City of Garland

2017-18 Annual Operating Budget

GARLAND

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City of Garland, Texas
2017-18 Adopted Budget
September 19, 2017

Disclosure as required under S.B. 656

1) This budget will raise more revenue from property taxes than last year's budget by an amount of $7,039,306, which is a 8.02 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 $1,460,036.

2) The record vote of each member of City Council on the adoption of the FY 2017-18 Operating Budget:

Name	Vote
Douglas Athas, Mayor	For
David Gibbons, Mayor Pro Tem	For
Anita Goebel, District 2	For
Jerry Nickerson, District 3	For
B.J. Williams, District 4	For
Rich Aubin, District 5	For
Robert Vera, District 6	For
Scott LeMay, District 7	For
Robert John Smith, District 8	For

3) a)

	2016-17	Change	2017-18
O&M	39.40	0.0	39.40
Debt Service	31.06	0.0	31.06
Total Tax Rate	70.46	0.0	70.46

b) FY 2017-18 Effective Tax Rate 65.31

c) FY 2017-18 Effective Maintenance & Operations Tax Rate 36.52

d) FY 2017-18 Rollback Tax Rate 70.50

4) The total tax-supported debt obligation for FY 2017-18 is $42,800,626 on $265,375,000 of outstanding debt.

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Annual Operating Budget
Fiscal Year 2017-18

City Council

Seated, Left to Right: *David Gibbons (Mayor Pro Tem), Douglas Athas (Mayor), and B.J. Williams (District 4)*

Standing, Left to Right: *Robert Vera (District 6), Scott LeMay (District 7), Robert John Smith (District 8), Jerry Nickerson (District 3), Rich Aubin (District 5), and Anita Goebel (District 2)*

Bryan L. Bradford, City Manager

Budget & Research Staff

Ron Young, Budget Director
Trent Schulze, Senior Budget Analyst
Andrew Larkin, Budget Analyst
Allyson Bell, Budget Analyst
Marla Hamilton, Budget Analyst
Sherry Bennett, Department Coordinator II

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Garland

Texas

For the Fiscal Year Beginning

October 1, 2016

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Garland, Texas,** for its annual budget for the fiscal year beginning **October 1, 2016**.

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

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

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INTRODUCTORY INFORMATION

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City Council

2017-18

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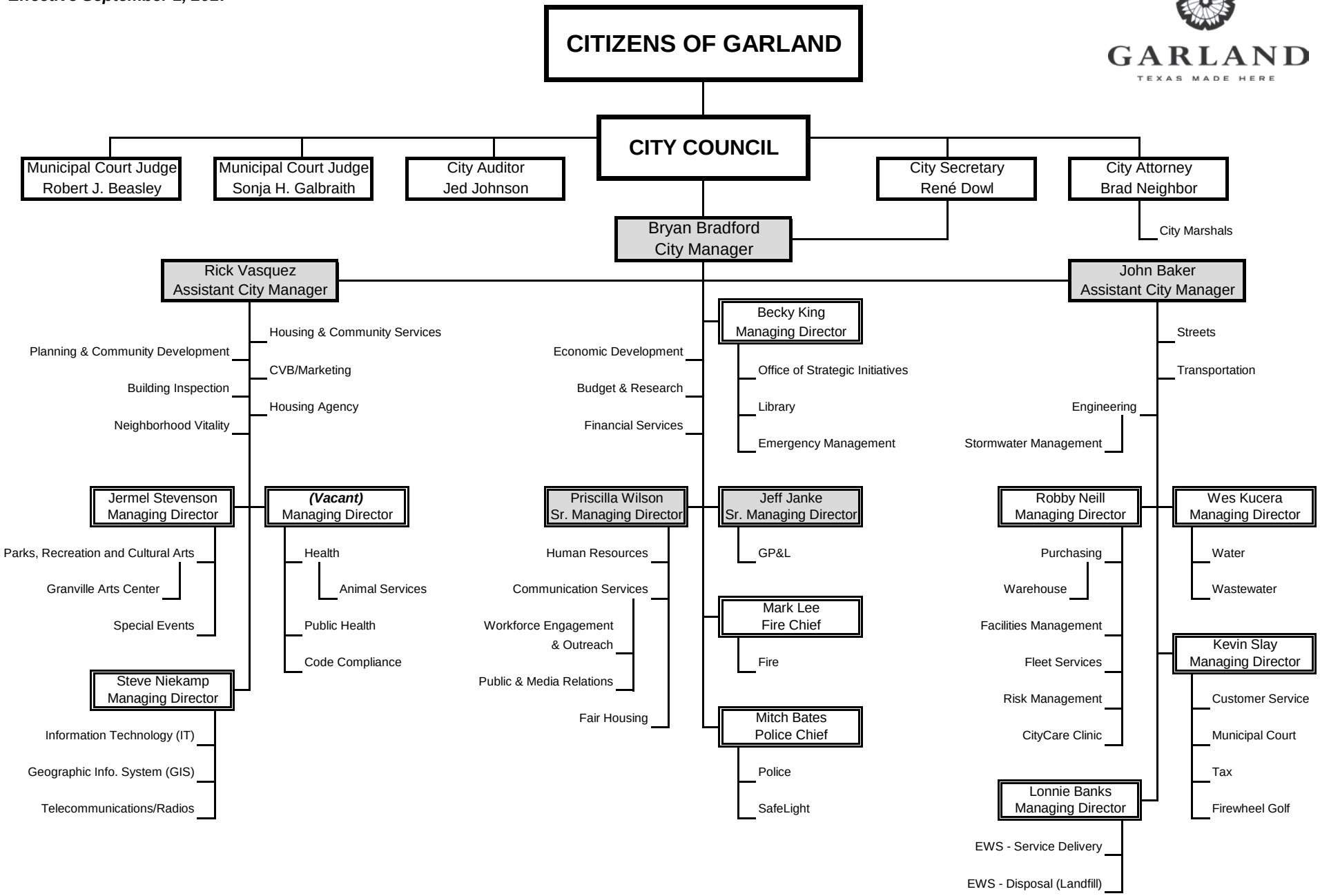
Effective September 1, 2017



GARLAND, TEXAS
COMMUNITY PROFILE

General Information

The City of Garland is located northeast of Dallas and is one of the largest communities in the Dallas/Fort Worth Metroplex. As the 12th largest city in Texas, Garland covers 57 square miles and is bordered by three major freeways: Interstate Highway 635, Interstate Highway 30, and State Highway 190 (President George Bush Turnpike).

Demographics

Garland's population totaled 226,876 in the 2010 census count with current estimates placing the population at approximately 236,786. Garland has an estimated 81,485 housing units and an employment base of approximately 125,537.

Population, Housing Units*, Employment
(Estimates)

	2010	2017	Growth
Population	226,876	236,786	9,910
Housing Units	78,722	81,485	2,763
Employment	104,383	125,537	21,154

Source: *U.S. Census Bureau, American Community Survey, Texas Workforce Commission, and City of Garland Planning and Community Development Department*

* ***Housing Units is an appropriate measure of housing activity. The City of Garland Planning and Community Development Department tracks housing units on an annual basis rather than households. Both classifications are reported in census data by the U.S. Census Bureau.***

Garland is diverse in ethnicity and education. Most recent estimates place the city's population as 32% white, 13% African-American, 10% Asian, 4% two or more races, and 41% Hispanic/Latino (of any race). More than half of the city's adult population is educated above the high school level, with more than 20% of the population possessing a Bachelor's degree. Per a 2015 American Community Survey, the mean household income in Garland was $68,571. Per the Dallas Central Appraisal District, the average market value for detached single-family residences in Garland for 2017 is $160,467.

Government Structure

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

Economic Base and Development

Garland is known for its economic and industrial base, which consists of more than 5,000 businesses including approximately 300 manufacturing companies. The city has been noted as a manufacturing community since the 1940s, and numerous Fortune 500 corporations along with many others have selected Garland as home base for their strategic operations. The following are a partial list of industries:

Arrow Fabrication Tubing	*Kirchhoff Automotive*	*Plastipak Packaging*
Atlas Copco Drilling Solutions	*Kraft Heinz Foods*	*Resistol Hats*
Batory Foods	*L-3 Communications*	*Sears Logistics*
Daisy Brands, Inc.	*Mapei Corporation*	*Sherwin-Williams*
Ecolab, Inc.	*O'Neal Flat Rolled Metals*	*US Food Services*
General Dynamics Corp.	*Packaging Corp. of America*	*Valspar Corporation*

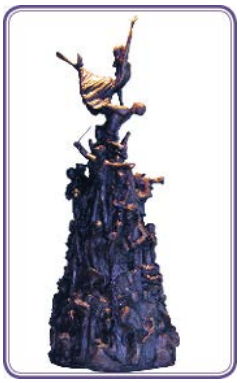
In response to the rapidly-increasing data traffic and location advantage, the DFW market is becoming one of the largest datacenter markets in the nation. The RagingWire Data Centers, one of the largest wholesale data centers in the US, opened its first 200,000 square-foot facility in 2017 and will continue to expand an additional 600,000 square feet. The city has a growing retail base with developments such as Firewheel Town Center, a lifestyle center featuring numerous department stores, specialty shops, restaurants, and residential and office uses, as well as Bass Pro Shops on Lake Ray Hubbard. With the 9.9-mile expansion of the President George Bush Turnpike from State Highway 78 to Interstate Highway 30, which connects the southeastern area of Garland to the northeastern section, additional development is expected within Garland.

City Center Development in Downtown Garland

The City of Garland continues to take advantage of transit-oriented development opportunities near Garland's DART rail station. The most recent phase of mixed-use development welcomed new residents to historic Downtown Garland. This development, in partnership with Oaks Properties, LLC, added 153 apartment units next to City Hall in addition to the existing units built in 2008 at Oaks Fifth Street Crossing. The project includes a parking structure with 330 spaces to serve the public, residential tenants, and those accessing City Hall as well as public open space adjacent to the Granville Arts Center.

The City Hall additions were completed in 2016-17. Those features include a beautiful, airy lobby extension; updated broadcast technology for the City Council meeting rooms; ADA compliance and infrastructure-related improvements; a new CGTV production studio; a re-skinned City Hall façade; and a variety of attractive streetscape and landscape additions to the exterior. The City of Garland officially rededicated City Hall on March 3, 2017, as the William E. Dollar Municipal Building. Meanwhile, design for the Economic Development Suite located on the first level of 203 North Fifth Street is under way. Construction is scheduled to be completed in early 2018.

Downtown will soon welcome a new artwork feature intended to increase awareness of the arts. In October 2014, the Garland Cultural Arts Commission, Inc., appointed a Visual Arts Committee to search for an artist to design a unique bronze expression of their vision: a diverse community in celebration of dance, music, theatre, and the visual arts. After an extensive search, renowned Dallas artist Barvo was selected to create the piece. The 2.5-ton bronze masterpiece will stand 17 feet tall with a base 8 feet in diameter and will be placed at the newly designed entry to the Granville Arts Center.



Embracing Our History

Two Downtown historic districts were listed on the National Register of Historic Places in 2017. A Garland neighborhood, known as the Travis College Hill Historic District, encompasses the area on South 11th Street between West Avenues B and D. The cluster of 11 homes represents one of the best collections of historic homes in Garland, including six homes that date back to the original era (circa 1913) and several homes built in the "Craftsman" architectural style. The Travis College Hill Historic District was awarded a State Historic Marker from the Texas Historical Commission in 2015.

A portion of the Downtown commercial district, roughly bounded by West State Street on the north, the Santa Fe Rail line and half a block fronting North Fourth Street on the east, West Avenue A on the south, and Glenbrook Drive on the west, is now known as the Garland Downtown Historic District on the National Register. Such a designation enhances Garland's visibility as a tourism stop for history enthusiasts. Property owners within both historic districts are now eligible for State and Federal tax credits for qualifying repairs and renovations to their property.

Heritage Crossing, located at the intersection of Sixth and Walnut Streets, is a significant representation of the importance of history and heritage to the City of Garland. The site includes the Landmark Museum and the 1910 Pullman rail car. The Landmark Society was founded and opened the Museum in the Santa Fe Train Depot in 1972. The Depot was built in 1901 and is registered with the State of Texas as an official Texas Historic Landmark. The Museum holds artifacts that date back from the period of 1850 to the present. Hardscape and landscape enhancements are scheduled for construction in 2018, which includes the addition of seven to eight Heritage Trail interpretive signs along the pedestrian paths. Patio space for outdoor seating adjacent to the commercial space on Fifth Street is also planned in the future.

Bankhead Highway

The Bankhead Highway, America's second east-to-west transcontinental highway, ran through Garland from Washington, D.C., to San Diego, California. Garland residents took advantage of the highway's potential for economic impact and built auto repair shops, restaurants, and service stations along the highway. Although the Bankhead Highway was officially designated as Texas Highway 1 in 1917, it also retained the official Bankhead name until 1926 when it became part of U.S. Highway 67. The Bankhead Highway is remembered for its significant place in Garland's history and received an official Texas Historical Marker in May 2010 naming it a Texas Historic Highway. The marker is located in Downtown Garland on Main Street between Fifth and Sixth Streets.

Tourism

Garland's logo is being used in branding and marketing efforts both within the Metroplex and statewide. The marketing efforts help position Garland as a location for hosting association and corporate meetings as well as local, regional, and national sporting events.

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Garland has attracted several state and national tournaments including the UIL Volleyball and Wrestling State Tournaments, the Pinnacle Sports 3v3 Soccer Tournament, and the Spirit Cheerleading Competition. State associations recently selecting Garland as their destination include the Texas State Association of Plumbing Inspectors, the Texas Association of Sports Officials, and the Texas Tactical Police Officers Association.

Cultural Arts and Community Events

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

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

City Services

The City of Garland is comprised of more than 30 departments that provide various services to residents. The City places a high priority on public safety and maintains a force of 348 sworn Police Officers and 257 sworn Fire personnel. Garland has 11 fire stations and several public safety training facilities. Residents enjoy an abundance of recreation opportunities with 63 parks covering more than 2,500 acres as well as six recreation centers and two senior centers. Services are further enhanced with four libraries conveniently located throughout the city as well as a wealth of e-books and other online resources. Residents have access to nearly 500,000 volumes through the City's library system. Garland also is home to Firewheel Golf Park, the largest municipal golf course in Texas, with 63 holes of championship-style golf.

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

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CITY COUNCIL GOALS AND VISION STATEMENTS

2020 GOALS

Sustainable Quality Development and Redevelopment

Financially Stable Government with Tax Base That Supports Community Needs

Defends Rightful Powers of Municipalities

Fully Informed and Engaged Citizenry

Consistent Delivery of Reliable City Services

Safe, Family-Friendly Neighborhoods

Embrace Diversity

VISION STATEMENTS

Neighborhood Vitality

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

Quality of Life

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

Financial Health

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

Economic Development

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

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CITY COUNCIL VISION AND PLAN OF ACTION
TO REDUCE THE USE OF DEBT FUNDING

Background

During the January 26, 2015, City Council Budget Retreat, through a collaborative exercise, the Council assigned a very high priority to reducing debt funding. This item was later assigned to the Administrative Services Committee to develop a plan of action. The Committee spent the last year deliberating on this issue. The result was a proposal to revise the current City Council Financial Policy. The proposed policy revisions were presented to Council during a special meeting of the City Council on February 22, 2016. After that presentation, it became apparent that there was some reluctance by the City Council to make changes to the Financial Policy.

The Committee feels strongly that if any sustainable change is to be made in this area, it will require a broad consensus of the Council. Knowing that all of the proposed action items could be implemented under the framework of the current Financial Policy, the Committee decided to propose that the City Council adopt a vision and high-level plan of action. It is our hope that this will establish a clear vision for the City staff regarding the City Council's desire to reduce the use of debt funding and will provide general direction on how Council wishes to begin this long-term process.

Vision

Maximize the use of the City's modest resources by reducing the use of debt-funding and its associated interest costs. Staff will consider current market conditions such as inflation, time value of money, interest rates, and other market indicators to come to the best fiscally responsible funding option.

Plan of Action

(1) Phase 1 - Reduce interest expense associated with debt-funding.

- **(a)** Gradually reduce the terms (years to pay back) on new debt issues in order to lower interest rates, pay off debt faster, and reduce the overall interest expense.
- **(b)** Move annual recurring capital items currently being funded by debt to the Annual Operating Budget as cash resources become available. Following are some examples of potential projects:
  - i) Annual recurring purchases of large quantities of low-dollar items (Ex: library books)
  - ii) Annual recurring investment in city infrastructure (Ex: $15 million per year for streets and alleys)
- **(c)** Review with Council each year tax-supported debt as a percentage of the assessed value of the tax base. This ratio should trend downward as the use of debt-funding is reduced over time.

(2) Phase 2 - Set aside reserves (savings) as cash resources become available in order to fund future capital items.

As revenue growth allows, establish reserves to fund future capital items. This will smooth out the impact on the Annual Operating Budget from one year to the next and will ensure that cash funds are available when they are needed. For example:

- **(a)** Replacement of capital items with short-term useful lives (Ex: Firewheel golf carts, equipment)

(3) Maintain budget flexibility through changing economic conditions

- **(a)** During years of high economic growth, additional recurring revenues may be used to increase replacement and general reserves (savings), pay down debt, enhance services, or provide taxpayer relief.
- **(b)** During years of low or negative economic growth, ongoing revenue shortfalls may be addressed by tightening cost controls on operating expenses, deferring capital purchases, reducing services, and utilizing reserves.

DEPARTMENTAL GOALS

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

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

BUDGET MESSAGE

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October 1, 2017

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

Dear Mayor and Council:

I am pleased to present the Adopted Budget for the period beginning October 1, 2017.

Garland's local economy continued to grow in 2017 resulting in a projected $9.3 million or a 5.9% increase in General Fund revenues. The Property Tax base, certified at $13.6 billion, increased $1.2 billion (9.7%) over last year and included $207 million in new construction. This is the highest amount of new construction on record and is more than the previous two years combined. Additionally, Sales Tax revenue is projected to increase by $1.7 million or 5.8% from last year's Adopted Budget and represents the seventh consecutive year of growth. The City's Hinton Landfill operation is also projected to contribute an additional $2.0 million in FY 2017-18 due, in part, to new contracts with area haulers. In addition to revenue growth, the General Fund has a $2.1 million increase in excess reserves that brings the total increase in available resources to $11.4 million.

With the continued strength in the local economy and revenue growth, the focus in developing the 2017-18 Adopted Budget was to begin addressing items that were deferred during the recession and are negatively impacting core City services and quality of life in the Garland community. Specifically, the Adopted Budget addresses Public Safety staffing needs, further enhances funding for street and alley repairs, and addresses various needs in core service areas such as parks, libraries, animal services, and transportation safety. Funding to implement a critical strategy to reduce the City's unfunded liability related to subsidized retiree health-care coverage is also included. And finally, the Adopted Budget provides pay increases to maintain employee compensation at market levels.

Budget Priorities

- Address Public Safety Staffing Needs.
- Further Enhance the City's Street Infrastructure.
- Address Needs in Core Service Areas.
- Implement Funding Strategy to Maintain Retiree Health Insurance.
- Maintain Employee Compensation at Market Levels.

CITY OF GARLAND
PO BOX 469002 GARLAND, TX 75046-9002
972-205-2000
WWW.GARLANDTX.GOV

I would specifically like to emphasize that the Adopted Budget continues to support the City Council's goal of improving street and alley conditions throughout the community with the addition of $5.9 million. This will supplement current funding for neighborhood street and alley repairs and will bring annual funding for roadway infrastructure repairs to $26.6 million, representing an almost threefold increase over the past four years.

The Adopted Budget is based on a tax rate of 70.46 cents per $100 of valuation and represents the eighth consecutive year without an increase in the City's property tax rate. For a home valued at $150,000, annual City property taxes will be $972 or $81 a month. If the homeowner is 65 or over, annual property taxes drop to $613 or $51 a month due to the senior exemption.

With respect to City utilities, the Adopted Budget includes an increase in Stormwater and Water rates. The average Garland resident will see a $0.35 monthly increase for Stormwater service which will be the first increase in 7 years. The average resident will also experience a $6.86 monthly increase for Water usage due, in large part, to increases in wholesale water purchased from the North Texas Municipal Water District. Combined, the average Garland resident will see a $7.21 monthly increase in City utilities. No rate increases are needed for electricity, solid waste collection, and sewer service.

The FY 2017-18 Adopted Combined Budget, which includes the General Fund, the General Obligation Debt Service Fund, the Utility Funds, and other Enterprise and Grant Funds, totals $720.3 million, an increase of $39.2 million (5.7%) from last year's approved levels. The Adopted General Fund Budget totals $173.6 million, representing an increase of $11.4 million (7.0%).

In closing, I believe the 2017-18 Adopted Budget is a sound financial plan that continues to provide a high level of service to the community. I would like to commend the City's staff for their diligent work related to this year's Budget. Furthermore, I cannot overemphasize the contributions of the City Council in establishing the policy framework that continues to demonstrate an uncompromising commitment to ensuring the strength and integrity of the City's finances and the delivery of quality services.

Respectfully submitted,

Bryan L. Bradford
City Manager

OVERVIEW

GARLAND

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2016-17 ADOPTED BUDGET OVERVIEW *(Continued)*

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MAJOR BUDGET SECTIONS

The information contained in the City's 2017-18 Adopted Budget is divided into the following major sections:

Budget Highlights
Overview
Fund Summaries
Department Detail
Personnel
Debt Service
CIP Summaries
Historical Data
Appendices

Budget Highlights
The Budget Highlights section (at the beginning of the Overview) includes, among other things, a brief discussion of approved changes in utility rates, position changes, and employee compensation.

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

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

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

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

Debt Service
The Debt Service section includes a summary of Debt Service payments due during the 2017-18 budget year and future year commitments.

Capital Improvement Program (CIP) Summaries
The CIP section includes summaries of the City's 2017 Capital Budget, which is adopted separately from the Operating Budget.

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

Appendices
The Appendices section includes information on the City's Financial Policies, the Budget Process, the Revised Budget for 2016-17, Budget Amendment(s) to the FY 2016-17 Adopted Budget, Ordinances, Other Post Employment Benefits (OPEB) and Unfunded Liabilities, the Firewheel Golf Park Combined Fund Summary, and Garland Plus Five (General Fund Five-Year Forecast). Also included is a Glossary of Terms as well as Acronyms used throughout the Budget document.

GARLAND

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2017-18 ADOPTED BUDGET

HIGHLIGHTS

OPERATING BUDGET PRIORITIES

For FY 2017-18, available resources in the City's General Fund are projected to increase $11.4 million (7.0%) as Garland continues to benefit from a strong local economy. The assessed value of Garland's property tax base has grown to $13.6 billion, an increase of 9.7% from last year's valuation. Sales Tax is projected to increase $1.7 million (5.8%), and Landfill Fees are projected to increase $2.0 million (19.0%). The focus of the FY 2017-18 General Fund Budget is to begin addressing items that are negatively impacting core City services and the quality of life in the Garland community due to previous funding shortfalls. Therefore, the FY 2017-18 Adopted Budget places an emphasis on addressing Public Safety staffing needs, further enhancing street and alley conditions, replacing equipment and increasing maintenance in parks and rights-of-way, and taking initial steps to resolve the City's unfunded liability related to retiree health coverage. The Approved Budget also maintains market-based pay for employees which was reached last year after falling behind during the recession.

Budget Priorities

- Address Public Safety Staffing Needs.
- Further Enhance City's Street Infrastructure.
- Address Needs in Core Service Areas.
- Implement Funding Strategy to Maintain Retiree Health Insurance.
- Maintain Employee Compensation at Market Levels.

The FY 2017-18 General Fund Budget provides funding to help address Public Safety staffing levels and overtime issues. The budget includes the addition of 9 Police Officers and 1 Lieutenant in Patrol, 1 Community Outreach Police Officer, as well as 3 Firefighter positions. These positions are needed to address staffing shortages that are increasing overtime costs in both departments and creating challenges related to maintaining mandatory staffing levels on each shift.

Over the past several years, the City Council has aggressively addressed declining street and alley conditions. Funding levels for street infrastructure repairs have been increased over the past three years and reached $20.7 million in FY 2016-17. Based on the most recent data of street and alley conditions, the FY 2017-18 Budget increases funding to $26.6 million with the additional $5.9 million being targeted to neighborhood streets and alleys. Approved funding for FY 2017-18 comes from the following sources: (a) cash transfers – $13.8 million, (b) Tax Notes – $5.3 million, and (c) Certificates of Obligation – $7.5 million. It is also recommended that, for future years, annual infrastructure funding be maintained at or above $25.0 million.

The FY 2017-18 Adopted Budget also addresses needs in core service areas that have been deferred due to revenue constraints. In the General Fund, these include funding for litter control in parks and rights-of-way; replacement of equipment in Parks, Recreation and Cultural Arts; and Maintenance Workers for Landfill operations. In other funds, funding is included for a Radio Communications Engineer and a Business Analyst in Information Technology as well as three (3) Equipment Operators for Solid Waste Collection. In addition, the Approved Budget includes a part-time position in Code Compliance and Emergency Management. The Adopted Budget also includes $150,000 for the development of a Parks Master Plan to guide capital and operational decisions.

The Approved Budget also includes a $500,000 General Fund contribution to the Other Post Employment Benefits (OPEB) Trust Fund as a part of a long-term funding strategy designed to lower the OPEB unfunded actuarial accrued liability and ensure that funding is available in the future for retiree medical benefits. This funding strategy includes increasing the contribution to the OPEB Trust Fund by approximately $85,000 a year until reaching annual contributions of $1.5 million. The goal of the strategy is to fully fund the annual OPEB obligation in ten years. It should be noted that the Utility departments have been making annual contributions to the Trust for the past four years and have met their portion of this actuarially determined annual OPEB obligation.

The FY 2017-18 Adopted Budget also includes funding to maintain market-competitive compensation for employees. The Budget includes an average increase of 3.2% for Fire Civil Service employees and 3.7% for Police Civil Service employees. Specifically, an increase of 3.3% is budgeted for the Firefighter rank and 3.8% for the Police Officer rank. An average merit increase of 3% is included for General Schedule employees as well as 3% for Skill-Based employees. In addition, the City Council approved $235,000 to begin funding a Retirement Stability Benefit (RSB) for Civil Service employees. The City Council will finalize the structure of the RSB plan in the first quarter of FY 2017-18.

The Adopted Budget shifts the remaining $600,000 of capital expenses for Library books from debt to cash-funding. The City previously shifted $150,000 per year for the last three years from the Capital Improvement Program to Library's operating budget.

With respect to City utilities, the Approved Budget includes an increase in Stormwater and Water rates while leaving other rates unchanged. The average residential user will see a $0.35 monthly increase for Stormwater service, which is the first increase in seven years. Average residential customers will also experience a $6.86 monthly increase for Water usage due, in large part, to cost increases in wholesale water from the North Texas Municipal Water District. Overall, the average Garland resident will see a $7.21 monthly increase in City utilities.

COMBINED AND GENERAL FUND BUDGETS

The FY 2017-18 Adopted Combined Budget, which includes the General Fund, the General Obligation Debt Service Fund, the Utility Funds, and other Enterprise and Grant Funds, totals $720.3 million. The Combined Budget reflects an increase of $39.2 million (5.8%) from the FY 2016-17 Adopted Combined Budget. An increase is included in each of the major funds for FY 2017-18.

Combined Budget Comparison
(In Millions)

	2016-17 Adopted	Change	2017-18 Adopted
Personnel	$177.7	$ 10.6	$188.3
Operations	128.9	3.5	132.4
Capital	3.1	0.7	3.8
Electric Fuel, Energy, & Demand	166.0	8.6	174.6
Water Purchases	34.2	3.1	37.3
Transfers to Other Funds	22.8	(0.5)	22.3
Support Services	34.7	5.9	40.6
Debt Payments	113.7	7.3	121.0
Totals	$681.1	$39.2	$720.3

The FY 2017-18 Adopted General Fund Budget totals $173.6 million, representing an increase of $11.4 million (7.0%) from the FY 2016-17 Adopted Budget.

Adopted General Fund Budget
(In Millions)

	2016-17 Adopted	Change	2017-18 Adopted
Personnel	$112.7	$ 6.9	$119.6
Operations	17.1	0.1	17.2
Capital	1.6	0.4	2.0
Transfers to Other Funds	14.9	2.8	17.7
Support Services	15.9	1.2	17.1
Totals	$162.2	$11.4	$173.6

The growth in the General Fund budget is primarily related to employee compensation, health insurance increases, transfers to the Infrastructure Repair & Replacement Fund for street improvements, and support services primarily due to Information Technology increases.

CHANGES IN FUNDED POSITIONS

A net increase of 25 full-time positions is incorporated in the FY 2017-18 Adopted Budget, bringing the City's total number of funded full-time positions to 2,144. Most of the increase in FY 2017-18 is attributable to additional Public Safety, Street, and Environmental Waste Services personnel. The total number of full-time positions includes the 13 Firewheel Golf Park positions that are being transferred from the Garland Foundation for Development Corporation (GFDC). The net increase includes the addition of one (1) position in the FY 2016-17 Revised Budget.

Citywide – All Funds
Full-Time Funded Positions

Funded Positions – FY 2016-17	2,101
Positions Added	30
Positions Deleted	(1)
Positions Transferred from GFDC	13
Net Positions – in Revised Budget	1
Funded Positions – FY 2017-18	2,144

The total number of full-time positions included in the FY 2017-18 Adopted General Fund Budget is 1,190. The General Fund full-time position count is up seven (7) positions from prerecession levels of 1,183 due to an increase of 22 sworn Fire and Police personnel.

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

EMPLOYEE COMPENSATION AND BENEFITS

The continued growth in revenues will allow for the City to compensate employees at market. A merit increase that averages 3% is approved for General Schedule and Skill-Based employees. A pay structure adjustment equivalent to an average increase of approximately 3.4% for the Fire and Police schedules is approved for the Civil Service employees. The Civil Service and Skill-Based employees will continue to be eligible for step increases.

In addition, the City will continue to provide funding for the Market Adjustment Program which supports the City's pay philosophy to maintain market competitiveness by providing base pay increases to employees whose pay is below the market average as compared to the average pay for similar skills and years of experience. Details regarding employee compensation can be found in the Personnel section of this document. Outlined below are the approved increases for FY 2017-18.

Classification	Ongoing	Ongoing January	Ongoing April
Public Safety – Civil Service Structure		3.0% - 3.8%	
Public Safety – Civil Service Step	Included		
Skill-Based – Utilities Structure		3%	
Skill-Based – Utilities Step	Included		
General Schedule – Merit		3%	
General Schedule – Market Study Adjustment			Included

Health-care plan changes approved for FY 2017-18 include an adjustment to the City's prescription coverage and a telemedicine program to be instituted in 2018 as part of the City's ongoing steps to provide high quality and economically viable health-care coverage to employees and retirees. Additionally, employees and retirees will see increases in health insurance costs for 2018, particularly in the Premium Plan. The City's Dental Plan includes no changes for the coming year.

PROPERTY TAX RATE

The FY 2017-18 Adopted Budget is based on a combined Ad Valorem Tax rate of 70.46 cents per $100 of valuation, which is unchanged for the eighth consecutive year.

Adopted Tax Rate
(Cents per $100 Value)

	2016-17	Change	2017-18
Operations & Maintenance	39.40	0.00	39.40
Debt Service	31.06	0.00	31.06
	70.46	0.00	70.46

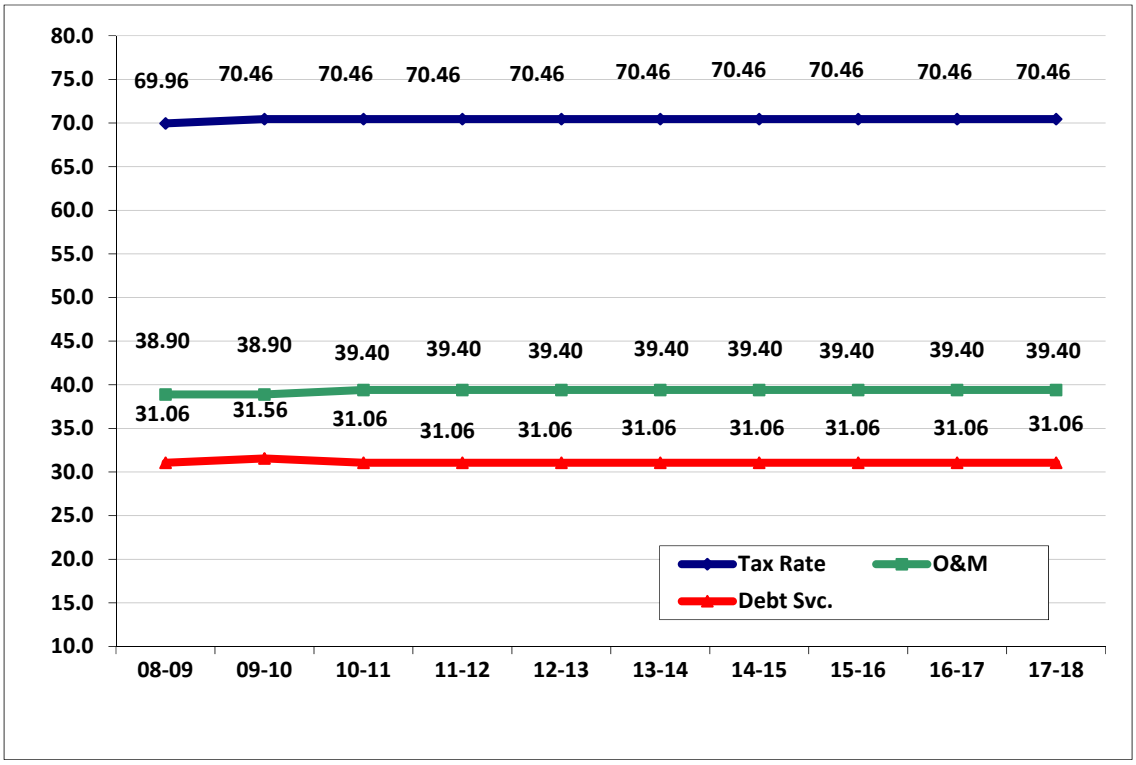
The Operations and Maintenance (O&M) and Debt Service portions of the tax rate will remain unchanged at 39.40 and 31.06 cents respectively per $100 of valuation.

Impact of Tax Rate

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

In the 2017 property tax assessment, existing Garland homeowners realized an average 9.8% increase in value.

Historical Property Tax Rates
(In Cents)



UTILITY RATES

Within the City's Utility Funds, a monthly rate increase for Water and Stormwater service is included in the FY 2017-18 Adopted Budget. The increase in the Water rates is due to significant increases in the cost of wholesale water from the North Texas Municipal Water District (NTMWD), infrastructure needs, and costs related to a new Utility Billing System that is being shared by all City utilities. Based on the approved rate structures, a typical Garland resident will experience an increase of $6.86 per month for Water and an increase of $0.35 per month for Stormwater service. The total monthly change in utility rates is approved to increase by $7.21.

Monthly Utility Costs
(Typical Garland Resident)

Base Utility Services	2016-17 Adopted	Change	2017-18 Adopted
Electric	$130.29	$0.00	$130.29
Water	56.95	6.86	63.81
Sewer Service	41.83	0.00	41.83
Trash Collection	19.58	0.00	19.58
Stormwater Fee	2.88	0.35	3.23
Totals	$251.53	$7.21	$258.74

Electric rates above are based on 1,300 kWh per month. Water and Sewer service rates are based on an average of 8,000 gallons a month, and Stormwater rates are based on a mid-sized residence.

OTHER RATE AND FEE CHANGES

Other than utility rates, no material fee adjustments are contained in the 2017-18 Adopted Budget. Fees were reviewed for cost recovery and compatibility with other Metroplex cities and found to be in-line.

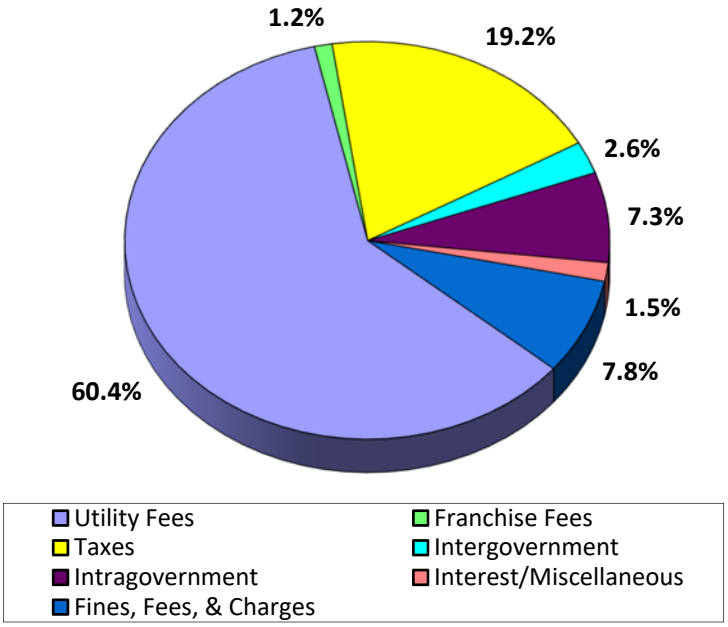
2017-18 ADOPTED BUDGET

OVERVIEW

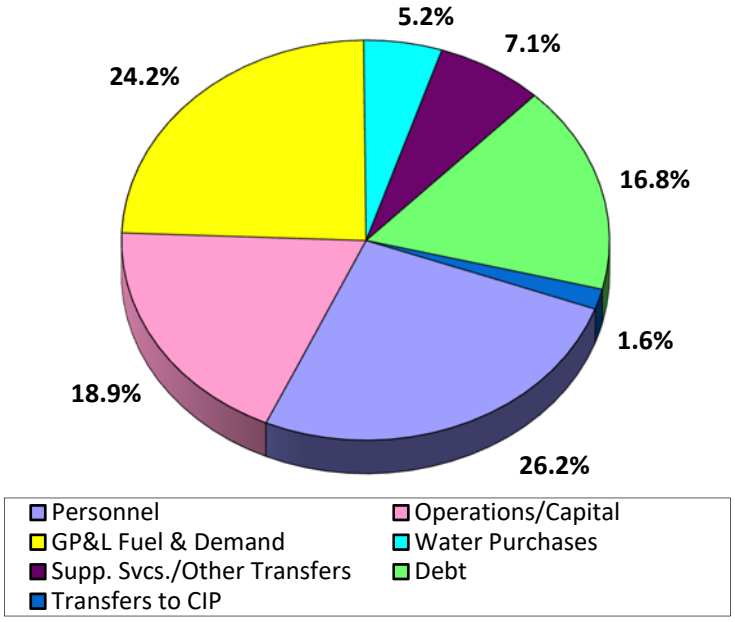
TOTAL COMBINED BUDGET
ALL FUNDS

The Adopted Total Combined Budget for FY 2017-18 equals $720.3 million. This is an increase of $39.2 million, or 5.8%, from the Adopted Combined Budget for FY 2016-17. The information below highlights the major revenue sources and types of expenditures for the Combined City Budget.

2017-18 Funding Sources



2017-18 Expenditures



	2015-16 ACTUAL	2016-17 ADOPTED	2017-18 ADOPTED	CHANGE
FUNDING BY SOURCE				
Utility Fees	$400,150,319	$403,375,356	$395,961,076	$ (7,414,280)
Taxes	109,142,820	116,001,377	125,801,472	9,800,095
Franchise Fees	7,740,680	7,634,809	7,765,991	131,182
Intergovernmental	15,574,593	15,643,384	17,197,200	1,553,816
Intragovernmental	45,392,900	47,118,240	48,000,839	882,599
Interest/Miscellaneous	12,099,237	9,916,849	9,958,944	42,095
Fines, Fees, & Charges	51,781,438	47,363,385	50,702,228	3,338,843
Transfer from Rate Mitigation Fund	0	10,000,000	52,500,000	42,500,000
Change in Fund Balance	965,623	24,093,815	12,401,046	(11,692,769)
TOTAL FUNDING	$642,847,610	$681,147,215	$720,288,796	$39,141,581
EXPENDITURES BY TYPE				
Personnel	$168,105,021	$177,702,323	$188,323,257	$10,620,934
Operations	113,406,977	128,760,592	132,349,090	3,588,498
Capital	2,708,603	3,179,276	3,798,276	619,000
Fuel, Energy, & Demand Charges	162,680,198	166,057,602	174,555,942	8,498,340
Transfers to CIP	11,100,000	11,825,000	11,825,000	0
Water Purchases	30,160,878	34,216,544	37,347,031	3,130,487
Support Services / Other Transfers	44,374,235	45,686,543	51,096,188	5,409,645
Debt	110,311,698	113,719,335	120,994,012	7,274,677
TOTAL EXPENDITURES	$642,847,610	$681,147,215	$720,288,796	$39,141,581

Combined Resources

Total combined resources are projected to increase $39.2 million (5.8%). Utility Fees are projected to decrease by $7.4 million due primarily to declines in Off-System Sales in Electric. Revenue sources estimated to increase from last year include Taxes; Fines, Fees, & Charges; and Transfer from Rate Mitigation Fund.

Combined Expenditures

Budgeted combined expenditures as approved reflect an increase of $39.2 million (5.8%). Personnel; Fuel, Energy, & Demand Charges; and Debt account for the largest portion of the expenditure increases.

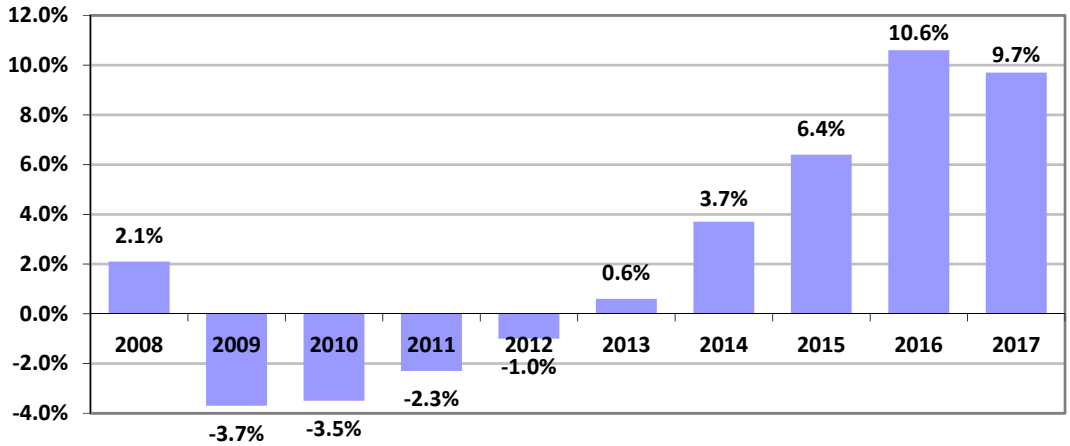
GENERAL FUND RESOURCES

Total General Fund resources, which include revenues, transfers, and excess fund balance, are projected to be $173.6 million in 2017-18 compared to $162.2 million in the FY 2016-17 Adopted Budget. This represents an increase of $11.4 million (7.0%). A discussion of the more significant funding sources within the General Fund is included below.

Property Tax Base

The City of Garland's 2017 Property Tax base was certified at $13.6 billion after subtracting abatements and exemptions. This equates to an increase of $1.2 billion (9.7%) from 2016 certified values. Included in the 2017 valuation is $207.0 million in new construction compared to $111.5 million last year. The 2017 new construction is the largest on record for the City. Ignoring new construction, the value of Garland's existing tax base increased by $1.0 billion (8.0%). Existing residential property increased by $705.4 million (9.8%), and commercial real property increased by $115.6 million (3.3%).

Property Tax Base
Historical Percentage Change

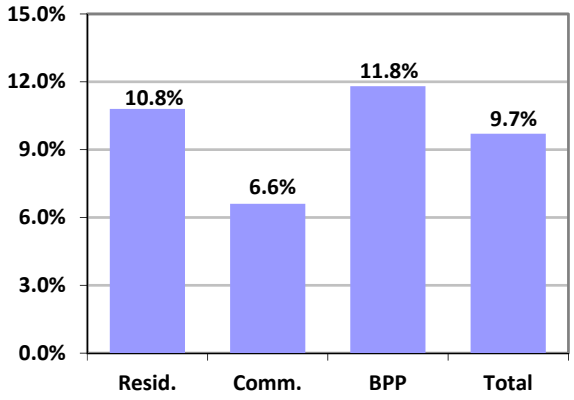


The 2017 Property Tax base breaks down as follows among commercial, business personal, and residential property:

2017 Certified Tax Base

	Value	Percent
Commercial Real Property	$ 3,769,543,722	27.7%
Business Personal Property	1,862,903,155	13.7%
Total Commercial Property	$ 5,632,446,877	41.4%
Residential Real Property	7,962,453,510	58.6%
Total Tax Base	$13,594,900,387	100.0%

Change in Property Tax Base Components



(Includes New Construction)

Exemptions

The 2017 Certified Tax Base is net of an 8% Homestead Exemption, $51,000 Senior/ Disabled Citizen Exemption, and $326.0 million in Freeport Exemptions. The Residential Homestead Exemption was up $37.7 million (7.9%), and the Freeport Exemption on Business Personal Property decreased $60.4 million (15.6%).

Tax Increment Financing Districts

The City of Garland has established two Tax Increment Financing (TIF) Districts to help promote and fund economic development. The first is in the City's Downtown extending to the Forest/Jupiter DART Rail Station, and the second is along the I.H. 30 corridor. In 2017, incremental increases in property values totaled $82.8 million within the Downtown TIF and $56.7 million in the I.H. 30 TIF. These figures represent the growth in property values since 2004 in the Downtown TIF and since 2005 in the I.H. 30 TIF.

Based on the Adopted Tax Rate of 70.46 cents per $100 of valuation, a total of $573,000 of Property Tax revenues is projected to be allocated to the Downtown TIF and $392,000 to the I.H. 30 TIF in FY 2017-18. The I.H. 30 TIF revenues will be used toward Debt Service payments associated with $23.8 million in debt issued for development of the Bass Pro - Harbor Point site at Lake Ray Hubbard. Downtown TIF revenue will be used to fund Debt Service related to the City Center project and future Downtown improvements.

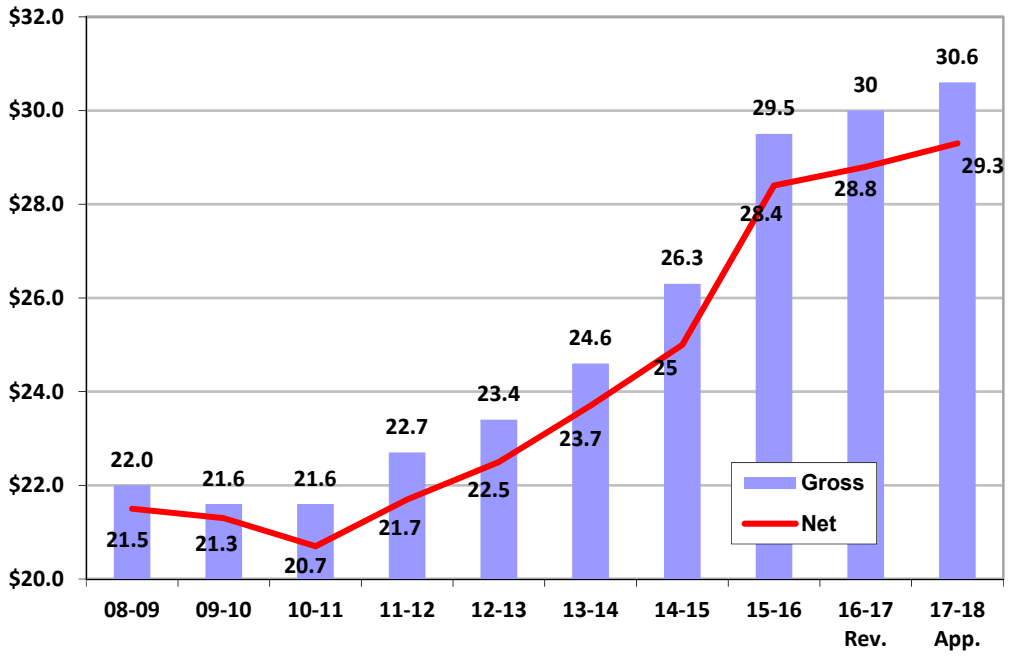
Ad Valorem Tax - $52,308,281

The General Fund's single largest source of revenue is the Ad Valorem Tax. Of the total Ad Valorem Tax rate, 39.40 cents or 56% is for operations and maintenance (O&M) expenditures in the General Fund. Net of TIF revenues and economic development incentives, O&M Ad Valorem Tax revenues are estimated to be $52.0 million. From this amount, an estimated $118,400 will be returned as part of current incentive agreements. The collection of prior year taxes is projected to result in an additional $414,000. Combined, this represents an increase of $4.3 million (9.1%) from FY 2016-17 Adopted Ad Valorem Tax revenues.

Sales Tax - $29,347,889

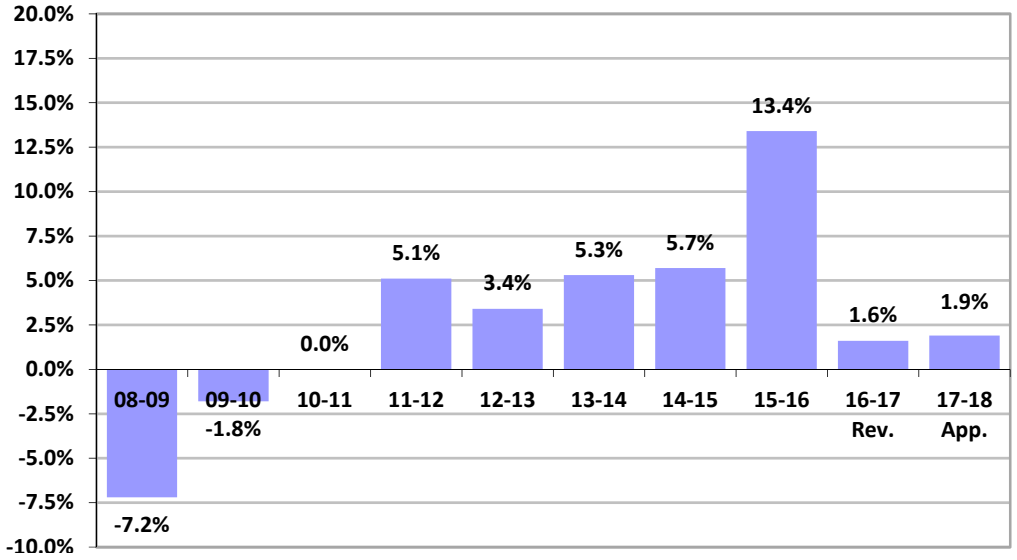
The City of Garland receives 1% of the 8.25% Sales Tax levied on goods and services sold within the city. Gross Sales Tax is projected to be $30.6 million in FY 2017-18. From this amount, an estimated $1.2 million will be returned as part of the current retail incentive agreements. After these transfers, net Sales Tax revenues for FY 2016-17 are projected to be $29.3 million, representing an increase of $1.7 million (6.0%) from projections included in the Adopted Budget for FY 2016-17. Not included in these amounts is a $250,000 transfer from the Assigned Fund Balance Reserve to help offset the impact of incentive payments to the developer of the Firewheel Town Center.

Sales Tax Revenues
(In Millions)



In total, Sales Tax revenues are projected to be $8.6 million (39.1%) above FY 2008-09 prerecession level highs.

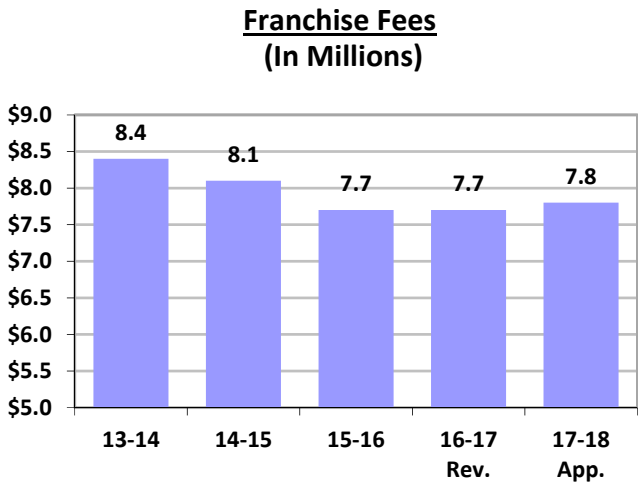
Sales Tax Revenues
Net of Incentives
(Annual Percent Change)



Franchise Fees - $7,765,991

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

The projected revenue from Franchise Fees for FY 2017-18 is $7.8 million, which represents an increase of $131,000 (1.7%) from the FY 2016-17 Adopted Budget. Franchise Fees for gas service reflect a slight decrease for FY 2017-18.



Landfill Fees - $9,426,637

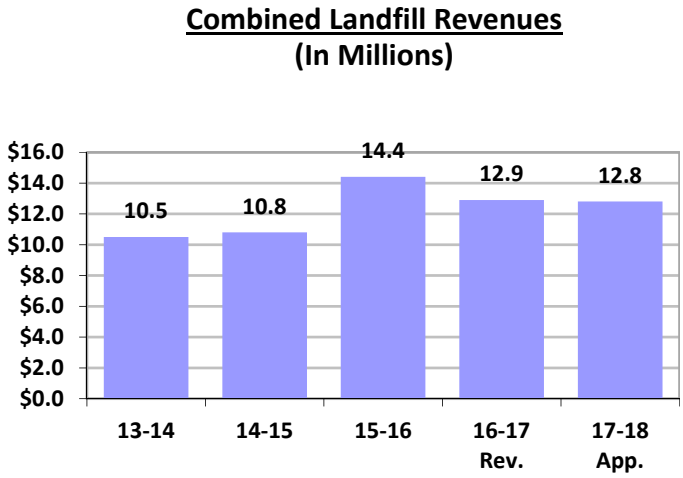
Landfill Fees include charges to private commercial haulers and other surrounding cities for the use of the City's solid waste disposal site. The tipping fees the City charges private commercial haulers are primarily based on prevailing market rates. The current tipping fee for commercial haulers is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

Total Landfill Fees are projected to be $9.4 million in FY 2017-18, representing an increase of $2.1 million (27.9%) from FY 2016-17 budgeted levels. The growth in revenue is due to an increase in tonnage from both commercial and private waste haulers at the Hinton Landfill.

Disposal Fees - $3,383,911

Landfill Disposal Fees represent charges to the City's Environmental Waste Services - Delivery (EWS) Department and other City departments for the disposal of refuse. Disposal Fees are tied to the Landfill's cost-of-service rate which is $18.07 per ton for FY 2017-18.

Total Disposal Fees of $3.4 million are included in the approved budget, reflecting a decrease of $14,000 (0.4%) from levels budgeted in FY 2016-17.



EMS Ambulance Fees - $2,484,482

The City's Fire Department responds to all E-911 medical emergencies within the city limits, and a fee is assessed only when a patient is transported by City ambulance to a hospital. Ambulance Fees included in the FY 2017-18 Adopted Budget total $2.5 million, a decrease of $663,000 (21.1%) from budgeted levels adopted for FY 2016-17. Last year, the City received an additional $550,000 from the State EMS Supplemental Program which was treated as one-time revenue for budget purposes. Additional payments in FY 2017-18 are uncertain.

EMS Monthly Fees - $1,528,729

Effective September 1, 2009, Senate Bill (S.B.) 1896 allows qualifying municipalities to charge each municipal water customer a monthly fee for the costs of Emergency Medical Services (EMS) and to collect the EMS fee in conjunction with the bill for utility services. The EMS monthly fee of $1.50 charged to each utility customer remains unchanged for FY 2017-18 and is expected to generate approximately $1.5 million in revenue for the year to partially offset EMS operating expenditures.

Earnings on Investments - $413,331

The City has cash management practices in place to ensure that cash balances within the General Fund, as well as other funds, are invested daily to generate interest income. Interest income for FY 2017-18 is projected to be $413,000, increasing by $220,000 (113.8%) from last year's approved levels.

In-Lieu-of Franchise Fees - $6,052,144

The General Fund receives a fee from the City's Water, Wastewater, and EWS - Delivery operations that is in lieu of the Franchise Fee charged to privately-owned utilities conducting business within the city. For each of the utilities listed above, the Franchise Fee is 5%. Total In-Lieu-of Franchise Fees in the FY 2017-18 Adopted Budget are $6.1 million, representing an increase of $116,000 (1.9%) from the FY 2016-17 Adopted Budget.

In-Lieu-of Ad Valorem Tax - $5,523,748

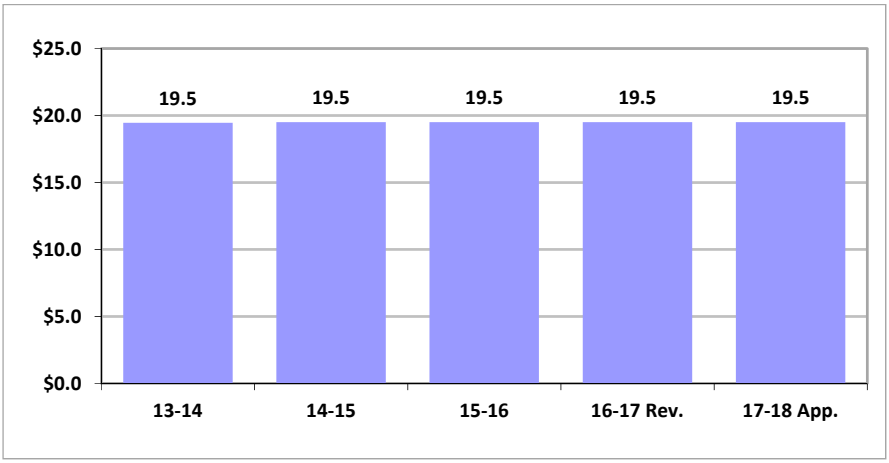
In addition to an In-Lieu-of Franchise Fee, the General Fund receives an amount from City-owned Water, Wastewater, and EWS - Delivery Utilities that is in lieu of the Ad Valorem Taxes charged to privately-owned businesses located in the city. The In-Lieu-of Ad Valorem Tax is based on a market value assigned to the Utilities' property, plants, and equipment and the current Property Tax Rate. For FY 2017-18, In-Lieu-of Ad Valorem Tax totals $5.5 million, representing an increase of $214,000 (4%) from last year's budgeted levels.

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

Annual In-Lieu-of Charges from the General Fund to the Electric Utility Fund were replaced with a Return on Investment (ROI) methodology beginning in FY 2007-08. In FY 2014-15, the ROI methodology was updated and based upon a percentage applied to a three-year moving average of net retail sales plus an in-lieu-of Ad Valorem Tax assessment on GP&L's fixed assets and inventory as of the close of the fiscal year. The FY 2017-18 ROI calculation is based upon net retail sales for FY 2013-14, FY 2014-15, and FY 2015-16, as well as assets reflected in the City's FY 2015-16 Comprehensive Annual Financial Report.

The approved transfer amount of $19.5 million for FY 2017-18 remains unchanged for the eighth consecutive year. Likewise, the ROI percentage will remain steady at 8.0% and unchanged from FY 2016-17.

GP&L Return on Investment Transfer
(In Millions)



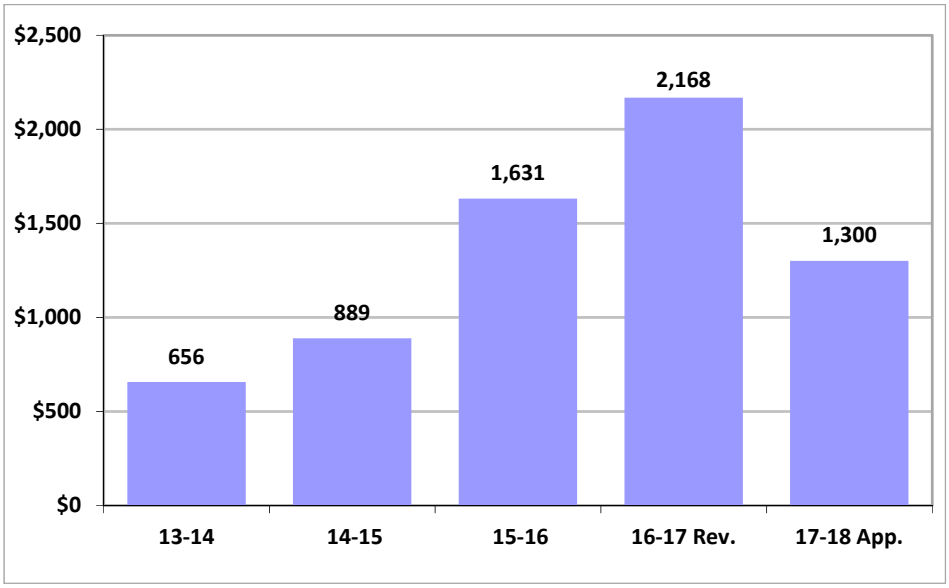
General & Administrative Charges - $9,709,344

The General Fund provides administrative support to all City departments and funds. Administrative support includes the services provided by Financial Services, Budget and Research, Purchasing, Human Resources, and the City Attorney's Office, as well as others. Proprietary Funds are assessed a G&A charge equivalent to 13.56% of each fund's salary and benefits costs in order to recapture a portion of the costs associated with these services. Total G&A charges in the FY 2017-18 Adopted Budget are $9.7 million, representing an increase of $393,000 (4.2%) from last year's budgeted levels.

Building Permit Fees - $1,300,000

Building Permit Fees cover the costs associated with the City inspection of structural, plumbing, electrical, and mechanical work performed on new and existing structures. The FY 2017-18 Adopted Budget anticipates $1.3 million in Building Inspection Fees, an increase of $99,000 (8.3%) from last year's approved budget levels.

Building Permits
(In Thousands)



Municipal Court - $5,146,500

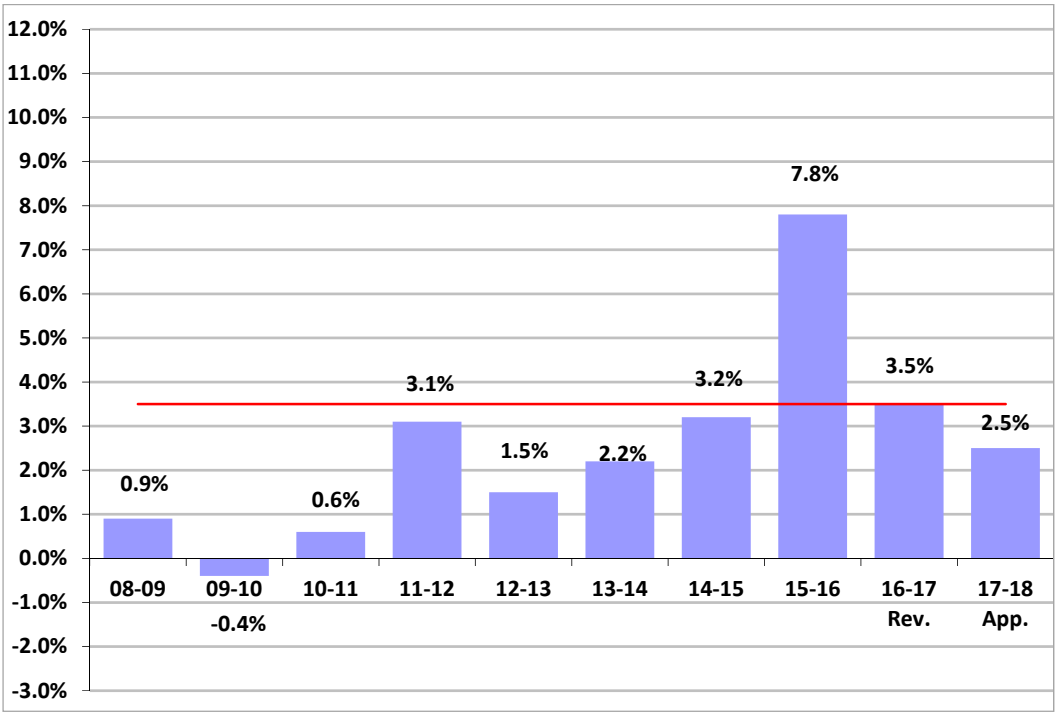
Municipal Court revenue consists of fines and penalties issued for the violation of traffic laws and other City codes and ordinances. In addition, a large component of Court revenues is the collection of Warrant Fees. Municipal Court revenues are projected to be $5.1 million in FY 2017-18, an increase of $255,000 (5.2%) from last year's Adopted Budget.

Citations assessed by the Court include a Technology Fee that has been designated by State law for Court technology-related expenditures. These funds are escrowed until used for approved purposes. Included in Municipal Court revenue is a transfer of $26,000 from escrow for technology equipment and services for the Court.

General Fund – Current Year Revenue Trends

Shown in the graph below is the annual percentage change in General Fund revenues. It is important to note that revenue growth of 3.5% is generally required to maintain current service levels and provide for modest pay increases for employees. The General Fund revenue is projected to increase by 2.5% in FY 2017-18 from the FY 2016-17 Revised Budget. However, the available resources for FY 2017-18 include an additional 3.8% in available funding due to the better-than-expected results in FY 2015-16 and FY 2016-17. The weather-related events in FY 2015-16 and the current building construction boom in the Metroplex have been the main contributors to the additional resources carried forward from the previous two years.

General Fund – Current Year Revenue Trends
Percentage Change in Revenues



GENERAL FUND RESOURCES SUMMARY OF CHANGES

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

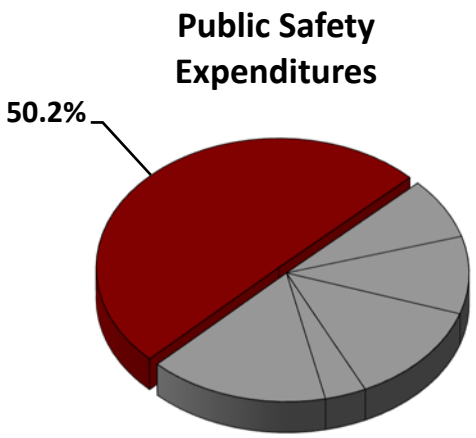
	Change from Prior Year Adopted	Percent Change
Taxes:		
Ad Valorem Taxes	$ 4,344,000	9.1%
Sales Tax	1,660,000	6.0%
All Other	68,000	13.6%
Sub-Total	6,072,000	7.9%
Franchise Fees	131,000	1.7%
Landfill Revenue	2,042,000	19.0%
Service Charges:		
EMS Fees	(640,000)	-13.8%
Police Services	369,000	15.0%
All Other	41,000	1.0%
Sub-Total	(230,000)	-2.0%
Investment Earnings	220,000	113.8%
Intergovernmental – Grants	154,000	21.2%
Intragovernmental:		
In-Lieu Charges from Utilities	329,000	2.9%
GP&L Return on Investment	0	0.0%
General & Administrative Charges	393p,000	4.2%
Interfund Transfers	(103,000)	-16.8%
Sub-Total	619,000	1.5%
Licenses and Permits:		
Building Permits	99,000	8.3%
All Other	(25,000)	-0.7%
Sub-Total	74,000	1.6%
Municipal Court and Library Fines	235,000	4.7%
Rents and Concessions	(28,000)	-3.4%
Total Change in Revenue	$ 9,289,000	5.9%
Change in Use of Fund Balance	2,097,000	
Total Change in Resources	$11,386,000	7.0%

GENERAL FUND EXPENDITURES

The Adopted General Fund Budget for FY 2017-18 is $173.6 million, representing an increase of $11.4 million (7.0%) from the FY 2016-17 Adopted Budget. The following narrative describes the responsibilities, total budget, and significant changes for each department within the General Fund.

PUBLIC SAFETY

Public Safety departments include Police, Fire, Health, and the Office of Emergency Management. Combined, these departments represent $87.2 million or 50.2% of total General Fund Expenditures.



Police - $51,991,609

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

As the City of Garland continues to grow, there is a greater demand for law enforcement officers. The approved budget includes $1,162,400 for the addition of 9 Police Officers, 1 Community Outreach Police Officer, and 1 Police Lieutenant. The increase in Sworn Officers will help resolve issues with understaffing and reliance on overtime.

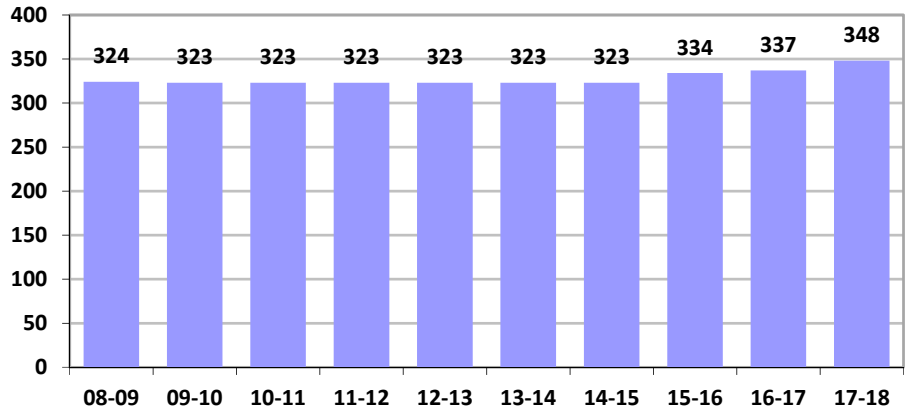
The sworn staff has steadily increased over three years due to the addition of 6 Officers in FY 2015-16 and 8 School Resource Officers funded by the Garland Independent School District in FY 2015-16 and FY 2016-17. With this approved addition, Police Officer staffing will increase from 286 to 296 and Police Supervisor staffing from 37 to 38. The addition will increase Police sworn staff from 337 to 348 positions.

The FY 2017-18 adopted budget for Police also includes $483,400 for Year Two of the body camera and Taser replacement program. In FY 2016-17, the City started a five-year cost-effective package that provides every Officer with CEW equipment, body-worn cameras (with one replacement), and ancillary equipment while also providing in-car video and interview recording system equipment. This five-year program was the result of an extensive review in 2015.

The approved budget also includes additional Police overtime of $175,000 funded by a transfer from the SafeLight Fund. This overtime will be utilized for traffic enforcement issues within school zones and against aggressive driving. In addition, the approved budget includes $39,400 in funding for Police overtime to adjust for salary increases.

The FY 2017-18 General Fund Non-Departmental Budget includes $136,500 for a Retirement Stability Benefit for sworn Police personnel.

Police Sworn Positions
10-Year History

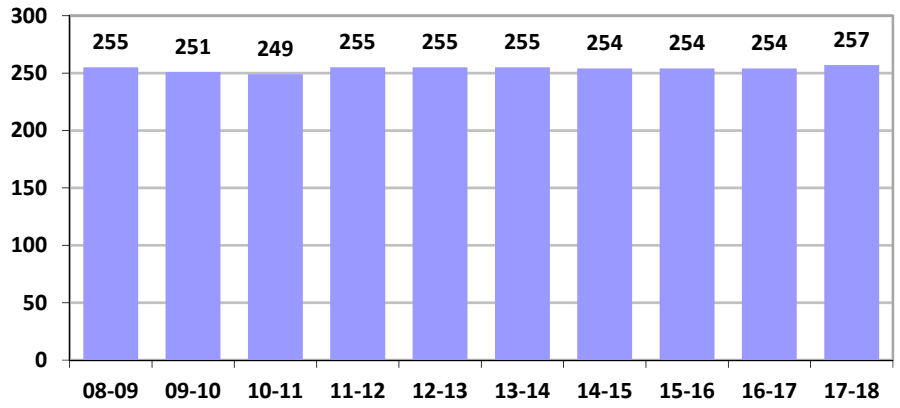


Fire - $31,962,705

The mission of the Garland Fire Department is to protect the lives and property of Garland citizens by providing fire suppression, rescue operations, hazard mitigation, emergency medical services (EMS), fire inspections, and educational programs.

The Fire Department's approved budget of $31,962,700 for FY 2017-18 includes $437,000 in additional funding to address several areas within the Fire Department. Of that amount, $240,000 will be used to add 3 additional Firefighter positions as part of the City's commitment to Public Safety. These additional positions will increase the number of personnel available to respond to emergency situations and help reduce reliance on overtime to address mandatory staffing levels. An additional $65,900 is approved to adjust personnel costs in specific areas that have not seen needed adjustments consistent with past annual salary adjustments. Other items submitted include $109,100 in additional funding in response to increasing costs for medical supplies required for emergency medical responses as well as $22,000 for an outside audit to ensure City and department compliance with Federally-protected patient health information.

Fire Sworn Positions
10-Year History



The FY 2017-18 General Fund Non-Departmental Budget includes $103,000 for a Retirement Stability Benefit for sworn Fire personnel.

Health - $2,990,409

The Health Department provides basic public health services, such as inspections of food establishments, environmental investigations, and Animal Shelter operations.

The FY 2017-18 Adopted Budget for Health increased 2.4% to $3.0 million from $2.9 million. The FY 2017-18 approved budget includes funding to purchase a Larvicide Unit and associated chemicals for $36,100. The Larvicide Unit is new technology to address mosquito larva and provide exponentially more effective mosquito control. The approved budget also includes funding to assist the Animal Services Department. These items include $20,450 for microchips and portable microchip scanners, $5,250 in kennel repairs, and $3,200 for two new workstations.

Office of Emergency Management - $227,016

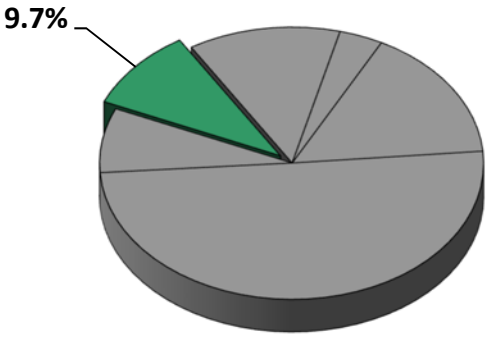
The Office of Emergency Management is responsible for ensuring the City's operational readiness to respond to and mitigate the effects of emergency situations such as natural or manmade disasters, including terrorist attacks. The department is also responsible for the management of several Emergency Management Grants that are included in the Public Safety Grant Fund.

The approved budget for Emergency Management for FY 2017-18 totals $227,000 with no material changes to anticipated Operations costs.

CULTURE AND RECREATION

Culture and Recreation departments include Library and Parks, Recreation and Cultural Arts. Combined, these departments represent $16.9 million or 9.7% of total General Fund Expenditures.

Culture and Recreation Expenditures



Library - $6,068,233

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

The FY 2017-18 Adopted Budget achieves the City Council Financial Vision and Goal to eliminate the traditionally debt-financed Library materials from the Capital Improvement Program (CIP). With the addition of $600,000 in funding, the approved budget completely cash-funds the $1,050,000 Library Materials program. In addition, the adopted budget includes $81,000 for furniture replacement, $19,500 for technology equipment, $6,100 for the continuation of Library database services, and $11,000 for a patron mobile application. The Facilities Management approved budget includes $30,000 for a custodial contract to address the Library's supplemental and spot cleaning needs. The FY 2017-18 Adopted and FY 2016-17 Revised Budgets for the Library include $66,900 in funding for bug inspection and treatment at all four Library branches.

Parks, Recreation and Cultural Arts - $10,826,494

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

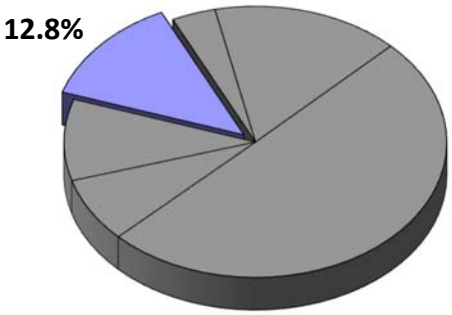
The FY 2017-18 Adopted Budget for Parks, Recreation and Cultural Arts includes $39,400 for a Grounds Attendant position to address litter and one-time funding of $70,300 for a truck with a litter compactor, $8,000 to increase median mowing along the S.H. 78 corridor, and $104,000 for park trash can replacement. The adopted budget includes $78,200 for equipment replacement at the Granville Arts Center, $150,000 for a Parks consolidated master plan, $75,000 for a concert music series, $22,500 for Parks non-profit special events, and $359,500 for replacement of various equipment averaging 20 years in service and past its useful life.

The approved budget for 2017-18 continues charge-outs of approximately $341,000 from the Parks Department to the Stormwater Management Fund to partially cover costs related to litter collection and control.

PUBLIC WORKS

Public Works departments and transfers include Engineering, EWS - Disposal (Landfill), Transfers to Landfill Sinking Fund, Transfers to Infrastructure Repair & Replacement Fund, and Transportation. Combined, these departments and transfers represent $22.2 million or 12.8% of total General Fund Expenditures.

Public Works Expenditures



Engineering - $1,118,067

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

Engineering's approved expenditures for FY 2017-18 are $1.1 million, approximately $33,200 (2.9%) lower than the prior year due to one-time funding approved last year to update the City's aerial and topographic maps.

EWS - Disposal (Landfill) - $4,960,359

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

While cash customer tonnage has decreased slightly in FY 2016-17, tonnage levels remain high. Additionally, new agreements with contract customers are projected to increase tonnage through FY 2017-18. Due to this increased tonnage, the cost-per-ton rate charged to Environmental Waste Services (EWS) - Delivery and other City departments is decreasing 13.7% from $20.94 to $18.07 in FY 2017-18. As tonnage increases, fixed costs contained in the cost-of-service are spread over more tons, thereby reducing the cost-per-ton rate.

Additional funds were included in the FY 2016-17 revised budget for EWS - Disposal due to larger volumes in tonnage resulting in higher TCEQ fees and increased requirements for Greenhouse Gas and Groundwater monitoring. The FY 2017-18 approved budget includes $105,100 for two (2) Maintenance Workers (Spotters) required by TCEQ, $52,000 to fund temporary labor, and $6,000 for a new Public Outreach program to help improve communication and education regarding the Hinton Landfill – primarily with surrounding neighborhoods.

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

Transfer to Landfill Sinking Fund - $1,647,303

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

Transfers to Infrastructure Repair & Replacement Fund - $12,150,125

The Infrastructure Repair & Replacement Fund is primarily funded each year by a transfer from the General Fund, Water Utility Fund, and Wastewater Utility Fund. For FY 2017-18, the General Fund's contribution to the Infrastructure Repair & Replacement Fund for street repair and replacement is increasing by $1.8 million from the FY 2016-17 Adopted Budget. In addition to this, the General Fund is transferring another $1.0 million for the replacement of capital equipment that has exceeded its useful life.

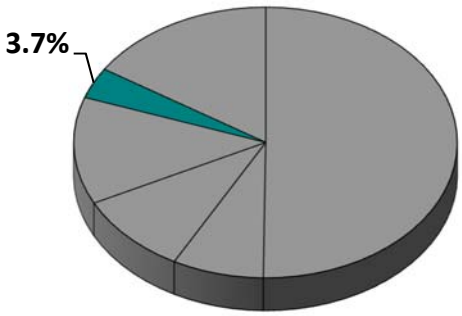
Transportation - $2,311,043

The Transportation Department designs, installs, and maintains traffic signals, signs, and pavement markings; plans thoroughfares; and reviews subdivisions and site plans to ensure traffic and parking needs are accommodated. Transportation's approved expenditures for FY 2017-18 include a transfer of $25,000 from the Hotel/Motel Tax Fund to replace damaged wayfinding signs and $10,000 in additional funding to replace faded and damaged signs providing direction to various City facilities.

NEIGHBORHOODS AND DEVELOPMENT

Neighborhoods and Development departments include Building Inspection, Code Compliance, and Planning and Community Development. Combined, these departments represent $6.4 million or 3.7% of total General Fund Expenditures

Neighborhoods & Development Expenditures



Building Inspection - $1,550,440

The Building Inspection Department is responsible for creating and maintaining a safe and healthy environment by ensuring compliance with all local construction and zoning codes, reviewing permit requests, and inspecting new and existing structures.

In order to keep up with increased building inspection and plan review demands, the FY 2017-18 Adopted Budget includes an additional $21,000 for a temporary front desk employee, $11,100 for additional Board of Adjustment public and mailed notices, and $6,600 for additional overtime for Building and Zoning Inspectors. The furniture in the Main Street Municipal Building lobby no longer provides the necessary seating for customers. Approved expenditures include $10,000 to purchase new furniture that provides the capacity to comfortably seat more customers in the lobby.

Code Compliance - $3,082,877

The Code Compliance Department is responsible for enforcing various ordinances governing the appearance and condition of single-family, multi-family, and other properties located within the city. Personnel perform on-site property inspections and address a wide range of concerns associated with neighborhood vitality and integrity.

The FY 2017-18 Adopted Budget for Code Compliance totals $3.1 million, an increase of approximately $83,300 from the amount approved for FY 2016-17. The approved budget includes $20,000 for postage and $30,000 for property mowing. In FY 2016-17, a pilot program was initiated to address certain field-related issues by removing trash, weeds, graffiti, and shopping carts. Due to the success of the program, $15,000 is included for a part-time position and $27,200 for a vehicle to allow the department to continue these efforts.

Planning and Community Development - $1,733,513

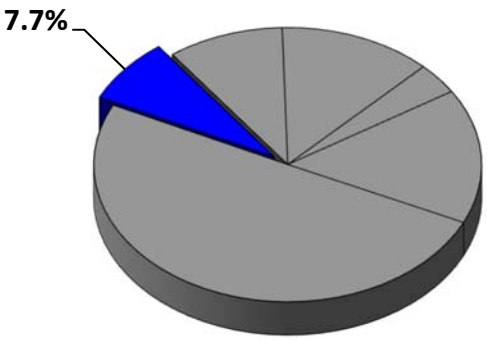
The Planning and Community Development Department's primary function is to review and recommend development plans, standards, and activities within the city. Also included in the department are the Neighborhood Vitality efforts.

The FY 2017-18 Adopted Budget for Planning and Community Development totals $1.7 million and includes $10,400 in one-time funding to purchase a trailer and supplies for the Office of Neighborhood Vitality to help neighborhoods host more successful block parties. The trailer and its contents would be made available to residents hosting block parties and provide items such as folding tables and chairs, traffic cones, and other necessities.

GENERAL GOVERNMENT

General Government departments include Budget and Research, City Administration, Office of the City Attorney, City Council, City Secretary, Financial Services, Human Resources, Internal Audit, Municipal Court, Public and Media Relations, Purchasing, and Tax. Combined, these departments represent $13.3 million or 7.7% of total General Fund Expenditures. They primarily provide traditional administrative support for other City departments and funds.

General Government Expenditures



Budget and Research - $615,179

The Budget and Research Department provides financial planning, strategy development, and information and analysis necessary for the compilation, implementation, and effective administration of the City's Operating and Capital Improvement Budgets.

Approved operating expenditures do not reflect a material change in funding levels from the prior year.

City Administration - $1,077,709

The City Administration Department includes the City Manager, two Assistant City Managers, and associated support staff responsible for the supervision of all operations and activities within the City of Garland. City Administration is also responsible for coordinating City Council agenda items, interfacing with the public, and providing assistance to Council members as needed.

The FY 2017-18 Adopted Budget for City Administration totals $1,077,700 and includes transfers in of $10,000 for the Garland Youth Council from Public and Media Relations and $5,000 for the Community Multicultural Commission from Human Resources. These transfers are included in order to maximize the efficiency of administering these programs.

City Attorney (Office of) - $2,579,447

The Office of the City Attorney (OCA) protects the interests of the City by providing legal representation and counsel to paid and elected City officials at all levels and by prosecuting offenses in Municipal Court. The Garland City Marshals Office (GCMO), created within the Office of the City Attorney, provides security services at various City facilities, including City Hall and the Duckworth Utility Services Building, and processes warrants issued by Garland Municipal Court Judges. Funding responsibilities for the GCMO are shared with the Customer Service Fund through an additional assessment to its annual General & Administrative transfer to the General Fund.

Approved operating expenditures for FY 2017-18 do not reflect any material changes in funding levels from the previous year.

City Council - $266,362

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

The FY 2017-18 Adopted Budget for City Council includes reductions totaling $27,500 to more closely align anticipated expenditures with actual expenditures and incorporate Council's revised travel and professional development guidelines.

City Secretary (Office of) - $399,416

The Office of the City Secretary is responsible for recording, preserving, and exercising custodial authority over the City's official records and legislative activities. In addition to coordinating City-held elections, the City Secretary's Office also coordinates the City's various Boards and Commissions, provides timely updates to the Code of Ordinances, and processes various permits.

The FY 2016-17 revised budget for the Office of the City Secretary includes an increase in election expense allowance due to the withdrawal of participating entities in the election process. Election expenses for the FY 2017-18 approved budget were increased to accommodate a Charter Election in 2018.

Financial Services - $1,562,086

The Financial Services Department is responsible for providing accounting, payroll, debt issuance, and cash management services for the City.

Approved expenditures do not reflect material changes in funding levels from the prior year.

Human Resources - $ 1,830,707

Human Resources is responsible for personnel functions such as compensation, job classification, benefits, training, and internal communication. Human Resources also administers the Civil Service program for the City's Police and Fire Departments.

The FY 2017-18 Adopted Budget for Human Resources totals $1,830,700 and includes $6,400 to fund software and hardware to assist the department in completing its core functions. The adopted budget also includes a reduction of $5,000 associated with a transfer to City Administration of funding for the Community Multicultural Commission in an effort to maximize efficiencies in administering that program.

Internal Audit - $558,530

The Internal Audit Department provides financial and operational audits and is responsible for ensuring adequate levels of internal controls.

Adopted operating expenditures do not reflect a material change in funding levels from the prior year.

Municipal Court - $2,257,983

Municipal Court provides administrative and judicial functions as defined within the City's Charter. The administrative functions include clerical and other administrative activities associated with processing all Class C misdemeanor violations and violations of City ordinances, case management, and fine and penalty collections. The judicial function includes both full-time and part-time Judges and a Department Representative. The Judges have jurisdiction to interpret and apply State laws and municipal ordinances within the city and have the authority to issue search and seizure warrants.

Municipal Court's approved expenditures for FY 2017-18 do not reflect material changes in funding levels from the prior year.

Public and Media Relations - $640,571

Public and Media Relations handles media relations, press releases, and Channel 16 programming and broadcasts, as well as producing the content for the *Garland City Press*.

The FY 2017-18 Adopted Budget for Public and Media Relations totals $640,600 and includes a reduction of $10,000 associated with a transfer to City Administration of funding for the Garland Youth Council. This transfer is included in an effort to maximize efficiencies in administering this program.

Purchasing - $672,910

The Purchasing Department acquires goods and services for City departments in a manner consistent with State law.

Approved expenditures do not reflect material changes in funding levels from the prior year.

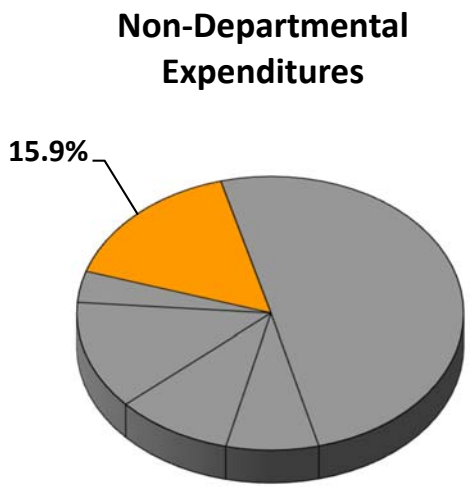
Tax - $848,359

The Tax Department collects City Ad Valorem Taxes and maintains ownership and plat map records.

The adopted budget for FY 2017-18 includes additional funding of $7,300 for public notices due to the increasing costs of posting notices in major newspapers.

NON-DEPARTMENT

Non-Departmental expenditures include a variety of items that are generally not exclusive to one department. Excluding transfers to other funds, these expenditures total $27.6 million or 15.9% of total General Fund Expenditures.



Approved Non-Departmental expenditures include the following:

(1) Performance/Merit Increase - $979,200
(2) Non-Civil Service Market Adjustment - $27,300
(3) Job Family Market Analysis Adjustment - $126,500
(4) Civil Service Structure Adjustment - $1,348,300
(5) Civil Service Retirement Stability Benefit - $239,495
(6) Retiree Health Insurance - $2,474,100
(7) Employee Health Increase - $895,900
(8) Unemployment Claims - $49,300
(9) Dues and Memberships - $127,400
(10) Professional Fees - $104,000
(11) Street Lighting - $228,300
(12) Employee Tuition Reimbursement - $50,000
(13) Transfer to Garland Healthcare Facilities Development Corporation (GHFDC) - $20,000

Transfers to Other Funds and Support Services

The FY 2017-18 Adopted Budget includes transfers to other funds totaling $3.9 million, which is an increase of $138,300 (3.7%) from the FY 2016-17 Adopted Budget. Included in this figure are transfers to the Self Insurance Fund, Long Term Disability Fund, and Summer Nutrition Fund. In addition, there is a $249,000 transfer to the Capital Improvement Program to complete the Landfill / Transfer Station improvements.

The Approved Budget includes a $500,000 General Fund contribution to the OPEB Trust Fund as a part of a long-term funding strategy designed to lower the OPEB unfunded actuarial accrued liability and ensure that funding is available in the future for retiree medical benefits.

Charges from Support Service departments total $15.3 million in the FY 2017-18 Adopted Budget, representing an increase of $1.0 million (7.3%). Included in Support Service charges are a $1.0 million transfer to the IT Replacement Fund and a $730,300 transfer to the IT Project Fund.

ENDING FUND BALANCE

The General Fund is projected to end FY 2017-18 with an Unassigned Fund Balance of $12.8 million, $2,100 over the 30 days requirement. A total of $3.2 million is also in the Assigned Fund Balance which is a reserve to offset the impact of incentive payments to the developer of the Firewheel Town Center and to help maintain the City's tax-supported AAA Bond Rating.

MAJOR CHANGES IN GENERAL FUND
FOR 2017-18

	Change from 2016-17 Adopted
Changes in Resources	
Revenue	$ 9,289,000
Utilized Fund Balance Reserves	2,805,000
Total Change in Resources	$12,094,000
Changes in Expenditures	
Civil Service Compensation Increase	$ 1,348,000
Civil Service Step/Overtime Adjustments	246,000
General Employee Compensation Increase	979,000
General Employee Market/Job Family Analysis Impact	154,000
Prior Year Compensation Adjustments	829,000
Impact of Additional Positions	1,458,000
Civil Service Retirement Stability Benefit	239,000
TMRS Contribution Rate Adjustment	233,000
Employee/Retiree Health Insurance Increase	1,172,000
Increase in Salary Charge-Outs	(51,000)
Additional Capital and Operating Expenditures	2,238,000
Prior Year Capital and Operating Expenditures	(1,414,000)
Infrastructure Repair & Replacement Transfer	2,226,000
Support Service Charges and Other Transfers	1,729,000
Net Change in Expenditures	$11,386,000
Change in Fund Balance Requirements	706,000
Available Fund Balance	$ 2,000
Expenditure Recap:	
Compensation	$ 3,505,000
Benefits	1,644,000
Additional Positions	1,458,000
Infrastructure (Street) Transfer	2,226,000
Operating and Capital Expenditures	824,000
Support Service Charges and Other Transfers	1,729,000
Net Change in Expenditures	$11,386,000

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GENERAL OBLIGATION (GO) DEBT SERVICE FUND

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

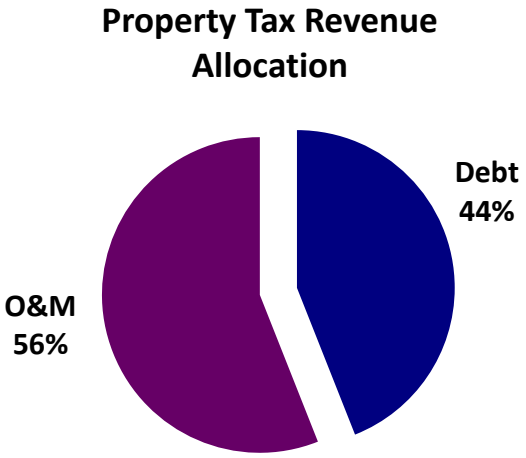
In 1997, a $126 million Bond Program was passed with a projected impact of 4.14 cents on the Debt Service Tax rate. In 2004, Garland voters approved a $223.7 million Bond Program with a projected impact of 11.5 cents, assuming a seven-year implementation. Due to the elongation of the programs and debt refinancing opportunities, the net change in the Debt Service Tax rate has been held to 5.6 cents since FY 1998-99. In addition to covering GO Bond projects, the 5.6-cent increase has also covered the Debt Service related to tax-supported CO projects.

Commercial Paper Program and Short-Term Tax Note

Commercial Paper is issued as funds are required for 1997 and 2004 Bond projects. Commercial Paper carries a low interest rate, and principal payments are not made until the debt is rolled over into GO Bonds – which occurs approximately every three years. In most years, the Commercial Paper Program provides the City with the ability to issue an annual Short-Term Tax Anticipation Note (TAN) that is used to supplement street and infrastructure funding and provide short-term funding for other capital projects. The City has the capacity to issue a TAN in 2017-18 in the amount of $8.3 million. The note will be paid off within one year.

Total Debt Service and Tax Rate

Total adopted Tax-Supported Debt Service for FY 2017-18 equals $79.9 million, representing an increase of approximately $3.9 million (5.1%) from the FY 2016-17 Adopted Budget. The net increase is attributed to the issuance of a larger TAN, the rolling of commercial paper into GO Bonds, and the refinancing of existing debt. The adopted Debt Service Tax rate remains at 31.06 cents per $100 of valuation. Details regarding the annual Debt Service requirements can be found in the Debt Service section of this document.



Ending Fund Balance

The General Obligation Debt Service Fund is projected to end FY 2017-18 with an adequate fund balance of approximately $5.2 million.

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ELECTRIC UTILITY FUND

Garland Power & Light (GP&L) provides residential and commercial electric service to approximately 81% of Garland households and more than 6,300 commercial and industrial customers.

The Texas utility market was opened to retail competition on January 1, 2002, after the Texas Electric Deregulation Bill was passed during the 1999 Legislative Session. GP&L had an opportunity to participate in a deregulated market at that time but declined to do so, a decision shared by all other municipally-owned electric utilities across the state. GP&L has worked continuously since then to ensure its ability to offer competitive market prices and provide reliable services in a deregulated market environment.

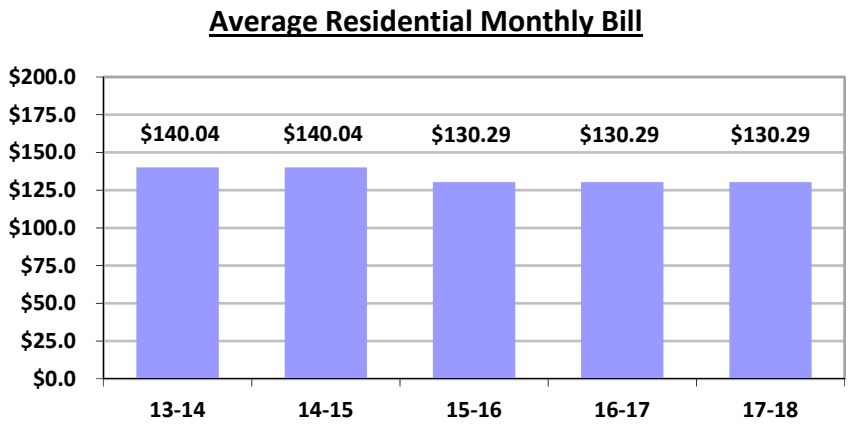
The City of Garland wholly owns electric generation facilities and receives 47% of the electric output of the Texas Municipal Power Agency's (TMPA) 470-megawatt coal-fired generation plant located at the Gibbons Creek Reservoir in Grimes County, Texas. The TMPA-operated facility supports GP&L's electric load obligation, and GP&L's remaining energy requirements are purchased through the energy market. GP&L's generation units are used primarily to sell power into the market when prices exceed the Utility's cost of production.

Revenue

Anticipated revenue for FY 2017-18 totals approximately $317.5 million, a figure $32.5 million (11.4%) greater than the amount approved for FY 2016-17. This overall rise is due in large part to a significant increase in the transfer to GP&L from the Rate Mitigation Fund (RMF) primarily associated with GP&L's payoff of its portion of TMPA's generation debt and the drawdown of fund balance in FY 2016-17. The RMF transfer for FY 2017-18 is set at $52.5 million and represents an increase of $42.5 million (425.0%) from the amount approved for FY 2016-17 of $10.0 million. Other factors impacting GP&L's revenue for FY 2017-18 result from reductions to anticipated consumption in off-system sales, residential electric sales, and high tension service of $7.5 million, $2.4 million, and $2.3 million respectively.

Adjustments for FY 2016-17 in the revised budget total $1.2 million (0.4%) and reduce the approved number from $285.0 million to $283.8 million for the year. No change to the approved Rate Mitigation transfer of $10.0 million is included in revised revenue.

While GP&L rates are not set with the adoption of the Budget, the Recovery Adjustment Factor (RAF) may be modified as appropriate throughout the year to address changes in market conditions and the Utility's revenue requirement needs. No change to the current RAF is planned at this time, so the average monthly cost for a residential GP&L customer using 1,300 kWh of electricity will remain at $130.29.



Expenditures

Expenditures for FY 2017-18 are projected at $320.8 million, an increase of $15.1 million (5.0%) from the FY 2016-17 Approved Budget. In association with the increased transfer into GP&L from the Rate Mitigation Fund, the primary factor leading to increased expenditures for the year is a corresponding increase of $14.7 million (37.3%) in GP&L's TMPA debt payment. Other factors contributing to the increase for FY 2017-18 are an increase in the Fund's support service transfers of $2.8 million associated with City plans to acquire a new billing system and an increase of $2.8 million in Revenue Bond debt payments. These increases are partially offset by a $6.2 million (4.9%) reduction in energy purchases and TMPA fuel costs due to reduced Off-System Sales activity and retail consumption.

Adjustments to the FY 2016-17 Revised Budget increased the approved amount of $305.7 million by $2.3 million (0.8%) to $308.0 million for the year. Revenue Bond debt refunding during the year contributed to an increase of $1.1 million (6.9%) in that area, and increases in energy purchases totaling $1.4 million (1.4%) were the primary drivers behind the total increase.

GP&L's Return on Investment (ROI) transfer to the General Fund, as discussed in the General Fund - Resources section, will remain unchanged at $19.5 million for FY 2017-18. Likewise, the ROI percentage will remain steady at 8.0% and unchanged from FY 2016-17. In addition to the ROI transfer, the Electric Utility provides several additional subsidies to the General Fund with the largest of those being a subsidized electric rate and street light maintenance.

Fund Balance – Operating Fund

Electric's Fund Balance goal is 75 days of operating expenditures in order to ensure an adequate cash flow throughout the fiscal year. The Electric Utility Fund is projected to end FY 2017-18 with a fund balance of approximately $45.2 million or 75 days of working capital.

Fund Balance – Rate Mitigation Fund

The Rate Mitigation Fund is restricted by City Charter such that accumulated funds may only be used by GP&L to pay down its debt or mitigate anticipated rate increases. The transfer amount to GP&L from the Rate Mitigation Fund originally adopted for FY 2016-17 was $10.0 million and remains unchanged for the revised budget. The approved transfer for FY 2017-18, however, will increase to $52.5 million, an amount that primarily represents GP&L's payoff of TMPA's generation debt and will leave the Rate Mitigation Fund with an estimated reserve balance of $118.6 million at fiscal year's end.

WATER UTILITY FUND

The Water Utility purchases wholesale treated water from the North Texas Municipal Water District (NTMWD) which draws raw water from Lake Lavon, Lake Cooper, Lake Tawakoni, Lake Texoma, and the wetland project located near Kauffman. Garland's water system is capable of storing 46.9 million gallons of treated water with a pumping capacity of 225 million gallons per day. The Water Distribution System includes over 1,100 miles of water mains, 8,400 fire hydrants, and 69,400 billed connections.

Revenue

Projected Water revenues for FY 2017-18 total $72.2 million, reflecting an increase of approximately $3.1 million (4.5%) from the FY 2016-17 Adopted Budget due to approved residential, commercial, and industrial rate increases. The rate increase will have an impact of $6.86 (12.0%) per month on the average residential account.

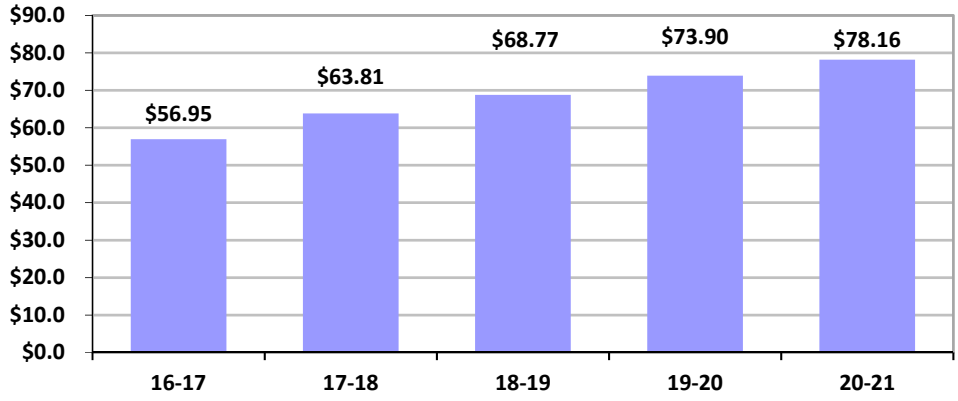
Residential Base & Volume Charges
(Per Thousand Gallons)

Gallons Used	2016-17 Adopted	2017-18 Adopted
Base Charge 5/8"	$16.45	$20.05
1 – 3,000	4.35	4.77
3,001 – 15,000	5.49	5.89
15,001 +	8.78	9.22

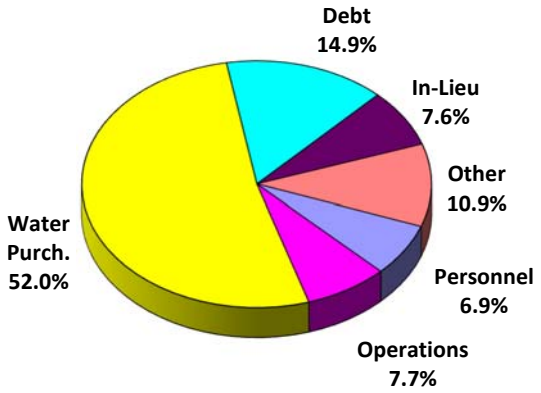
Rate adjustments are anticipated for the next several years primarily due to significant increases scheduled for wholesale water by the NTMWD. Garland's water rates are based on a three-tiered rate structure designed to encourage water conservation. Under the tiered rate structure, the cost per thousand gallons of water increases with increased usage. Changes to the base and volume charges are shown at the left.

Revenue for FY 2016-17 has been revised downward by $1.2 million (1.7%) due in large part to reduced residential consumption offset by increased consumption by commercial customers.

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



Water Utility Fund Expenditures



Expenditures

Expenditures for the FY 2017-18 Adopted Budget total $71.7 million and represent an increase of approximately $4.7 million (7.0%) from FY 2016-17. The expenditures increase includes an additional $3.1 million to cover a 9.9% rate increase imposed by the NTMWD on wholesale water purchases. The NTMWD rate will increase from $2.53 per thousand gallons to $2.78, and wholesale water purchases represent 52.1% of the total FY 2017-18 Adopted Budget.

It is important to note that the City's annual water cost to NTMWD is based on historical consumption and that the minimum volume charge, referred to as the demand charge or "take or pay" amount, is tied to the City's highest usage in any given year. As a result, the Water Utility anticipates having to pay for more water in FY 2017-18 than it may be able to sell during the year.

In addition to the higher cost of wholesale water, included in the Adopted Budget is an increase of just over $1.0 million in its transfer to the Customer Service Fund that includes Water's share of a new billing system upgrade to begin in FY 2017-18. The FY 2017-18 Adopted Budget reflects additional funding of $178,900 to purchase several pieces of equipment to promote work crew efficiency and safety, including an additional dump trailer, as well as a vacuum trailer, trailer-mounted air compressor, and message board that have outlived their useful lives and should be replaced. Also included in the additional funding is the purchase of audio/visual equipment required to address compatibility issues in the Water Control Room and additional construction water meters.

The Water Utility Fund has historically provided several subsidies to the General Fund. A four-year plan was implemented in FY 2015-16 to phase out those subsidies, and this process is planned to continue in FY 2017-18. The FY 2017-18 adopted budget includes $76,250 for IT capital purchases and approximately $55,100 for the maintenance and construction activities of Facilities Management. Also included are contributions of $465,000 to the Garland Chamber of Commerce for economic development activities as well as a transfer of $787,600 to the Infrastructure Repair & Replacement Fund.

Fund Balance

The Water Utility Fund is projected to end FY 2017-18 with a fund balance of $14.3 million, an amount equivalent to 82 days of working capital. Due to the volatility of weather patterns that may result in significant fluctuations in revenue collection, a 90-day fund balance goal is included in addition to the 45-day fund balance requirement. The fund balance goal had been previously set at 60 days, but the increase to 90 days allows the Utility to better deal with extreme weather conditions without having to place surcharges on water rates and provides additional security necessary to maintain bond rating requirements. Fund balance amounts that exceed the 90-day goal will be used to cushion future rate increases.

WASTEWATER UTILITY FUND

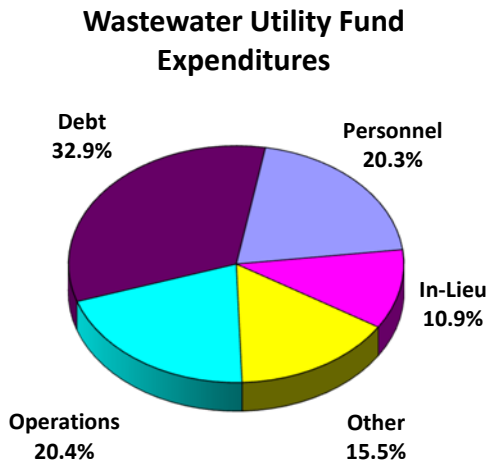
The Wastewater Utility collects, transports, and processes wastewater for Garland and its customer cities of Richardson, Dallas, Sachse, Rowlett, and Sunnyvale. The Wastewater Treatment System consists of 1,100 miles of sewer mains, two state-of-the-art advanced biological wastewater treatment facilities with a combined capacity of 64 million gallons per day, and a central laboratory.

Revenue

No rate increases for residential and commercial customers are anticipated, so Wastewater revenue adopted for FY 2017-18 at $45.3 million will remain virtually unchanged from the amount approved for FY 2016-17. As a result, a typical Garland resident should expect no increase to the current amount paid of $41.83.

Adopted Wastewater Rate Plan
(Per Thousand Gallons)

Volume Charge per 1,000 Gallons	2016-17 Adopted	2017-18 Adopted
Residential	$4.50	$4.50
Commercial	4.66	4.66



Expenditures

Total approved expenditures for FY 2017-18 are $46.4 million, an increase of $1.4 million (3.0%) from the amount approved for FY 2016-17. Included in that amount is an $861,400 increase to Wastewater's transfer to the Customer Service Fund that includes its share of a new billing system upgrade to begin in FY 2017-18. New funding requests total $129,800. Of that amount, $47,400 will be used to replace an automatic extraction system used for oil and grease analysis in accordance with Federal standards and other analysis equipment that has exceeded its 10-year estimated useful life and for which replacement parts and other needed components are unavailable. The remainder of the additional funding, $82,400, will be used to purchase a dump trailer and skid steer needed to promote work crew efficiencies.

The Wastewater Utility Fund has historically provided several subsidies to the General Fund. A four-year plan was implemented in FY 2015-16 to phase out those subsidies, and this process is planned to continue in FY 2017-18. The FY 2017-18 adopted budget includes $76,250 for IT capital purchases and approximately $55,100 for the maintenance and construction activities of Facilities Management. Also included in these subsidies is a transfer of $787,600 to the Infrastructure Repair & Replacement Fund.

Fund Balance

The Wastewater Utility Fund is projected to end FY 2017-18 with a fund balance of $12.3 million or 116 days of working capital. As is the case with the Water Utility Fund, a 90-day fund balance goal is included in addition to the 45-day requirement. This change provides a cushion for future rate increases and spikes in regulatory costs as well as additional security necessary to maintain bond rating requirements.

ENVIRONMENTAL WASTE SERVICES FUND

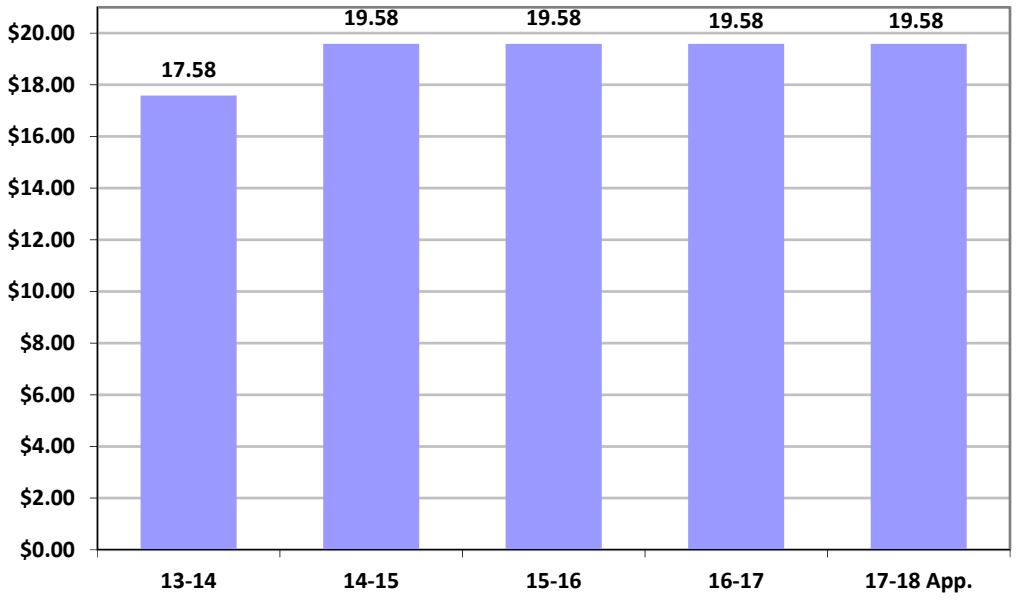
The Environmental Waste Services (EWS) - Delivery Department is responsible for the collection of trash, recyclables, and brush from Garland households. The department also competes with private haulers to provide trash collection for local businesses in the form of front-load and roll-off container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

In FY 2011-12, The EWS - Delivery Department implemented a Single Stream Recycling Program. This program allows residents to recycle a wider range of commodities. Also, a six-phase implementation of automated collection for recyclables began in 2011. Under this program, residents are given a 96-gallon recycling container to replace the 18-gallon recycling bin previously used. The sixth and final phase of the program will begin in early FY 2017-18 and will add the remaining approximately 10,500 homes to the 52,174 already participating.

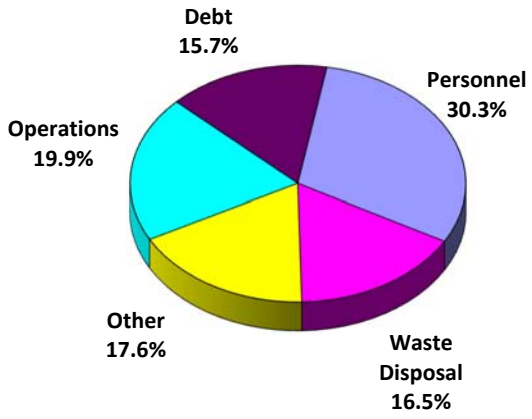
Revenue

Approved EWS revenues for FY 2017-18 are $19.7 million, which is slightly higher than the FY 2016-17 Adopted Budget. Monthly rates for collection of residential solid waste, bulky goods, and recycling will remain the same at $19.58.

Environmental Waste Services
Monthly Residential Base Rates



Environmental Waste Services Fund Expenditures



Expenditures

Total approved EWS expenditures for FY 2017-18 are $20.5 million, approximately $748,300 (3.8%) higher than FY 2016-17 approved levels. Contributing to this change is an increase of $388,200 (13.8%) in Debt Service transfers associated with the replacement of equipment and the expansion of the Single Stream Recycling Program funded in the 2017 Capital Improvement Program (CIP).

In addition, the FY 2017-18 Adopted Budget includes the addition of three (3) new Equipment Operators to support the increase in Brush and Residential Collection.

Fund Balance

The Environmental Waste Services Fund is projected to end the year with a fund balance of $2.8 million (68 days) of working capital. The Environmental Waste Services Fund has a fund balance requirement of 45 days and the excess fund balance will be used to offset the impact of future rate increases.

STORMWATER MANAGEMENT FUND

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

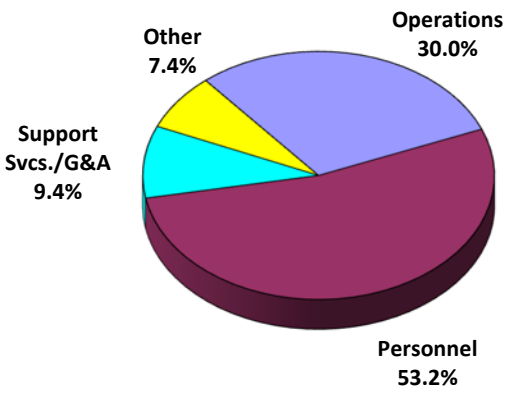
Revenue

Stormwater Management anticipates revenue of $4.4 million for FY 2017-18 and includes a rate increase for both residential and commercial customers. Mid-sized residential lots will be billed at $3.23 per month, a $0.35 increase over the prior year's rates. Commercial customers will be billed at $0.082 per 100 square feet monthly, a $0.01 increase over FY 2016-17. These rates compare favorably to other area cities. Garland's rates are 28% below the Metroplex comparison group average for mid-sized residential lots and 22% less than the Metroplex comparison group average for commercial customers. Garland also has the lowest residential rate and the second lowest commercial rate among the comparison group which has not been increased since 2010.

Stormwater Rates

	2015-16 Adopted	2016-17 Adopted	2017-18 Adopted
Small Residential	$1.44	$1.44	$1.64
Medium Residential	2.88	2.88	3.23
Large Residential	4.32	4.32	4.82
Commercial per 100 sq. ft.	0.072	0.072	0.082

Stormwater Management Fund Expenditures



Expenditures

Approved Stormwater Management Fund expenditures total $4.3 million for FY 2017-18, an increase of $72,200 (1.7%) from the amount adopted for FY 2016-17. There are no material changes in the expenditures for the FY 2017-18 Adopted Budget.

Fund Balance

The Stormwater Management Fund is projected to end the year with a fund balance of $552,400.

COMBINED MONTHLY UTILITY COSTS
TYPICAL GARLAND RESIDENT

	2016-17 Adopted	Change	2017-18 Adopted
Electric	$130.29	$0.00	$130.29
Water	56.95	6.86	63.81
Wastewater Service	41.83	0.00	41.83
Trash Collection	19.58	0.00	19.58
Stormwater Fee	2.88	0.35	3.23
Totals	$251.53	$7.21	$258.74

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INFRASTRUCTURE REPAIR & REPLACEMENT FUND

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

Funding for the Infrastructure Repair & Replacement Fund comes primarily from transfers from the General Fund, Water Utility Fund, and Wastewater Utility Fund. In addition, funding is also provided each year by a transfer from a pool of funds maintained by the annual issuance of a Short-Term Tax Note. Information regarding Short-Term Tax Notes, as well as the City's Commercial Paper Program, can be found in the Debt Service section of this Adopted Budget.

Over the past several years, the City Council has aggressively addressed declining street and alley conditions. Funding levels for street infrastructure repairs have been increased over the past three years and reached $20.7 million in FY 2016-17. Based on the most recent data of street and alley conditions, the FY 2017-18 Adopted Budget increases funding to $26.6 million with the additional $5.9 million targeting neighborhood streets and alleys. The General Fund transfer for street repairs in FY 2017-18 is $11.1 million, which is a $1.8 million increase from FY 2016-17. Transfers from the Water and Wastewater Utility Funds total $1.6 million, from Community Development Block Grant (CDBG) street project funding – $1.0 million, and from miscellaneous revenue sources – $126,000, bringing the total cash-funding for street repairs to $13.8 million. Also included in the FY 2017-18 Adopted Budget is $5.3 million in Tax Note funds. In addition to the cash and Tax Note funding in the FY 2017-18 Adopted Budget, it is anticipated that $7.5 million in Certificates of Obligation will be issued in the 2018 CIP for street reconstruction.

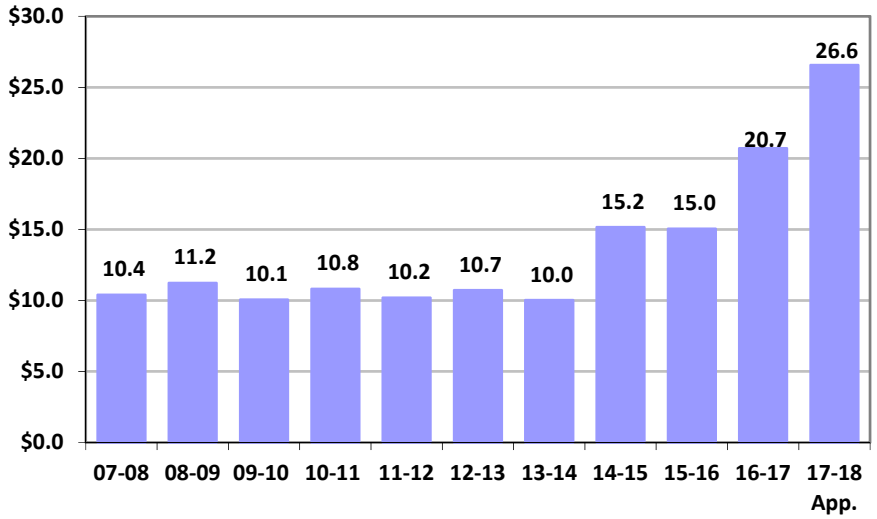
Infrastructure Repair &
Replacement Funding Sources

	2016-17 Adopted	Change	2017-18 Adopted
General Fund *	$ 9,324,000	$1,815,000	$11,139,000
Water and Wastewater Funds	1,537,000	38,000	1,575,000
CDBG Street Projects	693,000	314,000	1,007,000
Miscellaneous Revenue	74,000	52,000	126,000
Tax Note Funds	5,400,000	(150,000)	5,250,000
Certificates of Obligation	3,679,000	3,781,000	7,460,000
Totals	**$20,707,000**	**$5,850,000**	**$26,557,000**

***** General Fund transfers for equipment replacement are not included.

The requested increase in funding will be used to further enhance the condition of Garland's transportation infrastructure by providing an additional $1.1 million over FY 2016-17 approved levels toward concrete street replacement and engineering design services, for a total of $6.8 million of contracted-out services in the FY 2017-18 Adopted Budget. To oversee the increased use of contract work, a Senior Civil Engineer and Public Works Inspector have been added to the Street Construction division. Three (3) Heavy Equipment Operator II positions and three (3) Concrete Finisher positions have also been added in order to improve efficiencies in the construction field staffing and to make up for the lack of temporary labor available in the current construction market. In addition to the transfer for street repair work, the General Fund transfer will also include one-time funding of $1.0 million for the replacement of equipment that has aged beyond its useful life and requires extensive maintenance.

Infrastructure Repair & Replacement Program
Fund History – Includes Operating Budget and CIP
(In Millions)



Net of transfers for capital equipment replacement

The Infrastructure Repair & Replacement Fund is projected to end the year with a fund balance of $11,300.

FIREWHEEL FUND

The Firewheel Golf Course is a premier facility that originally offered two 18-hole courses. In September 2001, 27 holes were added along with a second clubhouse, pro shop, driving range, and practice facility. Currently, the facility offers 63 holes of golf consisting of the Old Course (18 holes), Lakes Course (18 holes), Bridges Traditions (9 holes), Champions (9 holes), and Bridges Masters (9 holes). A conservative estimate identifies more than $600 million of direct and indirect revenues to the City's residential tax base, equating to approximately $4.4 million in annual tax revenues.

Prior to the 2001 expansion, Firewheel was generally self-supporting through green fees and other revenues generated at the complex. However, since the expansion, the Course has incurred an operating deficit primarily due to a dramatic increase in the number of competing courses in the area. Before 2011, operation of Firewheel was overseen through a contract with a Golf Professional. In 2011, the City assumed complete financial and operational responsibility for all aspects of the Golf Park, including the Branding Iron restaurant and Grill 64 snack bar. The budget for the organization was shared by the City of Garland and the Garland Foundation for Development Corporation (GFDC). The Pro Shop and restaurant employees were budgeted and employed by the GFDC. All other areas of the Firewheel organization were budgeted through the City of Garland. A Firewheel Golf Park Combined Fund Summary is included in Appendix (G). This summary shows a complete financial picture of the Golf Park by combining both the City's and the GFDC's revenues and expenditures related to Firewheel.

Since taking over full responsibility for operations at Firewheel in July 2011, aggressive efforts to improve the Course's conditions and overall financial results have been pursued by the City. During FY 2016-17, these efforts will allow the Course to finally eliminate the large fund balance deficit carried since FY 2009-10. Today, Firewheel Golf Park is considered to be a tier above other public golf facilities in North Texas and, for the first time in its history, expects to exceed 100,000 rounds of play in FY 2016-17.

To further improve the overall management and day-to-day operations of Firewheel, the FY 2017-18 Adopted Budget includes the funding necessary to consolidate all operations, including moving GFDC employees into the City of Garland Firewheel Fund. This approved change will add approximately $681,700 in anticipated restaurant revenues, $499,700 in operational expenditures, and $1.2 million in additional personnel costs. These costs will be offset by the elimination of the transfer from the Firewheel Fund to the GFDC. The consolidation of the GFDC and the Firewheel Fund is anticipated to increase personnel expenditures by a net of approximately $56,500 in FY 2017-18 due to coverage of City benefits.

RECREATION PERFORMANCE FUND

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

Projected Recreation Performance Fund revenues for FY 2017-18 are $1.2 million, representing an $88,000 (7%) decrease from FY 2016-17 approved levels. This decrease is due to the anticipated closure of the Granger Recreation Center for renovation. Adopted expenditures for FY 2017-18 are approximately $1.3 million, representing a $130,000 (9.1%) decrease from FY 2016-17 approved levels. A transfer to the General Fund of $100,000 is included in approved expenditures and is funded from excess fund balance.

The Recreation Performance Fund is projected to end FY 2017-18 with a fund balance of approximately $40,300 of working capital.

HOTEL/MOTEL TAX FUND

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

The FY 2017-18 Adopted Budget includes estimated Hotel/Motel Tax receipts of $1.4 million, a $223,000 increase (18.6%) from FY 2016-17 approved levels.

Approved Hotel/Motel Tax expenditures for FY 2017-18 are $1.5 million, which is an increase of $109,300 (7.7%) from FY 2016-17 approved levels. Marketing, corporate training business development, and advertising expenses account for approximately $83,400 (4.8%) of the total budget. Business development efforts include working with area corporate offices to host corporate training programs. Advertising efforts are focused on regional and statewide publications including the *Dallas Morning News, Texas Highways Magazine,* and *Texas Monthly – Hidden Texas Edition*.

For FY 2017-18, funding to the Garland Cultural Arts Commission (GCAC) remains at 15% of the prior year's actual Hotel/Motel Tax revenue, which amounts to $135,400. In addition, economic development incentive agreements with the Hyatt Place Hotel on S.H. 190 and the Holiday Inn Express on Lake Ray Hubbard stipulate refunds of the Hotel/Motel Tax generated at both facilities. During FY 2017-18, approximately $420,000 will be refunded.

During FY 2017-18, $175,000 of the Hotel/Motel Tax Fund balance will be transferred to the Economic Development Fund to continue the Image Management Initiative. These funds will be used to focus on media management, creative/production work, promotional events, and other activities related to promoting Garland as a visitor destination.

Funding for the implementation of the Heritage Tourism Program is included in the FY 2017-18 Adopted Budget for a total of $225,000. Projects related to historic preservation and tourism will be identified and taken to Council for approval. State law caps Hotel/Motel Tax expenditures at 15% of each year's collected revenue, but the Hotel/Motel Tax Fund has not met this cap over the last several fiscal years which has accumulated in an excess fund balance.

The FY 2017-18 Adopted Budget includes a transfer of $25,000 from the Hotel/Motel Tax Fund to the General Fund to fund the replacement of wayfinding signage that has been destroyed in traffic accidents. The new style of wayfinding sign cannot be produced by the Transportation's Sign Shop and costs significantly more than a typical road sign.

The Hotel/Motel Tax Fund is projected to end FY 2017-18 with a fund balance of approximately $2.1 million.

GARLAND HELIPORT FUND

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

Projected Heliport revenues for FY 2017-18 are approximately $8,600 in lease and interest income with expenditures projected to be $7,700.

The Garland Heliport Fund is projected to end FY 2017-18 with a fund balance of approximately $177,600 of working capital.

SAFELIGHT FUND

The SafeLight Garland Program began in 2003 as part of a traffic safety initiative to reduce the incidents of red-light running. Violators who pass through the sensors after the lights turn red receive a notice of violation along with a photograph documenting the date and time the violation occurred. A "right turn on red" violation was added during 2009. The owner of the vehicle is liable for a $75 civil penalty. The City's policy is that the use of SafeLight penalty fees be restricted to covering direct program expenditures and one-time expenditures related to traffic control enhancements and public safety.

The FY 2017-18 approved revenues for the SafeLight Program are $1.8 million.

Approved expenditures for FY 2017-18 are $2.7 million. Net program income (before transfers out and funding to traffic safety) of approximately $835,300 is projected for FY 2017-18 of which one-half must be sent to the State of Texas.

The SafeLight Program continues to fund $50,000 a year toward LED lighting for the Transportation Department and will also start funding $50,000 toward signal equipment modernizations. Additional approved funding includes $175,000 for Police overtime to supplement traffic enforcement efforts in school zones and against aggressive driving; $120,000 for Transportation's Stop Sign Replacement program, traffic signals, and other traffic signs; and $200,000 for a laser printer with GPS mapping for the Police Traffic unit. The approved funding also includes $700,000 for traffic safety improvements including restriping stop bars, crosswalks, and railroad crossings; purchasing an additional school zone speed trailer; replacing crossing guard and school zone signage; installing a new flashing crosswalk sign; increasing funding for road restriping and rebuttoning; and kick-starting a comprehensive safety program including a safety audit.

The SafeLight Fund is projected to end FY 2017-18 with a fund balance of approximately $844,400 of working capital after estimated payments to the State.

ECONOMIC DEVELOPMENT FUND

The Economic Development Department focuses on attracting new development and redevelopment by implementing initiatives that capitalize on Garland's unique competitive advantages, seize market opportunities, and remove barriers to investment, all aimed at creating jobs and enhancing the tax base.

Starting in FY 2015-16, the Economic Development Department was moved out of the General Fund and into the newly-created Economic Development Fund to provide better financial transparency and easier, more effective tracking of transferred funds specifically designated for economic development purposes.

Total projected revenues for the Economic Development Fund in FY 2017-18 are approximately $2.0 million, consisting of transfers from the Electric Utility Fund, the Water Utility Fund, the Hotel/Motel Tax Fund, and the Economic Development Reserve.

Approved expenditures for FY 2017-18 are $2.1 million, which include $225,000 for Catalyst Area consultant services and $250,000 for continuing implementation of the Image Management Initiative. The Image Management Initiative is being funded in the Economic Development Fund but managed by the Office of Strategic Initiatives and is partially funded by a $175,000 transfer from the Hotel/Motel Tax Fund. The $465,000 annual transfer to the Garland Chamber of Commerce is also included in the Economic Development Fund. Several economic development incentive payments, totaling $88,000 for FY 2017-18, are being moved from the General Fund to the Economic Development Fund to further increase transparency and effective tracking of expenditures directly related to economic development.

The Economic Development Fund is projected to end FY 2017-18 with a fund balance of $269,400.

HOUSING REINVESTMENT FUND

The goal of the Housing Reinvestment Program is to reduce the inventory of City-owned foreclosed properties and to enhance Garland's housing stock. This program focuses on rebuilding or repairing properties in order to make them available for purchase by moderate income homebuyers. These previously foreclosed homes would then return to the City's tax base, providing ad valorem revenue where none existed before.

After two years of operation, the Housing Reinvestment Program has rebuilt or renovated and sold two properties, generating $43,400 in profit. The original $500,000 transfer from the Economic Development Reserve Fund that was used to launch the Housing Reinvestment Program will be transferred back along with the generated profit, for an 8.7% Return on Investment. This program is scheduled to be closed at the end of FY 2016-17, primarily due to a lack of available properties for renovation because of the condition of the residential housing market in Garland.

COMMUNITY AND NEIGHBORHOOD GRANTS

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

Community and Neighborhood Development

CASA Fund

The CASA Program anticipates program income of approximately $6,300 from mortgage payments and expenditures of $113,800. The CASA Fund will be providing $7,900 to the IT Project Fund for Community Development's Residential Rehab software upgrade in FY 2017-18. The program is expected to end FY 2017-18 with a fund balance of approximately $31,900.

CDBG Fund

In FY 2017-18, the City expects to receive $1.9 million in Federal funding for the Community Development Block Grant Program, with an additional $800,000 of funding from reprogrammed CDBG funds. The CDBG Program will again concentrate on infrastructure projects with $1.0 million of new and reprogrammed funding dedicated to street improvements. The CDBG Fund will also be providing $433,200 for the Carver Senior Center Redevelopment in FY 2017-18. The CDBG Fund is expected to end FY 2017-18 with a fund balance of approximately $206,400.

HOME Grant Fund

During FY 2017-18, the City expects to receive approximately $515,200 in additional HOME Grant funds to construct affordable new housing within Garland neighborhoods, with an additional $500,000 coming in from program income. The HOME Grant is expected to end FY 2017-18 with a fund balance of $542,100 which will be used in future operating budgets to continue this program.

Housing Assistance Fund

The Garland Housing Agency is projected to receive approximately $10.9 million from HUD to administer and operate the Section 8 Housing Voucher Programs and the Disaster Housing Assistance Program. Expenditures in FY 2017-18 include a transfer to the IT Project Fund of $26,500 for upgrades to the Housing Agency's software system. Total approved expenditures for FY 2017-18 are approximately $11.4 million with the majority (87.3%) being allocated to Housing Voucher payments.

Housing Assistance Fund

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

Fair Housing Grants

The Fair Housing Program promotes educational programs and services to increase awareness of laws designed to prevent housing discrimination. The Office of Fair Housing also accepts and investigates complaints to determine if discrimination has occurred. HUD Fair Housing Grants of $164,300 are anticipated in FY 2017-18 along with approximately $165,700 from the Emergency Solutions Grant (ESG) Program.

As reflected in the FY 2016-17 Revised Budget, an additional $125,000 was awarded to the Fair Housing Program allowing it to briefly expand the scope of its services for a short time. That additional funding is, however, not expected in FY 2017-18, and the program's approved budget has been adjusted accordingly.

Summer Nutrition Program

The Summer Nutrition Program is projected to receive funding of approximately $323,700 to provide breakfasts, lunches, and snacks for school-age children at approximately 31 sites throughout Garland for FY 2017-18. In addition, the program will receive a transfer from the General Fund of $30,000 to help with increasing food and other costs associated with the program.

PUBLIC HEALTH / IMMUNIZATION GRANT FUND

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

Overall, anticipated revenues for Public Health in FY 2017-18 are $1.1 million, a slight increase of $70,900 (7.2%). While grant revenues received directly from the Texas Department of State Health Services (TDSHS) will remain flat at $481,900, the FY 2017-18 Adopted Budget reflects a slight increase in associated miscellaneous program income due to anticipated fluctuations in the number of customers eligible for vaccines funded through the State. An increase is also expected related to services provided to patients who pay for those services themselves or who may use private insurance to pay the costs.

Total expenditures in the FY 2017-18 Approved Budget are anticipated to increase by $89,300 (9.2%) to $1.1 million. The increase is directly attributed to an increase in the cost to purchase vaccines. It should be pointed out that programs within the Public Health / Immunization Grant Fund are often dynamic, and staff is able to respond to changing or emerging circumstances and situations within many areas of public health concerns.

PUBLIC SAFETY GRANT FUND

The Public Safety Grant Fund includes funding received through various competitive Federal and State programs related to Law Enforcement, Emergency Management, and Homeland Security. Through these grants, the City is able to provide its Public Safety personnel with additional training and acquire specialized equipment that would not otherwise be available through annual operating budgets.

Approved revenue for the Public Safety Grant Fund in FY 2017-18 totals $246,100 of grant revenue and includes funding in the following areas:

Public Safety Grants

Justice Assistance Grant (JAG)	$ 29,600
State Training Grant	20,400
Internet Crimes Against Children (ICAC) Grant	10,000
Urban Areas Security Initiative (UASI)	111,100
Urban Areas Security Initiative - Law Enforcement Assistance Partnership (UASI-LEAP)	43,600
State Homeland Security Program (SHSP)	31,400
Total	$246,100

Adopted expenditures for the Public Safety Grant Fund are $252,000, and the Fund is expected to end FY 2017-18 with a balance of approximately $256,000.

COMBINED GRANT FUND BALANCE

The grant funds are projected to end FY 2017-18 with a total combined fund balance of approximately $2,464,900.

NARCOTIC SEIZURE FUND

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

Narcotic Seizure Fund expenditures for the FY 2017-18 Adopted Budget total $372,800 and include $29,600 to continue funding a part-time position for the Civilian Youth Boxing Program, Year Two of a five-year reoccurring expenditure of $80,100 to purchase Taser CEW devices, one-time funding of $80,000 for a SWAT equipment van, $15,000 to outfit all Police units with electronic flares, and $168,000 for various operating expenses.

The Narcotic Seizure Fund is expected to end FY 2017-18 with a fund balance of $0.

GARLAND

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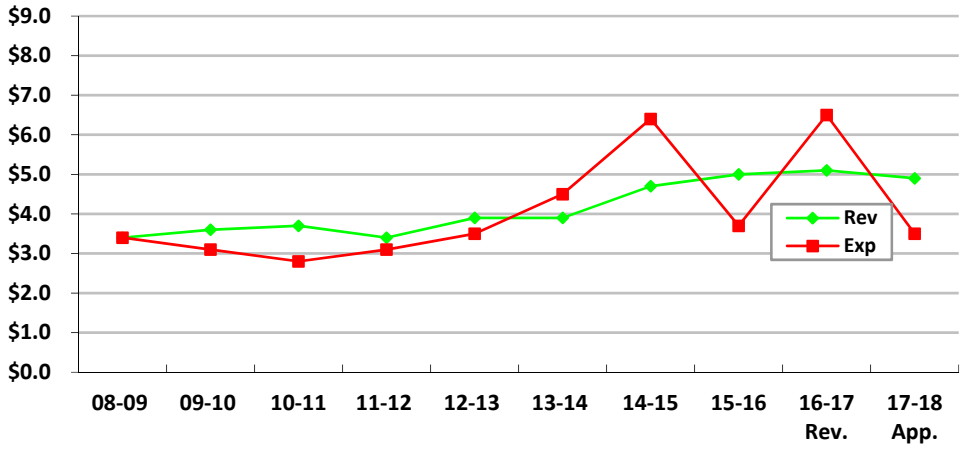
EQUIPMENT REPLACEMENT FUND

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

Total projected revenues for the ERF in FY 2017-18 are approximately $4.9 million, consisting mostly of transfers from the major operating funds. Approved expenditures for FY 2017-18 are $3.5 million for the replacement of vehicles, which includes $250,000 for unplanned emergency vehicle replacements, and a transfer of approximately $99,400 to the Self Insurance Fund to pay the annual premium on the City's catastrophic vehicle and equipment loss insurance policy. The City's average vehicle age at the time of replacement is 9 years, excluding Police Patrol units.

Equipment Replacement Fund
Revenue and Expenditures
(In Millions)



In addition to Budget Amendment No. 1, the FY 2016-17 Revised Budget increased by $542,500. The increase includes the replacement of six wrecked Police Patrol vehicles and one wrecked GP&L vehicle for a total of $208,300. A transfer of $32,200 from the Self Insurance Fund will contribute to the Equipment Replacement Fund for a portion of the wrecked vehicle costs. In addition, adjustments in the revised budget were made to replace three vehicles from an FY 2015-16 backlog for $168,200 and to cover a cost increase of $33,800 for five Street 1-ton body trucks from previous backlogs. Adjustments of $132,200 are also included for equipment cost increases and upgrades, of which $114,400 is transferred to the Equipment Replacement Fund by the other funds for vehicle upgrade costs. The FY 2016-17 Revised Budget is projecting $146,500 in transfers from other funds.

The ERF is expected to have $9.5 million in reserves for future vehicle replacements by the end of FY 2017-18. This represents an increase of approximately $2 million (26.1%) from FY 2016-17 approved levels. The cost of vehicle replacements is projected to exceed annual contributions in future years, which will lower future fund balance reserves.

SELF INSURANCE FUND

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

Revenue in the Self Insurance Fund is comprised of transfers from other City funds and from Interest Income. Total revenue adopted for FY 2017-18 is $5.8 million and includes a slight decrease of $85,900 (1.5%) from the FY 2016-17 Approved Budget due to better-than-expected results for FY 2015-16.

Adopted expenditures for FY 2017-18 are estimated at approximately $6.7 million and represent a slight decrease of $129,000 (1.9%) from FY 2016-17. The primary factor responsible for this decrease is reductions to negotiated insurance premiums for the coming year.

The Self Insurance Fund is projected to end FY 2017-18 with a fund balance of $3.1 million, a figure that represents 68.4% of the actuarially determined claims liability.

GROUP HEALTH INSURANCE FUND

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

The City has responded over the past several years to challenges in maintaining the financial integrity of its Group Health Insurance Fund. Employee, retiree, and dependent medical claims, including those for prescriptions, exceeded expectations and drew down the Fund's reserves such that additional mid-year transfers into the Group Health Insurance Fund were required. No such mid-year transfer is required for the FY 2016-17 Revised Budget, and the Fund is expected to end the year with a projected ending fund balance of approximately $2.9 million.

The FY 2017-18 Adopted Budget includes increases to City contribution rates on behalf of both employees and retirees. In addition to rate increases, the total City contribution amounts for FY 2017-18 also reflect changes to the anticipated numbers of employees and retirees for whom coverage is provided. In total, the approved increase for FY 2017-18 in City contributions for employees and retirees is $2.3 million or 8.9%.

The City's Commit to Wellness (C2W) Program was initiated in 2012 in an effort to encourage employees to embrace and adopt healthier lifestyles. In addition to the physical benefits of participation in the program, employees who successfully completed several specific activities earned a monthly reduction of $20 to their health insurance premiums.

The program was expanded in 2015 to offer motivated employees a more involved and committed set of challenges, and successful completion of the C2W Plus Program earned employees an additional $10 reduction to monthly health insurance premiums. Employees who opted out of participation in the C2W Program paid an additional $20 each month.

An adjustment to the City's prescription coverage and a new telemedicine program through MDLive will be instituted in 2018 as part of the City's ongoing steps to provide high quality and economically viable health-care coverage to employees and retirees.

The following tables summarize approved monthly employee premiums for medical insurance based upon plan choice, coverage level, and participation in the City's C2W Program:

Monthly Health Insurance Premiums
Blue Choice Base

	C2W Plus		C2W		Standard		No C2W	
	2017	2018	2017	2018	2017	2018	2017	2018
Employee Only	$ 15.00	$ 21.00	$ 25.00	$ 31.00	$ 45.00	$ 51.00	$ 65.00	$ 71.00
Employee + Child	145.00	160.00	155.00	170.00	175.00	190.00	195.00	210.00
Employee + Spouse	220.00	240.00	230.00	250.00	250.00	270.00	270.00	290.00
Employee + Family	300.00	325.00	310.00	335.00	330.00	355.00	350.00	375.00

Monthly Health Insurance Premiums
Blue Choice Premium

	C2W Plus		C2W		Standard		No C2W	
	2017	2018	2017	2018	2017	2018	2017	2018
Employee Only	$ 55.00	$ 72.00	$ 65.00	$ 82.00	$ 85.00	$102.00	$105.00	$122.00
Employee + Child	255.00	300.00	265.00	310.00	285.00	330.00	305.00	350.00
Employee + Spouse	310.00	365.00	320.00	375.00	340.00	395.00	360.00	415.00
Employee + Family	435.00	505.00	445.00	515.00	465.00	535.00	485.00	555.00

The Standard Rate shown above applies to new employees hired after July 1, 2017, and throughout 2018. The Standard Rate also applies to employees on Military Leave, employees who have equaled or exceeded short-term disability leave, or Civil Service employees who have been out of work six months or more and have requested a waiver.

The FY 2017-18 Adopted Budget also includes an average premium rate increase of 10.6% to pre-65 retirees and those retirees eligible for Medicare.

No rate increase to the City's dental plan is projected for FY 2016-17, and a breakdown of monthly plan costs by plan and coverage level is shown below:

Monthly Dental Insurance Premiums

	Scheduled Plan		Basic Plan		Premium Plan	
	2017	2018	2017	2018	2017	2018
Employee Only	$ 2.00	$ 2.00	$ 9.00	$ 9.00	$15.00	$15.00
Employee + Family	18.50	18.50	38.00	38.00	57.50	57.50

The impact of the Affordable Care Act (ACA) to City health-care costs for FY 2017-18 is estimated at $9,300, and the annual ACA limit placed on total out-of-pocket expenses paid for insurance copayments, deductibles, and coinsurance will increase to $7,350 for self-only coverage and $14,700 for families. Medical and prescription claims are anticipated to increase in FY 2017-18 by approximately $1.9 million (6.3%) based on current trends and forecasts, while dental claims are expected to remain steady with no anticipated increase. While other areas, including retiree vision and C2W programming costs, are expected to see no increases, supplemental Medicare premiums are anticipated to increase by $246,100 (10.0%) but will be partially offset by a $103,400 (4.7%) reduction to stop-loss premiums.

The Group Health Insurance Fund is projected to end the year with a fund balance reserve of $3.1 million.

LONG TERM DISABILITY FUND

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

The Long Term Disability Fund is projected to end FY 2017-18 with a fund balance of $1.5 million.

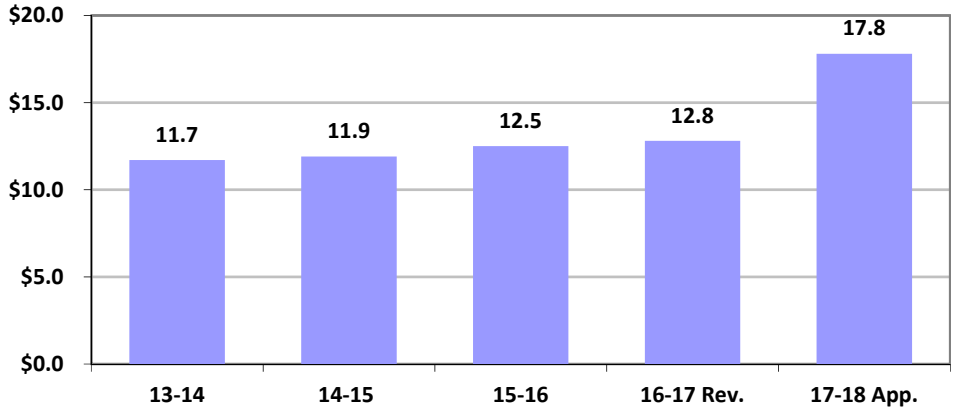
CUSTOMER SERVICE FUND

The Customer Service Fund is responsible for the collection of all revenues due the City for utilities and certain other services. Costs related to the Fund are allocated to other City departments – primarily the City's Utilities.

Anticipated revenue for Customer Service in FY 2017-18 is $17.2 million and reflects an increase of $4.8 million (39.0%) from the amount approved for FY 2016-17. Of the $17.2 million, $15.7 million is from transfers out of the City's Utilities and other operating funds. The remaining funds come primarily from fees and reconnect charges.

Approved expenditures for Customer Service in FY 2017-18 are $17.8 million, approximately $5.1 million (40.1%) higher than those adopted for FY 2016-17. For FY 2017-18, the Customer Service Department is proposing to replace the current Utility Customer Information and Billing System. This proposal provides a fully integrated Customer Information System (CIS) to support the City's current and future needs, which the existing system can no longer meet. The new system includes features such as an enhanced Customer Self-Service portal and Mobile Workforce Management. The new CIS will allow the Environmental Waste Services (EWS) Department to bill for all services in one system, removing the need for manual billing and collection for commercial accounts and Landfill services. The new system will also be integrated with the City's Finance and GIS systems, provide improved capabilities for the City's Call Center, and automate the dispatching of EWS and Customer Service field crews. Implementing a new system of this scale is a significant undertaking and will be managed by Information Technology staff in a multi-year IT project. The total cost for the CIS is estimated at $6.5 million and is being funded by additional transfers from each of the City's Utility Funds over two years.

Customer Service Department
Total Expenditures
(In Millions)



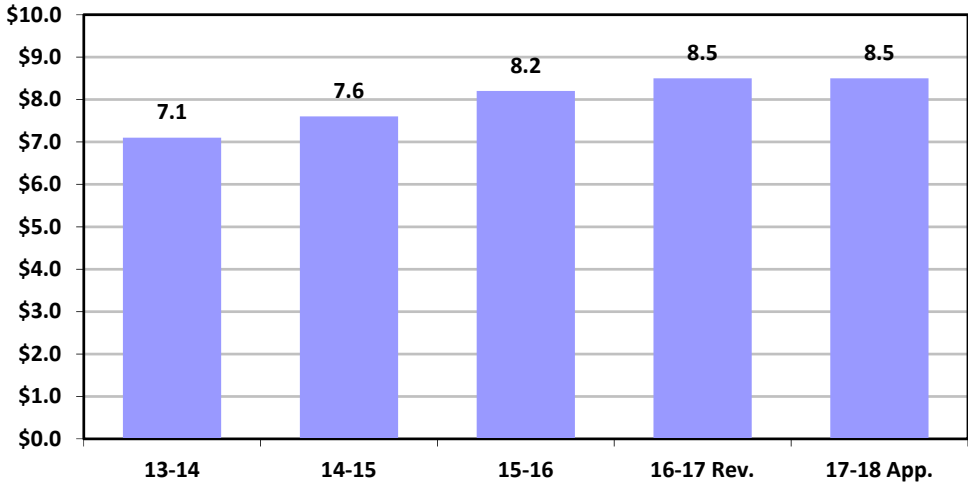
The Customer Service Fund is expected to end FY 2017-18 with a fund balance of approximately $229,000.

FACILITIES MANAGEMENT FUND

The Facilities Management Department is responsible for the maintenance and management of all construction activities related to City facilities. The department also pays for the Electric, Water, Wastewater, Solid Waste Collection, and Stormwater costs for General Fund and mixed-occupant facilities. As an Internal Service fund, Facilities Management recovers its costs through allocations to user departments.

The FY 2017-18 approved expenditures for Facilities Management are $8.5 million, a $135,400 (1.6%) increase from FY 2016-17 approved levels. The FY 2017-18 Adopted Budget includes $30,000 for additional custodial needs to address the Central Library's supplemental and spot cleaning needs, and $27,800 for a new vehicle.

Facilities Management Fund
Total Expenditures
(In Millions)



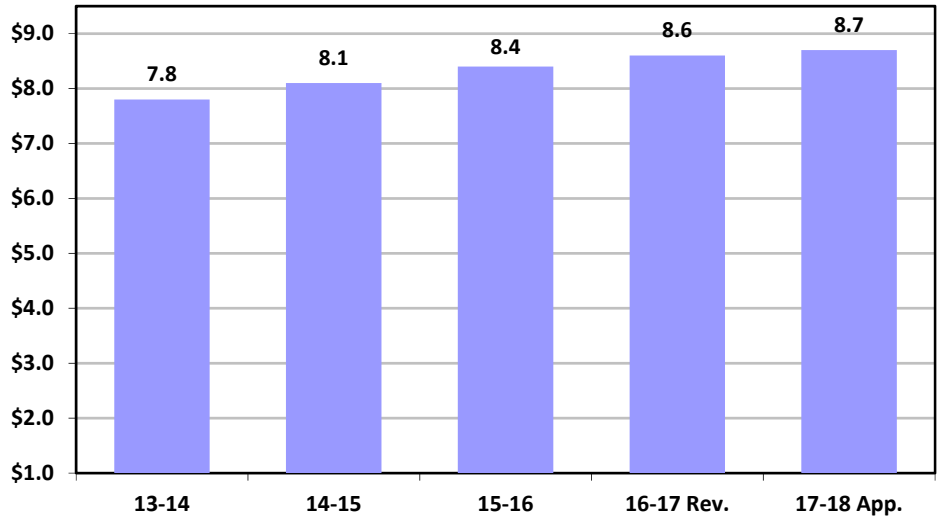
The Facilities Management Fund is projected to end FY 2017-18 with a $3,200 fund balance.

FLEET SERVICES FUND

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

FY 2017-18 approved expenditures are $8.7 million, an increase of $110,400 (1.3%) from the FY 2016-17 Adopted Budget. The FY 2017-18 Adopted Budget includes $19,900 for software to update diagnostic equipment and $45,100 to replace worn minor tools and equipment. The diagnostic software is necessary to assess the equipment serviced in an efficient and effective manner, while the shop equipment will replace a floor scrubber, assorted jacks, socket sets, and hand tools. To ensure uniformity and consistency with newer City vehicles, $84,000 was also included to purchase a logo printing machine and replace the logos on 417 City vehicles.

Fleet Services Department
Total Expenditures
(In Millions)



The Fleet Services Fund is projected to end FY 2017-18 with a fund balance of approximately $8,600.

INFORMATION TECHNOLOGY FUND

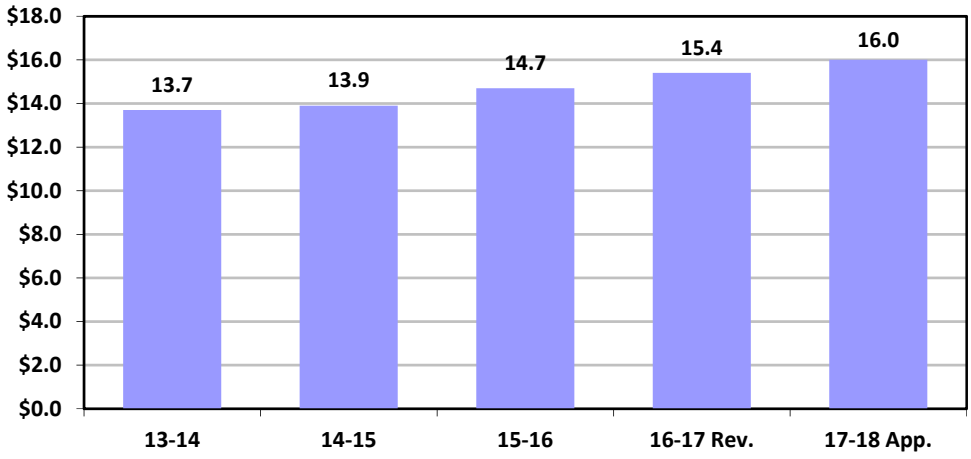
The Information Technology (IT) Fund is an Internal Service fund supported through cost allocations to other City funds. The IT Fund includes Information Technology (IT), the Geographical Information System (GIS), Communications, and the Office of Strategic Initiatives (OSI). The IT Division provides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

Approved expenditures for FY 2017-18 are $16.0 million, which is a $955,900 (6.3%) increase from FY 2016-17 approved levels. This increase is largely due to increasing software service contract prices and funding two additional positions.

The first position is a Radio Engineer that will be responsible for supporting the new Public Safety Radio System which will be utilized by several outside agencies and municipalities. The IT Radio Engineer is the third of five positions requested to support the new Public Safety Radio System.

The second position is an additional Business Analyst funded by the IT Fund to replace a contract position currently being funded by IT Project funds. The new Business Analyst position will be primarily focused on a variety of Digital Government initiatives, including online form, permit, and request submission; online bill payment; citizen, business, and contractor portals; open records; and record retention. A full-time, permanent position offers greater stability and commitment than a contract position and is much preferred in the Business Analyst position due to the institutional knowledge gained through working on several new initiatives.

Information Technology Fund
Total Expenditures
(In Millions)



The Information Technology Fund is projected to end FY 2017-18 with a fund balance of approximately $8,800.

IT PROJECT FUND

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

Approved expenditures for FY 2017-18 total approximately $7.3 million. Projects approved are listed below and are funded by a combination of available fund balance and interfund transfers.

NEW PROJECTS APPROVED FOR FY 2017-18

PROJECTS	COSTS
Customer Information System (CIS) Implementation *(Customer Service)*	$5,325,450
Police Web Records Management System *(Police)*	312,500
SCADA Network Improvements, Year 2 *(Wastewater)*	305,000
Enterprise Backup Upgrades *(IT)*	252,000
City Website Redesign *(Public and Media Relations/OSI)*	250,000
Enterprise Video Surveillance *(Water)*	175,650
Computer-Aided Dispatch Upgrade *(Police/Fire)*	175,000
Digital Government *(IT/Various Departments)*	100,000
Infrastructure for Project Requests *(IT/Various Departments)*	61,200
Compuweigh Upgrade *(Environmental Waste Services)*	57,274
Personnel Scheduler *(Fire)*	55,000
Microsoft Exchange and Skype Upgrade *(IT)*	30,000
HAPPY V9 Cloud *(Housing Agency)*	26,350
Court Lobby Monitor Upgrade *(Municipal Court)*	25,610
Digital Sign Replacement *(Library)*	23,995
Linko Hosted Solution *(Wastewater)*	21,095
Microsoft 365 Online *(IT)*	20,200
Enterprise Video Surveillance *(Animal Services)*	19,300
Traffic System Segregation *(Transportation)*	15,180
Electronic Ticket Interface *(Code Compliance)*	10,000
Fuel Master Monitoring System *(Fleet Services)*	8,870
Residential Rehab Software *(Community Development)*	7,200
TABC License Management *(City Secretary)*	5,000
Guard One Plus Upgrade *(Police)*	1,500
Total Project Funding	**$7,283,374**

IT REPLACEMENT FUND

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

The adopted transfer from the General Fund is $1.0 million for FY 2017-18, which reflects a $100,000 increase over the prior year. Adopted funding for FY 2017-18, received through transfers from other City funds, is $1.1 million, and approved expenditures total $2.9 million.

The IT Replacement Fund is expected to end FY 2017-18 with a fund balance of approximately $581,900.

WAREHOUSE FUND

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

Adopted Warehouse expenditures for FY 2017-18 are approximately $953,100, a slight increase of $8,800 (0.9%) from FY 2016-17 approved levels. The Warehouse budget includes $77,700 for operation of the Day Labor Center which is charged to the General Fund through Support Service allocations.

The Warehouse Fund is projected to end FY 2017-18 with a fund balance of approximately $34,900.

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GARLAND

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GARLAND

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CITY OF GARLAND
COMBINED FUND SUMMARY
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE & TRANSFERS IN					
General Fund	$157,714,815	$158,061,965	$163,284,004	$167,350,541	5.9%
Electric Utility Fund	279,113,179	285,022,990	283,817,589	317,546,608	11.4%
Rate Mitigation Fund	977,406	849,800	1,425,000	1,340,000	57.7%
Water Utility Fund	63,845,876	69,081,183	67,872,532	72,188,613	4.5%
Wastewater Utility Fund	44,870,651	45,396,138	44,814,396	45,346,925	-0.1%
Environmental Waste Services Fund	19,600,268	19,530,242	19,746,633	19,711,574	0.9%
All Other Funds	83,087,578	83,679,618	85,401,454	90,268,936	7.9%
Sub-Total	$649,209,773	$661,621,936	$666,361,608	$713,753,197	7.9%
G.O. Debt Service Fund	$72,813,763	$75,765,097	$75,382,533	$79,160,786	4.5%
TOTAL REVENUE & TRANSFERS IN	$722,023,536	$737,387,033	$741,744,141	$792,913,983	7.5%
Less Interfund Transfers	($80,141,548)	($90,333,633)	($90,605,206)	($137,526,233)	-52.2%
NET BUDGET REVENUE	$641,881,988	$647,053,400	$651,138,935	$655,387,750	1.3%
APPROPRIATIONS & TRANSFERS OUT					
General Fund	$155,335,591	$162,174,395	$163,465,976	$173,560,078	7.0%
Electric Utility Fund	290,814,011	305,668,552	307,969,245	320,813,732	5.0%
Rate Mitigation Fund	816	10,000,000	10,000,000	52,500,000	425.0%
Water Utility Fund	61,774,089	67,048,640	67,135,172	71,720,030	7.0%
Wastewater Utility Fund	42,880,478	45,029,002	45,739,805	46,390,516	3.0%
Environmental Waste Services Fund	18,813,818	19,749,041	19,728,982	20,497,332	3.8%
All Other Funds	80,050,666	85,858,103	86,983,080	92,429,985	7.7%
Sub-Total	$649,669,469	$695,527,733	$701,022,260	$777,911,673	11.8%
G.O. Debt Service Fund	$73,319,689	$75,953,115	$75,122,034	$79,903,356	5.2%
TOTAL APPROPRIATIONS & TRANSFERS OUT	$722,989,158	$771,480,848	$776,144,294	$857,815,029	11.2%
Less Interfund Transfers Out	($80,141,548)	($90,333,633)	($90,605,206)	($137,526,233)	-52.2%
NET BUDGET APPROPRIATIONS	$642,847,610	$681,147,215	$685,539,088	$720,288,796	5.7%
Revenue Over (Short of) Expenditures - Change in Fund Balance	($965,622)	($34,093,816)	($34,400,153)	($64,901,046)	-90.4%
BEGINNING BALANCE	$320,700,862	$290,052,319	$319,735,240	$285,335,087	-1.6%
Change in Fund Balance	(965,622)	(34,093,816)	(34,400,153)	(64,901,046)	-90.4%
ENDING BALANCE	$319,735,240	$255,958,503	$285,335,087	$220,434,041	-13.9%
Assigned General Fund Balance	$3,730,000	$3,480,000	$3,480,000	$3,230,000	-7.2%
TOTAL FUND BALANCE	$323,465,240	$259,438,503	$288,815,087	$223,664,041	-13.8%

CITY OF GARLAND
COMBINED FUND SUMMARY
2017-18

DETAIL SCHEDULES:

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE - ALL OTHER FUNDS					
Infrastructure Repair & Replcmt. Fund	$11,069,579	$16,934,524	$17,016,502	$19,101,241	12.8%
Stormwater Management Fund	3,901,137	3,865,923	3,845,737	4,359,007	12.8%
Firewheel Fund	3,534,311	3,213,302	3,854,041	3,930,128	22.3%
Recreation Performance Fund	1,341,607	1,258,750	1,306,837	1,170,800	-7.0%
Hotel/Motel Tax Fund	1,365,840	1,205,200	1,338,000	1,439,000	19.4%
Garland Heliport Fund	7,798	7,712	8,517	8,645	12.1%
SafeLight Fund	2,592,932	1,800,000	2,788,111	1,800,000	0.0%
Economic Development Fund	2,271,545	1,921,338	1,921,338	1,975,338	2.8%
Housing Reinvestment Fund	501,977	526,200	415,954	0	-100.0%
Combined Grant Funds	15,794,019	15,424,959	16,542,783	16,898,236	9.6%
Narcotic Seizure Funds	222,402	3,570	170,153	6,000	68.1%
Group Health Insurance Fund	40,484,431	37,518,140	36,193,481	39,580,541	5.5%
TOTAL REVENUE	$83,087,578	$83,679,618	$85,401,454	$90,268,936	7.9%
APPROPRIATIONS - ALL OTHER FUNDS					
Infrastructure Repair & Replcmt. Fund	$12,570,326	$16,995,455	$18,081,412	$19,163,048	12.8%
Stormwater Management Fund	3,613,844	4,242,900	4,303,455	4,315,142	1.7%
Firewheel Fund	3,294,448	3,526,740	3,574,808	4,318,386	22.4%
Recreation Performance Fund	1,308,695	1,424,240	1,452,740	1,294,245	-9.1%
Hotel/Motel Tax Fund	1,055,000	1,411,491	1,411,298	1,520,784	7.7%
Garland Heliport Fund	0	7,700	7,700	7,700	0.0%
SafeLight Fund	2,188,495	1,787,111	2,282,293	2,677,508	49.8%
Economic Development Fund	1,727,298	2,356,471	2,513,311	2,080,798	-11.7%
Housing Reinvestment Fund	133,351	415,000	784,580	0	-100.0%
Combined Grant Funds	15,366,327	15,655,818	15,829,811	17,274,530	10.3%
Narcotic Seizure Funds	204,761	545,144	557,868	372,796	-31.6%
Group Health Insurance Fund	38,588,121	37,490,033	36,183,804	39,405,048	5.1%
TOTAL APPROPRIATIONS	$80,050,666	$85,858,103	$86,983,080	$92,429,985	7.7%

CITY OF GARLAND
COMBINED FUND SUMMARY
2017-18

DETAIL SCHEDULES:

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Revenue Over (Short of) Expenditures - Change in Fund Balance					
General Fund	$2,379,224	($4,112,430)	($181,972)	($6,209,537)	-51.0%
Electric Utility Fund	(11,700,832)	(20,645,562)	(24,151,656)	(3,267,124)	84.2%
Rate Mitigation Fund	976,590	(9,150,200)	(8,575,000)	(51,160,000)	-459.1%
Water Utility Fund	2,071,787	2,032,543	737,360	468,583	-76.9%
Wastewater Utility Fund	1,990,173	367,136	(925,409)	(1,043,591)	
Environmental Waste Services Fund	786,450	(218,799)	17,651	(785,758)	0.0%
Infrastructure Repair & Replcmt. Fund	(1,500,747)	(60,931)	(1,064,910)	(61,807)	-1.4%
Stormwater Management Fund	287,293	(376,977)	(457,718)	43,865	
Firewheel Fund	239,863	(313,438)	279,233	(388,258)	-23.9%
Recreation Performance Fund	32,912	(165,490)	(145,903)	(123,445)	25.4%
Hotel/Motel Tax Fund	310,840	(206,291)	(73,298)	(81,784)	60.4%
Garland Heliport Fund	7,798	12	817	945	7775.0%
SafeLight Fund	404,437	12,889	505,818	(877,508)	
Economic Development Fund	544,247	(435,133)	(591,973)	(105,460)	75.8%
Housing Reinvestment Fund	368,626	111,200	(368,626)	0	-100.0%
Combined Grant Funds	427,692	(230,860)	712,972	(376,294)	-63.0%
Narcotic Seizure Funds	17,641	(541,574)	(387,715)	(366,796)	32.3%
Group Health Insurance Fund	1,896,310	28,107	9,677	175,493	524.4%
Sub-Total	($459,696)	($33,905,798)	($34,660,652)	($64,158,476)	-89.2%
G.O. Debt Service Fund	($505,926)	($188,018)	$260,499	($742,570)	-294.9%
TOTAL CHANGE IN FUND BALANCE	($965,622)	($34,093,816)	($34,400,153)	($64,901,046)	-90.4%

CITY OF GARLAND
COMBINED FUND SUMMARY
2017-18

DETAIL SCHEDULES:

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
BEGINNING BALANCE					
General Fund	$16,824,068	$16,222,524	$19,203,292	$19,021,320	17.3%
Electric Utility Fund	84,361,417	60,804,719	72,660,585	48,508,929	-20.2%
Rate Mitigation Fund	177,375,746	170,751,773	178,352,336	169,777,336	-0.6%
Water Utility Fund	11,012,513	14,954,308	13,084,300	13,821,660	-7.6%
Wastewater Utility Fund	12,248,460	10,847,350	14,238,633	13,313,224	22.7%
Environmental Waste Services Fund	2,734,916	3,248,857	3,521,366	3,539,017	8.9%
Infrastructure Repair & Replcmt. Fund	2,638,734	73,759	1,137,987	73,077	-0.9%
Stormwater Management Fund	678,995	518,084	966,288	508,570	-1.8%
Firewheel Fund	(476,540)	(192,379)	(236,677)	42,556	
Recreation Performance Fund	276,752	171,585	309,664	163,761	-4.6%
Hotel/Motel Tax Fund	1,971,180	2,043,645	2,282,020	2,208,722	8.1%
Garland Heliport Fund	168,004	168,036	175,802	176,619	5.1%
SafeLight Fund	811,672	930,273	1,216,109	1,721,927	85.1%
Economic Development Fund	422,542	435,231	966,789	374,816	-13.9%
Housing Reinvestment Fund	0	249,978	368,626	0	-100.0%
Combined Grant Funds	1,700,531	1,923,038	2,128,223	2,841,195	47.7%
Narcotic Seizure Funds	736,870	595,554	754,511	366,796	-38.4%
Group Health Insurance Fund	979,338	997,353	2,875,648	2,885,325	189.3%
Sub-Total	$314,465,198	$284,743,688	$314,005,502	$279,344,850	-1.9%
G.O. Debt Service Fund	$6,235,664	$5,308,631	$5,729,738	$5,990,237	12.8%
TOTAL BEGINNING BALANCE	$320,700,862	$290,052,319	$319,735,240	$285,335,087	-1.6%
ENDING BALANCE					
General Fund	$19,203,292	$12,110,094	$19,021,320	$12,811,783	5.8%
Electric Utility Fund	72,660,585	40,159,157	48,508,929	45,241,805	12.7%
Rate Mitigation Fund	178,352,336	161,601,573	169,777,336	118,617,336	-26.6%
Water Utility Fund	13,084,300	16,986,851	13,821,660	14,290,243	-15.9%
Wastewater Utility Fund	14,238,633	11,214,486	13,313,224	12,269,633	9.4%
Environmental Waste Services Fund	3,521,366	3,030,058	3,539,017	2,753,259	-9.1%
Infrastructure Repair & Replcmt. Fund	1,137,987	12,828	73,077	11,270	-12.1%
Stormwater Management Fund	966,288	141,107	508,570	552,435	291.5%
Firewheel Fund	(236,677)	(505,817)	42,556	(345,702)	31.7%
Recreation Performance Fund	309,664	6,095	163,761	40,316	561.5%
Hotel/Motel Tax Fund	2,282,020	1,837,354	2,208,722	2,126,938	15.8%
Garland Heliport Fund	175,802	168,048	176,619	177,564	5.7%
SafeLight Fund	1,216,109	943,162	1,721,927	844,419	-10.5%
Economic Development Fund	966,789	98	374,816	269,356	0.0%
Housing Reinvestment Fund	368,626	361,178	0	0	-100.0%
Combined Grant Funds	2,128,223	1,692,179	2,841,195	2,464,901	45.7%
Narcotic Seizure Funds	754,511	53,980	366,796	0	-100.0%
Group Health Insurance Fund	2,875,648	1,025,459	2,885,325	3,060,818	198.5%
Sub-Total	$314,005,502	$250,837,890	$279,344,850	$215,186,374	-14.2%
G.O. Debt Service Fund	$5,729,738	$5,120,613	$5,990,237	$5,247,667	2.5%
TOTAL ENDING BALANCE	$319,735,240	$255,958,503	$285,335,087	$220,434,041	-13.9%

CITY OF GARLAND
GENERAL FUND SUMMARY
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Taxes	$72,806,264	$76,399,027	$77,794,669	$82,470,816	7.9%
Franchise Fees	7,740,680	7,634,809	7,741,442	7,765,991	1.7%
Sanitation Services	14,432,018	10,768,523	12,855,111	12,810,548	19.0%
Service Charges	11,439,958	11,244,600	11,456,087	11,014,835	-2.0%
Earnings on Investments	203,044	193,331	301,380	413,331	113.8%
Intergovernmental	324,871	724,262	363,936	877,714	21.2%
Intragovernmental	30,375,156	30,697,897	30,586,996	31,027,190	1.1%
Licenses & Permits	5,268,707	4,647,296	5,682,099	4,720,862	1.6%
Fines & Forfeitures	4,935,917	5,007,990	5,810,470	5,243,110	4.7%
Rents & Concessions	748,501	814,786	762,371	786,800	-3.4%
Sub-Total	$148,275,117	$148,132,521	$153,354,560	$157,131,197	6.1%
Intragovernmental Transfers	$579,613	$613,000	$613,000	$510,000	-16.8%
General & Administrative Revenue	8,860,085	9,316,444	9,316,444	9,709,344	4.2%
TOTAL REVENUE & TRANSFERS	$157,714,815	$158,061,965	$163,284,004	$167,350,541	5.9%
EXPENDITURES					
Personnel	$110,732,175	$114,580,356	$114,767,942	$121,440,470	6.0%
Salary Charge-Outs	0	(1,826,656)	(1,826,656)	(1,877,546)	-2.8%
Operations	16,815,271	17,108,322	17,660,869	17,220,491	0.7%
Capital	1,428,785	1,508,663	1,525,533	2,018,276	33.8%
Sub-Total	$128,976,231	$131,370,685	$132,127,688	$138,801,691	5.7%
Support Services	$14,572,039	$15,898,057	$15,898,057	$17,049,240	7.2%
Total Operating Expenditures	$143,548,270	$147,268,742	$148,025,745	$155,850,931	5.8%
Transfers to Other Funds	$11,787,321	$14,905,653	$15,440,231	$17,709,147	18.8%
TOTAL EXPENDITURES	$155,335,591	$162,174,395	$163,465,976	$173,560,078	7.0%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$2,379,224	($4,112,430)	($181,972)	($6,209,537)	-51.0%
UNASSIGNED BEGINNING BALANCE	$16,824,068	$16,222,524	$19,203,292	$19,021,320	17.3%
Change in Unassigned Fund Balance	2,379,224	(4,112,430)	(181,972)	(6,209,537)	-51.0%
UNASSIGNED ENDING BALANCE	$19,203,292	$12,110,094	$19,021,320	$12,811,783	5.8%
Assigned Fund Balance	$3,730,000	$3,480,000	$3,480,000	$3,230,000	-7.2%
TOTAL FUND BALANCE	$22,933,292	$15,590,094	$22,501,320	$16,041,783	2.9%
Days of Operating Expenditures	49	30	47	30	0.0%
30-Day Fund Balance Requirement	$11,798,488	$12,104,280	$12,166,500	$12,809,666	5.8%
Over (Short of) Requirement	$7,404,804	$5,814	$6,854,820	$2,117	-63.6%

CITY OF GARLAND
GENERAL FUND
REVENUE BY SOURCE
2017-18

SOURCE OF INCOME	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Taxes					
Ad Valorem - Current Year	$43,261,314	$47,440,167	$47,762,106	$52,012,467	9.6%
Ad Valorem - Prior Year / Int. & Penalty	447,500	524,251	442,915	414,217	-21.0%
Sales Tax	29,499,960	28,920,708	29,985,547	30,585,258	5.8%
FTC Sales Tax Reserve Transfer	250,000	250,000	250,000	250,000	0.0%
Ad Valorem / Sales Tax Incentive	(1,139,936)	(1,233,203)	(1,181,186)	(1,355,772)	-9.9%
Mixed Drink Tax	370,992	372,960	408,558	438,548	17.6%
Bingo Gross Receipts Tax	116,434	124,144	126,728	126,098	1.6%
TOTAL TAXES	$72,806,264	$76,399,027	$77,794,669	$82,470,816	7.9%
Franchise Fees					
TXU Electric Franchise Fee	$1,150,807	$1,147,559	$1,198,977	$1,188,568	3.6%
Atmos Gas Franchise Fee	1,713,317	1,945,475	1,868,487	1,896,514	-2.5%
Telecom/Cable Franchise Fees	4,577,894	4,257,168	4,370,178	4,374,070	2.7%
Commercial Sanitation Franchise Fee	298,663	284,608	303,800	306,838	7.8%
TOTAL FRANCHISE FEES	$7,740,680	$7,634,809	$7,741,442	$7,765,991	1.7%
Sanitation Services					
Landfill Fees / Transfer Station	$10,651,870	$7,370,247	$9,519,207	$9,426,637	27.9%
Disposal Fees	3,780,148	3,398,276	3,335,904	3,383,911	-0.4%
TOTAL SANITATION SERVICES	$14,432,018	$10,768,523	$12,855,111	$12,810,548	19.0%
Service Charges					
EMS - Ambulance Fees	$3,168,437	$3,147,581	$2,880,000	$2,484,482	-21.1%
EMS - Monthly Fee	1,508,506	1,505,915	1,525,920	1,528,729	1.5%
Impound Vehicles	249,235	256,621	229,175	247,861	-3.4%
E-911 Fees	1,892,488	1,746,730	1,710,695	1,756,751	0.6%
False Alarm Fees	168,906	148,448	125,179	117,868	-20.6%
Police Services	2,359,842	2,454,205	2,690,645	2,822,756	15.0%
Swimming Pool Fees	477,238	491,500	484,300	484,300	-1.5%
Mowing Liens	341,042	371,972	410,828	379,754	2.1%
Salvage	505,966	503,375	677,875	611,031	21.4%
Other Service Charges	768,298	618,253	721,469	581,304	-6.0%
TOTAL SERVICE CHARGES	$11,439,958	$11,244,600	$11,456,087	$11,014,835	-2.0%
Earnings on Investments					
Interest Income	$203,044	$193,331	$301,380	$413,331	113.8%
TOTAL EARNINGS ON INVESTMENTS	$203,044	$193,331	$301,380	$413,331	113.8%

CITY OF GARLAND
GENERAL FUND
REVENUE BY SOURCE
2017-18

SOURCE OF INCOME	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Intergovernmental					
State Grants	$21,201	$0	$0	$0	0.0%
Federal Grants	303,670	724,262	363,936	877,714	21.2%
TOTAL INTERGOVERNMENTAL	$324,871	$724,262	$363,936	$877,714	21.2%
Intragovernmental					
GP&L Return on Investment	$19,451,298	$19,451,298	$19,451,298	$19,451,298	0.0%
Water Ad Valorem	1,992,019	2,020,898	2,020,898	2,088,965	3.4%
Wastewater Ad Valorem	3,232,181	3,213,311	3,213,311	3,337,820	3.9%
Environmental Waste Svcs. Ad Valorem	83,593	75,893	75,893	96,963	27.8%
Water Franchise Fee	3,007,578	3,236,317	3,157,636	3,375,021	4.3%
Wastewater Franchise Fee	1,656,108	1,749,279	1,713,200	1,717,393	-1.8%
Env. Waste Svcs. Franchise Fee	952,379	950,901	954,760	959,730	0.9%
General & Administrative	8,860,085	9,316,444	9,316,444	9,709,344	4.2%
Indirect Cost / Transfers In	579,613	613,000	613,000	510,000	-16.8%
TOTAL INTRAGOVERNMENTAL	$39,814,854	$40,627,341	$40,516,440	$41,246,534	1.5%
Licenses & Permits					
Building Permits	$1,631,130	$1,200,646	$2,168,000	$1,300,000	8.3%
Rezoning Fees	124,825	125,501	101,613	112,881	-10.1%
Public Works Inspection Fee	220,368	188,953	243,040	203,996	8.0%
Electric & Plumbing Permits	610,997	585,543	610,595	630,829	7.7%
Sign Permits	99,016	101,075	112,039	108,634	7.5%
Animal License	57,172	60,435	16,908	0	-100.0%
Animal Pound	273,600	273,100	287,425	321,000	17.5%
Inspection Fees	264,423	273,669	259,655	260,682	-4.7%
Rental Registration Fees	355,410	302,200	302,900	311,106	2.9%
Other Permits and Licenses	1,631,767	1,536,174	1,579,923	1,471,734	-4.2%
TOTAL LICENSES & PERMITS	$5,268,707	$4,647,296	$5,682,099	$4,720,862	1.6%
Fines & Forfeitures					
Court Fines and Fees	$4,501,208	$4,588,278	$5,347,647	$4,795,470	4.5%
Warrant Fees	281,017	280,498	330,006	324,930	15.8%
Technology Fee Transfer	31,500	22,500	27,645	26,100	16.0%
Library Fines	122,192	116,714	105,172	96,610	-17.2%
TOTAL FINES & FORFEITURES	$4,935,917	$5,007,990	$5,810,470	$5,243,110	4.7%
Rents & Concessions					
Surf & Swim Concessions	$70,716	$82,500	$75,000	$75,000	-9.1%
Park Concessions	144,671	179,000	144,671	165,000	-7.8%
Granville Arts Center Fees	143,453	155,871	149,000	154,000	-1.2%
Other Rentals	389,662	397,415	393,700	392,800	-1.2%
TOTAL RENTS & CONCESSIONS	$748,501	$814,786	$762,371	$786,800	-3.4%
TOTAL GENERAL FUND REVENUE	$157,714,815	$158,061,965	$163,284,004	$167,350,541	5.9%

CITY OF GARLAND
GENERAL FUND
EXPENDITURES BY AREA
2017-18

AREA	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Budget & Research	$579,038	$622,018	$622,018	$615,179	-1.1%
Building Inspection	1,310,100	1,504,028	1,504,137	1,550,440	3.1%
City Administration	1,120,793	1,050,373	1,049,228	1,077,709	2.6%
City Attorney	2,395,080	2,480,822	2,489,106	2,579,447	4.0%
City Council	239,901	293,898	293,898	266,362	-9.4%
City Secretary	203,252	287,409	378,939	399,416	39.0%
Code Compliance	2,984,962	2,999,602	2,990,505	3,082,877	2.8%
Economic Development	(4,077)	0	0	0	0.0%
Engineering	1,065,373	1,151,331	1,153,133	1,118,067	-2.9%
Financial Services	1,493,382	1,621,122	1,621,122	1,562,086	-3.6%
Fire	30,573,958	30,494,725	30,609,134	31,962,705	4.8%
Health	2,891,928	2,919,318	2,905,420	2,990,409	2.4%
Human Resources	1,832,260	1,709,212	1,710,030	1,830,707	7.1%
Internal Audit	431,660	488,086	488,086	558,530	14.4%
EWS - Disposal *(formerly Landfill)*	4,599,420	4,738,771	4,943,388	4,960,359	4.7%
Library	4,756,507	5,185,719	5,213,017	6,068,233	17.0%
Municipal Court	2,117,211	2,155,348	2,175,666	2,257,983	4.8%
Office of Emergency Management	923,439	199,924	201,293	227,016	13.6%
Parks, Recreation and Cultural Arts	9,589,945	9,991,639	10,055,085	10,826,494	8.4%
Planning and Community Development	1,440,680	1,625,073	1,710,774	1,733,513	6.7%
Police	48,023,559	48,658,482	48,817,710	51,991,609	6.9%
Public and Media Relations	579,498	628,551	634,031	640,571	1.9%
Purchasing	638,226	653,948	656,642	672,910	2.9%
Tax	831,476	798,211	798,211	848,359	6.3%
Transportation	2,385,638	2,358,834	2,352,874	2,311,043	-2.0%
Non-Departmental	5,973,022	6,754,241	6,754,241	6,669,667	-1.3%
Department Totals	$128,976,231	$131,370,685	$132,127,688	$138,801,691	5.7%
Support Services					
Customer Service	$205,274	$223,137	$223,137	$241,514	8.2%
Facilities Management	4,544,022	4,818,807	4,818,807	4,927,055	2.2%
Information Technology	8,304,912	8,978,659	8,978,659	9,887,411	10.1%
IT Replacement Fund	900,000	900,000	900,000	1,000,000	11.1%
IT Project Fund	351,159	721,906	721,906	730,257	1.2%
Warehouse	266,672	255,548	255,548	263,003	2.9%
Sub-Total	$14,572,039	$15,898,057	$15,898,057	$17,049,240	7.2%
Transfers to Other Funds	$11,787,321	$14,905,653	$15,440,231	$17,709,147	18.8%
TOTAL EXPENDITURES	$155,335,591	$162,174,395	$163,465,976	$173,560,078	7.0%

CITY OF GARLAND
GENERAL FUND
2017-18

NON-DEPARTMENTAL EXPENDITURES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Performance/Merit Incr. - Non-Civil Svc.	$0	$931,993	$931,993	$979,215	5.1%
Market Adjustment - Non-Civil Service	0	13,894	13,894	153,787	1006.9%
Civil Service Adjustment - Police	0	1,003,175	1,003,175	915,415	-8.7%
Civil Service Adjustment - Fire	0	666,908	666,908	672,404	0.8%
Retiree Insurance	2,127,818	2,197,928	2,197,928	2,474,075	12.6%
City Insurance Adjustment	3,076,891	1,235,931	1,235,931	895,909	-27.5%
Unemployment Claims	49,159	49,339	49,339	49,278	-0.1%
Sub-Total Personnel Costs	$5,253,868	$6,099,168	$6,099,168	$6,140,083	0.7%
Dues & Memberships	$123,305	$130,790	$130,790	$127,361	-2.6%
Professional Services	157,323	98,032	98,032	103,972	6.1%
Economic Development Incentives	89,000	88,000	88,000	0	-100.0%
Tuition Reimbursement / Training	26,667	60,000	60,000	50,000	-16.7%
Legislative Lobbyist	0	30,000	30,000	0	-100.0%
Transfer to GHFDC	20,000	20,000	20,000	20,000	0.0%
Other (Prior Period Adjustmt., Bad Debt)	74,608	0	0	0	0.0%
Street Lighting	228,251	228,251	228,251	228,251	0.0%
Sub-Total Operations Costs	$719,154	$655,073	$655,073	$529,584	-19.2%
Total Non-Departmental	$5,973,022	$6,754,241	$6,754,241	$6,669,667	-1.3%

TRANSFERS TO OTHER FUNDS

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Long Term Disability Fund	$173,369	$173,938	$173,938	$173,186	-0.4%
Infrastructure Repair & Replcmt. Fund	6,057,587	9,924,026	9,958,604	12,150,125	22.4%
Self Insurance Fund	3,411,064	3,014,484	3,014,484	2,959,533	-1.8%
Landfill Interest & Sinking Fund	1,208,230	1,301,559	1,301,559	1,647,303	26.6%
Firewheel Fund	500,000	0	500,000	0	0.0%
Summer Nutrition Fund	84,471	30,000	30,000	30,000	0.0%
Capital Improvement Program (CIP)	0	412,000	412,000	249,000	-39.6%
Fair Housing Fund	0	49,646	49,646	0	-100.0%
OPEB Trust	0	0	0	500,000	
Economic Development Fund	352,600	0	0	0	0.0%
Total Transfers to Other Funds	$11,787,321	$14,905,653	$15,440,231	$17,709,147	18.8%

CITY OF GARLAND
ELECTRIC UTILITY FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Sales of Electricity	$274,970,904	$272,369,115	$270,384,623	$261,858,470	-3.9%
Transfer from Rate Mitigation Fund	0	10,000,000	10,000,000	52,500,000	425.0%
Miscellaneous Revenue	4,447,911	3,145,257	3,764,369	3,439,180	9.3%
Interest Income	141,332	118,900	263,000	285,000	139.7%
Bad Debt	(446,968)	(610,282)	(594,403)	(536,042)	12.2%
TOTAL REVENUE	$279,113,179	$285,022,990	$283,817,589	$317,546,608	11.4%
EXPENDITURES					
Personnel	$26,052,761	$30,923,457	$30,923,457	$31,804,058	2.8%
Operations	174,234,213	182,625,089	183,930,189	191,437,773	4.8%
Capital	147,607	200,842	210,431	266,040	32.5%
Sub-Total	$200,434,581	$213,749,388	$215,064,077	$223,507,871	4.6%
Support Services	$9,380,027	$9,424,674	$9,424,674	$12,179,493	29.2%
IT Replacement Fund	150,000	305,000	305,000	360,000	18.0%
IT Project Fund	0	363,409	363,409	83,429	-77.0%
Debt Service Transfer	26,613,789	26,713,024	26,603,297	26,623,077	-0.3%
Revenue Bonds	15,969,726	15,974,929	17,070,660	18,793,766	17.6%
Total Operating Expenditures	$252,548,123	$266,530,424	$268,831,117	$281,547,636	5.6%
General & Administrative	$3,579,484	$3,805,306	$3,805,306	$3,969,233	4.3%
Return on Investment	19,451,298	19,451,298	19,451,298	19,451,298	0.0%
Inventory Adjustment	22,961	0	0	0	0.0%
Transfer to Multi-Year Capital Fund	11,000,000	11,725,000	11,725,000	11,725,000	0.0%
Transfers to Other Funds	4,212,145	4,156,524	4,156,524	4,120,565	-0.9%
TOTAL EXPENDITURES	$290,814,011	$305,668,552	$307,969,245	$320,813,732	5.0%
Revenue Over (Short of) Expenditures - Change in Fund Balance	($11,700,832)	($20,645,562)	($24,151,656)	($3,267,124)	84.2%
BEGINNING FUND BALANCE	$84,361,417	$60,804,719	$72,660,585	$48,508,929	-20.2%
Change in Fund Balance	(11,700,832)	(20,645,562)	(24,151,656)	(3,267,124)	84.2%
ENDING FUND BALANCE	$72,660,585	$40,159,157	$48,508,929	$45,241,805	12.7%
Days of Operating Expenditures	173	75	88	75	-0.2%
45-Day Fund Balance Requirement	$18,920,149	$24,041,286	$24,729,181	$27,140,822	12.9%
Over (Short of) Requirement	$53,740,436	$16,117,871	$23,779,748	$18,100,983	12.3%

CITY OF GARLAND
RATE MITIGATION FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Interest and Amortization	$977,406	$849,800	$1,425,000	$1,340,000	57.7%
TOTAL REVENUE	$977,406	$849,800	$1,425,000	$1,340,000	57.7%
EXPENDITURES					
Transfer to Electric Utility Fund	$0	$10,000,000	$10,000,000	$52,500,000	425.0%
Other Expense	816	0	0	0	
TOTAL EXPENDITURES	$816	$10,000,000	$10,000,000	$52,500,000	425.0%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$976,590	($9,150,200)	($8,575,000)	($51,160,000)	-459.1%
BEGINNING FUND BALANCE	$177,375,746	$170,751,773	$178,352,336	$169,777,336	-0.6%
Change in Fund Balance	976,590	(9,150,200)	(8,575,000)	(51,160,000)	-459.1%
ENDING FUND BALANCE	$178,352,336	$161,601,573	$169,777,336	$118,617,336	-26.6%

CITY OF GARLAND
WATER UTILITY FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Residential Water Service	$38,131,565	$43,247,962	$40,539,241	$42,523,378	-1.7%
Commercial Water Service	21,138,625	21,233,382	22,118,477	24,722,048	16.4%
Intra-City Water Service	1,654,493	1,521,385	1,534,879	1,926,377	26.6%
Water Pro Rata	25,163	5,000	290,000	50,000	900.0%
Construction Water Service	154,787	190,000	125,000	125,000	-34.2%
Water Taps	81,851	50,000	80,000	80,000	60.0%
Penalty	423,413	386,250	425,000	425,000	10.0%
Interest Income	31,101	23,100	34,700	29,000	25.5%
Bad Debt	(131,216)	(138,109)	(138,109)	(140,000)	-1.4%
Effluent Sales	1,944,941	2,155,103	1,835,800	1,955,500	-9.3%
Miscellaneous	391,153	407,110	1,027,544	492,310	20.9%
TOTAL REVENUE	$63,845,876	$69,081,183	$67,872,532	$72,188,613	4.5%
EXPENDITURES					
Personnel	$4,630,119	$5,562,973	$5,532,011	$5,645,258	1.5%
Salary Charge-Outs	0	(592,808)	(592,808)	(680,883)	-14.9%
Operations	4,537,037	5,466,478	6,144,176	5,552,233	1.6%
Capital	39,696	125,800	175,426	117,000	-7.0%
Sub-Total	$9,206,852	$10,562,443	$11,258,805	$10,633,608	0.7%
Purchased Water	$30,160,878	$34,216,544	$34,216,544	$37,347,031	9.1%
Support Services	4,110,082	3,888,236	3,888,236	5,012,300	28.9%
Debt Service Transfer	1,473,683	1,074,477	1,035,872	991,529	-7.7%
Revenue Bond / Comm. Paper Debt	9,263,824	9,481,129	8,988,585	9,641,629	1.7%
Total Operating Expenditures	$54,215,319	$59,222,829	$59,388,042	$63,626,097	7.4%
General & Administrative	$656,405	$670,041	$670,041	$714,570	6.6%
In-Lieu-of Ad Valorem Taxes	1,992,019	2,020,898	2,020,898	2,088,965	3.4%
In-Lieu-of Franchise Fees	3,007,578	3,236,317	3,157,636	3,375,021	4.3%
Transfers to Other Funds	1,902,768	1,898,555	1,898,555	1,915,377	0.9%
TOTAL EXPENDITURES	$61,774,089	$67,048,640	$67,135,172	$71,720,030	7.0%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$2,071,787	$2,032,543	$737,360	$468,583	-76.9%
BEGINNING FUND BALANCE	$11,012,513	$14,954,308	$13,084,300	$13,821,660	-7.6%
Change in Fund Balance	2,071,787	2,032,543	737,360	468,583	-76.9%
ENDING FUND BALANCE	$13,084,300	$16,986,851	$13,821,660	$14,290,243	-15.9%
Days of Operating Expenditures	88	105	85	82	-21.7%
45-Day Fund Balance Requirement	$6,684,080	$7,301,445	$7,321,813	$7,844,313	7.4%
Over (Short of) Requirement	$6,400,220	$9,685,406	$6,499,847	$6,445,929	-33.4%
90-Day Fund Balance Goal	$13,368,161	$14,602,889	$14,643,627	$15,688,627	7.4%
Over (Short of) Goal	($283,861)	$2,383,962	($821,967)	($1,398,384)	

CITY OF GARLAND
WATER UTILITY FUND
2017-18

NON-DEPARTMENTAL EXPENDITURES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Performance/Merit Increase	$0	$99,412	$99,412	$99,478	0.1%
Market Adjustment	0	0	0	6,311	
Step Adjustments	0	53,332	53,332	53,183	-0.3%
Retiree Insurance	117,905	118,553	118,553	139,206	17.4%
City Insurance Adjustment	167,830	66,664	66,664	50,409	-24.4%
Unemployment Claims	254	3,959	3,959	3,959	0.0%
Sub-Total Personnel Costs	$285,989	$341,920	$341,920	$352,546	3.1%
Employee Assistance Program	$2,181	$1,512	$1,512	$1,584	4.8%
Economic Development Incentives	61,019	63,509	42,279	44,393	-30.1%
Other Outside Services	145,148	147,050	147,050	167,350	13.8%
Sub-Total Operations Costs	$208,348	$212,071	$190,841	$213,327	0.6%
Total Non-Departmental	$494,337	$553,991	$532,761	$565,873	2.1%

TRANSFERS TO OTHER FUNDS

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Infrastructure Repair & Replcmt. Fund	$749,609	$768,349	$768,349	$787,558	2.5%
Long Term Disability Fund	9,623	9,382	9,382	9,745	3.9%
Water Debt Reserve	414,940	414,936	414,936	414,936	0.0%
Economic Development Fund	465,000	465,000	465,000	465,000	0.0%
OPEB Trust	92,857	90,000	90,000	90,000	0.0%
Self Insurance Fund	170,739	150,888	150,888	148,138	-1.8%
Total Transfers to Other Funds	$1,902,768	$1,898,555	$1,898,555	$1,915,377	0.9%

SUPPORT SERVICES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Customer Service	$2,162,584	$2,116,027	$2,116,027	$3,130,413	47.9%
Facilities Management	191,103	196,340	196,340	200,857	2.3%
Facilities Mgmt. - Maint. & Construction	165,274	110,183	110,183	55,092	-50.0%
Information Technology	956,947	994,364	994,364	1,068,416	7.4%
IT Capital	228,750	152,500	152,500	76,250	-50.0%
IT Replacement Fund	122,311	127,786	127,786	163,401	27.9%
IT Project Fund	177,025	107,335	107,335	232,106	116.2%
Warehouse	106,088	83,701	83,701	85,765	2.5%
Total Support Services	$4,110,082	$3,888,236	$3,888,236	$5,012,300	28.9%

CITY OF GARLAND
WASTEWATER UTILITY FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Residential Sewer Service	$20,186,124	$21,939,768	$20,601,537	$21,483,778	-2.1%
Customer Cities	11,444,387	10,037,989	10,179,742	10,607,747	5.7%
Commercial Sewer Service	4,945,742	5,040,983	5,088,123	5,068,523	0.5%
Major Industrial Sewer Service	3,630,807	3,416,197	3,900,041	3,549,070	3.9%
Apartment Sewer Service	4,078,033	4,537,566	4,337,042	4,163,722	-8.2%
Sewer Pro Rata	103,015	33,000	305,000	50,000	51.5%
Intra-City Sewer Service	122,362	103,733	111,400	107,317	3.5%
Duplex Sewer Service	16,846	18,067	17,260	17,765	-1.7%
Sewer Taps	3,514	0	15,000	15,000	
Sub-Total Operating Revenue	$44,530,830	$45,127,303	$44,555,145	$45,062,922	-0.1%
Penalty	$211,800	$220,000	$230,000	$230,000	4.5%
Interest Income	37,542	27,700	35,000	35,000	26.4%
Miscellaneous	148,137	107,000	80,116	104,868	-2.0%
Bad Debt	(57,658)	(85,865)	(85,865)	(85,865)	0.0%
Sub-Total Other Revenue	$339,821	$268,835	$259,251	$284,003	5.6%
TOTAL REVENUE	$44,870,651	$45,396,138	$44,814,396	$45,346,925	-0.1%
EXPENDITURES					
Personnel	$7,975,514	$8,737,573	$8,768,535	$9,555,066	9.4%
Salary Charge-Outs	0	(107,232)	(107,232)	(151,045)	-40.9%
Operations	8,161,621	9,865,867	11,069,567	9,468,087	-4.0%
Capital	220,886	126,539	98,705	120,400	-4.9%
Sub-Total	$16,358,021	$18,622,747	$19,829,575	$18,992,508	2.0%
Support Services	$3,393,971	$3,414,252	$3,414,252	$4,363,717	27.8%
Debt Service Transfer	3,856,134	3,051,582	2,937,147	2,615,121	-14.3%
Revenue Bond / Comm. Paper Debt	11,758,459	12,310,162	11,964,651	12,655,261	2.8%
Total Operating Expenditures	$35,366,585	$37,398,743	$38,145,625	$38,626,607	3.3%
General & Administrative	$1,003,618	$1,057,458	$1,057,458	$1,083,880	2.5%
In-Lieu-of Ad Valorem Taxes	3,232,181	3,213,311	3,213,311	3,337,820	3.9%
In-Lieu-of Franchise Fees	1,656,108	1,749,279	1,713,200	1,717,393	-1.8%
Transfers to Other Funds	1,621,986	1,610,211	1,610,211	1,624,816	0.9%
TOTAL EXPENDITURES	$42,880,478	$45,029,002	$45,739,805	$46,390,516	3.0%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$1,990,173	$367,136	($925,409)	($1,043,591)	
BEGINNING FUND BALANCE	$12,248,460	$10,847,350	$14,238,633	$13,313,224	22.7%
Change in Fund Balance	1,990,173	367,136	(925,409)	(1,043,591)	
ENDING FUND BALANCE	$14,238,633	$11,214,486	$13,313,224	$12,269,633	9.4%
Days of Operating Expenditures	147	109	127	116	5.9%
45-Day Fund Balance Requirement	$4,360,264	$4,610,804	$4,702,885	$4,762,184	3.3%
Over (Short of) Requirement	$9,878,369	$6,603,682	$8,610,339	$7,507,449	13.7%
90-Day Fund Balance Goal	$8,720,528	$9,221,608	$9,405,771	$9,524,369	3.3%
Over (Short of) Goal	$5,518,105	$1,992,878	$3,907,453	$2,745,264	37.8%

CITY OF GARLAND
WASTEWATER UTILITY FUND
2017-18

NON-DEPARTMENTAL EXPENDITURES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Performance/Merit Increase	$0	$152,714	$152,714	$159,614	4.5%
Market Adjustment	0	0	0	3,369	
Step Adjustments	0	118,706	118,706	131,759	11.0%
Retiree Insurance	182,385	188,179	188,179	213,028	13.2%
City Insurance Adjustment	266,398	105,816	105,816	77,141	-27.1%
Unemployment Claims	12	11,872	11,872	11,872	0.0%
Sub-Total Personnel Costs	$448,795	$577,287	$577,287	$596,783	3.4%
Employee Assistance Program	$1,847	$2,400	$2,400	$2,424	1.0%
Economic Development Incentives	66,928	78,652	55,387	58,156	-26.1%
Legal and Professional	93,415	120,000	124,000	120,000	0.0%
Sub-Total Operations Costs	$162,190	$201,052	$181,787	$180,580	-10.2%
Total Non-Departmental	$610,985	$778,339	$759,074	$777,363	-0.1%

TRANSFERS TO OTHER FUNDS

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Infrastructure Repair & Replcmt. Fund	$749,609	$768,349	$768,349	$787,558	2.5%
Long Term Disability Fund	14,886	14,892	14,892	14,912	0.1%
Wastewater Debt Reserve	430,445	430,440	430,440	430,440	0.0%
OPEB Trust	140,000	142,857	142,857	142,857	0.0%
Self Insurance Fund	287,046	253,673	253,673	249,049	-1.8%
Total Transfers to Other Funds	$1,621,986	$1,610,211	$1,610,211	$1,624,816	0.9%

SUPPORT SERVICES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Customer Service	$2,024,406	$1,987,862	$1,987,862	$2,849,227	43.3%
Facilities Management	309,714	318,247	318,247	322,400	1.3%
Facilities Mgmt. - Maint. & Construction	165,274	110,183	110,183	55,092	-50.0%
Information Technology	528,226	607,721	607,721	677,673	11.5%
IT Capital	228,750	152,500	152,500	76,250	-50.0%
IT Replacement Fund	52,970	70,434	70,434	81,113	15.2%
IT Project Fund	46,735	138,873	138,873	274,393	97.6%
Warehouse	37,896	28,432	28,432	27,569	-3.0%
Total Support Services	$3,393,971	$3,414,252	$3,414,252	$4,363,717	27.8%

CITY OF GARLAND
ENVIRONMENTAL WASTE SERVICES FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Residential Collection	$14,485,402	$14,521,262	$14,569,001	$14,612,708	0.6%
Commercial Collection	2,987,653	2,999,754	3,035,087	3,080,766	2.7%
Roll-Off Containers	703,685	668,869	649,453	662,442	-1.0%
Premium Brush Collection	9,260	12,000	7,066	7,066	-41.1%
Recycling	125,414	50,000	5,993	5,993	-88.0%
Intra-City Collection	130,745	130,422	125,671	125,671	-3.6%
Penalty Charges	139,697	145,000	142,000	142,000	-2.1%
Extra Containers	1,008,906	1,002,840	1,016,928	1,016,928	1.4%
Bad Debt	(62,042)	(75,405)	(15,000)	(15,000)	80.1%
Miscellaneous	55,490	50,000	103,064	30,000	-40.0%
Auction Revenue	8,723	20,000	86,370	20,000	0.0%
Interest	7,335	5,500	21,000	23,000	318.2%
TOTAL REVENUE	$19,600,268	$19,530,242	$19,746,633	$19,711,574	0.9%
EXPENDITURES					
Personnel	$5,692,064	$5,942,629	$5,927,750	$6,248,026	5.1%
Salary Charge-Outs	0	(31,411)	(31,411)	(31,411)	0.0%
Operations	3,765,523	3,994,243	4,049,058	4,085,981	2.3%
Capital	0	45,000	45,000	0	-100.0%
Sub-Total	$9,457,587	$9,950,461	$9,990,397	$10,302,596	3.5%
Support Services	$1,108,547	$1,130,095	$1,130,095	$1,325,746	17.3%
Debt Service Transfer	2,209,633	2,820,967	2,820,729	3,209,160	13.8%
Total Operating Expenditures	$12,775,767	$13,901,523	$13,941,221	$14,837,502	6.7%
General & Administrative	$733,464	$773,683	$773,683	$777,472	0.5%
In-Lieu-of Ad Valorem Taxes	83,593	75,893	75,893	96,963	27.8%
In-Lieu-of Franchise Fees	952,379	950,901	954,760	959,730	0.9%
Transfers to Other Funds	488,467	647,521	647,521	441,754	-31.8%
Disposal Transfer	3,780,148	3,399,520	3,335,904	3,383,911	-0.5%
TOTAL EXPENDITURES	$18,813,818	$19,749,041	$19,728,982	$20,497,332	3.8%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$786,450	($218,799)	$17,651	($785,758)	
BEGINNING FUND BALANCE	$2,734,916	$3,248,857	$3,521,366	$3,539,017	8.9%
Change in Fund Balance	786,450	(218,799)	17,651	(785,758)	-259.1%
ENDING FUND BALANCE	$3,521,366	$3,030,058	$3,539,017	$2,753,259	-9.1%
Days of Operating Expenditures	101	80	93	68	-14.9%
45-Day Fund Balance Requirement	$1,575,095	$1,713,886	$1,718,781	$1,829,281	6.7%
Over (Short of) Requirement	$1,946,271	$1,316,172	$1,820,237	$923,978	-29.8%

CITY OF GARLAND
ENVIRONMENTAL WASTE SERVICES FUND
2017-18

NON-DEPARTMENTAL EXPENDITURES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Performance/Merit Increase	$0	$93,179	$93,179	$110,041	18.1%
Market Adjustment	0	4,318	4,318	7,321	69.5%
Retiree Insurance	160,277	163,716	163,716	183,499	12.1%
City Insurance Adjustment	231,766	92,060	92,060	66,449	-27.8%
Unemployment Claims	5,234	4,500	14,871	8,167	81.5%
Sub-Total Personnel Costs	$397,277	$357,773	$368,144	$375,477	4.9%
Employee Assistance Program	$2,667	$2,088	$2,088	$2,088	0.0%
Sub-Total Operations Costs	$2,667	$2,088	$2,088	$2,088	0.0%
Total Non-Departmental	$399,944	$359,861	$370,232	$377,565	4.9%

TRANSFERS TO OTHER FUNDS

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Long Term Disability Fund	$13,082	$12,956	$12,956	$12,845	-0.9%
Self Insurance Fund	351,099	310,279	310,279	304,623	-1.8%
Transfer to Multi-Capital Fund	0	200,000	200,000	0	
OPEB Trust	124,286	124,286	124,286	124,286	0.0%
Total Transfers to Other Funds	$488,467	$647,521	$647,521	$441,754	-31.8%

SUPPORT SERVICES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Customer Service	$180,879	$192,109	$192,109	$297,417	54.8%
Facilities Management	109,161	110,057	110,057	111,011	0.9%
Information Technology	768,522	730,617	730,617	804,526	10.1%
IT Replacement Fund	28,892	30,186	30,186	39,969	32.4%
IT Project Fund	0	45,035	45,035	58,179	29%
Warehouse	21,093	22,091	22,091	14,644	-33.7%
Total Support Services	$1,108,547	$1,130,095	$1,130,095	$1,325,746	17.3%

CITY OF GARLAND
STORMWATER MANAGEMENT FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Residential	$2,109,140	$2,123,900	$2,123,900	$2,393,983	12.7%
Commercial/Industrial	1,609,785	1,643,523	1,618,529	1,862,524	13.3%
Intra-City	78,568	80,000	79,808	80,000	0.0%
Bad Debt	(6,299)	(12,000)	(10,000)	(12,000)	0.0%
FEMA Grant	79,972	0	0	0	0.0%
Miscellaneous Income	29,971	30,500	33,500	34,500	13.1%
TOTAL REVENUE	$3,901,137	$3,865,923	$3,845,737	$4,359,007	12.8%
EXPENDITURES					
Personnel	$2,132,529	$2,261,717	$2,261,717	$2,294,015	1.4%
Operations	949,093	1,314,143	1,374,698	1,295,410	-1.4%
Capital	0	75,000	75,000	0	-100.0%
Sub-Total	$3,081,622	$3,650,860	$3,711,415	$3,589,425	-1.7%
Support Services	$152,722	$166,979	$166,979	$180,880	8.3%
Debt Service Transfer	79,697	124,440	124,440	237,347	90.7%
Total Operating Expenditures	$3,314,041	$3,942,279	$4,002,834	$4,007,652	1.7%
General & Administrative	$210,354	$217,201	$217,201	$225,005	3.6%
Transfers to Other Funds	89,449	83,420	83,420	82,485	-1.1%
TOTAL EXPENDITURES	$3,613,844	$4,242,900	$4,303,455	$4,315,142	1.7%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$287,293	($376,977)	($457,718)	$43,865	
BEGINNING FUND BALANCE	$678,995	$518,084	$966,288	$508,570	-1.8%
Change in Fund Balance	287,293	(376,977)	(457,718)	43,865	
ENDING FUND BALANCE	$966,288	$141,107	$508,570	$552,435	291.5%

CITY OF GARLAND
STORMWATER MANAGEMENT FUND
2017-18

NON-DEPARTMENTAL EXPENDITURES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Performance/Merit Increase	$0	$33,658	$33,658	$32,323	-4.0%
Market Adjustment	0	1,176	1,176	0	-100.0%
Retiree Insurance	44,214	45,163	45,163	50,620	12.1%
City Insurance Adjustment	63,935	25,396	25,396	18,331	-27.8%
Unemployment Claims	390	0	0	3,583	0.0%
Sub-Total Personnel Costs	$108,539	$105,393	$105,393	$104,857	-0.5%
Employee Assistance Program	$467	$576	$576	$576	0.0%
Sub-Total Operations Costs	$467	$576	$576	$576	0.0%
Total Non-Departmental	$109,006	$105,969	$105,969	$105,433	-0.5%

TRANSFERS TO OTHER FUNDS

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Long Term Disability Fund	$3,609	$3,574	$3,574	$3,543	-0.9%
Self Insurance Fund	51,554	45,560	45,560	44,656	-2.0%
OPEB Trust	34,286	34,286	34,286	34,286	0.0%
Total Transfers to Other Funds	$89,449	$83,420	$83,420	$82,485	-1.1%

SUPPORT SERVICES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Customer Service	$36,163	$41,506	$41,506	$58,811	41.7%
Facilities Management	17,605	18,042	18,042	16,437	-8.9%
Information Technology	84,708	79,818	79,818	88,989	11.5%
IT Replacement Fund	8,668	9,056	9,056	10,580	16.8%
IT Project Fund	1,793	14,476	14,476	1,989	-86.3%
Warehouse	3,785	4,081	4,081	4,074	-0.2%
Total Support Services	$152,722	$166,979	$166,979	$180,880	8.3%

CITY OF GARLAND
INFRASTRUCTURE REPAIR & REPLACEMENT FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Transfer from General Fund	$6,057,587	$9,924,026	$9,958,604	$12,150,125	22.4%
Transfer from Water Utility Fund	749,609	768,349	768,349	787,558	2.5%
Transfer from Wastewater Utility Fund	749,609	768,349	768,349	787,558	2.5%
Transfer from CIP (Tax Note Proceeds)	3,400,000	5,400,000	5,400,000	5,250,000	-2.8%
Street Assessment	1,800	0	0	0	0.0%
Recovery of Expenditures	17,056	0	0	0	0.0%
Recycling - Concrete	70,422	50,000	51,200	50,000	0.0%
Auction Proceeds	0	0	0	0	0.0%
Interest Income	23,496	23,800	70,000	76,000	219.3%
TOTAL REVENUE	$11,069,579	$16,934,524	$17,016,502	$19,101,241	12.8%
EXPENDITURES					
Personnel	$4,843,584	$5,918,018	$5,918,018	$6,521,714	10.2%
Salary Charge-Outs	0	(382,118)	(382,118)	(516,892)	-35.3%
Operations	7,011,239	10,831,132	11,515,476	12,063,135	11.4%
Capital	688,305	600,000	1,001,613	1,063,000	77.2%
Sub-Total	$12,543,128	$16,967,032	$18,052,989	$19,130,957	12.8%
IT Replacement Fund	$16,372	$17,105	$17,105	$19,984	16.8%
Total Operating Expenditures	$12,559,500	$16,984,137	$18,070,094	$19,150,941	12.8%
Transfer to Long Term Disability Fund	$10,826	$11,318	$11,318	$12,107	7.0%
TOTAL EXPENDITURES	$12,570,326	$16,995,455	$18,081,412	$19,163,048	12.8%
Revenue Over (Short of) Expenditures - Change in Fund Balance	($1,500,747)	($60,931)	($1,064,910)	($61,807)	-1.4%
BEGINNING FUND BALANCE	$2,638,734	$73,759	$1,137,987	$73,077	-0.9%
Change in Fund Balance	(1,500,747)	(60,931)	(1,064,910)	(61,807)	-1.4%
ENDING FUND BALANCE	$1,137,987	$12,828	$73,077	$11,270	-12.1%

CITY OF GARLAND
INFRASTRUCTURE REPAIR & REPLACEMENT FUND
2017-18

NON-DEPARTMENTAL EXPENDITURES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Performance/Merit Increase	$0	$96,752	$96,752	$102,640	6.1%
Market Adjustment	0	821	821	4,609	461.4%
Retiree Insurance	132,643	143,016	143,016	172,953	20.9%
City Insurance Adjustment	212,462	80,420	80,420	62,630	-22.1%
Unemployment Claims	12,657	12,000	12,000	7,780	-35.2%
Sub-Total Personnel Costs	$357,762	$333,009	$333,009	$350,612	5.3%
Employee Assistance Program	$1,322	$1,824	$1,824	$1,968	7.9%
Sub-Total Operations Costs	$1,322	$1,824	$1,824	$1,968	7.9%
Total Non-Departmental	$359,084	$334,833	$334,833	$352,580	5.3%

CITY OF GARLAND
FIREWHEEL FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Green Fees	$1,843,982	$1,898,944	$2,016,254	$1,902,754	0.2%
Golf Carts	869,939	954,741	916,059	960,002	0.6%
Food & Beverage	0	0	0	681,736	
Range	112,627	128,485	134,325	129,487	0.8%
Merchandise	211,127	223,632	255,412	219,102	-2.0%
Miscellaneous Revenue	(3,364)	7,500	31,991	37,047	394.0%
Transfer from General Fund	500,000	0	500,000	0	0.0%
TOTAL REVENUE	$3,534,311	$3,213,302	$3,854,041	$3,930,128	22.3%
EXPENDITURES					
Personnel	$979,640	$1,123,243	$1,123,243	$2,351,487	109.3%
Operations	1,421,993	1,472,010	1,474,510	1,951,606	32.6%
Capital	0	31,999	37,567	0	-100.0%
Sub-Total	$2,401,633	$2,627,252	$2,635,320	$4,303,093	63.8%
Transfer to GFDC	$875,000	$880,000	$920,000	$0	-100.0%
IT Replacement Fund	15,409	17,105	17,105	12,931	-24.4%
Total Operating Expenditures	$3,292,042	$3,524,357	$3,572,425	$4,316,024	22.5%
Transfer to Long Term Disability Fund	$2,406	$2,383	$2,383	$2,362	-0.9%
TOTAL EXPENDITURES	$3,294,448	$3,526,740	$3,574,808	$4,318,386	22.4%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$239,863	($313,438)	$279,233	($388,258)	-23.9%
BEGINNING FUND BALANCE	($476,540)	($192,379)	($236,677)	$42,556	
Change in Fund Balance	239,863	(313,438)	279,233	(388,258)	-23.9%
ENDING FUND BALANCE	($236,677)	($505,817)	$42,556	($345,702)	31.7%

*Complete Firewheel/GFDC Fund Summary is available in Appendix (G).

CITY OF GARLAND
FIREWHEEL FUND
2017-18

NON-DEPARTMENTAL EXPENDITURES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Performance/Merit Increase	$0	$21,895	$21,895	$20,317	-7.2%
Market Adjustment	0	0	0	0	0.0%
Salary Savings	0	0	0	0	0.0%
Retiree Insurance	29,476	30,109	30,109	33,747	12.1%
Early Retirement Incentive Program	0	0	0	0	0.0%
City Insurance Adjustment	0	16,931	16,931	12,220	-27.8%
Salary Savings	0	0	0	0	0.0%
Unemployment Claims	(13)	0	0	0	0.0%
Sub-Total Personnel Costs	$29,463	$68,935	$68,935	$66,284	-3.8%
Employee Assistance Program	$525	$384	$384	$384	0.0%
Sub-Total Operations Costs	$525	$384	$384	$384	0.0%
Total Non-Departmental	$29,988	$69,319	$69,319	$66,668	-3.8%

CITY OF GARLAND
RECREATION PERFORMANCE FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Recreation Center Programs	$213,842	$202,900	$224,000	$214,000	5.5%
Recreation Activities	63,740	66,500	12,723	16,300	-75.5%
Senior Events	390,653	376,000	453,000	364,000	-3.2%
Garland Swim Program	169,035	157,500	160,000	160,000	1.6%
Tennis Program	21,871	21,500	21,500	21,500	0.0%
Reservations	371,217	351,400	344,150	320,500	-8.8%
Membership ID Cards	70,505	72,000	76,000	61,000	-15.3%
Other	40,744	10,950	15,464	13,500	23.3%
TOTAL REVENUE	$1,341,607	$1,258,750	$1,306,837	$1,170,800	-7.0%
EXPENDITURES					
Personnel	$226,281	$228,506	$228,506	$276,516	21.0%
Operations	960,924	1,075,777	1,104,277	893,844	-16.9%
Capital	0	0	0	0	0.0%
Sub-Total	$1,187,205	$1,304,283	$1,332,783	$1,170,360	-10.3%
Support Services - Warehouse	$296	$652	$652	$1,400	114.7%
Total Operating Expenditures	$1,187,501	$1,304,935	$1,333,435	$1,171,760	-10.2%
General & Administrative	$21,194	$19,305	$19,305	$22,485	16.5%
Transfer to General Fund	100,000	100,000	100,000	100,000	0.0%
TOTAL EXPENDITURES	$1,308,695	$1,424,240	$1,452,740	$1,294,245	-9.1%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$32,912	($165,490)	($145,903)	($123,445)	25.4%
BEGINNING FUND BALANCE	$276,752	$171,585	$309,664	$163,761	-4.6%
Change in Fund Balance	32,912	(165,490)	(145,903)	(123,445)	25.4%
ENDING FUND BALANCE	$309,664	$6,095	$163,761	$40,316	561.5%

CITY OF GARLAND
HOTEL/MOTEL TAX FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Hotel/Motel Tax	$1,356,259	$1,197,000	$1,320,000	$1,420,000	18.6%
Miscellaneous	9,581	8,200	18,000	19,000	131.7%
TOTAL REVENUE	$1,365,840	$1,205,200	$1,338,000	$1,439,000	19.4%
EXPENDITURES					
Personnel	$329,868	$370,611	$370,611	$374,328	1.0%
Operations	286,195	382,812	382,619	475,639	24.2%
Capital	0	0	0	0	0.0%
Sub-Total	$616,063	$753,423	$753,230	$849,967	12.8%
Incentive Agreements	$342,537	$400,000	$400,000	$420,000	5.0%
Total Operating Expenditures	$958,600	$1,153,423	$1,153,230	$1,269,967	10.1%
General & Administrative	$45,799	$48,472	$48,472	$50,226	3.6%
Transfers to Other Funds	50,601	209,596	209,596	200,591	-4.3%
TOTAL EXPENDITURES	$1,055,000	$1,411,491	$1,411,298	$1,520,784	7.7%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$310,840	($206,291)	($73,298)	($81,784)	60.4%
BEGINNING FUND BALANCE	$1,971,180	$2,043,645	$2,282,020	$2,208,722	8.1%
Change in Fund Balance	310,840	(206,291)	(73,298)	(81,784)	60.4%
ENDING FUND BALANCE	$2,282,020	$1,837,354	$2,208,722	$2,126,938	15.8%

CITY OF GARLAND
HOTEL/MOTEL TAX FUND
2017-18

NON-DEPARTMENTAL EXPENDITURES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Performance/Merit Increase	$0	$7,167	$7,167	$7,591	5.9%
Market Adjustment	0	0	0	0	0.0%
Retiree Insurance	7,369	7,527	7,527	8,437	12.1%
City Insurance Adjustment	10,656	4,233	4,233	3,055	-27.8%
Sub-Total Personnel Costs	$18,025	$18,927	$18,927	$19,083	0.8%
Employee Assistance Program	$19	$96	$96	$96	0.0%
Sub-Total Operations Costs	$19	$96	$96	$96	0.0%
Total Non-Departmental	$18,044	$19,023	$19,023	$19,179	0.8%

TRANSFERS TO OTHER FUNDS

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Transfer to Long Term Disability Fund	$601	$596	$596	$591	-0.8%
Transfer to Economic Development Fund	50,000	209,000	209,000	175,000	-16.3%
Transfer to General Fund	0	0	0	25,000	
Total Transfers to Other Funds	$50,601	$209,596	$209,596	$200,591	-4.3%

CITY OF GARLAND
GARLAND HELIPORT FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Terminal/Hangar Lease Space	$7,032	$7,032	$7,117	$7,145	1.6%
Interest/Miscellaneous Income	766	680	1,400	1,500	120.6%
TOTAL REVENUE	$7,798	$7,712	$8,517	$8,645	12.1%
EXPENDITURES					
Personnel	$0	$0	$0	$0	0.0%
Operations	0	7,700	7,700	7,700	0.0%
Capital	0	0	0	0	0.0%
TOTAL EXPENDITURES	$0	$7,700	$7,700	$7,700	0.0%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$7,798	$12	$817	$945	7775%
BEGINNING FUND BALANCE	$168,004	$168,036	$175,802	$176,619	5.1%
Change in Fund Balance	7,798	12	817	945	7775.0%
ENDING FUND BALANCE	$175,802	$168,048	$176,619	$177,564	5.7%

CITY OF GARLAND
SAFELIGHT FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
SafeLight Revenue	$2,592,932	$1,800,000	$2,788,111	$1,800,000	0.0%
TOTAL REVENUE	$2,592,932	$1,800,000	$2,788,111	$1,800,000	0.0%
EXPENDITURES					
Personnel	$142,747	$124,393	$124,393	$119,030	-4.3%
Operations	867,574	806,187	808,439	832,087	3.2%
Capital	0	0	0	0	0.0%
Total Operating Expenditures	$1,010,321	$930,580	$932,832	$951,117	2.2%
Traffic Safety	$0	$0	$0	$920,000	
General & Administrative	12,665	13,344	13,344	13,603	1.9%
Transfers to Other Funds	375,163	415,149	415,149	375,148	-9.6%
Funding to the State*	790,346	428,038	920,968	417,640	-2.4%
TOTAL EXPENDITURES	$2,188,495	$1,787,111	$2,282,293	$2,677,508	49.8%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$404,437	$12,889	$505,818	($877,508)	
BEGINNING FUND BALANCE	$811,672	$930,273	$1,216,109	$1,721,927	85.1%
Change in Fund Balance	404,437	12,889	505,818	(877,508)	
ENDING FUND BALANCE	$1,216,109	$943,162	$1,721,927	$844,419	-10.5%

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

CITY OF GARLAND
SAFELIGHT FUND
2017-18

NON-DEPARTMENTAL EXPENDITURES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Performance/Merit Increase	$0	$2,237	$2,237	$2,206	-1.4%
Retiree Insurance	1,842	1,882	1,882	2,109	12.1%
City Insurance Adjustment	2,664	1,058	1,058	764	-27.8%
Sub-Total Personnel Costs	$4,506	$5,177	$5,177	$5,079	-1.9%
Employee Assistance Program	$13	$24	$24	$24	0.0%
Sub-Total Operations Costs	$13	$24	$24	$24	0.0%
Total Non-Departmental	$4,519	$5,201	$5,201	$5,103	-1.9%

TRANSFERS TO OTHER FUNDS

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Long Term Disability Fund	$150	$149	$149	$148	-0.7%
Multi-Year Capital Fund	100,000	100,000	100,000	100,000	0.0%
General Fund	275,013	315,000	315,000	275,000	-12.7%
Total Transfers to Other Funds	$375,163	$415,149	$415,149	$375,148	-9.6%

CITY OF GARLAND
ECONOMIC DEVELOPMENT FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Transfer from Electric Utility Fund	$1,047,338	$1,247,338	$1,247,338	$1,247,338	0.0%
Transfer from Water Utility Fund	465,000	465,000	465,000	465,000	0.0%
Transfer from Hotel/Motel Tax Fund	50,000	209,000	209,000	175,000	-16.3%
Transfer from Economic Dev. Reserve	351,250	0	0	88,000	
Transfer from General Fund	352,600	0	0	0	0.0%
Miscellaneous	5,357	0	0	0	0.0%
TOTAL REVENUE	$2,271,545	$1,921,338	$1,921,338	$1,975,338	2.8%
EXPENDITURES					
Personnel	$531,702	$534,333	$534,333	$554,055	3.7%
Operations	726,621	1,821,393	1,978,233	1,526,005	-16.2%
Capital	45,392	0	0	0	0.0%
Total Operating Expenditures	$1,303,715	$2,355,726	$2,512,566	$2,080,060	-11.7%
Transfers to Other Funds	$423,583	$745	$745	$738	-0.9%
TOTAL EXPENDITURES	$1,727,298	$2,356,471	$2,513,311	$2,080,798	-11.7%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$544,247	($435,133)	($591,973)	($105,460)	75.8%
BEGINNING FUND BALANCE	$422,542	$435,231	$966,789	$374,816	-13.9%
Change in Fund Balance	544,247	(435,133)	(591,973)	(105,460)	75.8%
ENDING FUND BALANCE	$966,789	$98	$374,816	$269,356	

CITY OF GARLAND
ECONOMIC DEVELOPMENT FUND
2017-18

NON-DEPARTMENTAL EXPENDITURES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Performance/Merit Increase	$10,010	$6,996	$6,996	$13,586	94.2%
Market Adjustment	0	0	0	2,392	
Retiree Insurance	9,211	9,409	9,409	10,546	12.1%
City Insurance Adjustment	13,320	5,291	5,291	3,819	-27.8%
Sub-Total Personnel Costs	$32,541	$21,696	$21,696	$30,343	39.9%
Employee Assistance Program	$0	$120	$120	$120	0.0%
Economic Development Partnership	465,000	465,000	465,000	465,000	0.0%
Economic Development Incentives	100,000	0	0	88,000	
Sub-Total Operations Costs	$565,000	$465,120	$465,120	$553,120	18.9%
Total Non-Departmental	$597,541	$486,816	$486,816	$583,463	19.9%

TRANSFERS TO OTHER FUNDS

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Transfer to Long Term Disability Fund	$752	$745	$745	$738	-0.9%
Transfer to Multi-Year Capital Fund	422,831	0	0	0	0.0%
Total Transfers to Other Funds	$423,583	$745	$745	$738	-0.9%

CITY OF GARLAND
HOUSING REINVESTMENT FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Economic Dev. Reserve Transfer	$500,000	$0	$0	$0	0.0%
Program Income	0	526,200	415,954	0	-100.0%
Miscellaneous	1,977	0	0	0	0.0%
TOTAL REVENUE	$501,977	$526,200	$415,954	$0	-100.0%
EXPENDITURES					
By Category:					
Personnel	$0	$40,000	$15,000	$0	-100.0%
Operations	133,351	375,000	226,150	0	-100.0%
Capital	0	0	0	0	0.0%
Sub-Total	$133,351	$415,000	$241,150	$0	-100.0%
By Area:					
Housing and Community Development	$0	$0	$0	$0	0.0%
Administration	0	40,000	15,000	0	-100.0%
Acquisition	89,715	125,000	0	0	-100.0%
Construction/Renovation	43,636	250,000	226,150	0	-100.0%
Total Operating Expenditures	$133,351	$415,000	$241,150	$0	-100.0%
Transfer to Economic Dev. Reserve	$0	$0	$543,430	$0	
TOTAL EXPENDITURES	$133,351	$415,000	$784,580	$0	-100.0%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$368,626	$111,200	($368,626)	$0	-100.0%
BEGINNING FUND BALANCE	$0	$249,978	$368,626	$0	-100.0%
Change in Fund Balance	368,626	111,200	(368,626)	0	-100.0%
ENDING FUND BALANCE	$368,626	$361,178	$0	$0	-100.0%

CITY OF GARLAND
CASA FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Miscellaneous Program Income	$129,130	$20,000	$8,404	$6,300	-68.5%
Interest Income	793	0	2,000	2,000	
TOTAL REVENUE	$129,923	$20,000	$10,404	$8,300	-58.5%
EXPENDITURES					
Personnel	$0	$0	$0	$0	0.0%
Operations	3,991	110,000	110,000	113,835	3.5%
Capital	0	0	0	0	0.0%
TOTAL EXPENDITURES	$3,991	$110,000	$110,000	$113,835	3.5%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$125,932	($90,000)	($99,596)	($105,535)	-17.3%
BEGINNING FUND BALANCE	$111,136	$93,581	$237,068	$137,472	46.9%
Change in Fund Balance	125,932	(90,000)	(99,596)	(105,535)	-17.3%
ENDING FUND BALANCE	$237,068	$3,581	$137,472	$31,937	791.8%

CITY OF GARLAND
COMMUNITY DEVELOPMENT BLOCK GRANT FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Community Develop. Block Grant Funds	$1,553,675	$1,874,725	$1,874,725	$1,874,725	0.0%
Reprogrammed CDBG Funds	0	180,728	180,728	799,205	342.2%
Program Income - Revolving Loans	101,764	70,000	70,000	83,400	19.1%
TOTAL REVENUE	$1,655,439	$2,125,453	$2,125,453	$2,757,330	29.7%
EXPENDITURES					
By Category:					
Personnel	$834,749	$809,110	$809,110	$709,522	-12.3%
Operations	748,823	1,316,343	1,316,343	2,034,408	54.5%
Capital	0	0	0	0	0.0%
Sub-Total	$1,583,572	$2,125,453	$2,125,453	$2,743,930	29.1%
By Area:					
Public Services	$234,085	$281,208	$281,208	$281,208	0.0%
Infrastructure Projects	549,974	693,000	693,000	641,508	-7.4%
Infrastructure Projects - Reprogrammed	0	0	0	365,969	
Other CDBG Projects	447,629	565,572	565,572	617,064	9.1%
Other CDBG Projects - Reprogrammed	0	180,728	180,728	433,236	139.7%
Administration & Planning	351,884	374,945	374,945	374,945	0.0%
Neighborhood Stabilization Program	0	30,000	30,000	30,000	0.0%
TOTAL EXPENDITURES	$1,583,572	$2,125,453	$2,125,453	$2,743,930	29.1%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$71,867	$0	$0	$13,400	
BEGINNING FUND BALANCE	$121,126	$121,126	$192,993	$192,993	59.3%
Change in Fund Balance	71,867	0	0	13,400	
ENDING FUND BALANCE	$192,993	$121,126	$192,993	$206,393 *	70.4%

* The 2017-18 Approved Ending Fund Balance is committed for future NSP expenditures.

CITY OF GARLAND
FAIR HOUSING GRANT FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Fair Housing Assistance Program	$158,287	$133,475	$149,350	$164,285	23.1%
Fair Housing Initiatives Program	0	0	125,000	0	0.0%
Emergency Solutions Grant	184,605	165,656	165,656	165,656	0.0%
Transfer from General Fund	0	49,646	49,646	0	-100.0%
TOTAL REVENUE	$342,892	$348,777	$489,652	$329,941	-5.4%
EXPENDITURES					
By Category:					
Personnel	$191,651	$201,115	$308,483	$227,170	13.0%
Operations	174,828	152,998	162,858	141,775	-7.3%
Capital	0	0	0	0	0.0%
Sub-Total	$366,479	$354,113	$471,341	$368,945	4.2%
By Area:					
Fair Housing Assistance Program	$181,874	$188,457	$180,685	$203,289	7.9%
Fair Housing Initiatives Program	0	0	125,000	0	0.0%
Community Planning Challenge Grant	0	0	0	0	0.0%
Emergency Solutions Grant	184,605	165,656	165,656	165,656	0.0%
TOTAL EXPENDITURES	$366,479	$354,113	$471,341	$368,945	4.2%
Revenue Over (Short of) Expenditures - Change in Fund Balance	($23,587)	($5,336)	$18,311	($39,004)	-631.0%
BEGINNING FUND BALANCE	$46,058	$5,336	$22,471	$40,782	664%
Change in Fund Balance	(23,587)	(5,336)	18,311	(39,004)	-631.0%
ENDING FUND BALANCE	$22,471	$0	$40,782	$1,778	

CITY OF GARLAND
HOME GRANT FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
HOME Grant	$134,857	$515,152	$515,152	$515,152	0.0%
Interest Income	2,067	0	0	0	0.0%
Miscellaneous Program Income	509,653	225,000	500,000	500,000	122.2%
TOTAL REVENUE	$646,577	$740,152	$1,015,152	$1,015,152	37.2%
EXPENDITURES					
Personnel	$80,386	$83,632	$83,632	$87,454	4.6%
Operations	653,128	656,520	656,520	927,698	41.3%
Capital	0	0	0	0	0.0%
TOTAL EXPENDITURES	$733,514	$740,152	$740,152	$1,015,152	37.2%
Revenue Over (Short of) Expenditures - Change in Fund Balance	($86,937)	$0	$275,000	$0	0.0%
BEGINNING FUND BALANCE	$354,037	$812,987	$267,100	$542,100	-33.3%
Change in Fund Balance	(86,937)	0	275,000	0	0.0%
ENDING FUND BALANCE	$267,100	$812,987	$542,100	$542,100 *	-33.3%

* The 2017-18 Approved Ending Fund Balance is committed to three home projects that have been recently acquired.

CITY OF GARLAND
HOUSING ASSISTANCE FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
HUD Grant	$11,228,163	$10,366,404	$11,014,768	$10,917,028	5.3%
Voucher Expense Recovery	172,698	230,000	194,820	202,000	-12.2%
Miscellaneous Income	18,519	8,000	10,165	8,000	0.0%
TOTAL REVENUE	$11,419,380	$10,604,404	$11,219,753	$11,127,028	4.9%
EXPENDITURES					
Personnel	$934,604	$1,114,009	$1,121,781	$1,154,474	3.6%
Operations	10,094,587	9,526,089	9,526,089	10,130,303	6.3%
Capital	0	0	0	0	0.0%
Total Operating Expenditures	$11,029,191	$10,640,098	$10,647,870	$11,284,777	6.1%
Transfer to General Fund	$110,000	$110,000	$110,000	$110,000	0.0%
TOTAL EXPENDITURES	$11,139,191	$10,750,098	$10,757,870	$11,394,777	6.0%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$280,189	($145,694)	$461,883	($267,749)	-83.8%
BEGINNING FUND BALANCE	$896,661	$680,071	$1,176,850	$1,638,733	141.0%
Change in Fund Balance	280,189	(145,694)	461,883	(267,749)	-83.8%
ENDING FUND BALANCE	$1,176,850	$534,377	$1,638,733	$1,370,984	156.6%

CITY OF GARLAND
SUMMER NUTRITION FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Summer Nutrition	$228,520	$323,707	$323,707	$323,707	0.0%
Transfer from General Fund	84,471	30,000	30,000	30,000	0.0%
Miscellaneous Income	9,657	0	0	0	0.0%
TOTAL REVENUE	$322,648	$353,707	$353,707	$353,707	0.0%
EXPENDITURES					
Personnel	$82,402	$99,350	$99,350	$87,505	-11.9%
Operations	176,917	252,998	252,998	236,710	-6.4%
Capital	0	0	0	0	0.0%
TOTAL EXPENDITURES	$259,319	$352,348	$352,348	$324,215	-8.0%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$63,329	$1,359	$1,359	$29,492	2070.1%
BEGINNING FUND BALANCE	($58,270)	($1,359)	$5,059	$6,418	
Change in Fund Balance	63,329	1,359	1,359	29,492	2070.1%
ENDING FUND BALANCE	$5,059	$0	$6,418	$35,910	

CITY OF GARLAND
PUBLIC HEALTH / IMMUNIZATION GRANT FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Public Health Fees	$366,453	$325,000	$380,000	$395,000	21.5%
Texas DSHS Grant	499,873	481,929	481,929	481,929	0.0%
Other Contributions	17,250	17,750	17,750	17,750	0.0%
Miscellaneous Program Income	156,116	158,087	158,087	159,000	0.6%
Credit Card Fees	(3,719)	0	0	0	0.0%
TOTAL REVENUE	$1,035,973	$982,766	$1,037,766	$1,053,679	7.2%
EXPENDITURES					
By Category:					
Personnel	$686,463	$714,801	$714,801	$771,206	7.9%
Operations	308,038	257,582	257,582	290,456	12.8%
Capital	0	0	0	0	0.0%
Sub-Total	$994,501	$972,383	$972,383	$1,061,662	9.2%
By Area:					
Texas DSHS Grant	$692,904	$632,023	$632,023	$661,193	4.6%
Clinical Services	301,597	340,360	340,360	400,469	17.7%
TOTAL EXPENDITURES	$994,501	$972,383	$972,383	$1,061,662	9.2%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$41,472	$10,383	$65,383	($7,983)	
BEGINNING FUND BALANCE	($79,200)	($65,787)	($37,728)	$27,655	
Change in Fund Balance	41,472	10,383	65,383	(7,983)	
ENDING FUND BALANCE	($37,728)	($55,404)	$27,655	$19,672	

CITY OF GARLAND
PUBLIC SAFETY GRANT FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
State Training Grant	$20,393	$20,400	$20,254	$20,400	0.0%
Justice Assistance Grant	25,754	29,587	29,587	29,587	0.0%
Youth Program Income	7,108	5,000	3,000	5,000	0.0%
ICAC - Juvenile Justice	9,012	10,000	13,000	10,000	0.0%
Emergency Management Grants	159,101	184,713	216,151	186,112	0.8%
Fire Grants	18,730	0	7,104	0	0.0%
Interest Income	1,089	0	1,800	2,000	
TOTAL REVENUE	$241,187	$249,700	$290,896	$253,099	1.4%
EXPENDITURES					
By Category:					
Personnel	$41,240	$77,430	$78,044	$95,650	23.5%
Operations	141,545	95,568	143,947	127,964	33.9%
Capital	102,975	78,273	78,273	28,400	-63.7%
Sub-Total	$285,760	$251,271	$300,264	$252,014	0.3%
By Area:					
Police Grants					
State Training Grant	$30,888	$20,400	$20,400	$20,400	0.0%
Justice Assistance Grant	30,975	29,587	33,274	29,587	0.0%
Youth Programs	5,400	5,000	5,000	6,500	30.0%
ICAC - Juvenile Justice	9,012	10,000	13,000	10,000	0.0%
Sub-Total	$76,275	$64,987	$71,674	$66,487	2.3%
Emergency Management Grants					
Metro Medical Response Sys. (MMRS)	$34,488	$0	$0	$0	0.0%
Urban Areas Security Initiative (UASI)	38,551	108,011	139,059	110,551	2.4%
State Homeland Security Prog. (SHSP)	38,926	30,000	30,000	31,400	4.7%
CHEMPAC Memo of Understanding	0	0	4,154	0	0.0%
UASI - Law Enf. Assist. & P'ship (LEAP)	78,790	48,273	48,273	43,576	-9.7%
Sub-Total	$190,755	$186,284	$221,486	$185,527	-0.4%
Fire					
Assistance to Firefighters	$18,730	$0	$0	$0	0.0%
NCTTRAC Grant	0	0	7,104	0	0.0%
Sub-Total	$18,730	$0	$7,104	$0	0.0%
TOTAL EXPENDITURES	$285,760	$251,271	$300,264	$252,014	0.3%
Revenue Over (Short of) Expenditures - Change in Fund Balance	($44,573)	($1,571)	($9,368)	$1,085	
BEGINNING FUND BALANCE	$308,983	$277,083	$264,410	$255,042	-8.0%
Change in Fund Balance	(44,573)	(1,571)	(9,368)	1,085	
ENDING FUND BALANCE	$264,410	$275,512	$255,042	$256,127	-7.0%

CITY OF GARLAND
NARCOTIC SEIZURE FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Narcotic Seizure	$218,681	$0	$157,453	$0	0.0%
Interest Income	3,721	3,570	5,700	6,000	68.1%
Miscellaneous Income	0	0	7,000	0	0.0%
TOTAL REVENUE	$222,402	$3,570	$170,153	$6,000	68.1%
EXPENDITURES					
Personnel	$18,839	$27,984	$27,984	$29,636	5.9%
Operations	150,965	205,000	203,478	168,000	-18.0%
Capital	34,957	312,160	326,406	175,160	-43.9%
TOTAL EXPENDITURES	$204,761	$545,144	$557,868	$372,796	-31.6%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$17,641	($541,574)	($387,715)	($366,796)	32.3%
BEGINNING FUND BALANCE	$736,870	$595,554	$754,511	$366,796	-38.4%
Change in Fund Balance	17,641	(541,574)	(387,715)	(366,796)	32.3%
ENDING FUND BALANCE	$754,511	$53,980	$366,796	$0	-100.0%

CITY OF GARLAND
EQUIPMENT REPLACEMENT FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Vehicle Replacement Charges:					
General Fund	$1,844,290	$1,922,619	$1,922,619	$1,552,518	-19.2%
Electric Utility Fund	1,234,143	1,341,447	1,341,447	1,353,498	0.9%
Water Utility Fund	335,011	400,146	400,146	481,599	20.4%
Wastewater Utility Fund	458,209	551,611	551,611	604,535	9.6%
Environmental Waste Services Fund	34,145	29,699	29,699	36,746	23.7%
Infrastructure Repair & Replcmt. Fund	57,839	78,573	78,573	159,595	103.1%
Stormwater Management Fund	21,284	61,664	61,664	69,199	12.2%
Hotel/Motel Tax Fund	4,919	4,099	4,099	11,025	169.0%
Fleet Services Fund	19,208	34,905	34,905	34,324	-1.7%
Recreation Performance Fund	0	8,663	8,663	12,856	48.4%
Economic Development Fund	5,560	9,532	9,532	9,532	0.0%
Support Service Funds	152,724	188,261	188,261	233,852	24.2%
Sub-Total	$4,167,332	$4,631,219	$4,631,219	$4,559,279	-1.6%
Transfers In:					
Other Funds	$301,679	$0	$146,525	$0	0.0%
Total Transfers	$4,469,011	$4,631,219	$4,777,744	$4,559,279	-1.6%
Auction Revenues	$476,869	$250,000	$250,000	$250,000	0.0%
Interest	40,550	36,600	82,000	90,000	145.9%
TOTAL REVENUE	$4,986,430	$4,917,819	$5,109,744	$4,899,279	-0.4%
EXPENDITURES					
General Fund	$1,199,771	$1,651,381	$1,914,846	$1,344,542	-18.6%
Electric Utility Fund	1,072,459	780,260	1,839,180	485,031	-37.8%
Water Utility Fund	393,651	149,390	316,356	422,486	182.8%
Wastewater Utility Fund	715,208	1,230,089	1,480,451	342,543	-72.2%
Infrastructure Repair & Replcmt. Fund	23,804	57,790	258,203	26,862	-53.5%
Environmental Waste Services Fund	0	0	0	153,105	
Stormwater Management Fund	26,792	25,420	25,420	71,444	181.1%
Recreation Performance Fund	0	55,000	64,280	0	-100.0%
Internal Service Funds	119,338	232,830	279,814	277,358	19.1%
Transfer to Self Insurance Fund	99,360	99,360	99,360	99,360	0.0%
Emergency Replacements	0	250,000	250,000	250,000	0.0%
TOTAL EXPENDITURES	$3,650,383	$4,531,520	$6,527,910	$3,472,731	-23.4%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$1,336,047	$386,299	($1,418,166)	$1,426,548	269.3%
BEGINNING FUND BALANCE	$8,130,796	$7,130,031	$9,466,843	$8,048,677	12.9%
Change in Fund Balance	1,336,047	386,299	(1,418,166)	1,426,548	269.3%
ENDING FUND BALANCE	$9,466,843	$7,516,330	$8,048,677	$9,475,225	26.1%

CITY OF GARLAND
SELF INSURANCE FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Transfer from General Fund	$3,411,064	$3,014,484	$3,014,484	$2,959,533	-1.8%
Transfer from Electric Utility Fund	2,197,798	1,942,276	1,942,276	1,906,870	-1.8%
Transfer from Water Utility Fund	170,739	150,888	150,888	148,138	-1.8%
Transfer from Wastewater Utility Fund	287,046	253,673	253,673	249,049	-1.8%
Transfer from Env. Waste Svcs. Fund	351,099	310,279	310,279	304,623	-1.8%
Transfer from Stormwater Mgmt. Fund	51,554	45,560	45,560	44,656	-2.0%
Transfer from Equip. Replacement Fund	99,360	99,360	99,360	99,360	0.0%
Interest Income	17,776	13,600	29,900	32,000	135.3%
Miscellaneous	262,661	90,000	90,000	90,000	0.0%
TOTAL REVENUE	$6,849,097	$5,920,120	$5,936,420	$5,834,229	-1.5%
EXPENDITURES					
Personnel	$617,905	$677,175	$677,175	$650,444	-3.9%
Operations	62,547	144,624	144,624	144,654	0.0%
Capital	0	0	0	0	0.0%
Sub-Total	$680,452	$821,799	$821,799	$795,098	-3.2%
Liability & Property Claims	$465,544	$650,000	$650,000	$650,000	0.0%
Litigation Expense	297,002	600,000	600,000	600,000	0.0%
Workers Compensation Claims	1,842,885	2,200,000	2,200,000	2,200,000	0.0%
Insurance Premiums	1,994,443	2,079,700	2,079,700	1,947,700	-6.3%
Administration Expense	83,545	74,500	74,500	74,500	0.0%
Support Services	35,958	36,947	36,947	40,731	10.2%
Total Operating Expenditures	$5,399,829	$6,462,946	$6,462,946	$6,308,029	-2.4%
General & Administrative	$72,912	$76,906	$76,906	$91,668	19.2%
Transfers to Other Funds	274,207	283,251	283,251	294,421	3.9%
TOTAL EXPENDITURES	$5,746,948	$6,823,103	$6,823,103	$6,694,118	-1.9%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$1,102,149	($902,982)	($886,683)	($859,889)	4.8%
BEGINNING FUND BALANCE	$3,722,416	$3,912,215	$4,824,565	$3,937,883	0.7%
Change in Fund Balance	1,102,149	(902,982)	(886,683)	(859,889)	4.8%
ENDING FUND BALANCE	$4,824,565	$3,009,233	$3,937,883	$3,077,994	2.3%
Fund Balance Target	$3,000,000	$3,000,000	$3,000,000	$3,000,000	0.0%
Over (Short of) Requirement	$1,824,565	$9,233	$937,883	$77,993	744.7%

CITY OF GARLAND
SELF INSURANCE FUND
2017-18

NON-DEPARTMENTAL EXPENDITURES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Performance/Merit Increase	$0	$13,300	$13,300	$12,983	-2.4%
Retiree Insurance	9,211	9,409	9,409	10,546	12.1%
City Insurance Adjustment	13,320	5,291	5,291	3,819	-27.8%
Unemployment Claims	0	1,250	1,250	1,250	0.0%
Sub-Total Personnel Costs	$22,531	$29,250	$29,250	$28,598	-2.2%
Employee Assistance Program	$136	$120	$120	$120	0.0%
Sub-Total Operations Costs	$136	$120	$120	$120	0.0%
Total Non-Departmental	$22,667	$29,370	$29,370	$28,718	-2.2%

TRANSFERS TO OTHER FUNDS

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Long Term Disability Fund	$752	$745	$745	$738	-0.9%
Group Health Insurance Fund	273,455	282,506	282,506	293,683	4.0%
Total Transfers to Other Funds	$274,207	$283,251	$283,251	$294,421	3.9%

SUPPORT SERVICES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Facilities Management	$26,948	$27,715	$27,715	$25,533	-7.9%
Information Technology	2,549	2,514	2,514	3,000	19.3%
IT Replacement Fund	5,778	6,037	6,037	11,755	94.7%
Warehouse	683	681	681	443	-34.9%
Total Support Services	$35,958	$36,947	$36,947	$40,731	10.2%

CITY OF GARLAND
GROUP HEALTH INSURANCE FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Employee Contributions	$5,257,281	$5,748,089	$5,748,089	$6,429,327	11.9%
Retiree Contributions	3,143,337	3,398,098	3,398,098	3,941,608	16.0%
City Contributions - Employees	25,156,590	21,937,099	21,937,099	23,736,893	8.2%
City Contributions - Retirees	3,739,800	3,852,019	3,852,019	4,353,360	13.0%
Transfer from Self Insurance Fund	273,455	282,506	282,506	293,683	4.0%
Stop-Loss	2,823,152	2,224,659	900,000	750,000	-66.3%
Miscellaneous Income	90,815	75,670	75,670	75,670	0.0%
TOTAL REVENUE	$40,484,431	$37,518,140	$36,193,481	$39,580,541	5.5%
EXPENDITURES					
Personnel	$965,703	$1,167,308	$1,167,308	$1,234,394	5.7%
Operations	202,945	438,772	457,202	421,558	-3.9%
Capital	0	0	0	0	0.0%
Sub-Total	$1,168,648	$1,606,080	$1,624,510	$1,655,952	3.1%
Claims	$31,271,305	$29,481,361	$28,156,702	$31,335,507	6.3%
Life Insurance Premiums	49,409	48,000	48,000	48,000	0.0%
Insurance Premiums	4,379,595	4,713,494	4,713,494	4,856,127	3.0%
Administrative Fees and ACA	1,518,598	1,432,885	1,432,885	1,285,880	-10.3%
Support Services	63,811	65,328	65,328	62,785	-3.9%
Total Operating Expenditures	$38,451,366	$37,347,148	$36,040,919	$39,244,251	5.1%
General & Administrative	$135,101	$141,247	$141,247	$159,025	12.6%
Transfer to Long Term Disability Fund	1,654	1,638	1,638	1,772	8.2%
TOTAL EXPENDITURES	$38,588,121	$37,490,033	$36,183,804	$39,405,048	5.1%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$1,896,310	$28,107	$9,677	$175,493	524.4%
BEGINNING FUND BALANCE	$979,338	$997,353	$2,875,648	$2,885,325	189.3%
Change in Fund Balance	1,896,310	28,107	9,677	175,493	524.4%
ENDING FUND BALANCE	$2,875,648	$1,025,459	$2,885,325	$3,060,818	198.5%

CITY OF GARLAND
GROUP HEALTH INSURANCE FUND
2017-18

NON-DEPARTMENTAL EXPENDITURES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Performance/Merit Increase	$0	$26,249	$26,249	$25,405	-3.2%
Structure Adjustment	0	0	0	0	0.0%
Market Adjustment	0	0	0	4,576	
Retiree Insurance	20,265	20,700	20,700	25,310	22.3%
City Insurance Adjustment	0	11,640	11,640	9,165	-21.3%
Sub-Total Personnel Costs	$20,265	$58,589	$58,589	$64,456	10.0%
Employee Assistance Program	$72	$264	$264	$288	9.1%
Sub-Total Operations Costs	$72	$264	$264	$288	9.1%
Total Non-Departmental	$20,337	$58,853	$58,853	$64,744	10.0%

SUPPORT SERVICES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Warehouse	$315	$260	$260	$735	182.7%
Facilities Management	57,888	59,537	59,537	54,849	-7.9%
Information Technology	5,608	5,531	5,531	7,201	30.2%
Total Support Services	$63,811	$65,328	$65,328	$62,785	-3.9%

CITY OF GARLAND
LONG TERM DISABILITY FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
City Contributions	$310,050	$310,200	$310,200	$310,200	0.0%
Employee Contributions	163,656	157,044	157,044	157,044	0.0%
Interest Income	6,981	6,400	13,000	14,000	118.8%
TOTAL REVENUE	$480,687	$473,644	$480,244	$481,244	1.6%
EXPENDITURES					
Claims Paid	$373,948	$490,000	$490,000	$490,000	0.0%
Administrative Fees	0	16,000	16,000	16,000	0.0%
TOTAL EXPENDITURES	$373,948	$506,000	$506,000	$506,000	0.0%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$106,739	($32,356)	($25,756)	($24,756)	23.5%
BEGINNING FUND BALANCE	$1,468,253	$1,436,021	$1,574,992	$1,549,236	7.9%
Change in Fund Balance	106,739	(32,356)	(25,756)	(24,756)	23.5%
ENDING FUND BALANCE	$1,574,992	$1,403,665	$1,549,236	$1,524,480	8.6%

CITY OF GARLAND
CUSTOMER SERVICE FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Transfer from Electric Utility Fund	$6,626,948	$6,336,678	$6,336,678	$9,094,290	43.5%
Transfer from Water Utility Fund	2,162,584	2,116,027	2,116,027	3,130,413	47.9%
Transfer from Wastewater Utility Fund	2,024,406	1,987,862	1,987,862	2,849,227	43.3%
Transfer from General Fund	205,274	223,137	223,137	241,514	8.2%
Transfer from Env. Waste Svcs. Fund	180,879	192,109	192,109	297,417	54.8%
Transfer from Stormwater Mgmt. Fund	36,163	41,506	41,506	58,811	41.7%
Account Establishment Fees	542,789	550,000	550,000	550,000	0.0%
Reconnect Charges	665,040	650,000	650,000	650,000	0.0%
Collection on Bad Debts	74,842	100,000	75,000	75,000	-25.0%
Tampering Fees	29,628	75,000	50,000	50,000	-33.3%
Interest Income	64,925	57,100	131,000	143,000	150.4%
Bad Debt	(64,425)	(90,000)	(65,000)	(65,000)	27.8%
Miscellaneous Revenue	130,121	119,500	103,000	103,000	-13.8%
TOTAL REVENUE	$12,679,174	$12,358,919	$12,391,319	$17,177,672	39.0%
EXPENDITURES					
Personnel	$5,983,090	$6,395,769	$6,395,769	$6,610,046	3.4%
Operations	1,627,144	1,869,624	1,940,048	1,988,451	6.4%
Capital	0	0	23,087	0	0.0%
Sub-Total	$7,610,234	$8,265,393	$8,358,904	$8,598,497	4.0%
Support Services	$2,421,684	$1,926,823	$1,926,823	$6,671,778	246.3%
Debt Service Transfer	2,195,606	2,199,654	2,160,202	2,185,766	-0.6%
In-Lieu-of Debt Transfer from Electric	(570,698)	(570,960)	(570,960)	(570,727)	0.0%
In-Lieu-of Debt Transfer from Debt Svc.	(86,469)	(86,509)	(86,509)	(86,474)	0.0%
Total Operating Expenditures	$11,570,357	$11,734,401	$11,788,460	$16,798,840	43.2%
General & Administrative	$924,961	$951,419	$951,419	$985,241	3.6%
Transfer to Long Term Disability Fund	14,285	13,998	13,998	13,879	-0.9%
TOTAL EXPENDITURES	$12,509,603	$12,699,818	$12,753,877	$17,797,960	40.1%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$169,571	($340,899)	($362,558)	($620,288)	-82.0%
BEGINNING FUND BALANCE	$1,042,225	$550,934	$1,211,796	$849,238	54.1%
Change in Fund Balance	169,571	(340,899)	(362,558)	(620,288)	-82.0%
ENDING FUND BALANCE	$1,211,796	$210,035	$849,238	$228,950	9.0%

CITY OF GARLAND
CUSTOMER SERVICE FUND
2017-18

NON-DEPARTMENTAL EXPENDITURES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Performance/Merit Increase	$0	$123,185	$123,185	$117,272	-4.8%
Market Adjustment	0	1,002	1,002	4,463	345.4%
Retiree Insurance	175,015	176,888	176,888	198,263	12.1%
City Insurance Adjustment	250,414	99,467	99,467	71,795	-27.8%
Unemployment Claims	0	3,170	3,170	3,106	-2.0%
Sub-Total Personnel Costs	$425,429	$403,712	$403,712	$394,899	-2.2%
Employee Assistance Program	$1,627	$2,256	$2,256	$2,256	0.0%
Sub-Total Operations Costs	$1,627	$2,256	$2,256	$2,256	0.0%
Total Non-Departmental	$427,056	$405,968	$405,968	$397,155	-2.2%

SUPPORT SERVICES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Facilities Management	$533,591	$548,796	$548,796	$502,092	-8.5%
Information Technology	1,111,509	1,207,512	1,207,512	1,111,442	-8.0%
IT Replacement Fund	153,130	160,991	160,991	157,525	-2.2%
IT Project Fund	614,265	0	0	4,890,697	
Warehouse	9,189	9,524	9,524	10,022	5.2%
Total Support Services	$2,421,684	$1,926,823	$1,926,823	$6,671,778	246.3%

CITY OF GARLAND
FACILITIES MANAGEMENT FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Transfer from General Fund	$4,544,022	$4,818,807	$4,818,807	$4,927,055	2.2%
Transfer from Other Funds	1,431,139	1,468,416	1,468,416	1,379,366	-6.1%
Transfer from Electric Utility Fund	1,205,324	1,221,718	1,221,718	1,230,610	0.7%
Transfer from Wastewater Utility Fund	474,988	428,430	428,430	377,492	-11.9%
Transfer from Water Utility Fund	356,377	306,523	306,523	255,949	-16.5%
Miscellaneous Revenue	93,659	3,050	9,000	9,000	195.1%
TOTAL REVENUE	$8,105,509	$8,246,944	$8,252,894	$8,179,472	-0.8%
EXPENDITURES					
Personnel	$2,298,244	$2,377,734	$2,377,734	$2,483,163	4.4%
Salary Charge-Outs	(154,432)	(140,000)	(140,000)	(140,000)	0.0%
Operations	5,118,252	5,575,097	5,710,602	5,555,936	-0.3%
Capital	29,000	0	22,400	27,800	
Sub-Total	$7,291,064	$7,812,831	$7,970,736	$7,926,899	1.5%
Support Services	$212,831	$234,978	$234,978	$243,038	3.4%
Total Operating Expenditures	$7,503,895	$8,047,809	$8,205,714	$8,169,937	1.5%
General & Administrative	$288,720	$302,808	$302,808	$316,135	4.4%
Transfer to Long Term Disability Fund	5,263	5,212	5,212	5,168	-0.8%
TOTAL EXPENDITURES	$7,797,878	$8,355,829	$8,513,734	$8,491,240	1.6%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$307,631	($108,885)	($260,840)	($311,768)	
BEGINNING FUND BALANCE	$268,217	$117,860	$575,848	$315,008	167.3%
Change in Fund Balance	307,631	(108,885)	(260,840)	(311,768)	
ENDING FUND BALANCE	$575,848	$8,975	$315,008	$3,240	-63.9%

CITY OF GARLAND
FACILITIES MANAGEMENT FUND
2017-18

NON-DEPARTMENTAL EXPENDITURES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Performance/Merit Increase	$0	$47,270	$47,270	$44,431	-6.0%
Market Adjustment	0	711	711	0	0.0%
Salary Savings	0	0	0	0	0.0%
Retiree Insurance	64,479	65,863	65,863	73,822	12.1%
City Insurance Adjustment	93,239	37,036	37,036	26,732	-27.8%
Unemployment Claims	0	7,911	7,911	0	-100.0%
Sub-Total Personnel Costs	$157,718	$158,791	$158,791	$144,985	-8.7%
Employee Assistance Program	$564	$840	$840	$840	0.0%
Sub-Total Operations Costs	$564	$840	$840	$840	0.0%
Total Non-Departmental	$158,282	$159,631	$159,631	$145,825	-8.6%

SUPPORT SERVICES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Information Technology	$161,609	$189,792	$189,792	$195,493	3.0%
IT Replacement Fund	28,892	29,180	29,180	34,091	16.8%
IT Project Fund	7,420	2,372	2,372	0	-100.0%
Warehouse	14,910	13,634	13,634	13,454	-1.3%
Total Support Services	$212,831	$234,978	$234,978	$243,038	3.4%

CITY OF GARLAND
FLEET SERVICES FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Fleet Departmental Charges	$7,453,900	$7,640,250	$7,640,250	$7,832,700	2.5%
Fuel and Lube	363,660	353,000	353,000	360,000	2.0%
Work Order Revenue	484,517	475,000	475,000	475,000	0.0%
Miscellaneous/Interest Income	7,790	0	0	0	0.0%
TOTAL REVENUE	$8,309,867	$8,468,250	$8,468,250	$8,667,700	2.4%
EXPENDITURES					
Personnel	$2,315,570	$2,463,656	$2,463,656	$2,515,241	2.1%
Operations	465,280	365,979	352,767	412,984	12.8%
Capital	0	11,000	11,000	40,000	263.6%
Sub-Total	$2,780,850	$2,840,635	$2,827,423	$2,968,225	4.5%
Parts Cost/Inventory	$2,991,761	$2,650,000	$2,650,000	$2,870,000	8.3%
Parts Administrative Cost	323,209	362,000	362,000	330,000	-8.8%
Commercial Repairs	1,445,198	1,671,500	1,768,043	1,504,500	-10.0%
Support Services	425,977	511,073	511,073	518,709	1.5%
Debt Service Transfer	133,805	216,632	216,188	160,594	-25.9%
Total Operating Expenditures	$8,100,800	$8,251,840	$8,334,727	$8,352,028	1.2%
General & Administrative	$303,420	$320,953	$320,953	$331,181	3.2%
Transfer to Long Term Disability Fund	5,261	5,212	5,212	5,168	-0.8%
TOTAL EXPENDITURES	$8,409,481	$8,578,005	$8,660,892	$8,688,377	1.3%
Revenue Over (Short of) Expenditures - Change in Fund Balance	($99,614)	($109,755)	($192,642)	($20,677)	81.2%
BEGINNING FUND BALANCE	$321,501	$184,200	$221,887	$29,245	-84.1%
Change in Fund Balance	(99,614)	(109,755)	(192,642)	(20,677)	81.2%
ENDING FUND BALANCE	$221,887	$74,445	$29,245	$8,568	-88.5%

CITY OF GARLAND
FLEET SERVICES FUND
2017-18

NON-DEPARTMENTAL EXPENDITURES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Performance/Merit Increase	$0	$48,716	$48,716	$47,213	-3.1%
Market Adjustment	0	2,098	2,098	288	-86.3%
Retiree Insurance	64,479	65,863	65,863	73,822	12.1%
City Insurance Adjustment	93,239	37,036	37,036	26,732	-27.8%
Unemployment Claims	0	6,231	6,231	0	-100.0%
Sub-Total Personnel Costs	$157,718	$159,944	$159,944	$148,055	-7.4%
Employee Assistance Program	$661	$840	$840	$840	0.0%
Sub-Total Operations Costs	$661	$840	$840	$840	0.0%
Total Non-Departmental	$158,379	$160,784	$160,784	$148,895	-7.4%

SUPPORT SERVICES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Facilities Management	$209,207	$214,192	$214,192	$218,658	2.1%
Information Technology	171,070	244,692	244,692	242,174	-1.0%
IT Replacement Fund	44,302	48,297	48,297	56,426	16.8%
IT Project Fund	0	2,506	2,506	0	-100.0%
Warehouse	1,398	1,386	1,386	1,451	4.7%
Total Support Services	$425,977	$511,073	$511,073	$518,709	1.5%

CITY OF GARLAND
INFORMATION TECHNOLOGY FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Transfer from General Fund	$8,304,912	$8,978,659	$8,978,659	$9,887,411	10.1%
Transfer from Electric Utility Fund	1,131,091	1,406,894	1,406,894	1,375,688	-2.2%
Transfer from Customer Service Fund	1,111,509	1,207,512	1,207,512	1,111,442	-8.0%
Transfer from Water Utility Fund	1,185,697	1,146,864	1,146,864	1,144,666	-0.2%
Transfer from Wastewater Utility Fund	756,976	760,221	760,221	753,923	-0.8%
Transfer from Env. Waste Svcs. Fund	768,522	730,617	730,617	804,526	10.1%
Transfer from Facilities Mgmt. Fund	161,609	189,792	189,792	195,493	3.0%
Transfer from Fleet Services Fund	171,070	244,692	244,692	242,174	-1.0%
Transfer from Stormwater Mgmt. Fund	84,708	79,818	79,818	88,989	11.5%
Transfer from Warehouse Fund	70,810	46,539	46,539	23,721	-49.0%
Transfer from Self Insurance Fund	2,549	2,514	2,514	3,000	19.3%
Transfer from Group Health Ins. Fund	5,608	5,531	5,531	7,201	30.2%
Miscellaneous/Interest Income	44,492	78,842	84,842	85,842	8.9%
TOTAL REVENUE	$13,799,553	$14,878,495	$14,884,495	$15,724,076	5.7%
EXPENDITURES					
Personnel	$6,255,849	$6,693,304	$6,649,302	$7,281,938	8.8%
Operations	$5,865,833	5,939,087	6,303,171	6,181,802	4.1%
Capital	$0	0	0	0	0.0%
Sub-Total	$12,121,682	$12,632,391	$12,952,473	$13,463,740	6.6%
Support Services	$682,087	$516,583	$516,583	$602,781	16.7%
Debt Service Transfer	$1,127,354	1,082,495	1,043,356	1,074,261	-0.8%
Total Operating Expenditures	$13,931,123	$14,231,469	$14,512,412	$15,140,782	6.4%
General & Administrative	$796,929	$841,406	$841,406	$887,894	5.5%
Transfer to Long Term Disability Fund	$9,172	9,233	9,233	9,302	0.7%
TOTAL EXPENDITURES	$14,737,224	$15,082,108	$15,363,051	$16,037,978	6.3%
Revenue Over (Short of) Expenditures - Change in Fund Balance	($937,671)	($203,613)	($478,556)	($313,902)	-54.2%
BEGINNING FUND BALANCE	$1,738,922	$272,376	$801,251	$322,695	18.5%
Change in Fund Balance	(937,671)	(203,613)	(478,556)	(313,902)	-54.2%
ENDING FUND BALANCE	$801,251	$68,763	$322,695	$8,793	-87.2%

CITY OF GARLAND
INFORMATION TECHNOLOGY FUND
2017-18

NON-DEPARTMENTAL EXPENDITURES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Performance/Merit Increase	$0	$133,783	$133,783	$133,894	0.1%
Market Adjustment	0	2,431	2,431	4,169	71.5%
Retiree Insurance	112,378	116,671	116,671	132,879	13.9%
City Insurance Adjustment	162,502	65,606	65,606	48,118	-26.7%
Unemployment Claims	107	2,200	2,200	592	-73.1%
Sub-Total Personnel Costs	$274,987	$320,691	$320,691	$319,652	-0.3%
Employee Assistance Program	$1,205	$1,488	$1,488	$1,512	1.6%
Sub-Total Operations Costs	$1,205	$1,488	$1,488	$1,512	1.6%
Total Non-Departmental	$276,192	$322,179	$322,179	$321,164	-0.3%

SUPPORT SERVICES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Facilities Management	$378,397	$389,126	$389,126	$358,334	-7.9%
IT Replacement Fund	115,570	125,774	125,774	152,821	21.5%
IT Project Fund	184,959	0	0	89,100	
Warehouse	3,161	1,683	1,683	2,526	50.1%
Total Support Services	$682,087	$516,583	$516,583	$602,781	16.7%

CITY OF GARLAND
INFORMATION TECHNOLOGY (IT) PROJECT FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Transfer from General Fund	$351,159	$721,906	$721,906	$730,257	1.2%
Transfer from Electric Utility Fund	0	363,409	363,409	83,429	-77.0%
Transfer from Water Utility Fund	177,025	107,335	107,335	232,106	116.2%
Transfer from Wastewater Utility Fund	46,735	138,873	138,873	274,393	97.6%
Transfer from Env. Waste Svcs. Fund	0	45,035	45,035	58,179	29.2%
Transfer from Info. Technology Fund	184,959	0	0	89,100	
Transfer from Customer Service Fund	614,265	0	0	4,890,697	
Transfer from Facilities Mgmt. Fund	7,420	2,372	2,372	0	-100.0%
Transfer from Fleet Services Fund	0	2,506	2,506	0	-100.0%
Transfer from Stormwater Mgmt. Fund	1,793	14,476	14,476	1,989	-86.3%
Transfer from Housing Assistance Fund	12,425	0	0	26,517	
Transfer from CASA Fund	0	0	0	7,920	
Transfer from Munic. Court Tech. Fees	0	0	0	25,610	
Interest Income	16,712	0	36,000	40,000	
TOTAL REVENUE	$1,412,493	$1,395,912	$1,431,912	$6,460,197	362.8%
EXPENDITURES					
Personnel	$302	$0	$0	$0	0.0%
Operations	0	0	0	0	0.0%
Capital	742,163	2,682,372	2,462,103	7,283,374	171.5%
Total Operating Expenditures	$742,465	$2,682,372	$2,462,103	$7,283,374	171.5%
Transfer to Multi-Year Capital Fund	$0	$233,000	$233,000	$0	-100.0%
TOTAL EXPENDITURES	$742,465	$2,915,372	$2,695,103	$7,283,374	149.8%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$670,028	($1,519,460)	($1,263,191)	($823,177)	45.8%
BEGINNING FUND BALANCE	$2,678,384	$2,450,976	$3,348,412	$2,085,221	-14.9%
Change in Fund Balance	670,028	(1,519,460)	(1,263,191)	(823,177)	45.8%
ENDING FUND BALANCE	$3,348,412	$931,516	$2,085,221	$1,262,044	35.5%

CITY OF GARLAND
INFORMATION TECHNOLOGY (IT) REPLACEMENT FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Transfer from General Fund	$900,000	$900,000	$900,000	$1,000,000	11.1%
Transfer from Electric Utility Fund	150,000	305,000	305,000	360,000	18.0%
Transfer from Water Utility Fund	122,311	127,786	127,786	163,401	27.9%
Transfer from Wastewater Utility Fund	52,970	70,434	70,434	81,113	15.2%
Transfer from Env. Waste Svcs. Fund	28,892	30,186	30,186	39,969	32.4%
Transfer from Stormwater Mgmt. Fund	8,668	9,056	9,056	10,580	16.8%
Transfer from Facilities Mgmt. Fund	28,892	29,180	29,180	34,091	16.8%
Transfer from Customer Service Fund	153,130	160,991	160,991	157,525	-2.2%
Transfer from Fleet Services Fund	44,302	48,297	48,297	56,426	16.8%
Transfer from Info. Technology Fund	115,570	125,774	125,774	152,821	21.5%
Transfer from Self Insurance Fund	5,778	6,037	6,037	11,755	94.7%
Transfer from Warehouse Fund	7,705	8,050	8,050	9,404	16.8%
Transfer from Firewheel Fund	15,409	17,105	17,105	12,931	-24.4%
Transfer from Infrastructure R&R Fund	16,372	17,105	17,105	19,984	16.8%
Interest Income	9,646	8,699	18,000	20,000	129.9%
Miscellaneous Income	21,051	0	5,918	4,000	
TOTAL REVENUE	$1,680,696	$1,863,700	$1,878,919	$2,134,000	14.5%
EXPENDITURES					
Personnel	$0	$0	$0	$0	0.0%
Operations	1,181,704	882,705	915,377	1,096,650	24.2%
Capital	743,984	2,017,400	1,805,328	1,762,800	-12.6%
TOTAL EXPENDITURES	$1,925,688	$2,900,105	$2,720,705	$2,859,450	-1.4%
Revenue Over (Short of) Expenditures - Change in Fund Balance	($244,992)	($1,036,405)	($841,786)	($725,450)	30.0%
BEGINNING FUND BALANCE	$2,394,123	$1,738,755	$2,149,131	$1,307,345	-24.8%
Change in Fund Balance	(244,992)	(1,036,405)	(841,786)	(725,450)	30.0%
ENDING FUND BALANCE	$2,149,131	$702,350	$1,307,345	$581,895	-17.2%

CITY OF GARLAND
WAREHOUSE FUND
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Transfer from Electric Utility Fund	$416,664	$459,384	$459,384	$478,905	4.2%
Transfer from General Fund	266,672	255,548	255,548	263,003	2.9%
Transfer from Water Utility Fund	106,088	83,701	83,701	85,765	2.5%
Transfer from Wastewater Utility Fund	37,896	28,432	28,432	27,569	-3.0%
Transfer from Env. Waste Svcs. Fund	21,093	22,091	22,091	14,644	-33.7%
Transfer from Facilities Mgmt. Fund	14,910	13,634	13,634	13,454	-1.3%
Transfer from Customer Service Fund	9,189	9,524	9,524	10,022	5.2%
Transfer from Other Funds	9,638	8,744	8,744	10,629	21.6%
Recovery of Expenditures	18,876	19,000	16,620	16,620	-12.5%
TOTAL REVENUE	$901,026	$900,058	$897,678	$920,611	2.3%
EXPENDITURES					
Personnel	$611,626	$623,314	$623,314	$658,924	5.7%
Operations	81,682	80,975	80,713	79,569	-1.7%
Capital	0	0	0	0	0.0%
Sub-Total	$693,308	$704,289	$704,027	$738,493	4.9%
Support Services	$176,857	$155,540	$155,540	$125,577	-19.3%
Debt Service Transfer	6,375	6,125	5,794	5,875	-4.1%
Total Operating Expenditures	$876,540	$865,954	$865,361	$869,945	0.5%
General & Administrative	$75,059	$76,894	$76,894	$81,724	6.3%
Transfer to Long Term Disability Fund	1,504	1,489	1,489	1,476	-0.9%
Inventory/Salvage Adjustment	(48,824)	0	0	0	0.0%
TOTAL EXPENDITURES	$904,279	$944,337	$943,744	$953,145	0.9%
Revenue Over (Short of) Expenditures - Change in Fund Balance	($3,253)	($44,279)	($46,066)	($32,534)	26.5%
BEGINNING FUND BALANCE	$116,794	$64,550	$113,541	$67,475	4.5%
Change in Fund Balance	(3,253)	(44,279)	(46,066)	(32,534)	26.5%
ENDING FUND BALANCE	$113,541	$20,271	$67,475	$34,941	72.4%

CITY OF GARLAND
WAREHOUSE FUND
2017-18

NON-DEPARTMENTAL EXPENDITURES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Performance/Merit Increase	$0	$11,357	$11,357	$11,212	-1.3%
Market Adjustment	0	1,143	1,143	4,798	319.8%
Retiree Insurance	18,423	18,818	18,818	21,092	12.1%
City Insurance Adjustment	26,640	10,582	10,582	7,638	-27.8%
Sub-Total Personnel Costs	$45,063	$41,900	$41,900	$44,740	6.8%
Employee Assistance Program	$194	$240	$240	$240	0.0%
Sub-Total Operations Costs	$194	$240	$240	$240	0.0%
Total Non-Departmental	$45,257	$42,140	$42,140	$44,980	6.7%

SUPPORT SERVICES

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
Facilities Management	$98,342	$100,951	$100,951	$92,452	-8.4%
Information Technology	70,810	46,539	46,539	23,721	-49.0%
IT Replacement Fund	7,705	8,050	8,050	9,404	16.8%
Total Support Services	$176,857	$155,540	$155,540	$125,577	-19.3%

CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
REVENUES/EXPENDITURES
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Current Ad Valorem Tax	$34,103,970	$37,398,264	$37,398,264	$41,035,863	9.7%
Prior Year Ad Valorem Tax	352,775	433,820	366,578	342,750	-21.0%
Ad Valorem Transfer from I.H. 30 TIF	320,127	344,041	344,041	405,324	17.8%
Ad Valorem Transfer from Downtown TIF	203,425	229,225	229,225	253,200	10.5%
Ad Valorem Tax Incentive	0	0	0	(126,481)	
Miscellaneous Revenue	116,487	32,400	32,400	32,400	0.0%
Interest Earnings	42,622	37,951	65,000	115,000	203.0%
Ad Valorem & Interest Revenue	$35,139,406	$38,475,701	$38,435,508	$42,058,056	9.3%
Transfer from Electric Utility Fund	$26,637,212	$26,713,024	$26,603,297	$26,623,077	-0.3%
Transfer from Water Utility Fund	1,452,914	1,074,477	1,035,872	991,529	-7.7%
Transfer from Wastewater Utility Fund	3,836,029	3,051,582	2,937,147	2,615,121	-14.3%
Transfer from Env. Waste Svcs. Fund	2,205,365	2,820,967	2,820,729	3,209,160	13.8%
Transfer from Stormwater Mgmt. Fund	79,697	124,440	124,440	237,347	90.7%
Transfer from Fleet Services Fund	133,805	216,632	216,188	160,594	-25.9%
Transfer from Information Technology Func	1,127,354	1,082,495	1,043,356	1,074,261	-0.8%
Transfer from Customer Service Fund	2,195,606	2,199,654	2,160,202	2,185,766	-0.6%
Transfer from Warehouse Fund	6,375	6,125	5,794	5,875	-4.1%
TOTAL REVENUE	$72,813,763	$75,765,097	$75,382,533	$79,160,786	4.5%
DEBT SERVICE PAYMENTS					
General Obligation Bonds - Tax Paid:					
Principal	$15,210,000	$14,850,000	$15,310,000	$17,720,000	19.3%
Interest	7,430,278	6,400,264	5,954,133	6,407,043	0.1%
Principal - Firewheel Golf	840,000	860,000	865,000	885,000	2.9%
Interest - Firewheel Golf	178,150	140,600	125,547	95,688	-31.9%
Principal - Harbor Point	450,000	450,000	450,000	450,000	0.0%
Interest - Harbor Point	498,790	489,790	489,790	480,790	-1.8%
	$24,607,218	$23,190,654	$23,194,470	$26,038,521	12.3%
Certificates of Obligation - Tax Paid:					
Principal	$4,010,000	$4,745,000	$4,745,000	$5,115,000	7.8%
Interest	1,887,846	2,413,410	1,937,095	2,354,710	-2.4%
Principal - Downtown TIF	125,000	155,000	155,000	185,000	19.4%
Interest - Downtown TIF	78,425	74,225	74,225	68,200	-8.1%
Principal - Firewheel Golf	965,000	455,000	455,000	430,000	-5.5%
Interest - Firewheel Golf	87,826	81,127	81,127	61,988	-23.6%
	$7,154,097	$7,923,762	$7,447,447	$8,214,898	3.7%
Less In-Lieu-of Debt Transfers	$500,769	$685,321	$685,321	$685,460	0.0%
Net Certificates of Obligation	$6,653,328	$7,238,441	$6,762,126	$7,529,438	4.0%
Transfer to Customer Svc. - Utility Bldg.	$86,469	$86,509	$86,509	$86,474	0.0%
Commercial Paper - Tax Paid:					
Interest	$137,021	$251,065	$221,216	$268,854	7.1%
Short-Term Tax Note - Tax Paid:					
Principal	$4,000,000	$7,350,000	$7,350,000	$8,305,000	13.0%
Interest	10,738	22,050	35,688	47,339	114.7%
	$4,010,738	$7,372,050	$7,385,688	$8,352,339	13.3%
Bond Issue / Paying Agent Maint. Fee	$150,558	$525,000	$525,000	$525,000	0.0%
Total General Expenditures	$35,645,332	$38,663,719	$38,175,009	$42,800,626	10.7%

CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
REVENUES/EXPENDITURES
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
GO Bonds - Utility Paid:					
Electric	$6,586,800	$6,621,375	$6,511,648	$6,517,375	-1.6%
Water	1,357,525	942,725	904,120	859,750	-8.8%
Wastewater	3,739,438	2,917,713	2,803,278	2,481,225	-15.0%
	$11,683,763	$10,481,813	$10,219,046	$9,858,350	-5.9%
COs - Utility Paid:					
Electric	$19,878,329	$19,861,269	$19,861,269	$19,875,275	0.1%
Stormwater Management	75,169	118,514	118,514	231,420	95.3%
	$19,953,498	$19,979,783	$19,979,783	$20,106,695	0.6%
In-Lieu-of Debt Transfers:					
Electric	$172,083	$230,380	$230,380	$230,427	0.0%
Water	95,389	131,752	131,752	131,779	0.0%
Wastewater	96,591	133,869	133,869	133,896	0.0%
Environmental Waste Svcs. - Delivery	120,116	166,462	166,462	166,496	0.0%
Stormwater Management	4,528	5,926	5,926	5,927	0.0%
Fleet Services	5,730	8,043	8,043	8,044	0.0%
Customer Service	6,332	8,889	8,889	8,891	0.0%
	$500,769	$685,321	$685,321	$685,460	0.0%
EWS - Delivery Expenditures:					
Principal	$1,845,000	$2,280,000	$2,280,000	$2,630,000	15.4%
Interest	240,249	374,505	374,267	412,664	10.2%
	$2,085,249	$2,654,505	$2,654,267	$3,042,664	14.6%
Fleet Services Expenditures:					
Principal	$115,000	$140,000	$140,000	$100,000	-28.6%
Interest	13,075	68,589	68,145	52,550	-23.4%
	$128,075	$208,589	$208,145	$152,550	-26.9%
Information Technology Expenditures:					
Principal	$915,000	$890,000	$890,000	$895,000	0.6%
Interest	212,354	192,495	153,356	179,261	-6.9%
	$1,127,354	$1,082,495	$1,043,356	$1,074,261	-0.8%
Customer Service Expenditures:					
Principal	$1,225,000	$1,275,000	$1,280,000	$1,330,000	4.3%
Interest	964,274	915,765	871,313	846,875	-7.5%
	$2,189,274	$2,190,765	$2,151,313	$2,176,875	-0.6%
Warehouse Expenditures:					
Principal	$5,000	$5,000	$5,000	$5,000	0.0%
Interest	1,375	1,125	794	875	-22.2%
	$6,375	$6,125	$5,794	$5,875	-4.1%
TOTAL EXPENDITURES	$73,319,689	$75,953,115	$75,122,034	$79,903,356	5.2%
Revenue Over (Short of) Expenditures - Change in Fund Balance	($505,926)	($188,018)	$260,499	($742,570)	-294.9%
BEGINNING FUND BALANCE	$6,235,664	$5,308,631	$5,729,738	$5,990,237	12.8%
Change in Fund Balance	(505,926)	(188,018)	260,499	(742,570)	-294.9%
ENDING FUND BALANCE	$5,729,738	$5,120,613	$5,990,237	$5,247,667	2.5%

CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
EXPENDITURE DETAIL
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
GENERAL FUND					
General Obligation Bonds:					
Principal	$15,210,000	$14,850,000	$15,310,000	$17,720,000	19.3%
Interest	7,430,278	6,400,264	5,954,133	6,407,043	0.1%
Principal - Firewheel Golf	840,000	860,000	865,000	885,000	2.9%
Interest - Firewheel Golf	178,150	140,600	125,547	95,688	-31.9%
Principal - Harbor Point	450,000	450,000	450,000	450,000	0.0%
Interest - Harbor Point	498,790	489,790	489,790	480,790	-1.8%
	$24,607,218	$23,190,654	$23,194,470	$26,038,521	12.3%
Certificates of Obligation:					
Principal	$4,010,000	$4,745,000	$4,745,000	$5,115,000	7.8%
Interest	1,887,846	2,413,410	1,937,095	2,354,710	-2.4%
Principal - Downtown TIF	125,000	155,000	155,000	185,000	19.4%
Interest - Downtown TIF	78,425	74,225	74,225	68,200	-8.1%
Principal - Firewheel Golf	965,000	455,000	455,000	430,000	-5.5%
Interest - Firewheel Golf	87,826	81,127	81,127	61,988	-23.6%
	$7,154,097	$7,923,762	$7,447,447	$8,214,898	3.7%
Less In-Lieu-of Debt Transfers	$500,769	$685,321	$685,321	$685,460	0.0%
Net Certificates of Obligation	$6,653,328	$7,238,441	$6,762,126	$7,529,438	4.0%
Transfer to Customer Svc. - Utility Bldg.	$86,469	$86,509	$86,509	$86,474	0.0%
Commercial Paper:					
Interest	$137,021	$251,065	$221,216	$268,854	7.1%
Short-Term Tax Note:					
Principal	$4,000,000	$7,350,000	$7,350,000	$8,305,000	13.0%
Interest	10,738	22,050	35,688	47,339	114.7%
	$4,010,738	$7,372,050	$7,385,688	$8,352,339	13.3%
Bond Issue / Paying Agent Maint. Fee	$150,558	$525,000	$525,000	$525,000	0.0%
ELECTRIC UTILITY FUND					
General Obligation Bonds:					
Principal	$5,350,000	$5,625,000	$5,625,000	$5,825,000	3.6%
Interest	1,236,800	996,375	886,648	692,375	-30.5%
	$6,586,800	$6,621,375	$6,511,648	$6,517,375	-1.6%
Certificates of Obligation:					
Principal	$11,375,000	$11,830,000	$11,830,000	$12,415,000	4.9%
Interest	8,503,329	8,031,269	8,031,269	7,460,275	-7.1%
	$19,878,329	$19,861,269	$19,861,269	$19,875,275	0.1%
In-Lieu-of Wireless Communication	$7,966	$0	$0	$0	0.0%
In-Lieu-of Radio Replacement	164,117	230,380	230,380	230,427	0.0%
	$172,083	$230,380	$230,380	$230,427	0.0%
WATER UTILITY FUND					
General Obligation Bonds:					
Principal	$1,170,000	$800,000	$800,000	$760,000	-5.0%
Interest	187,525	142,725	104,120	99,750	-30.1%
	$1,357,525	$942,725	$904,120	$859,750	-8.8%
In-Lieu-of Wireless Communication	$1,532	$0	$0	$0	0.0%
In-Lieu-of Radio Replacement	93,857	131,752	131,752	131,779	0.0%
	$95,389	$131,752	$131,752	$131,779	0.0%

CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
EXPENDITURE DETAIL
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
WASTEWATER UTILITY FUND					
General Obligation Bonds:					
Principal	$3,155,000	$2,460,000	$2,460,000	$2,155,000	-12.4%
Interest	584,438	457,713	343,278	326,225	-28.7%
	$3,739,438	$2,917,713	$2,803,278	$2,481,225	-15.0%
In-Lieu-of Wireless Communication	$1,226	$0	$0	$0	0.0%
In-Lieu-of Radio Replacement	95,365	133,869	133,869	133,896	0.0%
	$96,591	$133,869	$133,869	$133,896	0.0%
EWS FUND					
General Obligation Bonds:					
Principal	$0	$0	$0	$0	0.0%
Interest	0	0	112	650	0.0%
	$0	$0	$112	$650	0.0%
Certificates of Obligation:					
Principal	$1,845,000	$2,280,000	$2,280,000	$2,630,000	15.4%
Interest	240,249	374,505	374,155	412,014	10.0%
	$2,085,249	$2,654,505	$2,654,155	$3,042,014	14.6%
In-Lieu-of Wireless Communication	$1,532	$0	$0	$0	0.0%
In-Lieu-of Radio Replacement	118,584	166,462	166,462	166,496	0.0%
	$120,116	$166,462	$166,462	$166,496	0.0%
STORMWATER MANAGEMENT FUND					
Certificates of Obligation:					
Principal	$50,000	$85,000	$85,000	$180,000	111.8%
Interest	25,169	33,514	33,514	51,420	53.4%
	$75,169	$118,514	$118,514	$231,420	95.3%
In-Lieu-of Wireless Communication	$306	$0	$0	$0	0.0%
In-Lieu-of Radio Replacement	4,222	5,926	5,926	5,927	0.0%
	$4,528	$5,926	$5,926	$5,927	0.0%
FLEET SERVICES FUND					
General Obligation Bonds:					
Principal	$25,000	$10,000	$10,000	$45,000	350.0%
Interest	1,650	1,000	1,756	1,125	12.5%
	$26,650	$11,000	$11,756	$46,125	319.3%
Certificates of Obligation:					
Principal	$90,000	$130,000	$130,000	$55,000	-57.7%
Interest	11,425	67,589	66,389	51,425	-23.9%
	$101,425	$197,589	$196,389	$106,425	-46.1%
In-Lieu-of Radio Replacement	$5,730	$8,043	$8,043	$8,044	0.0%
INFORMATION TECHNOLOGY FUND					
General Obligation Bonds:					
Principal	$85,000	$0	$0	$55,000	
Interest	2,713	1,863	21,371	109,725	5789.7%
	$87,713	$1,863	$21,371	$164,725	8741.9%
Certificates of Obligation:					
Principal	$830,000	$890,000	$890,000	$840,000	-5.6%
Interest	209,641	190,632	131,985	69,536	-63.5%
	$1,039,641	$1,080,632	$1,021,985	$909,536	-15.8%

CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
EXPENDITURE DETAIL
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
CUSTOMER SERVICE FUND					
General Obligation Bonds:					
Principal	$145,000	$150,000	$155,000	$145,000	-3.3%
Interest	46,944	43,844	47,656	128,894	194.0%
	$191,944	$193,844	$202,656	$273,894	41.3%
Certificates of Obligation:					
Principal	$1,080,000	$1,125,000	$1,125,000	$1,185,000	5.3%
Interest	917,330	871,921	823,657	717,981	-17.7%
	$1,997,330	$1,996,921	$1,948,657	$1,902,981	-4.7%
In-Lieu-of Radio Replacement	$6,332	$8,889	$8,889	$8,891	0.0%
WAREHOUSE FUND					
General Obligation Bonds:					
Principal	$5,000	$5,000	$5,000	$5,000	0.0%
Interest	1,375	1,125	794	875	-22.2%
	$6,375	$6,125	$5,794	$5,875	-4.1%
SUMMARY					
General Obligation Bonds:					
Principal	$26,435,000	$25,210,000	$25,680,000	$28,045,000	11.2%
Interest	10,168,663	8,675,299	7,975,205	8,343,140	-3.8%
	$36,603,663	$33,885,299	$33,655,205	$36,388,140	7.4%
Certificates of Obligation:					
Principal	$20,370,000	$21,695,000	$21,695,000	$23,035,000	6.2%
Interest	11,961,240	12,138,192	11,553,416	11,247,549	-7.3%
	$32,331,240	$33,833,192	$33,248,416	$34,282,549	1.3%
Less In-Lieu-of Debt Transfers	$500,769	$685,321	$685,321	$685,460	0.0%
Transfer to Customer Service	86,469	86,509	86,509	86,474	0.0%
Net Certificates of Obligation	$31,916,940	$33,234,380	$32,649,604	$33,683,563	1.4%
Commercial Paper:					
Interest	$137,021	$251,065	$221,216	$268,854	7.1%
Short-Term Tax Note:					
Principal	$4,000,000	$7,350,000	$7,350,000	$8,305,000	13.0%
Interest	10,738	22,050	35,688	47,339	114.7%
	$4,010,738	$7,372,050	$7,385,688	$8,352,339	13.3%
In-Lieu-of Debt Transfers	$500,769	$685,321	$685,321	$685,460	0.0%
Bond Issue / Paying Agent Maint. Fee	$150,558	$525,000	$525,000	$525,000	0.0%
TOTAL DEBT	$73,319,689	$75,953,115	$75,122,034	$79,903,356	5.2%

CITY OF GARLAND
REVENUE BOND DEBT SERVICE
REVENUES/EXPENDITURES
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
REVENUE					
Transfer from Electric Utility Fund	$15,969,727	$15,974,929	$17,070,660	$18,793,766	17.6%
Transfer from Water Utility Fund	9,207,830	9,481,129	8,988,585	9,641,629	1.7%
Transfer from Wastewater Utility Fund	11,930,766	12,310,162	11,964,651	12,655,261	2.8%
TOTAL REVENUE	$37,108,323	$37,766,220	$38,023,896	$41,090,656	8.8%
DEBT SERVICE PAYMENTS					
Electric Revenue Bonds :					
Principal	$8,780,000	$9,150,000	$9,180,000	$10,640,000	16.3%
Interest	7,189,727	6,824,929	7,890,660	8,153,766	19.5%
Sub-Total	$15,969,727	$15,974,929	$17,070,660	$18,793,766	17.6%
Water Revenue Bonds / Comm. Paper:					
Principal	$5,205,000	$5,670,000	$5,670,000	$5,745,000	1.3%
Interest	3,829,860	3,630,087	3,051,439	3,632,733	0.1%
Commercial Paper Interest	172,970	181,042	267,146	263,896	45.8%
Sub-Total	$9,207,830	$9,481,129	$8,988,585	$9,641,629	1.7%
Wastewater Revenue Bonds / Comm. Paper:					
Principal	$7,285,000	$7,805,000	$7,805,000	$8,160,000	4.5%
Interest	4,473,460	4,174,512	3,815,505	3,936,775	-5.7%
Commercial Paper Interest	172,306	330,650	344,146	558,486	68.9%
Sub-Total	$11,930,766	$12,310,162	$11,964,651	$12,655,261	2.8%
TOTAL EXPENDITURES	$37,108,323	$37,766,220	$38,023,896	$41,090,656	8.8%
Revenue Over (Short of) Expenditures - Change in Fund Balance	$0	$0	$0	$0	0.0%
BEGINNING FUND BALANCE	$0	$0	$0	$0	0.0%
Change in Fund Balance	0	0	0	0	0.0%
ENDING FUND BALANCE	$0	$0	$0	$0	0.0%

CITY OF GARLAND
DETAIL OF INTERGOVERNMENTAL TRANSFERS
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
TO GENERAL FUND FROM:					
Recreation Performance Fund	$100,000	$100,000	$100,000	$100,000	0.0%
Indirect Costs - Housing Assistance Func	110,000	110,000	110,000	110,000	0.0%
SafeLight Fund	275,013	315,000	315,000	275,000	0.0%
Hotel/Motel Tax Fund	0	0	0	25,000	
Sub-Total	$485,013	$525,000	$525,000	$510,000	-2.9%
TO ECONOMIC DEVELOPMENT FUND FROM:					
General Fund	$352,600	$0	$0	$0	0.0%
Hotel/Motel Tax Fund	50,000	209,000	209,000	175,000	-16.3%
Electric Utility Fund	1,047,337	1,247,338	1,247,338	1,247,338	0.0%
Water Utility Fund	465,000	465,000	465,000	465,000	0.0%
Sub-Total	$1,914,937	$1,921,338	$1,921,338	$1,887,338	-1.8%
G&A TO THE GENERAL FUND FROM:					
Electric Utility Fund	$3,579,484	$3,805,306	$3,805,306	$3,969,233	4.3%
Water Utility Fund	656,405	670,041	670,041	714,570	6.6%
Wastewater Utility Fund	1,003,618	1,057,458	1,057,458	1,083,880	2.5%
Environmental Waste Services Fund	733,464	773,683	773,683	777,472	0.5%
Stormwater Management Fund	210,354	217,201	217,201	225,005	3.6%
Hotel/Motel Tax Fund	45,799	48,472	48,472	50,226	3.6%
SafeLight Fund	12,665	13,344	13,344	13,603	1.9%
Recreation Performance Fund	21,194	19,305	19,305	22,485	16.5%
Self Insurance Fund	72,912	76,906	76,906	91,668	19.2%
Group Health Insurance Fund	135,101	141,247	141,247	159,025	12.6%
Sub-Total	$6,470,996	$6,822,963	$6,822,963	$7,107,167	4.2%
TO ELECTRIC UTILITY FUND FROM:					
Rate Mitigation Fund	$0	$10,000,000	$10,000,000	$52,500,000	425.0%
Sub-Total	$0	$10,000,000	$10,000,000	$52,500,000	425.0%
TO FIREWHEEL FUND FROM:					
General Fund	$500,000	$0	$500,000	$0	0.0%
Sub-Total	$500,000	$0	$500,000	$0	0.0%
TO INFRASTRUCTURE R&R FUND FROM:					
General Fund	$6,057,587	$9,924,026	$9,958,604	$12,150,125	22.4%
Water Utility Fund	749,609	768,349	768,349	787,558	2.5%
Wastewater Utility Fund	749,609	768,349	768,349	787,558	2.5%
Sub-Total	$7,556,805	$11,460,724	$11,495,302	$13,725,241	19.8%
TO SUMMER NUTRITION FUND FROM:					
General Fund	$84,471	$30,000	$30,000	$30,000	0.0%
Sub-Total	$84,471	$30,000	$30,000	$30,000	0.0%
TO DEBT SERVICE FUND FROM:					
Electric Utility Fund	$26,613,789	$26,713,024	$26,603,297	$26,623,077	-0.3%
Water Utility Fund	1,473,683	1,074,477	1,035,872	991,529	-7.7%
Wastewater Utility Fund	3,856,134	3,051,582	2,937,147	2,615,121	-14.3%
Environmental Waste Services Fund	2,209,633	2,820,967	2,820,729	3,209,160	13.8%
Stormwater Management Fund	79,697	124,440	124,440	237,347	90.7%
Sub-Total	$34,232,936	$33,784,490	$33,521,485	$33,676,234	-0.3%

CITY OF GARLAND
DETAIL OF INTERGOVERNMENTAL TRANSFERS
2017-18

	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED	% CHG APPRV
TO GROUP HEALTH INSURANCE FUND FROM:					
All Funds	$28,896,390	$25,789,118	$25,789,118	$28,090,253	8.9%
Sub-Total	$28,896,390	$25,789,118	$25,789,118	$28,090,253	8.9%
GRAND TOTAL	$80,141,548	$90,333,633	$90,605,206	$137,526,233	52.2%

GARLAND

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DEPARTMENT DETAIL

GARLAND

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DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Developed and presented to Council the 2016-17 Annual Operating Budget.

(B) Developed and presented to Council the 2017 Capital Improvement Program (CIP).

(C) Developed a 5-year Budget Forecast.

(D) Monitored local and national economic conditions.

(E) Produced a Budget Summary for the City website.

(F) Produced, distributed, and analyzed monthly financial reports.

(G) Updated the appearance of the monthly Dashboard Report.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Develop and present to Council the 2017-18 Annual Operating Budget.

(B) Develop and present to Council the 2018 Capital Improvement Program (CIP).

(C) Develop a 5-year Budget Forecast.

(D) Closely monitor local and national economic conditions.

(E) Implement a new Budget Preparation System.

(F) Update the City's Comprehensive Fee Schedule.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Receipt of Government Finance Officers Association (GFOA) Distinguished Budget Award	Yes	Yes	Yes
(2) Combined Operating and CIP Budget per Budget Employee	$150.7 million	$161.1 million	TBD
(3) Actual General Fund Expenditures as Percent of Revised Budget	99.7%	100%	100%
(4) Actual General Fund Revenues as Percent of Revised Budget	101.6%	100%	100%

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$567,231	$603,556	$603,556	$597,179
Operations	11,807	18,462	18,462	18,000
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	$579,038	$622,018	$622,018	$615,179
BY OPERATIONAL AREA:				
Budget	$579,038	$622,018	$622,018	$615,179
TOTAL EXPENDITURES	$579,038	$622,018	$622,018	$615,179
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				($6,839)
Percentage Change				-1%

STAFFING				
Full-Time Positions	6	6	6	6
Part-Time Positions	0	0	0	0
TOTAL STAFFING	6	6	6	6

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

To protect the health, safety, and welfare of the residents and visitors of the city of Garland in the buildings where they live, work, shop, play, learn, worship, and visit through the permitting and inspection of newly constructed buildings as well as the remodeling, additions, and renovations of existing buildings. This is accomplished by providing excellent customer service in the application of development standards and construction codes. It is enhanced through marketing, communication, outreach, and education to ensure that Garland is a safer environment for all.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Adopted the 2015 editions of the International Code series of construction codes.

(B) Reviewed and revised the Building Permit Fee Schedule.

(C) Attended multiple public forums and local builders meetings to promote Building Inspection Department activities to our users.

(D) Continued with recovery efforts in the tornado-damaged area. As of March 2017, there was 90% reoccupancy of the damaged structures.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Implement the new Permit Tracking software.

(B) Implement electronic plan review for Building Permits.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) All Construction Permits Issued			
• Residential	3,294	3,110	3,110
• Nonresidential	1,102	1,272	1,272
• Certificates of Occupancy	681	658	658
(2) Average Number of Days to Complete Plan Reviews			
• Residential	3.51	3.2	3.2
• Nonresidential	7.25	7.01	7.01
(3) Total Number of Construction Inspections Made	33,383	36,862	36,862
(4) Average Inspections per Day per Inspector	26	30	30
(5) Environmental Protection Agency (EPA) Stormwater Inspections for Construction Sites	3,960	4,180	4,180

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$1,221,585	$1,385,095	$1,385,095	$1,463,848
Operations	88,515	98,733	98,842	100,592
Charge-Outs	0	(24,000)	(24,000)	(24,000)
Capital	0	44,200	44,200	10,000
TOTAL EXPENDITURES	$1,310,100	$1,504,028	$1,504,137	$1,550,440
BY OPERATIONAL AREA:				
Inspections & Permits	$1,310,100	$1,504,028	$1,504,137	$1,550,440
TOTAL EXPENDITURES	$1,310,100	$1,504,028	$1,504,137	$1,550,440

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	$46,412
Percentage Change	3%

STAFFING				
Full-Time Positions	16	17	17	17
Part-Time Positions	0	0	0	0
TOTAL STAFFING	16	17	17	17

SIGNIFICANT CHANGES AND NOTES

Additional funding in the FY 2017-18 Adopted Budget includes $21,000 for a temporary front desk employee, $11,100 for Board of Adjustments public and mailed notices, $6,600 in additional overtime funding, and $10,000 to purchase new furniture for the Main Street Municipal Building lobby.

DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Provided repair services to elderly homeowners in Garland.

(B) The program is in the process of acquiring a single-family home for renovation and subsequent resale.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Provide repair services for single-family housing in Garland.

(B) Provide assistance for City-sponsored neighborhood cleanup initiatives.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Properties Acquired*	0	1	1
(2) Owner-Occupied Homes Rehabilitated	0	1	1
(3) Properties Sold	0	0	1
(4) Property Inspections	0	3	5

* HCS is in the process of acquiring a property – currently awaiting Dallas County Approval. Property could carry over into the 2017-18 fiscal year.

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$0	$0	$0	$0
Operations	3,991	110,000	110,000	113,835
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	$3,991	$110,000	$110,000	$113,835
BY OPERATIONAL AREA:				
CASA	$3,991	$110,000	$110,000	$113,835
TOTAL EXPENDITURES	$3,991	$110,000	$110,000	$113,835

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	$3,835
Percentage Change	3%

STAFFING				
Full-Time Positions	0	0	0	0
Part-Time Positions	0	0	0	0
TOTAL STAFFING	0	0	0	0

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Grow the Economic Base

Captured numerous projects that created growth in the tax base through new construction and better deal structures, including RagingWire, the City's first data center. Other economic development initiatives included completion of the I-30 Catalyst Study, completion of the City Center project, initial design of the Downtown Square, obtainment of a Downtown National Historic District, completion of the Wilbo Development Agreement, and completion of the research phase of the Garland Image Campaign.

(B) Cultivate Desirable Neighborhoods and Quality of Life

Aggressively addressed street and alley conditions by operationalizing additional funding. Other efforts included staff-initiated neighborhood improvement grant projects, Parks "Pick It Up, Fix It Up and Paint It" maintenance program, the conducting of first "Where the Heart Is" neighborhood improvement program, and the presentation of initial concepts for a city dog park to the Council.

(C) Build an Organization for the Future

Filled key management positions and seized opportunity to diversify leadership to be more representative of the Garland community. Process improvement efforts were conducted in the Streets, Engineering and Parks Departments. Developed a funding strategy to tackle the OPEB unfunded liability.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Grow the Economic Base

Development of the I-30 corridor, continuation of Downtown development, Garland Avenue catalyst study, repositioning of Garland's Economic Development efforts to include project participation, and launch of image campaign.

(B) Cultivate Desirable Neighborhoods and Quality of Life

Expansion of "Where the Heart Is," enhancement of park conditions, and final design of dog park.

(C) Build an Organization for the Future

Implementation of Police body cameras, launch of digital government imitative, and initiation of health-care cost containment efforts.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Combined Operating Budget	$642,847,610	$685,539,088	$720,512,082
(2) Number of Employees	2,085	2,102	2,140
(3) Tax Rate (cents per $100 value)	70.46	70.46	70.46

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$1,051,205	$996,428	$996,428	$999,294
Operations	69,588	53,945	52,800	78,415
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	$1,120,793	$1,050,373	$1,049,228	$1,077,709
BY OPERATIONAL AREA:				
Administration	$1,120,793	$1,050,373	$1,049,228	$1,077,709
TOTAL EXPENDITURES	$1,120,793	$1,050,373	$1,049,228	$1,077,709
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$27,336
Percentage Change				3%

STAFFING				
Full-Time Positions	5	5	5	5
Part-Time Positions	0	0	0	0
TOTAL STAFFING	5	5	5	5

SIGNIFICANT CHANGES AND NOTES

In FY 2017-18, expenses of $10,000 related to the Garland Youth Council are being transferred from Public and Media Relations to City Administration as well as $5,000 for the Community Multicultural Commission being moved from Human Resources to City Administration. These two transfers represent the consolidation of these programs into a single area.

DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Continued to minimize outside counsel expenses by increasing in-house handling of cases and transactions.

(B) Proactively continued to reduce legal expenses through risk-reduction strategies.

(C) Implemented a new warrant collection initiative utilizing unpaid volunteer resources.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) The Office of the City Attorney will continue to take a proactive role in reducing potential litigation exposure and liability, which ultimately translates into cost-effectiveness and tax dollar savings.

(B) The Office will continue to provide legal services to Garland Power & Light across the spectrum of issues faced by that department, negating the need to assign such matters to outside counsel for all routine matters.

(C) We will continue to identify areas of recurrent litigation exposure, communicate with the departments that may be involved, and provide opportunities for training or other support to either avoid lawsuits entirely or to ensure that the City has taken a legally defensible position in the event of litigation.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Percentage of Matters Handled Exclusively or Chiefly In-House	95%	97%	97%
(2) Percentage of Contracts and Other Standard Documents Reviewed, Edited, and Modified within 5 Working Days	95%	95%	97%
(3) Percentage of Time Attorneys Available for Consultation within 24 Hours	98%	98%	98%
(4) Number of Public Information Requests Processed	1,000	1,000	1,000
(5) Increased Warrant Collections		$300,000+	$300,000+

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$2,221,290	$2,293,525	$2,293,525	$2,396,810
Operations	173,790	187,297	195,581	182,637
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	$2,395,080	$2,480,822	$2,489,106	$2,579,447
BY OPERATIONAL AREA:				
Legal	$1,750,998	$1,788,546	$1,792,935	$1,855,942
Garland City Marshals Office	644,082	692,276	696,171	723,505
TOTAL EXPENDITURES	$2,395,080	$2,480,822	$2,489,106	$2,579,447
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$98,625
Percentage Change				4%

STAFFING				
Full-Time Positions	18	18	18	18
Part-Time Positions	5	6	6	6
TOTAL STAFFING	23	24	24	24

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Promoted interlocal cooperation with Dallas County, other municipalities, and governmental agencies.

(B) Actively represented the City with the Texas Municipal League, United States Conference of Mayors, and other municipal organizations.

(C) Remained actively involved in various community functions and projects.

(D) Promoted positive image for the City of Garland.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Continue efforts to promote interlocal cooperation with Dallas County, local municipalities, and other governmental agencies.

(B) Continue to actively represent the City with the Texas Municipal League, United States Conference of Mayors, and other municipal organizations.

(C) Remain actively involved with the community.

(D) Continue to promote a positive image for the City of Garland.

(E) Continue efforts to promote neighborhood vitality and targeted economic development.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Council Work Sessions	24	24	24
(2) Council Meetings	24	24	24
(3) Special Work Sessions/Meetings	3	3	2

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$131,473	$136,993	$136,993	$141,803
Operations	108,428	156,905	156,905	124,559
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	$239,901	$293,898	$293,898	$266,362
BY OPERATIONAL AREA:				
Council	$239,901	$293,898	$293,898	$266,362
TOTAL EXPENDITURES	$239,901	$293,898	$293,898	$266,362
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				($27,536)
Percentage Change				-9%

STAFFING				
Full-Time Positions	1	1	1	1
Part-Time Positions	0	0	0	0
TOTAL STAFFING	1	1	1	1

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Manage all processes related to the 2017 General Election.

(B) Purged 700 cubic feet records from various departments.

(C) Purged 67,914 inactive applicant profiles in Human Resources.

(D) 5,195 records back-scanned to OnBase for easier access.

(E) Certification for TMCA received in January, 2017.

(F) CMC Certification for IIMC received in June, 2017.

(G) Recertification for TRMC began in October, 2016.

(H) Continued processing claims against the City.

(I) Citywide destruction scheduled for May 11, 2017.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Manage all processes related to the 2018 General Election.

(B) Fully train Council Assistant to assume duties of City Secretary.

(C) Continue TMCA recertification process.

(D) Create full election log for all elections since City was incorporated.

(E) Maintain all Boards and Commissions term information in AgendaQuick.

(F) With the input of IT, develop an electronic mail policy to purge inactive files.

(G) Continue working with departments to purge files that meet TSL retention requirements.

(H) Continue processing claims against the City.

(I) Hold one Citywide destruction in May, 2018.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Cubic Feet of Records Accessioned to Records Center	500	200	200*
(2) Cubic Feet of Records Destroyed	1,200	1,000	700
(3) Permit Requests Processed within 2 Business Days of Receipt from Other Departments Involved	100%	100%	100%

*Fewer records will be accessioned due to paperless processing.

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$164,234	$165,832	$165,832	$183,339
Operations	39,018	121,577	213,107	216,077
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	$203,252	$287,409	$378,939	$399,416
BY OPERATIONAL AREA:				
Office Operations	$203,252	$287,409	$378,939	$399,416
TOTAL EXPENDITURES	$203,252	$287,409	$378,939	$399,416
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$112,007
Percentage Change				39%

STAFFING				
Full-Time Positions	2	2	2	2
Part-Time Positions	0	0	0	0
TOTAL STAFFING	2	2	2	2

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Revised Budget includes an increase of $91,500 in election expense allowance due to the withdrawal of participating entities in the election process. Election expenses for the FY 2017-18 Adopted Budget were adjusted accordingly.

DEPARTMENT MISSION

The Code Compliance Department's mission is to enforce State legislation and City ordinances that involve single-family, multi-family, and commercial properties in order to ensure vital neighborhoods and an overall appealing community. The Department attempts to prevent and eliminate aesthetic problems and ensure that citizens are afforded the opportunity to live in a clean, safe, and healthy environment. The Department also helps to maintain property values and a strong City tax base. This is accomplished by inspecting residential and commercial properties and addressing instances of nuisances and substandard structures.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Neighborhood Standards conducted close to 360,000 inspections with 49,843 inspections requiring enforcement actions as a result of the proactive inspection process (+5%). Nuisance Code violations showed a slight decrease from 1.17 to 1.14 violations per address. This reversed a four-year trend of increasing violations per address that correlated with a reorganization that resulted in a net loss of one Inspector. The major contributing factor is related to the Department being awarded a new Inspector position returning us to full staffing. Because of this action taken by City Council and Administration, we anticipate a continuation in the reduction of violations per address.

(B) Provided a 6.5-hour response time on citizen service requests.

(C) Performed 3,077 nuisance abatement work orders and maintained approximately 120 properties acquired by the City through foreclosure. Costs incurred for private property abatement activities were approximately $138,000 despite the continuation of improved annual notice procedures and scrutiny of contractor-completed work and charges. A contributing factor would be more frequent rain and more favorable conditions for vegetation growth.

(D) The Single-Family Rental Inspection program remained completely self-funded. Staff conducted 875 change-in-tenancy inspections on the 9,436 active single-family rental residences. Staff identified 672 life-safety and 1,049 critical violations (fewer life-safety violations than the previous year). Recheck rates and violation closures reached an all-time high.

(E) The Multi-Family Inspection program conducted 5,232 exterior inspections and 4,028 interior inspections. None of the 224 properties were subjected to comprehensive inspections due to compliance rates.

(F) The Lodging Establishment Permitting and Inspection program implemented in 2014 experienced a continuation in the reduction of observed violations. The 21 properties averaged 5.71 violations per Lodging Establishment – down from 9.85 at inception of the program in 2014.

(G) Commercial Standards issued 6,021 Notices of Violation and responded to 796 citizen complaints. Code Violations at commercial properties remained flat at 2.06 violations per address.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Seek permanent funding of the pilot program utilizing part-time seasonal workers to provide gap closure services to improve aesthetics for public properties. To date, the program has proven effective with savings (costs typically associated with illegal sign bounty and graffiti abatement) far exceeding the hourly wages paid. If approved, this program will remain under the Commercial Properties Division.

(B) Continue to convene the Property Standards Board for complex cases involving residential and nonresidential properties and ensure Board Orders are executed. Last year, the Board convened on three occasions and issued orders to 11 properties.

(C) With one year of data now available in CRM, continue the enhancement of data mining and reporting capabilities available in the recently acquired CRM software. The Department was the first to migrate to CRM, and the results were proven effective enough that this platform is now being utilized for other departments.

(D) Continue the focus to attain violation ratios per residential property of 1.0 or less.

(E) Continue the focus to attain violation ratios per non-residential property of 1.0 or less.

KEY PERFORMANCE MEASURES

		2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1)	Average Code Violations per Residential Address	1.14	1.00	0.90
(2)	Percent of Homes with >1 Nuisance Violation	13%	11%	10%
(3)	Percent of Homes with >1 Minimum Housing Violation	13%	12%	10%
(4)	Percent of Homes with a Nuisance Violation	40%	35%	30%
(5)	Percent of Homes with a Minimum Housing Violation	40%	35%	30%
(6)	Total Citizen Complaints	12,345	11,000	10,500
(7)	Total Inspections Requiring Enforcement	49,843	57,000	58,000
(8)	Total Number of Citations	2,908	3,500	3,700
(9)	Total Single-Family Change-in-Tenancy Inspections	875	1,000	1,100
(10)	Total Multi-Family Inspections	9,260	9,800	10,200
(11)	Violations per Lodging Establishment	5.71	5.3	4.9
(12)	Code Violations per Commercial Address	2.06	2.0	1.8
(13)	Commercial Property Notices of Violation	6,021	6,500	6,700

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$2,333,278	$2,502,229	$2,502,229	$2,630,928
Operations	625,933	652,873	643,776	606,749
Charge-Outs	0	(182,000)	(182,000)	(182,000)
Capital	25,751	26,500	26,500	27,200
TOTAL EXPENDITURES	$2,984,962	$2,999,602	$2,990,505	$3,082,877
BY OPERATIONAL AREA:				
Administration	$1,152,722	$1,146,855	$1,151,647	$1,130,281
Environmental Code	1,006,612	1,030,051	1,024,136	1,056,823
Commercial Property	333,448	277,040	272,402	297,077
Rental Inspection	296,413	316,690	314,991	350,782
Multi-Family Housing	195,767	228,966	227,329	247,914
TOTAL EXPENDITURES	$2,984,962	$2,999,602	$2,990,505	$3,082,877

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	$83,275
Percentage Change	3%

STAFFING				
Full-Time Positions	33	34	34	34
Part-Time Positions	0	0	0	1
TOTAL STAFFING	33	34	34	35

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes additional funding of $30,000 for mowing City-owned properties and $20,000 for mailing violation notices. The approved budget also includes funding to continue a pilot program that was initiated in FY 2016-17 to address Neighborhood Standards issues such as trash, weeds, graffiti, and stray shopping carts. Funding for this program includes $15,000 for a part-time Grounds Attendant position and $27,200 for a vehicle.

DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Provided low and moderate income senior citizens and disabled persons services to make emergency life safety critical repairs to their homes.

(B) Provided low and moderate income homeowners services to make substantial repairs to their homes with funding up to $25,000.

(C) Increased decent, safe, and sanitary housing for low income homeowners in Garland.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Provide home repair assistance to low and moderate income homeowners in Garland.

(B) Assist in fostering healthy, stable, and physically attractive neighborhoods.

(C) Purchase and implement a new software system to track projects, inspections done, and staff time per project. Transition from the current Access database system to a new web-based system for better efficiency.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Construction Cases Managed	20	23	26
(2) Minor Home Repair Grant Program Units Completed	16	15	15
(3) Single-Family Rehabilitation Units Completed	4	6	8
(4) ARD Homes Program Units Completed*	0	0	3
(5) ARD Homes Purchased	0	2	0
(6) Number of Property Inspections Completed**	60	69	78
(7) Number of Program Applications Approved	20	21	23
(8) Number of Program Applications Processed	31	36	38
(9) Number of Environmental Reviews Completed	20	23	23
(10) Number of Bids/Purchase Orders Generated	4	23	23

* ARD Program has acquired 2 homes in 2016-17 and is in the process of acquiring a third home. By the end of 2017-18, it is projected there will be 3 homes completed using prior year's funding.

** Inspections average 3 per project.

DEPARTMENT MISSION

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

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Provided general administrative services for CDBG, HOME, and ESG grants to ensure compliance with Federal regulations and with the City of Garland 2015-2019 Consolidated Plan.

(B) Revised the City's annual grant application process and instituted a scoring methodology for public service applicants to give City Council additional information for making allocation decisions.

(C) Revised policies and procedures to increase efficiency of the Department.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Assist low to moderate income persons with services that provide assistance for needed housing repairs and provide a variety of social services to help improve quality of life.

(B) Assist in fostering healthy, stable, and attractive neighborhoods.

KEY PERFORMANCE MEASURES

		2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1)	Nonprofits Monitored	17	26	13
(2)	Site Visits	0	6	6
(3)	HUD Action Plan Developed	1	1	1
(4)	HUD CAPER Report Developed	1	1	1
(5)	Completed IDIS Financial Draws	8	12	12
(6)	City Environmental Broad Review Developed	1	1	1
(7)	Nonprofit Environmental Reviews Completed	17	26	20
(8)	Technical Assistance Meetings – Grantees	2	3	2
(9)	Invoices Generated and Approved	479	494	467
(10)	Number of Loans Managed	180	184	189
(11)	Escrow Accounts Managed	44	45	56
(12)	Property Tax Payments Processed	126	131	136
(13)	Loan Payments Collected and Processed	780	816	821
(14)	Public Meetings Held	5	5	5

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$950,493	$892,742	$892,742	$809,401
Operations	748,823	1,316,343	1,316,343	2,034,407
Charge-Outs	(115,744)	(83,632)	(83,632)	(99,878)
Capital	0	0	0	0
Indirect	0	0	0	0
TOTAL EXPENDITURES	$1,583,572	$2,125,453	$2,125,453	$2,743,930
BY OPERATIONAL AREA:				
Public Service	$234,085	$281,208	$281,208	$281,208
Infrastructure Projects	549,974	693,000	693,000	641,508
Infrastructure Projects - Reprogrammed	0	0	0	365,969
Other CDBG Projects	447,629	565,572	565,572	617,064
Other CDBG Projects - Reprogrammed	0	180,728	180,728	433,236
Administration & Planning	351,884	374,945	374,945	374,945
Neighborhood Stabilization Program	0	30,000	30,000	30,000
TOTAL EXPENDITURES	$1,583,572	$2,125,453	$2,125,453	$2,743,930

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	$618,477
Percentage Change	29%

STAFFING				
Full-Time Positions	8	8	8	8
Part-Time Positions	0	0	0	0
TOTAL STAFFING	8	8	8	8

SIGNIFICANT CHANGES AND NOTES

The amount of funding going to Infrastructure projects in the FY 2017-18 Adopted Budget has increased by $314,500. Also included in the FY 2017-18 Adopted Budget is $433,200 in reprogrammed grant funds for the renovation of the Carver Senior Center. CDBG funding for FY 2017-18 was approved by City Council in May of 2017.

DEPARTMENT MISSION

The Convention and Visitors Bureau (CVB) is the Destination Marketing Organization for the City of Garland. The Bureau is actively involved in contributing to the overall economic success of the city. The Convention and Visitors Bureau partners with hospitality and area stakeholders to position Garland as a destination for visitors, meetings, conferences, and events. Programs and responsibilities of the CVB include marketing, advertising, media, business development, tradeshow promotion, and event planning.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Produced VisitGarlandTX app downloadable through App Store and Google.
(B) Participated in one-on-one event/tournament planner appointments at Connect Texas.
(C) Exhibited at Southwest Showcase.
(D) Exhibited at Texas Travel Fair with an emphasis on Downtown Garland businesses and events.
(E) Booked Texas A&M Commerce Golf Tournament.
(F) Hosted and booked rooms for UC90 Soccer Tournament.
(G) Hosted Atlas Copco training program.
(H) Submitted proposal for local training programs to host in late fall, 2017.
(I) Booked rooms for UIL State Volleyball Tournament.
(J) Submitted proposal bid for fishing tournament to be hosted at Bass Pro.
(K) Booked and hosted Texas Association of Nutrition and Food Service Spring 2017 Workshop utilizing Hyatt and US Foods.
(L) Submitted proposal to host 2019 Basketball Championship at CCC.
(M) Advertised in *Texas State Travel Guide*.
(N) Advertised in "See Texas/Hidden Texas" edition of *Texas Monthly* with a focus on Downtown.
(O) Advertised in *Texas Tour & Meeting Guide*.
(P) Advertised in *Texas Bound for Golf* publication, printed and online.
(Q) Added mapping and trip planner component to VisitGarlandTx.com.
(R) Digital advertising with DMN, GuideLive, and TourTexas.
(S) Sponsor of Texas Downtown Association Conference – provided packets.
(T) Ongoing meetings with Downtown merchants on various requests.
(U) Advertised in *Texas Town & City* CVB edition.
(V) Advertised on CCC digital board / *Chamber of Commerce Guide*.
(W) Attended and exhibited at the 100th Anniversary of TxDOT event at VisitDallas Info Center/Tourist Information Center.
(X) Weekly social media posts.
(Y) Coordinated National Tourism Week activities with Firewheel Town Center.
(Z) Participated in the Wayfinding Management Committee.
(AA) Participated in the Image Management Committee.
(BB) Destination Marketing Association Small Bureau Task Force member.
(CC) I.H. 30 Catalyst Technical Committee.
(DD) Submitted event listings to *Texas Highways* and Texas Events Calendar.
(EE) Managed online calendar request by Downtown merchants.
(FF) Participated at Chamber Expo.
(GG) Supported Adams Golf Tournament/Habitat for Humanity tournament at Firewheel Golf.
(HH) Hosted information table at Guns & Hoses Tournament at Firewheel Golf Course.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Destination Marketing.

(B) Develop corporate training development program.

(C) Ongoing efforts to impact social media channels and online engagement.

(D) Participate in Citywide Public Relations and Image Marketing.

(E) Advertise in specified print publications.

(F) Advertise via online and digital media.

(G) Upgrade Visit Garland app to enable push messaging.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Exhibit Shows Attended	6	4	2
(2) Advertising - Magazines, Publications, etc.	8	8	2
(3) Facebook Followers	9,326	10,780	12,200
(4) Residents/Visitors Office Walk-In Requests	1,200	1,200	1,200
(5) Requests for Information from Ads/Phone Calls	4,100	4,100	3,100

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$319,212	$351,684	$351,684	$355,245
Operations	621,344	991,716	991,523	895,543
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	114,444	68,091	68,091	269,996
TOTAL EXPENDITURES	$1,055,000	$1,411,491	$1,411,298	$1,520,784
BY OPERATIONAL AREA:				
Convention & Visitors Bureau	$940,556	$1,343,400	$1,343,207	$1,250,788
Non-Departmental	114,444	68,091	68,091	269,996
TOTAL EXPENDITURES	$1,055,000	$1,411,491	$1,411,298	$1,520,784
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$109,293
Percentage Change				8%

STAFFING				
Full-Time Positions	4	4	4	4
Part-Time Positions	0	0	0	0
TOTAL STAFFING	4	4	4	4

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes a $175,000 transfer to the Economic Development Fund for the continuation of the Image Management Initiative and a transfer of $25,000 to the General Fund in order to replace damaged wayfinding signage. There is also $225,000 included to implement the Heritage Tourism Program which would fund historic preservation projects as they are identified and approved by Council.

DEPARTMENT MISSION

The mission of the Customer Service Department is to provide utility account maintenance, billing, collection, and customer care for the City's Electric, Water, Wastewater, Environmental Waste, and Stormwater Management Departments. The Customer Service Department will provide these services in a professional manner that ensures a positive experience for all customers by providing convenience, consistency, and accuracy through the use of industry-leading technology. We will strive to exceed customer expectations by providing customers with innovative options and personal attention and by displaying a sincere understanding of customer needs. Customer Service is committed to pursuing "Best in Class" electric and water industry initiatives, programs, and service options that meet customer expectations. The Department also serves as a centralized information hub for citizens who are requesting a variety of City services by coordinating the City's eAssist web-based service and maintaining the City's general information phone number.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) The Department successfully redesigned and launched its new web page. The updated web content can be accessed by selecting Utility Services under the City Government tab on the City's web site.

(B) Finalized Phase One of the new Customer Information System selection and implementation project. Completed the RFP process, identified a short list of vendors, participated in demonstrations of each product, conducted user inspections at client sites, and completed reference checks of all vendor finalists.

(C) Completed the implementation of a new business intelligence and utility theft identification system. This new system, along with new departmental processes, will provide data which will be used to target possible theft of water and electric services.

(D) Call Center staff began processing street light outages. Staff responded to over 1,900 citizen phone calls and issued over 1,400 service requests to GP&L for repairs.

(E) Staff assisted over 70,000 utility customers with billing-related concerns and provided over 42,000 pay arrangements.

(F) In addition to answering over 200,000 utility-related phone calls, Call Center staff continued to play a vital role in connecting citizens with a variety of non-utility services. Staff directed or successfully resolved over 43,000 phone calls received through the City's main phone number.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Finalize Utility Customer Information System vendor selection and begin implementation. Ensure the new system includes a mobile Workforce Management System and enhanced web-based customer convenience features.

(B) Streamline new commercial account application process and establish a single point of contact for all commercial customers.

(C) Reduce overall average customer hold times to below 90 seconds in the Customer Service Contact Center.

KEY PERFORMANCE MEASURES

		2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1)	Total Customer and Citizen Calls Answered	244,492	245,000	245,000
(2)	Average Length of Customer Hold Time	185 seconds	128 seconds	90 seconds
(3)	Total Electric and Water Meters Read	1,684,632	1,686,700	1,688,000
(4)	Total Annual Revenue Collected	$289,709,564	$288,000,000	$290,000,000
(5)	Total Annual Utility Net Write-Offs	$765,224	$890,000	$793,000
(6)	Service-Related Work Orders Completed	74,177	74,400	74,500
(7)	Customer Utility Bills Processed	951,783	955,000	960,000

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$5,732,676	$5,992,057	$5,992,057	$6,215,147
Operations	1,450,301	1,867,368	1,937,791	1,986,195
Charge-Outs	0	0	0	0
Capital	0	0	23,087	0
Non-Departmental	5,326,626	4,840,393	4,800,941	9,596,618
TOTAL EXPENDITURES	$12,509,603	$12,699,818	$12,753,876	$17,797,960
BY OPERATIONAL AREA:				
Administration	$658,085	$672,388	$672,182	$757,666
Office Operations	672,818	692,181	692,181	702,269
Technical Quality Assurance	1,651,446	1,905,639	2,010,455	1,955,416
City Press	182,975	179,165	179,165	179,165
Meter Reading	815,273	953,205	949,380	994,752
Revenue Recovery	174,901	226,015	226,015	236,901
Credit Office	874,072	899,934	899,654	942,806
Field Operations/Dispatch	913,784	1,038,283	1,031,288	1,110,373
Customer Relations/New Accounts	1,239,623	1,292,615	1,292,615	1,321,994
Non-Departmental	5,326,626	4,840,393	4,800,941	9,596,618
TOTAL EXPENDITURES	$12,509,603	$12,699,818	$12,753,876	$17,797,960

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	$5,098,142
Percentage Change	40.1%

STAFFING				
Full-Time Positions	94	94	94	94
Part-Time Positions	0	0	0	0
TOTAL STAFFING	94	94	94	94

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes a transfer of $4.9 million to the IT Project Fund for the Customer Information System Implementation project. The new CIS will provide the City and its utility customers with a more integrated billing system that offers more features and improves staff efficiency. This project is expected to continue into FY 2018-19 with a total cost of $6.5 million to be funded by the City's Utility Funds.

DEPARTMENT MISSION

The Economic Development Department's mission is to attract new development and redevelopment by implementing programs, policies, and initiatives that capitalize on Garland's unique competitive advantages; to take advantage of short-term and long-term market opportunities; and to remove barriers to investment in accordance with the City's Comprehensive Plan and Economic Development Strategy. The Department carries out this mission as part of the Garland Economic Development Partnership in three key ways:

1) Fill and/or support strategic retail, office, and industrial niches;
2) Create vibrant commercial and residential districts through prudent public investment that leverages private investment; and
3) Provide the necessary policies, information, and resources that serve as the platform for future growth.

Staff efforts along these lines maximize scarce public resources by executing a joint work program in concert with the Chamber of Commerce and through collaboration with other internal and external partners.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Facilitated over 15 nonresidential projects for the community.

(B) Attended 24 promotional events, 9 of which were target industry-related trade shows and conferences for the potential investment to Garland.

(C) Assisted with the grand opening of Phase 1 of the Raging Wire Datacenter Project.

(D) Filled a second Research Specialist position.

(E) Successfully completed the 2016 Annual Development Incentive Compliance Certification process.

(F) Secured commitments for 500,000 square feet of new specification commercial flex space.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Implement and organize three (3) Target Industry committees: 1) Foods, 2) Plastics, and 3) Chemicals.

(B) Make a smooth transition into the new office space.

(C) Proactively engage the development community in regard to opportunities in Garland.

(D) Participate in 3 regional promotion events.

(E) Actively participate in 12 Target Industry promotional events.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Dollar Amount of Investment Created through Economic Development Efforts	$51,000,000	$60,000,000	$62,500,000
(2) Number of Site Visits	100	40	50
(3) Number of Target Industry Projects	17	15	15
(4) Total New Jobs	50	60	100
(5) Number of Economic Development Assistance Programs	30	30	5
(6) Number of New Expansion Projects	3	3	3
(7) Square Feet of New Space Occupied and/or Absorbed from Facilitated Projects	830,500	300,000	1,000,000

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$509,172	$512,637	$512,637	$523,712
Operations	161,620	1,356,273	1,513,113	972,885
Charge-Outs	0	0	0	0
Capital	45,392	0	0	0
Non-Departmental	1,011,114	487,561	487,561	584,201
TOTAL EXPENDITURES	$1,727,298	$2,356,471	$2,513,311	$2,080,798
BY OPERATIONAL AREA:				
Economic Development	$716,184	$1,868,910	$2,025,750	$1,498,989
Non-Departmental	1,011,114	487,561	487,561	581,809
TOTAL EXPENDITURES	$1,727,298	$2,356,471	$2,513,311	$2,080,798

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	($275,673)
Percentage Change	-12%

STAFFING				
Full-Time Positions	5	5	5	5
Part-Time Positions	0	0	0	0
TOTAL STAFFING	5	5	5	5

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget for the Economic Development Fund includes $225,000 for Catalyst Area Plans and $250,000 for the continuation of the Image Management Initiative, which is partially funded by a transfer from the Hotel/Motel Tax Fund. In FY 2017-18, the Economic Development Reserve Fund will provide $88,000 to fund two economic development incentive payments that were previously funded by a transfer to the General Fund.

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	($5,630)	$0	$0	$0
Operations	1,553	0	0	0
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	($4,077)	$0	$0	$0
BY OPERATIONAL AREA:				
Economic Development	($4,077)	$0	$0	$0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	($4,077)	$0	$0	$0
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$0
Percentage Change				0%

STAFFING				
Full-Time Positions	0	0	0	0
Part-Time Positions	0	0	0	0
TOTAL STAFFING	0	0	0	0

SIGNIFICANT CHANGES AND NOTES

The Economic Development Department was moved out of the General Fund and into the Economic Development Fund beginning in FY 2015-16. The expenditures in FY 2015-16 were rolled-over Purchase Orders from FY 2014-15.

DEPARTMENT MISSION

The mission of the Office of Emergency Management (OEM) is to plan and prepare for emergencies, educate the public about preparedness, coordinate emergency response and recovery, collect and disseminate critical information, and seek funding opportunities to support the preparedness of the City of Garland. OEM utilizes planning, training, and exercises to continually develop and sustain the City of Garland's mitigation, preparedness, response, and recovery capabilities. These capabilities minimize the loss of life and property as well as protect the environment from emergencies and significant disruptions.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Conducted the After Action Conference and finalized the After Action Report and Incident Improvement Plan for the 2015 tornado.

(B) Managed and administered the Homeland Security Grant Program.

(C) Maintained the Texas Division of Emergency Management Advanced Level Planning Status for the City's Emergency Operation Plans (EOP).

(D) Developed a comprehensive Hazard Mitigation Action Plan (HazMAP) in collaboration with other City departments, outside agencies, and residents.

(E) Enhanced the Duty Officer system that includes a rotating schedule and standard operating procedures to increase effectiveness of response and improve customer service.

(F) Ensured all staff members achieved an Amateur Radio Technician Level license allowing the entire department to be able to operate amateur radio equipment during severe weather or for back-up communications.

(G) Maintained compliance with annual National Incident Management System (NIMS) standards.

(H) Created the Duty Officer Weekly Situational Briefing to provide a global overview of weather, events, and other activities that may impact the City of Garland.

(I) Incorporated testing the CodeRed emergency notification system and conducting a Department Leaders notification drill with the monthly outdoor warning siren test.

(J) Ensured outdoor warning sirens remained operational for use during emergencies.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Implement changes identified in the 2015 Tornado Improvement Plan.

(B) Create and conduct Emergency Operation Center (EOC) 101 training to orient departments to the role of the EOC as well as their role within it.

(C) Develop a training plan and checklist for positions serving in the EOC when activated.

(D) Restructure the Disaster Response Team based on the new organizational structure and staffing.

(E) Remain compliant with all State and Federal requirements necessary to remain in good standing and qualify for grant funding.

(F) Participate in regional initiatives and pilot projects to assist in enhancing the emergency management profession and program.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Duty Officer (EOC Response) / Hours	2/20	5/80	20/60
(2) Public Preparedness Education / # of Attendees	14/780	5/500	20/800
(3) Public Outreach/Engagement (Example: Media Interviews, Publications, Social Media)	10	10	100
(4) External Partners Collaborative Activities (Example: Planning Meetings and Trainings)	0	0	5
(5) Internal Partners Collaborative Activities (Example: Planning Meetings and Trainings)	0	21	21
(6) Disaster Trainings and Exercises Attended/Conducted	2	2	5
(7) Ensure Information and Warning Systems Remain Operational (Outdoor Siren / CodeRed Test)	0	0	10/12
(8) State-Required Planning Reviews and Updates	0	7	5

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$169,104	$173,165	$173,165	$200,516
Operations	694,335	26,759	28,128	26,500
Charge-Outs	0	0	0	0
Capital	60,000	0	0	0
TOTAL EXPENDITURES	$923,439	$199,924	$201,293	$227,016
BY OPERATIONAL AREA:				
Planning & Operations	$923,439	$199,924	$201,293	$227,016
TOTAL EXPENDITURES	$923,439	$199,924	$201,293	$227,016
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$27,092
Percentage Change				14%

STAFFING				
Full-Time Positions	2	2	2	2
Part-Time Positions	0	0	0	0
TOTAL STAFFING	2	2	2	2

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$41,240	$77,430	$78,044	$95,650
Operations	110,964	30,581	65,170	61,477
Charge-Outs	0	0	0	0
Capital	38,551	78,273	78,273	28,400
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	$190,755	$186,284	$221,487	$185,527
BY OPERATIONAL AREA:				
CHEMPAC MOU	$0	$0	$4,154	$0
Metro Medical Response Sys. (MMRS)	34,488	0	0	0
State Homeland Security Prog. (SHSP)	38,926	30,000	30,000	31,400
Urban Areas Security Initiative (UASI)	38,551	108,011	139,060	110,551
UASI - Law Enforcement Assistance & Partnership	78,790	48,273	48,273	43,576
TOTAL EXPENDITURES	$190,755	$186,284	$221,487	$185,527

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	($757)
Percentage Change	0%

STAFFING				
Full-Time Positions	1	1	1	1
Part-Time Positions	0	0	0	1
TOTAL STAFFING	1	1	1	2

SIGNIFICANT CHANGES AND NOTES

The future availability of these and similar grants is in jeopardy due to ongoing reductions or changes of scope at state and federal levels. Continued reductions and/or future eliminations of these types of grants may negatively impact the City's ability to acquire certain types of specialized equipment and training or to continue grant-funded programs.

DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Completed construction of public works projects:

- Rowlett Creek Wastewater Treatment Plant Sewer Replacement; Stonewall Water and Paving Improvements
- Water Improvements on Springbranch Road and Meridian Way
- Main Street / Avenue A, Curtis Drive and Rollingridge Lane Water and Wastewater Improvements
- Celeste, Commonwealth, and Mayfield Water Improvements
- City Center Infrastructure Improvements
- Bridge Remediation for King Lane over Keen Branch

(B) Substantially completed public works projects:

- Miller Road Bridge from Centerville Road to Dexham Road
- Garvon Drive, Commercial Drive, State Street, Queenswood Drive, Elizabeth Drive, Ridgecrest Drive, and Deepwood Drive Water and Wastewater Improvements

(C) Continuing construction of public works projects:

- Pleasant Valley Road Bridge Replacement over Rowlett Creek
- Paving and Utility Improvements on South Country Club Road from Rowlett Road to Wendell Way

(D) Began construction of public works projects:

- Fifth Street from Ridgedale Drive to Kingsley Road
- Fifth Street from Miller Road to Delano
- Profit Drive and Lavon Drive Water and Wastewater Improvements
- Brand Road at Bellaire Drive Roundabout Improvements
- South Country Club, Marilee to Eastern Hills Drive, Water, Wastewater and Paving Improvements
- Randolph Drive and Lewis Drive Wastewater Improvements
- Glenbrook Drive Erosion Control Improvements
- Bridge Remediation - Phase 1A

(E) The Engineering Department evaluated the internal process for planning, initiating, and reviewing plans; routing plans; ROW acquisition; securing permits; and bidding, awarding, and constructing public works improvements projects. As a result, the Department implemented project management software to assist in tracking the various stages of a project. Building Inspection, Planning, Water, Fire, GP&L, and Engineering have sought and are implementing procedures to make e-permitting possible for all private Land Development projects.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Should have Parkmont Drainage Improvements; Oates Road Improvements; Shiloh Road Improvements; Bobtown Road and Waterhouse Boulevard Improvements; the BRINSAP Bridge Repairs Phases 1B and 1C; Tynes/Justice Water Replacements; Strother/Churchill Alley and Drainage Improvements; and other water, wastewater, and drainage improvement projects under construction in FY 2017-18.

(B) Anticipate having the Land Development process software solution implemented in FY 2017-18.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Project Management & Design - Ongoing Projects	26	22	14
(2) Flood Plain Management:			
• Administration of Flood Map Revision Requests	1	0	1
• Elevation Certificates Issued	13	12	12
• Letters of Map Amendment	7	6	6
(3) Development:			
• Review of Public Works Development Projects	127	120	125
• Technical Review Comments	50	85	50
• Presubmittal Meetings Attended	235	200	225
(4) Inspection Services:			
• Private Development	104	200	120
• Capital Improvement Projects	17	25	25
(5) Ongoing Local Flooding Projects	10	11	10
(6) Right-of-Way Permits	2,171	1,700	2,400

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
BY CATEGORY:				
Personnel	$953,018	$2,068,102	$2,068,102	$2,179,964
Operations	112,355	305,425	307,227	166,449
Charge-Outs	0	(1,222,196)	(1,222,196)	(1,228,346)
Capital	0	0	0	0
TOTAL EXPENDITURES	$1,065,373	$1,151,331	$1,153,133	$1,118,067
BY OPERATIONAL AREA:				
Office Operations	$241,054	$203,860	$203,860	$214,223
Design & Development	354,420	324,513	330,659	367,887
Field Operations	415,236	577,409	570,659	490,511
Geographic Info. Systems (GIS) Opers.	54,663	45,549	47,955	45,446
TOTAL EXPENDITURES	$1,065,373	$1,151,331	$1,153,133	$1,118,067

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	($33,264)
Percentage Change	-3%

STAFFING				
Full-Time Positions	21	21	21	21
Part-Time Positions	0	0	0	0
TOTAL STAFFING	21	21	21	21

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Implemented Phase 5 of the Single Stream Recycling Automated Collection Program.

(B) City Council authorized the City Manager to enter into an agreement with FCC Environmental Services for Single Stream Recyclables Transport, Processing, and Marketing Services.

(C) City Council adopted revised updates to the Code of Ordinances, Chapter 52.

(D) Update City of Garland Post-Disaster Debris Removal and Monitoring Services Plan.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Final implementation phase (Phase 6) of the Single Stream Recycling Automated Collection Program will be accomplished.

(B) Study the feasibility of modifying the frequency and types of waste collected by the Brush and Bulky Goods Division.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 * PROJECTED	2017-18 ** PROJECTED
(1) Total Tons Collected	163,280	156,442	156,442
(2) Missed Collections	5,697	5,000	5,000
(3) Recycling Tons Diverted	9,354	9,854	9,854

* FY 2016-17 – Projected based on actuals through March and estimated same level for remainder of year.

** FY 2017-18 – Projected assumes same level as current year projections.

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$5,294,787	$5,584,856	$5,559,606	$5,872,549
Operations	3,762,855	3,992,155	4,046,970	4,083,893
Charge-Outs	0	(31,411)	(31,411)	(31,411)
Capital	0	45,000	45,000	0
Non-Departmental	9,756,176	10,158,441	10,108,817	10,572,301
TOTAL EXPENDITURES	$18,813,818	$19,749,041	$19,728,982	$20,497,332
BY OPERATIONAL AREA:				
Administration	$1,428,270	$1,604,353	$1,646,592	$1,539,589
Brush Collection	3,087,705	3,189,461	3,154,837	3,383,169
Residential Collection	2,184,910	2,237,709	2,218,881	2,336,858
Commercial Collection	1,497,645	1,645,188	1,654,016	1,698,001
Recycling Services	859,113	913,889	945,839	967,414
Non-Departmental	9,756,175	10,158,441	10,108,817	10,572,301
TOTAL EXPENDITURES	$18,813,818	$19,749,041	$19,728,982	$20,497,332

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	$748,291
Percentage Change	4%

STAFFING				
Full-Time Positions	87	87	87	90
Part-Time Positions	1	1	1	1
TOTAL STAFFING	88	88	88	91

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes funding to add three new Equipment Operator I positions totaling $134,000 to support Residential and Brush Collection.

DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Expanded the existing Hinton Landfill Gas Collection and Control System to ensure continued compliance with the Texas Commission on Environmental Quality (TCEQ) requirements. This project provides for the installation of additional gas collection wells that will assist in minimizing the emission of odor-causing chemicals to adjacent properties.

(B) Open a Hinton Landfill Citizens' Solid Waste Convenience Disposal Center for residential customers operating automobiles and trucks.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Automate the Hinton Landfill Scale Operations area to increase efficiency and improve cycle time for commercial waste-hauling customers by installing radio frequency identification systems and other related technology.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 * PROJECTED	2017-18 ** PROJECTED
(1) Tonnage Disposed	534,661	510,002	510,002
(2) Total Revenue	$14,379,540	$12,686,678	$12,686,678
(3) Total Tonnage Transferred from Transfer Station	121,252	114,245	114,245

* FY 2016-17 – Projected based on actuals through March and estimated same level for remainder of year.

** FY 2017-18 – Projected assumes same level as current year projections.

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$1,883,611	$2,034,959	$2,034,959	$2,236,816
Operations	2,715,809	2,703,812	2,908,429	2,723,543
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	$4,599,420	$4,738,771	$4,943,388	$4,960,359
BY OPERATIONAL AREA:				
Castle Landfill	$244,549	$150,910	$165,910	$150,910
Hinton Landfill	3,434,085	3,583,606	3,744,083	3,818,456
Transfer Station	920,786	1,004,255	1,033,395	990,993
TOTAL EXPENDITURES	$4,599,420	$4,738,771	$4,943,388	$4,960,359

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	$221,588
Percentage Change	5%

STAFFING				
Full-Time Positions	29	29	29	31
Part-Time Positions	0	0	0	0
TOTAL STAFFING	29	29	29	31

SIGNIFICANT CHANGES AND NOTES

Additional funds were included in the FY 2016-17 Revised Budget due to larger volumes in tonnage resulting in higher TCEQ fees and increased requirements for Greenhouse Gas and Groundwater monitoring. The FY 2017-18 Adopted Budget includes $106,600 for two Maintenance Workers (Spotters) required by TCEQ, $52,000 to fund temporary labor for the new convenience center at the Hinton Landfill, and $6,000 for a new Public Outreach program to help improve communication and education regarding the Hinton Landfill.

DEPARTMENT MISSION

Facilities Management's mission is to construct and maintain safe, comfortable environments for citizens and employees in an efficient and professional manner in order to maintain trust while minimizing public inconvenience and disruption of City business.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Successful completion of the following projects: City Hall renovations, new Fire Station No. 5, redesign of the Granville Performing Arts Plaza, Fleet Services renovation, GP&L's Transmission & Distribution renovation, and the Library Programmable Signs, among other projects.

(B) Continued installation of security systems including cameras within all four buildings and the parking lots at the Carver Complex, and access controls and cameras at new Fire Station No. 5.

(C) Continued replacement of HVAC units which R-22 refrigerant.

(D) Created a system to redistribute excess furniture that includes a COGnet site where departments can view the current inventory.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Significant progress and/or successful completion of the following projects: Carver Complex renovation, Granger Recreation Center renovation, Economic Development finish-out, Central Library RFID installation, and life safety upgrades, among other projects.

(B) Continue to develop a Citywide safety program with Risk Management, Fire, Police, the City Attorney's Office and the Office of the City Marshal.

(C) Continue to develop additional preventative maintenance procedures within the Facilities Management software system.

(D) Continue to standardize custodial processes and procedures between our outside contractor and our City staff to ensure consistency of service.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Number of Facilities Maintained	268	269	269
(2) Square Footage Maintained	2,047,000	2,050,000	2,050,000
(3) Total Work Order Requests	10,437	12,738	14,000
(4) Number of Corrective Work Orders Created	239	263	350

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$1,986,094	$2,218,943	$2,218,943	$2,338,178
Operations	5,117,688	5,574,257	5,709,762	5,555,096
Charge-Outs	0	(140,000)	(140,000)	(140,000)
Capital	29,000	0	22,400	27,800
Non-Departmental	665,096	702,629	702,629	710,166
TOTAL EXPENDITURES	$7,797,878	$8,355,829	$8,513,734	$8,491,240
BY OPERATIONAL AREA:				
Custodial	$1,307,319	$1,519,430	$1,519,430	$1,539,661
Building Services	3,017,515	3,218,508	3,376,413	3,389,594
Utilities	2,717,629	2,864,322	2,864,322	2,792,764
Planning & Development	-	0	0	0
Carver Center	45,135	0	0	0
Construction Services	45,184	50,940	50,940	59,055
Non-Departmental	665,096	702,629	702,629	710,166
TOTAL EXPENDITURES	$7,797,878	$8,355,829	$8,513,734	$8,491,240
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$135,411
Percentage Change				2%

STAFFING				
Full-Time Positions	35	35	35	35
Part-Time Positions	0	0	0	0
TOTAL STAFFING	35	35	35	35

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes $30,000 for additional custodial services to address the Central Library's supplemental and spot cleaning needs and $27,800 for a new vehicle.

DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Conciliated 12 cases on agreeable terms to the parties.

(B) Held Fair Housing Month forum and informational workshops.

(C) Provided information and education to residents regarding financial literacy, homeownership, and rights & responsibilities.

(D) Administered Fair Housing and several other grants in accordance with funding agency policies.

(E) Initiated Assessment of Fair Housing study with a regional consortium.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Complete Assessment of Fair Housing study and submit to HUD.

(B) Expand educational events for the public.

(C) Seek HUD partnership funding.

(D) Continue intake and investigation of complaints regarding fair housing.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Number of Fair Housing Complaints Filed	31	28	35
(2) Percent of Complaints Processed (investigated or conciliated) within 100 Days	90%	80%	95%
(3) Number of Fair Housing Inquiries	510	535	561
(4) Residents Receiving Fair Housing Information	4,575	4,805	5,045
(5) Residents Learning about Housing Rights and Responsibilities	118,000	123,900	130,095

DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Applied for and received Fair Housing Initiatives Program (FHIP) Grant.

(B) Added Community Liaison position to implement FHIP objectives.

(C) Provided information and education to residents regarding fair housing rights, responsibilities, and remedies.

(D) Conducted outreach to all segments of the community, including churches and persons with disabilities.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Complete objectives of FHIP Grant through period ending 12-31-17.

(B) Expand educational events for the public, including elderly, non-English speaking, and historically under-represented populations.

(C) Seek HUD FHIP funding or other funding source.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Conduct Outreach and Education to Reach Residents about Fair Housing Rights and Responsibilities	NA	25,479	8,493
(2) Develop Fair Housing Outreach Materials for Distribution and Viewing	NA	15	5
(3) Distribute Educational Materials to Churches and Service Providers	NA	135	45
(4) Coordinate Quarterly Landlord Meetings through Housing, Code Compliance, Police, and Other Departments	NA	4	1
(5) Coordinate Fair Housing Forums Geared toward Persons with Disabilities, Minorities, Immigrants, and Historically Underserved Persons	NA	5	1
(6) Conduct Landlord and Tenant Rights and Responsibilities Classes	NA	5	1

DEPARTMENT MISSION

Part of the mission of Housing and Community Services (HCS) is to partner with the community to provide assistance to the City's homeless population. Funding for this initiative is included in the Emergency Solutions Grant (ESG) Program. This program includes funding for the Domestic Violence Shelter, Rental Assistance, and Emergency Housing Assistance. Staff is dedicated to improving and coordinating existing services, providing information, ensuring that existing services are utilized to their fullest capacity, and identifying and developing services as needs are identified.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Coordinated the 2016-2017 Annual Homeless Census for Garland.

(B) Provided training to nonprofit agencies for the Annual Homeless Census volunteers.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Act as a liaison for homeless services between the local nonprofit providers and the Metro Dallas Homeless Alliance.

(B) Provide training to nonprofit agencies in order to conduct the Annual Homeless Census.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Nonprofits Monitored	2	2	2
(2) Reports Submitted to HUD	4	4	4
(3) Service Provider Meetings Held	8	3	3
(4) Metro Dallas Homeless Alliance Board Meetings	6	1	1
(5) Annual Homeless Census Coordination/ Management	1	1	1
(6) Invoices Processed/Approved	24	24	24

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$191,651	$291,390	$406,530	$317,296
Operations	174,828	152,998	162,858	141,775
Charge-Outs	0	(90,275)	(98,047)	(90,126)
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	$366,479	$354,113	$471,341	$368,945
BY OPERATIONAL AREA:				
Fair Housing Assistance Program	181,874	$188,457	$180,685	$203,289
Fair Housing Initiatives Program	0	0	125,000	0
Emergency Solutions Grant	184,605	165,656	165,656	165,656
TOTAL EXPENDITURES	$366,479	$354,113	$471,341	$368,945
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$14,832
Percentage Change				4%

STAFFING				
Full-Time Positions	3	3	4	3
Part-Time Positions	0	0	0	0
TOTAL STAFFING	3	3	4	3

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Revised Budget includes an increase of $125,000 due to mid-year funding of the Fair Housing Initiatives Grant. One position is being eliminated in FY 2017-18 due to grant-funding constraints.

DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Tested, implemented, and trained City staff regarding a Financial System upgrade.

(B) Sold $18.6 million Certificates of Obligation, Series 2017.

(C) Refunded $34.9 million of General Obligation Refunding Bonds (GO), Series 2007A; $10.7 million of Certificates of Obligation (CO), Series 2007; $13.3 million of Electric Utility System Revenue Bonds, Series 2007; and $18.5 million of Water and Sewer Utility System Revenue Bonds, Series 2007.

(D) Refunded $40 million of Electric Utility Commercial Paper Notes, Series 2014, and $10 million of General Obligation Commercial Paper Notes, Series 2015.

(E) Advance refunded $30 million of General Obligation Refunding Bonds, Series 2008A; $5.4 million of Certificates of Obligation, Series 2008; and $24 million of Water and Sewer Revenue Bonds, Series 2008.

(F) Acquired depository bank services for the next two years with options for three additional years.

(G) Acquired Armored Car Services to courier bank deposits to the depository bank and expanded the number of locations for pickup to provide added security.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Convert, test, implement, and train City staff on an HR/Payroll system upgrade.

(B) Assist in a project to replace the current utility billing CIS system.

(C) Continue the initiative to eliminate paper files by expanding the OnBase system to include cash entry and journal voucher documentation.

(D) Identify and execute bond refunding opportunities to achieve Debt Service savings.

(E) Enhance transparency of financial information and annual reporting by completing the requirements necessary to apply for the Texas Comptroller of Public Accounts Transparency Stars Program.

(F) Reauthorize the Electric Utility Commercial Paper Program.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Establish Appropriate Cash and Investment Controls to Protect Against Loss of Public Funds	No Losses	No Losses	No Losses
(2) Treasury Portfolio Benchmark	-0.07%	+0.05%	+0.05%
(3) Yield and Income Variance	-$167,000	+$100,000	+$100,000
(4) Receive Auditor Sign-Off on the CAFR No Later Than March 15	March 21	March 15	March 15
(5) Establish Debt Policies and Manage Debt Issuance to Maintain or Improve the City's Bond Ratings	GO AAA W & S AA+ Elec AA- GO CP A1+	GO AAA W & S AA+ Elec AA- GO CP A1+	GO AAA W & S AA+ Elec AA- GO CP A1+

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$1,210,150	$1,330,139	$1,330,139	$1,277,453
Operations	283,232	290,983	290,983	284,633
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	$1,493,382	$1,621,122	$1,621,122	$1,562,086
BY OPERATIONAL AREA:				
Administration	$205,966	$219,538	$219,538	$150,769
Cash Management	167,523	168,372	168,372	170,222
Accounting	1,119,893	1,233,212	1,233,212	1,241,095
TOTAL EXPENDITURES	$1,493,382	$1,621,122	$1,621,122	$1,562,086

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	($59,036)
Percentage Change	-4%

STAFFING				
Full-Time Positions	13	13	13	13
Part-Time Positions	1	1	1	1
TOTAL STAFFING	14	14	14	14

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The mission of the Garland Fire Department (GFD) is to serve and protect the citizens and business community of Garland through Fire Prevention, Emergency Medical Response, and Public Education, as well as quick and effective response for Fire Suppression and Disaster Management. We respond immediately when any member of our community needs help with professional, effective, and compassionate service.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) American Heart Association Mission Lifeline Gold Award for EMS service delivery to cardiac patients.

(B) Began training of personnel to achieve the Texas Commission on Fire Protection Driver/Operator – Pumper certification.

(C) Initiated training and deployment of the P25 digital radio system.

(D) Assisted Baylor Garland to acquire stroke accreditation as a *Stroke Center*.

(E) Taught hands-only CPR to 1,344 students at Garland, North Garland, and Lakeview Centennial High Schools.

(F) Conducted a GFD Recruit Fire Academy with 17 total recruits (10 Garland, 5 Mesquite, 1 McKinney, and 1 Irving).

(G) Participating in the Pragmatic Airway Resuscitation Trial (PART) airway study with University of Texas Southwest Medical School Resuscitation Outcome Consortium.

(H) Firefighter\Paramedics at Station 9, A-Shift, received recognition from Baylor Scott and White Medical Center – White Rock (Doctor's Hospital) for their work with a critical cardiac patient leading to a successful outcome.

(I) Firefighter\Paramedics at Station 2, B-Shift, received recognition from Presbyterian Hospital – Dallas for their work with a stroke patient that led to a positive patient outcome.

(J) Completed the National Emergency Medical Services reporting system upgrade for electronic patient care record reporting.

(K) GFD Paramedics proctored EMS Ambulance training shifts for 20 EMT students, 10 Paramedic students, and 11 Nursing students.

(L) GFD instructed classes related to *Heat Emergencies* to the Chamber of Commerce, General Dynamics, and Atlas Copco.

(M) Developed and implemented a smoke alarm program with alarms that have a 10-year battery life.

(N) Increased Public Fire and Safety awareness through monthly Public Service Announcements.

(O) GFD Citywide Safety Fest participation doubled in attendance in October 2016 from the previous year.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Develop a process for capturing data to research and analyze Accident and Injury information for the development of a Health and Safety program.

(B) With the addition of *Countdown* timers in the Fire Station apparatus bays, we will develop a better understanding of the incident call time taken to get ready and leave the station *(turnout time)*, with the goal of reducing response times.

2017-18 DEPARTMENT GOALS AND INITIATIVES *(Continued)*

(C) Increase community engagement with the presence of Fire operational units (ambulances, engines, trucks) and Firefighters at City, community, and public events.

(D) Enhance our Infectious Disease Program.

(E) Continue training of Fire Apparatus Drivers to achieve Texas Commission on Fire Protection Driver/Operator – Pumper certification.

(F) Evaluate mechanical CPR delivery devices for efficiency and efficacy of outcomes versus manual CPR.

(G) Incorporate EMS Continuing Education to align with C2W goals and requirements where possible.

(H) Feasibility study of developing an EMS Public Education Program.

(I) Evaluate *Lactate Meters*, which are devices used to detect sepsis (severe bodily infection), for efficiency and efficacy to direct appropriate treatments in the field.

(J) Conduct one GFD Fire Academy per year.

(K) Implement a new commercial mobile inspection platform through CRM application.

(L) Inspect 100% of the commercial occupancies in the city.

(M) Develop and implement a youth Citizens Fire Academy for high school juniors and seniors.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Total Fire Unit Responses and Calls for Service	24,233	24,476	25,439
(2) Total Fire Responses	6,842	7,144	7,671
(3) Total EMS Responses	17,391	17,332	17,767
(4) Average Response Time	5:10	5:00	5:00
(5) Patients Evaluated	20,125	18,768	19,478
(6) EMS Patients Transported	10,104	10,174	10,448
(7) Total Number of Training Hours	37,865	29,720	28,479
(8) Business Inspections	5,685	9,518	9,804
(9) Public Education Audience	6,951	11,668	13,132

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$28,052,059	$27,821,425	$27,821,425	$29,359,109
Operations	2,431,655	2,525,596	2,653,005	2,603,595
Charge-Outs	0	0	0	0
Capital	90,244	147,704	134,704	0
TOTAL EXPENDITURES	$30,573,958	$30,494,725	$30,609,134	$31,962,704
BY OPERATIONAL AREA:				
Administration	$2,093,592	$2,068,424	$2,068,232	$2,155,657
Operations	18,155,003	18,605,345	18,724,941	19,163,954
Prevention & Investigation	1,858,221	1,657,597	1,663,490	1,813,870
Emergency Medical Services	8,467,142	8,163,359	8,152,471	8,829,223
TOTAL EXPENDITURES	$30,573,958	$30,494,725	$30,609,134	$31,962,704

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	$1,467,979
Percentage Change	5%

STAFFING				
Full-Time Positions	261	261	261	264
Part-Time Positions	0	0	0	0
TOTAL STAFFING	261	261	261	264

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes additional funding of $240,000 to add three new Firefighter positions, $109,100 for medical supplies due to rising costs, and $22,000 for an audit to ensure the Department's compliance with Federal HIPAA requirements. Also included is $65,900 to address salary and overtime requirements.

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$0	$0	$0	$0
Operations	0	0	7,104	0
Charge-Outs	0	0	0	0
Capital	18,730	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	$18,730	$0	$7,104	$0
BY OPERATIONAL AREA:				
Assistance to Firefighters	$18,730	$0	$0	$0
NCTTRAC Grant	0	0	7,104	0
TOTAL EXPENDITURES	$18,730	$0	$7,104	$0
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$0
Percentage Change				0%

STAFFING				
Full-Time Positions	0	0	0	0
Part-Time Positions	0	0	0	0
TOTAL STAFFING	0	0	0	0

SIGNIFICANT CHANGES AND NOTES

The future availability of these and similar grants is in jeopardy due to ongoing reductions or changes of scope at state and federal levels. Continued reductions and/or future eliminations of these types of grants may negatively impact the City's ability to acquire certain types of specialized equipment and training or to continue grant-funded programs.

DEPARTMENT MISSION

It is the mission of the Firewheel Golf Park to provide exceptional customer service and pristine playing conditions at an affordable rate. The Firewheel organization will constantly strive to ensure the Firewheel Golf Complex remains a vital part of the Garland community as well as a top destination place for individuals, families, corporate clients, and visitors.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) For the first time in almost a decade, the Firewheel Golf Park should exceed over 100,000 rounds of play in a fiscal year.

(B) Firewheel implemented GolfNow, a new web-based tee time scheduling system, which allows customers to book their own tee times. This new system positively impacted revenues and the ability to fill customer tee times during off-peak periods.

(C) Both the Firewheel Bridges and Lakes Courses were recognized by *AvidGolfer* Magazine as two of the top public golf courses in the DFW area.

(D) Firewheel hosted several prestigious professional events including the Professional Golf Association (PGA) Byron Nelson Qualifying Tournament, the Texas State Amateur Golf Association Qualifying Tournament and the Texas Golf Association Ladies Mid-Amateur Qualifying Tournament.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Design and construct a new practice area specifically dedicated to short game improvements at the Bridges Course.

(B) Implement a new program directed at enhanced customer service by requiring all employees to wear approved Firewheel golf attire, attend customer service training, and wear new Firewheel name tags at all times.

(C) Increase the number of Course Marshals and add tee time starters at the Old and Lakes Courses.

(D) Work closely with the PGA to secure a PGA Tour School Tournament or equivalent PGA-related event at the Bridges Course.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Rounds of Golf at the Old and Lakes Courses	51,682	57,871	59,317
(2) Rounds of Golf at the Bridges Course	33,564	39,513	40,500
(3) Number of Tournament Rounds	8,624	6,663	6,829
(4) Total Number of Rounds at Firewheel	93,870	104,047	106,646

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$950,176	$1,054,308	$1,054,308	$2,285,203
Operations	1,421,470	1,471,626	1,479,126	1,951,222
Charge-Outs	0	0	0	0
Capital	0	31,999	37,567	0
Non-Departmental	922,802	968,807	1,003,807	81,961
TOTAL EXPENDITURES	$3,294,448	$3,526,740	$3,574,808	$4,318,386
BY OPERATIONAL AREA:				
Firewheel Operations	$2,067,999	$2,302,136	$2,310,204	$2,811,129
Pro Shops	202,679	145,000	145,000	145,000
Golf Restaurants	0	0	0	1,165,966
Golf Administration	100,968	110,797	110,797	114,330
Non-Departmental	922,802	968,807	1,008,807	81,961
TOTAL EXPENDITURES	$3,294,448	$3,526,740	$3,574,808	$4,318,386

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	$791,646
Percentage Change	22%

STAFFING				
Full-Time Positions	16	16	16	29
Part-Time Positions	0	0	0	0
TOTAL STAFFING	16	16	16	29

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Revised Budget includes an increase of $40,000 to the transfer to the Garland Foundation for Development Corporation (GFDC) due to increased operational and payroll expenses. The FY 2017-18 Adopted Budget includes transferring the GFDC employees and operational costs into the Firewheel Fund, for a total of $1.7 million in additional budgeted expenditures. However, these expenditures will be offset by additional food and beverage revenue and the elimination of the transfer of funds to the GFDC. The resulting net impact to the Firewheel Fund will be roughly $56,500 in additional costs.

DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Established an inter-local agreement with Public Surplus to auction off surplus vehicles and equipment.

(B) Working with Budget and Purchasing, have established a central Toll Tag Program for City vehicles.

(C) Implemented new diesel vehicle units with AIMS system at Fleet Services and Forest Lane fuel sites.

(D) Renovation is under way of the new Fleet Service Center, with a move targeted by July, 2017.

(E) Completed update of Fleet policies and procedures to reflect the changes in the new fleet software.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Complete renovation and update of fueling site at Firewheel.

(B) Establish guidelines to limit customer access of shop area to improve safety and productivity.

(C) Update our fuel inventory software to give us real-time tank monitoring.

(D) Establish policies for retained vehicles that will move them from direct bill to a fleet rate.

(E) Develop a Vehicle State Inspection Program based on the new anticipated legislative guidelines for Texas.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Customer Satisfaction Index	86%	92%	90%
(2) Work Order Cycle Time	5.7 Days	5.7 Days	4.5 Days
(3) Parts Availability	96%	95%	95%
(4) Downtime Percentage	15%	9%	10%
(5) Work Order Expense Hours	88%	90%	90%
(6) Percent of Work Completed In-House	79%	81%	85%
(7) Equipment-to-Mechanic Ratio	76:1	75:1	80:1
(8) Repairs Found by Preventive Maintenance	327	329	320

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$2,157,851	$2,303,712	$2,303,712	$2,367,186
Operations	5,224,786	5,048,639	5,131,970	5,116,644
Charge-Outs	0	0	0	0
Capital	0	11,000	11,000	40,000
Non-Departmental	1,026,844	1,214,654	1,214,210	1,164,547
TOTAL EXPENDITURES	$8,409,481	$8,578,005	$8,660,892	$8,688,377
BY OPERATIONAL AREA:				
Administration and Support	$832,605	$708,768	$705,278	$720,360
Light Equipment Shop	1,762,313	1,937,125	1,927,903	2,074,442
Parts and Fuel	4,787,719	4,717,458	4,813,501	4,729,028
Non-Departmental	1,026,844	1,214,654	1,214,210	1,164,547
TOTAL EXPENDITURES	$8,409,481	$8,578,005	$8,660,892	$8,688,377

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	$110,372
Percentage Change	1%

STAFFING				
Full-Time Positions	35	35	35	35
Part-Time Positions	0	0	0	0
TOTAL STAFFING	35	35	35	35

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes $84,000 to purchase a logo printing machine so that the Fleet Services Department can produce replacement logos for City vehicles. Also included in the approved budget is $45,100 to replace various tools and equipment needed for vehicle maintenance and $19,900 to update diagnostic software.

DEPARTMENT MISSION

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

2016-2017 DEPARTMENT ACCOMPLISHMENTS

(A) Increased number of participants in FSS program.

(B) Created a new partnership to help disabled families find employment.

(C) Developed a partnership that allowed families to expand existing self-employment or begin their own business opportunity.

(D) Several families started “match” savings accounts for the purpose of furthering education or homeownership.

2017-2018 DEPARTMENT GOALS AND INITIATIVES

(A) Increase participation of FSS families to maximum participation allowed of 75 families.

(B) Increase employment services to families.

(C) Hold information session for potential homeowners to network with mortgage lenders and real estate agents.

KEY PERFORMANCE MEASURES

	2015-2016 ACTUAL	2016-2017 PROJECTED	2017-2018 PROJECTED
(1) Number of Families Graduated from Program	4	5	5
(2) Number of Families Enrolled in Self-Sufficiency	56	60	75
(3) Number of Families Employed	38	45	60
(4) Number of Families in Educational Curriculum	15	15	25
(5) Number of FSS Families into Homeownership	0	1	1
(6) Number of Homeowners	15	17	19

DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) The GHA works with landlords, ensuring clients live in safe and affordable housing, as well as working with clients to ensure that they understand that maintaining their household is important.

(B) The GHA identified repairs which were landlord or tenant-related and worked with each party to ensure compliance; greatly reduced the number of repeat landlord offenders who continually fail inspection year after year; and, using new background tools, identified families committing fraud by having unauthorized occupants.

(C) The Inspections Division initiated and oftentimes followed up on information regarding unauthorized occupants.

(D) Scheduled inspections in a shorter time frame to accommodate both landlords and tenants.

(E) The GHA uses an online rent reasonable database that has greatly improved the rent reasonableness calculations for units.

(F) Reduced the number of failed inspections due to better education and landlord outreach.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Continue working with and educating both tenants and landlords.

(B) Decrease the number of repeat inspections through educational workshops.

(C) Increase efficiency by grouping inspections by geographical location.

(D) Allow Inspectors more opportunity to verify a passed inspection through means other than onsite visits, reducing time spent in the field.

(E) Begin using mobile inspection tablets for field use to increase the efficiency of the Inspectors.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Number of Initial Inspections	458	350	375
(2) Number of Initial Inspections Failed	111	80	100
(3) Number of Recertification Inspections	1,976	1,960	1,975
(4) Number of Recertification Inspections Failed	431	456	440
(5) Number of Special Inspections	28	31	20
(6) Number of Special Inspections Failed	14	12	10
(7) Total Number of Inspections	2,467	2,345	2,700
(8) Total Number of Inspections Failed	558	550	545
(9) Number of Landlord Educational Forums	5	5	5

DEPARTMENT MISSION

The Garland Housing Agency's mission is to assist low to moderate income families in obtaining safe, decent, sanitary housing while promoting self-sufficiency.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) The City of Garland Housing Agency is experiencing budget cuts under the Federal Government's Sequestration, and with less operating funds, the Agency has maintained occupancy rate at 100% and was able to keep staff personnel without layoffs.

(B) Garland Housing earned a High Performance rating in the Section 8 Management Assessment Program (SEMAP).

(C) Garland Housing launched Assistance Check. This is the online tenant/landlord portal which enhanced customer service and increased efficiency and retention of clientele.

(D) Annual recertifications were improved which resulted in a more efficient and quicker process for clients to recertify their housing eligibility.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Obtain and maintain a "High Performance" status in operating the Housing Choice Voucher Program in compliance with the Department of Housing and Urban Development (HUD) rules and regulations.

(B) Continue to increase participation in the online tenant and landlord portals in order to increase customer service and expedite annual recertifications and interim changes.

(C) Increase the number of families participating in working toward economic independence and homeownership.

(D) Continue to maintain occupancy rates between 94% and 97% in order to receive the highest amount of operating funds for the Housing Choice Voucher Program.

(E) Continue a good working relationship with both customers and employees to facilitate in helping to "Grow Garland."

(F) Increase opportunities to interact with landlords to encourage participation in the Housing Choice Voucher Program.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Number of Families Pulled from Waiting List	450	550	400
(2) Number of Families Leased Up from Waiting List	98	121	150
(3) Number of Assisted Families	1,525	1,525	1,525

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$934,604	$1,114,009	$1,121,781	$1,154,474
Operations	10,094,587	9,526,089	9,526,089	10,130,303
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Indirect	110,000	110,000	110,000	110,000
TOTAL EXPENDITURES	$11,139,191	$10,750,098	$10,757,870	$11,394,777
BY OPERATIONAL AREA:				
Housing Voucher Administration	$1,090,027	$1,238,222	$1,245,994	$1,333,965
Housing Voucher Portability Payments	9,939,164	9,401,876	9,401,876	9,950,812
Indirect	110,000	110,000	110,000	110,000
TOTAL EXPENDITURES	$11,139,191	$10,750,098	$10,757,870	$11,394,777
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$644,679
Percentage Change				6%

STAFFING				
Full-Time Positions	16	16	16	16
Part-Time Positions	1	1	1	1
TOTAL STAFFING	17	17	17	17

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Developed and managed GP&L's annual operating budget, capital improvement program, and long-range financial forecast.

(B) Maintained ¾-cent per kWh Revenue Adjustment Factor reduction that was implemented in FY 2015-16, which results in over $12 million in annual rate savings for GP&L's retail customers.

(C) Successfully intervened in State legislation that would have negatively impacted GP&L's authority and control over foreign pole attachments as well as legislation that would have reduced GP&L's transmission rate filing autonomy.

(D) Received approval from the Public Utility Commission for a transmission cost-of-service rate request resulting in an annual increase of transmission revenue of $1.5 million.

(E) Secured $139 million in funding for the Limestone to Gibbons Creek Transmission Line project.

(F) Developed and commenced negotiations for new foreign pole attachment agreements.

(G) Entered into generation interconnection agreements for the construction of two transmission switchyards for solar farms to connect to GP&L's CREZ transmission lines.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Develop short and long-range strategic plans and ten-year financial forecasts, including an annual operating budget and capital improvement program.

(B) Retain our employees with competitive compensation.

(C) Develop and implement a strategic plan for the transition of TMPA post-2018.

(D) Continue strategy of leveraging generation resources in market opportunities and promoting QSE and power marketing services.

(E) Pursue transmission investment opportunities.

(F) Evaluate new power resource opportunities.

(G) Serve and participate on industry boards, committees, and associations to promote and defend positions key to the City of Garland's success.

(H) Partner with the City in developing and supporting key economic development opportunities.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Electric Fund Expenditures as a Percent of Revised Budget	93.6%	100%	100%
(2) Electric Fund Revenue as a Percent of Revised Budget	99.4%	100%	100%

DEPARTMENT MISSION

The mission of the Electric Operations Division of Garland Power & Light (GP&L) is to ensure safe and reliable operations of GP&L's transmission and distribution systems and other entities represented consistent with NERC reliability standards and ERCOT Protocols and Operating Guide requirements.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Participated in ERCOT committees to maintain NOIE presence and protect GP&L's interests.

(B) Renewed the contracts with the City of Weatherford and City of Granbury for ERCOT Transmission Operator services.

(C) Passed with no findings the NERC audit for the Transmission Operator function.

(D) Collaborated with the GP&L Compliance Department to develop measures for auditing purposes.

(E) Implemented all requirements for NERC CIP Version 6.

(F) Completed all required NERC Certification training for all Grid Controllers.

(G) Updated OSI EMS/SCADA software to latest release for more reliable operation and functionality.

(H) Provided additional data from neighboring utility substations for Grid Controllers to see loading and voltage profiles for NERC situational awareness requirements.

(I) Completed integration of the new Swindell Substation.

(J) Coordinated system scheduling for Phase I of the Houston Import Project construction.

(K) Implemented Lamesa solar farm dispatch.

(L) Upgraded Responder software.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Participate in ERCOT committees to maintain NOIE presence and protect GP&L's interests.

(B) Provide training to Grid Controllers to maintain current requirements for NERC Certified Operators.

(C) Continue to provide additional data to add loading and voltage profiles in other utility areas for Grid Controllers for NERC situational awareness requirements.

(D) Integrate new Forest Lane Substation into System Operations.

(E) Coordinate scheduling and implementation of the Houston Import Project and Dent Road Substation.

(F) Install AVL tracking for GP&L fleet and major equipment.

(G) Implement Compass Outage Coordination software to enhance Grid Controller situational awareness and improve outage management functionality and reporting.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Continue to Meet the Energy Demands of the System on a Daily Basis in a Safe and Reliable Manner	Measured by SAIDI/SAIFI Standards	Measured by SAIDI/SAIFI Standards	Measured by SAIDI/SAIFI Standards
(2) Meet Regulatory Requirements	Zero Violations	Zero Violations	Zero Violations

DEPARTMENT MISSION

The mission of the Energy Services Division of Garland Power & Light (GP&L) is to: (1) provide the lowest overall power costs to GP&L customers; (2) safely and reliably produce electric power; and (3) coordinate all aspects of electric service with GP&L's Industrial and Commercial customers.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Managed GP&L power costs below budgetary target.

(B) Achieved net revenue in excess of budgetary target from wholesale power supply and QSE services sales to external customers.

(C) Controlled Production operating expenses below budgetary target.

(D) Expanded wholesale power supply and QSE services business through the extension of the Georgetown QSE services agreement.

(E) Renegotiated and executed natural gas pipeline transportation agreement.

(F) Integrated Salt Fork Wind Energy PPA, Albercas Wind Energy PPA, and BNB Lamesa Solar PPA into GP&L's generation portfolio.

(G) Executed sale of Renewable Energy Certificates (RECs) from GP&L's renewable PPAs.

(H) Achieved Level II operations and maintenance qualifications for Production Technicians.

(I) Participated in ERCOT committees to maintain NOIE presence and protect GP&L's interests.

(J) Coordinated energy savings and demand response programs.

(K) Implemented new AMI strategy for customers 500 kW and above and new data collection software.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Manage GP&L power costs to budgetary target through fuel and energy hedging and resource optimization.

(B) Achieve net revenue above budgetary target from wholesale power supply and QSE services sales to external customers.

(C) Prioritize Production activities and closely manage costs to stay within operation expense budgetary target.

(D) Ensure generation resources are reliable and are operated in a safe manner.

(E) Expand wholesale power supply and QSE services business.

(F) Implement Integrated Energy Trade Risk Management software system and associated processes, procedures, and reports.

(G) Provide for business operations sustainability through cross-training and shared responsibilities.

(H) Participate in ERCOT committees to maintain NOIE presence and protect GP&L's interests.

(I) Promote commercial and residential energy savings and demand response programs.

(J) Support economic development initiatives.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Fuel and Purchased Power Expense	$115.5 M	$124.0 M	$116.2 M
(2) Percentage of Instances Assets Were Online and Rated On Time	98%	90%	96%
(3) Equivalent Availability Factor - Olinger During the Months of June through September	50%	60%	85%
(4) Equivalent Availability Factor - Spencer During the Months of June through September	90%	90%	90%

DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Completed $17 million of TMPA transmission and substation projects, including: (1) replacing the Gibbons Creek 600 MVA 345/138 kV autotransformer; (2) relocating the Singleton 345 kV line terminals at Gibbons Creek; and (3) replacing 4 high voltage breakers at Bryan Dansby.

(B) Constructed the Swindell Substation to provide a 138 kV point-of-delivery to Sharyland Utilities.

(C) Replaced nine 138 kV breakers at three GP&L substations, which completed a three-year, 27-breaker replacement program.

(D) Rebuilt a portion of the Olinger to Wylie 138 kV transmission line, which included replacing 80 steel poles.

(E) Designed and submitted for construction 66,000 feet of single-phase underground primary and 47,520 feet of secondary distribution loop replacements.

(F) Designed and constructed Shiloh 6 Feeder, Part 1. Shiloh 6 Feeder, Parts 2, 3, and 4, were designed and are ready to be issued for construction in FY 2017-18.

(G) Completed 96% of the median/thoroughfare and residential street lights that were scheduled to be upgraded to LED in FY 2016-17.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Complete all TMPA construction projects planned for FY 2017-18, including the Gibbons Creek switchyard expansion to accommodate the Houston Import Project (HIP).

(B) Collaborate with Cross Texas Transmission to ensure the 345 kV transmission line from Gibbons Creek to Limestone (HIP) meets the scheduled spring of 2018 in-service date.

(C) Commence rebuilding portions of GP&L's transmission and substation infrastructure to address load growth in the North Garland area.

(D) Substantially complete two 345 kV Switching Stations for interconnection of utility scale solar generators to GP&L's CREZ transmission lines in November, 2018.

(E) Maintain single-phase underground loop replacements at approximately 100,000 feet per year.

(F) Identify and design overhead feeders and single-phase lines to be upgraded to maintain distribution system reliability.

(G) Design and schedule the LED conversion of median/thoroughfare and residential street lights for FY 2017-18.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Substation Upgrades:			
New Station Construction (Lookout, Wylie – 2015-16, Swindell – 2016-17, Forest Lane – 2017-18)	2	1	1
(2) Transmission Line Improvements (miles):			
OPGW, 69 kV and 138 kV Reconstruction	5	11	10
New 345 kV Gibbons Creek to Limestone	0	0	47
(3) Underground Distribution Lines (miles):			
Single-Phase Lines	11.37	12.5	17.68
Three-Phase Lines	2.32	2.9	9.78
Secondary	8.73	9	8.34
(4) Overhead Distribution Lines (miles):			
Single-Phase Lines	3.50	2.8	4.9
Three-Phase Lines	2.93	4.27	5.91
(5) Street Lights – LED Conversion (lights):			
Median and Thoroughfare	671	352	302
Residential	507	1,772	1,809

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$24,893,349	$29,447,603	$29,447,603	$30,289,733
Operations	173,881,743	182,291,359	183,637,837	191,136,375
Charge-Outs	0	0	0	0
Capital	$147,607	200,842	210,431	266,040
Non-Departmental	91,891,312	93,728,748	94,673,374	99,121,584
TOTAL EXPENDITURES	$290,814,011	$305,668,552	$307,969,245	$320,813,732
BY OPERATIONAL AREA:				
Administration	$8,439,110	$8,294,800	$8,325,868	$8,595,231
Transmission & Distribution	10,521,905	18,014,586	18,414,795	18,755,189
Production	7,701,524	8,723,221	8,402,602	8,307,079
Operations	172,260,160	176,907,197	178,152,606	186,034,649
Non-Departmental	91,891,312	93,728,748	94,673,374	99,121,584
TOTAL EXPENDITURES	$290,814,011	$305,668,552	$307,969,245	$320,813,732
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$15,145,180
Percentage Change				5%

STAFFING				
Full-Time Positions	251	251	251	251
Part-Time Positions	0	0	0	0
TOTAL STAFFING	251	251	251	251

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Exceeded industry averages for average diabetic A1-C levels.

(B) Transitioned to new ICD-10 coding system.

(C) Established Preceptorship program to utilize services of Nurse Practitioner students.

(D) Established shared Medical Assistant position with Public Health Clinic.

(E) Improved Control Log program for lab compliance.

(F) Provided input for EX2 Class health plan research project.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Expand Clinic service hours.

(B) Add female mid-level provider to better serve female patient population.

(C) Continue update of policies, procedures, protocol, and training manuals.

(D) Secure lab certification and CBC machine for in-house diagnostics.

(E) Increase staff proficiency and efficiency in patient software system.

(F) Work with Public and Media Relations to promote the CityCare Clinic and its services.

(G) Explore implementation of a patient portal to allow secure access to patient information.

(H) Implement web-based solution for radiologist interpretation of x-rays.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Average Number of Patients per Day	37	42	50
(2) Average Wait Times:			
15 Minutes or Less	83%	81%	85%
30 Minutes or Less	94%	95%	97%

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$945,438	$1,108,719	$1,108,719	$1,195,600
Operations	202,863	438,508	456,938	421,270
Charge-Outs	0	0	0	(25,662)
Capital	0	0	0	0
Non-Departmental	20,343	58,853	58,853	64,744
TOTAL EXPENDITURES	$1,168,644	$1,606,080	$1,624,510	$1,655,952
BY OPERATIONAL AREA:				
Group Health Administration	$208,738	$418,495	$436,925	$411,584
Group Health Clinic	939,563	1,128,732	1,128,732	1,179,624
Non-Departmental	20,343	58,853	58,853	64,744
TOTAL EXPENDITURES	$1,168,644	$1,606,080	$1,624,510	$1,655,952

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	$49,872
Percentage Change	3%

STAFFING				
Full-Time Positions	12	12	12	12
Part-Time Positions	0	0	0	0
TOTAL STAFFING	12	12	12	12

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

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

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Developed a proposed ordinance that eliminated the requirement for animal registration in lieu of a requirement that all animals adopted or reclaimed from the Garland Animal Shelter be microchipped. This requirement was adopted by Council in February of 2017 and implemented in March of 2017.

(B) Achieved a live release rate of 87.4% for domestic animals. This means that almost 9 out of 10 healthy, docile animals are returned to their owners or placed through adoptions or rescue groups.

(C) Established partnerships with multiple rescue organizations in order to find more alternatives for “rescue only” animals which resulted in nearly 1,700 “rescue only” animals adopted by rescue organizations, an increase of 40% from last year.

(D) Developed a proposed ordinance to modify the process by which “dangerous dog” determinations are appealed. Council adopted these changes in February of 2017 and staff has worked to implement the changes to the appeal process.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Implement online capabilities for animal adoptions and donations. Work with IT to enhance the technology that citizens/customers can use to interact with Animal Services.

(B) Fully implement the microchip requirement for all pets adopted or reclaimed by their owners and develop a policy where microchipped pets picked up as stray animals are returned to their owners by Animal Services Officers.

(C) Continue looking for proactive ways to increase feral cat sterilizations through persistent community participation.

(D) Create new programs and incentives to increase the number of animals adopted and rescued.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Average Response Time per Priority 1 Call (min.)	20.94	20.50	20.0
(2) Percent of Domestic Animals Placed	87.4	88.0	88.3
(3) Number of TNR Sterilizations	472	580	610
(4) Total Calls for Service	21,539	21,175	21,000
(5) Average Number of Calls Dispatched Daily	59	58	57.5

DEPARTMENT MISSION

Environmental & Consumer Health's mission is to protect the health of the general public by minimizing the risk of disease or injury via consumer protection programs such as the inspection of food service establishments, day care centers, and public swimming pools. Environmental & Consumer Health also directly intervenes in disease transmission by investigating all communicable disease cases within the city and by controlling insect and rodent vectors in neighborhoods. The division also protects the environment by minimizing pollution sources through the inspection of industrial and commercial facilities, responding to and mitigating hazardous material spills, and routinely performing chemical analyses of stream water.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Submitted a comprehensive ordinance proposal to incorporate the 2015 Texas Food Establishment Rules into the Garland Code of Ordinances. Conducted staff training, educated food establishments, updated departmental policies and inspection reports, and fully implemented the new rules in the field.

(B) Took responsibility for all environmental compliance for the Hinton and Castle Landfills and the Transfer Station. Environmental Health took over this responsibility in November 2016 to assist Environmental Waste Services and has worked diligently to ensure that all three facilities are operating within State and Federal guidelines (TCEQ, EPA, etc.). Implemented daily, weekly, monthly, and quarterly site inspections; generated and submitted reports as required; developed training programs as required by SOPs for all employees at each site; and oversaw the daily decisions concerning environmental compliance at each of the sites.

(C) Continued working with all divisions within the Health Department to complete the PHAB Accreditation process. Staff expects to be a fully accredited program in 2018.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Fully implement the requirements of the new Stormwater Permit as issued by TCEQ. Staff will be trained on the changes and an educational campaign will be implemented for businesses affected by the permit.

(B) Conduct 1,800 unannounced food service inspections, inspect each public and semi-public swimming pool at least twice, screen/sample 150 sites for stormwater pollutants, and conduct 600 stormwater inspections at regulated facilities.

(C) Shift our Mosquito Abatement Program to focus on source reduction and larviciding to prevent the breeding of mosquitos and minimize the use of adulticiding chemicals to reduce adult mosquito populations.

(D) Complete the PHAB Accreditation process and become a fully accredited Health Department.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Average Food Establishment Inspection Score	81.2	81.0	82
(2) Critical Violations per Food Service Inspection	1.93	2.1	2.0
(3) Critical Violations per Day Care Inspection	2.2	2.1	2.0
(4) Safety Violations per Public Pool Inspection	0.8	0.75	0.75
(5) Average Industrial Stormwater Inspection Score	95.1	93.3	94.0
(6) Percent of Dry Weather Flows Free of Pollution	95.7	98.0	98.0

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$2,488,094	$2,550,607	$2,550,607	$2,604,740
Operations	403,834	399,668	385,770	384,893
Charge-Outs	0	(30,957)	(30,957)	(31,717)
Capital	0	0	0	32,493
TOTAL EXPENDITURES	$2,891,928	$2,919,318	$2,905,420	$2,990,409
BY OPERATIONAL AREA:				
Administration	$494,071	$502,160	$501,558	$515,388
Environmental Health	731,286	748,311	749,123	824,326
Animal Services	1,666,571	1,668,847	1,654,739	1,650,695
TOTAL EXPENDITURES	$2,891,928	$2,919,318	$2,905,420	$2,990,409

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	$71,091
Percentage Change	2%

STAFFING				
Full-Time Positions	32	32	32	32
Part-Time Positions	0	0	0	0
TOTAL STAFFING	32	32	32	32

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes $36,100 for the purchase of a Larvicide Unit in order to better address mosquito control throughout the city. Additional funding for the Animal Services Department includes $20,500 to implement a microchipping program, $5,300 for kennel repairs, and $3,200 for computer items.

DEPARTMENT MISSION

The mission of the Public Health Department is to provide basic public health services – including immunizations – and surveillance, investigation, and control services related to communicable diseases, directed primarily toward the city's medically needy population. These services allow for increased community-wide immunity from vaccine-preventable diseases and serve to identify and aid in early intervention with growth and developmental problems among children. Failure to provide these services would require that Garland residents seek these services elsewhere or simply go without proper care.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Eliminated the fund deficit that the Department has been working with for three years.

(B) Successfully completed a Texas Department of State Health Services site visit with 97% immunization coverage.

(C) Successfully re-credentialed with both Medicaid and Medicare programs.

(D) With help from Human Resources, Management developed a Department Representative I position that centralizes medical billing follow-ups.

(E) Added the travel vaccines of Oral Typhoid and Cholera to the vaccine program.

(F) Developed a titer testing service that provides an enhanced level of service for patients and creates a new revenue source.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Hire a part-time Medical Assistant position that job-shares with the CityCare Clinic.

(B) Complete the Public Health Accreditation Board Accreditation process and prepare for a full site visit/audit.

(C) Continue to focus on immunization coverage rates.

(D) Continue to promote vaccination throughout the Garland community and find ways to expand the patient base.

(E) Improve collaboration with significant outreach to both prospective patients and other medical providers and expand the Clinic's public education outreach.

KEY PERFORMANCE MEASURES

		2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1)	Individuals Immunized (private pay/insurance)	2,653	2,500	2,600
(2)	Individuals Immunized (VFC/ASN)	6,044	7,500	8,000
(3)	Communicable Disease Investigations	1,656	1,400	1,200
(4)	Program Income Collected	$149,806	$158,087	$159,000
(5)	Private Revenue Collected	$357,077	$380,000	$395,000
(6)	Overall Immunization Rates per DSHS Audit	90%	97%	95%

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$686,463	$714,801	$714,801	$771,206
Operations	308,038	257,582	257,582	290,456
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	$994,501	$972,383	$972,383	$1,061,662
BY OPERATIONAL AREA:				
Texas DSHS Grant	$692,904	$632,023	$632,023	$661,193
Clinical Services	301,597	340,360	340,360	400,469
TOTAL EXPENDITURES	$994,501	$972,383	$972,383	$1,061,662
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$89,279
Percentage Change				9%

STAFFING				
Full-Time Positions	9	9	9	9
Part-Time Positions	1	1	1	1
TOTAL STAFFING	10	10	10	10

SIGNIFICANT CHANGES AND NOTES

All positions and activities within the Public Health / Immunization Grant Fund are supported by a combination of grant revenue and associated program income.

DEPARTMENT MISSION

The mission of the Heliport is to provide the public with a heliport in the city of Garland with fuel facilities, storage facilities, and public services including flying lessons.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) The mission was accomplished through a contract with Sky Helicopters, Inc., to operate the Heliport.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Continue contract with Sky Helicopters, Inc., to operate the Heliport.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Heliport Terminal Rental	$7,032	$7,117	$7,145

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$0	$0	$0	$0
Operations	0	7,700	7,700	7,700
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	$0	$7,700	$7,700	$7,700
BY OPERATIONAL AREA:				
Operations	$0	$7,700	$7,700	$7,700
TOTAL EXPENDITURES	$0	$7,700	$7,700	$7,700

CHANGE FROM PRIOR YEAR:

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

STAFFING				
Full-Time Positions	0	0	0	0
Part-Time Positions	0	0	0	0
TOTAL STAFFING	0	0	0	0

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The mission of Housing and Community Services (HCS) is: To partner with the community to coordinate neighborhood initiatives. Housing initiatives are responsible for improving the economic aspects of neighborhoods through affordable homeownership and rehabilitation strategies. Funding for these initiatives is included in the HOME Program. This program includes homeownership opportunities; new home construction/development; as well as housing rehabilitation, refinancing, and reconstruction loans. Staff is dedicated to improving and coordinating existing services, providing information, ensuring that existing services are utilized to their fullest capacity, and identifying and developing services as needs are recognized.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Provided homeownership opportunities for low and moderate income first-time homebuyers who otherwise might not have been able to purchase a home.

(B) Assisted in the revitalization of older neighborhoods with the production of new single-family housing.

(C) Generated $324,591.21 in new program revenue as of 4-6-17. Projection by year-end is estimated to be around $500,000.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Expand the supply of affordable housing in Garland.

(B) Increase program revenues through mortgage repayments and sale of properties.

(C) Revitalize the housing stock in older neighborhoods through removal of blight and redevelopment of new single-family housing.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Construction Cases Managed	4	11	7
(2) Department New Homes Sold	3	3	7
(3) CHDO New Homes Sold	1	1	2
(4) New Homes Under Construction – CHDO	11	1	2
(5) New Homes Under Construction – HCS	2	7	5
(6) “Habitat for Humanity” Volunteer Hours	2,449	2,449	2,449
(7) First-Time Homebuyer Down Payments Assisted	0	1	4
(8) Financial Reconciliations and Treasury Reimbursements	8	12	12
(9) Number of Inspections Completed	8	12	12
(10) Project Site Visits	125*	250*	175*
(11) HOME Program Loans Approved	4	4	5
(12) HOME Program Applications Processed	7	6	8
(13) Environmental Reviews Completed	4	11	11

* Estimated 25 site visits per project was determined from previously completed projects.

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$80,386	$83,632	$83,632	$87,454
Operations	653,128	656,520	656,520	927,698
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Indirect	0	0	0	0
TOTAL EXPENDITURES	$733,514	$740,152	$740,152	$1,015,152
BY OPERATIONAL AREA:				
HOME	$733,514	$740,152	$740,152	$1,015,152
TOTAL EXPENDITURES	$733,514	$740,152	$740,152	$1,015,152
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$275,000
Percentage Change				37%

STAFFING				
Full-Time Positions	0	0	0	0
Part-Time Positions	0	0	0	0
TOTAL STAFFING	0	0	0	0

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The goal of the newly-created Housing Reinvestment Fund and Program is to reduce the inventory of City-owned foreclosed properties and to enhance Garland's housing stock by rebuilding or repairing properties and making these properties available to moderate-income homebuyers.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) One property located at 1902 Northwind, which was a City-managed foreclosed property, has had construction completed and has been sold to a middle income buyer. Project construction expenses were $136,576. Proceeds from the sale total $170,504. Return on investment is 19% for the project.

(B) One property located at 4809 Crestpoint was destroyed by the December 2015 tornado and is being redeveloped as a new, larger single-family home. As of June 9, 2017, construction was 80% completed. It is estimated the home will be placed for sale on August 1, 2017. Projected expenses for this project are $226,150. Proceeds from the sale of the property are projected at $246,450. Return on investment for the project is projected to be 8%.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) The Housing Reinvestment Program is slated to close out by September 30, 2017.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Acquisition of Property	2	0	0
(2) Construction/Renovation Completed	0	2	0
(3) Homes Sold	0	2	0
(4) Number of Inspections Completed*	0	50	0
(5) Number of Purchase Offers Received**	0	30	0
(6) Number of Purchase Contracts Negotiated***	0	4	0

* Estimated 25 site visits per project was determined from previously completed projects.

** Average of 15 purchase offers received as determined from previously completed projects.

*** Average 2 contracts negotiated per home as determined from previously completed projects.

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$0	$40,000	$15,000	$0
Operations	133,351	375,000	226,150	0
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	543,430	0
TOTAL EXPENDITURES	$133,351	$415,000	$784,580	$0
BY OPERATIONAL AREA:				
Administration	$133,351	$415,000	$241,150	$0
Non-Departmental	0	0	543,430	0
TOTAL EXPENDITURES	$133,351	$415,000	$784,580	$0
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				($415,000)
Percentage Change				-100%

STAFFING				
Full-Time Positions	0	0	0	0
Part-Time Positions	0	0	0	0
TOTAL STAFFING	0	0	0	0

SIGNIFICANT CHANGES AND NOTES

The Housing Reinvestment Program was scheduled to end in FY 2016-17, and its remaining funds are being transferred back to the Economic Development Reserve Fund. After two years, the program generated $43,400 in profit but is not being continued in FY 2017-18 due to the condition of the housing market and a lack of available, low-cost housing stock.

DEPARTMENT MISSION

The mission of Human Resources (HR) is to provide essential recruiting services and programs that effectively attract and retain a quality workforce. HR continuously researches and develops competitive benefit, wellness, and compensation programs to retain and motivate City employees. The HR Benefits division diligently monitors the City's benefit plans to be competitive and in-line with industry and organizational trends and to ensure they are administered in compliance with State, Federal, and local laws and regulations. Successful attainment of HR goals ensures an effective workforce that provides efficient delivery of services to the citizens of Garland.

2016-17 DEPARTMENT ACCOMPLISHMENTS

Benefits

(A) Successfully planned, rolled out, and finalized Open Enrollment season with a 99% completion rate.

(B) Implemented new dental carrier for active employees and retirees, Delta Dental, which is a nationwide vendor with in-network providers across the country.

(C) Implemented a new flexible spending and COBRA carrier for active employees, Navia Benefit Solutions, which provided not only new flexible spending cards but also easy access to account information through a downloadable app, thereby eliminating paper – if preferred – for the individual employee.

(D) Transitioned retiree billing platform to Navia. This massive undertaking required over 700 retirees to set up payment by either check or bank drafting.

(E) Provided research and assistance to Executive Excellence (EX2) through majority of FY 2016-17.

(F) Initiated process mapping for the majority of daily Benefits-related processes and programs.

Wellness

(A) Completed a successful Commit to Wellness (C2W) season with largest participation of employees to date of 60%.

(B) Coordinated a successful Health and Benefits Fair which over 700 employees and retirees attended.

(C) Provided standing workstations as an option to individuals in departments to encourage movement in the workplace.

(D) Increased the options and ease of attending Wellness-related courses utilizing vendors like the Employee Assistance Program (EAP), 457b, medical, and others.

(E) Increased awareness of Benefits and Wellness related programs and topics with the rollout of the "Be HealthWise" Campaign starting in May of 2017 based on feedback and suggestions from the EX2 class.

2017-18 DEPARTMENT GOALS AND INITIATIVES

Benefits

(A) Review and transition Benefits-related modules to the new HR system.

(B) Roll out Open Enrollment 2018 with the suggested and approved topics gathered from the Executive Excellence group.

(C) Revamp the City's Employee Assistance Program (EAP) to provide optimal personal support to employees of all professions while providing necessary services to their families.

(D) Evaluate the Vision program for optimal options at the current rates.

(E) Continue partnership with Executive Excellence group in future benefit endeavors.

2017-18 DEPARTMENT GOALS AND INITIATIVES *(Continued)*

Wellness

(A) Continue to monitor the City's Group Health Insurance Fund for early detection of claims trends.

(B) Revamp and implement Commit to Wellness (C2W) program options to include tracking of tobacco users and other Executive Excellence group-suggested items.

(C) Locate electronic tracking process for C2W scorecards for streamlined tracking and information.

(D) Build on effective communication of the "Be HealthWise" Newsletter.

(E) Consider providing physical activity tracking options at reduced cost for employees such as FitBit or other types of tracking mechanisms.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
Benefits Actions			
(1) Conduct and Complete Open Enrollment	99%	100%	100%
(2) Retirements Processed	60	100	110
Wellness Actions			
(1) Promote and Assist Employees in Meeting Commit to Wellness (C2W) Requirements	60% of Plan Members	70% of Plan Members	80% of Plan Members

DEPARTMENT MISSION

The Civil Service System of the City of Garland was established pursuant to Chapter 143 of the Texas Local Government Code for the purpose of the development and enforcement of rules regarding the initial selection of employees as well as for their advancement, benefits, and conditions of employment. The HRIS and Training & Development divisions encourage employees to grow by utilizing training programs that are crucial to the progression of successful staff development, knowledge, and skills. Human Resources Services strives to cultivate a City of Garland culture where training is seen as a valuable tool to recruit, retain, and develop employees so our organizational knowledge and skills may be united to plan for Garland's future.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Adopted revised Civil Service Local Rules with the approval of the Civil Service Commission.

(B) Implemented new Civil Service exam equipment for data collection, test grading, and survey analysis.

(C) Implemented the new City of Garland Unified Learning Center's (COGULC) online Learning Management System.

(D) Added interactive whiteboards to two classrooms at the City training building to make learning more accessible to all employees by supporting a variety of learning styles. This will allow Training & Development to reduce the amount of paper.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Continue to monitor the impact of changes to the Civil Service Local Rules.

(B) Evaluate the service of current vendors for entrance and promotional Civil Service exams.

(C) Use feedback obtained from employees in the COGULC online Learning Management System to evaluate and develop future professional development opportunities to meet the City's training needs.

(D) Develop proposed training required for all levels of employees in the online Learning Management System.

(E) Work with City departments to begin the process of centralizing City training data in the online Learning Management System.

(F) Assist Finance and Information Technology on the data conversion project for the HRIS/Payroll System.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
Civil Service Entrance Exams Administered – Police			
(1) Police Civil Service Examinations Administered	2	2	2
(2) Avg. Number of Qualified Applicants per Exam	224	238	250
(3) Avg. Number of Applicants Attending Each Exam	95	127	140
(4) Number of Police Officers Hired	33	36	40
Civil Service Entrance Exams Administered – Fire			
(1) Fire Civil Service Examinations Administered	1	1	1
(2) Avg. Number of Qualified Applicants per Exam	731	800	800
(3) Avg. Number of Applicants Attending Each Exam	565	600	600
(4) Number of Firefighters Hired	11	13	15

KEY PERFORMANCE MEASURES *(Continued)*

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
HRIS and Training & Development			
(1) Total Number of Free Classes	37	125	150
(2) Total Number of Fee-Based Classes	33	40	40
(3) Total Number of Wellness Classes	169	175	200
Total Number of Classes *(Estimated)*	**239**	**340**	**390**
(1) Total Number of Participants for Free Classes	798	900	1,200
(2) Total Number of Participants for Fee-Based Classes	509	600	600
(3) Total Number of Wellness Class Participants	2,196	2,300	2,400
Total Number of Participants *(Estimated)*	**3,503**	**3,800**	**4,200**

DEPARTMENT MISSION

The mission of Human Resources (HR) is to provide essential recruiting services and programs that effectively attract and retain a quality workforce. HR continuously researches and develops competitive benefit, wellness, and compensation programs to retain and motivate City employees. In addition, HR strives for compliance with applicable State, Federal, and local laws and regulations, including the Fair Labor Standards Act (FLSA), the Americans with Disabilities Act (ADA), the Family and Medical Leave Act (FMLA), the Civil Rights Act, and the State Civil Service Statutes. One avenue is through relevant, timely, professional, and cost-effective training to the organization. HR also compiles, extracts, and distributes pertinent employee information/reports to departments to help facilitate effective employee relations. Successful attainment of HR goals ensures an effective workforce that provides efficient delivery of services to the citizens of Garland.

2016-17 DEPARTMENT ACCOMPLISHMENTS

Talent Acquisition

(A) Successfully collaborated with executive search consultants and facilitated assessment centers and onboarding for four Director-level positions (Assistant City Manager, Finance Director, Fire Chief, and Managing Director for Development Services).

(B) Selected video interviewing vendor software to streamline the selection process for hiring Managers and reduce turnaround time to fill positions.

(C) Revamped Temporary Staffing Pool job posting and procedures to post quarterly and reduce the turnaround time to fill requests and reduce usage of temporary staffing agencies.

(D) In collaboration with Public and Media Relations staff, rolled out the City's first recruiting video to provide an innovative digital method to reach candidates. Within the first six hours, the video had over 3,500 views.

Employee Relations

(A) Developed and administered "Fair Chance Hiring" recruitment process, revamping the employment application in the process.

(B) Conducted focus group meetings to determine effectiveness of current performance evaluation process. Collaborated with Workforce Engagement & Outreach division to further evaluate the performance evaluation process through the Citywide Voice Survey.

(C) Modified the COG performance evaluation program to simplify the process and provide more specific feedback for COG employees.

Compensation

(A) Successfully implemented changes to positions and pay structures to comply with new DOL FLSA overtime rules and regulations on October 1, 2016.

(B) Completed and implemented changes for nine Job Families (approximately 240 positions).

(C) Successfully completed and implemented budget recommendations, effective January 1, 2017, to include Merit Increases, Pay Structure Adjustments, and Market Adjustments (implemented April 1, 2017).

2017-18 DEPARTMENT GOALS AND INITIATIVES

Talent Acquisition

(A) Implement a "Careers Made Here" marketing campaign throughout Garland in highly visible locations and through outreach with local organizations, the Chamber of Commerce, and colleges/universities.

(B) Develop a dynamic "Careers" page on City's website.

(C) Expand the City's onboarding process to include engagement prior to the first day of work.

(D) Evaluate talent acquisition metrics to capture activity and identify strategies for enhanced efficiencies, including time to hire.

(E) Submit a Request for Information (RFI) through the Purchasing Department to select and implement an assessment tool for professional and/or supervisory positions.

Employee Relations

(A) Study City exposure due to increased retirements to develop/implement Citywide Continuity of Operations Plan.

(B) COG will serve as a primary sponsor with Junior Achievement USA and GISD in establishing "JA BizTown" to combine in-class learning with a day-long visit to a simulated town for students. Human Resources will oversee City Hall in BizTown and maintain the apportioned volunteers for the program.

Compensation

(A) Create a bigger presence on COGnet to include job descriptions with links to performance evaluations, pay schedules, and updated performance evaluation forms.

(B) Complete a comprehensive job evaluation study of the Administrative Support job family (130+ positions).

(C) Complete comprehensive job evaluation studies and job description updates on targeted job families to maintain market competitiveness of targeted positions as well as update job competencies per job family.

(D) Work with Management to develop strategies for any departmental changes/concerns that need to be addressed (i.e. reorganization, employee career paths/development, and/or compensation concerns).

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
Talent Acquisition			
(1) New Candidate Employment Applications Received (FT = Full-Time; CS = Civil Service; PT/T = Part-Time/Temporary)	FT = 12,020 CS = 1,451 PT/T = 5,260	FT = 12,380 CS = 1,495 PT/T = 5,418	FT = 12,752 CS = 1,539 PT/T = 5,580
(2) Number of New Employees Hired (not including seasonal)	226	233	240
(3) Full-Time Equivalent Turnover Rate (not including seasonal)	8.53%	9.79%	10.08%
Employee Relations			
(1) Open Records Responses Completed	27	23	25
(2) TWC Unemployment Claims	47	40	37
Compensation Activities			
(1) Job Family Studies Implemented	5	9	4
(2) Citywide Performance Appraisals Administered	1,300	1,300	1,300

DEPARTMENT MISSION

The mission of the Workforce Engagement and Outreach (WEO) function is to create timely, consistent, and transparent messages for the City's internal audience primarily visible on the City's intranet (COGnet). This is accomplished by developing an internal communications strategy to ensure employees are well-informed and engaged in order to accomplish organizational goals. The WEO division proactively promotes and encourages organizational, team, and individual recognition and accomplishments. The division also facilitates the implementation and support for systems designed to increase efficiency and ease of access.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Enhanced promotion of Citywide Rewards and Recognition Program ("Grow Garland" Awards) that reinforces the City's Guiding Principles.

(B) Significantly refreshed COGnet homepage to include more dynamic/employee-focused information.

(C) Created "road map" to highlight organizational employee engagement efforts.

(D) Held inaugural "Spirit of Garland" Awards dinner celebrating employees who embody the City's Guiding Principles.

(E) Enhanced Town Hall meetings and created COGworks Team Site for the group to share information.

(F) Worked with Information Technology to grant all full-time employees access to COGnet.

(G) Created feedback surveys on COGnet to gather employee suggestions on improvement to the internal communication portal.

(H) Began implementation of new HRIS system.

(I) Completion of "My Voice" Employee Engagement Survey with a 52% response rate.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Create and implement action plan for responses from "My Voice" Employee Survey.

(B) With cooperation from EX2 team, create and market the "Be Health Wise" organizational health and wellness campaign.

(C) Continue to promote employee engagement initiatives, such as, "Getting to Know…" stories on COGnet, Quarterly Awards, Focus Group Discussions, etc.

(D) Continue to market Rewards and Recognitions initiatives and City news via COGnet.

(E) Enhance and promote GARLAND Value of the month.

(F) Attend department meetings to share upcoming events and obtain employee/management feedback on engagement activities.

(G) Assist Finance and Information Technology on data conversion project for the HRIS/Payroll System.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Number of "Grow Garland" Awards Submitted	1,006	1,200	1,400
(2) Percent Response to Engagement Survey	--	52%	--
(3) Number of Milestone Years of Service Employees	274	326	370

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$1,671,059	$1,558,779	$1,558,779	$1,684,011
Operations	161,201	150,433	151,251	146,696
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	$1,832,260	$1,709,212	$1,710,030	$1,830,707
BY OPERATIONAL AREA:				
Human Resources	$1,801,641	$1,398,894	$1,398,791	$1,391,429
COG-ULC	(14,442)	79,857	80,778	278,332
Workforce Engagement & Dev.	45,061	230,461	230,461	160,946
TOTAL EXPENDITURES	$1,832,260	$1,709,212	$1,710,030	$1,830,707
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$121,495
Percentage Change				7%

STAFFING				
Full-Time Positions	16	16	16	16
Part-Time Positions	0	0	0	0
TOTAL STAFFING	16	16	16	16

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes transferring the $5,000 Community Multicultural Commission budget from Human Resources to City Administration. Also included in the FY 2017-18 Adopted Budget is an additional $6,400 to purchase software and hardware to assist Human Resources in completing its core functions.

DEPARTMENT MISSION

Information Technology provides reliable, innovative, and cost-effective technology solutions that enable our departmental business partners to deliver high-quality services to the citizens of Garland.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Public Safety: Completed construction phase of the digital Public Safety Radio System and construction of secondary 911 Dispatch Center. System activation and testing will continue through the fourth quarter of 2017.

(B) HR / Payroll: Initiated a major upgrade of the HR/Payroll management system. Estimated duration: 12 months.

(C) Finance: Successfully completed a major upgrade of the Financial Management System.

(D) Engineering: Implemented a project management system for the Engineering team.

(E) GIS: Expanded the GIS hardware/software infrastructure to include an application server dedicated to the Water Department's Cityworks Asset Management System, and internal and external web servers to host the City's GIS web pages.

(F) Information Technology:

(1) Implemented a successful cyber security training program for City employees.

(2) Consolidated or eliminated systems: Code Enforcement, Building Inspection, Streets, Budget.

(3) Initiated the project to upgrade the City's telecommunications system.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Customer Service: Initiate a project to replace the current Utility Billing CIS System. Estimated duration: 24 months.

(B) Police: Initiate a project to upgrade the Police Computer-Assisted Dispatch (CAD) and Records Management System (RMS). Estimated duration: 9 months.

(C) Fire: Implement a Time Management System to assist with the scheduling and management of Fire Department personnel.

(D) GIS:

(1) Expand user training with both internally developed seminars and vendor offered e-learning courses.

(2) Deploy an open data portal to support digital government.

(E) Information Technology:

(1) Initiate a project to analyze and recommend initiatives for the Digital City strategy recommended by the CIO and adopted by the Information Technology Board.

(2) Continue Microsoft Windows 10 desktop operating system deployment (Year 2 of a multi-year effort).

(3) Begin pilot of Microsoft Office 365 platform to determine if the platform's capabilities are compatible with the City's systems and operations.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Percentage of Help Desk First Call Resolution	24.5%	25%	25%
(2) Average Number of Days a Help Desk Call Remains Open	2.92	3	3
(3) 800 MHz Radio System Annual Downtime (hours) (system is unavailable, excluding maintenance)	0	<2	<2
(4) Server Availability for Major Enterprise IT Systems (excluding maintenance):			
(a) Financial Services / Payroll	99.9%	99.9%	99.9%
(b) Human Resources	99.9%	99.9%	99.9%
(c) Utility Billing	99.9%	99.9%	99.9%
(d) Computer-Aided Dispatch	99.9%	99.9%	99.9%
(e) Email	99.9%	99.9%	99.9%
(f) Internet	99.9%	99.9%	99.9%
(5) Deliver IT-Managed Projects within a 15% Variance in:			
(a) Approved Budget	78%	70%	75%
(b) Approved Schedule	72%	70%	75%

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$5,559,382	$5,785,568	$5,785,568	$6,345,136
Operations	5,563,756	5,728,846	6,048,928	6,097,997
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	2,891,672	2,771,896	2,732,757	2,895,402
TOTAL EXPENDITURES	$14,014,810	$14,286,310	$14,567,253	$15,338,535
BY OPERATIONAL AREA:				
Administration	$584,702	$918,886	$918,886	$942,605
Client Services	3,422,912	3,311,857	3,366,067	3,714,720
Project Services	842,645	828,155	837,275	964,340
Network Services	1,210,658	1,368,158	1,423,162	1,356,693
Help Desk	1,451,714	1,442,863	1,442,759	1,546,000
Geographic Information System	605,121	685,134	696,350	730,744
Telecommunications	2,045,290	1,865,338	2,055,996	1,927,056
Radio Communications	960,095	1,094,023	1,094,001	1,260,975
Non-Departmental	2,891,673	2,771,896	2,732,757	2,895,402
TOTAL EXPENDITURES	$14,014,810	$14,286,310	$14,567,253	$15,338,535
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$1,052,225
Percentage Change				7%

STAFFING				
Full-Time Positions	57	58	58	60
Part-Time Positions	0	0	0	0
TOTAL STAFFING	57	58	58	60

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes funding of $113,900 for a Radio Engineer and $104,500 for an IT Business Analyst. The Radio Engineer is the third of five positions that are anticipated to be needed to support the Public Safety Radio System. The IT Business Analyst will develop and support projects and systems related to the City's Digital Government Initiative.

DEPARTMENT MISSION

The Internal Audit (IA) Department's reporting relationship was established by a City Charter amendment, and this department is the City's only independent appraisal function. IA serves the public interest by providing independent and objective audits, reviews, and assessments. The Department promotes accountability throughout the City.

IA ensures that the City: a) applies its resources effectively and efficiently; b) is in compliance with applicable laws, regulations, and contracts; c) has adequate safeguards over its assets; d) performs appropriate revenue management; e) produces reliable financial and operational information; and f) identifies risk exposures and uses effective strategies to control them.

IA accomplishes its mission by carrying out an Annual Audit Plan that uses risk analysis to review critical areas of operations. IA is committed to adding value at every opportunity.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Conducted value-added audits, follow-ups, and accommodated special requests from the City Council.

(B) Provided Management with recommendations on improving government operations and gained 100% concurrence from Management.

(C) Conducted a Citywide risk assessment.

(D) Monitored City's Fraud Hotline. Developed an anonymous Fraud, Waste and Abuse reporting form on City's website.

(E) Maintained a sound and collaborative relationship with City Management while ensuring Audit independence and objectiveness.

(F) Provided audit and fraud training to departments and managers.

(G) Advised various City departments on internal control issues.

(H) Initiated an Audit Committee Recognition Program to promote internal control practices among City employees.

(I) Provided audit assistance to external auditors by conducting various tests.

(J) Performed annual monitoring and ensured that IA is in compliance with the Generally Accepted Government Auditing Standards (GAGAS).

(K) Reorganized the Department to enhance quality control review process and promote growth.

(L) Promoted audit certifications among staff members to enhance competency and credibility. IA collectively possesses Certified Internal Auditor (CIA), Certified Public Accountant (CPA), Certified Government Auditing Professional (CGAP), and Certified Fraud Examiner (CFE) certifications.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Conduct value-added audits, investigations, and audit follow-ups.

(B) Gain concurrence on at least 90% of audit recommendations.

(C) Monitor City's Fraud Hotline.

(D) Conduct audit workshops in various departments to assist them in evaluating risks and good internal control practices.

(E) Recognize City employees who went above and beyond to implement efficient internal control practices to prevent/minimize fraud, waste, or abuse.

(F) Provide advisement to departments on internal control issues.

(G) Conduct audit and fraud training to City departments.

(H) Provide external audit assistance.

(I) Perform annual monitoring to ensure that IA is in compliance with the Generally Accepted Government Auditing Standards (GAGAS).

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Percent of Recommendations Agreed to by Management	100%	90%	90%
(2) Percent of Recommendations Implemented by Management on Previous Audits	83%	80%	80%
(3) Percent of Resource Usage (Audit Time/Available Time)	75%	68%	70%
(4) Percent of Output (Work Completed vs. Planned)	75%	75%	75%
(5) Cost per Hour	$46	$49	$52

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$415,359	$462,352	$462,352	$533,439
Operations	16,301	25,734	25,734	25,091
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	$431,660	$488,086	$488,086	$558,530
BY OPERATIONAL AREA:				
Internal Audit	$431,660	$488,086	$488,086	$558,530
TOTAL EXPENDITURES	$431,660	$488,086	$488,086	$558,530
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$70,444
Percentage Change				14%

STAFFING				
Full-Time Positions	5	5	5	5
Part-Time Positions	0	0	0	0
TOTAL STAFFING	5	5	5	5

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Library builds community by providing a central source of information, materials, services, programs, and personal assistance for success and quality of life. The Library makes available essential technology and impacts economic development by supporting early literacy, workforce development, small businesses, and urban physical development.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Increased broadband speeds to provide robust, high-speed Wi-Fi access for the growing number of users, allowing more patrons access to high-speed Wi-Fi.

(B) Maintained accreditation with the Texas State Library and Archives Commission for membership in the Texas Public Library System.

(C) Met service excellence requirements to receive the twelfth consecutive Texas Municipal Library Director Association's *Achievement of Library Excellence Award*. Of 566 public library systems in the state of Texas, only 43 received the award for 2016.

(D) Began a Library Computer Classroom pilot project at the North Garland Branch Library to meet continuing demands for basic computer classes by adults and seniors.

(E) Developed and offered multiple children's programs supporting STEM/STEAM education.

(F) Replaced all library end-of-life exterior monument and pole signs with upgraded electronic signs to communicate quality services at the four Garland libraries and The Library Online.

(G) Added free access to the noted *BrainHQ* brain training software at The Library Online.

(H) Completed a full inventory of the Library's collections.

(I) Developed plans for a joint effort by the Central Library and the City Marshals Office to increase the presence of the officers during open hours.

(J) Expanded and increased participation in the Adult Summer Reading Programs with a focus on the *Grow Garland* Initiative.

(K) Completed the staffing level project by utilizing a temporary pool of employees to minimize chronic vacancies in temporary and part-time materials-handling and circulation positions.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Complete construction modifications, install RFID equipment, and implement the transition from barcode technology to radio frequency identification control of materials assets. Continue to adopt patron self-service processes.

(B) Implement Internet credit card payment.

(C) Expand adult programming to focus on 19 to 54-year-olds.

(D) Assess the outcome of the Library Computer Classroom pilot program and determine requirements for optimum delivery of introductory computer classes for adults and seniors.

(E) Revise and implement an updated Conduct/Behavior Policy to minimize disruptions for library users.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 REVISED	2017-18 ** PROJECTED
(1) All Materials Loaned *("BRICKS" & "CLICKS")* *	1,290,241	1,210,490	1,125,800
(2) Online Subscription Database Use *("CLICKS")*	113,257	134,920	160,700
(3) Library Online Portal Page Views *("CLICKS")*	3,959,720	3,863,800	3,770,300
(4) Library Visits *("BRICKS")*	596,421	573,880	552,250
(5) Public Computer/Wi-Fi Use *("BRICKS")*	291,833	277,710	264,300
(6) Program Attendance *("BRICKS")*	17,567	17,500	17,600
(7) Requests for Research Assistance *("BRICKS")*	102,968	101,220	99,520

* The term "BRICKS" refers to activity related to the presence of a staffed library facility and its physical collections, services, and programs. "CLICKS" refers to activity related to online Library resources and services.

** RFID construction modifications at the four Library facilities are anticipated to affect many of the Projected figures.

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$3,883,744	$4,182,038	$4,182,038	$4,307,458
Operations	629,666	628,681	655,979	710,775
Charge-Outs	0	0	0	0
Capital	243,097	375,000	375,000	1,050,000
TOTAL EXPENDITURES	$4,756,507	$5,185,719	$5,213,017	$6,068,233
BY OPERATIONAL AREA:				
Administration	$509,569	$529,522	$556,820	$739,889
System Support	360,358	426,559	426,559	379,683
Online Services	746,428	850,098	850,098	1,490,951
Walnut Creek Branch	284,816	309,476	309,476	317,908
North Garland Branch	267,109	303,524	303,524	326,815
South Garland Branch	614,431	752,098	752,098	750,836
Central Public Services	1,973,796	2,014,442	2,014,442	2,062,151
TOTAL EXPENDITURES	$4,756,507	$5,185,719	$5,213,017	$6,068,233
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$882,514
Percentage Change				17%

STAFFING				
Full-Time Positions	49	49	49	49
Part-Time Positions	36	36	36	36
TOTAL STAFFING	85	85	85	85

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes $600,000 for various Library materials (both e-books and hard-bound) that were previously funded in the Capital Improvement Program. The approved budget also includes $81,000 for furniture replacement, $39,000 for quarterly bug inspections at the four branches, $19,500 for technology equipment, $6,100 for the continuation of library database services, and $11,000 for a patron mobile application. The Facilities Management approved budget includes $30,000 for additional custodial services to address the Library's supplemental and spot cleaning needs. The FY 2016-17 Revised Budget includes $27,900 for bug treatment and monthly inspections.

DEPARTMENT MISSION

The Municipal Court is the City of Garland's judicial forum for individuals charged with violations of State law and/or City ordinances where legal matters can be heard in a fair, efficient, and timely manner. As an impartial servant in the administration of justice, its fundamental purpose is to process/retain Court documents and collect and track all fines, fees, and restitutions of the Court.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Adopted an Annual Dismissal/Purge ordinance.

(B) Developed a Department Coordinator Procedures Manual.

(C) Explored Automation with External Departments.

(D) Reduced Window Clerk errors by 5%.

(E) Reduced payment plan defaults by 9%.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Review and update all DPS codes in the Court system.

(B) Pilot a paperless online process for attorneys.

(C) Install new lobby monitors.

(D) Produce new informational diagram for Court website.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Number of Cases Cleared Prior to Warrant	38,116	38,592	38,977
(2) Number of Warrants Issued	16,158	15,512	15,822
(3) Number of Warrants Cleared from File	12,249	13,841	13,980
(4) Percent Cleared of Warrants Issued	76%	89%	90%
(5) Citations Processed per Court Full-Time Clerk	2,357	2,427	2,451
(6) Number of Court Dockets Held	26,555	27,086	27,357

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$1,952,973	$1,964,460	$1,964,460	$2,056,242
Operations	164,238	190,888	211,206	201,741
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	$2,117,211	$2,155,348	$2,175,666	$2,257,983
BY OPERATIONAL AREA:				
Court	$2,117,211	$2,155,348	$2,175,666	$2,257,983
TOTAL EXPENDITURES	$2,117,211	$2,155,348	$2,175,666	$2,257,983

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	$102,635
Percentage Change	5%

STAFFING				
Full-Time Positions	29	29	29	29
Part-Time Positions	0	0	0	0
TOTAL STAFFING	29	29	29	29

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Parks, Recreation and Cultural Arts Department (PRCAD) plans, provides, and preserves opportunities that promote recreational, cultural, and natural resource experiences for the social, economic, and environmental benefit of the citizens of Garland.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Awards and Recognition:

(1) For the seventh year, The Atrium at the Granville Arts Center received the Platinum WeddingWire.com "Bride's Choice Award" for wedding and reception venues.

(2) The Recreation Division received the 2016 North Region TRAPS Conference Committee's Choice Award for Dramapalooza.

(3) PLAYSTREETS was the winner of the Bright Idea Award of the Grow Garland Quarterly Awards.

(4) Received "Playful City USA" designation for the second consecutive year. Playful City USA is a recognition program honoring cities and towns that ensure that kids in their communities, particularly kids from low-income families, get the balanced and active play they need to thrive.

(5) Received "Tree City USA" designation for the tenth consecutive year. This is a joint program between the National Arbor Day Foundation, US Forest Service, and State Foresters Association which recognizes cities that meet specific standards in forestry management.

(6) The Aquatics Division received the Jeff Ellis and Associates Platinum Aquatic Safety Award.

(7) Park Operation Director, Barry Swisher, received the "Park Professional of the Year" award from the North Division of the Texas Recreation and Park Society.

(8) Recreation Supervisor, Jesse Johnson, was selected, participated in, and graduated from the 2016 Texas Recreation and Park Society Leadership Academy.

(B) Staff completed a "40-day Clean Up, Paint Up, Fix It Up" campaign to identify areas that were in need of attention for needed repairs, cleaning of facilities, and painting of structures within the park system. A few examples of what was accomplished are: Concession buildings at Groves, Oden, and Bradfield Parks were painted; a new dumpster screen was installed at Audubon Park behind the Surf & Swim pool; the pavilion at Gatewood in the Duck Creek Greenbelt was repainted; over 130 new park trash receptacles were installed in various park locations; ceiling tiles were replaced; and repairs were made to walls and floors at various recreation centers.

(C) The Garland Cultural Arts Commission and Granville Arts Center presented the "30th Annual GISD Visual Arts Show," awarding cash prizes to the juried work by GISD high school seniors.

(D) The Garland Cultural Arts Commission, Inc., awarded $99,600 through their grant program to meritorious cultural organizations.

(E) In conjunction with the Garland Cultural Arts Commission, the Granville Arts Center presented the 28th Annual "Business for the Arts Award" at the Garland Chamber of Commerce Annual Banquet held at The Atrium in January.

(F) The Garland Cultural Arts Commission, Inc., "The Vision of the Arts" bronze sculpture is scheduled to be completed in late summer of 2017. Barvo, the renowned sculptor creating the project, expects to have all the molds to the foundry by the end of May. Then, Schaffer Foundry will be able to give a completion date.

(G) Partnered with Garland Power & Light for the City's "Tree Power" program on November 5. The program provided 500 five-gallon container trees free of charge to Garland residents to plant on their property for energy conservation and to help beautify the city.

(H) Conducted Arbor Day ceremonies at John Paul Jones Park on November 4. This park was heavily damaged by the tornado that struck Garland on December 26, 2015. The Arbor Day tree was recognized as the first tree planted in the re-foresting efforts for the park.

2016-17 DEPARTMENT ACCOMPLISHMENTS *(Continued)*

(I) The Senior Services Division completed a needs assessment for the Carver Senior Center.

(J) The Senior Services Division provided over 20,000 lunches for seniors at the two senior centers.

(K) The bid award was approved by Council for construction of the Winters Park - Spring Creek Trail.

(L) Partnered with Neighborhood Vitality in "staff-initiated projects" in Armstrong Park for a volunteer-installed and maintained Monarch butterfly planting bed with interpretive signage installation of exercise/fitness stations.

(M) Partnered with the "MetroTex Association of Realtors" in their celebration of 100 years of helping people plant roots in North Texas communities. The Texas Trees Foundation collaborated with the organization on recognition of their milestone in Garland by organizing volunteers and planting 20 shade trees in Embree Park. On March 11, the MetroTex Realtors and the Texas Trees Foundation were joined in Embree Park by Garland Mayor Pro Tem Scott LeMay and District 2 Council Member Anita Goebel for festivities that included handing out 100 tree saplings to the public.

(N) The parking lot improvement projects directly adjacent to Winters Park Soccer Complex and Audubon Recreation Center are planned to be completed by the end of 2017. Winters Park will begin in the summer and Audubon will begin in the fall after Surf & Swim closes for the season.

(O) Special Events:

(1) The Nonprofit Special Event Assistance Fund sponsored over twenty nonprofit events that raised over $200,000 for local nonprofits.

(2) The 10,000 attendees at the Christmas on the Square event participated in the synchronized light and fireworks show, food trucks, train rides, snow hills, "build a snowman," and an arts and crafts area.

(3) The annual "Family Night Out" event celebrated "July is Parks and Recreation Month" in Garland. Over 900 visitors participated in "Get Out and Play" themed entertainment, music, and fireworks in Central Park.

(4) The 2017 Heritage Crossing Celebration, "Hats Off to Garland," was held on Saturday, April 22nd, and featured two popular bands performing on a State Street stage. A mechanical bull was on site, and beer and wine were sold on the curb by Intrinsic Brewery. A new historic display titled "Downtown Through Time" was featured at the Plaza Theatre, and several speakers entertained with historic presentations. There were numerous activities on the Square for youth including a scavenger hunt and walking tours around the Square. Unfortunately, the weather turned quite cold, so the attendance was approximately 460 which was down from the 2016 attendance of 624.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) In 2017, Parks will be redirecting efforts from an original plan location to combining resources and focus and partnering with Neighborhood Vitality's "Where the Heart Is" program in Rick Oden Park. Improvements and enhancements will be made to neighborhood park amenities located at the south end of the park, at Briarwood Drive adjacent to the Orchard Hills Neighborhood. The combined efforts and resources of both Parks and Neighborhood Vitality on this project are expected to be completed by the end of 2017.

(B) In 2017, the Recreation Division will be reaching out to various apartment complexes and the Garland Independent School District to implement the PLAY Streets initiative. We will be collaborating with other City departments to help us provide an educational and nutritional component to the program. Providing snacks, meals, speakers, and facilities are a few components in which they will be assisting.

(C) Parks Recreation and Cultural Arts has contributed to Garland's ongoing image campaign including median improvements, special event enhancements, and other priorities that have been set by the committee.

2017-18 DEPARTMENT GOALS AND INITIATIVES *(Continued)*

(D) The construction manager for the Granger Recreation Center renovation and Granger Annex construction is anticipated to be selected by the end of summer 2017, with the goal of issuing a notice to proceed in early fall.

(E) A parking lot and park road paving replacement program currently exists for the Department, which was completed through a coordinated effort with the Facilities Management and Street Departments. Outlined in the program is the criteria by which the paving locations were analyzed, an inventory of the sites to be replaced, and a priority phasing for each location to correspond to future CIP requests. The current Phase I projects are the Winters Park Soccer Complex and the Audubon Recreation Center parking lots.

(F) The Department is working toward accreditation from the National Recreation and Parks Association. The Commission for Accreditation of Park and Recreation Agencies (CAPRA) standards for national accreditation provide an authoritative assessment tool for park and recreation agencies. Through compliance with the standards of excellence, CAPRA accreditation assures policy makers, department staff, the general public, and taxpayers that an accredited park and recreation agency has been independently evaluated against established benchmarks as delivering a high level of quality. Once the City completes the preliminary application, it undertakes a self-assessment study. This is the key phase because it engages the entire city (employees, volunteers, citizen boards, and committees) in assessing the City's effectiveness and efficiency. The agency has 24 months from the date of the preliminary application to submit their completed self-assessment workbook.

(G) The conceptual design phase of the proposed dog park is currently under way. Further discussions are needed to determine the final location for the dog park site. Once finalized, the conceptual design will be followed by construction document preparation, then bidding. Construction can begin on the proposed dog park in 2018.

(H) A request for proposals for a skate park was sent out at the end of April 2017 for pre-design services for site selection analysis and public input to begin in June 2017. This will assist staff to determine a recommended site for the proposed skate park. Conceptual design of the proposed skate park will follow in the fall of 2017. Design can be completed by mid-2018, and bidding and construction can begin in the fall of 2018.

(I) Staff are coordinating efforts with the Engineering Department to correct failing drainage structures in Meadowcreek Branch Greenbelt that feeds into Duck Creek.

(J) Aquatic and Senior Center staff are coordinating efforts to provide additional aquatic activities that target the senior population.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Recreation Center Attendance	1,305,882	1,248,000	1,138,248
(2) Sports League Participation	50,643	52,200	54,200
(3) Senior Center Participation	149,902	151,000	152,500
(4) Swimming Pool Attendance	81,509	83,000	83,000
(5) Arts Center Participation	149,000	151,000	152,000
(6) Total Facility Attendance/Participation	1,736,936	1,685,200	1,579,948
(7) Acres of Turf Mowed	20,000	22,000	22,000
(8) Litter Collected (pounds)	950,000	950,000	950,000
(9) General Fund Revenue	$1,170,586	$1,193,821	$1,162,100
(10) Recreation Performance Fund Revenue	$1,341,607	$1,306,837	$1,170,800
(11) Total Departmental Revenue	$2,512,199	$2,500,658	$2,332,900

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$7,334,204	$7,908,611	$7,908,611	$8,170,622
Operations	1,845,007	2,139,906	2,173,482	2,598,555
Charge-Outs	0	(328,503)	(328,503)	(372,483)
Capital	410,734	271,625	301,495	429,800
TOTAL EXPENDITURES	$9,589,945	$9,991,639	$10,055,085	$10,826,494
BY OPERATIONAL AREA:				
Administration & Development	$706,347	$719,161	$724,904	$903,083
Granville Arts Center / Atrium / Plaza	1,124,517	1,222,749	1,222,749	1,257,328
Recreation	3,597,393	3,590,686	3,590,842	3,678,744
Parks Division	4,161,688	4,459,043	4,516,590	4,987,339
TOTAL EXPENDITURES	$9,589,945	$9,991,639	$10,055,085	$10,826,494

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	$834,855
Percentage Change	8%

STAFFING				
Full-Time Positions	111	111	111	112
Part-Time Positions	8	8	8	8
TOTAL STAFFING	119	119	119	120

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes $39,400 for a Grounds Attendant to address litter and one-time funding of $70,300 for a truck with a litter compactor, $8,000 to increase mowing along the S.H. 78 corridor, $51,200 for median and landscaping cost increases, and $104,000 for park trash can replacement. The approved budget also includes $150,000 for a consolidated parks master plan, $78,200 for sound system and theatrical equipment replacement at the Granville Arts Center, $359,500 to replace park maintenance equipment, $22,500 for non-profit events, and $75,000 for a concert music series. The FY 2016-17 Revised Budget includes $10,000 for outdoor furniture for the Downtown Garland Square.

DEPARTMENT MISSION

The Planning and Community Development Department's mission is to create and maintain a safe, compatible, attractive, and sustainable urban environment through the administration of reasonable development regulations and policies and through implementation of the Envision Garland 2030 Plan. The Department supports healthy, viable neighborhoods through coordination of the Office of Neighborhood Vitality, Strategy for Vital Neighborhoods, and Neighborhood Planning programs. The Department informs decision-makers and citizens through special studies, research, and analysis; collecting and managing pertinent data; and disseminating information to the public and City officials.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Completed Impact Fee Study and Ordinance.

(B) Completed I.H. 30 Catalyst Area Plan (pending Council adoption).

(C) Updated and refined submittal calendars for Platting and Zoning processes.

(D) Hired two Senior Planners (Comprehensive Planning) and a Planning Technician (Development Planning).

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Begin next Catalyst Area Plan.

(B) Coordinate implementation efforts of I.H. 30 Catalyst Area Plan.

(C) Complete Downtown Square design.

(D) Complete Downtown Gateways construction and fabrication.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Development Cases Administered (zoning, plats, variances/waivers)	120	136	135
(2) Pre-Submittal Meetings	228	250	250
(3) Small Area Plans	1	2	2
(4) Neighborhood Surveys Distributed	8,641	8,985	8,900
(5) Neighborhood Survey Response Rate	19%	20%	18%
(6) GNMA Classes	11	11	11
• Attendees that Rate Classes Excellent or Good	New Measure	≥ 90%	≥ 90%
(7) Quarterly Meetings	4	4	4
• Annual Number of Attendees	123	125	125
(8) Annual Events (Summit, Volunteer Fair, and Legal Clinic)	3	3	3
• Annual Number of Attendees	346	225	250
• Average Overall Score of Events by Attendees (4 = highest, 1 = lowest)	New Measure	≥ 3.25	≥ 3.25
(9) Capacity Grants Awarded	4	7	10
(10) Completed Neighborhood Vitality CIP Projects	$212,731	$734,480	$500,000

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$1,284,276	$1,426,379	$1,426,379	$1,528,959
Operations	156,404	198,694	284,395	194,194
Charge-Outs	0	0	0	0
Capital	0	0	0	10,360
TOTAL EXPENDITURES	$1,440,680	$1,625,073	$1,710,774	$1,733,513
BY OPERATIONAL AREA:				
Comprehensive Planning	$745,113	$782,117	$782,117	$795,496
Development Coordination	442,544	420,776	446,477	485,106
Community & Neighborhood Dev.	11,949	14,530	14,530	10,730
Office of Neighborhood Vitality	241,074	407,650	467,650	442,181
TOTAL EXPENDITURES	$1,440,680	$1,625,073	$1,710,774	$1,733,513
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$108,440
Percentage Change				7%

STAFFING				
Full-Time Positions	15	15	15	15
Part-Time Positions	0	0	0	0
TOTAL STAFFING	15	15	15	15

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes $10,400 for the purchase of a trailer to provide supplies for neighborhood block parties. The Office of Neighborhood Vitality will provide this trailer and its contents to residents hosting block parties to ensure more successful parties that help build stronger neighborhood relationships as well as relationships with the City.

DEPARTMENT MISSION

The mission of the Garland Police Department is to **enhance the quality of life** for our community by **reducing crime** and the **fear of crime**.

The members of the Garland Police Department shall seek to provide **first-class public safety services** for our community while maintaining the highest level of **ethics**, **integrity**, and **accountability** to the law-abiding citizens and stakeholders of Garland through **fair and impartial enforcement of the law** while **working in partnership** with all segments of our diverse community in **proactive efforts** to reduce crime and address conditions that may foster the fear of crime.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Maintained Average Response Times for Priority 1, 2, and 3 Police "Calls for Service" (in Minutes:Seconds).

	Current Goal	2016	2015	2014	2013	2012	2011	Previous Goal
Priority 1 Calls:	**5:30**	5:56	6:03	5:45	5:47	5:30	5:55	6:00
Priority 2 Calls:	**9:00**	9:13	9:57	9:20	9:16	9:15	9:11	10:00
Priority 3 Calls:	**14:00**	15:20	15:25	14:27	14:37	14:08	13:50	15:00

(B) Conducted weekly **School Resource Officer (SRO) Middle School Bicycle Program** which targets at-risk youth who do not have any extracurricular activities after school. SROs and teachers conduct tutoring and provide homework assistance to all participants in the program. Bicycles were refurbished and the "new" bicycles were donated to deserving children in the community.

(C) Conducted weekly **Garland Police Youth Program** whereby SROs tutored and offered assistance with homework to more than 700 kids after school.

(D) **School Resource Officer Summer Camp Program** conducted summer camps for elementary and middle school students. The summer camps provide opportunities for the SROs to have positive interactions with and mentor students from these age groups. The total number of students in all the camps was over 140. Many of these students would not have opportunities to participate in summer activities if it were not for the SRO camps.

(E) In partnership with GISD, 5 new School Resource Officer position were added to the SRO Program.

(F) Implemented Year 1 of a 5-year Body-Worn Camera and Taser Program that outfits all Officers with body-worn cameras and new Tasers.

(G) Completed a comprehensive School Zone Enforcement project in which all City school zones were targeted.

(H) Organized the ***Motor Cops for Kids Toy Run*** and the ***Ronnie Lerma Car Show*** in which Officers raised $31,000 in charitable donations.

(I) Implemented **Grand Jury video testimony** reducing Officer man-hours spent at Dallas County Court.

(J) Replaced the jail control panel in order to manage facility security and video surveillance.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Maintain **Average Response Times** within the following goals:

(1) **Priority 1 Calls**: 5 minutes 30 seconds (or less)
(2) **Priority 2 Calls**: 9 minutes (or less)
(3) **Priority 3 Calls**: 14 minutes (or less)

(B) Continue to implement innovative crime-fighting strategies in order to maintain a safe environment for all residents.

(C) Continue to enhance the goal of real-time delivery of crime analysis data to Officers and our community in order to deter criminal acts and increase apprehensions.

(D) Continue to place an emphasis on educating and training including Officer decision-making skills, tactics, and other proficiencies.

(E) Continue efforts to recruit and hire qualified personnel with diverse backgrounds.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Calls for Service	144,004	140,000	140,000
(2) Response Times (in minutes:seconds):			
(a) Priority 1	5:56	5:45	5:45
(b) Priority 2	9:13	9:15	9:15
(c) Priority 3	15:20	14:30	14:30
(3) Total Citations	**46,083**	**50,000**	**50,000**
(a) Moving Citations	25,564	--	--
(b) Non-Moving Citations	16.911	--	--
(c) Non-Traffic Citations	3,608	--	--
(4) Police Reports	23,688	24,000	24,000
(5) Total Arrests	**9,151**	**9,500**	**9,500**
(a) Felony Arrests	2,907	--	--
(b) Misdemeanor Arrests	6,244	--	--

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$43,271,974	$43,553,725	$43,741,311	$47,226,370
Operations	4,414,722	4,560,123	4,531,765	4,330,816
Charge-Outs	0	(24,000)	(24,000)	(24,000)
Capital	336,863	568,634	568,634	458,423
TOTAL EXPENDITURES	$48,023,559	$48,658,482	$48,817,710	$51,991,609
BY OPERATIONAL AREA:				
Administration	$3,672,291	$3,456,288	$3,456,288	$3,580,233
Uniformed Operations	18,615,419	18,185,308	18,290,164	20,054,208
CID (Criminal Investigation Division)	7,895,728	8,101,008	8,113,892	8,507,069
Staff/Support Services	17,840,121	18,915,878	18,957,366	19,850,099
TOTAL EXPENDITURES	$48,023,559	$48,658,482	$48,817,710	$51,991,609

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	$3,333,127
Percentage Change	7%

STAFFING				
Full-Time Positions	467	470	470	481
Part-Time Positions	0	0	0	0
TOTAL STAFFING	467	470	470	481

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes $1,162,400 for the addition of nine Officers, one Community Outreach Officer, and one Lieutenant. The approved budget also includes a $39,400 increase to overtime, $483,400 for Year Two of the police body cameras and Tasers contract, and $7,700 in ongoing costs associated with a new SWAT van. Additional Police overtime of $175,000 is funded by a transfer from the SafeLight Fund for traffic enforcement efforts in school zones and against aggressive driving. The FY 2016-17 Revised Budget includes $187,600 for additional Police overtime that is reimbursed by GISD.

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$0	$0	$0	$0
Operations	55,044	64,987	71,673	66,487
Charge-Outs	0	0	0	0
Capital	21,231	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	$76,275	$64,987	$71,673	$66,487
BY OPERATIONAL AREA:				
State Training Grant	$30,888	$20,400	$20,400	$20,400
Justice Assistance Grant	30,975	29,587	33,273	29,587
Youth Programs	5,400	5,000	5,000	6,500
Internet Crimes Against Children (ICAC) - Juvenile Justice	9,012	10,000	13,000	10,000
TOTAL EXPENDITURES	$76,275	$64,987	$71,673	$66,487

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	$1,500
Percentage Change	2%

STAFFING				
Full-Time Positions	0	0	0	0
Part-Time Positions	0	0	0	0
TOTAL STAFFING	0	0	0	0

SIGNIFICANT CHANGES AND NOTES

The future availability of these and similar grants is in jeopardy due to ongoing reductions or changes of scope at state and federal levels. Continued reductions and/or future eliminations of these types of grants may negatively impact the City's ability to acquire certain types of specialized equipment and training or to continue grant-funded programs.

DEPARTMENT MISSION

The Public and Media Relations Department's mission is to increase the awareness and understanding of internal and external audiences of all areas of municipal governance by providing information about City government services and programs. This is accomplished through the development and implementation of various internal and external communication programs and by supporting marketing and special events activities.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Participated with Image Management Initiative team for research and recommendation phase, to develop an implementation plan, and to begin implementation.

(B) Completed upgrades to CGTV broadcast facilities and returned City Council and Plan Commission broadcasts to City Hall.

(C) Coordinated Tornado Anniversary Remembrance event to mark the first anniversary of the December 2015 tornado.

(D) Assisted with coordination of the City Hall Rededication event.

(E) Conducted trainings to improve preparedness for the PIO Annex of the City's Emergency Preparedness Plan.

(F) Increased awareness of City service functions to both internal and external audiences through videos, news stories, and other networking and outreach activities.

(G) Improved social media reach through more effective use of digital promotional tools.

(H) Supported marketing efforts throughout the organization to meet internal and external priorities.

(I) Supported development of a new campaign to raise employee awareness about how they can help manage healthcare costs.

(J) In the 15th Annual Texas Association of Telecommunications Officers & Advisors (TATOA) Programming Awards, earned four first-place awards, three second-place awards, and five third-place awards.

(K) In the 2016 Texas Association of Municipal Information Officers (TAMIO) awards program, earned one first-place award, two second-place awards, and one third-place award.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Positively impact Garland's image through implementation activities of the Image Management Initiative.

(B) Further develop overarching communications plan to address priorities established by the City Manager.

(C) Redesign the City's external website and improve overall web-based presence.

(D) Implement project management platform for Department to improve tracking of all project requests.

(E) Conduct internal training and one-on-one consultation to strengthen consistency in communications materials and key message delivery.

(F) Conduct customized media relations training for elected officials and management-level staff as needed.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) *Garland City Press* Productions	7	6	6
(2) *Garland City Press* “Briefs” (e-news, started 1/14)	50	50	50
(3) Positive News Coverage / Successful Placement of Event Notices (May 3, 2015, incident's coverage not included)	1,232	1,300	1,300
(4) Social Media Posts (Main City Facebook and Twitter pages)	1,353	1,200	1,200
(5) CGTV Locally Produced Programs Including Regular City Council and Plan Commission Meetings			
• City Council and Work Session Broadcasts	56	56	56
• Plan Commission Meeting Broadcasts	21	22	22
• District Update Broadcasts	2	8	8
• Mayor’s State of the City	1	1	1
• "This Week in Garland" (started July 1, 2014)	43	44	44
• Video Projects (external and internal)	137	140	140
• CGTV Messaging	150	275	275
(6) "COGnews in Brief” Weekly Emails (started 1/14)	50	50	50
(7) COGnews Employee Newsletter (monthly; started 1/14)	51	51	51
(8) Print/Electronic Materials Produced (began tracking in 2014-15)	210	225	225

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$528,300	$579,965	$579,965	$604,338
Operations	51,198	48,586	54,066	36,233
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	$579,498	$628,551	$634,031	$640,571
BY OPERATIONAL AREA:				
Public and Media Relations	$579,498	$628,551	$634,031	$640,571
TOTAL EXPENDITURES	$579,498	$628,551	$634,031	$640,571
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$12,020
Percentage Change				2%

STAFFING				
Full-Time Positions	7	7	7	7
Part-Time Positions	0	0	0	0
TOTAL STAFFING	7	7	7	7

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes transferring the $10,000 Garland Youth Council budget from Public and Media Relations to City Administration.

DEPARTMENT MISSION

Purchasing's mission is to manage a strategic procurement operation that (1) purchases all goods and services, (2) provides professional management of Citywide initiatives, (3) directs investment recovery through sale or disposal of salvage and surplus materials, and (4) applies professional procurement skills resulting in high quality, cost-effective services for all City departments, thereby partnering to deliver first class services to the citizens.

Vision: Purchasing is focused on providing the best value for each tax dollar.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Received the Achievement of Excellence in Procurement Award for the 19th consecutive year.

(B) Centralized management of Purchasing issued Term Contracts to improve efficiencies.

(C) Worked with Fleet Services to conduct online auctions for Fleet equipment.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Work with Agenda Quick to eliminate redundant documents and streamline the Agenda process.

(B) Revise Standard Operating Procedures for the Procurement processes.

(C) Continue best practices to be recognized for Achievement of Excellence in Procurement Award.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Total Purchase Order Count Issued by Purchasing	1,267	1,849	1,305
(2) Total Purchase Order Value Issued by Purchasing	$180,680,489	$191,585,374	$147,691,604
(3) Cost Savings between First and Second Lowest Responsible Bidders	$5,692,538	$8,720,378	$4,254,562
(4) Total P-Card Transactions	36,405	69,431	36,984
(5) Total P-Card Expenditures	$8,406,140	$13,136,382	$7,576,754
(6) Revenue Generated through Investment Recovery Operations	$1,600,379	$3,782,535	$2,303,602
(7) HUB Vendors Contacted by Buyers	1,153	1,712	2,786
(8) HUB Vendor Bid Responses	32	58	52
(9) HUB Vendor Expenditures	$19,108,715	$25,287,632	$18,481,038

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$602,510	$612,074	$612,074	$631,560
Operations	35,716	41,874	44,568	41,350
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	$638,226	$653,948	$656,642	$672,910
BY OPERATIONAL AREA:				
Purchasing	$638,226	$653,948	$656,642	$672,910
TOTAL EXPENDITURES	$638,226	$653,948	$656,642	$672,910
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$18,962
Percentage Change				3%

STAFFING				
Full-Time Positions	8	8	8	8
Part-Time Positions	0	0	0	0
TOTAL STAFFING	8	8	8	8

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$226,281	$228,506	$228,506	$276,516
Operations	960,924	1,075,777	1,104,277	893,844
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	121,490	119,957	119,957	123,885
TOTAL EXPENDITURES	$1,308,695	$1,424,240	$1,452,740	$1,294,245
BY OPERATIONAL AREA:				
Activities	$109,677	$109,589	$160,982	$176,639
Senior Events	336,640	357,601	357,601	343,160
Classes	398,520	425,177	379,989	344,642
Youth/Teen	2,054	0	0	0
Garland Swim Program	120,650	134,078	134,078	134,078
Tennis	65,808	46,000	63,360	26,000
Reservations	153,856	231,838	236,773	145,841
Non-Departmental	121,490	119,957	119,957	123,885
TOTAL EXPENDITURES	$1,308,695	$1,424,240	$1,452,740	$1,294,245

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	($129,995)
Percentage Change	-9%

STAFFING				
Full-Time Positions	0	0	0	0
Part-Time Positions	0	0	0	0
TOTAL STAFFING	0	0	0	0

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget is showing a decrease in expenditures due to the renovation of the Granger Recreation Center.

DEPARTMENT MISSION

The Risk Management Department's mission is to minimize the potential for losses of the City's human, fiscal, and physical assets and the impact losses have on the organization so that resources can be directed toward other needs of the City and community. The Department identifies and evaluates the exposure to loss and designs and administers programs to prevent, reduce potential for, control, or provide financing for losses.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Completed department accident reporting into RMIS and have expanded report training for all departments.

(B) RFP for appraisal services/property insurance validation awarded and services under way.

(C) Continued updating of facility evacuation and sheltering plans.

(D) Continued updating of Risk Management directives, Safety Procedures, and Safety Awareness Training.

(E) Continued expansion of City's involvement in the Safety Connection Program.

(F) Continued FEMA and Federal Highway Administration claims process and receipt of funds for Flood and Tornado losses.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Develop and provide quarterly RMIS reports for each department.

(B) Complete Facility Evaluation and Sheltering plans.

(C) Continue update of Risk Management directives and Safety Procedures.

(D) Continue expansion of City's involvement in the Safety Connection Program.

(E) Finalize all outstanding FEMA claims and receipt of funds for Flood and Tornado losses.

(F) Finalize Internal Property Loss directive and Loss Allocation proposal.

(G) Update property values.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Number of Liability Claims Filed	258	200	200
(2) Percent of Liability Claims Paid	32.2%	45.0%	45.0%
(3) Number of Injury Leave Hours	19,002	20,000	19,000
(4) Average Annual Workers Compensation Cost per Employee	$1,163	$1,100	$1,100
(5) Direct Safety Training Hours Provided	2,975	3,000	3,000
(6) Organization Safety Training Hours Reported	11,684	11,000	12,000

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$595,374	$647,925	$647,925	$621,846
Operations	87,412	144,504	144,504	144,534
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	22,667	29,370	29,370	28,718
TOTAL EXPENDITURES	$705,453	$821,799	$821,799	$795,098
BY OPERATIONAL AREA:				
Risk Management	$682,786	$792,429	$792,429	$766,380
Non-Departmental	22,667	29,370	29,370	28,718
TOTAL EXPENDITURES	$705,453	$821,799	$821,799	$795,098
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				($26,701)
Percentage Change				-3%

STAFFING				
Full-Time Positions	5	5	5	5
Part-Time Positions	0	0	0	0
TOTAL STAFFING	5	5	5	5

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

SafeLight Garland's mission is to reduce red-light running and the vehicle crashes, injuries, and deaths that can result from red-light running. The program is tasked with enforcing the City ordinance created to address this dangerous driver behavior. SafeLight Garland serves as a force-multiplier for the Garland Police Department and provides public education regarding the program and the issue of red-light running.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Maintained positive revenue flow in support of program.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Reduce number of accidents and injuries at intersections with red-light cameras.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Number of Crashes at Intersections with Red-Light Cameras	92	82	82
(2) Number of Injuries at Intersections with Red-Light Cameras	38	30	30

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$138,241	$119,216	$119,216	$113,951
Operations	1,242,574	806,163	808,415	1,917,063
Charge-Outs	0	0	0	0
Capital	0	0	0	210,000
Non-Departmental	807,680	861,732	1,354,662	436,494
TOTAL EXPENDITURES	$2,188,495	$1,787,111	$2,282,293	$2,677,508
BY OPERATIONAL AREA:				
SafeLight Garland Program	$1,380,815	$925,379	$927,631	$1,321,014
Traffic Safety	0	0	0	920,000
Non-Departmental	807,680	861,732	1,354,662	436,494
TOTAL EXPENDITURES	$2,188,495	$1,787,111	$2,282,293	$2,677,508

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	$890,397
Percentage Change	50%

STAFFING				
Full-Time Positions	1	1	1	1
Part-Time Positions	1	1	1	1
TOTAL STAFFING	2	2	2	2

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes $200,000 for a laser scanner with GPS mapping for the Traffic unit and $175,000 for Police to supplement traffic enforcement in school zones and against aggressive driving. The SafeLight Program continues to fund a portion of LED lighting with funding of $50,000 as well as $50,000 for signal equipment modernizations. The budget includes $820,000 for Transportation programs including sign and traffic signal replacement; remarking of stop bars, crosswalks, and railroad crossings; kick-starting a comprehensive safety program; replacing school zone signage; purchasing an additional speed trailer; installing a new crosswalk sign; and additional road restriping and rebuttoning.

DEPARTMENT MISSION

Stormwater Management's mission is to maintain natural and man-made drainageways in free-flowing condition, to reduce the risk of localized stormwater flooding, to reduce stormwater pollution as required by State and Federal laws, to manage flood plain development, and to manage the municipal drainage utility system.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Completed 21st year under EPA/TCEQ Stormwater Permit with no violations, penalties, or administrative orders.

(B) Managed the Stormwater Management Plan elements conducted by eight (8) City departments.

(C) Annual Report was completed and submitted to the TCEQ by March 1st as required.

(D) Reviewed and approved the Annual Regional Monitoring Report prepared by the North Central Texas Council of Governments prior to submittal to the TCEQ as part of Garland's permit requirement.

(E) Participated in regional stormwater programs with the NCTCOG that utilized cost-sharing and cooperative purchases to facilitate meeting Federal and State stormwater requirements.

(F) Public Education: Sponsored an essay contest, "I Care about Garland's Creeks." One thousand thirty-three (1,033) entries were received from 3rd, 4th, and 5th grades. Distributed live ladybugs and praying mantis to explain natural pest control.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Renew TCEQ Permit. Meet all EPA/TCEQ Stormwater Permit requirements.

(B) Renew Regional Monitoring Contract with NCTCOG to meet program requirements.

(C) Participate with the NCTCOG in cost-sharing activities and meeting stormwater requirements.

(D) Review Stormwater Management Plan and revise to meet new permit requirements if necessary.

(E) Update educational program as necessary.

KEY PERFORMANCE MEASURES

	2014-15 ACTUAL	2015-16 PROJECTED	2016-17 PROJECTED
(1) Stormwater Hotline Call Responses (87) within 1 Business Day	100%	100%	100%
(2) Stormwater Construction Plans Reviewed (177) within 3 Business Days	100%	100%	100%
(3) Construction Site Stormwater Inspections Conducted (4,373) as Required by Permit	100%	100%	100%
(4) 48 Stormwater Presentations Conducted at GISD Schools Annually as Required by Permit (72)	150%	100+%	100+%
(5) 7 Miles of Storm Drain Channels Maintained Annually as Required by Permit (16 miles)	228%	100+%	100+%
(6) Floatables Removed from 35 Miles of Creeks/Channels Twice Annually as Required by Permit (45 cubic yards)	100%	100%	100%

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$2,068,204	$2,156,324	$2,156,324	$2,189,158
Operations	904,413	1,313,567	1,374,122	1,294,834
Charge-Outs	0	0	0	0
Capital	0	75,000	75,000	0
Non-Departmental	641,227	698,009	698,009	831,150
TOTAL EXPENDITURES	$3,613,844	$4,242,900	$4,303,455	$4,315,142
BY OPERATIONAL AREA:				
Drainage Maintenance	$1,202,697	$1,434,037	$1,402,570	$1,348,708
Erosion Control	105,080	165,743	165,630	184,473
Local Flooding	222,654	419,954	514,805	415,104
Regional Monitoring	27,829	83,967	83,967	89,160
Industrial Facility Compliance	81,829	84,172	84,172	87,822
Illicit Discharge Reduction	228,064	231,068	229,921	234,364
Education/Information	176,637	188,892	194,784	193,354
Household Toxics Reduction	284,780	226,411	226,411	226,411
Stormwater Management Affairs	5,202	0	0	0
Administration	141,243	141,883	141,823	146,868
Floodplain Management	70,062	118,864	118,864	123,522
Customer Service	87,954	109,168	109,168	112,468
Litter Control	338,586	340,732	333,331	321,738
Non-Departmental	641,227	698,009	698,009	831,150
TOTAL EXPENDITURES	$3,613,844	$4,242,900	$4,303,455	$4,315,142
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$72,242
Percentage Change				2%

STAFFING				
Full-Time Positions	24	24	24	24
Part-Time Positions	0	0	0	0
TOTAL STAFFING	24	24	24	24

SIGNIFICANT CHANGES AND NOTES

Stormwater rate increases for both residential and commercial customers were approved for FY 2017-18. Residential customers will experience an average increase of $0.35 in their monthly Stormwater rates, while commercial customers will see a $0.01 increase per 100 square feet in the monthly rate.

DEPARTMENT MISSION

The mission of the Office of Strategic Initiatives (OSI) is to provide policy makers and City Management with project management, research, and analysis services from an enterprise perspective that are critical for delivering strategic initiatives and making prudent policy, operating, and planning decisions. OSI serves as the City's internal consulting unit by providing departments with professional services to address management and operating challenges on both a short-term and ongoing basis. Through these services, OSI strives to develop strategies for addressing key issues facing the City, to ensure quality delivery of interdepartmental projects, to improve the quality of management decisions, to enhance the effectiveness and efficiency of City services, and to reduce the organization's reliance on outside consultants.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Completed research and development of an Image Management Plan to improve the City's image and competiveness in the DFW region and industry. Initiated the first implementation phase to address the researcher's findings and recommendations.

(B) Achieved historic designation for Downtown Garland – now listed on the National Register of Historic Places, promoting civic pride, providing tax credit opportunities for property owners, and increasing promotional and tourism opportunities.

(C) Facilitated improvements with the application of Lean principles to the following business processes:

- Engineering Department's Capital Improvement Program (CIP), resulting in identifying 29 barriers and implementing solutions for 95% of the barriers, as well as minimizing schedule delays and escalating construction costs.
- The Street Department realized a 350% productivity improvement to repairing potholes, a 240% productivity improvement to patching streets, and approximately a 55% reduction in unit costs.

(D) Completed construction of City Hall and remaining finishes on City Center Development, which was recognized for excellence by the Greater Dallas Planning Council, earning the Built Project Award (for projects completed within the last five years that improve the character, sense of place, and fabric of the community, or have the potential to inspire positive change).

(E) Provided program/project management services for the completion of the Customer Service web subsite and a new recruitment webpage for Human Resources.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Continue advancement of the Image Management Program, which will include activities to attract new residents and visitors, identify and train Garland ambassadors, develop key messaging, as well as organize annual promotional events and social media campaigns.

(B) Continue advancement of Lean Management knowledge and skills through the organization, focusing on Special Events, development services, or other public-facing business processes.

(C) Initiate and complete gathering of the business requirements as well as the design and development of a new City website.

(D) Provide program/project management services for priority redevelopment projects. Conclude Phase 2 of the Downtown Redevelopment Program marked by the construction of the Heritage Crossing project.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Development/Improvement Projects Completed	8	8	9
(2) Technology Projects Completed	5	4	4
(3) Management Services Provided	13	12	13

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$533,919	$587,045	$543,043	$617,150
Operations	188,495	208,753	252,755	82,293
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	$722,414	$795,798	$795,798	$699,443
BY OPERATIONAL AREA:				
Office of Strategic Initiatives	$722,414	$795,798	$795,798	$699,443
TOTAL EXPENDITURES	$722,414	$795,798	$795,798	$699,443
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				($96,355)
Percentage Change				-12%

STAFFING				
Full-Time Positions	5	5	5	5
Part-Time Positions	0	0	0	0
TOTAL STAFFING	5	5	5	5

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Street Department's mission is to provide high-quality service to the citizens of Garland by maintaining, repairing, and/or replacing streets, alleys, and other related infrastructure. The Department will provide a safe road system through proper maintenance, rehabilitation, and replacement of failed segments of pavement and all other related infrastructure while upholding the highest regard for customer satisfaction.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Performed preventive maintenance crack-sealing on 103 lane miles of arterial streets so that those streets' crack-seal needs are now rated "low" in the Pavement Management System.

(B) Added a six-employee asphalt overlay crew and overlaid 25 lane miles of collector/residential streets with asphalt pavement.

(C) In conjunction with the Office of Strategic Initiatives, implemented operational improvements to increase productivity in street repair functions.

(D) Completed 16 alley reconstruction, 2 asphalt rehabilitation, 19 asphalt overlay, 13 street reconstruction, 14 concrete street repair, and 3 CDBG street reconstruction projects. Selected a project manager to design plans for and manage several alley reconstruction contracts.

(E) Purchased eleven (11) trucks of various sizes and functions to replace aging vehicles.

(F) Completed construction of the sand storage structure on the Street Department service yard.

(G) Developed and implemented a term contract for alley reconstruction/repair and concrete arterial/collector/residential street repair, including concrete drainage and structural items.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Perform preventive maintenance crack-sealing on 50 lane miles of collector/industrial streets.

(B) Overlay 35 lane miles of collector and/or residential streets that are rated in failed or poor condition with asphalt pavement.

(C) Complete FY 2017-18 CDBG projects and close financial accounts in Fund 825 prior to end of the fiscal year. Complete all alley reconstruction, concrete alley repair, asphalt overlay, street reconstruction, and concrete street repair projects in the second year of the 2017-2019 Infrastructure Construction Program.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
Maintenance			
(1) Requests for Service	2,485	2,550	2,600
(2) Percent of Paved Lane Miles Assessed in Satisfactory Condition	79%	78%	79%
Alley/Street Paving			
(1) Alley Repair - Concrete (square yards)	0	0	10,000
(2) Street Repair - Concrete (square yards)	22,576	24,000	30,000
(3) Alley Replacement - Concrete (miles)	1.62	2.25	5.15
(4) Street Replacement - Concrete (lane miles)	6.55	5.04	7.17
(5) Street Rehabilitation - Asphalt (lane miles)	14.81	25	35
Community Development Block Grant Program			
(1) Street Replacement (lane miles)	1.14	1.58	2.01

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$4,628,950	$5,585,009	$5,585,009	$6,171,102
Operations	6,877,274	10,829,308	11,513,652	12,061,167
Charge-Outs	0	(382,118)	(382,118)	(516,892)
Capital	688,305	600,000	1,001,613	1,063,000
Non-Departmental	375,797	363,256	363,256	384,671
TOTAL EXPENDITURES	$12,570,326	$16,995,455	$18,081,412	$19,163,048
BY OPERATIONAL AREA:				
Administration	$621,012	$612,923	$612,817	$652,502
Maintenance	1,660,885	3,371,426	3,384,141	3,438,596
Construction	9,912,633	12,647,850	13,721,198	14,687,279
Non-Departmental	375,796	363,256	363,256	384,671
TOTAL EXPENDITURES	$12,570,326	$16,995,455	$18,081,412	$19,163,048
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$2,167,593
Percentage Change				13%

STAFFING				
Full-Time Positions	76	82	82	90
Part-Time Positions	0	0	0	0
TOTAL STAFFING	76	82	82	90

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes additional transfers from the General Fund of $1.8 million in accordance with the Streets Resolution approved by the City Council in early 2017. A majority of these funds will be used to contract out concrete street replacement and associated engineering design services. A Senior Civil Engineer and an additional Public Works Inspector are being funded in order to oversee the increased use of outside services. The FY 2017-18 Adopted Budget is also adding six more positions: three Heavy Equipment Operators and three Concrete Finishers. The General Fund transfer is also providing the funding to purchase $1,011,000 in replacement equipment.

DEPARTMENT MISSION

The mission of the Summer Nutrition Program (SNP) is to provide healthy, nutritious meals to children in target neighborhoods; to improve access to breakfast and lunch meals during the summer months; and to serve as a meal source for recreation centers, parks, and churches that have organized activities. The program theme is: *Promoting the 3E's of healthy living: education, exercise, and eating right!*

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Secured United Way – "Silence the Growl" funding.

(B) Had various kickoff and outreach events at meal sites to increase program awareness.

(C) Continued partnership with Kraft-Heinz to distribute weekend snacks.

(D) Maintained steady level of breakfast and lunch meals served.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Serve on United Way – Summer/Supper Council leadership team.

(B) Expand Kraft-Heinz weekend snack distribution.

(C) Continue Good Samaritan family snack program.

(D) Partner with the Parks Department and "It's Time Texas" Community Challenge for health and exercise among SNP participants.

(E) Recruit new sites to host summer meals.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Number of Meal Sites	31	27	31
(2) Meals Served to Children	55,765	51,612	58,553
(3) Breakfast Meals Served	10,830	10,483	11,007

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$82,402	$99,350	$99,350	$87,505
Operations	176,917	252,998	252,998	236,710
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	$259,319	$352,348	$352,348	$324,215
BY OPERATIONAL AREA:				
Summer Nutrition Program	$259,319	$352,348	$352,348	$324,215
TOTAL EXPENDITURES	$259,319	$352,348	$352,348	$324,215
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				($28,133)
Percentage Change				-8%

STAFFING				
Full-Time Positions	0	0	0	0
Part-Time Positions	0	0	0	0
TOTAL STAFFING	0	0	0	0

SIGNIFICANT CHANGES AND NOTES

The Summer Nutrition Fund budget reflects the anticipated costs of providing breakfasts, lunches, and snacks for school-aged children at sites throughout Garland.

DEPARTMENT MISSION

The Tax Department's mission is to ensure the effective and efficient collections of the City's ad valorem taxes. The Department will ensure that all collection practices are conducted in accordance with State and local law. The Tax Department provides property record research, collection, and ad valorem statistical data for various departments throughout the City. The Department's representatives use a positive, friendly, and informative customer service approach in order to accomplish these objectives.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Maintained the City's record collection rate of 99.26% for the second year in a row.

(B) The Tax Department has assumed a leadership role related to administration and/or retention of tax-foreclosed properties. New processes were adopted that will further streamline the sale of tax-foreclosed property. Tax-foreclosure sales support a stable tax base and community needs by establishing viable ownership for previously abandoned and/or neglected properties within the city. The Tax Department initiated a process that will allow for the efficient and prudent sale of tax-foreclosed properties.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Exceed an ad valorem collection rate of 99%.

(B) Increase delinquent collections through more extensive property record and/or ownership research. The additional research will provide more accurate and up-to-date collection information. The Tax Department will use this updated information to enhance delinquent ad valorem collections via additional statement mail-outs, emails, and proactive customer service collection calls.

(C) Reduce the City's tax-foreclosed property inventory by 10% by establishing and publishing an online list of marketable properties. Website updates will also include educational information related to tax-foreclosed property, the purchase process, and points of contact.

(D) Partner with the Fire Department regarding the RFP requirements for the new EMS collections vendor. Identify a collection vendor that is well-versed in the rapid changes within the health insurance industry.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Tax Accounts	74,851	74,962	75,308
• Amount Billed	$78,610,052	$86,692,786	$94,284,682
• Amount Collected	$78,025,904	$86,051,259	$93,586,975
• Percent Collected	99.26%	99.26%	99.26%
(2) Delinquent Accounts			
• Amount Billed	$1,706,943	$1,713,362	$2,012,217
• Amount Collected	$295,118	$342,672	$503,054
• Percent Collected	19.62%	20%	25%
(3) Exemptions Processed			
• Homestead Parcels	43,319	42,946	42,103
• Over 65 Parcels	13,420	13,782	13,471
• Disabled Persons Parcels	1,556	1,538	1,473
• Disabled Veterans Parcels	754	743	708
• 100% Disabled Veterans Parcels	207	214	203
• Totally Exempt Parcels	1,313	1,318	1,319

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$277,609	$273,086	$273,086	$294,134
Operations	553,867	525,125	525,125	554,225
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	$831,476	$798,211	$798,211	$848,359
BY OPERATIONAL AREA:				
Tax	$831,476	$798,211	$798,211	$848,359
TOTAL EXPENDITURES	$831,476	$798,211	$798,211	$848,359
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$50,148
Percentage Change				6%

STAFFING				
Full-Time Positions	4	4	4	4
Part-Time Positions	0	0	0	0
TOTAL STAFFING	4	4	4	4

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes additional funding of $7,300 for public notices due to increasing costs of posting notices in major newspapers.

DEPARTMENT MISSION

The Transportation Department's mission is to plan for tomorrow, and provide today, safe, convenient, and efficient flow of vehicular and pedestrian traffic. This is accomplished through the proper planning, design, and maintenance of the City street network; school-related controls; School Crossing Guard program; and traffic signals, signs, and markings.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Completed rewiring of 8 traffic signals as part of traffic signal modernization.

(B) Replaced over 1,200 traffic signal vehicular LEDs and 357 pedestrian LEDs at 44 intersections.

(C) Replaced 750 faded stop signs in residential neighborhoods as part of our Substandard Sign Replacement Program. This completes the installation of approximately 2,600 new high-intensity stop signs over a period of 5 years, providing much greater nighttime visibility for motorists. All stop signs now in place have new high-intensity surface.

(D) Completed bottleneck study of high-congestion intersections.

(E) In coordination with the Police and Street Departments, installed 8 low-profile speed humps in the industrial area to eliminate street racing.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Provide over 8,900 safe school crossings on a daily basis by providing adult crossing guard supervision and school traffic controls.

(B) Begin replacing other regulatory and warning signs. Approximately 1,000 signs are planned for replacement.

(C) Develop, plan, and implement operational and safety improvements at various locations (e.g., new turning lanes, roadside barriers, etc.) based on the results of the bottleneck study.

(D) Develop plans for replacement of Central Traffic Control System. Current system is over 11 years old, is outdated, and is no longer supported by vendor.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Emergency Response Time (minutes)	27	25	25
(2) Traffic Signal Emergency Maintenance (hours)	531	500	500
(3) Traffic Signs Installed/Repaired/Replaced	2,090	1,900	1,900
(4) Pavement Markings Installed/Maintained (miles)	155	67	68
(5) Crosswalks/Stop Bars Installed/Maintained (each)	188	400	400
(6) Traffic Control Setup for Special Events	14	17	17

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$1,815,591	$1,897,664	$1,897,664	$2,008,954
Operations	307,951	401,170	395,210	317,089
Charge-Outs	0	(15,000)	(15,000)	(15,000)
Capital	262,096	75,000	75,000	0
TOTAL EXPENDITURES	$2,385,638	$2,358,834	$2,352,874	$2,311,043
BY OPERATIONAL AREA:				
Office Operations	$656,868	$771,214	$769,758	$786,810
Traffic Signals	776,057	465,500	463,051	454,991
Traffic Signs & Markings	500,259	614,249	612,194	553,581
School Crossing Guards	452,454	507,871	507,871	515,661
TOTAL EXPENDITURES	$2,385,638	$2,358,834	$2,352,874	$2,311,043

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	($47,791)
Percentage Change	-2%

STAFFING				
Full-Time Positions	18	18	18	18
Part-Time Positions	8	8	9	9
TOTAL STAFFING	26	26	27	27

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes a transfer of $25,000 from the Hotel/Motel Tax Fund to replace damaged wayfinding signage and $10,000 in additional funding to replace faded signs providing direction to City facilities.

DEPARTMENT MISSION

The Warehouse's mission is to provide the necessary resources that establish a foundation of quality service to the community. The Warehouse works with suppliers and City departments to source quality goods and services in a timely and cost-effective manner. We accomplish this with a focus on continuous improvement and through building effective partnerships with internal and external customers.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Worked with user departments to identify and reduce obsolete inventory.

(B) Provided logistical support for GP&L's LED Street Light project.

(C) Worked closely with user departments and supplies to maintain 99% order fill rate.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Perform inventory analysis with user departments to identify and reduce obsolete inventory.

(B) Collaborate with manufacturers and GP&L to revise transformer specifications.

(C) Reconfigure Warehouse yard to decrease travel time and increase productivity.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Total Line Items Issued	20,002	18,407	19,774
(2) Total Value of Issues	$7.7 Million	$7.1 Million	$7.9 Million
(3) Total Line Items Ordered	2,042	2,157	1,839
(4) Total Value of Orders	$5.6 Million	$4.9 Million	$5.1 Million
(5) Average Inventory Value	$5.5 Million	$5.4 Million	$6.2 Million
(6) Inventory Turnover Ratio	1.40	1.24	1.27
(7) Order Fill Rate	99%	99%	99%

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$566,563	$581,414	$581,414	$614,184
Operations	81,488	80,735	80,473	79,329
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	256,228	282,188	281,857	259,632
TOTAL EXPENDITURES	$904,279	$944,337	$943,744	$953,145
BY OPERATIONAL AREA:				
Warehouse Operations	$582,658	$586,312	$586,050	$615,860
Print Operations	59	0	0	0
Day Labor Center	65,334	75,837	75,837	77,653
Non-Departmental	256,228	282,188	281,857	259,632
TOTAL EXPENDITURES	$904,279	$944,337	$943,744	$953,145

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	$8,808
Percentage Change	1%

STAFFING				
Full-Time Positions	10	10	10	10
Part-Time Positions	0	0	0	0
TOTAL STAFFING	10	10	10	10

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Wastewater Collection mission is to provide uninterrupted, cost-effective wastewater collection and transmission services for all City of Garland residential and commercial customers and to provide well-maintained wastewater collection infrastructure and facilities from point-of-acceptance customers to each of the City's two treatment plants to reduce overflow violations, ensure service reliability, and extend service life to optimize the City's rate-of-return on its long-term capital investment.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Located and repaired manholes that contributed significant inflow into the sewer collection system in the Rowlett Basin.

(B) Completed Year 9 in December, 2016, of the Sanitary Sewer Overflow Initiative and submitted to TCEQ.

(C) Relined 1,860 feet of the 48-inch RCP pipe in the Rowlett Sewer Interceptor.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Reline 3 miles of existing pipes from 8" up to 18" utilizing Cured-In-Place Pipe Technology.

(B) Continue phased reline of the 48-inch Rowlett Sewer Interceptor and initiate scheduled improvements to the 48-inch Duck Creek Interceptor based on a Sonar, Laser, and CCTV of 36,800 feet of 36" and 42" RCP pipe.

(C) Complete and submit Year 10 of the Sanitary Sewer Overflow Initiative to TCEQ in December, 2017.

(D) Complete and submit the Wastewater Management Update Plan to TCEQ in December, 2017.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Sanitary Sewer Overflows	28	24	21
(2) Collection Main Stoppages	230	250	190
(3) Lateral Stoppages	1,109	1,200	920
(4) Collection Mains CCTV'ed	59 miles	60 miles	85 miles
(5) Collection Mains Cleaned	145 miles	150 miles	180 miles
(6) Sewer Taps Replaced/Repaired	87	60	60

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$2,873,092	$2,961,153	$2,992,115	$3,207,050
Operations	1,730,234	2,394,287	3,009,697	1,789,853
Charge-Outs	0	(107,232)	(107,232)	(122,545)
Capital	20,728	60,249	31,865	73,000
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	$4,624,054	$5,308,457	$5,926,445	$4,947,358
BY OPERATIONAL AREA:				
Wastewater Collection	$4,624,054	$5,308,457	$5,926,445	$4,947,358
TOTAL EXPENDITURES	$4,624,054	$5,308,457	$5,926,445	$4,947,358

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	($361,099)
Percentage Change	-7%

STAFFING				
Full-Time Positions	38	38	39	39
Part-Time Positions	0	0	0	0
TOTAL STAFFING	38	38	39	39

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes funding of $82,400 to purchase an additional skid steer with trailer and an additional dump trailer. Only one of each is currently available to department crews, so these additions will improve overall efficiencies for the department.

DEPARTMENT MISSION

The Wastewater Treatment Division's mission is to provide safe, right-priced, high quality wastewater treatment and quality control services and products for all City of Garland retail customers, industrial customers, and regional wholesale customers; to provide well-maintained infrastructure and facilities to extend service life and ensure service reliability; and to perform all services in a socially, ethically, and environmentally responsible manner to protect the health, well-being, and quality of life of our customers and the public at-large living, working, and playing along downstream Texas waterways.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) The Duck Creek Wastewater Treatment Plant will receive the NACWA Gold award for achieving 100% compliance with all TPDES permit requirements during 2016.

(B) The Rowlett Creek Wastewater Treatment Plant will receive the NACWA Silver award for achieving 96% compliance with all TPDES permit requirements during 2016.

(C) Completed the Rowlett Creek Treatment Plant Biosolids Rehabilitation and Odor Abatement project.

(D) Completed an energy study at the Duck Creek Treatment Plant.

(E) Completed repairs to the secondary clarifiers (#1, #2, #3, & #4) at the Duck Creek Treatment Plant.

(F) Completed condition assessment of the primary clarifiers (#1, #2, #3, & #4) at the Duck Creek Treatment Plant.

(G) Completed Rowlett Creek Treatment Plant VFD project.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Continue to achieve the NACWA Gold award standard at both treatment plants.

(B) Initiate an energy study at the Rowlett Creek Treatment Plant.

(C) Initiate project to supply backup power to key treatment components at the Duck Creek Treatment Plant.

(D) Initiate the rehabilitation of primary clarifiers at the Duck Creek Treatment Plant.

(E) Initiate renovation of the Rowlett Creek Treatment Plant Operation & Maintenance Building.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Treatment - Productivity (1,000 gals./employee)	312,700	251,100	274,800
(2) Treatment - Efficiency (cost/1,000 gals. treated)	$0.64	$0.85	$0.86
(3) Treatment - Wastewater Sludge Processed (tons)	34,627	32,889	35,758
(4) Technical Services - Productivity (quality control analyses/Chemist)	11,988	13,756	12,872
(5) Technical Services - Efficiency (cost/analysis)	$15.53	$14.58	$16.00
(6) Pretreatment - Productivity (samples collected/ employee)	1,975	2,058	1,915
(7) Pretreatment - Efficiency (cost/sample)	$99.01	$97.53	$106.46
(8) Pretreatment - Notices of Violations Issued	78	68	73

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$4,653,626	$5,199,133	$5,199,133	$5,751,233
Operations	5,931,225	7,270,528	7,878,083	7,497,654
Charge-Outs	0	0	0	(28,500)
Capital	200,158	66,290	66,840	47,400
Non-Departmental *	27,471,415	27,184,594	26,669,304	28,175,371
TOTAL EXPENDITURES	$38,256,424	$39,720,545	$39,813,360	$41,443,158
BY OPERATIONAL AREA:				
Wastewater Treatment Administration	$818,498	$1,463,024	$1,653,484	$1,692,664
Rowlett Creek Wastewater Treatment	2,956,155	3,082,804	3,260,922	3,363,739
Duck Creek Wastewater Treatment	3,528,373	3,860,048	4,008,882	3,899,392
Wastewater Biosolids	1,936,806	2,585,986	2,581,307	2,766,685
Technical Services	1,545,177	1,544,089	1,639,461	1,545,307
Non-Departmental *	27,471,415	27,184,594	26,669,304	28,175,371
TOTAL EXPENDITURES	$38,256,424	$39,720,545	$39,813,360	$41,443,158
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$1,722,613
Percentage Change				4%

STAFFING				
Full-Time Positions	62	63	63	63
Part-Time Positions	0	0	0	0
TOTAL STAFFING	62	63	63	63

SIGNIFICANT CHANGES AND NOTES

The FY 2017-18 Adopted Budget includes additional funding of $47,400 to replace analysis equipment that has exceeded its useful life.

* The Non-Departmental expenditures are for the Wastewater Utility Fund which also includes Wastewater Collection.

DEPARTMENT MISSION

The mission of the Water Department is to purchase wholesale potable water from the North Texas Municipal Water District (NTMWD) and store and transport it through Garland's transmission and distribution system to continuously satisfy all residential and commercial customers' requirements and expectations for a safe, reliable, and low-cost supply of superior quality water for drinking and general domestic use; to maintain infrastructure and facilities to maximize cost-effective service life; and to develop and implement plans and programs to satisfy emergency and future water supply demands.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Continued annual testing of water meters to ensure continuous billing accuracy. (176 top usage meters tested.)

(B) Increased the number of backflow device inspections to enhance the safety of the water system.

(C) Updated 3-Year Plan for water main replacements.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Continue annual testing of meters to ensure billing accuracy.

(B) Continue onsite inspections for Cross-Connection Control to enhance the safety of the water system.

(C) Continue to coordinate water line replacement with street replacement schedule to minimize costs and inconvenience to customers.

(D) Continue to update 3-Year Plan for water main replacements.

(E) Initiate Water Master Plan.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Gallons of Water Purchased (x 1,000)	10,336,843	10,000,000	10,500,000
(2) Per Capita Consumption - Gallons per Capita per Day (GPCPD)	120.06	118	116
(3) Percent of Unaccounted-for Water	8.1%	7.5%	7.0%
(4) Average Time for Leak and Break Repairs (hours water off)	4.73	4.00	3.50
(5) Percent of Water Samples Tested Positive for Indicator Organisms	0.3%	0.2%	0.1%
(6) Number of Backflow Devices Identified/Tracked	8,752	8,900	9,100

DEPARTMENT MISSION

The mission of the Environmental Outreach Office of the Water Utilities Department is to promote water and wastewater efficiency, conservation, pollution prevention, compliance, pretreatment, and overall public knowledge of the Department's mission.

2016-17 DEPARTMENT ACCOMPLISHMENTS

(A) Developed a utility bill insert regarding "flushables" for Wastewater.

(B) Increased public awareness of our Conservation Credit Program and Conservation Best Practices through the *City Press*, utility bill stuffers, and community events.

(C) Developed working relationship with Neighborhood Vitality to partner on education classes.

(D) Worked with Keep Garland Beautiful on a water conservation beautification project.

2017-18 DEPARTMENT GOALS AND INITIATIVES

(A) Develop overall communication plan for Water and Wastewater. Continue to increase public awareness of Water Utility's services, develop hands-on demonstrations, and develop coordinated information brochures. Increase reach for Conservation Credit Program. Continue to develop internal/external partnerships.

(B) Continue our partnership with Keep Garland Beautiful and other City departments.

KEY PERFORMANCE MEASURES

	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 PROJECTED
(1) Distribution of Retrofit Water-Saving Devices	2,100	2,200	2,500
(2) Distribution of Water Conservation Education Promotional Items (school folders, water cups, bags, shirts, etc.)	18,500	19,500	22,000
(3) Public Speaking Engagements/Demonstrations/ Community Events	17	12	15
(4) Toilet Conservation Credit Program (Total Toilets Purchased in 2015-16: 275)	$24,400	$36,500	$45,000
(5) Washing Machine Conservation Credit Program (Total Machines Purchased in 2015-16: 19)	$1,850	$800	$4,000

DEPARTMENT EXPENDITURES	2015-16 ACTUAL	2016-17 APPROVED	2016-17 REVISED	2017-18 APPROVED
BY CATEGORY:				
Personnel	$4,344,130	$5,221,053	$5,190,091	$5,292,712
Operations	34,489,565	39,470,951	40,134,474	42,650,532
Charge-Outs	0	(592,808)	(592,808)	(680,883)
Capital	39,696	125,800	175,426	117,000
Non-Departmental	22,900,698	22,823,644	22,227,989	24,340,669
TOTAL EXPENDITURES	$61,774,089	$67,048,640	$67,135,172	$71,720,030
BY OPERATIONAL AREA:				
Administration	$1,410,628	$1,557,901	$2,287,713	$1,599,730
Production Services	33,252,687	38,131,794	38,103,510	41,032,391
Water Distribution & Transmission	4,210,076	4,535,301	4,515,960	4,747,240
Non-Departmental	22,900,698	22,823,644	22,227,989	24,340,669
TOTAL EXPENDITURES	$61,774,089	$67,048,640	$67,135,172	$71,720,030
CHANGE FROM PRIOR YEAR:				
Change from Prior Year Approved Budget				$4,671,390
Percentage Change				7%

STAFFING				
Full-Time Positions	63	66	65	65
Part-Time Positions	0	0	0	0
TOTAL STAFFING	63	66	65	65

SIGNIFICANT CHANGES AND NOTES

Wholesale water costs are expected to increase approximately $3.1 million (9.1%) due to rate increases from the North Texas Municipal Water District (NTMWD). The FY 2017-18 Adopted Budget includes additional funding of $178,900 to replace trailer-mounted equipment and a message board that have exceeded their useful lives, to purchase an additional dump trailer and construction water meters, and to update audiovisual equipment used in the Water Control Room.

GARLAND

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PERSONNEL

GARLAND

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EMPLOYEE COMPENSATION

Over the past three years, the City funding for the salary budget has remained constant at 3% for base pay adjustments for employees. As the economy and job market continue to trend upward, the City will strive to continue its commitment to provide pay increases that are comparable to the market to remain competitive for recruitment and retention purposes. Employees are eligible for pay increases primarily through a merit-based performance review process and the market-based job studies.

General Schedule

For FY 2017-18, the Adopted Budget reflects a merit increase budget equivalent to approximately 3% for the General Schedule. Eligible employees whose overall 2017 job performance meets requirements may expect to receive an average 3% base pay increase.

The Adopted Budget also reflects continued funding for the annual job analysis study in which each job classification is evaluated once over a rolling four-year time span. The job analysis study evaluates the City's job classifications against comparable cities and private sector employers to ensure jobs are properly classified and graded.

The City will continue to provide funding for the market adjustment program which supports the City's pay philosophy to maintain market competitiveness. The number of employees eligible for market adjustments has substantially decreased over the past several years and should continue to remain minimal. It is projected for FY 2017-18 that approximately 35 employees will be eligible for a market-based adjustment.

Civil Service Employees

To continue the City's compensation philosophy of maintaining a market-competitive entry level and top-out pay structure for Civil Service personnel, a pay structure adjustment equivalent to 3.2% for the Fire structure and 3.7% for the Police structure is budgeted for FY 2017-18. These pay structure adjustments would equate to an average increase of 3.3% for the Firefighter rank and an average increase of 3.8% for the Police Officer rank.

Skill-Based Employees

In an effort to maintain a competitive pay structure for employees in the skill-based pay (SBP) program, a 3% across-the-board structure adjustment is budgeted for FY 2017-18.

GARLAND

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PERSONNEL CHANGES
2017-18 APPROVED

Full-Time Positions Added/Deleted

GENERAL FUND

EWS - Disposal (Landfill/Transfer Station)		----------	**2**
	2	Maintenance Worker	
Fire		----------	**3**
	3	Firefighter	
Parks, Recreation and Cultural Arts		----------	**1**
	1	Grounds Attendant	
Police		----------	**11**
	9	Police Officer	
	1	Community Outreach Police Officer	
	1	Police Supervisor	
TOTAL GENERAL FUND - ADDED			**17**

OTHER FUNDS

ENVIRONMENTAL WASTE SERVICES		----------	**3**
Brush Collection	2	Equipment Operator I	
Residential Collection	1	Equipment Operator I	
FAIR HOUSING GRANT FUND		----------	**(1)**
Fair Housing	(1)	Senior Community Liaison	
INFORMATION TECHNOLOGY FUND		----------	**2**
Radio Support	1	IT Radio Engineer	
Strategic Services	1	IT - Business Analyst	
INFRASTRUCTURE REPAIR & REPLCMT. FUND		----------	**8**
Street	1	Senior Civil Engineer	
	1	Public Works Inspector I	
	3	Heavy Equipment Operator II	
	3	Concrete Finisher	
TOTAL OTHER FUNDS - ADDED			**12**
TOTAL CHANGE TO FULL-TIME POSITIONS			**29**

PERSONNEL CHANGES
2017-18 APPROVED

Part-Time Positions Added

GENERAL FUND

Code Compliance		----------	**1**
	1	Grounds Attendant	
TOTAL GENERAL FUND - ADDED			**1**

OTHER FUNDS

PUBLIC SAFETY GRANT FUND		----------	**1**
Emergency Management Grants	1	Department Assistant II	
TOTAL OTHER FUNDS - ADDED			**1**
TOTAL CHANGE TO PART-TIME POSITIONS			**2**

PERSONNEL CHANGES
2017-18 APPROVED

Full-Time Positions Transferred from the Garland Foundation for Development

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OTHER FUNDS

FIREWHEEL FUND			----------	**13**
	Firewheel Golf Park	4	Assistant Golf Professional	
		1	Golf Course Administrator	
		1	Golf Course Manager	
		2	Grill Attendant	
		1	Restaurant Chef	
		1	Restaurant Manager	
		1	Restaurant Service Lead	
		1	Restaurant Supervisor	
		1	Tournament and Events Coordinator	
TOTAL CHANGE TO OTHER FUNDS				**13**

MID-YEAR PERSONNEL CHANGES
2016-17

Full-Time Positions

GENERAL FUND

Police		----------	**0**
	1	Police Captain	
	1	Police Supervisor	
	(2)	Police Officer	
TOTAL MID-YEAR CHANGE TO GENERAL FUND			**0**

OTHER FUNDS

FAIR HOUSING GRANT FUND		----------	**1**
Fair Housing Grant	1	Senior Community Liaison (Position Added)	
WATER UTILITY FUND		----------	**(1)**
Water	(1)	Pump Maintenance Technician (To Wastewater)	
WASTEWATER UTILITY FUND		----------	**1**
Wastewater Collection	1	Pump Maintenance Technician (From Water)	
TOTAL MID-YEAR CHANGE TO OTHER FUNDS			**1**
TOTAL MID-YEAR CHANGE TO FULL-TIME POSITIONS			**1**

MID-YEAR PERSONNEL CHANGES
2016-17

Part-Time Positions

GENERAL FUND

			1
Transportation		----------	
	2	Lead School Crossing Guard	
	(1)	School Crossing Guard Supervisor	

TOTAL MID-YEAR CHANGE TO GENERAL FUND **1**

TOTAL MID-YEAR CHANGE TO PART-TIME POSITIONS **1**

CITY OF GARLAND BUDGETED POSITIONS
2015-16 THRU 2017-18

		2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
GENERAL FUND - 100						
Budget and Research - 1130						
Budget Director		1	1	1		1
Budget Services Administrator		1	1	0		0
Senior Budget Analyst		1	1	1		1
Budget Analyst		2	2	3		3
Department Coordinator II		1	1	1		1
	Full-Time	6	6	6	0	6
	Part-Time	0	0	0	0	0
	Total	6	6	6	0	6
Building Inspection - 1550						
Building Official		1	1	1		1
Assistant Building Official		0	0	1		1
Building Code Administrator		1	1	1		1
Building Services Manager		1	1	0		0
Chief Zoning Inspector		1	1	1		1
Chief Building Inspector		1	1	1		1
Plans Examiner I		2	2	2		2
Building Inspector II		3	3	3		3
Building Inspector I		3	4	4		4
Department Coordinator II		1	1	1		1
Permit Technician		2	2	2		2
	Full-Time	16	17	17	0	17
	Part-Time	0	0	0	0	0
	Total	16	17	17	0	17
City Administration - 1010						
City Manager		1	1	1		1
Deputy City Manager		1	1	0		0
Assistant City Manager		1	1	2		2
Management Services Coordinator		1	1	1		1
Assistant to City Council		0	0	1		1
Department Coordinator II		1	1	0		0
	Full-Time	5	5	5	0	5
	Part-Time	0	0	0	0	0
	Total	5	5	5	0	5
City Attorney - 1020						
City Attorney		1	1	1		1
Deputy City Attorney		2	2	2		2
Senior Assistant City Attorney		4	4	4		4
Assistant City Attorney		1	1	1		1
Management Services Coordinator		1	1	1		1
Department Coordinator II		1	1	1		1
Lieutenant Deputy Marshal		1	1	1		1
Deputy Marshal		6	6	6		6
Department Assistant		1	1	1		1
Deputy Marshal (P/T)		5	6	6		6
	Full-Time	18	18	18	0	18
	Part-Time	5	6	6	0	6
	Total	23	24	24	0	24
City Council - 1000						
Program Manager		1	1	1		1
	Full-Time	1	1	1	0	1
	Part-Time	0	0	0	0	0
	Total	1	1	1	0	1
City Secretary - 1030						
City Secretary		1	1	1		1
Department Coordinator I		1	1	1		1
	Full-Time	2	2	2	0	2
	Part-Time	0	0	0	0	0
	Total	2	2	2	0	2

CITY OF GARLAND BUDGETED POSITIONS
2015-16 THRU 2017-18

		2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
Code Compliance - 1800						
Code Compliance Director		1	1	1		1
Code Compliance Administrator		0	0	1		1
Code Compliance Manager		3	3	1		1
Property Inspection Program Manager		0	0	2		2
Code Compliance Supervisor		2	2	1		1
Business Operations Supervisor		1	1	1		1
Code Inspector II		17	17	17		17
Code Inspector I		4	5	5		5
Department Representative I		5	5	5		5
Grounds Attendant (P/T)		0	0	0	1	1
	Full-Time	33	34	34	0	34
	Part-Time	0	0	0	1	1
	Total	33	34	34	1	35
Engineering - 1400						
Engineering Director		1	1	1		1
Engineering Services Administrator		3	3	3		3
Senior Civil Engineer		0	0	1		1
City Surveyor		1	1	1		1
Civil Engineer		2	2	2		2
Engineering Field Operations Coordinator		1	1	1		1
Construction Inspection Supervisor		1	1	1		1
GIS/CAD Supervisor		1	1	1		1
Graduate Engineer		1	1	1		1
Business Operations Supervisor		1	1	1		1
Survey Party Chief		1	1	1		1
Public Works Inspector II		4	4	4		4
Senior Survey Technician		1	1	1		1
Department Coordinator I		2	2	2		2
Survey Assistant		1	1	0		0
	Full-Time	21	21	21	0	21
	Part-Time	0	0	0	0	0
	Total	21	21	21	0	21
EWS - Disposal (Landfill/Transfer Station) - 1600						
EWS Disposal Operations Director		1	1	1		1
EWS Financial Manager		1	1	1		1
Disposal Operations Manager		1	1	1		1
Regulatory Compliance and Safety Manager		1	1	1		1
Regulatory Compliance Specialist		1	1	1		1
Landfill Operations Supervisor		1	1	1		1
Heavy Equipment Crew Leader		1	1	1		1
Department Coordinator I		1	1	1		1
Department Coordinator II		1	1	1		1
Heavy Equipment Operator II		9	9	9		9
Field Operations Leader		1	1	1		1
Equipment Operator II		7	7	6		6
Department Representative I		1	1	2		2
Department Assistant		2	2	2		2
Maintenance Worker		0	0	0	2	2
	Full-Time	29	29	29	2	31
	Part-Time	0	0	0	0	0
	Total	29	29	29	2	31

CITY OF GARLAND BUDGETED POSITIONS
2015-16 THRU 2017-18

		2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
Financial Services - 1120						
	Finance Director	1	1	1		1
	Investment & Debt Administrator	1	1	1		1
	Accounting Administrator	1	1	1		1
	Grants Financial Coordinator	1	1	1		1
	Accounting Supervisor	1	1	1		1
	Senior Accountant	1	1	1		1
	Senior Business Process Analyst	1	1	1		1
	Accountant	1	1	1		1
	Business Process Analyst	1	1	1		1
	Payroll Coordinator	1	1	1		1
	Accounting Representative II	2	2	2		2
	Accounting Representative I	1	1	1		1
	Department Assistant (P/T)	1	1	1		1
	Full-Time	13	13	13	0	13
	Part-Time	1	1	1	0	1
	Total	14	14	14	0	14
Fire - 1300						
Sworn	Managing Director	1	1	1		1
	Assistant Chief	3	3	3		3
	Battalion Chief	9	9	9		9
	Captain	37	37	37		37
	Lieutenant	13	14	14		14
	Driver	6	6	6		6
	Driver-Paramedic	66	66	66		66
	Firefighter	32	32	32	3	35
	Firefighter-Paramedic	87	86	86		86
	EMS Manager	1	1	1		1
	EMS Program Manager	1	1	1		1
	Senior Business Process Analyst	1	1	1		1
	Senior Accounting Technician	1	1	1		1
	Management Services Coordinator	1	1	1		1
	Program Assistant	1	1	1		1
	Department Representative II	1	1	1		1
	Full-Time (Sworn)	254	254	254	3	257
	Full-Time (Non-Sworn)	7	7	7	0	7
	Part-Time	0	0	0	0	0
	Total	261	261	261	3	264
Health - 1900						
	Managing Director	1	1	1		1
	Health Director	1	1	1		1
	Veterinarian	1	1	1		1
	Environmental Health Manager	1	1	1		1
	Animal Services Manager	1	1	1		1
	Environmental Health Supervisor	1	1	1		1
	Environmental Health Specialist	6	6	6		6
	Shelter Supervisor	1	1	1		1
	Lead Animal Services Officer	3	3	3		3
	Department Coordinator II	1	1	1		1
	Animal Services Officer II	12	12	7		7
	Animal Services Officer	1	1	6		6
	Department Coordinator I	1	1	1		1
	Department Representative II	0	0	1		1
	Department Assistant	1	1	0		0
	Full-Time	32	32	32	0	32
	Part-Time	0	0	0	0	0
	Total	32	32	32	0	32

CITY OF GARLAND BUDGETED POSITIONS
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		2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
Human Resources - 1110						
Senior Managing Director		1	1	1		1
HR Services Director		1	1	1		1
Workforce Engagement/Outreach Administrator		1	1	1		1
Employee Relations Administrator		1	1	1		1
HR Services Administrator/Civil Service Director		0	0	1		1
Civil Service/Employee Relations Manager		1	1	0		0
Senior Human Resources Analyst		2	2	2		2
Talent Acquisition Manager		1	1	1		1
Human Resources Analyst		1	1	1		1
Workforce Analyst		1	1	1		1
Management Services Coordinator		1	1	1		1
HR Records Coordinator		1	1	1		1
Program Assistant		3	3	3		3
Department Representative II		1	1	1		1
	Full-Time	16	16	16	0	16
	Part-Time	0	0	0	0	0
	Total	16	16	16	0	16
Internal Audit - 1040						
City Auditor		0	0	1		1
Internal Auditor		1	1	0		0
Audit Manager		0	0	1		1
Senior Auditor		2	2	1		1
Staff Auditor		2	2	2		2
	Full-Time	5	5	5	0	5
	Part-Time	0	0	0	0	0
	Total	5	5	5	0	5
Library - 2500						
Library Director		1	1	1		1
Library Administrator		1	1	1		1
Senior Business Process Analyst		1	1	1		1
Library Services Administrator		1	1	1		1
Regional Branch Manager		1	1	1		1
Central Library Manager		1	1	1		1
Library Technical Support Coordinator		1	1	1		1
Neighborhood Branch Manager		3	3	3		3
Circulation Supervisor		1	1	1		1
Supervising Librarian		1	1	1		1
Senior Librarian		6	6	6		6
Children's Librarian		6	6	6		6
Librarian		5	5	5		5
Librarian (P/T)		4	4	4		4
Management Assistant		1	1	1		1
Library Assistant (P/T)		3	3	3		3
Department Coordinator II		1	1	1		1
Circulation Coordinator		1	1	1		1
Department Representative I		7	7	7		7
Department Assistant		9	9	9		9
Department Assistant (P/T)		1	1	1		1
Operations Associate		1	1	1		1
Circulation Page (P/T)		10	10	10		10
Shelver Page (P/T)		17	17	17		17
Technical Services Page (P/T)		1	1	1		1
	Full-Time	49	49	49	0	49
	Part-Time	36	36	36	0	36
	Total	85	85	85	0	85

CITY OF GARLAND BUDGETED POSITIONS
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		2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
Municipal Court - 1160						
Municipal Court Judge		2	2	2		2
Municipal Court Director		1	1	1		1
Municipal Court Operations Manager		0	1	1		1
Municipal Court Program Coordinator		1	0	0		0
Court Services Supervisor		1	1	1		1
Lead Court Services Assistant		4	4	4		4
Court Compliance Representative		3	3	3		3
Court Services Assistant		15	15	15		15
Department Representative II		1	1	1		1
Department Coordinator II		1	1	1		1
	Full-Time	29	29	29	0	29
	Part-Time	0	0	0	0	0
	Total	29	29	29	0	29
Office of Emergency Management - 1050						
Emergency Management Director		0	0	1		1
Emergency Management Coordinator		1	1	0		0
Response and Recovery Coordinator		0	0	1		1
Senior Emergency Management Specialist		1	1	0		0
	Full-Time	2	2	2	0	2
	Part-Time	0	0	0	0	0
	Total	2	2	2	0	2
Parks, Recreation and Cultural Arts - 2000						
Managing Director		1	1	1		1
Recreation Director		1	1	1		1
Parks Director		1	1	1		1
Cultural Arts Director		1	1	1		1
Senior Park Planner		1	1	2		2
Parks Maintenance Manager		1	1	1		1
Landscape Architect		1	1	0		0
Parks Business Supervisor		1	1	1		1
Recreation Services Manager		1	1	1		1
Aquatics/Athletics Services Manager		1	1	1		1
Senior Services Manager		1	1	1		1
Recreation Services Supervisor		3	3	3		3
Marketing Coordinator		1	1	1		1
Athletics Program Coordinator		1	1	1		1
Event Coordinator		1	1	1		1
Cultural Arts Supervisor		1	1	1		1
Special Events & Marketing Coordinator		0	0	1		1
Recreation Center Coordinator		3	3	3		3
Senior Center Coordinator		1	1	1		1
Heritage Crossing Coordinator		1	1	1		1
Parks Field Supervisor		6	6	6		6
Recreation Services Specialist II		2	2	2		2
Cultural Arts Specialist		1	1	1		1
Senior Accounting Technician		1	1	1		1
Technical Support Specialist		1	1	1		1
Event Specialist		1	1	1		1
Department Coordinator II		1	1	1		1
Department Coordinator I		1	1	1		1
Recreation Services Specialist I		6	6	6		6
Senior Services Specialist		1	1	0		0
Maintenance Crew Leader		6	6	6		6
Irrigation Crew Leader		1	1	1		1
Department Representative II		2	2	2		2
Pool Technician		2	2	2		2
Parks Maintenance Technician		1	1	2		2
Senior Event Technician		1	1	1		1
Landscape Technician		2	2	2		2
Parkkeeper II		11	11	11		11
Equipment Operator I		4	4	3		3
Event Technician		2	2	3		3
Irrigation Technician II		3	3	3		3
Recreation Associate II		4	4	4		4
Lead Bus Operator		1	1	1		1
Parkkeeper I		6	6	6		6
Irrigation Technician I		2	2	2		2

CITY OF GARLAND BUDGETED POSITIONS
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		2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
Parks, Recreation and Cultural Arts *(Continued)*						
	Bus Operator	4	4	4		4
	Service Attendant	9	9	8		8
	Service Attendant (P/T)	0	0	1		1
	Grounds Attendant	6	6	6	1	7
	Recreation Associate I (P/T)	3	3	3		3
	Customer Aide (P/T)	5	5	4		4
	Full-Time	111	111	111	1	112
	Part-Time	8	8	8	0	8
	Total	119	119	119	1	120
Planning and Community Development - 1500						
	Managing Director	1	1	1		1
	Director of Planning	1	1	1		1
	Comprehensive Planning Administrator	1	1	1		1
	Neighborhood Resources Administrator	1	1	1		1
	Principal Development Planner	1	1	1		1
	Senior Planner	3	3	3		3
	Neighborhood Vitality Coordinator	1	1	1		1
	Development Planner	2	2	2		2
	Neighborhood Vitality Specialist	1	1	1		1
	Senior GIS Analyst	1	1	1		1
	Department Coordinator II	1	1	1		1
	Planning Technician	1	1	1		1
	Full-Time	15	15	15	0	15
	Part-Time	0	0	0	0	0
	Total	15	15	15	0	15
Police - 1200						
Sworn	Managing Director	1	1	1		1
	Police Assistant Chief	4	4	4		4
	Police Captain (formerly Commander)	8	8	9		9
	Police Supervisor	33	33	34	1	35
	SRO Police Supervisor	3	3	3		3
	SRO Police Officer	28	31	31		31
	Police Officer	257	257	255	10	265
	Police Communications Administrator	1	1	1		1
	Forensic Services Manager	1	1	1		1
	Budget Analyst	1	1	1		1
	Crime Analyst	2	2	2		2
	Victim Assistance Advocate	1	1	1		1
	Lead Forensic Investigator	2	2	2		2
	Forensic Investigator II	1	1	3		3
	Property Room Supervisor	1	1	1		1
	Police Records Supervisor	1	1	1		1
	Detention Supervisor	6	6	6		6
	Management Services Coordinator	1	1	1		1
	Communications Supervisor	6	6	6		6
	Forensic Investigator I	7	7	5		5
	Department Coordinator II	1	1	1		1
	911 Dispatcher II	17	17	23		23
	Lead Detention Officer	5	5	6		6
	911 Dispatcher I	18	18	13		13
	911 Call Taker	8	8	7		7
	Detention Officer	23	23	22		22
	Department Coordinator I	3	3	3		3
	Property Validation Technician	1	1	1		1
	Records Technician	12	12	12		12
	Property Room Technician	6	6	6		6
	Department Representative I	3	3	3		3
	Department Representative II	2	2	2		2
	Department Assistant	3	3	3		3
	Full-Time (Sworn)	334	337	337	11	348
	Full-Time (Non-Sworn)	133	133	133	0	133
	Part-Time	0	0	0		0
	Total	467	470	470	11	481

CITY OF GARLAND BUDGETED POSITIONS
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	2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
Public and Media Relations - 1171					
Public and Media Relations Director	1	1	1		1
Video Services Manager	1	1	1		1
Video Production Coordinator	1	1	1		1
Brand Standards Coordinator	1	1	1		1
Internal Communications Specialist	1	1	1		1
Video Production Specialist	1	1	1		1
Public & Media Relations Specialist	1	1	1		1
Full-Time	7	7	7	0	7
Part-Time	0	0	0	0	0
Total	7	7	7	0	7
Purchasing - 1151					
Procurement Director	1	1	1		1
Senior Buyer	3	2	2		2
Buyer	1	2	2		2
Procurement Services Coordinator	1	1	1		1
Associate Buyer	1	1	1		1
Department Representative II	0	0	0		0
Department Representative I	1	1	1		1
Full-Time	8	8	8	0	8
Part-Time	0	0	0	0	0
Total	8	8	8	0	8
Tax - 1140					
Tax Administrator	1	1	1		1
Contact Center Representative II	1	1	1		1
Contact Center Representative I	2	2	2		2
Full-Time	4	4	4	0	4
Part-Time	0	0	0	0	0
Total	4	4	4	0	4
Transportation - 1700					
Transportation Director	1	1	1		1
Transportation Operations Manager	1	1	1		1
Transportation Engineer	1	1	0		0
Traffic Signal Supervisor	1	1	1		1
Graduate Engineer	0	0	2		2
Operations Financial Coordinator	1	1	0		0
Intelligent Transportation System Analyst	1	1	1		1
Transportation Services Coordinator	1	1	1		1
Lead Traffic Signal Technician	1	1	1		1
Signs & Markings Supervisor	1	1	1		1
Traffic Signal Technician	2	2	2		2
Lead Traffic Control Worker	2	2	2		2
Associate Traffic Signal Technician	1	1	1		1
Sign Fabricator	1	1	1		1
Traffic Control Worker	3	3	3		3
Lead School Crossing Guard Supervisor (P/T)	1	1	1		1
School Crossing Guard Supervisor (P/T)	4	4	3		3
Lead School Crossing Guard (P/T)	3	3	5		5
Full-Time	18	18	18	0	18
Part-Time	8	8	9	0	9
Total	26	26	27	0	27
TOTAL GENERAL FUND					
Full-Time	**1,168**	**1,173**	**1,173**	**17**	**1,190**
Part-Time	**58**	**59**	**60**	**1**	**61**
Total Positions	**1,226**	**1,232**	**1,233**	**18**	**1,251**

CITY OF GARLAND BUDGETED POSITIONS
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	2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
SAFELIGHT FUND - 101					
SafeLight Garland - 1022					
Department Coordinator I	1	1	1		1
Program Manager (Hearing Officer) (P/T)	1	1	1		1
TOTAL SAFELIGHT FUND					
Full-Time	**1**	**1**	**1**	**0**	**1**
Part-Time	**1**	**1**	**1**	**0**	**1**
Total Positions	**2**	**2**	**2**	**0**	**2**
PUBLIC HEALTH / IMMUNIZATION GRANT FUND - 102					
Public Health - 1920					
Public Health Manager	1	1	1		1
Public Health Nurse	2	2	2		2
Epidemiologist	1	1	1		1
Medical Services Coordinator	1	1	1		1
Department Coordinator I	1	1	1		1
Program Assistant	1	1	2		2
Program Assistant (P/T)	1	1	1		1
Department Representative II	0	0	1		1
Department Assistant	2	2	0		0
Customer Service Associate	0	0	0		0
TOTAL PUBLIC HEALTH / IMMUNIZATION GRANT FUND					
Full-Time	**9**	**9**	**9**	**0**	**9**
Part-Time	**1**	**1**	**1**	**0**	**1**
Total Positions	**10**	**10**	**10**	**0**	**10**
ECONOMIC DEVELOPMENT FUND - 104					
Economic Development - 1520					
Economic Development Director	1	1	1		1
Business Development Manager	1	1	1		1
Business Analyst	1	1	0		1
Research Specialist	1	1	2		1
Department Coordinator II	1	1	1		1
TOTAL ECONOMIC DEVELOPMENT FUND					
Full-Time	**5**	**5**	**5**	**0**	**5**
Part-Time	**0**	**0**	**0**	**0**	**0**
Total Positions	**5**	**5**	**5**	**0**	**5**

CITY OF GARLAND BUDGETED POSITIONS
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	2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
UTILITY FUNDS					
ELECTRIC UTILITY FUND - 211					
Electric Administration - 3100					
Electric General Manager	1	1	1		1
Electric Chief Financial Officer	1	1	1		1
Electric Technology Services Director	1	1	1		1
Electric Finance Administrator	1	1	1		1
Electric Accounting Administrator	1	1	1		1
Key Accounts Manager	1	1	1		1
Electric AIPS Manager	1	1	1		1
Risk Management & Safety Manager	1	1	1		1
Electric Communications Manager	1	1	1		1
Electric Project Manager	1	1	1		1
Mobile Workforce Supervisor	1	1	1		1
Electric Financial Analyst	1	1	1		1
Electric Accounting Coordinator	1	1	1		1
T&D Construction Project Manager	1	1	1		1
Risk Management Specialist	2	2	2		2
Asset & Information Project Services Cost Analyst	1	1	1		1
Electric Accountant	1	1	1		1
Electric IT Services Manager	1	1	1		1
Senior HR Business Partner	1	1	1		1
Financial Services Coordinator	1	1	1		1
Electric Application Services Manager	1	1	1		1
Senior Network Administrator	2	2	2		2
Electric GIS Supervisor	1	1	1		1
GIS Specialist II	1	1	1		1
Desktop Systems Specialist	1	1	1		1
GIS Specialist	2	2	2		2
Workforce Management Specialist	2	2	2		2
Electric Marketing Specialist	1	1	1		1
Management Services Coordinator	1	1	1		1
PC Technician II	2	2	2		2
PC Technician I	1	1	1		1
Senior ERCOT Settlement Specialist	2	2	2		2
ERCOT Settlement Specialist	1	1	1		1
Senior EMS Engineer	1	1	1		1
Network & Cyber Security Supervisor	1	1	1		1
Application Programmer	1	1	1		1
Senior Electric Programmer	1	1	1		1
Job Cost Analyst	1	1	1		1
Department Representative I	1	1	1		1
Settlements Manager	1	1	1		1
Full-Time	46	46	46	0	46
Part-Time	0	0	0	0	0
Total	46	46	46	0	46
Distribution - 3200					
Distribution Director	1	1	1		1
Distribution Engineering Supervisor	1	1	1		1
Distribution Superintendent	2	2	2		2
Distribution Engineer	2	2	2		2
Distribution Coordinator	3	3	3		3
Lead Project Coordinator	1	1	1		1
Lead Meter Technician	1	1	1		1
T&D Contract Inspector II	1	1	1		1

CITY OF GARLAND BUDGETED POSITIONS
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		2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
Distribution ***(Continued)***						
Journeyman Power Line Technician		9	9	9		9
Environmental Quality Technician		1	1	1		1
Meter Technician I		2	2	2		2
T&D Contract Inspector I		3	3	4		4
Project Coordinator I		2	2	2		2
Senior Power Line Technician		10	10	10		10
Line Trouble Mechanic		4	4	4		4
Power Line Technician		14	14	14		14
GP&L Vehicle Specialist		1	1	1		1
Facilities & Inventory Coordinator		1	1	1		1
Department Coordinator II		1	1	1		1
Department Coordinator I		1	1	1		1
Department Representative II		1	1	1		1
	Full-Time	62	62	63	0	63
	Part-Time	0	0	0	0	0
	Total	62	62	63	0	63
Olinger Plant - 3400						
Electric Plant Administrator		1	1	1		1
Electric Plant Engineering Manager		1	1	1		1
Electric Plant Operations Manager		1	1	0		0
Electric Plant Maintenance Manager		1	1	1		1
Electric Health & Safety Manager		1	1	1		1
Electric Plant Superintendent		0	0	1		1
Electric Plant Operations Assistant Manager		1	1	0		0
Electric Plant Support Manager		0	0	1		1
Senior Plant Engineer		1	1	1		1
Electric Plant Operations Supervisor		6	6	6		6
Electric Plant Training Technician		1	1	1		1
Electric Plant Senior Controls Systems Engineer		0	0	1		1
Environmental Analyst		1	1	1		1
Maintenance Superintendent		1	1	1		1
Maintenance Planner		1	1	1		1
Electric Environmental Analyst		1	1	1		1
Lead Maintenance Technician		1	1	1		1
Lead EI&C Technician		1	1	0		0
Production Technician I		16	16	15		15
Control Operator		2	2	2		2
Auxiliary Operator		2	2	1		1
Water Treatment Technician		1	1	1		1
Senior Inventory Assistant		1	1	1		1
	Full-Time	42	42	40	0	40
	Part-Time	0	0	0	0	0
	Total	42	42	40	0	40
Transmission - 3500						
T&D Director		1	1	1		1
Director of Regulatory Affairs & Compliance		1	1	1		1
Transmission Director		1	1	1		1
Transmission Manager		1	1	1		1
Transmission Planning Manager		1	1	1		1
Transmission Engineering Administrator		0	0	1		1
Reliability Compliance Manager		1	1	1		1
T&D Transmission Superintendent		1	1	1		1
Cyber Security & Compliance Manager		1	1	1		1
Physical Security and Strategic Relations Manager		1	1	1		1
Program Manager Reliability Assurance and Training		1	1	1		1
Transmission Engineer		1	1	1		1

CITY OF GARLAND BUDGETED POSITIONS
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		2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
Transmission *(Continued)*						
T&D Supervisor - Transmission Operations		1	1	1		1
Substations Security Coordinator		1	1	1		1
Senior Power Line Technician		3	3	3		3
Relay Technician II		2	2	2		2
Journeyman Power Line Technician		9	9	6		6
Substation Technician		1	1	3		3
Department Coordinator II		1	1	1		1
Department Representative II		0	0	1		1
Power Line Technician		6	6	6		6
T&D Contract Inspector I		1	1	1		1
Transmission Compliance Engineer		1	1	1		1
	Full-Time	37	37	38	0	38
	Part-Time	0	0	0	0	0
	Total	37	37	38	0	38
Electric Operations - 3600						
Systems Operations Director		1	1	1		1
Electric Engineering Administrator		1	1	1		1
T&D Operations Manager		1	1	1		1
Electric Business Operations Manager		0	0	1		1
QSE & Energy Manager		1	1	1		1
Operations Technical Services Manager		1	1	1		1
Director of Power Marketing		1	1	1		1
Energy Services Director		1	1	1		1
Market & Congestion Analysis Program Manager		1	1	2		2
Senior Contract and Fuel Analyst		1	1	0		0
Senior Real-Time Power Trader		1	1	1		1
Senior EMS Engineer		1	1	1		1
T&D Operations Coordinator		1	1	1		1
EMS Engineer		1	1	1		1
Senior Network Administrator		1	1	1		1
IS Security Specialist		1	1	1		1
Senior Systems Administrator		1	1	1		1
Systems Operations Administrator		1	1	1		1
Chief Grid Controller		1	1	0		0
Electric Systems Supervisor		1	1	1		1
Real-Time Power Trader		4	4	4		4
Contract & Fuel Analyst		1	1	1		1
Projects & Training Specialist		1	1	1		1
Associate Real-Time Power Trader		1	1	1		1
Electric Grid Controller		8	8	9		9
Associate Electric Grid Controller		2	2	1		1
SCADA Communications Supervisor		1	1	1		1
Associate Electric Systems Operator		1	1	1		1
SCADA Communications Specialist		2	2	2		2
System Operations Program Coordinator		1	1	1		1
Department Coordinator I		0	0	0		0
Commercial Accounts Administrator		1	1	1		1
	Full-Time	42	42	42	0	42
	Part-Time	0	0	0	0	0
	Total	42	42	42	0	42

CITY OF GARLAND BUDGETED POSITIONS
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	2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
Substations - 3700					
T&D Engineering Project Manager	1	1	1		1
Substation Engineer	2	2	2		2
T&D Supervisor - Substation Maintenance	1	1	1		1
T&D Supervisor - Substation Electronics	1	1	1		1
Lead Relay Technician	1	1	1		1
Relay Technician II	3	3	3		3
Relay Technician I	1	1	1		1
Substation Technician	7	7	7		7
T&D Vegetation Management Specialist	1	1	1		1
Project Designer I	1	1	1		1
Department Coordinator I	1	1	1		1
Transmission Engineer	1	1	1		1
T&D Supervisor - Substation Construction	1	1	1		1
Full-Time	22	22	22	0	22
Part-Time	0	0	0	0	0
Total	22	22	22	0	22
TOTAL ELECTRIC UTILITY FUND					
Full-Time	**251**	**251**	**251**	**0**	**251**
Part-Time	**0**	**0**	**0**	**0**	**0**
Total Positions	**251**	**251**	**251**	**0**	**251**
WATER UTILITY FUND - 221					
Water - 4000					
Managing Director	1	1	1		1
Public Works Operations Technology Manager	1	1	1		1
Water Utilities Financial Administrator	1	1	1		1
Water Utilities Director	1	1	1		1
Water Utilities Maintenance Manager	1	1	1		1
Environmental Outreach Coordinator	0	0	1		1
Applications Programmer	1	1	1		1
Supervisor - Backflow Inspection	1	1	1		1
Operations Financial Coordinator	1	1	1		1
Public Education Specialist	1	1	0		0
Safety Specialist	1	1	1		1
Pump Maintenance Technician	2	2	1		1
Water Utility Operator	27	27	27		27
Business Process Technician II	1	1	1		1
Water Utilities Lead Field Supervisor	1	1	1		1
Pump Maintenance Supervisor	1	1	1		1
Instrument Technician	3	3	3		3
Water Utilities Field Supervisor	3	3	3		3
Backflow Inspector	1	3	3		3
Lead Water Systems Operator	2	2	2		2
Engineering Technician	1	1	1		1
Payroll/Skill-Based Pay Coordinator	1	1	1		1
Water Systems Operator	6	6	6		6
Water Quality Technician	1	2	2		2
Program Assistant	1	1	1		1
Department Coordinator I	2	2	2		2
TOTAL WATER UTILITY FUND					
Full-Time	**63**	**66**	**65**	**0**	**65**
Part-Time	**0**	**0**	**0**	**0**	**0**
Total Positions	**63**	**66**	**65**	**0**	**65**

CITY OF GARLAND BUDGETED POSITIONS
2015-16 THRU 2017-18

	2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
WASTEWATER UTILITY FUND - 231					
Wastewater Collection - 4100					
Wastewater Collection Operations Manager	1	1	1		1
Water Operations Compliance Director	1	1	1		1
Water/Wastewater Administrator	0	0	1		1
Water Utilities Field Supervisor	3	3	3		3
Water/Wastewater Inspector	2	2	2		2
Pump Maintenance Technician	2	2	3		3
Water Utility Service Inspector	1	1	1		1
Wastewater Operations Manager	1	1	0		0
Water Utility Operator	27	27	27		27
Full-Time	38	38	39	0	39
Part-Time	0	0	0	0	0
Total	38	38	39	0	39
Wastewater Treatment Administration - 4210					
Wastewater Director	1	1	1		1
Senior Accountant	1	1	1		1
Senior Business Process Analyst	1	1	1		1
Business Process Analyst	0	1	1		1
Department Coordinator I	1	1	1		1
Inventory Assistant	1	1	0		0
Full-Time	5	6	5	0	5
Part-Time	0	0	0	0	0
Total	5	6	5	0	5
Rowlett Creek Wastewater Treatment - 4220					
Plant Superintendent	1	1	1		1
Senior Business Process Analyst	1	1	1		1
Plant Maintenance Supervisor	1	1	1		1
Maintenance Scheduler	1	1	1		1
Pump Maintenance Technician	3	3	2		2
Plant Operator/Mechanic	12	12	12		12
Inventory Assistant	0	0	1		1
Full-Time	19	19	19	0	19
Part-Time	0	0	0	0	0
Total	19	19	19	0	19
Duck Creek Wastewater Treatment - 4230					
Plant Superintendent	1	1	1		1
Plant Maintenance Supervisor	1	1	1		1
Pump Maintenance Technician	2	2	3		3
Plant Operator/Mechanic	15	15	15		15
Full-Time	19	19	20	0	20
Part-Time	0	0	0	0	0
Total	19	19	20	0	20
Wastewater Biosolids - 4240					
Equipment Operator II	2	2	2		2
Plant Operator/Mechanic	4	4	4		4
Full-Time	6	6	6	0	6
Part-Time	0	0	0	0	0
Total	6	6	6	0	6
Technical Services - 4250					
Pretreatment Compliance Manager	1	1	1		1
Water Utilities Lab Manager	1	1	1		1
Senior Chemist	2	2	2		2
Chemist	3	3	3		3
Lead Environmental Compliance Technician	1	1	1		1
Pre-Treatment Compliance Service Representative	1	1	1		1
Environmental Technician II	1	1	1		1
Environmental Technician	3	3	3		3
Full-Time	13	13	13	0	13
Part-Time	0	0	0	0	0
Total	13	13	13	0	13
TOTAL WASTEWATER UTILITY FUND					
Full-Time	**100**	**101**	**102**	**0**	**102**
Part-Time	**0**	**0**	**0**	**0**	**0**
Total Positions	**100**	**101**	**102**	**0**	**102**

CITY OF GARLAND BUDGETED POSITIONS
2015-16 THRU 2017-18

	2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
ENVIRONMENTAL WASTE SERVICES FUND - 241					
Environmental Waste Services - Delivery - 4300					
Managing Director	1	1	1		1
Solid Waste Collections Director	1	1	1		1
EWS Operations Services Administrator	0	0	1		1
Business Operations Supervisor	1	1	1		1
Environmental Waste Administration Manager	1	1	0		0
Commercial Sales Representative	1	1	1		1
Environmental Outreach Coordinator	1	1	1		1
Safety Specialist	1	1	1		1
EWS Service Supervisor	1	1	0		0
Field Supervisor	7	7	7		7
Customer Care Supervisor	1	1	1		1
Equipment Maintenance Technician	1	1	1		1
Field Operations Leader	1	1	1		1
Heavy Equipment Operator II	1	1	1		1
Equipment Crew Leader	6	6	6		6
Employment Representative	1	1	1		1
Welder	1	1	1		1
Equipment Operator II	32	32	35		35
Department Representative II	1	1	1		1
Equipment Operator I	22	22	20	3	23
Department Representative I	5	5	5		5
Operations Associate (P/T)	1	1	1		1
TOTAL ENVIRONMENTAL WASTE SERVICES FUND					
Full-Time	87	87	87	3	90
Part-Time	1	1	1	0	1
Total Positions	88	88	88	3	91
STORMWATER MANAGEMENT FUND - 261					
Stormwater Management - 4600					
Civil Engineer	1	1	1		1
Stormwater Utility Manager	1	1	1		1
Environmental Outreach Coordinator	0	0	1		1
Environmental Health Specialist	3	3	3		3
Public Education Specialist	1	1	0		0
Public Works Inspector II	1	1	0		0
Field Supervisor	1	1	1		1
Public Works Inspector I	0	0	1		1
Stormwater Inspector	1	1	1		1
Heavy Equipment Crew Leader	1	1	1		1
Heavy Equipment Operator II	5	5	5		5
Engineering Technician	1	1	1		1
Equipment Operator I	4	4	4		4
Maintenance Worker	4	4	4		4
TOTAL STORMWATER MANAGEMENT FUND					
Full-Time	24	24	24	0	24
Part-Time	0	0	0	0	0
Total Positions	24	24	24	0	24
TOTAL UTILITY FUNDS					
Full-Time	525	529	529	3	532
Part-Time	1	1	1	0	1
Total Positions	526	530	530	3	533

CITY OF GARLAND BUDGETED POSITIONS
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	2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
INTERNAL SERVICE FUNDS					
CUSTOMER SERVICE FUND - 461					
Customer Service - 4900					
Managing Director	1	1	1		1
Manager - Utility CIS & Revenue	1	1	1		1
Manager - Utility Services Operations	1	1	1		1
Supervisor - Utility CIS	1	1	1		1
Revenue Recovery Supervisor	1	1	1		1
Supervisor - Call Center	1	1	1		1
Senior Business Process Analyst	1	1	1		1
Supervisor - Customer Service	1	1	1		1
Lead Revenue Protection Investigator	1	1	1		1
Supervisor - Utility Services	1	1	1		1
Supervisor - Payment Center	1	1	1		1
Energy Efficiency Coordinator	2	2	2		2
Utility Services Coordinator	2	2	2		2
Business Process Technician I	1	1	1		1
Supervisor - Meter Customer Service	1	1	1		1
Revenue Protection Investigator	3	3	3		3
Collections Specialist II	1	1	1		1
Department Coordinator I	1	1	1		1
Department Coordinator II	1	1	1		1
Contact Center Representative II	4	4	4		4
Field Services Dispatcher	3	3	3		3
Lead Utility CIS Representative	2	2	2		2
Utility CIS Representative	5	5	5		5
Contact Center Representative I	22	22	22		22
Revenue Recovery Assistant	2	2	2		2
Collection Specialist I	1	1	1		1
Program Assistant	1	1	1		1
Field Services Technician II	10	10	10		10
Department Representative II	0	0	0		0
Meter Equipment Technician	3	3	3		3
Payment Center Representative II	2	2	2		2
Payment Center Representative I	8	8	8		8
Field Services Technician I	8	8	8		8
TOTAL CUSTOMER SERVICE FUND					
Full-Time	94	94	94	0	94
Part-Time	0	0	0	0	0
Total Positions	94	94	94	0	94
FACILITIES MANAGEMENT FUND - 431					
Facilities Management - 4700					
Facilities Management Director	1	1	1		1
Facilities Construction Manager	1	1	1		1
Physical Security Program Manager	1	1	1		1
Facilities Supervisor	3	3	3		3
HVAC Technician	6	6	6		6
Facilities Electrician	2	2	2		2
Facilities Construction Coordinator	2	2	2		2
Facilities Maintenance Representative	1	1	1		1
Facilities Maintenance Technician	2	2	2		2
Building Attendant Crew Leader	1	1	1		1
Department Representative II	1	1	1		1
Maintenance Worker	0	0	1		1
Building Attendant	14	14	13		13
TOTAL FACILITIES MANAGEMENT FUND					
Full-Time	35	35	35	0	35
Part-Time	0	0	0	0	0
Total Positions	35	35	35	0	35

CITY OF GARLAND BUDGETED POSITIONS
2015-16 THRU 2017-18

		2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
INFORMATION TECHNOLOGY FUND - 411						
Office of Strategic Initiatives - 1135						
Managing Director		1	1	1		1
Business Project Manager		1	1	1		1
Associate Business Project Manager		1	1	1		1
Project Management Analyst		1	1	1		1
Business Program Manager		1	1	1		1
	Full-Time	5	5	5	0	5
	Part-Time	0	0	0	0	0
	Total	5	5	5	0	5
Information Technology - 4510						
Chief Information Officer		1	1	1		1
Information Services Manager		2	2	2		2
IT Infrastructure Director		1	1	1		1
Business Relationship Manager		1	1	1		1
Senior Database Administrator		2	2	2		2
Senior Systems Engineer		1	1	1		1
Systems Engineer		1	1	2		2
Lead Information Systems Analyst		1	1	1		1
Business Relationship Analyst		1	1	1		1
IT Support Services Manager		1	1	1		1
IT Business Analyst		2	2	2	1	3
Senior Systems Administrator		1	1	1		1
Lead Systems Administrator		1	1	1		1
IT Project Manager		2	2	2		2
Information Systems Analyst		1	1	2		2
Senior Information Systems Analyst		5	5	3		3
Application Programmer		1	1	1		1
Systems Administrator		2	2	2		2
Desktop Systems Specialist		1	1	1		1
PC Technician II		3	3	4		4
PC Technician I		2	3	2		2
IT Hardware Technician		1	1	1		1
Department Coordinator I		2	2	2		2
Department Representative II		1	1	1		1
Business Process Technician I		1	1	1		1
IT Service Desk Representative II		1	1	1		1
	Full-Time	39	40	40	1	41
	Part-Time	0	0	0	0	0
	Total	39	40	40	1	41
GIS - 4520						
Information Services Manager		1	1	1		1
Senior GIS Analyst		3	3	3		3
GIS DBA/Programmer		1	1	1		1
	Full-Time	5	5	5	0	5
	Part-Time	0	0	0	0	0
	Total	5	5	5	0	5

CITY OF GARLAND BUDGETED POSITIONS
2015-16 THRU 2017-18

	2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
Communications - 4550					
Senior IT Radio Engineer	1	1	1		1
Lead Network Administrator	1	1	1		1
IT Radio Engineer	1	1	1	1	2
Network Administrator	1	1	1		1
IT Communication Installation Supervisor	0	0	1		1
IT Telecommunications Supervisor	1	1	1		1
Lead IT Communications Installation Technician	1	1	0		0
IT Telecommunications Technician II	1	1	1		1
Radio Communications Technician II	0	0	1		1
Radio Communications Technician	2	2	1		1
IT Communications Installation Technician Supervisor	1	1	1		1
IT Telecommunications Technician I	1	1	1		1
IT Communications Installation Technician	2	2	2		2
Full-Time	13	13	13	1	14
Part-Time	0	0	0	0	0
Total	13	13	13	1	14
TOTAL INFORMATION TECHNOLOGY FUND					
Full-Time	62	63	63	2	65
Part-Time	0	0	0	0	0
Total Positions	62	63	63	2	65
WAREHOUSE FUND - 451					
Warehouse - 1152					
Buyer	1	1	1		1
Warehouse Services Coordinator	2	2	2		2
Department Representative I	1	1	1		1
Warehouse Services Associate II	3	3	3		3
Department Assistant	1	1	1		1
Warehouse Services Associate I	1	1	1		1
Full-Time	9	9	9	0	9
Part-Time	0	0	0	0	0
Total	9	9	9	0	9
Day Labor Center - 1177					
Department Assistant	1	1	1		1
Full-Time	1	1	1	0	1
Part-Time	0	0	0	0	0
Total	1	1	1	0	1
TOTAL WAREHOUSE FUND					
Full-Time	10	10	10	0	10
Part-Time	0	0	0	0	0
Total Positions	10	10	10	0	10
TOTAL INTERNAL SERVICE FUNDS					
Full-Time	201	202	202	2	204
Part-Time	0	0	0	0	0
Total Positions	201	202	202	2	204

CITY OF GARLAND BUDGETED POSITIONS
2015-16 THRU 2017-18

	2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
INFRASTRUCTURE REPAIR & REPLACEMENT FUND - 831					
Street - 4690					
Streets Director	1	1	1		1
Senior Civil Engineer	0	0	0	1	1
Street Construction Administrator	1	1	1		1
Street Construction Manager	1	1	1		1
Safety Specialist	1	1	1		1
Street Design Supervisor	1	1	1		1
Construction Supervisor	1	1	1		1
Pavement Supervisor	1	1	1		1
Public Works Inspector II	1	1	1		1
Street Equipment Maintenance Supervisor	1	1	1		1
Field Supervisor	5	5	5		5
Public Works Inspector I	1	1	1	1	2
Heavy Equipment Crew Leader	7	7	7		7
Senior Master Mechanic	1	1	1		1
Survey Technician II	1	1	1		1
Heavy Equipment Operator II	6	9	9	3	12
Heavy Equipment Operator I	3	3	3		3
Department Coordinator II	1	1	1		1
Pavement Inspection Technician	1	1	1		1
Survey Technician I	2	2	2		2
Equipment Operator I	15	17	17		17
Concrete Finisher	18	18	18	3	21
Survey Assistant	1	1	1		1
Department Representative I	1	1	1		1
Maintenance Worker	4	5	5		5
TOTAL INFRASTRUCTURE REPAIR & REPLACEMENT FUND					
Full-Time	76	82	82	8	90
Part-Time	0	0	0	0	0
Total Positions	76	82	82	8	90
FIREWHEEL FUND - 251					
Firewheel Golf Park - 4410					
Golf Course Administrator	0	0	0	1	1
Golf Course Manager	0	0	0	1	1
Senior Golf Course Superintendent	1	1	1		1
Golf Course Superintendent	2	2	2		2
Operations Financial Coordinator	1	1	1		1
Assistant Golf Course Superintendent	0	0	1		1
Tournament and Events Coordinator	0	0	0	1	1
Restaurant Manager	0	0	0	1	1
Restaurant Supervisor	0	0	0	1	1
Restaurant Chef	0	0	0	1	1
Restaurant Service Lead	0	0	0	1	1
Grill Attendant	0	0	0	2	2
Golf Course Senior Master Mechanic	1	1	1		1
Golf Course Crew Leader	1	1	0		0
Maintenance Crew Leader	1	1	1		1
Assistant Golf Professional	0	0	0	4	4
Greenskeeper	9	9	9		9
TOTAL FIREWHEEL FUND					
Full-Time	16	16	16	13	29
Part-Time	0	0	0	0	0
Total Positions	16	16	16	13	29
* Full-Time Positions Transferred from the Garland Foundation for Development					
GROUP HEALTH INSURANCE FUND - 401					
Group Health - 1194					
Benefits Manager	1	1	1		1
HR Analyst	0	0	1		1
Benefits & Wellness Coordinator	0	0	1		1
Wellness Program Coordinator	1	1	0		0
Benefits Services Coordinator	1	1	0		0
Full-Time	3	3	3	0	3
Part-Time	0	0	0	0	0
Total	3	3	3	0	3

CITY OF GARLAND BUDGETED POSITIONS
2015-16 THRU 2017-18

	2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
Group Health Clinic - 1195					
Supervising Physician	1	1	1		1
Nurse Practitioner/Physician Assistant	1	1	2		2
Clinic Health Advisor	1	1	1		1
Clinic Office Manager	1	1	0		0
Lead Medical Assistant	1	1	1		1
Medical Assistant	1	1	2		2
Department Representative I	2	2	1		1
Department Assistant	1	1	1		1
Full-Time	9	9	9	0	9
Part-Time	0	0	0	0	0
Total	9	9	9	0	9
TOTAL GROUP HEALTH INSURANCE FUND					
Full-Time	12	12	12	0	12
Part-Time	0	0	0	0	0
Total Positions	12	12	12	0	12
SELF INSURANCE FUND - 405					
Risk Management - 1191					
Risk Management Director	1	1	1		1
Training Program Manager	1	1	1		1
Risk Program Manager	1	1	1		1
Insurance and Claims Program Manager	0	0	1		1
Insurance and Claims Coordinator	1	1	0		0
Department Coordinator II	1	1	1		1
TOTAL SELF INSURANCE FUND					
Full-Time	5	5	5	0	5
Part-Time	0	0	0	0	0
Total Positions	5	5	5	0	5
FLEET SERVICES FUND - 441					
Fleet Services - 4800					
Fleet Services Director	1	1	1		1
Fleet Services Supervisor	2	2	2		2
Fleet Procurement & Project Coordinator	1	1	1		1
Budget Analyst	1	1	1		1
Fleet Services Administrative Supervisor	1	1	1		1
Senior Master Mechanic	9	9	8		8
Master Mechanic	8	8	9		9
Service Writer	2	2	2		2
Mechanic	7	7	7		7
Mechanical Welder	2	2	2		2
Department Representative I	1	1	1		1
TOTAL FLEET SERVICES FUND					
Full-Time	35	35	35	0	35
Part-Time	0	0	0	0	0
Total Positions	35	35	35	0	35
HOTEL/MOTEL TAX FUND - 811					
Convention & Visitors Bureau - 1179					
Convention & Visitors Bureau Manager	1	1	1		1
CVB Sales Specialist	1	1	1		1
Graphics Designer	1	1	1		1
Marketing Assistant	1	1	1		1
TOTAL HOTEL/MOTEL TAX FUND					
Full-Time	4	4	4	0	4
Part-Time	0	0	0	0	0
Total Positions	4	4	4	0	4

CITY OF GARLAND BUDGETED POSITIONS
2015-16 THRU 2017-18

	2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
HOUSING GRANT FUNDS					
HOUSING ASSISTANCE FUND - 822					
Housing Assistance - 8250					
Housing Agency Administrator	1	1	1		1
Housing Fiscal Supervisor	1	1	1		1
FSS Supervisor	1	1	1		1
Senior Housing Inspector	1	1	1		1
Housing Inspector	3	3	3		3
FSS Representative	6	6	6		6
Department Representative II	1	1	1		1
Department Representative I	1	1	1		1
Operations Associate	1	1	1		1
Operations Associate (P/T)	1	1	1		1
TOTAL HOUSING ASSISTANCE FUND					
Full-Time	16	16	16	0	16
Part-Time	1	1	1	0	1
Total Positions	17	17	17	0	17
COMMUNITY DEVELOPMENT FUNDS - 825/925					
Community Development Block Grant - 8300					
Neighborhood Services Administrator	1	1	1		1
Operations Financial Coordinator	1	1	1		1
Department Assistant	1	1	1		1
Rehabilitation Coordinator	1	1	1		1
Senior Housing Inspector	1	1	1		1
Housing Inspector	1	1	1		1
Loan Processor	2	2	2		2
TOTAL COMMUNITY DEVELOPMENT FUNDS					
Full-Time	8	8	8	0	8
Part-Time	0	0	0	0	0
Total Positions	8	8	8	0	8
FAIR HOUSING GRANT FUND - 828					
Fair Housing - 8240					
Fair Housing Administrator	1	1	1		1
Fair Housing Coordinator	1	1	1		1
Senior Community Liaison	0	0	1	(1)	0
Program Assistant	1	1	1		1
TOTAL FAIR HOUSING GRANT FUND					
Full-Time	3	3	4	(1)	3
Part-Time	0	0	0	0	0
Total Positions	3	3	4	(1)	3
TOTAL HOUSING GRANT FUNDS					
Full-Time	27	27	28	(1)	27
Part-Time	1	1	1	0	1
Total Positions	28	28	29	(1)	28
PUBLIC SAFETY GRANT FUND - 871					
Emergency Management Grants - 1052					
Senior Emergency Management Specialist	1	1	1	0	1
Department Assistant II (P/T)	0	0	0	1	1
TOTAL PUBLIC SAFETY GRANT FUND					
Full-Time	**1**	**1**	**1**	**0**	**1**
Part-Time	**0**	**0**	**0**	**1**	**1**
Total Positions	**1**	**1**	**1**	**1**	**2**

CITY OF GARLAND BUDGETED POSITIONS
2015-16 THRU 2017-18

	2015-16 Actual	2016-17 Approved	2016-17 Revised	2017-18 Change	2017-18 Approved
NARCOTIC SEIZURE FUND - 922					
Narcotic Seizure - 9212					
Program Manager - Youth Boxing Program (P/T)	1	1	1	0	1
TOTAL NARCOTIC SEIZURE FUND					
Full-Time	**0**	**0**	**0**	**0**	**0**
Part-Time	**1**	**1**	**1**	**0**	**1**
Total Positions	**1**	**1**	**1**	**0**	**1**
TOTAL CITY-WIDE					
Full-Time	**2,085**	**2,101**	**2,102**	**42**	**2,144**
Part-Time	**63**	**64**	**65**	**2**	**67**
Total Positions	**2,148**	**2,165**	**2,167**	**44**	**2,211**

DEBT SERVICE

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GARLAND

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DEBT SERVICE

Debt Instruments

Debt instruments utilized by the City of Garland include General Obligation (GO) Bonds, Commercial Paper (CP), Certificates of Obligation (COs), Revenue Bonds (RBs), and Tax Anticipation Notes (TANs), each of which is discussed below.

General Obligation Bonds (GOs) – Long-term debt instruments that are backed by the full faith and credit of the City and issued with the guarantee that the government will use its general taxing authority to service the debt. Garland citizens must vote to approve the authorization to issue GO Bonds, and once authorized, the Bonds may only be used for projects specifically listed in the bond propositions. GO Bonds are generally issued based on a 17 to 20-year amortization period.

Commercial Paper (CP) – Short-term debt instruments that have maturities ranging from 1 to 270 days. Interest is paid at maturity, but principal is rolled forward by issuing new Commercial Paper. This process continues, for approximately three years, until GO or Utility Revenue Bonds are eventually issued to refinance the outstanding Commercial Paper. Only after the GO or Revenue Bonds are issued do principal payments begin toward retiring the debt. The combined amortization of the Bonds is set so as not to exceed 20 years.

By utilizing Commercial Paper, the City is able to lower its overall debt payments due to the deferral of principal payments and by taking advantage of lower short-term interest rates. Furthermore, Commercial Paper is only issued as the funds are needed throughout the year, not in advance at a given time each year as with other debt instruments.

Projects that have been approved as part of a Bond Referendum, and therefore qualify for GO debt financing, may be funded using Commercial Paper. In addition, projects in the Electric, Water, and Wastewater utilities that are eventually funded with Revenue Bonds may take advantage of Commercial Paper.

Certificates of Obligation (COs) – Long-term debt instruments that are backed by ad valorem taxes, pledged revenues, or a combination thereof. COs do not require voter authorization and may be issued for all types of capital projects. COs are issued with 5, 10, 15, and 20-year amortizations.

Revenue Bonds (RBs) – Long-term debt instruments secured by the revenues of the City's utilities. RBs can only be issued for utility-related capital projects and are issued with 5, 10, 15, and 17 to 20-year amortizations.

Tax Anticipation Notes (TANs) – Short-term debt instruments issued with amortizations ranging from 1 to 5 years, which may be used for any capital project with a short useful life or a project that the City wishes to pay off within a relatively short period of time. TANs may also be used to prevent significant fluctuations in the Debt Service Tax rate.

Debt Service

The principal and interest payments on the City's debt instruments are paid from Property Tax revenues or from the revenue of Proprietary Funds such as the utilities.

Tax-Supported Debt Service – Debt that is serviced from Property Tax revenues is referred to as "Tax-Supported Debt." Of Garland's 2017-18 Adopted Ad Valorem Tax rate of 70.46 cents per $100 of valuation, 31.06 cents or 44% is dedicated to Tax-Supported Debt Service.

2017-18 Adopted Ad Valorem Tax Rate
(Cents Per $100 of Valuation)

Operations and Maintenance	39.40 cents
Debt Service	31.06 cents
Total Ad Valorem Tax Rate	70.46 cents

Commercial Paper – The use of Commercial Paper (CP) as part of the City's overall Debt Management Strategy defers a portion of the total Debt Service impact of projects. Deferred Debt Service is the difference between the annual interest payments required to service outstanding CP and the interest and principal payments that will be due when the CP is replaced with GO Bonds. As a general rule, payments required to service GO Bonds will be 75% more than the amount required to service CP. When CP is replaced with GO debt – typically every three years – there will be a material spike or increase in Debt Service requirements. To avoid fluctuations in the Debt Service Tax rate, the City's Debt Management Strategy calls for the issuance of short-term Tax Anticipation Notes (TANs) when funding is available in years with deferred Debt Service in order to maintain a steady tax rate. The proceeds of the TANs are used to supplement street and infrastructure funding and provide short-term funding for other capital projects.

Revenue-Supported Debt – Debt Service that is paid from revenues collected by the City's utilities is referred to as "Revenue-Supported Debt." The annual principal and interest payments required to service this debt are included as expenditures in the operating budgets of the respective utilities. Debt issuance in the utility funds has the potential of impacting the cost-of-service and, thereby, the rates charged to customers.

Revenue-Supported Debt also refers to debt issued for projects within the City's Internal Service Funds (examples including Information Technology, Fleet Services, and Customer Service). The principal and interest payments required to support this debt are included in the operating budgets of the respective Internal Service departments. The total cost of each Internal Service function is then allocated to each department based on appropriate allocation methodologies.

Recent Bond Referendums

1997 Bond Program – The 1997 Referendum considered the authorization of GO Bonds to fund various City facilities and infrastructure improvements. Of the nine propositions included in the Referendum, eight were approved by voters.

The approved 1997 propositions included:

Streets	$ 67,970,000
Northeast Parkway	4,240,000
Drainage/Flooding	10,570,000
Libraries	5,890,000
Parks	12,370,000
Cultural Arts	3,440,000
Public Safety	19,890,000
Municipal Facilities	1,710,000
Total 1997 Authority	$126,080,000

2004 Bond Program – The 2004 Referendum considered the authorization of GO Bonds to fund various City facilities, infrastructure improvements, and economic development projects. Of the eight propositions included in the Referendum, all were approved by voters.

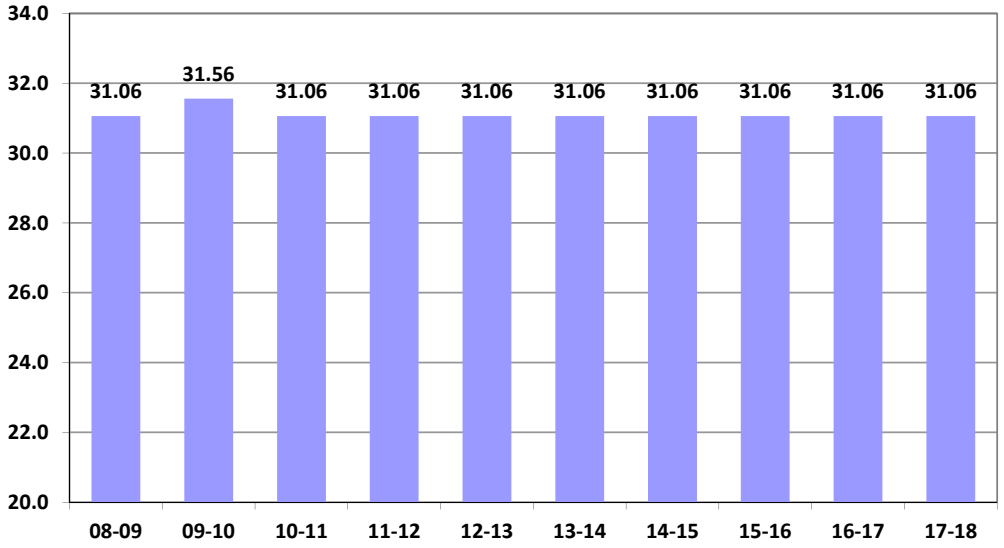
The approved 2004 propositions included:

Streets	$113,370,000
Drainage/Flooding	28,000,000
Parks	21,680,000
Libraries	9,400,000
Public Safety	12,950,000
Municipal Facilities	11,180,000
Economic Development	3,420,000
Harbor Point	23,745,000
Total 2004 Authority	$223,745,000

Tax Rate Impact of Bond Programs

Projections at the time of the 1997 Bond Election indicated that a total increase of 4.14 cents would be necessary to fund the Program. For the 2004 Bond Program, projections indicated an increase of 11.5 cents would be necessary, based on a seven-year implementation. Due to the growth in the tax base, the elongation of the programs, and the Debt Service Tax Rate Management Strategy implemented in FY 2010-11, the net change in the Debt Service Tax rate has been held to 5.6 cents since FY 1998-99. In addition to covering GO Bond projects, the 5.6-cent increase has also covered the Debt Service related to tax-supported CO projects.

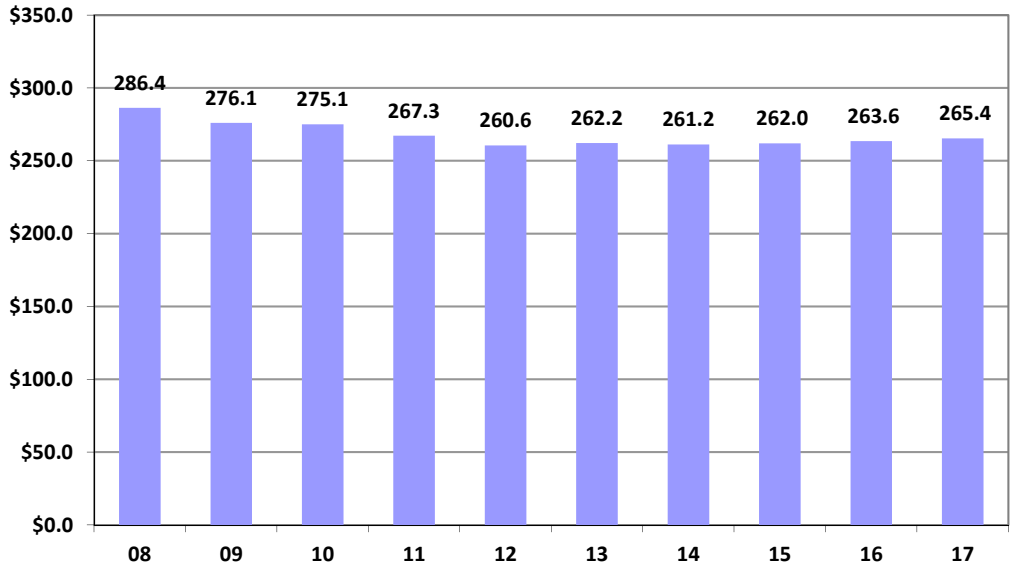
Historical Debt Service Tax Rate
(In Cents)



Tax-Supported Outstanding Debt

Assuming no project delays, tax-supported debt is projected to be $265.4 million by the end of FY 2016-17. This reflects a decrease of $21 million (7.3%) since 2008 due mostly to the decline in the tax base and elongation of the Bond Programs experienced during the recession.

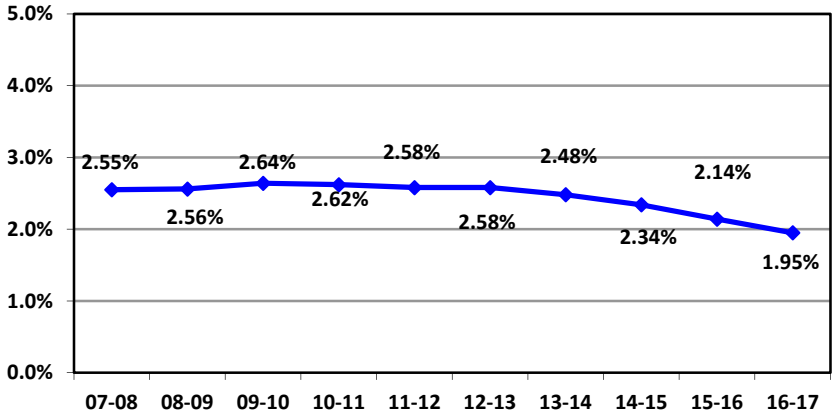
Historical Tax-Supported Debt Levels
(In Millions)



While the State of Texas does not place a debt limitation on Home-Rule cities, Council financial policies restrict tax-supported debt to 5% of the assessed valuation of taxable property. Tax-supported debt equates to 1.95% of Garland's 2017 tax base, which is well below the 5% limitation.

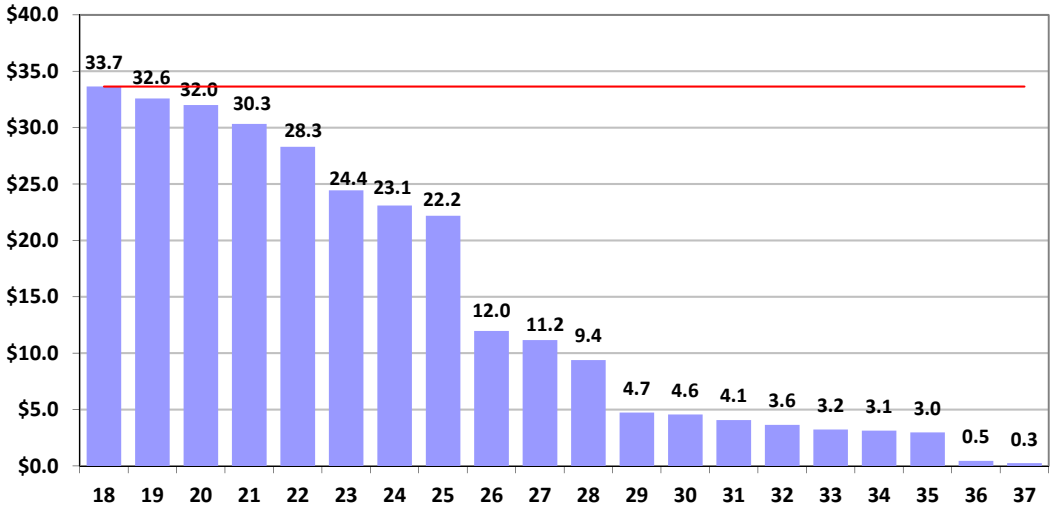
Tax-Supported Outstanding Debt

As Percentage of Tax Base



Long-Term Tax-Supported Existing Debt Service

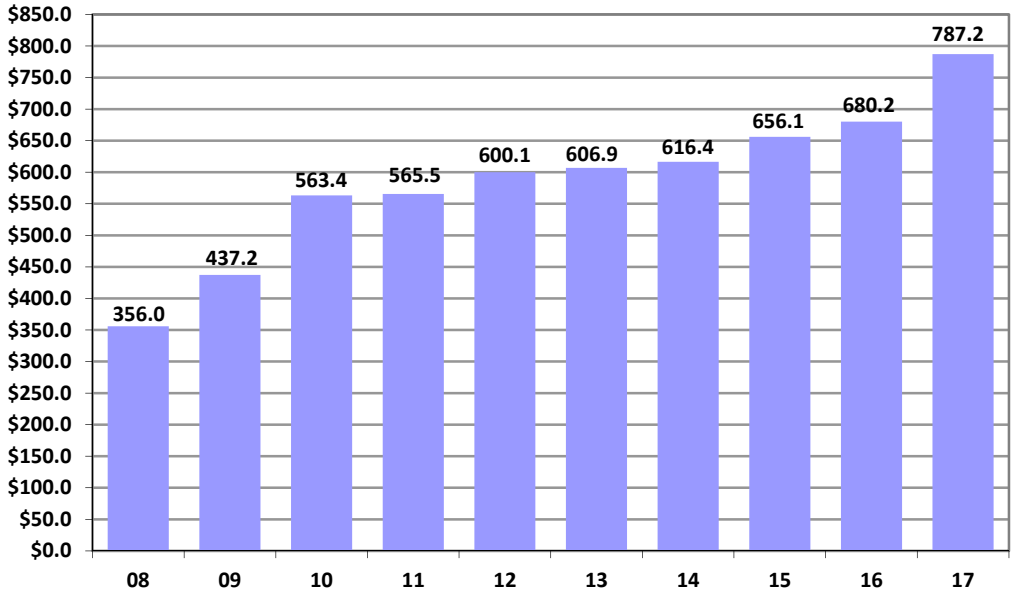
(In Millions)



Revenue-Supported Outstanding Debt

Revenue-supported debt is projected to reach $787.2 million by the end of FY 2016-17; this reflects an increase of $431.2 million over the past ten years. Of the increase, $156 million is the result of Garland Power & Light refinancing debt that was previously held by the Texas Municipal Power Agency in FY 2009-10 and again in FY 2014-15.

Historical Revenue-Supported Debt Levels
(In Millions)



Bond Ratings

The City of Garland's financial strength has been rated by Standard and Poor's and Fitch IBCA as reflected below:

Debt Category	Standard & Poor's	Fitch IBCA
GO/CO Tax-Supported	AA+	AAA
Water/Wastewater Revenue Bonds	AA-	AA
Electric Revenue Bonds	A+	AA-

DEBT SUMMARY
2017-18

FUND	OUTSTANDING DEBT	2017-18 DEBT SERVICE
Tax-Supported Debt		
GO & CO Debt	$208,670,000	$ 30,997,767
Tax-Supported – Commercial Paper	20,000,000	268,854
Tax-Supported – Short-Term Tax Note	8,305,000	8,352,339
Tax-Supported – Firewheel Golf	4,380,000	1,472,676
Tax-Supported – Downtown TIF	2,430,000	253,200
Tax-Supported – Harbor Point	21,590,000	930,790
Bond Cost	-	525,000
Tax-Supported Sub-Total	$265,375,000	$ 42,800,626
Revenue-Supported Debt		
Environmental Waste Services	$ 10,305,000	$ 3,209,160
Fleet Services	1,535,000	160,594
Information Technology	4,235,000	1,074,261
Customer Service	18,785,000	2,185,766
Warehouse	20,000	5,875
Stormwater Management	1,160,000	237,347
Electric	517,165,000	45,416,843
Wastewater	126,062,000	15,270,382
Water	107,968,000	10,633,158
Revenue-Supported Sub-Total	$787,235,000	$ 78,193,386
DEBT TOTAL	$1,052,610,000	$120,994,012

The tables on the following pages detail the Debt Service for each outstanding bond issued by the City. The tables show the date of issue, the years remaining on the payment schedule, and the amount of principal and interest due each year.

Reference the Debt Service Fund Summary for detail on Debt Service by Fund.

CITY OF GARLAND
GENERAL TAX BONDS
GENERAL OBLIGATION BOND DEBT SERVICE
FUND REQUIREMENTS
2017-18

Date of Issue	Issue Series	Issue	Interest Rate %	Maturity	Amount of Issue	Amount Outstanding 10/01/17	Amount Outstanding 09/30/18	Debt Service Requirements for 2017-18 Principal	Interest	Total
06/15/08	2008	Tax GO	3.50 to 4.50	02/15/19	$ 57,760,000	$ 3,495,000	$ -	$ 3,495,000	$ 87,375	$ 3,582,375
11/01/11	2011 A	Tax GO	2.00 to 4.00	09/30/24	16,850,000	8,180,000	6,915,000	1,265,000	268,020	1,533,020
11/01/11	2011 B	Tax GO	2.00 to 5.00	02/15/28	41,360,000	38,040,000	35,310,000	2,730,000	1,726,700	4,456,700
06/06/13	2013	Tax GO	2.00 to 4.00	02/15/19	6,245,000	1,635,000	485,000	1,150,000	26,950	1,176,950
02/20/14	2014	Tax GO	2.00 to 3.00	02/15/22	17,425,000	10,335,000	8,365,000	1,970,000	273,112	2,243,112
11/20/14	2014 A	Tax GO	3.00 to 5.00	02/15/20	9,645,000	5,205,000	3,035,000	2,170,000	206,000	2,376,000
02/19/15	2015 A	Tax GO	3.00 to 5.00	02/15/35	22,695,000	21,580,000	20,775,000	805,000	840,525	1,645,525
12/14/16	2016	Tax GO	5.00 to 5.00	02/15/27	27,000,000	26,540,000	22,755,000	3,785,000	1,232,375	5,017,375
06/13/17	2017	Tax GO	2.00 to 5.00	02/15/27	36,985,000	36,985,000	36,635,000	350,000	1,745,987	2,095,987
Total Tax GO Debt					235,965,000	151,995,000	134,275,000	17,720,000	6,407,044	24,127,044
02/19/2015	2015 B	Harbor Point GO	.75 to 3.00	02/15/2025	22,490,000	21,590,000	21,140,000	450,000	480,790	930,790
Total Harbor Point GO Debt					22,490,000	21,590,000	21,140,000	450,000	480,790	930,790
06/06/13	2013	Golf GO	2.00 to 4.00	02/15/19	405,000	20,000	5,000	15,000	325	15,325
02/20/14	2014	Golf GO	2.00 to 3.00	02/15/21	90,000	35,000	25,000	10,000	863	10,863
11/20/14	2014 A	Golf GO	3.00 to 5.00	02/15/20	2,390,000	1,505,000	1,030,000	475,000	63,375	538,375
12/14/16	2016	Golf GO	5.00 to 5.00	02/15/20	820,000	815,000	430,000	385,000	31,125	416,125
Total Golf GO Debt					3,705,000	2,375,000	1,490,000	885,000	95,688	980,688
12/14/16	2016	Fleet GO	5.00 to 5.00	02/15/18	45,000	45,000	-	45,000	1,125	46,125
Total Fleet GO Debt					45,000	45,000	-	45,000	1,125	46,125
02/20/14	2014	Customer Service GO	2.00 to 3.00	02/15/21	725,000	300,000	225,000	75,000	7,594	82,594
12/14/16	2016	Customer Service GO	5.00 to 5.00	02/15/25	660,000	655,000	585,000	70,000	31,000	101,000
06/13/17	2017	Customer Service GO	3.00 to 5.00	02/15/28	1,900,000	1,900,000	1,900,000	-	90,300	90,300
Total Customer Service GO Debt					3,285,000	2,855,000	2,710,000	145,000	128,894	273,894
12/14/16	2016	Warehouse GO	5.00 to 5.00	02/15/21	20,000	20,000	15,000	5,000	875	5,875
Total Warehouse GO Debt					20,000	20,000	15,000	5,000	875	5,875

CITY OF GARLAND
GENERAL TAX BONDS
GENERAL OBLIGATION BOND DEBT SERVICE
FUND REQUIREMENTS
2017-18

Date of Issue	Issue Series	Issue	Interest Rate %	Maturity	Amount of Issue	Amount Outstanding 10/01/17	Amount Outstanding 09/30/18	Debt Service Requirements for 2017-18		
								Principal	Interest	Total
12/14/16	2016	IT - Comm. GO	5.00 to 5.00	02/15/25	$ 90,000	$ 90,000	$ 35,000	$ 55,000	$ 3,125	$ 58,125
06/13/17	2017	IT - Comm. GO	2.00 to 5.00	02/15/28	2,240,000	2,240,000	2,240,000	-	106,600	106,600
Total Information Technology GO Debt					2,330,000	2,330,000	2,275,000	55,000	109,725	164,725
06/13/17	2017	EWS - Delivery GO	3.00 to 5.00	02/15/28	15,000	15,000	15,000	-	650	650
Total EWS - Delivery GO Debt					15,000	15,000	15,000	-	650	650
11/20/14	2014 A	GP&L GO	3.00 to 5.00	02/15/20	18,160,000	11,195,000	7,445,000	3,750,000	466,000	4,216,000
12/14/16	2016	GP&L GO	5.00 to 5.00	02/15/21	5,565,000	5,565,000	3,490,000	2,075,000	226,375	2,301,375
Total Electric GO Debt					23,725,000	16,760,000	10,935,000	5,825,000	692,375	6,517,375
06/06/13	2013	Water GO	2.00 to 4.00	02/15/19	1,440,000	145,000	40,000	105,000	2,375	107,375
11/20/14	2014 A	Water GO	3.00 to 5.00	02/15/20	595,000	275,000	150,000	125,000	10,625	135,625
12/14/16	2016	Water GO	5.00 to 5.00	02/15/22	2,000,000	2,000,000	1,470,000	530,000	86,750	616,750
Total Water GO Debt					4,035,000	2,420,000	1,660,000	760,000	99,750	859,750
06/06/13	2013	Wastewater GO	2.00 to 4.00	02/15/19	2,395,000	160,000	40,000	120,000	2,600	122,600
11/20/14	2014 A	Wastewater GO	3.00 to 5.00	02/15/20	3,425,000	1,650,000	1,045,000	605,000	67,375	672,375
12/14/16	2016	Wastewater GO	5.00 to 5.00	02/15/22	5,840,000	5,840,000	4,410,000	1,430,000	256,250	1,686,250
Total Wastewater GO Debt					11,660,000	7,650,000	5,495,000	2,155,000	326,225	2,481,225
Total					$ 307,275,000	$ 208,055,000	$ 180,010,000	$ 28,045,000	$ 8,343,140	$ 36,388,140

CITY OF GARLAND
CERTIFICATES OF OBLIGATION
DEBT SERVICE FUND REQUIREMENTS
2017-18

Date of Issue	Issue Series	Issue	Interest Rate %	Maturity	Amount of Issue	Amount Outstanding 10/01/17	Amount Outstanding 09/30/18	Debt Service Requirements for 2017-18		
								Principal	Interest	Total
06/15/08	2008	Tax CO	3.50 to 4.625	02/15/28	$ 2,070,000	$ 150,000	$ -	$ 150,000	$ 3,094	$ 153,094
04/15/10	2010	Tax CO	2.00 to 3.00	02/15/30	2,220,000	1,650,000	1,550,000	100,000	67,406	167,406
06/15/11	2011	Tax CO	2.00 to 4.25	02/15/31	2,535,000	1,595,000	1,425,000	170,000	56,481	226,481
06/28/12	2012	Tax CO	2.00 to 3.375	02/15/32	4,885,000	2,555,000	2,305,000	250,000	74,475	324,475
06/06/13	2013	Tax CO	2.00 to 4.00	2/15/33	6,570,000	3,755,000	3,310,000	445,000	112,225	557,225
06/19/14	2014	Tax CO	2.00 to 4.00	2/15/34	8,690,000	6,440,000	5,645,000	795,000	208,219	1,003,219
06/30/15	2015	Tax CO	2.00 to 5.00	02/15/35	14,940,000	12,900,000	11,760,000	1,140,000	524,250	1,664,250
06/01/16	2016	Tax CO	2.00 to 5.00	02/15/36	14,445,000	13,520,000	12,400,000	1,120,000	565,150	1,685,150
06/13/17	2017	Tax CO	2.00 to 5.00	02/15/37	14,110,000	14,110,000	13,165,000	945,000	743,410	1,688,410
Total Tax Debt					70,465,000	56,675,000	51,560,000	5,115,000	2,354,711	7,469,711
	2013	Tax CO		2/15/33	2,860,000	2,430,000	2,245,000	185,000	68,200	253,200
Total Downtown TIF Debt					2,860,000	2,430,000	2,245,000	185,000	68,200	253,200
06/15/11	2011	Golf CO	2.00 to 4.00	08/15/26	445,000	215,000	195,000	20,000	7,700	27,700
06/28/12	2012	Golf CO	2.00 to 3.125	02/15/27	515,000	225,000	205,000	20,000	6,450	26,450
06/06/13	2013	Golf CO	2.00 to 4.00	2/15/23	1,360,000	830,000	680,000	150,000	23,588	173,588
06/19/14	2014	Golf CO	2.00 to 4.00	2/15/19	420,000	175,000	90,000	85,000	2,650	87,650
06/30/15	2015	Golf CO	2.00 to 5.00	02/15/30	430,000	340,000	290,000	50,000	13,225	63,225
06/30/16	2016	Golf CO	2.00 to 5.00	02/15/19	320,000	220,000	115,000	105,000	8,375	113,375
Total Golf Transfer					3,490,000	2,005,000	1,575,000	430,000	61,988	491,988
06/15/11	2011	EWS - Delivery CO	2.00 to 4.00	08/15/21	1,280,000	185,000	140,000	45,000	5,375	50,375
06/06/13	2013	EWS - Delivery CO	2.00 to 4.00	02/15/23	1,395,000	575,000	350,000	225,000	15,650	240,650
06/19/14	2014	EWS - Delivery CO	2.00 to 4.00	02/15/24	4,365,000	1,980,000	1,150,000	830,000	37,200	867,200
06/30/15	2015	EWS - Delivery CO	2.00 to 5.00	02/15/25	2,390,000	1,605,000	1,175,000	430,000	68,000	498,000
06/30/16	2016	EWS - Delivery CO	2.00 to 5.00	02/15/26	3,530,000	2,970,000	2,345,000	625,000	132,875	757,875
06/13/17	2017	EWS - Delivery CO	2.00 to 5.00	02/15/27	2,975,000	2,975,000	2,500,000	475,000	152,914	627,914
Total Environmental Waste Services - Delivery CO Debt					15,935,000	10,290,000	7,660,000	2,630,000	412,014	3,042,014

CITY OF GARLAND
CERTIFICATES OF OBLIGATION
DEBT SERVICE FUND REQUIREMENTS
2017-18

Date of Issue	Issue Series	Issue	Interest Rate %	Maturity	Amount of Issue	Amount Outstanding 10/01/17	Amount Outstanding 09/30/18	Debt Service Requirements for 2017-18		
								Principal	Interest	Total
06/28/12	2012	Fleet CO	2.00 to 3.375	02/15/22	$ 60,000	$ 35,000	$ 30,000	$ 5,000	$ 975	$ 5,975
06/06/13	2013	Fleet CO	2.00 to 4.00	02/15/33	90,000	75,000	75,000	-	2,300	2,300
06/30/16	2016	Fleet CO	2.00 to 5.00	02/15/36	1,415,000	1,380,000	1,330,000	50,000	48,150	98,150
Total Fleet CO Debt					1,565,000	1,490,000	1,435,000	55,000	51,425	106,425
06/15/08	2008	IT - Comm. CO	3.50 to 4.625	02/15/28	5,430,000	530,000	-	530,000	10,931	540,931
06/09/09	2009	IT - Comm. CO	3.00 to 5.25	02/15/19	580,000	35,000	20,000	15,000	1,175	16,175
06/15/08	2008	IT - Comm. CO	3.50 to 4.625	02/15/28	4,065,000	195,000	-	195,000	4,022	199,022
06/06/13	2013	IT - Comm. CO	2.00 to 4.00	02/15/23	235,000	150,000	125,000	25,000	4,500	29,500
06/06/13	2013	IT - Comm. CO	2.00 to 4.00	02/15/28	215,000	170,000	155,000	15,000	4,913	19,913
06/01/16	2016	IT - Comm. CO	2.00 to 5.00	02/15/36	270,000	250,000	225,000	25,000	11,875	36,875
06/13/17	2017	IT - Comm. CO	2.00 to 5.00	02/15/27	575,000	575,000	540,000	35,000	32,120	67,120
Total Information Technology CO Debt					11,370,000	1,905,000	1,065,000	840,000	69,536	909,536
06/15/08	2008	Customer Service CO	3.50 to 4.625	02/15/28	3,545,000	170,000	-	170,000	3,506	173,506
06/09/09	2009	Customer Service CO	3.00 to 5.25	02/15/29	22,405,000	15,760,000	14,745,000	1,015,000	714,475	1,729,475
Total Customer Service CO Debt					25,950,000	15,930,000	14,745,000	1,185,000	717,981	1,902,981
06/28/12	2012	Stormwater CO	2.00 to 3.375	02/15/22	150,000	75,000	60,000	15,000	2,025	17,025
06/30/15	2015	Stormwater CO	2.00 to 5.00	02/15/25	445,000	375,000	335,000	40,000	16,250	56,250
06/01/16	2016	Stormwater CO	2.00 to 5.00	02/15/21	230,000	230,000	185,000	45,000	8,625	53,625
06/13/17	2017	Stormwater CO	2.00 to 5.00	02/15/22	480,000	480,000	400,000	80,000	24,520	104,520
Total Stormwater CO Debt					1,305,000	1,160,000	980,000	180,000	51,420	231,420
03/30/10	2010	GP&L CO	2.00 to 5.00	02/15/30	126,885,000	122,080,000	120,395,000	1,685,000	6,035,025	7,720,025
08/27/15	2015	GP&L CO	5.00	2/15/2020	53,870,000	33,870,000	23,140,000	10,730,000	1,425,250	12,155,250
Total Electric CO Debt					180,755,000	155,950,000	143,535,000	12,415,000	7,460,275	19,875,275
Total					$313,695,000	$247,835,000	$224,800,000	$ 23,035,000	$ 11,247,549	$ 34,282,549

CITY OF GARLAND
UTILITY REVENUE BONDS
FUND REQUIREMENTS
2017-18

ELECTRIC REVENUE BOND DEBT SERVICE

Date of Issue	Issue Series	%	Amount of Issue	Amount Outstanding 10/01/17	Amount Outstanding 09/30/18	Debt Service Requirements for 2017-18		
						Principal	Interest	Total
06/17/08	2008	3.50 to 4.625	$ 10,115,000	$ 6,300,000	$ 5,845,000	$ 455,000	$ 272,504	$ 727,504
06/09/09	2009	3.25 to 5.25	11,760,000	4,860,000	4,550,000	310,000	226,100	536,100
06/15/11	2011	2.00 to 5.00	7,185,000	6,435,000	6,110,000	325,000	304,775	629,775
11/1/2011	2011 A	3.00 to 5.00	20,830,000	13,035,000	11,290,000	1,745,000	587,500	2,332,500
06/06/13	2013	2.00 to 2.25	11,790,000	9,615,000	8,500,000	1,115,000	187,538	1,302,538
06/30/14	2014	2.00 to 5.00	85,305,000	77,895,000	74,915,000	2,980,000	3,820,250	6,800,250
02/19/15	2015	2.00 to 5.00	15,355,000	12,415,000	10,905,000	1,510,000	456,400	1,966,400
12/14/16	2016A	2.00 to 5.00	12,055,000	12,025,000	10,935,000	1,090,000	568,550	1,658,550
12/14/16	2016B	4.00 to 5.00	36,875,000	36,875,000	35,765,000	1,110,000	1,730,150	2,840,150
Total			$ 211,270,000	$ 179,455,000	$ 168,815,000	$ 10,640,000	$ 8,153,766	$ 18,793,766

WATER REVENUE BOND DEBT SERVICE

Date of Issue	Issue Series	%	Amount of Issue	Amount Outstanding 10/01/17	Amount Outstanding 9/30/2018	Debt Service Requirements for 2017-18		
						Principal	Interest	Total
06/17/08	2008	3.50 to 4.625	$ 17,690,000	$ 965,000	$ -	$ 965,000	$ 22,943	$ 987,943
06/09/09	2009	2.00 to 4.75	6,255,000	4,095,000	3,775,000	320,000	167,275	487,275
04/15/10	2010	2.00 to 5.00	8,975,000	6,690,000	6,300,000	390,000	314,450	704,450
06/15/11	2011	2.00 to 5.00	11,795,000	10,690,000	10,085,000	605,000	489,650	1,094,650
11/1/2011	2011 A	3.00 to 5.00	4,510,000	2,755,000	2,375,000	380,000	118,500	498,500
6/28/12	2012	2.00 to 3.50	8,415,000	6,705,000	6,330,000	375,000	230,056	605,056
06/06/13	2013	2.00 to 3.00	10,930,000	8,765,000	7,800,000	965,000	223,700	1,188,700
06/06/13	2013 A	2.00 to 3.00	7,680,000	6,395,000	6,055,000	340,000	186,200	526,200
06/19/14	2014	2.00 to 5.00	14,790,000	13,350,000	12,825,000	525,000	641,025	1,166,025
12/14/16	2016	3.00 to 5.00	10,555,000	10,555,000	9,675,000	880,000	796,784	1,676,784
06/13/17	2017	4.00 to 5.00	9,060,000	9,060,000	9,060,000	0	442,150	442,150
Total			$ 110,655,000	$ 80,025,000	$ 74,280,000	$ 5,745,000	$ 3,632,733	$ 9,377,733

CITY OF GARLAND
UTILITY REVENUE BONDS
FUND REQUIREMENTS
2017-18

WASTEWATER REVENUE BOND DEBT SERVICE

Date of Issue	Issue Series	%	Amount of Issue	Amount Outstanding 10/01/17	Amount Outstanding 09/30/18	Debt Service Requirements for 2017-18		
						Principal	Interest	Total
06/17/08	2008	3.50 to 4.625	$ 22,210,000	$ 1,055,000	$ -	$ 1,055,000	$ 27,557	$ 1,082,557
06/09/09	2009	3.25 to 5.25	11,835,000	8,195,000	7,650,000	545,000	341,150	886,150
04/15/10	2010	2.00 to 5.00	12,295,000	9,235,000	8,705,000	530,000	434,550	964,550
06/15/11	2011	2.00 to 5.00	7,410,000	6,800,000	6,440,000	360,000	313,250	673,250
11/1/2011	2011 A	3.00 to 5.00	25,640,000	16,195,000	14,070,000	2,125,000	700,700	2,825,700
06/06/13	2013	2.00 to 2.25	11,790,000	9,080,000	8,045,000	1,035,000	230,450	1,265,450
06/19/14	2014	2.00 to 5.00	23,385,000	17,825,000	15,800,000	2,025,000	812,575	2,837,575
12/14/16	2016	3.00 to 5.00	6,160,000	6,160,000	5,675,000	485,000	468,243	953,243
06/13/17	2017	4.00 to 5.00	12,370,000	12,370,000	12,370,000	-	608,300	608,300
Total			$ 133,095,000	$ 86,915,000	$ 78,755,000	$ 8,160,000	$ 3,936,775	$ 12,096,775

CIP
SUMMARIES

GARLAND

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CAPITAL IMPROVEMENT PROGRAM

OVERVIEW

Capital Improvement Program

Capital expenditures generally include individual items costing over $5,000. These items are included in the departments' operating budgets as "capital." However, there are also capital improvement projects, which involve the construction of infrastructure and major facilities and the acquisition of large equipment. The Capital Improvement Program (CIP), which is adopted on a calendar-year basis, details these planned expenditures over a five-year period. The appropriations for the Operating Budget expire at the end of each fiscal year; however, in approving the CIP, the Council actually appropriates the funds for the current calendar year, while approving – in concept – the plan for the future years.

Link to Operating Budget

Although the Operating and Capital Improvement Budgets are developed separately, they are still closely linked. Capital improvement projects are generally financed through debt instruments that are repaid from property taxes or revenue from proprietary funds. Principal and interest payments on debt issued to fund CIP projects are included in the annual appropriations of the Operating Budget. As a result, CIP projects and their related Debt Service payments impact the City's Debt Service Tax rate and rates charged for utility services.

In addition, CIP projects can often have a significant impact on the operating expenditures of the City. For example, the opening of a branch library would require additional expenditures related to personnel, utilities, custodial services, building maintenance, publications, and information technology. In approving CIP projects, the City Council and staff must carefully weigh their impact on the Annual Operating Budget.

The following pages outline the CIP approved by the City Council for 2017. The CIP Budget is produced as a separate document from the Operating Budget. A copy of the 2017 CIP can be found on the City's website at www.garlandtx.gov or by calling the Budget and Research Department at 972-205-2511.

2017 CAPITAL IMPROVEMENT PROGRAM

PROGRAM EXPENDITURES

The 2017 CIP totals $293 million and includes the following program areas and expenditure amounts:

Program Areas	Expenditures
Tax-Supported Programs:	
(1) Park	$ 6,707,000
(2) Street/Transportation	27,658,000
(3) Drainage	5,757,000
(4) Library	5,594,000
(5) Landfill/Transfer Station	2,846,000
(6) Public Safety	3,725,000
(7) Economic Development	5,141,000
(8) Facilities and Miscellaneous	7,292,000
Total Tax-Supported	64,720,000
Internal Service Programs:	
(1) Information Technology	1,053,000
(2) Fleet Services	1,828,000
Total Internal Service	2,881,000
Utility Programs:	
(1) Stormwater Management	525,000
(2) Environmental Waste Services	3,705,000
(3) Water	18,923,000
(4) Wastewater	45,731,000
(5) Electric	156,607,000
Total Utility-Supported	225,491,000
Total 2017 CIP	$293,092,000

The 2017 CIP reflects an increase of approximately $31.4 million (12%) from the 2016 Capital Budget of $261.6 million. The increase is primarily due to a $68 million increase in the Electric Utility program. The Tax-Supported program decreased by $27.7 million (30%) from the 2016 Capital Budget of $92.4 million. Of the total $64.7 million in Tax-Supported programs, $14.7 million (22.7%) is related to 1991, 1997, and 2004 Bond projects funded from authorized debt.

2017 CIP Funding Sources

Of the total $293 million 2017 CIP, $111.3 million (38%) is carry-over from previous Capital Budgets, $167.1 million (57%) represents additional funding for projects begun in prior years, and $14.7 million (5%) is related to projects being initiated for the first time in 2017. Funding the 2017 CIP work program will require new debt issuance of $163.8 million compared to $116.9 million in 2016. Of the $163.8 million, $143.9 million is in the City's utilities. Specifically, funding will come from the following sources:

Funding Source	Tax-Supported Programs	Internal Services	Utility Programs	Total 2017 CIP
Current Funds:				
Cash Available	$19,058,000	$2,218,000	$ 17,634,000	$ 38,910,000
Intergovernmental Participation	15,171,000			15,171,000
Total Cash and Transfers	34,229,000	2,218,000	17,634,000	54,081,000
Debt Issuances:				
Prior-Year Approved Commercial Paper (CP)	11,185,000		63,979,000	75,164,000
1997 GO Bonds (CP)	844,000			844,000
2004 GO Bonds (CP)	2,660,000			2,660,000
2017 Certificates of Obligation (COs)	15,802,000	663,000	3,789,000	20,254,000
2017 Electric (CP)			118,104,000	118,104,000
2017 Water & Wastewater (CP)			21,985,000	21,985,000
Sub-Total New Debt Issuance	19,306,000	663,000	143,878,000	163,847,000
Total 2017 CIP Funding	$64,720,000	$2,881,000	$225,491,000	$293,092,000
Project Allocations:				
Existing Funding for Previously Approved	$40,986,000	$2,218,000	$ 68,078,000	$111,282,000
Continuation Funding for Previously Approved	16,563,000	250,000	150,324,000	167,137,000
Funding for New Projects	7,171,000	413,000	7,089,000	14,673,000
Total 2017 Adopted CIP	$64,720,000	$2,881,000	$225,491,000	$293,092,000

2017 CAPITAL IMPROVEMENT PROGRAM

PROJECT HIGHLIGHTS

In the following sections, new and continuing projects for each major area are identified.

Park

The planned expenditure for Park improvements for 2017 is $6.7 million, with $1.5 million in new debt required. Projects for 2017 include the following:

Granger Recreation Center & Annex Renovation
Pedestrian/Bike Bridges at Duck Creek
Bronze Sculpture for Granville Arts Center
Audubon Recreation Center Expansion Design
Trail Development
Windsurf Bay Park
Playground Improvements
Skating/Skateboard Facility
Dog Park
Carter Softball Facility Canopy Replacement
Greenbelt Drainage Improvements

Street/Transportation

The 2017 program anticipates $27.7 million in expenditures. Of this amount, $5.8 million is new debt. Projects for 2017 include the following:

Shiloh Road - I.H. 635 to Kingsley
Brand Road - S.H. 190 to Muirfield
Fifth Street - Miller to Kingsley
Holford Road - Arapaho to PGBT
Holford Road - PGBT to Campbell Road
Oates Road - Broadway to Rosehill
Oates Road - Channel Isle to Emerald Lakes #3
Bobtown Road - Kelso to Barnes Bridge
Improve Bottleneck Issues at Major Intersections
Pleasant Valley Road Bridge Reconstruction
LBJ Sound Wall Aesthetics
Street Reconstruction and Improvements Program
Traffic Control System Improvements
Operational and Safety Improvements

Drainage

The total work program for 2017 anticipates $5.8 million in expenditures, of which $2.3 million in new debt is required. Projects for 2017 include the following:

Miscellaneous Flooding
Petition Drainage
Parkmont Drive
Bridge Remediation

Library

The total work program for 2017 anticipates $5.6 million in expenditures, of which $2.0 million is new debt. Projects for 2017 include the following:

Library Materials Collection
Library Facilities Improvements
Central Library Life and Safety Upgrades
Library Technology & Radio Frequency Identification (RFID) Inventory Plan

Landfill/Transfer Station

Total planned expenditures for 2017 are $2.8 million, with $2.3 million in additional debt required. The 2017 work program includes:

Replacement of Landfill Equipment
Replacement of Transfer Station Equipment
Transfer Station Rebuild
Leachate Discharge System Upgrades
Hinton Landfill GCCS Expansion

Public Safety

A total of $3.7 million in expenditures is planned for 2017, with $2.0 million in additional debt required. Planned projects include the following:

Radio System Replacement
Fire Station No. 5
Ambulance Remounts
Replace Fire Apparatus

Economic Development

Total planned expenditures for 2017 are $5.1 million, with $380,000 in new debt required. This category covers a variety of projects, including the following:

City Center Development
Downtown Catalyst Area Improvements
Downtown Square and Gateway Design
Neighborhood Vitality Grant Program
Economic Development Office

Facilities & Miscellaneous (Tax-Supported)

Total planned expenditures for 2017 are $7.3 million, with $3.0 million in new debt required. This category covers a variety of projects, including the following:

Carver Center Renovations
City Hall Code/Safety Updates
CGTV - Upgrades
Facilities Upgrades
Roof Replacement
HVAC Replacement
Parking Lot Upgrades
Firewheel Golf Park Improvements
Infrastructure Equipment

Miscellaneous (Revenue-Supported) & Internal Service

Total planned expenditures for 2017 are $7.1 million. Of this amount, $4.5 million is new debt. This category covers a variety of projects, including the following:

95-Gallon Recycling Containers - Phase 6
Environmental Waste Residential, Commercial, & Recycling Equipment
Stormwater Maintenance Equipment
Extend Fiber Optic Cable
Network and Cabling Upgrades
Telephone System Replacement
Fuel System Upgrade
Fleet Services Facility Renovation

Water

Total program expenditures are estimated at $18.9 million for 2017, which includes $7.8 million in new debt. The 2017 work program includes:

Distribution Lines
Relocation of Mains Prior to Paving
Water Pump Station Rehabilitation
Transmission Lines
West Pressure Plane Improvements
Radio Read Water Meter Retrofit
Fire Hydrant Installation

Wastewater

The 2017 program is estimated at $45.7 million, with $14.2 million in new debt required. The 2017 work program includes:

Rowlett Creek WWTP Biosolids Expansion
Duck Creek and Rowlett Creek WWTP Process Improvements
Duck Creek and Rowlett Creek WWTP Replacements/Mods
Relocation of Mains Prior to Paving
Rowlett Creek Operations Center Renovations
Collection Mains
Infiltration Correction - Various
Cured-in-Place Pipe Main & Lateral Rehabilitation
Duck Creek Greenbelt Extension Project
Lift Station Abandonment

Electric

The 2017 program is estimated at $156.6 million, of which $118.1 million in new debt is required. Ongoing projects included in the 2017 CIP are:

Limestone to Gibbons Creek Transmission Line
Transmission Lines
Substations Upgrades
Distribution Lines - Underground/Overhead
Street and Thoroughfare Lighting
Production Construction/Upgrades
Residential, Commercial, and Industrial Construction
Relocation of Facilities

2017 CAPITAL IMPROVEMENT PROGRAM

RATE IMPACTS

Ad Valorem Tax Impact

The tax-supported portion of the 2017 CIP requires new debt of $3.5 million in GO-authorized Commercial Paper and $15.8 million in Certificates of Obligation (COs). In addition, the 2017 CIP will require the issuance of $11.2 million in Commercial Paper that was authorized by the Council in previous CIPs, for total tax-supported debt of $30.5 million. The net increase in outstanding tax-supported debt was approximately $1.8 million.

Water Rate Impact

Authorized Commercial Paper issuance of $7.8 million for 2017 Water projects is expected to add $60,300 in Debt Service costs for fiscal year 2017-18. Of the 12.0% Water rate increase approved for 2017-18, a minimal amount was related to debt issued for CIP projects.

Wastewater Rate Impact

Authorized Commercial Paper issuance of $14.2 million for 2017 Wastewater projects is expected to decrease Debt Service costs by $109,000 for FY 2017-18 after taking into consideration debt paid off during the year. Therefore, no Wastewater rate increase was approved for FY 2017-18.

Environmental Waste Services Rate Impact

A CO debt issue of $3.0 million to fund the replacement of aging EWS - Delivery equipment and the continuation of the Single Stream Recycling Program required $627,900 in additional Debt Service payments for FY 2017-18. The residential rates will not be impacted by the 2017 CIP program and are approved to remain the same as the previous year.

Stormwater Management

A CO debt issue of $480,000 to fund the replacement of aging equipment needed to maintain the drainageways required $104,500 in additional debt service payments. The residential rates are approved to increase by $0.35 in FY 2017-18.

2017 CAPITAL IMPROVEMENT PROGRAM

IMPACT ON OPERATING BUDGET

The fiscal impact of the CIP on the Operating Budget is known and measurable with some projects and anticipated but immeasurable with other projects. Those projects that have a known impact are listed below by project and amount. Increased costs are often absorbed by departments within their current budget allocations; however, substantial impacts will require an infusion of operating funds into departments.

Project Number		Project Name	Estimated Impact
19587		Library Technology & RFID Inventory Plan	$ 80,000
18209		Trail Development	15,000
18213		Atrium Renovations	350
18320	*	Granger Recreation Center & Annex Renovation	720
18325	*	Audubon Recreation Center Expansion	1,100
18327	*	Gale Fields Recreation Center - Gym Addition	2,100
18329	*	Tuckerville Park Sports Field Development	10,000
18330	*	Skating/Skateboard Facility	2,500
18331		Expand Centralized Irrigation and Lighting Controls	4,000
18335	*	Gatewood Picnic Pavilion	2,200
18337	*	Windsurf Bay Park	700
18338		Playground Improvements	600
19033		Fleet Services Facility Renovation	2,000
19030		Fuel System Upgrade	36,000
		Total	$157,270

*Will impact future Operating Budgets.

Various Facilities Management, Water, and Wastewater projects will reduce maintenance and repair work. In addition, the equipment replacement initiative in Environmental Waste Services and Streets is expected to yield savings in fleet maintenance costs.

Various Transportation projects are projected to reduce emergency maintenance requirements while increasing preventive and routine maintenance efforts.

HISTORICAL DATA

GARLAND

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GARLAND

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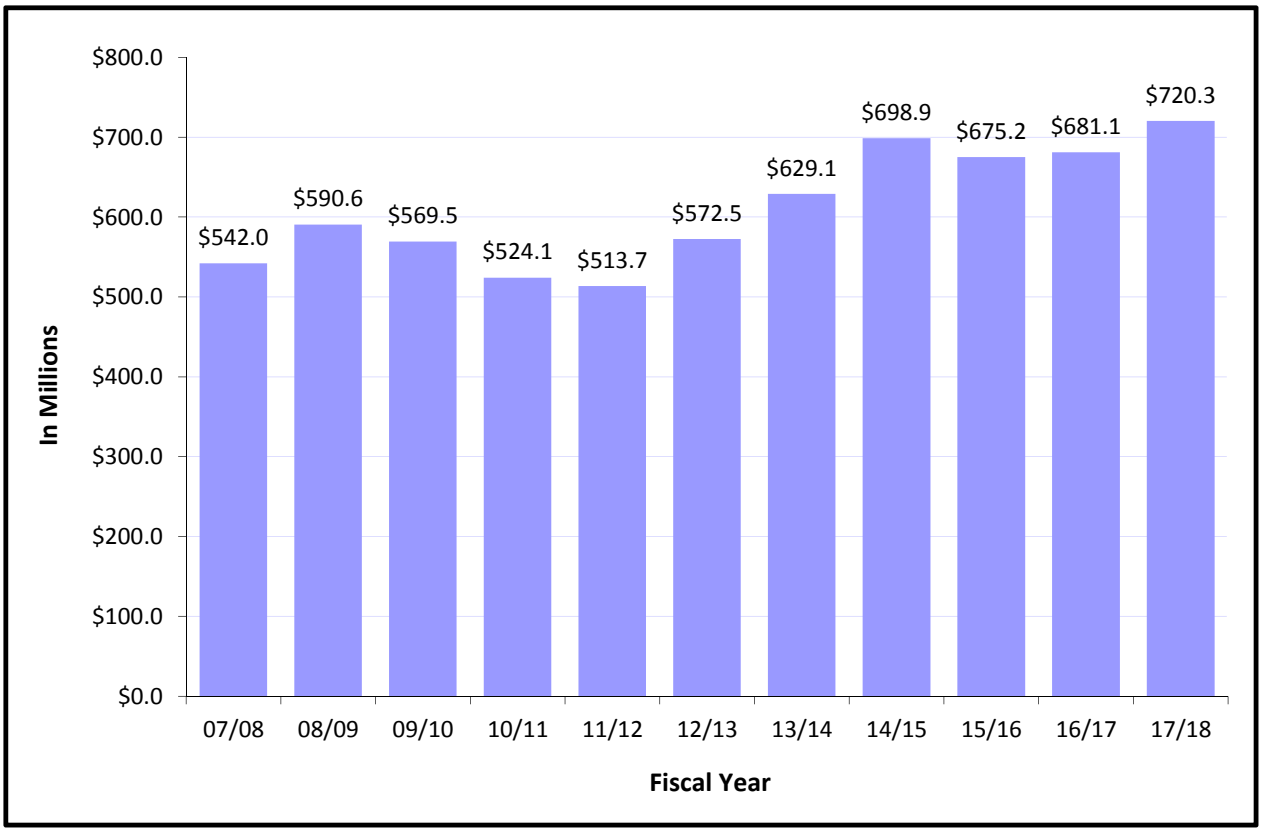
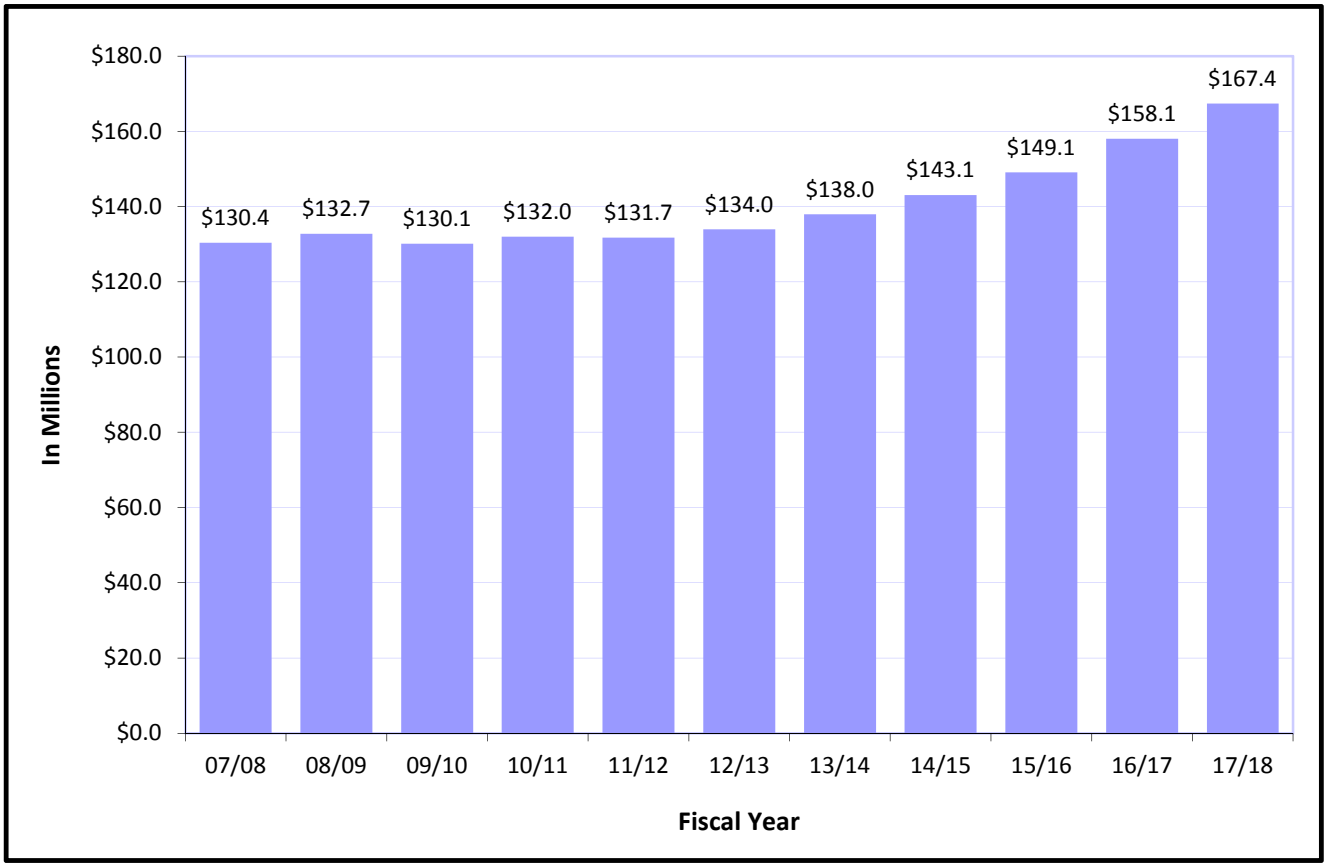
TOTAL COMBINED BUDGET
10-Year History



Fiscal Year	*Combined Budget in Millions*	*Net % Change*
07/08	$542.0	-2.5%
08/09	590.6	9.0%
09/10	569.5	-3.6%
10/11	524.1	-8.0%
11/12	513.7	-2.0%
12/13	572.5	11.4%
13/14	629.1	9.9%
14/15	698.9	11.1%
15/16	675.2	-3.4%
16/17	681.1	0.9%
17/18	720.3	5.8%

TOTAL GENERAL FUND BUDGETED REVENUE
10-Year History

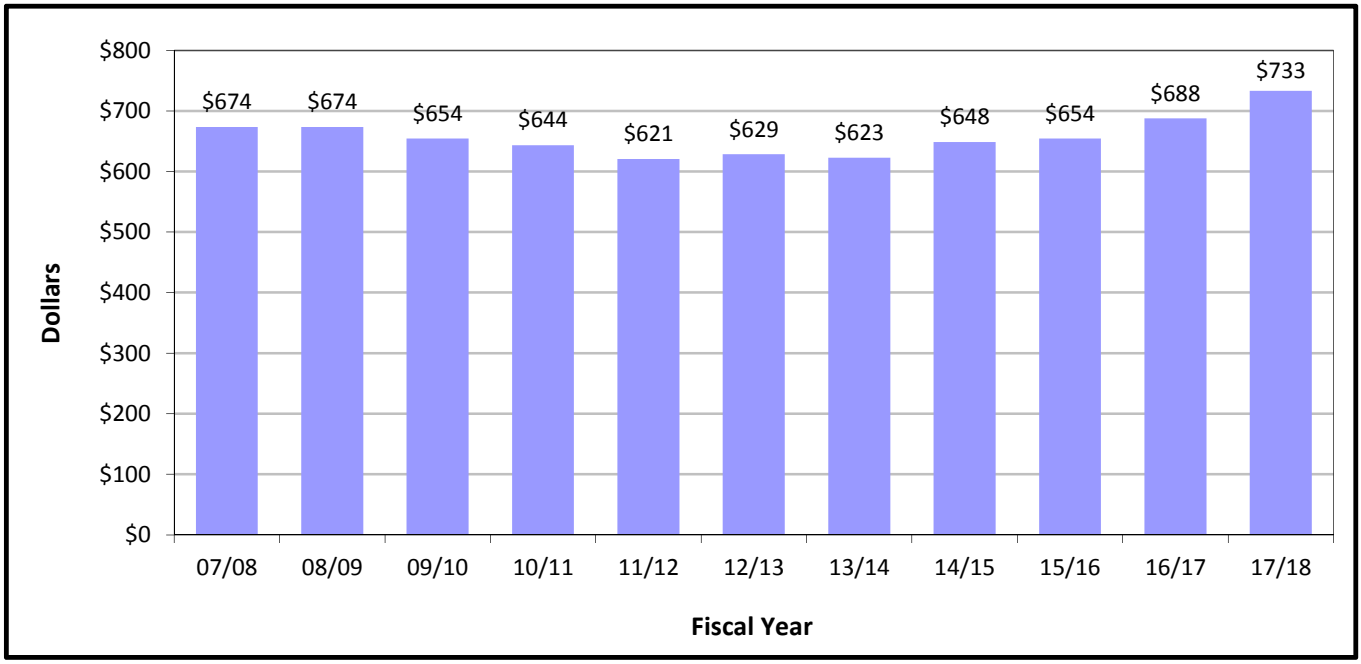


Fiscal Year	*Revenues*	*Net % Change*
07/08	$130,381,628	5.8%
08/09	132,728,791	1.8%
09/10	130,125,912	-2.0%
10/11	132,034,590	1.5%
11/12	131,741,593	-0.2%
12/13	133,984,188	1.7%
13/14	137,968,650	3.0%
14/15	143,066,314	3.7%
15/16	149,078,228	4.2%
16/17	158,061,965	6.0%
17/18	167,350,541	5.9%

GENERAL FUND BUDGETED EXPENDITURES

10-Year History

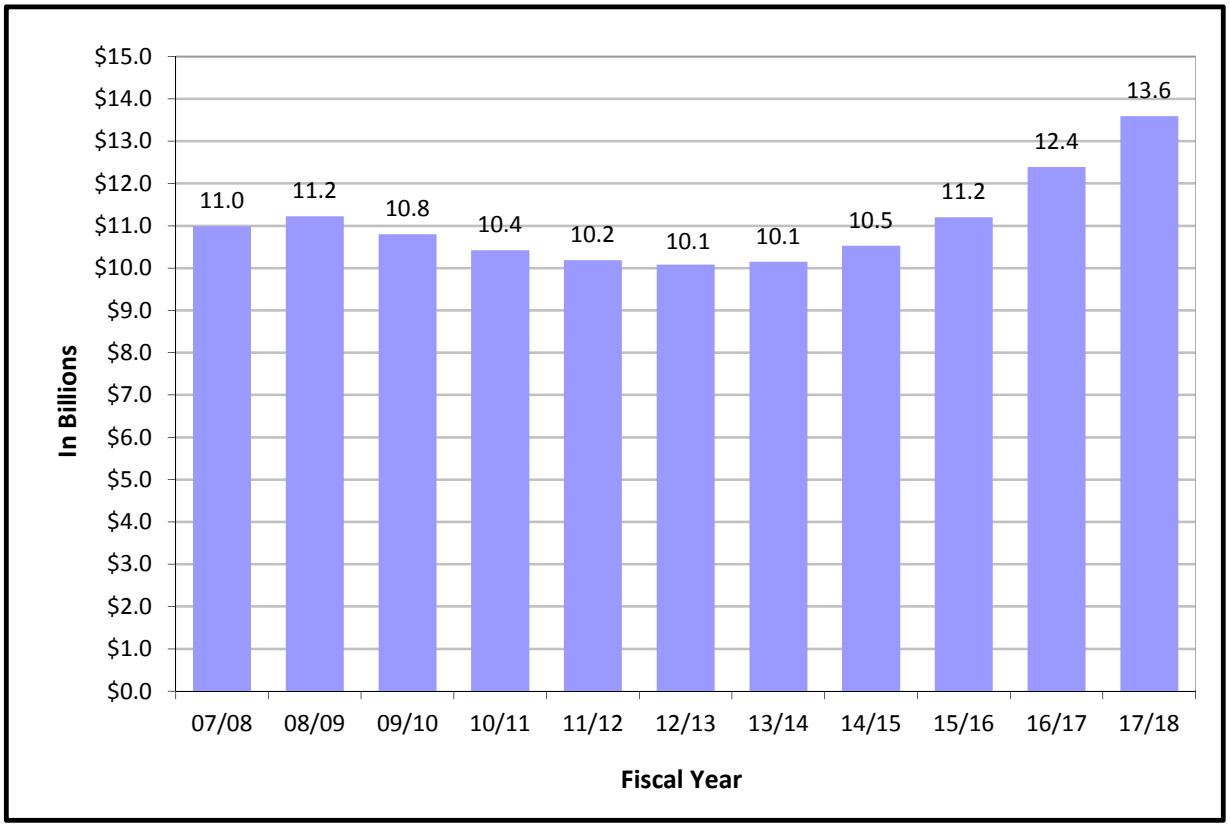
Per Capita / Adjusted for Inflation



Fiscal Year	*Expenditures*	*Adjusted for Inflation **	*Population*	*Per Capita*	*Net % Change Per Capita*	*Cumulative % Change Per Capita*
07/08	$133,216,403	$151,563,257	224,988	674	0.0%	0.0%
08/09	133,398,842	152,312,717	226,144	674	0.0%	0.0%
09/10	131,575,912	147,806,882	225,865	654	-3.0%	-3.0%
10/11	134,086,244	146,017,791	226,876	644	-1.5%	-4.5%
11/12	132,456,113	141,318,097	227,726	621	-3.6%	-8.1%
12/13	136,361,880	143,385,987	228,060	629	1.3%	-6.8%
13/14	139,410,162	144,250,204	231,618	623	-1.0%	-7.8%
14/15	146,320,535	151,220,995	233,206	648	4.0%	-3.8%
15/16	150,400,339	153,501,002	234,533	654	0.9%	-2.9%
16/17	162,174,395	162,174,395	235,885	688	5.2%	2.3%
17/18	173,560,078	173,560,078	236,786	733	6.5%	8.8%

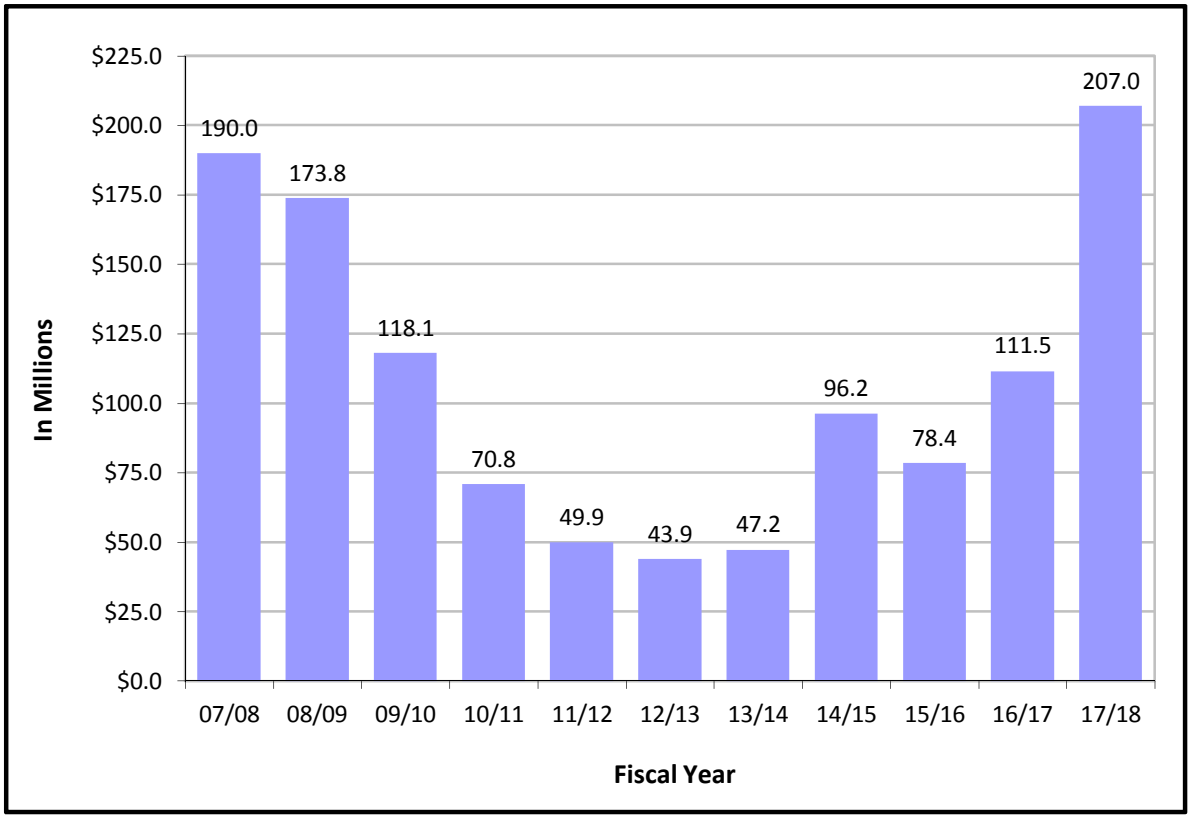
* *Inflation adjustment per www.usinflationcalculator.com*

TAXABLE PROPERTY VALUES
10-Year History



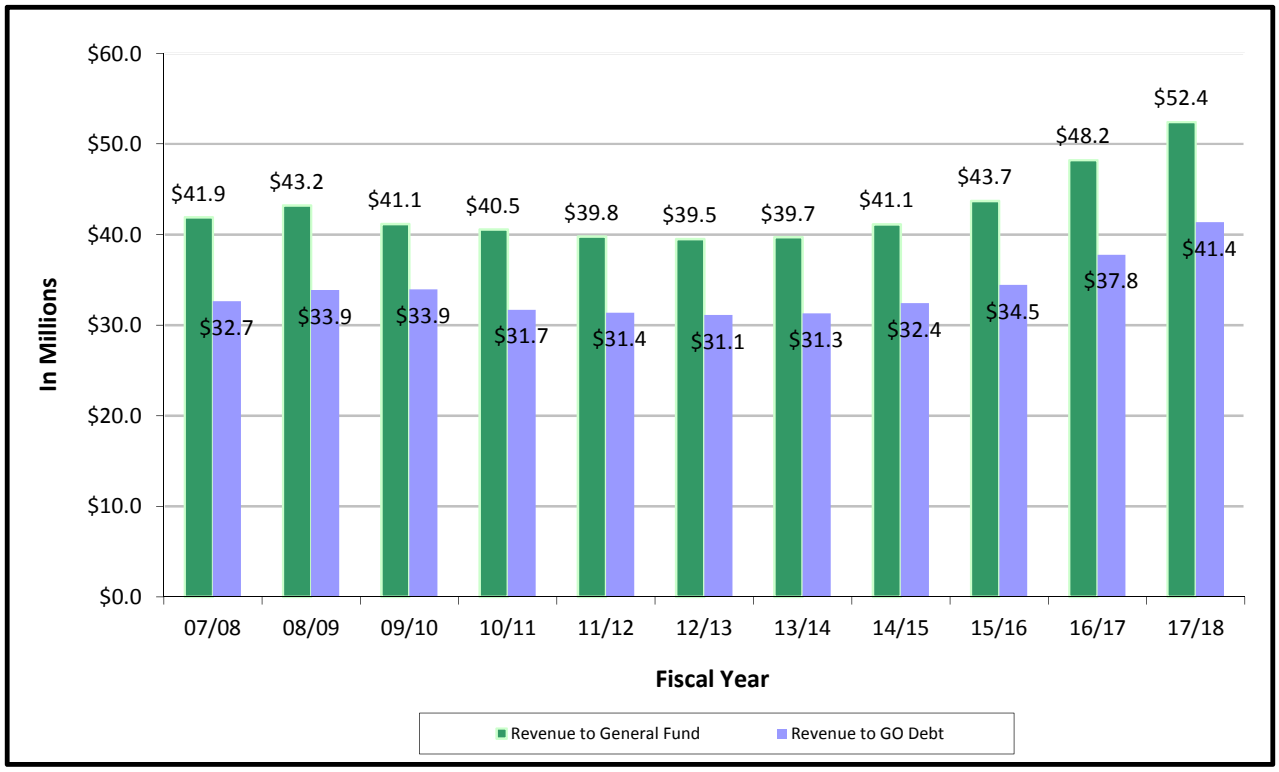
Fiscal Year	*Taxable Value*	*Net % Change*
07/08	$10,989,020,661	5.6%
08/09	11,220,814,939	2.1%
09/10	10,802,278,474	-3.7%
10/11	10,425,690,566	-3.5%
11/12	10,189,129,752	-2.3%
12/13	10,083,675,500	-1.0%
13/14	10,146,680,853	0.6%
14/15	10,524,627,009	3.7%
15/16	11,201,026,680	6.4%
16/17	12,390,629,711	10.6%
17/18	13,594,900,387	9.7%

NEW CONSTRUCTION
10-Year History



Fiscal Year	*New Construction*	*Net % Change*
07/08	$189,990,096	-5.9%
08/09	173,849,492	-8.5%
09/10	118,099,827	-32.1%
10/11	70,834,731	-40.0%
11/12	49,922,266	-29.5%
12/13	43,930,756	-12.0%
13/14	47,212,965	7.5%
14/15	96,233,810	103.8%
15/16	78,405,645	-18.5%
16/17	111,463,800	42.2%
17/18	207,018,148	85.7%

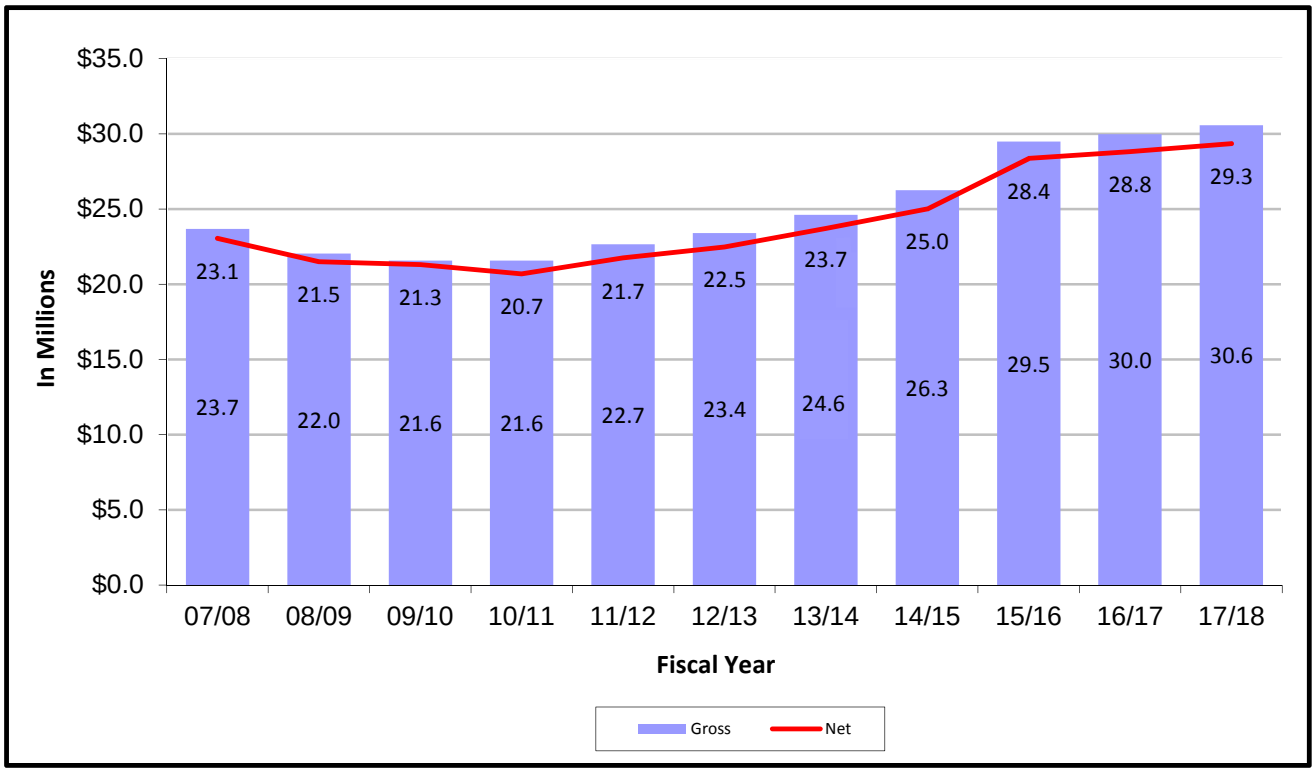
PROPERTY TAX REVENUE
10-Year History



Fiscal Year	*Taxable Value*	*O & M Rate*	*Debt Rate*	*Total Tax Rate*	*Revenue to General Fund*	*Revenue to GO Debt*	*Total Tax * Revenues*
07/08	$10,989,020,661	0.3890	0.2996	0.6886	$41,884,569	$32,655,212	$74,539,781
08/09	11,220,814,939	0.3890	0.3106	0.6996	43,208,479	33,883,557	77,092,036
09/10	10,802,278,474	0.3890	0.3156	0.7046	41,141,180	33,947,548	75,088,728
10/11	10,425,690,566	0.3940	0.3106	0.7046	40,540,242	31,698,779	72,239,021
11/12	10,189,120,707	0.3940	0.3106	0.7046	39,777,930	31,357,929	71,135,859
12/13	10,083,675,500	0.3940	0.3106	0.7046	39,484,383	31,126,520	70,610,903
13/14	10,146,680,853	0.3940	0.3106	0.7046	39,699,805	31,296,344	70,996,149
14/15	10,524,627,009	0.3940	0.3106	0.7046	41,128,899	32,422,935	73,551,834
15/16	11,201,026,680	0.3940	0.3106	0.7046	43,708,814 **	34,456,745 **	78,165,559 **
16/17	12,390,629,711	0.3940	0.3106	0.7046	48,205,021 ***	37,764,842 ***	85,969,863 ***
17/18	13,594,900,387	0.3940	0.3106	0.7046	52,426,684 ****	41,378,613 ****	93,805,297 ****

* *Total Tax Revenues have been adjusted to reflect actual collections except where indicated.*
** *Actual*
*** *Revised*
**** *Approved*

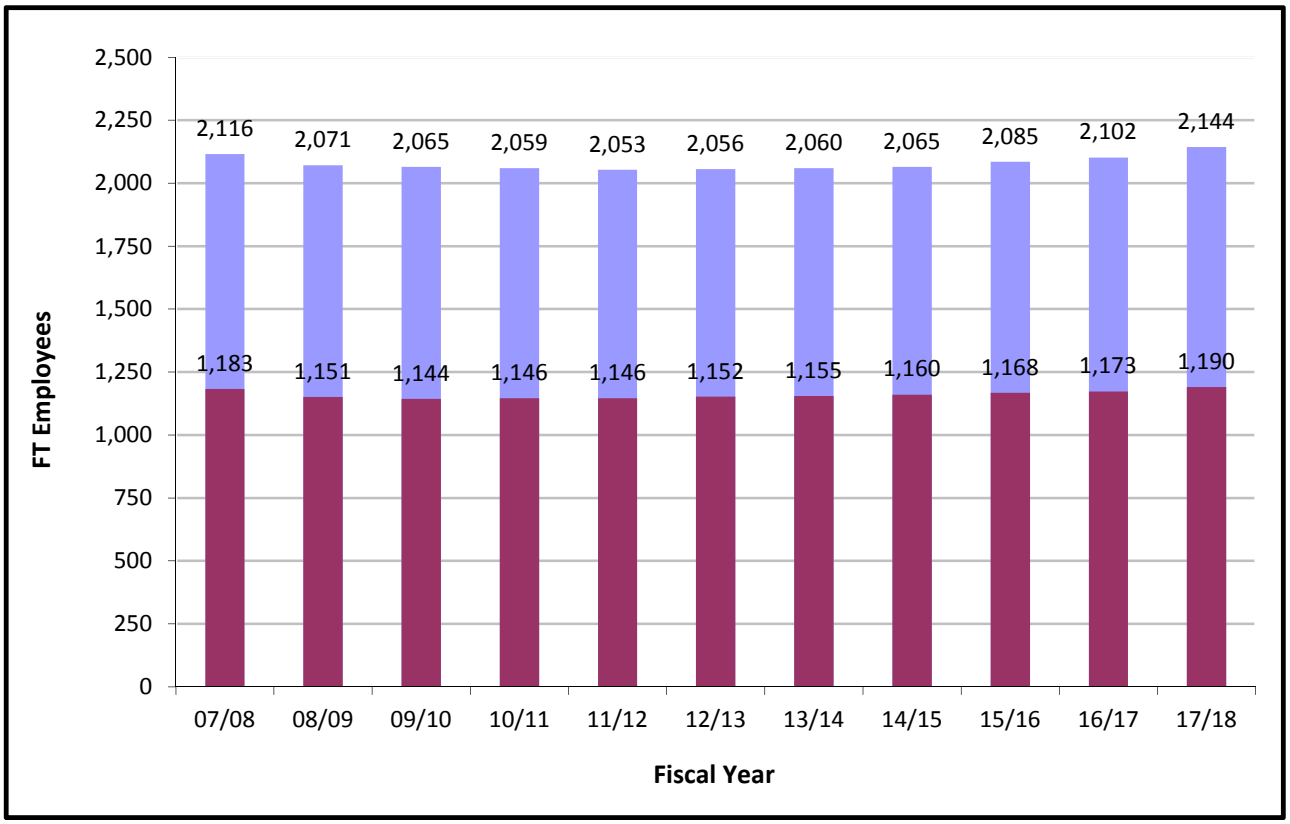
SALES TAX REVENUE
10-Year History



Fiscal Year	*Gross Sales Tax (Actuals)*	*Firewheel Town Center Reserves*	*Bass Pro Harbor Point Incentive*	*Other Incentives*	*Net Sales Tax*
07/08	$23,694,596	($350,000)	($294,080)	0	$23,050,516
08/09	22,041,066	(250,000)	(288,695)	0	21,502,371
09/10	21,573,549	0	(263,457)	0	21,310,092
10/11	21,587,559	(608,410)	(286,039)	0	20,693,110
11/12	22,656,306	(648,483)	(262,152)	0	21,745,671
12/13	23,407,653	(661,586)	(266,234)	0	22,479,833
13/14	24,612,079	(590,449)	(319,223)	($42,380)	23,660,027
14/15	26,251,883	(686,607)	(310,227)	(242,583)	25,012,466
15/16 *	29,499,960	(485,773)	(328,715)	(325,448)	28,360,024
16/17 **	29,985,547	(482,001)	(340,952)	(358,233)	28,804,361
17/18 ***	30,585,258	(491,641)	(355,508)	(390,220)	29,347,889

* *Actual*
** *Revised*
*** *Approved*

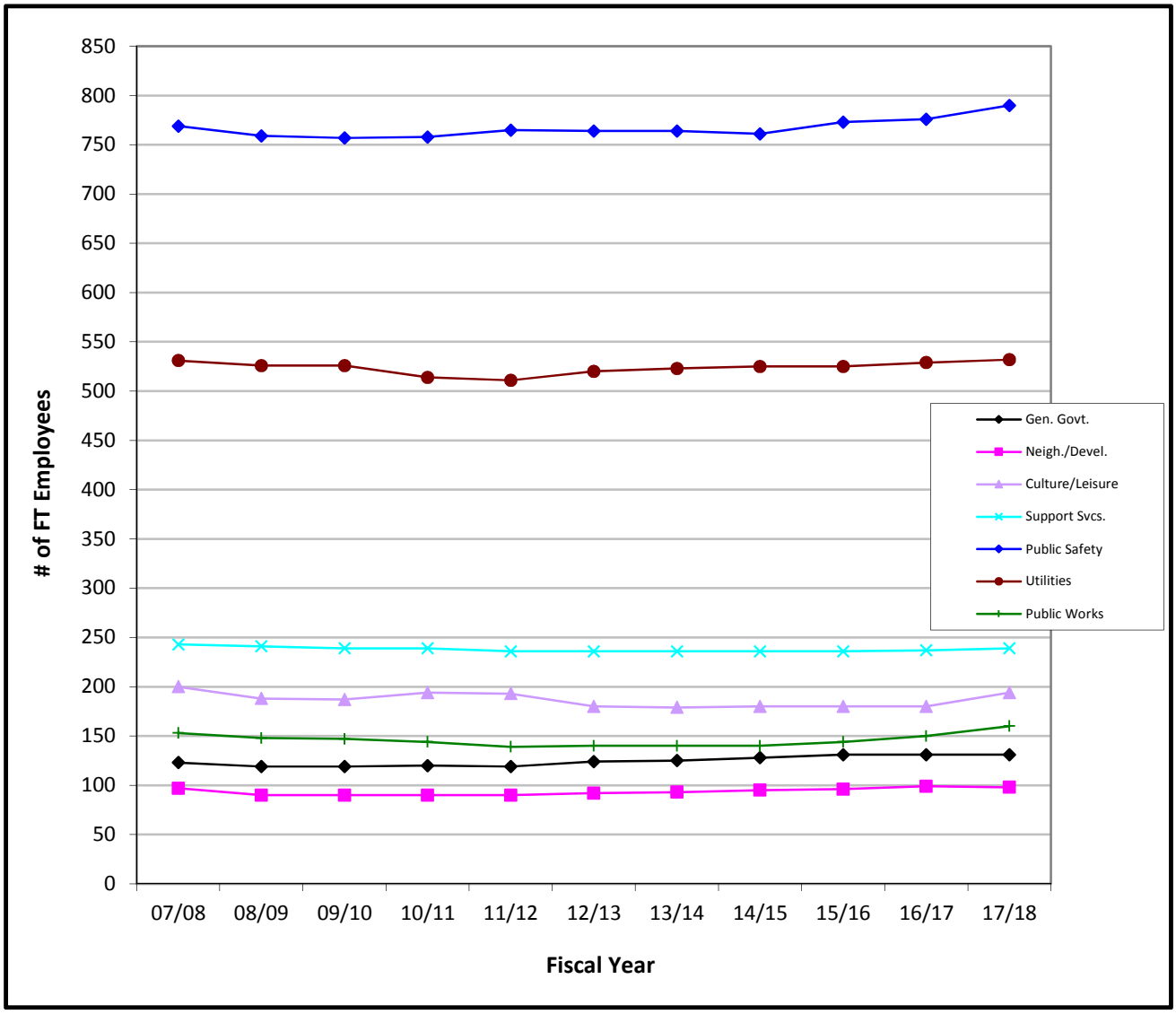
FUNDED FULL-TIME PERSONNEL
10-Year History



Fiscal Year		*Funded Full-Time Employees*	*Net % Change*	*Full-Time General Fund Employees*	*Net % Change General Fund*
07/08		2,116	0.6%	1,183	0.5%
08/09		2,071	-2.1%	1,151	-2.7%
09/10		2,065	-0.3%	1,144	-0.6%
10/11		2,059	-0.3%	1,146	0.2%
11/12		2,053	-0.3%	1,146	0.0%
12/13		2,056	0.1%	1,152	0.5%
13/14		2,060	0.2%	1,155	0.3%
14/15		2,065	0.2%	1,160	0.4%
15/16		2,085	1.0%	1,168	0.7%
16/17	*	2,102	0.8%	1,173	0.4%
17/18	**	2,144	2.0%	1,190	1.4%

* *Revised*
** *Approved*

PERSONNEL BY AREA
10-Year History

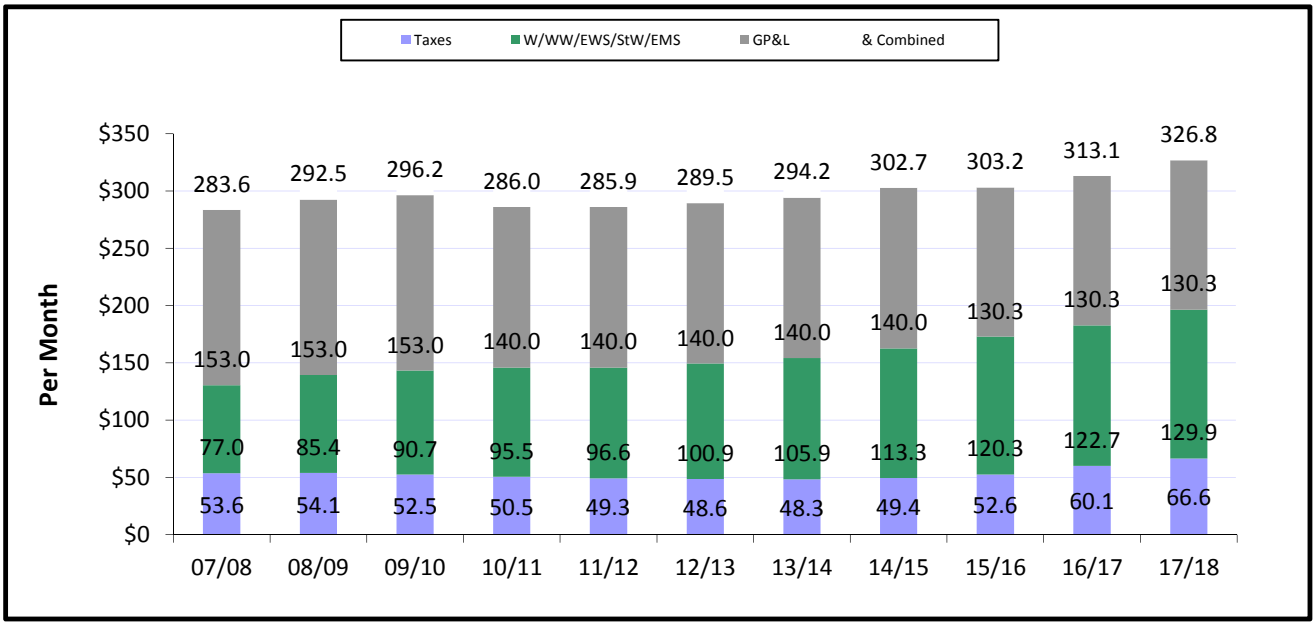


Area	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17*	17/18**
General Gov't.	123	119	119	120	119	124	125	128	131	131	131
N'borhd./Devel.	97	90	90	90	90	92	93	95	96	99	98
Culture/Leisure	200	188	187	194	193	180	179	180	180	180	194
Support Svcs.	243	241	239	239	236	236	236	236	236	237	239
Public Safety	769	759	757	758	765	764	764	761	773	776	790
Utilities	531	526	526	514	511	520	523	525	525	529	532
Public Works	153	148	147	144	139	140	140	140	144	150	160
Total	**2,116**	**2,071**	**2,065**	**2,059**	**2,053**	**2,056**	**2,060**	**2,065**	**2,085**	**2,102**	**2,144**

* *Revised*
** *Approved*

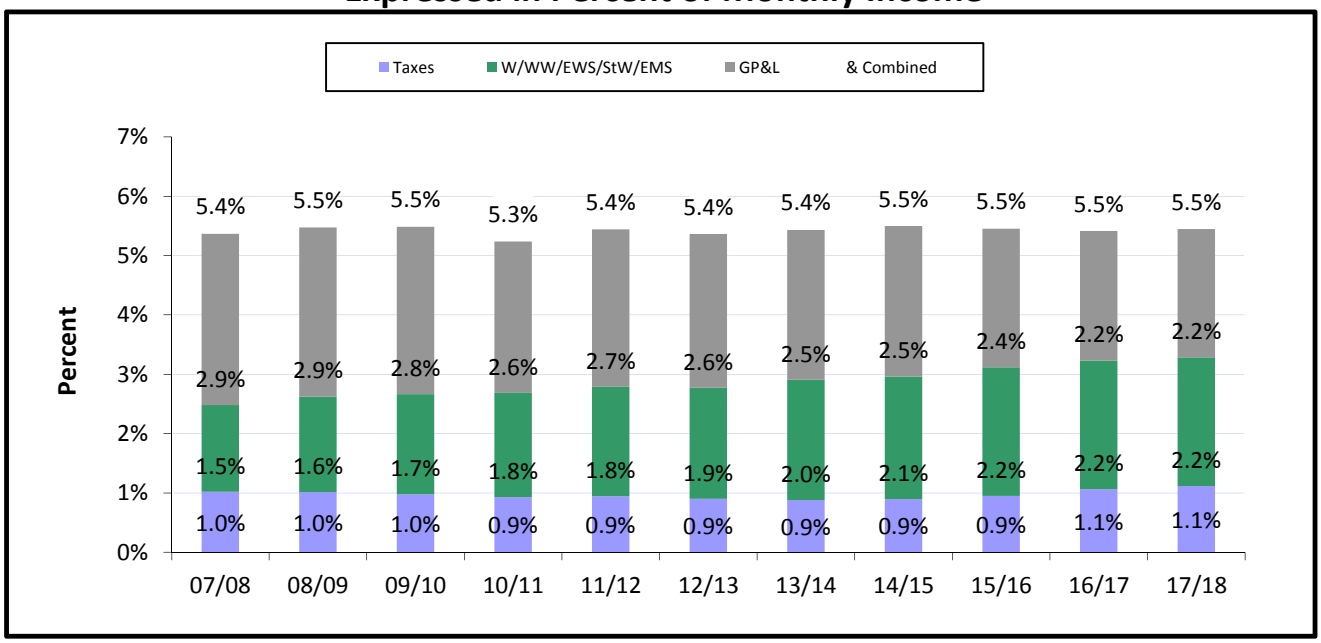
COST OF GOVERNMENT

Combined Monthly Citizen Impact - Taxes & Utilities



Combined Monthly Citizen Impact - Taxes & Utilities

Expressed in Percent of Monthly Income



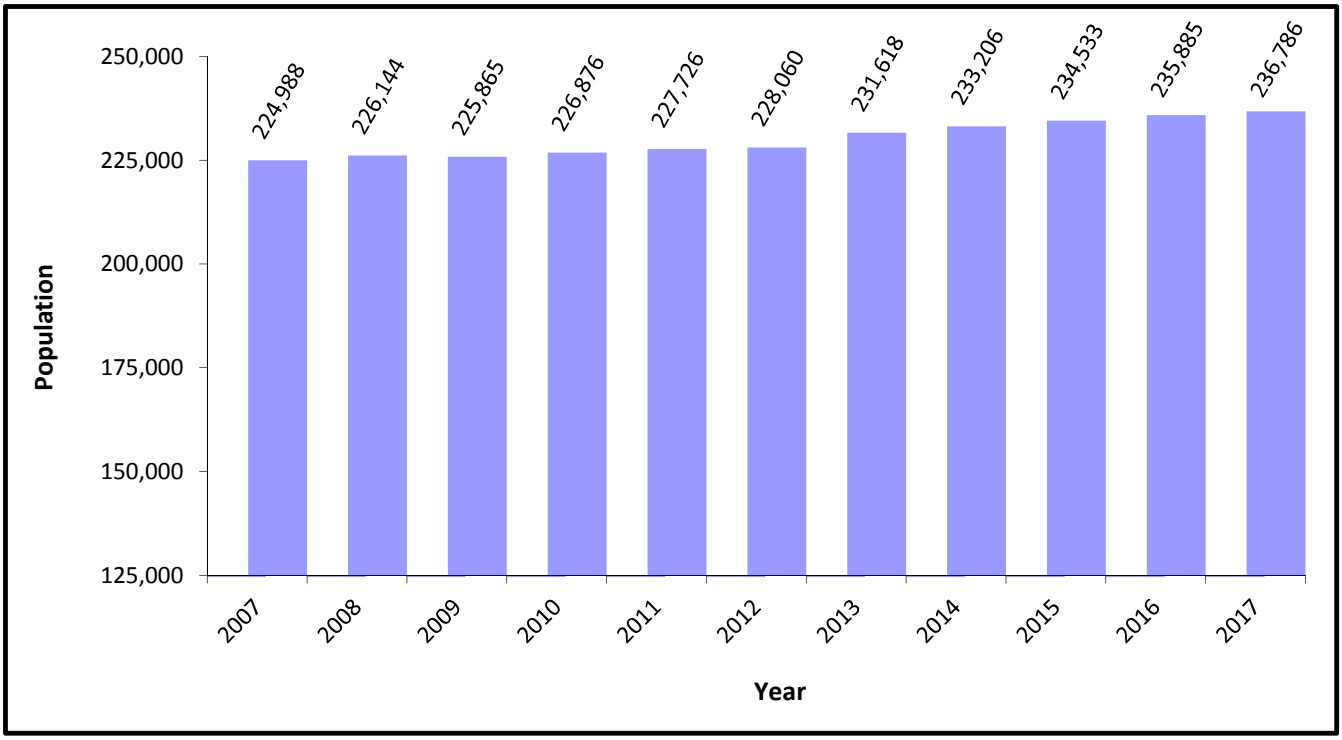
Assumptions:

Household Income: Garland's mean household income - $71,614 per 2017 estimate from the Garland Economic Development Partnership.

Home Value: 2000-01 - $75,430; 2017-18 - $129,368. Adjusted yearly for valuation per DCAD, also allowing for Homestead Exemption after 2003.

Utilities: Water/Sewer - 8,000 gallons per month (⅝-inch pipe); Electric - 1,300 kWh per month; Stormwater average bill - $3.23 per month; starting 2010-11, EMS fee of $1.50 per month.

GARLAND POPULATION
10-Year History



Year	*Population**	*Difference from Prior Year*	*Net % Change*
2007	224,988	2,556	1.1%
2008	226,144	1,156	0.5%
2009	225,865	-279	-0.1%
2010	226,876	1,011	0.4%
2011	227,726	850	0.4%
2012	228,060	334	0.1%
2013	231,618	3,558	1.6%
2014	233,206	1,588	0.7%
2015	234,533	1,327	0.6%
2016	235,885	1,352	0.6%
2017	236,786	901	0.4%

* *Estimated by Planning and Community Development Department except for 2010 Census figure and 2012 figure from NCTCOG.*

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APPENDICES

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APPENDIX (A)

FINANCIAL POLICIES

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FINANCIAL STRUCTURE, POLICIES, AND PRACTICES

INTRODUCTION

The City of Garland financial structure, policies, and practices set forth in this section form the basic framework for the fiscal management of the City. They were developed within the parameters established by applicable provisions of the Texas Local Government Code, Garland City Charter, City Council Policies, City Manager Directives, and Generally Accepted Accounting Practices (GAAP). These various components of the City's financial framework are outlined below and include the following:

(I) Financial (Fund) Structure

(II) Garland City Charter – Article VIII. Budget
- Sec. 1. Fiscal Year
- Sec. 2. Preparation and Submission of Budget
- Sec. 3. Budget Form
- Sec. 4. Budget a Public Record
- Sec. 5. Publication and Notice of Public Hearing
- Sec. 6. Hearing and Adoption of Budget
- Sec. 7. Budget Establishes Appropriations and Amount to Be Raised by Taxation
- Sec. 8. Amendment and Supplemental Budget
- Sec. 9. Defect Shall Not Invalidate Tax Levy

(III) City Council Financial Policy
- (1) Operating Condition (multi-year forecast, rates, insurance…)
- (2) Debt Management
- (3) Financial Condition (fund balance requirements)
- (4) Asset Maintenance (Capital Improvement Program, facilities master plan…)
- (5) Accounting, Auditing, and Financial Reporting

(IV) Balanced Budget – Defined

(V) Basis of Budgeting and Accounting

(VI) Revenue Management – City Manager Directive

(VII) Performance Measurement

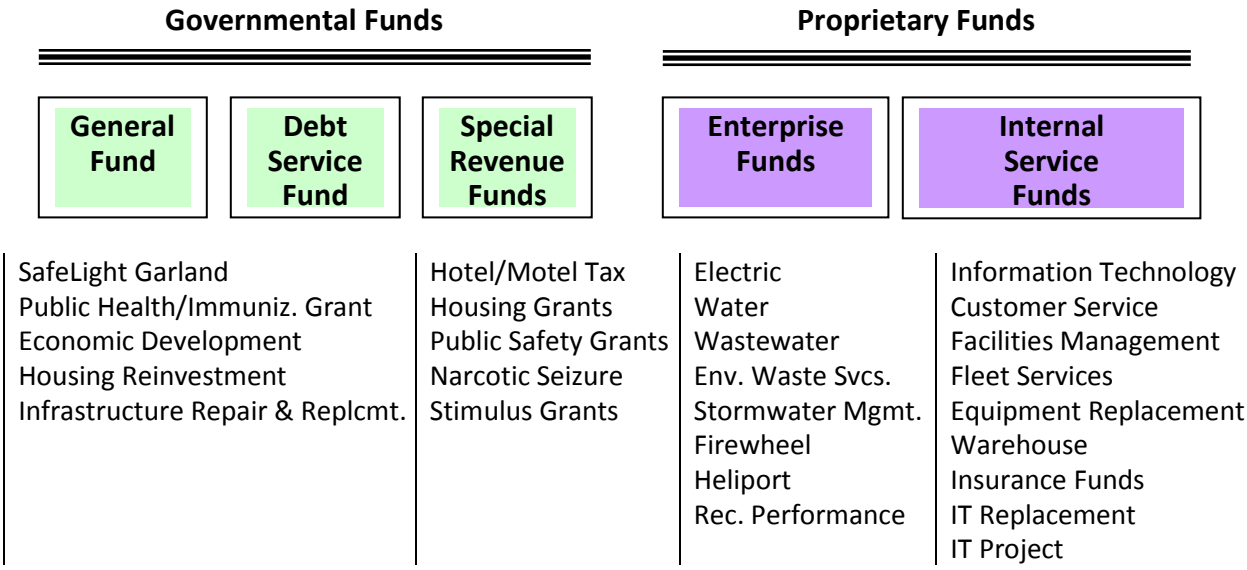
(VIII) General and Administrative Allocation Methodology

(IX) Support Service Funds Allocation Methodology

(X) Listing of Other Charter Provisions and Directives

(I) FINANCIAL (FUND) STRUCTURE

The City's financial structure is organized by cost centers referred to as funds. These funds are further subdivided into smaller cost centers (departments and organizations within the fund). Each fund is a separate entity for control, budgeting/accounting, and reporting purposes. The two types of funds utilized are Governmental and Proprietary. Governmental Funds account for general governmental activities, and Proprietary Funds capture the costs of the business-type operations of the City.



Governmental Funds

General Fund: The General Fund is the principal operating fund of the City. All general tax revenues not allocated by law or contractual agreement to another fund are accounted for in this fund. Basic municipal services such as City administration, police and fire protection, health services, parks and recreation, and libraries are included in the General Fund.

Debt Service Fund: The Debt Service Fund is used to account for resources designated for principal and interest payments on the City's outstanding debt.

Special Revenue Funds: Special Revenue Funds are used to account for general revenue sources that are restricted to specific purposes. The Special Revenue Funds include the Hotel/Motel Tax Fund and Grant Funds.

Proprietary Funds

Enterprise Funds: Enterprise Funds account for municipal operations that are financed and operated in a manner similar to private business. The intent is that the cost of providing goods or services be financed primarily through user charges. The City's Enterprise Funds include the various utility funds, Firewheel Golf Fund, Heliport Fund, and Recreation Performance Fund.

Internal Service Funds: Internal Service Funds are used to account for the financing of services provided by one department to other departments in the City. The costs of providing these services are recovered through user fees and cost allocation methodologies. The Internal Service Funds are the Group Health Insurance Fund, Self Insurance Fund, Long Term Disability (LTD) Fund, Customer Service Fund, Facilities Management Fund, Fleet Services Fund, Equipment Replacement Fund, Information Technology Fund, IT Replacement Fund, IT Project Fund, and Warehouse Fund.

Capital Improvement Program Funds

Capital Project Funds: Capital Project Funds account for the acquisition and construction of capital facilities and specialized equipment and are multi-year in nature since projects often span fiscal years.

Funds Not Appropriated in the Annual Budget

The City's financial structure includes several funds that are used to segregate monies which are restricted or reserved for future use. While these funds are included in the City's Consolidated Annual Financial Report (CAFR), they are not included in the Budget. The monies kept in these funds are appropriated when they are transferred to another City fund for expenditure.

Special Revenue Funds:

Impact Fees Fund – Streets
Impact Fees Fund – Water
Substandard Perimeter Road Fund
Other Housing Assistance Fund (Villages of Eastgate)
Tax Increment Fund – Downtown
Tax Increment Fund – Interstate 30
Tax Collection Fund

The financial structure also includes GAAP funds that are used to record entries that are unique to the preparation of the year-end CAFR and do not impact budgeted revenues or expenditures.

Other component units included in the CAFR but not the City's budget include the Garland Housing Finance Corporation, Garland Health Facilities Development Corporation, and Garland Economic Development Authority.

(II) CITY OF GARLAND CHARTER – ARTICLE VIII. BUDGET

Sec. 1. Fiscal year.
The fiscal year for the City government shall begin on the first day of October and shall end on the last day of September of each calendar year. The fiscal year shall constitute the budget and the accounting year.

Sec. 2. Preparation and submission of budget.
Prior to the 15th day of August in each year, the City Manager shall prepare, file with the City Secretary, and furnish to each member of the Council, a carefully itemized budget outlining anticipated receipts and proposed expenditures of the City, showing as definitely as possible, appropriations desired for each project and operation for the next succeeding fiscal year, comparing the same with the budget for the then-current fiscal year, and stating the actual receipts and expenditures of the current year. The proposed budget shall also contain a complete detailed statement of all bonds issued and certificates of obligation and notes outstanding of the City and of each of the funds administered by it and an estimate of the rate of tax required for the ensuing fiscal year.

Sec. 3. Budget form.
At the head of the budget there shall appear a summary of the budget, in such a manner as to present to taxpayers a simple and clear summary of the detailed estimates of the budget. The City Manager shall at the same time submit a budget message explaining the need for the requested appropriations and stating what pending capital projects, if any, will likely require the issuance of bonds or warrants. Each employee, officer, board and department shall furnish the City Manager such information as may be required by him for the proper preparation of each budget.

Sec. 4. Budget a public record.
The budget and budget message and all supporting schedules shall be a public record in the Office of the City Secretary open to public inspection by anyone.

Sec. 5. Publication and notice of public hearing.
At the meeting of the Council at which the budget and budget message are submitted, the Council shall determine the place and time of the public hearing on the budget and cause to be published in a newspaper having a general circulation in Garland a notice of the place and time, which shall not be less than three (3) days nor more than fourteen (14) days after date of publication. The public hearing on the budget shall be held prior to the 15th day of September.

Sec. 6. Hearing and adoption of budget.
At the time advertised or at any time to which such public hearing shall be adjourned, the Council shall hold a public hearing on the budget as submitted, at which all interested persons shall be given an opportunity to be heard for or against the estimates or any item therein. After the conclusion of such public hearing, the Council may make such changes, if any, in the budget as in their judgment the law warrants and the best interests of the taxpayers of the City demand.

The budget, as amended, if there be changes, may then be adopted by a favorable vote of at least five (5) members of the Council.

If no final action has been taken by the Council on or prior to the 20th day of September, the budget as submitted for the succeeding fiscal year shall be deemed to have been finally adopted by the Council.

Sec. 7. Budget establishes appropriations and amount to be raised by taxation.
From the effective date of the budget the amount stated therein as the amount to be raised by taxation shall constitute a determination of the amount of the levy for the purposes of the City in the corresponding tax year and the several amounts stated therein as proposed expenditures shall thereby be and become appropriated to the several objects and purposes therein stated, but unused appropriations for any item may be transferred and used for any other item required for the accomplishment of the same general purpose.

When recommended by the City Manager and in the discretion of Council, the budget may contain a reasonable sum set aside as an unallocated reserve fund to meet unexpected and unforeseen contingencies in current operating costs of any budget project.

Sec. 8. Amendment and supplemental budget.
In case of public necessity, expenditures to meet unusual unforeseen conditions, which could not, by reasonable, diligent thought and attention, have been included in the original budget, may from time to time be authorized by the affirmative vote of at least five (5) of the members of the Council as amendments or supplements to the original budget. Such supplement and amendment shall be filed with the original budget.

Sec. 9. Defect shall not invalidate tax levy.
Defects in the form or preparation of the budget or the failure to perform any procedural requirement shall not invalidate any tax levy or the tax roll.

(III) CITY COUNCIL FINANCIAL POLICY (FIN-04)

Policy

The City of Garland shall maintain an operating position in all governmental funds such that annual expenditures shall not exceed annual resources, including fund balance.

The City of Garland shall maintain an operating position in all proprietary funds such that annual expenses shall not exceed annual resources, including retained earnings.

The City shall protect the physical assets of the City to ensure the value, integrity, and utility of these major investments of the City's resources.

This policy shall be reviewed and updated periodically and will be presented to the City Council for approval of any significant changes.

In the following sections, the procedures and guidelines for accomplishing this policy are outlined.

Operating Condition

1. A multi-year financial forecast shall be prepared annually projecting revenues and expenditures for all operating funds. This forecast shall be used as a planning tool in developing the following year's operating budget.

2. Rates, fees, and charges for service shall be reviewed annually and adjusted as necessary to respond to cost increases or other changing circumstances.

3. Activities within enterprise funds shall be budgeted so that revenues support costs of service, satisfy all revenue bond covenants, and provide adequate cash flows.

4. Insurance coverage shall be examined annually to ensure that policy limits are adequate and in compliance with revenue bond covenants.

5. Estimated costs and funding sources shall be identified prior to any project being submitted for Council approval.

Debt Management

1. Debt shall not be used for funding current expenses.

2. Bonds shall be sold only to finance long-term capital projects.

3. A project shall not be financed over a period longer than the estimated life of that project.

4. On all capital projects considered by Council, a disclosure statement shall be included, where appropriate, to identify annual operating costs of each project.

5. The City shall prepare a multi-year Capital Improvement Program (CIP), updated annually, which will meet the anticipated growth requirements of the City. The CIP shall be adopted by the Council as a guide for staff in planning the subsequent year's capital and financing needs.

6. Total tax-supported debt shall be maintained so as not to exceed five percent (5%) of the total assessed valuation of taxable property.

Financial Condition

1. The City shall budget available resources to maintain an ending “fund balance” goal in each fund according to the following definitions and guidelines:

    a. General Fund – 30 days of budget-based operating expenditures less debt service. “Fund balance” is defined as the unreserved, undesignated portion of total assets minus total liabilities.

b. Enterprise Funds – 45 days of budget-based operating expenditures including debt service. "Fund balance" is defined as current assets minus current liabilities, excluding non-budgetary adjustments.

c. Before the City budgets any resources from "fund balance," as defined above for the respective fund types, the "working cash" (cash and investment balances) of each fund shall be analyzed to ensure that adequate liquidity is projected to be available for cash flow purposes.

2. All Internal Service Funds shall be fully self-supporting to the extent that any retained earnings deficit shall be fully recovered in the subsequent fiscal year through increased charges to benefiting departments.

3. Self insurance reserves shall be actuarially determined and periodically reviewed to evaluate experience and degree of risk assumptions.

4. Council may opt, on an annual basis, to adjust fund balance targets in specific funds to meet short-term economic or other circumstances.

Asset Maintenance

1. In addition to anticipated growth requirements of the City, the multi-year CIP will identify major infrastructure repair and rehabilitation needs.

2. The City will prepare and maintain a facilities master plan. This document will serve as a management tool to project space needs including construction and/or modification of facilities.

3. Repair, renovation, and maintenance shall be regularly performed to protect the life of the assets and to ensure their safety and utility. A systematic program of routine and preventive maintenance shall be developed based on need identification and prioritization.

4. The Annual Operating Budget will provide sufficient funding levels for ongoing maintenance of the infrastructure.

Accounting, Auditing, and Financial Reporting

1. Accounting systems shall produce information that is consistent with generally accepted accounting principles for governmental entities.

2. An annual comprehensive audit shall be conducted of all funds by an independent public accounting firm in accordance with Council Policy FIN-02. A policy of full disclosure on every financial report and official statement shall be followed.

3. Year-end net revenues of the combined utility system (Electric, Water, Waste Water) shall be maintained at a level sufficient to cover average annual revenue debt service requirements and maximum year revenue debt service requirements by at least 1.25 times.

4. A condensed year-end Electric Utility financial report shall be prepared and receive widespread circulation to the ratepayers and taxpayers of the City of Garland.

Responsibility and Authority

1. The City Manager shall have accountability to the City Council concerning the financial strategies outlined in this policy.

2. The City Manager is authorized to approve and execute by and on behalf of the City, purchases and/or contracts requiring expenditures up to and including the amount of $99,999.99. The Purchasing Director, as directed by the City Manager, shall have the authority to purchase or contract for all goods and services needed by any department of the City or by any using agency that derives its support wholly or in part from the City.

3. The City Manager has authority for delegating financial transaction responsibilities to appropriate organizational levels for the efficient operation of the City.

(IV) BALANCED BUDGET

The City of Garland defines a balanced budget as one in which combined projected resources (revenues and fund balances) equal or exceed combined estimated expenditures.

(V) BASIS OF BUDGETING AND ACCOUNTING

The City utilizes the modified accrual basis of accounting for all Governmental Funds, which includes the City's General Fund. Revenues that are measurable and available are accrued at year-end. Measurable can refer to a reasonable estimate, and available means that the revenue will be collected in time to pay for current period expenditures. Revenue accrued at year-end typically includes Ad Valorem Taxes paid within 60 days of year-end, Franchise Fees, special assessments, intergovernmental revenue, Landfill Fees, and Interest Income. Expenditures for Governmental Funds include amounts actually paid and expenditures with invoice dates within the fiscal year.

The City utilizes the accrual basis of accounting for all Proprietary Funds. In keeping with this basis of accounting, utility revenues are recognized when billed rather than when collected. A prorated amount for partial billing cycles is also accrued at year-end. Expenses recognized under the accrual method include amounts actually paid and expenses with invoice dates within the fiscal year.

The budget for all funds is prepared on a modified accrual basis, with budgetary control set at the type-of-expenditure level (personnel, operations, and capital) within each departmental budget. Capital outlay and debt principal are included as budgetary expenses, but depreciation is not a budgeted expense.

Encumbrances (commitments to purchase goods and services) that are open on September 30th are recorded as a reservation of fund balance, and the subsequent year's Revised Budget is increased to reflect payment in a future period. Unspent and unencumbered appropriations lapse at fiscal year-end.

(VI) REVENUE MANAGEMENT DIRECTIVE

The City Manager's Revenue Directive designates an appropriate staff person to serve as Revenue Manager for each of the City's sources of income.

Revenue Managers are responsible for the following:

(1) Knowledge of the legal auspices for each revenue under their oversight.
(2) Submitting budget estimates based on a documented forecast method.
(3) Ensuring timely collection.
(4) Monitoring revenue collection and trends via monthly reports.
(5) Alerting Management of problems and resolving them as they arise.
(6) Maintaining accurate Accounts Receivable aging reports.

This system of revenue management helps to ensure that not only expenditures, but also revenues, are closely monitored and maximized. It also places the responsibility for revenue management with those individuals who are in the best position to know and understand trends and outside factors that may influence or affect the City's various revenue streams.

(VII) PERFORMANCE MEASUREMENT

The desire of the City Council and Management to closely measure and monitor the performance of City departments and programs has been addressed through the development of a performance measurement system. Included in the performance measures are indicators of service demand, output, outcomes, effectiveness, and efficiency.

The development and refinement of performance measures are an ongoing process for City departments and the City's Budget staff. The performance measures for each department and service area are included in the Department Detail section of the Annual Budget. In addition, City departments have numerous internal measures, not reflected in the Budget document, for monitoring and management purposes.

(VIII) GENERAL AND ADMINISTRATIVE ALLOCATION METHODOLOGY

Departments within the General Fund provide administrative support for all City operations. Administrative support includes the services provided by Financial Services, Budget, Purchasing, and Human Resources, as well as others. Proprietary Funds are assessed a General and Administrative charge equivalent to 13.25% of their salary and benefits cost in order to recapture a portion of the cost associated with these services.

(IX) SUPPORT SERVICE FUNDS ALLOCATION METHODOLOGY

Support Service Funds are those that provide services to other City departments and funds and then recoup their expenditures through an allocation of costs to the user departments. The Support Service Funds include:

(1) Customer Service Fund
(2) Facilities Management Fund
(3) Information Technology Fund
(4) Warehouse Fund

The Support Service Allocation Plan utilizes a unique allocation methodology for each area and takes into consideration the actual services provided to each user department. The allocation method for each Support Service is unique and typically involves a combination of multiple factors. For example, expenditures in the Information Technology (IT) Fund are broken down by division or type of service provided. The cost of each service is then allocated to other City funds based on a methodology that best fits the particular type of work being performed.

Other Support Service Funds not included as part of the allocation are Group Health Insurance, Self Insurance, and Fleet Services. These funds recoup their costs through direct charges to user departments rather than through the Allocation Plan.

(X) LISTING OF OTHER CHARTER PROVISIONS AND DIRECTIVES

Provided below is a list of other provisions of the City Charter and additional City Manager Directives that govern the administration of the City's Budget and finances. In order to avoid adding significant length to the Budget document, they are simply listed below. Copies of these documents can be obtained by calling the City of Garland, Budget and Research Department, at 972-205-2511.

(1) City Charter – Article IX. Collection of Taxes
(2) City Charter – Article X. Issuance and Sale of Bonds
(3) City Charter – Article XVII. Miscellaneous Provisions. Sec. 17. Special accounting for certain electric utility funds (Rate Mitigation Fund)
(4) Capital Improvement Program – Directive
(5) Equipment Replacement Fund – Directive
(6) Information Technology Replacement Fund – Directive
(7) Information Technology Project Fund – Directive
(8) Capitalization of Expenditures

APPENDIX (B)

BUDGET PROCESS

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THE BUDGET PROCESS

The budget for the City of Garland is governed by State law and the City Charter. It also complies with professional standards established by the Government Finance Officers Association (GFOA), which specifies in its guidelines that government budgets incorporate the following four functions:

1) Budget as a policy document
2) Budget as a tool for financial planning
3) Budget as a guide for service and operations planning
4) Budget as a communication device

Ultimately, the budget serves as the means to allocate scarce resources by translating values and priorities into programs and policies. Regardless of the way in which alternative policy and program choices are identified and considered, the nuts-and-bolts framework of the budget must be constructed in such a way that it can be analyzed.

Garland budgets on a modified accrual basis, using a fully automated budget development system built from line item accounts within cost centers. These building blocks are within the confines of the system constraints of the automated financial system, as well as the needs and requirements of other users such as Accounting and Purchasing. Departments formulate their proposals for new or different items and services in decision packages called supplements. The supplements are ranked in priority order in the budget requests to the City Manager.

The approach used is *target budgeting*. Under this approach, General Fund departments are given an allocation of resources, based on their current proportionate share of projected resources, less management priorities and contingencies. Departments' budgets are limited to their funded targets, but they can make requests for additional items which the City Manager or the City Council may choose to fund. Departments build incrementally within their resource targets, prioritizing the most critical or needed services, with the ability to reallocate within their spheres of control. (Some items are programmed in, and departments cannot change the amounts. Salary and benefit calculations as well as vehicle maintenance and depreciation charges are examples.) Non-General Fund departments have their targets established based on estimated revenue.

This target budget approach results in a balanced budget presented to Council. It is balanced because the funded budget is within the available resources, with additional needs and requests identified but not added to the budget unless/until Council agrees to an item and an associated resource. The Council can then focus on policy issues such as changes in service level, and tax and fee rates, without having first to figure out how to pay for the basic service configuration.

PRELIMINARY PREPARATION

The budget cycle begins in January with the development of each department's personnel costs. Budget & Research starts this process with a download of existing salary and wage information from the Human Resource system to the automated budget system. Each full-time and part-time position in the City is analyzed, and the cost of any anticipated salary or benefit adjustment that may occur in the current fiscal year or the following budget year is projected. A detailed report is then generated for each department to review, and the Budget & Research Analyst assigned to that department will then make any changes deemed appropriate.

At this time, departments also request any new positions, new or replacement vehicles and rolling stock equipment, major building maintenance requirements, new or replacement computers and peripherals, and any major street maintenance that will be required during the coming year. These requests are sent to each responsible department for internal review and planning. The requests are reviewed and recommendations are returned to the requesting department with a copy to Budget & Research.

BUDGET DEVELOPMENT

During the months of March and April, the budget is developed and entered by each department into the automated budget system.

In early March, the Budget Instruction Manual is developed to aid departments in their budget preparation. It communicates any changes that have occurred or may occur that will affect departmental budgets. It includes the preliminary budget calendar; policy changes, changes to various rate structures such as utilities, internal service charges, etc., specific instructions on budget preparation and the automated budget system; and a chart of accounts.

During this time, Budget & Research also develops revenue projections and distributes departmental targets and constraints. The Director of Budget & Research holds ongoing meetings with the City Manager and Administration to gain insight into management philosophies and objectives and to develop strategies to accomplish these goals. It is vitally important at this stage that communication remain open and constant between departments and the Budget & Research staff.

Beginning in April, Budget & Research conducts hands-on training sessions on the automated budget system for any users who need comprehensive training or just a course to refresh their skills. Departments have approximately three to four weeks to input their budgets and fine-tune their submissions. Budget & Research staff remain in constant communication with the departments during this period to help out with any questions or problems that might arise.

Once the budgets have been electronically submitted, Budget & Research compiles all the information and presents the preliminary budget requests to the City Manager with summaries, highlights, issues, options, and recommendations. During June, the City Manager will hold a technical review with each department to perform extensive reviews of their budgets at the line item detail level. At this point, critical needs are identified and options for funding these needs are formulated. Once the reviews are complete and changes made, the City Manager and the Senior Management Team meet (in July) to make final decisions focusing on policy issues including levels of service and options for funding. The City Manager decides what will go forward to the City Council.

Also during the month of July, Budget & Research holds briefings with Council to address issues or concerns the Council may have, to provide orientation, to offer in-depth analysis of significant areas or programs, and to brief the Council on the upcoming budget schedule and process. These information exchange sessions follow Council's July retreat when City goals are often formulated or revised. Typical topics are overviews of revenue and expenditures, staffing issues, debt financing, public safety issues, etc.

BUDGET TO COUNCIL

In early August, the City Manager presents a balanced Proposed Budget to the City Council. Copies are also placed in City libraries and the City Secretary's office for public inspection as well as on the City's web site. Several budget work sessions are scheduled for Council's deliberation. As required by City Charter, a public hearing is also held to provide any person the opportunity to address any item in the budget.

The City Charter requires the adoption of the budget by September 20. The ad valorem tax rate is set at the same meeting in which the budget is adopted. The Adopted Budget goes into effect with the new fiscal year, which begins October 1.

COMPILATION OF ADOPTED BUDGET / BUDGET MAINTENANCE

The Adopted Budget is compiled and published during the initial months of the new fiscal year. Budgeted accounts and amounts are prepared and interfaced from the automated budget system to the financial system prior to October 1.

Budget maintenance is an ongoing process that includes financial and budget system account maintenance, appropriation level spending controls, position controls, and adjustments to unbudgeted or overspent accounts. Other spending control mechanisms include monthly review of expenditures by the Budget & Research Department.

AMENDING THE BUDGET

Council approves budget appropriations at the fund level. Therefore, any changes or amendments to the budget that increase a fund's total appropriations must be done by ordinance and approved by Council. Budget amendments typically address unanticipated revenues and unexpected expenditures.

Changes within funds can be done administratively, with the level of approval dependent on the type and dollar amount of change proposed. Department heads and managing directors have latitude in shifting or transferring funds between operating accounts within a department. However, changes in capital expenditures require at least Deputy City Manager approval, and only the City Manager can authorize changes in salary and benefits accounts.

CITY OF GARLAND
Budget Calendar
FY 2017–18

Color Key: **Fleet-Related Deadlines**
Revenue Estimates
Council-Related Items

February 2017

2/09	Thursday	Fleet Services distributes evaluation instructions / recommended review lists to Fleet Coordinators.
2/16	Thursday	Preliminary Instructions, Budget Assignments, and Preliminary Budget Calendar distributed to departments.
2/16	Thursday	Fleet Coordinators meet to discuss vehicle evaluations.
2/24	**Friday**	**Vehicle evaluation lists due back to Fleet Services after departmental review.**

March 2017

3/01	**Wednesday**	**Preliminary Requests due to Reviewing Departments with copies to Budget & Research for:** ♦ **New Position Requests (PDQs) – Human Resources** ♦ **IT Hardware/Software Requests (ISR) – IT** ♦ **IT Project Request / Project Charter forms – IT** ♦ **Facilities Renovation / Project Request forms – Facilities Management** ♦ **Request to Assign or Reassign Space/Land forms – Facilities Management** **(If required – See Facilities Budget Instructions – FY 2017-18)**
3/03	Friday	Year-to-date revenue amounts distributed to departments. Revenue Managers begin calculating Revenue Estimates for 2016-17 Revised and 2017-18 Proposed Budgets.

March 2017 *(Continued)*

3/10	Friday	Fleet Services returns updated evaluation review lists to departments with a copy to Budget & Research.
3/13	Monday	Fleet Services starts accepting vehicles for evaluation.
3/17 to 4/03		Budget Analysts meet with Budget contacts, convey targets, and address any training issues.
3/24	Friday	Performance Measures and Departmental Organization Charts placed on the G:\CITY drive by Budget & Research for departments to update.
3/24	**Friday**	**Deadline for Preliminary Requests to be returned from Reviewing Departments to requesting departments along with copies to Budget & Research.**
3/27	**Monday**	**Revenue Estimates due (preliminary for Utilities).**

April 2017

4/03	Monday	*Budget Instruction Manual* placed on COGnet by Budget & Research for departments to access.
4/03	Monday	BRASS Budget System open for department input.
4/03	**Monday**	**Deadline for submission of Fleet Services evaluations / New Equipment Request forms.**
4/10	Monday	Fleet Services notifies departments and Budget & Research of final replacement recommendations / new vehicle evaluations.
4/14	**Friday**	**Facilities Project Review Board (FPRB) notifies departments if projects are selected for further study and evaluation.**
4/17	**Monday**	**Fleet Rates due.**
4/21	**Friday**	**Information Technology Board (ITB) notifies requesting departments whose projects qualify for further study and evaluation and whose do not.**

May 2017

5/01	**Monday**	**ITB prioritizes and recommends qualified projects for inclusion in the Proposed Budget based on available funding.**
5/01	**Monday**	**ALL BUDGETS DUE.**
5/01 to 5/31		Budget & Research compiles departmental budget requests and generates preliminary lists of funded and unfunded supplements, new position requests, and fund summaries.
5/05	**Friday**	**Facilities Project Review Board (FPRB) prioritizes and recommends projects for inclusion in the Proposed Budget based on available funding.**
5/15	**Monday**	**Updated Performance Measures and Departmental Organization Charts due back to Budget & Research.**
5/18	Thursday	Preliminary Appraisal of City Tax Base due from DCAD.

June 2017

5/30 to 6/30		City Manager Budget Reviews.
6/09	**Friday**	**Final Utility Revenue Estimates and Rates due.** Updated "GP&L 10-Year Forecast" due to Budget & Research.

July 2017

7/05 to 7/07		City Manager makes preliminary decisions.
7/10 to 7/14		City Manager's preliminary decisions incorporated into working copy of Proposed Budget.
7/14	Friday	City Manager makes final decisions.
7/17	Monday	Budget Analysts communicate final proposed Revenue Estimates and City Manager budget changes back to departments.
7/17 to 7/28		Final production of Proposed Budget.
7/25	Tuesday	Certified Appraisal of City Tax Base due from DCAD.
7/31	**Monday**	**Regular Work Session** Budget Preview – Highlights of FY 2017-18 Proposed Budget.

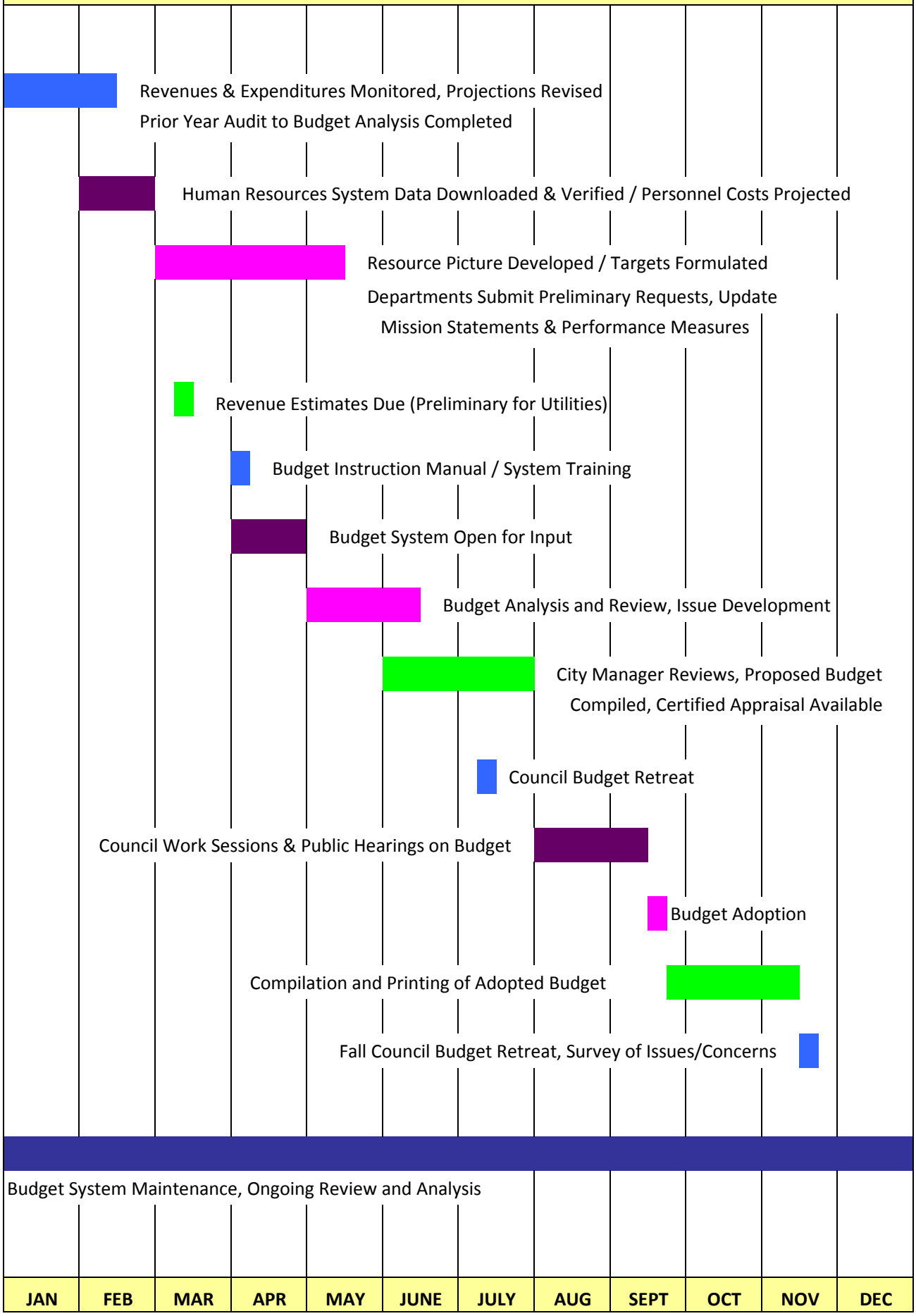
August 2017

8/01	**Tuesday**	**Regular City Council Meeting** (1) City Manager's Proposed Budget presented to Council. (2) Official Council Actions: (a) Vote to place a proposal to adopt the Tax Rate on the agenda of a future meeting. (b) Set the dates and times for public hearings on the Tax Rate.
8/02	Wednesday	Proposed Budget distributed to Libraries and City Secretary's Office and made available to the public on the City website.
8/06	Sunday	Publication and Notice of Public Hearing.
8/12	**Saturday**	**Special Work Session** Department Budget Presentations and Council Questions.
8/15	**Tuesday**	**Regular City Council Meeting** Public Hearing on Proposed Budget.
8/17	**Thursday**	**Special Work Session** Additional City Council Budget deliberations.
8/24	**Thursday**	**Special Work Session** (1) Public Hearing. (2) Additional City Council Budget deliberations.
8/31	**Thursday**	**Special Work Session** Additional City Council Budget deliberations.

September 2017

9/04	Monday	Labor Day Holiday
9/07	**Thursday**	**Special Work Session** Additional City Council Budget deliberations.
9/19	**Tuesday**	**Regular City Council Meeting** Official Council Actions: (1) Public Hearing on Proposed Budget (2) Adopt 2017-18 Budget (3) Set Tax Rate (4) Adopt Fee and Rate Changes (5) Adopt Civil Service Ordinance (6) Approve Issue of Tax Note

OPERATING BUDGET CYCLE



GARLAND

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APPENDIX (C)

FY 2016-17 REVISED BUDGET

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REVISED BUDGET
FY 2016-17

Each year, in addition to adopting a Budget for the upcoming fiscal year, the City Council adopts a Revised Budget for the current year. The Revised Budget consists of the FY 2016-17 Adopted Budget adjusted for the following:

(1) Budget Amendments previously approved by the Council.

(2) Encumbrances rolled forward.

(3) Revenue adjustments – updated based on receipts to date.

(4) Expenditure adjustments not previously included in Budget Amendments or encumbrances.

Budget Amendments

The FY 2016-17 Revised Budget includes Budget Amendment No. 1 that was previously reviewed and approved by Council. The amendment totaled $1,412,750 (excluding encumbrances) and is reflected in the Revised Budget Summary schedule.

Encumbrances

Encumbrances carried forward represent open Purchase Orders from FY 2015-16. These Purchase Orders are for goods or services that were approved by Council in the FY 2015-16 Budget but not yet received by the end of the 2015-16 fiscal year.

Because the purchase of these items was approved by Council in the previous fiscal year, the City's practice is to carry these encumbrances forward, adding them to the authorized expenditures of the current fiscal year.

The total carry-over of encumbrances in the FY 2016-17 Revised Budget is $5,606,000 and was reviewed and approved by Council on March 21, 2017, as part of Budget Amendment No. 1.

Revenue Adjustments

Total projected revenue for the FY 2016-17 Revised Budget includes an increase of approximately $4.6 million. General Fund revenues are anticipated to grow by approximately $5.1 million from the Approved Budget due primarily to stronger-than-expected revenue from sanitation fees, building permits, and sales tax receipts.

Electric anticipates a reduction of $1.2 million due to, in large part, decreased residential consumption, while the Water Utility Fund anticipates a decrease to projected revenue of $1.2 million due to decreased residential consumption and reduced effluent sales. Wastewater anticipates reduced revenue of $581,700 resulting from lower-than-expected residential and industrial usage. Due to anticipated decreases in medical claims, the Group Health Insurance Fund decreased its anticipated Stop-Loss recovery by $1.3 million. Other funds expected to realize better-than-expected results include the SafeLight Fund and the Combined Grant Funds.

Expenditure Adjustments

As part of the budget process, items not related to encumbrances or budget amendments are adjusted in the Revised Budget to reflect more accurately the year's anticipated expenditures. The net impact of these other adjustments is a net decrease of approximately $183,400 from approved expenditures. Expenditure adjustments to the General Fund total $750,400 and result primarily from increased transfers to the Firewheel Fund and EWS - Disposal. Other General Fund departments that reflect increases include City Secretary, Library, and Municipal Court, but decreased fuel costs provide a partial offset.

The Electric Utility Fund anticipates an increase of $1.8 million in its expenditures due to increased energy and debt service payments partially offset by reduced natural gas and Texas Municipal Power Agency (TMPA) fuel costs. No change will be made to the Rate Mitigation Fund transfer of $10.0 million to the Electric Utility.

Medical claims costs are projected to go down by $1.3 million in the Group Health Insurance Fund. This reduction is tied to a similar reduction in revenue for the year.

CITY OF GARLAND
FY 2016-17 REVISED BUDGET
SUMMARY

	2016-17 APPROVED	Roll-Forward Encumbrances	Budget Amendments	Other Adjustments	2016-17 REVISED
REVENUES AND TRANSFERS IN					
General Fund	$158,061,965	$0	$0	$5,117,039	$163,179,004
Electric Utility Fund	285,022,990	0	0	(1,205,401)	283,817,589
Rate Mitigation Fund	849,800	0	0	575,200	1,425,000
Water Utility Fund	69,081,183	0	0	(1,208,651)	67,872,532
Wastewater Utility Fund	45,396,138	0	0	(581,742)	44,814,396
Environmental Waste Svcs. Fund	19,530,242	0	0	216,391	19,746,633
Infrastructure Repair & Rplcmt. Fd.	16,934,524	0	0	81,978	17,016,502
Stormwater Management Fund	3,865,923	0	0	(20,186)	3,845,737
Firewheel Fund	3,213,302	0	0	640,739	3,854,041
Recreation Performance Fund	1,258,750	0	0	48,087	1,306,837
Hotel/Motel Tax Fund	1,205,200	0	0	132,800	1,338,000
Heliport Fund	7,712	0	0	805	8,517
SafeLight Fund	1,800,000	0	0	988,111	2,788,111
Economic Development Fund	1,921,338	0	0	0	1,921,338
Housing Reinvestment Fund	526,200	0	0	(110,246)	415,954
Combined Grant Funds	15,424,959	0	150,000	967,824	16,542,783
Narcotic Seizure Funds	3,570	0	0	166,583	170,153
Equipment Replacement Fund	4,917,819	0	0	191,925	5,109,744
Self Insurance Fund	5,920,120	0	0	16,300	5,936,420
Group Health Insurance Fund	37,518,140	0	0	(1,324,659)	36,193,481
Long Term Disability Fund	473,644	0	0	6,600	480,244
Customer Service Fund	12,358,919	0	0	32,400	12,391,319
Facilities Management Fund	8,246,944	0	0	5,950	8,252,894
Fleet Services Fund	8,468,250	0	0	0	8,468,250
Information Technology Fund	14,878,495	0	0	6,000	14,884,495
IT Project Fund	1,395,912	0	0	36,000	1,431,912
IT Replacement Fund	1,863,700	0	0	15,219	1,878,919
Warehouse Fund	900,058	0	0	(2,380)	897,678
Sub-Total Operating Funds	$721,045,797	$0	$150,000	$4,792,686	$725,988,483
G.O. Debt Service Fund	75,765,097	0	0	(382,564)	75,382,533
TOTAL REVENUES & TRANSFERS IN	$796,810,894	$0	$150,000	$4,410,122	$801,371,016

Note: Schedule does not eliminate interfund transfers.

CITY OF GARLAND
FY 2016-17 REVISED BUDGET
SUMMARY

	2016-17 APPROVED	Roll-Forward Encumbrances	Budget Amendments	Other Adjustments	2016-17 REVISED
APPROPRIATIONS & TRANSFERS OUT					
General Fund	$162,174,395	$541,170	$0	$750,411	163,465,976
Electric Utility Fund	305,668,552	465,030	0	1,835,663	307,969,245
Rate Mitigation Fund	10,000,000	0	0	0	10,000,000
Water Utility Fund	67,048,640	121,291	650,000	(684,759)	67,135,172
Wastewater Utility Fund	45,029,002	1,161,764	84,000	(534,961)	45,739,805
Environmental Waste Svcs. Fund	19,749,041	19,565	0	(39,624)	19,728,982
Infrastructure Repair & Rplcmt. Fd.	16,995,455	664,229	387,150	34,578	18,081,412
Stormwater Management Fund	4,242,900	100,743	0	(40,188)	4,303,455
Firewheel Fund	3,526,740	11,935	0	36,133	3,574,808
Recreation Performance Fund	1,424,240	28,500	0	0	1,452,740
Hotel/Motel Tax Fund	1,411,491	0	0	(193)	1,411,298
Heliport Fund	7,700	0	0	0	7,700
SafeLight Fund	1,787,111	2,252	0	492,930	2,282,293
Economic Development Fund	2,356,471	158,551	0	(1,711)	2,513,311
Housing Reinvestment Fund	415,000	7,348	0	362,232	784,580
Combined Grant Funds	15,655,818	0	125,000	48,993	15,829,811
Narcotic Seizure Funds	545,144	28,557	0	(15,833)	557,868
Equipment Replacement Fund	4,531,520	1,287,290	166,600	542,500	6,527,910
Self Insurance Fund	6,823,103	0	0	0	6,823,103
Group Health Insurance Fund	37,490,033	18,430	0	(1,324,659)	36,183,804
Long Term Disability Fund	506,000	0	0	0	506,000
Customer Service Fund	12,699,818	106,427	0	(52,368)	12,753,877
Facilities Management Fund	8,355,829	169,777	0	(11,872)	8,513,734
Fleet Services Fund	8,578,005	96,043	0	(13,156)	8,660,892
Information Technology Fund	15,082,108	320,800	0	(39,857)	15,363,051
IT Project Fund	2,915,372	0	0	(220,269)	2,695,103
IT Replacement Fund	2,900,105	296,305	0	(475,705)	2,720,705
Warehouse Fund	944,337	0	0	(593)	943,744
Sub-Total Operating Funds	$758,863,930	$5,606,007	$1,412,750	$647,692	$766,530,379
G.O. Debt Service Fund	75,953,115	0	0	(831,081)	75,122,034
TOTAL APPROPRIATIONS & TRANSFERS OUT	$834,817,045	$5,606,007	$1,412,750	($183,389)	$841,652,413

Note: Schedule does not eliminate interfund transfers.

CITY OF GARLAND
FY 2016-17 REVISED BUDGET
CHANGES

	Reason for Change		Amount
General Fund			
Building Inspection			
Fuel & Lubricants	Decrease in Fuel Cost		($3,363)
Various	Transfer from Code Compliance for Operations Expenses		3,472
		Sub-Total	$109
City Administration			
Fuel & Lubricants	Decrease in Fuel Cost		($1,145)
		Sub-Total	($1,145)
City Attorney, Office of			
Fuel & Lubricants	Decrease in Fuel Cost		($433)
		Sub-Total	($433)
City Secretary Office			
Election Expenses	Election Expense Increase		$91,530
		Sub-Total	$91,530
Code Compliance			
Fuel & Lubricants	Decrease in Fuel Cost		($10,614)
Various	Transfer to Building Inspection for Operations Expense		($3,472)
		Sub-Total	($14,086)
Engineering			
Fuel & Lubricants	Decrease in Fuel Cost		($8,394)
		Sub-Total	($8,394)
EWS - Disposal			
Fuel & Lubricants	Decrease in Fuel Cost		($100,903)
Other Outside Services	TCEQ Compliance and Temporary Employee Payments		305,520
		Sub-Total	$204,617
Fire			
Fuel & Lubricants	Decrease in Fuel Cost		($34,648)
		Sub-Total	($34,648)
Health			
Fuel & Lubricants	Decrease in Fuel Cost		($18,422)
		Sub-Total	($18,422)
Human Resources			
Fuel & Lubricants	Decrease in Fuel Cost		($103)
		Sub-Total	($103)

CITY OF GARLAND
FY 2016-17 REVISED BUDGET
CHANGES

	Reason for Change		Amount
Library			
Fuel & Lubricants	Decrease in Fuel Cost		($552)
Other Outside Services	Treatment & Routine Inspection at Library Branches		$27,850
		Sub-Total	$27,298
Municipal Court			
Fuel & Lubricants	Decrease in Fuel Cost		($85)
Other Outside Services	Purge Software Development		9,000
Minor Computer Items	E-Ticket Writer Extended Warranties		5,145
		Sub-Total	$14,060
Office of Emergency Management			
Fuel & Lubricants	Decrease in Fuel Cost		($127)
		Sub-Total	($127)
Parks, Recreation and Cultural Arts			
Fuel & Lubricants	Decrease in Fuel Cost		($15,053)
Direct Materials	Outdoor Furniture for Downtown Square		$10,000
		Sub-Total	($5,053)
Police			
Fuel & Lubricants	Decrease in Fuel Cost		($226,476)
Overtime	Increase in School Resource Officer Reimbursed Overtime		187,586
		Sub-Total	($38,890)
Public and Media Relations			
Fuel & Lubricants	Decrease in Fuel Cost		($20)
Various Accounts	Promotional Expenses for Earth Day		5,500
		Sub-Total	$5,480
Transportation			
Fuel & Lubricants	Decrease in Fuel Cost		($5,960)
		Sub-Total	($5,960)
7000 - Non-Dept./Support Svcs.			
Transfer	Transfer to Firewheel Fund		$500,000
Transfer	Transfer to Infrastructure Repair & Replacement Fund		34,578
		Sub-Total	$534,578
	Total General Fund		$750,411
Electric Utility Fund			
Energy Purchases	Increase Based on GP&L Estimates		$983,138
Fuel & Lubricants	Decrease in Fuel Cost		(92,101)
Debt Service Transfer	Increase in Debt Service Transfer		986,004
Economic Incentive	Economic Incentive Adjustment		(41,378)
	Total Electric Utility Fund		$1,835,663

CITY OF GARLAND
FY 2016-17 REVISED BUDGET
CHANGES

	Reason for Change	Amount
Water Utility Fund		
Fuel & Lubricants	Decrease in Fuel Cost	($58,142)
Debt Service Transfer	Decrease in Debt Service Transfer	(531,149)
Economic Incentive	Economic Incentive Adjustment	(21,230)
Operations	City of Dallas Water Charges Associated with Firewheel	35,405
Salary and Benefits	Mid-Year Transfer of One Position from Water to Wastewater	(30,962)
Franchise Fees	Decrease to In-Lieu-of Franchise Fee	(78,681)
	Total Water Utility Fund	($684,759)
Wastewater Utility Fund		
Fuel & Lubricants	Decrease in Fuel Cost	($46,633)
Debt Service Transfer	Decrease in Debt Service Transfer	(459,946)
Economic Incentive	Economic Incentive Adjustment	(23,265)
Salary and Benefits	Mid-Year Transfer of One Position from Water to Wastewater	30,962
Franchise Fees	Decrease to In-Lieu-of Franchise Fee	(36,079)
	Total Wastewater Utility Fund	($534,961)
Environmental Waste Services Fund		
Fuel & Lubricants	Decrease in Fuel Cost	($109,023)
Other Outside Services	Temporary Employees	134,273
Personnel	Reduce Internal Temporary Salaries	(25,250)
Promotional Expense	Recycling Revenue for Education	10,000
Personnel	Unemployment Claims	10,371
Payment of Interest - GO Bonds	Interest	112
Various	Decrease in Debt Service	(63,966)
Franchise Fees	Increase to In-Lieu-of Franchise Fee	3,859
	Total Environmental Waste Services Fund	($39,624)
Firewheel Fund		
Fuel & Lubricants	Decrease in Fuel Cost	($3,867)
Other Outside Services	Funding Increase to Support GFDC Payroll and Operations	40,000
	Total Firewheel Fund	$36,133
Stormwater Management Fund		
Fuel & Lubricants	Decrease in Fuel Cost	($40,188)
	Total Stormwater Management Fund	($40,188)
SafeLight Fund		
Other	Increase in Funding to the State	$492,930
	Total SafeLight Fund	$492,930
Economic Development Fund		
Fuel & Lubricants	Decrease in Fuel Cost	($1,711)
	Total Economic Development Fund	($1,711)

CITY OF GARLAND
FY 2016-17 REVISED BUDGET
CHANGES

	Reason for Change	Amount
Housing Reinvestment Fund		
Salary Charge-In	Decrease in Salary Charge-In	($25,000)
Other Outside Services	Decrease in Construcion Costs	(156,198)
Other Interfund Transfers Out	Transfer to ED Reserve Fund to Close Program	543,430
	Total Housing Reinvestment Fund	$362,232
Combined Grant Funds		
Housing Assistance Fund		
Salary Charge-In	Increase in Salary Charge-In from Fair Housing	$7,772
	Total Housing Assistance Fund	$7,772
Fair Housing Grant Fund		
Salary Charge-Out	Increase in Salary Charge-Out to Housing Assistance	(7,772)
	Total Fair Housing Grant Fund	($7,772)
Public Safety Grant Fund		
Cellular Phones	UASI Grant - Cell Phone Expense	$1,180
Various Accounts	UASI Grant - Funding Increase	$29,869
Various Accounts	ICAC Grant - Funding Increase	$3,000
Other Outside Services	Chempac Purchases	4,154
Various Accounts	Police Grant Purchases	3,686
Minor Tools & Equipment	Fire Grant Equipment	7,104
	Total Public Safety Grant Fund	$48,993
	Total Combined Grant Funds	$48,993
Customer Service Fund		
Fuel & Lubricants	Decrease in Fuel Cost	($12,916)
Debt Service Transfer	Decrease in Debt Service Transfer	(39,452)
	Total Customer Service Fund	($52,368)
Group Health Insurance Fund		
Health Claims	Medical Claims Adjustments	($1,324,659)
	Total Group Health Insurance Fund	($1,324,659)
Hotel/Motel Tax Fund		
Fuel & Lubricants	Decrease in Fuel Cost	(193)
	Total Hotel/Motel Tax Fund	($193)
Information Technology Fund		
Fuel & Lubricants	Decrease in Fuel Cost	($718)
Debt Service Transfer	Decrease in Debt Service Transfer	(39,139)
	Total Information Technology Fund	($39,857)

CITY OF GARLAND
FY 2016-17 REVISED BUDGET
CHANGES

	Reason for Change	Amount
Information Technology Replacement Fund		
Various Accounts	Various Decreases to Information Technology Replacement	($475,705)
	Total Information Technology Replacement Fund	($475,705)
Information Technology Project Fund		
Computer & Accessories	Various Decreases to Information Technology Projects	($220,269)
	Total Information Technology Project Fund	($220,269)
Infrastructure Repair & Replacement Fund		
Motor Vehicles	Increase for Vehicle Upgrades	$15,548
Other Equipment	Increase to Purchase Cold Planer	19,030
	Total Infrastructure Repair & Replacement Fund	$34,578
Narcotic Seizure Fund		
Various Accounts	Various Decreases to Federal Narcotic Seizure Budget	($18,671)
Various Accounts	Various Increases to State Narcotic Seizure Budget	2,838
	Total Narcotic Seizure Fund	($15,833)
Equipment Replacement Fund		
Various Accounts	Increase in Replacement Costs	$542,500
	Total Equipment Replacement Fund	$542,500
Facilities Management Fund		
Fuel & Lubricants	Decrease in Fuel Cost	($11,872)
	Total Facilities Management Fund	($11,872)
Fleet Services Fund		
Fuel & Lubricants	Decrease in Fuel Cost	($12,712)
Debt Service Transfer	Decrease in Debt Service Transfer	(444)
	Total Fleet Services Fund	($13,156)
Warehouse Fund		
Fuel & Lubricants	Decrease in Fuel Cost	($262)
Debt Service Transfer	Decrease in Debt Service Transfer	(331)
	Total Warehouse Fund	($593)
Debt Service Fund		
Debt Payment - Various	Adjustment to Debt Payment	($831,081)
	Total Debt Service Fund	($831,081)
	TOTAL REVISED CHANGES	**($183,389)**

GARLAND

TEXAS MADE HERE

APPENDIX (D)

BUDGET AMENDMENT

2016-17 Budget Amendment No. 1 395

ORDINANCE NO. 6903

AN ORDINANCE AUTHORIZING AN AMENDMENT TO THE 2016-17 OPERATING BUDGET (BUDGET AMENDMENT NO. 1), PROVIDING FOR SUPPLEMENTAL APPROPRIATION OF FUNDS IN THE EQUIPMENT REPLACEMENT FUND, THE FAIR HOUSING GRANT FUND, THE INFRASTRUCTURE REPAIR & REPLACEMENT FUND, THE WATER UTILITY FUND, THE WASTEWATER UTILITY FUND, AND VARIOUS FUNDS ASSOCIATED WITH PURCHASE ORDER ENCUMBRANCES; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Council approved the 2016-17 Operating Budget and appropriated the necessary funds out of the general revenues and grants and other revenues for the maintenance and operation of various departments, activities, and improvements of the City; and

WHEREAS, the City Charter provides that the City Council may approve any amendments and supplements to the Budget as deemed necessary; and

WHEREAS, Council has reviewed and concurred with a Policy Report that establishes the need for changes to appropriations in the Equipment Replacement Fund, the Fair Housing Grant Fund, the Infrastructure Repair & Replacement Fund, the Water Utility Fund, the Wastewater Utility Fund, and also various funds associated with Purchase Order encumbrances from the 2015-16 fiscal year;

THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS, THAT:

Section 1

The City Council of the City of Garland, Texas, hereby authorizes and approves an amendment to the 2016-17 Operating Budget (Budget Amendment No. 1) for the purposes and in the amounts as shown in Exhibit A (Policy Report), attached hereto and incorporated herein by reference.

Section 2

The City Council of the City of Garland, Texas, hereby amends Ordinance No. 6855, Section 1, adjusting operating appropriations in the Equipment Replacement Fund, the Fair Housing Grant Fund, the Infrastructure Repair & Replacement Fund, the Water Utility Fund, the Wastewater Utility Fund, and also various funds associated with Purchase Order encumbrances from the 2015-16 fiscal year, in the amounts and for the purposes specified in Exhibit A (Policy Report), attached hereto.

Section 3

This Ordinance shall be and become effective immediately upon and after its adoption and approval.

PASSED AND APPROVED this the 21st day of March, 2017.

THE CITY OF GARLAND, TEXAS

By: _____
Mayor

ATTEST:

_____
City Secretary

Meeting: Work Session
Date: March 6, 2017

Policy Report

2016-17 BUDGET AMENDMENT NO. 1

ISSUE

Amend the 2016-17 Adopted Budget in order to appropriate available funds for the following:

(1) Projects approved in last year's Budget but not completed by the fiscal year-end.
(2) Rollover of open Purchase Orders from the 2015-16 fiscal year.
(3) Grant and other funds recently awarded to the City.
(4) Expenditures not anticipated in the 2016-17 Adopted Budget.

OPTIONS

(A) Approve Budget Amendment No. 1 as proposed.
(B) Approve portions of Budget Amendment No. 1.
(C) Do not approve Budget Amendment No. 1.

RECOMMENDATION

Option (A) – Approve Budget Amendment No. 1 as proposed. Unless otherwise directed by Council, this item will be scheduled for formal consideration at the March 21, 2017, Regular Meeting.

COUNCIL GOAL

"Financially Stable Government with Tax Base that Supports Community Needs"

Budget amendments allow the City to respond to changing situations and needs in a manner that permits flexibility while ensuring financial integrity and controls.

BACKGROUND

(1) Carry-Over of 2015-16 Incomplete Projects

(a) Street Upgrades

The FY 2015-16 Revised Budget for the Infrastructure Repair & Replacement Fund included $387,150 for Street Pavement Improvements for the Street Department. Budget Amendment No. 1 proposes to increase FY 2016-17 operating appropriations by $387,150 to complete drainage, water, sanitary sewer, and paving improvements along Sunnybrook Lane from Devonshire Drive to Westchester Drive.

A Budget Amendment is required due to the timing of the expenditures only. There is no additional financial impact.

(b) Rolled-Forward Equipment Replacement Funds

The FY 2015-16 Revised Budget for the Equipment Replacement Fund included $166,600 to replace Street equipment that did not get purchased by the close of the fiscal year. Budget Amendment No. 1 proposes to increase FY 2016-17 operating appropriations by $166,600 to purchase the previously approved equipment.

A Budget Amendment is required due to the timing of the expenditures only. There is no additional financial impact.

(2) Rolled-Forward Encumbrances from Fiscal Year 2015-16

When an order is placed for goods or services, a Purchase Order is issued that encumbers the budgeted funds. This has the effect of reserving the funds for future payment of the items covered in the Purchase Order. Every year on September 30th, when the fiscal year ends, there are open Purchase Orders related to goods or services that have been ordered but not yet received. Accordingly, the funds reserved for these open Purchase Orders are still in the year-end fund balances since the transactions are not yet completed.

Because the purchase of these open items was authorized by Council in the previous fiscal year (2015-16), the City's practice has been to roll these encumbrances forward into the current fiscal year (2016-17). This has the effect of increasing the current year's appropriation by the amount of the open Purchase Orders or encumbrances. The funding to cover the expenditures is available in the fund balance since payment was not made before the close of the fiscal year.

The projected fund balance for the current fiscal year is unaffected by the "roll-forward" because it was assumed in the 2016-17 Adopted Budget that the expenditures would be completed in the prior year. The presence of the funds in the fund balance is above and beyond what the Budget assumes for the 2016-17 year-end balance.

Budget Amendment No. 1 proposes that encumbrances totaling $5,606,007 be rolled forward to 2016-17. Of the total rollover amount, $541,170 is related to the General Fund. Attachment A provides a detailed listing by fund of individual outstanding encumbrances over $25,000.

A Budget Amendment is required due to the timing of the expenditures only. There is no additional financial impact.

(3) Grant and Other Funds Awarded to the City

(a) Fair Housing Initiatives Program (FHIP) Grant

The Garland Fair Housing Services Department applied for and was selected to receive a Fair Housing Initiatives Program (FHIP) Education and Outreach – General component grant, in the amount of $125,000, from the U.S. Department of Housing and Urban Development (HUD). The City of Garland received notice of selection following the approval of the FY 2016-17 Operating Budget, so no request was submitted. The purpose of the grant is to provide outreach services to the Garland housing community, with the goal of increasing awareness and knowledge about fair housing protections and prohibited actions by housing providers. The FHIP grant will also work to educate the public about the Affirmatively Further Fair Housing rule. Budget Amendment No. 1 proposes appropriating these Federal grant funds for FY 2016-17.

(4) Expenditures Not Anticipated in the 2016-17 Adopted Budget

(a) Water Management Plan Update

The Water Management Plan requires an update to address zoning and population changes that have occurred since the previous study was completed in 2006. Additionally, a new Water Management Plan combined with an updated hydraulic model of the distribution system will allow the City to develop a comprehensive plan that satisfies new Federal and State monitoring requirements.

Budget Amendment No. 1 proposes an increase of $550,000 to the Water Utility Fund for FY 2016-17 that will allow the department to update the comprehensive plan for future development. With the adoption of the new Impact Fee Ordinance in December 2016, fees were identified along with completed projects that would allow the Management Plan to move forward with funding from previously collected impact fees. There will be no impact on rate payers.

(b) Public Utility Commission Filing

The Mayors of Garland, Mesquite, Plano, and Richardson came together on December 14, 2016, in an unprecedented move to announce their cities' intentions to request that the Texas Public Utility Commission conduct a review of their water rates with the North Texas Municipal Water District (NTMWD). It is these cities' contention that the rates set by NTMWD under a six-decades-old water supply contract are discriminatory, inconsistent with water conservation efforts, and not in the public's interest.

Budget Amendment No. 1 proposes an additional $100,000 be added to the Water Utility Fund's FY 2016-17 Operating Budget to pay the City of Garland's share of the filing costs. This funding will come from fund balance reserves in the Water Utility Fund.

(c) Wastewater Customer Contract

At the time the FY 2016-17 Operating Budget was adopted, staff projected costs to provide services to all of our customer cities that included additional meter and maintenance costs with the Town of Sunnyvale. Since then, additional unforeseen services have been provided and expenses incurred on behalf of the City of Rowlett.

The Wastewater Utility Fund requests approval of an additional $60,000 through Budget Amendment No. 1 that will allow its Pretreatment group to address unforeseen service expenses not originally budgeted. Funding for this additional expense will be part of the Cost of Service calculation prepared annually to recover costs from customer cities and will not impact Garland rate payers.

(d) Wastewater Treatment Vehicle

The Rowlett Creek Wastewater Treatment Plant is in need of a new Cargo Van for its assigned Instrumentation/Electrician staff. The 2002 model year van currently in use is not part of the City's Equipment Replacement Fund and is in need of major repairs. Ongoing maintenance and repair costs are expected to exceed the value of the vehicle, and downtime incurred by staff when the van is unavailable negatively impacts personnel's ability to complete their duties.

The Wastewater Utility Fund requests approval of an additional $24,000 through Budget Amendment No. 1 to purchase a replacement van. Funding for this purchase will come from excess fund balance reserves and will have no impact on rate payers.

FINANCIAL CONSIDERATIONS

The Street Upgrades, street equipment in the Equipment Replacement Fund, and outstanding Purchase Orders carried forward were fully funded in the FY 2015-16 Budget, and the funds required to cover these expenditures remain within each fund's respective fund balance. As a result, there is no financial impact from approval of these items. Federal Grant Funds were awarded to provide outreach services to the Garland housing community and to educate the public about the Affirmatively Further Fair Housing rule. The additional expenses in the Water Utility Fund will be funded by impact fees for the Management Plan and from fund balance reserves for the Public Utility Commission filing. The additional expenses in the Wastewater Utility Fund will be funded by the excess fund balance reserves and the customer cities' cost-of-service fee.

Budget Amendment No. 1 proposes to appropriate funds as follows:

Equipment Replacement Fund	
Vehicle Replacement – Various Departments	$ 166,600
Fair Housing Grant Fund	
Fair Housing Initiatives Program Grant	125,000
Infrastructure Repair & Replacement Fund	
Street Repair and Replacement Projects	387,150
Water Utility Fund	
Water Management Plan Update	550,000
Public Utility Commission Filing	100,000
Wastewater Utility Fund	
Wastewater Customer Contract	60,000
Wastewater Treatment Vehicle	24,000
Various Funds	
Rollover of Purchase Order Encumbrances	5,606,007
TOTAL SUPPLEMENTAL APPROPRIATION	$7,018,757

ATTACHMENT(S)

Attachment A – Schedule of Open Encumbrances being Rolled Forward
Attachment B – Schedule of Proposed Amendments by Fund

Submitted By:	Approved By:
Ron Young Director Budget & Research	Bryan L. Bradford City Manager
Date: March 6, 2017	Date: March 6, 2017

ATTACHMENT A
2015-16 Rollover
(With Detail of PO's Over $25,000)

Fund/Department	*PO Description*	*Amount Outstanding 9-30-16*
General Fund		
Fire	Personal Protective Equipment	$52,243
	Face Masks and Voice Amplifiers	50,581
Parks, Recreation and Cultural Arts	Brush Chipper	$29,870
Planning and Community Development	Neighborhood Survey	$60,000
Police	Body Armor and Riot Shields	$142,182
	Digital System Upgrade	33,009
Various	PO's Under $25,000	$173,285
Sub-Total General Fund		$541,170
Customer Service		
	Software	$90,000
	PO's Under $25,000	16,427
Sub-Total Customer Service Fund		$106,427
Economic Development Fund		
	Image Management - Phase 1	$128,582
	Downtown Square Preservation	29,969
Sub-Total Economic Development Fund		$158,551
Electric Utility Fund		
	Service Contracts	$34,714
	Professional Services	170,438
	Vehicles	74,486
	PO's Under $25,000	185,392
Sub-Total Electric Utility Fund		$465,030
Stormwater Management Fund		
	Materials	$70,851
	PO's Under $25,000	29,892
Sub-Total Stormwater Management Fund		$100,743

ATTACHMENT A
2015-16 Rollover
(With Detail of PO's Over $25,000)

Fund/Department	*PO Description*	*Amount Outstanding 9-30-16*
Equipment Replacement Fund		
GP&L - Distribution Operations	Digger Derrick with Auger and Motor	$434,864
GP&L - Distribution Operations	Digger Derrick	413,260
GP&L - Distribution Operations	Altec AT37G Aerial Truck	114,405
Water - Construction	12-Yard Dump Truck	102,783
Wastewater - Distribution & Transmission	Ford F-750 with 7-Ton Hoist Crane	136,658
Wastewater - Collection	6-Yard Dump Truck	85,320
Sub-Total Equipment Replacement Fund		$1,287,290
Facilities Management Fund		
	Wrought Iron Fence	$130,970
	PO's Under $25,000	38,807
Sub-Total Facilities Management Fund		$169,777
Fleet Services Fund		
	Landfill Equipment Maintenance & Repairs	$96,043
Sub-Total Fleet Services Fund		$96,043
Information Technology Fund		
	Service Contracts	$210,453
	Servers	33,265
	PO's Under $25,000	77,082
Sub-Total Information Technology Fund		$320,800
Information Technology Replacement Fund		
	Network Switch Replacement	$67,725
	Servers and Enclosures	96,344
	PO's Under $25,000	132,236
Sub-Total Information Technology Replacement Fund		$296,305

ATTACHMENT A
2015-16 Rollover
(With Detail of PO's Over $25,000)

Fund/Department	*PO Description*	*Amount Outstanding 9-30-16*
Infrastructure Repair & Replacement Fund		
	Paving Services	$277,504
	Engineering Services	169,528
	Mack Truck for Heavy Haul	150,194
	Rental of Mixer/Reclaimer Machinery	35,524
	PO's Under $25,000	31,479
Sub-Total Infrastructure Repair & Replacement Fund		$664,229
Narcotic Seizure Fund		
	Control Station System	$28,149
	PO's Under $25,000	408
Sub-Total Narcotic Seizure Fund		$28,557
Water Utility Fund		
	Professional Services	$50,000
	PO's Under $25,000	71,291
Sub-Total Water Utility Fund		$121,291
Wastewater Utility Fund		
	Professional Services	$728,476
	Equipment Maintenance	332,891
	PO's Under $25,000	100,397
Sub-Total Wastewater Utility Fund		$1,161,764
All Other Funds	PO's Under $25,000	$88,030
TOTAL OUTSTANDING PO's		$5,606,007

ATTACHMENT B

Proposed Budget Amendment
FY 2016-17 Operating Budget

	BA #1	BA #1 PO Rollover	Total Budget Amendments
REVENUES AND EXPENDITURES			
Sources of Funds:			
Additional Revenue - Fair Housing Grant Fund	$125,000	$0	$125,000
Fund Balance - Prior Year	1,287,750	5,606,007	6,893,757
Total Funds Provided	$1,412,750	$5,606,007	$7,018,757
Use of Funds - Expenditures:			
General Fund (See Detail in Notes)	$0	$541,170	$541,170
Electric Utility Fund	0	465,030	465,030
Water Utility Fund	650,000	121,291	771,291
Wastewater Utility Fund	84,000	1,161,764	1,245,764
Environmental Waste Services Fund	0	19,565	19,565
Infrastructure Repair & Replacement Fund	387,150	664,229	1,051,379
Stormwater Management Fund	0	100,743	100,743
Firewheel Fund	0	11,935	11,935
Recreation Performance Fund	0	28,500	28,500
SafeLight Fund	0	2,252	2,252
Economic Development Fund	0	158,551	158,551
Housing Reinvestment Fund	0	7,348	7,348
Group Health Insurance Fund	0	18,430	18,430
Fair Housing Grant Fund	125,000	0	125,000
Narcotic Seizure Funds	0	28,557	28,557
Equipment Replacement Fund	166,600	1,287,290	1,453,890
Customer Service Fund	0	106,427	106,427
Facilities Management Fund	0	169,777	169,777
Fleet Services Fund	0	96,043	96,043
Information Technology Fund	0	320,800	320,800
IT Replacement Fund	0	296,305	296,305
Total Expenditures	$1,412,750	$5,606,007	$7,018,757
Notes:			
General Fund -			
City Attorney	$0	$8,717	$8,717
Code Compliance	0	4,989	4,989
Emergency Management	0	1,496	1,496
Engineering	0	10,196	10,196
Fire	0	149,057	149,057
Health	0	4,524	4,524
Human Resources	0	921	921
Municipal Court	0	6,258	6,258
Parks, Recreation & Cultural Arts	0	68,499	68,499
Planning & Community Development	0	85,701	85,701
Police	0	198,118	198,118
Purchasing	0	2,694	2,694
Sub-Total General Fund	$0	$541,170	$541,170

APPENDIX (E)

ORDINANCES

Ordinance No. 6935 (Adopting Budget)..... 407
Ordinance No. 6936 (Adopting Tax Rate) 413
Ordinance No. 6937 (Amending Fees for Various Services in the Code of Ordinances) 415
Ordinance No. 6938 (Establishing Civil Service Classifications) 421

ORDINANCE NO. 6935

AN ORDINANCE OF THE CITY OF GARLAND, TEXAS, APPROVING AND ADOPTING THE BUDGET FOR FISCAL YEAR 2017-18; PROVIDING BUDGETARY APPROPRIATIONS FOR THE VARIOUS FUNDS OF THE CITY; AMENDING THE CURRENT BUDGET AS REVISED; AUTHORIZING THE CITY MANAGER TO MAKE ADJUSTMENTS; AND ESTABLISHING AN EFFECTIVE DATE FOR SUCH ACTIONS.

WHEREAS, on August 1, 2017, the City Manager submitted a Proposed Budget for the City of Garland for the year beginning October 1, 2017, and ending September 30, 2018; and

WHEREAS, such Budget contains anticipated receipts and proposed expenditures of the City, a summary of the budget, and a budget message containing the need for the requested appropriations, in the form prescribed; and

WHEREAS, the Proposed Budget was made available for public inspection; and

WHEREAS, following due notice, public hearings were held on the Proposed Budget on August 15, August 24, and September 19, 2017, at which time all interested persons were given an opportunity to be heard for or against the estimates or any item therein; and

WHEREAS, upon full consideration of the matter, Council made such changes to the Proposed Budget which in their judgment are warranted and in the best interests of the taxpayers of the city of Garland;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS:

Section 1

Appropriations and Transfers

That subject to the applicable provisions of State law and the City Charter, the Budget for the fiscal year beginning October 1, 2017, and ending September 30, 2018, as submitted by the City Manager and adjusted by the City Council, containing estimates of resources and revenues for the year from all sources and the detailed estimates of expenditures desired for each project and operation proposed to be undertaken, together with estimated amounts of all other proposed expenditures, is hereby approved and adopted, as follows:

A. Operating Appropriations:

1)	General Fund	$155,850,931
2)	Electric Utility Fund	254,924,559
3)	Water Utility Fund	62,634,568
4)	Wastewater Utility Fund	36,011,486
5)	Environmental Waste Services Fund	11,628,342
6)	Infrastructure Repair & Replacement Fund	19,150,941
7)	Stormwater Management Fund	3,770,305
8)	Firewheel Fund	4,316,024
9)	Recreation Performance Fund	1,171,760
10)	Hotel/Motel Tax Fund	1,269,967
11)	Heliport Fund	7,700
12)	SafeLight Fund	2,288,757
13)	Economic Development Fund	2,080,060
14)	Summer Nutrition Fund	324,215
15)	HOME Grant Fund	1,015,152
16)	CASA Fund	113,835
17)	Fair Housing Grant Fund	368,502
18)	Community Development Block Grant Fund	2,458,128
19)	Community Development Rehab Fund	284,621
20)	Housing Assistance Fund	11,282,415
21)	Public Safety Grant Fund	251,866
22)	Public Health / Immunization Grant Fund	1,060,333
23)	Narcotic Seizure Fund	372,796
24)	Equipment Replacement Fund	3,373,371
25)	Self Insurance Fund	6,308,029
26)	Group Health Insurance Fund	39,244,251
27)	Long Term Disability Fund	506,000
28)	General Obligation Debt Service Fund	79,903,356

B. Transfers to Self Insurance Fund:

1)	From General Fund	2,959,533
2)	From Electric Utility Fund	1,906,870
3)	From Water Utility Fund	148,138
4)	From Wastewater Utility Fund	249,049
5)	From Environmental Waste Services Fund	304,623
6)	From Stormwater Management Fund	44,656
7)	From Equipment Replacement Fund	99,360

C. Transfers to Capital Improvement Funds:

1)	From General Fund	249,000
2)	From Electric Utility Fund	11,725,000
3)	From SafeLight Fund	100,000

D. Transfer to Landfill Interest & Sinking Fund:

	From General Fund	$ 1,647,303

E. Transfers to Infrastructure Repair & Replacement Fund:

1)	From General Fund	12,150,125
2)	From Water Utility Fund	787,558
3)	From Wastewater Utility Fund	787,558

F. Transfers to GO Bond Debt Service Fund:

1)	From Electric Utility Fund	26,623,077
2)	From Water Utility Fund	991,529
3)	From Wastewater Utility Fund	2,615,121
4)	From Environmental Waste Services Fund	3,209,160
5)	From Stormwater Management Fund	237,347
6)	From Customer Service Fund	2,185,766
7)	From Fleet Services Fund	160,594
8)	From Information Technology Fund	1,074,261
9)	From Warehouse Fund	5,875

G. Transfers to General Fund:

1)	From Electric Utility Fund	23,420,531
2)	From Water Utility Fund	6,178,556
3)	From Wastewater Utility Fund	6,139,093
4)	From Environmental Waste Services Fund	1,834,165
5)	From Environmental Waste Services - Disposal Fee	3,383,911
6)	From Stormwater Management Fund	225,005
7)	From Recreation Performance Fund	122,485
8)	From Hotel/Motel Tax Fund	75,226
9)	From SafeLight Fund	288,603
10)	From Housing Assistance Fund	110,000
11)	From Self Insurance Fund	91,668
12)	From Group Health Insurance Fund	159,025
13)	From Customer Service Fund	985,241
14)	From Facilities Management Fund	316,135
15)	From Fleet Services Fund	331,181
16)	From Information Technology Fund	887,894
17)	From Warehouse Fund	81,724

H. Transfers to Economic Development Fund:

1)	From Electric Utility Fund	1,247,338
2)	From Water Utility Fund	465,000
3)	From Hotel/Motel Tax Fund	175,000
4)	From Economic Development Reserve	88,000

I. Transfers to Long Term Disability Fund:

1)	From General Fund	$	173,186
2)	From Electric Utility Fund		37,059
3)	From Water Utility Fund		9,745
4)	From Wastewater Utility Fund		14,912
5)	From Environmental Waste Services Fund		12,845
6)	From Infrastructure Repair & Replacement Fund		12,107
7)	From Stormwater Management Fund		3,543
8)	From Firewheel Fund		2,362
9)	From Hotel/Motel Tax Fund		591
10)	From SafeLight Fund		148
11)	From Economic Development Fund		738
12)	From Fair Housing Grant Fund		443
13)	From Community Development Block Grant Fund		738
14)	From Community Development Rehab Fund		443
15)	From Housing Assistance Fund		2,362
16)	From Public Safety Grant Fund		148
17)	From Public Health / Immunization Grant Fund		1,329
18)	From Self Insurance Fund		738
19)	From Group Health Insurance Fund		1,772
20)	From Customer Service Fund		13,879
21)	From Facilities Management Fund		5,168
22)	From Fleet Services Fund		5,168
23)	From Information Technology Fund		9,302
24)	From Warehouse Fund		1,476

J. Transfer to Electric Utility Fund:

From Rate Mitigation Fund 52,500,000

K. Transfer to Summer Nutrition Fund:

From General Fund 30,000

L. Transfer to Garland Healthcare Facilities Development Corporation:

From General Fund 20,000

M. Transfer to Group Health Insurance Fund:

From Self Insurance Fund 293,683

N. Transfers to Other Post Employment Benefits Trust Fund:

1)	From General Fund	$ 500,000
2)	From Electric Utility Fund	358,571
3)	From Water Utility Fund	90,000
4)	From Wastewater Utility Fund	142,857
5)	From Environmental Waste Services Fund	124,286
6)	From Stormwater Management Fund	34,286

O. Transfers to Debt Reserve

1)	From Water Utility Fund	414,936
2)	From Wastewater Utility Fund	430,440

Section 2

2016-17 Budget Amended

That the Budget for 2016-17 is hereby amended as revised in the 2017-18 Budget document submitted by the City Manager and adjusted by the City Council.

Section 3

Revised Budget for 2015-16 – Post-Audit

That the Budget for 2015-16 is hereby amended as revised based on final year-end 9/30/16 audited financial statements.

A. Operating Appropriations:

1)	SafeLight Fund	$ 2,188,495
2)	Fair Housing Grant Fund	366,479
3)	Housing Assistance Fund	11,139,191
4)	Public Health / Immunization Grant Fund	994,501
5)	Public Safety Grant Fund	285,760

Section 4

Authority of City Manager

That specific authority is given to the City Manager to make adjustments within fund appropriations, including:

(1) Reduction of allowed expenditures of a department under the City Manager if and when, in the judgment of the City Manager, actual or probable receipts are less than the amount estimated for expenditure.

(2) Transfer of appropriations within funds.

Section 5

Effective Date for Budget Adoption and Appropriation

That this Ordinance shall take effect on October 1, 2017.

PASSED AND APPROVED this 19th day of September, 2017.

THE CITY OF GARLAND, TEXAS

By: _____
Douglas Athas, Mayor

ATTEST:

_____
Eloyce Rene Dowl, City Secretary

ORDINANCE NO. 6936

AN ORDINANCE FIXING THE TAX RATE AND TAX LEVY FOR THE CITY OF GARLAND, TEXAS, FOR THE FISCAL YEAR 2017-18, UPON ALL TAXABLE PROPERTY IN THE CITY OF GARLAND, TEXAS, IN CONFORMITY WITH THE LAWS OF THE STATE OF TEXAS AND THE CHARTER PROVISIONS AND ORDINANCES OF THE CITY OF GARLAND, TEXAS; REPEALING ALL ORDINANCES, OR PARTS OF ORDINANCES, IN CONFLICT THEREWITH; AND PROVIDING AN EFFECTIVE DATE.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS:

Section 1

That there shall be and the same is hereby levied and shall be assessed and collected for the fiscal year 2017-18 an Ad Valorem Tax of Seventy and Forty-Six Hundredths of a Cent ($0.7046) on each One Hundred Dollars ($100.00) assessed value of property located within the present city limits of the city of Garland, made taxable by law, which taxes, when collected, shall be appropriated among the funds and departments of the City of Garland for the purposes set forth as follows:

For the General Fund - Operations and Maintenance	$0.3940
For the Purpose of Paying the Accrued Interest and to Provide a Sinking Fund for General Obligation Bonds and Certificates of Obligation	0.3106
TOTAL	$0.7046

Section 2

That the Ad Valorem Tax rate of Seventy and Forty-Six Hundredths of a Cent ($0.7046) as set forth in Section 1 above is hereby levied and shall be assessed and collected on each One Hundred Dollars ($100.00) assessed value of property located within the city of Garland, as valued by the Dallas Central Appraisal District of the County of Dallas and the Collin Central Appraisal District of Collin County and made taxable to the City of Garland by law. Assessed value, as used herein, means 100% of market value less the 8% Homestead Exemption.

Section 3

THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE. THE TAX RATE WILL EFFECTIVELY BE RAISED BY 7.89 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A $100,000 HOME BY APPROXIMATELY $26.50.

MARKET VALUE	ASSESSED VALUE
$100,000	$92,000
TAX: ($92,000/$100) x ($0.3940 - $0.3652)	$26.50

Section 4

That the Tax Manager of the City of Garland is hereby directed to assess, extend, and enter upon the tax rolls of the City of Garland, Texas, for the current taxable year, the amounts and rates herein levied and to keep a current account of same and, when so collected, the same to be deposited in the depository of the City of Garland to be distributed in accordance with this Ordinance.

Section 5

That all ordinances, or parts of ordinances, in conflict herewith are expressly repealed.

Section 6

That this Ordinance shall take effect on October 1, 2017.

PASSED AND APPROVED by the affirmative record vote of a super-majority of sixty percent of the City Council of the City of Garland, Texas, at a public meeting held at 200 North Fifth Street, Garland, Texas (City Hall, Council Chambers), on the 19th day of September, 2017.

THE CITY OF GARLAND, TEXAS

By: _____
Douglas Athas, Mayor

ATTEST:

_____
Eloyce Rene Dowl, City Secretary

ORDINANCE NO. 6937

AN ORDINANCE AMENDING SECTION 50.34(1), SECTION 50.35(G), AND SECTION 50.61(A) OF CHAPTER 50, "UTILITY RATES AND FEES" OF THE CODE OF ORDINANCES OF THE CITY OF GARLAND, TEXAS, RELATING TO FEES FOR WATER, SEWER, AND STORMWATER SERVICES PROVIDED BY THE CITY; PROVIDING A SAVINGS CLAUSE, A SEVERABILITY CLAUSE, AND AN EFFECTIVE DATE.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS:

Section 1

That Sec. 50.34(1) of Chapter 50, "Utility Rates and Fees," of the Code of Ordinances of the City of Garland, Texas, is hereby amended to read as follows:

"(1) Residential, commercial and industrial rates.

(a) Residential.

Volume Charge

First 3,000 gallons or less (per thousand)	$4.77
Next 12,000 gallons (per thousand)	$5.89
All over 15,000 gallons (per thousand)	$9.22

(b) Commercial and industrial.

Volume charge per 1,000 gallons	$6.17

(c) Customer charge per month for residential, commercial and industrial customers will be based on meter size:

Meter	Rate
5/8 inch	$20.05
3/4 inch	$26.80
1 inch	$28.30
1-1/2 inch	$31.30
2 inch	$41.50

3 inch	$108.20
4 inch	$133.55
6 inch	$191.45
8 inch	$258.30
10 inch	$333.75"

Section 2

That Sec. 50.35(G) of Chapter 50, "Utility Rates and Fees," of the Code of Ordinances of the City of Garland, Texas, is hereby amended to read as follows:

"(G) Customer cities and major commercial/industrial users, specific wastewater treatment; surcharge; review procedures. The wastewater treatment charges for customer cities shall be as follows:

Customer	Rate Per 1,000 Gallons
Dallas	$2.96
Richardson	$2.58
Rowlett	$2.67
Sachse	$2.73
Sunnyvale	$2.81

These charges will be based on 100% of the metered volume of actual wastewater discharged into the city. These rates do not abrogate any provisions under existing contracts between the city and the individual customer cities, but are supplemental to said contracts.

And further, the wastewater treatment rates for the individual industrial subclasses are to be:

Customer	Rate Per 1,000 Gallons
Kraft Foods	$11.22
Sherwin-Williams	$6.03

General Dynamics	$5.00
Raytheon	$5.00
Baylor Medical Center	$5.00
Carroll Company	$10.72
Economics Lab	$10.99
Valspar Chemical Corp.	$5.21
Texas Precision	$5.00
L3 Communications	$5.00
Daisy Brand	$12.13
Ona Polymers	$23.22
IFS	$26.52
Quality Star Products	$9.00

This sewerage effluent will be based on 80% of the water volume unless the customer has installed a city-approved flow-measuring device, in which case the total flow will be used.

A commercial/industrial surcharge will be applied if a user exceeds the quality loading data (weighted average biochemical oxygen demand (BOD) and weighted average total suspended solids (TSS)) used in the development of its user charge by 50%. When this excess is encountered, a surcharge will be computed which will be the actual cost of additional treatment. This surcharge will be computed by the following formula:

<u>BOD and TSS Surcharge Calculation (mg/l)</u>

$$S1 = V \times (BOD - C) * A$$

$$S2 = V \times (TSS - D) * B$$

Where:

S1 = BOD Surcharge

S2 = TSS Surcharge

V = Total water consumption in thousands of gallons during the billing period

A = Unit charge in dollars per liter for BOD

B = Unit charge in dollars per liter for TSS

C = Normal BOD strength allowance defined as 200 mg/l

D = Normal TSS strength allowance defined as 200 mg/l

BOD = Average 3-month biochemical oxygen demand concentration in mg/l

TSS = Average 3-month total suspended solids concentration in mg/l

In the event a customer places pretreatment equipment in the business process or for any other reason improves the quality of effluent, a review process may be requested by the industrial customer. To obtain this review, all of the following steps must be taken:

(1) The customer must make a formal written request to the city council through the city secretary for this rate to be examined.
(2) Formal assurances must be supplied that a change in the effluent due to sewerage pretreatment, product manufacturing change, or any other reason must be expected to remain in effect for at least 12 months or until the next scheduled rate review and change.
(3) The customer must agree that the cost of sampling by city staff (or an independent party at the city's election) to determine the new loading factors, plus the cost of 2 more samples to be taken at the city's own discretion, will be prepaid by the customer. In the event the city elects not to take additional samples or if the next samples are part of the regularly scheduled sampling plan, the cost of the prepaid samples will be refunded by the city to the customer. The cost of samplings will be $75.00 each, for a total of $225.00.

The city shall have 45 days from the date the written request is received by the city secretary to take action. This will be in the form of a resolution acted upon by the city council. The effective

date of the credit shall be the regular bill to the customer subsequent to the approved resolution by the council. A rate credit may be in order to be approved by the city council. The credit shall remain in effect until the next regular rate schedule has been put into effect by the city council unless the user's effluent increases significantly, in which case the provisions set forth above concerning surcharges shall apply. Should the customer be deemed entitled to a rate reduction, the maximum amount of the reduction to be allowed would be the variable costs associated with the new effluent loadings. This credit will be computed in the same manner as the surcharge as defined above. The city council may take any action it deems equitable with respect to the customer's rate, but until such action is taken, the customer's obligation to pay rates previously established shall not be relieved unless this subsection is amended by proper council action.

Prior to the implementation of the proposed rates for each budget year, each customer will have the right to an administrative review of the cost allocations. Computer calculations, work papers and sampling data shall be available for public review during normal business hours.

Nothing in this subsection shall be construed to supersede or abolish the industrial waste ordinance controlling allowable discharges (codified herein as section 22.140 et seq.) and associated penalties."

Section 3

That Sec. 50.61(A) of Chapter 50, "Utility Rates and Fees," of the Code of Ordinances of the City of Garland, Texas, is hereby amended to read as follows:

"(A) The following schedule of drainage charges is hereby established:

(1) Each single-family residential dwelling unit:

(a) On small lots (average of 3,750 square feet used for rate): $1.64 per month.

(b) On medium lots (average of 7,500 square feet used for rate): $3.23 per month.

(c) On large lots (average of 11,500 square feet used for rate): $4.82 per month.

(2) All other developed property feet of impervious area: $0.082 per 100 square feet.

For the purposes of this subsection, "impervious area" means any area not able to absorb rainfall, thereby creating stormwater runoff. In addition to any mandatory exemption provided by law, school districts, and property owned by a religious organization that is exempt from taxation pursuant to section 11.20 of the Texas Tax Code, shall be exempt from the charges established by this section."

Section 4

That Chapter 50, "Utility Rates and Fees," of the Code of Ordinances of the City of Garland, as amended, shall be and remain in full force and effect save and except as amended by this ordinance.

Section 5

That the terms and provisions of this Ordinance are severable and are governed by Section 10.06 of the Code of Ordinances of the City of Garland, Texas.

Section 6

That this Ordinance shall be and become effective immediately upon and after its passage and approval.

PASSED AND APPROVED on this the 19th day of September, 2017.

CITY OF GARLAND, TEXAS

Mayor

ATTEST:

City Secretary

ORDINANCE NO. 6938

AN ORDINANCE OF THE CITY OF GARLAND, TEXAS, ESTABLISHING CIVIL SERVICE CLASSIFICATIONS WITHIN THE POLICE AND FIRE DEPARTMENTS; PRESCRIBING THE NUMBER OF POSITIONS IN EACH CLASSIFICATION; PRESCRIBING THE BASE SALARY AND TYPES OF PAY FOR THOSE CLASSIFICATIONS; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, pursuant to Chapter 143 of the Texas Local Government Code, the City Council shall establish certain classifications and shall prescribe the number of positions in each of these classifications by ordinance, and

WHEREAS, the City Council has reviewed and approved a budget for the City for the fiscal year beginning October 1, 2017, and ending September 30, 2018, and

WHEREAS, such budget contains a program of planned expenditures for the police and fire departments, including changes to the operations and human resources of those departments,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS:

Section 1

That the City Council of the City of Garland, Texas, hereby establishes the classifications and number of authorized positions within each classification and the base salary and types of pay for those classifications as specified on "Exhibits A-1 through A-4" attached hereto and made a part hereof as if fully set forth herein.

Section 2

That this Ordinance shall take effect on October 1, 2017.

PASSED AND APPROVED this the 19th day of September, 2017.

THE CITY OF GARLAND, TEXAS

By: _____
Douglas Athas,
Mayor

ATTEST:

_____
Rene Dowl,
City Secretary

EXHIBIT "A-1"

CIVIL SERVICE

2017/2018
Budgeted Positions

POLICE → **Total: 348**

Classification	Number of Positions Effective 10-01-2017
Police Officer [B,C]	296
Police Supervisor [C]	38
Police Captain [B]	9
Assistant Chief	4
Police Chief (Managing Director)	1
Total	348

FIRE → **Total: 257**

Classification	Number of Positions Effective 10-01-2017
Firefighter [A,D]	121
Driver	72
Lieutenant [A]	14
Captain	37
Battalion Chief	9
Assistant Chief	3
Fire Chief (Managing Director)	1
Total	257

A) Revision as per City Council instruction on July 5th, 2016
B) Revision reflects reducing the number of Police Officers from 287 to 286 and increasing the number of Police Captains from 8 to 9 effective May 16, 2017
C) Includes one new requested Police Supervisor and ten new requested Police Officer positions
D) Includes three new requested Firefighter positions

EXHIBIT "A-2"

Civil Service
2017-2018 Salary Schedules
Effective 1/1/2018

Police

Years	Step	Classification	Hourly	Annual	Spread
Hire	1	Recruit	$28.39	$59,047	
6 months	2	Officer 2	$29.51	$61,375	4%
1 year	3	Officer 3	$30.70	$63,861	4%
2 year	4	Officer 4	$32.20	$66,985	5%
3 year	5	Officer 5	$33.78	$70,268	5%
4 year	6	Officer 6	$35.05	$72,897	4%
5 year	7	Officer 7	$36.84	$76,637	5%
10 years	8	Officer 8	$38.39	$79,852	4%
12 years	9	Officer 9	$39.36	$81,866	3%
Year 1	1	Supervisor 1	$48.71	$101,327	
Year 2	2	Supervisor 2	$51.38	$106,872	5%
Year 1	1	Captain 1	$56.93	$118,422	
Year 2	2	Captain 2	$60.06	$124,931	5%
Year 1	1	Assistant Chief 1	$67.19	$139,756	
Year 2	2	Assistant Chief 2	$70.76	$147,172	5%

Fire

Years	Step	Classification	Staff*	Shift**	Annual	Spread
Hire	1	Recruit 1	$26.78	$19.13	$55,696	
6 months	2	Recruit 2	$28.15	$20.11	$58,555	5%
1 year	3	Firefighter 3	$29.33	$20.95	$61,004	4%
2 year	4	Firefighter 4	$30.86	$22.04	$64,189	5%
3 year	5	Firefighter 5	$32.14	$22.96	$66,859	4%
5 years	6	Firefighter 6	$34.69	$24.78	$72,165	8%
7 years	7	Firefighter 7	$35.66	$25.47	$74,178	3%
8.5 years	8	Firefighter 8	$36.66	$26.19	$76,260	3%
Year 1	1	Fire Driver 1	$38.81	$27.72	$80,717	
Year 2	2	Fire Driver 2	$40.38	$28.84	$83,994	4%
Year 1	1	Lieutenant 1	$43.09	$30.78	$89,622	
Year 2	2	Lieutenant 2	$45.00	$32.14	$93,599	4%
Year 1	1	Captain 1	$47.57	$33.98	$98,936	
Year 2	2	Captain 2	$49.90	$35.64	$103,784	5%
Year 1	1	Battalion Chief 1	$54.30	$38.79	$112,947	
Year 2	2	Battalion Chief 2	$57.28	$40.92	$119,151	5%
Year 1	1	Assistant Chief 1	$66.30	$47.36	$137,914	
Year 2	2	Assistant Chief 2	$70.02	$50.01	$145,642	6%

* Staff - hourly rate calculated from 2080 hours per year

** Shift - hourly rate calculated from 2912 hours per year

EXHIBIT "A-3"

POLICE DEPARTMENT

2017/2018
INCENTIVE PAY PLANS

ELIGIBILITY:

1. Must be a full time, paid, duly sworn peace officer in the Garland Police Department.
2. Must have more than one year of service as a peace officer in the department.

CERTIFICATION AND EDUCATIONAL INCENTIVE PAY:

1. Certification Incentive

Description	Amount Per Month
Advanced Certification	$75 per month
Master Certification	$95 per month

2. Education Incentive

Description	Amount Per Month
Bachelor Degree	$125 per month
Masters or Doctoral Degree	$150 per month

ASSIGNMENT PAY:

Description	Amount Per Month
Officers designated by the Chief of Police as Field Training Officers (FTO) shall receive FTO Pay in compensation for this job assignment. This job assignment is of a temporary nature and can be removed at the discretion of the Chief of Police.	$250 per month

.

BILINGUAL PAY:

Description	Amount Per Month
a) Certification by the State of Texas indicating proficiency in verbal bilingual skills.	$100 per month
b) Certification by the State of Texas indicating proficiency in verbal and written bilingual skills.	$150 per month

Note: The above is a synopsis of these special pay plans. Details of these plans are available from the Director of Civil Service or Chief of Police.

EXHIBIT "A-4"

FIRE DEPARTMENT

2017/2018
INCENTIVE PAY PLANS

ELIGIBILITY:

Must be a Certified Texas Firefighter

CERTIFICATION AND EDUCATIONAL INCENTIVE PAY:

1. **Certification Incentive**
   a) Per TCFP Rules
   b) Available to all ranks

Description	Amount Per Month
a) Intermediate	$45 per month
b) Advanced	$85 per month
c) Master	$125 per month

2. **Education Incentive**
   a) Per TCFP Rules
   b) Available to all ranks

Description	Amount Per Month
1. Bachelor or Master Degree + Intermediate Certification	$50 per month
2. Bachelor or Master Degree + Advanced Certification	$100 per month
3. Bachelor Degree + Master Certification	$150 per month
4. Master Degree + Master Certification	$200 per month

EXHIBIT "A-4" (Continued)

ASSIGNMENT PAY:

Assignment Pay Incentive - Available to Firefighter, Driver/Engineer, Lieutenant and Captain classifications.

Description	Amount Per Month
a) Instructor II	$25 per month
b) Instructor III Must be assigned full time to Training Division Not eligible for Intermediate Instructor incentive pay	$100 per month
c) Paramedic Must be certified by the State, and be accepted by the City Medical Control Director and approved by the Fire Chief.	$100 per month
d) Paramedic Paramedics who staff an ambulance receive an additional $30 per shift.	$30 per shift
e) Fire Inspector Must be certified and assigned to Inspection Section of Fire Prevention Bureau	$100 per month
f) Fire/Arson Investigator Must be certified and assigned to the Investigation Section of Fire Prevention Bureau.	$100 per month

BILINGUAL PAY:

Description	Amount Per Month
a) Certification by the State of Texas indicating proficiency in verbal bilingual skills.	$100 per month
b) Certification by the State of Texas indicating proficiency in verbal and written bilingual skills.	$150 per month

Note: The above is a synopsis of these special pay plans. Details of these plans are available from the Director of Civil Service or Fire Chief.

APPENDIX (F)

OPEB AND UNFUNDED LIABILITIES

Unfunded Actuarial Accrued Liabilities 427

UNFUNDED ACTUARIAL ACCRUED LIABILITIES

TEXAS MUNICIPAL RETIREMENT SYSTEM (TMRS)

All full-time City of Garland employees participate in the Texas Municipal Retirement System (TMRS) through payroll deductions and City-funded plan contributions. Due to changes in the actuarial methodologies utilized by TMRS, the City's contribution rate was scheduled to increase over an eight-year period beginning January 1, 2009, from 15.7% to 23.1%. Historically, TMRS did not account for annual Cost-of-Living Adjustments (COLAs) and Updated Service Credits in its calculation of contribution rates for member cities. Until December 2007, TMRS also did not have a methodology in place to recover costs over a finite period of time. As a result, TMRS cities accumulated Unfunded Actuarial Accrued Liabilities (UAALs) representing the present value of benefits earned in prior periods subtracted from the value of pension assets. At the time of the announced changes in the TMRS contribution rate, Garland's UAAL was estimated at $201.4 million.

The scheduled increases in the TMRS contribution rate were required in order to fully fund the retiree benefits and amortize the elimination of the UAAL. However, an additional $11.7 million a year, including $7.2 million for the tax-supported General Fund, would be necessary for the City to fund the required 23.1% contribution rate. That amount was, and currently remains, beyond the City's funding capacity.

In order to maintain sustainable contribution rates for employee retirement, the TMRS Cost-of-Living Adjustments (COLAs) for both current and future retirees were discontinued in 2009. By making this modification to the benefit structure, the projected TMRS maximum contribution rate dropped from 23.1% to 17.1% and the UAAL declined from $201.4 million to $108.5 million. This action was consistent with the findings and recommendations of an outside actuarial firm hired to review the TMRS plan and the City's funding options.

City staff, along with outside consultants, have attempted to develop an alternative funding plan to restore at least modest COLAs for retirees. To date, however, those efforts have been unsuccessful.

Texas Senate Bill (SB) 350, entered into the 82nd Legislature and signed by Governor Rick Perry in 2011, restructured fund obligations and accounts of TMRS and the related actuarial and accounting procedures. The impact of SB 350 upon TMRS is a more efficient funding structure that reduces contribution rates for nearly every TMRS city, protects TMRS cities against the downside risk of leveraged adverse investment returns, enhances contribution rate stabilization, and eliminates the need for TMRS to build and maintain a substantial reserve fund. The TMRS UAAL and contribution rates continue to reflect the positive impact of the restructuring approved under SB 350. It should be noted that the TMRS Board adopted new economic and demographic assumptions based on an actuarial experience study in 2015 that resulted in an increase in the City's UAAL and contribution rate over the last three years.

Texas Municipal Retirement System
(In Millions)

	January 1, 2016	January 1, 2017	January 1, 2018
UAAL	$30.1	$38.7	$41.3
Contribution Rate (Maximum)	10.5%	11.1%	11.3%

OTHER POST-EMPLOYMENT BENEFITS

In addition to retirement benefits paid through TMRS, eligible retirees receive group health and dental insurance benefits. These benefits are commonly referred to as Other Post-Employment Benefits (OPEB). In 2004, the Governmental Accounting Standards Board (GASB) issued Statement 45 establishing reporting and accounting standards for these benefits. Under GASB 45, the cost of Post-Employment Benefits must be recognized as they are earned by employees over the span of their careers rather than at the time the benefits are actually paid out by the City.

GASB 45 requires the City to disclose any Unfunded Actuarial Accrued Liability (UAAL) for OPEB in the notes of its annual financial statements. The UAAL is calculated by subtracting the present value of benefits earned in prior periods from the value of assets held to meet these liabilities. In addition, GASB 45 established that the Annual Required Contribution (ARC) must also be disclosed in Comprehensive Annual Financial Reports (CAFRs) beginning in FYE 2008. The ARC is defined as the amount the City would need to set aside each year to address the UAAL over a finite period of time. Finally, GASB 45 requires the City to record any net OPEB obligation on the City's balance sheet.

Carrying a large UAAL presents some concerns as it could potentially result in lower ratings from bond rating agencies in the future and adversely impact the City's ability to issue debt.

The City took the following steps in 2008 to mitigate the overall OPEB liability:

A. Fully Insuring Retirees Age 65 and Older:

   The City Council approved in the FY 2007-08 Budget a measure to move all retiree insurance coverage for participants age 65 and older to a Medicare Supplemental Plan effective January 1, 2008, whereby an outside party assumed all claims risk liability on this group of retirees. Prior to this move, these retirees were covered under the City's self-insured plan.

B. Retiree Eligibility Restrictions for Health-Care Benefits:

   1. Employees hired on or before March 1, 2008, are now required to meet the following stipulations in order to be eligible for health-care benefits:

      a. Meet all TMRS retirement criteria.
      b. Work for the City of Garland a minimum of five (5) full years.

2. Current and future retirees under age 65 can opt out of group benefits until age 65 when they become eligible for Medicare. Retirees and their spouses have a one-time re-entry option within 30 days of their 65th birthdays. By providing this opt-out option, the City insures fewer risks and reduces its liability.

C. Funding Strategies:

The City established an irrevocable trust to fund the ARC, which is the amount the City would need to set aside each year to address the UAAL. In general, this assumes that the City makes contributions to a qualified trust which invests the contributions. Retiree benefit costs are reimbursed from the trust to the City, and excess contributions and earnings accumulate in the trust and are used to pay future retiree OPEB costs. Due to funding constraints, the City has not been able to fully fund the ARC. However, the FY 2017-18 Adopted Budget includes a contribution to the OPEB Trust of $1.25 million from the City, and a long-term funding strategy has been implemented to increase the annual contribution to this trust with a goal of fully funding the annual OPEB obligation after ten years.

The City reduced its liability and risk by placing a cap on City contributions and contribution increases. Contributions were established at an amount of $425 for retirees under age 65 and $200 for those retirees age 65 and older; contribution increases were capped at a maximum of 3% per year. For FY 2017-18, the monthly City contribution per participant for the retiree group as a whole is $459.

Without implementing the combined strategies of modifying benefits, eligibility, funding strategies, risk retention alternatives, and other options, the City would have recorded a UAAL of $283.5 million, an ARC of $15.1 million, and a Net OPEB Obligation of $11.6 million on its balance sheet for FYE 2008. For FYE 2016, the City's UAAL stands at $85.4 million, the ARC at $6.3 million, and the Net OPEB Obligation at $21.7 million.

Other Post-Employment Benefits Liability
(In Millions)

	FYE 09/30/14	FYE 09/30/15	FYE 09/30/16
UAAL	$85.5	$84.1	$85.4
ARC	7.6	6.2	6.3
Net OPEB Obligation	18.5	20.2	21.7

GARLAND

TEXAS MADE HERE

APPENDIX (G)

FIREWHEEL GOLF PARK
COMBINED FUND SUMMARY

City of Garland / Garland Foundation for Development
Firewheel Golf Park Combined Fund Summary - 2017-18 431

CITY OF GARLAND / GARLAND FOUNDATION FOR DEVELOPMENT
FIREWHEEL GOLF PARK COMBINED FUND SUMMARY
2017-18

	TOTAL 2016-17 APPROVED	City of Garland 2016-17 REVISED	GFDC 2016-17 REVISED	TOTAL 2016-17 REVISED	City of Garland 2017-18 PROPOSED	GFDC 2017-18 PROPOSED	TOTAL 2017-18 PROPOSED
REVENUE							
Green Fees	**$1,898,944**	$2,016,254	$0	**$2,016,254**	$1,902,754	$0	**$1,902,754**
Golf Carts	**954,741**	916,059	0	**916,059**	960,002	0	**960,002**
Range	**128,485**	134,325	0	**134,325**	129,487	0	**129,487**
Food & Beverage	**635,159**	0	654,329	**654,329**	681,736	0	**681,736**
Merchandise	**223,632**	255,412	0	**255,412**	219,102	0	**219,102**
Miscellaneous Revenue	**12,500**	31,991	10,201	**42,192**	37,047	0	**37,047**
Transfer from General Fund	**0**	500,000	0	**500,000**	0	0	**0**
TOTAL REVENUE	**$3,853,461**	$3,854,041	$664,530	**$4,518,571**	$3,930,128	$0	**$3,930,128**
EXPENDITURES							
Personnel	**$2,212,197**	$1,123,243	$1,103,130	**$2,226,373**	$2,351,487	$0	**$2,351,487**
Operations	**1,898,210**	1,474,510	446,669	**1,921,179**	1,951,606	0	**1,951,606**
Capital	**31,999**	37,567	0	**37,567**	0	0	**0**
Sub-Total	**$4,142,406**	$2,635,320	$1,549,799	**$4,185,119**	$4,303,093	$0	**$4,303,093**
Transfer to GFDC	**0**	920,000	(920,000)	**0**	0	0	**0**
IT Replacement Fund	**17,105**	17,105	0	**17,105**	12,931	0	**12,931**
Total Operating Expenditures	**$4,159,511**	$3,572,425	$629,799	**$4,202,224**	$4,316,024	$0	**$4,316,024**
Transfer to Other Funds	**$2,383**	$2,383	$0	**$2,383**	$2,362	$0	**$2,362**
TOTAL EXPENDITURES	**$4,161,894**	$3,574,808	$629,799	**$4,204,607**	$4,318,386	$0	**$4,318,386**
Revenue Over (Short of) Expenditures - Change in Fund Balance	**($308,433)**	$279,233	$34,731	**$313,964**	($388,258)	$0	**($388,258)**
BEGINNING FUND BALANCE	**($191,350)**	($236,677)	($33,381)	**($270,058)**	$43,906	$0	**$43,906**
Change in Fund Balance	**(308,433)**	279,233	34,731	**313,964**	(388,258)	0	**(388,258)**
ENDING FUND BALANCE	**($499,783)**	$42,556	$1,350	**$43,906**	($344,351)	$0	**($344,351)**

GARLAND

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APPENDIX (H)

GARLAND PLUS FIVE

Garland Plus Five (General Fund Five-Year Forecast) 433

Garland Plus Five

General Fund
Five-Year Forecast
Summary Version
As of September 2017

Garland Plus Five

Forecast Based on Assumptions
Which May or May Not Prove Valid

"Essentially, All Models Are Wrong, But Some Are Useful"
George Box
World Renowned Statistician

Garland Plus Five Forecast

Major Assumptions – Three Largest Revenue Sources

- **Property Tax Base**

Y1	2018-19	6.3%	**Y4**	2021-22	3.6%
Y2	2019-20	5.1%	**Y5**	2022-23	3.2%
Y3	2020-21	4.4%			

- **Sales Tax Revenue**

Y1	2018-19	2.7%	**Y4**	2021-22	3.0%
Y2	2019-20	3.1%	**Y5**	2022-23	2.1%
Y3	2020-21	3.3%			

Garland Plus Five Forecast

Major Assumptions – Three Largest Revenue Sources

- **Garland Power and Light - Return on Investment (ROI)**

Reconciles with GP&L 10 Year Forecast:

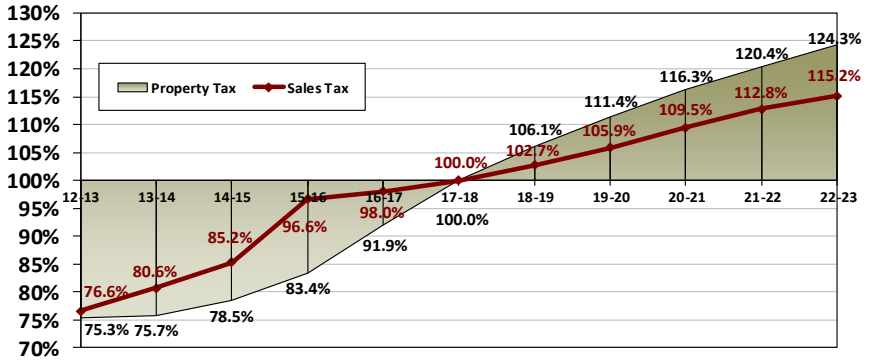
Y1	2018-19	2.0%
Y2	2019-20	2.0%
Y3	2020-21	2.0%
Y4	2021-22	2.0%
Y5	2022-23	2.0%

GP&L forecast reflects rate pressure beginning FY 2020-21.

ROI has remained the same for 8 consecutive years.

Historical and Assumed General Fund Revenue Trends

Property and Sales Tax Revenue

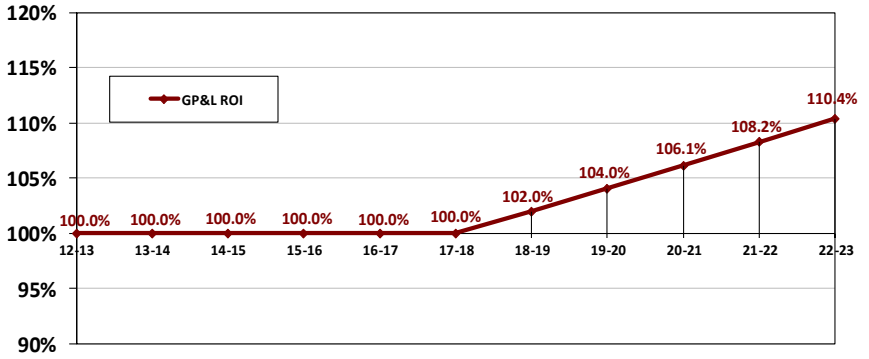


Reflected as percentage of FY 2017-18 revenues.

Annual Increase	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Property Tax	$3,181,961	$2,810,256	$2,545,676	$2,183,235	$2,017,919
Sales Tax	$793,449	$932,625	$1,047,595	$984,878	$693,240

Historical and Assumed GP&L Return on Investment

GP&L Return on Investment

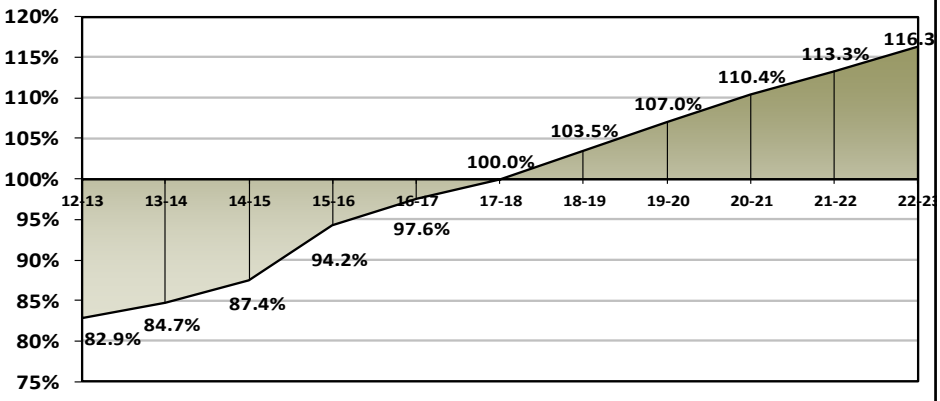


Reflected as percentage of FY 2017-18 revenues.

GP&L ROI	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Annual Increase	$389,026	$396,806	$404,743	$412,838	$421,094
Cumulative	$19,840,324	$20,237,130	$20,641,873	$21,054,7111	$21,475,805

Historical and Assumed General Fund Revenue Trends

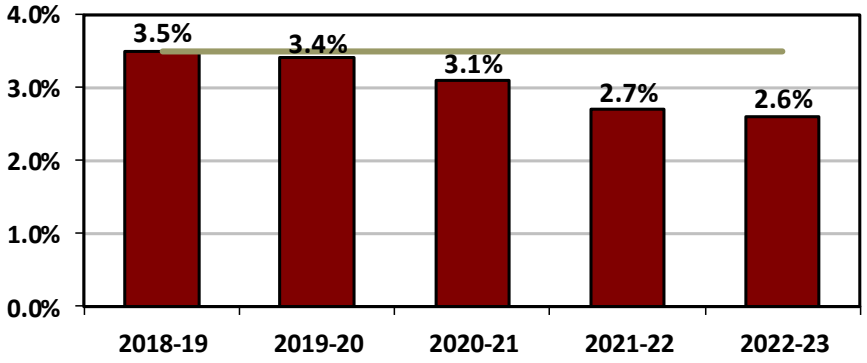
Total General Fund Revenue



Reflected as percentage of FY 2017-18 revenue.

Forecast General Fund Revenue Growth

Expressed as Percentage Change



3.5% Goal.

Garland Plus Five Forecast

Major Assumptions – Expenditures

- **Employee Compensation Assumptions**

Y1	2018-19	3.00%
Y2	2019-20	2.75%
Y3	2020-21	2.50%
Y4	2021-22	2.25%
Y5	2022-23	2.00%

- **Benefit Costs Assumptions**

  Health Insurance cost increases average 7.0% to 7.5% a year.
  Texas Municipal Retirement System – no further increases.

Garland Plus Five Forecast

Major Assumptions – Expenditures *(Continued)*

- **Retirement Stability Benefit (RSB)**

  Increase the City Contribution by 0.25% each year until 3.0% is reached in FY 2027-28. The City Contribution for FY 2017-18 is 0.5%.

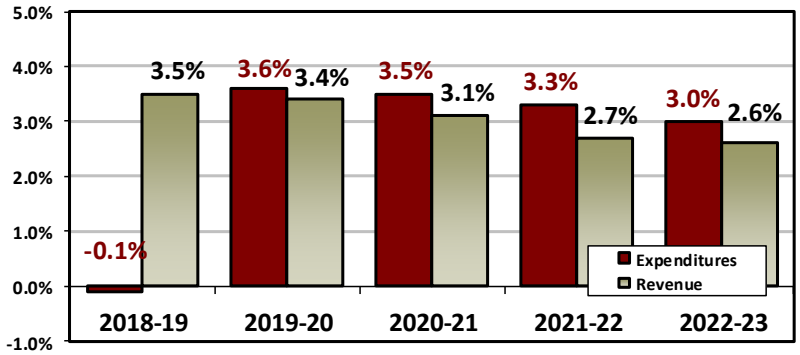
- **Other Post Employment Benefits (OPEB)**

  Increase the contribution by approximately $85,000 each year until the annual contribution reaches $1.5 million. The General Fund contribution for FY 2017-18 is $500,000.

Total GF Contribution	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
RSB	$239,495	$369,650	$507,159	$652,351	$805,566	$967,159
OPEB	$500,000	$585,000	$670,000	$755,000	$840,000	$925,000

Forecast General Fund Revenue and Expenditures

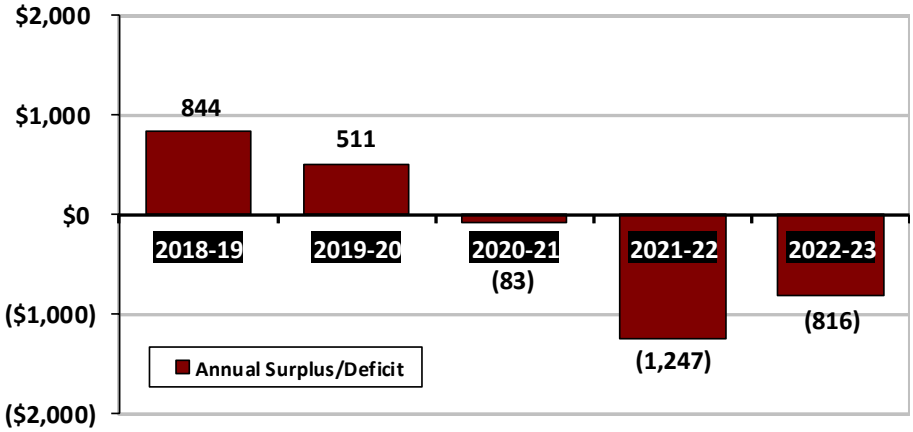
Expressed as Percentage Change



There is a projected -0.1% decrease in expenditures in FY 2018-19 due to a large amount of one-time funding available in FY 2017-18.

General Fund Projected Surplus / Deficit

Annual Deficit – In Thousands



Annual Deficit assumes that the prior year deficit is resolved by ongoing revenue or expenditure cuts – rather than one-time measures.

Forecast General Fund Surplus / Deficits

Before Applying One-Time Funds

	2018-19	2019-20	2020-21	2021-22	2022-23
Forecast Surplus / (Deficit)	$844,319	$511,445	($82,632)	($1,247,244)	($816,042)
Tax Rate Equivalent	0.00	0.00	0.05	0.78	0.50
Cumulative Rate Equiv.	0.00	0.00	0.05	0.83	1.33

CITY OF GARLAND
Garland Plus Five
September, 2017

	Y0 2017-18	Y1 2018-19	Y2 2019-20	Y3 2020-21	Y4 2021-22	Y5 2022-23
REVENUE						
Property Taxes - (Net of Incentives)	$51,894,064	$55,167,307	$57,955,259	$60,480,731	$62,646,639	$64,648,543
Property Taxes - Prior Years	414,217	441,338	463,642	483,846	501,173	517,188
Sales Tax - Base	30,585,258	31,380,475	32,164,987	32,844,525	33,538,272	34,246,824
FTC Sales Tax Reserve Transfer	250,000	250,000	250,000	250,000	250,000	250,000
Sales Tax - Firewheel Town Center	(491,641)	(504,424)	(517,034)	(131,989)	0	0
Sales Tax - Academy Sports Incentives	(176,548)	(136,783)	0	0	0	0
Sales Tax - Walmart Incentives	(163,045)	(167,284)	(171,466)	(175,089)	0	0
Sales Tax - Saigon Mall Incentives	(50,627)	(51,943)	(4,757)			
Harbor Point Incentive	(355,508)	(378,703)	(397,767)	(415,889)	(431,836)	(447,148)
GP&L ROI	19,451,298	19,840,324	20,237,130	20,641,873	21,054,711	21,475,805
Sub-Total	101,357,468	105,840,307	109,979,994	113,978,008	117,558,959	120,691,211
Percentage Growth	6.3%	4.4%	3.9%	3.6%	3.1%	2.7%
Mixed Drink	438,548	449,950	461,199	470,943	480,890	491,050
Bingo Tax	126,098	126,098	126,098	126,098	126,098	126,098
TXU Franchise Fee	1,188,568	1,213,528	1,239,012	1,260,232	1,281,810	1,303,763
Atmos Gas Franchise Fee	1,896,514	1,945,823	1,994,469	2,036,605	2,079,623	2,123,558
Telecommunications/Cable Franchise Fee	4,374,070	4,220,978	4,136,558	3,991,778	3,911,943	3,775,025
Commercial Sanitation Franchise Fee	306,838	314,816	322,686	329,503	336,463	343,572
Landfill Revenue	12,810,548	13,143,622	13,472,213	13,756,836	14,047,410	14,344,184
EMS - Ambulance Transport	2,484,482	2,499,389	2,589,367	2,672,555	2,678,226	2,764,269
EMS FEE	1,528,729	1,528,729	1,528,729	1,528,729	1,528,729	1,528,729
Impound Vehicles	247,861	247,861	247,861	247,861	247,861	247,861
E911 Fees	1,756,751	1,752,359	1,734,836	1,726,161	1,721,846	1,721,846
False Alarm Fees	117,868	118,575	122,844	126,790	127,060	131,142
Police Services	2,822,756	2,927,301	3,030,528	3,131,716	3,230,588	3,326,904
Swimming Pool Fees	484,300	487,206	504,745	520,961	522,067	538,839
Mowing Liens	379,754	379,754	381,653	383,561	385,479	381,624
Salvage	611,031	611,031	611,031	611,031	611,031	611,031
Other Service Charges	581,304	584,792	605,844	625,308	626,635	646,767
Investment Earnings	413,331	421,598	429,608	437,771	446,088	454,564
Grant Revenues	877,714	877,714	877,714	877,714	877,714	877,714
PILOT	5,523,748	5,799,935	6,031,933	6,212,891	6,461,406	6,784,477
Water Franchise Fees	3,375,021	3,577,522	3,792,174	4,019,704	4,260,886	4,516,539
Wastewater Franchise Fees	1,717,393	1,751,741	1,786,776	1,822,511	1,858,961	1,896,141
Solid Waste Franchise Fees	959,730	978,925	998,503	1,018,473	1,038,843	1,059,619
G&A Charges	9,709,344	10,068,943	10,424,010	10,772,064	11,112,151	11,443,445
Building Permits	1,300,000	1,300,000	1,339,000	1,379,170	1,379,170	1,420,545
Rezoning Fees	112,881	112,881	116,267	119,755	119,755	123,348
Public Works Inspection Fees	203,996	203,996	210,116	216,419	216,419	222,912
Electric and Plumbing Permits	630,829	630,829	649,754	669,246	669,246	689,324
Sign Permits	108,634	108,634	111,893	115,250	115,250	118,707
Animal Licenses	0	0	0	0	0	0
Animal Pound	321,000	322,926	334,551	345,299	346,032	357,149
Inspection Fees - Multi-Family	260,682	260,682	268,502	276,558	276,558	284,854
Rental Registration Fees	311,106	311,106	320,439	330,052	330,052	339,954
Other Permits and Licenses	1,471,734	1,480,564	1,533,865	1,583,143	1,586,502	1,637,471
Municipal Court	5,146,500	5,177,379	5,363,765	5,536,084	5,547,833	5,726,066
Library Fines	96,610	97,190	100,688	103,923	104,144	107,490
Rents and Concessions	786,800	791,521	820,016	846,360	848,156	875,404
Indirect Cost Transfers	510,000	515,100	520,251	525,454	530,708	536,015
Sub-Total	65,993,073	67,340,997	69,139,497	70,754,511	72,069,634	73,877,999
Percentage Growth	5.2%	2.0%	2.7%	2.3%	1.9%	2.5%
TOTAL REVENUE PROJECTED	$167,350,541	$173,181,304	$179,119,491	$184,732,519	$189,628,592	$194,569,211
CHANGE FROM PRIOR YEAR	$9,288,576	$5,830,763	$5,938,187	$5,613,028	$4,896,073	$4,940,618
PERCENTAGE CHANCE	5.9%	3.5%	3.4%	3.1%	2.7%	2.6%
Top Three Revenues:						
Property Taxes	9.4%	6.3%	5.1%	4.4%	3.6%	3.2%
Sales Tax	5.9%	2.7%	3.1%	3.3%	3.0%	2.1%
ROI	0.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Total	6.3%	4.4%	3.9%	3.6%	3.1%	2.7%

CITY OF GARLAND
Garland Plus Five
September, 2017

	Y0 2017-18	Y1 2018-19	Y2 2019-20	Y3 2020-21	Y4 2021-22	Y5 2022-23
EXPENDITURES						
Compensation and Burden	$105,565,812	$108,951,722	$112,112,949	$115,090,027	$117,863,764	$120,416,017
Employee Health Insurance	15,892,158	17,004,609	18,285,056	19,661,921	21,142,463	22,734,491
Added Positions	0	0	0	0	0	0
Sub-Total	121,457,970	125,956,331	130,398,005	134,751,948	139,006,228	143,150,508
Operating Expenditures	10,475,598	10,580,354	10,680,867	10,782,336	10,884,768	10,988,173
Fleet Service Costs	3,381,700	3,506,946	3,630,613	3,751,838	3,870,288	3,985,676
Fuel Cost	1,801,045	1,851,474	1,903,316	1,956,608	2,011,393	2,067,712
ERF	1,544,648	1,803,017	1,866,598	1,928,923	1,989,821	2,049,145
Capital	2,018,276	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Charge-outs	(1,877,546)	(1,947,083)	(2,015,745)	(2,083,050)	(2,148,814)	(2,212,878)
Sub-Total Operations and Capital	17,343,721	17,294,707	17,565,649	17,836,655	18,107,457	18,377,828
Customer Service	241,514	250,459	259,291	267,949	276,408	284,649
Facilities Management	4,927,055	5,109,535	5,289,716	5,466,338	5,638,916	5,807,033
IT	9,887,411	10,253,605	10,615,184	10,969,621	11,315,945	11,653,314
IT Project Fund	730,257	766,770	805,108	845,364	887,632	932,014
IT Infrastructure Replacement	1,000,000	1,100,000	1,100,000	1,150,000	1,250,000	1,250,000
Warehouse	263,003	272,744	282,362	291,790	301,002	309,976
Sub-Total	17,049,240	17,753,112	18,351,661	18,991,061	19,669,903	20,236,985
Transfers to LTD	173,186	179,600	185,934	192,142	198,208	204,117
Transfers to Infrastructure	12,150,125	7,443,987	8,231,987	9,015,987	9,793,987	10,416,987
Transfer to Free Lunch Program & Fair Housing	30,000	30,000	30,000	30,000	30,000	30,000
Transfer to Capital Improvement Program	249,000	0	0	0	0	0
Transfers to Self Insurance	2,959,533	3,033,521	3,109,359	3,187,093	3,266,771	3,348,440
Transfers to Landfill Sinking Fund	1,647,303	1,722,173	1,798,918	1,877,579	1,958,194	2,040,805
OPEB Trust	500,000	585,000	670,000	755,000	840,000	925,000
Sub-Total	17,709,147	12,409,282	13,356,198	14,302,801	15,247,160	16,040,349
TOTAL BASE EXPENDITURES	$173,560,078	$173,413,433	$179,671,512	$185,882,465	$192,030,747	$197,805,670
CHANGE IN EXPENDITURES	11,385,682	(146,645)	6,258,080	6,210,953	6,148,282	5,774,923
PERCENTAGE CHANGE	7.02%	-0.1%	3.6%	3.5%	3.3%	3.0%
NET CASH FLOW - Cumulative Impact	($6,209,536)	($232,129)	($552,021)	($1,149,946)	($2,402,155)	($3,236,460)
See Note Below *					82,632	1,329,875
FUND BALANCE						
Beginning Fund Balance	$19,021,320	$12,809,666	$13,233,218	$13,669,752	$14,102,438	$14,530,158
* **Assumed Carry-Over**		1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Cash Flow	(6,209,536)	(232,129)	(552,021)	(1,149,946)	(2,319,523)	(1,906,584)
Unreserved Fund Balance	$12,811,784	$14,077,537	$14,181,197	$14,019,806	$13,282,915	$14,123,573
Fund Balance Requirement	$12,809,666	$13,233,218	$13,669,752	$14,102,438	$14,530,158	$14,939,615
Excess / (Deficit)	$2,117	$844,319	$511,445	($82,632)	($1,247,244)	($816,042)
Tax Rate Equivalent				0.05	0.78	0.50
Cumulative				0.05	0.83	1.33

(1) *Assumes each year's deficit is resolved with measures that are ongoing versus one-time.

GARLAND

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APPENDIX (I)

GLOSSARY AND ACRONYMS

Glossary of Terms 443
Acronyms 451

GLOSSARY OF TERMS

This Budget contains specialized and technical terminology that is unique to public finance and budgeting and the City of Garland. To assist the reader of the Budget in understanding these terms, a glossary has been included.

Account – Expenditure classification according to the types of items purchased or services obtained; for example, outside services, materials, supplies, and equipment.

Accrual Basis – The basis of accounting under which transactions are recognized when they occur, regardless of the timing of cash flows.

Accrued Expenses – Expenses incurred but not due until a later date.

Ad Valorem – A tax computed from the assessed value of land and improvements.

Affordable Care Act – Federal legislation enacted in March 2010 intended to increase the quality, affordability, and rate of insurance coverage for Americans while reducing the costs of health care to individuals and the government.

Appropriation – A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

Appropriation Ordinance – The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

Assessed Valuation – A value established by the Dallas Central Appraisal District (DCAD) determining the market value of real and business personal property for the purpose of tax assessment.

Assets – Resources owned or held by the City that have monetary value.

Bond – A written promise to pay a sum of money on a specific date at a specified interest rate. The most common types of bonds are General Obligation (G.O.) and Revenue (Water/Sewer) bonds. These are most frequently used for construction of large capital projects, such as buildings, streets, and water lines.

Bond Funds – Resources derived from issuance of bonds for capital improvements and authorized by vote of the citizens of Garland.

Budget – A comprehensive financial plan which estimates anticipated revenue and projected expenditures for a period of one year.

Budget Amendment – A legal procedure utilized by the City staff and City Council to revise a budget appropriation.

Budget Calendar – The schedule of key dates and milestones which the City departments follow in the preparation, adoption, and administration of the Budget.

Budget Document – The instrument used by the budget-making authority to present a comprehensive financial program to the City Council.

Budget Message – The opening section of the Budget which provides the City Council and the public with a general summary of the most important aspects of the Budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.

Budgetary Control – The control or management of the organization in accordance with the Adopted Budget for the purpose of keeping expenditures within the limitations of approved appropriations.

Capital Expense – Any item purchased by the City which meets the City's capitalization criteria. These criteria are: it has a value of $5,000 or more, it has an anticipated life of more than one year, and/or it can be readily identified and tracked as an individual item. These expenditures result in the acquisition of or addition to fixed assets.

Capital Improvement Program (CIP) – A 5-year plan of capital projects including estimated costs and funding sources as revised by the City Council each year.

Capital Project – A project or expenditure that adds to the City's fixed assets – including the construction of infrastructure, major facilities, and the acquisition of large equipment ($30,000 or more). Capital projects generally involve a "multi-year" process which spans more than one fiscal year.

Cash Basis – A basis of accounting under which transactions are recognized only when cash changes hands.

Cash Funded CIP – A transfer of funds budgeted in the operating fund for the three utilities (Electric, Water, and Wastewater) to a multi-year capital account to be used for capital projects. Transferring cash reduces the amount of debt that must be issued to fund various projects.

Certificates of Obligation (COs) – Legal debt instruments which finance a variety of projects such as sanitation trucks, fire equipment, and remodeling. These certifi-cates are backed by the full faith and credit of the issuing government and are financed through property tax and/or utility revenues, generally for a shorter term than bonds. COs are authorized by the City Council.

Charge Outs – Personnel expenses that are charged to another department or project in a different fund.

Commercial Paper – Type of short-term promissory note with a maturity ranging from one to 270 days.

Community Development Fund – A special revenue fund supported by Housing & Urban Development (HUD) that funds community improvement projects in low-income areas within the city. The use of these funds follows Federal guidelines and is approved by the City Council.

Customer Service Fund – An internal service fund responsible for the billing and collection of all utility revenue as well as customer requests concerning billing, rates, metering, and credit policies.

Debt Service – The City's obligation to pay the principal and interest on debt issues.

Debt Service Fund – The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, long-term debt principal, interest, and related costs.

Deficit – The excess of expenditures over revenues during an accounting period; or, in the case of Proprietary Funds, the excess of expenses over income during an accounting period.

Delinquent Taxes – Real or personal property taxes that remain unpaid on and after February 1st of each year.

Department – A segment of the organi-zation responsible for managing and administering services within a functional area.

Depreciation – The portion of a capital asset that is charged as an expense during a particular accounting period. Depreciation is not a budgeted expenditure.

Economic Development Fund – A fund that directs business and real estate investment into strategic geographic areas in a way that rejuvenates the City's urban form. This function was moved out of the General Fund into a newly created Economic Development Fund for reasons of financial transparency and to more accurately track revenues and expenditures specifically associated with department endeavors.

Effective Tax Rate – Based on State law, a calculated tax rate that would yield the same amount of revenue received in the prior fiscal year on real property plus the amount needed to pay tax-pledged long-term debts for the upcoming fiscal year.

Electric Utility Fund – An enterprise fund that accounts for the resources and expenditures associated with the production and distribution of electricity. The City's Electric Department is known as Garland Power & Light (GP&L).

Encumbrance – The commitment of budgeted funds to purchase an item or service. To encumber funds means to set aside or reserve funds for specific future expenditures.

Ending Balance – The ending balance of a fund that is not expended. It takes into account the beginning balance, revenue, and expenditures. Year-end encumbrances that will roll forward have not been reserved.

Enterprise Funds – Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public are recovered primarily through user charges. Along with the Internal Service Funds, they are Proprietary Fund types.

Equipment Replacement Fund – An internal service fund used to account for the proceeds accumulated from other funds for the future replacement of deteriorated equipment. This replacement reserve charge is based on expected life and anticipated replacement cost of the equipment.

Expenditures – The cost of goods received or services rendered during a fiscal year where cash payments have been made or encumbered.

Facilities Management Fund – An internal service fund that provides custodial, maintenance, and general construction service for the City. It also manages the City's use of utilities.

Fiscal Year – The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Garland has a fiscal year of October 1 through September 30 as established by the City Charter.

Fleet Services Fund – An internal service fund that accounts for the resources and expenditures of maintaining the City's fleet of vehicles.

Franchise Tax – A charge paid for the use of City streets and public rights-of-way.

Freeport Exemption – An exclusion of ad valorem taxes on specific business personal property that is expected to be on the premises of the taxpayer for 175 days or less. The purpose of the exemption is to allow businesses to ship short-term inventory in and out of Texas without incurring a tax liability.

Fund – An accounting device established to control receipt or disbursement of income from sources set aside to support specific activities or attain certain objectives.

Fund Balance – The amount at fiscal year-end including beginning fund balance plus total revenue minus total expenditures. Fund balance is found in governmental fund types. Fund Balance may also be thought of as the unreserved, undesignated portion of total assets minus total liabilities.

General and Administrative (G&A) – The allocated costs charged by the General Fund for services provided to a department in another fund.

General Fund – The General Fund is the general operating fund of the City. All general tax revenues and receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. It includes basic operating services such as general administration, police and fire protection, health services, parks and recreation, and libraries. It is a governmental fund type.

General Obligation Bonds (GOs) – Legal debt instruments which finance a variety of public projects such as streets, buildings, and park improvements. These bonds are backed by the full faith and credit of the municipal government and are financed through property tax revenues. In Texas, GO bonds must be authorized by public referenda.

Goal – A long-range desirable development attained by time-phased objectives and designed to carry out a strategy.

Golf Fund – An enterprise fund that accounts for the resources and expenditures associated with the public golf course at Firewheel.

GP&L – Garland Power and Light, the City's department that manages the Electric Utility Fund.

Grant – A contribution by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the State and Federal governments. Grants are usually made for specified purposes.

Group Health Insurance Fund – An internal service fund that accounts for each employee's medical insurance plan which is administered by a third party. The City makes deposits to the Fund each pay period for each employee covered by these medical insurance plans, and payments of employees' medical claims or HMO premiums are made from this Fund.

Heliport Fund – An enterprise fund that accounts for the resources (terminal lease space, hangar lease space, and fuel sales) and expenditures associated with the operation of the City's heliport.

Hotel/Motel Tax Fund – A special revenue fund that accounts for the resources and expenditures of special events and hotel/motel occupancy taxes. By State law, the use of these taxes is restricted.

Indirect Costs – Costs associated with, but not directly attributable to, providing a product or service. These costs are usually incurred by central service departments in support of operating departments.

Information Technology Fund – An internal service fund responsible for coordinating and maintaining the City's computer network, automation infrastructure, and telecommunication services.

Information Technology (IT) Project Fund – An internal service fund used to account for the proceeds accumulated from other funds to provide more effective financial oversight for technology-related project costs. All projects included in the Fund have undergone a comprehensive review, cost analysis, and approval process outlined by the internal Information Technology Board (ITB).

Information Technology (IT) Replacement Fund – An internal service fund used to account for the proceeds accumulated from other funds for the future replacement of deteriorated personal computer equipment. This replacement reserve charge is based on anticipated replacement cost of the equipment.

Infrastructure Repair & Replacement Fund – This special revenue fund is responsible for the repair and replacement of City streets and alleys. It is supported by funds transferred from the General Fund.

Interfund Transfers – Amounts transferred from one fund to another.

Intergovernmental Revenue – Grants, entitlements, and cost reimbursements from the Federal or State or another local government.

Internal Service Funds – Internal service funds are Proprietary Fund types, and are used to account for the financing of goods or services provided by one department to or on behalf of other departments of the governmental unit, or to other governmental units, on a cost reimbursement or allocation basis.

Intragovernmental Revenue – A transfer from one fund to another, realized as revenue in the receiving fund, to recover the cost of services provided. This includes, but is not limited to, indirect costs, general and administrative costs, and payments in lieu of taxes.

Investments – Securities and real estate held for the production of revenues in the form of interest, dividends, rentals, or lease payments.

Key Results – Departmental goals and objectives as they correspond to the Citywide goals set by the City Council.

Levy – The City Council's authority to impose taxes, special assessments, fines, fees, and charges.

Liabilities – Debt or other legal obligations arising out of transactions in the past that must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances. The Annual Budget reflects only current period expenditures rather than liabilities.

Library Grant Fund – The Library Grant Fund is a contribution by the Northeast Texas Library System (NETLS) to the City of Garland. NETLS contributions to local governments are from the State and Federal government. This fund was dissolved in FY 2012-13.

Line Item Budget – A budget prepared along organizational lines that focuses on expenditure categories. This provides the building blocks for the total Budget.

Long Term Disability Fund – An internal service fund responsible for the City's Long Term Disability Program. The City and participating employees contribute to the Fund each pay period. Long-term disability payments are then made out of this Fund.

Mission Statement – A departmental statement that describes what the department does, why it does it, and who benefits from it.

Modified Accrual Accounting Basis – A basis of accounting in which some expenditures are accrued but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are incurred when the funds are encumbered, while revenues are not recorded until they are actually received or are "measurable" and "available for expenditure." This type of accounting basis is the standard for most governmental fund types.

Non-Departmental – A cost center established in each major operating fund to account for expenditures which are not associated with a particular department within the fund.

Objective – Attached to a goal, it describes something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Operating Budget – Plans of current expenditures and the proposed means for financing them. The Annual Operating Budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of the City are controlled.

Operating Expense – Expenditures in individual organizational budgets for supplies, materials, maintenance, professional services, etc. Generally means the same as Operations & Maintenance (O&M).

Ordinance – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a State statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

Organization – The unit within Garland's governmental structure which has responsibility for accomplishing specific programs and functions of the City.

Other Post Employment Benefits – An accounting concept created by the Governmental Accounting Standards Board describing costs and financial obligations that governments incur when they provide postemployment benefits other than pensions as part of compensation for services rendered by their employees.

Performance Measures – Specific quantitative and qualitative measures of work performed as an objective of the department.

Personnel Expense – All costs related to compensating employees, including salaries and benefits.

Property Tax – Taxes levied on all real and personal property according to the property's valuation and tax rate, in compliance with State Property Tax Code.

Public Health / Immunization Grant Fund – A fund established to provide a complete collection of both the Public Health services fees and grant-funding.

Rate Mitigation Fund – A fund established for the Electric Utility whereby savings from reduced TMPA charges to Garland are reserved to protect against rate spikes anticipated from future debt payments.

Rating – The creditworthiness of a city as evaluated by independent agencies.

Real Property – Property classified by the State Property Tax Board including land and improvements used for residential single and multi-family; vacant lots; acreage; farm and ranch improvements; commercial and industrial; and oil, gas, and other mineral reserves.

Recreation Performance Fund – An enterprise fund which accounts for recreation center activities that are supported by user charges.

Revenue – Funds the City receives as income that includes tax payments, fees for services, receipts from other governments, fines, forfeitures, grants, and interest income.

Revenue Bonds – Legal debt instruments which finance public projects for utilities such as Water or Sewer. Revenues from the utility are pledged to pay principal and interest on the bonds. In Texas, Revenue Bonds may or may not be authorized by public referenda.

SafeLight Fund – A fund established to collect penalty fees from red light running through the use of sensor-activated cameras. The funds are restricted to covering direct program expenditures and enhancements to traffic and public safety.

Self Insurance Fund – An internal service fund that accounts for general and vehicle liability, Workers Compensation, risk management, and all forms of insurance (except health and long term disability) as well as the payment of claims.

Sinking Fund – A reserve fund or account into which contributions are made to be used later for a specific purpose.

Stormwater Management Fund – An enterprise fund that accounts for resources and expenditures associated with con-trolling the quality of stormwater discharges into lakes and streams.

Target Budgeting – A budget approach wherein General Fund departments are given an allocation of resources based on their proportionate share of projected resources, less management priorities and contingencies.

Tax Base – The assessed value of all residential and commercial real property and business personal property as established annually by the Dallas Central Appraisal District.

Tax Levy – The total amount to be raised by general property taxes for purposes specified in the Tax Levy ordinance.

Tax Note – Short-term interest-bearing note issued by a government in anticipation of tax revenues to be received at a later date. The note is retired from the tax revenues to which it is related.

Tax Rate – The amount of tax levied for each $100 of assessed valuation. The tax rate times the assessed valuation of the tax base equals the tax levy.

Tax Roll – The official list showing the amount of taxes levied against each taxpayer or property.

Taxes – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

Texas Municipal Power Agency (TMPA) – A consortium of four Texas cities, including Garland, for the acquisition of electric power.

Texas Municipal Retirement System (TMRS) – A statewide retirement system that provides retirement, disability, and death benefits for employees of participating Texas cities.

Unreserved Ending Balance – The ending balance of a fund that is neither expended nor encumbered. It takes into account beginning balance, revenues, expenditures, and year-end encumbrances.

Warehouse Fund – An internal service fund responsible for central receiving, storing, and issuing common usage materials and equipment. Additional functions now include certain mail operations and the City's Day Labor Center.

Wastewater Utility Fund – An enterprise fund that accounts for the resources and expenditures associated with the collection, transportation, and processing of wastewater.

Water Utility Fund – An enterprise fund that accounts for the resources and expenditures associated with the purchase and distribution of water.

Work Trends – Quantitative and qualitative measures of work performed as an objective of the organization.

GARLAND

TEXAS MADE HERE

ACRONYMS

ACA – Affordable Care Act

ADDI – American Dream Down-Payment Initiative

ARRA – American Recovery and Reinvestment Act

CAFR – Comprehensive Annual Financial Report

CDBG – Community Development Block Grant

CGTV – City of Garland Television

CIP – Capital Improvement Program

CO – Certificate of Obligation

COG-ULC – City of Garland - Unified Learning Center

COLA – Cost of Living Adjustments

CP – Commercial Paper

CPI – Consumer Price Index

DART – Dallas Area Rapid Transit

DCAD – Dallas Central Appraisal District

DCCCD – Dallas County Community College District

DFW – Dallas/Fort Worth Metropolitan Area

EMS – Emergency Medical Services

EPA – Environmental Protection Agency

EOC – Emergency Operations Center

ESG – Emergency Solutions Grant

ERCOT – Energy Reliability Council of Texas

ERF – Equipment Replacement Fund

EWS – Environmental Waste Services

FHA – Federal Housing Authority

FHAP – Fair Housing Assistance Program

FHIP – Federal Housing Initiatives Program

FLSA – Fair Labor Standards Act

FMLA – Family Medical Leave Act

FTC – Firewheel Town Center

FY – Fiscal Year

GAAP – Generally Accepted Accounting Principles

GCAC – Garland Cultural Arts Commission

GFDC – Garland Foundation for Development Corporation

GFOA – Government Finance Officers Association

GHA – Garland Housing Agency

GHFC – Garland Housing Finance Corporation

GIS – Geographic Information System

GISD – Garland Independent School District

GNMA – Government National Mortgage Association (Ginnie Mae)

GO – General Obligation

GP&L – Garland Power & Light

HOME – Housing Opportunities Made Equal

HPRP – Homelessness Prevention and Rapid Rehousing Program

HUB – Historically Underutilized Business

HUD – Housing and Urban Development

HVAC – Heating, Ventilating, & Air Conditioning

IT – Information Technology

ITB – Information Technology Board

ITS – Information Technology Services

kWh – Kilowatt Hour

LEED – Leadership in Energy and Environmental Design

LTD – Long Term Disability

NCTCOG – North Central Texas Council of Governments

NTMWD – North Texas Municipal Water District

NTTA – North Texas Tollway Authority

O&M – Operations and Maintenance

OAP – Open Access Plan

OPEB – Other Post Employment Benefits

PD – Planned Development

PGBT – President George Bush Tollway

PO – Purchase Order

PPO – Preferred Provider Organization

PSA – Public Service Announcement

QC – Quality Control

RB – Revenue Bond

ROI – Return on Investment

SUP – Specific Use Permit

SWPPP – Stormwater Pollution Prevention Plan

TAN – Tax Anticipation Note

TCEQ – Texas Commission on Environmental Quality

TIF – Tax Increment Financing (District)

TMPA – Texas Municipal Power Agency

TMRS – Texas Municipal Retirement System

TWC – Texas Workforce Commission

TxDOT – Texas Department of Transportation

UAAL – Unfunded Actuarial Accrued Liabilities

UDC – Unified Development Code

WWTP – Wastewater Treatment Plant