	504,661	313,154	226,516	313,154
511120	Clothing	931,517	1,422,916	1,659,284	1,523,000
511125	Food Supplies	97,773	166,354	14,774	166,354
511130	Weapons Munitions & Supplies	459,446	304,500	404,500	404,500
511135	Recreational Supplies	39,533	1,500	5,117	1,500
511145	Small Tools & Minor Equipment	39,936	78,629	79,056	78,629
511150	Miscellaneous Parts & Supplies	530,009	595,313	476,343	481,129
Total	Supplies	18,200,097	17,630,965	17,723,114	18,640,536
520100	Temporary Personnel Services	257,651	483,018	360,231	326,618
520107	Computer Info/Contr	3,010,180	2,713,732	2,713,732	2,713,732
520108	Information Resource Services	33,288	25,000	261,570	25,000
520109	Medical Dental & Laboratory Services	1,293,921	775,508	763,794	775,508
520110	Management Consulting Services	3,616,838	200,000	153,836	200,000
520112	Banking Services	13,540	10,000	15,697	16,000
520113	Photographic Services	21,490	13,000	0	13,000
520114	Miscellaneous Support Services	2,288,474	1,820,353	2,167,486	1,793,482
520118	Refuse Disposal	27,327	17,500	17,500	17,500
520119	Computer Equipment/Software Maintenance	100,222	254,025	187,799	290,800
520120	Communications Equipment Services	9,766	31,478	12,811	31,478
520121	IT Application Svcs	492,621	1,425,721	1,425,721	1,874,777
520122	Office Equipment Services	198,130	200,000	208,469	200,000
520123	Vehicle & Motor Equipment Services	280,388	348,380	281,681	348,380
520124	Other Equipment Services	193,071	87,574	70,621	204,974
520126	Construction Site Work Services	2,946	7,500	7,533	7,500
520132	Contracts/Sponsorships	651,852	1,646,624	1,646,624	1,646,624
520141	Engineering Services	22,530	3,700	39,185	40,000
520142	Classified C.S. Arbitration Cost	35,897	75,000	79,302	75,000
520515	Print Shop Services	1,474	2,630	2,630	2,630
520520	Printing & Reproduction Services	12,611	28,700	11,362	28,700
520605	Advertising Services	31,764	10,000	89,450	42,000
520705	Insurance Fees	466,455	559,954	559,954	563,146
520765	Membership & Professional Fees	28,570	18,580	18,580	21,093
520805	Education & Training	142,607	210,615	142,516	210,615
520810	Human Relations Training	2,550	0	0	0
520815	Tuition Reimbursement	1,060,997	700,000	1,000,000	1,000,000
520905	Travel - Training Related	122,918	133,000	96,058	133,000
520910	Travel - Non-Training Related	98,541	154,000	120,586	154,000
521405	Building Maintenance Services	1,181,334	767,650	730,233	767,650
521605	Data Services	1,010,418	902,186	905,580	1,002,160
521610	Voice Services	2,790,350	2,692,534	2,689,140	3,785,607
521620	Voice Equipment	126,262	109,619	109,619	113,169
521625	Voice Labor	140,899	140,548	140,548	143,474

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
521630	GIS Revolving Fund Services	447,352	564,469	564,469	505,404
521705	Vehicle/Equipment Rental/Lease	67,310	110,000	105,595	110,000
521715	Office Equipment Rental	479,169	438,032	437,757	493,032
521725	Other Rental	345,630	370,840	339,061	387,240
521730	Parking Space Rental	364,453	381,415	365,000	365,000
521905	Legal Services	5,700	17,000	5,667	17,000
522305	Freight Charges	16,007	9,026	2,275	9,026
522430	Miscellaneous Other Services & Charges	440,387	182,291	414,728	321,411
522435	Interest Charges Past Due Accounts	113	0	0	0
522720	Interfund Payroll Services	(10,940)	0	0	0
522721	Interfund HR Client Services	0	0	0	102,770
522722	KRONOS Service Chargeback	283,321	292,924	292,924	323,766
522723	Drainage Fee Service Chargeback	152,285	154,964	174,573	155,000
522735	Interfund Communication Equipment Repair	0	20,790	6,930	20,790
522795	Other Interfund Services	371,265	600,000	556,828	600,000
522840	Houston Permitting Center Rent Chargeback	148,412	122,443	135,142	123,681
522845	Interfund Vehicle Services	9,401,641	8,812,658	8,812,658	10,878,564
Total	Other Services and Charges	32,279,987	28,644,981	29,243,455	32,980,301
560210	Furniture Fixtures and Equipment	35,010	75,247	79,928	0
560220	Vehicles	951,849	0	0	0
560230	Computer HW and Developed SW	0	64,722	42,755	0
560240	Communication Equipment	5,100	0	0	0
Total	Equipment	991,959	139,969	122,683	0
551010	Non-Capital Office Furniture & Equipment	235,984	300,000	342,939	150,000
551015	Non-Capital Computer Equipment	1,333	0	0	0
551025	Non-Capital Scientific/Medical Equipment	17,639	0	0	0
551040	Non-Capital Other	62,904	140,000	48,148	150,000
551045	Non-Capital Vehicles/Rolling Stock	0	2,350	2,350	0
Total	Non-Capital Equipment	317,860	442,350	393,437	300,000
532025	Transfers to Special Revenues	1,588,272	0	0	0
Total	Debt Service and Other Uses	1,588,272	0	0	0
Grand Total Expenditures		697,417,221	727,711,415	727,711,415	758,403,725



DEVELOPMENT AND MAINTENANCE SERVICES DEPARTMENTS

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

GENERAL SERVICES

Department Description and Mission

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

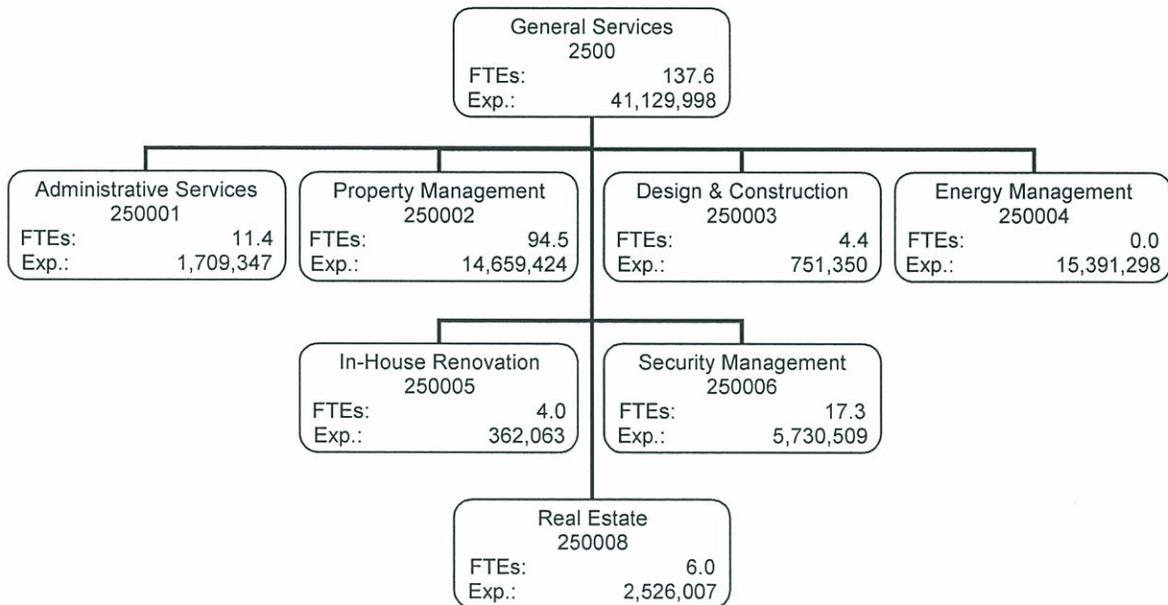
Short Term Goals

- Address Facility Condition Assessments' Priority 1 and Priority 2 projects by July 2015.
- Implement preventive maintenance teams to address maintenance in a proactive manner.
- Select vendor for vending machine contract with 50% healthy selection goals.
- Update PWE Service Level Agreements to align with departmental needs and expectations by the end of FY2015.
- Add Fleet Management Department facilities to the GSD Facility Management portfolio.
- Complete 80 security facility assessments.

Long Term Goals

- To be the Provider of Choice and the premier of City of Houston. To manage and oversee all City owned properties.
- Maintain a high level of customer service while providing property management, general maintenance and professional expertise designed to help client departments achieve their goals and objectives as they relate to operational infrastructure.
- Work with Mayor's Office, each department and Finance to enhance and improve the capital planning process.
- Continue to review and revise the Space Management Guidelines and space usage.
- Standardize all security equipment where possible.
- Replace all inoperable security equipment.
- Continue to refine current policies and procedures to more efficiently sell, acquire, and lease real estate properties.
- Work to implement a cost allocation model for space and energy usage.

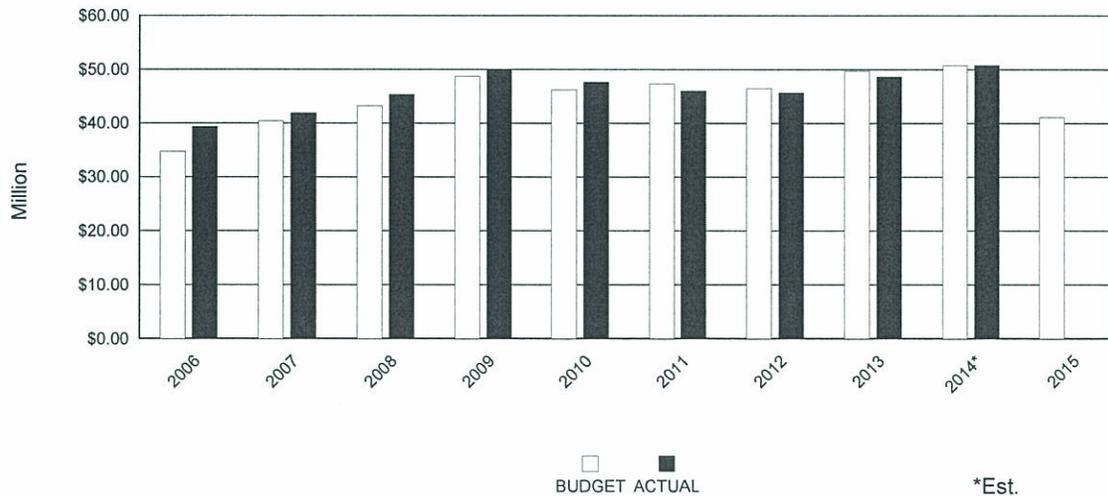
Department Organization



FISCAL YEAR 2015 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : General Services					
Fund No./Bus. Area No. : 1000 / 2500					
		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	12,761,371	14,257,965	14,212,827	10,742,727
	Supplies	1,621,866	1,740,293	1,754,923	923,496
	Other Services and Charges	30,506,770	30,845,076	30,869,719	25,828,010
	Equipment	37,568	247,989	247,989	0
	Non-Capital Equipment	78,555	83,803	89,668	1,000
	Total M & O Expenditures	45,006,130	47,175,126	47,175,126	37,495,233
	Debt Service & Other Uses	3,634,765	3,634,765	3,634,765	3,634,765
	Total Expenditures	48,640,895	50,809,891	50,809,891	41,129,998
Revenues		7,122,085	5,618,114	5,379,684	5,430,334
Staffing	Full-Time Equivalents - Civilian	187.3	196.1	191.3	137.6
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	187.3	196.1	191.3	137.6
	Full-Time Equivalents - Overtime	6.3	6.0	7.7	3.1
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. o Includes transfer of 66.8 FTEs and \$10,961,542 to Maintenance Renewal and Replacement Fund (MRR) as funding for preventive and corrective maintenance. o Includes funding of \$189,081 for new janitorial services contract approved by City Council in FY2014. o Includes funding of \$297,848 to support Operations and Maintenance costs for new facilities. o Includes reduction of FY2014 one-time MRR cost of \$306,934. 				

**General Services
Current Budget vs Actual Expenditures**



FISCAL YEAR 2015 BUDGET

Business Area Performance Measures

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

Performance Measure	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
Card Access Changes Processed	P	47,233	45,000	45,000	45,000
City Identification Badges Processed	P	9,813	9,800	9,800	9,800
Civilian Loss Time Injuries Number	F,J,Q	4	3	3	3
Environmental Projects Completed	P	270	200	260	200
Facility Security Assessments	I,P	60	80	80	80
Maintenance and Operations - Work Orders Completed	I	22,910	33,000	27,500	N/A
Expenditures Budget vs Actual Utilization	F	98%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	100%	100%	96%	100%

Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)
 Fiscal Responsibility (F) Quality of Life (Q)

FISCAL YEAR 2015 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : General Services Fund No./Bus Area No. : 1000 / 2500							
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
GSD - Administrative Services 250001 Provides overall direction, management, and leadership to GSD; provides training and professional development to GSD employees; ensures all department's funds are appropriately allocated and expended.	9.0	1,275,065	9.3	1,457,567	11.4	1,709,347	
GSD - Property Management 250002 Provides services to Police, Fire, Health, Library, Administrative & Regulatory Affairs, Municipal Courts, Public Works and Houston TranStar properties, which include, but are not limited to: preventive maintenance of mechanical equipment, routine and emergency repairs of electrical, mechanical, plumbing, HVAC, structural and energy management systems and facility inspections.	146.6	21,971,902	150.6	23,375,395	94.5	14,659,424	
GSD - Design & Construction 250003 Provides Capital Improvement Project planning; manages the design and construction of City facilities for all departments except Aviation; facilitates tenant improvements; manages construction and coordinates moves; tracks, monitors, and manages environmental contracts and civic art administration, provides in-house planning and design services and construction project management.	7.0	797,794	5.0	1,050,844	4.4	751,350	
GSD - Energy Management 250004 These accounts represent the actual cost for fuel, electricity, natural gas consumption and all other restricted accounts; all communications and data services fees administrated by the Houston Information Technology Services.	1.0	16,861,029	0.0	14,821,852	0.0	15,391,298	
GSD - In-House Renovation 250005 Provides overall management and administrative support for the In-House Renovation Group.	4.0	315,783	4.0	335,693	4.0	362,063	
GSD - Security Management 250006 Manages physical security of all City facilities which include closed circuit TV, access control, and intrusion alarm systems; manages citywide security contract; investigates City lost/stolen assets and process over 45,000 access requests annually.	14.9	5,269,998	17.0	5,713,482	17.3	5,730,509	

FISCAL YEAR 2015 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : General Services Fund No./Bus Area No. : 1000 / 2500							
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
GSD - Real Estate 250008 Manage the acquisition, disposition and leasing of the City's real estate assets.	4.8	2,149,324	4.8	2,271,550	6.0	2,526,007	
GSD - Maintenance Renewal & Replacement 250010 Provide maintenance services to Police, Fire, Health, Library, Administrative & Regulatory Affairs, Municipal Courts, Public Works and Houston TranStar properties, which include, but are not limited to: preventive maintenance of mechanical equipment, routine repairs of electrical, mechanical, plumbing, HVAC, structural and energy management systems and facility inspections.	0.0	0	0.6	1,783,508	0.0	0	
Total	187.3	48,640,895	191.3	50,809,891	137.6	41,129,998	

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ADMINISTRATION MANAGER	26	2.0	1.0	(1.0)
ADMINISTRATIVE ASSISTANT	17	2.0	2.0	
ADMINISTRATIVE ASSOCIATE	13	3.0	3.0	
ADMINISTRATIVE COORDINATOR	24	0.5	0.5	
ADMINISTRATIVE SPECIALIST	20	4.0	4.0	
ASSISTANT DIRECTOR (EXE LEV)	32	2.0	2.0	
ASSISTANT ELECTRICAL SUPERVISOR	22	1.0	0.0	(1.0)
ASSISTANT PROJECT MANAGER	20	0.0	1.0	1.0
ASSISTANT REAL ESTATE ANALYST	17	1.0	1.0	
ASSISTANT REAL ESTATE MANAGER	26	0.0	2.0	2.0
ASSISTANT SUPERINTENDENT	20	3.0	2.0	(1.0)
BUILDING MAINTENANCE SUPERVISOR	13	6.0	6.0	
CARPENTER	14	9.0	0.0	(9.0)
CARPENTER LEADER	19	1.0	0.0	(1.0)
CHIEF STATIONARY ENGINEER	19	7.0	7.0	
COMMUNICATIONS SPECIALIST	15	0.0	1.0	1.0
CONTRACT COMPLIANCE OFFICER	15	1.0	0.0	(1.0)
CUSTODIAN	4	36.0	35.0	(1.0)
CUSTODIAN LEADER	8	2.0	2.0	
CUSTOMER SERVICE REP. I	13	2.0	2.0	
CUSTOMER SERVICE REP. II	15	1.0	2.0	1.0
CUSTOMER SERVICE SUPERVISOR	18	0.0	1.0	1.0
DATA BASE ANALYST	22	1.0	1.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	2.0	2.0	
DIVISION MANAGER	29	5.0	5.0	
ELECTRICAL SUPERINTENDENT	26	1.0	0.0	(1.0)
ELECTRICIAN	18	8.0	0.0	(8.0)
ELECTRICIAN APPRENTICE	10	1.0	0.0	(1.0)
ESTIMATOR	17	1.0	1.0	
EXECUTIVE STAFF ANALYST (EXE LEV)	30	1.0	1.0	
FINANCIAL ANALYST III	21	1.0	1.0	
FINANCIAL ANALYST IV	25	1.0	1.0	
GENERAL SERVICES DIRECTOR	35	1.0	1.0	
GRADUATE ARCHITECT	22	1.0	0.0	(1.0)
GROUNDSKEEPER	5	10.0	9.0	(1.0)
HEATING & AIR CONDITIONING LEADER	18	1.0	0.0	(1.0)
INSPECTOR	18	1.0	0.0	(1.0)
LABORER	4	3.0	0.0	(3.0)
LAN SPECIALIST	26	1.0	1.0	
MAINTENANCE MECHANIC I	8	1.0	0.0	(1.0)
MAINTENANCE MECHANIC II	12	1.0	0.0	(1.0)
MAINTENANCE MECHANIC III	14	15.0	3.0	(12.0)
MAINTENANCE SUPERVISOR	16	4.0	2.0	(2.0)
MANAGEMENT ANALYST III	21	1.0	1.0	
OFFICE SUPERVISOR	17	1.0	0.0	(1.0)
PAINTER	11	8.0	0.0	(8.0)
PLUMBER	14	3.0	0.0	(3.0)
PROJECT MANAGER	24	1.0	1.0	
PUBLIC LOSS INVESTIGATOR	22	1.0	1.0	
REAL ESTATE MANAGER	29	1.0	1.0	
SENIOR CONTRACT COMPLIANCE OFFICER	18	0.0	1.0	1.0
SENIOR FIXED ASSET SPECIALIST	17	1.0	1.0	

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
SENIOR INVENTORY MANAGEMENT CLERK	12	1.0	1.0	
SENIOR OFFICE ASSISTANT	12	3.0	2.0	(1.0)
SENIOR PROJECT MANAGER	27	1.0	1.0	
SENIOR PUBLIC LOSS INVESTIGATOR	24	3.0	3.0	
SENIOR SUPERINTENDENT	27	1.0	1.0	
STAFF ANALYST	26	2.0	1.0	(1.0)
STATIONARY ENGINEER	14	15.0	12.0	(3.0)
STATIONARY ENGINEER APPRENTICE	7	0.0	3.0	3.0
STUDENT INTERN I	4	0.0	0.6	0.6
STUDENT INTERN II	10	0.0	0.6	0.6
SUPERINTENDENT	24	7.0	6.8	(0.2)
TECHNICAL HARDWARE ANALYST I	17	1.0	1.0	
TECHNICAL HARDWARE ANALYST II	21	2.0	2.0	
TECHNICAL HARDWARE ANALYST III	23	2.0	2.0	
Total FTEs		199.5	145.5	(54.0)
Less adjustment for Civilian Vacancy Factor		3.4	7.9	4.5
Full-Time Equivalents		196.1	137.6	(58.5)

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
2500020001	GSD - PM Operations			
443160	Vending Machine Concessions	352,685	258,949	303,000
490060	Transfer from Civic Center	197,704	0	0
490120	Transfer from Component Unit	0	185,002	168,979
Total	GSD - PM Operations	550,389	443,951	471,979
2500020003	GSD - Houston Permitting Center			
424110	Other Interfund Services	1,084,068	1,084,068	1,084,068
2500020004	GSD - Parking Management Facility			
424110	Other Interfund Services	86,870	86,870	86,870
2500020005	GSD - PWE UMB Management			
424110	Other Interfund Services	715,882	577,124	583,757
2500020006	GSD - Houston TranStar Facility Maint.			
424110	Other Interfund Services	690,180	690,180	690,180
2500060001	GSD - Security Management			
424110	Other Interfund Services	212,970	212,970	229,720
2500060002	GSD - Security - General Fund			
490060	Transfer from Civic Center	190,517	0	0
490120	Transfer from Component Unit	0	181,459	197,482
Total	GSD - Security - General Fund	190,517	181,459	197,482
2500080001	GSD - Real Estate			
426420	Building Space Rental Fees	773,850	776,356	767,304
426430	Facility Rental Fees	13,388	24,606	18,974
428060	Other Interest Income	300,000	300,000	300,000
434240	Sale of Capital Assets-Land/Streets	1,000,000	1,000,000	1,000,000
445050	Cell Tower Revenue	0	2,100	0
Total	GSD - Real Estate	2,087,238	2,103,062	2,086,278
Total	General Services	5,618,114	5,379,684	5,430,334

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	7,942,858	8,908,055	8,955,581	6,753,197
500030	Salary Part Time - Civilian	31,212	33,198	33,198	34,202
500060	Overtime - Civilian	380,387	353,951	441,749	180,500
500090	Premium Pay - Civilian	18,383	20,002	21,412	20,000
500110	Bilingual Pay - Civilian	2,705	2,712	2,725	1,808
500250	HOPE Union Business Usage	123	123	123	123
501070	Pension - Civilian	1,707,958	2,034,683	2,043,793	1,712,611
501120	Termination Pay - Civilian	141,684	76,053	76,053	52,665
502010	FICA - Civilian	614,152	714,017	680,569	529,883
503010	Health Ins-Act Civilian	1,696,032	1,843,857	1,698,332	1,204,256
503015	Basic Life Insurance - Active Civilian	4,643	6,684	5,323	3,890
503060	Long Term Disability-Civilian	15,352	16,458	16,398	11,683
503090	Workers Compensation-Civilian-Admin	37,690	46,411	50,421	36,148
503100	Workers Compensation-Civilian-Claim	165,466	176,456	161,845	176,456
504020	Compensation Contingency	0	9,760	9,760	9,760
504030	Unemployment Claims - Administration	2,726	15,545	15,545	15,545
Total	Personnel Services	12,761,371	14,257,965	14,212,827	10,742,727
511010	Chemical Gases & Special Fluids	20,227	13,648	16,500	1,500
511015	Cleaning & Sanitary Supplies	129,243	175,500	165,500	165,500
511020	Construction Materials	97,198	77,430	56,429	6,900
511025	Electrical Hardware & Parts	203,912	217,000	237,000	6,000
511030	Mechanical Hardware & Parts	31,722	121,483	109,289	8,044
511035	Meters Hydrants & Plumbing Supplies	43,013	75,056	65,056	6,000
511040	Audiovisual Supplies	0	17,470	12,339	350
511045	Computer Supplies	784	29,490	17,836	19,536
511050	Paper & Printing Supplies	0	1,000	500	500
511055	Publications & Printed Materials	29	206	133	133
511060	Postage	783	4,669	3,900	3,900
511070	Miscellaneous Office Supplies	46,071	52,304	56,200	65,270
511080	General Laboratory Supplies	649	0	0	0
511110	Fuel	323,588	320,149	320,149	378,794
511115	Vehicle Repair & Maintenance Supplies	9,326	12,000	7,000	12,000
511120	Clothing	37,949	31,500	21,500	21,500
511125	Food Supplies	4,086	4,536	4,536	3,500
511145	Small Tools & Minor Equipment	12,241	109,820	135,162	7,500
511150	Miscellaneous Parts & Supplies	660,546	477,032	525,894	216,569
511165	Fire Fighting Equipment	499	0	0	0
Total	Supplies	1,621,866	1,740,293	1,754,923	923,496
520100	Temporary Personnel Services	55,564	55,557	55,557	50,000
520101	Janitorial Services	2,817,190	3,527,061	3,527,061	3,896,567
520102	Security Services	3,535,363	3,702,660	3,774,126	3,880,613
520103	Subrecipient Contract Services	4,104	10,000	10,000	10,000
520106	Architectural Services	6,637	12,234	0	0
520108	Information Resource Services	183,165	189,603	189,603	6,035
520109	Medical Dental & Laboratory Services	3,863	4,500	4,500	4,500
520110	Management Consulting Services	89,080	135,850	135,850	135,000
520111	Real Estate Services	0	3,531	3,531	3,531
520112	Banking Services	0	100	100	100
520114	Miscellaneous Support Services	35,733	95,691	95,691	81,973
520115	Real Estate Lease/Office Rental	1,637,753	1,709,095	1,709,095	1,724,119
520118	Refuse Disposal	495,630	530,224	530,225	593,891
520119	Computer Equipment/Software Maintenance	30,053	14,050	14,050	14,050
520120	Communications Equipment Services	0	800	800	800
520121	IT Application Svcs	75,805	131,987	131,987	153,778
520123	Vehicle & Motor Equipment Services	187,625	136,200	136,200	0
520124	Other Equipment Services	310,360	396,280	362,330	2,860
520126	Construction Site Work Services	24,366	19,828	15,270	0

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
520128	Other Construction Work Services	1,065	0	0	0
520141	Engineering Services	33,009	51,883	51,133	20,000
520510	Mail/Delivery Services	155	300	300	300
520515	Print Shop Services	4,416	7,223	8,554	7,804
520520	Printing & Reproduction Services	12,340	14,412	16,160	16,160
520605	Advertising Services	22,479	52,150	52,150	53,000
520705	Insurance Fees	98,445	122,436	122,455	113,252
520765	Membership & Professional Fees	15,020	21,784	24,415	29,050
520805	Education & Training	13,644	52,680	53,660	49,275
520905	Travel - Training Related	12,440	24,320	27,400	30,400
520910	Travel - Non-Training Related	22,571	21,432	22,437	21,937
521405	Building Maintenance Services	6,462,086	7,416,828	7,416,828	2,637,064
521410	Sewer Services	815,770	674,673	674,673	674,673
521415	Land and Grounds Maintenance	396,974	424,216	424,216	38,216
521425	Coastal Water Authority Maintenance	(622)	0	0	0
521435	Water Services	23,464	9,000	17,367	9,004
521440	Steam/Chilled Water Services	395,964	467,507	467,507	467,507
521505	Electricity	11,174,076	9,077,851	9,077,851	9,277,906
521510	Natural Gas	488,254	530,326	530,326	569,810
521605	Data Services	16,892	68,678	68,678	78,617
521610	Voice Services	125,855	111,034	102,078	54,677
521620	Voice Equipment	39,940	5,880	5,880	5,880
521625	Voice Labor	13,001	7,455	7,455	7,455
521630	GIS Revolving Fund Services	8,868	10,958	10,958	12,236
521635	Voice Services -Wireless	(37)	64,311	64,311	58,325
521715	Office Equipment Rental	19,527	24,240	24,240	24,240
521725	Other Rental	46,514	50,297	53,700	50,297
521730	Parking Space Rental	63,819	67,500	67,500	67,500
521735	Hobby Parking Space Rental	0	14,100	13,500	13,500
522305	Freight Charges	175	0	0	0
522420	Petty Cash/Change Special Fund	190	0	0	0
522430	Miscellaneous Other Services & Charges	317,615	375,986	368,671	180,580
522435	Interest Charges Past Due Accounts	50	0	0	0
522710	Interfund Utility Cut Repairs	0	500	500	500
522720	Interfund Payroll Services	(142)	0	0	0
522721	Interfund HR Client Services	155,042	171,489	171,489	246,637
522722	KRONOS Service Chargeback	7,731	8,849	8,849	10,217
522723	Drainage Fee Service Chargeback	144,960	146,027	146,027	146,000
522730	Interfund Engineering Services	0	1,025	0	0
522735	Interfund Communication Equipment Repair	0	6,250	6,250	6,250
522760	Interfund Billing & Collection Service	10,716	20,000	20,000	20,000
522845	Interfund Vehicle Services	52,213	46,225	46,225	271,924
Total	Other Services and Charges	30,506,770	30,845,076	30,869,719	25,828,010
560220	Vehicles	0	247,989	247,989	0
560230	Computer HW and Developed SW	37,568	0	0	0
Total	Equipment	37,568	247,989	247,989	0
551005	Fixed Assets Restatement	0	1,000	1,000	1,000
551010	Non-Capital Office Furniture & Equipment	1,786	0	0	0
551015	Non-Capital Computer Equipment	76,769	59,417	65,282	0
551040	Non-Capital Other	0	23,386	23,386	0
Total	Non-Capital Equipment	78,555	83,803	89,668	1,000
532020	Transfers to Capital Projects	3,634,765	3,634,765	3,634,765	3,634,765
Total	Debt Service and Other Uses	3,634,765	3,634,765	3,634,765	3,634,765
Grand Total Expenditures		48,640,895	50,809,891	50,809,891	41,129,998

PLANNING AND DEVELOPMENT

Department Description and Mission

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

Department Short Term Goals:

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

Department Long Term Goals:

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

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

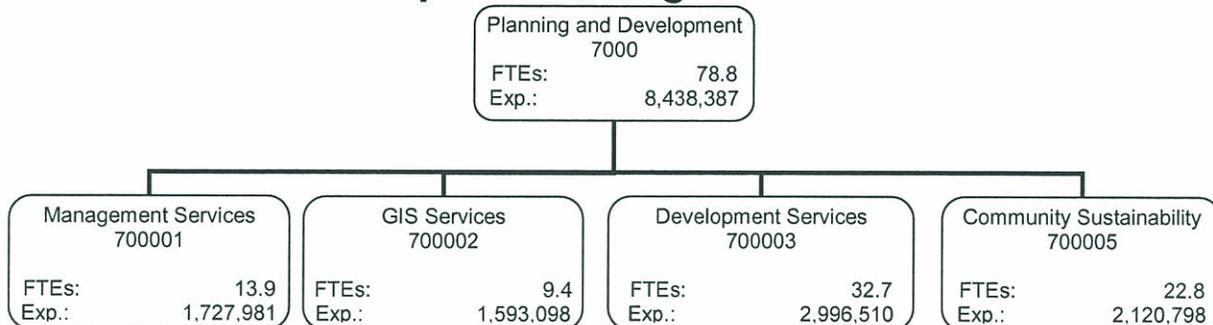
The Management Services Section support core functions of the Planning Department by providing internal administrative, financial and management support.

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

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

The Community Sustainability Section facilitates the long-term sustainability of Houston through community preservation tools, strategic partnership agreements and protection of our extraterritorial jurisdiction and city limits.

Department Organization

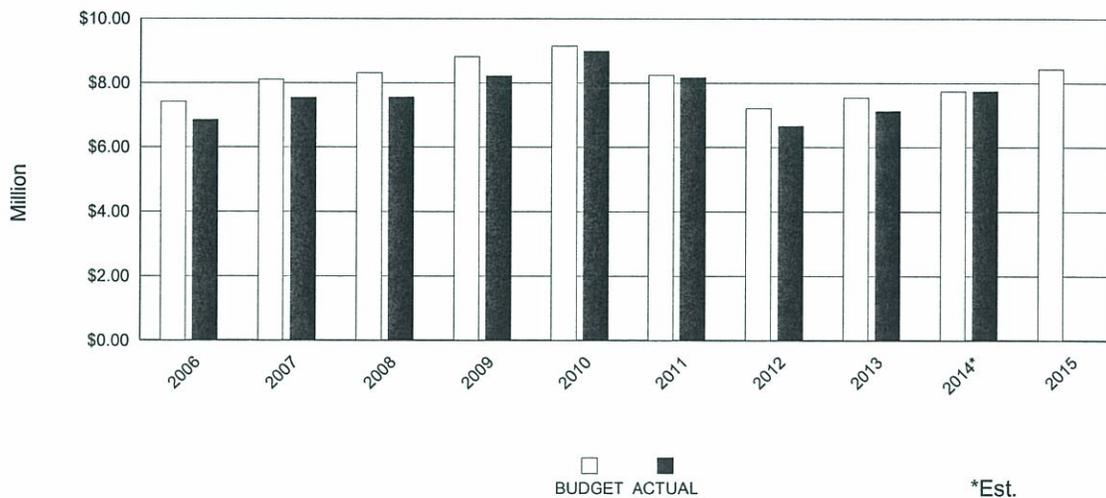


Business Area Budget Summary

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

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	6,430,711	6,970,085	6,822,840	7,338,676
	Supplies	115,440	85,862	89,813	51,192
	Other Services and Charges	568,750	687,689	830,983	1,048,519
	Total M & O Expenditures	7,114,901	7,743,636	7,743,636	8,438,387
	Debt Service & Other Uses	5,000	0	0	0
	Total Expenditures	7,119,901	7,743,636	7,743,636	8,438,387
Revenues		4,760,624	5,918,715	5,504,447	5,397,647
Staffing	Full-Time Equivalents - Civilian	75.2	77.8	74.7	78.8
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	75.2	77.8	74.7	78.8
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. o Continue development of an Enterprise Geographical Information System (EGIS), with focus on support of current applications and data. o Preserve and stabilize communities. o Facilitate decision-making by providing recommendations through data collection, research and analysis in a variety of disciplines, including but not limited to demographic, statistical, financial, market and legal analysis, and collaboration with internal and external sources. o The FY2015 Budget includes funding of \$50,000 for the Neighborhood Matching Grant Program. 				

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



Business Area Performance Measures					
Fund Name : General Fund					
Business Area Name : Planning & Development					
Fund No./Bus Area No. : 1000 / 7000					
Performance Measure	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
Development Plats & Single-Family Residential Site Plans Reviewed	J,I	N/A	N/A	2,766	2,766
GIS Mapping Requests Completed within 3 Days	I	N/A	N/A	97%	97%
Historic Certificate of Appropriateness, Landmark & Protected Landmark Applications Reviewed	J,I	N/A	N/A	164	504
Special Lot Size/Building Line & Prohibited Yard Parking Applications Processed	J,I	N/A	N/A	35	92
Subdivision Plats Processed for Recordation	J,I	N/A	N/A	2,653	2,653
Expenditures Budget vs Actual Utilization	F	94%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	120%	100%	93%	100%
Mayor's Five Priorities: Jobs and Sustainable Development (J)		Public Safety (P)		Infrastructure (I)	
Fiscal Responsibility (F)		Quality of Life (Q)			

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Planning & Development Fund No./Bus Area No. : 1000 / 7000						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
PD-Management Services Group 700001 To support the core functions of the Planning Department by providing internal administrative, financial and managerial support. The Division supports the mission of the Department by providing the public with access to resources, information, and addressing public requests on a timely basis while also striving to ensure a high level of customer service.	13.1	1,507,894	13.3	1,857,124	13.9	1,727,981
PD-GIS Services Group 700002 To serve the GIS and geospatial needs of the City of Houston across departments and among all staff and citizens.	15.2	1,429,700	9.6	1,265,673	9.4	1,593,098
PD-Development Services Group 700003 To review development proposals for compliance with Houston's land development codes (Chapter 42, towers, parking, landscaping, etc.) and provide analysis, forecasting and the development of alternatives for moving people and goods through transportation planning.	25.7	2,332,921	29.2	2,620,709	32.7	2,996,510
PD-Comm Sustainability 700005 To facilitate the long-term stability of Houston through community sustainability tools.	21.2	1,849,386	22.6	2,000,130	22.8	2,120,798
Total	75.2	7,119,901	74.7	7,743,636	78.8	8,438,387

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ACCOUNTANT	17	1.0	0.0	(1.0)
ACCOUNTANT MANAGER	27	1.0	1.0	
ADMINISTRATION MANAGER	26	6.0	6.0	
ADMINISTRATIVE ASSISTANT	17	1.0	1.0	
ADMINISTRATIVE COORDINATOR	24	1.0	2.0	1.0
ADMINISTRATIVE SPECIALIST	20	2.0	2.0	
ASSISTANT DIRECTOR (EXE LEV)	32	2.0	2.0	
ASSOCIATE PLANNER	13	5.0	6.0	1.0
CUSTOMER SERVICE REP. II	15	1.0	1.0	
CUSTOMER SERVICE REP. III	16	1.0	1.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	1.0	1.0	
DEPUTY DIRECTOR-PLANNING (EXE LEV)	35	1.0	1.0	
DIVISION MANAGER	29	2.0	3.0	1.0
EXECUTIVE OFFICE ASSISTANT	15	1.0	0.0	(1.0)
FINANCIAL ANALYST III	21	1.0	1.0	
GIS ANALYST	20	3.0	3.0	
GIS MANAGER	29	1.5	1.5	
GIS SUPERVISOR	26	1.0	0.0	(1.0)
PLANNER	16	15.0	15.0	
PLANNER LEADER	24	8.0	8.0	
PLANNING DIRECTOR	36	1.0	1.0	
RECORDS ADMINISTRATOR	23	1.0	1.0	
SENIOR ACCOUNTANT	20	1.0	2.0	1.0
SENIOR COMMUNICATIONS SPECIALIST	20	0.0	1.0	1.0
SENIOR GIS ANALYST	24	3.0	2.0	(1.0)
SENIOR GIS TECHNICIAN	17	2.0	2.0	
SENIOR PLANNER	20	12.0	12.0	
SENIOR STAFF ANALYST	28	1.0	1.0	
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	1.0	
STAFF ANALYST	26	2.0	1.0	(1.0)
WEB DESIGNER	21	1.0	0.0	(1.0)
Total FTEs		80.5	79.5	(1.0)
Less adjustment for Civilian Vacancy Factor		2.7	0.7	(2.0)
Full-Time Equivalents		77.8	78.8	1.0

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
7000010001	PD-Management Services			
428080	Returned Check Charges	100	50	50
452020	Recoveries & Refunds	50	0	0
452030	Miscellaneous Revenue	0	22,032	1,000
Total	PD-Management Services	150	22,082	1,050
7000020001	PD - GIS Services			
426290	Other Service Charges	3,000	3,000	0
426320	City Maps & Related Items	1,750	750	450
452030	Miscellaneous Revenue	10,000	0	0
Total	PD - GIS Services	14,750	3,750	450
7000030001	Development Services			
421290	Tower Application Review Fee	2,243	2,996	707
421630	Administrative Fee - Licenses & Permits	105,734	124,435	128,951
426020	Hazardous Materials Permit	1,586	2,004	1,499
426070	Hotel & Motel Ordinance	3,315	3,798	3,315
426250	Platting Fees	5,790,937	5,345,382	5,261,675
Total	Development Services	5,903,815	5,478,615	5,396,147
Total	Planning & Development	5,918,715	5,504,447	5,397,647

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	4,418,688	4,687,419	4,495,798	4,901,549
500060	Overtime - Civilian	62	0	0	0
500090	Premium Pay - Civilian	117	0	116	0
500110	Bilingual Pay - Civilian	6,973	7,229	6,438	6,325
500250	HOPE Union Business Usage	195	0	0	0
501070	Pension - Civilian	949,480	1,065,993	1,048,530	1,243,035
501120	Termination Pay - Civilian	47,948	90,000	180,000	90,000
502010	FICA - Civilian	327,108	358,665	331,179	374,723
503010	Health Ins-Act Civilian	643,326	726,371	726,371	687,252
503015	Basic Life Insurance - Active Civilian	2,522	3,623	3,623	2,841
503060	Long Term Disability-Civilian	5,881	6,612	6,612	6,703
503090	Workers Compensation-Civilian-Admin	15,557	18,583	18,583	20,658
503100	Workers Compensation-Civilian-Claim	0	3,000	3,000	3,000
504030	Unemployment Claims - Administration	12,854	2,590	2,590	2,590
Total	Personnel Services	6,430,711	6,970,085	6,822,840	7,338,676
511045	Computer Supplies	65,333	24,506	55,649	21,381
511050	Paper & Printing Supplies	0	0	22	0
511055	Publications & Printed Materials	432	0	0	0
511060	Postage	33,773	28,661	4,000	5,961
511070	Miscellaneous Office Supplies	14,742	31,935	29,382	23,359
511110	Fuel	1,160	760	760	491
Total	Supplies	115,440	85,862	89,813	51,192
520105	Accounting & Auditing Services	1,258	1,350	1,350	1,350
520107	Computer Info/Contr	1,562	3,806	108	2,308
520109	Medical Dental & Laboratory Services	538	500	900	900
520110	Management Consulting Services	0	10,650	10,650	0
520112	Banking Services	1,557	1,800	1,800	1,800
520114	Miscellaneous Support Services	994	800	3,450	74,306
520116	Parking Services Contract	22,431	0	0	0
520119	Computer Equipment/Software Maintenance	0	2,934	0	0
520121	IT Application Svcs	24,446	46,626	46,626	62,676
520123	Vehicle & Motor Equipment Services	1,148	3,500	0	0
520510	Mail/Delivery Services	32	200	0	0
520515	Print Shop Services	1,878	2,000	2,000	2,000
520520	Printing & Reproduction Services	1,758	0	3,948	4,000
520605	Advertising Services	4,262	3,100	3,100	3,100
520705	Insurance Fees	765	1,309	1,309	952
520740	Document Recording/Filing Fees	1,032	10,860	10,860	5,860
520765	Membership & Professional Fees	3,316	0	11,000	0
520805	Education & Training	3,978	5,000	5,000	5,000
520905	Travel - Training Related	5,992	0	15,000	0
521605	Data Services	47,053	41,037	46,855	44,041
521610	Voice Services	28,845	8,560	25,500	42,160
521620	Voice Equipment	20	420	420	420
521625	Voice Labor	275	532	532	532
521630	GIS Revolving Fund Services	249,607	312,808	312,808	552,305
521635	Voice Services -Wireless	0	4,347	4,347	4,719
521715	Office Equipment Rental	36,023	35,677	35,677	35,712
521730	Parking Space Rental	4,488	6,804	3,402	1,944
521735	Hobby Parking Space Rental	0	28,800	28,800	28,800
522430	Miscellaneous Other Services & Charges	6,875	10,100	120,372	8,000

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
522720	Interfund Payroll Services	(195)	0	0	0
522721	Interfund HR Client Services	54,994	60,903	60,903	85,932
522722	KRONOS Service Chargeback	2,876	3,157	3,157	3,576
522780	Interfund Photo Copy Services	20,068	36,000	25,000	25,000
522840	Houston Permitting Center Rent Chargeback	40,874	44,109	44,109	48,659
522845	Interfund Vehicle Services	0	0	2,000	2,467
Total	Other Services and Charges	568,750	687,689	830,983	1,048,519
532025	Transfers to Special Revenues	5,000	0	0	0
Total	Debt Service and Other Uses	5,000	0	0	0
Grand Total Expenditures		7,119,901	7,743,636	7,743,636	8,438,387

PUBLIC WORKS AND ENGINEERING

Department Description and Mission

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

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

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

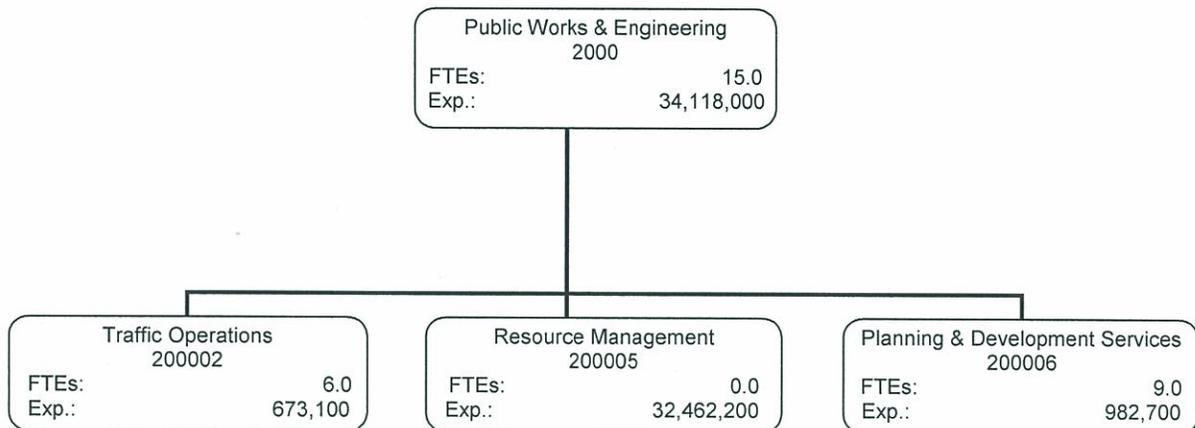
Department Short Term Goals

- Generate revenues related to the Sale of Streets and Easements.
- Continue to process JRC transaction activities assigned to the department in a timely manner.
- Reduce traffic "bottle-necks" during high usage periods.
- Monitor intersection level of services.

Department Long Term Goals

- Apply recommended national guidelines on traffic control practice to minimize congestion and subsequent delays at major arterials and intersections.
- Develop Capital Improvement Management System (CIMS) 3.0 to include online JRC application submittal module.

Department Organization



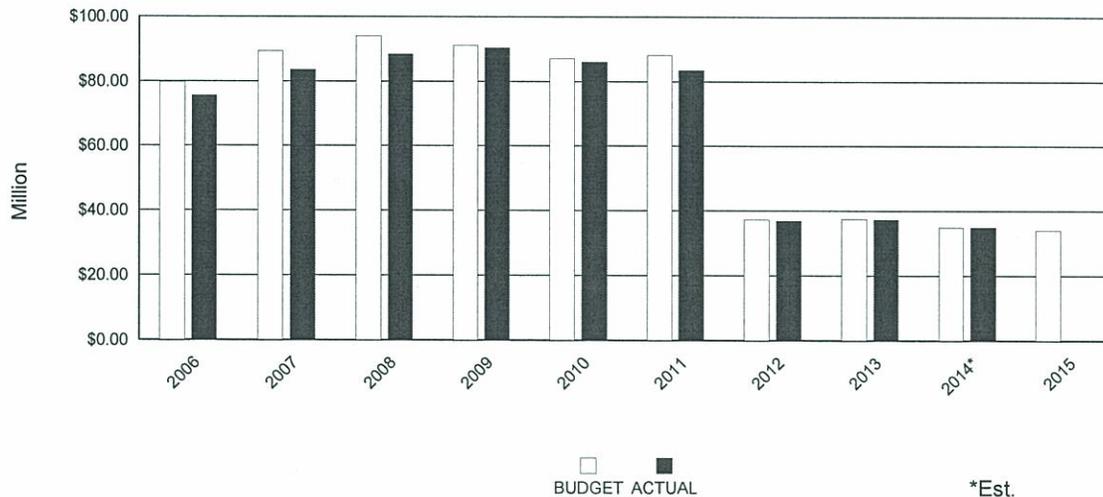
FISCAL YEAR 2015 BUDGET

Business Area Budget Summary

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

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	1,250,549	1,332,461	1,195,513	1,424,900
	Supplies	17,088	64,500	47,900	57,100
	Other Services and Charges	34,296,977	31,692,069	31,845,617	31,111,600
	Total M & O Expenditures	<u>35,564,614</u>	<u>33,089,030</u>	<u>33,089,030</u>	<u>32,593,600</u>
	Debt Service & Other Uses	1,818,700	1,868,800	1,868,800	1,524,400
	Total Expenditures	<u>37,383,314</u>	<u>34,957,830</u>	<u>34,957,830</u>	<u>34,118,000</u>
Revenues		2,382,705	2,371,900	2,371,900	2,394,200
Staffing	Full-Time Equivalents - Civilian	14.6	15.0	13.5	15.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>14.6</u>	<u>15.0</u>	<u>13.5</u>	<u>15.0</u>
	Full-Time Equivalents - Overtime	0.1	0.1	0.1	0.1
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2015 Budget provides funding for the health benefits, pension contribution and municipal employees 3% pay increases. o The Planning and Development Division will continue to process JRC transaction activities assigned to the department timely. o Resource Management Division budget of \$32.5M includes signal maintenance electricity of \$967,000, freeway lights electricity of \$1.7M, streetlights electricity of \$28.2M, and debt service of \$1.5M. o Overall Budget decrease of \$1.0M is mainly due to the following: <ul style="list-style-type: none"> o Completion of the City Mobility Phase II Plan Study in FY2014 (\$200,000). o Milling machine debt paid off in FY2014 (\$350,000). o Lower electricity costs (\$435,000). 				

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



Business Area Performance Measures					
Fund Name : General Fund Business Area Name : Public Works & Engineering Fund No./Bus Area No. : 1000 / 2000					
Performance Measure	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
Incident Response (Unit)	P,I	337	500	500	500
Mobility Response Team 311 Calls Received (Each)	P,I	1,289	1,200	1,200	1,200
Value of Real Estate Actions Recorded for Joint Referrals	F	\$1,335,053	\$1,500,000	\$1,500,000	\$1,500,000
Expenditures Budget vs Actual Utilization	F	100%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	94%	100%	100%	100%
<p>Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)</p> <p>Fiscal Responsibility (F) Quality of Life (Q)</p>					

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Public Works & Engineering Fund No./Bus Area No. : 1000 / 2000						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Traffic Operations Division 200002 Works to alleviate traffic congestion resulting from malfunctioning traffic signals, accidents and other mobility issues throughout the City during peak periods.	6.0	995,920	5.6	810,131	6.0	673,100
Resource Management Division 200005 Accounts for electricity, debt service and other costs.	0.0	35,554,652	0.0	33,258,000	0.0	32,462,200
Planning and Development Services Division 200006 Sells City-owned properties and interests. Manages all matters pertaining to the abandonment, sale and/or exchange of streets, alleys or easements. Manage all matters pertaining to granting of building encroachments into streets and alleys.	8.6	832,742	7.9	889,699	9.0	982,700
Total	14.6	37,383,314	13.5	34,957,830	15.0	34,118,000

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ADMINISTRATIVE ASSISTANT	17	1.0	1.0	
ADMINISTRATIVE ASSOCIATE	13	1.0	1.0	
ASSISTANT REAL ESTATE MANAGER	26	1.0	1.0	
GRADUATE ENGINEER	22	4.0	4.0	
REAL ESTATE ANALYST	20	2.0	2.0	
REAL ESTATE MANAGER	29	1.0	1.0	
SENIOR REAL ESTATE ANALYST	24	3.0	3.0	
SUPERVISING ENGINEER	29	1.0	1.0	
TECHNICAL HARDWARE ANALYST III	23	1.0	1.0	
Total FTEs		15.0	15.0	0.0
Less adjustment for Civilian Vacancy Factor		0.0	0.0	0.0
Full-Time Equivalents		15.0	15.0	0.0

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
2000050031	PWE - Unmetered St. Lights			
452020	Recoveries & Refunds	554,600	554,600	554,600
2000060009	PWE - Land Disposition			
426420	Building Space Rental Fees	1,000	1,000	0
434240	Sale of Capital Assets-Land/Streets	1,500,000	1,500,000	1,500,000
457010	Interfund Land Acquisition	316,300	316,300	339,600
Total	PWE - Land Disposition	1,817,300	1,817,300	1,839,600
Total	Public Works & Engineering	2,371,900	2,371,900	2,394,200

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	855,074	903,644	804,391	949,680
500060	Overtime - Civilian	11,438	10,500	11,333	10,500
501070	Pension - Civilian	183,841	205,036	188,056	240,838
501120	Termination Pay - Civilian	5,074	5,000	1,273	5,000
502010	FICA - Civilian	64,200	69,933	59,641	73,453
503010	Health Ins-Act Civilian	126,114	130,475	125,623	137,222
503015	Basic Life Insurance - Active Civilian	497	701	453	543
503060	Long Term Disability-Civilian	1,256	1,275	1,133	1,291
503090	Workers Compensation-Civilian-Admin	3,055	3,585	3,298	3,974
503100	Workers Compensation-Civilian-Claim	0	2,000	0	2,000
504030	Unemployment Claims - Administration	0	312	312	399
Total	Personnel Services	1,250,549	1,332,461	1,195,513	1,424,900
511020	Construction Materials	0	45,000	30,000	40,000
511025	Electrical Hardware & Parts	1,085	0	0	0
511045	Computer Supplies	7,423	7,500	7,500	7,500
511050	Paper & Printing Supplies	878	1,200	1,200	1,200
511055	Publications & Printed Materials	70	600	600	600
511060	Postage	328	700	700	700
511070	Miscellaneous Office Supplies	1,132	3,100	3,100	3,100
511090	Medical & Surgical Supplies	0	200	100	200
511110	Fuel	4,594	5,000	3,500	2,500
511120	Clothing	1,478	1,200	1,200	1,300
511145	Small Tools & Minor Equipment	100	0	0	0
Total	Supplies	17,088	64,500	47,900	57,100
520109	Medical Dental & Laboratory Services	52	400	385	500
520110	Management Consulting Services	455,500	206,300	206,300	13,400
520111	Real Estate Services	81,350	150,000	150,000	100,000
520119	Computer Equipment/Software Maintenance	0	500	200	500
520121	IT Application Svcs	1,659	7,600	7,600	2,000
520123	Vehicle & Motor Equipment Services	3,477	5,000	3,500	0
520510	Mail/Delivery Services	0	200	200	200
520515	Print Shop Services	210	500	500	500
520520	Printing & Reproduction Services	0	500	500	500
520765	Membership & Professional Fees	1,532	1,900	1,900	2,300
520805	Education & Training	584	6,600	6,600	5,200
521505	Electricity	33,708,452	31,202,969	31,359,200	30,924,400
521605	Data Services	1,498	50,100	50,100	3,800
521610	Voice Services	1,473	5,000	5,000	100
521620	Voice Equipment	1	700	700	700
521625	Voice Labor	0	800	800	900
521635	Voice Services -Wireless	0	2,500	1,617	1,800
521730	Parking Space Rental	1,504	3,500	3,500	2,700
522430	Miscellaneous Other Services & Charges	0	200	215	200
522721	Interfund HR Client Services	11,291	12,500	12,500	11,600
522722	KRONOS Service Chargeback	544	700	700	700
522795	Other Interfund Services	27,850	33,600	33,600	36,100
522845	Interfund Vehicle Services	0	0	0	3,500
Total	Other Services and Charges	34,296,977	31,692,069	31,845,617	31,111,600
532020	Transfers to Capital Projects	1,818,700	1,868,800	1,868,800	1,524,400
Total	Debt Service and Other Uses	1,818,700	1,868,800	1,868,800	1,524,400
Grand Total Expenditures		37,383,314	34,957,830	34,957,830	34,118,000



SOLID WASTE MANAGEMENT

Department Description and Mission

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

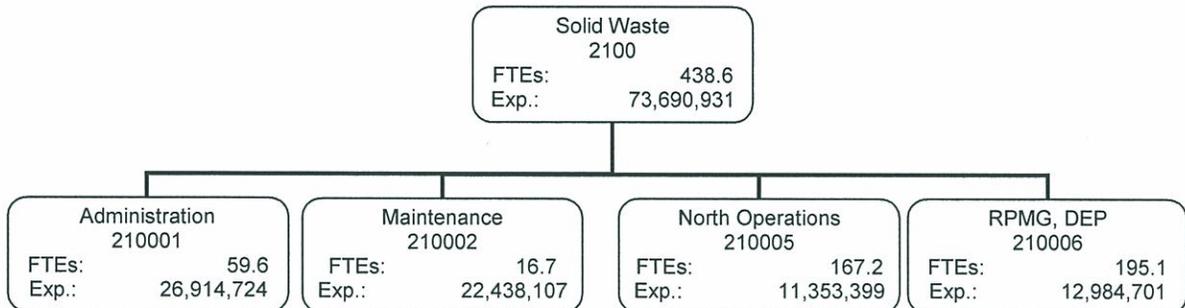
Short-Term Goals

- Expand automated curbside recycling citywide with administration and council approval.
- Gain approval and implement updates to Chapters 21 and 39 in the Code of Ordinances with regards to scrap and used tire dealers.
- Deepen partnership with the Houston Apartment Association to introduce E-Scrap Recycling and expand the Green Communities Program.

Long-Term Goals

- Implement enterprise funding for key department services.
- Partner with Houston Restaurant Association and private haulers to implement voluntary eatery recycling.
- Find appropriate locations to site at least three (3) Neighborhood Depositories and Recycling Centers.

Department Organization



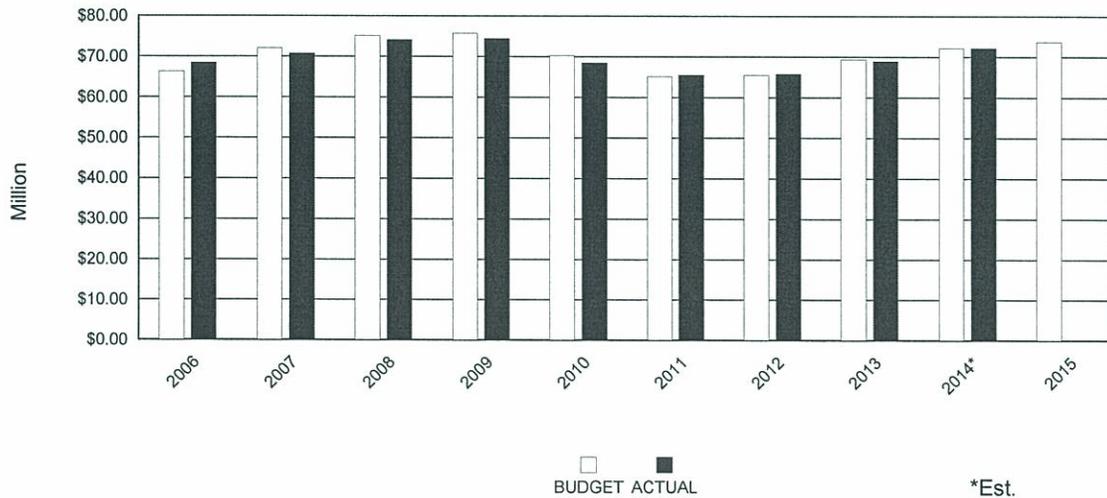
FISCAL YEAR 2015 BUDGET

Business Area Budget Summary

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

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	28,629,496	29,519,071	29,420,232	30,680,318
	Supplies	5,898,186	6,094,940	6,094,940	6,711,231
	Other Services and Charges	32,353,662	33,051,956	33,169,595	34,322,148
	Equipment	0	1,487,573	1,487,573	0
	Non-Capital Equipment	42,050	18,800	0	0
	Total M & O Expenditures	66,923,394	70,172,340	70,172,340	71,713,697
	Debt Service & Other Uses	2,011,507	1,977,234	1,977,234	1,977,234
Total Expenditures	68,934,901	72,149,574	72,149,574	73,690,931	
Revenues		4,391,117	4,752,675	4,852,300	4,876,300
Staffing	Full-Time Equivalents - Civilian	442.1	439.1	439.1	438.6
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	442.1	439.1	439.1	438.6
	Full-Time Equivalents - Overtime	28.9	26.0	26.0	31.6
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. o Continue to expand automated curbside recycling citywide with administration and council approval, resulting in a decrease in General Fund refuse disposal costs. o Refine the department's major work program performance measures to increase workers efficiency. 				

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



Business Area Performance Measures

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

Performance Measure	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
Residential Units Served	Q	376,738	378,622	378,622	382,408
Solid Waste Recycling Rate	Q,F	30%	30%	30%	30%
Tons Collected	Q,F	568,507	694,926	636,490	602,053
Expenditures Budget vs Actual Utilization	F	99%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	88%	100%	102%	100%

Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)
 Fiscal Responsibility (F) Quality of Life (Q)

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Solid Waste Management Fund No./Bus Area No. : 1000 / 2100						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Administration 210001 Provides the repository for central costs that are direct costs to all of the department's operations and to provide management leadership and administrative support to the entire department.	58.1	26,075,945	53.0	28,151,759	59.6	26,914,724
Maintenance 210002 Maintains the department's physical plants and provide the leadership and administrative resources needed to maintain the same.	16.8	20,020,317	16.9	20,580,349	16.7	22,438,107
SWM - North Operations 210005 Provides solid waste services to the north side of the City and includes City Council Districts A, B, E, G, H, and I.	163.3	10,345,526	164.5	10,853,865	167.2	11,353,399
SWM - RPMG, DEP 210006 Provides solid waste services to the south side of the City and includes Council Districts C, D, E, F, G, and I.	203.9	12,493,113	204.7	12,563,601	195.1	12,984,701
Total	442.1	68,934,901	439.1	72,149,574	438.6	73,690,931

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	1.0	
ADMINISTRATIVE AIDE	10	1.0	1.0	
ADMINISTRATIVE ASSISTANT	17	8.0	7.0	(1.0)
ADMINISTRATIVE COORDINATOR	24	1.0	2.0	1.0
ADMINISTRATIVE SPECIALIST	20	5.0	6.0	1.0
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	1.0	1.0	
ADMINISTRATIVE SUPERVISOR	22	4.0	3.0	(1.0)
ASSISTANT DIRECTOR (EXE LEV)	32	3.0	1.0	(2.0)
ASSISTANT SUPERINTENDENT	20	1.0	1.0	
COMMUNITY INVOLVEMENT COORDINATOR	22	1.0	1.0	
COMMUNITY LIAISON	18	0.0	1.0	1.0
CUSTODIAN	4	5.0	5.0	
CUSTOMER SERVICE REP. I	13	5.0	1.0	(4.0)
CUSTOMER SERVICE REP. II	15	2.0	0.0	(2.0)
CUSTOMER SERVICE REP. III	16	11.0	17.0	6.0
CUSTOMER SERVICE SECTION CHIEF	22	1.0	1.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	5.0	5.0	
DEPUTY DIRECTOR (EXE LEV)	34	1.0	3.0	2.0
DIVISION MANAGER	29	4.0	4.0	
ENVIRONMENTAL INVESTIGATOR II	16	2.0	2.0	
EQUIPMENT OPERATOR II	10	0.0	1.0	1.0
EQUIPMENT OPERATOR III	13	35.0	35.0	
EQUIPMENT WORKER	13	3.0	3.0	
GENERAL SUPERINTENDENT	21	1.0	1.0	
GIS ANALYST	20	2.0	3.0	1.0
LABORER	4	16.0	1.0	(15.0)
MAINTENANCE MECHANIC II	12	3.0	3.0	
MAINTENANCE MECHANIC III	14	4.0	4.0	
MAINTENANCE SUPERVISOR	16	1.0	1.0	
MANAGEMENT ANALYST IV	25	1.0	1.0	
PROJECT MANAGER	24	1.0	1.0	
PUBLIC INFORMATION OFFICER	26	1.0	1.0	
PURCHASING MANAGER	27	1.0	1.0	
SAFETY REPRESENTATIVE	19	4.0	4.0	
SEMI-SKILLED LABORER	6	18.0	7.0	(11.0)
SENIOR ACCOUNT CLERK	13	1.0	0.0	(1.0)
SENIOR AUDITOR	21	1.0	1.0	
SENIOR BUYER	22	1.0	1.0	
SENIOR COMMUNICATIONS SPECIALIST	20	1.0	1.0	
SENIOR COMMUNITY LIAISON	23	1.0	1.0	
SENIOR CONTRACT COMPLIANCE OFFICER	18	1.0	1.0	
SENIOR DISPATCHER	12	4.0	4.0	
SENIOR REFUSE TRUCK DRIVER	8	66.0	67.0	1.0
SENIOR SIDELOADER OPERATOR	9	172.0	174.0	2.0
SENIOR STAFF ANALYST	28	2.0	2.0	
SENIOR SUPERINTENDENT	27	6.0	6.0	
SENIOR TRAINER	21	1.0	0.0	(1.0)
SIDELOADER OPERATOR	7	31.0	54.0	23.0
SOLID WASTE DIRECTOR	37	1.0	1.0	
SOLID WASTE SUPERVISOR	22	24.0	26.0	2.0
STAFF ANALYST	26	1.0	1.0	
Total FTEs		467.0	470.0	3.0
Less adjustment for Civilian Vacancy Factor		27.9	31.4	3.5
Full-Time Equivalents		439.1	438.6	(0.5)

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
2100010002	SWM - Administration Director's Office			
426100	Non-Resident Garbage Fee	480,000	502,000	505,000
426110	Extra Container Garbage Fee	1,300,000	1,457,000	1,466,000
428080	Returned Check Charges	800	800	800
434305	Judgments & Claims	15,000	15,000	15,000
452020	Recoveries & Refunds	500	500	500
452030	Miscellaneous Revenue	10,000	10,000	10,000
Total	SWM - Administration Director's Office	1,806,300	1,985,300	1,997,300
2100010003	SWM - Administrative Support			
421320	Dumpster Permits	2,580,000	2,508,000	2,520,000
421630	Administrative Fee - Licenses & Permits	366,375	359,000	359,000
Total	SWM - Administrative Support	2,946,375	2,867,000	2,879,000
Total	Solid Waste Management	4,752,675	4,852,300	4,876,300

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	16,932,172	17,400,915	17,400,915	17,921,581
500030	Salary Part Time - Civilian	38,767	46,704	46,704	243,359
500060	Overtime - Civilian	1,390,214	1,436,873	1,436,873	1,607,027
500090	Premium Pay - Civilian	32,005	0	0	0
500110	Bilingual Pay - Civilian	19,125	22,070	22,070	19,962
500180	Temporary Employees	131,810	142,632	142,632	0
500210	Pay for Performance-Municipal	72,000	192,843	192,843	192,843
501070	Pension - Civilian	3,617,420	4,001,649	4,001,649	4,544,915
501120	Termination Pay - Civilian	574,582	238,807	238,807	238,807
502010	FICA - Civilian	1,391,468	1,436,975	1,436,975	1,506,974
503010	Health Ins-Act Civilian	3,622,701	4,020,914	3,802,638	3,740,137
503015	Basic Life Insurance - Active Civilian	9,678	13,176	13,176	10,520
503060	Long Term Disability-Civilian	35,918	37,080	37,080	36,777
503090	Workers Compensation-Civilian-Admin	96,619	105,452	105,452	114,919
503100	Workers Compensation-Civilian-Claim	635,350	336,715	456,152	486,642
504030	Unemployment Claims - Administration	29,667	86,266	86,266	15,855
Total	Personnel Services	28,629,496	29,519,071	29,420,232	30,680,318
511010	Chemical Gases & Special Fluids	1,136	1,500	1,500	1,500
511015	Cleaning & Sanitary Supplies	91,702	92,535	92,535	93,385
511020	Construction Materials	4,781	10,000	10,000	10,000
511025	Electrical Hardware & Parts	415	1,000	1,000	1,000
511030	Mechanical Hardware & Parts	61	0	0	0
511045	Computer Supplies	0	7,542	7,542	7,553
511050	Paper & Printing Supplies	1,091	2,150	2,150	2,150
511055	Publications & Printed Materials	153	965	965	965
511060	Postage	22,436	20,110	20,110	20,110
511070	Miscellaneous Office Supplies	54,094	47,912	47,912	50,202
511090	Medical & Surgical Supplies	615	4,600	4,600	4,600
511095	Small Technical & Scientific Equipment	695	0	0	12,000
511110	Fuel	5,439,577	5,512,412	5,512,412	6,110,328
511115	Vehicle Repair & Maintenance Supplies	1,467	1,000	1,000	1,000
511120	Clothing	109,365	135,597	135,597	136,797
511125	Food Supplies	28,676	53,700	53,700	53,300
511140	Landscaping & Gardening Supplies	23,855	6,500	6,500	6,000
511145	Small Tools & Minor Equipment	39,560	61,097	61,097	62,571
511150	Miscellaneous Parts & Supplies	78,507	136,320	136,320	137,770
Total	Supplies	5,898,186	6,094,940	6,094,940	6,711,231
520100	Temporary Personnel Services	501,433	490,761	310,761	310,761
520109	Medical Dental & Laboratory Services	39,939	28,000	28,000	28,000
520110	Management Consulting Services	6,268	0	0	0
520114	Miscellaneous Support Services	0	6,169	6,169	6,169
520115	Real Estate Lease/Office Rental	1,462	5,985	5,985	5,985
520116	Parking Services Contract	11,892	19,000	19,000	19,000
520118	Refuse Disposal	12,989,969	13,158,895	13,338,695	13,054,703
520119	Computer Equipment/Software Maintenance	9,385	1,000	1,000	10,385
520121	IT Application Svcs	182,137	297,923	297,923	360,525
520123	Vehicle & Motor Equipment Services	2,756	4,200	4,200	0
520132	Contracts/Sponsorships	3,312,523	3,503,232	3,621,071	3,503,232
520515	Print Shop Services	162,275	20,566	20,566	34,558
520520	Printing & Reproduction Services	0	7,000	7,000	7,000
520605	Advertising Services	90,110	10,000	10,000	10,000
520705	Insurance Fees	62,482	65,413	65,413	95,101
520725	Assessments - Other Governments	500	1,600	1,600	1,600
520765	Membership & Professional Fees	6,191	9,061	9,061	9,061
520805	Education & Training	39,594	31,670	31,670	31,670
520905	Travel - Training Related	27,997	7,100	7,100	7,100
520910	Travel - Non-Training Related	13,361	5,800	5,800	5,800

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
521405	Building Maintenance Services	178,383	157,671	157,671	157,671
521410	Sewer Services	57,119	68,208	68,208	68,208
521415	Land and Grounds Maintenance	35,185	0	0	0
521505	Electricity	289,731	231,924	231,924	239,201
521510	Natural Gas	22,645	20,052	20,052	21,339
521605	Data Services	37,151	97,913	97,913	147,902
521610	Voice Services	178,252	157,963	157,963	172,691
521620	Voice Equipment	3,519	4,523	4,523	4,523
521625	Voice Labor	5,365	5,734	5,734	5,734
521630	GIS Revolving Fund Services	17,785	25,599	25,599	95,361
521635	Voice Services -Wireless	0	38,672	38,672	36,539
521705	Vehicle/Equipment Rental/Lease	16,600	20,000	20,000	20,000
521715	Office Equipment Rental	32,293	57,010	57,010	57,010
521725	Other Rental	1,593	0	0	0
521730	Parking Space Rental	18,295	41,610	41,610	41,610
521735	Hobby Parking Space Rental	0	12,000	12,000	12,000
522305	Freight Charges	552	1,600	1,600	1,600
522430	Miscellaneous Other Services & Charges	444,657	363,000	363,000	363,000
522435	Interest Charges Past Due Accounts	58	0	0	0
522721	Interfund HR Client Services	321,209	359,808	359,808	497,737
522722	KRONOS Service Chargeback	18,145	18,902	18,902	20,711
522723	Drainage Fee Service Chargeback	67,353	67,794	67,794	67,800
522735	Interfund Communication Equipment Repair	0	64,550	64,550	64,550
522845	Interfund Vehicle Services	13,146,699	13,564,048	13,564,048	14,726,311
522910	Indirect Cost - Expenses	799	0	0	0
Total	Other Services and Charges	32,353,662	33,051,956	33,169,595	34,322,148
560220	Vehicles	0	1,476,742	1,476,742	0
560810	Cap Exp-Controlled Equipment	0	10,831	10,831	0
Total	Equipment	0	1,487,573	1,487,573	0
551010	Non-Capital Office Furniture & Equipment	17,300	15,000	0	0
551015	Non-Capital Computer Equipment	0	3,800	0	0
551040	Non-Capital Other	24,750	0	0	0
Total	Non-Capital Equipment	42,050	18,800	0	0
532020	Transfers to Capital Projects	118,501	118,501	118,501	118,501
532120	Transfer to Fleet/Eq	1,893,006	1,858,733	1,858,733	1,858,733
Total	Debt Service and Other Uses	2,011,507	1,977,234	1,977,234	1,977,234
Grand Total Expenditures		68,934,901	72,149,574	72,149,574	73,690,931

HUMAN AND CULTURAL SERVICES DEPARTMENTS

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

HEALTH AND HUMAN SERVICES DEPARTMENT

Department Description and Mission

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

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

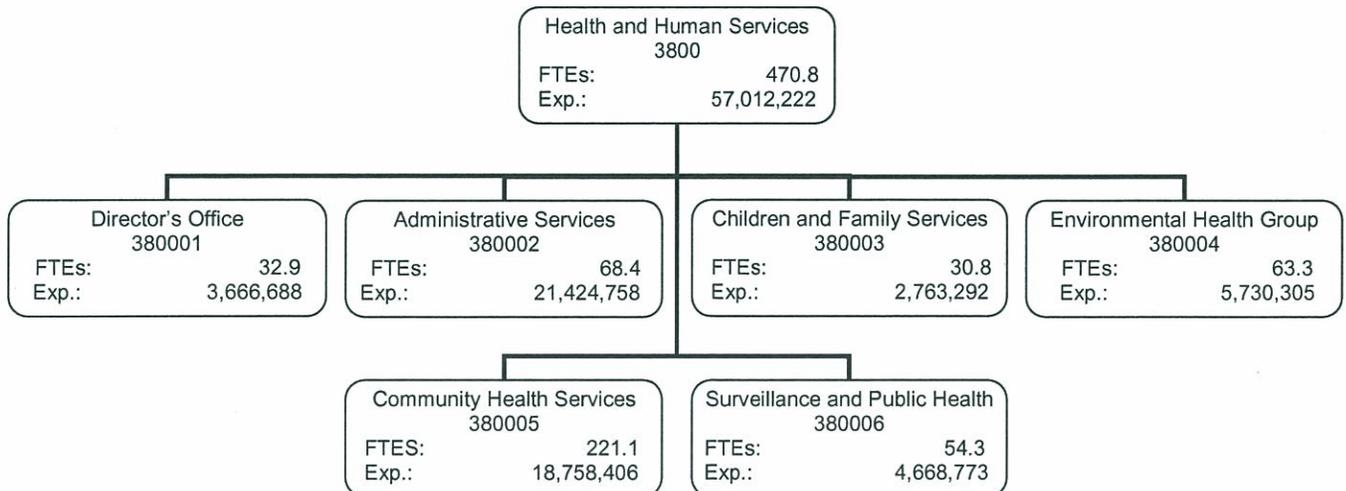
Department Short Term Goals

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

Department Long Term Goals

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

Department Organization



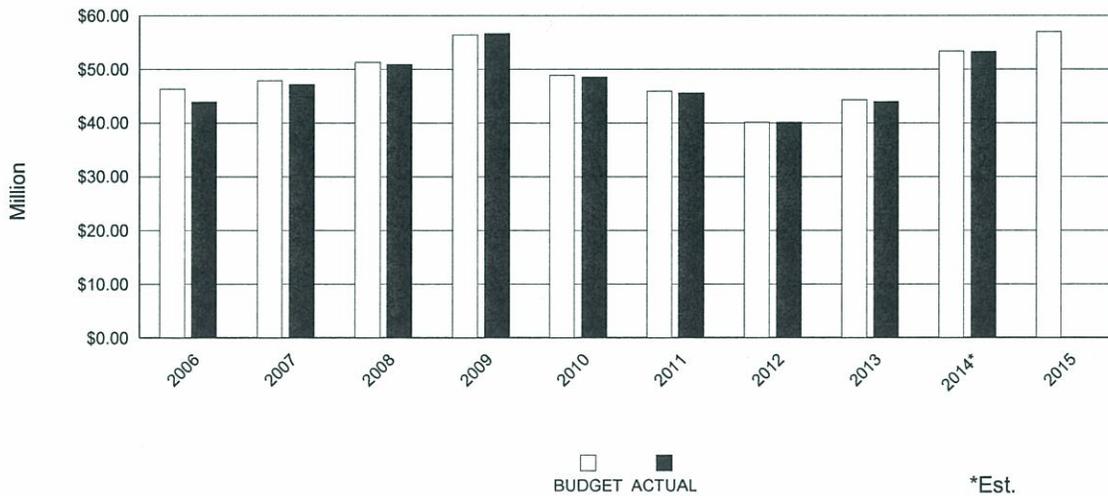
FISCAL YEAR 2015 BUDGET

Business Area Budget Summary

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

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	33,954,858	36,590,577	36,294,588	38,242,252
	Supplies	1,238,403	1,086,193	1,330,027	1,352,438
	Other Services and Charges	8,337,255	15,397,829	15,493,272	17,267,144
	Equipment	225,001	209,700	10,212	150,388
	Non-Capital Equipment	200,021	134,587	140,400	0
	Total M & O Expenditures	<u>43,955,538</u>	<u>53,418,886</u>	<u>53,268,499</u>	<u>57,012,222</u>
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	<u>43,955,538</u>	<u>53,418,886</u>	<u>53,268,499</u>	<u>57,012,222</u>
Revenues	15,889,997	24,628,898	21,374,701	22,477,138	
Staffing	Full-Time Equivalents - Civilian	466.6	484.2	469.2	470.8
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>466.6</u>	<u>484.2</u>	<u>469.2</u>	<u>470.8</u>
	Full-Time Equivalents - Overtime	4.1	2.4	2.4	2.6
Significant Budget Changes and Highlights	o The FY2015 Budget provides funding for health benefits, pension contribution, and municipal employees 3% pay increases.				
	o The FY2015 Budget includes an increase in 1115 Waiver Intergovernmental Transfer (IGT) payment of approximately \$1.7M as well as an increase in the associated revenue.				
	o The FY2014 revenue estimate is lower than budgeted due to delayed program implementation of 1115 Waiver projects resulting in lower IGT and reduction in indirect cost (IDC) rates.				

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



FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Health and Human Services Fund No./Bus Area No. : 1000 / 3800						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Director Office Group 380001 The Director's Office provides oversight and input related to legislative and health policy issues, facilitates department strategic planning and acts as liaison to community stakeholders, provides direction for administrative support, management and programmatic issues. Coordinates strategic planning, program evaluation, project partnership and policy development support and media relations.	38.6	3,832,022	37.0	4,309,592	32.9	3,666,688
Administrative Services Division 380002 Administrative Services Division consists of general, special revenue funds and grants budget groups, contracts and procurement, business management, birth and death certificates and facility maintenance.	64.6	10,979,931	70.0	18,655,338	68.4	21,424,758
Children and Family Services 380003 Promotes good maternal and child health through nutritional support and education with Women, Infants, and Children (WIC). Promotes the well-being and quality of life for seniors, and assists with oral health and preventive dental services for at-risk Houston children.	32.2	2,765,692	29.8	2,754,049	30.8	2,763,292
Environmental Health Services 380004 The Environmental Health Division consists of the Bureau of Pollution Control and Prevention (BPCP), Bureau of Consumer Health Services (BCHS), and Bureau of Community and Children's Environmental Health (BCCEH).	74.8	5,570,496	63.7	5,988,658	63.3	5,730,305
Community Health Services 380005 Community Health Services provides public health clinical and social support services to enhance the health and well-being of individuals through a network of Houston area health centers and multi-service centers. Key components include HIV/STD prevention, TB Control, Immunizations, and Jail Health Operations.	202.5	16,358,522	213.3	16,954,310	221.1	18,758,406

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Health and Human Services Fund No./Bus Area No. : 1000 / 3800						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Surveillance & Public Health Preparedness 380006 Surveillance and Public Health Preparedness consists of Epidemiology, Laboratory Services and Public Health Preparedness.	53.9	4,448,875	55.4	4,606,552	54.3	4,668,773
Total	<u>466.6</u>	<u>43,955,538</u>	<u>469.2</u>	<u>53,268,499</u>	<u>470.8</u>	<u>57,012,222</u>

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ACCOUNT CLERK	10	1.0	1.0	
ACCOUNTANT MANAGER	27	0.0	2.0	2.0
ADMINISTRATION MANAGER	26	7.0	4.0	(3.0)
ADMINISTRATION MANAGER (EXE LEV)	26	3.3	3.4	0.1
ADMINISTRATIVE ASSISTANT	17	6.8	7.1	0.3
ADMINISTRATIVE ASSOCIATE	13	4.0	4.0	
ADMINISTRATIVE COORDINATOR	24	6.0	5.8	(0.2)
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	0.0	1.0	1.0
ADMINISTRATIVE SPECIALIST	20	2.7	4.0	1.3
ADMINISTRATIVE SUPERVISOR	22	7.0	7.0	
ASSISTANT DIRECTOR (EXE LEV)	32	4.0	3.0	(1.0)
ASSISTANT DIRECTOR-PUBLIC HEALTH (EXE LEV)	33	0.8	0.8	
BUREAU CHIEF,PUBLIC HEALTH	30	0.1	0.0	(0.1)
BUREAU CHIEF,PUBLIC HEALTH (EXE LEV)	30	5.0	5.6	0.6
CENTER ADMINISTRATOR	25	1.0	1.0	
CHEMIST I	14	1.0	1.0	
CHEMIST II	17	4.0	4.0	
CHEMIST III	21	2.0	3.0	1.0
CHEMIST IV	23	4.0	4.0	
CHIEF NURSE,RN	25	4.0	3.0	(1.0)
CHIEF PHARMACIST	27	1.0	1.0	
CHIEF PHYSICIAN,MD	35	2.0	1.5	(0.5)
CHIEF SANITARIAN	28	2.4	2.4	
CLINIC ASSISTANT	9	29.0	30.8	1.8
COMMUNICATIONS TECHNICIAN	15	1.0	1.0	
COMMUNICATIONS TECHNICIAN SUPERVISOR	25	1.0	1.0	
COMMUNITY LIAISON	18	11.0	11.0	
COMMUNITY RELATIONS SPECIALIST	11	17.2	20.8	3.6
COUNSELOR	20	5.0	6.0	1.0
CUSTOMER SERVICE CLERK	10	4.0	6.9	2.9
CUSTOMER SERVICE REP. I	13	24.0	24.0	
CUSTOMER SERVICE REP. II	15	2.0	2.0	
CUSTOMER SERVICE REP. III	16	1.0	0.4	(0.6)
CUSTOMER SERVICE SUPERVISOR	18	4.0	4.0	
DENTAL ASSISTANT	9	16.0	16.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	5.0	3.0	(2.0)
DEPUTY DIRECTOR (EXE LEV)	34	1.0	1.0	
DIRECTOR OF PUBLIC HEALTH	37	1.0	1.0	
DIVISION MANAGER (EXE LEV)	29	9.0	9.0	
ENGINEER	26	1.0	1.0	
ENVIRONMENTAL INVESTIGATOR II	16	2.0	1.0	(1.0)
ENVIRONMENTAL INVESTIGATOR III	20	8.0	8.0	
ENVIRONMENTAL INVESTIGATOR IV	23	3.0	2.0	(1.0)
ENVIRONMENTAL INVESTIGATOR V	28	1.1	1.8	0.7
EPIDEMIOLOGIST SUPERVISOR	24	1.0	1.0	
EXECUTIVE OFFICE ASSISTANT	15	3.0	3.0	
EXECUTIVE STAFF ANALYST (EXE LEV)	30	0.5	0.5	
FINANCIAL ANALYST III	21	1.0	1.0	
FINANCIAL ANALYST IV	25	8.0	8.0	
FIXED ASSET MANAGER	25	1.0	1.0	
FIXED ASSET SPECIALIST	13	2.0	2.0	
GRADUATE ENGINEER	22	2.0	2.0	

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
HEALTH PLANNING CHIEF	24	1.0	1.0	
HUMAN SERVICE PROGRAM MANAGER	25	9.0	8.0	(1.0)
INVENTORY MANAGEMENT CLERK	9	1.5	2.4	0.9
IT PROJECT MANAGER	28	0.1	0.1	
JAIL MEDICAL SPECIALIST	17	16.0	14.0	(2.0)
LABORATORY MANAGER	28	2.0	2.0	
LABORATORY SUPERVISOR	24	6.4	6.4	
LABORATORY TECHNICIAN	6	8.0	8.0	
LICENSED VOCATIONAL NURSE	12	9.0	9.0	
MAILROOM SUPERVISOR	13	1.0	0.0	(1.0)
MANAGEMENT ANALYST II	18	3.0	3.0	
MANAGEMENT ANALYST III	21	2.0	2.1	0.1
MANAGEMENT ANALYST IV	25	3.8	4.0	0.2
MANAGEMENT INTERN	11	0.0	2.1	2.1
MEDICAL RECORDS SUPERVISOR	19	2.0	2.0	
MESSENGER	6	1.0	1.0	
MICROBIOLOGIST I	14	4.0	4.0	
MICROBIOLOGIST II	17	10.3	10.3	
MICROBIOLOGIST III	21	6.0	6.0	
MICROBIOLOGIST IV	23	4.0	4.0	
NURSE PRACTITIONER	26	8.5	9.5	1.0
OFFICE SUPERVISOR	17	0.8	0.3	(0.5)
PHARMACY TECHNICIAN	9	2.0	2.0	
PHYSICIAN,MD	33	4.0	4.6	0.6
PROCUREMENT SPECIALIST	24	0.0	2.0	2.0
PROGRAMMER ANALYST IV	25	2.0	2.0	
PROJECT MANAGER	24	1.0	1.0	
PUBLIC HEALTH CLERK	8	18.0	15.0	(3.0)
PUBLIC HEALTH DENTIST,DDS	26	1.0	1.0	
PUBLIC HEALTH EDUCATION TECHNICIAN	10	0.0	0.8	0.8
PUBLIC HEALTH EDUCATOR	14	0.0	2.0	2.0
PUBLIC HEALTH INVESTIGATOR	12	4.0	2.0	(2.0)
PUBLIC HEALTH INVESTIGATOR SUPERVISOR	21	2.0	2.0	
PUBLIC HEALTH NURSE III	21	1.0	1.8	0.8
PUBLIC HEALTH NURSE IV	22	15.0	14.0	(1.0)
PUBLIC HEALTH NURSING CHIEF	27	0.0	1.0	1.0
PUBLIC HEALTH PARAMEDIC	17	0.0	6.0	6.0
PUBLIC INFORMATION OFFICER	26	0.5	0.5	
SANITARIAN I	14	11.8	6.4	(5.4)
SANITARIAN II	17	12.2	8.8	(3.4)
SANITARIAN III	21	10.4	10.4	
SENIOR ACCOUNT CLERK	13	6.0	7.0	1.0
SENIOR BUYER	22	2.0	1.0	(1.0)
SENIOR CLINICAL EDUCATION COORDINATOR	20	1.0	1.0	
SENIOR COMMUNICATIONS SPECIALIST	20	1.0	1.0	
SENIOR COMPUTER OPERATOR	14	1.0	1.0	
SENIOR CONTRACT ADMINISTRATOR	27	1.0	1.0	
SENIOR COUNSELOR	22	7.0	6.0	(1.0)
SENIOR CUSTOMER SERVICE CLERK	12	10.6	8.6	(2.0)
SENIOR DATA BASE ANALYST	25	1.0	1.0	
SENIOR DATA ENTRY OPERATOR	12	1.0	0.0	(1.0)
SENIOR HEALTH PLANNER	20	0.8	1.0	0.2

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
SENIOR INVENTORY MANAGEMENT CLERK	12	2.7	5.0	2.3
SENIOR IT PROJECT MANAGER (EXE LEV)	30	1.0	0.0	(1.0)
SENIOR JAIL MEDICAL SPECIALIST	19	7.0	3.0	(4.0)
SENIOR MICROCOMPUTER ANALYST	23	1.0	1.0	
SENIOR OFFICE ASSISTANT	12	3.0	2.0	(1.0)
SENIOR PROJECT MANAGER	27	1.0	1.0	
SENIOR PUBLIC HEALTH DENTIST,DDS	28	5.0	5.0	
SENIOR PUBLIC HEALTH EDUCATOR	18	2.0	2.5	0.5
SENIOR PUBLIC HEALTH INVESTIGATOR	16	9.2	7.0	(2.2)
SENIOR STAFF ANALYST	28	1.9	3.0	1.1
SENIOR STAFF ANALYST (EXE LEV)	28	2.2	3.4	1.2
SENIOR TRAINER	21	1.0	1.0	
STAFF ANALYST	26	6.3	6.1	(0.2)
STAFF ANALYST (EXE LEV)	26	1.5	1.5	
STAFF EPIDEMIOLOGIST	22	6.6	6.1	(0.5)
STAFF PHARMACIST	25	1.0	1.0	
SURVEILLANCE INVESTIGATOR-EPIDEMIOLOGY	17	2.0	2.0	
SYSTEMS CONSULTANT	26	0.8	0.5	(0.3)
SYSTEMS SUPPORT ANALYST II	19	2.0	2.2	0.2
SYSTEMS SUPPORT ANALYST IV	25	1.2	1.0	(0.2)
TECHNICAL HARDWARE ANALYST I	17	1.0	1.0	
X-RAY TECHNICIAN	13	2.0	2.0	
Total FTEs		512.0	508.2	(3.8)
Less adjustment for Civilian Vacancy Factor		27.8	37.4	9.6
Full-Time Equivalent		484.2	470.8	(13.4)

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
3800020009	HHS - Department Wide Charges			
422153	Intergovernmental Revenue - 1115 Waiver	10,339,698	8,456,901	10,064,538
425110	Indirect Cost Recovery-Grants	4,100,000	2,763,400	2,122,400
426330	Miscellaneous Copies Fees	1,000	3,300	1,000
428080	Returned Check Charges	500	700	500
434340	Cashier Overages	0	100	0
447020	Garage Parking Revenue	146,000	180,000	180,000
Total	HHS - Department Wide Charges	14,587,198	11,404,401	12,368,438
3800040003	HHS - Plt, Cnt&Pre-Air			
421060	Miscellaneous Health Permits	1,150,000	1,150,000	1,150,000
3800040006	HHS - Consumer Health			
421010	Special Food Permits	1,371,000	1,275,800	1,299,200
421020	Food Dealers Permits	3,565,200	3,682,100	3,748,200
421030	Food Managers Permits	335,500	452,000	483,700
421040	Mobile Food Vendor Licenses	485,300	464,900	473,200
421630	Administrative Fee - Licenses & Permits	174,200	161,900	164,800
Total	HHS - Consumer Health	5,931,200	6,036,700	6,169,100
3800050001	HHS - Neighborhood Svc			
426420	Building Space Rental Fees	470,400	450,000	450,000
426430	Facility Rental Fees	62,400	62,400	62,400
434340	Cashier Overages	100	2,000	100
452030	Miscellaneous Revenue	100	100	100
Total	HHS - Neighborhood Svc	533,000	514,500	512,600
3800050002	HHS - Maternal Child Health			
422010	Medicaid Title XIX	300,000	500,000	450,000
422025	Family Planning Fee for Service	370,000	0	0
Total	HHS - Maternal Child Health	670,000	500,000	450,000
3800050004	HHS - Oral Health			
426130	Dental Fees	400	12,000	11,000
3800060003	HHS - Vital Statistics			
426300	Certified Copies Fees	1,741,100	1,741,100	1,800,000
452030	Miscellaneous Revenue	16,000	16,000	16,000
Total	HHS - Vital Statistics	1,757,100	1,757,100	1,816,000
Total	Health and Human Services	24,628,898	21,374,701	22,477,138

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	22,433,421	23,748,346	23,072,240	24,480,575
500030	Salary Part Time - Civilian	294,953	468,250	752,418	805,064
500060	Overtime - Civilian	257,679	90,000	241,642	287,917
500090	Premium Pay - Civilian	33,910	40,000	31,367	24,000
500110	Bilingual Pay - Civilian	119,773	133,909	134,722	127,805
500240	HOPE Community Service Usage	0	0	154	0
500250	HOPE Union Business Usage	830	0	1,013	0
501070	Pension - Civilian	4,828,643	5,560,236	5,395,895	6,208,262
501120	Termination Pay - Civilian	251,370	135,772	175,772	228,600
501160	Vehicle Allowance - Civilian	1,823	4,641	526	2,741
502010	FICA - Civilian	1,708,947	1,917,197	2,013,748	1,961,943
503010	Health Ins-Act Civilian	3,705,357	4,068,761	4,068,763	3,695,151
503015	Basic Life Insurance - Active Civilian	13,414	18,543	17,799	14,100
503060	Long Term Disability-Civilian	37,072	40,663	36,870	39,720
503090	Workers Compensation-Civilian-Admin	88,531	116,875	109,941	124,906
503100	Workers Compensation-Civilian-Claim	77,126	136,022	136,022	136,022
504030	Unemployment Claims - Administration	102,009	111,362	105,696	105,446
Total	Personnel Services	33,954,858	36,590,577	36,294,588	38,242,252
511010	Chemical Gases & Special Fluids	75	1,900	500	400
511015	Cleaning & Sanitary Supplies	67,428	40,080	43,700	43,300
511020	Construction Materials	17	0	100	100
511025	Electrical Hardware & Parts	100	300	200	200
511030	Mechanical Hardware & Parts	91	3,600	200	0
511045	Computer Supplies	18,774	26,800	55,964	24,850
511050	Paper & Printing Supplies	2,447	10,000	8,200	10,500
511055	Publications & Printed Materials	6,462	8,352	8,200	6,800
511060	Postage	41,069	76,234	83,050	72,750
511070	Miscellaneous Office Supplies	163,013	121,618	127,100	118,330
511080	General Laboratory Supplies	327,633	294,232	379,800	232,117
511085	Drugs & Medical Chemicals	113,183	81,215	197,400	328,500
511090	Medical & Surgical Supplies	115,213	84,706	83,200	189,106
511095	Small Technical & Scientific Equipment	5,186	2,500	1,200	1,800
511110	Fuel	242,025	235,349	235,349	243,310
511115	Vehicle Repair & Maintenance Supplies	(381)	2,527	100	100
511120	Clothing	1,886	9,355	8,800	14,600
511125	Food Supplies	42,568	9,527	35,464	11,500
511135	Recreational Supplies	0	234	300	0
511145	Small Tools & Minor Equipment	450	3,800	2,800	1,800
511150	Miscellaneous Parts & Supplies	91,175	73,864	58,300	52,375
511165	Fire Fighting Equipment	(11)	0	100	0
Total	Supplies	1,238,403	1,086,193	1,330,027	1,352,438
520100	Temporary Personnel Services	887,775	1,151,573	1,067,400	971,218
520101	Janitorial Services	43,343	39,598	45,700	45,700
520102	Security Services	24,582	20,600	24,500	24,900
520103	Subrecipient Contract Services	59,770	20,000	0	119,000
520105	Accounting & Auditing Services	28,000	0	0	0
520107	Computer Info/Contr	5,062	0	0	0
520108	Information Resource Services	26,610	43,300	63,300	63,300
520109	Medical Dental & Laboratory Services	48,118	7,671	18,700	11,600
520110	Management Consulting Services	3,191	0	0	0
520114	Miscellaneous Support Services	60,624	17,500	11,700	12,100

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
520115	Real Estate Lease/Office Rental	338,276	400,818	466,400	450,647
520119	Computer Equipment/Software Maintenance	31,028	47,000	39,600	43,400
520120	Communications Equipment Services	(137)	37,900	27,800	27,800
520121	IT Application Svcs	259,428	517,685	517,685	676,630
520123	Vehicle & Motor Equipment Services	57,949	38,400	25,200	3,400
520124	Other Equipment Services	38,351	95,600	98,800	18,800
520126	Construction Site Work Services	420,302	0	0	0
520128	Other Construction Work Services	0	1,945	2,000	2,000
520157	Computer Software Maintenance Services	38,654	22,100	22,100	22,100
520158	Computer Equipment Maintenance Services	0	1,571	1,600	1,600
520159	Non-Sub-Recipient Grant Contract	369,749	176,794	157,900	150,000
520510	Mail/Delivery Services	0	500	400	0
520515	Print Shop Services	72,005	24,855	35,924	29,700
520520	Printing & Reproduction Services	426	3,900	3,800	3,600
520605	Advertising Services	61,626	500	600	0
520705	Insurance Fees	290,691	342,323	342,323	336,305
520720	Fines	70	0	0	0
520725	Assessments - Other Governments	0	101,000	111,000	111,000
520763	Intergovernmental Contribution-1115 Waiver	1,760,204	8,456,901	8,456,901	10,064,538
520765	Membership & Professional Fees	125,506	173,400	105,000	66,700
520805	Education & Training	105,510	131,854	96,900	93,500
520815	Tuition Reimbursement	1,975	0	0	0
520905	Travel - Training Related	163,648	141,699	174,000	148,300
520910	Travel - Non-Training Related	58,894	60,336	57,600	54,099
521405	Building Maintenance Services	3,026	4,700	0	0
521510	Natural Gas	0	0	100	100
521605	Data Services	305,497	528,195	528,195	442,997
521610	Voice Services	995,144	945,284	948,051	808,337
521620	Voice Equipment	55,861	27,953	58,500	27,139
521625	Voice Labor	44,980	34,962	35,006	34,406
521630	GIS Revolving Fund Services	39,248	50,074	50,074	81,642
521635	Voice Services -Wireless	0	263,193	261,693	228,365
521705	Vehicle/Equipment Rental/Lease	12,083	4,000	0	13,200
521715	Office Equipment Rental	155,947	118,820	163,200	177,700
521725	Other Rental	54,030	80,716	77,800	95,300
521730	Parking Space Rental	1,863	0	400	0
521735	Hobby Parking Space Rental	0	0	100	100
522305	Freight Charges	418	300	500	500
522410	Cashier Shortages	198	0	500	100
522430	Miscellaneous Other Services & Charges	258,339	170,256	278,474	208,400
522435	Interest Charges Past Due Accounts	343	300	100	100
522720	Interfund Payroll Services	(852)	0	0	0
522721	Interfund HR Client Services	690,816	764,492	764,492	1,083,638
522722	KRONOS Service Chargeback	18,750	19,276	19,276	23,869
522723	Drainage Fee Service Chargeback	84,840	84,840	84,840	84,800
522790	Interfund Inventory Adjustments	0	1,700	1,200	1,200
522835	Scrapping of Inventory for Disposal	0	0	600	600
522840	Houston Permitting Center Rent Chargeback	56,694	68,338	68,338	60,941
522845	Interfund Vehicle Services	178,800	153,107	177,000	341,773
Total	Other Services and Charges	8,337,255	15,397,829	15,493,272	17,267,144
560010	Land	36,000	0	0	0
560210	Furniture Fixtures and Equipment	106,077	34,500	0	0

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
560220	Vehicles	82,924	164,900	0	150,388
560240	Communication Equipment	0	10,300	10,212	0
Total	Equipment	225,001	209,700	10,212	150,388
551010	Non-Capital Office Furniture & Equipment	171,903	81,235	92,700	0
551015	Non-Capital Computer Equipment	12,056	40,669	35,100	0
551020	Non-Capital Communication Equipment	0	5,244	5,300	0
551025	Non-Capital Scientific/Medical Equipment	11,300	7,439	7,300	0
551030	Non-Capital Machinery & Equipment	2,775	0	0	0
551040	Non-Capital Other	1,987	0	0	0
Total	Non-Capital Equipment	200,021	134,587	140,400	0
Grand Total Expenditures		43,955,538	53,418,886	53,268,499	57,012,222

HOUSING AND COMMUNITY DEVELOPMENT

Department Description and Mission

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

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

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

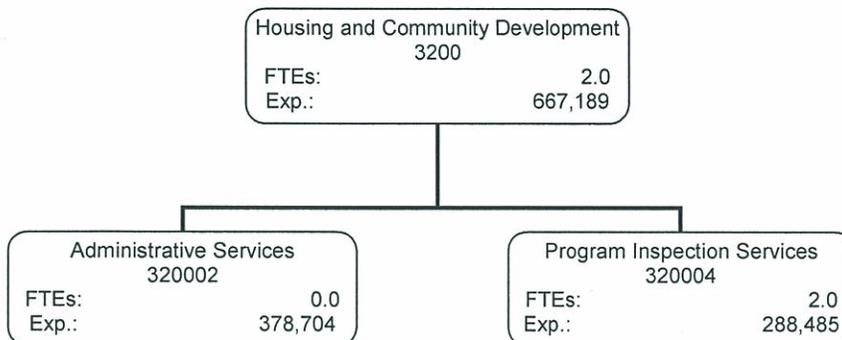
Department Short Term Goals

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

Department Long Term Goals

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

Department Organization



FISCAL YEAR 2015 BUDGET

Business Area Budget Summary

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

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	248,511	276,955	276,955	288,485
	Supplies	91	0	0	0
	Other Services and Charges	2,234,063	1,071,322	1,071,322	378,704
	Total M & O Expenditures	2,482,665	1,348,277	1,348,277	667,189
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	2,482,665	1,348,277	1,348,277	667,189

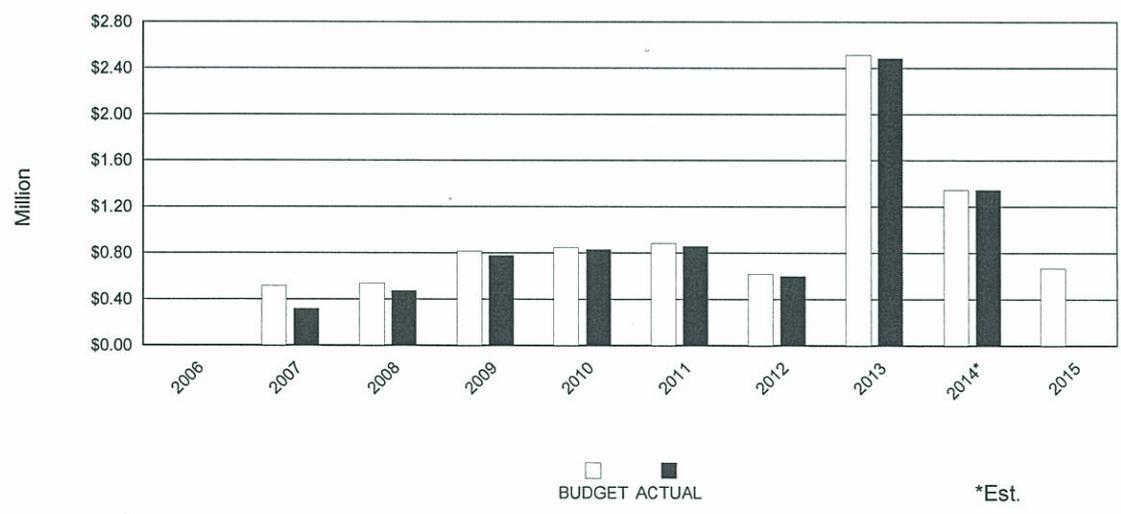
Revenues	0	0	0	0
----------	---	---	---	---

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Staffing	Full-Time Equivalents - Civilian	2.0	2.0	2.0	2.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	2.0	2.0	2.0	2.0
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0

Significant Budget Changes and Highlights

- o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases.
- o Support affordable housing initiatives through the acquisition of vacant parcels through tax foreclosure sales and redistributing them to affordable housing developers and community housing development organizations.
- o FY2015 Budget includes general funds to support personnel costs of individuals who have been assigned in part and/or whole to two citywide initiatives: (1) Land Assemblage Redevelopment Authority (LARA) and (2) Service of the Emergency Aid Resource Center for the Homeless (SEARCH) Mobile Outreach Program.
- o Promote the sale of affordable housing stock to low and moderate-income homebuyers in disadvantaged and underserved communities.
- o Continue funding of the SEARCH Mobile Outreach program.
- o In the FY2014 Budget, \$708,199 was included for disallowed cost to U.S. Department of Housing and Urban Development. In the FY2015 Budget, no additional cost is required.

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



Business Area Performance Measures

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

Performance Measure	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
Annual CDBG Fund Utilization	Q,F	N/A	21%	34%	45%
Disaster Recovery Implementation Utilization - Multi-family	Q,F	N/A	29%	7%	11%
Disaster Recovery Implementation Utilization - Single family	Q,F	N/A	6%	1%	32%
HOME Fund Utilization	Q,F	N/A	27%	73%	44%
HOPWA Fund Utilization	Q,F	N/A	N/A	100%	83%
Number of Chronic Homeless Housed	Q,F	N/A	500	480	500
TIRZ Affordable Housing Fund Utilization	Q,F	N/A	N/A	19%	29%
Expenditures Budget vs Actual Utilization	F	99%	98%	100%	98%

Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)
 Fiscal Responsibility (F) Quality of Life (Q)

FISCAL YEAR 2015 BUDGET

Division Summary

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

Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Administrative Services 320002 Ensures the grant awarded for SEARCH initiatives equate to the funding for SEARCH's Mobile Outreach Program to support homeless prevention activities Citywide.	0.0	2,234,082	0.0	1,071,322	0.0	378,704
HCD - Prgm Insp Services 320004 Ensures program compliance of HCDD initiatives. Promotes affordable housing initiatives through the purchase of vacant tax foreclosed properties and their resale to affordable housing developers/contractors and community housing development organizations. Markets "Affordable Housing Programs (AHP)" to potential homebuyers, developers/contractors, and realtors.	2.0	248,583	2.0	276,955	2.0	288,485
Total	<u>2.0</u>	<u>2,482,665</u>	<u>2.0</u>	<u>1,348,277</u>	<u>2.0</u>	<u>667,189</u>

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ADMINISTRATIVE SUPERVISOR	22	1.0	1.0	
DEPUTY DIRECTOR (EXE LEV)	34	1.0	1.0	
Total FTEs		<u>2.0</u>	<u>2.0</u>	<u>0.0</u>
Less adjustment for Civilian Vacancy Factor		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Full-Time Equivalents		<u>2.0</u>	<u>2.0</u>	<u>0.0</u>

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	175,453	193,352	193,352	199,150
500030	Salary Part Time - Civilian	1,125	0	0	0
501070	Pension - Civilian	35,266	43,871	43,871	50,503
501120	Termination Pay - Civilian	6,793	0	0	0
501160	Vehicle Allowance - Civilian	0	1,386	1,386	1,386
502010	FICA - Civilian	11,925	13,704	13,704	14,109
503010	Health Ins-Act Civilian	16,944	23,775	23,775	22,457
503015	Basic Life Insurance - Active Civilian	96	149	149	116
503060	Long Term Disability-Civilian	187	170	170	170
503090	Workers Compensation-Civilian-Admin	722	478	478	524
504030	Unemployment Claims - Administration	0	70	70	70
Total	Personnel Services	248,511	276,955	276,955	288,485
511070	Miscellaneous Office Supplies	19	0	0	0
511150	Miscellaneous Parts & Supplies	72	0	0	0
Total	Supplies	91	0	0	0
520103	Subrecipient Contract Services	133,882	133,883	133,883	133,883
520115	Real Estate Lease/Office Rental	189,000	189,000	189,000	189,000
520765	Membership & Professional Fees	320	0	0	0
521610	Voice Services	3	0	0	0
521630	GIS Revolving Fund Services	3,755	3,244	3,244	17,940
521635	Voice Services -Wireless	0	4,285	4,285	5,267
522430	Miscellaneous Other Services & Charges	12,086	12,377	14,943	14,804
522435	Interest Charges Past Due Accounts	5,315	2,566	0	0
522620	Claims & Judgments	1,884,822	708,199	708,199	0
522721	Interfund HR Client Services	0	0	0	32
522722	KRONOS Service Chargeback	118	83	83	93
522795	Other Interfund Services	4,762	17,685	17,685	17,685
Total	Other Services and Charges	2,234,063	1,071,322	1,071,322	378,704
Grand Total Expenditures		2,482,665	1,348,277	1,348,277	667,189

LIBRARY

Department Description and Mission

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

Short-Term Goals

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

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

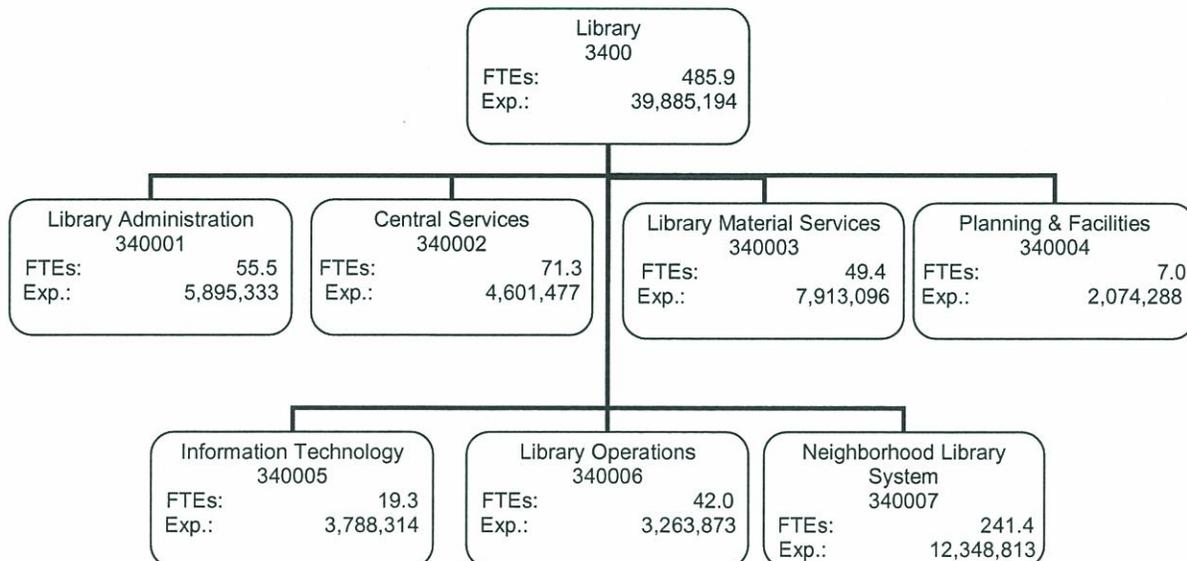
- Support for Student Success
- Workforce Development
- Technology Access and Instruction
- Literacy Advancement
- Serving as the Community's Meeting Place for Civic Engagement

We also intend to implement our new Strategic Master Plan beginning FY2015, with new strategic service initiatives, focus areas, goals and strategies that will define our direction for the next several years.

Long Term Goals

- Continue to implement an extraordinary customer service experience through ongoing training and accountability throughout the organization.
- Continue to develop partnerships with other City departments and community organizations in an effort to provide greater and more efficient services.
- Provide a broad variety of services, guided by our FY2015 Strategic Master Plan, that best meet the needs of the local communities in which our libraries are located.
- Increase awareness of library service offerings.
- Implement strategic and facility plan recommendations resulting from the FY2015 Strategic Master Plan.

Department Organization

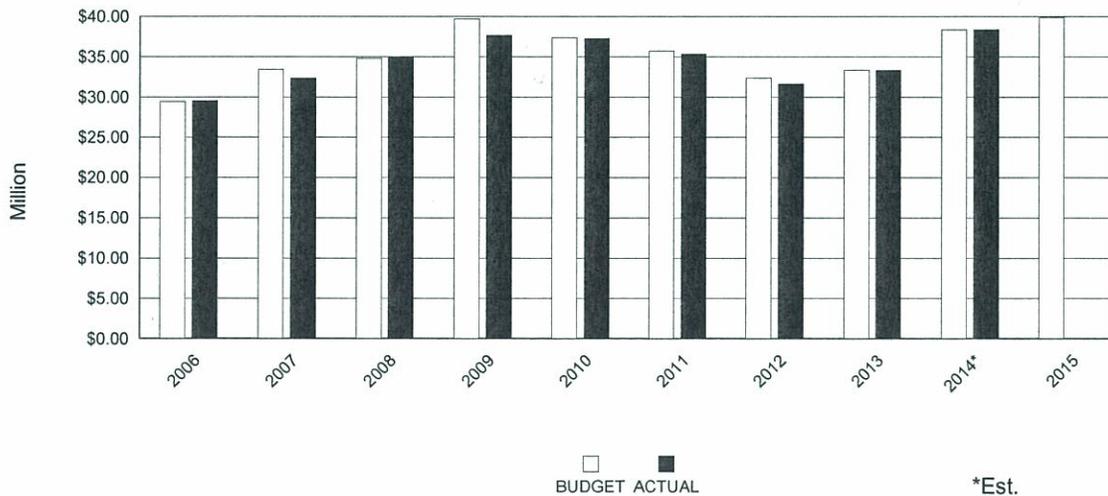


Business Area Budget Summary

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

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	23,467,639	27,856,433	27,852,372	29,178,076
	Supplies	306,923	324,877	324,877	327,699
	Other Services and Charges	4,184,788	4,748,338	4,752,399	4,542,919
	Equipment	120,374	0	0	0
	Non-Capital Equipment	5,235,203	5,428,965	5,428,965	5,086,500
	Total M & O Expenditures	33,314,927	38,358,613	38,358,613	39,135,194
	Debt Service & Other Uses	0	0	0	750,000
	Total Expenditures	33,314,927	38,358,613	38,358,613	39,885,194
Revenues		1,111,559	1,074,200	1,153,049	1,152,200
Staffing	Full-Time Equivalents - Civilian	405.2	484.7	486.9	485.9
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	405.2	484.7	486.9	485.9
	Full-Time Equivalents - Overtime	0.0	0.6	0.6	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. o HPL will continue to implement an extraordinary customer service experience through ongoing training and accountability throughout the organization. o HPL will continue to link people to the world through a broadly defined platform of educational, recreational and cultural programs and services for persons of all ages. o HPL will continue to provide resources, services and programs through our five primary service priorities: support for student success, workforce development, technology access and instruction, literacy advancement and serving as the community's meeting place for civic engagement. o HPL will provide a broad variety of services, guided by our FY2015 Strategic Master Plan, that best meet the needs of the local communities in which our libraries are located. 				

**Library
Current Budget vs Actual Expenditures**



FISCAL YEAR 2015 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area Name : Library Fund No./Bus Area No. : 1000 / 3400					
Performance Measure	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
Average Bandwidth Usage	I	N/A	500 Mbs	291 Mbs	500 Mbs
Average Computer Wait Time	Q	2.9	5.0	1.7	1.5
Circulation - Total	Q	6,379,124	3,827,474	4,264,188	4,200,000
Collection - Archives - Number of Pages Digitized	Q	287,739	N/A	488,495	375,000
Community Meetings	Q	8,047	N/A	8,999	9,000
Computer Users	Q,I	1,092,903	1,100,000	1,198,094	1,200,000
Customer Satisfaction	Q	80%	80%	80%	80%
Expenditures per Capita	F	\$16	\$18	\$18	\$18
Materials Expenditures per Capita	F	\$2	\$2	\$2	\$2
Minimum Staffing at Library Locations	Q	264	331	331	331
Outreach - Total	Q	84,521	N/A	69,468	84,000
Program Attendance - Total	Q	240,711	N/A	240,711	240,000
Programs - Total	Q	16,159	16,000	16,159	16,000
Service Hours Open vs. Service Hours Scheduled	Q	N/A	90%	96%	98%
Total Cardholders	Q	821,215	847,000	752,336	797,476
Visits - Total	Q	6,844,725	7,000,000	9,813,289	9,900,000
Visits per FTE	Q	15,352	N/A	12,576	14,000
Wireless Access Use	I	2,729,936	N/A	2,672,053	2,800,000
Expenditures Budget vs Actual Utilization	F	100%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	142%	100%	107%	100%
<p>Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I) Fiscal Responsibility (F) Quality of Life (Q)</p>					

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Library Fund No./Bus Area No. : 1000 / 3400						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
HPL-Library Administration 340001 Provides policy direction, financial accounting and human resources support. Supports and coordinates all library delivery services and fleet services. Provides financial administrative support for grants, contracts, operational audits and financial audits.	42.2	4,580,229	52.5	5,323,990	55.5	5,895,333
HPL-Central Services 340002 Provides information and reference assistance in person and by telephone. Provides library materials for in-house use and check out. Provides research materials and user assistance of special research collection.	62.4	3,792,287	71.3	4,892,505	71.3	4,601,477
HPL-Library Material Services 340003 Acquires and catalogs all new books, journals and other library materials. Processes materials for use by borrowers. Provides inventory control of library materials for all branches. Sorts and distributes mail. Maintains library borrower database.	47.5	7,623,106	49.4	7,760,371	49.4	7,913,096
HPL-Planning & Facilities 340004 Provides coordination of facilities maintenance, security, programming, design, construction, land acquisition, and management of the capital improvement plan. Maintains furniture and fixture inventory. Coordinates space planning, relocations, openings and closings.	4.7	641,103	7.0	813,520	7.0	2,074,288
HPL-Information Technology 340005 Responsible for the development, acquisition, installation, implementation, maintenance, training and openings and closings.	15.2	3,704,281	19.3	4,182,922	19.3	3,788,314
HPL - Library Operations 340006 Consists of one Central Library, branch libraries and all special service units. Coordinates the selection of library materials for central and branch services.	31.3	2,743,542	42.0	3,125,500	42.0	3,263,873

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Library Fund No./Bus Area No. : 1000 / 3400						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
HPL-Neighborhood Library System 340007 Neighborhood libraries make up more than half of the total workforce of HPL. This division provides full library services at 35 locations throughout Houston.	201.9	10,230,379	245.4	12,259,805	241.4	12,348,813
Total	405.2	33,314,927	486.9	38,358,613	485.9	39,885,194

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ACCOUNTANT ASSOCIATE	14	2.0	2.0	
ACCOUNTANT SUPERVISOR	24	1.0	0.0	(1.0)
ACCOUNTING SERVICES SUPERVISOR	17	1.0	0.0	(1.0)
ADMINISTRATION MANAGER	26	5.0	6.0	1.0
ADMINISTRATIVE AIDE	10	7.0	7.0	
ADMINISTRATIVE ASSISTANT	17	5.0	5.0	
ADMINISTRATIVE ASSOCIATE	13	3.0	4.0	1.0
ADMINISTRATIVE COORDINATOR	24	3.0	4.0	1.0
ADMINISTRATIVE SPECIALIST	20	4.0	4.0	
ADMINISTRATIVE SUPERVISOR	22	3.0	4.0	1.0
ARCHIVIST I	16	3.0	3.0	
ARCHIVIST II	21	2.0	2.0	
ARCHIVIST III	23	2.0	2.0	
ASSISTANT DIRECTOR (EXE LEV)	32	2.0	1.8	(0.2)
ASSISTANT DIRECTOR-LIBRARY (EXE LEV)	32	1.0	1.0	
ASSISTANT SUPERINTENDENT	20	2.0	2.0	
BUYER	16	1.0	1.0	
CLERK	5	0.5	0.5	
COMMUNITY INVOLVEMENT COORDINATOR	22	0.0	1.0	1.0
COMMUNITY LIAISON	18	1.0	2.5	1.5
CUSTOMER SERVICE CASHIER	12	1.0	0.0	(1.0)
CUSTOMER SERVICE CLERK	10	66.0	81.2	15.2
CUSTOMER SERVICE REP. II	15	1.0	1.0	
DATA ENTRY OPERATOR	8	2.0	2.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	0.0	2.0	2.0
DEPUTY DIRECTOR (EXE LEV)	34	2.0	2.0	
DESKTOP PUBLISHER	14	1.0	1.0	
DIVISION MANAGER	29	2.0	2.0	
DIVISION MANAGER (EXE LEV)	29	1.0	0.0	(1.0)
FINANCIAL ANALYST III	21	1.0	1.0	
INVENTORY MANAGEMENT CLERK	9	5.7	6.0	0.3
IS/IT HELP DESK COORDINATOR	10	2.0	2.0	
LIBRARIAN I	16	17.0	17.0	
LIBRARIAN II	21	34.0	33.4	(0.6)
LIBRARIAN III	23	33.7	33.0	(0.7)
LIBRARIAN IV	25	11.0	10.7	(0.3)
LIBRARY ASSISTANT	5	79.0	66.6	(12.4)
LIBRARY ASSISTANT SUPERVISOR	14	10.0	8.0	(2.0)
LIBRARY CHIEF	29	3.0	1.7	(1.3)
LIBRARY DIRECTOR	35	1.0	1.0	
LIBRARY SERVICE SPECIALIST	13	20.0	22.0	2.0
LIBRARY SERVICE SUPERVISOR	21	6.0	5.0	(1.0)
MANAGEMENT ANALYST I	15	0.0	1.0	1.0
MANAGEMENT ANALYST II	18	0.0	1.0	1.0
MESSENGER	6	4.0	4.0	
MICROCOMPUTER ANALYST	20	3.0	3.0	
OFFICE SUPERVISOR	17	3.0	3.0	
OFFSET PRESS OPERATOR	10	1.0	1.0	
PROGRAMMER ANALYST IV	25	1.0	1.0	
PROJECT MANAGER	24	1.0	0.0	(1.0)
SAFETY OFFICER	21	1.0	1.0	
SENIOR ACCOUNTANT	20	1.0	0.0	(1.0)

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
SENIOR COMMUNICATIONS SPECIALIST	20	2.0	2.0	
SENIOR COMMUNITY LIAISON	23	1.0	2.0	1.0
SENIOR CONTRACT ADMINISTRATOR	27	1.0	1.0	
SENIOR CUSTOMER SERVICE CLERK	12	55.7	55.0	(0.7)
SENIOR DATA ENTRY OPERATOR	12	8.0	8.0	
SENIOR IMAGING TECHNICIAN	13	2.0	3.0	1.0
SENIOR INVENTORY MANAGEMENT CLERK	12	4.0	4.0	
SENIOR LIBRARY ASSISTANT	9	35.0	27.0	(8.0)
SENIOR LIBRARY SERVICE SPECIALIST	16	34.0	35.0	1.0
SENIOR OFFICE ASSISTANT	12	2.5	1.5	(1.0)
SENIOR PROJECT MANAGER	27	0.0	1.0	1.0
STAFF ANALYST	26	1.0	1.0	
TECHNICAL HARDWARE ANALYST I	17	6.0	5.5	(0.5)
Total FTEs		515.1	512.4	(2.7)
Less adjustment for Civilian Vacancy Factor		30.4	26.5	(3.9)
Full-Time Equivalents		484.7	485.9	1.2

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
3400010002	HPL- Financial Services			
425040	Indirect Cost-Houston Area Lib Auto NetWork	99,000	99,000	99,000
426151	Passport Service Fee	300,000	400,000	400,000
426430	Facility Rental Fees	2,000	9,700	9,000
443120	Photocopier Concessions	100	100	100
443150	Telecommunications Revenue	100	100	100
443160	Vending Machine Concessions	1,000	1,000	1,000
447020	Garage Parking Revenue	60,000	60,000	60,000
451040	Interfund Postage	1,000	1,068	1,000
452020	Recoveries & Refunds	5,000	1,000	1,000
452030	Miscellaneous Revenue	5,000	5,000	5,000
Total	HPL- Financial Services	473,200	576,968	576,200
3400030001	HPL- Library Material Services			
426040	Library Service Charges	2,500	2,500	2,500
428020	Library Fines	575,000	550,000	550,000
Total	HPL- Library Material Services	577,500	552,500	552,500
3400040001	HPL- Planning & Facility			
445050	Cell Tower Revenue	15,000	15,000	15,000
3400060001	HPL- Public Services			
425110	Indirect Cost Recovery-Grants	0	81	0
3400060002	HPL- Special Collections			
426040	Library Service Charges	7,500	7,500	7,500
443120	Photocopier Concessions	1,000	1,000	1,000
Total	HPL- Special Collections	8,500	8,500	8,500
Total	Library	1,074,200	1,153,049	1,152,200

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	15,132,070	17,479,060	17,458,318	18,270,735
500030	Salary Part Time - Civilian	578,819	883,409	879,865	1,008,130
500060	Overtime - Civilian	1,644	0	2,446	0
500090	Premium Pay - Civilian	27	0	15	0
500110	Bilingual Pay - Civilian	18,796	21,640	18,539	21,640
501070	Pension - Civilian	3,282,838	4,069,149	4,069,149	4,633,446
501120	Termination Pay - Civilian	205,570	250,000	276,233	250,000
502010	FICA - Civilian	1,159,581	1,390,098	1,344,004	1,471,410
503010	Health Ins-Act Civilian	2,802,556	3,445,571	3,445,571	3,256,139
503015	Basic Life Insurance - Active Civilian	8,646	13,229	10,143	10,600
503060	Long Term Disability-Civilian	32,126	37,907	37,369	38,244
503090	Workers Compensation-Civilian-Admin	90,617	116,705	130,737	128,067
503100	Workers Compensation-Civilian-Claim	100,515	75,000	105,318	75,000
504030	Unemployment Claims - Administration	53,834	74,665	74,665	14,665
Total	Personnel Services	23,467,639	27,856,433	27,852,372	29,178,076
511045	Computer Supplies	61,818	63,000	63,000	63,000
511050	Paper & Printing Supplies	40,000	40,000	40,000	40,000
511060	Postage	39,500	38,000	38,000	38,000
511070	Miscellaneous Office Supplies	81,620	78,537	78,537	77,037
511075	Library Circulation Supplies	29,774	30,000	30,000	30,000
511110	Fuel	41,624	38,955	38,955	40,777
511115	Vehicle Repair & Maintenance Supplies	0	3,200	3,200	3,200
511145	Small Tools & Minor Equipment	845	900	900	900
511150	Miscellaneous Parts & Supplies	11,742	32,285	32,285	34,785
Total	Supplies	306,923	324,877	324,877	327,699
520102	Security Services	126,047	0	0	0
520107	Computer Info/Contr	1,302,434	1,303,984	1,303,984	1,303,984
520109	Medical Dental & Laboratory Services	10,618	1,000	5,061	1,000
520110	Management Consulting Services	39,200	40,000	40,000	20,000
520114	Miscellaneous Support Services	400,000	400,000	400,000	126,534
520115	Real Estate Lease/Office Rental	142,003	146,185	146,185	146,185
520116	Parking Services Contract	19,463	25,461	25,461	25,461
520118	Refuse Disposal	23	0	0	0
520119	Computer Equipment/Software Maintenance	26,442	40,000	40,000	40,000
520120	Communications Equipment Services	399	1,600	1,600	1,600
520121	IT Application Svcs	38,939	114,705	114,705	146,358
520123	Vehicle & Motor Equipment Services	34,368	30,000	30,000	0
520124	Other Equipment Services	286,963	285,545	285,545	327,000
520126	Construction Site Work Services	0	41,455	41,455	0
520515	Print Shop Services	2,013	1,500	1,500	1,500
520520	Printing & Reproduction Services	4,619	7,772	7,772	8,772
520705	Insurance Fees	365,570	482,595	482,595	417,560
520765	Membership & Professional Fees	565	285	285	285
520805	Education & Training	21,120	13,444	13,444	14,870
520910	Travel - Non-Training Related	2,785	2,300	2,300	2,300
521605	Data Services	62,090	195,531	195,531	257,922
521610	Voice Services	357,772	336,781	336,781	251,717
521620	Voice Equipment	16,567	22,615	22,615	22,615
521625	Voice Labor	8,416	28,672	28,672	28,672
521630	GIS Revolving Fund Services	16,737	20,726	20,726	26,945
521715	Office Equipment Rental	24,619	46,000	46,000	46,000

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
521730	Parking Space Rental	130,000	80,000	80,000	80,000
521735	Hobby Parking Space Rental	0	48,490	48,490	48,490
522430	Miscellaneous Other Services & Charges	314,208	411,853	411,853	355,812
522435	Interest Charges Past Due Accounts	29	0	0	0
522721	Interfund HR Client Services	357,765	390,259	390,259	595,945
522722	KRONOS Service Chargeback	17,010	17,241	17,241	24,101
522723	Drainage Fee Service Chargeback	48,144	48,144	48,144	48,100
522730	Interfund Engineering Services	0	4,145	4,145	0
522735	Interfund Communication Equipment Repair	0	1,350	1,350	1,350
522740	Interfund Police Service	0	130,000	130,000	130,000
522845	Interfund Vehicle Services	7,860	28,700	28,700	41,841
Total	Other Services and Charges	4,184,788	4,748,338	4,752,399	4,542,919
560230	Computer HW and Developed SW	120,374	0	0	0
Total	Equipment	120,374	0	0	0
551010	Non-Capital Office Furniture & Equipment	4,667	55,000	55,000	400,000
551015	Non-Capital Computer Equipment	544,036	687,465	687,465	0
551035	Non-Capital Library books	4,686,500	4,686,500	4,686,500	4,686,500
Total	Non-Capital Equipment	5,235,203	5,428,965	5,428,965	5,086,500
532020	Transfers to Capital Projects	0	0	0	750,000
Total	Debt Service and Other Uses	0	0	0	750,000
Grand Total Expenditures		33,314,927	38,358,613	38,358,613	39,885,194

NEIGHBORHOODS

Department Description and Mission

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

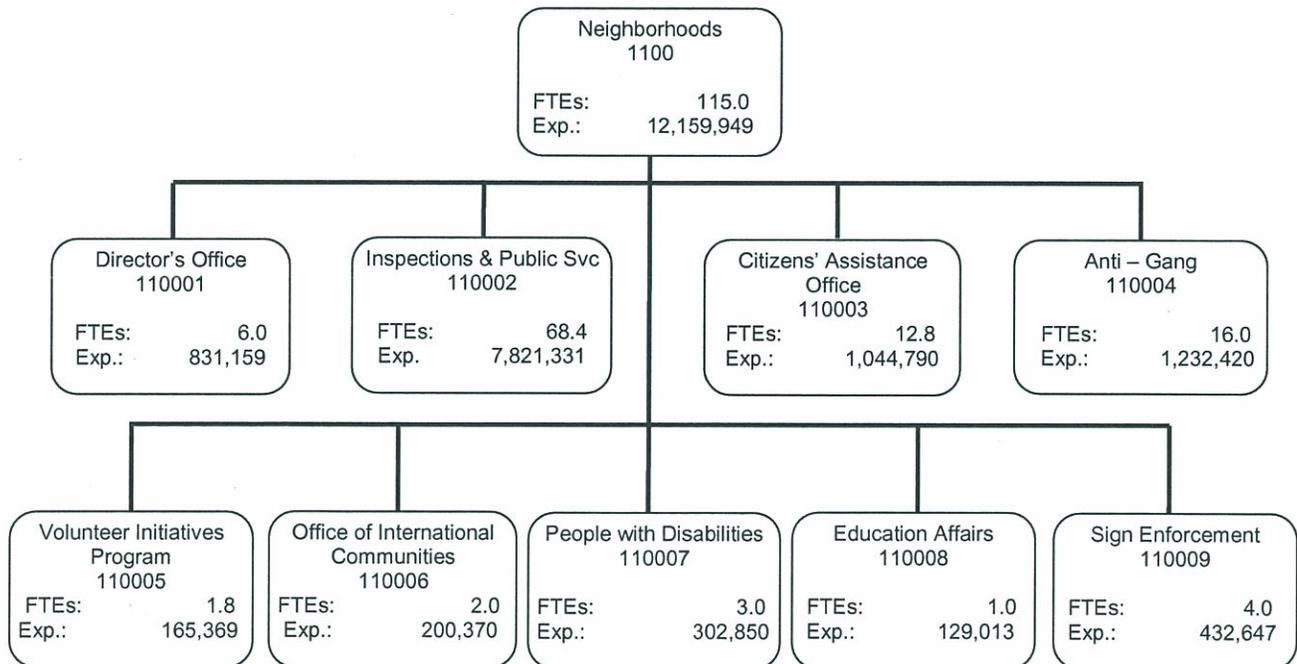
Department Short Term Goals

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

Department Long Term Goals

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

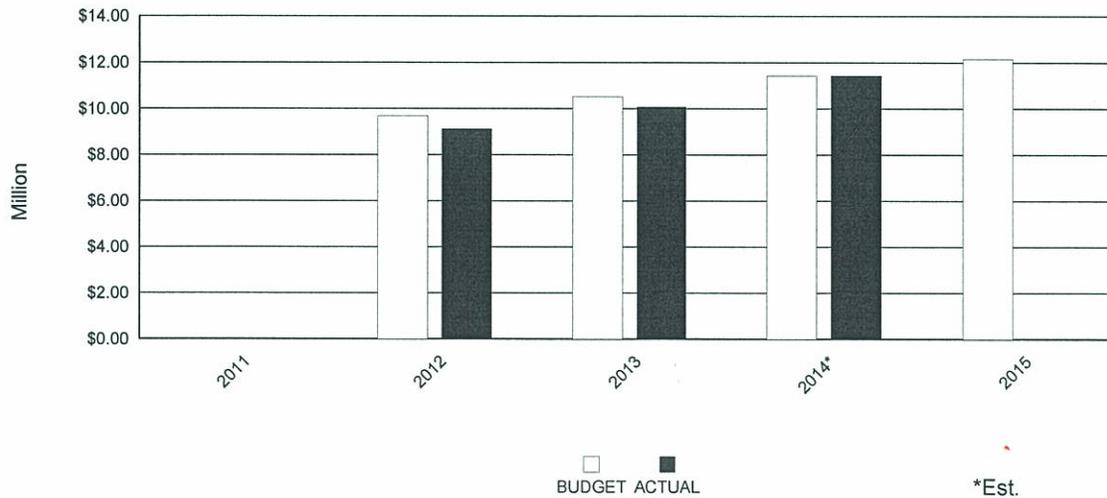
Department Organization



FISCAL YEAR 2015 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : Department of Neighborhoods					
Fund No./Bus. Area No. : 1000 / 1100					
		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	7,508,559	7,961,635	7,929,256	8,506,056
	Supplies	239,708	234,705	245,876	303,600
	Other Services and Charges	2,293,978	3,206,349	3,225,227	3,346,793
	Equipment	20,574	0	0	0
	Non-Capital Equipment	27,263	30,344	32,674	3,500
	Total M & O Expenditures	10,090,082	11,433,033	11,433,033	12,159,949
	Debt Service & Other Uses	0	0	0	0
Total Expenditures	10,090,082	11,433,033	11,433,033	12,159,949	
Revenues		2,149,186	1,911,530	1,939,781	1,921,833
Staffing	Full-Time Equivalents - Civilian	103.3	110.7	106.1	115.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	103.3	110.7	106.1	115.0
	Full-Time Equivalents - Overtime	1.1	2.4	3.4	1.8
Significant Budget Changes and Highlights	o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases.				
	o The budget includes funding totaling \$432,647 for Sign Enforcement activities, including 4 FTEs, which were previously in Building Inspection Fund (Fund 2301).				

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



FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Department of Neighborhoods Fund No./Bus Area No. : 1000 / 1100						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
DON - Director's Office 110001 Provides the Neighborhoods' divisions with services in budget, purchasing, receiving grants, receiving funds and account payables.	6.5	716,199	6.0	775,377	6.0	831,159
DON - Inspections & Public Services 110002 Provides dangerous building, weeded lot, junked motor vehicle, and graffiti abatement services on private property when owners have failed to comply with a dangerous building order, or a violation notice. Liens are placed against these properties once the City has performed the work.	67.0	6,846,567	70.0	7,756,434	68.4	7,821,331
DON - Citizens Assistance Office 110003 Ensures acknowledgment of constituent inquiries/ requests and coordinates responses and resolutions to community complaints through community liaisons.	11.6	912,780	11.5	978,380	12.8	1,044,790
DON - Anti - Gang 110004 Develops and implements programs that provide case management, counseling, court based-assessment, gang education and awareness training, job readiness training, truancy reduction, victims' assistance, and information and referrals.	12.0	935,368	12.0	1,171,778	16.0	1,232,420
DON - Volunteer Initiatives Program 110005 Develops and implements a citywide plan to increase volunteerism and targets volunteers to address the City's greatest needs.	0.8	102,499	1.3	137,236	1.8	165,369
DON - Office of International Communities 110006 Serves as the City's hub of information benefiting international communities by promoting cultural diversity and awareness throughout Houston.	2.0	172,678	2.0	195,387	2.0	200,370

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Department of Neighborhoods Fund No./Bus Area No. : 1000 / 1100						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
DON - People with Disabilities 110007 Facilitating delivery of services - including city services, acting as liaison to Houston Commission on Disabilities (HCoD), City Council, and other City Departments, making recommendations to public and private entities regarding the development of policy and legislation, establishing fundamental local, state, and national partnerships to promote community awareness.	2.4	276,708	2.3	292,199	3.0	302,850
DON - Education Affairs 110008 Manages partnerships for out-of-school activities, dropout prevention and college/career preparation. Programs include City Employee Children's Scholarship, Neighborhood Mapping Initiative, Reach Out to Dropouts Walk, and the Graduation Game Plan. Also provides support for youth service projects, and other education and workforce related projects in the City.	1.0	127,283	1.0	126,242	1.0	129,013
DON - Sign Enforcement 110009 Enforces City codes pertaining to unlawfully placed signs on City property and rights of way, including streets, alleys, curbs, sidewalks, bridges and public improvement sites. Abatement projects include a community outreach component designed to engage residents in efforts to eradicate blight and improve the quality of life in Houston neighborhoods.	0.0	0	0.0	0	4.0	432,647
Total	103.3	10,090,082	106.1	11,433,033	115.0	12,159,949

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ABATEMENT SPECIALIST	14	5.0	5.0	
ADMINISTRATION MANAGER	26	1.0	2.0	1.0
ADMINISTRATIVE AIDE	10	5.0	6.0	1.0
ADMINISTRATIVE ASSISTANT	17	8.0	8.0	
ADMINISTRATIVE ASSISTANT (EXE LEV)	17	0.0	1.0	1.0
ADMINISTRATIVE ASSOCIATE	13	9.0	8.0	(1.0)
ADMINISTRATIVE COORDINATOR	24	2.0	2.0	
ADMINISTRATIVE SPECIALIST	20	2.0	1.0	(1.0)
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	
ASSISTANT CHIEF INSPECTOR	25	2.0	2.0	
CHIEF INSPECTOR	27	4.0	5.0	1.0
CODE ENFORCEMENT OFFICER I	16	4.0	1.0	(3.0)
CODE ENFORCEMENT OFFICER II	18	11.0	13.0	2.0
CODE ENFORCEMENT OFFICER III	22	8.0	7.0	(1.0)
CODE ENFORCEMENT TRAINEE	12	1.0	6.0	5.0
COMMUNITY LIAISON	18	8.0	8.0	
COUNSELOR	20	10.6	9.0	(1.6)
CUSTOMER SERVICE REP. I	13	1.0	1.0	
CUSTOMER SERVICE REP. II	15	1.0	1.0	
CUSTOMER SERVICE REP. III	16	1.0	1.0	
DIRECTOR OF NEIGHBORHOODS	35	1.0	1.0	
DIVISION MANAGER	29	2.0	1.0	(1.0)
DIVISION MANAGER (EXE LEV)	29	4.0	4.0	
EXECUTIVE OFFICE ASSISTANT	15	1.0	0.0	(1.0)
FINANCIAL ANALYST III	21	1.0	2.0	1.0
FINANCIAL ANALYST IV	25	1.0	1.0	
LABORER	4	8.0	8.0	
MANAGEMENT ANALYST IV	25	2.0	2.0	
PUBLIC INFORMATION OFFICER (EXE LEV)	26	1.0	1.0	
SENIOR COMMUNITY LIAISON	23	5.0	5.0	
SENIOR COUNSELOR	22	1.0	2.0	1.0
SENIOR STAFF ANALYST	28	2.0	2.0	
STAFF ANALYST (EXE LEV)	26	0.0	1.0	1.0
SYSTEMS CONSULTANT	26	1.0	1.0	
Total FTEs		115.6	120.0	4.4
Less adjustment for Civilian Vacancy Factor		4.9	5.0	0.1
Full-Time Equivalents		110.7	115.0	4.3

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
1100020001	DON - Inspection & Public Service			
421200	Other Building & Construction Permits	2,000	4,367	2,000
421630	Administrative Fee - Licenses & Permits	3,000	0	0
426090	Demolition Fees	595,903	501,315	520,435
426120	Weed Cutting Fees	293,772	447,495	438,039
426330	Miscellaneous Copies Fees	1,000	1,000	1,000
426480	Securing/Boarding - Nuisance Abatement	122,516	22,000	11,665
426485	Visual Blight - Nuisance Abatement	1,404	1,520	1,366
428030	Release of Liens	81,291	102,116	97,759
428080	Returned Check Charges	0	1,041	0
428105	Interest on Liens-Contract	511,739	535,477	546,719
434505	Prior Year Expenditure Recovery	0	496	0
444010	Private Contributions	0	8,500	0
452030	Miscellaneous Revenue	0	15,549	0
Total	DON - Inspection & Public Service	1,612,625	1,640,876	1,618,983
1100070001	DON - Ofc of People with Disabilities			
424160	Interfund Affirmative Action Services	298,905	298,905	302,850
Total	Department of Neighborhoods	1,911,530	1,939,781	1,921,833

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	4,907,699	5,238,137	5,184,350	5,529,249
500030	Salary Part Time - Civilian	0	0	16,827	25,547
500060	Overtime - Civilian	56,619	36,000	36,000	94,452
500090	Premium Pay - Civilian	15	0	0	0
500110	Bilingual Pay - Civilian	26,237	28,011	26,039	26,204
500250	HOPE Union Business Usage	76	0	158	0
501070	Pension - Civilian	1,054,854	1,196,202	1,213,634	1,402,219
501120	Termination Pay - Civilian	111,017	2,000	16,700	2,000
502010	FICA - Civilian	371,644	407,770	387,722	433,576
503010	Health Ins-Act Civilian	911,838	1,010,881	999,917	948,042
503015	Basic Life Insurance - Active Civilian	2,843	4,086	3,039	3,199
503060	Long Term Disability-Civilian	8,676	9,655	9,052	9,691
503090	Workers Compensation-Civilian-Admin	21,767	27,148	27,719	30,132
503100	Workers Compensation-Civilian-Claim	16,612	0	3,157	0
504030	Unemployment Claims - Administration	18,662	1,745	4,942	1,745
Total	Personnel Services	7,508,559	7,961,635	7,929,256	8,506,056
511040	Audiovisual Supplies	938	0	10,508	2,500
511045	Computer Supplies	4,163	10,146	4,074	3,645
511050	Paper & Printing Supplies	0	200	200	0
511055	Publications & Printed Materials	0	1,400	500	900
511060	Postage	30,000	40,900	39,789	35,100
511070	Miscellaneous Office Supplies	56,171	23,657	29,243	41,900
511075	Library Circulation Supplies	252	0	0	0
511110	Fuel	143,758	146,958	146,958	181,105
511115	Vehicle Repair & Maintenance Supplies	(906)	2,000	2,000	12,000
511120	Clothing	4,300	3,344	6,366	20,350
511125	Food Supplies	300	300	300	300
511150	Miscellaneous Parts & Supplies	732	5,800	5,938	5,800
Total	Supplies	239,708	234,705	245,876	303,600
520100	Temporary Personnel Services	84,026	88,324	82,078	0
520109	Medical Dental & Laboratory Services	1,661	0	0	0
520110	Management Consulting Services	1,817	13,427	18,927	23,318
520114	Miscellaneous Support Services	187,706	92,414	69,953	114,824
520115	Real Estate Lease/Office Rental	754,106	769,188	769,188	789,095
520118	Refuse Disposal	9,129	10,000	10,000	10,000
520119	Computer Equipment/Software Maintenance	0	2,242	2,242	5,242
520120	Communications Equipment Services	8	0	0	0
520121	IT Application Svcs	18,884	53,094	53,094	63,148
520123	Vehicle & Motor Equipment Services	173,045	150,390	199,678	0
520125	Demolition Services	(875)	0	0	0
520145	Criminal Intelligence Services	770	2,050	2,050	1,750
520510	Mail/Delivery Services	7,207	500	500	500
520515	Print Shop Services	34,841	34,641	46,950	56,600
520520	Printing & Reproduction Services	0	1,100	0	0
520705	Insurance Fees	965	1,329	1,329	1,325
520740	Document Recording/Filing Fees	56,628	62,000	62,000	60,000
520765	Membership & Professional Fees	106	7,530	7,500	7,530
520805	Education & Training	29,844	15,857	15,357	31,016
520905	Travel - Training Related	1,746	9,500	9,500	11,750
520910	Travel - Non-Training Related	21,091	24,100	24,100	31,600
521415	Land and Grounds Maintenance	525,926	890,000	874,923	890,000

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
521605	Data Services	3,749	52,456	52,456	57,163
521610	Voice Services	93,147	49,544	49,544	19,038
521620	Voice Equipment	4	3,235	3,235	3,235
521625	Voice Labor	832	4,103	4,103	4,103
521630	GIS Revolving Fund Services	4,390	5,600	5,600	24,133
521635	Voice Services -Wireless	0	73,773	73,773	69,338
521715	Office Equipment Rental	45,039	19,375	29,568	30,880
521725	Other Rental	871	35,347	35,347	35,347
521730	Parking Space Rental	17,390	21,056	21,056	20,978
522430	Miscellaneous Other Services & Charges	26,780	52,682	39,682	63,456
522720	Interfund Payroll Services	(76)	0	0	0
522721	Interfund HR Client Services	111,859	127,415	127,415	169,632
522722	KRONOS Service Chargeback	3,931	4,404	4,404	5,015
522780	Interfund Photo Copy Services	403	0	0	0
522795	Other Interfund Services	0	452,739	452,739	452,739
522845	Interfund Vehicle Services	77,028	76,934	76,936	294,038
Total	Other Services and Charges	2,293,978	3,206,349	3,225,227	3,346,793
560220	Vehicles	20,574	0	0	0
Total	Equipment	20,574	0	0	0
551010	Non-Capital Office Furniture & Equipment	1,425	12,431	10,626	3,500
551015	Non-Capital Computer Equipment	24,256	17,913	22,048	0
551040	Non-Capital Other	1,582	0	0	0
Total	Non-Capital Equipment	27,263	30,344	32,674	3,500
Grand Total Expenditures		10,090,082	11,433,033	11,433,033	12,159,949



PARKS AND RECREATION

Department Description and Mission

The Houston Parks and Recreation Department (HPARD) was created by City ordinance on March 15, 1916 as the Department of Public Parks and began with two facilities - Sam Houston Park and Hermann Park. Since that time, the number of parks has grown to over 360, which offer a wide variety of amenities including: swimming pools, community centers, tennis and basketball courts, fitness centers, golf courses, walking/jogging trails, skate parks, dog parks, and nature areas. HPARD also stewards the tree canopy in parks and on all City of Houston right-of-ways. In 2008, the Department became the 74th USA Parks and Recreation Departments to be accredited. In October 2013, HPARD was re-accredited the CAPRA-NRPA from the Accreditation Committee. The CAPRA-NRPA accreditation is a benchmark achievement that confirms how HPARD conducts its business in compliance with national standards and expectations.

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

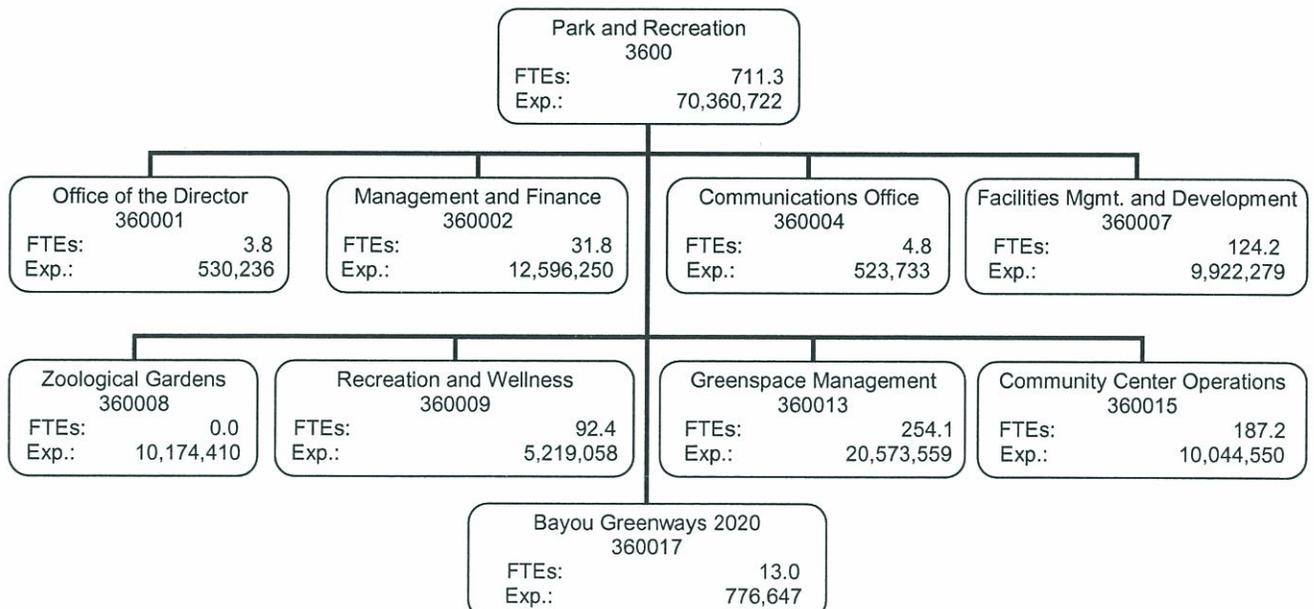
Short-Term Goals

- Maintain and operate facilities and trails within HPARD using existing resources available.
- Continue offering recreational activities and programs in the Community Centers.
- Develop new partnership with City departments and other agencies to offer additional park enhancements and recreational programs to our citizens.
- Continue the Mayor's five priorities: Jobs and Sustainable Development, Public Safety, Infrastructure, Quality of Life, and Fiscal Responsibility.

Long-Term Goals

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

Department Organization



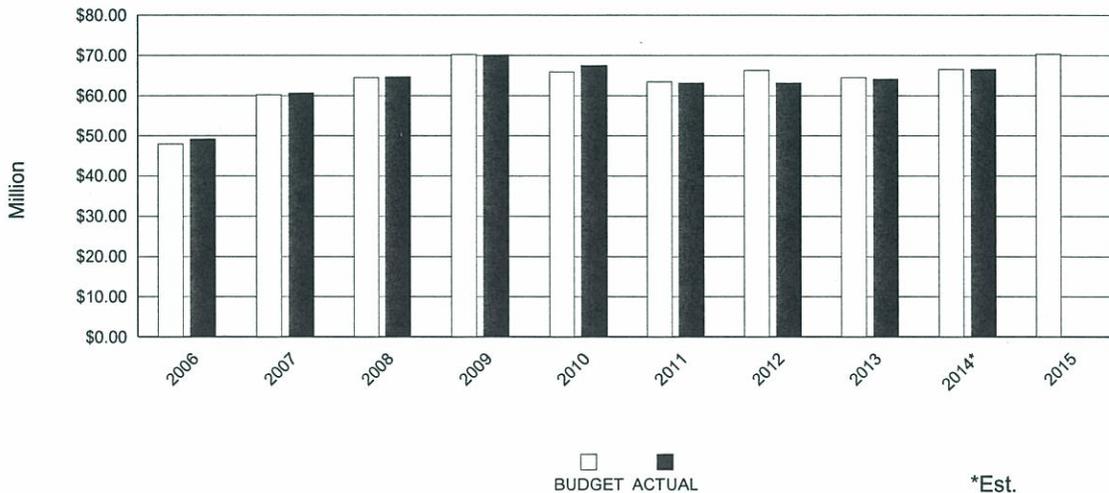
FISCAL YEAR 2015 BUDGET

Business Area Budget Summary

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

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	35,822,729	38,497,778	38,497,778	40,464,967
	Supplies	3,134,307	2,954,750	2,954,750	3,215,601
	Other Services and Charges	23,693,530	24,012,543	24,012,543	25,614,879
	Equipment	284,859	0	0	0
	Non-Capital Equipment	97,230	0	0	0
	Total M & O Expenditures	63,032,655	65,465,071	65,465,071	69,295,447
	Debt Service & Other Uses	1,065,275	1,065,275	1,065,275	1,065,275
	Total Expenditures	64,097,930	66,530,346	66,530,346	70,360,722
Revenues		1,274,639	1,115,300	1,114,800	1,879,447
Staffing	Full-Time Equivalents - Civilian	635.4	710.8	710.8	711.3
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	635.4	710.8	710.8	711.3
	Full-Time Equivalents - Overtime	9.0	2.5	2.5	2.5
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. o Continue partnering with other City departments such as Library, Health, Planning and PW&E to offer the best family experience the City has to offer. o Continue to offer programs to our citizens for sports, aquatics and nature trips to Lake Houston Wilderness Park. o Continue adaptive sports and recreation activities offered for children and adults with disabilities at the Metropolitan Multi-Service Center. o Renovated park facilities and trails will be operated and maintained to offer quality recreational experiences for citizens who will benefit from the community centers, aquatic facilities, sports complexes and playgrounds. o The Maintenance Renewal and Replacement Division was moved to the newly created Maintenance Renewal and Replacement Fund (Fund 2105). o The FY2015 Budget includes allowances for upkeep of White Oak Bayou; funding through the Houston Parks Board, Inc. (HPB) as part of the Bayou Greenway 2020 initiative. 				

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



FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Parks and Recreation Fund No./Bus Area No. : 1000 / 3600						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Office of the Director 360001 Provides executive direction that enables the department to achieve its stated goals as identified in the department's master plan and Mayor's five priorities.	4.0	506,815	4.0	503,704	3.8	530,236
Management and Finance 360002 Directs the operations of all aspects of accounting, purchasing, information technology services, safety, and grant writing. Additionally, includes the liaison for HR, Payroll and Workers Compensation. This budget includes utilities, insurance, fuel, and drainage fees for the department.	29.2	12,954,266	32.0	12,626,389	31.8	12,596,250
Communications Office 360004 The division is responsible for the flow of information between the department, the public, press and the community on a daily basis. It supports the department's core functions through branding, marketing programs and events via press releases, publications, the web, social media, email questions and citizens' concerns.	4.9	492,706	4.5	520,708	4.8	523,733
Facilities Management & Development 360007 Coordinates and monitors park planning and expansion; construction and renovation of park facilities and security. Inspects all park amenities and provides routine maintenance of all park department facilities.	121.4	9,899,174	139.4	9,607,841	124.2	9,922,279
Zoological Gardens 360008 In June 2002, Houston City Council approved an ordinance privatizing the Houston Zoo (Ordinance 2002-574), which became effective July 8, 2002 in FY2003; electricity for Zoo budgeted in this cost center.	0.0	9,580,662	0.0	9,835,027	0.0	10,174,410
Recreation and Wellness 360009 Operates Outdoor Swimming Pools, Soccer Program, Adaptive Recreation Center, Skate Park, Tennis Courts, and Disc Golf Courses; in addition to managing all programs, services, educational and volunteer opportunities at these facilities year round.	68.9	4,374,187	78.3	4,485,287	92.4	5,219,058

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Parks and Recreation Fund No./Bus Area No. : 1000 / 3600						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Greenspace Management 360013 Provides routine ground maintenance to COH parks, sports fields, trails, trees, libraries, multi-service centers, Lake Houston Wilderness Park and other natural resources. Responsible for City Urban Forestry Services such as tree plantings, trimmings, and city-wide 311 requests and provide emergency svices during disaster.	233.5	17,783,294	252.3	19,346,719	254.1	20,573,559
Community Center Operations 360015 Operates all community centers including fitness, weight rooms and gyms. Offering leisure programs and recreational opportunities for people of all ages and abilities on a year-round basis. Core programs include: Afterschool Enrichment, Summer Enrichment, Fitness and weight training classes, Senior Programs, Instructional sports play, teen programs and Grand Slam for Youth Baseball Program.	173.5	8,506,826	183.3	9,295,716	187.2	10,044,550
PRD - Maintenance Renewal & Replacement 360016 To upkeep all of HPARD's existing facilities by planning, coordinating, and monitoring renovations. This allowed the department to avoid deferred maintenance issues and retain usable condition of its facilities and assets. In addition, perform routine inspection and maintenance of the irrigation systems throughout HPARD's ball fields and esplanades. This Group moved to the newly created Maintenance Renewal and Replacement Fund in FY2015.	0.0	0	17.0	308,955	0.0	0
HPARD - Bayou Greenways 2020 360017 As part of Bayou Greenway 2020 initiative, the department will be responsible for the upkeep of the White Oak Bayou; by providing mowing, delittering and maintenance of the entire area. New Group for FY2015 funded through HPB.	0.0	0	0.0	0	13.0	776,647
Total	635.4	64,097,930	710.8	66,530,346	711.3	70,360,722

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ACCOUNTANT	17	1.0	0.0	(1.0)
ACCOUNTANT MANAGER	27	1.0	1.0	
ACCOUNTING SERVICES SUPERVISOR	17	1.0	1.0	
ADMINISTRATION MANAGER	26	5.0	5.0	
ADMINISTRATIVE AIDE	10	4.0	4.0	
ADMINISTRATIVE ASSISTANT	17	4.0	5.0	1.0
ADMINISTRATIVE ASSOCIATE	13	1.0	0.0	(1.0)
ADMINISTRATIVE COORDINATOR	24	7.5	7.5	
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	1.0	0.0	(1.0)
ADMINISTRATIVE SPECIALIST	20	6.0	6.0	
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	
ASSISTANT BUYER	12	1.0	1.0	
ASSISTANT DIRECTOR-PARKS & RECREATION (EXE LEV)	32	4.0	4.0	
ASSISTANT ELECTRICAL SUPERVISOR	22	2.0	2.0	
ASSISTANT SUPERINTENDENT	20	12.0	14.0	2.0
BUILDING MAINTENANCE SUPERVISOR	13	1.0	1.0	
CARPENTER	14	6.0	6.0	
CASHIER	6	1.5	2.0	0.5
CEMENT FINISHER	11	1.0	1.0	
COMMUNICATIONS TECHNICIAN	15	2.0	2.0	
COMMUNITY INVOLVEMENT COORDINATOR	22	2.0	2.0	
CUSTODIAN	4	22.0	24.0	2.0
CUSTODIAN LEADER	8	1.0	1.0	
CUSTOMER SERVICE CLERK	10	2.0	2.0	
CUSTOMER SERVICE REP. I	13	2.0	2.0	
CUSTOMER SERVICE SUPERVISOR	18	2.0	2.0	
DEPUTY DIRECTOR-PARKS & RECREATION (EXE LEV)	34	3.0	3.0	
DIVISION MANAGER	29	15.0	16.0	1.0
DIVISION MANAGER (EXE LEV)	29	2.0	2.0	
ELECTRICAL ESTIMATOR	23	1.0	1.0	
ELECTRICAL SUPERINTENDENT	26	1.0	1.0	
ELECTRICIAN	18	11.0	11.0	
EQUIPMENT WORKER	13	79.5	83.5	4.0
EXECUTIVE OFFICE ASSISTANT	15	2.0	2.0	
FIELD SUPERVISOR	17	53.0	53.0	
FINANCIAL ANALYST II	18	1.0	2.0	1.0
FINANCIAL ANALYST III	21	1.0	1.0	
FORESTER	15	2.0	2.0	
GARDENER	8	6.0	6.0	
GRAPHIC DESIGNER	17	1.0	1.0	
HEAD LIFEGUARD	9	11.3	9.2	(2.1)
HEATING & AIR CONDITIONING LEADER	18	1.0	1.0	
HEATING & AIR CONDITIONING REPAIR PERSON	14	4.0	4.0	
HORTICULTURIST	18	4.0	4.0	
INSPECTOR	18	1.5	1.5	
INVENTORY MANAGEMENT CLERK	9	2.0	2.0	
IRON WORKER	13	1.0	1.0	
IRRIGATION INSTALLER	12	1.0	1.0	
IRRIGATION LEADER	18	2.0	3.0	1.0
LABORER	4	1.0	0.0	(1.0)
LIFEGUARD	8	24.0	22.2	(1.8)
MAINTENANCE MECHANIC I	8	1.0	1.0	
MAINTENANCE MECHANIC II	12	4.0	4.0	
MAINTENANCE MECHANIC III	14	10.0	10.0	
MARKETING SPECIALIST	25	1.0	1.0	

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
MEDIA REPRESENTATIVE	22	1.0	1.0	
MESSENGER	6	1.0	1.0	
NATURAL RESOURCES MANAGER	26	0.0	1.0	1.0
OFFICE SUPERVISOR	17	1.0	1.0	
PAINTER	11	2.0	2.0	
PAINTER LEADER	15	1.0	1.0	
PARK MAINTENANCE AIDE	4	12.0	12.5	0.5
PARK MAINTENANCE SUPERVISOR	13	1.0	0.0	(1.0)
PARK NATURALIST	18	1.0	2.0	1.0
PARKS & RECREATION DIRECTOR	36	1.0	1.0	
PLANNER	16	1.0	1.0	
PLUMBER	14	5.0	5.0	
POOL MANAGER	13	1.0	3.0	2.0
POOL SUPERVISOR	10	11.6	10.4	(1.2)
PROCUREMENT SPECIALIST	24	1.0	1.0	
PROGRAMMER ANALYST IV	25	1.0	1.0	
PROJECT MANAGER	24	1.0	1.0	
RECEPTIONIST	7	1.0	1.0	
RECORDS SUPERVISOR	18	1.0	0.0	(1.0)
RECREATION ASSISTANT	6	75.2	80.7	5.5
RECREATION FACILITY MANAGER	20	18.0	19.0	1.0
RECREATION SPECIALIST	12	26.5	26.0	(0.5)
RECREATION SUPERVISOR	16	49.0	49.0	
SAFETY REPRESENTATIVE	19	2.0	2.0	
SEMI-SKILLED LABORER	6	78.5	82.0	3.5
SENIOR ACCOUNT CLERK	13	2.0	3.0	1.0
SENIOR ACCOUNTANT	20	2.0	2.0	
SENIOR BUYER	22	1.0	1.0	
SENIOR CASHIER	10	1.0	1.0	
SENIOR COMMUNITY LIAISON	23	2.0	2.0	
SENIOR CONTRACT COMPLIANCE OFFICER	18	1.0	1.0	
SENIOR DISPATCHER	12	4.0	4.0	
SENIOR GIS TECHNICIAN	17	1.0	1.0	
SENIOR MICROCOMPUTER ANALYST	23	2.0	2.0	
SENIOR OFFICE ASSISTANT	12	3.0	4.0	1.0
SENIOR PROJECT MANAGER	27	1.0	1.0	
SENIOR STAFF ANALYST	28	1.0	2.0	1.0
SENIOR STAFF ANALYST (EXE LEV)	28	0.0	1.0	1.0
SENIOR SUPERINTENDENT	27	7.0	8.0	1.0
STAFF ANALYST	26	1.0	1.0	
SUPERINTENDENT	24	19.0	19.0	
SYSTEMS CONSULTANT	26	1.0	1.0	
SYSTEMS SUPPORT ANALYST I	16	1.0	2.0	1.0
TECHNICAL HARDWARE ANALYST II	21	0.0	1.0	1.0
TECHNICAL HARDWARE ANALYST III	23	1.0	0.0	(1.0)
URBAN GARDEN MANAGER	23	1.0	1.0	
URBAN PARK RANGER	12	22.0	25.0	3.0
URBAN PARK RANGER SUPERVISOR	17	1.0	1.0	
WEB DESIGNER	21	1.0	1.0	
YOUTH SPORTS PROGRAM ASSISTANT MANAGER	20	1.0	1.0	
YOUTH SPORTS PROGRAM MANAGER	25	1.0	1.0	
Total FTEs		714.1	738.5	24.4
Less adjustment for Civilian Vacancy Factor		3.3	27.2	23.9
Full-Time Equivalents		710.8	711.3	0.5

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
3600010001	PRD-Director Office			
422122	Municipal Service Fees - TIRZ	624,800	624,800	624,800
426370	Training Services	500	0	0
452020	Recoveries & Refunds	473,000	473,000	462,500
452030	Miscellaneous Revenue	17,000	17,000	15,500
Total	PRD-Director Office	1,115,300	1,114,800	1,102,800
3600170001	White Oak Bayou			
426290	Other Service Charges	0	0	776,647
Total	Parks and Recreation	1,115,300	1,114,800	1,879,447

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	20,884,920	22,461,700	22,461,700	23,562,068
500030	Salary Part Time - Civilian	1,206,347	1,510,372	1,510,372	1,621,422
500060	Overtime - Civilian	472,974	253,487	253,487	253,487
500090	Premium Pay - Civilian	43,975	21,960	21,960	24,031
500110	Bilingual Pay - Civilian	38,737	35,252	35,252	38,871
500180	Temporary Employees	990,503	979,345	979,345	1,133,649
500250	HOPE Union Business Usage	4,420	4,000	4,000	4,000
501070	Pension - Civilian	4,487,580	5,096,547	5,096,547	5,975,333
501120	Termination Pay - Civilian	315,150	125,438	125,438	0
502010	FICA - Civilian	1,740,572	1,950,480	1,950,480	2,032,310
503010	Health Ins-Act Civilian	4,812,116	5,234,395	5,234,395	4,982,979
503015	Basic Life Insurance - Active Civilian	12,000	18,013	18,013	13,642
503060	Long Term Disability-Civilian	45,165	50,085	50,085	49,924
503090	Workers Compensation-Civilian-Admin	158,766	171,534	171,534	188,081
503100	Workers Compensation-Civilian-Claim	572,682	539,814	539,814	539,814
504030	Unemployment Claims - Administration	36,822	45,356	45,356	45,356
Total	Personnel Services	35,822,729	38,497,778	38,497,778	40,464,967
511010	Chemical Gases & Special Fluids	187,470	96,800	96,800	141,700
511015	Cleaning & Sanitary Supplies	195,736	168,400	168,400	185,400
511020	Construction Materials	189,460	202,800	202,800	226,500
511025	Electrical Hardware & Parts	148,300	147,200	147,200	130,500
511030	Mechanical Hardware & Parts	85,103	60,000	60,000	60,300
511035	Meters Hydrants & Plumbing Supplies	67,750	145,700	145,700	123,200
511040	Audiovisual Supplies	5,697	7,800	7,800	7,800
511045	Computer Supplies	51,325	41,300	44,500	28,800
511050	Paper & Printing Supplies	22,229	15,000	15,000	15,100
511055	Publications & Printed Materials	2,463	4,200	4,200	3,800
511060	Postage	693	3,500	3,500	3,400
511070	Miscellaneous Office Supplies	151,220	91,800	91,800	92,400
511080	General Laboratory Supplies	1,885	2,700	2,700	2,700
511090	Medical & Surgical Supplies	6,723	12,500	12,500	13,700
511095	Small Technical & Scientific Equipment	452	1,600	1,600	6,600
511110	Fuel	1,206,827	1,200,493	1,200,493	1,292,800
511115	Vehicle Repair & Maintenance Supplies	21,451	6,900	6,900	6,800
511120	Clothing	119,837	165,557	165,557	190,931
511125	Food Supplies	1,347	6,200	6,200	9,600
511135	Recreational Supplies	203,089	158,900	158,900	174,770
511140	Landscaping & Gardening Supplies	137,056	142,200	139,000	159,700
511145	Small Tools & Minor Equipment	129,677	123,700	123,700	167,500
511150	Miscellaneous Parts & Supplies	198,517	149,500	149,500	166,600
511155	Inventory Sales	0	0	0	5,000
Total	Supplies	3,134,307	2,954,750	2,954,750	3,215,601
520100	Temporary Personnel Services	394,989	653,343	653,343	689,300
520101	Janitorial Services	62,881	60,117	60,117	108,600
520102	Security Services	155,356	159,800	159,800	189,800
520108	Information Resource Services	36,013	52,600	52,600	52,600
520109	Medical Dental & Laboratory Services	45,174	36,500	36,500	36,500
520110	Management Consulting Services	184,874	0	0	0
520111	Real Estate Services	950	0	0	0
520112	Banking Services	46	0	0	0
520113	Photographic Services	0	800	800	400
520114	Miscellaneous Support Services	4,254	22,100	22,100	37,100
520115	Real Estate Lease/Office Rental	185,665	189,100	189,100	809,500
520118	Refuse Disposal	161,335	210,000	210,000	229,200
520119	Computer Equipment/Software Maintenance	5,350	11,600	11,600	11,600
520120	Communications Equipment Services	2,913	0	0	0
520121	IT Application Svcs	148,206	277,435	277,435	382,158

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
520123	Vehicle & Motor Equipment Services	8,787	9,000	9,000	0
520124	Other Equipment Services	3,496	30,300	30,300	30,295
520126	Construction Site Work Services	0	2,600	2,600	2,000
520127	Structural Construction Work Services	0	0	0	10,000
520128	Other Construction Work Services	215,528	10,000	10,000	10,000
520138	Zoo Contract	8,766,159	8,950,927	8,950,927	9,290,310
520139	Motor Pool Charges	0	1,700	1,700	4,300
520141	Engineering Services	0	14,500	14,500	39,500
520146	Contract Instructor Sports	163,149	105,500	105,500	71,500
520510	Mail/Delivery Services	2,943	3,900	3,900	4,000
520515	Print Shop Services	12,077	16,900	16,900	16,900
520520	Printing & Reproduction Services	1,727	6,500	6,500	7,300
520605	Advertising Services	4,270	2,600	2,600	2,600
520705	Insurance Fees	505,742	608,785	608,785	596,723
520765	Membership & Professional Fees	21,856	14,500	14,500	15,400
520805	Education & Training	13,372	47,400	47,400	49,600
520905	Travel - Training Related	14,956	24,600	24,600	25,500
520910	Travel - Non-Training Related	30,190	27,900	27,900	29,100
521405	Building Maintenance Services	1,095,967	1,114,084	1,114,084	1,056,100
521410	Sewer Services	887,384	682,831	682,831	727,831
521415	Land and Grounds Maintenance	1,254,116	1,354,900	1,354,900	1,421,100
521435	Water Services	1,455	2,900	2,900	800
521505	Electricity	4,685,199	4,292,659	4,292,659	3,982,753
521510	Natural Gas	108,929	120,472	120,472	128,588
521605	Data Services	61,221	209,398	209,398	256,747
521610	Voice Services	556,741	724,332	724,332	340,763
521620	Voice Equipment	3,358	10,855	10,855	10,855
521625	Voice Labor	4,541	13,762	13,762	13,762
521630	GIS Revolving Fund Services	26,309	38,858	38,858	54,401
521635	Voice Services -Wireless	0	66,981	66,981	68,219
521705	Vehicle/Equipment Rental/Lease	13,514	27,000	27,000	27,000
521715	Office Equipment Rental	74,333	64,800	64,800	78,800
521725	Other Rental	289,542	262,900	262,900	265,725
521730	Parking Space Rental	1,863	3,200	3,200	3,200
522305	Freight Charges	0	600	600	600
522430	Miscellaneous Other Services & Charges	117,311	120,200	120,200	147,700
522435	Interest Charges Past Due Accounts	196	0	0	200
522720	Interfund Payroll Services	(4,420)	0	0	0
522721	Interfund HR Client Services	475,991	521,681	521,681	746,606
522722	KRONOS Service Chargeback	26,893	27,211	27,211	32,228
522723	Drainage Fee Service Chargeback	921,822	920,380	920,380	920,400
522735	Interfund Communication Equipment Repair	0	0	0	5,800
522740	Interfund Police Service	7,488	10,000	10,000	10,000
522840	Houston Permitting Center Rent Chargeback	33,168	26,040	26,040	24,850
522845	Interfund Vehicle Services	1,898,351	1,845,492	1,845,492	2,538,065
Total	Other Services and Charges	23,693,530	24,012,543	24,012,543	25,614,879
560220	Vehicles	284,859	0	0	0
Total	Equipment	284,859	0	0	0
551010	Non-Capital Office Furniture & Equipment	680	0	0	0
551015	Non-Capital Computer Equipment	47,832	0	0	0
551030	Non-Capital Machinery & Equipment	48,718	0	0	0
Total	Non-Capital Equipment	97,230	0	0	0
532020	Transfers to Capital Projects	1,065,275	1,065,275	1,065,275	1,065,275
Total	Debt Service and Other Uses	1,065,275	1,065,275	1,065,275	1,065,275
Grand Total Expenditures		64,097,930	66,530,346	66,530,346	70,360,722



ADMINISTRATIVE SERVICES DEPARTMENTS

Administration and Regulatory Affairs.....	VI - 2
City Controller's Office.....	VI - 12
City Council	VI - 20
City Secretary.....	VI - 26
Finance.....	VI - 32
Houston Information Technology Services.....	VI - 44
Human Resources.....	VI - 54
Legal.....	VI - 64
Mayor's Office.....	VI - 74
Office of Business Opportunity.....	VI - 84

ADMINISTRATION AND REGULATORY AFFAIRS

Department Description and Mission

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

The department's objectives are to:

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

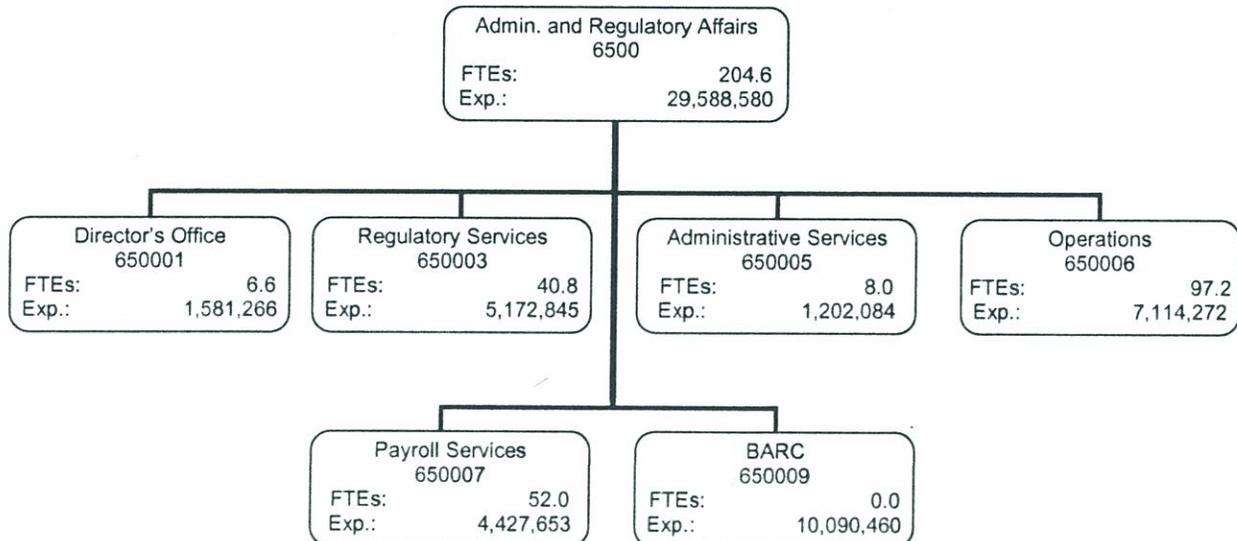
Department Short Term Goals

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

Department Long Term Goals

1. Transform Bureau of Animal Regulation and Care (BARC) into the top municipal Animal Shelter and Adoptions Center in the United States.
2. Transform the 311 Service Helpline Division into the top citizen engagement center in the United States.
3. Transform the taxicab industry in Houston through technology, training and economic initiatives.
4. Identify and implement cost-effective technology solutions to facilitate Parking Management's ability to provide wayfinding and parking availability information to customers; leverage Parking Management infrastructure for economic development purposes.

Department Organization



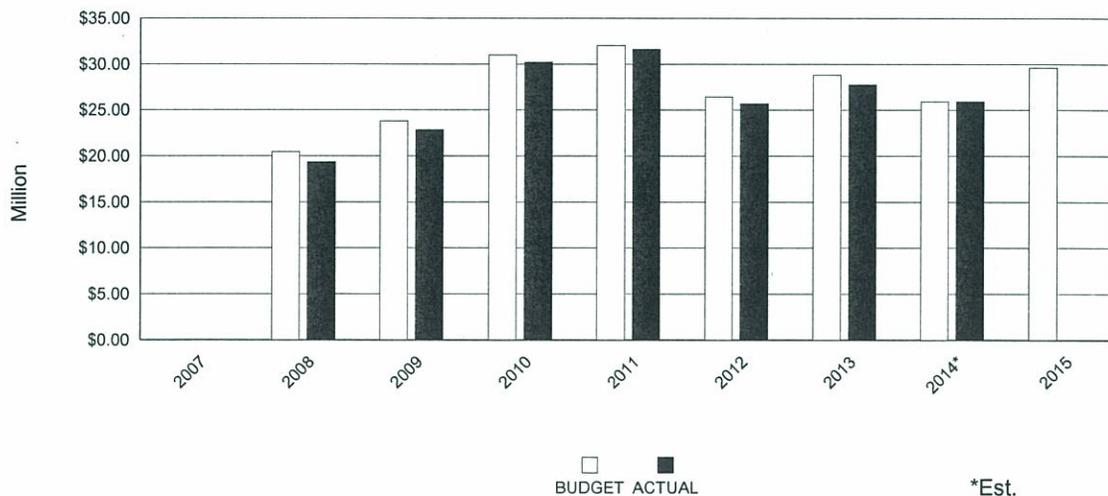
FISCAL YEAR 2015 BUDGET

Business Area Budget Summary

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

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	18,016,610	15,063,719	15,063,719	15,450,644
	Supplies	298,272	117,606	117,628	122,732
	Other Services and Charges	3,501,280	3,552,232	3,552,210	3,924,744
	Non-Capital Equipment	3,045	1,347	1,347	0
	Total M & O Expenditures	21,819,207	18,734,904	18,734,904	19,498,120
	Debt Service & Other Uses	5,926,463	7,175,893	7,175,893	10,090,460
	Total Expenditures	27,745,670	25,910,797	25,910,797	29,588,580
Revenues		202,073,888	204,386,050	204,469,339	201,409,845
Staffing	Full-Time Equivalents - Civilian	239.6	207.4	202.3	204.6
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	239.6	207.4	202.3	204.6
	Full-Time Equivalents - Overtime	0.7	1.1	0.7	0.7
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2015 Budget provides funding for health benefits, pension contribution, and municipal employees 3% pay increases. o In FY2015 a new cost center "Strategic Customer Initiatives" is created in ARA with 3.6 FTEs to define strategies to pivot operations and identify opportunities to develop new services. o The FY2015 Budget includes funding of \$134,000 for two personnel in Commercial Permitting and Enforcement cost center for Boarding Home and Pay Day Loan Projects approved by City Council. o Two employees with Kronos functions and budget of \$245,000 will be transferred from Payroll Services Division to Houston Information Technology Services (HITS) Department in FY2015. 				

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



Business Area Performance Measures

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

Performance Measure	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
311 Average Speed of Answer	I,Q	78 sec	90 sec	72 sec	90 sec
311 Svc Request Submitted via Smartphone or Web	I,Q	N/A	5%	5.2%	5.5%
Alcohol Site Survey Completion	J	8 days	10 days	7 days	10 days
ARA Houston Permitting Center (HPC) Wait Time	J	13 min	15 min	11 min	15 min
ARA HPC Customer Satisfaction Survey	J	91%	98%	100%	98%
HPC Vehicle-for-Hire Customer Served	Q,P	16,112	N/A	17,165	17,200
Expenditures Budget vs Actual Utilization	F	96%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	102%	100%	100%	100%

Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)
 Fiscal Responsibility (F) Quality of Life (Q)

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Administration and Regulatory Affairs Fund No./Bus Area No. : 1000 / 6500						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Director's Office 650001 Executive head of Administration and Regulatory Affairs Department with authority over all policies, procedures, and employees. Defines strategies to pivot operations and identifies opportunities to develop new services.	3.3	1,116,885	4.5	1,347,720	6.6	1,581,266
Regulatory Services 650003 Regulates utilities (electricity, natural gas, private water companies). Administers ordinances related to regulation of vehicles for hire and certain permits for alcohol-related businesses. Manages franchises for the use of City rights-of-way.	39.6	4,551,543	40.0	4,947,012	40.8	5,172,845
Administrative Services 650005 Provides administrative services including financial accounting, budgeting, policies and procedures, training and asset management for Administration and Regulatory Affairs and various City departments.	8.4	991,193	8.0	1,085,254	8.0	1,202,084
Operations 650006 Manages 311 Call Center and responds to citizens' questions and requests for service. Organizes and manages the citywide records program. Manages the City's Xerox and HISD contracts. Sells surplus city property. Provides mailroom services to 611 Walker, City Hall and City Hall Annex.	93.9	6,412,622	99.3	6,865,793	97.2	7,114,272
Payroll Services 650007 Manages employee services and payroll systems processing support for all employees in the City of Houston.	56.4	4,391,001	50.5	4,489,125	52.0	4,427,653
BARC 650009 BARC was moved to a Special Revenue Fund 2427 in FY2011. The budget line item "Transfer to Special Revenue Fund" is set up in General Fund.	0.0	6,329,032	0.0	7,175,893	0.0	10,090,460

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Administration and Regulatory Affairs Fund No./Bus Area No. : 1000 / 6500						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Transferred Out 659999 The FY2013 Actual is from Strategic Purchasing Division, which was transferred out of ARA in FY2014.	38.0	3,953,394	0.0	0	0.0	0
Total	<u>239.6</u>	<u>27,745,670</u>	<u>202.3</u>	<u>25,910,797</u>	<u>204.6</u>	<u>29,588,580</u>

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
3-1-1 TELECOMMUNICATOR	13	42.5	42.0	(0.5)
3-1-1 TELECOMMUNICATOR SUPERVISOR	20	4.0	4.0	
ACCOUNTANT SUPERVISOR	24	1.0	0.0	(1.0)
ADMINISTRATION & REGULATORY AFFAIRS DIRECTOR	37	1.0	1.0	
ADMINISTRATION MANAGER	26	8.0	10.0	2.0
ADMINISTRATIVE AIDE	10	2.0	0.0	(2.0)
ADMINISTRATIVE ASSISTANT	17	13.0	13.0	
ADMINISTRATIVE ASSOCIATE	13	17.0	12.0	(5.0)
ADMINISTRATIVE COORDINATOR	24	3.0	2.0	(1.0)
ADMINISTRATIVE SPECIALIST	20	12.0	15.0	3.0
ADMINISTRATIVE SUPERVISOR	22	5.0	4.0	(1.0)
ASSISTANT DIRECTOR (EXE LEV)	32	3.0	4.0	1.0
CLERK	5	1.0	0.0	(1.0)
CUSTOMER SERVICE MANAGER	29	1.0	1.0	
CUSTOMER SERVICE REP. I	13	13.0	13.0	
CUSTOMER SERVICE REP. II	15	4.0	5.0	1.0
CUSTOMER SERVICE REP. III	16	1.0	6.0	5.0
CUSTOMER SERVICE SECTION CHIEF	22	1.0	1.0	
CUSTOMER SERVICE SUPERVISOR	18	1.0	1.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	1.0	3.0	2.0
DEPUTY DIRECTOR (EXE LEV)	34	1.0	0.0	(1.0)
DIVISION MANAGER	29	8.0	7.0	(1.0)
EXECUTIVE STAFF ANALYST (EXE LEV)	30	1.0	0.0	(1.0)
FINANCIAL ANALYST IV	25	1.0	1.0	
FIXED ASSET SPECIALIST	13	1.0	1.0	
GRAPHIC DESIGNER	17	0.0	1.0	1.0
HEARING OFFICER	27	1.0	0.0	(1.0)
HUMAN RESOURCES SPECIALIST	17	3.0	3.0	
INVENTORY MANAGEMENT CLERK	9	1.0	1.0	
INVENTORY MANAGEMENT SUPERVISOR	17	1.0	1.0	
MANAGEMENT ANALYST I	15	0.0	2.0	2.0
MANAGEMENT ANALYST II	18	1.0	1.0	
MANAGEMENT ANALYST III	21	1.0	1.0	
MANAGEMENT ANALYST IV	25	3.0	0.0	(3.0)
MANAGEMENT INTERN	11	0.0	1.0	1.0
OFFICE SUPERVISOR	17	2.0	1.0	(1.0)
RECORDS ADMINISTRATOR	23	1.0	1.0	
REGULATORY INVESTIGATOR	11	4.0	4.0	
REGULATORY SUPERVISOR	20	1.0	1.0	
SENIOR 3-1-1 TELECOMMUNICATOR	15	17.0	12.0	(5.0)
SENIOR ACCOUNT CLERK	13	1.0	1.0	
SENIOR ACCOUNTANT	20	3.0	3.0	
SENIOR CLERK	8	2.0	3.0	1.0
SENIOR CUSTOMER SERVICE CASHIER	13	1.0	0.0	(1.0)
SENIOR REGULATORY INVESTIGATOR	14	7.0	7.0	
SENIOR STAFF ANALYST	28	7.0	5.0	(2.0)
STAFF ANALYST	26	3.0	9.0	6.0
SYSTEMS CONSULTANT	26	1.0	0.0	(1.0)
TRAINER	17	2.0	2.0	
TRAINING ADMINISTRATOR	24	1.0	1.0	
Total FTEs		210.5	207.0	(3.5)
Less adjustment for Civilian Vacancy Factor		3.1	2.4	(0.7)
Full-Time Equivalents		207.4	204.6	(2.8)

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
6500010001	ARA - Director's Office			
452030	Miscellaneous Revenue	0	2,563	0
6500030001	ARA - Transportation			
421220	School Bus Licenses & Permits	37,522	37,522	32,425
421230	Taxicab Licenses & Permits	1,311,027	1,311,027	1,327,420
421570	Limousine Permits	805,328	928,459	870,958
421580	Charter Bus Permits	140,564	150,000	142,323
421600	Jitney Permit & Inspection Fees	4,345	4,345	4,881
421610	Low Speed Shuttle Permit/Inspection Fees	0	2,229	1,852
421620	Pedicab Permits & Inspection Fees	9,219	9,219	9,067
421630	Administrative Fee - Licenses & Permits	163,910	163,910	171,441
424110	Other Interfund Services	0	373	0
426240	Limousine Inspection Fees	83,926	112,500	90,716
Total	ARA - Transportation	2,555,841	2,719,584	2,651,083
6500030002	ARA - Franchise Administration			
416010	Electricity Franchise Tax	99,026,351	99,026,351	99,169,603
417010	Telephone Franchise Tax	44,622,526	43,625,000	42,225,000
418010	Natural Gas Franchise Tax	16,492,054	16,492,054	14,538,332
419010	Cable TV Franchise Tax	20,500,000	21,000,000	21,200,000
419040	Solid Waste Hauler Franchise Fee	6,250,000	6,300,000	6,400,000
419050	Spur Track Franchise Fee	20,426	21,551	20,426
419070	Fiber Optics Franchise Fee	41,700	45,831	45,184
419090	Telecomm Franchise Fees - Prior Year	0	21,527	0
419110	Cable TV Franchise Fees-Prior Year	0	(258,476)	0
419120	Solid Waste Franchise Fees-Prior Year	0	104,185	0
421590	Right-of-way Permits	306,477	306,477	290,742
428080	Returned Check Charges	0	24	0
Total	ARA - Franchise Administration	187,259,534	186,684,524	183,889,287
6500030003	ARA - Commercial Permitting			
421100	Occupation Licenses	205,558	205,558	209,616
421110	Sexually Oriented Business Permits	47,724	23,558	25,497
421130	Decals for Coin-Operated Amusement Machines	376,673	475,000	376,673
421140	Dance Licenses	78,487	49,312	57,440
421150	Liquor Licenses	1,553,365	1,508,587	1,516,968
421280	Other Licenses & Permits	225,847	235,847	251,870
421630	Administrative Fee - Licenses & Permits	58,309	58,309	57,283
426330	Miscellaneous Copies Fees	28	80	70
428090	Miscellaneous Fines & Forfeitures	0	183,500	0
Total	ARA - Commercial Permitting	2,545,991	2,739,751	2,495,417
6500030005	ARA - Burglar Alarm Permitting			
421170	Burglar Alarm Permits	7,900,000	8,400,000	8,400,000
421630	Administrative Fee - Licenses & Permits	576,635	576,635	576,635
428050	False Alarm Penalties	2,100,000	1,958,467	1,958,467
Total	ARA - Burglar Alarm Permitting	10,576,635	10,935,102	10,935,102
6500070001	ARA - Payroll Services			
424080	Interfund Payroll Services	671,673	623,935	673,310
426290	Other Service Charges	101,000	89,000	90,270
Total	ARA - Payroll Services	772,673	712,935	763,580
6500070007	ARA - Asset Disposition/PDMO			

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
434205	Sale of Scrap Metal	2,000	2,000	2,000
434225	Sale of Non-Capital Equip. & Merchandise	300,000	300,000	300,000
Total	ARA - Asset Disposition/PDMO	302,000	302,000	302,000
6500080003	ARA - 3-1-1			
424040	Interfund 311	373,376	373,376	373,376
6500080007	ARA - Mayor's Anti Gang			
434505	Prior Year Expenditure Recovery	0	(496)	0
Total	Administration and Regulatory Affairs	204,386,050	204,469,339	201,409,845

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	11,752,272	9,724,780	9,613,555	9,962,561
500030	Salary Part Time - Civilian	388,824	412,580	399,107	321,671
500060	Overtime - Civilian	44,075	43,466	40,060	40,060
500090	Premium Pay - Civilian	10,011	25,000	23,930	23,930
500110	Bilingual Pay - Civilian	44,606	50,593	50,593	52,663
500210	Pay for Performance-Municipal	0	25,698	25,698	25,698
500240	HOPE Community Service Usage	1,059	0	0	0
500250	HOPE Union Business Usage	5,632	0	0	0
501050	Employee Awards	3,475	6,500	6,500	6,500
501070	Pension - Civilian	2,539,966	2,206,546	2,209,947	2,526,501
501120	Termination Pay - Civilian	277,940	10,000	159,915	11,373
502010	FICA - Civilian	907,295	779,350	769,001	791,773
503010	Health Ins-Act Civilian	1,929,050	1,649,512	1,649,512	1,567,194
503015	Basic Life Insurance - Active Civilian	6,965	7,465	5,469	5,774
503060	Long Term Disability-Civilian	18,405	16,567	15,797	16,543
503090	Workers Compensation-Civilian-Admin	52,976	49,831	54,935	53,846
503100	Workers Compensation-Civilian-Claim	28,072	19,500	29,700	27,557
504030	Unemployment Claims - Administration	5,987	36,331	10,000	17,000
Total	Personnel Services	18,016,610	15,063,719	15,063,719	15,450,644
511020	Construction Materials	0	0	22	0
511040	Audiovisual Supplies	19,134	0	0	0
511045	Computer Supplies	154,268	5,569	5,569	5,569
511050	Paper & Printing Supplies	2,799	6,434	6,434	6,434
511055	Publications & Printed Materials	1,667	1,260	1,260	1,400
511060	Postage	23,235	20,700	20,700	20,900
511070	Miscellaneous Office Supplies	64,847	43,421	43,421	44,722
511110	Fuel	11,581	17,234	17,234	18,857
511115	Vehicle Repair & Maintenance Supplies	130	1,950	1,950	4,112
511120	Clothing	5,461	4,780	4,780	4,780
511125	Food Supplies	186	1,480	1,480	1,480
511150	Miscellaneous Parts & Supplies	14,964	14,778	14,778	14,478
Total	Supplies	298,272	117,606	117,628	122,732
520100	Temporary Personnel Services	164,930	160,784	145,512	106,347
520102	Security Services	3,261	9,600	9,600	9,600
520105	Accounting & Auditing Services	1,275,317	1,298,818	1,298,818	1,298,818
520107	Computer Info/Contr	3,464	0	1,998	3,500
520108	Information Resource Services	20	0	200	200
520109	Medical Dental & Laboratory Services	1,489	400	506	530
520110	Management Consulting Services	8,820	21,731	21,731	21,731
520112	Banking Services	103,199	100,000	100,000	100,000
520114	Miscellaneous Support Services	15,340	31,860	31,860	33,860
520119	Computer Equipment/Software Maintenance	123,526	185,232	185,232	196,216
520121	IT Application Svcs	271,258	217,446	238,126	304,403
520122	Office Equipment Services	104	0	0	0
520123	Vehicle & Motor Equipment Services	18,718	21,654	21,654	0
520124	Other Equipment Services	(459)	0	0	0
520126	Construction Site Work Services	2,746	1,080	1,080	0
520141	Engineering Services	606	0	0	0
520510	Mail/Delivery Services	569	690	690	690
520515	Print Shop Services	28,641	10,054	23,000	23,000
520520	Printing & Reproduction Services	25,674	13,590	13,590	14,590

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
520605	Advertising Services	40,456	180	180	190
520705	Insurance Fees	3,446	15,977	15,977	8,313
520725	Assessments - Other Governments	0	4,200	4,200	4,200
520765	Membership & Professional Fees	11,105	7,147	7,147	8,383
520805	Education & Training	29,874	28,114	28,114	20,650
520905	Travel - Training Related	30,843	16,604	16,604	16,604
520910	Travel - Non-Training Related	1,281	7,970	7,970	10,495
521405	Building Maintenance Services	1,440	0	0	0
521415	Land and Grounds Maintenance	(100)	0	0	0
521605	Data Services	89,969	96,313	96,313	126,986
521610	Voice Services	327,127	275,376	252,866	424,545
521620	Voice Equipment	27,068	8,074	9,904	9,499
521625	Voice Labor	1,871	10,236	10,236	12,042
521630	GIS Revolving Fund Services	16,879	18,507	18,507	31,013
521635	Voice Services -Wireless	0	102,790	102,790	115,620
521705	Vehicle/Equipment Rental/Lease	0	2,879	2,879	7,039
521715	Office Equipment Rental	82,477	71,445	71,445	71,445
521730	Parking Space Rental	114,562	85,098	85,098	85,098
521735	Hobby Parking Space Rental	0	56,600	56,600	56,600
522430	Miscellaneous Other Services & Charges	95,704	24,928	24,928	6,209
522435	Interest Charges Past Due Accounts	45	500	500	500
522720	Interfund Payroll Services	(6,865)	0	0	0
522721	Interfund HR Client Services	184,368	174,375	174,375	238,824
522722	KRONOS Service Chargeback	10,165	8,969	8,969	9,938
522795	Other Interfund Services	0	114,270	114,270	119,618
522840	Houston Permitting Center Rent Chargeback	392,342	348,741	348,741	413,166
522845	Interfund Vehicle Services	0	0	0	14,282
Total	Other Services and Charges	3,501,280	3,552,232	3,552,210	3,924,744
551015	Non-Capital Computer Equipment	3,045	1,347	1,347	0
Total	Non-Capital Equipment	3,045	1,347	1,347	0
532015	Transfers to Convention & Entertainment	(402,568)	0	0	0
532025	Transfers to Special Revenues	6,329,031	7,175,893	7,175,893	10,090,460
Total	Debt Service and Other Uses	5,926,463	7,175,893	7,175,893	10,090,460
Grand Total Expenditures		27,745,670	25,910,797	25,910,797	29,588,580

CITY CONTROLLER

Department Description and Mission

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

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

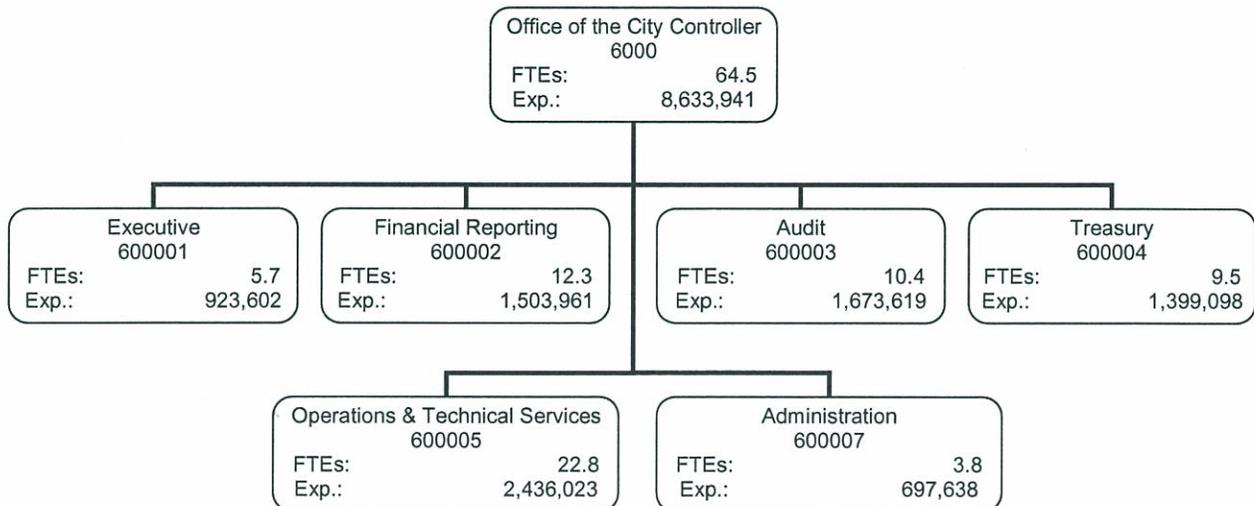
Department Short Term Goals:

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

Department Long Term Goals:

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

Department Organization



FISCAL YEAR 2015 BUDGET

Business Area Budget Summary

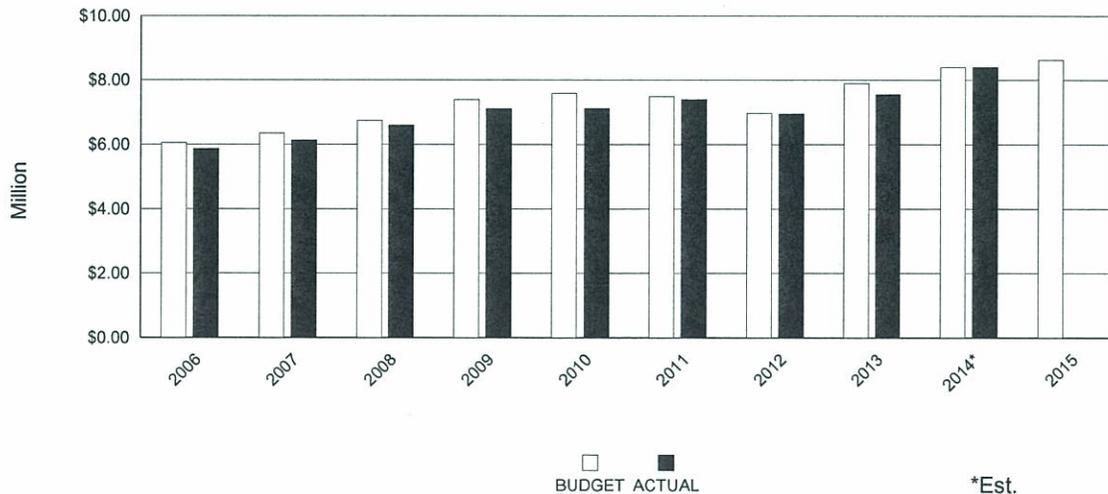
Fund Name : General Fund
 Business Area Name : City Controller
 Fund No./Bus. Area No. : 1000 / 6000

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	6,713,026	7,003,715	7,003,715	7,217,438
	Supplies	79,355	136,362	148,362	154,362
	Other Services and Charges	744,419	1,257,785	1,245,785	1,262,141
	Equipment	16,007	0	0	0
	Total M & O Expenditures	7,552,807	8,397,862	8,397,862	8,633,941
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	7,552,807	8,397,862	8,397,862	8,633,941
Revenues		41,998	0	0	0
Staffing	Full-Time Equivalents - Civilian	64.9	65.6	65.6	64.5
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	64.9	65.6	65.6	64.5
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0

Significant Budget Changes and Highlights

- o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases.
- o The FY2015 Budget provides funding for the continuation of current service levels.
- o Provides funding for the A-133 Audit as it relates to performing audit testing on all 14 Grant Programs subject to the Single Audit portion of the annual CAFR preparation.

**City Controller
Current Budget vs Actual Expenditures**



FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : City Controller Fund No./Bus Area No. : 1000 / 6000						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Executive 600001 Sets policy for the City Controller's Office, serves as the independent financial voice for the City of Houston, and provides the communication link between the office and the public.	7.0	958,748	6.6	976,469	5.7	923,602
Financial Reporting 600002 Provides timely and accurate monthly financial reports and prepares the Comprehensive Annual Financial Report (CAFR).	11.8	1,212,004	12.3	1,327,181	12.3	1,503,961
Audit 600003 Provides the Mayor, City Council and department management with independent analyses, assurances and recommendations concerning the adequacy and effectiveness of the City's internal control structure. Responds to Fraud Hotline.	11.4	1,381,601	10.0	1,763,669	10.4	1,673,619
Treasury 600004 Manages all investments of City funds except pension and trust funds. Oversees all debt operations, revolving credit agreements and letters of credit, new debt issuances and refinancing of existing debt.	8.7	1,230,136	8.5	1,315,945	9.5	1,399,098
Operations & Technical Services 600005 Reviews and approves financial transactions relating to disbursements and payroll; maintains archive records of City transactions; performs bank reconciliations; coordinates tax reviews of City vendors. Certifies funds for Council Action. Processes unclaimed property.	22.5	2,181,048	22.5	2,256,544	22.8	2,436,023

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : City Controller Fund No./Bus Area No. : 1000 / 6000						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Administration 600007 Provides the Office of the City Controller with services in human resources, budget, purchasing and administrative processes to maximize staff productivity.	3.5	589,270	5.7	758,054	3.8	697,638
Total	64.9	7,552,807	65.6	8,397,862	64.5	8,633,941

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ACCOUNTANT SUPERVISOR	24	1.0	1.0	
ADMINISTRATION MANAGER	26	1.0	1.0	
ADMINISTRATION MANAGER (EXE LEV)	26	1.0	1.0	
ADMINISTRATIVE ASSISTANT	17	8.0	8.0	
ADMINISTRATIVE ASSOCIATE	13	2.0	2.0	
ADMINISTRATIVE COORDINATOR	24	2.0	2.0	
ADMINISTRATIVE SPECIALIST	20	3.0	1.0	(2.0)
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	1.0	1.0	
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	
ASSISTANT CITY AUDITOR I	14	1.0	0.0	(1.0)
ASSISTANT CITY AUDITOR III	25	4.0	4.0	
ASSISTANT CITY AUDITOR IV	27	4.0	3.0	(1.0)
ASSISTANT CITY AUDITOR V	29	2.0	2.0	
ASSISTANT CITY CONTROLLER I	13	1.0	2.0	1.0
ASSISTANT CITY CONTROLLER II	19	2.0	2.0	
ASSISTANT CITY CONTROLLER III	25	4.0	4.0	
ASSISTANT CITY CONTROLLER IV	27	5.0	5.0	
ASSISTANT CITY CONTROLLER V	29	3.0	3.0	
CITY AUDITOR (EXE LEV)	34	1.0	1.0	
CITY CONTROLLER		1.0	1.0	
DEPUTY CITY CONTROLLER (EXE LEV)	36	4.0	4.0	
DEPUTY DIRECTOR (EXE LEV)	34	0.0	1.0	1.0
DEPUTY DIRECTOR-CONTROLLER'S OFFICE (EXE LEV)	31	2.0	2.0	
LAN SPECIALIST	26	1.0	1.0	
MANAGEMENT ANALYST IV	25	2.0	2.0	
MICROCOMPUTER ANALYST	20	0.0	1.0	1.0
SENIOR ACCOUNT CLERK	13	1.0	1.0	
SENIOR STAFF ANALYST (EXE LEV)	28	2.0	1.0	(1.0)
SENIOR TREASURY ANALYST	26	3.0	3.0	
STAFF ANALYST (EXE LEV)	26	1.0	1.0	
STUDENT INTERN II	10	1.0	1.0	
SYSTEMS SUPPORT ANALYST IV	25	2.0	2.0	
TREASURY ANALYST	21	1.0	1.0	
TREASURY MANAGER	30	1.0	1.0	
Total FTEs		70.0	68.0	(2.0)
Less adjustment for Civilian Vacancy Factor		4.4	3.5	(0.9)
Full-Time Equivalent		65.6	64.5	(1.1)

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	4,709,647	4,863,643	4,847,643	4,971,619
500030	Salary Part Time - Civilian	13,129	63,868	63,868	33,506
500060	Overtime - Civilian	743	0	0	0
500110	Bilingual Pay - Civilian	1,803	1,820	1,820	1,820
501070	Pension - Civilian	1,011,947	1,099,928	1,099,928	1,260,800
501120	Termination Pay - Civilian	91,797	4,000	20,000	60,801
501160	Vehicle Allowance - Civilian	4,201	4,200	4,200	4,200
502010	FICA - Civilian	349,686	361,826	361,826	367,739
503010	Health Ins-Act Civilian	505,406	575,024	575,024	487,669
503015	Basic Life Insurance - Active Civilian	2,744	3,739	3,739	2,890
503060	Long Term Disability-Civilian	4,967	5,535	5,535	5,399
503090	Workers Compensation-Civilian-Admin	13,791	16,037	16,037	16,900
503100	Workers Compensation-Civilian-Claim	(105)	1,580	1,580	1,580
504030	Unemployment Claims - Administration	3,270	2,515	2,515	2,515
Total	Personnel Services	6,713,026	7,003,715	7,003,715	7,217,438
511045	Computer Supplies	14,917	60,012	65,512	66,512
511050	Paper & Printing Supplies	529	3,500	3,500	3,500
511055	Publications & Printed Materials	902	2,100	3,600	3,600
511060	Postage	35,868	35,000	35,000	38,000
511070	Miscellaneous Office Supplies	25,070	27,250	32,250	34,250
511145	Small Tools & Minor Equipment	846	0	0	0
511150	Miscellaneous Parts & Supplies	1,223	8,500	8,500	8,500
Total	Supplies	79,355	136,362	148,362	154,362
520100	Temporary Personnel Services	31,110	36,500	36,500	36,500
520105	Accounting & Auditing Services	81,027	459,000	432,000	432,000
520108	Information Resource Services	66,708	85,000	85,000	85,000
520109	Medical Dental & Laboratory Services	253	200	200	200
520112	Banking Services	90,043	160,000	160,000	160,000
520114	Miscellaneous Support Services	19,063	15,000	15,000	15,000
520119	Computer Equipment/Software Maintenance	130,610	67,000	82,000	82,000
520120	Communications Equipment Services	2,970	6,000	6,000	6,000
520121	IT Application Svcs	68,307	88,117	88,117	99,217
520510	Mail/Delivery Services	62	2,200	2,200	2,600
520515	Print Shop Services	16,134	5,473	5,473	5,473
520520	Printing & Reproduction Services	84	21,100	21,100	21,100
520705	Insurance Fees	(5)	1,025	1,025	989
520765	Membership & Professional Fees	6,460	8,865	8,865	9,165
520805	Education & Training	12,917	21,500	21,500	26,500
520905	Travel - Training Related	17,213	26,000	26,000	30,500
520910	Travel - Non-Training Related	6,951	3,500	3,500	5,500
521605	Data Services	14,712	27,849	27,849	6,035
521610	Voice Services	23,226	29,617	29,617	12,647
521620	Voice Equipment	6	1,750	1,750	1,750
521625	Voice Labor	0	2,218	2,218	2,218
521630	GIS Revolving Fund Services	2,654	3,319	3,319	3,730
521635	Voice Services -Wireless	0	4,105	4,105	7,949
521715	Office Equipment Rental	21,455	27,000	27,000	27,000
521720	Computer Equipment Rental	30,105	26,000	26,000	26,000
521725	Other Rental	707	1,300	1,300	1,300

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
521730	Parking Space Rental	36,646	48,377	48,377	48,377
522305	Freight Charges	8	0	0	0
522430	Miscellaneous Other Services & Charges	14,573	24,098	24,098	30,670
522435	Interest Charges Past Due Accounts	2	0	0	0
522721	Interfund HR Client Services	47,785	52,889	52,889	73,656
522722	KRONOS Service Chargeback	2,633	2,783	2,783	3,065
Total	Other Services and Charges	744,419	1,257,785	1,245,785	1,262,141
560230	Computer HW and Developed SW	16,007	0	0	0
Total	Equipment	16,007	0	0	0
Grand Total Expenditures		7,552,807	8,397,862	8,397,862	8,633,941



CITY COUNCIL

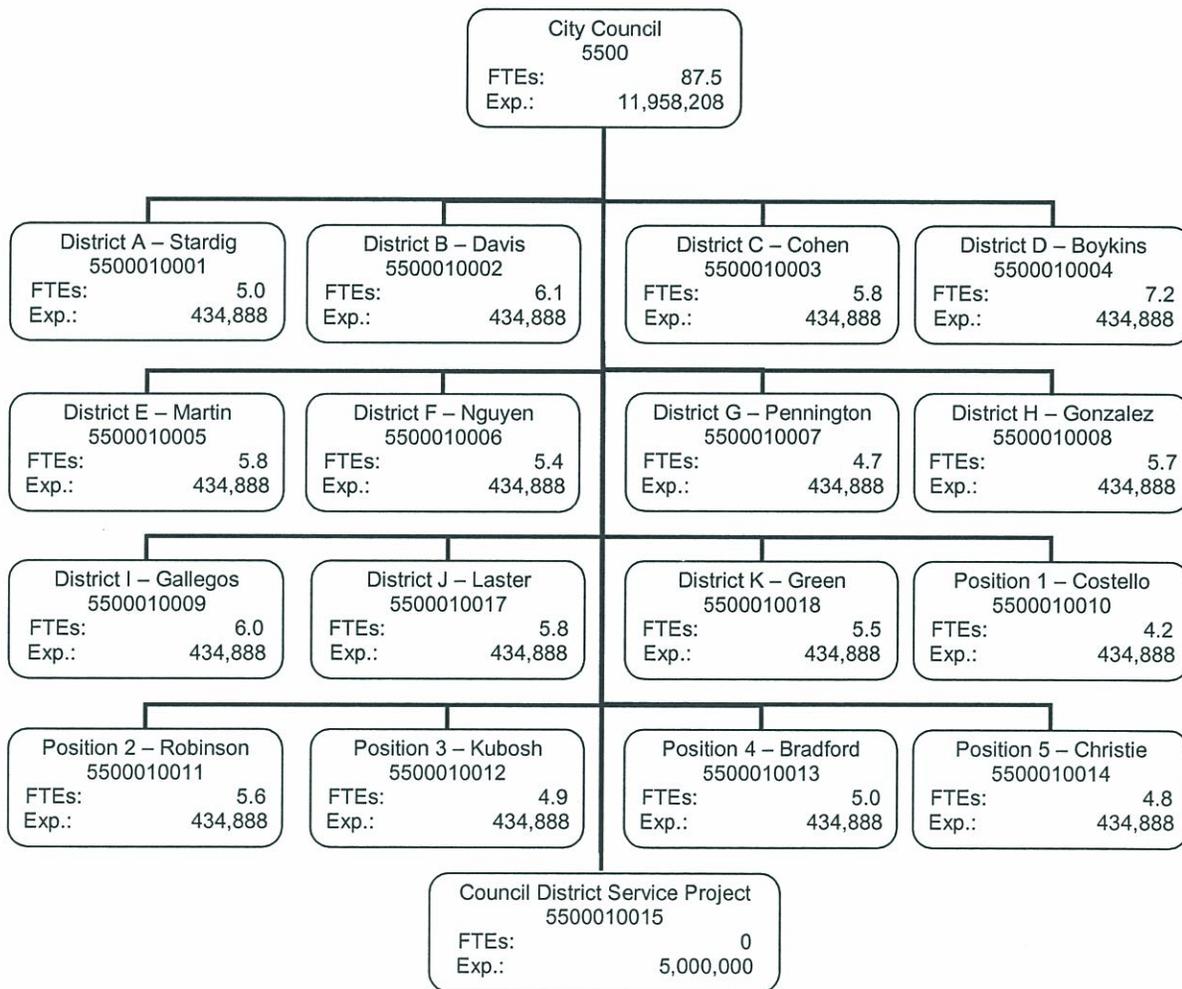
Department Description and Mission

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

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

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

Department Organization



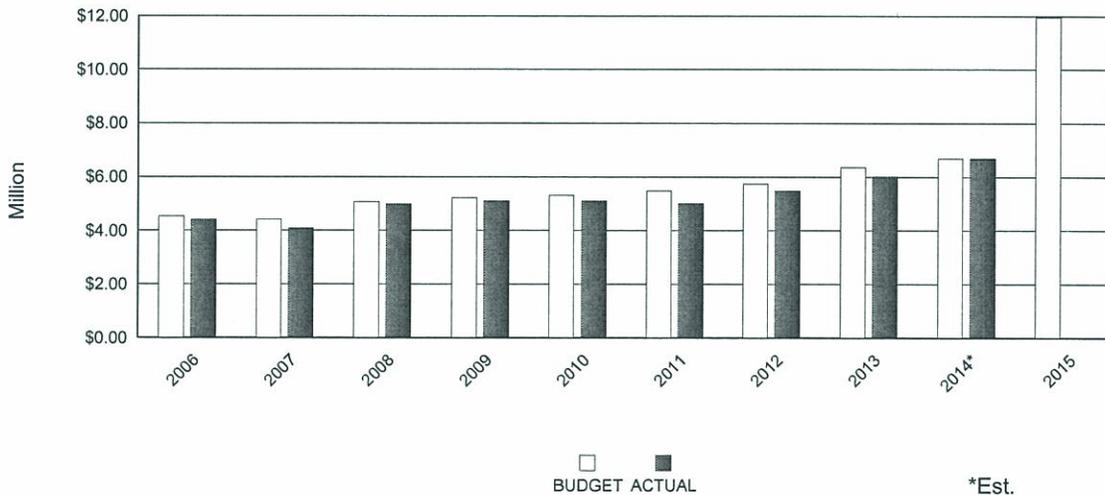
FISCAL YEAR 2015 BUDGET

Business Area Budget Summary

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

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	5,733,894	6,155,847	6,154,615	6,544,530
	Supplies	60,328	65,427	65,427	67,524
	Other Services and Charges	215,364	438,727	439,959	5,346,154
	Non-Capital Equipment	2,275	21,673	21,673	0
	Total M & O Expenditures	6,011,861	6,681,674	6,681,674	11,958,208
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	6,011,861	6,681,674	6,681,674	11,958,208
Revenues		0	0	0	0
Staffing	Full-Time Equivalents - Civilian	77.7	83.2	83.2	87.5
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	77.7	83.2	83.2	87.5
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. o Funding is allocated to District Council Members to address minor neighborhood issues.				

**City Council
Current Budget vs Actual Expenditures**



FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : City Council Fund No./Bus Area No. : 1000 / 5500						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
City Council 550001 Serves as a legislative body with power to enact all ordinances and resolutions. The Council Members determine policy, initiate legislation and administer duties set forth in the City Charter.	77.7	6,011,861	83.2	6,681,674	87.5	6,958,208
Council District Service Project 550002 Council District Service Project Program establishes a method to address minor neighborhood issues. Each District Council Member is allocated an equal amount from the \$5,000,000 to be utilized based on neighborhood needs and constituents' input in determining what money would be spent on what issues, with approval by the Mayor .	0.0	0	0.0	0	0.0	5,000,000
Total	77.7	6,011,861	83.2	6,681,674	87.5	11,958,208

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
COUNCIL ADMINISTRATIVE ASSISTANT (EXE LEV)	20	17.0	13.3	(3.7)
COUNCIL INTERN (EXE LEV)	8	4.4	7.0	2.6
COUNCIL MEMBER		16.0	16.0	
COUNCIL RESEARCH ASSISTANT (EXE LEV)	23	15.0	16.0	1.0
COUNCIL SECRETARY (EXE LEV)	15	13.3	18.2	4.9
SENIOR COUNCIL AIDE (EXE LEV)	28	17.0	17.0	
STUDENT INTERN I	4	0.5	0.0	(0.5)
Total FTEs		83.2	87.5	4.3
Less adjustment for Civilian Vacancy Factor		0.0	0.0	0.0
Full-Time Equivalents		83.2	87.5	4.3

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	3,765,466	3,888,350	3,888,323	4,166,135
500030	Salary Part Time - Civilian	370,702	510,338	510,338	430,843
500060	Overtime - Civilian	1,209	207	207	0
500110	Bilingual Pay - Civilian	7,771	6,327	6,327	3,615
501070	Pension - Civilian	809,386	915,372	915,372	1,056,536
501120	Termination Pay - Civilian	4,594	0	0	0
501160	Vehicle Allowance - Civilian	67,362	67,456	67,456	67,456
502010	FICA - Civilian	314,005	337,013	337,013	351,943
503010	Health Ins-Act Civilian	368,699	401,341	400,136	437,417
503015	Basic Life Insurance - Active Civilian	2,268	3,060	3,060	2,482
503060	Long Term Disability-Civilian	4,678	4,677	4,677	4,985
503090	Workers Compensation-Civilian-Admin	17,754	21,706	21,706	23,118
Total	Personnel Services	5,733,894	6,155,847	6,154,615	6,544,530
511040	Audiovisual Supplies	720	0	0	0
511045	Computer Supplies	3,285	5,527	5,527	2,600
511050	Paper & Printing Supplies	328	1,137	1,137	665
511055	Publications & Printed Materials	3,714	4,731	4,731	4,499
511060	Postage	12,156	3,658	3,658	2,621
511070	Miscellaneous Office Supplies	32,692	45,441	45,441	45,861
511120	Clothing	7,382	500	500	5,900
511125	Food Supplies	0	386	386	0
511150	Miscellaneous Parts & Supplies	51	4,047	4,047	5,378
Total	Supplies	60,328	65,427	65,427	67,524
520107	Computer Info/Contr	8,322	13,920	13,298	8,475
520109	Medical Dental & Laboratory Services	791	475	475	0
520110	Management Consulting Services	36	325	325	0
520115	Real Estate Lease/Office Rental	1,800	0	0	0
520120	Communications Equipment Services	0	1,326	1,326	1,326
520121	IT Application Svcs	17,548	46,916	46,916	67,745
520124	Other Equipment Services	117	1,839	1,839	0
520515	Print Shop Services	16,624	10,545	16,860	15,087
520520	Printing & Reproduction Services	19,043	17,668	26,869	15,250
520605	Advertising Services	691	349	547	349
520755	Contingency	0	89,450	76,437	45,140
520765	Membership & Professional Fees	1,690	2,525	2,525	850
520805	Education & Training	5,830	10,200	10,200	1,700
520905	Travel - Training Related	22,047	39,108	39,108	3,630
520910	Travel - Non-Training Related	47,944	54,821	53,974	72,922
521605	Data Services	23,482	64,630	64,630	37,609
521610	Voice Services	38,554	35,556	35,556	15,575
521615	Radio Communications	(2,300)	0	0	0
521620	Voice Equipment	544	5,424	5,424	5,424
521625	Voice Labor	352	6,880	6,880	6,880
521630	GIS Revolving Fund Services	3,196	4,496	4,496	4,624
521635	Voice Services -Wireless	0	22,834	22,834	27,963
521715	Office Equipment Rental	5,595	5,952	5,952	5,952
521725	Other Rental	0	0	0	6,000
522430	Miscellaneous Other Services & Charges	8	0	0	5,000,000
522722	KRONOS Service Chargeback	3,450	3,488	3,488	3,653
Total	Other Services and Charges	215,364	438,727	439,959	5,346,154
551010	Non-Capital Office Furniture & Equipment	2,275	21,673	21,673	0
Total	Non-Capital Equipment	2,275	21,673	21,673	0
Grand Total Expenditures		6,011,861	6,681,674	6,681,674	11,958,208



CITY SECRETARY

Department Description and Mission

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

Department Organization

City Secretary	
750001	
FTEs:	12.0
Exp.:	904,944

FISCAL YEAR 2015 BUDGET

Business Area Budget Summary

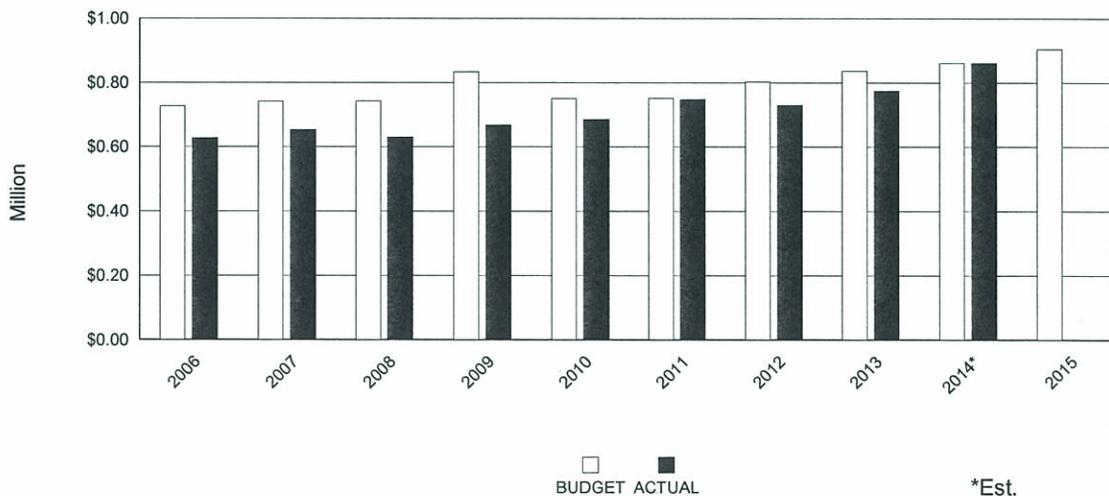
Fund Name : General Fund
 Business Area Name : City Secretary
 Fund No./Bus. Area No. : 1000 / 7500

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	637,740	712,558	712,558	736,673
	Supplies	13,365	18,500	18,500	15,843
	Other Services and Charges	123,629	130,522	130,522	152,428
	Total M & O Expenditures	<u>774,734</u>	<u>861,580</u>	<u>861,580</u>	<u>904,944</u>
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	<u>774,734</u>	<u>861,580</u>	<u>861,580</u>	<u>904,944</u>
Revenues		13,666	15,000	15,000	15,000
Staffing	Full-Time Equivalents - Civilian	10.7	12.4	12.4	12.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>10.7</u>	<u>12.4</u>	<u>12.4</u>	<u>12.0</u>
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0

Significant Budget Changes and Highlights

- o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases.

**City Secretary
Current Budget vs Actual Expenditures**



FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : City Secretary Fund No./Bus Area No. : 1000 / 7500						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
CSC - City Secretary 750001 The official custodian of the proceedings of City Council meetings; prepare weekly agenda. Prepare minutes and motions in final form, process ordinances and resolutions and receive vendor bid proposals.	10.7	774,734	12.4	861,580	12.0	904,944
Total	10.7	774,734	12.4	861,580	12.0	904,944

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ADMINISTRATIVE ASSISTANT	17	1.0	1.0	
ADMINISTRATIVE ASSOCIATE	13	3.0	3.0	
CITY SECRETARY	34	1.0	1.0	
EXECUTIVE OFFICE ASSISTANT	15	1.0	1.0	
OFFICE ASSISTANT	9	1.0	1.0	
OFFICE SUPERVISOR	17	1.0	1.0	
SENIOR CLERK	8	1.0	1.0	
SENIOR WORD PROCESSOR	12	1.0	1.0	
WORD PROCESSOR	10	2.0	2.0	
Total FTEs		<u>12.0</u>	<u>12.0</u>	<u>0.0</u>
Less adjustment for Civilian Vacancy Factor		<u>(0.4)</u>	<u>0.0</u>	<u>0.4</u>
Full-Time Equivalents		<u>12.4</u>	<u>12.0</u>	<u>(0.4)</u>

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
7500010001	CSEC - City Secretary			
426330	Miscellaneous Copies Fees	15,000	15,000	15,000
Total	City Secretary	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	407,410	426,371	426,371	457,584
500030	Salary Part Time - Civilian	33,002	65,465	65,465	37,767
500060	Overtime - Civilian	(37)	500	500	0
500110	Bilingual Pay - Civilian	1,804	0	0	0
501070	Pension - Civilian	87,622	96,856	96,856	116,043
501120	Termination Pay - Civilian	0	2,000	2,000	2,000
502010	FICA - Civilian	32,632	37,661	37,661	37,892
503010	Health Ins-Act Civilian	71,995	79,315	79,315	80,694
503015	Basic Life Insurance - Active Civilian	241	322	322	264
503060	Long Term Disability-Civilian	593	850	850	935
503090	Workers Compensation-Civilian-Admin	2,478	2,868	2,868	3,144
504030	Unemployment Claims - Administration	0	350	350	350
Total	Personnel Services	637,740	712,558	712,558	736,673
511060	Postage	822	2,000	2,000	2,000
511070	Miscellaneous Office Supplies	7,192	5,000	5,000	5,000
511150	Miscellaneous Parts & Supplies	5,351	11,500	11,500	8,843
Total	Supplies	13,365	18,500	18,500	15,843
520111	Real Estate Services	39,770	35,493	35,493	35,493
520121	IT Application Svcs	5,358	7,697	7,697	10,191
520122	Office Equipment Services	0	1,822	1,822	1,822
520126	Construction Site Work Services	15,629	0	0	0
520515	Print Shop Services	3,996	7,500	7,500	7,500
520705	Insurance Fees	681	189	189	2,343
521605	Data Services	4,034	5,159	5,159	6,325
521610	Voice Services	35,438	38,113	38,113	49,947
521620	Voice Equipment	2	687	687	687
521625	Voice Labor	286	870	870	870
521630	GIS Revolving Fund Services	494	577	577	667
521635	Voice Services -Wireless	0	0	0	334
521715	Office Equipment Rental	2,177	12,500	12,500	12,500
521730	Parking Space Rental	6,832	9,800	9,800	9,800
522721	Interfund HR Client Services	8,446	9,616	9,616	13,392
522722	KRONOS Service Chargeback	486	499	499	557
Total	Other Services and Charges	123,629	130,522	130,522	152,428
Grand Total Expenditures		774,734	861,580	861,580	904,944

FINANCE

Department Description and Mission

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

The Finance Department's strategic objectives are to:

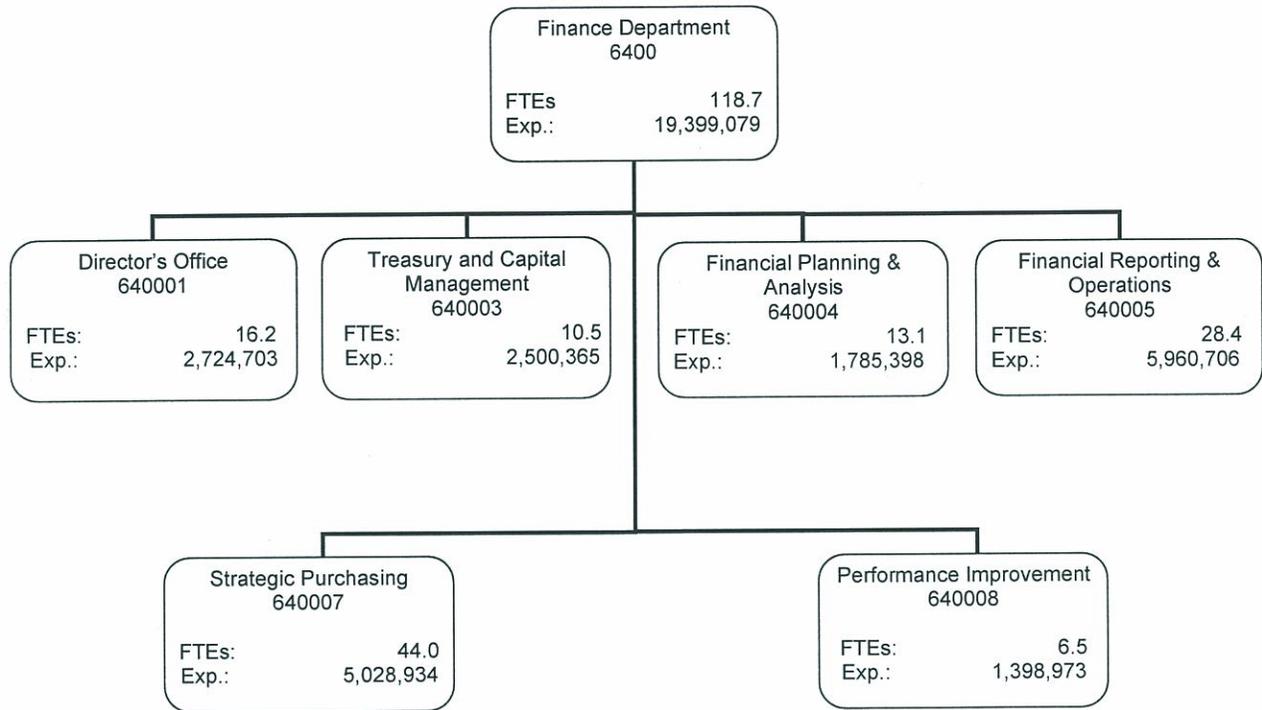
- Promote fiscal responsibility
- Serve the Administration, City Council, Departments, and Citizens
- Improve process execution internally and citywide
- Engage staff and provide them the resources they need to get the job done

Three year goals include:

- Promote fiscal responsibility
 - Certify all component units as meeting City of Houston financial management and reporting standards
 - Create and manage plans for maintaining and optimizing usage of the City's capital assets: facilities, fleet, equipment, and information technology
 - Maintain cost of service models for all fee-based and core City services; create optimization scenarios for major cost drivers
 - Accounts receivable collections program generates \$20 million incremental revenue citywide (baseline FY2011)
 - Zero findings in grants single audit (requires shared goals with departments)
- Serve the Administration, City Council, Departments, and Citizens
 - All financial data is stored and accessible in a financial data mart
 - The City's open data initiative has been recognized nationally for its ability to help us address resource and service problems
 - Transition Citywide performance measurement and reporting to SAP Strategy Management and successfully deploy in every department by July 2015
 - Our strategy, planning, budgeting, reporting, and support processes produce meaningful and useful results according to 95% of council members, staff, and members of the Mayor's administration
 - Receive Texas Comptroller's Gold Certificate Leadership Circle Award for Financial Transparency
- Improve process execution internally and citywide
 - All financial management processes have documented controls, up-to-date written procedures, instruction manuals, and associated training
 - All staff involved in financial processes have received baseline training and are receiving regular refresher training
 - All financial management processes are in a mode of continuous improvement and are managed with metrics and goals
 - Continue to implement "data-driven" performance management by successfully engaging all departments in at least one Performance Improvement Engagement (PIE)
 - Process Improvement/Lean Six Sigma program has been rolled out to all City departments; all City departments are in a mode of continuous improvement on one or more of their processes
 - The Procure-to-Payment process has been fully reengineered and has produced cost savings over \$50 million by July 2015

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

Department Organization





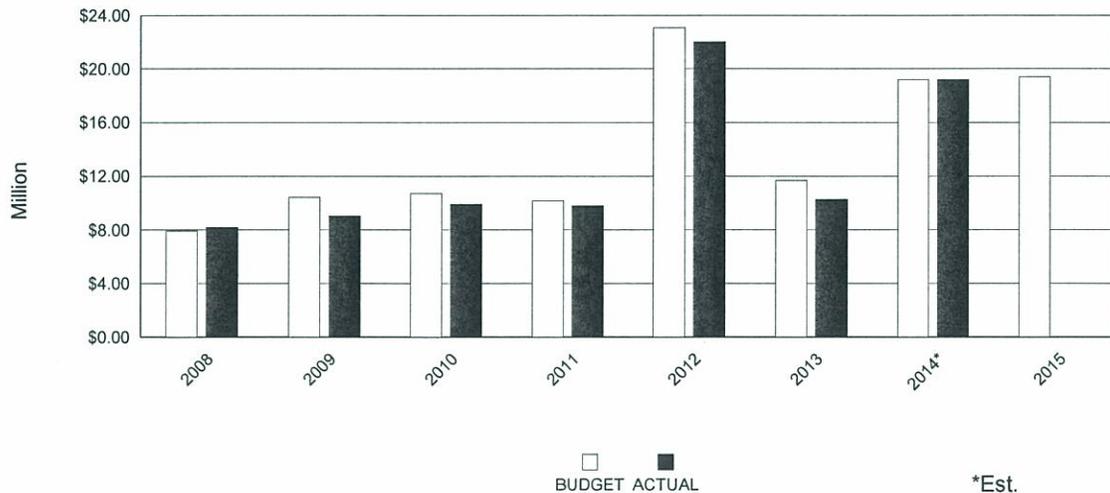
FISCAL YEAR 2015 BUDGET

Business Area Budget Summary

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

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	5,970,890	12,192,966	12,103,360	13,186,989
	Supplies	171,883	114,418	136,353	93,756
	Other Services and Charges	4,124,006	6,882,526	6,950,197	6,118,334
	Non-Capital Equipment	0	0	0	0
	Total M & O Expenditures	<u>10,266,779</u>	<u>19,189,910</u>	<u>19,189,910</u>	<u>19,399,079</u>
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	<u>10,266,779</u>	<u>19,189,910</u>	<u>19,189,910</u>	<u>19,399,079</u>
Revenues		1,525,654,150	1,588,257,350	1,631,437,099	1,752,830,448
Staffing	Full-Time Equivalents - Civilian	60.4	117.4	115.0	118.7
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>60.4</u>	<u>117.4</u>	<u>115.0</u>	<u>118.7</u>
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases.				
	o In FY2015, the Digital Automated Red Light Enforcement Program (DARLEP) budget of \$465,000 will be included in the Finance General Fund. It had previously been recorded in Special Revenue Fund 2212.				

**Finance Department
Current Budget vs Actual Expenditures**



Business Area Performance Measures					
Fund Name : General Fund Business Area Name : Finance Department Fund No./Bus Area No. : 1000 / 6400					
Performance Measure	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
% of Finance Employees Trained in Lean Six Sigma	F	N/A	95%	80%	95%
% of RCAs Completed within 7 Days	F	36%	95%	58%	95%
% of TPIA Requests Completed within 10 Days	F	N/A	N/A	N/A	100%
Average Days from Requisition to Purchase Order	F	N/A	10	6.8	7
Average Days to Award Procurement Contracts	F	N/A	150	95	128
Average Training Hours per FTE	F	N/A	17.87	15.61	22
CIP Plan vs Appropriation	F	N/A	N/A	64%	98%
Citywide General Fund Expenditures Budget vs Actual Utilization	F	99%	98%	98%	98%
Citywide General Fund Revenues Budget vs Actual Utilization	F	104%	100%	102%	100%
Collection Rates - Vendor Managed Revenues	F	31%	35%	29%	35%
Cost Allocation Plan vs Actual Indirect Cost Recovery to the General Fund	F	95%	95%	98%	95%
Financial and Management Reporting Satisfaction Rate	F	N/A	95%	100%	95%
Local Government Corporations Expenditures Budget vs Actual Utilization	F	N/A	N/A	N/A	98%
Number of Citywide Employees Trained in Lean Six Sigma	F	N/A	600	750	1,000
Projected Procurement Cost Savings Identified	F	N/A	N/A	\$25.6M	\$10M
Expenditures Budget vs Actual Utilization	F	88%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	102%	100%	103%	100%
<p>Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)</p> <p style="padding-left: 100px;">Fiscal Responsibility (F) Quality of Life (Q)</p>					

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Finance Department Fund No./Bus Area No. : 1000 / 6400						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Director's Office 640001 Promotes financial and strategic policies and the financial health of the City of Houston. In alignment with the departmental mission to serve the citizens of Houston and City Council, the Director's Office is committed to providing superior financial services through prudent and efficient management of the City's financial affairs.	15.9	2,240,219	16.0	2,409,997	16.2	2,724,703
Treasury and Capital Management 640003 The division serves the citizens of Houston by providing cost-efficient debt management services to the City and its enterprise funds for short, medium and long-term debt. As well, the division coordinates and oversees the City's Capital Improvement Plan, manages General Fund revenue streams, and forecasts and models tax revenues.	5.6	1,896,994	8.7	2,214,833	10.5	2,500,365
Financial Planning & Analysis 640004 The primary responsibility of this division is to develop and manage the City's Operating Budget and the Five Year Plan. It provides effective financial planning to promote fiscal responsibility and financial health of the City of Houston.	12.0	1,490,855	11.8	1,547,705	13.1	1,785,398
Financial Reporting & Operations 640005 The division is responsible for citywide oversight and monitoring of accounting, fixed assets, grants and cost accounting, accounts receivable and collections of general fund revenue streams, internal controls, and Enterprise Risk Management (ERM) process including updating financial and accounting policies and procedures. Coordinates the Comprehensive Annual Financial Report (CAFR) and Single Audit Report (SAR) for the administration.	22.3	4,038,026	30.5	7,122,226	28.4	5,960,706
Strategic Purchasing 640007 Manages citywide procurement of goods and services applying best practices that are consistent with applicable City policies and procedures and the State of Texas Bid Laws.	0.0	0	44.0	4,716,751	44.0	5,028,934

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Finance Department Fund No./Bus Area No. : 1000 / 6400						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Performance Improvement 640008 Leads financial and operational performance improvement projects to increase revenues, optimize expenditures, and improve operational effectiveness.	4.6	600,685	4.0	1,178,398	6.5	1,398,973
Total	<u>60.4</u>	<u>10,266,779</u>	<u>115.0</u>	<u>19,189,910</u>	<u>118.7</u>	<u>19,399,079</u>

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ACCOUNT CLERK	10	0.0	1.0	1.0
ADMINISTRATION MANAGER	26	1.0	1.0	
ADMINISTRATIVE AIDE	10	0.0	1.0	1.0
ADMINISTRATIVE ASSISTANT	17	5.0	5.0	
ADMINISTRATIVE ASSOCIATE	13	2.0	2.0	
ADMINISTRATIVE COORDINATOR	24	2.0	4.0	2.0
ADMINISTRATIVE SPECIALIST	20	7.0	7.0	
ADMINISTRATIVE SUPERVISOR	22	1.0	1.0	
ASSISTANT DIRECTOR (EXE LEV)	32	3.0	1.0	(2.0)
AUDITOR MANAGER	28	2.0	2.0	
AUDITOR SUPERVISOR	25	1.0	1.0	
CONTRACT ADMINISTRATOR	22	1.0	1.0	
CUSTOMER SERVICE MANAGER	29	1.0	0.0	(1.0)
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	6.0	9.0	3.0
DEPUTY DIRECTOR (EXE LEV)	34	2.0	1.0	(1.0)
DEPUTY DIRECTOR-FINANCE/ADMIN.	36	2.0	3.0	1.0
DIVISION MANAGER	29	10.0	11.0	1.0
FINANCE DIRECTOR	37	1.0	1.0	
FINANCIAL ANALYST I	15	1.0	0.0	(1.0)
FINANCIAL ANALYST II	18	0.0	1.0	1.0
FINANCIAL ANALYST III	21	4.0	4.0	
FINANCIAL ANALYST IV	25	14.0	15.0	1.0
MANAGEMENT ANALYST I	15	0.0	1.0	1.0
MANAGEMENT ANALYST II	18	1.0	2.0	1.0
MANAGEMENT ANALYST IV	25	4.0	3.0	(1.0)
MANAGEMENT INTERN	11	1.4	1.0	(0.4)
PROCUREMENT SPECIALIST	24	7.0	8.0	1.0
PURCHASING MANAGER	27	3.0	2.0	(1.0)
SENIOR AUDITOR	21	2.0	2.0	
SENIOR BUYER	22	4.0	3.0	(1.0)
SENIOR PROCUREMENT SPECIALIST	27	11.0	11.0	
SENIOR STAFF ANALYST	28	10.0	10.8	0.8
STAFF ANALYST	26	6.0	6.0	
SYSTEMS CONSULTANT	26	2.0	1.0	(1.0)
Total FTEs		117.4	122.8	5.4
Less adjustment for Civilian Vacancy Factor		0.0	4.1	4.1
Full-Time Equivalent		117.4	118.7	1.3

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
6400030001	Capital Management			
424110	Other Interfund Services	16,800	11,200	10,000
6400050001	Accounting			
428030	Release of Liens	3,000	23,000	0
428080	Returned Check Charges	1,000	100	0
428100	Interest on Liens-COH	110,929	56,000	0
434150	Streets & Bridges Assessments	54,804	105,000	0
Total Accounting		169,733	184,100	0
6400070001	Strategic Purchasing			
452030	Miscellaneous Revenue	5,001	278,962	276,500
6400090002	Accounts Receivable & Collections			
428030	Release of Liens	0	0	24,000
428080	Returned Check Charges	0	0	100
428100	Interest on Liens-COH	0	0	60,000
434150	Streets & Bridges Assessments	0	0	59,300
Total Accounts Receivable & Collections		0	0	143,400
6400090003	Treasury			
411020	Current Property Tax	859,521,878	892,507,812	978,268,258
411030	Current Year Delinquent Property Tax	55,117,122	58,343,462	63,861,740
411040	Delinquent Property Tax - Prior Years	640,832	890,888	738,164
411150	Prior Year Delinquent Property Tax-2002	0	268,717	0
411160	Prior Year Delinquent Property Tax-2003	112,546	0	0
411170	Prior Year Delinquent Property Tax-2004	133,633	198,691	0
411171	Prior Year Delinquent Property Tax-2005	191,803	243,176	164,630
411172	Prior Year Delinquent Property Tax-2006	195,654	342,915	201,489
411173	Prior Year Delinquent Property Tax-2007	408,610	386,021	284,130
411174	Prior Year Delinquent Property Tax-2008	796,001	755,307	319,846
411175	Prior Year Delinquent Property Tax-2009	1,454,101	1,466,793	625,825
411176	Prior Year Delinquent Property Tax-2010	2,232,503	2,545,922	1,215,343
411177	Prior Year Delinquent Property Tax-2011	2,466,762	3,749,397	2,109,478
411178	Prior Year Delinquent Property Tax-2012	8,075,555	6,128,889	3,056,929
411179	Prior Year Delinquent Property Tax-2013	0	0	4,992,166
411180	Current Delinquent - P & I	4,530,346	5,755,563	5,312,828
411190	Penalty&Interest-Delinq. Property Tax	8,469,654	7,244,437	6,687,172
411210	Property Tax Rebates	(479,000)	(500,000)	(500,000)
411220	Unclaimed Refunds of Property Tax	1,540,000	1,540,000	0
412010	Sales Tax	629,601,816	633,000,000	666,968,000
413010	Mixed Beverage Tax	9,800,000	13,443,847	13,977,900
414010	Bingo Tax	195,000	190,000	190,000
428060	Other Interest Income	11,000	11,000	11,000
432010	Interest on Pooled Investments	3,000,000	2,400,000	2,400,000
452020	Recoveries & Refunds	50,000	50,000	50,000
452030	Miscellaneous Revenue	0	0	1,000,000
Total Treasury		1,588,065,816	1,630,962,837	1,751,934,898
6400090005	DARLEP			
428095	Red Light Enforcement	0	0	465,000
432010	Interest on Pooled Investments	0	0	650
Total DARLEP		0	0	465,650
Total Finance Department		1,588,257,350	1,631,437,099	1,752,830,448

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	4,239,848	8,495,504	8,327,527	9,141,314
500030	Salary Part Time - Civilian	0	0	37,300	80,749
500060	Overtime - Civilian	27	0	0	0
500110	Bilingual Pay - Civilian	467	0	904	0
501050	Employee Awards	0	2,700	2,700	2,700
501060	Moving Expenses	0	193	193	0
501070	Pension - Civilian	925,243	1,956,158	1,945,963	2,318,233
501120	Termination Pay - Civilian	11,655	24,121	124,099	17,306
502010	FICA - Civilian	314,417	646,687	642,005	688,836
503010	Health Ins-Act Civilian	460,624	997,798	959,949	880,002
503015	Basic Life Insurance - Active Civilian	2,427	6,542	5,505	5,234
503060	Long Term Disability-Civilian	4,802	10,009	9,811	10,046
503090	Workers Compensation-Civilian-Admin	11,380	28,162	28,780	31,158
503100	Workers Compensation-Civilian-Claim	0	5,000	5,000	6,600
504030	Unemployment Claims - Administration	0	20,092	13,624	4,811
Total	Personnel Services	5,970,890	12,192,966	12,103,360	13,186,989
511040	Audiovisual Supplies	10,734	1,000	9,000	6,600
511045	Computer Supplies	119,566	16,931	33,556	18,037
511050	Paper & Printing Supplies	0	7,842	7,842	7,842
511055	Publications & Printed Materials	808	3,091	3,091	2,341
511060	Postage	2,613	26,190	26,190	5,750
511070	Miscellaneous Office Supplies	35,442	49,019	45,029	42,860
511110	Fuel	57	900	900	202
511115	Vehicle Repair & Maintenance Supplies	0	1,200	1,200	200
511125	Food Supplies	1,473	0	1,300	1,300
511150	Miscellaneous Parts & Supplies	1,190	8,245	8,245	8,624
Total	Supplies	171,883	114,418	136,353	93,756
520100	Temporary Personnel Services	142,655	192,460	246,259	127,500
520105	Accounting & Auditing Services	1,788,285	2,338,000	2,353,690	1,138,690
520108	Information Resource Services	1,064	151	80	151
520109	Medical Dental & Laboratory Services	443	500	600	500
520110	Management Consulting Services	298,681	1,641,116	1,585,198	1,280,388
520112	Banking Services	1,648	1,300	1,300	1,300
520114	Miscellaneous Support Services	3,947	11,515	20,000	20,420
520116	Parking Services Contract	2,484	0	0	0
520119	Computer Equipment/Software Maintenance	88,773	33,000	79,987	59,068
520120	Communications Equipment Services	383	2,618	9,786	2,618
520121	IT Application Svcs	97,721	158,566	144,831	175,344
520122	Office Equipment Services	112	0	0	0
520126	Construction Site Work Services	1,250	0	0	0
520136	Billing & Collection Services	1,070,193	1,200,000	1,163,104	1,315,677
520139	Motor Pool Charges	0	550	550	550
520157	Computer Software Maintenance Services	0	47,020	47,020	47,020
520160	CIP-Software	37,150	0	0	0
520510	Mail/Delivery Services	119	550	550	450
520515	Print Shop Services	39,589	42,406	49,095	47,181
520520	Printing & Reproduction Services	0	376	376	1,876
520605	Advertising Services	2,873	76,292	62,300	71,300
520705	Insurance Fees	2,993	6,671	6,671	9,178
520725	Assessments - Other Governments	0	0	0	7,679
520765	Membership & Professional Fees	7,496	8,521	9,176	10,717

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
520805	Education & Training	77,841	25,325	72,155	195,645
520905	Travel - Training Related	13,865	24,355	23,155	28,595
520910	Travel - Non-Training Related	6,799	9,924	10,200	10,000
521405	Building Maintenance Services	95,354	694	4,926	700
521605	Data Services	352	48,924	48,924	49,751
521610	Voice Services	17,747	58,566	58,866	8,185
521620	Voice Equipment	726	2,314	2,314	890
521625	Voice Labor	6,421	2,935	2,935	1,129
521630	GIS Revolving Fund Services	2,937	13,033	13,033	35,271
521635	Voice Services -Wireless	0	44,846	44,424	12,572
521715	Office Equipment Rental	12,117	17,180	21,448	26,232
521730	Parking Space Rental	15,847	13,114	9,928	35,000
521735	Hobby Parking Space Rental	0	26,642	23,642	33,424
522430	Miscellaneous Other Services & Charges	2,314	21,056	51,056	71,574
522620	Claims & Judgments	0	0	0	310,000
522721	Interfund HR Client Services	109,540	152,578	152,578	205,344
522722	KRONOS Service Chargeback	3,033	4,366	4,366	4,922
522795	Other Interfund Services	171,254	655,062	625,423	771,022
522845	Interfund Vehicle Services	0	0	251	471
Total	Other Services and Charges	4,124,006	6,882,526	6,950,197	6,118,334
	Grand Total Expenditures	10,266,779	19,189,910	19,189,910	19,399,079



HOUSTON INFORMATION TECHNOLOGY SERVICES

Department Description and Mission

The Information Technology Department (ITD) was created in 2002 to improve technology utilization throughout the City by using proven and emerging strategies to reduce cost, limit growth and improve citizen services, as well as, reduce security and system failure risks. On October 17, 2012, City Council approved Ordinance 2012-0908 pertaining to affairs with ITD. This ordinance also authorized the official department name change to "Houston Information Technology Services" (HITS).

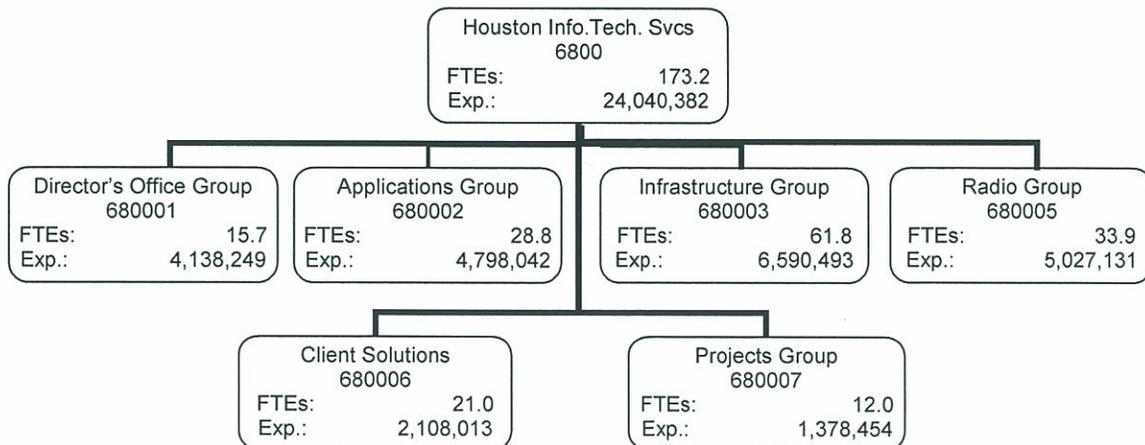
Department Short Term Goals

1. Implement Information Security framework and practice citywide with Chief Information Security Officer;
2. Standardize IT Project Management Methodology citywide;
3. Begin IT Asset Inventory Plan, Conversion and Delivery Citywide (Phase II of III);
4. Improve IT services by streamlining processes, consolidating resources, adopting new technology and aggregating such as service desk, network, telephony, servers, data centers and call centers;
5. Finalize the implementation of the HPD Records Management System (RMS), MCD Court System for Management of Resources and Technology (CSMART) and the 700 MHz Radio System;
6. Develop (3) Year IT Plan with one year Service Delivery Plan; and
7. Implement (2) Data Centers using Managed Service providers.

Department Long Term Goals

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

Department Organization



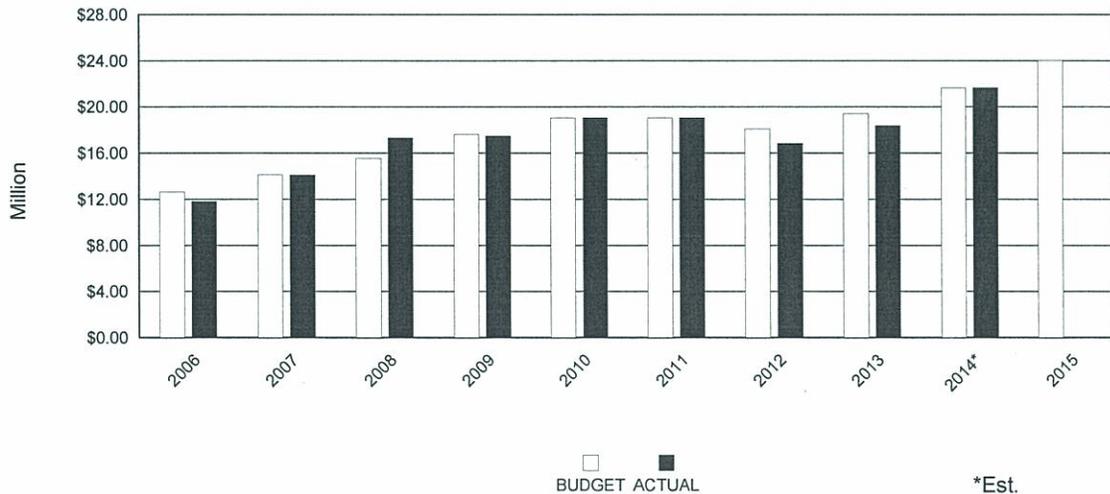
FISCAL YEAR 2015 BUDGET

Business Area Budget Summary

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

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	13,969,568	16,688,460	16,690,367	18,356,506
	Supplies	421,802	452,497	472,497	521,071
	Other Services and Charges	4,002,375	4,499,445	4,477,538	5,162,805
	Non-Capital Equipment	0	10,000	10,000	0
	Total M & O Expenditures	18,393,745	21,650,402	21,650,402	24,040,382
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	18,393,745	21,650,402	21,650,402	24,040,382
Revenues		10,948	311,040	187,190	425,480
Staffing	Full-Time Equivalents - Civilian	142.2	156.0	161.0	173.2
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	142.2	156.0	161.0	173.2
	Full-Time Equivalents - Overtime	2.1	1.1	1.3	2.4
Significant Budget Changes and Highlights	o FY2015 Budget provides funding for pension contribution and municipal employees 3% pay increases.				
	o Go-live phase for the new 700 MHz radio system.				
	o Continuing consolidating data centers to reduce operating and capital expenses.				
	o 5 additional FTEs transferred from Health, Planning, and ARA departments due to consolidation of technology services.				
	o 5 additional FTEs from Central Service Revolving Fund (Fund 1002) for staff previously assigned to CSMART project.				

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



FISCAL YEAR 2015 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area Name : Houston Information Technology Services Fund No./Bus Area No. : 1000 / 6800					
Performance Measure	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
HITS Call Center Abandonment Rate	I	N/A	7.13%	7.6%	7.0%
HITS Customer Service Calls Resolved within 5 Days	I	N/A	80%	88.8%	89%
HITS Customer Service First Contact Resolution	I	N/A	58%	58.7%	57%
HITS Customer Service Request/Incidents Received	I	N/A	42,000	42,380	45,000
HITS Customer Service Responses	I	N/A	4.4%	4.46%	4.5%
HITS Customer Service Survey Responses Received	I	N/A	10%	9.56%	11%
Expenditures Budget vs Actual Utilization	F	95%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	N/A	100%	60%	100%
<p>Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)</p> <p style="padding-left: 100px;">Fiscal Responsibility (F) Quality of Life (Q)</p>					

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Houston Information Technology Services Fund No./Bus Area No. : 1000 / 6800						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
HITS - Director's Office Group 680001 Citywide IT oversight, administrative support in financial analysis and reporting, cost accounting, capital planning, project staffing, funds management, asset management, procurement, contract compliance, open records and accounts payable. Management of cost common to entire IT Department.	13.2	3,719,751	14.0	3,624,225	15.7	4,138,249
HITS - Applications Group 680002 Provides citywide applications support and IT solutions for business processes to City departments. Responsible for implementing and supporting commercial off-the-shelf applications like 3-1-1, Fleet, the Contact Center, etc. The ERP Team supports Procurement, Human Resources, Financials, and Payroll applications.	21.1	3,829,819	22.0	4,562,157	28.8	4,798,042
HITS - Infrastructure Group 680003 Provides help desk/field support for citywide applications. Manages the City's network/telecommunications infrastructure, internet access and remote connectivity to ensure reliability. Manages server platforms, storage systems, data center facilities, server rooms, e-mail, communication systems, and system management tools.	65.3	6,258,271	57.0	6,248,587	61.8	6,590,493
HITS - Public Safety 680005 Responsible for upgrading current city radios to 700 MHz. (Radio Interoperability Project). The four existing radio systems will be replaced with a reliable, effective and efficient radio system that will improve citywide communications and provide for inter-agency interoperability between City, County, Regional, State and Federal agencies.	20.1	2,430,038	34.0	4,461,253	33.9	5,027,131
HITS - Client Solutions 680006 Provides system administration for the court's information system, application support, field services, data management, business analysis, and IT-related administrative support.	17.4	1,490,569	22.0	1,548,871	21.0	2,108,013

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Houston Information Technology Services Fund No./Bus Area No. : 1000 / 6800						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
HITS - Projects Group 680007 Responsible for business continuity and the development and implementation of IT policies, procedures and standards.	5.1	665,297	12.0	1,205,309	12.0	1,378,454
Total	<u>142.2</u>	<u>18,393,745</u>	<u>161.0</u>	<u>21,650,402</u>	<u>173.2</u>	<u>24,040,382</u>

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ADMINISTRATIVE ASSOCIATE	13	1.0	1.0	
ADMINISTRATIVE COORDINATOR	24	3.0	1.0	(2.0)
ADMINISTRATIVE SPECIALIST	20	5.0	7.0	2.0
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	
ASSISTANT CUSTOMER SERVICE MANAGER	26	1.0	1.0	
ASSISTANT DIRECTOR (EXE LEV)	32	7.0	8.0	1.0
ASSISTANT OPERATIONS MANAGER	22	2.0	2.0	
CENTRAL NETWORK ADMINISTRATOR	26	5.7	6.0	0.3
CHIEF INFORMATION OFFICER (EXE LEV)	36	1.0	1.0	
COMMUNICATIONS TECHNICIAN SUPERVISOR	25	3.7	4.0	0.3
CONTRACT ADMINISTRATOR	22	0.0	1.0	1.0
CUSTOMER SERVICE REP. I	13	0.0	1.0	1.0
DATA BASE ANALYST	22	0.7	0.0	(0.7)
DEPUTY DIRECTOR (EXE LEV)	34	3.0	2.3	(0.7)
DIVISION MANAGER	29	3.0	2.0	(1.0)
ERP BUSINESS SYSTEMS CONSULTANT	28	3.7	4.0	0.3
EXECUTIVE OFFICE ASSISTANT	15	1.0	1.0	
FIXED ASSET MANAGER	25	1.0	1.0	
GIS MANAGER	29	0.0	1.0	1.0
INFORMATION SYSTEMS ADMINISTRATOR	30	1.0	1.0	
IRM MANAGER	29	3.0	4.0	1.0
IS/IT HELP DESK COORDINATOR	10	1.0	1.0	
IT PROJECT MANAGER	28	7.0	7.0	
LAN SPECIALIST	26	3.0	3.0	
MAINTENANCE MECHANIC III	14	1.0	0.0	(1.0)
MANAGEMENT ANALYST IV	25	1.0	1.0	
MICROCOMPUTER ANALYST	20	8.0	5.0	(3.0)
OPERATIONS MANAGER	27	0.7	1.0	0.3
PROGRAMMER ANALYST I	16	2.0	2.0	
PROGRAMMER ANALYST II	19	1.0	1.0	
PROGRAMMER ANALYST III	22	1.0	1.0	
PROGRAMMER ANALYST IV	25	3.0	3.0	
SENIOR CENTRAL NETWORK ADMINISTRATOR	28	3.0	4.0	1.0
SENIOR COMMUNICATIONS TECHNICIAN	19	2.0	2.0	
SENIOR DATA BASE ANALYST	25	1.0	2.0	1.0
SENIOR FIXED ASSET SPECIALIST	17	1.0	0.0	(1.0)
SENIOR GIS ANALYST	24	0.0	1.0	1.0
SENIOR INVENTORY MANAGEMENT CLERK	12	1.4	1.0	(0.4)
SENIOR IT PROJECT MANAGER (EXE LEV)	30	1.0	4.0	3.0
SENIOR MICROCOMPUTER ANALYST	23	12.0	14.0	2.0

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
SENIOR PROJECT MANAGER	27	1.0	1.0	
SENIOR STAFF ANALYST	28	0.0	2.0	2.0
SENIOR TELECOMMUNICATIONS SPECIALIST	21	3.7	5.0	1.3
STAFF ANALYST	26	1.7	3.0	1.3
SYSTEMS ACCOUNTANT IV	29	2.0	2.0	
SYSTEMS CONSULTANT	26	4.0	6.0	2.0
SYSTEMS SUPPORT ANALYST I	16	1.0	2.0	1.0
SYSTEMS SUPPORT ANALYST II	19	1.0	2.0	1.0
SYSTEMS SUPPORT ANALYST III	22	4.0	5.0	1.0
SYSTEMS SUPPORT ANALYST IV	25	8.4	7.0	(1.4)
TECHNICAL HARDWARE ANALYST I	17	6.0	8.0	2.0
TECHNICAL HARDWARE ANALYST II	21	17.8	18.0	0.2
TECHNICAL HARDWARE ANALYST III	23	7.4	8.0	0.6
TELECOMMUNICATIONS SPECIALIST	18	2.0	1.0	(1.0)
TRAINING COORDINATOR	24	0.7	1.0	0.3
Total FTEs		158.6	175.3	16.7
Less adjustment for Civilian Vacancy Factor		2.6	2.1	(0.5)
Full-Time Equivalents		156.0	173.2	17.2

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
6800050001	HITS - Radio Comm Services			
424210	Interfund Radio Parts & Labor	1,800	1,800	1,440
424215	Interfund Radio System Access	48,240	48,240	48,240
426055	External Radio Parts & Labor	27,000	27,000	28,800
426520	External Radio System Fees	234,000	101,000	342,000
445050	Cell Tower Revenue	0	9,150	0
457020	Interfund Communication Equipment Repair	0	0	5,000
Total	HITS - Radio Comm Services	311,040	187,190	425,480
Total	Houston Information Technology Services	311,040	187,190	425,480

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	9,565,847	11,479,459	11,021,108	12,801,921
500060	Overtime - Civilian	160,949	139,320	216,054	195,500
500090	Premium Pay - Civilian	5,602	8,000	8,000	0
500110	Bilingual Pay - Civilian	1,947	2,000	2,000	2,000
501070	Pension - Civilian	2,049,736	2,605,406	2,602,784	3,246,565
501120	Termination Pay - Civilian	117,901	50,000	317,300	50,000
502010	FICA - Civilian	712,531	873,160	845,169	981,135
503010	Health Ins-Act Civilian	1,291,170	1,439,654	1,586,559	981,057
503015	Basic Life Insurance - Active Civilian	5,609	8,756	8,688	7,461
503060	Long Term Disability-Civilian	11,461	13,633	13,633	14,726
503090	Workers Compensation-Civilian-Admin	28,755	38,316	38,316	45,385
503100	Workers Compensation-Civilian-Claim	6,439	7,500	7,500	7,500
504030	Unemployment Claims - Administration	11,621	23,256	23,256	23,256
Total	Personnel Services	13,969,568	16,688,460	16,690,367	18,356,506
511020	Construction Materials	924	2,000	2,000	1,000
511025	Electrical Hardware & Parts	148,747	125,000	124,000	190,000
511030	Mechanical Hardware & Parts	225	0	1,000	0
511040	Audiovisual Supplies	0	3,000	3,000	3,000
511045	Computer Supplies	16,861	33,350	23,350	36,500
511055	Publications & Printed Materials	618	2,100	2,100	1,200
511070	Miscellaneous Office Supplies	29,409	47,000	37,000	41,200
511095	Small Technical & Scientific Equipment	100,470	105,000	105,000	105,000
511110	Fuel	62,341	69,847	69,847	60,971
511115	Vehicle Repair & Maintenance Supplies	112	3,300	3,300	0
511120	Clothing	4,070	3,000	3,000	3,500
511125	Food Supplies	1,800	5,000	5,000	4,000
511135	Recreational Supplies	18	0	0	0
511145	Small Tools & Minor Equipment	16,992	23,000	23,000	23,000
511150	Miscellaneous Parts & Supplies	39,215	30,900	70,900	51,700
Total	Supplies	421,802	452,497	472,497	521,071
520100	Temporary Personnel Services	93,765	119,722	119,722	129,420
520107	Computer Info/Contr	288,563	215,000	183,893	152,107
520108	Information Resource Services	2,803	2,900	4,100	4,100
520109	Medical Dental & Laboratory Services	1,427	1,500	2,100	1,500
520110	Management Consulting Services	1,178,487	1,138,525	1,138,525	1,065,039
520114	Miscellaneous Support Services	285,214	500	500	500
520119	Computer Equipment/Software Maintenance	71,707	99,000	99,000	98,500
520120	Communications Equipment Services	6,200	25,500	25,500	25,000
520121	IT Application Svcs	308,638	255,577	255,577	372,601
520123	Vehicle & Motor Equipment Services	21,163	30,500	18,500	0
520126	Construction Site Work Services	35,430	(953)	(953)	15,000
520510	Mail/Delivery Services	138	200	600	700
520515	Print Shop Services	1,960	2,100	2,500	2,500
520605	Advertising Services	7,034	7,000	6,900	7,000
520705	Insurance Fees	34,472	410,459	410,459	274,691
520765	Membership & Professional Fees	171,163	179,500	179,500	180,000
520805	Education & Training	49,738	29,875	26,750	71,750
520815	Tuition Reimbursement	0	1,750	1,150	0
520905	Travel - Training Related	4,137	8,875	12,000	7,000
520910	Travel - Non-Training Related	14,027	17,500	17,500	13,500
521505	Electricity	0	135,000	135,000	142,282

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
521510	Natural Gas	0	45,000	45,000	782
521605	Data Services	295,725	174,394	174,394	536,659
521610	Voice Services	470,838	116,358	116,358	33,763
521620	Voice Equipment	13,235	27,546	27,546	27,546
521625	Voice Labor	29,542	34,922	34,922	34,922
521630	GIS Revolving Fund Services	5,130	29,169	29,169	112,850
521635	Voice Services -Wireless	0	108,867	108,867	101,087
521715	Office Equipment Rental	20,013	24,100	24,100	23,100
521725	Other Rental	374,770	1,019,250	1,019,250	1,399,770
521730	Parking Space Rental	66,256	82,440	54,990	50,550
521735	Hobby Parking Space Rental	0	0	27,450	27,450
521905	Legal Services	235	0	300	500
522430	Miscellaneous Other Services & Charges	18,214	19,500	28,500	33,500
522435	Interest Charges Past Due Accounts	561	1,000	1,000	1,000
522721	Interfund HR Client Services	102,597	112,991	112,991	169,632
522722	KRONOS Service Chargeback	5,746	5,858	5,858	6,919
522730	Interfund Engineering Services	283	953	953	0
522845	Interfund Vehicle Services	23,164	17,067	27,067	39,585
Total	Other Services and Charges	4,002,375	4,499,445	4,477,538	5,162,805
551015	Non-Capital Computer Equipment	0	10,000	10,000	0
Total	Non-Capital Equipment	0	10,000	10,000	0
	Grand Total Expenditures	18,393,745	21,650,402	21,650,402	24,040,382

HUMAN RESOURCES

Department Description and Mission

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

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

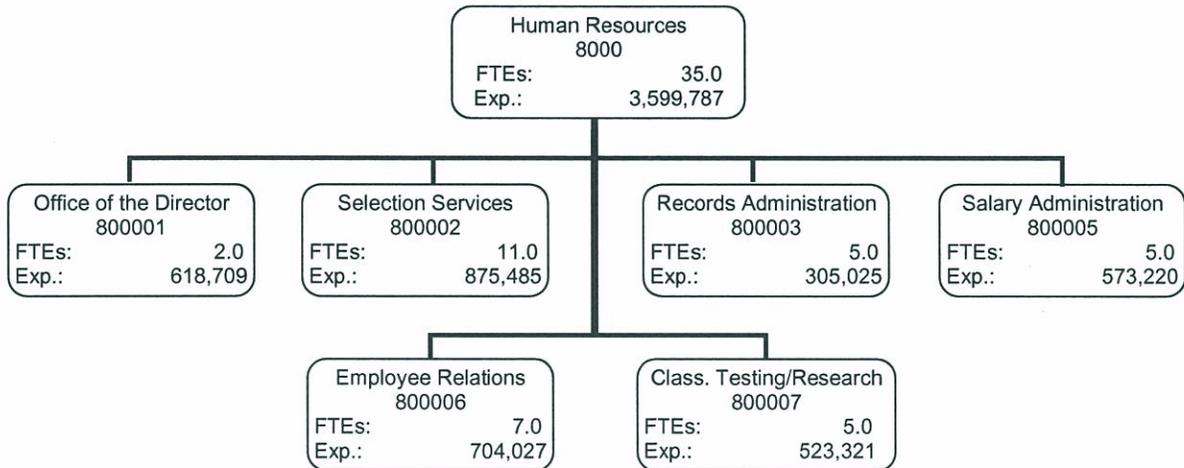
Department Short Term Goals

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

Department Long Term Goals

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

Department Organization

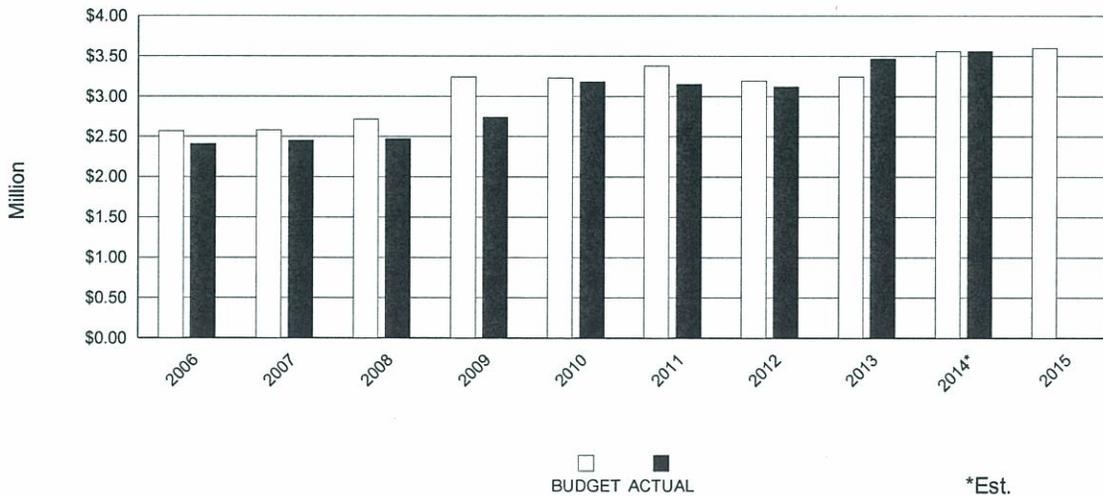


Business Area Budget Summary

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

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	2,779,573	2,877,319	2,877,319	3,089,219
	Supplies	34,805	59,176	59,176	57,965
	Other Services and Charges	619,259	598,265	598,265	445,903
	Equipment	0	11,000	11,000	0
	Non-Capital Equipment	32,913	13,027	13,027	6,700
	Total M & O Expenditures	<u>3,466,550</u>	<u>3,558,787</u>	<u>3,558,787</u>	<u>3,599,787</u>
	Debt Service & Other Uses	0	0	0	0
Total Expenditures	<u>3,466,550</u>	<u>3,558,787</u>	<u>3,558,787</u>	<u>3,599,787</u>	
Revenues		357,840	6,000	12,000	6,000
Staffing	Full-Time Equivalents - Civilian	34.4	33.0	30.3	35.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>34.4</u>	<u>33.0</u>	<u>30.3</u>	<u>35.0</u>
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases. o Added 2 FTEs dedicated to the classified employee testing process due to increased testing requirements. o Pursue and implement technological advances to improve operations, employee access/communications and transparency. 				

**Human Resources
Current Budget vs Actual Expenditures**



FISCAL YEAR 2015 BUDGET

Business Area Performance Measures					
Fund Name : General Fund Business Area Name : Human Resources Fund No./Bus Area No. : 1000 / 8000					
Performance Measure	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
Audit Active Personnel Files	F	7,013	17,250	10,250	16,500
Average Days to Hire from Initial Posting	J	N/A	60	55	55
Average Job Applications per Posting	J	N/A	150	150	150
City Employees Training Classes and Presentations on HR and Employee/Labor Relations	J	N/A	500	2,800	750
Job Applications Processed	J	287,773	200,000	220,000	200,000
New Hires	J	1,830	2,500	2,300	2,500
Participate In and Conduct Pay Structure Surveys	F	238	200	212	212
Vacancies Filled	J	3,362	5,000	5,000	5,000
Expenditures Budget vs Actual Utilization	F	107%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	5,964%	100%	200%	100%
<p>Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)</p> <p>Fiscal Responsibility (F) Quality of Life (Q)</p>					

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Human Resources Fund No./Bus Area No. : 1000 / 8000						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Office of the Director 800001 Provide executive support and leadership to all the divisions of the department.	1.7	747,926	2.0	722,810	2.0	618,709
Employment Resource & Services Div 800002 Manages system and processes that attract, recruit and onboard candidates. Serves as the final hiring authority for city departments. Ensures employment eligibility and compliance with federal, state and city regulations. Tracks applicants and analyzes staffing trends. Supports city departments in meeting affirmative action and various employment goals.	11.3	826,733	8.5	881,293	11.0	875,485
Records Administration 800003 Official custodian of the City's approximately 40,000 personnel records for all active and inactive employees. Administers the employment verification contract, ensuring vendor compliance. Ensures timely response to Texas Public Information Act requests, subpoenas and social service requests.	4.9	270,596	5.0	300,637	5.0	305,025
Salary Administration 800005 Administers the City's corporate classification and compensation programs to acquire, maintain and retain an experienced, competitive workforce. Ensures compliance with all applicable laws, regulations and codes.	5.0	558,482	5.0	584,701	5.0	573,220
Employee Relations 800006 The division promotes compliance (in areas such as EEO; ADA; TPIA; related laws, policies, and procedures; union contracts, and grievance processes) by providing advice; analysis; training; timely processing; policy and procedure development and updates, and data tracking. This division also handles the administrative activities of the Civil Service Commission (CSC) and the Police Officers' CSC.	7.3	613,372	6.8	710,527	7.0	704,027
Classified Testing and Research 800007 Fills all non-appointed classified positions in the Fire and Police Departments by developing and administering examinations mandated by Chapter 143 and service contracts with departments. Administers entrance examinations for the Fire and Police Departments mandated by Chapter 143.	2.6	266,690	3.0	358,819	5.0	523,321

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ADMINISTRATIVE AIDE	10	1.0	0.0	(1.0)
ADMINISTRATIVE COORDINATOR	24	3.0	3.0	
ADMINISTRATIVE SPECIALIST	20	0.0	2.0	2.0
DIVISION MANAGER	29	3.0	3.0	
HUMAN RESOURCES DIRECTOR	35	1.0	1.0	
HUMAN RESOURCES SPECIALIST	17	2.0	5.0	3.0
HUMAN RESOURCES SUPERVISOR	24	2.0	2.0	
HUMAN RESOURCES TECHNICIAN	12	1.0	3.0	2.0
RECORDS SUPERVISOR	18	1.0	1.0	
RECORDS TECHNICIAN	9	4.0	4.0	
SENIOR COMPENSATION SPECIALIST	22	2.0	2.0	
SENIOR HUMAN RESOURCES SPECIALIST	21	12.0	7.0	(5.0)
STAFF ANALYST	26	1.0	2.0	1.0
Total FTEs		33.0	35.0	2.0
Less adjustment for Civilian Vacancy Factor		0.0	0.0	0.0
Full-Time Equivalents		33.0	35.0	2.0

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
8000010001	Office of the Director			
426330	Miscellaneous Copies Fees	6,000	12,000	6,000
Total	Human Resources	<u>6,000</u>	<u>12,000</u>	<u>6,000</u>

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	1,895,824	1,849,004	1,849,004	2,077,445
500030	Salary Part Time - Civilian	36,299	0	0	0
500110	Bilingual Pay - Civilian	5,261	5,197	5,197	4,518
501070	Pension - Civilian	407,347	430,396	430,396	526,842
501120	Termination Pay - Civilian	440	111,857	111,857	0
502010	FICA - Civilian	139,461	137,350	137,350	156,753
503010	Health Ins-Act Civilian	278,120	296,056	296,056	310,307
503015	Basic Life Insurance - Active Civilian	1,117	1,086	1,086	1,209
503060	Long Term Disability-Civilian	2,697	2,588	2,588	2,975
503090	Workers Compensation-Civilian-Admin	7,082	7,961	7,961	9,170
503100	Workers Compensation-Civilian-Claim	6,104	35,824	35,824	0
504030	Unemployment Claims - Administration	(179)	0	0	0
Total	Personnel Services	2,779,573	2,877,319	2,877,319	3,089,219
511040	Audiovisual Supplies	802	1,903	1,903	1,000
511045	Computer Supplies	840	4,407	4,407	3,900
511050	Paper & Printing Supplies	2,130	6,604	6,604	8,379
511055	Publications & Printed Materials	4,563	15,053	15,053	13,700
511060	Postage	2,934	2,554	2,554	2,555
511070	Miscellaneous Office Supplies	20,878	27,002	27,002	27,171
511125	Food Supplies	2,350	143	143	0
511150	Miscellaneous Parts & Supplies	308	1,510	1,510	1,260
Total	Supplies	34,805	59,176	59,176	57,965
520100	Temporary Personnel Services	75,359	50,838	50,838	10,000
520109	Medical Dental & Laboratory Services	128	0	0	0
520110	Management Consulting Services	1,825	22,000	22,000	10,000
520114	Miscellaneous Support Services	41,696	44,452	44,452	65,216
520119	Computer Equipment/Software Maintenance	38,104	36,800	36,800	51,102
520120	Communications Equipment Services	0	420	420	300
520121	IT Application Svcs	31,021	266,954	266,954	113,381
520122	Office Equipment Services	0	870	870	0
520126	Construction Site Work Services	2,469	0	0	0
520515	Print Shop Services	1,477	4,435	4,435	4,119
520520	Printing & Reproduction Services	0	4,182	4,182	1,000
520605	Advertising Services	108	3,150	3,150	3,150
520705	Insurance Fees	744	1,247	1,247	1,214
520765	Membership & Professional Fees	4,335	4,675	4,675	5,790
520805	Education & Training	20,197	28,600	28,600	20,545
520905	Travel - Training Related	1,364	4,800	4,800	15,000
520910	Travel - Non-Training Related	2,543	100	100	2,100
521605	Data Services	8,098	75,135	75,135	83,824
521610	Voice Services	21,283	5,456	5,456	10,286
521620	Voice Equipment	3,932	4,663	4,663	4,449
521625	Voice Labor	194	5,369	5,369	5,369
521630	GIS Revolving Fund Services	1,529	1,760	1,760	1,835
521635	Voice Services -Wireless	0	6,640	6,640	10,866
521715	Office Equipment Rental	11,287	12,303	12,303	12,428
521730	Parking Space Rental	13,024	3,800	3,800	3,800
521735	Hobby Parking Space Rental	0	7,200	7,200	7,200
522430	Miscellaneous Other Services & Charges	334,462	920	920	920

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
522721	Interfund HR Client Services	0	0	0	523
522722	KRONOS Service Chargeback	1,460	1,496	1,496	1,486
522730	Interfund Engineering Services	917	0	0	0
522780	Interfund Photo Copy Services	1,703	0	0	0
Total	Other Services and Charges	619,259	598,265	598,265	445,903
560230	Computer HW and Developed SW	0	11,000	11,000	0
Total	Equipment	0	11,000	11,000	0
551010	Non-Capital Office Furniture & Equipment	8,610	800	800	3,500
551015	Non-Capital Computer Equipment	17,766	10,427	10,427	1,900
551020	Non-Capital Communication Equipment	6,537	1,800	1,800	1,300
Total	Non-Capital Equipment	32,913	13,027	13,027	6,700
Grand Total Expenditures		3,466,550	3,558,787	3,558,787	3,599,787



LEGAL

Department Description and Mission

The mission of the Legal Department is to provide the City of Houston with the highest quality municipal legal services, and to facilitate the operations of the City and protect its interests. The department is organized into eight General Fund and three Property and Casualty Fund operating sections to accomplish this mission. The General Fund sections include: Staff Administration, General Counsel, Municipal Prosecution, Real Estate, Neighborhood Services, Contracts, Public Works and Engineering Legal Administration and Office of Inspector General. The Property and Casualty Fund sections include: Claims and Subrogation, General Litigation and Labor, Employment and Civil Rights.

The Legal Department's work is funded primarily from the General Fund (Fund 1000) and the Property and Casualty Fund (Fund 1004). Additionally, some legal services related to workers' compensation benefits are funded out of the Workers' Compensation Fund.

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

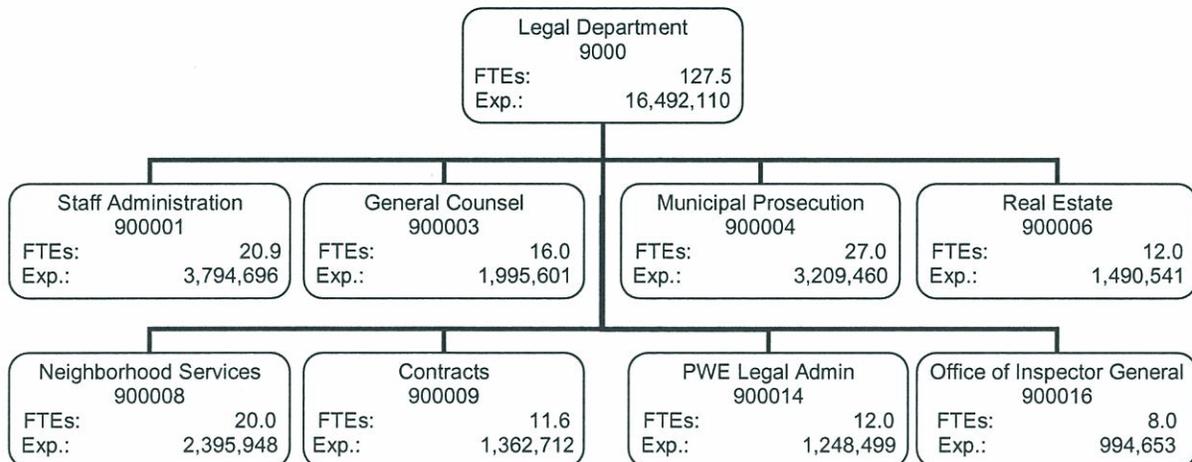
Department Short Term Goals

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

Department Long Term Goals

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

Department Organization



FISCAL YEAR 2015 BUDGET

Business Area Budget Summary

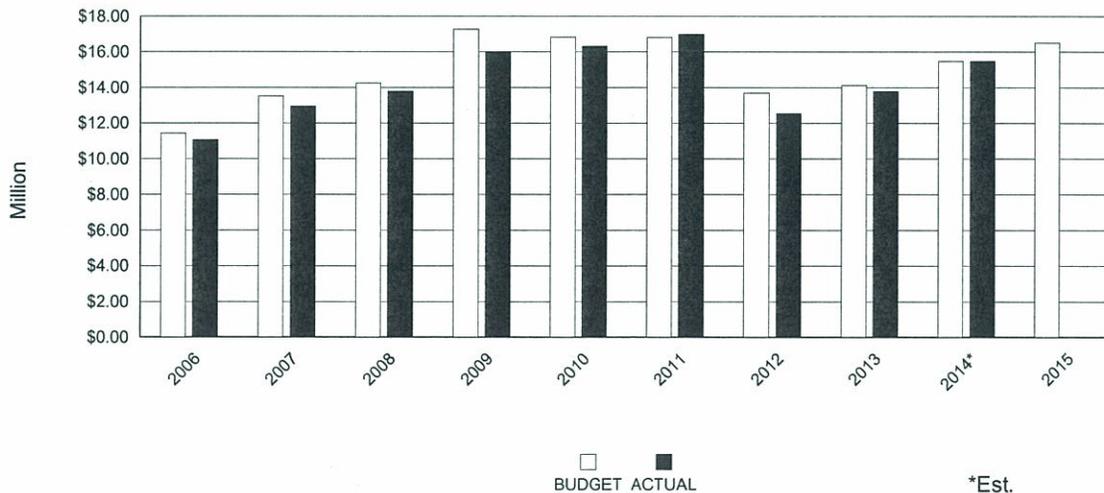
Fund Name : General Fund
 Business Area Name : Legal
 Fund No./Bus. Area No. : 1000 / 9000

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	12,803,032	14,248,409	14,310,399	15,246,091
	Supplies	444,528	393,186	374,421	385,353
	Other Services and Charges	526,343	811,628	769,606	860,666
	Non-Capital Equipment	4,907	15,000	13,797	0
	Total M & O Expenditures	13,778,810	15,468,223	15,468,223	16,492,110
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	13,778,810	15,468,223	15,468,223	16,492,110
Revenues		1,292,772	1,271,616	4,008,200	1,241,082
Staffing	Full-Time Equivalents - Civilian	116.4	125.6	125.6	127.5
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	116.4	125.6	125.6	127.5
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0

Significant Budget Changes and Highlights

- o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases.
- o The FY2015 Budget includes funding for an Assistant City Attorney II in the Office of Inspector General section.
- o In FY2015, the department will continue the process towards developing a more technology oriented law office environment that will reduce supplies and archiving service expenditures, enhance litigation techniques, and safeguard the department's data management infrastructure. The department is lagging behind private sector law departments in this area, which compromises its ability to perform at the level needed to compete effectively with firms which have invested in the technology to operate more efficiently.

**Legal
Current Budget vs Actual Expenditures**



Business Area Performance Measures

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

Performance Measure	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
Contracts Prepared	J,P,I,F,Q	1,200	1,185	1,100	900
Deed Restriction Inquiries/Complaints/Opened Files	P,F,Q	2,336	2,570	2,393	2,410
Deed Restriction Matters Closed without Litigation	P,F,Q	1,748	2,112	1,623	1,650
Deed Restriction Warning Letters Sent	P,F,Q	141	157	141	136
Municipal Courts Cases Prosecuted	P,I,F,Q	625,846	871,741	704,424	700,000
New Matters Opened in Legal for Handling	J,P,I,F,Q	9,375	9,900	9,989	9,900
Office of Inspector General Complaints Received	J,P,I,F,Q	395	375	441	475
Subpoenas Processed	J,P,I,F,Q	2,016	1,900	2,998	2,449
Expenditures Budget vs Actual Utilization	F	98%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	109%	100%	315%	100%

Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)
 Fiscal Responsibility (F) Quality of Life (Q)

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Legal Fund No./Bus Area No. : 1000 / 9000						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
LGL - Staff Administration Section 900001 Responsible for IT, payables, receivables, budget management, facility maintenance, conference rooms, HR assistance, courthouse deliveries, copy services, assignment matter set up, archiving, library organization and management feedback.	21.0	3,033,939	20.7	3,553,947	20.9	3,794,696
LGL - General Counsel Section 900003 Prepares code amendments/ordinances, research/prepare opinions, provide advice to City committees, handle sign code issues, ad valorem taxation, public info. requests, financial disclosure statements, Dept. of Justice submissions, subpoenas, muni. finance, legislation, elections, redistricting, annexation, utility franchise/rate setting matters, counsel regulatory boards and commissions.	15.8	1,888,193	16.0	1,908,047	16.0	1,995,601
LGL - Municipal Prosecution Section 900004 Represents the State in Municipal Courts; handles appealed cases, property disposition and tow hearings; assists citizens with direct filing of non-traffic misdemeanors; assists police and City inspectors with statutory and code enforcement and with drafting warrants; works directly with the presiding judge to solve problems and establish policy for the Municipal Courts.	22.5	2,471,655	27.0	2,997,583	27.0	3,209,460
LGL - Real Estate Section 900006 Provides legal services/draft ordinances, contracts, opinions, title reports and other documents relating to buying/selling/leasing/abandoning real estate, eminent domain proceedings, environmental and land development regulation, economic incentives and federal/state grant programs.	12.0	1,345,139	12.0	1,409,508	12.0	1,490,541
LGL - Neighborhood Services Section 900008 Enforces deed restrictions, responds to citizen complaints and Council and Mayor inquiries, files lawsuits, provides title work for Inspections and Public Service and deed restriction matters, attends dangerous building hearings, investigates Texas Alcohol Beverage Commission complaints, enforces sexually - oriented business ordinances and statutes, attends public hearings.	18.7	2,251,628	20.0	2,374,670	20.0	2,395,948
LGL - Contracts Section 900009 Responsible for preparing, reviewing, negotiating City contracts, drafting budget and appropriation ordinances and opinions, researching and issuing bid irregularity opinions, and handling McGregor Act claims and grants greater than \$400,000.	9.5	987,603	11.6	1,265,142	11.6	1,362,712

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Legal Fund No./Bus Area No. : 1000 / 9000						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
LGL - PWE Legal Administration Section 900014 Captures the payroll costs of 12 personnel in the Real Estate, Contracts and Labor, Employment and Civil Rights Sections who provides services exclusively to PWE which reimburses the Legal Department for said costs.	11.0	1,137,964	11.3	1,185,680	12.0	1,248,499
LGL - Office of Inspector General Section 900016 Investigates alleged violations by City employees (excluding employees of HPD), elected officials, Mayoral appointees, vendors and contractors of state or federal laws, City Charter provisions, City Ordinances, City Council Code of Conduct, Executive Orders, Administrative Procedures. Ombudsman for citizens with allegations of police misconduct; consults with Independent Police Oversight Board.	5.9	662,689	7.0	773,646	8.0	994,653
Total	116.4	13,778,810	125.6	15,468,223	127.5	16,492,110

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ADMINISTRATIVE AIDE	10	2.0	2.0	
ADMINISTRATIVE ASSISTANT	17	3.0	3.0	
ADMINISTRATIVE ASSISTANT (EXE LEV)	17	2.0	1.0	(1.0)
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	1.0	1.0	
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	1.0	1.0	
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	
ASSISTANT CITY ATTORNEY I	21	15.0	22.0	7.0
ASSISTANT CITY ATTORNEY II	24	16.0	17.0	1.0
CITY ATTORNEY	39	1.0	1.0	
COMMUNITY LIAISON	18	1.0	1.0	
DIVISION MANAGER	29	3.0	3.0	
EXECUTIVE OFFICE ASSISTANT	15	1.0	1.0	
FIRST ASSISTANT CITY ATTORNEY	37	2.0	2.0	
HUMAN RESOURCES ASSISTANT	13	1.0	1.0	
HUMAN RESOURCES SUPERVISOR	24	1.0	1.0	
IRM MANAGER	29	1.0	1.0	
LEGAL INVESTIGATOR	18	2.0	2.0	
LEGAL WORD PROCESSOR	11	1.0	1.0	
MESSENGER	6	1.0	1.0	
PARALEGAL I	12	4.0	3.0	(1.0)
RECEPTIONIST	7	1.0	1.0	
RECORDS TECHNICIAN	9	1.0	1.0	
SENIOR ACCOUNT CLERK	13	1.0	1.0	
SENIOR ASSISTANT CITY ATTORNEY I	30	11.0	13.0	2.0
SENIOR ASSISTANT CITY ATTORNEY II	32	14.6	12.6	(2.0)
SENIOR ASSISTANT CITY ATTORNEY, SECTION CHIEF	35	5.0	4.0	(1.0)
SENIOR LEGAL WORD PROCESSOR	13	1.0	1.0	
SENIOR OFFICE ASSISTANT	12	2.0	2.0	
SENIOR PARALEGAL	19	18.5	21.0	2.5
SENIOR PUBLIC LOSS INVESTIGATOR	24	3.0	2.0	(1.0)
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	1.0	
SYSTEMS SUPPORT ANALYST III	22	1.0	1.0	
Total FTEs		121.1	127.6	6.5
Less adjustment for Civilian Vacancy Factor		(4.5)	0.1	4.6
Full-Time Equivalents		125.6	127.5	1.9

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
9000010001	LGL - General Admin of Dept			
424070	Interfund Legal Services	1,255,316	1,172,000	1,220,282
426330	Miscellaneous Copies Fees	1,200	1,100	700
434305	Judgments & Claims	10,000	2,820,000	15,000
452020	Recoveries & Refunds	5,000	15,000	5,000
452030	Miscellaneous Revenue	100	100	100
Total	LGL - General Admin of Dept	1,271,616	4,008,200	1,241,082
Total	Legal	1,271,616	4,008,200	1,241,082

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	9,066,631	9,817,704	9,845,154	10,424,823
500030	Salary Part Time - Civilian	69,718	83,548	81,750	86,058
500060	Overtime - Civilian	23	0	0	0
500110	Bilingual Pay - Civilian	5,240	4,563	6,371	6,328
501070	Pension - Civilian	1,952,268	2,228,796	2,299,828	2,643,729
501120	Termination Pay - Civilian	37,499	213,150	233,150	213,095
502010	FICA - Civilian	643,123	713,695	714,956	756,115
503010	Health Ins-Act Civilian	986,136	1,119,386	1,071,923	1,048,950
503015	Basic Life Insurance - Active Civilian	5,360	7,456	6,613	6,083
503060	Long Term Disability-Civilian	9,663	10,205	10,205	10,787
503090	Workers Compensation-Civilian-Admin	25,513	28,849	28,849	33,423
503100	Workers Compensation-Civilian-Claim	0	1,500	1,500	1,500
504030	Unemployment Claims - Administration	1,858	19,557	10,100	15,200
Total	Personnel Services	12,803,032	14,248,409	14,310,399	15,246,091
511045	Computer Supplies	109,909	90,951	90,951	90,000
511050	Paper & Printing Supplies	16,381	16,000	15,800	16,000
511055	Publications & Printed Materials	224,549	200,000	182,379	190,000
511060	Postage	20,743	23,000	17,500	18,000
511070	Miscellaneous Office Supplies	65,856	60,500	64,556	70,000
511110	Fuel	3,331	2,735	2,735	1,353
511150	Miscellaneous Parts & Supplies	3,759	0	500	0
Total	Supplies	444,528	393,186	374,421	385,353
520100	Temporary Personnel Services	7,197	0	0	0
520107	Computer Info/Contr	0	0	0	113,000
520108	Information Resource Services	291	0	0	0
520109	Medical Dental & Laboratory Services	830	800	800	800
520112	Banking Services	441	300	300	300
520114	Miscellaneous Support Services	119,095	202,956	170,554	173,000
520119	Computer Equipment/Software Maintenance	15,000	7,000	7,000	7,000
520121	IT Application Svcs	25,490	66,341	66,341	90,139
520123	Vehicle & Motor Equipment Services	0	3,000	3,000	0
520510	Mail/Delivery Services	76	1,000	300	300
520515	Print Shop Services	2,699	3,000	5,492	4,650
520520	Printing & Reproduction Services	36,275	35,000	35,000	35,000
520605	Advertising Services	489	0	0	0
520705	Insurance Fees	1,986	8,166	8,166	7,343
520765	Membership & Professional Fees	26,385	31,700	31,010	31,710
520805	Education & Training	19,388	34,600	34,400	34,400
520905	Travel - Training Related	7,622	8,372	10,230	10,700
520910	Travel - Non-Training Related	4,506	10,100	9,400	9,600
521605	Data Services	33,666	67,792	67,792	60,523
521610	Voice Services	56,724	66,229	66,229	33,235
521620	Voice Equipment	256	1,556	1,556	1,556
521625	Voice Labor	601	1,973	1,973	1,973
521630	GIS Revolving Fund Services	4,806	6,030	6,030	6,704
521635	Voice Services -Wireless	0	11,991	11,991	12,744
521715	Office Equipment Rental	44,520	42,000	44,500	44,500
521730	Parking Space Rental	88,020	108,000	88,100	88,100
521905	Legal Services	12,446	82,856	82,856	80,000
521910	Legal Svcs - Crt Report	85	0	0	0
522420	Petty Cash/Change Special Fund	998	1,500	1,500	1,500

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
522430	Miscellaneous Other Services & Charges	680	1,500	7,220	3,220
522721	Interfund HR Client Services	0	0	0	2,093
522722	KRONOS Service Chargeback	4,898	4,861	4,861	5,619
522735	Interfund Communication Equipment Repair	0	100	100	100
522845	Interfund Vehicle Services	10,873	2,905	2,905	857
Total	Other Services and Charges	526,343	811,628	769,606	860,666
551015	Non-Capital Computer Equipment	4,907	15,000	13,797	0
Total	Non-Capital Equipment	4,907	15,000	13,797	0
Grand Total Expenditures		13,778,810	15,468,223	15,468,223	16,492,110



MAYOR'S OFFICE

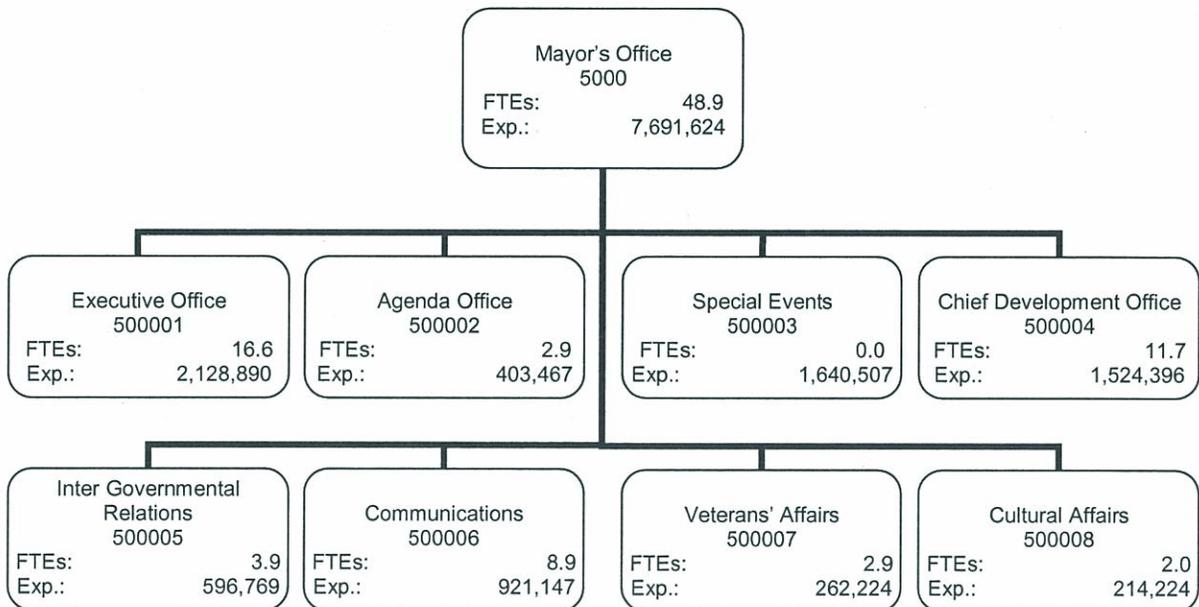
Department Description and Mission

The Mayor of Houston is designated by City Charter as the Chief Executive Officer of the City. The Mayor's Office directs, monitors and coordinates the service delivery and work product of all City departments.

The Mayor's responsibilities include the following:

- Overall City policy development and coordination.
- Directing and monitoring all City services, focusing on efficient and responsive delivery of those services.
- Directing management of the City's fiscal policy.
- Responding to information and service inquiries by the public.
- Responding to information inquiries by the press.
- Analyze legislative issues that affect City government at the state and federal level.
- Promoting and encouraging economic development as a source of fiscal strength for the community.
- Protecting and bettering Houstonians' quality of life.
- Providing constituency services to the citizens of Houston.
- Representing the City's interests in international trade development.
- Improving mobility by directing regional transportation policies.
- Directing infrastructure and environmental policies.
- Directing the City's boards and commissions.
- Directing supervision of the Homeland Security Department.
- Directing the agenda for council and presiding over City Council meetings.

Department Organization



FISCAL YEAR 2015 BUDGET

Business Area Budget Summary

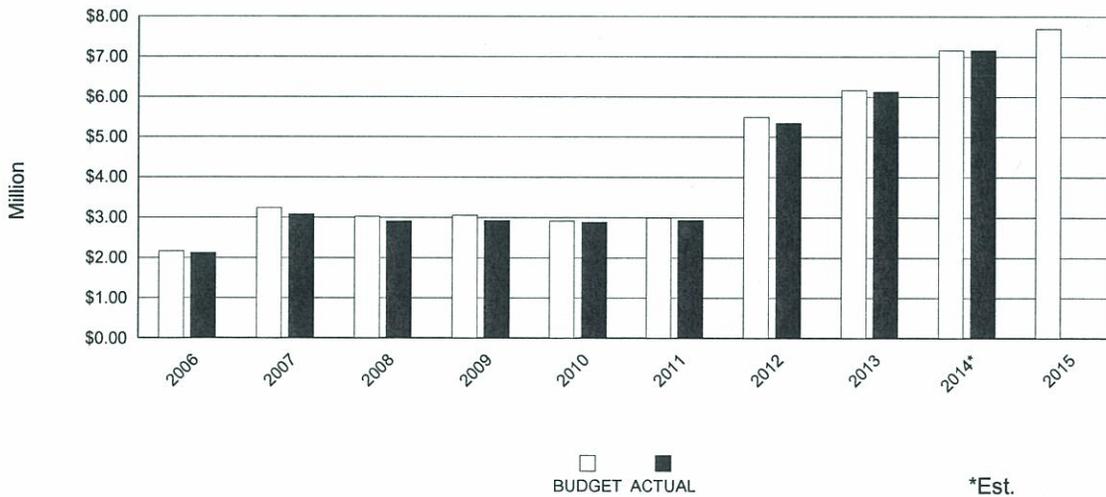
Fund Name : General Fund
 Business Area Name : Mayor's Office
 Fund No./Bus. Area No. : 1000 / 5000

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	5,508,334	6,355,536	6,355,536	5,403,540
	Supplies	73,328	88,358	88,358	62,346
	Other Services and Charges	542,909	715,575	715,575	585,231
	Total M & O Expenditures	<u>6,124,571</u>	<u>7,159,469</u>	<u>7,159,469</u>	<u>6,051,117</u>
	Debt Service & Other Uses	0	0	0	1,640,507
	Total Expenditures	<u>6,124,571</u>	<u>7,159,469</u>	<u>7,159,469</u>	<u>7,691,624</u>
Revenues		30,133,974	15,301,565	15,211,559	15,000,000
Staffing	Full-Time Equivalents - Civilian	55.8	53.8	53.8	48.9
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>55.8</u>	<u>53.8</u>	<u>53.8</u>	<u>48.9</u>
	Full-Time Equivalents - Overtime	0.5	0.5	0.5	0.0

Significant Budget Changes and Highlights

- o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases.
- o The FY2015 Budget includes funding of \$121,084 for the 84th Session of the Texas Legislature.
- o The FY2015 Budget includes transfer of 3 FTEs with a budget of \$168,406 from Health and Human Services for Veterans' Affairs.
- o The FY2015 Budget provides funding of \$59,371 for 1 FTE to support Citizens' Net. This position was previously included in Central Services Chargeback Fund.
- o The FY2015 Budget includes funding for the Special Events division of \$1.6M to be transferred to the newly created Houston Civic Events Special Fund. Prior to FY2015, the Special Events division was funded in the General Fund.

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



FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Mayor's Office Fund No./Bus Area No. : 1000 / 5000						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Executive Office 500001 Provides support functions necessary to fulfill the chartered requirements of the Mayor and oversees departmental activity. Provides timely and effective customer service to the public and City of Houston departments.	23.2	2,456,209	22.7	2,863,128	16.6	2,128,890
Agenda Office 500002 Assist with processing contracts, awards and ordinance amendments through efficient communication with City departments and City Council.	3.0	327,654	2.9	378,699	2.9	403,467
Special Events 500003 Produces and co-produces events that enhance the image of the City and highlights Houston's diverse culture. In FY2015 this division was moved and reclassified to a Special Revenue Fund.	10.0	1,186,015	9.7	1,537,833	0.0	1,640,507
Chief Development Office 500004 Develops, implements and manages citywide policies and procedures for economic development programs such as Tax Increment Reinvestment Zones (TIRZ) and tax abatements in addition to other innovative incentive programs.	16.4	1,696,843	15.6	1,917,185	11.7	1,524,396
Inter Government Relations 500005 Provides effective counsel and advocacy for the Mayor's policies and city operations before federal and state governments. Develops strategic initiatives to strengthen regional cooperation.	3.2	457,850	2.9	462,624	3.9	596,769
Communications 500006 Directs policy development and messaging strategy and manages all aspects of Mayor's Office communications.	0.0	0	0.0	0	8.9	921,147

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Mayor's Office Fund No./Bus Area No. : 1000 / 5000						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Veterans' Affairs 500007 Provides central coordination and support for military Veterans service organization within the City of Houston. Assists Veterans by providing information on health and education benefits, housing, employment, and other critical needs. Represents the Mayor and City of Houston at military ceremonies and functions.	0.0	0	0.0	0	2.9	262,224
Cultural Affairs 500008 Liaison to Houston Arts Alliance, the City's non-profit arts partner organization, manages the City's civic art collection and arts grant programs. Facilitates arts programs and projects on behalf of the City.	0.0	0	0.0	0	2.0	214,224
Total	55.8	6,124,571	53.8	7,159,469	48.9	7,691,624

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ADMINISTRATION MANAGER	26	2.0	1.0	(1.0)
ADMINISTRATION MANAGER (EXE LEV)	26	3.0	3.0	
ADMINISTRATIVE AIDE	10	1.0	1.0	
ADMINISTRATIVE ASSISTANT	17	1.0	2.0	1.0
ADMINISTRATIVE ASSISTANT (EXE LEV)	17	1.0	3.0	2.0
ADMINISTRATIVE COORDINATOR	24	3.0	3.0	
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	2.0	4.0	2.0
ADMINISTRATIVE SPECIALIST	20	5.0	3.0	(2.0)
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	5.0	3.0	(2.0)
ADMINISTRATIVE SUPERVISOR	22	2.0	1.0	(1.0)
ASSISTANT DIRECTOR (EXE LEV)	32	4.5	4.0	(0.5)
CHIEF OF STAFF-MAYOR'S OFFICE (EXE LEV)	36	1.0	1.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	0.0	1.0	1.0
DEPUTY DIRECTOR (EXE LEV)	34	3.0	2.0	(1.0)
DIVISION MANAGER	29	3.0	1.0	(2.0)
EVENT COORDINATOR	19	4.0	0.0	(4.0)
EXECUTIVE OFFICE ASSISTANT	15	1.0	0.0	(1.0)
EXECUTIVE STAFF ANALYST (EXE LEV)	30	2.0	2.0	
FINANCIAL ANALYST III	21	1.0	1.0	
FINANCIAL ANALYST IV	25	1.0	1.0	
MARKETING SPECIALIST	25	1.0	0.0	(1.0)
MAYOR		1.0	1.0	
RECEPTIONIST	7	1.0	1.0	
SENIOR STAFF ANALYST	28	1.0	2.0	1.0
SENIOR STAFF ANALYST (EXE LEV)	28	4.0	3.0	(1.0)
SENIOR SUPERINTENDENT	27	1.0	0.0	(1.0)
STAFF ANALYST	26	2.0	2.0	
STAFF ANALYST (EXE LEV)	26	1.0	2.0	1.0
STAGE SUPERVISOR	15	1.0	0.0	(1.0)
STUDENT INTERN II	10	2.0	2.0	
Total FTEs		60.5	50.0	(10.5)
Less adjustment for Civilian Vacancy Factor		6.7	1.1	(5.6)
Full-Time Equivalent		53.8	48.9	(4.9)

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
5000030000	MYR - Special Events			
452020	Recoveries & Refunds	301,565	0	0
5000040000	MYR - Chief Development Office			
415010	Industrial District Assessment	15,000,000	15,000,000	15,000,000
421270	City Election Fees	0	33,750	0
421630	Administrative Fee - Licenses & Permits	0	3,500	0
434510	Prior Year Revenue	0	174,309	0
Total	MYR - Chief Development Office	15,000,000	15,211,559	15,000,000
Total	Mayor's Office	15,301,565	15,211,559	15,000,000

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	3,935,865	4,328,759	4,312,646	3,740,323
500020	Salary Base Pay - Classified	(490)	0	0	0
500060	Overtime - Civilian	34,734	35,700	45,389	0
500070	Overtime - Classified	575	0	0	0
500110	Bilingual Pay - Civilian	7,782	8,133	8,133	5,423
500180	Temporary Employees	0	0	6,424	0
501070	Pension - Civilian	837,091	982,197	982,197	948,545
501120	Termination Pay - Civilian	2,413	157,000	157,000	10,000
502010	FICA - Civilian	279,664	318,058	318,058	273,509
503010	Health Ins-Act Civilian	393,071	498,086	498,086	401,437
503015	Basic Life Insurance - Active Civilian	2,223	3,315	3,315	2,189
503060	Long Term Disability-Civilian	4,299	5,024	5,024	4,159
503090	Workers Compensation-Civilian-Admin	11,107	14,121	14,121	12,812
504030	Unemployment Claims - Administration	0	5,143	5,143	5,143
Total	Personnel Services	5,508,334	6,355,536	6,355,536	5,403,540
511015	Cleaning & Sanitary Supplies	0	300	300	0
511020	Construction Materials	0	650	650	0
511025	Electrical Hardware & Parts	0	500	500	0
511030	Mechanical Hardware & Parts	0	650	650	0
511040	Audiovisual Supplies	470	200	200	0
511045	Computer Supplies	3,904	3,300	3,300	6,900
511050	Paper & Printing Supplies	0	2,766	2,766	1,750
511055	Publications & Printed Materials	3,459	1,553	1,553	2,953
511060	Postage	3,663	6,313	6,313	3,418
511070	Miscellaneous Office Supplies	23,880	21,862	21,862	22,362
511080	General Laboratory Supplies	(1,133)	0	0	0
511090	Medical & Surgical Supplies	0	240	240	0
511095	Small Technical & Scientific Equipment	(160)	0	0	0
511110	Fuel	9,358	6,076	6,076	13,000
511115	Vehicle Repair & Maintenance Supplies	38	5,000	5,000	2,500
511120	Clothing	71	0	0	0
511125	Food Supplies	3,793	263	299	5,263
511150	Miscellaneous Parts & Supplies	25,985	38,685	38,649	4,200
Total	Supplies	73,328	88,358	88,358	62,346
520100	Temporary Personnel Services	10,738	25,000	29,187	5,000
520102	Security Services	6,608	0	0	0
520109	Medical Dental & Laboratory Services	601	71	253	571
520110	Management Consulting Services	1,051	20,074	15,887	49,374
520114	Miscellaneous Support Services	1,249	13,300	13,300	4,000
520115	Real Estate Lease/Office Rental	45,501	0	0	46,084
520118	Refuse Disposal	6,991	11,500	11,500	0
520120	Communications Equipment Services	775	0	0	200
520121	IT Application Svcs	13,876	92,565	92,565	80,370
520122	Office Equipment Services	156	0	0	1,000
520123	Vehicle & Motor Equipment Services	5,712	8,000	8,000	0
520126	Construction Site Work Services	28	0	0	0
520132	Contracts/Sponsorships	0	60,000	60,000	0
520510	Mail/Delivery Services	14	1,274	1,274	1,074
520515	Print Shop Services	8,412	7,274	8,470	12,509
520520	Printing & Reproduction Services	17,569	13,600	13,600	0
520605	Advertising Services	2,653	0	2,903	0

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
520705	Insurance Fees	386	558	558	810
520755	Contingency	5,000	5,000	5,000	5,000
520765	Membership & Professional Fees	1,311	655	655	655
520805	Education & Training	1,910	3,545	3,545	4,295
520905	Travel - Training Related	11,751	2,000	6,479	16,900
520910	Travel - Non-Training Related	34,692	20,995	20,995	39,795
521505	Electricity	40	0	0	1,200
521510	Natural Gas	134	0	0	300
521605	Data Services	38,602	87,812	87,812	89,221
521610	Voice Services	65,738	78,002	78,002	25,404
521620	Voice Equipment	215	2,134	2,134	1,665
521625	Voice Labor	222	2,706	2,706	2,111
521630	GIS Revolving Fund Services	906	2,737	2,737	3,280
521635	Voice Services -Wireless	44	27,968	27,968	18,030
521705	Vehicle/Equipment Rental/Lease	32,287	11,750	11,750	0
521715	Office Equipment Rental	21,735	24,575	24,575	25,575
521725	Other Rental	37,377	27,891	27,891	750
521730	Parking Space Rental	38,187	32,544	32,544	25,091
522430	Miscellaneous Other Services & Charges	78,288	75,185	66,425	40,945
522435	Interest Charges Past Due Accounts	4	0	0	0
522721	Interfund HR Client Services	48,475	54,492	54,492	74,772
522722	KRONOS Service Chargeback	930	2,368	2,368	2,647
522845	Interfund Vehicle Services	2,741	0	0	6,603
Total	Other Services and Charges	542,909	715,575	715,575	585,231
532025	Transfers to Special Revenues	0	0	0	1,640,507
Total	Debt Service and Other Uses	0	0	0	1,640,507
Grand Total Expenditures		6,124,571	7,159,469	7,159,469	7,691,624



OFFICE OF BUSINESS OPPORTUNITY

Department Description and Mission

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

The vision for OBO is to achieve program success by leveling the playing field for all city and local businesses regardless of race or gender, and by obliterating internal and external barriers in contracting. This can be achieved by attracting qualified certification candidates, administering a reputable certification and Hire Houston First designation process while providing unparalleled service delivery, ensuring that prime contractors consistently meet and exceed utilization goals on contracts, and tracking progress towards departmental goals through metrics.

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

- Certification of Businesses for participation on City and Federally Funded projects: Certifies Minority, Women, Small, and Persons with Disabilities Business Enterprises (MWSBE and PDBE), as well as Disadvantaged Business Enterprises (DBE), collectively “certified firms”, to be eligible to participate for credit on goal oriented portions of City contracts.
- Contract Compliance: Enforces Equal Employment Opportunity, nondiscrimination, prevailing wages, and other labor standards on City contracts. In addition, Contract Compliance Officers conduct audits to ensure certified firms are utilized and receive payment. Monitors City contracts to ensure Good Faith Efforts are being made to ensure meaningful participation on City contracts.
- Department Services: Evaluates waivers, proposed contract goals, and pre-award certified firm utilization plans. Facilitates the Procurement Training Institute that educates departments on common compliance issues and best practices. Assists departments with setting contract goals based on market availability of certified firms.
- External Affairs and Outreach: Organizes events to raise awareness of City of Houston contract opportunities. Sends out quarterly newsletter and promotes certification to eligible firms.
- Vendor Services: Evaluates the pool of certified firms to promote their utilization on upcoming City of Houston contracts, and provides assistance and facilitates business development programs for certified firms.
- Houston Business Solutions Center (HBSC): Provides free assistance, counseling, financial advice, and business training workshops for individuals that would like to obtain information on how to start, own, and operate their own business. HBSC administers the Hire Houston First Program.

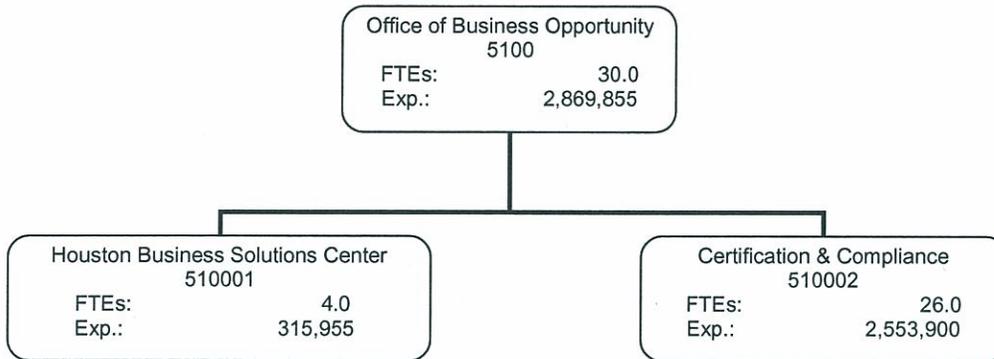
Department Short Term Goals

- Update internal policies and procedures to include current and best practices.
- Create analytical tools to ensure transparency.
- Continue to augment reporting to ensure transparency.
- Modify Contract Compliance workflow, delegating monitoring of utilization to select Departments.
- Expand Vendor Services to include capacity building programs which contain detailed tracking metrics to assess efficacy.
- Launch programs that target new businesses and redevelop existing capacity building initiatives.
- Increase program visibility through a targeted marketing plan and outreach efforts to identify prospective companies.
- Launch the second year of the Business Plan Competition with a focus on distinct local businesses.

Department Long Term Goals

- Improve the current contract management system to improve work performance and leverage reporting functions.
- Provide external stakeholders easy access to expanded contract information.
- Conduct disparity studies in the areas of Professional Services, Purchasing and Construction.

Department Organization





FISCAL YEAR 2015 BUDGET

Business Area Budget Summary

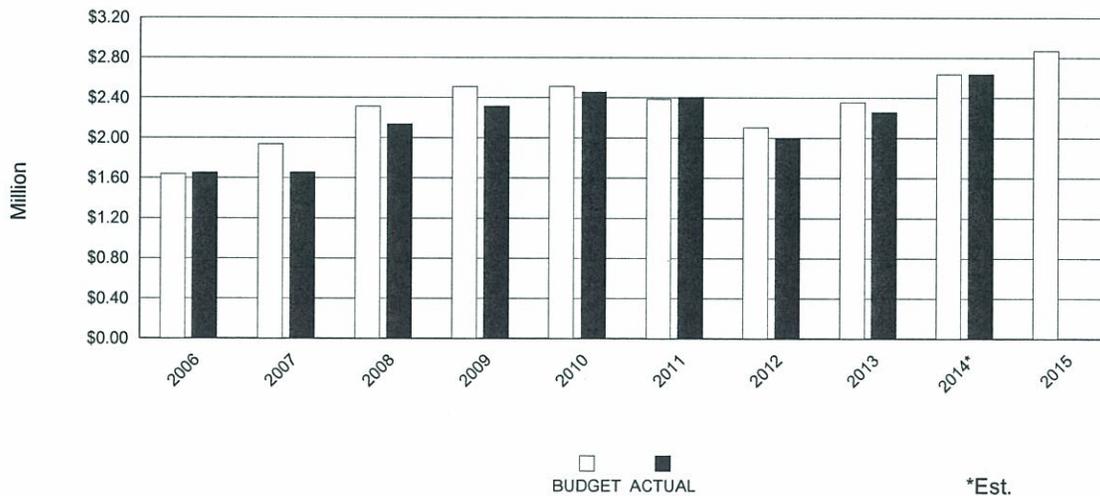
Fund Name : General Fund
 Business Area Name : Office of Business Opportunity
 Fund No./Bus. Area No. : 1000 / 5100

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	1,945,441	2,247,034	2,258,034	2,499,215
	Supplies	60,030	33,922	33,922	22,180
	Other Services and Charges	246,579	356,896	345,896	348,460
	Non-Capital Equipment	1,900	0	0	0
	Total M & O Expenditures	2,253,950	2,637,852	2,637,852	2,869,855
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	2,253,950	2,637,852	2,637,852	2,869,855
Revenues		101,527	167,156	121,400	108,842
Staffing	Full-Time Equivalents - Civilian	25.1	25.0	25.0	30.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	25.1	25.0	25.0	30.0
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0

Significant Budget Changes and Highlights

- o The FY2015 Budget provides funding for health benefits, pension contribution and municipal employees 3% pay increases.
- o Continue marketing and advertising efforts to promote services offered by the Office of Business Opportunity for Hire Houston First and Minority, Women, Small and Persons with Disabilities Business Enterprises Program (MWSBE and PDBE), and Disadvantaged Business Enterprises Program (DBE).
- o Continue marketing and promoting our new three year certification, which allows small businesses and historically underserved groups to remain certified for three years ensuring their meaningful participation in government procurement.

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



Business Area Performance Measures

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

Performance Measure	Priority	FY2013 Actual	FY2014 Budget	FY2014 Estimate	FY2015 Budget
Certification Processing Timeframe	J	31	90	30	30
MWSBE Contract Participation % - Construction	J	28%	34%	26%	34%
MWSBE Contract Participation % - Professional Services	J	40%	24%	40%	24%
MWSBE Contract Participation % - Purchasing	J	15%	11%	22%	11%
Total Certified Firms	J	2,079	2,353	2,353	2,628
Total Hire Houston First Designations	J	900	1,400	1,400	1,800
Expenditures Budget vs Actual Utilization	F	96%	98%	100%	98%
Revenues Budget vs Actual Utilization	F	60%	100%	73%	100%

Mayor's Five Priorities: Jobs and Sustainable Development (J) Public Safety (P) Infrastructure (I)
 Fiscal Responsibility (F) Quality of Life (Q)

FISCAL YEAR 2015 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Office of Business Opportunity Fund No./Bus Area No. : 1000 / 5100						
Division Description	FY2013 Actual		FY2014 Estimate		FY2015 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Houston Business Solutions Center 510001 The Houston Business Solutions Center provides free business assistance and monitors business creation and job development by systematically tracking clients. The HBSC administers the Hire Houston First program.	3.8	274,560	2.5	285,715	4.0	315,955
Certification & Compliance 510002 The Certification and Compliance section consists of Certification, External Affairs and Outreach, Vendor Services, Contract Compliance and Administration.	21.3	1,979,390	22.5	2,352,137	26.0	2,553,900
Total	25.1	2,253,950	25.0	2,637,852	30.0	2,869,855

FISCAL YEAR 2015 BUDGET

Business Area Roster Summary

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

Job Description	Pay Grade	FY2014 Current Budget FTE	FY2015 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	1.0	
ADMINISTRATIVE AIDE	10	3.0	0.0	(3.0)
ADMINISTRATIVE ASSOCIATE	13	2.0	5.0	3.0
ADMINISTRATIVE COORDINATOR	24	3.0	2.0	(1.0)
ADMINISTRATIVE SPECIALIST	20	1.0	1.0	
ASSISTANT DIRECTOR (EXE LEV)	32	1.0	1.0	
BUSINESS DEVELOPMENT COORDINATOR	18	0.0	5.0	5.0
BUSINESS DEVELOPMENT SUPERVISOR	22	0.0	1.0	1.0
CONTRACT COMPLIANCE OFFICER	15	3.0	0.0	(3.0)
CONTRACT COMPLIANCE SUPERVISOR	22	1.0	0.0	(1.0)
DIRECTOR OF BUSINESS OPPORTUNITY (EXEC)	34	1.0	1.0	
DIVISION MANAGER	29	2.0	2.0	
MANAGEMENT ANALYST I	15	2.0	0.0	(2.0)
MANAGEMENT ANALYST III	21	2.0	1.0	(1.0)
PROCUREMENT SPECIALIST	24	1.0	2.0	1.0
PUBLIC INFORMATION OFFICER	26	0.0	1.0	1.0
SENIOR BUSINESS DEVELOPMENT COORDINATOR	20	0.0	6.0	6.0
SENIOR CONTRACT COMPLIANCE OFFICER	18	4.0	0.0	(4.0)
STAFF ANALYST	26	1.0	1.0	
Total FTEs		28.0	30.0	2.0
Less adjustment for Civilian Vacancy Factor		3.0	0.0	(3.0)
Full-Time Equivalents		25.0	30.0	5.0

FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
5100020001	Certification & Compliance			
424160	Interfund Affirmative Action Services	127,156	81,400	83,842
5100020002	Prevailing Wages			
452030	Miscellaneous Revenue	40,000	40,000	25,000
Total	Office of Business Opportunity	<u>167,156</u>	<u>121,400</u>	<u>108,842</u>

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
500010	Salary Base Pay - Civilian	1,365,024	1,556,895	1,567,895	1,716,985
500060	Overtime - Civilian	139	0	0	0
500110	Bilingual Pay - Civilian	1,240	0	0	0
501070	Pension - Civilian	293,399	358,055	358,055	435,424
501120	Termination Pay - Civilian	1,211	0	0	0
502010	FICA - Civilian	101,532	120,256	120,256	130,968
503010	Health Ins-Act Civilian	148,510	177,134	177,134	194,424
503015	Basic Life Insurance - Active Civilian	787	1,219	1,219	1,004
503060	Long Term Disability-Civilian	1,945	2,425	2,425	2,550
503090	Workers Compensation-Civilian-Admin	5,419	6,819	6,819	7,860
503100	Workers Compensation-Civilian-Claim	7	0	0	0
504030	Unemployment Claims - Administration	26,228	24,231	24,231	10,000
Total	Personnel Services	1,945,441	2,247,034	2,258,034	2,499,215
511045	Computer Supplies	24,724	4,000	4,000	1,700
511055	Publications & Printed Materials	0	300	300	300
511060	Postage	10,652	9,241	9,241	4,000
511070	Miscellaneous Office Supplies	14,713	12,414	12,414	8,840
511110	Fuel	3,706	3,260	3,260	4,840
511125	Food Supplies	2,673	2,000	2,000	2,500
511150	Miscellaneous Parts & Supplies	3,562	2,707	2,707	0
Total	Supplies	60,030	33,922	33,922	22,180
520100	Temporary Personnel Services	19,495	32,656	21,656	0
520108	Information Resource Services	6,550	0	0	0
520109	Medical Dental & Laboratory Services	253	300	300	476
520110	Management Consulting Services	0	13,500	13,500	6,000
520114	Miscellaneous Support Services	23,285	25,000	25,000	23,800
520119	Computer Equipment/Software Maintenance	0	3,100	3,100	700
520121	IT Application Svcs	15,478	77,842	77,842	88,575
520123	Vehicle & Motor Equipment Services	12,406	8,000	8,000	0
520124	Other Equipment Services	209	0	0	0
520515	Print Shop Services	6,427	13,000	13,000	2,800
520520	Printing & Reproduction Services	0	2,000	2,000	8,751
520605	Advertising Services	32,857	21,000	21,000	57,550
520705	Insurance Fees	532	626	626	663
520765	Membership & Professional Fees	1,765	3,000	3,000	2,500
520805	Education & Training	2,975	5,070	5,070	3,800
520905	Travel - Training Related	14,007	19,935	19,935	16,900
520910	Travel - Non-Training Related	1,942	1,500	1,500	400
521605	Data Services	7,774	13,823	13,823	11,408
521610	Voice Services	10,090	6,715	6,715	3,026
521620	Voice Equipment	4	678	678	678
521625	Voice Labor	1,007	860	860	860
521630	GIS Revolving Fund Services	971	1,416	1,416	1,540
521635	Voice Services -Wireless	0	5,790	5,790	6,688
521715	Office Equipment Rental	10,187	13,695	13,695	10,187
521730	Parking Space Rental	14,296	19,420	19,420	14,300
522430	Miscellaneous Other Services & Charges	39,394	44,238	44,238	51,560
522721	Interfund HR Client Services	20,130	20,835	20,835	27,900
522722	KRONOS Service Chargeback	892	1,039	1,039	1,161
522730	Interfund Engineering Services	701	0	0	0
522780	Interfund Photo Copy Services	1,804	0	0	0

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
522845	Interfund Vehicle Services	1,148	1,858	1,858	6,237
Total	Other Services and Charges	246,579	356,896	345,896	348,460
551010	Non-Capital Office Furniture & Equipment	1,815	0	0	0
551020	Non-Capital Communication Equipment	85	0	0	0
Total	Non-Capital Equipment	1,900	0	0	0
Grand Total Expenditures		2,253,950	2,637,852	2,637,852	2,869,855



GENERAL GOVERNMENT

Department Description and Mission

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

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

Major expenditure items in General Government include the following:

- Payments related to Limited Purpose Annexation agreements which are offset by increased sales tax revenues.
- Payments related to Chapter 380 Agreements to promote economic development and stimulating business and commercial activity within the City.
- Transfer to Component Unit includes funding for the Houston Forensic Science Local Government Corporation (LGC)
- Transfer to Special Revenues includes property tax revenue funding sent to the Dedicated Drainage Street and Renewal Fund and funding sent to the Police Special Service Fund to support HPD overtime enhancement within Tax Increment Reinvestment Zones (TIRZs) which is offset by revenue from the TIRZs
- Health benefits costs for retiree civilians
- Contribution payment for the encouragement, promotion, improvement and application of arts to promote tourism which is offset by the revenues received from Houston First Local Government Corporation (LGC) funded by Hotel Occupancy Taxes.
- Tax Appraisal Fees
- Interest related payments for Tax Revenue Anticipation Note (TRANS), Houston Police Officers Pension System (HPOPS) and the Coastal Water Authority (CWA)
- Funding for maintenance renewal and replacement costs to be allocated to facilities condition assessment priority one and priority two items
- Citywide membership costs for organizations such as Greater Houston Partnership and Bay Area Houston Partnership
- Lease payments for Bob Lanier Public Works Building at 611 Walker
- Claims and Judgment payments related to lawsuits filed against the City

Department Organization

General Government	
	9900
FTEs:	0
Exp.:	218,119,856

Business Area Budget Summary

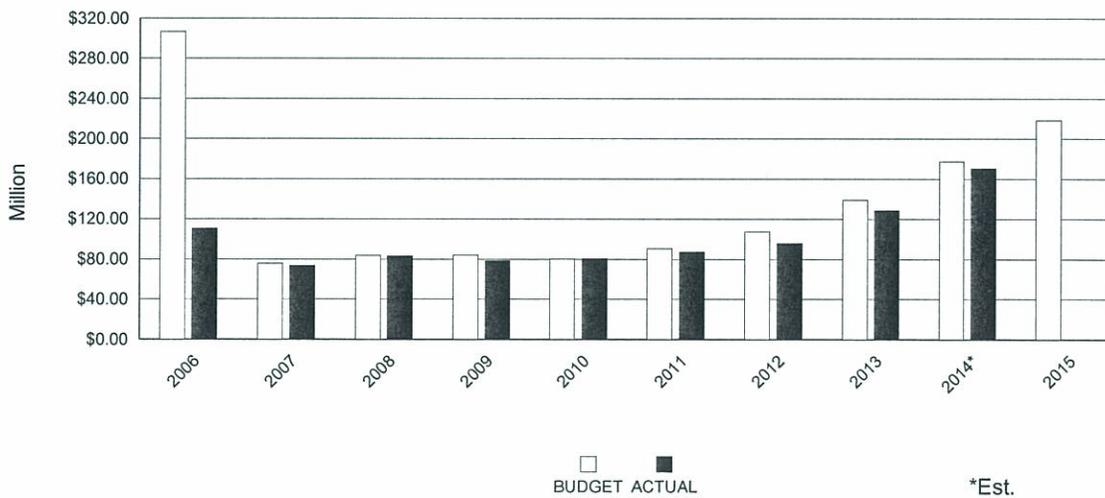
Fund Name : General Fund
 Business Area Name : General Government
 Fund No./Bus. Area No. : 1000 / 9900

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Personnel Services	12,564,096	12,883,703	5,883,703	14,133,718
	Supplies	565,632	1,000,000	1,000,000	2,000,000
	Other Services and Charges	94,971,196	111,927,356	111,927,356	109,110,933
	Total M & O Expenditures	108,100,924	125,811,059	118,811,059	125,244,651
	Debt Service & Other Uses	20,324,421	51,620,273	51,620,273	92,875,205
	Total Expenditures	128,425,345	177,431,332	170,431,332	218,119,856
Revenues		62,925,872	53,829,848	55,281,122	62,224,702
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0

Significant Budget Changes and Highlights

- The FY2015 Budget includes:
- o Limited Purpose Annexation Sales Tax payments of \$48.5 million.
 - o Transfer of \$32.5 million captured revenue to the Dedicated Drainage Street and Renewal Fund.
 - o Transfer of \$21.2 million to the Houston Forensic Science Local Government Corporation (LGC).
 - o \$17.3 million for the encouragement, promotion improvement, and application of the arts to promote tourism, offset by Hotel Occupancy Tax revenue from Houston First.
 - o \$14.5 million for 380 payments (\$5.6 million Bayou Greenway 2020).
 - o \$14.3 million for transfer to the new Maintenance Renewal and Replacement Special Revenue Fund.
 - o \$13.3 million for Claims and Judgment payments related to lawsuits filed against the City.
 - o Contingency funding of \$3.3 million for unplanned expenditures in other General Fund Departments.
 - o Energy Contingency of \$3 million (Fuel \$2 million, Electricity \$1 million).
 - o \$1.5 million for the City of Houston Youth Summer Job Program (SJP).

**General Government
 Current Budget vs Actual Expenditures**



FISCAL YEAR 2015 BUDGET

Business Area Revenue Summary

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

Commit Item	Description	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
9900010003	General City Wide			
416020	Miscellaneous Franchise Fee	1,500,000	1,500,000	1,500,000
422122	Municipal Service Fees - TIRZ	4,729,200	4,729,200	4,729,200
422141	Intergovernmental Revenue - TIRZ	4,503,773	4,937,902	5,750,193
425010	Indirect Cost Recovery-Aviation	2,651,941	2,651,941	2,838,374
425020	Indirect Cost Recovery - Civic Center	328,479	328,479	233,181
425030	Indirect Cost-CUS Fund	6,173,346	6,173,346	8,441,300
425060	Indirect Cost Recover -Public TV	40,528	40,528	108,499
425070	Indirect Cost-Building Inspection	1,438,831	1,438,831	1,454,707
425080	Indirect Cost Recovery-Street & Drainage	1,120,158	1,120,158	1,015,054
425090	Indirect Cost Recovery-911 Emergency	110,000	110,000	110,000
425100	Indirect Cost Recovery-Other	3,603,392	3,603,392	6,260,244
426330	Miscellaneous Copies Fees	1,200	8,107	1,200
434305	Judgments & Claims	100,000	0	100,000
434330	Subrogations	10,000	10,000	10,000
434505	Prior Year Expenditure Recovery	50,000	0	50,000
434510	Prior Year Revenue	50,000	0	50,000
445050	Cell Tower Revenue	250,000	250,000	250,000
452020	Recoveries & Refunds	800,000	800,000	800,000
452030	Miscellaneous Revenue	250,000	0	250,000
490060	Transfer from Civic Center	1,380,000	1,380,000	1,380,000
490120	Transfer from Component Unit	17,239,000	18,699,238	19,892,750
490140	Transfer from Parking Management	7,500,000	7,500,000	7,000,000
Total	General City Wide	53,829,848	55,281,122	62,224,702
Total	General Government	53,829,848	55,281,122	62,224,702

FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
503040	Health/Life Ins.Ret-Classified	762,163	0	0	0
503050	Health/Life Insurance - Retiree Civilian	11,145,207	12,883,703	5,883,703	14,133,718
503110	Workers Compensation-Classified-Claim	656,726	0	0	0
Total	Personnel Services	12,564,096	12,883,703	5,883,703	14,133,718
511110	Fuel	565,632	1,000,000	1,000,000	2,000,000
Total	Supplies	565,632	1,000,000	1,000,000	2,000,000
520110	Management Consulting Services	2,119,488	731,000	731,000	639,521
520112	Banking Services	96,929	127,800	127,800	127,800
520115	Real Estate Lease/Office Rental	4,003,049	4,650,000	4,650,000	4,650,000
520121	IT Application Svcs	276,827	0	0	0
520144	Limited Purpose Annexation Payment	41,901,180	45,846,132	45,846,132	48,473,682
520145	Criminal Intelligence Services	855,630	3,000,000	3,000,000	0
520605	Advertising Services	514,777	500,000	500,000	500,000
520730	Tax Appraisal Fees	7,623,228	7,650,000	7,650,000	8,100,000
520735	Tax Refunds	0	330,776	330,776	0
520750	Elections	536,354	2,000,000	2,000,000	0
520755	Contingency	0	5,787,013	5,787,013	5,218,816
520757	Maintenance Renewal and Replacement	0	3,000,000	3,000,000	0
520760	Contributions	14,029,902	16,127,910	16,127,910	17,322,910
520765	Membership & Professional Fees	1,489,114	1,685,122	1,685,122	1,685,122
521505	Electricity	0	1,000,000	1,000,000	1,000,000
521610	Voice Services	760,334	0	0	0
521905	Legal Services	2,013,166	1,085,000	1,085,000	1,585,000
522205	Metro Commuter Passes	742,689	720,000	720,000	720,000
522430	Miscellaneous Other Services & Charges	3,194,016	3,664,813	3,664,813	4,806,292
522620	Claims & Judgments	11,354,299	13,017,101	13,017,101	13,277,101
522795	Other Interfund Services	681,034	1,004,689	1,004,689	1,004,689
522845	Interfund Vehicle Services	2,779,180	0	0	0
Total	Other Services and Charges	94,971,196	111,927,356	111,927,356	109,110,933
531085	Other Interest	2,952,526	4,427,500	4,427,500	4,927,500
532015	Transfers to Convention & Entertainment	402,568	461,402	461,402	461,402
532020	Transfers to Capital Projects	1,147,150	0	0	0
532025	Transfers to Special Revenues	15,822,177	27,051,200	27,051,200	51,695,867
532040	Transfers to Component Unit	0	19,680,171	19,680,171	21,234,756
532135	Ch.380 - Transfers to Other Funds	0	0	0	14,555,680
Total	Debt Service and Other Uses	20,324,421	51,620,273	51,620,273	92,875,205
Grand Total Expenditures		128,425,345	177,431,332	170,431,332	218,119,856

GENERAL FUND DEBT SERVICE

The largest revenue source for the General Debt Service Fund is the General Fund, which transfers a portion of ad valorem taxes (property tax receipts) required for principal and interest payments on tax supported debt.



FISCAL YEAR 2015 BUDGET

Business Area Budget Summary

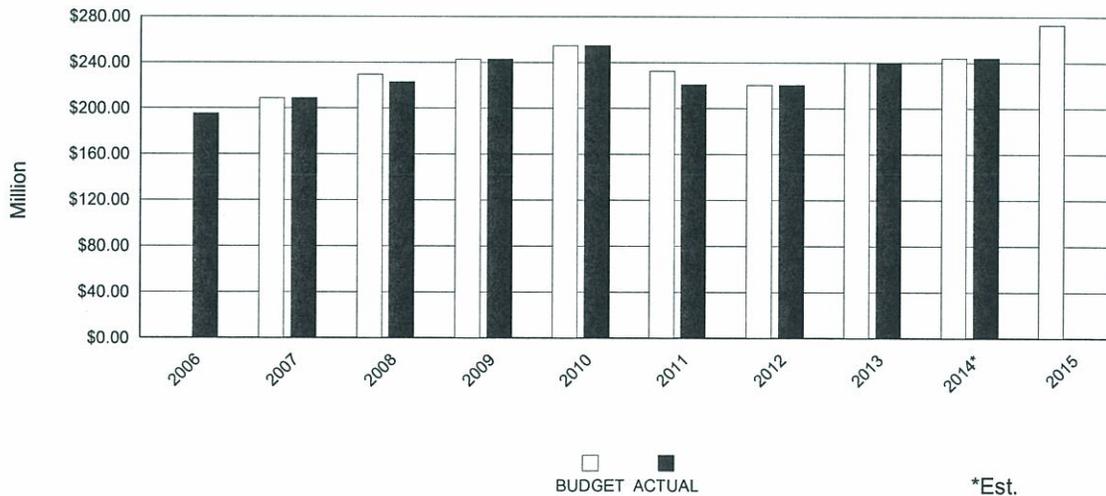
Fund Name : General Fund
 Business Area Name : General Debt Service
 Fund No./Bus. Area No. : 1000 / 9700

		FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
Expenditures	Debt Service & Other Uses	240,203,000	243,813,000	243,813,000	273,000,000
	Total Expenditures	<u>240,203,000</u>	<u>243,813,000</u>	<u>243,813,000</u>	<u>273,000,000</u>
Revenues		(550)	0	0	0
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0

Significant Budget Changes and Highlights

- o In FY2014, the City completed the issuance of the State's first Qualified Energy Conservation Bonds (QECBs) in the amount of \$9 million. This transaction allowed us to borrow at a total negative cost of -0.72%. QECBs gave the City the ability to finance energy efficiency projects at a low cost for various City facilities that would reduce energy consumption and increase savings.
- o In FY2014, Standard & Poor's raised its credit rating on Houston's General Obligation (tax supported) debt from 'AA' to 'AA+'. The rating upgrade could have positive affects on the City's future borrowing rates and debt issuances based on increased credit worthiness.

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



FISCAL YEAR 2015 BUDGET

Business Area Expenditure Summary

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

Commit Item	Description	FY2013 Actual	FY2014 Current Budget	FY2014 Estimate	FY2015 Budget
532050	Trans to PIB Bonds Debt Service	229,703,000	243,813,000	243,813,000	273,000,000
532055	Transfers to Certification of Obligation	10,500,000	0	0	0
Total	Debt Service and Other Uses	<u>240,203,000</u>	<u>243,813,000</u>	<u>243,813,000</u>	<u>273,000,000</u>
	Grand Total Expenditures	<u>240,203,000</u>	<u>243,813,000</u>	<u>243,813,000</u>	<u>273,000,000</u>