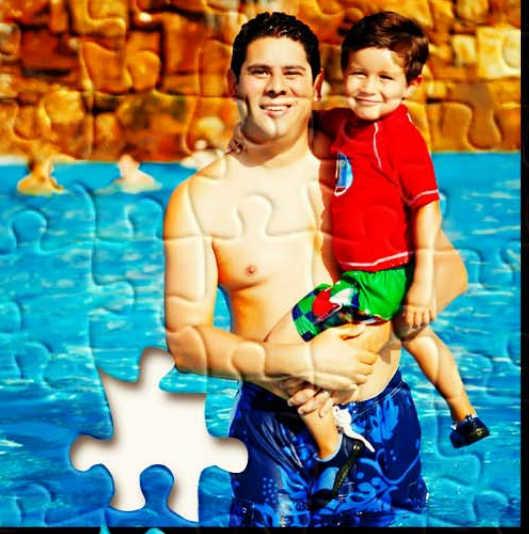

City of North Richland Hills, Texas
Annual Budget and Plan of Municipal Services
Fiscal Year 2012/2013

Cover Designed by
City Manager's Office and
Budget & Research Department
City of North Richland Hills, Texas

This budget will raise more total property taxes than last year's budget by $2,146,015, or 10.40%, and of that amount $185,666.72 is tax revenue to be raised from new property added to the tax roll this year.

Statement of Clarification

On May 12 2012, North Richland Hills voters approved $48 million in general obligation bonds for the construction of a new municipal complex to include City Hall, Municipal Court and Public Safety operations. Prior to the election, voters were informed that approval of the bond measure would result in the property tax rate increasing by up to 4 cents. The bond measure was approved with 68% of the vote. As a result, the property tax rate will be increased from 57¢ per $100 of valuation to 61¢ per $100 of valuation. This is the first increase to the city's property tax rate since 1993. For the average home with a taxable value of $122,598, the 4-cent increase will equal $49.04 per year. The increase will not apply to homeowners with a senior or disabled exemption.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of North Richland Hills

Texas

For the Fiscal Year Beginning

October 1, 2011

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of North Richland Hills, Texas for its annual budget for the fiscal year beginning October 1, 2012. In Order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

City of North Richland Hills

Annual Budget and Plan of Municipal Services

Fiscal Year 2012/2013

City Council

T. Oscar Trevino, Mayor

Tom Lombard, Mayor Pro Tem

Tito Rodriguez, Place 1

Rita Wright Oujesky, Place 2

Dr. Tim Barth, Place 4

David Whitson, Place 5

Scott Turnage, Place 6

Tim Welch, Place 7

City Staff Members

Mark Hindman	City Manager
Karen R. Bostic	Assistant City Manager
Jared Miller	Assistant City Manager
Jimmy Perdue	Director of Public Safety
Mike Curtis	Managing Director
Vickie Loftice	Managing Director
Mark Mills	Director of Budget & Research
Jennipher Castellanos	Budget Analyst
Orsheka Moore	Financial Analyst
Melanie Abila	Budget Intern
Kristin Weegar	Assistant to the City Manager

Visit our website at: www.nrhtx.com

NRH

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NRH

CITY OF NORTH RICHLAND HILLS

October 1, 2012

Honorable Mayor and Members of the City Council
City of North Richland Hills
North Richland Hills, Texas

In accordance with the City Charter for the City of North Richland Hills, it is my pleasure and duty to submit the FY 2012/2013 budget to the City Council for consideration.

It is an exciting time in North Richland Hills; major projects, programs and policies approved by City Council over the past few years are now being realized as the economy continues to improve. The expansion of Loop 820, the pending move of City facilities to the former North Hills Mall area and development in Home Town are just a few of the economic improvements in North Richland Hills.

In May 2012, voters approved a bond program to build a Municipal Complex that will include a new City Hall, Municipal Court and Public Safety facility. With this approval Council authorized an increase to the property tax rate of $0.04, bringing the property tax rate from $0.57 per $100 valuation to $0.61 per $100 valuation. This tax increase is the first property tax rate increase North Richland Hills has experienced since 1993. The approval of the 2012 Bond Program reinforced the fact that the citizens of North Richland Hills have confidence in the way City Council manages their tax dollars.

Again, this is an exciting time for the City and you will see this reflected within the FY 2012/2013 Adopted Budget. The budget submitted is balanced and reflects the City Council's commitment to responsible fiscal management, while enhancing services that improve the quality of life for the citizens of North Richland Hills.

Fiscal Year 2011/2012 Accomplishments

When preparing a budget, it is always important to look at what was accomplished throughout the previous fiscal year. There were many accomplishments achieved in Fiscal Year 2011/2012, and I would like to take this opportunity to reflect on some of the positive actions that have occurred in the past year.

- Contractors began working on Loop 820 frontage roads, bridges and underpasses in North Richland Hills as part of the North Tarrant Express Project. This is a state project to rebuild and widen 13.5-miles of Loop 820 and Airport Freeway. The project is expected to be completed in 2015.

P.O. Box 82069 ★ North Richland Hills, Texas 76182-0609
7301 Northeast Loop 820 ★ (817) 427-6000 ★ Fax (817) 427-6106

- The new NRH Centre held its grand opening on April 14, 2012. This new, state of the art facility includes a fitness center, pool, walking track and double gymnasium; plus a banquet hall and senior center.

- North Richland Hills consolidated its jail operations with Haltom City, Richland Hills and Watauga to save money and improve efficiency. The four communities also consolidated dispatch operations starting in April 2012. The consolidation is expected to save each city more than $260,000 in annual operating costs. In addition, the cities will benefit from sharing information about public safety activities and trends in their communities.

- North Richland Hills voters approved $48 million in bonds to help fund the construction of a new municipal government complex to include City Hall, Municipal Court and Public Safety operations. The bond proposition was approved with 68 percent of the vote.

- Results of the latest Citizen Survey were received and showed that 95% of residents rate the quality of life in North Richland Hills as excellent or good. 97% would recommend NRH to a friend or family member as a good place to live, and 99% feel safe in their neighborhood.

- A contract was awarded to Dunaway Associates to provide engineering and design services for the renovation of Adventure World Playground. When the playground was built by volunteers in 1994, it was one of the largest playgrounds in Texas to be accessible to children with disabilities or special needs. Dunaway Associates will be working with a nonprofit organization that specializes in this area to make sure the park remains accessible to all children. It will take about 10 months for the design work, with construction to follow in 2013.

- The City partnered with the National League of Cities to make free prescription discount cards available to residents. The cards help residents who are completely uninsured, as well as residents who have insurance, but have specific medications that are not covered by their insurance. The discount cards offer residents an average savings of 23 percent off the retail price of prescription medications.

- The Public Works Department completed the Traffic Signal Light Adaptive System. The system allows for signal lights to react in a real time environment by adjusting the signal times to meet the demands of the traffic. The system was installed on Rufe Snow Drive and Mid-Cities Boulevard corridors. The system should decrease delay times for motorists traveling along these two corridors.

Current Economic Conditions

While much of the United States has slowly started to overcome the recession, Texas has been quicker than most states. Over the past year, Texas has been fortunate to experience both a decrease in unemployment and an increase in sales tax, while also seeing a small increase in property values and single-family home sales. As with state trends, local economic indicators are showing signs of recovery as well.

The largest generator of City revenue in the General Fund and one of the primary indicators of economic health are property tax revenues. North Richland Hills has been fortunate over the past year that new development has picked up on the residential side and property values have seen a small increase. We are not up to the numbers we experienced before the recession; however, this is a good indicator of a recovering economy.

After 19 years with an unchanged property tax rate, voters approved the May 12, 2012 bond election with an anticipated increase in the property tax rate to help fund the design and construction of a new municipal complex that will house City Hall, Municipal Court and Public Safety. This year's budget includes a $0.04 tax increase. This changes the City's tax rate from $0.57 per $100 valuation to $0.61 per $100 valuation. The revenue generated from this property tax rate increase goes exclusively toward paying off the debt of the new facility.

Sales tax is the City's second largest source of revenue to the General Fund. Beginning in 2008 retail activity began to slow down causing a decline in sales tax revenue. Over the past three years, the City's sales tax revenue has improved somewhat, but we are not back to the pre-recession level. Based on current trends it appears that retail activity is picking up in North Richland Hills. The General Fund and Park and Recreation Fund sales tax revenue for the FY 2011/2012 Revised Budget surpass the projections of the adopted budget by 1.77%. Sales tax revenue is expected to increase in FY 2012/2013 as well, but not by a significant amount.

One major factor affecting sales tax in North Richland Hills is the construction of the North Tarrant Express. This construction is having an effect on the sales of some of our major retailers in the corridor. City staff is continuing to facilitate meetings with affected businesses through the Business Mobility Team and North Tarrant Express Mobility Partners to minimize the negative impact of the roadway construction. Staff will keep a close watch on the impact on sales tax revenues throughout construction of this project.

Overall, revenues for FY 2012/2013 are projected to be higher than the previous two years. Our goal is to submit and maintain a balanced budget where expenditures are level with revenues throughout the year, so staff is prepared to reduce expenditures should revenues come in below projections.

Guiding Principles

During the budget process for FY 2012/2013 there were several guiding principles which directed budgetary decisions.

The first guiding principle was to maintain our focus on the City Goals. As staff prepared the budget, we kept the City Council's goals at the forefront of our minds. Each budget request in the proposed budget helps to meet at least one of Council's goals. These goals include:

1. *Quality Community Development & Revitalization*
2. *Efficient, Effective Transportation System*
3. *Safety & Security*
4. *Financial Stability*
5. *Positive City Image*
6. *A Sense of Community*
7. *Targeted Economic Development*
8. *Local and Regional Leadership*
9. *Efficient, Effective Delivery of City Services*

The next goals session is scheduled for early 2013 and the FY 2013/2014 budget will reflect any changes made during that time.

A second, and very important guiding principal used in preparing the FY 2012/2013 budget was planning for future facilities. As stated earlier, the citizens of North Richland Hills approved a bond package in May 2012 to fund the design and construction of a new Municipal Complex inside Loop 820. As the budget was being developed, thorough consideration was made as to what affect a new facility would have on each budget item. If items proposed in the budget related to the affected facilities were not absolutely necessary for the current buildings to function, the decision was to hold off until the complex is completed.

Keeping expenditures steady was another guiding principle for the FY 2012/2013 budget. While there is an increase in expenses, we are also projecting an increase in revenues over FY 2011/2012; however, this does not mean the economy has fully recovered. We are still on shaky ground. It can be difficult to predict with certainty how the recovering economy will affect revenues, so staff continues to take a conservative approach in projecting these numbers. For this reason, the budget holds a safe approach to spending and all increases in expenditures were evaluated

closely to ensure that the increase was tied to an expense outside of our control or represented a documented and appropriate service increase.

Maintaining the City's investment in its employees formed another guiding principal for the budget. The City's employees represent a significant investment by the citizens in the City infrastructure. The cost of replacing these employees in the form of training costs, skill level development and productivity loss represent a significant liability to the City; therefore, we have a strong incentive to retain this valuable asset. In order to retain our competitive position in the employee market, we have included funding to retain existing health, benefit and retirement programs. We have experienced another good year in regards to health care costs. Employees received a 2% merit increase and market based pay range adjustments in FY 2011/2012. Funding equivalent to a 2% merit increase is included in the FY 2012/2013 Adopted Budget, in addition to funding for the full Stability Pay program and the Sick Leave Benefit program.

Revitalization throughout the City is another guiding principal used in developing the proposed budget. As a maturing community, it is vital to keep the older, aging parts of the city as vibrant as possible, so investment in those areas is crucial to that goal. As with last year, this year's budget fully funds costs related to code enforcement and neighborhood revitalization. In addition, the Public Works Department developed a program to increase the amount of sidewalks replaced throughout the City, through a cooperative arrangement with property owners. The FY 2012/2013 Adopted Budget provides $50,000 in funding for this new program.

Fiscal Year 2012/2013 Budget Highlights

The FY 2012/2013 budget does not reflect significant changes to operations other than the consolidation of detention and dispatch services; however, there are a few changes that should be brought to your attention.

- As mentioned earlier in this letter, North Richland Hills voters approved a bond proposal in May of 2012. This allowed for up to a $0.04 property tax increase in order to fund the design and construction of a new Municipal Complex that will house City Hall, Municipal Court and Public Safety. In the fall, City Council approved a $0.04 tax increase, which brings the FY 2012/2013 property tax rate to $0.61. This is the first tax increase North Richland Hills has experienced since 1993. The revenue generated from this property tax rate increase will go toward paying off the debt of the new facility.

- After cutting positions in the Planning and Development Department in 2009 due to declining building permit activity, this activity has increased significantly this year. Building levels are back up to around 2009 levels. For this reason, the adopted budget adds back two positions in the Planning and Development Department. The two positions include a General Building Inspector and a Customer Service Assistant. The two positions will only be filled if activity levels continue to necessitate the additions. The addition of these two

positions will allow the department to process both inspections and permits more efficiently and effectively. The cost for these positions, excluding Workers Compensation and Health Insurance, is approximately $99,000.

- Due to the addition of the NRH Centre, Davis Boulevard Streetscape improvements, improvements to North Tarrant Parkway and other projects completed over the past few years, the City is experiencing an increase in landscape maintenance needs. For this reason, the FY 2012/2013 budget funds one Parks Maintenance Worker position that was unfunded in FY 2011/2012 due to budget constraints. The cost for this position, excluding Workers Compensation and Health Insurance, is $32,579.

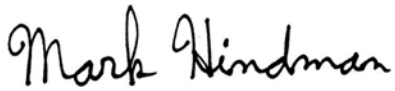
- The Police Department's consolidation of detention and dispatch services with Haltom City, Richland Hills and Watauga is complete. For this reason, all revenues and expenditures relating to the consolidation have been moved from the Crime Control and Prevention District to the General Fund. Reflected in the General Fund Budget is an increase in expenditures for both detention and dispatch; however, those expenses are directly offset by reimbursements made to North Richland Hills by the 3 cities involved in the consolidation.

- In April 2012 the NRH Centre officially opened for business. FY 2012/2013 will be the first full year of operations and all NRH Centre revenue and expenses, except the Senior Center, are accounted for in the Parks and Recreation Facilities Development Fund. The Senior Center is still included as part of the General Fund Parks Budget.

Conclusion

In summary, FY 2012/2013 is the start of an exciting time for the City of North Richland Hills. Over the next few years major roadways will be completed, new city facilities will be built and most importantly the economy will continue to recover. It is important to remember that even with all the good things happening throughout the area, it is hard to project how fast or to what extent the economy will recover. For this reason, the budget before you demonstrates responsible fiscal management while providing the funding necessary to meet the City Council's goals and provide quality city services to the citizens of North Richland Hills

Respectfully submitted,



Mark Hindman
City Manager

Budget Overview

FY 2011/2012 has been a year where the struggling economy has shown signs of recovery. After three years of high unemployment, declining property values and sales tax revenue; local economic indicators are trending on the positive. In FY 2012/2013 the economy is projected to continue growing, but the pace at which it will strengthen is hard to predict. These are exciting times in North Richland Hills, and the following are just a few examples of economic progress achieved in FY 2011/2012.

- City unemployment at 5.9%, pre-recession levels.
- 100% increase in new commercial development permit activity compared to FY 2010/2011.
- Anticipated 150 new single family housing starts in FY 2011/2012, a 25% increase over FY 2010/2011. At $250,000 per new start permit, the value represents a 15% increase over FY 2010/2011.
- A projected 3% increase in 2012 taxable property values over 2011, second highest in Northeast Tarrant County.
- 2% increase in FY 2011/2012 taxable sales over FY 2010/2011, amidst construction along Loop 820 forcing the reduction and redirection of access to business along the highway corridor.

Plans and projects previously enacted are now paying dividends for future sustainable growth.

- City agreement with the owners of the former North Hills Mall to relocate City facilities as a catalyst for commercial redevelopment.
- Significant plans for retail redevelopment on the northeast and southeast corners of Rufe Snow at Loop 820.
- The leasing of commercial space in addition to the ground breaking of mixed use development within Home Town.
- Completion of North Tarrant Parkway widening, as well as the connection of Davis Boulevard north to State Hwy 114 in Trophy Club.

The city has a bright future ahead. It is expected that NRH will continue to progress due to the high quality of life that has been maintained and the benefits the city can provide to residents and businesses.

Vision: Goals and Values

The North Richland Hills City Council is dedicated to making NRH the City of Choice to live, work and play. To accomplish this, the Council has adopted a strategic plan which provides a clear vision for the City's future. The City Council reviews and updates the plan biannually to respond to the changing needs in the community. The strategic plan is the roadmap that directs the City toward positive change and serves as the policy direction for City staff.

In February 2011, Council met to review and update their goals. All eight goals were reaffirmed, with the addition of a ninth goal. Some of the objectives tied to the goals were modified to reflect the current reality. The next goals session is planned for early 2013 and the FY 2013/2014 budget will reflect any changes that result from that meeting.

The Council goals and objectives also serve as a guide for developing the city's budget. All plans and projects for the coming year have been evaluated and prioritized based on meeting these goals. This is especially important given the City's limited resources.

Current Council Goals include:

1. *Quality Community Development and Revitalization* - strive to plan for the development of remaining vacant property and improve the quality of older areas and infrastructure.

2. *Efficient, Effective Transportation System* - strive to provide improved traffic flow and mass transit opportunities for our growing community.

3. *Safety & Security* – strive to be the safest community in Tarrant County and to be prepared for potential natural and man-made disasters.

4. *Financial Stability* – strive to get the best value for taxpayer dollars and to ensure that the City has the financial resources available to invest in community priorities.

5. *Positive City Image* – strive to maintain a positive City image and reputation for being a great community.

6. *A Sense of Community* **–** strive to support programs and events that support our citizens and the community as a whole.

7. *Targeted Economic Development* – strive to maintain and build our vibrant and diverse economic base.

8. *Local and Regional Leadership* **–** strive to continue to build relationships among other cities and parties with similar interests, sit on committees that set the direction for our region and be proactive to influence the direction of key issues.

9. *Efficient, Effective Delivery of City Services* – strive to improve efficiency, cost savings, and effectiveness through shared services.

As a supplement to these goals, the City Council established a set of core organizational values and assigned specific meaning to each value to inspire City employees to strive toward excellence in the provision of services to the City's citizens. These core values are:

1. *Respect*
   - Treating others in a courteous, fair and equitable manner
   - Valuing differences: points of view, style
   - Honoring the organization's chain of command
   - Acknowledging successes and the contribution of others
   - Following up with feedback

2. *Service*
   - Providing services to our community and others
   - Solving problems
   - Helping the customer to understand
   - Sensitive to the needs and feelings of others
   - Taking action, providing a timely response

3. *Productivity*
   - Producing results, completing projects on time, at or under budget
   - Planning work activities to achieve goals
   - Meeting or exceeding job standards and expectations
   - Looking for ways to be more productive while being cost effective

4. *Integrity*
   - Honest communication
   - Being trustworthy
   - Following through on commitments
   - Acting with high professional, moral and ethical standards
   - Supporting the City of North Richland Hills goals, values and decisions

5. *Responsibility*
   - Being knowledgeable and skilled in your job
   - Holding yourself and others accountable for actions and results
   - Being loyal and taking ownership in the City goals, values, services and departmental work program

- Taking pride in your work
- Willingness to take command and initiative when appropriate

6. *Innovation*
   - Looking for better ways to do your job
   - Willingness to learn
   - Being open to new ideas, new approaches
   - Willingness to take reasonable risks
   - Thinking creatively and evaluating options

7. *Teamwork*
   - Participating and involving others in team efforts
   - Listening to and understanding the other's viewpoint
   - Willingness to cooperate with others and share resources
   - Fulfilling defined roles and responsibilities
   - Working and resolving differences and disagreements

Employees illustrate the core values in the quality of their work day to day. The core values campaign and employee recognition program continue to be a success. The program has been in place for many years and still gets a positive response.

City Accomplishments

The following is a list of FY 2011/2012 City accomplishments:

1. *Quality Community Development & Revitalization*

   - The City Council approved an agreement with Needham McCaffrey Associates to develop an Iron Horse rail station plan. This conceptual plan will help to guide the future development of about 13 acres located on Iron Horse Boulevard, just north of Loop 820. This area has been identified as a potential location for a future commuter rail stop, as well as other mixed use development.

   - A contract was awarded to Dunaway Associates to provide engineering and design services for the renovation of Adventure World Playground. When the playground was built by volunteers in 1994, it was one of the largest playgrounds in Texas to be accessible to children with disabilities or special needs. Dunaway Associates will be working with a nonprofit organization that specializes in this area to make sure the park remains accessible to all children. It will take about 10 months for the design work, with construction to follow in 2013.

- The Planning and Development Department established Loop 820 redevelopment standards for land uses, building architecture and landscaping

2. *Efficient Effective Transportation System*

- Contractors began working on Loop 820 frontage roads and bridges in North Richland Hills as part of the North Tarrant Express Project. This is a state project to rebuild and widen 13.5-miles of Loop 820 and Airport Freeway. The project is expected to be completed in 2015.

- The expansion of North Tarrant Parkway is almost complete. This will help congestion in the northern sections of the City.

- The Public Works Department completed the Traffic Signal Light Adaptive System. The system allows for signal lights to react in a real time environment by adjusting the signal times to meet the demands of the traffic. The system was installed on Rufe Snow Drive and Mid-Cities Boulevard corridors. The system should decrease delay times for motorists traveling along these two corridors.

3. *Safety and Security*

- North Richland Hills consolidated its jail operations with Haltom City, Richland Hills and Watauga to save money and improve efficiency. The four communities also a consolidated dispatch operations starting in April 2012. The consolidation is expected to save each city more than $260,000 in annual operating costs. In addition, the cities will benefit from sharing information about public safety activities and trends in their communities.

4. *Financial Stability*

- Citing the City's consistently strong financial performance, Standard and Poor's Rating Services (S&P) reaffirmed its City of North Richland Hills 'AA+' credit rating with a stable outlook. This is the second highest rating that S&P awards. The highest rating is 'AAA.' The 'AA+' rating allows the City to borrow money at low interest rates, saving interest expense over the life of a bond issue for municipal capital projects and improvements. Moody's Investor Services also reaffirmed the City's AA2 rating with their firm.

- The Governmental Finance Officers Association presented the Budget and Finance Departments with awards. The Budget Department received a Distinguished Budget Presentation Award and the Finance Department received a Certificate of Achievement for Excellence in

Financial Reporting. This is the 22nd and 28th consecutive year respectively for those departments to win these awards.

- For the 3rd consecutive year the City received The Achievement of Excellence in Procurement awarded by The National Purchasing Institute. This prestigious award is earned by those organizations that demonstrate excellence by obtaining a high score based on standardized criteria. The criteria are designed to measure innovation, professionalism, productivity, e-procurement, and leadership attributes of the procurement organization. North Richland Hills is 1 of only 35 government agencies in Texas and 1 of only 57 Cities in the United States to receive this award.

5. *Positive City Image*

- North Richland Hills was certified as a Scenic City by Scenic Texas - Sponsored by the Texas Municipal League and the Urban Land Institute, Scenic City is the first program in the United States to incorporate a comprehensive set of standards for design and development of public roadways and public spaces into one program. Only 30 out of 1,200 Texas cities are certified as a Scenic City. NRH was able to achieve Silver status in its first year and enjoys certification with the neighboring cities of Keller, Trophy Club, Roanoke, Westlake and Grapevine.

- Results of the latest Citizen Survey showed that 95% of residents rate the quality of life in North Richland Hills as excellent or good. 97% would recommend NRH to a friend or family member as a good place to live, and 99% feel safe in their neighborhood.

6. *A Sense of Community*

- City Employees and community volunteers participated in the 2nd annual Fall Fix It Blitz to help elderly and disabled residents with needed home repairs and yard work.

- The new NRH Centre held its grand opening on April 14th. This new, state of the art facility includes a fitness center, pool, walking track and double gymnasium; plus a banquet hall and senior center.

- The North Richland Hills Police and Fire Departments hosted the 2nd annual *"Hangin' with the Heat"* Summer Camp, in June 2012. The Camp's emphasis was on participation. The campers were encouraged to work together with others by setting a goal and achieving it together.

7. *Targeted Economic Development*

- As part of the bond election and facility relocation effort, the Economic Development Department managed negotiations for a 6 month option agreement with the former North Hills Mall property owner to purchase up to 12 acres.

- The Economic Development Department facilitated the purchase of The Crossing by local company Centennial Real Estate who plans to revamp the center. The Crossing is a 247,720-square-foot retail center anchored by Kohl's department store and Kroger Signature grocery store.

- The City Council also authorized the City Manager to sell two tracts of land at the southeast corner of Loop 820 and Rufe Snow Drive. This vacant property is adjacent to the Municipal Court and Parks Administration building and is no longer used by the city. The new owners plan to develop the property with restaurants, which is consistent with long range plans for the Loop 820 corridor.

8. *Local and Regional Leadership*

- The Mayor and City Council continue to sit on regional and national boards that set direction for local policy. This includes several National League of Cities' committees.

- Mayor Oscar Trevino was awarded the 2011 Planning Advocate Award from the American Planning Association's Midwest Texas Section. This award is a fitting recognition of Mayor Trevino's work and support in the areas of regional transportation systems and new urban development codes.

- The Greater Ft. Worth Builders Association awarded the Spirit of Cooperation award to NRH Planning & Development Director John Pitstick. This accolade recognizes a municipal employee who cooperates with homebuilders in order that the consumer ultimately benefits. This person understands the builder's perspective and works diligently to facilitate reasonable and practical interpretations and applications of city codes and ordinances in order to provide safe, comfortable and affordable housing.

9. *Efficient, Effective Delivery of City Services*

- The City partnered with the National League of Cities to make free prescription discount cards available to residents. The cards help residents who are completely uninsured, as well as residents who have

insurance, but have specific medications that are not covered by their insurance. The discount cards offer residents an average savings of 23 percent off the retail price of prescription medications.

- The Police Department's annual report showed a drop in crime in North Richland Hills, with an 11% decrease in violent offenses and a 19% decrease in lesser offenses.

Fund Overviews

Before moving into the details of the revised and adopted budgets, it is important to give an overview of the types of funds used in planning and accounting for the annual program of work to create a clearer understanding of the budget as it is reviewed.

General Fund

The General Fund is the principal fund of the City and is used to account for resources associated with core government services, such as police, fire, streets, library services, code compliance and building inspections. This is also the largest fund in the operating budget.

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are restricted to expenditures for specified purposes. Special Revenue Funds include: Parks & Recreation Facilities Development Fund, Crime Control and Prevention District Fund, Promotional Fund, Donations Fund, Special Investigations Fund, Drainage Utilities Fund, Gas Development Fund and Traffic Safety Fund.

Park and Recreation Facilities Development Fund

Accounts for the accumulation and use of resources to build and improve City parks and recreation facilities, as well as economic development projects. Financing is provided primarily from the half-cent sales tax and NRH Centre revenues.

Crime Control and Prevention District Fund

Accounts for the accumulation and use of the half-cent sales tax proceeds dedicated for crime prevention and reduction programs. Financing is provided primarily from sales taxes, franchise fees and investment income. Voters reapproved the Crime Control and Prevention District (CCD) for 20 years in May 2010.

Promotional Fund

Accounts for the operations and expenditures for which hotel/motel occupancy taxes are used. Occupancy tax revenues are used primarily to attract tourists and new businesses to the City.

Donations Fund

Accounts for the operations for which voluntary contributions by citizens are used. Contributions are used primarily to support library activities, the Animal Adoption and Rescue Center, and special events/public art. The Donations Fund derives most of its revenue from contributions made through city utility bills. The contributions are allocated to the Library ($0.65), Humane Services ($0.65), and special events and arts ($0.20).

Special Investigations Fund

Accounts for the accumulation and use of resources from the forfeiture of contraband and certain other specialized police activities. Revenues for this fund are derived from federal and state forfeited funds and the automated fingerprint identification system (AFIS) program. Forfeited funds revenues are dependent on which cases go to court and whether or not a judge releases any funds to the City. These revenues fluctuate year to year depending on actual cases involving actual court awards, making it difficult to predict the amount of funds that will be available for the following fiscal year.

Drainage Utilities Fund

Accounts for the monthly fees charged to residents and businesses to pay for the cost of storm drainage improvements throughout the City. Revenues are transferred to the Debt Service Fund to pay for principal and interest on bonds approved by voters for drainage improvements.

Gas Development Fund

Accounts for the accumulation and expenditures of resources from gas drilling and exploration on City-owned property.

Traffic Safety Fund

Accounts for resources that will assist in various traffic safety initiatives, revenue is received primarily through the City's red light camera program.

Enterprise Funds

Enterprise Funds account for services that are funded directly through user fees. They are financed and operated similar to a private business in that the costs of providing goods and services are self-supporting. These funds include the Utility Fund, Golf Course Fund and Aquatic Park Fund.

Utility Fund

Accounts for the distribution of water, transportation of wastewater and solid waste removal services provided to the residents of the City. All activities necessary to provide such services are accounted for in the fund, including, but not limited to, administration, operations, maintenance, financing and debt service, and billing and collections.

Aquatic Park Fund

Accounts for the operation of NRH_2O, the City's public waterpark. All activities necessary to operate the park are accounted for in the fund, including, but not limited to, administration, park operations, park maintenance, and financing and debt service.

Golf Course Fund

Accounts for the operations of Iron Horse Golf Course, the City's public golf course. All activities necessary to operate the course are accounted for in the fund, including, but not limited to, administration, operations, course maintenance, and financing and debt service.

Internal Service Funds

Internal Service Funds are used to account for the financing of materials and services provided by one department to other departments on a cost reimbursement basis. Internal Service Funds are designed to clearly delineate the costs associated with these services. These funds include the Facilities/Construction Management Fund, Fleet Services Fund, Information Services Fund and Self Insurance Fund.

Facilities/Construction Management Fund

Accounts for building maintenance and repair services provided to numerous departments located at various sites throughout the City. Facility/Construction Management Fund operations are financed by charges to user departments.

Fleet Services Fund

Accounts for the maintenance, repair service, and replacement of vehicles and equipment provided to numerous departments responsible for the operation of city vehicles and equipment. Fleet Services Fund operations are financed by charges to user departments.

Information Services Fund

Accounts for the acquisition, maintenance, and support of computer and telephone, hardware and software. Information Services Fund operations are financed by charges to user departments.

Self Insurance Fund

Accounts for the payment of substantially all claims except for fire insurance coverage and employee life insurance coverage. Self-Insurance Fund operations are financed by charges to user departments and employee contributions.

2011/2012 REVISED BUDGET

As part of the regular annual budget process, some areas of the FY 2011/2012 budget require revision from the originally adopted level. Projecting revenues and expenditures can be difficult because they are being predicted up to eighteen months before they occur. Revenues and expenses are tracked throughout the year and adjustments are made to the Adopted Budget in order to complete the fiscal year. The following is an overview of the FY 2011/2012 Revised Budget.

General Fund Revised 2011/2012

Revenue Overview

Including all revisions, prior year encumbrances and appropriation of fund balance, total revenues are projected to be $39,892,202, an increase of $2,119,593 over the FY 2011/2012 Adopted Budget.

Category	FY 10/11 Adopted	FY 10/11 Revised	Change	Percent Change
Property Taxes	$13,792,870	$13,939,167	$146,297	1.06%
Sales Taxes	$8,417,919	$8,567,000	$149,081	1.77%
Franchise Fees	$4,091,265	$4,182,003	$90,738	2.22%
Utility Franchise Fees	$782,235	$788,196	$5,961	0.76%
Other Taxes	$726,585	$703,585	($23,000)	-3.17%

Fines & Forfeitures	$2,657,750	$2,413,461	($244,289)	-9.19%
Licenses & Permits	$1,213,675	$1,468,774	$255,099	21.02%
Charges for Service	$2,605,784	$2,877,915	$272,131	10.44%
Intergovernmental	$2,474,492	$3,495,734	$1,021,242	41.27%
Miscellaneous	$990,034	$947,851	($42,183)	-4.26%
App. Of Fund Balance	$20,000	$508,516	$488,516	2,442.58%
Total	**$37,772,609**	**$39,892,202**	**$2,119,593**	**5.61%**

Property and sales tax are the two large revenue generators for cities and two of the primary indicators for economic health. After weathering lower than average revenue within these two categories the past few years, it is projected that both sales tax and property tax will experience an increase over the FY 2011/2012 Adopted Budget. It can be difficult to predict with certainty how the recovering economy will affect these tax revenues, so staff continues to take a conservative approach in projecting these numbers.

Projections indicate a significant decrease in revenues from Fines and Forfeitures. The largest factor affecting this decline is the number of citations being written. The revised budget indicates $2,093,461 of revenue will be collected in Municipal Court Fines in FY 2011/2012 which is approximately $192,289 or 8.41% less than what was projected in the FY 2011/2012 Adopted Budget.

North Richland Hills has seen an increase in the number and value of Building Permits, which accounts for much of the revenue increase in the Licenses and Permits category. The FY 2011/2012 Revised Budget almost doubles the amount projected in the Adopted Budget for Building Permit revenues; from $340,000 in the Adopted Budget to $645,003 projected in the Revised Budget. This brings the Building Permit fees to about 2009 levels. Gas drilling has essentially halted at this time; and for that reason, projections for revenues collected through Gas Drilling Permits are about $145,000 less than what was included in the FY 2011/2012 Adopted Budget.

Under Charges for Service, Ambulance Fees are projected to increase $281,379. This increase is due to the third party billing company (Intermedix) not implementing the new fee schedule until the second half of the fiscal year. As with the increase we have seen in building permits, we have seen an increase in Planning and Zoning Fees as well but on a smaller scale. The Planning and Zoning Fees are expected to increase by $7,956.

Due to the consolidation of jail and dispatch services with Haltom City, Richland Hills and Watauga, the City is now being reimbursed for the services provided here in North Richland Hills by those three cities. This accounts for the entire $1,021,242 increase in Intergovernmental revenues.

Miscellaneous Revenues have experienced a significant decrease in interest income. Interest income accounts for $127,148 Miscellaneous Revenues in the FY2011/2012 Revised Budget; this is a 46.22% decline in revenue from the FY 2011/2012 Adopted Budget. Much of this decline has been offset by the addition of overtime reimbursements and an increase in grant proceeds from the Community Development Block Grant.

Previous year encumbrances account for $474,331 of the increase in Appropriation of Fund Balance; while $14,185 comes from Court Technology Funds and $20,000 from the Utility Assistance Program.

Expenditure Overview

Like the General Fund's revenues, revisions have also been made to the expenditure budget. In addition to encumbrances from prior year rolling into the FY 2011/2012 revised budget, other increases and decreases in spending are being projected.

With the Police Department's consolidation of detention and dispatch services in FY 2011/2012, there has been an increase in costs to the City. Approximately $833,751 in increased expenditures in the Police Department's Revised Budget is attributed to the consolidation. Most of this increase is offset by reimbursements by the 3 cities North Richland Hills is partnering with to provide these services. These reimbursements are reflected in the Intergovernmental revenues in the FY 2011/2012 Revised Budget.

The Planning and Development Department had an increase in expenses of $55,833. This increase is mostly due to the services of Needham McCaffrey Associates to develop an Iron Horse rail station plan. This conceptual plan will help to guide the future development of about 13 acres located on Iron Horse Boulevard, just north of Loop 820. This area has been identified as a potential location for a future commuter rail stop, as well as other mixed use development.

On October 1, 2011 the existing recreation center operations were moved to the Parks and Recreation Facilities Development Fund in preparation for the opening of the NRH Centre. When discussions of the development of a new recreation center began, it was determined that the General Fund would continue to support its operation at a level consistent with the General Fund's current contribution. In FY 2011/2012, the General Fund made its first contribution to the Parks and Recreation Facilities Development Fund of $487,102 for the NRH Centre.

Parks and Recreation Facilities Development Fund Revised 2011/2012

	FY11/12 Adopted	*FY11/12 Revised*
Revenue	$7,195,832	$7,851,499
Expenditures	$7,184,608	$7,851,499

The largest source of revenue in the Parks and Recreation Facilities Development Fund is sales tax, and it is estimated in the FY 2011/2012 Revised Budget to be $74,540 over the adopted budget. In addition to an increase in sales tax revenue this fund is also projected to see an increase in Tennis Center Revenue and revenue from Park Impact Fees.

With the addition of the NRH Centre to the budget this year, we have seen a significant increase in both revenue and expenditures over what has been experienced in previous years.

It is important to note that the budget pertaining to the NRH Centre accounts for a portion of the year, due to its opening in April 2012. The good news is that Membership/Drop-In Passes far exceeded the adopted budget of $660,429. The Revised Budget is projecting this revenue to reach $1,061,384 for FY 2011/2012, which is $400,955 more than what was adopted in the original budget. Revenue from the Grand Hall, however, has not fared as well. The Revised Budget is projecting the revenue from the Grand Hall to be about $56,718, or approximately 54% less than the Adopted Budget.

The increases in operating expenditures take the budget from $3,536,685 to $3,606,135, an increase of $69,450. These expenditures include Administration, Tennis Center Operations and the Operation of Parks and Public Grounds.

Expenditures relating to the NRH Centre also increased in the FY 2011/2012 Revised Budget. This is mainly due to paying off the Cardio Fitness Equipment Lease. This brought the expenditures for Fitness at the NRH Center from $242,279 to $593,939, an increase of $351,660.

The excess revenue over expenditures for NRH Centre was put into a reserve for future use by the Centre and the projected remaining ending balance in the Parks and Recreation Facilities Development Fund was placed in reserve for capital.

Crime Control and Prevention District Fund Revised 2011/2012

	FY11/12 Adopted	*FY11/12 Revised*
Revenue	$4,248,216	$4,301,447
Expenditures	$4,248,216	$4,301,447

Like the previous fund, the largest revenue source in The Crime Control and Prevention District Fund is sales tax. Sales tax is projected to increase by $53,247. The franchise payment received from Atmos is projected to be almost right on target with projections; there is only a $15 difference.

Revised expenditures are in-line with revised revenues. There were large decreases in expenditures to this fund due to the consolidation of detention and dispatch services with Haltom City, Richland Hills and Watauga; the expenditures related to these two services were moved from the Crime Control and Prevention District to the General Fund. To to offset some of the increase to the General Fund, Technical Services was moved from the General Fund to Crime Control and Prevention District.

Promotional Fund Revised 2011/2012

	FY11/12 Adopted	*FY11/12 Revised*
Revenue	$209,463	$230,264
Expenditures	$158,832	$171,182

Occupancy Tax Proceeds are projected to be $10,028 over what was expected in the FY 2011/2012 Adopted Budget. The increase to expenditures in the Promotional Fund is due to a prior year encumbrance for Economic Development.

Donations Fund Revised 2011/2012

	FY11/12 Adopted	*FY11/12 Revised*
Revenue	$207,785	$189,181
Expenditures	$164,009	$176,392

The decrease in revenues is due to a decline in interest and other income as well as a decrease in contributions made to the Shelter Fund. Most of the increases in expenditures are due to the activities of the Police Department such as Santa Cops and the Hangin' with the Heat Summer Camp.

Special Investigation Fund Revised 2011/2012

	FY11/12 Adopted	*FY11/12 Revised*
Revenue	$560,913	$516,540
Expenditures	$560,913	$516,540

The decrease seen in revenues is the result of fewer court awards than projected and Appropriations of Fund Balance decreasing. The decrease in expenditures is related to a decrease in AFIS Maintenance and Equipment related to a grant not received to this account.

Drainage Utility Fund Revised 2011/2012

	FY11/12 Adopted	*FY11/12 Revised*
Revenue	$855,034	$855,525
Expenditures	$855,034	$855,034

Gas Development Fund Revised 2011/2012

	FY11/12 Adopted	*FY11/12 Revised*
Revenue	$626,975	$1,203,515
Expenditures	$439,881	$439,881

There is an increase in revenues due to $596,594 in Right of Way Usage Fees received from gas development companies. Expenditures are expected to remain on target with the FY 2011/2012 Adopted Budget projections.

Traffic Safety Fund Revised 2011/2012

	FY11/12 Adopted	*FY11/12 Revised*
Revenue	$784,319	$919,484
Expenditures	$784,319	$914,429

Gross Fine Revenues are projected to increase from Adopted FY 2010/11 by $99,125. This causes the Net Fine Revenues to also increase by $46,140 to $106,790. Half of the fine revenues, excluding allowable expenses, are required to go the State of Texas. The City is projected to receive a total of $53,359 in Net Fine Revenues alone, with $47,484 in additional revenue resulting from interest income and appropriation of fund balance.

Expenditures in the Traffic Safety Fund include the purchase of two new sign boards and mobile scales for the new Commercial Vehicle Enforcement program.

Utility Fund Revised 2011/2012

	FY11/12 Adopted	*FY11/12 Revised*
Revenue	$27,252,464	$27,714,111
Expenditures	$27,027,749	$27,714,111

Water and Sewer Sales revised revenues are projected to surpass projections in the FY 2011/2012 Adopted Budget. Total Revised revenues and Appropriation from Fund Balance are expected to increase by 1.69% over FY 2011/2012 Adopted Budget. Revenue related to construction activity is over what was adopted for FY 2011/2012, while interest income is significantly below what was projected in the FY2011/2012 Adopted Budget. In addition, over $400,000 was received in prior year settlements.

On the expense side, funds for water and sewer are expected to be lower than originally projected in the FY 2011/2012 Adopted Budget. All projected excess funds have been placed in reserve for capital.

Aquatic Park Fund Revised 2011/2012

	FY11/12 Adopted	*FY11/12 Revised*
Revenue	$4,556,246	$4,656,707
Expenditures	$4,556,246	$4,656,707

Revenues to the Aquatic Park Fund are expected to increase by $100,461 in the FY 2011/2012 Revised Budget, with the largest portion of this increase being Admissions. This increase is also due to increases in merchandise sales, rentals and revenue attributed to aquatic classes and special events. Revised expenses remain in-line with revised revenues. The increase in expenditures is mostly attributed to the operations of NRH_2O. The projected ending positive balance is will be placed in reserves for infrastructure and major repairs.

Golf Course Fund Revised 2011/2012

	FY11/12 Adopted	*FY11/12 Revised*
Revenue	$2,609,774	$2,479,779
Expenditures	$2,598,106	$2,458,221

Revised revenues for Iron Horse Golf Course are expected to decrease. Declining revenue from Green Fees is the main factor, and is attributed to the construction along the North Tarrant Express. As with revenues, expenses are also expected to be below the FY 2011/2012 projections. This is due to reductions in expenses related to the Pro Shop and the cost of capital in order to balance the budget.

Facilities/Construction Management Fund Revised 2011/2012

	FY11/12 Adopted	*FY11/12 Revised*
Revenue	$2,525,971	$2,668,041
Expenditures	$2,525,971	$2,668,041

The increase in revenue is due to an appropriation of fund balance for prior year encumbrances. The increases in expenditures are also related to a prior year encumbrance.

Fleet Services Fund Revised 2011/2012

	FY11/12 Adopted	*FY11/12 Revised*
Revenue	$3,155,407	$3,352,713
Expenditures	$3,155,407	$3,352,713

FY 2011/ 2012 revised revenues are projected to increase by $197,306. Most of this increase is due to the appropriation of fund balance to the Equipment Services Fund reserves and the appropriation of prior year encumbrances, while the sale of city property also caused the revised revenues to increase as well.

Revised expenditures are in-line with revised revenues. The increase in expenditures is attributed Equipment Services operations and equipment purchases. There are two pieces of equipment originally included in the Capital Projects Budget that have been moved into the fleet service fund. Staff felt it was more appropriate to cash fund these items. The two pieces of equipment include a dump truck for $100,000 and sewer cleaning equipment for $85,000.

Information Services Fund Revised 2011/2012

	FY11/12 Adopted	*FY11/12 Revised*
Revenue	$2,697,223	$3,011,395
Expenditures	$2,685,339	$3,011,395

The Information Services Fund is expected to increase in revenues over the FY 2011/2012 Adopted Budget by $314,172. Most of this increase in revenues is attributed to transfers from the General Fund and to appropriations of fund balance related to the technology needed for the consolidation of jail and dispatch.

There is no difference between the Revised Revenues and Revised Expenditures. The increase in expenditures is mostly start-up costs related to the consolidation of detention and dispatch services for the Police Department.

Self Insurance Fund Revised 2011/2012

	FY11/12 Adopted	*FY11/12 Revised*
Revenue	$9,517,777	$9,684,713
Expenditures	$9,517,777	$9,684,713

Total Revenues are projected to increase $166,936 mainly due to an increase in allocations from the General Fund. The public safety consolidation required the addition of staff. As part of the staffing increase, a partial year of health insurance allocation was added. The City self insures the health insurance plan; however, stop loss coverage is purchased to insure the plan against catastrophic claims. The stop loss carrier reimburses the City for any participant whose claims exceed $175,000 in a calendar year.
Expenses have increased at the same rate as expenditures. This increase is due to a categorical error in the FY 2011/2012 Adopted Budget of $59,000. This was initially accounted for in Other Insurance, but is now accounted for in Life Insurance Premiums. There is also an increase of $82,786 for providing health and dependent care reimbursements through flexible spending accounts.

2012/2013 ADOPTED BUDGET

FY 2012/2013 marks the first year in many that the City is seeing a slight up-tick in the local economic indicators. These increases are small and not all that stable, so in building the FY 2012/2013 Adopted Budget, staff continued to keep a fiscally conservative attitude.

While revenue projections are increasing, these numbers are not at pre-recession levels; the City is experiencing what is called the “new normal.” As departments were creating their budgets, the goal was to keep expenditures level with FY 2011/2012 and seek opportunities to improve its efficiency in order to maintain a balanced budget, while continuing to meet Council’s goals and objectives.

Major Costs

As the population of the City of North Richland Hills grows, so does the quantity of goods and services needed to deliver municipal services. The cost of commodities, the cost of health insurance and other employee benefits are continuously increasing. It is staff’s goal to anticipate the major cost increases in order to maintain a healthy budget. The following are some of the items anticipated to increase in cost over the coming year:

Commodities Cost Difference

The following table shows the projected changes in price of those materials used on a regular basis to provide quality public services to the citizens of North Richland Hills:

Commodity	Unit Costs Current	Unit Costs Projected	Cost Increase	Percent Increase
Electricity per kWh	12.6¢	13.0¢	0.4¢	3%
Gasoline per gallon	$2.90	$3.07	$0.17	6%
Petroleum-based Products				
Tires per tire (Tahoe)	$118.00	$130.00	$12.00	10%
Asphalt per ton	$50.28	$52.79	$2.51	5%
Copper Tubing per LF				
¾ " soft coil, type K	$3.95	$4.34	$0.39	10%
1 " soft coil, type K	$5.14	$5.65	$0.51	10%
2 " soft coil, type K	$13.84	$15.22	$1.38	10%
Cement per cubic yard				
2000 psi	$60.00	$63.60	$3.60	6%
3000 psi	$80.00	$85.60	$5.60	7%

Water and Sewer Purchases ($13,644,447)

Water and sewer purchases are two of the largest items included in the budget. The city purchases water and sewer treatment services from the City of Fort Worth and the Trinity River Authority. Water purchases are projected to be $9,196,823 while sewer treatment services are projected at $4,447,624. Both expense categories have increased over FY 2011/2012. Amounts included in the budget for water purchases are based on several factors including historical usage, rate changes, peak demands and weather trends; while the cost of sewer services is calculated based on estimated flows, historical data, cost of service, rate changes, Biochemical Oxygen Demand (BOD) and Total Suspended Solids (TSS).

Employee/Retiree Medical, Dental and Prescription Claims ($8,411,204)

The cost of providing health insurance and other benefits to the employees of North Richland Hills continues to increase. Staff and employees must make adjustments to the programs offered in order to offset these additional costs. Adjustments to these programs include the enhancement of the City's wellness initiatives. This category of expenditures includes payments made to medical providers by the Self Insurance Fund to pay for all medical expenses for the City's insurance plan participants and includes Medical Stop Loss Coverage and TPA.

Electricity ($2,583,670)

Although electric rates are locked in by contract, the cost of providing electricity continues to increase because of additional space and amenities the City

provides its citizens. This cost accounts for the electricity at all city facilities, parks, the NRH Centre, NRH_2O, Iron Horse Golf Course, public works facilities, street lights and other infrastructure.

Preventive Street Maintenance ($900,000)

Funding for the 22nd consecutive year of this program will continue at $800,000 funded by the General Fund. An additional $100,000 will be funded through the use of Street Maintenance Reserves, bringing the total program for FY 2012/13 to $900,000. Asphalt overlay will be applied to 5.00 lane miles of public roads and slurry seal will be applied to 6.00 lane miles of public roads. We expect the overall street rating of 81 to remain the same due to this work. Funding at this level does not provide the same amount of improvements as it has in the past years because of the expected increase in asphalt and slurry seal prices.

Fuel ($628,125)

Fleet Services purchases fuel for all city vehicles and equipment. Fuel storage tanks are located at the Service Center and Fire Stations #1 and #4.

Property Values & Tax Analysis

Based on the July 2012 tax roll, there was approximately a 3% increase in net taxable property values over 2011. The tax roll included new construction with taxable value of $30 million and an appraised value of $47 million. Of this, $27 million is residential construction and $3 million is commercial construction. Excluding new construction, existing property values increased 2% from 2011. The average single family residential; value in North Richland Hills was $149,930 in July 2011. The average value, based on the July 2012 tax roll, is $150,315.

The estimated revenue to be generated from the net taxable value at a 99% collection rate is $22,769,664. The budget includes property tax revenues to the Debt Service Fund in the amount of $6,860,707 to pay for City bonds and certificates of obligation, $1,368,089 for debt service in the Tax Increment Financing Districts, and $14,540,868 to the General Fund.

After 19 years of maintaining the same tax rate of $0.57 per $100 valuation, the adopted budget includes a tax rate increase of $0.04. This would bring the tax rate to 61¢ per $100 valuation. The full 4 cents will be used to pay for debt service associated with the general obligation (G.O.) debt for the Municipal Complex approved by the citizens of NRH in May. The proposed amount of G.O.s to be issued for the Municipal Complex on August 13th is $25 million.

General Fund Proposed 2012/2013

Revenue Overview

The General Fund provides for the tax supported operations of the City. These include services traditionally thought of when referring to City operations such as Police, Fire, Streets, Library, etc. The major sources of revenue to this fund are property taxes (representing 35% of General Fund revenues) and sales taxes (representing 21% of General Fund revenues).

In FY 2012/2013, revenues in the General Fund are projected to increase from FY 2011/2012 adopted revenues by $2,989,031 or 7.91%. The major changes are:

Category	FY 11/12	FY 12/13	Change	Percent
Property Taxes	$13,792,870	$14,313,171	$520,301	3.77%
Sales Taxes	$8,417,919	$8,610,000	$192,081	2.28%
Franchise Fees	$4,091,265	$4,181,450	$90,185	2.20%
Utility Franchise Fees	$782,235	$837,786	$55,551	7.10%
Other Taxes	$726,585	$736,279	$9,694	1.33%
Fines & Forfeitures	$2,657,750	$2,399,032	($258,718)	-9.73%
Licenses & Permits	$1,213,675	$1,355,715	$142,040	11.70%
Charges for Service	$2,605,784	$3,188,635	$582,851	22.37%
Intergovernmental	$2,474,492	$4,325,821	$1,851,329	74.82%
Miscellaneous	$990,034	$793,751	($196,283)	-19.82%
App. Of Fund Balance	$20,000	$20,000	0	0.00%
Total	**$37,772,609**	**40,761,640**	**2,989,031**	**7.91%**

The overall net increase to the Taxes category of revenue is $867,812. The FY 2012/2013 Adopted Budget was developed using a tax rate of $0.61 per $100 valuation. Based on this tax rate, the total estimated tax revenue for FY 2012/2013 is projected to be $22,541,967 (assuming a 99% collection rate). 42.4% or $8,228,796 of the total estimated tax revenue goes towards funding Debt Service and the Tax Incremental Financing Districts, while 57.6% or $14,313.171 goes towards General Fund Maintenance and Operations costs. Property Tax Revenue in the General Fund for FY 2012/13 is projected to increase by $520,301 as a result of an increase in net taxable value. General Fund Sales Tax is projected at $8,610,000, an increase of 2.28% from the FY 2011/2012 adopted budget. This is only a 0.5% increase over FY 2011/2012 Revised Budget projections. Staff is being conservative because of expected impact of the North Tarrant Express project on our large retailers in the area.

The revenues for Fines and Forfeitures are projected to decrease by approximately $258,718 from the FY 2011/2012 Adopted Budget. This is directly related to the number of citations issued per year. While this is a big drop from the FY 2011/2012 Adopted Budget, it is not as big a decrease compared to the FY 2011/2012 Revised Budget. The difference between the FY 2012/2013 Adopted Budget and the FY 2011/2012 Revised Budget is only $14,429.

Revenues for Licenses and Permits are expected to increase by 11.70% or $142,040. Most of this increase is due to an uptick in revenue received from building permits. Building permit levels are back up to 2009 levels for FY 2011/2012. For this reason, Building Permit Revenues are expected to increase by $260,000 in FY 2012/2013. The increase in Building Permit revenue is offset some by the reduction in revenue from Gas Drilling Permits. Gas drilling is currently at a standstill, so revenues are expected to decrease by $142,500 in FY 2012/2013 when compared to the FY 2011/2012 Adopted Budget.

The revenue projections for Charges for Service include facility rental fees, ambulance fees, athletic league revenue, special event revenues and other miscellaneous charges. Ambulance Fee revenues are expected to increase from $2,000,893 to $2,576,350. Garbage Billing is expected to increase by $10,000 over FY 2011/2012. Also included in the revenue increase is $5,000 for mowing and $5,000 for Fire Department Certification/Citizen CPR Classes. Overall this revenue category is expected to increase $582,851 or 22.37%.

An increase of $1,851,329, or 74.82%, is expected for the Intergovernmental category of revenue in the General Fund. The reason for this increase is primarily related to the reimbursements from the Cities of Watauga, Richland Hills and Haltom City for the consolidation of detention and dispatch services. It accounts for $1,727,601 of the increase in revenues for this category.

The decrease in Miscellaneous Revenue is caused by decreases in two particular items. Interest Income is projected to reach only $64,516, which is $171,900 less than last year's projected earnings. The second item causing the decline in Miscellaneous Revenues is the School Resource Officer (SRO) Reimbursement from BISD. The number of SRO's is decreasing from 3 to 2, both of whom will be at the high schools.

Expenditures Overview

North Richland Hills' local economic indicators have been trending positive for the most part over the last several months and for that reason revenues have been projected to increase in FY 2012/2013. With this increase in revenues, staff has had the ability to start restoring funding levels for programs and positions that have been cut or reduced during the recession. Total General Fund expenditures are forecast to be $40,747,073, an increase of $3,032,096 compared to FY 2011/2012. It is important to note, that the consolidation expenditure increase is a significant driving force behind this increase.

Several significant expenditure changes have occurred within FY 2012/2013 Proposed Budget. Due to the increase in building permit activity, the expenditures of the Planning and Development Department have increased by $106,813. This increase is attributed to the addition of two positions that were cut in 2009, one General Building Inspector and one Customer Service Assistant. The addition of these two positions will help the Department process both inspections and permits more efficiently and effectively. The cost of both positions is $83,759. These two positions will not be filled unless building activity continues at the same high level seen during FY 2011/2012.

Due to the addition of the NRH Centre, Davis Boulevard Streetscape improvements, improvements to North Tarrant Parkway and other projects completed over the past few years, the City is experiencing an increase in landscape maintenance needs. For this reason, the FY 2012/2013 Adopted Budget funds one Parks Maintenance Worker position that was unfunded due to previous year budget restraints. The cost for this position is $32,579.

The Economic Development Department is also seeing an increase of $51,360 in expenses in FY 2012/2013. This increase is a transfer of expenditures from the Promotional Fund to the General Fund. To offset this increase to the General Fund, the costs for the Cultural Arts Program Coordinator was moved from the Parks Department in the General Fund to the Promotional Fund. The movement of this position accounts for a decrease in expenditures in the General Fund of $52,172. The net increase to the General Fund only amounts to $245.

An additional $20,000 has been included in Library expenditures. This is funding the purchase of approximately 1,200 additional books, CD's and DVD's to supplement the base request for circulating library materials to better meet the high level of public demand. This money used to be funded through a state grant that is no longer provided.

The Public Works Department is projecting an increase of $70,136 in expenditures for FY 2012/2013. Most of this increase is due to the need for additional materials and machinery, such as asphalt, concrete and slurry seal material, as well as a concrete and asphalt portable milling machine. All these increases will allow the Public Works Department better maintain our public infrastructure.

FY 2012/2013 is the first full year of consolidated detention and dispatch services between the Cities of North Richland Hills, Haltom City, Richland Hills and Watauga. Due mostly to this reason, the Police Department is seeing an increase of $1,747,353. Most of this cost increase will be reimbursed by the three partnering cities.

The Fire Department is seeing an increase in expenditures of $269,915 for FY 2012/2013. Most of this increase is attributed to increases in the cost of providing

Emergency Medical Services. Included in these expenditures is the purchase of two Physio-Control Lifepak 15 machines, which would replace the current machines. The Fire Department would then replace two more machines in FY 2013/2014 and the last three machines in 2014/2015. In addition, this increase also includes $6,280 for Physio-Control AED's and $68,481 in equipment to outfit the new fire engine in the FY 2012/2013 proposed CIP. A significant portion of this is also the full-year impact of the merit increase given during FY 2011/2012.

Lastly, Non-Departmental expenses are expected to increase by 27.5% over the FY 2011/2012 Adopted Budget. This increase is due to expenditures associated with ambulance bad debt, the Stability Pay program, and sick leave benefit.

Park & Recreation Facilities Development Fund Proposed 2012/2013

	FY11/12 Adopted	*FY12/13 Proposed*
Revenue	$7,195,832	$7,620,861
Expenditures	$7,184,608	$7,620,861

Sales Tax revenues are projected to increase $96,040 between Adopted FY 2011/2012 and Adopted FY 2012/2013 budget. On October 1, 2011, the existing recreation center operations moved to the Park Development Fund. FY 2012/2013 will be the first full year of operation of the NRH Centre. This accounts for an increase of $1,042,951 of revenue from memberships, fitness classes and other services the NRH Centre provides. Excluding Appropriations of Fund Balance, revenues in the Parks and Recreation Facilities Development Fund are projected to increase by $1,007,958.

The primary contributing factor to the increased expenditures within the Park and Recreations Facilities Development Fund are also related to the first full year of operation for the NRH Centre. NRH Centre revenue exceeded planned expenditures by $149,773. This is primarily due to the early payment of the equipment lease that will occur in FY 2011/2012. Non-Departmental expenditures are also expected to increase due to the expenses related to the Stability and Sick Leave Benefit programs.

Crime Control and Prevention District Fund Proposed 2012/2013

	FY11/12 Adopted	*FY12/13 Proposed*
Revenue	$4,248,216	$4,395,500
Expenditures	$4,248,216	$4,395,500

In FY 2012/2013, revenues in the Crime Control District Fund are projected to increase from FY 2011/2012 adopted revenues by $147,284. This is primarily driven by an increase in projected sales tax revenue. Expenditures are also expected to increase in this fund due to an increase in Technical Service. Technical Services is

increasing because all positions in this division relating to the consolidation have been moved from the General Fund to the Crime Control and Prevention District. In addition, funding for the Crime Victim Liaison Program has been moved from the Special Investigations Fund to the Crime Control and Prevention District,

Promotional Fund Proposed 2012/2013

	FY11/12 Adopted	*FY12/13 Proposed*
Revenue	$209,463	$212,534
Expenditures	$158,832	$211,528

The Promotional Fund accounts for the operations and expenditures for which hotel/motel occupancy taxes are used. Occupancy tax revenues are used primarily to attract tourists and new businesses to the City. $52,417 of Economic Development expenditures were moved from the Promotional Fund to the General Fund. This move was offset by bringing expenditures related to the Cultural Arts Coordinator position, $51,554, to the Promotional Fund from the General Fund.

In addition to the changes made above, the expenses associated with the Works of Art Program are being moved from the Donations Fund to the Promotional Fund as part of the reallocation of the City's Cultural Arts Program. Other additions to expenses include small cultural arts programs moved from the General Fund to the Promotional Fund; including the Missoula Children's Theatre and the Sounds of Spring Concert Series.

Donations Fund Proposed 2012/2013

	FY11/12 Adopted	*FY12/13 Proposed*
Revenue	$207,785	$200,201
Expenditures	$164,009	$151,297

The Donations Fund derives most of its revenue from contributions made through city utility bills. The contributions are allocated to the Library ($0.65), Humane Services ($0.65), and special events and arts ($0.20). Overall, Total Revenues are expected to decrease by $7,584, but expenditures are expected to decrease as well.

The expenses related to the City's Works of Art Program were moved from the Donations Fund to the Promotional Funs as a part of the reallocation of the City's Cultural Arts Program. This move to the Promotional Fund accounts for $25,000 of the decrease in Donations Fund expenses.

Special Investigations Fund Proposed 2012/2013

	FY11/12 Adopted	*FY12/13 Proposed*
Revenue	$560,913	$550,904
Expenditures	$560,913	$550,904

Revenues for this Fund are derived from Federal and State forfeited funds and reimbursements from neighboring cities involved in the automated fingerprint identification system (AFIS) program. It is estimated that the City will be awarded $136,000 in forfeited funds in FY 2012/2013. Forfeited funds are dependant on which cases go to court and whether or not a judge releases any cases involving actual court awards: therefore, making them difficult to predict. Also included is an appropriation of fund balance of $260,477. These are forfeited funds that have been awarded in past years, but not expended.

The expenditures of $550,904 include expenditures for LEOSE Contributions, costs associated with AFIS maintenance and equipment and participation in the 911 Telecom.

Drainage Utility Fund Proposed 2012/2013

	FY11/12 Adopted	*FY12/13 Proposed*
Revenue	$855,034	$855,066
Expenditures	$855,034	$798,721

This fund accounts for the monthly fees charged to residents and businesses to pay for the cost of storm drainage improvements throughout the City. Revenues are transferred to the Debt Service Fund to pay for principal and interest on bonds approved for drainage improvements. Debt Service transfers for FY 2012/2013 total $774,221, which is a decrease of $78,313.

Gas Development Fund Proposed 2012/2013

	FY11/12 Adopted	*FY12/13 Proposed*
Revenue	$626,975	$600,276
Expenditures	$439,881	$439,843

It is not expected that the City will sign new gas leases in FY 2012/13. The City, however, does expect to see $140,000 in revenue from royalties. Additional revenues in this fund include an appropriation of fund balance of $439,843. The funds are appropriate from the General Fund Purposes portion of Fund Balance and are being used to pay the principal and interest on a loan used for a previous strategic land acquisition.

Traffic Safety Fund Proposed 2012/2013

	FY11/12- Adopted	*FY12/13 Proposed*
Revenue	$784,319	$901,343
Expenditures	$784,319	$901,343

Gross red light camera fine revenues of $872,000 are anticipated from nine cameras located at seven intersections along Rufe Snow Drive and Davis Boulevard. After deducting contractor payments and program administration expenditures of $757,889, the proposed net fine revenues are $114,111. Per State law these net revenues must be split 50/50 with the State, leaving $57,055 available for traffic safety activities and projects in the City. Also included in revenue is Interest income, transfers from general CIP and Appropriation of Fund Balance.

Expenditures related to traffic safety and pedestrian safety are expected to increase over FY 2011/2012 Adopted Budget by $44,629. These expenditures include the purchase of a vehicle and associated equipment to be utilized by the part-time police officers that work as part of the red light camera program administration.

Utility Fund Proposed 2012/2013

	FY11/12 Adopted	*FY12/13- Proposed*
Revenue	$27,252,464	$28,857,615
Expenditures	$27,027,749	$28,857,615

Water sales and charges generated from the North Richland Hills system for FY 2012/2013 are projected to be $18,738,067, a 7.07% increase from the FY 2011/2012 Adopted Budget. Sewer sales and charges are projected to be $9,277,145, an increase of $498,836, or 5.68%, over adopted FY 2011/2012. These increases can be attributed to the implementation of the new rate structure and the impact of pass through charges.

A project was included in the FY 2009/2010 Capital Projects Budget for an impact fees study and utility rate study to be performed. As a result of the study, the average residential customer with a ¾" meter using 9,000 gallons per month of water saw a $3.34 per month increase in October 2011, which is a 4.35% increase. In October 2012, the average customer will see an additional increase of $3.37 per month or 4.22%. In October 2013, the increase will be $3.37 or 4.04%. These amounts are averages and will vary by customer by month depending on actual water usage.

Total expenses are projected to be $1,829,866 more than the FY 2011/2012 Adopted Budget. Included in the budget is $13,327,640 in water and sewer treatment costs charged by the City of Fort Worth and the Trinity River Authority (TRA). Significant increases were also experienced in electricity charges and vehicle allocations, as well as the addition of a Senior SCADA Technician, Bioremediation sewage treatment pilot program and the replacement of 12 manhole covers throughout the city.

The debt service payment of $1,009,685 is an increase of $408,644 from the previous year. This payment follows the debt service schedule and was planned.

Aquatic Park Fund Proposed 2012/2013

	FY11/12 Adopted	*FY12/13 Proposed*
Revenue	$4,556,246	$4,734,297
Expenditures	$4,556,246	$4,734,297

Total revenues of $4,734,297 at NRH_2O are projected for FY 2012/2013. The highest increases in revenue are due to projected increases in ticket and merchandise sales. These account for $179,524 of the increase to revenues over projections in the FY 2011/2012 Adopted Budget.

Projected expenditures include $3,362,788 in operating expenditures, $1,094,229 for debt service, and $137,088 in indirect cost and $71,548 in other expenses. Non-Departmental expenditures are also expected to increase due to the expenses primarily related to the Stability Pay and Sick Leave Benefit programs.

Golf Course Fund Proposed 2012/2013

	FY11/12 Adopted	*FY12/13 Proposed*
Revenue	$2,609,774	$2,552,930
Expenditures	$2,598,106	$2,542,290

The Golf Course is projecting net revenues of $2,212,722, a decrease of $59,296 from the FY 2011/2012 Adopted Budget. Green fee revenues are expected to be slightly lower in FY 2012/13 than in last year's adopted budget. Most of this decrease in revenues is attributed to the construction along the North Tarrant Express.

As with revenues, expenditures are also expected to be below the FY 2011/2012 projections. This is due to cuts in expenditures related to the Pro Shop and the cost of capital. In addition, beginning in 2011 the golf course started repaying loans provided by the General Fund at a rate of $147,760 annually for 6 years. This is the second year of the repayment schedule.

Facilities/Construction Management Fund Proposed 2012/2013

	FY11/12 Adopted	*FY12/13 Proposed*
Revenue	$2,525,971	$2,811,052
Expenditures	$2,525,971	$2,811,052

Most revenues in the Facilities/Construction Management Fund come as charges for service transfers from the General Fund, Park Development Fund and the

Utility Fund. These transfers account for $2,544,394 of revenue in this fund. Other revenues such as rental income and income earned from interest contribute $87,116.

The total proposed budget of $2,811,052 includes operating expenses of $2,42,629 A major increase is due to a full year of electric expenses for the new NRH Centre. The other large increase is in the transfer to the Capital Projects Budget to fund projects. Due to the construction of new municipal facilities, all items expensed to this fund were analyzed very carefully before approval.

Fleet Services Fund Proposed 2012/2013

	FY11/12 Adopted	*FY12/13 Proposed*
Revenue	$3,155,407	$3,293,231
Expenditures	$3,155,407	$3,293,231

Expenditures of $3,293,231 include operational costs of $3,044,518. This Fund provides for fleet operations, maintenance and equipment replacement for all City vehicles. Each department that has vehicles or equipment pays its pro-rata cost for operations and maintenance of the equipment. There are a total of 17 vehicles scheduled for replacement in FY 2012/2013.

Information Services Fund Proposed 2012/2013

	FY11/12 Adopted	*FY12/13 Proposed*
Revenue	$2,697,223	$2,898,163
Expenditures	$2,685,339	$2,898,163

The Information Services Fund pays City wide expenses associated with the operation and maintenance of major computers, microcomputers, data network, Geographical Information System, and telecommunications services. Departments pay their pro-rata share of these costs. The Information Services budget totals $2,898,163, which is about a $200,000 increase from FY 2011/2012 Adopted budget. Total expenses have increased due to need to purchase computers to replace units that are older than 4 years according to the replacement plan, as well as the need for additional telephone lines for the NRH Centre, the increased costs for fiber for BISD and the consolidation of Dispatch and Detention.

Self Insurance Fund Proposed 2011/2012

	FY10/11- Adopted	*FY11/12- Proposed*
Revenue	$9,517,777	$10,058,974
Expenditures	$9,517,777	$10,058,974

The Self Insurance Fund pays for City wide expenses related to major medical coverage for employees, workers compensation coverage, property and general liability coverage, life insurance and all administrative expenses associated with this program. The Self Insurance Fund budget for FY 2011/12 meets all expected expenses. The budget for health/medical is $391,660 more than the FY 2011/12 Adopted Budget, a 4.88% increase. Overall the Adopted FY 2012/13 Self Insurance Fund will see a $536,008 increase in expenditures for all insurance purposes from the FY 2011/12 Adopted budget.

Focus on Maintaining Core Employee Benefits

Over the last few years, North Texas cities have seen a drop in sales tax revenue, decline in property values and high unemployment, all of which has led to significant reductions in overall revenues. This trend, however, is slowly reversing as the economy stabilizes and settles into what is being called the "new normal." It is predicted that the revenue seen by cities before the recession will not be experienced at that level again, at least in the foreseeable future.

One of the largest strains on city budgets is the steady growth in personnel costs, specifically, health insurance and employee retirement. Along with employees, the City is contributing a greater amount of financial resources to maintain a competitive and financially sound benefits package by increasing the funding to the City's health insurance plan as well as for employee retirement. The priorities for FY 2012/2013 were to maintain a competitive medical plan as well as continue participation in the City's retirement system with the same level of benefits as offered in FY 2011/2012.

It is very important to keep employee moral high throughout the year and the City Council has been generous in funding program throughout the year that help in that area. The FY 2012/2013 Adopted Budget includes funding for a 2% merit increase, as well as Full Stability Pay and the Sick Leave Benefit. All of which reward employees for their commitment to working for the City.

Financing For Fiscal Year 2012/2013

The FY 2012/2013 Adopted Budget is balanced and sound. Overall, the budget will result in the continuation of core functions at the same high level of service. The Adopted FY 2012/2013 budget is based on increasing the current $0.57 property tax rate by $0.04, bringing the property tax to $0.61 per $100 valuation. This is the first increase in the tax rate since 1993. All of the revenue related to the tax rate increase will go toward paying of the debt for the design and construction of the new Municipal Complex approved by voters in the May 2012 bond election. The project's anticipated completion is 2015.

Sales tax revenues are projected to be higher in FY 2012/2013 than in FY 2011/2012, but they will not reach the levels projected in the Adopted FY

2007/08 budget prior to the fall of the economy. Sales tax is a significant revenue source in three funds: General Fund, Parks & Recreation Development Fund and Crime Control & Prevention District Fund. It is expected that the City will collect total sales tax of $17,220,000 in FY 2012/2013, which is $437,408 (2.6%) higher than the FY2011/2012 Adopted Budget.

A new water rate structure was included in the FY 2011/2012 Adopted Budget and changes continue to take place in 2012/2013. In addition to the City's rates to maintain infrastructure, the City must also pass on rates from its water providers (City of Fort Worth and Trinity River Authority) to customers. The City anticipates an increase in the Fort Worth/Trinity River Authority water pass through rates in FY 2012/2013.

The City will continue to receive grants across several funds and departments for specific programs and services. Some of the largest grants include funds from the Department of Transportation and the Department of Housing and Urban Development. These grants will continue to fund projects in FY 2012/2013.

The City is consistently awarded grant money related to transportation. Such funds were used to enhance the landscaping along Davis Boulevard in FY 2011/2012. Staff continuously seeks grants to help in the cost of maintaining, enhancing and beautifying the streets around North Richland Hills.

North Richland Hills is a Community Development Block Grant (CDBG) entitlement community. The CDBG program funds infrastructure rehabilitation projects and housing rehabilitation projects in the City. The City's current CDBG infrastructure project is the replacement of water lines along Jennings Drive and Dude Court. The City does not know what its CDBG funding will be in FY 2012/2013; however, staff is evaluating several areas around the City to try and expand the areas eligible to receive the CDBG funding.

Conclusion

North Richland Hills is fortunate to be located in an area that is beginning to see the economy slowly recover from the recession. It can be difficult to predict with certainty how the recovering economy will affect revenues, so staff continues to take a conservative approach in projecting these numbers.

The FY 2012/2013 Adopted Budget is balanced and reflects the City Council's commitment to responsible fiscal management, while enhancing the services that improve the quality of life for all citizens of North Richland Hills.

INTRODUCTION

HISTORY/PROFILE

North Richland Hills began when W.S. Peters agreed to bring 600 families into the area within a three year period as part of a land grant. The families began arriving in the summer of 1848. In 1849 Tarrant County was established and named for General Edward H. Tarrant. The area later known as North Richland Hills was predominantly dairy farms.

In 1953 the North Richland Hills Civic League sought to have the area annexed to Richland Hills, but voted to form their own city when annexation was denied. An election was held, and 268 acres of Jones farm, with a population of 500, became officially incorporated as the City of North Richland Hills. By 1957, the North Richland Hills' boundary was within two miles of Smithfield. By 1960, Smithfield was annexed by North Richland Hills.

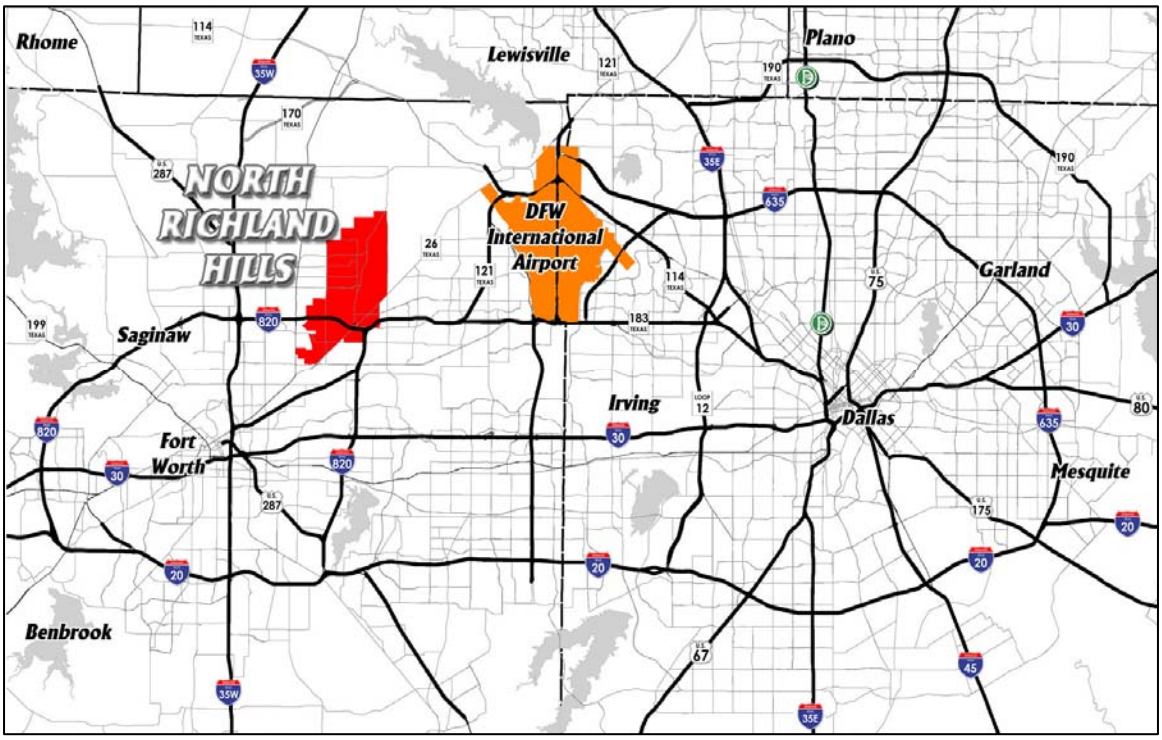
North Richland Hills operates under a Charter adopted in 1964 which provides for a "Council-Manager" form of government. The Mayor and seven Council members are elected at large. The City Council is responsible for all policy matters. The Council has the authority to levy taxes, secure revenues, authorize expenditures of City funds, and incur debt. The City Manager is directly responsible to the City Council.

On July 6, 1996, the City Council passed an ordinance forming a Historical Committee. This committee had the task of publishing a written history of the City, producing a videotaped history, and making recommendations for the preservation of history for the City of North Richland Hills. The book was published October, 1998.

For further information about the City of North Richland Hills, please visit the City's website at www.nrhtx.com.

INTRODUCTION

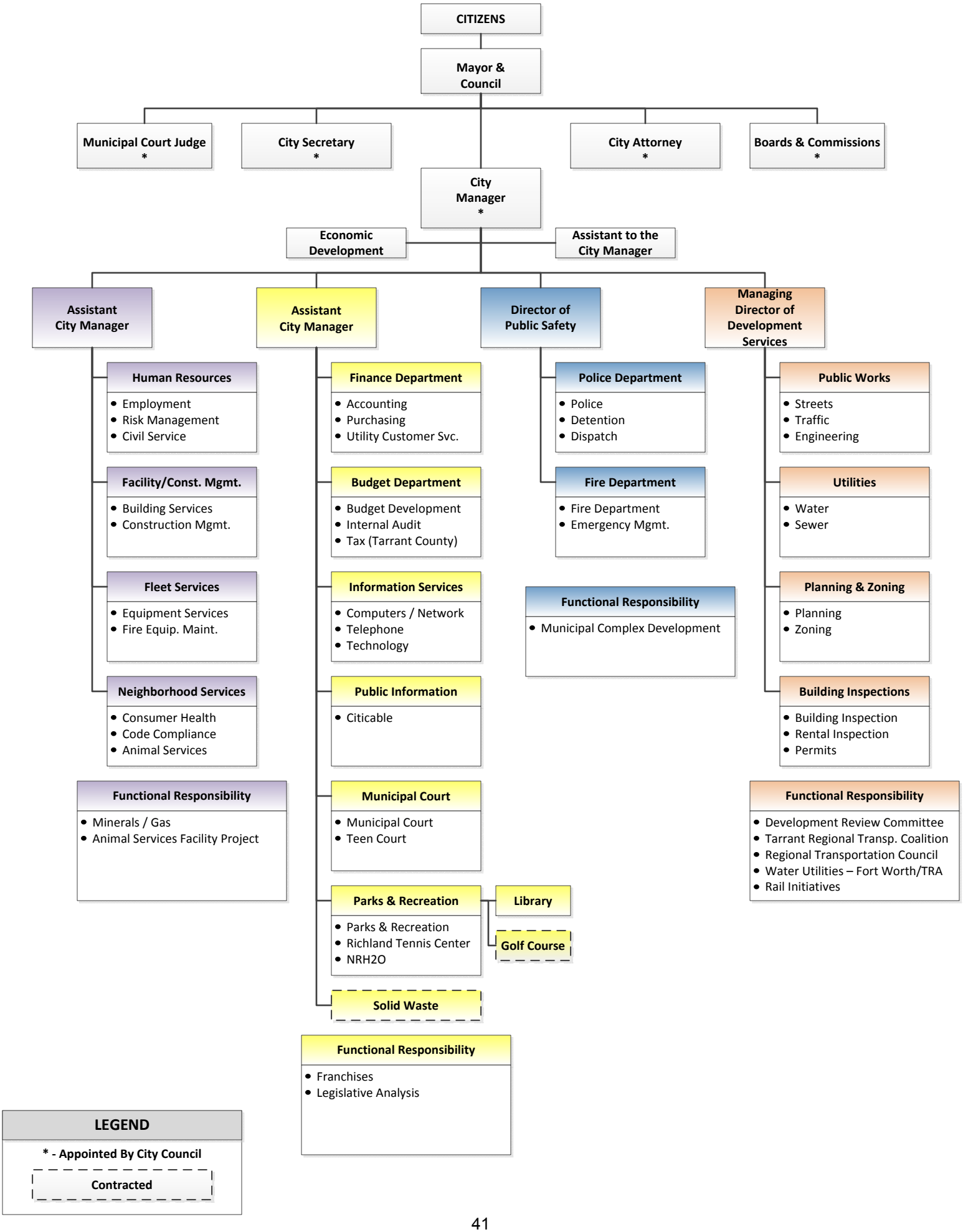
Dallas/Fort Worth Metroplex



North Richland Hills is a growing community of approximately 63,420 people located in the heart of the Dallas/Fort Worth area metroplex. The city is also home to over 1,200 commercial and industrial businesses. The third largest city in Tarrant County, North Richland Hills is only 10 minutes from downtown Fort Worth and 25 minutes from downtown Dallas. Interstate Loop 820 and Texas 121/183 (Airport Freeway) traverse the City, providing freeway access to five additional interstates and numerous US and state highways.

The City is also conveniently located 10 minutes from Dallas/Fort Worth International Airport and 15 minutes from Alliance Airport. D/FW International Airport has flights daily with non-stop service to all major North American Cities and many overseas destinations. The Alliance development facilitates the transport of merchandise through both the airport and the Burlington Northern/Santa Fe Intermodal Facility.

City of North Richland Hills



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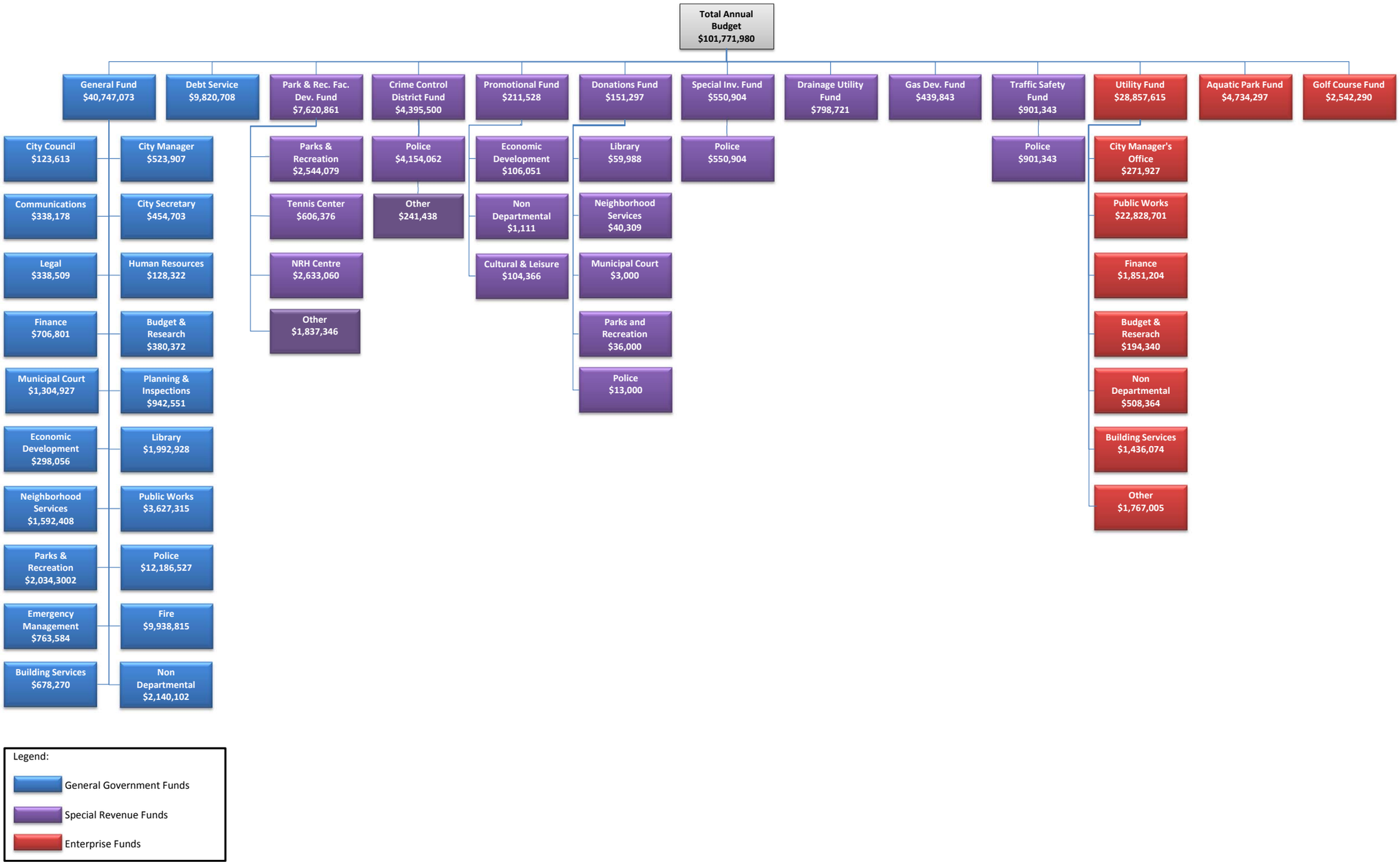
CITY OF NORTH RICHLAND HILLS
FUND STRUCTURE



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INTRODUCTION

BUDGET OVERVIEW

Introduction

Many organizations produce budgets. As a general rule, they each try to fulfill similar criteria. First, they seek to communicate a message to the reader. Second, they try to produce a document that shows the financial condition of the organization. Third, they develop a policy-oriented budget that sets goals and objectives, and allows for the measurement of performance for each program. Finally, as an operations guide, the budget gives direction to the organization as a whole. The City of North Richland Hills' budget strives to meet each of these criteria.

Financial Structure

The many funds and cost centers that make up the budget are divided into two major groupings: Governmental Funds and Proprietary Funds. A fund is an independent fiscal entity with assets, liabilities, reserves, a residual balance or equity, and revenues and expenditures for undertaking activities. Governmental funds are used for most governmental activities, while proprietary funds are based on the premise that they should conduct the city service as a business with user fees covering expenditures. Listed below is a description of the funds maintained by the City and included in this document.

Governmental Funds

General Fund - accounts for all financial resources except those to be accounted for in another fund. Resources are generated by property tax, sales tax and other general taxes, franchise fees, fines, licenses and fees for services. Operating expenditures provide support for most traditional tax-supported municipal services such as Police, Fire, Parks and Recreation, Libraries, Neighborhood Services, Planning and Development, and Public Works operations.

Special Revenue Funds - account for the accumulation and disbursement of legally restricted resources to expenditures for a specific purpose. Funds in this category include Park & Recreation Facilities Development Fund, Crime Control & Prevention District Fund, Promotional Fund, Special Investigation Fund, Drainage Utility Fund, Donations Fund, Gas Utility Fund and Traffic Safety Fund.

Debt Service Funds - account for the accumulation of monies that are set aside to pay principal and interest on debt incurred through the sale of bonds and other debt instruments. These bonds finance long-term capital improvements to streets, utilities, and buildings.

Capital Project Funds - account for the accumulation of resources designated to construct or acquire capital facilities and improvements. Resources include proceeds from the sale of general obligation bonds, revenue bonds, and certificates of obligation.

Proprietary Funds

Enterprise Funds - account for operations financed and operated in a manner similar to private business. The intent of the City is that the cost of providing the goods or services to the general public on a continuing basis will be financed or recovered through user charges. The City maintains the following enterprise funds: Utility Fund (Water & Sewer), Golf Course Fund, and the Aquatic Park Fund.

Internal Service Funds - funds designed to account for charging fees to user departments to recover the full cost of services rendered. The City's internal service funds include the Equipment Services Fund, Building Services Fund, Information Services Fund, and the Self Insurance Fund.

INTRODUCTION

Organization of Budget Document

The **City Manager's Budget Message** is a narrative representation of the entire budget, discussing key budget decisions and major initiatives of the 2012-2013 Budget. The budget message also serves as a formal transmittal letter in describing significant changes from the previous year and explains the factors leading to these changes. This message serves as an overview of the revenues and expenditures for all funds budgeted for fiscal year 2012-2013.

The **Introduction** section provides information to the reader about the budget process and calendar, describes the City's fund structure, describes the structure of the City's finances, and lists the major financial and budgetary policies for the City of North Richland Hills.

The **Budget Summaries** section gives historical and graphical comparisons and budgeted projections for revenues and expenditures. These summaries provide a concise analysis of revenues and expenditures for each fund. This allows the reader to review funding sources and expenditures for each fund in a one-page summary.

The **General Fund** section is devoted to the detail information for services and programs of departments and activities in the General Fund. The program of service includes program narrative, goals and plans, objectives, financial and personnel data, as well as activity and performance measures. The General Fund is the primary operating fund for current governmental services, providing most traditional tax-supported municipal services such as police and fire protection.

The next section is **Debt Service**. Resources are set aside to pay principal and interest on debt incurred through sale of bonds and other debt instruments. These bonds finance capital improvements to streets, utilities, parks, and buildings.

The **Special Revenue Funds, Enterprise Funds and Internal Service Funds** sections provide detail information for services and programs of departments and activities. The program of service includes program narrative, goals and plans, objectives, financial and personnel data, as well as activity and performance measures.

The **Capital Projects** section provides summary information regarding the capital projects in progress or those planned for the 2012-2013 budget year. This section includes both General and Utility capital projects and the Park Facilities Development Fund capital projects. More detailed information can be found in the Capital Projects Budget document where summary reports, detail narratives, financial information and location maps are provided for each project. The Capital Projects budget is printed as a separate document to help strengthen the planning process for the Capital Projects Funds, and to provide pertinent data to decision makers for the uses of these resources. This section also emphasizes the operating impact of capital projects on the operating budget.

The **Appendix** contains the following information: ordinances adopting the budget and establishing the tax rate for the current fiscal year, a community profile, a listing of detailed capital replacements, a personnel distribution report, glossary and an alphabetical index.

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

The format of the budget document includes reporting the operational objectives of activities within each department. Citywide goals are set by City Council on a biannual basis. Each department develops

programmatic goals based on the Council's citywide goals. To meet each goal, short term and finite objectives are established. Finally, to measure the efficiency, effectiveness, and outcome of these objectives in meeting the goals performance measures are tracked and analyzed.

The Budget Department assisted departments in enhancing and improving the quality of performance reporting. This year, the Budget Department educated numerous departments regarding developing and emphasizing performance measures that measure core activities, and connecting developing departmental measures to objectives, program goals and ultimately Council goals. This departmental program-oriented approach will help management and Council in making decisions about how best to allocate the City's resources. Later in the Introduction section, a matrix has been included for easy reference when comparing Council goals with departmental program goals.

Our goal is to establish a comprehensive reporting system that will give the public, City Council, and Department Directors the ability to evaluate the level and value of service provided to the citizens of North Richland Hills. We will continue to look for ways to improve our reporting system.

Monitoring Goals, Objectives, Activity & Performance Measures

Within each department, activity descriptions provide detailed information regarding the functions performed and services provided. This information enables readers of this document to understand the program elements included in each particular budgetary division. Along with these functional descriptions are the Goals, Objectives, and Performance Measures each departmental activity created to strive for accomplishment of the major goals established by the City Council.

Goals describe the purpose or benefit the division/department plans to provide to the community and/or the organization. Goals identify the end result the division or department desires to achieve with its activities, and they are generally ongoing and not achievable in one year.

Objectives are quantifiable steps used to accomplish goals. They have a specific time frame or measurable achievement. They can be reached or completed within the current fiscal year. Objective statements are not required for every activity performed, but should focus on the major steps for achieving established goals.

Activity and Performance Measures are also provided in the budget document. Within each department, each activity will have specific measures that deal with workload and productivity. Activity measures reflect major activities of the division/department. They indicate the amount of work that has been done in the past and projected workload levels for the current fiscal year. Activity measures can be tracked with a reasonable amount of time and effort. Performance Measures should reflect how well a program is performing its activities to meet the needs of the public and the organization. They should measure efficiency, effectiveness, or outcome of the service provided. Activity measures indicate "how much" the division or department is providing. Performance measures identify "how well" the division/department is performing.

FINANCIAL POLICIES & BUDGET GUIDELINES

Many financial policy guidelines are followed for the fiscal management of the City and to enable the City to maintain financial stability. They are reviewed annually. These policies are long-standing and provide guidelines for current decision-making processes and future plans. Budgeting is an essential element of financial planning.

INTRODUCTION

Operating Budget Policies

The City's operating budget is the annual financial operating plan. It comprises governmental, enterprise, and internal service funds. The operating budget will be submitted to the Government Finance Officer's Association annually for evaluation and consideration for the Distinguished Budget Presentation Award. Some of the most significant guidelines pertaining to the budget are as follows:

- The Operating Budget will be balanced with current revenues, and a portion of beginning resources, greater than or equal to current expenditures or expenses.

- Annual estimates of revenues in all Funds will be based on historical trends and reasonable expectations and assumptions regarding growth, the state of the economy, and other relevant factors. A conservative approach will be observed in estimating revenues.

- If at any time during a fiscal year it is estimated by the City Manager that current year expenditures in any fund will exceed available revenues, the City Manager will notify City Council and propose a plan, if necessary, to deal with potential problems.

- Expenditures in all funds will be managed so as to ensure the obligations of each fund are met when due. Expenditures in the General Fund will remain within each department's original appropriation level unless a budget transfer is approved by the City Manager's office in accordance with the Budget Transfer Policy.

- The City will follow a policy of aggressively pursuing the collection of current and delinquent ad valorem taxes, and will strive to maintain a current ad valorem tax collection rate of 99%. The tax rate should be within the reasonable range of comparable cities and should be adequate to produce the revenues needed to pay for City services, as approved by City Council. Guidelines are that the tax rate not exceeds the rollback rate and, at a minimum, be the inflation rate as computed by Truth in Taxation laws.

- The City will grant tax exemptions: 15% homestead, $36,000 senior citizen, $36,000 for disability, and a tax freeze for senior and disabled residents to relieve certain taxpayers from the property tax burden. The City will also grant a senior/disabled property tax ceiling.

- The budget process is coordinated so as to identify major policy issues for City Council consideration several months prior to the budget approval date so proper decisions are made. The budget review process includes City Council participation, and a public hearing to allow for citizen participation in the budget process. The budget will span sufficient time to allow Council to address policy and fiscal issues.

- A copy of the proposed budget will be filed with the City Secretary when it is submitted to the City Council in accordance with the provisions of the City Charter. Copies may also be viewed in the office of the Budget Director, and the City Library.

- Revenues actually received will be regularly compared to budgeted revenues and variances will be investigated. This process will be summarized in the monthly budget reports prepared by the Budget Department and submitted to City Council and all departments for review.

- Funds budgeted in accounts for the purchase of capital items will not be used

for other purposes unless approved by the City Manager and moved by a budget transfer. Any savings from the purchase of budgeted capital items will be used only with the approval of the City Manager's office.

- The level of budgetary control is at the department level in all funds. When budget adjustments between funds are necessary, they must be approved by the City Council. Budget appropriation amendments at lower levels of control will be made in accordance with the budget transfer policy.

- All City purchases exceeding $50,000 will comply with statutory procedures for competitive bidding process set forth by the City's Purchasing Policy and the Texas Local Government Code. Recommendations on purchases and contracts for more than $50,000 will be submitted to the City Council for approval. The purchase of goods and services at a total cost of $3,000 or more must be made through the electronic purchase order system. Purchase of goods or services that are less than $3,000 should be made with an approved City issued Purchase Card.

- Monthly financial reports are prepared comparing actual expenditures to the original budget. These reports are distributed to the City Council, as well as departments, for review. Monthly budget to actual reports are distributed to all Department Heads to enable more precise management of their respective departmental budgets.

- Each Department Head is responsible for ensuring proper budgetary procedures are followed throughout his or her department.

- Revenue projections, where appropriate, are based on a combination of trend analysis, input from departments with responsibility for collection of each revenue, and an assessment of current and projected economic factors and conditions within the local economy. A conservative approach is taken, particularly when projecting revenues that are economically sensitive such as sales tax and construction related permits.

- Investments made by the City of North Richland Hills will be in compliance with policies contained in the City of North Richland Hills Investment Policy. All investments address safety, liquidity, and yield. Interest earned from investment of available funds is based on ownership of the invested dollars.

- The General Fund should be compensated by the Utility Fund, the Park and Recreation Facilities Development Fund, the Crime Control and Prevention District Fund, and the Aquatic Park Fund. The reimbursement is for general and administrative services provided these funds, such as management, finance, and personnel, as well as the use of City streets. These reimbursements are reviewed during the budget process each year and changes are made to reflect current data.

- No unrecognized or significant salary or capital budgetary savings in any department will be spent by the Department Director without the prior authorization of the City Manager.

FINANCIAL PLAN

Purpose of Financial Plan

The main purpose of a financial plan is to guide the City in financing cost effective services, programs, and capital needs; and at the same time focus on a stabilized tax rate and appropriate levels for fees and service

charges as prescribed by approved financial objectives. The annual audit, internal audits, and review of monthly financial reports ensure the compliance of financial objectives.

The City develops long range financial plans that encompass the major funds. A five-year financial forecast is developed for the General Fund, Parks and Recreation Facility Development Fund, Crime Control District Fund, and Utility Fund. Ten year plans inclusive of current and projected capital project expenditures are developed for the Parks and Recreation Facilities Development Fund, Aquatic Park Fund, Facility and Construction Management Fund, and the Fleet Services Fund. Additional long range plans outlining planned capital projects for Streets, Drainage and Utility projects are also developed.

Fund Accounting

City accounts are organized on the basis of funds, or account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts. Using these accounts, the revenues and expenditures (expenses) are budgeted and approved before the beginning of each fiscal year by an ordinance passed by the City Council. Funds are grouped in two types: governmental and proprietary fund types. Governmental funds are those through which most governmental functions of the City are financed, and include the General Fund, Special Revenue Funds, Debt Service Fund and Capital Projects Funds. Proprietary funds are used to account for the City organizations and activities that are similar to those often found in the private sector. The Enterprise Funds and the Internal Service Funds are the City's proprietary funds.

Accounting Basis

The City's accounting records for general governmental funds and the agency fund operations are maintained on a modified accrual basis according to Generally Accepted Accounting Principles (GAAP). The revenues are recorded when susceptible to accrual, i.e., both measurable and available to finance expenditures of the fiscal period. "Measurable" means the amount of the transaction that can be determined and "available" means it can be collected within the current period or soon enough thereafter to be used to pay liabilities for the current period. Revenues not considered available are recorded as deferred revenue. Expenditures are recorded when the related fund liability is incurred except for (1) interest on general long-term obligations, which is recorded when due or when amounts have been accumulated in the Debt Service Fund for payments to be made early in the following year; and, (2) a portion of accrued vacation leave, which is recorded in the general long-term debt account group. Operating records for the City's utilities and other proprietary funds are maintained on the accrual basis.

The City provides for an independent annual audit of all city accounts and may provide for more frequent audits, as it deems necessary. Such audits are made by a certified public accounting firm who has no personal interest, direct or indirect, in the fiscal affairs of the city government or any of its officers. Subsequently, the general-purpose financial statements of the City are prepared in conformity with Generally Accepted Accounting Principles applicable to governmental units. Generally accepted accounting principles for local governments include those principles prescribed by the Governmental Accounting Standards Board.

The City Manager keeps the City Council fully advised as to the financial condition and needs of the City by providing them with monthly financial reports for all funds except the Capital Projects Fund. The Capital

INTRODUCTION

Projects Fund financial statements are presented on a quarterly basis. The City's financial accounting system has the necessary internal controls to provide safeguarding of assets, and a reasonable assurance of the reliability of the financial records used for preparing financial statements and maintaining accountability.

BUDGETARY CONTROL

The budget is a vital tool for establishing public policy and maintaining control over the management of public resources. Budgets for the General Fund, Special Revenue Funds, and the Debt Service Fund are adopted on a modified accrual basis, which is consistent with generally accepted accounting principles. For governmental funds, comparisons of appropriated annual budgets are included in the general-purpose financial statements at fiscal year end. Capital project budgets are adopted annually, and the funding may span more than one fiscal year. Each operational fund in the 2012-2013 Budget is prepared and controlled on a line item basis. The comprehensive budgetary process requires line item justification by departments each year. The City Manager then presents special budget programs or needs to the City Council in the form of Service and Program Enhancements. Public hearings are conducted to obtain taxpayer comments, and the comprehensive budget process requires final approval by City Council.

Appropriations in the General Fund, Special Revenue Funds, Proprietary Funds, and Debt Service Fund lapse at year-end. Any excess revenues over expenditures for the General Fund are put into fund balance at the end of the fiscal year. An encumbrance system is used to reserve appropriations that are obligated through purchase orders, or through other contractual documents. Appropriations in the Capital Projects Funds are carried forward until completion of the project. Budget transfers between activities are permitted. This allows flexibility and provides budgetary control for supervisors. The policy is intended to lessen the required paperwork, but continues to emphasize the importance of bottom-line budget management. Each year, according to State law, the City Council sets an ad valorem tax levy for a sinking fund (Debt Service) which with cash and investments in the fund, would be sufficient to pay all the bonded indebtedness and interest due in the following fiscal year.

Each operational fund is comprised of departments or major organizational units of the City which indicate overall management responsibility for one or more activities. For each departmental activity, a description stating responsibilities, duties, goals, objectives, and performance measures where possible indicate progress. A Departmental Summary is included for each department.

BOND RATING INFORMATION

In the past several years the City has experienced terrific improvement in its credit ratings. In 1997 the rating agencies of Moody's Investors Service and Standard and Poor's Corporation increased the credit rating of the City's general obligation bonds (G.O.'s) and certificates of obligations (C.O.'s). At that time, Standard and Poor's raised their rating from A+ to AA-, Moody's improved from A to A_1. Again in 1998 Moody's reviewed all TRA cities and upgraded the City's revenue bond rating from A to A_1. Moody's outlook went from stable to favorable on the G.O.'s and C.O.'s in 1999. Moody's upgraded the 2000 issue from A_1 to Aa_3. Moody's upgraded our credit rating in 2010 to Aa_2. In 2008 Standard and Poor's upgraded the City's credit rating from AA- to AA. Again in 2010 Standard and Poor's upgraded the City's credit rating from AA to AA+. AA+ is the second highest credit rating Standard and Poor's assigns to bonds. These ratings were affirmed in 2011 and 2012.

INTRODUCTION

BUDGET PROCESS

Definition and Authority

The budget is a financial plan for a fiscal year of operations that matches all planned revenues and expenditures with the services provided the residents of the City based on established budgetary policies. The City Charter establishes the City of North Richland Hills' fiscal year as October 1 through September 30. The Charter requires that the City Manager submit the proposed budget and budget message for the upcoming fiscal year to the City Council at least 45 days prior to October 1 of each year. Upon receipt of the proposed budget, the City Council is required to set a date and place for a public hearing to discuss the budget. At the hearing, the Council gives all interested persons an opportunity to be heard for, or against, any expenditure account or revenue estimate. The Charter binds the City Council to adopt a budget prior to the beginning of the fiscal year. The City Council will normally approve the tax rate for the coming fiscal year and adopt the budget ordinance during the same meeting.

Budget Amendment Process

Amendments to the budget can be made after adoption. According to Article XII, Section 4 of the City Charter, the City Manager shall authorize no expenditure over the total funds for expenditure in the overall budget unless the budget is amended by the same public notice procedure called for in adopting the budget.

Budget Preparation

The functions of preparing, analyzing, and monitoring the 2012-2013 budget are performed by the Budget and Research Department with final approval by the City Manager's office. A budget calendar is established each year. This allows the City Manager and Budget staff to prepare a proposed budget which will meet all the provisions of the Charter, and at the same time provide the City Council with a thorough, informative description of the level and cost of proposed municipal services. The City Council utilizes information provided in the proposed budget to facilitate its decision-making process, and to aid in charting a course of action for the upcoming fiscal year. The budget process is initiated in March with the distribution of a Budget Preparation Manual to all Department Directors. Basic line-item budgets to continue the current level of service are returned by departments to the Budget Department in April, at which time the City Manager's office reviews these with the Budget Director, and makes recommendations for changes. During the review process, budgets for the current fiscal year may also be submitted for revision by the City Manager. Any new programs departments want considered for funding are submitted as budgetary program enhancements. Program enhancement requests are submitted to the Budget Department with line item detail which are prioritized by the departments and reviewed by the City Managers.

If needed, the City Manager is available for department level appeals, and this process is usually scheduled for a week at the end of June. Department Directors are required to submit any changes to the non-monetary information updating departmental descriptions and performance measures to the Budget Department in April.

Certified property tax values are received from Tarrant Appraisal District on July 25th. Preliminary budget packages are delivered to City Council in late July, and a budget work session is held for members of the City Council, the City Managers, and Budget Department staff to review the proposed budget and establish priority issues for the next fiscal year. Final tax roll figures are received from Tarrant Appraisal District on September 1st.

INTRODUCTION

Public Hearing and Budget Adoption

On July 27, 2012, the City Council reviewed the Proposed Budget. The City Council set dates for public hearings on the proposed budget and tax rate. Notices of budget and tax rate public hearings were published in the local newspaper, posted at City Hall, aired on Citicable and posted on the City website (www.nrhtx.com). The tax rate public hearings were held on August 27, 2012 and August 30, 2012. The budget public hearing was on August 27, 2012. The City Council voted on and approved the budget on September 10, 2012. Also on September 10, 2012, the Council voted to accept the tax roll from the appraisal district and set the tax rate at $0.61 per $100 per valuation.

FISCAL YEAR 2012-2013 - COUNCIL GOAL MATRIX

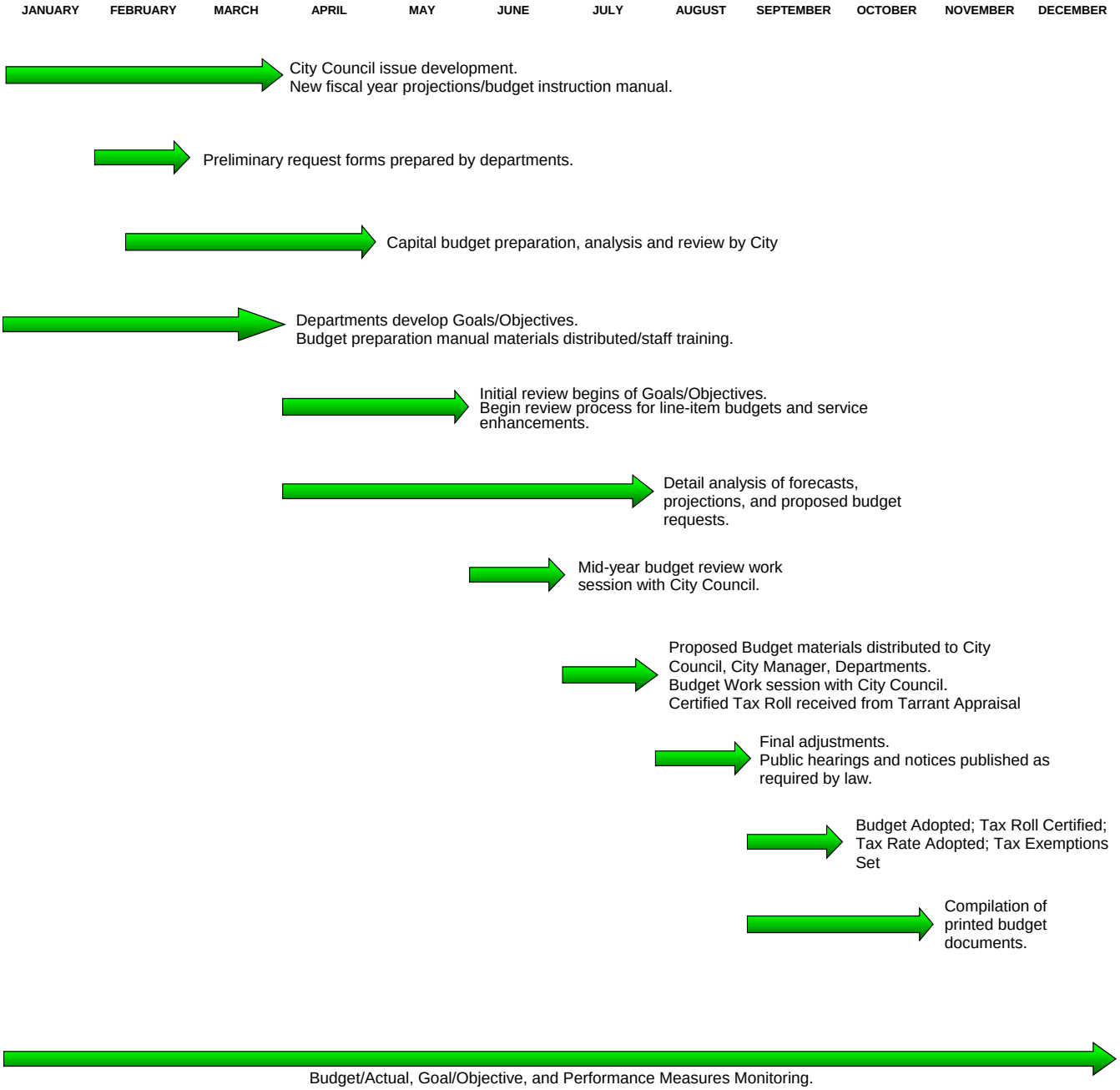
		Quality Community Development & Revitalization	Efficient Effective Transportation System	Safety and Security	Financial Stability	Positive City Image	A Sense of Community	Targeted Economic Development	Local and Regional Leadership	Efficient and Effective Delivery of City Services
GENERAL FUND	City Council	■	■	■	■	■	■	■	■	■
	City Manager	■	■	■	■	■	■	■	■	■
	Communications				■	■	■	■		
	City Secretary					■	■			■
	Legal									
	Human Resources				■	■				■
	Finance				■	■				
	Budget & Research				■	■	■			
	Municipal Court	■		■	■	■				
	Planning & Development	■				■				
	Economic Development	■	■		■	■	■	■		
	Library					■	■			
	Neighborhood Services	■		■	■	■	■			■
	Public Works	■	■	■		■				
	Parks & Recreation			■	■	■	■			
	Police			■	■	■	■			■
	Emergency Management			■	■					■
	Fire	■		■					■	■
	Non-Departmental	■	■		■	■				
SPECIAL REVENUE FUNDS	Parks & Recreation			■	■	■	■			
	Police			■	■	■	■			■
	Economic Development	■	■		■	■	■	■		
PROPRIETARY FUNDS	Utility Fund - City Manager	■	■	■	■	■	■	■	■	■
	Utility Fund - Public Works	■	■	■		■				
	Utility Fund - Finance				■	■				
	Utility Fund - Budget				■	■	■			
	Utility Fund -									
	Non-Departmental	■	■		■	■				
	Aquatic Park Fund	■		■	■	■	■			
	Facilities/Cont Mgmt			■	■	■				■
	Fleet Services			■	■					
	Information Services			■	■	■				■
	Self Insurance				■					■

Program Goals Aligned with Council Goals ■

INTRODUCTION

BUDGET PROCESS

OPERATING BUDGET CYCLE



Budget Preparation Calendar
Fiscal Year 2012-2013

Thu, Dec 22	Distribute following to departments: • Facility Requests • Information Services Requests	Budget Dept. Departments
Tue, Jan 17	Return the following forms to Budget: • Facility Requests • Information Services Requests	Departments
Fri, Jan 20	Distribute Goals, Objective and Performance Measure forms to Departments	Budget Dept.
Fri, Jan 20	Capital Budget Kickoff Distribute following to departments: • Capital Budget information	Budget Dept. Departments
Fri, Jan 20	Capital Budget database open for data entry	Budget Dept.
Fri, Feb 10	Capital Projects budgets due to Budget Department	Departments
Fri, Feb 24	Distribute Capital Budget Review material to City Manager's Office	Budget Dept.
Mon Feb 27 – Fri, Mar 9	Assistant City Managers review of Capital Projects budgets with Departments	Assistant CMs Departments
Mon, Feb 27 – Fri, Mar 2	HTE training sessions for data entry, line item detail workshop, clinic for new budget preparers	Budget Dept. Departments
Thurs, Mar 8	Budget Kickoff Meeting with Department Directors Distribute the following to departments: • Travel Request Form • Overtime Request Form • Budget Manual • Adjustment to Base Form • Tuition Reimbursement Request Form • Personnel Inventory Forms	City Managers Dept. Directors
Thurs, Mar 8	HTE open for data entry	Departments
Fri, Mar 23	Distribute revenue projection forms to depts.	Budget Dept.
Mon, Mar 26 – Fri, Apr 13	City Manager review of Capital Projects budgets	City Managers Budget Dept. Dept. Directors
Wed, Mar 28	Return the following to Budget: • Proposed line-item budgets for 2012/13 • Revised budgets for 2011/12 • Travel Request • Overtime Request • Adjustment to Base Forms • Tuition Reimbursement Request • Goals, Objectives & Performance Measures • Personnel Inventory Forms	Departments
Mon, Apr 2	Distribute 2012/13 proposed line item detail summaries to departments	Budget Dept.
Fri, Apr 6	Revenue projections due to Budget Dept.	Departments

*Note: Dates subject to change.

Budget Preparation Calendar
Fiscal Year 2012-2013

Fri, Apr 6	Summaries of increase and decrease due to Budget Dept.	Departments
Fri, Apr 20	Distribute Budget Review material to City Manager's Office	Budget Dept.
Mon, Apr 23 – Fri, May 4	Assistant City Managers review of departmental line-item budget, adjustment-to-base requests, goals, objectives and performance measures	Assistant CMs Dept. Directors
Mon, May 14	Preliminary tax roll received from Tarrant Appraisal District with taxable values	Budget Dept.
Mon, May 21 – Fri, Jun 15	City Manager review of departmental line-item, adjustment-to-base requests, goals, objectives, performance measures and revenue projections	City Managers Budget Dept. Dept. Directors
Mon, Jun 11	Mid-Year Budget Work Session	City Council City Managers Budget Dept.
Mon, Jun 18	Final CIP updates due to Budget Department	Departments
Mon, Jul 2	City Manager final review of Capital Projects budget	City Managers Budget Dept.
Fri, Jul 6	All budget decisions finalized	City Managers
Mon, Jul 16	Transmittal letter completed	City Managers Budget Dept.
Wed, Jul 18 – Thurs, Jul 26	Budget Work Session presentation rehearsals	City Managers Budget Dept.
Fri, Jul 20	Distribute Budget Work Session material to City Council, City Manager's Office	City Managers Budget Dept.
Mon, Jul 23	Distribute Budget Work Session material to Department Directors and Citizens (copy placed at public library)	Budget Dept.
Tue, Jul 24	Certified tax roll received from Tarrant Appraisal District-calculate effective tax rate	Finance Dept.
Fri, Jul 27	Budget Work Session	City Council City Managers Budget Dept.
Fri, Jul 27	Crime Control and Prevention District Board review of proposed budget	CCD Board City Managers Budget Dept.
Fri, Aug 3	IR to City Council with follow-up report on Budget Work Session (if needed)	City Managers Budget Dept.
Mon, Aug 6	Proposed Budget filed with City Secretary	Budget Dept.
Mon, Aug 13	City Council Meeting: • Record vote on proposed tax rate • Set date for public hearings on tax rate • Set date for public hearing on Budget, CCD, and Park Development Corp.	City Council City Managers

*Note: Dates subject to change.

Budget Preparation Calendar
Fiscal Year 2012-2013

Wed, Aug 15	Publish Notice of Budget Hearings	Budget Dept.
Wed, Aug 15	Publish Notice of Tax Rate Hearings	Budget Dept.
Tues, Aug 21	Publish Effective Tax Rate	Budget Dept.
Mon, Aug 27	Park and Recreation Facilities Development Corporation review of proposed budget	Park Corp. City Managers Parks Dept. Budget Dept.
Mon, Aug 27	City Council Meeting: • Tax rate public hearing • Budget public hearing • CCD budget public hearing • Park Development Corporation public hearing	City Council City Managers
Tue, Aug 28 & Tue, Aug 31	Publish Notice of Tax Revenue Increase	Budget Dept.
Tue, Aug 30	Special City Council Meeting • Tax rate public hearing	City Council City Managers
Mon, Sep 10	City Council Meeting: • Accept certified tax roll • Adopt proposed budgets • Adopt proposed tax rate	City Council City Managers

*Note: Dates subject to change.

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FISCAL YEAR 2012-2013
FUND BALANCE SUMMARY - ALL FUNDS

FUND	AUDITED BALANCE AS OF 09/30/11	FY 2011-2012 Revised Budget Increase (Decrease)	FY 2011-2012 Revised Budget Ending Balance	FY 2012-2013 Adopted Budget Increase (Decrease)	FY 2012-2013 Adopted Budget Ending Balance
General Fund (Unreserved/Undesignated)[1]	$ 9,838,310	$ (499,872)	$ 9,338,438	$ 14,567	$ 9,353,005
General Fund Designated for Municipal Court Technology & Security	$ 653,526	$ (14,185)	$ 639,341	$ -	$ 639,341
General Fund Designated for Savings Incentive Program	$ 250,360	$ -	$ 250,360	$ -	$ 250,360
General Fund Designated for Retirement Stabilization (TMRS)	$ 250,000	$ -	$ 250,000	$ -	$ 250,000
General Fund Designated for Utility Billing Assistance (TXU Settlement)[2]	$ 78,688	$ (20,000)	$ 58,688	$ (20,000)	$ 38,688
General fund Designated for Rail Station Development	$ 800,000	$ -	$ 800,000	$ -	$ 800,000
General fund Designated for Radio Equipment	$ 135,000	$ (135,000)	$ -	$ -	$ -
General Debt Service Fund	$ 2,221,581	$ 26,284	$ 2,247,865	$ -	$ 2,247,865
Utility Fund Operating Cash	$ 2,390,507	$ (100,711)	$ 2,289,796	$ -	$ 2,289,796
Golf Course Fund (Operating & Restricted Cash)[3]	$ 224,438	$ 21,558	$ 245,996	$ 10,640	$ 256,636
Aquatic Park Fund (not including CIP Budget)	$ 3,423,758	$ (2,541)	$ 3,421,217	$ -	$ 3,421,217
Facilities & Construction Services Fund[4]	$ 834,563	$ (172,003)	$ 662,560	$ (179,542)	$ 483,018
Fleet Services Fund[5]	$ 2,247,528	$ (388,512)	$ 1,859,016	$ (133,965)	$ 1,725,051
Self Insurance Fund[6]	$ 5,032,067	$ (100,000)	$ 4,932,067	$ (100,000)	$ 4,832,067
Information Services Fund	$ 1,830,859	$ (264,818)	$ 1,566,041	$ -	$ 1,566,041
Promotional Fund[7]	$ 404,303	$ 59,082	$ 463,385	$ 1,006	$ 464,391
Donations Fund[8]	$ 832,361	$ 12,789	$ 845,150	$ 48,904	$ 894,054
Special Investigation Fund	$ 515,366	$ -	$ 515,366	$ -	$ 515,366
Drainage Utility Fund[9]	$ 1,213,497	$ 491	$ 1,213,988	$ 56,345	$ 1,270,333
Gas Development Fund[10]	$ 4,182,543	$ 323,753	$ 4,506,296	$ (279,410)	$ 4,226,886
Traffic Safety Fund	$ 264,088	$ 5,055	$ 269,143	$ -	$ 269,143
Park & Recreation Facilitites Development Fund	$ 3,036,995	$ (622,833)	$ 2,414,162	$ -	$ 2,414,162
Economic Development Fund	$ 4,278,679	$ -	$ 4,278,679	$ -	$ 4,278,679
Crime Control & Prevention District Fund	$ 769,773	$ -	$ 769,773	$ -	$ 769,773

Changes in Fund Balance Summary

The City of North Richland Hills has a policy of maintaining within the General Fund a minimum unassigned fund balance to operate the City for a period of 60 days or 15% of the following year's appropriated budget expenditures. The policy was established to protect the City from unexpected emergencies and provide resources during times when the economy underperforms.

The Fund Balance Summary shown on the previous page illustrates an audited beginning fund balance as of September 30, 2011 for all appropriated funds. The summary also shows estimated changes (increases or decreases) occurring during FY 2011/12 and estimated for FY 2012/13 with a proposed budget ending balance shown for the upcoming year for each fund.

Following is a summary of changes occurring from FY 2011/12 to FY 2012/13.

1. General Fund (Unreserved/Undesignated) – The increase in fund balance is the excess of revenues over expenditures.

2. General Fund Designated for Utility Billing Assistance (TXU Settlement) – In FY 2012/13 the city will appropriate funds designated for the Utility Billing Assistance Program which has contributed to a decrease in fund balance.

3. Golf Course Fund (Operating & Restricted Cash) – The increase in fund balance results from projected revenues exceeding projected expenses.

4. Facilities & Construction Services Fund – In FY 2012/13, the City is appropriating fund balance as a planned draw down of funds to cover capital projects, small projects, and non-recurring capital expenses. These include, but are not limited to: projects at the Library, overhead door replacement, concrete floor refinishing, and building envelope and roofing projects.

5. Fleet Services Fund – The decrease in fund balance is attributed to the appropriation of funds for the fuel reserve and to partially offset equipment purchases and a fire engine outfit.

6. Self Insurance Fund – The City will appropriate fund balance to cover anticipated OPEB contributions for FY 2012/13.

7. Promotional Fund – The City is estimating revenue in excess of expenditures during FY 2012/13 within this fund which has caused an increase in fund balance.

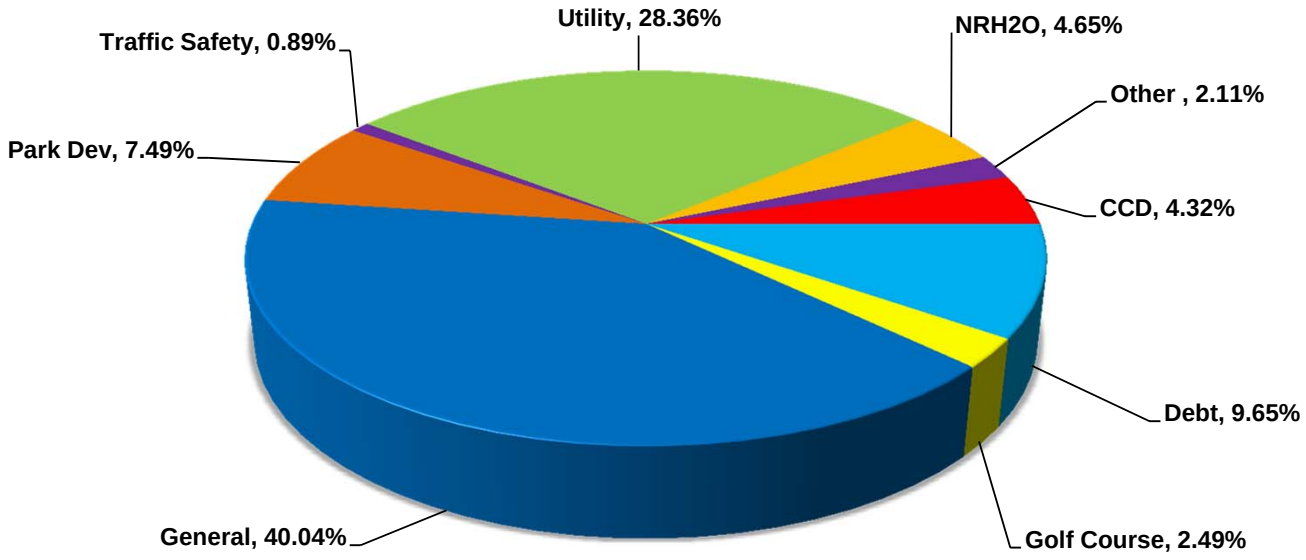
8. Donations Fund – In FY 2012/13 is projecting a slight increase in contributions received from water bills, donations made to the shelter fund, and donations made to the Neighborhood Initiative Program which has had a positive effect on fund balance.

9. Drainage Utility Fund – The increase to fund balance in this fund is the direct result of lower debt service requirements anticipated for FY 2012/13.

10. Gas Development Fund – A planned draw down of designated general purpose reserves for debt payments on a premium property purchase, partially offset by the projected revenue in excess of expenditures for FY 2012/13.

City of North Richland Hills
FY 2012/13 Operating Budget
All Funds Summary

$101,771,980



Internal Service Funds such as Fleet Services, Facilities and Construction Management, Information Services, and Self Insurance are not included in this chart. Internal Service Funds charge fees to departments of funds shown in this chart. Sources and uses of funds flow internally. Funds included in this chart are actual external uses of funds.

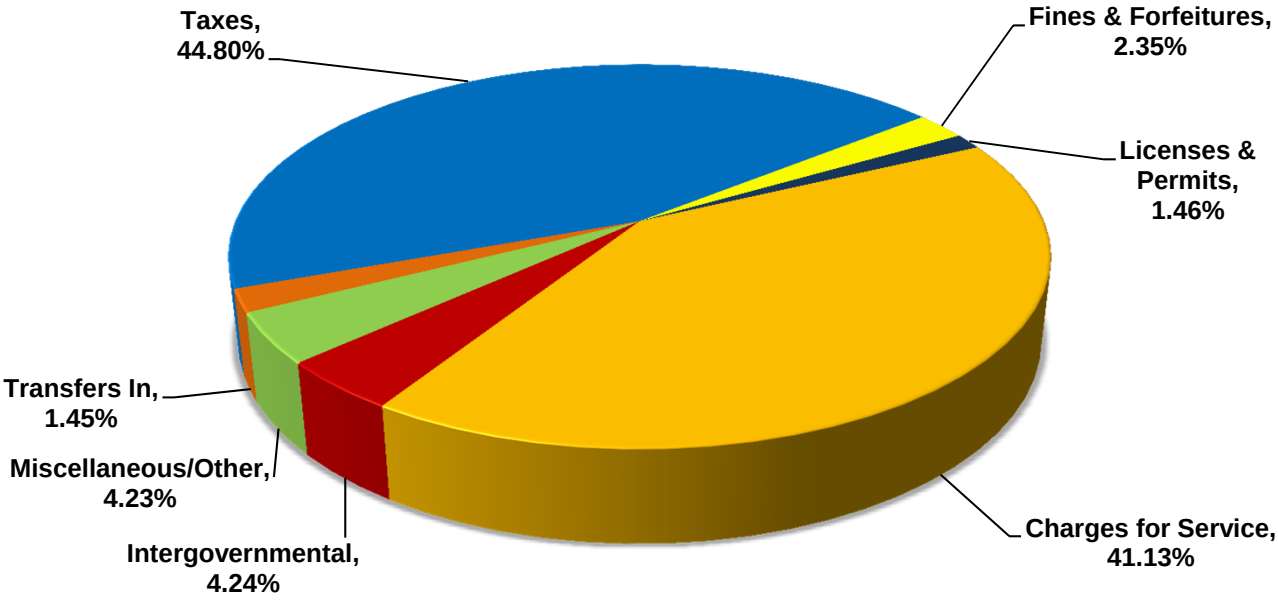
NRH

FISCAL YEAR 2012-2013
ALL FUNDS BUDGET DETAIL
BY REVENUE/EXPENSE CATEGORY

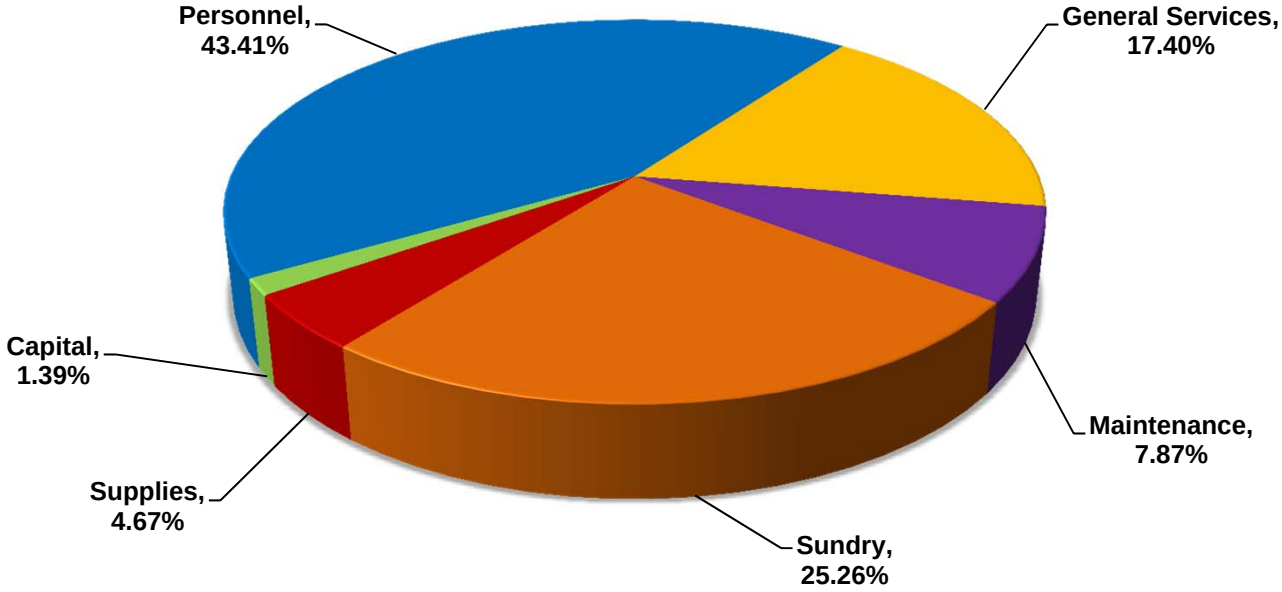
	General Fund	General Debt Service Fund	Park & Rec. Facilities Development Fund	Crime Control & Prev. District Fund	Promotional Fund	Donations Fund	Special Investigations Fund	Drainage Utility Fund	Gas Development Fund	Traffic Safety Fund	Utility Fund	Aquatic Park Fund	Golf Course Fund	Total	% of Citywide Resources or Expenditures
REVENUES															
Taxes	$28,678,686	$8,228,796	$4,305,000	$4,305,000	$210,500	$0	$0	$0	$0	$0	$0	$0	$0	$45,727,982	44.8%
Fines & Forfeitures	2,399,032	0	0	0	0	0	0	0	0	0	0	0	0	2,399,032	2.4%
Licenses & Permits	1,355,715	0	0	0	0	0	0	0	0	0	0	0	0	1,355,715	1.3%
Charges for Service	3,188,635	0	2,696,340	0	0	0	0	849,000	0	0	28,015,212	4,691,919	2,541,243	41,982,349	41.1%
Intergovernmental	4,325,821	0	0	0	0	0	0	0	0		0	0	0	4,325,821	4.2%
Miscellaneous/Other	813,751	189,854	60,871	90,500	2,034	200,201	550,904	6,066	600,276	901,343	842,403	42,378	11,687	4,312,268	4.2%
Transfers In	0	1,402,058	558,650	0	0	0	0	0	0	0	0	0	0	1,960,708	1.9%
TOTAL REVENUES	$40,761,640	$9,820,708	$7,620,861	$4,395,500	$212,534	$200,201	$550,904	$855,066	$600,276	$901,343	$28,857,615	$4,734,297	$2,552,930	$102,063,875	100.0%
Total Resources	$40,761,640	$9,820,708	$7,620,861	$4,395,500	$212,534	$200,201	$550,904	$855,066	$600,276	$901,343	$28,857,615	$4,734,297	$2,552,930	$102,063,875	100.0%
EXPENDITURES															
Personnel	$29,203,937	$0	$3,652,882	$3,757,850	$98,248	$3,000	$0	$0	$0	$151,844	$4,794,994	$1,680,693	$832,262	$44,175,710	43.4%
General Services	1,713,373	0	716,537	85,325	0	36,799	49,400	22,000	0	665,956	14,250,042	94,821	79,105	17,713,358	17.4%
Maintenance	3,547,122	0	650,630	141,493	0	0	38,000	0	0	6,200	3,456,611	103,142	61,300	8,004,498	7.9%
Sundry	3,918,001	9,820,708	1,731,346	291,016	71,706	16,510	66,104	776,721	439,843	1,443	5,496,560	1,889,788	1,189,148	25,708,894	25.3%
Supplies	2,186,653	0	511,688	40,670	16,574	94,988	104,900	0	0	3,000	631,162	909,258	257,975	4,756,868	4.7%
Capital	177,987	0	357,778	79,146	25,000	0	292,500	0	0	72,900	228,246	56,595	122,500	1,412,652	1.4%
TOTAL EXPENDITURES	$40,747,073	$9,820,708	$7,620,861	$4,395,500	$211,528	$151,297	$550,904	$798,721	$439,843	$901,343	$28,857,615	$4,734,297	$2,542,290	$101,771,980	100.0%
BALANCE	$14,567	$0	$0	$0	$1,006	$48,904	$0	$56,345	$160,433	$0	$0	$0	$10,640	$291,895	

NRH

2012/13 City-Wide Funds Revenues
$102,063,875
"Where the money comes from…"



2012/13 City-Wide Funds Expenditures
$101,771,980
"Where the money goes…"

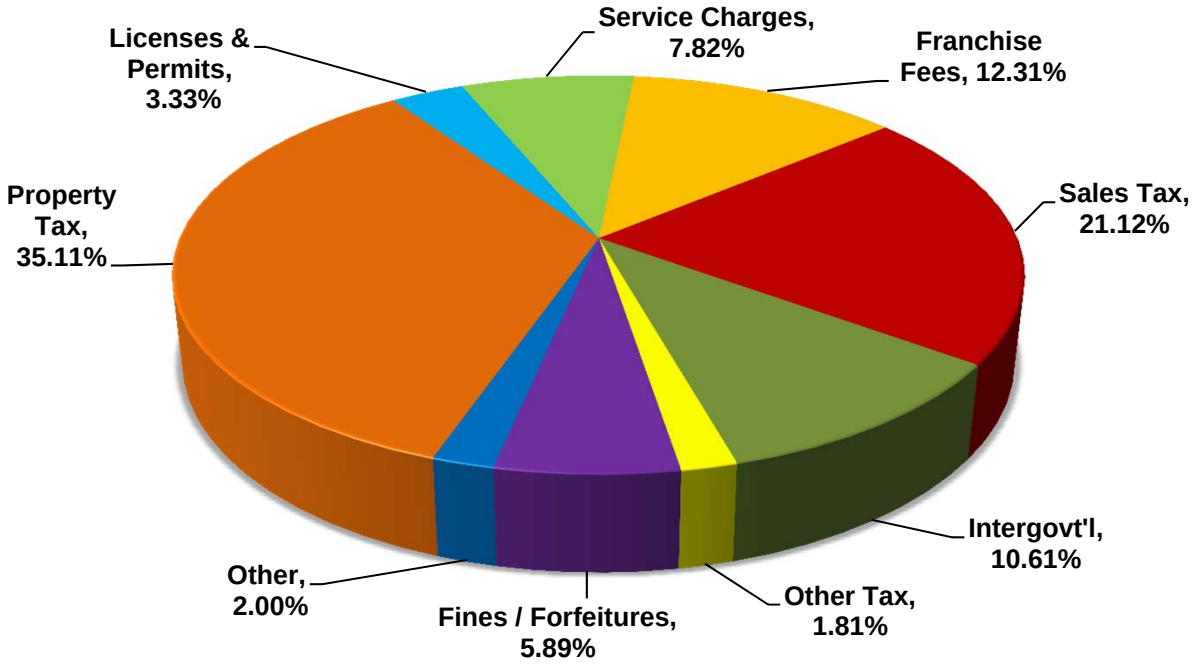


FISCAL YEAR 2012-2013
SUMMARY OF REVENUES AND EXPENDITURES

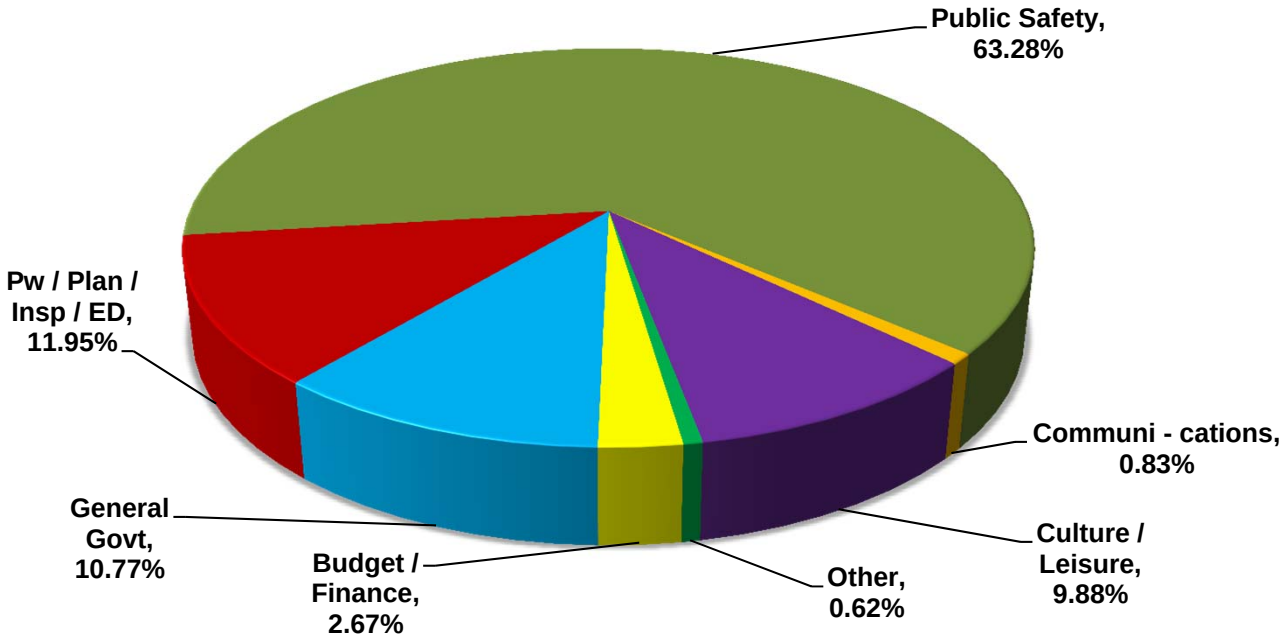
CITY-WIDE FUND SUMMARY

	ACTUAL FY09/10	ACTUAL FY10/11	ADOPTED BUDGET FY11/12	REVISED BUDGET FY11/12	ADOPTED BUDGET FY12/13
REVENUES					
Taxes	$43,364,101	$43,233,234	$43,006,439	$43,415,196	$45,727,982
Fines & Forfeitures	2,631,813	2,665,135	2,657,750	2,413,461	2,399,032
Licenses & Permits	1,301,820	1,502,822	1,213,675	1,468,774	1,355,715
Charges for Service	33,924,411	39,454,646	38,446,227	39,553,551	41,982,349
Intergovernmental	2,628,721	2,356,659	2,474,492	3,495,734	4,325,821
Miscellaneous/Other	8,835,498	7,150,185	5,257,731	9,607,633	4,312,268
Transfers In	1,401,562	1,459,506	2,622,784	2,622,784	1,960,708
TOTAL REVENUES	$94,087,926	$97,822,188	$95,679,098	$102,577,133	$102,063,875
EXPENDITURES					
OPERATING					
Personnel	$38,253,418	$39,686,155	$41,409,051	$41,906,646	$44,175,710
General Services	15,494,706	17,485,826	16,724,271	17,130,110	17,713,358
Maintenance	5,896,960	6,371,755	7,639,495	7,822,457	8,004,498
Sundry	25,339,802	23,660,888	23,846,727	28,133,831	25,708,894
Supplies	3,933,623	3,836,524	4,642,472	4,921,149	4,756,868
Capital	1,565,960	1,410,903	830,342	1,765,403	1,412,652
SUB-TOTAL	$90,484,469	$92,452,051	$95,092,358	$101,679,596	$101,771,980
TOTAL EXPENDITURES	$90,484,469	$92,452,051	$95,092,358	$101,679,596	$101,771,980
BALANCE	$3,603,457	$5,370,137	$586,740	$897,537	$291,895

2012/13 General Fund Revenue
$40,761,640
"Where the money comes from…"



2012/13 General Fund Expenditures
$40,747,073
"Where the money goes…"



FISCAL YEAR 2012-2013
SCHEDULE 1 - SUMMARY OF REVENUES AND EXPENDITURES

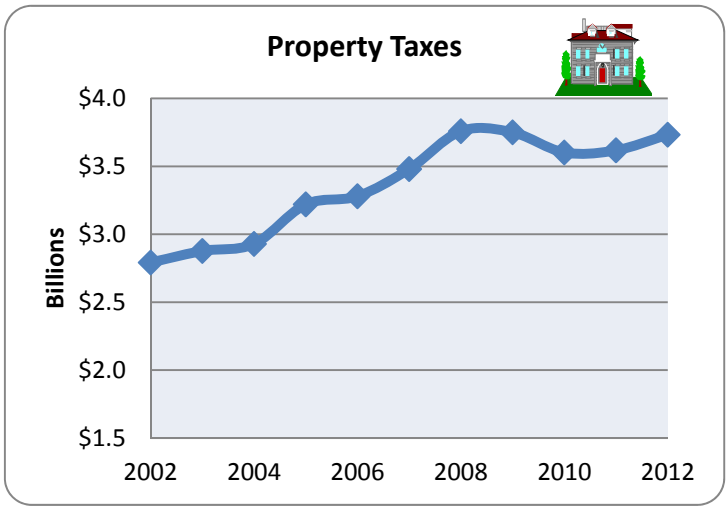
GENERAL FUND

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
REVENUES					
Taxes	$27,805,362	$28,386,801	$27,810,874	$28,179,951	$28,678,686
Fines & Forfeitures	2,631,813	2,665,135	2,657,750	2,413,461	2,399,032
Licenses & Permits	1,301,823	1,502,822	1,213,675	1,468,774	1,355,715
Charges for Service	2,997,039	3,234,480	2,605,784	2,877,915	3,188,635
Intergovernmental	2,628,721	2,356,659	2,474,492	3,495,734	4,325,821
Miscellaneous	863,839	828,308	990,034	947,851	793,751
SUB-TOTAL	$38,228,597	$38,974,205	$37,752,609	$39,383,686	$40,741,640
APPROPRIATION FROM FUND BALANCE					
Legal Settlement & Litigation	$196,301	$0	$0	$0	$0
Insurance Reserves	115,800	0	0	0	0
Golf Course Loans	392,000	164,500	0	0	0
Retirment Conversion	120,000	0	0	0	0
Court Technology Fund	232,885	0	0	14,185	0
Utility Assistance Program	64,500	20,000	20,000	20,000	20,000
Previous Year Encumbrances	206,646	256,974	0	474,331	0
SUB-TOTAL APPROPRIATIONS	$1,328,132	$441,474	$20,000	$508,516	$20,000
TOTAL REVENUES	$39,556,729	$39,415,679	$37,772,609	$39,892,202	$40,761,640
EXPENDITURES					
City Council	$87,871	$74,869	$123,904	$123,904	$123,613
City Manager	413,719	474,547	517,090	523,519	523,907
Communications	472,471	387,882	328,922	334,074	338,178
City Secretary	448,543	418,350	442,893	447,717	454,703
Legal	517,378	473,719	348,104	348,104	338,509
Human Resources	107,312	118,975	112,998	113,961	128,322
Finance	699,961	719,254	724,646	730,593	706,801
Budget & Research	355,273	351,854	359,247	360,368	380,372
Municipal Court	1,182,253	1,224,363	1,297,919	1,321,387	1,304,927
Planning and Inspections	877,091	765,738	835,738	891,571	942,551
Economic Development	180,261	161,426	246,696	284,734	298,056
Library	1,855,966	1,879,608	1,950,202	1,974,519	1,992,928
Neighborhood Services	1,390,725	1,518,222	1,586,364	1,615,341	1,592,408
Public Works	3,414,498	3,116,187	3,557,179	3,679,018	3,627,315
Parks & Recreation	2,369,824	2,181,081	1,982,480	2,010,261	2,034,302
Police	9,779,532	10,108,539	10,439,174	11,272,925	12,186,527
Emergency Management	691,772	800,912	790,811	920,317	763,584
Fire	9,078,592	9,485,177	9,668,900	9,886,047	9,938,815
Building Services	491,893	702,973	673,270	673,270	678,270
Non-Departmental	2,324,365	1,327,013	1,678,440	2,067,095	2,140,102
SUB-TOTAL DEPARTMENTS	$36,739,300	$36,290,689	$37,664,977	$39,578,725	$40,494,190
RESERVES & OTHER EXPENDITURES					
Reserves	$988,929	$880,683	$50,000	$226,998	$183,000
Transfer to CCD	250,000	0	0	0	0
Transfer to Information Services	0	0	0	70,085	69,883
Transfer to Special Investigations	0	0	0	0	0
Golf Course Loans	392,000	164,500	0	0	0
Legal Settlement	242,500	1,095,254	0	7,750	0
SUB-TOTAL RESERVES AND OTHER	$1,873,429	$2,140,437	$50,000	$304,833	$252,883
TOTAL EXPENDITURES	$38,612,729	$38,431,126	$37,714,977	$39,883,558	$40,747,073
BALANCE	$944,000	$984,553	$57,632	$8,644	$14,567

Revenue Descriptions, Evaluations and Projections

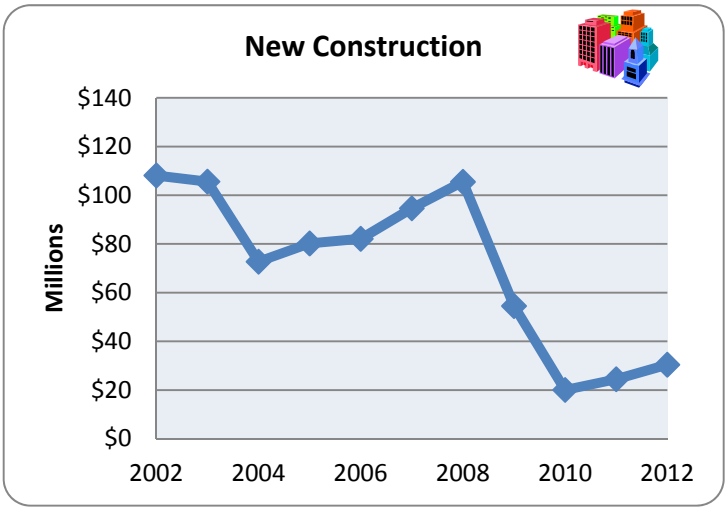
Taxes

Revenues from taxes are classified as Property Taxes, Sales Taxes, and Franchise Fees in the General Fund Budget. These taxes are levied to provide for general municipal services and benefits to the citizens of North Richland Hills.



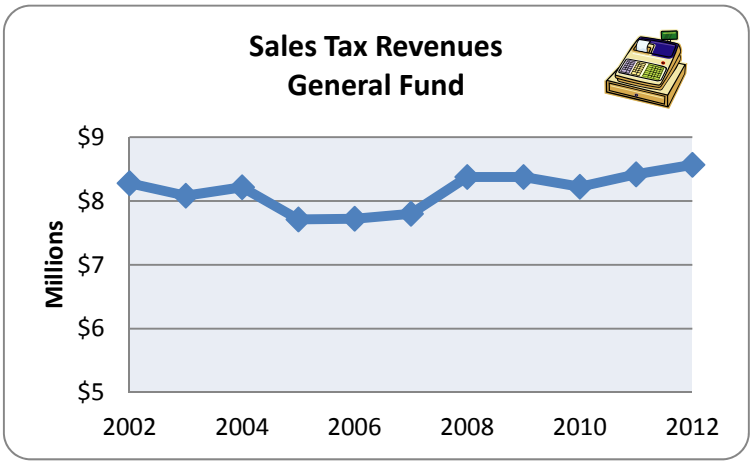
Property Taxes are assessed on real and personal property as of January of each year. A tax rate is adopted by the City Council. Property tax revenues comprise 35.80% of 2012/2013 General Fund revenue sources, inclusive of delinquent taxes and penalties and interest. Collections are projected to be approximately 99% of the levy. Each year, the tax rate, as approved by Council, is dependent on revaluation by Tarrant Appraisal District to reflect current market values. Net Taxable Value for fiscal year 2012/2013 is $3,732,731,760.

New Construction – A key component of the increase in Net Taxable Value is new construction and improvements to existing structures. New construction for fiscal year 2012/2013 is approximately $30.4 million.



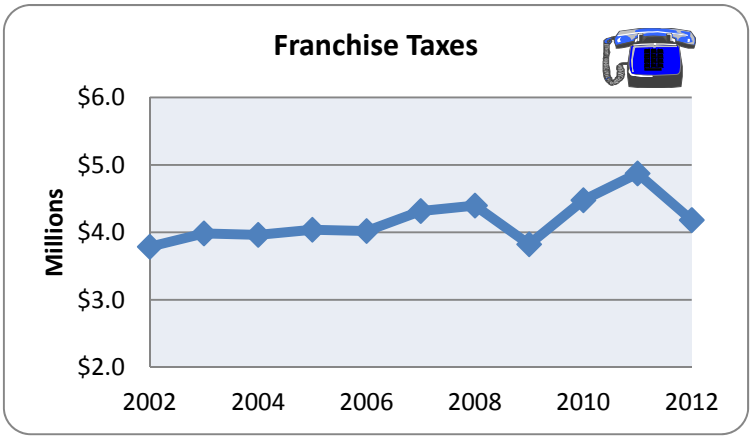
All tax information relative to budget decisions is not available from Tarrant Appraisal District until July 25th of each year. At this time, all revenue sources and expenditure priorities are considered in preparing a tax rate for the new budget year. On May 12, 2012, North Richland Hills voters approved $48 million in general obligation bonds for the construction of a new municipal complex. Approval of the bond measure resulted in an increase to the property tax rate of 4 cents. As a result, the property tax rate increased from 57₵ per $100 of valuation to 61₵ per $100 of valuation. This is the first increase in the city's property tax rate since 1993.

Sales Taxes are collected by the State from the sale of goods and services. The General Fund receives the following portions of these taxes from the State: Sales Tax – 1% of each dollar taxed within the City, and Mixed Beverage Tax – 10% of State collections within the City. Mixed Beverage Taxes for FY12/13 are projected to account for 0.25% of total General Fund Revenues. Sales tax revenues account for 21.12% of General Fund revenues. From 2005 to 2007, sales tax receipts were flat due to the sluggish economy, and the loss of major retailers to a neighboring community. Due to the slow economic recovery, it is estimated that sales tax receipts will increase slightly in FY12/13.



Payment in Lieu of Taxes consist of an annual appropriation from the Utility Fund for property taxes charged on infrastructure (i.e. pipelines and other utility assets) owned by the City. The appropriation for FY12/13 is projected at 0.87% of total General Fund Revenues.

Franchise Taxes are collected primarily from utilities. They are fees charged for the use of public property. These fees account for 12.31% of General Fund revenues. Franchise payments are based on different criteria. A 4% fee on gross receipts is collected for gas and electric utilities. The sanitation system collection service pays 4% of gross receipts received from the billing of garbage collections in the City for both commercial and residential accounts. The telephone franchise agreement guarantees the City $0.87 per residential line and $2.41 per non-residential (business) line. Payments are also received from the cable provider amounting to 5% of gross subscriber receipts.



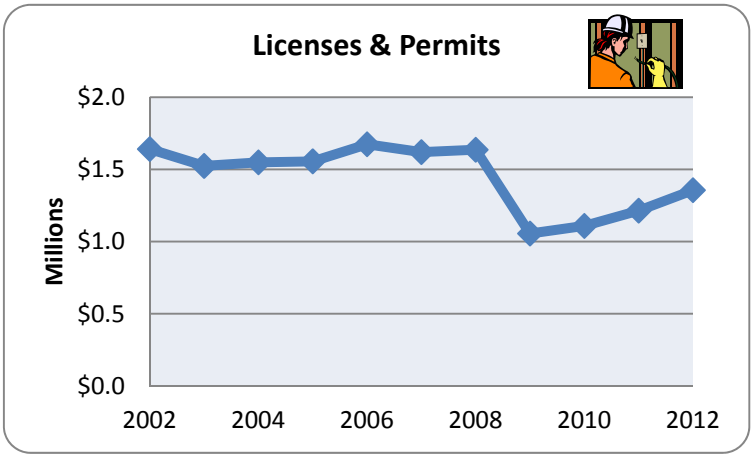
Property Taxes, Sales Taxes, and Franchise Taxes account for 69.23% of General Fund revenue for 2012/2013. Even with the addition of some new businesses, the City conservatively estimates sales tax revenues. This is due to competition in the area, and road construction around various businesses. Local economic indicators, such as the Consumer Price Index and employment data, are considered in making forecasting decisions, but actual current and historic collection trends serve as the basis for 2012/2013 revenue projections.

Other Revenues

Fines & Forfeitures are primarily revenues received by the City from the Court of Record for Class "C" misdemeanor violations occurring within the City limits. Fines and forfeitures account

for 5.89% of total General Fund Revenue. Library fines are also included in this category of revenue.

Licenses & Permits revenue includes fees charged by the City for business licenses and permits for general construction activities. Fees are charged for City inspection of electrical, plumbing, and mechanical installations. A fee is also charged for permits to drill natural gas wells. Licenses and permits account for 3.33% of General Fund revenue for fiscal year 2012/2013.



Service Charges include fees charged by the City for public use of services or facilities. Charges to developers for rezoning and plat review activities, and the sale of maps, are also included in this category of revenues. The Park & Recreation Department collects revenue from instructional classes, athletic events, public rentals, and sports tournaments. Ambulance fees are generated from the Mobile Intensive Care Units currently servicing the City. The EMS Division of the Fire Department coordinates the ambulance service for the City. Fees are established to recover some of the actual costs of providing the service. Service charges revenue projections for 2012/2013 comprise 7.82% of General Fund revenue.

Intergovernmental revenue sources account for 10.61% of total General Fund revenues. The Utility Fund reimburses the General Fund for a proportional share of operating costs that are absorbed by the General Fund applicable to the water and sewer services of the City. The Park Corporation reimburses the General Fund for indirect costs attributable to the Park Fund. The same is true for the General CIP funds, the Aquatic Park Enterprise Fund, and the Crime Control & Prevention District Fund. This category also includes revenue received from Haltom City, Watauga, and Richland hills for services provided as part of a consolidation of detention and communications program.

Miscellaneous revenues consist primarily of investment income, grants, and reimbursements. These revenue sources account for approximately 1.95% of total General Fund revenues. All funds of the City are invested according to a comprehensive investment policy. The primary objective of this policy is to protect investment principal. Interest earnings account for approximately 8.13% of this revenue source. General Fund interest is projected to be $64,516 for fiscal year 2012/2013.

Appropriations of Fund Balance consists of the authorized use of designated and undesignated reserves for one-time, non-recurring expenditures. For fiscal year 2012/13, the General Fund includes $20,000 in appropriations of fund balance. This appropriation has been established to assist in funding the city's Utility Assistance Program.

FISCAL YEAR 2012-2013
SCHEDULE 2 - SUMMARY OF REVENUES

GENERAL FUND

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
TAXES					
Current Property Taxes	$13,996,294	$14,123,314	$13,792,870	$13,939,167	$14,313,171
Delinquent Property Taxes	156,501	145,540	150,000	117,000	150,000
Penalty and Interest	146,161	145,895	131,000	131,000	130,000
Franchise Fees	3,877,335	4,260,653	4,091,265	4,182,003	4,181,450
Utility Fund Franchise Taxes	732,813	869,180	782,235	788,196	837,786
Sales Taxes	8,423,382	8,358,773	8,417,919	8,567,000	8,610,000
Mixed Beverages	118,253	128,007	90,000	100,000	100,000
Payment in Lieu of Taxes	354,623	355,439	355,585	355,585	356,279
SUB-TOTAL	$27,805,362	$28,386,801	$27,810,874	$28,179,951	$28,678,686
FINES AND FORFEITURES					
Municipal Court Fines	$2,282,241	$2,321,370	$2,285,750	$2,093,461	$2,079,032
Library Fines	73,883	73,637	75,000	74,000	74,000
Warrant & Arrest Fees	275,689	270,128	297,000	246,000	246,000
SUB-TOTAL	$2,631,813	$2,665,135	$2,657,750	$2,413,461	$2,399,032
LICENSES AND PERMITS					
Building Permits	$309,403	$426,952	$340,000	$645,003	$600,000
Electrical Permits	26,298	33,120	28,500	41,507	30,000
Plumbing Permits	54,576	74,525	55,000	94,447	60,000
Mechanical Permits	53,293	78,333	65,000	60,000	65,000
Gas Drilling Permits	239,500	322,500	200,000	55,000	57,500
Miscellaneous Permits	86,362	72,181	73,150	76,254	68,190
Apartment Inspection Fees	90,468	91,845	90,500	90,500	91,000
Curb & Drainage Insp. Fees	1,790	6,180	1,000	22,000	12,500
Re-Inspection Fees	1,392	4,424	1,500	1,614	1,500
License Fees	18,943	15,120	21,000	19,000	19,000
Contractor Registration Fees	85,361	67,822	60,000	75,000	75,000
Plan/Review/Application Fee	8,239	7,426	7,000	16,000	9,000
Animal License/Adoption Fees	50,699	50,772	49,300	51,000	52,000
Animal Control Impoundment	58,560	39,071	46,400	42,850	43,000
Crematorium Revenues	2,601	1,918	2,000	2,000	2,100
Auto Impoundment Fees	14,053	13,730	10,000	8,324	7,100
Food Service Permits	122,479	123,403	122,825	129,051	122,825
Food Managers School	26,840	28,206	26,100	25,000	26,000
Fire Inspection/Alarm Fees	15,994	14,789	14,400	14,224	14,000
Publicity Fees - Recreation	34,972	30,505	0	0	0
SUB-TOTAL	$1,301,823	$1,502,822	$1,213,675	$1,468,774	$1,355,715
CHARGES FOR SERVICE					
Park Facility Rental	$8,553	$9,418	$9,000	$9,150	$9,500
Recreation Center Rental	7,404	15,901	0	0	0
Ambulance Fees	1,917,292	2,232,111	2,000,893	2,282,272	2,576,350
Garbage Billing	315,231	327,389	325,000	331,000	335,000
Contributions	10,000	10,000	10,000	10,000	10,000
Recreation Fees	487,125	374,311	0	0	0
Cultural Arts	13,289	26,074	14,000	14,000	14,000
Athletic Revenue	97,617	70,162	106,891	90,109	108,585
Recreation Special Events	7,076	20,373	16,000	15,748	7,200
Planning & Zoning Fees	19,013	34,184	20,000	27,956	20,000
Sale of Accident Reports	12,688	9,921	10,000	7,680	8,000
Vital Statistics	80,967	69,043	74,000	65,000	70,000
Mowing	20,784	30,167	20,000	20,000	25,000
Fire Dept Certification/CPR Citizen Class	0	5,426	0	5,000	5,000
SUB-TOTAL	$2,997,039	$3,234,480	$2,605,784	$2,877,915	$3,188,635

FISCAL YEAR 2012-2013
SCHEDULE 2 - SUMMARY OF REVENUES

GENERAL FUND

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
INTERGOVERNMENTAL					
Indirect Costs:					
General CIP	$170,625	$179,156	$188,114	$188,114	$197,520
Utility Fund	1,637,816	1,719,707	1,805,692	1,805,692	1,895,977
Park & Rec Facilities Dev. Corp.	317,574	333,453	350,126	350,126	367,635
Aquatic Park Fund	118,422	124,343	130,560	130,560	137,088
Direct Costs					
General Fund Police Salaries	384,284	0	0	0	0
Consolidation Reimbursements	0	0	0	1,021,242	1,727,601
SUB-TOTAL	$2,628,721	$2,356,659	$2,474,492	$3,495,734	$4,325,821
MISCELLANEOUS					
Interest Income	$203,209	$177,473	$236,416	$127,148	$64,516
Radio Reimbursement	326,914	256,079	289,325	289,325	297,993
Sale of City Property	18	6,994	15,000	15,000	15,000
Grant Proceeds-Crim. Justice	252	0	15,000	15,000	15,000
Grant Proceeds-CDBG	0	49,154	19,750	26,858	19,750
Overtime Reimbursements	300	12,889	0	51,863	0
Teen Court Reimbursement	0	22,250	20,567	20,567	20,567
Tax Attorney Fees	67,523	60,152	65,000	65,000	65,000
Other Income	84,076	77,989	55,850	63,964	65,290
SRO Reimbursement (BISD)	181,547	165,328	125,366	125,366	82,875
Golf Course Loan Repayment	0	0	147,760	147,760	147,760
SUB-TOTAL	$863,839	$828,308	$990,034	$947,851	$793,751
APPROPRIATION - FUND BALANCE					
Legal Settlement & Litigation	$196,301	$0	$0	$0	$0
Insurance Reserve	115,800	0	0	0	0
Golf Course Equipment Loan	192,000	164,500	0	0	0
Golf Course Drainage Project Loan	200,000	0	0	0	0
Retirement Conversion	120,000	0	0	0	0
Court Technology Funds	232,885	0	0	14,185	0
Utility Assistance Program	64,500	20,000	20,000	20,000	20,000
Previous Year Encumbrances	206,646	256,974	0	474,331	0
SUB-TOTAL	$1,328,132	$441,474	$20,000	$508,516	$20,000
TOTAL REVENUES	$39,556,729	$39,415,679	$37,772,609	$39,892,202	$40,761,640

FISCAL YEAR 2012-2013
SCHEDULE 3 - SUMMARY OF EXPENDITURES

GENERAL FUND

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
City Council	$87,871	$74,869	$123,904	$123,904	$123,613
City Manager	$413,719	$474,547	$517,090	$523,519	$523,907
Communications					
Public Information	$201,324	$208,151	$215,418	$219,837	$218,281
Citicable	271,147	179,731	113,504	114,237	119,897
Total Communications	$472,471	$387,882	$328,922	$334,074	$338,178
City Secretary					
City Secretary	$252,602	$262,081	$281,389	$284,580	$295,602
Record Management	195,941	156,269	161,504	163,137	159,101
Total City Secretary	$448,543	$418,350	$442,893	$447,717	$454,703
Legal	$517,378	$473,719	$348,104	$348,104	$338,509
Human Resources	$107,312	$118,975	$112,998	$113,961	$128,322
Finance					
Accounting & Administration	$488,284	$502,205	$501,765	$505,527	$503,004
Purchasing	211,677	217,049	222,881	225,066	203,797
Total Finance	$699,961	$719,254	$724,646	$730,593	$706,801
Budget & Research					
Budget	$85,907	$87,290	$88,759	$89,555	$108,545
Tax	224,315	218,111	223,234	223,833	225,879
Internal Audit	45,051	46,453	47,254	46,980	45,948
Total Budget & Research	$355,273	$351,854	$359,247	$360,368	$380,372
Municipal Court					
Administration/Prosecution	$382,948	$375,315	$379,149	$392,009	$389,000
Court Records	396,216	414,903	452,689	458,500	442,319
Warrants	340,969	353,293	376,225	380,292	382,333
Teen Court	62,120	80,852	89,856	90,586	91,275
Total Municipal Court	$1,182,253	$1,224,363	$1,297,919	$1,321,387	$1,304,927
Planning and Development					
Administration	$83,826	$87,402	$87,762	$138,089	$89,370
Inspections	531,447	551,713	604,938	609,892	703,565
Planning	261,818	126,623	143,038	143,590	149,616
Total Planning and Development	$877,091	$765,738	$835,738	$891,571	$942,551
Economic Development	$180,261	$161,426	$246,696	$284,734	$298,056
Library					
General Services	$213,877	$222,180	$235,599	$238,126	$236,513
Public Services	869,244	856,832	897,479	908,900	908,012
Technical Services	772,845	800,596	817,124	827,493	848,403
Total Library	$1,855,966	$1,879,608	$1,950,202	$1,974,519	$1,992,928

FISCAL YEAR 2012-2013
SCHEDULE 3 - SUMMARY OF EXPENDITURES

GENERAL FUND

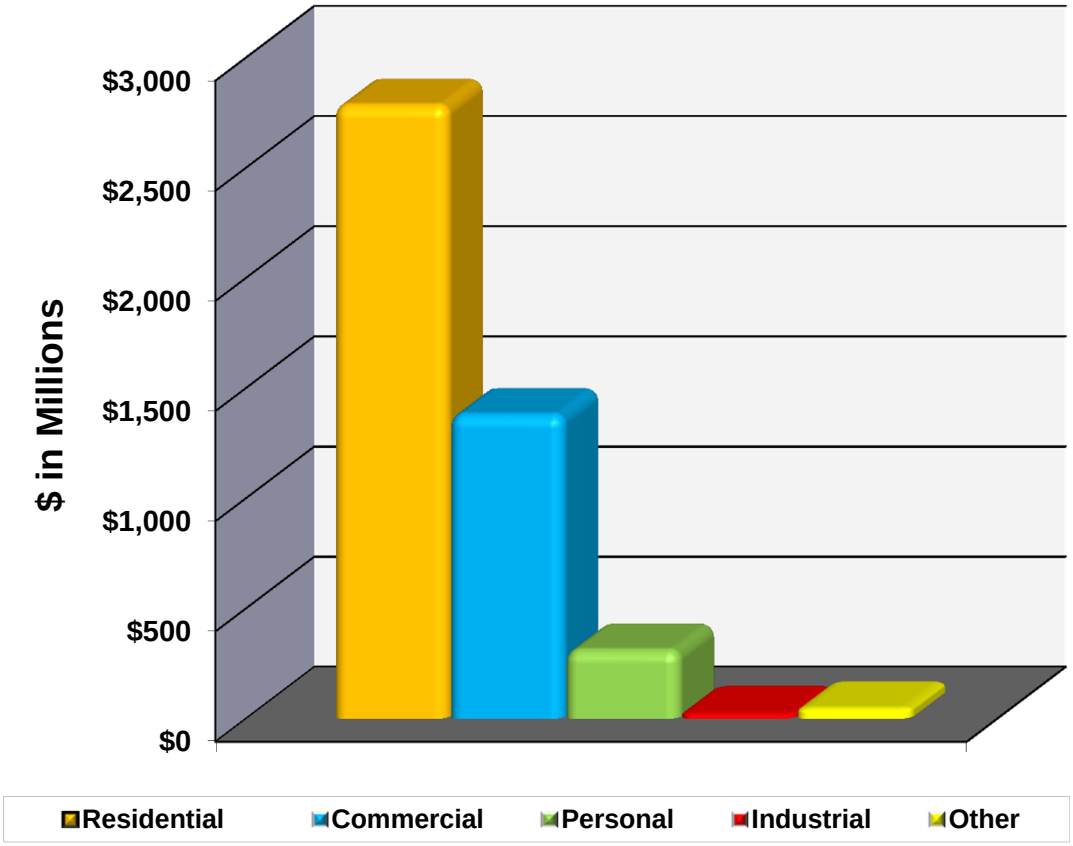
	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
Neighborhood Services					
Neighborhood Resources	$270,959	$286,337	$295,886	$301,314	$306,822
Humane Division	574,527	610,667	648,526	662,861	662,664
Consumer Health	266,663	279,090	285,584	289,404	290,653
Code Compliance	276,136	342,128	356,368	361,762	332,269
Special Programs	2,440	0	0	0	0
Total Neighborhood Services	$1,390,725	$1,518,222	$1,586,364	$1,615,341	$1,592,408
Public Works					
General Services	$125,532	$140,921	$139,321	$139,983	$141,202
Traffic Control	922,220	863,036	1,016,443	1,152,014	1,070,375
Street & Drainage	2,366,746	2,112,230	2,401,415	2,387,021	2,415,738
Total Public Works	$3,414,498	$3,116,187	$3,557,179	$3,679,018	$3,627,315
Parks & Recreation					
General Services	$150,188	$157,363	$165,012	$166,920	$167,582
Parks Maintenance	999,329	794,628	872,960	880,458	946,373
Recreation Services	765,574	756,047	487,102	502,102	487,102
Athletic Program Services	154,935	152,106	124,602	124,602	154,930
Senior Adult Services	171,326	181,370	196,524	198,700	228,333
Youth Outreach & Cultural	128,472	139,567	136,280	137,479	49,982
Total Parks & Recreation	$2,369,824	$2,181,081	$1,982,480	$2,010,261	$2,034,302
Police					
General Services	$666,520	$703,061	$719,065	$726,136	$794,516
Administrative Services	748,312	711,962	717,069	725,100	635,514
Criminal Investigation	1,958,781	2,048,956	2,042,104	2,067,416	2,123,269
Uniform Patrol	4,412,490	4,600,006	4,825,910	4,880,075	4,931,218
Technical Services	448,712	467,839	457,581	136,027	0
Detention Services	402,953	372,294	422,131	1,117,235	1,377,349
Property Evidence	285,282	311,845	307,269	323,910	337,208
Communications	856,482	892,576	948,045	1,297,026	1,987,453
Total Police	$9,779,532	$10,108,539	$10,439,174	$11,272,925	$12,186,527
Emergency Management	$691,772	$800,912	$790,811	$920,317	$763,584
Fire Department					
General Services	$327,603	$340,030	$352,107	$355,051	$347,492
Operations	7,465,294	7,788,260	7,846,141	7,941,674	7,888,780
Emergency Medical	634,025	870,399	983,452	1,086,786	1,115,430
Fire Inspections	479,155	486,488	487,200	502,536	587,113
Fleet Services - Fire	172,515	0	0	0	0
Total Fire	$9,078,592	$9,485,177	$9,668,900	$9,886,047	$9,938,815
Building Services	$491,893	$702,973	$673,270	$673,270	$678,270
Non-Departmental	$2,324,365	$1,327,013	$1,678,440	$2,067,095	$2,140,102
SUB-TOTAL DEPARTMENTS	$36,739,300	$36,290,689	$37,664,977	$39,578,725	$40,494,190

FISCAL YEAR 2012-2013
SCHEDULE 3 - SUMMARY OF EXPENDITURES

GENERAL FUND

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
RESERVES & OTHER EXPENDITURES					
Reserve for Capital Improvements	$50,000	$611,896	$50,000	$50,000	$50,000
Reserve for Street Maintenance	$0	$0	$0	$0	$0
Transfer to CCD	$250,000	$0	$0	$0	$0
Transfer to Information Services	$0	$0	$0	$70,085	$69,883
Transfer to Special Investigations	$0	$0	$0	$0	$0
Golf Course Equipment Replacement	$192,000	$164,500	$0	$0	$0
Golf Course Drainage Project Loan	$200,000	$0	$0	$0	$0
Legal Settlement	$242,500	$1,095,254	$0	$7,750	$0
Reserve for Self Insurance Fund	$215,800	$0	$0	$0	$0
Reserve for Building Services Fund	$200,000	$0	$0	$0	$0
Reserve for Equipment Services Fund	$200,000	$18,787	$0	$0	$0
Reserve for PEG Fee	$0	$0	$0	$131,667	$133,000
Transfer to Capital Projects	$323,129	$250,000	$0	$45,331	$0
SUB-TOTAL RESERVES AND OTHER	$1,873,429	$2,140,437	$50,000	$304,833	$252,883
SUB-TOTAL EXPENDITURES	$38,612,729	$38,431,126	$37,714,977	$39,883,558	$40,747,073
TOTAL EXPENDITURES	$38,612,729	$38,431,126	$37,714,977	$39,883,558	$40,747,073
BALANCE	$944,000	$984,553	$57,632	$8,644	$14,567

Sources of Ad Valorem Tax Value
Fiscal Year 2012/2013



Tarrant Appraisal District assesses property tax value for the City of North Richland Hills. As of July 25, 2012, the City's total appraised value was $4.55 billion. Net taxable value was $3.73 billion. Net taxable value is used to calculate the total tax levy for the City with the adopted tax rate of $0.61 cents on $100 value. As illustrated in this chart, approximately 61% of the City's property value is from residential property, 30% from commercial value and 6% from personal property value. The remaining 3% of the value is from industrial and various other types of property value.

FISCAL YEAR 2012-2013

SCHEDULE 4 - SUMMARY OF PROPERTY TAX REVENUE AND DISTRIBUTION

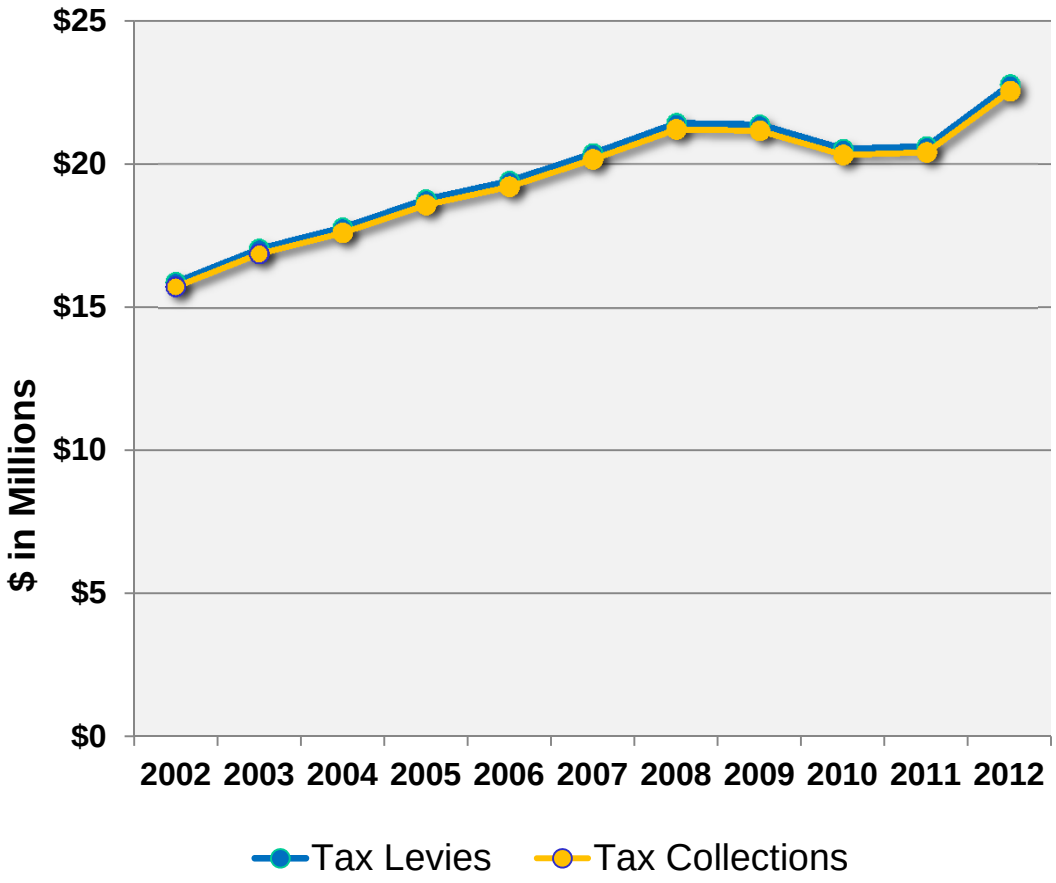
NET TAXABLE VALUE:	
Total Appraised Value as of July 25, 2012	$4,551,304,952
Less Exemptions:	
Absolute Exemption	(288,008,088)
Cases Before ARB	(79,845,245)
Incomplete Accounts	(33,770,343)
Disabled Veteran	(13,794,917)
Over 65	(137,116,685)
Homestead	(331,789,258)
Disabled Persons	(8,039,630)
Less:	
Personal Property Nominal Value Loss	
Prorated Absolute	(436,720)
Agricultural Value Loss	(9,862,080)
Freeport Inventory Value Loss	(198,395)
Pollution Control/Prorated Absolute	(206,640)
Nominal Value Acounts	0
Total Reduction to Values	($903,068,001)
Add: Estimated Minimum ARB protested values	54,001,719
Incomplete Property	30,493,090
ESTIMATED NET TAXABLE VALUE JULY 25th	$3,732,731,760

ESTIMATED PROPERTY TAX COLLECTIONS:	
Net Taxable Value	$3,732,731,760
Proposed Tax Rate per $100 Valuation	$0.61
Estimated Total Tax Levy at 100% Collection	$22,769,664
Less Estimated 1% for Uncollectable	(227,697)
Less TIF Transfer	(1,368,089)
Less Debt Service Transfer	(6,860,707)
TOTAL ESTIMATED PROPERTY TAX COLLECTIONS(Operations) 99%	$14,313,171

TAX RATE DISTRIBUTION SCHEDULE:	**% of Total Tax Rate**	**Tax Rate Distribution**
General Fund - Maintenance & Operations	57.6%	$0.351076
Debt Service Fund and TIFs	42.4%	$0.258924
TOTAL DISTRIBUTION OF TAX RATE	100%	$0.610000

DISTRIBUTION OF ESTIMATED TAX REVENUE:	**100% Collection**	**Projected Collection**
Transfer to Debt Service Fund	$8,228,796	$8,228,796
General Fund - Maintenance & Operations	14,540,868	14,313,171
TOTAL ESTIMATED TAX REVENUE	$22,769,664	$22,541,967

Property Tax Levies and Current Tax Collections Tax Years 2002-2012



As this chart indicates, the City has a very high percentage of tax collection to tax levy. In each of these years, the City has collected 98% or more of the tax levy. In tax years 2002-2012, 99% or more of the tax levy was collected.

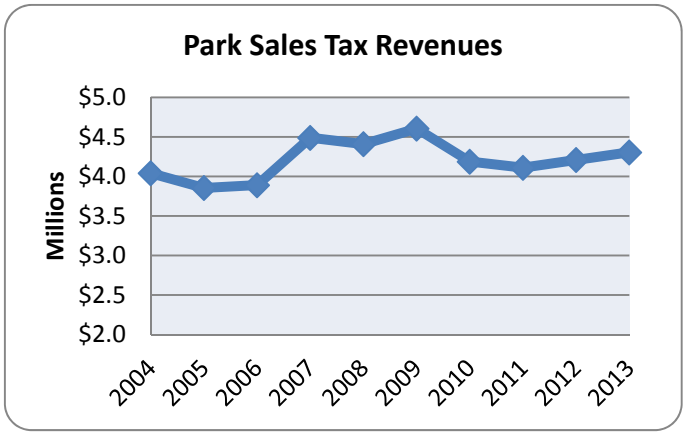
FISCAL YEAR 2012-2013
SCHEDULE 5 - SUMMARY OF REVENUES AND EXPENDITURES

GENERAL DEBT SERVICE FUND

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
REVENUES					
General Debt Service Taxes	$5,800,000	$4,925,000	$5,274,542	$5,274,542	$6,860,707
TIF #1 and #2 Taxes	1,513,453	1,396,383	1,350,000	1,252,084	1,368,089
SUB-TOTAL AD VALOREM TAXES	$7,313,453	$6,321,383	$6,624,542	$6,526,626	$8,228,796
Transfer In From:					
Drainage Utility	$819,310	$910,629	$852,534	$852,534	$636,851
Park & Rec. Facilities Dev. Corp.	173,768	44,100	357,130	357,130	364,343
Fleet Services Fund	0	0	397,790	397,790	380,112
Facilities Services Fund	0	0	20,206	20,206	20,752
Gas Development Fund	346,084	439,881	439,881	439,881	0
SUB-TOTAL TRANSFER IN	$1,339,162	$1,394,610	$2,067,541	$2,067,541	$1,402,058
Other					
Bond Issuance Premium	$0	$2,130,000	$0	$3,078,413	$0
Interest Income	23,295	18,069	0	11,446	12,370
City of Watauga, CIP Participation	82,852	82,853	82,853	82,853	82,853
Appropriation of Fund Balance	862,259	589,947	0	0	94,631
SUB-TOTAL OTHER	$968,406	$2,820,869	$82,853	$3,172,712	$189,854
TOTAL REVENUES	$9,621,021	$10,536,862	$8,774,936	$11,766,879	$9,820,708
EXPENDITURES					
Existing Bonds & C.O.'s	$7,623,270	$6,250,499	$6,935,055	$6,931,994	$7,905,776
Existing Loans	416,432	439,881	439,881	439,881	439,843
TIF #1 and #2 Funding	1,513,453	1,396,383	1,350,000	1,252,084	1,368,089
Issuance Costs/Paying Agent Fees	67,866	152,138	50,000	160,012	107,000
Bond Defeaseance / Refunding	0	2,297,961	0	2,956,624	0
TOTAL EXPENDITURES	$9,621,021	$10,536,862	$8,774,936	$11,740,595	$9,820,708
BALANCE	$0	$0	$0	$26,284	$0

Overview of the Park and Recreation Facilities Development Fund

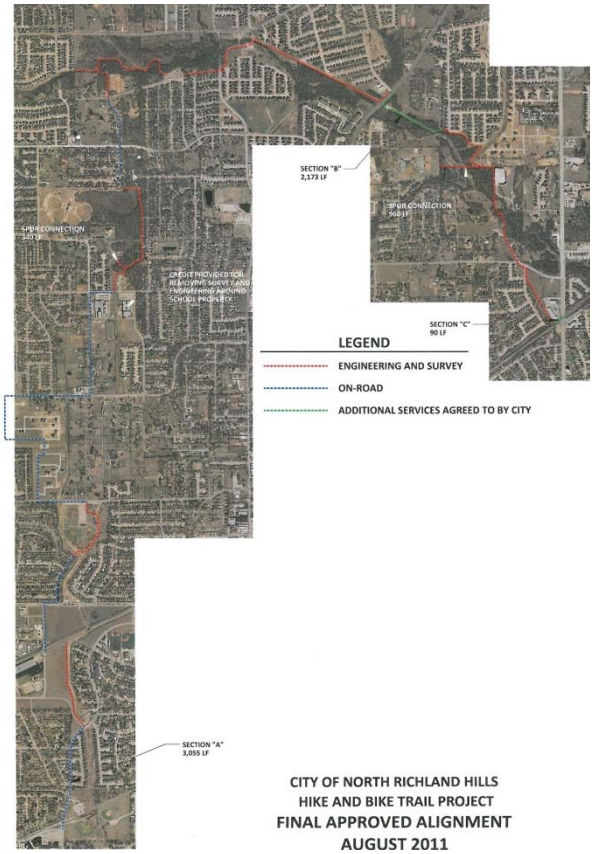
The Park Development Fund's sales tax revenue projection for 2012/2013 is $4,305,000. Tennis Center revenues, which are also included in this fund, are projected to be $363,400. Tennis Center expenditures are projected to increase slightly from prior year adopted to $606,376. Revenues for the NRH Centre are projected to be $2,776,842 for the first full year of its operations. Expenditures for the new recreation center for that same period of time are projected to be $2,633,060.



The Park Development Fund has issued approximately $13 million in revenue bonds that are supported by sales tax revenues. The bonds were used to purchase park land and construct major facilities, such as the NRH_2O, Green Valley Community Park, Stormy Plaza and Richland Tennis Center. Current and future projects, and debt service on the bonds, are financed using sales tax revenues. The City has collected over $70 million in sales tax since 1993. Listed below are some of the projects currently under design or construction.

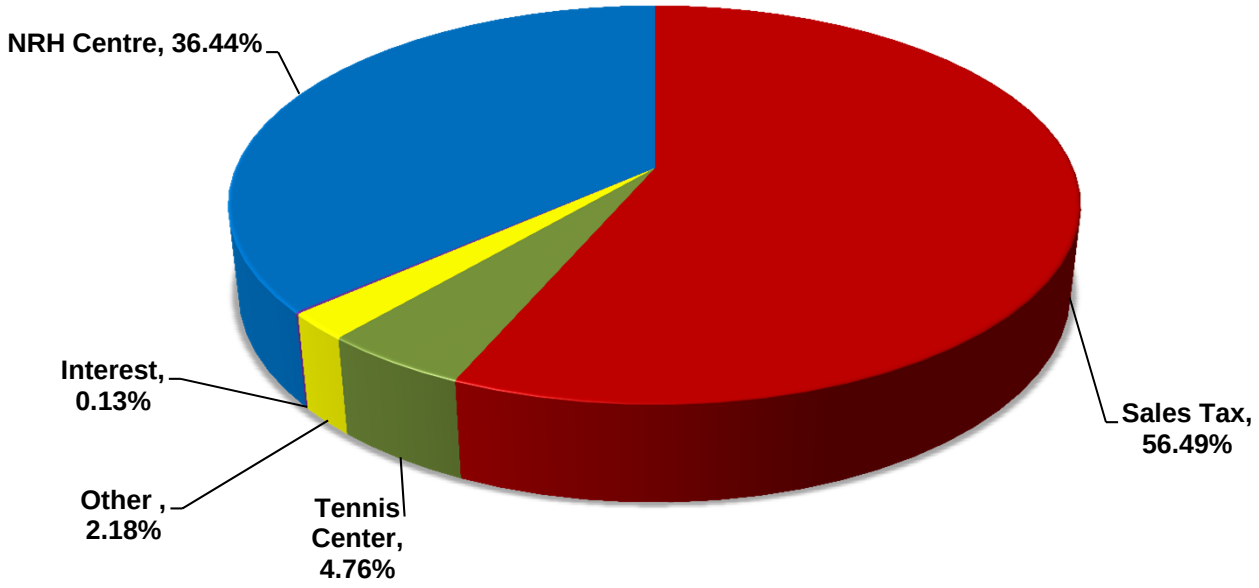
NRH Centre–The new facility opened in April 2012 and exceeded FY2012 adopted memberships projections and overall revenue. The facility is averaging more than 1,200 people per day and the Senior Center is averaging an additional 150 visits each day. The 86,000 square foot recreation center includes indoor aquatic features, double gymnasium, expansive fitness areas, indoor walking track, banquet/meeting room space, kitchen facilities and senior center area. Projected revenue for FY 2013 is $2,776,842 with expenditures projected at $2,663,060.

Little Bear Creek and Calloway Multi-Use Trails – This project provides for the design and construction of a 10-foot wide multi-use trail along the Little Bear Creek drainage corridor between Precinct Line Road and Little Bear Creek Park at the northwest limits of the City. The project also provides for the design and construction of the Calloway Trail, located within the Calloway Branch drainage corridor between Richland High School and Little Bear Creek Trail. Funded through the ISTEA program, with additional funding provided through the Parks 4B Sales tax, construction of the projects are projected to begin in early 2013. These two trails will provide major linkages to the city wide trail system and will complete the 1994 Trail Master Plan. The projects have been delayed over the past few years to acquire individual easements, acquisitions, and right-of-way parcels needed for the trails. Substantial completion is scheduled for May, 2014.

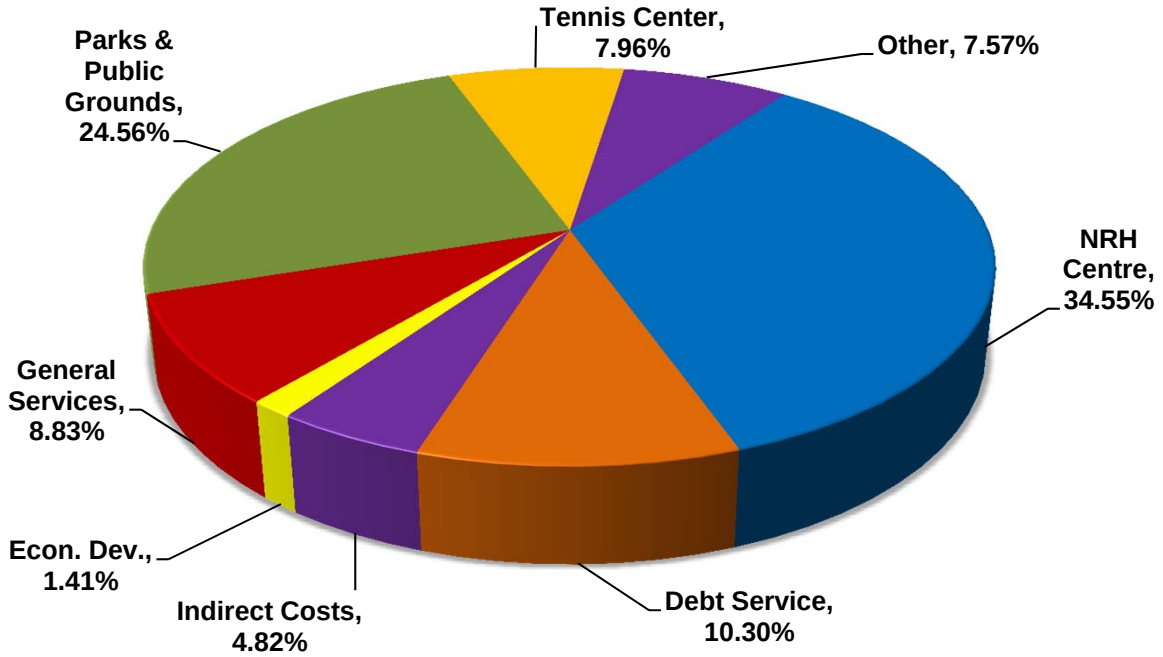


Parks Infrastructure Maintenance - This project provides infrastructure maintenance in response to use and age. The Parks and Recreation Department developed an Asset Management Plan for park amenities (trails, trees, playgrounds, fences, roofs, HVACs, etc.). The plan addresses long term funding needs for replacement and renovation, demonstrating responsible stewardship of property assets by the City on behalf of its citizens. FY2012/13 improvements include renovation of dugouts and backstop replacement at Richfield Park, re-lamping of several ball field lights, replacement of playground equipment and repairs to the Cotton Belt Trail bridge.

2012/13 Park and Recreation Fund Revenue
$7,620,861
"Where the money comes from…"



2012/13 Park and Recreation Fund Expenditures
$7,620,861
"Where the money goes…"



FISCAL YEAR 2012-2013
SCHEDULE 6 - SUMMARY OF REVENUES

PARK AND RECREATION FACILITIES DEVELOPMENT FUND

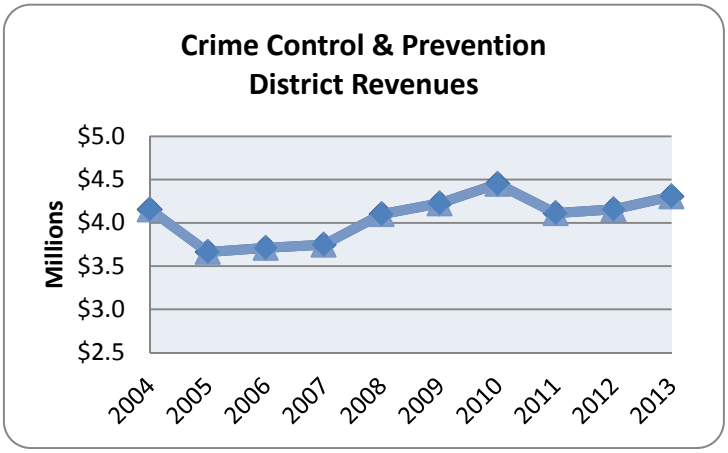
	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
REVENUES					
Sales Tax	$4,211,692	$4,179,388	$4,208,960	$4,283,500	$4,305,000
Interest Income	16,900	11,060	13,337	7,018	9,671
Youth Assn. Maintenance Fees	85,917	55,976	61,500	45,140	43,200
Tennis Center Revenue	309,560	362,375	323,227	334,227	363,400
Transfer in from Aquatic Park Fund	62,400	64,896	68,141	68,141	71,548
Park Impact Fees	37,200	75,419	50,000	178,428	50,000
Insurance	21,548	0	0	25,000	0
Other Income	55,384	12,122	500	64,713	1,200
Recreation Revenue Prior to 4/2012	0	0	153,347	151,636	0
SUB-TOTAL	$4,800,601	$4,761,236	$4,879,012	$5,157,803	$4,844,019
NRH CENTRE					
Memberships / Drop-In Passes	$0	$0	$660,429	$1,061,384	$1,386,900
Fitness	0	0	155,541	156,196	302,290
Recreation / Sports	0	0	224,519	214,519	273,890
Grand Hall Rental	0	0	105,000	48,282	141,520
Catering & Event Fees	0	0	40,000	40,000	40,000
Aquatic Programs	0	0	22,680	22,680	53,360
Pool Rental	0	0	3,000	3,000	3,000
Gym Rental	0	0	3,120	1,000	3,100
Concessions/Merchandise	0	0	4,300	8,500	13,000
Special Events	0	0	1,000	1,000	10,000
Other	0	0	27,200	27,200	62,680
General Fund	0	0	487,102	487,102	487,102
SUB-TOTAL	$0	$0	$1,733,891	$2,070,863	$2,776,842
SUB-TOTAL REVENUES	$4,800,601	$4,761,236	$6,612,903	$7,228,666	$7,620,861
APPROPRIATION OF FUND BALANCE					
Appropriation of Fund Balance	$0	$0	$122,883	$122,883	$0
Appropriation - PY Encumbrances	0	26,154	0	39,904	0
Revenue Bond Fund Balance	0	0	460,046	460,046	0
SUB-TOTAL	$0	$26,154	$582,929	$622,833	$0
TOTAL REVENUES	$4,800,601	$4,787,390	$7,195,832	$7,851,499	$7,620,861

FISCAL YEAR 2012-2013
SCHEDULE 6 - SUMMARY OF EXPENDITURES

PARK AND RECREATION FACILITIES DEVELOPMENT FUND

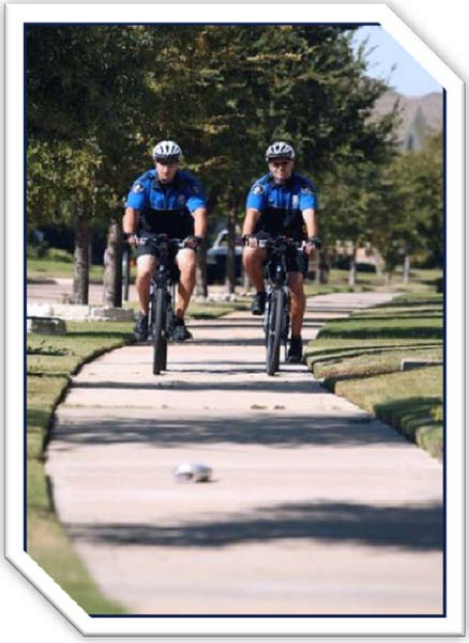
	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
EXPENDITURES					
OPERATING					
Park Facilities Development Admin.	$606,869	$636,781	$650,440	$657,949	$672,753
Parks & Public Grounds	1,449,414	1,714,670	1,852,677	1,902,428	1,871,326
Tennis Center Operations	540,305	571,836	595,146	603,117	606,376
Recreation Exp. Prior to 4/2012	0	0	438,422	440,141	0
SUB-TOTAL	$2,596,588	$2,923,287	$3,536,685	$3,603,635	$3,150,455
NRH CENTRE					
Center Management	$0	$0	$349,054	$366,733	$634,538
Fitness	0	0	242,279	593,939	319,794
Building Operations	0	0	92,248	92,248	174,637
Aquatic	0	0	307,932	307,932	567,139
Recreation Sports	0	0	221,729	221,729	300,848
Event Center	0	0	148,436	148,436	206,054
Building Services	0	0	304,075	304,075	430,050
SUB-TOTAL	$0	$0	$1,665,753	$2,035,092	$2,633,060
OTHER & RESERVES					
Debt Service - Revenue Bonds	$995,811	$1,119,401	$1,109,626	$1,109,573	$420,789
Debt Service - CO's	173,768	44,100	357,130	357,130	364,343
Indirect Costs	317,574	333,453	350,126	350,126	367,635
Non-Departmental	113,000	22,482	60,064	37,467	81,194
Reserve for Capital	0	0	0	213,117	351,978
Reserve for Economic Development	119,656	104,485	105,224	107,088	107,625
Reserve for NRH Centre	0	0	0	38,271	143,782
SUB-TOTAL	$1,719,809	$1,623,921	$1,982,170	$2,212,772	$1,837,346
TOTAL EXPENDITURES	$4,316,397	$4,547,208	$7,184,608	$7,851,499	$7,620,861
BALANCE	$484,204	$240,182	$11,224	$0	$0

Overview of the Crime Control and Prevention District



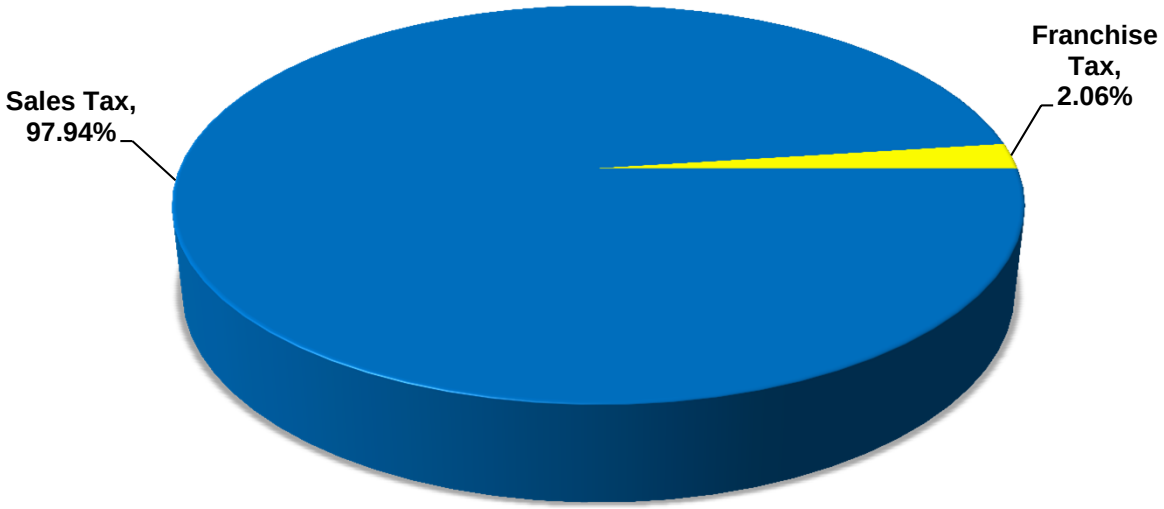
The Crime Control & Prevention District (CCD) is a sales tax supported fund. This revenue source allows the City to provide funding for Police personnel and capital equipment that would not be available through the normal budget process. Some of the benefits that our citizens receive from this tax are programs targeted to strengthen gang intervention activities, programs to enhance neighborhood and business crime watch initiatives, programs to enforce domestic violence problems and to reduce times for emergency calls. Sales tax revenues are projected to be $4,305,000 for 2012/2013.

The half-cent sales tax for the CCD became effective on July 1, 1996. The City began receiving sales tax on October 1, 1996. The referendum to continue the Crime Control tax went to the voters in May 2001. The referendum passed reauthorizing the Crime Control & Prevention District for an additional ten years. The District was renewed by voters for an additional twenty years at the second continuation referendum held on May 8, 2010. Projected receipts for the Crime Control & Prevention District half cent sales tax are slightly lower than projections for the Park Development Fund half cent sales tax because residential utilities are not taxed by the CCD. A 1% increase in gas franchise fees from 4% to 5% was approved by the City Council in September 2008 and the additional 1% was to dedicated to the CCD. Collection of the additional 1% in franchise fees began February 2009.

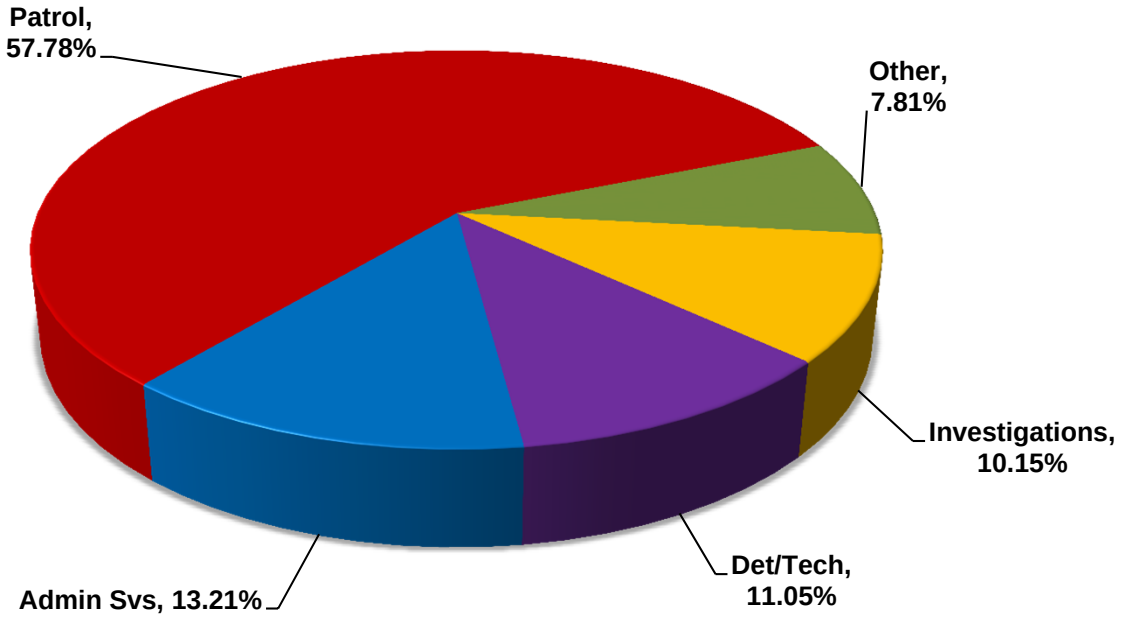


Revenues generated by the CCD provide relief to the General Fund for expanded crime prevention and enforcement activities. The tax also provides an opportunity for the City Council to maintain the ad valorem tax rate at $0.61 per $100 valuation.

2012/13 Crime Control and Prevention Fund Revenue
$4,395,500
"Where the money comes from…"



2012/13 Crime Control and Prevention Fund Expenditures
$4,395,500
"Where the money goes…"



FISCAL YEAR 2012-2013
SCHEDULE 7 - SUMMARY OF REVENUES AND EXPENDITURES

CRIME CONTROL AND PREVENTION DISTRICT

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
REVENUES					
Sales Tax	$3,793,206	$4,107,251	$4,155,713	$4,208,960	$4,305,000
Franchise Tax	79,328	68,846	90,515	90,500	90,500
Interest Income	8,692	2,233	1,988	1,987	0
Transfer from General Fund	250,000	0	0	0	0
Other	1,200	0	0	0	0
Previous Year Encumbrances	0	0	0	0	0
Loan from Transition Fund	188,057	0	0	0	0
TOTAL REVENUES	$4,320,484	$4,178,330	$4,248,216	$4,301,447	$4,395,500
EXPENDITURES					
OPERATING					
Administration	$70,395	$71,604	$72,429	$72,951	$0
Administrative Services	561,465	568,092	656,973	664,287	580,389
Investigations	327,455	331,906	357,338	361,832	446,225
Uniform Patrol	2,308,798	2,508,073	2,399,310	2,417,360	2,539,899
Techinical Services	101,443	21,584	21,294	428,023	485,724
Detention Services	305,847	333,436	347,309	51,993	0
Property Evidence	84,379	88,977	98,705	99,669	101,825
Communications	117,885	78,323	159,087	29,568	0
Transfer to Information Services	0	0	0	0	0
SUB-TOTAL	$3,877,667	$4,001,995	$4,112,445	$4,125,683	$4,154,062
OTHER & RESERVES					
Indirect Costs	$0	$0	$0	$0	$0
Police Dept. Salary Increases-General	384,284	0	0	0	0
Partner Agency Funding	11,725	11,725	11,725	11,725	40,505
Reserve for Transition	0	0	0	0	0
Other	46,808	49,149	124,046	72,790	121,787
Reserves	0	0	0	91,249	79,146
SUB-TOTAL	$442,817	$60,874	$135,771	$175,764	$241,438
TOTAL EXPENDITURES	$4,320,484	$4,062,869	$4,248,216	$4,301,447	$4,395,500
BALANCE	$0	$115,461	$0	$0	$0

Overview of
Special Revenue Funds

Promotional Fund - The Promotional Fund provides economic development services for the City. This fund is supported by a 7% hotel/motel occupancy tax, which was established by a state law by which municipalities are allowed to assess a tax of up to 7% for hotel/motel occupancy. This revenue source is used to promote tourism and to attract new industry and business to the City. It is estimated that the Promotional Fund will receive occupancy tax proceeds in the amount of $210,500 for fiscal year 2012/2013. Interest income is projected to be $2,034. Total Promotional Fund revenues for the new fiscal year are projected to be $212,534. Total expenditures are projected to be $211,528 with no unusual expenditures anticipated.

Donations Fund – The Donations Fund derives a significant portion of its revenue from a $1.50 contribution made by citizens and commercial businesses through monthly City utility bills. Donation fund revenue also includes other donations and investment income. Revenue projections for 2012/2013 are $200,201. These contributions are allocated for library needs, humane services, and public art. Budgeted expenditures for 2012/2013 are $151,297.

Special Investigation Fund – Revenue for this fund is received from Federal and State forfeited funds and reimbursement from neighboring cities involved in the Mobile Data Terminal (MDT) program, and the Automated Fingerprint Identification System (AFIS) program. Revenues from forfeited funds are dependent on which cases go to court and whether or not a judge releases funds to the City. These revenues fluctuate year to year depending on cases involving court awards. The Special Investigation Fund includes an appropriation of fund balance of $260,477 for fiscal year 2012/13. These are unobligated forfeited funds received in previous years used for one-time, non-recurring expenditures. Total revenues, including the appropriation of fund balance, are projected to be $550,904. Total expenditures are projected to be $550,904 for fiscal year 2012/2013.

Drainage Utility Fund – This fund accounts for the monthly fees charged to residents and businesses to pay for the cost of drainage improvements throughout the City. The fee is based on a residential or commercial unit's usage of drainage facilities. The fee varies slightly based on zoning category. Transfers are made to the Debt Service Fund to pay for principal and interest on bonds approved by voters for drainage improvements. The estimated transfer for 2012/2013 is $774,221. Total revenues are budgeted at $855,066, which includes interest income of $6,066.

Gas Development Fund – Revenue for the Gas Development Fund is generated from natural gas development. In June 2006 City Council adopted a resolution creating a conservative policy on the use of natural gas development revenues. The policy was established to avoid over-reliance on these revenues and to establish how the revenues would be used. Caution was taken in considering uses for gas revenues because it is difficult to predict well production and long term production normally means the production decreases over time. In general the policy guidelines establish three areas for using the money: (1) to bridge the gap of sales tax revenue reductions, (2) to use "one time" revenues for projects or non-recurring capital needs, and (3) to use the revenues for expanding the City's economic base and for economic development. Total revenue projected for fiscal year 2012/2013 is $600,276, which includes an appropriation of reserves in the amount of $439,843. This is the planned usage of general purpose designated reserves. These reserves will fund a $439,843 transfer to the Debt Service Fund for payment of a commercial loan used for strategic land acquisition related to economic development

Traffic Safety Fund - Revenue for the Traffic Safety Fund is generated from Red light camera fines located at nine intersections along Rufe Snow Drive and Davis Boulevard. In November 2006 City Council adopted a resolution creating a conservative policy on the use of traffic safety fine revenues. Per State law effective September 1, 2007 these revenues after allowable expenditures must be split fifty-fifty with the State. The camera fine revenue in 2012/2013 is expected to be $872,000. The proposed net fine revenues are $114,111 after deducting proposed contractor payments and program administration expenditures of $757,889. Once subtracting the state's portion, the city will have $57,055 available for city traffic safety activities and projects projected in fiscal year 2012/13.

FISCAL YEAR 2012-2013
SCHEDULE 8 - SUMMARY OF REVENUES AND EXPENDITURES

PROMOTIONAL FUND

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
REVENUES					
Occupancy Tax Proceeds	$240,387	$238,084	$206,000	$216,028	$210,500
Penalties & Interest	0	326	350	131	0
Interest Income	2,638	1,992	3,113	1,755	2,034
Other Income	0	0	0	0	0
Appropriation of Fund Balance	0	0	0	0	0
Prior Year Encumbrances	0	0	0	12,350	0
SUB-TOTAL	$243,025	$240,402	$209,463	$230,264	$212,534
TOTAL REVENUES	$243,025	$240,402	$209,463	$230,264	$212,534
EXPENDITURES					
Economic Development	$218,059	$163,725	158,333	171,028	106,051
Cultural & Leisure	0	0	0	0	104,366
Non-Departmental	147	154	499	154	1,111
SUB-TOTAL	$218,206	$163,879	$158,832	$171,182	$211,528
TOTAL EXPENDITURES	$218,206	$163,879	$158,832	$171,182	$211,528
BALANCE	$24,819	$76,523	$50,631	$59,082	$1,006

FISCAL YEAR 2012-2013
SCHEDULE 9 - SUMMARY OF REVENUES AND EXPENDITURES

DONATIONS FUND

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
REVENUES					
Contributions					
NRH Water Bills	$86,058	$87,452	$87,692	$87,692	$88,692
Shelter Fund	3,656	6,165	9,000	4,350	5,500
SUB-TOTAL	$89,714	$93,617	$96,692	$92,042	$94,192
Donations					
Spay/Neuter	$13,289	$10,679	$15,000	$15,000	$15,000
Duncan	15,000	15,020	15,000	15,000	15,000
Santa Cops	12,665	5,835	5,500	4,200	4,000
SUB-TOTAL	$40,954	$31,534	$35,500	$34,200	$34,000
Proceeds					
Animal Services	$0	$0	$0	$0	$0
Library Book Sale	9,497	9,012	11,000	10,000	10,500
Coffee Bar Proceeds	0	0	1,000	0	0
SUB-TOTAL	$9,497	$9,012	$12,000	$10,000	$10,500
Other					
Interest Income	$8,045	$4,967	$9,093	$4,439	$4,509
Other Income	36,399	42,152	54,500	48,500	57,000
SUB-TOTAL	$44,444	$47,119	$63,593	$52,939	$61,509
SUB-TOTAL REVENUES	$184,609	$181,282	$207,785	$189,181	$200,201
APPROPRIATION OF FUND BALANCE					
Appropriation of Fund Balance	$13,212	$0	$0	$0	$0
SUB-TOTAL	$13,212	$0	$0	$0	$0
TOTAL REVENUES	$197,821	$181,282	$207,785	$189,181	$200,201
EXPENDITURES					
Library - Book Collection	$56,600	$55,596	$60,000	$63,383	$59,988
Neighborhood Services					
Code Enforcement NIP Program	438	0	0	0	0
Animal Services	13,478	12,623	22,010	22,010	25,310
Keep NRH Beautiful	11,512	12,371	14,999	14,999	14,999
Municipal Court - Teen Court	0	0	3,000	3,000	3,000
Parks - Special Events and Arts	44,548	21,292	51,000	51,000	36,000
Police Department	4,857	9,982	13,000	22,000	12,000
SUB-TOTAL	$131,433	$111,864	$164,009	$176,392	$151,297
TOTAL EXPENDITURES	$131,433	$111,864	$164,009	$176,392	$151,297
BALANCE	$66,388	$69,418	$43,776	$12,789	$48,904

FISCAL YEAR 2012-2013
SCHEDULE 10 - SUMMARY OF REVENUES AND EXPENDITURES

SPECIAL INVESTIGATION FUND

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
REVENUES					
Forefeited Funds	$232,054	$183,295	$225,000	$151,000	$136,000
AFIS Reimbursements	5,202	10,719	12,000	12,100	13,500
Radio System Reimbursements	0	0	34,500	34,500	0
911 Telecom	0	60,377	0	83,521	120,000
Interest Income	6,241	3,873	6,045	3,545	2,323
Other Income	576	0	0	0	18,604
Appropriation - PY Encumbrances	0	0	0	0	0
Appropriation of Fund Balance	0	0	283,368	231,874	260,477
TOTAL REVENUES	$244,073	$258,264	$560,913	$516,540	$550,904
EXPENDITURES					
Federal Forefeited Funds	$180,902	$150,528	$286,700	$286,700	$234,500
State Forfeitured Funds	0	0	63,300	63,300	63,300
Local Forfeited Funds	1,368	729	1,000	5,700	1,000
Radio Maintenance	0	0	14,258	14,258	0
AFIS Maintenance & Equipment	16,071	12,362	114,000	38,574	113,500
911 Telecom	0	81,629	69,000	95,353	120,000
MDT Maintenance	0	0	12,655	12,655	0
Leose Contributions	0	0	0	0	18,604
TOTAL EXPENDITURES	$198,341	$245,248	$560,913	$516,540	$550,904
BALANCE	$45,732	$13,016	$0	$0	$0

FISCAL YEAR 2012-2013
SCHEDULE 11 - SUMMARY OF REVENUES AND EXPENDITURES

DRAINAGE UTILITY FUND

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
REVENUES					
Drainage Fees	$839,309	$849,061	$834,000	$841,000	$849,000
Interest Income	13,004	7,664	14,782	8,273	6,066
Appropriation of Fund Balance	0	55,004	6,252	6,252	0
SUB-TOTAL	$852,313	$911,729	$855,034	$855,525	$855,066
TOTAL REVENUES	$852,313	$911,729	$855,034	$855,525	$855,066
EXPENDITURES					
Debt Service	$819,310	$910,629	$852,534	$852,534	$774,221
Other Expenditures	3,346	1,100	2,500	2,500	24,500
Defeasance of Debt Expenditures	0	0	0	0	0
SUB-TOTAL	$822,656	$911,729	$855,034	$855,034	$798,721
TOTAL EXPENDITURES	$822,656	$911,729	$855,034	$855,034	$798,721
BALANCE	$29,657	$0	$0	$491	$56,345

FISCAL YEAR 2012-2013
SCHEDULE 12 - SUMMARY OF REVENUES AND EXPENDITURES

GAS DEVELOPMENT FUND

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
REVENUES					
BONUSES					
General Fund Purposes	$472,257	$20,324	$0	$0	$0
Utility Fund Purposes	20,345	0	0	0	0
Park Development Purposes	309,228	5,000	0	0	0
Economic Development Purposes	115,047	4,469	0	0	0
Golf Course Purposes	407,192	0	0	0	0
SUB-TOTAL	$1,324,069	$29,793	$0	$0	$0
ROYALTIES/OVERRIDES					
General Fund Purposes	$6,477	$40,178	$50,000	$50,000	$50,000
Park Development Purposes	54,519	4,088	70,000	70,000	70,000
Economic Development Purposes	1,143	2,560	20,000	20,000	20,000
SUB-TOTAL	$62,139	$46,826	$140,000	$140,000	$140,000
OTHER					
Right of Way Usage Fees	$1,090,401	$46,201	$0	$596,594	$0
Interest Income	29,726	28,455	47,094	27,040	20,433
Reimbursement of CIP	0	0	0	0	0
SUB-TOTAL	$1,120,127	$74,656	$47,094	$623,634	$20,433
APPROPRIATION OF RESERVES					
General Fund Purposes	$0	$371,000	$439,881	$439,881	$439,843
Park Development Purposes	0	0	0	0	0
Economic Development Purposes	0	0	0	0	0
Golf Course Purposes	0	0	0	0	0
SUB-TOTAL	$0	$371,000	$439,881	$439,881	$439,843
TOTAL REVENUES	$2,506,335	$522,275	$626,975	$1,203,515	$600,276
EXPENDITURES					
OPERATING					
Transfer to Golf Course Fund	$0	$0	$0	$0	$0
Transfer to Debt Service	346,084	439,881	439,881	439,881	0
Transfer to Capital Projects	337,938	0	0	0	439,843
Settlements	0	0	0	0	0
TOTAL EXPENDITURES	$684,022	$439,881	$439,881	$439,881	$439,843
BALANCE	$1,822,313	$82,394	$187,094	$763,634	$160,433

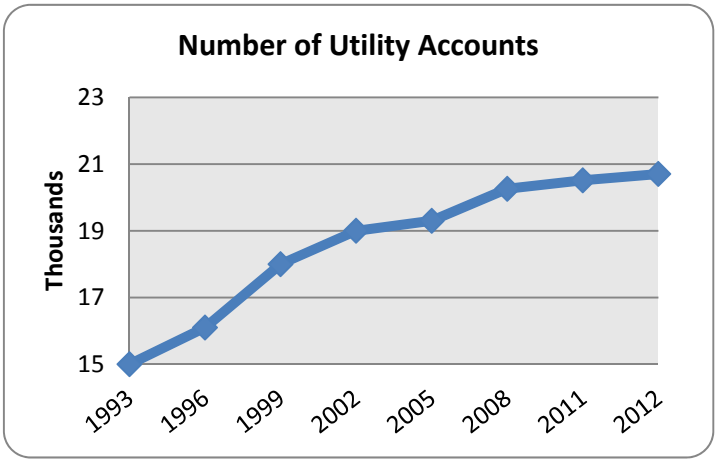
FISCAL YEAR 2012-2013
SCHEDULE 13 - SUMMARY OF REVENUES AND EXPENDITURES

TRAFFIC SAFETY FUND

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
REVENUES					
Gross Fine Revenues	$726,274	$674,745	$772,875	$872,000	$872,000
LESS: ALLOWABLE EXPENDITURES					
Contractor Payments	($534,740)	($548,762)	($548,762)	($600,997)	($600,000)
Program Administration	(63,466)	(151,109)	(163,463)	(164,213)	(157,889)
TOTAL ALLOWABLE EXPENDITURES	($598,206)	($699,871)	($712,225)	($765,210)	($757,889)
NET FINE REVENUES	$128,068	($25,126)	$60,650	$106,790	$114,111
LESS: STATE SHARE	($63,856)	$0	($30,325)	($53,395)	($57,056)
NET FINE REVENUES TO CITY	$64,212	($25,126)	$30,325	$53,395	$57,055
ADDITIONAL REVENUES					
Interest Income	$3,614	$2,041	$2,780	$1,820	$2,439
Transfer from General CIP	0	100,000	0	0	0
Appropriation of Fund Balance	0	0	8,664	45,664	26,904
SUB-TOTAL	$3,614	$102,041	$11,444	$47,484	$29,343
TOTAL RESOURCES	$67,826	$76,915	$41,769	$100,879	$86,398
EXPENDITURES					
Traffic Enforcement	$9,536	$0	$28,800	$82,855	$72,900
Pedestrian Safety	0	0	12,969	12,969	13,498
Traffic Signal Improvements	0	0	0	0	0
TOTAL EXPENDITURES	$9,536	$0	$41,769	$95,824	$86,398
BALANCE	$58,290	$76,915	$0	$5,055	$0

Overview of the Utility Fund

The City of North Richland Hills' Utility System has grown in size and number of customers each year. Since 1993, the Utility System has increased by about 5,895 customers to 20,704 including water, wastewater and sanitation accounts.

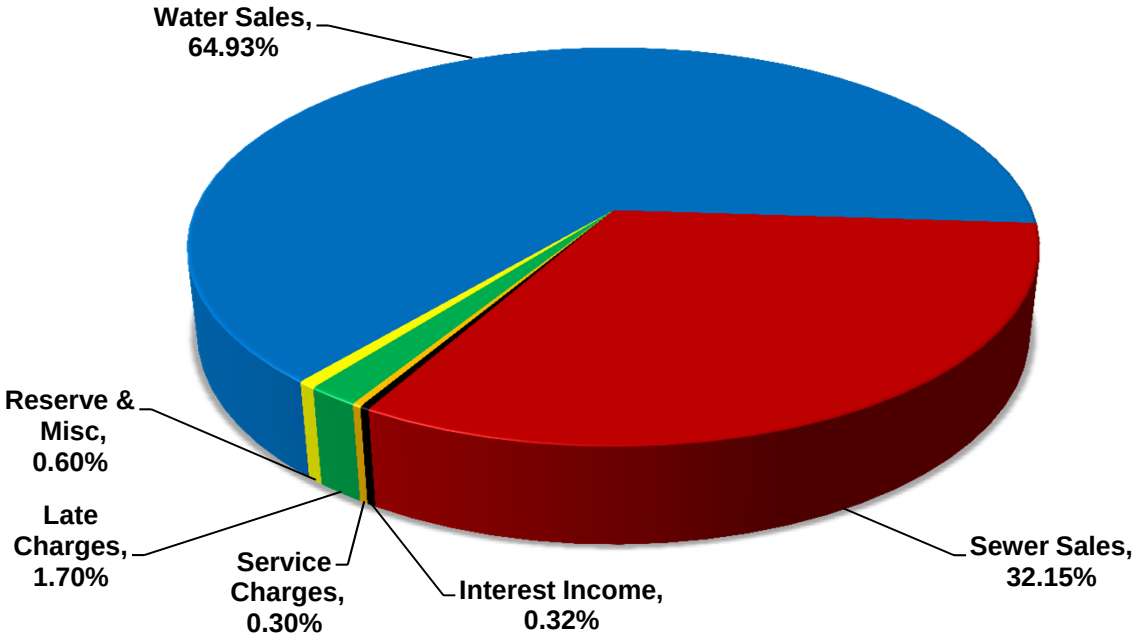


An estimated total of 4.463 billion gallons of treated water was purchased during fiscal year 2011-2012. This is a decrease from the prior fiscal year. Of the 4.463 billion gallon total for 2011-2012, 3.063 billion gallons (70%) was supplied by the City of Fort Worth, and 1.400 billion gallons (30%) was supplied by the Trinity River Authority. Of the 3.063 billion supplied by the City of Fort Worth, 0.892 billion gallons of treated water was purchased by our wholesale customer, the City of Watauga. Through August 2012, "maximum day demand" from Fort Worth slightly increased from a rate of 15.07 million gallons in 2011 to 15.10 million gallons in 2012.

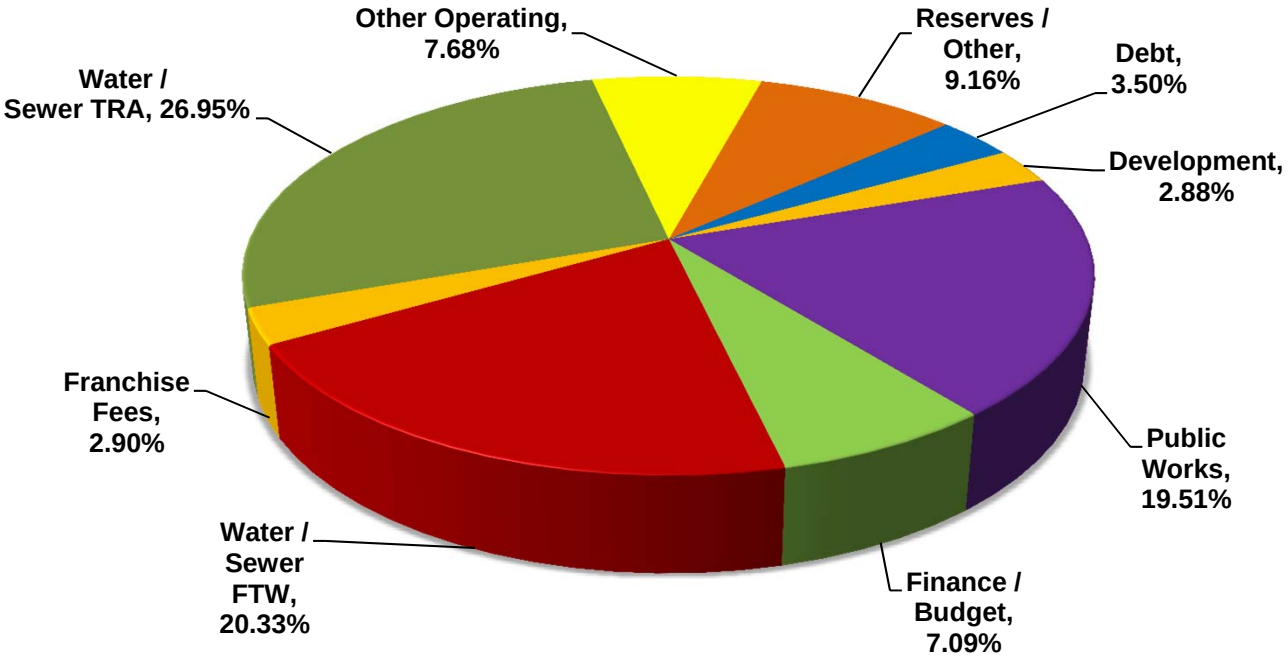
The City's water system infrastructure consists of approximately 368 miles of water mains. Five booster pump stations (three of which are located at wholesale supply points of entry) pump treated water throughout the distribution system. The systems storage capabilities consist of four elevated storage tanks and four ground storage tanks with a combined capacity of 16.5 million gallons. There are five potable water wells, seven irrigation wells, and 2,150 fire hydrants in the system. The purchase of treated water from the City of Fort Worth and Trinity River Authority is expected to increase approximately 6.43% over prior year.

There are approximately 300 miles of sanitary sewer collection main, 5,200 manholes, and two lift stations that comprise the wastewater collection system. Wastewater treatment is performed by the City of Fort Worth and the Trinity River Authority under wholesale customer contracts. Sewer treatment costs are expected to increase approximately 3.3% over prior year.

2012/13 Utility Fund Revenue
$28,857,615
"Where the money comes from…"



2012/13 Utility Fund Expenditures
$28,857,615
"Where the money goes…"



FISCAL YEAR 2012-2013
SCHEDULE 14 - SUMMARY OF REVENUES AND EXPENDITURES

UTILITY FUND

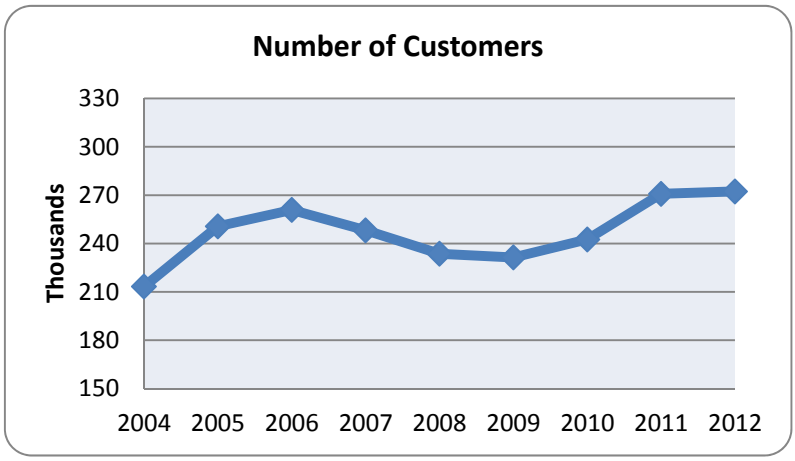
	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
REVENUES					
WATER SALES AND CHARGES					
Water Sales	$15,033,171	$19,341,682	$17,474,894	$17,741,999	$18,668,067
Water Taps	13,905	23,565	16,000	24,000	24,000
Water Inspection Fees	8,924	2,549	4,000	12,664	22,000
Water Wells	14,395	34,805	6,000	6,000	24,000
SUB-TOTAL	$15,070,395	$19,402,601	$17,500,894	$17,784,663	$18,738,067
SEWER SALES AND CHARGES					
Sewer Sales	$8,140,592	$8,637,392	$8,771,309	$8,987,078	$9,258,145
Sewer Taps	4,150	7,550	4,000	7,500	9,000
Sewer Inspection Fees	1,645	2,410	3,000	6,208	10,000
SUB-TOTAL	$8,146,387	$8,647,352	$8,778,309	$9,000,786	$9,277,145
MISCELLANEOUS					
Interest Income	$159,029	$114,131	$206,061	$88,992	$92,744
Service Charges	101,501	78,905	133,200	82,150	87,150
Late Charges	431,902	481,582	480,000	480,000	490,000
Miscellaneous	50,406	3,549	2,000	14,559	16,509
Joint Use Reimbursement - Watauga	74,260	106,959	142,000	142,000	136,000
Subdivision Meter Revenue	12,000	20,550	10,000	20,250	20,000
SUB-TOTAL	$829,098	$805,676	$973,261	$827,951	$842,403
SUB-TOTAL REVENUES	$24,045,880	$28,855,629	$27,252,464	$27,613,400	$28,857,615
APPROPRIATION OF FUND BALANCE					
Rate Stabilization	$0	$0	$0	$0	$0
Reserve for Self Insurance	0	0	0	0	0
Previous Year Encumbrances	0	0	0	100,711	0
SUB-TOTAL	$0	$0	$0	$100,711	$0
TOTAL REVENUES	$24,045,880	$28,855,629	$27,252,464	$27,714,111	$28,857,615

FISCAL YEAR 2012-2013
SCHEDULE 14 - SUMMARY OF REVENUES AND EXPENDITURES

UTILITY FUND

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
EXPENDITURES					
OPERATING					
Administration	$271,492	$274,945	$265,586	$268,546	$271,927
Development	740,829	763,720	823,683	831,162	831,833
Right of Way Maintenance	102,429	118,460	200,000	200,000	200,000
SUB-TOTAL	$1,114,750	$1,157,125	$1,289,269	$1,299,708	$1,303,760
WATER SERVICES					
Water Operations	$3,153,573	$3,575,656	$3,975,359	$4,088,592	$4,130,817
Purchase of Water FTW	3,292,420	4,112,832	4,456,000	4,456,000	4,564,974
Purchase of Water TRA	3,853,218	4,729,315	4,184,950	4,184,950	4,631,849
SUB-TOTAL	$10,299,211	$12,417,803	$12,616,309	$12,729,542	$13,327,640
SEWER SERVICES					
Sewer Operations	$994,776	$1,005,135	$1,241,547	$1,251,653	$1,298,675
Sewer Treatment FTW	1,451,929	1,096,426	1,213,598	1,575,059	1,301,489
Sewer Treatment TRA	3,244,994	3,025,870	3,091,814	2,730,353	3,146,135
SUB-TOTAL	$5,691,699	$5,127,431	$5,546,959	$5,557,065	$5,746,299
FINANCE/UTILITY COLLECTIONS					
Meter Reading	$385,920	$401,983	$447,131	$449,774	$452,163
Utility Billing / Customer Service	759,673	771,633	817,481	819,829	831,555
Utility Collection Services	253,214	264,455	276,329	277,987	285,006
Accounting Services	234,923	242,059	273,746	276,458	282,480
Budget & Research	177,061	181,131	189,623	190,741	194,340
SUB-TOTAL	$1,810,791	$1,861,261	$2,004,310	$2,014,789	$2,045,544
Building Services	$1,305,522	$1,305,522	$1,436,074	$1,436,074	$1,436,074
Non-Departmental	$409,963	$100,169	$409,964	$447,517	$508,364
SUB-TOTAL DEPARTMENTS	$20,631,936	$21,969,311	$23,302,885	$23,484,695	$24,367,681
OTHER & RESERVES					
Debt Service	$590,219	$596,942	$601,041	$658,334	$1,009,685
Franchise Fees	732,813	869,180	782,244	788,196	837,786
Indirect Costs	1,637,816	1,719,707	1,760,980	1,805,692	1,885,143
Payment In Lieu of Taxes	354,623	355,439	355,599	355,585	356,279
Transfer from Utility CIP Reserve to Information Services Fund	0	175,000	175,000	175,000	175,000
Contribution to Equipment Services	0	50,000	50,000	50,000	50,000
Reserve for Capital	0	0	0	396,609	176,041
SUB-TOTAL	$3,315,471	$3,766,268	$3,724,864	$4,229,416	$4,489,934
TOTAL EXPENDITURES	$23,947,407	$25,735,579	$27,027,749	$27,714,111	$28,857,615
BALANCE	$98,473	$3,120,050	$224,715	$0	$0

Overview of
The Aquatic Park Fund



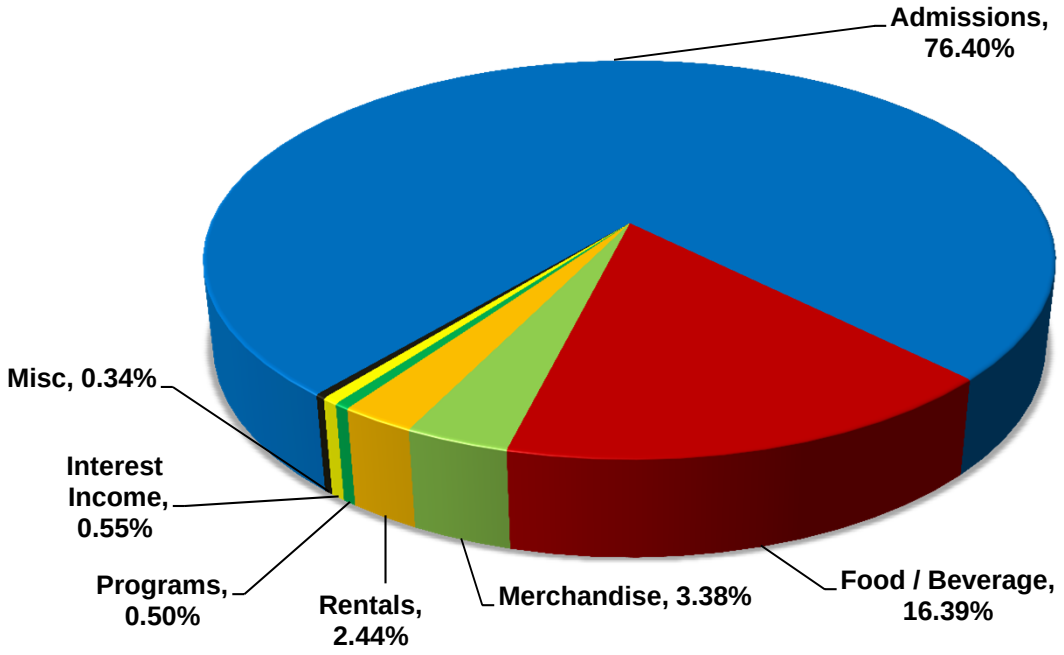
NRH_2O, the City of North Richland Hills' water park, has grown in number of attractions and number of guests. The number of guests for the opening season of 1995 was 185,375, and the number of guests for the summer of 2012 was over 270,000. The total number of guests to attend the Aquatic Park since opening is over 4 million.

Revenue projections for fiscal year 2012/2013 are $4,734,297. NRH_2O will be focused on infrastructure projects for the upcoming season such as concrete repair and replacement and other projects designed to maintain the park in peak operating condition. Operating expenses for fiscal year 2012/2013 are projected to be $3,362,788. Other expenses and reserves for fiscal year 2012/2013 are estimated to be $1,371,509.

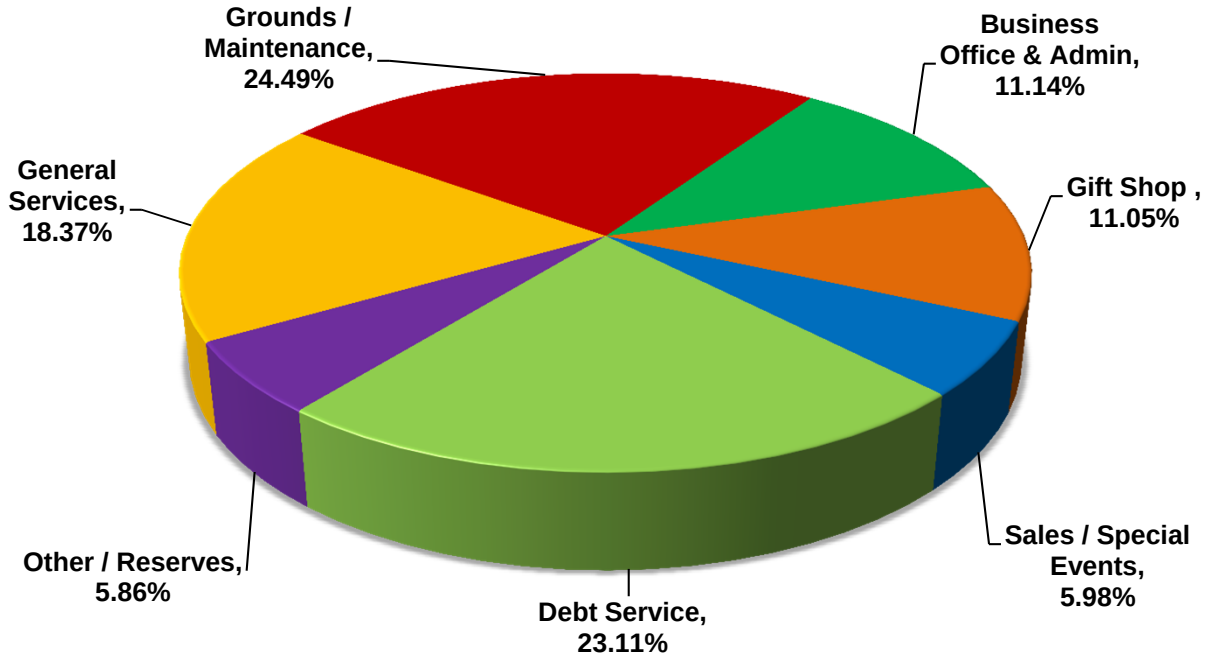
The park has added numerous improvements throughout its 18 seasons of operation. These improvements have been added to improve guest experiences, provide new thrills or to provide additional opportunities for revenue generation. Additions to the park are necessary to ensure that guests who visit NRH_2O have new experiences and a reason to visit on a repeat basis. As NRH_2O sees approximately 80 percent of its attendance from the Dallas/Fort Worth Metroplex, keeping the park fresh is paramount to its long term success.

NRH_2O added a conveyor and dispatch system to the "Viper", a first of its kind "Megatube" attraction that allows up to three riders to plummet down a serpentine waterslide before entering the 20' diameter Megatube. This system has provided additional guest service by not requiring park guests to carry the 67" rafts up to the top of the tower and has provided an additional thrill with the dispatching of the rafts.

2012/13 Aquatic Park Fund Revenue
$4,734,297
"Where the money comes from…"



2012/13 Aquatic Park Fund Expenditures
$4,734,297
"Where the money goes…"



FISCAL YEAR 2012-2013
SCHEDULE 15 - SUMMARY OF REVENUES AND EXPENDITURES

AQUATIC PARK FUND

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
ATTENDANCE	242,554	274,000	265,000	265,000	265,000
REVENUES					
OPERATING					
Admissions	$1,831,369	$3,447,122	$3,466,184	$3,532,860	$3,616,534
Advanced & Group Sales	1,485,468	204,826	0	0	0
Food and Beverage	519,591	606,150	775,890	775,890	775,890
Library Concessions	18,747	16,301	0	0	0
Merchandise	121,471	125,327	130,792	152,427	159,966
Lockers	68,026	0	0	0	0
Rentals	0	136,967	76,950	110,262	115,695
Programs	0	14,350	36,134	23,834	23,834
Aquatic Classes/Special Events	15,850	16,372	0	16,906	0
SUB-TOTAL	$4,060,522	$4,567,415	$4,485,950	$4,612,179	$4,691,919
OTHER REVENUES					
Interest Income	$37,632	$34,008	$53,996	$25,687	$26,078
Donations	20,000	0	0	0	0
Other Income	25,913	20,483	16,300	16,300	16,300
SUB-TOTAL	$83,545	$54,491	$70,296	$41,987	$42,378
SUB-TOTAL REVENUES	$4,144,067	$4,621,906	$4,556,246	$4,654,166	$4,734,297
APPROPRIATION OF FUND BALANCE					
Appropriation - PY Encumbrances	$2,790	0	$0	$2,541	$0
SUB-TOTAL	$2,790	$0	$0	$2,541	$0
TOTAL REVENUES	$4,146,857	$4,621,906	$4,556,246	$4,656,707	$4,734,297
EXPENDITURES					
OPERATING					
General Services & Utilities	$757,430	$793,055	$869,718	$850,070	$869,818
Public Grounds/Aquatics/Maint.	1,065,782	1,184,381	1,117,535	1,149,106	$1,159,576
Business & Office Administration	456,559	481,611	498,171	516,774	527,296
Gift Shop/Concessions	490,932	557,238	495,147	531,840	523,094
Library Concessions	32,454	25,590	0	0	0
Sales/Special Events/Admissions	262,195	279,451	283,218	281,781	283,004
SUB-TOTAL	$3,065,352	$3,321,326	$3,263,789	$3,329,571	$3,362,788
OTHER & RESERVES					
Debt Service	$835,445	$491,343	$861,174	$849,935	$1,094,229
Indirect Costs	118,422	124,343	130,560	130,560	137,088
Transfer Out - PARD	62,400	64,896	68,141	68,141	71,548
Reserve For:					
Infrastructure & Major Repairs	0	0	195,541	247,409	0
Park Expansion	0	0	0	0	0
Non-Departmental	54,995	28,371	37,041	31,091	68,644
SUB-TOTAL	$1,071,262	$708,953	$1,292,457	$1,327,136	$1,371,509
TOTAL EXPENDITURES	$4,136,614	$4,030,279	$4,556,246	$4,656,707	$4,734,297
BALANCE	$10,243	$591,627	$0	$0	$0

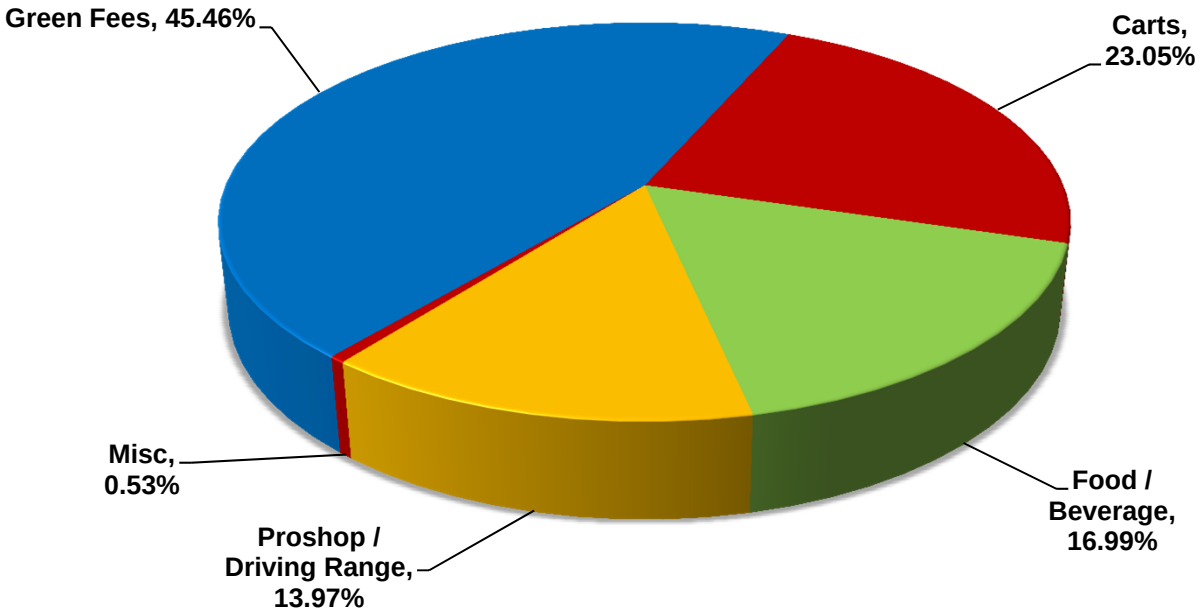
Overview of the Golf Course Fund

The City of North Richland Hills offers its residents and other guests an affordable, enjoyable and high quality golfing experience through the City's Iron Horse Golf Course, which is privately managed by Evergreen Alliance Golf, Ltd. (EAGLE) of Dallas, Texas. Iron Horse is an 18-hole Dick Phelps designed championship course. The 6,679-yard, par-70 course traverses a hardwood forest and meanders alongside scenic creeks and the historic "Cotton Belt" railroad. Consistently rated as one of the best Municipal Golf Courses in the State of Texas, Iron Horse attracts an average of 50,000 rounds of golf each year. In addition to daily-fee public play, Iron Horse offers several community-oriented programs, junior golf programs, player development and hosts multiple tournaments sponsored by local businesses and charitable organizations.

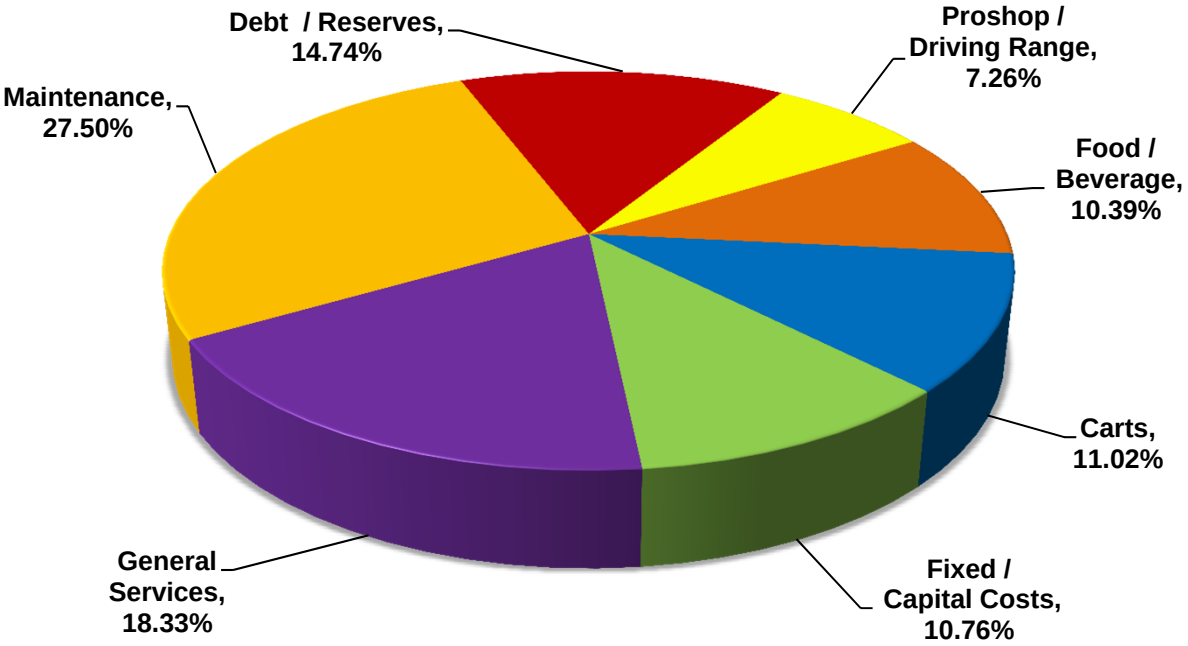
The Golf Course Fund accounts for Iron Horse operations; including, but not limited to the following: customer service, marketing, daily tee time and tournament scheduling, golf instruction, full service restaurant, off site catering, merchandise sales and facility maintenance. This fund also accounts for capital improvements and the payment of debt service related to the construction of the course. Like the Utility and Aquatic Park Funds, the Golf Course Fund is operated as an enterprise fund and is self-supported by the revenue it generates. Expenses are recovered primarily from green fees, cart fee rentals, as well as food and beverage revenues.

The 2012/2013 Golf Course Fund budget is $2,202,082, which is a 2.57% decrease from last year's adopted budget. The net revenue estimate for 2012/2013 is $2,212,722, which is a 2.61% decrease from the prior year budget. Through a loan from the City's General Fund in the amount of $122,500 the golf course will replace various pieces of maintenance equipment.

2012/13 Golf Course Fund Revenue
$2,212,722
"Where the money comes from…"



2012/13 Golf Course Fund Expenditures
$2,202,082
"Where the money goes…"



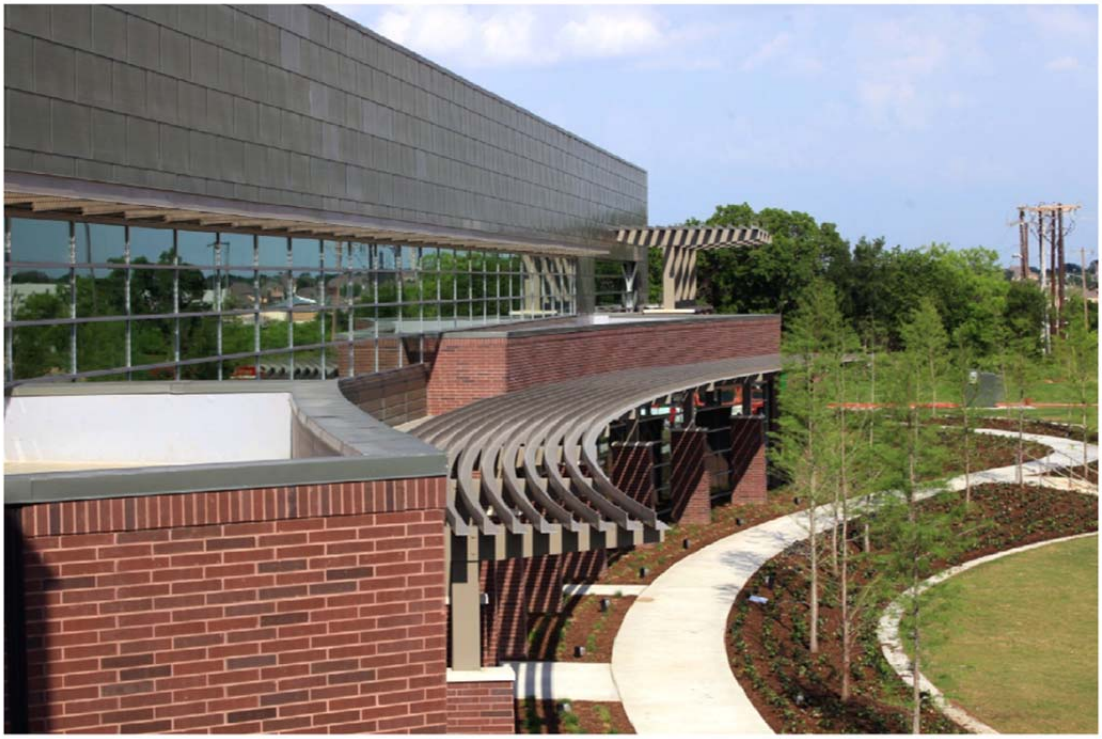
FISCAL YEAR 2012-2013
SCHEDULE 16 - SUMMARY OF REVENUES AND EXPENDITURES

GOLF COURSE FUND

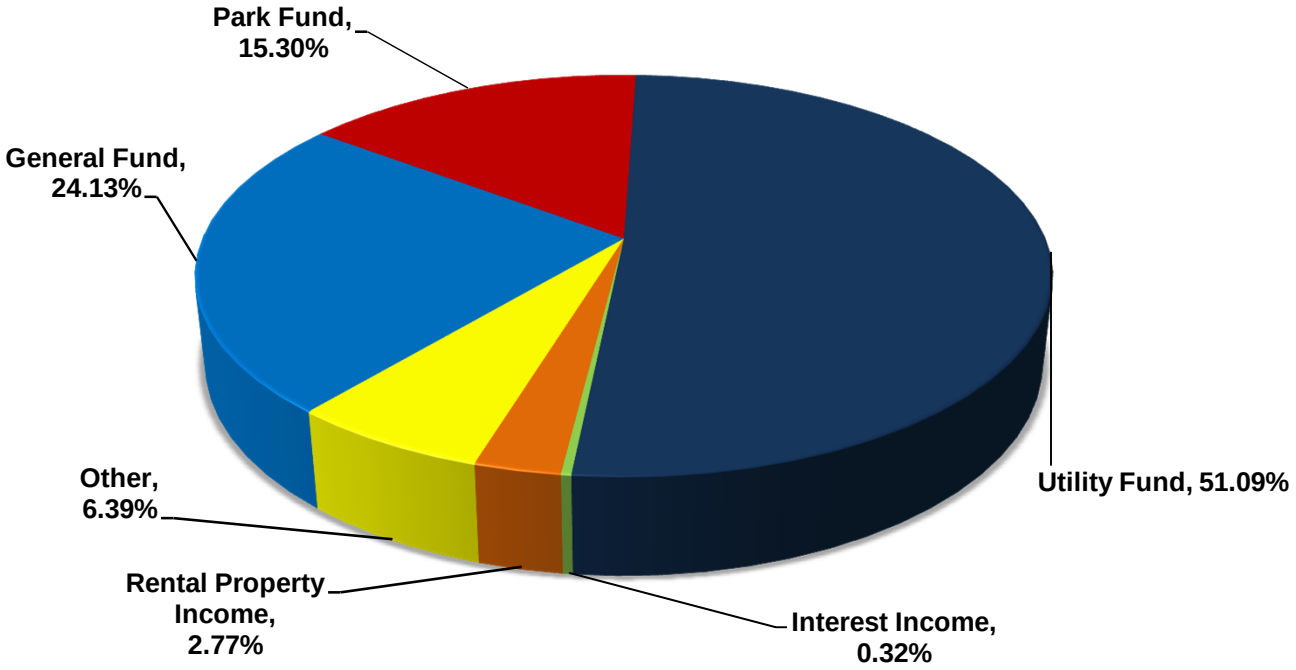
	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
ROUNDS	47,594	54,000	54,000	51,300	51,300
REVENUES					
Green Fees	$1,123,961	$1,005,295	$1,126,692	$1,079,900	$1,005,900
Pro Shop	376,096	352,933	397,000	366,300	365,000
Driving Range	62,749	82,835	80,000	84,280	82,000
Carts	393,958	360,658	450,344	368,782	509,925
Food & Beverage	443,756	531,657	555,738	571,039	578,418
General & Administrative	12,424	1,792	0	3,579	0
General Fund Loan	392,000	164,500	0	0	0
Other Revenue	17,959	14,778	0	5,899	11,687
Appropriation of Fund Balance	0	21,205	0	0	0
SUB-TOTAL	$2,822,903	$2,535,653	$2,609,774	$2,479,779	$2,552,930
TOTAL REVENUES	$2,822,903	$2,535,653	$2,609,774	$2,479,779	$2,552,930
COST OF GOODS SOLD					
Pro Shop	$122,008	$137,619	$141,750	$127,750	$137,760
Food & Beverage	130,790	155,075	196,006	192,145	202,448
SUB-TOTAL	$252,798	$292,694	$337,756	$319,895	$340,208
TOTAL COST OF GOOD SOLD	$252,798	$292,694	$337,756	$319,895	$340,208
NET REVENUES	$2,570,105	$2,242,959	$2,272,018	$2,159,884	$2,212,722
EXPENDITURES					
OPERATING					
Pro Shop	$140,280	$141,634	$157,410	$161,143	$144,360
Driving Range	7,270	9,937	18,500	7,227	15,600
Golf Carts	166,490	194,932	195,200	193,244	242,740
Course Maintenance	440,862	521,156	589,945	568,170	605,646
Food & Beverage	159,200	232,554	224,838	223,097	228,838
Sales & Membership	34,608	44,352	47,500	45,955	46,700
General & Administrative	201,568	230,422	248,344	214,817	237,944
Clubhouse	93,052	111,133	119,420	112,586	118,890
Management Fees	106,208	26,933	110,586	110,586	114,356
Capital	392,816	161,150	249,250	249,250	122,500
SUB-TOTAL	$1,742,354	$1,674,203	$1,960,993	$1,886,075	$1,877,574
OTHER & RESERVES					
Debt Service	$579,739	$568,756	$101,485	$104,491	$126,636
Payment to Interdepartmental Loans					
Water Fund	50,124	0	50,112	0	50,112
General Fund	0	0	147,760	147,760	147,760
Equipment	0	0	0	0	0
Reserve for Equipment/CIP	178,549	0	0	0	0
SUB-TOTAL	$808,412	$568,756	$299,357	$252,251	$324,508
TOTAL EXPENDITURES	$2,550,766	$2,242,959	$2,260,350	$2,138,326	$2,202,082
BALANCE	$19,339	$0	$11,668	$21,558	$10,640

Overview of the Facilities/Construction Management Fund

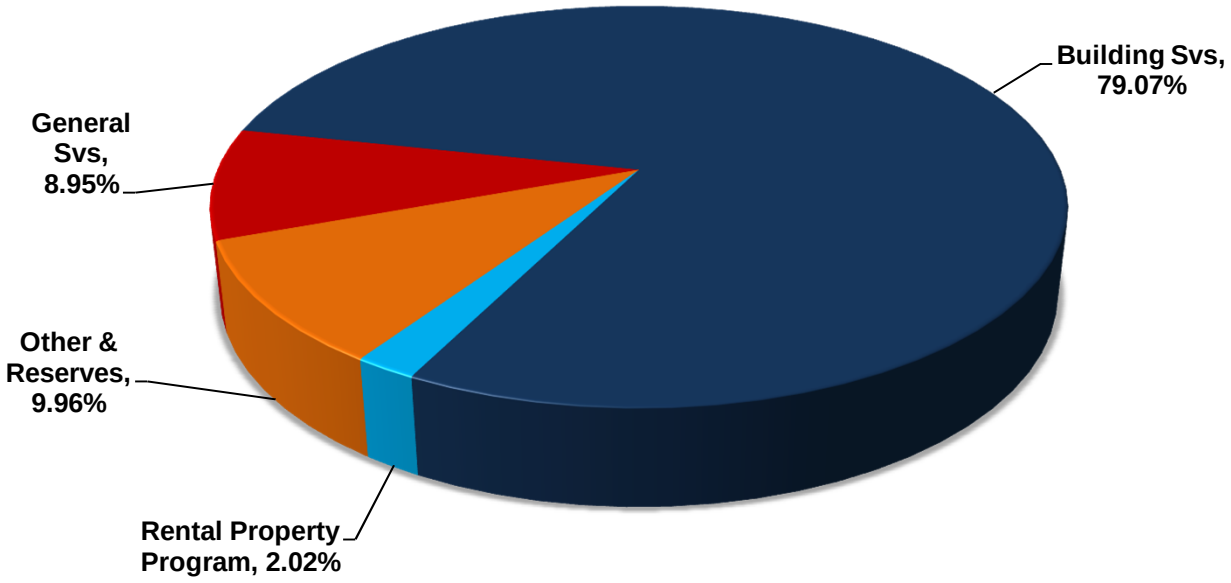
The Facilities/Construction Management Fund is an internal service fund used for the documentation of expenses for building maintenance on all City maintained facilities. Revenues in this fund are derived from reimbursements charged to user departments in the City. Total expenses of $2,811,052 include operating expenses of $2,742,629 and other expenses of $68,423. This budget is in accordance with the Multi-Year Building Services Plan approved by City Council in 1997. The plan was updated for 2012/2013 and is included in the 2012/2013 Capital Projects Budget.



2012/13 Facilities/Construction Management Fund Revenue
$2,811,052
"Where the money comes from…"



2012/13 Facilities/Construction Management Expenditures
$2,811,052
"Where the money goes…"



FISCAL YEAR 2012-2013
SCHEDULE 17 - SUMMARY OF REVENUES AND EXPENDITURES

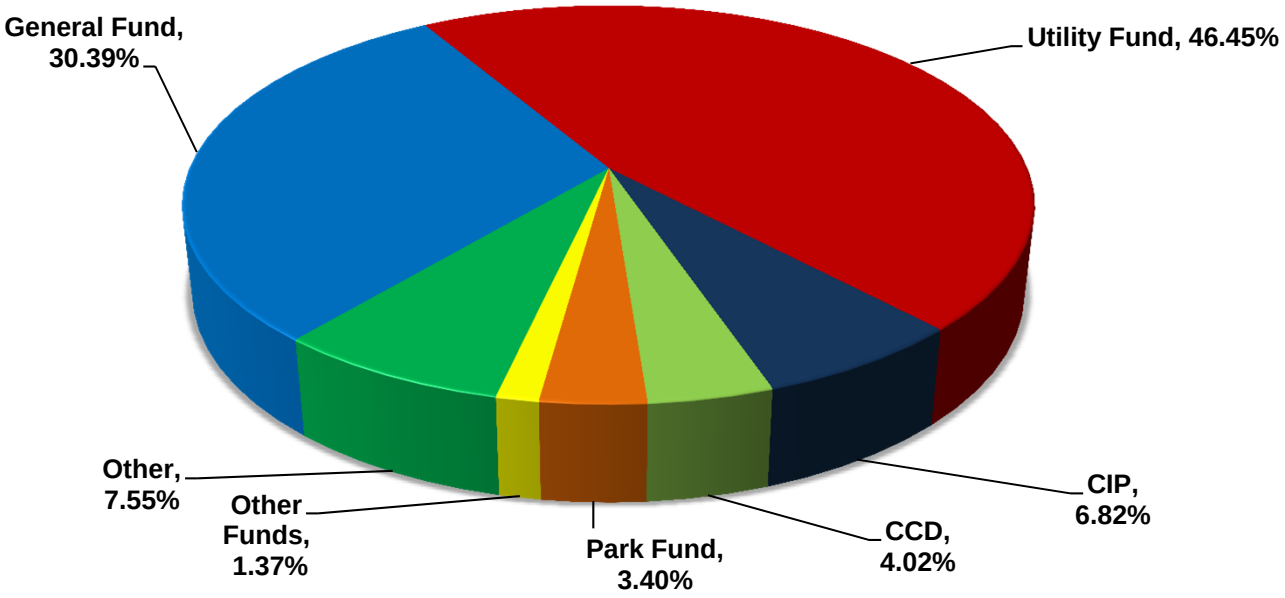
FACILITIES/CONSTRUCTION MANAGEMENT FUND

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
REVENUES					
CHARGES FOR SERVICE					
Transfer From:					
General Fund	$491,893	$702,973	$673,270	$673,270	$678,270
Park Development Fund	0	0	304,075	304,075	430,050
Utility Fund	1,305,522	1,305,522	1,436,074	1,436,074	1,436,074
SUB-TOTAL	$1,797,415	$2,008,495	$2,413,419	$2,413,419	$2,544,394
OTHER REVENUES					
Interest Income	$9,050	$6,921	$10,218	$4,619	$9,116
Rent From Rental Properties	77,508	76,510	78,000	78,000	78,000
Other Income	33,443	24,312	0	0	0
Transfer from General Fund	200,000	0	0	0	0
SUB-TOTAL	$320,001	$107,743	$88,218	$82,619	$87,116
SUB-TOTAL REVENUES	$2,117,416	$2,116,238	$2,501,637	$2,496,038	$2,631,510
APPROPRIATION OF FUND BALANCE					
Building Services Fund Reserves	$428,123	$0	$24,334	$24,334	$179,542
Appropriation - PY Encumbrances	165,258	0	0	147,669	0
SUB-TOTAL	$593,381	$0	$24,334	$172,003	$179,542
TOTAL REVENUES	$2,710,797	$2,116,238	$2,525,971	$2,668,041	$2,811,052
EXPENDITURES					
OPERATING					
General Services	$202,400	$211,096	$242,583	$245,297	$251,480
Building Services	1,818,696	1,619,794	2,054,672	2,204,614	2,222,639
Rental Property Program	24,315	16,916	56,910	56,910	56,910
Transfer to Capital Budget	403,404	0	109,700	109,700	211,600
SUB-TOTAL	$2,448,815	$1,847,806	$2,463,865	$2,616,521	$2,742,629
OTHER & RESERVES					
Debt Service	$0	$6,994	$20,206	$20,206	$20,752
Other	8,789	9,228	20,810	10,224	26,581
Reserve for Rental Property	53,193	0	21,090	21,090	21,090
Facilities/Constr. Mgmt. Reserves	200,000	0	0	0	0
SUB-TOTAL	$261,982	$16,222	$62,106	$51,520	$68,423
TOTAL EXPENDITURES	$2,710,797	$1,864,028	$2,525,971	$2,668,041	$2,811,052
BALANCE	$0	$252,210	$0	$0	$0

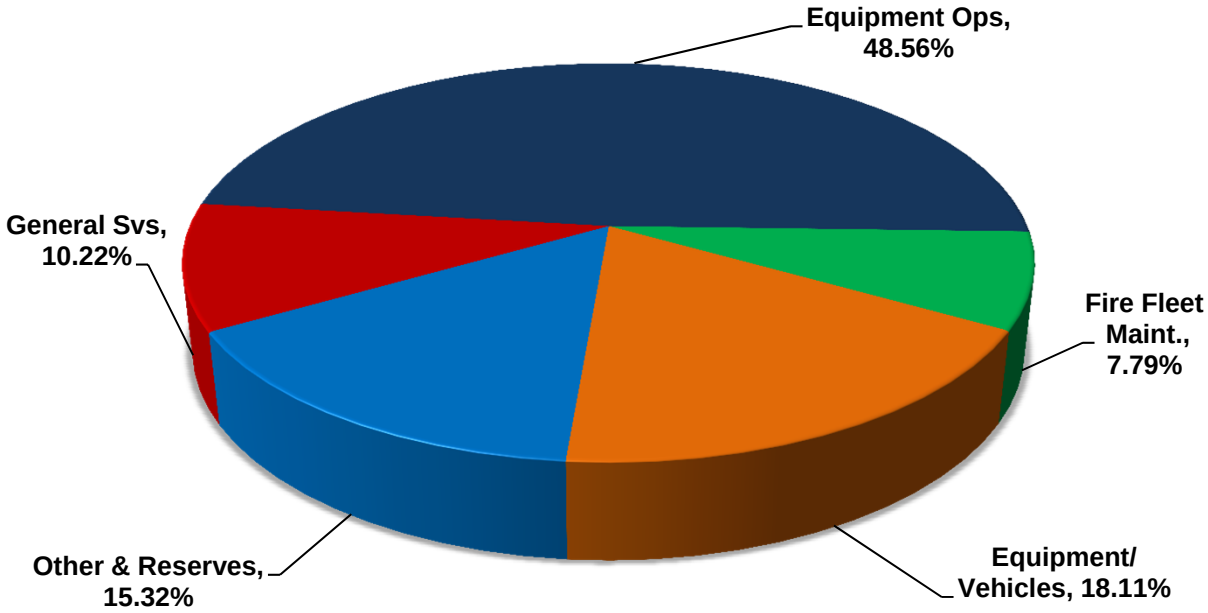
Overview of the Fleet Services Fund

The Fleet Services Fund is an internal service fund used for the acquisition and financing of replacement vehicles, and the maintenance, repair, and operating expenses for all vehicles. Fleet Services revenues are derived from reimbursements charged to user departments in the City. Total expenses of $3,293,231 include general services, operations and maintenance of $2,192,182, fire/police vehicle and equipment replacements of $596,359, and other expenses of $504,690. The remaining equipment and vehicle replacements can be found in the Major Capital Equipment section of the 2012/2013 Capital Projects Budget. The fiscal year 2012/2013 budget is in accordance with the Multi-Year Equipment Services Plan approved by City Council in 1997. This plan was updated for 2012/2013 and is included in the 2012/2013 Capital Projects Budget.

2012/13 Fleet Services Fund Revenue
$3,293,231
"Where the money comes from…"



2012/13 Fleet Services Fund Expenditures
$3,293,231
"Where the money goes…"



FISCAL YEAR 2012-2013
SCHEDULE 18 - SUMMARY OF REVENUES AND EXPENDITURES

FLEET SERVICES FUND

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
REVENUES					
CHARGES FOR SERVICE					
Transfer From:					
General Fund	$359,679	$563,867	$935,388	$935,388	$1,000,864
Utility Fund	1,200,350	1,200,350	1,429,626	1,429,626	1,529,700
Utility CIP / Utility Construction	176,105	176,105	209,743	209,743	224,425
Crime Control District	103,966	103,966	123,825	123,825	132,493
Park & Recreation Devlp. Fund	86,273	86,273	104,581	104,581	111,902
Other Funds	35,416	35,416	42,181	42,181	45,134
SUB-TOTAL	$1,961,789	$2,165,977	$2,845,344	$2,845,344	$3,044,518
OTHER					
Investment Income	$21,506	$15,695	$26,906	$13,622	$22,748
Sale of City Property	55,402	5,870	30,000	43,235	30,000
Other Income	9,481	55,835	12,000	12,000	12,000
Transfer from General Fund	200,000	18,787	0	0	0
Transfer from Utility Fund	0	50,000	50,000	50,000	50,000
SUB-TOTAL	$286,389	$146,187	$118,906	$118,857	$114,748
SUB-TOTAL REVENUES	$2,248,178	$2,312,164	$2,964,250	$2,964,201	$3,159,266
APPROPRIATION OF FUND BALANCE					
Equipment Services Fund Reserves	$175,664	$0	$191,157	$376,157	$133,965
Appropriation - PY Encumbrances	0	0	0	12,355	0
SUB-TOTAL	$175,664	$0	$191,157	$388,512	$133,965
TOTAL REVENUES	$2,423,842	$2,312,164	$3,155,407	$3,352,713	$3,293,231
EXPENDITURES					
OPERATING					
General Services	$289,231	$289,425	$329,038	$333,619	$336,415
Equipment Services Operations	1,440,442	1,592,008	1,558,015	1,685,431	1,599,157
Fire Fleet Maintenance	0	204,575	250,047	252,366	256,610
Equipment Purchases	187,959	0	183,910	360,936	180,200
Fire Vehicles/Equipment	0	0	0	0	68,481
Police Vehicles/Equipment	297,487	139,368	312,510	312,510	347,678
SUB-TOTAL	$2,215,119	$2,225,376	$2,633,520	$2,944,862	$2,788,541
OTHER & RESERVES					
Debt Service	$0	$0	$397,790	$397,790	$380,112
Other	8,723	9,160	24,097	10,061	24,578
Equipment Services Reserve	200,000	0	100,000	0	100,000
SUB-TOTAL	$208,723	$9,160	$521,887	$407,851	$504,690
TOTAL EXPENDITURES	$2,423,842	$2,234,536	$3,155,407	$3,352,713	$3,293,231
BALANCE	$0	$77,628	$0	$0	$0

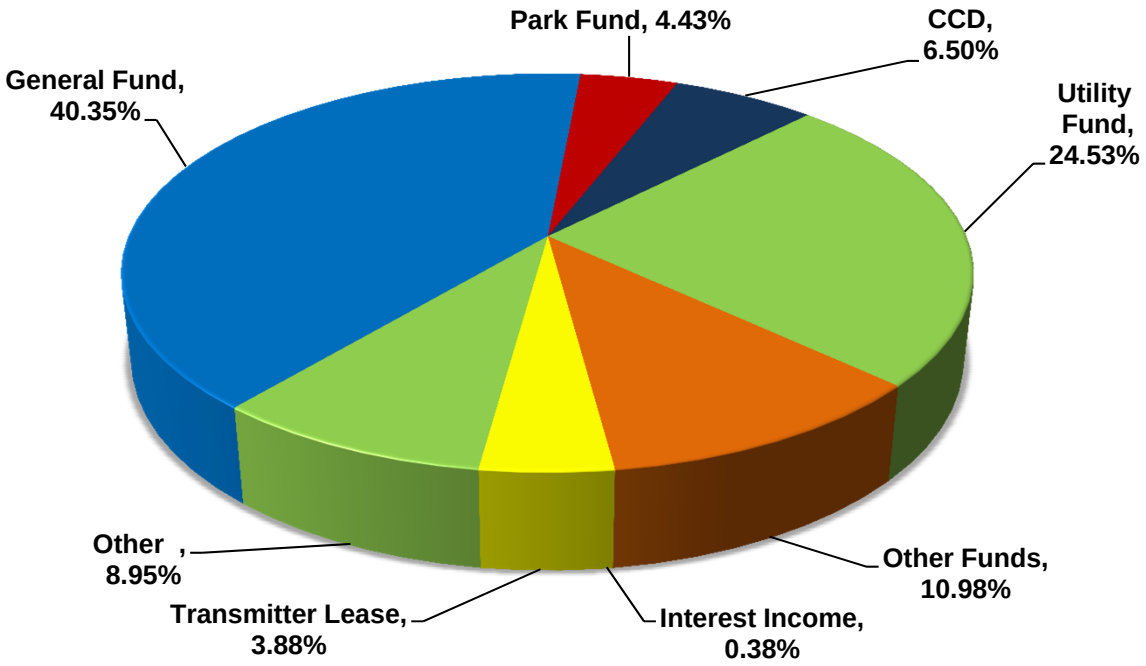
Overview of the Information Services Fund

The Information Services Fund is an internal service fund established in fiscal year 1995/1996. In July 1994, an extensive evaluation of the information systems capabilities of the City led to the creation of a separate fund for these activities. The Information Services Fund was established to combine the costs of desktop, network infrastructure, mobile and the telecommunications technology. These costs are charged back to user departments in the City based on criteria determined by usage of these services and replacement costs of the equipment.

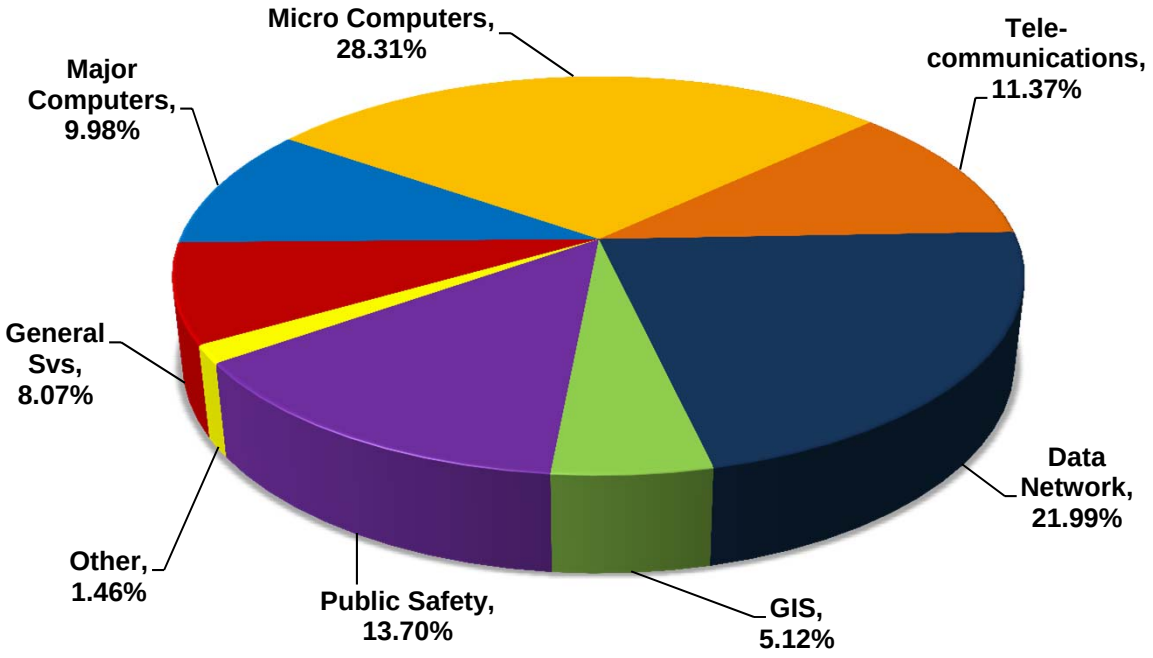
During fiscal year 2011/2012, the City continued its desktop replacement plan, implemented the consolidated detention and dispatch system, and completed construction and installation of technology at the NRH Centre. Additionally, several major systems were upgraded to their latest version and we continued our virtual initiative.

The 2012/2013 budget reflects costs associated with maintenance of the computer system and citywide network, and replacement of personal computers. The 2012/2013 total adopted budget for Information Services is $2,898,163.

2012/13 Information Services Fund Revenue
$2,898,163
"Where the money comes from…"



2012/13 Information Services Fund Expenditures
$2,898,163
"Where the money goes…"



FISCAL YEAR 2012-2013
SCHEDULE 19 - SUMMARY OF REVENUES AND EXPENDITURES

INFORMATION SERVICES FUND

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
REVENUES					
TELECOMMUNICATIONS					
Transfer From:					
General Fund	268,053	$266,560	$271,833	$271,833	$280,455
Park Fund	12,088	12,089	29,254	29,254	30,716
Crime Control District	16,997	16,997	17,847	17,847	25,346
Utility Fund	68,721	68,721	72,157	72,157	75,765
Other Funds	45,610	45,611	47,892	47,892	50,287
SUB-TOTAL	411,469	$409,978	$438,983	$438,983	$462,569
COMPUTERS					
Transfer From:					
General Fund	854,863	$820,174	$835,075	$835,075	$889,056
Park Fund	40,671	39,350	92,925	92,925	97,571
Crime Control District	141,445	136,846	143,689	143,689	163,066
Utility Fund	595,555	576,193	605,002	605,002	635,253
Other Funds	251,229	243,058	255,211	255,211	267,971
SUB-TOTAL	1,883,763	$1,815,621	$1,931,902	$1,931,902	$2,052,917
OTHER REVENUES					
Interest Income	22,665	$10,240	$22,637	$7,442	$10,902
Transmitter Lease	120,434	106,216	128,701	112,492	112,492
Other Income	10,308	2,168	0	10,673	14,400
Transfer From General Fund	100,000	250,000	0	70,085	69,883
Transfer From Utility Fund Reserve	0	175,000	175,000	175,000	175,000
SUB-TOTAL	$253,407	$543,624	$326,338	$375,692	$382,677
SUB-TOTAL REVENUES	2,548,639	$2,769,223	$2,697,223	$2,746,577	$2,898,163
APPROPRIATION OF FUND BALANCE					
Appropriation of Fund Balance	0	$0	$0	$86,269	$0
Appropriation - PY Encumbrances	303,261	154,164	0	178,549	0
SUB-TOTAL	303,261	$154,164	$0	$264,818	$0
TOTAL REVENUES	$2,851,900	$2,923,387	$2,697,223	$3,011,395	$2,898,163
EXPENDITURES					
OPERATING					
General Services	217,146	$226,236	$235,008	$235,687	$233,933
Major Computer Systems	291,377	346,958	301,770	296,327	289,141
Microcomputer Systems	671,558	541,421	646,775	619,313	820,486
Telecommunications	273,518	269,880	272,212	279,961	329,645
Data Network	587,195	486,091	600,890	853,734	637,382
GIS System	234,928	175,430	140,636	143,322	148,276
Public Safety	336,352	339,805	469,860	576,388	396,886
SUB-TOTAL	2,612,074	$2,385,821	$2,667,151	$3,004,732	$2,855,749
OTHER & RESERVES					
Other	6,672	$7,006	$18,188	$6,663	$21,150
Reserve for System Improvements	0	0	0	0	21,264
SUB-TOTAL	6,672	$7,006	$18,188	$6,663	$42,414
TOTAL EXPENDITURES	2,618,746	$2,392,827	$2,685,339	$3,011,395	$2,898,163
BALANCE	233,154	$530,560	$11,884	$0	$0

Overview of the Self-Insurance Fund

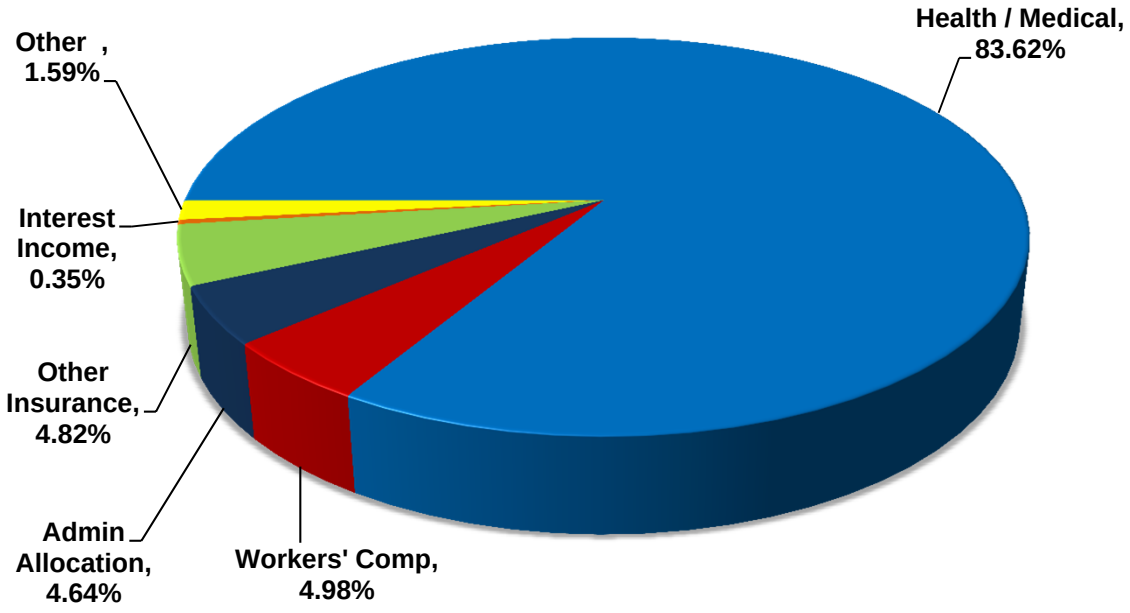
The Self-Insurance Fund is an internal service fund established on July 27, 1987. Insurance costs are charged to other funds of the City. This fund pays for city-wide expenses related to major medical coverage for employees, retirees and dependents, workers' compensation coverage, property and general liability coverage, life insurance, risk management, and all administrative expenses associated with the Self-Insurance Program. Employee dependent insurance payments, as well as retirees, are included in the revenues and also projected in the expenses for this fund.

Self-Insurance Fund expenses continue to increase. The majority of the $541,197 increase to the Self-Insurance Fund can be attributed to a 5% increase to our health/medical expenditures in the amount of $391,660. Thanks to our positive claims experience in 2012/2013 this is a modest increase compared to previous years. The remaining increase to the Self-Insurance Fund can be split between our workers' compensation losses and increases to several of our property and casualty coverage. The total Self-Insurance Fund budget for 2012/2013 is $10,058,974. Of the total, 83.6% is for health and medical expenses including prescription costs, 4.6% for personnel expenses, 4.9% for workers' compensation expenses, and 6.9% for other insurance related expenses.

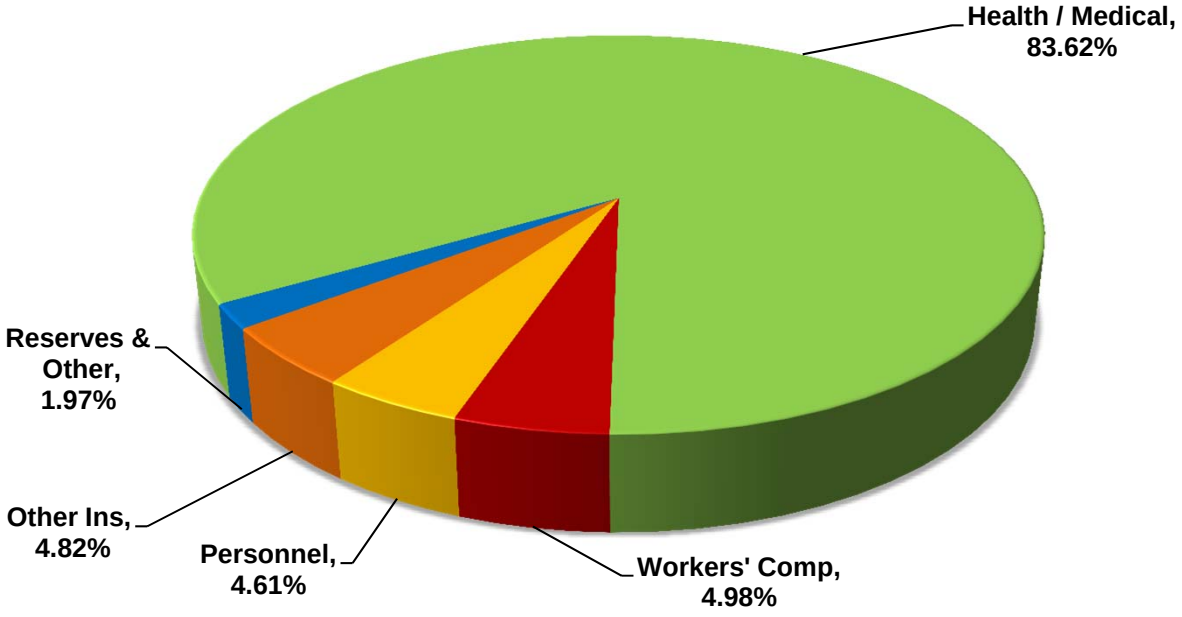
In consultation with our employee committees, the City will continue to aggressively implement wellness programs to help slow the increase in our health insurance costs. This year's wellness strategy includes continuing the Health Check Biometric Screenings, "Know Your Numbers" wellness incentive, skin cancer screenings, Health and Benefits Fair, and annual flu shots for employees, retirees and dependents.

NRH
Wellness at Work

2012/13 Self Insurance Fund Revenue
$10,058,974
"Where the money comes from…"



2012/13 Self Insurance Fund Expenditures
$10,058,974
"Where the money goes…"



FISCAL YEAR 2012-2013
SCHEDULE 20 - SUMMARY OF REVENUES AND EXPENDITURES

SELF INSURANCE FUND

	ACTUAL FY 2009/10	ACTUAL FY 2010/11	ADOPTED BUDGET FY 2011/12	REVISED BUDGET FY 2011/12	ADOPTED BUDGET FY 2012/13
REVENUES					
ALLOCATIONS					
Health/Medical	$6,877,189	$7,109,473	$8,019,544	$8,102,330	$8,411,204
Worker's Compensation	0	0	449,500	449,500	500,390
Administration Allocation	909,028	692,913	443,486	454,447	466,786
Other Insurance	415,654	436,438	449,926	468,328	485,235
SUB-TOTAL	$8,201,871	$8,238,824	$9,362,456	$9,474,605	$9,863,615
OTHER					
Interest Income	$47,197	$31,138	$55,321	$18,469	$35,359
Other Income	87,203	92,496	0	83,850	60,000
Transfer from General Fund	215,800	0	0	0	0
Transfer from Utility Fund	0	0	0	0	0
Expenditure Reimbursement	563,719	353,880	0	7,789	0
SUB-TOTAL	$913,919	$477,514	$55,321	$110,108	$95,359
SUB-TOTAL REVENUES	$9,115,790	$8,716,338	$9,417,777	$9,584,713	$9,958,974
APPROPRIATION FROM FUND BALANCE					
Transfer to Capital Projects	$500,000	$0	$0	$0	$0
Transfer to Retiree Health Care Fund	698,767	0	0	0	0
Self Insurance Fund Reserves	0	0	100,000	100,000	100,000
PY Encumbrances	0	0	0	0	0
SUB-TOTAL	$1,198,767	$0	$100,000	$100,000	$100,000
TOTAL REVENUES	$10,314,557	$8,716,338	$9,517,777	$9,684,713	$10,058,974
EXPENDITURES					
OPERATING					
Health/Medical	$8,026,853	$5,589,910	$8,019,544	$8,102,330	$8,411,204
Worker's Compensation	643,614	490,355	449,560	460,521	500,390
Personnel Expenses	534,649	457,089	452,345	452,345	463,808
Other Insurance	405,382	288,199	449,926	390,926	425,235
Reserve for Insurance Claims	100,000	0	46,402	36,131	38,337
Other Expenses	0	35,577	0	83,460	60,000
Life Insurance Premiums	54,059	58,772	0	59,000	60,000
SUB-TOTAL	$9,764,557	$6,919,902	$9,417,777	$9,584,713	$9,958,974
OTHER & RESERVES					
Transfer to Capital Projects	$50,000	$0	$0	$0	$0
Transfer to Retiree Health Care Fund	500,000	100,000	100,000	100,000	100,000
SUB-TOTAL	$550,000	$100,000	$100,000	$100,000	$100,000
TOTAL EXPENDITURES	$10,314,557	$7,019,902	$9,517,777	$9,684,713	$10,058,974
BALANCE	$0	$1,696,436	$0	$0	$0

GENERAL FUND

The General Fund is used to account for all revenues and expenditures not accounted for in other designated funds. It receives a greater variety and amount of revenues, and finances a wider range of governmental activities than any other fund. The General Fund is primarily supported by the ad valorem tax, general sales tax, franchise taxes, license fees, permit fees, and Municipal Court fines. General Fund expenditures support the following major functions: streets, traffic, planning, inspections, culture and leisure, communications, public safety and administrative services. All the programs included in the budget are justified, efficient, and serve the basic needs of the community. The major consideration in budgeting revenues for the general fund is the increase or decrease in property values that affect the tax rate revenue generating capabilities.

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DEPARTMENT	FUND
CITY COUNCIL	GENERAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Administration	$74,869	$123,904	$123,904	$123,613
TOTAL	**$74,869**	**$123,904**	**$123,904**	**$123,613**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$9,527	$12,918	$12,918	$12,057
General Services	2,688	19,300	19,300	19,300
Maintenance	0	0	0	0
Sundry	53,922	76,570	76,570	77,820
Supplies	8,731	15,116	15,116	14,436
Capital	0	0	0	0
TOTAL	**$74,869**	**$123,904**	**$123,904**	**$123,613**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**0.00**	**0.00**	**0.00**	**0.00**

DEPARTMENT / DIVISION	FUND
CITY COUNCIL – ADMINISTRATION	GENERAL

PROGRAM NAME

QUALITY COMMUNITY DEVELOPMENT AND REVITALIZATION

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Quality Community Development and Revitalization is one of the nine goals established by the Council. Quality Community Development and Revitalization seeks to revitalize older areas of the City (commercial and residential), promote active reuse of both commercial and residential properties, prevent the decline of existing residences and businesses, protect and maintain property values and reinvest in the community through development.

GOALS

- To complete build out strategy. (Quality Community Development & Revitalization)
- To expedite redevelopment of Calloway Creek Retail Area. (Quality Community Development & Revitalization)
- To implement Loop 820 study objectives. (Quality Community Development & Revitalization)
- To implement Boulevard 26 Study. (Quality Community Development & Revitalization)
- To revitalize residential neighborhoods. (Quality Community Development & Revitalization)
- To create rail station land use development plan. (Quality Community Development & Revitalization)
- To ensure compliance with quality housing standards. (Quality Community Development & Revitalization)

OBJECTIVES

- Place landscaping/intersection improvements at some intersections along Davis Boulevard.
- Provide redevelopment incentives/opportunities for potential owners or developers of the Calloway Creek Commercial Area.
- Continue to purchase property to prepare for impacts Loop 820 widening will have on City Hall.
- Get concurrence on the Loop 820 Corridor Access Plan from TxDOT.
- Develop landscape, planter box and retaining wall regulations for Loop 820 frontage properties.
- Expand TIF #1.
- Continue funding sidewalk replacement/construction program.
- Continue to focus the Preventive Street Maintenance Program on concentrated areas of deteriorated streets in the City's neighborhoods.
- Develop multiyear Neighborhood Revitalization Plan with initial pilot project in specific neighborhood area south of Loop 820.
- Identify landscaping and intersection improvements at Rufe Snow Drive and Glenview Drive.
- Continue to seek CDBG funding.
- Acquire land for proposed rail stations.
- Adopt TOD plans and rezone properties around Iron Horse and Smithfield station areas.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of new businesses in NRH	102	105	105
# Of new public facilities completed	0	1	0
# Of Neighborhood Initiative Program projects requested	91	113	123

DEPARTMENT / DIVISION	FUND
CITY COUNCIL – ADMINISTRATION	GENERAL

PROGRAM NAME

EFFICIENT AND EFFECTIVE TRANSPORTATION SYSTEM

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Providing an Efficient Effective Transportation System is one of the nine goals established by the council. Efficient and Effective Transportation System involves maintaining quality streets, effective use of rail as link to the Metroplex, expanding use of trails as a mode of transportation, reducing congestion on major interstate/highways, improving traffic safety and seeking additional funding sources for projects related to transportation.

GOALS

- To maintain leadership role on regional transportation issues.
- To continue to address congestion and street conditions as it relates to local traffic flow.
- To ensure future local rail stations.
- To coordinate Loop 820 expansion with multi-modal transportation needs.

OBJECTIVES

- Continue to be active and maintain leadership roles in RTC, TRTC, STTC, I-35 Coalition and TEX-21.
- Continue to keep traffic timing optimized as traffic volumes and patterns change.
- Monitor key CIP projects such as North Tarrant Parkway and Rufe Snow Drive and keep them progressing towards
- Continue to fund the preventive street maintenance program at the current level and expand when possible.
- Update Master Thoroughfare Plan to reflect changes in Home Town, Loop 820 and TOD districts.
- Conduct a traffic analysis of the area surrounding the post office located on Davis Boulevard.
- Work closely with NCTCOG and all committees including the Rail North Texas Initiative and the SW to NE Rail Corridor
- Continue to look for and support other revenue sources to support regional rail in North Richland Hills through lobbying efforts.
- Coordinate with the “T” and TxDOT for double tracking rail line over Loop 820.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Amount of funding for Preventive Street Maintenance Program	$800,000	$800,000	$800,000
Outputs:			
Mileage of street lanes receiving preventative maintenance	21 miles	21 miles	21 miles
# Of trips by NRH citizens using NETS	5351	5400	5450
Efficiency:			
% Of projects completed within the allotted amount of time	100.00%	100.00%	100.00%
Effectiveness:			
Average condition rating of streets (0-100 with 100 being excellent)	80	80	80
Outcomes:			
% Of citizens rating the city traffic flow as good or excellent	44.00%	59.80%	60.00%
% Of citizens rating signal timing as good or excellent	60.00%	56.10%	60.00%

DEPARTMENT / DIVISION	FUND
CITY COUNCIL – ADMINISTRATION	GENERAL

PROGRAM NAME

SAFETY AND SECURITY

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Safety and Security is one of the nine goals established by the Council. Safety and Security seeks to lower the crime rate and fire loss, receive a favorable ISO rating, provide a sense of safety for all that live and visit our City, provide safe schools and communities for youth, maintain an active law enforcement presence in the community, achieve better response times, and maintain overall safe streets.

GOALS

- To maintain low response time.
- To maintain low crime rate.
- To provide effective and efficient police, fire and emergency medical services.
- To engage community in public safety programs and initiatives.
- To maintain the City's ability to respond to all large scale emergencies.
- To implement shared regional core public safety services where possible.

OBJECTIVES

- Continue to monitor all phases of response times and improve them where possible.
- Continue to provide and maintain state of the art public safety communications.
- Provide quarterly live fire training for all operating fire fighters.
- Hold Police Department Community Meetings.
- Continue training staff to meet all federal and state guidelines for emergency management operations.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of outdoor warning siren tests	362	360	364
# Of total calls for EMS response	4,832	4,824	4,900
# Of structure fire response	69	75	75
# Of police responses to priority 1 calls for service.	720	698	712
# Of police responses to priority 2 calls for service.	7182	6989	7129
Efficiency:			
# Of EMS responses per 1,000 population	76	76	77
Response times (fire)	5 min	5 min	5 min
Response times (police):			
Priority 1	5 min	5 min	5 min
Priority 2	7 min	7 min	8 min
Effectiveness:			
Amount of loss per structure fire	$16,620.00	$10,473.00	$10,741.00

DEPARTMENT / DIVISION	FUND
CITY COUNCIL – ADMINISTRATION	GENERAL

PROGRAM NAME

FINANCIAL STABILITY

DESCRIPTION / MISSION

During the Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Financial Stability entails creating a self sustaining local economy, diversifying the tax base, attracting high quality businesses along major corridors, maintaining the tax rate, maintaining a good bond rating, maintaining strong fund balances, maintaining reserves for capital projects, providing cost effective and quality delivery of quality services and effectively utilizing community resources.

GOALS

- To continue pay-as-you go where possible.
- To maintain a stable tax rate and predictable income stream.
- To update the long-range financial plan annually.
- To maintain cash reserve policies.
- To maximize grant funding.

OBJECTIVES

- Evaluate the ability to pay-as-you-go versus financing of capital expenditures, using cash when available and practical.
- Continue aggressive debt payment structure to ensure a manageable debt property tax rate.
- Regularly monitor financial markets for opportunities to refinance existing debt to save interest expense.
- Evaluate the effect of all operating and capital expenditures on the property tax rate and user fees.
- Continue to maintain/build cash reserves.
- Seek grant funding where feasible for all departments.
- Identify all possible revenue sources for existing and proposed programs.
- Explore and implement funding alternatives for proactive land acquisition and management.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Efficiency:			
Property tax rate	57¢	57¢	61¢
Outcomes:			
Bond Ratings:			
Standard & Poor's	AA+	AA+	AA+
Moody's	Aa2	Aa2	Aa2

DEPARTMENT / DIVISION	FUND
CITY COUNCIL – ADMINISTRATION	GENERAL

PROGRAM NAME

POSITIVE CITY IMAGE

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Positive City Image is one the nine goals set by Council. Positive City Image involves continuing the communication flow to citizens, construction of new public facilities, and focusing on and recognizing City successes.

GOALS

- To enhance public information initiatives.
- To continue and enhance communication flow with citizens.
- To maintain quality public facilities.
- To focus on and recognize City successes.
- To promote and initiate environmentally responsible programs.
- To enhance Public Art Program.
- To increase regional awareness of our positive city image.
- To implement the facilities study.

OBJECTIVES

- Continue to foster a positive relationship with all local media outlets and to encourage fair media coverage of our community.
- Conduct a Citizen Survey to measure residents' opinions about our community and city services.
- Evaluate new electronic and internet based communications tools (such as Facebook, Twitter, e-newsletters, blogs, etc.) and implement those found to be practical and effective for the City.
- Continue to foster an environment for positive customer service and provide customer service training for employees who have high public contact.
- Continue to educate employees on city and departmental policies and procedures.
- Submit City initiatives to multiple organizations for awards and other recognition.
- Continue to look for and implement energy saving ideas.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of city newsletters	3	3	3
# Of utility bill inserts produced	22	24	24
# Of social media sites maintained	4	4	4
# Of press releases issued	21	14	20
# Of weekly calendars produced	52	52	52
# Of Neighborhood Initiative Program projects requested	91	113	123
Efficiency:			
% Of special events promoted	100.00%	100.00%	100.00%
% Of website updated with current information	100.00%	100.00%	100.00%
Outcomes:			
% Of those who use the web site who found the information they were seeking	N/A	95.50%	N/A
% Of citizens who said they get enough information about city programs and services	N/A	87.20%	N/A

DEPARTMENT / DIVISION	FUND
CITY COUNCIL – ADMINISTRATION	GENERAL

PROGRAM NAME

A SENSE OF COMMUNITY

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. A Sense of Community is one of the nine goals established by the Council. A Sense of Community involves promoting recreational, leisure, cultural and educational activities. It also provides a strong Library as well as quality parks, open space and trails. A Sense of Community also involves support and partnerships with the community, recognizing the City facilities and amenities are regional resources, and providing a mix of amenities for citizens and businesses.

GOALS

- To complete and implement trails plan.
- To enhance parks and recreation facilities and programs at current high level.
- To encourage volunteerism and community wide involvement.
- To maintain cultural arts program.
- To promote life long learning through library services.
- To prepare for demographic changes to maintain our sense of community.

OBJECTIVES

- Initiate the construction of the Little Bear Creek and Calloway Branch Trail Projects.
- Design and construct the Recreation Center.
- Continue the implementation of the Park, Recreation and Open Space Master Plan.
- Improve aesthetics of Iron Horse.
- Continue to add attractions and improvements at NRH2O to keep the park updated and appealing to citizens of NRH and the region.
- Continue with A Night of Holiday Magic.
- Promote/increase health and wellness programs.
- Continue recognizing community leaders, businesses and employees at city facilities and events.
- Continue offering special events for the community including Easter in the Park, Hoot N Howl, Veterans Day, etc.
- Continue to collaborate with community partners on events, programming and volunteers.
- Attract new users to the NRH Library and provide them with state-of-the-art services and materials.
- Continue to offer a wide variety of programming to seniors that includes cultural, educational, and active endeavors.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of visits to the library	287,138	292,000	295,000
# Of Night of Holiday Magic events	1	1	1
# Of outdoor concerts	4	4	4
Outcomes:			
% Of ctizens, polled in the citizen survey, that rated NRH parks maintenance as excellent or good	N/A	95.00%	N/A
% Of citizens, polled in the citizen survey, that rated the library service as excellent or good	N/A	98.00%	N/A
% Of citizens, polled in the citizen survey, who participated in recreational programs and rated them as excellent or good	N/A	88.40%	N/A

DEPARTMENT / DIVISION	FUND
CITY COUNCIL – ADMINISTRATION	GENERAL

PROGRAM NAME

TARGETED ECONOMIC DEVELOPMENT

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Targeted Economic Development is one of the nine goals established by the Council. Targeted Economic Development focuses the City's economic development incentives on specific geographic areas and business sectors to enhance the impact.

GOALS

- To attract the types of businesses we want to our community.
- To promote diversity in economic development.
- To encourage developers to maximize use of existing real estate and locations.
- To have proactive strategic land acquisition and management.

OBJECTIVES

- Research market to determine business opportunities.
- Support small business development.
- Work with businesses to assist in finding locations within our City.
- Maintain inventory of available, non residential tracts and vacant buildings.
- Continue BIG program.
- Sell unneeded city property.
- Manage property acquisitions, dispositions and incentives that increase taxable revenue.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
Amount of total taxable sales (in millions)	$836 M	$836 M	$836 M
# Of new businesses	102	105	105
# Of BIG Program participants	8	10	12

DEPARTMENT / DIVISION	FUND
CITY COUNCIL – ADMINISTRATION	GENERAL

PROGRAM NAME

LOCAL AND REGIONAL LEADERSHIP

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Being a local and regional leader on issues affecting the City and the region is one of the eight goals established by the Council. Local and regional leadership involves understanding that many issues affecting the City also affect neighboring communities and certain issues cannot be resolved without regional cooperation. By being a regional leader the City can ensure the City's and the region's needs are addressed.

GOALS

- Continue to be involved on committees setting direction for the region.
- Build and maintain relationships that influence decisions in areas where we have an interest.
- Promote service and involvement that brings prominence as leaders that influence the direction in key issues.
- Lead by example, do it better.
- Maintain leadership role on legislative issues.

OBJECTIVES

- Maintain active participation in regional committees.
- Continue encouraging employee relationships and leadership positions in professional organizations.
- Provide staff support services to Mayor and Council and their regional leadership roles.
- Participate and hold leadership roles in National and State organizations that advocate for cities.
- Participate in regional efforts involving state and federal legislation that can impact our city and area.
- Monitor and lobby the federal and state legislatures.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of regional intergovernmental groups participated in	56	56	56
# Of professional organizations participated in	135	135	135
# Of legislative trips to Austin and DC	8	3	8
Effectiveness:			
# Of leadership positions in regional groups	12	12	12
# Of leadership positions in professional organizations	24	24	24

DEPARTMENT / DIVISION	FUND
CITY COUNCIL – ADMINISTRATION	GENERAL

PROGRAM NAME

EFFICIENT AND EFFECTIVE DELIVERY OF CITY SERVICES

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Providing Efficient and Effective Delivery of City Services is one of the nine goals established by the council. Efficient and Effective Delivery of City services includes maintaining quality public facilities, addressing critical municpal facility needs, maintaining a workforce that can meet both current and future needs and exploring ways to improve efficiency and effectiveness through shared services.

GOALS

- Maintain quality public facilities.
- Adress critical present and future municipal facility needs.
- Maintain an effective workforce and infrastructure that can meet current and future needs.
- Explore improved efficiency, cost savings, and effectiveness through shared services.

OBJECTIVES

- Continue to maintain city facilities beyond the city's current standards
- Continue to assess the current and present facility needs
- Continue to hire and maintain a quality, motivated workforce
- Continue to explore opportunities for shared services with our neighboring communities

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
Funds expended on new facilities and projects	$354,383.00	$196,960.00	$745,920.00
Other funds expended on facility projects	$68,039.00	$48,657.00	$55,000.00
# Of facility projects completed	24	35	25
# Of facilities where projects were completed	19	24	15
Multi City Wayfinding Program Completed	0	1	0
Shared Jail and Detention Services Agreement	0	1	0

ADOPTED	FUND
CITY MANAGER	GENERAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Administration	$474,547	$517,090	$523,519	$523,907
TOTAL	**$474,547**	**$517,090**	**$523,519**	**$523,907**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$422,480	$454,128	$460,557	$461,786
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	48,426	59,226	58,951	58,385
Supplies	3,640	3,736	4,011	3,736
Capital	0	0	0	0
TOTAL	**$474,547**	**$517,090**	**$523,519**	**$523,907**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
City Manager	0.50	0.50	0.50	0.50
Assistant City Manager	1.30	1.30	1.30	1.30
Executive Secretary	0.50	0.50	0.50	0.50
Assistant to the City Manager	1.00	1.00	1.00	1.00
* This is position partially funded from this activity.				
Full-Time	3.30	3.30	3.30	3.30
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**3.30**	**3.30**	**3.30**	**3.30**

DEPARTMENT / DIVISION	FUND
CITY MANAGER – ADMINISTRATION	GENERAL

PROGRAM NAME

QUALITY COMMUNITY DEVELOPMENT AND REVITALIZATION

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Quality Community Development and Revitalization is one of the nine goals established by the Council. Quality Community Development and Revitalization seeks to revitalize older areas of the City (commercial and residential), promote active reuse of both commercial and residential properties, prevent the decline of existing residences and businesses, protect and maintain property values, and reinvest in the community though development.

GOALS

- To complete build out strategy.
- To expedite redevelopment of Calloway Creek Commercial Area.
- To implement Loop 820 study objectives.
- To implement Boulevard 26 Study.
- To revitalize residential neighborhoods.
- To create rail station land use development plan.
- To ensure compliance with quality housing standards.

OBJECTIVES

- Provide redevelopment incentives/opportunities for potential owners or developers.
- Complete intersection improvements along Boulevard 26.
- Bury utilities along the North Richland Hills' side of Boulevard 26.
- Continue funding sidewalk replacement/construction program.
- Continue to focus the Preventive Street Maintenance Program on concentrated areas of deteriorated streets in the City's neighborhoods.
- Continue the expanded Neighborhood Initiative Program.
- Continue to seek CDBG funding.
- Utilize the Substandard Building Board in addressing/eliminating substandard structures within the City.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of new businesses in NRH	102	105	105
# Of new public facilities completed	0	1	0
# Of Neighborhood Initiative Program projects requested	91	113	123

DEPARTMENT / DIVISION	FUND
CITY MANAGER – ADMINISTRATION	GENERAL

PROGRAM NAME

EFFICIENT AND EFFECTIVE TRANSPORTATION SYSTEM

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Providing an Efficient Effective Transportation System is one of the nine goals established by the council. Efficient and Effective Transportation System involves maintaining quality streets, effective use of rail as link to the Metroplex, expanding use of trails as a mode of transportation, reducing congestion on major interstate/highways, improving traffic safety and seeking additional funding sources for projects related to transportation.

GOALS

- To maintain leadership role on regional transportation issues.
- To continue to address congestion and street conditions as it relates to local traffic flow.
- To ensure future local rail stations.
- To coordinate Loop 820 expansion with multi-modal transportation needs.

OBJECTIVES

- Continue to be active and maintain leadership roles in RTC, TRTC, STTC, I-35 Coalition and TEX-21.
- Continue to fund the preventive street maintenance program at the current level and expand when possible.
- Continue to look for and support other revenue sources to support regional rail in North Richland Hills through lobbying efforts.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Amount of funding for Preventive Street Maintenance Program	$800,000	$800,000	$800,000
Outputs:			
Mileage of street lanes receiving preventative maintenance	21 miles	21 miles	21 miles
# Of trips by NRH citizens using NETS	5,351	5,400	5,450
Efficiency:			
% Of projects completed within the allotted amount of time	100.00%	100.00%	100.00%
Effectiveness:			
Average condition rating of streets (0-100 with 100 being excellent)	80	80	80
Outcomes:			
% Of citizens rating the city traffic flow as good or excellent	44.00%	59.80%	60.00%
% Of citizens rating signal timing as good or excellent	60.00%	56.10%	60.00%

DEPARTMENT / DIVISION	FUND
CITY MANAGER – ADMINISTRATION	GENERAL

PROGRAM NAME

SAFETY AND SECURITY

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Safety and Security is one of the nine goals established by the Council. Safety and Security seeks to lower the crime rate and fire loss, receive a favorable ISO rating, provide a sense of safety for all that live and visit our City, provide safe schools and communities for youth, maintain an active law enforcement presence in the community, achieve better response times, and maintain overall safe streets.

GOALS

- To maintain low response time.
- To maintain low crime rate.
- To provide effective and efficient police, fire and emergency medical services.
- To engage community in public safety programs and initiatives.
- To maintain the City's ability to respond to all large scale emergencies.
- To implement shared regional core public safety services where possible.

OBJECTIVES

- Continue to monitor all phases of response times and improve them where possible.
- Continue to provide and maintain state of the art public safety communications.
- Provide quarterly live fire training for all operating fire fighters.
- Hold Police Department Community Meetings.
- Continue training staff to meet all federal and state guidelines for emergency management operations.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of outdoor warning siren tests	362	360	364
# Of total calls for EMS response	4,832	4,824	4,900
# Of structure fire response	69	75	75
# Of police responses to priority 1 calls for service.	720	698	712
# Of police responses to priority 2 calls for service.	7,182	6,989	7,129
Efficiency:			
# Of EMS responses per 1,000 population	76	76	77
Response times (fire)	5 min	5 min	5 min
Response times (police):			
Priority 1	5 min	5 min	5 min
Priority 2	7 min	7 min	8 min
Effectiveness:			
Amount of loss per structure fire	$16,620.00	$10,473.00	$10,741.00

DEPARTMENT / DIVISION	FUND
CITY MANAGER – ADMINISTRATION	GENERAL

PROGRAM NAME

FINANCIAL STABILITY

DESCRIPTION / MISSION

During the Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Financial Stability entails creating a self sustaining local economy, diversifying the tax base, attracting high quality businesses along major corridors, maintaining the tax rate, maintaining a good bond rating, maintaining strong fund balances, maintaining reserves for capital projects, providing cost effective and quality delivery of quality services and effectively utilizing community resources.

GOALS

- To continue pay-as-you go where possible.
- To maintain a stable tax rate and predictable income stream.
- To update the long-range financial plan annually.
- To maintain cash reserve policies.
- To maximize grant funding.
- To identify and evaluate funding alternatives for achieving our strategic vision.

OBJECTIVES

- Evaluate the ability to pay-as-you-go versus financing of capital expenditures, using cash when available and practical.
- Continue aggressive debt payment structure to ensure a manageable debt property tax rate.
- Regularly monitor financial markets for opportunities to refinance existing debt to save interest expense.
- Evaluate the effect of all operating and capital expenditures on the property tax rate and user fees.
- Continue to standardize equipment when possible.
- Continue to maintain/build cash reserves.
- Seek grant funding where feasible for all departments.
- Identify all possible revenue sources for existing and proposed programs.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Efficiency:			
Property tax rate	57¢	57¢	61¢
Outcomes:			
Bond Ratings:			
Standard & Poor's	AA+	AA+	AA+
Moody's	Aa2	Aa2	Aa2

DEPARTMENT / DIVISION	FUND
CITY MANAGER – ADMINISTRATION	GENERAL

PROGRAM NAME

POSITIVE CITY IMAGE

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Positive City Image is one the nine goals set by Council. Positive City Image involves continuing the communication flow to citizens, construction of new public facilities, and focusing on and recognizing City successes.

GOALS

- To enhance public information initiatives.
- To continue and enhance communication flow with citizens.
- To maintain quality public facilities.
- To focus on and recognize City successes.
- To promote and initiate environmentally responsible programs.
- To enhance Public Art Program.
- To increase regional awareness of our positive city image.
- To implement the facilities study.

OBJECTIVES

- Continue to foster a positive relationship with all local media outlets and to encourage fair media coverage of our community.
- Conduct a Citizen Survey to measure residents' opinions about our community and city services.
- Evaluate new electronic and internet based communications tools (such as Facebook, Twitter, e-newsletters, blogs, etc.) and implement those found to be practical and effective for the City.
- Continue to foster an environment for positive customer service and provide customer service training for employees who have high public contact.
- Continue to educate employees on city and departmental policies and procedures.
- Submit City initiatives to multiple organizations for awards and other recognition.
- Continue to look for and implement energy saving ideas.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of city newsletters	3	3	3
# Of utility bill inserts produced	22	24	24
# Of social media sites maintained	4	4	4
# Of press releases issued	21	14	20
# Of weekly calendars produced	52	52	52
# Of Neighborhood Initiative Program projects requested	91	113	123
Efficiency:			
% Of special events promoted	100.00%	100.00%	100.00%
% Of website updated with current information	100.00%	100.00%	100.00%
Outcomes:			
% Of those who use the web site who found the information they	N/A	95.50%	N/A
% Of citizens who said they get enough information about city programs and services	N/A	87.20%	N/A

DEPARTMENT / DIVISION	FUND
CITY MANAGER – ADMINISTRATION	GENERAL

PROGRAM NAME

A SENSE OF COMMUNITY

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. A Sense of Community is one of the nine goals established by the Council. A Sense of Community involves promoting recreational, leisure, cultural and educational activities. It also provides a strong Library as well as quality parks, open space and trails. A Sense of Community also involves support and partnerships with the community, recognizing the City facilities and amenities are regional resources, and providing a mix of amenities for citizens and businesses.

GOALS

- To complete and implement trails plan.
- To enhance parks and recreation facilities and programs at current high level.
- To encourage volunteerism and community wide involvement.
- To maintain cultural arts program.
- To promote life long learning through library services.
- To prepare for demographic changes to maintain our sense of community.

OBJECTIVES

- Initiate the construction of the Little Bear Creek and Calloway Branch Trail Projects.
- Design and construct the Recreation Center.
- Continue the implementation of the Park, Recreation and Open Space Master Plan.
- Improve aesthetics of Iron Horse.
- Continue to add attractions and improvements at NRH2O to keep the park updated and appealing to citizens of NRH and the region.
- Continue with A Night of Holiday Magic.
- Promote/increase health and wellness programs.
- Continue recognizing community leaders, businesses and employees at city facilities and events.
- Continue offering special events for the community including Easter in the Park, Hoot N Howl, Veterans Day, etc.
- Continue to collaborate with community partners on events, programming and volunteers.
- Attract new users to the NRH Library and provide them with state-of-the-art services and materials.
- Continue to offer a wide variety of programming to seniors that includes cultural, educational, and active endeavors.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of visits to the library	287,138	292,000	295,000
# Of Night of Holiday Magic events	1	1	1
# Of outdoor concerts	4	4	4
Outcomes:			
% Of ctizens, polled in the citizen survey, that rated NRH parks maintenance as excellent or good	N/A	95.00%	N/A
% Of citizens, polled in the citizen survey, that rated the library service as excellent or good	N/A	98.00%	N/A
% Of citizens, polled in the citizen survey, who participated in recreational programs and rated them as excellent or good	N/A	88.40%	N/A

DEPARTMENT / DIVISION	FUND
CITY MANAGER – ADMINISTRATION	GENERAL

PROGRAM NAME

TARGETED ECONOMIC DEVELOPMENT

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Targeted Economic Development is one of the nine goals established by the Council. Targeted Economic Development focuses the City's economic development incentives on specific geographic areas and business sectors to enhance the impact.

GOALS

- To attract the types of businesses we want to our community.
- To promote diversity in economic development.
- To encourage developers to maximize use of existing real estate and locations (e.g. Loop 820, Blvd. 26, Cotton Belt, existing buildings and real estate).
- To have proactive strategic land acquisition and management.

OBJECTIVES

- Research market to determine business opportunities.
- Work with businesses to assist in finding locations within our City.
- Maintain inventory of available, non residential tracts and vacant buildings.
- Continue BIG program.
- Manage property acquisitions, dispositions and incentives that increase taxable revenue.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
Amount of total taxable sales (in millions)	$836 M	$836 M	$836 M
# Of new businesses	102	105	105
# Of BIG Program participants	8	10	12

DEPARTMENT / DIVISION	FUND
CITY MANAGER – ADMINISTRATION	GENERAL

PROGRAM NAME

LOCAL AND REGIONAL LEADERSHIP

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Being a local and regional leader on issues affecting the City and the region is one of the eight goals established by the Council. Local and regional leadership involves understanding that many issues affecting the City also affect neighboring communities and certain issues cannot be resolved without regional cooperation. By being a regional leader the City can ensure the City's and the region's needs are addressed.

GOALS

- Continue to be involved on committees setting direction for the region.
- Build and maintain relationships that influence decisions in areas where we have an interest.
- Promote service and involvement that brings prominence as leaders that influence the direction in key issues.
- Lead by example, do it better.
- Maintain leadership role on legislative issues.

OBJECTIVES

- Maintain active participation in regional committees.
- Continue encouraging employee relationships and leadership positions in professional organizations.
- Provide staff support services to Mayor and Council and their regional leadership roles.
- Participate in regional efforts involving state and federal legislation that can impact our city and area.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of regional intergovernmental groups participated in	56	56	56
# Of professional organizations participated in	135	135	135
# Of legislative trips to Austin and DC	8	3	8
Effectiveness:			
# Of leadership positions in regional groups	12	12	12
# Of leadership positions in professional organizations	24	24	24

DEPARTMENT / DIVISION	FUND
CITY MANAGER – ADMINISTRATION	GENERAL

PROGRAM NAME

EFFICIENT AND EFFECTIVE DELIVERY OF CITY SERVICES

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Providing Efficient and Effective Delivery of City Services is one of the nine goals established by the council. Efficient and Effective Delivery of City services includes maintaining quality public facilities, addressing critical municpal facility needs, maintaining a workforce that can meet both current and future needs and exploring ways to improve efficiency and effectiveness through shared services.

GOALS

- Maintain quality public facilities.
- Adress critical present and future municipal facility needs.
- Maintain an effective workforce and infrastructure that can meet current and future needs.
- Explore improved efficiency, cost savings, and effectiveness through shared services.

OBJECTIVES

- Continue to maintain city facilities beyond the city's current standards
- Continue to assess the current and present facility needs
- Continue to hire and maintain a quality, motivated workforce
- Continue to explore opportunities for shared services with our neighboring communities

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
Funds expended on new facilities and projects	$354,383.00	$196,960.00	$745,920.00
Other funds expended on facility projects	$68,039.00	$48,657.00	$55,000.00
# Of facility projects completed	24	35	25
# Of facilities where projects were completed	19	24	15
Multi City Wayfinding Program Completed	0	1	0
Shared Jail and Detention Services Agreement	0	1	0

DEPARTMENT	FUND
COMMUNICATIONS	GENERAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Public Information	$208,151	$215,418	$219,837	$218,281
Citicable	179,731	113,504	114,237	119,897
TOTAL	**$387,882**	**$328,922**	**$334,074**	**$338,178**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$297,501	$226,277	$227,781	$233,390
General Services	898	515	515	515
Maintenance	8,118	15,009	15,009	15,920
Sundry	67,781	73,333	76,981	74,565
Supplies	5,685	13,788	13,788	13,788
Capital	7,899	0	0	0
TOTAL	**$387,882**	**$328,922**	**$334,074**	**$338,178**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Public Information Officer	1.00	1.00	1.00	1.00
Secretary/Receptionist	1.00	1.00	1.00	1.00
Broadcast Specialist	1.00	1.00	1.00	1.00
Part-Time:				
Lead Production Assistant	0.75	0.75	0.75	0.75
Full-Time	3.00	3.00	3.00	3.00
Part-Time (Full-Time Equivalents)	0.75	0.75	0.75	0.75
TOTAL	**3.75**	**3.75**	**3.75**	**3.75**

DEPARTMENT / DIVISION	FUND
COMMUNICATIONS – ADMINISTRATION	GENERAL

PROGRAM NAME

ADMINISTRATION

DESCRIPTION / MISSION

The Communications Department is dedicated to promoting the City's positive image and enhancing citizens' understanding of their local government. The Communications Administration staff works with all City Departments to develop effective communication tools including video, print and electronic communications and to encourage citizen involvement in their community.

GOALS

- To improve citizens' awareness and understanding of the City, its programs and its services by producing quality printed materials. (Positive City Image)
- To promote a positive image of the organization to citizens and surrounding communities by maintaining an attractive and informative City Web Site. (Positive City Image)
- To communicate effectively with the media and provide local news organizations with accurate and timely information. (Positive City Image)
- To encourage community participation and involvement by maintaining a City calendar and assisting City departments in planning and promoting special events. (Sense of Community)
- To provide professional, timely and accurate responses to e-mails, letters and other inquiries from NRH residents and customers. (Positive City Image / Sense of Community)
- To promote a positive city image and increase regional awareness about North Richland Hills through the use of social media applications. (Positive City Image)
- To encourage the community to support local businesses. (Targeted Economic Development / Financial Stability)

OBJECTIVES

- Produce 3 citizen newsletters, 12 utility bill inserts, 24 e-newsletters and other printed and electronic materials that provide quality and timely information for citizens.
- Work with all departments to update all sections of the web site on a monthly basis and encourage residents to utilize the web site and online services.
- Issue (on average) two press releases per month and respond to all media calls on a timely basis.
- Maintain a weekly City calendar and online City calendar to keep staff and the public informed about upcoming City events and activities and encourage their involvement.
- Produce monthly employee newsletters to keep employees informed of the City's activities, goals and accomplishments.
- Maintain a positive presence for the City on two or more social media sites.
- Include a new business list in monthly water bill inserts, devote one page of each City newsletter to economic development news and post seasonal Shop NRH articles on the City's web site.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full time employees (FTEs)	2.00	2.00	2.00
Outputs:			
# Of city newsletters produced	3	3	3
# Of utility bill inserts produced	14	13	13
# Of press releases issued	21	14	20
# Of media inquiries handled	69	80	80
# Of weekly calendars produced	52	52	52
# Of employee newsletters produced	12	12	12
# Of letters drafted	27	20	25
# Of e-mail inquires from residents handled	124	130	150
# Of social media sites maintained	4	4	4
# Of water bill inserts that include new business list	12	11	12
# Of e-newsletters produced	28	25	25
Efficiency:			
% Of publications prepared on time	100.00%	100.00%	100.00%
% Of media calls responded to within 24 hours	100.00%	100.00%	100.00%
% Of special events promoted	100.00%	100.00%	100.00%
% Of web site updated with current information	100.00%	100.00%	100.00%

DEPARTMENT / DIVISION	FUND
COMMUNICATIONS – ADMINISTRATION	GENERAL

PROGRAM NAME

ADMINISTRATION

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness:			
% Of news releases picked up by one or more media outlets	38.00%	20.00%	25.00%
% Of residents who visited the city's web site (Citizen Survey)	N/A	70.50%	N/A
Average # of visits to the city web site each month	34,239	52,365	55,000
# Of Notify Me website subscriptions	27,413	37,320	40,000
# of e-newsletter subscribers	1,309	1,766	2,000
# of followers on Facebook	1,244	1,535	1,800
# of followers on Twitter	410	539	700
Outcomes:			
% of residents surveyed who get most of their news about NRH from City water bill inserts, newsletters, emails or website	N/A	78.50%	N/A
% Of those who use the web site who found the information they were seeking (Citizen Survey)	N/A	95.50%	N/A
% Of residents surveyed who said they get enough information about city programs and services (Citizen Survey)	N/A	87.20%	N/A

DEPARTMENT / DIVISION	FUND
COMMUNICATIONS – CITICABLE	GENERAL

PROGRAM NAME

CITICABLE

DESCRIPTION / MISSION

Citicable is North Richland Hill's local government access channel. Citicable broadcasts municipal information 24 hours a day on Charter Cable Channel 27, AT&T U-Verse Channel 99 and online through the City's web site--www.nrhtx.com. Citicable's mission is to communicate current and relevant information about City meetings, services, events, goals and achievements to the citizens of North Richland Hills. Citicable also assists city departments that require audio, video or other technical assistance. During FY 2010-2011, the Citicable Division was restructured and continued to focus on the core goals and objectives listed below. This restructuring, which took place midway through the year, is reflected in the inputs and outputs on the Performance Measures page.

GOALS

- To promote a positive image of the City and improve citizens' awareness and understanding of their local government by broadcasting local government meetings and other relevant government information (Positive City Image)
- To encourage community participation and involvement by promoting upcoming public meetings and special events (Sense of Community)
- To encourage increased viewership of Citicable through the City's web site and other online media. (Sense of Community)
- To maintain the quality of all broadcasts by properly maintaining video production equipment (Positive City Image)

OBJECTIVES

- Broadcast 100% of City Council meetings and Planning & Zoning meetings on cable television and online; maintain video archives of those meetings.
- Produce informational Newsline NRH programs on a bi-monthly basis with highlights from the Council Meetings and other relevant news and information.
- Advertise all public meetings and special events via informational pages and/or PSAs to encourage community participation.
- Provide audio and video assistance to other City departments.
- Schedule maintenance, calibration and replacement of video production and broadcasting equipment.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of hours - full time employees	4,210 hours	2,080 hours	2,080 hours
# Of hours - part time employees	1,511 hours	1,560 hours	1,560 hours
# Of hours - contract labor	0 hours	0 hours	0 hours
Outputs:			
# Of informational pages advertising meetings, events and announcements	217	200	200
# Of public service announcements	26	21	24
# Of City Council meetings	22	23	22
# Of Planning & Zoning meetings	15	12	12
# Of Newsline NRH programs	22	22	22
# Of special projects / events	3	4	3
# Of times helped other departments with audio video projects	47	24	24
# Of maintenance tasks performed	22	12	12
Efficiency:			
Average time spent producing each video page	1 hours	1 hours	1 hours
Average time spent on each PSA	10 hours	10 hours	10 hours
Average time spent on each public meeting	6 hours	6 hours	6 hours
Average time spent on each Newsline NRH program	8 hours	8 hours	8 hours
Effectiveness:			
% Of time broadcasting 24 hours on Charter Cable and AT&T U-Verse	100.00%	100.00%	100.00%

DEPARTMENT / DIVISION	FUND
COMMUNICATIONS – CITICABLE	GENERAL

PROGRAM NAME

CITICABLE

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
% Of programming available for viewing online	100.00%	100.00%	100.00%
Hours of daily programming from outside sources	4 hours	6 hours	6 hours
% Of City Council and Planning & Zoning meetings broadcast	100.00%	100.00%	100.00%
% Of special events promoted on Citicable	100.00%	100.00%	100.00%
Average # of visits to Citicable online each month	300	427	500
Outcomes:			
% Of residents surveyed who said they get enough information about city programs and services (Citizen Survey)	N/A	87.20%	90.00%

ADOPTED CITY SECRETARY		FUND GENERAL		
ACTIVITIES	**2010-11 ACTUAL**	**2011-12 ADOPTED**	**2011-12 REVISED**	**2012-13 ADOPTED**
City Secretary	$262,081	$281,389	$284,580	$295,602
Records Management	156,269	161,504	163,137	159,101
TOTAL	**$418,350**	**$442,893**	**$447,717**	**$454,703**
EXPENSE GROUPS	**2010-11 ACTUAL**	**2011-12 ADOPTED**	**2011-12 REVISED**	**2012-13 ADOPTED**
Salaries	$307,675	$300,656	$305,480	$303,622
General Services	38,287	49,160	51,310	50,411
Maintenance	6,608	8,678	8,802	9,039
Sundry	55,262	65,368	64,293	67,892
Supplies	10,519	19,031	17,832	23,739
Capital	0	0	0	0
TOTAL	**$418,350**	**$442,893**	**$447,717**	**$454,703**
PERSONNEL SUMMARY	**2010-11 ACTUAL**	**2011-12 ADOPTED**	**2011-12 REVISED**	**2012-13 ADOPTED**
Full-Time:				
City Secretary	1.00	1.00	1.00	1.00
Assistant City Secretary	1.00	1.00	1.00	1.00
Customer Service Clerk	2.00	2.00	2.00	2.00
Full-Time	4.00	4.00	4.00	4.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**4.00**	**4.00**	**4.00**	**4.00**

DEPARTMENT / DIVISION	FUND
CITY SECRETARY – ADMINISTRATION	GENERAL

PROGRAM NAME

ADMINISTRATION

DESCRIPTION / MISSION

The City Secretary's Office performs duties set forth by the City Charter, Ordinances, federal and state laws and administrative direction. The City Secretary's Office is responsible for providing high quality and efficient support services to the City Council and administrative offices. The City Secretary administers and maintains the official records of the City to ensure accessibility to the public, Council, Staff and to document accountability to protect both the legal and financial rights of the citizens. The City Secretary serves as elections administrator for all city elections, as the Vital Statistics Registrar registering birth and death records within the City, and as the Records Management Officer administering the records management program for the City in accordance with the Local Government Records Act.

GOALS

- To conduct City Elections fairly and impartially promoting positive and equitable public relations while complying with all city, state and federal election laws and policies. (Positive City Image/Efficient and Effective Delivery of City Services)
- To provide information electronically to the elected officials, citizens of North Richland Hills and City Staff. (Positive City Image)
- To preserve and maintain the City's records through an effective records management program. (Positive City Image & Efficient and Effecive Delivery of City Services)
- To deliver quality services to City officials, staff and citizens. (Sense of Community/Efficient and Effective Delivery of City Services)
- To coordinate the City's Boards and Commissions appointment process. (Sense of Community)

OBJECTIVES

- Conduct and administer City Elections working with Tarrant County Elections to provide the voters and City with accurate and impartial election services.
- Facilitate City Council meetings and work sessions by producing meeting agenda packets, minutes and providing other support as needed.
- Update the North Richland Hills Code of Ordinances and provide electronic access.
- Process Mayor's Action Line calls for response within one or less business days of receipt.
- Respond to 80% of open records requests in 7 or less business days and all requests within state statute time.
- Provide electronic access to permanent records enabling departments to search, access and retrieve permanent records.
- Provide guidance and training to city staff on the City's records management program and monitor compliance with policies and procedures.
- Receive and disburse Board and Commission applications; coordinate appointments; and administer, maintain and distribute records regarding attendance.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full time staff (FTEs)	2.00	2.00	2.00
Outputs:			
# Of total elections conducted	1	2	1
# Of meetings:			
Regular council	22	24	24
Other meetings (work sessions, executive sessions, board of directors, etc.)	29	15	20
# Of ordinances indexed/imaged	48	50	50
# Of minutes prepared:			
Regular council	22	24	24
Other (work sessions, executive sessions, boards, etc	29	15	20
# Of Mayor's action line calls processed	53	60	40
# Of pages of minutes produced:			
Regular council	264	300	275
Other	61	45	50
# Of open records requests (non-public safety/court):			
Received/processed	165	95	130

DEPARTMENT / DIVISION	FUND
CITY SECRETARY – ADMINISTRATION	GENERAL

PROGRAM NAME

ADMINISTRATION

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs Continued:			
Responsive pages	5,247	4,000	4,000
# Of permits issued	232	225	230
# Of board appointments	56	70	70
# Of supplements to code of ordinances	2	3	3
# Of agendas / public notices prepared & posted	43	45	45
Efficiency:			
Election cost per registered voter (may election)	$0.49	$0.49	$0.49
Election cost per election	$18,000.00	$18,000.00	$18,000.00
Election cost per capita	$0.28	$0.28	$0.28
Effectiveness:			
% Of open records requests responses:			
≤7 business days	53.00%	60.00%	60.00%
≤10 business days	100.00%	100.00%	100.00%
% Of Mayor's action line calls processed within one business day	96.00%	100.00%	100.00%
% Of minutes prepared for approval within 15 business days	100.00%	100.00%	100.00%
% Of registered voters to voter participation	4.37%	6.00%	4.00%
% Of voters voting early	50.60%	55.00%	55.00%

DEPARTMENT / DIVISION	FUND
CITY SECRETARY – RECORDS	GENERAL

PROGRAM NAME

MUNICIPAL RECORDS

DESCRIPTION / MISSION

To provide quality customer service to internal and external customers through the creation and maintenance of a professional records program for the City; the registration, maintenance and issuance of birth and death records; and the operation of the City's mail room.

GOALS

- To register and maintain accurate birth and death records for the City of North Richland Hills in compliance with the Texas Bureau of Vital Statistics regulations. (Positive City Image)
- To maintain the records of the City for citizens and other city departments through an effective records management program. (Positive City Image, Efficient and Effective Delivery of City Services)
- To provide efficient access and retrieval of city records through an imaging program. (Positive City Image, Efficient and Effective Delivery of City Services)
- To provide a convenient and alternate location for the public to obtain birth/death records. (Sense of Community, Efficient and Effective Delivery of City Services)
- To enhance accessibility to city services and information. (Sense of Community, Efficient and Effective Delivery of City Services)

OBJECTIVES

- Provide electronic search, access and retrieval of records by updating historical data monthly in LaserFiche for use by departments.
- Review inactive off-site records by third quarter end and destroy eligible records in compliance with adopted record retention schedules.
- Utilize the imaging system to manage records according to retention control schedules and dispose of eligible records by third quarter end.
- Process birth and death registrations and complete requests for certified copies of vital statistic records for quick easy access.
- Review delivery of vital statistics and records management services to provide improved cost effective and efficient assistance to customers.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full Time Staff (FTEs)	2.00	2.00	2.00
Outputs:			
# Of pages imaged	83,346	75,000	80,000
# Of birth certificates registered	960	1,000	1,000
# Of death certificates registered	505	500	500
# Of birth certificates issued	2,832	3,100	3,000
# Of death certificates issued	1,353	800	700
# Of burial transit permits issued	149	150	150
# Of mail posted	31,604	28,000	21,000
Volume of records transferred to records center (cubic ft.)	407 cu. ft.	225 cu. ft.	200 cu. ft.
Volume of eligible records for destruction destroyed (cubic ft.)	172 cu. ft.	250 cu. ft.	175 cu. ft.
Units of service delivered (vital statistics/non-vital statistics)	8,200	12,000	12,000
Efficiency:			
% Of information requests (internal and external) completed within one business day	98.00%	95.00%	95.00%
% Of records eligible for destruction and destroyed by third quarter end	100.00%	100.00%	100.00%
# Of birth certificates issued per staff member	1,416	1,550	1,500
# Of death certificates issued per staff member	677	400	350
# Of burial transit permits issued per staff member	75	75	75
# Of mail posted per staff member	15,802	14,000	10,500

DEPARTMENT / DIVISION	FUND
CITY SECRETARY – RECORDS	GENERAL

PROGRAM NAME

MUNICIPAL RECORDS

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness:			
# Of NRH vital statistics records issued to texas department of health	46.00%	45.00%	45.00%
% Of birth and death certificates sold/mailed on date of request (birth/death record on file)	100.00%	100.00%	100.00%
% Of birth and death records processed within one business day	100.00%	100.00%	100.00%
% Of staff attending vital statistics training & AOP certified	100.00%	100.00%	100.00%
% Of archived records retrieved from records center within one business day	75.00%	85.00%	85.00%

DEPARTMENT	FUND
LEGAL	GENERAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Administration	$473,719	$348,104	$348,104	$338,509
TOTAL	**$473,719**	**$348,104**	**$348,104**	**$338,509**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$0	$0	$0	$0
General Services	465,903	340,000	340,000	330,000
Maintenance	0	0	0	0
Sundry	7,718	8,104	8,104	8,509
Supplies	98	0	0	0
Capital	0	0	0	0
TOTAL	**$473,719**	**$348,104**	**$348,104**	**$338,509**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**0.00**	**0.00**	**0.00**	**0.00**

DEPARTMENT	FUND
HUMAN RESOURCES	GENERAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Administration	$118,975	$112,998	$113,961	$128,322
TOTAL	**$118,975**	**$112,998**	**$113,961**	**$128,322**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$87,201	$88,076	$89,039	$89,557
General Services	20,511	12,503	12,423	25,867
Maintenance	1,017	1,092	1,092	1,092
Sundry	9,371	10,910	10,990	11,389
Supplies	875	417	417	417
Capital	0	0	0	0
TOTAL	**$118,975**	**$112,998**	**$113,961**	**$128,322**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Director of Human Resources*	0.20	0.20	0.20	0.20
Asst. Dir. of Human Resources*	0.20	0.20	0.20	0.20
Human Resources Analyst*	0.20	0.20	0.20	0.20
Payroll Specialist*	0.20	0.20	0.20	0.20
Human Resources Generalist*	0.20	0.20	0.20	0.20
* Positions partially funded in this activity.				
Full-Time	1.00	1.00	1.00	1.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**1.00**	**1.00**	**1.00**	**1.00**

DEPARTMENT / DIVISION	FUND
HUMAN RESOURCES – ADMINISTRATION	GENERAL

PROGRAM NAME

EMPLOYEE RELATIONS

DESCRIPTION / MISSION

With the City's Core Values as our model for service, ensure that all employment related information is effectively and efficiently communicated to all City employees and interested parties outside of the City. In an effort to maintain a productive and pleasant working environment, serve as an internal consultant to management and employees regarding employment related information.

GOALS

- To effectively communicate policies and procedures to all employees. (Efficient and Effective Delivery of City Services)
- In coordination with both employee committees recommend appropriate revisions to the City's policies governing labor and employment issues. (Efficient and Effective Delivery of City Services)
- To consult and advise with managers and supervisors to effectively manage employee issues. (Efficient and Effective Delivery of City Services)
- To provide relevant employment data to departments (i.e. cost of hire, employment turnover or absence rates) improving their ability to make strategic employment related decisions. (Financial Stability)
- To continuously monitor the external business environment for trends / issues that will impact the effectiveness of City operations and make recommendations for changes to City programs when appropriate. (Efficient and Effective Delivery of City Services)
- To provide exceptional customer service to internal and external customers regarding all employment related matters. (Efficient and Effective Delivery of City Services)

OBJECTIVES

- Effectively facilitate employee committee meetings to recommend changes to the City's employment policies and procedures to the City's management team.
- Respond to 100% of Open Records requests within 10 business days of receipt.
- Create a front-line supervisor training program to identify and prepare future leaders within the City.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full-time personnel devoted to employee relations (FTEs)	2.00	2.00	2.00
Outputs:			
# Of grievances reviewed by the civil service commission	1	1	1
# Of civil service commission meetings	2	2	2
Efficiency:			
% of open records requests responded to within 10 business days	100.00%	100.00%	100.00%
Effectiveness:			
Absent rate (total hours absent by city employees / total hours worked)	7.40%	7.50%	7.50%
Full-time employee turnover rate	7.21%	10.50%	10.00%

DEPARTMENT / DIVISION	FUND
HUMAN RESOURCES – ADMINISTRATION	GENERAL

PROGRAM NAME

RECRUITMENT / ASSESSMENT

DESCRIPTION / MISSION

With the City's Core Values as our selection standard, ensure that the recruitment and assessment process is fast, efficient, and fair giving us the ability to attract and retain the best qualified workforce to serve and protect the visitors and citizens of North Richland Hills.

GOALS

- To promote, recruit and hire the best qualified people. (Preserve Positive City Image)
- To provide applicants with an easy to understand pre-employment process and the necessary information when exploring the potential employment opportunities with the City of North Richland Hills. (Efficient and Effective Delivery of City Services)
- To consult with hiring departments in an effort to coordinate effective recruitment strategies by identifying key characteristics needed for each job. (Efficient and Effective Delivery of City Services)
- To consider all relevant recruiting sources having the best chance of reaching qualified candidates when determining the appropriate recruiting strategies for open positions. (Financial Stability)
- To effectively utilize job specific pre-employment testing to assist with matching applicant skills to available employment opportunities. (Efficient and Effective Delivery of City Services)
- To continue expanding the use of innovative technology in the recruitment and assessment of applicants. (Financial Stability)
- To successfully market the City of North Richland Hills as the community to live, work and play. (Preserve Positive City Image)

OBJECTIVES

- Maintain a score of 4.7 or greater on the "Applicant Satisfaction Survey".
- Through a targeted recruitment strategy, effectively utilize new technology to find qualified applicants such as advertising on social networks.
- Through training, educational opportunities and on-the-job work experience, provide employees with the skills necessary to compete for open positions within or outside of their department.
- Provide interviewing skills training to departments to broaden supervisors interviewing techniques and improve the quality of the interview process.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# of full-time positions devoted to recruiting efforts (FTEs)	2.00	2.00	2.00
Outputs:			
# Of full-time positions posted, external	27	58*	45
# Of full-time positions posted, promotional	12	15	14
# Of part-time positions posted, external	22	30*	25
Total # of applications processed	3,046	6,500*	5,400
# Of pre-employment tests administered (i.e. Typing, Microsoft Office, work-related aptitude exams, etc.)	224	1,200*	1,000
# of Public Safety promotional tests administered	5	6	6
Efficiency:			
Average # of applications per open position	49	51	50
Average time to fill a position (posting date to start date)	51 days	50 days	50 days
% Of On-line applications of total applications	89.00%	97%**	97.00%
Effectiveness:			
Overall applicant satisfaction rating with service (measured on a 5 point scale)	4.9	4.9	4.9
# Of annual visits to the City's Human Resources webpage	120,000	154,000*	150,000

*Increases to the 2011-2012 revised numbers can be attributed to the opening of the NRH Centre and Police Department Consolidation as well as the increased number and type of position posted.

** Increase can be attributed to applicants having electronic access to the application in the Human Resources Department and number of positions posted.

DEPARTMENT / DIVISION	FUND
HUMAN RESOURCES – ADMINISTRATION	GENERAL

PROGRAM NAME

TOTAL REWARDS

DESCRIPTION / MISSION

With the City's Core Values as our model for service, utilize, manage and effectively communicate employee compensation, benefits, employee recognition and employee wellness programs so as to retain and motivate the City's workforce.

GOALS

- To continuously monitor the external business environment for trends / issues related to employee compensation and benefits that will impact the effectiveness of City operations and make recommendations for changes to City programs when appropriate. (Financial Stability)
- To effectively communicate the City's benefits to all employees and dependents as well as provide adequate resources to encourage consumerism when making health care decisions. (Financial Stability)
- To effectively communicate the City's compensation programs to all employees ensuring a high level of understanding and acceptance. (Efficient and Effective Delivery of City Services)
- To effectively manage the City's benefit programs ensuring their financial viability. (Financial Stability)
- To provide high-quality assistance to employees and dependents regarding all employee compensation and benefit issues. (Efficient and Effective Delivery of City Services)
- Partnering with the City's Compensation and Benefits Review Committee, recommend appropriate changes to the compensation and benefit programs that balance the value of employee contributions and the City's fiscal responsibility to our citizens. (Efficient and Effective Delivery of City Services)
- Along with the advice and counsel given by the City's Employee Wellness Committee, facilitate, promote and encourage participation in City-sponsored wellness activities. (Financial Stability)

OBJECTIVES

- Conduct an annual market analysis of the City's compensation and benefit programs and partner with the Compensation and Benefits Review Committee to provide recommendations for adjustments as appropriate.
- Resolve all benefit-related issues where assistance from the Human Resources Department is requested within 10 days.
- Increase overall participation in City sponsored wellness programs.
- Expand the City's on-site health screening opportunities for employees and dependents to include utilizing free screening services from non-profits such as the American Cancer Society and the American Heart Association.
- Effectively facilitate Compensation and Benefits Review Committee's quarterly meetings to recommend changes to the City's compensation and benefits programs to the City's management team.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full-time personnel devoted to the city's total rewards program (compensation and benefits)	3.00	3.00	3.00
# Of participants in the city's group medical plan (annual average)	1,384	1484*	1,480
Outputs:			
# Of participants in the city's wellness program (i.e. Flu shots, health check, health fair, etc.)	829	961	975
Efficiency:			
% Of compensation (base salary + FICA) from revenue	30.00%	30.00%	30.00%
% Of benefit cost (health, life insurance, TMRS) from revenue	11.00%	11.00%	11.00%
% Of health claims issues brought to the attention of human resources resolved within 10 business days	90.00%	95.00%	96.00%
Effectiveness:			
# Of employees attending compensation and benefit meetings (i.e. Annual retirement seminars, open enrollment meetings, etc.)	350	450	350
# Of health plan issues	407**	148	140
* Increase due to the additional employees hired as part of the			
**Increase was due to system programming issues experienced by Cigna related to the implementation of the Federal Health Care Act on Jan. 2011.			

DEPARTMENT	FUND
FINANCE	GENERAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Administration / Accounting	$502,205	$501,765	$505,527	$503,004
Purchasing	217,049	222,881	225,066	203,797
TOTAL	**$719,254**	**$724,646**	**$730,593**	**$706,801**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$544,688	$553,273	$559,220	$529,493
General Services	82,218	73,982	74,307	74,805
Maintenance	140	150	150	150
Sundry	83,962	89,354	89,354	95,037
Supplies	8,246	7,887	7,562	7,316
Capital	0	0	0	0
TOTAL	**$719,254**	**$724,646**	**$730,593**	**$706,801**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Finance Director*	0.50	0.50	0.50	0.50
Asst. Finance Director*	0.25	0.25	0.25	0.25
Finance Assistant	1.00	1.00	1.00	1.00
Accountant II	1.00	1.00	1.00	1.00
Accounting Technician*	1.75	1.75	1.75	1.75
Purchasing Manager*	0.75	0.75	0.75	0.75
Buyer	1.00	1.00	1.00	1.00
Purchasing/Finance Clerk	1.00	1.00	1.00	1.00
Part-Time:				
* Position partially funded in this activity.				
Full-Time	7.25	7.25	7.25	7.25
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**7.25**	**7.25**	**7.25**	**7.25**

DEPARTMENT / DIVISION	FUND
FINANCE – ADMINISTRATION	GENERAL

PROGRAM NAME

GENERAL ACCOUNTING

DESCRIPTION / MISSION

The General Accounting Program is responsible for collecting, recording, summarizing and reporting the results of all financial transactions of the City in a timely manner and in accordance with generally accepted accounting principles, ensuring compliance with applicable state and federal statutes, bond covenants, grant contracts, and management policies by reviewing financial data for special projects, such as capital projects and special events, and the timely reporting thereof. Major responsibilities of this program include the general ledger function, chart of accounts maintenance, verification and submission of payroll taxes and employee retirement contributions and preparation of related reports, validation and reporting of various other payroll processes and payments, preparation and distribution of employee W-2 statements, the collection of accounting data for projects / events, data integrity assurance, funding source maintenance, reconciliation of restricted cash accounts, ambulance billing maintenance and posting of expense and revenues, reconciliation of bond issues to bond elections, and maintenance of systems software designed specifically for capturing project / event data, preparation for and coordination of annual external financial audit, and preparation and issuance of the Comprehensive Annual Financial Report ("CAFR").

GOALS

- To provide City Council, management, departments, and citizens with accurate and timely financial records and reports in the most efficient manner. (Financial Stability)
- To report financial transactions in conformity with Generally Accepted Accounting Principles and Government Accounting Standards Board (GASB) requirements. (Financial Stability)
- To receive the Government Finance Officers Association's (GFOA) Certificate of Achievement in Financial Reporting for the 2012 Comprehensive Annual Financial Report. (Financial Stability)
- To ensure timely and accurate reporting and payment of payroll taxes and employee retirement contributions. (Financial Stability)
- To ensure timely and accurate issuance of employee W-2 statements. (Financial Stability)
- To ensure compliance with applicable state and federal statutes, bond covenants, grant contracts, and management policies pertaining to projects, events, and grants. (Financial Stability)

To establish and maintain project information in the computer system in a timely manner. (Financial Stability)

OBJECTIVES

- Issue a CAFR that communicates and fairly presents the financial condition of the City of North Richland Hills and meets GFOA certificate standards and minimizes the number of 'major' comments by the GFOA reviewer.
- Receive an unqualified audit opinion on the 2011 CAFR.
- Limit the number of audit adjustments to 10% or less of period 13 closing entries processed.
- Prepare annual reconciliation of actual bond issues with bond elections.
- Prepare and submit financial reports in compliance with grant contracts.
- Ensure arbitrage rebate calculations are prepared and issued as required by the Internal Revenue Service.
- Minimize cost of arbitrage calculation services and associated liability by reducing the number of bond issues with remaining funds.
- Develop an Accounting policy and procedures manual.
- Setup new projects and process continuing project adjustments in accordance with the approved CIP Budget within 60 days of receiving the printed budget.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of FTE for journal entry processing	0.64	0.64	0.64
# Of FTE for payroll processing	0.32	0.32	0.32
# Of FTE for general accounting	2.33	2.33	2.33
# Of FTE for project/grant accounting	0.86	0.86	0.86
# Of FTE for ambulance accounting	0.41	0.41	0.41
Total FTEs	4.56	4.56	4.56
Arbitrage rebate services cost (for prior years)	$19,210.00	$49,000.00	$49,000.00
Outputs:			
# Of journal entries (JE's) processed	10,337	10,000	10,000
# Of journal lines processed	195,408	190,000	190,000
# Of manually-created JE's	6,799	6,500	6,500
# Of hand-keyed journal lines	153,249	140,000	140,000

DEPARTMENT / DIVISION	FUND
FINANCE – ADMINISTRATION	GENERAL

PROGRAM NAME

GENERAL ACCOUNTING

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs continued:			
# Of period 13 closing entries processed	387	375	375
# Of audit adjustments	23	25	25
# Of monthly closings completed on time	12	12	12
# Of W-2 statements issued	1,052	1,050	1,050
# Of new projects established	31	33	33
# Of project closures	11	15	15
# Of open projects	145	151	150
# Of open projects with no activity within last 12 months	65	71	70
# Of bond issues with funds remaining	33	33	31
# Of debt issues outstanding	26	27	26
# of ambulance accounts billed	3,849	3,644	3,675
# of resident accounts billed	3,451	3,294	3,300
# of non-resident accounts billed	398	350	350
% ambulance fees to collections	6.95%	6.95%	6.95%
% ambulance collection rate (after adjustments)	44.00%	50.00%	50.00%
% of resident billings to total billings	90.00%	91.00%	90.00%
% of non-resident billings to total billings	10.00%	9.00%	10.00%
# of ambulance runs	5,355	4,820	5,100
% of ambulance runs billed	72.00%	76.00%	76.00%
Efficiency:			
# Of journal entries processed per FTE	1,491	1,425	1,425
# Of journal lines processed per FTE	33,607	30,702	30,702
% Of monthly closings completed on time	100.00%	100.00%	100.00%
% Of arbitrage calculations submitted on time	100.00%	100.00%	100.00%
% Of single audit reports issued on time	100.00%	100.00%	100.00%
CAFR issued to city council on time	Yes	Yes	Yes
CAFR submitted to gfoa on time	Yes	Yes	Yes
Effectiveness:			
# Of financial statement audit findings	1	0	0
# Of single audit findings	2	0	0
# Of major GFOA reviewer comments	0	0	0
# Of minor GFAO reviewer comments	13	7	10
% Of audit adustments to period 13 closing entries	5.94%	6.67%	6.67%
% Of W-2 statements issued on time	100.00%	100.00%	100.00%
% Of bond issues w/ negative or zero arbitrage	100.00%	100.00%	100.00%
% Of bond issues with funds remaining	100.00%	100.00%	100.00%
% of projects with activity compared to no activity	55.17%	52.98%	53.33%
Outcomes:			
Received unqualified audit opinion	Yes	Yes	Yes
Received GFOA Certificate of Achievement	Yes	Yes	Yes

DEPARTMENT / DIVISION	FUND
FINANCE – ADMINISTRATION/ADMINISTRATION	GENERAL

PROGRAM NAME

CAPITAL ASSET MANAGEMENT

DESCRIPTION / MISSION

The Capital Asset Management Program is responsible for ensuring the acquisition and construction of capital assets are in compliance with the City's capitalization policy and occur within the budgetary constraints approved by City Council. Capital assets, formerly referred to as fixed assets, are long-lived assets purchased or constructed that meet capitalization levels established by the City and belong to one of the general classes of property which are usually considered capital assets under generally accepted accounting principles. The primary duties of the capital asset management function are to ensure proper capitalization and retirement of capital assets, calculation of depreciation thereon, reporting thereof, and to ensure proper care, safeguarding, and control of City property.

GOALS

- To ensure the proper recording of the acquisition or construction, depreciation, and disposal of capital assets. (Financial Stability)
- To maintain an accurate capital asset ledger in compliance with Generally Accepted Accounting Principles (GAAP) and City policy. (Financial Stability)
- To ensure proper care, safeguarding, and control of capital assets. (Financial Stability)

OBJECTIVES

- Monitor general ledger activity to ensure the acquisition or construction of capital assets is in compliance with GAAP and the city's capitalization policy.
- Verify 100% of capital asset sub-ledger balances agree with general ledger balances.
- Verify 100% of fixed asset sub-ledger annual depreciation calculations and ensure proper recording in the general ledger.
- Properly record capital asset disposals and remove from sub-ledger within 30 days of disposal.
- Prepare capital asset schedules for presentation in the Comprehensive Annual Financial Report.
- Annually review, update, and distribute capitalization policy as necessary.
- Prepare capital asset policies and procedures manual.
- Physical inventory of at least 15% of portable assets and verify to sub-ledger detail.
- Reduce number of capital asset findings per audit to 5% or less of total assets audited.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full time equivalents for fixed asset processing	0.54	0.54	0.54
# Of staff hours for fixed asset processing	1,123 hours	1,123 hours	1,123 hours
Personnel cost for fixed asset processing	$38,819.00	$38,819.00	$38,819.00
Value of capital assets (in millions)	$412.00	$433.00	$450.00
Outputs:			
# Of depreciation calculations verified	1,492	1,530	1,550
# Of depreciation calculations processed	1,492	1,530	1,550
# Of capital asset additions processed	166	218	160
# Of capital asset disposals processed	146	33	30
# Of capital asset correcting entries prepared	0	0	0
Total # of current year capital asset transactions	1,492	1,530	1,550
Total # of asset records maintained	1,492	1,530	1,550
Efficiency:			
# Of cy fixed asset transactions processed per FTE	1,804	1,781	1,781
# Of capital asset findings per audit	0	0	0
% Of cost of capital asset management program to value of assets	100.00%	100.00%	100.00%
% Of depreciation calculations verified	100.00%	100.00%	100.00%

DEPARTMENT / DIVISION	FUND
FINANCE – ADMINISTRATION/ADMINISTRATION	GENERAL

PROGRAM NAME

CAPITAL ASSET MANAGEMENT

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness:			
% Of capital asset correcting entries processed to total calendar year fixed capital transactions	0.00%	0.00%	0.00%
% Of disposals processed within 30 days	100.00%	100.00%	100.00%
% Of requested departmental assets inventoried	100.00%	100.00%	100.00%
% Of capital asset records matching departmental physical	100.00%	100.00%	100.00%
% Of portable assets audited	42.00%	42.00%	42.00%
% Of inventoried portable assets audited	42.00%	42.00%	42.00%
% Of audit findings to assets audited	0.00%	0.00%	0.00%

DEPARTMENT / DIVISION	FUND
FINANCE – ACCOUNTING	GENERAL

PROGRAM NAME

TREASURY MANAGEMENT

DESCRIPTION / MISSION

The Treasury Management Program is responsible for the investment of city funds in accordance with the Public Funds Investment Act ("PFIA"), applicable bond covenants, the City's adopted investment policy and adopted investment strategies, and reporting the results thereof to City Council, City Management, and the Investment Committee. Considerations or objectives, in order of priority, for any given investment are: security of investments and city funds, preservation of capital and protection of principal, maintenance of sufficient liquidity to meet operating needs, diversification of investments to avoid unreasonable or avoidable risks, and lastly, maximization of portfolio yield. Responsibilities include overseeing banking relations, reporting daily cash, preparing cash flow projections, ensuring availability of funds, ensuring proper collateralization of bank balances, monitoring market conditions, investing excess funds in accordance with established procedures, and reporting investment activity, with assistance from the City's contracted investment firm.

GOALS

- To adhere to policies established by the PFIA, applicable bond covenants, the City's adopted investment policy and adopted investment strategies. (Financial Stability)
- To ensure availability of funds for day-to-day operating expenditures / expenses and capital purchases. (Financial Stability)
- To ensure proper collateralization of bank deposits. (Financial Stability)
- To ensure diversification of investment portfolio. (Financial Stability)
- To maximize return on investment while attaining remaining investment objectives. (Financial Stability)

OBJECTIVES

- Prepare daily cash flow analysis to reflect deposits and overnight balances.
- Conduct quarterly Investment Committee meetings within 30 days of quarter end.
- Issue quarterly reports to City Council within 35 days of quarter end.
- Prepare reliable cash flow forecast and update quarterly.
- Update the City's investment policy and investment strategies annually and present to City Council for approval.
- Maintain minimum bank balances while ensuring adequate availability of resources for anticipated payments.
- Compare collateralization levels to bank balances daily to ensure adequate levels of coverage (102%).
- Maximize yield on bond funds while not exceeding arbitrage yield limits.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full time equivalents (FTEs) for treasury management	1.10	1.10	1.10
# Of staff hours for treasury management	2,288 hours	2,288 hours	2,288 hours
FTE cost for treasury management	$81,168.00	$81,168.00	$81,168.00
Annual banking fees & investment firm fees	$39,281.00	$40,000.00	$45,000.00
Average bank balance*	$9.4 M	$9.6 M	$10 M
Average portfolio balance (in millions)	$118.10	$119.00	$122.00
Outputs:			
# Of monthly overnight interest posted on time	12	12	12
# Of investment committee meetings conducted on time	4	4	4
# Of quarterly informal investment reports issued to city council on	4	4	4
# Of cash flow forecasts prepared	3	4	4
# Of days daily bank balance was negative	0	0	0
# Of days city funds under collateralized **	0	0	0
Portfolio yield***	1.03%	1.25%	1.50%
Texpool annual yield	0.09%	0.25%	0.50%
Weighted average maturity in days	495 days	500 days	525 days
Total interest earnings (in millions)	$1.20	$1.50	$1.75
Efficiency:			
Cost of banking fees compared to interest earnings	0.39%	0.32%	0.39%
Cost of treasury management program compared to total interest earnings	2.78%	2.30%	2.14%

DEPARTMENT / DIVISION	FUND
FINANCE – ACCOUNTING	GENERAL

PROGRAM NAME

TREASURY MANAGEMENT

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness:			
% Of informal investment reports submitted to city council within 35 days of quarter end	100.00%	100.00%	100.00%
% Of investment committee meetings conducted within 30 days of quarter end	100.00%	100.00%	100.00%
% Investment policy/strategy updated presented to City Council annually on time	100.00%	100.00%	100.00%
Average collateralization %	102.00%	102.00%	102.00%
% Of portfolio invested in overnight pools	34.00%	34.00%	34.00%
% Of portfolio invested short-term (matures in < 1 yr)	32.70%	30.00%	30.00%
% Of portfolio invested long-term (matures in > 1 yr)	34.10%	35.00%	35.00%
Compliance with applicable laws/provisions	Yes	Yes	Yes
Benchmark one-year U.S. Treasury exceeded	Yes	Yes	Yes

*FDIC has insured 100% of all of non-interest bearing balances for FY2012 thr 12/31/2013.
** FY2012 & FY2013- larger bank balance off-sets bank fee resulting in larger savings than interest earnings for this amount.
*** Total interest earnings increase based on increased WAM and $1.5 mil investment increase.

DEPARTMENT / DIVISION	FUND
FINANCE – ACCOUNTING/ADMINISTRATION	GENERAL

PROGRAM NAME

DEBT MANAGEMENT

DESCRIPTION / MISSION

The Debt Management Program is responsible for ensuring the attainability of a variety of long-term debt instruments with competitive rates of interest without exceeding the city's predetermined debt capacity and ensuring resource availability for the subsequent and timely repayment thereof. The primary responsibilities of the debt management program include: determining the city's debt capacity; ensuring timely payment of principal and interest on debt obligations; maintaining or improving the city's bond ratings; determining the viability of potential debt refunding; compiling, organizing, and assimilating an assortment of information for the bond rating presentations; preparing official statements for debt issuances; and issuing continuing disclosure documents for all applicable bond issues in compliance with the requirements established by the Securities and Exchange Commission ("SEC").

GOALS

- To provide reliable, up-to-date reporting of the City's annual debt capacity. (Financial Stability)
- To ensure compliance with legal requirements applicable to outstanding debt obligations. (Financial Stability)
- To maintain the or upgrade the City's current bond ratings with Moody's and Standard & Poor's. (Financial Stability)
- To determine the feasibility of potential debt refunding. (Financial Stability)
- To maintain aggressive debt retirement schedule. (Financial Stability)

OBJECTIVES

- Annually review and update the calculation of the City's debt capacity.
- Issue continuing disclosure documents in compliance with SEC requirements for all applicable debt issues by March 31st deadline.
- Ensure timely payment of principal and interest on all long-term debt obligations.
- Ensure legally-required balance of and timely deposit to reserve funds.
- Maintain 70-80% principal repayment within ten years by utilizing equal principal payment restructure.
- Prepare accurate and timely official statements for scheduled bond issuances.
- Prepare and organize, useful, and professional bond rating presentation by established deadline.
- Monitor lending markets to determine refunding viability.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full time equivalents (FTEs) for debt management	0.89	0.89	0.89
# Of staff hours for debt management	1851 hours	1851 hours	1851 hours
FTE cost for fixed debt management	$65,672.00	$65,672.00	$65,672.00
Bond presentation preparation costs	$600.00	$600.00	$600.00
Bond issuance costs	$118,600.00	$117,186.00	$100,000.00
Outputs:			
# Of debt service payments processed on time	3	3	3
# Of official statements issued on time	1	1	1
# Of continuing disclosure documents issued on time	2	2	2
# Of bond rating presentations presented on time	1	2	1
# Of debt issues outstanding with balances	24	26	24
Debt principal issued (in millions)	$9.40	$5.10	$4.05
Debt principal retired (in millions)*	$9.00	$8.90	$8.37
Efficiency:			
% Of debt service payments paid in a timely manner	100.00%	100.00%	100.00%
% Of official statements issued in a timely manner	100.00%	100.00%	100.00%
% Of continuing disclosure documents issued by March 31st	100.00%	100.00%	100.00%
% Of issuance costs to debt principal issued			
% Of debt retired to debt issued			
Effectiveness:			
% Of debt scheduled for retirement within ten years	71.42%	73.70%	89.00%
Total interest savings from refunding (if applicable)	2.68%	4.38%	N/A
Bond rating from Moody's	Aa2	Aa2	Aa2

DEPARTMENT / DIVISION	FUND
FINANCE – ACCOUNTING/ADMINISTRATION	GENERAL

PROGRAM NAME

DEBT MANAGEMENT

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness continued:			
Bond rating from Standard & Poor's	AA+	AA+	AA+
*Does Not Include TIF's.			

DEPARTMENT / DIVISION	FUND
FINANCE – PURCHASING	GENERAL

PROGRAM NAME

PURCHASING

DESCRIPTION / MISSION

The Purchasing Division is responsible for coordinating all procurements and disposition of assets in compliance with the guidelines and statutes by the City of North Richland Hills and the State of Texas. The Purchasing Division assists departments in acquiring quality goods and services at a competitive price and ensures those goods and services are delivered as expediently as possible. Purchasing is responsible for the efficient disposition of City assets which are no longer usable because of depreciation, obsolescence or impairment. Purchasing monitors the inventory of items used by operating departments of the City in delivering various services to citizens, customers or City departments.

GOALS

- To develop and maintain a level of performance considered excellent by those we serve as customers while maintaining a high degree of efficiency and economy. (Financial Stability)
- To provide the City of North Richland Hills user departments with needed materials and services in a timely manner at a competitive price. (Financial Stability)
- To ensure that inventories of items purchased are accounted for and controlled. (Financial Stability)
- To ensure efficient disposition of depreciated, obsolete and / or impaired assets. (Financial Stability)
- To develop and maintain a positive, productive, value added working relationship with all user departments. (Positive City Image)

OBJECTIVES

- Train City personnel in procurement procedures, applicable law and H.T.E. Software.
- Issue all purchase orders within three (3) days after receipt of departmental requisitions.
- Monitor vendor performance and update vendor files to ensure quality goods and services are received on a timely basis.
- Direct auction through selection and disposition of City assets.
- Review city-wide use of commodities for possible opportunities to create annual contracts to take advantage of economies of
- Apply for and receive NPI Achievement of Excellence in Purchasing Award.
- Implement an electronic submittal bid process.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of purchasing personnel (FTEs)	3.00	3.00	3.00
Outputs:			
# Of requisitions received	1,697	2,097	2,160
# Of purchase orders issued	728	879	905
# Of blanket purchase orders issued[1,4]	469	885	912
Total number of blanket and regular purchase orders	1,197	1,764	1,817
Dollar amount break down of purchase orders:			
# Of purchase orders exceeding $50,000[2]	88	138	142
# Of purchase orders from $25,000 and $50,000	43	84	87
# Of purchase orders from $3,000 and $25,000[3,4]	490	663	683
# Of purchase orders less than $3,000	576	879	906
Dollar amount of purchases using city purchase orders	$65,718,561.00	$67,690,118.00	$69,720,821.00
# Of formal bids prepared/CityCouncil and City Management	34	39	44
Efficiency:			
Average # of days from receipt of requisition to issuance of purchase order	3 days	3 days	3 days
# Of active annual contracts	39	44	49
# Of On-line auctions conducted	1	1	1

DEPARTMENT / DIVISION	FUND
FINANCE – PURCHASING	GENERAL

PROGRAM NAME

PURCHASING

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness:			
% Of employees trained in the HTE purchasing module	100.00%	100.00%	100.00%
% Complete of Purchasing Card Program	100.00%	100.00%	100.00%
% Of purchase orders processed within target date of receipt of the requisition	95.00%	96.00%	98.00%
Amount earned from purchasing card rebate program	$11,138.00	$11,936.00	$12,535.00
Amount earned from on-line auction	$80,635.00	$84,667.00	$88,999.00

1 Blanket Purchase Orders have increased as our end users continued to increase their use of the electronic procurement system to process their purchase and payment requests.

2 Departments have increased the usage of the electronic procurement process for their large projects for better tracking instead of submitting Payment Authorization forms.

3These numbers are just a reflection of where those increases in electronic procurement requests are falling.

4These numbers may be effected by the new NRH Centre Construction

DEPARTMENT	FUND
BUDGET & RESEARCH	GENERAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Budget	$87,290	$88,759	$89,555	$108,545
Tax	218,111	223,234	223,833	225,879
Internal Audit	46,453	47,254	46,980	45,948
TOTAL	**$351,854**	**$359,247**	**$360,368**	**$380,372**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$124,128	$125,046	$125,974	$124,510
General Services	203,795	210,963	210,752	227,985
Maintenance	0	0	0	0
Sundry	20,987	21,734	22,135	24,209
Supplies	2,944	1,504	1,507	3,668
Capital	0	0	0	0
TOTAL	**$351,854**	**$359,247**	**$360,368**	**$380,372**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Budget Director*	0.50	0.50	0.50	0.50
Budget Analyst*	0.50	0.50	0.50	0.50
Internal Auditor/Financial Analyst*	0.50	0.50	0.50	0.50
* Positions partially funded in this activity.				
Full-Time	1.50	1.50	1.50	1.50
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**1.50**	**1.50**	**1.50**	**1.50**

DEPARTMENT / DIVISION	FUND
BUDGET & RESEARCH – BUDGET	GENERAL

PROGRAM NAME

ANNUAL BUDGET PREPARATION AND MAINTENANCE

DESCRIPTION / MISSION

The Budget Department is responsible for the development and communication of the City's service, policy, operations, and financial plans through the publication of the Annual Budget & Plan of Municipal Services and the Capital Projects Budget. The Budget Department monitors and projects the City of North Richland Hills' revenue, expenditure and performance trends. Other functions include special projects assigned by City management.

GOALS

- To provide the highest level of service in administering operating and capital budgets, monitoring performance measurements, and implementing innovative approaches toward budgeting. (Financial Stability)
- To prepare budget in a timely manner with a high level of quality. (Positive City Image)
- To continue improving efficiency of the budget preparation process. (Financial Stability)

OBJECTIVES

- Obtain the Distinguished Budget Award from the Government Finance Officer's Association's (GFOA).
- Prepare monthly and quarterly financial reports for Council and departmental review within 20 days of accounting period close.
- Meet all budget calendar deadlines determined by State statute, City Charter, and Council and management direction.
- Review and sign purchase requisitions/authorizations within 1 day and ensure conformity with Council approved budget.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full-time equivalent positions (FTEs)	0.75	0.75	0.75
Outputs:			
# Of financial reports produced	52	52	52
# Of council items reviewed	58	60	60
# Of budget transfers/revisions processed	105	101	101
Efficiency:			
Reports produced per FTE	39.0	39.0	39.0
Effectiveness:			
% Of financial statements/reports completed within 20 days of accounting period close	94.00%	95.00%	100.00%
% Of budget calendar deadlines met	100.00%	100.00%	100.00%
Outcomes:			
Receive GFOA Distinguished Budget Award	Yes	Yes	Yes

DEPARTMENT / DIVISION	FUND
BUDGET & RESEARCH – TAX	GENERAL

PROGRAM NAME

PROPERTY AND SALES TAX COLLECTIONS

DESCRIPTION / MISSION

This division monitors the progress of property and sales tax collections, adjusting as required by changes in Federal And State law. This division also responds to citizen inquiries. The State of Texas collects all sales taxes and sends the City its share of sales tax revenue monthly. The Tarrant County Tax Office bills and collects the City's current and delinquent tax payments and forwards these to the City on a daily basis. Property values are determined by the Tarrant Appraisal District. The City also utilizes the services of a delinquent tax attorney. The City receives all delinquent taxes, penalties, and interest collected by the tax attorney. The tax attorney is compensated by the delinquent account holder at 20% of the delinquent amount at the time of collection.

GOALS

- To maintain communication between this division and Tarrant Appraisal District, the County, and the delinquent tax attorney. (Financial Stability)
- To respond to citizen tax inquiries in a timely, friendly, informative, and professional manner. (Positive City Image)
- To maintain an understanding of citizens' and the City's tax rights and obligations. (Sense of Community)
- To ensure collection rates remain as high as possible. (Financial Stability)

OBJECTIVES

- Coordinate with the tax attorney to transfer uncorrectable accounts to an uncollectible roll.
- Attend the Tarrant Appraisal Board meetings to gain a better understanding of fair market value and property tax revenues.
- Work with Internal Audit to complete a property tax and sales tax audit according to established procedures.
- Ensure that franchisees are correctly calculating gross revenues as defined in franchise agreements on which their payments to the City are made.
- Answer all citizen inquiries within 1 day.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full-time employees (FTEs)	0.25	0.25	0.25
Outputs:			
# Of citizen inquiries answered	20	20	20
# Of tarrant appraisal district board meeting attended	1	1	2
# Of property tax audits completed	0	1	1
# Of sales tax audits completed	0	1	1
# Of hotel occupancy tax reviews completed	3	3	3
Efficiency:			
% Of citizen inquiries answered within 1 day	100.00%	100.00%	100.00%
Effectiveness:			
Property tax collection rate	99.00%	99.00%	99.00%

DEPARTMENT / DIVISION	FUND
BUDGET & RESEARCH – INTERNAL AUDIT	GENERAL

PROGRAM NAME

INTERNAL AUDIT

DESCRIPTION / MISSION

This division is responsible for examining and evaluating the activities of the City with the objective of assisting management, at all levels, in the effective discharge of their duties. The scope of audit includes all activities performed by and for the City of North Richland Hills.

GOALS

- To perform objective and professional reviews. (Positive City Image)
- To complete special audit projects requested by management. (Financial Stability)
- To ensure compliance with City, State and Federal regulations by staying updated on current issues. (Positive City Image)
- To provide quality reviews and audits throughout City operations. (Financial Stability)

OBJECTIVES

- Develop and maintain a comprehensive annual audit plan to ensure audits are planned considering risk factors, cost/benefit and current issues.
- Select and complete at least 2 major audit issues for the fiscal year.
- Select and complete at least 2 performance evaluation audits to find ways to manage assets more efficiently and eliminate waste.
- Complete all special projects requested by management.
- Attend continuing education courses to remain up to date on current issues.
- Conduct year end inventory and cash handling reviews.
- Conduct property, sales tax and hotel occupancy audits with Tax division.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full-time employees (FTEs)	0.50	0.50	0.50
Outputs:			
# Of inventory audits	0	1	1
# Of petty cash audits	0	1	1
# Of purchasing card transaction reviews	4	1	2
# Of special projects completed	5	5	5

DEPARTMENT	FUND
MUNICIPAL COURT	GENERAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Administration/Prosecution	$375,315	$379,149	$392,009	$389,000
Court Records	414,903	452,689	459,433	442,319
Warrants	353,293	376,225	380,292	382,333
Teen Court	80,852	89,856	89,653	91,275
TOTAL	**$1,224,363**	**$1,297,919**	**$1,321,387**	**$1,304,927**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$888,203	$927,873	$939,250	$927,410
General Services	122,070	127,382	128,238	139,867
Maintenance	19,017	31,635	31,635	33,849
Sundry	153,989	166,357	158,357	163,327
Supplies	38,994	44,672	44,672	40,474
Capital	2,091	0	19,235	0
TOTAL	**$1,224,363**	**$1,297,919**	**$1,321,387**	**$1,304,927**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Court Administrator	1.00	1.00	1.00	1.00
Assistant Court Administrator	1.00	1.00	1.00	1.00
Court Records Clerk	6.00	6.00	6.00	6.00
City Marshal	1.00	1.00	1.00	1.00
Deputy City Marshal	2.00	2.00	2.00	2.00
Warrant Technician	1.00	1.00	1.00	1.00
Teen Court Coordinator	1.00	1.00	1.00	1.00
Part-Time:				
File Clerk (2)	1.00	1.00	1.00	1.00
Bailiff (1)	0.50	0.50	0.50	0.50
Teen Court Clerk (1)	0.50	0.50	0.50	0.50
*City Judge is a contracted position.				
Full-Time	13.00	13.00	13.00	13.00
Part-Time (Full-Time Equivalents)	2.00	2.00	2.00	2.00
TOTAL	**15.00**	**15.00**	**15.00**	**15.00**

DEPARTMENT / DIVISION	FUND
MUNICIPAL COURT – ADMINISTRATION	GENERAL

PROGRAM NAME

ADMINISTRATION

DESCRIPTION / MISSION

The Municipal Court is a court of record that has jurisdiction within the City of North Richland Hills' territorial limits over all Class C misdemeanor cases brought under City ordinances and the Texas State Statutes. The cases filed in this Court are punishable by fine only. The Administration Division is responsible for overseeing the daily operations of the court; this includes supervising the divisional operations of the Municipal Court which include the Court Records Division, Warrant/Court Security Division and the Teen Court/Community Outreach Division. The Administration Division also deals with issues relating to judicial administration.

GOALS

- To ensure all Court personnel are courteous and responsive to the public and accord respect to all with whom they come in contact. (Preserve Positive City Image)
- To maintain facilities that are safe, accessible and convenient for the public to access and use. (Safety & Security)
- To maintain compliance with recognized guidelines for timely case processing, while at the same time, keeping current with incoming caseload. (Preserve Positive City Image)
- To ensure accountability and safeguards for public funds. (Financial Responsibility)

OBJECTIVES

- Provide an opportunity for all who appear before the Court to participate effectively, without undue hardship or inconvenience.
- Provide precise monthly reporting on Court funds as required by State law.
- Promptly implement changes in law and procedures.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of personnel in department (FTEs)	14.50	14.50	14.50
# Of prosecutor hours (contracted)	416 hours	416 hours	416 hours
# Of non-attorney cases handled by prosecutor	1,188	1,200	1,200
# Of attorney cases handled by prosecutor	4,943	5,000	5,000
# Of violations filed in court	24,052	20,000	20,000
# Of red light camera appeals	4	4	4
Outputs:			
Amount of total revenue received (state/local/collections)	$4,095,107.00	$3,558,722.00	$3,558,722.00
# Of trials prosecutor/judge:			
Bench trials	115	75	75
Jury trials	168	125	125
Pre-trials	426	350	350
# Of open records requests processed	345	360	360
# Of cases appealed to county court	0	0	0
Efficiency:			
% Of total cases set for prosecutor docket	5.00%	6.00%	6.00%
% Of total cases set for trial	3.00%	2.75%	2.75%
% Of total cases set for attorney docket	21.00%	25.00%	25.00%
Effectiveness:			
% Of total cases resolved prior to trial	98.80%	99.00%	99.00%

DEPARTMENT / DIVISION	FUND
MUNICIPAL COURT – RECORDS	GENERAL

PROGRAM NAME

COURT RECORDS

DESCRIPTION / MISSION

The Court Records Division is the primary customer service contact for the Municipal Court offices. This Division processes all Class C offenses and ordinance violations issued within the City of North Richland Hills. This process includes receiving and posting payments for fines, distribution of fines and court costs into state and local government accounts as required by State Law, daily cash reconciliation, customer correspondence and scheduling of all court dockets to include: Bench Trials, Jury Trials, Pre-Trials, Prosecutor Hearings, Attorney Hearings, Bond Hearings, Show Cause Hearings, Juvenile Hearings, Contempt Hearings, Red Light Camera Appeals, Dangerous Dog Hearings, and Property Hearings. A representative from the Court Records Division attends every court session and enters dispositions from court proceedings into the official court record. The Division also maintains closed court cases in accordance with State archival policies.

GOALS

- To ensure compliance with departmental financial guidelines and Judicial Standing Orders. (Financial Responsibility)
- To seek and evaluate alternative programs to enhance customer service. (Positive City Image)
- To provide efficient and expeditious case flow management. (Positive City Image)
- To move towards a paper light Court. (Positive City Image)

OBJECTIVES

- Review use of technology and telephone services to provide customer service convenience.
- Manage dockets to ensure final disposition of cases is achieved timely and judicially.
- Work with Information Services to fully implement document imaging.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of violations downloaded- autocite	18,908	15,882	15,882
# Of violations entered manually	3,469	2,914	2,914
# Of probable cause affidavits entered manually	1,675	1,400	1,400
Total # of violations	24,052	20,000	20,000
Outputs:			
Total # of payment transactions processed	21,776	18,000	18,000
Total # of online payments processed	4,958	4,200	4,200
$ Of total revenue	$4,095,107.00	$3,558,722.00	$3,558,722.00
# Of citations paid- no trial			
# Of cases set on dockets:			
Attorney docket	4,943	4,053	4,053
Trial docket	709	550	550
Show cause/juvenile docket/truancy	2,345	2,138	2,138
Prosecutor docket	1,188	1,200	1,200
# Of cases dismissed after defensive driving completed	1,315	1,104	1,104
# Of cases dismissed after deferred disposition completed	11,214	9,420	9,420
# Of dismissals for inspection/registration/insurance	1,993	1,802	1,802
# Of telephone calls handled by court	35,504	29,824	29,824
Efficiency:			
Average length of telephone transactions (minutes)	0:02 mins	0:02 mins	0:02 mins
% Of cases set for court hearings/trials	37.00%	39.00%	39.00%
% Of violations entered manually	14.00%	7.00%	7.00%
Effectiveness:			
# Of FTE handling telephone calls	7.00%	7.00%	7.00%
% Of total receipts paid credit card (in person/online)	50.00%	50.00%	50.00%
Average # of payment transactions processed per clerk (3)	7,258	6,000	6,000

DEPARTMENT / DIVISION	FUND
MUNICIPAL COURT – WARRANT	GENERAL

PROGRAM NAME

WARRANT DIVISION

DESCRIPTION / MISSION

The Warrant Division is responsible for the issuance and service of Class C Misdemeanor warrants, subpoenas and summons. This division also provides building security during operational hours and courtroom security for all courtroom dockets. Security is provided with video surveillance, security screening through a metal detector, and the presence of a certified peace officer in the building. The City Marshal's Office transfers prisoners arrested on North Richland Hills warrants from the arresting region agency to the North Richland Hills Jail. The City Marshals do initial investigations for claims of wrong identity, as well as insurance verification for all insurance documents presented to the Court for compliance with state law.

GOALS

- To provide a safe and secure working environment for Municipal Court operations. (Safety and Security)
- To provide safe and secure transportation for prisoners and Marshals. (Safety and Security)
- To provide effective resources to assist Marshals in serving warrants. (Positive City Image)

OBJECTIVES

- Participate in Annual Statewide Warrant Roundup

- Update and publish a written security plan.
- Assess the effectiveness of the Court's in-house compliance program.
- Review operational effects of Texas Workforce Commission to obtain work information on wanted persons.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of warrants issued	6,901	6,941	6,941
# Of persons screened through security	24,911	23,395	23,395
# Of cases referred to compliance office-payment plans	309	163	163
Outputs:			
$ Of revenue generated from warrant fees	$270,838.00	$236,600.00	$236,600.00
# Of warrants referred to collection agency	4,085	3,986	3,986
# Of warrants served / cleared	8,023	8,393	8,393
# Of prisoners transferred to NRH jail	366	283	283
# Of cases given time served credit (jail / indigent)	3,152	2,880	2,880
Dollar value of time served credit	$1,052,504.00	$905,325.00	$905,325.00
# Of cases successfully completed compliance -payment plan	193	93	93
Efficiency:			
# Of persons screened through security per court day (2 days per week)	240	225	225
Effectiveness:			
% Of collection cases resolved	78.00%	75.00%	75.00%
% Of compliance cases completed successfully-payment plans	62.00%	57.00%	57.00%

DEPARTMENT / DIVISION	FUND
MUNICIPAL COURT – COMMUNITY OUTREACH	GENERAL

PROGRAM NAME

COMMUNITY OUTREACH PROGRAM

DESCRIPTION / MISSION

The Youth Education, Community Service and Truancy coordinators work to place youth and adults into programs that assist with education, recidivism and/or community resources. This allows youth and adults to handle their citations, while learning and giving back to the community. The Northeast Tarrant Teen Court is a collaboration of North Richland Hills, Haltom City and Watauga. This program oversees many areas that involve youth and their parents, volunteers and community members working through the judicial system. Participants from all three cities are involved, which allows the program to reach more people. Our Truancy Program works closely with BISD to manage at risk youth who are not attending school. Youth who receive Minor Alcohol citations are referred to state mandated classes and community service (both of which are alcohol education related). Our program also coordinates substance abuse treatment, when needed. This department also assists adult offenders as needed for indigent community service, as well as youth offenders who are assigned to special classes or substance abuse testing.

GOALS

- To offer sentencing alternatives in lieu of fines to include local education programs for youth and adults. (Positive City Image)
- To increase involvement in community programs and projects that are increasing public safety initiatives. (Safety and Security)
- To increase our image to ourselves (the community) and others through networking, recruitment and training. (Quality Community Development and Revitalization)
- To reinvest in our youth by facilitating a scholarship program, which assists them in furthering their education. (Quality Community Development and Revitalization)

OBJECTIVES

- Manage BISD Truancy cases, while working as liaisons to Students, Parents and school staff.
- Oversee completion of all community service, special conditions and education classes.
- Continue networking to provide alternative services and community outreach.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of community service placement agencies	32	32	32
# Of volunteers managed (youth and adult)	72	90	90
Dollar value of a volunteer hour	$21.36	$21.36	$21.36
# Of school attendance cases filed	308	372	372
# Of cases with court ordered community service			
Teen Court	432	458	458
Minor alcohol (state mandated)	188	187	187
Indigent (state mandated)	88	36	36
# Of community service hours ordered			
Teen Court	12,851 hours	17,798 hours	17,798 hours
Minor alcohol (state mandated)	2,264 hours	2,006 hours	2,006 hours
Indigent (state mandated)	2,418 hours	1,025 hours	1,025 hours
Outputs:			
# Of school attendance cases completed	206	246	246
# Of cases completed community service successfully			
Teen Court	339	368	368
Minor alcohol	136	133	133
Indigent	62	27	27
# Of community service hours completed successfully			
Teen court	10,386 hours	14,256 hours	14,256 hours
Minor alcohol (state mandated)	1,612 hours	1,404 hours	1,404 hours
Indigent	1,716 hours	589 hours	589 hours
Efficiency:			
Average time to complete teen court requirements	102 days	93 days	93 days
Average time to complete minor alcohol requirements	90 days	90 days	90 days
Average time to complete indigent community service	78 days	75 days	75 days

DEPARTMENT / DIVISION	FUND
MUNICIPAL COURT – COMMUNITY OUTREACH	GENERAL

PROGRAM NAME

COMMUNITY OUTREACH PROGRAM

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness:			
% Of teen court cases completed successfully	78.00%	80.00%	80.00%
% Of minor alcohol cases with state mandated education & community service completed successfully	72.00%	71.00%	71.00%
% Of indigent cases completed successfully	70.00%	75.00%	75.00%
% Of school attendance cases completed successfully	67.00%	66.00%	66.00%
Total value of completed community service hours	$292,931.00	$178,655.00	$178,655.00

*Total value of completed community service hours increased due to: Tri-City merge and dollar value of a volunteer hour increased.

DEPARTMENT	FUND
PLANNING & DEVELOPMENT	GENERAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Administration	$87,402	$87,762	$138,089	$89,370
Inspections/Permits/Codes	551,713	604,938	609,892	703,565
Planning & Zoning	126,623	143,038	143,590	149,616
TOTAL	**$765,738**	**$835,738**	**$891,571**	**$942,551**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$670,001	$723,730	$730,063	$820,467
General Services	0	0	49,500	0
Maintenance	21,664	32,908	32,908	33,420
Sundry	64,494	70,508	70,508	75,322
Supplies	9,579	8,592	8,592	13,342
Capital	0	0	0	0
TOTAL	**$765,738**	**$835,738**	**$891,571**	**$942,551**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Director of Planning & Development	0.50	0.50	0.50	0.50
Building Official	1.00	1.00	1.00	1.00
Assistant Building Official	1.00	1.00	1.00	1.00
Commercial Building Inspector	1.00	1.00	1.00	1.00
General Building Inspector	2.00	2.00	2.00	3.00
Customer Service Assistant	1.00	1.00	1.00	2.00
Chief Planner	0.90	0.90	0.00	0.00
Senior Planner	0.00	0.00	0.90	0.90
Assistant Planner	0.90	0.90	0.90	0.90
*Position partially funded in this department				
Full-Time	8.30	8.30	8.30	10.30
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**8.30**	**8.30**	**8.30**	**10.30**

DEPARTMENT / DIVISION	FUND
PLANNING & DEVELOPMENT – ADMINISTRATION	GENERAL

PROGRAM NAME

COMPREHENSIVE PLANNING & DEVELOPMENT REVIEW

DESCRIPTION / MISSION

This program provides for the overall quality in development and revitalization throughout the city. To enhance and maximize the value of commercial and residential properties by seeking to revitalize older areas and promote active reuse and proper build out of the community. Key components of this program include review, analysis and processing of development projects impacting the physical growth of the community. The purpose of this review process is to ensure that proposed developments follow adopted plans, guidelines and policies that are beneficial to the community as a whole. The Planning Department is the primary contact for property owners, developers, surveyors and engineers who desire to develop property in the City. Primary activities include the review and recommendation of proposed subdivision plans, rezoning, special use permit, site plan, thoroughfare plan, variances and landscape requests to the Planning and Zoning Commission, Zoning Board of Adjustment, Landscape Review Board and City Council.

GOALS

- To support the goals and objectives of the Comprehensive Land Use Plan and other adopted area plans or development guides (i.e. Loop 820, Boulevard 26, Home Town, Iron Horse, Smithfield). (Quality Community Development and Revitalization)
- To provide a review process for the development community that is timely and efficient. (Quality Community Development and Revitalization)
- To on an ongoing basis, ensure that the Zoning, Landscaping and Subdivision Ordinances reflect current Council policies or changes in state law. (Quality Community Development and Revitalization)

OBJECTIVES

- Implementation of Loop 820, Boulevard 26, Home Town, Transit Oriented Development Plans.
- Amend, as needed, the Zoning and Subdivision ordinances to reflect Council policies.
- Continue to support the Planning and Zoning Commission, Zoning Board of Adjustment, and City Council by providing agenda support, reports, analysis, recommendations and meeting minutes concerning development matters.
- To process 95% of all Development Review Committee (DRC) requests for zoning/re-plats/final plats/PD/SUP review within a 14 week time frame.
- To process 95% of all Development Review Committee (DRC) requests for preliminary plats within a 10 week time frame.
- To process 95% of all Commercial Site Plan requests within an 8 week time frame.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full time employee equivalents:			
Director	1.00	1.00	1.00
Senior Planner	0.00	1.00	1.00
Assistant Planner	1.00	1.00	1.00
Customer Service	1.00	1.00	1.00
Building Official	0.25	0.25	0.25
Outputs:			
# Of development Review Committee meetings	48	49	49
# Of Zoning Board Of Adjustment meetings	1	2	3
# Of Zoning Board Of Adjustment requests	1	2	3
# Of Planning & Zoning Commission meetings	16	20	19
# Of final plats processed	13	15	15
# Of preliminary plats processed	3	4	8
# Of zoning/site plans/special use permit requests	21	20	21
# Of commercial site plans processed	8	23	16
# Of ordinance revisions	2	6	6
# Of landscape/sign variance requests	4	2	2
# Of gas drilling permits	24	14	10
# Of Gas Board meetings	5	4	5
# Of City Council presentations	1	2	3
# Of Community meetings	1	1	2
# Of major code and plan updates (i.e. Comp Plan, Tod, Town Center, Gas, Signs, Tif, Blvd. 26, Loop 820)	2	3	2

DEPARTMENT / DIVISION	FUND
PLANNING & DEVELOPMENT – ADMINISTRATION	GENERAL

PROGRAM NAME

COMPREHENSIVE PLANNING & DEVELOPMENT REVIEW

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Efficiency:			
Average # of weeks for zoning/replats/final plats/pd/sup review:			
Total time	13 weeks	14 weeks	14 weeks
Staff review	3 weeks	4 weeks	4 weeks
Applicant response time	4 weeks	4 weeks	4 weeks
Scheduling time	6 weeks	6 weeks	6 weeks
Average # of weeks for preliminary plat review:			
Total time	10 weeks	10 weeks	10 weeks
Staff review	3 weeks	3 weeks	3 weeks
Applicant response time	4 weeks	4 weeks	4 weeks
Scheduling time	3 weeks	3 weeks	3 weeks
Average # of weeks for commercial site plan review:			
Total time	9 weeks	9 weeks	9 weeks
Effectiveness:			
% Of staff time/scheduling for zoning/plats/pd/sup reviews completed within 14 weeks	95.00%	95.00%	95.00%
% Of staff time/scheduling for preliminary plat reviews completed within 10 weeks	95.00%	95.00%	95.00%
% Of staff time for commercial site plan reviews completed within 8 weeks	90.00%	90.00%	90.00%

DEPARTMENT / DIVISION	FUND
PLANNING & DEVELOPMENT – INSPECTIONS	GENERAL

PROGRAM NAME

BUILDING PERMIT SERVICES

DESCRIPTION / MISSION

Pursuant to the City Council's goal to provide our citizenry with quality development, this program provides customer service to the community while ensuring that requests for construction and development meet minimum life-safety, building and development standards. The program also furnishes accurate and timely information concerning development of the community via public records and a centralized office able to perform multiple functions.

GOALS

- To provide timely and accurate plan review for contractors and developers. (Quality Community Development and
- To enhance technical knowledge of plan review staff through in-house and outside training sources. (Quality Community Development and Revitalization)
- To promote the construction of "Green Buildings" by providing recourses that encourage owners/builders to utilize construction techniques and materials that facilitate sustainability, use renewable resources, contain low carbon footprints and lessen energy consumption. (Positive City Image)

OBJECTIVES

- Issue new residential construction, residential remodel and additions plans reviewed within 7 working days.
- Review commercial building projects within 15 working days.
- Encourage LEED Certified Buildings.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full Time Employees:			
Customer Service	1.00	1.00	1.00
Assistant Building Official	1.00	1.00	1.00
Building Official	0.75	0.75	0.75
Outputs:			
Total # of annual permits issued	4,561	4,650	4,650
# Of new single family permits	122	125	125
# Of single family additions/remodels	138	140	140
# Of new & add-on commercial buildings	24	25	25
# Of commercial remodels and finish out	157	150	150
# Of rental permits issued	0	200	400
# Of LEED certified buildings	1	1	1
# Of commercial plan reviews	566	570	570
# Of residential plan reviews	726	735	735
Total dollar value of permits (in millions)*	$70.00	$55.00	$55.00
Efficiency:			
# Of permits issued per staff member per month (2005-2008 baseline average # permits per staff per month = 112)	138	141	141
Effectiveness:			
% Of residential plans reviewed by staff in seven working days or less	92.00%	90.00%	90.00%
% Of commercial plans reviewed by staff in 15 working days or	90.00%	89.00%	89.00%

*FY2010/11 Actual includes value of new Recreation Center

DEPARTMENT / DIVISION	FUND
PLANNING & DEVELOPMENT – INSPECTIONS	GENERAL

PROGRAM NAME

BUILDING STANDARDS & INSPECTIONS

DESCRIPTION / MISSION

In pursuit of the City Council goal to maintain quality development, this program is to provide for the protection of health, safety and welfare of the general public by assuring that all buildings and related equipment are constructed, installed and maintained in compliance with established standards as adopted by the City of North Richland Hills and the State of Texas.

GOALS

- To enhance professionalism and technical knowledge of staff through continued education. (Quality Community Development and Revitalization)
- To continue to provide timely and accurate building inspections through training, time management and the use of available technology such as the IVR (Interactive Voice Response unit) and mobile laptop computers. (Quality Community Development and Revitalization)
- To ensure compliance with the intent of construction regulations with minimal impact on owners and builders by encouraging voluntary compliance through public awareness of construction regulations and their purpose; using a helpful, creative approach in assisting members of the public to solve their construction problems; and administering regulations in a thorough, fair, and unbiased manner. (Quality Community Development and Revitalization)
- To encourage the construction of “Green Buildings” by providing resources that encourage owners/builders to utilize construction techniques and materials that facilitate sustainability, use renewable resources, contain low carbon footprints and lessen energy consumption. (Positive City Image)

OBJECTIVES

- Respond to 90% of inspection requests within 24 hours or less.
- Obtain certification of all building inspectors in all disciplines related to their inspection duties.
- Encourage LEED certified buildings.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full-time Inspectors (FTEs)	2.00	2.00	2.00
# Of new single family homes	122	125	125
Outputs:			
Total # of building inspections per year	5,992	6,200	6,500
Total # inspections per inspector per month	250.0	258.0	271.0
Total # inspections per inspector per day	11.5	11.9	12.5
# Of single family rental inspections	N/A	200	500
Effectiveness:			
% Of inspections responded to within 24 hours	98.00%	97.00%	95.00%

DEPARTMENT / DIVISION	FUND
PLANNING & DEVELOPMENT – INSPECTIONS	GENERAL

PROGRAM NAME

MULTI-FAMILY HOUSING STANDARDS

DESCRIPTION / MISSION

This program provides quality customer service to apartment / hotel residents while ensuring that life-safety and minimum amenities are provided and maintained by building owners and their management. The program provides annual inspection and licensing of existing apartment communities and hotels.

GOALS

- Provide quality inspection and licensing of existing North Richland Hills apartment communities and hotels through professional, consistent, inspection techniques, and thorough follow up. (Quality Community Development and Revitalization)
- Provide timely and accurate complaint response from apartment / hotel occupant complaints. (Quality Community Development and Revitalization)
- Ensure apartment / hotel ordinance compliance. (Quality Community Development and Revitalization)
- Coordinate other city departments to assist in fire, police, health and code related issues. (Quality Community Development and Revitalization)

OBJECTIVES

- Conduct at least two inspections of all 34 apartment communities and 7 hotels.
- Conduct annual question and answer meeting with apartment managers at least once a year.
- Respond to apartment complaints within 24 hours or less.
- Resolve 95% of apartment complaints within 5 to 7 days or less.
- Obtain monthly occupancy rate from each community by the 8th of each month. Share data with key city departments.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full-time apartment inspectors	1.00	1.00	1.00
Total multi-family units	7,019	7,039	7,227
Outputs:			
Amount of fees collected	$91,845.00	$91,900.00	$92,500.00
Average annual occupancy rate	95.00%	95.00%	95.00%
# Of apartment unit inspections / year	4,600	4,600	4,695
# Of apartment buildings inspected / year	735	735	750
# Of apartment communities inspected / year	35	35	36
# Of apartment/hotel complaints / year	420	390	400
Total property value of apartments	$215,790,296	$220,000,000	$225,000,000
Total property value of hotels	$9,278,832	$9,700,000	$10,080,000
Efficiency:			
# Of apartment unit inspections per month	383	383	391
Effectiveness:			
% Of apartment communities inspected twice during fiscal year	100.00%	100.00%	100.00%
% Of complaints responded to within 24 hours	99.00%	99.00%	99.00%
% Of resident complaints resolved within 5 to 7 days	95.00%	95.00%	95.00%
% Increase/decrease apartment value to previous FY	-19.58%	+2.00%	+2.30%
% Increase/decrease hotel value to previous FY	-43.00%	+4.50%	+4.00%

DEPARTMENT	FUND
ECONOMIC DEVELOPMENT	GENERAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Economic Development	$161,426	$246,696	$284,734	$298,056
TOTAL	**$161,426**	**$246,696**	**$284,734**	**$298,056**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$158,415	$242,196	$225,846	$240,906
General Services	0	0	54,388	16,736
Maintenance	0	0	0	0
Sundry	3,011	4,500	4,500	30,596
Supplies	0	0	0	9,818
Capital	0	0	0	0
TOTAL	**$161,426**	**$246,696**	**$284,734**	**$298,056**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Development Director*	0.50	0.75	0.75	0.75
Market/Research Coordinator	1.00	1.00	0.00	0.00
Economic Development Specialist	0.00	0.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Full-Time	2.50	2.75	2.75	2.75
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**2.50**	**2.75**	**2.75**	**2.75**

*Position partially funded in this activity.

DEPARTMENT / DIVISION	FUND
ECONOMIC DEVELOPMENT – ADMINISTRATION	GENERAL

PROGRAM NAME

ECONOMIC DEVELOPMENT

DESCRIPTION / MISSION

The Economic Development department strives to constantly protect and grow the economic well being of North Richland Hills. The department does this by attracting high quality business development and employment opportunities, facilitating the success of existing businesses, protecting and increasing property values, and revitalizing aging areas of the City. The department promotes balanced development, puts forward a pro-active business image and differentiates North Richland Hills as a progressive and diversified community. The three overriding strategies for the Economic Development Department are: redeveloping and reusing vacant and underutilized properties; promoting a positive business climate; and developing and promoting an attractive, diversified and thriving community.

GOALS

- To facilitate the redevelopment of Calloway Creek Retail Area. (Quality Community Development and Revitalization)
- To implement Loop 820 and Boulevard 26 study objectives. (Quality Community Development and Revitalization)
- To revitalize residential neighborhoods. (Quality Community Development and Revitalization)
- To continue to address congestion as it relates to local traffic flow. (Efficient and Effective Transportation System)
- To ensure future local rail stations. (Efficient and Effective Transportation System)
- To establish effective communication and cooperation with our regional transportation partners. (Efficient and Effective Transportation system)
- To maintain a stable tax rate and predictable income stream. (Financial Stability)
- To increase regional awareness of our positive City image. (Positive City Image)
- To encourage community support of local businesses. (Sense of Community)
- To attract (the) types of businesses citizens want in their community. (Targeted Economic Development)
- To promote diversity in economic development. (Targeted Economic Development)
- To maximize use of under utilized real estate and business locations. (Targeted Economic Development)
- To promote proactive strategic land acquisition and management. (Targeted Economic Development)

OBJECTIVES

- Continue to facilitate development opportunities at the Calloway Creek Commercial Area
- Develop access alternatives and detours along the City portion of the North Tarrant Express (Loop 820)
- Optimize the sequence of North Tarrant Express construction, specifically the Iron Horse bridge, Rufe Snow bridge and Holiday Lane underpass
- Establish productive relations with TxDOT Fort Worth district
- Maintain productive relations with NTEMP and Bluebonnet Construction
- Obtain resolution on Boulevard 26 intersection improvements and TxDOT approval to proceed in 2011
- Obtain resolution on Mid Cities & Davis Boulevard intersection improvements and TxDOT approval to proceed in 2011
- Obtain resolution on Rufe Snow widening north of Mid Cities and TxDOT approval to proceed
- Establish plans and secure funds to expand Smithfield Rd and complete the Bridge St./Smithfield intersection along Davis Boulevard in accordance to the updated Thoroughfare Plan by 2012
- Continue to work with NCTCOG and the Innovative Finance Initiative to secure funding for ‘the TEX’ rail stations by 2012
- Establish plans, secure funds and obtain NTEMP and TxDOT approvals to add a 2nd Bedford-Euless Exit off-ramp in 2011
- Continue the NRH Mobility Team effort through 2015
- Implement wayfinding signage in central sector of the City by 2012
- Continue and expand the Shop NRH campaign
- Monitor existing business performance to ensure stable tax revenues
- Continue to utilize Buxton information to review and update targeted businesses for our community
- Update the Economic Development Strategic Plan
- Continue to encourage and refer entrepreneurs and small businesses to utilize SCORE and the Small Business Development Center (SBDC) for business counseling and SBA loan assistance
- Ensure undeveloped and vacant commercial property is properly marketed within the development and broker community
- Continue to implement the BIG program’s financial assistance for façade and signage improvements
- Continue participation in local, regional and national trade organizations to attract or retain retail based businesses and/or primary employers
- Continue to facilitate property acquisitions, property dispositions, tenant leases, tenant renewals and local incentive packages that increase taxable revenue

DEPARTMENT / DIVISION	FUND
ECONOMIC DEVELOPMENT – ADMINISTRATION	GENERAL

PROGRAM NAME

ECONOMIC DEVELOPMENT

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of staff	3.00	3.00	3.00
Budget Amount	$325,305.00	$455,916.00	$506,665.00
Gross retail square footage (in millions)	5.36 sq ft	5.37 sq ft	5.39 sq ft
Gross office square footage (in millions)	1.87 sq ft	1.89 sq ft	1.91 sq ft
Labor force	35,348	35,535	69,969
Total population	63,343	63,420	63,420
Total # of businesses	1,250	1,272	1,282
Outputs:			
Taxable commercial property value (in millions)	$736.00	$736.00	$740.00
“New” taxable commercial property value (in millions)	$2.42	$6.13	$4.00
Taxable business property value (in millions)	$268.42	$273.89	$280.00
Taxable residential property value (in millions)	$2,267.53	$2,272.74	$2,300.00
# Of new residential units	122	125	140
Total taxable sales (in millions)	$845.00	$856.00	$856.00
# Of new businesses	102	103	100
# Of closed businesses	79	81	90
# Of BIG program participants	8	10	12
# Of unique visitors to Economic Development website	3,512	6,377	7,014
# Of Economic Development website page views	25,250	53,552	58,907
# Of direct business visits	80	80	80
# Of Shop NRH participants	140	167	180
# Of Shop NRH website hits	50	52	55
Efficiency:			
Taxable property value per $1 Economic Development budget	$10,065.54	$7,213.52	$6,560.55
Taxable sales per $1 Economic Development budget	$2,597.56	$1,877.54	$1,689.48
# Of direct business visits per staff	40	40	40
# Of unique visitors to Economic Development website per day	10	17	19
# Of Economic Development website page views per day	69	147	161
Effectiveness:			
Taxable sales per person (total population)	$13,340.06	$13,497.32	$13,497.32
Taxable sales per business	$676,000.00	$672,956.00	$667,707.00
Single family appraised property value	$149,723.00	$149,930.00	$150,079.00
Outcomes:			
Taxable sales (increase/decrease)	Flat	+1.30%	Flat
Net business count	+23	+22	+10
Taxable commercial property (increase/decrease)	Flat	Flat	+0.50%
Taxable residential property value (increase/decrease)	Flat	+0.20%	+1.20%

DEPARTMENT	FUND
LIBRARY	GENERAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
General Services	$222,180	$235,599	$238,126	$236,513
Public Services	856,832	897,479	908,900	908,012
Technical Services	800,596	817,124	827,493	848,403
TOTAL	**$1,879,608**	**$1,950,202**	**$1,974,519**	**$1,992,928**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$1,429,116	$1,463,040	$1,480,498	$1,492,258
General Services	11,984	15,160	22,019	14,679
Maintenance	22,867	24,479	24,479	24,779
Sundry	114,347	131,748	131,748	136,921
Supplies	299,822	314,125	314,125	322,641
Capital	1,472	1,650	1,650	1,650
TOTAL	**$1,879,608**	**$1,950,202**	**$1,974,519**	**$1,992,928**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Library Director	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Library Services Supervisor	3.00	3.00	3.00	3.00
Librarian	4.00	4.00	4.00	4.00
Circulation Supervisor	1.00	1.00	1.00	1.00
Senior Library Clerk	1.00	1.00	1.00	1.00
Library Clerk	6.00	6.00	6.00	6.00
Library Acquisition Clerk	1.00	1.00	1.00	1.00
Library Technician*	1.00	1.00	1.00	1.00
Part-Time:				
Librarian (PT-2)	0.95	0.95	0.95	0.95
Library Associate (PT-2)	0.95	0.95	0.95	0.95
Library Technical Assistant (PT-1)	0.48	0.48	0.48	0.48
Library Clerk (PT-7)	3.60	3.60	2.88	2.88
Library Page (PT-6)	3.60	3.60	2.85	2.85
*Position unfunded.				
Full-Time	19.00	19.00	19.00	19.00
Part-Time (Full-Time Equivalents)	9.58	9.58	8.11	8.11
TOTAL	**28.58**	**28.58**	**27.11**	**27.11**

DEPARTMENT / DIVISION	FUND
LIBRARY – GENERAL SERVICES	GENERAL

PROGRAM NAME

GENERAL SERVICES

DESCRIPTION / MISSION

Library General Services is responsible for implementing policies and procedures established under the leadership of the City Council, Library Board and City Administration. The Library Director administers budget expenditures, supervises and evaluates operational divisions, provides professional guidance to staff, maintains a positive public image and establishes policy. Responsibilities include planning, directing, coordinating and evaluating all Library areas of responsibility.

GOALS

- To attract greater numbers of users to the Library. (Sense of Community)
- To develop excellent user-centered collections that are responsive to customers' needs. Provide what the library user wants when they want it. (Sense of Community)
- To develop and support a library staff with the skills and motivation to deliver excellent library services.
- To ensure that staff has the knowledge, skills, and abilities to perform effectively.

OBJECTIVES

- Increase the number of active library cardholders.
- Maintain current and accurate collections that meet the "Excellence" benchmark of "Standards for Texas Public Libraries."
- Investigate alternatives to annual leasing programs for ebooks and downloadable audiobooks.
- Stabilize collection size while improving overall quality and currency.
- Within the limits of the budget, reduce the average individual staff workload to no more than 150% of the Texas average.
- Provide at least one continuing education opportunity for each full-time staff member.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of staff in full-time equivalents (FTEs) assigned to administration	2.00	2.00	2.00
Outputs:			
# Of visits to the Library	287,138	292,000	295,000
# Of registered cardholders	70,819	69,500	68,000
Net volumes added to collection after withdrawals	4,940	3,000	2,000
% Of full-time staff participating in Continuing ED	100.00%	100.00%	100.00%
Efficiency:			
Circulation per FTE employee as a measure of workload vs. Texas average of 16,717 loans per FTE	30,737	31,810	31,993
Annual cost of library service per capita vs. National average ($36.84 in 2009)	$30.36	$30.32	$31.19
Effectiveness:			
# Of library visits per capita vs. Texas average of 3.49	4.58	4.6	4.65
# Of library holdings per capita vs. Texas benchmark avg. of 2.04	3.17	3.23	3.27
Outcomes:			
% Of NRH residents who say Library service is "excellent" or "good"*	N/A	98.00%	N/A

*No Survey Planned For FY12/13

DEPARTMENT / DIVISION	FUND
LIBRARY – PUBLIC SERVICES	GENERAL

PROGRAM NAME

ADULT SERVICES

DESCRIPTION / MISSION

The Adult Services staff provides professional and friendly assistance to library customers, helping them to meet their personal informational, educational, and recreational goals. Adult Services selects and manages the adult and reference collections in a broad range of subjects and formats, provides professional reference and information assistance, assists jobseekers with their job search, offers reader's advisory service, markets the collection, prepares bibliographies and finding aids, provides customer education, conducts programs and assists customers in the use of library materials, facilities and equipment.

GOALS

- To provide a well-selected and maintained collection of materials and electronic resources to meet the needs of the North Richland Hills community. (Sense of Community)
- To increase customer success rate in finding the books and information they want. (Sense of Community)
- To provide effective reference and information service to library customers. (Sense of Community)
- To provide robust access to electronic information resources in the library and for remote users. (Positive City Image)
- To offer quality classes and programs that are responsive to community needs. (Sense of Community)

OBJECTIVES

- Build and maintain library collections that are responsive to community needs. Increase overall use of the Library's collections.
- Reduce the number of reserves placed by ensuring that the collection is adequate to meet demand.
- Provide accurate and trustworthy assistance to customers with information needs.
- Maintain online virtual information assistance with services such as JOBview and Live Homework Help.
- Market the Library's resources and services using a monthly newsletter and other media to promote awareness.
- Offer a stimulating and informative variety of programs for the community.
- Support the creative writing group, book club and tutoring services to meet community needs.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of staff in full time equivalents (FTEs) assigned to adult services	8.00	5.80	5.80
Outputs:			
Volumes added to the collection	18,155	16,000	15,500
Volumes weeded (removed due to wear and tear, recent updates, obsolescence, or low use) from the collection	13,208	13,000	13,500
# Of reserves placed	32,670	31,500	31,000
# Of reference questions	31,035	31,500	31,000
# Of adults attending library programs	3,886	3,700	3,800
Efficiency:			
Circulation per capita vs. Texas average of 5.16	13.27	13.72	13.80
Collection turnover (average annual circulation per item) vs. Texas benchmark average of 2.54	4.18	4.24	4.22

DEPARTMENT / DIVISION	FUND
LIBRARY – PUBLIC SERVICES	GENERAL

PROGRAM NAME

CHILDREN SERVICES

DESCRIPTION / MISSION

The Children's Services staff provides professional and friendly assistance to young library customers and their caregivers, helping them to meet their personal informational, educational and recreational goals. Children's Services provides an attractive collection of books and other resources designed to stimulate young readers. They provide reading guidance to young readers through about age 14, and present regular storytime and toddler activities that teach creative expression, social skills, listening, comprehension and the foundations of reading. They plan and conduct an annual summer reading program to encourage children to keep learning during their summer school break. The staff works with area schools to provide support for students and the curriculum.

GOALS

- To provide stimulating library service to children, from toddlers through adolescence, seeking to place the right book in the right child's hands at the right time. (Sense of Community)
- To provide learning resources and support for young students. (Sense of Community)
- To promote closer working relationships with area schools. (Sense of Community)
- To plan and conduct a successful summer reading program designed to improve children's readiness to start school each year. (Sense of Community)
- To conduct annual Outcomes-Based Evaluation (OBE) review of Summer Reading Club. (Positive City Image)

OBJECTIVES

- Build and maintain an outstanding collection of children's books and resources.
- Conduct regular Story Time and Toddler Time programs for very young children.
- Provide library tours for schools and daycare centers in the community.
- Plan and conduct an 8-week summer reading club program. Schedule 8 special programs with outside performers during the summer reading club. Maintain high enrollment in the program.
- Survey Summer Reading Program participants and evaluate resulting Outcome Measures.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of staff in full-time equivalents (FTEs) assigned to children's	3.40	3.40	3.40
Outputs:			
Circulation of children's materials	315,605	360,000	340,000
# Of children's reference questions	14,121	14,500	14,800
# Of program attendees	8,510	8,800	8,750
Efficiency:			
Annual turnover of children's collection	5.53	6.15	5.71
Effectiveness:			
# Of children enrolled in Summer Reading Club	2,000	2,100	2,100
Outcomes:			
% Of children participating in the Summer Reading Club who respond that "reading is fun.", "always or sometimes"	98.92%	96.00%	96.00%

DEPARTMENT / DIVISION	FUND
LIBRARY – TECHNICAL SERVICES	GENERAL

PROGRAM NAME

CIRCULATION SERVICES

DESCRIPTION / MISSION

The Circulation Division is the most frequent point of contact between the Library and its customers, and the quality of its services is a critical contribution to customer satisfaction. Circulation manages the loan services of the Library, including assisting customers at the checkout desk, checking out materials to customers, registering new customers and maintaining the Library's patron database. Circulation also manages the overdue materials collection system, checks and clears materials returned from circulation and returns items promptly to the shelves so that they are ready for the next customer.

GOALS

- To provide customer-friendly service to customers of the Library, assisting them with the borrowing of materials and helping them resolve issues with their accounts. (Sense of Community)
- To make self-service an easy-to-use option for customers borrowing library materials. (Positive City Image)
- To maintain the collections in good order so that customers can easily find the items they want. (Sense of Community)
- To reshelve materials promptly so that they are available for the next customer. (Sense of Community)
- To encourage volunteerism by providing rewarding opportunities for citizen involvement. (Sense of Community)

OBJECTIVES

- Provide friendly and cost-effective assistance to customers who borrow library materials.
- Maintain at least 65% use rates for customer self-checkout by promoting the use of RFID self-check service.
- Promote the use of self-service renewals by remote users via the Internet.
- Maintain a 24-hour or less turnaround time for reshelving materials.
- Read the shelves regularly to maintain collections in accessible order.
- Coordinate, train and schedule citizens who volunteer their time and service at the library.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of staff in full-time equivalents (FTEs) assigned to circulation	11.50	11.50	11.50
# Of volunteer hours	3,302	3,100	3,100
Outputs:			
Total # of library materials circulated	840,667	870,000	875,000
# Of new patrons registered	9,767	10,200	8,500
$ Of fines collected	$73,637.00	$75,000.00	$75,000.00
Efficiency:			
Annual circulation per total FTE employee vs. Texas benchmark	30,737	31,810	32,000
Annual circulation per fte circulation employee	73,101	76,652	76,000
Effectiveness:			
Turnaround time for reshelving library materials	< 24 hours	< 24 hours	< 24 hours
% Of self-service checkouts of total checkouts	63.90%	63.00%	65.00%

DEPARTMENT / DIVISION	FUND
LIBRARY – TECHNICAL SERVICES	GENERAL

PROGRAM NAME

TECHNICAL SERVICES

DESCRIPTION / MISSION

The mission of Technical Services is to organize the Library's collections and provide effective ways for users to access and locate the information they need. Technical Services orders and receives all Library materials, catalogs, classifies and prepares them for circulation; maintains the quality and accuracy of the Library's bibliographic database; and administers the Library's automated systems. Other services include support of the Circulation function by managing the production and distribution of all customer notices. Technical Services staff manages interlibrary loan transactions. The Acquisitions Clerk also purchases all other Library operating supplies.

GOALS

- To provide rapid access to new materials added to the collection by ordering, cataloging and processing them in a manner that is both efficient and cost effective. (Sense of Community)
- To provide technical support for public service divisions in managing library collections. (Sense of Community)
- To meet customer's needs for materials not currently held by the library. (Sense of Community)
- To manage the Library's automation system so that it provides effective public service with minimum disruption or down time. (Positive City Image)

OBJECTIVES

- Operate an efficient purchasing process for acquiring library materials.
- Maintain rapid turnaround time for processing of library materials: 24 hours or less for high demand library materials, 2-week processing time for all other materials from receipt to addition to the collection.
- Fulfill customers' interlibrary loan requests by arranging for the loan of materials from other libraries.
- Withdraw weeded volumes from the catalog promptly.
- Repair damaged and worn items when possible to extend the useful life of the materials.
- Develop and maintain a robust online catalog of library holdings and services.
- Investigate next generation of catalog discovery software to improve users access to the full range of library resources.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of staff in full-time equivalents (FTEs) assigned to acquisitions	1.48	1.48	1.48
# Of staff in FTEs assigned to cataloging and processing	3.24	3.48	3.48
# Of staff in FTEs assigned to system administration	0.50	0.50	0.50
Outputs:			
# Of new volumes added to the collection	18,155	16,000	15,500
# Of volumes withdrawn from the collection	13,208	13,000	13,500
# Of interlibrary loans	1,364	1,300	1,200
# Of volumes repaired and returned to the collection	9,500	9,800	10,500
# Of remote "hits" on the library online catalog	1,091,193	1,100,000	1,000,000
Efficiency:			
Average turnaround time for cataloging and processing library materials:			
High demand materials- top priority	24 hours	24 hours	24 hours
All other donated and purchased materials	2 weeks	2 weeks	2 weeks

DEPARTMENT	FUND
NEIGHBORHOOD SERVICES	GENERAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Environmental Resources	$286,337	$295,886	$301,314	$306,822
Humane Division	610,667	648,526	662,861	662,664
Consumer Health	279,090	285,584	289,404	290,653
Code Compliance	342,128	356,368	361,762	332,269
Special Projects	0	0	0	0
TOTAL	**$1,518,222**	**$1,586,364**	**$1,615,341**	**$1,592,408**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$1,181,468	$1,195,610	$1,211,508	$1,224,876
General Services	101,103	104,401	109,418	77,746
Maintenance	29,964	49,814	51,330	51,657
Sundry	153,683	174,221	161,952	174,799
Supplies	52,004	62,318	81,133	63,330
Capital	0	0	0	0
TOTAL	**$1,518,222**	**$1,586,364**	**$1,615,341**	**$1,592,408**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Director of Neighborhood Services	1.00	1.00	1.00	1.00
Neighborhood Services Manager	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Humane Services Supervisor	1.00	1.00	1.00	1.00
Humane Services Officer	4.00	4.00	4.00	4.00
Humane Services Clerk	1.00	1.00	1.00	1.00
Shelter Attendant II	2.00	2.00	2.00	2.00
Environmental Health Supervisor	1.00	1.00	1.00	1.00
Environmental Health Specialist	2.00	2.00	2.00	2.00
Code Enforcement Officer	3.00	3.00	3.00	3.00
Customer Service Assistant	1.00	1.00	1.00	1.00
Part-Time:				
Shelter Attendant I (PT-1)	0.75	0.75	0.75	0.75
Full-Time	18.00	18.00	18.00	18.00
Part-Time (Full-Time Equivalents)	0.75	0.75	0.75	0.75
TOTAL	**18.75**	**18.75**	**18.75**	**18.75**

DEPARTMENT / DIVISION	FUND
NEIGHBORHOOD SERVICES – ENVIRONMENT RESOURCES	GENERAL

PROGRAM NAME

ENVIRONMENTAL PUBLIC EDUCATION

DESCRIPTION / MISSION

The Environmental Resource Division is responsible for providing resources and information on environmental issues affecting the quality of life of the community. The Environmental Resource Division staff coordinates the programs / projects and volunteers for the Keep NRH Beautiful Commission and the Neighborhood Initiative Program. The purpose of these programs is to provide a clean, healthy community where citizens, prospective businesses and visitors will want to stay.

GOALS

- To ensure a safe environment for citizens through quality environmental public awareness programs. (Safety and Security/Sense of Community)
- To assist citizens in proper trash, recycling and household hazardous waste disposal. (Safety and Security)
- To work with Keep NRH Beautiful Commission to encourage residents to take responsibility for litter prevention, waste minimization, beautification and property improvement. (Positive City Image)
- To subsidize program funding through grants. (Financial Stability)

OBJECTIVES

- Provide quality environmental education programs, materials and events on issues such as air quality, recycling, water conservation, water quality, energy conservation and household hazardous waste disposal.
- Maintain partnerships with businesses for support of all environmental education programs.
- Encourage and gain support of volunteers to participate in Keep NRH Beautiful programs.
- Apply for grants for community improvement and environmental education projects.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Assistant Director of Neighborhood Services	1.00	1.00	1.00
# Of volunteers	1,346	1,400	1,450
# Of businesses donating to keep NRH beautiful	16	15	18
Household hazardous waste disposal expense	19,114	9,494	9,494
Outputs:			
# Of Keep NRH Beautiful awards presented	83	90	100
# Of participants in Household Hazardous Waste Disposal Program	132	202	202
# Of Adopt-a-Spots	13	15	20
# Of volunteer hours worked	3,450 hours	3,500 hours	3,500 hours
Efficiency:			
Value Of donations received	$1,675.00	$2,000.00	$2,000.00
Cost per household to dispose of household hazardous waste	$47.00	$47.00	$47.00
Value of volunteer work	$29,399.00	$29,761.00	$29,761.00
Effectiveness:			
% Of increase in volunteers	-2.00%	4.00%	3.50%
% Of program effort supplied by volunteers	15.00%	15.00%	15.00%
% Of funding for awards	100.00%	100.00%	100.00%
Amount of monetary achievement awards/grants earned	$168,665.00	$35,000.00	$35,000.00

DEPARTMENT / DIVISION	FUND
NEIGHBORHOOD SERVICES – HUMANE SERVICES	GENERAL

PROGRAM NAME

ANIMAL ADOPTION AND RESCUE

DESCRIPTION / MISSION

The Humane Division is responsible for responding to all calls for animal related problems including pets, wildlife, livestock and exotics; actively investigating all cruelty allegations toward animals; enforcing all city and State laws pertaining to animals; handling nuisance calls concerning stray animals; excessive barking; nuisance by odor; responding to animal bite complaints; supervising quarantine procedures as set forth in State law; operating pet cremation services; providing adoption services both at shelter and through off-site adoption services; providing education and public relations programs to the community and promote spay/neuter & low cost assistance programs.

GOALS

- To ensure animals are treated humanely but are not a nuisance or a safety risk to the public. (Safety and Security)
- To provide a safe, healthy and humane shelter for stray animals. (Efficient and Effective Delivery of City Services)
- To reduce the number of animals euthanized solely for a treatable illness, injury or lack of space by returning pets to owners and increasing adoptions. (Efficient and Effective Delivery of City Services)
- To expose citizens to services provided by the North Richland Hills Animal Adoption & Rescue Center. (Positive City Image)
- To promote good will in the community, encourage responsible pet ownership and encourage financial support for the NRH AARC. (Positive City Image)

OBJECTIVES

- Continue to respond to emergency calls (Priority 1 – Human in Danger, Priority 2 – Animal in danger) within 60 minutes of receiving the call.
- Continue to strive to reduce the number of animals entering the shelter per year by promoting city registration and responsible pet ownership education.
- Continue our efforts to become a zero euthanasia shelter of adoptable dogs and cats, by increasing the number of adoptable dogs and cats not euthanized from 68% to 70%.
- Increase public awareness of responsible pet ownership & shelter events.
- Participate in adoption/fundraising events including two low cost vaccination clinics through the year.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of Humane Officers FTEs	4.00	4.00	4.00
# Of Humane Technicians FTEs	1.00	1.00	1.00
# Of Supervisors FTEs	1.00	1.00	1.00
# Of Kennel Technicians FTEs	2.75	2.75	2.75
Outputs:			
# Of responses to calls for services	4,597	4,911	5,000
# Of emergency calls (respond with in 60 min.)	150	143	150
# Of total animals handled*	3,806	4,325	4,400
# Of live adoptable dogs & cats handled	2,119	2,102	2,200
# Of low cost vaccination clinics	2	2	2
# Of special events	3	3	3
# Of online requests through CivicPlus***	28	120	150
# Of online pet registrations through CivicPlus****	0	175	300
Efficiency:			
Average # of calls per officer	1,149	1,228	1,250
Average response time to priority calls (in minutes)	15 min	15 min	15 min
Effectiveness:			
# Of pet registrations	2,476	2,566	2,750
% Dogs & cats adopted	18.00%	18.00%	20.00%
% Dogs & cats returned to owner	27.00%	30.00%	33.00%
% Adoptable dogs and cats not euthanized	67.00%	69.00%	70.00%
% All animals not euthanized**	69.00%	64.00%	67.00%
# Of pets vaccinated at clinic	367	350	350

DEPARTMENT / DIVISION	FUND
NEIGHBORHOOD SERVICES – HUMANE SERVICES	GENERAL

PROGRAM NAME

ANIMAL ADOPTION AND RESCUE

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
* Includes all live and dead animals, livestock, pocket pets, reptiles, etc. handled. ** Includes adopted, return to owner, wildlife releases, transfers, etc. *** FY2010/11 online report service was not initated until June 11, 2011 **** FY2010/11 online pet licensing not initated until January 2012			

DEPARTMENT / DIVISION	FUND
NEIGHBORHOOD SERVICES – CONSUMER HEALTH	GENERAL

PROGRAM NAME

CONSUMER HEALTH INSPECTION AND CLASSES

DESCRIPTION / MISSION

The Consumer Health Division protects the health of the public through routine inspections, education, monitoring and enforcement of all food establishments, child care facilities, public/semi-public pools and waste haulers, as well as providing educational classes for Food Handlers and Child Care workers.

GOALS

- To ensure that every regulated food service establishment, child care facility, public/semi-public pool and waste hauler is safe and sanitary. (Safety and Security)
- To provide education for every North Richland Hills Food Handler and Child Care Worker. (Safety and Security)
- To provide streamlined permitting for all businesses. (Efficient and Effective Delivery of City Services)

OBJECTIVES

- To complete 100% of required food establishment, child care, and public/semi-public pool inspections annually.
- To maintain current number of English Food Handler and Child Care classes and offer Spanish or non-English and on-site classes as needed.
- To invoice and permit all regulated facilities with a maximum 90 day turnaround.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of Environmental Health Specialists*	2.00	1.50	2.00
# Of Environmental Health Supervisors	1.00	1.00	1.00
Outputs:			
# Of inspections performed (all programs)	2,261	2,265	2,268
# Of follow-up inspections performed (all programs)	426	428	430
# Of food establishment inspections completed	1,311	1,320	1,330
# Of pool inspections completed	817	818	819
# Of child care inspections completed	88	88	88
# Of english food handler classes*	44	44	44
# Of Spanish food handler classes	22	11	11
# Of other food handler classes (volunteer/other)**	1	2	2
# Of on-site food handler classes	13	12	11
# Of child care classes	5	4	4
# Of permits issued (all programs)	502	505	508
Efficiency:			
Average # of inspections per staff member per day	2.90	3.50	2.90
Average # participants per english food handler class	19	18	18
Average # participants per spanish food handler class	13	16	17
Average # participants per child care class	24	25	26
Effectiveness:			
% Food est. Inspections completed	100.00%	100.00%	100.00%
% Pool inspections completed	100.00%	100.00%	100.00%
% Child care inspections completed	100.00%	100.00%	100.00%
# Confirmed food borne illness cases	0	0	0
# Complaints received about regulated businesses	71	68	65
# Closures due to health & safety issues***	53	47	45

*1.5 Env. Health Specialists due to FMLA and Vacancy
** (1) Volunteer/Concession Food Handler Class FY 10-11
*** Closures: 74% Swimming Pools/Spas, 26% Food Service

DEPARTMENT / DIVISION	FUND
NEIGHBORHOOD SERVICES – CODE COMPLIANCE	GENERAL

PROGRAM NAME

CODE COMPLIANCE

DESCRIPTION / MISSION

The Code Compliance Division provides for the health, safety and general welfare of the community through implementation and enforcement of local zoning, nuisance, junk vehicle and high grass ordinances. The code compliance officers proactively address code violations. They are also charged with responding to citizen complaints regarding high grass, inoperable vehicles, illegal signs and excessive trash and debris on private property. The enforcement and compliance to city ordinances and zoning regulations elevates the quality of life by ensuring a clean and healthy environment for the citizens and visitors of North Richland Hills.

GOALS

- To educate citizens regarding code violations. (Positive City Image)
- To eliminate code violations. (Quality Community Development and Revitalization)

OBJECTIVES

- Increase the number of proactive inspections.
- Reduce the number of citizen complaints.
- Respond to CMO, Council and citizens complaints within 24 hours.
- Increase citizen understanding of code violations.
- Improve the appearance of neighborhoods by reducing the number of code violations.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of Code Compliance Officers	3.00	3.00	3.00
# Of Code Compliance Assistants – seasonal	0.00	0.00	0.00
# Of Building Inspectors	0.00	0.00	0.00
# Of Customer Service Assistants	1.00	1.00	1.00
# Of Assistant Director of Neighborhood Services	1.00	1.00	1.00
# Of Director of Neighborhood Services	1.00	1.00	1.00
Outputs:			
# Of cases brought into voluntary compliance	4,189	4,643	4,643
# Of inspections per year	10,227	12,338	12,338
# Of Request Tracker Complaints resolved	123	250	350
Efficiency:			
% Of voluntary compliance	98.90%	97.00%	96.00%
# Of valid complaints	1,202	1,149	1,176
Effectiveness:			
# Of citations issued	0	1	1
% Of cases issued citations	0.00%	0.02%	0.02%
# Of probable cause affidavits completed	13	18	28
% Of cases issued probable cause affidavits	0.30%	0.36%	0.57%
# Of cases resolved	4,315	4,787	4,836
# Of complaints resolved	1,521	1,455	1,488
% Of complaints resolved	99.35%	99.50%	99.50%
Outcomes:			
% Excellent or good condition of NRH community (cleanliness, quality of homes and general appearance)*	N/A	N/A	88.10%
% Of city officials who were courteous and helpful*	N/A	N/A	89.50%
% Of high grass- sometimes or rarely*	N/A	N/A	83.10%
% Of junk vehicles- rarely or never*	N/A	N/A	71.60%

*The Citizen Survey is not performed annually.
Completed 2011

DEPARTMENT / DIVISION	FUND
NEIGHBORHOOD SERVICES – CODE COMPLIANCE	GENERAL

PROGRAM NAME

SUBSTANDARD HOUSING

DESCRIPTION / MISSION

The Code Compliance Division is charged with identifying substandard structures within the city and ensuring that they are repaired to meet the minimum standards or demolished.

GOALS

- To ensure the safety of occupants and the public by eliminating unsafe structures within the City of North Richland Hills. (Quality Community Development and Revitalization)
- To reduce the number of substandard structures within the City. (Quality Community Development and Revitalization)
- To cause the overall condition of housing to improve by reducing the number of substandard homes. (Quality Community Development and Revitalization)

OBJECTIVES

- Achieve 90% voluntary compliance through education, communication and cooperation.
- Cause the repair or demolition of a minimum of 80% of the homes identified as substandard by the Housing Survey prior to the next housing survey.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Code Compliance Officers	3.00	3.00	3.00
Building Inspectors	3.00	3.00	3.00
Chief Building Official	1.00	1.00	1.00
Customer Service Assistant	1.00	1.00	1.00
Director Of Neighborhood Services	1.00	1.00	1.00
Assistant Director of Neighborhood Services	1.00	1.00	1.00
Outputs:			
# Of substandard building board cases/year	10	10	10
# Of substandard structures worked/year	324	250	250
Efficiency:			
# Of structures rated*	N/A	N/A	N/A
# Of weeks to complete survey*	N/A	N/A	N/A
Effectiveness:			
# Of structures brought into compliance	292	230	230
% Of structures brought into compliance	90.00%	92.00%	92.00%
# Of structures/ unoccupied-demolished by owner	14	3	3
# Of structures/unoccupied-demolished by the city/year	1	2	2
# Of occupied structures demolished	0	1	1
Outcomes:			
Substandard/deteriorating housing- rarely or never **	N/A	N/A	67.00%

* The Housing Survey is not performed annually.
**The Citizen Survey is not performed annually. Completed 10/09. (2007)

DEPARTMENT / DIVISION	FUND
NEIGHBORHOOD SERVICES – CODE COMPLIANCE	GENERAL

PROGRAM NAME

COMMUNITY CLEANUP

DESCRIPTION / MISSION

The Code Compliance Division is charged with ensuring that all properties meet minimum standards as outlined in the Zoning and Nuisance Ordinances, and are maintained in a safe and healthy condition. The Community Cleanup offers citizens an opportunity to discard large items and large quantities of items in excess of what Duncan Disposal would typically pick up during regular trash pick-up. This helps many citizens who have an accumulation of waste on their properties to resolve ordinance violations and it assists in reducing the number of properties which harbor an accumulation of junk and debris.

GOALS

- To ensure the health and safety of the occupants and the public. (Quality Community Development and Revitalization)
- To reduce the amount of trash, junk, and debris accumulation in the city. (Quality Community Development and Revitalization)

OBJECTIVES

- Schedule two Community Cleanup events each year.
- Complete one cleanup in the spring and the second in the fall.
- Increase awareness of this program.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Code Enforcement Officers	3.00	3.00	3.00
Customer Service Assistant	0.00	1.00	1.00
Director Of Neighborhood Services	1.00	1.00	1.00
Assistant Director of Neighborhood Services	1.00	1.00	1.00
Public Works Volunteers	10.00	10.00	10.00
Outputs:			
# Of cleanup events	2	2	2
Efficiency:			
Cost per fall event	$735.00	$856.00	$916.00
Cost per spring event	$809.00	$916.00	$916.00
Effectiveness:			
# Of 30-yard roll-offs filled:			
Fall	5	3	4
Spring	5	5	5
# Of compactors used:			
Fall	4	3	3
Spring	5	5	5
# Of citizens benefiting from event:			
Fall	179	143	169
Spring	169	174	174
Outcomes:			
% excellent or good condition of NRH community (cleanliness, quality of homes and general appearance)*	N/A	N/A	88
% Of city officials were courteous and helpful*	N/A	N/A	90
% Of litter- frequently or sometimes*	N/A	N/A	51
% Of illegal dumping- frequently or sometimes**	N/A	N/A	N/A

*The Citizen Survey is not performed annually.
**FY12/13 Estimate information was not provided in the survey.

DEPARTMENT / DIVISION	FUND
NEIGHBORHOOD SERVICES – CODE COMPLIANCE	GENERAL

PROGRAM NAME

NEIGHBORHOOD INITIATIVE PROGRAM

DESCRIPTION / MISSION

The Code Enforcement Division is charged with ensuring that all properties meet minimum standards as outlined in the Zoning and Nuisance Ordinances, and are maintained in a safe and healthy condition.

GOALS

- To ensure the health and safety of the occupants and the public by identifying zoning, nuisance violations and substandard housing conditions. (Quality Community Development and Revitalization/Positive City Image)
- To assist citizens in eliminating trash and debris within the City. (Quality Community Development and Revitalization/Safety and Security)
- To assist citizens in maintaining their homes, accessory structures and emergency housing repairs. (Quality Community Development and Revitalization/Positive City Image)

OBJECTIVES

- Bring low income, elderly, mentally / physically disabled and single parent property into compliance through volunteerism.
- Assist neighborhood revitalization through community involvement and incentives.
- Encourage and gain community support and funding for the program.
- Encourage volunteerism to assist with projects.
- Educate citizens regarding the Neighborhood Initiative Program.
- Identify citizens who are eligible for assistance through the Neighborhood Initiative Program.
- Increase number of Neighborhood Initiative Program projects.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Code Compliance Officers	3.00	3.00	3.00
Building Inspectors	0.00	0.00	0.00
Assistant Director of Neighborhood Services	1.00	1.00	1.00
# Of volunteers	416	500	600
# Of businesses donating funds/materials	19	25	30
$ Of Business donations (money & supplies)	$17,180.00	$20,000.00	$25,000.00
Outputs:			
# Of projects requested:			
M-NIP miscellaneous (yard work, cleanup)	28	40	40
H-NIP home projects (HUD low-income- 25% city match)	2	1	1
E-NIP emergency home repairs	3	3	5
V-NIP other (20% above HUD low-income limits)	46	50	55
R-NIP cash rebate program	14	20	25
Total # of project hours	1,552 hours	2,000 hours	2,500 hours
Efficiency:			
Cost per project:			
M-NIP miscellaneous (minor repairs, yard work, cleanup)	$10.00	$10.00	$10.00
H-NIP home program projects (HUD- 25% city match)	$5,125.00	$30,000.00	$30,000.00
E-NIP emergency home repairs	$775.00	$2,500.00	$2,500.00
V-NIP other (20% above hud income limits)	$273.00	$500.00	$700.00
NIP cash rebate program (r-nip)	$276.00	$500.00	$700.00
Effectiveness:			
% Of M-NIP miscellaneous projects completed	90.00%	100.00%	100.00%
% Of H-NIP projects completed	100.00%	100.00%	100.00%
% Of E-NIP emergency projects completed	100.00%	100.00%	100.00%
% Of R-NIP cash rebate projects completed	78.00%	75.00%	75.00%
% Of V-NIP volunteer projects completed	52.00%	50.00%	50.00%
% Of total projects completed	84.00%	70.00%	70.00%
% Of increase/decrease in nip project requests			

DEPARTMENT / DIVISION	FUND
NEIGHBORHOOD SERVICES – CODE COMPLIANCE	GENERAL

PROGRAM NAME

NEIGHBORHOOD INITIATIVE PROGRAM

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outcomes:			
Citizens reporting substandard or deteriorating homes/structures rarely	N/A	46.80%	N/A
Citizens reporting substandard or deteriorating homes/structures never	N/A	20.00%	N/A

DEPARTMENT	FUND
PUBLIC WORKS	GENERAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
General Services	$140,921	$139,321	$139,983	$141,202
Traffic Control	863,036	1,016,443	1,152,014	1,070,375
Street & Drainage	1,412,230	1,601,415	1,587,021	1,615,738
Street Maintenance	700,000	800,000	800,000	800,000
TOTAL	**$3,116,187**	**$3,557,179**	**$3,679,018**	**$3,627,315**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$1,321,632	$1,418,532	$1,387,040	$1,420,490
General Services	15,765	23,000	23,000	20,000
Maintenance	1,168,787	1,398,240	1,422,246	1,412,194
Sundry	48,872	55,614	55,614	59,333
Supplies	538,069	646,793	764,118	670,844
Capital	23,062	15,000	27,000	44,454
TOTAL	**$3,116,187**	**$3,557,179**	**$3,679,018**	**$3,627,315**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Managing Director	0.25	0.25	0.25	0.25
Assistant Public Works Director	0.00	0.00	0.00	0.00
City Engineer	0.25	0.25	0.25	0.25
Administrative Secretary	0.50	0.50	0.50	0.50
Senior Traffic Technician	1.00	1.00	1.00	1.00
Traffic Technician	2.00	2.00	2.00	2.00
Operations Manager	0.25	0.25	0.25	0.25
Superintendent	1.00	1.00	1.00	1.00
Street Supervisor	1.00	1.00	1.00	1.00
Street Secretary	1.00	1.00	1.00	1.00
Equipment Operator	1.00	1.00	1.00	1.00
Crewleader	5.00	5.00	5.00	5.00
Maintenance Worker II	6.00	6.00	6.00	6.00
Maintenance Worker I	4.00	4.00	4.00	4.00
Part-Time:				
Summer Part-Time (4)	0.98	0.98	0.98	0.98
* Positions partially funded in this activity.				
Full-Time	23.25	23.25	23.25	23.25
Part-Time (Full-Time Equivalents)	0.98	0.98	0.98	0.98
TOTAL	**24.23**	**24.23**	**24.23**	**24.23**

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – ADMINISTRATION	GENERAL

PROGRAM NAME

PUBLIC WORKS ADMINISTRATION

DESCRIPTION / MISSION

Administration is responsible for the leadership and vision necessary to effectively and efficiently direct, advise and assist the Public Works Department staff in providing high quality public services. This includes the overall administration and supervision of activities concerning maintenance, restoration and new construction of all public infrastructure. All plats and engineering plans are reviewed by this department for compliance with the City's ordinances and adopted policies. The mission for Public Works Administration is to provide the vision and leadership for the department so that the citizens are better served, Council goals are achieved and public infrastructure is maintained.

GOALS

- To provide administrative leadership and planning for the Public Works Operations and Engineering Divisions. (Positive City Image)
- To evaluate and provide future planning for the maintenance and reconstruction of the City's streets, drainage facilities, water distribution and wastewater collection systems. (Quality Community Development and Revitalization)
- To provide quality customer service and timely responses to all requests. (Positive City Image)
- To minimize flooding of public and private property. (Safety and Security)
- To provide a positive work environment for all employees that encourages innovation, teamwork, accountability and employee development. (Positive City Image)

OBJECTIVES

- Ensure each division budget is within adopted expenditures.
- Conduct formal staff meetings on a regular basis with division managers.
- Consistently review staffing and service levels to determine future needs.
- Comply with all Environmental Protection Agency (EPA) and Texas Commission on Environmental Quality (TCEQ) required mandates for stormwater, water testing, and wastewater flows.
- Continue the implementation of a storm water pollution prevention program as required by the National Pollutant Discharge Elimination System (NPDES) permit.
- Respond in a reasonable time frame to requests from citizens, developers and other City departments.
- Promote creativity and innovation in all divisions of the department through an employee incentive and reward program.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of administrative personnel (FTE's):			
Director	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00
Management Assistant	1.00	1.00	1.00
Outputs:			
Water system designation (state)	Superior	Superior	Superior
# Of public information notifications sent to citizens	20	20	20
Community rating system	6	6	6
# Of citizen concerns/requests received	780	800	820
Efficiency:			
Change in water system designation	0	0	0
% Of departmental objectives met	100.00%	100.00%	100.00%
Change in community rating system (+/-)	+0	+0	+0
% Of citizen concerns/requests acted upon	100.00%	100.00%	100.00%
Effectiveness:			
% Of objectives completed by target date	100.00%	100.00%	100.00%
% Of citizens concerns/requests responded to within 24 hours	100.00%	100.00%	100.00%
% Of citizens concerns resolved within 48 hours	95.00%	100.00%	100.00%

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – TRAFFIC	GENERAL

PROGRAM NAME

TRAFFIC CONTROL DEVICES MAINTENANCE PROGRAM

DESCRIPTION / MISSION

This program involves the maintenance of traffic control signal lights, street signs and pavement markings to enhance the safe and efficient movement of traffic along public streets in the city.

GOALS

- To maintain an efficient and effective transportation system by updating and optimizing traffic signal light timing plans. (Efficient and Effective Transportation System)
- To maintain a safe transportation system by maintaining traffic control devices (traffic signal lights, pavement markings, and traffic signs) on public streets. (Efficient and Effective Transportation System)
- To continue to update the street sign management asset system to enhance the safety of motorists and to meet all Federal regulations. (Efficient and Effective Transportation System)

OBJECTIVES

- Repair and replace 1,150 traffic signs in the City.
- Perform preventive maintenance on 30 City and 28 TXDOT traffic signal lights.
- Update and optimize the signal timing plans for traffic signal lights depending on project approval CIP.
- Perform preventive maintenance on 69 school flashers.
- Perform preventive maintenance on 100% of the City's pavement markings.
- Continue the number of traffic count locations on streets such as Rufe Snow Drive, Davis Boulevard, Mid-Cities Boulevard and Boulevard 26.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Amount of division budget	$863,036.00	$1,152,014.00	$1,067,692.00
# Of staff hours	6,240 hours	6,240 hours	6,240 hours
# Of overtime hours	332 hours	251 hours	265 hours
Amount of signal timing synchronization CIP Project-12 Signals	$603,119.66	$0.00	$95,000.00
Outputs:			
# Of signalized intersections maintained	50	58	58
# Of school zone flashers maintained	69	69	69
# Of signs fabricated	936	1,150	1,150
# Of signal timing plans optimized	17	0	12
# Of traffic count locations	220	100	100
Linear feet of pavement markings replaced/painted	79,982 ft	120,000 ft	120,000 ft
% Of sign inventory	0.00%	5.00%	10.00%
# Of traffic calming staff hours (includes traffic calming and traffic studies)	64 hours	60 hours	60 hours
Efficiency:			
Funding per signalized intersection maintained (Labor/materials)	$690.00	$690.00	$1,166.00
Cost per sign fabricated	$58.08	$58.08	$60.00
# Of signs fabricated per hour per employee	7	7	7
Cost per pavement vehicle loop detector maintained	$1,000.00	$1,000.00	$1,000.00
Cost per video vehicle detector maintained	$18.00	$18.00	$18.00
Effectiveness:			
Traffic signal operation complaints checked (Signal not working properly)	537	500	500
% Of signals receiving full preventive maintenance	86.00%	100.00%	100.00%
% Of citizen requests for sign maintenance responded to within 7 days	85.00%	85.00%	85.00%

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – TRAFFIC	GENERAL

PROGRAM NAME

TRAFFIC CONTROL DEVICES MAINTENANCE PROGRAM

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outcomes:			
% Of people who believe traffic flow on major city streets is excellent or good*	44.00%	59.80%	60.00%
% Of people who believe traffic signal timing on major city streets are excellent or good*	60.00%	56.10%	60.00%
*Data is from the Citizens Survey: 2010-11 data is from the 2009 survey 2011-12 data is from the 2011 survey			
*Data is from the Citizens Survey. 2010-2011 data is from the 2009 survey			

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – STREET	GENERAL

PROGRAM NAME

CHANNEL CLEANING / DRAINAGE IMPROVEMENTS

DESCRIPTION / MISSION

An annual program that consists of cleaning out sediment that has built up significantly throughout the years in some of the City's earthen channels. This project also consists of repairing curb and gutter sections on streets that have standing water problems.

GOALS

- To remove sediment and re-establish the flow capacity of earthen channels to meet the requirements of the City's Flood Damage Protection Ordinance No. 2061. (Safety and Security)
- To maximize the street pavement life and improve drainage along public right-of-ways by repairing curb and gutters that have standing water problems. (Efficient and Effective Transportation System)

OBJECTIVES

- Maintain, mow and clean designated City owned drainage channels as scheduled in the Public Works Drainage Program.
- Repair isolated curb and gutter sections that stand in water on various streets throughout the City.
- Inspect 300 drainage inlets throughout the City. Clean and add, or repair damaged "No Dumping" markers on the drainage inlets.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Budgeted CIP project funds to dredge/clean streams and to repair standing water problems on public streets using contractor	$235,000.00	$300,000.00	$0.00
General operating expenses to mow and clean drainage streams by city staff (salaries, equipment, fuel and materials)	$72,144.00	$73,587.00	$75,058.00
# Of city staff	3.00	3.00	3.00
Outputs:			
Miles of earthen drainage channels cleaned/mowed/maintained by city staff	25 miles	25 miles	25 miles
# Of streets with isolated standing water curb and gutters repaired by contractor	0	8	10
Linear feet of channel sediment removal by contractor dredging-sediment removal	2,000 ft	1,400 ft	0 ft
# Of drainage inlet inspection, cleaning, and marking by city staff	232	300	300
Efficiency:			
Cost per mile for drainage channel mowing/cleaning by city staff (plus $1,420 overhead cost)	$4,306.00	$4,363.00	$4,422.00
Cost per street for curb and gutter repairs	$0.00	$4,167.00	$4,167.00
Cost per linear foot of channel sediment removal (contractor)	$83.00	$178.57	$0.00
Effectiveness:			
% Of earthen channels cleaned and mowed	100	100	100
Total # of complaints concerning standing water problems on	15	9	30
Total # of mosquito spray requests	33	7	200
Total # of request for channel cleaning/drainage improvements	30	16	25
Total # of request responded to within 48 hours for channel	19	13	24

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – STREET	GENERAL

PROGRAM NAME

PREVENTIVE STREET MAINTENANCE

DESCRIPTION / MISSION

This program provides the City with an effective preventive street maintenance program to protect the public investment on all public streets, thoroughfares and public ways within the City of North Richland Hills. This program consists of minor reconstruction, resurfacing, overlaying, slurry sealing and patching of public streets to preserve and to extend the life of the pavement. This program keeps the City from having higher street repair costs in the future by repairing the minor problems and preventing them from becoming significant and more costly to repair.

GOALS

- To protect the investment in public streets by utilizing a Preventive Maintenance Program to ensure maximum street pavement life. (Efficient Effective Transportation System)
- To increase the condition ratings of street pavement by utilizing a Pavement Management System. (Efficient Effective Transportation System)

OBJECTIVES

- Resurface 5 lane miles of street pavement with a 2” thick hot-mix asphalt overlay.
- Resurface 5 lane miles of street pavement with a micro slurry seal application.
- Repair 186,000 square feet of deteriorated street pavement (including pothole patching).
- Crack seal 6 miles of street pavement.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Budgeted fund (materials only)	$1,103,050.00	$1,112,960.00	$1,044,522.00
# Of staff hours (2” hot-mix asphalt overlay)	1,410 hours	1,410 hours	1,410 hours
# Of skilled field labor employees assigned to program	15.00	15.00	15.00
# Of administrative staff assigned to program	3.00	3.00	3.00
Outputs:			
Lane miles of treet pavement overlaid with 2” hot-mix asphalt	6 miles	5 miles	6 miles
Lane miles of street pavement slurry sealed	7 miles	6 miles	5 miles
Square feet of street pavement repaired	171,949 sq ft	186,000 sq ft	186,000 sq ft
Lane miles of street pavement crack sealed	8 miles	10 miles	8 miles
Efficiency:			
Cost per lane mile of 2” hot-mix asphalt overlay (includes pavement repair and curb/gutter repair)	$128,333.00	$128,500.00	$129,000.00
Cost per lane mile of slurry seal	$19,783.60	$20,395.00	$21,000.00
Material cost per square feet of pavement repaired	$1.70	$1.77	$2.00
Effectiveness:			
Average overall condition rating of streets (0-100 with 100 as excellent)	80	81	80
# Of streets rated poor (0-55 with 0 as bad)	180	180	180
% Of street lane miles receiving preventive maintenance (as of January 2010, 552 lane miles of street pavement)	4.00%	4.00%	4.00%
Outcomes:			
% Of people who believe non-residential street conditions are excellent or good	75.00%	78.00%	75.00%
% of people who believe residential streets are excellent or good	65.00%	65.60%	65.00%
*Data is from the Citizen Survey: 2009-10 data is from the 2009			

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – STREET	GENERAL

PROGRAM NAME

STREET RIGHTS–OF–WAY MOWING PROGRAM

DESCRIPTION / MISSION

An annual program that consists of mowing vegetation along public street rights-of-way. This program is contracted to an outside mowing contractor and is managed by the Public Works Department. It includes the mowing of rights-of-way along major thoroughfares, drainage ditches, and street medians.

GOALS

- To provide a safe public transportation system with few sight visibility problems. (Efficient and Effective Transportation System)
- To provide an aesthetically pleasing corridor along major City thoroughfares. (Positive City Image)
- To ensure that City rights-of-way meet the same code restrictions placed on private property owners. (Quality Community Development and Revitalization)

OBJECTIVES

- Maintain and mow vegetation along public street right-of-ways utilizing contracted services.
- Maintain a master listing of all public street rights-of-way mowing for scheduling purposes and location identity.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Amount of budgeted fund	$200,000.00	$200,000.00	$200,000.00
Amount of contractor services	$130,000.00	$130,000.00	$130,000.00
Outputs:			
# Of overall mowing acreage	2,200 acres	2,200 acres	2,200 acres
Efficiency:			
Cost per acreage of public street rights-of-way mowing	$60.00	$60.00	$60.00
Effectiveness:			
Total # of complaints concerning vegetation along public street rights-of-way	9	3	8
Total # of complaints concerning motorist visibility due to high growth vegetation at street intersections	8	1	5

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – STREET	GENERAL

PROGRAM NAME

SIDEWALK CONSTRUCTION

DESCRIPTION / MISSION

The intent of the program is to encourage the construction and/or reconstruction of sidewalks throughout the City for the safety and convenience of pedestrians. The program allows staff to construct sidewalks that are requested by citizens' petitions or by staff. The construction and reconstruction of new sidewalks helps to revitalize residential neighborhoods.

GOALS

- To quality Community Development and Revitalization by improving pedestrian transportation and safety in developed residential neighborhoods by constructing new sidewalks. (Efficient and Effective Transportation System)
- To improve public awareness of the City's Sidewalk Construction Program. (Positive City Image)

OBJECTIVES

- Use 90% of funding to install new sidewalks.
- Use 10% of funding to replace deteriorated sidewalks in older developed neighborhoods.
- Increase the number of requests for sidewalk construction by utilizing the Public Works web page for informational purposes about the program.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Amount of budgeted funds	$50,000.00	$50,000.00	$50,000.00
# Of staff*	3.00	3.00	3.00
# Of staff hours*	60 hours	60 hours	60 hours
Outputs:			
Linear feet of new sidewalk constructed	2,000 ft	2,000 ft	2,000 ft
Linear feet of reconstructed sidewalk	3,924 ft	1,000 ft	200 ft
Efficiency:			
Cost per linear feet of new sidewalk constructed (Includes staff time).**	$24.00	$24.00	$24.00
Cost per linear feet of sidewalk repair	$24.00	$24.00	$24.00
Effectiveness:			
# Of citizens' requests for new sidewalk construction	2	3	3
# Of approved requests for sidewalk installation	0	3	3
# Of new sidewalk installation constructed	3	3	3

*Staff assigned to this program also work with other programs such as the preventive street paintenance program.
**Cost reflects sidewalk installation and related items such as wheelchair ramps and curb/gutter replacement at sidewalk/street connection points.

DEPARTMENT	FUND
PARKS & RECREATION	GENERAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
General Services	$157,363	$165,012	$166,920	$167,582
Parks Maintenance	794,628	872,960	880,458	946,373
Recreation Services	756,047	487,102	502,102	487,102
Athletic Program Services	152,106	124,602	124,602	154,930
Senior Adult Services	181,370	196,524	198,700	228,333
Youth Outreach & Cultural	139,567	136,280	137,479	49,982
TOTAL	**$2,181,081**	**$1,982,480**	**$2,010,261**	**$2,034,302**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$1,269,821	$802,409	$781,552	$855,593
General Services	247,082	98,702	131,223	112,558
Maintenance	177,349	182,424	182,802	174,124
Sundry	255,814	673,429	688,629	676,212
Supplies	221,025	225,516	226,055	215,815
Capital	9,990	0	0	0
TOTAL	**$2,181,081**	**$1,982,480**	**$2,010,261**	**$2,034,302**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Parks & Recreation Director*	0.40	0.40	0.40	0.40
Assistant Director of Recreation*	0.20	0.20	0.20	0.20
Administrative Secretary*	0.20	0.20	0.20	0.20
Secretary*	0.20	0.20	0.20	0.20
Marketing/Special Projects Coordinator*	0.20	0.20	0.00	0.00
Communications/Events Manager	0.00	0.00	0.20	0.20
Parks Superintendent*	0.20	0.20	0.20	0.20
Parks Supervisor	1.00	1.00	1.00	1.00
Crewleader	3.00	3.00	3.00	3.00
Maintenance Worker II	1.00	1.00	1.00	1.00
Maintenance Worker I*	3.00	3.00	3.00	3.00
Landscape Horticulturist	0.20	0.20	0.20	0.20
Recreation Center Manager*	1.00	0.00	0.00	0.00
Program Coordinator***	2.00	0.00	0.00	0.00
Customer Service Clerk***	1.00	0.00	0.00	0.00
Building Maintenance Worker***	1.00	0.00	0.00	1.00
Athletic Coordinator	1.00	1.00	1.00	1.00
Senior Center Supervisor	2.00	2.00	2.00	2.00
Cultural Arts / Special Events Coordinator	1.00	1.00	0.00	0.00
Cultural Arts Coordinator	0.00	0.00	1.00	0.00
Part-Time:				
Recreation Attendants (PT-6)	2.70	0.00	0.00	0.00
Facilities Maintenance Worker (PT-1)	0.50	0.00	0.00	0.00
Summer Camp Director (PT/S) *	0.27	0.00	0.00	0.00
Summer Day Camp Counselors (PT/S)*	2.18	0.00	0.00	0.00
Senior Center Attendants (PT-2)	0.98	0.98	0.98	0.98
* Positions partially funded in this area.				
Full-Time	18.60	13.60	13.60	13.60
Part-Time (Full-Time Equivalents)	6.63	0.98	0.98	0.98
TOTAL	**25.23**	**14.58**	**14.58**	**14.58**

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – ADMINISTRATION	GENERAL

PROGRAM NAME

PARKS AND RECREATION ADMINISTRATION

DESCRIPTION / MISSION

Administration is responsible for the direction, leadership and progressive vision necessary to effectively and efficiently direct, advise and assist the Parks and Recreation Department and NRH2O Family Water Park staff in providing innovative and quality parks and recreation services. The Parks System is comprised of 34 parks, trails, recreation facilities and municipal properties totaling 756 acres. The Department provides recreational, cultural and life enriching activities, which contribute to quality of life and a sense of community for our residents. Administration also manages and oversees the Parks Capital Improvement Program and provides oversight of Iron Horse Golf Course.

Parks and Recreation Vision Statement - To create an environment where people play, laughter counts, communities grow and learn, and everyone matters.

GOALS

- To provide administrative direction and support for Park Operations & Maintenance, Park Development & Planning, Recreation, Athletics, Cultural Arts, Senior Adult Services, Richland Tennis Center, NRH2O Family Water Park and Iron Horse Golf Course. (Sense of Community)
- To build community partnerships and agreements with other agencies and community organizations to enhance and expand resources. (Financial Stability)
- To support economic development efforts and other city departments. (Financial Stability)
- To provide quality customer service, innovative programs and well maintained parks and facilities that contribute to quality of life and a healthy community. (Sense of Community)
- To provide a positive work environment for all employees that encourages innovation, teamwork, accountability and employee development. (Positive City Image)

OBJECTIVES

- Monitor all Parks and Recreation division budgets to ensure appropriate allocation, budget compliance accountability and efficient use of resources.
- Ensure each division budget is within adopted expenditures.
- Respond in a reasonable time frame to requests from citizens and other City Departments.
- Continue to work with the Park and Recreation Board by coordinating six meetings each year and by providing the Board with weekly written updates.
- Conduct formal staff meetings on a regular basis with division managers.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of administrative personnel (FTEs):			
Managing Director	0.40	0.40	0.40
Assistant Director	0.20	0.20	0.20
Administrative Secretary	0.20	0.20	0.20
Secretary	0.20	0.20	0.20
Communications and Events Manager	0.20	0.20	0.20
Outputs:			
# Of capital projects managed	17	15	15
# Of park board updates	6	6	6
# Of citizen concerns/requests received	263	270	270
# of Park Board Weekly Updates	50	50	50
Efficiency:			
% Of departmental objectives met	95.00%	96.00%	100.00%
% Of citizens concerns/requests acted upon	100.00%	100.00%	100.00%
Effectiveness:			
% Of objectives completed by target date	95.00%	96.00%	100.00%
% Of citizens concerns/requests responded to within 24 hours	100.00%	100.00%	100.00%

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – PARKS	GENERAL

PROGRAM NAME

PARK MAINTENANCE AND OPERATIONS

DESCRIPTION / MISSION

Park Maintenance and Operations provides safe, well maintained and aesthetically appealing parks, recreation, municipal and open space properties with a high level of customer service achieved through skilled landscape maintenance and construction professionals. The division incorporates progressive, innovative and environmentally responsible methods for maintaining 756 park acres, parks, facilities, trails, open spaces and municipal properties. Included in the maintenance responsibilities are 30 highly competitive sport fields, 30 playground structures, more than 110,000 square feet of landscape beds and more than 13,000 park irrigation heads. The division is also responsible for maintaining and caring for the city's public tree inventory.

GOALS

- To provide well maintained, safe, clean and aesthetically pleasing parks, trails, open spaces and public grounds. (Positive City Image)
- To develop and employ lean strategic initiatives and techniques of identifying and maximizing all available resources to provide the highest level of maintenance standards possible for the citizens of North Richland Hills. (Sense of Community)
- To enhance opportunities of capitalizing on performance levels by creating a well organized, rewarding and productive work environment in a manner consistent with the public's expectations. (Safety and Security)
- To employ sustainable maintenance practices designed to achieve adopted maintenance standards while preserving and protecting the environment and providing educational opportunities to our citizens. (Positive City Image)

OBJECTIVES

- Research and utilize new innovative technology that will efficiently track and document daily maintenance tasks, ongoing park projects and park inspection reports.
- Integrate the new NTP irrigation weather station with the entire park irrigation system.
- Enhance the parks sand volleyball and outdoor basketball courts along with other outdoor park recreational amenities to support the new recreational leagues and tournaments being implemented by the parks recreational coordinator.
- Evaluate contracting the park and facilities landscaping responsibilities for cost effective and quality landscape services.
- Continue to conduct and document monthly inspections of playgrounds to ensure 100% compliance with National Playground Safety Institute (NSPI) standards and ADA requirements.
- Continue to integrate into the park maintenance program, facility and equipment safety procedures and inspections.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of budgeted field labor employees (FTEs)	20.00	22.00	22.00
Budgeted contract mowing services	$338,844.00	$338,844.00	$352,397.00
Outputs:			
Total park/facilities acres maintained	748 acres	756 acres	756 acres
Total square feet of landscape beds maintained	60,980 sq ft	111,980 sq ft	111,980 sq ft
Total linear miles of walking trails maintained	20.5 miles	20.5 miles	20.5 miles
Total playground units maintained	30	30	30
Total park irrigation systems maintained	33	35	35
Efficiency:			
# Of acres per FTE field labor employee	37 acres	34 acres	34 acres
% Of budgeted contract services	12.40%	12.40%	12.80%
% Of monthly playground inspections performed	100.00%	100.00%	100.00%
% Of annual irrigation audits performed	N/A	100.00%	100.00%
Effectiveness:			
% Increase in landscape maintenance	1.50%	83.00%	0.00%
% Change of budgeted contract services	2.00%	0.00%	4.00%
% Change of playground inspections completed	0.00%	0.00%	0.00%
% change of irrigation audits completed	N/A	100.00%	0.00%
Outcomes:			
2009 citizen survey – excellent/good rating*	N/A	95.00%	N/A
*Not surveyed in the year			

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – RECREATION	GENERAL

PROGRAM NAME

RECREATION CENTER

DESCRIPTION / MISSION

The Recreation Center provides quality and innovative recreation programs, events and services to the community, which contribute to quality of life and a sense of community. The 38,000 square feet recreation center includes numerous amenities including a fitness center, nine classrooms and a gymnasium. Staff facilitates and manages more than 1000 classes each year and operates the facility seven days a week.

Note: Programs will continue to be offered at the current recreation center during the first six months of FY2011/2012 and then transition to NRH Centre in April 2012. Final day of operations at 6720 N.E. Loop 820 is April 7, 2012.

GOALS

- To provide innovative and quality classes, programs, events and facilities for the community. (Sense of Community)
- To provide accurate and timely information throughout FY2011/2012 regarding the transition from the current recreation center to the new NRH Centre. (Positive City Image)
- To provide quality and responsive customer service. (Positive City Image)
- To manage and provide a safe, clean and attractive facility. (Safety and Security)
- To manage revenues and expenses from all programs and services conducted through the Recreation Center. (Financial Stability)

OBJECTIVES

- Continue to research and develop policies and procedures for the new Recreation Center front desk operations with final operating procedures ongoing through 2012.
- Continue to research and develop membership promotional opportunities for the new Recreation Center by the implementation of a communication plan to facilitate educational, promotional and informative materials for membership and sales.
-
- Continually be responsive to the needs of citizens by developing a minimum of 15 innovative classes/ programs for the remaining operating schedule at the current recreation center; and to utilize online e-surveys through Constant Contact to send out to patrons 4 times per year to obtain feedback on service and facility operations.
- Utilize the new city website, Constant Contact, Facebook, Twitter and web based newsletter and email components to feature and promote Recreation Center memberships, programs, services, and events information to patrons and future guests.
- Generate $166,247 in Recreation division fees for the months of October 2011-March 2012.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Recreation Center Manager (FTE)	1.00	0.50	N/A
Program Coordinators (FTE)	2.00	1.00	N/A
Customer Service Clerk (FTE)	1.00	0.50	N/A
Building Maintenance Worker (FTE)	1.00	0.50	N/A
Part-Time Employees (In FTE)	5.85	2.93	N/A
Outputs:			
Total recreation center annual attendance	311,933	107,665	N/A
# Of classes offered	913	456	N/A
# Of current fitness center memberships sold	911	423	N/A
# Of current gymnasium memberships sold	139	21	N/A
# Of rental bookings at recreation center	179	119	N/A
Rental bookings revenue	$16,653.00	$11,350.00	N/A
# Of pavilion bookings reserved through the recreation center front desk	271	64	N/A
Membership revenue	$53,044.00	$10,098.00	N/A
Total recreation center revenue	$430,173.00	$147,200.00	N/A
Efficiency:			
# Of patrons served per fte (based on FY2011: 10.85 FTEs)	28,750	9,923	N/A
% Classes made	76.00%	70.00%	N/A

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – RECREATION	GENERAL

PROGRAM NAME

RECREATION CENTER

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness:			
Average daily recreation center attendance	876	612	N/A
Outcomes:			
Customer satisfaction rating (scale of 1-4)	3.50%	3.80%	N/A

* FY2011-12 Revised column reflects data from October 2011-March 2012

** Remaining revenue for FY2011-12 will be reflected in program specific cost centers identified within the NRH Centre budget.

***FY2012-13 Estimated data moved to NRH Centre and no longer reflected in General Fund.

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – ATHLETICS	GENERAL

PROGRAM NAME

ATHLETICS

DESCRIPTION / MISSION

The Athletic Division plans, organizes and manages adult sports leagues, tournaments and athletic special events, which contribute to quality of life and economic development by attracting outside visitors, athletic participants, and spectators to our community. With the opening of the new NRH Centre in the spring of 2012, all indoor sports will transition and be managed by staff at the new facility. Adult softball, Adult kickball, local and state tournaments, and all outdoor athletic events will continue to be managed by the Athletic Division.

GOALS

- To provide quality athletic leagues, tournaments, and special events for the community. (Sense of Community)
- To provide opportunities for business sponsorships in athletic leagues and special events. (Sense of Community)
- To program new sports and events for both adults and children. (Sense of Community)

OBJECTIVES

- Offer three kickball leagues, six sand volleyball leagues, two sand volleyball tournaments, two grass volleyball leagues, three pre-season softball tournaments, two 3 on 3 basketball tournaments, and 36 softball leagues annually.
- Host two local competitions involving nationally recognized youth sport skills development events to include: NFL Punt Pass and Kick and MLB Pitch, Hit, & Run.
- Offer sponsorships to local businesses to attract new customers.
- Evaluate and make changes to update leagues offered through customer satisfaction surveys, online e-surveys, and national trends.
- Provide support and assist the three Youth Sport Associations.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of staff in full-time equivalents (FTEs)	1.00	0.50	0.50
Pay to officials	$47,741.00	$47,000.00	$39,062.00
Outputs:			
Total # of teams registered	272	178	235
# Of special events/tournaments offered	1	4	8
Total athletic division revenue	$83,021.00*	$52,810.00	$59,480.00
Efficiency:			
# Of teams per FTE	272	178	235
# Of youth sport associations	3	3	3
Amount of revenue per FTE	$83,021.00*	$52,810.00	$59,480.00
Effectiveness:			
Total # of athletic division participants*	93,885	40,536***	45,968**
Outcomes:			
Customer Satisfaction Rating (scale of 1-4)	3.5	3.6	3.7

* Data reflects numbers form Oct-Feb. including all sports
**Outdoor sports attendance only: October 1- September 31
Avg. # of players x (1 spectator x Avg. # of players) x # Games
***Indicates basketball, volleyball attendance October 1- March 31 & softball attendance October 1- Semptember 30 (volleyball & basketball transfer to the new facility April 1

Figures shown in FY11/12 Revised for total athletic division revenue and amount of revenue per FTE, reflect partial year estimates from Oct. 2011 through Sept. 2012,

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – SENIORS	GENERAL

PROGRAM NAME

SENIOR SERVICES

DESCRIPTION / MISSION

Senior Services provide quality recreational and educational programs and services for adults over the age of 55. These innovative programs contribute to the quality of life while reducing senior isolation. Senior services currently serves 41,975 senior visits each year with the assistance of an active volunteer program.

GOALS

- To improve the quality of life for seniors through Recreation programs and services.
- To provide quality and affordable programs and services for seniors ages 55 and over.
- To provide socialization opportunities to reduce social isolation.
- To develop volunteer opportunities to augment the staffing levels at the centers and to assist with community service projects. (Financial Stability)

OBJECTIVES

- Implement the CLASS Reporting System to manage the Senior Center more efficiently with daily/weekly/monthly reports.
- Increase the number of programs and special events by 10% that appeal to the younger senior generation.
- Conduct eight community service projects annually.
- Continue to provide support to the Social Transportation for Seniors Program (STS) through marketing and volunteerism.
- Provide social opportunities 12 times a year for singles and widowers through dining out, morning coffee and game time.
- Increase awareness of the new NRH Senior Center to 10 new businesses and organizations.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of staff in FTEs	2.98	2.98	2.98
# Of volunteers	350	375	380
# Of volunteer hours	14,300 hours	15,000 hours	16,000 hours
Outputs:			
Amount of savings from volunteer hours **($7.25 per hour)	$103,680.00	$108,750.00	$116,000.00
Amount of Donations	$103,680.00	$108,750.00	$120,000.00
Program registration	34,500	36,000	39,000
Total participant and visitor attendance	36,500	37,000	40,000
# Of classes and programs offered	275	300	354
Total annual resident membership	570	580	620
Total annual non-resident membership	523	540	560
Efficiency:			
Cost per participant visit (both centers)*	$4.61	$5.31	$4.99
# Of patron visits served per FTE (both centers)	12,248	12,081	13,088
Volunteers / FTE (both centers)	117	126	128
Effectiveness:			
Average daily attendance	165	160	175
% Of classes held	87.00%	91.00%	97.00%
Outcomes:			
Customer satisfaction rating (scale 1-4)	3.0	3.4	3.5

* Based on budget divided by program participants
** Based on $7.25 per hour

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – CULTURAL ARTS/SPECIAL	GENERAL

PROGRAM NAME

CULTURAL ARTS / GRAPHICS

DESCRIPTION / MISSION

The Cultural Arts division provides community-wide cultural arts programming and special events, as well as branding & marketing materials for the department. This division provides cultural arts and special event opportunities to the citizens of North Richland Hills through performing art programs, art collections, educational opportunities and curated exhibits. The Cultural Arts division creates advertising, logos, illustrations, brand identities, collateral and promotional materials for programs and events provided by the city.

GOALS

- To develop and promote a diverse offering of cultural arts including visual and performing arts. (Sense of Community)
- To creatively facilitate departmental and city-wide special events that help create a sense of place within the community and supports quality of life. (Sense of Community)
- To provide high quality branding, promotional and logo development materials and messages for events, programs and services. (Positive City Image)
- To assist and support the development of the public art program, which creates a sense of identity for the community. (Positive City Image)

OBJECTIVES

- Program classes that encourage participation in and exposure to the Arts, for both youth and adults. The community is invited to work with talented instructors and enjoy classes/camps that promote a positive experience with varied art forms.
- Produce, or assist with, seven (7) Cultural Events and eleven (11) Special Events for the community.
- Secure a minimum of three (3) new corporate sponsorships, partnerships and grants to support new cultural arts programs and special events.
- Identify two new loaned art pieces for the Art in Public Spaces Program.
- Develop branding and promotional materials for events and programs.
- Create a minimum of two exeptional cultural events that showcase the new NRH Centre and its amenities.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Full-time equivalents (FTEs)	1.00	1.00	1.00
Outputs:			
Amount of cash sponsorships and grant money awarded	$15,570.00	$16,500.00	$9,500.00**
Amount of In-kind sponsorships	$11,752.00	$12,500.00	$12,500.00
# Of cultural events	6	7	9
# Of special events	8	8	8
# Of public art commissions	1	1	1
# Of loaned art selections	1	1	1
# Of artsploration classes offered	64	1	N/A
Total # of campaign/events designed	80	95	100
Efficiency:			
Number of sponsorships/grants	16	18	21
% Artsploration classes made	52.00%	100.00%	N/A
Effectiveness:			
Number of registrants for residencies and classes	235	74	N/A
Concert series attendance	4,000	4,250	4,250
Attendance for special events produced	64,200	53,200*	67,200
Outcomes:			
Overall customer rating of residencies and classes (scale of 1-4)	3.76	3.83	N/A
Overall satisfaction with all special events provided. (scale of 1-4)	N/A	3.25	3.25

* Decrease due to inclement weather at Night of Holiday Magic.
**Decrease due to Chesapeake's decline in future sponsorships.

DEPARTMENT	FUND
POLICE	GENERAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Administration	$703,061	$719,065	$726,136	$794,516
Administrative Services	711,962	717,069	725,100	635,514
Criminal Investigation	2,048,956	2,042,104	2,067,416	2,123,269
Uniform Patrol	4,600,006	4,825,910	4,880,075	4,931,218
Technical Services	467,839	457,581	136,027	0
Detention Services	372,294	422,131	1,117,235	1,377,349
Property/Evidence	311,845	307,269	323,910	337,208
Communications	892,576	948,045	1,297,026	1,987,453
TOTAL	**$10,108,539**	**$10,439,174**	**$11,272,925**	**$12,186,527**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$9,254,209	$9,456,164	$10,235,596	$11,096,063
General Services	99,201	111,759	124,088	120,368
Maintenance	172,077	277,410	274,858	291,036
Sundry	328,484	341,290	349,911	370,079
Supplies	254,568	252,551	270,628	296,981
Capital	0	0	17,844	12,000
TOTAL	**$10,108,539**	**$10,439,174**	**$11,272,925**	**$12,186,527**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Director of Public Safety	1.00	1.00	1.00	1.00
Assistant Chief of Police	2.00	2.00	2.00	2.00
Captain	3.00	3.00	3.00	3.00
Sergeant	14.00	14.00	14.00	14.00
Police Officer	58.00	58.00	57.00	58.00
Office Coordinator	1.00	1.00	1.00	1.00
Police Records Manager	1.00	1.00	0.00	0.00
Police Records Technician	8.00	8.00	1.00	1.00
Administrative Technician	0.00	0.00	1.00	1.00
Crime Scene Examiner	2.00	2.00	2.00	2.00
Detention Manager	1.00	1.00	1.00	1.00
Detention Supervisor	1.00	1.00	2.00	2.00
Detention Officer	4.00	4.00	18.00	18.00
Technical Services Coordinator	0.00	0.00	0.40	0.75
Property Management Tech	2.00	2.00	2.00	2.00
Communications Manager	1.00	1.00	1.00	1.00
Communications Supervisor	1.00	1.00	3.00	3.00
Dispatcher	12.00	12.00	26.00	26.00
Part Time:				
School Crossing Guard (PT/S)	3.96	3.96	3.64	3.64
Full-Time (Sworn)	78.00	78.00	77.00	78.00
Full-Time (Non-Sworn)	34.00	34.00	58.40	58.75
Part-Time (Full-Time Equivalents)	3.96	3.96	3.64	3.64
TOTAL	**115.96**	**115.96**	**139.04**	**140.39**

DEPARTMENT / DIVISION	FUND
POLICE – ADMINISTRATION	GENERAL

PROGRAM NAME

ADMINISTRATION

DESCRIPTION / MISSION

Police Administration is responsible for the Office of the Chief of Police and the management of two bureaus in the Police Department: Management Services Bureau and Operations Bureau. Responsibilities include planning, directing, coordinating and evaluation of all police activities. Through the effective management and utilization of all departmental resources, our mission is to work in a partnership with our citizens to maintain a safe, peaceful community by providing excellence in all police services dedicated to the highest standards of ethics and integrity while preserving and protecting life and property.

GOALS

- To maintain a position of leadership among Texas law enforcement agencies by upholding the accreditation standards set by the Texas Law Enforcement Best Practices Recognition Program (Positive City Image)
- To enhance Administration's quality of customer service to the other activities within the Police Department and the citizens of North Richland Hills. (Safety and Security)
- To maintain the high level of teamwork between the Police Department and other City departments inclusive of the Mayor and City Council. (Positive City Image)
- To foster volunteerism and community involvement through the advancement of the Volunteers on Patrol Program. (Sense of Community)
- To continue the Police Department's Partnership with the Community philosophy through innovative community outreach initiatives (A Sense of Community)
- To operate the Police Department with the most effective and efficient use of resources possible. (Efficient and Effective Delivery of City Services)

OBJECTIVES

- Maintain administration and supervision for all police activities.
- Plan, implement and maintain programs for all activities through the general fund and crime control district fund.
- Monitor the budget to maintain and ensure proper allocation of funds.
- Maintain the number of officers per 1,000 population.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of authorized sworn positions	108.50	108.50	108.50
# Of authorized civilian positions	56.38	78.38	78.38
# Of citizen volunteers	46.00	48.00	50.00
General fund budget	$10,108,539.00	$11,272,925.00	$12,138,128.00
Crime control district budget	$4,062,869.00	$4,210,198.00	$4,245,645.00
Outputs:			
# Of periodic budget analyses	12	12	12
# Of internal affairs investigations assigned to professional	6	3	3
# Of volunteer hours worked	6,266 hours	7,205 hours	7,926 hours
# Of citizen concerns submitted through Request Tracker	44*	123	130
Efficiency:			
Per capita cost for police services:			
General fund	$159.58	$164.91	$191.39
Crime control district	$64.14	$66.99	$63.86
# Of officers per 1,000 population	1.71	1.71	1.71
# Of internal affairs investigations completed	6	3	3
Dollar value of volunteer work	$133,779.10	$153,826.75	$169,220.10
Population used for calculations	63,343	63,420	63,420
# Of staff responses to citizen concerns in Request Tracker	79	492	520
Effectiveness:			
# Of activities within budget	16	14	14
# Of community outreach initiatives	25	27	27
UCR Part One Crimes Per 1,000 Population (Calendar Year)	30.53	30.56	30.60
Average # of staff responses per concern in Request Tracker	3	4	4

*System became operational 06/2011

DEPARTMENT / DIVISION	FUND
POLICE – ADMINISTRATION	GENERAL

PROGRAM NAME

ADMINISTRATION

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outcomes:			
% Of citizens rating excellent or good police services	95.40%	93.50%	93.50%
% Of citizens ratingexcellent or good officers as courteous	95.80%	--	--
% Of citizens rating excellent or good police services as timely	95.40%	--	--
% Of citizens rating excellent or good police visibility	92.80%	89.10%	89.10%

DEPARTMENT / DIVISION	FUND
POLICE – ADMINISTRATIVE SERVICES	GENERAL

PROGRAM NAME

ADMINISTRATIVE SERVICES DIVISION

DESCRIPTION / MISSION

The Administrative Services Division is charged with planning, research, and policy development for the Police Department. This Division is comprised of three sections, Professional Standards, Community Services, and Training. These sections work together in maintaining professional officer standards through applicant screening, internal investigations, and training. This Division fosters community partnerships through prompt and transparent media relations, crime prevention programs, as well as providing a Resource Coordinator and a Crime Victim's Liaison. In nurturing community involvement, this Division is able to 'work in partnership with our citizens in maintaining a safe and peaceful community'. By strictly monitoring the department's professional image and authorized staffing levels, this Division is 'providing excellence in all police services' through fostering the highest professional standards in our police personnel.

GOALS

- To ensure optimum department staffing through hiring and maintain the highest quality of service delivery by providing the best qualified candidates for police employment. (Safety and Security)
- To monitor and preserve the department's professional image in the community by maintaining the highest professional standards, progressive training, and positive media relations. (Positive City Image)
- To provide crime prevention services and education to the public and work in partnership to reduce criminal opportunities. (Safety and Security)
- To provide community connections and assistance through outreach, cooperation, and programs designed to meet the needs of the community. (Sense of Community)
- To identify alternate funding sources and shared service opportunities to increase the efficiency and effectiveness of programs and resources while lowering overall costs. (Financial Stability/Efficient and Effective Delivery of City Services)

OBJECTIVES

- Hire only the most qualified individuals for employment in the Police Department through conducting thorough background investigations and adherence to stringent pre-hire qualifications.
- Deliver continuous personnel training, maintain all licenses required or issued by the State of Texas, and further the professional development of all personnel.
- Conduct planning and policy development to provide for optimum department staffing and efficient function of the police department, through extensive research into developing issues effecting police services.
- Maintain positive working relationships with the media by remaining accessible, transparent, and delivering appropriate responses in a timely manner by a variety of available medium.
- Provide community outreach, partnership, and interaction through the department's Citizens' Police Academy (C.P.A.), Volunteers in Policing Service Program, the Santa Cops Program, Crime Watch/CFMH Programs, and the Community Resources Coordinator's Position.
- Provide on-site law enforcement services and activities on school campuses by providing School Resource Officers at designated schools.
- Provide expert assistance to crime victims through the department's Crime Victim's Liaison for counseling, professional referrals, and assistance in the State's qualification process for compensation.
- To identify grant funding sources and shared service opportunities to increase the efficiency and effectiveness of police services and supplement or expand resources not otherwise available to the department.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of authorized sworn and civilian personnel:	13.00	12.00	12.00
Captain	1.00	1.00	1.00
Lieutenant	1.00	1.00	1.00
Sergeant	2.00	2.00	2.00
Officer	8.00	7.00	7.00
Record Technician	1.00	1.00	1.00
# Of Contract Employees	2.00	2.00	2.00
Outputs:			
# Of D.A.R.E students instructed	1,498	0	0
# Of crime prevention service calls	184	290	296
# Of school resource service calls	1,377	1,220	1,244

DEPARTMENT / DIVISION	FUND
POLICE – ADMINISTRATIVE SERVICES	GENERAL

PROGRAM NAME

ADMINISTRATIVE SERVICES DIVISION

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs continued:			
# Of administrative investigations:			
Internal affairs investigations conducted	6	3	3
Background investigations conducted	208	260	265
# Of media releases	36	51	52
# Of employees hired	17	40	41
# Of grants applications	9	9	9
Total amount of grant awards	$314,687.00	$211,938.00	$320,199.00
# Of crime victims liaison referrals	1,108	941	960
# Of resource coordinator referrals	402	281	287
Total # of training hours provided	12,028 hours	16,946 hours	17,285 hours
# Of V.I.P.S. membership	16	37	38
# Of C.P.A.A.A. membership	56	51	52
Efficiency:			
Average time of IAD investigations (start to finish)	35 days	18 days	18 days
# Of police officers hired	7	6	6
# Of civilian police employees hired	11	40	41
Ratio of background investigations conducted per position hired	12 to 1	7 to 1	6 to 1
% Of grants awarded vs. applications	100.00%	88.00%	92.00%
# Of crime victims receiving state compensation	584	828	845
# Of community reource coordinator connections	365	245	250
# Of outside training hours	8,260 hours	11,868 hours	12,105 hours
# Of inside training hours	3,768 hours	5,078 hours	5,180 hours
Effectiveness:			
# Of students graduated from the C.P.A.	46	50	50
# Of grants obtained	9	8	8
# Of SRO's activity on school campuses:			
Offense reports	42	64	65
Arrests/detentions	18	17	18
Citations	68	66	68
Counseling sessions	838	715	729
Average # of training hours per employee	79 hours	91 hours	86 hours
# Of active crime watches	28	37	38
# Of active cfmh properties	10	16	18

DEPARTMENT / DIVISION	FUND
POLICE – INVESTIGATIONS	GENERAL

PROGRAM NAME

CRIMINAL INVESTIGATIONS DIVISION

DESCRIPTION / MISSION

The Criminal Investigations Division consists of Crimes Against Persons, Property Crimes and the Narcotics Sections. The Crimes Against Persons Section investigates causes of major offenses including homicide, sexual assault, robbery, family violence, juvenile crime and performs follow-up investigations at crime scenes where forensic evidence may be available. The Crime Scene Search Unit also assists neighboring agencies when requested, and supervises the multi-agency Automated Fingerprint Identification System (AFIS). The Property Crimes Section investigates auto theft, burglary, theft, fraud and all other property related crimes. The Narcotics Section investigates offenses concerning criminal narcotic trafficking and other undercover investigations as the need surfaces. These investigators work narcotic offenses in NRH as well as work closely with Federal and State agencies in an attempt to reduce the flow of narcotics into our community. The Crime Analyst performs intelligence gathering on both criminals and crime trends in and near North Richland Hills. All Sections handle the recovery of stolen property, arrest of fugitives and maintain liaison with various Federal, State & local agencies.

GOALS

- To thoroughly investigate all assigned offenses. (Safety and Security)
- To develop forensic evidence for the prosecution of criminals. (Safety and Security)
- To apprehend all possible suspects in crimes committed. (Safety and Security)
- To proactively investigate all narcotics related information provided. (Safety and Security)
- To utilize crime analysis to assist in clearing cases and tracking crime trends. (Safety and Security)
- To exceed national average for percentages of cases cleared. (Efficient and Effective Delivery of City Services)

OBJECTIVES

- Exceed the national clearance rate average for violent crimes.
- Exceed the national clearance rate average for property crimes.
- Increase narcotics enforcement activity in NRH and with participating task forces.
- Ensure that all leads are followed.
- Improve crime analysis case clearance assistance.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of authorized sworn personnel:	20.00	21.00	21.00
Captain	1.00	1.00	1.00
Sergeant	3.00	3.00	3.00
Detective	15.00	16.00	16.00
Crime Scene Officer	1.00	1.00	1.00
# Of authorized civilian personnel:	4.00	4.00	4.00
Police Administrative Technician	1.00	1.00	1.00
Crime Analyst	1.00	1.00	1.00
Crime Scene Examiner	2.00	2.00	2.00
# Of desginated volunteer assignments	2.00	3.00	4.00
Outputs:			
Total # of cases processed	8,788	8,399	8,567
Total # of cases assigned to department	7,799	7,519	7,670
Total # of cases assigned to division	4,587	4,342	4,429
Total # of cases assigned to detectives	4,380	4,073	4,154
Total # of Crime Analysis case assists	1,584	1,495	1,525
# Of CID warrants issued	185	195	199
Total # of Crime Scene investigations	60	179	183
# Of latent prints inquiries in AFIS	230	186	190
# Of SIU search warrants issued	45	40	41
Total # of cases assigned to the SIU	178	146	149
Efficiency:			
Average # of monthly cases processed	732	700	714
Average # of monthly detective caseload	382	362	369
# Of cases assigned daily (entire division)	18	17	17

DEPARTMENT / DIVISION	FUND
POLICE – INVESTIGATIONS	GENERAL

PROGRAM NAME

CRIMINAL INVESTIGATIONS DIVISION

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Efficiency continued:			
# Of cases assigned daily to detectives	17	16	16
Effectiveness:			
Total # of cases cleared (department)	4,473	4,537	4,627
Total # of cases cleared (division)	1,803	1,676	1,709
Clearance rate:			
Violent crimes (national clearance rate – 47.1%)	75.00%	70.00%	71.00%
Property crimes (national clearance rate –18.6%)	19.00%	23.00%	23.00%
Combined CID clearance rate	40.00%	44.00%	45.00%
# Of crime analysis clearance assists	40	35	36
Total # of narcotic arrests by the SIU	280	308	314

DEPARTMENT / DIVISION	FUND
POLICE- UNIFORMED SERVICES DIVISION	GENERAL

PROGRAM NAME

UNIFORMED SERVICES

DESCRIPTION / MISSION

The Uniformed Services Division consists of the Patrol Section and the Traffic Section. The SWAT Unit, Bicycle Unit and Honor Guard Unit are specialized, volunteer units that are within the Uniformed Services Division. The primary responsibility of the Patrol Section is the maintenance of law and order through timely response to calls-for-service, preliminary investigation of criminal offenses, apprehension of persons committing felony or misdemeanor crimes, and the enforcement of statutes including ordinances regulating traffic, along with parking violations. Additionally, the Uniformed Services Division enhances the furtherance of crime prevention and community policing through a partnership with citizens, the Beat Management Program, the Bicycle Unit, and by providing excellence in all police services. The Traffic Section is tasked with the enforcement of traffic laws and investigating vehicular accidents including a Commercial Vehicle Enforcement Unit. This section also responds to traffic complaints in congested areas, dangerous locations, and as called upon by citizens within the community. Both sections are equally tasked with providing high police visibility while working with citizens in a preventive approach to problems within the community. The primary responsibility of the SWAT Unit is to handle special threat situations that require special weapons and tactics. Special threat situations normally fall into one of the following categories: sniper, barricaded person, hostage situations, dignitary protection or hazardous warrant service. The SWAT Unit will provide a specialized service to the community and will assist surrounding communities, if requested, in line with the Greater Dallas/Fort Worth Regional Law Enforcement Mutual Aid Task Force Agreement.

GOALS

- To create a safer community environment for citizens and motorists, we will protect life and property by vigorously pursuing criminals, responding in a timely manner, thoroughly investigating calls for service and proactively problem solving. (Safety and Security)
- To develop and maintain a highly motivated, well trained and accountable law enforcement staff having a high level of integrity, ethics and pride. Our staff will take ownership in their duties, all working together as a team, to achieve excellence in police service while remaining open to new and meaningful ideas. (Safety and Security)
- To create an overall higher quality of life by respecting the laws and rights of the people we serve and maximizing all available police resources to reduce the impact of crime in our community. (Safety & Security)
- To focus on a citizen partnership through compassion, awareness, openness and community participation to create an environment of public confidence and trust within the community we serve, while at all time maintaining high levels of leadership and professionalism. (Sense of Community)

OBJECTIVES

- Keep response times for priority #1 calls to within 5½ minutes and priority #2 calls to within 8 minutes.
- Implement special traffic enforcement details to reduce traffic complaints and accidents in problem areas.
- Provide quality initial investigations for patrol-related calls for service.
- Respond to SWAT incidents utilizing proven strategic methods to effectively reduce or eliminate injury to citizens, police officers, or team members.
- Certify all patrol and traffic personnel to the highest TCLEOSE certification possible.
- Provide specialized training for SWAT, negotiator, honor guard, bicycle and traffic officers.
- Lawfully seek out and arrest criminal offenders responsible for crime within our community.
- Reduce complaints for patrol and traffic staff to a minimum.
- Create an environment that promotes the active participation in the Volunteers in Policing Program.
- Utilize public service officers to take reports and other order maintenance issues to allow sworn personnel more available time to accomplish crime and traffic safety objectives.
- Utilize bicycle patrol officers to work high crime areas to decrease reported offenses.
- Create opportunities for officers to participate in community events and meetings to improve quality of life issues.
- Look for problem areas in each district and direct officer patrols to solve or mitigate those issues.
- Utilize the Commercial Vehicle Enforcement Unit to increase safe travel in the City through commercial vehicle inspections.
- Fully develop a Narcotics K-9 Unit within the Patrol Section.
- Enhance sex offender compliance through the Beat Management Program.

DEPARTMENT / DIVISION	FUND
POLICE- UNIFORMED SERVICES DIVISION	GENERAL

PROGRAM NAME

UNIFORMED SERVICES

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of total authorized personnel (FTEs)	79.90	79.90	79.90
# Of sworn authorized personnel:	71	71	71
Captains	1	1	1
Lieutenants	4	4	4
Patrol sergeants	9	9	9
Patrol officers	48	48	48
Traffic sergeant	1	1	1
Traffic officers	8	8	8
# Of civilian authorized personnel (FTEs):	8.90	8.90	8.90
Police records technician	1	1	1
Public service officers	4	4	4
School crossing guards (Part-Time {15 X .26})	3.90	3.90	3.90
# Of designated volunteer assignments	5	5	5
Outputs:			
# Of total calls for service uniformed services	38,142	37,037	37,778
# Of calls for service response for patrol/traffic officer	34,100	32,941	33,600
# Of calls for service for public service officer	4,042	4,096	4,178
# Of priority 1 calls	720	698	712
# Of priority 2 calls	7,182	6,989	7,129
# Of traffic section enforcement details	2,485	2,530	2,581
# Of directed patrol (started 01/01/2010)	16,463	15,134	15,437
# Of SWAT callouts	1	1	1
# Of SWAT warrant services	8	10	11
# Of registered sex offenders	56	55	56
Efficiency:			
Response time by patrol/traffic officers for Priority 1	4:53	5:02	5:00
Response time by patrol/traffic officers for Priority 2	7:43	7:31	8:00
# Of traffic section citizen complaint details	648	617	629
# Of traffic section accident reduction details	6	10	11
# Of traffic section officer initiated details	1,667	1,677	1,711
# Of traffic section officer commercial vehicle details	164	226	230
# Of SWAT training sessions	23	23	23
# Of sex offender compliance checks	269	252	257
Effectiveness:			
# Of total reports taken by uniformed services	9,322	9,087	9,269
# Of reports taken by patrol/traffic officers:	7,920	7,815	7,972
# Of offense reports	4,145	3,978	4,058
# Of miscellaneous reports	3,124	3,175	3,239
# Of accident reports	651	662	675
# Of reports taken by public service officers:	1,402	1,272	1,298
# Of offense reports	1,148	1,034	1,055
# Of miscellaneous reports	254	238	243
# Of patrol/traffic officer arrests	3,110	3,131	3,198
# Of violations written by patrol officers	8,790	8,361	8,528
# Of violations written by traffic officers	13,599	12,504	12,754
# Of injuries sustained by citizens, police officers, or SWAT team members during callouts	1	1	1

DEPARTMENT / DIVISION	FUND
POLICE – RECORDS SECTION	GENERAL

PROGRAM NAME

RECORDS MANAGEMENT PROGRAM

DESCRIPTION / MISSION

The Records Section serves as the Department's official record custodian along with the processing and retention of all police records. This area is responsible for computer hardware and software planning as well as testing and training for the Records Management System within the police department. This section is accountable for data entry, auditing, maintaining records and accurately coding all police reports for the department's State report. The Records Section serves as the record liaison for the public, the State and the FBI. This section is responsible for maintaining a high level of customer service abilities by providing assistance to citizens with various needs either face to face or by telephone. Personnel assigned to this service area also assist the Patrol Section by taking non-emergency police reports upon request and other tasks that would otherwise have to be accomplished by a police officer. The Records Section Manager is also liaison with Building Services for the Building Maintenance Program.

GOALS

- To process and maintain all reports submitted within the police department for retrieval of any information as needed. (Safety and Security)
- To maintain efficiency of accurate data entry on all reports. (Safety and Security)
- To efficiently store data through the use of technology for long periods of time. (Safety and Security)
- To efficiently use record retention schedules to dispose of records no longer needed by the department. (Efficient and Effective Delivery of City Services)
- To encourage volunteerism and community involvement by allowing volunteers to work in Records as team members. (Sense of Community)

OBJECTIVES

- Continue to develop or enhance computer programs that will streamline all data entry of police records by the use of automated reporting and imaging systems.
- Enhancing customer service by streamlining methods of searching and logging data with the use of Intranet and Internet.
- Maintain data entry and auditing of reports into the computer system within 48 hours of receiving the records with the current amount of staff.
- Reduce the need for additional records storage area by maintaining a record scanning program for all archived records.
- Effectively use volunteers to assist in fingerprinting, scanning historical records and other appropriate tasks.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of authorized sworn personnel (FTEs)	0.00	0.00	0.00
# Of authorized civilian personnel:			
Technical Services Coordinator	1.00	1.00	1.00
Record Manager	1.00	1.00	1.00
Police record technicians	6.00	6.00	6.00
Designated volunteers in records	4.00	4.00	4.00
Outputs:			
# Of offense, arrest, and accident entered/audited	6,109	5,830	5,947
# Of accident reports entered	651	662	663
# Of scanned documents	225,901	296,975	302,914
# Of open records request processed	793	806	822
# Of offense/supplement reports taken by record technicians	228	218	222
# Of fingerprints taken	360	304	310
# Of record technicians searching like gender inmates	95	93	95
Efficiency:			
Average # of minutes to take a report	15 min	15 min	20 min
Average # of minutes used when taking fingerprints for citizens	15.6 mins	15.6 mins	15.6 mins
Average # of minutes spent auditing reports	5.0 mins	4.0 mins	4.0 mins
Effectiveness:			
# Of open records requests processed in ten days or less	793	806	822
# Of documents scanned by volunteers	96,362	161,399	164,627

DEPARTMENT / DIVISION	FUND
POLICE – RECORDS SECTION	GENERAL

PROGRAM NAME

RECORDS MANAGEMENT PROGRAM

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness continued:			
# Of fingerprints completed by volunteers	366	395	403

DEPARTMENT / DIVISION	FUND
POLICE – DETENTION SERVICES	GENERAL

PROGRAM NAME

DETENTION MANAGEMENT SECTION

DESCRIPTION / MISSION

The goal of the North Richland Hills detention center is to provide a secure, safe and humane environment for staff and inmates, while protecting our community. Detention Services is responsible for all prisoners in the detention facility. All prisoners are booked in accordance with accepted procedures and held until appropriate terms of release are satisfied. The physical needs of the prisoners are provided for and the safety of the prisoners is ensured by the maintenance of proper security in the detention facility. All Detention Officers receive training in jail regulations, departmental regulations and jail standard operating procedures to ensure that the prisoner's constitutional rights are not violated. This section is also responsible for proper recording and testing of suspected DWI violators through the department's State Certified Intoxilyzer Program.

GOALS

- To maintain the safety and security of all prisoners and detention staff within the facility through the use of policy and technology. (Safety and Security)
- To process all prisoners in a timely manner in accordance with established procedures and complete all pertinent paperwork or computer entry work on every prisoner. (Efficient and Effective Delivery of City Services)
- To complete all pertinent paperwork or computer entry work on every prisoner lawfully brought to the facility. (Safety and
- To maintain a State Certified Intoxilyzer Program. (Safety and Security)
- To identify prisoners accurately and positively. (Efficient and Effective Delivery of City Services)
- To maintain a high standard of Professional Demeanor. (Positive City Image)

OBJECTIVES

- Have four or more Detention Officers on duty at any given time.
- Provide training pertinent to the duties of the Detention Officer as the need and availability arises.
- Improve the quality of information gathered from prisoners during the booking process.
- Ensure a high level of accuracy on all data entry by the Detention Officers.
- Provide Intoxilyzer services for all officers making an arrest for Driving While Intoxicated as requested.
- Maintain an inkless fingerprint scanning computer system within the detention facility.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of authorized civilian personnel:	12.00	21.40	21.40
Detention Manager	1.00	1.00	1.00
Detention Facility Supervisor	1.00	2.00	2.00
Detention Officers	10.00	18.00	18.00
Technical Service Coordinator	0.00	0.40	0.40
Outputs:			
Annual # of prisoner book-ins	4,193	6,648	7,293
Average daily incarceration time per prisoner held	31 hours	31 hours	31 hours
# Of meals served	12,579	19,944	21,879
# Of times intoxilyzer administered	284	461	470
Efficiency:			
Average # of new prisoners booked-in per day	12	18	20
Average # of male prisoners overnighted	8	21	22
Average # of female prisoners overnighted	4	11	11
Average # of prisoners overnighted in jail	18	32	33
Annual # of suicide attempts	2	0	0
Effectiveness:			
% Of prisoners successfully booked in and released from custody	100.00%	100.00%	100.00%
# Of prisoner escapes	0	0	0
# Of lawsuits filed for constitutional right violations	0	0	0
# Of suicides within the detention facility	0	0	0
% Of successful intoxilyzer operations	100.00%	100.00%	100.00%

DEPARTMENT / DIVISION	FUND
POLICE – PROPERTY/EVIDENCE	GENERAL

PROGRAM NAME

PROPERTY & EQUIPMENT MANAGEMENT PROGRAM

DESCRIPTION / MISSION

The Property/Evidence Section is responsible for the storage, safekeeping and the ultimate disposal of all property taken in by police personnel along with the police equipment maintenance program, and quartermaster program. These items include all police and fire evidence collected as well as all confiscated, recovered or found property. All property is coded, logged in and stored until its legal release, auction or destruction. This Section maintains all the records critical to the proper handling of evidence along with documents required for the ultimate disposal of all property under its care, custody and control. The Property/Evidence Section is charged with the duty of determining the manner in which all property is disposed of in accordance with court orders or departmental policy by converting to police use, auctioning off, or complete destruction such as seized drugs and weapons. This section is additionally responsible for maintaining the integrity of all evidence submitted for court. The Technical Services Coordinator that manages this function also maintains supervisory oversight of the police fleet and related equipment in coordination with the city's Equipment Services section.

GOALS

- To process and securely maintain all evidence/property collected by the police and fire departments in a professional and expedient manner. (Safety and Security)
- To allow expeditious access to property/evidence when needed by the departments or court. (Safety and Security)
- To expedite the purging of accumulated property/evidence destined for disposition per state approved methods and department policies in a timely, efficient and professional manner. (Efficient and Effective Delivery of City Services)
- To maintain police fleet and related equipment. (Safety and Security)
- To provide personnel with needed uniforms and equipment in a timely manner. (Safety and Security)

OBJECTIVES

- Promote enhanced, efficient property/evidence submission by officers, thus, reducing the quantity of improperly packaged items requiring expenditure of time for corrections.
- Enhance the bulk storage locations, security and efficiency.
- Reduce inventory of old items through continued purging per legal disposition thus promoting efficient utilization of available storage space.
- Maintain current release times to property owners for their convenience of claiming property held by the Police.
- Maintain police vehicle fleet and equipment to highest standards of safety and efficiency.
- Maintain a departmental quartermaster program.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of authorized civilian personnel:	3.00	3.00	3.00
Property/Evidence supervisor	0.00	0.00	0.00
Property/evidence technicians	2.00	2.00	2.00
Technical service officer	1.00	1.00	1.00
Outputs:			
# Of property pieces processed	11,775	12,227	12,472
# Of quarterly audits of all weapons, narcotics and money	4	4	4
# Of audits to ensure compliance to all policy and procedures	2	2	2
# Of annual inventory of property maintained by section	1	1	1
# Of quartermaster transactions	2,127	2,288	2,334
Efficiency:			
# Of completed city court orders	907	701	715
# Of completed county court orders	639	507	517
# Of property items released to owner	1,103	1,125	1,148
# Of property items destroyed	3,469	3,538	3,609
# Of property items auctioned	115	117	119
# Of property items disposed (other)	9	10	11
# Of quartermaster items issued	2,127	2,288	2,334

DEPARTMENT / DIVISION	FUND
POLICE – PROPERTY/EVIDENCE	GENERAL

PROGRAM NAME

PROPERTY & EQUIPMENT MANAGEMENT PROGRAM

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Efficiency continued:			
# Of items returned to quartermaster for disposal	923	425	434
# Of items returned to stock	319	409	417
Effectiveness:			
% Of received property items processed	100.00%	100.00%	100.00%
% Of received items disposed of as to percent received	40.00%	42.00%	42.00%
% Of police vehicles available			
% Of personnel issued authorized uniforms	100.00%	100.00%	100.00%

DEPARTMENT / DIVISION	FUND
POLICE – COMMUNICATIONS	GENERAL

PROGRAM NAME

COMMUNICATIONS

DESCRIPTION / MISSION

The Communications Section is the public's link to police, fire, ambulance and city emergency and non-emergency services. The primary responsibility of the Communications Section is to provide citizens with the best possible response to their request for information or the need for service. Communications personnel accomplish this by providing educated answers to a vast array of questions, or responding to a need for service by notifying and causing a response of available police, fire, ambulance, city personnel and emergency equipment. This area provides accurate statistical information for administrative use, along with working closely and effectively with all personnel in the police, fire and city departments, as well as outside agencies.

GOALS

- To contribute to the prompt response of police and fire units by collecting necessary information from callers and dispatching calls for service in a timely manner (Safety and Security)
- To promptly answer and process incoming telephone calls in effort to promote and enhanced the feeling of safety and security for our citizens (Safety and Security)
- To provide 9-1-1 awareness education to young children and adults in our community (Sense of Community)
- To contribute to the efficient use of police services to the citizens by assisting alarm monitoring companies with their compliance to the false alarm reduction ordinance. (Efficient and Effective Delivery of City Services)

OBJECTIVES

- Maintain communications portion of the overall patrol response time for priority one calls to within 2 minutes and priority two calls within 4 minutes.
- Maintain communications portion of the overall fire response time for emergency calls to within 1 minute.
- Answer all incoming phone calls within 10 seconds 90% of the time.
- Teach 9-1-1 awareness in the classrooms of area 2nd graders. Provide 9-1-1 information to other children and adults at special events and other appropriate opportunites.
- Collect and distribute accurate data concerning false alarm notifications.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Total # of Authorized Dispatch Personnel (FTEs):	17	30	30
Communications manager	1	1	1
Communications supervisor	1	3	3
Dispatchers	15	26	26
Number of active alarm permits	4,544	4,817	4,913
Designated Volunteer Assignments	0	1	1
Outputs:			
Calls for service handled by communications:			
Total # of police department activity	137,007	199,606	263,934
# Of police department calls for service (all units)	38,266	53,272	70,413
# Of traffic stops (all units)	37,354	50,033	66,001
# Of other field activity (all units)	27,712	48,618	64,233
# Of assist units provided for all activity above	33,675	47,683	63,286
Total # of fire department incidents	6,867	8,879	12,382
Phone calls handled by communications:			
# Of 9-1-1 phone calls	36,587	67,085	99,077
# Of alternate emergency lines and non-emergency	70,243	122,578	179,109
# Of outgoing phone calls	36,935	65,734	98,816
# Of alarm responses	2,222	3,142	4,144
Efficiency:			
Average time to process and dispatch:			
Police Priority 1 calls	1:15	1:59	1:59
Police Priority 2 calls	2:39	3:59	3:59
Fire/EMS calls	0:53	0:59	0:59
% Of phone calls answered within 10 seconds	86.00%	90.00%	90.00%

DEPARTMENT / DIVISION	FUND
POLICE – COMMUNICATIONS	GENERAL

PROGRAM NAME

COMMUNICATIONS

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness:			
# Of children provided with 9-1-1 awareness information by communications personnel	504	800	800
# Of people provided 9-1-1 information at booths manned by communications personnel	1,480	1,800	1,800
# Of excessive alarm violations	1,951	1,833	1,870

DEPARTMENT	FUND
EMERGENCY MANAGEMENT	GENERAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Administration	$800,912	$790,811	$920,317	$763,584
TOTAL	**$800,912**	**$790,811**	**$920,317**	**$763,584**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$106,583	$107,257	$108,483	$108,978
General Services	337,747	177,231	171,791	159,900
Maintenance	319,933	380,245	488,969	380,245
Sundry	13,487	14,591	9,591	14,274
Supplies	14,452	54,487	74,483	55,187
Capital	8,710	57,000	67,000	45,000
TOTAL	**$800,912**	**$790,811**	**$920,317**	**$763,584**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-time:				
Emergency Management Coordinator	1.00	1.00	1.00	1.00
Full-Time	1.00	1.00	1.00	1.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**1.00**	**1.00**	**1.00**	**1.00**

DEPARTMENT / DIVISION	FUND
FIRE – EMERGENCY MANAGEMENT	GENERAL

PROGRAM NAME

EMERGENCY MANAGEMENT / HOMELAND SECURITY

DESCRIPTION / MISSION

The Office of Emergency Management/Homeland Security is responsible for mitigation, planning, preparedness and recovery from manmade or natural emergencies or disasters that affect the health and safety of the citizens of North Richland Hills. Other areas of responsibility are Homeland Security, Radio Communications, coordination of the Community Emergency Response Teams (CERT) and the Radio Amateur Civil Emergency Services (R.A.C.E.S.) team members.

GOALS

- To provide a quality Emergency Management Program for the City. (Safety and Security)
- To participate in local and regional Emergency Management and Homeland Security programs and training. (Safety and Security)
- To continually improve the City's ability to respond to large scale emergencies. (Safety and Security)
- To provide quality Emergency Management and Homeland Security training to citizens, the public, R.A.C.E.S. and CERT team members. (Efficient and Effective Delivery of City Services)
- To ensure that the City remains compliant with Texas Division of Emergency Management policies and the United States Department of Homeland Security guidelines to ensure that the City is qualified for grant monies. (Financial Stability)

OBJECTIVES

- Increase the coordination of the City's Emergency Management / Homeland Security plans and measures.
- Continue to monitor divisional budget to ensure proper allocation and efficient expenditure of funds.
- Continue to meet all local, state and federally mandated requirements for Emergency Management, Homeland Security and NIMS/NRP requirements.
- Increase the training, review and familiarity of city staff with the Emergency Operations Plan.
- Increase the number of staff training hours, preparedness drills and exercises.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of personnel assigned to division (FTEs)	1.00	1.00	1.00
# Of volunteers (R.A.C.E.S and CERT)	178	194	212
# Of public safety 800mhz radios covered by maintenance	254	254	305
Outputs:			
# Of volunteer hours worked	2,694 hours	3,517 hours	2,600 hours
# Of emergency management training hours provided	3,025 hours	3,312 hours	2,900 hours
# Of preparedness exercise(s) conducted	2	3	2
# Of outdoor warning siren tests	362	360	364
# Of severe weather hours worked	24 hours	18 hours	20 hours
# Of emergency management tabletop exercises completed by department directors	6	8	5
# Of city events worked by staff and volunteers	4	4	4
# Of eop annexes revised	10	22	22
Amount received from grants	$44,283.08	$1,689.27	$4,589.00
Efficiency:			
Cost per volunteer hour	$0.64	$0.56	$0.66
Maintenance cost per radio	$327.00	$327.00	$327.00
Value of volunteer work	$56,574.00	$73,857.00	$54,600.00
Effectiveness:			
% Change in citizens participation in disaster preparedness programs	6.70%	1.30%	-0.73%
% Change in training hours	0.09%	1.09%	-1.14%

DEPARTMENT	FUND
FIRE / EMS SERVICES	GENERAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Administration	$340,030	$352,107	$355,051	$347,492
Operations	7,788,260	7,846,141	7,941,674	7,888,780
Operations Support	870,399	983,452	1,086,786	1,115,430
Fire Inspections	486,488	487,200	502,536	587,113
TOTAL	**$9,485,178**	**$9,668,900**	**$9,886,047**	**$9,938,815**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$8,634,550	$8,674,246	$8,779,421	$8,812,443
General Services	97,659	83,064	89,114	81,064
Maintenance	223,867	367,099	367,081	391,347
Sundry	221,797	254,778	262,855	262,840
Supplies	301,728	284,713	315,136	386,121
Capital	5,577	5,000	72,440	5,000
TOTAL	**$9,485,178**	**$9,668,900**	**$9,886,047**	**$9,938,815**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Fire Chief	1.00	1.00	1.00	1.00
Assistant Chief	2.00	2.00	2.00	2.00
Battalion Chief	5.00	5.00	5.00	5.00
Fire Lieutenant	16.00	16.00	16.00	0.00
Fire Captain	0.00	0.00	0.00	16.00
Apparatus Oper/FPS	15.00	15.00	15.00	0.00
Driver Engineer	0.00	0.00	0.00	15.00
Firefighters*	45.00	46.00	46.00	46.00
Fire Prevention Specialist	2.00	2.00	2.00	2.00
Administrative Secretary	2.00	2.00	2.00	2.00
Public Safety Education Officer	0.00	0.00	1.00	1.00
Full-Time (Sworn)	86.00	87.00	87.00	87.00
Full-Time (Non-Sworn)	2.00	2.00	3.00	3.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**88.00**	**89.00**	**90.00**	**90.00**

*Previously one Firefighter being used as Public Safety Specialist

DEPARTMENT / DIVISION	FUND
FIRE – ADMINISTRATION	GENERAL

PROGRAM NAME

FIRE ADMINISTRATION

DESCRIPTION / MISSION

Fire Administration coordinates, directs and monitors all activities relating to Fire Prevention and Education, Emergency Management-Homeland Security Planning, Emergency Ambulance Service and Fire Operations, including Haz-Mat and Explosive Removal services. Fire Administration houses support staff that coordinates, monitors and controls all operating expenses, all personnel related functions and daily administrative operations in the Department. Administration reviews the day-to-day operations of the Department and critiques major incidents, to ensure continuous improvement of service delivery to citizens and internal Department personnel. Fire Administration strives to be open and innovative, and to anticipate the future needs of the City and Fire Department.

GOALS

- To ensure the quality of customer service and the readiness of Fire Department members to respond to emergency incidents through training and education. (Safety and Security)
- To strive to continuously improve the City's overall fire protection capabilities, thereby maintaining the City's favorable (2) Public Protection Classification (PPC) rating. (Safety and Security)
- To ensure the effective and efficient use of Fire Department human and physical resources. (Effective and Efficient Delivery of City Services)
- To identify measures to enhance the occupational safety and health of all Fire Department members. (Safety and Security)
- To be active in the Fire Service community outside the Department, and project a positive image for the City. (Local and Regional Leadership)

OBJECTIVES

- Meet all local, state and federally-mandated training requirements related to fire protection.
- Meet all local, state and federally-mandated training requirements related to emergency medical response.
- Monitor and update the projected fire apparatus replacement program and initiate apparatus purchases in accordance with the plan.
- Conduct a status review of the Fire Department occupational safety and health program in accordance with NFPA 1500.
- Monitor budget to ensure proper allocation and efficient expenditure of funds within budget.
- Monitor data and reports to ensure proper and efficient use of human & physical resources.
- Evaluate fire information management system to provide better data and access data in a more timely manner.
- Maintain a 95% or better Citizen satisfaction rate for overall Service Delivery for Department.
- Be active leader in local, regional and state Fire related organizations and associations.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of authorized sworn department positions	86.00	87.00	87.00
# Of authorized civilian department positions	3.00	3.00	3.00
Amount budgeted	$9,485,182.00	$9,875,607.00	$9,912,313.00
# Of community rooms	2	2	2
Population	63,343	63,420	63,420
Outputs:			
# Of command staff planning sessions conducted	24	24	24
# Of Medical Director update meetings conducted	6	6	6
# Of station meetings conducted	12	12	12
# Of Citizens Fire Academy's conducted	1	1	1
# Of NEFDA meetings attended	10	10	10
# Of Tarrant County Fire Chiefs meetings attended	6	6	6
# Of Texas Fire Chiefs meetings attended	6	6	2
# Of Texas Municipal League Board meetings attended	3	4	0
# Of apparatus/vehicle purchases initiated	1	1	1
# Of new or renovated facilities projects initiated	0	0	0
# Of long/barfield community room #1 booked events	15	15	15
# Of community room #4 booked events	15	15	15
# Of burn lab facility booked events	3	3	3
# Of fire/medical reports processed	30	30	30

DEPARTMENT / DIVISION	FUND
FIRE – ADMINISTRATION	GENERAL

PROGRAM NAME

FIRE ADMINISTRATION

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Efficiency:			
Per capita cost for fire/emergency services	$149.74	$155.72	$156.30
# Of sworn firefighters per 1,000 population:			
# Per 1,000 including ambulance staff (79, 79, 79)	1.25	1.25	1.25
# Per 1,000 excluding ambulance staff (73, 73, 73)	1.15	1.15	1.15
# Of citizens attending citizen fire academy	20	20	20
# Of apparatus/vehicle purchases placed in-service	1	1	1
Community room fees collected	$735.00	$735.00	$735.00
Burn lab facility fees collected	$400.00	$400.00	$400.00
Fire/medical report fees collected	$65.00	$65.00	$65.00
Effectiveness:			
Property protection classification	2	2	2
% Mandated fire training completed	100.00%	100.00%	100.00%
% Mandated ems training completed	100.00%	100.00%	100.00%
Outcomes:			
% Of citizen response rating of department services of excellent or good	98.00%	99.00%	98.00%

DEPARTMENT / DIVISION	FUND
FIRE – OPERATIONS	GENERAL

PROGRAM NAME

FIRE OPERATIONS

DESCRIPTION / MISSION

The Operations Division provides 24 hour emergency response services for the citizens and visitors of North Richland Hills. These services include fire protection, advanced life support ambulance service, rescue, hazardous materials response, explosion hazard response, in-service fire safety inspections, hydrant inspections, fire/life safety education, and a myriad of other public services.

GOALS

- To provide professional and effective emergency response services. (Efficient and Effective Delivery of City Services)
- To reduce fire loss through annual inspections and improved response times. (Safety and Security)
- To provide planned professional fire prevention and education services for businesses and citizens of North Richland Hills. (Safety and Security)

OBJECTIVES

- Maintain authorized staffing through recruitment.
- Respond to 90% of all Emergency calls within 5.0 minutes.
- Respond to 50% of all Emergency calls within 4.5 minutes.
- Confine 80% of the structure fires to the object, area or room of origin.
- Complete 90% of assigned company fire prevention annual inspections inside of 30 days of due date.
- Inspect 95% of the hydrants.
- Complete at least 96 station tours and demos (two per shift per station, per month).
- Complete 80% of intubations and intravenous (IVs) on first attempt.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of personnel assigned per shift	26	26	27
# Of engine companies	4	4	4
# Of truck companies	1	1	1
# Of ambulance crews	3	3	3
# Of fire inspection visits	1,129	1,100	1,100
# Of hydrants in city	2,140	2,140	2,140
# Of residential structures	18,332	18,458	18,550
Population	63,343	63,420	63,420
Outputs:			
# Of total calls	6,855	6,780	6,850
# Of total calls for EMS response	4,832	4,824	4,900
# Of EMS mutual aid responses given	258	273	300
# Of EMS response with transport	3,564	3,594	3,650
# Of total calls for fire response	2,023	1,956	1,950
# Of structure fire responses	69	75	75
# Of fire automatic / mutual aid responses given	214	180	200
# Of fire alarm calls	436	390	425
# Of structure fires / 1,000 pop.	0.66	0.80	0.88
# Of assigned fire inspections completed on 1st visit	742	678	700
# Of assigned hydrant inspections completed	2,100	2,100	2,100
# Of assigned station tour / engine demos completed	101	110	119
# Of patients receiving defibrillation	10	12	12
# Of intubations performed	96	92	94
# Of IV's performed	2,881	2,919	3,000
Efficiency:			
Overall average response time in minutes	5.06	5.03	5.00
# Of structure fires per 1,000 residential structures	3.27	3.66	3.66
# Of structure fires per 1,000 population	1.06	0.95	0.95
# Of all calls that were structure fires	59	66	66

DEPARTMENT / DIVISION	FUND
FIRE – OPERATIONS	GENERAL

PROGRAM NAME

FIRE OPERATIONS

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Efficiency continued:			
# Confined to object, area or room of origin	37	44	36
# Confined to structure	17	16	21
# Extending beyond structure	5	6	9
EMS response / ambulance:			
# Of EMS responses per 1,000 pop.	76.19	76.06	77.26
# Of intubations successful on first attempt	73	69	70
# Of IV's successful on first attempt	2,272	2,250	2,300
# Of patients defibrillated and delivered to ER with a viable rhythm	5	6	6
# Of EMS calls responded to by mutual aid neighbor	85	105	120
# Of response times within 5 minutes	3,116	3,105	2,300
# Of response times within 4.5 minutes	2,367	2,370	2,400
Effectiveness:			
Dollar loss per structure fire	$16,620.00	$10,473.00	$10,741.00
Total fire loss in dollars	$681,450.00	$534,150.00	$600,000.00
% Of responses within 5.0 minutes	45.00%	46.00%	47.00%
% Of responses within 4.5 minutes	35.00%	35.00%	35.00%
Structure fires confined to:			
% Of fires confined to object, area or room of origin	63.00%	67.00%	67.00%
% Of fires confined to structure	29.00%	24.00%	24.00%
% Extending beyond structure	8.00%	9.00%	9.00%
% Of fire inspections completed on 1st visit	66.00%	62.00%	64.00%
% Of ems responses resulting in transport	73.00%	75.00%	75.00%
% Of intubations successful on first attempt	76.00%	75.00%	75.00%
% Of IV's successful on first attempt	78.00%	77.00%	77.00%
% Of patients defibrillated and delivered to ER with a viable rhythm	50.00%	50.00%	50.00%
% Of hydrants inspected	98.00%	98.00%	98.00%

DEPARTMENT / DIVISION	FUND
FIRE – OPERATIONS SUPPORT	GENERAL

PROGRAM NAME

OPERATIONS SUPPORT

DESCRIPTION / MISSION

The Operations Support Division provides training and materiel support to all other Fire Department Divisions. The Operations Support Division also serves as liaison between the Medical Director and the Fire Department EMS Quality Management Committee. This support role is accomplished through; apparatus, equipment, and supply purchase, distribution and maintenance, providing all required Fire, EMS, TCLEOSE, HazMat, Technical Rescue and Explosive Technician, Continuing Education (CE) training, providing a broad spectrum of professional development training and Fire Department Occupational Safety and Health initiatives.

GOALS

- To operate the Division in an efficient and effective manner. (Efficient and Effective Delivery of City Services)
- To continually improve the level of care provided to our patients. (Safety and Security)
- To provide timely, high quality apparatus and equipment maintenance. (Safety and Security)
- To provide quality apparatus, equipment and personal protective equipment of up to date technology for personnel that meet all
- To provide quality training to all personnel in all disciplines. (Safety and Security)
- To provide professional development training for selected personnel in ancillary disciplines for state certifications as needed. (Safety and Security)

OBJECTIVES

- Evaluate 100% of required skills for EMT-B and EMT-P each year, thus enhancing the individual EMS provider's abilities and confidence.
- Review 100% of all EMS reports generated for Completion of Data.
- Evaluate 100% of contracts for services and supplies to ensure efficient use and effectiveness.
- Review a minimum of 1200 of the EMS reports generated for Quality Assurance and Protocol Adherence (100/month).
- Provide 100% of annual required Fire continuing education training for all certified firefighters to satisfy mandated training requirements.
- Provide Driver / Operator certification training to all Apparatus Operators in the Department.
- Provide 100% of annual required EMS continuing education training for each certified EMS provider within the department, to meet all local, state and federally mandated training requirements.
- Provide advanced level training for certifications as Fire Officer 1, Fire Officer 2 and Fire Inspector to 85% of all Officers in the Department.
- Certify a minimum of 50% of all Paramedics in ACLS, BTLS, PEPP, PALS or other specialized EMS Training.
- Test and certify 100% of all S.C.B.A. annually.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of authorized positions	2.00	2.00	2.00
# Of contracted medical support staff:			
Medical Director	1.00	1.00	1.00
Medical billing	1.00	1.00	1.00
# Of EMS Cont. Ed. hours required per fire figher/paramedic	36 hours	36 hours	36 hours
# Of Fire Cont. Ed. hours required per fire fighter annually	20 hours	20 hours	20 hours
# Of fire inspectors	43	43	43
# Of TCLEOSE certified officers	8	8	5
# Of explosive technicians	5	5	5
# Of hazardous materials technicians	39	39	40
# Of fire/arson investigators	19	19	19
# Of driver operator-pumper	73	73	76
# Of SCBA technicians	4	4	4
# Of EMS reports generated	5,076	5,166	5,250
# Of fire fighters requiring 11 basic skills assessment	85	85	85
# Of fire fighters requiring advanced skills assessment	73	75	75
# Of SCBA in the dept: packs/face pieces	54 / 82	54 / 82	54 / 82
# Of technical rescue team members	18	18	20

DEPARTMENT / DIVISION	FUND
FIRE – OPERATIONS SUPPORT	GENERAL

PROGRAM NAME

OPERATIONS SUPPORT

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of EMS reports reviewed for data completeness	5,076	5,166	5,250
# Of EMS reports reviewed by quality management team	1,269	1,292	1,312
# Of EMS training hours provided	60	60	60
# Of fire fighters assessed for 11 basic skills	85	85	88
# Of fire fighters assessed for 38 advanced skills	73	73	76
# Of fire continuing education hours provided	48	48	48
# Of breathing apparatus tested:			
Packs	54	54	54
Face pieces	82	82	85
Efficiency:			
% Of EMS reports reviewed for data completeness	100.00%	100.00%	100.00%
% Of EMS reports reviewed by quality mgt. Team	25.00%	25.00%	25.00%
% Of required ems ce training provided	166.00%	166.00%	166.00%
% Of targeted basic skills completed	100.00%	100.00%	100.00%
% Of targeted advanced skills completed	100.00%	100.00%	100.00%
% Of required fire ce training provided	240.00%	240.00%	240.00%
% Of SCBA packs tested	100.00%	100.00%	100.00%
% Of SCBA face pieces tested	100.00%	100.00%	100.00%
Effectiveness:			
% Of paramedics recertified	23.00%	30.00%	19.00%
% Of EMT's recertified	8.00%	50.00%	8.00%

DEPARTMENT / DIVISION	FUND
FIRE – PREVENTION	GENERAL

PROGRAM NAME

FIRE PREVENTION

DESCRIPTION / MISSION

The Fire Prevention Division strives to provide a fire-safe environment by reducing the frequency, probability and severity of fires along with the consequences of death, injury and property damage. This is accomplished through fire safety education classes, fire safety inspections, fire investigations and by encouraging our customers to be more aware of fire safety in the home, at school, and in the workplace.

GOALS

- To provide Fire & Life Safety education training for the North Richland Hills Community through the school district, businesses, Juvenile Firesetter Program and citizen groups. (Safety & Security)
- To increase code compliance and awareness through guidance and Fire Code analysis on all new & proposed developments through DRC, general plans review & inspections. (Quality Community Development and Revitalization)
- To reduce fire probability and loss through inspections and code enforcement. (Safety & Security)
- To reduce False Fire Alarm calls through investigations as to cause and educating property owners. (Safety & Security)
- To provide timely Fire Origin and Cause investigations and arson case development as needed. (Safety & Security)

OBJECTIVES

- Conduct 15 Commercial & 45 Non-Commercial Fire/Life Safety programs.
- Complete 90% of plans submitted for review within ten business days of receipt.
- Complete 90% of annual fire safety inspections in businesses, licensed care facilities, and public & private schools.
- Identify hazards for correction by owner.
- Identify cause of 90% of False Fire Alarms.
- Track number of False Fire Alarm and assess fees.
- Reduce False Fire Alarm calls by 10%.
- Determine 85% accidental/intentional cause of fires within the City of North Richland Hills.
- Prepare Arson cases for successful prosecution.
- Continue delivery of Juvenile Firesetter Intervention Programs.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of authorized personnel	5.00	5.00	5.00
Outputs:			
Fire safety education:			
# Of non-commercial fire safety education programs	88.00	45.00	45.00
# Of commercial fire safety education programs	20	15	15
# Of JFIP meetings	17	15	15
Plans review:			
# Of fire plans reviewed	239	250	250
Inspections:			
# Of fire safety inspections	150	180	180
# Of re-inspections	81	95	95
# Of sprinkler inspections	46	50	50
# Of fire alarm inspections	48	50	60
# Of fixed suppression inspections	16	20	25
# Of complaint inspections	4	10	10
# Of certificate of occupancy inspections	175	180	190
# Of miscellaneous inspections	328	300	300
# Of businesses (per Economic Development)	1,181	1,200	1,200
Fire alarm investigations:			
# Of false fire alarms	110	100	90
Fire investigations conducted & conclusion:			
# Of accidental causes	17	14	14
# Of incendiary causes	5	3	3
# Of undetermined causes	0	0	0
# Of arson cases submitted	1	2	2

DEPARTMENT / DIVISION	FUND
FIRE – PREVENTION	GENERAL

PROGRAM NAME

FIRE PREVENTION

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Efficiency:			
# In attendance non-commercial fire safety programs	1,829	2,000	3,000
# In attendance commercial fire safety programs	404	450	450
# Processed through juvenile firesetters program			
# Plans reviewed less than 10 days	225	250	260
# Of identified fire safety hazards	1,126	1,200	1,200
# Of prevention annual inspections	405	450	450
# Of company annual inspections	1,129	1,100	1,200
# Of identified cause of false alarms	89	75	75
Amount of total fees assessed for false fire alarms	$0.00	$125.00	$125.00
# Of fire investigations cleared	23	20	20
Effectiveness:			
% Of juvenile repeat offenders	0.00%	0.00%	0.00%
% Of plans reviewed within 10 business days	94.00%	90.00%	90.00%
% Of fire safety hazards corrected	96.00%	97.00%	98.00%
% Of fire safety inspections completed	98.00%	98.00%	99.00%
% Of reduction in fire alarm malfunctions	9.00%	10.00%	10.00%
% Of businesses inspected (prevention and company)	91.00%	90.00%	90.00%
% Of identifying cause & origin through investigations	100.00%	85.00%	85.00%
Outcomes:			
% Of citizen response rating of division services of excellent or	99.00%	98.00%	98.00%

DEPARTMENT	FUND
NONDEPARTMENTAL	GENERAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Building Services	$702,973	$673,270	$673,270	$678,270
Nondepartmental				
Ambulance Bad Debt	594,960	461,006	1,155,023	969,257
Other	732,053	1,217,434	912,072	1,170,845
Subtotal	1,327,013	1,678,440	2,067,095	2,140,102
Reserve for Capital Improvements	616,554	50,000	50,000	50,000
Legal Settlement	1,095,254	0	7,750	0
Reserve for Self Insurance Fund	0	0	0	0
Reserve for Building Services Fund	0	0	0	0
Reserve for Equipment Services Fund	18,787	0	0	0
Reserve for Preventive Street Maint.	700,000	0	800,000	800,000
Loan to Golf Course Fund	164,500	0	0	0
Transfer to CCD	0	0	0	0
Transfer to Capital Projects	250,000	0	45,331	0
TOTAL	**$4,875,081**	**$2,401,710**	**$3,643,446**	**$3,668,372**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$104,740	$141,772	$94,697	$147,133
General Services	215,920	238,447	239,000	241,572
Maintenance	1,402,973	673,270	1,473,270	1,478,270
Sundry	2,225,089	1,243,221	1,686,148	1,706,397
Supplies	59,804	55,000	55,000	45,000
Capital	866,554	50,000	95,331	50,000
TOTAL	**$4,875,081**	**$2,401,710**	**$3,643,446**	**$3,668,372**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Part-Time:				
Intern (2)	0.50	0.50	0.50	0.50
Full-Time	0.00	0.00	0.00	0.00
Part Time (Full Time Equivalents)	0.50	0.50	0.50	0.50
TOTAL	**0.50**	**0.50**	**0.50**	**0.50**

DEPARTMENT / DIVISION	FUND
NON–DEPARTMENTAL	GENERAL

PROGRAM NAME

NON–DEPARTMENTAL

DESCRIPTION / MISSION

Non-departmental is the department where expenditures not identified with any particular department in the City are identified. These expenditures are not associated with any one particular department or are applicable to all departments. Therefore, these General Fund non-operational expenditures are set aside in Non-departmental and benefit all General fund operational departments. Allocating these costs among the departments would not be reasonable nor practical because there is no rationale for distributing these costs to the departments or a large one-time expenditure would skew the historical costs to such an extent that year to year comparison would be useless.

GOALS

- To ensure that the operation and maintenance of shared City facilities are adequately funded based on historical and projected costs. (Financial Stability)
- To provide for cost effective insurance coverage for General Fund operations. (Financial Stability)
- To fund the City's Pay-As-You-Go reserves to provide for various capital improvement projects. (Quality Cummunity Development & Revitalization)
- To replenish the Self-insurance fund reserves per the reserving plan approved by City Council. (Financial Stability)
- To provide training, support and intern programs that build and develop an exemplary workforce. (Positive City Image)
- To prepare for contingencies that are unknown but could greatly benefit the City, if acted upon. (Financial Stability)
- To host special events in the City that benefit citizens and visitors. (Quality Cummunity Development & Revitalization)
- To understand citizens needs and concerns and identify areas of improvement. (Quality Cummunity Development & Revitalization)
- To ensure financial stability and conduct thorough annual external audits. (Financial Stability)
- To provide transportation services for elderly and handicapped and commuter rail. (Efficient and Effective Transportation System)

OBJECTIVES

- Transfer funds to Building Services for the operation and maintenance of shared City facilities.
- Purchase life, general liability, public official liability and unemployment insurance coverage.
- Fund the City's Pay-As-You-Go reserves.
- Fund the Self-insurance fund reserves.
- Continue training General Fund employees.
- Produce Night of Holiday Magic and other special events throughout the year.
- Conduct annual external audit.
- Participate in NETS Program.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of trips by NRH citizens using the Northeast Transportation Service (NETS)	5,351	5,400	5,450
# Of Night of Holiday Magic events	1	1	1

NRH

SPECIAL REVENUE FUNDS

PARKS & RECREATION FACILITIES DEVELOPMENT FUND

The Parks & Recreation Facilities Development Fund is a Special Revenue Fund established to record receipts for a one-half cent sales tax on taxable items sold within the City. The tax was authorized by voter referendum in 1992.

In 1991 the State Legislature approved an amendment to the Development Corporation Act of 1979 (Article 5190.6, Vernon Civil Statutes). This allows qualifying cities to impose, with voter approval, an additional one-half cent sales tax for projects as defined by 4B of the Act, primarily Parks and Recreation projects, if their sales tax rate at the time of the election did not exceed 7.25%. Commonly known as the "Arlington Stadium Bill," the legislation was a special law that only applied to cities in counties with a minimum population of 750,000 – Tarrant, Harris, Dallas, and Bexar. The legislation was important to the City of North Richland Hills' plan to develop park land. The tax also ensured property tax relief to citizens of North Richland Hills. Due to voter approval, the half cent sales tax provides facilities and infrastructure improvements that would normally be funded by the General Fund or not undertaken at all.

CRIME CONTROL AND PREVENTION DISTRICT FUND

The Crime Control and Prevention District is supported by a one-half cent sales tax. It is a special revenue fund established to record receipts for a one-half percent sales tax on taxable items sold within the City of North Richland Hills for crime control and prevention programs. The City of North Richland Hills' Crime Control District was authorized to collect the sales tax by voter referendum on February 20, 1996 and re-authorized by voter referendum on May 5, 2001.

In 1989, legislation was passed which authorized a Crime Control and Prevention District (Article 2370c-4, Section 3.01, Vernon Civil Statutes) to allow cities and counties to establish a district and impose a local sales tax of ¼ or ½ cent to fund its programs; however, only one county qualified. In 1993, legislative changes extended eligibility for creating and funding a district to include several other counties, more areas within the counties, and a few cities in large counties. The legislation allowed a city's governing body to propose its own crime control and prevention district if the municipality was located (wholly or partially) within a county with a population of more than 1 million and the combined local tax rate would not exceed 2 percent. Therefore, cities in Bexar, Dallas, Harris, and Tarrant counties were eligible. Early in 1995, the City of Fort Worth was the first city to enact the tax. The North Richland Hills' Crime Control and Prevention District has the same boundaries as the City of North Richland Hills.

PROMOTIONAL FUND

The Promotional Fund is supported by a 7 percent hotel and motel occupancy tax. Hotels and motels located within the City limits collect the tax and then remit it directly to the City on a quarterly basis. These funds are used for the promotion of tourism, and to attract new industry and business to the City of North Richland Hills.

SPECIAL REVENUE FUNDS

DONATIONS FUND

The Donations Fund is supported by a $1.50 donation from citizens who elect to pay this contribution with their monthly utility bill. These funds are used by the Library, Animal Shelter, and for Public Art and Special Events requested by City Council.

SPECIAL INVESTIGATION FUND

The Special Investigation Fund is used to account for proceeds from the sale of seized property. These funds are received from both State and Federal jurisdictions. The proceeds are used by the Police Department for the acquisition of equipment, and to provide maintenance of Mobile Data Terminals, and the Automated Fingerprint Identification System.

DRAINAGE UTILITY FUND

The Drainage Utility Fund was created in January 1991. The Drainage Utility Fee was established by City Ordinance No. 1741 on September 23, 1991. The City established the North Richland Hills Drainage Utility System as a public utility effective May 1991. The Drainage Utility Fee is levied against all developed property within the city limits. The fee is based on a residential or commercial unit's usage of drainage facilities, and varies slightly based on zoning category. Revenues are used to pay debt for drainage improvements.

GAS DEVELOPMENT FUND

The Gas Development fund was created in June 2006. The "Policy on Uses of Revenues from Gas Exploration/Production" in the City of North Richland Hills was established by Resolution 2006-052, on June 26, 2006. In general the policy guidelines establish three areas for using the money: (1) to bridge the gap of sales tax revenue reductions, (2) to use "one time" revenues for projects or non-recurring capital needs, and (3) to use the revenues for expanding the City's economic base and for economic development.

TRAFFIC SAFETY FUND

The Traffic Safety fund was created in November 2007. The "Policy on Uses of Revenues from Traffic Safety fund" in the City of North Richland Hills was established by Resolution 2006-103, on November 13, 2006. In general the policy guidelines establish three areas for using the money: (1) overtime or operational expenditures of police or those who work directly with red light camera equipment, (2) equipment that is utilized by the police department for traffic enforcement, and traffic safety education and promotion materials, (3) equipment that is needed for personnel who work directly with traffic engineering or management.

SPECIAL REVENUE FUNDS

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DEPARTMENT	FUND
PARKS & RECREATION	PARK FACILITIES DEVELOPMENT

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Administration	$636,781	$650,440	$657,949	$672,753
Operations & Maintenance	1,714,670	1,852,677	1,902,428	1,871,326
Tennis Center	571,836	595,146	603,117	606,376
Recreation Expenditures Prior to 4/2011	0	438,422	440,141	0
Center Management	0	349,054	366,733	634,538
Fitness	0	242,279	593,939	319,794
Building Operations	0	92,248	92,248	174,637
Aquatic / Indoor	0	307,932	307,932	567,139
Recreation / Sports	0	221,729	221,729	300,848
Event Center	0	148,436	148,436	206,054
Building Services	0	304,075	304,075	430,050
Indirect Costs/Market Adjustment	333,453	350,126	350,126	367,635
Non Departmental	22,482	60,064	37,467	81,194
Debt Service Transfer	1,163,501	1,466,756	1,466,703	785,132
Reserve for Economic Development	104,485	105,224	107,088	107,625
Reserve for Capital	0	0	213,117	351,978
Reserve for NRH Centre	0	0	38,271	143,782
TOTAL	**$4,547,208**	**$7,184,608**	**$7,851,499**	**$7,620,861**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$2,106,177	$3,199,973	$3,186,815	$3,647,159
General Services	244,921	557,557	626,131	704,537
Maintenance	155,825	507,147	517,692	650,630
Sundry	1,734,292	2,371,818	2,743,463	1,749,069
Supplies	300,726	541,613	557,781	511,688
Capital	5,267	6,500	219,617	357,778
TOTAL	**$4,547,208**	**$7,184,608**	**$7,851,499**	**$7,620,861**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Assistant City Manager*	0.10	0.10	0.10	0.10
Parks & Recreation Director*	0.60	0.60	0.60	0.60
Assistant Director of Parks	1.00	1.00	1.00	1.00
Assistant Director of Recreation*	0.80	0.80	0.80	0.80
Administrative Secretary*	0.80	0.80	0.80	0.80
Secretary*	0.80	0.80	0.80	0.80
Marketing/Special Projects Coordinator*	0.80	0.80	0.00	0.00
Communications/Events Manager	0.00	0.00	0.80	0.80
Senior Park Planner	1.00	1.00	1.00	1.00
Park Planner	1.00	1.00	1.00	1.00
Parks Supervisor	1.00	1.00	1.00	1.00
Crewleader	2.00	2.00	2.00	2.00
Maintenance Worker II	4.00	4.00	4.00	4.00
Maintenance Worker I	11.00	11.00	11.00	11.00
Parks Superintendent*	0.80	0.80	0.80	0.80
Landscape Horticulturist*	0.80	0.80	0.80	0.80
Tennis Center Manager	1.00	1.00	1.00	1.00

DEPARTMENT	FUND
PARKS & RECREATION	PARK FACILITIES DEVELOPMENT

PERSONNEL SUMMARY		2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Head Tennis Professional		1.00	1.00	1.00	1.00
Assistant Tennis Professional		2.00	2.00	2.00	2.00
Recreation Center Manager		0.00	1.00	1.00	1.00
Assistant Manager		0.00	1.00	1.00	1.00
Customer Service Clerk		0.00	1.00	1.00	1.00
Fitness/Wellness Coordinator		0.00	1.00	0.00	0.00
Fitness Coordinator		0.00	0.00	1.00	1.00
Building Operations Supervisor		0.00	1.00	1.00	1.00
Building Maintenance Worker		0.00	1.00	1.00	1.00
Aquatics Supervisor		0.00	1.00	1.00	1.00
Aquatics Program Coordinator		0.00	1.00	1.00	1.00
Recreation/Sports Coordinator		0.00	1.00	0.00	0.00
Recreation Coordinator		0.00	0.00	1.00	1.00
Event Center Supervisor		0.00	1.00	0.00	0.00
Banquet & Hospitality Coordinator		0.00	0.00	1.00	1.00
Seasonal Maintenance Worker	PT/S-3	0.23	0.23	0.23	0.23
Court Maintenance	PT-1	0.49	0.49	0.49	0.49
Tennis Pro Shop Staff	PT-5	1.61	1.61	1.61	1.61
Tennis Instructors	PT-4	0.61	0.61	0.61	0.61
Tennis Instructor II	PT-1	0.50	0.50	0.50	0.50
Guest Service Leads	PT-5	0.00	1.72	1.72	2.98
Recreation Attendants	PT-14	0.00	3.51	0.00	0.00
Guest Service Attendants	PT-14	0.00	0.00	4.04	7.00
Personal Trainers	PT-4	0.00	1.17	0.00	0.00
Fitness Attendants	PT-4	0.00	0.00	2.10	2.10
New Bldg Maintenance Workers	PT-1	0.00	0.36	0.00	0.00
Existing Bldg Maintenane Worker	PT-1	0.00	0.25	0.00	0.00
Building Maintenance Workers	PT-2	0.00	0.00	0.53	1.05
Lead Lifeguards	PT-1	0.00	1.51	1.51	2.63
Lifeguards	PT-25	0.00	5.15	5.15	13.00
Swim Instructors	PT-1	0.00	1.01	0.98	0.00
Play Time Attendants	PT-4	0.00	1.62	1.62	2.80
Summer Camp Director	PT/S-1	0.00	0.27	0.27	0.27
Summer Camp Counselors	PT/S-9	0.00	2.18	2.18	2.18
Event Assistant Coordinators	PT-2	0.00	0.61	0.00	0.00
Event Attendants	PT-4	0.00	1.21	0.00	0.00
Banquet & Hospitality Assistant Coor.	PT-2	0.00	0.00	1.00	1.05
Banquet & Hospitality Attendants	PT-4	0.00	0.00	2.00	2.10
* Positions partially funded in this activity.					
Full-Time		30.50	41.50	40.50	40.50
Part-Time (Full-Time Equivalents)		3.44	24.01	26.53	40.59
TOTAL		**33.94**	**65.51**	**67.03**	**81.09**

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – ADMINISTRATION	PARK FACILITIES DEVELOPMENT

PROGRAM NAME

PARKS AND RECREATION ADMINISTRATION

DESCRIPTION / MISSION

Administration is responsible for the direction, leadership and progressive vision necessary to effectively and efficiently direct, advise and assist the Parks and Recreation Department and NRH2O Family Water Park staff in providing innovative and quality parks and recreation services. The Parks System is comprised of 34 parks, trails, recreation facilities and municipal properties totaling 756 acres. The Department provides recreational, cultural and life enriching activities, which contribute to quality of life and a sense of community for our residents. Administration also manages and oversees the Parks Capital Improvement Program and provides oversight of Iron Horse Golf Course.

Parks and Recreation Vision Statement - To create an environment where people play, laughter counts, communities grow and learn, and everyone matters.

GOALS

- To provide administrative direction and support for Park Operations & Maintenance, Park Development & Planning, Recreation, Athletics, Cultural Arts, Senior Adult Services, Richland Tennis Center, NRH2O Family Water Park and Iron Horse Golf Course. (Sense of Community)
- To build community partnerships and agreements with other agencies and community organizations to enhance and expand resources. (Financial Stability)
- To support economic development efforts and other city departments. (Financial Stability)
- To provide quality customer service, innovative programs and well maintained parks and facilities that contribute to quality of life and a healthy community. (Sense of Community)
- To provide a positive work environment for all employees that encourages innovation, teamwork, accountability and employee development. (Positive City Image)

OBJECTIVES

- Monitor all Parks and Recreation division budgets to ensure appropriate allocation, budget compliance accountability and efficient use of resources.
- Ensure each division budget is within adopted expenditures.
- Respond in a reasonable time frame to requests from citizens and other City Departments.
- Continue to work with the Park and Recreation Board by coordinating six meetings each year and by providing the Board with weekly written updates.
- Conduct formal staff meetings on a regular basis with division managers.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of administrative personnel (FTEs):			
Managing Director	0.40	0.40	0.40
Assistant Director	0.20	0.20	0.20
Administrative Secretary	0.20	0.20	0.20
Secretary	0.20	0.20	0.20
Communications and Events Manager	0.20	0.20	0.20
Outputs:			
# Of capital projects managed	17	15	15
# Of park board updates	6	6	6
# Of citizen concerns/requests received	263	270	270
# of Park Board Weekly Updates	50	50	50
Efficiency:			
% Of departmental objectives met	95.00%	96.00%	100.00%
% Of citizens concerns/requests acted upon	100.00%	100.00%	100.00%
Effectiveness:			
% Of objectives completed by target date	95.00%	96.00%	100.00%
% Of citizens concerns/requests responded to within 24 hours	100.00%	100.00%	100.00%

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – PARKS & PUBLIC GROUND	PARK FACILITIES DEVELOPMENT

PROGRAM NAME

PARK DEVELOPMENT AND PLANNING

DESCRIPTION / MISSION

The Park Development and Planning Division promotes quality of life and provides for public health, safety and welfare for the citizens of North Richland Hills by managing the Parks and Recreation Facilities Development Capital Improvement Program to develop a high quality park system. The Division utilizes the principles of park planning, landscape horticulture and landscape architecture to offer the technical expertise necessary to comprehensively plan for the acquisition and preservation of land, renovation of existing facilities and development of new parks in accordance with the priorities established in the Parks, Recreation and Open Space Master Plan, by City Council and the citizens of North Richland Hills.

GOALS

- To provide superior planning, design and construction for development and renovation of parks and facilities and provide continued support to city-wide departments to create and maintain an increased quality of life for citizens. (Sense of Community)
- To enhance and augment the existing Capital Improvement Program budget with grant funding and in-kind contributions. (Financial Stability)
- To provide for long-range sustainability of park assets. (Positive City Image)
- To continue implementation of the priorities provided by the Park, Recreation and Open Space Master Plan, City Council, and citizens of North Richland Hills. (Sense of Community)

OBJECTIVES

- Complete the development of plans and specifications and provide construction management for sales tax and bond funded projects: Adventure World Playground; Iron Horse Creek Erosion; Park and Richland Tennis Center Infrastructure; Annual Tree Planting and NRH2O projects.
- Complete the development of plans and specifications and provide construction management for sales tax and grant funded projects: Fossil Creek, Little Bear Creek and Calloway Branch Hike and Bike Trails; and Blvd. 26 and NE Loop 820 intersection improvements.
- Initiate the professional services procurement process for the complete renovation of Fossil Creek Park.
- Ensure that identified projects, approved by the City Council, are initiated in a timely manner with the highest level of quality possible.
- Continue management and federal reporting to the Department of Energy for a $584,000 EECBG award.
- Solicit federal reimbursement requests for grant funded projects within one month of disbursing payments to contractors.
- Manage projects that provide for renovation, repair or replacement of aging park system and Tennis Center infrastructure as identified in their respective Asset Management Plans.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# of Park Planning Staff	2	2	2
Funding allocated for CIP projects	$3,390,227.00	$839,046.00	$3,159,268.00
Funding allocated for NRH2O capital projects	$1,700,000.00	$922,151.00	$155,000.00
Outputs:			
# Of CIP and NRH2O projects managed	17	15	15
Total grant funding received	$570,316.00	$438,387.00	$1,022,938.00
# Of projects that provide support to other city departments	14	11	6
Efficiency:			
% Funded by grant revenue	11.20%	24.89%	30.86%
% Of projects that provide support to other departments	45.16%	42.31%	28.57%
Effectiveness:			
% Of total budgeted for capital projects that address the park, NRH2O and Iron Horse Erosion Master Plans.	100.00%	100.00%	100.00%

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – PARKS	PARK FACILITIES DEVELOPMENT

PROGRAM NAME

PARK MAINTENANCE AND OPERATIONS

DESCRIPTION / MISSION

Park Maintenance and Operations provides safe, well maintained and aesthetically appealing parks, recreation, municipal and open space properties with a high level of customer service achieved through skilled landscape maintenance and construction professionals. The division incorporates progressive, innovative and environmentally responsible methods for maintaining 756 park acres, parks, facilities, trails, open spaces and municipal properties. Included in the maintenance responsibilities are 30 highly competitive sport fields, 30 playground structures, more than 110,000 square feet of landscape beds and more than 13,000 park irrigation heads. The division is also responsible for maintaining and caring for the city's public tree inventory.

GOALS

- To provide well maintained, safe, clean and aesthetically pleasing parks, trails, open spaces and public grounds. (Positive City Image)
- To develop and employ lean strategic initiatives and techniques of identifying and maximizing all available resources to provide the highest level of maintenance standards possible for the citizens of North Richland Hills. (Sense of Community)
- To enhance opportunities of capitalizing on performance levels by creating a well organized, rewarding and productive work environment in a manner consistent with the public's expectations. (Safety and Security)
- To employ sustainable maintenance practices designed to achieve adopted maintenance standards while preserving and protecting the environment and providing educational opportunities to our citizens. (Positive City Image)

OBJECTIVES

- Research and utilize new innovative technology that will efficiently track and document daily maintenance tasks, ongoing park projects and park inspection reports.
- Integrate the new NTP irrigation weather station with the entire park irrigation system.
- Enhance the parks sand volleyball and outdoor basketball courts along with other outdoor park recreational amenities to support the new recreational leagues and tournaments being implemented by the parks recreational coordinator.
- Evaluate contracting the park and facilities landscaping responsibilities for cost effective and quality landscape services.
- Continue to conduct and document monthly inspections of playgrounds to ensure 100% compliance with National Playground Safety Institute (NSPI) standards and ADA requirements.
- Continue to integrate into the park maintenance program, facility and equipment safety procedures and inspections.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of budgeted field labor employees (FTEs)	20.00	22.00	22.00
Budgeted contract mowing services	$338,844.00	$338,844.00	$352,397.00
Outputs:			
Total park/facilities acres maintained	748 acres	756 acres	756 acres
Total square feet of landscape beds maintained	60,980 sq ft	111,980 sq ft	111,980 sq ft
Total linear miles of walking trails maintained	20.5 miles	20.5 miles	20.5 miles
Total playground units maintained	30	30	30
Total park irrigation systems maintained	33	35	35
Efficiency:			
# Of acres per FTE field labor employee	37 acres	34 acres	34 acres
% Of budgeted contract services	12.40%	12.40%	12.80%
% Of monthly playground inspections performed	100.00%	100.00%	100.00%
% Of annual irrigation audits performed	N/A	100.00%	100.00%
Effectiveness:			
% Increase in landscape maintenance	1.50%	83.00%	0.00%
% Change of budgeted contract services	2.00%	0.00%	4.00%
% Change of playground inspections completed	0.00%	0.00%	0.00%
% change of irrigation audits completed	N/A	100.00%	0.00%
Outcomes:			
2009 citizen survey – excellent/good rating	N/A	95.00%	N/A
*N/A represents not surveyed in the year			

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – RICHLAND TENNIS COURTS	PARK FACILITIES DEVELOPMENT

PROGRAM NAME

RICHLAND TENNIS CENTER

DESCRIPTION / MISSION

The Richland Tennis Center provides tennis programs, classes, camps, leagues and tournaments for North Richland Hills and area communities. This program is responsible for the overall operations and management of the Richland Tennis Center, which includes 16 lighted courts, a pro shop, locker rooms and a meeting room. It is responsible for the administration, facility maintenance and general supervision of all tennis center activities such as ball machine rentals, public court rentals, facility rentals and team rentals by the United States Tennis Association, Tennis Competitors of Dallas and the Northeast Tarrant Tennis Association. This program also manages the Joint Use Agreement with the Birdville Independent School District for the use of eight courts during the school year and the use of all courts for school tournaments.

GOALS

- To provide innovative and a wide range of quality tennis programs including group and private lessons, drills, tournaments and camps that promote tennis as a lifetime sport. (Sense of Community)
- To collaborate with BISD, regional and national tennis associations to promote adult and youth participation in tennis. (Positive City Image)
- To contribute to city wide economic development efforts by coordinating tournaments and special events. (Financial Stability)
- To provide quality and responsive customer service. (Positive City Image)

OBJECTIVES

- Increase the number of group and private lessons and drills taught from 1,886 to 1,924 (2%).
- Increase the number of league participants from 6,846 to 6,914 (1%).
- Coordinate home matches of 125 teams (USTA, NETT, TCD) for the three (3) playing seasons (Fall, Winter/Spring, & Summer seasons).
- Provide a wide variety of items for resale including apparel, racquets, accessories and strings.
- Plan, coordinate and implement three USTA sanctioned tournaments, three Mid-Cities circuit tournaments and three special events.
- Coordinate Richland High School court use for daily practices and the use of RTC by BISD for four (4) tournaments per year.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Facility hours of operation	4,468 hours	4,468 hours	4,468 hours
# Of full-time employees	4.00	4.00	4.00
# Of part-time staff (FTEs)	3.21	3.21	3.21
Outputs:			
Richland Tennis Center revenue	$362,375.00	$350,000.00	$363,400.00
# Of leagues offered	67	69	69
# Of league participants	6,846	6,914	6,983
# Of lessons taught (group, private, drills)	1,886	1,924	1,962
# Of tournaments/special events	10	9	10
# Of usta, nett, tcd matches coordinated	546	550	555
# Of usta, nett, tcd participants	7,674	7,675	7,752
# BISD yearly participation	14,509	14,500	14,500
Revenue from merchandise sales	$47,941.00	$48,000.00	$48,000.00
Efficiency:			
Total tennis center revenue/FTE	$50,493.00	$48,543.00	$50,402.00
% Of league growth	6.00%	1.00%	1.00%
Cost recovery ratio for merchandise sales	1.5	1.5	1.5
Effectiveness:			
Tennis center participation/visits	50,317	51,072	51,838
# Of leagues offered/number of leagues played	67 / 64	69 / 66	69 / 66
Outcomes:			
Customer satisfaction rating (scale 1-4)	3.4	3.4	3.5

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – NRH CENTRE	PARK FACILITIES DEVELOPMENT

PROGRAM NAME

NRH CENTRE ADMINISTRATION

DESCRIPTION / MISSION

The NRH Centre Management and Operations division oversees the daily operations and supervision of the following areas: indoor aquatics, fitness/wellness, recreation programming and sports leagues. The NRH Centre, an 86,000 square foot state-of-the art LEED certified complex, provides health, wellness, aquatics and recreation programs and events for of all ages of the community. The NRH Centre offers amenities for all ages and stages of life, including: a double gymnasium, indoor aquatics facility, fitness areas, elevated walk/run track, multi-purpose rooms, pre-school and a therapeutic massage room. The NRH Centre encompasses programming and services that include a wide variety of areas such as: physical development, group fitness, personal training, massage therapy, family enrichment, active adult wellness, indoor aquatics, youth birthday parties, swim lessons, sports leagues, special events, children and youth programs and camps.

GOALS

- To provide remarkable guest service with attention to customer relationships and responsive communication. (Preserve Positive City Image)
- To manage and provide a safe, clean and attractive facility. (Safety and Security)
- To manage revenues and expenses to achieve targeted net revenue goals. (Financial Stability)
- To incorporate health and wellness emphasis and benefits in all recreation and aquatics programs and services. (Sense of Community)
- To provide innovative and creative quality classes, programs, services and events by maximizing the capacity of the NRH Centre. (Sense of Community)

OBJECTIVES

- Fiscally manage identifed cost centers to meet overall cost recovery goal of 75%, with programming divisions operating at 100% cost recovery.
- Coordination of Guest Service training schedule for continuing staff development. Incorporating the Strength Finders 2.0 textbook and Strength Finder principles within internal Guest Service staff development.
- Develop educational and promotional materials and information for the NRH Centre Membership sales achieving a 25% or less attrition rate within the first year of NRH Centre operations.
- Continue development of innovative classes/programs in all cost centers of the NRH Centre. Continued use and development of online program surveys for guest satisfaction with programs offered. Program surveys are distributed at the conclusion of each class session.
- Ongoing development and utilization of online guest service surveys through Constant Contact 4 times per year to obtain specific feedback on guest service and facility operations.
- Development of a membership marketing and retention plan including promotional events emphasizing membership connections, communications and connectedness.
- Utilize Constant Contact, Facebook, Twitter and new NRH Centre website for web based newsletter, email promotions and advertising to feature NRH Centre memberships, programs, services, and events to current and future guests.
- Conduct internal training on the NRH Centre website including weekly reviews and updates of website information and content.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Full-Time Center Mgmt (FTE)	N/A	3.00	3.00
Part-Time Guest Service Team (FTE)	N/A	9.98	9.98
Outputs:			
Total # of annual memberships sold	N/A	1,100	1,800
Total membership revenue (annual, monthly, and drop in membership sales)	N/A	$660,429.00	$1,320,858.00
Annual attendance	N/A	195,510	391,020
Total NRH Centre Revenue	N/A	1,246,789	2,493,578
Efficiency:			
# of patrons served per FTE (based on 12.98 FTE)	N/A	15,062	30,125
% classes made	N/A	80.00%	80.00%

* All FY2011-12 data reflects April 2012 - September 2012

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – NRH CENTRE	PARK FACILITIES DEVELOPMENT

PROGRAM NAME

NRH CENTRE ADMINISTRATION

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness:			
Average daily recreation center attendance (FY2012 170 days)	N/A	1,150	1,080
% annual membership renewed	N/A	N/A	80.00%
% change in cost recovery from prior year			
Annual membership attrition rate (%)	N/A	N/A	20.00%
Outcomes:			
Guest satisfaction rating (scale of 1-4)	N/A	3.80	3.90

* All FY2011-12 data reflects April 2012 - September 2012

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – NRH CENTRE	PARK FACILITIES DEVELOPMENT

PROGRAM NAME

FITNESS PROGRAMS AND SERVICES

DESCRIPTION / MISSION

The Fitness Programs and Services division implements a thorough wellness program that encourages a healthy lifestyle through general wellness, fitness pursuits, exercise and nutrition education. In addition, this division meets the needs of those seeking sport-specific training, conditioning and physical therapeutic needs. This division recruits, hires, and evaluates part time Fitness Attendants, contract adult enrichment and health/wellness instructors, contract and certified group fitness instructors, personal trainers and massage therapists.

GOALS

- To promote and provide innovative wellness programs and services to the community. (Sense of Community)
- To recruit, hire and retain high quality part time Fitness Attendants, contract certified personal trainers, massage therapists and instructors for wellness programs and services. (Positive City Image)
- To manage revenues and expenses to achieve targeted net revenue goals. (Financial Stability)
- To manage and coordinate the lifespan of all fitness equipment inventory. (Positive City Image)

OBJECTIVES

- Provide exceptional guest service through timely response within 24 hours of receiving questions, comments or feedback.
- Research current trends and customer service evaluations for redeveloping and implementing an innovative and well balanced fitness and wellness program.
- Offer 320 health/wellness and adult enrichment classes with 80% of the offered classes being conducted beyond the minimum per class enrollment.
- Develop membership utilization reports and communication through utilizing Fitness Attendants to contact members who have not scanned in to the NRH Centre for more than two weeks.
- Average 1,226 SilverSneakers visits per month.
- Conduct internal marketing promotions 12 times per year. (visit drivers, frequent buyer, giveaways, renewal discounts, etc.)
- Coordinate and facilitate an active and creative Group Fitness weekly by offering a variety of 30 class types on a weekly basis.
- Fiscally manage all Fitness Cost Center operations through weekly reporting, timely updates and changes to programming and daily communication with all Fitness personnel.
- Research and develop best practices for promotion and guest registrations and bookings of Personal Training and Massage Service sessions.
- Schedule external detailed preventative maintenance on fitness equipment 12 times per year; with internal maintenance checks conducted daily; including development of internal maintenance reporting and tracking system.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Fitness Coodinator FTE	N/A	1	1
# of PT Fitness Attendants (FTE)	N/A	2.1	2.1
# Of contract instructor hours	N/A	1,275 hours	2,550 hours
Total contract instructor pay	N/A	$89,950.00	$179,900.00
Outputs:			
# Of health and wellness classes offered	N/A	120	240
# Of adult enrichment classes offered	N/A	40	80
# Of annual add-on group fitness passes sold	N/A	132	264
# Of daily drop-in group fitness passes sold	N/A	1,500	2,864
# Of SilverSneakers® participant visits/scans	N/A	7,353	14,706
Total fitness programs/services revenue	N/A	$155,541.00	$311,082.00
Efficiency:			
Direct cost recovery ratio (excludes full-time staff)	N/A	1.73	1.73
# Of health and wellness classes made	N/A	90	192
# Of adult enrichment classes made	N/A	30	64

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – NRH CENTRE	PARK FACILITIES DEVELOPMENT

PROGRAM NAME

FITNESS PROGRAMS AND SERVICES

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness:			
% Health/wellness classes made	N/A	0.75	0.80
% Of adult enrichment classes made	N/A	0.75	0.80
# Of health/wellness enrolled program registrants	N/A	600	1,200
# Of adult enrichment enrolled program registrants	N/A	200	400
Average # of silversneakers visits/scans per month	N/A	1,226	2,452
Outcomes:			
Customer satisfaction rating (scale 1-4)	N/A	3.80	3.80

FY 2011-2012 data reflects April 2012-September 2012.

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – NRH CENTRE	PARK FACILITIES DEVELOPMENT

PROGRAM NAME

RECREATION – SPORTS PROGRAMS AND SERVICES

DESCRIPTION / MISSION

The Recreation and Sports division of the NRH Centre provides recreation programming for children, summer day camp, youth sports camps and youth and adult athletic leagues. Youth recreational programming includes classes and activities to enhance the emotional, physical, social and educational development of our youngest community members while encompassing fun and hands-on learning for ages one to fifteen years. In the area of sports programs, this division organizes and manages adult sports leagues, tournaments, and sport special events.

GOALS

- To provide quality recreation and educational programs to children and youth. (Sense of Community)
- To provide quality indoor sports programs for adults and youth. (Sense of Community)
- To offer quality service and instruction to program participants. (Sense of Community)
- To provide safe and fun programs that allow families to become more physically active together. (Sense of Community)
- To operate with the highest possible standards of customer service, continually evaluating customer satisfaction and quality of service performance. (Positive City Image)

OBJECTIVES

- Offer 380 youth classes with 80% of youth classes offered being conducted beyond the per class minimum enrollment.
- Fiscally manage all Recreation/Sports Cost Center operations through weekly reporting, timely updates and changes to programming and daily communication with instructors, officials and staff.
- Coordinate family programs with the Aquatics and Fitness Divisions that promote health and wellness through “family nights” and family classes.
- Offer 11 weeks of Camp NRH meeting 95% registration capacity and generating $84,500 in revenue.
- Regularly evaluate programs and leagues through participant feedback forms, talking to guests about their experience, providing electronic program assessments and updating Facebook page to market recreation and sports programs.
- Provide exceptional guest service through timely response within 24 hours of receiving guest correspondences.
- Develop an after-school program that serves youth ages 6-10 and promotes a well-rounded recreational curriculum.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full-time staff FTEs	N/A	1.00	1.00
# Of youth contract instructor hours	N/A	2,770 hours	4,200 hours
# Of part time play time FTEs (6 months in 2011-12 Revised)	N/A	0.99	1.98
Amount of youth contract instructor pay	N/A	$43,269.00	$121,794.00
Amount of summer camp staff pay	N/A	$52,500.00	$52,500.00
Amount of camp NRH supplies/equipment	N/A	$8,900.00	$8,900.00
Amount of sports officials payments	N/A	$7,500.00	$25,350.00
Amount of sports camp instructor payments	N/A	$14,000.00	$14,000.00
Outputs:			
# Of youth programs offered	N/A	200	380
# Of family program offered	N/A	4	4
# Of summer camp nrh participants	N/A	682	682
# Of play time participant attendance	N/A	5,980	11,960
# Of adult leagues offered	N/A	11	24
# Of youth sports camps offered	N/A	10	10
Total Recreation and Sports revenue	N/A	224,519	362,331
Efficiency:			
% Of youth program sessions made	N/A	80.00%	80.00%
% Of camp NRH registration capacity	N/A	95.00%	95.00%
# Of weekly average of play time participants	N/A	400	400
Effectiveness:			
# Of enrolled participants in classes	N/A	1,170	3,220
# Of new programs offered	N/A	16	30
# Of family event/program participants	N/A	200	200

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – NRH CENTRE	PARK FACILITIES DEVELOPMENT

PROGRAM NAME

RECREATION – SPORTS PROGRAMS AND SERVICES

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outcomes:			
Overall customer rating youth programs (scale 1-4)	N/A	3.80	3.90
*FY2011-12 data reflects April 2012-September 2012.			

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – COMMUNICATIONS & EVENTS	PARK FACILITIES DEVELOPMENT

PROGRAM NAME

NRH EVENT CENTER

DESCRIPTION / MISSION

The Grand Hall at the NRH Centre, a 9,500 square foot distinctive up-scale facility, provides accommodations for both private and public functions. The facility accommodates up to 325 people in the main ballroom, which can be subdivided into three spaces. The Grand Hall also includes a second floor terrace, which accomdates 60 people and a connecting civic plaza that holds an additional 1,000 people. Use of the Grand Hall includes: meetings, weddings, social events, banquets, exhibits, trade shows or any large gathering.The purpose of this facility is to provide the community with an affordable, upscale venue to host family and social gatherings.

GOALS

- To manage revenues and expenses to achieve targeted net revenue goals. (Financial Stability)
- To contribute to the overall city wide economic development efforts by attracting visitors and guests to events hosted at the facility. (Financial Stability)
- To operate with the highest possible standards of customer service, continually evaluating customer satisfaction and quality of service performance. (Positive City Image)
- To manage and provide a safe, clean and attractive facility. (Safety and Security)

OBJECTIVES

- Generate $210,000.00 in Grand Hall Revenue. (12 months)
- Manage 208 rental bookings at the Grand Hall. (12 months)
- Conduct 400 visits per week; 20,800 visits per 12 month time frame.
- Utilize traditional, electronic and social media to promote and market the Grand Hall for rentals and events, and to provide information to current and future customers.
- Provide quality service to clients, and consistently deliver a unique event experience to the satisfaction of every customer.
- Provide staff with necessary information and ongoing training to achieve quality service performance goals.
- Conduct customer surveys after each event to obtain feedback on service and facility operations.
- Pursue new and future clients by actively selling the Grand Hall at trade shows, bridal shows, businesses & associations.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full-time employees (FTEs)	N/A	1.00	1.00
# Of regular part-time employees (in FTEs)	N/A	3.00	3.00
Outputs:			
Total event center annual attendance	N/A	8,800*	20,800
# Of rental bookings at event center	N/A	88*	208
Rental bookings revenue	N/A	$105,000.00	$210,000.00
# Of familiarization tours given of facility	N/A	70	156
# Of client site inspections	N/A	154*	340
Efficiency:			
# Of patrons served per FTEs (based on 4.6 FTEs)	N/A	1,913*	4,522
# Of bookings and events completed	N/A	85	203
% Of repeat bookings	N/A	20.00%	20.00%
% of completed bookings compared to projections	N/A	97.00%	97.00%
Effectiveness:			
Average weekly event center attendance	N/A	400*	400
Outcomes:			
Client overall satisfaction rating (scale of 1-4)	N/A	3.5	3.5

* Previous FY2011-2012 numbers adjusted based on the amount of inquiries & bookings to-date before the facility opens.
**All FY 2011-2012 Revised estimates based on a 22 week time frame.
***All FY 2012-2013 Estimated numbers based on a 52 week time frame.

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – NRH CENTRE	PARK FACILITIES DEVELOPMENT

PROGRAM NAME

AQUATICS – INDOOR

DESCRIPTION / MISSION

The NRH Centre Aquatics division provides aquatic programming and recreational swimming opportunities for members and guests. The aquatics division is charged with providing the highest level of safety while emphasizing an environment that is positive, clean, safe and fun. The Aquatics division of the NRH Centre coordinates all Learn to Swim programs, aquatics special events, birthday parties, rental of the aquatic facility and open swim scheduling. The aquatics team coordinates all safety training for aquatics personnel. The aquatics facility includes three 25 yard lap lanes, a rock climbing wall with plunge pool, shallow open water play areas, a body tube slide, current channel for fitness walking and several shallow water play features.

GOALS

- To provide innovative and quality classes, programs, and events for the community. (Sense of Community)
- To develop and maintain a thorough and successful risk management program. (Safety and Security)
- To provide remarkable guest service with attention to customer relationships and responsive communications. (Positive City
- To manage and provide a safe, clean and attractive facility. (Safety and Security)
- To manage revenues and expenses from all programs and services conducted through the Aquatics division. (Financial
- To recruit, hire and train aquatic staff to provide high quality swimming programs and services. (Sense of Community)

OBJECTIVES

- Offer 500 all inclusive Learn to Swim classes and private lessons with 80% at maximum capacity. Offer 105 birthday parties at 90% and 8 special events at 75% maximum capacity.
- Uphold the Consulting Agreement for Professional Aquatic Safety and Risk Management with Ellis and Associates; pertaining to safety standards, lifeguard training and annual licensing.
- Schedule and conduct quarterly customer service training and employee recognition.
- Continue to research and progress with the NRH Centre Aquatics risk management program to comply with local, state, and federal standards.
- Fiscally manage all Aquatic Cost Center operations through weekly reporting, timely updates and changes as needed.
- Establish an ongoing training program for all part-time Aquatics personnel that include test ready skills, weekly in-service teaching, with monthly and seasonal audits, as well as maintaining required licenses and certifications.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Aquatics Supervisor (FTEs)	N/A	1.0 FTE	1.0 FTE
Aquatics Program Coordinator (FTEs)	N/A	1.0 FTE	1.0 FTE
# Of part Time Lead Lifeguards (FTEs)	N/A	1.514 FTE	1.514 FTE
# Of part Time Lifeguards (FTEs)	N/A	5.149 FTE	5.149 FTE
Contract LTS expenditures	N/A	$21,000.00	$40,000.00
Outputs:			
# of family special events	N/A	5	8
# of lifeguard training hours conducted	N/A	30	55
# of swim lesson classes offered	N/A	240	500
# of swim lesson registrants	N/A	960	2,500
Total Birthday Party and Pool Rental Revenue	N/A	$18,840.00	$37,680.00
Total Aquatic Program Revenue	N/A	$22,680.00	$53,360.00
Efficiency:			
# of classes made	N/A	192	400
# staff attending in-service training	N/A	25	25
# of birthday parties made	N/A	50	105
Effectiveness:			
% Of swim lesson classes made	N/A	80.00%	80.00%
% Of special events made	N/A	75.00%	75.00%
% Of birthday party rentals made	N/A	90.00%	90.00%

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – NRH CENTRE	PARK FACILITIES DEVELOPMENT

PROGRAM NAME

AQUATICS – INDOOR

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outcomes:			
Guest satisfaction rating (out of a possible 4)	N/A	*3.85	N/A

*FY2011-12 data reflects April 2012 - September 2012

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – NRH CENTRE	PARK FACILITIES DEVELOPMENT

PROGRAM NAME

BUILDING OPERATIONS AND MAINTENANCE

DESCRIPTION / MISSION

The Building Operations and Maintenance division coordinates all daily janitorial and facility service needs for the 86,000 square foot NRH Centre complex. The primary mission of this division is to maintain all areas within the NRH Centre and provide regular preventative maintenance on all equipment used to operate the NRH Centre on a daily basis. The emphasis for Building Operations and Maintenance staff is to coordinate the highest level of cleanliness with the least amount of impact to the daily facility user while constantly adhering to all safety and facility system guidelines through sound and thorough maintenance and facility operation standards incoporating LEED practices and Green products within daily operations.

GOALS

- To manage and provide a safe, clean and attractive facility. (Safety and Security)
- To provide remarkable guest service with attention to customer responsiveness and communications. (Positive City Image)
- To develop and maintain a thorough and successful building maintenance risk management program. (Safety and Security)
- To manage custodial expenses for all areas within the NRH Centre. (Financial Stability)
- To recruit, hire and train building maintenance staff to provide efficient and high quality internal and external services. (Positive City Image)

OBJECTIVES

- Implement training and certification for the Building Maintenance personnel through the Cleaning Management Institute. In addition, incorporate "green" cleaning training within all NRH Centre operations.
- Track all janitorial supply usage and costs to provide insight in to the next fiscal year facility operating needs through implementing and utilizing the 5S Organizational system for inventory of products and equipment.
- Develop weekly, bi-weekly, monthly and quarterly facility system and equipment checks for each area of the building.
- Develop weekly inventory of all janitorial supplies.
- Develop bi-weekly and monthly ordering system for janitorial supplies.
- Coordinate and lead weekly staffing briefs of the weekly facility schedule and coordination of all janitorial needs identified in each area of the facility: Aquatics, Locker areas, restrooms, classrooms, fitness areas, gymnasium, event center and senior
- Develop janitorial guidelines for all areas within the NRH Centre that provide efficient completion of tasks for maximum effectiveness of sanitizing and keeping all areas in aesthetically pleasing order.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Building Operations Supervisor (FTEs)	N/A	1.00	1.00
Building Maintenance Worker (FTEs)	N/A	1.00	1.00
Part Time Building Maintenance Workers (FTEs)	N/A	1.05	1.05
Outputs:			
# Of monthly safety meetings	N/A	6	12
# of Square Feet cleaned and maintained	N/A	86,000 sq ft	86,000 sq ft
Efficiency:			
Average # of days equipment is inoperable once identified as "out of service"	N/A	2	2
# of square feet cleaned and maintained (based on 3.05 FTE)	N/A	28,197 sq. ft.	28,197 sq. ft.
# of restrooms cleaned and maintained daily	N/A	14	14
Effectiveness:			
# Of repair calls made monthly outside of the NRH Centre building operations and maintenance division	N/A	4	4
Outcomes:			
Guest satisfaction rating (out of a possible 4)	N/A	3.5	3.8

NRH

NRH
CITY OF NORTH RICHLAND HILLS

Office of the City Manager

October 1, 2012

Honorable Mayor and Members of the City Council
Crime Control & Prevention District Board of Directors
City of North Richland Hills
North Richland Hills, Texas

The Crime Control and Prevention District was originally approved by voters in February, 1996 to provide improved police services to the citizens of North Richland Hills. It was initially approved for a period of five years, funded with a half-cent sales tax and overseen by a Board of Directors comprised of the seven City Council members. The first continuation referendum was held on May 5, 2001, re-authorizing the District for an additional 10 years. The District was renewed by voters for an additional 20 years at the second continuation referendum held on May 8, 2010. The measure passed by a vote of 88%.

Goals and Strategies of the District include:

- Reduce response time to calls for service
- Reduce occurrence of call stacking
- Increase officer visibility
- Enhance crime-fighting tools using new equipment and updated technology
- Reduce gang-related activity
- Maximize the use of technology to achieve effectiveness and efficiency
- Invest in the community by promoting cooperation and trust with our citizens

To accomplish these goals the following resources were provided:

- Addition of sworn and support personnel
- Upgrade of compensation plan to retain and attract highly qualified police personnel
- New vehicles, computers and other equipment
- Necessary training and other operating costs

2012/2013 ADOPTED BUDGET

The FY 2012-2013 Crime Control and Prevention District budget provides for the continuation of the upgraded compensation plan, supplies, training and equipment maintenance for 44 police personnel including 27 police officers, 2 detectives, 14 support staff and 1 part-time school crossing guard. Total adopted expenditures of approximately $4.4 million include $4.1 million for personnel and $300,000 for supplies and maintenance. The FY 2012/2013 District budget also continues the support for

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Alliance for Children, the Special Investigations Unit program and funding for the Law Enforcement Analysis Portal License and One Safe Place.

SUMMARY

Many accomplishments have been achieved with the addition of the half-cent sales tax for the Crime Control and Prevention District. Improvements have been made in handling criminal and other police service increases. Positive impacts have been made in response times, and reductions of burglaries and auto thefts have resulted. A state of the art computer system has been acquired and installed to provide officers the ability to respond, conduct investigations and communications, and retrieve critical information in a more timely and efficient manner. A significant improvement in the compensation plan was provided through this funding that has not only helped retain quality police professionals, but also to attract quality personnel. The City continues to monitor cash flows and plan for the future.

Due to a change in state legislation, utility companies (gas and electric) can now be required to pay sales tax for crime control districts. City Council approved imposing this tax with an effective date of July 2010.

For the coming year, the following ongoing efforts to continue originally stated goals are recommended:

- Comprehensive evaluation of the Crime Control and Prevention District mission, accomplishments, operations and programs
- Planning for future needs
- Fleet assessment

The City appreciates the opportunity that the voters have given it to continue the Crime Control and Prevention District program. The voters have entrusted the City to be good stewards of these funds, and use them in the most cost effective manner to accomplish the Goals of the City Council. The City will continue to work with the residents in the coming years to make this the most successful program possible.

Respectfully submitted,

Mark Hindman

Mark Hindman
City Manager

DEPARTMENT	FUND
POLICE	CRIME CONTROL DISTRICT

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Administration	$71,604	$72,429	$72,951	$0
Administrative Services	568,092	656,973	664,287	580,389
Criminal Investigation	331,906	357,338	361,832	446,225
Uniform Patrol	2,508,073	2,399,310	2,417,360	2,539,899
Technical Services	21,584	21,294	428,023	485,724
Detention Services	333,436	347,309	51,993	0
Property/Evidence	88,977	98,705	99,669	101,825
Communications	78,323	159,087	29,568	0
Indirect Costs	0	0	0	0
General Fund Direct Costs	0	0	0	0
Partner Agency Funding	11,725	11,725	11,725	40,505
Reserve for Transition	0	0	0	0
Nondepartmental	49,149	124,046	164,039	200,933
TOTAL	**$4,062,869**	**$4,248,216**	**$4,301,447**	**$4,395,500**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$3,680,594	$3,748,304	$3,695,929	$3,749,267
General Services	28,829	57,295	121,555	85,325
Maintenance	106,751	128,825	131,377	141,493
Sundry	212,583	274,582	312,754	378,745
Supplies	34,113	39,210	39,832	40,670
Capital	0	0	0	0
TOTAL	**$4,062,869**	**$4,248,216**	**$4,301,447**	**$4,395,500**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Lieutenant	5.00	5.00	5.00	5.00
Sergeant	1.00	1.00	1.00	1.00
Police Officer	23.00	22.00	23.00	23.00
Technical Services Coordinator*	0.25	0.25	0.00	0.00
Records Manager	0.00	0.00	1.00	1.00
Records Clerk	0.00	0.00	6.00	5.00
Crime Analyst	1.00	1.00	1.00	1.00
Records Technician	2.00	2.00	0.00	0.00
Administrative Technician	0.00	0.00	2.00	2.00
Public Service Officer	4.00	4.00	4.00	4.00
Technical Service Officer	1.00	1.00	1.00	1.00
Detention Officer	6.00	6.00	0.00	0.00
Dispatcher	3.00	3.00	0.00	0.00
School Crossing Guard (PT-1)	0.26	0.26	0.26	0.26
*Positions partially funded from this activity.				
Full-Time (Sworn)	29.25	28.25	29.00	29.00
Part-Time (Non-Sworn)	17.00	17.00	15.00	14.00
Part-Time (Full-Time Equivalents)	0.26	0.26	0.26	0.26
TOTAL	**46.51**	**45.51**	**44.26**	**43.26**

DEPARTMENT / DIVISION	FUND
POLICE – ADMINISTRATION	CRIME CONTROL DISTRICT

PROGRAM NAME

ADMINISTRATION

DESCRIPTION / MISSION

Police Administration is responsible for the management of two bureaus in the Police Department: Management Services Bureau and Operations Bureau. Responsibilities include planning, directing, coordinating and evaluation of all police activities. Through the effective management and utilization of all departmental resources, our mission is to work in a partnership with our citizens to maintain a safe, peaceful community by providing excellence in all police services dedicated to the highest standards of ethics and integrity while preserving and protecting life and property.

GOALS

- To maintain a position of leadership among Texas law enforcement agencies by upholding the accreditation standards set by the Texas Law Enforcement Best Practices Recognition Program (Positive City Image)
- To enhance Administration's quality of customer service to the other activities within the Police Department and the citizens of North Richland Hills. (Safety and Security)
- To maintain the high level of teamwork between the Police Department and other City departments inclusive of the Mayor and City Council. (Positive City Image)
- To foster volunteerism and community involvement through the advancement of the Volunteers on Patrol Program. (Sense of Community)
- To continue the Police Department's Partnership with the Community philosophy through innovative community outreach initiatives (A Sense of Community)
- To operate the Police Department with the most effective and efficient use of resources possible. (Efficient and Effective Delivery of City Services)

OBJECTIVES

- Maintain administration and supervision for all police activities.
- Plan, implement and maintain programs for all activities through the general fund and crime control district fund.
- Monitor the budget to maintain and ensure proper allocation of funds.
- Maintain the number of officers per 1,000 population.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of authorized sworn positions	108.50	108.50	108.50
# Of authorized civilian positions	56.38	78.38	78.38
# Of citizen volunteers	46.00	48.00	50.00
General fund budget	$10,108,539.00	$11,272,925.00	$12,138,128.00
Crime control district budget	$4,062,869.00	$4,210,198.00	$4,245,645.00
Outputs:			
# Of periodic budget analyses	12	12	12
# Of internal affairs investigations assigned to professional	6	3	3
# Of volunteer hours worked	6,266 hours	7,205 hours	7,926 hours
# Of citizen concerns submitted through Request Tracker	44*	109	115
Efficiency:			
Per capita cost for police services:			
General fund	$159.58	$164.91	$191.39
Crime control district	$64.14	$66.99	$63.86
# Of officers per 1,000 population	1.71	1.71	1.71
# Of internal affairs investigations completed	6	3	3
Dollar value of volunteer work	$133,779.10	$153,826.75	$169,220.10
Population used for calculations	63,343	63,420	63,420
# Of staff responses to citizen concerns in Request Tracker	79	492	520
Effectiveness:			
# Of activities within budget	16	14	14
# Of community outreach initiatives	25	27	27
UCR Part One Crimes Per 1,000 Population (Calendar Year)	30.53	30.56	30.60
Average # of staff responses per concern in Request Tracker	3	4	4

*System became operational 06/2011

DEPARTMENT / DIVISION	FUND
POLICE – ADMINISTRATION	CRIME CONTROL DISTRICT

PROGRAM NAME

ADMINISTRATION

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outcomes continued:			
% Of citizens rating excellent or good police services	95.40%	93.50%	93.50%
% Of citizens ratingexcellent or good officers as courteous	95.80%	--	--
% Of citizens rating excellent or good police services as timely	95.40%	--	--
% Of citizens rating excellent or good police visibility	92.80%	89.10%	89.10%

DEPARTMENT / DIVISION	FUND
POLICE – ADMINISTRATIVE SERVICES	CRIME CONTROL DISTRICT

PROGRAM NAME

ADMINISTRATIVE SERVICES DIVISION

DESCRIPTION / MISSION

The Administrative Services Division is charged with planning, research, and policy development for the Police Department. This Division is comprised of three sections, Professional Standards, Community Services, and Training. These sections work together in maintaining professional officer standards through applicant screening, internal investigations, and training. This Division fosters community partnerships through prompt and transparent media relations, crime prevention programs, as well as providing a Resource Coordinator and a Crime Victim's Liaison. In nurturing community involvement, this Division is able to 'work in partnership with our citizens in maintaining a safe and peaceful community'. By strictly monitoring the department's professional image and authorized staffing levels, this Division is 'providing excellence in all police services' through fostering the highest professional standards in our police personnel.

GOALS

- To ensure optimum department staffing through hiring and maintain the highest quality of service delivery by providing the best qualified candidates for police employment. (Safety and Security)
- To monitor and preserve the department's professional image in the community by maintaining the highest professional standards, progressive training, and positive media relations. (Positive City Image)
- To provide crime prevention services and education to the public and work in partnership to reduce criminal opportunities. (Safety and Security)
- To provide community connections and assistance through outreach, cooperation, and programs designed to meet the needs of the community. (Sense of Community)
- To identify alternate funding sources and shared service opportunities to increase the efficiency and effectiveness of programs and resources while lowering overall costs. (Financial Stability/Efficient and Effective Delivery of City Services)

OBJECTIVES

- Hire only the most qualified individuals for employment in the Police Department through conducting thorough background investigations and adherence to stringent pre-hire qualifications.
- Deliver continuous personnel training, maintain all licenses required or issued by the State of Texas, and further the professional development of all personnel.
- Conduct planning and policy development to provide for optimum department staffing and efficient function of the police department, through extensive research into developing issues effecting police services.
- Maintain positive working relationships with the media by remaining accessible, transparent, and delivering appropriate responses in a timely manner by a variety of available medium.
- Provide community outreach, partnership, and interaction through the department's Citizens' Police Academy (C.P.A.), Volunteers in Policing Service Program, the Santa Cops Program, Crime Watch/CFMH Programs, and the Community Resources Coordinator's Position.
- Provide on-site law enforcement services and activities on school campuses by providing School Resource Officers at designated schools.
- Provide expert assistance to crime victims through the department's Crime Victim's Liaison for counseling, professional referrals, and assistance in the State's qualification process for compensation.
- To identify grant funding sources and shared service opportunities to increase the efficiency and effectiveness of police services and supplement or expand resources not otherwise available to the department.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of authorized sworn and civilian personnel:	13.00	12.00	12.00
Captain	1.00	1.00	1.00
Lieutenant	1.00	1.00	1.00
Sergeant	2.00	2.00	2.00
Officer	8.00	7.00	7.00
Record Technician	1.00	1.00	1.00
# Of Contract Employees	2.00	2.00	2.00
Outputs:			
# Of D.A.R.E students instructed	1,498	0	0
# Of crime prevention service calls	184	290	296
# Of school resource service calls	1,377	1,220	1,244

DEPARTMENT / DIVISION	FUND
POLICE – ADMINISTRATIVE SERVICES	CRIME CONTROL DISTRICT

PROGRAM NAME

ADMINISTRATIVE SERVICES DIVISION

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs continued:			
# Of administrative investigations:			
Internal affairs investigations conducted	6	3	3
Background investigations conducted	208	260	265
# Of media releases	36	51	52
# Of employees hired	17	40	41
# Of grants applications	9	9	9
Total amount of grant awards	$314,687.00	$211,938.00	$320,199.00
# Of crime victims liaison referrals	1,108	941	960
# Of resource coordinator referrals	402	281	287
Total # of training hours provided	12,028 hours	16,946 hours	17,285 hours
# Of V.I.P.S. membership	16	37	38
# Of C.P.A.A.A. membership	56	51	52
Efficiency:			
Average time of IAD investigations (start to finish)	35 days	18 days	18 days
# Of police officers hired	7	6	6
# Of civilian police employees hired	11	40	41
Ratio of background investigations conducted per position hired	12 to 1	7 to 1	6 to 1
% Of grants awarded vs. applications	100.00%	88.00%	92.00%
# Of crime victims receiving state compensation	584	828	845
# Of community reource coordinator connections	365	245	250
# Of outside training hours	8,260 hours	11,868 hours	12,105 hours
# Of inside training hours	3,768 hours	5,078 hours	5,180 hours
Effectiveness:			
# Of students graduated from the C.P.A.	46	50	50
# Of grants obtained	9	8	8
# Of SRO's activity on school campuses:			
Offense reports	42	64	65
Arrests/detentions	18	17	18
Citations	68	66	68
Counseling sessions	838	715	729
Average # of training hours per employee	79 hours	91 hours	86 hours
# Of active crime watches	28	37	38
# Of active cfmh properties	10	16	18

DEPARTMENT / DIVISION	FUND
POLICE – INVESTIGATIONS	CRIME CONTROL DISTRICT

PROGRAM NAME

CRIMINAL INVESTIGATIONS DIVISION

DESCRIPTION / MISSION

The Criminal Investigations Division consists of Crimes Against Persons, Property Crimes and the Narcotics Sections. The Crimes Against Persons Section investigates causes of major offenses including homicide, sexual assault, robbery, family violence, juvenile crime and performs follow-up investigations at crime scenes where forensic evidence may be available. The Crime Scene Search Unit also assists neighboring agencies when requested, and supervises the multi-agency Automated Fingerprint Identification System (AFIS). The Property Crimes Section investigates auto theft, burglary, theft, fraud and all other property related crimes. The Narcotics Section investigates offenses concerning criminal narcotic trafficking and other undercover investigations as the need surfaces. These investigators work narcotic offenses in NRH as well as work closely with Federal and State agencies in an attempt to reduce the flow of narcotics into our community. The Crime Analyst performs intelligence gathering on both criminals and crime trends in and near North Richland Hills. All Sections handle the recovery of stolen property, arrest of fugitives and maintain liaison with various Federal, State & local agencies.

GOALS

- To thoroughly investigate all assigned offenses. (Safety and Security)
- To develop forensic evidence for the prosecution of criminals. (Safety and Security)
- To apprehend all possible suspects in crimes committed. (Safety and Security)
- To proactively investigate all narcotics related information provided. (Safety and Security)
- To utilize crime analysis to assist in clearing cases and tracking crime trends. (Safety and Security)
- To exceed national average for percentages of cases cleared. (Efficient and Effective Delivery of City Services)

OBJECTIVES

- Exceed the national clearance rate average for violent crimes.
- Exceed the national clearance rate average for property crimes.
- Increase narcotics enforcement activity in NRH and with participating task forces.
- Ensure that all leads are followed.
- Improve crime analysis case clearance assistance.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of authorized sworn personnel:	20.00	21.00	21.00
Captain	1.00	1.00	1.00
Sergeant	3.00	3.00	3.00
Detective	15.00	16.00	16.00
Crime Scene Officer	1.00	1.00	1.00
# Of authorized civilian personnel:	4.00	4.00	4.00
Police Records Technician	1.00	1.00	1.00
Crime Analyst	1.00	1.00	1.00
Crime Scene Examiner	2.00	2.00	2.00
# Of designated volunteer assignments	2.00	3.00	4.00
Outputs:			
Total # of cases processed	8,788	8,399	8,567
Total # of cases assigned to department	7,799	7,519	7,670
Total # of cases assigned to division	4,587	4,342	4,429
Total # of cases assigned to detectives	4,380	4,073	4,154
Total # of Crime Analysis case assists	1,584	1,495	1,525
# Of CID warrants issued	185	195	199
Total # of Crime Scene investigations	60	179	183
# Of latent prints inquiries in AFIS	230	186	190
# Of SIU search warrants issued	45	40	41
Total # of cases assigned to the SIU	178	146	149
Efficiency:			
Average # of monthly cases processed	732	700	714
Average # of monthly detective caseload	382	362	369
# Of cases assigned daily (entire division)	18	17	17

DEPARTMENT / DIVISION	FUND
POLICE – INVESTIGATIONS	CRIME CONTROL DISTRICT

PROGRAM NAME

CRIMINAL INVESTIGATIONS DIVISION

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Efficiency continued:			
# Of cases assigned daily to detectives	17	16	16
Effectiveness:			
Total # of cases cleared (department)	4,473	4,537	4,627
Total # of cases cleared (division)	1,803	1,676	1,709
Clearance rate:			
Violent crimes (national clearance rate- 47.1%)	75.00%	70.00%	71.00%
Property crimes (national clearance rate- 18.6%)	19.00%	23.00%	23.00%
Combined CID clearance rate	40.00%	44.00%	45.00%
# Of crime analysis clearance assists	40	35	36
Total # of narcotic arrests by the SIU	280	308	314

DEPARTMENT / DIVISION	FUND
POLICE- UNIFORMED SERVICES DIVISION	CRIME CONTROL DISTRICT

PROGRAM NAME

UNIFORMED SERVICES

DESCRIPTION / MISSION

The Uniformed Services Division consists of the Patrol Section and the Traffic Section. The SWAT Unit, Bicycle Unit and Honor Guard Unit are specialized, volunteer units that are within the Uniformed Services Division. The primary responsibility of the Patrol Section is the maintenance of law and order through timely response to calls-for-service, preliminary investigation of criminal offenses, apprehension of persons committing felony or misdemeanor crimes, and the enforcement of statutes including ordinances regulating traffic, along with parking violations. Additionally, the Uniformed Services Division enhances the furtherance of crime prevention and community policing through a partnership with citizens, the Beat Management Program, the Bicycle Unit, and by providing excellence in all police services. The Traffic Section is tasked with the enforcement of traffic laws and investigating vehicular accidents including a Commercial Vehicle Enforcement Unit. This section also responds to traffic complaints in congested areas, dangerous locations, and as called upon by citizens within the community. Both sections are equally tasked with providing high police visibility while working with citizens in a preventive approach to problems within the community. The primary responsibility of the SWAT Unit is to handle special threat situations that require special weapons and tactics. Special threat situations normally fall into one of the following categories: sniper, barricaded person, hostage situations, dignitary protection or hazardous warrant service. The SWAT Unit will provide a specialized service to the community and will assist surrounding communities, if requested, in line with the Greater Dallas/Fort Worth Regional Law Enforcement Mutual Aid Task Force Agreement.

GOALS

- To create a safer community environment for citizens and motorists, we will protect life and property by vigorously pursuing criminals, responding in a timely manner, thoroughly investigating calls for service and proactively problem solving. (Safety and Security)
- To develop and maintain a highly motivated, well trained and accountable law enforcement staff having a high level of integrity, ethics and pride. Our staff will take ownership in their duties, all working together as a team, to achieve excellence in police service while remaining open to new and meaningful ideas. (Safety and Security)
- To create an overall higher quality of life by respecting the laws and rights of the people we serve and maximizing all available police resources to reduce the impact of crime in our community. (Safety & Security)
- To focus on a citizen partnership through compassion, awareness, openness and community participation to create an environment of public confidence and trust within the community we serve, while at all time maintaining high levels of leadership and professionalism. (Sense of Community)

OBJECTIVES

- Keep response times for priority #1 calls to within 5½ minutes and priority #2 calls to within 8 minutes.
- Implement special traffic enforcement details to reduce traffic complaints and accidents in problem areas.
- Provide quality initial investigations for patrol-related calls for service.
- Respond to SWAT incidents utilizing proven strategic methods to effectively reduce or eliminate injury to citizens, police officers, or team members.
- Certify all patrol and traffic personnel to the highest TCLEOSE certification possible.
- Provide specialized training for SWAT, negotiator, honor guard, bicycle and traffic officers.
- Lawfully seek out and arrest criminal offenders responsible for crime within our community.
- Reduce complaints for patrol and traffic staff to a minimum.
- Create an environment that promotes the active participation in the Volunteers in Policing Program.
- Utilize public service officers to take reports and other order maintenance issues to allow sworn personnel more available time to accomplish crime and traffic safety objectives.
- Utilize bicycle patrol officers to work high crime areas to decrease reported offenses.
- Create opportunities for officers to participate in community events and meetings to improve quality of life issues.
- Look for problem areas in each district and direct officer patrols to solve or mitigate those issues.
- Utilize the Commercial Vehicle Enforcement Unit to increase safe travel in the City through commercial vehicle inspections.
- Fully develop a Narcotics K-9 Unit within the Patrol Section.
- Enhance sex offender compliance through the Beat Management Program.

DEPARTMENT / DIVISION	FUND
POLICE- UNIFORMED SERVICES DIVISION	CRIME CONTROL DISTRICT

PROGRAM NAME

UNIFORMED SERVICES

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of total authorized personnel (FTEs)	79.90	79.90	79.90
# Of sworn authorized personnel:	71	71	71
Captains	1	1	1
Lieutenants	4	4	4
Patrol sergeants	9	9	9
Patrol officers	48	48	48
Traffic sergeant	1	1	1
Traffic officers	8	8	8
# Of civilian authorized personnel (FTEs):	8.90	8.90	8.90
Police records technician	1	1	1
Public service officers	4	4	4
School crossing guards (Part-Time {15 X .26})	3.90	3.90	3.90
# Of designated volunteer assignments	5	5	5
Outputs:			
# Of total calls for service uniformed services	38,142	37,037	37,778
# Of calls for service response for patrol/traffic officer	34,100	32,941	33,600
# Of calls for service for public service officer	4,042	4,096	4,178
# Of priority 1 calls	720	698	712
# Of priority 2 calls	7,182	6,989	7,129
# Of traffic section enforcement details	2,485	2,530	2,581
# Of directed patrol (started 01/01/2010)	16,463	15,134	15,437
# Of SWAT callouts	1	1	1
# Of SWAT warrant services	8	10	11
# Of registered sex offenders	56	55	56
Efficiency:			
Response time by patrol/traffic officers for Priority 1	4:53	5:02	5:00
Response time by patrol/traffic officers for Priority 2	7:43	7:31	8:00
# Of traffic section citizen complaint details	648	617	629
# Of traffic section accident reduction details	6	10	11
# Of traffic section officer initiated details	1,667	1,677	1,711
# Of traffic section officer commercial vehicle details	164	226	230
# Of SWAT training sessions	23	23	23
# Of sex offender compliance checks	269	252	257
Effectiveness:			
# Of total reports taken by uniformed services	9,322	9,087	9,269
# Of reports taken by patrol/traffic officers:	7,920	7,815	7,972
# Of offense reports	4,145	3,978	4,058
# Of miscellaneous reports	3,124	3,175	3,239
# Of accident reports	651	662	675
# Of reports taken by public service officers:	1,402	1,272	1,298
# Of offense reports	1,148	1,034	1,055
# Of miscellaneous reports	254	238	243
# Of patrol/traffic officer arrests	3,110	3,131	3,198
# Of violations written by patrol officers	8,790	8,361	8,528
# Of violations written by traffic officers	13,599	12,504	12,754
# Of injuries sustained by citizens, police officers, or SWAT team members during callouts	1	1	1

DEPARTMENT / DIVISION	FUND
POLICE – RECORDS SECTION	CRIME CONTROL DISTRICT

PROGRAM NAME

RECORDS MANAGEMENT PROGRAM

DESCRIPTION / MISSION

The Records Section serves as the Department's official record custodian along with the processing and retention of all police records. This area is responsible for computer hardware and software planning as well as testing and training for the Records Management System within the police department. This section is accountable for data entry, auditing, maintaining records and accurately coding all police reports for the department's State report. The Records Section serves as the record liaison for the public, the State and the FBI. This section is responsible for maintaining a high level of customer service abilities by providing assistance to citizens with various needs either face to face or by telephone. Personnel assigned to this service area also assist the Patrol Section by taking non-emergency police reports upon request and other tasks that would otherwise have to be accomplished by a police officer. The Records Section Manager is also liaison with Building Services for the Building Maintenance Program.

GOALS

- To process and maintain all reports submitted within the police department for retrieval of any information as needed. (Safety and Security)
- To maintain efficiency of accurate data entry on all reports. (Safety and Security)
- To efficiently store data through the use of technology for long periods of time. (Safety and Security)
- To efficiently use record retention schedules to dispose of records no longer needed by the department. (Efficient and Effective Delivery of City Services)
- To encourage volunteerism and community involvement by allowing volunteers to work in Records as team members. (Sense of Community)

OBJECTIVES

- Continue to develop or enhance computer programs that will streamline all data entry of police records by the use of automated reporting and imaging systems.
- Enhancing customer service by streamlining methods of searching and logging data with the use of Intranet and Internet.
- Maintain data entry and auditing of reports into the computer system within 48 hours of receiving the records with the current amount of staff.
- Reduce the need for additional records storage area by maintaining a record scanning program for all archived records.
- Effectively use volunteers to assist in fingerprinting, scanning historical records and other appropriate tasks.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of authorized sworn personnel (FTEs)	0.00	0.00	0.00
# Of authorized civilian personnel:			
Technical Services Coordinator	1.00	1.00	1.00
Record Manager	1.00	1.00	1.00
Police Record Technicians	6.00	6.00	6.00
# Of Designated Volunteers In Records	4.00	4.00	4.00
Outputs:			
# Of offense, arrest, and accident entered/audited	6,109	5,830	5,947
# Of accident reports entered	651	662	663
# Of scanned documents	225,901	296,975	302,914
# Of open records request processed	793	806	822
# Of offense/supplement reports taken by record technicians	228	218	222
# Of fingerprints taken	360	304	310
# Of record technicians searching like gender inmates	95	93	95
Efficiency:			
Average # of minutes to take a report	15 mins	15.0 mins	20.0 mins
Average # of minutes used when taking fingerprints for citizens	15.6 mins	15.6 mins	15.6 mins
Average # of minutes spent auditing reports	5.00 mins	4.0 mins	4.0 mins
Effectiveness:			
# Of open records requests processed in ten days or less	793	806	822
# Of documents scanned by volunteers	96,362	161,399	164,627

DEPARTMENT / DIVISION	FUND
POLICE – RECORDS SECTION	CRIME CONTROL DISTRICT

PROGRAM NAME

RECORDS MANAGEMENT PROGRAM

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness continued:			
# Of fingerprints completed by volunteers	366	395	403

DEPARTMENT / DIVISION	FUND
POLICE – PROPERTY/EVIDENCE	CRIME CONTROL DISTRICT

PROGRAM NAME

PROPERTY & EQUIPMENT MANAGEMENT PROGRAM

DESCRIPTION / MISSION

The Property/Evidence Section is responsible for the storage, safekeeping and the ultimate disposal of all property taken in by police personnel along with the police equipment maintenance program, and quartermaster program. These items include all police and fire evidence collected as well as all confiscated, recovered or found property. All property is coded, logged in and stored until its legal release, auction or destruction. This Section maintains all the records critical to the proper handling of evidence along with documents required for the ultimate disposal of all property under its care, custody and control. The Property/Evidence Section is charged with the duty of determining the manner in which all property is disposed of in accordance with court orders or departmental policy by converting to police use, auctioning off, or complete destruction such as seized drugs and weapons. This section is additionally responsible for maintaining the integrity of all evidence submitted for court. The Technical Services Coordinator that manages this function also maintains supervisory oversight of the police fleet and related equipment in coordination with the city's Equipment Services section.

GOALS

- To process and securely maintain all evidence/property collected by the police and fire departments in a professional and expedient manner. (Safety and Security)
- To allow expeditious access to property/evidence when needed by the departments or court. (Safety and Security)
- To expedite the purging of accumulated property/evidence destined for disposition per state approved methods and department policies in a timely, efficient and professional manner. (Efficient and Effective Delivery of City Services)
- To maintain police fleet and related equipment. (Safety and Security)
- To provide personnel with needed uniforms and equipment in a timely manner. (Safety and Security)

OBJECTIVES

- Promote enhanced, efficient property/evidence submission by officers, thus, reducing the quantity of improperly packaged items requiring expenditure of time for corrections.
- Enhance the bulk storage locations, security and efficiency.
- Reduce inventory of old items through continued purging per legal disposition thus promoting efficient utilization of available storage space.
- Maintain current release times to property owners for their convenience of claiming property held by the Police.
- Maintain police vehicle fleet and equipment to highest standards of safety and efficiency.
- Maintain a departmental quartermaster program.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of authorized civilian personnel:	3.00	3.00	3.00
Property/Evidence Supervisor	0.00	0.00	0.00
Property/Evidence Technicians	2.00	2.00	2.00
Technical Service Officer	1.00	1.00	1.00
Outputs:			
# Of property pieces processed	11,775	12,227	12,472
# Of quarterly audits of all weapons, narcotics and money	4	4	4
# Of audits to ensure compliance to all policy and procedures	2	2	2
# Of annual inventory of property maintained by section	1	1	1
# Of quartermaster transactions	2,127	2,288	2,334
Efficiency:			
# Of completed city court orders	907	701	715
# Of completed county court orders	639	507	517
# Of property items released to owner	1,103	1,125	1,148
# Of property items destroyed	3,469	3,538	3,609
# Of property items auctioned	115	117	119
# Of property items disposed (other)	9	10	11
# Of quartermaster items issued	2,127	2,288	2,334

DEPARTMENT / DIVISION	FUND
POLICE – PROPERTY/EVIDENCE	CRIME CONTROL DISTRICT

PROGRAM NAME

PROPERTY & EQUIPMENT MANAGEMENT PROGRAM

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Efficiency continued:			
# Of items returned to quartermaster for disposal	923	425	434
# Of items returned to stock	319	409	417
Effectiveness:			
% Of received property items processed	100.00%	100.00%	100.00%
% Of received items disposed of as to percent received	40.00%	42.00%	42.00%
% Of police vehicles available			
% Of personnel issued authorized uniforms	100.00%	100.00%	100.00%

DEPARTMENT	FUND
ECONOMIC DEVELOPMENT	PROMOTIONAL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Economic Development	$163,725	$158,333	$171,028	$106,051
Cultural & Leisure	0	0	0	104,366
Nondepartmental	154	499	154	1,111
TOTAL	**$163,879**	**$158,832**	**$171,182**	**$211,528**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$78,049	$35,726	$35,893	$98,248
General Services	7,099	16,736	16,736	0
Maintenance	0	0	0	0
Sundry	73,487	96,552	106,233	71,706
Supplies	5,245	9,818	12,320	16,574
Capital	0	0	0	25,000
TOTAL	**$163,879**	**$158,832**	**$171,182**	**$211,528**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Development Director*	0.50	0.25	0.25	0.25
Cultural Arts Coordinator	0.00	0.00	0.00	1.00
Full-Time	0.50	0.25	0.25	1.25
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**0.50**	**0.25**	**0.25**	**1.25**

*Position partially funded from this activity.

DEPARTMENT / DIVISION	FUND
ECONOMIC DEVELOPMENT – ADMINISTRATION	PROMOTIONAL

PROGRAM NAME

ECONOMIC DEVELOPMENT

DESCRIPTION / MISSION

The Economic Development department strives to constantly protect and grow the economic well being of North Richland Hills. The department does this by attracting high quality business development and employment opportunities, facilitating the success of existing businesses, protecting and increasing property values, and revitalizing aging areas of the City. The department promotes balanced development, puts forward a pro-active business image and differentiates North Richland Hills as a progressive and diversified community. The three overriding strategies for the Economic Development Department are: redeveloping and reusing vacant and underutilized properties; promoting a positive business climate; and developing and promoting an attractive, diversified and thriving community.

GOALS

- To facilitate the redevelopment of Calloway Creek Retail Area. (Quality Community Development and Revitalization)
- To implement Loop 820 and Boulevard 26 study objectives. (Quality Community Development and Revitalization)
- To revitalize residential neighborhoods. (Quality Community Development and Revitalization)
- To continue to address congestion as it relates to local traffic flow. (Efficient and Effective Transportation System)
- To ensure future local rail stations. (Efficient and Effective Transportation System)
- To establish effective communication and cooperation with our regional transportation partners. (Efficient and Effective Transportation system)
- To maintain a stable tax rate and predictable income stream. (Financial Stability)
- To increase regional awareness of our positive City image. (Positive City Image)
- To encourage community support of local businesses. (Sense of Community)
- To attract (the) types of businesses citizens want in their community. (Targeted Economic Development)
- To promote diversity in economic development. (Targeted Economic Development)
- To maximize use of under utilized real estate and business locations. (Targeted Economic Development)
- To promote proactive strategic land acquisition and management. (Targeted Economic Development)

OBJECTIVES

- Continue to facilitate development opportunities at the Calloway Creek Commercial Area
- Develop access alternatives and detours along the City portion of the North Tarrant Express (Loop 820)
- Optimize the sequence of North Tarrant Express construction, specifically the Iron Horse bridge, Rufe Snow bridge and Holiday Lane underpass
- Establish productive relations with TxDOT Fort Worth district
- Maintain productive relations with NTEMP and Bluebonnet Construction
- Obtain resolution on Boulevard 26 intersection improvements and TxDOT approval to proceed in 2011
- Obtain resolution on Mid Cities & Davis Boulevard intersection improvements and TxDOT approval to proceed in 2011
- Obtain resolution on Rufe Snow widening north of Mid Cities and TxDOT approval to proceed
- Establish plans and secure funds to expand Smithfield Rd and complete the Bridge St./Smithfield intersection along Davis Boulevard in accordance to the updated Thoroughfare Plan by 2012
- Continue to work with NCTCOG and the Innovative Finance Initiative to secure funding for ‘the TEX’ rail stations by 2012
- Establish plans, secure funds and obtain NTEMP and TxDOT approvals to add a 2nd Bedford-Euless Exit off-ramp in 2011
- Continue the NRH Mobility Team effort through 2015
- Implement wayfinding signage in central sector of the City by 2012
- Continue and expand the Shop NRH campaign
- Monitor existing business performance to ensure stable tax revenues
- Continue to utilize Buxton information to review and update targeted businesses for our community
- Update the Economic Development Strategic Plan
- Continue to encourage and refer entrepreneurs and small businesses to utilize SCORE and the Small Business Development Center (SBDC) for business counseling and SBA loan assistance
- Ensure undeveloped and vacant commercial property is properly marketed within the development and broker community
- Continue to implement the BIG program’s financial assistance for façade and signage improvements
- Continue participation in local, regional and national trade organizations to attract or retain retail based businesses and/or primary employers
- Continue to facilitate property acquisitions, property dispositions, tenant leases, tenant renewals and local incentive packages that increase taxable revenue

DEPARTMENT / DIVISION	FUND
ECONOMIC DEVELOPMENT – ADMINISTRATION	PROMOTIONAL

PROGRAM NAME

ECONOMIC DEVELOPMENT

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of staff	3.00	3.00	3.00
Budget Amount	$325,305.00	$455,916.00	$506,665.00
Gross retail square footage (in millions)	5.36 sq ft	5.37 sq ft	5.39 sq ft
Gross office square footage (in millions)	1.87 sq ft	1.89 sq ft	1.91 sq ft
Labor force	35,348	35,535	36,969
Total population	63,343	63,420	63,420
Total # of businesses	1,250	1,272	1,282
Outputs:			
Taxable commercial property value (in millions)	$736.00	$736.00	$740.00
"New" taxable commercial property value (in millions)	$2.42	$6.13	$4.00
Taxable business property value (in millions)	$268.42	$273.89	$280.00
Taxable residential property value (in millions)	$2,267.53	$2,272.74	$2,300.00
# Of new residential units	122	125	140
Total taxable sales (in millions)	$845.00	$856.00	$856.00
# Of new businesses	102	103	100
# Of closed businesses	79	81	90
# Of BIG program participants	8	10	12
# Of unique visitors to Economic Development website	3,512	6,377	7,014
# Of Economic Development website page views	25,250	53,552	58,907
# Of direct business visits	80	80	80
# Of Shop NRH participants	140	167	180
# Of Shop NRH website hits	50	52	55
Efficiency:			
Taxable property value per $1 Economic Development budget	$10,065.54	$7,213.52	$6,560.55
Taxable sales per $1 Economic Development budget	$2,597.56	$1,877.54	$1,689.48
# Of direct business visits per staff	40	40	40
# Of unique visitors to Economic Development website per day	10	17	19
# Of Economic Development website page views per day	69	147	161
Effectiveness:			
Taxable sales per person (total population)	$13,324.00	$13,342.00	$13,171.00
Taxable sales per business	$676,000.00	$672,956.00	$667,707.00
Single family appraised property value	$149,723.00	$149,930.00	$150,079.00
Outcomes:			
Taxable sales (increase/decrease)	Flat	+1.30%	Flat
Net business count	+23	+22	+10
Taxable commercial property (increase/decrease)	Flat	Flat	+0.50%
Taxable residential property value (increase/decrease)	Flat	+0.20%	+1.20%

DEPARTMENT	FUND
DONATIONS	DONATIONS

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Library	$55,596	$60,000	$63,383	$59,988
Animal Shelter	24,994	37,009	37,009	40,309
General Public Improvements	21,292	51,000	51,000	36,000
Municipal Court	0	3,000	3,000	3,000
Police Department	9,982	13,000	22,000	12,000
TOTAL	**$111,864**	**$164,009**	**$176,392**	**$151,297**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$0	$3,000	$3,000	$3,000
General Services	22,186	33,499	33,499	36,799
Maintenance	0	0	0	0
Sundry	2,808	3,510	3,510	3,510
Supplies	86,869	99,000	111,383	107,988
Capital	0	25,000	25,000	0
TOTAL	**$111,864**	**$164,009**	**$176,392**	**$151,297**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**0.00**	**0.00**	**0.00**	**0.00**

DEPARTMENT	FUND
POLICE	SPECIAL INVESTIGATIONS

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Forfeited Funds	$150,528	$286,700	$286,700	$234,500
MDT Maintenance	0	12,655	12,655	0
Radio Maintenance	0	14,258	14,258	0
AFIS Maintenance & Equipment	12,362	114,000	38,574	113,500
Locally Seized Funds	729	1,000	5,700	1,000
911/Telecom	81,630	69,000	95,353	120,000
State Forfeitures	0	63,300	63,300	63,300
LEOSE	0	0	0	18,604
TOTAL	**$245,248**	**$560,913**	**$516,540**	**$550,904**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$0	$0	$0	$0
General Services	27,643	69,400	69,400	49,400
Maintenance	22,989	51,758	61,758	38,000
Sundry	20,680	31,500	33,000	66,104
Supplies	42,850	132,455	132,655	104,900
Capital	131,085	275,800	219,727	292,500
TOTAL	**$245,248**	**$560,913**	**$516,540**	**$550,904**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**0.00**	**0.00**	**0.00**	**0.00**

DEPARTMENT	FUND
DRAINAGE UTILITY	DRAINAGE UTILITY

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Drainage Utility	$911,729	$855,034	$855,034	$798,721
TOTAL	**$911,729**	**$855,034**	**$855,034**	**$798,721**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$0	$0	$0	$0
General Services	0	0	0	22,000
Maintenance	0	0	0	0
Sundry	911,729	855,034	855,034	776,721
Supplies	0	0	0	0
Capital	0	0	0	0
TOTAL	**$911,729**	**$855,034**	**$855,034**	**$798,721**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**0.00**	**0.00**	**0.00**	**0.00**

DEPARTMENT	FUND
GAS DEVELOPMENT	GAS DEVELOPMENT

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
General Fund Operations	$0	$0	$0	$0
Preventive Street Maintenance	0	0	0	0
Golf Course Fund	0	0	0	0
Park Development Fund	0	0	0	0
Transfer to Capital Projects	0	0	0	439,843
Transfer to Debt Service	439,881	439,881	439,881	0
Other Expenditures	0	0	0	0
TOTAL	**$439,881**	**$439,881**	**$439,881**	**$439,843**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$0	$0	$0	$0
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	439,881	439,881	439,881	0
Supplies	0	0	0	0
Capital	0	0	0	439,843
TOTAL	**$439,881**	**$439,881**	**$439,881**	**$439,843**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
No Personnel				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**0.00**	**0.00**	**0.00**	**0.00**

DEPARTMENT / DIVISION	FUND
GAS DEVELOPMENT	GAS DEVELOPMENT

PROGRAM NAME

GAS DEVELOPMENT

DESCRIPTION / MISSION

The Gas Development Fund was created to ensure that the uses of revenues generated from gas exploration and production adhere to Council Policy. Property taxes, permitting fees and fines support which support General Fund activities are realized in that fund and are not considered here. Bonuses are one-time revenues paid for the right to access City land; bonuses are to be used for non-recurring projects and/or capital purchases. Royalties, leases and overrides generate ongoing but diminishing revenue streams and are to be used to temporarily offset the slow to recover sales tax revenues. Royalties, leases and overrides can also be used to augment or expand economic development programs with the realization that the additional support will diminish over time.

GOALS

- To adhere to Council policy on the Uses of Revenues from Gas Exploration/Production.

OBJECTIVES

- Use gas development revenues for strategic, one time purchases.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of properties leased for minerals	5	7	7
Acres leased for minerals	4 acres	5 acres	5 acres
Value Of Bonuses	$19,793	$26,250	$26,250

DEPARTMENT	FUND
TRAFFIC SAFETY	TRAFFIC SAFETY

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Contractor Payments	$548,762	$548,762	$600,997	$600,000
Program Administration	151,109	193,788	222,663	214,945
Traffic Enforcement	0	28,800	82,855	72,900
Pedestrian Safety	0	12,969	12,969	13,498
Traffic Signal Improvements	0	0	0	0
TOTAL	**$699,871**	**$784,319**	**$919,484**	**$901,343**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$123,107	$153,307	$155,222	$151,844
General Services	553,481	591,762	672,122	665,956
Maintenance	14,616	6,200	6,200	6,200
Sundry	0	1,250	85	1,443
Supplies	1,949	3,000	3,000	3,000
Capital	6,718	28,800	82,855	72,900
TOTAL	**$699,871**	**$784,319**	**$919,484**	**$901,343**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Technical Services Coordinator	0.75	0.75	0.60	0.25
Part-Time:				
Police Officer (PT-3)*	0.00	0.00	1.50	1.50
*Crossing Guard Supervisor (PT-1)**	0.00	0.00	0.48	0.48
Full-Time	0.75	0.75	0.60	0.25
Part-Time (Full-Time Equivalents)	0.00	0.00	1.98	1.98
TOTAL	**0.75**	**0.75**	**2.58**	**2.23**

*Positions added in FY11 but were not reflected on personnel summary.

DEPARTMENT / DIVISION	FUND
TRAFFIC SAFETY – TRAFFIC SAFETY	TRAFFIC SAFETY

PROGRAM NAME

TRAFFIC SAFETY

DESCRIPTION / MISSION

In an effort to improve traffic safety and reduce collisions at high traffic intersections, the City of North Richland Hills implemented a Red Light Photo Enforcement Program. The Traffic Safety Fund was created to ensure that the uses of revenues generated from Red Light Camera citations adhere to Council Policy and Texas State law.

GOALS

- To adhere to Council policy on the uses of Red Light Camera citation revenues. (Financial Stability)
- To improve traffic safety in the City of North Richland Hills by decreasing the number of red light runners and reducing collisions. (Efficient and Effective Transportation Systems)
- To educate motorists of the dangers of red-light running resulting in changed driver behavior. (Safety and Security)

OBJECTIVES

- Recover all allowed expenses and remit State of Texas 50% share of revenues after allowed expenses.
- Assess a civil penalty against the owners of vehicles that enter a monitored intersection after the light changes to red.
- Identify and fund proactive traffic safety programs within program guidelines.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of monitored intersections	7	7	7
# Of cameras	9	9	9
Program Coordinator	0.75	0.60	0.60
Crossing Guard Supervisor	0.48	0.48	0.48
P/T Officers FTE (# X .5)	1.50	1.50	1.50
Outputs:			
Total # of violations reviewed	15,976	15,675	15,988
Total # of violations issued	13,626	12,574	12,825
Amount of gross revenue received	$674,745.00	$872,000.00	$872,000.00
Amount of operating expenses	$699,871.00	$748,155.00	$756,031.00
Amount of total net revenue delegated to the texas trauma account	$0.00	$0.00	$0.00
Amount of total net revenue placed into the NRH traffic safety fund	($25,126.00)	$70,450.00	$58,076.00
Efficiency:			
% Of violations set for hearing officer	2.60%	2.80%	2.75%
% Of violations collected	66.00%	80.00%	80.00%
Effectiveness:			
% Of reduction in crashes at monitored intersections	54.00%	56.00%	58.00%
% Of reduction in crashes with injuries at monitored	59.00%	61.00%	63.00%

NRH

ENTERPRISE FUNDS

UTILITY FUND

The Utility Fund is used to account for the provision of water and wastewater services to the citizens of North Richland Hills. All activities necessary to provide such services are accounted for in this fund, including administration, operations, maintenance, financing, debt service, billing and collection. The operations of this fund are financed and operated similar to a private business enterprise, where the expenses (including depreciation) of providing services are recovered primarily through user charges.

AQUATIC PARK FUND

The Aquatic Park Fund is used to account for the revenues and expenses of NRH_2O, the City owned water park. All activities necessary to provide such services are accounted for in this fund.

Since NRH_2O opened in 1995, it has lived up to its name "The Formula for Family Fun." Almost every year, the park has exceeded attendance projections. Since opening, the park has added new attractions, resurfaced sidewalks, and improved the landscaping and irrigation system. The park offers water attractions such as a water roller coaster-type ride, wave pool, water slides, an endless river, children's area with interactive play structures, and lap pool. Also in the park are a gift shop, group pavilion, food service area, locker rental facility, and picnic area.

GOLF COURSE FUND

The City's Iron Horse Golf Course is an 18-hole Dick Phelps designed championship course traversing a hardwood forest and meandering over scenic creeks and under a railroad trestle. Rated in the Top 10 Municipal Golf Courses in the State of Texas by the Dallas Morning News, Iron Horse attracts an average of approximately 50,000 rounds of golf each year. Like the Utility and Aquatic Park Funds, the Golf Course is operated as an enterprise fund and is self-supporting by the revenue it generates. Expenses are recovered primarily from green fees and sales.

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DEPARTMENT	FUND
CITY MANAGER	UTILITY

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Administration	$274,945	$265,586	$268,546	$271,927
TOTAL	**$274,945**	**$265,586**	**$268,546**	**$271,927**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$258,278	$244,458	$247,418	$250,356
General Services	0	0	0	0
Maintenance	0	0	0	0
Sundry	15,486	15,881	15,881	16,324
Supplies	1,181	5,247	5,247	5,247
Capital	0	0	0	0
TOTAL	**$274,945**	**$265,586**	**$268,546**	**$271,927**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
City Manager*	0.50	0.50	0.50	0.50
Assistant City Manager*	0.40	0.40	0.40	0.40
Executive Secretary*	0.50	0.50	0.50	0.50
Part-Time:				
* Position partially funded in this activity.				
Full-Time	1.40	1.40	1.40	1.40
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**1.40**	**1.40**	**1.40**	**1.40**

DEPARTMENT / DIVISION	FUND
CITY MANAGER – ADMINISTRATION	UTILITY

PROGRAM NAME

QUALITY COMMUNITY DEVELOPMENT AND REVITALIZATION

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Quality Community Development and Revitalization is one of the nine goals established by the Council. Quality Community Development and Revitalization seeks to revitalize older areas of the City (commercial and residential), promote active reuse of both commercial and residential properties, prevent the decline of existing residences and businesses, protect and maintain property values, and reinvest in the community though development.

GOALS

- To complete build out strategy.
- To expedite redevelopment of Calloway Creek Commercial Area.
- To implement Loop 820 study objectives.
- To implement Boulevard 26 Study.
- To revitalize residential neighborhoods.
- To create rail station land use development plan.
- To ensure compliance with quality housing standards.

OBJECTIVES

- Provide redevelopment incentives/opportunities for potential owners or developers.
- Complete intersection improvements along Boulevard 26.
- Bury utilities along the North Richland Hills' side of Boulevard 26.
- Continue funding sidewalk replacement/construction program.
- Continue to focus the Preventive Street Maintenance Program on concentrated areas of deteriorated streets in the City's neighborhoods.
- Continue the expanded Neighborhood Initiative Program.
- Continue to seek CDBG funding.
- Utilize the Substandard Building Board in addressing/eliminating substandard structures within the City.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of new businesses in NRH	102	105	105
# Of new public facilities completed	0	1	0
# Of Neighborhood Initiative Program projects requested	91	113	123

DEPARTMENT / DIVISION	FUND
CITY MANAGER – ADMINISTRATION	UTILITY

PROGRAM NAME

EFFICIENT AND EFFECTIVE TRANSPORTATION SYSTEM

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Providing an Efficient Effective Transportation System is one of the nine goals established by the council. Efficient and Effective Transportation System involves maintaining quality streets, effective use of rail as link to the Metroplex, expanding use of trails as a mode of transportation, reducing congestion on major interstate/highways, improving traffic safety and seeking additional funding sources for projects related to transportation.

GOALS

- To maintain leadership role on regional transportation issues.
- To continue to address congestion and street conditions as it relates to local traffic flow.
- To ensure future local rail stations.
- To coordinate Loop 820 expansion with multi-modal transportation needs.

OBJECTIVES

- Continue to be active and maintain leadership roles in RTC, TRTC, STTC, I-35 Coalition and TEX-21.
- Continue to fund the preventive street maintenance program at the current level and expand when possible.
- Continue to look for and support other revenue sources to support regional rail in North Richland Hills through lobbying efforts.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Amount of funding for Preventive Street Maintenance Program	$800,000	$800,000	$800,000
Outputs:			
Mileage of street lanes receiving preventative maintenance	21 miles	21 miles	21 miles
# Of trips by NRH citizens using NETS	5,351	5,400	5,450
Efficiency:			
% Of projects completed within the allotted amount of time	100.00%	100.00%	100.00%
Effectiveness:			
Average condition rating of streets (0-100 with 100 being excellent)	80	80	80
Outcomes:			
% Of citizens rating the city traffic flow as good or excellent	44.00%	59.80%	60.00%
% Of citizens rating signal timing as good or excellent	60.00%	56.10%	60.00%

DEPARTMENT / DIVISION	FUND
CITY MANAGER – ADMINISTRATION	UTILITY

PROGRAM NAME

SAFETY AND SECURITY

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Safety and Security is one of the nine goals established by the Council. Safety and Security seeks to lower the crime rate and fire loss, receive a favorable ISO rating, provide a sense of safety for all that live and visit our City, provide safe schools and communities for youth, maintain an active law enforcement presence in the community, achieve better response times, and maintain overall safe streets.

GOALS

- To maintain low response time.
- To maintain low crime rate.
- To provide effective and efficient police, fire and emergency medical services.
- To engage community in public safety programs and initiatives.
- To maintain the City's ability to respond to all large scale emergencies.
- To implement shared regional core public safety services where possible.

OBJECTIVES

- Continue to monitor all phases of response times and improve them where possible.
- Continue to provide and maintain state of the art public safety communications.
- Provide quarterly live fire training for all operating fire fighters.
- Hold Police Department Community Meetings.
- Continue training staff to meet all federal and state guidelines for emergency management operations.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of outdoor warning siren tests	362	360	364
# Of total calls for EMS response	4,832	4,824	4,900
# Of structure fire response	69	75	75
# Of police responses to priority 1 calls for service.	720	698	712
# Of police responses to priority 2 calls for service.	7,182	6,989	7,129
Efficiency:			
# Of EMS responses per 1,000 population	76	76	77
Response times (fire)	5 min	5 min	5 min
Response times (police):			
Priority 1	5 min	5 min	5 min
Priority 2	7 min	7 min	8 min
Effectiveness:			
Amount of loss per structure fire	$16,620.00	$10,473.00	$10,741.00

DEPARTMENT / DIVISION	FUND
CITY MANAGER – ADMINISTRATION	UTILITY

PROGRAM NAME

FINANCIAL STABILITY

DESCRIPTION / MISSION

During the Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Financial Stability entails creating a self sustaining local economy, diversifying the tax base, attracting high quality businesses along major corridors, maintaining the tax rate, maintaining a good bond rating, maintaining strong fund balances, maintaining reserves for capital projects, providing cost effective and quality delivery of quality services and effectively utilizing community resources.

GOALS

- To continue pay-as-you go where possible.
- To maintain a stable tax rate and predictable income stream.
- To update the long-range financial plan annually.
- To maintain cash reserve policies.
- To maximize grant funding.
- To identify and evaluate funding alternatives for achieving our strategic vision.

OBJECTIVES

- Evaluate the ability to pay-as-you-go versus financing of capital expenditures, using cash when available and practical.
- Continue aggressive debt payment structure to ensure a manageable debt property tax rate.
- Regularly monitor financial markets for opportunities to refinance existing debt to save interest expense.
- Evaluate the effect of all operating and capital expenditures on the property tax rate and user fees.
- Continue to standardize equipment when possible.
- Continue to maintain/build cash reserves.
- Seek grant funding where feasible for all departments.
- Identify all possible revenue sources for existing and proposed programs.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Efficiency:			
Property tax rate	57¢	57¢	61¢
Outcomes:			
Bond Ratings:	AA+	AA+	AA+
Standard & Poor's	Aa2	Aa2	Aa2
Moody's			

DEPARTMENT / DIVISION	FUND
CITY MANAGER – ADMINISTRATION	UTILITY

PROGRAM NAME

POSITIVE CITY IMAGE

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Positive City Image is one the nine goals set by Council. Positive City Image involves continuing the communication flow to citizens, construction of new public facilities, and focusing on and recognizing City successes.

GOALS

- To enhance public information initiatives.
- To continue and enhance communication flow with citizens.
- To maintain quality public facilities.
- To focus on and recognize City successes.
- To promote and initiate environmentally responsible programs.
- To enhance Public Art Program.
- To increase regional awareness of our positive city image.
- To implement the facilities study.

OBJECTIVES

- Continue to foster a positive relationship with all local media outlets and to encourage fair media coverage of our community.
- Conduct a Citizen Survey to measure residents' opinions about our community and city services.
- Evaluate new electronic and internet based communications tools (such as Facebook, Twitter, e-newsletters, blogs, etc.) and implement those found to be practical and effective for the City.
- Continue to foster an environment for positive customer service and provide customer service training for employees who have high public contact.
- Continue to educate employees on city and departmental policies and procedures.
- Submit City initiatives to multiple organizations for awards and other recognition.
- Continue to look for and implement energy saving ideas.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of city newsletters	3	3	3
# Of utility bill inserts produced	22	24	24
# Of social media sites maintained	4	4	4
# Of press releases issued	21	14	20
# Of weekly calendars produced	52	52	52
# Of Neighborhood Initiative Program projects requested	91	113	123
Efficiency:			
% Of special events promoted	100.00%	100.00%	100.00%
% Of website updated with current information	100.00%	100.00%	100.00%
Outcomes:			
% Of those who use the web site who found the information they	N/A	95.50%	N/A
% Of citizens who said they get enough information about city programs and services	N/A	87.20%	N/A

DEPARTMENT / DIVISION	FUND
CITY MANAGER – ADMINISTRATION	UTILITY

PROGRAM NAME

A SENSE OF COMMUNITY

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. A Sense of Community is one of the nine goals established by the Council. A Sense of Community involves promoting recreational, leisure, cultural and educational activities. It also provides a strong Library as well as quality parks, open space and trails. A Sense of Community also involves support and partnerships with the community, recognizing the City facilities and amenities are regional resources, and providing a mix of amenities for citizens and businesses.

GOALS

- To complete and implement trails plan.
- To enhance parks and recreation facilities and programs at current high level.
- To encourage volunteerism and community wide involvement.
- To maintain cultural arts program.
- To promote life long learning through library services.
- To prepare for demographic changes to maintain our sense of community.

OBJECTIVES

- Initiate the construction of the Little Bear Creek and Calloway Branch Trail Projects.
- Design and construct the Recreation Center.
- Continue the implementation of the Park, Recreation and Open Space Master Plan.
- Improve aesthetics of Iron Horse.
- Continue to add attractions and improvements at NRH2O to keep the park updated and appealing to citizens of NRH and the region.
- Continue with A Night of Holiday Magic.
- Promote/increase health and wellness programs.
- Continue recognizing community leaders, businesses and employees at city facilities and events.
- Continue offering special events for the community including Easter in the Park, Hoot N Howl, Veterans Day, etc.
- Continue to collaborate with community partners on events, programming and volunteers.
- Attract new users to the NRH Library and provide them with state-of-the-art services and materials.
- Continue to offer a wide variety of programming to seniors that includes cultural, educational, and active endeavors.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of visits to the library	287,138	292,000	295,000
# Of Night of Holiday Magic events	1	1	1
# Of outdoor concerts	4	4	4
Outcomes:			
% Of ctizens, polled in the citizen survey, that rated NRH parks maintenance as excellent or good	N/A	95.00%	N/A
% Of citizens, polled in the citizen survey, that rated the library service as excellent or good	N/A	98.00%	N/A
% Of citizens, polled in the citizen survey, who participated in recreational programs and rated them as excellent or good	N/A	88.40%	N/A

DEPARTMENT / DIVISION	FUND
CITY MANAGER – ADMINISTRATION	UTILITY

PROGRAM NAME

TARGETED ECONOMIC DEVELOPMENT

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Targeted Economic Development is one of the nine goals established by the Council. Targeted Economic Development focuses the City's economic development incentives on specific geographic areas and business sectors to enhance the impact.

GOALS

- To attract the types of businesses we want to our community.
- To promote diversity in economic development.
- To encourage developers to maximize use of existing real estate and locations (e.g. Loop 820, Blvd. 26, Cotton Belt, existing buildings and real estate).
- To have proactive strategic land acquisition and management.

OBJECTIVES

- Research market to determine business opportunities.
- Work with businesses to assist in finding locations within our City.
- Maintain inventory of available, non residential tracts and vacant buildings.
- Continue BIG program.
- Manage property acquisitions, dispositions and incentives that increase taxable revenue.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
Amount Of total taxable sales (millions)	$836 M	$836 M	$836 M
# Of new businesses	102	105	105
# Of BIG Program participants	8	10	12

DEPARTMENT / DIVISION	FUND
CITY MANAGER – ADMINISTRATION	UTILITY

PROGRAM NAME

LOCAL AND REGIONAL LEADERSHIP

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Being a local and regional leader on issues affecting the City and the region is one of the eight goals established by the Council. Local and regional leadership involves understanding that many issues affecting the City also affect neighboring communities and certain issues cannot be resolved without regional cooperation. By being a regional leader the City can ensure the City's and the region's needs are addressed.

GOALS

- Continue to be involved on committees setting direction for the region.
- Build and maintain relationships that influence decisions in areas where we have an interest.
- Promote service and involvement that brings prominence as leaders that influence the direction in key issues.
- Lead by example, do it better.
- Maintain leadership role on legislative issues.

OBJECTIVES

- Maintain active participation in regional committees.
- Continue encouraging employee relationships and leadership positions in professional organizations.
- Provide staff support services to Mayor and Council and their regional leadership roles.
- Participate in regional efforts involving state and federal legislation that can impact our city and area.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of regional intergovernmental groups participated in	56	56	56
# Of professional organizations participated in	135	135	135
# Of legislative trips to Austin and DC	8	3	8
Effectiveness:			
# Of leadership positions in regional groups	12	12	12
# Of leadership positions in professional organizations	24	24	24

DEPARTMENT / DIVISION	FUND
CITY MANAGER – ADMINISTRATION	UTILITY

PROGRAM NAME

EFFICIENT AND EFFECTIVE DELIVERY OF CITY SERVICES

DESCRIPTION / MISSION

During the biannual Goals Setting Work Session, the City Council establishes goals for the City of North Richland Hills. Providing Efficient and Effective Delivery of City Services is one of the nine goals established by the council. Efficient and Effective Delivery of City services includes maintaining quality public facilities, addressing critical municpal facility needs, maintaining a workforce that can meet both current and future needs and exploring ways to improve efficiency and effectiveness through shared services.

GOALS

- Maintain quality public facilities.
- Adress critical present and future municipal facility needs.
- Maintain an effective workforce and infrastructure that can meet current and future needs.
- Explore improved efficiency, cost savings, and effectiveness through shared services.

OBJECTIVES

- Continue to maintain city facilities beyond the city's current standards
- Continue to assess the current and present facility needs
- Continue to hire and maintain a quality, motivated workforce
- Continue to explore opportunities for shared services with our neighboring communities

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
Funds expended on new facilities and projects	$354,383.00	$196,960.00	$745,920.00
Other funds expended on facility projects	$68,039.00	$48,657.00	$55,000.00
# Of facility projects completed	24	35	25
# Of facilities where projects were completed	19	24	15
Multi City Wayfinding Program Completed	0	1	0
Shared Jail and Detention Services Agreement	0	1	0

DEPARTMENT	FUND
PUBLIC WORKS	UTILITY

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Water	$12,343,253	$12,481,621	$12,553,109	$13,192,952
Sewer	5,127,433	5,546,959	5,557,065	5,746,299
Development	763,719	823,683	831,162	831,833
Right-of-Way Maintenance	118,460	200,000	200,000	200,000
Franchise Fees	869,180	782,244	788,196	837,786
Joint Use Pump	74,550	134,688	176,433	134,688
Indirect Costs	1,719,707	1,760,980	1,805,692	1,885,143
TOTAL	**$21,016,301**	**$21,730,175**	**$21,911,657**	**$22,828,701**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$2,922,963	$3,133,338	$3,163,717	$3,245,007
General Services	13,035,364	13,059,574	13,075,181	13,759,581
Maintenance	1,672,988	1,932,255	1,937,931	2,089,448
Sundry	2,911,986	2,889,918	2,940,582	3,085,060
Supplies	454,307	605,843	684,999	597,400
Capital	18,693	109,247	109,247	52,205
TOTAL	**$21,016,301**	**$21,730,175**	**$21,911,657**	**$22,828,701**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Managing Director*	0.25	0.25	0.25	0.25
Assistant Public Works Director*	0.25	0.25	0.00	0.00
City Engineer*	0.00	0.00	0.25	0.25
Public Works Operations Mgr.*	0.50	0.50	0.50	0.50
Utility Superintendent	1.00	1.00	1.00	1.00
Administrative Secretary*	0.50	0.50	0.50	0.50
Secretary	1.00	1.00	1.00	1.00
Customer Service Clerk	1.00	1.00	1.00	1.00
Utility Supervisor	2.00	2.00	2.00	2.00
Crewleader	11.00	11.00	11.00	11.00
Maintenance Worker II	9.00	9.00	9.00	9.00
Maintenance Worker I	5.00	5.00	5.00	5.00
SCADA Technician	1.00	1.00	1.00	2.00
Supervisor	1.00	1.00	1.00	1.00
Environmental Coordinator (Wastewater Tech)	1.00	1.00	1.00	1.00
Engineer Associate*	0.33	0.33	0.00	0.00
Civil Engineer*	0.33	0.33	0.66	0.66
Construction Inspector	2.00	2.00	2.00	3.00
Director of Planning & Development*	0.50	0.50	0.50	0.50
Chief Planner*	0.10	0.10	0.00	0.00
Senior Planner	0.00	0.00	0.10	0.10
Assistant Planner*	0.10	0.10	0.10	0.10
Customer Service Assistant	1.00	1.00	1.00	1.00
Construction Inspector Supervisor	1.00	1.00	1.00	0.00
Part-Time:				
Engineering Aide	0.50	0.50	0.50	0.50
* Positions partially funded in this activity.				
Full-Time	39.86	39.86	39.86	40.86
Part-Time (Full-Time Equivalents)	0.50	0.50	0.50	0.50
TOTAL	**40.36**	**40.36**	**40.36**	**41.36**

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – WATER	UTILITY

PROGRAM NAME

WATER OPERATIONS

DESCRIPTION / MISSION

The Public Works Water Operations Division is responsible for providing the City's 18.2 square mile service area with a safe, reliable water distribution system. The water distribution system is comprised of approximately 366 miles of various size water lines, 2,145 fire hydrants, 7,214 valves, 4 elevated storage tanks, 4 ground storage tanks, 4 potable wells, 7 irrigation wells, and 5 booster pump stations. The systems total storage capacity is 16 million gallons. In addition, North Richland Hills provides wholesale water service to the City of Watauga, which has an approximate service area of 4.5 square miles and uses an average of 1,000 MG a year. Our mission is to provide safe quality water to our community and to exceed the minimum standards required by the Texas Commission on Environmental Quality (TCEQ). This is done by providing excellent customer service in a professional manner, accepting accountability and promoting water resource conservation through education and public awareness as well as consistently monitoring and analyzing the system to anticipate future water supply needs of the community.

GOALS

- To maintain a safe and reliable water distribution system that meets or exceeds all federal, state and local regulations. (Safety and Security)
- To minimize unbillable water loss. (Financial Stability)
- To ensure adequate water pressure is delivered throughout the City for fire protection. (Safety and Security)
- To prepare and plan for emergency operations for catastrophic conditions. (Safety and Security)
- To maintain public confidence in drinking water. (Positive City Image)

OBJECTIVES

- Maintain standard number of minutes (30) to respond to complaints and water leaks.
- Maintain and upgrade pump station operational components such as valves, pumps, motors, and tank structures.
- Perform Leak Detection Program year around to identify and repair previously undetectable water leaks and reduce unbillable water loss.
- Perform Unidirectional Flushing Program to ensure water quality assurance.
- Continue to regulate water conservation methods and enforce current ordinance requirements.
- Perform 10-year meter and transponder replacement program.
- Inspect and maintain valve and fire hydrants to ensure adequate operation for fire protection and water quality assurance.
- Maintain preparedness for electrical configuration at water pump stations to allow for the use of auxiliary power in the event of loss of primary power supply.
- Continue customer job survey evaluation program to work on improving interaction and communications with those affected with impact of utility maintenance and repairs.
- Develop and distribute Consumer Confidence Reports and implement new and additional public awareness on web page.
- Educate public on water conservation awareness to preserve water supply for future generations.
- Maintain positive attitude when dealing with citizens and encourage feedback for improving operations.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Amount of division budget – excludes water purchases	$5,080,503.00	$5,519,822.00	$5,665,577.00
Amount of water purchases (TRA / Fort Worth)	$8,842,147.00	$8,640,950.00	$7,955,351.00
Water purchased (TRA / Fort Worth) (in gallons)	4,153,235,190	4,236,299,893	4,321,025,890
# Of field operation employees	16.00	18.00	18.00
Amount of overtime	$117,240.00	$102,000.00	$105,000.00
# Of safety meetings (monthly meetings)	12	12	12
Amount of telemetric meter replacement program	$350,000.00	$350,000.00	$350,000.00
# Of job post surveys issued to the public	348	350	350
Outputs:			
# Of water storage tanks inspected/maintained (each)	8	8	8
# Of pump stations maintained (each)	5	5	5
# Of water main breaks repaired installed or replaced (each)	130	80	80
# Of water meters installed (each)	1,560	2,000	2,000
# Of telemetric transponders changed/installed (each)	1,550	1,600	1,600
# Of fire hydrants maintained/repaired (each)	210	350	500
# Of water valves maintained, repaired, installed (each)	1,883	2,000	2,000

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – WATER	UTILITY

PROGRAM NAME

WATER OPERATIONS

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs continued:			
# Of dead end mains flushed (each)	1,650	1,650	1,650
Metered water (NRH only) (in gallons)	3,735,814,110	3,810,530,392	3,886,740,999
# Of monthly testing for auxiliary power operations at pump stations	12	12	12
# Of water conservation (web posting each)	3	3	3
# Of water leaks identified through leak detection program	13	15	20
Efficiency:			
# Of customer accounts per employee (note that 485 is national median of awwa benchmarking)	1,282	1,300	1,300
Amount of estimated replacement value of water system (in millions)	$178.44 Million	$182.01 Million	$185.65 Million
Gallons of Unmetered water	60.53 Mil. Gal.	60.00 Mil. Gal.	60.00 Mil. Gal.
Gallons of estimated water loss due to main breaks	43.07 Mil. Gal.	42.00 Mil. Gal.	40.00 Mil. Gal.
Gallons of Water loss due to flushing	17.20 Mil. Gal.	17.00 Mil. Gal.	17.00 Mil. Gal.
Gallons of Facility water usage	99.16 Mil. Gal.	99.30 Mil. Gal.	99.30 Mil. Gal.
Gallons of unauthorized usage/unmetered water	246,698	246,000	246,000
Average # of minutes to respond to complaints	30 mins	25 mins	25 mins
Average repair time for water main breaks	6 hours	5 hours	5 hours
Effectiveness:			
Rate of distribution system water unaccounted loss (9.6% is	1.00%	1.00%	1.00%
# Of taste and odor complaints	52	60	60
# Of employee time off due to on-the-job injury (hours)	93 hours	100 hours	100 hours
% Of fire hydrants maintained in the city (AWWA and TCEQ recommend annual maintenance on 100%)	10.00%	25.00%	30.00%
% Of water valves maintained in the city (AWWA recommends all valves inspected every 2 to 3 years)	26.00%	30.00%	40.00%
% Of unidirectional flushing program performed	100.00%	100.00%	100.00%
Average score from homeowner job surveys (1 = poor to 3 = excellent)	3	3	3
# Of customers personally informed/educated on water restrictions. (The City provides public speaking at area schools and several free water conservation educational pamphlets available at the Utility Billing and Utility Maintenance facilities year round)	165	170	170

*Due to budget restrictions for FY 2010/11 department did not fill 2 vacant positions.

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – SEWER	UTILITY

PROGRAM NAME

WASTEWATER OPERATIONS

DESCRIPTION / MISSION

Public Works Wastewater Operations Division is responsible for providing the City's 18.2 square mile service area with a safe, reliable system for the collection and disposal of wastewater. The wastewater collection system is comprised of approximately 300 miles of various size lines. The collection system also has approximately 5,175 manholes and 2 mechanical lift stations. Our mission involves a commitment to maintaining a superior wastewater service that focuses on the interest of the City, the citizens it serves, and the protection of the environment. Comprehensive training, constant monitoring and assessment of the collection system provide for an efficient and accountable operation. In addition, newly developed standards and technologies are routinely explored for cost effectiveness and improved service.

GOALS

- To maintain a safe and reliable wastewater collection system that meets or exceeds all federal, state and local regulations with safe methods. (Safety and Security)
- To decrease infiltration and inflow (I & I) to the collection system. (Financial Stability)
- To prepare and implement emergency operations for catastrophic conditions. (Safety and Security)
- To maintain public confidence in wastewater maintenance and reliability. (Positive City Image)
- To continue to be in compliance with the City's Sanitary Sewer Overflow (SSO) Initiative Program with the Texas Commission on Environmental Quality (TCEQ). (Safety and Security)

OBJECTIVES

- Maintain standard number of minutes (30) to respond to complaints and wastewater backups during normal business hours.
- Continue the identification process and repairs to known or suspected points in the collection system, which have been compromised.
- To decrease Inflow and Infiltration (I&I) to the collection system by performing manhole and cleanout repairs and replacements identified in the sanitary sewer assessment study performed in the southern portion of the City.
- Maintain program system to ensure routine cleaning of at least 40% of the wastewater collection system lines annually, and cleaning all noticed trouble spots on a monthly basis.
- Utilize flow meter devices to monitor inflow/infiltration in the wastewater collection system to make necessary repairs to points of entry.
- Maintain preparedness for electrical configuration at sewer lift stations to allow for the use of auxiliary power in the event of loss of primary power supply.
- Maintain positive attitude when dealing with citizens and encourage feedback for improving operations.
- Meet annual reporting requirements for the SSO Initiative Program.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Amount of budget (operating excludes FTW/TRA cost for sewer)	$1,965,632.00	$2,237,878.00	$2,330,070.00
Amount of sewer treated (in gallons)	1,846,247,776	1,900,000,000	1,950,000,000
Total cost of sewer treatment (FTW/TRA)	$4,122,296.00	$4,332,069.00	$4,447,624.00
# Of field operations employees	9.00	10.00	10.00
Amount of overtime	$30,666.00	$30,000.00	$30,000.00
# Of safety meetings (monthly meetings)	12	12	12
# Of test and maintenance checks on auxiliary power generators (monthly checks)	12	12	12
# Of job surveys issued to the public to evaluate utility crews job performance on sewer related excavations in their neighborhood or on their property	27	50	60
Outputs:			
% Of wastewater collection system line cleaning	43.00%	43.00%	50.00%
Wastewater lines installed/replaced (feet)	731 ft	1,000 ft	1,000 ft
Total wastewater stoppages	347	380	400
% Of wastewater stoppages due to poor system conditions	26.00%	30.00%	32.00%
# Of manholes inspected	487	550	600
# Of Manholes installed/repaired	166	180	200
Wastewater lines TV inspected (feet)	35,596 ft	37,000 ft	40,000 ft
% Of SSO agreement plan with TCEQ reporting parameters met	100.00%	100.00%	100.00%
Storm Drain lines TV inspected (feet)	715 ft	1,000 ft	1,000 ft
# of manhole and clean out repairs and replacements at identified sources of Inflow & Infiltration	131	150	200

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – SEWER	UTILITY

PROGRAM NAME

WASTEWATER OPERATIONS

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Efficiency:			
Ratio of customer connections per employee (national median is 467 of AWWA benchmarking)	2,280	2,051	2,051
Average response time to calls concerning wastewater problems in homes or businesses (in minutes):			
Normal business hours	30 mins	30 mins	30 mins
After hours (nights/weekends)	60 mins	60 mins	60 mins
Average cost per miles of sewer lines maintained	$8,704.00	$8,878.00	$9,056.00
Estimated replacement value of sewer system	$91,915,128.00	$93,753,430.00	$95,628,498.00
Effectiveness:			
Wastewater overflow rate (SSO) (calculation – 100 x overflows/miles of piping. Note that 4.3 is national median of AWWA benchmarking)	10.0	10.0	10.5
# Of employee time off due to on-the-job injury (in hours)	329 hours	100 hours	100 hours
Average homeowner grade of maintenance operation. Post construction comment forms left at homeowners. (1=poor to 3=excellent)	3	3	3

*Due to budget restrictions for FY 2010/11 department did not fill 1 vacant position.

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – SEWER	UTILITY

PROGRAM NAME

ENVIRONMENTAL REGULATIONS MANAGEMENT PROGRAM

DESCRIPTION / MISSION

This program is designed to meet all local, state and federal environmental regulations as it relates to the wastewater utility industry. This program will administer the wastewater pretreatment program, cross-connection control, backflow prevention program, grease and oil management program and the storm water management program.

GOALS

- To meet or exceed all local, state, and federal water and wastewater environmental regulations. (Safety and Security)
- To control pollutants in wastewater collection system which in turn will reduce treatment cost. (Financial Stability)
- To maintain integrity of water distribution system by ensuring no contaminants allowed to backflow from water users to City system. (Safety and Security)
- To regulate and monitor all required grease and oil traps and minimize potential stoppages in the wastewater collection system. (Safety and Security)
- To minimize inflow into the Wastewater Collection system and reduce the amount of wastewater treated. (Financial Stability)
- To protect water quality and satisfy the appropriate water quality of the U.S. Clean Water Act. (Safety and Security)

OBJECTIVES

- Monitor and regulate all significant industrial users for categorical pretreatment pollutants discharging to the City's wastewater collection system.
- Monitor entities that discharge to wastewater collection system to ensure proper revenue generation for payment of treatment cost.
- Ensure registration of certified backflow prevention testers with Planning and Inspection Department to maintain protection of water distribution system.
- Monitor and regulate all required backflow prevention devices to ensure testing is completed within specified time parameters.
- Monitor and regulate all required grease and oil trap devices to ensure minimal risk discharges into the Wastewater Collection System.
- Inspect and correct inflow into the Wastewater Collection System by identifying sewer clean out deficiencies in the City.
- Reduce the discharge of pollutants to "maximum extent practicable" by using Best Management Practices from the City's Storm Water Management Plan.
- Educate the citizens, businesses, and staff on the proper disposal of fats, oils, and grease to reduce the impact of FOG into the sanitary sewer system.
- Monitor and report all city owned water well usage to the Northern Trinity Groundwater Conservation District.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
PW - Wastewater Technician hours	2,080 hours	2,080 hours	2,080 hours
Outputs:			
Hours of time spent training city staff (also includes time spent in public education outreach programs)	400 hours	500 hours	500 hours
# Of hours on semi-annual reports to TCEQ for wastewater regulation compliance	60 hours	60 hours	60 hours
Hours of field testing and sampling	45 hours	100 hours	115 hours
# Of investigate/review illicit discharge incidents (each)	2	5	5
# Of review of compliance letters (each)	30	50	65
# Of wastewater testing done (each)	50	115	115
# Of investigative/reporting of sanitary sewer overflows (sso's	20	60	40
# Of significant industrial users (SIU) inspections (each)	3	3	3
# Of inspection of customer clean out devices (each)	35	50	50
# Of reviews for wastewater laboratory reports (hours)	60	60	60
# Of hours of flow-monitoring performed and reviewed	100	300	300
Annual hours spent on storm water management report	160 hours	160 hours	160 hours
Hours of time spent monitoring water well usage	10 hours	50 hours	50 hours

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – SEWER	UTILITY

PROGRAM NAME

ENVIRONMENTAL REGULATIONS MANAGEMENT PROGRAM

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Efficiency:			
# Of class surcharge tests performed	2	5	5
# Of backflow prevention devices report reviewed for compliance (each)	240	240	230
# Of liquid waste trip tickets reviewed (each)	350	350	420
Effectiveness:			
% Of reduction of inflow into wastewater collection system	1.00%	3.00%	3.00%
# Of problem areas identified from flow-monitoring data	6	10	10
% Of grease/oil products reduction in the wastewater collection system	0.00%	5.00%	5.00%
# Of water contamination due to backflow incidents (0 is excellent)	0	0	0
# Of clean water act violations (0 is excellent)	0	0	0
% Of city department's BMP goals met for the storm water management plan	100.00%	100.00%	100.00%

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – CONSTRUCTION	UTILITY

PROGRAM NAME

UTILITY CONSTRUCTION

DESCRIPTION / MISSION

The Utility Construction Program provides a safe and efficient program for construction of water, sewer and drainage pipelines in the City. This program replaces old 2-inch and 4-inch water mains with 6-inch and larger mains to provide adequate pressure and fire hydrant coverage to areas that are currently without adequate coverage. The program also consists of the replacement of water mains that are old and have a high operation and maintenance (O&M) cost.

GOALS

- To efficiently install or replace water, wastewater and storm sewer facilities utilizing the most current construction methods in a professional and safe manner. (Safety and Security)
- To improve the utility infrastructure by replacing old pipelines that are undersized and/or have high operating and maintenance costs. (Financial Stability)
- To increase the water system capacity and provide adequate volume for fire protection through replacement of 2" and 4" water lines with 6" & 8" water lines. (Safety and Security)
- To maintain and improve the City's ability to respond to large scale emergencies through the replacement of old fire hydrants and increasing the number of new fire hydrants in the system. (Safety and Security)
- To maintain customer service by providing multiple avenues of communication from residents Satisfaction surveys, phone contact, e-mail, City website. (Positive City Image)

OBJECTIVES

- Keep construction sites "cleaner" than private sources by use of customer feedback.
- Have all Construction Division employees attend monthly general workplace safety meetings.
- Develop utility construction crew employee methods, procedures or techniques to become more productive and efficient.
- Develop priority schedules within the 5 year funding plan for replacement of problematic/undersized water and sewer lines in the City.
- Provide City contact name, telephone number and address in all project notification letters and encourage citizens to express their needs and concerns.
- Decrease the number of sanitary sewer overflows in the city by replacing old and broken vitrified clay sewer mains with PVC.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of man hours worked (includes vacancy hours)	14,560 hours	14,560 hours	14,560 hours
Amount of overtime expenditure	$8,997.00	$9,000.00	$9,000.00
Amount of salaries (regular and overtime, plus benefits)	$449,372.00	$443,686.00	$461,433.00
Amount of parts, supplies and rental equipment	$181,182.00	$185,476.00	$201,695.00
Amount of overhead (uniforms, vehicle maintenance, etc.)	$137,398.00	$150,838.00	$156,872.00
Superintendent's time in the field (hours)	1,414 hours	1,414 hours	1,414 hours
Superintendent's time in the field (percentage)	68.00%	68.00%	68.00%
Outputs:			
Linear feet of PVC water line installed	7,312 ft	8,050 ft	8,450 ft
Linear feet of PVC sanitary sewer line installed	1,056 ft	1,154 ft	1,050 ft
Linear feet of sub-surface drain line installed	0 ft	0 ft	0 ft
# Of water valves installed/replaced	32	34	34
# Of fire hydrants installed/replaced	8	10	10
# Of manholes installed	6	4	4
Linear feet Of 2",4", 6" & 8" main lines abandoned due to main line replacement	8,368 ft	9,204 ft	9,500 ft
# Of construction safety meetings attended	16	16	16
# Of customer water meter replacements	200	200	200
% Of project scheduling of asset replacement complete (10 year plan)	100.00%	100.00%	100.00%
Efficiency:			
Amount of construction division's cost to replace 6" pvc water line (per linear feet)	$88.00	$90.00	$92.00

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – CONSTRUCTION	UTILITY

PROGRAM NAME

UTILITY CONSTRUCTION

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Efficiency continued:			
Amount of industry average to replace 6" pvc water line per bid tabulation report (per linear feet)	$118.00	$121.00	$124.00
Amount of construction division's cost to replace 6" pvc sewer line (per linear feet)	$75.00	$80.00	$82.00
Amount of industry average to replace 6" pvc sewer line per bid tabulation report (per-linear feet)	$101.00	$108.00	$111.00
Effectiveness:			
Total amount of expenditures for utility construction	$767,952.00	$780,000.00	$820,000.00
Amount of contractor expenditures for the same construction	$1,036,735.00	$1,053,000.00	$1,107,000.00
Average homeowner grade of construction operation (post construction comment forms left to home owners, 1=poor to 5=excellent).	4.70	4.80	4.80
% Of savings using NRH construction division versus a contractor	35.00%	35.00%	35.00%

*Position was vacant during the first quarter of FY 2010/2011.

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – ENGINEERING	UTILITY

PROGRAM NAME

DEVELOPMENT

DESCRIPTION / MISSION

The Development Division is responsible for providing quality, timely review of plats and plans for improvements to the City's infrastructure systems along with inspection services. This includes plan reviews for all developers and CIP construction projects, as-built plan retention, and engineering support for other activities. This division also assists residents and other City departments with technical issues relating to drainage, traffic, water and sanitary sewer. This Division coordinates with TxDOT and other outside agencies on projects constructed within the City limits of North Richland Hills.

GOALS

- To meet or exceed review times for plats and construction plan submittals as specified with the development review schedule. (Quality Community Development and Revitalization)
- To provide timely responses to all drainage complaints. (Positive City Image)
- To maintain high quality inspection services and to make improvements where possible. (Quality Community Development and Revitalization)
- To improve customer services by providing more avenues of communication from citizens. (Positive City Image)
- To improve interdepartmental communication. (Quality Community Development and Revitalization)
- To meet FEMA's changing requirements by improving citizen awareness of the existence of floodplains and to provide information and resources related to flooding and floodplain management. (Quality Community Development and Revitalization)

OBJECTIVES

- Reduce the amount of time necessary to issue final acceptance letters and final plan review letters for developer projects.
- Carefully track the progress of all reviews, communicate progress internally and utilize all available resources as necessary to meet deadlines.
- Respond to all drainage complaints within one business day.
- Obtain Texas Engineering Extension Service (TEEX) Construction Certification for all Public Works Construction Inspectors.
- Train Development staff to review flood plain studies.
- Utilize the Public Works link on the City's web page to provide another source of communication between the Public Works Department and citizens.
- Follow-up on issues discussed during the Development Review Committee meetings within 5 business days.
- Continue to manage FEMA identified flood hazard areas to insure that the City obtains a reasonable FEMA Community Rating System (CRS) ranking.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of staff hours available:	520	520	520
Assistant Director (.25 Fte)	694 hours	694 hours	694 hours
Civil Engineer (.25 Fte)	694 hours	694 hours	694 hours
Engineer Associate (.33 Fte)	0 hours	0 hours	0 hours
Engineering Aide (.50 Fte)			
Outputs:			
# Of plats (preliminary & final) reviewed	16	19	23
First submittals (including rough proportionality determinations)	8	8	11
Second submittals	8	8	11
# Of "development" construction reviewed:	8	8	11
First submittals	1	2	3
Second submittals	1	2	2
# Of traffic impact analyses (TIAS) reviewed	1	2	2
# Of flood studies (LOMR, CLOMR, etc.) reviewed	2	4	2
Amount of development projects reviewed and under construction (in millions)	$0.70	$0.80	$0.50
# Of floodplain determinations	25	50	50
# Of drainage complaint site visits	3	25	30

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – ENGINEERING	UTILITY

PROGRAM NAME

DEVELOPMENT

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Efficiency:			
# Of staff hours per plat review (including rough proportionality determinations)	4 hours	4 hours	4 hours
# Of staff hours per construction plan review	12 hours	12 hours	12 hours
# Of staff hours per floodplain related issues	2 hours	2 hours	2 hours
# Of staff hours per engineering questions	1 hours	1 hours	1 hours
# Of staff hours per drainage complaint	2 hours	2 hours	2 hours
# Of staff hours per tia reviews	4 hours	4 hours	4 hours
Effectiveness:			
% Of time spent on plat reviews	10.00%	10.00%	15.00%
% Of time spent on plan reviews	55.00%	55.00%	50.00%
% Of floodplain management	15.00%	15.00%	15.00%
% Of time spent addressing engineering questions (other than plat & plan review)	15.00%	15.00%	15.00%
% Of time spent on miscellaneous reviews (TIA, grading, site plan, etc.)	5.00%	5.00%	5.00%

DEPARTMENT	FUND
FINANCE	UTILITY

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Accounting Services	$242,059	$273,746	$276,458	$282,480
Customer Service	771,633	817,481	819,829	831,555
Water Service	401,983	447,131	449,774	452,163
Revenue Collection	264,455	276,329	277,987	285,006
TOTAL	**$1,680,130**	**$1,814,687**	**$1,824,048**	**$1,851,204**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$1,047,397	$1,099,194	$1,108,283	$1,129,092
General Services	55,669	74,239	74,292	58,932
Maintenance	63,042	75,833	75,833	81,089
Sundry	499,901	539,465	539,465	556,306
Supplies	14,120	25,956	26,175	25,785
Capital	0	0	0	0
TOTAL	**$1,680,130**	**$1,814,687**	**$1,824,048**	**$1,851,204**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Finance Director*	0.50	0.50	0.50	0.50
Purchasing Manager*	0.25	0.25	0.25	0.25
Accountant	1.00	1.00	1.00	1.00
Accounting Technician	1.00	1.00	1.00	1.00
Utility Service Manager	1.00	1.00	1.00	1.00
Customer Service Supervisor	1.00	1.00	1.00	1.00
Utility Service Representative Billing	6.00	6.00	6.00	6.00
Utility Service Crewleader	1.00	1.00	1.00	1.00
Utility Service Worker	2.00	2.00	2.00	2.00
Part-Time:				
Mail Clerk (2)	1.00	1.00	1.00	1.00
*Positions partially funded from this activity.				
Full-Time	13.75	13.75	13.75	13.75
Part-Time (Full-Time Equivalents)	1.00	1.00	1.00	1.00
TOTAL	**14.75**	**14.75**	**14.75**	**14.75**

DEPARTMENT / DIVISION	FUND
FINANCE – ACCOUNTING	UTILITY

PROGRAM NAME

ACCOUNTS PAYABLE (A/P)

DESCRIPTION / MISSION

Accounts Payable is responsible for the timely and accurate payment of city vendors for goods and services received, for the proper accounting for vendor payments and for the maintenance of vendor files. Primary activities of the program include the entire accounts payable process from data entry to mailing of payments, and maintenance of all vendor payment files.

GOALS

- To provide for the timely and accurate payment of City vendors in compliance with state statutes. (Financial Stability)
- To establish and maintain vendor payment files in a timely manner. (Financial Stability)
- To maintain unfiled documents in an organized and easily understandable manner. (Financial Stability)
- To maintain and streamline the year-end accrual process to accurately account for year-end expenses. (Financial Stability)

OBJECTIVES

- Continue training of back up personnel in the accounts payable process to ensure availability of resources to assure timely payment of vendors.
- Process vendor payments within 30 days of the latter of invoice/receipt date.
- Process payments to vendors within 12 day processing average.
- Encourage vendors to receive ACH payments for cost savings and efficiency of vendor payments.
- File vendor payment documents within 7 days of payment issuance.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full time equivalents (FTEs)	0.95	0.95	0.95
Outputs:			
# Of vendor invoices processed	22,236	23,599	25,046
# Of purchase order payment lines processed	11,882	13,294	14,874
# Of A/P checks issued	5,915	4,894	4,049
# Of ACH payments issued	2,269	3,910	5,279
# Of A/P payments voided	83	55	55
# Of documents filed within 7days	8,100	8,750	9,290
# Of documents total filed	8,184	8,804	9,328
Efficiency:			
% of A/P payments voided	1.010%	0.620%	0.590%
Average # of invoices per A/P payment	2.72	2.68	2.69
Average # of days for approval process	3	3	3
Average # of days in A/P office	4	4	4
Average # of total processing days	7	7	7
Effectiveness:			
% Of vendor invoices paid within 12 processing days	97.00%	98.00%	98.00%
% Of vendor invoices paid within 30 invoice days	95.00%	95.00%	95.00%
% Of purchase order lines to invoice lines	53.44%	56.33%	59.39%
% Of vendor payment documents filed within 7 days	98.00%	99.00%	99.00%
% Of applicable vendors with proper Tax I.D.	98.00%	99.00%	99.00%
% Of vendors ACH payments to total payments	27.72%	44.41%	56.59%

DEPARTMENT / DIVISION	FUND
FINANCE – UTILITY CUSTOMER SERVICE	UTILITY

PROGRAM NAME

UTILITY CUSTOMER SERVICE PROGRAM

DESCRIPTION / MISSION

The Utility Customer Service Program provides the commercial and residential customers of the City of North Richland Hills with a billing product for water, wastewater and solid waste that is timely and accurate. The program receives, counts and deposits revenues collected from customers and other departments throughout the City. The program provides assistance with water bills, account set up, disconnection of services, toll tag purchases and general information to our internal and external customers. In addition, the program provides quality customer service through meter reading, maintenance and annual auditing of the meter devices and field investigations. In conjunction with its other duties, the Utility Customer Service Program acts as the collection agency for the City by collecting utility accounts receivables, returned items and write off accounts that are ninety days or older. The Utility Customer Service Program reviews annually the water and sewer rates to aid in meeting the goal of a Financially Responsible City Government.

GOALS

- To ensure the upkeep and reliability of the metering system. (Financial Stability)
- To ensure that water, sewer, garbage and other billed charges comply with City ordinances and reflect the cost of doing business. (Financial Stability)
- To use all means available to collect payments due in a timely, efficient manner. (Financial Stability)
- To receive, count and deposit daily departmental collections on time and accurately. (Financial Stability)
- To communicate utility services and promote water conservation to customers verbally, on-line and through printed materials. (Positive City Image)

OBJECTIVES

- Measure water usage on time and accurately.
- Bill customers in a timely, accurate manner.
- Perform annual analysis of rates and service charges by December 1st and make adjustments as needed to ensure fairness to customers and recover costs of doing business.
- Annually inspect 40% of total meters to ensure accurate measurement of water distribution.
- Maintain 99.9% accuracy level on approximately 275,000 bills and delinquency notices processed.
- Balance cash receipts to system postings on a daily basis to ensure that the payments collected from utility customers and City departments are deposited in a timely, and accurate manner.
- Achieve 97% customer satisfaction results from customer surveys as a measure of quality of service delivered and a tool for making improvements in performance.
- Increase the number of electronic bill notifications and bank draft payments to reduce the total costs of utility billing.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Collections			
Inputs:			
# Of collection representatives	3.00	3.00	3.00
# Of employees (FTEs)	4.00	4.00	4.00
Cost of lockbox	$16,166.00	$15,340.00	$14,300.00
Cost of bank draft service	$1,575.00	$1,580.00	$1,650.00
Cost of credit card service (Online & IVR)	$76,387.00	$90,945.00	$88,076.00
Cost of credit card service (in-house)	$4,851.00	$4,852.00	$4,914.00
Cost of in-house collections	$327,975.00	$341,929.00	$350,786.00
Cost of public education program	$6,468.00	$8,364.00	$8,364.00
Outputs:			
# Of lockbox collections	61,021	59,000	55,000
# Of bank draft collections	21,686	21,700	22,000
# Of credit card collections (Online and IVR)	57,746	57,800	60,000
# Of credit card collections (in-house, fax)	4,159	4,160	4,200
# Of in-house utility customer collections	51,080	48,000	48,000
# Of in-house interdepartmental transactions	10,042	10,000	10,000
# Of third party electronic payments	51,017	52,000	54,000
# Of Fidelity Express payments	196	200	200
# Of walk-in customers assisted	2,036	1,850	1,850

DEPARTMENT / DIVISION	FUND
FINANCE – UTILITY CUSTOMER SERVICE	UTILITY

PROGRAM NAME

UTILITY CUSTOMER SERVICE PROGRAM

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs continued:			
# Of returned utility payments	162	160	160
# Students public education (water conservation bisd)	491	492	492
Efficiency:			
Cost per in-house transaction	$5.37	$5.90	$6.05
Cost per lock box	$0.26	$0.26	$0.26
Cost per bank draft collection	$0.07	$0.07	$0.08
Cost per credit card collection (web, ivr)	$1.32	$1.57	$1.47
Cost per credit card collection (in-house)	$1.17	$1.17	$1.17
# Of utility returned payments recovered	159	157	157
Cost per student for education program	$13.17	$17.00	$17.00
Effectiveness:			
% Daily cash receipts balanced to system postings			
% Of returned utility payments collected	98.00%	98.00%	98.00%
<u>Billings</u>			
Inputs:			
# Of billing representatives	3	3	3
# Of employees (FTEs)	4	4	4
Cost of billing services	$526,335.00	$561,352.00	$572,992.00
Cost of printing and mailing service (budgeted in is)	$34,857.00	$35,170.00	$36,250.00
Amount written off over 90 days	$107,867.00	$94,000.00	$94,000.00
Outputs:			
# Of bills/delinquent notices printed annually	275,045	275,000	275,500
# Of e-bill notifications	21,298	22,000	23,000
Amount of write offs collected, over 90 days	$25,054.00	$21,620.00	$21,620.00
Efficiency:			
# Of bills/delinquent notices generated per clerk per month	7,640	7,639	7,653
Cost to bill customer	$1.91	$2.04	$2.08
Cost to print and mail a bill/delinquent notice	$0.13	$0.13	$0.13
Effectiveness:			
% Of cycles mailed on schedule	100.00%	100.00%	100.00%
% Of accuracy of bills mailed	99.99%	99.99%	99.99%
% Of collections on write offs over 90 days	23.20%	23.00%	23.00%
<u>Metering</u>			
Inputs:			
# Of service workers	3	3	3
# Of employees (FTEs)	4	4	4
Cost of metering service	$428,949.00	$474,181.00	$473,885.00
Hours to read meters annually	1,810	1,800	1,800
Hours to complete work orders annually	3,769	3,900	3,900
Outputs:			
# Of meters read	252,314	252,000	252,000
# Of work orders completed	23,370	27,000	27,000
# Of meters inspected	9,239	9,600	9,600
# Of customer/billing investigations	9,227	9,300	9,300
Efficiency:			
Meters read per hour	139	140	140

DEPARTMENT / DIVISION	FUND
FINANCE – UTILITY CUSTOMER SERVICE	UTILITY

PROGRAM NAME

UTILITY CUSTOMER SERVICE PROGRAM

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Efficiency continued:			
Average meter reading hours per service worker per month (3)	50 hours	50 hours	50 hours
Cost per meter read	$1.70	$1.88	$1.88
Average # of work orders completed per service worker per month (3)	649	750	750
Average number of hours to complete work orders per service worker per month (3)	105 hours	108 hours	108 hours
Effectiveness:			
% Billing cycles read on schedule	100.00%	100.00%	100.00%
% Of investigations completed prior to billing	100.00%	100.00%	100.00%
% Of customer/billing investigations to meters read	4.00%	4.00%	4.00%
Days to respond to customer investigations	1 day	1 day	1 day
Entire Customer Service Program			
Outputs:			
# Of customer satisfactions surveys mailed	600	600	600
Outcomes:			
% Of customer satisfaction from survey responses	96.00%	97.00%	97.00%

DEPARTMENT / DIVISION	FUND
FINANCE – UTILITY CUSTOMER SERVICE	UTILITY

PROGRAM NAME

MAIL COURIER PROGRAM

DESCRIPTION / MISSION

The purpose of the Mail Courier Program is to provide timely pick up and delivery of interdepartmental mail, collect lockbox correspondence and to deliver deposits to the bank for our internal customers within the municipal boundaries of the City of North Richland Hills in order to minimize downtime and increase productivity levels.

GOALS

- To deliver mail and other correspondence in a timely and efficient manner.
- To assist Utility Services Department in other tasks as needed.
- To perform all tasks in a courteous and friendly manner.

OBJECTIVES

- Mail pickup and deliveries completed must be 100% or higher.
- Complete outside deliveries with one or less accidents reported annually.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of part-time employees	2.00	2.00	2.00
# Of full-time employees	1.00	1.00	1.00
# Of hours	2,080 hours	2,080 hours	2,080 hours
Amount budgeted	$37,092.00	$39,512.00	$43,043.00
Outputs:			
# Of trips to post office per year	520	520	520
# Of trips to the bank per year	390	390	390
# Of interdepartmental deliveries per year	520	520	520
# Of municipal deliveries per year	520	520	520
# Of miles driven per year	8,264 miles	9,000 miles	9,000 miles
Efficiency:			
Average # of outside trips per month per courier	60	60	60
Average # of municipal deliveries per courier	22	22	22
Average # of miles driven per month per courier	344 miles	344 miles	344 miles
Cost per trip/delivery	$19.02	$20.26	$22.07
Effectiveness:			
% Of deliveries completed	100.00%	100.00%	100.00%
# Of accidents	0	0	0

DEPARTMENT	FUND
BUDGET & RESEARCH	UTILITY

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Budget	$123,542	$130,239	$131,089	$135,437
Internal Audit	57,590	59,384	59,652	58,903
TOTAL	**$181,131**	**$189,623**	**$190,741**	**$194,340**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$142,350	$145,527	$146,393	$146,666
General Services	1,514	5,443	5,973	5,739
Maintenance	0	0	0	0
Sundry	34,390	36,016	36,417	39,205
Supplies	2,878	2,637	1,958	2,730
Capital	0	0	0	0
TOTAL	**$181,131**	**$189,623**	**$190,741**	**$194,340**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Budget Director*	0.50	0.50	0.50	0.50
Budget Analyst*	0.50	0.50	0.50	0.50
Internal Auditor / Financial Analyst*	0.50	0.50	0.50	0.50
* Positions partially funded in this activity.				
Full-Time	1.50	1.50	1.50	1.50
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**1.50**	**1.50**	**1.50**	**1.50**

DEPARTMENT / DIVISION	FUND
BUDGET & RESEARCH – BUDGET	UTILITY

PROGRAM NAME

ANNUAL BUDGET PREPARATION AND MAINTENANCE

DESCRIPTION / MISSION

The Budget Department is responsible for the development and communication of the City's service, policy, operations, and financial plans through the publication of the Annual Budget & Plan of Municipal Services and the Capital Projects Budget. The Budget Department monitors and projects the City of North Richland Hills' revenue, expenditure and performance trends. Other functions include special projects assigned by City management.

GOALS

- To provide the highest level of service in administering operating and capital budgets, monitoring performance measurements, and implementing innovative approaches toward budgeting. (Financial Stability)
- To prepare budget in a timely manner with a high level of quality. (Positive City Image)
- To continue improving efficiency of the budget preparation process. (Financial Stability)

OBJECTIVES

- Obtain the Distinguished Budget Award from the Government Finance Officer's Association's (GFOA).
- Prepare monthly and quarterly financial reports for Council and departmental review within 20 days of accounting period close.

- Meet all budget calendar deadlines determined by State statute, City Charter, and Council and management direction.
- Review and sign purchase requisitions/authorizations within 1 day and ensure conformity with Council approved budget.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full-time equivalent positions (FTEs)	1.00	1.00	1.00
Outputs:			
# Of financial reports produced	52	52	52
# Of council items reviewed	58	60	60
# Of budget transfers/revisions processed	105	101	101
Efficiency:			
Reports produced per FTE	52	52	52
Effectiveness:			
% Of financial statements/reports completed within 20 days of accounting period close	94.00%	95.00%	100.00%
% Of budget calendar deadlines met	100.00%	100.00%	100.00%
Outcomes:			
Receive GFOA Distinguished Budget Award	Yes	Yes	Yes

DEPARTMENT / DIVISION	FUND
BUDGET & RESEARCH – INTERNAL AUDIT	UTILITY

PROGRAM NAME

INTERNAL AUDIT

DESCRIPTION / MISSION

This division is responsible for examining and evaluating the activities of the City with the objective of assisting management, at all levels, in the effective discharge of their duties. The scope of audit includes all activities performed by and for the City of North Richland Hills.

GOALS

- To perform objective and professional reviews. (Positive City Image)
- To complete special audit projects requested by management. (Financial Stability)
- To ensure compliance with City, State and Federal regulations by staying updated on current issues. (Positive City Image)
- To provide quality reviews and audits throughout City operations. (Financial Stability)

OBJECTIVES

- Develop and maintain a comprehensive annual audit plan to ensure audits are planned considering risk factors, cost/benefit and current issues.
- Select and complete at least 2 major audit issues for the fiscal year.
- Select and complete at least 2 performance evaluation audits to find ways to manage assets more efficiently and eliminate waste.
- Complete all special projects requested by management.
- Attend continuing education courses to remain up to date on current issues.
- Conduct year end inventory and cash handling reviews.
- Conduct property, sales tax and hotel occupancy audits with Tax division.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full-time employees (FTEs)	0.5	0.5	0.5
Outputs:			
# Of inventory audits	0	1	1
# Of petty cash audits	0	1	1
# Of purchasing card transaction reviews	4	1	2
# Of special projects completed	5	5	5

DEPARTMENT	FUND
NONDEPARTMENTAL	UTILITY

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Building Services	$1,305,522	$1,436,074	$1,436,074	$1,436,074
Nondepartmental				
Insurance Premiums	51,433	51,341	51,341	57,261
Utility Bad Debt	(78,149)	74,000	155,000	144,000
Other	126,885	284,623	241,176	307,103
Sub Total	100,169	409,964	447,517	508,364
Other	0	0	0	50,937
Debt Service	596,943	601,041	658,334	1,009,685
Payment in Lieu of Taxes	355,439	355,599	355,585	356,279
Information Services	175,000	175,000	175,000	175,000
Equipment Services	0	0	0	0
Self-Insurance Reserve	0	0	0	0
Reserve for Capital Projects	0	0	396,609	176,041
TOTAL	**$2,533,073**	**$2,977,678**	**$3,469,119**	**$3,712,380**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$6,292	$55,625	$12,178	$74,810
General Services	707,124	823,706	880,999	1,235,475
Maintenance	1,305,522	1,436,074	1,436,074	1,436,074
Sundry	514,135	662,273	743,259	789,980
Supplies	0	0	0	0
Capital	0	0	396,609	176,041
TOTAL	**$2,533,073**	**$2,977,678**	**$3,469,119**	**$3,712,380**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Part-Time:				
Intern (2)	0.50	0.50	0.50	0.50
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.50	0.50	0.50	0.50
TOTAL	**0.50**	**0.50**	**0.50**	**0.50**

DEPARTMENT / DIVISION	FUND
NON–DEPARTMENTAL	UTILITY

PROGRAM NAME

NON–DEPARTMENTAL

DESCRIPTION / MISSION

Non-departmental is the department where expenditures not identified with any particular department in the City are identified. These expenditures are not associated with any one particular department or are applicable to all departments. Therefore, these General Fund non-operational expenditures are set aside in Non-departmental and benefit all General fund operational departments. Allocating these costs among the departments would not be reasonable nor practical because there is no rationale for distributing these costs to the departments or a large one-time expenditure would skew the historical costs to such an extent that year to year comparison would be useless.

GOALS

- To ensure that the operation and maintenance of shared City facilities are adequately funded based on historical and projected costs. (Financial Stability)
- To provide for cost effective insurance coverage for General Fund operations. (Financial Stability)
- To fund the City's Pay-As-You-Go reserves to provide for various capital improvement projects. (Quality of Life)
- To replenish the Self-insurance fund reserves per the reserving plan approved by City Council. (Financial Stability)
- To provide training, support and intern programs that build and develop an exemplary workforce. (Positive City Image)
- To prepare for contingencies that are unknown but could greatly benefit the City, if acted upon. (Financial Stability)
- To host special events in the City that benefit citizens and visitors. (Quality of Life)
- To understand citizens needs and concerns and identify areas of improvement. (Quality of Life)
- To ensure financial stability and conduct thorough annual external audits. (Financial Stability)
- To provide transportation services for elderly and handicapped and commuter rail. (Efficient and Effective Transportation System)

OBJECTIVES

- Transfer funds to Building Services for the operation and maintenance of shared City facilities.
- Purchase life, general liability, public official liability and unemployment insurance coverage.
- Fund the City's Pay-As-You-Go reserves.
- Fund the Self-insurance fund reserves.
- Continue training General Fund employees.
- Produce Night of Holiday Magic and other special events throughout the year.
- Conduct annual external audit.
- Participate in NETS Program.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Outputs:			
# Of trips by NRH citizens using the Northeast Transportation Service (NETS)	5,351	5,400	5,450
# Of Night of Holiday Magic events	1	1	1

DEPARTMENT	FUND
PARKS & RECREATION	AQUATIC PARK

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Administration	$793,055	$869,718	$850,070	$869,818
General Services & Utilities	*$793,055*	*$869,718*	*$850,070*	*$869,818*
Business Office	112,196	117,306	119,579	120,333
Marketing / Advertising	369,416	380,865	397,195	406,963
Business & Office Administration	*481,611*	*498,171*	*516,774*	*527,296*
Park/Pub. Grounds Maintenance	104,976	93,825	93,959	94,276
Aquatics	579,888	523,879	532,119	554,034
Maintenance	499,516	499,831	523,028	511,266
Public Grounds/Aquatics/Maintenance	*1,184,381*	*1,117,535*	*1,149,106*	*1,159,576*
Gift Shop	128,626	116,867	117,146	117,199
Food	266,179	252,489	146,998	129,360
Ice Cream Shop	162,433	125,791	114,962	118,792
Food Service Building	0	0	152,734	157,743
Gift Shop/Concessions	*557,238*	*495,147*	*531,840*	*523,094*
Group Sales	91,493	103,132	104,040	105,150
Admissions	125,379	113,264	113,043	112,992
Elements of Fun	13,047	8,250	8,250	8,276
Birthday Parties	23,139	24,803	24,803	24,842
Catering	17,361	21,362	21,362	21,382
Rentals	9,032	12,407	10,283	10,362
Sales/Special Events/Admissions	*279,451*	*283,218*	*281,781*	*283,004*
Library Concessions	25,590	0	0	0
Library Concessions	*25,590*	*0*	*0*	*0*
Debt Service Expense/Transfers	491,343	861,174	849,935	1,094,229
Indirect Costs	124,343	130,560	130,560	137,088
Transfer Out - PARD	64,896	68,141	68,141	71,548
Reserves for:				
Infrastructure & Major Repairs	0	195,541	247,409	0
Park Expansion	0	0	0	0
Insurance	0	0	0	0
Non-Departmental	28,371	37,041	31,091	68,644
TOTAL	**$4,030,279**	**$4,556,246**	**$4,656,707**	**$4,734,297**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$1,694,893	$1,586,532	$1,617,111	$1,651,602
General Services	98,523	86,735	117,055	94,821
Maintenance	107,045	98,150	108,850	103,142
Sundry	1,200,803	1,808,524	1,858,206	1,918,879
Supplies	880,876	919,210	898,890	909,258
Capital	48,137	57,095	56,595	56,595
TOTAL	**$4,030,279**	**$4,556,246**	**$4,656,707**	**$4,734,297**

Personnel Summary on Following Page

DEPARTMENT PARKS & RECREATION		FUND AQUATIC PARK			
PERSONNEL SUMMARY		**2010-11 ACTUAL**	**2011-12 ADOPTED**	**2011-12 REVISED**	**2012-13 ADOPTED**
Full-Time:					
Aquatic Manager		1.00	1.00	1.00	1.00
Office Coordinator		1.00	1.00	1.00	1.00
Marketing Specialist		1.00	1.00	1.00	1.00
Operations Coordinator		1.00	1.00	1.00	1.00
Maintenance Supervisor		1.00	1.00	1.00	1.00
Group Sales Representative		1.00	1.00	1.00	1.00
Food, Beverage & Retail Coordinator		1.00	1.00	1.00	1.00
Aquatics Maintenance Technician		2.00	2.00	2.00	2.00
Part-Time:					
Intern	PT-S	0.19	0.19	0.19	0.19
Park Services Lead	PT-S	1.00	1.00	1.00	1.00
Park Services Staff	PT-S	2.34	2.34	2.34	2.34
Office Team	PT-S	1.27	1.27	1.32	1.32
Marketing Intern	PT-S	0.25	0.25	0.25	0.25
Marketing Street Team	PT-S	0.00	0.00	0.00	0.12
Operations Supervisor	PT-S	2.19	2.19	2.19	2.19
Aquatics Leads	PT-S	5.30	5.30	5.30	5.30
Deep Water Lifeguards	PT-S	6.59	6.59	7.16	7.16
Swim Instructors	PT-S	0.96	0.96	0.96	0.96
Park Safety	PT-S	0.57	0.57	0.57	0.57
Shallow Water Lifeguards	PT-S	9.41	9.41	10.37	10.37
Maintenance Crew Leader	PT-S	0.50	0.50	0.50	0.50
Maintenance Staff	PT-S	2.98	2.98	2.98	2.98
Revenue Supervisor	PT-S	1.09	1.09	1.09	1.09
Gift Shop Leads	PT-S	1.02	1.02	1.02	1.02
Gift Shop Staff	PT-S	0.87	0.87	0.87	0.87
Food Service Supervisor	PT-S	0.85	0.85	0.85	0.85
Food Service Leads	PT-S	1.97	1.97	1.97	1.97
Food Service Team Members	PT-S	4.01	4.01	4.01	4.01
Group Sales Supervisor	PT-S	0.34	0.34	0.34	0.34
Group Sales Team	PT-S	1.12	1.12	1.12	1.12
Front Gate Leads	PT-S	1.18	1.18	1.18	1.18
Front Gate Team Members	PT-S	3.21	3.21	3.21	3.21
Elements of Fun Lead	PT-S	0.24	0.24	0.24	0.24
Elements of Fun Team	PT-S	0.56	0.56	0.56	0.56
Cup and Chaucer Staff	PT-S	3.35	3.35	3.35	3.35
Full-Time		9.00	9.00	9.00	9.00
Part-Time (F/T Equivalents)		53.35	53.36	54.93	55.05
TOTAL		**62.35**	**62.36**	**63.93**	**64.05**

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – ADMINISTRATION	AQUATIC PARK

PROGRAM NAME

ADMINISTRATION

DESCRIPTION / MISSION

The Administration Division is charged with the overall management and leadership of NRH2O Family Water Park in a safe, clean, guest-friendly environment. This division examines the entire operation from the guests perspective and seeks to improve this experience, under the premise that a guest who is taken care of and has a good experience will be a loyal guest. This activity specifically concentrates on the total park revenue versus expenses, maintaining a positive cash flow with which to operate. This activity plays an important role in the continuing development of the park from attraction selection and design, to actual construction and commissioning of projects. This activity also ensures that all other activities are performing in a team-oriented environment and that communication exists to keep NRH2O, "Exceeding Expectations".

GOALS

- Keep NRH2O guest friendly by examining overall operation looking for ways to improve the guest experience. (Preserve Positive City Image)
- Maximize park revenues by managing NRH2O as an entrepreneurial, enterprise-oriented facility. (Financial Stability)
- Minimize park expenses by continuously examining the operation of the park taking advantage of opportunities to lower costs or combine costs within operation activities. (Financial Stability)
- Retain NRH2O's successful risk management program. (Safety and Security)
- Continue to maximize economic viability and impact on local economy of NRH2O through market pricing and efficient management. (Preserve Positive City Image)
- Participate in the development of NRH2O's Master Plan implementation. (Quality Community Development and Revitalization)

OBJECTIVES

- Continuously monitor NRH2O's presence on the Internet, noting discussions and sentiment towards the park.
- Sustain park cost recovery percentage at over 100 percent.
- Review all incident reports and hold weekly Safety meetings during operating season.
- Continuously monitor and evaluate external changes that may have an impact on the park's reputation or foundations for operations.
- Monitor and evaluate Strategic Plan implementation strategies on an ongoing basis ensuring harmonization exists between the plan and actual park strategies.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Amount of park operating expenses (less depreciation)	$3,321,326.00	$3,329,571.00	$3,354,292.00
Outputs:			
Amount of park operating revenues	$4,567,415.00	$4,612,179.00	$4,691,919.00
# Of weekly safety meetings	15	15	15
Total # of days with precipitation detected	8	15	15
# Of weather suspensions	0	5	5
# Of park operating days (general admission)	99	99	99
Efficiency:			
Cost recovery	1.32	1.34	1.35
Amount of operating income (less depreciation)	$1,246,089.00	$1,282,608.00	$1,337,627.00
# Of operating days with weather suspensions	0	5	5
# Of operating days with precipitation detected	8	15	15
Effectiveness:			
% change in cost recovery from prior year	-1.50%	+1.50%	+0.70%
% change in operating income (less depreciation)	+6.08%	+3.10%	+5.29%
Outcomes:			
Guest survey score (out of a possible 10)	9.4	9.4	9.4

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – BUSINESS OFFICE	AQUATIC PARK

PROGRAM NAME

BUSINESS OFFICE

DESCRIPTION / MISSION

The Business Office of NRH2O Family Water Park is charged with tracking all money, accounts receivable and accounts payable. It is also responsible for coordinating all aspects of the park budget; being the main contact for all City departments; the hiring and discharge of 400 seasonal team members and all associated paperwork, including payroll functions.

GOALS

- Operate the cash office in a manner to ensure high security. (Safety and Security)
- Process all purchase order requests in an efficient and timely manner. (Financial Stability)
- Process all hiring and discharge paperwork in an efficient and timely manner. (Financial Stability)
- Accurately account for all park revenues. (Financial Stability)

OBJECTIVES

- Hold two training sessions to increase team members' awareness of new policies and procedures and to work on internal improvements to provide better service to its internal guests (park cashiers).
- Maintain cash over/shorts at ($250).
- Process all purchase order requests within 2 business days.
- Terminate and process all associated paperwork for seasonal team members by November 15th.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Total hourly labor (in dollars)	$24,201.00	$23,925.00	$23,925.00
# Of purchase orders submitted	104	120	120
Outputs:			
$ Of revenue accounted for	$4,587,898.95	$4,611,573.00	$4,708,219.00
# Of deposits	148	160	160
# Of purchase orders processed in 2 days	101	115	115
Efficiency:			
Cash over/short for fiscal year	-$458.52	-$250.00	-$250.00
% Of error free deposits	87.00%	98.50%	98.50%
% Of purchase orders processed within 2 days	97.00%	96.00%	96.00%
Effectiveness:			
% Of change in cash over/short from prior year	-110.00%	45.00%	0.00%
% Of change in error free deposits from prior year	8.00%	11.50%	0.00%

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – MARKETING	AQUATIC PARK

PROGRAM NAME

MARKETING

DESCRIPTION / MISSION

The Marketing Division of NRH2O Family Water Park coordinates all advertising, public relations and marketing initiatives. Through creative special events, promotions, advertisements, special interest articles, publications and social media, this division promotes the safe and fun atmosphere that has made NRH2O the Metroplex's family water park. This division plays a vital role in servicing NRH2O's guests and is the external "voice" of NRH2O.

GOALS

- Successfully utilize all viable media and advertising outlets to effectively reach NRH2O's target market. (Financial Stability)
- Continue to establish and maintain effective partnerships with local and national family-oriented attractions and businesses to effectively cross promote both entities. (A Sense of Community)
- Gain a better understanding of the individuals who make up NRH2O's target market in order to continue to provide the best services and market to the appropriate audience. (Financial Stability)
- Establish and maintain an updated and consistent brand image for the park. (Preserve Positive City Image)

OBJECTIVES

- Develop an annual media plan to successfully reach NRH2O's target market in a cost-effective manner.
- Continue to develop relationships within the business community and become involved in the community by attending/distributing information at least six community events.
- Maintain park attendance at current levels.
- Schedule and plan eight Special Events.
- Schedule eight Dive-In Movies.
- Continue to advertise and promote NRH2O through online and social media outlets, including, but not limited to Facebook, Twitter and YouTube.
- Develop a marketing "street team" to market NRH2O at off-park events and entertain guests at the park during special events.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Amount of TV advertising costs	$149,395.00	$145,059.00	$150,000.00
Amount of radio advertising costs	$42,495.00	$47,150.00	$50,000.00
Amount of newspaper advertising costs	$3,000.00	$0.00	$0.00
Amount of area magazine and local advertising costs	$45,758.00	$47,346.00	$48,000.00
Amount of online advertising costs	$10,642.00	$12,792.00	$15,000.00
Outputs:			
# Of TV spots aired	8,929	8,359	8,500
# Of radio spots aired	1,926	1,950	2,000
# Of newspaper advertisements published	8	0	0
# Of area magazine and local advertisements published	42	45	46
# Of online advertisements published	23	25	29
# Of guests based on staff estimates	270,845	265,000	265,000
Efficiency:			
Cost per TV spot	$16.73	$17.35	$17.65
Cost per radio spot	$22.06	$24.18	$25.00
Cost per newspaper advertisement	$375.00	$0.00	$0.00
Cost per local advertisement published	$1,089.48	$1,052.13	$1,043.48
Cost per online advertisement published	$462.70	$511.68	$517.24
Cost per guest based on major advertising vehicles	$0.93	$0.95	$0.99
Exposures:			
# Of exposures for all TV spots aired	4,622,635	4,327,540	4,400,537
# Of exposures for all Radio spots aired	1,344,043	1,360,791	1,395,683
# Of exposures for all Newspaper advertisements published	1,016,400	0	0
# Of exposures for all Local advertisements published	1,208,571	1,294,898	1,323,673

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – MARKETING	AQUATIC PARK

PROGRAM NAME

MARKETING

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Exposures continued:			
# Of exposures for all Online advertisements published*	816,926	887,963	1,030,036
Effectiveness:			
Attendance (Based on Staff Estimates)	270,845	265,000	265,000

*KLTY does not have tracking available for online listeners. Radio Disney does not subscribe to Arbitron or Nielson ratings, so they do not have tractable numbers.

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – OPERATIONS	AQUATIC PARK

PROGRAM NAME

PARKS AND PUBLIC GROUNDS, AQUATICS, MAINTENANCE

DESCRIPTION / MISSION

The Operations Division of NRH2O Family Water Park consists of the park service staff, aquatic and first aid staff, and the maintenance staff. Its main responsibilities include upkeep and maintenance of buildings, attractions and grounds, and the cleanliness and safety of NRH2O attractions, staff and guests. Respectively, these responsibilities are achieved by the parks and public grounds staff via constant patrolling of the park and parking lot and cleaning of facilities; by the aquatics staff assisting NRH2O guests in a friendly, timely and appropriate manner should the need arise; and by the maintenance staff checking all park attractions and buildings daily for safety concerns. It is through these responsibilities that the Operations Division ensures guest satisfaction and enjoyment by presenting them with the best looking, cleanest and safest park possible.

GOALS

- Provide a positive guest experience by ensuring park cleanliness throughout the operating season. (Preserve Positive City Image)
- Maximize ride usage by stocking adequate critical parts for park attractions. (Safety and Security)
- Ensure water quality with various levels of attendance according to city, state and national codes. (Safety and Security)
- Utilize the off season park rehabilitation program proactively in order to keep park attractions and facilities operating in peak condition. (Financial Stability)
- Recognize and reward team members who go above and beyond in providing service to park guests. (Preserve Positive City Image)

OBJECTIVES

- Create and maintain staffing requirements to ensure that safety and cleanliness exceed expectations and help maintain or exceed our current guest satisfaction rating level.
- Review all incident and duty reports weekly and continue our proactive safety program in order to reduce our current level of park incidents.
- Maintain the Ellis and Associates Risk Management Gold award level.
- Continue to refine training for programming staff in order to maintain a 9 out of 10 rating on our program-rating questionnaire for 2012.
- Continue to review duty and maintenance reports to identify challenges prior to them causing downtime, allowing the park to maintain our current level of attraction downtime.
- Maintain our current level of operating hours lost to inadequate water quality at zero.
- Maintain or decrease park downtime to zero percent by stocking adequate critical parts for park attractions.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of program instructor hours	1,926 hours	390 hours	390 hours
# Of maintenance staff hours per operating season	9,872 hours	9,872 hours	9,872 hours
Outputs:			
Aquatic program enrollment	242	50	50
# Of lifeguards trained	238	230	230
# Of rescues performed	91	70	70
# Of aquatic classes and programs	36	4	4
# Of pumps maintained	41	41	41
# Of motors maintained	43	43	43
Gallons of water maintained	940,250 gallons	940,250 gallons	940,250 gallons
# Of inspections performed internally	452	452	452
# Of inspections performed externally	5	5	5
# Of feet of fiberglass maintained	5,015	5,015	5,015
Efficiency:			
# Of rescues performed per lifeguard	0.38	0.38	0.38
% Of maintenance staff hours spent dealing with water chemistry	2.50%	2.50%	2.50%
Effectiveness:			
Attraction downtime in hours	13 hours	5 hours	5 hours

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – OPERATIONS	AQUATIC PARK

PROGRAM NAME

PARKS AND PUBLIC GROUNDS, AQUATICS, MAINTENANCE

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness continued:			
Response time to critical attraction conditions in hours	1 hours	1 hours	1 hours
Operating hours lost to inadequate water quality	0 hours	0 hours	0 hours
% change in # of rescues performed per lifeguard from prior year	0.24%	0.00%	0.00%
Outcomes:			
Program rating on questionnaire for season	4.8	4.7	4.7
Ellis and Associates award level	Gold	Gold	Gold

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – GROUP SALES	AQUATIC PARK

PROGRAM NAME

GROUP SALES PROGRAM

DESCRIPTION / MISSION

The Group Sales Division of NRH2O Family Water Park is responsible for group and birthday activities, including the marketing and promoting of these events. More specifically, the division handles consignment tickets and coordinating large corporate and group outings, ensuring guests an enjoyable experience. This division experiences a high level of guest contact through answering inbound park phone calls, organizing and executing group events and giving tours. The group sales team is responsible for ensuring that guests have all the information they need for birthday parties, as well as booking the parties. They work directly with the birthday party team to ensure satisfaction. They also handle distributing surveys to all birthday parties, groups, and secret shoppers that visit the park. The information derived from these surveys is vital to future park development and also is a helpful tool for measuring guest service scores. The surveys also provide information, such as guest demographics, which are useful in future marketing endeavors.

GOALS

- Provide the best marketing data for future spending trends by tracking the most effective way to reach groups via survey responses. (Financial Stability)
- Provide a positive experience through increased guest service to ensure return visits at good value to the consumer. (Positive City Image)
- Provide accurate information with regard to all park programming, pricing and services through phone calls, print media, publications and responses to emails. (Positive City Image)
- Hire and train team members to work autonomously, with the ability to make decisions that best serve the guest. (Financial Stability)
- Utilize online reservation programs and Centaman's group sales features to enhance guest service and increase bookings. (Financial Stability)

OBJECTIVES

- Monitor budget weekly to ensure proper allocation and efficient expenditures of funds.
- Increase the number of groups and birthdays that book outings by four percent using new marketing and advertising strategies as well as referrals.
- Increase the average number of dollars spent by each group or birthday by three percent by creating awareness of all programming.
- Increase the number of corporate events and exclusives by scheduling ten presentation sales calls at companies with an employee count of over 250.
- Increase the number of groups and birthdays by four percent by utilizing new online booking opportunities.
- Increase the number of consignment accounts by two percent by utilizing the new e.Agent module.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Cost of labor	$84,598.00	$88,362.00	$88,362.00
Amount of advertising dollars spent	$4,462.00	$5,100.00	$5,100.00
Outputs:			
Total revenue for department	$886,810.00	$819,144.00	$881,238.00
# Of guest surveys	750	1,000	1,000
Total # of tickets sold	66,239	58,000	58,000
Total # of advertising pieces printed	1,000	1,500	1,500
# Of sales calls placed	300	350	350
Total # of bookings (All Categories)	1,565	1,200	1,500
# Of new bookings (General/Exclusive)	523/5	350/5	350/5
# Of retained bookings (General/Exclusive)	1,014/23	390/23	390/23
Efficiency:			
Cost of advertising spent per total bookings	$4.46	$4.25	$3.40
Cost of labor per booking	$54.05	$73.64	$73.64
Average dollars spent by each booking	$566.65	$682.62	$587.50

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – GROUP SALES	AQUATIC PARK

PROGRAM NAME

GROUP SALES PROGRAM

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness:			
Increased revenue	19.20%	-10.00%	0.00%
Increased number of bookings	528	-365	-365
Increased number of ticket sales	8,459	-8,459	-8,459
Outcomes:			
Group Survey (average score)	4.90	4.90	4.90
Birthday Survey (average score)	4.80	4.80	4.80

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – FOOD, BEVERAGE AND RETAIL	AQUATIC PARK

PROGRAM NAME

REVENUE

DESCRIPTION / MISSION

The Revenue Division of NRH2O Family Water Park mission is to provide a high level of service experience for our guests at every level of interaction. This division provides products and services through our admissions, retail and concessions at affordable prices. The Revenue Division also performs birthday parties and caters various menus to groups. By developing a service-focused sales team, the revenue division is able to cultivate a positive yield on all operations.

GOALS

- Exceed the guest expectations through diversity of goods, efficiency in delivery and knowledge of products and services to maximize per caps. (Financial Stability)
- Control labor usage, food costs, and inventory, while maximizing the number of outlets to sell food and beverage and retail products. (Financial Stability)
- Provide the highest level of food and beverage preparation and service safety. (Safety and Security)
- Accurately promote upcoming park products, events and services. (A Sense of Community)

OBJECTIVES

- Maintain an “Outstanding” rating on all health inspections.
- Maintain expenses between +/-.5% of cost of goods sold percentage by keeping strict controls on labor usage, food costs and inventory.
- Monitor all guest survey results weekly and address all guest concerns as they relate to the Revenue Program and its success.
- Increase guest per capita spending for food and beverage and retail products by TBA%.
- Provide meetings bi-weekly with leadership staff throughout the summer to ensure labor and cost of goods targets are on track and discuss where further efficiencies can be made.
- Incorporate food and beverage and retail products online, allowing guests the opportunity to bundle products with their admission by the 2012 season.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Cost of goods sold (Food & Beverage)	$221,850.00	$200,340.00	$211,926.00
Total labor expenditures (Food & Beverage)	$194,803.00	$172,317.00	$173,357.00
Cost of goods sold (Retail)	$80,800.00	$65,000.00	$65,000.00
Total labor expenditures (Retail)	$46,392.00	$50,255.00	$50,682.00
Total expenditures	$543,845.00	$487,912.00	$500,965.00
Outputs:			
Food & Beverage revenue	$604,074.00	$728,167.00	$728,167.00
Retail and Locker revenue	$240,953.00	$259,435.00	$272,950.00
Guest Surveys	8.4	8.6	8.7
Efficiency:			
Total revenues	$845,027.00	$987,602.00	$1,001,117.00
Total labor expenditures	$241,195.00	$222,572.00	$224,039.00
Food, beverage & retail cost of goods	$302,650.00	$265,340.00	$276,926.00
% Of total labor to sales	28.50%	22.54%	22.38%
% Of total cost of goods to sales	35.80%	26.87%	27.66%
Cost recovery (Food & Beverage)	1.45	1.95	1.89
Cost recovery (Retail)	1.89	2.25	2.36
Total cost recovery	1.55	2.02	2.00
Effectiveness:			
Guest wait time during peak times	5:00 min	4:00 min	4:00 min
Guest wait time during slow times	2:00 min	2:00 min	2:00 min

DEPARTMENT / DIVISION	FUND
PARKS & RECREATION – FOOD, BEVERAGE AND RETAIL	AQUATIC PARK

PROGRAM NAME

REVENUE

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness continued:			
Health inspection rating	Outstanding	Outstanding	Outstanding
Outcomes:			
Survey percentage differentiation + or – from	-2.44%	+2.38%	+1.16%

DEPARTMENT	FUND
IRON HORSE GOLF COURSE	GOLF COURSE

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
General Operations (Gen. Admin and Clubhouse)	$340,762	$367,764	$327,403	$356,834
Pro Shop (Includes COGS)	279,253	299,160	288,893	282,120
Driving Range	9,937	18,500	7,227	15,600
Carts	194,932	195,200	193,244	242,740
Course Maintenance	521,156	589,945	568,170	605,646
Food & Beverage (Includes COGS and F&B Bev Co)	387,631	420,844	415,242	431,286
Sales & Membership	44,352	47,500	45,955	46,700
Capital	161,150	249,250	249,250	122,500
Management Fees	27,725	110,586	110,586	114,356
Debt Service	568,756	101,485	104,491	126,636
Payment to Interdepartmental Loans	0	197,872	147,760	197,872
Reserve for Equipment/CIP	0	0	0	0
TOTAL	**$2,535,653**	**$2,598,106**	**$2,458,221**	**$2,542,290**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$772,138	$839,399	$771,730	$811,862
General Services	65,887	45,365	40,741	98,605
Maintenance	55,737	60,800	72,111	61,300
Sundry	1,295,017	1,142,055	1,087,151	1,190,048
Supplies	185,724	261,237	237,238	257,975
Capital	161,150	249,250	249,250	122,500
TOTAL	**$2,535,653**	**$2,598,106**	**$2,458,221**	**$2,542,290**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
All personnel are employees of Evergreen Alliance Golf Ltd.				
* Totals shown above for FY10-11 Actual, FY11-12 Adopted, FY11-12 Revised and FY12-13 Proposed all include Cost of Goods Sold.				
Full-Time	0.00	0.00	0.00	0.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**0.00**	**0.00**	**0.00**	**0.00**

INTERNAL SERVICE FUNDS

FACILITIES/CONSTRUCTION MANAGEMENT FUND

The Facilities/Construction Management Fund is an internal service fund used for the documentation of expenses for building maintenance on all City maintained facilities. As an internal service fund, Facilities/Construction Management service receives its revenues from charges to user funds.

FLEET SERVICES FUND

The Fleet Services Fund is an internal service fund used for the acquisition and financing of replacement vehicles, and the maintenance, repair, and operating expenses for all vehicles. As an internal service fund, Fleet Services receives its revenues from fixed charges to user departments.

INFORMATION SERVICES FUND

The Information Services Fund is an internal service fund that was established in July, 1994. The purpose of the fund is to record expenditures related to the costs of computer, network and telecommunications services. As an internal service fund, Information Services receives its revenues from fixed charges to user departments.

SELF INSURANCE FUND

The Self Insurance Fund is an internal service fund that was established July, 1987. The purpose of this fund is to record financial information for the City's self insurance plan. This includes health, prescriptions, dental, workers' compensation, and all liability insurance.

The Self Insurance Fund pays for city-wide expenses related to major medical coverage for employees and retirees, workers' compensation coverage, property and general liability coverage, life insurance, claims for full-time City employees and their dependents eligible for benefits, and all administrative expenses associated with the program.

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DEPARTMENT	FUND
FACILITIES/CONSTRUCTION MGMT	FACILITIES/CONST MGMT SERVICES

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
General Services	$211,096	$242,583	$245,297	$251,480
Facility Services	1,619,793	2,054,672	2,204,614	2,222,639
Rental Property Program	16,916	56,910	56,910	56,910
Transfer to Capital Budget	0	109,700	109,700	211,600
Debt Service	6,994	20,206	20,206	20,752
Other	9,228	20,810	10,224	26,581
Reserve for Capital Projects	0	0	0	0
Reserve for Rental Property	0	21,090	21,090	21,090
TOTAL	**$1,864,028**	**$2,525,971**	**$2,668,041**	**$2,811,052**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$896,854	$961,330	$955,318	$959,858
General Services	19,183	18,400	33,200	18,600
Maintenance	159,735	366,340	376,278	345,865
Sundry	80,522	142,438	124,650	148,386
Supplies	705,023	923,113	1,064,245	1,122,093
Capital	2,711	114,350	114,350	216,250
TOTAL	**$1,864,028**	**$2,525,971**	**$2,668,041**	**$2,811,052**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Assistant City Manager*	0.10	0.10	0.10	0.10
Director of Facilities & Construction*	0.50	0.50	0.50	0.50
Project Manager	1.00	1.00	1.00	1.00
Administrative Secretary*	1.00	1.00	1.00	1.00
Building Services Superintendent	1.00	1.00	1.00	1.00
Building Services Supervisor	1.00	1.00	1.00	1.00
HVAC Technician	1.00	1.00	1.00	1.00
Building Maintenance Technician	2.00	2.00	2.00	2.00
Building Maintenance Worker	8.00	8.00	8.00	7.00
Part-Time:				
Building Maintenance Worker (PT-1)	0.63	0.63	0.63	0.63
* Positions partially funded in this activity.				
Full-Time	15.60	15.60	15.60	14.60
Part-Time (Full-Time Equivalents)	0.63	0.63	0.63	0.63
TOTAL	**16.23**	**16.23**	**16.23**	**15.23**

DEPARTMENT / DIVISION	FUND
FACILITIES/CONSTRUCTION MGMT – ADMINISTRATION	FACILITIES/CONSTRUCTION MGMT

PROGRAM NAME

CONSTRUCTION MANAGEMENT

DESCRIPTION / MISSION

The Facility & Construction Management Department provides services for construction, expansions and renovations for City facilities. This includes both scheduled and specifically requested projects by user departments.

GOALS

- To deliver projects to the customer within specified timeline and budgetary constraints. (Financial Stability)
- To coordinate with departmental key personnel throughout the duration of project. (Positive City Image)
- To improve building operations and energy efficiency as well as building aesthetics. (Efficient and Effective Delivery of City Services)
- To improve personnel safety and security in City facilities. (Safety and Security)
- To maintain compliance with mandated State and Federal legislation pertaining to building codes as related to City facilities, energy conservation, and indoor air quality. (Positive City Image)
- To continue long range facility improvement program. (Efficient and Effective Delivery of City Services)

OBJECTIVES

- Conduct pre-construction, progress updates and post-construction meetings with key personnel.
- Continue the implementation of cost effective improvements in areas of energy reduction for City facilities.
- Installation of security items including lighting, securing employee work areas and entry / exit points.
- Evaluation of new building products and equipment for sustainability, efficiency and cost savings.
- Prepare project specifications with a clearly defined scope ensuring all materials and equipment, codes and industry standards are referenced.
- Continue utilization of the project checklist for management, documenting realistic cost analysis and planning schedules.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of projects initiated by Facilities/Construction Management*	11	15	10
Allocated funds for new facilities and projects	$486,176.00	$246,200.00	$932,400.00
# Of projects initiated by decision packages or another city department	16	20	15
Total # of facilities involved	20	24	15
Outputs:			
Funds expended on new facilities and projects	$354,383.00	$196,960.00	$745,920.00
Other funds expended on projects	$68,039.00	$48,657.00	$55,000.00
# Of projects completed	24	35	25
# Of facilities where projects were completed	19	24	15
Efficiency:			
# Of projects on schedule	26	35	25
# Of projects within allocated budget	27	35	25
Effectiveness:			
% Of projects on schedule	96.00%	100.00%	100.00%
% Of funds expended on new facilities and projects	73.00%	80.00%	80.00%
% of projects within allocated budget	100.00%	100.00%	100.00%

* This includes the new recreation center with Parks & Recreation Administration as the primary project lead utilizing assistance from Facilities & Construction.

DEPARTMENT / DIVISION	FUND
FACILITIES/CONSTRUCTION MGMT – FACILITY SERVICES	FACILITIES/CONSTRUCTION MGMT

PROGRAM NAME

BUILDING MAINTENANCE

DESCRIPTION / MISSION

The Facility Services Division is responsible for facility maintenance of 23 City Owned facilities covering 438,344 square feet. Through the use of an effective preventive maintenance program and employee training, Facility Services ensures the structural integrity and efficiency of the facilities, providing a safe and functional environment for the public and City staff.

GOALS

- To continue implementing energy conservation programs to reduce operational cost. (Efficient and Effective Delivery of City Services)
- To reduce the number of unscheduled work orders for better customer service. (Efficient and Effective Delivery of City Services)
- To continue adding buildings and equipment to the preventive maintenance program. (Efficient and Effective Delivery of City Services)
- To bring more awareness to the R-Spirit Core Value Program. (Efficient and Effective Delivery of City Services)
- To better educate employees on City and Departmental policies and procedures. (Efficient and Effective Delivery of City Services)

OBJECTIVES

- Continue to install efficient lighting and fixtures.
- Implement the TMA (The Maintenance Authority) facility maintenance management software IServer Desk program.
- Add more buildings and equipment to TMA maintenance management software PM (Preventive Maintenance) scheduler.
- Continue to conduct meetings on team work and R-Spirit Core Value Program.
- Continue to conduct meetings on City and Departmental policies and procedures.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Total # of facilities maintained	22	23	23
Total square footage of facilities maintained	353,381 sq ft	438,344 sq ft	438,344 sq ft
Total # of maintenance technicians	2	2	2
Outputs:			
# Of routine general maintenance work orders	890	900	1000
# Of routine plumbing work orders	201	200	210
# Of routine electrical work orders	440	500	600
# Of emergency/on call work orders	33	25	30
Total # of in-house maintenance work orders	1,564	1,625	1,840
# Of in-house preventive maintenance work orders	223	998	1,052
# Of outside contracted inspections/preventive maintenance work orders	184	184	197
# Of contracted repair work orders	94	100	100
Square Footage maintained per maintenance technician	176,691 sq. ft.	219,172 sq. ft.	219,172 sq. ft.
Efficiency:			
# Of in-house routine work orders completed same day	979	813	920
# Of in-house routine work orders completed within 2 days or less	1,316	1,219	1,380
Effectiveness:			
% Of all in-house routine work orders completed same day	64.00%	50.00%	50.00%
% Of all in-house routine work orders completed within 2 days or less	86.00%	75.00%	75.00%
% Of preventive maintenance/inspection work orders	20.00%	41.00%	39.00%
% Of contracted repair work orders	5.00%	3.00%	3.00%

DEPARTMENT / DIVISION	FUND
FACILITIES/CONSTRUCTION MGMT – FACILITY SERVICES	FACILITIES/CONSTRUCTION MGMT

PROGRAM NAME

HVAC SERVICE / MAINTENANCE

DESCRIPTION / MISSION

The Facility Services Division is responsible for maintaining 514 independently operated Heating, Ventilating and Air Conditioning (HVAC) systems for 22 City owned facilities. Through the use of an effective preventive maintenance program and employee training, Facility Services ensures that all City owned facilities are kept efficient, comfortable and safe for use by the public and City staff.

GOALS

- To reduce the number of unscheduled HVAC work orders. (Efficient and Effective Delivery of City Services)
- To continue use of the HVAC preventive maintenance program maximizing the life and efficiency of the equipment. (Efficient and Effective Delivery of City Services)
- To continue improving the skills of the Maintenance Technicians in the field of HVAC and Generators. (Efficient and Effective Delivery of City Services)
- To bring more awareness to the R-Spirit Core Value Program. (Efficient and Effective Delivery of City Services)
- To better educate employees on City and Departmental policies and procedures. (Efficient and Effective Delivery of City Services)

OBJECTIVES

- Use TMA facility management software to ensure proper preventive maintenance of HVAC equipment.
- Schedule a more effective routine maintenance program of HVAC equipment using TMA facility management software.
- Cross train Maintenance Technicians in HVAC field and continue training the HVAC technician.
- Continue to conduct staff meetings on team work and R-Spirit Core Value Program.
- Continue to conduct staff meetings on City and Departmental policies and procedures.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Total # of facilities with HVAC equipment	21	22	22
Total # of HVAC technicians	1.00	1.00	1.00
Total # of HVAC systems	396	514	514
Outputs:			
# Of unscheduled HVAC work orders	203	300	300
# Of in-house preventative maintenance work orders	454	446	824
# Of contracted preventive maintenance work orders	415	465	515
# Of contracted repair work orders	1	10	10
Efficiency:			
# Of unscheduled HVAC work orders completed same day	142	225	225
# Of unscheduled HVAC work orders completed within 2 days or less	166	255	255
Effectiveness:			
% Of unscheduled HVAC work orders completed same day	70.00%	75.00%	75.00%
% Of unscheduled HVAC work orders completed within 2 days or less	82.00%	85.00%	85.00%
% Of work orders that are preventative maintenance	81.00%	75.00%	81.00%

DEPARTMENT / DIVISION	FUND
FACILITIES/CONSTRUCTION MGMT – FACILITY SERVICES	FACILITIES/CONSTRUCTION MGMT

PROGRAM NAME

CUSTODIAL SERVICES

DESCRIPTION / MISSION

The Facility Services Custodial Division is responsible for cleaning approximately 138,709 square feet of 13 City owned facilities. Through daily routine cleaning, inspections and restroom / break room supply replenishment, Facility Services ensures that all the facilities are kept clean, sanitized, comfortable and safe for the public and City Staff.

GOALS

- To maintain and improve the quality of the custodial services. (Efficient and Effective Delivery of City Services).
- To improve the knowledge and skills of custodial supervisor and staff by improving effectiveness and efficiency. (Efficient and Effective Delivery of City Services)
- To continue incorporating Green cleaning into our programs. (Efficient and Effective Delivery of City Services)
- To continue to evaluate our service level and needs. (Efficient and Effective Delivery of City Services)
- To bring more awareness to the R-Spirit Core Value Program. (Efficient and Effective Delivery of City Services)
- To better educate employees on City and Departmental policies and procedures. (Efficient and Effective Delivery of City Services)

OBJECTIVES

- Track deficiency work orders in TMA's facility management software to measure problem areas.
- Continue to have custodians certified through Cleaning Management Institute.
- Continue training on various topics, which include safety, skill improvement and Green cleaning.
- Green cleaning seminars for supervisor.
- Continue incorporating green cleaning products into our cleaning program.
- Vendor (Green cleaning) product and equipment training for custodial staff.
- Continue to conduct meetings on team work and R-Spirit Core Value Program.
- Continue to conduct meetings on City and departmental policies and procedures.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of custodial maintenance employees (FTEs)	8.50	8.50	7.50
Outputs:			
Total square feet cleaned daily by custodial staff	141,534 sq. ft.	141,534 sq. ft.	138,709 sq. ft.
Total # of facilities cleaned daily	14	14	13
Total # of restrooms cleaned daily	58	58	56
Total # of deficiency work orders reported	32	30	30
Efficiency:			
Average square feet cleaned per employee daily	16,651 sq. ft.	16,651 sq. ft.	18,495 sq. ft.
Average # of restrooms cleaned per employee daily	6.80	6.80	7.50

DEPARTMENT / DIVISION	FUND
FACILITIES/CONSTRUCTION MGMT – FACILITY SERVICES	FACILITIES/CONSTRUCTION MGMT

PROGRAM NAME

RENTAL PROPERTY

DESCRIPTION / MISSION

The Facility & Construction Management Department is responsible for rental property maintenance of 9 City-owned properties. Total square footage maintained is approximately 10,500 square feet. The Facility & Construction Management Department ensures the structural integrity and efficiency of the properties, providing a safe and functional environment for tenants.

GOALS

- To deliver projects to the customer within specified timeline and budgetary constraints. (Financial Stability)
- To coordinate with key personnel throughout the duration of a project. (Positive City Image)
- To improve property aesthetics. (Positive City Image)
- To maintain compliance with City and State building codes. (Positive City Image)

OBJECTIVES

- Review requests for maintenance with key personnel.
- Coordinate maintenance requests with Facility Services or contractors.
- Inspect properties to ensure repairs and/or maintenance is completed.
- Coordinate with compliance departments for all code-related issues.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Total # of properties maintained	9	9	9
Total square footage of properties maintained	10,500 sq.ft.	10,500 sq. ft.	10,500 sq. ft.
Total # of maintenance technicians	3.00	3.00	3.00
Outputs:			
# Of routine general maintenance work orders	15	21	21
# Of routine plumbing work orders	16	21	21
# Of routine electrical work orders	6	14	14
# Of emergency/on call work orders	1	7	7
# Of HVAC work orders	1	14	14
Total # of in-house maintenance work orders	39	77	77
# Of in-house preventive maintenance work orders	105	105	105
# Of outside contracted repair/maintenance work orders	9	21	21
Square feet maintained per maintenance technician	3,500 sq. ft	3,500 sq. ft	3,500 sq. ft
Efficiency:			
# Of in-house routine work orders completed same day	28	39	39
# Of in-house routine work orders completed within 2 days or less	33	58	58
Effectiveness:			
% Of all in-house routine work orders completed same day	73.00%	50.00%	50.00%
% Of all in-house routine work orders completed within 2 days or less	86.00%	75.00%	75.00%
% Of preventive maintenance/inspection work orders	69.00%	52.00%	52.00%
% Of contracted repair/maintenance work orders	6.00%	10.00%	10.00%

DEPARTMENT	FUND
FLEET SERVICES	FLEET SERVICES

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
General Services	$289,425	$329,038	$333,619	$336,415
Equipment Services	1,592,008	1,558,015	1,685,431	1,599,157
Fire Fleet Maintenance	204,575	250,047	252,366	256,610
Equipment Purchases	0	183,910	360,936	180,200
Fire Vehicles/Equipment	0	0	0	68,481
Police Vehicles/Equipment	139,368	312,510	312,510	347,678
Debt Service	0	397,790	397,790	380,112
Non Departmental	9,160	124,097	10,061	124,578
Equipment Services Reserve	0	0	0	0
TOTAL	**$2,234,536**	**$3,155,407**	**$3,352,713**	**$3,293,231**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$975,327	$952,773	$966,809	$975,141
General Services	9,474	12,900	12,900	12,850
Maintenance	167,552	217,928	219,525	226,785
Sundry	84,679	607,917	493,881	597,500
Supplies	882,990	948,789	1,072,782	884,596
Capital	114,514	415,100	586,816	596,359
TOTAL	**$2,234,536**	**$3,155,407**	**$3,352,713**	**$3,293,231**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Director of Fleet Services	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Equipment Services Superintendent	1.00	1.00	1.00	1.00
Equipment Services Supervisor	1.00	1.00	1.00	1.00
Mechanic	7.00	7.00	7.00	7.00
Mechanic Assistant*	1.00	0.00	0.00	0.00
Service Mechanic	0.00	1.00	1.00	1.00
Parts Technician	1.00	1.00	1.00	1.00
Full-Time	13.00	13.00	13.00	13.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**13.00**	**13.00**	**13.00**	**13.00**

* Position moved from General Fund in FY11 but not reflected on summary.

DEPARTMENT / DIVISION	FUND
FLEET SERVICES – ADMINISTRATION	FLEET SERVICES

PROGRAM NAME

ADMINISTRATION

DESCRIPTION / MISSION

This is the administrative area of Fleet Services. Administration is responsible for annual budgets, providing financial information for vehicle and equipment replacements, preparing bid specifications, and meeting Federal and State legislative mandates as related to fleet operations.

GOALS

- To provide accurate financial information necessary for the vehicle replacement program. (Financial Stability)
- To maintain compliance with mandated State and Federal programs. (Financial Stability)
- To purchase vehicles and equipment that meet the needs of the City while complying with clean air mandates. (Safety & Security)

OBJECTIVES

- Attend meetings and seminars addressing new legislation, energy conservation, and Clean Fleet Vehicles.
- Attend vendor's shows and association seminars on new equipment and technology.
- Evaluate needs of user department before starting procurement procedures for replacement vehicles and equipment.
- Update vehicle and equipment replacement schedules based on current pricing and projected cost increases.
- Purchase vehicles and equipment within allocated budgets.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of vehicles and equipment scheduled to be purchased in Fleet Services budget	3	19	16
# Of vehicles and equipment scheduled to be purchased in Iron Horse budget	4	7	10
# Of vehicles and equipment scheduled to be purchased in Fleet Services CIP budget	3	2	4
# Of vehicles and equipment budgeted by user department	0	2	2
# Of Police Department vehicles scheduled to be purchased	3	8	10
# Of training seminars scheduled to be attended	14	10	10
Outputs:			
# Of vehicles and equipment purchased in Fleet Services budget	4	19	16
# Of vehicles and equipment purchased for Iron Horse	5	8	10
# Of vehicles and equipment purchased in Fleet Services CIP	3	2	4
# Of vehicles and equipment purchased by user department	1	8	2
# Of Police Department vehicles purchased	4	9	10
# Of seminars attended	14	10	10
Efficiency:			
# Of vehicles and equipment purchased within the Fleet Services total budgeted amount	3	19	16
# Of vehicles and equipment purchased within the Iron Horse total budgeted amount	4	8	10
# Of vehicles and equipment purchased within the CIP individual budgeted amount	3	2	4
Effectiveness:			
% Of vehicles and equipment purchased within the Fleet Services total budgeted amount	120.00%	100.00%	100.00%
% Of vehicles and equipment purchased within the Iron Horse total budgeted amount	100.00%	105.00%	100.00%
% Of vehicles and equipment purchased within the individual CIP budgeted amount	100.00%	100.00%	100.00%

DEPARTMENT / DIVISION	FUND
FLEET SERVICES – EQUIPMENT SERVICES	FLEET SERVICES

PROGRAM NAME

FLEET MAINTENANCE

DESCRIPTION / MISSION

The Equipment Services Division is responsible for the maintenance of vehicles and equipment except for large fire apparatus. The division performs scheduled preventative maintenance service, unscheduled repairs, road service, and coordinates body shop repairs and new vehicle build-outs for 321 vehicles and other pieces of equipment.

GOALS

- To ensure user departments have vehicles and equipment to perform their duties. (Safety and Security)
- To reduce engine oil waste and costs associated with preventative maintenance. (Financial Stability)
- To ensure vehicles pass the Texas Department of Public Safety annual emissions test. (Safety and Security)
- To maintain Automotive Service Excellence Blue Seal Recognition Certification. (Safety and Security)
- Evaluate ways to reduce vehicle replacement costs. (Financial Stability)

OBJECTIVES

- Coordinate preventive maintenance during off peak periods and during winter months when possible.
- Meet with user departments to discuss seasonal needs and equipment utilization.
- Continue to provide user departments with follow-up operator training for older equipment.
- Continue to utilize the oil-life monitoring systems provided on newer General Motors light duty vehicles to determine oil change intervals.
- Conduct oil analyses to determine condition and expected life of engine oil.
- Inspect and repair vehicle emissions system when performing scheduled preventative maintenance.
- Provide staff with the resources and training to achieve ASE certifications necessary for Fleet Services to maintain the Automotive Service Excellence Blue Seal Recognition Certification.
- Evaluate vehicles and equipment being replaced and right-size when possible.
- Evaluate refurbishing of dump truck bodies, fire equipment, and ambulance bodies.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Total # of mechanics	6	6	6
Total # of support staff	4	2	2
# Of training sessions planned	35	35	40
Annual total # of service calls	65	48	55
Annual # of work orders generated	1,887	1,725	1,725
Outputs:			
Total # of vehicles and equipment maintained	319	321	321
# Of training sessions attended by staff	10	35	40
# Of ASE master certifications within division	3	3	4
# Of service calls responded by staff	45	32	35
# Of service calls contracted to wrecker company	11	10	10
# Of service calls contracted to tire service company	9	6	10
# Of preventive maintenance work orders generated	603	525	525
# Of unscheduled work orders generated	1,284	1,200	1,200
Mechanic to work order ratio	1:316	1:288	1:288
Mechanic to equipment ratio (1:35 recommended)	1:54	1:54	1:54
Efficiency:			
# Of staff hours involved for training courses attended	96 hours	145 hours	150 hours
# Of staff hours involved for service calls	75 hours	54 hours	59 hours
Average staff time per service call	1.7 hours	1.7 hours	1.7 hours
Average replacement years for passenger cars, light trucks (excludes police patrol vehicles)	0 years	10 years	10 years
Average replacement years for heavy truck and equipment	16 years	14 years	15 years
Effectiveness:			
% Of planned training seminars attended	28.57%	100.00%	100.00%

DEPARTMENT / DIVISION	FUND
FLEET SERVICES – EQUIPMENT SERVICES	FLEET SERVICES

PROGRAM NAME

FLEET MAINTENANCE

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness continued:			
% Of staff holding ASE master certification	25.00%	25.00%	25.00%
% Of service calls due to flat tires	14.00%	12.50%	18.18%
% Of service calls which require towing	17.00%	20.83%	18.18%
% Of preventive maintenance work orders	32.00%	30.43%	30.43%
% Of unscheduled work orders	68.00%	69.57%	69.57%

DEPARTMENT / DIVISION	FUND
FLEET SERVICES – FIRE MAINTENANCE	FLEET SERVICES

PROGRAM NAME

FIRE MAINTENANCE

DESCRIPTION / MISSION

The Fire Maintenance Division is responsible for the maintenance of large fire apparatus. The division provides scheduled preventative maintenance service and unscheduled repairs for 21 pieces of fire apparatus.

GOALS

- To ensure fire apparatus meets the Underwriters Laboratories, Inc. requirements during the annual certification testing. (Safety and Security)
- To provide the Fire Department with the necessary equipment for performing assigned duties. (Safety and Security)
- To maintain Automotive Service Excellence Blue Seal Recognition Certification. (Safety and Security)
- Evaluate ways to reduce fire apparatus costs. (Financial Stability)

OBJECTIVES

- Perform necessary maintenance and repairs of fire apparatus prior to the annual Underwriters Laboratories Inc. testing.
- Utilize apparatus tracking board for monitoring the storage location and status of fire apparatus.
- Fire Department staff to utilize the Fire Maintenance e-mail address for reporting maintenance requests.
- Develop an aggressive preventative maintenance schedule based off oil analysis recommendations.
- Provide staff with the resources and training to achieve ASE certifications necessary for Fleet Services to maintain the Automotive Service Excellence Blue Seal Recognition Certification.
- Evaluate refurbishing of fire equipment and ambulance bodies.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
Total # of mechanics	2	2	2
# Of training sessions planned	1	6	8
Annual total # of service calls	31	25	25
Annual # of work orders generated	424	400	400
Outputs:			
Total # of vehicles and equipment maintained	21	21	21
# Of training sessions attended by staff	4	6	8
# Of ASE master certifications within division	1	2	2
# Of service calls responded by staff	14	12	12
# Of service calls contracted to wrecker company	4	5	5
# Of service calls contracted to tire service company	13	8	7
# Of preventive maintenance work orders generated	69	71	77
# Of unscheduled work orders generated	355	329	323
Mechanic to work order ratio	1:212	1:200	1:200
Efficiency:			
# Of staff hours involved for training courses attended	8 hours	12 hours	16 hours
# Of staff hours involved for service calls	27 hours	12 hours	12 hours
Average time per service call	1.9 hours	1.0 hours	1.0 hours
Effectiveness:			
% Of planned training seminars attended	400.00%	100.00%	100.00%
% Of staff holding ASE master certification	50.00%	100.00%	100.00%
% Of service calls due to flat tires	41.94%	32.00%	28.00%
% Of service calls which require towing	12.90%	20.00%	20.00%
% Of preventive maintenance work orders	16.27%	17.75%	19.25%
% Of unscheduled work orders	83.73%	82.25%	80.75%

DEPARTMENT	FUND
INFORMATION SERVICES	INFORMATION SERVICES

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
General Services	$226,236	$235,008	$235,687	$233,933
Major Computer Systems	346,958	301,770	296,327	289,141
Microcomputer Services	541,421	646,775	619,313	820,486
Telecommunications	269,880	272,212	279,961	329,645
Data Network	486,091	600,890	853,734	637,382
GIS System	175,430	140,636	143,322	148,276
Public Safety	339,805	469,860	576,388	396,886
Reserve for Systems Improvements	0	0	0	21,264
Non Departmental	7,006	18,188	6,663	21,150
TOTAL	**$2,392,827**	**$2,685,339**	**$3,011,395**	**$2,898,163**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$929,340	$938,246	$941,992	$1,043,700
General Services	159,344	81,700	186,875	85,200
Maintenance	953,391	1,155,801	1,361,509	1,073,795
Sundry	189,647	246,575	245,837	309,403
Supplies	27,759	41,817	40,145	48,865
Capital	133,348	221,200	235,037	337,200
TOTAL	**$2,392,827**	**$2,685,339**	**$3,011,395**	**$2,898,163**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Information Services Director	1.00	1.00	1.00	1.00
Asst. Director of Info. Services	1.00	1.00	1.00	1.00
Information System Specialist	1.00	1.00	1.00	1.00
System Administrator	2.00	2.00	2.00	2.00
System Analyst Public Safety	0.00	0.00	1.00	1.00
Network System Administrator	1.00	1.00	1.00	1.00
Network Services Analyst	3.00	3.00	3.00	3.00
Telecommunications Analyst	1.00	0.00	0.00	0.00
Communications Analyst	0.00	1.00	1.00	1.00
GIS Analyst	1.00	1.00	1.00	1.00
Part-Time:				
Full-Time	11.00	11.00	12.00	12.00
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**11.00**	**11.00**	**12.00**	**12.00**

DEPARTMENT / DIVISION	FUND
INFORMATION SERVICES – ADMINISTRATION	INFORMATION SERVICES

PROGRAM NAME

GENERAL SERVICES

DESCRIPTION / MISSION

The Administration program strives to provide strategic planning, technical direction and leadership for all technology related items throughout the City of North Richland Hills. And, to develop and administer management policies that support the efficient and effective utilization of the City's technology resources.

GOALS

- To provide computer hardware / software, telephone, and data analysis that supports the accomplishment of the goals and objectives set forth by the City Council, City Management and City Departments. (Efficient and Effective Delivery of City Services / Financial Stability)
- To provide quality customer service to City Council, City Management and City Departments. (Efficient and Effective Delivery of City Services)
- To improve productivity by increasing technical skills of Information Services staff. (Financial Stability)
- To improve the image of the Information Services Department. (Positive City Image)
- To provide first class maintenance and support of all systems and data. (Financial Stability)
- To improve management of projects and timelines by Information Services staff. (Financial Stability)

OBJECTIVES

- To continue to practice timely and accurate technology scoping and purchasing. (Financial Stability)
- To focus Information Services staff on projects directly supporting the goals and objectives of City Council. (Financial Stability / Quality of Life / Safety and Security).
- To continue to provide a Customer Service program supporting the City's RSPIRIT program (Positive City Image).
- To continue to cross-train Information Services staff to support multiple systems. (Financial Stability).
- To continue to develop departmental policies and management techniques improving system support and project management. (Financial Stability).
- To continue to develop Information Services management team by providing direction and training. (Financial Stability).

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of calls placed to I.S. Help desk	4,203	4,068	4,500
# Of major systems implementations	10	7	10
# Of I.S. positions	11	11	12
# Of pc workstations	530	530	566
Outputs:			
# Of invoices processed	927	691	950
# Of staff development meetings	18	16	24
Efficiency:			
# Of calls per I.S. employee	382	369	375
# Of desktops per I.S. employee	48	48	51
Effectiveness:			
% Of staff evaluations at meets or exceeds expectations	95.00%	95.00%	95.00%
% Of staff evaluations completed on schedule	95.00%	95.00%	95.00%
Resolution rate of assigned help desk calls by I.S. specialist	100.00%	100.00%	100.00%

DEPARTMENT / DIVISION	FUND
INFORMATION SERVICES – DATA NETWORK	INFORMATION SERVICES

PROGRAM NAME

DATA NETWORKS

DESCRIPTION / MISSION

The Data Network program strives to work in partnership with all City departments, management, and council to provide technology services for the City's network infrastructure. Primary services focus on strategic planning for infrastructure design, systems management and administration. These services will assist to establish technology standards and policies for network equipment, servers, email and internet platforms. Emphasis is placed on creating a reliable, secure infrastructure allowing employees to access internal and external resources enhancing the utilization of technology provided by the City to serve citizen needs.

GOALS

- To provide installation, administration and general support of network systems and software. (Financial Stability)
- To provide procurement of network-related hardware and software consistent with City policy and State laws. (Financial
- To provide financially responsible management of the division budget. (Financial Stability)
- To provide timely implementation of network systems and applications. (Financial Stability)
- To provide strategic analysis, design, and procurement of new systems. (Financial Stability)
- To apply security principles and practices to appropriately secure data and systems. (Safety and Security)

OBJECTIVES

- Maintain a secure internal network by monitoring equipment and servers for possible intrusive activity. This maintenance includes applying security patches to correct discovered security vulnerabilities. (Financial Stability)
- Perform regular administration of systems to allow proactive measures to be applied before system failures can occur. (Financial Stability)
- Maintain daily backups of systems to ensure data is backed up and recoverable in the event of a system failure. (Financial Stability)
- Create comprehensive plans for all new technology projects achieving the goals set in the plans to meet specified deadlines. (Financial Stability)
- Maintain and manage the division budget to ensure expenditures meet budgeted goals. (Financial Stability)

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of assigned personnel	4	4	4
# Of servers supported*	70*	70*	75*
# Of major software systems supported	34	37	40
# Of network switches supported	24	36***	36
# Of network users supported	530	530	530
# Of email boxes supported**	800**	832	840
Outputs:			
# Of server upgrades performed	70	70	75
# Of major software system upgrades performed	9	5	5
Efficiency:			
% Of spam blocked	99.00%	99.00%	99.00%
% Of servers kept current with virus and security patches	100.00%	100.00%	100.00%
% Of email downtime	1.00%	1.00%	1.00%
% Of internet downtime	1.00%	1.00%	1.00%
Effectiveness:			
% Of projects delivered on time	90.00%	90.00%	90.00%
# Of security breaches reported	0	0	0
% Of systems that maintain 99% availability	99.00%	99.00%	99.00%
% Of expenditures budgeted	95.00%	95.00%	95.00%
% Of servers successfully backed up daily	100.00%	100.00%	100.00%
% Of web updates applied on time (see note next page)	95.00%	N/A	N/A
n/a-migration to civicplus content management system. Website pages to be maintained by individual departments during upcoming budget year.			

DEPARTMENT / DIVISION	FUND
INFORMATION SERVICES – DATA NETWORK	INFORMATION SERVICES

PROGRAM NAME

DATA NETWORKS

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
* Due to the addition of virtual servers, the number of total accountable servers grew; however, the number of physical servers remained at 55. **The number of email boxes increased more than expected with the addition of multiple new employees at NRH Centre and the addition of our new fax server which requires a mailbox for each ***The number of switches was increased with the addition of the n/a-migration to civicplus content management system. Website pages to be maintained by individual departments during upcoming budget year.			

DEPARTMENT / DIVISION	FUND
INFORMATION SERVICES – MICROCOMPUTER	INFORMATION SERVICES

PROGRAM NAME

MICROCOMPUTER SYSTEMS

DESCRIPTION / MISSION

The Microcomputer Systems program strives to provide efficient and effective desktop information technologies and related services by working in partnership with City departments, management and council. This program exists to provide a secure, reliable computing environment and quality service to assist customers in performing their job duties.

GOALS

- To provide installation, administration and general support of personal computer systems and software. (Financial Stability)
- To provide procurement of hardware and software consistent with City policy and State laws. (Financial Stability)
- To provide training to extend the customers' knowledge of their systems in order to meet their particular needs. (Positive City Image)
- To provide timely implementation of computer systems and applications. (Financial Stability)
- To provide financially responsible management of the division budget. (Financial Stability)
- To apply sound information security principles and practices to appropriately secure data and systems. (Safety and Security)

OBJECTIVES

- Implement innovative training programs to further the customers' knowledge of provided software applications and assist them in more efficient and effective ways. (Preserve Positive City Image)
- Implement online training programs to assist customers to train at their convenience. (Preserve Positive City Image)
- Utilize remote desktop assistance to solve customer problems remotely. (Financial Stability)
- Utilize new tools and programs provided within the IS Department to deliver software application installations and updates remotely, monitor computer systems to allow for proactive measures to be taken in order to reduce computer downtime and reliability. (Financial Stability)
- Deliver quality customer service and implementation of systems in a timely manner. (Financial Stability)
- Implement and manage a detailed hardware and software inventory for all systems. (Financial Stability)
- Provide reports to management. (Financial Stability)
- Maintain and manage the division budget to ensure expenditures meet budgeted goals. (Financial Stability)

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of assigned personnel	4	4	4
# Of help desk call assigned	2,290	2,513	2,500
# Of overtime hours worked	0	0	0
# Of desktops supported	530	555	555
# Of printers supported	245	260	260
Outputs:			
# Of pc's added or replaced	112	75	75*
# Of printers added or replaced	11	20	10
# Of technical training classes attended	5	5	10
# Of help desk calls resolved	2,256	2,490	2,500
# Of help desk call resolved remotely	968	1,086	1,200
# Of training classes held for customers			
Efficiency:			
% Of calls resolved within 2 days	75.00%	75.00%	75.00%
% Of calls resolved within 5 days	20.00%	20.00%	20.00%
% Of calls resolved within 10 days	4.00%	4.00%	4.00%
% Of calls with resolution over 10 days	1.00%	1.00%	1.00%
% Of calls resolved remotely	50.00%	50.00%	50.00%
% Of desktops kept current with virus and security patches	100.00%	100.00%	100.00%
Effectiveness:			
% Of viruses detected and deleted	100.00%	100.00%	100.00%
% Of software packages delivered remotely	75.00%	75.00%	75.00%
% Of hardware reported in inventory	100.00%	100.00%	100.00%

DEPARTMENT / DIVISION	FUND
INFORMATION SERVICES – MICROCOMPUTER	INFORMATION SERVICES

PROGRAM NAME

MICROCOMPUTER SYSTEMS

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness continued:			
% Of software reported in inventory	100.00%	100.00%	100.00%
% Of expenditures budgeted	95.00%	95.00%	95.00%

DEPARTMENT / DIVISION	FUND
INFORMATION SERVICES – TELECOMMUNICATIONS	INFORMATION SERVICES

PROGRAM NAME

TELECOMMUNICATIONS

DESCRIPTION / MISSION

The Telecommunications program strives to provide efficient and effective land and mobile based communications for the City of North Richland Hills by performing administration and management of all communication systems, voice / data wiring, voice mail, mobile phones, paging services, vendors and billing.

GOALS

- To utilize call accounting reporting software to keep management informed of communication issues. (Financial Stability)
- To implement communication systems as required. (Positive City Image)
- To coordinate with Tarrant County 911 services to maintain the E911 database for the City of North Richland Hills. (Safety and Security)
- To provide efficient and cost effective solutions for communication services. (Financial Stability)
- To minimize downtime due to communications failure. (Positive City Image)
- To provide efficient messaging services for City departments. (Financial Stability/Safety and Security/Positive City Image)
- To ensure end users are properly trained and comprehend how to utilize the VoIP phone and voicemail messaging systems. (Positive City Image)

OBJECTIVES

- Provide communication usage reports to city management and departments. (Financial Stability)
- Maintain 100% accuracy of E911 database to reflect called number and location. (Safety and Security)
- Manage vendor contract(s) to ensure the most cost effective solution. (Financial Stability)
- Audit all communication invoices for accuracy. (Financial Stability)
- Conduct regularly scheduled maintenance on all communications systems. (Financial Stability)
- Analyze usage reports and current offerings to provide efficient wireless solutions. (Financial Stability)
- Maintain adequate communication inventories to ensure timely replacement. (Safety and Security)
- To ensure end users are properly trained and comprehend how to utilize the VoIP phone and voicemail messaging systems. (Preserve Positive City Image)

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of employees (FTEs)	1	1	1
# Of communication systems	1	1	1
# Of wireless data cards	71	86	120
# Of wireless phones	92	32	29
# Of work order requests	323	280	345
# Of desk phones	515	560	560
# Of communications lines maintained	102	130	150
Outputs:			
# Of work order requests resolved	323	280	345
# Of invoices audited and processed	204	204	204
# Of communication reports created	25	145	145
Efficiency:			
# Of invoices audited and processed per FTE	204	204	204
Effectiveness:			
% Of work order requests resolved	100.00%	100.00%	100.00%
% Of successful calls processed	99.00%	99.00%	99.00%
% Of system availability	99.00%	99.00%	99.00%

DEPARTMENT / DIVISION	FUND
INFORMATION SERVICES – MAJOR COMPUTERS	INFORMATION SERVICES

PROGRAM NAME

MAJOR COMPUTERS

DESCRIPTION / MISSION

The Major Computer program strives to work in partnership with all City Departments to provide technology services for all HTE applications in their areas. Primary services focus on strategic planning, development and implementation of HTE related applications, quality system administration and a superior level of support that will assist these departments in delivering quality services to their customers in a secure, reliable environment.

GOALS

- To provide installation, administration and general support of the iSeries hardware, HTE software and third party vendor applications. (Financial Stability)
- To provide or coordinate internal and external user training. (Financial Stability)
- To continually evaluate processes and trends to ensure efficiency and accuracy. (Financial Stability)
- To provide procurement of hardware and software consistent with City policy and State laws. (Financial Stability)
- To provide financially responsible management of the division budget. (Financial Stability)
- To provide timely implementation of computer systems and applications. (Financial Stability)
- To provide strategic analysis, design and procurement or development of new applications and systems beneficial to departments. (Financial Stability)
- To apply sound security principles and practices to appropriately secure data and systems. (Safety and Security)

OBJECTIVES

- To perform regular administration and monitoring of systems to allow for proactive measures to be applied before system failure can occur. (Financial Stability / Safety and Security).
- To maintain and monitor daily backups of systems to ensure that data is backed up and recoverable in the event of system failure. (Financial Stability / Safety and Security).
- To work with software and hardware vendors to maintain the availability and security of all systems. (Financial Stability/Safety and Security).
- To create project plans for all new technology projects and achieve the goals and deadlines set in the project plans. (Financial Stability).
- To maintain and manage the division budget to ensure expenditures meet budgeted goals. (Financial Stability).
- To implement new technologies and projects. (Financial Stability).
- To attend HTE User's Group annual conference to stay updated on developments. (Financial Stability).
- To assist in the gathering of data required for city, state and federal reporting. (Financial Stability).

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of employees (FTEs)	1.00	1.00	1.00
# Of users of the HTE system	220	220	220
# Of help desk, email and oral requests	765	765	786
Outputs:			
# Of bills output	275,529	275,529	275,529
# Of payroll distribution	26	26	26
# Of HTE upgrades installed	1	1	1
# Of Operating System upgrades installed	0	1	0
Efficiency:			
% Of system downtime	1.00%	1.00%	1.00%
% Of bills processed	100.00%	100.00%	100.00%
% Of payroll cycles completed	100.00%	100.00%	100.00%
Effectiveness:			
% Of successful application upgrades	100.00%	100.00%	100.00%
% Of successful os upgrades	100.00%	100.00%	100.00%
% Of assigned requests resolved by system administrator	100.00%	100.00%	100.00%
% Of system availability	99.00%	99.00%	99.00%
Average response time (in seconds)	<1	<1	<1

DEPARTMENT / DIVISION	FUND
INFORMATION SERVICES – GIS	INFORMATION SERVICES

PROGRAM NAME

GEOGRAPHICAL INFORMATION SYSTEM

DESCRIPTION / MISSION

The GIS program strives to promote the effective management and access to GIS data through technology, by partnering with City departments and other agencies to improve departmental work flows and business practices. Additionally, the program strives to provide a centrally managed document imaging system allowing departments to file and manage their documents electronically.

GOALS

- To optimize management and access of spatial data. (Efficient and Effective Delivery of City Services)
- To provide quality services and products that support city council, management, and citizens in a timely and cost effective manner. (Financial Stability)
- To provide strategic planning for GIS. (Efficient and Effective Delivery of City Services)
- To enhance productivity of departments by utilizing new and existing GIS technology. (Financial Stability)
- To plan, design and implement integration of GIS with other City applications and systems. (Efficient and Effective Delivery of City Services / Safety and Security / Financial Stability)
- To provide access to GIS data sets empowering City departments to create maps and perform spatial analysis. (Positive City Image / Financial Stability)
- To optimize the management and retention of city documents. (Financial Stability)
- To provide increased accessibility to city documents. (Efficient and Effective Delivery of City Services)
- To facilitate the processing of documents within departments. (Financial Stability / Efficient and Effective Delivery of City
- To enhance productivity within departments. (Financial Stability)

OBJECTIVES

- To develop improved methods for updating and maintaining spatial data. (Financial Stability/Quality of Life).
- To enter and monitor GIS work orders through GroupLink, the departmental work order system, to ensure timely completion of customer requests. (Financial Stability).
- To update GIS data sets and post to the I-Communities web site. (Quality of Life).
- To perform quality control and data cleanup on parcel / property data to ensure integration with HTE, Excelligent and other applications. (Financial Stability).
- To implement field data collection tools to increase efficiency and productivity of departments such as Public Works, Neighborhood Services, and Fire. (Financial Stability/Quality of Life).
- To implement web-based access to specific documents as directed by departments. (Financial Stability/Quality of Life).

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full time equivalents (FTEs)	1.00	1.00	1.00
# Of customer requests	150	150	150
# Of subdivision plats	15	20	20
# Of zoning changes	25	30	30
# Of water / wastewater plan sets	35	20	20
# Of pages inputted to document imaging	1,100,000	1,200,000	1,320,000
Outputs:			
# Of GIS datasets	120	120	120
# Of requested and standard maps	220	220	220
# Of Data analysis	12	15	15
# Of data sets supplied to other agencies	35	35	35
Efficiency:			
% Of datasets updated	90.00%	90.00%	90.00%
% Of core datasets meet defined user needs	90.00%	90.00%	90.00%
% Of requests completed within allotted timeframe	98.00%	98.00%	98.00%
Effectiveness:			
# Of properties updated	300	300	300
# Of zoning cases updated	25	30	30
Miles of water/wastewater updates	3 miles	5 miles	5 miles

DEPARTMENT / DIVISION	FUND
INFORMATION SERVICES – GIS	INFORMATION SERVICES

PROGRAM NAME

GEOGRAPHICAL INFORMATION SYSTEM

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Effectiveness continued:			
% Of datasets current in communities	100.00%	100.00%	100.00%

DEPARTMENT / DIVISION	FUND
INFORMATION SERVICES – PUBLIC SAFETY	INFORMATION SERVICES

PROGRAM NAME

PUBLIC SAFETY

DESCRIPTION / MISSION

The Public Safety program strives to work in partnership with Police, Fire and Municipal Court to provide technology services for systems in their areas. Primary services focus on development and implementation of computer applications, quality system administration and support that will assist these departments in delivering quality services to their customers in a secure, reliable environment.

GOALS

- To provide installation, administration and general support of public safety systems and software. (Safety and Security/Financial Stability)
- To provide installation, administration and support of Municipal Court systems and software. (Safety and Security/Financial Stability)
- To provide procurement of hardware and software consistent with City policy and State laws. (Financial Stability)
- To provide training that will allow customers to extend the knowledge of their systems in order to meet their needs. (Safety and Security)
- To provide financially responsible management of the division budget. (Financial Stability)
- To provide analysis, design and procurement or development of new applications and systems that are beneficial to the Public Safety departments and Municipal Court. (Safety and Security / Financial Stability)
- To apply sound information security principles and practices to appropriately secure data and systems. (Safety and Security)

OBJECTIVES

- Perform regular administration and monitoring of systems to allow for proactive measures to be applied before system failure occurs. (Safety and Security/Financial Stability).
- Maintain and monitor daily backups of systems to ensure recoverability of data in the event of system failure. (Safety and Security/Financial Stability)
- Provide training for users allowing them to create reports needed to analyze data within their systems. (Safety and Security/Financial Stability).
- Work with software vendors to maintain the availability and security of all systems. (Safety and Security/Financial Stability)
- Create project plans for all new technology projects and work to achieve the goals set in the project plans in order to meet project deadlines. (Financial Stability)
- Maintain and manage the division budget to ensure expenditures meet budgeted goals. (Financial Stability)

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of assigned personnel	1.00	1.00	1.00
# Of servers supported	16	19	19
# Of major software systems supported	14	16	16
Outputs:			
# Of server upgrades performed	2	2	2
# Of major software upgrades performed	2	2	2
Efficiency:			
% Of hours devoted to training users	10.00%	10.00%	10.00%
% Of hours devoted to customer support	60.00%	70.00%	70.00%
% Of hours devoted to system administration	30.00%	20.00%	20.00%
Effectiveness:			
% Of projects delivered on time	90.00%	90.00%	90.00%
% Of systems that maintain 99% availability	100.00%	100.00%	100.00%
# Of customers trained to create and maintain reports	7	7	7
% Of servers successfully backed up daily	99.00%	99.00%	99.00%
% Of expenditures budgeted	95.00%	95.00%	95.00%

DEPARTMENT	FUND
HUMAN RESOURCES	SELF INSURANCE

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Health/Medical	$5,589,910	$8,019,544	$8,102,330	$8,411,204
Worker's Compensation	490,355	449,560	460,521	500,390
Personnel Expenses (Incl. Personnel and NonDept)	457,089	452,345	452,345	463,808
Other Insurance	288,199	449,926	390,926	425,235
Reserves	0	46,402	36,131	38,337
Other Expenses	35,577	0	83,460	60,000
Life Insurance Premiums	58,772	0	59,000	60,000
Transfer to Park Development	0	0	0	0
Transfer to CIP	0	0	0	0
Transfer to Retiree Health Care Fund	100,000	100,000	100,000	100,000
TOTAL	**$7,019,902**	**$9,517,777**	**$9,684,713**	**$10,058,974**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$398,897	$415,147	$413,304	$422,557
General Services	23,772	22,120	22,120	23,210
Maintenance	4,071	4,368	4,368	4,368
Sundry	6,587,794	9,070,415	9,239,194	9,603,112
Supplies	5,367	5,727	5,727	5,727
Capital	0	0	0	0
TOTAL	**$7,019,902**	**$9,517,777**	**$9,684,713**	**$10,058,974**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Assistant City Manager*	0.10	0.10	0.10	0.10
Director of Human Resources*	0.80	0.80	0.80	0.80
Asst. Dir. of Human Resources*	0.80	0.80	0.80	0.80
Human Resources Analyst*	0.80	0.80	0.80	0.80
Payroll Specialist*	0.80	0.80	0.80	0.80
Human Resources Generalist*	1.80	1.80	1.80	1.80
* Positions partially funded in this activity.				
Full-Time	5.10	5.10	5.10	5.10
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**5.10**	**5.10**	**5.10**	**5.10**

DEPARTMENT / DIVISION	FUND
HUMAN RESOURCES – ADMINISTRATION	SELF INSURANCE

PROGRAM NAME

RISK MANAGEMENT

DESCRIPTION / MISSION

With the City's Core Values as our model for service, aggressively strive to protect the City's human, physical and financial assets. Continually identify and analyze all potential risk exposures as well as assess, evaluate and implement appropriate risk control methods and risk financing techniques.

GOALS

- To develop and provide centralized injury and risk reduction programs assuring a safe and healthy work environment. (Efficient and Effective Delivery of City Services)
- To perform a thorough ongoing review of all exposures and claim histories, reduce the severity and frequency of all accidents and work-related injuries. (Efficient and Effective Delivery of City Services)
- To ensure compliance with Federal, State and local laws relating to the Risk Management function. (Financial Stability)
- To ensure injured employees receive adequate and appropriate medical care through an effective claims management process.
- To manage workers' compensation claims to quickly return employees to a productive work status and reduce claims costs. (Efficient and Effective Delivery of City Services)
- To continually identify viable risk control and risk financing options. (Financial Stability)
- To resolve all liability claims in a consistent and expedient manner. (Efficient and Effective Delivery of City Services)
- To negotiate with vendors to obtain quality services and/or products at a competitive cost for claims adjusting, occupational healthcare, employee training and insurance. (Financial Stability)

OBJECTIVES

- Complete cost allocation analysis for all losses and methods of risk financing.
- Conduct city wide internal needs analysis to determine how the City's risk management staff can best meet the safety training and security needs of department supervisors.
- Create a workplace safety library making safety training resources easily accessible for departments and employees.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of full-time personnel devoted to the risk management function	1.00	1.00	1.00
Outputs:			
# Of lost-time and medical only worker's compensation claims	74	60	56
# Of auto and general liability claims processed	34	30	25
Efficiency:			
% Of workers compensation claims reported to claims adjuster within 2 business days	98.00%	99.00%	99.00%
% Of auto and general liability claims reported to claims adjuster within 2 business days	98.00%	99.00%	99.00%
Effectiveness:			
Lost-time injury rate (per 100 employees)	1.90	1.47	1.50
Injury frequency rate (per 100 employees)	19.92	14.65	14.50
# Of medical only injuries	61	50	48
# Of lost-time injuries	13	10	8
# Of incident only injuries	62	40	40
# Of vehicle/equipment accidents (all damages regardless of cost and/or repairs made)	40	34	33

NRH

DEBT SERVICE FUNDS

This section primarily includes four Debt Service Funds: General Debt Service, Utility Debt Service, Park & Recreation Facilities Development Fund Debt Service, and Aquatic Park Debt Service. (The General Debt Service Fund is established by ordinances authorizing the issuance of general obligation bonds and certificates of obligation to provide for the payment of bond principal and interest as they become due and payable.) Property tax rates and levy are required to be computed and collected, which will provide sufficient funds to pay principal and interest as it comes due. Debt issuance finances the City's purchase of land, buildings, land improvements, and construction and reconstruction of streets and drainage facilities. Current projects are listed in the Capital Improvement Section of this budget document. Utility Debt Service is the principal and interest payments for the City's Utility System. The revenue source for these payments is from current revenues of the Utility Fund and interest earnings from bond proceeds. The Park & Recreation Facilities Development Debt Service Fund makes principal and interest payments for debt issued to upgrade the park and recreational facilities of the City. These funds are secured by a one-half percent sales tax approved by voters in 1992. Aquatic Park Debt Service Fund makes principal and interest payments for debt issued for attractions at the aquatic park. Other Debt Service Funds included in this section are Golf Course Fund Debt Service, Tax Increment Finance Districts #1 and #2 Debt Service, Drainage Utility Fund Debt Service, Building Services Fund Debt Service, Equipment Services Debt Service. A summary schedule for citywide debt service is included in the following pages.

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DEBT SERVICE FUNDS
2012-2013

OVERVIEW OF DEBT SERVICE FUNDS

General Debt Service – General Debt Service is used for the accumulation of resources for payment of general long-term debt principal and interest. Resources include an applicable portion of the ad valorem tax levy and related interest income usable from debt service. Funding of the Debt Service Fund is made on a conservative basis of estimating the collectable portion of the tax levy. From this collectable portion, an allocation of available funds is made between General Fund operating revenue and the Debt Service Fund. Requirements for debt service are based on the amount of outstanding general obligation debt and related debt service costs. The debt service requirements are predictable; because once a bond sale is closed, the requirements can only be altered by a bond sale for new money or a refunding of old issues. Bonds are primarily sold to fund Capital Improvement Program projects and to refund existing debt.

Utility – The Utility Fund makes payments for the principal and interest of scheduled debt service associated with Utility System improvements and refunding bonds. Debt service payments are made semi-annually. The debt service is paid from current revenues of the Utility System.

Park Fund Debt Service – The Park and Recreation Facilities Development Debt Service Fund is used to make principal and interest payments on revenue debt issued for the Park and Recreation Facilities Development Fund. A one-half percent sales and use tax approved by the voters of North Richland Hills in August 1992, secures the revenue bonds. These revenues are solely dedicated for park and recreational purposes including the construction of a tennis center, family Aquatic Park, design and construction of hike and bike trails, and general improvements to neighborhood parks.

Golf – The Golf Course Fund makes payments for the principal and interest of scheduled debt service associated with Golf Course improvements and refunding bonds. The source of revenue for Golf Course debt service is current revenues of the Golf Course.

Tax Increment Financing (TIF) Debt Service – The TIF #1 and #2 Debt Service Funds are used to make principal and interest payments on debt issued for infrastructure and other capital improvements made within the City's two tax increment zones and refunding bonds. The TIF #1A Debt Service Funds are used to make principal and interest payments on debt issued for TIF #1 expansion. The primary source of revenue for TIF debt service is property tax generated by holdings within the TIF districts.

Aquatic Park Fund Debt Service – The Aquatic Park Fund makes payments for the principal and interest of scheduled debt service associated with Aquatic Park improvements. Debt service consists of principal and interest on outstanding bond issues. The source of revenue for Aquatic Park debt service is current revenues of the Aquatic Park.

Both Drainage Utility and Internal Service debt are included with General Debt Service.

Drainage Utility – The Drainage Utility Fund makes payments for the principal and interest of scheduled debt service associated with citywide drainage improvements. The primary source of revenue for the Drainage Utility Fund is drainage fees charged to improved property which may or may not be a part of the wastewater system such as a septic system.

DEBT SERVICE FUNDS
2012-2013

Internal Service – The Equipment Services and Building Services Funds make payments for the principal and interest of scheduled debt service associated with building improvements and capital equipment purchases and refunding bonds. The primary source of revenue for these funds is user fees charged back to all other City departments utilizing services.

DEBT MANAGEMENT

Debt Issuance – The City issues debt only for the purpose of acquiring or constructing capital assets for the general benefit of its citizens, and to allow it to fulfill its various missions as a City. Debt may be issued for the purposes of purchasing land or right-of-way and/or improvements to land, for construction projects to provide for the general good, for capital equipment, or for refunding existing debt. The City will uphold all related bond covenant agreements associated with bond issues. Bond issues will be conducted after consultation with an external financial advisor. The City will maintain good communications with bond rating agencies, financial advisors, independent auditors, investors, and citizens regarding its financial condition.

> General Obligation Bonds (GO's) – General Obligation Bonds are used to fund capital assets of the general government such as facilities, streets, and drainage, and to refund existing debt. They are not to be used to fund operating needs of the City. A general obligation bond is a legal debt instrument used to finance permanent projects within the City limits. The tax base and the City's ability to tax for repayment of indebtedness back the bond. The full faith and credit of the issuing government also back the bond. State law requires an incorporated city to submit the proposed bond issue to a public referendum and to receive voter authorization prior to issuance of bonds.
>
> Revenue Bonds (RB's) – Revenue Bonds are issued to provide for the capital needs of an activity that requires continuation or expansion of a service that produces revenue, and for which the asset may reasonably be expected to provide for a revenue stream to fund the debt service requirements. A revenue bond is a legal debt instrument used to finance permanent public projects. Unlike the GO bonds, the revenue bond does not require voter approval. The City Council is authorized to approve the bond issue and set user rates at a sufficient amount to pay the annual principal and interest as well as operating needs.
>
> Certificates of Obligation (CO's) – Certificates of Obligation are used to fund capital requirements that are not otherwise covered under either Revenue Bonds or General Obligation Bonds. Debt Service for CO's may be either from general revenues or backed by a specific revenue stream or streams, or by a combination thereof. Generally, CO's are issued for the acquisition or construction of capital assets.

Analysis of Financial Alternatives – Staff will explore alternatives to the issuance of debt for capital acquisitions and construction projects. These alternatives include, but are not limited to: (1) grants-in-aid, (2) use of reserves, (3) use of current revenues, (4) contributions from developers and others, (5) leases, and (6) impact fees.

DEBT SERVICE FUNDS
2012-2013

Disclosure – Full disclosure of operations will be made to the bond rating agencies and other users of financial information. City staff, with the assistance of financial advisors and bond counsel, will prepare necessary materials for presentation to the rating agencies, aid in the production of Official Statements, and take responsibility for the accuracy of all financial information released.

Federal Requirements – The City will maintain procedures to comply with arbitrage rebate and other Federal requirements.

Debt Limit – The State of Texas limits the ad valorem tax rate to $2.50 per $100 valuation. The City Charter limits the ad valorem tax rate to $1.50 per $100 valuation of taxable property within the City. North Richland Hills' adopted rate of $0.61 falls well below this limit.

Bond Ratings – North Richland Hills' bond ratings are as follows:

	Moody's	Standard and Poor's
General Obligation Bonds	Aa2	AA+
Utility Revenue Bonds	Aa2	AA+
Park Sales Tax Revenue Bonds	A1	AA-

Ratings provided by these agencies directly affect the interest rate on new debt issue. The City's policies are focused on issues that maintain high bond ratings and keep debt costs reasonable. The City's bond or "credit" rating is an assessment of the City's ability and willingness, and its legal obligation, to make full and timely payments of principal and interest on the debt security over the course of its maturity schedule. Ratings are designed exclusively for the purpose of grading debt instruments according to their credit qualities and do not constitute a recommendation to buy or sell a security. The rating process evaluates the past performance and trends, and evaluates estimated future prospects. Both qualitative data and quantitative data are considered. Historical trends and current conditions, in addition to prepared projections, are utilized when making evaluations about future performance. Evaluations are generally based on what has taken place over the last five to ten years.

When applying for a credit rating, the items required of the City include audit reports, current budget documents, current capital improvement program, statements of long and short-term debt, and an indication of appropriate authority for debt issuance. Standard & Poor's ratings range from AAA to BBB, with AAA being the highest rating. Moody's has nine basic rating categories for long-term obligations, ranging from AAA to C. An AAA rating indicates the issuer has an extremely strong ability to meet its debt obligations, whereas a C rating represents an adequate ability to meet debt requirements.

Financial Advisor – The City currently uses First Southwest Company in the capacity of financial advisor. First Southwest Company coordinates the debt issuance for the City. They assist in the determination of the City's capacity to authorize, issue, and service debt. On the basis of this determination and with the approval of the City, First Southwest Company proceed with the sale of the debt instruments. When the City accepts a bid for the debt instruments, First Southwest Company directs the closing of the sale.

DEBT SERVICE FUNDS
2012-2013

Debt Capacity – As of October 1, 2012, the City currently has the capacity to issue approximately $54 million in general debt over the next eight years. The following assumptions were made in figuring the City's debt capacity: no change in the City's current $0.61 property tax rate, average bond interest rates equal to 3.5%, debt maturity equLaury Fiorelloal to the useful life of purchased or constructed assets for all issues, and average annual tax base growth equal to 1%. New construction estimates were also used in calculating the annual and cumulative figures.

DEBT SERVICE FUND SUMMARY

Below is a summary of each of the City's outstanding obligations. Please note the figures in parentheses represent the remaining principal amount for each issue. The total remaining principal and interest amount as of September 30, 2012 equals $118.5 million.

GENERAL DEBT (Series 1998-2011)

General Obligation Refunding Bonds, 2012 – In 2012, $2,884,934 General Obligation refunding bonds were issued for street and drainage improvements, which were a part of the 2003 bond election.

General Obligation Bonds, 2012 – In 2012, $25,830,000 in General Obligations bonds were issued for 2012 Bond Election Municipal Facilities Project and 2003 Bond election streets and drainage projects.

General Obligation Refunding Bonds, 2011 – In 2011, $2,130,000 General Obligation refunding bonds were issued for street and drainage improvements, which were a part of the 2003 bond election.

Certifications of Obligation, 2011 – In 2011, $945,000 in Certifications of Obligation were issued for capital equipment, and two drainage projects.

General Obligation Bonds, 2010 – In 2010, $5,850,000 in General Obligation bonds were issued for street and drainage improvements, which were a part of the 2003 bond election.

Certifications of Obligation, 2010 – In 2010, $2,910,000 in Certifications of Obligation were issued for ambulance equipment and five street and drainage projects.

General Obligation Bonds, 2009 – In 2009, $5,695,000 in General Obligation bonds were issued for street improvements, which were a part of the 2003 bond election.

Certificates of Obligation, 2009 – In 2009, $1,235,000 in Certificates of Obligation were issued for five drainage and street improvement projects, five utility capital projects and the purchase of a Fire Quint.

General Obligation Bonds, 2008 - In 2008, $4,180,000 in General Obligation bonds were issued for street improvements to North Tarrant parkway, Rufe Snow Drive, Douglas Lane and Holiday Lane.

DEBT SERVICE FUNDS
2012-2013

Certificates of Obligation, 2008 - In 2008, $285,000 in Certificates of Obligation debt were issued for various utility capital projects and replacement of an ambulance and camera van for the Utility Department.

General Obligation Bonds, 2007 – In 2007, $1,700,000 in General Obligation bonds were issued for street improvements to North Tarrant Parkway and Rufe Snow Drive

General Obligation Refunding Bonds, 2007 – In 2007, $5,085,000 in refunding bonds were issued for street improvements.

Certificates of Obligation, 2007 – In 2007, $585,000 in Certificates of Obligation debt were issued for replacement of the following vehicles and equipment: a fire engine and a street sweeper.

General Obligation Bonds, 2006 – In 2006, $2,280,000 in General Obligation bonds were issued for street improvements to Davis Boulevard/Mid Cities Intersection, Flory Lane, Galway Lane, Lola Drive, and Simmons Drive. Additional projects funded from this issue include the signalization of Holiday Lane/Chapman Drive/Meadow Road, reconstruction of the Holiday West drainage channel and upgrades to existing fire department facilities.

Certificates of Obligation, 2006 – In 2006, $1,345,000 in Certificates of Obligation debt was issued for replacement of the following vehicles and equipment: aerial ladder truck, ambulance, backhoe tractor/loader, two dump trucks and a pavement roller.

General Obligation Refunding Bonds, 2005 – In 2005, $8.05 million in bonds was refunded to achieve interest savings and lower the overall annual debt service requirements of the City. Portions of the following bonds were refunded: 1996, 1997, 1998, 1999, and 2000 series General Obligation bonds and 1996, 1997, 1998, 1999, 2000 and 2001 series Certificates of Obligation

General Obligation Bonds, Refunding and Improvement Bonds, 2004 – In 2004, $4,935,000 in General Obligation bonds were issued for street improvements to Rufe Snow Drive, Bursey Road, Smithfield Road, Davis Boulevard, Galway Lane, Lola Drive, Glenview Drive, and Flory Street. An additional drainage project funded with this issuance includes reconstruction of the Holiday West drainage channel. Also in 2004, $3.815 million in bonds were refunded to achieve interest savings and lower the overall annual debt service requirements of the City. Portions of the following bonds were refunded: GO Bonds 1997, Tax & Waterworks & Sewer System Revenue CO's 1997, Waterworks & Sewer System Revenue Refunding Bonds 1996, Tax & Drainage Utility System Revenue CO's 1996, GO Bonds 1995, and GO Bonds 1993.

General Obligation Bonds, 2003 – In 2003, $2,750,000 in General Obligation bonds were issued for street improvements to Glenview Drive, Lola Drive , Galway Lane, Flory Lane, and various sections of Rufe Snow Drive. Additional projects funded from this issue include reconstruction of the Holiday West drainage channel and upgrades to existing fire department facilities.

DEBT SERVICE FUNDS
2012-2013

UTILITY DEBT

Certificates of Obligation, 2012 – In 2012, $5,365,000 in Certificates of Obligation debt were issued for water and sanitary sewer infrastructure construction and rehabilitation, and water meter replacements.

Certificates of Obligation, 2010 – In 2010, Certificates in the amount of $805,000 were issued for Utility street re-locations and water meter replacements.

Certificates of Obligation, 2009 – In 2009, Certificates for $3,115,000 were issued for a lift station at Precinct Line Rd, Amundson tank rehabilitation and other utility capital projects.

Certificates of Obligation, 2008 – In 2008, $1,815,000 million in Certificates of Obligation debt were issued for utility water meter replacements and utility capital projects throughout the City.

General Obligation Refunding Bonds, 2005 – In 2005, $270,000 in General Obligation Refunding bonds were issued to achieve interest savings and lower annual debt service requirements of the City. The Waterworks and Sewer System Revenue Certificates of Obligation 1998 were refunded.

Certificates of Obligation, 2004 – In 2004, $560,000 in Certificates of Obligation debt were issued for the repainting and rehabilitation of the Booth Calloway Storage Tank.

PARK DEBT

Certificates of Obligation, 2011 – In 2011, $2,440,000 in certificates were issued for the Senior Citizen Component of the Recreation Center to be paid with 4B sales tax.

General Obligation Refunding Bonds, 2005 – In 2005, $955,000 in General Obligation Refunding bonds were issued to achieve interest savings and lower annual debt service requirements of the City. The 1998 and 2000 Series Certificates of Obligation were partially refunded with this issue.

Revenue Refunding Bonds, 2001 – This $7.305 million Revenue Refunding bond issue was made to refund a portion of the Corporation's outstanding Sales Tax Revenue bonds debt being utilized for hike and bike trail development and City park development.

Sales Tax Revenue Bonds, 1995 – This $2 million bond issue had an original twenty (20) year life, and is being repaid with the proceeds of a one-half cent sales and use tax levied in the City for the benefit of the Park and Recreation Facilities Development Corporation. Proceeds from the bond sale were used to fund construction of the City's Aquatic Park. This issue was partially refunded in 2001.

GOLF COURSE DEBT

Certificates of Obligation, 2012 – In 2012, $5,365,000 in Certificates of Obligation debt were issued for golf course drainage improvements.

DEBT SERVICE FUNDS
2012-2013

Certificates of Obligation, 2008 – In 2008, $500,000 in Certificates of Obligation were issued for Iron Horse drainage improvements.

General Obligation Refunding Bonds, 2005 – In 2005, $185,000 in General Obligation Refunding bonds were issued to achieve interest savings and lower annual debt service requirements of the Golf Course. The 1997 Series Certificates of Obligation were partially refunded with this issue.

General Obligation Refunding Bonds, 2004 – In 2004, $200,000 in General Obligation Refunding bonds were issued to achieve interest savings and lower annual debt service requirements of the Golf Course. The 1997 Series Certificates of Obligation were partially refunded with this issue.

Certificates of Obligation, 2004 – In 2004, $125,000 in Certificates of Obligation debt were issued for constructing a pavilion at Iron Horse Golf.

TAX INCREMENT FINANCE DISTRICTS #1, #1A and #2 DEBT

General Obligation Refunding Bonds, 2012 – In 2012, $814,454 was issued to achieve interest savings and lower the overall annual debt service requirements of the District.

Certifications of Obligation, 2010 In 2010, $1,000,000 was issued for Blvd. 26 intersection improvements located within Tax Increment Finance District #1. In addition, $18,800,000 was issued for construction of the new NRH recreation center within Tax Increment Finance District #2.

Certificates of Obligation, 2008 - In 2008, $2,000,000 was issued for the engineering portion of the City's new Recreation Center within Tax Increment District #2.

Certificates of Obligation, 2006 – In 2006, $8,750,000 was issued to fund construction of a library that will be located within Tax Increment Finance District #2 on Grand Avenue at Simmons Drive.

General Obligation Refunding Bonds, 2005 – In 2005, $310,000 was issued to achieve interest savings and lower the overall annual debt service requirements of the District.

Certificates of Obligation, 2003 – In 2003, $1,450,000 was issued to fund land acquisition and design of a library that will be located within Tax Increment Finance District #2 on Grand Avenue at Simmons Drive.

AQUATIC PARK DEBT

General Obligation Refunding Bonds, 2012 – In 2012, $1,015,612 was issued to achieve interest savings and lower the overall annual debt service requirementst.

Certificates of Obligation, 2011 – In 2011, $2,070,000 in Certificates of Obligation were issued for construction of the new attraction and the food service building.

Certificates of Obligation, 2010 – In 2010, $225,000 in Certificates of Obligation were issued for professional services for a Food Service Building and a new attraction in 2011.

DEBT SERVICE FUNDS
2012-2013

Certificates of Obligation, 2009 – In 2009, $1,855,000 in Certificates of Obligation were issued for Waterpark. Third Phase Attraction and additional restrooms.

Certificates of Obligation, 2008 – In 2008, $150,000 in Certificates of Obligation were issued for Waterpark improvements.

Certificates of Obligation, 2007– In 2007, $700,000 in Certificates of Obligation were issued for a new attraction as determined by the Water Park Master Plan and for the Aquatic Park Mat Racer Attraction.

Certificates of Obligation, 2006 – In 2006, $1.095 million in Certificates of Obligation were issued for a new attraction as determined by the Water Park Master Plan and for additional shade structures throughout the water park.

General Obligation Refunding Bonds, 2005 – In 2005, $920,000 was issued to achieve interest savings and lower the overall annual debt service requirements of the City. A portion of the 1998 Certificates of Obligation were refunded with this issue.

Certificates of Obligation, 2003 – In 2003, $2,250,000 in Certificates of Obligation debt were issued for a new attraction, the Multi-level Interactive Complex, to be constructed at NRH_2O water park.

DRAINAGE UTILITY FUND DEBT

Drainage Utility Fund debt service consists of several series of General Obligation bond and Certificate of Obligation debt issues for drainage improvements throughout the City. A portion of the annual debt service is funded with drainage utility fees based on the percentage of proceeds of the issue used to fund drainage projects. The outstanding principal and total issue amounts are included in the General Debt section previously shown. The annual debt service amount is transferred from the Drainage Utility Fund to the General Debt Service Fund.

BUILDING SERVICES & EQUIPMENT SERVICES FUND DEBT

The Building Services & Equipment Services Fund debt consists of several series of certificate of obligation debt issues to fund major building projects, and major capital equipment purchases, in accordance with the Major Equipment Replacement and Facility Maintenance Long Range Plans and 2005 General Obligation Refunding bonds. Total issue and remaining principal amounts are included in the General Debt section previously shown. Operating transfers are made from these funds to the General Debt Service Fund annually to service debt.

NRH

CITY OF NORTH RICHLAND HILLS

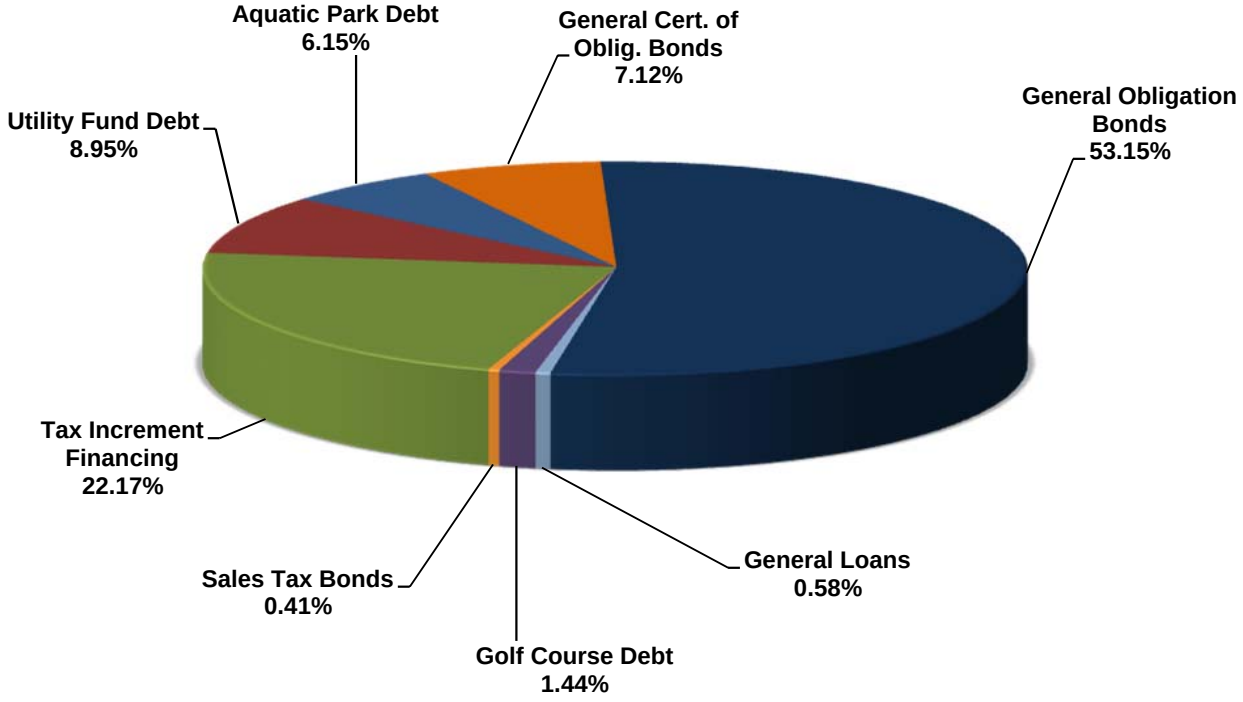
Schedule of Debt Service Requirements to Maturity Summary

October 1, 2012

Fiscal Year	General Obligation Bonds	General Certificates of Obligation	General Loans	Sales Tax Revenue Bonds	Utility General Obligation Debt	Utility Certificates of Obligation	Golf Course General Obligation Debt	Golf Course Certificates of Obligation	**197,872.00** Golf Course Interfund Loans	Aquatic Park General Obligation Debt	Aquatic Park Certificates of Obligation	TIF #1 General Obligation Debt	TIF #1a Certificates of Obligation	TIF #2 General Obligation Debt	TIF #2 Certificates of Obligation	Total
2012 - 2013	7,029,203	876,573	439,843	420,789	47,700	961,985	53,294	73,342	197,872	422,566	671,663	53,963	130,405	213,568	2,614,847	14,207,613
2013 - 2014	6,967,752	857,211	411,079	116,026	46,300	941,532	51,623	71,464	197,834	254,736	661,186	52,388	127,105	86,567	2,555,253	13,398,056
2014 - 2015	6,896,655	833,370	23,450	110,513	39,900	920,585	49,845	69,686	197,820	286,192	489,397	50,700	123,943	115,553	2,389,318	12,596,927
2015 - 2016	6,398,417	814,652	-	-	38,500	895,585	48,023	67,852	197,803	228,774	473,988	44,000	120,918	73,517	2,336,055	11,738,084
2016 - 2017	5,808,654	751,374	-	-	37,100	872,055	51,050	66,082	147,740	217,803	463,352	42,400	117,920	72,658	2,277,900	10,926,088
2017 - 2018	5,400,167	723,167	-	-	35,700	853,669	-	64,422	-	210,477	452,019	40,800	114,923	70,632	2,224,804	10,190,780
2018 - 2019	4,904,076	674,709	-	-	-	810,664	-	62,862	-	84,135	434,861	-	111,705	67,471	2,169,400	9,319,883
2019 - 2020	4,587,531	636,623	-	-	-	756,907	-	53,256	-	82,347	422,724	-	-	66,037	2,110,908	8,716,333
2020 - 2021	4,204,384	579,397	-	-	-	706,141	-	52,031	-	79,461	405,614	-	-	63,723	2,051,535	8,142,286
2021 - 2022	3,911,923	528,292	-	-	-	685,056	-	50,757	-	77,630	393,470	-	-	62,254	1,990,730	7,700,112
2022 - 2023	3,460,824	507,616	-	-	-	633,865	-	49,431	-	74,701	380,976	-	-	59,905	1,926,770	7,094,088
2023 - 2024	3,159,504	486,918	-	-	-	617,911	-	48,075	-	-	368,148	-	-	-	1,861,040	6,541,596
2024 - 2025	2,827,796	471,176	-	-	-	601,284	-	46,691	-	-	355,201	-	-	-	1,794,758	6,096,906
2025 - 2026	2,749,986	455,276	-	-	-	584,228	-	45,288	-	-	332,414	-	-	-	1,727,370	5,894,561
2026 - 2027	2,561,755	390,393	-	-	-	566,732	-	43,866	-	-	271,030	-	-	-	1,234,200	5,067,976
2027 - 2028	2,405,856	356,953	-	-	-	548,715	-	42,425	-	-	226,605	-	-	-	-	3,580,554
2028 - 2029	2,125,190	343,822	-	-	-	456,926	-	16,475	-	-	213,050	-	-	-	-	3,155,463
2029 - 2030	1,783,864	276,655	-	-	-	289,951	-	16,016	-	-	116,510	-	-	-	-	2,482,996
2030 - 2031	1,443,971	148,045	-	-	-	261,719	-	15,547	-	-	102,100	-	-	-	-	1,971,382
2031 - 2032	1,310,963	-	-	-	-	253,906	-	10,156	-	-	-	-	-	-	-	1,575,025
TOTALS	$ 79,938,470	$ 10,712,222	$ 874,372	$ 647,328	$ 245,200	$ 13,219,411	$ 253,835	$ 965,722	$ 939,069	$ 2,018,822	$ 7,234,308	$ 284,251	$ 846,919	$ 951,885	$ 31,264,888	$ 150,396,702
Self-supported	$ 3,722,820	$ 10,712,222	$ 874,372	$ 647,328	$ 245,200	$ 13,219,411	$ 253,835	$ 965,722	$ 939,069	$ 2,018,822	$ 7,234,308	$ -	$ -	$ -	$ -	$ 40,833,109
Tax - Supported	$ 76,215,650	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 284,251	$ 846,919	$ 951,885	$ 31,264,888	$ 109,563,593

NRH

Debt Service By Classification
2012 - 2013 Total
$12,830,170



DEBT SERVICE SCHEDULES
FISCAL YEAR 2012/2013

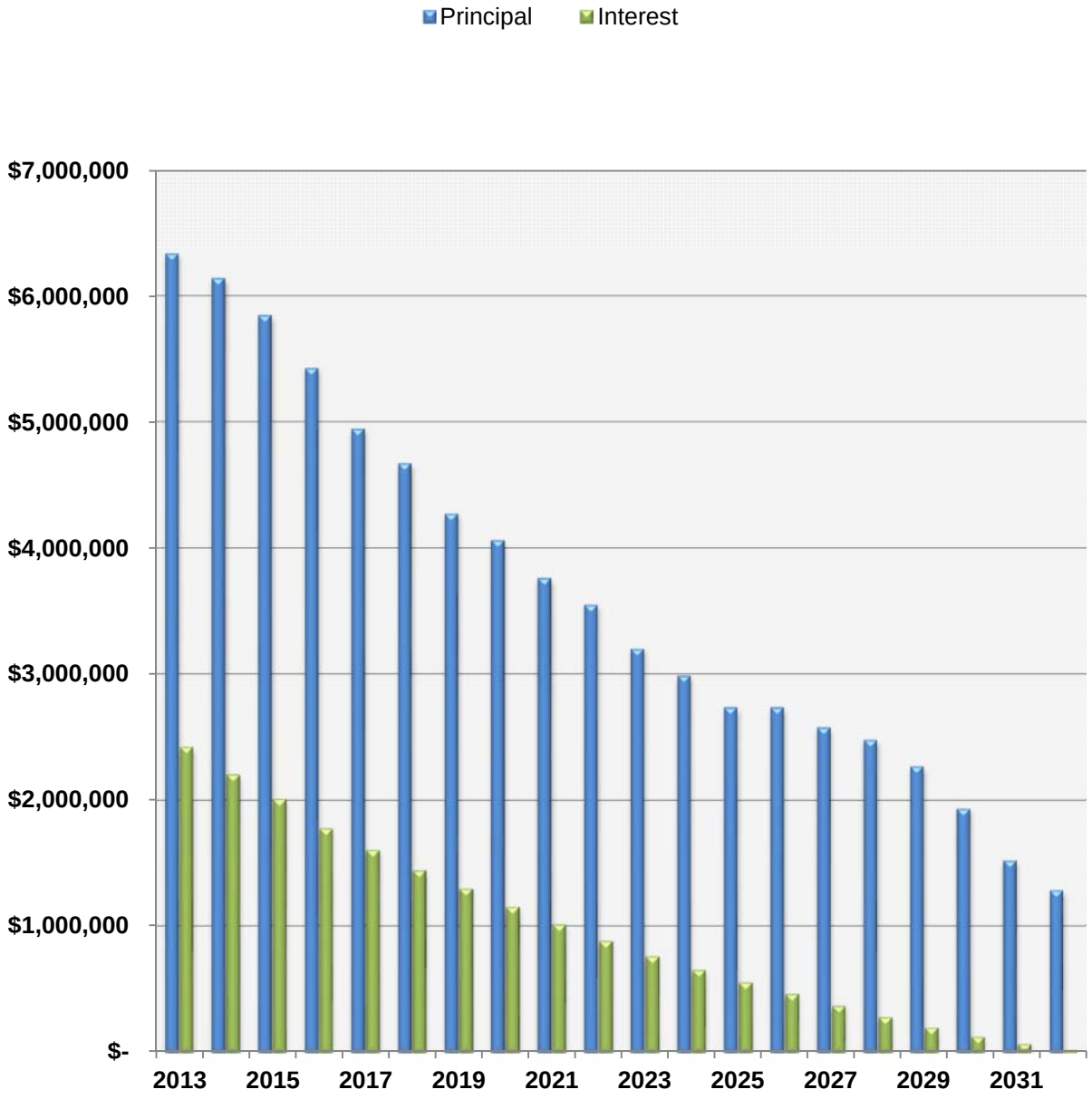
GENERAL DEBT SERVICE:

ISSUE	TOTAL OUTSTANDING PRINCIPAL & INTEREST	FY 2012/13 PRINCIPAL	FY 2012/13 INTEREST	FY 2012/13 TOTAL
Revenue Bonds:				
1995	$ 333,078	$ 105,000	$ 1,539	$ 106,539
2001 Refunding	314,250	300,000	14,250	314,250
Subtotal Revenue Bonds	$ 647,328	$ 405,000	$ 15,789	$ 420,789
General Obligation Bonds:*				
2012	$ 33,221,361	$ 1,290,000	$ 689,301	$ 1,979,301
2012 Refunding	3,371,730	669,989	86,502	756,491
2011	2,367,339	90,000	63,765	153,765
2011 Refunding	2,348,400	230,000	63,250	293,250
2010	7,003,334	295,000	176,213	471,213
2009	6,527,611	1,687,611	178,038	1,865,649
2008	4,292,075	210,000	119,150	329,150
2007 Refunding	3,228,751	105,000	107,401	212,401
2007	1,565,400	80,000	47,600	127,600
2006	2,098,198	115,000	70,632	185,632
2005 Refunding	6,807,351	570,000	219,026	789,026
2004 Refunding	2,789,624	615,000	90,052	705,052
2004	3,735,524	245,000	122,562	367,562
2003	581,772	135,000	60,722	195,722
Subtotal G.O. Bonds	$ 79,938,470	$ 6,337,600	$ 2,094,214	$ 8,431,814
Certificates of Obligation:*				
2011	4,303,853	195,000	116,480	311,480
2010	3,332,558	170,000	82,715	252,715
2009	1,386,225	65,000	37,794	102,794
2008	186,159	25,000	6,140	31,140
2007	482,500	40,000	14,600	54,600
2006	1,020,927	90,000	33,844	123,844
Subtotal C.O.'s	$ 10,712,222	$ 585,000	$ 291,573	$ 876,573
Subtotal G.O.'s and C.O.'s	$ 90,650,692	$ 6,922,600	$ 2,385,787	$ 9,308,387
Loans:				
Liberty Loans	$ 874,372	$ 415,082	$ 24,761	$ 439,843
TOTAL DEBT SERVICE	$ 92,172,392	$ 7,742,682	$ 2,426,337	$ 10,169,019

***Includes transfers from Park & Recreation Facilities Development Debt Service, Drainage Utility Fund Debt Service, Building and Equipment Services General Debt Service.**

2012 - 2013 Operating Budget

General Debt Service
Principal & Interest Payment Schedule



DEBT SERVICE SCHEDULES
FISCAL YEAR 2012/2013

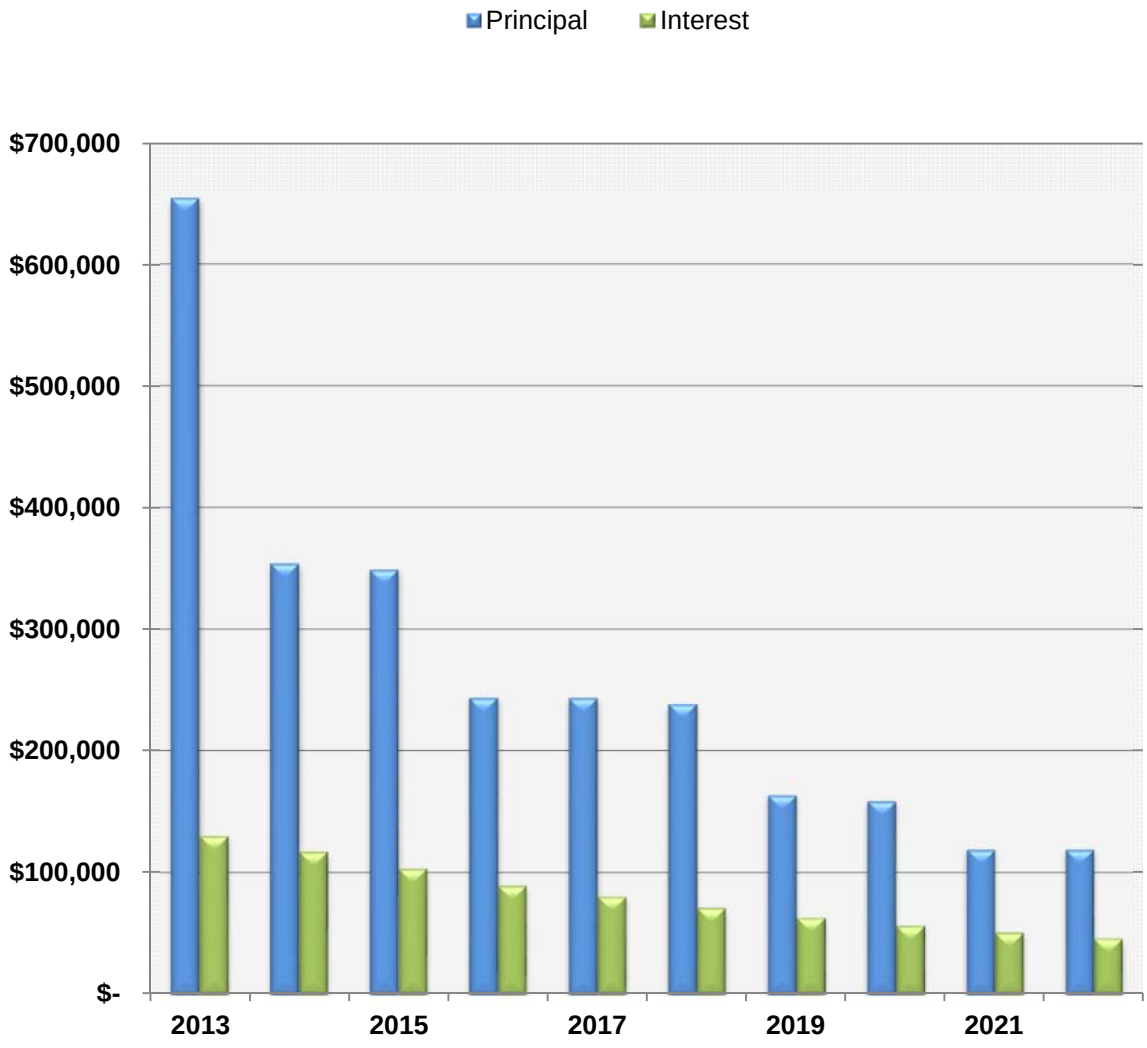
PARK AND RECREATION FACILITIES DEVELOPMENT DEBT SERVICE:

ISSUE	TOTAL OUTSTANDING PRINCIPAL & INTEREST	FY 2012/13 PRINCIPAL	FY 2012/13 INTEREST	FY 2012/13 TOTAL
Revenue Bonds:				
1995	$ 333,078	$ 105,000	$ 1,539	$ 106,539
2001 Refunding	314,250	300,000	14,250	314,250
Subtotal Revenue Bonds	$ 647,328	$ 405,000	$ 15,789	$ 420,789
General Obligation Bonds:				
2005 Refunding	$ 911,851	$ 125,000	$ 28,763	$ 153,763
Subtotal G.O. Bonds	$ 911,851	$ 125,000	$ 28,763	$ 153,763
Certificate of Obligation Bonds:				
2011	$ 3,182,128	$ 125,000	$ 85,580	$ 210,580
Subtotal C.O. Bonds	$ 3,182,128	$ 125,000	$ 85,580	$ 210,580
TOTAL DEBT SERVICE	$ 4,741,307	$ 655,000	$ 130,132	$ 785,132

* Note - This schedule includes a portion of debt that include sales tax revenue bonds which is not transferred to general debt service fund operations but funded by separate proceeds.

2012 - 2013 Operating Budget

Parks and Recreation Facilities Development
Principal & Interest Payment Schedule



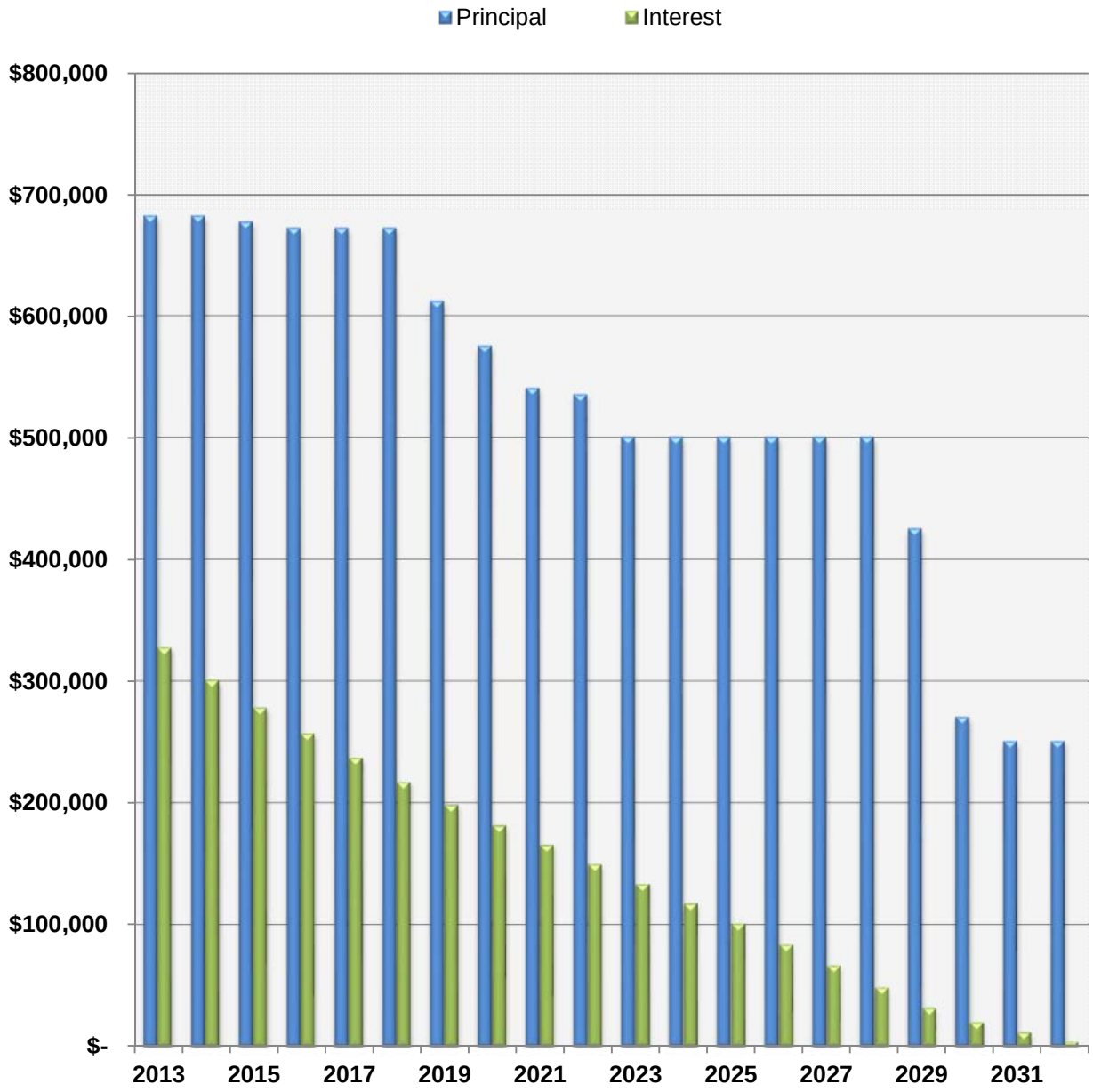
DEBT SERVICE SCHEDULES
FISCAL YEAR 2012/2013

UTILTIY DEBT SERVICE:

ISSUE	TOTAL OUTSTANDING PRINCIPAL & INTEREST	FY 2012/13 PRINCIPAL	FY 2012/13 INTEREST	FY 2012/13 TOTAL
General Obligation Bonds:				
2005 Refunding	$ 245,200	$ 40,000	$ 7,700	$ 47,700
Subtotal General Obligation	$ 245,200	$ 40,000	$ 7,700	$ 47,700
Certificates of Obligation:				
2012	6,766,285	285,000	139,416	424,416
2010	842,720	60,000	20,793	80,793
2009	3,545,725	155,000	96,681	251,681
2008	1,768,830	105,000	53,355	158,355
2004	295,851	36,788	9,952	46,740
Subtotal C.O.'s	$ 13,219,411	$ 641,788	$ 320,197	$ 961,985
TOTAL DEBT SERVICE	$ 13,464,611	$ 681,788	$ 327,897	$ 1,009,685

2012 - 2013 Operating Budget

Utility Fund
Principal & Interest Payment Schedule



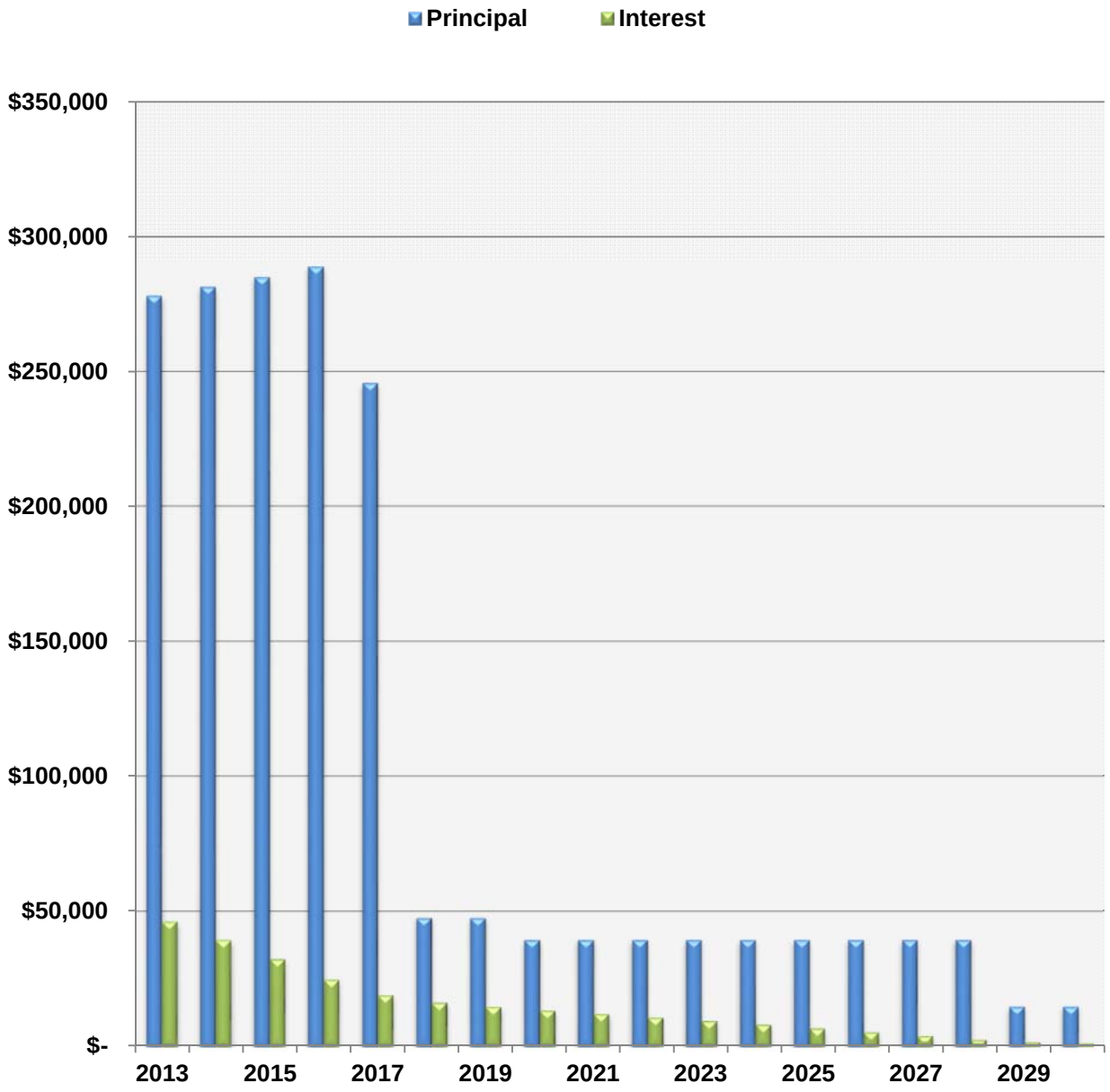
DEBT SERVICE SCHEDULES
FISCAL YEAR 2012/2013

GOLF COURSE DEBT SERVICE:

ISSUE	TOTAL OUTSTANDING PRINCIPAL & INTEREST	FY 2012/13 PRINCIPAL	FY 2012/13 INTEREST	FY 2012/13 TOTAL
General Obligation Bonds:				
2005	$ 40,700	$ 40,000	$ 700	$ 40,700
2004	213,135	5,000	7,594	12,594
Subtotal G.O. Bonds	$ 253,835	$ 45,000	$ 8,294	$ 53,294
Certificates of Obligation:				
2012	373,653	15,000	7,697	22,697
2008	526,032	25,000	15,213	40,213
2004	66,037	8,212	2,220	10,432
Subtotal C.O.'s	$ 965,722	$ 48,212	$ 25,130	$ 73,342
Interfund Loans	$ 939,069	$ 184,992	$ 12,880	$ 197,872
TOTAL DEBT SERVICE	$ 2,158,626	$ 278,204	$ 46,304	$ 324,508

2012 - 2013 Operating Budget

Golf Course
Principal & Interest Payment Schedule



DEBT SERVICE SCHEDULES
FISCAL YEAR 2012/2013

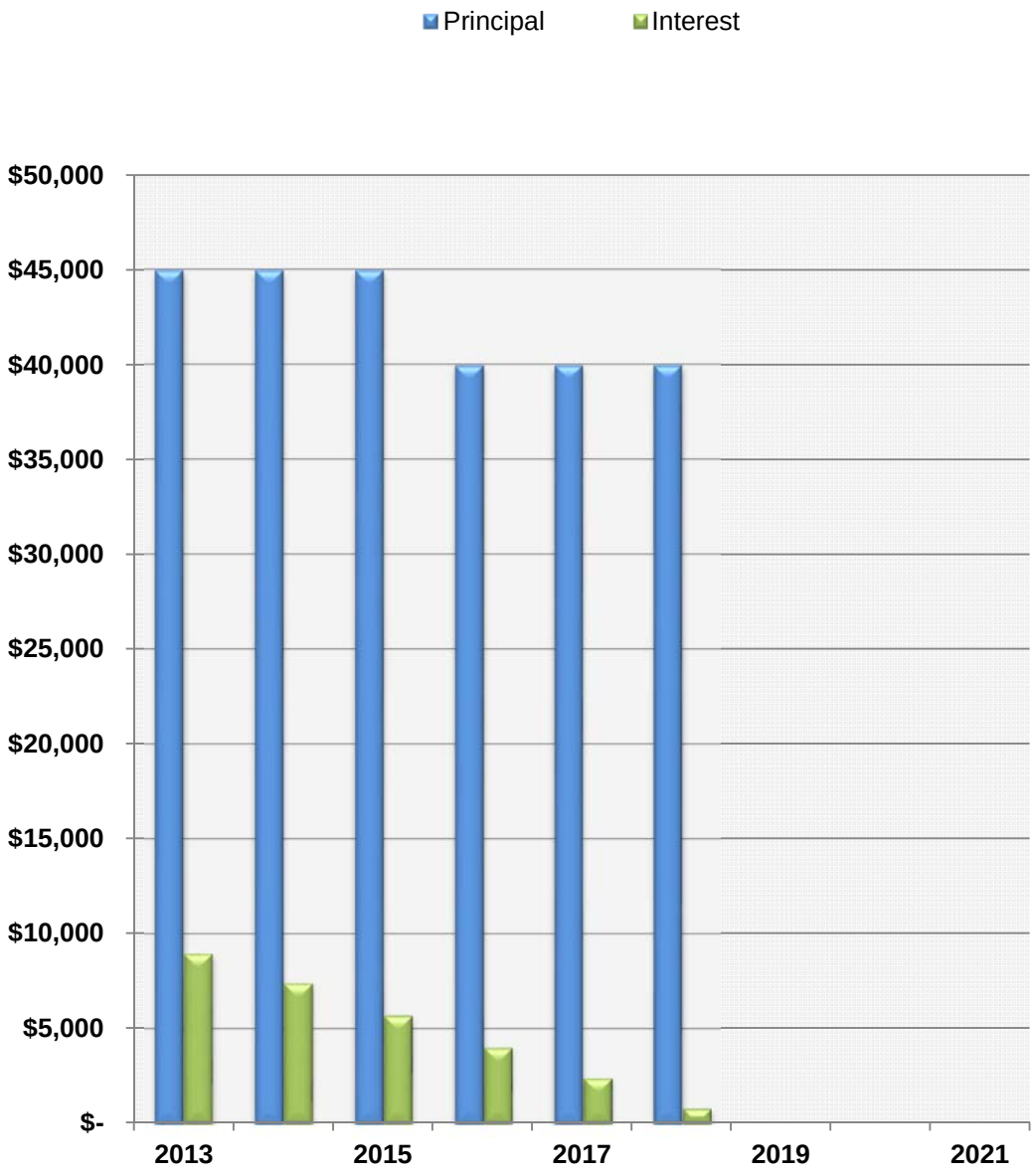
TAX INCREMENT FINANCING DISTRICT #1 DEBT SERVICE:

ISSUE	TOTAL OUTSTANDING PRINCIPAL & INTEREST	FY 2012/13 PRINCIPAL	FY 2012/13 INTEREST	FY 2012/13 TOTAL
2005 G.O.'s	$ 284,251	$ 45,000	$ 8,963	$ 53,963
Subtotal G.O.'s	284,251	45,000	8,963	53,963
TOTAL DEBT SERVICE	$ 284,251	$ 45,000	$ 8,963	$ 53,963

*Note - Tax Increment Financing District #1 debt service include total debt service for all entities participating within the program. Fund Summaries within this document only have reported the City of North Richland Hill's required portion.

2012 - 2013
Operating Budget

Tax Increment Financing District #1
Principal & Interest Payment Schedule



DEBT SERVICE SCHEDULES
FISCAL YEAR 2012/2013

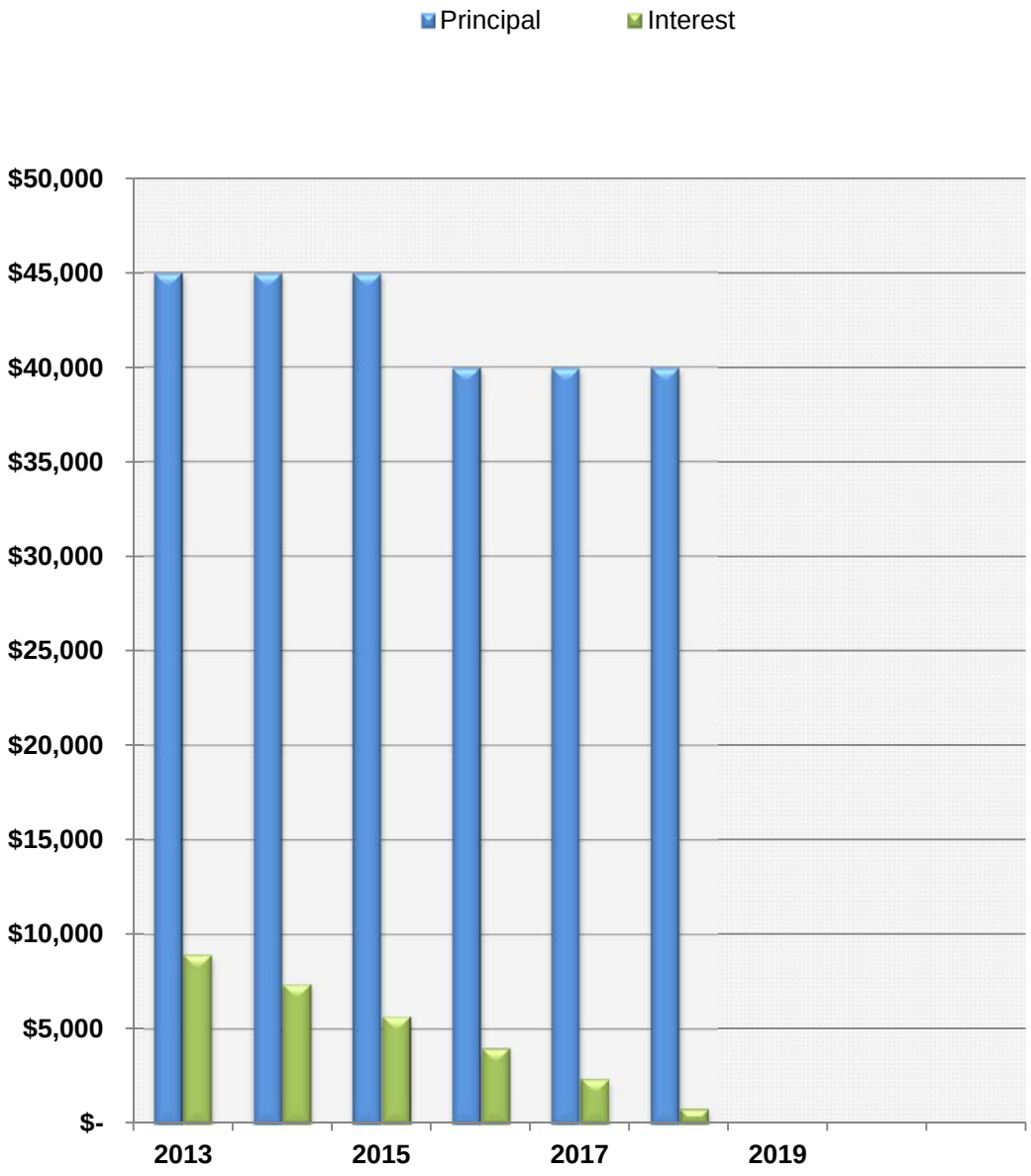
TAX INCREMENT FINANCING DISTRICT #1A DEBT SERVICE:

ISSUE	TOTAL OUTSTANDING PRINCIPAL & INTEREST	FY 2012/13 PRINCIPAL	FY 2012/13 INTEREST	FY 2012/13 TOTAL
2010 C.O.'s	846,919	110,000	20,405	130,405
Subtotal C.O.'s	846,919	110,000	20,405	130,405
TOTAL DEBT SERVICE	$ 846,919	$ 110,000	$ 20,405	$ 130,405

*Note - Tax Increment Financing District #1 debt service include total debt service for all entities participating within the program. Fund Summaries within this document only have reported the City of North Richland Hill's required portion.

2012 - 2013
Operating Budget

Tax Increment Financing District #1A
Principal & Interest Payment Schedule



DEBT SERVICE SCHEDULES
FISCAL YEAR 2012/2013

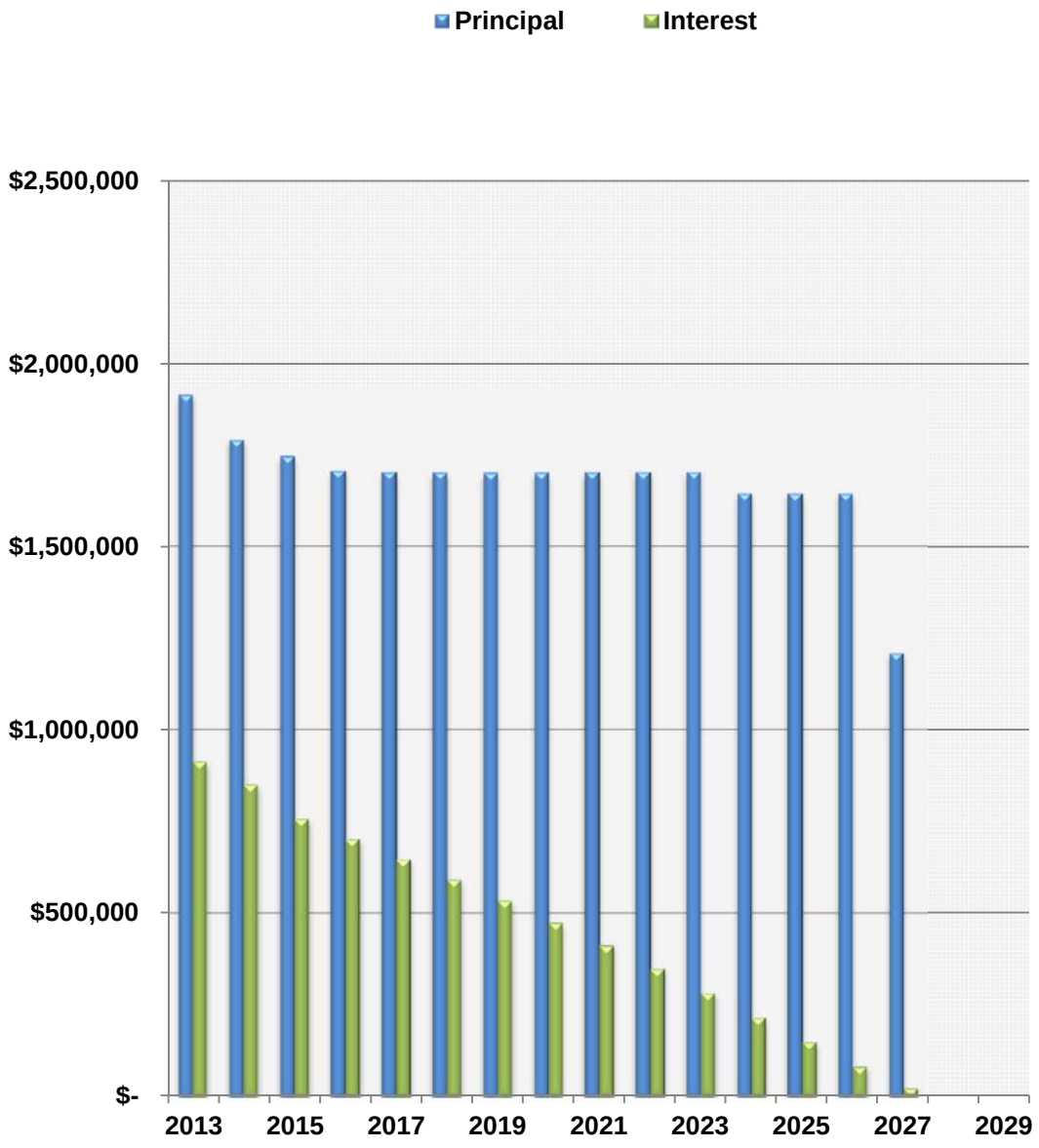
TAX INCREMENT FINANCING DISTRICT #2 DEBT SERVICE:

ISSUE	TOTAL OUTSTANDING PRINCIPAL & INTEREST	FY 2012/13 PRINCIPAL	FY 2012/13 INTEREST	FY 2012/13 TOTAL
2012 GO Refunding	$ 951,885	$ 189,147	$ 24,421	$ 213,568
Subtotal G.O.'s	951,885	189,147	24,421	213,568
Certificates of Obligation:				
2010	$ 20,888,749	$ 1,110,000	$ 522,188	$ 1,632,188
2008	2,039,232	105,000	59,693	164,693
2006	8,114,569	440,000	237,719	677,719
2003	222,338	70,000	40,247	110,247
Subtotal C.O.'s	$ 31,264,888	$ 1,725,000	$ 859,847	$ 2,584,847
TOTAL DEBT SERVICE	$ 32,216,773	$ 1,914,147	$ 884,268	$ 2,798,415

*Note - Tax Increment Financing District #2 debt service include total debt service for all entities participating within the program. Fund Summaries within this document only have reported the City of North Richland Hill's required portion.

2012 - 2013 Operating Budget

Tax Increment Financing District #2
Principal & Interest Payment Schedule



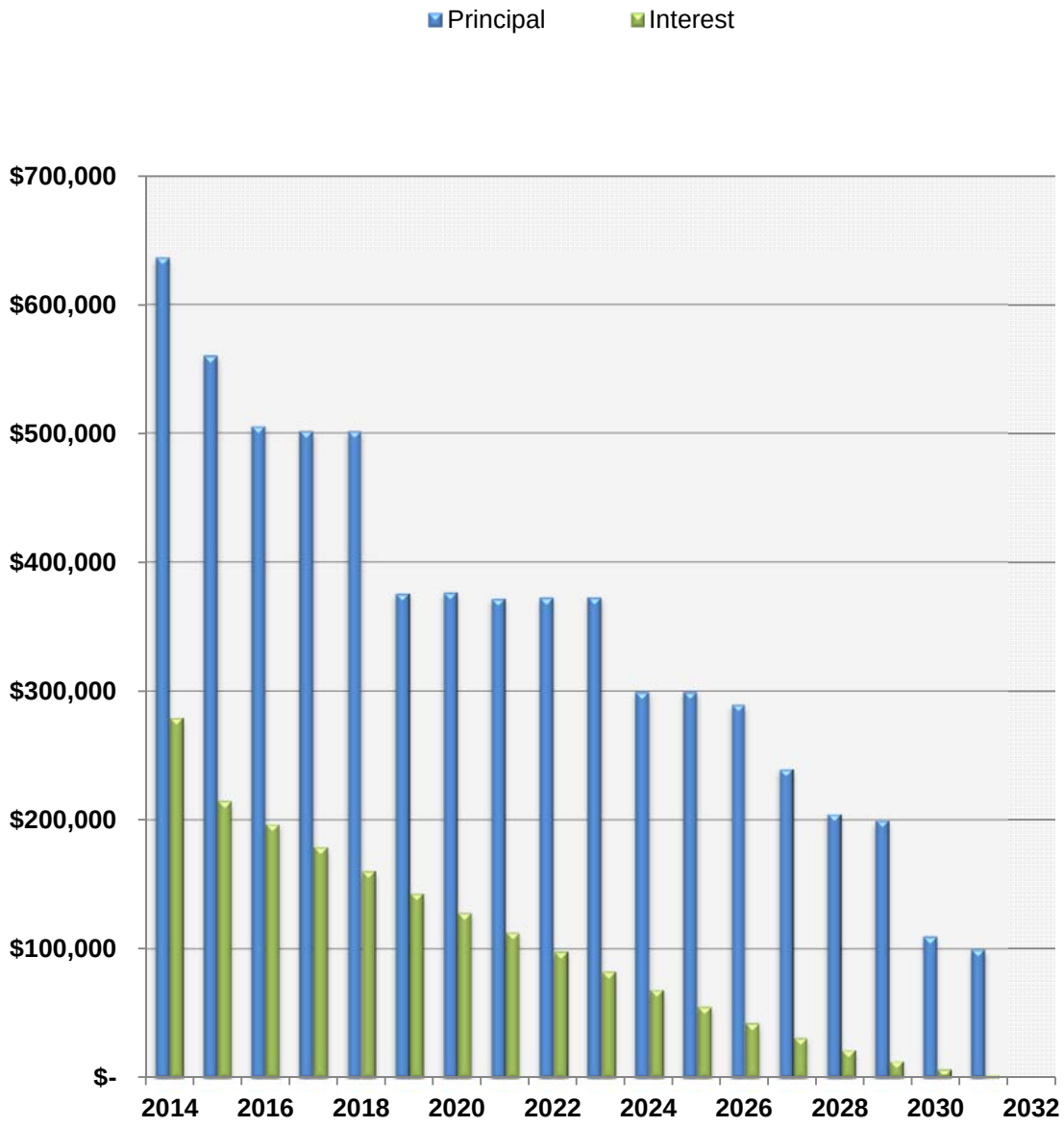
DEBT SERVICE SCHEDULES
FISCAL YEAR 2012/2013

AQUATIC PARK DEBT SERVICE:

ISSUE	TOTAL OUTSTANDING PRINCIPAL & INTEREST	FY 2012/13 PRINCIPAL	FY 2012/13 INTEREST	FY 2012/13 TOTAL
General Obligation Bonds:				
2012 Refunding	$ 1,186,984	$ 235,864	$ 30,452	$ 266,316
2005 Refunding	831,838	130,000	26,250	156,250
Subtotal G.O. Bonds	$ 2,018,822	$ 365,864	$ 56,702	$ 422,566
Certificates of Obligation:				
2011	2,700,338	105,000	72,700	177,700
2010	255,066	15,000	6,318	21,318
2009	2,104,272	95,000	57,363	152,363
2008	138,883	10,000	4,145	14,145
2007	698,226	35,000	21,350	56,350
2006	1,014,867	55,000	33,506	88,506
2003	322,656	110,000	51,281	161,281
Subtotal C.O.'s	$ 7,234,308	$ 425,000	$ 246,663	$ 671,663
TOTAL DEBT SERVICE	$ 9,253,130	$ 790,864	$ 303,365	$ 1,094,229

2012 - 2013 Operating Budget

Aquatic Park
Principal & Interest Payment Schedule



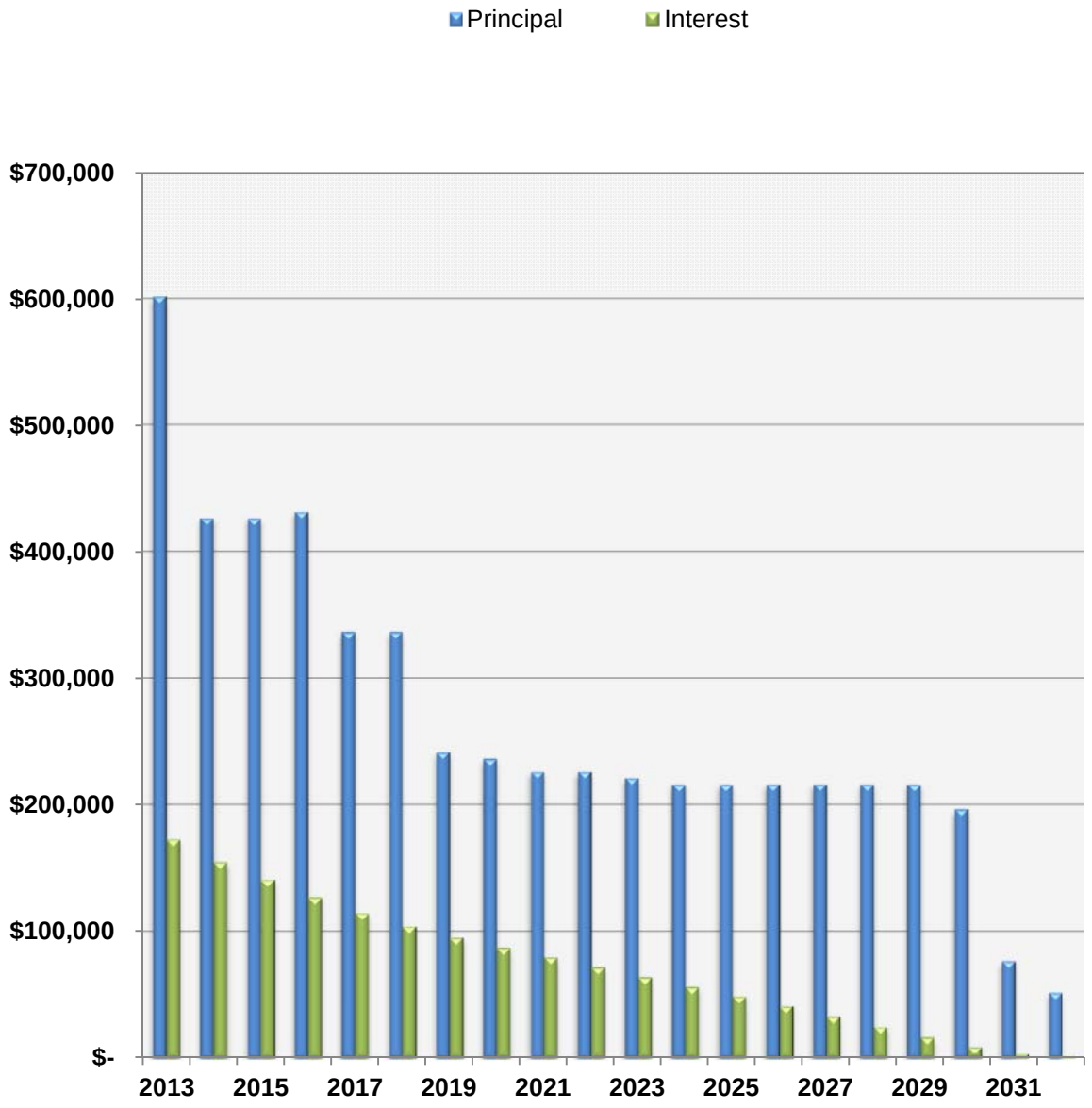
DEBT SERVICE SCHEDULES
FISCAL YEAR 2012/2013

DRAINAGE UTILITY FUND DEBT SERVICE

ISSUE	TOTAL OUTSTANDING PRINCIPAL & INTEREST	FY 2012/13 PRINCIPAL	FY 2012/13 INTEREST	FY 2012/13 TOTAL
General Obligation Bonds: (Included in General Debt Service)				
2012	$ 1,328,854	$ 51,600	$ 27,572	$ 79,172
2007 Refunding	30,638	30,000	638	30,638
2005 Refunding	721,175	80,000	23,250	103,250
2004 Refunding	551,263	260,000	15,280	275,280
Subtotal G.O. Bonds	$ 2,631,930	$ 421,600	$ 66,740	$ 488,340
Certificates of Obligation: (Included in General Debt Service)				
2011	714,225	30,000	19,300	49,300
2010	2,936,341	125,000	73,068	198,068
2009	496,570	25,000	13,513	38,513
Subtotal C.O.'s	$ 4,147,136	$ 180,000	$ 105,881	$ 285,881
TOTAL DEBT SERVICE	$ 6,779,066	$ 601,600	$ 172,621	$ 774,221

2012 - 2013 Operating Budget

Drainage Utility Fund Debt Service
Principal & Interest Payment Schedule

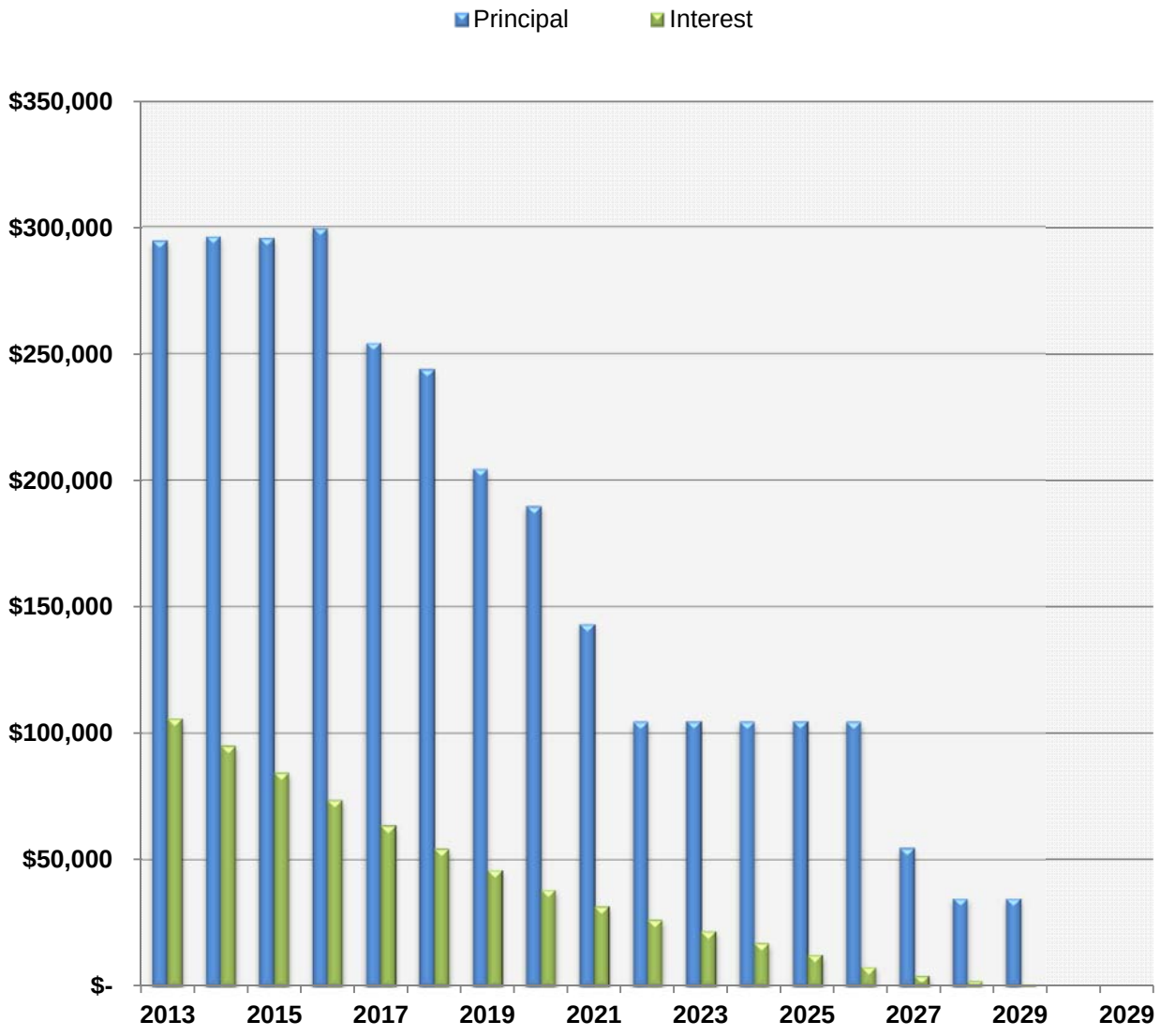


DEBT SERVICE SCHEDULES
FISCAL YEAR 2012/2013

FACILITIES/CONSTRUCTION MANAGEMENT AND FLEET SERVICES

ISSUE	TOTAL OUTSTANDING PRINCIPAL & INTEREST	FY 2012/13 PRINCIPAL	FY 2012/13 INTEREST	FY 2012/13 TOTAL
General Obligation Bonds: (Included in General Debt Service)				
2005 Refunding	$ 179,039	$ 14,991	$ 5,761	$ 20,752
Subtotal G.O. Bonds	$ 179,039	$ 14,991	$ 5,761	$ 20,752
Certificates of Obligation: (Included in General Debt Service)				
2011	$ 407,500	$ 40,000	$ 11,600	$ 51,600
2010	396,217	45,000	9,647	54,647
2009	889,655	40,000	24,281	64,281
2008	186,159	25,000	6,140	31,140
2007	482,500	40,000	14,600	54,600
2006	1,020,927	90,000	33,844	123,844
Subtotal C.O.'s	$ 3,382,958	$ 280,000	$ 100,112	$ 380,112
TOTAL DEBT SERVICE	$ 3,561,997	$ 294,991	$ 105,873	$ 400,864

2012 - 2013 Operating Budget
GeneralDebt Service
(Facilities/Construction Management and Fleet Services)
Principal & Interest Payment Schedule



NRH

CAPITAL PROJECTS FUNDS

The Capital Improvement Program (CIP) is a process by which the City designs a multi-year plan for major capital expenditures. Due to the tremendous growth of the capital projects program, and the amount of detail required for these projects, a separate document is provided for the Capital Improvement Program. This is the eleventh year the Capital Projects Budget will be produced as an independent document. Generally, the CIP includes improvements that are relatively expensive, are non-recurring, have a multi-year useful life, and like capital outlay items, result in fixed assets. These include the construction and acquisition of new buildings, additions to or renovations of existing buildings, construction of streets, drainage improvements, land purchases, and major equipment purchases. Due to the nature and total cost of the identified projects, bond proceeds are the major source of revenues. The CIP is a dynamic process, with projects added and deleted from the financed and unfinanced lists as they move through the project completion process.

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INTRODUCTION

CAPITAL IMPROVEMENT PROGRAM OVERVIEW

The Capital Improvement Program represents the City's plan for physical development. The program is reviewed each year to reflect changing priorities. It provides a framework for identifying capital requirements, scheduling projects over a period of years, coordinating related projects, and identifying future fiscal impact.

Formal City Council adoption of the Capital Improvement Program indicates the City's commitment to the plan, but does not in itself authorize expenditures. The necessary funding mechanisms must be adopted each year to pay for the improvements. Again this year, the Capital Improvement Program included a thorough review process similar to the operating budget. The process began in January with systems training for Department Heads and Project Managers. Capital Improvement Program requests were due to the Budget Department by February in order to prepare for review and analysis by the City Manager's Office in April. The finalized budget was reviewed by City Council and public hearings were held in conjunction with the hearings on the annual operating budget.

1994 BOND ELECTION PROGRAM

In 1994, a sixteen-member Citizen Advisory Committee was appointed by the City Council to review the City's capital improvement needs for the following five to seven years. The Committee spent several months reviewing and assessing various capital improvement needs. The Committee examined nearly $40,000,000 in needed projects and recommended $23,540,000 for voter consideration in a bond election package. Street and drainage improvements were an integral part of the authorized proposal. Street projects were prioritized according to which projects would provide the most positive impact on traffic flow and congestion in the City. Drainage projects were ranked according to which project would protect the most property from flooding and erosion. All public safety projects recommended by City staff were included in the bond election. The projects were divided into three propositions according to the type of project for the bond election. The election was held on September 27, 1994. All three propositions passed by a 2 to 1 margin. The propositions are outlined as follows (in thousands of dollars):

	Amount Authorized	Amount Issued Through 2011	2012 Issue	Authorized Un-issued
Streets	$20,000	$19,575	$0	$425
Drainage	1,865	1,865	0	0
Public Safety	1,675	1,675	0	0
Totals:	$23,540	$23,115	$0	$425

CAPITAL IMPROVEMENT PROGRAM OVERVIEW

As of April 2011 the City has issued all but $425,000 for projects approved in the 1994 bond election: $19.6 million in street bonds, $1.9 million of drainage bonds, and $1.7 million in public safety bonds. There are no plans to issue the remaining $425,000 authorized 1994 G.O. bonds in 2011. This remaining amount will be issued for Holiday Lane, from Loop 820 to Dick Lewis Drive as part of the Loop 820 widening project that began in early 2011.

2003 BOND ELECTION PROGRAM

In fiscal year 2002, City Council appointed a Citizens Capital Improvements Study Committee to evaluate major capital project needs for the City over the following seven to ten years. The Committee evaluated and prioritized streets, drainage, and facility improvements that would benefit the citizens of North Richland Hills. City management and staff analyzed the financial impact of the capital improvements program. The analysis included factors such as existing debt service obligations, the issuance of the remaining 1994 bond authorization, estimates of future property value growth, and impact on future operations.

The results of the analysis were based on conservative estimates of future property value growth and the scheduled retirement of existing debt. The analysis indicated that the 2003 debt tax rate of $.24 per hundred dollar valuation would support over $40 million of debt service through the year 2010. The committee identified $38.2 million (over $30 million for street improvements alone) in projects needed to improve the infrastructure and provide essential services to the citizens of North Richland Hills. The committee presented the project list to City Council who called a bond election for February 1, 2003. The referendum consisted of five separate propositions including twenty-two street projects (arterial, collector, and residential streets), two drainage projects, and five municipal facilities projects.

All of the propositions, except for the proposed authorization of $1 million in general obligation bonds for Maintenance Service Center improvements, were approved by the voters, and are now a part of the long-range financial plan of the City. The propositions are presented in the following table (in thousands of dollars):

	Amount Authorized	Amount Issued Though 2011	2012 Issue	Authorized Un-issued
Streets	$30,010	$22,950	$0	$7,060
Drainage	4,000	2,755	1,085	160
Public Safety Facilities	1,900	1,650	0	250
Animal Rescue Center Expansion	1,300	0	0	1,300
Totals:	$37,210	$27,355	$1,085	$8,770

Approved street projects included eight arterial streets, six collector streets, and eight residential streets. Some of the major street projects were: Rufe Snow Drive, North Tarrant Parkway, Glenview Drive, and Grapevine Highway. The two drainage projects were Holiday West Channel and Meadowview Estates Channel. Approved facilities projects were: Fire Training Facility expansion and upgrade, Fire Stations #2 and #3 upgrades, Public Safety Facility upgrade, and the Animal Adoption and Rescue Center expansion.

The 2011 G.O. bond sale will pay for costs of street improvements for Terry Drive, Tabor Street, Bud Jensen Road and Meadowview Estates Channel drainage improvements totaling $1,865,000. This leaves an authorized but unissued balance of $8,770,000.

2012 BOND ELECTION PROGRAM

During Spring 2011, the Community Improvements Task Force was formed to evaluate the current facility and infrastructure needs. The evaluation was conducted in an eight month period. The task force recommendation to Council was for the City to construct a new municipal complex. This recommendation was made after the task force studied the existing location of city services and departments concluding the Loop 820 expansion impacted city services provided at City Hall, Police Department, Municipal Court, and Park Administration.

On May 12, 2012, voters elected in favor of the City issuing $48,000,000 in bonds to help fund a new municipal complex. The new municipal complex will serve as a consolidated location for City Hall, Police Department, Municipal Court, Parks Administration, Citicable, Fire Administration, Emergency Management, and Neighborhood Services.

Prior to the 2012 tax year, the City maintained the same tax rate of $0.57 for 19 years. The approval of the $48 million in the bond election resulted in the City reviewing the $0.57 tax rate. After review, Council voted to increase the 2012 Tax Rate by 7% to $0.61.

	Amount Authorized	Amount Issued Though 2011	2012 Issue	Authorized Un-issued
Municipal Facilities	$48,000	$25,000	$0	$23,000
Totals:	$48,000	$25,000	$0	$23,000

CAPITAL IMPROVEMENT PROGRAM OVERVIEW

Multi-Year Capital Improvement
Funding Plan

The City of North Richland Hills maintains a multi-year plan for the capital improvement needs of the City. This plan is part of the ongoing effort by the City Council and Management to meet the needs of our growing community, while stabilizing the tax burden of the citizens of the City. The strategy includes managing the cost of capital projects, paying cash for capital projects when possible and reducing interest expense by responsibly managing the borrowing of funds. This includes the structuring of general obligation debt (taxpayer voted debt backed by ad valorem tax levy) and non-general obligation debt (i.e., certificates of obligation authorized by the City Council backed by ad valorem tax levy).

City policy is to structure debt maturities to match the useful life of capital assets acquired or constructed and to maintain an even-principal repayment schedule. This aggressive payback policy assures rapid retirement of debt in which approximately 75% to 80% of outstanding debt is retired within 10 years. Streets, drainage, parks and facilities projects with a useful life of at least twenty years are structured using a twenty-year pay back period. Borrowing for machinery and equipment is structured for pay back based on the useful life of the equipment.

The Multi-Year Capital Improvement Plan includes the following assumptions:

- When it is necessary to finance projects through the issuance of debt, the City of North Richland Hills will continue to sell general obligation bonds and certificates of obligation (or equivalent). Because interest rates have been more favorable than those of revenue bonds, certificates of obligation have been issued to fund Enterprise Fund projects and equipment. An additional benefit of issuing certificates in place of revenue bonds is there is no legal reserve required with the issuance of certificates.

- If it is necessary to issue debt, the maturity schedule will be designed to coincide with the life of the asset being financed. Every effort will be made to structure the payback at level principal to ensure the most rapid retirement of debt. The vast majority of debt issues in the past several years have achieved these objectives.

- Enterprise Fund projects, such as infrastructure improvements by the Utility Fund, Aquatic Park Fund, and Golf Course Fund, funded by ad valorem tax backed debt will be repaid with Enterprise Fund revenues. Thus, the term “self-supporting debt.”

- General debt service fund balances will be used as needed to supplement debt payments and issuance costs. Debt capacity will be calculated annually to ensure adequate revenues for debt payments for both existing issues as well as prospective issues.

CAPITAL IMPROVEMENT PROGRAM OVERVIEW

- The plan assumes that the total ad valorem tax rate at the current $.61 per one hundred dollars of valuation through 2014. The debt and maintenance operations portions of the rate will fluctuate depending on the needs in any particular fiscal year. This assumption is in keeping with the Council/Management goal to stabilize the tax burden of the citizens of North Richland Hills.

- The remaining $425,000 from the 1994 bond election for the Holiday Lane reconstruction will be issued in conjunction with the Loop 820 expansion by the Texas Department of Transportation.

- Future debt estimates are derived from unissued debt related to the 1994, 2003, and 2012 bond elections which total $32,195,000.

ALTERNATIVELY FUNDED CAPITAL PROJECTS

Alternatively Funded Capital Projects

The City pursues other funding for capital projects in addition to the sale of long-term debt. Several projects with alternative funding are listed below:

General Capital Improvements

Community Development Block Grants (CDBG) - In December 1996, eight street reconstruction projects authorized under the 1994 bond election were determined eligible for CDBG funding. The grants are disbursed by the Housing and Urban Development Department of the Federal Government. Approximately $250,000 in funding is made available to the City each year. Use of these funds, has allowed the City to reallocate approximately $2.5 million to other projects. The reconstruction of Roberta Drive, Jannie Drive, Jerrell Street, Rita Beth Street, Jackie Lee Street and Charles Street from Jerrell Street to Onyx Drive has been completed. Construction on Honey Lane from Harmonson Road to Glenview Drive is underway.

Rufe Snow Drive – Design work is underway on Rufe Snow from Mid-Cities to Hightower (Ridgetop Road). The project is being coordinated with the Texas Department of Transportation (TXDOT). Approximately $7.56 million in grant funding through TXDOT has been designated for design and construction.

North Tarrant Parkway – Construction is nearing completion on the second phase of North Tarrant Parkway (Davis to Whitley). Approximately $9.75 million in funding through Tarrant County has been designated for construction of this project plus $5.5 million authorized in North Richland Hills' 2003 Bond Election. The City of Keller, as a partner on this project, is providing $2.7 million in funding.

Davis Boulevard/Mid-Cities Intersection – The intersection will be updated with additional turn lanes, signalization improvements and the necessary water and sewer main improvements. Funding includes a Congestion Mitigation and Air Quality (CMAQ) $1 million dollar grant through TXDOT and a $1.15 million dollar grant from the North Central Texas Council of Governments for design and construction.

Recreation Center - Construction is nearing completion for the recreation center in Home Town NRH, located in Tax Increment Reinvestment Zone No. 2. The facility includes a double gymnasium, cardio & weight room, classrooms, dance studio, a natatorium, banquet/rental spaces, indoor walking track, meeting rooms, concession areas, lockers, showers, and storage areas. Certificates of obligation will be utilized for funding for this project. Revenues of Tax Increment Reinvestment Zone No. 2 will be used for repayment of the certificates of obligation.

Major Equipment Replacement and Facility Maintenance – The City established cash reserves for the replacement of major capital equipment and facility maintenance. As of September 30, 2011, the fund balances were approximately $3.4 and $1.2 million, respectively.

ALTERNATIVELY FUNDED CAPITAL PROJECTS

Utility Capital Improvements

In the Utility Fund, cash is reserved each year from working capital for capital improvements. These funds are used to replace obsolete water and sewer mains, move utility lines related to street and drainage projects, and replace and upgrade water meters.

Utility Construction – The adopted budget includes approximately $820,000 to repair and replace damaged or obsolete water and sewer mains during the next fiscal year. This utility replacement program started in 1993, and allows the City to maintain the water and sewer system without issuing debt or contracting routine maintenance to outside vendors.

EPA Unfunded Mandates – The City received an Administrative Order from the EPA in February 1996 requiring the City to perform a Sewer System Evaluation Survey. This survey, completed in January 1998, revealed the need to make approximately $3.2 million in repairs and modifications to the City's sewer system. An administrative surcharge was assessed against all sewer customers to pay for the initial evaluation, which cost approximately $650,000. In February 1998, the City Council authorized the increase of this surcharge to fund the necessary capital improvements of $3.2 million over the next five years on a pay-as-you-go basis. The charge, which went into effect in March 1998, assessed $3 per month per residential customer, $2 per month for multi-family accounts, and $15 per month for commercial customer accounts. The EPA approved the five-year plan for $3.2 million in repairs. The City continues to work towards completion of EPA projects, such as the Sanitary Sewer System Rehabilitation of Main Lines but billing and collection of the fee was discontinued in March 2003.

Drainage Utility Fund

Owners of developed property in the City are charged a monthly drainage utility fee based on zoning codes as an estimate of the amount of concrete coverage on a given parcel of land. The City collects approximately $800,000 annually from this fee and most of the revenue is used to cover drainage-related debt service. The fund balance at September 30, 2011 was $1.2 million.

The drainage-related debt service consists of several series of General Obligation bonds and Certificates of Obligation issued for drainage improvements throughout the City. A portion of the annual debt service for these issues is funded with drainage utility fees based on the percentage of each issue's proceeds used to fund drainage projects.

Parks & Recreation Facility Development Fund

The Parks and Recreation Facility Development Fund is funded through a ½ cent sales tax approved by voters in 1992. The fund has issued over $15 million in revenue bonds which are supported by the sales tax revenues. These bonds were used to purchase park land and construct several major park facilities, including the Aquatic Park, Green Valley Park, and the Richland Tennis Center. Current and future projects and debt service on the bonds is also being funded through sales tax revenues. The City has collected approximately $72 million in sales tax since January 1993 for park projects.

ALTERNATIVELY FUNDED CAPITAL PROJECTS

Hike and Bike Trails – The City has been awarded more than $6.5 million in grants from the Department of Transportation under the Intermodal Surface Transportation Efficiency Act (ISTEA). The funds are to build a series of hiking, biking, and equestrian trails that link most of the major City recreational facilities to City neighborhoods. These trails also provide access to local schools and retail shopping areas. Construction began in 1998 and will continue for approximately two more years as additional trails are added to the City system and connected to trail projects in neighboring cities.

The Aquatic Park Fund

Reserves were established to ensure availability of funds for infrastructure maintenance, the construction of new attractions, and liability insurance. The 2011 fiscal year reserves included approximately $2.8 million for infrastructure maintenance and $671,765 for liability insurance.

CIP OPERATING BUDGET IMPACT

The City of North Richland Hills' Capital Improvement Program (CIP) is a multi-year plan for the acquisition, enhancement and/or construction of equipment, streets, municipal facilities and other capital assets. While developing the CIP, City staff works to identify and plan for operating costs and savings resulting from the projects. The information below describes the impact that projects included in the 2012/2013 CIP, and related debt service, will have on the operating budget.

Project Funding

Capital projects are primarily funded by General Obligation Bonds, Certificates of Obligation, current revenue, and reserves. In 20121/2013, approximately $12.8 million in debt will be issued for capital projects approved in this budget.

Street & Sidewalk Projects

In 2012/2013, the City will complete the reconstruction of approximately 18,400 feet of existing streets. This will improve driving surfaces and reduce roadway maintenance costs for these streets.

The remaining sections of Rufe Snow Drive to be completed are located from Mid-Cities north to Hightower, which will be widened from 5 to 7 lanes and Karen Drive north to I.H. 820, which will include right turn lanes and a transition from the bridge to 4 lanes heading south. The Karen Drive to I.H. 820 section is scheduled to begin construction in 2013-2014 while the construction phase for Mid-Cities north to Hightower will be underway.

The Permanent Street Maintenance project provides for crack sealing, slurry sealing, and asphalt or concrete overlay of selected streets throughout the City. This annual program improves street conditions, reduces typical roadway maintenance costs, and delays more costly street reconstruction. The 2012/2013 budget allocates $900,000 for the crack sealing of approximately 20 streets, slurry sealing of an estimated 15 streets, and 2" overlay of about 12 streets. In 2012/2013, this program will be financed from the General Fund and Capital Projects Reserves with an increase in funding from the previous year.

In 2012/2013, the City will complete replacement of street light units along Glenview Drive from Honey Lane to Diamond Loch Drive. Annual maintenance costs are estimated at $5,000 per year.

Drainage Projects

A Channel Cleaning/ Drainage Improvements project was established to clean earthen channels as well as repair curbs and gutter sections. This controls damage to streets by preventing buildup of sediment and ponding of water that accelerates deterioration of street substructures, which may ultimately reduce property values.

CIP OPERATING BUDGET IMPACT

Utility Projects

The Telemetric Water Meter Annual Maintenance Program provides for the annual replacement of approximately 2,000 transponder units. The transponder units allow meter readers to electronically measure water usage without leaving their vehicles. Thus, the Finance Department has been able to reduce Utility Services personnel costs. Continued replacement of the transponders ensures a higher level of meter accuracy, which reduces billing (revenue) errors.

The Miscellaneous Water and Sewer Main Replacement project is an annual program that provides for the replacement of several water and sewer mains in the City. The mains selected for replacement include the oldest and/or those requiring repairs more than once a year. Each main that is replaced reduces maintenance costs in subsequent years.

Parks & Recreation Projects

An Annual Tree Planting project created for 2011/2012 will carry over into 2012/2013 to introduce new trees and replace those that have died at various locations. All trees planted create costs for materials and supplies as well as man-hour expenditures.

In 2012/2013, the City will continue working on a major renovation of Adventure World Playground and complete TUCOR Irrigation System Upgrades.

The City will continue various replacement and renovation projects schedule through the Park Infrastructure Maintenance project during 2012/2013 to park amenities such as playground equipment, replacement of surface materials, interior and exterior painting of park building and structures, minor roof repairs, replacement of some doors, light and plumbing fixtures. Also includes fence repairs, new benches, fishing dock repairs and soccer goal replacements. There is no anticipated operating cost for the replacement or repair of existing park amenities.

The 2012/2013 priority for infrastructure maintenance at the Richland Tennis Center will be the replacement and renovation of the slat-wall within the main lobby and updating original plumbing fixtures in the facility.

Aquatic Park Projects

In 2012/2013, the City will remove and replace old and deteriorating concrete, walkways, and decking throughout the park. The operating impact would be a net savings in the cost to repair and replace of existing concrete.

CIP OPERATING BUDGET IMPACT

Municipal Facility Projects

The NRH Recreation Center opened mid-year 2011/2012. Using a Performa to determine the impact on operating, the anticipated impact to 2012/2013 is projected at $2.6 million. Engineering/Design developments will be underway for the new Municipal Government Complex and the new Animal Adoption & Rescue Center.

Major Capital Equipment Program

In 2012/2013, Fleet Services will replace two vehicles. The 1997 Chevrolet Kodiak tandem dump truck Unit 691 will be replaced with a 2013 Dump Truck Replacement. A 2013 Rescue Pumper will replace Unit 935 an aging 1988 rescue pumper unit.

Economic Development Projects

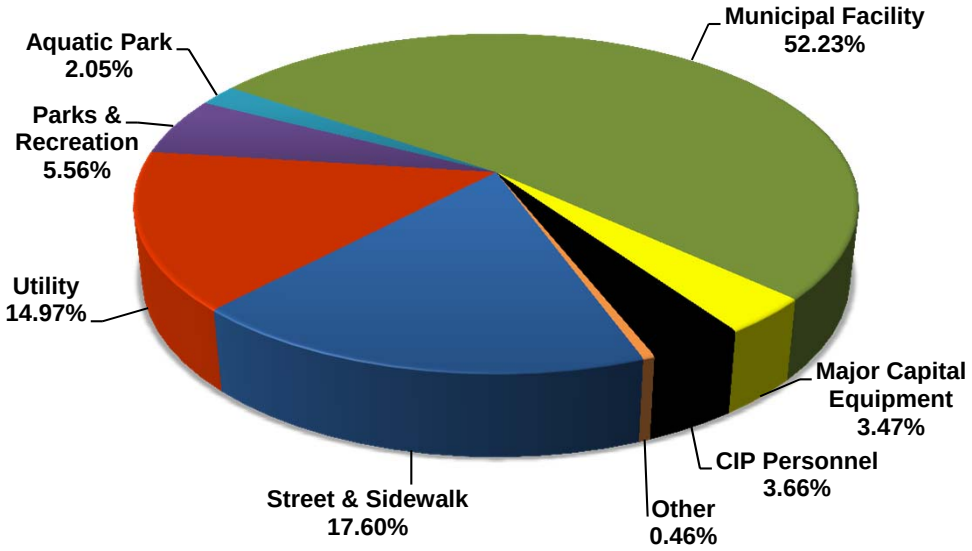
In 2012/2013, the City will continue working to provide infrastructure improvements and professional services to facilitate redevelopment in the Calloway Creek Commercial Area with the Commercial Redevelopment Program. The program will have a minimal impact on operating and improve the area for economic viability.

CIP Personnel

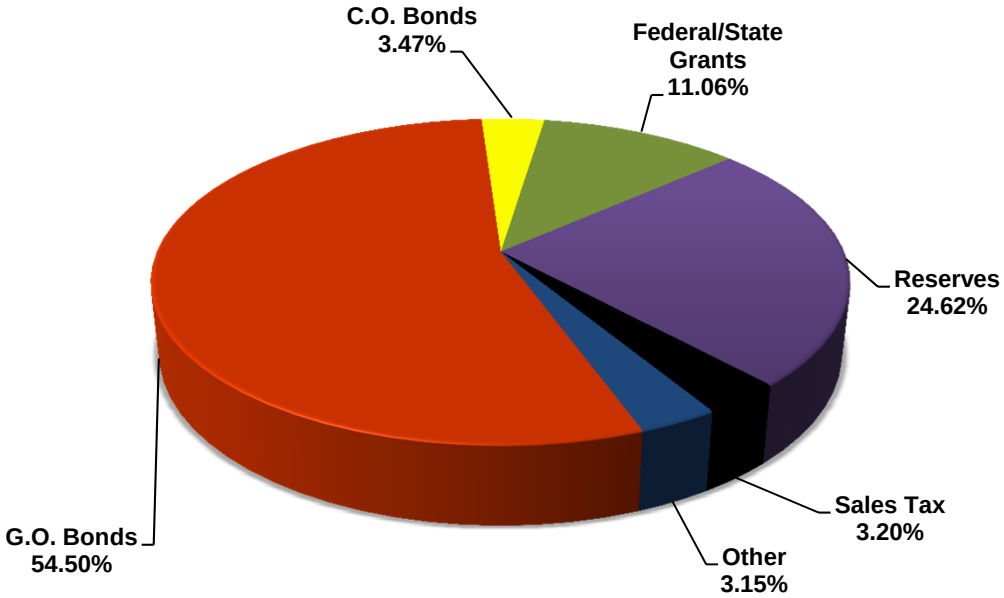
General and Utility fund dollars will continue to be used to fund capital project personnel. The total CIP personnel budget for 2012/2013 is $805,981.

Fiscal Year 2012/2013
Adopted CIP Budget
$22,039,204

Uses of Funds



Sources of Funds



Summary of Project Expenditures
2012/2013 Capital Improvement Program

Program Classification	Project To Date	Adopted 2012/2013	Estimated 2013/2014	2014 to Completion	Total Expenditures
Street & Sidewalk	42,833,277	3,879,540	2,266,000	230,500	**$ 49,209,317**
Drainage	4,630,000	0	0	0	**$ 4,630,000**
Utility	8,290,091	3,299,016	0	0	**$ 11,589,107**
Parks & Recreation	4,167,797	1,224,598	379,211	0	**$ 5,771,606**
Aquatic Park	0	452,000	0	0	**$ 452,000**
Municipal Facility	55,857,370	11,511,600	10,000,000	25,000,000	**$ 102,368,970**
Major Capital Equipment	325,000	765,000	0	0	**$ 1,090,000**
Economic Development	6,987,938	0	2,500,000	0	**$ 9,487,938**
CIP Personnel	836,839	805,981	0	0	**$ 1,642,820**
Other	293,189	101,469	37,500	20,000	**$ 452,158**
Total CIP Project Expenditures	**$ 124,221,501**	**$ 22,039,204**	**$ 15,182,711**	**$ 25,250,500**	**$ 186,693,916**

Summary of Project Funding
2012/2013 Capital Improvement Program

Program	Funding To Date	Adopted 2012/2013	Estimated 2013/2014	2014 to Completion	Total Funds
Street & Sidewalk					
General Obligation Bonds	15,295,950	710,000	1,490,000	0	17,495,950
Certificates of Obligation	1,000,000	0	230,500	230,500	1,461,000
Federal/State Grants	19,462,000	1,694,540	545,500	0	21,702,040
Reserves	4,393,160	995,000	0	0	5,388,160
Other	2,682,167	480,000	0	0	3,162,167
Street & Sidewalk Sub-Total	**$ 42,833,277**	**$ 3,879,540**	**$ 2,266,000**	**$ 230,500**	**$ 49,209,317**
Drainage					
General Obligation Bonds	2,500,000	0	0	0	2,500,000
Certificates of Obligation	1,340,000	0	0	0	1,340,000
Reserves	790,000	0	0	0	790,000
Drainage Sub-Total	**$ 4,630,000**	**$ 0**	**$ 0**	**$ 0**	**$ 4,630,000**
Utility					
Certificates of Obligation	5,715,000	0	0	0	5,715,000
Federal/State Grants	438,573	224,016	0	0	662,589
Reserves	1,471,723	2,930,000	0	0	4,401,723
Other	664,795	145,000	0	0	809,795
Utility Sub-Total	**$ 8,290,091**	**$ 3,299,016**	**$ 0**	**$ 0**	**$ 11,589,107**
Parks & Recreation					
Federal/State Grants	2,581,088	519,386	0	0	3,100,474
Sales Tax	1,586,709	705,212	379,211	0	2,671,132
Parks & Recreation Sub-Total	**$ 4,167,797**	**$ 1,224,598**	**$ 379,211**	**$ 0**	**$ 5,771,606**
Aquatic Park					
Reserves	0	452,000	0	0	452,000
Aquatic Park Sub-Total	**$ 0**	**$ 452,000**	**$ 0**	**$ 0**	**$ 452,000**
Municipal Facility					
General Obligation Bonds	25,110,000	11,300,000	10,000,000	3,000,000	49,410,000
Certificates of Obligation	23,300,000	0	0	22,000,000	45,300,000
Reserves	2,076,475	211,600	0	0	2,288,075
Sales Tax	1,580,000	0	0	0	1,580,000
Other	3,790,895	0	0	0	3,790,895
Municipal Facility Sub-Total	**$ 55,857,370**	**$ 11,511,600**	**$ 10,000,000**	**$ 25,000,000**	**$ 102,368,970**
Major Capital Equipment					
Certificates of Obligation	0	765,000	0	0	765,000
Reserves	188,920	0	0	0	188,920
Sales Tax	106,080	0	0	0	106,080
Other	30,000	0	0	0	30,000

Summary of Project Funding
2012/2013 Capital Improvement Program

Program	Funding To Date	Adopted 2012/2013	Estimated 2013/2014	2014 to Completion	Total Funds
Major Capital Equipment Sub-Total	**$ 325,000**	**$ 765,000**	**$ 0**	**$ 0**	**$ 1,090,000**
Economic Development					
Certificates of Obligation	1,000,000	0	2,500,000	0	3,500,000
Reserves	5,086,463	0	0	0	5,086,463
Sales Tax	450,000	0	0	0	450,000
Other	451,475	0	0	0	451,475
Economic Development Sub-Total	**$ 6,987,938**	**$ 0**	**$ 2,500,000**	**$ 0**	**$ 9,487,938**
CIP Personnel					
Reserves	836,839	805,981	0	0	1,642,820
CIP Personnel Sub-Total	**$ 836,839**	**$ 805,981**	**$ 0**	**$ 0**	**$ 1,642,820**
Other					
Federal/State Grants	120,000	0	0	0	120,000
Reserves	154,658	32,500	0	0	187,158
Other	18,531	68,969	37,500	20,000	145,000
Other Sub-Total	**$ 293,189**	**$ 101,469**	**$ 37,500**	**$ 20,000**	**$ 452,158**
Total CIP Project Funding	**$ 124,221,501**	**$ 22,039,204**	**$ 15,182,711**	**$ 25,250,500**	**$ 186,693,916**

Schedule 1
Street & Sidewalk Capital Projects
Budget Summary

		Project To Date	2012/13 Adopted	2013/14 Estimated	2014 To Completion	Total
Project Costs						
Continuing Projects						
ST0902	Cloyce Court (Northeast Loop 820 to Maplewood Ave)	750,000	0	0	0	$ 750,000
ST0401	Davis Blvd/Mid-Cities Blvd Intersection	3,625,000	0	0	0	$ 3,625,000
ST0904	Grand Avenue (Library to HealthMarkets Access Road)	75,000	0	0	0	$ 75,000
ST1101	Main Street Streetscaping Project	66,000	0	230,500	230,500	$ 527,000
ST0201	North Tarrant Pkwy. Street Imp. (Davis to Whitley Road)	18,439,317	0	0	0	$ 18,439,317
SM1201	Preventive Street Maintenance (2012)	800,000	0	0	0	$ 800,000
ST0102	Rufe Snow Dr. Street & Utility Imp. (Karen Drive to I.H. 820)	885,950	0	0	0	$ 885,950
ST0202	Rufe Snow Dr. Street & Utility Imp. (Mid-Cities to Hightower)[TEA-21]	13,727,000	0	0	0	$ 13,727,000
ST1201	Rufe Snow Drive & Glenview Drive Intersection Improvements	1,435,000	0	0	0	$ 1,435,000
ST1203	Smithfield Road/Davis Boulevard Intersection Improvements	70,000	0	0	0	$ 70,000
ST1102	Snider Street Extension Project	130,010	2,124,540	545,500	0	$ 2,800,050
ST1103	Spring Oaks Screening Wall	225,000	0	0	0	$ 225,000
ST1001	Starnes Road Street Imp. (Rufe Snow Dr. to Crosstimbers Ln.)	600,000	0	0	0	$ 600,000
ST1002	Tabor Street Improvements (Rufe Snow Drive to Steven Street)	400,000	0	0	0	$ 400,000
ST1204	Traffic Signal Light Infrastructure Upgrades	195,000	0	0	0	$ 195,000
ST1005	Traffic Signalization at Davis Boulevard & Creek View Drive	300,000	0	0	0	$ 300,000
ST0909	Trinidad Drive (Rufe Snow Dr to Holiday Ln.)	1,110,000	0	0	0	$ 1,110,000
Total Continuing Projects		**$ 42,833,277**	**$ 2,124,540**	**$ 776,000**	**$ 230,500**	**$ 45,964,317**
New Projects						
SD1301	New Sidewalk and Sidewalk Rehabilitation Project (2013)	0	50,000	0	0	$ 50,000
SM1301	Preventive Street Maintenance (2013)	0	900,000	0	0	$ 900,000
ST1301	Signal Timing Synchronization Update	0	95,000	0	0	$ 95,000
ST1304	Smithfield Road (Davis Blvd to Mid-Cities Blvd)	0	710,000	1,490,000	0	$ 2,200,000
Total New Projects		**$ 0**	**$ 1,755,000**	**$ 1,490,000**	**$ 0**	**$ 3,245,000**
Total Project Costs		**$ 42,833,277**	**$ 3,879,540**	**$ 2,266,000**	**$ 230,500**	**$ 49,209,317**
Funding Sources						
General Obligation Bonds		15,295,950	710,000	1,490,000	0	$ 17,495,950
Certificates of Obligation		1,000,000	0	230,500	230,500	$ 1,461,000
Federal/State Grants		19,462,000	1,694,540	545,500	0	$ 21,702,040
Reserves		4,393,160	995,000	0	0	$ 5,388,160
Other		2,682,167	480,000	0	0	$ 3,162,167
Total Sources of Funds		**$ 42,833,277**	**$ 3,879,540**	**$ 2,266,000**	**$ 230,500**	**$ 49,209,317**

2012/13 Street & Sidewalk Capital Projects

Project Name	Project Description	Status
Cloyce Court (Northeast Loop 820 to Maplewood Ave) - Continuing Project	Cloyce Court is identified on the Master Thoroughfare Plan as a Residential, 2 Lane Undivided (R2U) roadway. It was, however, constructed 40 feet wide in 1965. This 2003 Bond Program project will consist of reconstructing approximately 1,400 feet of the existing asphalt street with a new 40 foot wide concrete section with sidewalks. The limits of the project will begin at the Loop 820 frontage road and end at Maplewood Ave. After the new street section is complete this section of Cloyce Ct. will meet all of the City's current paving and drainage standards.	Construction is scheduled to begin 7/2013 and end 6/2014.
Davis Blvd/Mid-Cities Blvd Intersection - Continuing Project	This project consists of intersection improvements at the Davis Blvd and Mid-Cities Blvd Intersection. The improvements include adding additional right and left turn lanes, signalization improvements at the intersection and all necessary water and sewer main adjustments. This project is a 2003 Bond Program Project.	ROW Acquisition is scheduled to end 5/2013. Construction is scheduled to begin 10/2013 and end 8/2014.
Grand Avenue (Library to HealthMarkets Access Road) - Continuing Project	This project consists of extending the paving improvements on Grand Avenue next to the new library. This is the portion of Grand Avenue where the Public Works Department has temporarily placed asphalt. Specifically, the limits of this project are from the end of the current concrete section of Grand Avenue to the HealthMarkets Access Road. Portions of this project were included as additive alternates in the "Grand Avenue Street and Utility Improvements" project (ST0702); however, that project's funding could not support additional improvements beyond the base project. The current asphalt section will be replaced with a 26 foot wide concrete pavement section. This section will only consist of 2 lanes for traffic. The on-street parking will be installed by the Developer.	Engineering is scheduled to end 12/2012. Construction is scheduled to begin 2/2013 and end 5/2013.
Main Street Streetscaping Project - Continuing Project	Main Street between Davis Boulevard and Smithfield Road is designated for a pedestrian friendly, mixed use environment directly adjacent to the future Smithfield commuter rail station as part of the approved Smithfield TOD district. The existing Main Street pavement section is 36 feet wide with no sidewalks or organized street tree plantings or features. Proposed improvements include 11 foot wide sidewalks with street trees, pedestrian lights, bench seats, trash receptacles, bike racks and crosswalk striping. Also included is restriping Main Street to allow for on street parking and funds for right way to provide streetscaping improvements.	Construction is scheduled to end 3/2013.
New Sidewalk and Sidewalk Rehabilitation Project (2013) - New Project	This project provides for rehabilitation of the City's sidewalk system and for the construction of new sidewalk in high pedestrian areas which warrant City participation. There are 2 aspects to the project funding: Funding provided for sidewalk rehabilitation will allow for the replacement of a selected amount of square feet of deteriorated sidewalks in residential and high pedestrian areas. Funding provided for new sidewalks will allow the City to place new sidewalks along selected streets.	Construction is scheduled to begin 10/2012 and end 9/2013.

2012/13 Street & Sidewalk Capital Projects

Project Name	Project Description	Status
North Tarrant Pkwy. Street Imp. (Davis to Whitley Road) - Continuing Project	This project provides for the widening and reconstruction of 20,000 feet of roadway divided by a raised median. Also included in this project design is irrigation, pavers, beams, trees, shrubs and street lighting. The section located in NRH will be constructed to NRH standards and the Keller section will meet the City of Keller standards. An interlocal agreement has been approved with the City of Keller to include the additional section located in the City of Keller.	Construction is scheduled to end 12/2012.
Preventive Street Maintenance (2012) - Continuing Project	This is an annual program where funds are dedicated to enhance the City's efforts for preventive maintenance of City streets. The scope of the project provides crack sealing for approximately 15 to 25 streets, slurry seals for 15 to 25 streets, and a 2" asphalt overlay for 12 to 15 streets. In addition to these three maintenance methods, staff will be searching for new preventive procedures to consider in the future.	Construction is scheduled to end 11/2012.
Preventive Street Maintenance (2013) - New Project	This is an annual program where funds are dedicated to enhance the City's efforts for preventive maintenance of City streets. The scope of the project provides crack sealing for approximately 15 to 25 streets, slurry seals for 15 to 25 streets, and a 2" asphalt overlay for 12 to 15 streets. In addition to these three maintenance methods, staff will be searching for new preventive procedures to consider in the future.	Construction is scheduled to end 9/2013.
Rufe Snow Dr. Street & Utility Imp. (Karen Drive to I.H. 820) - Continuing Project	This project begins at Karen Drive and ends on the north side of Corona Drive (approximate ending of the TxDOT Bridge project). The intersection at Meadowlakes Drive will be improved as part of this project. Rufe Snow Drive will be widened with right turn lanes and improved signalization. This section will transition from the wider section at the bridge to the 4 lane section at Karen Drive. The project will be constructed as a concrete street with sidewalks and all necessary water and sewer main adjustments. Street lights and signalization at Meadow Lakes will be constructed to the City's standards.	Construction is scheduled to begin 9/2013 and end 4/2014.
Rufe Snow Dr. Street & Utility Imp. (Mid-Cities to Hightower)[TEA-21] - Continuing Project	This project widens approximately 5,300 feet of the existing 5-lane thoroughfare to 7 lanes. This section of Rufe Snow Drive will be reconstructed as a concrete street with sidewalks along both sides, signalization improvements at the major intersections and all necessary water and sewer main adjustments. The funding for design will be provided by the 1994 Bond Program and Federal Grants (TEA-21). The funding for the construction phase of this project will come from the 2003 Bond Program and Federal Grants.	Engineering is scheduled to end 5/2013. ROW Acquisition is scheduled to end 1/2013. Construction is scheduled to begin 1/2014 and end 2/2016.

2012/13 Street & Sidewalk Capital Projects

Project Name	Project Description	Status
Rufe Snow Drive & Glenview Drive Intersection Improvements - Continuing Project	This project consists of improvements to the intersection of Rufe Snow Dr. and Glenview Dr. Glenview Dr. will be widened to provide dedicated left turn lanes for the eastbound and westbound leg of the intersection and realign the southbound segment of Rufe Snow Dr. to shift the dedicated right turn lane adjacent to the other travel lanes. Additionally, aesthetic improvements will be installed which include a public art exhibit at the northwest corner of the intersection, landscaping features, burying power lines at the immediate intersection and brick pavers at crosswalks.	Construction is scheduled to begin 11/2012 and end 11/2013.
Signal Timing Synchronization Update - New Project	This project consists of updating and optimizing the timing plans on eight (8) signalized intersections along the Davis Boulevard corridor and three (3) signalized intersections on Precinct Line Road.	Construction is scheduled to begin 10/2012 and end 9/2013.
Smithfield Road (Davis Blvd to Mid-Cities Blvd) - New Project	This project consists of realigning a portion of Smithfield Road so that it connects directly to Bridge Street at Davis Blvd and reconstructing the existing section of Smithfield Road north to a point approximately 100 feet north of Mid-Cities Blvd. The improvements will consist of modifying the signal light at the Daivs Blvd intersection so that all four sides will be signalized instead of the 3 sides that currently exists. In addition the new road will be constructed with concrete and include sidewalks and a drainage system. This section of Smithfield Road is located in the Smithfield TOD and will be constructed to the TOD criteria.	Engineering is scheduled to begin 1/2013 and end 8/2013. ROW Acquisition is scheduled to begin 5/2013 and end 8/2013. Construction is scheduled to begin 9/2013 and end 8/2014.
Smithfield Road/Davis Boulevard Intersection Improvements - Continuing Project	This project will consist of the preliminary design and traffic impact study for the intersection of Smithfield Road and Davis Boulevard. The City's Master Thoroughfare Plan calls for Smithfield Road to be realigned so that it connects into Davis Boulevard at Bridge Street instead of the current connection just north of the Post Office. The purpose of this project is to evaluate the impacts of traffic at key points along Davis Boulevard with the main focus of the study on the traffic impacts at the Post Office and the Smithfield Road/ Davis Boulevard intersection.	Design is scheduled to end 10/2012.
Snider Street Extension Project - Continuing Project	Snider Street Extension Project is a designated new transit oriented development street running north of Main Street as part of the approved Smithfield TOD district. Snider Street is proposed to extend northward and turn east into Davis Boulevard and include wide sidewalks, street tree plantings and other pedestrian features. All of the surrounding property is owned by the City and designated for mixed use pedestrian friendly development adjacent to the future Smithfield commuter rail station.	Engineering is scheduled to begin 10/2012 and end 5/2013. Construction is scheduled to begin 7/2013 and end 4/2014.

2012/13 Street & Sidewalk Capital Projects

Project Name	Project Description	Status
Spring Oaks Screening Wall - Continuing Project	This project will consist of replacing a masonry screening wall which is currently located within the public right-of-way. The wall is more than 20 years old and is falling down due to foundation failure. The new wall will be approximately 1,000 feet long and will be constructed on public right-of-way then dedicated to private property owners for future maintenance.	Construction is scheduled to end 11/2012.
Starnes Road Street Imp. (Rufe Snow Dr. to Crosstimbers Ln.) - Continuing Project	This area is identified on the Master Thoroughfare Plan as a Minor Collector, 2 Lane, Undivided (C2U). This project will begin at Rufe Snow Drive and end at Crosstimbers Lane. Currently, the existing street consists of asphalt pavement. This project will consist of reconstructing approximately 1,300 linear feet of the asphalt pavement with concrete pavement and providing drainage improvements necessary to comply with the current city standards.	Construction is scheduled to begin 10/2012 and end 4/2013.
Tabor Street Improvements (Rufe Snow Drive to Steven Street) - Continuing Project	This street is identified on the Master Thoroughfare Plan as a Residential, 2 Lane, Undivided (R2U). This project will begin at Rufe Snow Drive and will end at Stevens Street. The existing street consists of asphalt pavement. This project will consist of reconstructing approximately 1,300 linear feet of the asphalt pavement with concrete pavement and providing drainage improvements necessary to comply with the current city standards.	Construction is scheduled to end 12/2012.
Traffic Signal Light Infrastructure Upgrades - Continuing Project	This project will consist of upgrading the traffic signal infrastructure at fifteen locations to include painting galvanized mast arms and signal poles and replacing yellow colored signal head housings with black signal head housings.	Construction is scheduled to end 11/2012.
Traffic Signalization at Davis Boulevard & Creek View Drive - Continuing Project	This project consists of both the design and construction of a new traffic signal light at the intersection of Davis Boulevard and Creek View Drive/Post Office drive entrance. The traffic signal light will conform to the City's current standards which include black powder coated poles and mast arms, ILSN signs, opticom system, LED lights, video detection system, and street lights mounted on the mast arms. The Post Office driveway will need to be realigned and relocated to match the intersecting street of Creek View Drive. The Post Office parking lot configuration for entry and parking will need to be reconfigured to match the new entrance.	Construction is scheduled to begin 10/2012 and end 4/2013.

2012/13 Street & Sidewalk Capital Projects

Project Name	Project Description	Status
Trinidad Drive (Rufe Snow Dr to Holiday Ln.) - Continuing Project	This project was selected for the 2003 Bond Program. Trinidad Drive is identified on the Master Thoroughfare Plan as being a Minor Collector, 2 Lane, Undivided (C2U). This project will begin at Rufe Snow Dr. and will end at Holiday Ln. It will consist of reconstructing approximately 3,500 feet of street with concrete pavement and provide drainage improvements necessary to comply with current city standards. New sidewalks will be constructed the full length of Trinidad connecting Rufe Snow Drive with Holiday Lane.	Construction is scheduled to end 5/2013.

Schedule 2
Drainage Capital Projects
Budget Summary

		Project To Date	2012/13 Adopted	2013/14 Estimated	2014 To Completion	Total
Project Costs						
Continuing Projects						
DR0902	Brookhaven Drive Drainage Improvements	280,000	0	0	0	$ 280,000
DR0903	Brookridge Drive Drainage Improvements	120,000	0	0	0	$ 120,000
DR1201	Channel Cleaning/Street Drainage Improvements	300,000	0	0	0	$ 300,000
DR1002	Heidelburg Court Drainage Improvements	130,000	0	0	0	$ 130,000
PK1205	Iron Horse Golf Course Erosion Control Phase I	85,000	0	0	0	$ 85,000
PK1206	Iron Horse Golf Course Erosion Control Phase II	210,000	0	0	0	$ 210,000
DR1102	Meadow Creek Road Drainage Improvements	225,000	0	0	0	$ 225,000
DR1103	Meadow Road Drainage Improvements	350,000	0	0	0	$ 350,000
DR1004	Meadowview Estates Channel Drainage Improvements	2,500,000	0	0	0	$ 2,500,000
DR1005	Plumwood Drive Drainage Improvements	65,000	0	0	0	$ 65,000
DR1202	Shadywood Ln & Davis Blvd (Drainage and Signalization Improvements)	200,000	0	0	0	$ 200,000
DR0913	Steeple Ridge Drainage Improvements	165,000	0	0	0	$ 165,000
Total Continuing Projects		**$ 4,630,000**	**$ 0**	**$ 0**	**$ 0**	**$ 4,630,000**
Total Project Costs		**$ 4,630,000**	**$ 0**	**$ 0**	**$ 0**	**$ 4,630,000**
Funding Sources						
General Obligation Bonds		2,500,000	0	0	0	$ 2,500,000
Certificates of Obligation		1,340,000	0	0	0	$ 1,340,000
Reserves		790,000	0	0	0	$ 790,000
Total Sources of Funds		**$ 4,630,000**	**$ 0**	**$ 0**	**$ 0**	**$ 4,630,000**

2012/13 Drainage Capital Projects

Project Name	Project Description	Status
Brookhaven Drive Drainage Improvements - Continuing Project	This project includes the installation of approximately 900 linear feet of storm drain pipe and several inlets from a nearby channel up to and along Brookhaven Drive. The storm drain pipe would range in size from 24 inches to 39" inches in diameter.	Construction is ongoing and is scheduled to end 7/2013.
Brookridge Drive Drainage Improvements - Continuing Project	In response to multiple reports of excessive runoff through rear yards on Crestview Drive, this project consists of installing approximately 400 linear feet (LF) of 8' concrete flume to convey runoff from Brookridge Drive to Crestview Drive. In order to maintain the resulting runoff in the public right-of-way, at least one drive approach will be reconstructed to meet current standards.	Construction is ongoing and is scheduled to end 12/2012.
Channel Cleaning/Street Drainage Improvements - Continuing Project	This is typically an annual program that consists of cleaning out sediment that has built up significantly throughout the years in some of the City's earthen channels. Funding for a new project was not approved in the FY 2010/2011 budget. This project will also consists of repairing curb & gutter sections that currently pond water on existing streets. It is estimated that approximately 20 streets will receive curb & gutter repairs at the funding level being proposed.	This ongoing annual project is scheduled to end 10/2012.
Heidelburg Court Drainage Improvements - Continuing Project	This project consists of converting the existing storm drain inlet in Heidelburg Court to an "open back" inlet and then constructing an overflow concrete drainage flume from the back of this storm drain inlet that would tie into an existing concrete flume system which collects and directs storm water from adjacent properties and into Jester Court. The new overflow flume would be designed to eliminate public storm water from traveling through private property.	Construction is ongoing and is scheduled to end 12/2012.
Iron Horse Golf Course Erosion Control Phase I - Continuing Project	This project consists of correcting erosive actions at bridge 8 near the 15th green as identified in the 2008 update to the Iron Horse Golf Course Erosion Control Master Plan. The project is identified as Reach 16 on the master plan on Singing Hills creek and will provide for the repair of the undermining condition for the cart path upstream of Bridge 8 and some gabion wall protection for banks downstream of Bridge 8.	Construction is scheduled to begin 10/2012 and end 5/2013.

2012/13 Drainage Capital Projects

Project Name	Project Description	Status
Iron Horse Golf Course Erosion Control Phase II - Continuing Project	This project consists of correcting erosive actions along Singing Hills Creek near Bridge 2 as identified in the 2008 update to the 1999 Iron Horse Golf Course Erosion Control Master Plan. The project is identified as Reach 7 on the master plan near the hole 9 green and will provide for the protection of existing erosion control structures upstream of Bridge 2 and stabilization along the cart path at Bridge 2.	Construction is scheduled to begin 10/2012 and end 5/2013.
Meadow Creek Road Drainage Improvements - Continuing Project	This project will consist of drainage and pavement improvements to Meadow Creek Road. New barrow ditches and culverts will be replaced to improve the drainage along the street. Several sections of pavement will be removed and replaced to help storm water runoff.	Engineering is scheduled to end 1/2013. Construction is scheduled to begin 2/2013 and end 6/2013.
Meadow Road Drainage Improvements - Continuing Project	This project will consist of drainage and pavement improvements to Meadow Road. New barrow ditches and culverts will be replaced to improve the drainage along the street.	Engineering is scheduled to end 1/2013. Construction is scheduled to begin 2/2013 and end 6/2013.
Meadowview Estates Channel Drainage Improvements - Continuing Project	This project consists of reconstructing the existing concrete channel from Northfield Park to Jill Court and reconstructing a larger bridge (box culverts) at Northfield Drive. The length of the channel is approximately 1,800 linear feet. The new box culverts will be designed for the 100 year rain event.	Engineering is scheduled to end 10/2012. Construction is scheduled to begin 10/12 and end 10/2013.
Plumwood Drive Drainage Improvements - Continuing Project	This proposed project consists of constructing a strom drain curb inlet and extending a reinforced concrete drainage pipe from this new inlet to tie into the existing Holiday Lane damage system to prevent runoff from public right-of-way (Plumwood Drive) from entering private property.	Construction is ongoing and is scheduled to end 12/2012.

2012/13 Drainage Capital Projects

Project Name	Project Description	Status
Shadywood Ln & Davis Blvd (Drainage and Signalization Improvements) - Continuing Project	This project consists of the City constructing drainage and signal light improvements to accommodate the future crossing of the Little Bear Creek Trail at Davis Boulevard and Shadywood. The drainage improvements consist of the extension of five 7'X4' Box Culverts and the construction of a new concrete headwall. The signal light improvements will consists of the relocation of the traffic control cabinet and equipment to accommodate the construction of the eastbound section of Shadywood which will allow the Little Bear Creek Trail to cross Davis Boulevard at a signalized intersection. The signal light improvements will also include the installation of the signal light and pedestrian crossings at Shadywood and Davis Boulevard for the trail crossing. This project will allow the users of the trail to cross at a signalized intersection. This project will be constructed by the Developer for the Thornbridge West Subdivision. The City will pay the Developer in full for the construction of this project after the project has been accepted by the City.	Construction is ongoing and is scheduled to end 12/2012.
Steeple Ridge Drainage Improvements - Continuing Project	This project consists of installing a 5 foot wide concrete flume along the rear of five lots in the Steeple Ridge subdivision. The proposed flume will direct runoff from the large undeveloped tracts along Clay Hibbins Road to two existing flumes, conveying the storm water runoff to the existing Steeple Ridge system in compliance with the original Steeple Ridge drainage plan.	Construction is ongoing and is scheduled to end 1/2013.

Schedule 3
Utility Capital Projects
Budget Summary

		Project To Date	2012/13 Adopted	2013/14 Estimated	2014 To Completion	Total
Project Costs						
Continuing Projects						
UT0201	Big Fossil Creek Wastewater Outfall	1,200,000	0	0	0	$ 1,200,000
UT0203	I.H. 820 Utility Adjustments (Interchange to Meadowlakes)	1,000,000	0	0	0	$ 1,000,000
UT1202	Sanitary Sewer (Loop 820 Corridor Interceptor Replacement)	1,730,000	0	0	0	$ 1,730,000
UT1203	Sanitary Sewer System Rehabilitation of Main Lines (Phase I)	1,500,000	0	0	0	$ 1,500,000
CDBG12	Scruggs Drive Sanitary Sewer Rehabilitation (CDBG)	200,091	0	0	0	$ 200,091
UT0708	Water Line (Boulevard 26/Cardinal Lane)	520,000	0	0	0	$ 520,000
UT1207	Water Main & Valve (Across Loop 820 East of Iron Horse Blvd.)	315,000	0	0	0	$ 315,000
UT1208	Water Main (Loop 820 Crossings)	1,770,000	0	0	0	$ 1,770,000
UT0810	Western Center Water Facility Expansion	55,000	0	0	0	$ 55,000
Total Continuing Projects		**$ 8,290,091**	**$ 0**	**$ 0**	**$ 0**	**$ 8,290,091**
New Projects						
UT1301	Automatic Dead End Flushing Devices	0	85,000	0	0	$ 85,000
CDBG13	Dude Court & Jennings Drive Galvanized Water Main Replacement [CDBG]	0	224,016	0	0	$ 224,016
UT1303	Miscellaneous Water/Sewer Main Replacement (2013)	0	410,000	0	0	$ 410,000
UT1304	Pump and Motor Replacements	0	105,000	0	0	$ 105,000
UT1305	Sanitary Sewer System Inflow and Infiltration Elimination	0	65,000	0	0	$ 65,000
UT1307	Sanitary Sewer System Rehabilitation of Main Lines (Phase II)	0	1,500,000	0	0	$ 1,500,000
UT1308	Small Water Main Replacement (2013)	0	410,000	0	0	$ 410,000
UT1309	Telemetric Water Meter Annual Maintenance (2013)	0	350,000	0	0	$ 350,000
UT1310	Transmission Water Line Valve Replacements	0	150,000	0	0	$ 150,000
Total New Projects		**$ 0**	**$ 3,299,016**	**$ 0**	**$ 0**	**$ 3,299,016**
Total Project Costs		**$ 8,290,091**	**$ 3,299,016**	**$ 0**	**$ 0**	**$ 11,589,107**
Funding Sources						
Certificates of Obligation		5,715,000	0	0	0	$ 5,715,000
Federal/State Grants		438,573	224,016	0	0	$ 662,589
Reserves		1,471,723	2,930,000	0	0	$ 4,401,723
Other		664,795	145,000	0	0	$ 809,795
Total Sources of Funds		**$ 8,290,091**	**$ 3,299,016**	**$ 0**	**$ 0**	**$ 11,589,107**

2012/13 Utility Capital Projects

Project Name	Project Description	Status
Automatic Dead End Flushing Devices - New Project	This project will consist of purchasing 30 permanent programmable automatic flushing devices for all climates. These devices are installed at dead end water mains and provide excellent flow rates up to 200 gallons per minute to improve and maintain the chlorine residual levels and flush disinfectant byproducts to keep water fresh and safe. City staff will perform the installation of the flushing devices. This project will fund only the purchase of the automatic flushing devices.	Project is scheduled to begin 10/2012 and end 9/2013.
Big Fossil Creek Wastewater Outfall - Continuing Project	This project consists of constructing a parallel wastewater outfall main from the North Richland Hills metering station, which is north of State Highway 10 to the Trinity River. North Richland Hills, Richland Hills, Haltom City, and Fort Worth discharge sanitary sewer into this section of the existing outfall mains. Each city will pay a portion of the cost based on volume of flow from their city. The size of the main will vary, but will be as large as 90" in diameter. North Richland Hills will need to pay for connecting its existing outfall to the new outfall. After the new outfall is complete, both wastewater pipelines will be owned, operated and maintained by Fort Worth as part of its system.	Construction is scheduled to begin 10/2012 and end 10/2013.
Dude Court & Jennings Drive Galvanized Water Main Replacement [CDBG] - New Project	This is the 38th Year Community Development Block Grant (CDBG) Project. The Project will consist of the replacement of approximately 1,400 linear feet of the existing 2" DIA galvanized water mains in the 8300 Block of Dude Court and the 5100 Block of Jennings Drive.	Engineering is scheduled to begin 10/2012 and end 9/2013. Construction is scheduled to begin 2/2012 and end 10/2013.
I.H. 820 Utility Adjustments (Interchange to Meadowlakes) - Continuing Project	This project consists of relocating and/or adjusting the City water and sewer lines that will conflict with the I.H. 820 Widening Project. The City completed the design and construction on the portion of the project adjacent to the Rufe Snow Bridge several years ago. Design and construction on the remaining portion of the project recently started and is expected to be complete in a few years.	Construction is scheduled to end 1/2013.
Miscellaneous Water/Sewer Main Replacement (2013) - New Project	This is an annual program that is completed by the Public Works Construction Division. The program will provide for water & sewer replacements on the following streets: Spring River Lane (Lariat to Riviera), Woods Lane (Davis Blvd. to Dead End), Lincolnshire Lane (Southhampton to Wakefield), and Mapleleaf Drive (John Autry to Parkway).	Construction is scheduled to begin 10/2012 and end 9/2013.

2012/13 Utility Capital Projects

Project Name	Project Description	Status
Pump and Motor Replacements - New Project	This project will consist of the replacement of (3) three pumps and motors inside the pump station facilities located at 7800 Conn Drive (Conn Pump Station) and 8501 Harwood Road (Johnson Pump Station). The City currently has 5 of its 18 pumps and motors that are 30 years or older, however 3 out of the 5 are consistenly breaking down and needing to be replaced. This project will consist of replacing these 3 pumps and motors. The cost for each pump and motor is approximately $35,000 for a total project cost of $105,000.	Construction is scheduled to begin 10/2012 and end 9/2013.
Sanitary Sewer (Loop 820 Corridor Interceptor Replacement) - Continuing Project	This project is identified in the Wastewater System Capital Improvement Plan. This project consists of the design and construction of new 24" and 27" diameter sanitary sewer to replace the existing sanitary sewer mains in the Calloway Creek Basin at/around Loop 820.	Ongoing design is scheduled to end 4/2013. Construction scheduled to end 1/2013.
Sanitary Sewer System Inflow and Infiltration Elimination - New Project	This project will consist of the purchase of 200 manhole rings and lids and 1,000 customer cleanout covers to eliminate substantial inflow problems identified in the Sanitary Sewer Assessment Study.	Project is scheduled to begin 10/2012 and end 9/2013.
Sanitary Sewer System Rehabilitation of Main Lines (Phase I) - Continuing Project	This project will consist of replacing approximately 11,000 linear feet of sanitary sewer main lines in the southern portion of the City (South of Northeast Loop 820). Because of the number of locations identified (40) that needed repairs the project was divided into 2 phases. Since each phase is made up of different sections of sanitary sewer lines and manholes that will need to be designed and constructed each phase will be treated as a separate project.	Engineering is scheduled to end 12/2012. Construction is scheduled to begin 1/2013 and end 9/2013.
Sanitary Sewer System Rehabilitation of Main Lines (Phase II) - New Project	This project will consist of replacing approximately 11,000 linear feet of sanitary sewer main lines in the southern portion of the City (South of Northeast Loop 820). Because of the number of locations identified (40) that needed repairs the project was divided into 2 phases. Since each phase is made up of different sections of sanitary sewer lines and manholes that will need to be designed and constructed each phase will be treated as a separate project.	ROW Acquisition is scheduled to begin 11/2012 and end 9/2013.

2012/13 Utility Capital Projects

Project Name	Project Description	Status
Scruggs Drive Sanitary Sewer Rehabilitation (CDBG) - Continuing Project	This is the 37th Year Community Development Block Grant (CDBG) Project. The Project will consist of the rehabilitation (pipe bursting) of approximately 1,200 lineal feet of sanitary sewer within Scruggs Drive Right-of-Way between Glenview Drive and Harmonson Road. The existing sanitary sewer main is 6" diameter vitrified clay pipe that will be pipe bursted with 8" diameter high-density polyethylene (HDPE) pipe	Construction is scheduled to end 10/2012.
Small Water Main Replacement (2013) - New Project	This is an annual program that is completed by the Public Works Construction Division. The project replaces old 2" and 4" water mains with 6" or larger water pipes and provides adequate fire hydrant coverage to areas currently without proper coverage. This project will provide for small water main replacement on the following streets: Collard Court (Main Street to Cul-de-sac), Timberlane Court (Timberlane to Cul-de-Sac), Glengarry Court (Diamond Loch W. to Cul-de-sac), Springbrook Court (Stoneybrook to Cul-de-Sac), Manor Drive (6749 Manor to Mackey), Rockdale Drive (Stoneybrook to Rockdale Court), and Oldham Place (Buckingham to Yarmouth).	Construction is scheduled to begin 10/2012 and end 9/2013.
Telemetric Water Meter Annual Maintenance (2013) - New Project	The Telemetric Water Meter Annual Maintenance Program allows the City to continue replacing some of the transponder units and meters installed 10 years ago. The transponder units transmit meter information to a mobile receive reducing the need for manual reading. Each meter with a transponder costs about $165 to replace and the City replaces about 2,000 per year.	Construction is scheduled to begin 10/2012 and end 9/2013.
Transmission Water Line Valve Replacements - New Project	This project will include replacement of four water line valves in the City. The first two valves are located in the center of Mid-Cities Boulevard and Rufe Snow Drive. The third is located at the intersection of Davis Boulevard and Shady Grove Road. The fourth valve is located at Davis Boulevard and Hightower Road. All parts, materials, construction and traffic control for this project will be performed by contracting services.	Construction is scheduled to begin 10/2012 and end 9/2013.
Water Line (Boulevard 26/Cardinal Lane) - Continuing Project	The project consists of a new 12" water line constructed south of the Venue development, along the south side of Hawk Dr. and the south side of a section of Parker to Bridge Street and constructed on the west side of Bridge Street to Cardinal. The project will consist of approximately 5,500 linear feet of 12" water line. *Project on hold as Arcadia (the adjacent property owner) has not completed development plans for this area. The alignment of the water line will be impacted by their development.	Construction is scheduled to begin 7/2013 and end 10/2013.

2012/13 Utility Capital Projects

Project Name	Project Description	Status
Water Main & Valve (Across Loop 820 East of Iron Horse Blvd.) - Continuing Project	This project is identified in the Water System Capital Improvement Plan. This project consists of the design and construction of a new 12" diameter water main and motor operated valve across Loop 820, east of Iron Horse Boulevard.	Project is scheduled for completion 1/2013.
Water Main (Loop 820 Crossings) - Continuing Project	This project is identified in the Water System Capital Improvement Plan. This project replaces the existing water mains across Loop 820.	Project is scheduled for completion 4/2013.
Western Center Water Facility Expansion - Continuing Project	In October 2005, the City had a Water and Wastewater Plan prepared that would cover future system needs to "build out" (estimated at approximately 2017). One of the future needs identified was an additional 5 million gallon ground storage tank to be located at the Western Center Storage and Booster Pump Station site. The current site is not large enough to accommodate a new 5 million gallon ground storage tank. This project will include purchasing an additional 2/3 of an acre adjacent to the current site for the future expansion.	ROW Acquisition is scheduled to end 10/2012.

Schedule 4
Parks & Recreation Capital Projects
Budget Summary

		Project To Date	2012/13 Adopted	2013/14 Estimated	2014 To Completion	Total
Project Costs						
Continuing Projects						
PK1201	Adventure World Playground Renovation	500,000	40,000	0	0	$ 540,000
PK1202	Annual Tree Planting (2012)	35,000	0	0	0	$ 35,000
PK9702	Boulevard 26 Multi-Use Trail [ISTEA]	769,183	0	0	0	$ 769,183
PK9601	Calloway Branch Trail Development [CMAQ]	794,815	424,091	290,905	0	$ 1,509,811
PK9602	Little Bear Creek Trail Development [ISTEA]	2,013,799	474,507	88,306	0	$ 2,576,612
PK0908	Trail Signage and Identification	55,000	0	0	0	$ 55,000
Total Continuing Projects		**$ 4,167,797**	**$ 938,598**	**$ 379,211**	**$ 0**	**$ 5,485,606**
New Projects						
PK1302	Parks Infrastructure Maintenance (2013)	0	146,000	0	0	$ 146,000
PK1303	Richland Tennis Center Infrastructure Management (2013)	0	60,000	0	0	$ 60,000
PK1306	TUCOR Irrigation System Upgrade	0	80,000	0	0	$ 80,000
Total New Projects		**$ 0**	**$ 286,000**	**$ 0**	**$ 0**	**$ 286,000**
Total Project Costs		**$ 4,167,797**	**$ 1,224,598**	**$ 379,211**	**$ 0**	**$ 5,771,606**
Funding Sources						
Federal/State Grants		2,581,088	519,386	0	0	$ 3,100,474
Sales Tax		1,586,709	705,212	379,211	0	$ 2,671,132
Total Sources of Funds		**$ 4,167,797**	**$ 1,224,598**	**$ 379,211**	**$ 0**	**$ 5,771,606**

2012/13 Parks & Recreation Capital Projects

Project Name	Project Description	Status
Adventure World Playground Renovation - Continuing Project	This project will provide for a major renovation of Adventure World Playground. Major drainage improvements are being planned in and around the playground in addition to the complete replacement of the largest play area and a greater percentage of fully accessible play components. The remainder of the small play areas will be carefully evaluated to determine their usability and to formulate a plan for renovation or removal and replacement. Sidewalks in and around the playground will be replaced to assure compliance with ADA.	Professional services are scheduled to end 6/2013. Construction is scheduled to begin 8/2013 and end 2/2014.
Annual Tree Planting (2012) - Continuing Project	This project provides for the introduction of trees into the urban forest and replacement of trees that have died at various locations throughout the City. The project involves the installation of 3" to 4" caliper, drought tolerant, native or adapted trees. Parks to receive trees have been identified as Cross Timbers Park, Bedford Euless Greenway, Dr. Pillow Park, Green Valley Park, Linda Spurlock Park, Norich Park, Tipps Canine Park, Tommy and Sue Brown Park, Walker's Creek Park and Iron Horse Median.	This project is scheduled to complete on 9/2013.
Boulevard 26 Multi-Use Trail [ISTEA] - Continuing Project	This project provides for the design and construction of a 10-foot wide multi-use trail along the drainage corridor between the former North Hills Mall and North Hills Hospital. The trail will provide for pedestrian linkages between the hospital and the proposed office and retail development. The project includes trail access from Rodger Line Drive to the north and Booth Calloway to the south. Although originally funded through an Intermodal Surface Transportation Enhancement (ISTEA) grant, ARRA funding has been received to complete the project.	Construction is complete. Professional services are scheduled to end 12/2012.
Calloway Branch Trail Development [CMAQ] - Continuing Project	This project provides for the design and construction of a 4 mile on-road/off-road multi-purpose concrete trail along the Calloway Branch Drainage Corridor from the North Electric Trail to the Little Bear Creek Trail. This trail has terminus points at the North Electric Trail east of Holiday Lane and at the future Little Bear Creek Trail within the Little Bear Creek Community Park site. Connections are provided to Liberty Park, Richfield Park, the Cottonbelt Trail, and Cross Timbers Park. The project, and associated timeline, is being implemented concurrently with the Little Bear Creek Trail.	Construction is scheduled to begin 2/2013 and end 2/2014.
Little Bear Creek Trail Development [ISTEA] - Continuing Project	This project provides for land acquisition, design, and construction of 3 miles of multi-use trail along Little Bear Creek. The project has terminus points at Precinct Line and the Cottonbelt Trail intersection and at the northern end of Calloway Branch Trail. The project will provide trail access to Northfield Park, J.B. Sandlin Park, Tommy & Sue Brown Park, and Dr. Pillow Park. All of the individual easements and right-of-way parcels for the trail are being assembled as subdivision development along the corridor has occurred since the project was originally initiated. New opportunities for acquiring the remaining right-of-way have been generated by partnering with the proposed gas pipeline companies.	Construction is scheduled to begin 2/2013 and end 2/2014.

2012/13 Parks & Recreation Capital Projects

Project Name	Project Description	Status
Parks Infrastructure Maintenance (2013) - New Project	This project provides for maintenance of park infrastructure in response to use and age. The Parks and Recreation Department developed an Infrastructure Management Plan for park amenities. The plan addresses the long term funding needs for replacement and renovation of park sites and their amenities, demonstrating responsible stewardship of property assets by the City. Funding is included to address drainage issues within and along various parks and trails, flatwork and sidewalk repair at various parks, re-lamping ball field lights, play structure repairs at various playgrounds, painting park buildings (restrooms/concessions/pavilions), and repairs to the fishing docks at Green Valley Park.	Project scheduled to complete by 9/2013.
Richland Tennis Center Infrastructure Management (2013) - New Project	This project provides for maintenance of the Tennis Center infrastructure in response to use and age. The Parks and Recreation Department developed an Infrastructure Management Plan for the Richland Tennis Center which addresses long term funding needs for replacement and renovation, demonstrating responsible stewardship of property assets by the City on behalf of its citizens. The 2012/2013 priority will be removal and replacement of the slat-wall within the lobby area and updating all original plumbing fixtures in the facility.	Project scheduled to complete by 9/2013.
Trail Signage and Identification - Continuing Project	This project provides for the design and installation of identification and information signs to be introduced along the major trails within the trail system. The sign installations for each major trail would include the introduction of one large identification sign with a City-wide trail map locator, three "you are here" signs at terminus and mid-points, and smaller identification signs at cross streets.	Construction is scheduled to end 3/2014.
TUCOR Irrigation System Upgrade - New Project	This project provides for the replacement and upgrade of twenty-two TUCOR irrigation controllers and communication components at park and municipal sites along with the installation of a weather station in the southern section of North Richland Hills that will gather data for use with the controllers.	Construction is scheduled to end 9/2013.

Schedule 5
Aquatic Park Capital Projects
Budget Summary

		Project To Date	2012/13 Adopted	2013/14 Estimated	2014 To Completion	Total
Project Costs						
New Projects						
WP1302	Concrete Revitalization	0	150,000	0	0	$ 150,000
WP1303	General Facility Improvements – 2013	0	72,000	0	0	$ 72,000
WP1304	Long Term Development Plan	0	100,000	0	0	$ 100,000
WP1305	Repair of Catering Building Roof Structure	0	55,000	0	0	$ 55,000
WP1306	Security and Nighttime Operation Light Replacement	0	75,000	0	0	$ 75,000
Total New Projects		**$ 0**	**$ 452,000**	**$ 0**	**$ 0**	**$ 452,000**
Total Project Costs		**$ 0**	**$ 452,000**	**$ 0**	**$ 0**	**$ 452,000**
Funding Sources						
Reserves		0	452,000	0	0	$ 452,000
Total Sources of Funds		**$ 0**	**$ 452,000**	**$ 0**	**$ 0**	**$ 452,000**

2012/13 Aquatic Park Capital Projects

Project Name	Project Description	Status
Concrete Revitalization - New Project	This project includes the removal and replacement of old and deteriorating concrete, walkways and decking located throughout the park. The project has been split into three zones : Zone 1 – Wave Pool area – $55,000 Zone 2 – Endless River and Tube Slide area – $55,000 Zone 3 – Miscellaneous (Swimming Hole, Main Walkways, Entry Courtyard) – $40,000	Construction is scheduled to begin 10/2012 and end 5/2013.
General Facility Improvements – 2013 - New Project	Costs for additional construction such as drainage improvements, site improvements, miscellaneous building improvements or capital acquisitions are calculated and submitted on an annual basis. These costs also include safety improvements to/for the facility that are identified during the current operating season. The project funds unforeseen equipment failures and emergency items necessary to operate the park. Projects in the past have included switchgears for the Green Extreme, ADA updates, replacement motors, drainage improvements, concrete repair and patching and resurfacing of the Spashatory. Along with maintenance repairs anticipated for FY 2013, this project will include replacement of the parks music and paging system wire and equipment. This wire runs through underground conduit throughout the park and is used for background music, advertisements and guest paging/messaging.	Construction is scheduled to begin 10/2012 and end 9/2013.
Long Term Development Plan - New Project	The Long Term Development Plan will guide the development and ultimate build out for NRH2O Family Waterpark. The long term plan will address future expansion and development, replacement of original existing attractions, theming, signage, parking and other issues as identified.	Ongoing project scheduled to begin 10/2012 and end 9/2013.
Repair of Catering Building Roof Structure - New Project	This project entails the professional services and construction necessary to repair roof leaks currently experienced at Beaker's Cooking Shack (Catering Building).	Professional services are scheduled to begin 10/2012 and end 12/2012. Construction is scheduled to begin 4/2013.
Security and Nighttime Operation Light Replacement - New Project	This project includes the replacement of 13 parking lot and 5 interior light fixtures. The lights are currently metal-halide and the replacement lights will be LED. The lights sit at approximately 30 feet above the ground.	Design is scheduled to begin 10/2012 and end 5/2013. Construction is scheduled to begin 10/2012 and end 5/2013.

Schedule 6
Municipal Facility Capital Projects
Budget Summary

		Project To Date	2012/13 Adopted	2013/14 Estimated	2014 To Completion	Total
Project Costs						
Continuing Projects						
BD0809	820 Widening - City Hall Modifications	1,050,000	0	0	0	$ 1,050,000
BD0905	820 Widening - Professional Services	300,000	0	0	0	$ 300,000
BD0906	Davis Boulevard Property Acquisition - TOD Area	2,300,000	0	0	0	$ 2,300,000
FC1204	Loop 820 Expansion Preparation	103,520	0	0	0	$ 103,520
FC1205	Municipal Government Complex	25,000,000	10,000,000	10,000,000	25,000,000	$ 70,000,000
ES0201	NRH Animal Adoption & Rescue Center - New Facility	2,113,850	1,300,000	0	0	$ 3,413,850
PK0404	NRH Recreation Center (TIF #2)	24,990,000	0	0	0	$ 24,990,000
Total Continuing Projects		**$ 55,857,370**	**$ 11,300,000**	**$ 10,000,000**	**$ 25,000,000**	**$ 102,157,370**
New Projects						
FC1301	Building Envelope and Roofing Repairs	0	91,500	0	0	$ 91,500
FC1302	Concrete Floor Finish Resurface	0	48,000	0	0	$ 48,000
FC1304	General Construction	0	14,500	0	0	$ 14,500
FC1308	Overhead Doors Replacement	0	57,600	0	0	$ 57,600
Total New Projects		**$ 0**	**$ 211,600**	**$ 0**	**$ 0**	**$ 211,600**
Total Project Costs		**$ 55,857,370**	**$ 11,511,600**	**$ 10,000,000**	**$ 25,000,000**	**$ 102,368,970**
Funding Sources						
General Obligation Bonds		25,110,000	11,300,000	10,000,000	3,000,000	$ 49,410,000
Certificates of Obligation		23,300,000	0	0	22,000,000	$ 45,300,000
Reserves		2,076,475	211,600	0	0	$ 2,288,075
Sales Tax		1,580,000	0	0	0	$ 1,580,000
Other		3,790,895	0	0	0	$ 3,790,895
Total Sources of Funds		**$ 55,857,370**	**$ 11,511,600**	**$ 10,000,000**	**$ 25,000,000**	**$ 102,368,970**

2012/13 Municipal Facility Capital Projects

Project Name	Project Description	Status
820 Widening - City Hall Modifications - Continuing Project	Purchase properties adjacent to City Hall for future modification of the facility and parking lots as a result of the widening of Loop 820.	ROW Acquisition is scheduled to end 10/2012.
820 Widening - Professional Services - Continuing Project	Due to the anticipated widening of Loop 820 the City needs the assistance of outside professional services to assist in managing the projected purchase of several parcels of City owned land. The services will include legal council, architectural services, property appraisals and others as needed.	This is an ongoing project and is scheduled for completion by 4/2015.
Building Envelope and Roofing Repairs - New Project	This project consists of sealing the building walls and roofs as recommended by the building envelope/roofing consultant in fiscal year 2010/11 facility study. The facilities we are focusing on this year are: Fire Stations #2 ($31,700), #4 ($38,800), and the Iron Horse Golf Course Cart Barn ($21,000). The scope of work includes the removing replacing several courses of brick to install through wall counter flashings, replacing loose exterior wall tiles, removing/replacing expansion joint sealants and caulk, adding roof mounted exhaust vents, gutter systems, roof drains, and replacing metal wall panels.	Engineering is scheduled to begin 11/2012 and end 1/2013. Constuction is scheduled to begin 3/2013 and end 8/2013.
Concrete Floor Finish Resurface - New Project	This project consists of the removal of the existing concrete floor coating at Fire Station #1 ($48,000) using bead blasting machines to expose the concrete surface. The moisture content of the facility's apparatus bay concrete floor will be tested and evaluated. The concrete surface will be prepared according to manufacturer specifications and the new finish will be applied as outlined by the product manufacturer's recommendations and procedures.	Design scheduled to begin 3/2013 and end 5/2013. Construction is scheduled to begin 6/2013 and end 7/2013.
Davis Boulevard Property Acquisition - TOD Area - Continuing Project	This project consists of the purchase of property along Davis Boulevard north of Main Street.	This project is scheduled for completion by 9/13.

2012/13 Municipal Facility Capital Projects

Project Name	Project Description	Status
General Construction - New Project	This project consists of improving parking lot drainage ($7,000) and modifying the drive up bookdrop approach ($7,500).	Engineering is scheduled to begin 11/2012 and end 1/2013. Construction is scheduled to begin 2/2013 and end 5/2013.
Loop 820 Expansion Preparation - Continuing Project	Due to the expansion of Loop 820 the City needs to conduct a space needs assessment and site plan analysis. In addition lighting located in the ROW will be impacted by the expansion and will need to be relocated.	Professional services are scheduled to end 10/2012. Construction scheduled to end 10/2012.
Municipal Government Complex - Continuing Project	This project is for the design, acquisition, and construction of a new municipal complex up to 180,000 square feet to consolidate multiple city services and departments into one location. The new municipal complex will include the following city services and departments: City Hall, Police Department (including Police Property, Traffic, Crime Scene and SWAT), Municipal Court, Parks Administration, Citicable, Fire Administration & Emergency Management, and Neighborhood Services. The proposed 180,000 square feet would be constructed to provide Public Safety operations 94,000 square feet, City Hall 71,000 square feet, and Municipal Court 15,000 square feet. The square feet dimensions by function could be redefined during the design process.	Professional services are scheduled to end 12/2015. Design is scheduled to end 12/2013. Construction is scheduled to begin 12/2013 and end 12/2015.
NRH Animal Adoption & Rescue Center - New Facility - Continuing Project	This project entails building a new facility of roughly 10,865 square feet to replace the older antiquated facility currently in use. The current facility shelters an average 102 - 120 animals daily with a current design capacity of 95. The new facility will be able to provide additional kennel capacity, adoption areas, sick and incoming isolation areas, and a separate entry and exit to reduce cross-contamination issues, as well as additional storage space and work areas.	Design is scheduled for completion by 10/2013. Construction is scheduled to begin 3/2014 and end 9/2014.
NRH Recreation Center (TIF #2) - Continuing Project	This project provides for design and construction of a recreation center of approx 86,000 square feet and will include indoor leisure and aquatic features. Other amenities include a double gymnasium, expansive fitness center, indoor walking track, classrooms, pre-school/day care room, banquet/meeting space, senior center, elevated 2nd floor terrace, kitchen facilities, showers, lockers, and offices.	This project is complete. Currently awaiting finish out items which are scheduled for completion by 2/2013.

2012/13 Municipal Facility Capital Projects

Project Name	Project Description	Status
Overhead Doors Replacement - New Project	This project consists of replacing (8) complete overhead doors including panels, tracks, torsion springs, rollers, operating mechanism, remote controller and safety edges at Fire Station #3 ($57,600).	Design is scheduled to begin 12/2012 and end 2/2013. Construction is scheduled to begin 3/2013 and end 4/2013.

Schedule 7
Major Capital Equipment Capital Projects
Budget Summary

		Project To Date	2012/13 Adopted	2013/14 Estimated	2014 To Completion	Total
Project Costs						
Continuing Projects						
IS1201	Computer/Phone Replacement/Upgrade for New Recreation Center	130,000	0	0	0	$ 130,000
IS1202	Hardware Replacement for the IBM AS400	65,000	0	0	0	$ 65,000
IS1203	Teleworks Replacement for Online and VOIP Platforms	130,000	0	0	0	$ 130,000
Total Continuing Projects		**$ 325,000**	**$ 0**	**$ 0**	**$ 0**	**$ 325,000**
New Projects						
FS1302	2013 Dump Truck Replacement (Unit 691)	0	105,000	0	0	$ 105,000
FS1304	2013 Rescue Pumper Replacement (Unit 935)	0	660,000	0	0	$ 660,000
Total New Projects		**$ 0**	**$ 765,000**	**$ 0**	**$ 0**	**$ 765,000**
Total Project Costs		**$ 325,000**	**$ 765,000**	**$ 0**	**$ 0**	**$ 1,090,000**
Funding Sources						
Certificates of Obligation		0	765,000	0	0	$ 765,000
Reserves		188,920	0	0	0	$ 188,920
Sales Tax		106,080	0	0	0	$ 106,080
Other		30,000	0	0	0	$ 30,000
Total Sources of Funds		**$ 325,000**	**$ 765,000**	**$ 0**	**$ 0**	**$ 1,090,000**

2012/13 Major Capital Equipment Capital Projects

Project Name	Project Description	Status
2013 Dump Truck Replacement (Unit 691) - New Project	This is the replacement of a 1997 Chevrolet Kodiak tandem dump truck Unit 691 assigned to the Public Works Street Division.	The dump truck replacement is scheduled for 5/2013.
2013 Rescue Pumper Replacement (Unit 935) - New Project	This is the replacement of a 1988 rescue pumper Unit 935 assigned to the Fire Department.	The replacement of this equipment is scheduled for 12/2013.
Computer/Phone Replacement/Upgrade for New Recreation Center - Continuing Project	Purchase desktop/laptop computers and telephones for the new Parks and Recreation Center.	
Hardware Replacement for the IBM AS400 - Continuing Project	This project provides for the replacement of the City's current AS400 Model 810 with a newer more powerful and smaller form factor model.	The hardware replacement is expected by 10/2012.
Teleworks Replacement for Online and VOIP Platforms - Continuing Project	This replacement will enhance all of the current IVR platforms used currently by the City-Utility Billing, Municipal Courts and Planning/Inspections.	The software platform replacement is scheduled for 10/2012.

Schedule 8
Economic Development Capital Projects
Budget Summary

		Project To Date	2012/13 Adopted	2013/14 Estimated	2014 To Completion	Total
Project Costs						
Continuing Projects						
ED0803	Boulevard 26 Intersection Imp. (@ Rodger Line Rd.)	450,000	0	0	0	$ 450,000
ED0801	Business Improvement and Growth (BIG) Program	200,000	0	0	0	$ 200,000
ED0602	Commercial Redevelopment Program	3,000,000	0	0	0	$ 3,000,000
ED1002	Loop 820 Redevelopment	2,087,938	0	0	0	$ 2,087,938
ED1001	SH 121/183 & Bedford-Road Access Plan	100,000	0	0	0	$ 100,000
PW0402	Sign Removal Assistance Program	50,000	0	0	0	$ 50,000
ED0601	TIF 1 Expansion - Intersection Improvements/Utility Burial	1,000,000	0	2,500,000	0	$ 3,500,000
ED1101	Wayfinding Signage	100,000	0	0	0	$ 100,000
Total Continuing Projects		**$ 6,987,938**	**$ 0**	**$ 2,500,000**	**$ 0**	**$ 9,487,938**
Total Project Costs		**$ 6,987,938**	**$ 0**	**$ 2,500,000**	**$ 0**	**$ 9,487,938**
Funding Sources						
Certificates of Obligation		1,000,000	0	2,500,000	0	$ 3,500,000
Reserves		5,086,463	0	0	0	$ 5,086,463
Sales Tax		450,000	0	0	0	$ 450,000
Other		451,475	0	0	0	$ 451,475
Total Sources of Funds		**$ 6,987,938**	**$ 0**	**$ 2,500,000**	**$ 0**	**$ 9,487,938**

2012/13 Economic Development Capital Projects

Project Name	Project Description	Status
Boulevard 26 Intersection Imp. (@ Rodger Line Rd.) - Continuing Project	This project will consist of making improvements to the intersection of Boulevard 26 and Rodger Line Rd. This location represents a portion of an overall branding and marketing communication strategy planned for the section of Boulevard 26 South of Loop 820. The improvements planned at this intersection include aesthetic improvements approved by the North Richland Hills Oversight Committee including landscaping and streetscaping. This is a cooperative effort between the Public Works Department, Planning & Inspections Department and Economic Development Department.	Engineering is scheduled to end 12/2012. Construction scheduled to begin 2/2013 and end 8/2013.
Business Improvement and Growth (BIG) Program - Continuing Project	This initiative will help North Richland Hills revitalize aging structures along the Rufe Snow Drive, Davis Boulevard and Boulevard 26 corridors south of Mid Cities Boulevard in addition to Glenview Drive and Bedford-Euless Road. The BIG program is designed to improve the exterior, visibility and presentation of a business. The BIG program is not designed to subsidize corrections to building code violations that prolong the life of a commercial property. Any BIG project should strive toward increases in sales and/or revenue for the occupant or property owner. The two basic areas targeted are façade improvements and monument sign construction.	This ongoing project is scheduled to end 9/2013.
Commercial Redevelopment Program - Continuing Project	To provide infrastructure improvements and professional services to a future approved mixed use development project at the Calloway Creek Commercial Area.	Construction is scheduled to end 9/2013.
Loop 820 Redevelopment - Continuing Project	The North Tarrant Express is bringing added attention and interest from the commercial development community at this key North Richland Hills intersection. This project will provide the ability to optimize accessibility and dictate uses with an emphasis on quality and impact to community. The construction costs associated with creating left turn access from southbound Rufe Snow via Corona into the southeast corner of Rufe Snow & Loop 820 is also included.	Professional services are ongoing and scheduled to end 9/2013. ROW Acquisition is being conducted in conjuction with Professional Services and is scheduled to end 2/2013.
SH 121/183 & Bedford-Road Access Plan - Continuing Project	A small but significant amount of NRH falls along SH 121/183 portion of the North Tarrant Express. Current conditions warrant the City to re-examine suboptimal access to adjoining highways, internal site circulation and site connectivity for 65 acres of commercial property along Bedford-Euless Road that straddles SH 121/183. The goal of this project is to improve transportation access and mobility that fosters an increase in taxable sales and property value. Ultimately this project will provide TxDOT the necessary impact analysis and geometric alternative designs for the North Tarrant Express, as well as site plan alternatives to commercial property owners eager for City guidance and direction.	Professional services are scheduled to end 9/2013.

2012/13 Economic Development Capital Projects

Project Name	Project Description	Status
Sign Removal Assistance Program - Continuing Project	This project assists North Richland Hills businesses who voluntarily choose to remove their non-conforming signs. This project is a cooperative effort between the Planning and Development Department and the Economic Development Department.	Ongoing project is scheduled to end 10/2013.
TIF 1 Expansion - Intersection Improvements/Utility Burial - Continuing Project	This project will consist of making improvements at two intersections and burying approximately 1.25 miles of above ground utilities located along Boulevard 26. The two intersections are Boulevard 26 at Rufe Snow Drive and Glenview Drive. These two locations represent a portion of an overall branding and marketing communication strategy planned for the section of Boulevard 26 South of Loop 820. The aesthetic improvements planned at these two intersections include landscaping and streetscaping improvements approved by the Richland Hills and North Richland Hills Oversight Committee. This is a cooperative effort between the Public Works Department, Planning & Inspections Department and Economic Development.	Construction is ongoing and is scheduled to end 12/2013.
Wayfinding Signage - Continuing Project	Wayfinding is the methodology of providing indicators to guide people to their destinations. Signs improve mobility and are integral to a clearly designed wayfinding program. The central sector of the City contains numerous local and regional destinations where Wayfinding signage will serve as an enhanced guide.	ROW Acquistion is scheduled to end 5/2013. Construction is scheduled to begin 5/2013 and end 10/2013.

Schedule 9
CIP Personnel Capital Projects
Budget Summary

		Project To Date	2012/13 Adopted	2013/14 Estimated	2014 To Completion	Total
Project Costs						
Continuing Projects						
GCIP12	General CIP Personnel Costs	404,834	402,372	0	0	$ 807,206
MFPF12	Municipal Facilities Project Funding	0	0	0	0	$ 0
UCIP12	Utility CIP Personnel	401,808	403,609	0	0	$ 805,417
UCNP12	Utility Construction Personnel	785,197	820,000	0	0	$ 1,605,197
UCPF12	Utility Construction Project Funding	-755,000	-820,000	0	0	$ -1,575,000
Total Continuing Projects		**$ 836,839**	**$ 805,981**	**$ 0**	**$ 0**	**$ 1,642,820**
Total Project Costs		**$ 836,839**	**$ 805,981**	**$ 0**	**$ 0**	**$ 1,642,820**
Funding Sources						
Reserves		836,839	805,981	0	0	$ 1,642,820
Total Sources of Funds		**$ 836,839**	**$ 805,981**	**$ 0**	**$ 0**	**$ 1,642,820**

Schedule 10
Other Capital Projects
Budget Summary

		Project To Date	2012/13 Adopted	2013/14 Estimated	2014 To Completion	Total
Project Costs						
Continuing Projects						
ES1201	Atmos Residential Energy Efficiency Program	10,000	35,000	35,000	20,000	$ 100,000
ES0902	Litter Not Program	8,531	13,969	2,500	0	$ 25,000
ES1001	Long Term Energy Efficiency EECBG (ARRA)	120,000	0	0	0	$ 120,000
ES0901	Neighborhood Initiative Program	154,658	52,500	0	0	$ 207,158
Total Continuing Projects		**$ 293,189**	**$ 101,469**	**$ 37,500**	**$ 20,000**	**$ 452,158**
Total Project Costs		**$ 293,189**	**$ 101,469**	**$ 37,500**	**$ 20,000**	**$ 452,158**
Funding Sources						
Federal/State Grants		120,000	0	0	0	$ 120,000
Reserves		154,658	32,500	0	0	$ 187,158
Other		18,531	68,969	37,500	20,000	$ 145,000
Total Sources of Funds		**$ 293,189**	**$ 101,469**	**$ 37,500**	**$ 20,000**	**$ 452,158**

2012/13 Other Capital Projects

Project Name	Project Description	Status
Atmos Residential Energy Efficiency Program - Continuing Project	The City has a contract with Atmos to provide low income NRH residents with energy efficient measures to their homes such as wall and attic insulation, duct sealing, repair/replacement of hot water heaters, caulking. This is a reimbursement type grant. An audit of the home is performed before and after the energy efficiency measures are completed to report the effectiveness of the work. Atmos allows up to $1,500 per home.	This project is scheduled to end 9/2013.
Litter Not Program - Continuing Project	This projects provides educational materials and other items necessary to communicate to our citizens the importance of not littering and how to dispose of their trash in the appropriate manner.	Ongoing project is scheduled to end 9/2013.
Long Term Energy Efficiency EECBG (ARRA) - Continuing Project	This project is a weatherization program where the City helps lower income residents make energy efficiency improvements to their homes. Improvements include replacement, service or repair of inefficient hot water heaters, furnaces, air conditioning units & refrigerators, insulation for walls and ceilings, modern double-glazed windows, shade trees to be planted on the West and South side of homes to reduce heat, light colored paint to reflect the heat, caulk and weather stripping to plug air leaks around doors and windows.	This project is scheduled to end 11/2012.
Neighborhood Initiative Program - Continuing Project	The Neighborhood Initiative Program was developed in Jan. 2004. This program helps seniors, single parents and physically challenged individuals with minor exterior home repairs. In 2007, the City Council gave an additional $90,000 for NIP and $15,000 for Neighborhood Looks through the TXU settlement to assist low income families with emergency repairs. Staff is now expanding the Neighborhood Initiative Program even further, to provide cash incentives for residential homeowners to reinvest in their homes and to provide some monetary support to large volunteer groups helping with larger exterior and interior renovations.	This project is scheduled to end 9/2013.

DEPARTMENT	FUND
CIP	CIP PERSONNEL

ACTIVITIES	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Utility Construction Crew	$769,565	$785,197	$1,159,924	$820,085
Utility CIP Personnel	351,605	394,827	396,178	391,162
General CIP Personnel	333,711	402,248	404,150	395,804
Non Departmental	49,110	9,164	1,627	19,015
TOTAL	**$1,503,991**	**$1,591,436**	**$1,961,879**	**$1,626,066**

EXPENSE GROUPS	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Salaries	$998,304	$1,122,297	$1,130,866	$1,114,210
General Services	1,590	2,233	2,233	2,340
Maintenance	252,365	271,722	271,722	289,760
Sundry	89,488	53,875	46,338	64,728
Supplies	12,574	15,988	15,988	19,118
Capital	149,669	125,321	494,732	135,910
TOTAL	**$1,503,991**	**$1,591,436**	**$1,961,879**	**$1,626,066**

PERSONNEL SUMMARY	2010-11 ACTUAL	2011-12 ADOPTED	2011-12 REVISED	2012-13 ADOPTED
Full-Time:				
Managing Director	0.50	0.50	0.50	0.50
Assistant Public Works Director	0.00	0.50	0.00	0.00
City Engineer	0.50	0.00	0.50	0.50
Engineer Associate	0.67	0.00	0.67	0.67
Civil Engineer	0.67	1.34	0.67	0.67
Administrative Clerk	1.00	1.00	1.00	1.00
Management Assistant	1.00	0.00	1.00	1.00
Senior Management Assistant	0.00	1.00	0.00	0.00
Operations Manager	0.25	0.25	0.25	0.25
Construction Inspector	1.00	1.00	1.00	1.00
Construction Superintendent	1.00	1.00	1.00	1.00
Equipment Operator	2.00	2.00	2.00	2.00
Pipelayer	2.00	2.00	2.00	2.00
Construction Worker	2.00	2.00	2.00	2.00
Asst. Finance Director	0.75	0.75	0.75	0.75
Director of Facilities/Construction Management	0.50	0.50	0.50	0.50
Accounting Technician	0.25	0.25	0.25	0.25
Full-Time	14.09	14.09	14.09	14.09
Part-Time (Full-Time Equivalents)	0.00	0.00	0.00	0.00
TOTAL	**14.09**	**14.09**	**14.09**	**14.09**

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – ENGINEERING	GENERAL CIP PERSONNEL

PROGRAM NAME

ENGINEERING

DESCRIPTION / MISSION

The Public Works Capital Improvements Program (CIP) Division is responsible for effective and efficient use of the Capital Improvement Funds for water and wastewater projects. This includes the management of the design, plan reviews, budgets, right-of-way and easement acquisitions, construction administration and construction inspection.

GOALS

- To sustain easy availability of status reports on the Capital Improvements Program. (Financial Stability)
- To maintain a high quality of infrastructure construction. (Quality Community Development and Revitalization)
- To ensure franchise utilities complete relocations for NRH CIP projects to meet NRH schedule. (Quality Community Development and Revitalization)
- To improve customer service by providing more avenues of communication for citizens. (Positive City Image)

OBJECTIVES

- Maintain a monthly status report on the computer network.
- Obtain TEEX Construction Certification for all Public Works Construction Inspectors.
- Continually remind the franchise utilities of the City's schedules using several methods including letters and meetings.
- Utilize the Public Works link on the City's web page to provide another source of communication between the Public Works Department and citizens.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of staff hours available			
Director (.25 FTE)	520 hours	520 hours	520 hours
Assistant director (.25 FTE)	520 hours	520 hours	520 hours
Civil engineer (.33 FTE)	693 hours	693 hours	693 hours
Engineer associate (.33 FTE)	693 hours	693 hours	693 hours
Management assistant (.50 FTE)	1,040 hours	1,040 hours	1,040 hours
Utility CIP Budget (in millions)	$4.30	$6.50	$2.00
Outputs:			
# Of street & drainage CIP projects managed (including budget preparation, database updating & project coordination with all parties)	11	9	9
# Of street & drainage CIP plans reviewed	11	9	9
# Of row & easement parcels acquired	0	0	0
# Of questions/concerns on CIP projects	25	20	20
# Of designs completed in-house	0	0	0
Efficiency:			
# Of staff hours per project managed	120.0 hours	120.0 hours	120.0 hours
# Of staff hours per construction plan review	40.0 hours	40.0 hours	40.0 hours
# Of staff hours per row parcels acquired	3.0 hours	3.0 hours	3.0 hours
# Of staff hours per question	0.5 hours	0.5 hours	0.5 hours
# Of staff hours per in-house design	160.0 hours	160.0 hours	0.0 hours
# Of projects over budget	0	1	0
# Of projects behind schedule at bidding	0	0	0
Effectiveness:			
% Of time spent on project management (including budget preparation & database updating)	50.00%	50.00%	50.00%
% Of time spent on plan review	15.00%	20.00%	20.00%
% Of time spent on row & easements	0.00%	0.00%	0.00%
% Of time spent on addressing questions	30.00%	25.00%	25.00%
% Of time spent on miscellaneous reviews	0.00%	0.00%	0.00%
% Of time spent on in-house design	5.00%	5.00%	5.00%

DEPARTMENT / DIVISION	FUND
PUBLIC WORKS – ENGINEERING	UTILITY CIP PERSONNEL

PROGRAM NAME

ENGINEERING

DESCRIPTION / MISSION

The Public Works Capital Improvements Program (CIP) Division is responsible for effective and efficient use of the Capital Improvement Funds for water and wastewater projects. This includes the management of the design, plan reviews, budgets, right-of-way and easement acquisitions, construction administration and construction inspection.

GOALS

- To sustain easy availability of status reports on the Capital Improvements Program. (Financial Stability)
- To maintain a high quality of infrastructure construction. (Quality Community Development and Revitalization)
- To ensure franchise utilities complete relocations for NRH CIP projects to meet NRH schedule. (Quality Community Development and Revitalization)
- To improve customer service by providing more avenues of communication for citizens. (Positive City Image)

OBJECTIVES

- Maintain a monthly status report on the computer network.
- Obtain TEEX Construction Certification for all Public Works Construction Inspectors.
- Continually remind the franchise utilities of the City's schedules using several methods including letters and meetings.
- Utilize the Public Works link on the City's web page to provide another source of communication between the Public Works Department and citizens.

PERFORMANCE MEASURES	2010-11 ACTUAL	2011-12 REVISED	2012-13 ESTIMATED
Inputs:			
# Of staff hours available:			
Director (.25)	520 hours	520 hours	520 hours
Assistant Director (.25)	520 hours	520 hours	520 hours
Civil Engineer (.33)	693 hours	693 hours	693 hours
Engineer Associate (.33)	693 hours	693 hours	693 hours
Management Assistant (.50)	1,040 hours	1,040 hours	1,040 hours
Amount of utility CIP Budget (in millions)	$1.6 M	$12.4 M	$12.4 M
Outputs:			
# Of utility projects managed (including data base CIP budget maintenance & project coordination with all parties)	11	10	10
# Of utility CIP project plans reviewed	5	8	4
# Of utility easements acquired	0	0	2
# Of questions/concerns on utility projects	80	25	15
# Of designs completed "in house"	0	0	0
Efficiency:			
# Of staff hours per project managed	120 hours	120 hours	120 hours
# Of staff hours per construction plan review	40 hours	40 hours	40 hours
# Of staff hours per utility easement acquired	3 hours	3 hours	3 hours
# Of staff hours per question	1 hours	1 hours	1 hours
# Of staff hours per in-house design	160 hours	160 hours	0 hours
# Of projects over budget	0	0	0
# Of projects behind schedule at bidding	0	0	0
Effectiveness:			
% Of time spent on project management (including budget preparation & database updating)	55.00%	55.00%	55.00%
% Of time spent on plan review	20.00%	20.00%	20.00%
% Of time spent on utility easements	0.00%	0.00%	0.00%
% Of time spent on addressing questions	15.00%	15.00%	15.00%
% Of time spent on in-house designs	0.00%	0.00%	0.00%
% Of time spent on miscellaneous reviews	10.00%	10.00%	10.00%

NRH

APPENDIX

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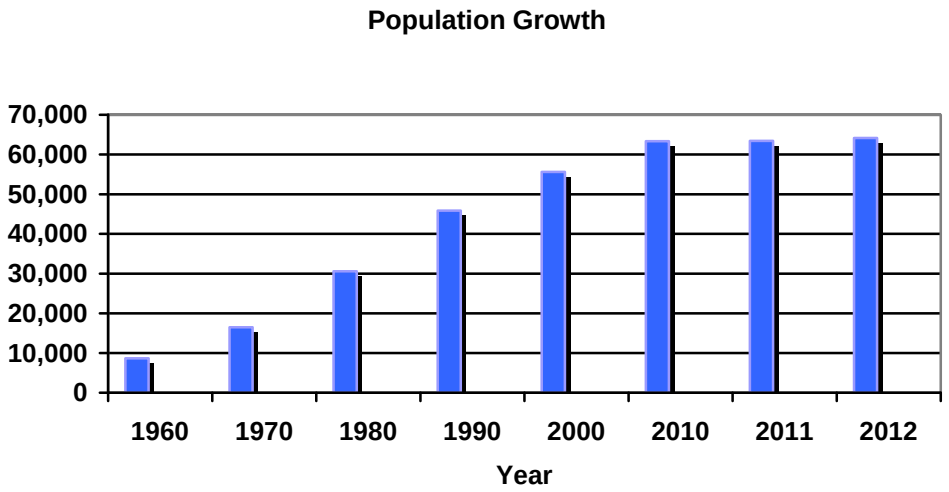
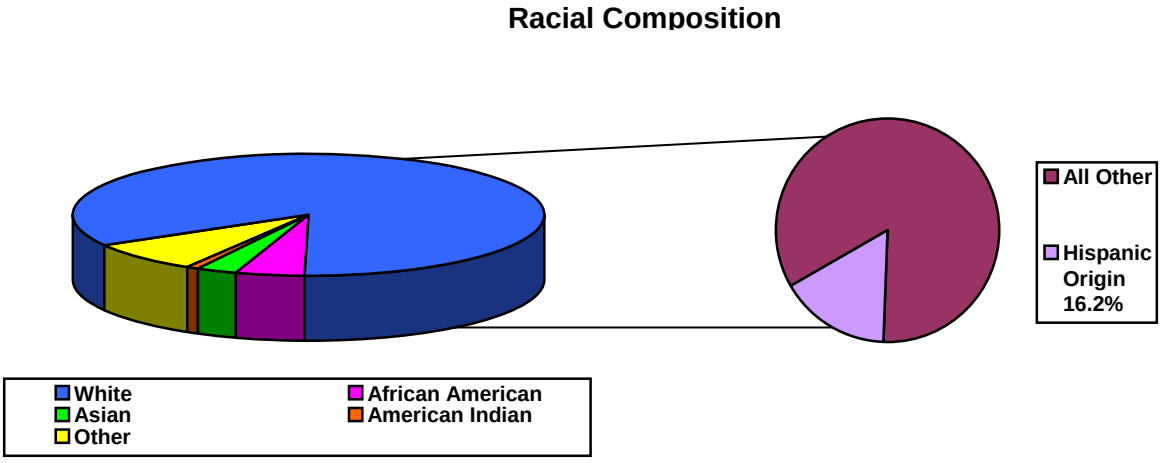
CITY OF NORTH RICHLAND HILLS COMMUNITY PROFILE



The City of North Richland Hills has grown from a population of 8,662 in 1960 to an estimated population of 64,159[1] in 2012, a 641% increase. By population, North Richland Hills is the third largest city in Tarrant County.

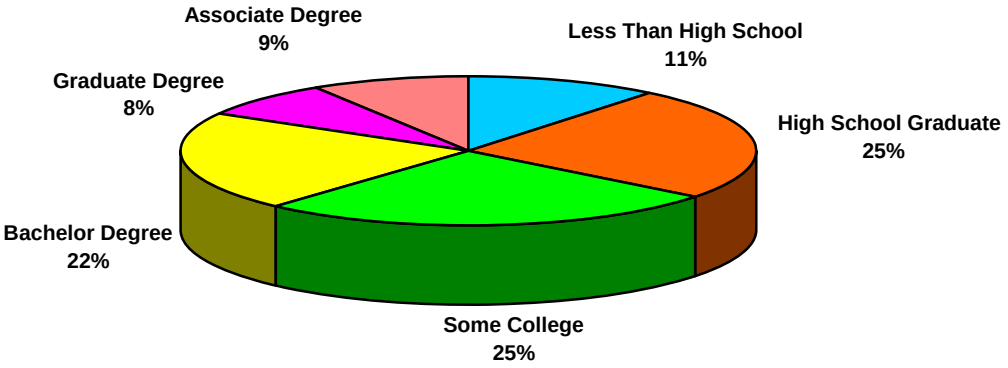


Since the 2000 Census the White population has decreased from 88.5% to 83.5%, the African American population has increased from 2.7% to 4.8%, the Asian population remained 2.8%. The American Indian population has increased from 0.7% to 0.9% and all other categories have increased from 5.6% to 8%. Hispanic origin of any race is 16.2% of the total population, an increase from 9.5%[2]

References: 1: North Central Texas Council of Governments; 2: Environmental Systems Research Institute data

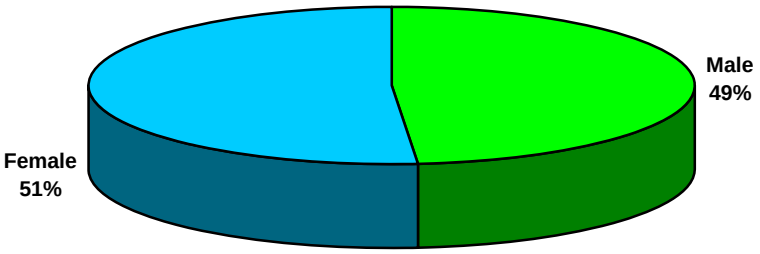
CITY OF NORTH RICHLAND HILLS
COMMUNITY PROFILE

Educational Attainment



Since the 2000 Census, City population as a whole is acquiring more education. Citizens receiving a high school degree have increased from 23.9% to 25%, citizens receiving a bachelor degree have increased from 19.7% to 22%, and citizens receiving a graduate degree have increased from 6.4% to 8%. Meanwhile, “less than high school graduate” category has increased to 8.9% from 11%[3].

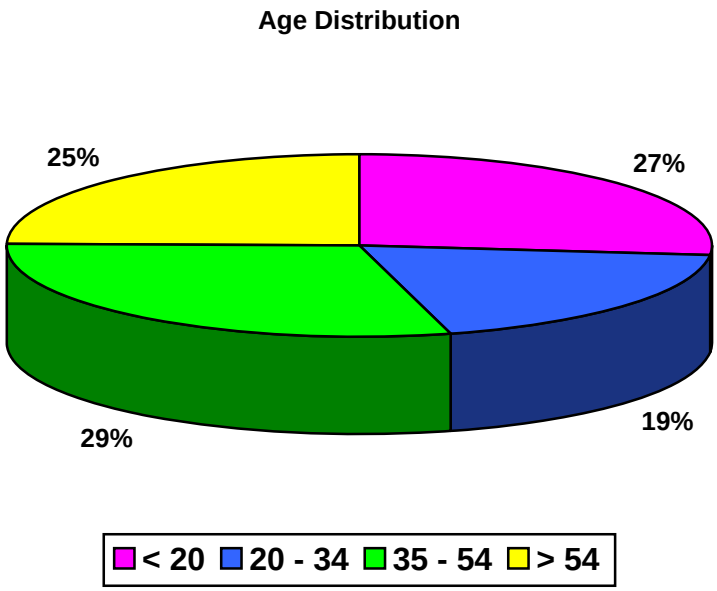
Gender Composition



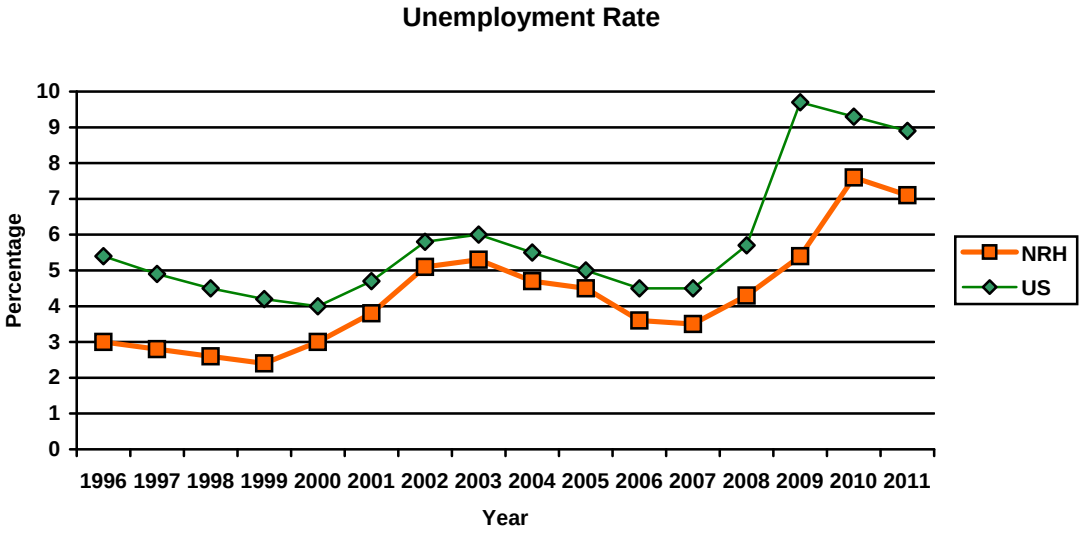
The gender composition for North Richland Hills is now 51% female and 49%[4] male.

References: 3 Environmental Systems Research Institute data, 4 U.S. Census Bureau

CITY OF NORTH RICHLAND HILLS
COMMUNITY PROFILE



Of the current City population, 75% of citizens are 54 years old or younger. The largest segment of the population within North Richland Hills is between the ages of 35 and 54.



The unemployment rate as of December 2011 was 7.1%[6] in North Richland Hills compared to the national rate of 8.9% [7]. Although unemployment trends for the City usually mirrors national trends, the unemployment rate for the City has consistently been less than the national average.

References: 5 U.S. Census Bureau; 6 & 7 U.S. Bureau of Labor Statistics

CITY OF NORTH RICHLAND HILLS
COMMUNITY PROFILE

Date of Incorporation	1953
Form of Government	Council/Manager
Date Charter Adopted	Nov. 3, 1964
Date Charter Amended	Nov. 6, 2001
Area	11,708 acres (18.29 sq. mi.)
Mean Household Income	$79,914

Fire Protection:

Number of Fire Stations	4
Number of Sworn Personnel	87

Police Protection:

Number of Stations	1
Number of Sworn Personnel	110

Municipal Parks & Recreation Facilities:

Neighborhood Parks	13
Community Parks	7
Metropolitan Parks	0
Special Purpose Parks	7
Linear Parks	8
Miles of Trails	20.67
Senior Adult Centers	1
Recreation Center	1
Event/Banquet Facility	1
Water Park	1
Tennis Center	1
Golf Course (18 hole)	1
Total Acres (developed/undeveloped)	839.3

Library:

Library Materials	206,318
Annual Circulation[8]	947,883
Registered Borrowers	68,976

Education:

Tarrant County College

Birdville ISD Facilities (in NRH):

Elementary School	9
Middle School	3
High School	3
Private/Parochial Schools	4

Railroads:

Burlington Northern Santa Fe

Fort Worth & Western Railroad

Air Service:

D/FW Airport (10 miles)	Commercial
Meacham Field (5 miles)	General Aviation
Alliance Airport (10 miles)	Industrial

Highways:

Interstate	I-820
State Highways	183, 121, 26, FM 1938

Motor Freight Carriers:

Total Number Serving NE Tarrant County 8

Distance in Miles To:

Fort Worth	10
Dallas	25
Houston	232
Chicago	945
Los Angeles	1,400
New York	1,650

Economics:

2012 Appraised Value (as of 7/25/12):

Real Property	$4,191,559,038
Personal Property	$312,039,668

Tax Rate Per $100 Valuation:

NRH	0.61
Birdville ISD	1.435
Keller ISD	1.54
County	0.264
Hospital	0.227897
Tarrant County College	0.14897

Avg. Single Family Home Value- $ 150,315

Bond Rating:

Standard & Poor's	AA+
Moody's	AA2

Community Facilities:

Motels	7
Hospitals	1
Churches	38
Movie Theaters	1 Theater/8 Screens

Financial Institutions:

Banks	22

Utilities:

Natural Gas	Atmos Energy
Electricity	(Oncor, First Choice, Gexa, Green Mountain, New Power, Reliant)
Telephone	Southwestern Bell
Water/Wastewater	Trinity River Authority City of Fort Worth
Solid Waste	Duncan Disposal

Building Permit Activity: [9]

2012	$82,021,844
2011	$69,950,312
2010	$36,443,499
2009	$29,119,820
2008	$114,916,221

References: 8 Annual Circulation includes renewals for fiscal year; 9 Building Permit Activity is the total value of building permits for fiscal year.

CITY OF NORTH RICHLAND HILLS
TOP TAX PAYERS AND EMPLOYERS

Top Tax Payers		
No.	**Entity Name**	**Total Taxable Value**
1	Wal-Mart Real Estate Bus Trust / Sam's	$60,508,435
2	BGPC Equestrian LP	$33,000,000
3	AP WQ N Richland Hills Reit	$30,589,000
4	Hospital Corp of America	$28,000,000
5	Chesapeake Operating (WI)	$27,732,850
6	Oncor Electric Delivery Co LLC	$26,353,412
7	Venue At Home Town LTD Etal	$25,348,600
8	AP WQ Green Reit LLC	$25,265,000
9	Company One LLC	$25,250,000
10	Tyson Prepared Foods Inc	$22,007,098

Source: Tarrant Appraisal District

Top Ten Employers		
No.	**Entity Name**	**Product / Service**
1	Santander Consumer USA, Inc.	Automobile Financing
2	North Hills Hospital	Hospital / Medical Care
3	Silverleaf Resort	Call Center
4	HealthMarkets	Life and Health Insurance
5	Wal-Mart Supercenter	Retail Sales
6	Tyson Prepared Foods	Food Processing
7	ATI Career Training Center	Education
8	Wal-Mart Supercenter	Retail Sales
9	Con-Way Freight Inc.	Transport Carrier
10	Five Star Ford	New Car Dealer

Source: North Richland Hills Economic Development www.nrhed.com. Data excludes the City of North Richland Hills and Birdville Independent School District.

Personnel Distribution
Full-Time Equivalents

		2010/11 Actual	2011/12 Adopted	2011/12 Changes	2011/12 Actual	Additions/ Deletions	2012/13 Adopted
GENERAL FUND							
City Manager							
City Manager		0.50	0.50	0.00	0.50	0.00	0.50
Assistant City Manager		1.30	1.30	0.00	1.30	0.00	1.30
Executive Secretary		0.50	0.50	0.00	0.50	0.00	0.50
Assistant to the City Manager		1.00	1.00	0.00	1.00	0.00	1.00
	Full-Time	3.30	3.30	0.00	3.30	0.00	3.30
	Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
	Total	3.30	3.30	0.00	3.30	0.00	3.30
Communications							
Public Information Officer		1.00	1.00	0.00	1.00	0.00	1.00
Secretary/Receptionist		1.00	1.00	0.00	1.00	0.00	1.00
Broadcast Specialist		1.00	1.00	0.00	1.00	0.00	1.00
Lead Production Assistant	PT-1	0.75	0.75	0.00	0.75	0.00	0.75
	Full-Time	3.00	3.00	0.00	3.00	0.00	3.00
	Part-Time	0.75	0.75	0.00	0.75	0.00	0.75
	Total	3.75	3.75	0.00	3.75	0.00	3.75
Human Resources							
Director of Human Resources		0.20	0.20	0.00	0.20	0.00	0.20
Asst. Dir. of Human Resources		0.20	0.20	0.00	0.20	0.00	0.20
Human Resources Analyst		0.20	0.20	0.00	0.20	0.00	0.20
Payroll Specialist		0.20	0.20	0.00	0.20	0.00	0.20
Human Resources Generalist		0.20	0.20	0.00	0.20	0.00	0.20
	Full-Time	1.00	1.00	0.00	1.00	0.00	1.00
	Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
	Total	1.00	1.00	0.00	1.00	0.00	1.00
Finance							
Finance Director		0.50	0.50	0.00	0.50	0.00	0.50
Asst. Finance Director		0.25	0.25	0.00	0.25	0.00	0.25
Finance Assistant		1.00	1.00	0.00	1.00	0.00	1.00
Accountant II		1.00	1.00	0.00	1.00	0.00	1.00
Accounting Technician		1.75	1.75	0.00	1.75	0.00	1.75
Purchasing Manager		0.75	0.75	0.00	0.75	0.00	0.75
Buyer		1.00	1.00	0.00	1.00	0.00	1.00
Purchasing/Finance Clerk		1.00	1.00	0.00	1.00	0.00	1.00
	Full-Time	7.25	7.25	0.00	7.25	0.00	7.25
	Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
	Total	7.25	7.25	0.00	7.25	0.00	7.25
Budget & Research							
Budget Director		0.50	0.50	0.00	0.50	0.00	0.50
Budget Analyst		0.50	0.50	0.00	0.50	0.00	0.50
Internal Auditor/Financial Analyst		0.50	0.50	0.00	0.50	0.00	0.50
	Full-Time	1.50	1.50	0.00	1.50	0.00	1.50
	Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
	Total	1.50	1.50	0.00	1.50	0.00	1.50
City Secretary							
City Secretary		1.00	1.00	0.00	1.00	0.00	1.00
Assistant City Secretary		1.00	1.00	0.00	1.00	0.00	1.00
Customer Service Clerk		2.00	2.00	0.00	2.00	0.00	2.00
	Full-Time	4.00	4.00	0.00	4.00	0.00	4.00
	Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
	Total	4.00	4.00	0.00	4.00	0.00	4.00

PT=Part Time PT/S= Part Time Seasonal

Personnel Distribution
Full-Time Equivalents

		2010/11 Actual	2011/12 Adopted	2011/12 Changes	2011/12 Actual	Additions/ Deletions	2012/13 Adopted
Municipal Court							
Court Administrator		1.00	1.00	0.00	1.00	0.00	1.00
Assistant Court Administrator		1.00	1.00	0.00	1.00	0.00	1.00
Court Records Clerk		6.00	6.00	0.00	6.00	0.00	6.00
File Clerk	PT-2	1.00	1.00	0.00	1.00	0.00	1.00
City Marshal		1.00	1.00	0.00	1.00	0.00	1.00
Deputy City Marshal		2.00	2.00	0.00	2.00	0.00	2.00
Warrant Technician		1.00	1.00	0.00	1.00	0.00	1.00
Bailiff	PT-1	0.50	0.50	0.00	0.50	0.00	0.50
Teen Court Coordinator		1.00	1.00	0.00	1.00	0.00	1.00
Teen Court Clerk	PT-1	0.50	0.50	0.00	0.50	0.00	0.50
	Full-Time	13.00	13.00	0.00	13.00	0.00	13.00
	Part-Time	2.00	2.00	0.00	2.00	0.00	2.00
	Total	15.00	15.00	0.00	15.00	0.00	15.00
Planning & Development							
Director of Planning & Development		0.50	0.50	0.00	0.50	0.00	0.50
Building Official		1.00	1.00	0.00	1.00	0.00	1.00
Assistant Building Official		1.00	1.00	0.00	1.00	0.00	1.00
Commercial Building Inspector		1.00	1.00	0.00	1.00	0.00	1.00
General Building Inspector[1]		2.00	2.00	0.00	2.00	1.00	3.00
Customer Service Assistant[1]		1.00	1.00	0.00	1.00	1.00	2.00
Senior Planner		0.90	0.90	0.00	0.90	0.00	0.90
Assistant Planner		0.90	0.90	0.00	0.90	0.00	0.90
	Full-Time	8.30	8.30	0.00	8.30	2.00	10.30
	Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
	Total	8.30	8.30	0.00	8.30	2.00	10.30
Economic Development							
Economic Development Director		0.50	0.75	0.00	0.75	0.00	0.75
Marketing Specialist/Coordinator[2]		1.00	1.00	-1.00	0.00	0.00	0.00
Econ. Development Specialist[2]		0.00	0.00	1.00	1.00	0.00	1.00
Administrative Secretary		1.00	1.00	0.00	1.00	0.00	1.00
	Full-Time	2.50	2.75	0.00	2.75	0.00	2.75
	Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
	Total	2.50	2.75	0.00	2.75	0.00	2.75
Library							
Library Director		1.00	1.00	0.00	1.00	0.00	1.00
Administrative Secretary		1.00	1.00	0.00	1.00	0.00	1.00
Library Services Supervisor		3.00	3.00	0.00	3.00	0.00	3.00
Librarian		4.00	4.00	0.00	4.00	0.00	4.00
Librarian	PT-2	0.95	0.95	0.00	0.95	0.00	0.95
Library Associate	PT-2	0.95	0.95	0.00	0.95	0.00	0.95
Library Technical Assistant	PT-1	0.48	0.48	0.00	0.48	0.00	0.48
Circulation Supervisor		1.00	1.00	0.00	1.00	0.00	1.00
Senior Library Clerk		1.00	1.00	0.00	1.00	0.00	1.00
Library Clerk		6.00	6.00	0.00	6.00	0.00	6.00
Library Acquisition Clerk		1.00	1.00	0.00	1.00	0.00	1.00
Library Technician		1.00	1.00	0.00	1.00	0.00	1.00
Library Clerk[3]	PT-7	3.60	3.60	-0.72	2.88	0.00	2.88
Library Page[3]	PT-6	3.60	3.60	-0.75	2.85	0.00	2.85
	Full-Time	19.00	19.00	0.00	19.00	0.00	19.00
	Part-Time	9.58	9.58	-1.47	8.11	0.00	8.11
	Total	28.58	28.58	-1.47	27.11	0.00	27.11

PT=Part Time PT/S= Part Time Seasonal

Personnel Distribution
Full-Time Equivalents

		2010/11 Actual	2011/12 Adopted	2011/12 Changes	2011/12 Actual	Additions/ Deletions	2012/13 Adopted
Neighborhood Services							
Director of Neighborhood Services		1.00	1.00	0.00	1.00	0.00	1.00
Neighborhood Services Manager		1.00	1.00	0.00	1.00	0.00	1.00
Administrative Secretary		1.00	1.00	0.00	1.00	0.00	1.00
Humane Services Supervisor		1.00	1.00	0.00	1.00	0.00	1.00
Humane Services Officer		4.00	4.00	0.00	4.00	0.00	4.00
Humane Services Clerk		1.00	1.00	0.00	1.00	0.00	1.00
Shelter Attendant II		2.00	2.00	0.00	2.00	0.00	2.00
Shelter Attendant I	PT-1	0.75	0.75	0.00	0.75	0.00	0.75
Environmental Health Supervisor		1.00	1.00	0.00	1.00	0.00	1.00
Environmental Health Specialist		2.00	2.00	0.00	2.00	0.00	2.00
Code Enforcement Officer		3.00	3.00	0.00	3.00	0.00	3.00
Customer Service Assistant		1.00	1.00	0.00	1.00	0.00	1.00
	Full-Time	18.00	18.00	0.00	18.00	0.00	18.00
	Part-Time	0.75	0.75	0.00	0.75	0.00	0.75
	Total	18.75	18.75	0.00	18.75	0.00	18.75
Public Works							
Managing Director		0.25	0.25	0.00	0.25	0.00	0.25
City Engineer		0.25	0.25	0.00	0.25	0.00	0.25
Administrative Secretary		0.50	0.50	0.00	0.50	0.00	0.50
Senior Traffic Technician		1.00	1.00	0.00	1.00	0.00	1.00
Traffic Technician		2.00	2.00	0.00	2.00	0.00	2.00
Operations Manager		0.25	0.25	0.00	0.25	0.00	0.25
Superintendent		1.00	1.00	0.00	1.00	0.00	1.00
Street Supervisor		1.00	1.00	0.00	1.00	0.00	1.00
Street Secretary		1.00	1.00	0.00	1.00	0.00	1.00
Equipment Operator		1.00	1.00	0.00	1.00	0.00	1.00
Crewleader		5.00	5.00	0.00	5.00	0.00	5.00
Maintenance Worker II		6.00	6.00	0.00	6.00	0.00	6.00
Maintenance Worker I		4.00	4.00	0.00	4.00	0.00	4.00
Summer Part-Time	PT/S	0.98	0.98	0.00	0.98	0.00	0.98
	Full-Time	23.25	23.25	0.00	23.25	0.00	23.25
	Part-Time	0.98	0.98	0.00	0.98	0.00	0.98
	Total	24.23	24.23	0.00	24.23	0.00	24.23
Parks and Recreation							
Parks & Recreation Director		0.40	0.40	0.00	0.40	0.00	0.40
Assistant Director of Recreation		0.20	0.20	0.00	0.20	0.00	0.20
Administrative Secretary		0.20	0.20	0.00	0.20	0.00	0.20
Secretary		0.20	0.20	0.00	0.20	0.00	0.20
Marketing/Special Projects Coordinator[4]		0.20	0.20	-0.20	0.00	0.00	0.00
Communications/Events Manager[4]		0.00	0.00	0.20	0.20	0.00	0.20
Parks Superintendent		0.20	0.20	0.00	0.20	0.00	0.20
Parks Supervisor		1.00	1.00	0.00	1.00	0.00	1.00
Crewleader		3.00	3.00	0.00	3.00	0.00	3.00
Maintenance Worker II		1.00	1.00	0.00	1.00	0.00	1.00
Maintenance Worker I		3.00	3.00	0.00	3.00	0.00	3.00
Landscape Horticulturist		0.20	0.20	0.00	0.20	0.00	0.20
Recreation Center Manager		1.00	0.00	0.00	0.00	0.00	0.00
Program Coordinator		2.00	0.00	0.00	0.00	0.00	0.00
Customer Service Clerk		1.00	0.00	0.00	0.00	0.00	0.00
Recreation Attendants	PT-6	2.70	0.00	0.00	0.00	0.00	0.00
Facilities Maintenance Worker	PT-1	0.50	0.00	0.00	0.00	0.00	0.00
Summer Camp Director	PT/S	0.27	0.00	0.00	0.00	0.00	0.00
Summer Day Camp Counselors	PT/S	2.18	0.00	0.00	0.00	0.00	0.00
Athletic Coordinator[5]		1.00	1.00	0.00	1.00	0.00	1.00

PT=Part Time PT/S= Part Time Seasonal

Personnel Distribution
Full-Time Equivalents

		2010/11 Actual	2011/12 Adopted	2011/12 Changes	2011/12 Actual	Additions/ Deletions	2012/13 Adopted
Senior Center Supervisor		2.00	2.00	0.00	2.00	0.00	2.00
Building Maintenance Worker		1.00	0.00	0.00	0.00	0.00	0.00
Senior Center Attendants	PT-2	0.98	0.98	0.00	0.98	0.00	0.98
Cultural Arts / Special Events Coordinator[6]		1.00	1.00	-1.00	0.00	0.00	0.00
Cultural Arts Coordinator[6]		0.00	0.00	1.00	1.00	-1.00	0.00
	Full-Time	18.60	13.60	0.00	13.60	-1.00	12.60
	Part-Time	6.63	0.98	0.00	0.98	0.00	0.98
	Total	25.23	14.58	0.00	14.58	-1.00	13.58
Police							
Director of Public Safety		1.00	1.00	0.00	1.00	0.00	1.00
Assistant Chief of Police		2.00	2.00	0.00	2.00	0.00	2.00
Captain		3.00	3.00	0.00	3.00	0.00	3.00
Sergeant		14.00	14.00	0.00	14.00	0.00	14.00
Police Officer		57.00	58.00	0.00	58.00	0.00	58.00
Office Coordinator		1.00	1.00	0.00	1.00	0.00	1.00
School Crossing Guard	PT/S	3.96	3.64	0.00	3.64	0.00	3.64
Police Records Manager[7]		1.00	1.00	-1.00	0.00	0.00	0.00
Police Records Technician[8]		8.00	8.00	-8.00	0.00	1.00	1.00
Administrative Technician[9]		0.00	0.00	1.00	1.00	0.00	1.00
Crime Scene Examiner		2.00	2.00	0.00	2.00	0.00	2.00
Detention Manager		1.00	1.00	0.00	1.00	0.00	1.00
Detention Supervisor[9]		1.00	1.00	1.00	2.00	0.00	2.00
Detention Officer		4.00	4.00	14.00	18.00	0.00	18.00
Technical Services Coordinator[10]		0.00	0.00	0.40	0.40	0.35	0.75
Property Management Tech		2.00	2.00	0.00	2.00	0.00	2.00
Communications Manager		1.00	1.00	0.00	1.00	0.00	1.00
Communications Supervisor[9]		1.00	1.00	2.00	3.00	0.00	3.00
Dispatcher[9]		12.00	12.00	14.00	26.00	0.00	26.00
	Full-Time Sworn	77.00	78.00	0.00	78.00	0.00	78.00
	Full-Time (Non-Sworn)	34.00	34.00	23.40	57.40	1.35	58.75
	Part-Time	3.96	3.64	0.00	3.64	0.00	3.64
	Total	114.96	115.64	23.40	139.04	1.35	140.39
Emergency Management							
Emergency Mgnt Coordinator		1.00	1.00	0.00	1.00	0.00	1.00
	Full-Time (Sworn)	1.00	1.00	0.00	1.00	0.00	1.00
	Total	1.00	1.00	0.00	1.00	0.00	1.00
Fire							
Fire Chief		1.00	1.00	0.00	1.00	0.00	1.00
Assistant Chief		2.00	2.00	0.00	2.00	0.00	2.00
Battalion Chief		5.00	5.00	0.00	5.00	0.00	5.00
Fire Lieutenant		16.00	16.00	0.00	16.00	-16.00	0.00
Fire Captain		0.00	0.00	0.00	0.00	16.00	16.00
Apparatus Oper/FPS		15.00	15.00	0.00	15.00	-15.00	0.00
Driver Engineer		0.00	0.00	0.00	0.00	15.00	15.00
Firefighters		45.00	46.00	0.00	46.00	0.00	46.00
Fire Prevention Specialist		2.00	2.00	0.00	2.00	0.00	2.00
Administrative Secretary		2.00	2.00	0.00	2.00	0.00	2.00
Mechanic		0.00	0.00	0.00	0.00	0.00	0.00
Mechanic's Assistant		0.00	0.00	0.00	0.00	0.00	0.00
Public Safety Education Officer[11]		0.00	0.00	1.00	1.00	0.00	1.00
	Full-Time Sworn	86.00	87.00	1.00	88.00	0.00	88.00
	Full-Time (Non-Sworn)	2.00	2.00	0.00	2.00	0.00	2.00
	Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
	Total	88.00	89.00	1.00	90.00	0.00	90.00

PT=Part Time PT/S= Part Time Seasonal

Personnel Distribution
Full-Time Equivalents

		2010/11 Actual	2011/12 Adopted	2011/12 Changes	2011/12 Actual	Additions/ Deletions	2012/13 Adopted
Non-Departmental							
Intern	PT-1	1.00	1.00	-0.50	0.50	0.00	0.50
	Full-Time	0.00	0.00	0.00	0.00	0.00	0.00
	Part-Time	1.00	1.00	-0.50	0.50	0.00	0.50
	Total	1.00	1.00	-0.50	0.50	0.00	0.50
	Total General Fund						
	Full-Time	**322.70**	**319.95**	**24.40**	**344.35**	**2.35**	**346.70**
	Part-Time	**25.65**	**19.68**	**-1.97**	**17.71**	**0.00**	**17.71**
	Total	**348.35**	**339.63**	**22.43**	**362.06**	**2.35**	**364.41**
P&R FACILITIES DEVELOPMENT CORP.							
Parks & Recreation							
Assistant City Manager		0.10	0.10	0.00	0.10	0.00	0.10
Parks & Recreation Director		0.60	0.60	0.00	0.60	0.00	0.60
Assistant Director of Parks		1.00	1.00	0.00	1.00	0.00	1.00
Assistant Director of Recreation		0.80	0.80	0.00	0.80	0.00	0.80
Administrative Secretary		0.80	0.80	0.00	0.80	0.00	0.80
Secretary		0.80	0.80	0.00	0.80	0.00	0.80
Marketing/Special Projects Coordinator		0.80	0.80	-0.80	0.00	0.00	0.00
Communications/Events Manager		0.00	0.00	0.80	0.80	0.00	0.80
Senior Park Planner		1.00	1.00	0.00	1.00	0.00	1.00
Park Planner		1.00	1.00	0.00	1.00	0.00	1.00
Parks Supervisor		1.00	1.00	0.00	1.00	0.00	1.00
Crewleader		2.00	2.00	0.00	2.00	0.00	2.00
Maintenance Worker II		4.00	4.00	0.00	4.00	0.00	4.00
Maintenance Worker I		11.00	11.00	0.00	11.00	0.00	11.00
Parks Superintendent		0.80	0.80	0.00	0.80	0.00	0.80
Landscape Horticulturist		0.80	0.80	0.00	0.80	0.00	0.80
Seasonal Maintenance Worker	PT/S	0.23	0.23	0.00	0.23	0.00	0.23
Tennis Center Manager		1.00	1.00	0.00	1.00	0.00	1.00
Head Tennis Professional		1.00	1.00	0.00	1.00	0.00	1.00
Assistant Tennis Professional		2.00	2.00	0.00	2.00	0.00	2.00
Court Maintenance	PT-1	0.49	0.49	0.00	0.49	0.00	0.49
Tennis Pro Shop Staff	PT-5	1.61	1.61	0.00	1.61	0.00	1.61
Tennis Instructors	PT-4	0.61	0.61	0.00	0.61	0.00	0.61
Tennis Instructor II	PT-1	0.50	0.50	0.00	0.50	0.00	0.50
Recreation Center Manager		0.00	1.00	0.00	1.00	0.00	1.00
Assistant Manager		0.00	1.00	0.00	1.00	0.00	1.00
Customer Service Clerk		0.00	1.00	0.00	1.00	0.00	1.00
Guest Service Leads[12]	PT-5	0.00	1.72	0.00	1.72	1.26	2.98
Recreation Attendants	PT-14	0.00	3.51	-3.51	0.00	0.00	0.00
Guest Service Attendants[12]	PT-14	0.00	0.00	4.04	4.04	2.96	7.00
Fitness/Wellness Coordinator		0.00	1.00	-1.00	0.00	0.00	0.00
Fitness Coordinator		0.00	0.00	1.00	1.00	0.00	1.00
Personal Trainers	PT-4	0.00	1.17	-1.17	0.00	0.00	0.00
Fitness Attendants	PT-4	0.00	0.00	2.10	2.10	0.00	2.10
Building Operations Supervisor		0.00	1.00	0.00	1.00	0.00	1.00
Building Maintenance Worker		0.00	1.00	0.00	1.00	0.00	1.00
New Bldg Maintenance Workers	PT-1	0.00	0.36	-0.36	0.00	0.00	0.00
Existing Bldg Maintenane Worker	PT-1	0.00	0.25	-0.25	0.00	0.00	0.00
Building Maintenance Workers[12]	PT-2	0.00	0.00	0.53	0.53	0.53	1.05
Aquatics Supervisor		0.00	1.00	0.00	1.00	0.00	1.00
Aquatics Program Coordinator		0.00	1.00	0.00	1.00	0.00	1.00
Lead Lifeguards[12]	PT-1	0.00	1.51	0.00	1.51	1.11	2.63

PT=Part Time PT/S= Part Time Seasonal

Personnel Distribution
Full-Time Equivalents

		2010/11 Actual	2011/12 Adopted	2011/12 Changes	2011/12 Actual	Additions/ Deletions	2012/13 Adopted
Lifeguards[12]	PT-25	0.00	5.15	0.00	5.15	7.85	13.00
Swim Instructors[12]	PT-1	0.00	1.01	-0.03	0.98	-0.98	0.00
Recreation/Sports Coordinator		0.00	1.00	-1.00	0.00	0.00	0.00
Recreation Coordinator		0.00	0.00	1.00	1.00	0.00	1.00
Play Time Attendants[12]	PT-4	0.00	1.62	0.00	1.62	1.18	2.80
Summer Camp Director	PT/S	0.00	0.27	0.00	0.27	0.00	0.27
Summer Camp Counselors	PT/S	0.00	2.18	0.00	2.18	0.00	2.18
Event Center Supervisor		0.00	1.00	-1.00	0.00	0.00	0.00
Banquet & Hospitality Coordinator		0.00	0.00	1.00	1.00	0.00	1.00
Event Assistant Coordinators	PT-2	0.00	0.61	-0.61	0.00	0.00	0.00
Event Attendants	PT-4	0.00	1.21	-1.21	0.00	0.00	0.00
Banquet & Hospitality Assistant Coordinators[12]	PT-2	0.00	0.00	1.00	1.00	0.05	1.05
Banquet & Hospitality Attendants[12]	PT-4	0.00	0.00	2.00	2.00	0.10	2.10
Total P&R Facilities Development Corp.							
	Full-Time	**30.50**	**40.50**	**0.00**	**40.50**	**0.00**	**40.50**
	Part-Time	**3.44**	**24.01**	**2.52**	**26.53**	**14.06**	**40.59**
	Total	**33.94**	**64.51**	**2.52**	**67.03**	**14.06**	**81.09**

CRIME CONTROL DISTRICT FUND

Police

Lieutenant		5.00	5.00	0.00	5.00	0.00	5.00
Sergeant		1.00	1.00	0.00	1.00	0.00	1.00
Police Officer[13]		23.00	22.00	1.00	23.00	0.00	23.00
Technical Services Coordinator[14]		0.25	0.25	-0.25	0.00	0.00	0.00
Records Manager[15]		0.00	0.00	1.00	1.00	0.00	1.00
Records Clerk[15]		0.00	0.00	6.00	6.00	-1.00	5.00
Crime Analyst		1.00	1.00	0.00	1.00	0.00	1.00
Records Technician[15]		2.00	2.00	-2.00	0.00	0.00	0.00
Administrative Technician[15]		0.00	0.00	2.00	2.00	0.00	2.00
Public Service Officer		4.00	4.00	0.00	4.00	0.00	4.00
Technical Service Officer		1.00	1.00	0.00	1.00	0.00	1.00
Detention Officer[15]		6.00	6.00	-6.00	0.00	0.00	0.00
Dispatcher[15]		3.00	3.00	-3.00	0.00	0.00	0.00
School Crossing Guard	PT-1	0.26	0.26	0.00	0.26	0.00	0.26
Total Crime Control District Fund							
	Full-Time Sworn	**29.00**	**28.00**	**1.00**	**29.00**	**0.00**	**29.00**
	Full-Time (Non-Sworn)	**17.25**	**17.25**	**-2.25**	**15.00**	**-1.00**	**14.00**
	Part-Time	**0.26**	**0.26**	**0.00**	**0.26**	**0.00**	**0.26**
	Total	**46.51**	**45.51**	**-1.25**	**44.26**	**-1.00**	**43.26**

PROMOTIONAL FUND

Economic Development

Development Director		0.50	0.25	0.00	0.25	0.00	0.25
Cultural Arts Coordinator[16]		0.00	0.00	0.00	0.00	1.00	1.00
Total P&R Facilities Development Corp.							
	Full-Time	**0.50**	**0.25**	**0.00**	**0.25**	**1.00**	**1.25**
	Part-Time	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
	Total	**0.50**	**0.25**	**0.00**	**0.25**	**1.00**	**1.25**

PT=Part Time PT/S= Part Time Seasonal

Personnel Distribution
Full-Time Equivalents

		2010/11 Actual	2011/12 Adopted	2011/12 Changes	2011/12 Actual	Additions/ Deletions	2012/13 Adopted
TRAFFIC SAFETY FUND							
Police							
Technical Services Coordinator		0.75	0.75	-0.15	0.60	-0.35	0.25
Police Officer	PT-3	1.50	1.50	0.00	1.50	0.00	1.50
Crossing Guard Supervisor	PT-1	0.48	0.48	0.00	0.48	0.00	0.48
Total Traffic Safety Fund							
	Full-Time	**0.75**	**0.75**	**-0.15**	**0.60**	**-0.35**	**0.25**
	Part-Time	**1.98**	**1.98**	**0.00**	**1.98**	**0.00**	**1.98**
	Total	**2.73**	**2.73**	**-0.15**	**2.58**	**-0.35**	**2.23**
UTILITY FUND							
City Manager							
City Manager		0.50	0.50	0.00	0.50	0.00	0.50
Assistant City Manager		0.40	0.40	0.00	0.40	0.00	0.40
Executive Secretary		0.50	0.50	0.00	0.50	0.00	0.50
	Full-Time	1.40	1.40	0.00	1.40	0.00	1.40
	Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
	Total	1.40	1.40	0.00	1.40	0.00	1.40
Finance							
Finance Director		0.50	0.50	0.00	0.50	0.00	0.50
Purchasing Manager		0.25	0.25	0.00	0.25	0.00	0.25
Accountant		1.00	1.00	0.00	1.00	0.00	1.00
Accounting Technician		1.00	1.00	0.00	1.00	0.00	1.00
Utility Service Manager		1.00	1.00	0.00	1.00	0.00	1.00
Customer Service Supervisor		1.00	1.00	0.00	1.00	0.00	1.00
Utility Service Representative Billing		6.00	6.00	0.00	6.00	0.00	6.00
Utility Service Crewleader		1.00	1.00	0.00	1.00	0.00	1.00
Utility Service Worker		2.00	2.00	0.00	2.00	0.00	2.00
Mail Clerk	PT-2	1.00	1.00	0.00	1.00	0.00	1.00
	Full-Time	13.75	13.75	0.00	13.75	0.00	13.75
	Part-Time	1.00	1.00	0.00	1.00	0.00	1.00
	Total	14.75	14.75	0.00	14.75	0.00	14.75
Budget & Research							
Budget Director		0.50	0.50	0.00	0.50	0.00	0.50
Budget Analyst		0.50	0.50	0.00	0.50	0.00	0.50
Internal Audit/Financial Analyst		0.50	0.50	0.00	0.50	0.00	0.50
	Full-Time	1.50	1.50	0.00	1.50	0.00	1.50
	Part-Time	0.00	0.00	0.00	0.00	0.00	0.00
	Total	1.50	1.50	0.00	1.50	0.00	1.50
Public Works/Development							
Managing Director		0.25	0.25	0.00	0.25	0.00	0.25
City Engineer		0.25	0.25	0.00	0.25	0.00	0.25
Operations Mgr.		0.50	0.50	0.00	0.50	0.00	0.50
Utility Superintendent		1.00	1.00	0.00	1.00	0.00	1.00
Administrative Secretary		0.50	0.50	0.00	0.50	0.00	0.50
Secretary		1.00	1.00	0.00	1.00	0.00	1.00
Customer Service Clerk		1.00	1.00	0.00	1.00	0.00	1.00
Utility Supervisor		2.00	2.00	0.00	2.00	0.00	2.00
Crewleader		11.00	11.00	0.00	11.00	0.00	11.00
Maintenance Worker II		9.00	9.00	0.00	9.00	0.00	9.00
Maintenance Worker I		5.00	5.00	0.00	5.00	0.00	5.00
SCADA Technician		1.00	1.00	0.00	1.00	1.00	2.00

PT=Part Time PT/S= Part Time Seasonal

Personnel Distribution
Full-Time Equivalents

		2010/11 Actual	2011/12 Adopted	2011/12 Changes	2011/12 Actual	Additions/ Deletions	2012/13 Adopted
Supervisor		1.00	1.00	0.00	1.00	0.00	1.00
Environmental Coordinator (Wastewater Technician)		1.00	1.00	-1.00	0.00	0.00	0.00
Regulatory Compliance Specialist		0.00	0.00	1.00	1.00	0.00	1.00
Engineer Associate		0.33	0.33	0.00	0.33	0.00	0.33
Civil Engineer		0.33	0.33	0.00	0.33	0.00	0.33
Construction Inspector		2.00	2.00	0.00	2.00	1.00	3.00
Director of Planning & Development		0.50	0.50	0.00	0.50	0.00	0.50
Senior Planner		0.10	0.10	0.00	0.10	0.00	0.10
Assistant Planner		0.10	0.10	0.00	0.10	0.00	0.10
Customer Service Assistant (Planning)		1.00	1.00	0.00	1.00	0.00	1.00
Construction Inspector Supervisor		1.00	1.00	0.00	1.00	-1.00	0.00
Engineering Aide	PT-1	0.50	0.50	0.00	0.50	0.00	0.50
	Full-Time	39.86	39.86	0.00	39.86	1.00	40.86
	Part-Time	0.50	0.50	0.00	0.50	0.00	0.50
	Total	40.36	40.36	0.00	40.36	1.00	41.36
Non Departmental							
Intern[17]	PT-1	0.50	0.50	0.00	0.50	0.00	0.50
	Full-Time	0.00	0.00	0.00	0.00	0.00	0.00
	Part-Time	0.50	0.50	0.00	0.50	0.00	0.50
	Total	0.50	0.50	0.00	0.50	0.00	0.50
	Total Utility Fund						
	Full-Time	**56.51**	**56.51**	**0.00**	**56.51**	**1.00**	**57.51**
	Part-Time	**2.00**	**2.00**	**0.00**	**2.00**	**0.00**	**2.00**
	Total	**58.51**	**58.51**	**0.00**	**58.51**	**1.00**	**59.51**
AQUATIC PARK FUND							
Aquatic Park							
Aquatic Manager		1.00	1.00	0.00	1.00	0.00	1.00
Office Coordinator		1.00	1.00	0.00	1.00	0.00	1.00
Marketing Specialist		1.00	1.00	0.00	1.00	0.00	1.00
Operations Coordinator		1.00	1.00	0.00	1.00	0.00	1.00
Maintenance Supervisor		1.00	1.00	0.00	1.00	0.00	1.00
Group Sales Representative		1.00	1.00	0.00	1.00	0.00	1.00
Food, Beverage & Retail Coordinator		1.00	1.00	0.00	1.00	0.00	1.00
Aquatics Maintenance Technician		2.00	2.00	0.00	2.00	0.00	2.00
Intern	PT-S	0.19	0.19	0.00	0.19	0.00	0.19
Park Services Lead	PT-S	1.00	1.00	0.00	1.00	0.00	1.00
Park Services Staff	PT-S	2.34	2.34	0.00	2.34	0.00	2.34
Office Team[18]	PT-S	1.27	1.27	0.05	1.32	0.00	1.32
Marketing Intern	PT-S	0.25	0.25	0.00	0.25	0.00	0.25
Marketing Street Team[19]	PT-S	0.00	0.00	0.00	0.00	0.12	0.12
Operations Supervisor	PT-S	2.19	2.19	0.00	2.19	0.00	2.19
Aquatics Leads	PT-S	5.30	5.30	0.00	5.30	0.00	5.30
Deep Water Lifeguards[18]	PT-S	6.59	6.59	0.57	7.16	0.00	7.16
Swim Instructors	PT-S	0.96	0.96	0.00	0.96	0.00	0.96
Park Safety	PT-S	0.57	0.57	0.00	0.57	0.00	0.57
Shallow Water Lifeguards[18]	PT-S	9.41	9.41	0.96	10.37	0.00	10.37
Maintenance Crew Leader	PT-S	0.50	0.50	0.00	0.50	0.00	0.50
Maintenance Staff	PT-S	2.98	2.98	0.00	2.98	0.00	2.98
Revenue Supervisor	PT-S	1.09	1.09	0.00	1.09	0.00	1.09
Gift Shop Leads	PT-S	1.02	1.02	0.00	1.02	0.00	1.02
Gift Shop Staff	PT-S	0.87	0.87	0.00	0.87	0.00	0.87
Food Service Supervisor	PT-S	0.85	0.85	0.00	0.85	0.00	0.85
Food Service Leads	PT-S	1.97	1.97	0.00	1.97	0.00	1.97
Food Service Team Members	PT-S	4.01	4.01	0.00	4.01	0.00	4.01

PT=Part Time PT/S= Part Time Seasonal

Personnel Distribution
Full-Time Equivalents

		2010/11 Actual	2011/12 Adopted	2011/12 Changes	2011/12 Actual	Additions/ Deletions	2012/13 Adopted
Group Sales Supervisor	PT-S	0.34	0.34	0.00	0.34	0.00	0.34
Group Sales Team	PT-S	1.12	1.12	0.00	1.12	0.00	1.12
Front Gate Leads	PT-S	1.18	1.18	0.00	1.18	0.00	1.18
Front Gate Team Members	PT-S	3.21	3.21	0.00	3.21	0.00	3.21
Elements of Fun Lead	PT-S	0.24	0.24	0.00	0.24	0.00	0.24
Elements of Fun Team	PT-S	0.56	0.56	0.00	0.56	0.00	0.56
Cup and Chaucer Staff	PT-S	3.35	3.35	0.00	3.35	0.00	3.35
Total Aquatic Pak Fund						0.00	
Full-Time		**9.00**	**9.00**	**0.00**	**9.00**	**0.00**	**9.00**
Part-Time		**53.35**	**53.36**	**1.58**	**54.94**	**0.12**	**55.06**
Total		**62.36**	**62.36**	**1.58**	**63.94**	**0.12**	**64.06**

FACILITIES/CONSTRUCTION MANAGEMENT

FACILITIES/CONSTRUCTION MANAGEMENT

Assistant City Manager		0.10	0.10	0.00	0.10	0.00	0.10
Director of Facilities & Construction		0.50	0.50	0.00	0.50	0.00	0.50
Project Manager		1.00	1.00	0.00	1.00	0.00	1.00
Administrative Secretary		1.00	1.00	0.00	1.00	0.00	1.00
Building Services Superintendent		1.00	1.00	0.00	1.00	0.00	1.00
Building Services Supervisor		1.00	1.00	0.00	1.00	0.00	1.00
HVAC Technician		1.00	1.00	0.00	1.00	0.00	1.00
Building Maintenance Technician		2.00	2.00	0.00	2.00	0.00	2.00
Building Maintenance Worker[20]		8.00	8.00	0.00	8.00	-1.00	7.00
Building Maintenance Worker	PT-1	0.63	0.63	0.00	0.63	0.00	0.63
Total Facilities/Cons Mgmt Fund							
Full-Time		**15.60**	**15.60**	**0.00**	**15.60**	**-1.00**	**14.60**
Part-Time		**0.63**	**0.63**	**0.00**	**0.63**	**0.00**	**0.63**
Total		**16.23**	**16.23**	**0.00**	**16.23**	**-1.00**	**15.23**

FLEET SERVICES FUND

Fleet Services

Director of Fleet Services		1.00	1.00	0.00	1.00	0.00	1.00
Administrative Secretary		1.00	1.00	0.00	1.00	0.00	1.00
Equipment Services Superintendent		1.00	1.00	0.00	1.00	0.00	1.00
Equipment Services Supervisor		1.00	1.00	0.00	1.00	0.00	1.00
Mechanic		7.00	7.00	0.00	7.00	0.00	7.00
Service Mechanic		1.00	1.00	0.00	1.00	0.00	1.00
Parts Technician		1.00	1.00	0.00	1.00	0.00	1.00
Total Fleet Services Fund							
Full-Time		**13.00**	**13.00**	**0.00**	**13.00**	**0.00**	**13.00**
Part-Time		**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total		**13.00**	**13.00**	**0.00**	**13.00**	**0.00**	**13.00**

INFORMATION SERVICES FUND

Information Services

Information Services Director		1.00	1.00	0.00	1.00	0.00	1.00
Asst. Director of Info. Services		1.00	1.00	0.00	1.00	0.00	1.00
Information System Specialist		1.00	1.00	0.00	1.00	0.00	1.00
System Administrator		2.00	2.00	0.00	2.00	0.00	2.00
System Analyst Public Safety[21]		0.00	0.00	0.00	0.00	1.00	1.00
Network System Administrator		1.00	1.00	0.00	1.00	0.00	1.00

PT=Part Time PT/S= Part Time Seasonal

Personnel Distribution
Full-Time Equivalents

	2010/11 Actual	2011/12 Adopted	2011/12 Changes	2011/12 Actual	Additions/ Deletions	2012/13 Adopted
Network Services Analyst	3.00	3.00	0.00	3.00	0.00	3.00
Communications Analyst	1.00	1.00	0.00	1.00	0.00	1.00
GIS Analyst	1.00	1.00	0.00	1.00	0.00	1.00
Total Information Services Fund						
Full-Time	**11.00**	**11.00**	**0.00**	**11.00**	**1.00**	**12.00**
Part-Time	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total	**11.00**	**11.00**	**0.00**	**11.00**	**1.00**	**12.00**
SELF INSURANCE FUND						
Human Resources						
Assistant City Manager	0.10	0.10	0.00	0.10	0.00	0.10
Director of Human Resources	0.80	0.80	0.00	0.80	0.00	0.80
Asst. Dir. of Human Resources	0.80	0.80	0.00	0.80	0.00	0.80
Human Resources Analyst	0.80	0.80	0.00	0.80	0.00	0.80
Payroll Specialist	0.80	0.80	0.00	0.80	0.00	0.80
Human Resources Generalist	1.80	1.80	0.00	1.80	0.00	1.80
Total Self Insurance Fund						
Full-Time	**5.10**	**5.10**	**0.00**	**5.10**	**0.00**	**5.10**
Part-Time	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total	**5.10**	**5.10**	**0.00**	**5.10**	**0.00**	**5.10**
GENERAL CIP PERSONNEL FUND						
Managing Director	0.25	0.25	0.00	0.25	0.00	0.25
City Engineer	0.25	0.25	0.00	0.25	0.00	0.25
Engineer Associate	0.34	0.34	0.00	0.34	0.00	0.34
Civil Engineer	0.34	0.34	0.00	0.34	0.00	0.34
Administrative Clerk	1.00	1.00	0.00	1.00	0.00	1.00
Management Assistant[22]	0.00	0.00	0.50	0.50	0.00	0.50
Senior Management Assistant[22]	0.50	0.50	-0.50	0.00	0.00	0.00
Construction Inspector	0.50	0.50	0.00	0.50	0.00	0.50
Director of Facilities & Construction	0.50	0.50	0.00	0.50	0.00	0.50
Asst. Finance Director	0.25	0.25	0.00	0.25	0.00	0.25
Accounting Technician	0.25	0.25	0.00	0.25	0.00	0.25
Total General CIP Personnel Fund						
Full-Time	**4.17**	**4.17**	**0.00**	**4.17**	**0.00**	**4.17**
Part-Time	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total	**4.17**	**4.17**	**0.00**	**4.17**	**0.00**	**4.17**
UTILITY CIP PERSONNEL FUND						
Managing Director	0.25	0.25	0.00	0.25	0.00	0.25
City Engineer	0.25	0.25	0.00	0.25	0.00	0.25
Engineer Associate	0.33	0.33	0.00	0.33	0.00	0.33
Civil Engineer	0.33	0.33	0.00	0.33	0.00	0.33
Management Assistant[23]	0.00	0.00	0.50	0.50	0.00	0.50
Senior Management Assistant[23]	0.50	0.50	-0.50	0.00	0.00	0.00
Operations Manager	0.25	0.25	0.00	0.25	0.00	0.25
Construction Inspector	0.50	0.50	0.00	0.50	0.00	0.50
Construction Superintendent	1.00	1.00	0.00	1.00	0.00	1.00

PT=Part Time PT/S= Part Time Seasonal

Personnel Distribution
Full-Time Equivalents

	2010/11 Actual	2011/12 Adopted	2011/12 Changes	2011/12 Actual	Additions/ Deletions	2012/13 Adopted
Equipment Operator	2.00	2.00	0.00	2.00	0.00	2.00
Pipelayer	2.00	2.00	0.00	2.00	0.00	2.00
Construction Worker	2.00	2.00	0.00	2.00	0.00	2.00
Asst. Finance Director	0.50	0.50	0.00	0.50	0.00	0.50
Total Utility CIP Personnel Fund						
Full-Time	**9.92**	**9.91**	**0.01**	**9.92**	**0.00**	**9.92**
Part-Time	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total	**9.92**	**9.91**	**0.01**	**9.92**	**0.00**	**9.92**
Citywide Total						
Full-Time	**525.00**	**530.99**	**23.01**	**554.00**	**3.00**	**557.00**
Part-Time	**87.32**	**101.92**	**2.13**	**104.05**	**14.18**	**118.24**
Total	**612.32**	**632.91**	**25.14**	**658.05**	**17.18**	**675.24**

PT=Part Time PT/S= Part Time Seasonal

PERSONNEL DISTRIBUTION SUMMARY

Modifications and/or changes to personnel staffing levels are reflected within the Personnel Inventory Distribution list and summarized by fund in this document.

DEPARTMENT	FY 2011-12	FY 2012-13
GENERAL FUND		
City Manager	No changes.	No changes.
Communications	No changes.	No changes.
Human Resources	No changes.	No changes.
Finance	No changes.	No changes.
Budget & Research	No changes.	No changes.
City Secretary	No changes.	No changes.
Municipal Court	No changes.	No changes.
Planning & Development	No changes.	Two full-time positions, the General Building Inspector and Customer Service Assistant are reinstated for FY13 as a result of increase building permitting activity.
Economic Development	The Marketing Specialist Coordinator was reclassified to Economic Development Specialist during FY11/12.	No changes.
Library	One part-time Library Clerk position vacant and unfunded for FY13. A previously funded full-time Library Tech Position has been funded. A part-time Library Page was promoted. In addition, the hours worked by the part-time Pages and part-time Clerks was reduced to offset the increase in cost.	No changes.

PERSONNEL DISTRIBUTION SUMMARY

DEPARTMENT	FY 2011-12	FY 2012-13
Neighborhood Services	No changes.	No changes.
Public Works	No changes.	No changes.
Parks and Recreation	The Athletic Coordinator position was reflected incorrectly during the FY11/12 adopted budget. A correction is being made in FY11/12 to more accurately reflect the FTE for this position. The Cultural Arts / Special Events Coordinator was reclassified to Cultural Arts Coordinator in FY11/12.	The Cultural Arts Coordinator has moved to the Promotional Fund beginning in FY12/13.
Police	In FY12, the City carried out a Dispatch Consolidation project which resulted in the following positions being moved to the CCD fund: Police Records Manager and seven Police Records Technicians. As a result of this project, the City added the following positions: one Detention Supervisor, two Communications Supervisors, and fourteen Dispatchers. Technical Services Coordinator position allocation was adjusted as part of the public safety dispatch/detention consolidation.	An Administrative Technician was created for FY13 as a result of the Dispatch Consolidation Project that took place in FY12. A portion (40%) of the Technical Services Coordinator position was reallocated to the General Fund for FY13.
Fire	Public Safety Education Officer position funded in FY12.	No changes.
Non Departmental	A correction was made to accurately reflect the part-time intern positions. One position is funded in General Fund the other in Utility Fund.	No changes.

PERSONNEL DISTRIBUTION SUMMARY

DEPARTMENT	FY 2012-11	FY 2012-13
PARKS AND RECREATION FACILITIES DEVELOPMENT FUND		
Parks and Recreation	The hours for various positions were adjusted to more accurately reflect hours worked during FY12.	The hours for various positions were adjusted to more accurately reflect hours worked during FY13. The full-year impact of part-time positions for the operation of the NRH Centre is reflected in this schedule.
CRIME CONTROL AND PREVENTION DISTRICT FUND		
Police	The portion of the Technical Services Coordinator funded in CCD was reallocated to the General Fund in FY12. Also, various positions were moved to the CCD Fund from the General Fund as part of the Dispatch Consolidation project that took place in FY12.	One Police Officer position moved to CCD from General Fund in FY13.
PROMOTIONAL FUND		
Economic Development	No changes.	For FY13, the Cultural Arts Coordinator position was moved into the Promotional Fund from the General Fund.
TRAFFIC SAFETY FUND		
Police	No changes.	No changes.
UTILITY FUND		
City Manager	No changes.	No changes.
Finance	No changes.	No changes.
Budget and Research	No changes.	No changes.
Public Works	No changes.	One full-time Scada Technician position is approved for FY 13.
Non Departmental	A correction was made to accurately reflect the part-time intern positions. One position is funded in General Fund the other in Utility Fund.	No changes.
AQUATIC PARK FUND		
Aquatic Park	Changes were made to various positions to more accurately reflect hours worked by personnel.	Part-time Marketing Street Team was created for FY13.

PERSONNEL DISTRIBUTION SUMMARY

DEPARTMENT	FY 2011-12	FY 2012-13
FACILITIES / CONSTRUCTION MANAGEMENT FUND		
Facilities / Construction Mgmt.	No changes.	A Building Maintenance Worker was moved to the NRH Centre to work full time in the facility.
FLEET SERVICES FUND		
Fleet Services	No changes.	No changes.
INFORMATION SERVICES FUND		
Information Services	No changes.	As part of the Dispatch Consolidation project, a System Analyst Public Safety position was created for FY13 to support this activity in its entirety.
SELF INSURANCE FUND		
Human Resources	No changes.	No changes.
GENERAL CIP PERSONNEL FUND		
Public Works	The Senior Management Assistant position was reclassified to Management Assistant during FY12.	No changes.
Finance	No changes.	No changes.
UTILITY CIP PERSONNEL FUND		
Public Works	The Senior Management Assistant position was reclassified to Management Assistant during FY12.	No changes.
Finance	No changes.	No changes.

ORDINANCE NO. 3217

AN ORDINANCE ADOPTING THE BUDGET FOR THE FISCAL YEAR OCTOBER 1, 2012 THROUGH SEPTEMBER 30, 2013, FOR THE CITY OF NORTH RICHLAND HILLS, TEXAS; ADOPTING THE AMENDED BUDGET FOR OCTOBER 1, 2011 THROUGH SEPTEMBER 30, 2012, AND PROVIDING FOR INVESTMENTS AND TRANSFERS

WHEREAS, in accordance with Section 102.001, *et seq.*, TEX. LOC. GOV'T CODE, the City Manager submitted to the City Council a budget for Fiscal Year 2012-2013, and the Council determined that a public hearing should be held at a time and place which was set forth in a notice published as required by law; and,

WHEREAS, such public hearing on the budget was duly held on August 27, 2012, and all taxpayers were given an opportunity to attend and participate in such public hearing;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL, CITY OF NORTH RICHLAND HILLS, TEXAS:

SECTION 1. THAT the budget for the City of North Richland Hills, Texas, for the fiscal year beginning October 1, 2012, and ending September 30, 2013, in words and figures as shown therein, is adopted and approved as filed herewith. A copy of the approved budget shall be filed with the City Secretary.

SECTION 2. THAT the City Manager be and is hereby authorized to make inter-departmental and inter-fund transfers during the fiscal year as deemed necessary in order to avoid over-expenditure of particular accounts.

SECTION 3. THAT the City Manager or his designee be and is hereby authorized to invest any funds not needed for current use in any lawful manner. Interest accrued from investments shall be deposited to the interest income account of the funds from which the principal was invested.

SECTION 4. THAT the amended budget for the City of North Richland Hills for the fiscal year beginning October 1, 2011, and ending September 30, 2012, filed herewith is hereby amended and approved. A copy of the amended budget shall be filed with the City Secretary.

SECTION 5. THAT the amended capital projects for the City of North Richland Hills for the fiscal year beginning October 1, 2011, and ending September 30, 2012, filed herewith are hereby amended and approved. A copy of the amended projects shall be filed with the City Secretary.

PASSED AND APPROVED on this the 10th day of September, 2012.

CITY OF NORTH RICHLAND HILLS

By: _____
Oscar Trevino, Mayor

ATTEST:

_____
Patricia Hutson, City Secretary

APPROVED AS TO FORM AND LEGALITY:

_____
George A. Staples, City Attorney

APPROVED AS TO CONTENT:

_____
Mark C. Mills, Budget Director

ORDINANCE NO. 3218

AN ORDINANCE SETTING THE TAX RATE FOR THE CITY OF NORTH RICHLAND HILLS FOR THE 2012 TAX YEAR.

WHEREAS, the City of North Richland Hills has followed the procedures established by the Property Tax Code, including the publishing and posting of required notices and the holding of required public hearing; and

WHEREAS, the City Council has approved separately each of the two components of the tax rate hereinafter set forth;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL, CITY OF NORTH RICHLAND HILLS, TEXAS:

SECTION 1. THAT there shall be and there is hereby levied the following taxes on each One Hundred Dollars ($100.00) of valuation on all taxable property within the City of North Richland Hills, Texas to be assessed and collected for the Tax Year 2012, Fiscal Year 2012-2013, for the purposes hereinafter stipulated, to-wit:

(a) For operations and maintenance levied on the $100.00 valuation; $0.351076; and

(b) For the interest and sinking levied on the $100.00 valuation; $0.258924.

TOTAL: $0.610000

SECTION 2. THAT the tax rate for operations and maintenance of $0.351076 will impose an amount of taxes that exceeds the amount of taxes imposed for that purpose in the preceding year, therefore:

THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.

SECTION 3. THAT the maintenance and operations tax rate of $0.351076 exceeds the effective maintenance and operations rate of $.335198, therefore:

THE TAX RATE WILL EFFECTIVELY BE RAISED BY 4.74 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A $100,000 HOME BY APPROXIMATELY $15.88.

PASSED AND APPROVED on this the 10th day of September, 2012.

CITY OF NORTH RICHLAND HILLS

By: _____
Oscar Trevino, Mayor

ATTEST:

_____
Patricia Hutson, City Secretary

APPROVED AS TO FORM AND LEGALITY:

_____
George A. Staples, City Attorney

APPROVED AS TO CONTENT:

_____
Mark Mills, Budget Director

RESOLUTION NO. 2012-025

WHEREAS, the City Council of the City of North Richland Hills, Texas received the Ad Valorem Tax Roll for the year 2012 from the Tarrant Appraisal District in the amount of $3,732,731,760, including minimum value of properties pending disposition before the Appraisal Review Board and the estimated net taxable value of incomplete properties; and

WHEREAS, the City Council studied said Tax Roll and approve same on September 10, 2012.

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NORTH RICHLAND HILLS, TEXAS:

SECTION 1. THAT the approval of said Tax Roll received from the Tarrant Appraisal District in July 2012, be and is hereby ratified and said Tax Rolls shall be collectively be considered the Tax Roll of this City for Tax Year 2012 and it is hereby in all things adopted and approved.

PASSED AND APPROVED this the 10th day of September, 2012.

CITY OF NORTH RICHLAND HILLS

By: _____
Oscar Trevino, Mayor

ATTEST:

_____
Patricia Hutson, City Secretary

APPROVED AS TO FORM AND LEGALITY:

_____
George A. Staples, City Attorney

APPROVED AS TO CONTENT:

_____
Mark Mills, Budget Director

GLOSSARY OF KEY BUDGET TERMS

ACCRUAL BASIS: The basis of accounting under which transactions are recognized when they occur, regardless of the timing of estimated cash flows.

ACCRUED EXPENSES: Expense incurred but not due until a later date.

ACTIVITY: A specified and distinguishable line of work performed by a Division.

ADOPTED BUDGET: A term used to describe revenue and expenditures for the fiscal year beginning October 1 of each year, as approved by the City Council.

AD VALOREM TAX (current): All property, real, personal, mixed tangible, intangible, annexations, additions, and improvements to property located within the taxing units jurisdiction which are subject to taxation on January 1 of the current fiscal year. Each year, following the final adoption of the budget ordinance, the City Council sets the tax rate and levy for the fiscal year beginning October 1 and continuing through the following September 20.

AD VALOREM TAX (delinquent): All taxes are due on receipt of bill and are delinquent if not paid before February 1 of the fiscal year in which the tax is imposed.

AD VALOREM TAX (penalty & interest): A delinquent tax incurs a penalty of six percent of the amount of the tax for the first calendar month it is delinquent, plus one percent for each additional month or portion of the month the tax remains unpaid prior to July 1 of the year in which it becomes delinquent. However, the delinquent tax on July 1 incurs a total penalty of twelve percent of the amount of the delinquent tax without regard to the number of months the tax has been delinquent.

APPRAISED VALUE: The market value of real and personal property located in the City as of January 1 each year, as determined by the Tarrant Appraisal District.

APPROPRIATION: A legal authorization granted by a legislative body to make expenditures and incur obligations for specific purposes. An appropriation is usually limited in amount and time when it may be expended.

ASSESSED VALUATION: A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the Tarrant Appraisal District.)

AUDIT: An examination of an organizations' financial statements and the utilization of resources.

BALANCED BUDGET: A budget (i.e. financial plan, estimate, etc.) whose expenditures are equal to or less than revenues (resources).

BOND: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date in the future, called the maturity date, together with periodic interest at a specified rate.

BONDED DEBT: Portion of indebtedness represented by outstanding bonds.

BUDGET: A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures for various municipal services provided for the residents of the City.

BUDGET ADJUSTMENT: Legal procedure utilized by the City staff and City Council to revise a budget appropriation. The City of North Richland Hills has a written budget adjustment policy that allows adjustments

GLOSSARY OF KEY BUDGET TERMS

in accordance with the City Charter.

BUDGET CALENDAR: Schedule of key dates which the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT: Instrument used by the budget-making authority to present a comprehensive financial plan of operations to the City Council.

BUDGET MESSAGE: The opening section of the document which provides the reader of the budget document with a general summary of the most important aspects of the budget, including current and previous fiscal years, and recommendations and views of the City Manager.

BUDGET ORDINANCE: The official enactment, by City Council to legally authorize City staff to obligate and expend resources.

BUDGETARY CONTROL: The control or management of a governmental or enterprise fund in accordance with an approved budget to keep expenditures within the limitations of available appropriations of revenue.

BUILDING MAINTENANCE FUND: A Fund whereby monies provide solely for the maintenance and upkeep of City owned buildings, facilities and structures. Refer to Resolution No. 97-39, approved September 8, 1997.

CAPITAL OUTLAY: An expenditure which results in the acquisition of or addition to fixed assets, and meets these criteria: has an anticipated useful life of more than one year; can be permanently identified as an individual unit of property; belongs to one of the following categories: Land, Buildings, Structures & Improvements, Equipment; constitutes a tangible, permanent addition to the value of City assets; does not constitute repair or maintenance; and, is not readily susceptible to loss.

CAPITAL PROJECT: A specific identifiable improvement or purpose for which expenditures are proposed within the capital budget or capital improvement program.

CAPITAL PROJECT FUND: A fund created to account for financial resources to be used for the acquisition or the construction of major capital facilities or equipment.

CASH BASIS: A basis of accounting under which transactions are recognized only when cash changes hand.

CITY CHARTER: The document of a home rule City similar to a constitution, which establishes the City's government structure and provides for the distribution of powers and duties among the various branches of government.

CITY COUNCIL: The Mayor and seven (7) Council members collectively acting as the legislative and policymaking body of the City.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG): Federal funds made available to municipalities specifically for community revitalization.

CONTINGENCY: A budgetary reserve set-aside for emergencies or unforeseen expenditures not otherwise budgeted.

CONTRACTUAL SERVICES: The costs related to services performed for the City by individuals, businesses, or utilities.

CURRENT TAXES: Taxes levied and due within one year.

GLOSSARY OF KEY BUDGET TERMS

DEBT SERVICE: The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

DEBT SERVICE FUND: A fund established to account for the accumulation of resources for the payment of principal and interest on long term debt, also called a Sinking Fund.

DEFICIT: The excess of the liabilities of a fund over its assets; or the excess of expenditures over revenues during an accounting period; or, in the case of proprietary funds, the excess of expense over income during an accounting period.

DELINQUENT TAXES: Taxes remaining unpaid on or after the date on which a penalty for non-payment is attached.

DEPARTMENT: Administrative subsection of the City that indicates management responsibility for an operation.

DEPRECIATION: That portion of the cost of a capital asset that is charged as an expense during a particular period. This is a process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the loss of usefulness of a fixed asset is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

DISTINGUISHED BUDGET PRESENTATION AWARD: A voluntary program administered by the Government Finance Officers Association to encourage governments to publish well organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

EFFECTIVE TAX RATE: A rate which generates the same amount of revenues from property which is taxed in both years.

ENCUMBRANCES: Obligations in the form of purchase orders and contracts which are chargeable to an appropriation and for which a part of the appropriation is reserved because the goods or services have not been received. When paid, the encumbrance is liquidated.

ENTERPRISE FUND: A fund established 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 of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

EQUIPMENT REPLACEMENT FUND: A Fund whereby monies provide solely for the replacement, maintenance and upkeep of City owned equipment. Refer to Resolution No. 97-39, approved September 8, 1997.

EXPENDITURE: This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds.

EXPENSES: A decrease in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

FISCAL YEAR: The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of North Richland Hills has specified October 1 to September 30 as its fiscal year.

GLOSSARY OF KEY BUDGET TERMS

FIXED ASSETS: Assets of a long term character which are intended to continue to be held or used, such as land, buildings, machinery and equipment.

FRANCHISE FEE: The fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, natural gas and cable television.

FUND: An accounting entity with a separate set of self-balancing accounts which comprise its assets, liabilities, fund balance, revenues and expenditures.

FUND ACCOUNTING: A governmental accounting system that is organized and operated on a fund basis.

FUND BALANCE: The assets of a fund less liabilities, as determined at the end of each fiscal year. Any reservations of fund balance are deducted to result in an "unreserved fund balance".

FUND TYPE: In governmental accounting, all funds are classified into eight fund types: General, Special Revenue, Debt Services, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

GENERAL FUND: The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, park and recreation, libraries, public works, and general administration.

GENERAL OBLIGATION BONDS: Bonds that finance public projects such as streets, municipal facilities, and park improvements. The repayment of these bonds is made from property taxes, and these bonds are backed by the full faith and credit of the issuing government.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP): Uniform minimum standard of and guidelines to financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. They encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. They provide a standard by which to measure financial presentations.

GOALS: Broad, general statements of each activity or department's desired outcomes.

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA): Association of public financial professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored the Certificate of Achievement in Financial Reporting Program since 1946. It also publishes "Governmental Accounting, Auditing, and Financial Reporting" commonly known as the "blue book."

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB): Ultimate authoritative accounting and financial reporting standard-setting body for state and local governments. The GASB was established in June 1984 to replace the NCGA.

GLOSSARY OF KEY BUDGET TERMS

GOVERNMENTAL FUNDS: Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

GRANT: A contribution by a government or other organization to support a particular function. Typically, these contributions are made to local governments from the state and federal governments.

HALF CENT SALES TAX: A half percent sales tax can be imposed by qualifying cities to fund specific development activities under the Development Corporation Act of 1979 with voter approval.

HOMESTEAD EXEMPTION: A deduction from the total taxable assessed value of owner occupied property. The exemption in North Richland Hills is 15% with an additional $35,000 for disabled and senior citizens.

INCOME: A term used in proprietary fund type accounting to represent revenues, or the excess of revenues over expenses.

INFRASTRUCTURE: The underlying permanent foundation or basic framework.

INTEREST EARNINGS: The earnings from available funds invested during the year in U.S. Treasury Bonds, Government agencies, and Certificates of Deposits.

INTERFUND TRANSFER: Amounts transferred from one fund to another.

INTERNAL SERVICE FUND: Fund used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis.

INVESTMENTS: Securities and real estate held for the production of revenues in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets used in governmental operations.

LEVY: To impose taxes, special assessments, or service charges for the support of City services.

LIABILITIES: Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date.

LINE ITEM BUDGET: A budget that lists each expenditure item separate along with the dollar amount budgeted for each specific account number.

LONG TERM DEBT: Debt with a maturity of more than one year after the date of issuance.

MAINTENANCE: All materials or contract expenditures covering repair and upkeep of City buildings, machinery and equipment, systems, and land.

MAINTENANCE & OPERATIONS (M&O): Represents the portion of taxes assessed for the maintenance and operations of the General Fund Services.

MIXED BEVERAGE TAX: A tax at the rate of ten (10%) percent imposed on the gross receipts of a Licensee for the sale, preparation, or service of mixed beverages or from the sale of ice or non-alcoholic beverages consumed on the premises of the permitted.

MODIFIED ACCRUAL BASIS: The accrual basis of accounting adapted to the governmental fund type spending measurement focus. Under it, revenues are recognized when they become both “measurable” and “available” to finance

expenditures of the current period. Expenditures are recognized when the related fund liability is incurred except for (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar items which need not be reported; (3) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period, but for which larger than normal accumulations must be disclosed in the notes to the financial statements; (4) interest on special assessment indebtedness which may be recorded when due rather than accrued, if offset by interest earnings on special assessment levies: and (5) principal and interest on long-term debt which are generally recognized when due.

MUNICIPAL: Of or pertaining to a city or its government.

NON-DEPARTMENTAL: Department to budget expenses that benefit the fund as a whole rather than a particular department within the fund.

OPERATING BUDGET: A financial plan outlining estimated revenues and expenditures and other information for a specified period (usually a fiscal year). The "proposed budget" is the financial plan presented by the City Manager for consideration by the City Council, and the "adopted budget" is the financial plan ultimately approved and authorized by the City Council.

OPERATING EXPENSES: Proprietary fund expenses that are directly related to the fund's primary service activities.

OPERATING INCOME: The excess of proprietary fund operating revenues over operating expenses.

OPERATING REVENUES: Proprietary fund revenues that are directly related to the fund's primary service activities. They consist primarily of user charges for services.

OPERATING TRANSFERS: All inter-fund transfers other than residual equity transfers.

ORDINANCE: A formal legislative enactment by the governing body of a municipality. 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.

PER CAPITA COSTS: The cost of service per person. Per capita costs in North Richland Hills are based on a 60,500 estimated population provided by the North Central Texas Council of Governments.

PERFORMANCE MEASURES: Specific quantitative and qualitative measures of work performed as an objective of the department.

PERMANENT STREET MAINTENANCE FUND: A Fund whereby all monies provide solely for the maintenance and up keep of public streets, thoroughfares and public ways. Refer to Resolution No. 95-47, approved August 28, 1995.

PROGRAM DESCRIPTION: Describes the nature of service delivery provided at this level of funding.

PROGRAM GOALS: Program goals describe the purpose or benefit the activity or department plans to provide to the community and/or organizations it serves. Goals identify the end result the activity/department desires to achieve with its planned activities, but goals are often

ongoing and may not be achieved in one year.

PROGRAM MEASURES: Productivity measures should reflect how well a program is performing its activities to meet the needs of the public and the organization. They should measure productivity, effectiveness, efficiency or the impact of a service provided. While activity measures indicate "how much" activity the department is performing, productivity measures identify "how well" the department/activity is performing.

PROGRAM OBJECTIVES: Program objectives are quantifiable steps toward accomplishing stated goals. They should have a specific time frame or measurable achievement. Objectives should be able to be reached or completed within the current fiscal year in most cases. Objectives are not required for every activity performed, but should focus of the major steps necessary for achieving established goals.

PROPERTY TAXES: Used to describe all revenues received in a period from current taxes, delinquent taxes, penalties and interest on delinquent taxes. Property taxes are levied on both real and personal property according to the property's valuation and tax rate.

PROPRIETARY FUNDS: Funds that focus on the determination of operating income, changes in net assets, (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

PUBLIC HEARING: The portions of open meetings held to present evidence and provide information on both sides of an issue.

RESERVE: An account used to indicate that a portion of fund balance is restricted for a specific purpose. An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure. A reserve may also be an account used to earmark a portion of fund equity as legally segregated for a specific future use.

RESERVE FOR REPLACEMENT AND REPAIR OF INFRASTRUCTURE AT THE AQUATIC PARK: Funds in this reserve shall be specifically reserved annually for major improvements and replacements. This reserve is not for routine maintenance or the addition of attractions at the Park. Refer to Resolution No. 97-54, approved November 24, 1997.

RESOURCES: Assets that can be used to fund expenditures.

REVENUES: All amounts of money earned or received by the City from external sources.

REVENUE BONDS: Bonds whose principal and interest are payable exclusively from a revenue source pledged as the payment source before issuance.

SALES TAX: A general "sales tax" is levied on persons and businesses selling merchandise or services in the city limits on a retail basis. The categories for taxation are defined by state law. Monies collected under authorization of this tax are for the use and benefit of the city; however, no city may pledge anticipated revenues from this source to secure the payment of funds or other indebtedness.

SIDEWALK CONSTRUCTION FUND: A Fund whereby monies are solely for the purpose of construction and/or reconstruction of sidewalks throughout the City for the safety and convenience of

pedestrians. Refer to Ordinance No. 2484, approved June 26, 2000.

SPECIAL REVENUE FUNDS: A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts or for major capital projects) that are legally restricted to expenditures for specific purposes.

SUNDRY CHARGES: This includes items which are not in the supply or maintenance category. These expenses may be for services provided by private business organizations, by public utilities, for contract labor, for outside consultants, payment of claims and damages against the City, or service provided by some department of the government agency.

SUPPLIES: Expendable materials and operating supplies necessary to conduct the business of departmental activities.

TAX BASE: The total value of all real and personal property in the City as of January 1 of each year, as certified by the Appraisal Review Board. The tax base represents net value after all exemptions.

TAX INCREMENT FINANCING (TIF): The act of capturing the amount of property taxes levied by a taxing unit for the year on the appraised value of real property located within a defined investment zone. The tax increments are paid into the TIF fund and used to pay project costs within the zone, including debt service obligations.

TAX LEVY: The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

TAX RATE: A percentage applied to all taxable property to raise general revenues. It is derived by dividing the total tax levy by the taxable net property valuation.

TAX ROLL: The official list showing the amount of taxes levied against each taxpayer or property in the City. This list is provided to the City by Tarrant Appraisal District.

TAXABLE VALUE: Estimated value of taxable property to which the ad valorem tax rate is applied.

TAXES: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

TEXAS DEPARTMENT OF TRANSPORTATION (TxDOT): An agency of the State of Texas responsible for regional and statewide transportation and a source of transportation and regional mobility grant funds.

TEXAS MUNICIPAL RETIREMENT SYSTEM (TMRS): A pension plan for employees of member cities with the State of Texas.

USER CHARGES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

WORKING CAPITAL: Budgeted working capital is calculated as a fund's current assets less current liabilities and outstanding encumbrances. The term is used to indicate unencumbered fund balances in enterprise funds such as the Utility, Golf Course, and Aquatic Park funds.

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