



## ADOPTED ANNUAL BUDGET Fiscal Year 2011





**Adopted**

**Annual Budget**

**Fiscal Year 2011**

**Submitted by:**  
**Don T. Norrell – President**

**This budget will raise more total property tax than last year's budget by \$1,685,396 (4.4%), and of that amount \$1,267,748 is tax revenue to be raised from new property added to the tax roll this year.**



## **BOARD OF DIRECTORS**

**Bruce Tough**

**Chairman**

**Lloyd Matthews**

**Vice Chairman**

**Claude Hunter**

**Secretary**

**Ed Robb**

**Treasurer**

**Nelda Luce Blair**

**Director**

**Tom Campbell**

**Director**

**Peggy Hausman**

**Director**

# TABLE OF CONTENTS

---



## **PREFACE**

The Woodlands Township Board of Directors .....	1-1
Table of Contents .....	1-3

## **BUDGET MESSAGE**

Budget Transmittal Letter .....	2-1
---------------------------------	-----

## **INTRODUCTION**

Guide to Using the 2011 Budget Document .....	3-1
Budget Process .....	3-4
Budget Calendar .....	3-7
Organization Chart .....	3-8
Strategic Plan .....	3-9

## **BUDGET OVERVIEW**

Consolidated Budget Overview .....	4-1
Consolidated Budget Summary .....	4-3
Where the Money Comes From by Revenue Type .....	4-4
Where the Money Goes by Expenditure Type .....	4-5
Department/Program Descriptions .....	4-6
Where the Money Goes By Department/Program .....	4-7
Fund Descriptions .....	4-8
Consolidated Budget Summary by Fund .....	4-9
Where the Money Comes from by Fund Type .....	4-10
Where the Money Goes by Fund Type .....	4-11
Consolidated Revenues, Expenditures, and Changes in Fund Balances .....	4-12
Fund Balance Summary .....	4-13
Summary of Operating Transfers .....	4-14



## **REVENUE SOURCES**

Consolidated Sources of Funds .....	5-1
Property Tax .....	5-3
Property Tax Summary .....	5-4
Operating Budget Sources and Uses .....	5-6
Adopted Tax Rate .....	5-7
Sales and Use Tax .....	5-11
Hotel Occupancy Tax .....	5-13
Program Revenues - Overview .....	5-15
Program Revenues - Recreation .....	5-16
Program Revenues - Pools .....	5-17
Program Revenues - Convention & Visitors Bureau .....	5-18
Administrative Fees .....	5-19
Other Revenues - Grants, Interest, Other, Transfers .....	5-20

## **PERSONNEL**

Executive Summary - Salaries & Benefits Budget .....	6-1
Summary of Departmental Staffing Levels .....	6-5
Summary of New Positions .....	6-6
Request for New Position Forms .....	6-7
Consolidated Staffing Summary .....	6-25
Salary & Benefits Summary .....	6-31

## **BUDGET INITIATIVES**

Budget Initiatives .....	7-1
--------------------------	-----

## **GENERAL FUND**

General Fund Budget Overview .....	8-1
Statement of Revenues, Expenditures and Changes in Fund Balance .....	8-3
Summary of Significant Budget Increases and Decreases .....	8-5
General Fund Revenues by Type .....	8-8
General Fund Expenditures by Type .....	8-9
Analysis by Expenditure Type .....	8-11

Department Expenditures by Type .....	8-29
General Fund Revenue Detail .....	8-35

***This Section Includes Organization Charts and Departmental Budget Plans:***

Board of Directors .....	9-1
President's Office .....	9-7
Legislative and Government Affairs .....	9-17
Human Resources .....	9-27
Finance .....	9-41
Information Technology .....	9-55
Records/Property Data Management .....	9-69
Non-Departmental .....	9-81
Law Enforcement Services .....	9-83
Neighborhood Services .....	9-97
Parks and Recreation .....	9-107
Covenant Administration .....	9-171
Environmental Services .....	9-183
Street Lighting .....	9-199
Streetscape Maintenance .....	9-203
Solid Waste Services .....	9-207
Community Services .....	9-211
Community Relations .....	9-221
Transportation .....	9-239
Economic Development .....	9-249
Other .....	9-265

**THE WOODLANDS FIRE DEPARTMENT**

Board of Directors .....	10-1
Organization Charts .....	10-3
Budget Overview .....	10-9

Summary of Significant Budget Increases and Decreases .....	10-10
Statement of Revenues, Expenditures and Changes in Fund Balance .....	10-11
Revenues by Type .....	10-12
Expenditures by Type .....	10-13
Analysis by Expenditure Type.....	10-15
Budget Plan .....	10-23
Department Budget Detail.....	10-31

## **THE WOODLANDS CONVENTION & VISITORS BUREAU**

Board of Directors .....	11-1
Budget Overview .....	11-3
Statement of Revenues, Expenditures and Changes in Fund Balance .....	11-5
Revenues by Type .....	11-6
Expenditures by Function.....	11-7
Expenditures by Type .....	11-8
Attractions & Events Summary .....	11-9
Analysis by Expenditure Type.....	11-10
Budget Plan .....	11-17
Department Budget Detail.....	11-39

## **CAPITAL PROJECTS FUND**

### ***In This Section You Will Find:***

Capital Projects Fund Overview .....	12-1
Capital Projects Summary .....	12-3
Capital Reserves .....	12-4
Capital Reserves Detail .....	12-5
Capital Projects Budget Codes .....	12-7
Capital Budget – The Woodlands Fire Dept.....	12-11
Capital Budget - Law Enforcement Services .....	12-39
Capital Budget - Parks and Recreation .....	12-47
Capital Budget - Information Technology .....	12-121
Other Capital.....	12-145

## **SPECIAL REVENUE FUND**

Special Revenue Fund Overview .....	13-1
Statement of Revenues, Expenditures and Changes in Fund Balance .....	13-7

## **DEBT SERVICE FUND**

Debt Service Fund Overview .....	14-1
Statement of Revenues, Expenditures and Changes in Fund Balance .....	14-3
Debt Service Summary .....	14-5
Debt Service Amortization Schedules .....	14-7

## **DEBT SERVICE RESERVE FUND**

Debt Service Reserve Fund Overview .....	15-1
Statement of Revenues, Expenditures and Changes in Fund Balance .....	15-3

## **FIVE-YEAR PLAN**

Five-Year Plan Assumptions .....	16-1
Five-Year Plan Summary .....	16-5
Consolidated Five-Year Plan .....	16-7
Consolidated Five-Year Plan Ending Fund Balance .....	16-9
Five-Year Plan - Proposed New Positions .....	16-11
Five-Year Capital Plan .....	16-13
Five-Year Capital Plan – Fire Department .....	16-17

## **CONSOLIDATED CHART OF ACCOUNTS**

Fund Codes .....	17-1
Department Codes .....	17-3
General Ledger Codes .....	17-5
Type Codes .....	17-11
Restriction Codes .....	17-17



December 8, 2010

To the Chairman, Board of Directors, Residents, and Taxpayers of The Woodlands Township:

The transition of services to The Woodlands Township from the Community Associations of The Woodlands successfully occurred on January 1 of this year. The Township's current 2010 budget reflects these transferred services, as well as the activities traditionally performed by the Township, and provides the necessary resources to fund associated expenditures. The 2010 Budget and 2010 Forecast will be presented in this budget document along with the 2011 Budget for comparison purposes.

The 2011 Budget was prepared with the goal of achieving certain key objectives as defined in the Vision 2034 Strategic Plan adopted by the Board of Directors in 2009.

Those objectives include:

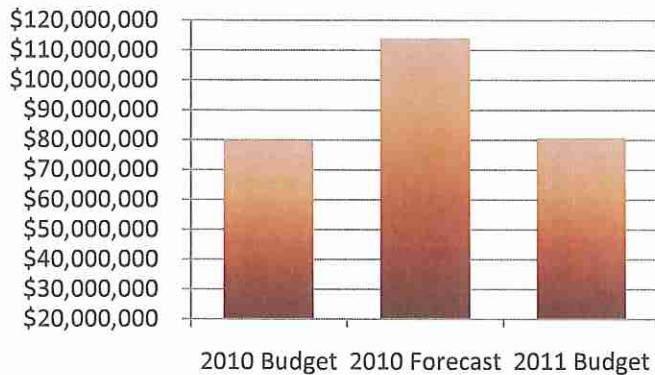
- Develop a budget and financial plan that meets the short term and long term needs of the Township.
- Continue to provide high quality services and amenities.
- Provide enhancements to services as needed and appropriate.
- Maintain and replace capital assets and facilities as necessary.
- Create financial flexibility for change conditions and opportunities.

### **2011 CONSOLIDATED BUDGET**

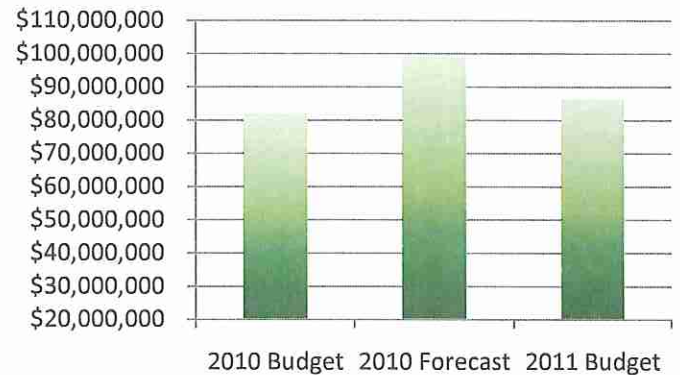
The consolidated operating budget includes the combined operating revenues and expenditures of the Township's General Fund, The Woodlands Fire Department, The Woodlands Convention & Visitors Bureau, the Capital Projects Fund, the Debt Service Fund, the Debt Service Reserve Fund, and the Special Revenue Fund, which accounts for the Economic Development Zone. The following page includes a summary of the Township's consolidated 2011 Budget as compared to the 2010 Budget and 2010 Forecast.



## TOTAL REVENUES



## TOTAL EXPENDITURES



### Revenues

The total revenue projections for 2011 equal \$81.0 million, which is a 1.2% increase from 2010 budgeted revenues of \$80.0 million. The increase is primarily the result of higher revenues generated from property taxes, a supplemental 1% hotel occupancy tax, sales taxes, and program fees. The increase is largely offset by a decrease in contributions as monies transferred from the Associations in 2010 represented a one-time revenue source.

Property tax revenues are based on a property tax rate of \$0.3274 applied to a taxable property value base of \$12.0 billion, an increase of \$400 million from last year's tax base of \$11.6 billion. Tax revenue generated by \$0.01 is approximately \$1.2 million. Total property tax revenues are projected to be \$39.6 million, an increase of \$1.7 million or 4.4% from 2010, and will be used primarily to fund operating, debt service, and capital requirements not being funded from other sources. Revenues from property tax comprise 49% of total revenues. Following is a summary of the 2010 Property Tax Rate.

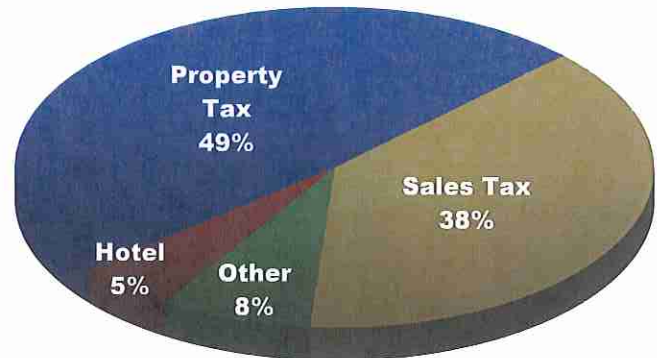
	<u>Amount</u>	<u>Rate</u>
Operating expenditures	\$32.2 million	26.56 cents
Capital outlay	4.4 million	3.62 cents
Debt service	2.6 million	2.09 cents
Contributions to reserves	0.4 million	0.47 cents
<b>Total</b>	<b>\$39.6 million</b>	<b>32.74 cents</b>

Sales tax revenues for 2011 are projected to be \$31.2 million, which is a 3.4% increase over the 2010 forecasted amount of \$30.1 million. Sales tax is generated by a 1% base sales tax and an incremental 1% sales tax collected in the Economic Development Zone overlaying Township's boundaries. In accordance with the Township's Series 2001 and 2009 bond covenants, ½ of 1% of the base sales tax collections have been pledged for debt service on these obligations. The incremental

sales tax is designated to fund operations for The Woodlands Fire Department as well as other previously approved improvement projects.

Revenues from a 14% hotel occupancy tax, of which 8% is payable to the Township, are anticipated to generate \$4.0 million in revenue, which is a 17.6% increase from the 2010 forecast of \$3.4 million. These tax proceeds are used to fund debt service obligations on the Township's Convention Center and regional participation long-term debt.

## 2011 BUDGET % of TOTAL REVENUE



Included in the 8% hotel occupancy tax payable to The Township is a 1% supplemental room tax that went into effect January 1, 2011. Anticipated to generate approximately \$500,000 in revenue, these funds will be transferred to The Woodlands Convention & Visitors Bureau (CVB) to pay for the refurbishment of waterway cruisers and associated operations over a five-year period. Only the proceeds from the 2011 supplemental room tax will be designated for waterway cruiser purposes; additional allocations will not be made in subsequent years to support this activity. Instead, proceeds will be transferred to the CVB to fund other operating expenses.

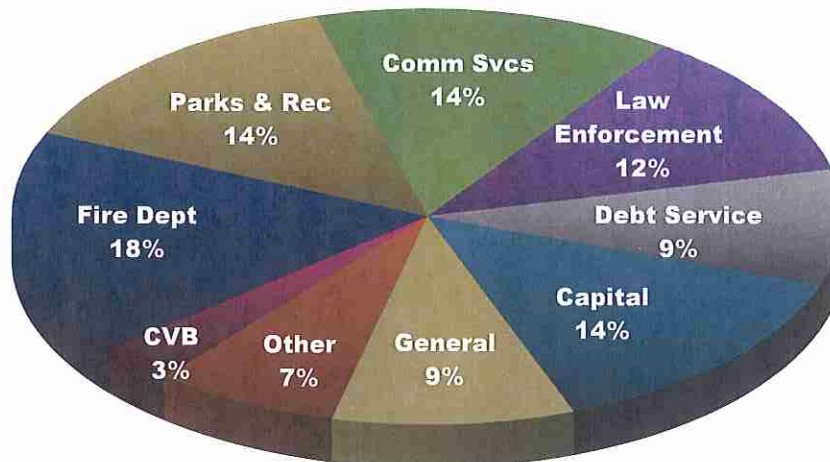
Revenues also consist of program fees generated by recreation programs, pool operations, and Convention & Visitors Bureau sponsorship and event income. Program revenues for 2011 are projected to be \$3.4 million, an increase of approximately \$300,000 from 2010. Other revenues included in the consolidated operating budget include interest income (\$1.1 million), grant funds for the trolley system (\$194,400), various administrative fees (\$346,100), income earned through Fire Department contracts (\$381,325), the sale of property (\$500,000), and miscellaneous revenues (\$171,340).

### Expenditures

Total expenditures of \$86.8 million represent a 6.0% increase over 2010 budgeted expenses of \$81.9 million. The increase is primarily related to expenditures for capital projects, which are \$4.2 million higher than the 2010 budget. The Parks and Recreation division includes expenses for new parks and pathways as well as renovations to existing amenities. Leasehold improvements for a new office facility and additional patrol vehicles for the enhanced law enforcement program also contribute to the increase. Please reference the *Capital Projects* section of this document for a detailed listing of proposed capital expenditures.



## 2011 BUDGET % of TOTAL EXPENDITURES



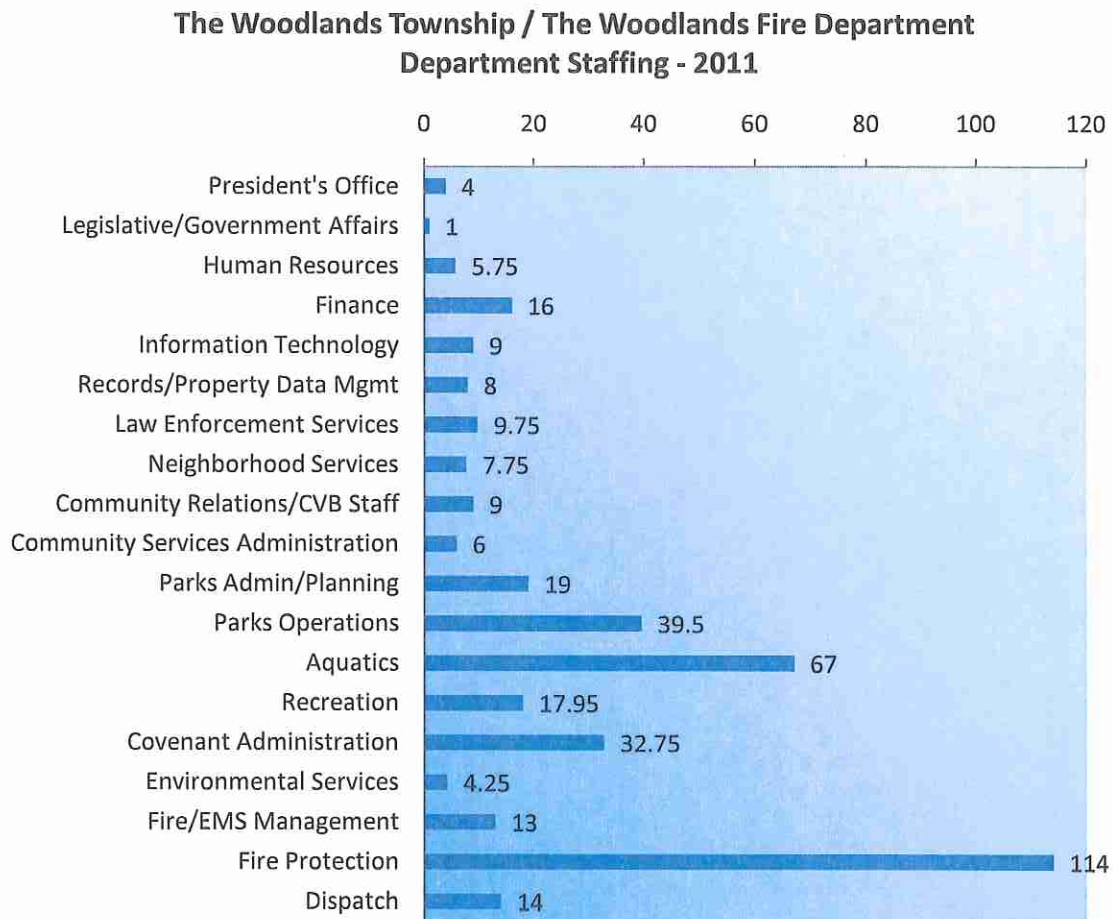
Operating expenditures for The Woodlands Fire Department have increased \$937,000 due primarily to higher salaries and benefits, including six new positions, and costs associated with maintenance and operations for a new fire station. As a result of growth in the community, Parks and Recreation expenses for contracted services, utilities and maintenance have increased, as well as costs for the solid waste contract, streetscape maintenance, and street lighting.

Continued expansion of the community policing program has also been factored into the budget, including 3 additional personnel and an increase in the targeted overtime. Cost savings related to a proposed reduction in services provided by the mounted patrol program were reallocated to fund additional overtime hours. The 2011 budget for law enforcement services totals \$9.3 million, an increase of \$221,000 from the 2010 budget.

Debt service obligations are projected to decrease by \$2.5 million in 2011. The decrease is due primarily to the refinancing of debt and lower outstanding debt balances than anticipated in last year's budget.

### PERSONNEL

Staffing levels for 2011 are proposed at 256.7 full time equivalent employees for the Township and 141 for the Fire Department as indicated in the following chart:



Two full time equivalent (FTE) positions are requested for Township operations in 2011, but are offset by the elimination of one position in the 2010 budget. Six new positions are requested for the Fire Department. New positions include:

- Geographic Information System Coordinator (1 FTE)
- Park Ranger (0.5 FTE)
- Covenant Administration Assistant (0.25 FTE)
- Environmental Services Intern (0.25 FTE)
- Firefighter (6 FTE's)

The *Personnel* section contains additional information on current staffing levels and new positions proposed for 2011.



Total compensation expenses for the approximate 400 full time equivalent employees totals \$26.6 million for 2011, a 5.3% increase from 2010. The increase is due to several primary factors including:

- 8 new positions as outlined above, partially offset by the elimination of 1 existing position
- 3.0% wage increase for bargaining unit employees per terms of labor contract
- 6.3% wage increase for dispatch employees per terms of labor contract
- 2.0% merit increase for non bargaining unit employees
- 5.3% increase in health insurance premiums

The estimated increase to renew current health insurance premiums for 2011 is 38.7%. To minimize these escalating costs, alternative methods for providing health benefits to employees were examined. The 2011 budget proposes changing from the current fully insured program to a self-insured one. Self-insurance consists of fixed administrative costs paid to a third party administrator and reinsurance premiums based on individual members and aggregate claims per calendar year. Self-insurance allows employers to better control annual rate increases, remove the insurer's profits, lower retention and risk charges, and hold and invest reserves.

The 2011 budget estimates expenses for a self-insured plan to be \$3.0 million, which represents a 5.3% increase over 2010 costs. This estimate is based on the Township creating a reserve account in the amount of \$800,000. The reserve is used to pay for larger than expected claims and would be funded by operating reserves available at year-end 2010.

### **CAPITAL PROJECTS PLAN**

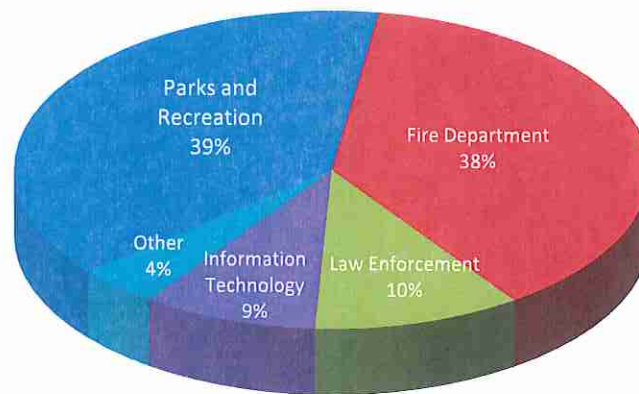
The 2011 Budget and Five-Year Business Plan include funding for capital projects and assets required by the Fire Department, Parks and Recreation, Information Technology, and Law Enforcement Services to maintain current services and amenities, to address community growth, to replace existing assets that have reached the end of their useful lives, and to stay abreast of technological advances.

Capital expenditures for 2011 total \$12.2 million:

- \$3.4 million Construction of fire stations
- \$1.8 million Park, pathway and aquatic improvements/maintenance
- \$1.6 million Park and pathway projects in Creekside Park
- \$1.4 million Pedestrian projects in Town Center
- \$1.3 million Vehicles/equipment for community policing program
- \$1.0 million Fire Department vehicles/equipment
- \$900,000 Leasehold improvements for new office facility
- \$800,000 Technology improvements/replacements



Please reference the *Capital Projects Fund* section of this document for a detailed listing of 2011 capital items. Following is a chart depicting capital expenditures by department:



## **OPERATING, CAPITAL, AND ECONOMIC DEVELOPMENT RESERVES**

### **Operating Reserve**

Operating reserves are maintained by organizations to ensure services can be delivered during economic downturns, to address unforeseen expenditures in the case of an emergency or other event, and to take advantage of opportunities that may materialize outside of the budget process. As 50% of Township's revenue sources are generated by sales and hotel occupancy taxes which can vary significantly in different economic climates, it is important to maintain operating cash reserves so that service delivery will not be negatively impacted.

In 2009, the Township Board established a policy guideline of maintaining an operating cash reserve balance in the General Fund equal to a minimum of 20% of consolidated revenues. Twenty percent represents approximately 2.4 months of operations. The projected operating reserve for year end 2011 is \$16.2 million, which is 20% of 2011 revenues.

### **Capital Reserve**

Capital reserves are maintained to help fund replacement of capital assets as they age or deteriorate. By spreading out the funding for the anticipated replacements over the useful lives of the assets, those enjoying the amenities are participating in their replacement cost and property tax rates can be prevented from fluctuating on an annual basis to address funding for capital repairs and replacements.

The December 31, 2010 capital reserve balance is projected to be \$1.2 million, including \$828,400 that has been reserved for specific amenities such as Town

Green Park, the Waterway, Waterway Square, Town Center garage, and wayfinding and monument signs. For 2011, the budget proposes contributions to the capital reserve totaling \$4.8 million, of which \$321,200 is designated for the specific projects listed above. The remaining \$4.5 million would be transferred from the general fund where funds currently reside in excess of the 20% minimum reserve requirement. The excess funds are due primarily to the receipt of bond proceeds in April 2010 to finance certain capital projects, eliminating the need to pay for the projects with available funds. While these reserve contributions will bring the 2011 year-end reserve balance to approximately \$6 million, about 2/3 of the total will be utilized within the five-year plan to pay for proposed capital expenditures.

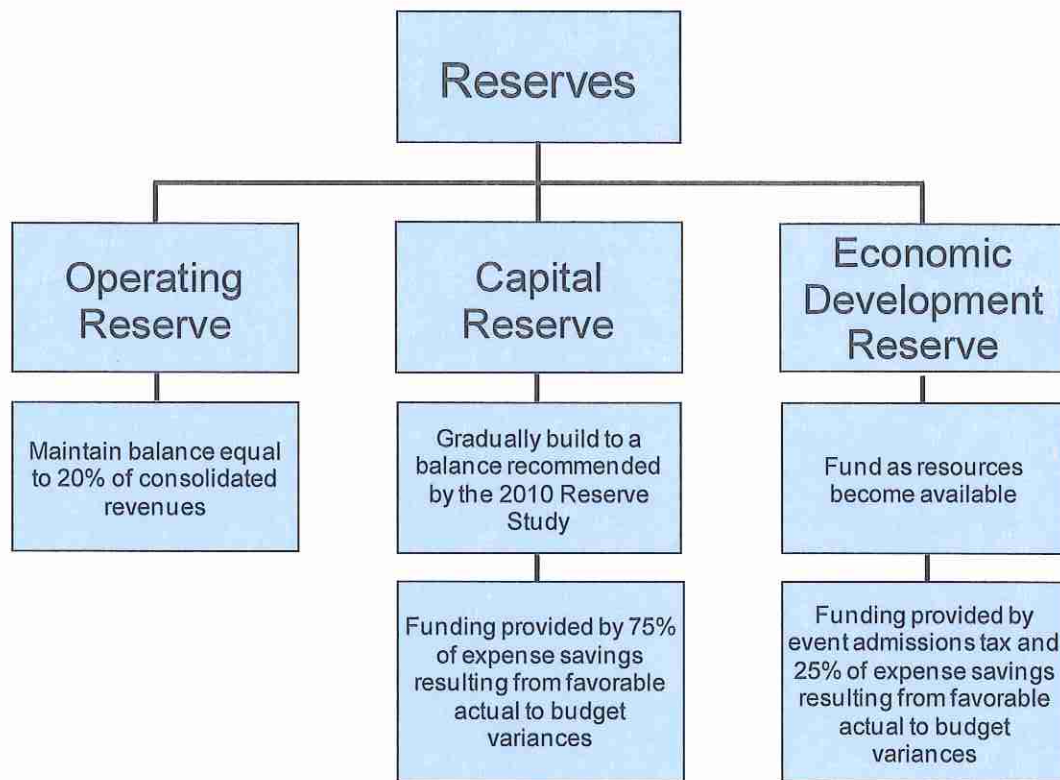
In addition to the above, the Board has agreed that 75% of any funds generated by annual actual-to-budget favorable expense variances be directed to the capital reserve.

### **Economic Development Reserve**

An economic development reserve has been established to help fund future economic development projects identified by the Board of Directors. Reserve contributions are made from proceeds of an events admission tax that will be implemented in 2011, estimated to generate \$75,000 annually. Additionally, the Board has agreed that 25% of any funds generated by annual actual-to-budget favorable expense variances be directed to this reserve.

The December 31, 2010 economic development reserve balance is projected to be \$66,000. For 2011, the budget proposes contributions totaling \$1.7 million, which would be transferred from the general fund where funds currently reside in excess of the 20% minimum reserve requirement. The excess funds are due primarily to the receipt of bond proceeds in April 2010 to finance certain capital projects, eliminating the need to pay for the projects with available funds.

A summary of funding sources for the reserves discussed above is shown on the next page:



### **FIVE-YEAR BUSINESS PLAN**

It is important to look beyond the current budget year in order to properly plan for future operations and to analyze the impact current decisions will have on long-term financial objectives. In this regard, staff has prepared a five-year business plan in conjunction with the 2011 Budget.

The plan assumes conservative revenue growth and the continuance of the current 2010 property tax rate of \$0.3274. The plan also provides for growth in expenditures due to inflation, new development in the community, an expansion of the community policing program, the assumption of responsibilities from the developer as the community is built out, and costs for preparing, analyzing and communicating governance options. Additionally, a five year staffing plan and capital projects plan were developed to specifically account for these significant expenditures.

Given the assumptions outlined above, the Township's five-year business plan reflects sufficient revenues to fund projected operating expenditures, debt service requirements, and non-financed capital acquisitions through the year 2013. Beginning in 2014, a portion of the capital reserve balance (as described in the section above) must be utilized to fund some asset purchases. A minimum operating reserve balance equal to 20% of consolidated revenues is maintained. Please reference the *Five Year Plan* section of this document for detailed information.



## CONCLUSION

There have been many challenges and opportunities to address in the preparation of the 2011 consolidated budget for The Woodlands Township. While recognizing The Woodlands has felt the impact of global economic conditions, the provision of high quality, cost effective services and amenities to our citizens in accordance with the Township's Strategic Plan objectives remains our primary goal. I believe the proposed 2011 Budget and Five-Year Business Plan provides a prudent and sound financial plan to achieve those objectives and am pleased to present this document to the Board of Directors for its consideration.

Sincerely,

A handwritten signature in dark ink, appearing to read 'D. T. Norrell', with a stylized, flowing script.

Don T. Norrell  
President/General Manager, The Woodlands Township

# INTRODUCTION

---



## *In This Section You Will Find:*

<b>Guide to Using the 2011 Budget Document .....</b>	<b>3-1</b>
<b>Budget Process .....</b>	<b>3-4</b>
<b>Budget Calendar .....</b>	<b>3-7</b>
<b>Organization Chart .....</b>	<b>3-8</b>
<b>Strategic Plan .....</b>	<b>3-9</b>



## **Guide to Using the 2011 Budget Document**

---

The Woodlands Township's 2011 budget was produced using guidelines developed for use by local governments and is intended to provide proficiency in the following four areas:

1. **Policy Document** – The budget should serve as a policy document for the Board of Directors and management to convey how the organization will operate.
2. **Financial Plan** – The budget should serve as a financial plan describing all sources of funding, including summaries of revenues and expenditures for multiple years, and changes in fund balances.
3. **Operations Guide** – The budget should serve as an operations guide to the departments by identifying the resources to be provided and the objectives to be met.
4. **Communications Device** – The budget should serve as a communication device to convey essential information to the diverse groups who use the budget information – the public, elected and appointed officials, bond rating agencies, and investors.

To facilitate effective communication of this budget document to its readers, the information has been organized into the following sections:

### **Budget Message**

This section includes the President's formal transmittal letter, which is designed to summarize financial impacts and outline significant issues, major initiatives and key decisions considered in the development of the budget.

### **Introduction**

In addition to this guide, this section includes a description of the budget process, a budget calendar, an organization chart, and the Township's Strategic Plan. Expenditures are linked to the Strategic Plan in the departments' 2011 Budget Plans located in the *Department Profiles* section of this document.

### **Budget Overview**

This section is intended to provide the reader with a general understanding of the operating budget on a consolidated basis. Included are summary and fund financial statements for the 2010 budget, 2010 forecast and 2011 budget periods, accompanied by charts, graphs and narrative analysis. Summaries of fund transfers and ending fund balances are also included.

### **Revenue Sources**

This section provides a summary of revenue sources for the 2011 budget. Each revenue source is described, and assumptions used to project revenues are disclosed.

### **Personnel**

This section provides an executive summary of the Township's 2011 compensation plan, an overview of staffing levels by department, and requests for new positions.

## **Guide to Using the 2011 Budget Document**

---

### **Budget Initiatives**

This section provides an overview of significant program and service initiatives being introduced in the 2011 budget.

### **General Fund**

This section provides a statement of revenues, expenditures and changes in fund balance for the General Fund, the Township's primary operating account. The financial statement includes information for the 2010 budget, 2010 forecast and 2011 budget periods, and expenditures are organized by the departments and major functions that make up the General Fund. Graphs, charts and narrative analysis accompany the statement.

### **Department Profiles**

This section includes each department's 2011 Budget Plan which describes the primary responsibilities of the departments, highlights accomplishments and objectives, outlines budget programs and activities, details operating revenues and expenditures, and summarizes staffing resources. References to the Strategic Plan, located in the *Introduction* section of this binder, tie the departments' objectives and expenditures to the mission and goals of the Township. Also provided are each department's detailed line item budgets.

### **The Woodlands Fire Department**

This section provides a statement of revenues, expenditures and change in fund balance for The Woodlands Fire Department. Graphs, charts and narrative analysis accompany the statement. A 2011 Budget Plan outlining accomplishments, objectives, programs, services, and staffing levels is also offered, as is a detailed line item budget.

### **The Woodlands Convention & Visitors Bureau**

This section provides a statement of revenues, expenditures and change in fund balance for the Convention & Visitors Bureau. Graphs, charts and narrative analysis accompany the statement. A 2011 Budget Plan outlining accomplishments, objectives, programs, and services is also offered, as is a detailed line item budget.

### **Capital Projects Fund**

This section provides a summary of capital expenditures and funding sources for the Capital Project Fund. Detailed 2011 capital plans for the fire department, law enforcement, parks and recreation, information technology, and office facilities are presented. A summary of funds reserved for future capital repair or replacement is also provided.

### **Special Revenue Fund**

This section provides a statement of revenues, expenditures and change in fund balance for the Special Revenue Fund, which is used to account for projects funded through The Woodlands Township Economic Development Zone. Graphs, charts and narrative analysis accompany the statement, including a description of each Zone project.

### **Debt Service Fund**

This section provides a statement of revenues, expenditures and change in fund balance for the Debt Service Fund. Graphs, charts, narrative analysis and amortization schedules accompany the statement.

## **Guide to Using the 2011 Budget Document**

---

### **Debt Service Reserve Fund**

This section provides a statement of revenues, expenditures and change in fund balance for the Debt Service Reserve Fund. Graphs, charts and narrative analysis accompany the statement.

### **Five-Year Plan**

This section includes statements of revenues, expenditures and changes in fund balances for the fiscal years 2011 – 2015. Assumptions used to develop the projections are provided, along with detailed five-year staffing and capital projects.

### **Chart of Accounts**

This section includes the fund, department, ledger, type, and restriction codes maintained in The Township accounting system.

## **Budget Process**

---

The following overview describes the 2011 budget process.

### **Budget Preparation**

During the first quarter of the year, finance staff members reviewed and updated the annual budget and five-year business plan models that are used to produce this budget document. In May, the finance staff conducted meetings with Township and Fire Department employees involved in budget preparation, at which time applicable budget materials and instructions were distributed. The budget calendar was communicated, with deadlines for submission of personnel requests, capital projects, operating expenditures and five-year plan projections scheduled throughout May and early June. Legal requirements, contractual obligations, board policies and funding decisions, the strategic plan, and the existing five-year plan provided guidelines for budget preparation. Additionally, comments and directives communicated at the Board's Budget Planning Work Session held in June assisted staff in budget development. Budget suggestions received from the Village Associations were also considered. Staff in the Human Resources and Finance departments developed the 2011 salaries and benefits budget based on the results of the 2009 compensation study and current market conditions. Property tax revenue projections for 2011 were made from preliminary notices of appraised values provided by the Montgomery County Appraisal District in mid-May. Revenues for 2011 from sales and use taxes and hotel occupancy taxes were projected based on current collections and conservative growth assumptions. In addition to the 2011 budget, a five-year projection was developed using growth assumptions and multi-year staffing and capital plans. Throughout May and June, the finance staff compiled and reviewed the various budget inputs and produced the first draft of the budget.

### **President's Review**

In late June and early July, the first draft of the budget was presented to the President. The President met with members of the Executive Team and department directors and managers to review budget requests and make decisions regarding funding of operations, staffing and capital projects. A careful review of debt and contractual obligations was conducted. Strategies for funding cash reserves for operating, capital replacement and economic development needs were also considered. Decisions were made in the context of the Township's strategic plan. Changes resulting from the President's review were incorporated into the budget model to produce the proposed budget for the Board of Directors review.

### **Board of Directors Review**

The President's recommended budget will be submitted to the Board of Directors for its review at a series of meetings scheduled during the last two weeks in July 2010. Presentations by the President/General Manager, the Assistant General Manager – Finance and Administration, and other members of the management team will be made to facilitate review and discussion of the budget document. These budget workshops are open to the public and are intended to encourage citizen input. Residents will have an additional opportunity to inquire about the budget during a budget overview presentation at a Town Hall meeting scheduled for July 28, 2010.

At the budget workshop meeting scheduled for either July 30 or August 2, 2010, the Board of Directors will take a record vote on the proposed 2010 property tax rate in accordance with Truth in Taxation provisions contained in the Texas Constitution and the Texas Tax

## **Budget Process**

---

Code. Please note that this vote is not the official adoption of the 2010 property tax rate, but rather a recordation of a proposed rate in order to determine if public hearings and related public notices are required per Truth in Taxation regulations. In general, if the proposed rate is higher than the lower of the effective tax rate or rollback rate as calculated by the County tax assessor, then two public hearings and a series of public notices regarding the budget are required.

In late July, the Chief Appraiser of Montgomery County certifies the approved appraisal roll for the Township. The budget will be modified to reflect any changes in property tax revenue. Changes resulting from the Board's review of the budget will also be incorporated to produce the budget document that is presented to the Township Board of Directors at its meeting scheduled for August 31, 2010.

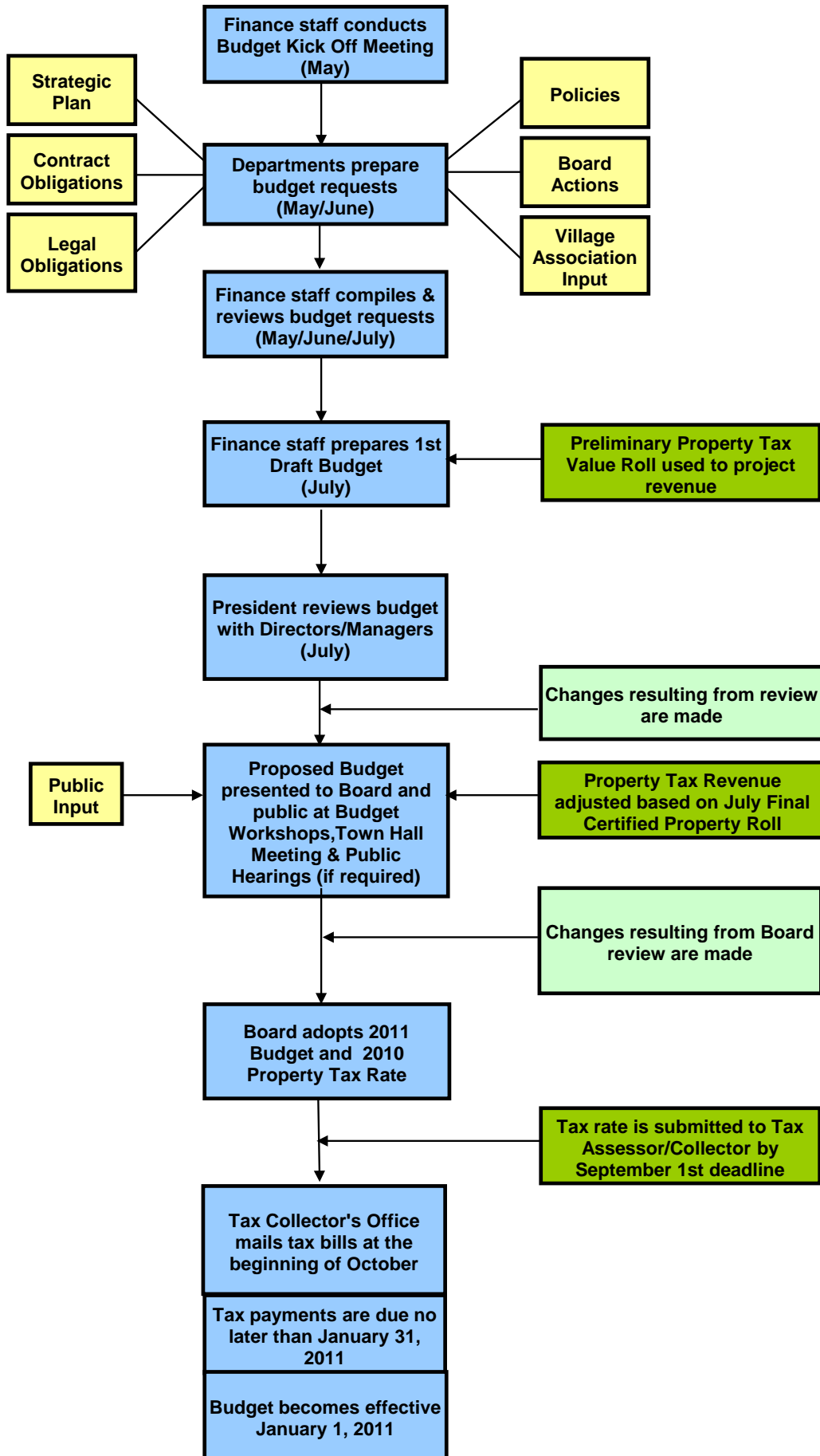
### **Budget Adoption**

At the Township Board Meeting on August 31, 2010, the final version of the proposed 2011 budget was presented. The 2011 budget was adopted and the 2010 property tax rate was established.

A resolution regarding the approved property tax rate must be provided to the County's Tax Assessor/Collector no later than September 1, 2010. Order No. 015-10 levying an ad valorem tax of \$0.3274 is included in the *Revenue Sources* section of the budget document. The budget becomes effective on January 1, 2011.



# Budget Process

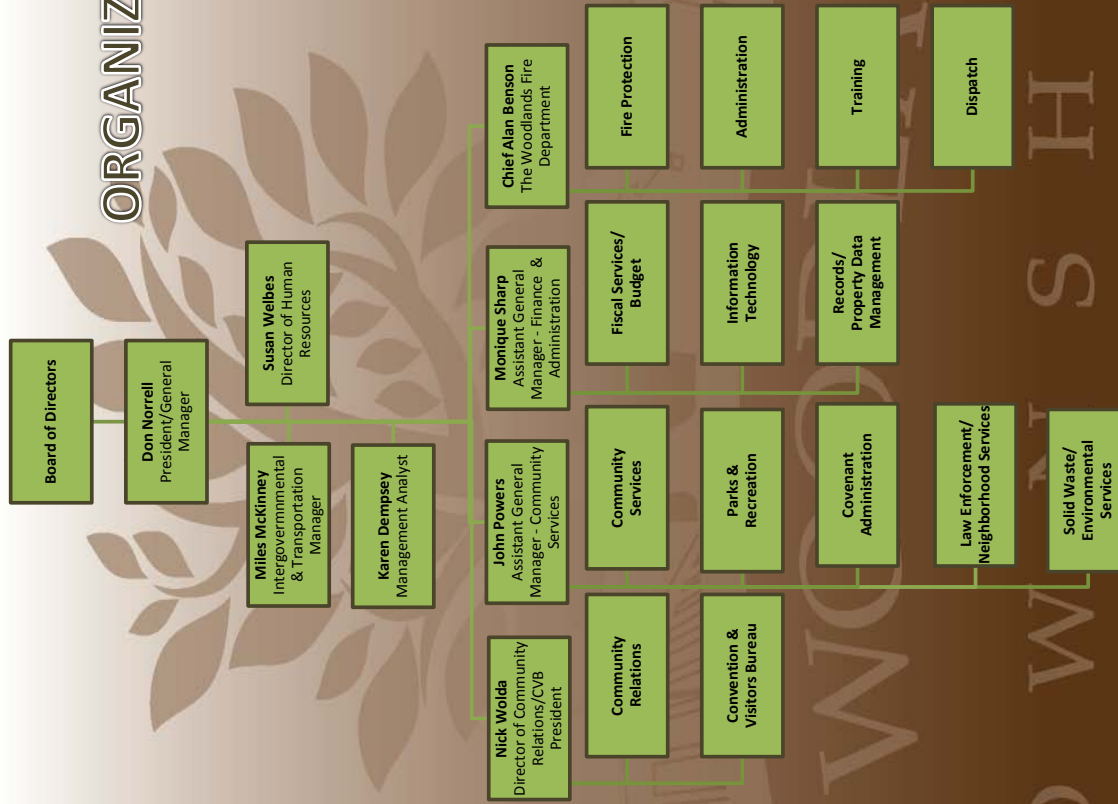


# BUDGET CALENDAR

BUDGET ACTIVITY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
Budget staff prepares budget model and preparation materials	●			●								
Budget staff distributes preparation materials; provides training/assistance					●							
Departments prepare budget requests					●	●						
Budget staff prepares revenue and non-departmental budgets					●	●						
Village Associations submit budget requests						●	●					
Budget staff prepares 1 <sup>st</sup> budget draft						●	●					
President reviews 1 <sup>st</sup> budget draft						●	●					
Budget staff produces President's proposed budget							●	●				
Board of Directors reviews proposed budget and solicits public input at series of budget workshops and meetings							●	●				
Board Meeting: 2011 budget is adopted and the 2010 property tax rate is established								●				
2010 Property Tax Rate is submitted to Tax Assessor/Collector									●			
Tax Assessor/Collector mails tax statements (Jan. 31, 2011 due date)										●		
Budget staff produces and publishes final 2011 Budget										●	●	●



# ORGANIZATIONAL



January 2011



Vision 2034

# **The Woodlands Township**

## Strategic Plan

*Adopted June 24, 2009*



## Introduction

Based on the results of the historic governance process, the Board of Directors of The Woodlands Township implemented a strategic planning process. The Woodlands is in a period of dynamic change relating to how it is governed, funds itself, and provides services and amenities. The purpose of the Strategic Plan is to keep The Woodlands Township on course during this time of change and beyond.

### Vision for the Future

The first step in developing a strategic plan is to determine what is desired to be accomplished. For a company, this might be reaching a sales level or industry position. For an organization like The Woodlands Township, which is responsible for making decisions on behalf of an entire community, this process starts with a Vision for the Future.

The Vision for the Future is the ideal desired condition of the community at some future point in time – typically decades away. The Vision is a dream rooted in reality that may contain some existing conditions to be preserved along with future ambitions to be strived for.

The Woodlands Vision should be referred to regularly to ensure decisions being made are consistent with its contents.

### The Woodlands Vision

The Woodlands, our dynamic hometown within a natural forest, is known for its balance between man and nature. We are a thriving business community and a premier destination for visitors – a place where generations live, work, learn and play.

### The Woodlands...

- ...is a place where we feel safe and secure
- ...achieves prosperity by promoting economic development and quality of life
- ...cultivates the relationship between urban needs and environmental sustainability
- ...provides premier services and activities, superior educational opportunities, a diversity of jobs, and vibrant public spaces, events and entertainment for all
- ...is a place that welcomes everyone from everywhere to grow and thrive

### Organizational Mission

To pursue The Woodlands' Vision for the Future, organizations, agencies, businesses, and citizens will need to work collaboratively with a focus on the future. Leading the way will be the community's local government, The Woodlands Township. To carry out the business and myriad of tasks necessary, it is important that the Township has a clear mission.

The Woodlands Township Vision for the Future and Mission together provide the foundation for the Strategic Plan.

# The Woodlands Township Strategic Plan



## **The Woodlands Township Mission**

We fulfill The Woodlands vision by:

- Protecting the well-being and safety of our residents, visitors and businesses
- Achieving the highest standards in service delivery
- Partnering with others to sustain the vitality of our region
- Communicating with our constituents and partners
- Attracting and retaining a talented and innovative staff
- Serving as the community's political voice
- Powering economic growth through community investment
- Promoting continued vitality of neighborhoods and commercial areas
- Maintaining transparent governance
- Serving as financial stewards of the community's resources
- Evolving a governance structure to meet our goals
- Promoting sound environmental policy



## Focus Areas, Goals, and Key Initiatives

Focus Areas, Goals, and Key Initiatives provide the structure for the Strategic Plan. **Focus Areas** are broad “containers” into which the vast majority of The Township’s activities and responsibilities will fall. These Focus Areas, in no prioritized order, are:

1. Service Delivery
2. Communications
3. Organizational Support
4. Governmental Representation
5. Economic Development
6. Governance Structure
7. Environmental Sustainability
8. Fiscal Policy

Within the Focus Areas are bolded **Goals** which establish what is desired to be accomplished. The Goals are long-term pursuits that encourage new and more effective ways of operating.

Accompanying the Goals will be **Key Initiatives** that provide broad, action-oriented direction. Through the Focus Areas, Goals, and Key Initiatives, the Board of Directors has clearly stated what it desires to be accomplished. The professional staff of The Township uses this direction to formulate specific programs, projects, and actions it will take to pursue the Goals and implement the Key Initiatives along with identifying necessary resources.



## **Focus Area 1: Service Delivery**

The Woodlands community operates through a multitude of service providers and The Township plays a critical role in directly providing several basic services along with supporting and coordinating many others. The Township often serves as the first point of contact for residents and businesses even though it may not be the service provider.

Maintaining a high level of service has been indicated as a priority in resident surveys and as the role of The Township evolves and changes, it must be in position to continue to provide superior services.

### **1.1. Protect the well-being and safety of constituents**

- 1.1.1. Maintain and continue to explore options to provide a high level of proactive law enforcement visibility, effectiveness, availability and awareness
- 1.1.2. Support law enforcement public safety efforts with other kinds of security support in public areas
- 1.1.3. Explore, develop, and implement options that improve safety and educate residents on the role they can play in making their community safer
- 1.1.4. Maintain lighting to meet performance and safety standards
- 1.1.5. Maintain safe public facilities and amenities
- 1.1.6. Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies
- 1.1.7. Work toward Fire Department ISO 1 rating
- 1.1.8. Maintain and continue to provide a high level of fire prevention and emergency medical services

### **1.2. Provide superior parks and recreation amenities, facilities, programs and services**

- 1.2.1. Ensure high quality programs and services remain affordable and cost effective while facilities are still effectively used and maintained
- 1.2.2. Provide a parks system with amenities that reflect the diversity of our population, provide accessibility features and preserve The Woodlands environment, quality and excellence
- 1.2.3. Provide a pathway system that promotes healthy lifestyles, reflects the commitment to preservation of The Woodlands environment, and



# The Woodlands Township Strategic Plan



adequately connects the entire community for transportation, health and wellness

1.2.4. Provide for quality, diverse, life span recreational programming and opportunities

1.2.5. Provide special event opportunities that foster community spirit, family values, and healthy lifestyles

## **1.3. Provide and promote efficient, cost effective and environmentally responsible waste disposal and recycling community wide**

## **1.4. Enforce covenants and standards to maintain neighborhood and commercial area vitality**

1.4.1. Develop and maintain the structure to enforce covenants and standards

1.4.2. Update standards as technology advances

1.4.3. Research and provide programming and policy options to maintain vitality as the community ages

1.4.4. Promote clean, well-maintained properties and preserve architectural integrity

1.4.5. Maintain and improve community, village, and neighborhood signage, medians, and entry ways to promote village and neighborhood identity

## **1.5. Improve local partnerships to provide effective services**

1.5.1. Serve as a resource for our constituents in dealing with issues that impact quality of life

1.5.2. As needs arise, identify and establish alliances with organizations that will help us achieve our vision and carry out our mission

## **1.6. Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township**

## **Focus Area 2: Communications**

Providing effective two-way communications with The Woodlands' constituents is essential as the community's leadership and operating structures evolve. As the long-term governance structure is solidified in the coming years, it will be important to develop an atmosphere of trust and transparency within the community.

### **2.1. Ensure effective communications with the community and partners**

2.1.1. Expand public service announcements and information outlets

# The Woodlands Township Strategic Plan



- 2.1.2. Improve and maintain emergency operations communications plans
- 2.1.3. Effectively utilize other entities and programs to disseminate and collect information
- 2.1.4. Provide feedback opportunities such as surveys and opinion polling
- 2.1.5. Provide ability for the public to communicate to the board
- 2.1.6. Communicate accurate and timely information on the activities of the Township to the media and the public

## **2.2. Provide an inclusive atmosphere to enhance transparency and trust**

- 2.2.1. Hold town hall meetings
- 2.2.2. Maintain relationships with Village Associations
- 2.2.3. Effectively communicate financial information to the public
- 2.2.4. Compile and make available Board meeting records
- 2.2.5. Encourage awareness of public meetings
- 2.2.6. Promote and recognize volunteer and community accomplishments

## **Focus Area 3: Organizational Support**

The Township's ambitious vision and mission cannot be implemented without highly skilled, trained, and motivated people. Ensuring the highest degree of effectiveness and customer service at all levels is a high priority. In addition to providing facilities and resources to ensure a productive work environment, a culture of innovation and creative problem-solving must be maintained.

### **3.1. Provide education and training opportunities and a supportive working environment for Township staff**

- 3.1.1. Provide a working environment that promotes productivity and high morale
- 3.1.2. Encourage education and training opportunities and continuing professional development
- 3.1.3. Educate employees on the Township vision, mission, and services provided

### **3.2. Position the Township to attract and retain high quality employees**

- 3.2.1. Develop a progressive succession program that encourages internal promotion

# The Woodlands Township Strategic Plan



- 3.2.2. Maintain a formal staff evaluation program
- 3.2.3. Provide competitive benefit and compensation packages
- 3.2.4. Provide employee recognition events to recognize accomplishments and tenure

## **Focus Area 4: Government Representation**

As the recognized local government entity representing The Woodlands, The Township and its leadership need to be active participants in addressing regional issues and planning efforts. The Township also needs to be represented and visible at all legislative levels.

### **4.1. Participate in local and regional planning and advocacy efforts**

- 4.1.1. Identify participation opportunities
- 4.1.2. Prioritize and assign board and staff representation

### **4.2. Ensure that The Woodlands is represented and visible at governmental and legislative bodies**

- 4.2.1. Identify participation opportunities
- 4.2.2. Prioritize and assign board and staff representation

### **4.3. Maintain and expand local, regional, state, and federal partnerships with other governmental entities and stakeholders**

- 4.3.1. Assign staff to specific entities to build relationships
- 4.3.2. Coordinate representation to ensure maximum participation

## **Focus Area 5: Economic Development**

The Woodlands' viability as a community and ability to pay for services and amenities is based on a strong local economy. The Township supports efforts to attract and retain employers and quality businesses to create jobs and also to position The Woodlands as a premier destination for visitors and travelers to expand the local tax base.

### **5.1. Attract, retain and promote high quality businesses**

- 5.1.1. Proactively maintain contact with local and regional employers' issues and concerns
- 5.1.2. Maintain active involvement with other organizations, entities, and stakeholders to promote the local economy and secure economic

# The Woodlands Township Strategic Plan



development incentives (i.e., Chambers of Commerce, Economic Development Partnership, etc.)

## **5.2. Encourage expansion of employment and education opportunities in The Woodlands**

- 5.2.1. Support strategic infrastructure improvements
- 5.2.2. Explore and develop viable incentives to attract employment and education opportunities to The Woodlands
- 5.2.3. Act as a liaison between private organizations and local governmental entities to facilitate development incentives

## **5.3. Support events, venues and programs to bring visitors to The Woodlands**

- 5.3.1. Support convention and visitors bureau
- 5.3.2. Support public/private partnerships to increase visitors
- 5.3.3. Expand, support and create new cultural, sporting and entertainment venues
- 5.3.4. Expand collaborative efforts with other regional visitor attraction entities
- 5.3.5. Expand Hotel and Occupancy Tax revenues and tax base
- 5.3.6. Produce and sponsor high quality community events

## **5.4. Develop an integrated mobility system that is seamless within and surrounding the Township**

- 5.4.1. Explore funding sources and partnerships to maintain affordable transportation and transit options
- 5.4.2. Examine options to provide transportation to village and employment centers
- 5.4.3. Work with transportation agencies to identify potential road system improvements
- 5.4.4. Continue to enhance bicycle and pedestrian transportation
- 5.4.5. Expand accessibility within the Township



## **Focus Area 6: Governance Structure**

As The Woodlands' journey toward effective self-governance continues, viable options including their impacts must be explored and evaluated with the results communicated to the residents and business community for feedback.

### **6.1. Continue to explore governance alternatives and clearly quantify and communicate potential impacts**

- 6.1.1. Continue with research to identify the best alternatives for the governance structure
- 6.1.2. Perform a comprehensive impact analysis of viable options
- 6.1.3. Develop and implement a comprehensive communication, public input and education process to ensure understanding of governance issues, alternatives, and implications

### **6.2. Consider changes in the existing governance structure**

- 6.2.1. Identify options to streamline covenant administration review processes
- 6.2.2. Identify improvements to the Township's regulation making authority

### **6.3. Develop appropriate legislative strategies to deal with future governance structure issues**

## **Focus Area 7: Environmental Sustainability**

The community is committed to the stewardship of the environment as a critical element of its quality of life. The Township plays a key role in supporting and in some cases leading local and regional environmental preservation efforts.

### **7.1. Proactively address environmental and conservation issues**

- 7.1.1. Support efforts of the municipal utility districts, San Jacinto River Authority, and others to achieve superior water quality, conservation and reuse
- 7.1.2. Expand environmental education
- 7.1.3. Support conservation initiatives
- 7.1.4. Encourage and communicate the value of the creation and retention of natural forested areas on private property

### **7.2. Adopt policies and standards to encourage energy efficiency and use of renewable resources**

- 7.2.1. Investigate opportunities and communicate with homeowners and business

# The Woodlands Township Strategic Plan



- 7.2.2. Identify grant opportunities
- 7.2.3. Improve energy efficiency of the Township fleet and facilities
- 7.2.4. Explore options for development standards that promote conservation and environmental sustainability

## **7.3. Preserve and protect the natural forested areas of the community**

- 7.3.1. Maintain policies to protect native vegetation and wildlife habitats
- 7.3.2. Support reforestation and forest management planning
- 7.3.3. Enforce Covenants to ensure the proper maintenance and retention of green space and reserve areas

## **Focus Area 8: Fiscal Policy**

The Township must maintain a financial position to allow it to meet current and new needs in a cost effective and accountable manner while ensuring the maintenance of existing assets as the community ages.

### **8.1. Maintain sound fiscal policies and budgets that allow the Township to address evolving service needs and maintain community quality**

- 8.1.1. Plan for and identify funding for services and long term maintenance of public facilities and assets
- 8.1.2. Establish reserves for appropriate working capital, replacement of capital assets, and economic development opportunities
- 8.1.3. Explore budget philosophies that prioritize and align resource allocation to the Strategic Plan
- 8.1.4. Explore funding sources and opportunities
- 8.1.5. Maintain policies and programs regarding the collection of fees and taxes
- 8.1.6. Maintain a fiscally responsible management system to address funding requests from outside organizations and individuals
- 8.1.7. Maintain an effective long term debt management strategy
- 8.1.8. Conduct an annual audit of financial statements
- 8.1.9. Plan for future funding requirements as Developer phase-out occurs



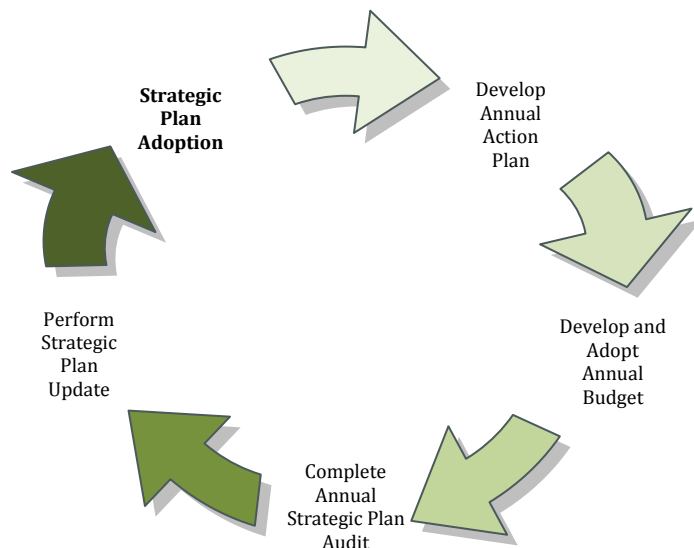
## Plan Implementation

The success of an organization is measured by the results of its decisions. An important tool for effective decision-making is the Strategic Plan. The Strategic Plan must remain current and relevant through regular review and updates. Based on the challenges and changes on the horizon for The Woodlands Township, using the Strategic Plan to remain on course and keeping the plan up-to-date are critical.

The Strategic Plan is integrated into the day-to-day organizational operations of the Township. The Board of Directors uses the plan to provide strategic direction, prioritize expenditures, and evaluate proposals. Township staff used the document to develop action plans and budget proposals.

Staff is also responsible for conducting an annual Strategic Plan Audit. This activity and subsequent document consists of identifying accomplishments and progress made as well as implementation challenges faced throughout the year. Plan Audits also include any new information or changes that should be considered by the Board of Directors during their Strategic Plan update process.

Prior to the annual budget process, the Board of Directors will update and adopt the Strategic Plan.



In addition to annually updating the Strategic Plan, the Vision and Mission that serve as the foundations need to be periodically assessed. As The Woodlands grows and matures and as new people enter the community, it is important to periodically check-in with the residents so that the governing body can be confident they are leading in the desired direction.

Through systematic and diligent implementation of the Strategic Plan, The Woodlands Township can help ensure that The Woodlands continues to be a highly desirable place for generations to live, work, learn, and play.

# BUDGET OVERVIEW

---



## *In This Section You Will Find:*

Consolidated Budget Overview .....	4-1
Consolidated Budget Summary .....	4-3
Where the Money Comes From by Revenue Type .....	4-4
Where the Money Goes by Expenditure Type .....	4-5
Department/Program Descriptions .....	4-6
Where the Money Goes By Department/Program .....	4-7
Fund Descriptions .....	4-8
Consolidated Budget Summary by Fund .....	4-9
Where the Money Comes from by Fund Type .....	4-10
Where the Money Goes by Fund Type .....	4-11
Consolidated Revenues, Expenditures, and Changes in Fund Balances .....	4-12
Fund Balance Summary .....	4-13
Summary of Operating Transfers .....	4-14



## The Woodlands Township

### Overview of Consolidated Operating Budget

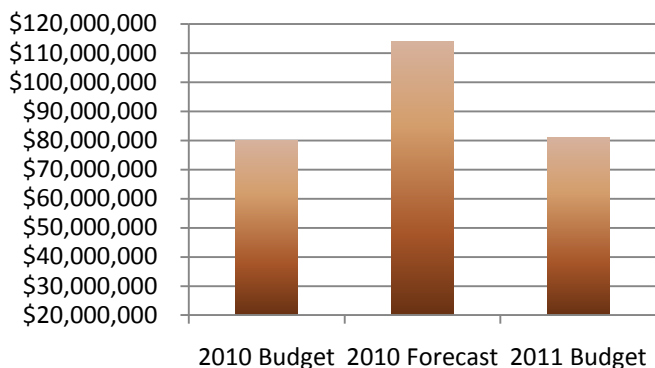
The Consolidated Operating Budget includes the combined operating revenues and expenditures of the General Fund, The Woodlands Fire Department, The Woodlands Convention & Visitors Bureau, the Capital Projects Fund, the Debt Service Fund, the Debt Service Reserve Fund, and the Special Revenue Fund (Economic Development Zone).

Revenue projections are based on a property tax rate of \$0.3274, a 3.5% increase in sales tax revenues over the 2010 Forecast, and a 4% increase in hotel occupancy tax revenues over the 2010 Forecast.

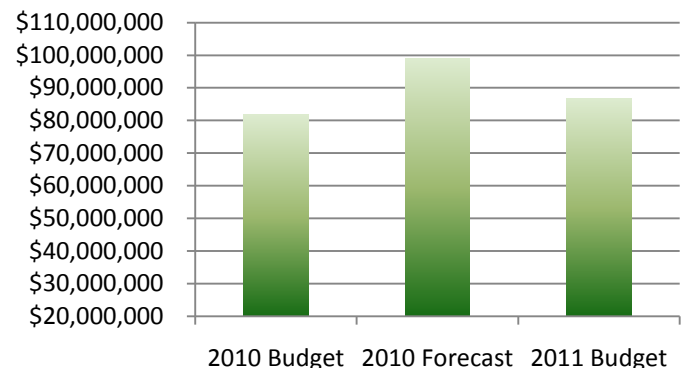
	2010 Budget	2010 Forecast	2011 Budget	\$ Inc/(Dec)	% Inc/(Dec)
TOTAL REVENUES	80,048,052	114,107,090	<b>80,973,895</b>	\$925,843	1.2%
TOTAL EXPENDITURES	81,890,498	99,039,013	<b>86,797,278</b>	4,906,780	6.0%
REVENUE OVER/(UNDER) EXPENDITURES (A)	(1,842,446)	15,068,077	<b>(5,823,383)</b>	(3,980,937)	-216.1%
BEGINNING FUND BALANCE	24,531,932	24,531,932	<b>39,600,009</b>	15,068,077	61.4%
ENDING FUND BALANCE	\$22,689,486	\$39,600,009	<b>\$33,776,626</b>	\$11,087,140	48.9%

(A) A portion of bond proceeds received in 2010 are being utilized to fund certain capital purchases in 2011.

#### TOTAL REVENUES



#### TOTAL EXPENDITURES



# The Woodlands Township

## Overview of Consolidated Operating Budget

	<u>2010 BUDGET</u>	<u>2011 BUDGET</u>	<u>INCREASE</u>
<b>REVENUES</b>	<b>80,048,052</b>	<b>80,973,895</b>	<b>\$925,843</b>
<b>Increase in Revenues is due primarily to:</b>			
* Property Tax revenue			\$1,685,396
* Sales Tax revenue			436,932
* Program revenue			215,580
* Hotel Occupancy Tax revenue			(24,677)
* Supplemental Hotel Tax revenue			500,000
* Event Admissions Tax revenue			75,000
* Grants and Contributions			(2,253,428)
* Administrative Fees			(185,000)
* Other, net			<u>476,040</u>
<b>Total Increase in Revenues</b>			<b><u>\$925,843</u></b>
Detailed analysis of increases and decreases in Revenues is provided in the <i>Revenue Sources</i> section.			

	<u>2010 BUDGET</u>	<u>2011 BUDGET</u>	<u>INCREASE</u>
<b>EXPENDITURES</b>	<b>\$81,890,498</b>	<b>\$86,797,278</b>	<b>\$4,906,780</b>
<b>Increase in Expenditures is due primarily to:</b>			
* Debt Service			(\$2,493,792)
* Capital Projects			4,215,389
* Parks and Recreation			648,549
* Fire Department			937,346
* Law Enforcement			254,043
* Other, net			<u>1,345,245</u>
<b>Total Increase in Expenditures</b>			<b><u>\$4,906,780</u></b>
Detailed analysis of increases and decreases in Expenditures is provided throughout this binder.			

**The Woodlands Township  
Consolidated Budget  
(in whole dollars)**

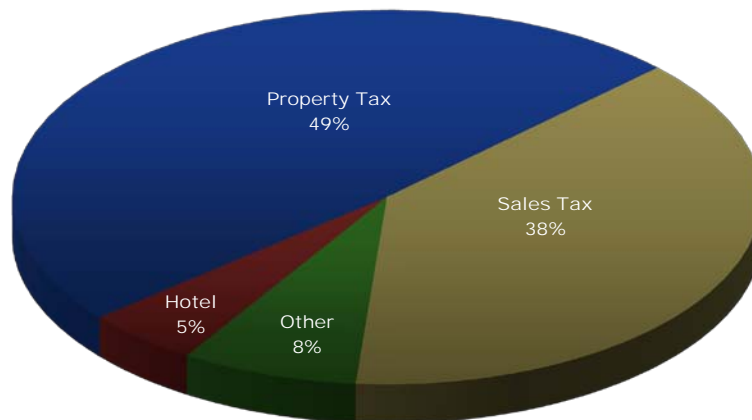
		2010 Budget to 2011 Budget				
		2010	2010	2011	\$	%
		Budget	Forecast	Budget	Inc/(Dec)	Inc/(Dec)
REVENUES						
Property Tax	\$	37,963,737	\$ 37,963,737	\$ 39,649,133	\$ 1,685,396	4.4%
Sales and Use Tax		30,718,730	30,142,102	31,155,662	436,932	1.4%
Hotel Occupancy Tax		3,525,896	3,366,557	3,501,219	(24,677)	-0.7%
Supplemental HOT		-	-	500,000	500,000	
Event Admissions Tax		-	-	75,000	75,000	
Program Revenues		3,167,720	3,076,127	3,383,300	215,580	6.8%
Administrative Fees		531,100	337,100	346,100	(185,000)	-34.8%
Grants and Contributions		2,447,828	2,447,828	194,400	(2,253,428)	-92.1%
Interest Income		1,115,914	1,109,114	1,116,416	502	0.0%
Other Income		577,127	579,027	1,052,665	475,538	82.4%
Bond Proceeds		-	35,085,498	-	-	
TOTAL REVENUES	\$	80,048,052	\$ 114,107,090	\$ 80,973,895	\$ 925,843	1.2%
OPERATING EXPENDITURES						
General Government		7,641,125	7,523,196	8,188,603	547,478	7.2%
Law Enforc/Neighborhood Svcs		9,831,872	9,734,893	10,085,915	254,043	2.6%
Parks and Recreation		11,626,275	11,876,668	12,274,824	648,549	5.6%
Community Services		11,552,434	11,381,183	12,088,787	536,353	4.6%
Community Relations		1,061,437	1,067,671	1,082,895	21,458	2.0%
Transportation		498,620	498,620	548,620	50,000	10.0%
Economic Development		436,300	336,300	381,300	(55,000)	-12.6%
Fire Department		14,336,291	14,568,569	15,273,637	937,346	6.5%
Convention & Visitors Bureau		2,445,737	2,434,737	2,559,837	114,100	4.7%
Transition/Governance		350,000	350,000	200,000	(150,000)	-42.9%
Regional Participation		976,353	931,314	968,566	(7,787)	-0.8%
Other Expenditures (Operating)		799,819	653,119	1,090,668	290,849	36.4%
OPERATING EXPENDITURES	\$	61,556,263	\$ 61,356,270	\$ 64,743,653	\$ 3,187,390	5.2%
OTHER EXPENDITURES						
Other Expenditures (EDZ)		2,073,100	2,073,100	2,070,893	(2,207)	-0.1%
Capital Outlay		3,570,078	6,565,078	9,260,600	5,690,522	159.4%
New Development Capital		4,400,633	3,507,079	2,925,500	(1,475,133)	-33.5%
Debt Service		10,290,424	25,063,228	7,796,632	(2,493,792)	-24.2%
Debt Issuance Costs		-	474,258	-	-	
OTHER EXPENDITURES	\$	20,334,235	\$ 37,682,743	\$ 22,053,625	\$ 1,719,390	8.5%
TOTAL EXPENDITURES	\$	81,890,498	\$ 99,039,013	\$ 86,797,278	\$ 4,906,780	6.0%
REVENUE OVER/(UNDER) EXPENDITURES		(1,842,446)	15,068,077	(5,823,383)	(3,980,937)	-216.1%
BEGINNING FUND BALANCE		24,531,932	24,531,932	39,600,009	15,068,077	61.4%
ENDING FUND BALANCE	\$	22,689,486	\$ 39,600,009	\$ 33,776,626	\$ 11,087,140	48.9%



## WHERE THE MONEY COMES FROM BY REVENUE TYPE

Revenue	2010 Budget	2010 Forecast	2011 Budget	2010 Budget to 2011 Budget	
				\$ Change	% Change
Property Tax	\$ 37,963,737	\$ 37,963,737	\$ 39,649,133	\$ 1,685,396	4.4%
Sales and Use Tax	30,718,730	30,142,102	31,155,662	436,932	1.4%
Hotel Occupancy Tax	3,525,896	3,366,557	3,501,219	(24,677)	-0.7%
Supplemental Hotel Occupancy Tax			500,000	500,000	-
Events Admission Tax			75,000	75,000	-
Program Revenues	3,167,720	3,076,127	3,383,300	215,580	6.8%
Administrative Fees	531,100	337,100	346,100	(185,000)	-34.8%
Grants and Contributions	2,447,828	2,447,828	194,400	(2,253,428)	-92.1%
Interest Income	1,115,914	1,109,114	1,116,416	502	0.0%
Other Income	577,127	579,027	1,052,665	475,538	82.4%
Bond Proceeds	-	35,085,498	-	-	-
<b>Total Revenue</b>	<b>\$ 80,048,052</b>	<b>\$ 114,107,090</b>	<b>\$ 80,973,895</b>	<b>\$ 925,843</b>	<b>1.2%</b>

## 2011 BUDGET % of TOTAL REVENUE

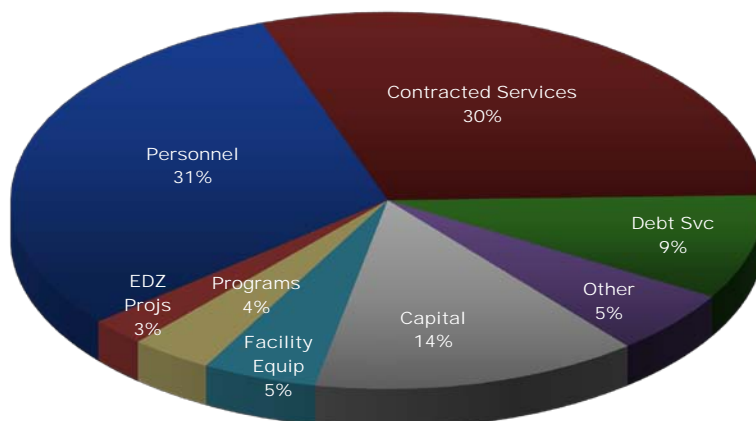




## WHERE THE MONEY GOES BY EXPENDITURE TYPE

Expenditure	2010 Budget	2010 Forecast	2011 Budget	2010 Budget to 2011 Budget	
				\$ Change	% Change
Salaries and Benefits	\$ 25,271,372	\$ 25,539,064	\$ 26,649,773	\$ 1,378,401	5.5%
Board/Staff Development	621,350	591,550	607,225	(14,125)	-2.3%
Facility Expense	2,748,490	2,710,598	3,114,838	366,348	13.3%
Equipment Expense	1,138,272	1,121,250	1,143,330	5,058	0.4%
Contracted Services	24,351,146	24,579,114	26,012,597	1,661,451	6.8%
Maintenance Expense	559,116	521,116	520,100	(39,016)	-7.0%
Program Expense	3,159,600	2,958,900	3,047,450	(112,150)	-3.5%
Public Relations	381,900	368,900	376,900	(5,000)	-1.3%
Administrative Expense	1,998,664	1,684,464	2,102,873	104,209	5.2%
Capital Outlay	7,970,711	10,072,157	12,186,100	4,215,389	52.9%
Debt Service	10,290,424	25,063,228	7,796,632	(2,493,792)	-24.2%
Debt Issuance Costs	-	474,258	-	-	-
Transition/Governance	350,000	350,000	200,000	(150,000)	-42.9%
Regional Participation (RPA)	976,353	931,314	968,566	(7,787)	-0.8%
EDZ Projects	2,073,100	2,073,100	2,070,893	(2,207)	-0.1%
<b>Total Expenditures</b>	<b>\$ 81,890,498</b>	<b>\$ 99,039,013</b>	<b>\$ 86,797,278</b>	<b>\$ 4,906,780</b>	<b>6.0%</b>

### 2011 BUDGET % of TOTAL EXPENDITURES



## DEPARTMENT / PROGRAM DESCRIPTIONS

### **General Government**

Includes Board of Directors, President's Office, Legislative/Governmental Affairs, Human Resources, Finance, Information Technology, Records/Property Data Management, and Non-Departmental expenditures.

### **Law Enforcement / Neighborhood Services**

Includes service agreements with local law enforcement agencies, mounted patrol, private security, Neighborhood Services, Ambassador program, and department administration.

### **Parks and Recreation**

Includes the divisions of Administration/Planning, Park and Pathway Operations, Waterway Operations, Aquatics, and Recreation.

### **Community Services**

Includes Covenant Administration, Environmental Services, Streetscape Maintenance, Street Lighting, Solid Waste Services, and Recreational Vehicle Storage.

### **Community Relations / CVB Staff Services**

Includes Community Relations department and staffing for CVB.

### **Transportation**

Includes funding for the trolleys and consultant fees to conduct transportation-related studies if needed.

### **Economic Development**

Includes funding for local and regional economic development entities, as well as funding for consultant or other expenditures recommended by specific Board Committees.

### **The Woodlands Fire Department**

Includes the administration and operations of eight stations providing fire, EMS and emergency rescue services and an Emergency Training Center.

### **The Woodlands Convention & Visitors Bureau**

Includes operations and programming for the CVB.

### **Transition/Governance**

Includes expenses in 2009/2010 for completing the transition of the Community Associations to The Woodlands Township. Governance includes expenses for consulting, communications, resident participation and other items related to determination of future governance.

### **Regional Participation**

Payments to the Cities of Houston and Conroe for a defined portion of sales tax revenues.

### **Other Expenditures**

Includes funding requests from outside organizations, funding for the Village Associations, Carlton Woods Associations' service fees, a reserve for uncollectible property taxes, and a contingency reserve.

### **Capital Outlay/Reserves**

Includes capital asset acquisitions for the fire department, law enforcement vehicles, parks and recreation, information technology, and office furniture/equipment. Funding for capital reserves is also included.

### **Debt Service**

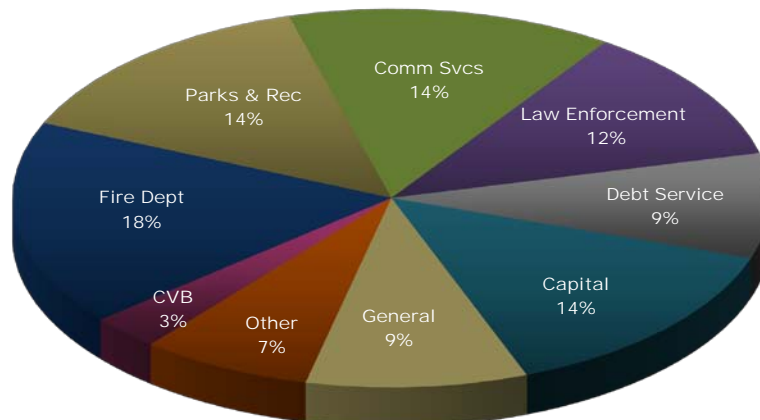
Includes principal and interest payments on debt obligations.



## WHERE THE MONEY GOES BY DEPARTMENT/PROGRAM

Department	2010 Budget	2010 Forecast	2011 Budget	2010 Budget to 2011 Budget	
				\$ Change	% Change
General Government	\$ 7,641,125	\$ 7,523,196	\$ 8,188,603	\$ 547,478	7.2%
Law Enforc/Neighborhood Svcs	9,831,872	9,734,893	10,085,915	254,043	2.6%
Parks and Recreation	11,626,275	11,876,668	12,274,824	648,549	5.6%
Community Services	11,552,434	11,381,183	12,088,787	536,353	4.6%
Community Relations	1,061,437	1,067,671	1,082,895	21,458	2.0%
Transportation	498,620	498,620	548,620	50,000	10.0%
Economic Development	436,300	336,300	381,300	(55,000)	-12.6%
The Woodlands Fire Dept	14,336,291	14,568,569	15,273,637	937,346	6.5%
Convention & Visitors Bureau	2,445,737	2,434,737	2,559,837	114,100	4.7%
Transition/Governance	350,000	350,000	200,000	(150,000)	-42.9%
Regional Participation	976,353	931,314	968,566	(7,787)	-0.8%
Other Expenditures	2,872,919	2,726,219	3,161,561	288,642	10.0%
Capital Outlay/Reserves	7,970,711	10,072,157	12,186,100	4,215,389	52.9%
Debt Service	10,290,424	25,063,228	7,796,632	(2,493,792)	-24.2%
Debt Issuance Costs	-	474,258	-	-	
<b>Total Expenditures</b>	<b>\$ 81,890,498</b>	<b>\$ 99,039,013</b>	<b>\$ 86,797,278</b>	<b>\$ 4,906,780</b>	<b>6.0%</b>

### 2011 BUDGET % of TOTAL EXPENDITURES





## FUND DESCRIPTIONS

### General Fund

The General Fund is The Woodlands Township's primary operating fund. It accounts for all financial resources of the Township, except those required to be accounted for in another fund.

### Debt Service Fund

The Debt Service Fund accounts for the resources accumulated and payments made for principal and interest on the bonded and non-bonded debt of the Township. Hotel occupancy tax revenues of 7% and up to one-half of 1% of general sales tax collected by the Township is pledged for the payment of debt service.

### Debt Service Reserve Fund

The Debt Service Reserve Fund accounts for the resources accumulated and payments made for general long-term bonded debt principal and interest in the event that the Debt Service Fund does not have adequate resources to make the required payments. This fund maintains a minimum required balance as established at the time of the bond issuance. As interest is earned in this account, it is transferred to the Debt Service Fund.

### Capital Projects Fund

The Capital Projects Fund accounts for the resources accumulated and payments made for the acquisition or construction of capital projects. Resources are derived from General Fund allocations or debt proceeds. Monies reserved for future repair or replacement of capital assets are also accounted for in this fund.

### Special Revenue Fund

The Special Revenue Fund accounts for 1% of sales tax proceeds collected within a specific geographic area of The Woodlands Township defined as The Woodlands Township Economic Development Zone. These resources are dedicated to the payment of projects approved and funded by the Zone to promote economic activity throughout the Township. Sales tax proceeds collected in excess of those required to be allocated to the approved Zone projects are transferred to The Woodlands Fire Department for payment of the department's operations.

### The Woodlands Fire Department

This fund accounts for the resources accumulated and payments made for the operations of The Woodlands Fire Department, a 501(c)(3) not-for-profit organization providing fire, EMS and emergency response services to The Woodlands Township. Funding sources include transfers from the Special Revenue Fund, miscellaneous contracts for services, and transfers from the General Fund if adequate monies are not available from the other sources to fully cover expenditures.

### The Woodlands Convention & Visitors Bureau

This fund accounts for the resources accumulated and payments made for the operating costs of The Woodlands Convention & Visitors Bureau, a 501(c)(6) non-profit organization which implements marketing programs and produces events to attract visitors and stimulate economic development and growth in the area. Funding sources include transfers from the General Fund and event sponsorships / sales.

**The Woodlands Township  
Consolidated Budget Summary by Fund  
(FY 2011)**

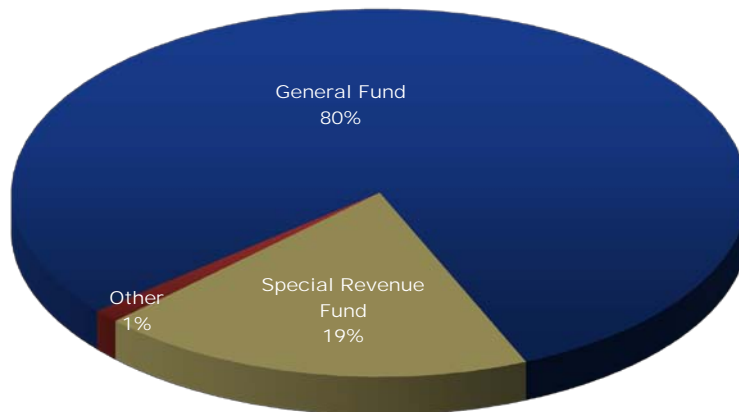
	General Fund		Debt Service Fund		Debt Service Reserve Fund		Capital Projects Fund		Special Revenue Fund		The Woodlands Fire Dept		The Woodlands CVB		Total	
	Fund		Fund		Fund		Fund		Fund		Fire Dept		CVB			
<b>REVENUES</b>																
Property Tax	\$ 39,649,133	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,649,133	
Sales and Use Tax	15,596,344	-	-	-	-	-	-	-	15,559,318	-	-	-	-	-	31,155,662	
Hotel Occupancy Tax	3,501,219	-	-	-	-	-	-	-	-	-	-	-	-	-	3,501,219	
Supplemental HOT	500,000	-	-	-	-	-	-	-	-	-	-	-	-	-	500,000	
Event Admissions Tax	75,000	-	-	-	-	-	-	-	-	-	-	-	-	-	75,000	
Program Revenues	2,973,300	-	-	-	-	-	-	-	-	-	-	-	410,000	-	3,383,300	
Administrative Fees	346,100	-	-	-	-	-	-	-	-	-	-	-	-	-	346,100	
Grants and Contributions	194,400	-	-	-	-	-	-	-	-	-	-	-	-	-	194,400	
Interest Income	965,662	26,000	26,000	124,754	124,754	-	-	-	-	-	-	-	-	-	1,116,416	
Other Income	671,340	-	-	-	-	-	-	-	-	-	381,325	-	-	-	1,052,665	
Bond Proceeds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>TOTAL REVENUES</b>	<b>\$ 64,472,498</b>	<b>\$ 26,000</b>	<b>\$ 26,000</b>	<b>\$ 124,754</b>	<b>\$ 124,754</b>	<b>\$ -</b>	<b>\$ 15,559,318</b>	<b>\$ 381,325</b>	<b>\$ 410,000</b>	<b>\$ 80,973,895</b>						
<b>EXPENDITURES</b>																
General Government	8,188,603	-	-	-	-	-	-	-	-	-	-	-	-	-	8,188,603	
Law Enforc/Neighborhood Svcs	10,085,915	-	-	-	-	-	-	-	-	-	-	-	-	-	10,085,915	
Parks and Recreation	12,274,824	-	-	-	-	-	-	-	-	-	-	-	-	-	12,274,824	
Community Services	12,088,787	-	-	-	-	-	-	-	-	-	-	-	-	-	12,088,787	
Community Relations	1,082,895	-	-	-	-	-	-	-	-	-	-	-	-	-	1,082,895	
Transportation	548,620	-	-	-	-	-	-	-	-	-	-	-	-	-	548,620	
Economic Development	381,300	-	-	-	-	-	-	-	-	-	-	-	-	-	381,300	
Transition/Governance	200,000	-	-	-	-	-	-	-	-	-	-	-	-	-	200,000	
Regional Participation	968,566	-	-	-	-	-	-	-	-	-	-	-	-	-	968,566	
Other Expenditures	1,090,668	-	-	-	-	-	-	-	2,070,893	-	-	-	-	-	3,161,561	
Fire Department	-	-	-	-	-	-	-	-	-	-	15,273,637	-	-	-	15,273,637	
Convention & Visitors Bureau	-	-	-	-	-	-	-	-	-	-	-	-	2,559,837	-	2,559,837	
Capital Outlay	-	-	-	-	-	-	9,260,600	-	-	-	-	-	-	-	9,260,600	
New Development Capital	-	-	-	-	-	-	2,925,500	-	-	-	-	-	-	-	2,925,500	
Debt Service	-	7,796,632	7,796,632	-	-	-	-	-	-	-	-	-	-	-	7,796,632	
<b>TOTAL EXPENDITURES</b>	<b>\$ 46,910,179</b>	<b>\$ 7,796,632</b>	<b>\$ (7,770,632)</b>	<b>\$ 124,754</b>	<b>\$ (124,754)</b>	<b>\$ 12,186,100</b>	<b>\$ 2,070,893</b>	<b>\$ 15,273,637</b>	<b>\$ 2,559,837</b>	<b>\$ 86,797,278</b>						
REV OVER/(UNDER) EXP (before transfers)	17,562,319					(12,186,100)	13,488,425	(14,892,312)	(2,149,837)	(5,823,383)						
NET TRANSFERS IN/(OUT)	(23,589,212)					11,885,695	(13,385,264)	14,892,312	2,399,837	-						
REV OVER/(UNDER) EXP (after transfers)	(6,026,893)					(300,405)	103,161	-	250,000	(5,823,383)						
BEGINNING FUND BALANCE	29,584,233					11,146,242	(6,665,722)	-	-	39,600,009						
ENDING FUND BALANCE	\$ 23,557,340					\$ 10,845,837	\$ (6,562,561)	\$ -	\$ 250,000	\$ 33,776,626						



## WHERE THE MONEY COMES FROM BY FUND TYPE

Fund Type	2010 Budget	2010 Forecast	2011 Budget	2010 Budget to 2011 Budget	
				\$ Change	% Change
General Fund	\$ 63,777,022	\$ 62,823,515	\$ 64,472,498	\$ 695,476	1.1%
Debt Service Fund	2,851,822	20,643,359	26,000	(2,825,822)	-99.1%
Debt Service Reserve Fund	124,754	123,954	124,754	-	0.0%
Capital Projects Fund	-	17,287,961	-	-	
Special Revenue Fund (SRF)	15,213,670	15,145,617	15,559,318	345,648	2.3%
The Woodlands Fire Dept (WFD)	(2,319,216)	(2,317,316)	381,325	2,700,541	-116.4%
Convention & Visitors Bureau	400,000	400,000	410,000	10,000	2.5%
<b>Total Revenue</b>	<b>\$ 80,048,052</b>	<b>\$ 114,107,090</b>	<b>\$ 80,973,895</b>	<b>\$ 925,843</b>	<b>1.2%</b>

### 2011 BUDGET % of TOTAL REVENUE

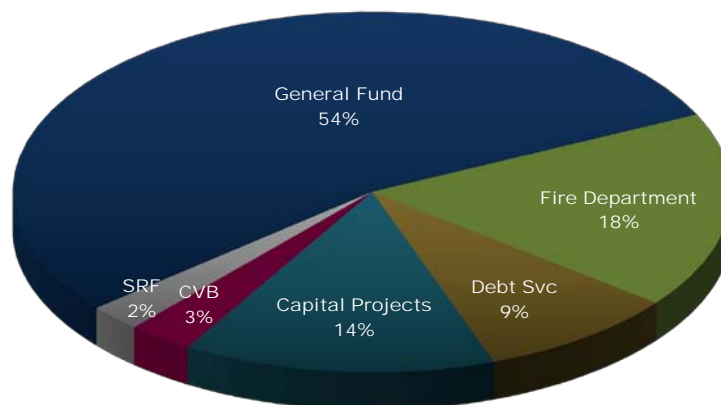




## WHERE THE MONEY GOES BY FUND TYPE

Fund Type	2010 Budget	2010 Forecast	2011 Budget	2010 Budget to 2011 Budget	
				\$ Change	% Change
General Fund	\$ 44,774,235	\$ 44,352,964	\$ 46,910,179	\$ 2,135,944	4.8%
Debt Service Fund	10,290,424	25,324,751	7,796,632	(2,493,792)	-24.2%
Debt Service Reserve Fund	-	-	-	-	
Capital Projects Fund	7,970,711	10,284,892	12,186,100	4,215,389	52.9%
Special Revenue Fund (SRF)	2,073,100	2,073,100	2,070,893	(2,207)	-0.1%
The Woodlands Fire Dept (WFD)	14,336,291	14,568,569	15,273,637	937,346	6.5%
Convention & Visitors Bureau	2,445,737	2,434,737	2,559,837	114,100	4.7%
<b>Total Expenditures</b>	<b>\$ 81,890,498</b>	<b>\$ 99,039,013</b>	<b>\$ 86,797,278</b>	<b>\$ 4,906,780</b>	<b>6.0%</b>

## 2011 BUDGET % of TOTAL EXPENDITURES



**The Woodlands Township**  
**Consolidated Revenues, Expenditures, and Changes in Fund Balance**  
(in whole dollars)

	Estimated Fund Balance 12/31/2010	Revenues FY 2011	Expenditures FY 2011	Net Transfers FY 2011	Estimated Fund Balance 12/31/2011	% Change in Fund Balance
General Fund	\$ 29,584,233	\$ 64,472,498	\$ 46,910,179	\$ (23,589,212)	\$ 23,557,340	-20%
Debt Service Fund	2,919,953	26,000	7,796,632	7,921,386	3,070,707	5%
Debt Service Reserve Fund	2,615,303	124,754	-	(124,754)	2,615,303	0%
Capital Projects Fund	11,146,242	-	12,186,100	11,885,695	10,845,837	-3%
Special Revenue Fund	(6,665,722)	15,559,318	2,070,893	(13,385,264)	(6,562,561)	2%
The Woodlands Fire Department	-	381,325	15,273,637	14,892,312	-	0%
Convention & Visitors Bureau	-	410,000	2,559,837	2,399,837	250,000	0%
	<b>\$ 39,600,009</b>	<b>\$ 80,973,895</b>	<b>\$ 86,797,278</b>	<b>\$ -</b>	<b>\$ 33,776,626</b>	<b>-15%</b>

**CHANGES IN FUND BALANCE:**

**General Fund**

Favorable budget variances in the General Fund annual operating budget will be designated at year end to fund 1) an operating reserve up to 20% of consolidated revenues 2) a capital replacement reserve and 3) an economic development reserve to fund future projects.

**Debt Service Fund**

The increase in the Debt Service Fund balance relates to unspent interest income. This amount will accumulate and offset any fluctuations or shortfall in pledged revenues (hotel occupancy tax and sales tax) during an economic downturn.

**Debt Service Reserve Fund**

In accordance with the Township's bond covenants, this fund must maintain a reserve equal to ½ of the maximum annual debt service for the Series 2001 and 2009 revenue bonds. All interest earned on these funds are transferred to the Debt Service Fund.

**Capital Projects Fund**

The net decrease in the Capital Projects Fund balances relates to carryovers(-) and establishing capital reserves (+). Expenditures of \$12.1 million in 2011 are funded by \$6.8 million in carryovers and \$5.3 million in general fund transfers. Reserve contributions in 2011 total \$6.5 million. The net effect of these items is a projected \$300,405 decrease in the fund balance. The projected ending fund balance of \$10.8 million consists of capital reserves of \$7.7 million and a carryover of bond proceeds of \$3.1 million.

**Special Revenue Fund (The Woodlands Economic Development Zone)**

The deficit in the Special Revenue Fund will improve by \$103,161 in FY 2011. This deficit represents the combined principal balance of the reimbursement notes between the EDZ and the Township's General Fund for the construction of Town Green Park (projected principal balance of \$4,009,210) and Waterway Square (projected principal balance of \$2,553,351). In accordance with each project's approved financing plan, total priority payments of \$550,000 from the Zone include interest of \$446,839 and principal payments of \$103,161 which will reduce the overall principal balance due to the Township's General Fund.

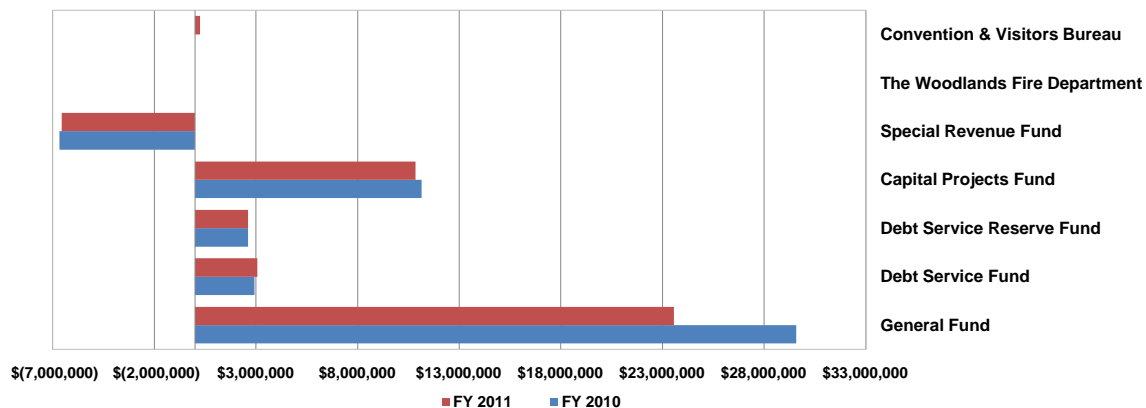
**The Woodlands Fire Department**

There is no change in the Woodlands Fire Department's fund balance as only the amount required to fund operations is transferred to the fund.

**The Woodlands Convention & Visitors Bureau**

In 2011, an additional 1% hotel occupancy tax will be levied and used to help fund CVB activities. This tax is anticipated to generate \$500,000 in annual revenue, of which \$250,000 will be used to fund water taxi operations and refurbishment of boats. The remaining \$250,000 will stay in the CVB fund to pay future water taxi expenses.

**Fund Balance Comparison**





**The Woodlands Township  
Fund Balance Summary  
(in whole dollars)**

	General Fund	Debt Service Fund	Debt Service Reserve Fund	Capital Projects Fund	Special Revenue Fund	The Woodlands Fire Dept	The Woodlands CVB	Total
<b>UNDESIGNATED</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
<b>LONG-TERM RECEIVABLES</b>	6,562,561 <b>F</b>	-	-	-	-	-	-	6,562,561
<b>DESIGNATED FOR:</b>								
EDZ Projects	-	-	-	-	(6,562,561)	-	-	(6,562,561)
Debt Service	-	3,070,707	2,615,303	-	-	-	-	5,686,010
Capital Projects	-	-	-	-	-	-	-	-
Capital Reserves	-	-	-	9,095,428 <b>D</b>	-	-	-	9,095,428
Health Insurance Reserve	800,000 <b>H</b>	-	-	-	-	-	-	-
Operating Reserves	16,194,779 <b>A</b>	-	-	-	-	-	-	16,194,779
Economic Development	-	-	-	1,750,409 <b>E</b>	-	-	-	1,750,409
<b>ENDING FUND BALANCE</b>	<b>\$ 23,557,340</b>	<b>\$ 3,070,707</b>	<b>\$ 2,615,303</b>	<b>\$ 10,845,837</b>	<b>\$ (6,562,561)</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 33,776,626</b>

**A OPERATING RESERVES:**

Consolidated Revenues	\$ 80,973,895
Min. Reserve % (2.4 months)	20.00%
Minimum Operating Reserve	16,194,779
Projected Operating Reserve	16,194,779
Projected Reserve %	20.00%

**B** Accumulated surplus from prior year hotel occupancy tax and sales tax.

**C** Debt service reserve funded by 2001 and 2009 bond proceeds (equal to 1/2 of maximum annual debt service per bond covenants).

**D** Includes bond proceeds designated for 2012 capital purchases (\$3.1 million) and reserves for future capital acquisitions (\$6.0 million).

**E** Funds reserved for future economic development projects.

**F** Interfund liability and receivable related to the construction of Town Green Park and Waterway Square. SRF to repay GF over a period of 30 years per Board approved financing plans for each project.

**G** Funds reserved for water taxi operations.

**H** Funds reserved for health insurance claims in excess of those covered by premiums; proposed that The Township transition to self-funded health insurance beginning in 2011 to lower overall cost.

**The Woodlands Township**  
**Summary of Operating Transfers**  
**January 1, 2011 - December 31, 2011**

Operating Transfers	General Fund	Debt Service Fund	Debt Service Reserve Fund	Capital Projects Fund	Special Revenue Fund	The Woodlands Fire Dept	The Woodlands CVB	Total
Sales Tax	\$ 13,385,264 <b>A</b>	\$ -	\$ -	\$ -	\$ (13,385,264) <b>A</b>	\$ -	\$ -	\$ -
Hotel Occupancy Tax	(3,501,219) <b>B</b>	3,501,219	-	-	-	-	-	-
Capital Reserves	(6,550,095) <b>C</b>	-	-	6,550,095	-	-	-	-
Capital Projects	(5,335,600) <b>D</b>	-	-	5,335,600	-	-	-	-
Fire Department	(14,892,312) <b>E</b>	-	-	-	-	14,892,312 <b>E</b>	-	-
Convention & Visitors Bureau	(2,399,837) <b>F</b>	-	-	-	-	-	2,399,837 <b>F</b>	-
Debt Service	(4,295,413) <b>G</b>	4,295,413 <b>G</b>	-	-	-	-	-	-
Other Operating Transfers	-	124,754 <b>H</b>	(124,754) <b>H</b>	-	-	-	-	-
<b>Total Transfers In/(Out)</b>	<b>\$ (23,589,212)</b>	<b>\$ 7,921,386</b>	<b>\$ (124,754)</b>	<b>\$ 11,885,695</b>	<b>\$ (13,385,264)</b>	<b>\$ 14,892,312</b>	<b>\$ 2,399,837</b>	<b>\$ -</b>

	Transfers In	Transfers Out
<b>A</b>	\$13,385,264	(\$13,385,264)
<b>B</b>	3,501,219	(3,501,219)
<b>C</b>	6,550,095	(6,550,095)
<b>D</b>	5,335,600	(5,335,600)
<b>E</b>	14,892,312	(14,892,312)
<b>F</b>	2,399,837	(2,399,837)
<b>G</b>	4,295,413	(4,295,413)
<b>H</b>	124,754	(124,754)
<b>TOTAL</b>	<b>\$50,484,494</b>	<b>(50,484,494)</b>

Sales tax collected in Economic Development Zone for Fire Department operations and debt service transferred to General Fund.

Hotel occupancy tax transferred to Debt Service Fund for payment of debt obligations on Convention Center and RPA bonds.

General Fund monies transferred to Capital Projects Fund for reserves for future capital repairs and replacements.

General Fund monies transferred to Capital Projects Fund for payment of capital project expenditures.

General Fund monies transferred to The Woodlands Fire Department for payment of expenditures.

General Fund monies transferred to The Woodlands Convention & Visitors Bureau for payment of expenditures.

General Fund monies transferred to Debt Service Fund for payment of debt obligations other than those funded by hotel tax.

Interest earned on balance in Debt Service Reserve Fund transferred to Debt Service Fund.

# REVENUE SOURCES

---

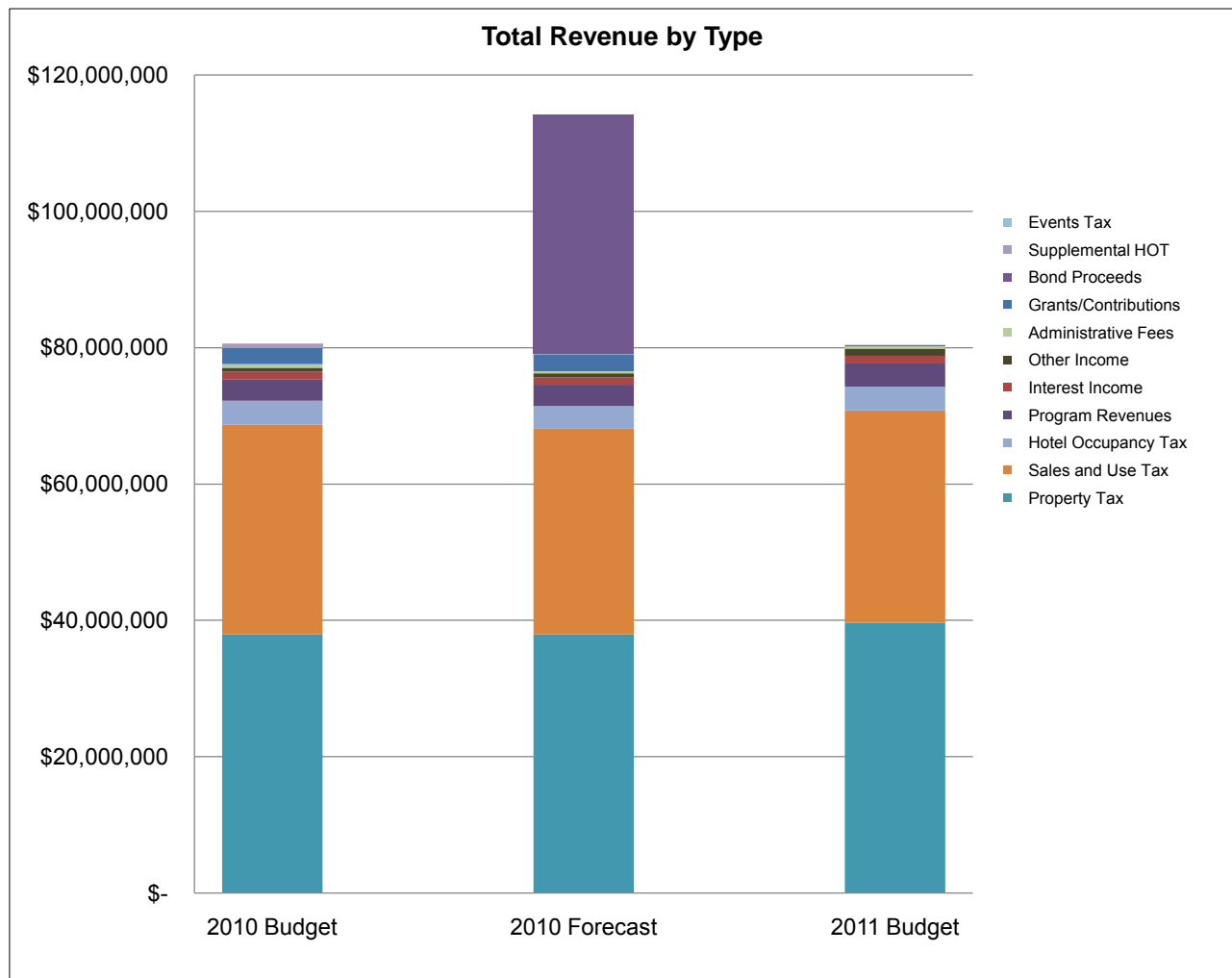


## *In This Section You Will Find:*

Consolidated Sources of Funds .....	5-1
Property Tax .....	5-3
Property Tax Summary .....	5-4
Operating Budget Sources and Uses .....	5-6
Adopted Tax Rate .....	5-7
Sales and Use Tax .....	5-11
Hotel Occupancy Tax .....	5-13
Program Revenues - Overview .....	5-15
Program Revenues - Recreation .....	5-16
Program Revenues - Pools .....	5-17
Program Revenues - Convention & Visitors Bureau .....	5-18
Administrative Fees .....	5-19
Other Revenues - Grants, Interest, Other, Transfers .....	5-20

**The Woodlands Township  
Consolidated Sources of Funds  
(in whole dollars)**

	<u>2010 Budget</u>	<u>2010 Forecast</u>	<u>2011 Budget</u>	<u>2010 Budget to 2011 Budget</u>	
				<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
REVENUES					
Property Tax	\$37,963,737	\$37,963,737	\$39,649,133	\$1,685,396	4.4%
Sales and Use Tax	30,718,730	30,142,102	31,155,662	436,932	1.4%
Hotel Occupancy Tax	3,525,896	3,366,557	3,501,219	(24,677)	-0.7%
Supplemental HOT	-	-	500,000	500,000	
Events Tax	-	-	75,000	75,000	
Program Revenues	3,167,720	3,076,127	3,383,300	215,580	6.8%
Interest Income	1,115,914	1,109,114	1,116,416	502	0.0%
Other Income	577,127	579,027	1,052,665	475,538	82.4%
Administrative Fees	531,100	337,100	346,100	(185,000)	-34.8%
Grants/Contributions	2,447,828	2,447,828	194,400	(2,253,428)	-92.1%
Bond Proceeds	-	35,085,498	-	-	
TOTAL REVENUES	\$80,048,052	\$114,107,090	\$80,973,895	\$925,843	1.2%



# REVENUE SOURCES



## PROPERTY TAX

On January 1, 2010, the services previously provided by the Community Associations of The Woodlands pursuant to the Covenants and Mutual Benefit Agreement transitioned to The Woodlands Township. These services are funded through an ad valorem property tax levied by the Township and are supplemented by sales tax and other revenues.

### Taxable Values and Adjustments

Taxable values were derived from the preliminary tax rolls provided by Montgomery and Harris Counties in May 2010. Upon receipt of the certified tax rolls in late July, the Township's taxable values were updated accordingly. Values include land, improvements, and personal property of approximately \$12.9 billion for Township properties located in Montgomery County and \$408 million for Township properties located in Harris County, for a total of \$13.4 billion.

Taxable values are lowered by approximately \$1.3 billion to a net total of \$12.1 billion due to the following adjustments:

- Exempt properties
- 10% homestead appraisal cap
- Productivity losses from timber and agricultural properties
- State mandated disabled veteran exemptions
- Freeport exemptions for tangible personal property and inventories
- Real and personal property tax abatements
- 65 and over/disabled exemption

### Adopted Tax Rate

The Township's adopted property tax rate for FY 2011 (2010 tax year) is \$0.3274 per \$100 assessed valuation, which is lower than last year's rate by \$0.0006. Based on the preliminary adjusted tax base of approximately \$12.1 billion, one cent will generate \$1,211,030 in tax revenue.

### Property Tax Revenue

Property tax revenue for FY 2011 (2010 tax year) is projected to be \$39.6 million, which equals 49% of total revenue sources. The following page includes a Property Tax Summary which reflects tax roll estimates and tax levy calculations.

### Tax Administration and Collection

The Township has contracted with the Montgomery County Tax Assessor/Collector to administer and collect the property tax including mailing tax statements and notices, processing payments, pursuing collection of delinquent accounts, and facilitating taxpayer inquiries. The Township and Montgomery County Tax Assessor/Collector work closely with the Montgomery County Appraisal District and Harris County Appraisal District to ensure tax rolls accurately reflect the Township's property tax base.

Property Tax Calendar	
May 2010	Preliminary tax rolls received
July 2010	Certified tax rolls received
August 2010	Adopt budget and set tax rate
October 2010	Tax statements are mailed
January 2011	Tax payments are due

# PROPERTY TAX SUMMARY

---

## TAXABLE VALUES

Taxable Value before Exemptions & Abatements:	
Land	\$ 2,495,337,296
Improvements	10,148,952,468
Personal Property	<u>775,293,326</u>
	13,419,583,090
Less Homestead Cap/Adjustments	(142,777,151)
Less Exempt Property	(599,718,061)
Less Productivity Loss	(17,135,730)
Less Exemptions:	
65 and Over	(114,300,000)
Veterans	(12,961,670)
Freeport	(37,224,110)
Auto/Other	<u>(85,656,442)</u>
Total Exemptions	(250,142,222)
Less Abatements	(113,140,310)
Less Property under Protest/Refunds (1.5% of total valuation)	(186,366,433)
	<hr/>
Estimated Taxable Value	<u><u>\$ 12,110,303,183</u></u>

---

## ESTIMATED TAX LEVY

Tax Rate per \$100	\$ 0.3274 (1)
Tax Revenue Generated by \$.01	<u>1,211,030 (2)</u>
Tax Levy	\$ 39,649,134 (1) x (2) x 100
Less Allowance for Uncollectible Taxes (.75%)	<u>(297,368)</u>
Estimated 2010/2011 Property Tax Revenue	<u><u>\$ 39,351,766</u></u>

---

## AVG HOUSEHOLD TAX LEVY

Avg Taxable Household Value	\$ 300,000
Tax Rate	<u>0.3274 / \$100</u>
Avg Tax Levy	\$ 982

Taxable values were provided by the Montgomery County Tax Assessor/Collector Office and include taxable personal and real property located within the Township's boundaries.

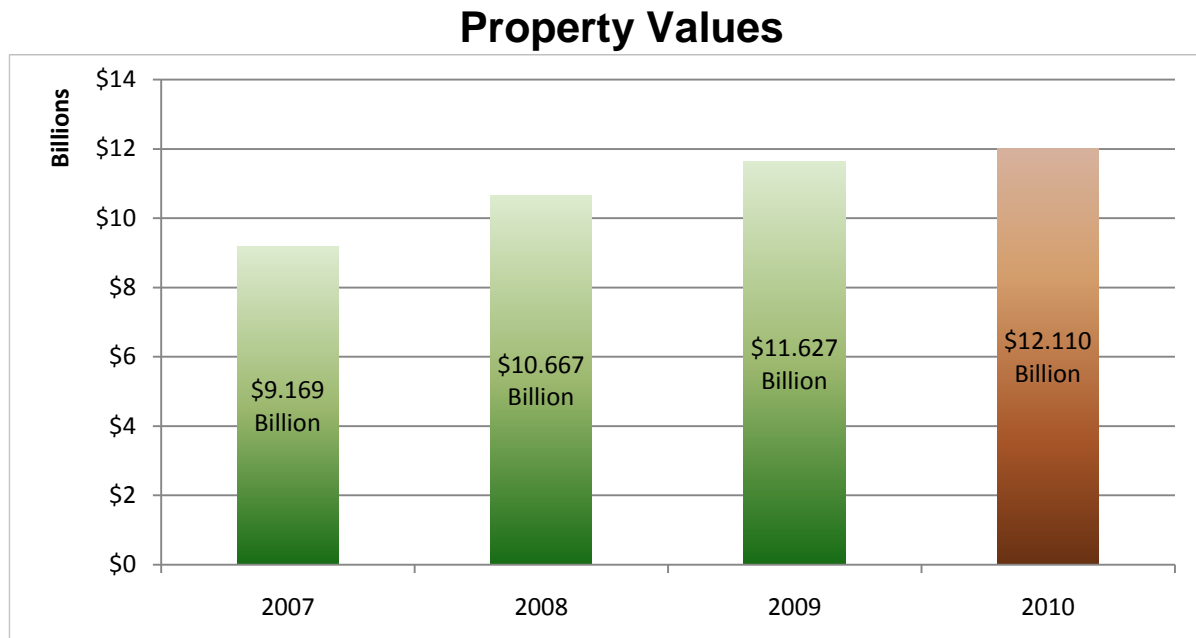


## REVENUE SOURCES



### PROPERTY TAX

The chart below reflects the Associations' assessable property values for 2007 and 2008 and the Township's taxable property values for 2009 and 2010. Please note that a true comparison between the Township's and Community Associations' taxable property values cannot be made. Property valuation dates, the classifications of property that can be taxed, and limitations on the value of taxable property differ significantly for the entities.



The Township's adopted 2010 property tax rate is \$0.3274 per \$100 of taxable value. Of this amount, \$0.2656 is for annual operating expenditures. The remaining \$0.0618 is for capital projects, capital and operating reserves, and principal and interest payments of debt obligations.

The following two pages outline the components of the property tax rate as well as the expenditures that will be funded with the property tax revenue.

**The Woodlands Township  
Operating Budget - Sources & Uses  
(in whole dollars)**

	Proposed Tax Rate	SOURCES							Total
		Property Tax	Sales Tax	EDZ Sales Tax	Event Tax	Hotel Tax	Program Revenues	Other Income	
SERVICES									
General Government	\$ 0.0520	\$ 6,300,887	\$ 1,541,616	\$ -	\$ -	\$ -	\$ -	\$ 346,100	\$ 8,188,603
Law Enforc/Neighborhood Svcs	0.0676	8,187,104	1,898,811	-	-	-	-	-	10,085,915
Parks and Recreation	0.0577	6,990,621	2,310,903	-	-	-	2,973,300	-	12,274,824
Community Services	0.0810	9,812,908	2,275,879	-	-	-	-	-	12,088,787
Community Relations	0.0073	879,025	203,870	-	-	-	-	-	1,082,895
Transportation	0.0000		354,220	-	-	-	-	194,400	548,620
Economic Development	0.0000	-	381,300	-	-	-	-	-	381,300
Transition	0.0000	-	200,000	-	-	-	-	-	200,000
Regional Participation	0.0000	-	968,566	-	-	-	-	-	968,566
Other Expenditures	0.0000	-	400,505	-	-	-	-	690,163	1,090,668
Fire Department	0.0000	-	1,507,048	13,385,264	-	-	-	-	14,892,312
Convention & Visitors Bureau	0.0000	-	1,899,837	-	-	500,000	-	-	2,399,837
	\$ 0.2656	\$ 32,170,546	\$ 13,942,555	\$ 13,385,264	\$ -	\$ 500,000	\$ 2,973,300	\$ 1,230,663	\$ 64,202,328
CAPITAL, DEBT and OTHER									
Capital Outlay	0.0362	4,388,761	-	-	-	-	-	946,839	5,335,600
Capital Reserves	0.0535	6,475,095	-	-	75,000	-	-	-	6,550,095
Debt Service	0.0218	2,641,624	1,653,789	-	-	3,501,219	-	-	7,796,632
Operating Reserve	(0.0498)	(6,026,893)	-	-	-	-	-	-	(6,026,893)
	\$ 0.0618	\$ 7,478,587	\$ 1,653,789	\$ -	\$ 75,000	\$ 3,501,219	\$ -	\$ 946,839	\$ 13,655,434
TOTAL	\$ 0.3274	\$ 39,649,133	\$ 15,596,344	\$ 13,385,264	\$ 75,000	\$ 4,001,219	\$ 2,973,300	\$ 2,177,502	\$ 77,857,762



## ADOPTED TAX RATE

**FY 2011**

### SERVICES

General Government	\$ 0.0520
Law Enforc/Neighborhood Svcs	0.0676
Parks and Recreation	0.0577
Community Services	0.0810
Community Relations	0.0073
Transportation	-
Economic Development	-
The Woodlands Fire Dept	-
Convention & Visitors Bureau	-
Transition	-
Regional Participation	-
Other Expenditures	-
	<b>\$ 0.2656</b>

### CAPITAL, DEBT, and OTHER

Capital Outlay	0.0362
Capital Reserves	0.0535
Debt Service	0.0218
Operating Reserve	(0.0498)
	<b>\$ 0.0618</b>
	<b>\$ 0.3274</b>

What level of services should be maintained?	
SERVICES	\$ .2668
↓	
What capital projects are priority? At what level should reserves be funded?	
CAPITAL, DEBT, and OTHER	\$ .0618
↓	
What tax rate is required to fund proposed services, capital, and debt?	
REQUIRED TAX RATE	\$ .3274

ORDER NO. 015-10  
ORDER LEVYING TAXES

WHEREAS, The Woodlands Township (the "Township"), successor by name change to Town Center Improvement District of Montgomery County, Texas, has been heretofore created and established under and operates pursuant to Chapter 289, Acts of the 73<sup>rd</sup> Texas Legislature, Regular Session, 1993, as amended (the "Act"); and

WHEREAS, pursuant to an election duly passed under the authority of Section 9(h)(3) of the Act, the Township has been authorized to levy and assess an ad valorem tax for general revenue purposes; and

WHEREAS, the Board of Directors has concluded that a tax to provide funds for the general revenue purposes of the Township should be levied for the tax year 2010; and

WHEREAS, pursuant to an election held within and for the Township on November 6, 2007, the Township was authorized to issue its bonds payable from ad valorem taxes levied by the Township; and

WHEREAS, the Township, has heretofore issued and has outstanding its bonds payable from ad valorem taxes, and the Board of Directors has concluded that a tax to provide interest and principal payments for the District's outstanding bonds should be levied for the tax year 2010; Now, therefore,

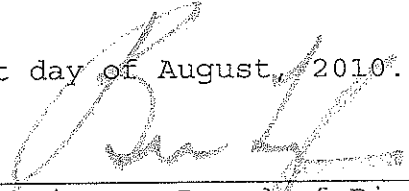
BE IT ORDERED BY THE BOARD OF DIRECTORS OF THE WOODLANDS TOWNSHIP, THAT:

Section 1: There is hereby levied for the year 2010 an ad valorem tax of \$0.3065 on each \$100 of taxable value within the Township for general revenue purposes. All taxes collected pursuant to this levy, after paying the costs of levying, assessing and collecting same, shall be deposited into the Township's General Fund and shall be used for authorized Township purposes.

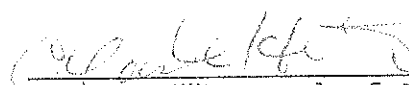
Section 2: There is hereby levied for the year 2010 an additional ad valorem tax of \$0.0209 on each \$100 of taxable property within the Township for debt service purposes. All taxes collected pursuant to this levy, after paying the costs of levying, assessing and collecting same, shall be deposited into the Township debt service fund(s) established for payment of the Township's outstanding bonds payable, in whole or in part, from ad valorem taxes and shall be used only for the purposes permitted in the resolution(s) or order(s) authorizing issuance of such outstanding bonds.

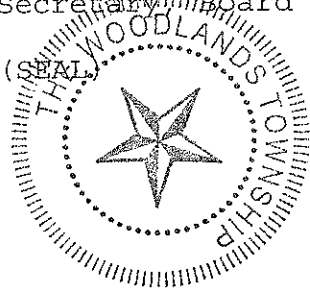
Section 3: This Order shall be effective from and after its adoption.

PASSED AND APPROVED this 31st day of August, 2010.

  
Chairman, Board of Directors

ATTEST:

  
Secretary, Board of Directors



# REVENUE SOURCES



## SALES & USE TAX

Sales tax receipts are the result of a tax levy on the sale of taxable goods and services within The Woodlands Township and are subject to applicable provisions of the Texas Tax Code.

Following is a brief history of The Woodlands Township local sales tax:

### Authorization of a Sales Tax

On November 2, 1993, voters authorized the Board of Directors to levy and collect a one percent sales and use tax (the base 1%), subject to the applicable provisions of the Texas Tax Code.

### Expansion of the Sales Tax Base

On November 6, 2007, voters authorized the Board of Directors to expand the boundaries of the Township including collection of the base 1% sales and use tax. The effective date of the imposition of the tax in the expanded boundaries was April 1, 2008.

### Authorization of an Incremental Sales Tax

From 2001 to 2006, the Board created several economic development zones to fund improvement projects through the imposition of an incremental sales tax. The additional 1% sales tax was collected within each designated zone to include funding for: the Cynthia Woods Mitchell Pavilion expansion, Town Green Park, Market Street, Waterway Square, and The Woodlands Mall expansion, Fire Station # 6 and the Emergency Training Facility. On November 3, 2009, voters decided in favor of The Woodlands Township's Bond Election. Proposition III of the bond election allowed for refinancing of Fire Station #6 and The Woodlands Fire Training Facility.

### Expansion of the Incremental Sales Tax

Following a public hearing held on November 16, 2007, the existing economic development zones were reorganized as The Woodlands Township Economic Development Zone. At that time, the Board imposed the incremental 1% sales and use tax within the boundaries of the expanded Township.

The current sales tax rate for The Township is 8.25% per \$1.00 of taxable sales, of which 6.25% is remitted to the State of Texas. Sales tax accounts for 39%, or \$31.2 million, of total revenue sources for FY 2011. The chart below summarizes projected 2011 sales tax activity.

<b>Taxing Entity</b>	<b>Sales Tax Rate</b>	<b>Sales Tax Revenue - 2011</b>
State of Texas	6.25%	n/a
The Woodlands Township	1.00%	\$ 15,596,344
Township Economic Dev Zone	1.00%	15,559,318
<b>Total</b>	<b>8.25%</b>	<b>\$ 31,155,662</b>

In accordance with the Township's Series 2001 and 2009 bond covenants, ½ of 1% of the Township's base sales tax collections have been pledged for debt service. This pledge of sales tax is required only to the extent there is a shortfall in hotel occupancy tax receipts to meet annual debt service payments for the Convention Center and regional participation bonds.

The incremental sales tax received by The Woodlands Township Economic Development Zone is currently designated to satisfy funding obligations under the Transition Agreement for The Woodlands Fire Department and other previously approved improvement projects.



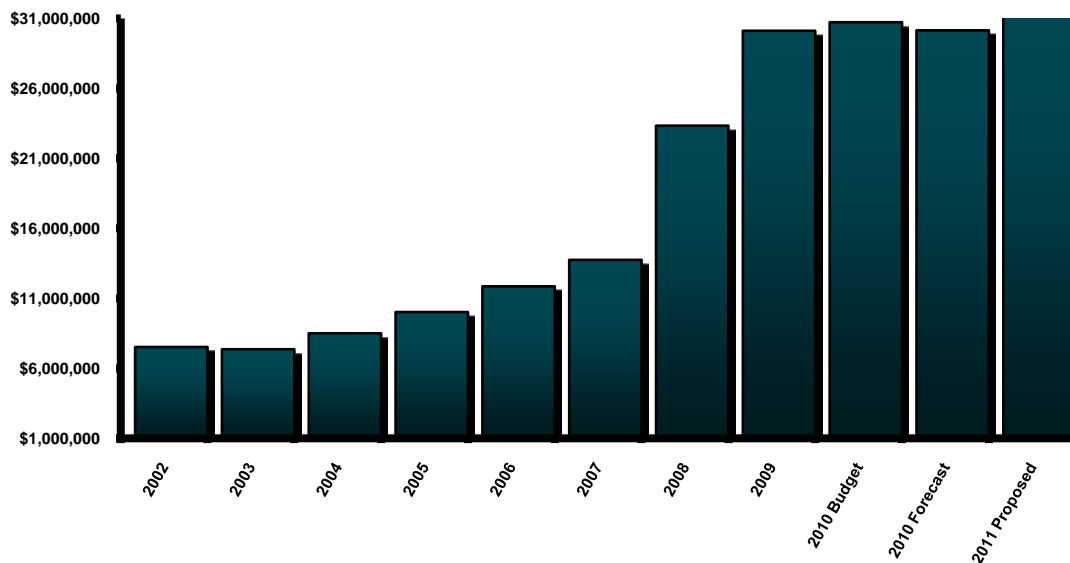
## REVENUE SOURCES



### SALES & USE TAX

YEAR	BASE	TWTEDZ	EDZ#1	EDZ#2	EDZ#3	EDZ#4	TOTAL
2011 Proposed	\$15,596,344	13,385,264	95,902	1,222,847	855,305	-	<b>\$31,155,662</b>
2010 Forecast	14,996,485	11,794,329	140,000	1,198,870	830,393	1,182,025	<b>30,142,102</b>
2010 Budget	15,505,060	11,862,382	140,000	1,198,870	830,393	1,182,025	<b>30,718,730</b>
2009 Actual	15,183,344	11,804,561	191,273	918,070	804,220	1,207,591	<b>30,109,060</b>
2008 Actual	14,009,059	6,235,769	206,364	903,525	887,433	1,087,004	<b>23,329,154</b>
2007 Actual	11,632,722	-	137,494	793,069	533,327	646,445	<b>13,743,084</b>
2006 Actual	10,421,674	-	156,954	775,758	501,678	-	<b>11,856,064</b>
2005 Actual	8,883,348	-	76,507	550,420	506,918	-	<b>10,017,193</b>
2004 Actual	7,904,752	-	125,875	150,469	319,529	-	<b>8,500,625</b>
2003 Actual	7,250,176	-	101,025	4,025	5,731	-	<b>7,360,957</b>
2002 Actual	7,426,031	-	95,823	-	-	-	<b>7,521,854</b>

### Historical & Projected Sales Tax Collections



### Growth Factors & Assumptions

Sales tax revenue projections of \$31,155,662 for FY 2011 include a growth factor of approximately 3.5% over the 2010 Forecast for retail and non-retail sales tax, which represents an increase in revenue of \$1,013,560. Growth considerations include new retail in the Waterway Square District, and Black Forest Park is scheduled to open the end of 2010. Projections also assume new retail tenants will occupy existing and potential vacancies due to store closings—timing differences could impact sales tax projections unfavorably.

Growth Factor	Projection
0.0%	\$30,142,102
1.0%	30,443,523
2.0%	30,744,944
3.0%	31,046,366
<b>3.5%</b>	<b>31,197,076</b>
4.0%	31,347,787
5.0%	31,649,208

## REVENUE SOURCES



### HOTEL OCCUPANCY TAX

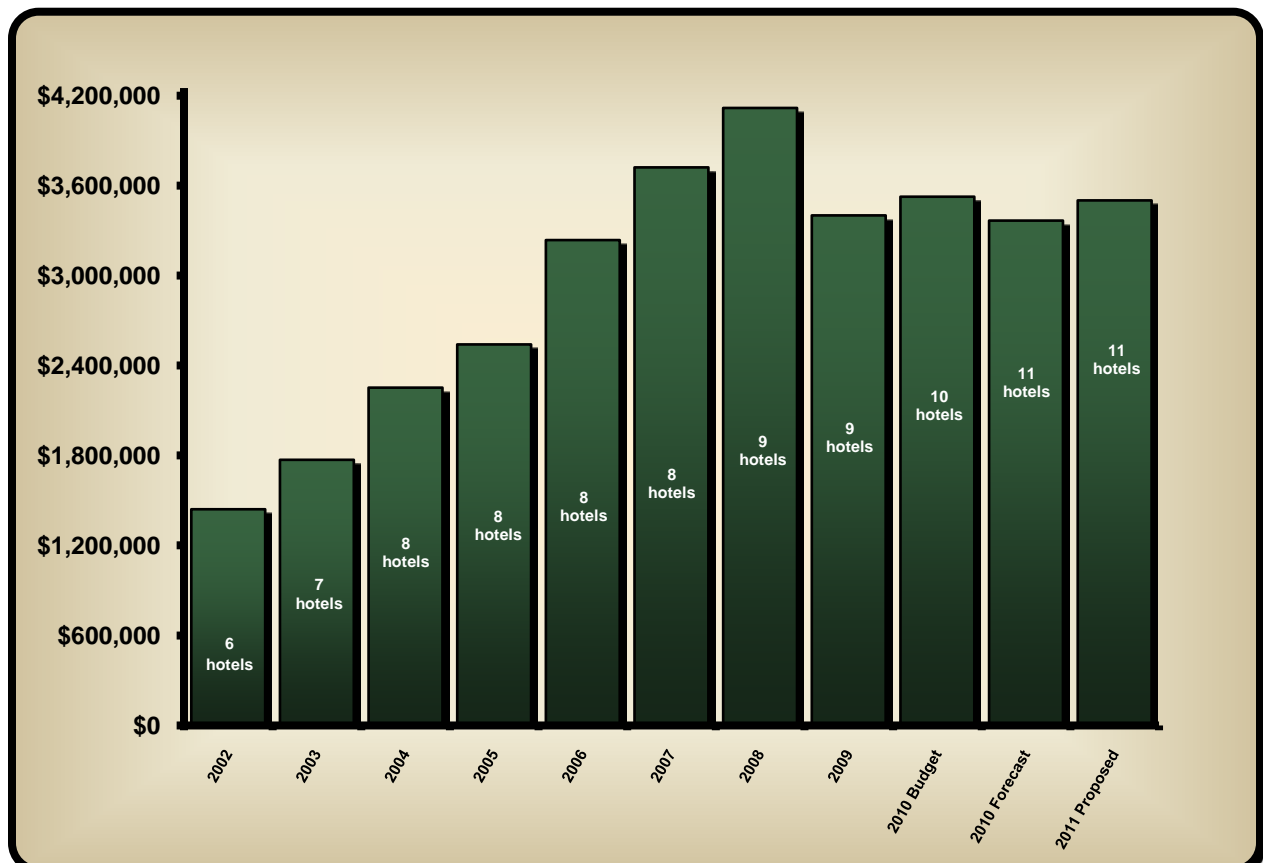
Hotel occupancy tax is currently levied at a rate of 13% of the price paid for a hotel room in The Woodlands Township. In 2009, the passage of S.B. No. 2515 authorized a supplemental local hotel occupancy tax. The first 1% will be imposed by The Woodlands Township on January 1, 2011. An additional 1% may be levied on January 1, 2012. The Township's legislation mandates that seventy-five percent of the supplemental local hotel occupancy tax will be reserved to fund programs and services for The Woodlands Convention & Visitors Bureau.

Beginning on January 1, 2011, the hotel occupancy rate inside The Woodlands Township will be 14%. Hotels are required to remit 6% to the State of Texas, and 8% to The Woodlands Township.

There are currently ten hotels offering approximately 1,540 rooms for guests within the Township. Candlewood Suites, a 91 room extended stay hotel directly across from St. Luke's The Woodlands Hospital, is scheduled to open summer 2010.

Hotel occupancy tax accounts for 5% of all revenue sources, totaling \$4.0 million for FY 2011. Of this amount, \$3.5 million is pledged entirely for debt service on the Township's Convention Center and Regional Participation long-term debt. Debt service payments for these obligations total \$5.16 million for FY 2011.

#### Historical & Projected Hotel Occupancy Tax Collections



# REVENUE SOURCES



## HOTEL OCCUPANCY TAX

### FY 2010 Forecast

Taxes generated from hotel room charges have been negatively impacted due to economic conditions. A decline particularly in corporate business travel has resulted in both lower occupancy and significantly lower room rates.

As of February 2010, Source Strategies Inc., industry consultants to the Office of the Governor Economic Development and Tourism division, states that demand in 2010 may show no increase. A turnaround in the industry is not expected until 2011.

Through May 2010, the Township's hotel occupancy tax collections were down -7.0% from prior year and -1.7% below projections. The revised 2010 forecast of \$3.4 million\* reflects the negative economic factors.



### Hotel Occupancy Tax Collections

2011 Proposed	\$4,001,219
2010 Forecast	*3,366,557
2010 Budget	3,525,896
2009 Actual	3,401,187
2008 Actual	4,117,733
2007 Actual	3,721,379
2006 Actual	3,236,624
2005 Actual	2,540,691
2004 Actual	2,252,475
2003 Actual	1,771,186
2002 Actual	1,441,452

### FY 2011 Budget Assumptions

Hotel occupancy tax projections of \$4,001,219 are based on the following assumptions:

- 11 hotels + 1 corporate leasing company
- 598,965 available room nights (1,641 rooms X 365 room nights)
- Weighted average daily room rate of approximately \$140.00
- Weighted average occupancy rate of approximately 60%
- Assumes approximately 86% of room revenue is taxable
- Based on 8% local hotel occupancy tax rate

Average daily room rates and occupancy rates were estimated based on forecasts provided by each hotel and the Texas Hotel Performance Fact Book for hotels in zip codes 77380, 77384, and 77385.

## REVENUE SOURCES



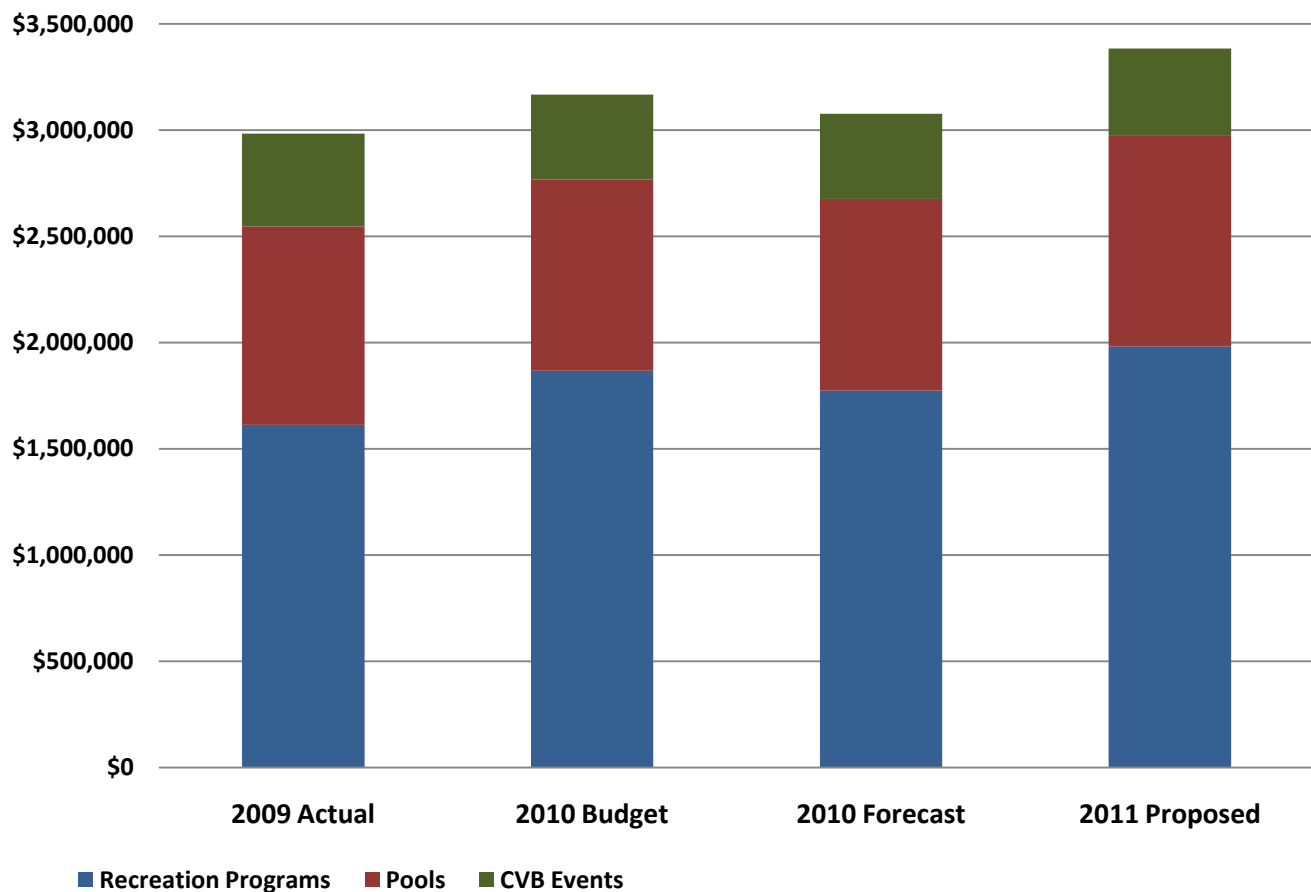
### PROGRAM REVENUES

#### Overview

Program revenues are generated from the following sources:

	2009 Actual	2010 Budget	2010 Forecast	2011 Budget
Recreation	\$1,612,243	\$1,846,720	\$1,753,570	\$1,960,800
Aquatics	935,053	900,000	901,557	991,500
CVB/Other	436,141	421,000	421,000	431,000
<b>Total</b>	<b>\$2,983,437</b>	<b>\$3,167,720</b>	<b>\$3,076,127</b>	<b>\$3,383,300</b>

### Program Revenues



## REVENUE SOURCES



### PROGRAM REVENUES

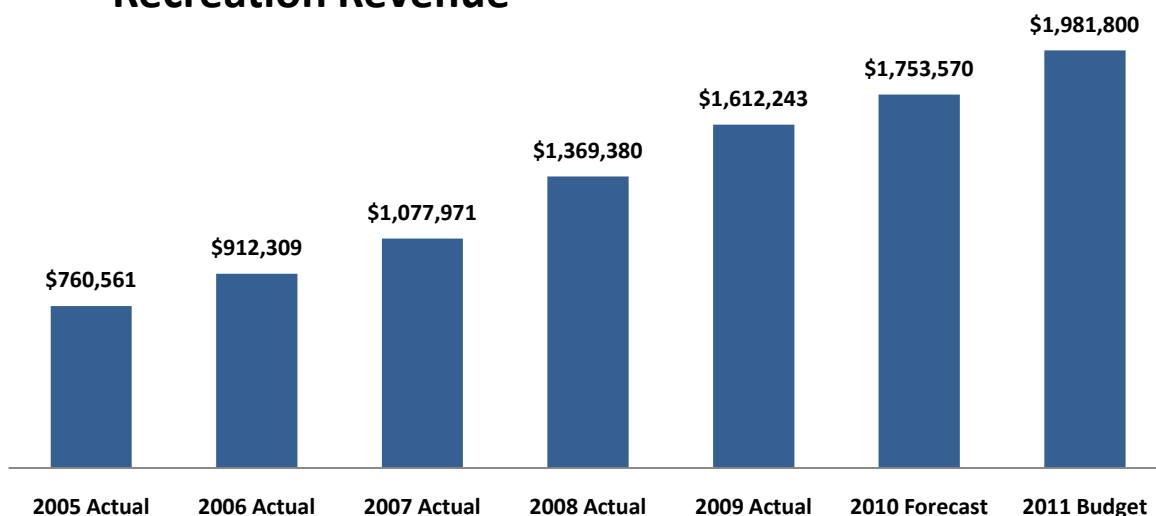
#### Recreation

The Recreation Division provides operational and program support for recreational activities for citizens of all ages. Revenue is generated from aquatic, athletic, and fitness programs; field and pavilion rentals; and a variety of other recreational activities. Programs are offered at the Recreation Center and at numerous amenities located throughout The Woodlands including parks, pools, sports fields, and the Riva Row boat house. Sponsorship income is received for certain programs and events.

Year	Revenue	\$ Change	% Change
2011 Proposed	\$1,960,800	\$207,230	12%
2010 Forecast	\$1,753,570	\$141,327	9%
2009 Actual	\$1,612,243	\$242,863	18%
2008 Actual	\$1,369,380	\$291,409	27%
2007 Actual	\$1,077,971	\$165,662	18%
2006 Actual	\$912,309	\$151,748	20%
2005 Actual	\$760,561		

Following is a summary of revenues generated from recreation programs and sponsorships. For detailed information on Recreation revenues and expenditures, please refer to the Recreation Budget Plan located in the *Department Profile* section of this binder.

#### Recreation Revenue



2011 Program Fees	2011 Recreation Expense	% of Expense Recovered
\$1,960,800	\$1,853,250	106%

# REVENUE SOURCES

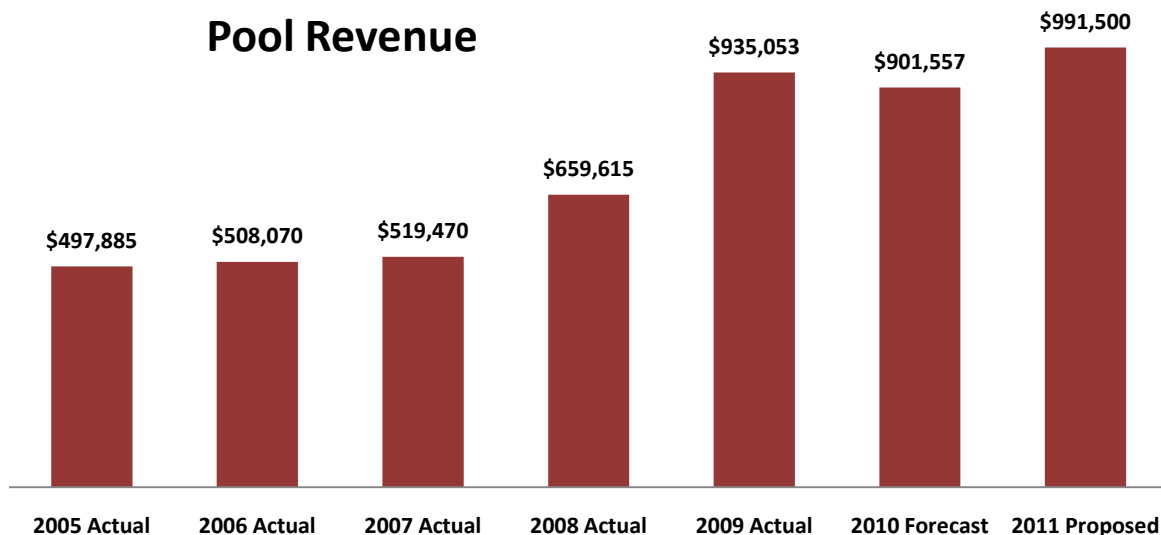


## PROGRAM REVENUES

### Pools

The Aquatics Division provides operational support to thirteen pools located throughout The Woodlands. Revenues are generated by pool memberships, guest passes, pool rentals, and concessions. For detailed information on Aquatics revenues and expenditures, please refer to the Aquatics Budget Plan located in the Parks & Recreation *Department Profile* section of this binder.

Year	Revenue	\$ Change	% Change
2011 Proposed	\$991,500	\$89,943	9%
2010 Forecast	\$901,557	(\$33,496)	-4%
2009 Actual	\$935,053	\$275,438	41%
2008 Actual	\$659,615	\$140,145	27%
2007 Actual	\$519,470	\$11,400	2%
2006 Actual	\$508,070	\$10,185	2%
2005 Actual	\$497,885		



2011 Pool Fees	2011 Aquatic Expenses	% of Expense Recovered
\$991,550	\$1,949,450	51%

<b>Village of Alden Bridge</b> Alden Bridge Pool Lakeside Pool Windvale Pool	<b>Village of Cochran's Crossing</b> Bear Branch Pool Shadow Bend Pool	<b>Village of Indian Springs</b> Falconwing Pool Forestgate Pool	<b>Village of Panther Creek</b> Creekwood Pool Ridgewood Pool
<b>Village of College Park</b> Harper's Landing Pool	<b>Village of Creekside Park</b> Rob Fleming Aquatic Center	<b>Village of Grogan's Mill</b> Sawmill Pool	<b>Village of Sterling Ridge</b> Cranebrook Pool



## REVENUE SOURCES



### PROGRAM REVENUES

#### Convention & Visitors Bureau

Program revenues for The Woodlands Convention & Visitors Bureau (CVB) include event sponsorships, event booth income, and Ice Rink income generated by admissions, skate rentals, rink rentals, and the sale of merchandise. Program revenues totaling \$410,000 account for approximately 17% of the CVB's total revenues, a majority of which are collected in the fourth quarter of the year during the holiday season. For FY 2011, sponsorship income is projected at \$235,000 and event sales at \$175,000 as follows:

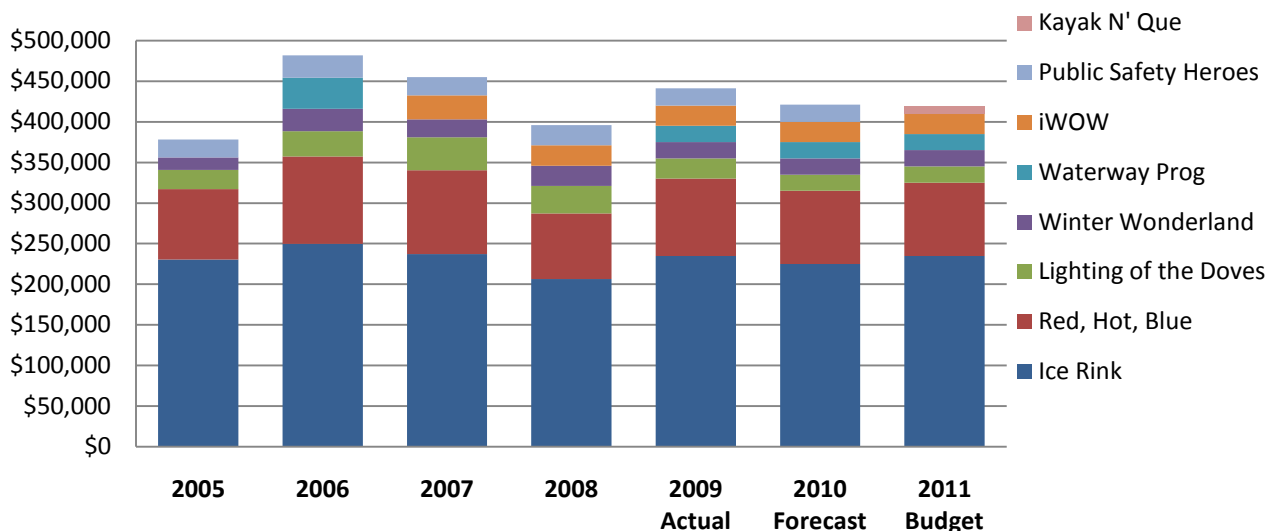
Event	Sponsorships	Sales	Total
Red, Hot & Blue Festival	\$90,000	-	\$90,000
Lighting of the Doves	20,000	-	20,000
Winter Wonderland	20,000	-	20,000
Ice Rink	50,000	\$175,000	225,000
Waterway Square Programs	20,000	-	20,000
iWOW	25,000	-	25,000
Kayak N'Que	10,000	-	10,000
<b>Total</b>	<b>\$235,000</b>	<b>\$175,000</b>	<b>\$410,000</b>

Total revenues generated by major community events for the period of 2005 to 2010 are outlined below:

Year	Event Income	\$ Change	% Change
2011 Budget	\$410,000	\$10,000	2.5%
2010 Forecast	\$400,000	(\$36,141)	-8%
2009 Actual	\$436,141	\$40,094	10%
2008 Actual*	\$396,047	(\$59,074)	-13%
2007 Actual	\$455,121	(\$26,807)	-6%
2006 Actual**	\$481,928	\$103,785	27%
2005 Actual	\$378,143		

\*lower than expected event sponsorships and less visible Ice Rink location

\*\*increase due to new events (2) and record year for Ice Rink income



For detailed information on the CVB's revenues and expenditures, please refer to the *Convention & Visitors Bureau* section of this binder.

## REVENUE SOURCES



### ADMINISTRATIVE FEES

Administrative fees include charges which are collected to recover the cost of providing certain services and charges for penalties and interest on delinquent property accounts. For 2011, administrative fees total \$346,100 and consist of the following items:

	2010	2011
Transfer Fees	\$175,000	\$175,000
Interest and Rebilling Fees	300,000	115,000
Covenant Admin Fees	30,000	30,000
Vehicle Storage Fees	26,100	26,100
<b>Total</b>	<b>\$531,100</b>	<b>\$346,100</b>

The decrease in total administrative fees from 2010 is due to lowering the projection for interest and penalties on delinquent property tax accounts based on 2010 actual data.

#### Interest and Rebilling Fees

The Township will receive income from penalties and interest on its delinquent property tax accounts. Payments received after January 31<sup>st</sup> are imposed a statutory penalty of 6% on the first day of the delinquency month (February) and an additional 1% on the first day of each of the following four months (March – June), with a final 2% on July 1<sup>st</sup> for a cumulative total penalty of 12%. Interest is imposed at a rate of 1% per month on the total outstanding balance. Assuming a 93.0% collection rate on January 31<sup>st</sup> and additional collections of 1.5% per month thereafter until a collection rate of 99.25% is achieved, approximately \$115,000 in penalties and interest may be imposed and collected on behalf of the Township.

#### Covenant Administrative Fees

The 2011 budget includes \$13,000 for fees charged by the Covenant Administration department to recover costs incurred to maintain properties that are in disrepair. Expenses incurred typically include lawn maintenance, debris removal and minor repairs. Also included in the budget are fees totaling \$17,000 to recover costs incurred to replant trees or other vegetation damaged by property owners who are granted temporary access to right of way easements to facilitate the construction of a pool or other major project on their property.

#### Recreational Vehicle Storage Fees

The Woodlands Township currently operates a recreational vehicle storage lot located on Pruitt Road. This amenity is provided to residents for a fee as the Covenants do not allow recreational vehicles or boats to be parked or stored at residential or commercial properties for a prolonged period of time.

The recreational vehicle storage lot has 176 units. Those utilizing the facility are charged a monthly rate of \$14.00 to \$19.50 depending on the size of the unit. The 2011 budget for the vehicle storage lot is as follows:

Revenues	\$26,100
Expenditures	(12,600)
Revenues Over Expenditures	\$13,500

For a detailed list of RV Storage Lot expenditures, please reference the *Other* tab in the *Department Profile* section of this binder.

## REVENUE SOURCES



### GRANTS and CONTRIBUTIONS

The proposed budget includes \$194,400 in grant funding for trolley services in accordance with strategic plan key initiative 5.4.1 for economic development and mobility. This amount includes federal congestion mitigation and air quality (CMAQ) funding provided by Houston-Galveston Area Council (HGAC) along with 5307 urban grant funding provided by Brazos Transit District. The receipt of this funding is contingent on the Township providing a 50% local match. The related expenditure for contracted transportation services of \$388,800 is included in the *Transportation* section of the budget.

### INTEREST INCOME

Projected interest income of \$1.1 million includes interest on general fund and debt service fund cash balances (\$669,577) and interest earned on EDZ project priority payments (\$446,839). The average percentage yield for interest income on cash balances is projected at 1.5% for FY 2011. Interest payments from the EDZ are based on the approved financing plans and corresponding terms of each reimbursement note for the Town Green Park project (6.5% APR) and the Waterway Square project (7% APR).

### OTHER INCOME

The Woodlands Fire Department generates revenue from dispatch agreements, grants, remediation reimbursements, and Emergency Training Center partnerships. Total other income for 2010 consists of the following:

Sale of Property (a)	\$500,000
The Woodlands Fire Dept. (b)	381,325
Convention Center Lease	107,340
Fees in Lieu of Taxes	44,000
Contracted Maintenance Services	14,000
Other	6,000
<b>Total</b>	<b>\$1,052,665</b>

- (a) Fire Station in Harper's Landing purchased by The Woodlands Association from the City of Conroe
- (b) Dispatch agreements, remediation reimbursements, and emergency training partnerships.

### TRANSFERS

Proposed interfund transfers reallocate resources between funds. All transfer activity is eliminated on a consolidated fund basis. For more information on transfer activity refer to the *Summary of Operating Transfers* in the *Overview* section of the budget.

# PERSONNEL

---



## *In This Section You Will Find:*

Executive Summary - Proposed Salaries & Benefits Budget .....	6-1
Summary of Departmental Staffing Levels .....	6-5
Proposed New Positions.....	6-6
Request for New Position Forms .....	6-7
Consolidated Staffing Summary .....	6-25
Salary & Benefits Summary .....	6-31



## **THE WOODLANDS TOWNSHIP**

**The Woodlands, TX**

### **EXECUTIVE SUMMARY**

July 21, 2009

**ISSUE:** 2011 Proposed Personnel Services Budget (Salaries and Benefits)

**FACTS:**

Staff has included projected costs for employee salaries and benefits in the 2011 budget. These projected costs are based on recommendations by staff and Gallagher Benefit Services.

**NON-BARGAINING UNIT SALARIES**

Each year, staff recommends a base salary increase for inclusion in the budget. Twenty comparable municipalities and government agencies are surveyed to assist with this recommendation. The majority of these agencies have not yet determined what percent base salary increase will be included in their budget, yet they will share this information as these decisions are made. Information received thus far is detailed in the table below:

<b>Government Agency</b>	<b>Amount Projected</b>	<b>Government Agency</b>	<b>Amount Projected</b>
Baytown	2%	MCHD	0%
Conroe	0% - 3.5%	Oak Ridge North	3%
Joint Powers	0%	Shenandoah	2.1%
Lewisville	1%		

Human Resource consultants The Hay Group recently projected base salary increases for 2010 to be 3% and these projected increases are consistent across executive, middle management, supervisory and clerical positions. These firms survey a broad group of workers, including both salaried and hourly employee in most industries. The Hay study further explains that after factoring in an annualized consumer price index growth for 2010 at 2%, the result of a real gain in salaries is 1%. Staff has included a 2% salary increase in the 2011 budget with an April 1, 2010 effective date.

In 2009, a compensation and benefits study was conducted by Waters Consulting Group. The Board of Directors adopted a salaries and benefits plan as a result of this study. The Township's compensation philosophy has been to appropriately align our base salary for jobs at around the middle competitive market (100% of comparable market) within budget restraints. All jobs are paid at least the minimum of their salary range, and any job at or above the maximum of the salary range has been frozen and will not receive an increase. Time in Position adjustments were also approved in 2009 which were based on an employee moving through their salary

range and being paid at the midpoint of their range after seven years service. Staff does not recommend any Time in Position adjustments for 2011 due to economic conditions. Staff will review the salary structure and comparable market in 2011 in order to remain competitive and make recommendations during the 2011 budget process.

### **BARGAINING UNIT SALARIES**

Fire suppression personnel have been covered by a Collective Bargaining Agreement since April 1, 2000. Battalion Chiefs, Deputy Chiefs and the Fire Chief are not covered by a Collective Bargaining Agreement. The Labor Agreement addresses conditions of employment, for example, rates of pay, hours of work, benefits, and uniforms. The term of the current Labor Agreement was January 1, 2006 until December 31, 2008; it was extended by mutual agreement with management through December 31, 2011.

Firefighter salaries are compared each year to the salaries paid in twelve Texas cities. The actual average salaries for each of the ranks (Firefighter, Driver Operator, Lieutenant, and Captain) are placed at 102% of the average market pay and a Schedule of Wages is created each year. The projected increase in firefighter salaries for 2011 is 3%. Historical increases for firefighter salaries are below:

2010	4.52%
2009	5.9%
2008	9.4%
2007	6.5%
2006	3.9%

Dispatch personnel (with the exception of the Dispatch Manager) have been covered by a Labor Agreement since April 4, 2004. The term of the current agreement is January 2010 through December 2011 and contains a similar process for determining salaries as the Firefighter's CBA. Dispatch salaries are compared to the salaries paid in fourteen Texas cities. The actual average salaries are placed at 100% of the average market pay and a Schedule of Wages is created. The projected increase in dispatcher salaries for 2011 is 6.3%. Historical increases for dispatch salaries are below:

2010	5%
2009	3.6%
2008	3.6%
2007	4.0%
2006	3.5%

### **BENEFITS**

The Woodlands Township provides health insurance for its employees through a fully insured plan with Blue Cross Blue Shield. In 2010, health insurance costs are projected to be \$2,907,557 or \$914.33 per employee per month (PEPM). The Township is currently incurring a loss ratio of 101% which means that Blue Cross Blue Shield is paying more in claims than it is receiving in premiums. Additionally, the advent of Health Care Reform passed earlier in the

year, will impact the costs associated with benefit plans beginning in 2011. Over the past three months, staff and Gallagher Benefit Services have been analyzing options to reduce costs while continuing to provide adequate health insurance for employees.

Employers may choose to self-insure their employee health insurance. Self-insurance consists of fixed administration costs paid to a third party administrator, and reinsurance premiums based on individual members and aggregate claims per calendar year. Self-insurance allows employers to minimize their annual rate increase, remove the insurer's profits, lower retention and risk charges and hold and invest reserves. Employers must set aside reserves if they choose to become self-insured. These reserves are used for larger than expected claims, and to pay for claims should an employer decide to become fully insured at some point in the future.

Should The Township continue to be fully insured in 2011, GBS projects at least an approximate 38.7% increase in premiums. The projected increase would result in health insurance costs of \$3,793,633 or \$1,192.97 PEPM. The Township can be self insured with Blue Cross Blue Shield, who will continue to handle the administration and claim payments of the plan. Employees will not see any difference in their benefits; only the method of payment will change if the Township becomes self-insured. 2011 estimated costs of a self insured plan are \$3,062,467 or \$963.04 PEPM – this is a 5.3% increase over 2010 costs. These projected costs are based on The Township creating a reserve account in the amount of \$800,000. This reserve account is proposed to be funded from reserves available at year end 2010.

The Township will significantly reduce its anticipated increase by utilizing savings and careful analysis of funding options for health care.

Dental insurance premiums are projected to increase by 5% in 2011. Non-medical insurance premiums – life insurance, short-term disability insurance and long-term disability insurance – are not projected to increase in 2011, and GBS has negotiated a three-year rate guarantee on the non-medical insurance premiums.

The Township implemented a 401a and 457b retirement benefit plans for its employees on January 1, 2010. Employees who make a salary deferral contribution into their 457b plan will receive a 2:1 match into their 401a plan. In October 2009, the Board approved the 2:1 match so long as the Township costs did not exceed 9.3% of total payroll. Staff will use year-end compliance testing data and subsequent reports to determine the actual costs of the Township match each year. The most recent compliance testing process occurred in January 2010 and covered calendar year 2009. The 2009 employer cost as a percent of total payroll was 8.94%. No adjustment is needed in the Township match for 2011.

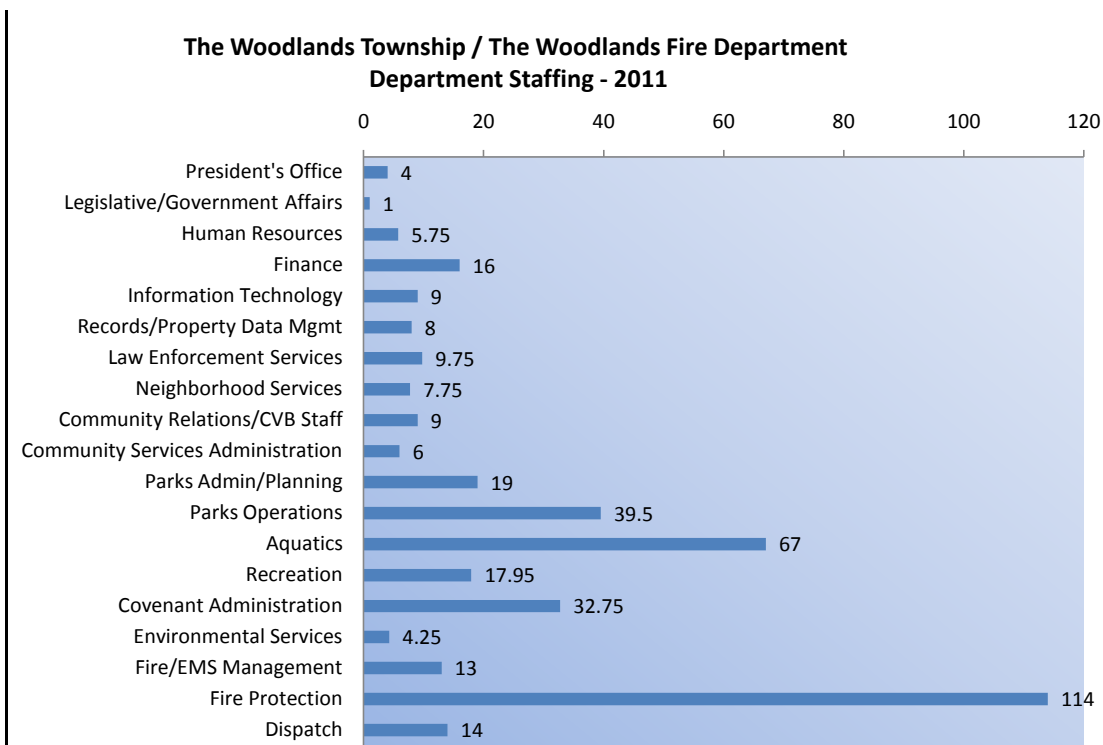
**RECOMMENDATION:**

None. This data is provided to the Board of Directors regarding the details of the salaries and benefits costs included in the 2011 proposed budget.



<b>The Woodlands Township / The Woodlands Fire Department</b>
<b>Summary of Departmental Staffing Levels</b>
<b>(Full-Time Equivalents)</b>

Department	Actual 2009	Budget 2010	Forecast 2010	Budget 2011	Budget 10-11 Change
President's Office	5	4	4	4	0
Legislative/Government Affairs	1	1	1	1	0
Human Resources	5.75	5.75	5.75	5.75	0
Finance	14	16	16	16	0
Information Technology	7	8	8	9	1
Records/Property Data Mgmt	9	8	8	8	0
Law Enforcement Services	10.75	10.75	9.75	9.75	-1
Neighborhood Services	9.75	7.75	7.75	7.75	0
Community Relations/CVB Staff	9	9	9	9	0
Community Services Administration	2	6	6	6	0
Parks Admin/Planning	19	19	19	19	0
Parks Operations	40	39	39	39.5	0.5
Aquatics	66	67	67	67	0
Recreation	17.95	17.95	17.95	17.95	0
Covenant Administration	31.5	32.5	32.5	32.75	0.25
Environmental Services	4	4	4	4.25	0.25
<b>Total Township</b>	<b>251.7</b>	<b>255.7</b>	<b>254.7</b>	<b>256.7</b>	<b>1</b>
Fire/EMS Management	13	13	13	13	0
Fire Protection	105	108	108	114	6
Dispatch	14	14	14	14	0
<b>Total Fire Department</b>	<b>132</b>	<b>135</b>	<b>135</b>	<b>141</b>	<b>6</b>



**The Woodlands Township  
Proposed New Positions and Reclasses - 2011**

---

Department	FTE	Position Title	Annual Salary	Annual Benefits	Total
Information Technology	1	<b>GIS Coordinator</b>	60,000	18,000	78,000
Information Technology	r/c	<b>Systems Administrator</b>	4,100	820	4,920
Information Technology	r/c	<b>Network Administrator</b>	4,750	1,140	5,890
Information Technology	r/c	<b>Senior Help Desk Analyst</b>	2,480	500	2,980
Total Information Technology	1		\$ 71,330	\$ 20,460	\$ 91,790
Park Operations	0.5	<b>Park Ranger</b>	14,622	2,924	17,546
Total Park Operations	0.5		\$ 14,622	\$ 2,924	\$ 17,546
Covenant Administration	0.25	<b>Admin Assistant</b>	7,540	1,885	9,425
Total Covenant Administration	0.25		\$ 7,540	\$ 1,885	\$ 9,425
Environmental Services	0.25	<b>Intern</b>	5,200	780	5,980
Total Environmental Services	0.25		\$ 5,200	\$ 780	\$ 5,980
<b>NEW POSITIONS - TOWNSHIP</b>	<b>2</b>		<b>\$ 98,692</b>	<b>\$ 26,049</b>	<b>\$ 124,741</b>
Released Positions	(1)	Director of Law/Transportation	(108,000)	(30,000)	(138,000)
<b>TOTAL (net of released positions)</b>	<b>1</b>		<b>\$ (9,308)</b>	<b>\$ (3,951)</b>	<b>\$ (13,259)</b>

**The Woodlands Fire Department  
Proposed New Positions - 2011**

---

Department	FTE	Position Title	Annual Salary	Annual Benefits	Total
Fire Protection	6	<b>Firefighter</b>	150,843	37,710	188,553
Total Fire Protection			\$ 150,843	\$ 37,710	\$ 188,553
<b>NEW POSITIONS - FIRE DEPT.</b>	<b>6</b>		<b>\$ 150,843</b>	<b>\$ 37,710</b>	<b>\$ 188,553</b>

\*Note that the Fire Department salary total reflects a 1/2 year amount as these firefighters will be hired in July 2011. A full year's impact would be \$377,106.

# The Woodlands Township

## Request for New Position/Position Reclassification

### 2011 Budget

Department: Information Technology

Recommended Title: GIS Coordinator

New or Reclass

X

Date of Hire: January 1, 2011

<b>Estimated Cost</b>	<b>FY 2011</b>	<b>Annual Ongoing</b>
Salaries and Benefits (a)	\$ 78,000	\$ 78,000
Capital Outlay (computer; office furniture)	\$ 5,000	
Other		
Total	\$ 83,000	\$ 78,000

(a) Salary: \$60,000 Benefits: \$18,000

#### **List the primary duties of this position**

The GIS Coordinator is responsible for establishing and enforcing the schedules, policies and processes related to the ongoing maintenance of The Woodlands Township GIS Layers, Geo Database and other geographic related information.

Directs, coordinates, reviews and participates in the activities of the GIS system in the areas of design, development, implementation and testing of systems and applications, technical research, maintenance and project monitoring as they pertain to the GIS Databases, layers and other geographic related information.

Work with departments to obtain needed information toward the update of layers, data and structures within the GIS Geo Database.

Provides guidance to the GIS Analyst, GIS user groups and IT staff as it relates to data interdependencies; consults with higher level department officials to determine areas in which further GIS applications or support might be provided; coordinates priorities for scheduling of GIS project tasks; schedules and identifies GIS educational requirements; advises of feasibility of cost and time required for systems.

Provides Emergency Operation Center (EOC) support in times of emergency or crisis.

Provides GIS training and instruction to junior GIS staff and user group members regarding use of GIS software and work processes.

Supervises system studies and analysis in areas related to GIS databases, datasets, layers, information and processes which include proposals, cost estimates, bids, orders, support and training, data preparation, verification and conversion.

Supervises GIS Analyst, or consultants as it relates to data, tables, layers and other geographic related information as needed to accomplish projects.

Monitors changes in GIS systems applications in terms of equipment, standards, procedures and techniques; implements standards for all elements of the GIS systems.

Provides assessments, reviews and recommendations for new products and techniques; evaluates available GIS Software application packages; prepares proposals for contracted development and cost estimates for in house development.

Prepares and evaluates maps, charts, layers, tables and sketches using GIS software, specifically ESRI ArcGIS tools. Read and interpret property legal descriptions, aerial maps, real estate maps, property maps, and survey maps.

Compiles economic, engineering and land use data through analysis, statistical data and comprehensive reports for company sponsored programs, special projects and planning projects as required by senior staff and executive management.

Monitors monthly updates from the various County 911 GIS departments, County Tax Appraiser files, researches and verifies all geographic related data and reports the results to the appropriate authorities.

Interacts with outside agencies in the evaluation, research and resolution of address-related problems.

Manages and keeps current other geographic databases, the street network, inventory of city addresses, building data, parcel and legal data, designation of city-owned properties, special and overlaying zoning areas, and any other geographic districts that the organization may require.

Responsible for the maintenance and posting of updates to Enterprise GIS Data and Mobile Mapping GIS based files.

**Which service levels are affected by creating this position? Describe its benefits:**

The GIS Coordinator will provide the staff with spatial analysis resources that can be used to provide better customer service to the residents and is a crucial tool for public safety with regards to mobile mapping and planning.

The use of spatial analysis will also benefit strategic alliances as key shareholders of the community; leadership can utilize the geographic data provided to allocate services and aid in long term planning. GIS also contributes to healthy, vibrant neighborhoods by identifying spatial trends with regard to applications, violations and crime.

**What other options were considered?**

We currently have one GIS staff member in addition to contractors. This is insufficient for the work load required to effectively utilize and develop our GIS system. We considered increasing our contract to full-time but it would cost almost \$270,000 annually.

**Was this position included in the 2010 Five-Year Plan? If so, which year?**

2010 and 2011.

Requested by: William Pham, Information Technology Director

# **The Woodlands Township**

## **Request for New Position/Position Reclassification**

### **2011 Budget**

Department: Information Technology

Recommended Title: Systems Administrator

New or Reclass

X

Date of Hire: January 1, 2011

<b>Estimated Cost</b>	<b>FY 2011</b>	<b>Annual Ongoing</b>
Salaries and Benefits (a)	\$ 4,920	\$ 4,920
Capital Outlay (b)		
Other (specify)		
Total	\$ 4,920	\$ 4,920

(a) Salary - \$4,100 Benefits - \$820

#### **List the primary duties of this position.**

- Supervise Help Desk staff
- Answers, evaluates, and prioritizes incoming telephone, voice mail, e-mail, and in-person requests for assistance from users experiencing problems with hardware, software, networking, telephone and other computer-related technologies.
- Provides 24/7 Technical Support
- Interviews user to collect information about problem and leads user through diagnostic procedures to determine source of error.
- Logs and tracks calls using problem management database, and maintains history records and related problem documentation.
- Provides Help Desk incident reports, analyzes and evaluates incident reports and makes recommendations to reduce help line incident rate.
- Consults with vendor support on hardware and software issues escalated by Help Desk staff.
- Provide support on hardware, peripherals and telecommunications (LAN/WAN/Internet).
- Administers daily server maintenance and support functions (monitor performance, perform daily backups, maintain wide area connections and troubleshoot hardware and software problems).
- Maintains phone system
- Maintains SAN
- Maintain Active Directory services
- SPAM maintenance and monitoring, Anti-virus installation support and maintenance
- Maintain Email Services

#### **Which critical success factors and/or service levels are affected by creating this position?**

#### **Describe its benefits:**

This position will supervise Help Desk operations, manage projects, prioritize incidents to maintain required customer service levels, resolve problems and insure proper procedures are followed.

This position will support the companies' servers to maintain mission critical applications and database so that employees can fulfill their duties. By reclassifying the position from a Help Desk Supervisor role, this position can focus more on server uptime and maintenance and as well as providing a career path for the Help Desk Staff.

**What other options were considered?**

Maintain status quo with a separate Help Desk Supervisor and a separate Server Administrator.

**Was this position included in the 2010 Five-Year Plan? If so, which year?**

No, this position is a reclassification. This position will merge the current Server Administrator position with the Help Desk Supervisor. By reclassifying this position from the Help Desk Supervisor, we can reduce the need for an additional FTE in the future.

Requested by: William Pham , Information Technology Director

# **The Woodlands Township**

## **Request for New Position/Position Reclassification**

### **2011 Budget**

Department: Information Technology

Recommended Title: Network Administrator

New or Reclass  
X

Date of Hire: January 1, 2011

<b>Estimated Cost</b>	<b>FY 2011</b>	<b>Annual Ongoing</b>
Salaries and Benefits (a)	\$ 5,890	\$ 5,890
Capital Outlay		
Other (specify)		
Total	\$ 5,890	\$ 5,890

(a) Salary - \$4,750 Benefits - \$1,140

#### **List the primary duties of this position.**

- Administers daily computer network maintenance and support functions (monitor performance, perform daily backups, maintain wide area connections and troubleshoot hardware and software problems).
- Provides third tier support for PC support requests.
- 24 x 7 technical support.
- Reviews and processes requests for hardware additions, including making recommendations of modifications to ensure compatibility with current computer system.
- Participates in departmental budget process/company wide information technology strategic planning.
- Performs analysis of network needs and contributes to design of network architecture, integration, and installation.
- Installs and maintains local area network/wide area network hardware and software, including servers, peripherals, network nodes, terminals, and wiring.
- Evaluates local area network/wide area network hardware and software requirements and capabilities and makes recommendations.
- Coordinates installation of hardware and software by others.
- Provides support to and trains users in local area network administration and usage.
- Maintains The Woodlands Fire Department Computer Aided Dispatch.
- Monitors and maintains network stability.
- Communicates and coordinates network schedule, backups, and downtime to users.
- Administer the organization's various databases.
- Develop and maintain SharePoint
- Implement and maintain wireless network.
- Implement and maintain network security.
- Support GIS hardware and software
- Software and application support
- Test and integrate new technologies
- Coordinates third-party maintenance for network hardware, software, and telecommunications services.
- Provide project management for IT projects.



- Prepares and maintains documentation of network configurations and cabling layouts.
- Oversees and manages the operations of the telephone and voice mail system by:
  - Responding to user requests for assistance.
  - Maintaining and modifying system programming, including adding new users or programming new features.
  - Serving as liaison with telephone vendor; review and process all requests for service from vendor.

**Which critical success factors and/or service levels are affected by creating this position?**

**Describe its benefits:**

The reclassification of the current server administrator to the network administrator creates a career path within the IT Department. The current server administrator is routinely tasked with network administration duties. Current network administration is handled by the IT Director. This role was held over until the IT staff could develop the skills necessary to assume the network administration duties.

By focusing on network administration and project management we can reduce the use of consultants for network projects. The IT Director can then focus on the administration and success of the IT Department.

This also creates a second layer of network support that is currently lacking within The Township.

**What other options were considered?**

Maintain status quo; continue contracting for additional network support.

**Was this position included in the 2010 Five-Year Plan? If so, which year?**

A network administrator position was included in the five-year plan in 2013. By reclassifying the current server administrator position to a network administrator, we can reduce the need for a future network administrator position.

Requested by: William Pham, Information Technology Director.

# The Woodlands Township

## Request for New Position/Position Reclassification

### 2011 Budget

Department: Information Technology

Recommended Title: Senior Help Desk Analyst

New or Reclass  
X

Date of Hire: January 1, 2011

<b>Estimated Cost</b>	<b>FY 2011</b>	<b>Annual Ongoing</b>
Salaries and Benefits (a)	\$ 2,980	\$ 2,980
Capital Outlay		
Other		
Total	\$ 2,980	\$ 2,980

(a) Salary: \$2,480 Benefits: \$500

#### **List the primary duties of this position**

- Provide second level vendor support on hardware and software issues escalated from Help Desk Analyst.
- Answers, evaluates, and prioritizes incoming telephone, voice mail, e-mail, and in-person requests for assistance from users experiencing problems with hardware, software, networking, telephone and other computer-related technologies.
- Interviews user to collect information about problem and leads user through diagnostic procedures to determine source of error.
- 24 X 7 technical support.
- Handles problem recognition, research, isolation, resolution and follow-up for routine user problems, referring more complex problems to supervisor or technical staff.
- Logs and tracks calls using problem management database, and maintains history records and related problem documentation.
- Reviews Help Desk incident reports, analyzes and evaluates incident reports and makes recommendations to reduce help line incident rate.
- Provide support on hardware, peripherals and telecommunications (LAN/WAN/Internet).
- Installs personal computers, software, and peripheral equipment.

- Maintain software and hardware inventory lists.
- Catalog and inventory software resource tools.
- Assist with network administration on such functions as daily server backups, administration of network services (i.e. e-mail, Internet); user requests for print jobs and transmitting of electronic file information.
- Provide support for Desktop Images and the Office Application Suite (MS-Office).
- Assists in annual departmental budget preparation
- Provides back up for telephone software problems
- Assists with maintenance of company file sharing system
- Provides backup for handheld devices
- Consults with vendors hardware and software issues

**Which service levels are affected by creating this position? Describe its benefits:**

The reclassification of one of the Help Desk Analysts to a Senior Help Desk Analyst will contribute toward the critical success value of a professional workforce. This provides a career ladder for the Help Desk staff where retention is critical. There are three staff members dedicated to the Help Desk for the entire company. The industry standard is a 35:1 ratio of employees to each Help Desk staff. The Township has a ratio of 185:1. It is critical that we retain the existing staff as it takes over a year to train new staff members with the internal systems.

This provides a second level of support for problem resolution and escalation.

**What other options were considered?**

Status quo

**Was this position included in the 2010 Five-Year Plan? If so, which year?**

No, this is a reclass.

Requested by: William Pham, Information Technology Director

# The Woodlands Township

## Request for New Position/Position Reclassification

### 2011 Budget

Department: Park Operations

Recommended Title: Park Ranger (0.5 FTE)

New or Reclass  
X

Date of Hire: January 1, 2011

Estimated Cost	FY 2011	Annual Ongoing
Salaries and Benefits (a)	\$ 17,546	\$ 17,546
Capital Outlay		
Other (b)	\$ 1,595	\$ 505
<b>Total</b>	<b>\$ 19,141</b>	<b>\$ 18,051</b>

(a) Salary - \$14,622 Benefits - \$2,924

(b) Computer; uniform

#### **Primary duties of this position:**

##### **PARK RANGER MISSION:**

To serve the residents of The Woodlands through information, direction, protection and support that will enrich their recreational experience. The Ranger Program provides a means to wisely manage the growth of the community through examination, education, interpretation and protection.

##### ***Park Ranger Patrol Focus:***

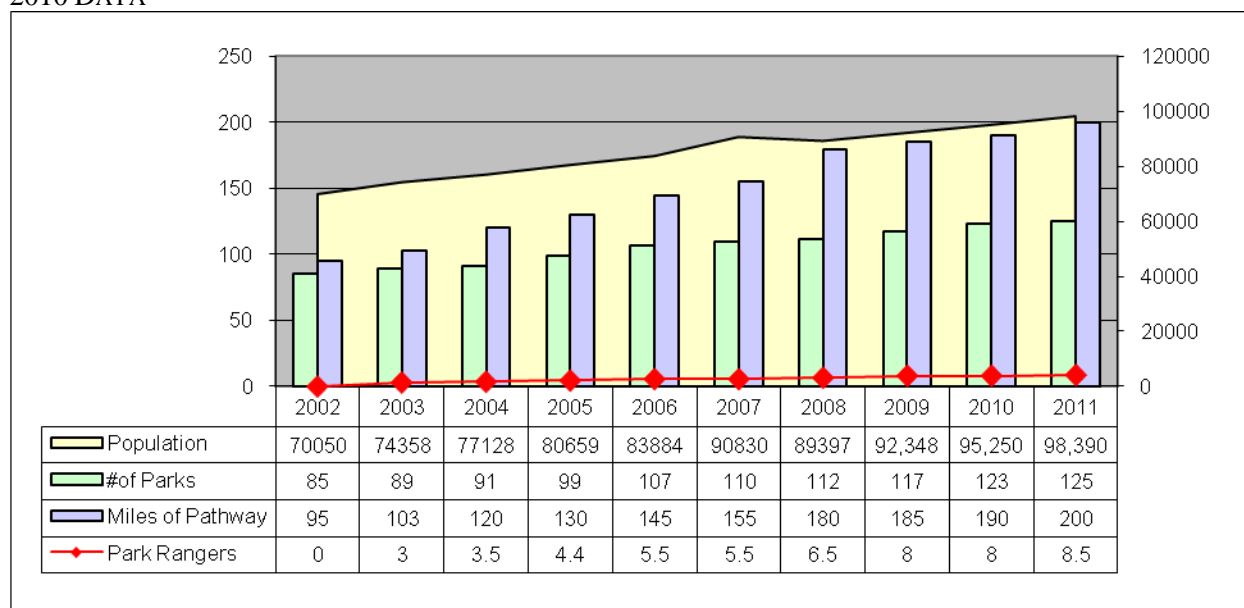
Park Rangers patrol focus varies by time of day and days of week; weekdays and weekends are somewhat different. Rangers are divided into five zones (North, South, Mid, East and West) to ensure adequate coverage and prevent duplication.

WEEKDAYS:	WEEKENDS:
<i>Mornings</i>	<i>Mornings</i>
<ul style="list-style-type: none"> <li>Patrol parks near The Woodlands High School to help prevent students from parking at the parks, as well as to discourage illegal before school activities.</li> <li>Patrol school zones and parks used by intermediate and elementary school students.</li> <li>Patrolling pathways using one of the Pathway UTV's usually occurs five to six times per week starting around 7:45 am. <i>With the addition of these positions, pathway patrol would increase to 7-9 times per week.</i></li> <li>Patrol parks focusing on inspections.</li> </ul>	<p>Weekends tend to be the busiest time in the parks, regardless of the season.</p> <ul style="list-style-type: none"> <li>Assess the athletic fields for play by 7:15 a.m.</li> <li>Check parks and restrooms with major events or reservations to verify facility conditions. Should the park require maintenance, Park Rangers call the On-Call Supervisor/Lead Ranger or Weekend Operations Crew or perform it themselves.</li> <li>Attend special events, program meetings and inspect parks.</li> </ul>
<i>Afternoons (peak use)</i>	<i>Afternoons</i>
<ul style="list-style-type: none"> <li>Shift gears more to rule enforcement, especially after-school and early evening during peak sports field and court use.</li> </ul>	<ul style="list-style-type: none"> <li>Check in on the facility conditions and overall satisfaction of the resident with reservations of 50+ in attendance.</li> <li>Spend much of day inspecting parks, engaging park users, providing information and responding to calls for assistance from the On-Call Supervisor and Woodlands Recreation Center.</li> </ul>
<i>Evenings</i>	<i>Evenings</i>
<p>During the <i>evening</i>, Park Rangers:</p> <ul style="list-style-type: none"> <li>Focus mainly on park security and specific park issues such as rules enforcement, alarm calls and hot spots.</li> </ul>	<ul style="list-style-type: none"> <li>Focus mainly on park security, calls for service by On-Call Supervisor and specific park issues such as alarm calls and hot spots.</li> </ul>

- Troubleshoot lighting problems for users.
- Turn lights on ball fields at Alden Bridge Sports Park.

- Troubleshoot lighting problems for users.

## 2010 DATA



Note: 2006 on includes Carlton Woods and Town Green and 2008 on Waterway Square Park.

Population increased 5.3%, miles of pathway by 3.2%, and the number of parks increased by six by the end of the year in 2008. Park Reservations year to date in 2010 are at 1,298, 2009 showed a total of 6,361.

## PARK RANGER RATIO TO PARKS AND PATHWAYS

### 2004

Parks –  $91 / 3.5 = 26$   
Pathways –  $120 / 3.5 = 34.3$

### 2005

Parks –  $99 / 4.4 = 22.5$   
Pathways –  $130 / 4.4 = 25.5$

### 2006

Parks –  $107 / 5.5 = 19.5$   
Pathways –  $145 / 5.5 = 26.4$

### 2007

Parks –  $110 / 5.5 = 20$   
Pathways –  $155 / 5.5 = 28.2$

### 2008

Parks –  $112 / 6.5 = 17.2$   
Pathways –  $180 / 6.5 = 27.7$

### 2009

Parks –  $117 / 8 = 14.6$   
Pathways –  $185 / 8 = 23.1$

### 2010

Parks –  $123 / 8 = 15.4$   
Pathways –  $190 / 8 = 23.8$

### 2011

Parks –  $125 / 8.5 = 14.7$   
Pathways –  $200 / 8.5 = 23.5$

The FTE count does not include the Park Ranger Supervisor and Lead Ranger, who oversee the program, and are not scheduled full time in the field.

## **Which critical success factors and/or service levels affected by creating this position:**

These positions contribute to healthy vibrant neighborhoods, community relations and communications as well as quality services and facilities.

## MAINTENANCE INSPECTIONS:

Park Rangers inspect parks using a Four Tiered Inspection Program which outlines the level of inspection and frequency, which is logged in the Park Ranger database. Drive by (Level 1) inspections are logged when parks can be mostly seen from the street such as Southshore where the park may be seen on the way to another call. Performing Basic (Level 2) inspections provides a brief overlook of the park, detailed (Level 3) inspections concentrate on individual amenities and Overall (Level 4) inspections are to ensure that every amenity (from landscaping to lighting) is inspected within a known timeframe.

Park Rangers' inspections assist with our Preventative Maintenance Program, by allowing staff to be proactive. During 2007, Park Rangers submitted 1,715 repair requests and 2,524 requests in 2008 and 3,107 in 2009.

Rangers are assigned a zone within which they are expected to cover as many parks as possible during their shift, depending on conditions, calls for assistance and use. In 2009 Park Rangers visited each park on average 188 times, Townwide Parks 488 times and Village Parks 326 times. For the 1<sup>st</sup> Quarter of 2010, Rangers on average visited each park 44.5 times, completed 4.3 overall inspections per park. Parks continually to be added to the system with six additional in 2010 bringing the total to 123.

Rangers are often requested to leave their assigned zone to check on “hot spots.” Hot spots are parks or areas that continually have challenges and negative activities, which are identified through normal inspection or through residents reporting them to the Department. Inspecting “hot spots” require Park Rangers to leave the assigned zone during prescribed times and days, thus reducing the number of parks inspected in the respective zone.

In 2006, Park Rangers documented 393 incidents in the park (vandalism, property damage and medical), 559 incidents in 2009 of which 292 were graffiti. Rangers record all minor incidences now as we have learned they often preclude more severe incidents.

#### AFTER HOURS AND WEEKEND OPERATIONS:

Park Rangers are in the parks during peak use – evening and weekends. They provide directions, presentations, interpretation, assistance, and a visible presence at community events and meetings. Rangers provide plant and wildlife information, program information, general Woodlands info, etc. Overall, they inform the public on our products and services and are a vehicle for residents to get information. They often attend Scout meetings in the park to provide information on parks and recreation and also to connect with the younger user.

Besides the On-call Supervisor (working from home during the evenings and weekend days) and Weekend Operations Crew that work March through October from 7am-4 pm on weekends, Park Rangers are essentially PARD’s weekend staff. They assist with resident requests, On-call Supervisors calls, equipment pick-ups, special events and attend programs. Rangers assisted on 240 calls in 2006 and 271 in 2007, and 374 in 2008, a 56% increase compared to 2006. In 2009 Park Rangers responded to 332 of the 550 calls. Many of the calls the On-Call Supervisor receives are between 10 P.M. and 2 A.M. with 58% occurring during the weekend. For calls up to midnight Park Rangers assesses the situation (i.e. alarm) vs. dispatching police.

Park Rangers perform minor repairs to facilities, especially on the weekends and during the evening, such as:

- unclogging toilets
- containing water leaks
- adjusting flushometers
- adjusting time clocks for lighting systems
- resetting breakers for pavilion electrical outlets
- securing park/pool equipment requiring repair
- tightening bolts on play equipment
- picking up trash

#### BANDIT SIGNS

Park Rangers, along with other Parks and Recreation staff are tasked with removal of unapproved signs covering 180 miles of road way. However, Park Rangers are the only Company staff authorized to remove political signs. In 2006, Park Rangers removed 2,114 signs, 1,440 in 2007, 1,688 in 2008, and 1,888 in 2009. Though sign removal is part of the daily tasks throughout each shift and zone, Park Rangers are specifically scheduled to remove signs on high violations days, Tuesdays, Saturdays and Sundays.

#### PATHWAY INSPECTIONS

In response to the community survey, pathway patrols have been increased. With the addition of GMP Trails which require inspection twice per week, the coverage area has increased.

Rangers ride utility vehicles to inspect the over 180 miles of pathways. These vehicles are ideal for pathway inspection as they are slow but have a limited range. Therefore, a Ranger inspecting pathways is not available to respond to other issues within the community. Due to the size of The Woodlands and the number of Rangers

scheduled during the weekday mornings there are days that require both Rangers to inspect/patrol in trucks for mobility reasons to quickly respond to requests. It may already take 30 minutes for a Ranger in a truck to respond to a safety issue in the west zone from the east or north zones; where as a Ranger on the mule could not respond. Additionally, pathways in The Woodlands are growing in miles as well as distance (i.e. Sterling Ridge , May Valley, Creekside Park), requiring additional Rangers to inspect. Currently Pathway Patrol is performed seven days a week when there are two or more Rangers on duty.

#### STREETLIGHT INSPECTIONS

Rangers perform assessments for requests for new streetlights, check streetlight outage requests, identify streetlights out/on for service and identify repairs made/not made for credit to streetlight account. During the evening shift, Rangers report malfunctioning lights for repair. In 2006, 1,427 streetlights were reported as needing repair, 833 in 2007 and 881 in 2008. The reduction is in large part due to a vigorous effort on the part of Parks staff to not include duplicate requests and a much increased effort on the part of Entergy to complete repairs. Park Rangers are the only Parks staff working in the evening. Streetlights checks are completed every quarter and account for approximately for 48 hours of overtime each streetlight check.

#### MONITORING PARK USE AND ASSISTING VISITORS:

Rangers record a snapshot of park use and activities to provide management useful information. They provide direction and information, report concerns and kudos as well as requests for additional recreational opportunities from interviews with visitors at parks, community events and meetings. Rangers also visit reservations and assist with events. Facility Reservations continue to increase totaling 1,256 pavilion, 4,018 field and 191 pool reservations in 2009 and 1298 pavilion and field reservations have already occurred this year through in the first quarter. Rangers provide support to special events and reservations such as troubleshooting and/or providing access to water, lighting or electrical service, emptying trash cans or providing extra trash bags, resolving conflicts between users and assessing satisfaction of reservation holder with facility and ensuring closure of facilities when unsafe. Additionally, when equipment needs to be picked up for an event on Saturdays, such as a Village Association event, Park Rangers meet the individual at the PARDES building to assist with the pick-up.

#### ADDITIONAL RANGERS

This additional Ranger is required to maintain service levels, safety inspections and minor repairs to keep up with The Woodlands growth in population and number of community facilities, events, reservations and amenities. Rangers assist visitors by providing information, direction and support. This enriches recreational experiences, provides a pleasant, safe environment, and promotes community harmony and the benefits of parks and recreation. With the current 8 full time equivalents; Rangers are not able to cover The Woodlands adequately. Park Rangers are assigned one of five zones each shift and depending on the location of a call for service response times may be as long as 30 minutes.

Reservations first quarter 2010 are at 1,298, in 2008, there were 1,089 pavilion reservations and 3,967 field reservations (5,056 total). There were a total of 6,631 reservations in 2009, a 25% increase over 2008. Rangers are scheduled to visit reservations with 50 or more in attendance, but often are only able to visit approximately 20% of reservations, typically those with an attendance 100+ due to the volume of reservations. Additionally, with the increase in pavilion reservation fees, the expectation of the customer (reservation) has increased. Residents are expecting parks to be in good order prior to the reservation, with back-to-back reservations and multiple priorities, this is difficult. Though we are not tracking this, Park Rangers are being called out to assist with large reservations almost daily, and certainly several times over the weekend. Though the primary reason for visiting reservations is to provide assistance, it is an opportunity for a positive face-to-face contact with our customers to answer questions and provide information. Too often Rangers respond to an issue in a park – a reactive, often negative contact, whereas it should be a proactive, positive encounter.

Additionally, with the acceptance of Rob Fleming (30 acres), GMNP trails and Wilde Creek parks in the Village of Creekside Park drive times have increased to respond to calls or perform inspections. Rob Fleming Park is the largest pavilion in the community which will require similar inspections as Northshore Park. Northshore is visited at least twice daily. Drive times will continue to increase with parks added in the west end of the community, May Valley,



Player Manor and Spindle Tree Ponds in Sterling Ridge, three Creekside Park amenity parks, Rob Fleming Park and Aquatic Center, Tupelo Green on Lake Paloma in the Village of Creekside Park and Riva Row Park in Town Center.

#### PROPOSED (DRAFT) SCHEDULE:

	Sunday			Monday			Tuesday			Wednesday			Thursday		Friday		Saturday	
6:00 AM																		
6:30 AM																		
7:00 AM																		
7:30 AM																		
8:00 AM																		
8:30 AM																		
9:00 AM																		
9:30 AM																		
10:00 AM																		
10:30 AM	Bob B	Dave	Ron W		Delmo	Bob C	Delmo	Bob C	Jeff	Gene	Terry	Jeff	Gene	Terry	Bob B	Ron W	Bob B	Dave
11:00 AM	10 hrs	10 hrs	10 hrs		10 hrs	10 hrs	10 hrs	10 hrs	10 hrs	10 hrs	10 hrs	10 hrs	10 hrs	10 hrs	10 hrs	10 hrs	10 hrs	10 hrs
11:30 AM	0630-	0700-	0630-		0630-	0630-	0630-	0630-	0630-	0630-	0630-	0630-	0630-	0630-	0630-	0630-	0630-	0630-
12:00 PM	1730	1700	1730		1730	1730	1730	1730	1730	1730	1730	1730	1730	1730	1730	1730	1730	1730
12:30 PM	3202	3202	3897		2226	3897	2226	3897	0112	2226	3897	0112	2226	3897	2226	3897	2226	3897
1:00 PM	2227	66	67	10 hrs	2227	66	2227	66	76	66	67	76	66	67	2227	67	2227	66
1:30 PM		TB-3	TB-2	0900-1900		TB-4		TB-2	TB-5		TB-4	TB-2		TB-2		TB-3		TB-5
2:00 PM																		
2:30 PM																		
3:00 PM																		
3:30 PM																		
4:00 PM																		
4:30 PM																		
5:00 PM				John	Reb R		John	Ron M		Andy	Ron M		Earl	Freddie		Earl	Nathan	Reb R
5:30 PM				10 hrs	10 hrs		10 hrs	10 hrs		10 hrs	10 hrs		10 hrs	10 hrs		10 hrs	10 hrs	10 hrs
6:00 PM				1300-	1300-		1300-	1300-		1300-	1300-		1300-	1300-		1300-	1300-	1300-
6:30 PM				2400	2400		2400	2400		2400	2400		2400	2400		2400	2400	2400
7:00 PM				0112	0391		0112	3202		2227	3202		0112	3202		0112	2226	0112
7:30 PM				69	76		69	65		69	65	TB	69	65	TB	69	66	69
8:00 PM				TB-1	TB-5		TB-1	TB-3		TB-1	TB-3		TB-1	TB-3		TB-1	TB-4	TB-1
8:30 PM																		
9:00 PM																		
9:30 PM																		
10:00 PM																		
10:30 PM																		
11:00 PM																		
11:30 PM																		
12:00 AM																		
12:30 AM																		
1:00 AM																		
1:30 AM																		
2:00 AM																		
2:30 AM																		
3:00 AM																		

One of these new Ranger positions focuses on weekdays focusing in on pathway inspections. The Sunday addition will help us target the hours of high use.

In summary, the Park Ranger program provides an instrument to wisely manage the growth of the community through examination, education, interpretation and protection. The addition of .5 Park Ranger FTEs will allow Park Rangers schedules to increase Path Patrol daily, increase sign removal patrol and increase the number of park visits per month.

#### Other options considered:

- Status quo – To accommodate for the growth of the community, continue with the same level of service and increase the Ranger presence in the Community, adding .5 full time equivalent (which equates to one part-time employee) is necessary.
- Contracting minor repairs and safety inspections to outside sources, which would require additional staff and funding. Staff has difficulty securing contractors for small jobs.
- Deferring the position.

#### Year included in the 2010 Five-Year Plan:

Yes, .5 Park Rangers were included in the 2010 Five-Year Plan in 2011.

Requested by: Chris Nunes, Director of Parks and Recreation  
James Birdwell, Park Ranger Supervisor

# **The Woodlands Township**

## **Request for New Position/Position Reclassification**

### **2011 Budget**

Department: Covenant Administration

Recommended Title: Admin. Assistant I

New or Reclass  
X

Date of Hire: Existing .5 FTE to .75 FTE

<b>Estimated Cost</b>	<b>FY 2011</b>	<b>Annual Ongoing</b>
Salaries and Benefits (a)	\$ 9,425	\$ 9,425
Capital Outlay		
Other (specify)		
Total	\$ 9,425	\$ 9,425

(a) Salary - \$7,540 Benefits - \$1,885

**List the primary duties of this position.**

The additional hours for this position would allow existing part-time Admin Assistant I to file the address files into the proper location.

**Which critical success factors and/or service levels are affected by creating this position?**

**Describe its benefits:**

Currently Records provide the filing support on all residential and commercial files for CAD. As of May1, 2010 that department will no longer provide these services.

There are about 32,000 property files and 42 employees in CAD. These employees use several address files on a daily basis. On any given day there may be between 200 and 300 files to be relocated to correct location on shelves. It is estimated that the approximately 5-10 man hours a week can be wasted searching for misplaced or misfiled address files. Having one employee provide the filing for the department should reduce the amount of misfiling and also increase productivity. Ownership of this essential function by a single employee is expected to provide better time management for the Covenant Administration Department.

**What other options were considered?**

Option 1: Each employees would file any file they have in their possession when finished; however there would be a disparity in filing quantities due to the nature of some job descriptions and probable increase in misfiling due to the large number of people performing the function, not to mention the logistical issues with many people trying to file in a confined area.

Option 2: Specifying certain existing employees to perform this duty for the whole department, however that would entail these employees to take time out of their daily job duties decreasing there productivity and customer service.

**Was this position included in the 2010 Five-Year Plan? If so, which year?**

No, since it was not known prior to April 2010 that the Records Department would no longer perform this function.

Requested by the Covenant Administration Department

# **The Woodlands Township**

## **Request for New Position/Position Reclassification**

### **2011 Budget**

Department: Environmental Services

Recommended Title: (2) Mosquito Interns

New or Reclass  
X

Date of Hire: May 2011

<b>Estimated Cost</b>	<b>FY 2011</b>	<b>Annual Ongoing</b>
Salaries and Benefits (a)	\$ 5,980	\$ 5,980
Capital Outlay		
Other (specify)		
<b>Total</b>	<b>\$ 5,980</b>	<b>\$ 5,980</b>

(a) Salary - \$5,200 Benefits - \$780

**List the primary duties of this position.**

This position implements mosquito surveillance study and tracks data for use in targeting abatement and education.

**Which critical success factors and/or service levels are affected by creating this position?**

**Describe its benefit:**

Key Function 3.1.1 – Provide a working environment that promotes productivity and high morale

Key Function 7.1.3 – Support conservation initiatives

Current staffing level for these positions accommodates 2 interns full time for 3 months for a total of .5FTE. The mosquito season starts in April or May and goes through October or November depending on the weather. These two positions need to have the hours increased to accommodate the entire season, May 1 through October 30 for a total of 0.75 FTE.

**Background**

This program was piloted with a grant from The Woodlands GREEN with assistance from the Texas Department of State Health Services and Texas A & M in 2004. The study was continued in 2005 with the use of two part time interns and consultation with Dr Jimmy Olson of Texas A & M. All surveillance and trapping for The Woodlands / South Montgomery County area is managed by Environmental Services with Pct 3 providing some part-time season assistance as well as running the targeted spray program when threshold numbers of the disease carrying species are present or disease is confirmed in the mosquito population.

The reduction of spraying of pesticides has clear benefits both to public health and the environment. Beneficial insects which actually prey on mosquitoes and larvae are also killed by the pesticide, thereby increasing the necessity to spray – and the problem escalates. The long term goal is to reduce public exposure to pesticides, while providing more effective mosquito control. Environmental Services receives many calls for assistance with mosquito problems, in part because residents are not knowledgeable about this problem. Public education continues to be a critical component of a more effective mosquito control program.

The preferred method of mosquito control that the Texas Department of Health promotes is Integrated Mosquito Management (IMM) which involves:

- surveillance by sampling ( this is much of what the interns do)
- identification and reduction of breeding sites – primarily through public education
- biological control
- larviciding as a last resort when disease is present
- targeted pesticide application for adult mosquitoes

**What other options were considered?**

- Additional part time Program Coordinator
- Additional overtime hours for existing staff
- Contracted position

**Was this position included in the 2010 Five-Year Plan? If so, which year?**

This is would be adding hours available to the 2 existing part time seasonal positions which are currently at 0.50 FTE and raising it to 0.75 FTE so that the entire season can be adequately covered with staff for surveillance.

Requested by: Lynne Aldrich

# **The Woodlands Township**

## **Request for New Position/Position Reclassification**

### **2011 Budget**

Department: The Woodlands Fire Department

Recommended Title: Firefighter (6FTEs)

New or Reclass

X

Date of Hire: July 2011

<b>Estimated Cost</b>	<b>FY 2011*</b>	<b>Annual Ongoing</b>
Salaries and Benefits (a)	\$ 188,553	\$ 377,106
Capital Outlay (b)	\$ 18,000	
Other (specify)		
Total	\$ 206,553	\$ 377,106

\*Costs for ½ year in 2011.

(a) Salaries - \$50,281 each Benefits - \$12,570 each (6 firefighters)

(b) Protective equipment

#### **List the primary duties of this position:**

The primary duties of these positions are to respond to and mitigate emergencies, as dispatched in and around the boundaries of The Woodlands Township. Three of these positions are to increase the staffing levels on Engine 107 to four persons per shift and three are to increase the staffing levels on Engine 101 to four persons per shift.

#### **Which critical success factors and/or service levels are affected by creating this position?**

##### **Describe its benefits:**

These positions will allow Engine 107 and Engine 101 to respond within their respective districts with an average response time of 5 minutes and allow fire suppression crews to begin interior firefighting operations in compliance with the Occupational Safety and Health Administration's and Texas Commission on Fire Protection's Two In/Two Out requirement.

#### **What other options were considered?**

Other options considered were to continue running these apparatus with three personnel.

#### **Was this position included in the 2010 Five-Year Plan? If so, which year?**

Yes - 2011

**THE WOODLANDS TOWNSHIP  
CONSOLIDATED STAFFING SUMMARY**

<b>(FTE's)</b>	<b>2010 Budget</b>	<b>2010 Forecast</b>	<b>2011 Budget</b>
<b>President's Office</b>			
President	1	1	1
Management Analyst	1	1	1
Executive Assistant	2	2	2
<b>Total President's Office</b>	<b>4</b>	<b>4</b>	<b>4</b>

<b>Legislative &amp; Govt Affairs</b>			
Legislative Affairs Manager	1	1	1
<b>Total Legis/Govt Affairs</b>	<b>1</b>	<b>1</b>	<b>1</b>

<b>Human Resources</b>			
Director of Human Resources	1	1	1
Sr. HR Generalist	2	2	2
HR Specialist	1	1	1
Administrative Asst. II	1.5	1.5	1.5
File Clerk	0.25	0.25	0.25
<b>Total Human Resources</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>

<b>Finance</b>			
AGM - Finance & Admin	1	1	1
Director of Fiscal Services	0	1	1
Financial Reporting Manager	1	0	0
Financial Services Manager	1	0	0
Accounting Manager	0	1	1
Financial Analyst	1	1	1
Purchasing Manager	1	1	1
Sr. Purchasing Specialist	1	1	1
Accounting Supervisor	1	1	1
Tax Analyst	1	1	1
Sr. Accountant	1	1	1
Accountant II	1	1	1
Accountant	1	1	1
Payroll Analyst	1	1	1
Sr. A/P Specialist	1	1	1
A/P Specialist	1	1	1
Sr. Administrative Asst.	1	1	1
Administrative Asst. II	1	1	1
<b>Total Finance</b>	<b>16</b>	<b>16</b>	<b>16</b>

Reclass from Financial Reporting Mgr  
Reclass to Director of Fiscal Services  
Reclass to Accounting Manager  
Reclass from Financial Services Mgr

**THE WOODLANDS TOWNSHIP  
CONSOLIDATED STAFFING SUMMARY**

(FTE's)

2010 Budget	2010 Forecast	2011 Budget
----------------	------------------	----------------

**Information Technology**

Director of Information Technology	1	1	1	
Systems Administrator	0	0	1	Reclass from Help Desk Supervisor
Network Administrator	0	0	1	Reclass from Server Administrator
Database Administrator	1	1	1	
Server Administrator	1	1	0	Reclass to Network Administrator
GIS Coordinator	0	0	1	New Position
GIS Analyst	1	1	1	
Systems/Radio Technician	1	1	1	
Help Desk Supervisor	1	1	0	Reclass to Systems Administrator
Sr. Help Desk Analyst	0	0	1	Reclass from Help Desk Analyst
Help Desk Analyst	2	2	1	Reclass to Sr. Help Desk Analyst

**Total Info Technology**

<b>8</b>	<b>8</b>	<b>9</b>
----------	----------	----------

**Records/Database Management**

Records/Property Data Manager	1	1	1
R/E Records Supervisor	1	1	1
Corporate Records Supervisor	1	1	1
Records Mgmt Analyst	1	1	1
R/E Records Analyst	1	1	1
Corporate Records Specialist	1	1	1
Records Technician	2	2	2

**Total Records/Prop Data Mgt**

<b>8</b>	<b>8</b>	<b>8</b>
----------	----------	----------

**Law Enforcement Services**

Director of Law Enforcement/Transportation	1	0	0	Position eliminated
Director of Law Enforcement	0	1	1	Reclass from Security Manager
Security Manager	1	0	0	Reclass to Director of Law Enforc.
Administrative Asst. II	1	1	1	
Ambassadors	7	7	7	
Intern	0.75	0.75	0.75	

**Total Law Enforcement Svcs**

<b>10.75</b>	<b>9.75</b>	<b>9.75</b>
--------------	-------------	-------------

**Neighborhood Services**

Neighborhood Svcs Manager	1	1	1
Neighborhood Svcs Supervisor	1	1	1
Program Specialists	1.75	1.75	1.75
Village Liaisons	3.75	3.75	3.75
Intern	0.25	0.25	0.25

**Total Neighborhood Svcs**

<b>7.75</b>	<b>7.75</b>	<b>7.75</b>
-------------	-------------	-------------

**THE WOODLANDS TOWNSHIP  
CONSOLIDATED STAFFING SUMMARY**

(FTE's)

2010 Budget	2010 Forecast	2011 Budget
----------------	------------------	----------------

**Community Relations / CVB Staff Svcs**

Director of Comm Relations/CVB President	1	1	1
Community Relations Manager	1	1	1
Marketing Specialist	1	1	1
Business Development Specialist	1	1	1
Event Specialist	1	1	1
Sr. Community Relations Specialist	1	1	1
Community Relations Specialist	1	1	1
Community Relations Coordinator	1	1	1
Administrative Asst. II	1	1	1

**Total CVB/Comm Events**

9	9	9
---	---	---

**Community Services Admin**

AGM - Community Services	1	1	1
Sr. Administrative Asst.	1	1	1
Engineering Technician	1	1	1
Receptionist	2	2	2
Mail Clerk	1	1	1

**Total Comm Svcs Admin**

6	6	6
---	---	---

**Parks Administration**

Director - Parks & Rec	1	1	1
Asst. Director - Parks & Rec	1	1	1
Development Manager	1	1	1
Special Events Coordinator	1	1	1
Financial Specialist	1	1	1
Administrative Asst. III	2	2	2
Administrative Asst. II	1	1	1
Customer Service Rep	1	1	1

**Total Parks Administration**

9	9	9
---	---	---

**Parks Planning**

Project Manager	1	1	1
Project Specialist	1	1	1
Park Supervisor	1	1	1
Foreman	1	1	1
Parks Technician III	2	2	2
Parks Technician I	4	4	4

**Total Parks Planning**

10	10	10
----	----	----



**THE WOODLANDS TOWNSHIP  
CONSOLIDATED STAFFING SUMMARY**

(FTE's)

2010 Budget	2010 Forecast	2011 Budget
----------------	------------------	----------------

**Park Operations**

Park Superintendent	1	1	1
Parks Supervisor	1	1	1
Park Supervisor - Facilities	1	1	1
Foreman - Facilities	1	1	1
Parks Technician II - Facilities	1	1	1
Parks Technician I - Facilities	4	4	4
Park Supv - Natural Resources	1	1	1
Foreman - OSR	1	1	1
Parks Technician II- OSR	2	2	2
Parks Technician I - OSR	1	1	1
Foreman - Landscape	1	1	1
Parks Technician II - Landscape	2	2	2
Parks Technician I - Landscape	2	2	2
Foreman - Forestry	1	1	1
Parks Technician II - Forestry	2	2	2
Parks Technician I - Forestry	1	1	1
Parks Technician I	2	2	2
Parks Technician III - Paint	1	1	1
Irrigation Technician	1	1	1
Facilities Technician II	1	1	1
Facilities Technician I	1	1	1
Park Ranger Supervisor	1	1	1
Lead Park Ranger	1	1	1
Park Ranger	8	8	8.5

New position

**Total Park Operations**

<b>39</b>	<b>39</b>	<b>39.5</b>
-----------	-----------	-------------

**Aquatics**

Aquatics Superintendent	1	1	1
Pool Tech Foreman	1	1	1
Pool Technicians	5	5	5
Lifeguard Coordinator	1	1	1
Lifeguards	57.5	57.5	57.5
Recreation Aid - Pool Passes	1.25	1.25	1.25
Administrative Assistant Seasonal	0.25	0.25	0.25

**Total Aquatics**

<b>67</b>	<b>67</b>	<b>67</b>
-----------	-----------	-----------

**THE WOODLANDS TOWNSHIP  
CONSOLIDATED STAFFING SUMMARY**

<b>(FTE's)</b>	<b>2010 Budget</b>	<b>2010 Forecast</b>	<b>2011 Budget</b>
<b>Recreation</b>			
Recreation Superintendent	1	1	1
Rec Program Coordinators	2	2	2
Rec Program Coord - Aquatics	1	1	1
Rec Program Coord-Boat House	1	1	1
Recreation Specialists	2.2	2.2	2.2
Recreation Aid	2	2	2
Recreation Aid (Boat House)	1	1	1
Receptionist	2.25	2.25	2.25
Swim Coach (seasonal)	2.5	2.5	2.5
Swim Team Clerk (seasonal)	0.5	0.5	0.5
Camp Leader (seasonal)	1.25	1.25	1.25
Water Safety Instruct. (seasonal)	1	1	1
Learn to Swim Coord (seasonal)	0.25	0.25	0.25
<b>Total Recreation</b>	<b>17.95</b>	<b>17.95</b>	<b>17.95</b>

**Covenant Administration**

Director - Cov Admin	1	1	1
Property Compliance Manager	2	2	2
Village Property Compliance Supervisor	6	6	6
Commercial Property Compliance Supervisor	1	1	1
Administrative Services Supervisor	1	1	1
Revitalization Specialist	1	1	1
Applications Specialist	2.5	2.5	2.5
Property Compliance Specialist	7	7	7
Administrative Asst. I	2	2	2.25
Compliance Specialist	1	1	1
Property Compliance Technician	8	8	8
<b>Total Covenant Administration</b>	<b>32.5</b>	<b>32.5</b>	<b>32.75</b>

.25 FTE additional hours

**Environmental Services**

Environmental Svcs Manager	1	1	1
Environmental Edu Coord.	2	2	2
Environmental Edu Specialist	0.5	0.5	0.5
Intern	0.5	0.5	0.75
<b>Total Environmental Svcs</b>	<b>4</b>	<b>4</b>	<b>4.25</b>

.25 FTE additional hours

<b>TOTAL TOWNSHIP</b>	<b>255.7</b>	<b>254.7</b>	<b>256.7</b>
-----------------------	--------------	--------------	--------------

**THE WOODLANDS TOWNSHIP  
CONSOLIDATED STAFFING SUMMARY**

(FTE's)

2010 Budget	2010 Forecast	2011 Budget
----------------	------------------	----------------

**FIRE DEPARTMENT**

**Fire and EMS Management**

Fire Chief	1	1	1
Deputy Chief - Administration	1	1	1
Deputy Chief - Operations	1	1	1
Deputy Chief - Training	1	1	1
Battalion Chief - Operations	3	3	3
Battalion Chief - Training	1	1	1
Fire Prevention Officer	1	1	1
Administrative Analyst	1	1	1
Customer Service Rep	1	1	1
Administrative Asst II	1	1	1
Fire Support Specialist	1	1	1

**Total Fire/EMS Management**

<b>13</b>	<b>13</b>	<b>13</b>
-----------	-----------	-----------

**Fire Protection**

Captain	3	3	3
Lieutenant	21	21	21
Driver/Operator	24	24	24
Firefighter	60	60	66

6 new positions

**Total Fire Protection**

<b>108</b>	<b>108</b>	<b>114</b>
------------	------------	------------

**Dispatch**

Dispatch Manager	1	1	1
Shift Supervisor	3	3	3
Dispatcher	10	10	10

**Total Dispatch**

<b>14</b>	<b>14</b>	<b>14</b>
-----------	-----------	-----------

**TOTAL FIRE DEPARTMENT**

<b>135</b>	<b>135</b>	<b>141</b>
------------	------------	------------

**GRAND TOTAL**

<b>390.7</b>	<b>389.7</b>	<b>397.7</b>
--------------	--------------	--------------

**The Woodlands Township  
Salary & Benefits Summary  
(in whole dollars)**

	Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
<b>PRESIDENT'S OFFICE</b>					
Salaries and Wages	433,193	433,193	425,564	(7,629)	-2%
Overtime	3,000	3,000	3,000	-	0%
Employee Benefits - FICA	24,551	24,551	25,665	1,114	5%
Employee Benefits - TEC	180	960	1,008	828	460%
Employee Benefits - Retirement	60,647	45,700	48,928	(11,719)	-19%
Employee Benefits - Insurance	38,212	38,900	43,457	5,245	14%
Employee Benefits - Workers Comp	916	580	636	(280)	-31%
Interns	-	-	-	-	-2%
	560,699	546,884	548,258	(12,441)	
<b>LEGISLATIVE AND GOVERNMENTAL AFFAIRS</b>					
Salaries and Wages	81,704	81,704	82,722	1,018	1%
Overtime	-	-	-	-	1%
Employee Benefits - FICA	6,250	6,250	6,328	78	320%
Employee Benefits - TEC	45	175	189	144	1%
Employee Benefits - Retirement	11,439	11,439	11,581	142	2%
Employee Benefits - Insurance	11,400	11,400	11,682	282	0%
Employee Benefits - Workers Comp	180	180	180	-	1%
Interns	-	-	-	-	
	111,018	111,148	112,682	1,664	
<b>HUMAN RESOURCES</b>					
Salaries and Wages	355,303	355,303	361,718	6,415	2%
Overtime	500	500	500	-	0%
Employee Benefits - FICA	26,544	26,544	26,626	82	0%
Employee Benefits - TEC	288	1,160	1,225	937	325%
Employee Benefits - Retirement	49,233	49,233	50,175	942	2%
Employee Benefits - Insurance	63,039	52,000	54,818	(8,221)	-13%
Employee Benefits - Workers Comp	768	620	770	2	0%
Bonus Pool	-	-	-	-	0%
	495,675	485,360	495,832	157	
<b>FINANCE</b>					
Salaries and Wages	1,022,955	971,500	1,013,666	(9,289)	-1%
Overtime	2,000	3,000	2,500	500	25%
Employee Benefits - FICA	75,128	70,300	75,096	(32)	0%
Employee Benefits - TEC	720	2,800	3,024	2,304	320%
Employee Benefits - Retirement	129,492	108,300	128,577	(915)	-1%
Employee Benefits - Insurance	144,476	129,476	142,237	(2,239)	-2%
Employee Benefits - Workers Comp	2,251	1,751	2,180	(71)	-3%
Interns	-	-	-	-	-1%
	1,377,022	1,287,127	1,367,280	(9,742)	
<b>INFORMATION TECHNOLOGY</b>					
Salaries and Wages	502,611	490,300	582,739	80,128	16%
Overtime	4,000	4,000	4,000	-	0%
Employee Benefits - FICA	38,450	37,500	44,886	6,436	17%
Employee Benefits - TEC	383	1,580	1,701	1,318	344%
Employee Benefits - Retirement	53,305	53,305	70,439	17,134	32%
Employee Benefits - Insurance	72,454	71,500	84,513	12,059	17%
Employee Benefits - Workers Comp	1,106	1,106	1,264	158	14%
Interns	-	-	-	-	17%
	672,309	659,291	789,542	117,233	

**The Woodlands Township  
Salary & Benefits Summary  
(in whole dollars)**

**RECORDS/PROPERTY DATA MANAGEMENT**

Salaries and Wages					
Overtime	393,329	387,700	400,252	6,923	2%
Employee Benefits - FICA	2,400	2,400	2,400	-	0%
Employee Benefits - TEC	32,089	28,900	30,803	(1,286)	-4%
Employee Benefits - Retirement	360	1,440	1,512	1,152	320%
Employee Benefits - Insurance	40,024	43,100	51,073	11,049	28%
Employee Benefits - Workers Comp	56,603	56,603	57,756	1,153	2%
Interns	860	720	868	8	1%
	525,665	520,863	544,664	18,999	4%

**LAW ENFORCEMENT SERVICES**

Salaries and Wages					
Overtime	231,269	186,300	123,175	(108,094)	-47%
Employee Benefits - FICA	-	900	900	900	-51%
Employee Benefits - TEC	19,204	14,250	9,492	(9,712)	180%
Employee Benefits - Retirement	135	320	378	243	-69%
Employee Benefits - Insurance	32,399	24,200	9,944	(22,455)	-55%
Employee Benefits - Workers Comp	28,763	21,800	12,865	(15,898)	-44%
Interns	479	240	267	(212)	-50%
	312,249	248,010	157,021	(155,228)	

**AMBASSADORS**

Salaries and Wages					
Overtime	185,549	172,200	193,445	7,896	4%
Employee Benefits - FICA	-	2,000	1,250	1,250	5%
Employee Benefits - TEC	14,194	13,175	14,894	700	278%
Employee Benefits - Retirement	450	1,200	1,701	1,251	-20%
Employee Benefits - Insurance	25,956	18,754	20,754	(5,202)	-17%
Employee Benefits - Workers Comp	33,101	28,800	27,332	(5,769)	1321%
Interns	471	471	6,693	6,222	0%
	21,000	21,000	21,000	-	2%
	280,721	257,546	287,069	6,348	

**NEIGHBORHOOD SERVICES**

Salaries and Wages					
Overtime	289,197	289,197	300,825	11,628	4%
Employee Benefits - FICA	3,000	3,000	3,000	-	0%
Employee Benefits - TEC	22,124	22,124	23,243	1,119	5%
Employee Benefits - Retirement	413	1,700	1,878	1,465	355%
Employee Benefits - Insurance	31,226	35,500	40,438	9,212	30%
Employee Benefits - Workers Comp	26,942	27,700	27,577	635	2%
Interns	636	52	654	18	3%
	373,538	379,273	397,615	24,077	6%

**PARKS & RECREATION ADMIN/PLANNING**

Salaries and Wages					
Overtime	830,018	830,018	831,843	1,825	0%
Employee Benefits - FICA	19,500	20,000	20,000	500	3%
Employee Benefits - TEC	65,218	65,218	65,467	249	0%
Employee Benefits - Retirement	855	3,590	3,780	2,925	342%
Employee Benefits - Insurance	84,494	85,900	99,548	15,054	18%
Employee Benefits - Workers Comp	146,034	194,100	185,738	39,704	27%
Interns	10,928	8,950	10,556	(372)	-3%
	1,167,047	1,221,876	1,226,932	59,885	5%

**The Woodlands Township  
Salary & Benefits Summary  
(in whole dollars)**

	Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
<b>PARKS AND PATHWAY OPERATIONS</b>					
Salaries and Wages	1,355,664	1,340,300	1,405,712	50,048	4%
Overtime	39,000	46,000	39,000	-	0%
Employee Benefits - FICA	106,692	103,800	111,056	4,364	4%
Employee Benefits - TEC	2,115	8,250	9,072	6,957	329%
Employee Benefits - Retirement	122,880	139,300	155,613	32,733	27%
Employee Benefits - Insurance	212,086	238,200	248,326	36,240	17%
Employee Benefits - Workers Comp	45,686	35,750	44,222	(1,464)	-3%
Interns	-	-	-	-	-
	1,884,123	1,911,600	2,013,001	128,878	7%
<b>AQUATICS</b>					
Salaries and Wages	982,647	1,061,700	1,078,150	95,503	10%
Overtime	10,000	12,000	10,000	-	0%
Employee Benefits - FICA	75,173	81,300	83,473	8,300	11%
Employee Benefits - TEC	3,050	12,900	13,519	10,469	343%
Employee Benefits - Retirement	23,699	31,500	33,660	9,961	42%
Employee Benefits - Insurance	78,388	78,388	79,203	815	1%
Employee Benefits - Workers Comp	32,686	30,800	36,945	4,259	13%
Interns	-	-	-	-	-
	1,205,643	1,308,588	1,334,950	129,307	11%
<b>RECREATION</b>					
Salaries and Wages	515,817	515,817	532,358	16,541	3%
Overtime	4,000	4,000	4,000	-	0%
Employee Benefits - FICA	39,460	34,460	41,031	1,571	4%
Employee Benefits - TEC	950	3,600	3,990	3,040	320%
Employee Benefits - Retirement	28,192	34,500	42,821	14,629	52%
Employee Benefits - Insurance	37,916	60,200	52,922	15,006	40%
Employee Benefits - Workers Comp	4,718	7,100	8,528	3,810	81%
Interns	-	-	-	-	-
	631,053	664,677	685,650	54,597	9%
<b>COMMUNITY SERVICES ADMINISTRATION</b>					
Salaries and Wages	314,486	314,486	318,764	4,278	1%
Overtime	2,000	3,500	3,500	1,500	75%
Employee Benefits - FICA	22,134	21,700	22,710	576	3%
Employee Benefits - TEC	279	950	1,134	855	306%
Employee Benefits - Retirement	39,890	32,300	41,531	1,641	4%
Employee Benefits - Insurance	43,757	36,700	39,635	(4,122)	-9%
Employee Benefits - Workers Comp	692	590	681	(11)	-2%
Interns	-	-	-	-	-
	423,238	410,226	427,955	4,717	1%
<b>COVENANT ADMINISTRATION</b>					
Salaries and Wages	1,435,730	1,419,500	1,454,904	19,174	1%
Overtime	14,000	11,000	12,000	(2,000)	-14%
Employee Benefits - FICA	109,833	105,120	112,562	2,729	2%
Employee Benefits - TEC	1,935	7,200	8,127	6,192	320%
Employee Benefits - Retirement	140,356	168,500	180,148	39,792	28%
Employee Benefits - Insurance	188,550	185,400	184,168	(4,382)	-2%
Employee Benefits - Workers Comp	3,179	2,650	3,159	(20)	-1%
Interns	-	-	-	-	-
	1,893,583	1,899,370	1,955,068	61,485	3%

**The Woodlands Township  
Salary & Benefits Summary  
(in whole dollars)**

	Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
<b>ENVIRONMENTAL SERVICES</b>					
Salaries and Wages	192,503	192,503	200,022	7,519	4%
Overtime	7,700	11,700	7,700	-	0%
Employee Benefits - FICA	14,726	14,726	15,891	1,165	8%
Employee Benefits - TEC	232	850	1,084	852	367%
Employee Benefits - Retirement	23,020	26,600	26,897	3,877	17%
Employee Benefits - Insurance	15,606	15,606	15,918	312	2%
Employee Benefits - Workers Comp	424	400	443	19	4%
Interns	-	-	-	-	-
	254,211	262,385	267,955	13,744	5%
<b>COMMUNITY RELATIONS</b>					
Salaries and Wages	266,042	266,042	272,710	6,668	3%
Overtime	2,000	2,000	2,000	-	0%
Employee Benefits - FICA	19,979	19,979	18,188	(1,791)	-9%
Employee Benefits - TEC	180	820	945	765	425%
Employee Benefits - Retirement	36,066	36,066	38,459	2,393	7%
Employee Benefits - Insurance	40,674	40,674	40,141	(533)	-1%
Employee Benefits - Workers Comp	504	504	582	78	15%
Interns	-	-	-	-	-
	365,445	366,085	373,025	7,580	2%
<b>CVB STAFF SERVICES</b>					
Salaries and Wages	302,269	329,500	341,058	38,789	13%
Overtime	-	-	-	-	-
Employee Benefits - FICA	24,281	26,400	25,763	1,482	6%
Employee Benefits - TEC	308	950	1,217	909	295%
Employee Benefits - Retirement	44,848	43,200	46,644	1,796	4%
Employee Benefits - Insurance	31,228	31,228	31,864	636	2%
Employee Benefits - Workers Comp	708	708	724	16	2%
Interns	10,000	10,000	10,000	-	0%
	413,642	441,986	457,270	43,628	11%
<b>TOTAL SALARIES &amp; BENEFITS:</b>					
Salaries and Wages	9,690,286	9,637,263	9,919,627	229,341	2%
Overtime	113,100	133,100	115,750	2,650	2%
Employee Benefits - FICA	736,030	721,297	753,174	17,144	2%
Employee Benefits - TEC	12,878	50,445	55,484	42,606	331%
Employee Benefits - Retirement	977,166	987,343	1,097,230	120,064	12%
Employee Benefits - Insurance	1,269,229	1,318,675	1,340,152	70,923	6%
Employee Benefits - Workers Comp	107,192	93,172	119,352	12,160	11%
Interns	41,000	41,000	41,000	-	0%
	12,946,881	12,982,295	13,441,769	494,888	4%
<b>BENEFITS AS % OF SALARY &amp; WAGES</b>					
	32%	32%	33%		



## 2011 BUDGET INITIATIVE

**Information regarding budget initiatives that are included in the 2011 budget and/or five-year plan was distributed separately at one of the budget workshops held in July.**



# GENERAL FUND

---



## *In This Section You Will Find:*

General Fund Budget Overview .....	8-1
Statement of Revenues, Expenditures and Changes in Fund Balance .....	8-3
Summary of Significant Budget Increases and Decreases .....	8-5
General Fund Revenues by Type .....	8-8
General Fund Expenditures by Type.....	8-9
Analysis by Expenditure Type.....	8-11
Department Expenditures by Type.....	8-29
General Fund Revenue Detail .....	8-35

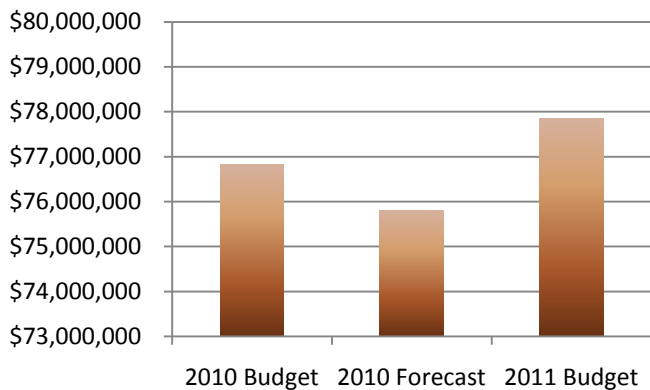
## The Woodlands Township

### General Fund Budget Overview

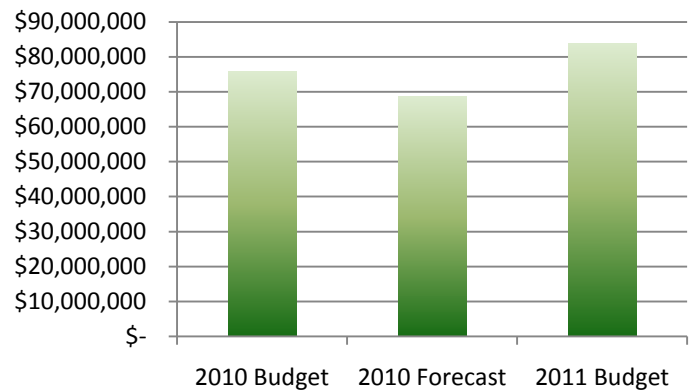
The General Fund is the Township's primary operating fund. It accounts for all financial resources of the Township except those required to be accounted for in another fund.

	2010 Budget	2010 Forecast	2011 Budget	\$ Inc/(Dec)	% Inc/(Dec)
TOTAL REVENUES	\$76,821,429	\$75,799,869	<b>\$77,857,762</b>	\$1,036,333	1.3%
OPERATING EXPENDITURES	44,774,235	44,352,964	<b>46,910,179</b>	2,135,944	4.8%
OTHER EXPENDITURES	31,163,585	24,183,482	<b>36,974,476</b>	5,810,891	18.6%
REVENUES OVER/(UNDER) EXPENDITURES	\$883,609	\$7,263,423	<b>(\$6,026,893)</b>	(\$6,910,502)	782.1%
BEGINNING FUND BALANCE	22,320,810	22,320,810	<b>29,584,233</b>	7,263,423	32.5%
ENDING FUND BALANCE	<u>\$23,204,419</u>	<u>\$29,584,233</u>	<u><b>\$23,557,340</b></u>	<u>\$352,921</u>	<u>1.5%</u>

#### TOTAL REVENUES

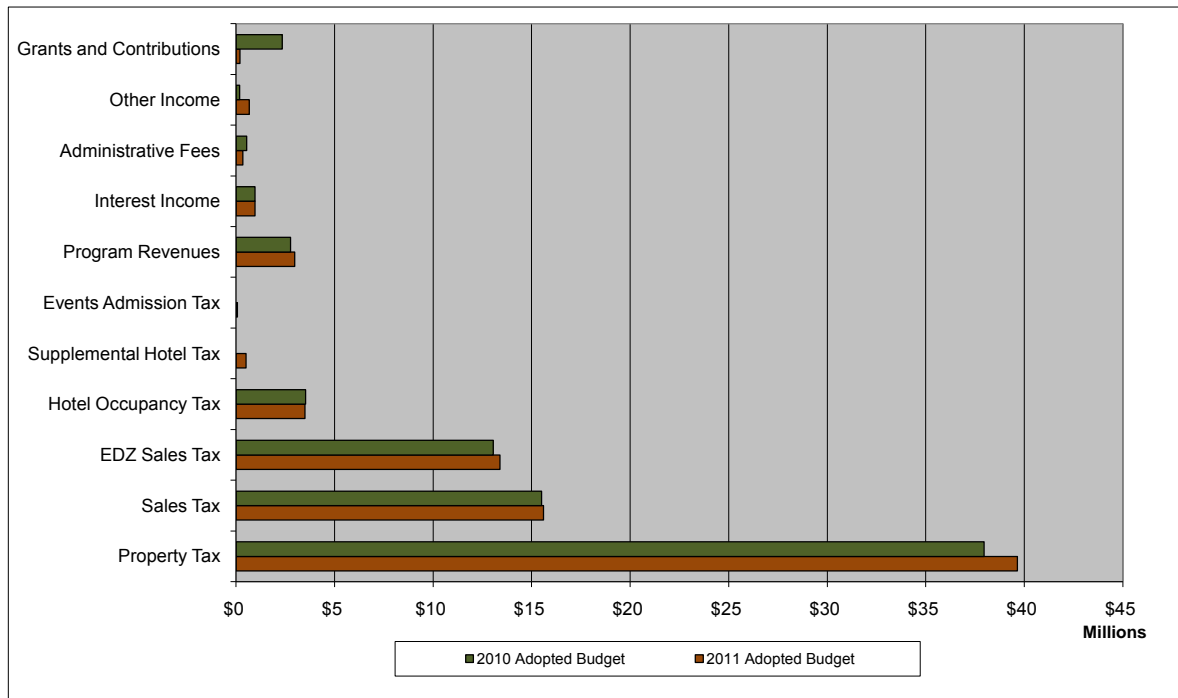


#### TOTAL EXPENDITURES



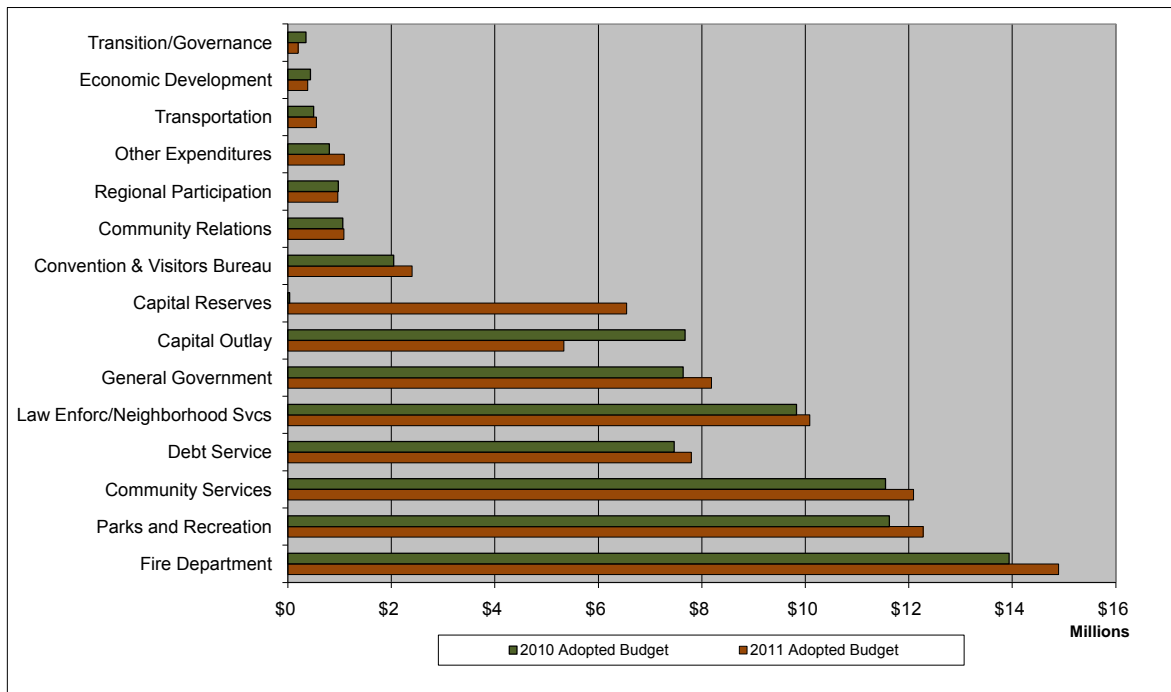
## General Fund Revenues

2011 Adopted Budget Compared to 2010 Adopted Budget



## General Fund Expenditures

2011 Adopted Budget Compared to 2010 Adopted Budget



**General Fund**  
**Statement of Revenues Expenditures & Changes in Fund Balance**  
(in whole dollars)

	2010 Budget	2010 Forecast	2011 Budget	\$ Inc/(Dec)	% Inc/(Dec)
<b>REVENUES</b>					
<b>Tax Revenue</b>					
Property Tax	\$ 37,963,737	\$ 37,963,737	\$ 39,649,133	\$ 1,685,396	4.4%
Sales and Use Tax	15,505,060	14,996,485	15,596,344	91,284	0.6%
EDZ Sales and Use Tax	13,044,407	12,976,354	13,385,264	340,857	2.6%
Hotel Occupancy Tax	3,525,896	3,366,557	3,501,219	(24,677)	-0.7%
Supplemental Hotel Occupancy Tax	-	-	500,000	500,000	
Event Admissions Tax	-	-	75,000	75,000	
	<b>70,039,100</b>	<b>69,303,133</b>	<b>72,706,960</b>	<b>2,667,860</b>	<b>3.8%</b>
<b>Other Sources</b>					
Program Revenues	2,767,720	2,676,127	2,973,300	205,580	7.4%
Administrative Fees	531,100	337,100	346,100	(185,000)	-34.8%
Grants and Contributions	2,339,422	2,339,422	194,400	(2,145,022)	-91.7%
Interest Income	965,160	965,160	965,662	502	0.1%
Other Income	178,927	178,927	671,340	492,413	275.2%
<b>TOTAL REVENUES</b>	<b>76,821,429</b>	<b>75,799,869</b>	<b>77,857,762</b>	<b>1,036,333</b>	<b>1.3%</b>
<b>OPERATING EXPENDITURES</b>					
<b>General Government</b>					
Board of Directors	85,900	60,800	63,300	(22,600)	-26.3%
President's Office	596,521	579,684	609,740	13,219	2.2%
Legislative Affairs	246,743	225,523	268,642	21,899	8.9%
Human Resources	640,775	632,860	644,432	3,657	0.6%
Finance	1,742,122	1,639,727	1,656,280	(85,842)	-4.9%
Information Technology	1,040,609	1,027,591	1,183,157	142,548	13.7%
Records/Database Mgmt	585,315	588,163	612,264	26,949	4.6%
Non-Departmental	2,703,140	2,768,848	3,150,788	447,648	16.6%
	<b>7,641,125</b>	<b>7,523,196</b>	<b>8,188,603</b>	<b>547,478</b>	<b>7.2%</b>
<b>Law Enforc/Neighborhood Svcs</b>					
Law Enforcement Services	9,362,634	9,259,920	9,589,000	226,366	2.4%
Neighborhood Services	469,238	474,973	496,915	27,677	5.9%
	<b>9,831,872</b>	<b>9,734,893</b>	<b>10,085,915</b>	<b>254,043</b>	<b>2.6%</b>
<b>Parks and Recreation</b>					
Park & Pathway Operations	5,286,873	5,298,350	5,576,366	289,493	5.5%
Waterway Operations	1,163,659	1,267,927	1,160,326	(3,333)	-0.3%
Aquatics	1,769,243	1,878,688	1,949,450	180,207	10.2%
Recreation	1,768,953	1,750,227	1,853,250	84,297	4.8%
PARC Admin/Planning	1,637,547	1,681,476	1,735,432	97,885	6.0%
	<b>11,626,275</b>	<b>11,876,668</b>	<b>12,274,824</b>	<b>648,549</b>	<b>5.6%</b>
<b>Community Services</b>					
Covenant Administration	2,196,883	2,092,870	2,233,168	36,285	1.7%
Environmental Services	380,661	362,835	376,305	(4,356)	-1.1%
Streetlighting	1,049,590	1,049,590	1,154,544	104,954	10.0%
Streetscape Maintenance	2,277,000	2,368,000	2,448,396	171,396	7.5%
Solid Waste Services	5,197,012	5,069,562	5,419,819	222,807	4.3%
Other Community Services	451,288	438,326	456,555	5,267	1.2%
	<b>11,552,434</b>	<b>11,381,183</b>	<b>12,088,787</b>	<b>536,353</b>	<b>4.6%</b>
<b>Community Relations</b>					
Community Relations	647,795	625,685	625,625	(22,170)	-3.4%
CVB Staff Services	413,642	441,986	457,270	43,628	10.5%
	<b>1,061,437</b>	<b>1,067,671</b>	<b>1,082,895</b>	<b>21,458</b>	<b>2.0%</b>
<b>Other Expenditures</b>					
Transportation	498,620	498,620	548,620	50,000	10.0%
Economic Development	436,300	336,300	381,300	(55,000)	-12.6%
Transition/Governance	350,000	350,000	200,000	(150,000)	-42.9%
Regional Participation	976,353	931,314	968,566	(7,787)	-0.8%
Other Expenditures	799,819	653,119	1,090,668	290,849	36.4%
	<b>3,061,092</b>	<b>2,769,353</b>	<b>3,189,155</b>	<b>128,063</b>	<b>4.2%</b>
<b>EXPENDITURE SUBTOTAL</b>	<b>44,774,235</b>	<b>44,352,964</b>	<b>46,910,179</b>	<b>2,135,944</b>	<b>4.8%</b>
<b>TRANSFERS</b>					
Fire Department	13,938,091	14,168,469	14,892,312	954,221	6.8%
Convention & Visitors Bureau	2,045,737	2,034,737	2,399,837	354,100	17.3%
Capital Outlay	7,677,955	2,794,050	5,335,600	(2,342,355)	-30.5%
Capital Reserves	37,200	37,200	6,550,095	6,512,895	17507.8%
Debt Service	7,464,602	5,149,026	7,796,632	332,030	4.4%
	<b>31,163,585</b>	<b>24,183,482</b>	<b>36,974,476</b>	<b>5,810,891</b>	<b>18.6%</b>
<b>TOTAL EXPENDITURES</b>	<b>75,937,820</b>	<b>68,536,446</b>	<b>83,884,655</b>	<b>7,946,835</b>	<b>10.5%</b>
<b>REV OVER/(UNDER) EXP</b>	<b>883,609</b>	<b>7,263,423</b>	<b>(6,026,893)</b>	<b>(6,910,502)</b>	<b>782.1%</b>
<b>BEGINNING FUND BALANCE</b>	<b>22,320,810</b>	<b>22,320,810</b>	<b>29,584,233</b>	<b>7,263,423</b>	<b>32.5%</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 23,204,419</b>	<b>\$ 29,584,233</b>	<b>\$ 23,557,340</b>	<b>\$ 352,921</b>	<b>1.5%</b>

**THE WOODLANDS TOWNSHIP  
GENERAL FUND  
SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES**

	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Expenditures</b>	<b>\$44,774,235</b>	<b>\$46,910,179</b>	<b>\$2,135,944</b>	<b>4.8%</b>

**INCREASES**

	<b>Increase</b>	<b>Percent of Total Increase</b>
Salaries & Benefits	\$524,770	16.0%
MCSO Personnel	441,533	13.4%
MCSO Overtime	309,018	9.4%
Solid Waste Services	222,807	6.8%
Legal Fees	221,000	6.7%
Streetscape Maintenance	171,396	5.2%
Carlton Woods Property Assoc	171,350	5.2%
Rent/Operations - New Trails	159,300	4.9%
Utilities	144,665	4.4%
Uncollectible Property Tax	107,549	3.3%
Streetlighting	104,954	3.2%
Park and Pathway Maintenance	90,715	2.8%
Moving Expenses	70,000	2.1%
Trolley Study	50,000	1.5%
Sports Field Study	50,000	1.5%
Maintenance - Waterway	60,262	1.8%
Maintenance - Waterway Square	48,361	1.5%
Athletic Programs	42,700	1.3%
Insurance	42,200	1.3%
Harris County Constable	30,800	0.9%
Credit Card Fees	28,000	0.9%
Funding for the Y	25,000	0.8%
Computer Support	22,000	0.7%
Cultural Arts Study	20,000	0.6%
Turf Maintenance & Irrigation	18,700	0.6%
Property Tax Admin Fees	18,300	0.6%
MCSO Vehicle Fuel	15,915	0.5%

**THE WOODLANDS TOWNSHIP  
GENERAL FUND  
SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES**

	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Expenditures</b>	<b>\$44,774,235</b>	<b>\$46,910,179</b>	<b>\$2,135,944</b>	<b>4.8%</b>

**INCREASES, continued**

	<b>Increase</b>	<b>Percent of Total Increase</b>
Aquatic Programs	15,000	0.5%
Election Expense	14,300	0.4%
Rent - 2201 Lake Woodlands	12,012	0.4%
Electrical Repairs & Maintenance	12,000	0.4%
Other Contracted Services	10,700	0.3%
Miscellaneous Increases/(Decreases), net	8,997	0.3%
<b>Total Increases</b>	<b>3,284,304</b>	<b>100.0%</b>

**DECREASES**

	<b>Decrease</b>	<b>Percent of Total Decrease</b>
Mounted Patrol	(263,220)	22.9%
Transition/Governance	(150,000)	13.1%
City of Oak Ridge North - Law Enforcement	(100,000)	8.7%
City of Shenandoah - Law Enforcement	(100,000)	8.7%
Seasonal/Ornamental Lighting	(77,700)	6.8%
Audit Fees	(60,900)	5.3%
Consulting	(57,200)	5.0%
Postage and Delivery	(38,000)	3.3%
Printing	(32,400)	2.8%
Lake Maintenance	(28,000)	2.4%

**THE WOODLANDS TOWNSHIP  
GENERAL FUND**

**SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES**

<b>Expenditures</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>Increase/ (Decrease)</b>	<b>Increase/ (Decrease)</b>
	<b>\$44,774,235</b>	<b>\$46,910,179</b>	<b>\$2,135,944</b>	<b>4.8%</b>

**DECREASES, continued**

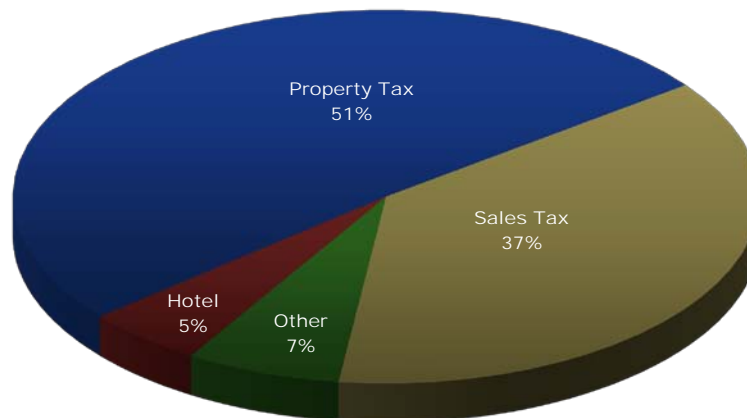
	<b>Decrease</b>	<b>Percent of Total Decrease</b>
Community Revitalization	(25,000)	2.2%
Sign Maintenance	(24,000)	2.1%
Recreation Programs	(23,400)	2.0%
Maintenance - Riva Row Park	(21,190)	1.8%
Contract Labor	(20,300)	1.8%
Volunteer Appreciation Event	(19,600)	1.7%
Restroom Cleaning	(15,000)	1.3%
Public Opinion Surveys	(15,000)	1.3%
Sign Maintenance	(14,550)	1.3%
Landscaping	(13,900)	1.2%
Lake Management	(13,800)	1.2%
Lake Woodlands Prop Owners Assoc Lake Fees	(13,000)	1.1%
Boat House Programs/Marketing	(12,200)	1.1%
Community Relations	(10,000)	0.9%
<b>Total Decreases</b>	<b>(1,148,360)</b>	<b>100.0%</b>
<b>Total Net Increase in Expenditures</b>	<b>\$2,135,944</b>	<b>4.8%</b>



## GENERAL FUND REVENUES BY TYPE

Revenue	2010 Budget	2010 Forecast	2011 Budget	2010 Budget to 2011 Budget	
				\$ Change	% Change
Property Tax	\$ 37,963,737	\$ 37,963,737	\$ 39,649,133	\$ 1,685,396	4.4%
Sales and Use Tax	15,505,060	14,996,485	15,596,344	91,284	0.6%
EDZ Sales and Use Tax	13,044,407	12,976,354	13,385,264	340,857	2.6%
Hotel Occupancy Tax	3,525,896	3,366,557	3,501,219	(24,677)	-0.7%
Supplemental Hotel Occupancy Tax	-	-	500,000	500,000	
Events Admission Tax	-	-	75,000	75,000	
Program Revenues	2,767,720	2,676,127	2,973,300	205,580	7.4%
Administrative Fees	531,100	337,100	346,100	(185,000)	-34.8%
Grants and Contributions	2,339,422	2,339,422	194,400	(2,145,022)	-91.7%
Interest Income	965,160	965,160	965,662	502	0.1%
Other Income	178,927	178,927	671,340	492,413	275.2%
<b>Total Revenue</b>	<b>\$ 76,821,429</b>	<b>\$ 75,799,869</b>	<b>\$ 77,857,762</b>	<b>\$ 1,036,333</b>	<b>1.3%</b>

## 2011 GENERAL FUND BUDGET % of REVENUE



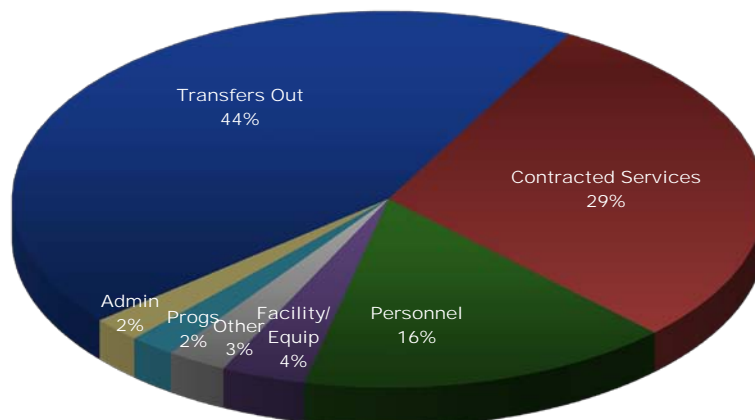




## GENERAL FUND EXPENDITURES BY TYPE

Expenditure	2010 Budget	2010 Forecast	2011 Budget	2010 Budget to 2011 Budget	
				\$ Change	% Change
Salaries and Benefits	\$ 12,946,881	\$ 12,982,295	\$ 13,471,651	\$ 524,770	4.1%
Board/Staff Development	322,100	298,300	313,975	(8,125)	-2.5%
Facility Expense	2,148,940	2,111,048	2,463,888	314,948	14.7%
Equipment Expense	577,272	561,250	580,315	3,043	0.5%
Contracted Services	23,291,859	23,519,827	24,794,410	1,502,551	6.5%
Maintenance Expense	559,116	521,116	520,100	(39,016)	-7.0%
Program Expense	1,721,150	1,520,450	1,648,900	(72,250)	-4.2%
Public Relations	183,800	170,800	168,800	(15,000)	-8.2%
Administrative Expense	1,696,764	1,386,564	1,779,573	82,809	4.9%
Transition	350,000	350,000	200,000	(150,000)	-42.9%
Regional Participation (RPA)	976,353	931,314	968,566	(7,787)	-0.8%
Transfers Out	31,163,585	24,183,482	36,974,476	5,810,891	18.6%
<b>Total Expenditures</b>	<b>\$ 75,937,820</b>	<b>\$ 68,536,446</b>	<b>\$ 83,884,655</b>	<b>\$ 7,946,835</b>	<b>10.5%</b>

## 2011 GENERAL FUND BUDGET % of EXPENDITURES



**THE WOODLANDS TOWNSHIP  
ANALYSIS OF SALARIES AND BENEFITS**

Expense Category	2010 Budget	2011 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
<b>Salaries &amp; Benefits</b>	<b>\$12,946,881</b>	<b>\$13,471,651</b>	<b>\$524,770</b>	<b>4.1%</b>

Salaries and Wages	\$9,731,286	\$9,970,725	\$239,439 (a)	2.5%
Employee Benefits	3,102,495	3,385,176	282,681 (a)	9.1%
Overtime	113,100	115,750	2,650 (a)	2.3%
<b>Total Salaries &amp; Ben.</b>	<b>\$12,946,881</b>	<b>\$13,471,651</b>	<b>\$524,770</b>	<b>4.1%</b>
<b>Benefits as % of Salary</b>	<b>31.9%</b>	<b>34.0%</b>		

**Summary of Significant Increases/(Decreases)**

(a) *Salaries & Benefits*

\$524,770 Please see the Executive Summary in the *Personnel* section of this book detailing the increases to salaries and benefits in the 2011 budget.

**THE WOODLANDS TOWNSHIP  
ANALYSIS OF BOARD / STAFF DEVELOPMENT EXPENSES**

Expense Category	2010 Budget	2011 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
<b>Board/Staff Development</b>	<b>\$322,100</b>	<b>\$313,975</b>	<b>(\$8,125)</b>	<b>-2.5%</b>

Staff Training & Conferences	\$163,950	\$160,450	(\$3,500) (a)	-2.1%
Uniforms	60,650	60,650	0	0.0%
Business Meetings	27,300	25,575	(1,725) (b)	-6.3%
Board Meetings/Town Hall Meetings	20,000	18,000	(2,000) (c)	-10.0%
Employee Events/Recognition	19,200	19,300	100	0.5%
Board Training & Conferences	14,000	13,000	(1,000) (d)	-7.1%
Board Workshops	10,000	10,000	0	0.0%
Tuition Reimbursement	7,000	7,000	0	0.0%
<b>Total Board/Staff Development</b>	<b>\$322,100</b>	<b>\$313,975</b>	<b>(\$8,125)</b>	<b>-2.5%</b>

**Summary of Increases/(Decreases)**

*(a) Staff Training & Conferences*

(\$3,500) Fewer out-of-town training courses.

*(b) Business Meetings*

(\$1,725) Adjustment based on actual costs incurred in recent years.

*(c) Board Meetings/Town Hall Meetings*

(\$2,000) Adjustment based on actual costs incurred in recent years.

*(d) Board Training and Conferences*

(\$1,000) Adjustment based on actual costs incurred in recent years.

**THE WOODLANDS TOWNSHIP  
ANALYSIS OF FACILITY EXPENSE**

Expense Category	2010 Budget	2011 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
<b>Facility Expense</b>	<b>\$2,148,940</b>	<b>\$2,463,888</b>	<b>\$314,948</b>	<b>14.7%</b>
Utilities	\$881,536	\$1,026,200	\$144,664 (a)	16.4%
Rent - 2201 Lake Woodlands	324,324	336,336	12,012 (b)	3.7%
Rent - 10001 Woodloch Forest	272,324	272,280	(44)	0.0%
Rent - 2202 Timberloch	117,900	118,272	372	0.3%
Rent/Operations - New Trails	0	159,300	159,300 (c)	100.0%
Telephone	182,500	180,000	(2,500) (d)	-1.4%
Facility Repair & Maintenance	169,700	171,450	1,750 (e)	1.0%
Treating Chemicals	130,000	130,000	0	0.0%
Facility Supplies	42,800	45,350	2,550 (f)	6.0%
Janitorial	24,000	24,000	\$0	100.0%
Security System	3,856	700	(3,156) (g)	-81.8%
<b>Total Facility Expense</b>	<b>\$2,148,940</b>	<b>\$2,463,888</b>	<b>\$314,948</b>	<b>14.7%</b>

**Summary of Increases/(Decreases)**

(a) *Utilities*

\$144,664 Projected 20% rate increase in water rates; gas costs for heating pool.

(b) *Rent-2201 Lake Woodlands*

\$12,012 Increase per lease agreement from \$13 per sqft to \$14 per sqft.

(c) *Rent/Operations - New Trails*

\$159,300 Lease and operational costs for new office facility Nov. - Dec. 2011.

(d) *Telephone*

(\$2,500) Adjustment based on actual costs incurred in recent years for PARDES facility.

(e) *Facility Repairs and Maintenance*

\$1,750 Increased costs for PARDES facility.

(f) *Facilities Supplies*

\$2,550 Adjustment based on actual costs incurred in recent years.

(g) *Security System*

(\$3,156) Adjustment based on actual costs incurred in recent years.

**THE WOODLANDS TOWNSHIP  
ANALYSIS OF EQUIPMENT EXPENSE**

Expense Category	2010 Budget	2011 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
<b>Equipment Expense</b>	<b>\$577,272</b>	<b>\$580,315</b>	<b>\$3,043</b>	<b>0.5%</b>

Copier Lease & Maintenance	\$159,000	\$163,000	\$4,000 (a)	2.5%
Vehicle Fuel	85,000	80,000	(5,000) (b)	-5.9%
Cell Phones	73,422	77,200	3,778 (c)	5.1%
Equipment Repair & Maintenance	60,000	65,000	5,000 (d)	8.3%
Vehicle Repair & Maintenance	53,800	53,800	0	0.0%
Equipment	48,050	46,500	(1,550) (e)	-3.2%
Office Equipment	39,800	38,600	(1,200) (f)	-3.0%
Ambassador Equipment	10,000	10,000	0	0.0%
Office Equipment Leases	12,700	12,015	(685)	-5.4%
Postage Equip/Supplies/Maint	12,300	11,000	(1,300) (g)	-10.6%
Lifeguard Equipment	10,400	10,400	0	0.0%
Equipment Rental	8,800	8,800	0	0.0%
Storage	4,000	4,000	0	0.0%
<b>Total Equipment Expense</b>	<b>\$577,272</b>	<b>\$580,315</b>	<b>\$3,043</b>	<b>0.5%</b>

**Summary of Increases/(Decreases)**

*(a) Copier Lease & Maintenance*

\$4,000 Increase in annual lease payments tied to CPI.

*(b) Vehicle Fuel*

(\$5,000) Adjustment based on actual cost incurred in recent years.

*(c) Cell Phones*

\$3,778 Increase due to primarily equipping Covenant Administration cell phones with air cards in order to utilize certain features in Accela wireless software.

*(d) Equipment Repairs and Maintenance*

\$5,000 Increase for Information Technology and Parks and Recreation equipment.

*(e) Equipment*

(\$1,550) Decrease in expenses for Environmental Services programs.

**THE WOODLANDS TOWNSHIP  
ANALYSIS OF EQUIPMENT EXPENSE**

Expense Category	2010 Budget	2011 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
<b>Equipment Expense</b>	<b>\$577,272</b>	<b>\$580,315</b>	<b>\$3,043</b>	<b>0.5%</b>

**Summary of Increases/(Decreases), continued**

(f) *Office Equipment*

(\$1,200) Adjustment based on actual cost incurred in recent years.

(g) *Postage Equip/Supplies/Maint*

(\$1,300) Adjustment based on actual cost incurred in recent years.

**THE WOODLANDS TOWNSHIP  
ANALYSIS OF CONTRACTED SERVICES**

Expense Category	2010 Budget	2011 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
<b>Contracted Services</b>	<b>\$23,291,859</b>	<b>\$24,794,410</b>	<b>\$1,502,551</b>	<b>6.5%</b>
MCSO Personnel	\$5,756,351	\$6,197,884	\$441,533 (a)	7.7%
Solid Waste Services	5,197,012	5,419,819	222,807 (b)	4.3%
Streetscape Maintenance	2,277,000	2,448,396	171,396 (c)	7.5%
Park and Pathway Maintenance	1,671,000	1,761,715	90,715 (d)	5.4%
Mounted Patrol	1,514,920	1,251,700	(263,220) (e)	-17.4%
Streetlighting	1,049,590	1,154,544	104,954 (f)	10.0%
MCSO Overtime	379,808	688,826	309,018 (g)	81.4%
Legal Fees	375,800	596,800	221,000 (h)	58.8%
MCSO Vehicle Fuel	412,335	428,250	15,915 (i)	3.9%
Trolley	393,800	393,800	0	0.0%
Maintenance - Waterway	324,738	385,000	60,262 (j)	18.6%
Consulting	504,200	567,000	62,800 (k)	12.5%
Carlton Woods Property Assoc	194,450	365,800	171,350 (l)	88.1%
Property Tax Admin Fees	285,000	303,300	18,300 (m)	100.0%
Computer Support	237,850	259,850	22,000 (n)	9.2%
Forest Management	244,500	244,500	0	0.0%
Maintenance - Waterway Square	177,675	226,036	48,361 (o)	27.2%
Tree Removal	224,000	224,000	0	0.0%
Waterway Private Security	153,500	155,900	2,400 (p)	1.6%
Electrical Repairs & Maintenance	120,000	132,000	12,000 (q)	10.0%
Constable Pct 3 Warrant Off/Clerk	127,000	127,000	0	0.0%
Election Expense	110,700	125,000	14,300 (r)	12.9%
SMC Economic Development Part.	125,000	125,000	0	0.0%
Harris County Constable	85,300	116,100	30,800 (s)	36.1%
Credit Card Fees	72,000	100,000	28,000 (t)	38.9%
Audit Fees	152,200	91,300	(60,900) (u)	-40.0%
Lake Management	104,000	90,200	(13,800) (v)	-13.3%
Maintenance - Town Green Park	75,690	75,690	0	0.0%
Restroom Cleaning	90,000	75,000	(15,000) (w)	-16.7%
Moving Expenses	0	70,000	70,000 (x)	100.0%
Sign Maintenance	78,550	64,000	(14,550) (y)	-18.5%
Contract Labor	77,500	57,200	(20,300) (z)	-26.2%
Other Contracted Services	80,700	91,400	10,700 (aa)	13.3%
Justice of the Peace Pct 3 Clerk	50,700	50,700	0	0.0%
Payroll Processing Fees	42,000	45,000	3,000 (bb)	7.1%
Website	43,000	43,000	0	0.0%
Maintenance - Riva Row Park	63,690	42,500	(21,190) (cc)	100.0%
Recruiting Fees	39,500	38,100	(1,400) (dd)	-3.5%
Greater Houston Partnership	25,000	25,000	0	0.0%
Public Opinion Surveys	35,000	20,000	(15,000) (ee)	-42.9%
Video Production	20,000	20,000	0	0.0%

**THE WOODLANDS TOWNSHIP  
ANALYSIS OF CONTRACTED SERVICES**

Expense Category	2010 Budget	2011 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
<b>Contracted Services</b>	<b>\$23,291,859</b>	<b>\$24,794,410</b>	<b>\$1,502,551</b>	<b>6.5%</b>
Census (Interfaith Report)	16,900	16,900	0	0.0%
Street Light Maintenance	15,000	15,000	0	0.0%
Maintenance Exp - Covenant Admin	28,500	28,500	0	0.0%
Pest Control	6,200	11,200	5,000 (ff)	80.6%
Drug Testing-random/post accident	10,000	10,500	500 (gg)	5.0%
Records Storage	6,200	10,000	3,800 (hh)	61.3%
Other Private Security	5,000	5,000	0	100.0%
City of Oak Ridge North	100,000	0	(100,000) (ii)	-100.0%
City of Shenandoah	100,000	0	(100,000) (jj)	-100.0%
Lake Woodlands Prop Owners Assoc	13,000	0	(13,000) (kk)	-100.0%
<b>Total Contracted Services</b>	<b>\$23,291,859</b>	<b>\$24,794,410</b>	<b>\$3,005,102</b>	<b>12.9%</b>

**Summary of Increases/(Decreases)**

(a) MCSO Personnel	\$441,533	Three additional personnel; 4% increase in salaries and benefits for existing staff.
(b) Solid Waste Services	\$222,807	Projected 3% CPI adjustment; additional dwelling units.
(c) Streetscape Maintenance	\$171,396	Projected 3% CPI adjustment; growth of community.
(d) Park and Pathway Maintenance	\$90,715	Higher costs anticipated in new contract; growth of community.
(e) Mounted Patrol	(\$263,220)	Reduced coverage area; savings reallocated to law enforcement overtime.
(f) Streetlighting	\$104,954	Projected 6% rate increase; growth of community.
(g) MCSO Overtime	\$309,018	Increase in targeted overtime program to address specific needs; funds reallocated from mounted patrol program to fund increase.
(h) Legal Fees	\$221,000	Adjustment based on actual expenses incurred in recent years; additional fees for 2011 legislative session.



**THE WOODLANDS TOWNSHIP  
ANALYSIS OF CONTRACTED SERVICES**

<b>Expense Category</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Contracted Services</b>	<b>\$23,291,859</b>	<b>\$24,794,410</b>	<b>\$1,502,551</b>	<b>6.5%</b>
(i) MCSO Vehicle Fuel	\$15,915	Primarily due to additional vehicles for three new personnel.		
(j) Maintenance - Waterway	\$60,262	Primarily due to waterway properties not budgeted for in 2010.		
(k) Consulting	\$62,800	Increases for Trolley, Sports Field, Cultural Arts, and Law Enforcement Studies.		
(l) Carlton Woods Property Assoc	\$171,350	Increase due primarily to low 2009 budget estimate; also due to increase in taxable value.		
(m) Property Tax Admin Fees	\$18,300	Increase based on contract terms with MCAD and county tax assessor which ties fees to taxable value and number of accounts.		
(n) Computer Support	\$22,000	Additional license and software support.		
(o) Maintenance - Waterway Square	\$48,361	Increase in costs to maintain Waterway Square; the amount budgeted for 2010 was too low.		
(p) Waterway Private Security	\$2,400	Adjustment based on actual cost in recent years.		
(q) Electrical Repairs & Maintenance	\$12,000	Increase due to additional amenities.		
(r) Election Expense	\$14,300	Projected cost for May and November elections based on recent costs incurred.		
(s) Harris County Constable	\$30,800	Growth in Village of Creekside Park.		
(t) Credit Card Fees	\$28,000	Related to residents' use of credit cards to pay for recreation programs.		
(u) Audit Fees	(\$60,900)	Elimination of audits for community associations.		
(v) Lake Management	(\$13,800)	Reduction in cost based on new contract terms.		

**THE WOODLANDS TOWNSHIP  
ANALYSIS OF CONTRACTED SERVICES**

<b>Expense Category</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Contracted Services</b>	<b>\$23,291,859</b>	<b>\$24,794,410</b>	<b>\$1,502,551</b>	<b>6.5%</b>
(w) Restroom Cleaning	(\$15,000)	Reduction in cost based on new contract terms.		
(x) Moving Expense	\$70,000	Related to move to new office building in November 2011.		
(y) Sign Maintenance	(\$14,550)	Sign maintenance for Town Center overstated in 2010 budget.		
(z) Contract Labor	(\$20,300)	Adjustment based on actual cost in recent years.		
(aa) Other Contracted Services	\$10,700	Primarily related to records cost of recording real estate documents with the county.		
(bb) Payroll Processing Fees	\$3,000	Projected increase in cost to process bi-weekly payroll.		
(cc) Maintenance - Riva Row Park	(\$21,190)	Riva Row maintenance overstated in 2010 budget.		
(dd) Recruiting Fees	(\$1,400)	Adjustment based on actual cost in recent years.		
(ee) Public Opinion Surveys	(\$15,000)	Community-wide survey will not be conducted in 2011.		
(ff) Pest Control	\$5,000	Growth of community.		
(gg) Drug Testing-random/post accident	\$500	Increase in costs to provide service.		
(hh) Records Storage	\$3,800	Increase in costs for off-site records storage.		
(ii) City of Oak Ridge North	(\$100,000)	Expiration of service agreement.		

**THE WOODLANDS TOWNSHIP  
ANALYSIS OF CONTRACTED SERVICES**

<b>Expense Category</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Contracted Services</b>	<b>\$23,291,859</b>	<b>\$24,794,410</b>	<b>\$1,502,551</b>	<b>6.5%</b>

(jj) *City of Shenandoah*

(\$100,000) Expiration of service agreement.

(kk) *Lake Woodlands Prop Owners Assoc*

(\$13,000) Budget anticipates LWPOA operations will be assumed by The Township.

**THE WOODLANDS TOWNSHIP  
ANALYSIS OF MAINTENANCE EXPENSE**

Expense Category	2010 Budget	2011 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
<b>Maintenance Expense</b>	<b>\$559,116</b>	<b>\$520,100</b>	<b>(\$39,016)</b>	<b>-7.0%</b>

Parks Maintenance	\$199,000	\$199,000	\$0	0.0%
Landscaping	86,400	72,500	(13,900) (a)	-16.1%
Turf Maintenance & Irrigation	52,500	71,200	18,700 (b)	35.6%
Lake Maintenance	78,000	50,000	(28,000) (c)	-35.9%
Sign Maintenance	71,000	47,000	(24,000) (d)	-33.8%
Pathway Maintenance	39,600	39,600	0	0.0%
Maintenance - Waterway Square	16,800	16,800	0	0.0%
Streetlight Maintenance	10,000	16,500	6,500 (e)	65.0%
Maintenance - Town Green Park	2,316	4,000	1,684 (f)	72.7%
Wildlife Management	2,000	2,000	0	0.0%
Maintenance - Riva Row Park	1,500	1,500	0	0.0%
<b>Total Maintenance Expense</b>	<b>\$559,116</b>	<b>\$520,100</b>	<b>(\$39,016)</b>	<b>-7.0%</b>

**Summary of Increases/(Decreases)**

(a) Landscaping

(\$13,900) Lower expense anticipated for 2011.

(b) Turf Maintenance & Irrigation

\$18,700 Increase primarily due to expansion of Alden Bridge Sports Park.

(c) Lake Maintenance

(\$28,000) Lower expense due to not stocking fish in Lake Paloma.

(d) Sign Maintenance

(\$24,000) Cost reallocated to contracted services.

(e) Streetlight Maintenance

\$6,500 Additional streetlights in Town Center area.

(f) Maintenance - Town Green Park

\$1,684 Increased costs for Town Green Park.

**THE WOODLANDS TOWNSHIP  
ANALYSIS OF PROGRAM EXPENSES**

Expense Category	2010 Budget	2011 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
<b>Program Expenses</b>	<b>\$1,721,150</b>	<b>\$1,648,900</b>	<b>(\$72,250)</b>	<b>-4.2%</b>
Athletic Programs	\$409,250	\$451,950	\$42,700 (a)	10.4%
Recreation Programs	353,700	330,300	(23,400) (b)	-6.6%
Seasonal/Ornamental Lighting	215,600	137,900	(77,700) (c)	-36.0%
Community Education/Revitalization	100,000	75,000	(25,000) (o)	-25.0%
Village Associations	80,050	80,000	(50)	-0.1%
Aquatic Programs	59,000	74,000	15,000 (d)	25.4%
I-45 Beautification	63,700	63,700	0	100.0%
Public Safety Heroes Event	60,000	60,000	0	0.0%
Song Programming - Waterway Sq	60,000	60,000	0	0.0%
Earth Day	27,500	21,500	(6,000) (e)	-21.8%
Watch Programs	21,500	21,500	0	0.0%
Landscaping Solutions Program	21,200	21,200	0	0.0%
Boat House Programs/Marketing	30,450	18,250	(12,200) (f)	-40.1%
Volunteer Appreciation Event	37,600	18,000	(19,600) (g)	-52.1%
National Night Out	17,000	17,000	0	0.0%
Teleworks	12,200	15,200	3,000 (h)	24.6%
Community Involvement Days	7,000	7,000	0	0.0%
Adopt-a-Path	2,100	6,100	4,000 (i)	190.5%
Recycling and Solid Waste Programs	4,500	5,800	1,300 (j)	28.9%
Mosquito Awareness	3,500	4,200	700 (k)	20.0%
Park Openings & Dedications	9,000	4,000	(5,000) (l)	-55.6%
Sponsorship Expense	0	4,000	4,000 (m)	100.0%
Advertising	4,000	4,000	0	100.0%
Walk-to-School	2,800	3,800	1,000 (n)	35.7%
E-Newsletter	2,500	2,500	0	0.0%
Hurricane Preparedness	2,000	2,000	0	0.0%
Holiday Lighting Contest	1,500	1,500	0	0.0%
Other Environmental Programs	1,000	1,000	0	0.0%
Friendship Center	47,500	47,500	0	0.0%
YMCA Youth Program	25,000	50,000	25,000 (o)	100.0%
GHP Opportunity Houston Prog	20,000	20,000	0	0.0%
Center for Houston's Future	15,000	15,000	0	0.0%
Leadership Montgomery County	5,000	5,000	0	0.0%
<b>Total Program Expense</b>	<b>\$1,721,150</b>	<b>\$1,648,900</b>	<b>(\$72,250)</b>	<b>-4.2%</b>

**THE WOODLANDS TOWNSHIP  
ANALYSIS OF PROGRAM EXPENSES**

<b>Expense Category</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Program Expenses</b>	<b>\$1,721,150</b>	<b>\$1,648,900</b>	<b>(\$72,250)</b>	<b>-4.2%</b>

**Summary of Increases/(Decreases)**

(a) Athletic Programs	\$42,700	Increased costs of new programs (offset by revenue).
(b) Recreation Programs	(23,400)	Reduction or elimination of certain programs.
(c) Seasonal/Ornamental Lighting	(77,700)	Based on new contract terms.
(d) Aquatic Programs	15,000	Increased costs of new programs (offset by revenue).
(e) Earth Day	(6,000)	Decrease due to proposed changes to event in 2011.
(f) Boat House Programs/Marketing	(12,200)	Program expenses not as high as anticipated in 2010 budget.
(g) Volunteer Appreciation Event	(19,600)	Decrease due to proposed changes in event.
(h) Teleworks	3,000	Increased cost of support for program for Woodlands Alert.
(i) Adopt-A-Path	4,000	Additional costs for program.
(j) Recycling and Solid Waste Programs	1,300	Additional costs for program.
(k) Mosquito Awareness	700	Additional costs for program.
(l) Park Openings & Dedications	(5,000)	Based on anticipated park openings in 2011.

**THE WOODLANDS TOWNSHIP  
ANALYSIS OF PROGRAM EXPENSES**

<b>Expense Category</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Program Expenses</b>	<b>\$1,721,150</b>	<b>\$1,648,900</b>	<b>(\$72,250)</b>	<b>-4.2%</b>

**Summary of Increases/(Decreases), continued**

(m) Sponsorship Expense

4,000 New cost category to capture costs related to sponsorships.

(n) Walk-to-School

1,000 Additional costs for program.

(o) Community Education/YMCA

Board requested adjustments to the 2011 budget.

**THE WOODLANDS TOWNSHIP  
ANALYSIS OF PUBLIC EDUCATION / RELATIONS**

<b>Expense Category</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Public Education/Relations</b>	<b>\$183,800</b>	<b>\$168,800</b>	<b>(\$15,000)</b>	<b>-8.2%</b>

<b>Gov't Rep/Strategic Partnerships</b>	\$83,300	\$83,300	\$0	0.0%
<b>Advertising</b>	32,000	32,000	0	0.0%
<b>Community Relations</b>	30,000	20,000	(10,000) (a)	-33.3%
<b>Specialty Supplies</b>	20,000	20,000	0	0.0%
<b>Public Safety Training Programs</b>	12,000	12,000	0	0.0%
<b>Public Relations - Cov. Admin.</b>	1,500	1,500	0	0.0%
<b>Annual Report</b>	5,000	-	(5,000) (b)	-100.0%
<b>Total Public Relations</b>	<u><u>\$183,800</u></u>	<u><u>\$168,800</u></u>	<u><u>(\$15,000)</u></u>	<u><u>-8.2%</u></u>

**Summary of Increases/(Decreases)**

(a) *Community Relations*

(\$10,000) Adjust expenses for promoting and communicating programs and services based on actual costs incurred in recent years.

(d) *Annual Report*

(\$5,000) Cost of producing report is included in printing budget.



**THE WOODLANDS COMMUNITY TOWNSHIP  
ANALYSIS OF ADMINISTRATIVE EXPENSE**

Expense Category	2010 Budget	2011 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
<b>Administrative Expense</b>	<b>\$1,696,764</b>	<b>\$1,779,573</b>	<b>\$82,809</b>	<b>4.9%</b>

Insurance	\$704,300	\$746,500	\$42,200 (a)	6.0%
Uncollectible Property Tax	189,819	297,368	107,549 (b)	0.0%
Contingency	250,000	250,000	0	
Printing	146,800	114,400	(32,400) (c)	-22.1%
Office Supplies	107,600	105,950	(1,650) (d)	-1.5%
Mileage Reimbursement	70,700	77,850	7,150 (e)	10.1%
Postage and Delivery	94,000	56,000	(38,000) (f)	-40.4%
Dues & Subscriptions	49,025	46,485	(2,540) (g)	-5.2%
EDZ Admin	32,500	32,500	0	0.0%
Ad Valorem and Other Taxes	25,000	25,000	0	0.0%
Other Admin	19,320	21,320	2,000 (h)	10.4%
Bank Fees	6,000	4,500	(1,500) (i)	-25.0%
Committee Meetings	1,700	1,700	0	0.0%
<b>Total Admin. Exp.</b>	<b>\$1,696,764</b>	<b>\$1,779,573</b>	<b>\$82,809</b>	<b>4.9%</b>

**Summary of Increases/(Decreases)**

*(a) Insurance*

\$42,200 Anticipated premium increase of 6% for property & liability insurance.

*(b) Uncollectible Property Tax*

\$107,549 Increase uncollectable rate from .5% to .75% based on collections for 2009 property tax.

*(c) Printing*

(32,400) Decrease due primarily to Recreation department utilizing existing resources to communicate programs rather than separate publications.

*(d) Office Supplies*

(1,650) Adjustment based on actual costs incurred in recent years.

*(e) Mileage Reimbursement*

7,150 Increase for law enforcement services, engineering technician position, and additional travel during legislative session.

*(f) Postage and Delivery*

(38,000) Elimination of duplicate expense included in the 2010 budget for The Township and the Community Associations.

*(g) Dues and Subscriptions*

(2,540) Adjustment based on actual costs incurred in recent years.

**THE WOODLANDS COMMUNITY TOWNSHIP  
ANALYSIS OF ADMINISTRATIVE EXPENSE**

Expense Category	2010 Budget	2011 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
<b>Administrative Expense</b>	<b>\$1,696,764</b>	<b>\$1,779,573</b>	<b>\$82,809</b>	<b>4.9%</b>

(h) Other Admin

2,000 Adjustment based on actual costs incurred in recent years.

(i) Bank Fees

(1,500) Reduction in fees with new banking depository agreement.

**The Woodlands Township  
Department Detail by Type  
(in whole dollars)**

	Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
<b>BOARD OF DIRECTORS</b>					
Salaries and Benefits	-	-	-	-	
Staff/Board Development	44,000	38,500	41,000	(3,000)	-7%
Facility Expense	-	-	-	-	
Equipment Expense	-	-	-	-	
Contracted Services	-	-	-	-	
Maintenance Expense	-	-	-	-	
Program Expense	37,600	18,000	18,000	(19,600)	-52%
Public Education/Relations	-	-	-	-	
Administrative Expense	4,300	4,300	4,300	-	0%
	85,900	60,800	63,300	(22,600)	-26%
<b>PRESIDENT'S OFFICE</b>					
Salaries and Benefits	560,699	546,884	578,140	17,441	3%
Staff/Board Development	19,500	18,300	17,800	(1,700)	-9%
Facility Expense	-	-	-	-	
Equipment Expense	6,222	5,000	5,000	(1,222)	-20%
Contracted Services	-	-	-	-	
Maintenance Expense	-	-	-	-	
Program Expense	-	-	-	-	
Public Education/Relations	-	-	-	-	
Administrative Expense	10,100	9,500	8,800	(1,300)	-13%
	596,521	579,684	609,740	13,219	2%
<b>LEGISLATIVE AND GOVERNMENTAL AFFAIRS</b>					
Salaries and Benefits	111,018	111,148	112,682	1,664	1%
Staff/Board Development	2,700	1,500	2,475	(225)	-8%
Facility Expense	-	-	-	-	
Equipment Expense	900	750	750	(150)	-17%
Contracted Services	125,000	105,000	143,500	18,500	15%
Maintenance Expense	-	-	-	-	
Program Expense	-	-	-	-	
Public Education/Relations	-	-	-	-	
Administrative Expense	7,125	7,125	9,235	2,110	30%
	246,743	225,523	268,642	21,899	9%
<b>HUMAN RESOURCES</b>					
Salaries and Benefits	495,675	485,360	495,832	157	0%
Staff/Board Development	46,700	43,200	46,800	100	0%
Facility Expense	-	-	-	-	
Equipment Expense	3,400	2,000	2,000	(1,400)	-41%
Contracted Services	71,000	77,700	75,200	4,200	6%
Maintenance Expense	-	-	-	-	
Program Expense	-	-	-	-	
Public Education/Relations	10,000	10,000	10,000	-	0%
Administrative Expense	14,000	14,600	14,600	600	4%
	640,775	632,860	644,432	3,657	1%
<b>FINANCE</b>					
Salaries and Benefits	1,377,022	1,287,127	1,367,280	(9,742)	-1%
Staff/Board Development	17,000	10,000	17,000	-	0%
Facility Expense	-	-	-	-	
Equipment Expense	6,700	6,000	7,000	300	4%
Contracted Services	321,400	314,400	246,300	(75,100)	-23%
Maintenance Expense	-	-	-	-	
Program Expense	-	-	-	-	
Public Education/Relations	-	-	-	-	
Administrative Expense	20,000	22,200	18,700	(1,300)	-7%
	1,742,122	1,639,727	1,656,280	(85,842)	-5%
<b>INFORMATION TECHNOLOGY</b>					
Salaries and Benefits	672,309	659,291	789,542	117,233	17%
Staff/Board Development	21,700	21,700	25,800	4,100	19%
Facility Expense	99,100	99,100	99,100	-	0%
Equipment Expense	38,900	38,900	45,115	6,215	16%
Contracted Services	203,000	203,000	218,000	15,000	7%
Maintenance Expense	-	-	-	-	
Program Expense	-	-	-	-	
Public Education/Relations	-	-	-	-	
Administrative Expense	5,600	5,600	5,600	-	0%
	1,040,609	1,027,591	1,183,157	142,548	14%
<b>RECORDS/PROPERTY DATA MANAGEMENT</b>					
Salaries and Benefits	525,665	520,863	544,664	18,999	4%
Staff/Board Development	5,300	5,300	5,300	-	0%
Facility Expense	-	-	-	-	
Equipment Expense	3,000	1,000	3,000	-	0%

**The Woodlands Township  
Department Detail by Type  
(in whole dollars)**

	Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
Contracted Services	45,800	56,200	54,500	8,700	19%
Maintenance Expense	-	-	-	-	-
Program Expense	-	-	-	-	-
Public Education/Relations	-	-	-	-	-
Administrative Expense	5,550	4,800	4,800	(750)	-14%
	585,315	588,163	612,264	26,949	5%
<b>NON-DEPARTMENTAL</b>					
Salaries and Benefits	-	-	-	-	-
Staff/Board Development	-	-	-	-	-
Facility Expense	973,340	930,548	1,116,888	143,548	15%
Equipment Expense	181,600	177,400	181,400	(200)	0%
Contracted Services	617,600	769,300	915,200	297,600	48%
Maintenance Expense	-	-	-	-	-
Program Expense	-	-	-	-	-
Public Education/Relations	-	-	-	-	-
Administrative Expense	930,600	891,600	937,300	6,700	1%
	2,703,140	2,768,848	3,150,788	447,648	17%
<b>LAW ENFORCEMENT SERVICES</b>					
Salaries and Benefits	312,249	248,010	157,021	(155,228)	-50%
Staff/Board Development	14,500	14,500	9,500	(5,000)	-34%
Facility Expense	-	-	-	-	-
Equipment Expense	13,450	11,450	11,000	(2,450)	-18%
Contracted Services	8,684,914	8,679,114	9,071,360	386,446	4%
Maintenance Expense	-	-	-	-	-
Program Expense	-	-	-	-	-
Public Education/Relations	12,000	12,000	12,000	-	0%
Administrative Expense	18,300	18,300	15,800	(2,500)	-14%
	9,055,413	8,983,374	9,276,681	221,268	2%
<b>AMBASSADOR PROGRAM</b>					
Salaries and Benefits	280,721	257,546	287,069	6,348	2%
Staff/Board Development	13,250	13,250	13,250	-	0%
Facility Expense	-	-	-	-	-
Equipment Expense	13,250	5,750	12,000	(1,250)	-9%
Contracted Services	-	-	-	-	-
Maintenance Expense	-	-	-	-	-
Program Expense	-	-	-	-	-
Public Education/Relations	-	-	-	-	-
Administrative Expense	-	-	-	-	-
	307,221	276,546	312,319	5,098	2%
<b>NEIGHBORHOOD SERVICES</b>					
Salaries and Benefits	373,538	379,273	397,615	24,077	6%
Staff/Board Development	7,600	7,600	7,600	-	0%
Facility Expense	-	-	-	-	-
Equipment Expense	3,600	3,600	4,200	600	17%
Contracted Services	6,500	6,500	6,500	-	0%
Maintenance Expense	-	-	-	-	-
Program Expense	59,700	59,700	62,700	3,000	5%
Public Education/Relations	-	-	-	-	-
Administrative Expense	18,300	18,300	18,300	-	0%
	469,238	474,973	496,915	27,677	6%
<b>PARKS &amp; RECREATION ADMIN/PLANNING</b>					
Salaries and Benefits	1,167,047	1,221,876	1,226,932	59,885	5%
Staff/Board Development	50,400	48,900	48,900	(1,500)	-3%
Facility Expense	116,600	109,200	115,100	(1,500)	-1%
Equipment Expense	187,100	188,300	183,100	(4,000)	-2%
Contracted Services	83,500	86,000	136,200	52,700	63%
Maintenance Expense	-	-	-	-	-
Program Expense	9,000	6,000	4,000	(5,000)	-56%
Public Education/Relations	-	-	-	-	-
Administrative Expense	23,900	21,200	21,200	(2,700)	-11%
	1,637,547	1,681,476	1,735,432	97,885	6%
<b>PARKS AND PATHWAY OPERATIONS</b>					
Salaries and Benefits	1,884,123	1,911,600	2,013,001	128,878	7%
Staff/Board Development	9,150	9,150	9,150	-	0%
Facility Expense	297,700	297,700	402,600	104,900	35%
Equipment Expense	32,600	32,600	32,600	-	0%
Contracted Services	2,471,100	2,499,100	2,574,015	102,915	4%
Maintenance Expense	528,500	484,500	481,300	(47,200)	-9%
Program Expense	63,700	63,700	63,700	-	0%
Public Education/Relations	-	-	-	-	-
Administrative Expense	-	-	-	-	-

**The Woodlands Township  
Department Detail by Type  
(in whole dollars)**

	Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
	5,286,873	5,298,350	5,576,366	289,493	5%
<b>AQUATICS</b>					
Salaries and Benefits	1,205,643	1,308,588	1,334,950	129,307	11%
Staff/Board Development	35,900	35,900	35,900	-	0%
Facility Expense	429,600	434,600	479,000	49,400	11%
Equipment Expense	39,900	39,900	39,900	-	0%
Contracted Services	33,200	33,200	33,200	-	0%
Maintenance Expense	-	-	-	-	-
Program Expense	-	-	-	-	-
Public Education/Relations	-	-	-	-	-
Administrative Expense	25,000	26,500	26,500	1,500	6%
	1,769,243	1,878,688	1,949,450	180,207	10%
<b>RECREATION</b>					
Salaries and Benefits	631,053	664,677	685,650	54,597	9%
Staff/Board Development	7,800	6,800	7,800	-	0%
Facility Expense	97,100	98,100	98,100	1,000	1%
Equipment Expense	14,700	15,800	15,800	1,100	7%
Contracted Services	92,500	112,500	120,500	28,000	30%
Maintenance Expense	-	-	-	-	-
Program Expense	856,400	796,950	882,500	26,100	3%
Public Education/Relations	-	-	-	-	-
Administrative Expense	69,400	55,400	42,900	(26,500)	-38%
	1,768,953	1,750,227	1,853,250	84,297	5%
<b>WATERWAY OPERATIONS</b>					
Salaries and Benefits	-	-	-	-	-
Staff/Board Development	-	-	-	-	-
Facility Expense	128,100	134,100	145,400	17,300	14%
Equipment Expense	4,000	4,000	4,000	-	0%
Contracted Services	725,343	846,211	774,226	48,883	7%
Maintenance Expense	30,616	36,616	38,800	8,184	27%
Program Expense	275,600	247,000	197,900	(77,700)	-28%
Public Education/Relations	-	-	-	-	-
Administrative Expense	-	-	-	-	-
	1,163,659	1,267,927	1,160,326	(3,333)	0%
<b>COMMUNITY SERVICES ADMINISTRATION</b>					
Salaries and Benefits	423,238	410,226	427,955	4,717	1%
Staff/Board Development	5,700	2,800	2,800	(2,900)	-51%
Facility Expense	-	-	-	-	-
Equipment Expense	900	1,500	2,000	1,100	122%
Contracted Services	-	-	-	-	-
Maintenance Expense	-	-	-	-	-
Program Expense	-	-	-	-	-
Public Education/Relations	-	-	-	-	-
Administrative Expense	8,850	11,200	11,200	2,350	27%
	438,688	425,726	443,955	5,267	1%
<b>COVENANT ADMINISTRATION</b>					
Salaries and Benefits	1,893,583	1,899,370	1,955,068	61,485	3%
Staff/Board Development	6,200	6,200	6,200	-	0%
Facility Expense	-	-	-	-	-
Equipment Expense	17,100	18,100	22,600	5,500	32%
Contracted Services	128,100	117,100	128,100	-	0%
Maintenance Expense	-	-	-	-	-
Program Expense	100,000	10,000	75,000	(25,000)	-25%
Public Education/Relations	1,500	1,500	1,500	-	0%
Administrative Expense	50,400	40,600	44,700	(5,700)	-11%
	2,196,883	2,092,870	2,233,168	36,285	2%
<b>ENVIRONMENTAL SERVICES</b>					
Salaries and Benefits	254,211	262,385	267,955	13,744	5%
Staff/Board Development	3,500	3,500	5,500	2,000	57%
Facility Expense	100	100	100	-	0%
Equipment Expense	3,950	2,950	2,600	(1,350)	-34%
Contracted Services	50,000	25,000	27,500	(22,500)	-45%
Maintenance Expense	-	-	-	-	-
Program Expense	62,600	62,600	63,600	1,000	2%
Public Education/Relations	-	-	-	-	-
Administrative Expense	6,300	6,300	9,050	2,750	44%
	380,661	362,835	376,305	(4,356)	-1%
<b>VEHICLE STORAGE</b>					
Salaries and Benefits	-	-	-	-	-

**The Woodlands Township  
Department Detail by Type  
(in whole dollars)**

	Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
Staff/Board Development	-	-	-	-	
Facility Expense	7,300	7,600	7,600	300	4%
Equipment Expense	500	500	500	-	0%
Contracted Services	4,300	4,000	4,000	(300)	-7%
Maintenance Expense	-	-	-	-	
Program Expense	-	-	-	-	
Public Education/Relations	-	-	-	-	
Administrative Expense	500	500	500	-	0%
	12,600	12,600	12,600	-	0%
<b>OTHER CONTRACTED SERVICES</b>					
Streetlighting	1,049,590	1,049,590	1,154,544	104,954	10%
Streetscape Maintenance	2,277,000	2,368,000	2,448,396	171,396	8%
Solid Waste Services	5,197,012	5,069,562	5,419,819	222,807	4%
	8,523,602	8,487,152	9,022,759	499,157	6%
<b>COMMUNITY RELATIONS</b>					
Salaries and Benefits	365,445	366,085	373,025	7,580	2%
Staff/Board Development	5,500	5,500	5,500	-	0%
Facility Expense	-	-	-	-	
Equipment Expense	5,500	5,750	5,750	250	5%
Contracted Services	103,750	93,750	88,750	(15,000)	-14%
Maintenance Expense	-	-	-	-	
Program Expense	64,000	64,000	64,000	-	0%
Public Education/Relations	77,000	64,000	62,000	(15,000)	-19%
Administrative Expense	26,600	26,600	26,600	-	0%
	647,795	625,685	625,625	(22,170)	-3%
<b>CVB STAFF SERVICES</b>					
Salaries and Benefits	413,642	441,986	457,270	43,628	11%
Staff/Board Development	-	-	-	-	
Facility Expense	-	-	-	-	
Equipment Expense	-	-	-	-	
Contracted Services	-	-	-	-	
Maintenance Expense	-	-	-	-	
Program Expense	-	-	-	-	
Public Education/Relations	-	-	-	-	
Administrative Expense	-	-	-	-	
	413,642	441,986	457,270	43,628	11%
<b>ECONOMIC DEVELOPMENT</b>					
Salaries and Benefits	-	-	-	-	
Staff/Board Development	5,700	5,700	5,700	-	0%
Facility Expense	-	-	-	-	
Equipment Expense	-	-	-	-	
Contracted Services	300,000	200,000	245,000	(55,000)	-18%
Maintenance Expense	-	-	-	-	
Program Expense	40,000	40,000	40,000	-	0%
Public Education/Relations	83,300	83,300	83,300	-	0%
Administrative Expense	7,300	7,300	7,300	-	0%
	436,300	336,300	381,300	(55,000)	-13%
<b>OTHER EXPENDITURES</b>					
Transportation	498,620	498,620	548,620	50,000	10%
Transition	350,000	350,000	200,000	(150,000)	-43%
Regional Participation	976,353	931,314	968,566	(7,787)	-1%
Other Expenditures	799,819	653,119	1,090,668	290,849	36%
Transfers Out	31,163,585	24,183,482	36,974,476	5,810,891	19%
	33,788,377	26,616,535	39,782,331	5,993,954	18%
	<b>75,937,820</b>	<b>68,536,446</b>	<b>83,884,655</b>	<b>7,946,835</b>	<b>10%</b>
<b>TOTAL EXENDITURES BY TYPE:</b>					
Salaries and Benefits	12,946,881	12,982,295	13,471,651	524,770	4%
Staff/Board Development	322,100	298,300	313,975	(8,125)	-3%
Facility Expense	2,148,940	2,111,048	2,463,888	314,948	15%
Equipment Expense	577,272	561,250	580,315	3,043	1%
Contracted Services	22,590,609	22,715,227	23,884,810	1,294,201	6%
Maintenance Expense	559,116	521,116	520,100	(39,016)	-7%
Program Expense	1,568,600	1,367,950	1,471,400	(97,200)	-6%
Public Education/Relations	183,800	170,800	168,800	(15,000)	-8%
Administrative Expense	1,252,125	1,191,925	1,227,385	(24,740)	-2%
Transportation	498,620	498,620	548,620	50,000	10%
Transition	350,000	350,000	200,000	(150,000)	-43%
Regional Participation	976,353	931,314	968,566	(7,787)	-1%

**The Woodlands Township  
Department Detail by Type  
(in whole dollars)**

	Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
Other Expenditures	799,819	653,119	1,090,668	290,849	36%
Transfers Out	31,163,585	24,183,482	36,974,476	5,810,891	19%
	<u>75,937,820</u>	<u>68,536,446</u>	<u>83,884,655</u>	<u>7,946,835</u>	<u>10%</u>

**% OF TOTAL BY EXPENSE TYPE:**

Salaries and Benefits	17%	19%	16%
Staff/Board Development	0%	0%	0%
Facility Expense	3%	3%	3%
Equipment Expense	1%	1%	1%
Contracted Services	30%	33%	28%
Maintenance Expense	1%	1%	1%
Program Expense	2%	2%	2%
Public Education/Relations	0%	0%	0%
Administrative Expense	2%	2%	1%
Transportation	1%	1%	1%
Transition	0%	1%	0%
Regional Participation	1%	1%	1%
Other Expenditures	1%	1%	1%
Transfers Out	41%	35%	44%
	<u>100%</u>	<u>100%</u>	<u>100%</u>

**The Woodlands Township  
Revenue Budget Detail  
(in whole dollars)**

	<b>Budget Code</b>	<b>Budget 2010</b>	<b>Forecast 2010</b>	<b>Budget 2011</b>	<b>\$ Inc/(Dec)</b>	<b>% Inc/(Dec)</b>
<b>REVENUES</b>						
<b>Tax Revenue</b>						
Property Tax	100-190-4010-0000-10	37,963,737	37,963,737	39,649,133	1,685,396	4%
Sales and Use Tax	100-190-4020-0000-10	15,505,060	14,996,485	15,596,344	91,284	1%
Hotel Occupancy Tax	100-190-4030-0000-10	3,525,896	3,366,557	3,501,219	(24,677)	-1%
Supplemental Hotel Occupancy Tax	100-190-4031-0000-10			500,000	500,000	
Event Admissions Tax	100-190-4040-0000-10			75,000	75,000	
		<u>56,994,693</u>	<u>56,326,779</u>	<u>59,321,696</u>	<u>2,327,003</u>	<u>4%</u>
<b>Program Revenues</b>						
Aquatic Program - Hurricane Swim Team	100-330-4100-3000-10	40,000	44,000	44,000	4,000	10%
Aquatic Program - Rip Tides Swim Team	100-330-4100-3001-10	19,000	25,000	25,000	6,000	32%
Aquatic Program - Waves Swim Team	100-330-4100-3002-10	40,000	41,000	41,000	1,000	3%
Aquatic Program - Misc	100-330-4100-3099-10	105,000	121,000	121,000	16,000	15%
Athletic Program - Basketball	100-330-4101-3100-10	18,400	17,400	14,500	(3,900)	-21%
Athletic Program - Flag Football	100-330-4101-3101-10	5,400	2,700	16,000	10,600	196%
Athletic Program - Inline Hockey	100-330-4101-3102-10	5,400	-	-	(5,400)	-100%
Athletic Program - Soccer	100-330-4101-3103-10	26,700	34,700	35,600	8,900	33%
Athletic Program - Softball	100-330-4101-3104-10	48,000	45,000	45,000	(3,000)	-6%
Athletic Program - Tennis	100-330-4101-3105-10	230,250	240,250	261,000	30,750	13%
Athletic Program - Misc	100-330-4101-3199-10	9,200	9,200	6,300	(2,900)	-32%
Athletic Program - Muddy Fest	100-330-4102-3200-10	14,000	20,400	25,000	11,000	79%
Athletic Program - Spring Fever	100-330-4102-3201-10	9,000	9,000	-	(9,000)	-100%
Athletic Program - Ten for Texas	100-330-4102-3202-10	80,000	90,000	112,000	32,000	40%
Athletic Program - Triathlon	100-330-4102-3203-10	82,000	90,000	112,000	30,000	37%
Recreation Program - Boat House	100-330-4103-3301-10	17,670	3,670	4,000	(13,670)	-77%
Recreation Program - D&D Dinner Dance	100-330-4103-3303-10	23,000	23,500	24,000	1,000	4%
Recreation Program - Day Camps	100-330-4103-3304-10	82,000	82,000	82,000	-	0%
Recreation Program - Family Camps	100-330-4103-3305-10	12,000	9,000	10,000	(2,000)	-17%
Recreation Program - Contracted Camps	100-330-4103-3315-10			49,500	49,500	
Recreation Program - Fitness	100-330-4103-3308-10	88,500	22,700	22,700	(65,800)	-74%
Recreation Program - Gorilla Hole	100-330-4103-3309-10	13,000	13,000	13,000	-	0%
Recreation Program - Haunting	100-330-4103-3310-10	10,000	10,000	10,000	-	0%
Recreation Program - Preschool	100-330-4103-3311-10	108,900	88,900	63,000	(45,900)	-42%
Recreation Program - Crush/Teen	100-330-4103-3312-10	8,600	3,600	1,700	(6,900)	-80%
Recreation Program - Waterway Programs	100-330-4103-3314-10	37,000	17,000	24,500	(12,500)	-34%
Recreation Program - Kayak N' Que	100-330-4103-3316-10			16,500	16,500	
Recreation Program - Misc	100-330-4103-3399-10	156,900	126,900	173,500	16,600	11%
Vendor Fees	100-330-4104-0000-10	3,000	3,000	3,000	-	0%
Concessions - Boat House	100-330-4104-3630-10	5,800	3,000	3,000	(2,800)	-48%
Concessions - Contracts	100-330-4104-3632-10	30,000	30,000	30,000	-	0%
Rental - Boat House	100-330-4105-3620-10	130,000	110,000	100,000	(30,000)	-23%
Rental - Facility	100-330-4105-3622-10	11,000	15,000	15,000	4,000	36%
Rental - Field	100-330-4105-3623-10	192,000	196,000	250,000	58,000	30%
Rental - Pavilion	100-330-4105-3624-10	53,000	57,000	60,000	7,000	13%
Memberships - The Woodlands Recreation Center	100-330-4106-3612-10	20,000	20,000	20,000	-	0%
Guest Fees - The Woodlands Recreation Center	100-330-4107-3602-10	1,000	1,000	1,000	-	0%
Sponsorships - Muddy Fest	100-330-4108-3200-10	10,000	6,750	10,000	-	0%
Sponsorships - Spring Fever	100-330-4108-3201-10	10,000	13,900	-	(10,000)	-100%
Sponsorships - Ten for Texas	100-330-4108-3202-10	20,000	30,000	30,000	10,000	50%
Sponsorships - Triathlon	100-330-4108-3203-10	40,000	44,000	50,000	10,000	25%
Sponsorships - Arts in the Park	100-330-4108-3300-10	5,000	3,000	5,000	-	0%
Sponsorships - Concerts in the Park	100-330-4108-3302-10	15,000	14,000	15,000	-	0%
Sponsorships - Family/Holiday	100-330-4108-3306-10	1,000	1,000	1,000	-	0%
Sponsorships - Family Special Events	100-330-4108-3307-10	1,000	1,000	1,000	-	0%
Sponsorships - Haunting	100-330-4108-3310-10	5,000	5,000	5,000	-	0%
Sponsorships - Teen/Talent/BOB	100-330-4108-3312-10	1,000	1,000	1,000	-	0%
Sponsorships - Kayak N' Que	100-330-4108-3316-10			5,000	5,000	
Sponsorships - Misc	100-330-4108-3399-10	2,000	8,000	2,000	-	0%
Other Program Revenues	100-330-4199-0000-10	1,000	1,000	1,000	-	0%
Sponsorships - Public Safety Heroes	100-500-4108-3504-10	21,000	21,000	21,000	-	0%
		<u>1,867,720</u>	<u>1,774,570</u>	<u>1,981,800</u>	<u>114,080</u>	<u>6%</u>
<b>Pool Fees</b>						
Concessions - Pool	100-320-4104-3631-10	4,000	2,300	3,500	(500)	-13%
Guest Fees - Pool	100-320-4107-3601-10	115,000	170,464	187,000	72,000	63%
Memberships - Pool	100-320-4106-3611-10	721,000	656,255	721,000	-	0%
Rental - Pool	100-320-4105-3621-10	60,000	72,538	80,000	20,000	33%
		<u>900,000</u>	<u>901,557</u>	<u>991,500</u>	<u>91,500</u>	<u>10%</u>
<b>Administrative Fees</b>						
Document Transfer Fees	100-160-4210-0000-10	175,000	175,000	175,000	-	0%
Penalties and Interest	100-190-4200-0000-10	300,000	115,000	115,000	(185,000)	-62%
Covenant Access Fees	100-410-4230-0000-10	17,000	13,000	17,000	-	0%
Covenant Maintenance Fees	100-410-4240-0000-10	13,000	8,000	13,000	-	0%
Vehicle Storage Fees	100-430-4220-0000-10	26,100	26,100	26,100	-	0%
		<u>531,100</u>	<u>337,100</u>	<u>346,100</u>	<u>(185,000)</u>	<u>-35%</u>



**The Woodlands Township  
Revenue Budget Detail  
(in whole dollars)**

	Budget Code	Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
<b>Grants and Contributions</b>						
CATW Contribution		2,145,022	2,145,022	-	(2,145,022)	-100%
HGAC Trolley Grant	100-600-4300-0000-10	194,400	194,400	194,400	-	0%
		2,339,422	2,339,422	194,400	(2,145,022)	-92%
<b>Interest Income</b>						
General	100-190-4400-0000-10	511,323	511,323	518,823	7,500	1%
Priority Pmt - Town Green Park	100-190-4410-0000-10	253,427	253,427	256,900	3,473	1%
Priority Pmt - Waterway Square	100-190-4420-0000-10	200,410	200,410	189,939	(10,471)	-5%
		965,160	965,160	965,662	502	0%
<b>Other Income</b>						
Convention Center Lease	100-190-4500-0000-10	104,927	104,927	107,340	2,413	2%
Carlton Woods Park Revenue	100-190-4510-0000-10	14,000	14,000	14,000	-	0%
Lake Woodlands POA Revenue	100-190-4520-0000-10	10,000	10,000	-	(10,000)	-100%
Garage Replacement Reserve	100-190-4570-0000-10	6,000	6,000	6,000	-	0%
Sale of Property	100-190-4599-0000-10	-	-	500,000	500,000	-
Other Income	100-190-4599-0000-10	44,000	44,000	44,000	-	0%
		178,927	178,927	671,340	492,413	275%
<b>Transfers In</b>						
EDZ #4 Sales Tax Transfer (Station 6 debt)	100-190-4800-8060-10	1,182,025	1,182,025	-	(1,182,025)	-100%
EDZ #5 Sales Tax Transfer (WFD operations)	100-190-4800-8060-10	11,862,382	11,794,329	13,385,264	1,522,882	13%
		13,044,407	12,976,354	13,385,264	340,857	3%
<b>TOTAL REVENUES</b>		<b>76,821,429</b>	<b>75,799,869</b>	<b>77,857,762</b>	<b>1,036,333</b>	<b>1%</b>
<b>GENERAL FUND SUMMARY BY REVENUE TYPE:</b>						
Ad Valorem Tax		37,963,737	37,963,737	39,649,133	1,685,396	4%
Sales and Use Tax		15,505,060	14,996,485	15,596,344	91,284	1%
Hotel Occupancy Tax		3,525,896	3,366,557	3,501,219	(24,677)	-1%
Supplemental Hotel Occupancy Tax		-	-	500,000	500,000	-
Event Tax		-	-	75,000	75,000	-
Program Revenues		2,767,720	2,676,127	2,973,300	205,580	7%
Administrative Fees		531,100	337,100	346,100	(185,000)	-35%
Grants and Contributions		2,339,422	2,339,422	194,400	(2,145,022)	-92%
Interest Income		965,160	965,160	965,662	502	0%
Other Income		178,927	178,927	671,340	492,413	275%
Transfers In		13,044,407	12,976,354	13,385,264	340,857	3%
		<b>76,821,429</b>	<b>75,799,869</b>	<b>77,857,762</b>	<b>1,036,333</b>	<b>1%</b>
<b>% OF TOTAL BY REVENUE TYPE:</b>						
Ad Valorem Tax		49%	50%	51%		
Sales and Use Tax		20%	20%	20%		
Hotel Occupancy Tax		5%	4%	4%		
Supplemental Hotel Occupancy Tax		0%	0%	1%		
Event Tax		0%	0%	0%		
Program Revenues		4%	4%	4%		
Administrative Fees		1%	0%	0%		
Grants and Contributions		3%	3%	0%		
Interest Income		1%	1%	1%		
Other Income		0%	0%	1%		
Transfers In		17%	17%	17%		
		<b>100%</b>	<b>100%</b>	<b>100%</b>		

# DEPARTMENT PROFILES

---



## *In This Section You Will Find:*

Board of Directors .....	9-1
President's Office .....	9-7
Legislative and Government Affairs .....	9-17
Human Resources .....	9-27
Finance .....	9-41
Information Technology .....	9-55
Records/Property Data Management .....	9-69
Non-Departmental .....	9-81
Law Enforcement Services .....	9-83
Neighborhood Services .....	9-97
Parks and Recreation .....	9-107
Covenant Administration .....	9-171
Environmental Services .....	9-183
Street Lighting .....	9-199
Streetscape Maintenance .....	9-203
Solid Waste Services .....	9-207
Community Services .....	9-211
Community Relations .....	9-221
Transportation .....	9-239
Economic Development .....	9-249
Other .....	9-265



**BOARD OF DIRECTORS  
2011 BUDGET PLAN**

# **The Woodlands Township Board of Directors 2011 Budget Plan**

- I. Situation Analysis**
- II. Accomplishments of 2010**
- III. Implementation of the Board of Directors 2011 Budget**

# **The Woodlands Township Board of Directors 2011 Budget Plan**

## **I. Situation Analysis**

In accordance with the Transition Agreement signed between The Woodlands Township, The Woodlands Community Association (WCA), The Woodlands Association (TWA), The Woodlands Commercial Owners Association (WCOA), The Woodlands Community Service Corporation (WCSC), The Woodlands Fire Department (WFD), and The Woodlands Recreation Center (WRC), authority and responsibility for most municipal-type services in The Woodlands community transferred to The Woodlands Township on January 1, 2010. For effective management of The Woodlands Township's consolidated services, leadership is essential.

Leadership of The Woodlands Township requires two major elements:

- Policy, financial, and governing decisions made by the Township Board of Directors
- Management of staff and day-to-day operations by the Township President

## **II. Accomplishments of 2010**

- Transitioned into governing body for most municipal-type services and economic development for The Woodlands community.
- Completed transition to fully resident-elected board, changing from 11 to seven at-large Directors
- Reviewed The Woodlands Township Vision 2034 Strategic Plan in concert with planning for the 2011 budget and five year plan
- Participated in numerous activities and events sponsored by strategic partners
- Participated in Town Hall and public meetings
- Consider policy decisions impacting the transition and local governance

### **III. Implementation of the Board of Directors 2011 Budget**

#### **Board Development**

**\$41,000**

- Meetings (\$18,000)

*(In accordance with Key Initiative 2.1.5 Provide ability for the public to communicate to the board; and Key Initiative 2.2.1 Hold town hall meetings)*

Includes expenses related to monthly meetings and Town Hall meetings. This may include facility, equipment, materials, and refreshments for offsite meetings and recognition for retiring directors.

- Board Workshops (\$10,000)

*(In accordance with Key Initiative 2.1.5 Provide ability for the public to communicate to the board; and Goal 2.2 Provide an inclusive atmosphere to enhance transparency and trust)*

Includes strategic planning workshops and other workshops as necessary. This may include facility, equipment, materials, refreshments and facilitator.

- Board Training and Conferences (\$13,000)

*(In accordance with Key Initiative 2.1.5 Provide ability for the public to communicate to the board; Key Initiative 2.2.1 Hold town hall meetings; and Focus Area 4 Government Representation)*

Includes training and education for board members, including new board member orientation, open meetings education, and Public Funds Investment Training for Investment Officers. May include travel, conference registration, or other expenses.

#### **Program Expenses**

**\$18,000**

- Volunteer Appreciation Event (\$18,000)

*(In accordance with Key Initiative 2.2.6 Promote and recognize volunteer and community accomplishments)*

Continues the Community Associations of The Woodlands annual event in recognition of volunteers. The event celebrates volunteer service to the community through Township departments and programs.

#### **Administrative Expenses**

**\$4,300**

- Supplies (\$4,300)

*(In accordance with Key Initiative 2.2.4 Compile and make available Board meeting records)*

Includes supplies required for creation and distribution of board agenda materials.

#### **Total Cost for Board of Directors 2011 Budget Plan**

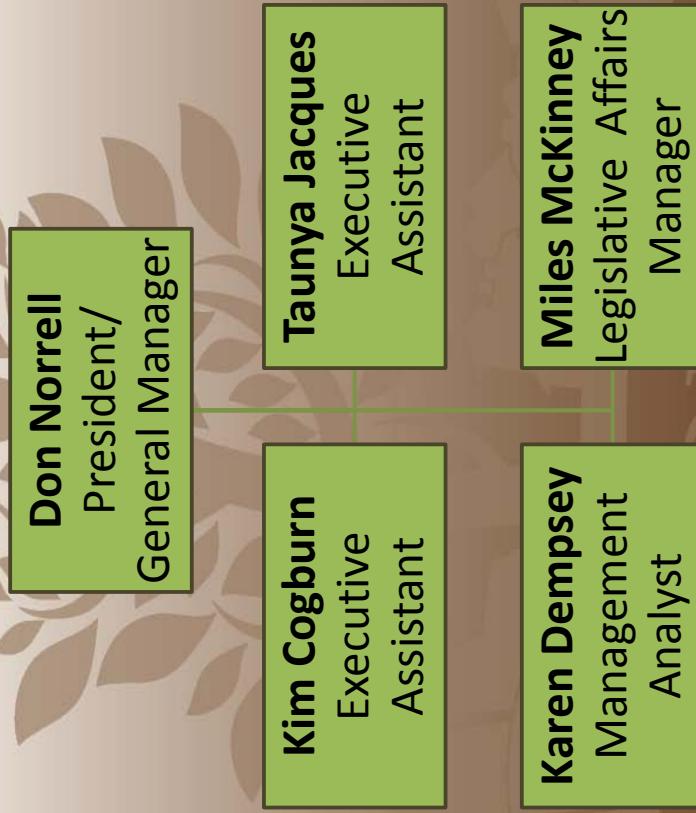
**\$63,300**

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>BOARD OF DIRECTORS - Dept 100</b>						
<b>Board Development</b>						
Meetings	100-100-5100-0000-10	20,000	20,000	18,000	(2,000)	-10%
Board Workshops	100-100-5110-0000-10	10,000	10,000	10,000	-	0%
Training & Conferences	100-100-5120-0000-10	14,000	8,500	13,000	(1,000)	-7%
		<u>44,000</u>	<u>38,500</u>	<u>41,000</u>	<u>(3,000)</u>	<u>-7%</u>
<b>Contracted Services</b>						
Consulting	100-100-5401-0000-10	-	-	-	-	
Legal	100-100-5402-0000-10	-	-	-	-	
		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
<b>Program Expense</b>						
Volunteer Appreciation Event	100-100-5605-3412-10	37,600	18,000	18,000	(19,600)	-52%
		<u>37,600</u>	<u>18,000</u>	<u>18,000</u>	<u>(19,600)</u>	<u>-52%</u>
<b>Administrative Expense</b>						
Supplies	100-100-5800-0000-10	4,300	4,300	4,300	-	0%
		<u>4,300</u>	<u>4,300</u>	<u>4,300</u>	<u>-</u>	<u>0%</u>
<b>Total Board of Directors</b>		<u><b>85,900</b></u>	<u><b>60,800</b></u>	<u><b>63,300</b></u>	<u><b>(22,600)</b></u>	<u><b>-26%</b></u>



## President/General Manager's Office







**PRESIDENT'S OFFICE  
2011 BUDGET PLAN**

# **The Woodlands Township President's Office 2011 Budget Plan**

- I. Situation Analysis**
- II. Accomplishments of 2010**
- III. Goals of the President's Office 2011 Budget Plan**
- IV. Implementation of the President's Office 2011 Budget**

# **The Woodlands Township President's Office 2011 Budget Plan**

## **I. Situation Analysis**

The President's Office is expected to deliver a high degree of independence, initiative, and professional expertise in the administration and day-to-day management of The Woodlands Township in accordance with policy established by the Board of Directors, enabling legislation, and County, State, and Federal laws. The President's Office directs the development and administration of the Township's budget and capital programs and oversees the development, planning, and implementation of strategic goals and objectives to meet the operational needs of the Township.

## **II. Accomplishments of 2010**

- Managed the transition of services in accordance with the Transition Agreement
- Implementation of The Woodlands Township's first fiscal year for combined services
- Implemented review of The Woodlands Township Vision 2034 Strategic Plan in concert with planning for the 2011 budget and five year plan
- Participated in numerous activities and events sponsored by strategic partners
- Organized and conducted monthly meetings
- Developed candidate school and new member orientation

## **III. Goals of the President's Office 2011 Budget Plan**

- Complete seamless transition of services to community
- Continue to Work toward achieving goals of Strategic Plan
- Provide support to Board of Directors
- Begin process for future governance discussion

## IV. Implementation of the President's Office 2011 Budget

### Salaries and Benefits

**\$578,140**

- President's Office Personnel (\$578,140)

Administration for The Woodlands Township is directed from the President's office which is responsible for the daily management and operation of the organization. Staff in the President's Office provide administrative and professional support and serve as a liaison for the Board of Directors and staff. This budget includes salaries and benefits for four full time employees to include the President, two Executive Assistants, and a Management Analyst.

### Staff Development

**\$17,800**

- Meetings (\$4,800)

*(In accordance with Key Initiative 4.1.1 Identify participation opportunities)*

Includes meetings between the President and community leaders. This may include offsite meetings.

- Staff Training & Conferences (\$13,000)

*(In accordance with Key Initiative 3.1.2 Encourage education and training opportunities and continuing professional development)*

Includes travel, conference registration, or other expenses to attend governance related conferences or seminars. This may include Open Meetings, International City/County Management Association, Texas City Management Association, Executive Team Strategic Planning Meeting and others.

### Equipment Expenses

**\$5,000**

- Cell Phones (\$2,000)

*(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)*

Includes cell phone expenses for the Township President and Management Analyst.

- Office Equipment (\$3,000)

*(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)*

Includes non-capital expenses for office equipment, such as chairs, filing cabinets, scanners and printers.

## **Administrative Expense**

**\$8,800**

- Supplies (\$1,800)  
*(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)*  
Includes basic office supplies specific to the department, such as mailing supplies, labels, name badges, and other general office supplies.
- Dues & Subscriptions (\$5,600)  
*(In accordance with Key Initiative 3.1.2 Encourage education and training opportunities and continuing professional development)*  
Includes organizational or individual memberships to the South Montgomery County Chamber of Commerce, Texas Municipal League, International City/County Management Association, and Rotary Club. Also includes subscriptions to local newspapers.
- Mileage Reimbursement (\$400)  
*(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)*  
Includes reimbursement for staff for the use of personal vehicles on company business.
- Other (\$1,000)  
*(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)*  
Includes floral arrangements for families of community leaders/Directors for the loss of immediate family members.

**Total Cost for President's Office 2011 Budget Plan**

**\$609,740**

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	Budget Code	Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
<b>PRESIDENT'S OFFICE - Dept 110</b>						
<b>Salaries and Benefits</b>						
Salaries and Wages	100-110-5010-0000-10	433,193	433,193	435,662	2,469	1%
Overtime	100-110-5011-0000-10	3,000	3,000	3,000	-	0%
Employee Benefits - FICA	100-110-5020-0000-10	24,551	24,551	25,665	1,114	5%
Employee Benefits - TEC	100-110-5021-0000-10	180	960	1,008	828	460%
Employee Benefits - Retirement	100-110-5030-0000-10	60,647	45,700	66,082	5,435	9%
Employee Benefits - Insurance	100-110-5031-0000-10	38,212	38,900	46,087	7,875	21%
Employee Benefits - Workers Comp	100-110-5032-0000-10	916	580	636	(280)	-31%
Interns	100-110-5040-0000-10	-	-	-	-	-
		560,699	546,884	578,140	17,441	3%
<b>Staff Development</b>						
Meetings	100-110-5100-0000-10	6,000	4,800	4,800	(1,200)	-20%
Training & Conferences	100-110-5120-0000-10	13,500	13,500	13,000	(500)	-4%
		19,500	18,300	17,800	(1,700)	-9%
<b>Equipment Expense</b>						
Equipment	100-110-5330-0000-10	3,700	3,000	3,000	(700)	-19%
Cell Phones	100-110-5335-0000-10	2,522	2,000	2,000	(522)	-21%
		6,222	5,000	5,000	(1,222)	-20%
<b>Administrative Expense</b>						
Supplies	100-110-5800-0000-10	4,000	2,500	1,800	(2,200)	-55%
Dues & Subscriptions	100-110-5802-0000-10	5,600	5,600	5,600	-	0%
Mileage Reimbursement	100-110-5804-0000-10	500	400	400	(100)	-20%
Other	100-110-5899-0000-10		1,000	1,000	1,000	
		10,100	9,500	8,800	(1,300)	-13%
<b>Total President's Office</b>		<b>596,521</b>	<b>579,684</b>	<b>609,740</b>	<b>13,219</b>	<b>2%</b>



**LEGISLATIVE AFFAIRS  
2011 BUDGET PLAN**

# **The Woodlands Township Legislative Affairs 2011 Budget Plan**

- I. Situation Analysis**
- II. Accomplishments of Department in 2010**
- III. Goals of the 2011 Legislative Affairs Budget**
- IV. Implementation of the Legislative Affairs  
2011 Budget Plan**



# **The Woodlands Township Legislative Affairs 2011 Budget Plan**

## **I. Situation Analysis**

In 2010, the Legislative Affairs Department transitioned from being a function of The Woodlands Community Service Corporation providing service to The Community Associations of The Woodlands, to a department within The Woodlands Township organization. The department serves as the front line guardian of The Township's interests in legislative and governmental matters.

The goal of the department is to identify emerging legislative or regulatory issues with the potential to impact The Woodlands Township or The Woodlands Fire Department, and, if required, develop position statements to advocate before legislative and governmental bodies, as well as partner organizations, regarding those issues.

The department provides service and information in a prompt, courteous and professional manner in addressing requests or needs of the Township Board, staff, and in response to requests from the public.

## **II. 2010 Department Accomplishments**

### **Legislative Related**

- Attended Texas Senate and House interim session committee hearings that reviewed issues with the potential to impact The Woodlands Township. Findings of the hearings will cause generation of some bills for consideration in the upcoming 82<sup>nd</sup> Texas Regular Legislative Session.
- Met with Senator Royce West, Chairman, Senate Intergovernmental Relations Committee, during his investigative and fact-finding visit to the Township. Discussed special district and property owner associations' issues for which Sen. West's committee has oversight responsibilities.
- Discussed state wide issues to be addressed in the 82<sup>nd</sup> Legislative Session with local legislators.
- Completed term and withdrew as Board member of the Texas Legislative Action Committee (TLAC) of the Community Associations Institute. Change in statutory requirement regarding Township oversight of property covenants obviated need to continue in leadership role with TLAC.

- Served as liaison for intra-company questions on legislation as well as liaison to the public regarding questions pertaining to legislative issues and efforts.

### **General Government Related**

- Served as The Woodlands Township liaison, and a point of contact, for state, county, municipal, and local government issues.
- Attended meetings of Montgomery County Commissioners' Court, to monitor and report actions taken that impact the Township and provided testimony in support of local initiatives.
- Tracked Harris County Commissioners' Court agendas to identify issues of interest. Tracked Houston, Conroe, Shenandoah, and Oak Ridge North City Council agendas to monitor issues of interest.
- Provided information as requested by Board members, staff or members of the public, on activities and actions of the Houston-Galveston Area Council, Texas Department of Transportation, Lone Star Ground Water Conservation District, The Woodlands Joint Powers Agency, Texas Commission on Environmental Quality, Public Utility Commission of Texas, U.S. Census Bureau and U.S. Post Office.
- Responded to Township individual resident requests involving questions on provision of service by Entergy, CenterPoint Energy, ComCast and Consolidated Communications.
- Worked with U.S. Census Bureau to finalize a Woodlands Census Designated Place map that incorporates the boundary of The Woodlands Township.
- Responded to Township resident requests regarding Texas statutes or statutory authority of the Township.

### **External Affairs**

- Served as Team Co-Leader for South Montgomery County-Woodlands Chamber of Commerce (Chamber) Legislative team.
- Served as representative on Chamber Mobility Team.
- Served on Greater Houston Partnership Local Relations, State Relations and Federal Relations Committees.

- Served as member of South Montgomery County Entergy Advisory Board.
- Served on Senate Intergovernmental Relations Committee Interim Charge 7 Workgroup reviewing the types of support state government can provide to assist local government consolidations with county governments. The Charge also included evaluating budget implications for city and county government consolidations and research of the appropriateness and cost savings of eliminating duplicity between city and county governments in different regions of the state.
- Served as representative to the Community Associations Institute (CAI). Served as Director on Board of CAI – Greater Houston Chapter.
- Served on Texas Legislative Action Committee (TLAC) as appointee of the CAI – Greater Houston Chapter. Served as Treasurer on TLAC Board of Directors.

### **III. Goals of Legislative Affairs Budget Plan**

As the local government body representing The Woodlands, the Township and its leadership must be active participants in addressing legislative and governmental issues that impact the community. The Township should be represented and visible before legislative and government bodies and opinion leading organizations advocating the position of The Township on substantive issues.

In representing the Township, and its constituents, the Legislative Affairs Manager will:

- Participate in local and regional planning and advocacy efforts (*The Woodlands Township Strategic Plan Goal 4.1*)
  - Identify participation opportunities within the greater Houston region
  - Represent the Township in advocacy efforts involving the Houston region
- Ensure that The Woodlands is represented and visible at governmental and legislative bodies (*The Woodlands Township Strategic Plan Goal 4.2*)
  - Identify participation opportunities involving legislative initiatives
  - Represent the Township before legislators and legislative committees
- Maintain and expand local, regional, state, and federal partnerships with other governmental entities and stakeholders (*The Woodlands Township Strategic Plan Goal 4.3*)
  - Participate in partnership efforts and enhance Township visibility
  - Advocate Township positions with stakeholders and governmental entities

**The department will achieve these goals by:**

- Maintain open lines of communication with local Legislators and staff. Attend meetings with legislators, and their staff, to address issues and work to pass legislation favorable to the community.
- Review all bills filed in the Texas Legislature during the 82nd Regular Session (2011). Identify bills that are most important to The Woodlands because of potential impact on management, operations or delivery of services to the community. Track selected bills during the legislative session providing weekly and special status updates to the Township Board and staff. Work with lobbyist and local legislators to pass, amend or kill bills as necessary to support the Township. During the 82<sup>nd</sup> Regular Session an estimated 6,500 bills will be filed in the legislature and reviewed for possible impact on the Township.
- Develop responsive testimony for use in lobbying efforts for bills in the Texas Legislature as required.
- Work with the Township lobby team and attend hearings at the Capitol supporting passage of Township related legislation. Provide testimony to congressional committees in support of, or opposition to, bills being considered in Senate and House committees if required.
- Monitor actions of local political subdivisions and identify issues that could impact on community values and quality of life and address those issues as required.

## **IV. Implementation of Legislative Affairs Budget**

**Salaries and Benefits**

**\$112,682**

- Legislative Affairs Personnel (\$112,682) - The budget includes the cost of the department manager's salary, and related benefits. The manager monitors and reports actions of State of Texas Government branches, agencies and departments that impact community operation, values or quality of life in the Township, identifies executive and legislative branch actions on issues that impact the community, prioritizes issues to ensure efficient use of staff time, identifies legislative initiatives for review and responsive action by the Township, tracks legislation, and provides reports to the Township's Board of Directors and staff on proposed bills.

**Staff Development**

**\$2,475**

- Meetings (\$1,275) – Department manager develops and maintains beneficial relationships with local government and private entities to advance legislative or

regulatory requirements of the Township. This is achieved by maintaining open lines of communication with local governmental bodies, quasi-public organizations, non-profit groups and private entities that have the ability to influence the organization, operation or quality of the Township. The manager will identify areas of interest and work to accomplish common goals by communicating and collaborating on legislative initiatives of local government and private entities that accommodate/enhance quality of life for Township constituents.

- Staff Training & Conferences (\$1,200) - Includes travel, conference registration, or other expenses to attend Texas Municipal League conferences or appropriate seminars and meetings.

**Equipment Expense** **\$750**

- Cell Phones (\$750) - Includes cell phone expenses for the Legislative Affairs Manager.

**Contracted Services** **\$143,500**

- Consulting (\$50,000) – Funding for contract lobbyist function. Legislative Affairs Manager interfaces with lobbyist on general legislative and regulatory issues of interest to the Township, determining actions and goals for specific bills or issues, and serves as the interface between Township staff and contract lobbyist function.
- Legal (\$93,500) – Includes legal fees related to Township governance and review of proposed governmental actions. Includes fees related to development and passage of Township specific legislation.

**Administrative Expense** **\$9,235**

- Supplies (\$300) – Includes basic office supplies specific to the department.
- Dues & Subscriptions (\$4,135) – Includes Texas Legislative Service (TELICON) subscription, and dues for Texas Municipal League and the Community Association Institute.

Mileage Reimbursement (\$4,800) - Includes reimbursement to department manager for the use of personal vehicle on Township business.

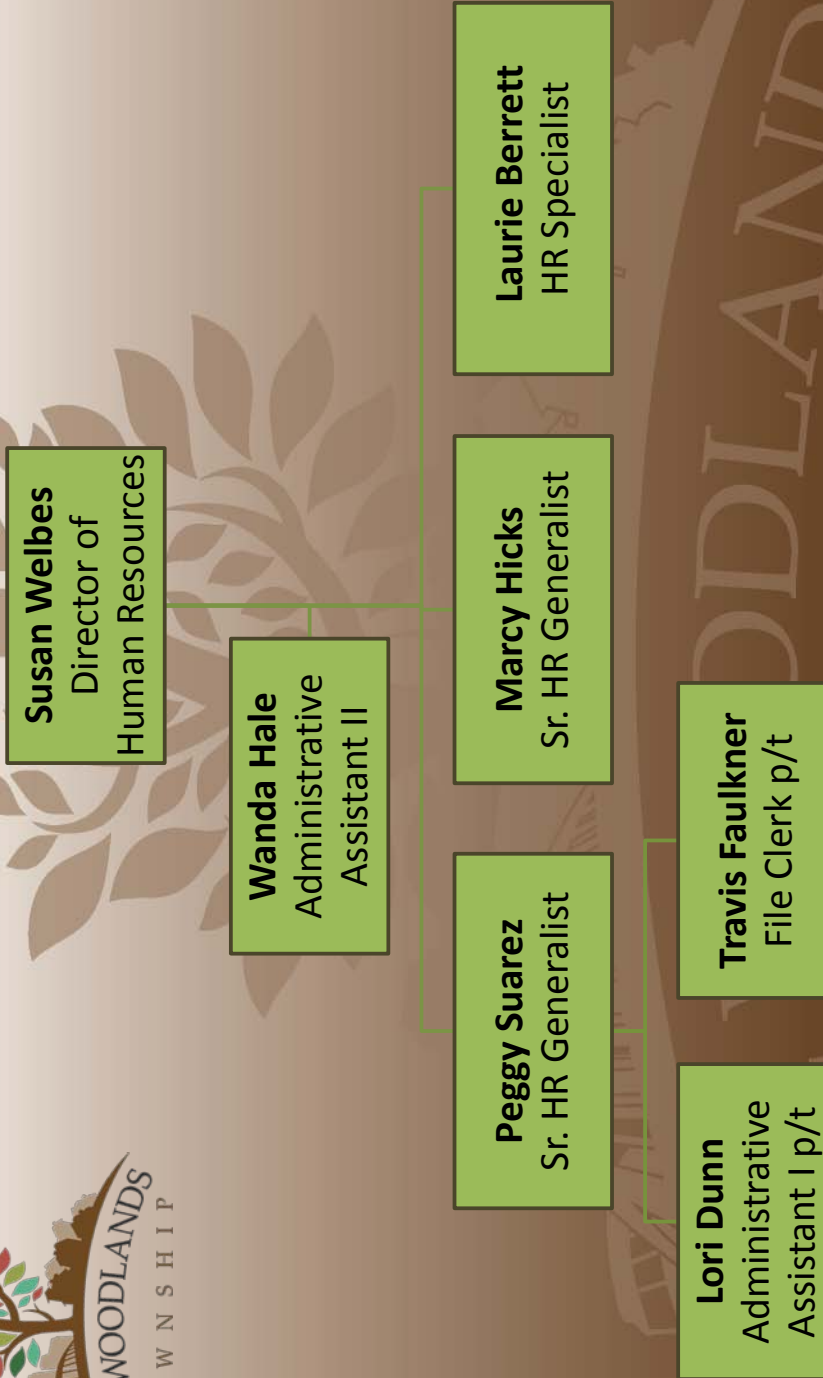
**Total Cost for Legislative Affairs 2011 Budget Plan** **\$268,642**

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>LEGISLATIVE/GOVERNMENT AFFAIRS - Dept 120</b>						
<b>Salaries and Benefits</b>						
Salaries and Wages	100-120-5010-0000-10	81,704	81,704	82,722	1,018	1%
Overtime	100-120-5011-0000-10	-	-	-	-	
Employee Benefits - FICA	100-120-5020-0000-10	6,250	6,250	6,328	78	1%
Employee Benefits - TEC	100-120-5021-0000-10	45	175	189	144	320%
Employee Benefits - Retirement	100-120-5030-0000-10	11,439	11,439	11,581	142	1%
Employee Benefits - Insurance	100-120-5031-0000-10	11,400	11,400	11,682	282	2%
Employee Benefits - Workers Comp	100-120-5032-0000-10	180	180	180	-	0%
Interns	100-120-5040-0000-10	-	-	-	-	
		<u>111,018</u>	<u>111,148</u>	<u>112,682</u>	<u>1,664</u>	<u>1%</u>
<b>Staff Development</b>						
Meetings	100-120-5100-0000-10	300	300	1,275	975	325%
Training & Conferences	100-120-5120-0000-10	<u>2,400</u>	<u>1,200</u>	<u>1,200</u>	<u>(1,200)</u>	<u>-50%</u>
		<u>2,700</u>	<u>1,500</u>	<u>2,475</u>	<u>(225)</u>	<u>-8%</u>
<b>Equipment Expense</b>						
Cell Phones	100-120-5335-0000-10	<u>900</u>	<u>750</u>	<u>750</u>	<u>(150)</u>	<u>-17%</u>
		<u>900</u>	<u>750</u>	<u>750</u>	<u>(150)</u>	<u>-17%</u>
<b>Contracted Services</b>						
Consulting	100-120-5401-0000-10	50,000	30,000	50,000	-	0%
Legal	100-120-5402-0000-10	<u>75,000</u>	<u>75,000</u>	<u>93,500</u>	<u>18,500</u>	<u>25%</u>
		<u>125,000</u>	<u>105,000</u>	<u>143,500</u>	<u>18,500</u>	<u>15%</u>
<b>Administrative Expense</b>						
Supplies	100-120-5800-0000-10	300	300	300	-	0%
Dues & Subscriptions	100-120-5802-0000-10	3,025	3,025	4,135	1,110	37%
Mileage Reimbursement	100-120-5804-0000-10	3,800	3,800	4,800	1,000	26%
Other Admin	100-120-5899-0000-10	-	-	-	-	
		<u>7,125</u>	<u>7,125</u>	<u>9,235</u>	<u>2,110</u>	<u>30%</u>
<b>Total Legislative/Government Affairs</b>		<u><u>246,743</u></u>	<u><u>225,523</u></u>	<u><u>268,642</u></u>	<u><u>21,899</u></u>	<u><u>9%</u></u>



## Human Resources





## **HUMAN RESOURCES 2011 BUDGET PLAN**



# **The Woodlands Township Human Resources 2011 Budget Plan**

- I. Situation Analysis**
- II. Accomplishments of 2010**
- III. Goals of the Human Resources 2011 Budget Plan**
- IV. Implementation of Human Resources 2011 Budget Plan**

# **The Woodlands Township Human Resources 2011 Budget Plan**

## **I. Situation Analysis**

The goal of The Woodlands Township's Human Resources department is to support and attract a talented and innovative staff. The primary responsibilities of the department are:

- Hire and retain qualified employees who support our vision, mission and customer service standards
- Ensure compensation practices are competitive and in line with our organizational values
- Ensure cost-effective health, welfare and retirement benefits are maintained for employees
- Ensure organization meets and follows all federal and state employment laws
- Ensure the training needs of the organization are met
- Administer the performance evaluation process
- Negotiate and mediate contract provisions with the WFD bargaining units
- Promote positive employee relations and recognition
- Provide coaching to employees and supervisors to ensure performance expectations are met
- Maintain up-to-date Employee Policy Manual and Employee Handbook

The Woodlands Township will employ over 215 regular full and part-time employees beginning January 1, 2011, and will contract with The Woodlands Fire Department which has 135 employees. An additional 365 seasonal employees join the Township each summer.

The Woodlands Township Human Resources Department can be best described as a "high-touch" department. Most of our interactions with employees are face to face, and are often more than just a quick answer to a question. The department takes pride in serving as a source of information and expertise that provides quality customer service for employees and their ever changing needs.

## **II. Accomplishments of 2010**

- Realigned duties in Human Resources. Departments have one point of contact in Human Resources for their recruitment, employee relations, compensation and training needs. Employees have one point of contact for all their benefits needs and this will support confidentiality.
- Conducted Personnel Policy Manual review meetings with all managers and supervisors of The Woodlands Township and The Woodlands Fire Department.
- Conducted Employee Handbook review meetings with all employees and supervisors. A meeting in Spanish was held for non-English speaking employees.
- Successfully coordinated the enrollment into The Woodlands Township 401a and 457b Plans. Successfully coordinated the transfer of assets from former retirement plans (Fidelity, Raymond James, Valic) into the Principal plans. Transferred all Woodlands Fire Department employees into The Woodlands Fire Department 401k Plan. Eighty employees met individually with a representative of Principal to review retirement planning, investment selections, and consolidation of retirement accounts. The initial Employee Retirement Plan Committee for The Woodlands Fire Department to include union representation met to review the plan components and investments. The Woodlands Township Employee Retirement Plan Committee approved the Investment Policy Statement and also reviewed the plan components and investments.
- Coordinated the Employee Awards Breakfast during which employees with 5, 10, 15, 20, 25 and 30 years of service were honored.
- Implemented Electronic Timesheets to enhance efficiency of supervisors, and automate time off requests and approvals.
- The Collective Bargaining Agreement between WFD and WPPFA was extended to December 31, 2011. A new two-year labor agreement for Dispatch employees was negotiated and approved.
- An RFP for an employment and labor law firm was conducted and Winstead was selected to represent The Township for three years beginning in March 2010.
- An RFP for consulting and brokerage services for employee benefits was conducted and Gallagher Benefit Services and Gallagher Retirement Services was selected to

support Human Resources with benefits administration for three years beginning in April 2010.

- All supervisors and managers attended Diversity and Anti-Harassment Training conducted by Stephen Schueler of Winstead.

### **III. Goals of the Human Resources 2011 Budget Plan**

- Provide training opportunities that support employee growth and development
- Foster an atmosphere that attracts and retains employees who thrive in an environment that provides outstanding customer service.
- Maintain high levels of professionalism and confidentiality for our customers – the employees.
- Conduct Employee University – each department will make a presentation to all other employees regarding their mission/vision/purpose/responsibilities. These presentations will occur monthly throughout 2011.
- Revise performance evaluations to reflect strategic vision.
- Utilize Profile XT for employee coaching and professional development. Each employee will receive a coaching report designed for their professional development and succession planning within the Township.
- Continue to foster positive relations with The Woodlands Professional Firefighters Association while negotiating labor agreements with the firefighters and dispatchers.
- Conduct market analysis of non-bargaining unit jobs.
- Support employees through move to new building in late 2011.

## IV. Implementation of Human Resources 2011 Budget Plan

### Salaries and Benefits

**\$495,832**

- Human Resources Personnel (\$495,832) – This budget line includes salary and benefits for Human Resources positions. Human Resources positions currently include: two Senior HR Generalists who support departments in recruitment, employee relations, training, and compensation administration; the HR Specialist who handles all employee benefits and leave of absence issues; two Senior Administrative Assistants who provide administrative support for the entire department (performance evaluations, employee communications and requests); the File Clerk who handles all personnel file maintenance; and the Director of Human Resources who oversees the work of the department, creates policies and procedures, administers labor relations for collectively bargained employees and ensures compliance with all federal and state laws. All staff persons provide personnel guidance and assistance to departments throughout the organization.

### Staff Development

**\$46,800**

*(In accordance with Goal 3.1 Provide education and training opportunities and a supportive working environment for Township staff)*

- Meetings (\$1,000) – This line item includes supplies for meetings as needed, open enrollment, new employee orientation, and all employee meetings.
- Staff Training and Conferences (\$19,500) – Funds are used for professional development and training for entire organization (\$15,000), which includes MS Office and Sharepoint computer training, Harassment Awareness and Prevention training for all supervisors (conducted by employment law attorney), and supervisory training. Funds are also included for training and professional development specific to Human Resources department (\$4,500) to include the Texas Municipal Human Resources Association employment law and annual conference, and monthly Montgomery County Society for Human Resource Management seminars.
- Employee Recognition (\$19,300) – These funds are used to produce events to acknowledge and celebrate milestones of service for all employees. A monthly breakfast is held to honor those employees reaching their anniversary during the month. An annual awards breakfast is held during which employees are honored for achieving 5, 10, 15, 20, 25 and 30 years of service. Funds are also included for employee retirement gifts.

- Tuition Reimbursement (\$7,000) – Employees are eligible to receive reimbursement from the Township upon successful completion of college courses taken for a specific degree plan.

### **Equipment Expense**

**\$2,000**

*(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)*

- Cell Phones (\$1,000) – Includes the cost for communication expenses, including cell phone fees for Director of Human Resources.
- Equipment (\$1,000) – This line item is used for office equipment specific to the HR department.

### **Contracted Services**

**\$75,200**

*(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township; and Goal 3.2 Position the Township to attract and retain high quality employees)*

- Legal (\$5,000) – This line item is used for employment or employee relations legal advice provided by Winstead.
- Employee Relations Legal Fees (\$15,000) – These funds are only used in defense of Equal Employment Opportunity Commission claims or litigation.
- Recruiting Fees (\$38,100) – This line item includes all expenses used to attract high quality candidates to The Woodlands Township. Several processes occur prior to employment to ensure employees possess the skills and qualities we require: computer proficiency testing, background and reference checks, and pre-employment drug testing. Additionally, three different assessment tools are used during the recruitment process: Step One Survey which lowers an employer's risk when hiring people to positions of trust and responsibility; Customer Service Profile which identifies candidates and employees with superior customer service skills and helps coach existing employees to greater success; and the Profile XT which is a multi-purpose assessment that is used for selection, coaching, training, promotion, managing, and succession planning. Expenses incurred to bring out-of-town candidates to The Woodlands for interviews are also included in this line item.
- Drug Testing (\$10,500) – These funds are used to conduct random drug testing of all seasonal and all safety-sensitive positions. Additionally, any time an employee has an accident which results in an injury or property damage, a post-accident drug test

is administered. Finally, Park Rangers and Lifeguards are required to have Hepatitis B vaccinations due to the likelihood of contact with blood borne pathogens.

- Contract Labor (\$3,000) – These funds are used for the services of a professional translator to translate any policies or forms from English into Spanish.
- Other (\$3,600) – These funds are for fees related to the administration of flex benefits.

### **Public Education/Relations**

**\$10,000**

*(In accordance with Goal 3.2 Position the Township to attract and retain high quality employees)*

- Special Events (\$2,000) – Each year The Township participates in the United Way Campaign, and holds a kick-off event for this campaign. It has become a tradition to hold a Thanksgiving potluck luncheon in the bays of the Central Fire Station for all employees. The Township provides the main course and managers serve while representatives from the United Way make presentations.
- Advertising (\$10,000) – Funds are used for recruitment advertising in the Houston Chronicle This Week, Villager, Courier, and on professional association websites to include National Recreation and Parks Society, American Planning Association, and Texas Municipal League.

### **Administrative Expense**

**\$14,600**

*(In accordance with Goal 3.1 Provide education and training opportunities and a supportive working environment for Township staff.)*

- Supplies (\$3,000) – Funds are used for general office supplies specific to Human Resources.
- Dues & Subscriptions (\$3,000) – The department subscribes to the Bureau of National Affairs Human Resource Library to provide up-to-date information on numerous human resources issues as well as policy development assistance. Exempt employees of the department are members of the Montgomery County Society Human Resource Management and have served as President, Treasurer, and Vice President of Programs.
- Printing (\$2,000) – This line item is used to produce employment applications, personnel action forms, separation reports, and other documents used by Human Resources.



- Mileage Reimbursement (\$600) – This line item includes expenses incurred by Human Resources staff for travel for businesses purposes.
- Other Administrative Expenses (\$6,000) – Floral arrangements are sent to employees during hospitalizations, for the births of children and for the loss of immediate family members. These expenses are used according to administrative guidelines.

**Total Cost for Human Resources 2011 Budget Plan**

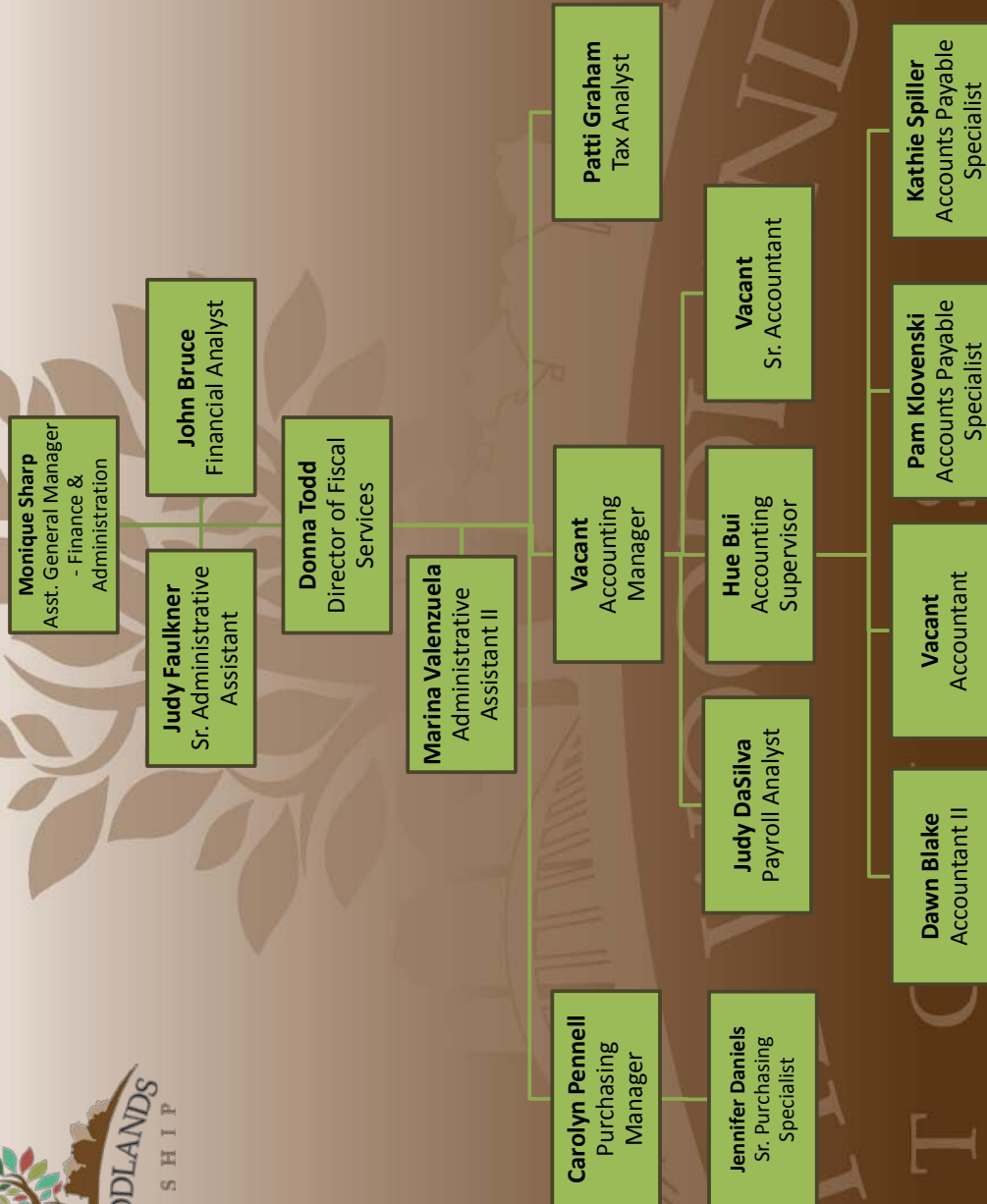
**\$644,432**

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	Budget Code	Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
<b>HUMAN RESOURCES - Dept 130</b>						
<b>Salaries and Benefits</b>						
Salaries and Wages	100-130-5010-0000-10	355,303	355,303	361,718	6,415	2%
Overtime	100-130-5011-0000-10	500	500	500	-	0%
Employee Benefits - FICA	100-130-5020-0000-10	26,544	26,544	26,626	82	0%
Employee Benefits - TEC	100-130-5021-0000-10	288	1,160	1,225	937	325%
Employee Benefits - Retirement	100-130-5030-0000-10	49,233	49,233	50,175	942	2%
Employee Benefits - Insurance	100-130-5031-0000-10	63,039	52,000	54,818	(8,221)	-13%
Employee Benefits - Workers Comp	100-130-5032-0000-10	768	620	770	2	0%
Interns	100-130-5040-0000-10	-	-	-	-	-
		495,675	485,360	495,832	157	0%
<b>Staff Development</b>						
Meetings	100-130-5100-0000-10	1,000	1,000	1,000	-	0%
Training & Conferences	100-130-5120-0000-10	19,500	19,500	19,500	-	0%
Tuition Reimbursement	100-130-5140-0000-10	7,000	3,500	7,000	-	0%
Employee Events/Recognition	100-130-5150-0000-10	19,200	19,200	19,300	100	1%
		46,700	43,200	46,800	100	0%
<b>Equipment Expense</b>						
Equipment	100-130-5330-0000-10	1,000	1,000	1,000	-	0%
Cell Phones	100-130-5335-0000-10	2,400	1,000	1,000	(1,400)	-58%
		3,400	2,000	2,000	(1,400)	-41%
<b>Contracted Services</b>						
Legal - General	100-130-5402-0000-10	5,000	5,000	5,000	-	0%
Legal - Employee Relations	100-130-5403-0000-10	15,000	15,000	15,000	-	0%
Contract Labor	100-130-5407-0000-10	1,500	6,000	3,000	1,500	100%
Recruiting Fees	100-130-5408-0000-10	39,500	38,100	38,100	(1,400)	-4%
Drug Testing	100-130-5409-0000-10	10,000	10,000	10,500	500	5%
Other	100-130-5499-0000-10	-	3,600	3,600	3,600	
		71,000	77,700	75,200	4,200	6%
<b>Public Education/Relations</b>						
Advertising	100-130-5704-0000-10	10,000	10,000	10,000	-	0%
		10,000	10,000	10,000	-	0%
<b>Administrative Expense</b>						
Supplies	100-130-5800-0000-10	3,000	3,000	3,000	-	0%
Dues & Subscriptions	100-130-5802-0000-10	3,000	3,000	3,000	-	0%
Printing	100-130-5803-0000-10	2,000	2,000	2,000	-	0%
Mileage Reimbursement	100-130-5804-0000-10	1,000	600	600	(400)	-40%
Other Admin	100-130-5899-0000-10	5,000	6,000	6,000	1,000	20%
		14,000	14,600	14,600	600	4%
<b>Total Human Resources</b>		<b>640,775</b>	<b>632,860</b>	<b>644,432</b>	<b>3,657</b>	<b>1%</b>



## Finance





**FINANCE DEPARTMENT  
2011 BUDGET PLAN**

# **The Woodlands Township Finance Department 2011 Budget Plan**

- I. Situation Analysis**
- II. Accomplishments of 2010**
- III. Goals of the Finance Department's 2011 Budget Plan**
- IV. Implementation of Finance Department's 2011 Budget**

# **The Woodlands Township**

## **Finance Department 2011 Budget Plan**

### **I. Situation Analysis**

Management responsibility for The Woodlands Township's financial activities is centralized in the Finance Department. The department also provides financial services for The Woodlands Fire Department, The Woodlands Convention & Visitors Bureau, The Woodlands Economic Development Zone, and Lake Woodlands Property Owners Association.

Financial services include the following primary areas of responsibility:

- Administration
- Accounting
- Budgeting
- Capital Assets
- Purchasing
- Tax Compliance
- Cash Management
- Debt Management
- Risk Management

#### **Administration**

The Administrative function is responsible for financial planning; policy development, deployment and compliance; the establishment and monitoring of effective internal controls required to safeguard the Township's assets; and providing leadership for all functions of the Finance and Administration departments.

#### **Accounting**

The Accounting function is responsible for providing a financial and reporting system to account for the Township's financial activities and record transactions in accordance with generally accepted accounting practices (GAAP). This includes timely and accurate processing of all receipts and disbursements of funds; reporting financial results to the Board of Directors, management, citizens, and appropriate agencies; performing the Township's payroll functions; assisting with benefits administration; maintaining financial records for general ledger accounts, accounts payable, cash receipts and bank reconciliations; and facilitating the annual audit and preparation of the Comprehensive Annual Financial Report (CAFR).

### **Budgeting**

The Budget function is responsible for producing the Township's annual operating and capital budgets and five-year business plan. This involves coordinating and analyzing the departments' budget submissions to develop a plan that aligns organizational resources with the strategic objectives outlined by the Board of Directors. A five-year business plan is produced to facilitate financial planning and policy development. This function ensures budgetary control by comparing actual financial results to the budget and performs detailed variance analysis.

### **Capital Assets**

This function is responsible for monitoring and recording assets and projects included in the Township's capital projects fund. This involves working closely with the departments and project managers to develop budgets, cash flows, and monthly reports for capital asset acquisitions. Monitoring and maintaining compliance with the Township's reserve study, once completed, will also be a key area of responsibility.

### **Purchasing**

The Purchasing function supports the procurement requirements of all departments. It provides uniform, economical and timely purchasing practices consistent with state law, organizational policy, and budgetary authority. This includes determining service needs, developing standards and specifications, researching available products and services, and obtaining formal and informal bid quotations. Administration of the procurement card program and maintenance of the purchase order system are also duties of Purchasing.

### **Tax Compliance**

Sales tax and hotel occupancy tax are major revenue sources for the Township. This function closely monitors monthly sales tax and hotel occupancy tax collections to detect reporting errors and determine the reasons for unexpected and unusual variances in tax revenues. This function develops procedures to monitor and prevent reporting errors, performs monthly variance analysis, assists with revenue forecasting, responds to taxpayer inquiries, and works closely with the State Comptroller's Office in the administration and reporting of local sales tax.

### **Cash Management**

The Cash Management function is responsible for the cash management and investment of Township funds. This includes the daily transferring and settling of depository funds; investing excess cash consistent with cash flow projections and in accordance with the Texas Public Funds Act and Township's investment policy; and ensuring funds are collateralized in accordance with the Texas Collateral Act for Public Funds. In order to

facilitate these processes, maintaining productive working relationships with the Township's depository banks is essential.

### **Debt Management**

The Debt Management function is responsible for maintaining an effective debt management strategy for the organization. This includes managing the Township's bonded and other debt obligations to ensure timely payments and compliance with debt covenants, as well as analyzing financing options when new projects are being considered. Responsibilities also include maintaining productive working relationships with lending institutions, bond counsel and credit rating agencies.

### **Risk Management**

The Risk Management function works closely with other departments to identify risk issues facing the organization and to address those in beneficial, economical and practical methods. This includes obtaining and maintaining adequate competitively priced property, liability and workers' compensation insurance, monitoring for proper disposition, and evaluating insurance requirements for contracts, leases and activities.



## **II. Accomplishments of 2010**

- Issued \$34.6 million in unlimited tax bonds for the acquisition of certain fire department and park and pathway capital assets, as well as the refinancing of certain debt obligations.
- Compiled and presented financial data and analysis to Standard & Poors that resulted in a "AA" rating for the 2010 bonds.
- Continued high standards of financial reporting as evidenced by the receipt of a *Certificate of Achievement for Excellence in Financial Reporting* from the Government Finance Officers Association.
- Received an unqualified opinion from the external auditors for the financial activity recorded during fiscal year 2009.
- Conducted a Request for Proposal process for the Township's banking depository agreements and obtained approval to execute such agreements with Wells Fargo effective August 1, 2010.
- Converted the Township's and Community Associations' accounting systems into a consolidated system that records and reports the financial activities of the Township, Fire Department, Convention & Visitors Bureau, and Economic Development Zone.
- Made improvements to the annual budget and five-year business plan models to more accurately project, document and present budget and financial planning activities.
- Reviewed and updated the debt management plan for existing and projected debt obligations.
- Implemented a centralized purchasing function.
- In partnership with Human Resources, converted payroll and benefit systems at the beginning of 2010 for the consolidated organization.
- Reviewed and updated financial policies for the Township, Fire Department, and Convention & Visitors Bureau.

### **III. Goals of the Finance Department's 2011 Budget Plan**

- Maintain the high standards and levels of financial reporting recognized by the Government Finance Officers Association's *Certificate of Achievement for Excellence in Financial Reporting*.
- Prepare the budget in compliance with the Government Finance Officers Association's guidelines and submit for a *Distinguished Budget Presentation Award*.
- Continue monitoring cash management practices to ensure prudent investment and payment schedules.
- Ensure compliance with debt covenants and reporting requirements related to the Township's debt obligations.
- Develop a comprehensive capital asset management system that integrates the accounting, depreciation, risk management, geographical information system (GIS), inventory and reserve requirements of the assets.
- Conduct an inventory of the Township's assets and work with a consultant to develop a reserve study and financial plan to address funding for future capital asset repairs and replacements.
- Continue to improve internal processes to maximize productivity without compromising accounting practice requirements.

## IV. Implementation of Finance Department's 2011 Budget

### Salaries and Benefits

**\$1,367,280**

*(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township; and Key Initiative 3.2.3 Provide competitive benefit and compensation packages)*

- Finance Department Personnel (\$1,367,280) – Includes wages and benefits for sixteen full time staff members.

### Staff Development

**\$17,000**

*(In accordance with Key Initiative 3.1.2 Encourage education and training opportunities and continuing professional development; and Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)*

- Meetings & Business Relations (\$2,000) – Expenses associated with finance-related committee meetings (audit committee, investment committee) and other business meetings.
- Staff Training & Conferences (\$15,000) – Includes travel, conference registration, and other expenses for sixteen staff members to attend training conferences and/or seminars for continuing education, professional development, governmental accounting, and software training.

### Equipment Expense

**\$7,000**

*(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)*

- Cell Phones (\$2,000) – Communication expenses including cell phones and wireless access cards for two staff members.
- Office Equipment (\$5,000) – Replacement of office furniture, printers, scanners, shredders and file cabinets as necessary.

### Contracted Services

**\$246,300**

*(In accordance with Key Initiative 8.1.2 Establish reserves for appropriate working capital, replacement of capital assets, and economic development opportunities; Key Initiative 8.1.7 Maintain an effective long term debt strategy; Key Initiative 8.1.8 Conduct an annual audit of financial statements; and Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)*

- Consulting Fees (\$50,000) – Includes funds for reserve study (\$30,000); and consulting services as needed for debt management, auditing, treasury or other financial matters (\$20,000).

- Legal Fees (\$20,000) – Review of issues related to debt financing agreements, banking and depository agreements, retirement plan administration, and other financial matters.
- Computer Support (\$25,000) – Annual licenses, maintenance and support for accounting, purchase order, and fixed assets systems.
- Audit Fees (\$91,300) – Annual auditing services and agreed upon procedure engagements for the Township (\$79,500); and annual auditing services for the non-bargaining unit retirement plan (\$11,800).
- Payroll Processing Fees (\$45,000) – Payroll processing services provided by Ceridian including automated time keeping system.
- Contract Labor (\$15,000) – Contract labor to assist with bar-coding and cataloging of fixed assets (\$8,500); and coverage in reception area at the Board Chambers office during staff absences (\$6,500).

#### **Administrative Expenses**

**18,700**

*(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)*

- Office Supplies (\$5,800) – Office supplies specific to the Finance department to include materials for reports produced in-house.
- Dues & Subscriptions (\$7,200) – Includes license renewals for CPA and CMA certificates; annual dues for GFOA, AICPA and TSCPA; and resource materials for governmental accounting, budgeting, financial reporting, payroll and purchasing processes.
- Bank Fees - (\$4,500) – Bank service fees not covered by compensating balances.
- Mileage Reimbursement (\$1,200) – Reimbursement of expenses incurred for mileage, parking and tolls when using personal vehicles for company business.

**Total Cost for the Finance Department's 2011 Budget Plan**

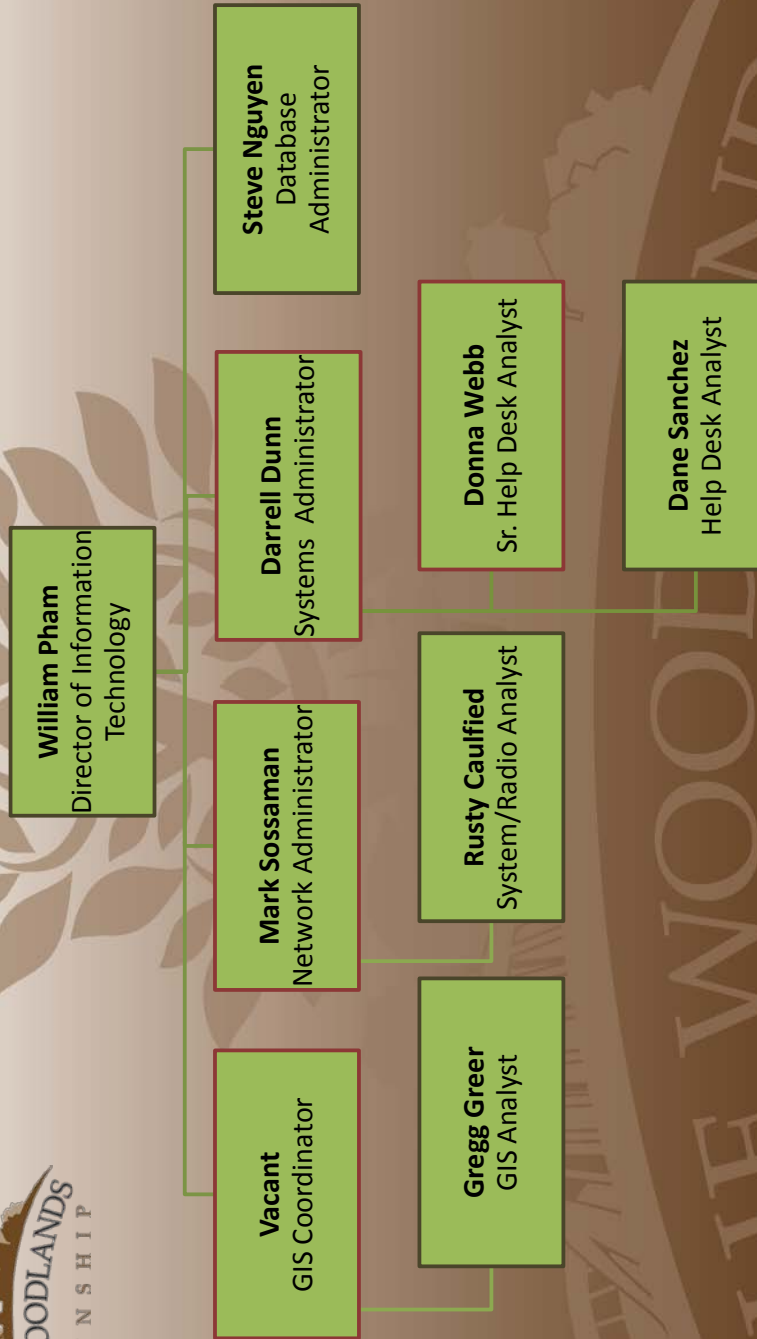
**\$1,656,280**

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<b>Budget Code</b>	<b>Budget 2010</b>	<b>Forecast 2010</b>	<b>Budget 2011</b>	<b>\$ Inc/(Dec)</b>	<b>% Inc/(Dec)</b>
<b>FINANCE - Dept 140</b>						
<b>Salaries and Benefits</b>						
Salaries and Wages	100-140-5010-0000-10	1,022,955	971,500	1,013,666	(9,289)	-1%
Overtime	100-140-5011-0000-10	2,000	3,000	2,500	500	25%
Employee Benefits - FICA	100-140-5020-0000-10	75,128	70,300	75,096	(32)	0%
Employee Benefits - TEC	100-140-5021-0000-10	720	2,800	3,024	2,304	320%
Employee Benefits - Retirement	100-140-5030-0000-10	129,492	108,300	128,577	(915)	-1%
Employee Benefits - Insurance	100-140-5031-0000-10	144,476	129,476	142,237	(2,239)	-2%
Employee Benefits - Workers Comp	100-140-5032-0000-10	2,251	1,751	2,180	(71)	-3%
Interns	100-140-5040-0000-10	-	-	-	-	-
		<u>1,377,022</u>	<u>1,287,127</u>	<u>1,367,280</u>	<u>(9,742)</u>	<u>-1%</u>
<b>Staff Development</b>						
Meetings	100-140-5100-0000-10	2,000	2,000	2,000	-	0%
Training & Conferences	100-140-5120-0000-10	<u>15,000</u>	<u>8,000</u>	<u>15,000</u>	<u>-</u>	<u>0%</u>
		17,000	10,000	17,000	-	0%
<b>Equipment Expense</b>						
Equipment	100-140-5330-0000-10	5,500	5,000	5,000	(500)	-9%
Cell Phones	100-140-5335-0000-10	<u>1,200</u>	<u>1,000</u>	<u>2,000</u>	<u>800</u>	<u>67%</u>
		6,700	6,000	7,000	300	4%
<b>Contracted Services</b>						
Computer Support	100-140-5400-0000-10	25,000	21,000	25,000	-	0%
Consulting	100-140-5401-0000-10	57,200	42,200	50,000	(7,200)	-13%
Legal	100-140-5402-0000-10	25,000	20,000	20,000	(5,000)	-20%
Audit Fees	100-140-5404-0000-10	152,200	159,200	91,300	(60,900)	-40%
Payroll Processing Fees	100-140-5405-0000-10	42,000	42,000	45,000	3,000	7%
Contract Labor	100-140-5407-0000-10	<u>20,000</u>	<u>30,000</u>	<u>15,000</u>	<u>(5,000)</u>	<u>-25%</u>
		321,400	314,400	246,300	(75,100)	-23%
<b>Administrative Expense</b>						
Supplies	100-140-5800-0000-10	5,800	5,800	5,800	-	0%
Dues & Subscriptions	100-140-5802-0000-10	7,200	7,200	7,200	-	0%
Mileage Reimbursement	100-140-5804-0000-10	1,000	1,200	1,200	200	20%
Bank Fees	100-140-5805-0000-10	<u>6,000</u>	<u>8,000</u>	<u>4,500</u>	<u>(1,500)</u>	<u>-25%</u>
		20,000	22,200	18,700	(1,300)	-7%
<b>Total Finance</b>		<u><b>1,742,122</b></u>	<u><b>1,639,727</b></u>	<u><b>1,656,280</b></u>	<u><b>(85,842)</b></u>	<u><b>-5%</b></u>



## Information Technology





**INFORMATION TECHNOLOGY  
2011 BUDGET PLAN**

# **The Woodlands Township Information Technology 2011 Budget Plan**

- I. Situation Analysis**
- II. Accomplishments of 2010**
- III. Goals of the Information Technology 2011 Budget Plan**
- IV. Implementation of Information Technology 2011 Budget**



# **The Woodlands Township Information Technology 2010 Budget Plan**

## **I. Situation Analysis**

The Information Technology (IT) Department supports the design, development, implementation and management of computers as well as voice and radio communications systems. This includes data management, networking, computer support, telecommunications and Geographic Information Systems (GIS).

The IT Department maintains an infrastructure for over 300 users, 300 computers, and 40 servers for The Woodlands Township and The Woodlands Fire Department; spread across 13 offices and fire stations, along with the Wi-Fi network for 10 Village Parks and pools, the Riva Row Boat House and the Waterway.

The IT Department provides 24x7 technical support with one staff member on-call at all times from a support staff of 8 personnel. The Help Desk is currently maintained by three staff members responding to almost 2,000 service requests a year.

The IT Department is responsible for management and development of the Township's Geographic Information System (GIS). This system provides crucial mapping tools for our First Responders, as well as a management tool for staff for planning, and geographic management of our assets. The addition of a GIS Coordinator is proposed in 2011.

The IT Department also supports the radio communications for The Woodlands Fire Department as well as the Parks and Ambassador staff. The IT Department also provides IT support for The Woodlands Fire Department (WFD) communications systems, mobile data computers, mobile mapping, and network infrastructure. The WFD mobile data computer and mobile mapping systems is currently being expanded to other Montgomery County Fire Departments. As a result, the IT Department is also tasked with supporting the mobile data computer systems for the participating fire departments.

The IT Department focuses on maintaining the appropriate levels of support services, infrastructure and other resources, allowing employees and first responders to carry out the functions of the Township (*Strategic Plan Initiative 1.6*).

During Emergency Operations, the IT Department provides technical, communications and logistical support for the South Montgomery County Emergency Operations Center.

The IT Department strives to provide effective services by partnering with various organizations (*Strategic Plan Initiative 1.5*) such as the City of Shenandoah, Montgomery County Hospital District, Montgomery County 911, Greater Harris County 911, City of Conroe, Montgomery County Appraisal District, and Montgomery County Fire Chief's Association to exchange data and information technologies.

In 2009/2010, the IT Department will integrate two separate IT infrastructures as the consolidation of the Township and Community Associations occurs. This integration will offer new opportunities for technological efficiencies and personal training development. The Community Associations' staff will be trained on the current Township Finance and Accounting systems. The current Township staff will be trained on the various collaboration software, enterprise database systems and the unified communication systems.

## **II. Accomplishments of 2010**

- Installed Voice Over IP phone systems at all fire stations.
- Relocated Township staff and technologies.
- Implemented Desktop Management System.
- Installed wireless technology at ten village parks and pools.
- Implemented Accela Wireless for mobile access.
- Merged The Woodlands Community Service Corp and The Woodlands Township technologies.
- Expanded The Woodlands Fire Department mobile data computer system to Montgomery County Fire Departments.
- Expanded Storage Area Network.
- Replaced Township laser printers
- Developed a management system for Neighborhood Services.
- Relocated Emergency Operations Center.
- Upgraded desktop computers, laptops and servers.
- Upgraded Fire Department Incident Reporting System.
- Upgraded Township voice mail system.
- Upgraded Fire Department radio communication systems.
- Upgraded e-government software Accela Automation to Accela 7.0.
- Upgraded property appraisal system.
- Upgraded Purchase Requisition system.

- Upgraded Blackberry smartphone system.
- Hired second Help Desk Analyst.

### **III. Goals of the Information Technology 2011 Budget Plan**

- Procure and implement a new Fire Department CAD system.
- Hire GIS Coordinator
- Reclass 3 IT positions.
- Upgrade Park Ranger and Foremen mobile data computers.
- Upgrade desktop and laptop computers.
- Upgrade servers.
- Upgrade Microsoft Office productivity software.
- Upgrade Sharepoint 2007 collaboration system to Sharepoint 2010.
- Upgrade Sql Database systems to Sql Server 2008.
- Upgrade Anti-spam, Anti-virus system.
- Continue the development and integration of the Accela Asset Management system.
- Expand the Accela Asset Management and Acccela Service Request system to the fire department.
- Implement fixed asset tracking system.
- Implement Intrusion Detection system.
- Implement an Electronic Data and Content Management system for the Records and Property Data Management Department.
- Relocate IT infrastructure to the new facility.

## V. Implementation of Information Technology 2011 Budget

### Salaries and Benefits

**\$789,542**

*(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)*

- Information Technology Department Personnel (\$789,542) - The Information Technology Director, Network Administrator, Database Administrator, Systems/Radio Analyst, GIS Coordinator and GIS Analyst, Systems Administrator and two Help Desk Analysts salaries and benefits are a part of the Information Technology budget. These 9 positions are designated to operational issues and duties of the Township.

### Staff Development

**\$21,700**

*(In accordance with Goal 1.5 Improve local partnerships to provide effective services;*

*Goal 4.3 Maintain and expand local, regional, state, and federal partnerships with other governmental entities and stakeholders; and Key Initiative 3.1.2 Encourage education and training opportunities and continuing professional development)*

- Meetings & Business Relations (\$800) – The Information Technology team is involved in meetings related to Township Information Technology and maintenance, as well as facilitating the exchange of information technology between various county agencies. These meetings create networking opportunities and encourage and promote the building of relationships.
- Staff Training & Conferences (\$25,000) – Includes travel, conference registration, and other expenses to attend a conference or seminar/training related to Information Technology. This line item includes travel to the Cisco Networkers Conference for the Information Technology Director and Network Administrator and attendance to ESRI User Conference for the GIS Coordinator and Analyst; travel to the Harris Users Group Conference for the Systems/Radio Analyst. This line item also includes specialized training for the Systems Administrator, Database Administrator, and the 2 Help Desk Analysts.

### Facility Expense

**\$99,100**

*(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)*

- Telephone (\$99,100) - Includes local, long distance, and fiber optic line charges for 2201 Lake Woodlands, 2202 Timberloch, and 10001 Woodloch office locations. It

also includes the phone system lease charges for the three office locations listed above.

### **Equipment Expense**

**\$45,115**

*(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)*

- Cell Phones (\$8,500) – Each technical staff member is on-call 24x7 for technical support. This line item includes mobile communication expenses incurred by the Information Technology Department for PDA cell phones as well as mobile air cards for the on-call remote support.
- Equipment (\$12,000) – Includes server backup tapes for disaster recovery, printer replacements, UPS replacements and miscellaneous supplies.
- Equipment Repair & Maintenance (\$12,000) - Includes preventative maintenance for printers, plotters, folding machines, fax machines and the department vehicle.
- Office Equipment Leases/Rental (\$8,615) – Includes the lease for the large capacity GIS Plotter/Scanner and the Radio testing equipment.

### **Contracted Services**

**\$218,000**

*(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)*

- Consulting Fees (\$75,000) – Includes network and software consulting services.
- Computer Support (\$110,000) – Annual license and maintenance fees related to network and software agreements.
- Contract Labor (\$20,000) – Augmentation of information technology staffing related to GIS and temporary contract staff during peak times.
- Other Contracted Services (\$13,000) – Includes purchase of digital aerial imagery of Montgomery County for GIS.

### **Administrative Expenses**

**\$5,600**

*(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)*

- Supplies (\$1,000) – This line item covers general office supplies for the Information Technology department.

- Dues & Subscriptions (\$1,000) – Microsoft TechNet Membership for Microsoft technical support.
- Mileage Reimbursement (\$3,600) – Includes mileage reimbursement, parking, tolls, etc for Information Technology staff.

**Total Cost for the Information Technology 2011 Budget Plan** **\$1,183,157**

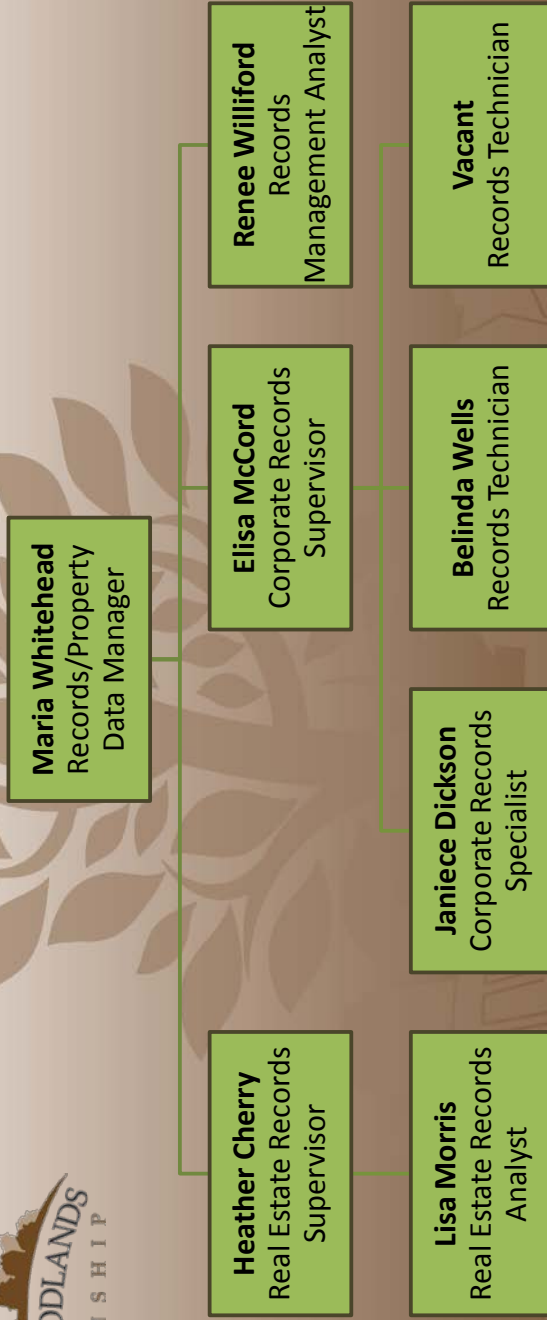
**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>INFORMATION TECHNOLOGY - Dept 150</b>						
<b>Salaries and Benefits</b>						
Salaries and Wages	100-150-5010-0000-10	502,611	490,300	582,739	80,128	16%
Overtime	100-150-5011-0000-10	4,000	4,000	4,000	-	0%
Employee Benefits - FICA	100-150-5020-0000-10	38,450	37,500	44,886	6,436	17%
Employee Benefits - TEC	100-150-5021-0000-10	383	1,580	1,701	1,318	344%
Employee Benefits - Retirement	100-150-5030-0000-10	53,305	53,305	70,439	17,134	32%
Employee Benefits - Insurance	100-150-5031-0000-10	72,454	71,500	84,513	12,059	17%
Employee Benefits - Workers Comp	100-150-5032-0000-10	1,106	1,106	1,264	158	14%
Interns	100-150-5040-0000-10	-	-	-	-	-
		<u>672,309</u>	<u>659,291</u>	<u>789,542</u>	<u>117,233</u>	<u>17%</u>
<b>Staff Development</b>						
Meetings	100-150-5100-0000-10	800	800	800	-	0%
Training & Conferences	100-150-5120-0000-10	<u>20,900</u>	<u>20,900</u>	<u>25,000</u>	<u>4,100</u>	<u>20%</u>
		21,700	21,700	25,800	4,100	19%
<b>Facility Expense</b>						
Telephone	100-150-5210-0000-10	<u>99,100</u>	<u>99,100</u>	<u>99,100</u>	<u>-</u>	<u>0%</u>
		99,100	99,100	99,100	-	0%
<b>Equipment Expense</b>						
Equipment	100-150-5330-0000-10	12,000	12,000	12,000	-	0%
Cell Phones	100-150-5335-0000-10	8,500	8,500	8,500	-	0%
Equipment Lease	100-150-5350-0000-10	6,400	6,400	8,615	2,215	35%
Equipment Repair & Maintenance	100-150-5365-0000-10	<u>12,000</u>	<u>12,000</u>	<u>16,000</u>	<u>4,000</u>	<u>33%</u>
		38,900	38,900	45,115	6,215	16%
<b>Contracted Services</b>						
Computer Support	100-150-5400-0000-10	100,000	100,000	110,000	10,000	10%
Consulting	100-150-5401-0000-10	75,000	75,000	75,000	-	0%
Legal	100-150-5402-0000-10	-	-	-	-	-
Contract Labor	100-150-5407-0000-10	15,000	15,000	20,000	5,000	33%
Other Contracted Services	100-150-5499-0000-10	<u>13,000</u>	<u>13,000</u>	<u>13,000</u>	<u>-</u>	<u>0%</u>
		203,000	203,000	218,000	15,000	7%
<b>Administrative Expense</b>						
Supplies	100-150-5800-0000-10	1,000	1,000	1,000	-	0%
Dues & Subscriptions	100-150-5802-0000-10	1,000	1,000	1,000	-	0%
Mileage Reimbursement	100-150-5804-0000-10	<u>3,600</u>	<u>3,600</u>	<u>3,600</u>	<u>-</u>	<u>0%</u>
		5,600	5,600	5,600	-	0%
<b>Total Information Technology</b>		<u><u>1,040,609</u></u>	<u><u>1,027,591</u></u>	<u><u>1,183,157</u></u>	<u><u>142,548</u></u>	<u><u>14%</u></u>





## Records/Database Management





**RECORDS/PROPERTY DATA MANAGEMENT  
2011 BUDGET PLAN**

**The Woodlands Township  
Records/Property Data Management  
2011 Budget Plan**

- I. Situation Analysis**
- II. Accomplishments of 2010**
- III. Goals of the Records/Property Data Management 2011 Budget Plan**
- IV. Implementation of the Records/Property Data Mgmt. 2011 Budget Plan**

# **The Woodlands Township Records/Property Data Management 2011 Budget Plan**

## **I. Situation Analysis**

In January 2010, the former Assessment and Central Records Department of the Woodlands Community Services Company and the former Central Records Department of the Town Center Improvement District transitioned to the Records/Property Data Management department and have spent 2010 merging the real estate and corporate records department of the former companies. Although staff is no longer billing and collecting assessment fees, we are continuing to re-bill and collect for delinquent 2009 and prior years due. The department continues to provide property data services for the organization and respond daily to customer inquiries as the covenants are referenced by the recorded covenants. The department is centralizing all records management responsibilities within its operations and anticipate this project may take a couple of years.

In direct response to the real estate property information required by the other departments, the Assessments department significantly expanded its scope of responsibility in order to provide services. As a Township department, it serves as an internal support function and as the primary repository for real property data, central corporate records, and other vital records storage. Responsibilities include:

- Maintain all Corporate Records on site, and archived and off-site storage facility.
- Maintain real estate property records; current property ownership and general property data for over 39,000 properties within the Township's boundaries.
- Maintain all Contracts and Agreements and review system.
- Respond to all Public Information Act requests.
- Produce all public Board meeting minutes.
- Delinquent billing and collection of annual assessment fees and RDRC fees.
- Maintain Archived Storage at off site facility.
- Reporting from the Woodlands Property Database

The department will also be responsible for the maintenance of all corporate records including all Board and Committee meeting minutes, contracts and agreements. Requests for public information will be coordinated by the department and handled in compliance with the Texas Public Information Act. Processes for records retention,

archiving and destruction will be reviewed and maintained in accordance with legal requirements.

Our goal will continue to be to achieve the highest standard of service delivery by providing accurate and timely information and collaborating with our internal and external customers to enhance decision making.

## **II. Accomplishments of 2010.**

- Continued to make progress on prior years' delinquent account collections.
- Set up systems for internal Contract and Agreement Administration and Review Notification
- Upgrade the Woodlands Property Database to Govern 10.5

## **III. Goals of the Records/Property Data Management 2011 Budget Plan**

- Integrate the records management systems of the Township and Community Associations and document processes for cataloging, filing, archiving, retention and disposition and centralize records management functions.
- Improve employees' access to electronic records through system design and user training.
- Serve as a "gatekeeper" for all contracts and agreements, ensuring proper execution, entry into the records management system, and notification to management prior to contract renewal or termination dates.
- Maintain current ownership, tenant, and legal description information on all properties within the Township's boundaries.
- Develop a vital records and historical records preservation system in conjunction with other departments.

- Facilitate the efficient storage of corporate documents by cataloging and scanning them into electronic storage systems.
- Work with the Parks Department to acquire and categorize all easement documents for pathways in The Woodlands.
- Implementation of an automated records system that provides proper and easy access to stored information and integrates with other systems where appropriate will also be a key service area.

## **IV. Implementation of Records/Property Data Management 2011 Budget**

### **Salaries and Benefits**

**\$544,664**

*(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township; and Key Initiative 3.2.3 Provide competitive benefit and compensation packages)*

- Records/Property Data Management Personnel (\$544,664) – Includes wages and benefits for eight full time staff members.

### **Staff Development**

**\$5,300**

*(In accordance with Key Initiative 3.1.2 Encourage education and training opportunities and continuing professional development; and Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)*

- Meetings & Business Relations (\$300) – Expenses for business meetings.
- Staff Training & Conferences (\$5,000) – Includes travel, conference registration, and other expenses for staff members to attend a conference or seminar/training related to records and property data management. This may include representation at the Texas State Library and Archiving Commission (TSLAC), Texas Attorney General's Open Government Conference, AIIM and ARMA.

### **Equipment Expense**

**\$3,000**

*(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)*

- Office Equipment (\$3,000) – Replacement of office furniture, multi-page scanners, shredders, file carts and map storage units.

### **Contracted Services**

**\$54,500**

*(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)*

- Computer Support (\$27,000) – Network and database support for HCAD and MCAD data, Govern (property database), and records software (Accutrak, Opus, and ColorBar Gold).
- Legal Services (\$7,500) – Legal review of Public Information Act requests.

- Records Storage (\$10,000) – Offsite storage for company records.
- Other Contracted Services (\$10,000) – Montgomery County and Harris County Clerk Offices' recording data and index; Recording real estate documents

### **Administrative Expenses**

**\$4,800**

*(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)*

- Office Supplies (\$4,500) – General office supplies specific to the Records/Property Data Management department.
- Mileage Reimbursement (\$300) – Reimbursement of expenses incurred for mileage, parking and tolls when using personal vehicles for company business.

**Total Cost for Records/Property Data Mgmt. 2011 Budget Plan**

**\$612,264**



**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>RECORDS/PROPERTY DATA MGMT - Dept 160</b>						
<b>Salaries and Benefits</b>						
Salaries and Wages	100-160-5010-0000-10	393,329	387,700	400,252	6,923	2%
Overtime	100-160-5011-0000-10	2,400	2,400	2,400	-	0%
Employee Benefits - FICA	100-160-5020-0000-10	32,089	28,900	30,803	(1,286)	-4%
Employee Benefits - TEC	100-160-5021-0000-10	360	1,440	1,512	1,152	320%
Employee Benefits - Retirement	100-160-5030-0000-10	40,024	43,100	51,073	11,049	28%
Employee Benefits - Insurance	100-160-5031-0000-10	56,603	56,603	57,756	1,153	2%
Employee Benefits - Workers Comp	100-160-5032-0000-10	860	720	868	8	1%
Interns	100-160-5040-0000-10	-	-	-	-	-
		<u>525,665</u>	<u>520,863</u>	<u>544,664</u>	<u>18,999</u>	<u>4%</u>
<b>Staff Development</b>						
Meetings	100-160-5100-0000-10	300	300	300	-	0%
Training & Conferences	100-160-5120-0000-10	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>-</u>	<u>0%</u>
		5,300	5,300	5,300	-	0%
<b>Equipment Expense</b>						
Equipment	100-160-5330-0000-10	<u>3,000</u>	<u>1,000</u>	<u>3,000</u>	<u>-</u>	<u>0%</u>
		3,000	1,000	3,000	-	0%
<b>Contracted Services</b>						
Computer Support	100-160-5400-0000-10	27,000	27,000	27,000	-	0%
Legal	100-160-5402-0000-10			7,500	7,500	
Contract Labor	100-160-5407-0000-10	10,000	10,000	-	(10,000)	-100%
Records Storage	100-160-5410-0000-10	6,200	9,200	10,000	3,800	61%
Other Contracted Services	100-160-5499-0000-10	<u>2,600</u>	<u>10,000</u>	<u>10,000</u>	<u>7,400</u>	<u>285%</u>
		45,800	56,200	54,500	8,700	19%
<b>Administrative Expense</b>						
Supplies	100-160-5800-0000-10	5,350	4,500	4,500	(850)	-16%
Mileage Reimbursement	100-160-5804-0000-10	<u>200</u>	<u>300</u>	<u>300</u>	<u>100</u>	<u>50%</u>
		5,550	4,800	4,800	(750)	-14%
<b>Total Records/Property Data Mgmt</b>		<u><u>585,315</u></u>	<u><u>588,163</u></u>	<u><u>612,264</u></u>	<u><u>26,949</u></u>	<u><u>5%</u></u>

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>NON-DEPARTMENTAL - Dept 190</b>						
<b>Facility Expense</b>						
Rent - 2201 Lake Woodlands	100-190-5200-0000-10	324,324	324,324	336,336	12,012	4%
Rent - 2202 Timberloch	100-190-5201-0000-10	117,900	117,900	118,272	372	0%
Rent - 10001 Woodloch Forest	100-190-5202-0000-10	272,324	272,324	272,280	(44)	0%
Rent/Operations - New Trails	100-190-5203-0000-10			159,300	159,300	
Utilities	100-190-5220-0000-10	164,336	124,700	139,400	(24,936)	-15%
Facility Repair & Maintenance	100-190-5230-0000-10	70,600	70,600	70,600	-	0%
Facility Supplies	100-190-5240-0000-10	20,000	20,000	20,000	-	0%
Security System	100-190-5260-0000-10	3,856	700	700	(3,156)	-82%
		<u>973,340</u>	<u>930,548</u>	<u>1,116,888</u>	<u>143,548</u>	<u>15%</u>
<b>Equipment Expense</b>						
Copier Lease & Maintenance	100-190-5340-0000-10	159,000	159,000	163,000	4,000	3%
Postage Equip/Supplies/Maint	100-190-5345-0000-10	12,300	11,000	11,000	(1,300)	-11%
Equipment Leases	100-190-5350-0000-10	6,300	3,400	3,400	(2,900)	-46%
Storage	100-190-5410-0000-10	4,000	4,000	4,000	-	0%
		<u>181,600</u>	<u>177,400</u>	<u>181,400</u>	<u>(200)</u>	<u>0%</u>
<b>Contracted Services</b>						
Legal		205,000	350,000	400,000	195,000	95%
Election Expense	100-190-5411-0000-10	110,700	110,700	125,000	14,300	13%
Property Tax Admin Fees	100-190-5412-0000-10	285,000	291,700	303,300	18,300	6%
Moving Expenses	100-190-5498-0000-10			70,000	70,000	
Census (Interfaith)	100-190-5499-0000-10	16,900	16,900	16,900	-	0%
		<u>617,600</u>	<u>769,300</u>	<u>915,200</u>	<u>297,600</u>	<u>114%</u>
<b>Administrative Expense</b>						
Supplies	100-190-5800-0000-10	47,300	47,300	48,700	1,400	3%
Postage and Delivery	100-190-5801-0000-10	94,000	55,000	56,000	(38,000)	-40%
Printing	100-190-5803-0000-10	27,500	27,500	28,600	1,100	4%
EDZ Admin	100-190-5806-0000-10	32,500	32,500	32,500	-	0%
Ad Valorem and Other Taxes	100-190-5807-0000-10	25,000	25,000	25,000	-	0%
Insurance	100-190-5808-0000-10	704,300	704,300	746,500	42,200	6%
Other Admin	100-190-5899-0000-10	-	-	-	-	
		<u>930,600</u>	<u>891,600</u>	<u>937,300</u>	<u>6,700</u>	<u>1%</u>
<b>Total Non-Departmental</b>		<u><b>2,703,140</b></u>	<u><b>2,768,848</b></u>	<u><b>3,150,788</b></u>	<u><b>447,648</b></u>	<u><b>17%</b></u>



## Law Enforcement

**Marian Leck**  
Director of Law  
Enforcement  
*(Pending Board Action)*

**Kristin Pternitis**  
Administrative  
Assistant II

**Rob Wiedeman**  
Field Supervisor  
Ambassador

Ambassadors (6)



**LAW ENFORCEMENT SERVICES  
2011 BUDGET PLAN**

# **The Woodlands Township Law Enforcement Services 2011 Budget Plan**

- I. Situation Analysis**
- II. Accomplishments for 2010**
- III. Goals of the Law Enforcement Services 2011 Budget Plan**
- IV. Implementation of Law Enforcement Services 2011 Budget**

# **The Woodlands Township**

## **Law Enforcement Services 2011 Budget Plan**

### **I. Situation Analysis**

Traditional values of “Public Safety First” in The Woodlands Township (Township) are the cornerstone of the 2011 Law Enforcement Services budget. The Township will continue to be one of the safest residential, retail, and commercial district in the Houston Galveston Area Council region.

This 28,000 acre residential and commercial development is the home to over 92,000 residents, 1,650 employers, 185 mile pathway system, 116 parks, and millions of square feet of shopping, dining, entertainment venues and commercial office space. The Township is committed to supporting the highest quality of life for its residents, businesses, and visitors.

The 2011 Law Enforcement Services Plan has many pieces to address all the needs of a growing community. In the overall public safety picture it is important that all of these pieces work together to address the needs of the community.

The public safety plan includes the following components:

- Law Enforcement
- Mounted Courtesy Patrol
- Private Security
- Ambassadors
- Neighborhood Services
  - Detailed in separate budget

Within each of the above categories are integrated parts. Each category works with the other on different levels but all are needed to continue to keep the Township a safe place to live, work, visit and play.

Law enforcement will use Community Oriented and Tourism Oriented Policing by agencies such as the Montgomery County Sheriff’s Office, Harris County Precinct 4 Constable’s Office and others to enforce the laws of the State and County within the Township. The following is a list of such agencies which will continue to be funded by the Township:

- Montgomery County Sheriff’s Office
- Montgomery County Precinct 3 Constable
- Montgomery County Precinct 3 Justice of the Peace
- Harris County Precinct 4 Constable

Additional agencies that work in and around the Township which are not funded but participate in law enforcement interlocal agreements and/or programs include:

- Texas Department of Public Safety
- City of Oak Ridge North Police Department
- City of Shenandoah Police Department
- Conroe Independent School District's Police Department

## **II. Accomplishments of 2010**

- Implemented a new Sheriff's Office district that covers the Township boundaries within Montgomery County (District 6).
- Added an additional 49% increase in Sheriff's deputies.
- Established the Law Enforcement Advisory Council.
- Continued to coordinate large community events resulting in no reported major incidents.
- Continued pro-active crime prevention programming.
- Continued law enforcement bicycle and foot patrol at Waterway Square and along the Waterway, as well as in residential pathway areas and parks, through the Montgomery County Sheriff's Department – District 6.
- Continued successful full-time, part-time, and internship Ambassador program.

## **III. Goals of Law Enforcement Services 2011 Budget Plan**

- Continue to improve the Township's public safety plan involving law enforcement patrols and traffic management, private security and emergency incident management.
- Remain a pivotal player in building bridges among the many resident and businesses in and adjacent to the Township.
- Continue to promote, develop, encourage and maintain relationships throughout the Township by using both Community Oriented Policing and Tourism Oriented Policing.
- Continue the Ambassador Program with full-time, part-time, and internship positions.

- Continue to develop strategies with all public safety providers, including fire, law enforcement, emergency operation centers, private security, and neighborhood villages to address the issues public safety.

## **IV. Implementation of Law Enforcement Services 2011 Budget**

### **Law Enforcement Services Salaries and Benefits**

**\$157,021**

*(In accordance with Key Initiative 1.1.1 Maintain and continue to explore options to provide a high level of proactive law enforcement visibility, effectiveness, availability and awareness)*

- Law Enforcement Services Department Personnel (\$157,021) - The 2011 budget includes funding for the Director of Law Enforcement for the Township and Administrative Assistant positions including salary and benefits. These positions coordinate law enforcement programs, security assignments, and coordinate public safety for large Township events. They also manage the day-to-day operations of the Ambassador program including recruitment, training, and scheduling. Ambassador salary and benefits are budgeted under the Town Center Ambassador Personnel line.

### **Staff Development**

**\$9,500**

*(In accordance with Key Initiative 1.1.2 Support law enforcement public safety efforts with other kinds of security support in public areas)*

- Meetings (\$4,500) – This budget line includes cost for meetings with the Montgomery County Sheriff's Office, Harris County Constable's Office – Precinct 4, Public Safety & Security meetings, Public Safety Banquet breakfast, and various other public safety meetings.
- Staff Training & Conferences (\$5,000) - This budget line covers staff training and conferences for continuation of professional certifications and additional public safety or security training.

### **Equipment Expenses**

**\$11,000**

*(In accordance with Key Initiative 1.1.2 Support law enforcement public safety efforts with other kinds of security support in public areas)*

- Cell Phones – Law Enforcement (\$1,000) - Included in this budget line is the cost of cell phones for the Director of Law Enforcement.
- Equipment and Maintenance (\$10,000) – Includes the maintenance of radios and equipment along with periodic requests from public safety organizations for specialty equipment incidental to providing contracted services to the Township.



## **Contracted Services**

**\$9,071,360**

*(In accordance with Key Initiative 1.1.2 Support law enforcement public safety efforts with other kinds of security support in public areas)*

Montgomery County Sheriff's Office (\$6,197,884) - The Montgomery County Sheriff's Office (MCSO) continues to be the primary law enforcement provider for the Township. There are two existing agreements with MCSO for policing services for the Township. The Woodlands Contract with MCSO was originated by The Woodlands Community Service Corporation (WCSC) for the Community Associations of The Woodlands (CATW). The District 6 Agreement with MCSO was for the original boundaries of the Town Center Improvement District. Both The Woodlands Contract and the District 6 agreement will continue to be funded by The Township. The Woodlands maintains a low crime rate and continues to have a high visibility rate through use of the Montgomery County Sheriff's Office. The Law Enforcement Services 2011 budget provides for 80 MCSO personnel which includes; one captain, one lieutenant, four sergeants, one detective, five corporals, 65 (vehicle/bicycle/foot) patrol deputies, two civilian jailers and one clerk. The budget includes the anticipated County approved salary increase and benefits package for Montgomery County Sheriff's Office employees. The 2011 budget includes three additional patrol deputy assignments to expand the community and tourism oriented policing programs.

- Montgomery County Sheriff's Office – Overtime Programs (\$688,826) - Overtime programs included in the 2011 budget provide for additional patrols to include vehicular and pedestrian traffic assistance and enforcement, expanded police presence during high volume activities, and increases in police presence in the residential, business areas, and village centers. Specific programs include: Village Shopping Center Patrol, Woodlands targeted overtime program, Holiday Patrol, Holiday Traffic, Night Village Patrol, Town Green Park additional law enforcement during Cynthia Woods Mitchell Pavilion large crowd and all day concerts, Waterway Square activity, other events/activity, and a Traffic Enforcement program.
- Montgomery County Sheriff's Office – Vehicle Fuel (\$428,250) – Fuel cost for Montgomery County Sheriff's Office vehicles.
- Harris County Constable Precinct 4 (\$116,100) - The 2011 budget reflects the cost of contracting with Harris County Precinct 4 for one full-time deputy assigned to the village of Creekside Park at forty hours a week. Also, we will continue with an additional 30 weekly hours through Independent Contracts with Harris County Precinct 4 personnel. This program will continue to grow as the population grows.

- Mounted Patrol (\$1,251,700) - The Alpha & Omega (A&O) Mounted Patrol continues to be an integral part of the Township's Tourism Oriented Policing program. Routine patrols will continue in the Town Center including sections of; The Woodlands Waterway, The Woodlands Mall, Pinecroft Center, Waterway Square, College Park, Market Street, other commercial and residential areas. The Mounted Patrol budget 2011 includes a savings of \$263,220 through the elimination of posts and/or coverage at The Woodlands Resort and Conference Center and five hundred hours dedicated during the summer hours to coverage at the Cynthia Woods Mitchell Pavilion. This dollar savings will be used for additional overtime programs utilized by law enforcement.
- Waterway Private Security (\$155,900) - The continued growth of retail and residential continues to increase the number of visitors and residents in Town Center. Costs associated with private security are considered in this budget item and will allow for a continued security presence on The Waterway, Waterway Square, and Town Green Park during the overnight hours.
- Other Private Security (\$5,000) – Funding to be used throughout the year for unscheduled programs.
- Montgomery County Precinct 3 Clerk (\$17,000) - Continued funding of a part-time clerk to support services provided by one deputy constable.

Montgomery County Precinct 3 Warrant Officer (\$110,000) - The 2011 budget reflects the cost of one deputy constable (warrant officer). The Montgomery County Constable Precinct 3 continues to provide a vital service by adding an additional law enforcement presence through routine activities in the Township.

- Justice of the Peace Precinct 3 (\$50,700) - The 2011 budget reflects the continued supplemental funding of a full-time clerk for the Justice of the Peace Office with approved salary and benefit increases for County employees.

## **Public Education/Relations**

**\$12,000**

*(In accordance with Key Initiative 1.1.2 Support law enforcement public safety efforts with other kinds of security support in public areas)*

- Public Safety Relations (\$2,000) - This budget line is for Public Safety relations, recognitions, and awards.
- Public Safety Training Programs (\$10,000) - This budget line is for Ambassador training, policing seminars, crime prevention training, bike patrol training, and other training support.

**Administrative Expenses****\$15,800**

*(In accordance with Key Initiative 1.1.2 Support law enforcement public safety efforts with other kinds of security support in public areas)*

- Supplies (\$1,000) – This budget line includes the supplies, postage, and deliveries specific to the department.
- Dues and Subscriptions (\$1,000) – Includes professional memberships and public safety related research materials and crime reports.
- Printing (\$7,300) – Includes business cards for MCSO deputies and printing for other public safety information distribution and crime prevention education.
- Mileage Reimbursement (\$6,500) - Includes reimbursement for staff for the use of personal vehicles on company business, parking, tolls, and other incidental travel expenses.

**Ambassador Salaries and Benefits****\$287,069**

*(In accordance with Key Initiative 1.1.2 Support law enforcement public safety efforts with other kinds of security support in public areas)*

- Town Center Ambassador Personnel (\$287,069) - This budget line includes salary and benefits for existing full-time, part-time, and intern Ambassador positions including one Field Supervisor position.

**Staff Development****\$13,250**

*(In accordance with Key Initiative 1.1.2 Support law enforcement public safety efforts with other kinds of security support in public areas)*

- Uniforms (\$13,250) - Included in this category are uniforms for the Ambassadors.

**Equipment Expenses****\$12,000**

*(In accordance with Key Initiative 1.1.2 Support law enforcement public safety efforts with other kinds of security support in public areas)*

- Ambassador Equipment and Supplies (\$10,000) - This budget line is for equipment and supplies to administer the Ambassador program to include: office supplies, building access keys, name tags, business cards, staff meetings, and bottled water for summer months.
- Cell Phones – Ambassador (\$2,000) - Included in this budget line is the cost of cell phones the Ambassador Program.

**Total Cost for Law Enforcement Services 2011 Budget Plan****\$9,589,000**

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

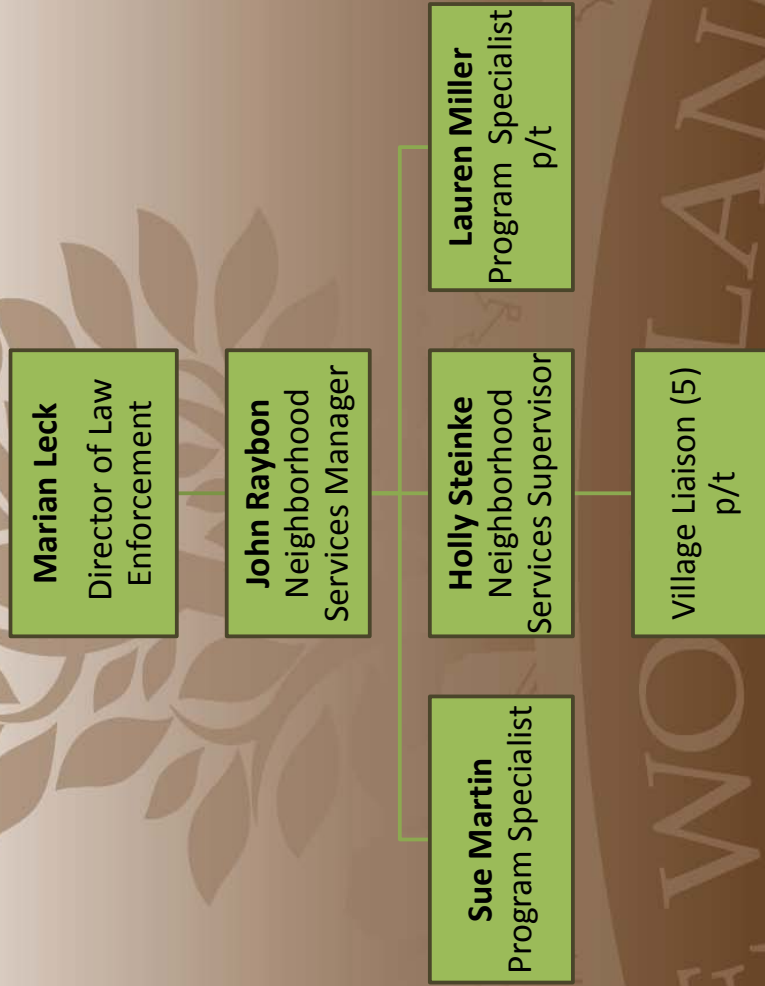
	Budget Code	Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
<b>LAW ENFORCEMENT SERVICES - Dept 200</b>						
<b>Salaries/Benefits - Administration</b>						
Salaries and Wages	100-200-5010-0000-10	231,269	186,300	123,175	(108,094)	-47%
Overtime	100-200-5011-0000-10	-	900	900	900	
Employee Benefits - FICA	100-200-5020-0000-10	19,204	14,250	9,492	(9,712)	-51%
Employee Benefits - TEC	100-200-5021-0000-10	135	320	378	243	180%
Employee Benefits - Retirement	100-200-5030-0000-10	32,399	24,200	9,944	(22,455)	-69%
Employee Benefits - Insurance	100-200-5031-0000-10	28,763	21,800	12,865	(15,898)	-55%
Employee Benefits - Workers Comp	100-200-5032-0000-10	479	240	267	(212)	-44%
Interns	100-200-5040-0000-10	-	-	-	-	
		312,249	248,010	157,021	(155,228)	-50%
<b>Staff Development</b>						
Meetings	100-200-5100-0000-10	4,500	4,500	4,500	-	0%
Training & Conferences	100-200-5120-0000-10	10,000	10,000	5,000	(5,000)	-50%
		14,500	14,500	9,500	(5,000)	-34%
<b>Equipment Expense</b>						
Cell Phones	100-200-5335-0000-10	3,450	1,450	1,000	(2,450)	-71%
Equipment Repair & Maintenance	100-200-5365-0000-10	10,000	10,000	10,000	-	0%
		13,450	11,450	11,000	(2,450)	-18%
<b>Contracted Services</b>						
Consulting	100-200-5401-0000-10	-	-	50,000	50,000	
City of Oak Ridge North	100-200-5415-5001-10	100,000	100,000	-	(100,000)	-100%
City of Shenandoah	100-200-5415-5002-10	100,000	100,000	-	(100,000)	-100%
Constable Pct 3 Clerk	100-200-5415-5010-10	17,000	16,400	17,000	-	0%
Constable Pct 3 Warrant Officer	100-200-5415-5011-10	110,000	105,800	110,000	-	0%
Harris County Constable	100-200-5415-5020-10	85,300	85,300	116,100	30,800	36%
JP Pct 3 Clerk	100-200-5415-5030-10	50,700	49,700	50,700	-	0%
MCSO Personnel	100-200-5415-5040-10	5,756,351	5,756,351	6,197,884	441,533	8%
MCSO Overtime	100-200-5415-5041-10	379,808	379,808	688,826	309,018	81%
MCSO Vehicle Fuel	100-200-5415-5042-10	412,335	412,335	428,250	15,915	4%
Mounted Patrol	100-200-5416-0000-10	1,514,920	1,514,920	1,251,700	(263,220)	-17%
Waterway Private Security	100-200-5416-0000-10	153,500	153,500	155,900	2,400	2%
Other Private Security	100-200-5416-0000-10	5,000	5,000	5,000	-	0%
		8,684,914	8,679,114	9,071,360	386,446	4%
<b>Public Education/Relations</b>						
Public Safety Relations	100-200-5700-0000-10	2,000	2,000	2,000	-	0%
Public Safety Training Programs	100-200-5701-0000-10	10,000	10,000	10,000	-	0%
		12,000	12,000	12,000	-	0%
<b>Administrative Expense</b>						
Supplies	100-200-5800-0000-10	1,000	1,000	1,000	-	0%
Dues & Subscriptions	100-200-5802-0000-10	6,500	6,500	1,000	(5,500)	-85%
Printing	100-200-5803-0000-10	7,300	7,300	7,300	-	0%
Mileage Reimbursement	100-200-5804-0000-10	3,500	3,500	6,500	3,000	86%
Other Admin	100-200-5899-0000-10	-	-	-	-	
		18,300	18,300	15,800	(2,500)	-14%
<b>Total Law Enforcement Services</b>		<b>9,055,413</b>	<b>8,983,374</b>	<b>9,276,681</b>	<b>221,268</b>	<b>2%</b>

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>AMBASSADOR PROGRAM - Dept 205</b>						
<b>Salaries/Benefits - Ambassador</b>						
Salaries and Wages	100-205-5010-0000-10	185,549	172,200	193,445	7,896	4%
Overtime	100-205-5011-0000-10	-	2,000	1,250	1,250	
Employee Benefits - FICA	100-205-5020-0000-10	14,194	13,175	14,894	700	5%
Employee Benefits - TEC	100-205-5021-0000-10	450	1,200	1,701	1,251	278%
Employee Benefits - Retirement	100-205-5030-0000-10	25,956	18,700	20,754	(5,202)	-20%
Employee Benefits - Insurance	100-205-5031-0000-10	33,101	28,800	27,332	(5,769)	-17%
Employee Benefits - Workers Comp	100-205-5032-0000-10	471	471	6,693	6,222	1321%
Interns	100-205-5040-0000-10	21,000	21,000	21,000	-	0%
		280,721	257,546	287,069	6,348	2%
<b>Staff Development</b>						
Uniforms	100-205-5130-0000-10	13,250	13,250	13,250	-	0%
		13,250	13,250	13,250	-	0%
<b>Equipment Expense</b>						
Ambassador Equipment	100-205-5330-0000-10	10,000	4,000	10,000	-	0%
Cell Phones	100-205-5335-0000-10	3,250	1,750	2,000	(1,250)	-38%
		13,250	5,750	12,000	(1,250)	-9%
<b>Total Ambassador Program</b>		<u>307,221</u>	<u>276,546</u>	<u>312,319</u>	<u>5,098</u>	<u>2%</u>



## Neighborhood Services





**NEIGHBORHOOD SERVICES  
2011 BUDGET PLAN**

# **The Woodlands Township 2011 Neighborhood Services Budget Plan**

## **I. Situation Analysis**

## **II. Accomplishments of 2010**

## **III. Goals of the Neighborhood Services 2011 Budget Plan**

## **IV. Implementation of Neighborhood Services 2011 Budget**



# **The Woodlands Township Neighborhood Services 2011 Budget Plan**

## **I. Situation Analysis**

The Woodlands is a planned community that has placed the safety and security of its residents as a major priority in its development. To create a sense of community and safety, the Neighborhood Services Department has developed a series of outreach programs for the residents of The Woodlands.

We have developed a neighborhood watch program that focuses on “neighbor knowing neighbor” through participation in our Woodlands Watch program. We also have watch programs targeted to specific groups of residents: Apartment Watch, Senior Watch, and Campus Watch and APSA for our students. We provide emergency preparedness education through our Get Ready program.

Our Village Liaison program provides a link between The Township and the Village Associations. Village Liaisons attend the Village Associations monthly meetings bringing information from each department, collect information on issues and questions, and report those to the appropriate department.

The Village Liaisons are also the point of contact for the residents with any issue or question they may have. The liaison will facilitate either getting the answer or getting the resident the contact information of the correct source to address their issue or question.

## **II. Accomplishments of 2010**

- Increased membership in our Watch Programs by over 750 members in the first five months.
- Trained more than 110 new Watch Coordinators during the first five months.
- Increased WoodlandsAlert enrollment by more than 1,825 in the first five months to a total of 9112.

- Facilitated or supported over 100 presentations or meetings in the first five months to include Good Neighbor Days, Woodlands Watch, Village Association monthly meetings, and others.
- Coordinated the Law Enforcement and Safety Day educational program with over 15 presenters for approximately 3000 junior high students at McCullough and Knox JHS over three days.
- Composed and emailed Coordinator Connection newsletters quarterly to Watch Coordinators
- Started Watch Talk Wednesday, a monthly presentation offering residents information on crime prevention tools that they can use.

### **III. Goals of Neighborhood Services 2011 Budget Plan**

- Expand our Watch Programs as the community grows with the development and expansion of Creekside Park and Sterling Ridge Villages.
- Continue to promote the Emergency Preparedness presentations as well as other educational programs to all of our residents, businesses and organizations.
- Continue to work with our Law Enforcement and Public Safety agencies to provide the residents of The Woodlands with a safe and secure place to live and play.
- Provides for the growth of the National Night Out program.

## **IV. Implementation of Neighborhood Services 2011 Budget**

### **Salaries and Benefits**

**\$397,615**

*(In accordance with Key Initiative 3.2.3 Provide competitive benefit and compensation packages)*

- Neighborhood Services Personnel (\$397,615) – The budget includes three full-time positions for the Neighborhood Services Manager, Program Specialist, and Neighborhood Services Supervisor and six part-time positions to include a Program Specialist and five Village Liaisons.

### **Staff Development**

**\$7,600**

*(In accordance with Key Initiative 3.1.2 Encourage education and training opportunities and continuing professional development)*

- Meetings (\$2,000) – Includes meetings with volunteers, Community Resource Team, and other agencies.
- Staff Training & Conferences (\$4,600) – Includes travel, registration and expenses to attend conferences, seminars and/or training events related to crime prevention, safety and security. This also includes training in CPR/AED and computer classes.
- Uniforms (\$1,000) – Staff shirts with company logo and shoes for one staff position.

### **Equipment Expense**

**\$4,200**

*(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)*

- Cell Phones (\$2,200) – Communication expenses for staff working in the field or outside of Township office facilities.
- Equipment (\$2,000) – Non-capital equipment including canopies and portable tables for events.

### **Contracted Services**

**\$6,500**

*(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)*

- Computer Support (\$6,500) – Includes Govern software license support.

### **Program Expenses**

**\$62,700**

*(In accordance with Key Initiative 1.1.3 Explore, develop, and implement options that improve safety and educate residents on the role they can play in making their community safer)*

- National Night Out (\$17,000) - This is an annual event that showcases our multi-level working relationship with area law enforcement and public safety agencies. This program gives The Woodlands residents the opportunity to interact with law enforcement officers from local, county, state and federal levels in a relaxed and non-stressful environment.

- Watch Programs (\$21,500) - Our watch program is comprised of the following programs. Woodlands Watch a neighborhood based watch program focused on single family home residential areas. Apartment Watch working with the managers of our multi-unit residential facilities. Senior Watch works with both seniors living in their own single family homes and residents of both apartments and assisted living facilities. And our Campus Watch and Actively Promoting Student Awareness (APSA) programs that work with our Junior and Senior High School students.
- Community Involvement (\$7,000) - This is the funding we use in support of the Covenant Administration Department, Property Revitalization Program.
- Teleworks (\$15,200) - This reflects the vendors charge for product support and maintenance along with the cost for the six phone line for WoodlandsAlert. WoodlandsAlert is an internet based notification system which we use to send urgent crime alerts and safety information as well as community information that is of use to residents as they go about their daily lives here in The Woodlands.
- Hurricane Preparedness (\$2,000) - Get Ready The Woodlands is our emergency preparedness program. We do presentations to a wide variety of groups and organizations to include: Woodlands Watch groups, Parent Teacher Organizations, Veterans Organizations, Service Clubs, Churches and others. These presentations are to prepare residents for a wide variety of both natural and man made emergencies.

### **Administrative Expenses**

**\$18,300**

*(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)*

- Supplies (\$2,800) – Covers general office supplies specific to department.
- Dues & Subscriptions (\$500) – Professional periodicals and memberships to include National Association of Town Watch.
- Printing (\$8,500)
- Mileage Reimbursement (\$6,500) – Reimbursement for use of personal vehicles on company business.

### **Total Cost for Neighborhood Services 2011 Budget Plan**

**\$496,915**

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

**NEIGHBORHOOD SERVICES - Dept 210**

**Salaries and Benefits**

Salaries and Wages	100-210-5010-0000-10	289,197	289,197	300,825	11,628	4%
Overtime	100-210-5011-0000-10	3,000	3,000	3,000	-	0%
Employee Benefits - FICA	100-210-5020-0000-10	22,124	22,124	23,243	1,119	5%
Employee Benefits - TEC	100-210-5021-0000-10	413	1,700	1,878	1,465	355%
Employee Benefits - Retirement	100-210-5030-0000-10	31,226	35,500	40,438	9,212	30%
Employee Benefits - Insurance	100-210-5031-0000-10	26,942	27,700	27,577	635	2%
Employee Benefits - Workers Comp	100-210-5032-0000-10	636	52	654	18	3%
Interns	100-210-5040-0000-10	-	-	-	-	-
		<u>373,538</u>	<u>379,273</u>	<u>397,615</u>	<u>24,077</u>	<u>6%</u>

**Staff Development**

Meetings	100-210-5100-0000-10	2,000	2,000	2,000	-	0%
Training & Conferences	100-210-5120-0000-10	4,600	4,600	4,600	-	0%
Uniforms	100-210-5130-0000-10	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>-</u>	<u>0%</u>
		7,600	7,600	7,600	-	0%

**Equipment Expense**

Equipment	100-210-5330-0000-10	2,000	2,000	2,000	-	0%
Cell Phones	100-210-5335-0000-10	<u>1,600</u>	<u>1,600</u>	<u>2,200</u>	<u>600</u>	<u>38%</u>
		3,600	3,600	4,200	600	17%

**Contracted Services**

Computer Support	100-210-5400-0000-10	<u>6,500</u>	<u>6,500</u>	<u>6,500</u>	<u>-</u>	<u>0%</u>
		6,500	6,500	6,500	-	0%

**Program Expense**

Community Involvement	100-210-5605-3401-10	7,000	7,000	7,000	-	0%
Hurricane Preparedness	100-210-5605-3406-10	2,000	2,000	2,000	-	0%
National Night Out	100-210-5605-3409-10	17,000	17,000	17,000	-	0%
Teleworks	100-210-5605-3411-10	12,200	12,200	15,200	3,000	25%
Watch Programs	100-210-5605-3414-10	<u>21,500</u>	<u>21,500</u>	<u>21,500</u>	<u>-</u>	<u>0%</u>
		59,700	59,700	62,700	3,000	5%

**Administrative Expense**

Supplies	100-210-5800-0000-10	2,800	2,800	2,800	-	0%
Dues & Subscriptions	100-210-5802-0000-10	500	500	500	-	0%
Printing	100-210-5803-0000-10	8,500	8,500	8,500	-	0%
Mileage Reimbursement	100-210-5804-0000-10	<u>6,500</u>	<u>6,500</u>	<u>6,500</u>	<u>-</u>	<u>0%</u>
		18,300	18,300	18,300	-	0%

**Total Neighborhood Services**

		<u><u>469,238</u></u>	<u><u>474,973</u></u>	<u><u>496,915</u></u>	<u><u>27,677</u></u>	<u><u>6%</u></u>
--	--	-----------------------	-----------------------	-----------------------	----------------------	------------------

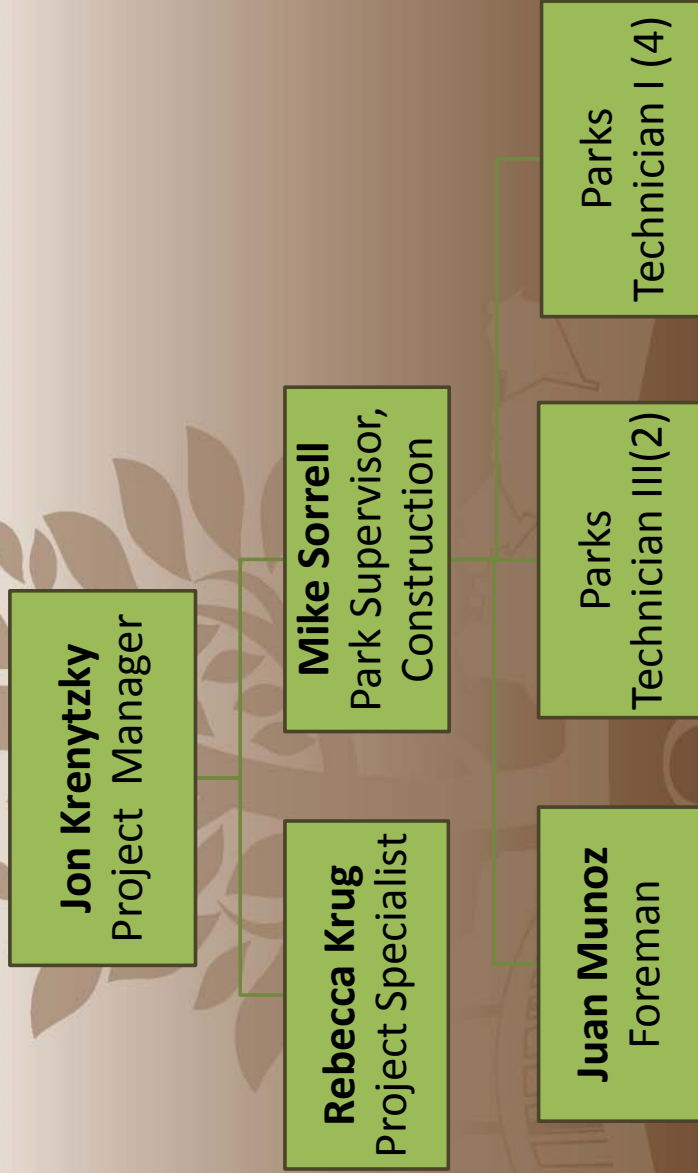


## Parks Administration





## Parks Planning





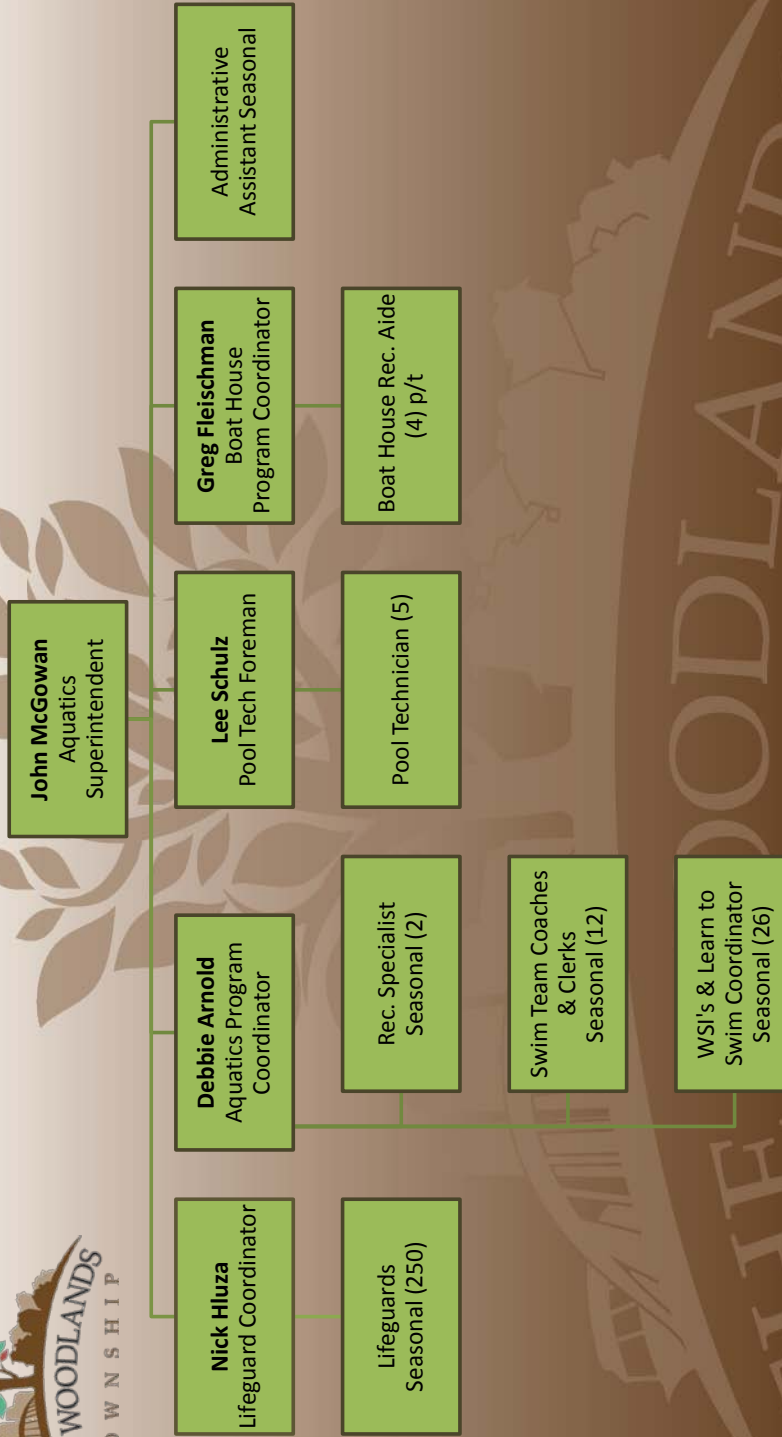
# Park Operations





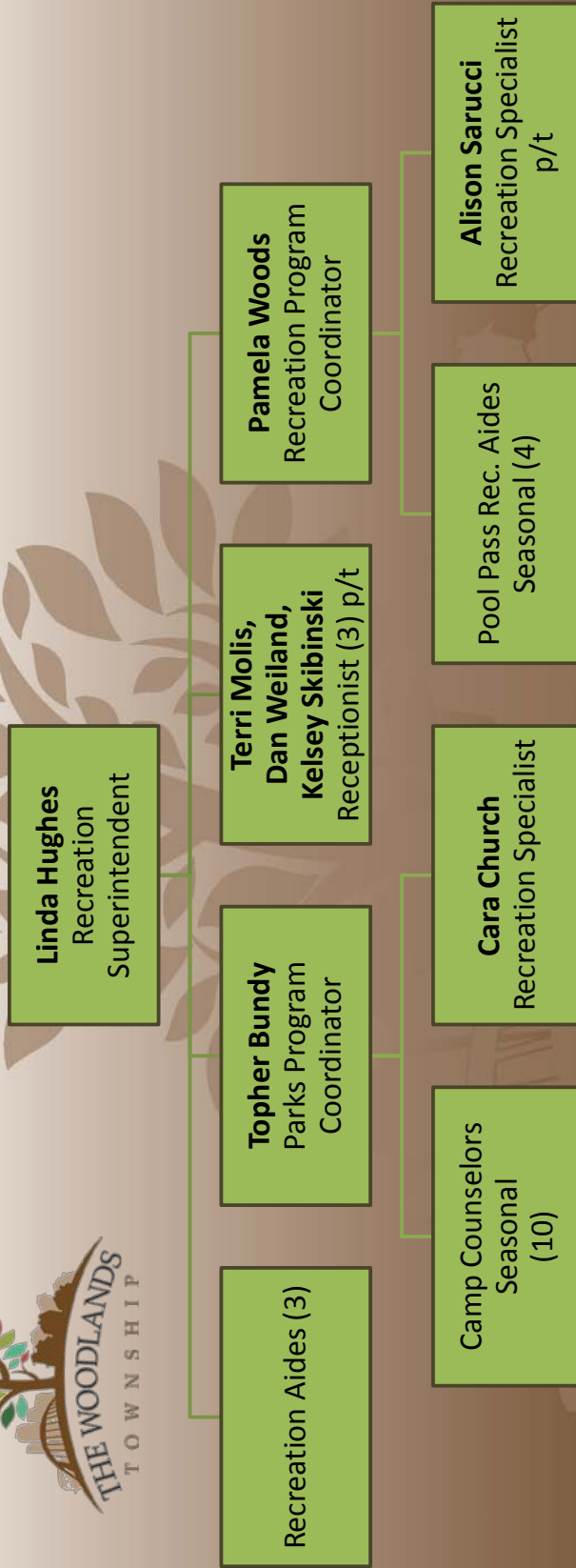


## Aquatics





## Recreation





## **PARKS & RECREATION 2011 BUDGET PLAN**

---

# **The Woodlands Township 2011 Parks & Recreation Budget Plan**

- I. Operations Situation Analysis**
- II. 2010 Accomplishments**
- III. Goals of 2011 Operations Plan**
- IV. Implementation of 2011 Operations Plan**

---

## **I. Operations Situation Analysis**

### History

Over the past 35 years, The Woodlands has developed the reputation of being one of the most, if not the most, successful large master planned community in the United States. Unlike many other master planned developments, The Woodlands has placed a major emphasis on environmentally sensitive planning, preservation of natural open space and the development of high quality parks and recreation amenities like aquatic facilities and multi-use pathways. The Parks and Recreation Department believes that The Woodlands is a living laboratory for creating an environment that contributes to and enhances the quality of life for residents, visitors and commercial interests. There is no question that parks, recreation and open space are important to our community members. Not only do parks perpetuate some of the community's most beautiful natural resources, but quality parks and recreation activities have proven to be significant factors in the decisions of individuals and businesses to locate or remain in a given locality. They provide relief from the hustle and bustle of today's fast paced society through opportunities to relax and revitalize in the solitude of nature. Quality recreational opportunities, while contributing to the overall aesthetics of The Woodlands, also increase residents' overall quality of life and satisfaction with the community. Residents go to parks to be alone or with other people, to exercise or to sit quietly and read, families gather to play, picnic or enjoy each other's company, and residents can stroll or meet friends. In addition, Parks contribute to and enhance the safety, stability and vitality of the surrounding neighborhoods.

Through the 36 years of the community's existence the focus of parks and recreation has morphed from focusing solely on maintaining physical assets to a multi-faceted service provider which has become a recognized leader at the state and national level for the administration and maintenance of high quality recreation, aquatic, park and open space facilities and community based recreation programs. The Department consists of five (5) divisions: Park Operations, Park Planning, Aquatics, Recreation, Development and many of the divisions have specific units due to the specialized nature of the tasks and responsibilities of each division. While many of the attributes and tasks of the Department have changed, the mission of the Department remains focused which is to preserve, maintain and improve the quality of life in The Woodlands through the provision of quality recreational opportunities and programs, through the protection of the natural environment, and through stewardship of existing open spaces, parks, facilities, pathways, roadsides and medians. A goal of the Parks and Recreation

---

Department is to be timely and responsive in addressing the needs and concerns of citizens of The Woodlands. The Department recognizes that our customers want solutions to their problems, quality and reliability, and most importantly to be valued and understood. The Department also recognizes that every customer is different and strives to treat customers the way they want to be treated.

The Parks and Recreation Department operates and maintains more than 185 miles of hike and bike paths, 119 parks, 12 neighborhood pools, the Rob Fleming Aquatic Center, 77 Playgrounds, 63 Gazebos, 39 Ponds with fishing, 65 Tennis Courts, 28 Multi Purpose Fields, 9 Sand Volleyball Courts, 8 Wheel Friendly Areas, 1 Skate Park, 2 BMX areas, 2,630 acres of Open Space Reserves, 25 Basketball Courts, 2 Disc Golf Courses and 3 Off Leash Dog Areas. The Woodlands Recreation Center, completed in 1993, offers lifespan recreation opportunities. The facility has indoor/outdoor basketball courts, a fitness room, game room, and smaller activity or meeting rooms. Programmed activities include sports and recreation, art, music and exercise classes.

### **Park Operations**

Since its inception in 1974, the community has placed a premium on protecting and preserving the natural landscape. This commitment is evidenced by the fact that 30% of the community's area has been retained as forest preserves, parks, greenbelts and lakes. The Parks Operations Division is the largest division within the Department and its scope includes but is not limited to: park and pathway maintenance, fleet management, streetscape maintenance, forest management, water and wildlife, forestry, facility management, and environmental education. The Division has also made great strides in preserving, protecting and ensuring the community's eco-system through the implementation of a computerized irrigation system to monitor 94 irrigation systems, piloting the use of recycling containers at parks, the installation of a rainwater harvesting system to irrigate a demonstration bed and most importantly embracing the Clean, Green and Safe ethos to maintain our parks, pathway and open space system. The Parks Operations Division is composed of three units (Park Rangers, Natural Resources and Facilities) each of which has a myriad of operational responsibilities.

**Park Rangers:** The vision of the Park Ranger program began six years ago as a response to a community-wide survey that revealed residents perceptions and desires for enhanced safety in parks and on the pathways. Internally, it was identified for the need to monitor park usage, improve safety, provide for maintenance inspections and create a physical presence to help curtail vandalism and property damage while ensuring quality recreational and leisure time

*Page 4 of 43*

---

experiences in our community parks and pathways. In 2003, the Park Ranger program was approved by the Boards of Directors and initiated through the conversion and reorganization of the park inspectors into a specialized park ranger program. The Park Rangers mission is to assist all visitors by providing information, direction & support that will enrich their recreational experience and provide a pleasant, safe environment that promotes community harmony and the benefits of parks & recreation as well as helping The Woodlands Township to keep the hometown vision alive.

Rangers are in the parks between the hours of 6 am and 12 am, seven days a week, and serve as a critical connection to our community members. Rangers are assigned a Zone and inspect parks using a four tiered program which outlines what is inspected and its frequency. In 2009, (last full year) Rangers completed 17,375 inspections and visited each park on average of 176 times; neighborhood parks five times per week, village parks daily and town wide parks twice daily. Through these inspections Rangers are able to communicate maintenance issues, liability concerns and if contracted maintenance is performed up to standards. As a result, Rangers submitted 1,715 requests for service (lights out, leaking fountain, etc), and documented 428 incidents (graffiti, vandalism, etc) thus allowing the Department to be proactive versus relying on the community to report these issues.

**Facilities:** The Facilities Unit within the Parks Operations Division has numerous responsibilities which range from painting the back of regulatory signs brown so that they blend into the environment to coordinating capital improvement projects for buildings and structures. The Facilities Unit oversees the custodial contract for the Parks System which includes over 20 restroom facilities and the closure/opening of several gates at select parks. In addition, they are responsible to provide building support services at 2201 Lake Woodlands Drive, The Woodlands Recreation Center and the Parks, Recreation and Environmental Services Campus. This unit also takes the lead in the coordination of electrical services which ranges from streetlights to neighborhood entrance lights to sport field lighting to Christmas decorations to Town Center lights. Other aspects of the Facilities Unit includes but is not limited to: HVAC, meeting set –up, plumbing maintenance, drinking fountains repairs, maintenance of the security systems at office facilities, RV lot and WRC.

Town Center Facilities is the newest unit within the Facilities group which was developed upon the Transition between The Woodlands Township and the

*Page 5 of 43*

---

Community Associations of The Woodlands. A budget has been prepared for Waterway Operations which attempts to capture total expenses for the area. The area includes The Waterway, Riva Row Park, Town Green Park, The Fountains at Waterway Square and the associated trees lights and site amenities located in the Town Center area.

**Natural Resources:** The largest unit within Park Operations, consists of three groups: Forestry, Open Space Reserves and Landscaping. Each of these groups has responsibilities for specific areas within the community's parks and open space areas. The unit as a whole has the main responsibility for providing oversight of two large service contracts: park and pathway (GroTech) and streetscape (TWDC/Brickman). Other contracts under the scope of Natural Resources includes: tree removal, lake and pond maintenance and wildlife trapping. While a large portion of the maintenance in the community is performed on contract basis, the unit provides support, logistics and labor for tasks that are not able to be contracted out which includes: irrigation auditing, tagging trees for removal, tree removal under 6 inch of diameter, reserve maintenance, clearing drainage blockages, flower bed maintenance and duck relocation. The Natural Resources Unit is the main resource within the Department that provides service under contract for the Lake Woodlands Property Owners Association (lake management, dam inspection, wildlife management, sediment survey, algae control, etc).

This unit is also responsible for the oversight of The Integrated Forest Management Plan (IFMP) which was developed as a comprehensive plan to protect, conserve and manage the native forest. Since its inception in 2004, 60,000 trees have been planted with the goal is to bring all aspects of resource management into a guide for residents. The program has been adopted by the Texas Forest Service for use by other communities. A component of the IMFP is the Invasive Vine Removal Program. Currently, the Unit oversees the invasive vines removal program along roadsides, in parks and reserves throughout the community. This removal promotes the health and well being of the community's forest.

Other unique aspects of the Unit includes but is not limited to banner (Holiday Dove Banners/ 4<sup>th</sup> of July) installation/removal, pressure washing hardscapes, the coordination of the annual sport field turf repairs, water well maintenance, maintenance of cul-de-sacs and intracts, the coordination of landscape maintenance at the pools and the stocking of freshwater game fish at various

Page 6 of 43



---

ponds and lakes. Finally, water conservation continues to be stressed as additional time has been spent by this unit to further audit its water use to be in compliance with Municipal Utility District and Lone Star Water Conservation District directives.

### **Park Planning**

The Woodlands is a 28,000 acre master planned community founded in 1974 that has had a master plan for parks, recreation and open space, since its inception, which provides for an extensive system. Long ago, the Associations recognized the need to address renovations and improvements and the need to consider new recreational trends and embarked upon its own plan for improvements. A division that consists of project management and construction was implemented to carry out these tasks.

A planning process, which treats parks and recreation as an integral part of the community's infrastructure and services, is critical for a community's future. Involvement of interested agencies, organizations, and individuals is the key to success. Planning formulated with a vision for the future helps gain a clearer understanding of needs, and identifies challenges and opportunities. Planning also provides direction to decision-making authorities and helps to assure that the best possible actions are selected. Each and every year the Park Planning Division creates facility and amenity audits, fosters public processes for information gathering, and develops detailed actions plans to understand the capital needs to ensure a high quality system.

The Woodlands' Park System is divided into the six categories. Each classification is distinguished by their amenities and service radii. Amenity Parks are designed as water oriented recreational areas. These parks primarily facilitate passive uses and are developed on a need and opportunity basis. Neighborhood Parks are the basic unit of the park system, which is designed to serve all ages of a neighborhood with both passive and active recreation. While Area Parks are designed to supplement the Village Parks, with emphasis on play equipment for youth, as well as court and field facilities. Village Parks support a broader spectrum of recreational needs, from playgrounds to organized sports. A reservable picnic pavilion is provided for groups gatherings, along with a pool that serves the entire village. Townwide Parks, the largest type of park, serve the entire community with specialized facilities, such as a sports complex. Special Use Parks are designed to serve a "special" purpose, for example Northshore's stage. The hierarchy that was established by the Development Company attempts to adhere to the standards set by the National Recreation and Parks Association (NRPA). NRPA has established these standards based on a per unit valuation required to serve the

*Page 7 of 43*

---

population. This plan ensures that no resident has to travel more than 500 feet to a forest preserve or farther than the end of their block to reach the extensive pathway system linking all the parks and then no more than ½ mile to reach a park or recreational facility.

Members of the Park Planning Division and the Parks and Recreation Department take part in a bi-weekly meeting with The Woodlands Development Corporation for purposes of park planning. At these meetings staff of both organizations review plans from concept to construction drawings. The review of these documents often includes gathering input from other divisions and units within the Department (Facilities, Natural Resources, Forestry, Aquatics, etc). This level of input has resulted in reduced operational costs, increased revenue generating potential a better understanding of the scope and purpose of the amenity and a and developed a better park.

The Park Planning Division is primarily responsible for obtaining community input of capital improvement projects such as park improvements, pathway connectors, and playground renovations. Multiple approaches to community input are utilized and can include: mail surveys, web based surveys, door to door information gathering, Village Association emails and phone calls to impacted residents. In addition, the Department utilizes the Parks and Recreation Advisory Council as a "focus group" for park renovation and operational plans. Their input has proved to be valuable in being able to build/renovate a facility that meets the needs, wants and desires of the overall community.

To assist with managing the assets of the parks system a Graphic Information System (GIS) is utilized. With this program, the Division and Department have been able to correctly identify acreage of parks to ensure accurate maintenance costs, create an inventory of backflow preventers, irrigation controllers, and electrical boxes which reduces time in the field and develop special event maps for in-house and community use. This data has been shared with Houston Wilderness and other entities for a regional database of parks, pathways, and trails.

The day to day operations of the Park Planning Division center on the construction crews and the Project Specialist. The crews primarily have the responsibility for handling in-house projects which may included pathway repairs, replacement of bridge decks, installation of small playground features, regulatory sign installation, pavilion repairs, removal and installation of trash cans and the coordination of in-house construction projects. The Project Specialist is a key position in the Division, as this person is responsible for data collection (GPS, GIS), data entry, map development and creation

*Page 8 of 43*

---

and small capital project management.

Overall, the Park Planning Division utilizes a five phased approach to planning which includes: Inventory and Analysis, Community Forum, Needs Assessment, Recommendations/Priorities and Implementation. This approach had lead to several state and national awards for park planning and design excellence which included the 2002 and 2007 Texas Recreation and Parks Society Gold Medal for management and adminstration and countless park design awards.

### **Aquatics**

Many residents report they move to The Woodlands specifically for parks and recreation opportunities, which includes aquatic facilities. Overall, residents desire a facility in which they can bring their family and friends to a convenient and safe aquatic facility. The system attempts to meet this need by having thirteen (13) swimming pools located throughout the community. All pools have different amenities for patrons to enjoy with a professional lifeguard staff overseeing all aspects of the swimming pool. The facilities and programs have been directed toward the beginner and participants that want to fine tune their skills. This is seen with our summer swim teams, learn to swim, private swim lesson program, and other aquatic programs. All but one (1) facility has a designated lap lane for individuals to swim laps in a recreational manner.

Currently, the community's facilities include spray grounds, traditional "L" shaped pools, zero depth entry pools, play structures in the pools, themed slides in the baby pools, and diving boards. Over the course of the past decade, the amenities managed by the Aquatics Division have changed immensely. Ten (10) years ago the Community Associations only had seven (7) swimming pools. Since then the community has added: Harper's Landing and Lakeside in 2000, Forestgate and Windvale in 2002, and Cranebrook in 2003. In 2008, The Rob Fleming Aquatic Center joined the family of high caliber aquatic facilities as the first family water park in the system. In 2008, the Aquatic Division was tapped to provide support for The Fountains at Waterway Square and in 2009 the Riva Row Boat House was opened. These new facilities bring to total number of pools to thirteen (13). The Division also performs contract work for Carlton Woods-Sterling Ridge, whereas they maintain their spray ground park.

A goal to recover 50% of direct operating cost for aquatics operations had been previously set by The Associations and as such staff has be vigorously attempting to comply this directive over the course of the past four years.

---

The Division is divided between three functional units: Boat House, Pool Operations, and Aquatic Programs. Within the scope of the Boat House are the day to day operations, general maintenance of the facility and boats, kayaks and small craft programs. Pool Operations includes hiring over 300 lifeguards per year, maintaining the facilities at or above State Pool Codes and adhering to revenue goals of 50% of direct operating costs. Over the course of the past three years, the Aquatics Programs unit continues to grow with expanded swim teams, swim lessons and offering winter programs at the Conroe Independent School District Natatorium.

**Riva Row Boat House-** The cornerstone of Riva Row Park is a 1,800 square foot boat house with a restroom, office, lockers and rental boat storage facilities. The Park has other amenities which include a number of seating areas, landscaped beds that are consistent with The Waterway, and moorings for other boats. The goal of the Boat House is to provide a focal point for residents, non-residents and tourists alike to enjoy The Waterway and serve as a conduit for outdoor recreation enthusiasts via the Boathouse. The Boat House has a Business and Operational Plan for which operational decisions are based such as operating hours, revenue goals, and programs provided. Programs offered at this facility include fly fishing, learn to kayak, tours of Lake Woodlands, environmental education and boat/kayak safety. The expectation with this facility is that it covers its operational expenses per guidelines outlined in the 2007 Revenue Management Plans that was approved by The Associations

**Pool Operations-** Prior to hiring, prospective employees (over 300) are interviewed by Division staff and are given a background check and a drug test. Once hired, lifeguards, water safety instructors and aquatics leadership are certified through the American Red Cross for one or more of the following certifications: Lifeguarding, Open Water, Waterfront, Water Park, First Aid, CPR, Oxygen Administration, Automated External Defibrillators and Disease Transmission. The Division also utilizes the American Red Cross Examiner Program whereas auditors came out to all 13 facilities and independently audit two lifeguards from each location. In addition, over 1,100 guard audits are conducted, exceeding the company's and the industry standards for audits. Lifeguards are audited in CPR, first aid, water skills, spinal management, passive extractions, and visual scanning.

Pool Technicians provide maintenance for all facilities with the majority of the staff being either a Certified Pool Operator or an Aquatic Facility Operator, an industry standard. Due to the expanded scope of the facilities over the course of

*Page 10 of 43*

---

the past two years, the pool technicians are on a seven day a week schedule, year round.

**Aquatic Programs-** All thirteen facilities are utilized for programs and services that are either community or fee based. Fee based programs include: swim teams (Riptides, Hurricanes, Waves, Cyclones, TAAF, and Jr), swim lessons (Private and Group), water polo, Adaptive Aquatics, Aqua Motion, Junior Lifeguarding, Dive N Movies, SCUBA, Mother Son Luau and Learn to Row. Splash Day on the Fourth of July and various water safety programs are community based programs. The goals of the fee based programs are to recover 100% of the direct and indirect costs.

### **Recreation**

The 2007 The Woodlands Recreation Center Business and Operational Plan identified several programmatic and institutional strategies to ensure cost recovery directives. New approaches to management, program development, niche markets, and cost based pricing were implemented. Institutional strategies were enacted to ensure long-term financial viability and mission driven services. Programmatic strategies included a thorough examination of market niches, program service delivery models and cost recovery analysis. The following niches were identified for which the Recreation Division develops programs and services for:

**Preschool Age Recreational Instruction Classes:** Participation in preschool age classes continues to grow as does the population of The Woodlands. Opportunity for growth and profitability in this sector exists through structured pricing and target marketing, sub-niche innovative classes and qualified instructor recruitment and retention. Current programs include Soccer Tots, Messy Mitts, Tennis, Etiquette, etc.

**Arts and humanities classes for all ages:** This segment of recreational leisure service is under served in The Woodlands and has great potential for growth for the Recreation Division has and will continue to capitalize. Further improvements in maximizing existing spaces and enhanced marketing of these programs are warranted. The Division currently provides classes in dance (Country/Western, Salsa, Ballroom, etc), Languages, Home Decorating, etc.

**Environmental and Outdoor Learning Activities:** The Woodlands can be considered one large outdoor classroom and the "human – nature" connection is

*Page 11 of 43*

---

what makes The Woodlands, "The Woodlands". The Recreation Programs Division has successfully partnered with other agencies and departments to provide these type programs i.e. Nature Hike Series, Camp Terramont, Camp Creekside and the Nature Explores series.

**Adult Athletic Leagues & Elite Events:** Adult Athletics is the largest net revenue base for the Recreation Division. These sports, held at the Center and the parks and sports fields throughout the community provide traditional (Softball, Basketball) and non-traditional sports programs (Disc Golf and Ultimate Frisbee) for adults. These activities have been leveraged to include specialized classroom instruction and elite events such as The CB& I Triathlon, Ten for Texas and Muddy Bash.

**Unique Sport / Facility Programming:** Utilizing the unique recreational facilities, i.e. disc golf courses, dog parks, and wheel-friendly areas, as well as the many park pavilions, swimming pools, tennis and basketball courts, multi-sport fields, and the Center itself, the Recreation Programs Division has capitalized on these facilities. Programs include: Shred 101, Teen Concerts, and Tennis Camps/Leagues/Lessons,

In June and July of 2009, the Recreation Division began providing programs along The Waterway with particular focus on Waterway Square. Three distinct levels of programs were created (Festivals/Signature Series/Marquee Programs) with the Recreation Division concentrating on the latter two with the Convention and Visitors Bureau taking the lead on Festivals and Headline Events.

Marketing the Recreation Division has blossomed over the course of the past five years with the development and refinement of the Action Guide. The Action Guide is developed three times per year and is inserted into the January, May and September Community Magazine. The Division has found that inserting this guide into the Community Magazine has resulted in increased revenue and participation numbers. Additional marketing and advertising include newspaper advertising for selected programs, flyers which are produced for display at The Woodlands Recreation Center, and a limited amount of program postcards created and direct mailed to past participants. Finally, the Division takes advantage of both the Community Alert and Active.net to promote programs through email blast capabilities.

---

## **Development**

In late 2007 and early 2008 the Parks and Recreation Department underwent a re-organization which created the Development Division. Since then the Development Division has continued to offer and produce first class special events, secure external funding via sponsorships and oversees the processing of facility reservations. The Development Division ensures activities or special events by external organizations on land (i.e. parks, ponds, lakes or pathways) managed by the department meets requirements. Development works with external agencies, groups and the community to develop partnerships with the Parks and Recreation Department. The Division manages and secures approved and qualified vendor programs and concessionaire contracts. Development assists in marketing the department and provides the marketing timeline and materials for The Lodge at Rob Fleming and Riva Row Boat House.

Development Division assists other departments in their event and program planning stages by providing support through the coordination of food, volunteers, traffic control plans, reservations of facilities and equipment. Development provides support to the village associations logistically with planning annual functions at parks and pools through the coordination of reserving facilities, equipment and the scheduling of staff for set up. While the scope is broad for this Division the work tasks are organized around four functions: Facility Reservations, Special Events/Races, Customer Service and Contract Management:

***Facility Reservations:*** The Development Division's management of facility reservations (internal and external) plays an essential role in the community's opportunities to host parties, reunions, weddings, corporate events, sporting events, athletic practices, festivals and special events. Development manages the reservation process for 66 pavilions, 13 pools and aquatic facilities, and 28 sport fields. The Division ensures facilities are of the appropriate size for such events and that all events requiring special permitting (i.e. insurance, health, and traffic control) are met. In working with Park Operations, Development ensures the facilities are clean and safe. The Lodge at Rob Fleming is unique in itself by hosting community wide events, weddings and corporate outings similar to Town Green Park. This facility requires additional attention in the reservation process, thus it was a reservation different from the standard pavilions.

***Special Events:*** The Development Division currently assists and supports numerous community events offered by groups. These events may include;

*Page 13 of 43*

---

College Park Spring Fling, Panther Creek Flea Markets, Sterling Ridge Cook-off, Alden Bridge Spring Festival, Alden Bridge Holiday Carnival, Cochran's Crossing Fall Festival, Horse Carriage Parade, Texas Trails Network, Cyclocross, Nike Nationals, The Woodlands High School Soccer Tournaments, Spring Bark, Dragon Boat Races, Blue Chip College Soccer Showcase and numerous walks such as; American Heart Association, Mutt Strutt, Light the Night, Heart Walk, Livestrong Walk, PKU Walk, and Angelman's Walk. The Division is responsible for the management of a large inventory of equipment which includes tents, coolers, tables, chairs, waste stations, generators, light towers, barricades and audio and visual equipment. Finally, due in part of staff knowledge, skills and abilities, the Division is the coordinator for the race series sponsored by the Department which includes the CB&I Triathlon, Ten for Texas, and Muddy Trails 5/10k.

**Customer Service:** An organization is only as successful as the person at the front door. The front door to the entire Parks and Recreation Department is managed by the Development Division. The Customer Service Representative handles hundreds of calls per day which vary from facility reservation questions to a dead animal in the road.

**Contract Management-** Currently, Development manages two (2) MOU agreements with Texas Rush and the YMCA for utilization of the sport fields for their athletic programs. In addition, concessionaire contracts for the Rob Fleming Aquatic Center, Bear Branch Sports Fields and The Lodge at Rob Fleming are coordinated.



---

## **II. 2010 Accomplishments**

### ***Park Operations***

- Implemented an enhanced pathway patrol program that increased the number of hours Park Rangers were on the pathways by 250%.
- Created a mechanism that tracks the amount of water used on each meter that quickly identifies that are using above average amounts.
- Finalized clean up from the ISP Beetle outbreak of 2009 which included the removal of trees in reserves, parks and open space.
- Continues the "Grand Rounds" programs which is an inspection program that provides Department Leadership the ability to inspect and review parks, reserves, and jumbo-cul-de-sacs. This program was also extended to include The Woodlands Waterway.
- Reforested Mason Pond Park fence line that borders the extension of Grogan's Mill due to concerns raised by community members.
- Coordinated approximately five months of invasive vine and special removal in select locations in the Villages of Indian Springs and Alden Bridge.
- Extended the camera system to all Village Parks with the exception of several that do not have the necessary fiber infrastructure.
- Coordinated landscape and grounds maintenance, tree removal, vine removal, lake and pond management, reforestation, playground re-surfacing bids and contracts

### ***Park Planning***

- Coordinated the project development, bidding and construction management for over \$2 million of capital improvement projects.
- Finalized the installation of the Avalon Park Restroom
- Upgraded the electrical boxes at Town Green Park in an attempt to make them further water resistant.

- 
- Coordinated the repair and replacement of over 7,000 square feet of pathways, 300 pathway stencils, and 120 pathway stop signs.
  - Worked with Interfaith/Veggie Village on the establishment of a community garden that will grow food for a local food pantry.
  - Developed event maps for Department races and special events (Camp Outs, Flea Markets, Races. etc).
  - Coordinated the installation of field lights at Lakeside Park with limited resident comments
  - Added all additional parks (Tupelo, May Valley, etc) into the GIS system through GSP'ing all amenities.

### ***Aquatics***

- Signed a letter of extension with Orvis to continue their support for the Riva Row Boat House
- Supported Montgomery County Emergency Assistance who utilized Rob Fleming Aquatic Center for their annual duck race.
- In conjunction with Human Resources, hired, trained, and evaluated over 350 lifeguards, water safety instructors and swim team coaches.
- Developed an incentive program to assist in hiring guard staff. All positions were filled prior to the opening of the pools for the regular season on June 5<sup>th</sup>.
- Examined the impact of the Texas Department of Health Services new rules on secondary disinfection of interactive water features and developed a plan for compliance with the new rule.
- Revised the 13 Pools in 90 Days program to 13 Pools in 30 days and began the program on July 5, to encourage the use of the pools in the month of July and early August. .
- Worked with The Woodlands Swim Team to develop a proposal to heat a pool within the system for their non exclusive use.

- 
- Coordinated the installation of chemical resistance doors at multiple pool facilities.

### ***Recreation***

- Continued acquisition of new programs and contract instructors that supported the five program niche areas as outlined in the 2007 Woodlands Recreation Center Business Plan.
- Developed and coordinated three program cycles each with multiple sessions.
- Established mini sessions for several programs to offer additional services during traditional non-used facility periods.
- Attempted to ensure compliance with Board directives on cost recovery for operations.
- Painted the interior prior to the start of the summer camp season.
- Coordinated the Department's information for the production of three Action Guides.
- Increased the number of program offerings to the community by 20%, through the introduction of over 101 new programs, many with multiple sessions.
- Coordinated programming for The Woodlands Township at The Fountains at Waterway Square.
- Bid out the Action Guide printing which saved an estimated \$25,000.

### ***Development***

- Special Event Race Production: 4<sup>th</sup> Annual Spring Fever 5k in partnership with Grogan's Point Charitable Giving Foundation, 3<sup>rd</sup> Annual Muddy Trails 5k, 7<sup>th</sup> Annual CB&I Tri The Woodlands and 4<sup>th</sup> Annual 10 For Texas.
- Created advertising for special events to increase overall participation and revenue for The Woodlands Recreation Center.
- Coordinated the production of Concerts in the Park and Arts in the Park.

- 
- Expanded the amount of programs and events with sponsorships from six (6) to sixteen (16).
  - Processed over 1,500 reservations at pavilions, sport fields and pools.
  - Coordinated the 2010-2011 field use for Texas Rush, YMCA, The Woodlands Junior High Boys Lacrosse, The Woodlands Junior High Girls Lacrosse, The Woodlands High School Girls Lacrosse, The Woodlands High School Boys Lacrosse, Adult Rugby, Youth Rugby, The Woodlands Field Hockey Club, and Legacy Christian School
  - Developed three special event surveys to determine the overall satisfaction of the participants and suggestions for special events.

---

### **III. Goals of 2011 Operations Plan**

#### **Park Operations**

- Maintain all assets as destinations for local and regional events while creating a place for residents, workers and visitors to enjoy. *(In accordance with Strategic Plan Item #1.22, 5.1, 5.3)*
- Coordinate the implementation of the 2011-2013 park and pathway maintenance contract. *(In accordance with Strategic Plan Item #1.1.5)*
- Ensure all maintenance contracts are being performed to specifications so that parks and facilities are kept to the highest standards. *(In accordance with Strategic Plan Item #1.1.5)*
- Identify alternative methods of maintenance and operation to further enhance sustainability efforts. *(In accordance with Strategic Plan Item #7.2.4)*
- Create and implement standardized hiking routes depending on age group and highlights guide with talking points. *(In accordance with Strategic Plan Item #5.4.4)*
- Ensure professionalism of staff through the certification or re-certification (CPRP, CPSI, Certified Arborist, etc) of staff. *(In accordance with Strategic Plan Item #3.1.2)*

#### **Park Planning**

- Facilitate the further implementation of the Accela system as it relates to Parks and Recreation, in conjunction with Information Technology. *(In accordance with Strategic Plan Item #8.1.1 )*
- Finalize Phase I and implement Phase II of the Alden Bridge Sports Park Renovation. *(In accordance with Strategic Plan Item #1.2.1 )*
- Initiate the process to revise the Parks, Recreation and Open Space Comprehensive Plan that is in concert with The Township Strategic Plan. *(In accordance with Strategic Plan Item #8.1.1 )*
- Finalize the development and implement the Lake and Pond Management Plan *(In accordance with Strategic Plan Item #7.3 )*

- 
- Initiate the process to revise the Parks, Recreation and Open Space Comprehensive Plan that is in concert with The Township Strategic Plan. *(In accordance with Strategic Plan Item #8.1.1 )*
  - Investigate and implement a "Park Scan" type of program which empowers resident with standard compliance. *(In accordance with Strategic Plan Item #1.2 )*
  - Initiate the process for the Parks and Recreation Department to become accredited through the Council of Accreditation of Parks and Recreation Agencies. *(In accordance with Strategic Plan Item #1.2 )*

### **Aquatics**

- Coordinate the development of Splash 2011, a brochure which highlights the different types of swimming pools available pool rentals, swim lessons and Aquatics Special Events. *(In accordance with Strategic Plan Item #1.2.1 )*
- Hire, train and evaluate over 350 lifeguards, water safety instructors and swim team coaches. *(In accordance with Strategic Plan Item #3.1.2 )*
- Further develop programs and services at Rob Fleming Aquatic Center. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*
- If funded, identify and enlist user additional user groups at a heated pool to reduce the overall cost of the facility to the community. *(In accordance with Strategic Plan Item #8.1.5)*
- Review all fees to ensure revenue derived encapsulates the 50% cost recovery goal. *(In accordance with Strategic Plan Item #8.1.5)*
- Increase awareness and usage of the Riva Row Boathouse. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*
- Revise and update the Aquatics Division Business and Operational Plan. *(In accordance with Strategic Plan Item #8.1.5 )*
- Develop a facilities remodeling plan and replacement/renovation calendar that is a part of the Aquatics Division 5-year Capital Improvement Plan. *(In accordance with Strategic Plan Item #8.1.2)*

- 
- Increase Aquatic Programs by 10% through the identification of underutilized facilities. *(In accordance with Strategic Plan Item #1.2.1)*
  - Offer the most up-to-date training techniques for Aquatics Staff. *(In accordance with Strategic Plan Item #3.1.2 )*
  - To develop a recruitment and retention plan in conjunction with Human Resources to be completed by November each year for the following year. *(In accordance with Strategic Plan Item #3.2.1 )*

### **Recreation**

- Update and revise the 2007 Woodlands Recreation Center Business Plan to address the current situational analysis. *(In accordance with Strategic Plan Item # 8.1.5 )*
- Develop a focused plan for the growth and development of the Summer Camp and Tennis programs. *(In accordance with Strategic Plan Item #8.1.5 )*
- Develop a customer service program, specific to the Recreation Division's needs. *(In accordance with Strategic Plan Item #2.1 )*
- Continue to expand programming that is offered within our identified market niches. *(In accordance with Strategic Plan Item #1.2.4/1.2.5 )*
- Increase program offerings by 10% from 2010 levels as long as programs and services are consistent with the various planning documents. *(In accordance with Strategic Plan Item #1.2.4/1.2.5 )*
- Increase awareness of the Division's programs throughout community. *(In accordance with Strategic Plan Item #2.1 )*

### **Development**

- Increase overall participation and revenue from special events. *(In accordance with Strategic Plan Item #1.2.4/1.2.5/5.3 )*
- Implement Kayak and Que, a program that promotes the Town Center area and the Riva Row Boat House. *(In accordance with Strategic Plan Item #1.2.4/1.2.5/5.3 )*
- Facilitate reservations of facilities for residents, groups and organizations in an efficient timeframe. *(In accordance with Strategic Plan Item #1.2.2 )*

- 
- Coordinate the reservation of equipment for divisions, groups and organizations in an efficient manner. *(In accordance with Strategic Plan Item #1.2.2 )*
  - Successfully retain existing sponsors and secure new sponsors with programs and special events for the Parks and Recreation Department. *(In accordance with Strategic Plan Item #8.1.4 )*
  - Manage and maintain MOU agreements and contracts with businesses and athletic organizations. *(In accordance with Strategic Plan Item # 1.5.2 )*
  - Develop a plan that addresses current and future races sponsored by The Woodlands Township. *(In accordance with Strategic Plan Item #8.1.4)*
  - Renegotiate MOU's that are expiring with youth sports agencies. *(In accordance with Strategic Plan Item #1.5.2 )*
  - Ensure events organized by external agencies on land managed by the Township meet requirements. *(In accordance with Strategic Plan Item # 1.5 )*
  - Develop a sponsorship recognition program for businesses and corporations that annually contribute to the Parks and Recreation Department. *(In accordance with Strategic Plan Item #1.5 )*

### **Waterway Operations**

- Maintain all assets as destinations for local and regional events while creating a place for residents, workers and visitors to enjoy. *(In accordance with Strategic Plan Item #1.22, 5.1, 5.3)*
- Ensure all maintenance contracts are being performed to specifications so that parks and facilities are kept to the highest standards. *(In accordance with Strategic Plan Item #1.1.5)*
- Create and implement a walking route system within The Waterway area with distances for use by residents and visitors. *(In accordance with Strategic Plan Item #5.4.4)*



---

## IV. Implementation of 2010 Operations Plan

### Park Planning and Administration

**\$1,735,432**

#### **Salaries and Benefits-Admin**

**\$689,439**

*(In accordance with Strategic Plan Item #1.2.2 )*

Park Administration includes the salaries, overtime and benefits for the Director, Assistant Director, Sr. Administrative Assistants, Financial Coordinator, Development Manager, Special Events Coordinator, Facilities Reservation Specialist, and Customer Service Representative are included in this line item. Included in this line item is overtime for non-exempt staff for duties such as special event management and streetlight inventory analysis. These positions are designated to manage and administer the Parks and Recreation Department on behalf of The Township.

#### **Salaries and Benefits-Planning**

**\$537,452**

*(In accordance with Strategic Plan Item #1.2.2 )*

This line item included the salaries, overtime and benefits for the Project Manager, Project Specialist, Construction Supervisor, Construction Forman and the Construction Crew are included in this line item. Included in this line item is overtime for non-exempt staff for duties such as weekend operations, special event management and projects that require working additional time. These positions are designated to administer the Park Planning functions and carry out construction projects on behalf of the Township.

#### *Intern Program*

**\$10,000**

*(In accordance with Operations Critical Success Factor #3.2.1)*

The Parks and Recreation Department offers two internships during the spring and summer semesters primarily to highly deserving seniors who are graduating college with an undergraduate degree in parks and recreation. Past interns have come from Texas A&M, Missouri Western, Western Illinois, Clemson and Oklahoma State University. Overall, the interns assist the Department with special events, project management, program development and future planning.

#### **Staff Development-**

**\$48,900**

*(In accordance with Operations Critical Success Factor #3.1.2)*

Funding in Staff Development relates to Meetings (\$3,000), Staff Training & Conferences (\$17,000) and Uniforms (\$28,900). The Meeting line item includes

*Page 23 of 43*

---

funding for monthly meetings of the Park Rangers who are all part time and for business and sponsorship meetings. Staff Training includes funding for identified staff to attend the National Recreation and Parks Annual Congress, Texas Recreation and Parks Society (TRAPS) Annual Institute, TRAPS Regional Workshop. In addition, the Staff Training line item includes funding for the Department wide Safety Program and computer training for Park Planning and Administration staff. Finally, Uniforms are included which include uniform rental and cleaning for all operations staff, Park Ranger uniforms, and personal protective equipment (PPE) for all operations staff.

**Facility Expense-**

**\$115,100**

*(In accordance with Operations Critical Success Factor #1.2.2)*

Facility Expenses are related to the PARDES Campus and are sub classified into four major categories: Telephone, Utilities, Facility Maintenance and Facility Materials and Supplies. Telephone includes long distance fiber optic lines and telephone system lease (\$36,500) and water, sewer, gas and electric service (\$27,750). Facility Repairs and Maintenance (\$30,000) include such items as pest control, trash removal, janitorial services, and equipment rental while Facility Materials and Supplies (\$20,860) includes items related to cleaning supplies, ice, paper products, and the landscape maintenance contract for the Campus.

**Equipment Expense**

**\$183,100**

*(In accordance with Operations Critical Success Factor #1.2.2)*

The Parks and Recreation Department's success is due in part to mobile communication which includes cell phones and mobile air cards which are the backbone to mobile operations for the Department's Foreman and Park Rangers (\$32,800). Also included in this budget category are expenses related to Equipment (\$12,500-Small Tool Replacement, Fire Extinguisher, First Aid Supplies, etc) and Equipment Repairs and Maintenance (\$4,000- air conditioner maintenance contract, office equipment maintenance, etc). Finally, funding to maintain and operate the Departments fleet of over 30 vehicles is contained in this budget category (\$80,000 Vehicle Fuel, \$53,800 Vehicle Repair and Maintenance).

**Contracted Services**

**\$136,200**

*(In accordance with Operations Critical Success Factor #1.2.2)*

The Contracted Services budget category provides funding for services that the Department cannot perform in-house and includes funding for services related to a Parks, Recreation and Open Space Operational Plan (\$20,000) and a sports

*Page 24 of 43*

---

field study (\$50,000). Legal (\$16,000) assists the Department with reviews of construction, maintenance and service contracts. The Department is working closely with the Information Technology Department on making Accela a productivity tool as it relates to fixed assets and resident requests therefore \$35,000 is budgeted for Computer Support. Contracted Labor (\$5,200) includes funding for temporary staff due to vacancies. Other Contracted Services (\$10,000) includes security and fire alarm systems for the entire PARDES Campus, which includes three buildings.

**Program Expense**

**\$4,000**

*(In accordance with Operations Critical Success Factor #5.36)*

Funding for Park Grand Openings is included in this budget category. It is anticipated that in 2011, the community may celebrate the opening of Lake Paloma Park, and other area parks that are coming on line. Expenses such as portable restroom facilities, security, promotional items and advertising are typical types of expenses related to grand opening celebrations.

**Administrative Expenses**

**\$21,200**

*(In accordance with Operations Critical Success Factor #1.2.2)*

Administrative expenses included funding for day to day office supplies (\$9,000) and printing (\$2,500). Also included, is funding for dues and subscriptions (\$4,200) to approximately 20 professional organizations that range from the National Recreation and Parks Association, Texas Recreation and Parks Society and other park, recreation, aquatic and open space organizations. Mileage Reimbursement (\$5,500) allows staff to be compensated for the use of their private vehicle while performing Township business (park inspections, site visits, etc).

---

**Park Operations****\$5,576,366****Salaries and Benefits****\$2,013,001***(In accordance with Strategic Plan Item #1.2.2)*

The Parks Operations Division includes the salaries and benefits of the: Parks Superintendent, Natural Resource Supervisor, Facilities Supervisor, Park Ranger Supervisor, Lead Ranger, Irrigation Technician, Forestry Foreman, Facilities Foremen, Landscape Foreman, Open Space Reserve Foreman, Maintenance Specialist, Crew Leaders, Laborers and other positions. Included in this line item is overtime for non-exempt staff for duties such weekend operations, projects that require additional time and special event set up and tear down. These positions are designated to manage and administer the 118 parks, 185+ miles of hike and bike paths, multiple buildings and 2,630 acre park system.

**Staff Development-****\$9,150***(In accordance with Operations Critical Success Factor #3.1.2)*

Funding in Staff Development relates to Staff Training & Conferences (\$9,150). Select staff is identified to attend the National Resource Management School, Texas Turfgrass Association State Conference, Texas Recreation and Parks Society Annual Institute (TRAPS) and the TRAPS Region IV Workshop. Funding is also provided for staff to obtain or retain certifications in forestry, playground safety or irrigation.

**Facility Expense-****\$402,600***(In accordance with Operations Critical Success Factor #1.2.2)*

Facility Expenses are related to Utilities (\$402,600) for water, sewer, gas, and electric service at the parks. This line item included a projected 20% increase in water due to water cost and the addition of field and lights at Alden Bridge Sport Park. Included within this line item are park security lights, sports field lights, tennis and basketball court lights, electrical service at the pavilions, electrical service for irrigation systems, and water and electric cost for irrigation wells that fill several ponds within the parks system

**Equipment Expense****\$32,600***(In accordance with Operations Critical Success Factor #1.2.2)*

Included in this budget category are expenses as they relate to Equipment and Materials (\$25,000), Equipment Repair and Maintenance (\$5,000) and Rentals (\$2,600). The largest component of this budget category is Equipment and Materials which provides the Division funding for supplies, hand tools, tents and

---

hurricane supplies. Currently, the Division maintains over 60 tents for the community special events. Prior to this budget there was no funding allocated for the replacement of the tents, thus funding is requested to provide for one-third of the tents to be replaced on an annual basis. In addition, there was no funding provided for hurricane supplies such as food, water and other staff supplies needed for the Department's Emergency Response Team. Other funding included in the category includes equipment repair and maintenance which provides for the repairs of backpack blowers, edger's, chainsaws and the paint sprayer along with rental items that are needed for only a short time to complete maintenance tasks.

### **Contracted Services**

**\$2,574,015**

*(In accordance with Operations Critical Success Factor #1.1.4/1.1.5/1.23/5.4.4)*

The largest component of the Parks Operations Budget is for Contracted Services, whereas the Division relies on the contracts to assist with producing a first class parks system. Each line item has at least one contractor service being funded through it and often time's server contractors are enlisted to provide services within a line item:

#### **Park and Pathway Maintenance** **\$1,761,715**

The contracted maintenance for all but three parks (Waterway Square, Riva Row, and Town Green) is included in this line item. The current contract with GroTech is set to expire at the end of 2010 and is currently being rebid. Due to the rebidding of the contract and additional 10% of the base bid has been added to the line item to cover for a projected increase in the base bid. This line item also includes adding Timmaron, field maintenance at the new fields in Alden Bridge, two additional pond parks, several additional jumbo cul de sacs and adding 10 miles to the pathway system. Additional services (trash pick-up, extra mowing, additional fertilization, etc) and maintenance services for the Jumbo Cul-De-Sac program are included. Finally, through another contractor maintenance services for the George Mitchell Nature Preserve are included.

#### **Lake Management** **\$90,200**

Currently, 47 ponds/lakes are under the maintenance authority of the Parks Division. A contractor (LakePro) works to ensure pond and lake health and that the ponds are a vibrant part of the local ecosystem.

---

Pest Control \$11,200

The Parks Operations Division works with a local trapper (Outback) to assist with animals (coyotes, nutria, deer, ducks) that become a nuisance to residents or need to be re-located due to overpopulation. This line item also includes \$5,000 to maintain an Egret Abatement program on Wedgewood Lake or other areas, if needed.

Tree Removal \$224,000

Increases were seen in the past year due to the number of trees that were removed due to the drought in 2009 whose effects impacted the budget in 2010.

Forest Management \$244,500

Forest Management is a multi-faceted line item as it includes the cost for the implementation of the Integrated Forest Management Plan. Included are costs for the invasive vine removal program (\$80,000), reforestation (\$158,500), education community awareness/education and insect and disease monitoring (\$6,000). The IFMP has been well received by the community and has been recognized by the Texas Forest Service.

Sign Maintenance \$34,000

Funding is provided for a local contractor (Sievers) to pressure wash selected monument and directional signage throughout the course of the year. The increase in this line is due to moving expenses that were charged to Maintenance Expenses-Sign Maintenance to this line item.

Restroom Cleaning \$75,000

Critical to the success of any service provider is clean restrooms. The Parks Operations Division works with a local contractor (Gracey's) to provide restroom cleaning and gate opening/closing at over 20 parks. Included in this line item is funding for additional services when needed, i.e., extra cleans due to special events and restocking of paper goods.

Electrical Repairs \$132,000

Over the course of the past three years additional lighted amenities have been transferred to the Parks and Recreation Department or have been developed as part of park development. In addition, there is an internal push to ensure that if lights are out they are repaired in a timely fashion. Funding in this line item provides resources needed to address the lights

*Page 28 of 43*

---

at Alden Bridge Sports Park, Bear Branch Sportsfields, 118 parks with athletic courts, dog parks, restrooms, replacement of a portion of the neighborhood entrance fixtures due to vandalism, wear/tear or faulty equipment and general electrical repairs.

Other Contracted Services \$1,400  
Other Contracted Services includes the disposal of waste material (tires, batteries, chemicals, etc.) that cannot be disposed of through normal waste management channels.

**Maintenance Expenses \$481,300**  
*(In accordance with Operations Critical Success Factor #1.1.4/1.1.5/1.2.3/5.4.4)*

Maintenance expenses are a direct expense incurred by the Park Operations when maintenance is undertaken internally. There are several scenarios where it is cost effective to perform services internally versus through a contractor. There are however costs for services within the Maintenance Expenses category where a contractor is used however these are often a once per year or per occurrence service.

Parks Maintenance \$199,000  
Funding within this line item provides the Park Operations Division to ensure proper fall surface replacement at half of the playgrounds per year, and repairs to the playgrounds on a system wide basis. In addition funding is provided for pavilion repair, drinking fountain repairs, chemical supplies and parking lot repairs.

Pathway Maintenance \$39,600  
Small non-capital repairs are made in house and can include repairing culverts, sections of pathways, installation of an accessible ramp, the removal/replacement of handrails and bridge repairs.

Lake Maintenance \$50,000  
The health and well being of the ponds and lakes of the community is imperative therefore funding is allocated to stock with fish the 47 ponds and lakes. This promotes the health of the ecosystem and reduces the number of mosquitoes in the community. The Department has determined that it was not effective to stock fish at Lake Paloma this year. Finally, repair of water wells that provide water to a number of the ponds is allocated from this account.

---

Wildlife Management

\$2,000

Staff initiated wildlife maintenance can include but is not limited to purchasing traps, scents and other wildlife management supplies.

Landscaping

\$72,500

Areas that require revitalized landscape beds are addressed through this line item which may included new shrubs, mulch and flowers. Plant replacement due to damage or wear and top dressing of beds and turf is allocated from this line item.

Turf Maintenance and Irrigation

\$71,200

The yearly repair of sod at the sports fields and within the parks due to wear/tear, disease or vehicular rutting is included within this line item.

In addition, funding for irrigation repairs due to wear and vandalism are allocated to Turf Maintenance and Irrigation.

Sign Maintenance

\$47,000

Signs are important to the community for safety, community/neighborhood identification and park rule notification. Over 350 neighborhood, village and town wide signs are maintained through this program. Additionally, funding for street sign painting, directional and rule sign replacement, and park signs are allocated from this line item.

**Program Expenses**

**\$63,700**

*(In accordance with Operations Critical Success Factor #7.3)*

There is one line item within this budget category- I-45 Beautification (\$63,700), Funding for this line items pays for the maintenance and irrigation of the trees that were planted along the I-45 corridor to provide an enhanced landscape.



---

**Aquatics****\$1,949,450****Salaries and Benefits****\$1,334,950***(In accordance with Strategic Plan Item #1.2)*

The Aquatics Division includes the salaries and benefits of the: Aquatics Superintendent, Lifeguard Coordinator, Pool Tech Foreman, Pool Technicians, Lifeguards (Guard, Head Guard, Pool Supervisor, and Zone Supervisor/Coordinators). Included in this line item is overtime for non-exempt staff for duties such weekend operations, projects that require additional time and lifeguard overtime. These positions are designated to manage and administer the 13 pools, Rob Fleming Aquatic Center and assist with the operation of the pumps, filters and fountains at Waterway Square.

**Staff Development-****\$35,900***(In accordance with Operations Critical Success Factor #3.1.2)*

Funding in Staff Development relates to Meetings (\$3,500), Staff Training & Conferences (\$16,400) and Uniforms (\$16,000). The Meeting line item includes funding for Leadership meetings and the annual lifeguard banquet. Staff Training includes funding for staff to obtain American Red Cross Training in a number of areas. This expense is offset as guard staff is required to pay 50% of the total cost of training. Funding is also provided for identified staff to attend Texas Public Pool Council Conference, The National Aquatic Conference and various local and regional workshops. Finally, Uniforms are included which includes staff shirts, guard suites, visors and fanny packs for over 300 guards. Like training guards are required to pay 50% of these costs.

**Facility Expense-****\$479,000***(In accordance with Operations Critical Success Factor #1.1.5)*

Facility Expenses are related to the Pools and are sub classified into five major categories: Telephone, Utilities, Janitorial, Facility Repairs and Maintenance and Facility Materials and Supplies. Telephone includes charges for lines dedicated to chemical controllers, security systems and office phones at each of the pools (\$29,500) and water, sewer, gas and electric service (\$275,000) for all of the aquatic facilities. The major increase in this line item is due to the anticipated increase in MUD water fees and the projected heating of a pool due to use of by The Woodlands Swim Team. Facility Repairs and Maintenance (\$44,500) cleaning supplies (bleach, chemicals, brooms, mops) and general repairs to the various pool houses, deck chairs, fences, etc. Chemicals (\$130,000) has increased this past year as this is the first full year that the Rob Fleming Aquatic Center is

*Page 31 of 43*

---

open and the play features aerate the water to a higher degree thus impacting the effectiveness of the chemicals.

**Equipment Expense**

**\$39,900**

*(In accordance with Operations Critical Success Factor #1.1.5)*

Included in this budget category are expense relates to Equipment (\$4,000) which provides office supplies for each of the 13 facilities. Secondly, Equipment Repair and Maintenance (\$25,500) affords the Division to replace small parts on motors, filters and pumps. Finally, Lifeguard Equipment (\$10,400) is needed to purchase rescue tubes, throw rings, backboards, etc. that are all required by State Pool Code.

**Contracted Services**

**\$33,200**

*(In accordance with Operations Critical Success Factor #1.1.5)*

The Aquatics Division sets itself apart from other public providers of pools through its audit system of guards and facilities. Other Contracted Services (\$33,200) provides resources needed to conduct pool safety reviews by the American Red Cross, medical direction of the defibrillators, and external audits of pool and procedures, if needed. In addition, funding is allocated for 13 alarm systems and for ASCAP music fees.

**Administrative Expenses**

**\$26,500**

*(In accordance with Operations Critical Success Factor #1.2.4)*

Administrative expenses include funding for day to day office supplies (\$2,500), printing (\$14,000), mileage reimbursement (\$9,000) and Other Administration (\$1,000). Printing includes the cost to produce over 10,000 copies of the Slash! Brochure which highlights the aquatic facilities, programs and services and 13 Pools in 30 Days programs which encourages residents' use of all of the pools in the community. Mileage reimbursement allows staff (full time and seasonal) to be compensated for the use of their private vehicle while performing Township business (pool visits, pool inspections/audits, training, etc).

---

**Recreation****\$1,853,250****Salaries and Benefits****\$685,650***(In accordance with Strategic Plan Item #1.2.4 )*

The Recreation Division includes the salaries and benefits of the: Recreation Superintendent, Parks Program Coordinator, Recreation Program Coordinator, Aquatics Programs Coordinator, Boat House Coordinator, Waterway Program Coordinator, Recreation Specialist (Recreation and Aquatics), Receptionist, Rec Aides, Camp Staff, Swim Team Coaches, and Water Safety Instructors. Included in this line item is overtime for non-exempt staff for duties such as special event management. These positions are designated to manage and administer the programs and services under Parks and Recreation Department and Park Planning elements on behalf of The Township

**Staff Development-****\$7,800***(In accordance with Operations Critical Success Factor #3.1.2)*

Funding in Staff Development relates to Meetings (\$500), Staff Training & Conferences (\$5,800) and Uniforms (\$1,500). The Meeting line item includes funding for staff retreats or other day long meets of the Recreation Division. Staff training includes funding for identified staff to attend the Rocky Mountain Revenue Management School, the Texas Recreation and Parks Society (TRAPS) Annual Institute, TRAPS Regional Workshop or the Gulf Coast Leadership Development Institute. Finally, uniforms are included which includes staff shirts for the full and part time staff.

**Facility Expense-****\$98,100***(In accordance with Operations Critical Success Factor #1.2.4)*

Facility Expenses are related to the WRC and are sub classified into five major categories: Telephone, Utilities, Janitorial, Facility Repairs and Maintenance and Facility Materials and Supplies. Telephone includes long distance fiber optic lines and telephone system lease (\$13,100) and water, sewer, gas and electric service (\$33,500). Janitorial expenses (\$24,000) are included in this budget category and include funding to provide daily cleaning of The Woodlands Recreation Center by a contractor (Gracey's). Facility Repairs and Maintenance (\$23,000) includes such items as pest control, dumpster rental, monthly landscaping expenses and repairs to the HVAC system while Facility Materials and Supplies (\$4,500) includes items related to paint, light bulbs, fitness room repairs, and first aid supplies.

---

**Equipment Expense****\$15,800***(In accordance with Operations Critical Success Factor #1.2.4)*

While a small component of the overall Parks and Recreation Department, cell phones (\$4,100) are charged directly to the Recreation Division and included are several cell phones for summer camp staff due to being off-site (pools and field trips). Also included in this budget category are expenses related to Equipment (\$1,500-Office Equipment, Fire Extinguisher, First Aid Supplies, etc) and Equipment Repairs and Maintenance (\$4,000- card printer repairs, sound system repairs, etc). Finally, funding for the rental of telephone and voice mail lease (\$6,200) is encompassed in this budget category.

**Contracted Services****\$120,500***(In accordance with Operations Critical Success Factor #1.2.4)*

The Contracted Services budget category provides funding for services that the Department cannot perform in-house and includes Computer Support (\$3,500), Credit Card Fees (\$100,000) and Other Contracted Services (\$17,000). Credit card fees are paid to Active.net which is the Department's facility reservation and program management software. Instead of paying a yearly fee, site license and credit card charges, the Department moved to this system in 2007. The program has provided completely on-line services which residents can register for programs, reserve a pavilion or renews their pool membership all on line. Other contract services included cable TV, facility security, and temporary labor.

**Program Expenses****\$882,500***(In accordance with Operations Critical Success Factor #1.2.4/1.2.5/5.3.6)*

Program expenses are the largest component of the Recreation Division Budget and include funding for recreation, boat house, athletic, aquatic and other programming expenses. It should be noted that a significant majority of the programs identified below have a corresponding revenue line item.

*Aquatic Programs**\$74,000*

Programs include the Hurricane Swim Team (\$14,000), Waves Swim Team (\$14,000) and the Rip Tides Swim Team (\$10,000). The difference in funding is the Rip Tides are only in the third year of their existence thus are not at capacity like the other teams. Miscellaneous Aquatic Programs (\$40,000) include swim lessons (group and private), winter programs and other programs (Mother Sun Luau, Jr. Swim Team, Cyclones, etc).

*Athletic Programs- Sports**\$239,950*

The Recreation Division provides a wide variety of adult sport

*Page 34 of 43*

---

opportunities for community members which range from Basketball (\$10,900), Flag Football (\$11,200), Soccer (\$13,500), Softball (\$31,500), Tennis (\$170,000) and several small programs (Misc-Athletic Programs-\$2,850). Funding provides for contracted officials/instructors, field maintenance supplies and program supplies.

*Athletic Programs-Races* *\$212,000*

The Parks and Recreation Department produces three high quality races which are becoming well known in the Triathlon and Road Race Communities. In addition, these races have the potential to draw non-residents to the community to enjoy what The Woodlands has to offer. Ten for Texas (\$92,000), Muddy Fest (\$20,000), and CB&I Trialthon (\$100,000) all require funding to provide safety services, promotional items, marketing/advertising, race supplies equipment, post race parties, etc. Each race is complimented by its own unique sponsorship opportunities.

*Boat House-* *\$18,250*

The Riva Row Boathouse is the newest facility in the Department's scope and as such it has expenses related to the provision of services. Equipment Rentals (\$1,500) are related to large groups who need in excess of 36 kayaks. This funding allows the staff to acquire additional boats from other liveries for the day. Secondly, the Boat House is still new and requires getting the message out about the facility and services thus advertising and marketing is important (\$13,000). This line item includes newspaper ads, promotional items and rack cards. Programs (\$1,750) provide funding to offer services like learn to kayak, fly fishing and special outings on the Lake while Concessions (\$2,000) is a cost of goods account for water, soda and other drinks that are sold at the facility.

*Recreation Programs- General* *\$258,900*

Recreation programs cross a wide variety of interests and range from Fitness Programming (\$9,350), Teen Programs (\$1,500), Daddy Daughter Dinner Dance (\$23,000), Day Camps (\$20,000), Gorilla Hole (\$7,100), Haunting (\$4,500), Pre-School Programs (\$23,950), Family Camp Outs (\$7,000), Contractor Camps (\$31,500), Kayak N' Que (\$20,000) and Miscellaneous Programs (\$111,000). Funding used for the Daddy Daughter Dinner Dance is for the rental and food/beverage charges at

*Page 35 of 43*

<i>Recreation Programs-Concert in the Parks</i>	<i>\$53,200</i>
---	-----------------

Concert in the Parks are a favorite family activity on Sunday evenings at Northshore Park. During selected Sundays during the year concerts are provided free of charge for the community. These concerts range in music style from country to rock, to jazz. Funding provides for the act, security and sound system. Due to the success of the Concert in the Park program, Arts in the Park was created for The Lodge at Rob Fleming Park which provides an outlet for music, drama and comedy all free of charge to the community.

Waterway Programs/Support-	\$18,200
----------------------------	----------

The newest venture for the Recreation Division is the provision of programs at Waterway Square and along the Waterway. Funding is utilized to provide contract instructors for such programs as Yoga, Ti-Chi, Fitness Boot Camps and other programs.

Sponsorship Expenses/Advertising-	\$8,000
-----------------------------------	---------

Funding is allocated for sponsorship expense (\$4,000) and additional advertising for programs (\$4,000) that is needed outside of the Action Guide. Sponsorship expenses affords the Township to properly recognize businesses and entities that provide revenue to the Township in the form of plaques, picnics, etc.

<b>Administrative Expenses</b>	<b>\$42,900</b>
--------------------------------	-----------------

*(In accordance with Operations Critical Success Factor #1.2.4)*

Administrative expenses include funding for day to day office supplies (\$9,000), dues and subscriptions (\$1,400), printing (\$25,500), mileage reimbursement

---

(\$6,000) and Other Administration (\$1,000). Printing includes the cost to produce the 20 page Action Guide three times per year which is mailed out to over 33,000 residents. In addition, several thousand extra copies are printed for distribution at The Woodlands Recreation Center, 2201 Lake Woodlands, PARDES Campus, the main office of The Woodlands Township and the Chamber. Dues and subscriptions provides funding for ASCAP and MPLC fees while mileage reimbursement allows staff to be compensated for the use of their private vehicle while performing Township business (program visits, site inspections, off-site meetings, etc).

---

**Waterway Operations-****\$1,160,326****Facility Expense-****\$145,400***(In accordance with Operations Critical Success Factor #1.2.2)*

Facility Expenses for The Waterway Operations is all related to utilities for The Waterway (\$26,400), Town Green Park (\$19,500), Waterway Square (\$89,000) and Riva Row Park (\$10,500). Included in this budget category are charges for electric, water, sewer and gas for each of the facilities.

**Equipment Expense****\$4,000***(In accordance with Operations Critical Success Factor #1.2.2)*

Included in this budget category are expense relates to Equipment (\$2,500) and for Boat House Equipment (\$1,500). Funding for the Boat House affords the opportunity to replace boat cleats, ropes, safety equipment and minor building repairs.

**Contracted Services****\$774,226***(In accordance with Operations Critical Success Factor #1.1.4/1.1.5/1.23/5.4.4)*

The largest component of the Waterway Operations Budget is for Contracted Services, whereas this Division relies on the contracts to assist with producing a first class parks system along The Waterway. Each line item has at least one contractors service being funded through it and often times several contractors are enlisted to provide services within a line item:

Maintenance- Riva Row Park \$42,500

Maintenance cost for Riva Row Park includes maintenance contracts for landscape and power washing and cleaning services. Unique aspects of the maintenance contract included daily trash pickup and skimming the edge of the park. Additional costs outside of these contracts are for electrical repairs and additional landscape maintenance or trash pickup due to large scale special events.

Maintenance-Waterway \$385,000

The cost for the maintenance of The Waterway is included in this line item which includes pathway, bed, soft cape, grounds maintenance. The contractor for this line item is The Woodlands Development Corporation who sub contracts this service to The Brickman Group, which is utilized for all three parks along The Waterway.



---

Maintenance-Town Green Park	\$75,690
-----------------------------	----------

Cost associated with the maintenance and operations included the landscape maintenance contract with Brickman, electrical repairs, power washing surfaces, cleaning the benches on a daily basis and turf repair due to large scale special events.

Maintenance-Waterway Square	\$226,036
-----------------------------	-----------

Maintenance cost for The Fountains at Waterway Square include contracts for maintenance of the fountains, landscape, power washing and cleaning services. Additional costs outside of these contracts are for electrical and fountain repairs, additional landscape maintenance due to large scale special events.

Streetlights	\$15,000
--------------	----------

The repair and maintenance of non-standard streetlights located throughout the Waterway Square area are the responsibility of The Woodlands Township. Included in these costs are light bulb and ballast repairs.

Sign Maintenance-	\$30,000
-------------------	----------

Funding is provided for a local contractor to pressure wash selected monument and directional signage throughout the course of the year. In addition, many of the signs in the Waterway Square area lighted thus repairs need to be made over the course of the year and several signs must have their grout cleaned on an annual basis.

<b>Maintenance Expenses</b>	<b>\$38,800</b>
-----------------------------	-----------------

*(In accordance with Operations Critical Success Factor #1.1.4/1.1.5/1.2.3/5.4.4)*

Maintenance expenses are direct expense incurred by the staff when maintenance is undertaken internally. There are several scenarios where it is cost effective to perform services internally versus through a contractor. Town Green (\$4,000), Waterway Square (\$16,800), Riva Row Park (\$1,500) and Streetlights (\$16,500).

<b>Program Expenses</b>	<b>\$197,900</b>
-------------------------	------------------

*(In accordance with Operations Critical Success Factor #1.2/5.3)*

Included in this budget category is Seasonal Lighting in Town Green Park (\$41,900) and Tree Lighting (\$96,000). Finally, additional Songs (\$60,000) will be

---

programmed at The Fountains at Waterway Square. An additional 5-6 songs will be programmed and added to the currently playlist.

---

**Program Revenue****\$1,960,800***(In accordance with Operations Critical Success Factor #1.2.1)*

For the most part program revenues are in direct correlation to the expenditures noted in the Recreation Division Budget Plan. For contacted programs, the Recreation Division takes a percentage of the revenue generated for each program to cover overhead, direct expenses, marketing and Active.net fees. These percentages range from 20% to 40% depending in the type of program, where the program is located and the level of support received.

*Aquatic Programs***\$231,000**

Programs include the Hurricane Swim Team (\$44,000), Waves Swim Team (\$41,000) and the Rip Tides Swim Team (\$25,000). The difference in funding is that the Rip Tides are only in the third year of their existence thus are not at capacity like the other teams. Miscellaneous Aquatic Programs (\$121,000) includes swim lessons (group and private) and other programs (Mother Sun Luau, Jr Swim Team, Cyclones, etc).

*Athletic Programs-Adult Sports***\$378,400**

The Recreation Division provides a wide variety of adult sport opportunities for community members which range from Basketball (\$14,500), Flag Football (\$16,000), Soccer (\$35,600), Softball (\$45,000), Tennis (\$261,000) and several small programs (Misc-Athletic Programs-\$6,300). Tennis our largest program in this budget category will continue to expand now that the program has a center of operation at Bear Branch Park.

*Athletic Programs-Races***\$249,000**

Ten for Texas (\$112,000), Muddy Fest (\$25,000), and CB&I Triathlon (\$112,000) are currently the three major race programs produced by the Parks and Recreation Department. While there is only a small variance between the revenue and expenditures for Races, additional revenue is created in the sponsorship category for each race, thus assisting in covering a portion of the overhead for these events.

*Boat House***\$107,000**

The Riva Row Boat House is the newest facility in the Department's scope and over the course of its first three months revenue has been slightly above projections. Despite the heat of June and July people continue to come out and enjoy this facility and Lake Woodlands. Revenue generated from this budget category included: Concessions (\$3,000), Programs (\$4,000) and Rentals (\$100,000).

*Page 41 of 43*

---

*Recreation Programs- General* \$465,400

Recreation programs cross a wide variety of interests and range from Fitness Programming (\$22,700), Teen Programs (\$1,700), Daddy Daughter Dinner Dance (\$24,000), Day Camps (\$82,000), Gorilla Hole (\$13,000), Haunting (\$10,000), Pre-School Programs (\$63,000), Family Camp Outs (\$10,000), Contractor Camps (\$49,500), Kayak N' Que (\$16,500) and Miscellaneous Programs (\$173,500). Several of these programs are staff driven versus being contracted out which include the summer day camps, the family camp outs, Gorilla Hole, Teen programs and Daddy Daughter Dinner Dance. The programs run by staff have been created over time to enhance the experience of living in The Woodlands and develop a sense of community. The programs have all been revised to meet several of the goals and objectives of the 2007 The Woodlands Recreation Center Business Plan.

*Waterway Programs* \$24,500

The newest venture for the Recreation Division is the provision of services at Waterway Square and along the Waterway. Revenue will be generated through offering programs at the this facility and are generally considered "Marquee Programs" under the Public Space Programming Committees hierarchy.

*Rentals* \$325,000

The Parks and Recreation Department rents out its facilities, fields and pavilions to a number of individuals and groups which pay for the right to use of the facility. Facility Rentals (\$15,000), Field Rentals (\$250,000) and Pavilion Rentals (\$60,000). The Field Rental line item will continue to increase as more fields come on line (Lakeside and Alden Bridge) and additional sports organizations entire into field use agreements.

*Other Revenue* \$55,000

Other Revenue includes revenue generated from Concessions (\$30,000), Guest Fees (\$1,000), Memberships (\$20,000), Other Program Revenues (\$1,000) and Vendor Fees (\$3,000). The largest segment of this budget category is for concessions which generates its revenues from concessionaire contracts for The Rob Fleming Aquatic Center, Bear Brach Sportspark, and The Lodge at Rob Fleming Park. Secondly, Memberships are sold to community members who desire to utilize the fitness room at The Woodlands Recreation Center.

---

Sponsorships- \$125,000

There are a number of programs within the Parks and Recreation Department that receive sponsorships which include but are not limited to: Arts in the Park (\$5,000), Concerts in the Park (\$15,000), Family Events (\$1,000), Family/Holiday events (\$1,000), Kayak and Que (\$5,000), The Haunting (\$5,000), Miscellaneous Programs (\$2,000), Muddy Fest (\$10,000), Teen Talent Show (\$1,000), Ten for Texas (\$30,000) and the Triathlon (\$50,000). The Development Manager for the Parks and Recreation Department coordinates sponsorship opportunities which is just one function of this position.

### **Aquatic Revenue**

**\$991,500**

*(In accordance with Operations Critical Success Factor #1.2.1)*

Revenue generated by the Aquatics facilities comes in the form of Concessions (\$3,500), Guest Fees (\$187,000), Memberships (\$721,000) and Pool Rentals (\$80,000). Revenues have been forecasted to cover 50% of the direct operational cost of the pools operations. This forecast requires that several passes and fees be raised in 2011.

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	Budget Code	Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
<b>PARKS &amp; REC ADMIN / PLANNING - Dept 300/305</b>						
<b>Salaries and Benefits</b>						
Salaries and Wages	100-300-5010-0000-10	830,018	830,018	831,843	1,825	0%
Overtime	100-300-5011-0000-10	19,500	24,100	20,000	500	3%
Employee Benefits - FICA	100-300-5020-0000-10	65,218	65,218	65,467	249	0%
Employee Benefits - TEC	100-300-5021-0000-10	855	3,590	3,780	2,925	342%
Employee Benefits - Retirement	100-300-5030-0000-10	84,494	85,900	99,548	15,054	18%
Employee Benefits - Insurance	100-300-5031-0000-10	146,034	194,100	185,738	39,704	27%
Employee Benefits - Workers Comp	100-300-5032-0000-10	10,928	8,950	10,556	(372)	-3%
Interns	100-300-5040-0000-10	10,000	10,000	10,000	-	0%
		1,167,047	1,221,876	1,226,932	59,885	5%
<b>Staff Development</b>						
Meetings	100-300-5100-0000-10	4,500	3,000	3,000	(1,500)	-33%
Training & Conferences	100-300-5120-0000-10	17,000	17,000	17,000	-	0%
Uniforms	100-300-5130-0000-10	28,900	28,900	28,900	-	0%
		50,400	48,900	48,900	(1,500)	-3%
<b>Facility Expense</b>						
Telephone	100-300-5210-0000-10	39,900	36,500	36,500	(3,400)	-9%
Utilities	100-300-5220-0000-10	29,500	25,500	27,750	(1,750)	-6%
Facility Maintenance	100-300-5230-0000-10	28,000	28,000	30,000	2,000	7%
Facility Supplies	100-300-5240-0000-10	19,200	19,200	20,850	1,650	9%
		116,600	109,200	115,100	(1,500)	-1%
<b>Equipment Expense</b>						
Equipment	100-300-5330-0000-10	12,500	12,500	12,500	-	0%
Cell Phones	100-300-5335-0000-10	32,800	32,800	32,800	-	0%
Vehicle Fuel	100-300-5360-0000-10	85,000	80,000	80,000	(5,000)	-6%
Equipment Repair & Maintenance	100-300-5365-0000-10	3,000	3,000	4,000	1,000	33%
Vehicle Repair & Maintenance	100-300-5365-0000-10	53,800	60,000	53,800	-	0%
		187,100	188,300	183,100	(4,000)	-2%
<b>Contracted Services</b>						
Computer Support	100-300-5400-0000-10	23,000	23,000	35,000	12,000	52%
Consulting	100-300-5401-0000-10	20,000	20,000	70,000	50,000	250%
Legal	100-300-5402-0000-10	13,500	16,000	16,000	2,500	19%
Contract Labor	100-300-5407-0000-10	17,000	17,000	5,200	(11,800)	-69%
Other Contracted Services	100-300-5499-0000-10	10,000	10,000	10,000	-	0%
		83,500	86,000	136,200	52,700	63%
<b>Program Expense</b>						
Park Openings & Dedications	100-300-5605-3503-10	9,000	6,000	4,000	(5,000)	-56%
		9,000	6,000	4,000	(5,000)	-56%
<b>Administrative Expense</b>						
Supplies	100-300-5800-0000-10	9,000	9,000	9,000	-	0%
Dues & Subscriptions	100-300-5802-0000-10	5,400	4,200	4,200	(1,200)	-22%
Printing	100-300-5803-0000-10	2,500	2,500	2,500	-	0%
Mileage Reimbursement	100-300-5804-0000-10	7,000	5,500	5,500	(1,500)	-21%
		23,900	21,200	21,200	(2,700)	-11%
<b>Total PARD Admin/Planning</b>		<b>1,637,547</b>	<b>1,681,476</b>	<b>1,735,432</b>	<b>97,885</b>	<b>6%</b>

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>PARKS AND PATHWAYS OPERATIONS - Dept 310</b>						
<b>Salaries and Benefits</b>						
Salaries and Wages	100-310-5010-0000-10	1,355,664	1,340,300	1,405,712	50,048	4%
Overtime	100-310-5011-0000-10	39,000	46,000	39,000	-	0%
Employee Benefits - FICA	100-310-5020-0000-10	106,692	103,800	111,056	4,364	4%
Employee Benefits - TEC	100-310-5021-0000-10	2,115	8,250	9,072	6,957	329%
Employee Benefits - Retirement	100-310-5030-0000-10	122,880	139,300	155,613	32,733	27%
Employee Benefits - Insurance	100-310-5031-0000-10	212,086	238,200	248,326	36,240	17%
Employee Benefits - Workers Comp	100-310-5032-0000-10	45,686	35,750	44,222	(1,464)	-3%
Interns	100-310-5040-0000-10	-	-	-	-	-
		<u>1,884,123</u>	<u>1,911,600</u>	<u>2,013,001</u>	<u>128,878</u>	<u>7%</u>
<b>Staff Development</b>						
Training & Conferences	100-310-5120-0000-10	<u>9,150</u>	<u>9,150</u>	<u>9,150</u>	<u>-</u>	<u>0%</u>
		9,150	9,150	9,150	-	0%
<b>Facility Expense</b>						
Utilities	100-310-5220-0000-10	<u>297,700</u>	<u>297,700</u>	<u>402,600</u>	<u>104,900</u>	<u>35%</u>
		297,700	297,700	402,600	104,900	35%
<b>Equipment Expense</b>						
Equipment & Materials	100-310-5330-0000-10	25,000	25,000	25,000	-	0%
Rental	100-310-5350-0000-10	2,600	2,600	2,600	-	0%
Equipment Repair & Maintenance	100-310-5365-0000-10	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>-</u>	<u>0%</u>
		32,600	32,600	32,600	-	0%
<b>Contracted Services</b>						
Park and Pathway Maintenance	100-310-5420-0000-10	1,671,000	1,566,200	1,761,715	90,715	5%
Lake Management	100-310-5421-0000-10	104,000	94,000	90,200	(13,800)	-13%
Pest Control	100-310-5422-0000-10	6,200	22,000	11,200	5,000	81%
Tree Removal	100-310-5423-0000-10	224,000	349,000	224,000	-	0%
Forest Management	100-310-5424-0000-10	244,500	224,500	244,500	-	0%
Sign Maintenance	100-310-5425-0000-10	10,000	10,000	34,000	24,000	240%
Restroom Cleaning	100-310-5427-0000-10	90,000	62,000	75,000	(15,000)	-17%
Electrical Repairs & Maintenance	100-310-5428-0000-10	120,000	170,000	132,000	12,000	10%
Other Contracted Services	100-310-5499-0000-10	<u>1,400</u>	<u>1,400</u>	<u>1,400</u>	<u>-</u>	<u>0%</u>
		2,471,100	2,499,100	2,574,015	102,915	4%
<b>Maintenance Expense</b>						
Parks Maintenance	100-310-5519-0000-10	199,000	185,000	199,000	-	0%
Pathway Maintenance	100-310-5520-0000-10	39,600	39,600	39,600	-	0%
Lake Maintenance	100-310-5521-0000-10	78,000	48,000	50,000	(28,000)	-36%
Wildlife Management	100-310-5522-0000-10	2,000	2,000	2,000	-	0%
Landscaping	100-310-5523-0000-10	86,400	86,400	72,500	(13,900)	-16%
Turf Maintenance & Irrigation	100-310-5524-0000-10	52,500	52,500	71,200	18,700	36%
Sign Maintenance	100-310-5525-0000-10	<u>71,000</u>	<u>71,000</u>	<u>47,000</u>	<u>(24,000)</u>	<u>-34%</u>
		528,500	484,500	481,300	(47,200)	-9%
<b>Program Expense</b>						
I-45 Beautification	100-310-5640-0000-10	<u>63,700</u>	<u>63,700</u>	<u>63,700</u>	<u>-</u>	<u>0%</u>
		63,700	63,700	63,700	-	0%
<b>Total Parks and Pathways Operations</b>		<u><u>5,286,873</u></u>	<u><u>5,298,350</u></u>	<u><u>5,576,366</u></u>	<u><u>289,493</u></u>	<u><u>5%</u></u>

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<b>Budget Code</b>	<b>Budget 2010</b>	<b>Forecast 2010</b>	<b>Budget 2011</b>	<b>\$ Inc/(Dec)</b>	<b>% Inc/(Dec)</b>
<b>AQUATICS - Dept 320</b>						
<b>Salaries and Benefits</b>						
Salaries and Wages	100-320-5010-0000-10	982,647	1,061,700	1,078,150	95,503	10%
Overtime	100-320-5011-0000-10	10,000	12,000	10,000	-	0%
Employee Benefits - FICA	100-320-5020-0000-10	75,173	81,300	83,473	8,300	11%
Employee Benefits - TEC	100-320-5021-0000-10	3,050	12,900	13,519	10,469	343%
Employee Benefits - Retirement	100-320-5030-0000-10	23,699	31,500	33,660	9,961	42%
Employee Benefits - Insurance	100-320-5031-0000-10	78,388	78,388	79,203	815	1%
Employee Benefits - Workers Comp	100-320-5032-0000-10	32,686	30,800	36,945	4,259	13%
Interns	100-320-5040-0000-10	-	-	-	-	-
		1,205,643	1,308,588	1,334,950	129,307	11%
<b>Staff Development</b>						
Meetings	100-320-5100-0000-10	3,500	3,500	3,500	-	0%
Training & Conferences	100-320-5120-0000-10	16,400	16,400	16,400	-	0%
Uniforms	100-320-5130-0000-10	16,000	16,000	16,000	-	0%
		35,900	35,900	35,900	-	0%
<b>Facility Expense</b>						
Telephone	100-320-5210-0000-10	29,500	29,500	29,500	-	0%
Utilities	100-320-5220-0000-10	225,600	240,600	275,000	49,400	22%
Facility Repairs & Maintenance	100-320-5230-0000-10	44,500	44,500	44,500	-	0%
Treating Chemicals	100-320-5270-0000-10	130,000	120,000	130,000	-	0%
		429,600	434,600	479,000	49,400	11%
<b>Equipment Expense</b>						
Equipment	100-320-5330-0000-10	4,000	4,000	4,000	-	0%
Lifeguard Equipment	100-320-5331-0000-10	10,400	10,400	10,400	-	0%
Equipment Repair & Maintenance	100-320-5365-0000-10	25,500	25,500	25,500	-	0%
		39,900	39,900	39,900	-	0%
<b>Contracted Services</b>						
Legal	100-320-5402-0000-10	-	-	-	-	-
Other Contracted Services	100-320-5499-0000-10	33,200	33,200	33,200	-	0%
		33,200	33,200	33,200	-	0%
<b>Administrative Expense</b>						
Supplies	100-320-5800-0000-10	2,500	2,500	2,500	-	0%
Printing	100-320-5803-0000-10	14,000	14,000	14,000	-	0%
Mileage Reimbursement	100-320-5804-0000-10	7,500	9,000	9,000	1,500	20%
Other Admin	100-320-5899-0000-10	1,000	1,000	1,000	-	0%
		25,000	26,500	26,500	1,500	6%
<b>Total Aquatics</b>		<b>1,769,243</b>	<b>1,878,688</b>	<b>1,949,450</b>	<b>180,207</b>	<b>10%</b>



**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>RECREATION - Dept 330</b>						
<b>Salaries and Benefits</b>						
Salaries and Wages	100-330-5010-0000-10	515,817	515,817	532,358	16,541	3%
Overtime	100-330-5011-0000-10	4,000	4,000	4,000	-	0%
Employee Benefits - FICA	100-330-5020-0000-10	39,460	39,460	41,031	1,571	4%
Employee Benefits - TEC	100-330-5021-0000-10	950	3,600	3,990	3,040	320%
Employee Benefits - Retirement	100-330-5030-0000-10	28,192	34,500	42,821	14,629	52%
Employee Benefits - Insurance	100-330-5031-0000-10	37,916	60,200	52,922	15,006	40%
Employee Benefits - Workers Comp	100-330-5032-0000-10	4,718	7,100	8,528	3,810	81%
Interns	100-330-5040-0000-10	-	-	-	-	-
		631,053	664,677	685,650	54,597	9%
<b>Staff Development</b>						
Meetings	100-330-5100-0000-10	500	500	500	-	0%
Training & Conferences	100-330-5120-0000-10	5,800	4,800	5,800	-	0%
Uniforms	100-330-5130-0000-10	1,500	1,500	1,500	-	0%
		7,800	6,800	7,800	-	0%
<b>Facility Expense</b>						
Telephone	100-330-5210-0000-10	13,000	13,100	13,100	100	1%
Utilities	100-330-5220-0000-10	33,500	33,500	33,500	-	0%
Facility Repair & Maintenance	100-330-5230-0000-10	23,000	23,000	23,000	-	0%
Facility Supplies	100-330-5240-0000-10	3,600	4,500	4,500	900	25%
Janitorial	100-330-5280-0000-10	24,000	24,000	24,000	-	0%
		97,100	98,100	98,100	1,000	1%
<b>Equipment Expense</b>						
Equipment	100-330-5330-0000-10	1,500	1,500	1,500	-	0%
Cell Phones	100-330-5335-0000-10	3,000	4,100	4,100	1,100	37%
Rental	100-330-5350-0000-10	6,200	6,200	6,200	-	0%
Equipment Repair & Maintenance	100-330-5365-0000-10	4,000	4,000	4,000	-	0%
		14,700	15,800	15,800	1,100	7%
<b>Contracted Services</b>						
Computer Support	100-330-5400-0000-10	3,500	3,500	3,500	-	0%
Legal	100-330-5402-0000-10	-	-	-	-	-
Credit Card Fees	100-330-5406-0000-10	72,000	92,000	100,000	28,000	39%
Other Contracted Services	100-330-5499-0000-10	17,000	17,000	17,000	-	0%
		92,500	112,500	120,500	28,000	30%

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	Budget Code	Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
<b>RECREATION - Dept 330</b>						
<b>Program Expense</b>						
Aquatic Program - Hurricane Swim Team	100-330-5600-3000-10	14,000	14,000	12,000	(2,000)	-14%
Aquatic Program - Rip Tides Swim Team	100-330-5600-3001-10	10,000	10,000	10,000	-	0%
Aquatic Program - Waves Swim Team	100-330-5600-3002-10	14,000	14,000	12,000	(2,000)	-14%
Aquatic Program - Misc	100-330-5600-3099-10	21,000	38,000	40,000	19,000	90%
Athletic Program - Basketball	100-330-5601-3100-10	13,100	11,100	10,900	(2,200)	-17%
Athletic Program - Flag Football	100-330-5601-3101-10	2,800	2,800	11,200	8,400	300%
Athletic Program - Inline Hockey	100-330-5601-3102-10	3,000	-	-	(3,000)	-100%
Athletic Program - Soccer	100-330-5601-3103-10	13,500	16,500	13,500	-	0%
Athletic Program - Softball	100-330-5601-3104-10	33,000	31,500	31,500	(1,500)	-5%
Athletic Program - Tennis	100-330-5601-3105-10	157,300	165,300	170,000	12,700	8%
Athletic Program - Misc	100-330-5601-3199-10	4,350	4,350	2,850	(1,500)	-34%
Athletic Program - Muddy Fest	100-330-5602-3200-10	16,000	21,000	20,000	4,000	25%
Athletic Program - Spring Fever	100-330-5602-3201-10	10,000	9,000	-	(10,000)	-100%
Athletic Program - Ten for Texas	100-330-5602-3202-10	70,000	78,000	92,000	22,000	31%
Athletic Program - Triathlon	100-330-5602-3203-10	86,200	90,000	100,000	13,800	16%
Boat House - Equipment Rentals	100-330-5603-3620-10	3,000	1,500	1,500	(1,500)	-50%
Boat House - Marketing	100-330-5603-3301-10	17,500	13,000	13,000	(4,500)	-26%
Boat House - Programs	100-330-5603-3301-10	7,950	4,950	1,750	(6,200)	-78%
Boat House - Concessions	100-330-5603-3630-10	2,000	2,000	2,000	-	0%
Recreation Program - Concerts in the Park	100-330-5603-3302-10	53,200	53,200	53,200	-	0%
Recreation Program - D&D Dinner Dance	100-330-5603-3303-10	24,000	30,000	23,000	(1,000)	-4%
Recreation Program - Day Camps	100-330-5603-3304-10	10,000	20,000	20,000	10,000	100%
Recreation Program - Family Camps	100-330-5603-3305-10	7,750	7,000	7,000	(750)	-10%
Recreation Program - Contractor Camps	100-330-5603-3315-10	-	-	31,500	31,500	-
Recreation Program - Fitness	100-330-5603-3308-10	57,350	9,350	9,350	(48,000)	-84%
Recreation Program - Gorilla Hole	100-330-5603-3309-10	7,100	9,100	7,100	-	0%
Recreation Program - Haunting	100-330-5603-3310-10	4,500	4,500	4,500	-	0%
Recreation Program - Preschool	100-330-5603-3311-10	57,800	33,800	23,950	(33,850)	-59%
Recreation Program - Crush/Teen	100-330-5603-3312-10	3,000	1,500	1,500	(1,500)	-50%
Recreation Program - Waterway Programs	100-330-5603-3314-10	28,000	16,000	18,200	(9,800)	-35%
Recreation Program - Kayak N' Que	100-330-5603-3316-10	-	-	20,000	20,000	-
Recreation Program - Misc	100-330-5603-3399-10	101,000	81,500	111,000	10,000	10%
Sponsorship Expense	100-330-5605-3599-10	-	-	4,000	4,000	-
Advertising	100-330-5704-0000-10	4,000	4,000	4,000	-	0%
		856,400	796,950	882,500	26,100	3%
<b>Administrative Expense</b>						
Supplies	100-330-5800-0000-10	9,000	9,000	9,000	-	0%
Dues & Subscriptions	100-330-5802-0000-10	1,400	1,400	1,400	-	0%
Printing	100-330-5803-0000-10	53,000	39,000	25,500	(27,500)	-52%
Mileage Reimbursement	100-330-5804-0000-10	5,000	5,000	6,000	1,000	20%
Other Admin	100-330-5899-0000-10	1,000	1,000	1,000	-	0%
		69,400	55,400	42,900	(26,500)	-38%
<b>Total Recreation</b>		<b>1,768,953</b>	<b>1,750,227</b>	<b>1,853,250</b>	<b>84,297</b>	<b>5%</b>

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

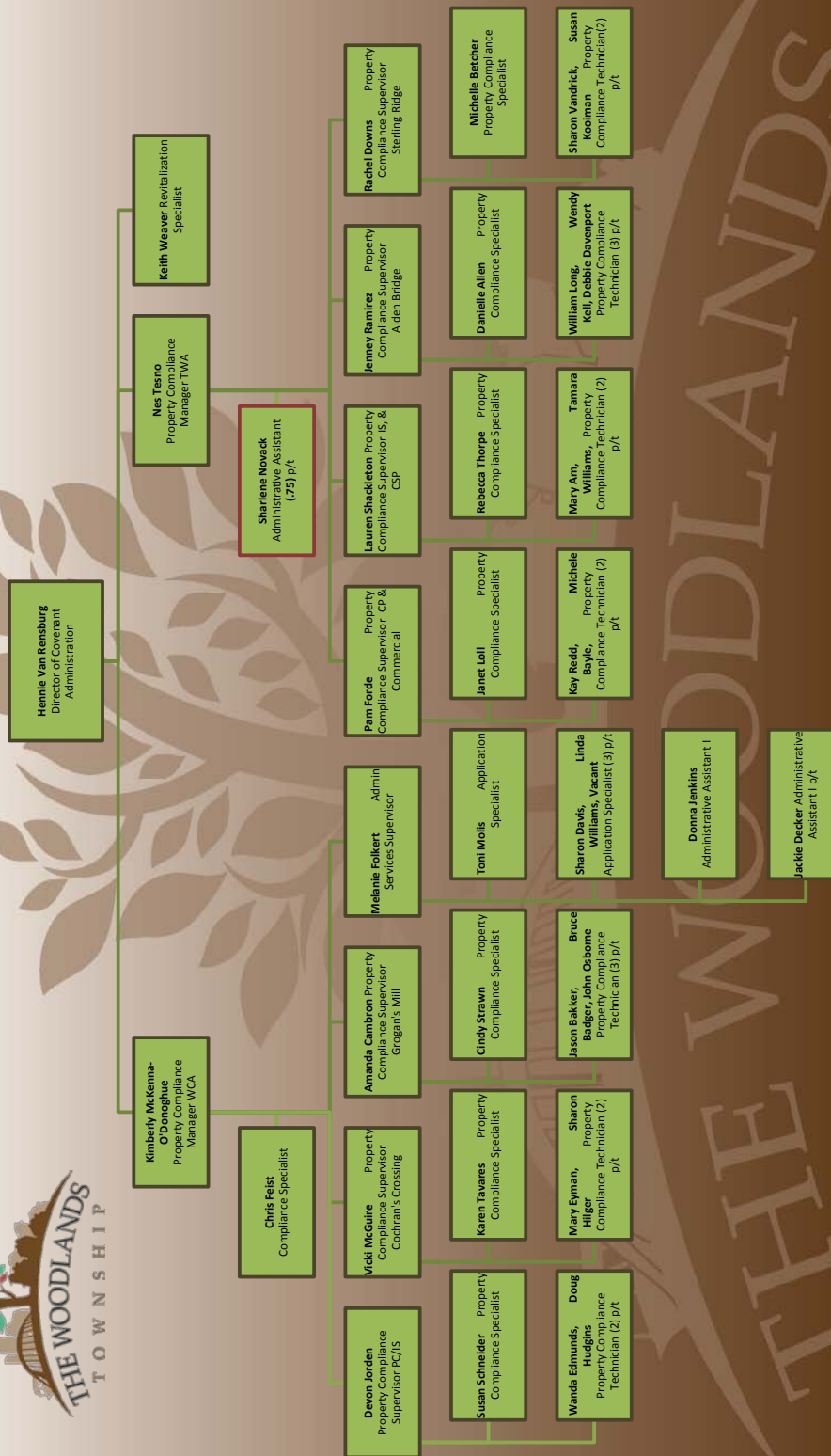
	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>WATERWAY OPERATIONS - Dept 340</b>						
<b>Facility Expense</b>						
Utilities - Waterway	100-340-5220-3801-10	24,000	24,000	26,400	2,400	10%
Utilities - Riva Row Park	100-340-5220-3800-10	10,500	10,500	10,500	-	0%
Utilities - Town Green Park	100-340-5220-3802-10	18,600	18,600	19,500	900	5%
Utilities - Waterway Square	100-340-5220-3804-10	<u>75,000</u>	<u>81,000</u>	<u>89,000</u>	<u>14,000</u>	<u>19%</u>
		128,100	134,100	145,400	17,300	14%
<b>Equipment Expense</b>						
Equipment	100-340-5330-0000-10	2,500	2,500	2,500	-	0%
Equipment - Boat House	100-340-5330-0000-10	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	<u>-</u>	<u>0%</u>
		4,000	4,000	4,000	-	0%
<b>Contracted Services</b>						
Sign Maintenance - Town Center	100-340-5425-0000-10	68,550	38,550	30,000	(38,550)	-56%
Maintenance - Waterway	100-340-5426-3801-10	324,738	370,000	385,000	60,262	19%
Maintenance - Riva Row Park	100-340-5426-3800-10	63,690	48,690	42,500	(21,190)	-33%
Maintenance - Town Green Park	100-340-5426-3802-10	75,690	75,690	75,690	-	0%
Maintenance - Waterway Square	100-340-5426-3804-10	177,675	298,281	226,036	48,361	27%
Streetlight Maintenance	100-340-5440-0000-10	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>	<u>-</u>	<u>0%</u>
		725,343	846,211	774,226	48,883	7%
<b>Maintenance Expense</b>						
Maintenance - Riva Row Park	100-340-5526-3800-10	1,500	1,500	1,500	-	0%
Maintenance - Town Green Park	100-340-5526-3802-10	2,316	2,316	4,000	1,684	73%
Maintenance - Waterway Square	100-340-5526-3804-10	16,800	16,800	16,800	-	0%
Streetlight Maintenance	100-340-5540-0000-10	<u>10,000</u>	<u>16,000</u>	<u>16,500</u>	<u>6,500</u>	<u>65%</u>
		30,616	36,616	38,800	8,184	27%
<b>Program Expense</b>						
Song Programming - Waterway Square	100-340-5641-0000-10	60,000	60,000	60,000	-	0%
Seasonal Lighting	100-340-5642-0000-10	41,900	41,900	41,900	-	0%
Tree Lighting	100-340-5643-0000-10	<u>173,700</u>	<u>145,100</u>	<u>96,000</u>	<u>(77,700)</u>	<u>-45%</u>
		275,600	247,000	197,900	(77,700)	-28%
<b>Total Waterway Operations</b>		<u><u>1,163,659</u></u>	<u><u>1,267,927</u></u>	<u><u>1,160,326</u></u>	<u><u>(3,333)</u></u>	<u><u>0%</u></u>

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>OTHER COMMUNITY SERVICES (Vehicle Storage) - Dept 430</b>						
<b>Facility Expense</b>						
Telephone	100-430-5210-0000-10	1,000	1,800	1,800	800	80%
Utilities	100-430-5220-0000-10	2,700	2,450	2,450	(250)	-9%
Facility Repair & Maintenance	100-430-5230-0000-10	<u>3,600</u>	<u>3,350</u>	<u>3,350</u>	<u>(250)</u>	<u>-7%</u>
		7,300	7,600	7,600	300	4%
<b>Equipment Expense</b>						
Equipment Repair & Maintenance	100-430-5365-0000-10	<u>500</u>	<u>500</u>	<u>500</u>	<u>-</u>	<u>0%</u>
		500	500	500	-	0%
<b>Contracted Services</b>						
Legal	100-430-5402-0000-10	800	800	800	-	0%
Other Contracted Services	100-430-5499-0000-10	<u>3,500</u>	<u>3,200</u>	<u>3,200</u>	<u>(300)</u>	<u>-9%</u>
		4,300	4,000	4,000	(300)	-7%
<b>Administrative Expense</b>						
Other Admin	100-430-5899-0000-10	<u>500</u>	<u>500</u>	<u>500</u>	<u>-</u>	<u>0%</u>
		500	500	500	-	0%
<b>Total Vehicle Storage</b>		<u>12,600</u>	<u>12,600</u>	<u>12,600</u>	<u>-</u>	<u>0%</u>



# Covenant Administration





**COVENANT ADMINISTRATION  
2011 BUDGET PLAN**

# **The Woodlands Township Covenant Administration 2011 Budget Plan**

- I. Situation Analysis**
- II. Accomplishments of 2010**
- III. Goals of the Covenant Administration 2011 Budget Plan**
- IV. Implementation of Covenant Admin 2011 Budget Plan**

# **The Woodlands Township**

## **Covenant Administration 2011 Budget Plan**

### **I. Situation Analysis**

The Woodlands is a large, forested community being developed in accordance with a master plan to be largely self-sustaining community in which people can live, work, and play.

Land uses have been carefully laid out with both business and family requirements in mind, affording well-planned residential, commercial, industrial, recreational, open space and institutional buildings, facilities and areas.

The Covenant Administration Department serves as the representative of the Committees and provides services to residents and property owners of The Woodlands with respect to the enforcement of all covenants, easements, restrictions, charges and liens restrictions and collects all liens created hereby, and the creation, operation, management and maintenance of properties and services.

The Woodlands Covenants and Residential Development Standards have been designed to put into place procedures that will carry forward The Woodlands development philosophy while enhancing the quality of life. Some of these procedures are:

- Encourage environmental excellence,
- Preserve the design integrity and architectural quality of Woodlands dwellings,
- Prevent the deterioration of neighborhoods which inevitably follows an unregulated, laissez-faire philosophy of construction, maintenance, and property use, and
- Uphold property values.

Deed Restrictions promote clean, well maintained properties and preserve architectural integrity. They also help maintain property values.

#### **Covenant Administration provides the following services:**

- Deed restriction administration and enforcement - Each village has at least 2 monitors who actively pursue violations, respond to complaints and review applications for improvements at residents' properties. Total number of violation notices sent to residents in 2009 was approximately 6,500.
- Maintenance of all property records for all residential and commercial properties which is approximately 35,000 records.
- Staff support for nine village RDRC's - Supervisors and Team Specialists prepare applications for improvements to present to the RDRC Committees. Preparation



includes among other items, a posted agenda, a public agenda and a worksheet agenda. Power Point Presentations are prepared for each meeting which consists of the application, the property survey, a plat and photos of the area for which the proposed improvement will be located. There are approximately 110 RDRC meetings each year. Total number of applications reviewed in 2010 was approximately 5,850.

- Staff support for Development Standards Committee. Residents and businesses may request variances for any improvements. Staff prepares the variance requests by residents for improvements to present to the Development Standards Committee (Variance and Appeals Committee). Preparation includes among other items, a posted agenda, a public agenda and a worksheet agenda. Power Point Presentations are prepared for each meeting which consists of the application, the property survey, a plat and photos of the area for which the improvement will be located or in some cases already exists. Staff prepares all cases for consideration of legal action and presents to Designee of the Boards of Directors. Staff also works with legal counsel and attends court hearings. The Supervisors for the Villages presents items to the DSC.
- Staff support for WCA Commercial Properties - Supervisor and Team Specialist prepare applications for improvements and items for variances to present to the Development Standards Committee. Preparation includes among other items, a posted agenda, a public agenda and a worksheet agenda. Power Point Presentations are prepared for each meeting which consists of the application, the property survey, a plat and photos of the area for which the proposed improvement will be located or requested variances. There are approximately 24 Development Standards Committee meetings each year.
- Staff support for Revitalization Program in all Villages - A Property Revitalization Program Manager oversees all aspects of the Revitalization Program. The Manager also oversees and monitors vacant and abandoned properties and manages contractors to perform the necessary maintenance.
- Staff support for all incoming applications and technical review - All applications for improvements are reviewed and accepted by Application Technicians. Staff provides assistance to residents and contractors when applications are submitted. Application Technicians review applications for completeness, review plans in accordance for construction and collect compliance deposits. Once all applications are acted upon, staff processes letters and the applicable plans and applications and submits them to inspectors, homeowners, contractors and maintain a copy for the Association records.

## **II. Accomplishments of 2010**

- Completed 26 projects on several properties in conjunction with Interfaith and United Way. Completed two Community Involvement Days in Panther Creek and Grogan's Mill.
- Reviewed and considered applications for improvements which require RDRC review. Improved customer service levels by allowing staff to review and approve applications and have the RDRC's review disapprovals for recommendations of variances.
- Ongoing completion of transcription of neighborhood criteria for TWA Villages.
- Orientation meeting for incoming RDRC Members was held on March 23rd.
- Held a meeting of the Development Standards Committee, on June 30, 2010. Having reviewed recommended changes from the Residential Design Review Committees, the DSC discussed the Residential Development Standards and approved revisions that would help improve customer service by allowing more items that can be approved by staff and the RDRC's.
- Conducted Open meetings/Open records training for incoming RDRC members.
- All compliance monitors updated property files with new photos documenting current conditions. 500 photos per monitor.
- Conducted a joint meeting of the RDRC's which Reviewed and Revised RDRC By-Laws.
- Department reorganization took place which allows for additional monitors in the older areas to focus on revitalization and also in the newer villages to improve turnaround time for application review and approvals.

### **III. Goals of the Covenant Administration 2011 Budget Plan**

- Be prepared for continued residential growth, development and expansion in Creekside Park while still maintaining existing service levels.
- Prepare for redevelopment in the older villages.
- Provide for wireless devices for field staff which will provide quicker responses to issues and allow for improved productivity.
- Conduct ongoing meeting sessions to review, discuss, evaluate and improve core processes and procedures.
- Create electronic resident and contractor application and approval process to allow for electronic submission of applications and electronic submissions of approvals by staff.
- All compliance monitors to update property files with new photos documenting current conditions. Goal is 500 photos per monitor.
- Continued to grow and promote the Community Revitalization program through volunteer agencies while working with businesses and volunteers to provide these services to those in need.

## **IV. Implementation of Covenant Admin 2011 Budget Plan**

### **Salaries and Benefits**

**\$1,955,068**

- Covenant Administration Department Personnel (\$1,955,068) - In addition to maintaining the current staffing levels, no new positions are proposed for next year. An increase of .25 hours for a .50 pt employee which would bring it up to a .75 position.

### **Staff Development**

**\$6,200**

*(In accordance with Key Initiative 1.4.2 Update standard as technology advances; and Key Initiative 1.4.3 Research and provide programming and policy options to maintain vitality as the community ages)*

- Staff Meetings, Training & Conferences (\$6,200) – Includes staff meetings and refresher training and management staff travel to Community Associations Institute conferences and associated costs, such as registration, travel and meals.

### **Equipment Expense**

**\$22,600**

*(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)*

- Cell Phones and Office Equipment (\$22,600) – Cellular phones and line charges for Compliance Monitors and Team Leaders. Wireless connectivity for 18 monitors. Non capital computer hardware, software, file cabinets, office furniture for new staff members, and cameras.

### **Contracted Services**

**\$128,100**

*(In accordance with Key Initiative 1.4.1 Develop and maintain the structure to enforce covenants and standards)*

- Legal (\$36,500) – Includes general and specialized professional services for enforcement of Covenant matters to include the review of general and printed material, forms, contracts, and other general legal matters.
- Computer Support (\$51,100) – Includes general computer support, a full year for Accela software support, and Verisign services.
- Contract Labor (\$12,000) – Includes temporary contract staffing due to staff absences during peak work periods. Also includes fees for scanning records and a quality control inspection program.
- Maintenance Fees (\$13,000) – Unreimbursed costs for repairs and maintenance for properties.
- Access Fees (\$15,500) – To reseed grass and repair damage done to open space reserves when installing pools or for other projects.

**Program Expenses****\$75,000**

*(In accordance with Key Initiative 1.4.3 Research and provide programming and policy options to maintain vitality as the community ages)*

- Community Education/Revitalization (\$75,000) - This line item is for the continuation for funding of the Community Revitalization Program in WCA, TWA and WCOA.

**Public Education/Relations****\$1,500**

*(In accordance with Key Initiative 1.4.3 Research and provide programming and policy options to maintain vitality as the community ages)*

- Public Relations (\$1,500) - Educational materials for department and community events. Also includes committee election expenses and volunteer recognition.

**Administrative Expenses****\$44,700**

- Supplies (\$7,800) – Includes department specific supplies: property file folders, processing and special plastic document holders, stop work tags, batteries, labels, notebooks, maps, reference books, film, photos, and toner.
- Dues & Subscriptions (\$1,200) – Includes professional journals, certification fees, membership dues in Southern Building Code, code reference, International Building Code, Professional Community Associations, and subscriptions to industry related publications including National Pool and Spa Institute and Association of Building Officials.
- Printing (\$6,000) – Bulk letterhead, envelopes, business cards, post cards, flyers, brochures, notices, and other related printing needs.
- Mileage Reimbursement (\$26,000) – Reimbursement expenses for compliance monitors, team specialists, and managers.
- Other Admin (\$2,000) - Expenses not classified elsewhere.
- Committee Meetings (\$1,700) – Meals for volunteer Committee Members

**Total Cost for Covenant Administration 2011 Budget Plan****\$2,233,168**

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>COVENANT ADMINISTRATION - Dept 410</b>						
<b>Salaries and Benefits</b>						
Salaries and Wages	100-410-5010-0000-10	1,435,730	1,419,500	1,454,904	19,174	1%
Overtime	100-410-5011-0000-10	14,000	11,000	12,000	(2,000)	-14%
Employee Benefits - FICA	100-410-5020-0000-10	109,833	105,120	112,562	2,729	2%
Employee Benefits - TEC	100-410-5021-0000-10	1,935	7,200	8,127	6,192	320%
Employee Benefits - Retirement	100-410-5030-0000-10	140,356	168,500	180,148	39,792	28%
Employee Benefits - Insurance	100-410-5031-0000-10	188,550	185,400	184,168	(4,382)	-2%
Employee Benefits - Workers Comp	100-410-5032-0000-10	3,179	2,650	3,159	(20)	-1%
Interns	100-410-5040-0000-10	-	-	-	-	-
		<u>1,893,583</u>	<u>1,899,370</u>	<u>1,955,068</u>	<u>61,485</u>	<u>3%</u>
<b>Staff Development</b>						
Meetings	100-410-5100-0000-10	1,200	1,200	1,200	-	0%
Training & Conferences	100-410-5120-0000-10	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	-	0%
		<u>6,200</u>	<u>6,200</u>	<u>6,200</u>	-	0%
<b>Equipment Expense</b>						
Equipment	100-410-5330-0000-10	6,100	6,100	6,100	-	0%
Cell Phones	100-410-5335-0000-10	<u>11,000</u>	<u>12,000</u>	<u>16,500</u>	<u>5,500</u>	<u>50%</u>
		<u>17,100</u>	<u>18,100</u>	<u>22,600</u>	<u>5,500</u>	<u>32%</u>
<b>Contracted Services</b>						
Computer Support	100-410-5400-0000-10	51,100	51,100	51,100	-	0%
Legal	100-410-5402-0000-10	36,500	36,500	36,500	-	0%
Contract Labor	100-410-5407-0000-10	12,000	10,000	12,000	-	0%
Maintenance Fees	100-410-5450-0000-10	13,000	8,000	13,000	-	0%
Access Fees	100-410-5451-0000-10	<u>15,500</u>	<u>11,500</u>	<u>15,500</u>	-	0%
		<u>128,100</u>	<u>117,100</u>	<u>128,100</u>	-	0%
<b>Program Expense</b>						
Community Education/Revitalization	100-410-5650-0000-10	<u>100,000</u>	<u>10,000</u>	<u>75,000</u>	<u>(25,000)</u>	<u>-25%</u>
		<u>100,000</u>	<u>10,000</u>	<u>75,000</u>	<u>(25,000)</u>	<u>-25%</u>
<b>Public Education/Relations</b>						
Public Relations	100-410-5700-0000-10	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	-	0%
		<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	-	0%
<b>Administrative Expense</b>						
Supplies	100-410-5800-0000-10	7,800	7,800	7,800	-	0%
Dues & Subscriptions	100-410-5802-0000-10	900	1,200	1,200	300	33%
Printing	100-410-5803-0000-10	12,000	6,000	6,000	(6,000)	-50%
Mileage Reimbursement	100-410-5804-0000-10	26,000	23,000	26,000	-	0%
Committee Meetings	100-410-5809-0000-10	1,700	1,200	1,700	-	0%
Other Admin	100-410-5899-0000-10	<u>2,000</u>	<u>1,400</u>	<u>2,000</u>	-	0%
		<u>50,400</u>	<u>40,600</u>	<u>44,700</u>	<u>(5,700)</u>	<u>-11%</u>
<b>Total Covenant Administration</b>		<u><b>2,196,883</b></u>	<u><b>2,092,870</b></u>	<u><b>2,233,168</b></u>	<u><b>36,285</b></u>	<u><b>2%</b></u>



## Environmental Services





## **ENVIRONMENTAL SERVICES 2011 BUDGET PLAN**



# **The Woodlands Township Environmental Services 2011 Budget Plan**

- I. Situation Analysis**
- II. Accomplishments of 2010**
- III. Goals of Environmental Services 2011 Budget Plan**
- IV. Implementation of Environmental Services 2011 Budget**

# **The Woodlands Township**

## **Environmental Services 2011 Budget Plan**

### **I. Situation Analysis**

In 1991, The Woodlands adopted a solid waste management plan with the stated goal "to achieve maximum waste diversion through an integrated approach to waste management in a cost-effective manner." The seeds of sustainability were planted the following year when the Environmental Services Department was established to respond and anticipate the needs of a growing residential and business community.

The department assumed and expanded operations of the drop-off recycling program initiated by a fledgling citizen's group, simultaneously launching a public education campaign. Partnering with San Jacinto River Authority in 1993, staff obtained grants from Houston-Galveston Area Council to construct a permanent Recycling Center site. To address water conservation and source reduction, grant funds were secured to establish the Don't Bag It© program with Compost Demonstration Site and Xeriscape Demonstration Garden. Construction was accomplished by Eagle Scouts, and in 1994, ES implemented monthly composting classes, recruiting Master Gardeners as volunteer trainers.

Integrally involved in negotiating a new environmentally-sound and cost-effective solid waste contract, in 1996 the department assumed oversight of contracted residential services that included curbside recycling and greenwaste collection. To orient residents, staff developed a comprehensive publicity campaign. Award-winning educational components include the Buy Recycled Boutique to promote eco conscious shopping choices. In 2011 an RFP for a new solid waste contract will go out for bid for services starting in February 2012.

Oversight of the solid waste contract revealed that a large volume of usable construction materials, appliances and other household items were being land filled. Working with Habitat for Humanity of Montgomery County, staff assisted in the development of the ReStore. Recognizing that many potential donations were lost due to transport issues staff wrote a successful HGAC solid waste grant in 2005 for over \$64,000 to purchase a truck with a lift, enabling the organization to provide pick-up of larger construction items in The Woodlands and throughout Montgomery County.

Recognizing the environmental impact of landscape management practices, in 1997 the department initiated Woodlands Landscaping Solutions, a free, hands-on, how-to event which expanded on composting and Don't Bag It© program started with HGAC grant funds. Now held at the Millennium Forest Gardens, the three-hour, fall event routinely

attracts over 450 residents seeking water-wise tips, organic methods, habitat restoration techniques, tours of the garden and native plants. The Walk in the Woods Nature Lecture Series connects residents to the native flora and fauna in our forested community.

To address a growing litter problem and mounting costs to maintain pathways, the Adopt-a-Path program was initiated in 1993. Residents and businesses show their community pride by adopting at least one-mile of pathway and committing to a minimum of four pick-ups a year. In 2008, Earth Day spotlighted pathway stewardship for the Village Challenge. In response to information in the 2009 Keep America Beautiful Litter Cost Study the department will be focusing additional resources on litter abatement programs in 2011.

The Community Garden was built in 1998 in response to resident requests. Environmental Services worked with Parks to identify a location, develop a plan and construct the garden in an unused corner of Bear Branch Sport Field. ES staff continues to oversee the program. With little promotion, the program consistently has had a waiting list. In 2009 staff did an analysis of potential additional garden locations and produced, in cooperation with the Parks Department, a Community Garden Master Plan. The decision was made to expand the existing garden at Bear Branch to 64 beds. Another 6 plots will be added in 2010. As of June 1, 2010, 24 people are on the list. Staff also assisted a group of residents affiliated with Interfaith in the development of a plan for a donation community garden.

Environmental Services identified an urgent need in the county following several fires in Waste Management trucks caused by improper disposal of hazardous waste in residential trash. Residents were clamoring for safe options to dispose of unused household chemicals. The department organized a stakeholders meeting with the County, MUD, HGAC, volunteer organizations and Community Associations staff and board members to focus attention on the issue and brainstorm solutions. As a result, the department began a very productive relationship with Montgomery County Precinct 3.

Between 2002 and 2004, Environmental Services researched, provided recommendations, planning and grant writing for a phased-in approach that would successfully provide over \$400,000 in grant funds to implement ongoing programs at Precinct 3 for paint recycling, electronics recycling and a permanent Household Chemical Waste facility (including Reuse Center for usable household chemicals). The facility was recognized after its first year of operations by the North American Hazardous Materials Management Associations (NAHMMA) as the outstanding new facility in the country. Environmental Services continues to develop the educational and promotional materials distributed by the facility.

In 2004, staff logged increased residential concern about routine calendar spraying

conducted by the County for mosquito control. At the same time, regional attention on pesticide resistance and West Nile virus was mounting. Once again, the department provided leadership, partnering with Texas A&M University (TAMU) and the Texas Department of State Health Services (TDSHS) to study the problem. Funded by The Woodlands GREEN, an entomology graduate student from TAMU worked with staff to determine the efficacy of the weekly spray program to stop the virus and reduce mosquito populations. Study recommendations were presented to the Precinct 3 Commissioner with a request to pilot Integrated Mosquito Management (IMM) in The Woodlands. The Commissioner accepted the proposal and IMM is used throughout their area of responsibility.

Beginning in 2005, Environmental Services staff managed trapping and surveillance of mosquitoes, consulting TAMU and TDSHS as issues arose. The first year of IMM resulted in an 89% decrease in the amount of pesticide used by Pct 3, and significant success in reducing the numbers of the virus carrying mosquitoes. The program was a finalist for the Governor's Award for Environmental Excellence. In 2007, as a result of Environmental Services' groundwork, Pct 3 qualified for an \$80,000+ grant from TDSHS to expand the IMM program. Since that time, mosquito surveillance and trapping are managed by Environmental Services with Pct 3 funding four out of six, seasonal interns. In addition, Pct 3 conducts targeted spraying based on protocol established by Environmental Services and TAMU. The department continues to coordinate outreach and create the educational materials distributed by Pct 3 as well as additional materials for Woodlands residents. Long term, establishment of a mosquito control district is recommended.

Piloted with one elementary school in 2002, The Walk to School program promotes clean air, healthy kids and families, a sense of community and safe use of our bike paths, exemplifying our community values. Nine elementary schools consistently participate in the week-long program, organized and coordinated by Environmental Services with participation from Parks and Recreation and Neighborhood Services.

Earth Day was initiated by The Woodlands Recycles (TWG) in 1990 to kick off recycling. In a very profound way, the department has its roots in the first little celebration in Grogan's Mill that demonstrated community concern for the environment. The Environmental Services Department cosponsored the event, coordinating the Village Challenge, until 1999 when the department assumed administration and coordination of the program. In keeping with an emphasis on sustainable communities, in 2011 Earth Day and the Village Challenge will evolve into a series of events and programs that challenge residents through the Village Associations and schools to answer the question "How green is your village?" The program will encourage stewardship through service and incorporate components of all of our environmental programs in keeping with The Woodlands Earth Day tradition. The kick-off will be the Earth Day Green-up in April.

Sponsorship dollars, grant funds and funds provided through the solid waste contract for collateral educational programs are maximized through the department's partnerships with other stakeholder agencies and non-profit organizations. In addition volunteers continue to provide over 2000 hours\* per year of in-kind services which stretch those dollars even further. As the department's record demonstrates, Environmental Services is positioned to proactively address environmental and conservation issues, ensuring a sustainable future for a growing and dynamic community.

\*Independent Sector estimates the dollar value of volunteer time at \$20.25 per hour for 2008 which puts the value of volunteer hours routinely done for ES at over \$40,000.

## II. Accomplishments June 2009 to May 2010

### Outreach

- Produced and staffed targeted educational displays on 14 topics for community events
- Developed and presented programs on rainwater harvesting, mosquito abatement, “It’s About the Bag”, Zero Waste, organic gardening and composting, ecology and Native Plants in the Garden to garden clubs and community groups
- Presented Jo Jo Mosquito program to 3<sup>rd</sup> grade classes at 5 elementary schools
- Increased school programming with *Water Conservation* and *It’s About the Bag* presentations to Wilkerson Intermediate, The Woodlands High School AP Environmental Science classes and Lone Star College Ecology Club students
- Launched Wildlife page on website in cooperation with Park Rangers
- Researched and developed Nuisance Egret campaign with lecture, webpage, written materials, magazine article, press release and display
- Fostered and maintained relationships with organizations and individuals who provided over 2000 hours of volunteer service in support of our departmental programs

### Publications and press releases

- Submitted 30 articles with photos on programs to The Woodlands magazine for publication
- Submitted 15 press releases with photos
- Produced spring direct mail educational piece, *Bring your own Bag*, with sponsorship by Waste Management and The Woodlands GREEN
- Revised brochure on *Managing Leaves* for fall mailing with sponsorship from Woodlands Joint Powers Agency and Waste Management
- Revised *Spring Blooming Perennials*, plant focus brochure
- Produced direct mail piece *Fight the Bite, Water Right* with sponsorship from Woodlands Joint Powers Agency, Waste Management and Woodlands GREEN
- Produced *Overwatering and Yard Waste* addressing mosquito abatement stuffer for M.U.D. bills
- Wrote and conceptualized *Nuisance Egret* mailer
- Produced *Wildlife Who to Call* in cooperation with Park Rangers

### Programs and events

#### *Recycling, HHW, Solid Waste*

- Conducted successful Glass recycling promotion in December
- Distributed 500 desktide recycling bins in January
- Facilitated recycling at non-profit and school events
- Promoted *close the loop* at two *Buy Recycled Boutique* opportunities in partnership with The Woodlands GREEN, recycling proceeds back into program
- Drafted zero waste guidelines and trained and supervised volunteers to staff stations at Parks Department events

### *Earth Day*

- Planned and executed The Woodlands' largest community event: 6,000 attendees entertained and educated at 108 booths; 50% attending the event for the first time
- Commissioned ED sponsorship video netting nearly \$40,000 in sponsorship dollars and in-kind services
- Widened publicity with 40,000 programs inserted into *The Villager*, back page of Earth Day edition of Houston's *Green Guide* and six KUHF radio spots
- Conducted successful Village Challenge campaign: *Bring Your Own Bag*

### *Woodlands Landscaping Solutions*

- Coordinated 6 lectures in *Walk in the Woods* Nature Lecture series  
Two chimney swift towers constructed in the community in response to citizen science programs in fulfillment of requirements for the rank of Eagle Scout
- Researched and provided the report for Community Garden Master Plan which identifies potential locations for additional gardens and worked with Parks to provide 24 additional plots at the existing location
- Coordinated 6 composting classes with an average attendance of 40 residents
- Mentoring students from The Woodlands High School in Frito Lay composting project
- Coordinated 2 vegetable gardening classes with average attendance 55 residents
- Launched Gardening class series first class attended by 50 residents
- Facilitated completion of Rainwater Harvesting installation at PARDES campus, conducting tours
- Coordinated September event with 29 booths attended by over 550 with sponsorship by Montgomery County Master Gardener Association, Hilton Garden Inn, Waste Management, The Woodlands GREEN

### *Walk to School*

- Coordinated Walk to School for 9 schools with over 6,000 students, families and staff participating; involvement reached over 90% on some campuses; added Creekside Forest Elementary

### *Mosquito surveillance*

- Trained and supervised mosquito surveillance summer interns employed by Township and Montgomery County Pct 3
- Trapped 582 sites community-wide from May through November
- Enacted Mosquito Response Protocol 29 times as a result of positive West Nile virus tests; providing targeted education and premises surveys, mobilizing spraying and larviciding by Montgomery County Precinct 3

### *Adopt-a-Path/Litter abatement*

- Increased active group participation by 33%
- Resulted in collection of 2.5 tons of trash and recyclables by community stewards

### **Other**

Elected or appointed to professional boards: WJPA Water Conservation; Texas Mosquito Control Association; State of Texas Alliance for Recycling; Interfaith Veggie Village

### **III. Goals of the Environmental Services 2011 Budget Plan**

- Enhance educational outreach programs promoting environmental stewardship and sustainability by developing and launching *How Green is Your Village* in partnership with the Village Associations and other volunteer organizations which will include components of existing environmental programs. *Focus areas 2.2.2 & 7.1.2*
- Develop sustainability policies for Township Board approval; research and coordinate training for Board, staff and community leaders *Focus areas 3.1, 7 & 8.1.3*
- Identify and implement Zero Waste strategies *Focus area 1.3*
- Provide special event opportunities which foster community spirit, healthy lifestyles and environmental stewardship – Earth Day Green Up, Woodlands Landscaping Solutions, Walk to School and Texas Recycles Day *Focus area 1.2.5*
- Promote The Woodlands as a walkable community with safe routes to schools by expanding Walk to School activities beyond October in partnership with CISD and TISD *Focus areas 1.2.3, 1.2.3, 5.4.4 & 7*
- Provide and promote efficient, cost effective and environmentally responsible waste disposal and recycling in concert with current solid waste contractor *Focus area 1.3*
- Work with consultant to plan and develop an RFP, bid and negotiate a new contract that will expand recycling opportunities for both residents and commercial owners. *Focus areas 1.3*
- Continue to work with Woodlands Joint Powers and Montgomery County Pct 3 on outreach programs that benefit and inform our residents (including water conservation, recycling, household hazardous waste, E-scrap, mosquito abatement) *Focus areas 1.5.1, 1.5.2, 4.3, 7.1.1, 7.1.2, 7.1.3*
- Enhance current environmental outreach to schools by developing Green Schools recognition program and identifying and focusing on TEKS content areas to direct future programming. *Focus aresa 1.5.2, 7.1.2*
- Maintain relationships with volunteer groups and recognize outstanding volunteers who are at the core of our program accomplishments each year.



## IV. Implementation of Environmental Services 2011 Budget

### Salaries and Benefits

**\$267,955**

- Environmental Services Department Personnel (\$267,955) – This budget line includes salary and benefits for an Environmental Services manager, two full time program coordinators, one part time program coordinator and two part time season interns. The interns focus primarily on trapping and surveillance for the mosquito program but have other duties as needed.

### Staff Development

**\$5,500**

*(In accordance with Key Initiative 3.1.2 Encourage education and training opportunities and continuing professional development)*

- Staff Training and Conferences (\$5,500) - Includes State Recycling Conference, STAR Board meetings, Keep Texas Beautiful Conference, Lone Star Native Plant Conference, Texas Mosquito Control Board meetings, Spring Workshop and fall conference.

### Facilities

**\$100**

- Utilities (\$100) – Includes water and sewer for The Woodlands Recycling Center.

### Equipment Expense

**\$2,600**

- Cell Phones (\$1,600) - Includes cell phones for Environmental Services staff.
- Equipment (\$1,000) – Includes signs and an upgraded camera to be compatible with Windows 07.

### Contracted Services

**\$27,500**

*(In accordance with Goal 1.3 Provide and promote efficient, cost effective and environmentally responsible waste disposal and recycling community wide)*

- Consulting (\$25,000) - The solid waste contract with the Community Associations was to be renegotiated or sent out for bid for FY 2012. Issues that need to be addressed include service levels and who service is provided to (residential/commercial/etc). In addition, the recycling markets and opportunities are changing and expanding. Other considerations may include opportunities to minimize the carbon footprint and environmental impact of collection.
- Legal Fees (\$2500) – Solid waste contact

## Program Expenses

**\$63,600**

*(In accordance with Key Initiative 1.2.5 Provide special event opportunities that foster community spirit, family values, and healthy lifestyle; Key Initiative 7.1.1 Support efforts of the municipal utility districts, San Jacinto River Authority, and other s to achieve superior water quality, conservation and reuse; Key Initiative 7.1.2 Expand environmental education, and Key Initiative 7.1.3 Support conservation initiatives)*

- Earth Day Program (\$21,500) - Includes infrastructure, promos, t-shirts, advertising, signs, equipment and volunteer support for event in April and ongoing Earth Day Every Day programming
- Landscaping Solutions (\$21,200) - This program encompasses Don't Bag It©, composting education, water wise gardening, habitat gardening, "Keeping the Woods in The Woodlands," a fall gardening event, and a nature lecture series. Brochures and direct mail educational pieces are done in partnership with and support from The Woodlands Joint Powers Agency, The Montgomery County Master Gardeners Association, the Woodlands GREEN and Waste Management.
- Recycling, HHW & Solid Waste Programs (\$5,800) - The dollars spent in this area are for equipment to do event recycling and set up Zero Waste Stations at select events, to promote recycling, buy recycled and source reduction, to educate resident about less toxic alternatives to common household products and about proper handling and disposal of household hazardous waste. In addition, we provide support and advice to area schools and businesses. We work in partnership with Waste Management, Montgomery County Pct 3 and The Woodlands GREEN. The program budget is supplemented with funds from Waste Management including some equipment, promotional items and educational materials.
- Walk-to-School (\$3,800) - October is International Walk to School Month and the department organizes and supports schools in the community to have a day when they encourage all of their students to walk or bike to school. Budget pays for prizes for a drawing of participants at each school, printing or copying a poster & flyers and equipment. Parks and Recreation and the Neighborhood Services department participate with ES.
- Mosquito Awareness (\$4,200) - Environmental Services manages the surveillance and trapping and public education for an Integrated Mosquito Management program. Budget pays for promotions, educational pieces and some equipment. The program is done in cooperation with Montgomery County Pct 3 who responds to a set protocol for specific problems and with support from The Woodlands GREEN, Waste Management and The Woodlands Joint Powers Agency.

- Adopt-A-Path (\$6,100) - Budget for this program is for promotional items, volunteer recognition, and equipment. Additional budget is for expanding targeted collection events.
- Other Environmental Programs (\$1,000) - Support for school environmental programs. This is augmented with funds from Waste Management.

**Administrative Expense**

**\$9,050**

- Supplies (\$2,000) – Includes department specific supplies: inkjets, filing supplies, and recycled content paper.
- Dues and Subscriptions (\$4,250) - Dues for Solid Waste Association of North America, National Recycling Coalition, Keep Texas Beautiful, Texas Mosquito Control Association, Community Garden / OBHA. Subscriptions to Biocycle, Resource Recycling, Waste News, and E-Magazine. Includes dues for Foundation membership in Natural Step (\$2750)
- Mileage (\$2,800) – Reimbursement expense for use of personal vehicles on company business.

**Total Cost for Environmental Services 2011 Budget Plan**

**\$376,305**

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	Budget Code	Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
<b>ENVIRONMENTAL SERVICES - Dept 420</b>						
<b>Salaries and Benefits</b>						
Salaries and Wages	100-420-5010-0000-10	192,503	192,503	200,022	7,519	4%
Overtime	100-420-5011-0000-10	7,700	11,700	7,700	-	0%
Employee Benefits - FICA	100-420-5020-0000-10	14,726	14,726	15,891	1,165	8%
Employee Benefits - TEC	100-420-5021-0000-10	232	850	1,084	852	367%
Employee Benefits - Retirement	100-420-5030-0000-10	23,020	26,600	26,897	3,877	17%
Employee Benefits - Insurance	100-420-5031-0000-10	15,606	15,606	15,918	312	2%
Employee Benefits - Workers Comp	100-420-5032-0000-10	424	400	443	19	4%
Interns	100-420-5040-0000-10	-	-	-	-	-
		254,211	262,385	267,955	13,744	5%
<b>Staff Development</b>						
Meetings	100-420-5100-0000-10	-	-	-	-	-
Training & Conferences	100-420-5120-0000-10	3,500	3,500	5,500	2,000	57%
		3,500	3,500	5,500	2,000	57%
<b>Facility Expense</b>						
Utilities	100-420-5220-0000-10	100	100	100	-	0%
		100	100	100	-	0%
<b>Equipment Expense</b>						
Equipment	100-420-5330-0000-10	2,550	1,550	1,000	(1,550)	-61%
Cell Phones	100-420-5335-0000-10	1,400	1,400	1,600	200	14%
		3,950	2,950	2,600	(1,350)	-34%
<b>Contracted Services</b>						
Computer Support	100-420-5400-0000-10	-	-	-	-	-
Consulting	100-420-5401-0000-10	50,000	25,000	25,000	(25,000)	-50%
Legal	100-420-5402-0000-10	-	-	2,500	2,500	-
		50,000	25,000	27,500	(22,500)	-45%
<b>Program Expense</b>						
Adopt-a-Path	100-420-5605-3400-10	2,100	2,100	6,100	4,000	190%
Earth Day	100-420-5605-3402-10	27,500	27,500	21,500	(6,000)	-22%
Landscaping Solutions Program	100-420-5605-3407-10	21,200	21,200	21,200	-	0%
Mosquito Awareness	100-420-5605-3408-10	3,500	3,500	4,200	700	20%
Recycling, HHW & Solid Waste Programs	100-420-5605-3410-10	4,500	4,500	5,800	1,300	29%
Walk-to-School	100-420-5605-3413-10	2,800	2,800	3,800	1,000	36%
Other Environmental Programs	100-420-5605-3599-10	1,000	1,000	1,000	-	0%
		62,600	62,600	63,600	1,000	2%
<b>Administrative Expense</b>						
Supplies	100-420-5800-0000-10	2,000	2,000	2,000	-	0%
Dues & Subscriptions	100-420-5802-0000-10	1,500	1,500	4,250	2,750	183%
Printing	100-420-5803-0000-10	-	-	-	-	-
Mileage Reimbursement	100-420-5804-0000-10	2,800	2,800	2,800	-	0%
		6,300	6,300	9,050	2,750	44%
<b>Total Environmental Services</b>		<b>380,661</b>	<b>362,835</b>	<b>376,305</b>	<b>(4,356)</b>	<b>-1%</b>

# STREET LIGHTING

**\$1,154,544**

***FY 2011 Estimated Cost***

The street lighting budget includes the utility costs associated with illuminating public road ways throughout the existing and future developing portions of The Woodlands Township.

Street lights are provided throughout the Township by Entergy Texas and CenterPoint Energy. The Woodlands Land Development Company (TWLDC) causes new street lights to be installed in new areas. Plans for new street lights are submitted to Township staff to ensure compliance with spacing standards. After which, the lights are added to the Township's street light accounts.

Parks and Recreation Department employees regularly inspect the town wide roads and collector streets for street light malfunctions and report these problems to the responsible utility company. Residents can also report street light repairs directly to the utility company or through the Township web site. The goal is for street lights to be repaired within 14 days of reporting the problem.

Currently there are 5,815 street lights within the Township of which 5,226 are serviced by Entergy and 589 by Centerpoint.

Monthly rates per street light range from \$7.74 to \$19.96 depending upon the carrier and the lamp wattage plus the Fixed Fuel Factor, currently at .0428796 per kWh.

The 2011 consolidated budget for street lighting is \$1,154,544.

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>OTHER COMMUNITY SERVICES - Dept 430</b>						
Streetlighting	100-430-5440-0000-10	1,049,590	1,049,590	1,154,544	104,954	10%
Streetscape Maintenance	100-430-5441-0000-10	2,277,000	2,368,000	2,448,396	171,396	8%
Solid Waste Services	100-430-5442-0000-10	5,197,012	5,069,562	5,419,819	222,807	4%
<b>Total</b>		<u><b>8,523,602</b></u>	<u><b>8,487,152</b></u>	<u><b>9,022,759</b></u>	<u><b>499,157</b></u>	<u><b>6%</b></u>

# STREETSCAPE MAINTENANCE

**\$2,448,396**

***FY 2011 Estimated Cost***

The streetscape maintenance budget includes roadside maintenance along Townwide roads and collector streets within the Township. Services include trash removal, mowing, edging, irrigation, sweeping, planting, and tree pruning.

Streetscape maintenance services are provided through an Agreement between The Woodlands Township and The Woodlands Land Development Company (TWLDC). Per the First Amended Mutual Benefit Agreement (MBA) between TWLDC and the Associations, and the Consent Agreement between The Township and TWLDC, TWLDC is selected as the streetscape maintenance vendor to provide streetscape maintenance service so long as the cost of the same quality and frequency is comparable to the fees charged by other qualified vendors. The MBA and Consent Agreement allows for contractual provisions, therefore a Streetscape Maintenance Agreement was executed. This Agreement was renewed in October of 2007 and per the Consent Agreement will be extended until May 29, 2014.

Per the MBA, the Woodlands Community Association (WCA) agreed to pay 50% of the streetscape maintenance costs for the defined Townwide roads within the WCA area and up to 100% of that portion of the costs for collector streets within the WCA area equal to the percentage of land served by those collector streets which has been developed. TWLDC agreed to pay the remainder of the costs, until the date of merger of The Woodlands Association (TWA) and any future MBA Associations with the WCA Area.

While TWLDC has not been obligated to pay any portion of streetscape costs for services within TWA and Woodlands Commercial Owners Association (WCOA) areas, other than the portions of collector streets without development, they have historically done so in a like manner to its MBA obligations to WCA. Moreover, TWLDC has agreed to continue this cost sharing for all areas per the Consent Agreement.

WCOA also had an Agreement with the City of Shenandoah for providing streetscape maintenance services along Research Forest Drive within the city limits of Shenandoah. The City paid for the water for irrigation to the landscape maintained under the MBA and Streetscape Maintenance Agreement.

Also problematic within the City of Shenandoah was providing streetscape maintenance service to the residential area / neighborhood entries along north Grogan's Mill Road in Grogan's Forest. These areas are not within the Township, but are either Restricted Open Space Reserves now owned by the Township or areas bordering and adjacent to property the Township will own. Therefore, the

Township has the right and obligation to maintain this property, whether within its boundaries or not, and the ability to maintain adjacent public road right of ways to those properties for their preservation.

These issues with the City have been resolved through the Memorandum of Understanding between the Township and City, effective January 2010.

The Parks and Recreation Department provides oversight of the streetscape maintenance contract on behalf of the Township. TWLDC provides the maintenance services, currently performed by The Brickman Group as their sub-contractor, as well as all accounting, billing and maintenance records management. The cost for these administrative functions is not included in the streetscape contract as they are provided by TWLDC. The Brickman Group, a privately held family owned company, is the largest commercial landscape company in the United States.

The Township's proposed 2011 consolidated budget for streetscape maintenance services is \$2,448,396. This does not include TWLDC's shared cost for providing streetscape maintenance projected to be \$892,510.



**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>OTHER COMMUNITY SERVICES - Dept 430</b>						
Streetlighting	100-430-5440-0000-10	1,049,590	1,049,590	1,154,544	104,954	10%
Streetscape Maintenance	100-430-5441-0000-10	2,277,000	2,368,000	2,448,396	171,396	8%
Solid Waste Services	100-430-5442-0000-10	5,197,012	5,069,562	5,419,819	222,807	4%
<b>Total</b>		<u><b>8,523,602</b></u>	<u><b>8,487,152</b></u>	<u><b>9,022,759</b></u>	<u><b>499,157</b></u>	<u><b>6%</b></u>

# **SOLID WASTE SERVICES**

**\$5,419,819**

***FY 2011 Estimated Cost***

The solid waste services budget includes the collection and disposal of solid waste, yard waste, and recyclables for residential properties throughout the existing and future developing areas of The Woodlands Township.

Waste collection services including recycling will be provided throughout The Township by Waste Management of Texas per assignment of the Solid Waste Collection and Disposal Services Contract from the Community Associations and other associations that will be serviced by The Township.

The contract provides:

- Once per week fully automated curbside trash collection utilizing a 96-gallon cart.
- Once per week manual curbside collection of recyclables utilizing an 18-gallon bin.
- Once per week manual collection of yard waste.
- Operation and maintenance of the Recycling Drop-off Center.
- Solid Waste collection for apartments in The Woodlands with an option for recycling in carts that is currently not utilized by any apartment complex

The initial term of the current Contract is for eight years and expires January 31, 2012, unless renewed. It is anticipated that an RFP for a new solid waste contract will be completed in early 2011. If the contract is renewed, negotiations for contract modifications on the existing contract would begin in early 2011. If the proposed homestead exemption goes through it may be necessary to charge garbage fees which offers the opportunity to start a true pay as you throw system and could also include other incentives for maximizing diversion rates.

The proposed 2011 Environmental Services budget includes \$25,000 to complete development of contract with a solid waste collection consultant in anticipation of soliciting bids for a new service contract. While the existing contract does not expire until early 2012, six months notice of termination is required and the bidding process may take many months. Therefore, if the Township Board so desires, solicitation of a consultant to assist with the bidding process would begin in late 2010.

Currently, 30,279 residential units receive solid waste collection services provided by the Associations. Projections for 2011 include 31,409 units to be serviced by the Township factoring in growth for Sterling Ridge – May Valley and the Village of Creekside Park.

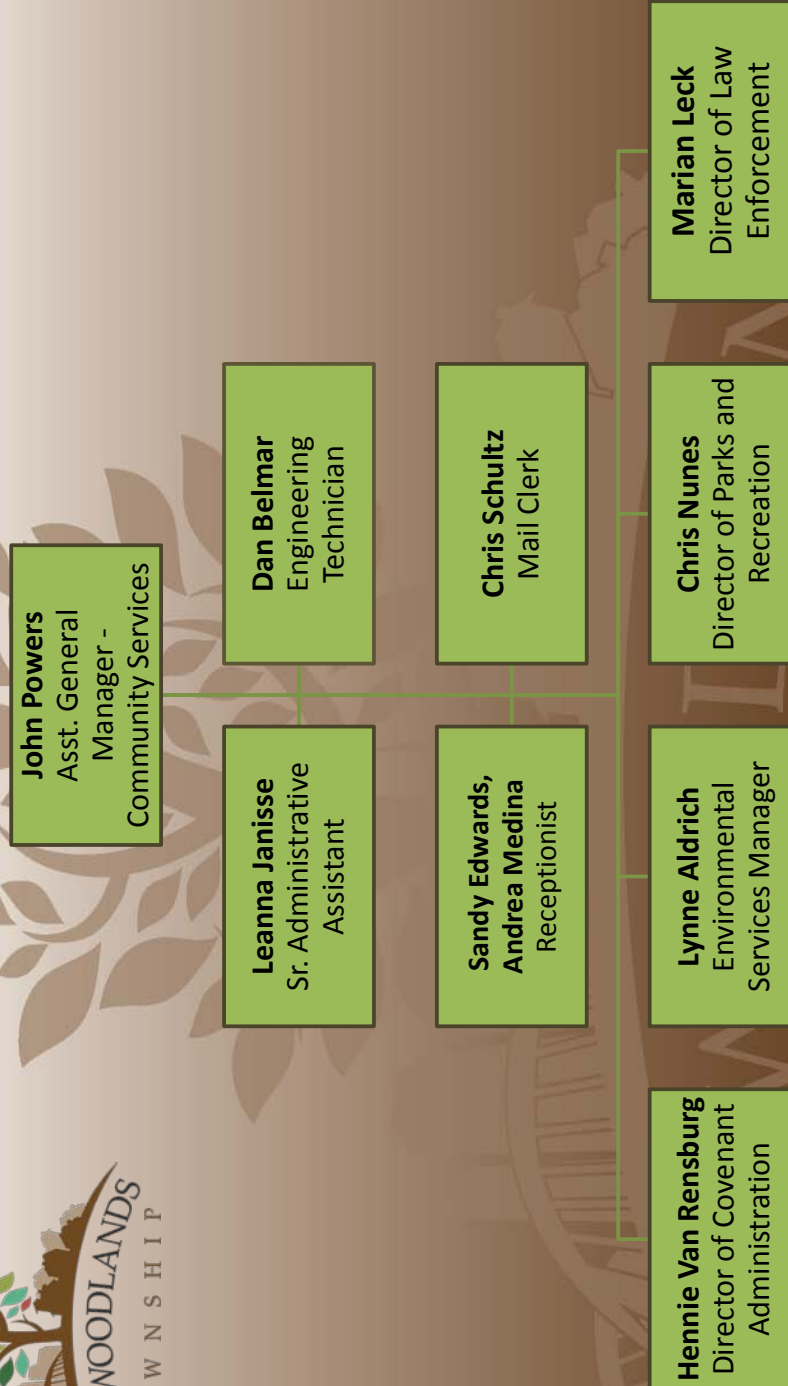
The proposed 2010 consolidated budget for waste collection services is \$5,419,819. The 2010 monthly rate per unit is projected to be \$13.19.

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>OTHER COMMUNITY SERVICES - Dept 430</b>						
Streetlighting	100-430-5440-0000-10	1,049,590	1,049,590	1,154,544	104,954	10%
Streetscape Maintenance	100-430-5441-0000-10	2,277,000	2,368,000	2,448,396	171,396	8%
Solid Waste Services	100-430-5442-0000-10	5,197,012	5,069,562	5,419,819	222,807	4%
<b>Total</b>		<u><b>8,523,602</b></u>	<u><b>8,487,152</b></u>	<u><b>9,022,759</b></u>	<u><b>499,157</b></u>	<u><b>6%</b></u>



## Community Services





## **Community Services 2011 BUDGET PLAN**

# **The Woodlands Township Community Services 2011 Budget Plan**

- I. Situation Analysis**
- II. Accomplishments of 2010**
- III. Goals of the Community Services 2011 Budget Plan**
- IV. Implementation of Community Services 2011 Budget**

# **The Woodlands Township Community Services 2011 Budget Plan**

## **I. Situation Analysis**

Community Services provides oversight, management and direction to the Covenant Administration, Environmental Services and Parks and Recreation Departments. In addition, Community Services provides the Township inter-office mail service, reception and resident services, engineering technical services and administrative support to the Project Planning and Development Committee and Public Facilities Administration Committee.

## **II. Accomplishments of 2010**

- Assisted with the transition of services in accordance with the Transition Agreement
- Facilitated Delegation of Authority Agreement between DSC and DRC
- Provided administrative support to the Project Planning and Development Committee and Public Facilities Administrative Committee
- Developed Stationary Designated Vending Permit Program
- Resolved resident issues and concerns
- Maintained and cultivated positive relations and communications with various agencies and strategic partners
- Developed, Reviewed, and Edited numerous Agreements and Contracts
- Assisted with negotiating Host Venue Agreement for Ironman Texas
- Revised Administrative Guidelines and Operating Procedures for various departmental functions and operations
- Ensured day to day operations are carried out to meet Township goals and objectives

### III. Goals of the Community Services 2011 Budget Plan

- Provide support to the President's Office, Departments and Committees
- Resolve resident issues and concerns
- Assist in efficient relocation & transition to new consolidated offices
- Increase public satisfaction with Township services
- Ensure Township compliance with local, state and federal requirements related to Community Service departments' operations

### IV. Implementation of Community Services 2011 Budget

#### Salaries and Benefits

**\$427,955**

*(In accordance with Key Initiative 3.2.3 Provide competitive benefit and compensation packages)*

- Community Services Administration Personnel (\$427,955) – The budget includes six full-time positions for the Assistant General Manager – Community Services, Engineering Technician, Administration Assistant, two Receptionists, and a Mail Clerk.

#### Staff Development

**\$2,800**

*(In accordance with Key Initiative 3.1.2 Encourage education and training opportunities and continuing professional development)*

- Meetings (\$200) – Includes meetings with volunteers, Community Resource Team, and other agencies.
- Staff Training & Conferences (\$2,600) – Includes travel, registration and expenses to attend conferences, seminars and/or training events.

#### Equipment Expense

**\$2,000**

*(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)*

- Cell Phones (\$2,200) – Communication expenses for staff

#### Administrative Expenses

**\$11,200**

*(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)*

- Supplies (\$650) – Covers general office supplies specific to department.



- Dues & Subscriptions (\$1,400) – Professional periodicals and memberships to include TRAPS, Rotary, NRPA
- Mileage Reimbursement (\$4,150) – Reimbursement for use of personal vehicles on company business for Mail Clerk and Engineering Tech.
- Other (\$5,000) – For miscellaneous expenses not classified elsewhere.

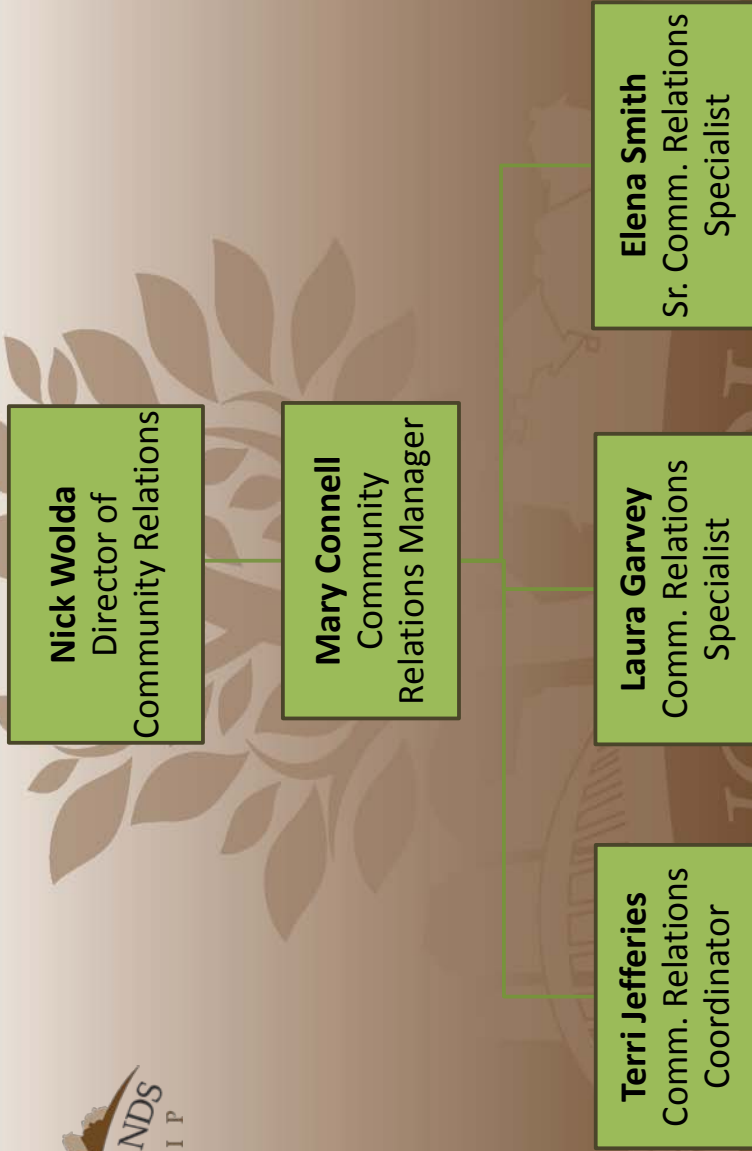
<b>Total Cost for Community Services Admin. 2011 Budget Plan</b>	<b>\$443,955</b>
--	------------------

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>COMMUNITY SERVICES ADMIN - Dept 400</b>						
<b>Salaries and Benefits</b>						
Salaries and Wages	100-400-5010-0000-10	314,486	314,486	318,764	4,278	1%
Overtime	100-400-5011-0000-10	2,000	3,500	3,500	1,500	75%
Employee Benefits - FICA	100-400-5020-0000-10	22,134	21,700	22,710	576	3%
Employee Benefits - TEC	100-400-5021-0000-10	279	950	1,134	855	306%
Employee Benefits - Retirement	100-400-5030-0000-10	39,890	32,300	41,531	1,641	4%
Employee Benefits - Insurance	100-400-5031-0000-10	43,757	36,700	39,635	(4,122)	-9%
Employee Benefits - Workers Comp	100-400-5032-0000-10	692	590	681	(11)	-2%
Interns	100-400-5040-0000-10	-	-	-	-	-
		<u>423,238</u>	<u>410,226</u>	<u>427,955</u>	<u>4,717</u>	<u>1%</u>
<b>Staff Development</b>						
Meetings	100-400-5100-0000-10	200	200	200	-	0%
Training & Conferences	100-400-5120-0000-10	<u>5,500</u>	<u>2,600</u>	<u>2,600</u>	<u>(2,900)</u>	<u>-53%</u>
		5,700	2,800	2,800	(2,900)	-51%
<b>Equipment Expense</b>						
Cell Phones	100-400-5335-0000-10	<u>900</u>	<u>1,500</u>	<u>2,000</u>	<u>1,100</u>	<u>122%</u>
		900	1,500	2,000	1,100	122%
<b>Administrative Expense</b>						
Supplies	100-400-5800-0000-10	650	650	650	-	0%
Dues & Subscriptions	100-400-5802-0000-10	1,400	1,400	1,400	-	0%
Mileage Reimbursement	100-400-5804-0000-10	1,800	4,150	4,150	2,350	131%
Other Admin	100-400-5899-0000-10	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>-</u>	<u>0%</u>
		8,850	11,200	11,200	2,350	27%
<b>Total Community Services Admin</b>		<u><u>438,688</u></u>	<u><u>425,726</u></u>	<u><u>443,955</u></u>	<u><u>5,267</u></u>	<u><u>1%</u></u>

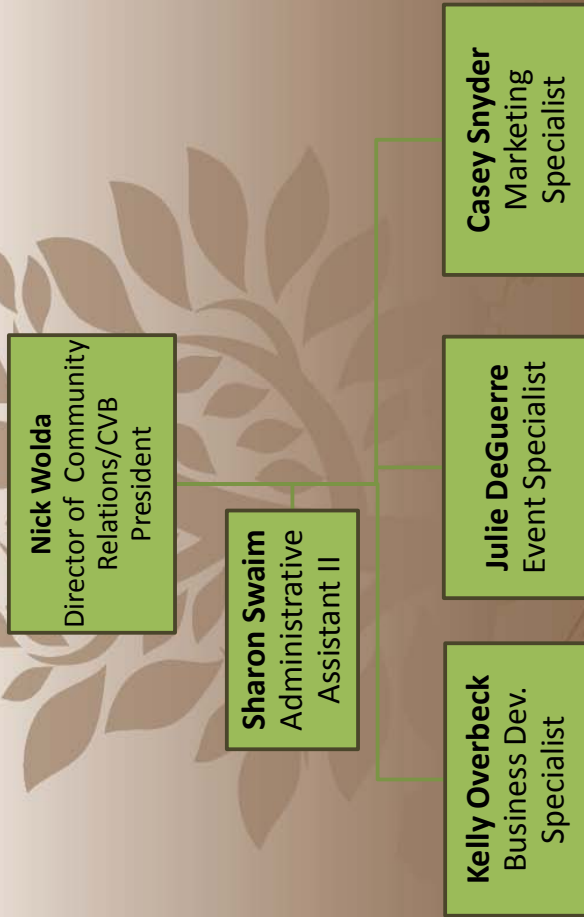


## Community Relations





## CVB Staff Services





## **COMMUNITY RELATIONS 2011 BUDGET PLAN**

# **The Woodlands Township Community Relations 2011 Budget Plan**

- I. Situation Analysis**
- II. Accomplishments of 2010**
- III. Goals of the Community Relations 2011 Budget Plan**
- IV. Implementation of Community Relations 2011 Budget**

# **The Woodlands Township Community Relations 2011 Budget Plan**

## **I. Situation Analysis**

The goal of The Woodlands Township's Community Relations department is to promote The Woodlands Township by providing accurate, timely communication to residents and businesses in The Woodlands Township via printed and electronic communications as well as other methods as needed. These include The Woodlands Township Web site, The Woodlands Community Magazine, media relations and public relations including e-newsletters, general updates, reports, promotional material, advertising and support for special events.

The objectives and goals of the 2011 Community Relations Plan are centered on growth and awareness of The Woodlands Township and how it serves The Woodlands residents and businesses with its programs. The department represents the merging of The Woodlands Township's former Marketing & Public Affairs team with the Community Associations of The Woodlands Community Relations team to develop comprehensive communications for residents and businesses in The Woodlands and support for departmental communications outreaches, including some support for The Woodlands Convention and Visitors Bureau.

The department produces The Woodlands Community Magazine, published monthly in partnership with Champions Printing and Publishing since 1997 with a high readership rate of 95 percent. The department will also manages the The Woodlands Township Web site, [www.thewoodlandstownship-tx.gov](http://www.thewoodlandstownship-tx.gov), and the remainder of the Community Associations of The Woodlands Web site.

### **Relationships to Develop and Foster**

- The Woodlands Township Board of Directors and Staff
- Residents and businesses in The Woodlands
- Media entities
- Governmental entities
- Not for profit, non profit and business associations
- Schools and educational institutions

## **Conclusion**

The Community Relations department of The Woodlands Township represents The Woodlands Township in community relations initiatives and activities, including public relations and communications to and with residents and businesses.



## **II. Accomplishments of 2010**

- Continued partnership with KSTAR Country 99.7 as the official Emergency Broadcast Radio Station for The Woodlands Township.
- Successfully communicated the change from the Community Associations to The Woodlands Township, including development of internal communications guidelines used in 2010, and the service issue (January) of The Woodlands Community Magazine.
- Successfully merged [www.thewoodlandsassociations.org](http://www.thewoodlandsassociations.org) and [www.thewoodlandstownship-tx.gov](http://www.thewoodlandstownship-tx.gov) and launched the new [www.thewoodlandstownship-tx.gov](http://www.thewoodlandstownship-tx.gov).
- Managed and maintained the Township Web site with hundreds of updates each month.
- Successfully transferred the design and messages of The Woodlands Community Magazine to reflect The Woodlands Township.
- Continued monthly production of The Woodlands Community Magazine, with a reported readership level of 95 percent.
- Created designs and artwork for publications such as The Woodlands Parks and Recreation Action Guide, race brochures, and others.
- Created designs and artwork for The Woodlands Convention and Visitors Bureau Red, Hot and Blue Festival, Public Safety Heroes banquet, Township brochure and others.
- Maintained and cultivated positive media relations.

### **III. Goals of Community Relations 2011 Budget Plan**

- Promote the work of The Woodlands Township through media relations, press releases and announcements in conjunction with public Board meetings and activities.
- Develop a public understanding of The Woodlands and The Woodlands Township, and continue to educate the general public and business community on the entire scope of The Woodlands Township.
- Work in conjunction with other economic development initiatives including The Woodlands Convention & Visitors Bureau to provide support with personnel in promoting The Woodlands as a destination for living, shopping, staying the night, dining, entertainment, meetings and tourism.
- Assist and support Economic Development programs, Finance & Administration programs, Parks & Recreation, Environmental Services and Operations & Public Safety programs at The Woodlands Township.
- Continue to improve and streamline The Woodlands Township Web site.
- Continue the success of The Woodlands Community Magazine.
- Continue to build upon current relationships and build new relationships with media representatives and outlets to improve and expand media coverage of The Woodlands Township.

## IV. Implementation of Community Relations 2011 Budget

### Salaries and Benefits

**\$373,025**

- Community Relations Department Personnel (\$373,025) – This budget line includes salary and benefits for Community Relations positions and 30% allocated cost of the Director of Community Relations/CVP President as those duties relate directly to the community relations initiatives of The Woodlands Township. Community Relations positions currently include: the Community Relations Coordinator who inputs routine changes onto the Web site, prepares files for The Woodlands Community Magazine, and serves as departmental assistant; the Community Relations Specialist, who prepares and places newspaper and magazine advertisements and produces graphic designs, photography and writing projects; the Senior Community Relations Specialist who produces major layout and design projects, larger writing projects and elements of special events; and the Community Relations Manager who oversees the work of the department, provides graphic design and editorial guidance, serves as editor and contract manager for The Woodlands Community Magazine, serves as Web site manager and writes and edits material as needed. All five staff persons provide various levels of updates to the Web site and provide communications guidance and assistance to departments throughout the company.

### Staff Development

**\$5,500**

*(In accordance with Goal 3.1 Provide education and training opportunities and a supportive working environment for Township staff)*

- Meetings (\$500) – Includes supplies for meetings as needed.
- Staff Training and Conferences (\$5,000) – Professional development and training for Community Relations staff including multimedia, pre-press design, web design and maintenance, online software training and professional association conferences related to public relations/communications best practices, tools and techniques. Includes travel, conference registration and expenses.

### Equipment Expense

**\$5,750**

*(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)*

- Cell Phones (\$750) – Communication expenses, including cell phone fees for the Community Relations Manager.

- Equipment (\$5,000) – Office equipment to include photography equipment and storage, projector for public presentations and feed scanner to produce media clippings and other scanning projects.

### **Contracted Services**

**\$88,750**

*(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township; and Goal 2.1 Ensure effective communications with the community and partners)*

- Consulting (\$2,000) – Includes general and specialized consulting services as needed, related to electronic or printed communications or public relations issues.
- Computer Support (\$1,750) – Expenses related to support from Information Technology, software upgrades and support.
- Contract Labor (\$2,000) – Outsourcing of writing and photography services during peak activity, other contract labor as needed.
- Website (\$43,000) – Maintenance and hosting of the current website for the residents of The Woodlands Township, [www.thewoodlandstownship-tx.gov](http://www.thewoodlandstownship-tx.gov). This website features up-to-date programs and initiatives of The Woodlands Township as well as information announcing public meetings and the results of the meetings, public inquiries, and other information for the general public with improved navigation and interactive features. It is estimated this combined website will generate 300,000 unique visitors annually. This line item includes the update of news releases and information distribution through The Woodlands Township Web site.
- Video Production (\$20,000) – Production of video products promoting and educating the general public such as public safety achievements, economic development, and general awareness videos. In addition, produce promotional segments for The Woodlands Township events including wrap-up videos. This line also includes production of video clips that will be stored and viewed on The Woodlands Township Web site.
- Public Opinion Surveys (\$20,000) – This line item is used to gauge public opinion of The Woodlands and its programs. This research includes public opinions about development in The Woodlands, public safety, wayfinding systems, transportation, shopping, dining, and other related aspects, specifically geared to services and programs of The Woodlands Township. (\$35,000 was budgeted in 2010 to include the larger resident survey, which is not scheduled again until 2012.)

**Program Expense****\$64,000***(In accordance with Goal 2.1 Ensure effective communications with the community and partners)*

- Public Safety Heroes Awards (\$60,000) – Event honoring the Public Safety community which keeps The Woodlands one of the safest areas in the country. In 2010, the event will celebrate its 15<sup>th</sup> anniversary. Sponsorship income is projected at \$21,000 and production costs are projected at \$60,000. Net costs are estimated at \$39,000.
- E-Newsletter (\$2,500) – Expenses to cover software, online service and distribution of e-newsletters, such as the Coordinator Connection.
- Holiday Lighting Contest (\$1,500) – Expenses to include support materials for The Woodlands traditional annual Holiday Lighting Contest, conducted through the Village Associations. Materials include signs, plaques and event supplies for Awards Night.

**Public Education/Relations****\$62,000***(In accordance with Goal 2.1 Ensure effective communications with the community and partners)*

- Community Relations (\$20,000) – Initiatives for promoting and communicating the programs and services of The Woodlands Township for its constituents including participation in trade shows, events, marketing collateral, public relations efforts, media relations and other opportunities as they arise in the promotion of The Woodlands Township.
- Specialty Supplies (\$20,000) – Supplies specifically related to promoting The Woodlands Township. These supplies include general promotional items such as pens, lapel pins, shirts, plaques for presentation, signage and other promotional or commemorative items for residents, volunteers and employees.
- The Woodlands Township Annual Report (\$0) – This item is replaced by the CAFR, handled through Finance.
- Advertising (\$22,000) – General advertising and promotion of The Woodlands Township, including the Interfaith Directory ad, Chamber kiosk and directories, election ads, Town Hall meeting ads and other opportunities as they arise; including, but not limited to magazines, radio, cable, newspaper, websites, billboards and direct mail.

**Administrative Expense****\$26,600**

*(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township)*

- Supplies (\$1,800) – General office supplies specific to Community Relations, such as specialty paper, pens, sticky notes, ink color products, paper cutters, paper clips, large envelopes, labels, blank CDs and DVDs.
- Dues & Subscriptions (\$4,300) – Professional association dues, subscriptions to stock art and photographs for use in publications, subscriptions to industry publications.
- Printing (\$20,000) – Printed material to promote messages and services of The Woodlands Township. These include The Woodlands Township brochure, parks and pathway map, service guides or reprints of The Woodlands Community Magazine service issue, and other printing related to promoting The Woodlands Township.
- Mileage Reimbursement (\$500) – Expenses incurred by Community Relations staff for travel for businesses purposes, including mileage, parking, tolls, etc.

**Total Cost for Community Relations 2011 Budget Plan****\$625,625**

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<b>Budget Code</b>	<b>Budget 2010</b>	<b>Forecast 2010</b>	<b>Budget 2011</b>	<b>\$ Inc/(Dec)</b>	<b>% Inc/(Dec)</b>
<b>COMMUNITY RELATIONS - Dept 500</b>						
<b>Salaries and Benefits</b>						
Salaries and Wages	100-500-5010-0000-10	266,042	266,042	272,710	6,668	3%
Overtime	100-500-5011-0000-10	2,000	2,000	2,000	-	0%
Employee Benefits - FICA	100-500-5020-0000-10	19,979	19,979	18,188	(1,791)	-9%
Employee Benefits - TEC	100-500-5021-0000-10	180	820	945	765	425%
Employee Benefits - Retirement	100-500-5030-0000-10	36,066	36,066	38,459	2,393	7%
Employee Benefits - Insurance	100-500-5031-0000-10	40,674	40,674	40,141	(533)	-1%
Employee Benefits - Workers Comp	100-500-5032-0000-10	504	504	582	78	15%
Interns	100-500-5040-0000-10	-	-	-	-	-
[Includes Allocated Cost (30% Director Comm Relations)]		365,445	366,085	373,025	7,580	2%
<b>Staff Development</b>						
Meetings	100-500-5100-0000-10	500	500	500	-	0%
Training & Conferences	100-500-5120-0000-10	5,000	5,000	5,000	-	0%
		5,500	5,500	5,500	-	0%
<b>Equipment Expense</b>						
Equipment	100-500-5330-0000-10	5,000	5,000	5,000	-	0%
Cell Phones	100-500-5335-0000-10	500	750	750	250	50%
		5,500	5,750	5,750	250	5%
<b>Contracted Services</b>						
Computer Support	100-500-5400-0000-10	1,750	1,750	1,750	-	0%
Consulting	100-500-5401-0000-10	2,000	2,000	2,000	-	0%
Legal	100-500-5402-0000-10	-	-	-	-	-
Contract Labor	100-500-5407-0000-10	2,000	2,000	2,000	-	0%
Website	100-500-5470-0000-10	43,000	43,000	43,000	-	0%
Video Production	100-500-5471-0000-10	20,000	20,000	20,000	-	0%
Public Opinion Surveys	100-500-5499-0000-10	35,000	25,000	20,000	(15,000)	-43%
		103,750	93,750	88,750	(15,000)	-14%
<b>Program Expense</b>						
Holiday Lighting Contest	100-500-5605-3405-10	1,500	1,500	1,500	-	0%
Public Safety Heroes Event	100-500-5612-3504-10	60,000	60,000	60,000	-	0%
E-Newsletter	100-500-5708-0000-10	2,500	2,500	2,500	-	0%
		64,000	64,000	64,000	-	0%
<b>Public Education/Relations</b>						
Community Relations	100-500-5700-0000-10	30,000	22,000	20,000	(10,000)	-33%
Specialty Supplies	100-500-5702-0000-10	20,000	20,000	20,000	-	0%
Annual Report	100-500-5703-0000-10	5,000	-	-	(5,000)	-100%
Advertising	100-500-5704-0000-10	22,000	22,000	22,000	-	0%
		77,000	64,000	62,000	(15,000)	-19%
<b>Administrative Expense</b>						
Supplies	100-500-5800-0000-10	1,800	1,800	1,800	-	0%
Dues & Subscriptions	100-500-5802-0000-10	4,300	4,300	4,300	-	0%
Printing	100-500-5803-0000-10	20,000	20,000	20,000	-	0%
Mileage Reimbursement	100-500-5804-0000-10	500	500	500	-	0%
Other Admin	100-500-5899-0000-10	-	-	-	-	-
		26,600	26,600	26,600	-	0%
<b>Total Community Relations</b>		<b>647,795</b>	<b>625,685</b>	<b>625,625</b>	<b>(22,170)</b>	<b>-3%</b>

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>CVB STAFF SERVICES - Dept 510</b>						
<b>Salaries and Benefits</b>						
Salaries and Wages	100-510-5010-0000-10	302,269	329,500	341,058	38,789	13%
Overtime	100-510-5011-0000-10	-	-	-	-	
Employee Benefits - FICA	100-510-5020-0000-10	24,281	26,400	25,763	1,482	6%
Employee Benefits - TEC	100-510-5021-0000-10	308	950	1,217	909	295%
Employee Benefits - Retirement	100-510-5030-0000-10	44,848	43,200	46,644	1,796	4%
Employee Benefits - Insurance	100-510-5031-0000-10	31,228	31,228	31,864	636	2%
Employee Benefits - Workers Comp	100-510-5032-0000-10	708	708	724	16	2%
Interns	100-510-5040-0000-10	10,000	10,000	10,000	-	0%
[Includes Allocated Cost (70% Director Comm Relations)]		413,642	441,986	457,270	43,628	11%
<b>Transfers</b>						
(See "Other Exp" for CVB Transfers)		-	-	-	-	
		-	-	-	-	
<b>Total CVB Staff Services</b>		<b>413,642</b>	<b>441,986</b>	<b>457,270</b>	<b>43,628</b>	<b>11%</b>





## **TRANSPORTATION 2011 BUDGET PLAN**

# **The Woodlands Township Transportation 2011 Budget Plan**

- I. Situation Analysis**
- II. Goals of the Transportation 2011 Budget Plan**
- III. Implementation of the Transportation 2011 Budget Plan**

# **The Woodlands Township Transportation 2011 Budget Plan**

## **I. Situation Analysis**

### **History**

The Woodlands Township (Township) has three transportation programs that operate within the boundaries of The Woodlands. They are the Town Center Trolleys, Water Taxis (not funded by the Township), and three Park and Ride locations (not funded by the Township).

The Woodlands Town Center Pedestrian/Transit Corridor was developed primarily through the federally funded Congestion Mitigation and Air Quality (CMAQ) Improvement Program. Federal funds were provided through several congressional earmarks pursuant to the Federal Transit Administration's (FTA) Section 5309 (Bus) discretionary program. The justification for the significant commitment of CMAQ funding for this corridor is based on the corridor's ability to reduce short automobile trips, resulting in a reduction of Vehicle-Miles Traveled (VMT), as well as reduced congestion and pollution which, absent the corridor, would be substantially greater due to the mixed-use development and growth of the surrounding Town Center area.

### **Town Center Trolleys**

The Woodlands Town Center rubber-tire trolley service was implemented in July 2007. It provides service along a 3.14-mile route, seven days a week, nine hours a day, between 11 am and 8 pm (times may vary). Its monthly ridership averaged 8,000 riders per month. Under the Houston Galveston Area Council (H-GAC) CMAQ Pilot Program, The Woodlands Township participates in the operation of the fixed route rubber-tire circulator service that connects The Woodlands Mall, Market Square, businesses and residents along The Woodlands Waterway. Users are employees, residents and visitors to the numerous retail and office locations throughout the Town Center area. The Woodlands Township funds half of the operating cost for the Trolleys and H-GAC CMAQ funds the other half. On June 1, 2010 the portion funded by CMAQ changed to funding by Brazos Transit District.

### **Waterway Taxi Service**

This program is not funded by the Township but exist within its boundaries. The preliminary engineering report to support the transit nature of the corridor included

trolley related passenger trips as well as water taxi-related passenger trips as part of the justification utilized to support CMAQ funding for the project. The projected use of water taxi services and related demand were linked to utilization by mall patrons during peak hours, Marriott Hotel and Convention trips, pavilion events, and trips related to residential growth along the corridor. Therefore, the operation of water taxi services is one of the components used to justify a substantial amount of federal support for the existing corridor, as well as recently approved federal funds for further extension of the corridor west.

Water taxi services in support of the federally funded Town Center Pedestrian/Transit Corridor, were initiated in July 2004, through a contract between The District and WTI, dated November 19, 2003. The services of WTI were procured through a request for proposals seeking a fully privatized "turnkey" operation, including the provision of six (6) water taxi craft. The rationale behind this procurement approach was to enable the public transit operator, The District, to obtain federal financial support for water taxi operations, through the FTA Capital Cost of Contracting (CCC) provisions linked to the privatized nature of the water taxi operation, in lieu of direct federal subsidy. The District in March 2006, with the assistance of TWDC, bought out the Water Taxis operation which resulted in TWDC's ownership of the water taxi craft and continuation of water taxi services by The District, until an alternate service plan for privatizing the service could be accomplished. The buyout accomplished the following objectives:

- Elimination of WTI from participating in The Woodlands Town Center Pedestrian/Transit Corridor water taxi operation;
- Interim continuation of water taxi services, through The District, in a more cost-effective manner with no pressure to operate a guaranteed minimum hourly schedule;
- Preservation of several options for continuing operation of corridor water taxi services;
- Creation of a more viable financial plan for continued water taxi operations; and
- Preservation of the use of federal CCC reimbursement to support water taxi services.

## **Park and Ride**

This program is not funded by the Township but exist within its boundaries. The District operates three Park & Rides within The Woodlands Township from 5:00 AM to 7:00 PM. Destinations include the Texas Medical Center, Greenway Plaza, as well as the Central Business District of Houston. Scheduled service is provided Monday thru Friday. The

District funds the cost of the Park & Ride using Federal Funds. These buses only stop at designated locations:

	<b>Location</b>	<b>Round Trip Fare</b>
<b><u>Research Park &amp; Ride</u></b>	3900 Marsico Place, The Woodlands	\$9.50
<b><u>Sawdust Park &amp; Ride</u></b>	701 Westridge, Spring	\$9.50
<b><u>Sterling Ridge Park &amp; Ride</u></b>	8001 McBeth Way, The Woodlands	\$9.50

### **Other Transportation Projects**

The Montgomery County Friendship Center has requested continued funding for the Senior Shuttle Service in the amount of \$47,500. This amount has been included in the proposed budget under *Other Expenditures*. Continued funding for this service is subject to Board approval during the 2011 budget process.

## **II. Goals of the Transportation 2011 Budget Plan**

The Township will continue to work with regional and local organizations to bring connectivity through transportation to the Township and to Montgomery County. This supports regional participation efforts to connect the Township with communities in all directions. The Operations Department will continue to pursue transportation efforts that support the economic growth of the area with transportation to and from the Township for the residents, employees and shoppers. Goals are:

- Develop and coordinate a transit system involving trolleys for inter and intra transportation to reduce toxic emissions while providing reliable transportation.
- Develop additional trolley route to include additional areas of the Town Center connecting more hotels and businesses.
- Develop a new trolley route that connects the Village Shopping Centers with-in The Woodlands Township
- Research and obtain transportation funding via grants from state and federal sources.

### **III. Implementation of the Transportation 2011 Budget Plan**

#### **Contracted Services**

**\$543,800**

*(In accordance with Goal 5.4 Develop an integrated mobility system that is seamless within and surrounding the Township)*

- Consulting (\$150,000) – Professional services may include assisting with monthly grant reporting, service management, trolley expansion feasibility study, exploring additional funding opportunities, and other transportation or mobility issues.
- Trolleys (\$393,800) – Includes \$388,800 in contracted services provided by Brazos Transit District for Town Center trolley services. This expenditure reflects the full cost of providing existing transportation services; however, the Township's in-kind contribution for the 50% local match requirement is \$194,400. The corresponding grant revenue of \$194,400 which will offset this \$388,800 expense is included in general revenues. The budget also includes \$5,000 for special event trolley transportation services.

#### **Administrative Expense**

**\$4,820**

- Other Administration (\$4,820) – Includes expenses related to parking committee or transportation meetings, partnership opportunities with regional planning agencies, professional memberships, and mobility or transportation related travel and conferences.

#### **Total Cost for Transportation 2011 Budget Plan**

**\$548,620**

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>TRANSPORTATION - Dept 600</b>						
<b>Contracted Services</b>						
Consulting	100-600-5401-0000-10	100,000	100,000	150,000	50,000	50%
Trolleys	100-600-5460-0000-10	393,800	393,800	393,800	-	0%
		<u>493,800</u>	<u>493,800</u>	<u>543,800</u>	<u>50,000</u>	<u>10%</u>
<b>Administrative Expense</b>						
Other Admin	100-600-5899-0000-10	4,820	4,820	4,820	-	0%
		<u>4,820</u>	<u>4,820</u>	<u>4,820</u>	<u>-</u>	<u>0%</u>
<b>Total Transportation</b>		<u><u>498,620</u></u>	<u><u>498,620</u></u>	<u><u>548,620</u></u>	<u><u>50,000</u></u>	<u><u>10%</u></u>





## **ECONOMIC DEVELOPMENT 2011 BUDGET PLAN**

# **The Woodlands Township Economic Development 2011 Budget Plan**

- I. Situation Analysis**
- II. Accomplishments of 2010**
- III. Goals of the Economic Development 2011 Budget Plan**
- IV. Implementation of Economic Development 2011 Budget**

# **The Woodlands Township**

## **Economic Development 2011 Budget Plan**

### **I. Situation Analysis**

Since its creation, the Township has embarked on a number of marketing and economic development programs which concentrate on heightening the awareness of the area as a regional destination for shopping, dining, and entertainment, as well as economic development initiatives focused on business recruitment, retention and job creation. These program areas work together in attracting corporate headquarters, business operators, visitors and customers to the area. This plan moves forward with economic development goals anticipated by The Woodlands Township in 2011 and its legislative purpose.

Evolving from its initial focus on public safety, the Township has emerged as the governmental body to facilitate the transition to local self-governance. The Township's focus will continue to expand over the years to address other significant mandates approved by its enabling legislation and subsequent amendments. Maintaining a strong economic development program will be an essential driver of tax revenues to meet the financial obligations of the Township.

As a result of the development and construction projects undertaken over the past decade, The Woodlands Township now has approximately 38,590 residential units and 26 million square feet of commercial and industrial square footage. Major factors driving the local economy include the 9 million square feet of retail and general commercial development, nine hotels offering more than 1,400 rooms for guests, and 195,000 square feet of convention and exhibit hall space in the Township. Construction continues on new office and retail buildings near The Woodlands Waterway within the Township.

The Woodlands Waterway Marriott Hotel and Convention Center weathered the economic downturn and remained a leading hotel and convention center property in the Marriott brand. Marriott continues to lead the market in occupancy rates as it has become a primary location for convention and group business in the region.

#### **Job Creation & Corporate Relocation**

Major businesses located within the Township's boundaries or in close proximity include hospitals, hotels, resorts, conference centers, corporate headquarters as well as shopping, entertainment, and other retail centers. These businesses have a significant economic presence in the area by providing employment to approximately 45,380

people. Projections show The Woodlands to have more than 67,000 jobs in the next few years. The Township's economic development program focuses primarily on job creation and planning initiatives which generate economic development leads and corporate relocations to The Woodlands.

"The Woodlands Town Center is a wonderful example of a 'new' downtown. This area is carefully planned, carefully designed and is becoming well-known throughout the country."

– *Dave Feehan, President, International Downtown Association*

"The Woodlands has been everything we thought it would be -- and more. It's the kind of community that's sophisticated, affluent and educated enough to appreciate a project like Market Street. Couple the response from the local market with the growing number of visitors coming to The Woodlands as a getaway destination and it's no surprise that we've experienced such success."

– *Terry Montesi, Founding Partner, Trademark Property Company*

"One of the best decisions we have made as a company was to relocate our corporate offices to The Woodlands. Since American Financial & Automotive Services, Inc. made the 50-mile relocation to The Woodlands, we have been very pleased with all the community has to offer. The relocation to The Woodlands has enabled our company to grow due to the location, professionalism, and the depth of the talent for recruiting initiatives. Our employees and clients constantly embrace our move as it has helped take our organization to new levels. This new location has given American Financial the opportunity to offer a wider variety of first-class restaurants, shopping, entertainment, and hotel accommodations to all of our clients. Our employees have greatly enjoyed the cultural atmosphere and all the amenities that The Woodlands has developed for their families. The Woodlands has provided the American Financial companies with the convenient location and professional atmosphere that we were looking for in relocating. American Financial is proud to call The Woodlands home."

– *Arden Hetland, President, American Financial & Automotive Service*

"When Maersk Line first established our Customer Resource Center here in The Woodlands 10 years ago, we were primarily driven by relative low costs combined with good availability of a skilled workforce. Our facility in The Woodlands and staff has lived up to all our expectations, and more. The Woodlands living offers more than anywhere else we have lived. More choice in restaurants, recreational activities, shopping, entertainment, medical facilities, and the pure beauty and lay-out of the neighborhoods in this town, including the paths, the parks, the low-key shopping/convenience centers has made us staunch promoters of the Woodlands. In fact we now believe that this is where we will end up retiring, when and if that time come."

– *Henning Nielsen, VP, Customer Service, Maersk Line*

"We chose The Woodlands as the home of the US Oncology headquarters because it is located conveniently for our employees, offers beautiful natural surroundings and has many amenities within walking distance of our office. This helps us increase wellness, collaboration

and inspiration amongst our employees, and our new neighbors in The Woodlands have been very warm and welcoming. We are extremely happy to be here."

- Bruce Broussard, President and CEO, US Oncology

"The Woodlands provides an extraordinary environment in which to work and live, with excellent schools, parks, trails and a wide range of housing options. While not all of our associates reside in the immediate area, those that commute here from other areas still benefit from the proximity to our office of excellent dining and shopping options amid the beauty of our forested Town Center."

- Russ R. Stolle, Global Public Affairs and Communications, Huntsman Corporation

## **THE WOODLANDS TOWNSHIP ECONOMIC DEVELOPMENT ZONE**

The Township has created and established over all of its boundaries, a political subdivision known as The Woodlands Township Economic Development Zone ("EDZ"). The EDZ is authorized to impose and collect an incremental sales and use tax of up to one percent (1%) to fund specific improvement projects and services essential to the economic development of the Township. *Funding for EDZ projects is included in the Township's special revenue fund.*

## **II. Accomplishments of 2010**

During 2010, the South Montgomery County Woodlands Economic Development Partnership provided economic development services to The Woodlands Township through business recruitment and business retention efforts.

Here are a few of the Business Recruitment discussions underway in promoting The Woodlands Township as headquarters for these projects (which are assigned code names due to propriety of nature of a corporate move):

### **Project Bright Vision**

- Independent cable television network
- Relocation of its headquarters and production facility operations
- Create approximately 1,680 new jobs over five years
- Projected total capital investment within five years is approximately \$57 million

### **Project Classical**

- Prominent call center / business process outsourcing company with 300-400 seats
- Looking for a "plug and play" facility
- Company is attempting to locate a "Made in America" solution to compete with offshore staffing opportunities

#### Project Ebenezer

- Fortune 200 company with revenues in excess of \$17 billion
- Wants to establish a third operations/credit/call center
- Capital investment is projected to be between \$18 million and \$20 million
- When fully operational, total employment could reach over 950 jobs.

#### Project Opus

- Global company relocating corporate headquarters
- Seeking existing 100,000 square feet of Class A office space
- Represents approximately 340 jobs
- Average salary of \$80,000-\$100,000 including benefits

#### Project Pearl MD

- The company has been in existence for over 100 years and one of the top leaders in their industry.
- This project represents 25 jobs the first year, growing to 100 jobs within three years.
- Capital investment of over \$15 million over three years

#### Project Phoenix

- Prominent national company seeking a “plug and play” site for an inbound call center
- Represents approximately 170 employees
- \$10-\$13 per hour wages

#### Project Quest

- Bio-pharmaceutical company seeking a site to expand its research and development
- Prefers existing laboratory that was used for biologics and cell culture
- Projects 100 employees within five years

#### Project Reserve

- Fortune 300 company seeking to relocate their regional office in Houston
- Represents approximately 30,000 square feet of Class A office space and \$1 million in capital investment in build-out
- Approximately 100 employees with an average salary of \$100,000

### **Business Retention and Expansion**

The Woodlands Township is included in EDP’s generic information that was provided to business decision makers considering expansion of their operations in The Woodlands. During 2010, the EDP and The Woodlands Township played a role in Baker Hughes decision to expand their operation in The Woodlands. The project represents

infrastructure investment of approximately \$12 million. Prior to the expansion, Baker Hughes had 750 employees in manufacturing, technology, operations and sales; following expansion, 880 employees. The economic benefit to The Woodlands prior to the expansion was \$123 million and following the expansion it was \$147 million.

While most of the country is experiencing job loss, The Woodlands is seeing job gains, up 230 jobs from January 2009. South Montgomery County's Major Non-Retail Employers are comprised of 48 companies, most of which are located in The Woodlands. These companies represent employers with at least 100 employees. The total workforce with major non-retail employers represents approximately 23,000 employees; **up 230 employees from January 2009.**

### ***South Montgomery County Economic Development Partnership Meetings***

During 2010, the EDP aligned with The Woodlands Township leadership in hosting meetings with the Harris County economic development leaders, the Greater Houston Partnership President & CEO, the Greater Houston Partnership Chief Economic Development Officer and the President and Chairman of North Houston Association to discuss the potential relocation of ExxonMobil to a site south of The Woodlands in Harris County. According to architectural documents obtained by the Houston Chronicle, there is an outline of an elaborate corporate campus, including 20 office buildings with 3 million square feet, a wellness center, laboratory and multiple parking garages. If this comes to fruition, it could be a major benefit to The Woodlands Township.

### **Greater Houston Partnership and Opportunity Houston Accomplishments**

- The *Opportunity Houston* program's targeted messaging and pro-business stories about the Houston region and The Woodlands resulted in more than \$10.2 million in earned media, generated 52 million media impressions and 478 articles, broadcast segments and online features from cluster specific pitch campaigns. This public relations push to secure earned media resulted in articles addressing "Houston: Model City" by Forbes.com, "Korn/Ferry: Most execs willing to relocate, Houston popular option" by *Houston Business Journal*, "Houston: Where Energy is King" by *Financial Times*. Positive rankings for the greater Houston area have also resulted including **Houston is the Best City for Young Professionals** by Forbes.com, **Houston is No. 1 for Manufacturing** by Manufacturers' News Inc., **Houston MSA Ranks 4<sup>th</sup> for Economic Strength** by Policom Corporation and **Houston as Top Destination City** by U-Haul International. It is mission critical that the Houston region have consistent, positive coverage nationally and internationally – this magnet approach facilitates ongoing connection and push to The Woodlands.

- The Woodlands is prominently featured in the winter, spring and summer issues of *Opportunity Houston* magazine, an economic development sales tool published by the *Opportunity Houston*<sup>SM</sup> program. Content spotlighting The Woodlands includes sustainability and green building initiatives at Sierra Pines and Memorial Hermann and special features on top employers Anadarko Petroleum and U.S. Oncology as well as a feature on the International Economic Development Council's 2010 Leadership Forum which took place in The Woodlands. The magazine has a circulation of 25,000 including top employers and site location advisors around the nation, targeted trade and industry conferences and Houston area hotels and convention centers.
- The *Opportunity Houston* program coordinated the visit of four site consultants to the Houston region in 2010 and held a special event for the Houston area's economic development groups to network and discuss potential projects. In addition the Opportunity Houston program engaged site location advisors at the Industrial Asset Management Council Spring Forum, Consultants and FDI Forums and International Economic Development Council's Leadership Forum. Site consultants provide a direct link to potential economic development projects and therefore are a target audience for the lead generation program.
- The *Opportunity Houston* program worked closely to secure The Woodlands Resort and Conference Center as the site for the 2010 International Economic Development Council's Leadership Forum. The event took place in The Woodlands in January 2010 to a premier audience of site consultants and economic development professionals from around the nation who were given consistent messaging on The Woodlands economic development advantages and strengths.
- The first round of World Bank procurement seminars was conducted in May for an audience of 35 Houston area companies including representation from The Woodlands. GHP's *Opportunity Houston* program spearheads and funds a World Bank Private Sector Liaison Officer position, one of only three in the nation. The officer post gives Houston area companies access to approximately \$30 billion in funding awarded annually through roughly 50,000 contracts.

#### **Center for Houston's Future:**

- The **Center for Houston's Future** hosted its **Spring 2010 Business/Civic Leadership Forum** at **The Woodlands Resort & Conference Center** on April 30-May 1, 2010. **Bruce Tough** (Chairman, The Woodlands Township and Board Member of Center for Houston's Future) and **Nick Wolda** (President, The Woodlands Convention & Visitors Bureau) welcomed twenty-five forum participants to The Woodlands, including senior executives from Chevron, Conoco Phillips, Amegy Bank of Texas, Waste Management and KHOU-TV Channel 11.



- The **Center for Houston's Future** plans to host approximately **35 business and civic leaders** from throughout the region during the **Fall 2010 Business/Civic Leadership** Forum at **The Woodlands Resort & Conference Center** on November 5-6, 2010.
- Key members of the **Center for Houston's Future's 2011 Indicator Study Research Group** include members of **HARC** (Houston Area Research Council), including Dr. Robert Harriss (President), Jim Lester, Lisa Gonzalez, Zach Vernon and Alex Cuclis; Chris Nunes, Director of **The Woodlands Parks and Recreation**, and 7 other Montgomery County experts from the Lone Star Ground Water Conservation District, San Jacinto River Authority, Montgomery County Precinct 3, Montgomery County Parks and the City of Conroe.

### **III. Goals of the Economic Development 2011 Budget Plan**

- Continue to promote The Woodlands as a world-class address for corporate headquarters.
- Continue to participate in local and regional planning efforts with other organizations and governmental entities.
- Continue to attract businesses to relocate to The Woodlands, including the Town Center, the Research Forest Corridor and other areas, and South Montgomery County.
- Explore opportunities that expand employment and educational opportunities.
- Work with partner organizations to explore funding opportunities for transportation and mobility improvements.
- Explore opportunities to attract unique retail and entertainment venues through economic development incentive programs.

## **IV. Implementation of Economic Development 2011 Budget**

### **Staff Training & Conferences**

**\$5,700**

*(In accordance with Key Initiative 4.1.2: Prioritize and assign board and staff representation)*

- Includes travel, conference registration, or other expenses to attend economic development related conferences or seminars. This may include representation at the International Downtown Association annual conference, Chamber of Commerce events, South Montgomery County Economic Development Partnership functions, or other familiarization trips which provide business development opportunities.

### **Contracted Services**

**\$245,000**

#### **South Montgomery County Economic Development Partnership (\$125,000)**

*(In accordance with Key Initiative 5.1.2: Maintain active involvement with other organizations, entities, and stakeholders to promote the local economy and secure economic development incentives)*

- Continues the Township's (\$125,000) financial support of the South Montgomery County Woodlands Economic Development Partnership. This funding will position the Partnership to retain seasoned professionals to implement economic development programs. By establishing and maintaining close working relationships with other groups in the South Montgomery County and Houston metropolitan area, the Township will be in a position to have first-hand knowledge of prospects considering relocation to the area.

#### **Greater Houston Partnership (\$25,000)**

*(In accordance with Key Initiative 5.1.1: Proactively maintain contact with local and regional employers' issues and concerns)*

- The Township's service agreement with the Greater Houston Partnership (GHP) provides for the following:
  - To include the Township in information provided to site consultants throughout the United States;
  - To include the Township in directories distributed to business decision makers considering relocating to Houston;
  - Opportunities for the Township to participate in the GHP's quarterly economic development meetings;
  - Work closely and provide coordination and participation in meetings with Township representatives and prospects who show an interest in The Woodlands area;
  - Provide annual updates on economic development activities to the Township Board of Directors along with samples of collateral materials and informational brochures produced by GHP.

### **Committee's Consulting (\$95,000)**

*(In accordance with...Key Initiative 5.3.3: Expand, support and create new cultural, sporting and entertainment venues; Goal 1.6: Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township; and Key Initiative 1.2.1: Ensure high quality programs and services remain affordable and cost effective while facilities are still effectively used and maintained)*

- Ad hoc committees are appointed to explore emerging issues and partnership opportunities. This funding would provide for specialized professional services to include feasibility studies and development, financing, and operational analysis.
- Committees are charged with the purpose of managing and oversight of the Township's public assets, including but not limited to The Woodlands Waterway, Waterway Square, and other amenities/facilities. Management responsibilities extend to the formulation of policies, rules and regulations, oversight of ownership and maintenance requirements, evaluation of the use of consultants and contractors, and all other management issues concerning public assets. Proper oversight of these assets, amenities, and infrastructure programs ensure quality of place and enhance Township economic development programs.
- This funding provides for project and planning issues that come before the Township. Potential projects may include, among others, new facilities, research related to a permanent ice rink location, and the construction/utilization of parking facilities.

### **Program Expense**

**\$40,000**

### **Center for Houston's Future (\$15,000)**

*(In accordance with Key Initiative 4.1.1: Identify participation opportunities)*

- The Township has partnered with Center for Houston's Future since 2005 to support the advancement of the Houston region. The organization focuses on achieving regional goals by addressing challenges through collaboration and community involvement. This program regularly brings business executives to The Woodlands to discuss regional opportunities.

### **Greater Houston Partnership – Opportunity Houston Program (\$20,000)**

*(In accordance with Key Initiative 4.1.1: Identify participation opportunities; and Key Initiative 5.1.2 Maintain active involvement with other organizations, entities, and stakeholders to promote the local economy and secure economic development incentives)*

- Opportunity Houston is a five-year marketing program that targets economic development leads for the 10 county Houston region. The program aims to create regional jobs and attract capital investment by targeting five major

economic sectors (aviation and aerospace, energy and petrochemical, medical and biotechnology, information technology, and nanotechnology). During the 2007 budget process the Board approved a \$100,000 commitment to the Greater Houston Partnership Opportunity Houston Program to be spread over a five-year period with annual contributions of \$20,000. The contribution of \$20,000 for 2010 will be the fourth of five planned contributions.

### **Leadership Montgomery County (\$5,000)**

*(In accordance with Key Initiative 5.2.2: Explore and develop viable incentives to attract employment and education opportunities to The Woodlands)*

- Continued funding to support the Leadership Montgomery County community leaders training program.

### **Public Education/Relations**

**\$83,300**

### **Governmental Representation & Strategic Partnerships (\$83,300)**

*(In accordance with Goal 4.3 Maintain and expand local, regional, state, and federal partnerships with other governmental entities and stakeholders; and Key Initiative 5.1.2 Maintain active involvement with other organizations, entities, and stakeholders to promote the local economy and secure economic development incentives)*

- This funding expands upon efforts of other entities in the community through cooperative programs which sustain business relations efforts and other business recruitment and strategic partner opportunities.

### **2011 Strategic Business Partners:**

- ✓ South Montgomery County Woodlands Chamber of Commerce
- ✓ South Montgomery County Economic Development Partnership
- ✓ Greater Conroe/Lake Conroe Area Chamber of Commerce
- ✓ Interfaith of The Woodlands
- ✓ Lone Star College System
- ✓ Conroe Independent School District
- ✓ Memorial Hermann The Woodlands Hospital
- ✓ Leadership Montgomery County
- ✓ Center for Houston's Future
- ✓ North Houston Association
- ✓ Greater Houston Partnership

### **Dues & Subscriptions**

**\$7,300**

*(In accordance with Key Initiative 4.1.1: Identify participation opportunities; and Key Initiative 5.1.2: Maintain active involvement with other organizations, entities, and stakeholders to promote the local economy and secure economic development incentives)*

- Includes organizational or individual memberships to the South Montgomery County Chamber of Commerce, Greater Houston Convention & Visitors Bureau, International Downtown Association, Greater Conroe/Lake Conroe Area Chamber, North Houston Association, Urban Land Institute, and the International Economic Development Council.

**Total Cost of Economic Development 2011 Budget Plan**

**\$381,300**

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>ECONOMIC DEVELOPMENT - Dept 700</b>						
<b>Staff Development</b>						
Training & Conferences	100-700-5120-0000-10	5,700	5,700	5,700	-	0%
		5,700	5,700	5,700	-	0%
<b>Contracted Services</b>						
SMC Economic Development Partnership	100-700-5499-5500-10	125,000	125,000	125,000	-	0%
Greater Houston Partnership	100-700-5499-5501-10	25,000	25,000	25,000	-	0%
Planning & Dev Comm	100-700-5499-5502-10	50,000	50,000	-	(50,000)	-100%
Public Facilities Admin Comm	100-700-5499-5503-10	50,000	-	-	(50,000)	-100%
Ad Hoc Comms	100-700-5499-5504-10	50,000	-	-	(50,000)	-100%
Committees' Consulting	100-700-5499-5505-10			95,000	95,000	
		300,000	200,000	245,000	(55,000)	-18%
<b>Program Expense</b>						
Center for Houston's Future	100-700-5605-3500-10	15,000	15,000	15,000	-	0%
GHP Opportunity Houston Prog	100-700-5605-3501-10	20,000	20,000	20,000	-	0%
Leadership Montgomery County Prog	100-700-5605-3502-10	5,000	5,000	5,000	-	0%
		40,000	40,000	40,000	-	0%
<b>Public Education/Relations</b>						
Gov't'l Rep & Strategic Partnerships	100-700-5705-0000-10	83,300	83,300	83,300	-	0%
		83,300	83,300	83,300	-	0%
<b>Administrative Expense</b>						
Dues & Subscriptions	100-700-5802-0000-10	7,300	7,300	7,300	-	0%
		7,300	7,300	7,300	-	0%
<b>Total Economic Development</b>		<b>436,300</b>	<b>336,300</b>	<b>381,300</b>	<b>(55,000)</b>	<b>-13%</b>

**The Woodlands Township  
Department Budget Detail  
(in whole dollars)**

	<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>OTHER EXPENDITURES - Dept 190</b>						
<b>Transition</b>						
General Transition	100-190-7000-0000-10	350,000	350,000	-	(350,000)	-100%
Governance	100-190-7001-0000-10	-	-	200,000	200,000	
		<u>350,000</u>	<u>350,000</u>	<u>200,000</u>	<u>(150,000)</u>	<u>-43%</u>
<b>Regional Participation</b>						
Conroe RPA	100-190-7010-0000-10	13,324	12,710	13,218	(106)	-1%
Houston RPA	100-190-7010-0000-10	<u>963,029</u>	<u>918,604</u>	<u>955,348</u>	<u>(7,681)</u>	<u>-1%</u>
		976,353	931,314	968,566	(7,787)	-1%
<b>Other Expenditures</b>						
Funding Request - YMCA Youth Prog	100-190-7020-0000-10	25,000	25,000	50,000	25,000	100%
Funding Request - Friendship Center	100-190-7020-0000-10	47,500	47,500	47,500	-	0%
Carlton Woods Assoc Svc Fee	100-190-7030-0000-10	175,500	263,000	294,500	119,000	68%
Carlton Woods Creekside Svc Fee	100-190-7031-0000-10	18,950	34,800	71,300	52,350	276%
Lake Woodlands User Fee	100-190-7032-0000-10	13,000	13,000	-	(13,000)	-100%
Village Association Contributions	100-190-7033-0000-10	80,050	80,000	80,000	(50)	0%
Uncollectible Taxes	100-190-7040-0000-10	189,819	189,819	297,368	107,549	57%
Contingency	100-190-7900-0000-10	<u>250,000</u>	<u>-</u>	<u>250,000</u>	<u>-</u>	<u>0%</u>
		799,819	653,119	1,090,668	290,849	36%
<b>Transfers Out</b>						
CPF - Tax Funded Capital (excl reserves)	100-190-8800-8010-10	4,194,455	2,794,050	5,335,600	1,141,145	27%
CPF - Capital/Economic Development Reserves	100-190-8800-8020-10	37,200	37,200	6,550,095	6,512,895	17508%
CPF - New Development Capital	100-190-8800-8030-10	3,483,500	-	-	(3,483,500)	-100%
The Woodlands CVB	100-190-8800-8080-10	2,045,737	2,034,737	2,399,837	354,100	17%
The Woodlands Fire Department	100-190-8800-8090-10	13,938,091	14,168,469	14,892,312	954,221	7%
DSF - Debt Service	Split by type (8050, 8060, 8070)	<u>7,464,602</u>	<u>5,149,026</u>	<u>7,796,632</u>	<u>332,030</u>	<u>4%</u>
		31,163,585	24,183,482	36,974,476	5,810,891	19%
<b>Total Other Expenditures</b>		<u><b>33,289,757</b></u>	<u><b>26,117,915</b></u>	<u><b>39,233,711</b></u>	<u><b>5,943,954</b></u>	<u><b>18%</b></u>
<b>Total General Fund Expenditures</b>		<u><b>75,937,820</b></u>	<u><b>68,536,446</b></u>	<u><b>83,884,655</b></u>	<u><b>7,946,835</b></u>	<u><b>10%</b></u>

# THE WOODLANDS FIRE DEPARTMENT

---



## *In This Section You Will Find:*

Board of Directors .....	10-1
Organization Charts .....	10-3
Budget Overview .....	10-9
Summary of Significant Budget Increases and Decreases .....	10-10
Statement of Revenues, Expenditures and Changes in Fund Balance .....	10-11
Revenues by Type .....	10-12
Expenditures by Type .....	10-13
Analysis by Expenditure Type .....	10-15
Budget Plan .....	10-23
Department Budget Detail.....	10-31





## **BOARD OF DIRECTORS**

**Bruce C. Tough**

**President**

**Lloyd W. Matthews**

**Vice President**

**Claude Hunter**

**Secretary**

**Edmund W. Robb III**

**Treasurer**

**Nelda Blair**

**Director**

**Tom Campbell**

**Director**

**Peggy Hausman**

**Director**

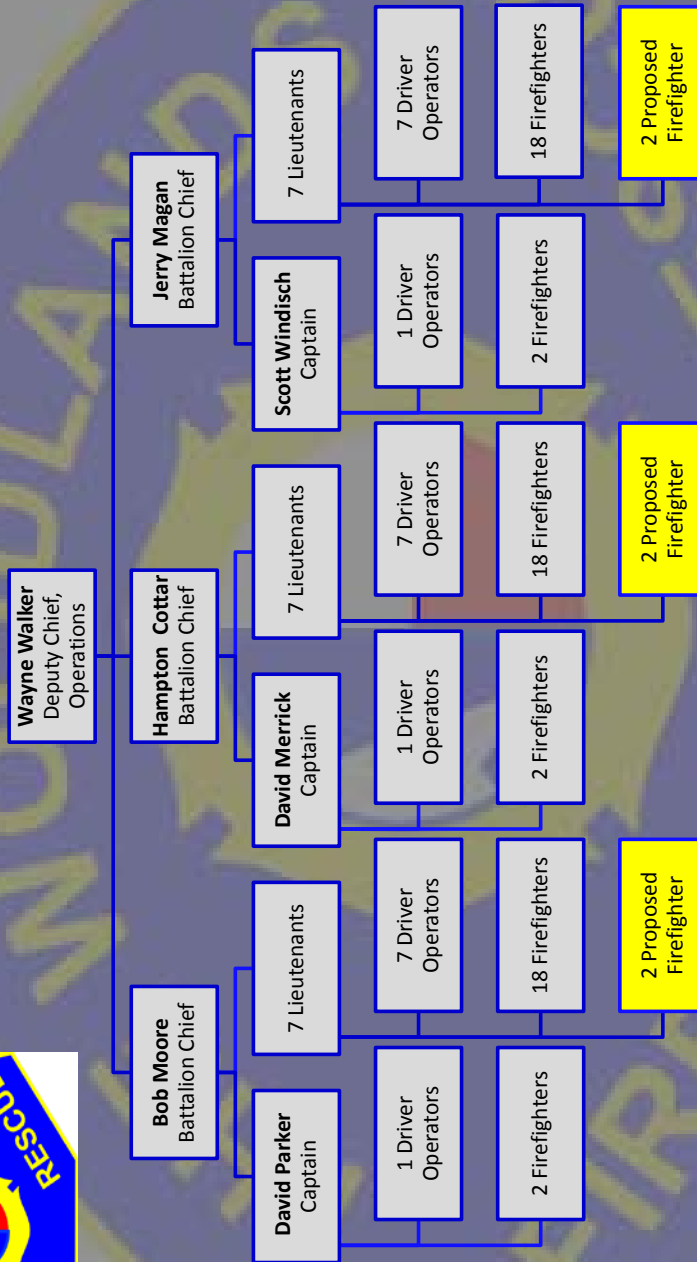


## Fire & EMS Management





## Fire Protection





## Administration

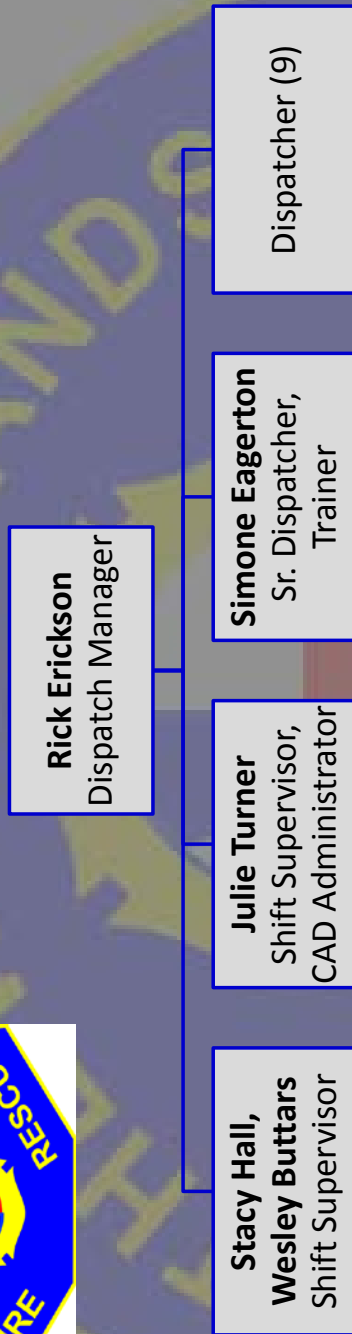
**Jerry Bittner**  
Deputy Chief,  
Administration

Fire Support  
Specialist (2) p/t

**Rick Erickson**  
Dispatch  
Manager

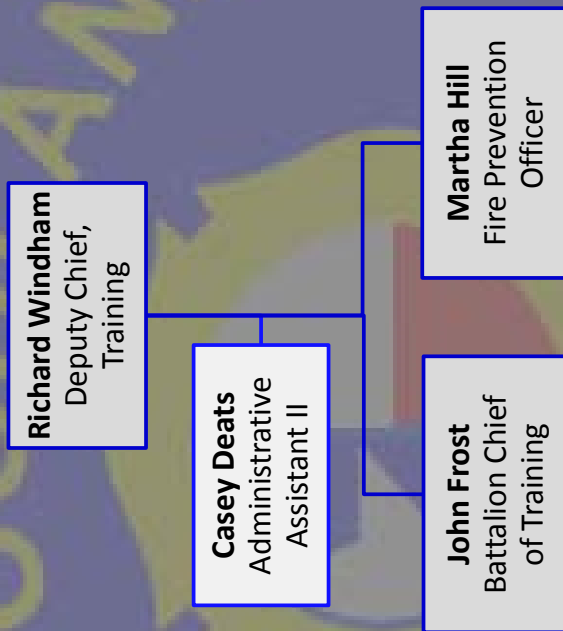


## Dispatch





## Training



## The Woodlands Fire Department

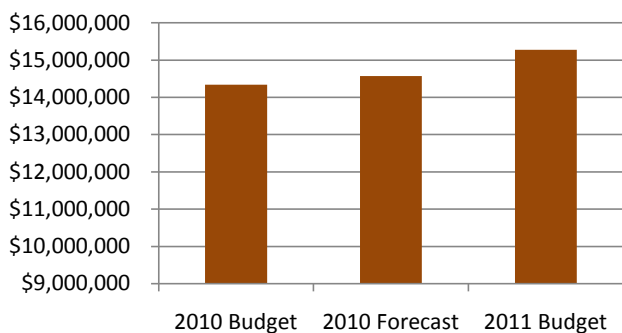
### Budget Overview

The Woodlands Fire Department Fund accounts for the resources accumulated and payments made for the operations of the department, a 501(c)(3) non-profit organization providing fire, EMS, and emergency response services to the Township.

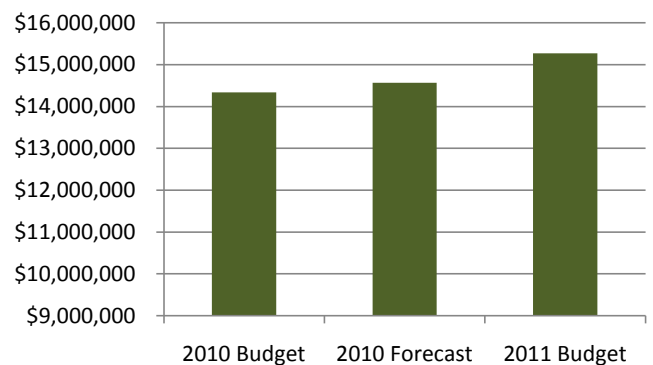
The primary source of funding for the Fire Department is transfers from the Special Revenue Fund generated by a 1% sales tax collected within the Township Economic Development Zone. The Fire Department receives proceeds from the Zone that are not otherwise dedicated to specific projects. Additional funding comes from miscellaneous contracts for service and transfers from the General Fund if adequate resources are not available from other sources to fully cover expenditures.

	2010 Budget	2010 Forecast	2011 Budget	\$ Inc/(Dec)	% Inc/(Dec)
TOTAL REVENUES	\$14,336,291	\$14,568,569	<b>\$15,273,637</b>	\$937,346	6.5%
TOTAL EXPENDITURES	14,336,291	14,568,569	<b>15,273,637</b>	937,346	6.5%
REVENUES OVER/(UNDER) EXPENDITURES	-	-	-	-	
BEGINNING FUND BALANCE	-	-	-	-	
ENDING FUND BALANCE	\$ -	\$ -	\$ -	\$ -	

**TOTAL REVENUES**



**TOTAL EXPENDITURES**



Capital assets utilized by the Fire Department including facilities, fire apparatus, vehicles, protective clothing, equipment, and computer hardware/software are leased from The Woodlands Township for \$1 annually. Please reference the *Capital Projects Fund* section of this binder for information regarding capital acquisitions for the Fire Department.

**THE WOODLANDS FIRE DEPARTMENT  
SUMMARY OF INCREASES AND DECREASES IN EXPENDITURES**

	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Expenditures</b>	<b>\$14,336,291</b>	<b>\$15,273,637</b>	<b>\$937,346</b>	<b>6.54%</b>

	<b>Increase</b>	<b>Percent of Total Increase</b>
Salaries and Benefits	\$853,631	91.07%
Facility Expenses - utilities, maintenance, supplies for Station 8	51,400	5.48%
Insurance - 6% increase for property & liability premiums; new assets	21,400	2.28%
Equipment Rental - County radio system lease	3,015	0.32%
Medical Support Services - increase health costs	3,000	0.32%
Computer Support - mobile mapping support	2,000	0.21%
Copies	1,000	0.11%
Payroll Processing	1,000	0.11%
Audit Fees	900	0.10%
<b>Total Increase in Expenditures</b>	<b>\$937,346</b>	<b>100.00%</b>



**THE WOODLANDS FIRE DEPARTMENT**  
**Statement of Revenues Expenditures & Changes in Fund Balance**  
**(in whole dollars)**

	<b>2010 Budget</b>	<b>2010 Forecast</b>	<b>2011 Budget</b>	<b>\$ Inc/(Dec)</b>	<b>% Inc/(Dec)</b>
<b>REVENUES</b>					
Other Income	\$ 398,200	\$ 400,100	\$ 381,325	\$ (16,875)	-4.2%
Transfers In	13,938,091	14,168,469	14,892,312	954,221	6.8%
<b>TOTAL REVENUES</b>	<b>\$ 14,336,291</b>	<b>\$ 14,568,569</b>	<b>\$ 15,273,637</b>	<b>\$ 937,346</b>	<b>6.5%</b>
<b>EXPENDITURES</b>					
<b>Fire and EMS Management</b>					
Salaries and Benefits	1,360,467	1,385,031	1,418,965	58,498	4.3%
Staff Development	50,300	50,300	50,300	-	0.0%
Equipment Expense	44,700	44,700	44,700	-	0.0%
Contracted Services	298,000	298,000	304,900	6,900	2.3%
Program Expense	26,000	26,000	26,000	-	0.0%
Public Education/Relations	8,100	8,100	8,100	-	0.0%
Administrative	248,000	248,000	270,400	22,400	9.0%
<b>Total Fire/EMS Mgmt</b>	<b>2,035,567</b>	<b>2,060,131</b>	<b>2,123,365</b>	<b>87,798</b>	<b>4.3%</b>
<b>Fire Protection</b>					
Salaries and Benefits	10,125,442	10,334,205	10,871,884	746,442	7.4%
Staff Development	211,950	211,950	211,950	-	0.0%
Facility Expense	599,550	599,550	650,950	51,400	8.6%
Equipment Expense	497,800	497,800	497,800	-	0.0%
Contracted Services	-	-	-	-	-
<b>Total Fire Protection</b>	<b>11,434,742</b>	<b>11,643,505</b>	<b>12,232,584</b>	<b>797,842</b>	<b>7.0%</b>
<b>Dispatch</b>					
Salaries and Benefits	838,582	837,533	887,273	48,691	5.8%
Staff Development	13,000	13,000	13,000	-	0.0%
Equipment Expense	12,000	12,000	15,015	3,015	25.1%
Administrative	2,400	2,400	2,400	-	0.0%
<b>Total Dispatch</b>	<b>865,982</b>	<b>864,933</b>	<b>917,688</b>	<b>51,706</b>	<b>6.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 14,336,291</b>	<b>\$ 14,568,569</b>	<b>\$ 15,273,637</b>	<b>\$ 937,346</b>	<b>6.5%</b>
<b>REVENUE OVER/(UNDER) EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>BEGINNING FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>ENDING FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

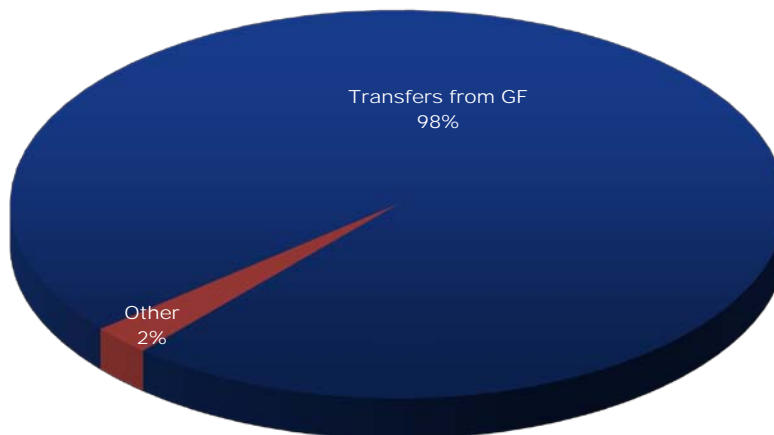


## THE WOODLANDS FIRE DEPARTMENT REVENUES BY TYPE

Revenues	2010 Budget	2010 Forecast	2011 Budget	2010 Budget to 2011 Budget	
				\$ Change	% Change
Fireman's Fund Grant	\$ 5,800	\$ 5,800	\$ 5,800	\$ -	0.0%
Hospital District Agmt	23,400	25,300	23,400	-	0.0%
Mont County Dispatch Agmt	220,000	220,000	242,000	22,000	10.0%
Shenandoah Dispatch Agmt	42,000	42,000	45,125	3,125	7.4%
Emergency Training Center	42,000	42,000	50,000	8,000	19.0%
Remediation Reimbursement	50,000	50,000	-	(50,000)	-100.0%
Transfers from General Fund	13,938,091	14,168,469	14,892,312	954,221	6.8%
Other	15,000	15,000	15,000	-	0.0%
<b>Total Revenues</b>	<b>\$ 14,336,291</b>	<b>\$ 14,568,569</b>	<b>\$ 15,273,637</b>	<b>\$ 937,346</b>	<b>6.5%</b>

% of Total	2010 Budget	2010 Forecast	2011 Budget
Fireman's Fund Grant	0.0%	0.0%	0.0%
Hospital District Agmt	0.2%	0.2%	0.2%
Mont County Dispatch Agmt	1.5%	1.5%	1.6%
Shenandoah Dispatch Agmt	0.3%	0.3%	0.3%
Emergency Training Center	0.3%	0.3%	0.3%
Remediation Reimbursement	0.3%	0.3%	0.0%
Transfers from General Fund	97.2%	97.3%	97.5%
Other	0.1%	0.1%	0.1%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

### 2011 BUDGET % of TOTAL REVENUES



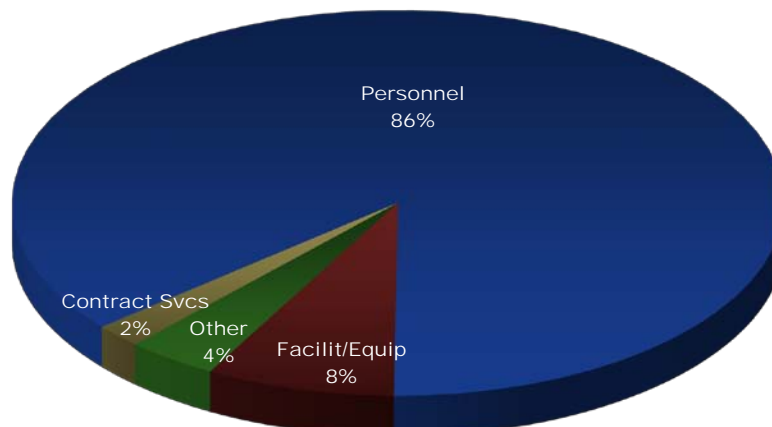


## THE WOODLANDS FIRE DEPARTMENT EXPENDITURES BY TYPE

Expenditures	2010 Budget	2010 Forecast	2011 Budget	2010 Budget to 2011 Budget	
				\$ Change	% Change
Salaries and Benefits	\$ 12,324,491	\$ 12,556,769	\$ 13,178,122	\$ 853,631	6.9%
Staff Development	275,250	275,250	275,250	-	0.0%
Facility Expense	599,550	599,550	650,950	51,400	8.6%
Equipment Expense	554,500	554,500	557,515	3,015	0.5%
Contracted Services	298,000	298,000	304,900	6,900	2.3%
Program Expense	26,000	26,000	26,000	-	0.0%
Public Education/Relations	8,100	8,100	8,100	-	0.0%
Administrative Expense	250,400	250,400	272,800	22,400	8.9%
<b>Total Expenditures</b>	<b>\$ 14,336,291</b>	<b>\$ 14,568,569</b>	<b>\$ 15,273,637</b>	<b>\$ 937,346</b>	<b>6.5%</b>

% of Total	2010 Budget	2010 Forecast	2011 Budget
Salaries and Benefits	86.0%	86.2%	86.3%
Board/Staff Development	1.9%	1.9%	1.8%
Facility Expense	4.2%	4.1%	4.3%
Equipment Expense	3.9%	3.8%	3.7%
Contracted Services	2.1%	2.0%	2.0%
Program Expense	0.2%	0.2%	0.2%
Public Relations	0.1%	0.1%	0.1%
Administrative Expense	1.7%	1.7%	1.8%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

### 2011 BUDGET % of TOTAL EXPENDITURES



**THE WOODLANDS FIRE DEPARTMENT  
2011 OPERATING BUDGET SUMMARY**

<b>Expense Category</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Salaries &amp; Benefits</b>	<b>\$12,324,491</b>	<b>\$13,178,122</b>	<b>\$853,631</b>	<b>6.9%</b>

**Analysis of Salaries and Benefits**

<b>Salaries</b>	\$8,902,461	\$9,563,952	\$661,491 (a)	7.4%
<b>Benefits</b>	3,422,030	3,614,170	192,140 (a)	5.6%
<b>Total Salaries &amp; Ben</b>	<u>\$12,324,491</u>	<u>\$13,178,122</u>	<u>\$853,631</u>	
<b>Benefits as % of Salary</b>	<u>38.4%</u>	<u>37.8%</u>		

**Summary of Significant Increases**

(a) *Salaries & Benefits*

\$853,631

Please see the Executive Summary in the *Personnel* section of this book detailing the increases to salaries and benefits in the 2011 budget.

**THE WOODLANDS FIRE DEPARTMENT  
2011 OPERATING BUDGET SUMMARY**

<b>Expense Category</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Staff Development</b>	<b>\$275,250</b>	<b>\$275,250</b>	<b>\$0</b>	<b>0.0%</b>

**Analysis of Staff Development Expenses**

<b>Staff Training</b>	\$120,400	\$120,400	\$0	0.0%
<b>Uniforms</b>	107,750	107,750	0	0.0%
<b>Training Materials</b>	21,000	21,000	0	0.0%
<b>Tuition Reimbursement</b>	12,000	12,000	0	0.0%
<b>Awards Ceremony</b>	11,100	11,100	0	0.0%
<b>Meeting Expenses</b>	3,000	3,000	0	0.0%
<b>Total Staff Dev. Exp</b>	<u><u>\$275,250</u></u>	<u><u>\$275,250</u></u>	<u><u>\$0</u></u>	

**THE WOODLANDS FIRE DEPARTMENT  
2011 OPERATING BUDGET SUMMARY**

<b>Expense Category</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Facility Expenses</b>	<b>\$599,550</b>	<b>\$650,950</b>	<b>\$51,400</b>	<b>8.6%</b>

**Analysis of Facility Expenses**

<b>Telephone</b>	\$225,000	\$249,000	\$24,000 (a)	10.7%
<b>Utilities</b>	174,050	187,250	13,200 (a)	7.6%
<b>Repairs &amp; Maint.</b>	128,700	138,300	9,600 (a)	7.5%
<b>Materials &amp; Supplies</b>	64,000	68,000	4,000 (a)	6.3%
<b>Trash Removal</b>	7,800	8,400	600 (a)	7.7%
<b>Total Facility Exp.</b>	<u>\$599,550</u>	<u>\$650,950</u>	<u>\$51,400</u>	

**Summary of Significant Increases/Decreases**

(a) *Facility Expenses*

\$51,400

Primarily related to the costs for a partial year for Station #8.

**THE WOODLANDS FIRE DEPARTMENT  
2011 OPERATING BUDGET SUMMARY**

<b>Expense Category</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Equipment Expenses</b>	<b>\$554,500</b>	<b>\$557,515</b>	<b>\$3,015</b>	<b>0.5%</b>

**Analysis of Equipment Expenses**

<b>Vehicle/Equipment</b>				
Repairs & Maint.	\$239,300	\$239,300	\$0	0.0%
Vehicle Fuel	139,400	139,400	0	0.0%
Equipment & Supplies	89,000	89,000	0	0.0%
Rental	36,000	39,015	3,015 (a)	8.4%
Special Operations	37,000	37,000	0	0.0%
EMS Materials/Supplies	13,800	13,800	0	0.0%
<b>Total Equipment Exp.</b>	<b>\$554,500</b>	<b>\$557,515</b>	<b>\$3,015</b>	

**Summary of Significant Increases/Decreases**

(a) *Equipment Rental*

\$3,015      Increase related to county radio system lease costs.

**THE WOODLANDS FIRE DEPARTMENT  
2011 OPERATING BUDGET SUMMARY**

<b>Expense Category</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Contracted Services</b>	<b>\$298,000</b>	<b>\$304,900</b>	<b>\$6,900</b>	<b>2.3%</b>

**Analysis of Contracted Services**

<b>Computer Support</b>	81,000	83,000	2,000 (a)	2.5%
<b>Medical Support Svc.</b>	60,000	63,000	3,000 (b)	5.0%
<b>Payroll Processing</b>	23,700	24,700	1,000 (c)	4.2%
<b>Legal Fees</b>	70,000	70,000	0	0.0%
<b>Audit Fees</b>	28,100	29,000	900 (d)	3.2%
<b>Consulting Fees</b>	15,200	15,200	0	0.0%
<b>Other Contracted Svcs</b>	20,000	20,000	0	0.0%
<b>Total Contracted Svcs.</b>	<u><u>\$298,000</u></u>	<u><u>\$304,900</u></u>	<u><u>\$6,900</u></u>	

**Summary of Significant Increases/(Decreases)**

- (a) *Computer Support*  
           \$2,000      Increased costs to support CAD, mobile mapping, and Firehouse software ECT.
- (b) *Medical Support Services*  
           \$3,000      Increased costs for annual physicals, medical surveillance and wellness programs.
- (c) *Payroll Processing*  
           \$1,000      Increased costs for payroll processing by Ceridian.
- (d) *Audit Fees*  
           \$900        Increased costs for annual financial audit.



**THE WOODLANDS FIRE DEPARTMENT  
2011 OPERATING BUDGET SUMMARY**

<b>Expense Category</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Program Expense</b>	<b>\$26,000</b>	<b>\$26,000</b>	<b>\$0</b>	<b>0.0%</b>

**Analysis of Program Expense**

<b>Fire and Life Safety</b>	26,000	26,000	0	0.0%
<b>Total Public Relations</b>	<u>\$26,000</u>	<u>\$26,000</u>	<u>\$0</u>	

**THE WOODLANDS FIRE DEPARTMENT  
2011 OPERATING BUDGET SUMMARY**

<b>Expense Category</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Public Education</b>	<b>\$8,100</b>	<b>\$8,100</b>	<b>\$0</b>	<b>0.0%</b>

**Analysis of Public Education**

<b>Training Aids</b>	6,500	6,500	0	0.0%
<b>Advertising</b>	1,100	1,100	0	0.0%
<b>Fire Investigation</b>	500	500	0	0.0%
<b>Total Public Relations</b>	<u>\$8,100</u>	<u>\$8,100</u>	<u>\$0</u>	

**THE WOODLANDS FIRE DEPARTMENT  
2011 OPERATING BUDGET SUMMARY**

<b>Expense Category</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Administrative Expense</b>	<b>\$250,400</b>	<b>\$272,800</b>	<b>\$22,400</b>	<b>8.9%</b>

**Analysis of Administrative Expenses**

<b>Insurance</b>	\$189,500	\$210,900	\$21,400 (a)	11.3%
<b>Office Supplies</b>	20,000	20,000	0	0.0%
<b>Dues &amp; Subscriptions</b>	10,000	10,000	0	0.0%
<b>Copies</b>	9,600	10,600	1,000 (b)	10.4%
<b>Printing</b>	4,800	4,800	0	0.0%
<b>Other Admin.</b>	14,400	14,400	0	0.0%
<b>Postage &amp; Delivery</b>	2,100	2,100	0	0.0%
<b>Total Admin. Exp.</b>	<u><u>\$250,400</u></u>	<u><u>\$272,800</u></u>	<u><u>\$22,400</u></u>	

**Summary of Significant Increases/(Decreases)**

*(a) Insurance*

\$21,400 Higher premiums for property & liability coverage (6%); additional premiums for new assets.

*(b) Copies*

\$1,000 Additional copies due to Station #8.



## **WOODLANDS FIRE DEPARTMENT 2011 BUDGET PLAN**

# **The Woodlands Fire Department 2011 Budget Plan**

- I. Situation Analysis**
- II. Accomplishments of 2010**
- III. Goals of Fire Department 2011 Budget Plan**
- IV. Implementation of Fire Department 2011 Budget Plan**

# **The Woodlands Fire Department 2011 Budget Plan**

## **I. Situation Analysis**

The Woodlands Fire Department has experienced significant growth, nearly doubling in size since 2000, in order to keep pace with the population and expansion of the community. During the past 10 years the department has added 3 additional fire stations, a state of the art training facility and is starting construction on two new Stations servicing the areas of Creekside Park and portions of Indian Springs and Panther Creek. The Department continues to receive appropriate resources necessary to operate as one of the top Fire Departments in the United States.

While the growth has been rapid, our community leaders have implemented these service levels, utilizing smart business practices, enabling the communities Public Protection Class or ISO rating to improve from a rating of 4 to a rating of 2 during this time frame. The result has benefited both residential and commercial property owners by reducing their annual insurance premiums approximately 10% and most importantly provides for a safer community and also better ensures the safety of our firefighters.

The Woodlands Fire Department still remains the only Fire Department in Montgomery County that provides Advanced Life Support (ALS) emergency medical care and the services of two fully functional special operations teams, hazardous materials team and technical rescue team, to our citizens. In 2011 The Woodlands Fire Department will continue to meet the needs of our customers by providing emergency management, fire suppression, Advanced Life Support (ALS) emergency medical care, hazardous materials response, technical rescue operations, inspection services and innovative public education programs.

In addition to providing these services, The Woodlands Fire Department will continue to partner with local, County, State and National agencies including; Joint Powers Association, San Jacinto River Authority, utility companies, Montgomery County Hospital District, Cypress Creek EMS, Sheriff's Office, Interfaith, Montgomery County Office of Emergency Management, Constable's Office, City of Shenandoah, City of Oakridge, other Emergency Service District's, greater Harris County 911, Montgomery County 911, Harris County Constable's Precinct 4, Texas Department of Public Safety, Texas Commission on Fire Protection, Texas Department of State Health Services, Texas Department of Transportation, Texas Association of Fire Chief's, National Fire Protection Agency, International Association of Firefighters, International Association of Fire Chief's, US Fire Administration, FEMA and Metropolitan Fire Chief's Association.

These strategic partnerships will ensure that our community maximizes the available resources and delivery of core services. This includes responding to and mitigating emergencies with a well trained and professional workforce to maintain a high quality of life for the citizens and businesses of The Woodlands Township.

The Woodlands Fire Department is dedicated to providing innovative leadership and strategic planning to maintain financial stability, keeping pace with growth and ensuring equal quality service levels and facilities throughout the community. In addition, we offer quality training to ensure a professional workforce capable of meeting the emergency and service needs of the community. The Woodlands Fire Department puts an emphasis on reducing the impact of fire and injuries throughout the community by promoting fire and injury prevention, educational programs to all ages, focusing on the very young and elderly, as well as educating commercial business owners throughout The Woodlands Township. All of these initiatives re-enforce our ultimate goal of overall risk-reduction and citizen safety within The Woodlands Township in accordance with Section 1.1 of The Woodlands Township Strategic Plan, which refers to the Key Initiative “To protect the well-being and safety of constituents.”

## **II. Accomplishments of 2010**

- Implemented construction process for Station 7 & 8.
- Successfully re-negotiated the agreement with Lonestar College, Montgomery to initiate fire and EMS training programs for college students
- Enhanced current GIS mobile mapping system and generated additional revenue by contracting with 3 additional county fire departments
- Recertified 116 personnel on Texas Commission of Fire Protection
- Recertified 111 personnel on Texas Department of State Health Services, Emergency Medical Service or EMS certifications
- Accommodated 10 different multi-discipline agencies at the Emergency Training Center
- Completed 32,500 training hours for fire suppression personnel
- Responded to 2950 fire incidents/responded to 3044 EMS incidents
- Completed 425 different inspection activities
- Successfully negotiated re-opener in accordance with the collective bargaining agreement for both Fire Fighter and Dispatch personnel
- Conducted 113 annual departmental physicals
- WFD representation on the Executive Advisory Council for Emergency Management
- Successfully obtained ISO 2 rating for the Village of Creekside Park
- Participated in 312 public education events
- Conducted and graduated 3 Community Emergency Response Team (CERT) classes (bringing total graduate number to 224 citizens, representing each Village of The Woodlands)
- Administered hiring process and trained 4 new employees
- Administered various promotional processes
- The Woodlands Emergency Training Center was certified in 8 separate disciplines through Texas Commission on Fire Protection
- Received Fireman's Fund Grant via HUB International
- Successfully removed all Emergency Services Districts (ESD's) within established boundaries of The Woodlands Township
- Entered into agreement with Montgomery County Hospital District to purchase and operate a new computer aided dispatch system
- Started serving areas of Harris County within the Village of Creekside Park in an official capacity
- Implemented Opticom central management software system
- Completed VHF radio system with Montgomery County Fire Chief's Association and Montgomery County Hospital District
- Participated in FEMA/Montgomery County Hospital disaster preparedness drills
- Relocated Emergency Operations Center in conjunction with Montgomery County Sheriff's Office to the South Montgomery County Public Safety building
- Successfully obtained grant funding for regional 800 MHz radio system

### **III.Goals of Fire Department 2011 Budget Plan**

- Hire 6 additional fire fighters according to staffing plan
- Complete construction and occupy permanent Fire Station #8 located on Gosling
- Fully implement new Computer Aided Dispatch (CAD) system
- Develop specifications and procure new replacement fire engine
- Continue to offer Community Emergency Response Team program to residents
- Maintain established strategic partnerships
- Maintain training and education for all fire department personnel, including certifications in fire and EMS
- Design and prepare for new Central Fire Station



## IV. Implementation of Fire Department 2011 Budget Plan

### Salaries and Benefits

**\$13,178,122**

*(In accordance with Key Initiative 1.6; Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of The Township.)*

- The Woodlands Fire Department Personnel (\$13,178,122) Provide funding for salary and benefits to accommodate 117 fire suppression personnel, 10 administrative personnel, and 14 dispatchers.

### Staff Development

**\$275,250**

*(In accordance with Key Initiatives 1.1.6; Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies. 1.5.1; Serve as a resource for our constituents in dealing with issues that impact quality of life. 3.1.2; Encourage education and training opportunities and continuing professional development. 4.3.2; Coordinate representation to ensure maximum participation.)*

- Staff Related Expenses (\$275,250) Provide necessary training for 135 fire department personnel and uniforms. Support various meeting expenses, certifications and other training material.

### Facility Expenses

**\$650,950**

*(In accordance with Key Initiatives 1.6; Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of The Township. 1.1.5; Maintain safe public facilities and amenities.)*

- Facility Expense (\$650,950) Provide funding for all telephone, utilities, repairs and maintenance, materials and supplies and trash removal for all Fire Department facilities.

### Equipment Expenses

**\$557,515**

*(In accordance with Key Initiatives 1.1.7; Work toward Fire Department ISO 1 rating. 1.1.8; Maintain and continue to provide a high level of fire prevention and emergency medical services.)*

- Equipment Expense (\$557,515) Fund vehicle and equipment repairs and maintenance, equipment repairs and supplies, vehicle fuel, equipment rental, special operations materials for the various special teams and provide supplies and EMS materials and supplies.

### Contracted Services

**\$304,900**

*(In accordance with Key Initiatives 1.1.6; Take appropriate steps to minimize the impact of various emergencies and disasters that occur and prepare the community in the management of response and recovery options for large scale emergencies. 1.1.7; Work toward Fire Department ISO 1 rating. 3.1.1; Provide a working environment that promotes productivity and high morale.)*

- Contracted Services (\$304,900) This includes funding for medical support services, labor relations, computer support, audit fees, payroll processing, legal fees and consultant fees.

**Program Expense/Public Education****\$34,100**

*(In accordance with Key Initiatives 1.1.3; Explore, develop and implement options that improve safety and educate residents on the role they can play in making their community safer. 2.1.2; Improve and maintain emergency operations communications plans. 2.1.3; Effectively utilize other entities and programs to disseminate and collect information.)*

- Program Expense (\$26,000) Allow for continuation of fire and life safety education, participation in educating our residents through The Woodlands Watch Events, National Night Out, Fire Safety Trailer Programs, LAFFS Programs, school events and Senior Centers.
- Public Education (\$8,100) This includes funding for CPR and first aid classes, ads for bids and employment, and equipment for fire scene documentation.

**Administrative Expenses****\$272,800**

*(In accordance with Key Initiatives 1.6; Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of The Township. 3.2.4; Provide employee recognition events to recognize accomplishments and tenure.)*

- Administrative Expense (\$272,800) This will provide the funding necessary to renew all property and vehicle insurance, office supplies, dues and subscriptions renewals, copy materials, printing and other administrative expenses.

**Total Cost for the Fire Department 2011 Budget Plan****\$15,273,637**

**The Woodlands Fire Department  
Department Budget Detail  
(in whole dollars)**

		Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
Budget Code						
<b>REVENUES</b>						
<b>Other Income</b>						
Fireman's Fund Grant	120-190-4300-0000-36	\$ 5,800	\$ 5,800	\$ 5,800	\$ -	0.0%
Hospital District Agmt	120-190-4530-0000-36	23,400	25,300	23,400	-	0.0%
Montgomery County Dispatch Agmt	120-190-4540-0000-36	220,000	220,000	242,000	22,000	10.0%
Shenandoah Dispatch Agmt	120-190-4545-0000-36	42,000	42,000	45,125	3,125	7.4%
Emergency Training Center	120-190-4550-0000-36	42,000	42,000	50,000	8,000	19.0%
Remediation Reimbursement	120-190-4560-0000-36	50,000	50,000	-	(50,000)	-100.0%
Windsor Hills HOA	120-190-4599-0000-36	-	-	-	-	-
Other	120-190-4599-0000-36	15,000	15,000	15,000	-	0.0%
<b>Total Other Income</b>		398,200	400,100	381,325	(16,875)	-4.2%
<b>Transfers In</b>						
Assignment of Assessments-Associations	120-190-4800-8090-36	-	-	-	-	-
Sales Tax Revenue	120-190-4800-8090-36	13,938,091	14,168,469	14,892,312	954,221	6.8%
<b>Total Transfers In</b>		13,938,091	14,168,469	14,892,312	954,221	6.8%
<b>TOTAL REVENUES</b>		<b>\$ 14,336,291</b>	<b>\$ 14,568,569</b>	<b>\$ 15,273,637</b>	<b>\$ 937,346</b>	<b>6.5%</b>

**The Woodlands Fire Department  
Department Budget Detail  
(in whole dollars)**

	Budget Code	Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
<b>FIRE AND EMS MANAGEMENT - Dept 810</b>						
<b>Salaries and Benefits</b>						
Salaries and Wages	120-810-5010-0000-36	\$ 1,030,852	\$ 1,030,852	\$ 1,053,381	\$ 22,529	2.2%
Overtime	120-810-5011-0000-36	-	1,000	1,000	1,000	
Employee Benefits - FICA	120-810-5020-0000-36	76,179	76,179	78,378	2,199	2.9%
Employee Benefits - TEC	120-810-5021-0000-36	958	1,900	2,029	1,071	111.8%
Employee Benefits - Retirement	120-810-5030-0000-36	107,745	117,300	121,590	13,845	12.8%
Employee Benefits - Insurance	120-810-5031-0000-36	125,957	140,900	143,013	17,056	13.5%
Employee Benefits - Workers Comp	120-810-5032-0000-36	18,776	16,900	19,574	798	4.3%
		1,360,467	1,385,031	1,418,965	58,498	4.3%
<b>Staff Development</b>						
Meetings	120-810-5100-0000-36	3,000	3,000	3,000	-	0.0%
Training & Conferences	120-810-5120-0000-36	18,000	18,000	18,000	-	0.0%
Uniforms	120-810-5130-0000-36	6,200	6,200	6,200	-	0.0%
Tuition Reimbursement	120-810-5140-0000-36	12,000	12,000	12,000	-	0.0%
Awards Ceremony	120-810-5150-0000-36	11,100	11,100	11,100	-	0.0%
		50,300	50,300	50,300	-	0.0%
<b>Equipment Expense</b>						
Equipment	120-810-5330-0000-36	7,000	7,000	7,000	-	0.0%
Vehicle Fuel	120-810-5360-0000-36	20,400	20,400	20,400	-	0.0%
Equipment Repair & Maintenance	120-810-5365-0000-36	17,300	17,300	17,300	-	0.0%
		44,700	44,700	44,700	-	0.0%
<b>Contracted Services</b>						
Computer Support	120-810-5400-0000-36	81,000	81,000	83,000	2,000	2.5%
Consulting	120-810-5401-0000-36	15,200	15,200	15,200	-	0.0%
Legal	120-810-5402-0000-36	70,000	70,000	70,000	-	0.0%
Audit Fees	120-810-5404-0000-36	28,100	28,100	29,000	900	3.2%
Payroll Processing Fees	120-810-5405-0000-36	23,700	23,700	24,700	1,000	4.2%
Medical Support Services	120-810-5480-0000-36	60,000	60,000	63,000	3,000	5.0%
Other Contracted Services	120-810-5499-0000-36	20,000	20,000	20,000	-	0.0%
		298,000	298,000	304,900	6,900	2.3%
<b>Program Expense</b>						
Fire and Life Safety Education	120-810-5605-3404-36	26,000	26,000	26,000	-	0.0%
		26,000	26,000	26,000	-	0.0%
<b>Public Education/Relations</b>						
Training Aids	120-810-5701-0000-36	6,500	6,500	6,500	-	0.0%
Advertising	120-810-5704-0000-36	1,100	1,100	1,100	-	0.0%
Fire Investigation	120-810-5706-0000-36	500	500	500	-	0.0%
		8,100	8,100	8,100	-	0.0%
<b>Administrative Expense</b>						
Copies	120-810-5340-0000-36	9,600	9,600	10,600	1,000	10.4%
Supplies	120-810-5800-0000-36	20,000	20,000	20,000	-	0.0%
Postage and Delivery	120-810-5801-0000-36	2,100	2,100	2,100	-	0.0%
Dues & Subscriptions	120-810-5802-0000-36	10,000	10,000	10,000	-	0.0%
Printing	120-810-5803-0000-36	4,800	4,800	4,800	-	0.0%
Insurance	120-810-5808-0000-36	189,500	189,500	210,900	21,400	11.3%
Other Admin	120-810-5899-0000-36	12,000	12,000	12,000	-	0.0%
		248,000	248,000	270,400	22,400	9.0%
<b>TOTAL FIRE AND EMS MANAGEMENT</b>		<b>\$ 2,035,567</b>	<b>\$ 2,060,131</b>	<b>\$ 2,123,365</b>	<b>\$ 87,798</b>	<b>4.3%</b>

**The Woodlands Fire Department**  
**Department Budget Detail**  
(in whole dollars)

Budget Code		Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
<b>FIRE PROTECTION - Dept 811</b>						
<b>Salaries and Benefits</b>						
Salaries and Wages	120-811-5010-0000-36	\$ 4,049,700	\$ 3,960,000	\$ 4,271,973	\$ 222,273	5.5%
Overtime	120-811-5011-0000-36	2,424,500	2,612,500	2,717,000	292,500	12.1%
Day Buy Back	120-811-5012-0000-36	23,500	23,500	23,500	-	0.0%
Ride Up Pay	120-811-5013-0000-36	780,100	856,800	856,800	76,700	9.8%
Employee Benefits - FICA	120-811-5020-0000-36	543,470	543,470	565,875	22,405	4.1%
Employee Benefits - TEC	120-811-5021-0000-36	7,182	15,600	16,519	9,337	130.0%
Employee Benefits - Retirement	120-811-5030-0000-36	955,319	922,400	932,807	(22,512)	-2.4%
Employee Benefits - Insurance	120-811-5031-0000-36	1,205,436	1,263,700	1,321,883	116,447	9.7%
Employee Benefits - Workers Comp	120-811-5032-0000-36	136,235	136,235	165,527	29,292	21.5%
		10,125,442	10,334,205	10,871,884	746,442	7.4%
<b>Staff Development</b>						
Training & Conferences	120-811-5120-0000-36	96,000	96,000	96,000	-	0.0%
Uniforms	120-811-5130-0000-36	95,950	95,950	95,950	-	0.0%
Training Materials	120-811-5160-0000-36	20,000	20,000	20,000	-	0.0%
		211,950	211,950	211,950	-	0.0%
<b>Facility Expense</b>						
Telephone	120-811-5210-0000-36	225,000	225,000	249,000	24,000	10.7%
Utilities	120-811-5220-0000-36	174,050	174,050	187,250	13,200	7.6%
Facility Repair & Maintenance	120-811-5230-0000-36	128,700	128,700	138,300	9,600	7.5%
Facility Materials & Supplies	120-811-5240-0000-36	64,000	64,000	68,000	4,000	6.3%
Trash Removal	120-811-5250-0000-36	7,800	7,800	8,400	600	7.7%
		599,550	599,550	650,950	51,400	8.6%
<b>Equipment Expense</b>						
Vehicle Fuel	120-811-5360-0000-36	119,000	119,000	119,000	-	0.0%
Equipment Repair & Maintenance	120-811-5365-0000-36	222,000	222,000	222,000	-	0.0%
Equipment	120-811-5330-0000-36	76,000	76,000	76,000	-	0.0%
Special Operations Materials & Supplies	120-811-5370-0000-36	37,000	37,000	37,000	-	0.0%
EMS Materials & Supplies	120-811-5371-0000-36	13,800	13,800	13,800	-	0.0%
Other Leases & Rentals	120-811-5350-0000-36	30,000	30,000	30,000	-	0.0%
		497,800	497,800	497,800	-	0.0%
<b>TOTAL FIRE PROTECTION</b>		<b>\$ 11,434,742</b>	<b>\$ 11,643,505</b>	<b>\$ 12,232,584</b>	<b>\$ 797,842</b>	<b>7.0%</b>

**The Woodlands Fire Department  
Department Budget Detail  
(in whole dollars)**

Budget Code		Budget 2010	Forecast 2010	Budget 2011	\$ Inc/(Dec)	% Inc/(Dec)
<b>DISPATCH - Dept 812</b>						
<b>Salaries and Benefits</b>						
Salaries and Wages	120-812-5010-0000-36	\$ 492,861	\$ 492,861	\$ 531,447	\$ 38,586	7.8%
Overtime	120-812-5011-0000-36	100,948	100,948	108,851	7,903	7.8%
Employee Benefits - FICA	120-812-5020-0000-36	47,957	47,957	51,074	3,117	6.5%
Employee Benefits - TEC	120-812-5021-0000-36	958	1,950	2,029	1,071	111.8%
Employee Benefits - Retirement	120-812-5030-0000-36	61,605	59,600	65,121	3,516	5.7%
Employee Benefits - Insurance	120-812-5031-0000-36	132,947	132,947	127,368	(5,579)	-4.2%
Employee Benefits - Workers Comp	120-812-5032-0000-36	1,306	1,270	1,383	77	5.9%
		838,582	837,533	887,273	48,691	5.8%
<b>Staff Development</b>						
Training & Conferences	120-812-5120-0000-36	6,400	6,400	6,400	-	0.0%
Uniforms	120-812-5130-0000-36	5,600	5,600	5,600	-	0.0%
Training Materials	120-812-5160-0000-36	1,000	1,000	1,000	-	0.0%
		13,000	13,000	13,000	-	0.0%
<b>Equipment Expense</b>						
Equipment	120-812-5330-0000-36	6,000	6,000	6,000	-	0.0%
Other Leases & Rentals	120-812-5350-0000-36	6,000	6,000	9,015	3,015	50.3%
		12,000	12,000	15,015	3,015	25.1%
<b>Administrative Expense</b>						
Other Admin	120-812-5899-0000-36	2,400	2,400	2,400	-	0.0%
		2,400	2,400	2,400	-	0.0%
<b>TOTAL DISPATCH</b>		<b>\$ 865,982</b>	<b>\$ 864,933</b>	<b>\$ 917,688</b>	<b>\$ 51,706</b>	<b>6.0%</b>

**The Woodlands Fire Department  
Department Budget Detail  
(in whole dollars)**

<u>Budget Code</u>	<u>Budget 2010</u>	<u>Forecast 2010</u>	<u>Budget 2011</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
<b>TOTAL EXPENDITURES</b>	<b>14,336,291</b>	<b>14,568,569</b>	<b>15,273,637</b>	<b>937,346</b>	<b>6.5%</b>
<b>WFD EXPENDITURE SUMMARY BY EXPENSE TYPE:</b>					
Salaries and Benefits	12,324,491	12,556,769	13,178,122	853,631	6.9%
Staff/Board Development	275,250	275,250	275,250	-	0.0%
Facility Expense	599,550	599,550	650,950	51,400	8.6%
Equipment Expense	554,500	554,500	557,515	3,015	0.5%
Contracted Services	298,000	298,000	304,900	6,900	2.3%
Maintenance Expense	-	-	-	-	-
Program Expense	26,000	26,000	26,000	-	0.0%
Public Education/Relations	8,100	8,100	8,100	-	0.0%
Administrative Expense	250,400	250,400	272,800	22,400	8.9%
	<b>14,336,291</b>	<b>14,568,569</b>	<b>15,273,637</b>	<b>937,346</b>	<b>6.5%</b>
<b>% OF TOTAL BY EXPENSE TYPE:</b>					
Salaries and Benefits	86%	86%	86%		
Staff/Board Development	2%	2%	2%		
Facility Expense	4%	4%	4%		
Equipment Expense	4%	4%	4%		
Contracted Services	2%	2%	2%		
Maintenance Expense	0%	0%	0%		
Program Expense	0%	0%	0%		
Public Education/Relations	0%	0%	0%		
Administrative Expense	2%	2%	2%		
	<b>100%</b>	<b>100%</b>	<b>100%</b>		

# THE WOODLANDS CONVENTION & VISITORS BUREAU



*In This Section You Will Find:*

Board of Directors .....	11-1
Budget Overview .....	11-3
Statement of Revenues, Expenditures and Changes in Fund Balance .....	11-5
Revenues by Type .....	11-6
Expenditures by Function.....	11-7
Expenditures by Type .....	11-8
Attractions & Events Summary .....	11-9
Analysis by Expenditure Type.....	11-10
Budget Plan .....	11-17
Department Budget Detail.....	11-39





## **BOARD OF DIRECTORS**

**Nelda Luce Blair**

**Chairman**

**Claude Hunter**

**Vice Chairman**

**Lloyd Matthews**

**Treasurer/Secretary**

**Fred Domenick**

**Director**

**Karen Hoylman**

**Director**

**Kent Johnson**

**Director**

**Don Norrell**

**Director**

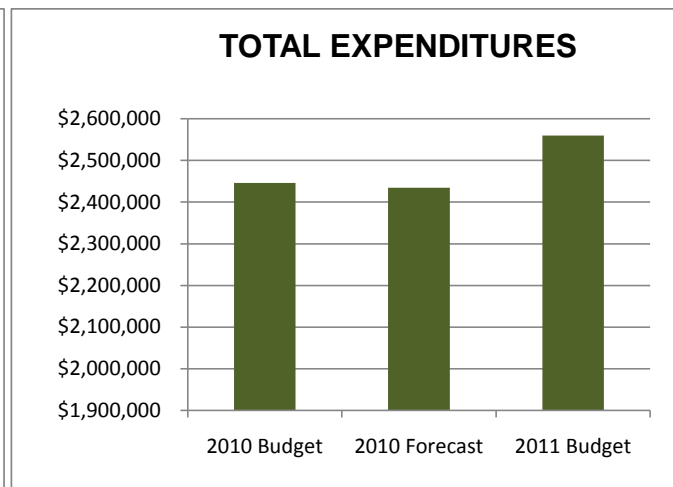
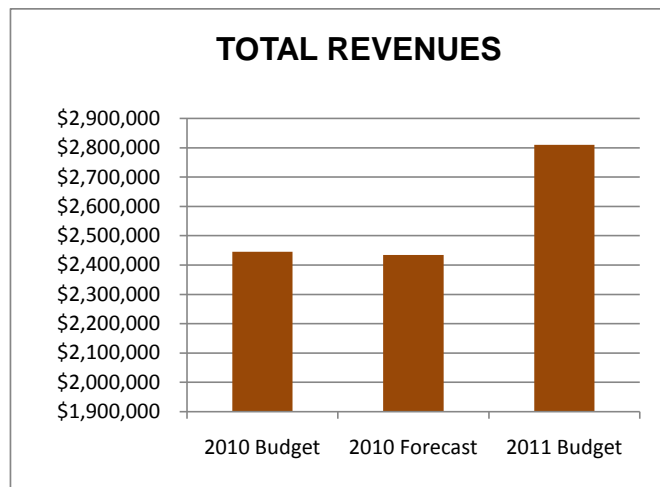
## The Woodlands Convention & Visitors Bureau

### Budget Overview

The Woodlands Convention & Visitors Bureau (CVB) is a 501(c)(6) non-profit organization which implements marketing programs and produces events to attract visitors and stimulate economic development and growth in the area.

The primary source of funding for the CVB is quarterly transfers from the General Fund. Other revenue sources include supplemental hotel occupancy tax, program revenues for event sponsorships, event booth income, and Ice Rink income generated by admissions, skate rentals, rink rentals, and the sale of merchandise.

	2010 Budget	2010 Forecast	2011 Budget	\$ Inc/(Dec)	% Inc/(Dec)
TOTAL REVENUES	\$ 2,445,737	\$ 2,434,737	\$ 2,809,837	\$ 364,100	14.9%
TOTAL EXPENDITURES	2,445,737	2,434,737	2,559,837	114,100	4.7%
REVENUES OVER/(UNDER) EXPENDITURES	-	-	250,000	250,000	
BEGINNING FUND BALANCE	-	-	-	-	
ENDING FUND BALANCE	\$ -	\$ -	\$ 250,000	\$ 250,000	



**THE WOODLANDS CONVENTION & VISITORS BUREAU**  
**Statement of Revenues, Expenditures & Changes in Fund Balance**  
(in whole dollars)

	2010 Budget	2010 Forecast	2011 Budget	\$ Inc/(Dec)	% Inc/(Dec)
<b>REVENUES</b>					
Sponsorships	\$ 225,000	\$ 225,000	\$ 235,000	\$ 10,000	4.4%
Event Sales	175,000	175,000	175,000	-	0.0%
Grants and Contributions	-	-	-	-	
Memberships	-	-	-	-	
Interest Income	-	-	-	-	
Other Income	-	-	-	-	
Transfers In	2,045,737	2,034,737	1,899,837	(145,900)	-7.1%
Transfers In -Additional HOT	-	-	500,000	500,000	
<b>TOTAL REVENUES</b>	<b>\$ 2,445,737</b>	<b>\$ 2,434,737</b>	<b>\$ 2,809,837</b>	<b>\$ 364,100</b>	<b>14.9%</b>
<b>EXPENDITURES</b>					
<b>General</b>					
Salaries and Benefits*	-	-	-	-	
Staff Development	24,000	18,000	18,000	(6,000)	-25.0%
Facility Expense**	-	-	-	-	
Equipment Expense	6,500	5,500	5,500	(1,000)	-15.4%
Contracted Services	60,000	60,000	60,000	-	0.0%
Administrative	51,500	47,500	50,500	(1,000)	-1.9%
	<b>142,000</b>	<b>131,000</b>	<b>134,000</b>	<b>(8,000)</b>	<b>-5.6%</b>
<b>Attractions and Events</b>					
Red, Hot & Blue Festival	275,000	275,000	275,000	-	0.0%
Lighting of the Doves	97,500	97,500	97,500	-	0.0%
Winter Wonderland	117,500	117,500	97,500	(20,000)	-17.0%
Ice Rink	409,150	409,150	409,150	-	0.0%
International Winter on The Waterway	123,800	123,800	123,800	-	0.0%
Waterway Events	100,000	100,000	75,000	(25,000)	-25.0%
Community Festivals & Events	176,500	176,500	219,600	43,100	24.4%
	<b>1,299,450</b>	<b>1,299,450</b>	<b>1,297,550</b>	<b>(1,900)</b>	<b>-0.1%</b>
<b>Destination Marketing</b>					
Destination Marketing Media	357,787	357,787	357,787	-	0.0%
Destination Marketing Public Relations	36,000	36,000	36,000	-	0.0%
Destination Marketing Production	85,000	85,000	85,000	-	0.0%
International Marketing	50,000	50,000	30,000	(20,000)	-40.0%
Cooperative Marketing	25,000	25,000	25,000	-	0.0%
Meeting Planners	7,000	-	-	(7,000)	-100.0%
Group Sales	6,000	13,000	20,000	14,000	233.3%
Visitor Services	55,500	55,500	55,500	-	0.0%
	<b>622,287</b>	<b>622,287</b>	<b>609,287</b>	<b>(13,000)</b>	<b>-2.1%</b>
<b>Promotion</b>					
Waterway	125,000	125,000	250,000	125,000	100.0%
Promotion	135,000	135,000	145,000	10,000	7.4%
Information Distribution	102,000	102,000	104,000	2,000	2.0%
Other Advertising	20,000	20,000	20,000	-	0.0%
	<b>382,000</b>	<b>382,000</b>	<b>519,000</b>	<b>137,000</b>	<b>35.9%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,445,737</b>	<b>\$ 2,434,737</b>	<b>\$ 2,559,837</b>	<b>\$ 114,100</b>	<b>4.7%</b>
<b>REVENUE OVER/(UNDER) EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>250,000</b>	<b>250,000</b>	
<b>BEGINNING FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>ENDING FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	

\*Salaries and benefits for staff performing CVB functions are recorded in the General Fund. The 2011 expense is \$457,270.

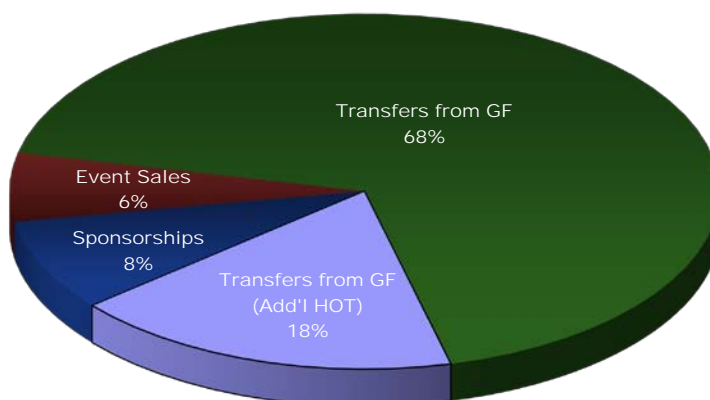
\*\*In accordance with the annual service agreement the Township provides the CVB with office space and administrative support at no cost. The 2011 estimated facilities expense is \$28,500 based on 1,000 square feet at \$28.50/sq ft.

## CONVENTION & VISITORS BUREAU REVENUES BY TYPE

Revenues	2010 Budget	2010 Forecast	2011 Budget	2010 Budget to 2011 Budget	
				\$ Change	% Change
Sponsorships	\$ 225,000	\$ 225,000	\$ 235,000	\$ 10,000	4.4%
Event Sales	175,000	175,000	175,000	-	0.0%
Transfers from General Fund	2,045,737	2,034,737	1,899,837	(145,900)	-7.1%
Transfers from General Fund (Add'l HOT)	-	-	500,000	500,000	
<b>Total Revenues</b>	<b>\$ 2,445,737</b>	<b>\$ 2,434,737</b>	<b>\$ 2,809,837</b>	<b>\$ 364,100</b>	<b>14.9%</b>

% of Total	2010 Budget	2010 Forecast	2011 Budget
Sponsorships	9.2%	9.2%	8.4%
Event Sales	7.2%	7.2%	6.2%
Transfers from General Fund	83.6%	83.6%	67.6%
Transfers from General Fund (Add'l HOT)	0.0%	0.0%	17.8%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

### 2011 BUDGET % of TOTAL REVENUES

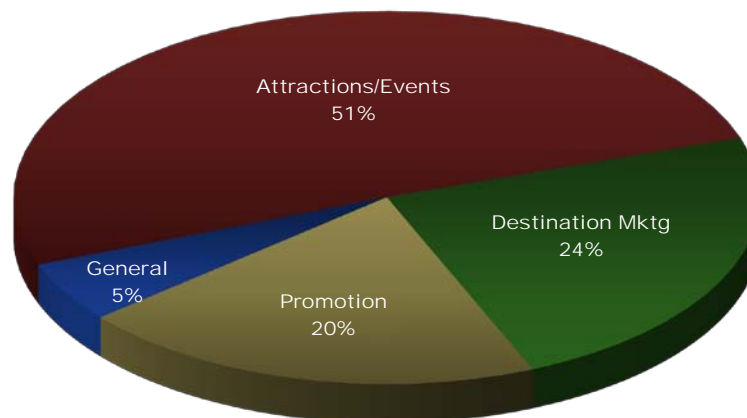


## CONVENTION & VISITORS BUREAU EXPENDITURES BY FUNCTION

Function	2010 Budget	2010 Forecast	2011 Budget	2010 Budget to 2011 Budget	
				\$ Change	% Change
General	\$ 142,000	\$ 131,000	\$ 134,000	\$ (8,000)	-5.6%
Attractions and Events	1,299,450	1,299,450	1,297,550	(1,900)	-0.1%
Destination Marketing	622,287	622,287	609,287	(13,000)	-2.1%
Promotion	382,000	382,000	519,000	137,000	35.9%
<b>Total Expenditures</b>	<b>\$ 2,445,737</b>	<b>\$ 2,434,737</b>	<b>\$ 2,559,837</b>	<b>\$ 114,100</b>	<b>4.7%</b>

% of Total	2010 Budget	2010 Forecast	2011 Budget
General	5.8%	5.4%	5.2%
Attractions and Events	53.1%	53.4%	50.7%
Destination Marketing	25.4%	25.6%	23.8%
Promotion	15.6%	15.7%	20.3%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

### 2011 BUDGET % of TOTAL EXPENDITURES

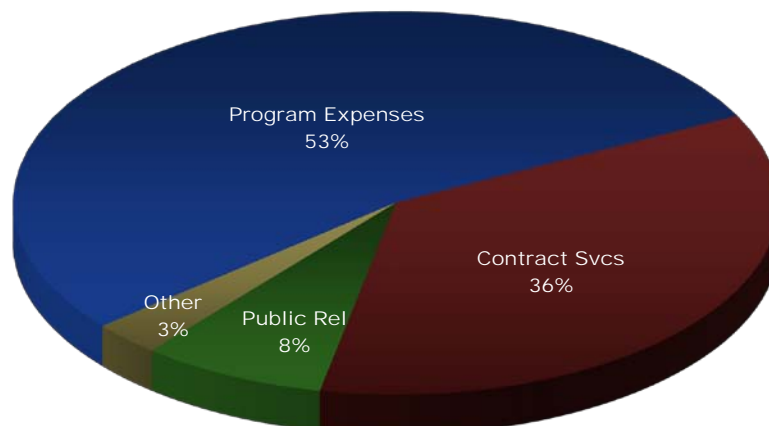


## CONVENTION & VISITORS BUREAU EXPENDITURES BY TYPE

Expenditures	2010 Budget	2010 Forecast	2011 Budget	2010 Budget to 2011 Budget	
				\$ Change	% Change
Salaries and Benefits	\$ -	\$ -	\$ -	\$ -	
Staff Development	24,000	18,000	18,000	(6,000)	-25.0%
Facility Expense	-	-	-	-	
Equipment Expense	6,500	5,500	5,500	(1,000)	-15.4%
Contracted Services	761,287	761,287	913,287	152,000	20.0%
Program Expense	1,412,450	1,412,450	1,372,550	(39,900)	-2.8%
Public Relations	190,000	190,000	200,000	10,000	5.3%
Administrative Expense	51,500	47,500	50,500	(1,000)	-1.9%
<b>Total Expenditures</b>	<b>\$ 2,445,737</b>	<b>\$ 2,434,737</b>	<b>\$ 2,559,837</b>	<b>\$ 114,100</b>	<b>4.7%</b>

% of Total	2010 Budget	2010 Forecast	2011 Budget
Salaries and Benefits	0.0%	0.0%	0.0%
Board/Staff Development	1.0%	0.7%	0.7%
Facility Expense	0.0%	0.0%	0.0%
Equipment Expense	0.3%	0.2%	0.2%
Contracted Services	31.1%	31.3%	35.7%
Program Expense	57.8%	58.0%	53.6%
Public Relations	7.8%	7.8%	7.8%
Administrative Expense	2.1%	2.0%	2.0%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

### 2011 BUDGET % of TOTAL EXPENDITURES



**THE WOODLANDS CONVENTION & VISITORS BUREAU  
2011 ATTRACTIONS & EVENTS BUDGET**

EVENT	PRODUCTION	ADVERTISING	PUBLIC SAFETY	SPONSORS	SALES	EVENT TOTAL
Red, Hot & Blue	199,000	40,000	36,000	(90,000)	-	185,000
Lighting of the Doves	70,000	20,000	7,500	(20,000)	-	77,500
Winter Wonderland	369,150	40,000	-	(50,000)	-	359,150
Ice Rink	65,000	20,000	12,500	(20,000)	(175,000)	(97,500)
iWOW	47,000	20,000	8,000	(20,000)	-	55,000
Waterway Events	96,300	20,000	7,500	(25,000)	-	98,800
* South County 4th of July Parade	-	18,000	2,000	-	-	20,000
* Run Thru the Woods	-	10,000	2,000	-	-	12,000
* The Woodlands Waterway Arts Festival	-	20,000	-	-	-	20,000
* The Woodlands Film Commission	-	10,000	-	-	-	10,000
* Wine Week in The Woodlands	-	10,000	-	-	-	10,000
* Taste of the Town	-	10,000	1,000	-	-	11,000
* Wildflower Festival	-	12,000	-	-	-	12,000
* Arbor Day	-	8,000	-	-	-	8,000
* Ironman Texas	-	30,000	-	-	-	30,000
* Memorial Day Festivities	-	35,000	-	(10,000)	-	25,000
* Other Festivals/Special Events	-	51,600	-	-	-	51,600
<b>TOTAL COST BREAKDOWN \$</b>	<b>846,450 \$</b>	<b>374,600 \$</b>	<b>76,500 \$</b>	<b>(235,000) \$</b>	<b>(175,000)</b>	<b>\$ 887,550</b>

\*Events produced by partner organizations. Amounts represent participation costs.

**THE WOODLANDS CONVENTION & VISITORS BUREAU  
ANALYSIS OF STAFF DEVELOPMENT EXPENSE**

Expense Category	2010 Budget	2011 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
<b>Staff Development</b>	<b>\$24,000</b>	<b>\$18,000</b>	<b>(\$6,000)</b>	<b>-25.0%</b>

Meeting Expenses	\$8,000	\$4,000	(\$4,000) (a)	-50.0%
Staff Training	16,000	14,000	(2,000) (b)	-12.5%
<b>Total Staff Development</b>	<b>\$24,000</b>	<b>\$18,000</b>	<b>(\$6,000)</b>	<b>-25.0%</b>

**Summary of Significant Increases/Decreases**

(a) Meeting Expense

(\$4,000) Reduction in expense based on historical trend

(b) Staff Training

(\$2,000) Reduction in expense based on historical trend

**ANALYSIS OF EQUIPMENT EXPENSE**

Expense Category	2010 Budget	2011 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
<b>Equipment Expense</b>	<b>\$6,500</b>	<b>\$5,500</b>	<b>(\$1,000)</b>	<b>-15.4%</b>

Cell Phones	\$2,500	\$2,500	\$0	0.0%
Other	4,000	3,000	(1,000) (a)	-25.0%
<b>Total Equipment Expense</b>	<b>\$6,500</b>	<b>\$5,500</b>	<b>(\$1,000)</b>	<b>-15.4%</b>

**Summary of Significant Increases/Decreases**

(a) Other

(\$1,000) Reduction in expense based on historical trend



**THE WOODLANDS CONVENTION & VISITORS BUREAU  
ANALYSIS OF CONTRACTED SERVICES**

<b>Expense Category</b>	<b>2010 Budget</b>	<b>2010 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Contracted Services</b>	<b>\$761,287</b>	<b>\$913,287</b>	<b>\$152,000</b>	<b>20.0%</b>

<b>Destination Marketing</b>	\$478,787	\$478,787	\$0	0.0%
<b>Visitor Services</b>	55,500	55,500	0	0.0%
<b>Website</b>	52,000	54,000	2,000 (a)	3.8%
<b>Video Production</b>	15,000	15,000	0	0.0%
<b>Consulting</b>	7,500	7,500	0	0.0%
<b>Legal</b>	22,500	22,500	0	0.0%
<b>Contract Labor</b>	15,000	15,000	0	0.0%
<b>Other Contracted Svcs</b>	15,000	15,000	0	0.0%
<b>Water Taxis</b>	100,000	250,000	150,000 (b)	100.0%
<b>Total Contracted Services</b>	<b>\$761,287</b>	<b>\$913,287</b>	<b>\$152,000</b>	<b>20.0%</b>

**Summary of Increases / (Decreases)**

(a) Website

\$2,000 Additional funds for updates to website content, events, and promotions on CVB website

(b) Water taxis

\$150,000 Additional funds for refurbishment of boats

**THE WOODLANDS CONVENTION & VISITORS BUREAU  
ANALYSIS OF PROGRAM EXPENSE**

Expense Category	2010 Budget	2011 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
<b>Program Expense</b>	<b>\$1,412,450</b>	<b>\$1,372,550</b>	<b>(\$39,900)</b>	<b>-2.8%</b>

Event Production	\$870,450	\$846,450	(\$24,000) (a)	-2.8%
Event Advertising	160,000	160,000	0	0.0%
Event Public Safety	92,500	71,500	(21,000) (b)	-22.7%
Waterway Marketing	25,000	-	(25,000) (c)	-100.0%
International Marketing	50,000	30,000	(20,000) (d)	-40.0%
Cooperative Marketing	25,000	25,000	0	0.0%
Meeting Planners	7,000	-	(7,000) (e)	-100.0%
South County 4th of July Parade	29,000	20,000	(9,000) (f)	-31.0%
Run Thru the Woods	12,000	12,000	0	0.0%
Taste of the Town	11,000	11,000	0	0.0%
Wine Week Advertising	10,000	10,000	0	0.0%
Woodlands Waterway Art Festival	22,500	20,000	(2,500) (g)	-11.1%
Children's Festival	10,000	-	(10,000) (h)	-100.0%
Wildflower Festival	12,000	12,000	0	0.0%
Houston Symphony	10,000	-	(10,000) (i)	-100.0%
Arbor Day	8,000	8,000	0	0.0%
The Woodlands Film Commission		10,000	10,000 (j)	
Ironman Texas		30,000	30,000 (k)	
Memorial Day Festivities		35,000	35,000 (l)	
Group Sales	6,000	20,000	14,000 (m)	233.3%
Other Festivals/Special Events	52,000	51,600	(400)	-0.8%
<b>Total Program Expense</b>	<b>\$1,412,450</b>	<b>\$1,372,550</b>	<b>(\$39,900)</b>	<b>-2.8%</b>

**Summary of Increases / (Decreases)**

*(a) Event Production*

(\$24,000) Decreased costs for Winter Wonderland and Waterway events based on historical trends

*(b) Event Public Safety*

(\$21,000) Reductions to Waterway Events based on historical trends

*(c) Waterway Marketing*

(\$25,000) Reduction in costs for marketing of Waterway Events

## THE WOODLANDS CONVENTION & VISITORS BUREAU ANALYSIS OF PROGRAM EXPENSE

Expense Category	2010 Budget	2011 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
<b>Program Expense</b>	<b>\$1,412,450</b>	<b>\$1,372,550</b>	<b>(\$39,900)</b>	<b>-2.8%</b>

*(d) International Marketing*

(\$20,000) Concentrating efforts leads to a reduction in costs

*(e) Meeting Planners*

(\$7,000) Costs are now captured with Group Sales

*(f) South County 4th of July Parade*

(\$9,000) Decreased advertising production costs

*(g) Woodlands Waterway Art Festival*

(\$2,500) Decreased costs based on the removal of the floating art parade

*(h) Children's Festival*

(\$10,000) Discontinue support for event based on collection of new event tax

*(i) Houston Symphony*

(\$10,000) Discontinue support for event based on collection of new event tax

*(j) The Woodlands Film Commission*

\$10,000 New event to support for 2011

*(k) Ironman Texas*

\$30,000 New event to support for 2011

*(l) Memorial Day Festivities*

\$35,000 New event to support for 2011

*(m) Group Sales*

\$14,000 Increase due to inclusion of Meeting Planners and increased costs related to the destination sales initiatives

# THE WOODLANDS CONVENTION & VISITORS BUREAU

## ANALYSIS OF PUBLIC RELATIONS

Expense Category	2010 Budget	2011 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
<b>Public Relations</b>	<b>\$190,000</b>	<b>\$200,000</b>	<b>\$10,000</b>	<b>5.3%</b>

The Woodlands Guide	\$85,000	\$90,000	\$5,000 (a)	5.9%
Current Newsletter	50,000	50,000	0	0.0%
Market Research	20,000	20,000	0	0.0%
Promotional Supplies	15,000	20,000	5,000 (b)	33.3%
Other Advertising	20,000	20,000	0	0.0%
<b>Total Public Relations</b>	<b>\$190,000</b>	<b>\$200,000</b>	<b>\$10,000</b>	<b>5.3%</b>

### Summary of Increases / (Decreases)

(a) *The Woodlands Guide*

\$5,000 Additional printing costs due to increased demand of the publication by visitors, retailers, businesses, and realtors

(b) *Promotional Supplies*

\$5,000 Additional costs due to new and increased demands of CVB programs

**THE WOODLANDS CONVENTION & VISITORS BUREAU  
ANALYSIS OF ADMINISTRATIVE EXPENSE**

<b>Expense Category</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>\$ Increase/ (Decrease)</b>	<b>% Increase/ (Decrease)</b>
<b>Administrative Expense</b>	<b>\$51,500</b>	<b>\$50,500</b>	<b>(\$1,000)</b>	<b>-1.9%</b>

<b>Printing</b>	\$11,000	\$11,000	\$0	0.0%
<b>Postage &amp; Delivery</b>	10,500	10,500	0	0.0%
<b>Other Admin</b>	10,000	10,000	0	0.0%
<b>Supplies</b>	9,000	8,000	(1,000) (a)	-11.1%
<b>Dues &amp; Subscriptions</b>	8,000	8,000	0	0.0%
<b>Mileage Reimbursement</b>	3,000	3,000	0	0.0%
<b>Total Administrative Expense</b>	<b>\$51,500</b>	<b>\$50,500</b>	<b>(\$1,000)</b>	<b>-1.9%</b>

**Summary of Increases / (Decreases)**

(a) *Supplies*

(\$1,000) Reduction in supplies based on historical trend



**THE WOODLANDS**  
CONVENTION & VISITORS BUREAU

## **2011 BUDGET PLAN**

# **The Woodlands Convention & Visitors Bureau 2011 Budget Plan**

- I. Situation Analysis**
- II. Accomplishments of 2010**
- III. Goals of TWCVB 2011 Budget Plan**
- IV. Implementation of TWCVB 2011 Budget Plan**

# **The Woodlands Convention & Visitors Bureau 2010 Budget Plan**

## **I. Situation Analysis**

Over the past years, The Woodlands Convention & Visitors Bureau (TWCVB) has experienced significant marketing and public relation successes in promoting The Woodlands as a destination for the Greater Houston area and beyond.

Thousands of articles, television and radio spots, and countless websites have featured The Woodlands as a destination of choice for millions of people. Much of this success is attributed to the marketing efforts of TWCVB through its destination marketing, advertising, public relations and event production programs. A number of major media outlets, such as the *Travel + Leisure*, *Continental Magazine*, *Houston Chronicle*, and *Texas Highways* have covered The Woodlands as a destination as a result of TWCVB's marketing and public affairs efforts.

TWCVB is still continuing to expand its International Marketing program and has hosted visitors from Mexico, Brazil, Argentina and many Central and South America countries. TWCVB has developed a strong partnership with Continental Airlines called Mundo Continental and its Latin American and Mexican businesses. In fact, more than 400 flights a week from Mexico arrive in Houston. Many of these visitors are coming to The Woodlands for shopping, dining, and the purchase of homes and apartments.

With the addition of the Group Sales initiative in 2010, TWCVB aggressively marketed and promoted The Woodlands as a place to host meetings, conventions, reunions, sporting events, weddings and more. The launch of The Woodlands Meeting Planner website ([www.MeetingsinTheWoodlands.com](http://www.MeetingsinTheWoodlands.com)) along with The Woodlands Meeting Planner Guide has increased the awareness of The Woodlands as an ideal meeting destination for groups of any size.

TWCVB's production and support of special events and festivals such as The Woodlands Waterway Arts Festival and Wine & Food Week have brought over 350,000 participants to the downtown area of The Woodlands in 2010.

For 2011, TWCVB has dynamic plans to continue the success of marketing and promoting The Woodlands as a place to shop, stay the night, dine, visit, meet and be entertained along with having over 5 million square feet of shopping, dining, hospitality and entertainment.



Tourism in The Woodlands and Montgomery County is \$1.7 billion annually according to a study performed by The Perryman Group in 2008. TWCVB's visitor services partnership with the South Montgomery County Woodlands Chamber of Commerce recorded over 85,000 visitors from 665 different zip codes, 79 countries and all 50 states in 2009 and was on track in June 2010 to top these numbers.

A comprehensive Visitation and Spending Study conducted in the month of September 2007 by the Cunningham Research Group, Inc. showed that 78 percent of visitors in The Woodlands Town Center come from outside of The Woodlands. Research was conducted on four consecutive weekends in September. "This research demonstrates the impact of The Woodlands as a local, regional and national destination," said Dr. Brian S. Zaff, chief research officer, Cunningham Research Group, Inc.

Here are key facts associated with the study:

- Of the 750 shoppers randomly surveyed during the month of September, 126 zip codes were represented, further showing the reach of The Woodlands Town Center.
- The study achieved a 95 percent confidence level with a sampling margin of error of +/- 4% with a statistically significant result.
- Consumers with zip codes outside of The Woodlands spent more per visit than consumers within The Woodlands (\$111 to \$101 respectively).
- Shoppers from outside The Woodlands area estimated they spent over \$500 at The Woodlands Town Center during the past year.

The Woodlands has become a significant overnight destination for leisure travel, domestic and international business, and thousands of group events. The Woodlands Waterway Marriott Hotel & Convention Center alone estimates more than 500,000 people attend events in the Convention Center. While The Woodlands has experienced tremendous growth, it is imperative to continue the marketing efforts as the competition in the marketplace continues to develop. Sugar Land, Katy, Pearland, the Galleria, Galveston, Kingwood and others have created town centers and shopping districts. On the whole, The Woodlands continues to fare much better than these other areas, but continually needs to promote. Marketing, advertising, public relations, special events and entertainment for The Woodlands will continue to keep their "competitive edge" over new shopping, dining and entertainment areas forming in the Greater Houston market in places such as Conroe, Sugar Land and other places.

While The Woodlands Township and TWCVB have conducted surveys and analyzed data regarding tourism, the Greater Houston Convention & Visitors Bureau also has published important information concerning tourism.

Here is a look at a few key stats:

- Statistics show that 31 million+ travelers come to the Greater Houston area.
- Travelers spend \$11.6 billion per year in malls, specialty stores and shopping centers.
- Houston is one of Texas top destinations for leisure and business travel.

This is important to note because The Woodlands can benefit from the tourism effort with its partnership with the Greater Houston Convention & Visitors Bureau.

Additionally, the State of Texas revealed that Texas remains one of the most frequently visited states with 186 million domestic visitors traveled to and within Texas in 2009. Nearly 133 million or approximately 67 percent of domestic travelers were leisure travelers, split almost evenly between day leisure trips and overnight leisure trips.

The objectives and goals of TWCVB 2011 Budget Plan are centered on continuing the appeal of The Woodlands by highlighting cultural diversity, continuing the strong brand awareness of The Woodlands as a destination for all, and promoting The Woodlands as an ideal location for SMERFs (Social, Military, Education, Religious, Fraternal, and Sporting Events) gatherings and meeting planner groups.

TWCVB will, also, develop cooperative marketing efforts with businesses within The Woodlands including The Woodlands Waterway Marriott Hotel and Convention Center, The Woodlands Resort & Conference Center, limited service hotels in The Woodlands, The Woodlands Mall, Market Street, and The Woodlands Development Company among others. In these efforts, TWCVB will expand awareness of programs and events for The Woodlands. Strategic partnerships with other convention and visitor bureaus could be part of the overall marketing mix.

In addition to marketing, advertising and public relations programs, TWCVB recommends the continuation of major events created by TWCVB. Those events are:

1. The Red, Hot & Blue Festival™
2. Lighting of the Doves™
3. iWOW – International Winter On The Waterway™
4. The Ice Rink at The Woodlands Town Center™
5. The Woodlands Winter Wonderland™
6. Live at Night – Spring/Fall Series
7. Waterway Nights – Summer Series
8. Movie Night – Spring/Fall Series
9. Trick or Treat Trail
10. Caroling on the Square

TWCVB, also, will continue to play a vital support role in the establishment of other successful events that annually bring thousands of visitors to The Woodlands while creating superior brand awareness.

These events include Taste of the Town, The Woodlands Waterway Arts Festival, Wine and Food Week, Junior League Holiday Market among others. Additional major sporting events include the CB&I Triathlon, Run Thru the Woods and the inaugural Ironman Texas scheduled to take place the third week of May. This event will bring 2,500 participants and a \$15 million positive economic impact is expected.

These events significantly increase the flow of visitors, residents and groups into The Woodlands, continuing the economic viability of the shopping, dining, hospitality, overnight accommodations and entertainment. Consistent year after year surveys show 30 to 60 percent of attendees come from outside The Woodlands, which is considered new money for The Woodlands Township.

When producing and supporting events, TWCVB uses the following guidelines:

1. Does the event attract visitors from the region to shop, stay the night, dine and experience entertainment venues and parks in The Woodlands?
2. Does the event provide an amenity or quality of life value to current residents, visitors and businesses?
3. Can the event create enhanced regional, if not national, awareness of The Woodlands as a destination through media coverage?
4. Does the event have entertainment value to sponsors or potential sponsors that will allow events to grow more towards self-sustaining status?
5. Does the event provide programming and event focus congruent with the high-quality image of The Woodlands?

## **All About The Woodlands Convention & Visitors Bureau (TWCVB)**

The Woodlands Convention & Visitors Bureau adopted its Mission Statement, its Vision Statement, its Purposes & Services, and Core Values in 2007 to help direct its efforts in the coming years.

TWCVB became a seven-member Board of Directors in July 2010 for the Internal Revenue Service 501 (c) (6) non-profit corporation.

Directors include Chairman Nelda Blair, Vice Chairman Claude Hunter, Secretary/Treasurer Lloyd Matthews, and Directors Don Norrell, Fred Domenick, Karen Hoylman and Kent Johnson. Nick Wolda serves as President and Casey Snyder serves as General Manager.

## **TWCVB Mission Statement**

To position The Woodlands as a regionally, nationally, and internationally recognized tourist destination by developing quality marketing programs and events to attract visitors and stimulate economic development and growth.

## **About TWCVB's Mission Statement**

TWCVB drives demand for The Woodlands as a travel destination, creates new revenue for businesses, and increases sales and hotel occupancy tax for The Woodlands Township's general fund. Tax revenue generated by the tourism industry is invested back into improving The Woodlands' infrastructure and programs.

## **TWCVB Vision**

TWCVB is an energetic and innovative 501 (c) (6) organization of talented and dedicated professionals who fulfill the Bureau's Mission Statement by setting high performance standards, expectations and goals. The Bureau works with its community to create and maintain productive public and private partnerships while serving as a reliable and credible source for The Woodlands' tourism industry.

## **TWCVB Purposes & Services**

- Provide leadership for the tourism industry in The Woodlands, coordinating activities, encouraging marketing programs and projecting an appealing image on behalf of The Woodlands.
- Drive the destination of The Woodlands to meeting professionals, business travelers, tour operators and individual visitors.
- Represent hotels, facilities, attractions, restaurants, retail centers and other providers who serve visitors.
- Operate and market transportation in The Woodlands including The Woodlands Waterway Trolleys and the Water Taxis.
- Provide an array of services to tour planners in developing tours into The Woodlands, including suggested itineraries and overnight accommodations.
- Develop, produce, and support key signature events that promote and highlight The Woodlands community.

- Help visitors save time and energy in looking for tourism opportunities in The Woodlands and Greater Houston area by providing visitor services.
- Work with regional partners in promoting The Woodlands as an ideal location to visit and spend the night.
- Develop and support training initiatives for hospitality employees in The Woodlands.

### **TWCVB Core Values**

- Equal Opportunity Employer
- Be Consistent and Fair in Business Relations
- Initiate and Implement Cooperative Efforts
- Promote and Encourage Collaboration
- Practice and Execute Initiative and Innovation
- Practice Budget Responsibility
- Extend and Share Expertise
- Work with Integrity in Open Records/Open Meetings Environment

### **TWCVB Target Audience**

TWCVB directs its marketing efforts locally, regionally, nationally and internationally to group and meeting planners, travel agents, tour operators, travel journalists, and the general public who directly influence visitors' choices in shopping, dining and residential living in The Woodlands.

## **II. Accomplishments of 2010**

- A major accomplishment of TWCVB was bringing Ironman Texas to The Woodlands for 2011-2015. The key facts are:
  - Opportunity for residents of The Woodlands to see some of the greatest endurance athletes in the world.
  - The Woodlands is home to hundreds of world class athletes that have welcomed the opportunity to participate in such a renowned event.
  - There will be hundreds of volunteer opportunities for residents of The Woodlands to participate in the event and Ironman will commit to providing \$100,000 annually to local charities.
  - The Ironman Triathlon consists of a 2.4-mile swim, a 112-mile bike ride and a 26.2-mile run completed in succession within a 17-hour timeframe.
  - The event will serve as one of 23 global qualifying races for the Ford Ironman World Championship that takes place each October in Kailua-Kona, Hawaii.
  - The event will attract 2,500 participants from nearly all 50 states and 25+ countries.
  - Nationally and internationally televised, creating 1.5 million in advertising impressions for The Woodlands on a global scale.
  - The event will create an economic impact of \$15.9 million through the sale of thousands of hotel room nights, retail shopping, food and beverage dinners and other sales.
- Created partnership with the South Montgomery County Woodlands Chamber of Commerce for an even greater reach on the Visitor Services program. This partnership includes an information center on-site at events to assist visitors with shopping, dining and directions such as The Woodlands Waterway Arts Festival, Wine and Food Week, Red, Hot & Blue Festival among others.
- Created successful Public Relations efforts with a value of \$214,460 in the first six months of 2010. More than 550 articles had been published on The Woodlands as a destination January through July including being featured in Continental Airlines Magazine July 2010 (2.5 million readers), the Houston Chronicle, Texas Highways and numerous other publications.
- Developed advertising programs through special events to create millions of impressions via television, radio, newspaper, and online.

- Produced successful Waterway Square Series to continue the increase in destination appeal and foot traffic to the Waterway Square.
  - Live at Night (Spring/Fall Series)
  - Movie Night (Spring/Fall Series)
  - Waterway Nights (Summer Series)
- Created a destination marketing campaign, *Ordinary Weekend—Extraordinary Weekend*, to increase the awareness of The Woodlands as a destination with over 5 million square feet of shopping, dining, hospitality and entertainment. This campaign has generated more than 22 million impressions during the first six months of 2010. It is anticipated that more than 47 million impressions will be created in 2010.
- Launched TWCVB group sales initiative through an aggressive advertising and public relations effort. The Woodlands hosted the 2010 Texas Rush Blue Chip Showcase, which provided amateur soccer players the opportunity to showcase their talents to college coaches from around the nation. The area also hosted the Nike South Cross Country Invitational and the Conference USA Cross Country Championship.
  - Implemented The Woodlands Meeting Planner website, [www.MeetingsInTheWoodlands.com](http://www.MeetingsInTheWoodlands.com), as a tool for meeting and event planners to see what The Woodlands has to offer to groups.
  - Created The Woodlands Meeting Planner Guide featuring resources such as Meeting Facilities, Accommodations, Attractions, Transportation and Sporting Amenities that will help facilitate groups in The Woodlands.
- Continued *Current*, a four color process quarterly newsletter, which is delivered to local and international businesses as well as individuals around The Woodlands and beyond.
- Continued use of the ambassador hand-held devices that collect key information from visitors to The Woodlands during major events such as Red, Hot & Blue Festival.
- Enhanced the partnership with Continental Airlines called Mundo Continental to promote The Woodlands in the International markets, resulting in visitors and new home buyers. This partnership assisted in reaching the top travel agents and tour operators in Mexico and Latin America.
- Enhanced the power of Social Media by adding new features, including contests on The Woodlands CVB Facebook Page, [www.Facebook.com/VisitTheWoodlands](http://www.Facebook.com/VisitTheWoodlands). As of June 30, 2010, TWCVB had 1,374 fans.

- Developed an informational brochure on The Woodlands Convention & Visitors Bureau for visitors, residents and groups and made over 25 presentations about the importance of the CVB and economic development for Village Associations, civic groups, the Economic Outlook Conference, and much more.
- Created a cooperative advertising plan for TWCVB and other organizations (The Woodlands Waterway Marriott Hotel and Convention Center, The Woodlands Resort & Conference Center, limited service hotels in The Woodlands, The Woodlands Mall, Market Street, and The Woodlands Development Company) via print media and online virtual tour (currently in progress).
- Continued to host *Connections*, a meeting where local merchants can connect, network and have the opportunity to share news about their business.



## II. Goals of TWCVB 2011 Budget Plan

- Continue to market and promote The Woodlands as a unique destination with over 5 million square feet of shopping, dining, hospitality and entertainment, and continue to educate the general public and business community on the mission of TWCVB.
- Continue to advertise and promote awareness of The Woodlands as a place to shop, dine, visit, meet, be entertained, and stay the night in the following markets:
  - Local: Within The Woodlands, City of Shenandoah, City of Oak Ridge North
  - Regional: Houston, Sugarland, Katy, Kingwood, Spring, 1960 area, Conroe, Huntsville, Kingwood, Tomball
  - Multi-state: Neighboring states such as Louisiana, Arkansas, Oklahoma
  - National: Through organizations and publications
  - International: Through strategic partnerships with airlines, travel businesses and travel associations
- Work diligently to continue the success of media coverage in media outlets such as *Continental Magazine*, *Travel + Leisure*, *Texas Highways* among others with editorial coverage of The Woodlands as an emerging destination.
- Continue the creation of cooperative marketing opportunities with organizations in The Woodlands via mass marketing and public relations.
- Continue to produce The Woodlands Visitor's Guide (in English and Spanish) and The Woodlands Discovery Guide & Savings Book for distribution to visitors, tour operators, media and others.
- Increase advertising and public relations efforts in TWCVB's Group Sales initiative to increase awareness as The Woodlands being an ideal meeting destination.
- Work closely with World Triathlon Corporation on Memorial Hermann Ironman Texas to The Woodlands the weekend of May 21, 2011.
- Develop cohesiveness among The Woodlands businesses through event marketing, advertising, and public relations.
- Continue development of sponsorship dollars to offset TWCVB's event budget in special events and other promotional opportunities. These dollars are used to increase the awareness of these events and The Woodlands.

- Continue the use of hand-held devices to be used by The Woodlands Township Ambassadors for collecting survey information including zip codes.
- Organize, develop and conduct meetings with TWCVB Marketing Committee and The Woodlands Township Ad Hoc Water Taxi Committee.
- Continue to provide merchants in The Woodlands with the opportunity to connect and network at the *Connections* meetings hosted every other month during the year.

### **New initiatives for 2011**

- Participate and market Ironman Texas
- Develop a greater presence with meeting planners and group sales
- Continue enhancement of Social Media tools to promote The Woodlands
- Actively promote The Woodlands from a sports tournament perspective
- Market and promote the Water Taxis, based on The Woodlands Township Board of Directors approval.
- Create new activities/events over Memorial Day Weekend
- Create policies to allow The Woodlands Convention & Visitors Bureau to function efficiently.
- Make determination of long-term solution for The Ice Rink

## IV. Implementation of TWCVB 2011 Budget Plan

### GENERAL EXPENDITURES

**\$134,000**

*(In accordance with Key Initiative 5.3.1 – Support convention and visitors bureau)*

#### Staff Development

**\$18,000**

- Meetings & Business Relations (\$4,000) – Includes press conferences and meetings with The Woodlands merchants, hotels, restaurants, and tourism operators discussing TWCVB business. This line item includes expenses associated with holding TWCVB Board of Directors Meetings and TWCVB Marketing Committee.
- Staff Training & Conferences (\$14,000) – Includes travel, conference registration, and expenses to attend a conference or seminar related to marketing and promoting The Woodlands as a destination. This line item includes travel for attendance to one industry event for the President, two industry events for the General Manager; one event for the Event Specialist; the Business Development Specialist; and one event for the Administrative Assistant. This line item also includes specialized training for TWCVB personnel including computer classes, on-site consulting from event specialists, and other developmental training programs.

#### Equipment Expense

**\$5,500**

- Equipment (\$2,500) – Includes 12 months of voicemail for The Woodlands Ice Rink and other miscellaneous equipment needs that may arise.
- Cell Phones (\$3,000) – Includes communication expenses incurred by TWCVB activities including wireless phones for the President, General Manager, Event Specialist and Business Development Specialist.

#### Contracted Services

**\$60,000**

- Consulting (\$7,500) – Includes general and specialized consulting services.
- Legal (\$22,500) – Includes general and specialized legal fees related to the state and federal filings, contract review, negotiations for events and other items as they arise.
- Contract Labor (\$15,000) – Includes the augmentation of TWCVB staff via outsourcing mechanisms or projects such as advertising, public relations, and temporary contract staff during peak times.

- Other Contracted Services (\$15,000) – Includes professional services for graphic design, project management, photography, copywriting and editing, and other specialized outsourced services.

## **Administrative Expense**

**\$50,500**

- Supplies (\$8,000) – Includes mailing supplies, labels, name badges, framing, and other general office supplies for TWCVB.
- Postage and Delivery (\$10,500) – Includes the mailing of promotional and event sponsorship materials by TWCVB including the fulfillment of The Woodlands Discovery Guide & Savings Book and The Woodlands Visitor Guide, correspondence with merchants of The Woodlands, and potential event sponsors.
- Dues & Subscriptions (\$8,000) – Includes professional association dues, local community organizations, and subscriptions to industry related publications including International Festivals & Events Association, American Marketing Association, Downtown Promotion Reporter & Idea Exchange, and Advertising Age. This line item also includes expenses related to membership costs for the Texas Association of Convention & Visitors Bureaus and Texas Society of Association Executives.
- Printing (\$11,000) – Includes bulk letterhead, check stock, business cards, and other administrative printing needs.
- Mileage Reimbursement (\$3,000) – Includes mileage, parking, tolls, etc. for TWCVB.
- Other Administration (\$10,000) – Includes general liability insurance coverage, bank fees, monthly storage unit fees, other administrative items, and an allowance for general marketing contingencies.

## **ATTRACTIONS & EVENTS**

**\$1,297,550**

*(In accordance with Key Initiative 5.3.3 – Expand, support and create new cultural, sporting and entertainment venues and Key Initiative 5.3.6 – Produce and sponsor high quality community events)*

## **Program Expense**

**\$1,077,950**

- Red, Hot & Blue Festival (\$275,000 gross) – Includes \$60,000 designated for fireworks in order to be THE largest fireworks display in the North Houston area, which attracts over 110,000 people to The Woodlands, the City of Shenandoah, the City of Oak Ridge North, and other unincorporated areas surrounding The Woodlands. Total

costs include \$90,000 in sponsorship income, \$199,000 in total production costs including commissions, \$40,000 in event advertising, and \$36,000 in event public safety costs. Therefore, the net cost of this event is \$185,000.

- Lighting of the Doves (\$97,500 gross) – Includes the annual Lighting of the Doves Festival costs relating to event production, event advertising and event public safety. This event will be celebrating its 29<sup>th</sup> anniversary in 2011 and continues to attract thousands of visitors and residents. This event also signifies the beginning of the holiday season in The Woodlands. Total costs include \$20,000 in sponsorship income, \$70,000 in total production costs including commissions, \$20,000 in event advertising, and \$7,500 in event public safety costs. Therefore, the net cost of this event is \$77,500.
- Ice Rink (\$409,150 gross) – Each year The Ice Rink at The Woodlands Town Center attracts more than 43,000 paid skaters and over 100,000 spectators. In the 2009-2010 Ice Rink season, 45 percent said The Ice Rink brought them to The Woodlands. Total costs associated with constructing a seasonal ice skating rink in The Woodlands includes \$50,000 in sponsorship income, \$175,000 in sales income (expected ticket revenue), \$369,150 in total production cost including commissions, and \$40,000 in event advertising. Therefore, the net cost of this event is \$184,150.
- Winter Wonderland (\$97,500 gross) – The continuation of The Woodlands Winter Wonderland is designed to stimulate tourism and bring new visitors to The Woodlands during the holiday season. This event attracts more than 175,000 people each holiday season. Total costs include \$20,000 in sponsorship income, \$65,000 in total production costs including commissions, \$20,000 in event advertising, and \$12,500 in event public safety costs. Therefore, the net cost of this event is \$77,500.
- iWOW – International Winter On The Waterway (\$123,800 gross) – International Winter On The Waterway, known as iWOW, celebrates the cultural diversity represented in The Woodlands and showcases countries from all over the world and their unique holiday traditions. Market research from Interfaith of The Woodlands in 2008 suggests that 97 countries are represented in The Woodlands population of 89,000. In 2010, over 14,000 people attended this event. Total costs include \$25,000 in sponsorship income, \$96,300 in production costs including commissions, \$20,000 in event advertising, and \$7,500 in event public safety costs. Therefore, the net cost of this event is \$98,800.
- Waterway Events (\$75,000 gross) – The Woodlands Waterway<sup>®</sup> continues to be one of the most significant and most unique landmarks in The Woodlands. This line item includes year round event programming for The Woodlands Waterway, Waterway, Waterway Square, and Town Green Park. Events include concert series, special

festivals, and others that arise. Within this line item are Live at Night—Spring/Fall Series, Movie Night—Summer and Fall Series, and Waterway Nights—Summer Series. Total costs include \$20,000 in sponsorship income, \$47,000 in production costs, \$20,000 in event advertising, and \$8,000 in event public safety costs. Therefore the net cost of these events is \$55,000.

### **Community Festivals & Events**

**\$219,600**

*(In accordance with Key Initiative 5.3.3 – Expand, support and create new cultural, sporting and entertainment venues and Key Initiative 5.3.6 – Produce and sponsor high quality community events)*

- Other Festivals/Special Events (\$51,600) – Includes the consideration of additional events in The Woodlands where TWCVB has the opportunity to promote The Woodlands as a destination with over 5 million square feet of shopping, dining, hospitality, and entertainment. Some of these events include sporting events, Fiesta Universal, Junior League Holiday Market, and potentially many new events yet to be created or as they relate to TWCVB's group sales initiative.
- Arbor Day (\$8,000) – This community-wide event attracts over 4,000 people and will be celebrating its 34<sup>th</sup> anniversary in 2011. TWCVB will pay for advertising expenditures up to and not to exceed \$8,000.
- Run Thru the Woods (\$12,000) – This event attracts over 5,000 people represented from 40 different states. TWCVB will pay for advertising expenditures up to and not to exceed \$10,000 and public safety not to exceed \$2,000.
- South County Fourth of July Parade (\$20,000) – This event is the largest Fourth of July Parade in Montgomery County bringing over 15,000 people The Woodlands. This is an additional opportunity to promote the annual Red, Hot & Blue Festival. TWCVB will pay for advertising expenditures up to and not to exceed \$18,000 and public safety not to exceed \$2,000.
- Taste of the Town (\$11,000) – This regional event attracts more than 6,000 people to The Woodlands and plays a vital role in supporting the restaurants in The Woodlands. TWCVB will pay for advertising expenditures up to and not to exceed \$10,000 and public safety not to exceed \$1,000.
- Wildflower Festival (\$12,000) – This community-wide event will be celebrating its 25<sup>th</sup> year in 2011 and continues to attract over 3,000 people. This is an additional opportunity to promote TWCVB's holiday events—Lighting of the Doves, iWOW, The Ice Rink and The Woodlands Winter Wonderland. TWCVB will pay for advertising expenditures up to and not to exceed \$12,000.

- Wine and Food Week (\$10,000) – This six-day event began in 2005 and continues to grow into a major regional event attracting over 12,000 attendees each year. TWCVB will pay for advertising expenditures up to and not to exceed \$10,000 which will elevate the event’s destination appeal via regional and/or state media.
- The Woodlands Waterway Arts Festival (\$20,000) – This national festival was started five years ago along The Woodlands Waterway and has quickly developed into a premier event known all around the world. With its national rankings, it has become a major event bringing in thousands of visitors and artists to The Woodlands. The festival attracted more than 15,000 attendees in 2010. Forty percent of festival attendees had not attended the festival before and forty-five percent were from outside The Woodlands. The festival also has beneficial aspects for all retailers, hoteliers and businesses in The Woodlands. TWCVB will pay for advertising expenditures up to and not to exceed \$20,000.
- The Woodlands Film Commission (\$10,000) – The Woodlands Area Film Commission was created in 2010 to bring more film production dollars to the local economy and to increase tourism in The Woodlands and surrounding areas. TWCVB will pay for advertising expenditures up to and not to exceed \$10,000.
- Ironman Texas (\$30,000) – The World Triathlon Corporation chose The Woodlands for its inaugural Memorial Hermann Ironman Texas event for a five year agreement in June 2010. This world-class sporting event will gain major international exposure for The Woodlands and will benefit retailers, hoteliers and businesses in The Woodlands and surrounding areas. Economic impact is expected to be approximately \$15,000,000. Nearly 10,000 hotel room nights are expected. This event will be nationally and internationally televised, creating 1.5 million in advertising impressions for The Woodlands on a global scale. TWCVB will pay for advertising expenditures up to and not to exceed \$30,000.
- Memorial Day Festivities (\$35,000 gross) – The Woodlands CVB will utilize this line item to promote The Woodlands as a destination for Memorial Day activities in conjunction with programming from The Woodlands Township’s Parks & Recreation Department. This would be offset by a proposed \$10,000 in sponsorship revenue. Therefore, the net cost of this event is \$25,000.

## **DESTINATION MARKETING**

**\$609,287**

*(In accordance with Key Initiative 5.3.4 – Expand collaborative efforts with other regional visitor attraction entities and Key Initiative 5.3.5 – Expand Hotel and Occupancy Tax revenues and tax base)*

Since launching the Destination Marketing program in 2004, The Woodlands has become a premier destination for shopping, dining, hospitality and entertainment. In

2010, TWCVB print ads, television and radio spots, and online media will generate more than 22 million impressions throughout the year, increasing awareness of The Woodlands. Through an aggressive Public Relations campaign, hundreds of articles are generated on The Woodlands as a destination and also increases exposure to a local, regional, statewide, national, and international audience which generates thousands of un-paid advertising dollars in publications. Multiple opportunities continue to exist that will expand these efforts to include a cohesive print component, complementing the existing broadcast media schedule. This line item will address the brand positioning of The Woodlands as a destination with over 5 million square feet of shopping, staying the night, dining, hospitality, and entertainment.

Why Destination Marketing? With nearly 80 percent of shoppers coming from outside of The Woodlands, visitors help keep the property taxes of the residents and businesses low. Increased visitor spending to the area positively impacts the amount of sales tax revenue and hotel occupancy received by the Township. Based on recent evaluation by the Township Finance Department, staff determined two-thirds of each dollar from sales tax or room tax is used for property tax relief for The Woodlands constituents.

In 2008, The Woodlands Convention & Visitors Bureau developed an RFP process and selected John Manlove Marketing & Communications to handle advertising responsibilities for destination marketing and international marketing in 2009. TWCVB's Board of Directors and Marketing Committee recommended utilizing John Manlove Marketing & Communications for one year with a two year extension if successful. Also, TWCVB's Board of Directors and Marketing Committee recommend utilizing Kaplan Public Relations to handle public relations duties in 2010 and it is recommended by TWCVB staff to continue in 2011. In addition, TWCVB utilizes a group of independent contractors to achieve the best price on graphic design, photography, web services, public promotions and project management.

The Woodlands CVB has partnered with the Greater Houston Convention & Visitors Bureau (GHCVB) in an integrated marketing campaign reaching potential visitors in the Southeast Texas area. Here are statistics from the campaign, released by the GHCVB:

- A conversion study conducted by Temple University conversion shows these are high-quality leads that visit Houston and spend:
  - 2 months after the campaign ended, 2,266 households that requested advertiser brochures had already visited Houston (45% of all inquiries)
  - These parties spent \$488 to \$630 per trip on average, for a combined total of \$1.1 to \$1.4 million
  - 94% said the campaign influenced their travel plans

*Source: Greater Houston Convention & Visitors Bureau*



In 2010, TWCVB Board of Directors, Marketing Committee, and staff recommended the following destination marketing budget.

**Contracted Services**

**\$534,287**

- Destination Marketing – Media (\$357,787) – Includes purchased media such as print ads, television and radio spots, online, and billboards.
- Destination Marketing – Public Relations (\$36,000) – Includes writing, pitching and tracking of articles in hundreds of different media outlets. Kaplan PR is the agency of record for this line item.
- Destination Marketing – Production (\$85,000) – Includes the production of materials such as ad concepts and layouts and video production for television spots.
- Visitor Services (\$55,500) – Includes the partnership the South Montgomery County Woodlands Chamber of Commerce (SMCWCC). The SMCWCC manages and staffs a visitor information kiosk at Market Street and The Woodlands Mall. In 2009, over 85,000 visitors from 665 different zip codes, 79 countries and all 50 states had visited these kiosks in The Woodlands. Also included is the staffing of a booth at local events promoting The Woodlands and assisting visitors with information on all the shopping, dining, accommodations and entertainment in The Woodlands.

**Program Expense**

**\$75,000**

- International Marketing (\$30,000) – Includes the partnership with Continental Airlines in a program called Mundo Continental. In 2010, TWCVB will reach over 550 travel agents and more than 150 media contacts in Mexico. Elements of the program include special consultation, hosting tour/travel groups and publicists, advertising, production of materials, and other opportunities as presented. Also included in this line item is any media such as magazines and online that will promote The Woodlands to the international community
- Cooperative Marketing (\$25,000) – Includes the participation in opportunities that are combined with other organizations to promote The Woodlands. These budgeted dollars will only be used in conjunction with financial participation from other organizations in The Woodlands and would involve specific offers and campaigns.
- Group Sales (\$20,000) – Includes the purchased media such as print and online and the travel and administrative costs associated with the destination sales initiative of driving group and convention business to The Woodlands.

## **PROMOTION**

**\$519,000**

*(In accordance with Key Initiative 5.3.3 – Expand, support and create new cultural, sporting and entertainment venues and Key Initiative 5.3.6 – Produce and sponsor high quality community events)*

### **Contracted Services**

**\$319,000**

- Water Taxis (\$250,000) - Proposed funding to develop a partnership among The Woodlands Convention & Visitors Bureau, The Woodlands Township, and the Brazos Transit District for Water Taxi operations. This line item includes \$150,000 for renovation of the Water Taxis and \$100,000 is placed for operations of the Water Taxis, based on approval from The Woodlands Township. It is anticipated these costs could be reduced significantly depending on several aspects of the agreement including the reduction of operating hours, the sales/marketing approach and success of the capital cost of contracting. The Woodlands Township Board of Directors will determine participation in August 2010 for the 2011 Budget.
- Website (\$54,000) – With an organized web services approach, TWCVB's website ([www.VisitTheWoodlands.com](http://www.VisitTheWoodlands.com)) generated over 159,000 unique website visits (total number of visits per day) in 2009 and The Woodlands is at or near the top in almost all search engines. This line item includes monthly maintenance and hosting, content management and new technology offerings for the website. The maintenance includes updates of news releases, events, and new merchants among others. Also included are additional maintenance and content management to the websites that are geared towards TWCVB major events. In addition, the design and programming of the monthly consumer e-newsletter and the quarterly meeting planner's e-newsletter are within this line item.
- Video Production (\$15,000) – Includes the production of high-quality videos to promote and educate the general public on the destination aspects of The Woodlands. Also included are promotional segments for TWCVB events such as television spots and wrap-up videos.

### **Public Education/Relations**

**\$200,000**

- Promotional Supplies (\$20,000) – Includes supplies specifically related to promoting The Woodlands. Also included are items such as shirts, plaques for presentations, promotional items for events, and trade show booth items.
- Other Advertising (\$20,000) – Includes general advertising and promotion of The Woodlands as new opportunities arise such as online, magazines, radio, cable, newspaper, brochures, billboards and direct mail.

- The Woodlands Guide (\$90,000) – Includes the production and printing of The Woodlands Visitor Guide & Map in English and Spanish that are used for distribution throughout The Woodlands, including delivery to retailers, hoteliers, and businesses as well as to key visitor entrances into the State of Texas, tourism planners and beyond. This item also includes the production and the printing of The Woodlands Discovery Guide & Savings Book. In 2011, TWCVB staff will increase the printing of the Discovery Guide & Savings Book due to popular demand by groups and visitors coming to The Woodlands.
- Current Newsletter (\$50,000) – Includes the production and printing of the quarterly, four color process publication that is distributed locally, regionally, nationally and internationally.
- Market Research (\$20,000) – It is imperative to know the success of TWCVB programs and market research is a strong component of these marketing efforts. This line item includes the management of a comprehensive study to determine visitor origins and their impact on the area. TWCVB will continue its hand-held electronic data system that is utilized by The Woodlands Township Ambassadors in collecting key survey information from visitors during peak times such as a holiday or major event.

<b>Total Estimated Cost for the TWCVB Budget Plan (gross)</b>	<b>\$2,559,837</b>
<b>Less Projected Sponsor / Event Income</b>	<b><u>(\$410,000)</u></b>
<b>Operating Transfer - The Woodlands Township</b>	<b>\$1,899,837</b>
<b>Operating Transfer – Supplemental Hotel Tax</b>	<b><u>\$500,000</u></b>
<b>Ending Fund Balance</b>	<b>\$250,000</b>

**The Woodlands Convention and Visitors Bureau  
Department Budget Detail  
(in whole dollars)**

	<b>Budget Code</b>	<b>Budget 2010</b>	<b>Forecast 2010</b>	<b>Budget 2011</b>	<b>\$ Inc/(Dec)</b>	<b>% Inc/(Dec)</b>
<b>REVENUES</b>						
<b>Program Revenue</b>						
Sponsorships - Red, Hot & Blue	110-821-4108-4001-35	90,000	90,000	90,000	-	0.0%
Sponsorships - LOTD	110-821-4108-4002-35	20,000	20,000	20,000	-	0.0%
Sponsorships - Ice Rink	110-821-4108-4003-35	50,000	50,000	50,000	-	0.0%
Sponsorships - Winter Wonderland	110-821-4108-4004-35	20,000	20,000	20,000	-	0.0%
Sponsorships - iWOW	110-821-4108-4005-35	25,000	25,000	25,000	-	0.0%
Sponsorships - Waterway	110-821-4108-4006-35	20,000	20,000	20,000	-	0.0%
Sponsorships - Kayak N' Que	110-821-4108-4007-35			10,000	10,000	
Sales Income - Ice Rink	110-821-4109-4003-35	175,000	175,000	175,000	-	0.0%
		400,000	400,000	410,000	10,000	2.5%
<b>Transfers In</b>						
Operating Transfer (from GF)	110-190-4800-8080-35	2,045,737	2,034,737	1,899,837	(145,900)	-7.1%
Operating Transfer (Add'l HOT)				500,000	500,000	
		2,045,737	2,034,737	2,399,837	500,000	24.4%
<b>TOTAL REVENUES</b>		<b>2,445,737</b>	<b>2,434,737</b>	<b>2,809,837</b>	<b>510,000</b>	<b>20.9%</b>
<b>GENERAL - Dept 820</b>						
<b>Salaries and Benefits*</b>						
Salaries and Wages	110-820-5010-0000-35	-	-	-	-	
Overtime	110-820-5011-0000-35	-	-	-	-	
Employee Benefits - FICA	110-820-5020-0000-35	-	-	-	-	
Employee Benefits - TEC	110-820-5021-0000-35	-	-	-	-	
Employee Benefits - FUTA	110-820-5029-0000-35	-	-	-	-	
Employee Benefits - Retirement	110-820-5030-0000-35	-	-	-	-	
Employee Benefits - Insurance	110-820-5031-0000-35	-	-	-	-	
Employee Benefits - Workers Comp	110-820-5032-0000-35	-	-	-	-	
		-	-	-	-	
<i>*See CVB Staff Services detail in General Fund</i>						
<b>Staff Development</b>						
Meetings	110-820-5100-0000-35	8,000	4,000	4,000	(4,000)	-50.0%
Training & Conferences	110-820-5120-0000-35	16,000	14,000	14,000	(2,000)	-12.5%
		24,000	18,000	18,000	(6,000)	-25.0%
<b>Equipment Expense</b>						
Equipment	110-820-5330-0000-35	2,500	2,500	2,500	-	0.0%
Cell Phones	110-820-5335-0000-35	4,000	3,000	3,000	(1,000)	-25.0%
		6,500	5,500	5,500	(1,000)	-15.4%
<b>Contracted Services</b>						
Consulting	110-820-5401-0000-35	7,500	7,500	7,500	-	0.0%
Legal	110-820-5402-0000-35	22,500	22,500	22,500	-	0.0%
Contract Labor	110-820-5407-0000-35	15,000	15,000	15,000	-	0.0%
Other Contracted Services	110-820-5499-0000-35	15,000	15,000	15,000	-	0.0%
		60,000	60,000	60,000	-	0.0%
<b>Administrative Expense</b>						
Supplies	110-820-5800-0000-35	9,000	5,000	8,000	(1,000)	-11.1%
Dues & Subscriptions	110-820-5802-0000-35	8,000	8,000	8,000	-	0.0%
Printing	110-820-5803-0000-35	11,000	11,000	11,000	-	0.0%
Postage and Delivery	110-820-5801-0000-35	10,500	10,500	10,500	-	0.0%
Mileage Reimbursement	110-820-5804-0000-35	3,000	3,000	3,000	-	0.0%
Other Admin	110-820-5899-0000-35	10,000	10,000	10,000	-	0.0%
		51,500	47,500	50,500	(1,000)	-1.9%
<b>TOTAL GENERAL</b>		<b>142,000</b>	<b>131,000</b>	<b>134,000</b>	<b>(8,000)</b>	<b>-5.6%</b>
<b>ATTRACTIONS &amp; EVENTS - Dept 821</b>						
<b>Program Expense</b>						
<b>Red, Hot &amp; Blue</b>						
Event Production	110-821-5610-4001-35	199,000	199,000	199,000	-	0.0%
Event Advertising	110-821-5611-4001-35	40,000	40,000	40,000	-	0.0%
Event Public Safety	110-821-5612-4001-35	36,000	36,000	36,000	-	0.0%
<b>Lighting of the Doves</b>						
Event Production	110-821-5610-4002-35	70,000	70,000	70,000	-	0.0%
Event Advertising	110-821-5611-4002-35	20,000	20,000	20,000	-	0.0%

**The Woodlands Convention and Visitors Bureau  
Department Budget Detail  
(in whole dollars)**

	<b>Budget Code</b>	<b>Budget 2010</b>	<b>Forecast 2010</b>	<b>Budget 2011</b>	<b>\$ Inc/(Dec)</b>	<b>% Inc/(Dec)</b>
Event Public Safety	110-821-5612-4002-35	7,500	7,500	7,500	-	0.0%
<b>Ice Rink</b>						
Event Production	110-821-5610-4003-35	369,150	369,150	369,150	-	0.0%
Event Advertising	110-821-5611-4003-35	40,000	40,000	40,000	-	0.0%
Event Public Safety	110-821-5612-4003-35	-	-	-	-	-
<b>Winter Wonderland</b>						
Event Production	110-821-5610-4004-35	85,000	85,000	65,000	(20,000)	-23.5%
Event Advertising	110-821-5611-4004-35	20,000	20,000	20,000	-	0.0%
Event Public Safety	110-821-5612-4004-35	12,500	12,500	12,500	-	0.0%
<b>iWOW</b>						
Event Production	110-821-5610-4005-35	96,300	96,300	96,300	-	0.0%
Event Advertising	110-821-5611-4005-35	20,000	20,000	20,000	-	0.0%
Event Public Safety	110-821-5612-4005-35	7,500	7,500	7,500	-	0.0%
<b>Waterway Events</b>						
Event Production	110-821-5610-4006-35	51,000	51,000	47,000	(4,000)	-7.8%
Event Advertising	110-821-5611-4006-35	20,000	20,000	20,000	-	0.0%
Event Public Safety	110-821-5612-4006-35	29,000	29,000	8,000	(21,000)	-72.4%
<b>Community Festivals &amp; Events</b>						
Other Festivals/Special Events	110-821-5613-0000-35	52,000	52,000	51,600	(400)	-0.8%
Arbor Day	110-821-5613-4101-35	8,000	8,000	8,000	-	0.0%
Children's Festival	110-821-5613-4102-35	10,000	10,000	-	(10,000)	-100.0%
Houston Symphony	110-821-5613-4103-35	10,000	10,000	-	(10,000)	-100.0%
Run Thru the Woods	110-821-5613-4104-35	12,000	12,000	12,000	-	0.0%
South County 4th of July Parade	110-821-5613-4105-35	29,000	29,000	20,000	(9,000)	-31.0%
Taste of the Town	110-821-5613-4106-35	11,000	11,000	11,000	-	0.0%
Wildflower Festival	110-821-5613-4107-35	12,000	12,000	12,000	-	0.0%
Wine Week	110-821-5613-4108-35	10,000	10,000	10,000	-	0.0%
Woodlands Waterway Arts Festival	110-821-5613-4109-35	22,500	22,500	20,000	(2,500)	-11.1%
The Woodlands Film Commission	110-821-5613-4110-35			10,000	10,000	
Ironman Texas	110-821-5613-4111-35			30,000	30,000	
Memorial Day Festivities	110-821-5613-4112-35			35,000	35,000	
		1,299,450	1,299,450	1,297,550	(1,900)	-0.1%
<b>TOTAL ATTRACTIONS &amp; EVENTS</b>		<b>1,299,450</b>	<b>1,299,450</b>	<b>1,297,550</b>	<b>(1,900)</b>	<b>-0.1%</b>
<b>DESTINATION MARKETING - Dept 822</b>						
<b>Contracted Services</b>						
Destination Marketing - Media	110-822-5472-0000-35	357,787	357,787	357,787	-	0.0%
Destination Marketing - Public Relations	110-822-5473-0000-35	36,000	36,000	36,000	-	0.0%
Destination Marketing - Production	110-822-5474-0000-35	85,000	85,000	85,000	-	0.0%
Visitor Services	110-822-5475-0000-35	55,500	55,500	55,500	-	0.0%
		534,287	534,287	534,287	-	0.0%
<b>Program Expense</b>						
International Marketing	110-822-5621-0000-35	50,000	50,000	30,000	(20,000)	-40.0%
Cooperative Marketing	110-822-5622-0000-35	25,000	25,000	25,000	-	0.0%
Meeting Planners	110-822-5623-0000-35	7,000	-	-	(7,000)	-100.0%
Group Sales	110-822-5624-0000-35	6,000	13,000	20,000	14,000	233.3%
		88,000	88,000	75,000	(13,000)	-14.8%
<b>TOTAL DESTINATION MARKETING</b>		<b>622,287</b>	<b>622,287</b>	<b>609,287</b>	<b>(13,000)</b>	<b>-2.1%</b>
<b>PROMOTION - Dept 823</b>						
<b>Contracted Services</b>						
Water Taxis	110-823-5461-0000-35	100,000	100,000	250,000	150,000	150.0%
Website	110-823-5470-0000-35	52,000	52,000	54,000	2,000	3.8%
Video Production	110-823-5471-0000-35	15,000	15,000	15,000	-	0.0%
		167,000	167,000	319,000	152,000	91.0%
<b>Program Expense</b>						
Waterway Marketing	110-823-5620-0000-35	25,000	25,000	-	(25,000)	-100.0%
		25,000	25,000	-	(25,000)	-100.0%
<b>Public Education/Relations</b>						
Promotional Supplies	110-823-5702-0000-35	15,000	15,000	20,000	5,000	33.3%
Other Advertising	110-823-5704-0000-35	20,000	20,000	20,000	-	0.0%
The Woodlands Guide	110-823-5707-0000-35	85,000	85,000	90,000	5,000	5.9%
Current Newsletter	110-823-5708-0000-35	50,000	50,000	50,000	-	0.0%
Market Research	110-823-5709-0000-35	20,000	20,000	20,000	-	0.0%
		190,000	190,000	200,000	10,000	5.3%
<b>TOTAL PROMOTION</b>		<b>382,000</b>	<b>382,000</b>	<b>519,000</b>	<b>137,000</b>	<b>35.9%</b>
<b>TOTAL EXPENDITURES</b>		<b>2,445,737</b>	<b>2,434,737</b>	<b>2,559,837</b>	<b>114,100</b>	<b>4.7%</b>

# CAPITAL PROJECTS FUND

---



## *In This Section You Will Find:*

Capital Projects Fund Overview .....	12-1
Capital Projects Summary .....	12-3
Capital Reserves .....	12-4
Capital Reserves Detail .....	12-5
Capital Projects Budget Codes .....	12-7
Capital Budget – The Woodlands Fire Dept.....	12-11
Capital Budget - Law Enforcement Services .....	12-39
Capital Budget - Parks and Recreation .....	12-47
Capital Budget - Information Technology .....	12-121
Other Capital.....	12-145

---

## The Woodlands Township

### Capital Projects Fund

---

The Capital Projects Fund accounts for the resources accumulated and payments made for the acquisition or construction of capital projects and equipment. Resources are derived from General Fund allocations or debt proceeds.

---

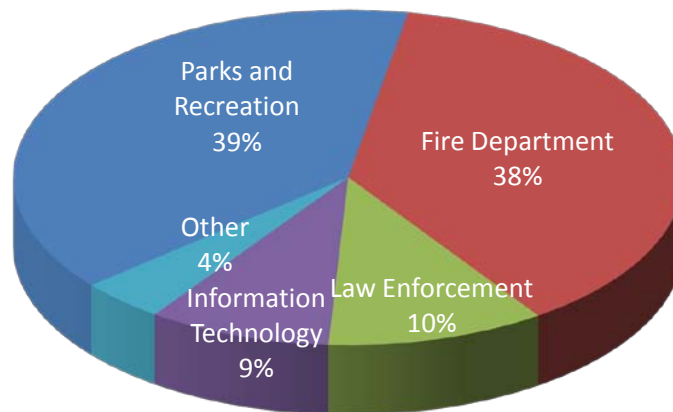
### Capital Projects

---

A multi-year capital plan has been developed utilizing the Township's Strategic Plan. Projects budgeted for 2011 are summarized as follows:

Department	Amount
Parks and Recreation	\$ 4,749,500
Fire Department	4,575,500
Law Enforcement	1,283,600
Information Technology	1,077,500
Other	500,000
Total	\$ 12,186,100

The 2011 capital budget includes \$6,825,500 of assets to be funded by bond proceeds. This is related to the construction of the Creekside Park Fire Station, the Indian Springs Fire Station, a fire truck, and new development parks and pathways.



---

### Capital & Economic Development Reserves

---

Monies reserved for future repair or replacement of capital assets are accounted for in the Capital Projects Fund. A reserve study will be conducted in 2010/2011 to determine the appropriate reserve level for the Township's capital assets. The 2011 budget includes contributions to the capital and economic development reserves as listed below.

Estimated Beginning Balance	\$ 1,205,859
Addition: Economic Development Reserve	1,750,409
Addition: Capital Reserve (transferred assets)	4,478,486
Addition: Capital Reserve (project-specific)	321,200
Ending Reserve Balance	\$ 7,755,954

**The Woodlands Township  
Capital Projects Fund Summary  
(in whole dollars)**

	2010 Carryovers/Reserves	2011 Budget
<b><u>FUNDING SOURCES</u></b>		
<b>BEGINNING FUND BALANCE</b>		
Carryovers	-	9,940,383
Capital Reserves	-	1,205,859
	-	<b>11,146,242</b>
<b>TRANSFERS IN &amp; DEBT FINANCING</b>		
Bond Proceeds*	6,448,383	-
Debt Proceeds*	-	5,335,600
Tax Revenue (capital outlay)	-	6,550,095
Tax Revenue (capital reserves)	-	-
	<b>6,448,383</b>	<b>11,885,695</b>
	<b>\$ 6,448,383</b>	<b>\$ 23,031,937</b>
<b><u>CAPITAL OUTLAY</u></b>		
<b>THE WOODLANDS FIRE DEPT</b>		
Information Technology	-	155,500
Vehicles	-	45,000
Equipment	25,000	450,000
Specialty Vehicles/Equipment*	-	500,000
Fire Station Improvements	-	25,000
Creekside Fire Station #7*	2,700,000	2,700,000
Indian Springs Fire Station #8*	-	700,000
	<b>2,725,000</b>	<b>4,575,500</b>
<b>LAW ENFORCEMENT SERVICES</b>		
MCSO Vehicles	-	1,195,600
MCSO Equipment	-	70,000
Cameras	-	18,000
Ambassadors	-	-
	-	<b>1,283,600</b>
<b>PARKS AND RECREATION</b>		
Vehicles	-	89,700
Equipment	-	34,000
PARDES Facility Improvements	-	17,100
Recreation Center	-	29,000
Holiday Decorations	-	6,400
	-	<b>176,200</b>
<b>PARKS</b>		
New Park Development (TWA Areas)*	515,000	917,500
Park Improvements/Renovations	-	848,000
Lake/Pond Improvements	-	70,000
Athletic Facilities Improvements	-	291,800
Aquatic Facilities Improvements	-	178,000
Signs/Stone Walls Improvements	-	94,000
	<b>515,000</b>	<b>2,399,300</b>
<b>PATHWAYS</b>		
New Pathways (TWA Areas)*	252,000	601,000
New Pathways (WCOA Areas)*	-	1,407,000
Pathway Improvements	-	166,000
	<b>252,000</b>	<b>2,174,000</b>
<b>INFORMATION TECHNOLOGY</b>		
Vehicles	-	33,000
Computers & Hardware	-	438,500
Software & Licenses	-	206,000
IT Infrastructure	-	400,000
	-	<b>1,077,500</b>
<b>OTHER</b>		
Leasehold Improvements	-	500,000
Office Equipment	-	-
	-	<b>500,000</b>
<b>TOTAL CAPITAL OUTLAY</b>	<b>3,492,000</b>	<b>12,186,100</b>
<b><u>CAPITAL RESERVES</u></b>		
Capital Reserves	1,205,859	7,755,954
	<b>1,205,859</b>	<b>7,755,954</b>
	<b>\$ 11,146,242</b>	<b>\$ 19,942,054</b>
		<b>\$ 3,089,883</b>
		<i>Bond Proceeds for 2012 Capital</i>



# CAPITAL RESERVES

---



The following reserves were established in prior years by the Township Board of Directors. Certain reserves are contractual obligations as outlined below:

## **WATERWAY CAPITAL RESERVE** *(In accordance with Strategic Plan Initiative 8.1.2)*

In accordance with the Waterway Maintenance Agreement, the Township is responsible for a portion of the recommended annual reserve for elevator, pathway, and pump repairs. This reserve was established based on a analysis previously provided by the Waterfront Consulting Group. The Township's annual reserve contribution totals \$31,200.

## **CONVENTION CENTER RESERVE** *(In accordance with Strategic Plan Initiative 8.1.2)*

In accordance with the Convention Center Project Lease, the lessee is responsible for maintaining a reserve for this asset. The accumulated reserve is currently estimated at approximately \$2.6 million and is calculated annually based on a percentage of gross revenues (from 2% to 4%) generated by the project.

## **WATERWAY SQUARE RESERVE** *(In accordance with Strategic Plan Initiative 8.1.2)*

Annual reserves for the park and fountain structures of \$100,000 each was proposed by The Woodlands Development Company and Aquatic Design & Engineering, Inc. during the development phase of this project.

## **WATERWAY CAMERA RESERVE** *(In accordance with Strategic Plan Initiative 8.1.2)*

WaveMedia, Inc. installed the original Waterway camera system and recommended an annual reserve for the replacement of cameras. For 2010, an initial reserve was established from unspent project funds in the amount of \$6,615. An ongoing annual contribution of \$5,000 is recommended based on the cost and useful life of the asset.

## **TOWN GREEN PARK RESERVE** *(In accordance with Strategic Plan Initiative 8.1.2)*

The Township Board previously established an annual reserve contribution of \$50,000 for the periodic replacement of fixtures, major landscape renovations, and other park improvements.

## **TOWN CENTER GARAGE RESERVE** *(In accordance with Strategic Plan Initiative 8.1.2)*

In accordance with the Town Center garage parking agreements, the Cynthia Woods Mitchell Pavilion, the Waterway Marriott, and the Township each are responsible for a pro-rata share of reserve contributions based on the parking spaces allocated to each entity (of 1,099 total spaces). The Township's annual share is \$6,000.

## **WAYFINDING SIGN RESERVE** *(In accordance with Strategic Plan Initiative 8.1.2)*

The wayfinding sign project for Town Center was completed in 2008. An annual reserve of \$14,000 is proposed based on project costs of \$140,000 and a useful life of ten years.

## **MONUMENT SIGN RESERVE** *(In accordance with Strategic Plan Initiative 8.1.2)*

The Town Center monument signs were constructed over a period of years since 1995. The estimated historical cost of these six signs is approximately \$300,000. An annual reserve of \$15,000 is proposed based on a useful life of 20 years.

## **TRANSFERRED ASSETS** *(In accordance with Strategic Plan Initiative 8.1.2)*

A reserve study will be conducted in 2010/2011 to determine appropriate levels of reserves for the assets that were transferred from the community associations.

**THE WOODLANDS TOWNSHIP**  
**CAPITAL BUDGET**  
**FOR THE YEAR ENDING DECEMBER 31, 2011**  
**(In Whole Dollars)**

	<b><u>Prior Year Carryover</u></b>	<b><u>2010 Budget</u></b>	<b><u>2010 Forecast</u></b>	<b><u>Carry- Over</u></b>	<b><u>2011 New</u></b>	<b><u>2011 Total</u></b>
<b><u>CAPITAL RESERVES</u></b>						
Transferred Assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Waterway	104,380	31,200	31,200	135,580	31,200	166,780
Convention Center	-	-	-	-	-	-
Waterway Square Park	100,000	-	-	100,000	100,000	200,000
Waterway Square Fountain	100,000	-	-	100,000	100,000	200,000
Waterway Cameras	6,615	-	-	6,615	5,000	11,615
Town Green Park	150,002	-	-	150,002	50,000	200,002
Town Center Garage	42,170	6,000	6,000	48,170	6,000	54,170
Wayfinding Signs	14,000	-	-	14,000	14,000	28,000
Monument Signs	95,000	-	-	95,000	15,000	110,000
Unallocated Reserves	490,558	-	-	490,558	4,544,421	5,034,979
Economic Development Reserve	65,934	-	-	65,934	1,684,474	1,750,408
<b><u>Total</u></b>	<b><u>\$ 1,168,659</u></b>	<b><u>\$ 37,200</u></b>	<b><u>\$ 37,200</u></b>	<b><u>\$ 1,205,859</u></b>	<b><u>\$ 6,550,095</u></b>	<b><u>\$ 7,755,954</u></b>

**THE WOODLANDS TOWNSHIP**  
**CAPITAL BUDGET**  
**FOR THE YEAR ENDING DECEMBER 31, 2011**  
**(In Whole Dollars)**

	<b><u>Budget Code</u></b>	<b><u>Carry-Over</u></b>	<b><u>2011 New</u></b>	<b><u>2011 Total</u></b>
<b><u>GENERAL</u></b>				
New Office Leasehold Improvements	400-190-9000-1127-31	\$ -	\$ 500,000	\$ 500,000
<b><u>Total</u></b>		<b><u>\$ -</u></b>	<b><u>\$ 500,000</u></b>	<b><u>\$ 500,000</u></b>
<b><u>INFORMATION TECHNOLOGY CAPITAL</u></b>				
Mobile Data Computers	410-190-9000-1128-31	\$ -	\$ 36,000	\$ 36,000
Desktop & Laptop Computers (Includes WRC)	410-190-9000-1129-31	-	63,500	63,500
Printers	410-190-9000-1130-31	-	16,000	16,000
Software Upgrades	410-190-9000-1131-31	-	40,000	40,000
Network Management Software	410-190-9000-1132-31	-	6,000	6,000
Server Replacements	410-190-9000-1133-31	-	24,000	24,000
Storage Area Network Expansion	410-190-9000-1134-31	-	60,000	60,000
ESRI Software	410-190-9000-1135-31	-	10,000	10,000
Fixed Asset Tracking	410-190-9000-1136-31	-	36,000	36,000
Finance Document Scanners	410-190-9000-1137-31	-	3,000	3,000
Records Management Scanners	410-190-9000-1138-31	-	10,000	10,000
Software Licenses	410-190-9000-1139-31	-	10,000	10,000
Cisco Catalyst/WAN Upgrade	410-190-9000-1140-31	-	50,000	50,000
SharePoint Server	410-190-9000-1141-31	-	50,000	50,000
Operating System Upgrade	410-190-9000-1142-31	-	30,000	30,000
Document Management System	410-190-9000-1143-31	-	200,000	200,000
New Office IT Infrastructure	410-190-9000-1144-31	-	400,000	400,000
Staff Vehicle	410-190-9000-1145-31	-	33,000	33,000
<b><u>Total</u></b>		<b><u>\$ -</u></b>	<b><u>\$ 1,077,500</u></b>	<b><u>\$ 1,077,500</u></b>
<b><u>LAW ENFORCEMENT CAPITAL</u></b>				
Vehicles	420-190-9000-1146-31	\$ -	\$ 1,195,600	\$ 1,195,600
Equipment	420-190-9000-1147-31		70,000	70,000
Cameras	420-190-9000-1148-31		18,000	18,000
<b><u>Total</u></b>		<b><u>\$ -</u></b>	<b><u>\$ 1,283,600</u></b>	<b><u>\$ 1,283,600</u></b>

**THE WOODLANDS TOWNSHIP**  
**CAPITAL BUDGET**  
**FOR THE YEAR ENDING DECEMBER 31, 2011**  
**(In Whole Dollars)**

	<b>Budget Code</b>	<b>Carry-Over</b>	<b>2011 New</b>	<b>2011 Total</b>
<b><u>PARKS &amp; RECREATION</u></b>				
Maintenance Vehicles - Trucks	430-190-9000-1149-31	\$ -	\$ 24,700	\$ 24,700
Maintenance Vehicles - Wood Chipper	430-190-9000-1150-31	-	38,000	38,000
Maintenance Vehicles - Kawasaki Mule	430-190-9000-1151-31	-	27,000	27,000
FF&E - Trailers	430-190-9000-1152-31	-	9,000	9,000
FF&E - Traffic Cones	430-190-9000-1153-31	-	25,000	25,000
Facility Improvements - Carpet	430-190-9000-1154-31	-	17,100	17,100
Recreation Center - Kayaks	430-190-9000-1155-31	-	25,000	25,000
Recreation Center - Fitness Room Equipment	430-190-9000-1156-31	-	4,000	4,000
Parks - Town Center Parks	430-190-9000-1157-31	-	25,000	25,000
Parks - Major Park Renovation	430-190-9000-1158-31	-	500,000	500,000
Parks - Wheel Friendly Area Equipment	430-190-9000-1159-31	-	100,000	100,000
Parks - Playground Improvements	430-190-9000-1160-31	-	65,000	65,000
Parks - Dock Replacement	430-190-9000-1161-31	-	30,000	30,000
Parks - Parking Lots	430-190-9000-1162-31	-	22,000	22,000
Parks - Shade Structure Improvements	430-190-9000-1163-31	-	20,000	20,000
Parks - Community Garden	430-190-9000-1164-31	-	20,000	20,000
Parks - Picnic Area Improvements	430-190-9000-1165-31	-	20,000	20,000
Parks - Bench Replacement	430-190-9000-1166-31	-	20,000	20,000
Parks - Swing Improvements	430-190-9000-1167-31	-	10,000	10,000
Parks - Flue over Grill Area	430-190-9000-1168-31	-	10,000	10,000
Parks - Park Rules/ID sign	430-190-9000-1169-31	-	6,000	6,000
Lake/Pond Improvements	430-190-9000-1170-31	-	70,000	70,000
Athletic Facilities - Parking Lot	430-190-9000-1171-31	-	275,000	275,000
Athletic Facilities - Tennis Court Resurfacing	430-190-9000-1172-31	-	16,800	16,800
Aquatic Facilities - Pool Plaster Replacement	430-190-9000-1173-31	-	45,000	45,000
Aquatic Facilities - Pool Facility Addition	430-190-9000-1174-31	-	35,000	35,000
Aquatic Facilities - Exterior Door Replacement	430-190-9000-1175-31	-	30,000	30,000
Aquatic Facilities - Equipment, Pumps, Filters	430-190-9000-1176-31	-	30,000	30,000
Aquatic Facilities - Shade Structure Fabric Replacement	430-190-9000-1177-31	-	11,000	11,000
Aquatic Facilities - Pool Deck Refurbishment	430-190-9000-1178-31	-	10,000	10,000
Aquatic Facilities - Shade Structure Replacement	430-190-9000-1179-31	-	10,000	10,000
Aquatic Facilities - Swim Team Sound System	430-190-9000-1180-31	-	4,000	4,000
Aquatic Facilities - Swim Team Lane Lines	430-190-9000-1181-31	-	3,000	3,000
Signs/Stone Walls Improvements	430-190-9000-1182-31	-	94,000	94,000
Pathway Improvements	430-190-9000-1183-31	-	166,000	166,000
Holiday Decorations	430-190-9000-1184-31	-	6,400	6,400
<b>Total</b>		<b>\$ -</b>	<b>\$ 1,824,000</b>	<b>\$ 1,824,000</b>
<b><u>NEW DEVELOPMENT CAPITAL</u></b>				
New Parks (New Developments - TWA)	440-190-9000-1102-31	\$ 515,000	\$ 402,500	\$ 917,500
Pathways (New Developments - TWA)	440-190-9000-1103-31	252,000	349,000	601,000
Pathways (New Developments - WCOA)	440-190-9000-1104-31	-	1,407,000	1,407,000
<b>Total</b>		<b>\$ 767,000</b>	<b>\$ 2,158,500</b>	<b>\$ 2,925,500</b>

**THE WOODLANDS FIRE DEPARTMENT, INC.**  
**CAPITAL BUDGET**  
**FOR THE YEAR ENDING DECEMBER 31, 2011**  
**(In Whole Dollars)**

	<u>Budget Code</u>	<u>Carry-Over</u>	<u>2011 New</u>	<u>2011 Total</u>
Firefighter Rescue Escape Device (FFRED)	450-190-9000-1012-31	\$ 25,000	\$ -	\$ 25,000
Fire Station Creekside (Station 7)	450-190-9000-1066-31	2,700,000	-	2,700,000
Fire Station Indian Springs (Station 8)	450-190-9000-1101-31	-	700,000	700,000
Fire Engine	450-190-9000-1105-31	-	500,000	500,000
Staff /Utility Vehicles	450-190-9000-1106-31	-	45,000	45,000
Firefighting Tools and Equipment	450-190-9000-1107-31	-	70,000	70,000
Protective Clothing	450-190-9000-1108-31	-	50,000	50,000
Special Rescue Equipment	450-190-9000-1109-31	-	15,000	15,000
Portable Radios	450-190-9000-1110-31	-	50,000	50,000
Signal Changing Device (Opticom)	450-190-9000-1111-31	-	35,000	35,000
Wellness and Fitness Equipment	450-190-9000-1113-31	-	25,000	25,000
Station Furniture	450-190-9000-1114-31	-	15,000	15,000
Hazardous Materials Equipment	450-190-9000-1115-31	-	15,000	15,000
Training Tools and Equipment	450-190-9000-1116-31	-	50,000	50,000
Thermal Imaging Cameras	450-190-9000-1117-31	-	15,000	15,000
Extrication Tool	450-190-9000-1118-31	-	35,000	35,000
Self Contained Breathing Apparatus	450-190-9000-1119-31	-	20,000	20,000
Cardiac Monitors	450-190-9000-1120-31	-	30,000	30,000
Desktop Computers and Laptop	450-190-9000-1121-31	-	12,000	12,000
Printers	450-190-9000-1122-31	-	5,000	5,000
Mobile Data Terminals	450-190-9000-1123-31	-	42,500	42,500
Network Server	450-190-9000-1124-31	-	16,000	16,000
Fixed Asset Tracking	450-190-9000-1125-31	-	80,000	80,000
Station Improvements	450-190-9000-1126-31	-	25,000	25,000
<b>TOTAL WFD CAPITAL BUDGET</b>		<b>\$ 2,725,000</b>	<b>\$ 1,850,500</b>	<b>\$ 4,575,500</b>



# **THE WOODLANDS FIRE DEPARTMENT CAPITAL**

**THE WOODLANDS FIRE DEPARTMENT, INC.**  
**CAPITAL BUDGET**  
**FOR THE YEAR ENDING DECEMBER 31, 2011**  
**(In Whole Dollars)**

	<b><u>2010 Budget</u></b>	<b><u>2010 Forecast</u></b>	<b><u>Carry- Over</u></b>	<b><u>2011 New</u></b>	<b><u>2011 Total</u></b>
<b><u>COMPUTERS:</u></b>					
<b><u>SOFTWARE &amp; HARDWARE</u></b>					
Mobile Data Terminals	\$ 7,850	\$ 7,850	\$ -	\$ 42,500	\$ 42,500
Desktop Computers and Laptop	22,000	22,000	-	12,000	12,000
Printers	5,000	5,000	-	5,000	5,000
Network Server	13,000	13,000	-	16,000	16,000
Wireless Technology	8,000	8,000	-	-	-
Fixed Asset Tracking	-	-	-	80,000	80,000
Zentron Radio Controller	5,500	5,500	-	-	-
GPS Time Clock Server	-	-	-	-	-
WAN Upgrade	5,000	5,000	-	-	-
EOC Equipment	10,500	10,500	-	-	-
Call Recorder	23,000	23,000	-	-	-
Computer Aided Dispatch	495,000	495,000	-	-	-
<b>TOTAL 3-YEAR ASSETS</b>	<b>\$ 594,850</b>	<b>\$ 594,850</b>	<b>\$ -</b>	<b>\$ 155,500</b>	<b>\$ 155,500</b>
<b><u>VEHICLES</u></b>					
Staff /Utility Vehicles	\$ -	\$ -	\$ -	\$ 45,000	\$ 45,000
<b>TOTAL 5-YEAR ASSETS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>
<b><u>FURNITURE, FIXTURES &amp; EQUIPMENT</u></b>					
Firefighting Tools and Equipment	\$ 15,000	\$ 15,000	\$ -	\$ 70,000	\$ 70,000
Portable Radios	31,250	31,250	-	50,000	50,000
Protective Clothing	56,000	56,000	-	50,000	50,000
Signal Changing Device (Opticom)	45,000	45,000	-	35,000	35,000
Cardiac Monitors	-	-	-	30,000	30,000
Self Contained Breathing Apparatus	-	-	-	20,000	20,000
Firefighter Rescue Escape Device (FFRED)	25,000	-	25,000	-	25,000
Wellness and Fitness Equipment	15,000	15,000	-	25,000	25,000
Special Rescue Equipment	15,000	15,000	-	15,000	15,000
Station Furniture	15,000	15,000	-	15,000	15,000
Thermal Imaging Cameras	-	-	-	15,000	15,000
Hazardous Materials Equipment	15,000	15,000	-	15,000	15,000
Training Tools and Equipment	10,000	10,000	-	50,000	50,000
Extrication Tool	-	-	-	35,000	35,000
<b>TOTAL 5-YEAR ASSETS</b>	<b>\$ 242,250</b>	<b>\$ 217,250</b>	<b>\$ 25,000</b>	<b>\$ 425,000</b>	<b>\$ 450,000</b>
<b><u>SPECIALTY VEHICLES &amp; EQUIPMENT</u></b>					
Ladder Truck	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Engine	-	-	-	500,000	500,000
Brush Truck	-	-	-	-	-
SVE Groundwater Collect./Separ. System	50,000	50,000	-	-	-
Rescue Boat	-	-	-	-	-
Special Fire Vehicle for Town Center	-	-	-	-	-
<b>TOTAL 15-YEAR ASSETS</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>
<b><u>FIRE STATIONS</u></b>					
Training Center/Station 6 (EDZ)	\$ -	\$ -	\$ -	\$ -	\$ -
Central Station	-	-	-	-	-
Fire Station Creekside (Station 7)	3,397,500	-	2,700,000	-	2,700,000
Fire Station Indian Springs (Station 8)	-	2,000,000	-	700,000	700,000
ESD Debt	-	1,020,000	-	-	-
Station Improvements	18,000	18,000	-	25,000	25,000
<b>TOTAL 30-YEAR ASSETS</b>	<b>\$ 3,415,500</b>	<b>\$ 3,038,000</b>	<b>\$ 2,700,000</b>	<b>\$ 725,000</b>	<b>\$ 3,425,000</b>
<b>TOTAL WFD CAPITAL BUDGET</b>	<b>\$ 4,302,600</b>	<b>\$ 3,900,100</b>	<b>\$ 2,725,000</b>	<b>\$ 1,850,500</b>	<b>\$ 4,575,500</b>

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Asset/Project Title:**

Mobile Data Computers

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Panasonic Toughbook CF-31	February	\$75,000		\$27,400
Mounting Hardware				\$3,600
Modem Hardware				\$1,500
Toughbook PDRC				\$10,000
<b>Project Total</b>		<b>\$75,000</b>		<b>\$42,500</b>

**Project Description:**

This project is for replacement of four, out of warranty, older Toughbook computers used by WFD for mobile data as well as two new apparatus. There is also the addition of four, Toughbook PDRC's to extend the display and keyboards to the rear of the Command Vehicles for tactical management.

It will allow connectivity to the communication center for voiceless dispatching, GPS mapping and retrieval of pre-emergency plans.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

This project will assist in the capability to respond to an emergency in 5 minutes or less.

Mobil data connectivity provides the following benefits:

- As a call is received, up-to-minute information on the incident is passed to the correct responding unit.
- The mapping feature guides the responder to the incident location using the most appropriate route, preventing difficulty in locating emergencies.
- The system allows responders to review pre-emergency plan information while in route so that personnel are prepared upon arrival.

The system allows responders to access hazardous material data in the field, which provides a safer work environment for field personnel and civilians.

**What other options were considered?**

No other options were considered.

**Department: Information Technology**

**By: Rusty Caufield**

**Date: July, 2010**

Updated 2010



# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Asset/Project Title:**

PC Replacement

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
6 Dell Optiplex Mini Tower	March	\$18,000		\$12,000
<b>Project Total</b>		<b>\$18,000</b>		<b>\$12,000</b>

**Project Description:**

The desktops in this request will replace the computers purchased in 2006. These computers are no longer under warranty, which means vendor support and next-day parts delivery are no longer available. Although industry best practices recommend a desktop refresh cycle of every three years, staff has found that a four year replacement schedule is acceptable for high end uses. Replaced equipment will be reallocated to staff that are not high-end users and whose equipment has lower processing speed.

**Components of the Minitower (Desktops) Include:**

- Intel® Core™ i5 Dual Core Processor 650 with VT (3.20GHz, 4M), Genuine Windows® 7 Professional, No Media, 32-bit, English
- 2GB DDR3 Non-ECC SDRAM, 1333MHz, (1 DIMM)
- 4 Year ProSupport for IT and 4 Year 4HR 7x24 Onsite Service
- 4 Year CompleteCare Accidental Damage Protection

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

The work responsibilities of the staff require computer equipment. The staff will not be able to effectively perform their duties if there is a computer failure.

**What other options were considered?**

No other options were considered.

**Department: Information Technology**

**By: Darrell Dunn**

**Date: July 2010**

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Asset/Project Title:**

Printer Replacement

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
11 Printer Replacements	March	\$5,000		\$5,000
<b>Project Total</b>		<b>\$5,000</b>		<b>\$5,000</b>

**Project Description:**

Replacement of network/shared printers at all fire stations.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

The majority of company printers are 10+ years old requiring more frequent service, downtime due to failures, incompatibility with newer software (Vista) and difficulty sourcing replacement parts and toner. Additionally, many of the newer models are more compact requiring less space. Newer printers generate less noise reducing environmental noise and distraction.

**What other options were considered?**

No other options were considered.

**Department: Information Technology**

**By: William Pham**

**Date: July 2010**

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department**

The Woodlands Fire Department

**Asset/Project**

Server Replacements

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Dell PowerEdge R710 server	March	\$6,000	\$2,000	\$8,000
Dell PowerEdge R710 server	March	\$6,000	\$2,000	\$8,000
<b>Project Total</b>		<b>\$12,000</b>	<b>\$4,000</b>	<b>\$16,000</b>

**Project Description:**

The current servers will be over 5 years old and will have exceeded their lifetime expectancy. The servers will no longer be under warranty which will put us at a risk of increased network downtime in the event of a failure. The current industry standard for server replacement is 5 years.

**Which service levels are affected by this capital asset/project? Describe its benefits:**

A replacement database and a replacement application server for the current MDC system. These servers provide critical operational databases and run an application that this company uses to track incidents, locate vehicles and provide routing information to assist in locating these incidents.

All of these servers will provide the capability to increase worker productivity and the speed at which the applications and databases can be accessed. These new servers will also help to prevent network outages caused by out of date or obsolete servers that can negatively impact the company and cause productivity losses.

**What other options were considered?**

No other options were considered.

**Department: Information Technology****By: Mark Sossaman****Date: May18, 2010**

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department**

The Woodlands Fire Department

**Asset/Project Title**

Fixed Assets Tracking

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Accela Asset Management	February	\$45,000		\$45,000
RFID Scanners	February	\$35,000		\$35,000
<b>Project Total</b>		<b>\$80,000</b>		<b>\$80,000</b>

**Project Description:**

The Fire Department does not have an efficient means of tracking capital assets. This project will integrate the Fire Department's assets into the current Accela Asset Management System utilized by the rest of the company for asset management and maintenance.

**Which service levels are affected by this capital asset/project? Describe its benefits:**

Accela Asset Management will track past work orders by history, costing, parts, location, or any other criteria. This information can be used to schedule preventative maintenance and keep assets performing at peak condition.

An automated solution for asset management will combine and analyze information about staff, schedules, work orders, and equipment to make informed decisions about how to utilize available resources. This system combines repair work and preventative maintenance into one work order and schedules maintenance in conjunction with labor and equipment availability.

**What other options were considered?**

Staff considered other asset management tools. Accela was chosen because of its functionality and integration with other Accela products currently being utilized by the Township.

**Department:** The Woodlands Fire Department

**By:** William Pham

**Date:** 05/23/2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Asset/Project Title:**

Staff Vehicle

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Staff/response vehicle	June	\$30,000	\$3,000	\$33,000
Radio/emergency equipment	May	\$10,000	\$2,000	\$12,000
<b>Project Total</b>		<b>\$40,000</b>	<b>\$5,000</b>	<b>\$45,000</b>

**Project Description:**

The replacement of 2001 Ford pickup with the necessary radio and emergency equipment.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

The staff/response vehicle is necessary for the Deputy Chief to carry out the functions of the position. Current vehicle is 10 years old and has 85K miles.

**What other options were considered?**

Pay personnel a vehicle allowance instead of purchasing a vehicle: however, it is necessary that the Deputy Chief have the proper equipment and identification on the vehicle when responding to emergency situations. The current estimated annual cost of the vehicle allowance would be \$6,000 per year.

**Department:** The Woodlands Fire Department

**By:** Jerry Bittner

**Date:** 5/14/2010

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Asset/Project Title:**

Firefighting Tools and Equipment

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Firefighting tools and equipment for replacement fire engine	Sept.	\$45,000		\$55,000
Replacement Hose Nozzles and equipment for in service engines/ladders	July	\$25,000		\$15,000
<b>Project Total</b>		<b>\$70,000</b>		<b>\$70,000</b>

**Project Description:**

This is for the purchase of:

- Hose, nozzles, tools and equipment necessary to outfit a replacement engine.
- Replacement hose, nozzles, tools, and equipment

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

- Tools and equipment are necessary to maintain and improve ISO ratings
- Respond to emergencies within a 5 minute response time.

**What other options were considered?**

No other options were considered.

**Department: The Woodlands Fire Department**

**By: Jerry Bittner**

**Date: 5/14/2010**

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Asset/Project Title:**

Portable Radios

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
800 MHZ regional radios	July	\$50,000		<b>\$50,000</b>
<b>Project Total</b>		<b>\$50,000</b>		<b>\$50,000</b>

**Project Description:**

At the time this budget request was written by the Montgomery County Fire Chiefs Association and Montgomery County Office of Emergency Management who worked together to secure grant funding for 220 Mobile radios, 625 Portable radios at an approximate cost of 3.5 million dollars that operates on the 800 MHz regional radio system. This would secure the necessary equipment for all the county fire departments to communicate for both local emergencies and during large scale disasters.

Estimated saving to The Woodlands though grant funding for this equipment which includes 60 portable radios, 25 mobile radios and 4 dispatch consoles is \$1,150,000. The Woodlands Township contribution to this project is approximately \$50,000.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

The communities will be provided new and modern radio equipment to be able to communicate with the county emergency management, other county fire departments and local law enforcement as well as regional and state authorities in the event of a large scale disaster. Funds provided for this project are provided by federal "UASI" and fire act grant funds.

**What other options were considered?**

Purchase equipment outright or continue with current VHF system only.

**Department:** The Woodlands Fire Department

**By:** Jerry Bittner

**Date:** 5/14/2010

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department**

The Woodlands Fire Department

**Asset/Project Title:**

Protective Clothing

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
12 sets of protective clothing	January -	\$50,000		<b>\$50,000</b>
	December			
<b>Project Total</b>		<b>\$50,000</b>		<b>\$50,000</b>

**Project Description:**

This is an ongoing replacement of out of date and worn protective clothing for firefighters. This also includes protective clothing for new firefighters. (3 new firefighters/9 replacements)

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

The protective clothing is to keep our work force safe when entering hazardous environments. The Texas Commission on Fire Protection mandates the use of this equipment.

**What other options were considered?**

No other options were considered.

**Department:** The Woodlands Fire Department

**By:** Jerry Bittner

**Date:** July , 2010

Updated 2010



# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Asset/Project Title:**

Signal Changing Equipment (Opticom)

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
5 traffic controllers	July	\$35,000		\$35,000
<b>Project Total</b>		<b>\$35,000</b>		<b>\$35,000</b>

**Project Description:**

This is a continuation of an existing program. Placing signal control devices on emergency apparatus allows responding apparatus to change red signals to green, thus decreasing response times to emergencies and ensuring citizens safety. Intersections to include:

Lake Woodlands / Falconwing Dr.  
Lake Woodlands Dr. / Cochran's Crossing  
Lake Woodlands Dr. / Kuykendahl  
Lake Woodlands Dr. / W. Panther Creek  
Lake Woodlands Dr. / Splitrock

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

This will assist the Fire Department to respond to all emergencies within a 5 minute average response time. Emergency apparatus can spend as much as 40 seconds at an intersection waiting for traffic to clear when private vehicles are ahead of apparatus at a red light.

**What other options were considered?**

There were no other options were available.

**Department: The Woodlands Fire Department**

**By: Jerry Bittner**

**Date: 5/14/2010**

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Asset/Project Title:**

Cardiac Monitors

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Cardiac Monitor/Defibrillator	Aug - Oct	\$30,000		\$30,000
<b>Project Total</b>		<b>\$30,000</b>		<b>\$30,000</b>

**Project Description:**

The Woodlands Fire Department staffs its apparatus with certified paramedics capable of providing advance life support first response to our customers. A critical piece of equipment required to deliver this level of service is a cardiac monitor/defibrillator. This project will fund a new cardiac monitor/defibrillator for Engine 108, scheduled to go in service in January 2012.

**Critical Success Factors and Service Levels Affected:**

This project will allow Engine 108 to provide the same level of medical first response service as other WFD apparatus operating within The Woodlands Township.

**What other options were considered?**

Provide a lower level of medical first response service out of Fire Station #8.

Pull a cardiac monitor/defibrillator off another apparatus, thus lowering the level of medical first response service in another part of The Woodlands Township.

**Department: Fire Department**

**By: Rick Windham**

**Date: 5/14/2010**

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Asset/Project Title:**

Self Contained Breathing Apparatus

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
25-breathing air bottles	Feb.	\$20,000		\$20,000
<b>Project Total</b>		<b>\$20,000</b>		<b>\$20,000</b>

**Project Description:**

Replacement of 25, 45-minute breathing air cylinders necessary for use with self-contained breathing air packs. (SCBA)

**Which critical success factors and service levels are affected by this capital asset/project? Describe its benefits:**

Breathing air cylinders have a 15 year replacement life as mandated by The National Institute for Occupational Safety and Health (NIOSH).

Service levels affected:

- ISO rating
- Fire loss ratio
- Safety for firefighter

**What other options were considered?**

No other options were considered.

**Department:** The Woodlands Fire Department

**By:** Jerry Bittner

**Date:** 5/14/2010

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset Carryover**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Project Category and Title:**

Firefighter Escape Device

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Year Originally Budgeted</b>	<b>Approved Budget Dollars</b>	<b>Current Project Balance</b>	<b>Amount Projected to be Spent by 12/31/10</b>	<b>Adjustments (Savings)</b>	<b>Total Carryover Amount</b>
FFRED	2010	\$25,000	\$25,000			\$25,000
<b>Project Total</b>		<b>\$25,000</b>	<b>\$25,000</b>			<b>\$25,000</b>

**In which months of 2011 will the amount carried over be spent?**

August- September

**Why are we carrying over this asset?**

Manufacturing delays due to warranty issues.

**Department: Fire Department**

**By: Jerry Bittner**

**Date: 5/14/2010**

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Asset/Project Title:**

Wellness and Fitness Equipment

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Wellness and Fitness Equipment	June	\$25,000		\$25,000
<b>Project Total</b>		<b>\$25,000</b>		<b>\$25,000</b>

**Project Description:**

Every year approximately 50% of all firefighter line-of-duty deaths in the United States are attributed to cardiovascular incidents. Many years ago, The Woodlands Fire Department implemented a wellness and fitness program in an effort to reduce the likelihood this type of event occurring in this department. A major component of that program was the purchase of wellness and fitness equipment for each of the fire stations. This equipment is used extensively by firefighters on a daily basis. Because of the high frequency and quantity of use, the equipment is prone to breaking, thus creating a safety hazard. This project is a continuation of the replacement program for the department's wellness and fitness equipment.

**Critical Success Factors and Service Levels Affected:**

This project enables The Woodlands Fire Department to continue to maintain its employees in a high state of physical fitness, enabling them to perform the job of emergency service delivery more safely and effectively.

**What other options were considered?**

Wait for equipment to break and then budget for its replacement, thus reducing the quantity of wellness and fitness equipment available at each station.

Allowing personnel to travel out of their first response district to work out at another facility, possibly increasing response time.

**Department:** The Woodlands Fire Department

**By:** Rick Windham

**Date:** 5/14/2010

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Asset/Project Title:**

Special Rescue Equipment

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Underwater communications system	Jan – Aug	\$6,000		\$6,000
Swift water rescue equipment	Jan – Aug	\$9,000		\$9,000
<b>Project Total</b>		<b>\$15,000</b>		<b>\$15,000</b>

**Project Description:**

This project will provide funding to purchase new and replace aging equipment for the Technical Rescue Team.

**Critical Success Factors and Service Levels Affected:**

This project will allow WFD to continue to respond to technical rescue emergencies directly endangering citizens and visitors to The Woodlands Township.

**What other options were considered?**

Continue operating with existing equipment.

Department: The Woodlands Fire Department

By: Rick Windham

Date: 5/14/2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Asset/Project Title:**

Station Furniture

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Replacement furniture	Jan-Dec	\$15,000		\$15,000
<b>Project Total</b>		<b>\$15,000</b>		<b>\$15,000</b>

**Project Description:**

Replacement of furniture for fire stations, including mattresses, kitchen tables, office furniture and appliances.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

For the necessary upkeep and maintenance of our facilities, which house firefighters and EMS personnel 24 hours/7 days a week.

**What other options were considered?**

Continue operating with existing furniture

**Department:** The Woodlands Fire Department

**By:** Jerry Bittner

**Date:** 5/14/2010

Updated 2010

*The Woodlands Township*  
*Request for Capital Asset*  
*2011 Budget*

**Department:**

The Woodlands Fire Department

**Asset/Project Title:**

Thermal Imaging Camera

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Thermal Camera	March	\$15,000		\$15,000
<b>Project Total</b>		<b>\$15,000</b>		<b>\$15,000</b>

**Project Description:**

This is for the replacement of a thermal camera purchased in 2000. The purchase of a thermal imaging camera is to assist firefighters locating trapped civilians and firefighters in black out conditions that occur during structural fires.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

Presently the department has 8 cameras (one per unit). The current camera is in need of replacing and has passed its useful life. In addition the new cameras are smaller, lighter and more compact, allowing firefighters to function more effectively.

**What other options were considered?**

Continue using current equipment.

Department: The Woodlands Fire Department

By: Jerry Bittner

Date: 5/14/2010

Updated 2010



# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Asset/Project Title:**

Hazardous Material Equipment

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Personal Protective Equipment	Jan – Aug	\$4,800		\$4,800
Hazardous Material Monitoring Equipment	Jan – Aug	\$10,200		\$10,200
<b>Project Total</b>		<b>\$15,000</b>		<b>\$15,000</b>

**Project Description:**

This project will provide funding to replace aging equipment for the Hazardous Material Response Team.

**Critical Success Factors and Service Levels Affected:**

This project will allow WFD to continue to respond to technical emergencies involving hazardous materials.

**What other options were considered?**

Continue operating with existing equipment.

**Department:** The Woodlands Fire Department

**By:** Rick Windham

**Date:** 5/14/2010

Updated 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**

The Woodlands Fire Department

**Asset/Project Title:**

Training Tools and Equipment

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Training tower thermal imaging camera system	Jan – Mar	\$25,000		\$25,000
Training equipment storage container	Jan	\$5,000		\$5,000
Training props	Jan – Aug	\$10,000		\$10,000
ETC Facility Signage	Jan – May	\$10,000		\$10,000
<b>Project Total</b>		<b>\$50,000</b>		<b>\$50,000</b>

**Project Description:**

This project will provide funds to purchase a thermal imaging camera system for the training tower that will allow the control room operator to monitor the activities of students and instructors during live fire training evolutions. This will allow the live fire control room operator to monitor the safety of students and instructors and immediately extinguish fires in the event of emergencies inside the training tower. This will also allow the control room operator to better time the ignition of the fire props, minimizing the time the props are exposed to fire without water being applied, thus extending the life of the burn props.

This project will provide funds to purchase an 8 foot by 40 foot storage container equipped with side roll up doors, designed to facilitate the safe removal of large and/or heavy fire training equipment.

This project will provide funds to purchase material to build a training roof simulator and fire rescue training props.

This project will provide the funds to purchase a larger sign for the entrance to the training center facilitating customer's ability to locate the entrance of the facility.

**Critical Success Factors and Service Levels Affected:**

This project will enable The Woodlands Fire Department to continue to provide effective training to its employees, thus better preparing them to respond to emergencies and protect the community.

**What other options were considered?**

Continue operating and training as we currently do.

Department: The Woodlands Fire Department

By: Rick Windham

Date: 5/14/2010

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Asset/Project Title:**

Extrication Tools

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Hydraulic rescue systems	June		\$35,000	<b>\$35,000</b>
<b>Project Total</b>			<b>\$35,000</b>	<b>\$35,000</b>

**Project Description:**

A hydraulic rescue system consists of speeder, cutters, ram and the necessary hoses and pump units. This system is used to remove injured people from automobile accidents and industrial accidents where they are trapped (Jaws of Life). This would place an additional set of extrication tools in the field, thus allowing rapid extrication of automobile accident victims. This device would be placed on the fire department apparatus assigned to the Gosling Rd. station.

**Critical Success Factors and Service Levels Affected:**

In 2009, The Woodlands Fire Department responded to 529 automobile accidents; of that, 36 required extrication with hydraulic rescue tools. "Survival rates for serious injured victims dramatically increase if the victim can reach a trauma center within the first hour after the injury has occurred." (known as The Golden Hour) *Journal of Emergency Medicine*.

The department currently has 6 available hydraulic rescue systems. By placing an extrication set in **all** fire station areas, rapid extrication would be available to all parts of The Woodlands within the five minute response time.

**What other options were considered?**

Use tools assigned to the other fire districts to service this area.

**Department:** The Woodlands Fire Department

**By:** Jerry Bittner

**Date:** 5/14/2010

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Asset/Project Title:**

Fire Truck

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
1250 GPM Fire engine	Sept.	\$450,000	\$50,000	\$500,000
<b>Project Total</b>		<b>\$450,000</b>	<b>\$50,000</b>	<b>\$500,000</b>

**Project Description:**

1250 GPM Fire Engine to replace a 2002 Pierce Enforcer engine currently used at Station 2. This engine will also be used at Station 8 until the arrival of quint fire truck scheduled to be purchased in late 2012.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

Purchasing the replacement engine will enable us to maintain response time to all emergencies within the 5 minute response time, maintain ISO rating of 2, and fire loss ratio below the national average. Replacing fire apparatus from front line service will allow us to maintain safety for firefighters and citizens and reduce the possibility of break down responding to emergencies. The unit will be used at Station 8 (Indian Springs station) until the arrival of the quint (ladder/engine apparatus) scheduled for delivery in late 2012. At that time, the engine will replace the 2002 Pierce engine located at Station 2 (Cochran's Crossing Station).

**What other options were considered?**

Use the remaining reserve apparatus to fill front line positions.  
Purchase Station 8 quint (ladder truck) company in 2011 at approximately \$1Million.

**Department:** The Woodlands Fire Department

**By:** Jerry Bittner

**Date:** 5/14/2010

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset Carryover**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Project Category and Title:**

Fire Station 7 (Creekside Park)

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Year Originally Budgeted</b>	<b>Approved Budget Dollars</b>	<b>Current Project Balance</b>	<b>Amount Projected to be Spent by 12/31/10</b>	<b>Adjustments (Savings)</b>	<b>Total Carryover Amount</b>
Fire Station 7	2009	\$3,397,500	0	0	0	<b>\$2,700,000</b>
<b>Project Total</b>						

**In which months of 2011 will the amount carried over be spent?**

May - December

**Why are we carrying over this asset?**

Construction delays

**Department:** The Woodlands Fire Department

**By:** Jerry Bittner

**Date:** 5/14/2010

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset Carryover**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Project Category and Title:**

Fire Station 8 (Gosling Rd)

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Year Originally Budgeted</b>	<b>Approved Budget Dollars</b>	<b>Current Project Balance</b>	<b>Amount Projected to be Spent by 12/31/10</b>	<b>Adjustments (Savings)</b>	<b>Total Carryover Amount</b>
Fire Station 8	2011	\$3,700,000	\$2,700,000	\$2,000,000	0	<b>\$700,000</b>
<b>Project Total</b>						

**In which months of 2011 will the amount carried over be spent?**

January -June

**Why are we carrying over this asset?**

Construction delays with Station 7

Department: The Woodlands Fire Department

By: Jerry Bittner

Date: 05/06/2010

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

The Woodlands Fire Department

**Asset/Project Title:**

Station Improvements

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Painting of Fire Station 5	June	\$6,000		\$6,000
Electric scissor lift w/ trailer	June	\$19,000		\$19,000
<b>Project Total</b>		<b>\$25,000</b>		<b>\$25,000</b>

**Project Description:**

Repainting of station #5

Electric scissors lift w/ trailer to maintain the fire stations.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

Fire Station 5 is in need of a fresh coat of paint to maintain the station.

An electric scissor lift is needed to maintain the fire stations and training center. Currently the department rents a scissor lift and trailer to perform everyday maintenance tasks higher than 10'. By purchasing the lift we could realize a cost savings to the community in 5 years.

**What other options were considered?**

Continue to rent a scissor lift/trailer at \$3,800 per year.

**Department:** The Woodlands Fire Department

**By:** Jerry Bittner

**Date:** 5/14/2010

Updated 2010



## **LAW ENFORCEMENT CAPITAL**



**THE WOODLANDS TOWNSHIP**  
**CAPITAL BUDGET**  
**FOR THE YEAR ENDING DECEMBER 31, 2011**  
**(In Whole Dollars)**

	<b><u>Prior Year</u></b> <b><u>Carryover</u></b>	<b><u>2010</u></b> <b><u>Budget</u></b>	<b><u>2010</u></b> <b><u>Forecast</u></b>	<b><u>Carry-</u></b> <b><u>Over</u></b>	<b><u>2011</u></b> <b><u>New</u></b>	<b><u>2011</u></b> <b><u>Total</u></b>
<b><u>LAW ENFORCEMENT SERVICES</u></b>						
Vehicles*	\$ -	\$ 581,061	\$ 581,061	\$ -	\$ 1,195,600	\$ 1,195,600
Equipment	-	70,528	70,528	-	70,000	70,000
Cameras					18,000	18,000
Ambassadors	6,892	-	6,892	-	-	-
<b><u>Total</u></b>	<b><u>\$ 6,892</u></b>	<b><u>\$ 651,589</u></b>	<b><u>\$ 658,481</u></b>	<b><u>\$ -</u></b>	<b><u>\$ 1,283,600</u></b>	<b><u>\$ 1,283,600</u></b>

\*2011 Total of \$1,195,600 includes the purchase of 21 new patrol vehicles (\$987,000), one motorcycle (\$35,000), and vehicle leases for 25 patrol cars (\$173,600)

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**

Law Enforcement Services

**Asset/Project Title:**

Patrol Vehicles

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
21 Patrol Vehicles (MCSO)	April*	\$559,660	\$427,340	\$987,000
1 Motorcycle	Jan/Feb		\$35,000	\$35,000
25 Patrol Vehicles Leases	Monthly	\$173,600		\$173,600
<b>Project Total</b>		<b>\$733,260</b>	<b>\$462,340</b>	<b>\$1,195,600</b>

**Project Description:**

Fully equipped – Patrol Vehicles

- 18 vehicles to replacement/rotation for patrol fleet of MCSO
  - Older and/or high mileage vehicles
- 3 vehicles for three (3) new patrol positions MCSO
- Cost based on \$47,000.00 per vehicle – fully equipped – as provided by MCSO

Fully equipped – Motorcycle

- One (1) motorcycle to replace/rotate
- Cost based on \$35,000.00 – fully equipped – as provided by MCSO

Lease vehicles

- 25 Patrol Vehicle Leases (Leases are from previous CATW agreement/contract)

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

- 1.1.1 - Maintain and continue to explore options to provide a high level of proactive law enforcement visibility, effectiveness, availability, and awareness

**What other options were considered?**

- No other option – need vehicles for deputy assignments/patrol

Department: Law Enforcement Services

By: Marian Leck

Date: May 6, 2010

Updated 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**

Law Enforcement Services

**Asset/Project Title:**

Law Enforcement Equipment

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Various Equipment– Law Enforcement		\$50,000	\$20,000	\$70,000
<b>Project Total</b>		<b>\$50,000</b>	<b>\$20,000</b>	<b>\$70,000</b>

**Project Description:**

Equipment needs to support law enforcement personnel as seen appropriate and by agreement/contract

- Handheld radios
- Fingerprint kits
- Bicycle (fully equipped) for Bike Patrol Unit with MCSO
  - Replacement/rotation for bike patrol fleet
    - Older and/or worn bicycles
- Computer needs
- Various equipment to support law enforcement and maintain a high level proactive law enforcement initiative

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

- 1.1.1 Maintain and continue to explore options to provide a high level of proactive law enforcement visibility, effectiveness, availability, and awareness

**What other options were considered?**

- Continue operating with existing equipment
  - Some equipment needs are mandated by agreement/contract

Department: Law Enforcement Services

By: Marian Leck

Date: May 3, 2010

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

Law Enforcement

**Asset/Project Title:**

Waterway Cameras

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Cameras			\$18,000	\$18,000
<b>Project Total</b>			<b>\$18,000</b>	<b>\$18,000</b>

**Project Description:**

Replacement security cameras for the Woodlands Waterway

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

The Woodlands Township Strategic Plan and Focus Area 1 – Protect the well-being and safety of constituents.

**What other options were considered?**

No other options were considered

**Department:** Law Enforcement Services

**By:** John Bruce

**Date:** May 26, 2010

Updated 2010



## **PARKS & RECREATION CAPITAL**

**THE WOODLANDS TOWNSHIP**  
**CAPITAL BUDGET**  
**FOR THE YEAR ENDING DECEMBER 31, 2011**  
**(In Whole Dollars)**

	<b><u>Prior Year Carryover</u></b>	<b><u>2010 Budget</u></b>	<b><u>2010 Forecast</u></b>	<b><u>Carry- Over</u></b>	<b><u>2011 New</u></b>	<b><u>2011 Total</u></b>
<b><u>PARKS &amp; RECREATION</u></b>						
<b><u>Vehicles</u></b>						
Maintenance Vehicles - Trucks	\$ -	\$ -	\$ -	\$ -	\$ 24,700	\$ 24,700
Maintenance Vehicles - Wood Chipper	-	-	-	-	38,000	38,000
Maintenance Vehicles - Kawasaki Mule	-	-	-	-	27,000	27,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 89,700</b>	<b>\$ 89,700</b>
<b><u>Furniture, Fixtures &amp; Equipment</u></b>						
Trailers	\$ -	\$ -	\$ -	\$ -	\$ 9,000	\$ 9,000
Traffic Cones	-	-	-	-	25,000	25,000
Trailer	-	-	-	-	-	-
Waterway Cameras	-	15,000	15,000	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ 34,000</b>	<b>\$ 34,000</b>
<b><u>PARDES Facility Improvements</u></b>						
Fuel Islands	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Carpet	-	-	-	-	17,100	17,100
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,100</b>	<b>\$ 17,100</b>
<b><u>Recreation Center</u></b>						
HVAC Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Painting	-	12,500	12,500	-	-	-
Kayaks	-	25,000	25,000	-	25,000	25,000
Swim Team Lane Lines	-	-	-	-	-	-
Folding Chairs and Tables	-	-	-	-	-	-
Fitness Room Equipment	-	-	-	-	4,000	4,000
<b>Total</b>	<b>\$ -</b>	<b>\$ 37,500</b>	<b>\$ 37,500</b>	<b>\$ -</b>	<b>\$ 29,000</b>	<b>\$ 29,000</b>
<b><u>PARKS</u></b>						
New Parks (New Developments - TWA)	\$ 115,000	\$ 1,575,000	\$ 975,000	\$ 515,000	\$ 402,500	\$ 917,500
Town Center Parks	56,323	-	56,323	-	25,000	25,000
Park Improvements	134,145	122,000	256,145	-	823,000	823,000
Lake/Pond Improvements	-	-	-	-	70,000	70,000
Athletic Facilities Improvements	417,000	74,600	491,600	-	291,800	291,800
Aquatic Facilities Improvements	138,000	105,000	243,000	-	178,000	178,000
Signs/Stone Walls Improvements	-	-	-	-	94,000	94,000
<b>Total</b>	<b>\$ 860,468</b>	<b>\$ 1,876,600</b>	<b>\$ 2,022,068</b>	<b>\$ 515,000</b>	<b>\$ 1,884,300</b>	<b>\$ 2,399,300</b>
<b><u>PATHWAYS</u></b>						
Pathways (New Developments - TWA)	\$ -	\$ 736,500	\$ 374,000	\$ 252,000	\$ 349,000	\$ 601,000
Pathways (New Developments - WCOA)	802,133	1,172,000	2,158,079	-	1,407,000	1,407,000
Pathway Improvements	280,000	134,000	414,000	-	166,000	166,000
<b>Total</b>	<b>\$ 1,082,133</b>	<b>\$ 2,042,500</b>	<b>\$ 2,946,079</b>	<b>\$ 252,000</b>	<b>\$ 1,922,000</b>	<b>\$ 2,174,000</b>
<b><u>OTHER</u></b>						
Holiday Decorations	\$ -	\$ 6,400	\$ 6,400	\$ -	\$ 6,400	\$ 6,400
Wayfinding Signs	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 6,400</b>	<b>\$ 6,400</b>	<b>\$ -</b>	<b>\$ 6,400</b>	<b>\$ 6,400</b>
<b>Total for Pardes</b>	<b>\$ 1,942,601</b>	<b>\$ 3,978,000</b>	<b>\$ 5,027,047</b>	<b>\$ 767,000</b>	<b>\$ 3,982,500</b>	<b>\$ 4,749,500</b>

**The Woodlands Township  
PARDES Capital by Project  
For The Year Ending December 31,2011**

<b>Budget Year</b>	<b>CIP Category</b>	<b>Item</b>	<b>Capital Expenditure</b>
2011	Maintenance Vehicles	New Truck	\$ 24,700
2011	Maintenance Vehicles	Chipper	38,000
2011	Maintenance Vehicles	Pathway Utility Vehicles	27,000
		<b>Vehicle Total</b>	<b>\$ 89,700</b>
2011	Maintenance Equipment	Trailer/Dump Trailer	\$ 9,000
2011	Special Event Cones	Special Event Cones	25,000
		<b>FFE Total</b>	<b>\$ 34,000</b>
2011	Facility Improvements	Carpet Replacement	\$ 17,100
		<b>PARDES Facility Total</b>	<b>\$ 17,100</b>
2011	Kayaks/Canoes	Kayaks (30), paddles and lifejackets	\$ 25,000
2011	Fitness Room Equipment	Fitness Room Equipment	4,000
		<b>Recreation Center Total</b>	<b>\$ 29,000</b>
2011	Town Center Parks	Town Center Parks	\$ 25,000
		<b>Town Center Parks Total</b>	<b>\$ 25,000</b>
2011	Park Improvements	Major Park Renovation	\$ 500,000
2011	Park Improvements	Wheel Friendly Area Equipment	100,000
2011	Park Improvements	Playground Improvements	65,000
2011	Park Improvements	Dock Replacement	30,000
2011	Park Improvements	Parking Lots	22,000
2011	Park Improvements	Shade Structure Improvements	20,000
2011	Park Improvements	Community Garden	20,000
2011	Park Improvements	Picnic Area Improvements	20,000
2011	Park Improvements	Bench Replacement	20,000
2011	Park Improvements	Swing Improvements	10,000
2011	Park Improvements	Flue over Grill Area	10,000
2011	Park Improvements	Park Rules/ID sign	6,000
		<b>Park Improvements Total</b>	<b>\$ 823,000</b>
2011	Lake/Pond Improvement	Lake/Pond Improvements	\$ 70,000
		<b>Lake/Pond Improvements Total</b>	<b>\$ 70,000</b>
2011	Athletic Facilities Improvements	Parking Lot	\$ 275,000
2011	Athletic Facilities Improvements	Tennis Court Resurfacing	16,800
		<b>Athletic Facilities Total</b>	<b>\$ 291,800</b>

**The Woodlands Township  
PARDES Capital by Project  
For The Year Ending December 31,2011**

2011	Aquatic Facilities Improvements	Pool Plaster Replacement	\$	45,000
2011	Aquatic Facilities Improvements	Pool Facility Addition		35,000
2011	Aquatic Facilities Improvements	Exterior Door Replacement		30,000
2011	Aquatic Facilities Improvements	Equipment, Pumps, Filters		30,000
2011	Aquatic Facilities Improvements	Shade Structure Fabric Replacement		11,000
2011	Aquatic Facilities Improvements	Pool Deck Refurbishment		10,000
2011	Aquatic Facilities Improvements	Shade Structure Replacement		10,000
2011	Aquatic Facilities Improvements	Swim Team Sound System		4,000
2011	Aquatic Facilities Improvements	Swim Team Lane Lines		3,000
		<b>Aquatic Facilities Total</b>	<b>\$</b>	<b>178,000</b>
2011	Signs/Stone Walls Improvements	Signs/Stone Walls Improvements	\$	94,000
		Signs/Stone Walls Total	<b>\$</b>	<b>94,000</b>
2011	Pathway Improvements	Pathway Repairs/Improvements	\$	166,000
		<b>Pathway Total</b>	<b>\$</b>	<b>166,000</b>
2011	Holiday Decorations	Holiday Banners	\$	6,400
		<b>Other Total</b>	<b>\$</b>	<b>6,400</b>
2011	New Park Development		\$	917,500
2011	New Pathway Development			601,000
2011	New Pathway Development - Town Center			1,407,000
		<b>New Development Total</b>	<b>\$</b>	<b>2,925,500</b>
		<b>PARDES TOTAL</b>	<b>\$</b>	<b>4,749,500</b>



# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**  
Park Operations

**Asset/Project Title:**  
New Vehicle Replacement

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Vehicle Replacement (3) vehicles 2011	Jan	\$120,000		\$24,700
Project Total		<b>\$120,000</b>		<b>\$24,700</b>

**Project Description:**

Though a vehicle may not meet the criteria (10 years, 100,000 miles) for replacement, staff has recommended trucks for replacement that impact staff's ability to complete work in a timely manner and drive in a safe predictable vehicle. Additionally, staff is recommending keeping a truck that meets the criteria.

**TRUCK # 17**

One of the existing ladder trucks # 17 is in very poor operating condition, barely drivable, and is 14 years old. Truck #17 is a Ford F150 and is the oldest truck in the fleet inventory. It is mainly used as a banner installation truck. This truck has 61,000 miles and repairs over the past 2 years have totaled \$4,378 with an average of \$2,200 per year. It is estimated that #17 is worth approximately \$1,500. Although it does meet the required 10 years of service it does not meet the criteria of 100,000 miles. At the current rate of use, it would take an additional 8 years to meet 100,000 mile criteria. The replacement of this vehicle would be justified in the amount of repair maintenance cost alone. Staff recommends that this vehicle be replaced with a new truck and one of the older trucks be used to handle the current banner installation duty. An additional \$5,000 is estimated to be required to remove the current ladder infrastructure from Truck #17 to move to truck 43.

*Banner Information-* The following is a breakdown of the current number of banners and total number of man hours spent by staff to perform the task of hanging banners and removing them at different times throughout the year. Currently, there are approximately 3,300 banners that are to be displayed in reference to events throughout the year. This list includes but is not limited to: Holiday Dove banners, 4th of July, Taste of the Town, Administaff, Earth Day, Arts Festival in Carlton Woods and Waterway & Town Center area. The breakdown is roughly 20 weeks' worth of time for a two man crew to accomplish the task at hand. Each type of banner has a specific timeframe to install, if the truck breaks down, that causes a ripple effect of delays.

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

Staff recommends the removal of truck # 17 from fleet. This truck would be used as trade in value towards the purchase of a new (Ford, Chevy) full size pickup truck. The estimated purchase price for this vehicle would be \$22,500.

TRUCK # 43: This truck is a 2000 Ford 250 with 108,000 miles and has required only preventive maintenance, no major repairs like the trucks listed above. Though this truck meets the replacement criteria, staff recommends keeping this truck in the fleet; however could move the ladder from Truck 17 to this truck. This would be less wear and tear on the vehicle.

**Which critical success factors and service levels are affected by this capital asset/project?**  
**Describe its benefits:**

- Maintain safe fleet.
- Lower the cost of maintenance and service work on fleet
- Ability to perform service request on a more timely basis
- Proper vehicle to perform the assigned job

**What other options were considered?**

- To remain at current fleet levels and not makes any changes at this time.

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department**  
Park Operations

**Asset/Project Title**  
Wood Chipper

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
12-inch Wood Chipper	January	\$30,000	\$8,000	\$38,000
<b>Project Total</b>		<b>\$30,000</b>	<b>\$8,000</b>	<b>\$38,000</b>

**Project Description:**

- Systematic replacement
- Deterioration of equipment
- Improve operating efficiency



One new wood chipper is needed to aid in the removal of wood debris, storm cleanup and dead fall debris. Currently, the Natural Resources division has only two wood chippers. This new wood chipper will replace wood chipper #24 and will be utilized by OSR. Wood chipper #24 was purchased in 1999 and has reached its maximum life expectancy. Wood chipper #24's steel frame has deteriorated. The wood chipper is a safety hazard and has been locked out/ tagged out and taken out of commission.

**Which service levels are affected by this capital asset/project? Describe its benefits:**

One new wood chipper is needed to replace unit #24. Natural Resources crews need two working wood chippers to perform their essential job duties. Currently, only one is available for crews to use, as unit #24 has been locked out tagged out and is beyond repair due to its age. By utilizing the new wood chipper, crews will be able to chip up storm debris and put the chips right back into the forest. Without the chipper, the crews have to haul off debris to construction dumpsters, which then goes to a landfill. By purchasing this chipper, crews will be able to increase productivity and be more environmental friendly to the community.

**What other options were considered?**

None- The wood chippers are a necessity for storm and greenbelt debris removal and the day to day operations of the Natural Resources team.

**Department: PARD /Natural Resources**

**By: Chad Fields**

**Date: 5/5/10**

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**

Park Operations

**Asset/Project Title:**

Maintenance Vehicles – Pathway Utility Vehicles

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Replacement Maintenance Vehicles	January	\$24,000	\$3,000	\$27,000
<b>Project Total</b>		<b>\$24,000</b>	<b>\$3,000</b>	<b>\$27,000</b>

**Project Description:**

Criteria

- Improvement of Operating Efficiency
- Deteriorating Equipment

Two of the pathway utility vehicles have reached their useful life of ten years. These 2000 year model utility vehicles both have extensive use during pathway patrol and are secondarily used by other divisions during special maintenance projects and special events. Replacing these two units in accordance with the fleet replacement policy will result in less downtime for repairs and more pathway patrol hours each week.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

Replacement of the two pathway utility vehicles is in keeping with The Woodlands Township Strategic Plan and the following Goals and Key Initiatives.

**1.1. Protect the well-being and safety of constituents**

- 1.1.2. Support law enforcement public safety efforts with other kinds of security support in public areas
- 1.1.3. Explore, develop and implement options that improve safety and educate residents on the role they can play in making their community safer
- 1.1.5. Maintain safe public facilities and amenities

**1.2. Provide superior parks and recreation amenities, facilities, programs and Services**

- 1.2.3. Provide a pathway system that promotes healthy lifestyles, reflects the commitment to preservation of The Woodlands environment, and adequately connects the entire community for transportation, health and wellness
- 1.2.5. Provide special event opportunities that foster community spirit, family values and healthy lifestyles

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

#### **5.3 Support events, venues and programs to bring visitors to The Woodlands**

5.3.6. Produce and sponsor high quality community events

#### **5.4. Develop an integrated mobility system that is seamless within and surrounding the Township**

5.4.4. Continue to enhance bicycle and pedestrian transportation

#### **7.3. Preserve and protect the natural forested areas of the community**

7.3.1. Maintain policies to protect native vegetation and wildlife habitats

#### **8.1. Maintain sound fiscal policies and budgets that allow the Township to address evolving service needs and maintain community quality**

8.1.1. Plan for and identify funding for services and long term maintenance of public facilities and assets

8.1.2. Establish reserves for appropriate working capital, replacement of capital assets, and economic development opportunities

With 185 miles of existing pathway and planned extensions of miles to come in the Village of Creekside, these vehicles are critical towards ensuring the safety and security of our pathway system. Park Rangers provide pathway patrol up to 25 man hours a day. The pathway patrol vehicles are strategically placed throughout the community. One unit is located at the Central Fire Station to cover the east zone. Another vehicle is stationed at Fire Station 5 to cover the west and south zones; one at Fire Station 7 to cover Village of Creekside Park; and one at the PARDES campus to cover the north and mid zones.

Due to vehicle price hikes over the last several years, the original \$12,000 budgeted per unit is no longer viable costing of these units. In order for the vehicles to be fully outfitted for pathway patrol, a \$1,500 increase cost to budget is required.

#### **What other options were considered?**

- Make repairs to the Mules we currently have – not cost effective.
- Decrease the available number of pathway hours each week.

Department: PARD

By: J. Birdwell

Date: 05-07-10

Updated 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department**

Park Operations

**Asset/Project Title**

Landscaping Trailer

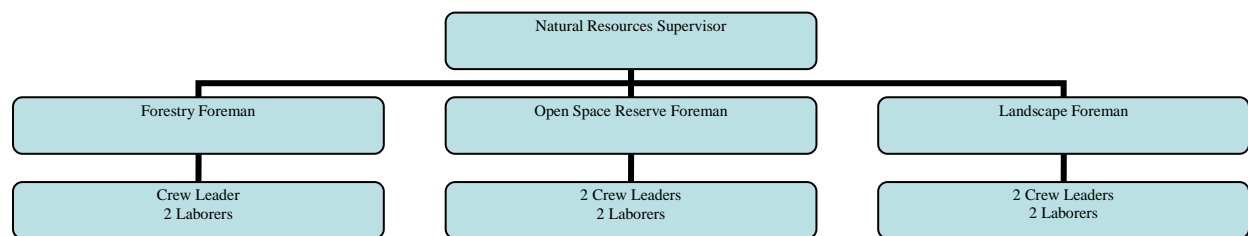
**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Utility Trailer	January	\$3,000		\$3,000
Dump Trailer	January	\$6,000		\$6,000
<b>Project Total</b>		<b>\$9,000</b>		<b>\$9,000</b>

**Project Description:**

- Systematic replacement
- Deterioration of equipment
- Improve operating efficiency
- 

Two new trailers are needed to aid with removal of chipped wood debris, storm cleanup, landscaping materials and logging material. Currently, Natural Resources crews have two 16' foot landscape trailers for five crews. A new 16' sided trailer is needed for the OSR crew for debris cleanup and drainage issues. This new trailer will replace trailer T-2. Trailer T-2 was purchased in 1991 and has reached its maximum life expectancy. The trailer can no longer be used due to its age and has become a safety hazard due to severe deterioration on the steel frame/axle and welding bead locations on the trailer.



**Which service levels are affected by this capital asset/project? Describe its benefits:**

Four Utility 16' Trailers are needed by the Natural Resources crews to perform essential job duties. Currently, only two 16' are available for Natural Resources crews to use as the third (T-2) is beyond economical repair.

A new 16' dump trailer is needed by Forestry for the removal of tree debris and logs, landscape for dumping mulch and fall surfacing and construction for dumping loads of sand, rip rap, and other materials.

**What other options were considered?**

A dump truck was considered for the dump trailer.

Department: PARD /Natural Resources

By: Chad Fields

Date: 5/19/10

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department**

PARD Planning

**Asset/Project Title**

Event Program

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
36" Traffic Control Cones	Jan	\$25,000		\$25,000
<b>Project Total</b>		<b>\$25,000</b>		<b>\$25,000</b>

**Project Description:**

- Improved public safety, reduced liability
- Compliance with local, state, federal law
- Improvement to operating efficiency
- Coordination with other projects or partners

Presently, The Woodlands Township Parks and Recreation Department host two major races annually. These events, CB&I Tri The Woodlands (7<sup>th</sup> year) and 10 For Texas (5<sup>th</sup> year) consistently require the rental of traffic control devices to be compliant with the traffic control plan approved by the County Commissioner's Office. The traffic control plan meets local and state regulations in accordance with the Texas Department of Transportation. Both of these events have received compliments on the overall race coordination and safety.

These devices are essential for the safety and health of staff, participants, volunteers and residents. Staff must deploy cones to separate vehicular traffic from participants and race staff during the course of the event. During CB&I Tri The Woodlands 18 miles of roadway is coned off, while ten miles of roadway is coned off for 10 for Texas.

Most recently (Fall 2008), the Department discovered a vendor, Trench Plate Rental Equipment that can provide up to 1,500 twenty eight (28) inch cones for our events. For CB&I Tri-The Woodlands, they sent an additional 300 two part traffic control devices to meet the request, a total of 1,800. In order to utilize a one day rental and minimize additional expenses, the Department must rent other equipment that causes additional workload on staff. Staff must offload the equipment from the delivery truck and load them on trailers for deployment the morning of events.

Staff is requesting the 36 inch cone with a reflective collar to reduce risk and improve the visibility of the cones. These cones will serve the greater needs of these two events plus save additional workload on staff.

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**



#### **History about the events:**

##### **CB&I Tri The Woodlands**

As one of the premier multi-sport events in the region, CB&I TRI – The Woodlands, produced by The Woodlands Township Parks and Recreation Department, offers high-caliber competition, first-rate race management and a scenic course. The race is a sanctioned USA Triathlon event and has grown to feature a field of over 1,000 participants. Participants range from beginners to nationally ranked tri-athletes. The event traditionally takes place during the first weekend in May. This event earned a "Top 10 in the USAT South Midwest Region for sprint distance triathlons" in 2004 and was designated as the USAT South Midwest Region Sprint State Championships for 2007. The event culminates with a festive awards party featuring music, great food, beverages and door prizes.

##### **10 For Texas**

A 10-mile race and kids' fun run through The Woodlands, this event is produced by The Woodlands Township Parks and Recreation Department and Luke's Locker. The event starts and ends at Market Street. The event now attracts over 1,700 participants and will see continued growth from this point forward.

Annual participation for these races is:

<b><u>Year</u></b>	<b><u>CB&amp;I</u></b>	<b><u>10 For Texas</u></b>
2004	431	
2005	550	
2006	701**	864
2007	836	1056
2008	1000	1042***
2009	1042	1730
2010	1050	

\*\*Note: Event was modified to a 5k because of weather

\*\*\*Note: Event moved to November 15<sup>th</sup> because of Hurricane Ike which caused a drop in attendance.



# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

Annual Rental Cost and Staff Time:

	<b><u>CB&amp;I</u></b>		<b><u>10 For Texas</u></b>		
Year	Rental/Delivery Cost	Staff Time To Offload/Load	Rental/Delivery Cost	Staff Time To Offload/Load	Total
2004	\$2150	\$750			\$2900
2005	\$2450	\$750			\$3200
2006	\$2350	\$750	\$2250	\$500	\$5850
2007	\$2150	\$750	\$2150	\$500	\$5500
2008	\$2450	\$750	\$2150	\$500	\$5850
2009	\$2050	\$750			\$2800

Note: Variance is due to different type of devices and companies where equipment was rented

Staff currently projects a \$5,000 savings annually by purchasing the cones. Staff will still incur time to load and offload but this will be significantly reduced with the utilization of a forklift and methods in The Woodlands Township controls versus receiving them from the vendor. Other savings will be realized by not having to drive from location (Northshore Park, Bear Branch Sports Fields and the Parks Office) to location gathering cones for events or programs.

Staff projects additional uses of the cones in programming events such as the flea market, 5k runs, swim team events, Concerts in the Park, Arts in the Park, Town Green Park, Rob Fleming Park, Waterway Square and possibly assistance with The Woodlands Convention and Visitor's Bureau events. One additional utilization will be in the event of a natural disaster such as Hurricane Ike, where the cones may be utilized for safety and emergency procedures. The cones serve as great channelization devices for shelters and POD sites.

There is the potential for The Woodlands Township to find a sponsor to offset the cost of the cones. By placing a company's logo along with The Woodlands Township logo, a sponsor receives tremendous value for their dollar.

**Which service levels are affected by this capital asset/project? Describe its benefits:**

- Improves safety, reduces liability and potential injury.
- Maintains compliance with local and state laws.
- Provides equipment for special events, programming, emergency services during natural disasters.
- Improves user safety, quality of event

**What other options were considered?**

Continue to rent.

Department: PARD Planning

By: Willie Fowlkes

Date: May 7, 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**  
Park Operations

**Asset/Project Title:**  
PARDES New Carpet

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
PARDES I New Carpet	March	\$17,100		\$17,100
Project Total		<b>\$17,100</b>		<b>\$17,100</b>

**Project Description:**

The existing carpet is old, worn, riddled with stains that cannot be removed. The amount of foot traffic that the PARDES I office receives makes it extremely difficult to keep the office looking clean and neat. The office hosts numerous meetings with outside vendors and organizations and hosts classes and special events. This carpet has been in place for several years. The square foot area of PARDES I to be re-carpeted is approximately 5,200 sq/ft. The estimated installation of new high traffic, durable indoor/outdoor type carpet tiles (mid grade) is estimated at \$3 per square foot installed (\$15,600). An additional \$1 per linear foot would be required (1,400 lf est.) to replace the vinyl baseboards throughout the building (\$1,400) and \$100 for touch up paint. The total estimated amount for budget year 2011 is \$17,100.

**Which critical success factors and service levels are affected by this capital asset/project?**  
**Describe its benefits:**

- 1) Employee safety
- 2) Office appearance
- 3) Neat and clean appearance to outside visitors

**What other options were considered?**

- 1) Do not replace at this time
- 2) Replace only worse areas
- 3) Remove carpet install tile flooring
- 4) Repair carpet if applicable
- 5) Clean existing carpet

**Department: Operations**

**By: Bill Tesno**

**Date: 5/6/10**

Updated 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**

Recreation

**Asset/Project Title:**

Kayaks and Canoes (Boat House)

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2011 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Kayaks (30), Paddles and Life Jackets	January	\$25,000		\$25,000
<b>Project Total</b>		<b>\$25,000</b>		<b>\$25,000</b>

**Project Description:**

Capital expenses for the Riva Row Boat House include kayaks, paddles and lifejackets. The number of kayaks is a factor based on the size of the facility and through discussions with the canoe/kayak outfitters. Currently, kayaks, paddles and lifejackets are provided by Orvis under a one year contract. Should Orvis not want to renew in 2011, this allows staff to purchase boats to continue the operation of the Riva Row Boat House.

**Which service levels are affected by this capital asset/project? Describe its benefits:**

Riva Row Boat House is located at 2101 Riva Row. It opened in April 2009 and rented over 4,100 boats over the 10 months and has rented almost 2000 by mid May 2010. The Boat House is within walking distance to the Cynthia Woods Mitchell Pavilion, Market Street, Town Green Park, Waterway Square, koi pond and many other areas in The Town Center. The Boat House is also a short trolley ride from any spot along The Woodlands Waterway®.

Single and tandem kayaks, along with paddles and lifejackets, are provided by Orvis and are available to rent for \$15 per hour and \$5 per additional hour, or \$35 for a full day. The Boat House has drink concessions and lockers, and special event packages are available.

**Hours of Operation**

January 1 - April 30	9 a.m. to sunset	Closed Tuesday and Wednesday
May 1 - September 30	9 a.m. to 7 p.m.	Closed Wednesday
October 1 - December 31	9 a.m. to sunset	Closed Tuesday and Wednesday

**What other options were considered?**

- Closing the facility
- Sponsorship to cover capital purchase

Department: Parks and Recreation

Date: 5/21/10

Updated 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department**

Recreation

**Asset/Project Title**

Fitness Room Equipment

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Biceps Machine Weight	Jan	\$2,000		\$2,000
Shoulder Press Machine Weight	Jan	\$2,000		\$2,000
<b>Project Total</b>		<b>\$4,000</b>		<b>\$4,000</b>

**Project Description:**

Replace current Bicep Weight Machine and Shoulder Press Machine



**Which service levels are affected by this capital asset/project? Describe its benefits:**

- *Community Relations and Communications* – By replacing and updating equipment, the The Woodlands Township Recreation Center is showing users that they are valued and the facility will continue to meet their needs and is a viable, longstanding facility.
- *Quality Services and Facilities* – adding updated equipment, provide attentive service with the best value.
  - *Have 185 memberships for use of the facility and continues to grow.*
  - *Daily drop-ins average 10/month*
  - *Daily walk-in traffic in The Recreation Center is 440*

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

- *Innovative Leadership* – by maintaining and improving facility. This equipment will be replacing out dated and worn equipment in the fitness room. The replacement equipment meets current safety and ergonomic standards.
- Funds have been included in the budget since 2001 to systematically upgrade outdated equipment.

#### **What other options were considered?**

Not to purchase or defer to a different year

**Department: WRC**

**By: Linda Hughes**

**Date: 5/8/10**

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**  
Park Operations

**Asset/Project Title:**  
Town Center Parks

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Town Center Parks		\$50,000		\$25,000
<b>Project Total</b>		<b>\$50,000</b>		<b>\$25,000</b>

*\*Note: paid through Reserve Fund.*

**Project Description:**

The three major parks in The Woodlands Town Center, Town Green Park, Waterway Square and Riva Row Boat House have quickly become a resident favorite as well as drawing people from around the region. Town Green Park and Waterway Square are home to many programs and special events which have grown annually due to the quality of the facilities. This project ensures those parks remain in good condition and operational.

***Waterway Square pumps and motors - \$25,000***

Waterway Square fountains are expected to run daily and replacement and upgrade of equipment is necessary to ensure that the fountain and IWF is kept clean and operational for residents and visitors. Not only is it important to replace equipment that runs 24 hours a day 365 days a year, but it is necessary to have backup motors, chemical feeders and filters and impellers for filter motors in the case of a failure. These items can be special orders that can take days to weeks to receive. Having backups will prevent any down time and inconvenience to residents.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

- Identifies the park.
- Improves quality of the experience, community pride, attraction to visitors and special events and resident satisfaction with the park.

**What other options were considered?**

Not repairing pumps and/or not having back-ups.

**Department: Park Operations**

**By: Russell Davis**

**Date: 6/2010**

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

PARD Planning

**Asset/Project Title:**

Park Improvements – Major Park Renovation

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Sawmill Park		\$500,000		\$500,000
<b>Project Total</b>		<b>\$500,000</b>		<b>\$500,000</b>

**Project Description:**

Sawmill Park, the second park constructed in The Woodlands, has been a source of recreational activities since 1979. It is located at 2200 Millpark Drive in the Village of Grogan's Mill. Within the park, there is a pool with a theme slide, a ball field, a basketball court, four lighted tennis courts, picnic areas with barbeques, drinking fountains, play equipment for both age groups, a large pavilion, a parking lot that is shared with a church, a sand volleyball court and restrooms. Sawmill is the only Village Park in The Village of Grogan's Mill and serves residents within that village.

This 6.5-acre Village Park has experienced several intermittent upgrades to the aged and degraded amenities over the 30 years; however, the park has not received an overall renovation to keep up with the recreational and demographic changes and trends over the decades. This project includes the design and construction cost for an overall renovation to the park. A community input process will be facilitated to determine user needs and expectations for the project.

This is an ongoing program where older parks are redesigned to include state of the art amenities in keeping with the new park trends and standards. This project is included every three years in the Capital Improvement Program.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

- Will increase aspect of resident safety, health and welfare.
- Will enhance the usability and functionality of the park.
- Will give the park a fresh identity.

**What other options were considered?**

- Do nothing and make repairs as needed.

Department: PARC - Planning

By: Jon Krenytzky

Date: May 14, 2010

Updated 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**

PARD Planning

**Asset/Project Title:**

Park Improvements –  
Wheel Friendly Area Equipment

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Forestgate Park	June	\$50,000		\$50,000
Lakeside Park	June	\$50,000		\$50,000
<b>Project Total</b>		<b>\$100,000</b>		<b>\$100,000</b>

**Project Description:**

Skateboarding, in-line skating and biking are recreational activities enjoyed by many residents in The Woodlands. This project allows the Board to positively respond to residents needs in regard to wheel-friendly areas. The April 2001 Bike, Board and Blade Master Plan states that:

*“The Woodlands population has and will continue to impact the current and future demand for recreational facilities and thus increase the demands on the community to provide non-traditional recreation opportunities. In particular, the local and national popularity of in-line skating, skateboarding and biking demonstrates the need for these types of recreational facilities to be included within our park system.”*

Along with identifying a need for wheel-friendly areas in The Woodlands, the Bike, Board and Blade Master Plan provided an implementation plan with potential locations for these sites. The sites are strategically placed in all areas throughout the community with Bear Branch Skate Park the largest and centrally located. A wheel-friendly area (Skate Park) is much more than just ramps and rails. Though a wheel-friendly area is a haven for youth riders who want to safely practice their sport, learn from other riders and socialize; the age range for our skate facilities is from three years old to 50. These parks keep riders off the street.

Forestgate’s wheel-friendly area was built in 2001; however the equipment was re-located from Lakeside Park when Lakeside’s new equipment was installed. The equipment is ten years old. The park, located at 7505 Forestgate Drive, is a village park and also includes a pool, lighted tennis and basketball courts, a pavilion, a picnic area, a soccer field, play areas for both age groups and parking for 30 vehicles.

Lakeside’s wheel friendly area opened in and received new equipment in 2000 and was relocated to another location within the park in 2009 to accommodate an additional tennis court at the park. The park is a village park located at 5001 W. Alden Bridge Drive and includes a pool,

Updated 2010



# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

baseball and soccer fields a basketball court, play equipment for both age groups, fishing areas on the Bear Branch Reservoir, a pavilion, restrooms and tennis courts.

The Forestgate and Lakeside wheel-friendly areas were designed with the modular metal SkateWave Product. With constant users utilizing these facilities, natural wear and tear occurs generating a need for these areas to be updated and enhanced. To promote and maintain high quality standards in The Woodlands, it is necessary to improve these areas and offer residents a diverse arrangement of challenging and quality elements that will help to further increase the quality of recreation facilities that the Parks and Recreation Department provides.

Selected elements from these two parks will be refurbished and placed at other WFA's around the Township to add variety for the skating community. Staff performs preventative maintenance on the equipment and has had a third party perform safety assessments three times over the last five years.



Forestgate Wheel Friendly Area Equipment

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**



Lakeside Wheel Friendly Area Equipment

In 2009, Creekwood and Tamarac Park wheel-friendly areas were approved for replacement equipment by American Ramp Company for \$50,000 for each park. The new equipment is made of pre-cast concrete ramps which are virtually maintenance free equipment with connectivity, durability and still the flexibility of modular equipment. The current steel system requires maintenance to tighten bolts, realign transitions, fix dents, and replace pieces. The pre-cast concrete is 8000 psi and is smooth with no fasteners and seamless transitions. It will not dent, rust, absorb water and the ride is consistent. Concrete parks are known to be the quietest skate parks due to the density of the product. Additionally, skaters and bikers prefer a concrete surface over steel or wood ramps. This project will include replacing the equipment at Forestgate and Lakeside Parks Park with concrete ramps. Ramps that are still useable will be relocated to the other wheel friendly areas when appropriate.

#### **Which critical success factors and service levels are affected by this capital asset/project?**

##### **Describe its benefits:**

- Resident satisfaction and community pride.
- Maintains property value and social opportunities for residents.
- Provides area for users to develop skills and exercise.
- Improves user safety and decreases potential for injury.

##### **What other options were considered?**

- Doing nothing.
- Continue repairing amenities as needed.

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

PARD Planning

**Asset/Project Title:**

Park Improvements -  
Playground Improvements

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Chandler Creek Park	March	\$65,000		\$65,000
<b>Project Total</b>		<b>\$65,000</b>		<b>\$65,000</b>

**Project Description:**

This project responds to:

- Systematic replacement
- Resident requests

Chandler Creek Park is located in the Village of Indian Springs, west of John Cooper School Dr. on Flintridge Dr. between Frosted Pond Dr. and Chandler Creek Cir. Characteristic of a Neighborhood Park, this 1.81-acre park serves the neighborhoods of Chandler Creek and Heritage Hill. Access is available via the pathway system from these neighborhoods and Flintridge Dr.

Constructed in 1998, the park is divided by a drainage way and offers an array of recreational opportunities. The west side of the drainage way provides a play apparatus for preschoolers, while the east side is dedicated to serving older children with a track ride, free-standing climber and swing set. Perhaps the most unique amenity in the park is the gazebo. Constructed without nails, this 100-year old method, specifically “timber frame construction,” uses a mortise and tendon system to secure the gazebo together. Other amenities include a picnic area equipped with a barbecue pit and two picnic tables and a large open area.

Over the last few years, staff has received numerous requests from the users to improve the playground. Their main comment is that the 5-12 playground lacks play value and is not comparable to other similar parks which usually have a large play structure and free-standing equipment.

Residents of the area will be surveyed as part of this project to ensure their needs are met by the new playground. The new equipment will incorporate aspects realized through the survey, transfer points, ground level play components, roofs, climbing wall and swings and meet the standards set by the International Playground Equipment Manufacturers Association (IPEMA), American Standards for Testing Materials (ASTM) and Consumer Product Safety Commission (CPSC). The equipment will fit within the existing play area, and will re-use spring riders if appropriate.

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

- Reduces liability and potential injury.
- Provides equipment for all ages.
- Improves user safety, quality of the playground, community pride and resident satisfaction with the park.

**What other options were considered?**

Not replacing the equipment.

**Department: PARD - Planning**

**By: Jon Krenyitzky**

**Date: May 6, 2010**

Updated 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**

PARD Planning

**Asset/Project Title:**

Park Improvements – Dock Replacement

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Northshore Park		\$30,000		\$30,000
<b>Project Total</b>		<b>\$30,000</b>		<b>\$30,000</b>

**Project Description:**

Northshore Park is located at 2502 Lake Woodlands Drive in the Village of Panther Creek. Within its boundaries there are two pavilions, restrooms, an activities field, play equipment for both age groups, a large picnic area and four docks on Lake Woodlands, two of which are owned by The Woodlands Rowing Club. The other two are Township assets and one of them is in good condition, though repairs are necessary which can be accomplished through this budget request. Due to Northshore Park's amenities including access to Lake Woodlands, the park is one of the busiest parks in the community and users are drawn from throughout the region. In addition to hosting dozens of community events throughout the year, Northshore Park hosts numerous community events that utilize the docks including Dragon Boat Races, Rowing Regattas and CB&I Tri-The Woodlands. It is also a destination to dock a kayak when renting from Riva Row Boat House.

The dock to be replaced is past its useful life. Man hours are expended on a regular basis on this dock to keep and usable, but it is becoming more difficult to keep it in use and functional.

It is recommended that the same modular type, dimension and design of an existing dock at The Cove Park be purchased and installed. There is currently a solid Trex plank dock that should be replaced by a modular type with the same dimensions. Staff recommends that all new docks should be of modular design. These modular units consist of a flotation unit with attached decking. These flotation units maintain buoyancy if damaged. The hardware is hot dipped galvanized or stainless steel and the modular design allows for interchangeability of design and eases maintenance requirements. The dock will be anchored in place to shore utilizing hot dipped galvanized poles and hinges and will allow flexing during inclement weather and wave action.

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**



**New dock at The Cove**



**Dock to be replaced at Northshore.**



# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**



**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

Reduces liability and insures park user safety.

- Systematic replacement of degraded amenities
- Provides attentive service with the best value.
- Increases property value and social opportunities for residents
- Continues to attract large scale events to the park.

**What other options were considered?**

- Doing nothing. This project was deferred from 2008.

**Department: PARD - Planning**

**By: Jon Krenytzky**

**Date: May 14, 2010**

Updated 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**  
 PARD Planning

**Asset/Project Title:**  
 Park Improvements – Parking Lot Sealing

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Creekwood Parking lot	March		\$22,000	\$22,000
<b>Project Total</b>			<b>\$22,000</b>	<b>\$22,000</b>

**Project Description:**

Creekwood Park, located in the Village of Panther Creek at 3383 S. Panther Creek Drive, is a Village Park. Within its 14.68 acres there is a picnic area, a pond with a large fishing pier, restrooms, a soccer field, a basketball court, a wheel friendly area, tennis courts, play equipment for both age groups, a pavilion and a pool. The park was opened in 1980.

The parking lot at Creekwood Park is shared through a reciprocal agreement with Trinity Episcopal Church. Over the years, potholes have formed in various locations and repairs have been done in house as needed. The rest of the parking lot shows surface damage where the asphalt is crumbling. A Surface Seal, or Fog Coating, would stop the degradation of the parking lot and leave it with a fresh, smooth surface. The sealing material is a slurried mixture of hot tar, sand and crumb rubber. There would be full depth repairs of potholes needed prior to the sealing. The project would also include the repainting of parking spaces.



Typical pothole in the parking lot



Area of asphalt decomposition



# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

- Resident requests.
- Decreases maintenance cost, liability and potential for injury.
- Ensures quality, proactive and preventive maintenance practices.
- Provides equitable services.

**What other options were considered?**

- Continue patching areas as needed.
- Doing nothing

**Department: PARD - Planning**

**By: Jon Krenytzky**

**Date: May 27, 2010**

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

PARD Planning

**Asset/Project Title:**

Park Improvements – Shade Structure Improvements

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Cattail Park		\$20,000		\$20,000
<b>Project Total</b>		<b>\$20,000</b>		<b>\$20,000</b>

**Project Description:**

Cattail Park is located in the Village of Cochran's Crossing at 9323 Cochran's Crossing Drive. It is an Area Park and within its 12.7 acres is a soccer field, a basketball court, a picnic area, play equipment for both age groups, a jogging trail, a nature trail, drinking fountains, a pavilion, restrooms, tennis courts, a baseball field and a dog friendly area.

This is the first Dog Friendly Area in the community and is well used by residents and their dogs. There are very few trees in the dog park, so there have been numerous requests from residents to provide a shade structure to get out of the sun.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

- Provide relief from the sun to park users.
- Provide equitable service.

**What other options were considered?**

- No other options were considered.

Department: PARC - Planning

By: Jon Krenytzky

Date: May 14, 2010

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

PARD Planning

**Asset/Project Title:**

Park Improvement

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Community Garden		\$20,000		\$20,000
<b>Project Total</b>		<b>\$20,000</b>		<b>\$20,000</b>

**Project Description:**

The existing Community Garden is located in Bear Branch Sports Fields and was established 10 years ago. This amenity has been very popular and has been at capacity since its inception. Though the Community Garden is not marketed, currently 30 community members are on the waiting list for a plot which includes residents from every village. Interest in gardening and locally produced food is on the upswing because of the economy and an increased awareness of sustainable practices.

In 2009, after receiving a resident request for an additional community garden, staff was asked to investigate the need for additional gardens. With direction to review this concern, staff from both the Environmental Services and Parks and Recreation Departments met to identify criteria and potential sites. The criteria used to examine locations was developed by a staff Master Gardener and included orientation- shade, obstructions, declination- drainage, parking, irrigation, facilities and space. Staff created a matrix of potential sites to determine which locations were best suited for a community garden. This matrix will be the foundation of a Community Garden Master Plan which is warranted to address the need from a community wide perspective. This project is a five year program with \$20,000 in funding in years 2010, 2011 and 2013 to implement the Community Garden Master Plan, one garden every other year. In 2010, an additional community garden is planned for Alden Bridge Sports Park through a partnership with Interfaith. The Woodlands Development Company (TWDC) recently recommended a site in the Village of Creekside Park. TWDC suggested they would donate the land and bring the utilities to the location. The \$20,000 would be for grading, water, fence, gate, plots and garden soil mix.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

- Improve quality of life and build community networks, respond to residents' needs
- Increases property value and social opportunities for residents.

**What other options were considered?**

No other options were considered.

Department: PARD - Planning

By: Jon Krenytzky

Date: May 5, 2010

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

PARD Planning

**Asset/Project Title:**

Park Improvements – Picnic Area Replacement

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
System Wide – Fixed and Modular		\$20,000		\$20,000
<b>Project Total</b>		<b>\$20,000</b>		<b>\$20,000</b>

**Project Description:**

To ensure equipment integrity and deter degradation of a park, routine replacement of park equipment is required. Deterioration increases liability and risk to users, discourages continued use and threatens investments already made in resources. According to the reserve study and a conditions inventory, Mystic Forest requires picnic tables and bench replacements. This project allows staff to respond to residents and replace depreciated equipment.

New and old parks in The Woodlands Township occasionally need additional picnic amenities for various reasons. The demographic projections for a neighborhood may have been incorrect and too few tables or benches installed to meet demand. Additions to new parks are a way of balancing projections with actual needs.

Five parks are scheduled to be opened in 2010 and three more in 2011 and all of them will have pavilions. These pavilions are typically stocked with movable picnic tables that can be shifted to meet the needs of the users. One or two of these tables are designed for access by people in wheel chairs and are 8 feet long with 6 foot long benches, allowing easy access for wheelchairs. The remaining tables are regular six foot long units. Funding for this project will be sufficient to purchase three tables with wheelchair access and six regular tables. Tables not used in the new parks will be used in other parks as needed.

The new tables are The Woodlands standard and are manufactured from recycled plastic with galvanized metal supports. Replacement will ensure continuity throughout the Park System in The Woodlands and accessibility. The standard picnic table and bench system is used in 95% of the parks in the community, including the new parks. This product has proven itself to be durable, has a pleasing appearance, reduced cost to maintain and no potential to rot.

SiteScape is a local vendor and is the sole source vendor for the Picnic Table and Bench System. The picnic table and benches used were specifically created for The Woodlands, which is why its model name is "*The Woodlands Series*". The recycled plastic boards have proven to be reliable and durable lasting approximately 15 to 20 years. Maintenance is minimal and graffiti is easily

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

removed. The price increase with this vendor over the last ten years has been consistent with CPI.

Staff has experience working with other vendors; however it is recommended that for replacement parts, maintenance and operation, a standard picnic table and bench system continue for the community. With a standard system, if a bench or picnic table is damaged at a park, staff can repair in a timely manner with little impact to the user.



**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

- Resident satisfaction and community pride.
- Maintains property value and social opportunities for residents.
- Provides area for quality family time.
- Increases park access and thus resident satisfaction with the park.
- Provides attentive service with the best value.
- Increases property values and social opportunities for the residents.

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

#### **What other options were considered?**

- Do nothing
- Add no additional picnic equipment to new parks

**Department: PARD - Planning**

**By: Jon Krenytzky**

**Date: May 14, 2010**

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

PARD Planning

**Asset/Project Title:**

Park Improvements – Bench Replacement

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
System wide		\$20,000		<b>\$20,000</b>
<b>Project Total</b>		<b>\$20,000</b>		<b>\$20,000</b>

**Project Description:**

Park benches are an integral part of the park and pathway experience. Over the years, various types of benches have been tried, with durability and function being the main criteria. Wood benches have decayed rapidly in the high humidity and have needed almost annual painting. A standard bench was introduced in the park system 10+ years ago, made from recycled plastic. These benches, on galvanized steel frames, have held up extremely well and are easy to maintain. They require no painting and when one of the slats is damaged, it is easily replaced.

SiteScape is a local vendor and is the sole source vendor for the Picnic Table and Bench System. The picnic table and benches used were specifically created for The Woodlands, which is why its model name is “*The Woodlands Series*”. The recycled plastic boards have proven to be reliable and durable lasting approximately 15 to 20 years. Maintenance is minimal and graffiti is easily removed. The price increase with this vendor over the last ten years has been consistent with CPI.

Staff has experience working with other vendors; however it is recommended that for replacement parts, maintenance and operation, a standard picnic table and bench system continue for the community. With a standard system, if a bench or picnic table is damaged at a park, staff can repair in a timely manner with little impact to the user.

To ensure equipment integrity and deter degradation of a park, routine replacement of park equipment is required. Deterioration jeopardizes the safety of residents, discourages continued use and threatens investments already made in resources. Several parks still have wood benches.

Annually, staff has been replacing a bench sporadically throughout the community due to vandalism, a natural occurrence such as a tree fall or the eventual rusting of iron supports. For these reasons, extra benches are kept in stock and by the manufacturer, Sitescape, in order to respond rapidly to a replacement need. This project will replace approximately 30 wood benches throughout the system.

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

Replacement will ensure continuity throughout the Park System in The Woodlands Township and accessibility. The standard picnic table and bench system is used in 95% of the parks in the community, including the new parks. This product has proven itself to be durable, has a pleasing appearance, reduced cost to maintain and no potential to rot.

Typically and when appropriate, staff will utilize Eagle Scout candidates as part of a construction project to fulfill their requirements for advancement to the prestigious rank.

#### **Which critical success factors and service levels are affected by this capital asset/project?**

##### **Describe its benefits:**

- Insures safety when the benches are used.
- Increases park access and thus resident satisfaction with the park.
- Provides attentive service with the best value.
- Increases property values and social opportunities for the residents.

#### **What other options were considered?**

- Not replacing benches

Department: PARD - Planning

By: Jon Krenytzky

Date: May 14, 2010

Updated 2010



# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

PARD Planning

**Asset/Project Title:**

Park Improvements – Swing Improvements

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Acacia Park		\$5,000		\$5,000
Rainprint Park		\$5,000		\$5,000
<b>Project Total</b>		<b>\$10,000</b>		<b>\$10,000</b>

**Project Description:**

The swings in Acacia and Rainprint Parks are the old A-frame style original to the parks with take up excessive space in the play area which requires additional use zone and fall surfacing. Replacement parts for these swings are difficult to find, making maintenance problematic and expensive. The Woodlands standards and playground safety standards indicate that both types of swings should be located in each park to accommodate all ages.

The new swings would be a modern design that is functional and easily maintained. The swings would also match the style that is prevalent in most parks and be manufactured from galvanized steel components with power coated paint.

This project includes the removal of existing swings, swing hardware and swing seat packages for belt and bucket swings and installation.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

- Reduces liability and potential injury.
- Provides equipment for all ages.
- Improves user safety, quality of the playground, community pride and resident satisfaction with the park.

**What other options were considered?**

- Keeping the existing swings and maintaining them as needed.

**Department: PARDS - Planning**

**By: Jon Krenytzky**

**Date: May 14, 2010**

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

PARD Planning

**Asset/Project Title:**

Park Improvements – Grill flue

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Grill flue	Jan		\$10,000	\$10,000
<b>Project Total</b>			<b>\$10,000</b>	<b>\$10,000</b>

**Project Description:**

Just inside the entrance of The Village of Creekside Park and across Creekside Forest Drive from the trailhead to the George Mitchell Nature Preserve, Rob Fleming Park is spacious and inviting. Visitors can enjoy a picnic at the craftsman-style pavilion, snap a family photo in the bluebonnet meadow in the spring, take a walk through the specimen tree grove or the butterfly garden, or enjoy catch and release fishing in the pond. Opened in 2007, Rob Fleming Park has quickly become a resident and visitor favorite.

**Park Amenities:**

- Restrooms
- Play Areas - younger & older
- 55' x 55' Pavilion with electricity and kitchen
- 10 picnic tables
- Five barbecue pits
- Stage
- Bluebonnet meadow
- Butterfly gardens

Due to the size, available kitchen and the overall park experience, to reserve The Lodge at Rob Fleming it costs \$100 for two hours Monday – Thursday and \$500 for six hours Friday – Sunday with additional hours Monday –Thursday \$25, Friday-Sunday \$100. Reservations continue to increase for The Lodge:

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

<i>Year</i>	<i>Number Of Reservation</i>
2009	18
2010 to date	17
2010 scheduled	35
2010	52

This is the potential for additional reservations throughout the year.

After the opening of The Lodge at Rob Fleming Park, it was discovered that the grill was unvented and that smoke rose from the unit and dispersed into the area rather than vented away from activities. It also is discoloring the mosaic art behind the grill. Various options have been investigated to correct the problem. The consensus of staff is that design options should be presented by a qualified professional and modifications made by an appropriate contractor.



Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**



**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

- Would provide a more pleasant atmosphere for grill users.
- Would prevent the degradation of the interior of The Lodge due to smoke condensation.

**What other options were considered?**

- Do not correct the problem.

**Department: PARD - Planning**

**By: Jon Krenytzky**

**Date: May 14, 2010**

Updated 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**

PARD Planning

**Asset/Project Title:**

Park Improvements

Park Rules and ID signs

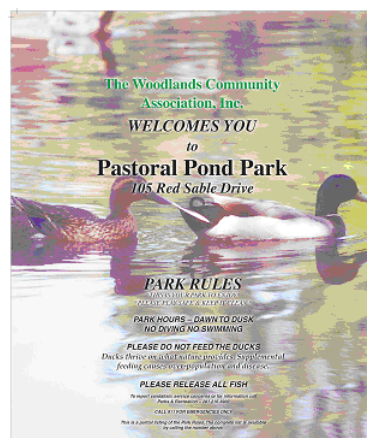
**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Park rules and ID signs		\$6,000		\$6,000
3 new parks				
<b>Project Total</b>		<b>\$6,000</b>		<b>\$6,000</b>

**Project Description:**

- Improved park rule compliance and safety.
- Comprehensive Park and Recreation Master Plan item.
- Coordination (continuation of an on-going project initiated in 2004).

The standard sign for amenity and neighborhood parks in The Woodlands is to install combination park identification and rules sign. This standard has been in place for almost 10 years. When parks are not identified on site, residents are forced to associate the park with an amenity (i.e. Dragon Park) instead of an actual park name, and are uninformed of the rules. Considering the use and function of amenity parks, the signage placed in village and area parks is not necessary. The Consumer Products Safety Commission recommends parks are signed to increase safety, public relations and rule compliance. Also, in case of emergency (i.e. medical, fire, vandalism, etc.) The Woodlands emergency services would be better equipped to locate the park. Accordingly, a combination of the park rule sign and park ID is being installed in all neighborhood and amenity parks.



Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

The typical Park Rules / ID sign is 30" X 36" and manufactured from Phenolic fused plastic. The panel is mounted on 5" powder coated aluminum posts. There are currently 68 of this type of sign in the community parks, with 38 aluminum, screen printed signs. The sign pictured is an Amenity Park Rules sign that is designed for pond parks. The neighborhood park signs have a picture of a playground in the background. The new signs would have The Woodlands Township at the top rather than the old Community Association.

**Which critical success factors and service levels are affected by this capital asset/project?**  
**Describe its benefits:**

- Well informed residents, which will reduce risks and liability and enhances safety.
- Promotes shared management and ownership of parks.
- Reduce emergency services response time.
- Promotes safe and healthy neighborhoods, fosters a sense of community and provides attentive service with the best value.

**What other options were considered?**

- Providing park identification sign and park rules sign separately. (This would significantly increase the cost).
- Not providing signage in the parks.
- Decelerate project.

Department: PARD Planning

By: Jon Krenytzky

Date: May 7, 2010

Updated 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**

Park Operations

**Asset/Project Title:**

Lake & Pond Desiltation

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Lake Pond Desiltation & Renovation		\$100,000		\$70,000
<b>Project Total</b>		<b>\$100,000</b>		<b>\$70,000</b>

**Project Description:**

Over a period of years as ponds fill with mud, silt and plant materials, many ponds and lakes will require desilting. Desilting might also be needed when there is a large accumulation of semi-decomposed leaf litter and other organic debris. This material tends to reduce oxygen levels in the pond or lake, and because it often produces acidic conditions, it can reduce the fertility of the pond or lake. Ponds that have become very shallow as a result of silt and organic debris, fish stocks will be at risk and mortalities may occur. Desiltation of sludge is necessary to protect the biosphere and preserve free water level.

Silt in Cokeberry, Tamarac, Long Lake, Mystic Lake, Alden Bridge and Shadow Point has increased over the years, which have impacted the health of the ponds and wildlife living in them. The ponds have become very shallow and, in some cases, have sand bars due to the increase of silt. This situation promotes invasive aquatic vegetation and algae which grows in shallow water conditions. The silt levels also affects water quality and increases the fluctuations in water quality which intern affects fish and wildlife communities in the ponds. The majorities of residents around these ponds has expressed concerns over the water level and silt build up and have requested repairs to correct the problems. Removing the silt will increase the pond depth back to an adequate water depth and reduce contracted lake management cost by reducing algae blooms and aquatic vegetation.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

- Protection and conservation of resources
- Recommended to protect aquatic animal life, fish and wildlife.
- Reduction of lake & pond maintenance cost.
- Greatly increases water quality and improves fish hatcheries.
- Overall esthetic value and appearance of our lakes & ponds.

**What other options were considered?**

No desiltation to be done at this time.

Department: Park Operations

By: Bill Tesno

Date: 5-6-2010

Updated 2010



# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

PARD Planning

**Asset/Project Title:**

Athletic Facilities Improvements

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Alden Bridge Sports Park Parking Lot Expansion	June	\$275,000		\$275,000
<b>Project Total</b>		<b>\$275,000</b>		<b>\$275,000</b>

**Project Description:**

In 2009, The Woodlands Association reallocated funding from various projects to enhance lighted sports fields in the community. To date, this project has lighted two fields at Lakeside Park in the Village of Alden Bridge which is currently being used by The Woodlands Junior High School Boys Lacrosse Program and a variety of programs by the Woodlands Township Parks and Recreation Department. In 2010-2011 the field is anticipated to be used by additional lacrosse programs, rugby and Department programs. While these fields assisted in filling a void, additional fields are warranted.

Multi-purpose fields are utilized for soccer, rugby, football, lacrosse, field hockey, ultimate Frisbee and a variety of other field sports. On average, over 3,000 reservations are made by organizations, teams and individuals and many are turned away during the fall, winter and spring as the fields are reserved. The Parks and Recreation Department has Memorandums of Understanding with the YMCA and Texas Rush, while the Woodlands Rugby Club and South Montgomery County Girls Softball League are approved athletic associations. These four organizations take up a large segment of the available time. In addition, these facilities are used by the Parks and Recreation Department for programs such as 7 A-Side Soccer, Ultimate Frisbee, flag football and pre-school soccer. These organizations, and other sport organizations (lacrosse, field hockey, etc.) are experiencing growth and our current infrastructure does not have capacity to address their needs. The lack of lighted sports fields is compounded as the community has a variety of leagues, select teams, recreational teams and individuals desiring to use fields all at the same time (peak time), which is typically from 5:30 p.m. to 9:30 p.m. during the week and during the months of October-March.

Currently, there are six fields at the facility with an additional two being developed. 199 parking spots serve the six fields which equates to 1 field to 33 parking spaces ratio. Landology, a local landscape architecture firm, has developed a master plan for this facility which includes the

Updated 2010



# The Woodlands Township

## Request for Capital Asset

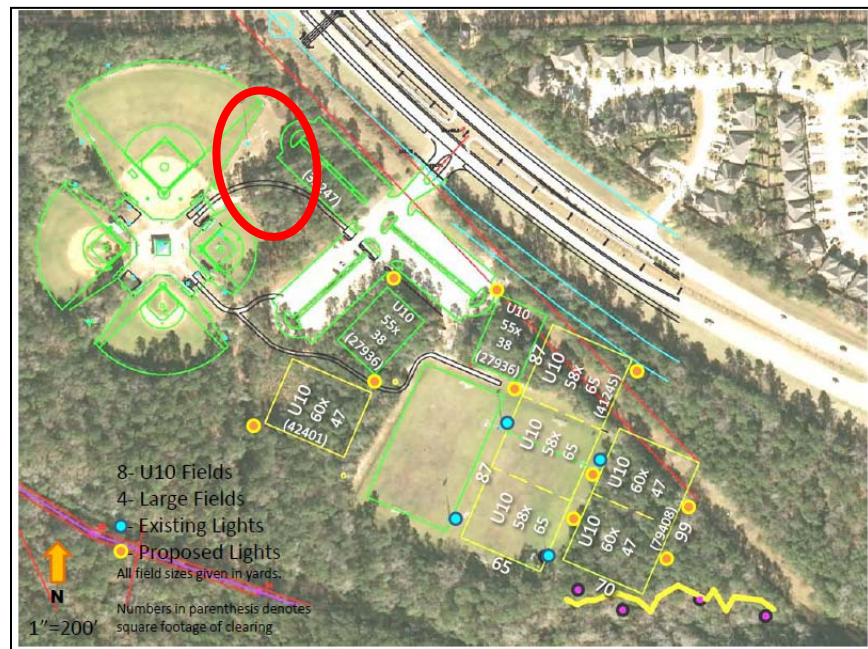
### 2011 Budget

soccer/football field expansion, parking expansion, softball field renovation and aesthetic enhancements. The plan is for Phase I, the field expansion, to occur in 2010 (this is a carried over project) and Phase II, parking in 2011.

The Woodlands Development Company donated additional land to build additional fields in 2010. Staff is currently working with Conoco Phillips for approval to build across the pipeline. This agreement will permit The Township to build additional fields at the complex. The project would include the clearing of approximately seven acres, grading and filling the site, irrigation, seed/sod and lighting the fields to recreational levels. A total of six new fields would be added to the Township's Park System. These fields would be utilized by various sports groups, the Department and for special events. An overflow parking lot and a community garden are planned as part of this project.

Cost for this phase of the project, Phase II, is \$275,000 which includes up to 80 parking spots which provides for additional parking to accommodate the expansion. Cost for the project includes grading, earthwork, demolition, paving, sidewalks, lighting, vegetation and irrigation.

Proposed Field Expansion  
– 2010 Capital  
Improvement Project.  
Parking expansion is to  
the west of the fields.



# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

- Expand the availability parking at the complex
- Ensure the safety of community members versus requiring them to park on SH 242
- Accommodate growth in the community both resident and program wise.

**What other options were considered?**

No other options were considered.

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**

PARD Planning

**Asset/Project Title:**

Athletic Facilities Improvements  
Tennis Court Resurfacing

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Cattail Park	July	\$5,600		\$5,600
Pepperdale Park	July	\$5,600		\$5,600
Cranebrook Park	July	\$5,600		\$5,600
<b>Project Total</b>		<b>\$16,800</b>		<b>\$16,800</b>

**Project Description:**

Currently there are over 4 million young people participating nationally in tennis leagues and lessons every year; adult players total over 23 million - both of these numbers are growing. In The Woodlands this trend is repeated, over 3,000 individuals participate in tennis programs at least once a week and participation at least doubles when unorganized play is factored in. This makes a significant impact on the courts. Courts are on a seven year cycle for resurfacing; this is an approximation dependent on use. Based on bids received in 2010, each court will cost approximately \$2,800 to resurface.

**Cattail Park**, acquired in 1995, is an Area Park in the Village of Cochran's Crossing at 9323 Cochran's Crossing Drive. In the 12.7 acre complex there is a pavilion, picnic areas, a lit basketball court, play areas for age groups, a soccer field, a baseball field, a jogging track, a dog friendly area, 24 parking spaces and two lit tennis courts. The two courts were last surfaced in 2002. The paint is flaking and chipping on the courts.

**Cranebrook Park**, a 12.6 acre Village Park is located at 11800 Cranebrook Drive in the Village of Sterling Ridge, serves residents in a ¾ mile radius. It has a fully stocked picnic area, a pool, play equipment for large and small children, a parking lot, a pavilion, restrooms, a soccer field, tennis courts and a Wheel Friendly Area. The tennis courts paint is fading in many areas and upper coat of paint is flaking and coming loose throughout the courts.

**Pepperdale Park**, located at 17 N. Pentenwell, is in the Village of Sterling Ridge and is a 6.63 acre Area Park serving a ½ mile radius. The park has a basketball court, a picnic area, play equipment for large and small children, a parking lot, a pavilion and tennis courts. The paint on the tennis courts is wearing thin and many areas are chipping.

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

#### **Typical Tennis Court Damage**



Paint chipping



Paint wear and chipping

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

- Systematic resurfacing
- Provides attentive service with the best value.
- Increases property value and social opportunities for residents

**What other options were considered?**

- Decelerate the program.
- Patch the poor areas temporarily until entire court can be resurfaced
- Do nothing.

**Department: PARD - Planning**

**By: Jon Krenytzky**

**Date: April 29, 2010**

Updated 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**  
 PARC Aquatics

**Asset/Project Title:**  
 Pool Plaster Replacement

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Pool Plaster Replacement		\$40,000	\$5,000	\$45,000
<b>Project Total</b>		<b>\$40,000</b>	<b>\$5,000</b>	<b>\$45,000</b>

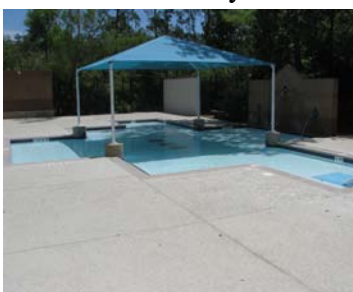
**Project Description:**

This request is for the replacement of the pool plaster at Harper's Landing, Bear Branch, and Lakeside Pools.

Lakeside Baby Pool



Bear Branch Baby Pool



Harper's Landing Main Pool



This request is for the replacement of the pool plaster at the Harper's Landing, Bear Branch Baby, and Lakeside baby Pools. This cost was determined by comparing the costs to do this scope of work with our Windvale & Forestgate baby pool replasterings in 2009. It is normal to replaster a deeper water pool every 10 years and shallower baby pool every 7 years to keep the integrity of the pool. This is Harper's Landing's original plaster, which is 11 years old. Over the years of acid washing a pool, to clean it, the plaster eventually erodes back to the original gunite shell. That is why it is important to replaster the pool back to its normal plaster thickness. The Bear Branch and Lakeside baby pools were replastered approximately 7 years ago. The Lakeside baby pool is starting to show cracks in the plaster and the Bear Branch baby pool is nearing the gunite shell of the pool.

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

This will improve the overall quality of service and operations of the Aquatics Division by having a smooth and white surface. This will eliminate the appearance of a dirty pool due to permanent stains in the original plaster. The pool presently has cracks due to the deterioration of the original plaster and this project will save the Township money with their water bill. This will improve the overall quality of the pool and create a safe and appealing environment for residents to enjoy for years to come.

**What other options were considered?**

No other options were considered.

**Department: PARD - Aquatics**

**By: John McGowan**

**Date: May 5, 2010**

Updated 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**  
 PARD Aquatics

**Asset/Project Title:**  
 Pool Facility Addition

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Pool facility addition	February		\$35,000	<b>\$35,000</b>
<b>Project Total</b>			<b>\$35,000</b>	<b>\$35,000</b>

**Project Description:**



This request is for the addition of a reservable area at Rob Fleming Aquatic Center for guests to hold activities such as: birthdays, group activities, etc.

- Improvement of Operating Efficiency
- Resident Request

**Which critical success factors and service levels are affected by this capital asset/project? Describe its benefits:**

Now that Rob Fleming Aquatic Center has been open for two seasons, the number one request made by residents is for a specific area groups may reserve for themselves during regular pool hours. Currently there isn't a pavilion area next to the pool, unlike all other 12 swimming pools for the Township. Presently, it is a first come first serve basis. Residents enter the park and take occupancy of as many tables as possible. Tables on the back patio area are occupied by people eating at the concession stand. The addition would include an expansion of the pool deck into the sun turf area. There will be six picnic tables and a shade structure overhead. This addition is unlike anything else offered at the other swimming pools but is needed due to the large size of Rob Fleming. At present, the only options available to guests is to pull chairs together or or rent the pool after hours, which is costly.

**What other options were considered?**

Not build this addition.

Department: PARD - Aquatics

By: John McGowan

Date: May 5, 2010

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

PARD Aquatics

**Asset/Project Title:**

Exterior Door/Frame Replacement

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Exterior Door/Frame Replacement	February	\$25,000	\$5,000	\$30,000
<b>Project Total</b>		<b>\$25,000</b>	<b>\$5,000</b>	<b>\$30,000</b>

**Project Description:**

On average, a pool has eight doors which include restroom, pump room and chemical room doors. Doors can become a risk to the public and creating unsafe conditions. Doors have deteriorated to a point where maintenance is not a feasible solution. This needs to be done by systematic refurbishment in order to meet specifications and codes. Staff created a rating system for the doors in order to create a Capital Improvement Programs. This is the final phase of this project.

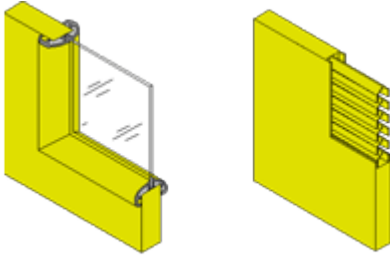
Staff solicited information from *Simon Door*, a company that specializes in Fiberglass Reinforced Polyester (FRP) Flush Doors. Fiberglass doors and frames carry a lifetime warranty against failure due to corrosion from the specific environment named at the time of purchase. Currently these doors are installed at: Sawmill, Falconwing, Bear Branch, Cranebrook and Forestgate Pools. These doors withstand heavy traffic, abuse and adverse conditions (i.e. pool chemicals). They are also ideal where corrosion resistance and ease of cleaning are required. Unlike metal or wood doors, these doors will never rust, corrode, crack, split, peel or rot. All doors would be retrofitted at its current location and include aluminum framing.



# The Woodlands Township

## Request for Capital Asset

### 2011 Budget



#### ***Doors Scheduled for 2011***

Harper's Landing Pool (Men's Restroom)



*Example of the New Door: Ridgewood Pool (Chem Pruf a similar company replaced the door in the 2002 renovation project)*



Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

#### **Which critical success factors and service levels are affected by this capital asset/project?**

##### **Describe its benefits:**

- Secure and healthy environment.
- Decreases maintenance cost.
- Ensures quality, proactive and preventive maintenance practices.
- Systematic replacement.

By using these doors, maintenance expenses would be reduced due to the quality of the door and reduction in man-hours to maintain the existing doors. The maintenance would only require that the doors be washed with soap and water, versus painting (sand, bondo, prime, paint) which improves operating efficiency and overall appearance.

Replacing these doors will reduce the annual maintenance in preparation of the pool season. Deteriorating doors pose a potential risk to accessibility of hazardous rooms and containing the chemicals in the rooms. Additionally, it will also improve maintenance cost since during the season; the life guard staff on site would be able to clean the doors vs. sending the Paint Tech and laborer to the site.

These new doors will have louvers installed to help with ventilation in the pump room and restrooms. The FRP doors unlike the current conventional steel doors will withstand the constant use of water by staff when mopping out the restrooms.

##### **What other options were considered?**

Continue with annual maintenance.

Replace with a lower quality door and spend more money over time to maintain. This is not feasible since over half of the pool doors have already been replaced to the above standard.

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**  
 PARD Aquatics

**Asset/Project Title:**  
 Equipment, Pumps, and Filters

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Equipment, Pumps, and Filters		\$30,000		<b>\$30,000</b>
<b>Project Total</b>		<b>\$30,000</b>		<b>\$30,000</b>

**Project Description:**



This request is for the systematic replacement of pool mechanical systems (equipment, motors and filters) for operational safety and efficiency for all pools. This is an annual capital expense to ensure pools operate for the year, especially during the pool season.

- Compliance with federal and state law.
- Systematic replacement.
- Improvement to operating efficiency.

**Which critical success factors and service levels are affected by this capital asset/project?**  
**Describe its benefits:**

The community has 13 pools varying in age and size. Replacement and upgrade of pool equipment is necessary to ensure that the pools are kept clean and according to safety regulations for our residents. Not only is it important to replace equipment that runs 24 hours a day 365 days a year, but it is necessary to have backup motors and impellers for all filter motors in the case of a failure. These items can be special orders that can take days to weeks to receive. Having backups will prevent any down time and inconvenience to residents. It is also necessary to systemically replace pool portable vacuums which are utilized daily. The play structures at Cranebrook and Windvale are over 7 years old and replacement parts needed are water cannons and rubber hoses.

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

#### *Estimated Budget Breakdown*

<b>Pool</b>	<b>Portable Vacuum Replacement</b>	<b>Motors/Impellers/Back Up Motors</b>	<b>Play Structure Parts</b>	<b>Total</b>
Bear Branch	\$2,000			<b>\$2,000</b>
Cranebrook		\$5,000	\$3,000	<b>\$8,000</b>
Forestgate	\$2,000	\$2,000		<b>\$4,000</b>
Lakeside	\$2,000			<b>\$2,000</b>
Ridgewood		\$3,000		<b>\$3,000</b>
Rob Fleming		\$5,000		<b>\$5,000</b>
Windvale		\$3,000	\$3,000	<b>\$6,000</b>
<b>Total</b>				<b>\$30,000</b>

#### **What other options were considered?**

Purchase needed pool equipment when it breaks down from operational budget.

**Department: PARD - Aquatics**

**By: John McGowan**

**Date: May 5, 2010**

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**  
PARD Aquatics

**Asset/Project Title:**  
Pool Shade Structure Replacement

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Pool Shade Structure Replacement	March	\$11,000		\$11,000
<b>Project Total</b>		<b>\$11,000</b>		<b>\$11,000</b>

**Project Description:**

This project is to replace shade structures at Alden Bridge, Lakeside, and Bear Branch Pools.



- Improved shade available for patrons.
- Resident request.
- Systematic replacement.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

This request is to replace shade structure fabric at Alden Bridge, Lakeside and Bear Branch Pools. The average life expectancy of the shade structure fabric is seven years. The current fabrics have been in place for 10 years. These shade structures are important to protect the lifeguards and the patrons from harmful sun exposure. Each season, staff distributes pool evaluation forms for patrons to fill out and consistently patrons request more shade. Due to the sun, rain and wind, the fabric eventually degrades and tears.

**What other options were considered?**

Do not replace shade fabric.

Department: PARD - Aquatics

By: John McGowan

Date: May 5, 2010

Updated 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**

PARD Aquatics

**Asset/Project Title:**

Pool Deck Refurbishment

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Pool Deck Refurbishment	March	\$6,000	\$4,000	<b>\$10,000</b>
<b>Project Total</b>		<b>\$6,000</b>	<b>\$4,000</b>	<b>\$10,000</b>

**Project Description:**



This request is for the replacement of the pool deck at Harper's Landing Pool.

- Deteriorating facility.
- Systematic replacement.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

Harper's Landing Pool is the only pool in the Village of College Park. The current pool deck was refurbished in 2006 and it is recommended that it is touched up every 5 years. There are a few cracks in the cool deck material originating from original cracks in the pool deck slab. The color seal on the cool deck fades enough to notice in five years. Harper's Landing has more designs than the typical pool cool deck due to the spray ground area. This area is also constantly sprayed with water which causes it to weather more quickly than a typical pool cool deck.

Year	Pool Attendance
2009	7,795
2008	6,707
2007	8,814
2006	9,754

**What other options were considered?**

Leave the pool deck in its current state.

Department: PARD - Aquatics

By: John McGowan

Date: May 5, 2010

Updated 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**

PARD Aquatics

**Asset/Project Title:**

Shade Structure Replacement

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Shade Structure Replacement			\$10,000	\$10,000
<b>Project Total</b>			<b>\$10,000</b>	<b>\$10,000</b>

**Project Description:**

This request is for the replacement shade structure infrastructure at Harper's Landing pool due to accelerated deterioration.

- Deteriorating facility
- Improvement of Operating Efficiency



Harper's Landing Pool

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

Harper's Landing Pool is the only pool in the Village of College Park and services the residents in that village. Though Harper's Landing shade fabric was replaced in 2010, staff discovered that the metal supports require replacement due to rusting. This is the original 10 year old structure. Staff has made repairs to last one more season.

**What other options were considered?**

None. Staff can no longer repair them.

Department: PARD - Aquatics

By: John McGowan

Date: May 5, 2010

Updated 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**  
 PARD Aquatics

**Asset/Project Title:**  
 Swim Team Sound System

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Swim Team Sound System	February		\$4,000	<b>\$4,000</b>
<b>Project Total</b>			<b>\$4,000</b>	<b>\$4,000</b>

**Project Description:**

This request is for the addition of a permanent Sound System at Lakeside Pool to:

- Reduce risk to Public Safety or Health
- Improvement to Operating Efficiency
- Coordination with other projects

Currently, there are three swim team pools: Lakeside, Creekwood and Forestgate. A sound system was installed at Forestgate in 2008. The Department currently has three portable sound systems that are used for the other two swim teams and special events. Typically, staff attempts not to schedule swim meets on the same day as events and other swim meets; however, it is increasingly becoming more difficult the the number of special events and with three swim teams in three divisions. With the growth of special events in the community, it is hard to depend on the portable sound systems for swim meets. This project installs a permanent sound system at Lakeside Pool. There are 4 to 5 home meets a season for each swim team. Staff solicited quotes from several vendors and \$4,000 was provided as an estimate. This sound system would also be used by the pool for the patrons during open swim hours and for special events at Lakeside Park.

**Which critical success factors and service levels are affected by this capital asset/project?**  
**Describe its benefits:**

The permanent sound system enables the program and facility to have a dedicated sound system. Currently, the portable system is limited to one area and requires long cable runs for the speakers. At Lakeside, speakers are needed for the pool area and the two swim team waiting areas of which one is located in the back parking lot. This system is to resemble the system at Forestgate, where everything needed is in one place. In addition, it is safer to have a stationary system instead of wires running along the deck and the system is located in the lifeguard office and protected from the environment. Although the portable system is protected by tents, when it rains it is difficult to keep the system dry. Swim meets are rain or shine and only postponed due to thunder and lighting.



# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

A sound system is required to hold home swim meets during the summer swim league schedule. A permanent sound system reduces staff time to install the portable sound system each swim meet. The life of the portable equipment also is reduced with the constant moving back and forth of the equipment. The Hurricane Swim Team has 240 swimmers so it is possible for a swim meet to host close to 500 swimmers; therefore, with coaches, volunteers and spectators the facility has approximately 2,000 people for each swim meet so it is important to have a sound system with speakers in the correct locations whereas the current portable system is limited. Additionally, the sound system will be used to play music for patron's enjoyment and can be used for special events at the park held throughout the year.

#### **What other options were considered?**

Continue to use portable equipment.

**Department: WRC - Aquatics**

**By: John McGowan**

**Date: May 5, 2010**

Updated 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**  
 PARD Aquatics

**Asset/Project Title:**  
 Swim Team Lane Lines Replacement

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Swim Team Lane Lines Replacement			\$3,000	<b>\$3,000</b>
<b>Project Total</b>			<b>\$3,000</b>	<b>\$3,000</b>

**Project Description:**



This request is to purchase six lane lines for the Riptides Swim Team. This team began at Creekwood pool in 2008. Currently the team uses lane lines pieced together from all the pools which are over ten years old.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

Lane lines typically last approximately six years due to the harsh aquatic environments. The Riptides are the newest team so they have never had their own lane lines. To begin, the swim team used extra lines from various pools were used the lane lines are falling apart. The lane lines also need to be color coordinated per the Northwest Aquatic League rules to help officials determine disqualifications for certain strokes. The team has already grown to approximately 150 swimmers so swim meets can be for around 300 swimmers with over 1000 in attendance at a swim meet. The Riptides home pool is Creekwood Pool.

**What other options were considered?**

Continue to use current older lane lines and take money from swim team revenue to pay for lane lines as they break.

**Department:** WRC - Aquatics

**By:** John McGowan

**Date:** May 5, 2010

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department**  
Park Operations

**Asset/Project Title**  
Lighting Signs

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Neighborhood Sign Lighting			\$94,000	\$94,000
<b>Project Total</b>			<b>\$94,000</b>	<b>\$94,000</b>

**Project Description:**

To add lighting to neighborhood entrance signs in areas that do not currently have them.

**Which service levels are affected by this capital asset/project? Describe its benefits:**

This would bring each neighborhood up to the same level and provide a consistent level of service to all neighborhoods in The Woodlands. Currently, some areas have lighted entrance signs and some do not. This was a supplemental request brought before the board during the budget review meetings and requested to be included by the Board.

**What other options were considered?**

No other options were considered.

**Department: PARD**

**By: John Bruce**

**Date: 9/21/10**

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**  
 PARD Planning

**Asset/Project Title:**  
 Pathway Improvements/Repairs

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
System wide		\$166,000		\$166,000
<b>Project Total</b>		<b>\$166,000</b>		<b>\$166,000</b>

**Project Description:**

Pathways are consistently the number one used amenity in The Woodlands. The pathway replacement program began in 2004. In order to prevent degradation of our pathway assets and to prevent possible injuries caused by hazards on the system, it is necessary to make repairs in a timely fashion. As a result, this is a program consisting of major and minor repairs and replacements, additions and improvements to the pathway system. This funding allows staff to respond positively to the identified deficiencies and hazards in the existing system primarily trip hazard removal and replacement of broken sections. This project addresses five areas of concern:

***Trip Hazard Removal***

In 2007, a pilot program in the Village of Cochran's Crossing was implemented, where a contractor used a saw to horizontally cut off the raised portions. The contractor addressed sections that were raised from ½" to 2". Removal of sections under ½" and over 2" is not advised due to diminished trip potential and compromising the structural integrity of the remaining concrete, respectively. Sections where this technique is preformed leaves the slope smooth, meeting the American Disabilities Act (ADA) guidelines. Pathways that are shattered or have a trip hazard greater than 2" should be removed and replaced in the traditional manner and are added to the replacement portion of Pathway Improvement Program. This funding allows staff to repair trip hazards in a timely manner and prior to creating an unsafe condition.

***Removal and Replacement of Pathways***

This budget allows staff to continue with replacing pathways where necessary. For example: sections that have cracking and excessive heaving due to tree root encroachment, areas that have aggregate exposed creating difficulty for our bicycles, baby strollers and roller blades users and sections that have been badly damaged by the weight of mowing tractors and other construction vehicles working in the areas.

***New Pathways***

With the growth of the community, expansion of roadways, new traffic signal, and new destinations, this allows staff to respond to request for new connectors.

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

#### ***Stop Signs and Stenciling***

As a standard in The Woodlands, pathways that cross a street or driveway should have a stop sign. Pathway intersections are stenciled with six stop bars, one “No motorized vehicles allowed” and one “Slow intersection ahead”. The crosswalk stenciling consists of two painted parallel lines that cross from pathway to pathway across a road as a visual warning to motorists. Reflective glass beads are applied to the paint.

Painting of crosswalks on roadways is a shared responsibility with Montgomery County. Both County Precinct II and III have approved stenciling of certain crosswalks as they are on county roads, with the understanding that the specifications comply with their standards, including the use of reflective beads. The Precincts paint the crosswalks in controlled intersections and at school crossings. Painting crosswalks at neighborhood entries and commercial driveways are at the expense of the community.

#### **Which critical success factors and service levels are affected by this capital asset/project? Describe its benefits:**

- Resident requests.
- Compliance with federal and state law.
- Decreases maintenance cost, liability and potential for injury.
- Ensures quality, proactive and preventive maintenance practices.
- Provides equitable services.

#### **What other options were considered?**

No other options were considered.

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department**

Park Operations

**Asset/Project Title**

Holiday Decorations

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2009 Five-Year Plan	Total Estimated Cost
Banners	April	\$6,400		<b>\$6,400</b>
<b>Project Total</b>		<b>\$6,400</b>		<b>\$6,400</b>

**Project Description:**



Criteria:

- Systematic Replacement
- Continued Service

Replacement of worn out and sun faded banners in The Woodlands. This is required to keep providing service to roadways in The Woodlands. The purchase of additional and/or replacement banners signifies the traditional holidays.

**Which service levels are affected by this capital asset/project? Describe its benefits:**

720 Flag Banners are displayed annually on streetlights throughout the community from approximately June 14<sup>th</sup> through the end of July in celebration of the 4<sup>th</sup> of July. The original 500 banners were donated to the Associations by the South County 4<sup>th</sup> of July Committee. Annually, 980 Dove Banners, in celebration of winter holidays, are displayed on streetlights throughout the community from the week of Thanksgiving through January 16<sup>th</sup>. This annual purchase replaces and/or refurbishes faded, torn and destroyed banners, hangers and brackets.

The banners are installed on streetlight poles which are owned by Entergy and who has given approval for the installation. The County Attorney has determined that the display of these banners does not violate the County Sign Ordinance. Development Standards Committee review and approve the applications to display banners throughout the community along the town wide roads and at each major intersection annually.

*2009 Bid Summary*

Type	Replacement			New			Total
	Number	Cost	Sub-Total	Number	Cost	Sub-Total	
4 <sup>th</sup> of July	30	\$30	\$900.00	30	\$63.75	\$1,912.50	\$2,812.50
Dove Banner	30	\$30	\$900.00	30	\$63.75	\$1,912.50	\$2,812.50
<b>TOTAL</b>	<b>60</b>		<b>\$1,800</b>	<b>60</b>		<b>\$3,825</b>	<b>\$5,625</b>

The 2010 project replaces and refurbishes existing banners and adds banners to new areas in the Village of Creekside Park. Refurbishment of all faded banners includes the application of acrylic paint touchup directly to the marine canvas fabric. The remainder of this capital line item of

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

\$775 will be used to replace the banner infrastructure (fiberglass arms and stainless steel banding).

Arnett Marketing provided banners to the Associations since the inception of the program which commenced 11 years ago. Since Arnett Marketing currently has the graphic print set-up for new replacement banners, it is more advantageous economically to stay with them versus finding another vendor who would charge the set-up and graphics fees. In addition, The Township is assured of an exact image match. In addition, Arnett Marketing has kept their prices for banner refurbishment steady since 2006. The only increase for new banners took place in 2009 with a 6.25% increase.

<i><b>Year</b></i>	<i><b>Replacement Cost</b></i>	<i><b>New Cost</b></i>	<i><b>% Increase</b></i>
2006	\$30	\$60	0%
2007	\$30	\$60	0%
2008	\$30	\$60	0%
2009	\$30	\$63.75	6.25%
2010	\$30	\$63.75	0%

Banner brackets and banding will create revenue opportunities by adding additional locations of community banners like Taste of the Town, Administaff Golf Tournament, The Woodlands Art Festival and many others which are installed by The Woodlands Township Parks and Recreation staff at a cost of \$25 per banner.

#### **What other options were considered?**

1. Do not replace the faded and worn out banners which equates to a reduction in service and signs will not be aesthetically pleasing.
2. Reduce the number of banners in the community.

**Department: PARD Natural Resources**

**By: Chad Fields**

**Date: 5/5/10**

**The Woodlands Community Facilities Development Corporation**  
**Estimated Development Costs 2011**

Revised 6-28-10

Park Name	Parcel	Acres	2010		2011	2012	2013	2014	2015	2016	Total
			2010	Rollover							
<b>Creekside Park</b>											
Fleming Park	2A-2	19.32	350,000	300,000	300,000						300,000
Aquatics Center	2D-1	12.69									0
Mitchell Preserve Trails	4B-1	1700	250,000	200,000	200,000	200,000					600,000
Mitchell Preserve Access			225,000	225,000	225,000						225,000
Timarron Park	CSP West 1	7.5	875,000								0
Tupelo Green Park	5D	8.4	450,000								0
Heritage Mill Pond Park	12D2; 12A	24	50,000	50,000	75,000						75,000
Neighborhood Pond Park	11C1; D2	10.1	30,000	30,000	125,000						125,000
New Harmony Park	5I	3.1			70,000	400,000					470,000
Neighborhood Park	5L	1				75,000	250,000				325,000
Lake Voyager Pond Park	4G-3	7.76	250,000	125,000	125,000						125,000
Lake Paloma Linear Park	2N		300,000	250,000	290,000						290,000
Community Pond Park	2H-2	5.86			125,000						125,000
Linear Pond Park	2I	13.9			100,000	300,000					400,000
Jagged Ridge Park	3L	1.58	350,000		150,000	1,350,000					0
Town Lake Park	2J	14.9									1,500,000
Neighborhood Park	10 D2	3.9				200,000					200,000
Neighborhood Pond Park	6-C	2.4				50,000			50,000		50,000
Neighborhood Pond Park	10-B1	3.1									50,000
Village Park	7B	11.2			200,000	1,000,000	750,000				1,950,000
Neighborhood Pond Park	9A-3	2						125,000			125,000
Neighborhood Pond Park	10-F2	4.2						50,000			50,000
Gateway Trailhead Park	9D-1	1.1				250,000					250,000
Neighborhood Pond Park	9C-2	5.8				150,000					150,000
Neighborhood Pond Park	9G3	1.8							200,000		200,000
Neighborhood Park	6G	12							350,000		350,000
Neighborhood Pond Park	7G2	2.2							50,000		50,000
Neighborhood Park	7D	2							425,000		425,000
Neighborhood Park	7G1									375,000	375,000
Boroughs Park Access	9L	3								300,000	300,000
GMNP Regional Park											2,000,000
<b>Parks Total</b>			3,130,000	1,180,000	1,985,000	3,325,000	2,850,000	1,175,000	1,075,000	675,000	11,085,000



**The Woodlands Community Facilities Development Corporation**  
**Estimated Development Costs 2011**

Pathways	Parcel	L.F.	2010	2010 Rollover	2011	2012	2013	2014	2015	2016	Total
Creekside Park Pathways											
Creekside Forest Drive 5B	Sec. 12	3400	136,000	136,000	136,000						136,000
Creekside Forest Drive	2Q	1100	44,000								0
Tupelo 5D		2950	118,000								0
Creekside Forest Drive 5H	Sec. 15	1200					48,000				48,000
Creekside Forest Drive 5J	Sec 20	1150					46,000				46,000
Creekside Forest Drive	5M- 5R	2500					100,000				100,000
Timarron 11 G1-2 Park	Sec.1	1650	66,000								0
Timarron 11I-2	Sec 2	1750	70,000								0
Timarron 11-F	Sec 1	2500			100,000						100,000
Timarron 11 01-02	Sec 6; 5	1200			48,000						48,000
Timarron	12 D1	750				30,000					30,000
Timarron	11B1; 11A	1800				72,000					72,000
Timarron	12 C2	1200						48,000			48,000
Village Center E/W	510-10E2	3200				128,000					128,000
Creekside Forest Drive	10E2-8A2	2800						112,000			112,000
Creekside Forest Drive	8B2--7A1	2400							96,000		96,000
Creekside Green 2H1-2	Sec. 22	2250	90,000								0
Creekside Green	2I	2500			100,000						100,000
Creekside Green	2J	1050			42,000						42,000
Creekside Green	2K1	2400				96,000					96,000
Creekside Green	6A	2300					92,000				92,000
Creekside Green	6A-8D	2800						112,000			112,000
Lake Paloma	2I	2500			100,000						100,000
Lake Paloma	2N	2200	88,000	88,000	88,000						88,000
Lake Paloma	2M	1500			60,000						60,000
Lake Paloma	2J-2L	2000				80,000					80,000
Lake Paloma	10C-10D	2200						88,000			88,000
Lake Paloma	8B1-2	1200							48,000		48,000
Lake Voyager Neighborhood	Sec.18	750				30,000					30,000
Creekside Forest Blvd.	3A-B	2600	104,000		104,000						104,000
Tupelo Green Neighborhood	5D	2800	156,000								0
New Harmony Neighborhood	S.15, 20 NS	2000					80,000				80,000
New Harmony Neighborhood	Sec 15, 20	2900					116,000				116,000
2I Park Bridge N/S	2I	450				18,000					18,000
Section 14 Neighborhood	3L; Sec 14	1950			78,000						78,000
Section 21 Neighborhood	3M; Sec21	1650			66,000						66,000
TND	5P-5O	1100						44,000			44,000
Village Center N/S	5Q-4L	2400				96,000					96,000

Mitchell Preserve Access	8D2	800						32,000				32,000
Mitchell Preserve Access	73C	1200							48,000			48,000
Mitchell Preserve Access	8E	500						20,000				20,000
NS Neighborhood	10F1-6B2	3200								128,000		128,000
NS Neighborhood	6E-6F	2600								104,000		104,000
GMNP Access	9D2,D3	1250							50,000			50,000
GMNP Access	9G2,G1	1250								50,000		50,000
Creekside Forest Drive	7C2-9L	4200								168,000		168,000
<b>Sterling Ridge Pathways</b>												
WP - BC Montfair Comm		1000	60,000	60,000								60,000
May Valley		10000	320,000	220,000								220,000
<b>Pathway Total</b>		101,050	1,252,000	504,000	1,202,000	550,000	534,000	298,000	502,000	296,000		3,382,000
<b>Total Creekside Park: Parks and Pathways Summary</b>												
			4,382,000		<b>3,187,000</b>	<b>3,875,000</b>	<b>3,384,000</b>	<b>1,677,000</b>	<b>1,373,000</b>	<b>971,000</b>		<b>14,467,000</b>
<b>Source of Funds</b>												
			<b>2010</b>		<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>		<b>Total</b>
Grants-TDPW: Village, Regional Park; Mitchell Preser		150,000	150,000	150,000	150,000	600,000	600,000	500,000	0	0		1,850,000
TWDC		2,116,000	2,116,000	1,518,500	1,518,500	1,637,500	1,392,000	588,500	686,500	485,500		6,308,500
Township		2,116,000	2,116,000	1,518,500	1,518,500	1,637,500	1,392,000	588,500	686,500	485,500		6,308,500
<b>Creekside Park/SR Grand Total</b>			4,382,000	150,000	<b>3,187,000</b>	<b>3,875,000</b>	<b>3,384,000</b>	<b>1,677,000</b>	<b>1,373,000</b>	<b>971,000</b>		<b>14,467,000</b>
<b>Township Parks</b>												
					<b>917,500</b>	<b>1,362,500</b>	<b>1,125,000</b>	<b>337,500</b>	<b>537,500</b>	<b>337,500</b>		<b>4,617,500</b>
<b>Township Pathways</b>												
					<b>601,000</b>	<b>275,000</b>	<b>267,000</b>	<b>251,000</b>	<b>149,000</b>	<b>148,000</b>		<b>1,691,000</b>

modified 6/28/2010

THE TOWNSHIP - PROPOSED 2010 -2015 STREETSCAPE PROJECT BUDGET  
RH 6-7-2010

Project	2010 Budget Revised 2/1/2010	2011 Carryover & New	2012	2013	2014	2015	Total
<b>2010 Projects</b>							
A1. Waterway District Directional Signs	30,000	0					
#2 A2. Mail Ring Road Streetscape	30,000	0					
A3. Pathway- Villa Sport	2000	0					
A4. Waterway Square/ Town Center Street Furniture	20,000	25,000	25,000	25,000			
#14 A5. Timberloch- Waterway Avenue to Woodloch Forest- sidewalks, landscape, lighting	337,000	0					
#8 A6. Waterway Square Place- Fountain Pl. to Woodloch Ct. (north)- sidewalks, landscaping, lighting	163,000	0					
#8 A7. Waterway Square Place- Woodloch Ct. to Woodloch (north)- sidewalks, landscape, lighting	82,000	0					
#7 A8. Waterway Square Place @ new hotel (south) - sidewalk, lighting, landscaping, lighting	119,673	0					
#6 A9. Waterway Ave - Parking Lot to Woodlands Pkwy (east) - sidewalks, ramps, lighting, landscaping	282,708	0					
#4 A10. Woodloch Forest - Lake Robbins Dr to WP (east); L. Robbins to WP (west balance)- pylon lighting, landscaping, tree receptacles	396,111	0					
#9 A11. Six Pines - Timberloch to WP (east & west)- pedestrian lighting	133,291	0					
#10 A12. Timberloch West - Six Pines to Mew (south)- sidewalks, ramps, lighting, landscaping	83,812	0					
#12 A13. Lake Robbins - Woodloch Court to Woodloch Forest Dr. (south)- sidewalks, lighting, landscaping	80,484	0					
#14 A14. Timberloch Place East: Waterway Ave. to Woodloch Forest ( balance north & south)- landscaping, sidewalks, Lighting (Note: This is a duplicate project of A5)	0						
Proposed Additional Project							
#5 A15. Six Pines- Timberloch to L. Robbins Dr.- landscaping/ lighting	315,000						
Design Fees/ Contingency	83,000						
<b>Subtotal</b>	<b>2,158,079</b>						<b>2,158,079</b>
<b>2011 Projects</b>							
#13 B.1 Six Pines- L. Woodlands Dr. to L. Robbins Dr.- landscaping, lighting		392,000					
B.2 Woodloch Ct- L. Robbins Dr. to WW Square Place (east)- sidewalks, landscaping, lighting		81,000					
B.3 L. Woodlands Drive- Grogan's Mill to Six Pines- sidewalks		92,000					
B.4 L. Robbins Drive- Grogan's Mill to Six Pines- sidewalks, landscaping, lighting		827,000					
<b>Subtotal</b>		<b>1,407,000</b>					<b>1,407,000</b>

THE TOWNSHIP - PROPOSED 2010 -2015 STREETSCAPE PROJECT BUDGET  
RH 6-7-2010

Project	2010 Budget Revised 2/1/2010	2011 Carryover & New	2012	2013	2014	2015	Total
<b>2012 Projects</b>							
#11 C1. Grogan's Mill Rd- Woodlands Pkwy to Timberloch- walkway (west) pedestrian lighting, landscaping			300,000				
C2. Grogan's Mill Rd- Timberloch to L. Woodlands Dr.- sidewalks, landscaping, lighting			1,113,000				
<b>Subtotal</b>			1,438,000				1,438,000
<b>2013 Projects</b>							
D1. Riva Row- High Timbers to Six Pines (north)- sidewalks, landscaping, lighting				330,000			
D2. Timberloch- Grogan's Mill to High Timbers- landscaping				28,000			
D3. Timberloch- High Timbers to Six Pines- sidewalks				34,000			
D4. Timberloch- Waterway Court to Six Pines (north)- sidewalks, landscaping, lighting				67,000			
D5 L. Robbins Drive- Woodloch to Lake Robbins- sidewalks, landscaping, lighting				444,000			
<b>Subtotal</b>				928,000			928,000
<b>2014 Projects</b>							
E.1 Waterway Square- Phase 2- including pedestrian bridge over The Waterway, ramp/ elevator & pedestrian mew to Timberloch Place					1,200,000		1,200,000
<b>2015 Projects</b>							
F. 1 Waterway Square- Phase 2 (complete)						1,200,000	1,200,000
<b>Total</b>							8,331,079



# **INFORMATION TECHNOLOGY CAPITAL**

**THE WOODLANDS TOWNSHIP**  
**CAPITAL BUDGET**  
**FOR THE YEAR ENDING DECEMBER 31, 2011**  
**(In Whole Dollars)**

	<b><i>Prior Year Carryover</i></b>	<b><i>2010 Budget</i></b>	<b><i>2010 Forecast</i></b>	<b><i>Carry- Over</i></b>	<b><i>2011 New</i></b>	<b><i>2011 Total</i></b>
<b><u>INFORMATION TECHNOLOGY</u></b>						
<b><u>Computers: software &amp; hardware</u></b>						
Covenant Administration Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GIS Implementation	-	36,000	36,000	-	-	-
Mobile Data Computers	-	17,000	17,000	-	36,000	36,000
Desktop & Laptop Computers (Includes WRC)	-	102,000	102,000	-	63,500	63,500
Printers	-	16,000	16,000	-	16,000	16,000
Software Upgrades	-	11,000	11,000	-	40,000	40,000
Network Management Software	-	40,000	40,000	-	6,000	6,000
Server Replacements	-	33,500	33,500	-	24,000	24,000
Storage Area Network Expansion	-	5,500	5,500	-	60,000	60,000
Meeting Minutes Software	-	-	-	-	-	-
Wireless Technology	-	10,000	10,000	-	-	-
ESRI Software	-	10,000	10,000	-	10,000	10,000
Fixed Asset Tracking	-	60,000	60,000	-	36,000	36,000
Finance Document Scanners	-	-	-	-	3,000	3,000
Records Management Scanners	-	-	-	-	10,000	10,000
Software Licenses	-	-	-	-	10,000	10,000
Neighborhood Services Software	40,000	-	40,000	-	-	-
Cisco Catalyst/WAN Upgrade	-	-	-	-	50,000	50,000
SharePoint Server	-	-	-	-	50,000	50,000
Operating System Upgrade	-	-	-	-	30,000	30,000
Document Managment System	-	-	-	-	200,000	200,000
Heat Software Licenses	-	3,500	3,500	-	-	-
New Office IT Infrastructure	-	-	-	-	400,000	400,000
Staff Vehicle	-	-	-	-	33,000	33,000
<b><i>Total</i></b>	<b><i>\$ 40,000</i></b>	<b><i>\$ 344,500</i></b>	<b><i>\$ 384,500</i></b>	<b><i>\$ -</i></b>	<b><i>\$ 1,077,500</i></b>	<b><i>\$ 1,077,500</i></b>

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

Information Technology

**Asset/Project Title:**

Mobile Data Computers

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
6 Panasonic CF31 Toughbooks with Vehicle mounting hardware	April	\$35,000	\$1,000	\$36,000
<b>Project Total</b>		<b>\$35,000</b>	<b>\$1,000</b>	<b>\$36,000</b>

**Project Description:**

The CF 30 Toughbooks in this request will replace the computers purchased in 2006. The Toughbooks will be used by Park Rangers and Foremen to enter work orders or resident complaints while in the field. The information entered into the laptop will be downloaded upon the ranger's return to the office. Currently, each Ranger reports 25-50 items daily that must be manually entered into a complaint system by two staff members. The new laptops will have software loaded that will provide for immediate generation of work orders once the data is downloaded. The car mount is necessary for the Toughbook because the rangers are in the field during the entire course of their shift.

**Components of the CF30 Toughbook include:**

Vista COA Intel Core 2 Duo SL9300  
1.6GHz(Centrino2VPro), 13.3 Touch  
XGA, 2GB , 160GB, Intel WiFi a/b/g/n,  
Win XP SP2, TPM1.2, Bluetooth,  
Emissive Backlit Keyboard, Wireless  
Ready, No Optical, Toughbook Preferred  
PANASONIC TOUGHBOOK PROTECTION PLUS (3 YEARS)

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

The work responsibilities of the staff require computer equipment. The staff will not be able to effectively perform their duties if there is a Toughbook failure.

**What other options were considered?**

No other options were considered.

**Department: Information Technology**

**By: Darrell Dunn**

**Date: July 2010**

Updated 2010

# *The Woodlands Township*

## *Request for Capital Asset*

### *2011 Budget*

**Department:**  
Information Technology

**Asset/Project Title:**  
PC Replacement

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
24 Dell Optiplex Mini Tower	March	\$87,000		\$33,500
17 Dell Laptop Replacements	March			\$26,500
New Staff PC's	March			\$3,500
<b>Project Total</b>		<b>\$87,000</b>		<b>\$63,500</b>

**Project Description:**

The desktops in this request will replace the computers purchased in 2007. These computers are no longer under warranty, which means vendor support and next-day parts delivery are no longer available. Although industry best practices recommend a desktop refresh cycle of every three years, staff has found that a four year replacement schedule is acceptable for high end uses. Replaced equipment will be reallocated to staff that are not high-end users and whose equipment has lower processing speed.

**Components of the Minitower (Desktops) Include:**

- Intel® Core™ i5 Dual Core Processor 650 with VT (3.20GHz, 4M), Genuine Windows® 7 Professional, No Media, 32-bit, English
- 2GB DDR3 Non-ECC SDRAM, 1333MHz, (1 DIMM)
- 4 Year ProSupport for IT and 4 Year 4HR 7x24 Onsite Service
- 4 Year CompleteCare Accidental Damage Protection

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

The work responsibilities of the staff require computer equipment. The staff will not be able to effectively perform their duties if there is a computer failure.

**What other options were considered?**

No other options were considered.

**Department: Information Technology**

**By: Darrell Dunn**

**Date: July 2010**

Updated 2010



# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department**

Information Technology

**Asset/Project Title**

Printer Replacements

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
18 printer replacements	April	\$16,000		\$16,000
<b>Project Total</b>		<b>\$16,000</b>		<b>\$16,000</b>

**Project Description:**

Replacement of network/shared printers

**Which service levels are affected by this capital asset/project? Describe its benefits:**

The majority of company printers are 10+ years old requiring more frequent service, downtime due to failures, incompatibility with newer software (Vista) and difficulty sourcing replacement parts and toner. Additionally, many of the newer models are more compact requiring less space. Newer printers generate less noise reducing environmental noise and distraction.

**What other options were considered?**

No other options were considered.

**Department: Information Technology**

**By: Donna Webb**

**Date: 4/30/10**

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**  
Information Technology

**Asset/Project Title:**  
Adobe Acrobat Licenses

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
100 CALS - Adobe Acrobat 9 Pro	March	\$40,000		\$40,000
<b>Project Total</b>		<b>\$40,000</b>		<b>\$40,000</b>

**Project Description:**

Purchase of 100 licenses of Adobe Acrobat 9 Professional

**Which critical success factors and service levels are affected by this capital asset/project?**  
**Describe its benefits:**

Adobe Acrobat is the industry standard software used by companies to share documents with other companies securely. It is critical that The Township employees have this software available to them in order to create and share information with outside companies in a secure manner.

Adobe® Acrobat® 9 Pro software builds on the foundational feature set of Acrobat 9 Standard to provide business and creative professionals with additional capabilities, including enhanced security features, high-end print production support, and easy-to-manage electronic document reviews.

**What other options were considered?**

No other options were considered.

**Department:** Information Technology

**By:** Donna Webb

**Date:** 5-14-2010

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**  
Information Technology

**Asset/Project Title:**  
Network Management Software

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
HEAT Plus Knowledge base			\$6,000	\$6,000
<b>Project Total</b>			<b>\$6,000</b>	<b>\$6,000</b>

**Project Description:**

Heat Plus Knowledge is an online knowledge base for Help Desk staff.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

Help Desk staff can publish and retrieve technical documentation and solutions online. HEAT Plus Knowledge facilitates collaboration among Help Desk staff by making it easier to share information through document searching, storage, indexing, reporting and authoring capabilities. With a robust knowledge repository, diagnosis and resolution steps for common service requests and incidents are easily accessible.

**What other options were considered?**

None. The Knowledge module is an add-in to our existing service desk software called Heat.

**Department:** Information Technology

**By:** Donna Webb

**Date:** 5/14/2010

Updated 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department**  
Information Technology

**Asset/Project**  
Server Replacements

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Dell PowerEdge R710 server	Nov.	\$7,167		\$7,167
Dell PowerEdge R710 server	March	\$7,166		\$7,166
Dell PowerEdge R710 server	April	\$7,167		\$7,167
Baracuda Networks Spam Firewall	Jan.	\$2,500		\$2,500
<b>Project Total</b>		<b>\$24,000</b>		<b>\$24,000</b>

**Project Description:**

The current servers will be over 5 years old and will have exceeded their lifetime expectancy. The servers will no longer be under warranty, which will put us at a risk of increased network downtime in the event of a failure. The current industry standard for server replacement is 5 years.

Baracuda Networks SPAM and virus firewall will prevent unwanted Spam and virus E-mail which can hinder employee work production and performance.

**Which service levels are affected by this capital asset/project? Describe its benefits:**

A replacement database server for the current Govern system. This server contains critical operational databases that The Township uses on a daily basis to conduct business.

A replacement application server provides access to software and application that employees utilize to accomplish daily tasks.

A replacement File Transfer (FTP) and Terminal Services (TS) server to allow transferring data and remote connectivity in the network.

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

All of these servers will provide the capability to increase worker productivity and the speed at which the applications and databases can be accessed. These new servers will also help to prevent network outages caused by out of date or obsolete servers that can negatively impact the company and cause productivity losses.

The Barracuda Spam and Virus Firewall is an integrated hardware and software solution for complete protection of our email server. It provides a powerful and affordable solution to eliminating spam and viruses from our organization

In addition, all Barracuda Spam and Virus Firewall models include essential outbound filtering techniques including attachment scanning, virus filtering, rate controls and encryption. These features help to ensure that all outgoing email is legitimate and virus-free.

#### **What other options were considered?**

No other options were considered.

**Department: Information Technology**

**By: Mark Sossaman**

**Date: May18, 2010**

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

Information Technology

**Asset/Project Title:**

Storage Area Network

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
EMC SAN	June	\$60,000		<b>\$60,000</b>
<b>Project Total</b>		<b>\$60,000</b>		<b>\$60,000</b>

**Project Description:**

A Storage Area Network (SAN) consolidates the data storage devices of multiple servers. Since servers can share the storage resources of the Storage Area Network, each server does not need to preserve its own storage capability for growth or seasonal peak usage. Backup devices can also be consolidated in a Storage Area Network environment. Servers can share common back-up devices within a Storage Area Network.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

The current SANs are at 85% capacity and close to maximum capacity. The SAN expansion will also allow for offline data back-ups. The current back-up process takes over 18 hours daily. The SAN will improve data reliability by providing redundant back-up data. With the expansion of electronic document storage for open records, this expansion is required to maintain transparency.

**What other options were considered?**

No other options were considered.

**Department:** Information Technology

**By:** William Pham

**Date:** 05/20/2010

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department**

Information Technology

**Asset/Project Title**

ESRI ArcInfo License

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
ArcInfo Concurrent Use License	January	\$10,000		<b>\$10,000</b>
<b>Project Total</b>		<b>\$10,000</b>		<b>\$10,000</b>

**Project Description:**

Required ArcInfo license for GIS Coordinator position

**Which service levels are affected by this capital asset/project? Describe its benefits:**

ArcInfo is the software used to access GIS data. One license is required for each user. ArcInfo provides a complete set of advanced administration, cartography and geoprocessing tools. ArcInfo provides data visualization, query, analysis and integration capabilities along with the ability to create and edit geographic features. It has a comprehensive set of tools to create, edit and ensure the quality of the data and allows for advanced spatial analysis and data manipulation.

**What other options were considered?**

No other options were considered.

**Department: Information Technology**

**By: William Pham**

**Date: June, 2010**

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**  
Information Technology

**Asset/Project Title:**  
Fixed Assets Tracking

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Sage MIP-Fixed Assets Module	Jan	\$20,000	\$16,000	\$36,000
<b>Project Total</b>		<b>\$20,000</b>	<b>\$16,000</b>	<b>\$36,000</b>

**Project Description:**

The Sage MIP-Fixed Assets Module will link the Township's Accounting system with the Asset Management system used by the former Community Associations. Currently all asset information is housed in a separate system from the Township accounting system. This project includes data conversion services, design/set-up, bar code scanning, on-site training

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

Fixed Assets tracking software provides a method to track fixed asset inventories of capital equipment, computers and furniture, and to calculate depreciation. Currently all asset information is housed in a separate system from the Township accounting system. As a result gathering data is inefficient. This project includes data conversion services, design/set-up, bar code scanning, on-site training

**What other options were considered?**

No other options were considered.

**Department:** Information Technology

**By:** William Pham

**Date:** 05/20/2010

Updated 2010



# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

Information Technology

**Asset/Project Title:**

Document Scanners

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
3 Canon document scanners	Jan		\$3,000	<b>\$3,000</b>
<b>Project Total</b>			<b>\$3,000</b>	<b>\$3,000</b>

**Project Description:**

Purchase of 3 document scanners for Accounts Payable processing.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

Accounts Payable is moving towards electronic records. By scanning invoices and documents they will increase efficiency by reducing paperwork and filing. Routing of electronic documents will provide for a more efficient workflow and reduce the building space requirements for paper files.

**What other options were considered?**

Remain paper-based files.

**Department: Information Technology**

**By: William Pham**

**Date: 05/20/2010**

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

Information Technology

**Asset/Project Title:**

Multi Page Scanners

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Multi page scanners	Feb		\$10,000	\$10,000
<b>Project Total</b>			<b>\$10,000</b>	<b>\$10,000</b>

**Project Description:**

Scanning of documents company wide for Information Management System

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

The Woodlands Township Strategic Plan and Focus Area 2 - Ensure effective communication and provide an atmosphere of transparency and trust

**What other options were considered?**

No other options were considered

**Department: Information Technology**

**By: Maria Whitehead**

**Date: May 12, 2010**

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

Information Technology

**Asset/Project Title:**

Software License

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Software Licenses	May	\$10,000		<b>\$10,000</b>
<b>Project Total</b>		<b>\$10,000</b>		<b>\$10,000</b>

**Project Description:**

Purchase of software licenses for mission critical applications to maintain proper legal software use.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

Software licensing maintains proper legal software use.

**What other options were considered?**

No other options were considered.

**Department: Information Technology**

**By: William Pham**

**Date: 05/20/2010**

Updated 2010

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**

Information Technology

**Asset/Project Title:**

WAN Upgrade: Intrusion Detection/Prevention System

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
Juniper-Intrusion Detection/Prevention System	April	\$40,000		\$38,000
<b>Project Total</b>		<b>\$40,000</b>		<b>\$38,000</b>

**Project Description:**

An **IDS** is a device that monitors network and/or system activities for malicious activities or policy violations and produces reports to a Management Station. Intrusion detection is the process of monitoring the events occurring in a computer system or network and analyzing them for signs of possible incidents, which are violations or imminent threats of violation of computer security policies, acceptable use policies, or standard security practices. Intrusion prevention is the process of performing intrusion detection and attempting to stop detected possible incidents.

Intrusion detection and prevention systems (IDPS) are primarily focused on identifying possible incidents, logging information about them, attempting to stop them, and reporting them to security administrators. In addition, organizations use IDPSs for other purposes, such as identifying problems with security policies, documenting existing threats, and deterring individuals from violating security policies. IDPSs have become a necessary addition to the security infrastructure of nearly every organization

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

These IDP Intrusion Detection and Prevention Appliances offer continual intrusion detection security coverage for enterprise networks. The system will reduce the risk of staff down time as a result of a network security breach.

**What other options were considered?**

No other options were considered.

Department: Information Technology

By: William Pham

Date: 05/12/2010

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

Information Technology

**Asset/Project Title:**

WAN Upgrade:

Anti-Spam, Anti-Virus, Virus Outbreak Filter and Encryption

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Cisco IronPort Appliance Bundle			\$12,000	<b>\$12,000</b>
<b>Project Total</b>			<b>\$12,000</b>	<b>\$12,000</b>

**Project Description:**

The Cisco IronPort Appliance provides advanced threat prevention, blocks spam and viruses, and enables corporate email policy enforcement.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

The Township's current anti-spam/virus system is seven years old and has reached its maximum capacity. The new system will minimize outbreaks by:

- Minimizes risk with real-time, proactive protection
- Saves resources by stopping threats sooner
- Protects against malicious links and malware
- Prevents data loss and compliance risk
- Lowers management and overall costs

**What other options were considered?**

Leave as is.

**Department: Information Technology**

**By: William Pham**

**Date: 05/20/2010**

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**  
Information Technology

**Asset/Project Title:**  
Sharepoint Server

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Sharepoint 2010	April	\$25,000	\$25,000	\$50,000
<b>Project Total</b>		<b>\$25,000</b>	<b>\$25,000</b>	<b>\$50,000</b>

**Project Description:**

This project will upgrade the Township's collaboration and content management system. Microsoft Office SharePoint Server 2010 is an integrated suite of server capabilities that can help improve organizational effectiveness by providing comprehensive content management and enterprise search, accelerating shared business processes, and facilitating information-sharing across boundaries for better business insight. Office SharePoint Server 2010 supports all intranet, extranet, and Web applications across an enterprise within one integrated platform, instead of relying on separate fragmented systems.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

Sharepoint is the Township's primary system for managing and collaborating on documents. Using SharePoint 2010, staff can share ideas and expertise, create custom solutions for specific needs, and find the right information to make better decisions. For IT, SharePoint 2010 helps cut training and maintenance costs, saves time and effort, and focuses on higher business priorities.

**What other options were considered?**

No other options were considered.

**Department: Information Technology**

**By: William Pham**

**Date: 05/22/2010**

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

Information Technology

**Asset/Project Title:**

Operating System Upgrade

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Sql Server 2008 Upgrade	June	\$40,000		\$30,000
<b>Project Total</b>		<b>\$40,000</b>		<b>\$30,000</b>

**Project Description:**

This is for the upgrade from SQL 2000 and SQL 2005 to SQL 2008 software on all current SQL servers.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

Microsoft SQL Server is the database platform for all Township databases. The Township's database platforms will be over six years old.

SQL Server 2008 provides a high performance database platform that's reliable, scalable, and easy to manage. SQL Server 2008 R2 builds on the 2008 release and helps IT departments provide even more cost-effective scalability on today's most advanced hardware platforms using familiar SQL Server administration tools.

**What other options were considered?**

Do not upgrade the software on the servers.

**Department:** Information Technology

**By:** William Pham

**Date:** 05/23/2010

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

Information Technology

**Asset/Project Title:**

Enterprise wide Information Management System

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Information Management System	February	\$200,000		<b>\$200,000</b>
<b>Project Total</b>		\$200,000		<b>\$200,000</b>

**Project Description:**

Records and Document Management System Software purchase and implementation of a companywide system to manage records, central files, retention and compliance with local government and state law.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

The Woodlands Township Strategic Plan and Focus Area 2 - Ensure effective communication and provide an atmosphere of transparency and trust

**What other options were considered?**

No other options were considered

**Department: Records Management**

**By: Maria Whitehead**

**Date: May 12, 2010**

Updated 2010



# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department:**

Information Technology

**Asset/Project Title:**

New Building IT Infrastructure

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
IT Infrastructure	May		\$400,000	\$400,000
<b>Project Total</b>			<b>\$400,000</b>	<b>\$400,000</b>

**Project Description:**

The consolidation of Township offices to a centralized location requires the redesign and installation of a new IT infrastructure.

This includes all voice and data services and network infrastructure for the Local Area Network as well as the Wide Area Network.

**Which critical success factors and service levels are affected by this capital asset/project?**

**Describe its benefits:**

The relocation to a centralized Township facility necessitates the installation of IT infrastructure for staff operations.

**What other options were considered?**

No other options were considered.

**Department: Information Technology**

**By: William Pham**

**Date: 06/28/2010**

Updated 2010

# **The Woodlands Township**

## **Request for Capital Asset**

### **2011 Budget**

**Department**

Information Technology

**Asset/Project Title**

Department Vehicle

**Proposed Capital Expenditure:**

<b>Item</b>	<b>Month of Purchase</b>	<b>Amount Included in 2010 Five-Year Plan</b>	<b>Amount NOT Included in 2010 Five-Year Plan</b>	<b>Total Estimated Cost</b>
Department Vehicle	March		\$33,000	\$33,000
<b>Project Total</b>			<b>\$33,000</b>	<b>\$33,000</b>

**Project Description:**

Purchase department vehicle for field staff.

**Which critical success factors and service levels are affected by this capital asset/project?****Describe its benefits:**

Personnel are in the field on a daily basis eight hours a day. The staff's personal vehicles do not have suitable cargo space for carrying IT equipment from various site locations daily. Staff currently uses a 1998 Chevy Tahoe donated by The Woodlands Fire Department. As the vehicle is over 12 years old, its operational costs exceed its net value.

**What other options were considered?**

No other options were considered.

**Department: Information Technology****By: William Pham****Date: 05/07/10**

Updated 2009



## **OTHER CAPITAL**

**THE WOODLANDS TOWNSHIP**  
**CAPITAL BUDGET**  
**FOR THE YEAR ENDING DECEMBER 31, 2011**  
**(In Whole Dollars)**

	<u>Prior Year</u> <u>Carryover</u>	<u>2010</u> <u>Budget</u>	<u>2010</u> <u>Forecast</u>	<u>Carry-</u> <u>Over</u>	<u>2011</u> <u>New</u>	<u>2011</u> <u>Total</u>
<b><u>GENERAL</u></b>						
2201 Lake Woodlands Office Leasehold Improvements	\$ -	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -
New Office Leasehold Improvements	-	-	-	-	500,000	500,000
10001 Woodloch Leasehold Improvements	-	25,000	25,000	-	-	-
Office Equipment	27,029	15,000	42,029	-	-	-
<b><u>Total</u></b>	<b><u>\$ 27,029</u></b>	<b><u>\$ 75,000</u></b>	<b><u>\$ 102,029</u></b>	<b><u>\$ -</u></b>	<b><u>\$ 500,000</u></b>	<b><u>\$ 500,000</u></b>

# The Woodlands Township

## Request for Capital Asset

### 2011 Budget

**Department:**  
Non-Departmental

**Asset/Project Title:**  
Leasehold Improvements

**Proposed Capital Expenditure:**

Item	Month of Purchase	Amount Included in 2010 Five-Year Plan	Amount NOT Included in 2010 Five-Year Plan	Total Estimated Cost
New Facility Build-Out	November		\$500,000	\$500,000
<b>Project Total</b>			<b>\$500,000</b>	<b>\$500,000</b>

**Project Description:**

At the Township Board of Directors meeting on June 23, 2010, the Board approved a letter of intent to lease an office building and authorized the President / General Manager to execute a final lease agreement, which will combine the Township's administrative office facilities at one central location. This capital expenditure is for the build-out of the new facility.

**Which critical success factors and service levels are affected by this capital asset/project?**  
**Describe its benefits:**

The consolidation of administrative office space will allow a more efficient workflow between departments thus providing better services to the residents.

# SPECIAL REVENUE FUND

---



## *In This Section You Will Find:*

**Special Revenue Fund Overview .....13-1**

**Statement of Revenues, Expenditures and Changes in Fund Balance .....13-7**

# SPECIAL REVENUE FUND



## The Woodlands Township Economic Development Zone

From 2001 to 2006, the Board created several economic development zones to fund improvement projects through the imposition an incremental sales tax. The additional 1% sales tax was collected within each designated zone to include funding for: the Cynthia Woods Mitchell Pavilion expansion, Town Green Park, Market Street, Waterway Square, The Woodlands Mall expansion, Fire Station #6, and The Woodlands Fire Training Facility.

Following a public hearing held on November 16, 2007, the existing economic development zones were reorganized as The Woodlands Township Economic Development Zone and the Zone's boundaries were expanded to coincide with the boundaries of The Woodlands Township. Collections of the incremental sales and use tax will be used exclusively to satisfy funding obligations under the Transition Agreement, for The Woodlands Fire Department, and other previously established improvement projects approved by the Board. On November 3, 2009, voters decided in favor of The Woodlands Township's Bond Election. Proposition III of the bond election allowed for refinancing of Fire Station #6 and The Woodlands Fire Training Facility.

### What is an Economic Development Zone?

The Economic Development Zone is a political subdivision of the State, separate from The Woodlands Township with a separate governing body appointed by The Woodlands Township. The Zone possesses the same power and authority as the Township to assess a tax, either ad valorem or a sales and use tax, and use such tax to promote the initial development or substantial redevelopment of an area if the Board finds that the creation of the Zone furthers the public purpose of:

- (1) the development and diversification of the economy of the Township and the State;
- (2) the elimination of unemployment or underemployment in the Township and the State;
- (3) the development or expansion of transportation or commerce in the Township and the State; or,
- (4) the promotion and stimulation of business, commercial, and economic activity in the Township and the State.

### Incremental Sales Tax Collections

The proposed 2011 budget includes incremental sales tax collections generated by the Zone of **\$15,559,318**. These collections have been committed for specific projects to the extent of actual collections. The terms and obligations of repayment to third-party developers (net revenue payments) and the Township (priority payments) for each project are outlined below. In accordance with each financing plan, payments are contingent upon the actual receipt of sales tax collections within the Zone.

Incremental Sales Tax Revenue by Project	
EDZ #1	\$95,902
EDZ #2	1,222,847
EDZ #3	855,305
EDZ #4	-
EDZ #5	13,385,264
<b>Total</b>	<b>\$15,559,318</b>

## Project #1 (Cynthia Woods Mitchell Pavilion Expansion)



Approved in September of 2000, project costs include the redevelopment, rehabilitation, expansion and enlargement of The Cynthia Woods Mitchell Pavilion by the Center for the Performing Arts at The Woodlands.

In accordance with the approved financing plan, a one-percent incremental sales tax collected within the entertainment venue, along with any interest earnings, are allocated to the payment of project costs as identified in the project plan until: 1) October 1, 2020; or 2) the aggregate amount of payments for project costs equals \$1,350,000, whichever occurs first.

As of December 31, 2009, aggregate net revenue payments excluding one-time capital grants were \$1,114,098.



### PAVILION EXPANSION

Project Cost: \$ 1,350,000  
Effective date: March, 2001  
Maturity: October, 2020

Period	Year	Original	Actual & Projected	%	Overage/ (Shortage)
0	Stub	-	64,661	-	64,661
1	2002	71,053	88,169	124%	17,116
2	2003	71,053	91,980	129%	20,928
3	2004	71,053	116,791	164%	45,738
4	2005	71,053	71,038	100%	(15)
5	2006	71,053	149,627	211%	78,575
6	2007	71,053	132,403	186%	61,351
7	2008	71,053	208,123	293%	137,071
8	2009	71,053	191,305	269%	120,252
9	2010	71,053	140,000	197%	68,947
10	2011	71,053	95,902	135%	24,849
11	2012	71,053	-	0%	(71,053)
12	2013	71,053	-	0%	(71,053)
13	2014	71,053	-	0%	(71,053)
14	2015	71,053	-	0%	(71,053)
15	2016	71,053	-	0%	(71,053)
16	2017	71,053	-	0%	(71,053)
17	2018	71,053	-	0%	(71,053)
18	2019	71,053	-	0%	(71,053)
19	2020	71,053	-	0%	(71,053)
<b>Total</b>		<b>1,350,000</b>	<b>1,350,000</b>		<b>(0)</b>



## Project #2 (Market Street Public Enhancements & Town Green Park)



Approved in November of 2002, project costs include public enhancements to the mixed-use development located at Market Street within the boundaries of the Township and the development of Town Green Park. Approved reimbursable public enhancement costs of \$10,600,000 for the Market Street project include, among other items, improvements to parking facilities, public art and architectural elements, public restrooms, and public plazas. Approved project costs for Town Green Park were \$4,336,823.



The approved financing plan has a term effective for fiscal year 2005 and not to exceed thirty years or until the repayment of all project costs, whichever occurs first. The one-percent incremental sales tax collected within the boundaries of the project, along with any interest earnings, are allocated to the payment of project costs as identified in the financing plan as follows: 1) the first \$200,000 of annual collections are reimbursed to the Township as a priority payment and applied to Town Green project costs, not to exceed \$4,336,823, plus interest; and 2) annual collections in excess of the priority payment are reimbursed to the Market Street developer and applied to public enhancement costs, not to exceed \$10,600,000, plus interest. During the 24th annual period or fiscal year 2028, the Township's priority payment for subsequent annual periods will be recalculated to fully amortize the outstanding unpaid project costs for the Town Green Park project, and then to the remaining unamortized balance for the Market Street project.

As of December 31, 2009, aggregate net revenue payments including interest to the developer were \$3,268,574 and priority payments to the Township were \$800,000.

Annual Periods From Stub Period	Projected EDZ2 Sales Tax Revenues * <sup>(1),(2)</sup>	TCID Priority Pmt. <sup>(2)</sup>	TCID New Priority Pmt. <sup>(4)</sup>	TCID Total Payments * <sup>(5)</sup>	Capital Expenditures *	Developer's EDZ Revenue <sup>(3),(5)</sup>	TradeMark's Principal Balance After Annual Payment * <sup>(1),(5)</sup>
0	\$226,603	0	0	\$0	\$3,935,250	\$226,603	\$3,885,733
1	1,061,665	0	0	\$0	\$6,664,750	\$1,061,665	\$10,183,054
2	1,107,571	200,000	0	\$200,000		\$907,571	\$10,191,958
3	1,129,722	200,000	0	\$200,000		\$929,722	\$10,179,512
4	1,152,317	200,000	0	\$200,000		\$952,317	\$10,143,352
5	1,175,363	200,000	0	\$200,000		\$975,363	\$10,080,891
6	1,198,870	200,000	0	\$200,000		\$998,870	\$9,989,301
7	1,222,847	200,000	0	\$200,000		\$1,022,847	\$9,865,491
8	1,247,304	200,000	0	\$200,000		\$1,047,304	\$9,706,080
9	1,272,251	200,000	0	\$200,000		\$1,072,251	\$9,507,377
10	1,297,696	200,000	0	\$200,000		\$1,097,696	\$9,265,345
11	1,323,649	200,000	0	\$200,000		\$1,123,649	\$8,975,577
12	1,350,122	200,000	0	\$200,000		\$1,150,122	\$8,633,257
13	1,377,125	200,000	0	\$200,000		\$1,177,125	\$8,233,125
14	1,404,667	200,000	0	\$200,000		\$1,204,667	\$7,769,439
15	1,432,761	200,000	0	\$200,000		\$1,232,761	\$7,235,927
16	1,461,416	200,000	0	\$200,000		\$1,261,416	\$6,625,745
17	1,490,644	200,000	0	\$200,000		\$1,290,644	\$5,931,418
18	1,520,457	200,000	0	\$200,000		\$1,320,457	\$5,144,788
19	1,550,866	200,000	0	\$200,000		\$1,350,866	\$4,256,953
20	1,581,884	200,000	0	\$200,000		\$1,381,884	\$3,258,195
21	1,613,521	200,000	0	\$200,000		\$1,413,521	\$2,137,911
22	1,645,792	200,000	0	\$200,000		\$1,445,792	\$884,531
23	1,678,708	200,000	514,569	\$714,569		\$964,139	\$0
24	1,712,282	0	1,712,282	\$1,712,282		\$0	\$0
25	1,746,527	0	1,746,527	\$1,746,527		\$0	\$0
26	1,781,458	0	1,781,458	\$1,781,458		\$0	\$0
27	1,817,087	0	1,817,087	\$1,817,087		\$0	\$0
28	1,853,429	0	1,853,429	\$1,853,429		\$0	\$0
29	1,890,497	0	1,890,497	\$1,890,497		\$0	\$0
30	1,928,307	0	1,928,307	\$1,928,307		\$0	\$0
<b>Total Cash Flow</b>	<b>\$44,253,409</b>	<b>\$4,400,000</b>	<b>\$13,244,156</b>	<b>\$17,644,156</b>		<b>\$26,609,253</b>	
<b>Total Capital Expenditures <sup>(3)</sup></b>					<b>\$10,600,000</b>		
<b>Present Value</b>							
<b>Discounted @ 9% <sup>(3)</sup></b>	<b>\$12,475,975</b>					<b>\$9,672,348**</b>	
<b>Present Value</b>							
<b>Discounted @ 6.5% <sup>(3)</sup></b>	<b>\$16,644,023</b>	<b>\$2,034,022</b>	<b>\$2,302,800</b>	<b>\$4,336,823</b>			

## Project #3 (Mall Expansion Public Enhancements & Waterway Square)



Approved in July of 2003 and amended in October of 2004, project costs include public enhancements to the mixed-use development located at The Woodlands Mall expansion within the boundaries of the Township and a portion of the development costs of Waterway Square. Approved reimbursable public enhancement costs of \$7,499,111 for the Mall Expansion project include, among other items, costs for utility relocations, landscaping, signage, paving and sidewalks, lighting improvements, and related engineering, surveying, and other soft costs. Approved project costs for the Waterway Square project were \$4,343,164.

The approved financing plan has a term effective for fiscal year 2004 and not to exceed thirty years, or until the repayment of all project costs, whichever occurs first. The assessed one-percent incremental sales tax collected within the boundaries of the project, along with any interest earnings, are to be used to pay project costs identified in the financing plan as follows: 1) the first \$350,000 of annual collections are reimbursed to the Township as a priority payment and applied to Waterway Square project costs, not to exceed \$4,343,164, plus interest; and 2) annual collections in excess of the priority payment are reimbursed to the developer of the Mall Expansion project and applied to public enhancement costs, not to exceed \$7,499,111 plus interest.

As of December 31, 2009, aggregate net revenue payments including interest to the developer were \$1,555,524 and priority payments to the Township were \$2,100,000 plus \$2,868 for stub year allocations.

Calendar Year Following Commencement Date	Projected EDZ3 Sales Tax Revenue	EDZ #3 Project	Mall Expansion Project
1	\$695,441	\$350,000	\$345,441
2	\$716,304	\$350,000	\$366,304
3	\$737,793	\$350,000	\$387,793
4	\$759,927	\$350,000	\$409,927
5	\$782,725	\$350,000	\$432,725
6	\$806,207	\$350,000	\$456,207
7	\$830,393	\$350,000	\$480,393
8	\$855,305	\$350,000	\$505,305
9	\$880,964	\$350,000	\$530,964
10	\$907,393	\$350,000	\$557,393
11	\$934,615	\$350,000	\$584,615
12	\$962,653	\$350,000	\$612,653
13	\$991,533	\$350,000	\$641,533
14	\$1,021,279	\$350,000	\$671,279
15	\$1,051,917	\$350,000	\$701,917
16	\$1,083,475	\$350,000	\$733,475
17	\$1,115,979	\$350,000	\$765,979
18	\$1,149,458	\$350,000	\$799,458
19	\$1,183,942	\$350,000	\$833,942
20	\$1,219,460	\$350,000	\$869,460
21	\$1,256,044	\$350,000	\$906,044
22	\$1,293,725	\$350,000	\$943,725
23	\$1,332,537	\$350,000	\$982,537
24	\$1,372,513	\$350,000	\$1,022,513
25	\$1,413,689	\$350,000	\$1,063,689
26	\$1,456,099	\$350,000	\$1,106,099
27	\$1,499,782	\$350,000	\$1,149,782
28	\$1,544,776	\$350,000	\$1,194,776
29	\$1,591,119	\$350,000	\$1,241,119
30	\$1,638,853	\$350,000	\$1,288,853
<b>Total Cash Flow</b>		<b>\$33,085,899</b>	<b>\$10,500,000</b>
<b>Present Value</b>			
<b>Discounted @ 7%</b>		<b>\$11,842,276</b>	<b>\$4,343,164</b>
			<b>\$7,499,111</b>

1. All sales taxes collected by EDZ1, after first deducting the actual cost of construction inspection fees incurred by EDZ3 or TCID, if any, through the calendar year ending December 31 of the year in which there are retail sales from the Mall Expansion Project, shall be split 58% to The Woodlands Mall Expansion Project and 42% to the Current District Project.

2. Beginning January 1, 2005, the first \$350,000 in sales tax revenues collected by EDZ3 for any calendar year during the duration of EDZ3 shall be applied to amortization of the Current District Project, with the remaining tax revenues collected by EDZ3 for such calendar year, up to the annual amount projected for such calendar year, as shown in Exhibit C-2 hereto, being applied entirely to amortization of The Woodlands Mall Expansion Project.

3. Any shortage in sales tax revenues collected by EDZ3 for any full calendar year, relative to the projected sales tax collections projected in Exhibit C-2 hereto for such calendar year, shall cause the shortfall amount to be carried forward as unamortized to the next following calendar year, but not beyond 30 years.

4. Any such sales tax revenues collected by EDZ3 for each calendar year during the duration of EDZ3 in excess of the annual amount projected for such calendar year in Exhibit C-2 hereto shall be applied first to repayment of any shortages carried forward from prior calendar years by TCID, then to any shortages carried forward from prior calendar years by TWMA, and then shall be applied, pro rata and without priority, 75% to amortization of the Current District Project and 25% to amortization of The Woodlands Mall Expansion Project.

5. TCID and/or EDZ3 shall have the option at any time to prepay the remaining unamortized amount of The Woodlands Mall Expansion Project and to relieve TCID and/or EDZ3 of any further payment obligation to TWMA, except as may be established by separate contractual agreement between the parties.

6. In no event shall the duration of EDZ3 exceed 30 years from January 1, 2005, and any unamortized amounts remaining after the expiration of EDZ3 shall not be recoverable or reimbursable from any source by EDZ3 and/or TCID.

7. For all purposes herein, sales tax collections by EDZ3 shall mean sales and use taxes actually received and retained by EDZ3, net of any administrative fees, adjustments, withholdings, reimbursements or setoffs by the Texas Comptroller of Public Accounts.

Mall Expansion Projected Sales	
\$69,544,110	
71,630,433	
73,779,346	
75,992,727	
78,272,508	
80,620,684	
83,039,304	
85,530,483	
88,096,398	
90,739,290	
93,461,469	
96,265,313	
99,153,272	
102,127,870	
105,191,706	
108,347,457	
111,597,881	
114,945,818	
118,394,192	
121,946,018	
125,604,398	
129,372,530	
133,253,706	
137,251,317	
141,368,857	
145,609,923	
149,978,220	
154,477,567	
159,111,894	
163,885,251	



## Project #4 (Fire Station #6 and Training Facility)



On November 3, 2009, voters decided in favor of The Woodlands Township's Bond Election. Proposition III of the bond election allowed for refinancing of Fire Station #6 and The Woodlands Fire Training Facility.

On June 23, 2010, The Woodlands Township Board of Directors executed acknowledgement of full payment of the obligations of The Woodlands Township Economic Development Zone, as successor to former Town Center Economic Development Zone No. 4.

Project #4 is not included in the 2011 budget, hence the one percent incremental sales tax in the College Park service area will be allocated to The Woodlands Township Economic Development Zone.



## Project #5 (Community Fire Protection Services)

---



The project plan adopted in November 2007 provides that a portion of the sales and use tax collections from within the Zone, after allowance for the projects noted above, are committed to community fire protection. Specifically, the Zone may facilitate the implementation and continuation of:

*"...an additional improvement project and program to finance, support and sustain the provision by or through the Township of high-quality, firefighting, fire suppression and fire prevention, emergency medical and rescue, and law enforcement and traffic management services, facilities and equipment within the entire Township so as to provide for the safety and security of the public, achieve and maintain the lowest possible insurance rates and costs, and promote the continuing economic development and sustainability of the Township through the continuing provision of superior public services, the reduction of costs to residents and businesses, the enhancement and maintenance of property values and investments, the efficient movement of traffic and people, and the continuation of the mission and reputation of the Township as a safe and attractive place to live, work, shop and invest."*

The Woodlands Fire Department's projected operating expenditures (excluding debt and capital) are \$15,273,637 of which \$13,385,264 will be generated by the incremental sales tax collected within the economic development zone.

For more information on fire department's operating budget, see *The Woodlands Fire Department* section of this binder.



**The Woodlands Township Economic Development Zone**  
**Statement of Revenues, Expenditures & Changes in Fund Balance**  
(in whole dollars)

	EDZ					Total
	Project #1	Project #2	Project #3	Project #4	Project #5	
<b>REVENUES</b>						
Sales and Use Tax	\$ 95,902	\$ 1,222,847	\$ 855,305	\$ -	\$ 13,385,264	\$ 15,559,318
Interest Income	-	-	-	-	-	-
Other Income	-	-	-	-	-	-
Financing Sources	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 95,902</b>	<b>\$ 1,222,847</b>	<b>\$ 855,305</b>	<b>\$ -</b>	<b>\$ 13,385,264</b>	<b>\$ 15,559,318</b>
<b>PROJECT PAYMENTS</b>						
Cynthia Woods Mitchell Pavilion Expansion	95,902	-	-	-	-	95,902
Market Street Public Enhancements	-	1,022,847	-	-	-	1,022,847
The Woodlands Mall Expansion	-	-	505,305	-	-	505,305
The Woodlands Fire Station #6 & Training Facility	-	-	-	-	-	-
Town Green Park	-	256,900	-	-	-	256,900
Waterway Square	-	-	189,939	-	-	189,939
Financing Uses	-	-	-	-	-	-
Transfers Out	-	-	-	-	13,385,264	13,385,264
<b>TOTAL EXPENDITURES</b>	<b>\$ 95,902</b>	<b>\$ 1,279,747</b>	<b>\$ 695,244</b>	<b>\$ -</b>	<b>\$ 13,385,264</b>	<b>\$ 15,456,157</b>
<b>REVENUE OVER/(UNDER) EXPENDITURES</b>	<b>-</b>	<b>(56,900)</b>	<b>160,061</b>	<b>-</b>	<b>-</b>	<b>103,161</b>
<b>BEGINNING FUND BALANCE</b>	<b>-</b>	<b>(3,952,310)</b>	<b>(2,713,412)</b>	<b>-</b>	<b>-</b>	<b>(6,665,722)</b>
<b>ENDING FUND BALANCE</b>	<b>\$ -</b>	<b>\$ (4,009,210)</b>	<b>\$ (2,553,351)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (6,562,561)</b>

# DEBT SERVICE FUND

---



*In This Section You Will Find:*

Debt Service Fund Overview .....14-1

Statement of Revenues, Expenditures and Changes in Fund Balance .....14-3

Debt Service Summary .....14-5

Debt Service Amortization Schedules .....14-7

## The Woodlands Township

### Debt Service Fund

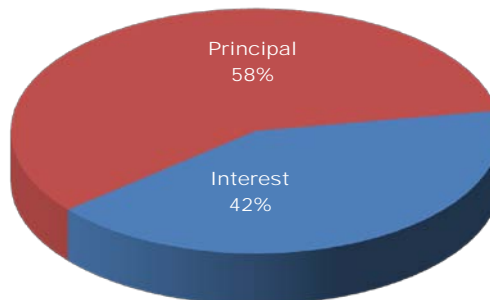
The Debt Service Fund accounts for the resources accumulated and payments made for principal and interest on the debt of the Township. The primary source of revenue for debt service is hotel occupancy tax, one half of the base sales and use tax, and property tax.

Total debt service for 2011 is projected at \$7,796,632. Certain revenues are pledged for the repayment of revenue bonds, sources for 2011 debt service payments include:

Sources	Amount	%
Hotel tax	\$ 3,501,219	44%
Property tax	2,641,624	33%
Sales tax	1,653,789	21%
Interest income	150,754	2%
Total	\$ 7,947,386	100%

A summary of outstanding debt obligations and proposed financing terms for certain capital projects can be found on the Debt Service Fund Summary in this section of the budget binder. In addition, amortization schedules have been included for discussion purposes only. Actual financing terms and assumptions are subject to change.

Debt Service	Amount	%
Principal	\$ 4,558,105	58%
Interest	3,238,527	42%
Total	\$ 7,796,632	100%



For discussion purposes, the following summarizes the Township's debt capacity for additional revenue bonds based on projected tax revenue for 2011. The utilization of pledged revenues for debt service may require alternative revenue sources to fund operations, namely property tax revenue.

Pledged Revenue Coverage	FY 2011
Hotel tax (7%)	3,501,219
Sales tax (1/2 of 1%)	7,798,172
Total pledged revenues	11,299,391
Maximum Annual Debt Service	5,155,864
Coverage (130% min requirement)	219%
Additional Annual Debt Service	3,518,766
MADS Coverage (%) <sup>1</sup>	130%
Possible Additional Debt (15 yrs) <sup>2</sup>	\$34,740,000
Possible Additional Debt (10 yrs) <sup>2</sup>	\$26,208,000

<sup>1</sup> The Township is not subject to a state mandated legal debt margin. Per the Township's Bond Resolution pledged revenues shall be 1.3 times the maximum annual debt service (MADS) during any fiscal year on the remaining outstanding bonds.

<sup>2</sup> Represents the estimated amount of debt that could be issued based on shown revenue stream, assuming a 5.75% interest rate with 130% coverage and 10 or 15 year term.



**Debt Service Fund**  
**Statement of Revenues, Expenditures & Changes in Fund Balance**  
(in whole dollars)

	<b>2010 Budget</b>	<b>2010 Forecast</b>	<b>2011 Budget</b>	<b>\$ Inc/(Dec)</b>
<b>REVENUES</b>				
Transfers In - Property Tax	\$ 2,315,575	\$ -	\$ 2,641,624	\$ 326,049
Transfers In - Hotel Occupancy Tax	3,525,896	3,366,557	3,501,219	(24,677)
Transfers In - DSRF Interest	124,754	123,954	124,754	-
Transfers In - Sales Tax	1,623,131	1,782,469	1,653,789	30,658
Interest Income	26,000	20,000	26,000	-
Other	2,825,822	1,275,925	-	(2,825,822)
Bond Proceeds		19,347,434		
<b>TOTAL REVENUES</b>	<b>\$ 10,441,178</b>	<b>\$ 25,916,339</b>	<b>\$ 7,947,386</b>	<b>\$ (2,493,792)</b>
<b>EXPENDITURES</b>				
Debt Service - Principal	6,089,688	21,872,403	4,558,105	(1,531,583)
Debt Service - Interest	4,200,736	3,190,825	3,238,527	(962,209)
Debt Issuance Costs	-	261,523		
<b>TOTAL EXPENDITURES</b>	<b>\$ 10,290,424</b>	<b>\$ 25,324,751</b>	<b>\$ 7,796,632</b>	<b>\$ (2,493,792)</b>
<b>REVENUE OVER/(UNDER) EXPENDITURES</b>	<b>150,754</b>	<b>591,588</b>	<b>150,754</b>	<b>-</b>
<b>BEGINNING FUND BALANCE</b>	<b>2,328,365</b>	<b>2,328,365</b>	<b>2,919,953</b>	<b>591,588</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 2,479,119</b>	<b>\$ 2,919,953</b>	<b>\$ 3,070,707</b>	<b>\$ 591,588</b>



**The Woodlands Township  
Debt Service Fund Summary  
(in whole dollars)**

Entity	Type*	Rate	Issued	Maturity	Description	Outstanding Balance	Projected Debt Service				
							2011	2012	2013	2014	2015
TWT	Revenue Bonds	4.00% - 5.62%	2001	2027	Convention Center	\$ 42,085,000	\$ 3,752,613	\$ 3,752,663	\$ 3,750,263	\$ 3,752,638	\$ 3,754,375
TWT	Revenue Bonds	1.25% - 5.10%	2009	2028	Regional Participation Fund	17,145,000	1,402,395	1,401,755	1,398,625	1,398,035	1,400,105
TWT	Unlimited Tax Bot	3.00% - 4.125%	2010	2030	Parks & Fire Department	34,800,000	2,541,624	2,555,556	2,540,131	2,523,956	2,511,956
TWT	Unlimited Tax Bot	5.75%	2012	2032	Parks & Fire Department	12,195,000	-	350,606	1,041,740	1,041,740	1,041,740
					Ice Rink (Contingency)		100,000	100,000	100,000	100,000	100,000
<b>TOTAL DEBT SERVICE</b>							<b>\$ 7,796,632</b>	<b>\$ 8,160,580</b>	<b>\$ 8,830,759</b>	<b>\$ 8,816,369</b>	<b>\$ 8,808,176</b>

**Debt Service Schedule**  
**Sales Tax and Hotel Occupancy Tax Revenue Bonds, Series 2001**  
**(Convention Center, Sky Bridge, Parking Garage)**

Original Balance	Call Date	Interest Rate
\$ 51,250,000	2011	4.00% - 5.625%

	Year	Payment	Principal	Interest	Balance
1	2001	\$ 661,715	\$ -	\$ 661,715	\$ 51,250,000
2	2002	2,646,861	-	2,646,861	51,250,000
3	2003	2,646,861	-	2,646,861	51,250,000
4	2004	3,753,486	1,135,000	2,618,486	50,115,000
5	2005	3,750,361	1,190,000	2,560,361	48,925,000
6	2006	3,754,236	1,255,000	2,499,236	47,670,000
7	2007	3,751,661	1,310,000	2,441,661	46,360,000
8	2008	3,751,796	1,365,000	2,386,796	44,995,000
9	2009	3,752,850	1,425,000	2,327,850	43,570,000
10	2010	3,750,084	1,485,000	2,265,084	42,085,000
11	2011	3,752,613	1,555,000	2,197,613	40,530,000
12	2012	3,752,663	1,635,000	2,117,663	38,895,000
13	2013	3,750,263	1,725,000	2,025,263	37,170,000
14	2014	3,752,638	1,825,000	1,927,638	35,345,000
15	2015	3,754,375	1,930,000	1,824,375	33,415,000
16	2016	3,750,338	2,035,000	1,715,338	31,380,000
17	2017	3,753,766	2,155,000	1,598,766	29,225,000
18	2018	3,754,031	2,280,000	1,474,031	26,945,000
19	2019	3,752,125	2,410,000	1,342,125	24,535,000
20	2020	3,749,256	2,540,000	1,209,256	21,995,000
21	2021	3,750,622	2,675,000	1,075,622	19,320,000
22	2022	3,749,941	2,815,000	934,941	16,505,000
23	2023	3,751,828	2,965,000	786,828	13,540,000
24	2024	3,753,819	3,125,000	628,819	10,415,000
25	2025	3,750,425	3,290,000	460,425	7,125,000
26	2026	3,752,975	3,470,000	282,975	3,655,000
27	2027	3,750,944	3,655,000	95,944	-
		\$ 96,002,533	\$ 51,250,000	\$ 44,752,533	

**Debt Service Schedule**  
**Sales Tax and Hotel Occupancy Tax Revenue Bonds, Series 2009**  
**(Regional Participation Project Fund)**

<b>Original Balance</b>	<b>Call Date</b>	<b>Interest Rate</b>
\$ 17,825,000	2014	1.25% - 5.10%

	<b>Year</b>	<b>Payment</b>	<b>Principal</b>	<b>Interest</b>	<b>Balance</b>
1	2009	\$ 423,871	\$ -	\$ 423,871	\$ 17,825,000
2	2010	1,398,943	680,000	718,943	17,145,000
3	2011	1,402,395	695,000	707,395	16,450,000
4	2012	1,401,755	710,000	691,755	15,740,000
5	2013	1,398,625	725,000	673,625	15,015,000
6	2014	1,398,035	745,000	653,035	14,270,000
7	2015	1,400,105	770,000	630,105	13,500,000
8	2016	1,399,860	795,000	604,860	12,705,000
9	2017	1,402,099	825,000	577,099	11,880,000
10	2018	1,401,424	855,000	546,424	11,025,000
11	2019	1,397,693	885,000	512,693	10,140,000
12	2020	1,400,336	925,000	475,336	9,215,000
13	2021	1,398,968	965,000	433,968	8,250,000
14	2022	1,398,015	1,010,000	388,015	7,240,000
15	2023	1,398,335	1,060,000	338,335	6,180,000
16	2024	1,400,020	1,115,000	285,020	5,065,000
17	2025	1,397,895	1,170,000	227,895	3,895,000
18	2026	1,402,153	1,235,000	167,153	2,660,000
19	2027	1,397,638	1,295,000	102,638	1,365,000
20	2028	1,399,808	1,365,000	34,808	-
		\$ 27,017,970	\$ 17,825,000	\$ 9,192,970	

## Debt Service Schedule

### Unlimited Tax Bonds, Series 2010

Original Balance	Call Date	Interest Rate
\$ 34,800,000	-	3.85%

	Year	Payment	Principal	Interest	Balance
1	2011	\$ 2,541,624	\$ 835,000	\$ 1,706,624	\$ 33,965,000
2	2012	\$ 2,555,556	1,335,000	1,220,556	32,630,000
3	2013	\$ 2,540,131	1,360,000	1,180,131	31,270,000
4	2014	\$ 2,523,956	1,385,000	1,138,956	29,885,000
5	2015	\$ 2,511,956	1,415,000	1,096,956	28,470,000
6	2016	\$ 2,503,981	1,450,000	1,053,981	27,020,000
7	2017	\$ 2,499,881	1,490,000	1,009,881	25,530,000
8	2018	\$ 2,499,506	1,535,000	964,506	23,995,000
9	2019	\$ 2,498,744	1,585,000	913,744	22,410,000
10	2020	\$ 2,492,394	1,635,000	857,394	20,775,000
11	2021	\$ 2,494,119	1,695,000	799,119	19,080,000
12	2022	\$ 2,484,456	1,750,000	734,456	17,330,000
13	2023	\$ 2,478,156	1,815,000	663,156	15,515,000
14	2024	\$ 2,483,956	1,895,000	588,956	13,620,000
15	2025	\$ 2,506,156	1,995,000	511,156	11,625,000
16	2026	\$ 2,524,356	2,095,000	429,356	9,530,000
17	2027	\$ 2,548,356	2,205,000	343,356	7,325,000
18	2028	\$ 2,572,856	2,320,000	252,856	5,005,000
19	2029	\$ 2,596,131	2,440,000	156,131	2,565,000
20	2030	\$ 2,617,903	2,565,000	52,903	-
		\$ 50,474,177	\$ 34,800,000	\$ 15,674,177	

## Debt Service Schedule

### Unlimited Tax Bonds, Series 2012

Original Balance	Call Date	Interest Rate
\$ 12,195,000	-	5.75%

	Year	Payment	Principal	Interest	Balance
1	2012	\$ 350,606		\$ 350,606	\$ 12,195,000
2	2013	\$ 1,041,740	340,528	701,213	11,854,473
3	2014	\$ 1,041,740	360,108	681,632	11,494,365
4	2015	\$ 1,041,740	380,814	660,926	11,113,551
5	2016	\$ 1,041,740	402,711	639,029	10,710,840
6	2017	\$ 1,041,740	425,867	615,873	10,284,973
7	2018	\$ 1,041,740	450,354	591,386	9,834,619
8	2019	\$ 1,041,740	476,249	565,491	9,358,370
9	2020	\$ 1,041,740	503,634	538,106	8,854,736
10	2021	\$ 1,041,740	532,593	509,147	8,322,143
11	2022	\$ 1,041,740	563,217	478,523	7,758,926
12	2023	\$ 1,041,740	595,602	446,138	7,163,325
13	2024	\$ 1,041,740	629,849	411,891	6,533,476
14	2025	\$ 1,041,740	666,065	375,675	5,867,411
15	2026	\$ 1,041,740	704,364	337,376	5,163,047
16	2027	\$ 1,041,740	744,865	296,875	4,418,182
17	2028	\$ 1,041,740	787,695	254,045	3,630,488
18	2029	\$ 1,041,740	832,987	208,753	2,797,501
19	2030	\$ 1,041,740	880,884	160,856	1,916,617
20	2031	\$ 1,041,740	931,535	110,205	985,082
21	2032	\$ 1,041,740	985,098	56,642	(15)
		\$ 21,185,406	\$ 12,195,015	\$ 8,990,391	

Assumes 1/2 year of interest on principal balance for 2012

# DEBT SERVICE RESERVE FUND

---



## *In This Section You Will Find:*

Debt Service Reserve Fund Overview .....15-1

Statement of Revenues, Expenditures and Changes in Fund Balance .....15-3

---

## The Woodlands Township

### Debt Service Reserve Fund

---

In accordance with the terms of the Series 2001 and Series 2009 bond resolutions, a Debt Service Reserve Fund was established as security for the payment of the bonds. The total amount to be accumulated and maintained in the fund is approximately \$2.5 million which is equal to one half of the maximum annual debt service on the bonds.

The reserve was funded by bond proceeds and may be substituted with a municipal bond guaranty insurance policy or a letter or line of credit meeting certain requirements set forth in the bond resolution.

The interest earned on debt service reserve funds are transferred to the debt service fund to pay annual debt service. Interest projections are based on the following assumptions and long-term investments:

<b>Repurchase Agreement</b> <i>(matures 2027)</i>		
Principal	\$	1,877,188
Fixed rate		5.90%
Projected interest income		110,754
<b>Certificate of Deposit</b> <i>(matures 2011)</i>		
Principal	\$	738,115
Projected rate		1.90%
Projected interest income		14,000

**Debt Service Reserve Fund**  
**Statement of Revenues, Expenditures & Changes in Fund Balance**  
(in whole dollars)

	<b>2010 Budget</b>	<b>2010 Forecast</b>	<b>2011 Budget</b>	<b>\$ Inc/(Dec)</b>
<b>REVENUES</b>				
Interest Income	\$ 124,754	\$ 123,954	\$ 124,754	\$ -
<b>TOTAL REVENUES</b>	<b>\$ 124,754</b>	<b>\$ 123,954</b>	<b>\$ 124,754</b>	<b>\$ -</b>
<b>EXPENDITURES</b>				
Transfers Out	124,754	123,954	124,754	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 124,754</b>	<b>\$ 123,954</b>	<b>\$ 124,754</b>	<b>\$ -</b>
<b>REVENUE OVER/(UNDER) EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>BEGINNING FUND BALANCE</b>	<b>2,615,303</b>	<b>2,615,303</b>	<b>2,615,303</b>	<b>-</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 2,615,303</b>	<b>\$ 2,615,303</b>	<b>\$ 2,615,303</b>	<b>\$ -</b>



# FIVE-YEAR PLAN

---



## *In This Section You Will Find:*

Five-Year Plan Assumptions .....	16-1
Five-Year Plan Summary.....	16-5
Consolidated Five-Year Plan .....	16-7
Consolidated Five-Year Plan Ending Fund Balance .....	16-9
Five-Year Plan - Proposed New Positions .....	16-11
Five-Year Capital Plan .....	16-13
Five-Year Capital Plan – Fire Department .....	16-17

## FIVE-YEAR BUSINESS PLAN ASSUMPTIONS

### REVENUE ASSUMPTIONS

❖ Property tax revenue	4% annual revaluation 2012: 800 new units \$275,000 per unit 2013: 900 new units \$275,000 per unit 2014: 900 new units \$275,000 per unit 2015: 900 new units \$275,000 per unit
❖ Sales tax revenue	2012 – 2015: 4% annual growth factor
❖ Hotel occupancy tax	2012: 2% growth factor 2013: 2% growth factor 2014: 3% growth factor 2015: 3% growth factor
❖ Supplemental hotel occupancy tax	2012: \$500,000 (1% tax increment) 2013: 2% growth factor 2014: 3% growth factor 2015: 3% growth factor
❖ Event admissions tax	2012 – 2015: 2% annual growth factor
❖ Program Revenues (recreation/pools)	2012 – 2015: 4% annual growth factor
❖ Interest Income	2% earnings on invested balances
❖ Other Income	2012: Reduction of \$470,000 due to one-time sale of building in 2011

### OPERATING EXPENDITURE ASSUMPTIONS

❖ Inflation Factor	4% annually
❖ Community policing program	2012: reduction of \$50,000 for study in 2011 2013, 2015: \$337,500 for additional officers
❖ Harris County Constable (Creekside)	2012 - 2015: additional \$30,000 per year
❖ Park and Pathway maintenance	2012 – 2015: additional \$100,000 per year
❖ Waterway maintenance	2012-2015: additional \$25,000 per year
❖ New Pool facility expense	2013: additional \$38,000
❖ Water Taxi	2012: reduction of \$250,000

## **FIVE-YEAR BUSINESS PLAN ASSUMPTIONS**

### **OPERATING EXPENDITURE ASSUMPTIONS, continued**

- ❖ **Governance Expenses**
  - 2012: reduction of \$50,000
  - 2013: reduction of \$100,000
  - 2015: reduction of \$50,000
- ❖ **Contracted Services – Streetlight/Streetscape/Solid Waste**
  - 2012 - 2015: additional \$300,000 annually

### **FIVE-YEAR STAFFING PLAN**

**New Positions – reference schedule in this section  
of the budget binder for details**

2012: 16.0 full time equivalents  
(15 for new Fire Station)  
2013: 10.5 full time equivalents  
2014: 8.75 full time equivalents  
2015: 3.5 full time equivalents

### **FIVE-YEAR CAPITAL PLAN**

**Significant Capital Projects – reference schedule  
in this section of the budget binder for details**

- 2012-2015: \$1,034,000 annually to replace  
22 law enforcement vehicles
- 2014: \$500,000 major park renovation
- 2012 – 2015: park and pathway refurbishment  
at approx. \$1.3 million annually
- \*\* 2012 – 2015: new parks and pathways in  
Creekside & Town Center areas
- 2012 – 2015: approx \$1 million annual  
equipment costs for Fire Dept.
- \*\* 2012: \$6.3 million - rebuild Central Station
- \*\* 2012: \$1 million - ladder truck
- \*\* 2012: \$1 million - replace ladder truck 101
- 2013: \$500,000 - replace Engine 103
- 2015: \$600,000 - replace Engine 105

**\*\* 2012 – 2014 financed by bond proceeds**

## **FIVE-YEAR BUSINESS PLAN ASSUMPTIONS**

### **DEBT SERVICE FUND**

Utilize accumulated fund balance

2012 – 2015: \$650,000 annually

### **OPERATING RESERVES**

Maintain a minimum balance equal to 20% of consolidated revenues.

### **CAPITAL PROJECT FUND/RESERVES**

Year end balances in the capital project fund include bond proceeds and reserves that will be used in subsequent periods to purchase capital assets. Contributions to the fund include reserves for specific projects as well as 75% of monies remaining in the general fund after annual expenditure and operating reserve requirements have been met. In those years where insufficient general fund revenue is generated to cover both operating and capital expenditures, accumulated balances in the capital projects fund are used to pay for capital assets.

### **ECONOMIC DEVELOPMENT RESERVES**

Event admissions tax of approximately \$75,000 annually beginning in 2011 will fund this reserve. Additionally, 25% of monies remaining in the general fund after annual expenditures and operating reserve requirements have been met are designated for the economic development reserve as contributions.

## Five-Year Plan Summary

	2011	2012	2013	2014	2015
<b>Property Tax Rate</b>	<b>\$ 0.3274</b>	<b>\$ 0.3274</b>	<b>\$ 0.3274</b>	<b>\$ 0.3274</b>	<b>\$ 0.3274</b>
<b>Revenues</b>	\$80,973,895	\$96,901,778	\$88,802,129	\$92,893,189	\$97,127,979
<b>Expenditures</b>	86,797,278	95,273,103	91,887,027	93,977,832	99,704,873
<b>Revenues Over Expenditures</b>	(5,823,383)	1,628,675	(3,084,898)	(1,084,643)	(2,576,894)
<b>Beginning Fund Balance</b>	39,600,009	33,776,626	35,405,301	32,320,403	31,235,760
<b>Ending Fund Balance</b>	\$33,776,626	\$35,405,301	\$32,320,403	\$31,235,760	\$28,658,866

## Components of Ending Fund Balance

	2011	2012	2013	2014	2015
<b>Operating Reserve</b>	\$16,194,779	\$16,941,356	\$17,760,426	\$18,578,638	\$19,425,596
<b>Reserve as % of Revenues</b>	20.00%	20.00%	20.00%	20.00%	20.00%
<b>Health Insurance Reserve</b>	800,000	800,000	800,000	800,000	800,000
<b>Capital Fund &amp; Reserve</b>	9,095,428	10,372,551	7,040,553	5,708,107	2,853,073
<b>Economic Development Reserve</b>	1,750,409	2,005,384	2,083,414	2,163,005	2,244,187
<b>Debt Service Reserve</b>	2,615,303	2,615,303	2,615,303	2,615,303	2,615,303
<b>Debt Service Fund</b>	3,070,707	2,420,707	1,770,707	1,120,707	470,707
<b>Convention &amp; Visitors Bureau</b>	250,000	250,000	250,000	250,000	250,000
<b>Ending Fund Balance</b>	\$33,776,626	\$35,405,301	\$32,320,403	\$31,235,760	\$28,658,866

**The Woodlands Township  
Consolidated Five Year Plan  
(in whole dollars)**

	2011	2012	2013	2014	2015
<b>REVENUES</b>					
Property Tax	\$ 39,649,133	\$ 41,930,494	\$ 44,397,147	\$ 46,920,722	\$ 49,484,556
Sales and Use Tax	31,155,862	32,401,888	33,772,964	35,123,883	36,528,838
Hotel Occupancy Tax	3,501,219	3,536,231	3,606,956	3,715,165	3,826,619
Supplemental Hotel Occupancy Tax	500,000	1,005,000	1,025,100	1,055,853	1,087,529
Event Admissions Tax	75,000	76,500	78,030	79,591	81,182
Program Revenues	3,383,300	3,518,632	3,659,377	3,805,752	3,957,982
Administrative Fees	346,100	346,100	346,100	346,100	346,100
Grants and Contributions	194,400	194,400	194,400	194,400	194,400
Interest Income	1,116,416	1,114,867	1,139,390	1,069,059	1,038,107
Other Income	1,052,665	582,665	582,665	582,665	582,665
Bond Proceeds	-	12,195,000	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 80,973,895</b>	<b>\$ 96,901,778</b>	<b>\$ 88,802,129</b>	<b>\$ 92,893,189</b>	<b>\$ 97,127,979</b>
<b>OPERATING EXPENDITURES</b>					
General Government	8,188,603	8,499,712	9,030,061	9,460,724	10,039,783
Law Enforcement/Neighborhood Svcs	10,085,915	10,468,552	11,252,612	11,734,353	12,598,554
Parks and Recreation	12,274,824	12,854,191	13,666,312	14,512,151	15,305,083
Community Services	12,088,787	12,859,804	13,722,280	14,731,634	15,817,346
Community Relations	1,082,895	1,126,211	1,331,877	1,385,152	1,440,558
Transportation	548,620	518,565	539,307	560,880	583,315
Economic Development	381,300	375,752	390,782	406,413	422,670
The Woodlands Fire Department	15,273,637	17,392,842	18,088,556	19,041,571	19,803,234
Convention and Visitors Bureau	2,559,837	2,402,230	2,498,320	2,598,252	2,702,183
Transition/Governance	200,000	150,000	50,000	50,000	-
Regional Participation	968,566	1,007,309	1,047,601	1,089,505	1,133,085
Other Expenditures (Operating)	1,090,668	1,355,479	1,500,479	1,651,905	1,783,084
<b>Operating subtotal</b>	<b>64,743,653</b>	<b>69,010,646</b>	<b>73,118,187</b>	<b>77,222,540</b>	<b>81,628,895</b>
<b>OTHER EXPENDITURES</b>					
Other Expenditures (EDZ)	2,070,893	2,064,809	2,060,928	2,104,962	2,149,694
Capital Outlay (Inflated- Except for WFD Bond fund)	9,260,600	12,961,568	5,557,153	4,045,461	5,231,607
New Development Capital (Not inflated)	2,925,500	3,075,500	2,320,000	1,788,500	1,886,500
Debt Service	7,796,632	8,160,580	8,830,759	8,816,369	8,808,176
<b>TOTAL EXPENDITURES</b>	<b>\$ 86,797,278</b>	<b>\$ 95,273,103</b>	<b>\$ 91,887,027</b>	<b>\$ 93,977,832</b>	<b>\$ 99,704,873</b>
<b>REVENUE OVER/(UNDER) EXPENDITURES</b>	<b>(5,823,383)</b>	<b>1,628,674</b>	<b>(3,084,898)</b>	<b>(1,084,643)</b>	<b>(2,576,893)</b>
<b>BEGINNING FUND BALANCE</b>	<b>39,600,009</b>	<b>33,776,626</b>	<b>35,405,300</b>	<b>32,320,403</b>	<b>31,235,760</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 33,776,626</b>	<b>\$ 35,405,300</b>	<b>\$ 32,320,403</b>	<b>\$ 31,235,760</b>	<b>\$ 28,658,867</b>
Property Tax Rate	<b>\$0.3274</b>	<b>\$0.3274</b>	<b>\$0.3274</b>	<b>\$0.3274</b>	<b>\$0.3274</b>

**The Woodlands Township  
Consolidated Five Year Plan  
Ending Fund Balance  
(in whole dollars)**

	2011	2012	2013	2014	2015
<b>ENDING FUND BALANCE</b>	<b>\$ 33,776,626</b>	<b>\$ 35,405,300</b>	<b>\$ 32,320,403</b>	<b>\$ 31,235,760</b>	<b>\$ 28,658,867</b>
<b><u>Operating Reserve</u></b>					
Minimum Reserve Balance (20% of Consolidated Revenue, excluding Bond Proceeds)	\$ 16,194,779	\$ 16,941,356	\$ 17,760,426	\$ 18,578,638	\$ 19,425,596
Beginning Balance	\$ 22,118,511	\$ 16,194,779	\$ 16,941,356	\$ 17,760,426	\$ 18,578,638
Additions/Reductions	(5,923,732)	746,577	819,070	818,212	846,958
Ending Balance	<u>\$ 16,194,779</u> 20.00%	<u>\$ 16,941,356</u> 20.00%	<u>\$ 17,760,426</u> 20.00%	<u>\$ 18,578,638</u> 20.00%	<u>\$ 19,425,596</u> 20.00%
<b><u>Health Insurance Reserve</u></b>					
Beginning Balance	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
Additions		-	-	-	-
Ending Balance	<u>\$ 800,000</u>	<u>\$ 800,000</u>	<u>\$ 800,000</u>	<u>\$ 800,000</u>	<u>\$ 800,000</u>
<b><u>Capital Reserve</u></b>					
Beginning Balance	\$ 11,080,308	\$ 9,095,428	\$ 10,372,551	\$ 7,040,553	\$ 5,708,108
Utilization of Bond Proceeds/Carryovers	(6,850,500)	-	(2,320,000)	(1,474,383)	-
Additions/(Uses)	4,865,620	1,277,123	(1,011,998)	141,938	(2,855,034)
Ending Balance	<u>\$ 9,095,428</u>	<u>\$ 10,372,551</u>	<u>\$ 7,040,553</u>	<u>\$ 5,708,108</u>	<u>\$ 2,853,074</u>
<b><u>Economic Development Reserve</u></b>					
Beginning Balance	\$ 65,934	\$ 1,750,409	\$ 2,005,384	\$ 2,083,414	\$ 2,163,005
Additions	1,684,475	254,975	78,030	79,591	81,182
Ending Balance	<u>\$ 1,750,409</u>	<u>\$ 2,005,384</u>	<u>\$ 2,083,414</u>	<u>\$ 2,163,005</u>	<u>\$ 2,244,187</u>
<b><u>Debt Service Reserve</u></b>					
Beginning Balance	\$ 2,615,303	\$ 2,615,303	\$ 2,615,303	\$ 2,615,303	\$ 2,615,303
Additions	-	-	-	-	-
Ending Reserve Balance	<u>\$ 2,615,303</u>	<u>\$ 2,615,303</u>	<u>\$ 2,615,303</u>	<u>\$ 2,615,303</u>	<u>\$ 2,615,303</u>
<b><u>Debt Service Fund</u></b>					
Beginning Balance	\$ 2,919,953	\$ 3,070,707	\$ 2,420,707	\$ 1,770,707	\$ 1,120,707
Additions/(Uses)	150,754	(650,000)	(650,000)	(650,000)	(650,000)
Ending Fund Balance	<u>\$ 3,070,707</u>	<u>\$ 2,420,707</u>	<u>\$ 1,770,707</u>	<u>\$ 1,120,707</u>	<u>\$ 470,707</u>
<b><u>CVB</u></b>					
Beginning Balance	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Additions/(Uses)	250,000				
Ending Fund Balance	<u>\$ 250,000</u>	<u>\$ 250,000</u>	<u>\$ 250,000</u>	<u>\$ 250,000</u>	<u>\$ 250,000</u>
<b>Total Fund Balance</b>	<u>\$ 33,776,626</u>	<u>\$ 35,405,301</u>	<u>\$ 32,320,403</u>	<u>\$ 31,235,760</u>	<u>\$ 28,658,867</u>
<b>Undesignated Fund Balance</b>	<b>\$ 0</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>
<b>Property Tax Rate</b>	<b>\$0.3274</b>	<b>\$0.3274</b>	<b>\$0.3274</b>	<b>\$0.3274</b>	<b>\$0.3274</b>

<p align="center"><b>The Woodlands Township</b>  <b>Proposed New Positions</b>  <b>Five-Year Plan 2011-2015</b></p>
---

Department	New Positions	2011	2012	2013	2014	2015
<b>2011</b>						
Information Technology	GIS Coordinator	1.00				
Information Technology	Systems Administrator - reclass	0.00				
Information Technology	Network Administrator - reclass	0.00				
Information Technology	Senior Help Desk Analyst - reclass	0.00				
Law Enforcement	Director of Security/Transportation	-1.00				
Park Operations	Park Ranger	0.50				
Covenant Administration	Part-time Admin Assistant I (.50 to .75)	0.25				
Environmental Services	Interns - extend hours	0.25				
The Woodlands Fire Department	Firefighters (mid-year)	6.00				
		<b>7.00</b>				
<b>2012</b>						
Park Operations	Foreman Facilities		1.00			
The Woodlands Fire Department	Lieutenant		3.00			
The Woodlands Fire Department	Driver/Operator		3.00			
The Woodlands Fire Department	Firefighters		9.00			
			<b>16.00</b>			
<b>2013</b>						
Information Technology	Systems/Radio Analyst			1.00		
Park Operations	Park Ranger			0.50		
Park Operations	Facilities Technician I			1.00		
Aquatics	Lifeguards (place holder)			3.00		
Community Relations	Webmaster			1.00		
Convention & Visitors Bureau	Group Sales Specialist			1.00		
The Woodlands Fire Department	Firefighters			3.00		
				<b>10.50</b>		
<b>2014</b>						
Finance	Accountant				1.00	
Information Technology	Help Desk Supervisor				1.00	
Neighborhood Services	Part-time Village Liaison				0.75	
Park Operations	Parks Technician I - Facilities				1.00	
Park Operations	Parks Technician II				1.00	
Recreation	Recreation Coordinator 1				1.00	
Covenant Administration	Property Compliance Supervisor (mid-year)				1.00	
Covenant Administration	Property Compliance Specialist (mid-year)				1.00	
Environmental Services	Administrative Assistant II				1.00	
					<b>8.75</b>	
<b>2015</b>						
Finance	Purchasing Specialist					1.00
Parks Admin/Planning	Special Events Specialist					1.00
Information Technology	Project Specialist					1.00
Environmental Services	Environmental Coordinator to full-time					0.50
						<b>3.50</b>



**THE WOODLANDS TOWNSHIP**  
**CAPITAL BUDGET**  
**FOR THE FIVE YEARS 2011 - 2015**  
**(In Whole Dollars)**

	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b><u>LAW ENFORCEMENT SERVICES</u></b>					
Vehicles	\$ 1,195,600	\$ 1,034,000	\$ 1,034,000	\$ 1,034,000	\$ 1,034,000
Equipment	70,000	70,000	70,000	70,000	70,000
Cameras	18,000	-	18,000	-	18,000
Ambassadors	-	-	-	-	-
<b>Total</b>	<b>\$ 1,283,600</b>	<b>\$ 1,104,000</b>	<b>\$ 1,122,000</b>	<b>\$ 1,104,000</b>	<b>\$ 1,122,000</b>
<b><u>PARKS &amp; RECREATION</u></b>					
<b><u>Vehicles</u></b>					
Maintenance Vehicles - Trucks	\$ 24,700	\$ 77,000	\$ 48,000	\$ 104,000	\$ 168,000
Maintenance Vehicles - Wood Chipper	38,000	-	38,000	-	-
Maintenance Vehicles - Kawasaki Mule	27,000	-	-	13,500	-
Maintenance Vehicles - Tractor	-	30,000	-	-	-
Maintenance Vehicles - Skid Steer	-	-	40,000	-	-
Maintenance Vehicles - Georgia Mixer	-	-	13,000	-	-
<b>Total</b>	<b>\$ 89,700</b>	<b>\$ 107,000</b>	<b>\$ 139,000</b>	<b>\$ 117,500</b>	<b>\$ 168,000</b>
<b><u>Furniture, Fixtures &amp; Equipment</u></b>					
Maintenance Equipment	\$ 9,000	\$ 5,000	\$ 10,000	\$ 6,000	\$ 20,000
Special Event Traffic Cones	25,000	-	-	-	25,000
Office Equipment	-	-	-	-	6,000
Waterway Cameras	-	15,000	-	15,000	-
<b>Total</b>	<b>\$ 34,000</b>	<b>\$ 20,000</b>	<b>\$ 10,000</b>	<b>\$ 21,000</b>	<b>\$ 51,000</b>
<b><u>PARDES Facility Improvements</u></b>					
Fuel Islands	\$ -	-	-	-	-
Carpet	17,100	-	5,000	-	-
<b>Total</b>	<b>\$ 17,100</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Recreation Center</u></b>					
Portable Sound System	\$ -	\$ 4,000	\$ 8,000	\$ -	\$ -
Facility Improvements	-	-	40,000	25,000	-
Kayaks	25,000	25,000	25,000	25,000	25,000
Folding Chairs and Tables	-	-	5,000	-	-
Fitness Room Equipment	4,000	4,000	4,000	4,000	4,000
<b>Total</b>	<b>\$ 29,000</b>	<b>\$ 33,000</b>	<b>\$ 82,000</b>	<b>\$ 54,000</b>	<b>\$ 29,000</b>
<b><u>PARKS</u></b>					
New Parks (New Developments - TWA)	\$ 917,500	\$ 1,362,500	\$ 1,125,000	\$ 337,500	\$ 537,500
Town Center Parks	25,000	50,000	50,000	50,000	50,000
Park Improvements	823,000	619,000	679,000	919,000	523,000
Lake/Pond Improvements	70,000	70,000	94,000	70,000	70,000
Athletic Facilities Improvements	291,800	98,800	72,000	67,000	183,600
Aquatic Facilities Improvements	178,000	237,500	232,000	201,500	243,000
Signs/Stone Walls Improvements	94,000	109,000	109,000	109,000	109,000
<b>Total</b>	<b>\$ 2,399,300</b>	<b>\$ 2,546,800</b>	<b>\$ 2,361,000</b>	<b>\$ 1,754,000</b>	<b>\$ 1,716,100</b>

**THE WOODLANDS TOWNSHIP**  
**CAPITAL BUDGET**  
**FOR THE FIVE YEARS 2011 - 2015**  
**(In Whole Dollars)**

	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b><u>PATHWAYS</u></b>					
Pathways (New Developments - TWA)	\$ 601,000	\$ 275,000	\$ 267,000	\$ 251,000	\$ 149,000
Pathways (New Developments - WCOA)	1,407,000	1,438,000	928,000	1,200,000	1,200,000
Pathway Improvements	166,000	150,000	150,000	150,000	187,000
<b>Total</b>	<b>\$ 2,174,000</b>	<b>\$ 1,863,000</b>	<b>\$ 1,345,000</b>	<b>\$ 1,601,000</b>	<b>\$ 1,536,000</b>
<b><u>OTHER</u></b>					
Holiday Decorations	\$ 6,400	\$ 6,400	\$ 6,400	\$ 6,400	\$ 6,400
Wayfinding Signs	-	-	-	-	-
<b>Total</b>	<b>\$ 6,400</b>	<b>\$ 6,400</b>	<b>\$ 6,400</b>	<b>\$ 6,400</b>	<b>\$ 6,400</b>
<b>Total for PARDES</b>	<b>\$ 4,749,500</b>	<b>\$ 4,576,200</b>	<b>\$ 3,948,400</b>	<b>\$ 3,553,900</b>	<b>\$ 3,506,500</b>
<b><u>INFORMATION TECHNOLOGY</u></b>					
<b><u>Computers: software &amp; hardware</u></b>					
Covenant Administration Software	\$ -	\$ -	\$ -	\$ -	\$ -
GIS Implementation	-	-	25,000	-	-
Mobile Data Computers	36,000	-	35,000	40,000	-
Desktop & Laptop Computers	63,500	95,000	125,000	106,000	50,000
Printers	16,000	-	-	-	-
Software Upgrades	40,000	50,000	50,000	50,000	50,000
Network Management Software	6,000	10,000	-	-	50,000
Server Replacements	24,000	35,000	40,000	24,000	25,000
Storage Area Network Expansion	60,000	20,000	50,000	-	-
Landlogic Software	-	-	-	-	-
Wireless Technology	-	10,000	-	10,000	-
ESRI Software	10,000	-	-	-	-
Fixed Asset Tracking	36,000	5,000	-	-	-
Wireless Application Development	-	-	-	-	-
Internet Access back-up	-	-	-	-	-
AutoCAD Digitizer	-	-	-	-	-
Document Scanners	13,000	-	-	-	-
Covenant Tablet Personal Computers	-	-	-	-	-
Projectors	-	3,500	-	-	-
Electronic Timesheets	-	-	-	-	-
Customer Service Software	-	-	-	-	-
Software Licenses	10,000	20,000	10,000	50,000	40,000
Meeting Minutes Software	-	-	40,000	-	-
Cisco Catalyst Switch/WAN Upgrade	50,000	175,000	10,000	-	-
SharePoint Server	50,000	-	-	-	-
Operating System Upgrade	30,000	30,000	-	-	-
Application Development/Service Support	-	-	-	-	150,000
Staff Vehicle	33,000	-	-	-	-
Document Management System	200,000	-	-	-	-
New Building IT Infrastructure	400,000	-	-	-	-
<b>Total</b>	<b>\$ 1,077,500</b>	<b>\$ 453,500</b>	<b>\$ 385,000</b>	<b>\$ 280,000</b>	<b>\$ 365,000</b>

**THE WOODLANDS TOWNSHIP**  
**CAPITAL BUDGET**  
**FOR THE FIVE YEARS 2011 - 2015**  
**(In Whole Dollars)**

	<b><u>2011</u></b> <b><u>Budget</u></b>	<b><u>2012</u></b> <b><u>Budget</u></b>	<b><u>2013</u></b> <b><u>Budget</u></b>	<b><u>2014</u></b> <b><u>Budget</u></b>	<b><u>2015</u></b> <b><u>Budget</u></b>
<b><u>OTHER CAPITAL</u></b>					
Main Office Leasehold Improvements	\$ -	\$ -	\$ -	\$ -	\$ -
New Trails Leasehold Improvements	500,000				
Office Equipment	-	-	-	-	-
<b><u>Total</u></b>	<b><u>\$ 500,000</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>
<b><u>TOTAL TWT CAPITAL BUDGET</u></b>					
Law Enforcement Services	\$ 1,283,600	\$ 1,104,000	\$ 1,122,000	\$ 1,104,000	\$ 1,122,000
Parks & Recreation	4,749,500	4,576,200	3,948,400	3,553,900	3,506,500
Information Technology	1,077,500	453,500	385,000	280,000	365,000
Other Capital	500,000	-	-	-	-
<b><u>TOTAL TWT CAPITAL BUDGET</u></b>	<b><u>\$ 7,610,600</u></b>	<b><u>\$ 6,133,700</u></b>	<b><u>\$ 5,455,400</u></b>	<b><u>\$ 4,937,900</u></b>	<b><u>\$ 4,993,500</u></b>
<b><u>TOTAL WFD CAPITAL BUDGET</u></b>	<b><u>\$ 4,575,500</u></b>	<b><u>\$ 9,728,500</u></b>	<b><u>\$ 2,002,500</u></b>	<b><u>\$ 447,000</u></b>	<b><u>\$ 1,365,000</u></b>
<b><u>TOTAL CONSOLIDATED CAPITAL BUDGET</u></b>	<b><u>\$ 12,186,100</u></b>	<b><u>\$ 15,862,200</u></b>	<b><u>\$ 7,457,900</u></b>	<b><u>\$ 5,384,900</u></b>	<b><u>\$ 6,358,500</u></b>

**THE WOODLANDS FIRE DEPARTMENT, INC.**

**CAPITAL BUDGET**  
**FOR THE FIVE YEARS 2011 - 2015**  
**(In Whole Dollars)**

	<b><u>2011</u></b> <b><u>Budget</u></b>	<b><u>2012</u></b> <b><u>Budget</u></b>	<b><u>2013</u></b> <b><u>Budget</u></b>	<b><u>2014</u></b> <b><u>Budget</u></b>	<b><u>2015</u></b> <b><u>Budget</u></b>
<b><u>COMPUTERS:</u></b>					
<b><u>SOFTWARE &amp; HARDWARE</u></b>					
Mobile Data Terminals	\$ 42,500	\$ 100,000	\$ 25,000	\$ 14,000	\$ 21,000
Desktop Computers and Laptop	12,000	28,000	16,000	22,000	10,000
Printers	5,000	-	-	-	5,000
Network Server	16,000	12,000	6,000	-	14,000
Wireless Technology	-	-	8,000	-	-
Fixed Asset Tracking	80,000	-	-	-	-
Zentron Radio Controller	-	-	-	25,000	-
GPS Time Clock Server	-	-	-	-	-
WAN Upgrade	-	400,000	500,000	10,000	-
EOC Equipment	-	-	-	-	-
Call Recorder	-	100,000	-	-	-
Computer Aided Dispatch	-	-	150,000	-	-
<b><u>TOTAL 3-YEAR ASSETS</u></b>	<b><u>\$ 155,500</u></b>	<b><u>\$ 640,000</u></b>	<b><u>\$ 705,000</u></b>	<b><u>\$ 71,000</u></b>	<b><u>\$ 50,000</u></b>
<b><u>VEHICLES</u></b>					
Staff /Utility Vehicles	\$ 45,000	\$ 45,000	\$ 45,000	\$ 42,000	\$ -
<b><u>TOTAL 5-YEAR ASSETS</u></b>	<b><u>\$ 45,000</u></b>	<b><u>\$ 45,000</u></b>	<b><u>\$ 45,000</u></b>	<b><u>\$ 42,000</u></b>	<b><u>\$ -</u></b>
<b><u>FURNITURE, FIXTURES</u></b>					
<b><u>&amp; EQUIPMENT</u></b>					
Firefighting Tools and Equipment	\$ 70,000	\$ 140,000	\$ 80,000	\$ 25,000	\$ 85,000
Portable Radios	50,000	20,000	20,000	20,000	20,000
Protective Clothing	50,000	84,000	62,500	69,000	75,000
Signal Changing Device (Opticom)	35,000	35,000	35,000	35,000	35,000
Cardiac Monitors	30,000	30,000	30,000	30,000	30,000
Self Contained Breathing Apparatus	20,000	20,000	20,000	20,000	150,000
Firefighter Rescue Escape Device (FFRED)	25,000	-	-	-	-
Wellness and Fitness Equipment	25,000	30,000	20,000	20,000	20,000
Special Rescue Equipment	15,000	15,000	15,000	15,000	15,000
Station Furniture	15,000	15,000	15,000	15,000	15,000
Thermal Imaging Cameras	15,000	15,000	15,000	15,000	15,000
Hazardous Materials Equipment	15,000	15,000	15,000	15,000	15,000
Training Tools and Equipment	50,000	-	50,000	30,000	30,000
Extrication Tool	35,000	20,000	-	-	35,000
Field GPS Unit	-	9,500	-	-	-
<b><u>TOTAL 5-YEAR ASSETS</u></b>	<b><u>\$ 450,000</u></b>	<b><u>\$ 448,500</u></b>	<b><u>\$ 377,500</u></b>	<b><u>\$ 309,000</u></b>	<b><u>\$ 540,000</u></b>
<b><u>SPECIALTY VEHICLES &amp; EQUIPMENT</u></b>					
Ladder Truck	\$ -	\$ 2,100,000	\$ -	\$ -	\$ -
Fire Engine	500,000	-	500,000	-	600,000
Brush Truck	-	125,000	-	-	-
SVE Groundwater Collect./Separ. System	-	-	-	-	-
Rescue Boat	-	30,000	-	-	-
Service Truck	-	-	150,000	-	175,000
<b><u>TOTAL 15-YEAR ASSETS</u></b>	<b><u>\$ 500,000</u></b>	<b><u>\$ 2,255,000</u></b>	<b><u>\$ 650,000</u></b>	<b><u>\$ -</u></b>	<b><u>\$ 775,000</u></b>

**THE WOODLANDS FIRE DEPARTMENT, INC.**

**CAPITAL BUDGET**  
**FOR THE FIVE YEARS 2011 - 2015**  
**(In Whole Dollars)**

	<b><u>2011</u></b> <b><u>Budget</u></b>	<b><u>2012</u></b> <b><u>Budget</u></b>	<b><u>2013</u></b> <b><u>Budget</u></b>	<b><u>2014</u></b> <b><u>Budget</u></b>	<b><u>2015</u></b> <b><u>Budget</u></b>
<b><u>FIRE STATIONS</u></b>					
Central Station	\$ -	\$ 6,315,000	\$ -	\$ -	\$ -
Fire Station Creekside (Station 7)	2,700,000	-	-	-	-
Fire Station Indian Springs (Station 8)	700,000	-	-	-	-
Station Improvements	25,000	25,000	225,000	25,000	-
<b>TOTAL 30-YEAR ASSETS</b>	<b>\$ 3,425,000</b>	<b>\$ 6,340,000</b>	<b>\$ 225,000</b>	<b>\$ 25,000</b>	<b>\$ -</b>
<b>TOTAL WFD CAPITAL BUDGET</b>	<b>\$ 4,575,500</b>	<b>\$ 9,728,500</b>	<b>\$ 2,002,500</b>	<b>\$ 447,000</b>	<b>\$ 1,365,000</b>

<b><u>Original Bond Proceeds Utilization</u></b>	<b><u>2010 Issue</u></b>	<b><u>2012 Issue</u></b>
Fire Station #7	\$ 3,400,000	
Fire Station #8	4,050,000	
Fire Engine	470,000	
Pro-rata Share ESD Debt	1,000,000	
Ladder Trucks		2,100,000
Central Station Renovations		6,315,000
<b>Utilization of Bond Proceeds</b>	<b>\$ 8,920,000</b>	<b>\$ 8,415,000</b>

<b><u>Revised Bond Proceeds Utilization</u></b>	<b><u>2010 Issue</u></b>	<b><u>2012 Issue</u></b>
Fire Engine	\$ 500,000	
Fire Station #7	2,700,000	
Fire Station #8	2,700,000	
Pro-rata Share ESD Debt	1,020,000	
Ladder Trucks		2,100,000
Central Station Renovations		4,315,000 *
<b>Utilization of Bond Proceeds</b>	<b>\$ 6,920,000</b>	<b>\$ 6,415,000</b>

Savings from 2010 applied to Central Station in 2012	(2,000,000)	2,000,000 *
--	-------------	-------------

# CONSOLIDATED CHART OF ACCOUNTS

---



## *In This Section You Will Find:*

Fund Codes.....	17-1
Department Codes.....	17-3
General Ledger Codes .....	17-5
Type Codes .....	17-11
Restriction Codes.....	17-17

## CONSOLIDATED CHART OF ACCOUNTS (Funds)

Fund Groups	Fund Codes
1XX - General Operating Funds	100 - The Woodlands Township 110 - The Woodlands CVB 120 - The Woodlands Fire Dept
2XX - Special Revenue Funds	210 - EDZ Proj #1 (CWMP) 220 - EDZ Proj #2 (Mkt St/TGP) 230 - EDZ Proj #3 (Mall Exp/WWSQ) 240 - EDZ Proj #4 (WFD #6/Training) 250 - EDZ Proj #5 (Fire/Public Safety)
3XX - Debt Service Funds	300 - General Debt Service 310 - Debt Service Reserve
4XX - Capital Projects Funds	400 - General Capital Projects 410 - Information Technology Capital 420 - Law Enforcement Capital 430 - Parks & Recreation Capital 440 - New Development Capital 450 - The Woodlands Fire Dept Capital 490 - Capital Reserves
9XX - Account Groups	900 - General Fixed Assets 910 - General Long-term Debt

## CONSOLIDATED CHART OF ACCOUNTS (Departments)

Department Groups	Department Codes
1XX - General Government	100 - Board of Directors 110 - President's Office 120 - Legislative Affairs 130 - Human Resources 140 - Finance 150 - Information Technology 160 - Records/Database Management 190 - Non-Departmental
2XX - Law Enforcement/Neighborhood Services	200 - Law Enforcement Services 205 - Ambassador Program 210 - Neighborhood Services
3XX - Parks and Recreation	300 - Parks Admin/Planning/Development 310 - Parks Operations 320 - Aquatics 330 - Recreation 340 - Waterway Operations
4XX - Community Services	400 - Community Services Admin 410 - Covenant Administration 420 - Environmental Services 430 - Other Community Services
5XX - Community Relations	500 - Community Relations 510 - CVB Staff Services
6XX - Transportation	600 - Transportation
7XX - Economic Development	700 - Economic Development
81X - The Woodlands Fire Dept (Component Unit)	810 - WFD Fire and EMS Management 811 - WFD Fire Protection 812 - WFD Dispatch
82X - The Woodlands CVB (Component Unit)	820 - CVB General 821 - CVB Attractions/Events 822 - CVB Destination Marketing 823 - CVB Promotion



# CONSOLIDATED CHART OF ACCOUNTS

## (General Ledger Accounts)

GL Account Groups	GL Account Codes
	<i>*denotes a type code is required</i>
1XXX - Assets	
10XX - Cash	1005 - Operating - Wells Fargo (TWT) 1007 - Operating - Wells Fargo (WFD) 1008 - Operating - Wells Fargo (CVB) 1009 - Debt Service - Wells Fargo 1010 - Operating - Woodforest (TWT) 1011 - Operating Sweep - AIM (TWT) 1012 - Operating - Amegy Bank (WFD) 1013 - Operating - Woodforest (CVB) 1014 - Debt Service - Woodforest 1015 - Debt Service Reserve - Hypo Vereins Bank 1016 - EDZ Project #1 - Wells Fargo 1017 - EDZ Project #1 Sweep - Wells Fargo 1018 - EDZ Project #2 - Wells Fargo 1019 - EDZ Project #2 Sweep - Wells Fargo 1020 - EDZ Project #3 - Wells Fargo 1021 - EDZ Project #3 Sweep - Wells Fargo 1022 - EDZ Project #4 - Wells Fargo 1023 - EDZ Project #4 Sweep - Wells Fargo 1030 - Payroll - Amegy Bank (WFD) 1031 - 401k - Amegy Bank (WFD) 1032 - Purchasing Card - Comerica (TWT) 1033 - Purchasing Card - Comerica (WFD) 1034 - Payroll - Amegy Bank (TWT) 1035 - 401k - Amegy Bank (TWT) 1036 - Payroll/Retirement - Wells Fargo (TWT) 1037 - Payroll/Retirement - Wells Fargo (WFD) 1040 - TexPool - Investment Pool 1041 - TexSTAR - Investment Pool 1042 - Money Market - Financial Northeastern 1043 - TexSTAR - General Obligation Debt Service Series 2010 1044 - TexSTAR - Parks and Pathways Series 2010 1045 - TexSTAR - Refinancing Series 2010 1046 - TexSTAR - Fire Series 2010 1047 - TexSTAR - Refunding Series 2010 1050 - Certificate of Deposit - Encore (01/30/2010) 1051 - Certificate of Deposit - Encore (09/30/2010) 1052 - Certificate of Deposit - Encore (12/22/2010) 1075 - Cash Drawer (WRC) 1080 - Petty Cash (Dept) 1081 - Petty Cash (Dept) 1082 - Petty Cash (Dept) 1083 - Petty Cash (CVB) 1084 - Petty Cash (WFD) 1090 - Operating - Amegy (WCA) 1091 - Operating - Amegy (TWA) 1092 - Operating - Amegy (WCOA) 1093 - Operating - Amegy (WCSC) 1094 - Operating - Amegy (WRC) 1098 - Money Market - Encore Bank 1099 - Other Cash Accounts (Associations)
11XX - Receivables	1100 - Accounts Receivable 1110 - Assessment Receivables* 1111 - Sponsorships Receivable 1112 - Vehicle Storage Receivables 1113 - Credit Card Sales Receivables 1114 - Tax Receivable 1198 - EE Reimbursements

## CONSOLIDATED CHART OF ACCOUNTS (General Ledger Accounts)

GL Account Groups	GL Account Codes
	<i>*denotes a type code is required</i>
12XX - Interfund Receivables	1199 - Other Receivables
13XX - Other Assets	1200 - Due from Other Funds
	1310 - Prepaid - Insurance
	1320 - Prepaid - Other
	1330 - Accrued Interest Receivable
	1340 - Amount To Be Provided to Retire Debt
14XX - Notes Receivable	
	1410 - LT N/R - Waterway Square
	1420 - LT N/R - Town Green Park
15XX - Capital Assets	
	1500 - Capital Assets*
	1510 - Accumulated Depreciation*
2XXX - Liabilities	
20XX - Accounts Payable	
	2000 - Accounts Payable
21XX - Other Payables	
	2100 - Payroll Liability - Employer FICA
	2105 - Payroll Liability - State Unemployment
	2110 - Payroll Liability - Retirement Match (401a)
	2120 - Payroll Deduction - Employee FIT
	2125 - Payroll Deduction - Employee FICA
	2130 - Payroll Deduction - FSA Medical (pre-tax)
	2135 - Payroll Deduction - FSA Dependent (pre-tax)
	2140 - Payroll Deduction - Medical (pre-tax)
	2145 - Payroll Deduction - Dental (pre-tax)
	2150 - Payroll Deduction - Vision
	2155 - Payroll Deduction - Retirement (457b)
	2160 - Payroll Deduction - Dependent Life (taxable)
	2165 - Payroll Deduction - United Way (taxable)
	2170 - Payroll Deduction - Other Benefits (pre-tax)
	2185 - Payroll Deduction - Other Benefits (taxable)
	2190 - Payroll Deduction - Wage Garnishments (taxable)
22XX - Interfund Payables	
23XX - Other Liabilities	
	2200 - Due to Other Funds
	2300 - Accrued Liabilities
	2310 - Refundable Deposits
	2320 - Deferred Revenue
	2330 - Compensated Absences Payable
	2340 - Interest Payable
24XX - Notes Payable	
	2350 - Retention
25XX - Bonds Payable	
	2400 - Notes Payable*
	2500 - Bonds Payable*
3XXX - Fund Balance	
	3000 - Fund Balance*
	3010 - Investment in General Fixed Assets
40XX - Tax Revenues	
	4010 - Property Taxes
	4011 - Delinquent Property Taxes
	4020 - Sales and Use Taxes
	4030 - Hotel Occupancy Taxes
	4031 - Supplemental Hotel Occupancy Taxes
	4040 - Event Admissions Taxes
41XX - Program Revenues	
	4100 - Aquatic Programs*
	4101 - Athletic Programs - Sports*

## CONSOLIDATED CHART OF ACCOUNTS (General Ledger Accounts)

GL Account Groups	GL Account Codes
	<i>*denotes a type code is required</i>
	4102 - Athletic Programs - Races*
	4103 - Recreation Programs*
	4104 - Concessions*
	4105 - Rentals*
	4106 - Memberships*
	4107 - Guest Fees*
	4108 - Sponsorships*
	4109 - Event Sales/Admission*
	4199 - Other Program Revenues
42XX - Administrative Fees	
	4200 - Penalties and Interest
	4210 - Transfer Fees
	4220 - Vehicle Storage Fees
	4230 - Covenant Access Fees
	4240 - Covenant Maintenance Fees
43XX - Grants and Contributions	
	4300 - Grants
	4310 - Contributions
44XX - Interest Income	
	4400 - General Interest Income
	4410 - Town Green Park Interest Income
	4420 - Waterway Square Interest Income
45XX - Other Income	
	4500 - Convention Center Lease
	4510 - Carlton Woods Contract
	4520 - Lake Woodlands POA Contract
	4530 - Hospital District Contract
	4540 - Montgomery County Dispatch Contract
	4545 - Shenandoah Dispatch Contract
	4550 - Emergency Training Center
	4560 - Reimbursements
	4570 - Third-Party Replacement Reserves
	4599 - Other Income
47XX - Financing Sources	
	4750 - Other Financing Sources
48XX - Transfers In	
	4800 - Transfer In*
501X - Salaries and Wages	
	5010 - Salaries and Wages
	5011 - Overtime
	5012 - Day Buy Back
	5013 - Ride Up Pay
	5019 - Other Salaries and Wages
502X - Payroll Taxes	
	5020 - FICA Taxes
	5021 - Unemployment Taxes
	5029 - Other Taxes
503X - Employee Benefits	
	5030 - Retirement
	5031 - Insurance
	5032 - Workers Comp
	5039 - Other Benefits
504X - Interns	
	5040 - Interns
51XX - Staff/Board Development	
	5100 - Meetings
	5110 - Board Workshops
	5120 - Training and Conferences
	5130 - Uniforms
	5140 - Tuition Reimbursement
	5150 - Recognition, Awards, Events

## CONSOLIDATED CHART OF ACCOUNTS (General Ledger Accounts)

GL Account Groups	GL Account Codes
	<i>*denotes a type code is required</i>
52XX - Facility Expense	5160 - Training Materials  5200 - Rent - 2201 Lake Woodlands 5201 - Rent - 2202 Timberloch 5202 - Rent - 10001 Woodloch 5203 - Rent - New Trails Building 5210 - Telephone 5220 - Utilities 5230 - Facility Repair and Maintenance 5240 - Facility Materials and Supplies 5250 - Trash Removal 5260 - Security Systems 5270 - Treating Chemicals 5280 - Janitorial
53XX - Equipment Expense	5330 - Equipment 5331 - Specialty Equipment 5335 - Cell Phones 5340 - Copiers 5345 - Postage Equipment 5350 - Other Leases and Rentals 5360 - Vehicle Fuel 5365 - Equipment Repair and Maintenance 5370 - Special Operations Materials and Supplies 5371 - EMS Materials and Supplies
54XX - Contracted Services	5400 - Computer Support 5401 - Consulting/Professional Services 5402 - General Legal 5403 - Specialized Legal 5404 - Audit Fees 5405 - Payroll Processing Fees 5406 - Credit Card Fees 5407 - Contract Labor 5408 - Recruiting Fees 5409 - Drug Testing 5410 - Storage 5411 - Election Expense 5412 - Property Tax Administration 5415 - Interlocal Agreements* 5416 - Private Security 5420 - Park and Pathway Maintenance 5421 - Lake Maintenance 5422 - Pest Control 5423 - Tree Removal 5424 - Forest Management 5425 - Sign Maintenance 5426 - Waterway Operations Maintenance 5427 - Restroom Cleaning 5428 - Electrical Repairs and Maintenance 5429 - Softscape Maintenance 5440 - Streetlight Maintenance 5441 - Streetscape Maintenance 5442 - Solid Waste Services 5450 - Covenant Maintenance 5451 - Covenant Access Fees 5460 - Trolleys 5461 - Water Taxis 5470 - Website 5471 - Video Production

## CONSOLIDATED CHART OF ACCOUNTS (General Ledger Accounts)

GL Account Groups	GL Account Codes
	<i>*denotes a type code is required</i>
	5472 - Destination Marketing (Media)
	5473 - Destination Marketing (Public Relations)
	5474 - Destination Marketing (Production)
	5475 - Visitor Services
	5480 - Medical Support Services
	5498 - Moving Expenses
	5499 - Other Contracted Services
55XX - Maintenance Expense	
	5519 - Parks Maintenance
	5520 - Pathway Maintenance
	5521 - Lake Maintenance
	5522 - Wildlife Management
	5523 - Landscaping
	5524 - Turf Maintenance and Irrigation
	5525 - Sign Maintenance
	5526 - Waterway Operations Maintenance
	5540 - Streetlight Maintenance
	5599 - Other Maintenance
56XX - Program Expenses	
	5600 - Aquatic Programs*
	5601 - Athletic Programs - Sports*
	5602 - Athletic Programs - Races*
	5603 - Recreation Programs*
	5605 - Other Programs*
	5610 - CVB Event Production*
	5611 - CVB Event Advertising*
	5612 - CVB Event Public Safety*
	5613 - Other Events*
	5620 - Waterway Marketing
	5621 - International Marketing
	5622 - Cooperative Marketing
	5623 - Meeting Planners
	5624 - Group Sales
	5640 - I-45 Beautification
	5641 - Waterway Square Song Programming
	5642 - Seasonal Lighting
	5643 - Tree Lighting
	5650 - Community Revitalization
57XX - Public Relations	
	5700 - Community & Public Relations
	5701 - Training
	5702 - Specialty/Promotional Supplies
	5703 - Annual Report
	5704 - Advertising
	5705 - Governmental Representation & Strategic Partnerships
	5706 - Fire Investigation
	5707 - The Woodlands Guides
	5708 - Newsletters
	5709 - Market Research
58XX - Administrative Expense	
	5800 - Supplies
	5801 - Postage & Delivery
	5802 - Dues & Subscriptions
	5803 - Printing
	5804 - Mileage Reimbursement
	5805 - Bank Fees
	5806 - EDZ Admin
	5807 - Ad Valorem Taxes
	5808 - Insurance
	5809 - Other Meetings
	5899 - Other Admin

## CONSOLIDATED CHART OF ACCOUNTS (General Ledger Accounts)

GL Account Groups	GL Account Codes
	<i>*denotes a type code is required</i>
6XXX - Debt Service	6000 - Principal Expense*
	6010 - Interest Expense*
7XXX - Other Expenditures	7000 - Transition
	7001 - Governance
	7010 - Regional Participation Agreements
	7011 - EDZ Project Payments
	7020 - Funding Requests
	7030 - Carlton Woods Assoc Service Fee
	7031 - Carlton Woods Creekside Service Fee
	7032 - Lake Woodlands User Fee
	7033 - Village Association Contributions
	7040 - Uncollectible Taxes
	7050 - Other Financing Uses
	7060 - Debt Issuance Costs
	7900 - Contingency
8XXX - Depreciation	8000 - Depreciation*
88XX - Transfers Out	8800 - Transfer Out*
9XXX - Capital Outlay	9000 - Capital Outlay*

## CONSOLIDATED CHART OF ACCOUNTS (Types)

Type Groups	Type Codes
10XX - Capital Projects (2010)	
	1001 - FY2010 CP - MCSO Vehicles
	1002 - FY2010 CP - MCSO Equipment
	1003 - FY2010 CP - Office Equipment
	1004 - FY2010 CP - Ambassador Equipment
	1005 - FY2010 CP - Kayaks
	1006 - FY2010 CP - Holiday Decorations
	1007 - FY2010 CP - Firefighting Tools and Equipment (WFD)
	1008 - FY2010 CP - Protective Clothing (WFD)
	1009 - FY2010 CP - Special Technical Rescue Equipment (WFD)
	1010 - FY2010 CP - Portable Radios (WFD)
	1011 - FY2010 CP - Signal Changing Devices (WFD)
	1012 - FY2010 CP - Firefighter Rescue Escape Device (WFD)
	1013 - FY2010 CP - Wellness and Fitness Equipment (WFD)
	1014 - FY2010 CP - Station Furniture (WFD)
	1015 - FY2010 CP - Hazardous Materials Equipment (WFD)
	1016 - FY2010 CP - Training Tools and Equipment (WFD)
	1017 - FY2010 CP - SVE Groundwater System (WFD)
	1018 - FY2010 CP - Neighborhood Services Software
	1019 - FY2010 CP - Desktop and Laptop Computers
	1020 - FY2010 CP - Mobile Data Computers
	1021 - FY2010 CP - Printers
	1022 - FY2010 CP - Network Servers
	1023 - FY2010 CP - GIS Implementation
	1024 - FY2010 CP - Network Management Software
	1025 - FY2010 CP - Storage Area Network Expansion
	1026 - FY2010 CP - Wireless Technology
	1027 - FY2010 CP - ESRI Software
	1028 - FY2010 CP - Fixed Asset Tracking
	1029 - FY2010 CP - Heat Licenses
	1030 - FY2010 CP - Software Upgrades
	1031 - FY2010 CP - Desktop and Laptop Computers (WFD)
	1032 - FY2010 CP - Printers (WFD)
	1033 - FY2010 CP - Mobile Data Terminals (WFD)
	1034 - FY2010 CP - Network Servers (WFD)
	1035 - FY2010 CP - Wireless Technology (WFD)
	1036 - FY2010 CP - Zentron Radio Controller (WFD)
	1037 - FY2010 CP - WAN Upgrade (WFD)
	1038 - FY2010 CP - EOC Equipment (WFD)
	1039 - FY2010 CP - Call Recorder (WFD)
	1040 - FY2010 CP - Computer Aided Dispatch (WFD)
	1041 - FY2010 CP - Leasehold Improvements (2201 Lake Woodlands)
	1042 - FY2010 CP - Leasehold Improvements (10001 Woodloch Forest )
	1043 - FY2010 CP - Pathway Replacement (Systemwide)
	1044 - FY2010 CP - Electrical Boxes (Town Green)
	1045 - FY2010 CP - Skateboard Deterrents (Town Green)
	1046 - FY2010 CP - Park Equipment (Waterway Square)
	1047 - FY2010 CP - Security Cameras (Alden Bridge, Forestgate, Lakeside, Cranebrook)
	1049 - FY2010 CP - Park Rules/ID Signs (Creekside, Forestlake, Kirkpatrick Glen, Spin
	1050 - FY2010 CP - Picnic Area Improvements (Northshore Park)
	1051 - FY2010 CP - Picnic Areas (May Valley, Tupelo, Timarron)
	1052 - FY2010 CP - Community Garden (New Garden)
	1053 - FY2010 CP - Fence and Lights (Lakeside)
	1054 - FY2010 CP - Tennis Court Resurfacing (Bear Branch, Sundance)
	1055 - FY2010 CP - Equipment, Pumps, Filters (All Pools)
	1056 - FY2010 CP - Exterior Door Replacement (Cranebrook, Forestgate, Harpers Landing
	1057 - FY2010 CP - Pool Deck Refurbishment (Shadowbend)
	1059 - FY2010 CP - Security System Upgrade (Rob Fleming)
	1060 - FY2010 CP - Painting (Recreation Center)
	1061 - FY2010 CP - Cameras (Waterway)
	1062 - FY2010 CP - Painting (Stations 2 and 4)
	1063 - FY2010 CP - New Park Development (TWA Areas)
	1064 - FY2010 CP - New Pathway Development (TWA Areas)
	1065 - FY2010 CP - New Pathways (WCOA Areas)
	1066 - FY2010 CP - Fire Station 7 (Creekside)

## CONSOLIDATED CHART OF ACCOUNTS (Types)

Type Groups	Type Codes
	1067 - FY2010 CP - Bear Branch Phase VI
	1068 - FY2010 CP - Bear Branch Skate Pk Phase III
	1069 - FY2010 CP - Restroom Improvements - Avalon Park
	1070 - FY2010 CP - Field Lighting - Lakeside Park
	1071 - FY2010 CP - Field Lighting - Alden Bridge Sports Park
	1072 - FY2010 CP - Flintridge/Gosling Pathway
	1073 - FY2010 CP - Village Park Security Cameras
	1075 - FY2010 CP - ESD Debt Allocation
	1076 - FY2010 CP - 9012 New Trails Building
11XX - Capital Projects (2011)	
	1101 - FY2011 CP - Fire Station 8 (Indian Springs)
	1102 - FY2011 CP - New Park Development TWA Areas
	1103 - FY2011 CP - New Pathway Development (TWA Areas)
	1104 - FY2011 CP - New Pathways Development (WCOA Areas)
	1105 - FY2011 CP - Fire Truck (WFD)
	1106 - FY2011 CP - Staff/Utility Vehicle (WFD)
	1107 - FY2011 CP - Firefighting Tools and Equipment (WFD)
	1108 - FY2011 CP - Protective Clothing (WFD)
	1109 - FY2011 CP - Special Rescue Equipment (WFD)
	1110 - FY2011 CP - Portable Radios (WFD)
	1111 - FY2011 CP - Signal Changing Device (Opticom) (WFD)
	1113 - FY2011 CP - Wellness and Fitness Equipment (WFD)
	1114 - FY2011 CP - Station Furniture (WFD)
	1115 - FY2011 CP - Hazmat Equipment (WFD)
	1116 - FY2011 CP - Training Tools & Equipment (WFD)
	1117 - FY2011 CP - Thermal Imaging Cameras (WFD)
	1118 - FY2011 CP - Extrication Tool (WFD)
	1119 - FY2011 CP - SCBA (WFD)
	1120 - FY2011 CP - Cardiac Monitors (WFD)
	1121 - FY2011 CP - Desktop and Laptop Computers (WFD)
	1122 - FY2011 CP - Printers (WFD)
	1123 - FY2011 CP - Mobile Data Terminals (WFD)
	1124 - FY2011 CP - Network Server (WFD)
	1125 - FY2011 CP - Fixed Asset Tracking (WFD)
	1126 - FY2011 CP - Station Improvements (WFD)
	1127 - FY2011 CP - New Office Improvements
	1128 - FY2011 CP - Mobile Data Computers
	1129 - FY2011 CP - Desktop & Laptop Computers
	1130 - FY2011 CP - Printers
	1131 - FY2011 CP - Software Upgrades
	1132 - FY2011 CP - Network Management Software
	1133 - FY2011 CP - Server Replacements
	1134 - FY2011 CP - Storage Area Network Expansion
	1135 - FY2011 CP - ESRI Software
	1136 - FY2011 CP - Fixed Asset Tracking
	1137 - FY2011 CP - Finance Document Scanners
	1138 - FY2011 CP - Records Management Scanners
	1139 - FY2011 CP - Software Licenses
	1140 - FY2011 CP - Cisco Catalyst/WAN Upgrade
	1141 - FY2011 CP - SharePoint Server
	1142 - FY2011 CP - Operating System Upgrade
	1143 - FY2011 CP - Document Management System
	1144 - FY2011 CP - New Office IT Infrastructure
	1145 - FY2011 CP - Staff Vehicle
	1146 - FY2011 CP - Vehicles
	1147 - FY2011 CP - Equipment
	1148 - FY2011 CP - Cameras
	1149 - FY2011 CP - Trucks
	1150 - FY2011 CP - Wood Chipper
	1151 - FY2011 CP - Kawasaki Mule
	1152 - FY2011 CP - Trailers
	1153 - FY2011 CP - Traffic Cones
	1154 - FY2011 CP - Carpet
	1155 - FY2011 CP - Kayaks



## CONSOLIDATED CHART OF ACCOUNTS (Types)

Type Groups	Type Codes
	1156 - FY2011 CP - Fitness Room Equipment 1157 - FY2011 CP - Town Center Parks 1158 - FY2011 CP - Major Park Renovation 1159 - FY2011 CP - Wheel Friendly Area Equipment 1160 - FY2011 CP - Playground Improvements 1161 - FY2011 CP - Dock Replacement 1162 - FY2011 CP - Parking Lots 1163 - FY2011 CP - Shade Structure Improvements 1164 - FY2011 CP - Community Garden 1165 - FY2011 CP - Picnic Area Improvements 1166 - FY2011 CP - Bench Replacement 1167 - FY2011 CP - Swing Improvements 1168 - FY2011 CP - Flue over Grill Creekside Park 1169 - FY2011 CP - Park Rules/ID Sign 1170 - FY2011 CP - Lake/Pond Improvements 1171 - FY2011 CP - Athletic Facility Parking Lot 1172 - FY2011 CP - Tennis Court Resurfacing 1173 - FY2011 CP - Pool Plaster Replacement 1174 - FY2011 CP - Pool Facility Addition 1175 - FY2011 CP - Exterior Door Replacement 1176 - FY2011 CP - Pool Equipment, Pumps, Filters 1177 - FY2011 CP - Pool Shade Structure Fabric Replacement 1178 - FY2011 CP - Pool Deck Refurbishment 1179 - FY2011 CP - Pool Shade Structure Replacement 1180 - FY2011 CP - Swim Team Sound System 1181 - FY2011 CP - Swim Team Lane Lines 1182 - FY2011 CP - Signs/Stone Walls Improvements 1183 - FY2011 CP - Pathway Improvements 1184 - FY2011 CP - Holiday Decorations
30XX - Recreation Programs (Aquatics)	3000 - Hurricane Swim Team 3001 - Rip Tide Swim Team 3002 - Waves Swim Team 3099 - Other
31XX - Recreation Program (Athletic)	3100 - Basketball 3101 - Flag Football 3102 - Inline Hockey 3103 - Soccer 3104 - Softball 3105 - Tennis 3199 - Other
32XX - Recreation Programs (Races)	3200 - Muddy Fest 3201 - Spring Fever 3202 - Ten for Texas 3203 - Triathlon
33XX - Recreation Programs (Recreation)	3300 - Arts in the Park 3301 - Boat House 3302 - Concerts in the Park 3303 - Daddy Daughter Dinner Dance 3304 - Day Camps 3305 - Family Camp Outs 3306 - Family Holiday Events 3307 - Family Special Events 3308 - Fitness 3309 - Gorilla Hole 3310 - Haunting 3311 - Pre-school Programs 3312 - Teen Programs 3313 - Teen Talent Show 3314 - Waterway Programs 3315 - Contractor Camps

## CONSOLIDATED CHART OF ACCOUNTS (Types)

Type Groups	Type Codes
34XX to 35XX - Other Programs	3316 - Kayak N Que
	3399 - Other
36X1 - Pool Revenue	3400 - Adopt-A-Path
	3401 - Community Involvement
	3402 - Earth Day
	3403 - TBD
	3404 - Fire and Life Safety Education
	3405 - Holiday Lighting Contest
	3406 - Hurricane Preparedness
	3407 - Landscaping Solutions
	3408 - Mosquito Awareness
	3409 - National Night Out
	3410 - Recycle, HHW, Solid Waste
	3411 - Teleworks
	3412 - Volunteer Appreciation Event
	3413 - Walk-to-School
	3414 - Watch Programs
	3500 - Ctr for Houston's Future
	3501 - GHP Opportunity Houston
	3502 - Leadership Montgomery County
	3503 - Park Openings & Dedications
	3504 - Public Safety Heroes
36XX - Recreation Revenue	3599 - Misc
	3601 - Guest Fees - Pool
37XX - Assessments/Property Tax	3611 - Memberships - Pool
	3621 - Rental - Pool
40XX - CVB Events	3631 - Concessions - Pool
	3602 - Guest Fees - WRC
	3612 - Memberships - WRC
	3620 - Rental - Boat House
	3622 - Rental - Facility
	3623 - Rental - Field
	3624 - Rental - Pavilion
	3630 - Concessions - Boat House
	3632 - Concessionaire Contracts
	3700 - FY2000 Delinquent Assessments
	3701 - FY2001 Delinquent Assessments
	3702 - FY2002 Delinquent Assessments
	3703 - FY2003 Delinquent Assessments
	3704 - FY2004 Delinquent Assessments
	3705 - FY2005 Delinquent Assessments
	3706 - FY2006 Delinquent Assessments
	3707 - FY2007 Delinquent Assessments
	3708 - FY2008 Delinquent Assessments
	3709 - FY2009 Delinquent Assessments
41XX - Other Events	3710 - Property Tax Year 2009 - FY 2010
	3710 - Property Tax Year 2010 - FY 2011
41XX - Other Events	4001 - Red, Hot & Blue
	4002 - Lighting of the Doves
41XX - Other Events	4003 - Ice Rink
	4004 - Winter Wonderland
41XX - Other Events	4005 - iWOW
	4006 - Waterway
41XX - Other Events	4007 - Kayak N Que
	4101 - Arbor Day
41XX - Other Events	4102 - Children's Festival
	4103 - Houston Symphony

## CONSOLIDATED CHART OF ACCOUNTS (Types)

Type Groups	Type Codes
	4104 - Run Thru the Woods 4105 - South County Fourth of July Parade 4106 - Taste of the Town 4107 - Wildflower Festival 4108 - Wine Week 4109 - Woodlands Waterway Arts Festival 4110 - The Woodlands Film Commission 4111 - Ironman Texas 4112 - Memorial Day Festivities
50XX - Interlocal Contracts	5001 - City of Oak Ridge North 5002 - City of Shenandoah 5010 - Constable Pct 3 Clerk 5011 - Constable Pct 3 Warrant Officer 5020 - Harris County Constable Personnel 5030 - JP Pct 3 Clerk 5040 - MCSO Personnel 5041 - MCSO Overtime Programs 5042 - MCSO Vehicle Fuel
55XX - Other Contracted Services	5500 - SMC EDP 5501 - Greater Houston Partnership 5502 - Planning and Development Committee 5503 - Public Facilities Admin Committee 5504 - Ad Hoc Committees
60XX - Bonded Debt	6001 - LT Debt - 2001 Bonds - Convention Center (TWT) 6002 - LT Debt - 2009 Bonds - Regional Participation (TWT) 6003 - LT Debt - 2010 Bonds - Unlimited Tax Bonds (TWT)
65XX - Other Debt	6501 - Note Payable - Line of Credit (TWA) 6502 - Note Payable - 2001/2002 Capital (WCSC) 6503 - Note Payable - 2001/2002 Capital (WRC) 6504 - Note Payable - 2001/2002 Capital (WFD) 6505 - Note Payable - 2004/2005 Capital ( WFD) 6506 - Note Payable - 2007 Capital (WFD) 6507 - Note Payable - Fire Station #5 & Capital (WFD) 6508 - Note Payable - Fire Station #6 & Emergency Training Facility (WFD) 6509 - Note Payable - Fire Station #7 (WFD)
70XX - Assets	7001 - Furniture, Fixtures, and Equipment (5-10 years) 7002 - Specialty Equipment and Vehicles (10-15 years) 7003 - Signage (7-20 years) 7004 - Leasehold Improvements (lease term) 7005 - Pathways (20 years) 7006 - Parks (componentize/20-30 years) 7007 - Buildings and Parking Garages (componentize/20-40 years) 7008 - Infrastructure (20-40 years) 7009 - Intangible Assets (useful life) 7010 - Land and Easements (non-depreciable) 7011 - Sculpture and Art (non-depreciable) 7012 - Construction-in-Progress (non-depreciable)
8XXX - Transfers	8010 - Transfer - Capital Projects 8020 - Transfer - Capital Reserve 8030 - Transfer - New Development Capital 8040 - Transfer - Debt Proceeds 8050 - Transfer - Hotel Occupancy Tax 8060 - Transfer - Sales Tax 8070 - Transfer - Property Tax 8080 - Transfer - The Woodlands CVB 8090 - Transfer - The Woodlands Fire Dept 8099 - Transfer - Other

## CONSOLIDATED CHART OF ACCOUNTS (Restrictions)

---

### Restriction Code

---

10 - Undesignated  
20 - Long-term Receivables  
30 - Designated: EDZ Projects  
31 - Designated: Capital Projects  
32 - Designated: Capital Reserves  
33 - Designated: Operating Reserves  
34 - Designated: Economic Development  
35 - Designated: The Woodlands CVB  
36 - Designated: The Woodlands Fire Dept  
40 - Reserved: Debt Service