

2013 Adopted Budget





Adopted

Annual Budget

Fiscal Year 2013

Submitted by:
Don T. Norrell – President

This budget will raise more total property tax than last year's budget by \$1,107,704 (2.7%), and of that amount \$576,112 is tax revenue to be raised from new property added to the tax roll this year.



BOARD OF DIRECTORS

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Vice Chairman

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Mike Bass

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Director

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Budget Message 2013





August 22, 2012

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

It is my pleasure to submit The Woodlands Township's budget for the period January 1 – December 31, 2013. The annual budget guides the Township's plan for providing services, facilities, and amenities to its citizens and visitors. This budget document is intended to give the reader a comprehensive view of funding for the Township's day-to-day operations, capital improvements, and principal and interest payments on outstanding debt. Expenditures are organized into operating departments and programs of service to give the public a clear understanding of how resources are allocated.

The Township views its planning and operational activities in a strategic manner. Accordingly, the 2013 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, cost effective services and amenities
- Provide enhancements to services as needed and appropriate
- Maintain and replace capital assets and facilities as necessary
- Create financial flexibility for changing conditions and opportunities

FINANCIAL ASSESSMENT

The Township's ongoing resilience during the national economic downturn can be attributed to prudent financial decisions made by the Board and staff over the previous few years. Through sound fiscal management, the Township has positioned itself well to cope with growth, create a positive atmosphere for economic development, and provide flexibility on budgetary issues. The Township continues to balance revenues and expenditures, maintain or enhance services, have an

excellent bond rating and low debt per capita ratio, and maintain appropriate levels of operating, capital replacement, economic development, and debt service reserves. Additionally, unlike many municipalities, the Township is not burdened with unfunded pension or retiree health insurance costs or large vacation/sick leave balances due to the types of benefit plans that have been implemented.

2011 and 2012 ACCOMPLISHMENTS

Before we consider the 2013 Budget, it is important to review the past two budget years and the successful financial initiatives that have been achieved by the Board of Directors in order to provide a strong fiscal foundation for the Township's governmental operations.

- Funded new capital improvement projects at historically low interest rates.
- Authorized bonds for the purchase and renovation of Township's Town Hall facility, resulting in a net cost reduction of \$2 million over a 15-year period as compared to leasing, plus equity in the asset.
- Achieved an "A+" bond rating from Standard & Poors and an "A2" rating from Moody's.
- Provided for a decrease in the property tax rate.
- Facilitated continued growth in sales and hotel tax revenues through support of entities and activities that promote economic development and attract visitors to the community.
- Implemented a 1% supplemental hotel tax in 2011 and an additional 1% in 2012, generating an estimated \$1.3 million in revenue for 2012. The revenue is used to fund The Woodlands Convention & Visitors Bureau, and reduces the allocation of sales tax revenue that would otherwise be required.
- Implemented a 5% events admission tax for qualifying venues and events, 90% of which is provided to the Cynthia Woods Mitchell Pavilion with the remaining 10 % retained by the Township. Projected 2012 revenue from the tax is \$700,000, which will be used by the Pavilion and Township to fund cultural activities in the community.
- Approved a solid waste and recycling services contract that enhances services while reducing annual costs by \$850,000.
- Executed a fire services contract with the City of Shenandoah that generates revenue of approximately \$450,000 annually without increasing fire department costs.

2013 BUDGET DEVELOPMENT PROCESS

The Township has an important responsibility to its citizens and taxpayers to carefully account for public funds, to manage the Township's finances wisely, and to plan for the adequate funding of services desired by the public. To facilitate this responsibility, the Township engages in a comprehensive budget development process. The adopted budget represents the culmination of months of preparation, discussion, and analysis regarding the most effective and efficient ways to provide services at the greatest value. Citizens have made important contributions to the discussion, and the Board of Directors has provided valuable leadership by setting priorities and expectations. The result is a 2013 budget plan that adheres to financial policies and preserves the Township's strong financial position while providing high quality services to the community. Key elements include:

- Provides funding for existing services and maintenance of facilities and amenities
- Continues to evaluate and address public safety needs
- Accommodates residential and commercial growth in the community
- Promotes economic development
- Continues plan to address results of Park Needs Assessment completed in July 2011
- Provides a competitive compensation package for the purpose of recruiting and retaining a professional workforce
- Maintains appropriate levels of operating, capital and debt service reserves
- Provides opportunity to decrease the property tax rate while maintaining or improving service levels

The Township utilizes a conservative strategy when projecting revenues and expenditures. Revenue and expenditure patterns are closely monitored so that adjustments to spending levels can be timely implemented if necessary.

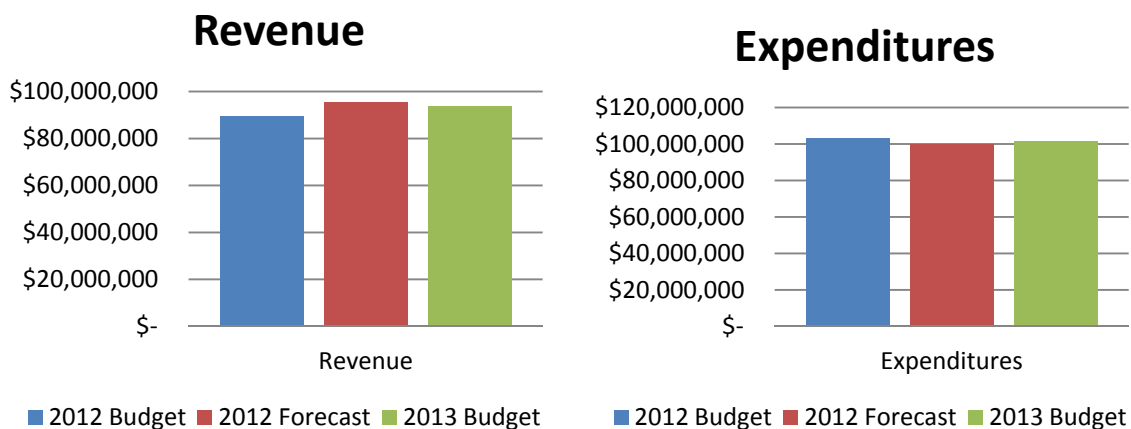
2013 BUDGET HIGHLIGHTS

- The 2012 property tax rate (which funds the 2013 budget) is 31.73 cents per \$100 of taxable value, a 0.77 cent decrease from the 2011 property tax rate of 32.5 cents; the maintenance and operations component of the rate decreased 1.36 cents and the debt service component increased 0.59 cents
- The proposed 2012 property tax rate of 31.73 cents is lower than the effective tax rate of 32.02 cents
- Operating revenues total \$93.6 million, an 9.8% increase from the 2012 Budget; the majority of this increase is related to higher sales tax revenue

- Sales tax, hotel tax, and program revenues account for 56% of the Township's total revenue sources, while property tax accounts for 44%
- Operating expenditures total \$72.7 million, a 3.0 % increase from the 2012 Budget
- Capital expenditures total \$17.6 million, of which \$6.2 million is funded from bond proceeds
- Significant capital projects include new development park and pathway projects, improvements to park and aquatics amenities with the addition of a new sports field complex , and the purchase of a fire engine
- Enhanced law enforcement services include the addition of three personnel in Harris County
- Operating reserve balance is \$18.7 million at 12/31/2013, which represents 20% of 2013 operating revenue and is in accordance with Board policy

2013 CONSOLIDATED BUDGET

The consolidated operating budget includes the combined operating revenues and expenditures of the Township's General Fund, The Woodlands Convention & Visitors Bureau, the Capital Projects Fund, the Debt Service Fund, the Debt Service Reserve Fund, and the Special Revenue Fund.



Revenues

Total revenue projections for 2013 equal \$93.6 million, which is a 4.7% increase from 2012 budgeted revenues of \$89.5 million. The increase is primarily the result of higher revenues generated from sales and use tax, hotel occupancy tax, and contract fees. The revenue increase is net of a \$4.2 million decrease in bond proceeds included in the 2012 budget but not 2013.

Property tax revenues are based on a property tax rate of \$0.3173 applied to a taxable property value base of \$13.1 billion, an increase of \$500 million from last year's tax base of \$12.6 billion. Tax revenue generated by \$0.01 is approximately \$1.3 million. Total property tax revenues are projected to be \$41.4 million, representing an increase of \$567,000 from 2012, and will be used to fund operating, debt service, and capital requirements not funded from other sources. Revenues from property tax comprise 44% of total revenues. Following is a summary of the components of the property tax rate.

	<u>Amount</u>	<u>Rate</u>
Maintenance & Operations	\$38.0 million	29.10 cents
Debt service	<u>3.4 million</u>	<u>2.63 cents</u>
Total	\$41.4 million	31.73 cents

Sales tax revenues for 2013 are projected to be \$39.0 million, which is a 4.0% increase over the 2012 forecasted amount of \$37.5 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 2009 and 2010 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 previously approved improvement projects.

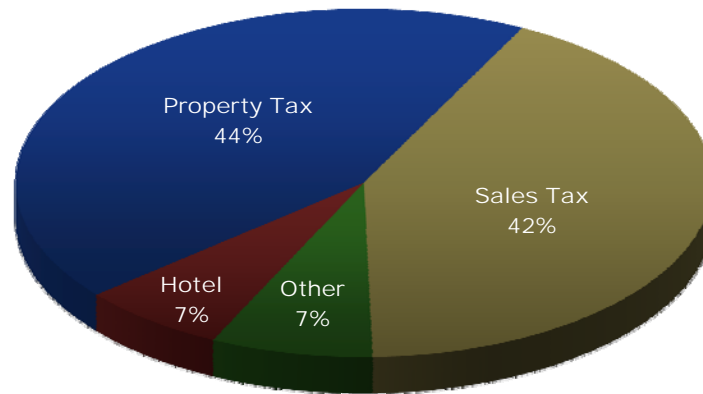
Sales tax revenues are very important to the Township in that they reduce the need for property taxes and make up 42% of general revenue sources. Sales tax is subject to economic cycles and discretionary buying characteristics of consumers, and accordingly must be monitored and projected carefully.

Revenues from a 15% **hotel occupancy tax**, of which 9% is payable to the Township, are anticipated to generate \$6.3 million in revenue, a 4.0% increase from the 2012 forecast of \$6.0 million. The hotel tax consists of a 7% base tax and a 2% supplemental tax. The supplemental tax is anticipated to generate \$1.4 million in revenue in 2013. These funds will be transferred to The Woodlands Convention & Visitors Bureau (CVB) to pay for operating expenses and offset General Fund transfers that would otherwise be necessary to fund the CVB's cash requirements. The remaining hotel occupancy tax revenues of \$4.9 million are dedicated to funding debt service obligations on the Township's Convention Center and regional participation long-term debt.

Revenues also consist of program fees generated by recreation programs, pool operations, and Convention & Visitors Bureau sponsorship, event, and waterway cruiser income. Program revenues for 2013 are projected to be \$3.9 million, an increase of approximately \$120,000 from 2012. Other revenues included in the consolidated operating budget include income earned through Fire Department contracts (\$877,000), events admission tax (\$728,000), interest income (\$656,000),

various administrative fees (\$261,000), the sale of property (\$250,000), and miscellaneous revenues (\$316,200).

2013 BUDGET % of TOTAL REVENUE



Expenditures

Total consolidated expenditures of \$101.7 million represent a \$1.3 million, or 1.3% decrease from 2012 budgeted expenses of \$103.0 million. The decrease is related to a reduction in capital expenditures as projects for Fire Station 7, Central Fire Station, and two fire apparatus will be completed in 2012.

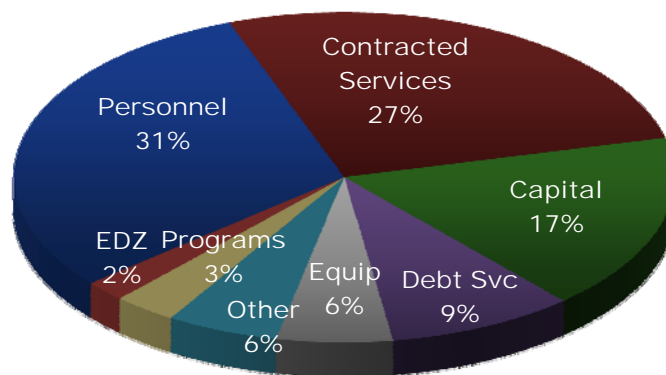
The overall decrease in expenditures is partially offset by an increase in debt service. Principal and interest payments on outstanding debt balances totaling \$112.5 million equal \$9.3 million for 2013. The increase of \$400,000 from the 2012 budget is due to the issuance of debt in 2012 to fund certain park and fire department projects.

Operating expenses increased \$2.0 million, or 3.0 %, to a total of \$72.7 million for 2013. The increase is due primarily to salaries and benefits and services tied to community growth such as trash collection, streetlighting, and park and pathway maintenance/utilities. Please reference the *Personnel* section below for information regarding staffing and compensation.

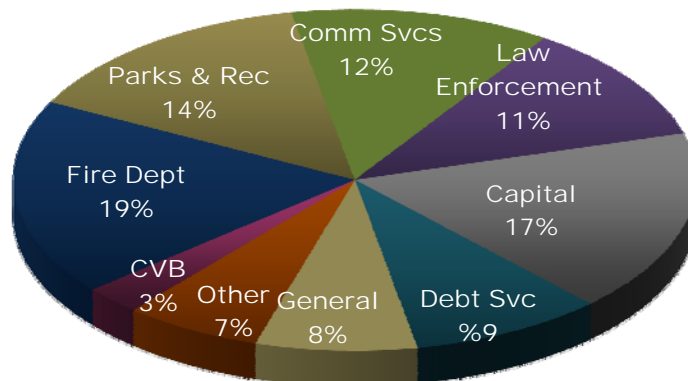
Continued expansion of the community policing program has also been factored into the 2013 budget, including three additional personnel for the Harris County Constable's Office. The 2013 budget for law enforcement services totals \$11.0 million, representing a \$505,000 increase from the 2012 budget.

Partially offsetting the overall increase in operating expenditures are decreases totaling \$1.3 million in the General Fund. Expenses for tree removal and forest management are decreasing as many of the activities related to 2011 drought response are anticipated to be completed in 2012. The budget also reflects reductions in line items such as expensed law enforcement vehicles/equipment, private waterway security, contract labor, governance, public opinion surveys, supplies and meetings.

2013 BUDGET % of TOTAL EXPENDITURES



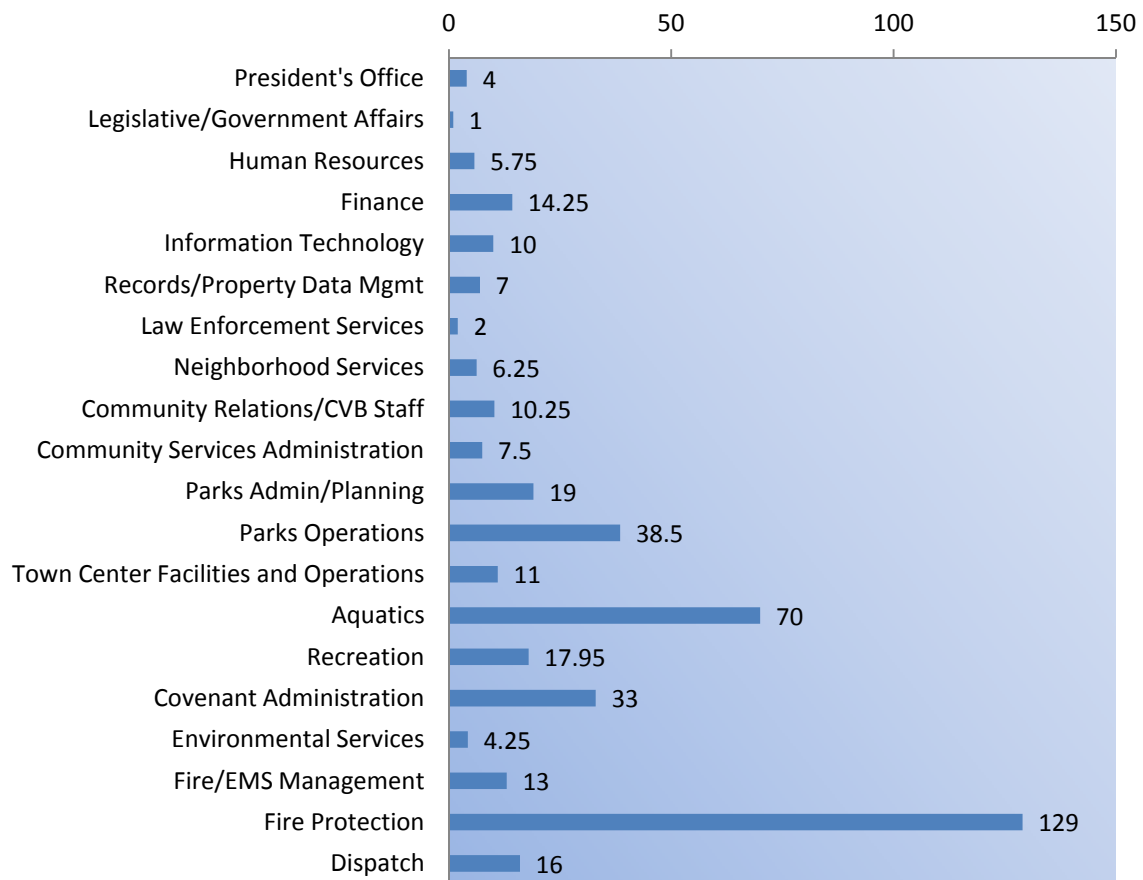
2013 BUDGET % of TOTAL EXPENDITURES



PERSONNEL

Staffing levels for 2013 are proposed at 261.7 full time equivalent employees for the Township and 158 for the Fire Department as indicated in the following chart:

The Woodlands Township Department Staffing - 2013



A total of 8.0 full time equivalent (FTE) positions are being added in the 2013 budget for Township operations. These include an additional 3 FTE Town Center Rangers in the Town Center Facilities/Operations department and 3 FTE Lifeguards in the Aquatics department. The cost of the rangers will be fully offset by a reduction in costs for private waterway security as the new rangers will assume those responsibilities. Additional pool revenues will offset fifty percent of the costs for the new lifeguards. In addition, a Customer Service Representative position is being

added to Community Services and a Group Sales Specialist is being added to the Convention & Visitors Bureau.

The *Personnel* section contains additional information on current staffing levels and new positions for 2013.

Total compensation expenses for the 420 full time equivalent employees total \$31.0 million for 2013, a 4.4% increase from 2012. The increase is due to several primary factors including:

- new positions as outlined above, partially offset by the reclassification of the Neighborhood Services Manager position to Program Coordinator
- 3.0% merit increase
- 7.6% increase in health insurance premiums

To minimize escalating health insurance costs anticipated during preparation of the 2011 budget, a fully insured health plan was replaced by a self-insured plan. 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 Township established an \$800,000 reserve for the self-insurance plan in 2011. The Township's projected increase in health insurance costs for 2013 is 7.6%, which is lower than the national average of 9%.

CAPITAL PROJECTS PLAN

The 2013 Budget and Five-Year Plan include funding for capital projects and assets required by the Fire Department, Parks and Recreation, and Information Technology 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.

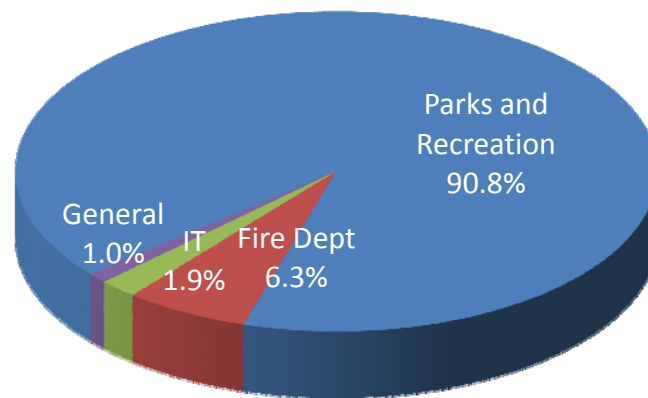
Capital expenditures for 2013 total \$17.6 million. Of this amount, \$6.2 million will be funded by bond proceeds and \$0.2 million will be funded by capital carryovers from the 2012 budget.

- \$8.9 million Recreational Amenities Development
- \$4.1 million Park and pathway projects in Creekside Park
- \$1.5 million Park and pathway improvements; equipment
- \$1.4 million Pedestrian projects in Town Center
- \$700,000 Fire engine replacement at Station 3

- \$400,000 Fire department equipment and facilities
- \$300,000 Technology improvements/other
- \$180,000 Replacement of 3 HVAC units at Town Hall

Please reference the *Capital Projects Fund* section of this document for a detailed listing of 2013 capital items. Following is a chart depicting capital expenditures by department:

2013 Capital Budget



BOND RATINGS

The Township's bond ratings provide evidence of its financial strength. In November 2011, the Township received a rating of "A+" from Standard & Poors and a rating of "A2" from Moody's, indicating our bonds are considered excellent investment quality. The rating agencies commented on the Township's strong tax base growth, prudent fiscal management, and substantial reserve balances in their analysis of financial condition.

OPERATING, CAPITAL, AND ECONOMIC DEVELOPMENT RESERVES

Operating Reserve

Another measure of a governing unit's financial strength is the level of its fund balance, or operating reserves. 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 49% 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 2013 is \$18.7 million, which is 20% of 2013 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.

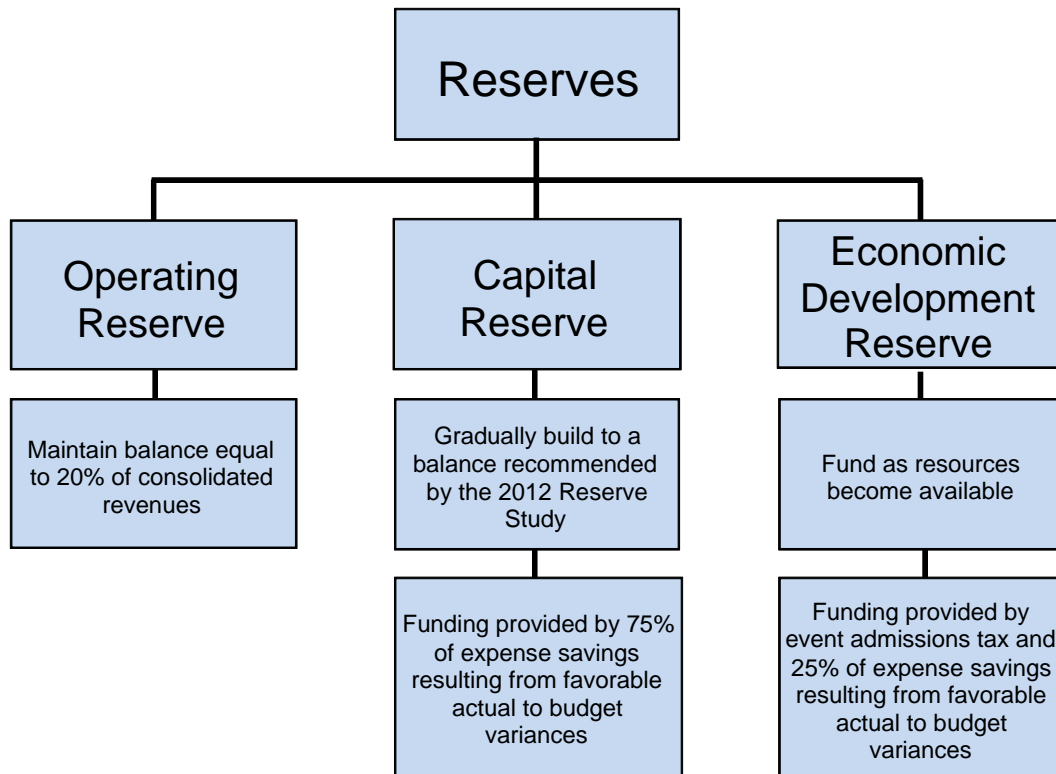
The December 31, 2013 capital reserve balance is projected to be \$12.6 million after the utilization of \$2.4 million to fund the recreation amenities programs in the capital budget in 2013. The high current balance is due in part to the receipt of bond proceeds in 2010 and 2011 to finance certain capital projects, thereby eliminating the need to pay for the projects with General Fund revenues. Additionally, the refinancing of debt in 2010 at historically low interest rates generated excess funds that were transferred to the capital reserve account. Significant favorable budget variances in sales tax, hotel tax and property tax revenues anticipated for 2012 are also having an impact on the capital reserve, as the budget assumes \$5.5 million will be allocated to the reserve by year-end 2012.

Preliminary estimates from a reserve study currently underway indicate a capital reserve balance of \$14.3 million for the Township, based on current book values and replacement values of depreciable assets. The reserve balance is estimated to be \$16.8 million at the end of the current five-year plan.

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 generated by an events admission tax 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, 2013 reserve balance is projected to be \$4.8 million and grow to \$6.4 million at the end of the five-year plan.

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



FIVE-YEAR BUSINESS PLAN

As the annual budget is developed, it is important to provide high quality services that are sustainable. We must 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 2013 Budget.

The plan assumes conservative revenue growth and the continuance of the proposed 2012 property tax rate of \$0.3173. The plan also provides for growth in expenditures due to inflation, new development in the community, additional personnel and equipment for the community policing program, and the assumption of responsibilities from the developer as the community is built out. Additionally, a five-year staffing plan and capital projects plan were developed to specifically account for these significant expenditures. Funding for transportation-related operations, primarily related to three park-and-ride programs and the trolley system, is factored into the plan beginning in 2016 at a cost of \$1.4 million annually. The Township's reclassification from a rural transportation district to an urban district based on the 2010 census is necessitating the change as grant monies will no longer be available for operating expenses.

Given the assumptions outlined above, the Township's five-year business plan reflects sufficient revenues to fund projected operating expenditures and debt

service requirements through the 2017 budget year. A minimum operating reserve balance equal to 20% of consolidated revenues is maintained throughout the long-term plan, as is a self-insurance health reserve of \$800,000. Additionally, the debt service fund and debt service reserve fund retain balances of \$3.7 million and \$3.2 million, respectively. Please reference the *Five-Year Plan* section of this document for detailed information.

CONCLUSION

During the preparation of the 2013 Budget and related Five-Year Plan, our primary goals were focused on the provision of high quality, cost effective services and amenities that aligned with the Township's strategic objectives. I believe this budget is a prudent and sound financial plan that achieves these goals and maintains the fiscal strength of the Township now and into the future.

Respectfully,

A handwritten signature in black ink, appearing to read "Don T. Norrell". The signature is fluid and cursive, with the first name "Don" and last name "Norrell" clearly distinguishable.

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

INTRODUCTION



In This Section You Will Find:

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Guide to Using the 2013 Budget Document

The Woodlands Township's 2013 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 and uses 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 Township President's 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' 2013 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 2012 budget, 2012 forecast and 2013 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 2013 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 2013 compensation plan, an overview of staffing levels by department, and requests for new positions.

Guide to Using the 2013 Budget Document

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 2012 budget, 2012 forecast and 2013 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 2013 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 Convention & Visitors Bureau

This section provides a statement of revenues and expenditures and change in fund balance for the Convention & Visitors Bureau. Graphs, charts and narrative analysis accompany the statement. A 2013 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 2013 capital plans for the fire department, 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.

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 2013 – 2017. Assumptions used to develop the projections are provided, along with detailed five-year staffing and capital projects.

Budget Process

The following overview describes the 2013 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 April, the finance staff conducted meetings with 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 department developed the 2013 salaries and benefits budget based on the results of the most recent compensation study and current market conditions. Property tax revenue projections for 2013 were made from preliminary notices of appraised values provided by the Montgomery County Appraisal District in mid-May. Revenues for 2013 from sales and use taxes and hotel occupancy taxes were projected based on current collections and growth assumptions. In addition to the 2013 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 Management 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. 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 week in July and first week in August 2012. 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. Budget initiatives from the June Budget Planning Work Session will also be discussed. 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 25, 2012.

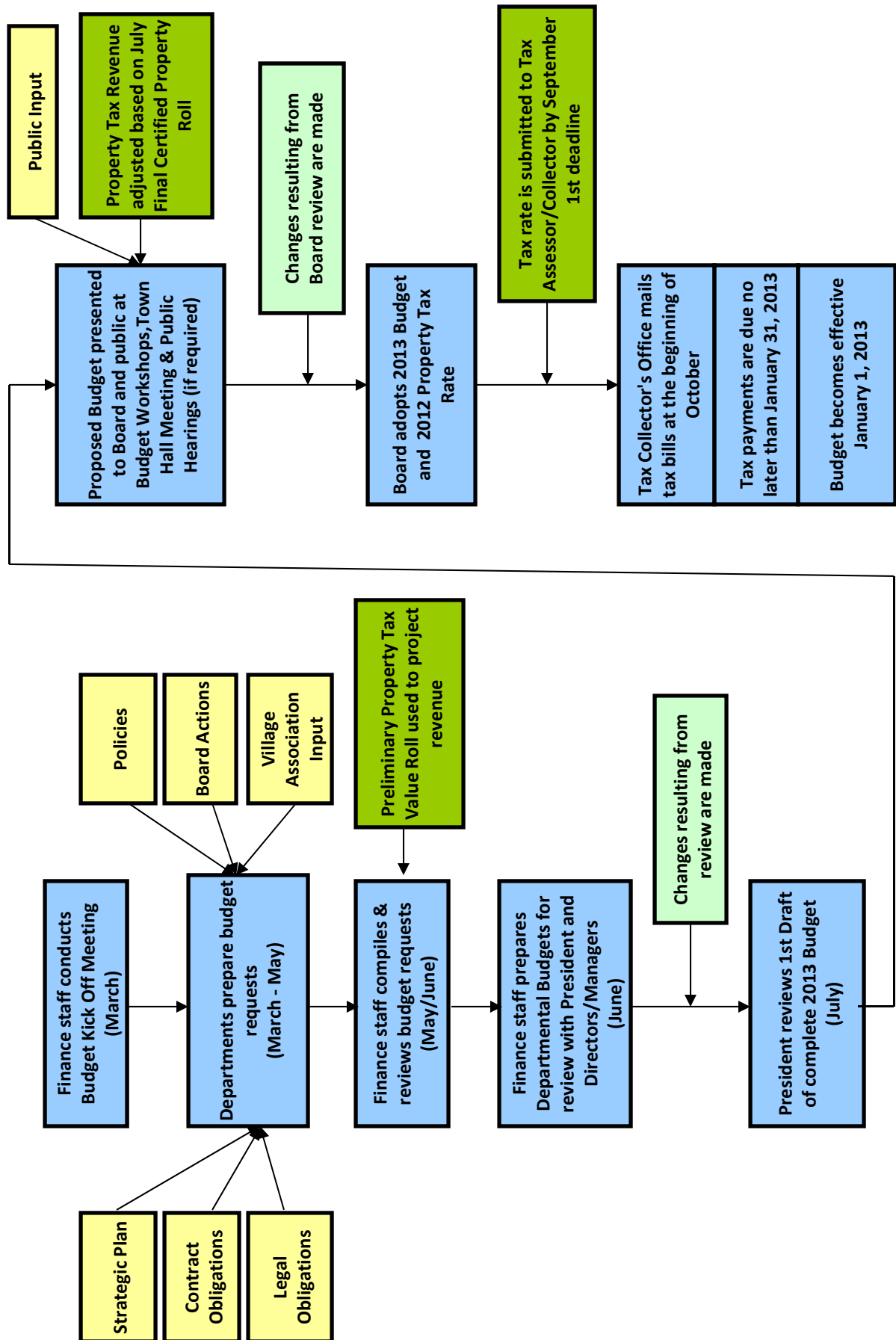
At the budget workshop meeting on July 30, 2012, the Board of Directors is scheduled to take a recorded vote on the proposed 2012 property tax rate in accordance with Truth in Taxation provisions contained in the Texas Constitution and the Texas Tax Code. Please

Budget Process


















note that this vote is not the official adoption of the 2012 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 2013 budget document that is presented to the Township Board of Directors for its approval at the Board meeting scheduled for August 22, 2012.

Budget Process

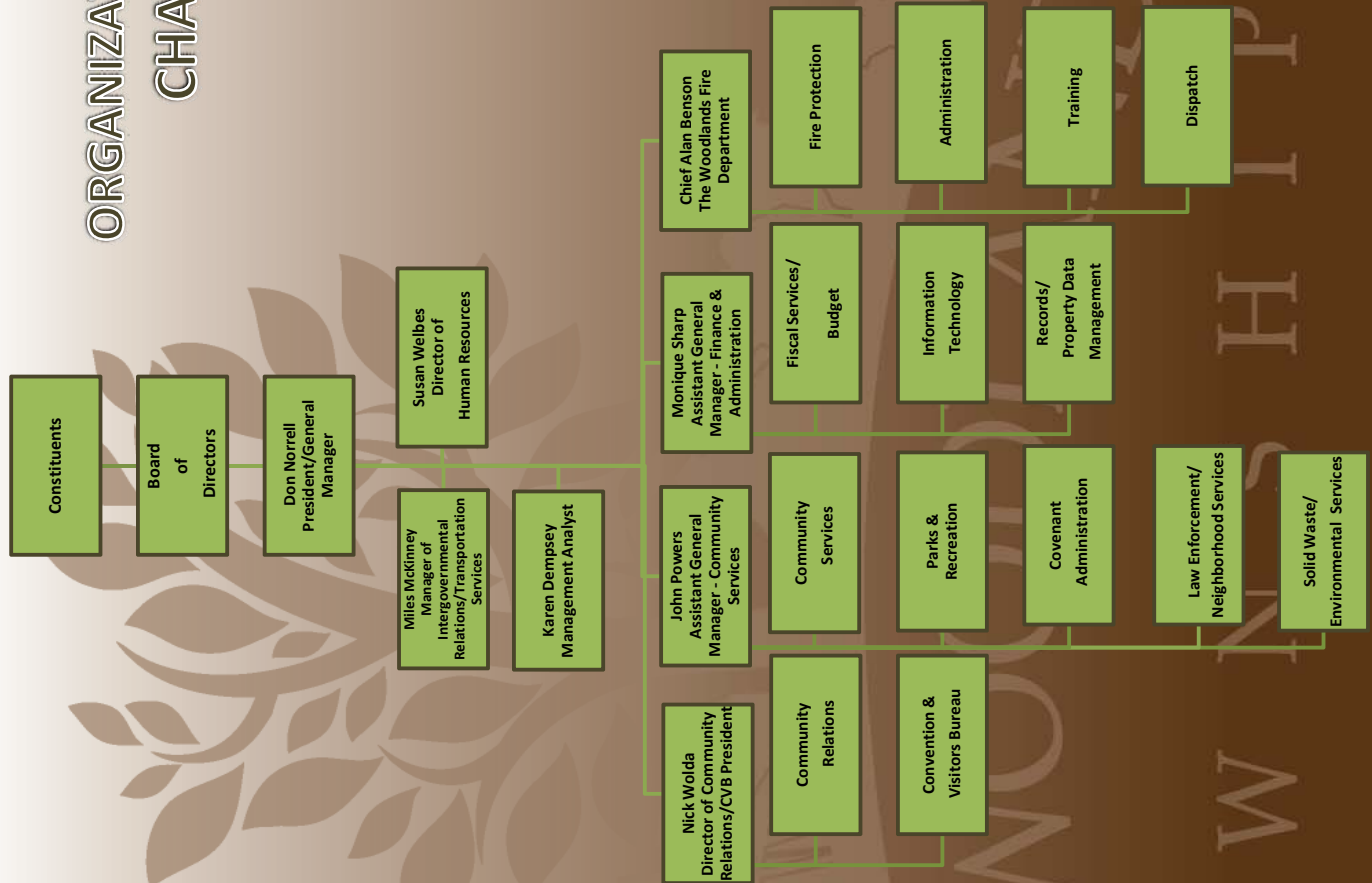


2013 BUDGET CALENDAR

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 and other outside agencies submit budget requests												
Department review of budgets with President												
Budget staff prepares 1st draft budget												
President reviews 1st draft budget												
Budget staff produces President's proposed budget												
Board of Directors reviews proposed budget and solicits input at a series of budget workshops and meetings												
Public hearings held if required per Truth in Taxation requirements												
Board Meeting: 2013 budget is adopted and the 2012 tax rate is established												
2012 Property Tax Rate is submitted to the Tax Assessor/Collector												
Tax Assessor/Collector mails tax statements (Jan. 31, 2013 due date)												



ORGANIZATIONAL CHART





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

The Woodlands Township Strategic Plan



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



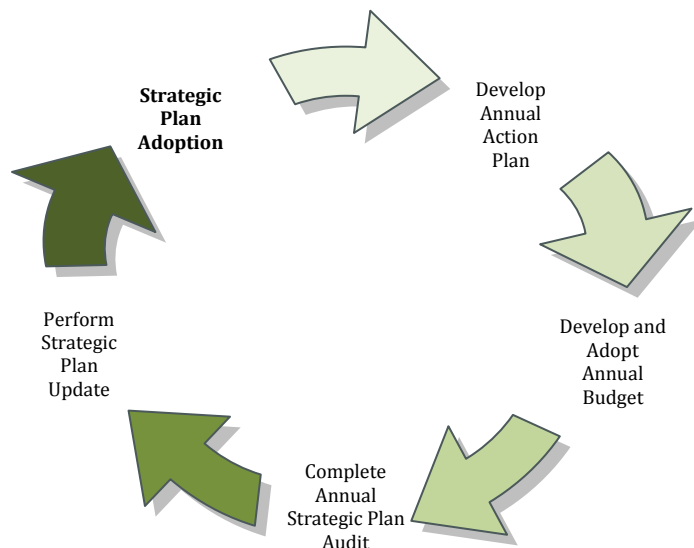
Plan Implementation

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
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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

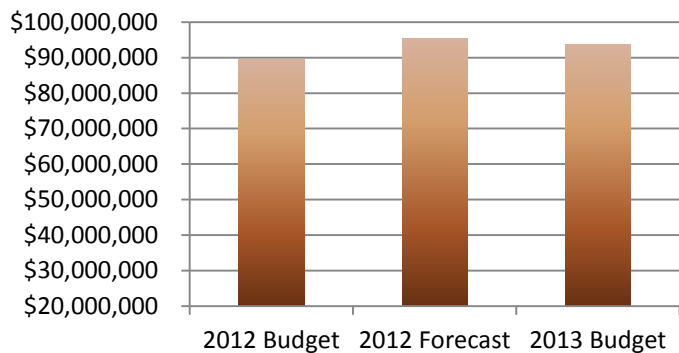
The Consolidated Operating Budget includes the combined operating revenues and expenditures of the General Fund, The Woodlands Convention & Visitors Bureau, the Capital Projects Fund, the Debt Service Fund, the Debt Service Reserve Fund, and the Special Revenue Fund (Economic Development Zone).

Revenue projections are based on a property tax rate of \$0.3173, a 15.8% increase in sales tax revenues and a 24.4% increase in hotel occupancy tax revenues over the 2012 Budget.

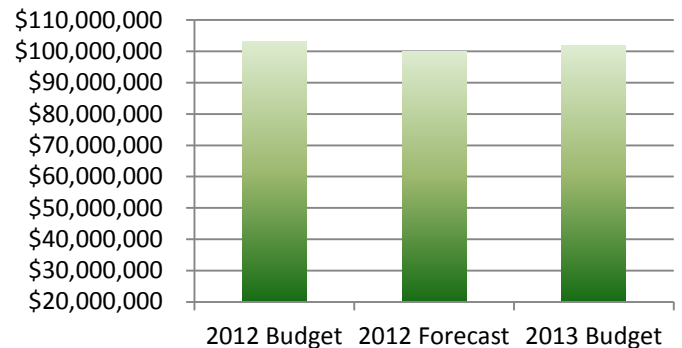
	2012 Budget	2012 Forecast	2013 Budget	\$ Inc/(Dec)	% Inc/(Dec)
TOTAL REVENUES	89,453,011	95,353,029	93,622,705	\$4,169,694	3.6%
TOTAL EXPENDITURES	103,046,371	100,041,857	101,718,916	(1,327,455)	-8.8%
REVENUE OVER/(UNDER) EXPENDITURES (A)	(13,593,360)	(4,688,828)	(8,096,211)	5,497,149	90.2%
BEGINNING FUND BALANCE	57,130,285	57,130,285	52,441,456	(4,688,829)	-8.2%
ENDING FUND BALANCE	43,536,925	52,441,457	44,345,245	808,320	1.9%

(A) The difference between revenues and expenditures is funded by bond proceeds received in 2010, 2011, and 2012 which are being utilized to pay for capital purchases in 2012 and 2013.

TOTAL REVENUES



TOTAL EXPENDITURES



**The Woodlands Township
Overview of Consolidated Operating Budget**

	2012 BUDGET	2013 BUDGET	INCREASE
REVENUES	\$89,453,011	\$93,622,705	\$4,169,694
Increase/(Decrease) in Revenues is due primarily to:			
* Sales Tax revenue			\$ 5,321,193
* Property Tax revenue			1,107,704
* Hotel Occupancy Tax revenue			960,668
* Supplemental Hotel Tax revenue			274,477
* Program revenue			117,670
* Events Admission Tax			228,000
* Interest Income			(63,894)
* Other, net			428,876
* Bond Proceeds			<u>(4,205,000)</u>
Total Increase in Revenues			<u>\$ 4,169,694</u>
Detailed analysis of increases and decreases in Revenues is provided in the <i>Revenue Sources</i> section.			

	2012 BUDGET	2013 BUDGET	DECREASE
EXPENDITURES	\$103,046,371	\$101,718,916	(\$1,327,455)
Increase/(Decrease) in Expenditures is due primarily to:			
* Fire Department			\$ 809,525
* Law Enforcement			504,728
* Debt Service			408,766
* Capital Projects			(3,869,788)
* Parks and Recreation			1,363
* Streetlighting			160,000
* Solid Waste Services			236,376
* Other, net			<u>421,575</u>
Total Decrease in Expenditures			<u>\$ (1,327,455)</u>
Detailed analysis of increases and decreases in Expenditures is provided throughout this binder.			

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

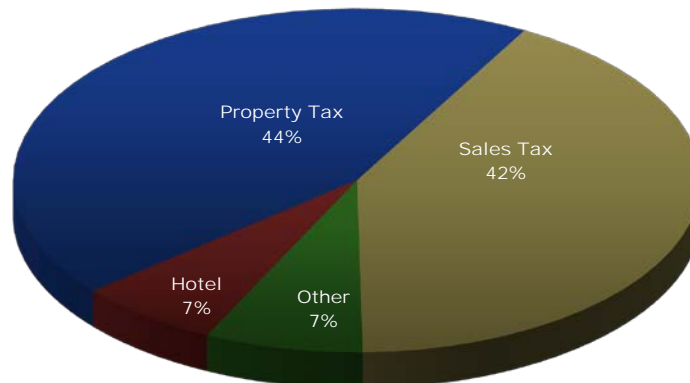
				2012 Budget to 2013 Budget	
	2012 Budget	2012 Forecast	2013 Budget	\$ Inc/(Dec)	% Inc/(Dec)
REVENUES					
Property Tax	\$ 40,295,216	\$ 40,826,808	\$ 41,402,920	\$ 1,107,704	2.7%
Sales and Use Tax	33,645,935	37,500,848	38,967,128	5,321,193	15.8%
Hotel Occupancy Tax	3,930,620	4,703,161	4,891,288	960,668	24.4%
Supplemental HOT	1,123,034	1,343,760	1,397,511	274,477	24.4%
Event Admissions Tax	500,000	700,000	728,000	228,000	45.6%
Program Revenues	3,757,730	3,754,762	3,875,400	117,670	3.1%
Administrative Fees	247,100	261,000	261,000	13,900	5.6%
Grants and Contributions	32,000	32,000	32,000	-	0.0%
Interest Income	720,159	668,276	656,265	(63,894)	-8.9%
Other Income	996,217	1,330,297	1,411,193	414,976	41.7%
TOTAL OPERATING REVENUES	\$ 85,248,011	\$ 91,120,912	\$ 93,622,705	\$ 8,374,694	9.8%
Bond Proceeds	4,205,000	4,232,117	-	(4,205,000)	-100.0%
TOTAL REVENUES	\$ 89,453,011	\$ 95,353,029	\$ 93,622,705	\$ 4,169,694	4.7%
OPERATING EXPENDITURES					
General Government	7,589,742	7,480,649	7,759,343	169,601	2.2%
Law Enforcement	10,467,370	10,259,956	10,972,098	504,728	4.8%
Neighborhood Services	462,319	396,087	451,078	(11,241)	-2.4%
Parks and Recreation	14,741,108	15,373,518	14,742,471	1,363	0.0%
Community Services	12,090,309	12,070,294	12,562,648	472,339	3.9%
Community Relations	1,124,606	1,092,947	1,170,189	45,583	4.1%
Transportation	308,400	308,400	380,900	72,500	23.5%
Economic Development	319,100	238,000	238,000	(81,100)	-25.4%
Fire Department	18,146,502	18,152,358	18,956,027	809,525	4.5%
Convention & Visitors Bureau	2,884,457	2,747,920	2,732,737	(151,720)	-5.3%
Regional Participation	1,053,093	1,115,245	1,159,855	106,762	10.1%
Other Expenditures (Operating)	1,464,247	1,380,979	1,616,148	151,901	10.4%
OPERATING EXPENDITURES	\$ 70,651,253	\$ 70,616,353	\$ 72,741,494	\$ 2,090,241	3.0%
OTHER					
Other Expenditures (EDZ)	2,017,602	2,017,602	2,060,928	43,326	2.1%
Capital Outlay	15,754,575	15,648,510	12,078,508	(3,676,067)	-23.3%
New Development Capital	5,706,721	2,952,000	5,513,000	(193,721)	-3.4%
Debt Service	8,916,220	8,715,835	9,324,986	408,766	4.6%
Debt Issuance Costs	-	91,557	-	-	
OTHER EXPENDITURES	\$ 32,395,118	\$ 29,425,504	\$ 28,977,422	\$ (3,417,696)	-10.6%
TOTAL EXPENDITURES	\$ 103,046,371	\$ 100,041,857	\$ 101,718,916	\$ (1,327,455)	-1.3%
REVENUE OVER/(UNDER) EXPENDITURES	(13,593,360)	(4,688,828)	(8,096,211)	5,497,149	40.4%
BEGINNING FUND BALANCE	57,130,285	57,130,285	52,441,456	(4,688,829)	-8.2%
ENDING FUND BALANCE	\$ 43,536,925	\$ 52,441,457	\$ 44,345,245	\$ 808,320	1.9%



WHERE THE MONEY COMES FROM BY REVENUE TYPE

Revenue	2012 Budget	2012 Forecast	2013 Budget	2012 Budget to 2013 Budget	
				\$ Change	% Change
Property Tax	\$ 40,295,216	\$ 40,826,808	\$ 41,402,920	\$ 1,107,704	2.7%
Sales and Use Tax	33,645,935	37,500,848	38,967,128	5,321,193	15.8%
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Total Revenue	\$ 89,453,011	\$ 95,353,029	\$ 93,622,705	\$ 4,169,694	4.7%

2013 BUDGET % of TOTAL REVENUE

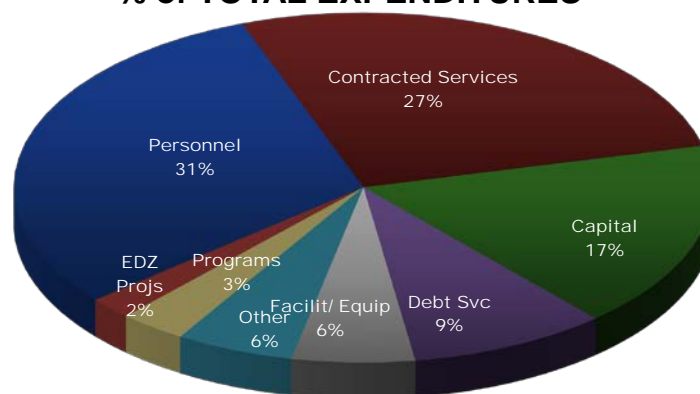




WHERE THE MONEY GOES BY EXPENDITURE TYPE

Expenditure	2012 Budget	2012 Forecast	2013 Budget	2012 Budget to 2013 Budget	
				\$ Change	% Change
Salaries and Benefits	\$ 29,693,429	\$ 29,597,022	\$ 30,987,895	\$ 1,294,466	4.4%
Board/Staff Development	601,450	561,950	592,950	(8,500)	-1.4%
Facility Expense	2,632,619	2,708,664	2,995,756	363,137	13.8%
Equipment Expense	2,706,131	2,747,631	2,770,745	64,614	2.4%
Contracted Services	27,171,724	27,316,471	27,275,881	104,157	0.4%
Maintenance Expense	620,600	625,300	630,600	10,000	1.6%
Program Expense	3,123,370	3,059,620	3,153,750	30,380	1.0%
Public Relations	399,600	379,500	381,100	(18,500)	-4.6%
Administrative Expense	2,417,717	2,311,990	2,692,962	275,245	11.4%
Capital Outlay	21,542,816	18,643,470	17,591,508	(3,951,308)	-18.3%
Debt Service	8,916,220	8,715,835	9,324,986	408,766	4.6%
Debt Issuance Costs	-	91,557	-	-	
Governance	150,000	150,000	100,000	(50,000)	-33.3%
Regional Participation (RPA)	1,053,093	1,115,245	1,159,855	106,762	10.1%
EDZ Projects	2,017,602	2,017,602	2,060,928	43,326	2.1%
Total Expenditures	\$ 103,046,371	\$ 100,041,857	\$ 101,718,916	\$ (1,327,455)	-1.3%

2013 BUDGET % of TOTAL EXPENDITURES



DEPARTMENT / PROGRAM DESCRIPTIONS

General Government

Includes Board of Directors, President's Office, Intergovernmental Relations, 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, and department administration.

Parks and Recreation

Includes the divisions of Administration/Planning, Park and Pathway Operations, Town Center Facilities and 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 services and programs provided to the Township by local and regional economic development entities, as well as funding to foster positive strategic partnerships and governmental representation.

The Woodlands Fire Department

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

The Woodlands Convention & Visitors Bureau

Includes operations and programming for the CVB.

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, the Pavilion's share of the Events Admission Tax, MUD 39's share of the building lease to the Montgomery County Hospital District, and a contingency reserve.

Capital Outlay/Reserves

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

Debt Service

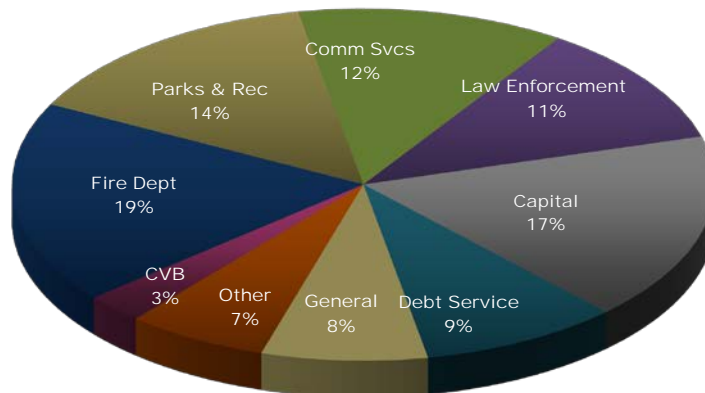
Includes principal and interest payments on debt obligations.



WHERE THE MONEY GOES BY DEPARTMENT/PROGRAM

Department	2012 Budget	2012 Forecast	2013 Budget	2012 Budget to 2013 Budget	
				\$ Change	% Change
General Government	\$ 7,589,742	\$ 7,480,649	\$ 7,759,343	\$ 169,601	2.2%
Law Enforc/Neighborhood Svcs	10,929,689	10,656,043	11,423,176	493,487	4.5%
Parks and Recreation	14,741,108	15,373,518	14,742,471	1,363	0.0%
Community Services	12,090,309	12,070,294	12,562,648	472,339	3.9%
Community Relations	1,124,606	1,092,947	1,170,189	45,583	4.1%
Transportation	308,400	308,400	380,900	72,500	23.5%
Economic Development	319,100	238,000	238,000	(81,100)	-25.4%
The Woodlands Fire Dept	18,146,502	18,152,358	18,956,027	809,525	4.5%
Convention & Visitors Bureau	2,884,457	2,747,920	2,732,737	(151,720)	-5.3%
Governance	150,000	150,000	100,000	(50,000)	-33.3%
Regional Participation	1,053,093	1,115,245	1,159,855	106,762	10.1%
Other Expenditures	3,331,849	3,248,581	3,577,076	245,227	7.4%
Capital Outlay	21,461,296	18,600,510	17,591,508	(3,869,788)	-18.0%
Debt Service	8,916,220	8,715,835	9,324,986	408,766	4.6%
Debt Issuance Costs	-	91,557	-	-	
Total Expenditures	\$ 103,046,371	\$ 100,041,857	\$ 101,718,916	\$ (1,327,455)	-1.3%

2013 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 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 Revenue Bond debt service. The revenue from the debt service component of the property tax rate (I&S rate) is accumulated in the debt service fund and used to make payments on the Unlimited Tax Bonds of the Township.

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 used to pay public safety 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 sales tax transfers from the General Fund, 2% Supplemental Hotel Tax, and event sponsorships / sales.

**The Woodlands Township
Consolidated Budget Summary by Fund
(FY 2013)**

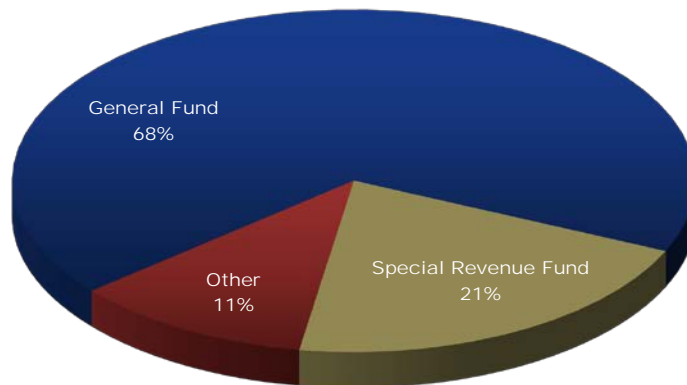
	General Fund	Debt Service Fund	Debt Service Reserve Fund	Capital Projects Fund	Special Revenue Fund	The Woodlands CVB	Total
REVENUES							
Property Tax	\$ 37,953,580	\$ 3,449,339	\$ -	\$ -	\$ -	\$ -	\$ 41,402,920
Sales and Use Tax	19,485,751	-	-	-	19,481,377	-	38,967,128
Hotel Occupancy Tax	-	4,891,288	-	-	-	-	4,891,288
Supplemental HOT	-	-	-	-	-	1,397,511	1,397,511
Event Admissions Tax	728,000	-	-	-	-	-	728,000
Program Revenues	3,125,950	-	-	-	-	749,450	3,875,400
Administrative Fees	261,000	-	-	-	-	-	261,000
Grants and Contributions	32,000	-	-	-	-	-	32,000
Interest Income	533,887	2,460	118,918	-	-	1,000	656,265
Other Income	1,411,193	-	-	-	-	-	1,411,193
Bond Proceeds	-	-	-	-	-	-	-
TOTAL REVENUES	\$ 63,531,361	\$ 8,343,087	\$ 118,918	\$ -	\$ 19,481,377	\$ 2,147,961	\$ 93,622,705
EXPENDITURES							
General Government	7,759,343	-	-	-	-	-	7,759,343
Law Enforc/Neighborhood Svcs	11,423,176	-	-	-	-	-	11,423,176
Parks and Recreation	14,742,471	-	-	-	-	-	14,742,471
Community Services	12,562,648	-	-	-	-	-	12,562,648
Community Relations	1,170,189	-	-	-	-	-	1,170,189
Transportation	380,900	-	-	-	-	-	380,900
Economic Development	238,000	-	-	-	-	-	238,000
Governance	100,000	-	-	-	-	-	100,000
Regional Participation	1,159,855	-	-	-	-	-	1,159,855
Other Expenditures	1,516,148	-	-	-	2,060,928	-	3,577,076
Fire Department	18,956,027	-	-	-	-	-	18,956,027
Convention & Visitors Bureau	-	-	-	-	-	2,732,737	2,732,737
Capital Outlay	-	-	-	12,078,508	-	-	12,078,508
New Development Capital	-	-	-	5,513,000	-	-	5,513,000
Debt Service	-	9,324,986	-	-	-	-	9,324,986
TOTAL EXPENDITURES	\$ 70,008,757	\$ 9,324,986	\$ -	\$ 17,591,508	\$ 2,060,928	\$ 2,732,737	\$ 101,718,916
REV OVER/(UNDER) EXP <small>(before transfers)</small>	(6,477,396)	(981,899)	118,918	(17,591,508)	17,420,449	(584,776)	(8,096,212)
NET TRANSFERS IN/(OUT)	6,859,038	1,119,743	(118,918)	8,856,544	(17,301,733)	585,326	-
REV OVER/(UNDER) EXP <small>(after transfers)</small>	381,642	137,844	-	(8,734,964)	118,716	550	(8,096,212)
BEGINNING FUND BALANCE	26,049,185	3,738,090	3,179,398	26,241,235	(7,025,003)	258,552	52,441,457
ENDING FUND BALANCE	\$ 26,430,827	\$ 3,875,934	\$ 3,179,398	\$ 17,506,271	\$ (6,906,287)	\$ 259,102	\$ 44,345,246



WHERE THE MONEY COMES FROM BY FUND TYPE

Fund Type	2012 Budget	2012 Forecast	2013 Budget	2012 Budget to 2013 Budget	
				\$ Change	% Change
General Fund	\$ 59,893,843	\$ 62,930,751	\$ 63,531,361	\$ 3,637,518	6.1%
Debt Service Fund	6,497,021	7,232,271	8,343,087	1,846,066	28.4%
Debt Service Reserve Fund	118,980	118,980	118,918	(62)	-0.1%
Capital Projects Fund	4,205,000	4,238,579	-	(4,205,000)	-100.0%
Special Revenue Fund (EDZ)	16,796,453	18,750,126	19,481,377	2,684,924	16.0%
Convention & Visitors Bureau	1,941,714	2,082,322	2,147,961	206,247	10.6%
Total Revenue	\$ 89,453,011	\$ 95,353,029	\$ 93,622,705	\$ 4,169,694	4.7%

2013 BUDGET % of TOTAL REVENUE

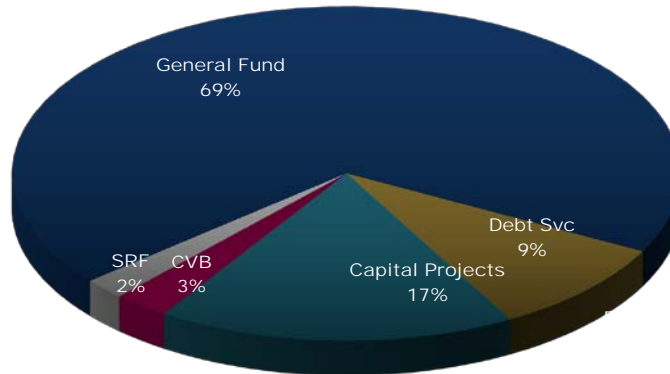




WHERE THE MONEY GOES BY FUND TYPE

Fund Type	2012 Budget	2012 Forecast	2013 Budget	2012 Budget to 2013 Budget	
				\$ Change	% Change
General Fund	\$ 67,766,796	\$ 67,868,433	\$ 70,008,757	\$ 2,241,961	3.3%
Debt Service Fund	8,916,220	8,715,835	9,324,986	408,766	4.6%
Debt Service Reserve Fund	-	-	-	-	
Capital Projects Fund	21,461,296	18,692,067	17,591,508	(3,869,788)	-18.0%
Special Revenue Fund (EDZ)	2,017,602	2,017,602	2,060,928	43,326	2.1%
Convention & Visitors Bureau	2,884,457	2,747,920	2,732,737	(151,720)	-5.3%
Total Expenditures	\$ 103,046,371	\$ 100,041,857	\$ 101,718,916	\$ (1,327,455)	-1.3%

2013 BUDGET % of TOTAL EXPENDITURES



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

	Estimated Fund Balance 12/31/2012	Revenues FY 2013	Expenditures FY 2013	Net Transfers FY 2013	Estimated Fund Balance 12/31/2013	% Change in Fund Balance
General Fund	\$ 26,049,185	\$ 63,531,361	\$ 70,008,757	\$ 6,859,038	\$ 26,430,827	1%
Debt Service Fund	3,738,090	8,343,087	9,324,986	1,119,743	3,875,934	4%
Debt Service Reserve Fund	3,179,398	118,918	-	(118,918)	3,179,398	0%
Capital Projects Fund	26,241,235	-	17,591,508	8,856,544	17,506,271	-33%
Special Revenue Fund	(7,025,003)	19,481,377	2,060,928	(17,301,733)	(6,906,287)	2%
Convention & Visitors Bureau	258,552	2,147,961	2,732,737	585,326	259,102	0%
	\$ 52,441,457	\$ 93,622,705	\$ 101,718,916	\$ -	\$ 44,345,246	-15%

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 1/2 of the maximum annual debt service for the Series 2009 Revenue bonds, Series 2010 Refunding bonds, and Series 2010 Revenue bonds. All interest earned on these funds is transferred to the Debt Service Fund.

Capital Projects Fund

The net decrease in the Capital Projects Fund balances relates to utilization of bond proceeds (-), carryovers(-) and capital reserves (-). Expenditures of \$17.6 million are funded by \$6.2 million in prior year bond proceeds, \$0.2 million in capital carryovers, \$8.9 million in general fund transfers, and reserve utilizations of \$2.3 million. The net effect of these items is a projected \$8.7 million decrease in the fund balance. The projected ending fund balance of \$17.5 million consists of mostly capital and economic development reserves with \$53,806 remaining in carryover bond proceeds.

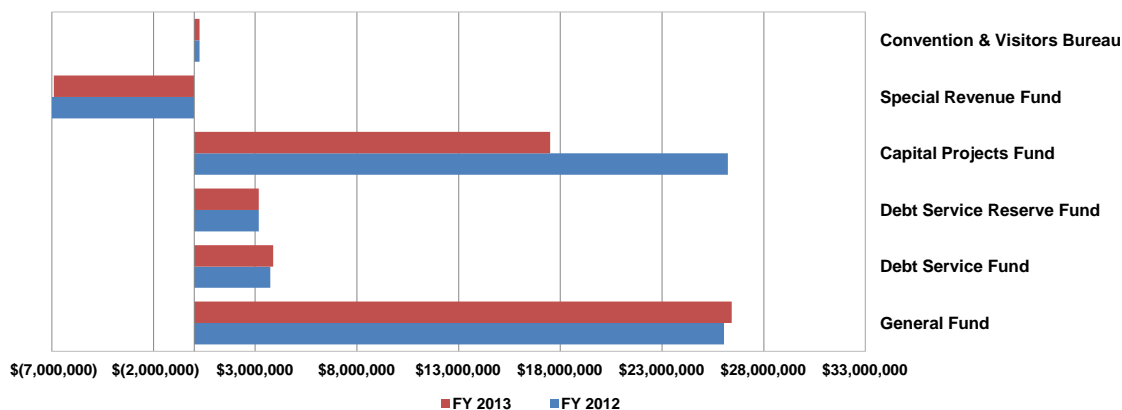
Special Revenue Fund (The Woodlands Economic Development Zone)

The deficit in the Special Revenue Fund will improve by \$118,716 in FY 2013. 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 and Waterway Square. In accordance with each project's approved financing plan, total priority payments of \$550,000 from the Zone include interest of \$431,284 and principal payments of \$118,716 which will reduce the overall principal balance due to the Township's General Fund.

The Woodlands Convention & Visitors Bureau

In 2011, a supplemental % hotel occupancy tax was levied and used to fund CVB activities. In 2012, an additional 1% was levied, for a combined supplemental tax of 2%. This tax is projected to generate \$1.4 million of revenue in 2013. Sales tax from the Township's General Fund will contribute the remaining \$585,326 funding required for CVB.

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 CVB	Total
UNDESIGNATED	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 259,102	\$ 259,102
LONG-TERM RECEIVABLES	6,906,287 F	-	-	-	-	-	6,906,287
DESIGNATED FOR:							
EDZ Projects	-	-	-	-	(6,906,287)	-	(6,906,287)
Debt Service	-	3,875,934	3,179,398	-	-	-	7,055,332
Capital Reserves	-	-	-	12,702,318 D	-	-	12,702,318
Health Insurance Reserve	800,000 H	-	-	-	-	-	800,000
Operating Reserves	18,724,540 A	-	-	-	-	-	18,724,540
Economic Development	-	-	-	4,803,953 E	-	-	4,803,953
ENDING FUND BALANCE	\$ 26,430,827	\$ 3,875,934 B	\$ 3,179,398 C	\$ 17,506,271	\$ (6,906,287) F	\$ 259,102 G	\$ 44,345,246

A OPERATING RESERVES:

Consolidated Revenues	\$ 93,622,705
Min. Reserve % (2.4 months)	20.00%
Minimum Operating Reserve	18,724,541
Projected Operating Reserve	18,724,540
Projected Reserve %	20.00%

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

C Debt service reserve funded by 2009 and 2010 bond proceeds (equal to 1/2 of maximum annual debt service per bond covenants).

D Includes bond proceeds designated for 2014 capital purchases (\$54,000) and reserves for future capital asset replacements and repairs (\$12.6 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 The Woodlands Convention & Visitors Bureau.

H Funds reserved for health insurance claims in excess of those covered by premiums.

The Woodlands Township
Summary of Operating Transfers
January 1, 2013 - December 31, 2013

Operating Transfers	General Fund	Debt Service Fund	Debt Service Reserve Fund	Capital Projects Fund	Special Revenue Fund	The Woodlands CVB	Total
Sales Tax	\$ 17,301,733 A	\$ -	\$ -	\$ -	\$ (17,301,733) A	\$ -	\$ -
Capital Reserves	(110,000) B	-	-	110,000 B	-	-	-
Capital Projects	(8,746,544) C	-	-	8,746,544 C	-	-	-
Convention & Visitors Bureau	(585,326) D	-	-	-	-	585,326 D	-
Debt Service	(1,000,825) E	1,000,825 E	-	-	-	-	-
Other Operating Transfers	-	118,918 F	(118,918) F	-	-	-	-
Total Transfers In/(Out)	\$ 6,859,038	\$ 1,119,743	\$ (118,918)	\$ 8,856,544	\$ (17,301,733)	\$ 585,326	\$ -

	Transfers In	Transfers Out	
A	\$17,301,733	(\$17,301,733)	Sales tax collected in the Economic Development Zone for Fire Department operations transferred to General Fund.
B	110,000	(110,000)	General Fund monies transferred to Capital Projects Fund for reserves for future capital repairs and replacements.
C	8,746,544	(8,746,544)	General Fund monies transferred to Capital Projects Fund for payment of capital project expenditures.
D	585,326	(585,326)	General Fund monies transferred to CVB for payment of expenditures
E	1,000,825	(1,000,825)	General Fund monies transferred to Debt Service Fund for payment of debt obligations other than those funded by hotel tax and I & S Property Tax. This funding is from is sales tax.
F	118,918	(118,918)	Interest earned on balance in Debt Service Reserve Fund transferred to Debt Service Fund.
TOTAL	\$27,863,346	(27,863,346)	

REVENUE SOURCES

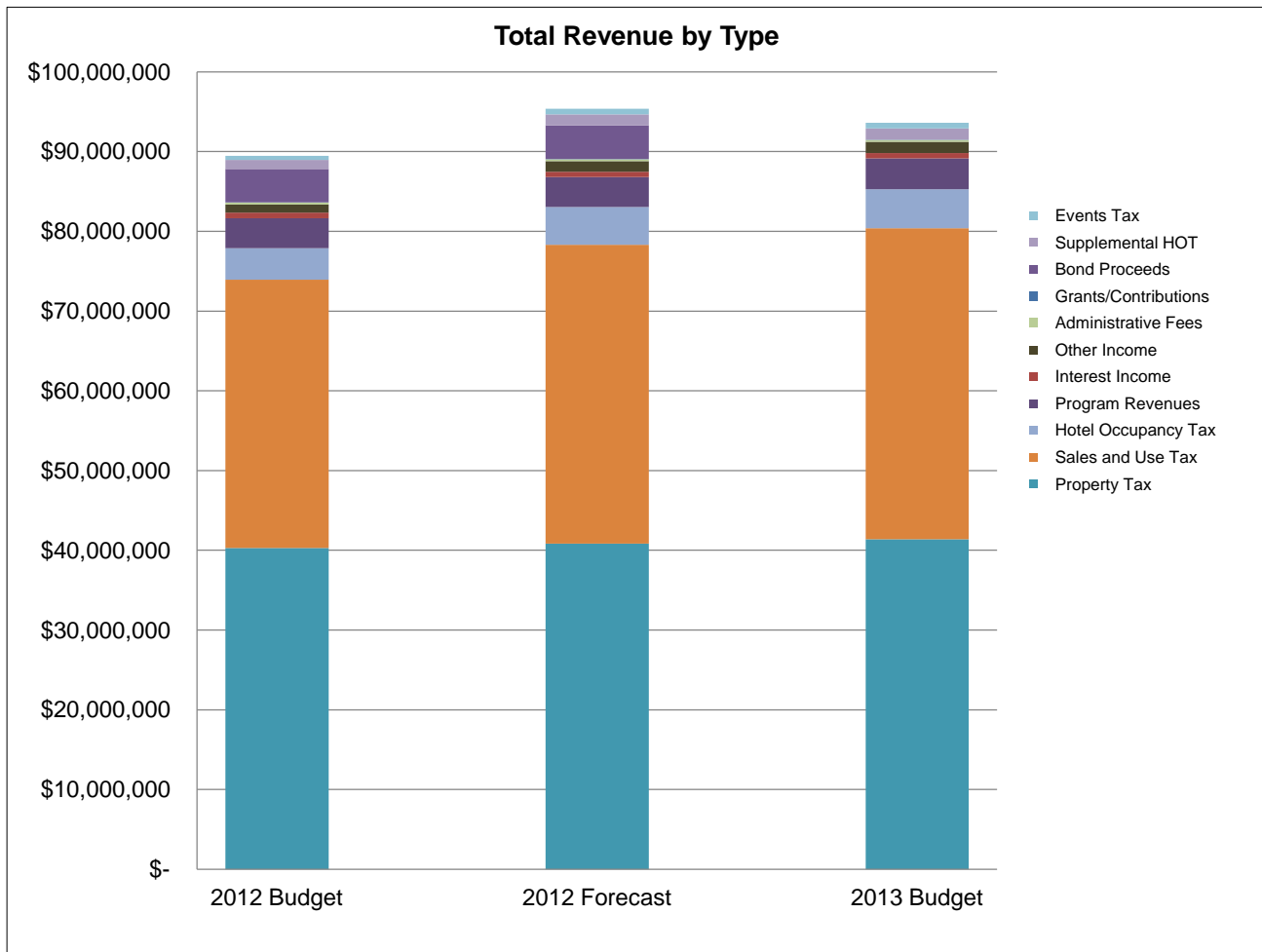


In This Section You Will Find:

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

	<u>2012 Budget</u>	<u>2012 Forecast</u>	<u>2013 Budget</u>	<u>2012 Budget to 2013 Budget</u>	
				<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
REVENUES					
Property Tax	\$40,295,216	\$40,826,808	\$41,402,920	\$1,107,704	2.7%
Sales and Use Tax	33,645,935	37,500,848	38,967,128	5,321,193	15.8%
Hotel Occupancy Tax	3,930,620	4,703,161	4,891,288	960,668	24.4%
Supplemental HOT	1,123,034	1,343,760	1,397,511	274,477	24.4%
Events Tax	500,000	700,000	728,000	228,000	45.6%
Program Revenues	3,757,730	3,754,762	3,875,400	117,670	3.1%
Interest Income	720,159	668,276	656,265	(63,894)	-8.9%
Other Income	996,217	1,330,297	1,411,193	414,976	41.7%
Administrative Fees	247,100	261,000	261,000	13,900	5.6%
Grants/Contributions	32,000	32,000	32,000	-	0.0%
Total Operating Revenues	\$85,248,011	\$91,120,912	\$93,622,705	\$8,374,694	9.8%
Bond Proceeds	4,205,000	4,232,117	-	(4,205,000)	-100.0%
TOTAL REVENUES	\$89,453,011	\$95,353,029	\$93,622,705	\$4,169,694	4.7%



REVENUE SOURCES



OVERVIEW

The 2013 budget projects a \$8.4 million, or 9.8% increase in operating revenues over the 2012 budget. The increase is \$2.5 million, or 2.7% when compared to the 2012 forecast. Significant revenue variances between the 2012 budget and forecast include:

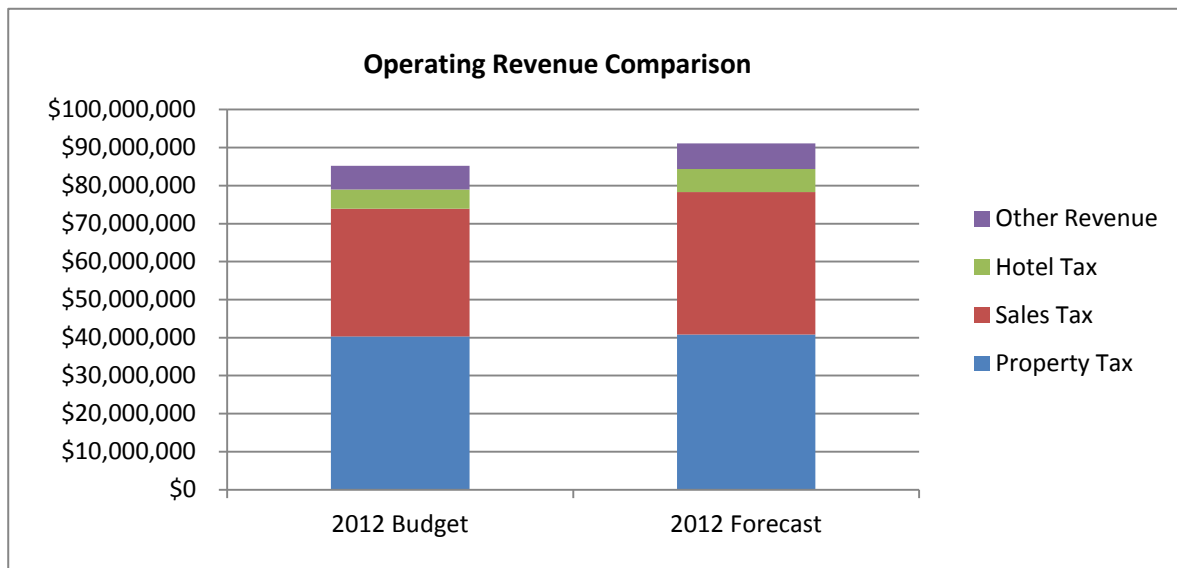
	2012 Budget	2012 Forecast	\$ Change	% Change
Property Tax	\$40,295,216	\$40,826,808	\$531,592	1.3% (a)
Sales Tax	33,645,935	37,500,848	\$3,854,913	11.5% (b)
Hotel Tax	5,053,654	6,046,921	\$993,267	19.7% (c)
Other Revenue	6,253,206	6,746,335	\$493,129	7.9% (d)
Total Revenues	\$85,248,011	\$91,120,912	\$5,872,901	6.9%

(a) Tax roll adjustment for new properties in the Village of Creekside Park

(b) Significant increase in sales tax related to oil & gas and telecommunications industries. Increases also experienced in retail and hospitality sectors.

(c) Higher occupancy rates and higher room rates than originally projected.

(d) Revenue from Fire Services contract with the City of Shenandoah not included in the 2012 budget as the contract was not executed until after the budget was completed.



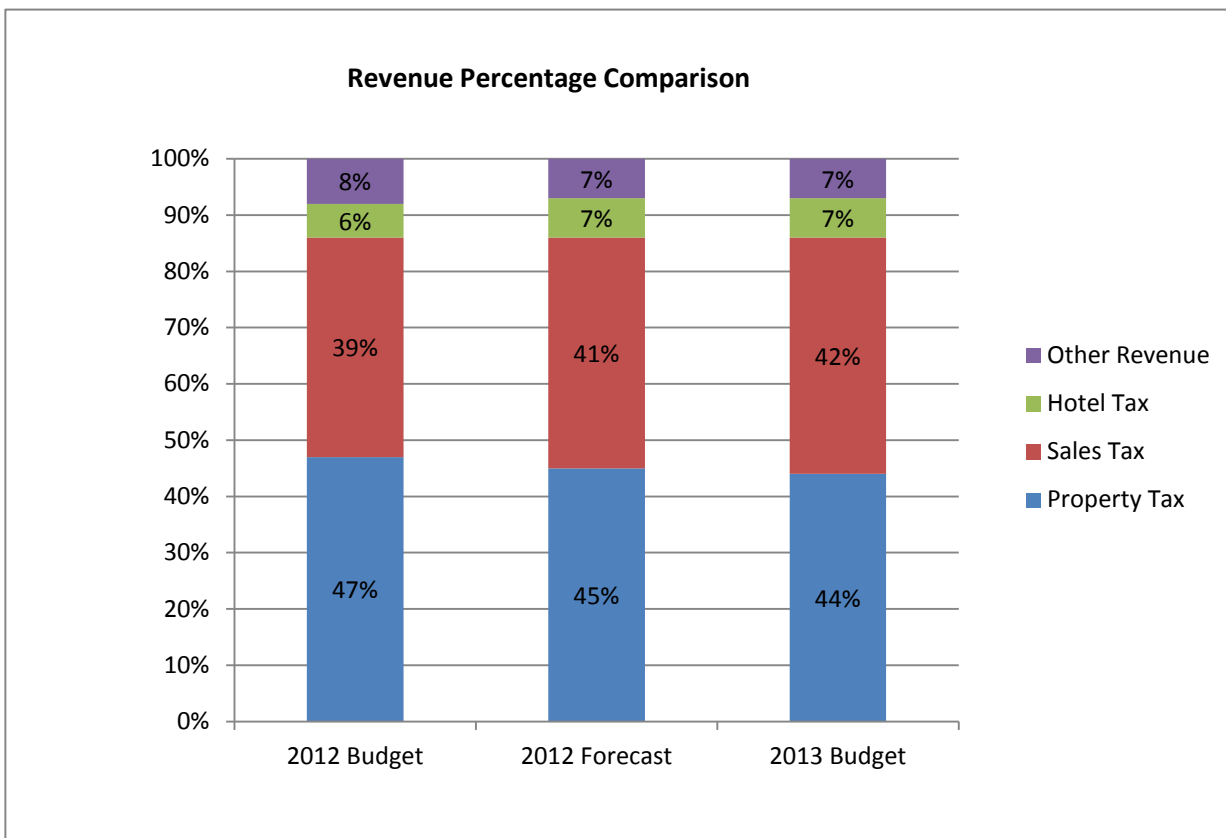
REVENUE SOURCES



OVERVIEW

The following chart illustrates the percent of total revenue contributed by each revenue component. For the 2013 budget, non property tax revenues represent 56% of total revenue sources and property tax represents 44%.

	2012 Budget	2012 Forecast	2013 Budget	% Inc/(Dec)
Property Tax	47%	45%	44%	-3%
Sales Tax	39%	41%	42%	3%
Hotel Tax	6%	7%	7%	1%
Other Revenue	8%	7%	7%	-1%
Total Revenue %	100%	100%	100%	



REVENUE SOURCES



PROPERTY TAX

Adopted Tax Rate

The Township's adopted 2012 property tax rate (2013 budget year) is \$0.3173 per \$100 assessed valuation, which is lower than last year's rate of \$0.3250 by \$0.0077. Based on the adjusted tax base of approximately \$13.1 billion, one cent will generate \$1,311,536 tax revenue.

Information received from the tax assessor's office indicates a 2012 effective tax rate of \$0.3202. The effective tax rate is the rate needed to generate the same amount of property tax revenue as the previous year based on the same set of properties. The effective rate includes \$0.2939 for maintenance and operations and \$0.0263 for debt service. The debt service component is set at the level necessary to generate sufficient tax revenue to pay required principal and interest due on debt secured by property taxes.

Component	Effective Tax Rate	Adopted 2012 Tax Rate
Maintenance & Operations	\$0.2939	\$0.2910
Debt Service	0.0263	0.0263
Total Rate	\$0.3202	\$0.3173

The 2012 rate of \$0.3173 is lower than the effective tax rate and reflects a decrease of 1.36 cents from the current maintenance and operations rate.

Following is a chart showing the Township's historical, current, and adopted property tax rates:

Component	Actual 2009 Rate	Actual 2010 Rate	Actual 2011 Rate	Adopted 2012 Rate	Difference (2011 to 2012)	% Change
Maintenance & Operations	\$0.3280	\$0.3065	\$0.3046	\$0.2910	(\$0.0136)	(4.47%)
Debt Service	n/a	0.0209	0.0204	0.0263	0.0059	28.92%
Total Rate	\$0.3280	\$0.3274	\$0.3250	\$0.3173	(\$0.0077)	(2.37%)

REVENUE SOURCES



PROPERTY TAX

Property Tax Revenue

Property tax revenue for FY 2013 (2012 tax year) is projected to be \$41.4 million, which equals 44% of total revenue sources. This represents a \$576,000, or 1.4% increase from the current year forecast.

Taxable Values and Adjustments

Taxable values were derived from the tax rolls provided by Montgomery and Harris Counties. Values include land, improvements, and personal property of approximately \$13.5 billion for Township properties located in Montgomery County and \$908 million for Township properties located in Harris County, for a total of \$14.4 billion.

Taxable values are lowered by approximately \$1.3 billion to a net total of \$13.1 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
- Estimated protest adjustments

Excluding allowances made for protested property values currently being considered by the appraisal districts, Township's taxable property value increased \$687.7 million, or 5.4%. The increase consisted of \$418.1 million in new property, representing 3.3 % of the increase, and \$267.6 million in higher value of existing property, which equates to a 2.1% revaluation rate.

	2011 Tax Year	2012 Tax Year	\$ Change	% Change
Taxable Property Value (before protests)	\$12.6 billion	\$13.3 billion	<u>\$0.7 billion</u>	<u>5.4%</u>
New Properties			\$0.4 billion	3.3 %
Revaluation of existing properties			\$0.3 billion	2.1%

After making allowances for protested value adjustments, the 2013 budget reflects a taxable value increase of \$455 million, or 3.6% from the previous year. Page 5-8 summarizes tax roll estimates and tax levy calculations for the 2012 tax year (2013 budget year).

REVENUE SOURCES



PROPERTY TAX

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.

2012 Property Tax Calendar For the 2013 Budget	
May 2012	Preliminary tax rolls received
July 2012	Certified tax rolls received
August 2012	Adopt budget and set tax rate
October 2012	Tax statements are mailed
January 2013	Tax payments are due

PROPERTY TAX SUMMARY

TAXABLE VALUES

Taxable Value before Exemptions & Abatements:	
Land	\$ 2,492,590,231
Improvements	10,961,015,927
Personal Property	910,243,992
	<u>14,363,850,150</u>
Less Homestead Cap/Adjustments	(97,969,061)
Less Exempt Property	(700,458,423)
Less Productivity Loss	(18,487,221)
Less Exemptions:	
65 and Over	(128,054,750)
Veterans	(20,882,750)
Freeport	(34,732,409)
Auto/Other	(82,173,963)
Total Exemptions	<u>(265,843,872)</u>
Less Abatements	(52,541,620)
Less Property under Protest	(113,191,515)
	<u></u>
Estimated Taxable Value	<u><u>\$ 13,115,358,438</u></u>

TAX LEVY

Tax Rate per \$100	\$ 0.3173 (1)
Tax Revenue Generated by \$.01	<u>1,311,536 (2)</u>
Tax Levy	\$ 41,615,032 (1) x (2) x 100
Less Allowance for Uncollectible Taxes	(312,113)
Penalties/Interest Estimate	<u>100,000</u>
Estimated 2012/2013 Property Tax Revenue	<u><u>\$ 41,402,919</u></u>

AVG HOUSEHOLD TAX LEVY

Avg Taxable Household Value	\$ 311,550
Tax Rate	0.3173 / \$100
Avg Tax Levy	<u>\$ 989</u>

Taxable values were provided by the Montgomery County Appraisal District and Harris County Appraisal District.

ORDER NO. 013-12
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 73rd 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 2012; 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 2012; Now, therefore,

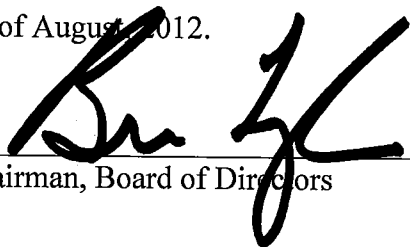
BE IT ORDERED BY THE BOARD OF DIRECTORS OF THE WOODLANDS TOWNSHIP, THAT:

Section 1: There is hereby levied for the year 2012 an ad valorem tax of \$0.2910 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 2012 an additional ad valorem tax of \$0.0263 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.

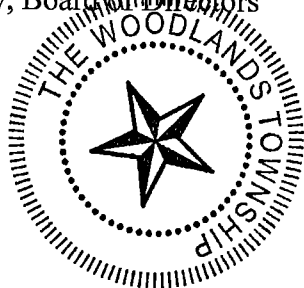
PASSED AND APPROVED this 22nd day of August, 2012.


Chairman, Board of Directors

ATTEST:


Secretary, Board of Directors

(SEAL)



REVENUE SOURCES



SALES & USE TAX

Sales tax revenue is generated by a tax levy on the sale of taxable goods and services within The Woodlands Township and is subject to applicable provisions of the Texas Tax Code.

Authorization of a Sales Tax

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

Pursuant to regional participation agreements executed with the City of Houston and the City of Conroe, 1/16th of revenues collected from the base 1% sales tax levy within the Township's expanded boundaries are paid to the cities on a quarterly basis. The payments are used to help fund mutually agreed upon projects that benefit the region. For 2013, those amounts are estimated to total \$1.1 million for Houston and \$10,800 for Conroe.

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, The Woodlands Mall expansion, and Fire Station # 6 and the Emergency Training Facility. Funding obligations for the Cynthia Woods Mitchell Pavilion and Fire Station #6 / Emergency Training Facility have been fulfilled.

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. Revenues are used to satisfy funding obligations for The Woodlands Fire Department and the improvement projects referenced above.

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 42%, or \$39 million, of total revenue sources for FY 2013. The chart below summarizes projected 2013 sales tax activity.

Taxing Entity	Sales Tax Rate	Sales Tax Revenue - 2013
State of Texas	6.25%	n/a
The Woodlands Township	1.00%	\$ 19,485,751
Township Economic Dev Zone	1.00%	\$ 19,481,377
Total	8.25%	\$ 38,967,128

In accordance with the Township's sales and hotel occupancy tax 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, Regional Participation, and Office Building bonds. For 2013, it is estimated that \$1.0 million of sales tax revenue will be required to fund debt obligations.

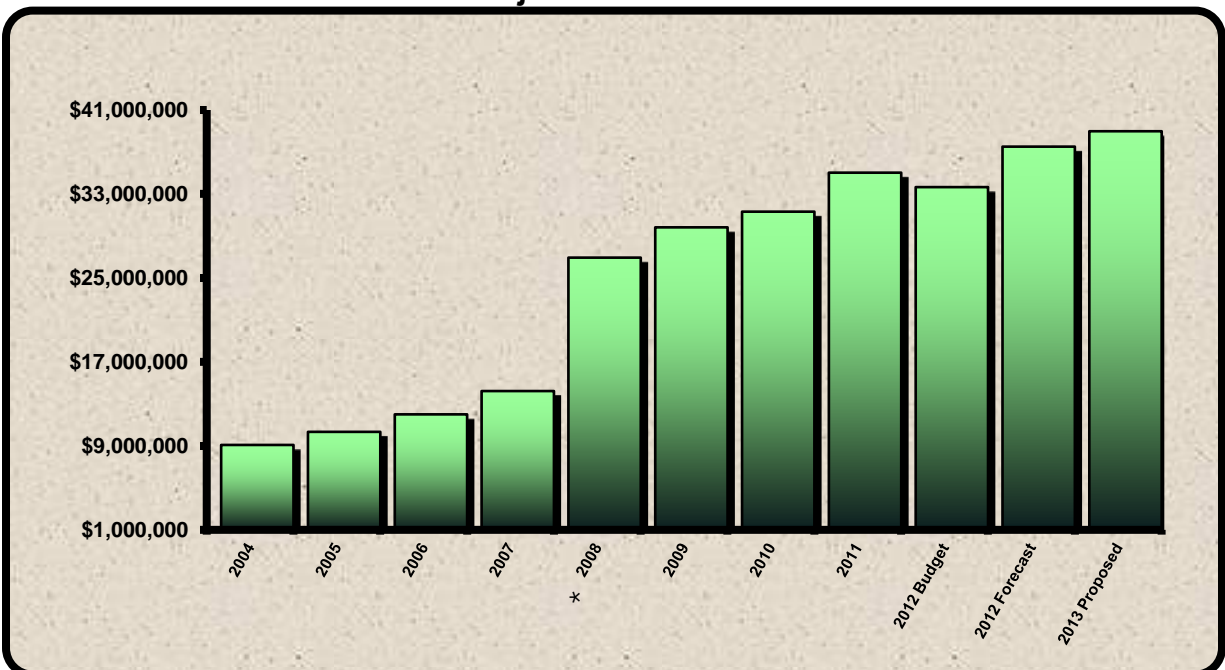
REVENUE SOURCES



SALES & USE TAX

YEAR	BASE	TWTEDZ	Project #1	Project #2	Project #3	Project #4	TOTAL
2013 Budget	\$19,485,751	17,301,733	-	1,272,251	907,393	-	\$38,967,128
2012 Forecast	18,750,722	16,621,858	-	1,247,304	880,964	-	37,500,848
2012 Budget	16,849,482	14,668,185	-	1,247,304	880,964	-	33,645,935
2011 Actual	17,106,447	13,763,234	154,589	1,112,007	816,610	-	32,952,887
2010 Actual	15,581,470	12,364,545	191,273	959,009	732,883	1,098,490	30,927,670
2009 Actual	15,183,344	11,804,561	206,364	918,070	804,220	1,207,591	30,124,150
2008 Actual	14,009,059	6,235,769	137,494	903,525	887,433	1,087,004	23,260,284
2007 Actual	11,632,722	-	156,954	793,096	533,327	646,445	13,762,544
2006 Actual	10,421,674	-	76,507	775,758	501,678	-	11,775,617
2005 Actual	8,883,348	-	125,875	550,420	506,918	-	10,066,561
2004 Actual	7,904,752	-	101,025	150,469	319,529	-	8,475,775

Historical & Projected Sales Tax Collections



*2008 - Township Boundary Expansion

Growth Factors & Assumptions

Sales tax revenue projections for FY 2013 total \$38,967,128 and include a growth factor of 4.0% over the 2012 Forecast for retail and non-retail sales tax, resulting in additional revenue of \$1,466,280. Growth considerations include new retail and restaurant openings in Waterway Square and Market Street. Also, sales tax revenue may be generated from construction projects inside the boundaries of The Woodlands Township. Estimates also assume new retail tenants will occupy existing and potential vacancies due to store closings. The economy, timing differences, state audits, and taxpayer allocations are factors that can increase the volatility of sales tax deposits favorably or unfavorably.

REVENUE SOURCES



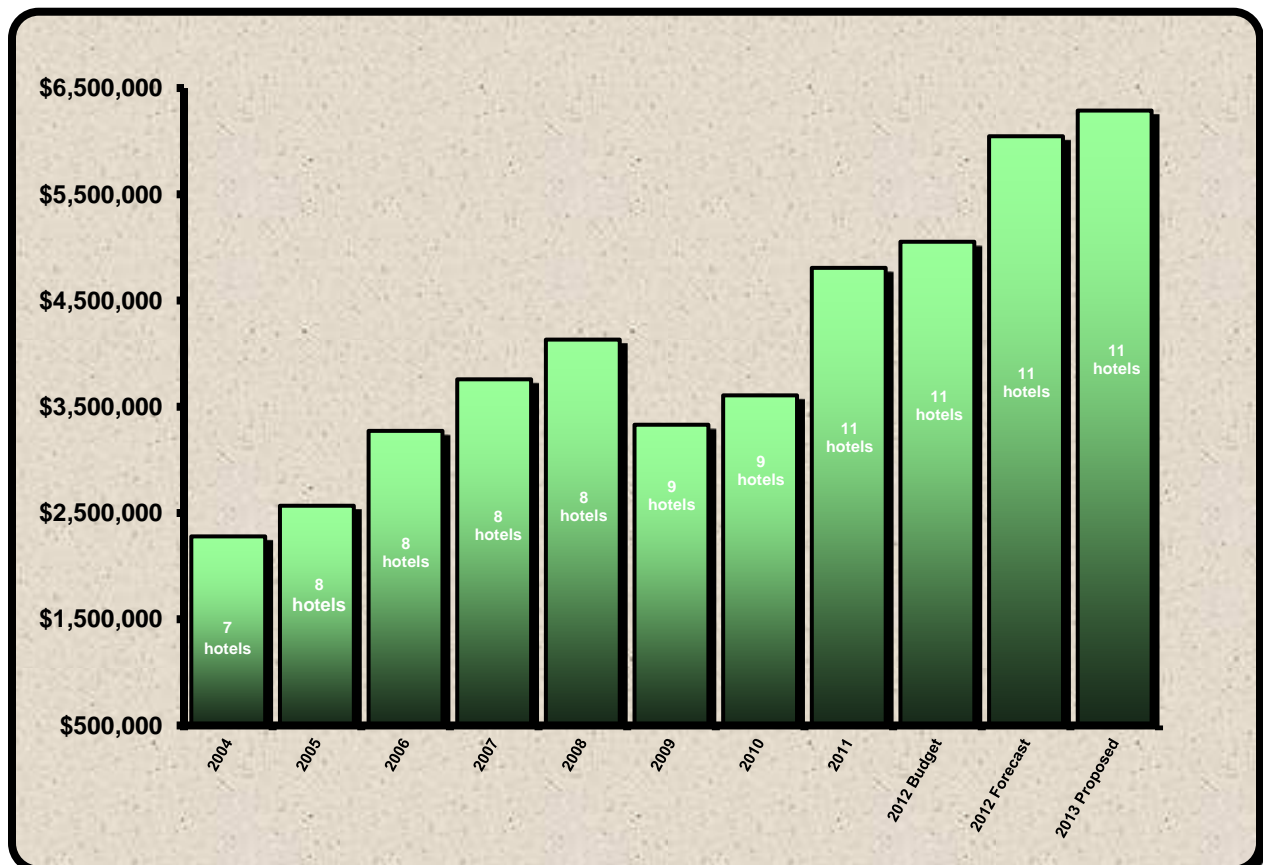
HOTEL OCCUPANCY TAX

For 2013, hotel occupancy tax is levied at a rate of 15% 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 for the Township, in an amount not to exceed 2%. The first 1% of the supplemental tax was levied by The Woodlands Township on January 1, 2011, and the second 1% was imposed on January 1, 2012, bringing the total hotel occupancy tax rate to 15%. Hotels are required to remit 6% to the State of Texas and 9% to the Township.

Of the Township's 9% hotel occupancy tax, 7% is pledged for debt service on bonds issued for the Convention Center, Regional Participation Agreement, and Office Building. Principal and interest payments for these obligations total \$5.9 million for 2013. The 7% room tax is projected to generate \$4.9 million, and the remaining \$1.0 million will be funded by sales tax. The Township's legislation mandates that seventy-five percent of the supplemental 2% hotel occupancy tax be reserved to fund programs and services for The Woodlands Convention & Visitors Bureau.

There are currently eleven hotels offering approximately 1,632 rooms for guests within the Township. Construction of a new Hyatt Place Hotel is expected to begin in 2012. The Hyatt Place Hotel will contain 150 guestrooms and suites along with 6,000 square feet of banquet and meeting space.

Historical & Projected Hotel Occupancy Tax Collections



REVENUE SOURCES



HOTEL OCCUPANCY TAX

2012 Forecast

Local hotel occupancy taxes generated from room charges were negatively impacted in 2009 and 2010 due primarily to a decline in corporate business travel. The Woodlands Township began experiencing occupancy recovery at the local level in 2011, and room revenues continue to strengthen into 2012. For the first quarter of 2012, according to the Office of the Governor, Economic Development and Tourism, room revenues in oil and gas counties (which includes Houston-Baytown-Sugarland) are up 18.4% compared to one year ago. Non-oil and gas counties are up 3.2% compared to one year ago.

The chart below reflects a 2012 Forecast of \$6.0 million, which represents a 19.7% increase from the 2012 Budget.

Hotel Occupancy Tax Collections	
2013 Budget	\$6,288,799
2012 Forecast	6,046,922
2012 Budget	5,053,654
2011 Audited	4,807,693
2010 Audited	3,607,297
2009 Audited	3,330,819
2008 Audited	4,132,397
2007 Audited	3,758,367
2006 Audited	3,273,005
2005 Audited	2,568,060
2004 Audited	2,279,445

FY 2013 Budget Assumptions

Hotel occupancy tax projections of \$6,288,799 are based on the following assumptions:

- 11 hotels + 1 corporate leasing company
- 595,680 available room nights (1,632 rooms X 365 room nights)
- Weighted average daily room rate of approximately \$150
- Weighted average occupancy rate of approximately 69%
- Assumes approximately 90% of room revenue is taxable
- Based on 9% local hotel occupancy tax rate
- 4.0% growth factor

Average daily room rates and occupancy rates were estimated based on forecasts provided by Source Strategies, Inc., the Texas Hotel Performance Fact Book 2011 Annual for hotels in zip codes 77380, 77384, and 77385. This data is then augmented by analysis of historical data.

REVENUE SOURCES

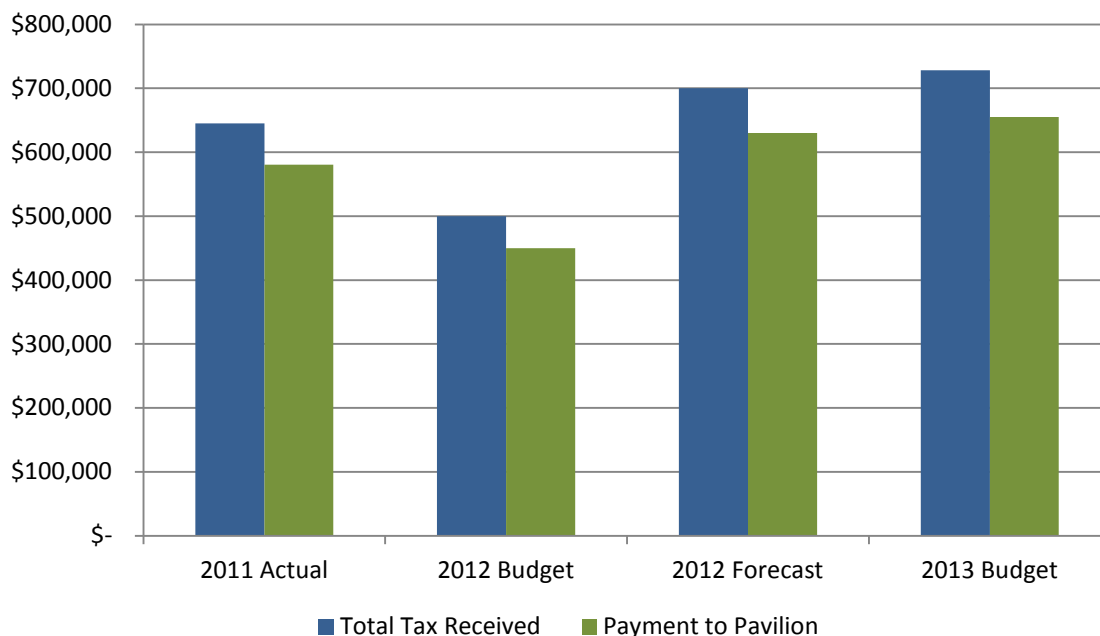


EVENTS ADMISSION TAX

Pursuant to Order No. 14-10, subsequently amended by Order No. 007-11 and Order No. 010-11, the Township began collecting an events admission tax on January 1, 2011. The tax is 5% of the price of a ticket sold as admission to events held at qualifying venues in the Township. To date, the Cynthia Woods Mitchell Pavilion is the only qualifying venue.

The provisions of tax legislation SB 2515 state that the proceeds of the tax are to be used “only to support cultural education in the district.” The Township has entered into an agreement with the Cynthia Woods Mitchell Pavilion to provide 90% of the collected tax revenues to the Pavilion for “costs of operations, maintenance, management, financing, funding development, capital costs, debt service, or other actual costs of production, promotion or presentation of cultural events by the Pavilion.” The remaining 10% is to be utilized by the Township for promotion, funding, and support of cultural events. Per Board Resolution 014-09, the Township is allocating those funds to its economic development reserve to fund cultural events or projects as they are identified and approved by the Board of Directors.

	2011 Actual	2012 Budget	2012 Forecast	2013 Budget
Total Tax Received	\$645,269	\$500,000	\$700,000	\$728,000
Payment to Pavilion	580,720	450,000	630,000	655,200
Total Net Tax	\$64,549	\$50,000	\$70,000	\$72,800



REVENUE SOURCES



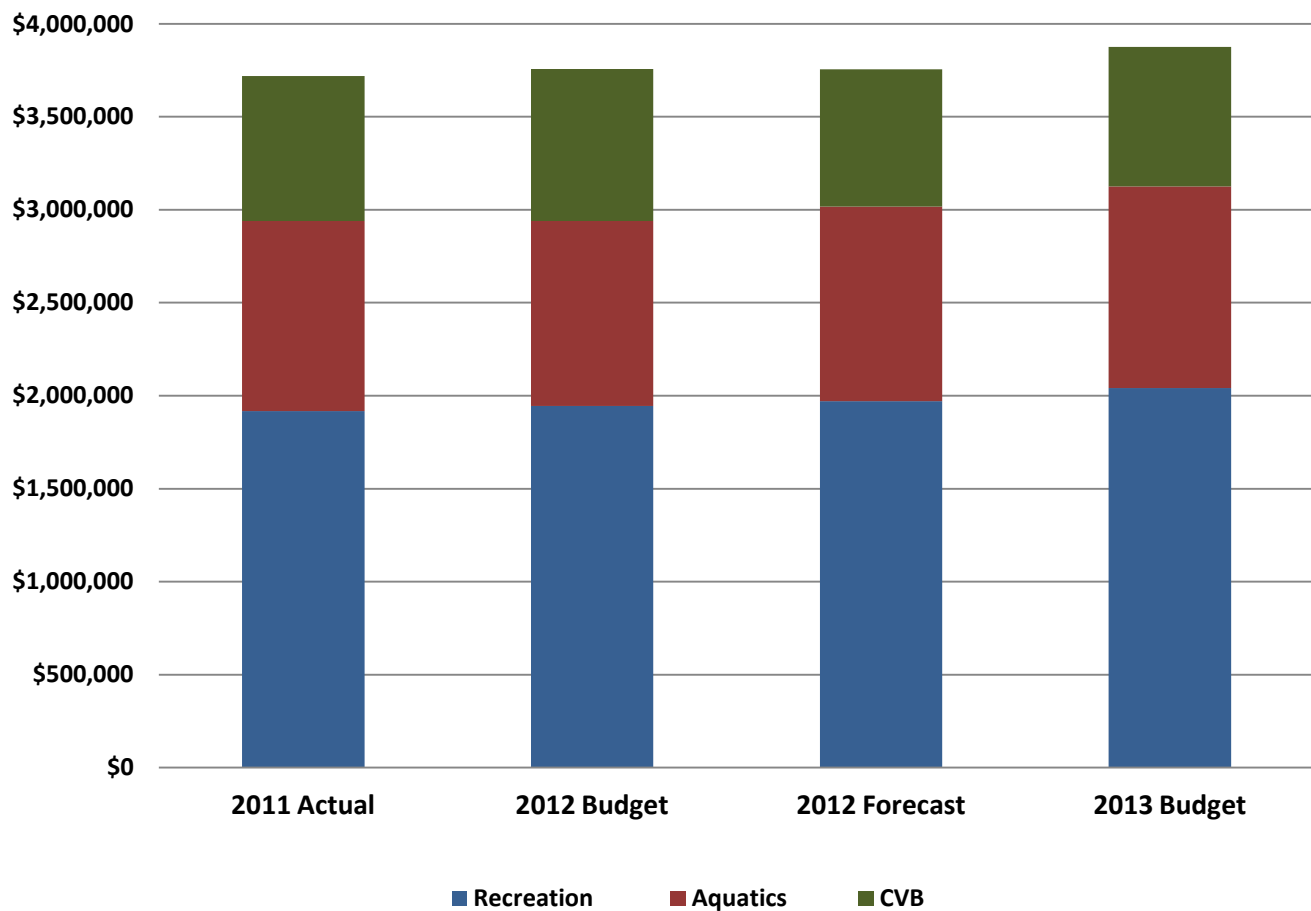
PROGRAM REVENUES

Overview

Program revenues are generated from the following sources:

	2011 Actual	2012 Budget	2012 Forecast	2013 Budget
Recreation	\$1,918,221	\$1,944,950	\$1,969,900	\$2,041,700
Aquatics	1,020,935	995,100	1,047,300	1,084,250
CVB	779,689	817,680	737,562	749,450
Total	\$3,718,845	\$3,757,730	\$3,754,762	\$3,875,400

Program Revenues



REVENUE SOURCES



PROGRAM REVENUES

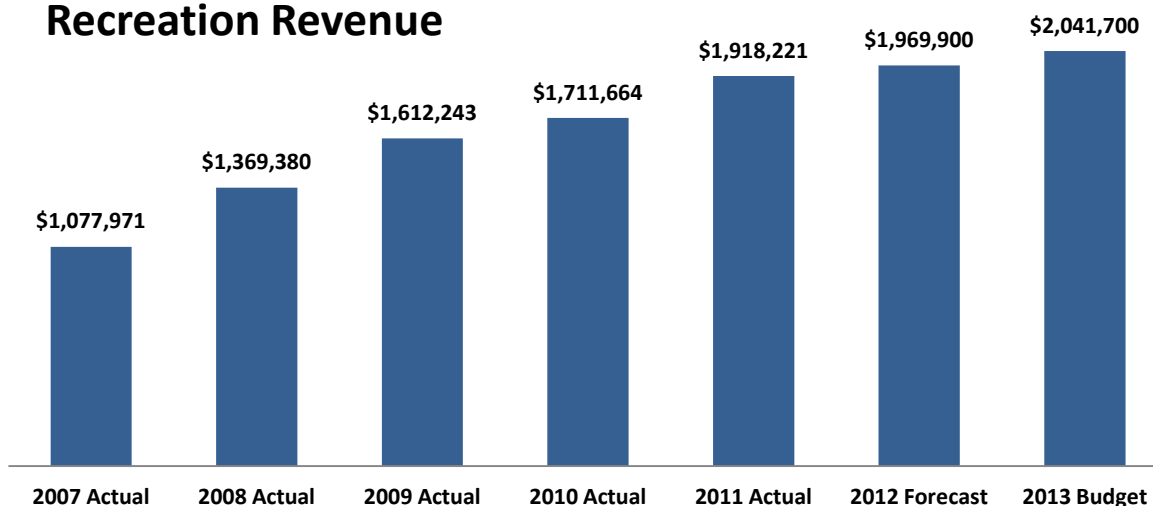
Recreation

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.

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.

Year	Revenue	\$ Change	% Change
2013 Budget	\$2,041,700	\$71,800	4%
2012 Forecast	\$1,969,900	\$51,679	3%
2011 Actual	\$1,918,221	\$206,557	12%
2010 Actual	\$1,711,664	\$99,421	6%
2009 Actual	\$1,612,243	\$242,863	18%
2008 Actual	\$1,369,380	\$291,409	27%
2007 Actual	\$1,077,971		

Recreation Revenue



2013 Program Fees*	2013 Recreation Expense	% of Expense Recovered
\$2,026,700	\$1,941,677	104%

*\$15,000 in sponsorship income assigned to Community Relations department is excluded in the expense recovery calculation for the Recreation department.

REVENUE SOURCES

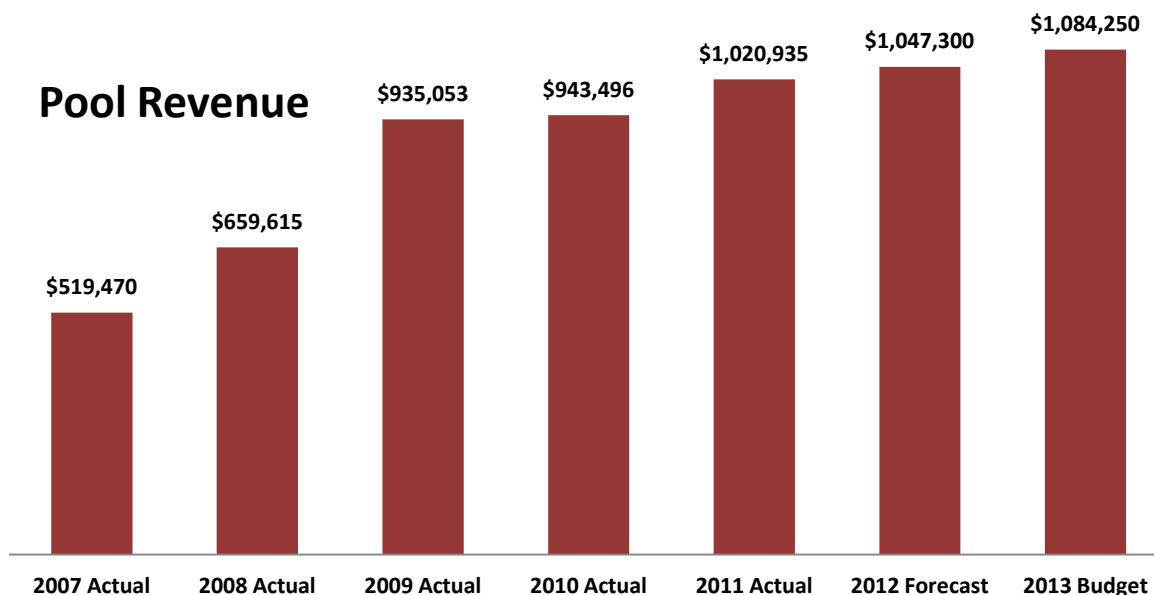


PROGRAM REVENUES

Aquatics

The Aquatics Division provides operational support to thirteen pools located throughout The Woodlands. A fourteenth pool is planned for opening in 2013 in the Village of Creekside Park. 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
2013 Budget	\$1,084,250	\$34,800	4%
2012 Forecast	\$1,047,300	\$26,365	3%
2011 Actual	\$1,020,935	\$77,439	8%
2010 Actual	\$943,496	\$8,443	1%
2009 Actual	\$935,053	\$275,438	42%
2008 Actual	\$659,615	\$140,145	27%
2007 Actual	\$519,470		



2013 Pool Fees	2013 Aquatic Expenses	% of Expense Recovered
\$1,084,250	\$2,140,215	51%

Village of Alden Bridge Alden Bridge Pool Lakeside Pool Windvale Pool	Village of Cochran's Crossing Bear Branch Pool Shadow Bend Pool	Village of Indian Springs Falconwing Pool Forestgate Pool	Village of Panther Creek Creekwood Pool Ridgewood Pool
Village of College Park Harper's Landing Pool	Village of Creekside Park Rob Fleming Aquatic Center New Pool - 2013	Village of Grogan's Mill Sawmill Pool	Village of Sterling Ridge Cranebrook Pool

REVENUE SOURCES



PROGRAM REVENUES

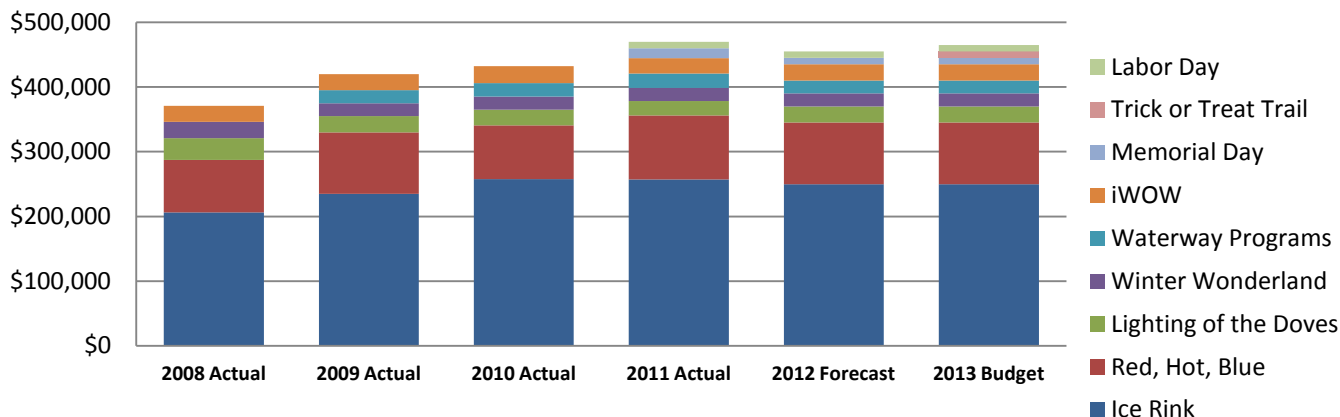
Convention & Visitors Bureau

Program revenues for The Woodlands Convention & Visitors Bureau (CVB) include event sponsorships and Ice Rink income generated by admissions, skate rentals, rink rentals, and the sale of merchandise. For 2013, program revenues totaling \$465,000 account for approximately 17% of the CVB's total revenue sources, a majority of which are collected in the fourth quarter of the year during the holiday season. Sponsorship income is projected at \$265,000 and event sales at \$200,000 as follows:

Event	Sponsorships	Sales	Total
Red, Hot & Blue Festival	\$95,000	-	\$95,000
Lighting of the Doves	25,000	-	25,000
Winter Wonderland	20,000	-	20,000
Ice Rink	50,000	\$200,000	250,000
Waterway Square Programs	20,000	-	20,000
iWOW	25,000	-	25,000
Memorial Day	10,000	-	10,000
Trick or Treat Trail	10,000	-	10,000
Labor Day	10,000	-	10,000
Total	\$265,000	\$200,000	\$465,000

Total revenues generated by major community events for the period 2008 to 2012 are outlined below:

Year	Event Income	\$ Change	% Change
2013 Budget	\$465,000	\$10,000	2%
2012 Forecast	\$455,000	(\$14,735)	-3%
2011 Actual	\$469,735	\$37,663	9%
2010 Actual	\$432,072	(\$4,069)	-1%
2009 Actual	\$436,141	\$40,094	10%
2008 Actual	\$396,047		



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

REVENUE SOURCES

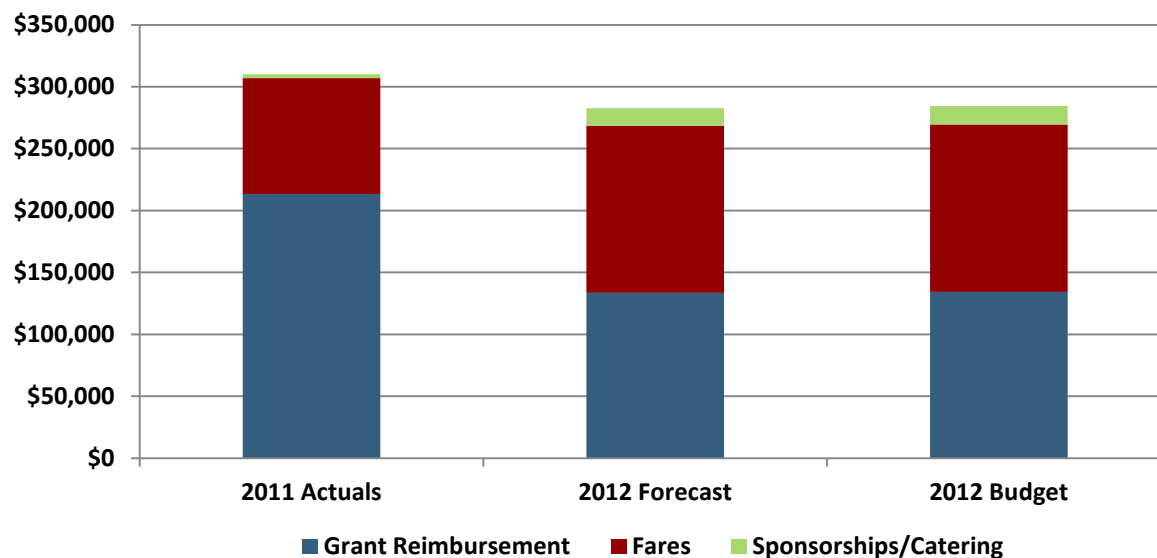


PROGRAM REVENUES

Convention & Visitors Bureau Waterway Cruisers

Revenue is generated for the Waterway Cruisers program through fares, catering fees, sponsorships, and grant reimbursements. The monies are used to offset the cost of program operations.

	2011 Actual	2012 Forecast	2013 Budget
Grant Reimbursement	\$213,319	\$133,562	\$134,450
Fares	93,672	135,000	135,000
Sponsorships/Catering	2,963	14,000	15,000
Total	\$309,954	\$282,562	\$284,450



REVENUE SOURCES



ADMINISTRATIVE FEES

Administrative fees include charges which are collected to recover the cost of providing certain services as well as charges for penalties and interest on delinquent property accounts remaining from the Community Associations. For 2013, administrative fees total \$261,000 and consist of the following items:

	2012 Forecast	2013 Budget
Transfer Fees	\$200,000	\$200,000
Interest and Rebilling Fees	15,000	15,000
Covenant Admin Fees	16,000	16,000
Vehicle Storage Fees	30,000	30,000
Total	\$261,000	\$261,000

Interest and Rebilling Fees

The Township will receive income from penalties and interest on the delinquent assessment accounts it assumed in the transition. As of June 2012, approximately \$160,000 in delinquent assessment accounts remain outstanding.

Covenant Administrative Fees

The 2013 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 \$3,000 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 2013 budget for the vehicle storage lot is as follows:

Revenues	\$30,000
Expenditures	(14,400)
Revenues Over Expenditures	\$15,600

REVENUE SOURCES



GRANTS and CONTRIBUTIONS

The adopted budget includes \$32,000 in grant reimbursements related to the Ironman Triathlon event.

INTEREST INCOME

Projected interest income of \$656,265 includes interest on general fund, Convention & Visitors Bureau, and debt service fund cash balances (\$224,981) and interest earned on EDZ project priority payments (\$431,284). The average percentage yield for interest income on cash balances is projected at 1.0% for FY 2013. 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

Total other income for 2012 consists of the following:

The Woodlands Fire Dept. (a)	\$473,000
Shenandoah Fire Services	404,032
Sale of Property (b)	250,000
Convention Center Lease	115,761
Environmental Services (c)	45,400
Sublease of office space	103,000
Contracted Maintenance Services	14,000
Other	6,000
Total	\$1,411,193

- (a) Dispatch agreements, emergency training partnerships, and Hospital District agreement.
- (b) Fire Station in Harper's Landing was sold to the Montgomery County Hospital District in a four year lease/purchase arrangement. The total of the payments to The Township will be \$1,365,000. From those proceeds, the Township reimburses MUD # 39 for its allocated share of previous ownership. This reimbursement will total \$414,750 over the four year term.
- (c) Represents 1% of solid waste contract to be used for educational programs.

TRANSFERS

Interfund transfers reallocate resources between the Township's various accounting 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 - Salaries & Benefits Budget	6-1
Summary of Departmental Staffing Levels	6-5
Summary of New Positions	6-7
Consolidated Staffing Summary	6-21
Salary & Benefits Summary	6-29



THE WOODLANDS TOWNSHIP

The Woodlands, TX

EXECUTIVE SUMMARY

July 24, 2012

ISSUE: 2013 Proposed Personnel Services Budget (Salaries and Benefits)

FACTS:

Staff has included projected costs for employee salaries and benefits in the 2013 budget. These projected costs are based on recommendations by staff and Gallagher Benefit Services.

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:

Government Agency	Amount Given 2012	Amount Projected 2013
Baytown	5%	0%
Bellaire	3%	3.5%
Conroe	3.5%	3.5%
CISD	3.22%	3% - 3.16%
Houston	0%	0%
Montgomery County	0%	TBD
Oak Ridge North	3%	TBD
San Jacinto River Authority	3%	5%
Shenandoah	2%	TBD
Sugar Land	3%	3%
West University Place	2.5%	2.5%
The Woodlands Fire Dept. (Bargaining Unit)	0% - 4%	3%
The Woodlands Township	3%	3%

Human Resource consultants The Hay Group recently projected base salary increases for 2012 to be 3.2% 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 employees in most industries. The WorldatWork 2012-2013 Salary Budget

Survey recently projected salary increases to rise slightly from 2.8% in 2012 to 3% in 2013. Staff has included a 3% salary increase in the 2013 budget with an April 1, 2013 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. Time in Position adjustments were not included in the 2011 budget due to economic conditions, however time in position increases were granted in 2012. Staff has reviewed the Township salary structure and comparable market in 2012, and recommends the continuation of time in position adjustments in 2013 following the process adopted in 2009. Sixty-eight employees are recommended to receive time in position adjustments in 2013 for a total cost of \$30,551.

The Township has a very limited incentive pay pool for senior managers. This plan was adopted in 2001 and \$59,767 (5%) has been included in the 2013 budget for this annual incentive consideration.

FIREFIGHTER AND DISPATCHER SALARIES AND BENEFITS

Fire suppression and dispatch personnel were covered by a Collective Bargaining Agreement until December 31, 2011. Labor Agreements address conditions of employment, for example, rates of pay, hours of work, benefits, and uniforms. Staff has reviewed the salaries and benefits provided to firefighters and dispatchers, and recommend the following changes beginning in 2013:

- Firefighter salaries will be compared to the market and set at an average of 100% of market pay, rather than 102% of market pay
- Reduce sick leave accrual from 32 shifts to a maximum of 15 shifts. Employees with more than 15 shifts of sick leave will not earn additional sick leave until their accrual falls below 15 shifts.
- Eliminate payout of 15 shifts of sick leave at time of separation for employees hired after January 1, 2013
- Eliminate holiday premium pay for dispatchers who work on a holiday

These changes will create consistency between general Township employees. Firefighters and dispatchers already receive the same benefits package as general Township employees. Firefighters and dispatchers are recommended to receive the same 3% annual salary increase which is proposed in the 2013 budget.

BENEFITS

In January 2011, The Woodlands Township began providing its employee medical insurance on a self-insured basis. A reserve account in the amount of \$800,000 was created to be used for larger than expected claims and to pay for claims should The Township decide to become fully

insured at some point in the future. At the conclusion of 2011, The Township realized savings of \$701,640 over the fully-insured insurance renewal for 2011. The reserve account contained \$919,089 on December 31, 2011, which included an increase of \$119,089 from the beginning balance. Projected savings are continuing through 2012, and the most recent data reports a year-to-date savings of \$261,210. Gallagher Benefits Services has projected an increase in medical costs for 2013 at a rate of 7.6% which continues to be lower than the national trend of 9%. The cost of medical insurance will continue to be split 80/20 – the Township will pay 80% of medical costs and employees will contribute the remaining 20%.

The Township began self-insuring its dental insurance in 2012. This change will result in a savings of approximately \$100,000 over 2012 and 2013. Dental insurance premiums did not change in 2012, and are not projected to increase in 2013. Gallagher has successfully negotiated a three-year rate guarantee for all non-medical insurance premiums – life insurance, short-term disability insurance and long-term disability insurance. The Township will realize savings in non-medical premiums equal to \$30,174 per year in 2011, 2012 and 2013.

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. In October of 2010, the Board approved the 2:1 match so long as the Township costs did not exceed 9.3% of payroll when these costs were averaged over the preceding three years. Staff will use year-end compliance testing data and subsequent reports to determine the actual costs of the Township match each year. The following table shows the % of payroll attributed to the match for the past four years:

Year	Township	WFD	Combined
2008	7.66%	12.44%	10.03%
2009	8.94%	12.14%	10.50%
2010	9.84%	12.47%	11.12%
2011	10.03%	12.69%	11.35%

Fire department employees were not included in the calculation of the cost of the retirement match since these employees were covered by a collective bargaining agreement which provided a 2:1 match to a maximum of 14%. While the firefighters have expressed a desire to create a defined benefit plan with a 1:1 match to a maximum of 12%, staff does not know the schedule for this implementation at this time. Therefore, the 2013 budget contains retirement plan costs for the fire department equal to current costs of the 401a Township match.

RECOMMENDATION:

None. This data is provided to the Board of Directors regarding the details of the salaries and benefits costs included in the 2013 proposed budget.

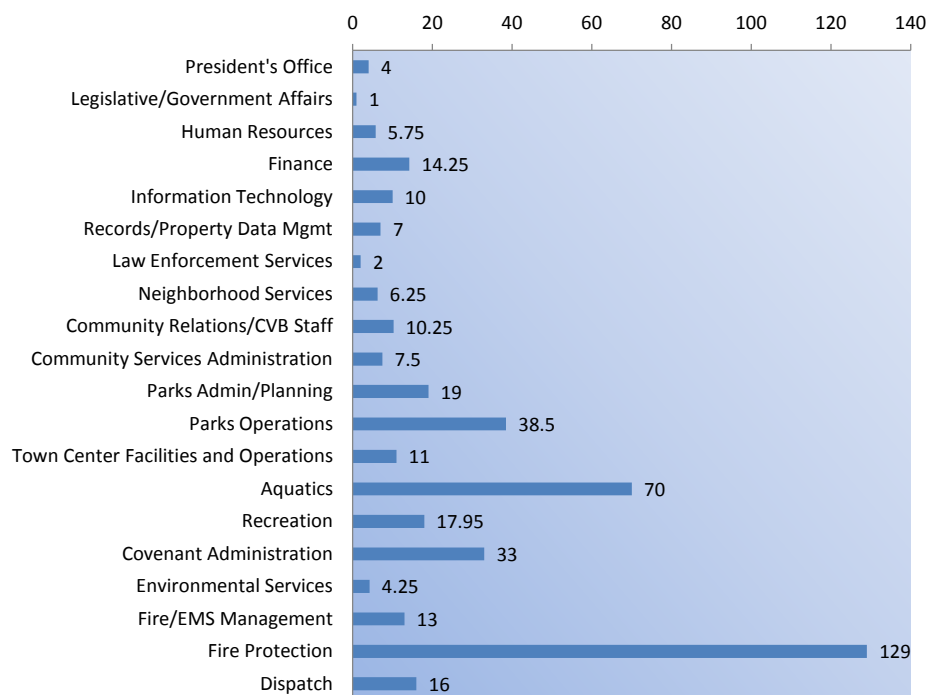
The Woodlands Township / The Woodlands Fire Department
Summary of Departmental Staffing Levels
(Full-Time Equivalents)

Department	Actual 2011	Budget 2012	Budget 2013	Budget 12-13 Change
President's Office	4	4	4	0
Legislative/Government Affairs	1	1	1	0
Human Resources	5.75	5.75	5.75	0
Finance	16	14.25	14.25	0
Information Technology	9	9	10	1
Records/Property Data Mgmt	8	8	7	(1)
Law Enforcement Services	9.75	2	2	0
Neighborhood Services	7.75	6.25	6.25	0
Community Relations/CVB Staff	9.25	9.25	10.25	1
Community Services Administration	6	6.5	7.5	1
Parks Admin/Planning	19	19	19	0
Parks Operations	39.5	38.5	38.5	0
Town Center Facilities and Ops	0	8	11	3 (a)
Aquatics	67	67	70	3 (b)
Recreation	17.95	17.95	17.95	0
Covenant Administration	32.75	33	33	0
Environmental Services	4.25	4.25	4.25	0
Total Township	256.95	253.7	261.7	8.00
Fire/EMS Management	13	13	13	0
Fire Protection	114	129	129	0
Dispatch	14	16	16	0
Total Fire Department	141	158	158	0
Total Township/Fire Department	397.95	411.7	419.7	8.00

(a) cost offset by decrease in expenses for private security

(b) lifeguards for new pool

The Woodlands Township / The Woodlands Fire Department
Department Staffing - 2013



The Woodlands Township New Positions, Eliminations, and Reclasses - 2013

Department	FTE	Position Title	Annual Salary & Benefits
Information Technology	1.00	Transfer Records Management Analyst from Records Department and reclass as Administrative Assistant III	
Total Information Technology	1.00		\$ -
Records	R/C	Records Technician to Corporate Records Specialist	2,561
Records	(1.00)	Transfer Records Management Analyst to IT Department and reclass as Administrative Asst. III	
Total Records	(1.00)		\$ 2,561
Neighborhood Services	R/C	Neighborhood Svc. Manager to Program Coord.	(23,728)
Neighborhood Services	R/C	Program Specialist to Program Coordinator	7,300
Total Neighborhood Services	0.00		\$ (16,428)
Aquatics	3.00	Lifeguards (a)	60,034
Total Aquatics	3.00		\$ 60,034
Community Services Administration	1.00	Customer Service Representative	32,500
Total Community Services Admin	1.00		\$ 32,500
Town Center Facilities and Operations	3.00	Part-time Town Center Rangers (b)	112,451
Total Town Center Fac and Ops	3.00		\$ 112,451
Fire and EMS Management	R/C	Reclass Admin Analyst to a higher salary grade	7,082
Total Fire and EMS Management	0.00		\$ 7,082
Convention & Visitors Bureau	1.00	Group Sales Specialist	61,000
Total Convention & Visitors Bureau	1.00		\$ 61,000
NEW POSITIONS - TOWNSHIP (net)	8.00		\$ 259,200

(a) required for new pool

(b) cost offset by decrease in expense for private security

The Woodlands Township
Request for New Position/Position Reclassification
2013 Budget

Department:

Records / Data Management

Recommended Title:

Corporate Records Specialist (previously Records Technician)

New or Reclass

X

Estimated Cost	FY 2013	Annual Ongoing
Salaries and Benefits	\$ 2,561	\$ 2,561
Capital Outlay		
Other (specify)		
Total	\$ 2,561	\$ 2,561

List the primary duties of this position.

1. Process, organize, file and retrieval of company corporate records
2. Data entry into records management system
3. Contract management tracking, processing, follow-up and retrieval of current contracts
4. Accept customer payments and enter into property database
5. Research, process and update transfers of ownership
6. Process and deposit transfer fees
7. Research accounts on several online sources, the county clerk and appraisal districts websites, to determine ownership of properties
8. Reporting of customer accounts by mail, fax, or electronically
9. Respond, answer problem solve, and communicate with customers

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

- Expedite processing of corporate records
- Improve our focus on the technical side of real estate transactions
- Improve departmental productivity in both corporate records and real estate property records

What other options were considered?

None

Was this position included in the 2012 Five-Year Plan? If so, which year?

The reclass was not anticipated in the five-year plan.

The Woodlands Township
Request for New Position/Position Reclassification
2013 Budget

Department:

Neighborhood Services

Recommended Title:

Program Coordinator (previously Neighborhood
Services Manager)

New or Reclass

x

Estimated Cost	FY 2013	Annual Ongoing
Salaries and Benefits	(\$ 23,728)	(\$ 23,728)
Capital Outlay		
Other (specify)		
Total	(\$ 23,728)	(\$ 23,728)

List the primary duties of this position.

- Program Coordinator
 - Business Watch
 - Liaison with CVB
 - Public Safety Awards
 - National Night Out
 - Other Watch programming

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

- As a result of the resignation of the Neighborhood Services Manager, the Law Enforcement and Neighborhood Services department structure was analyzed. It is recommended that the position of Neighborhood Services Manager be reclassified to a Program Coordinator.

What other options were considered?

The department realignment was thoroughly analyzed to provide the best in customer service and programming to The Woodlands Township.

Was this position included in the 2012 Five-Year Plan? If so, which year?

No reclassification was planned for this position in 2012

The Woodlands Township
Request for New Position/Position Reclassification
2013 Budget

Department:

Neighborhood Services

Recommended Title:

Program Coordinator (previously Program Specialist)

New or Reclass

X

Estimated Cost	FY 2013	Annual Ongoing
Salaries and Benefits	\$ 7,300	\$ 7,300
Capital Outlay		
Other (specify)		
Total	\$ 7,300	\$ 7,300

List the primary duties of this position.

- Watch programming to include
 - Apartment Watch
 - Senior Watch
 - Campus Watch
 - Neighborhood Watch
 - National Night Out Kick-off event

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

- As a result of the resignation of the Neighborhood Services Manager, the Law Enforcement and Neighborhood Services department structure was analyzed. It is recommended that the position of the full-time Program Specialist position be reclassified to Program Coordinator.

What other options were considered?

The department realignment was thoroughly analyzed to provide the best in customer service and programming to The Woodlands Township.

Was this position included in the 2012 Five-Year Plan? If so, which year?

No reclassification was planned for this position in 2012.

The Woodlands Township

Request for New Position/Position Reclassification

2013 Budget

Department

PARD - Aquatics

Recommended Title

Lifeguards - (3.0 FTE - 30 seasonal)

New or Reclass

X

Date of Hire

May 1, 2013

Estimated Cost	FY 2012	Annual Ongoing
Salaries and Benefits	\$ 60,034	\$ 60,034
Capital Outlay		
Other		
Total	\$ 60,034	\$ 60,034

Primary Duties of this Position

- Rescues swimmers in danger of drowning and administers first aid if necessary. Maintains order in swimming areas by enforcing pool rules.
- Inspects facilities for cleanliness and to ensure they are free of hazards. Cleans and refills swimming pool as needed.
- Ensures consistent enforcement of Pool Policies and Rules and educates patrons of the purpose of these rules and policies.
- Reports hazardous situations, then eliminates or minimizes the danger.
- Performs duties in collecting daily passes, completing assigned paper work, and selling and verifying season pass cards.

Critical success factors and/or service levels affected by creating this position:

Due to the opening of the 14th Pool in 2013, additional lifeguards are needed. The Woodlands Township operates its facilities as Class B pools under the Texas State Pool Code which states any pool used for public recreation and open to the general public with or without a fee must have lifeguards present.

- Funding would be required for an estimated 30 lifeguards /3 FTE's. The new pool is similar in size and amenity types at Cranebrook which has a total staff of 30 (8 guards on a time) or 3 FTE.
- Provided below is a chart which outlines the number of lifeguards that have been on staff as pools have been added in the community.

Year	# of Pools	# of Aquatics Staff **	Year	# of Pools	# of Aquatics Staff
1999	7	121	2007	12	250
2000	9	178	2008	13	325
2001	9	187	2009	13	330
2002	11	221	2010	13	330
2003	12	279	2011	13	350
2004	12	284	2012	13	350 est
2005	12	271	2013	14	380 est
2006	12	300			

Other options considered:

Contract out to a pool management company.

The Woodlands Township
Request for New Position/Position Reclassification
2013 Budget

Department:

Community Services

Recommended Title:

Customer Service Representative

New or Reclass

X

Date of Hire:

January 1, 2013

Estimated Cost	FY 2013	Annual Ongoing
Salaries and Benefits	\$ 32,500	\$ 32,500
Capital Outlay		
Other (specify)		
Total	\$ 32,500	\$ 32,500

List the primary duties of this position.

Assist external customers with requests for service either by phone, computer or in – person. Handle requests for service and resolve resident issues. Provide Township information to residents, customers, visitors and business owners.

Which critical success factors and/or service levels are affected by creating this position? Describe benefits (quantify as much as possible).

Due to increased population and the number of incoming phone calls, emails and walk in customers, additional staff resources are needed to adequately provide excellent customer service. Increasing work load for existing staff is resulting in longer periods of time for call backs and resolutions to resident issues. This position will help shorten the response time and increase the ability for personal service.

What other options were considered?

No other options were considered. This position was requested by the Board.

Was this position included in the 2012 Five-Year Plan? If so, which year?

No

Requested by:

J. Powers

Updated 2/2012

The Woodlands Township
Request for New Position/Position Reclassification
2013 Budget

Department:

PARD – Town Center Operations

Recommended Title:

Part-Time Town Center Rangers (6 positions/3FTE)

New or Reclass

X

Date of Hire:

January 1, 2013

Estimated Cost	FY 2013	Annual Ongoing
Salaries and Benefits	\$ 112,451	\$ 112,451
Capital Outlay		
Other (specify)		
Total	\$ 112,451	\$ 112,451

List the primary duties of this position.

The Town Center Rangers perform inspections, maintenance, custodial duties, and repairs for parks & pathways in the Town Center area. Town Center Rangers assist visitors to the Town Center area by providing excellent customer service. Town Center Rangers assist with set-up/breakdown of CVB and Parks Special Events at Waterway Square or Town Green Park.

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

These Town Center Ranger positions will be filling in the gap in service by discontinuing the security contractor (ISSC). Currently, the security contractor is stationed at Town Green Park and Waterway Square every day from 6pm to 6am. Additional Town Center Rangers will not only allow staff to be a presence during the night hours in these locations, but it will allow them to patrol more of the Town Center area (Riva Row, Koi Pond, Waterway, Lake Robbins, etc.) Town Center Rangers will also be able to provide maintenance, information dissemination, customer service and security during these late hours.

Currently the ISSC contract costs the Township \$154,500 per year for a total of 8736 hours of patrol. With the schedule identified and including a shift differential for those Rangers that work past midnight (.75 per hour) the total cost of the proposed program is \$112,451 not including capital equipment (\$35,000 for two GEM's).

Current Schedule

Position	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Lead	11:00am - 8:00pm	10:00am - 7:00pm			10:00am - 7:00pm	10:00am - 7:00pm	10:00am - 7:00pm
1	3:00pm - 8:00pm	3:00pm - 8:00pm	3:00pm - 8:00pm				3:00pm - 8:00pm
2	6:00am - 11:00am	6:00am - 11:00am	6:00am - 11:00am	6:00am - 11:00am			
3				3:00pm - 8:00pm	3:00pm - 8:00pm	3:00pm - 8:00pm	12:00pm - 5:00pm
4	5:00pm - 10:00pm				5:00pm - 10:00pm	5:00pm - 10:00pm	5:00pm - 10:00pm
5	10:00am - 3:00pm	10:00am - 3:00pm	10:00am - 3:00pm			10:00am - 3:00pm	
6	7:00pm - 12:00am	7:00pm - 12:00am				7:00pm - 12:00am	7:00pm - 12:00am
7				10:00am - 3:00pm	6:00am - 11:00am	6:00am - 11:00am	6:00am - 11:00am
8	9:00pm - 2:00am				9:00pm - 2:00am	9:00pm - 2:00am	9:00pm - 2:00am

Proposed Additional Schedule

Additional 1	6:00am - 11:00am				6:00pm - 11:00pm	6:00pm - 11:00pm	6:00pm - 11:00pm
Additional 2	6:00pm - 11:00pm	6:00pm - 11:00pm	6:00pm - 11:00pm				6:00am - 11:00am
Additional 3	11:00pm - 4:00am	11:00pm - 4:00am	11:00pm - 4:00am	5:00pm - 10:00pm			
Additional 4				7:00pm - 12:00am	11:00pm - 4:00am	11:00pm - 4:00am	11:00pm - 4:00am
Additional 5				11:00pm - 4:00am	11:00pm - 4:00am	11:00pm - 4:00am	11:00pm - 4:00am
Additional 6	11:00pm - 4:00am	11:00pm - 4:00am	11:00pm - 4:00am	11:00pm - 4:00am			

What other options were considered?

Continue to allow a security contractor to provide services to the Town Green and Waterway Square areas.

Was this position included in the 2012 Five-Year Plan? If so, which year?

No.

The Woodlands Township
Request for New Position/Position Reclassification
2013 Budget

Department:

Fire Department

Recommended Title:

Administrative Analyst

New or Reclass

x (change in salary band)

Estimated Cost	FY 2013	Annual Ongoing
Salaries and Benefits	\$ 7,082	\$ 7,082
Capital Outlay		
Other (specify)		
Total	\$ 7,082	\$ 7,082

10% promotional increase; New Band = 109

List the primary duties of this position.

Administratively supports the fire department, including all command staff. Coordinates communication across internal and external agencies, and coordinates The Woodlands CERT. Trains personnel in various software applications, designs and implements office policies and follows through with Command Staff on projects and procedures.

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

This position has expanded their duties to include these higher functions.

What other options were considered?

Continue with status quo.

Was this position included in the 2012 Five-Year Plan? If so, which year?

No.

The Woodlands Township
Request for New Position/Position Reclassification
2013 Budget

Department:

The Woodlands Convention & Visitors Bureau (TWCVB)

Recommended Title:

Group Sales Specialist

New or Reclass

X

Date of Hire:

January 1, 2013

Estimated Cost	FY 2013	Annual Ongoing
Salaries and Benefits	\$ 61,000	\$ 61,000
Capital Outlay	3,000	
Other (specify)	1,000	\$1,000
Total	\$ 65,000	\$ 62,000

List the primary duties of this position.

The Group Sales Specialist will report to the President of TWCVB. This position will assist with the coordination of meeting details and services before, during and after a meeting/convention while acting as the lead contact between:

1. External Client – Meeting Planners and visitors
2. Internal Client – Amenities and merchants in The Woodlands (hotels, convention facilities, merchants)

After the decision is made to host the group/event/conference in The Woodlands, the Group Sales Specialist will be responsible for helping plan and conduct a successful meeting by working as the primary extension of TWCVB staff.

The Group Sales Specialist will work with TWCVB staff to provide the following:

- On-Going Sales Activity
- Bid Development and Seek Prospects
- Convention Planning
- Attendance Building
- On-site Event Support
- Post-Event Support

General Duties & Responsibilities:

1. Make sales calls on a regular basis in the Greater Houston and Texas market.
2. Coordinate participation of TWCVB in local hospitality industry organizations and/or trade shows.

3. Develop an effective procedure to generate qualified convention leads. Monitor and measure the results of all convention sales activity on a weekly, monthly and yearly basis.
4. Analyze past convention sales activity and provide annual sales goals by market segment for TWCVB.
5. Develop and manage the development of creative presentations and promotions for convention bids that will result in a high closing rate.
6. Make monthly sales calls on local prospects, including major corporations, to make them aware of The Woodlands convention facilities and tourist attractions and to encourage the community to bring their convention to The Woodlands.
7. Coordinate and provide services to organizations and groups that host events and meetings in The Woodlands.
8. Originate and organize convention awareness familiarization tour to The Woodlands for association executives and other convention prospects.
9. Oversee and input convention histories to TxMET system (Software of the Texas Association of Convention & Visitors Bureau)
10. Maintain a relation and working knowledge with local hotel properties, attractions, restaurants, meeting venues, entertainers and other support groups or facilities.
11. Perform other duties as may be needed to accomplish tasks and/or events pertinent to the goals and objectives of TWCVB.
12. Become involved with the Texas Society of Association Executives (TSAE), the largest state group of association to inform key decision makers about The Woodlands as a place for association meetings.

Which critical success factors and/or service levels are affected by creating this position? Describe benefits (quantify as much as possible).

The Woodlands Township derives a major portion of its revenue from visitors, which includes leisure travel, corporate meetings and conventions. A large portion of the growing tourism market is group sales which includes, but is not limited to Conventions, Corporate Meetings, Bus Tours, Reunions, Sporting Events/Tournaments, and Trade Shows among others. The addition of the Group Sales Specialist will be able to focus all efforts on bringing these types of groups to The Woodlands creating new revenue for businesses and increase sales and hotel occupancy tax for The Woodlands Township's general fund and debt service fund. Tax revenue generated by the tourism industry is invested back into improving The Woodlands' infrastructure and programs which helps keep the property tax low for businesses and residents.

At this point, The Woodlands CVB General Manager and Marketing Specialist are playing the small role of Group Sales. However, with the emergence of The Woodlands as a destination, the hotel properties believe it is time for the CVB to have a dedicated individual address Group Sales in The Woodlands, representing the 11 hotels. The Group Sales Specialist will enhance TWCVB group sales initiative to be more service oriented by marketing, promoting, developing and coordination conventions, sports and hospitality opportunities in The Woodlands.

What other options were considered?

Status quo. This positions was requested by the Board.

Was this position included in the 2012 Five-Year Plan? If so, which year?

This position was included in the 2012 Five-Year Plan with the Group Sales Specialist being added in 2015.

Requested by: Nick Wolda

THE WOODLANDS TOWNSHIP
CONSOLIDATED STAFFING SUMMARY

(FTE's)	2012 Budget	2012 Forecast	2013 Budget	FTE Addition/(Reduction)
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President's Office

President	1	1	1	
Management Analyst	1	1	1	
Executive Assistant	2	2	2	
Total President's Office	4	4	4	0

Intergovernmental Relations

Intergovernmental Relations & Transportation Manager	1	1	1	
Total Legis/Govt Affairs	1	1	1	0

Human Resources

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	
Total Human Resources	5.75	5.75	5.75	0

Finance

AGM - Finance & Admin	1	1	1	
Fiscal Services Manager	1	1	1	
Accounting Manager	1	1	1	
Financial Analyst	1	1	1	
Purchasing Manager	1	1	1	
Sr. Purchasing Specialist	1	1	1	
Accounting Supervisor	1	1	1	
Sr. Accountant	1	1	1	
Accountant II	1	1	1	
Accountant	1	1	1	
Intern	0.25	0.25	0.25	
Payroll Analyst	1	1	1	
Sr. A/P Specialist	1	1	1	
A/P Specialist	1	1	1	
Sr. Administrative Asst.	1	1	1	
Total Finance	14.25	14.25	14.25	0

THE WOODLANDS TOWNSHIP
CONSOLIDATED STAFFING SUMMARY

(FTE's)	2012 Budget	2012 Forecast	2013 Budget	FTE Addition/(Reduction)
Information Technology				
Director of Information Technology	1	1	1	
Systems Administrator	1	1	1	
Network Administrator	1	1	1	
Database Administrator	1	1	1	
GIS Coordinator	1	1	1	
GIS Analyst	1	1	1	
Systems/Radio Technician	1	1	1	
Sr. Help Desk Analyst	1	1	1	
Help Desk Analyst	1	1	1	
Administrative Assistant III	0	0	1	Transfer of Records Management Analyst
Total Info Technology	9	9	10	1

Records/Database Management				
Records/Property Data Manager	1	1	1	
R/E Records Supervisor	1	1	0	Reclass to R/E Records Analyst
Corporate Records Supervisor	1	1	1	
Records Mgmt Analyst	1	1	1	Transfer to IT & R/C from R/E Records Analyst
R/E Records Analyst	1	1	1	Reclass to Records Mgmt Analyst
Corporate Records Specialist	1	1	2	Reclass from Records Technician
Records Technician	2	2	1	Reclass to Corporate Records Specialist
Total Records/Prop Data Mgt	8	8	7	-1

Law Enforcement Services				
Director of Law Enforcement	1	1	1	
Administrative Asst. II	1	1	1	
Total Law Enforcement Svcs	2	2	2	0

Neighborhood Services				
Neighborhood Svcs Manager	1	1	0	Reclass to Program Coordinator
Neighborhood Svcs Coordinator	1	1	0	Change title to Program Coordinator
Full-time Program Specialist	1	1	0	Reclass to Program Coordinator
Program Coordinator	0	0	3	see explanations above
Part-Time Program Specialist	3	3	3	
Intern	0.25	0.25	0.25	
Total Neighborhood Svcs	6.25	6.25	6.25	0

THE WOODLANDS TOWNSHIP
CONSOLIDATED STAFFING SUMMARY

(FTE's)	2012 Budget	2012 Forecast	2013 Budget	FTE Addition/(Reduction)
Community Relations / CVB Staff Svcs				
Director of Comm Relations/CVB Pr	1	1	1	
Community Relations Manager	1	1	1	
Marketing Specialist	1	1	1	
Business Development Specialist	1	1	1	
Group Sales Specialist	0	0	1	Board requested position
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	
Administrative Asst. I	0.25	0.25	0.25	
Total CVB/Comm Events	9.25	9.25	10.25	1

Community Services Admin				
AGM - Community Services	1	1	1	
Sr. Administrative Assistant	1	1	1	
Engineering Technician	1	1	1	
Receptionist	2	2	2	
Customer Service Representative	0	0	1	Board requested position
Mail Clerk	1	1	1	
Receptionist	0.5	0.5	0.5	
Total Comm Svcs Admin	6.5	6.5	7.5	1

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	
Administrative Asst. III	2	2	2	
Administrative Asst. II	1	1	1	
Special Events Specialist	1	1	1	
Customer Service Rep	1	1	1	
Total Parks Administration	9	9	9	0

THE WOODLANDS TOWNSHIP
CONSOLIDATED STAFFING SUMMARY

(FTE's)	2012 Budget	2012 Forecast	2013 Budget	FTE Addition/(Reduction)
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	0

Park Operations				
Park Superintendent	1	1	1	
Parks Supervisor	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 I	1	1	1	
Park Ranger Supervisor	1	1	1	
Lead Park Ranger	1	1	1	
Park Ranger	8.5	8.5	8.5	
Facility Maintenance Engineer	1	1	1	
Total Park Operations	38.5	38.5	38.5	0

THE WOODLANDS TOWNSHIP
CONSOLIDATED STAFFING SUMMARY

(FTE's)	2012 Budget	2012 Forecast	2013 Budget	FTE Addition/(Reduction)
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	60.5	New pool in 2013
Recreation Aid - Pool Passes	1.25	1.25	1.25	
Administrative Assistant Seasonal	0.25	0.25	0.25	
Total Aquatics	67	67	70	3

Recreation				
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	1.5	1.5	1.5	
Recreation Aid (Boat House)	1.5	1.5	1.5	
Receptionist	2.25	2.25	2.25	
Swim Coach (seasonal)	2	2	2	
Swim Team Clerk (seasonal)	0.25	0.25	0.25	
Camp Leader (seasonal)	1.25	1.25	1.25	
Water Safety Instruct. (seasonal)	1.75	1.75	1.75	
Learn to Swim Coord (seasonal)	0.25	0.25	0.25	
Total Recreation	17.95	17.95	17.95	0

Town Center Facilities & Operations				
Town Center Superintendent	1	1	1	
Town Center Supervisor	1	1	1	
Administrative Assistant II	1	1	1	
Lead Town Center Ranger	1	1	1	
Town Center Ranger	4	4	7	Replace services currently provided by private security
Total Town Center	8	8	11	

THE WOODLANDS TOWNSHIP
CONSOLIDATED STAFFING SUMMARY

(FTE's)	2012 Budget	2012 Forecast	2013 Budget	FTE Addition/(Reduction)
Covenant Administration				
Director - Cov Admin	1	1	1	
Property Compliance Manager	2	2	2	
Village Property Compliance Superv	6	6	6	
Commercial Property Compliance S	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	1.5	1.5	1.5	
Compliance Specialist	2	2	2	
Property Compliance Technician	8	8	8	
Total Covenant Administration	33	33	33	0
Environmental Services				
Environmental Svcs Manager	1	1	1	
Environmental Edu Coord.	2	2	2	
Environmental Edu Specialist	0.5	0.5	0.5	
Intern	0.75	0.75	0.75	
Total Environmental Svcs	4.25	4.25	4.25	0
TOTAL TOWNSHIP	253.7	253.7	261.70	8.00

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	13	13	13	0

THE WOODLANDS TOWNSHIP
CONSOLIDATED STAFFING SUMMARY

(FTE's)	2012 Budget	2012 Forecast	2013 Budget	FTE Addition/(Reduction)
Fire Protection				
Captain	3	3	3	
Lieutenant	24	24	24	
Driver/Operator	27	27	27	
Firefighter	75	75	75	
Total Fire Protection	129	129	129	0
Dispatch				
Dispatch Manager	1	1	1	
Shift Supervisor	3	3	3	
Dispatcher	12	12	12	
Total Dispatch	16	16	16	0
TOTAL FIRE DEPARTMENT	158	158	158	0
TOTAL TOWNSHIP/FIRE DEPT.	411.7	411.7	419.7	8

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
PRESIDENT'S OFFICE						
Salaries and Wages	462,798	462,080	462,080	475,509	13,429	2.9%
Overtime	-	-	-	-	-	-
Employee Benefits - FICA	23,961	27,871	27,871	28,509	638	2.3%
Employee Benefits - TEC	288	288	1,044	1,044	756	262.5%
Employee Benefits - Retirement	56,663	56,633	56,633	59,432	2,799	4.9%
Employee Benefits - Insurance	40,431	54,233	54,233	63,195	8,962	16.5%
Employee Benefits - Workers Comp	593	1,093	1,093	1,125	32	2.9%
	<u>584,734</u>	<u>602,198</u>	<u>602,954</u>	<u>628,814</u>	<u>26,616</u>	<u>4.4%</u>
LEGISLATIVE AND GOVERNMENTAL AFFAIRS						
Salaries and Wages	83,612	85,051	85,051	86,509	1,458	1.7%
Overtime	-	-	-	-	-	-
Employee Benefits - FICA	6,431	6,506	6,506	6,618	112	1.7%
Employee Benefits - TEC	72	72	261	261	189	262.5%
Employee Benefits - Retirement	11,501	11,907	11,907	12,111	204	1.7%
Employee Benefits - Insurance	12,480	13,324	13,324	14,182	858	6.4%
Employee Benefits - Workers Comp	169	221	221	225	4	1.8%
	<u>114,265</u>	<u>117,081</u>	<u>117,270</u>	<u>119,906</u>	<u>2,825</u>	<u>2.4%</u>
HUMAN RESOURCES						
Salaries and Wages	365,896	370,874	360,000	364,893	(5,981)	-1.6%
Overtime	603	500	1,500	700	200	40.0%
Employee Benefits - FICA	26,233	27,121	26,700	26,452	(669)	-2.5%
Employee Benefits - TEC	460	464	1,682	1,682	1,218	262.5%
Employee Benefits - Retirement	40,566	51,434	42,000	46,746	(4,688)	-9.1%
Employee Benefits - Insurance	60,980	57,016	57,016	60,449	3,433	6.0%
Employee Benefits - Workers Comp	723	950	950	934	(16)	-1.7%
	<u>495,461</u>	<u>508,359</u>	<u>489,848</u>	<u>501,856</u>	<u>(6,503)</u>	<u>-1.3%</u>
FINANCE						
Salaries and Wages	890,164	927,454	918,200	937,980	10,526	1.1%
Overtime	4,677	2,500	5,000	5,000	2,500	100.0%
Employee Benefits - FICA	63,930	68,370	67,600	68,977	607	0.9%
Employee Benefits - TEC	1,221	1,080	3,915	3,915	2,835	262.5%
Employee Benefits - Retirement	101,692	124,388	118,300	123,165	(1,223)	-1.0%
Employee Benefits - Insurance	195,174	141,891	128,500	133,182	(8,709)	-6.1%
Employee Benefits - Workers Comp	2,051	2,403	2,403	2,432	29	1.2%
	<u>1,258,909</u>	<u>1,268,086</u>	<u>1,243,918</u>	<u>1,274,651</u>	<u>6,565</u>	<u>0.5%</u>
INFORMATION TECHNOLOGY						
Salaries and Wages	545,847	595,423	575,600	647,458	52,035	8.7%
Overtime	8,785	4,000	4,000	4,000	-	0.0%
Employee Benefits - FICA	40,966	46,162	44,200	49,479	3,317	7.2%
Employee Benefits - TEC	792	648	2,349	2,610	1,962	302.8%
Employee Benefits - Retirement	56,488	64,632	59,900	81,283	16,651	25.8%
Employee Benefits - Insurance	113,858	106,950	101,700	117,642	10,692	10.0%
Employee Benefits - Workers Comp	1,189	1,565	1,565	1,690	125	8.0%
	<u>767,925</u>	<u>819,380</u>	<u>789,314</u>	<u>904,162</u>	<u>84,782</u>	<u>10.3%</u>
RECORDS/PROPERTY DATA MANAGEMENT						
Salaries and Wages	395,412	413,910	413,910	382,186	(31,724)	-7.7%
Overtime	3,925	2,400	3,600	3,600	1,200	50.0%
Employee Benefits - FICA	29,428	31,848	31,848	29,513	(2,335)	-7.3%
Employee Benefits - TEC	576	576	2,088	1,827	1,251	217.2%
Employee Benefits - Retirement	48,554	53,721	53,721	49,211	(4,510)	-8.4%
Employee Benefits - Insurance	101,548	72,098	72,098	76,046	3,948	5.5%
Employee Benefits - Workers Comp	816	1,080	1,080	1,000	(80)	-7.4%
	<u>580,259</u>	<u>575,633</u>	<u>578,345</u>	<u>543,383</u>	<u>(32,250)</u>	<u>-5.6%</u>
LAW ENFORCEMENT SERVICES						
Salaries and Wages	116,163	126,968	125,000	129,532	2,564	2.0%
Overtime	397	900	900	900	-	0.0%
Employee Benefits - FICA	8,494	9,782	9,630	9,978	196	2.0%
Employee Benefits - TEC	144	144	522	522	378	262.5%
Employee Benefits - Retirement	15,139	17,901	16,000	15,412	(2,489)	-13.9%
Employee Benefits - Insurance	26,311	25,427	25,427	14,734	(10,693)	-42.1%
Employee Benefits - Workers Comp	251	330	330	337	7	2.1%
	<u>166,899</u>	<u>181,452</u>	<u>177,809</u>	<u>171,415</u>	<u>(10,037)</u>	<u>-5.5%</u>

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
NEIGHBORHOOD SERVICES						
Salaries and Wages	261,939	272,542	240,500	268,995	(3,547)	-1.3%
Overtime	731	3,000	1,800	1,800	(1,200)	-40.0%
Employee Benefits - FICA	19,248	21,079	18,400	20,716	(363)	-1.7%
Employee Benefits - TEC	662	572	2,074	2,074	1,502	262.6%
Employee Benefits - Retirement	34,286	36,396	32,000	35,645	(751)	-2.1%
Employee Benefits - Insurance	35,637	31,717	25,700	46,045	14,328	45.2%
Employee Benefits - Workers Comp	615	713	713	703	(10)	-1.4%
	<u>353,118</u>	<u>366,019</u>	<u>321,187</u>	<u>375,978</u>	<u>9,959</u>	<u>2.7%</u>
PARKS & RECREATION ADMIN/PLANNING						
Salaries and Wages	824,607	857,456	827,500	898,516	41,060	4.8%
Overtime	27,521	26,700	26,700	27,000	300	1.1%
Employee Benefits - FICA	60,545	67,640	65,000	70,419	2,779	4.1%
Employee Benefits - TEC	1,368	1,546	4,959	4,959	3,413	220.8%
Employee Benefits - Retirement	86,060	94,127	87,000	95,294	1,167	1.2%
Employee Benefits - Insurance	205,009	210,109	188,500	237,527	27,418	13.0%
Employee Benefits - Workers Comp	9,788	12,856	11,000	13,051	195	1.5%
	<u>1,214,898</u>	<u>1,270,434</u>	<u>1,210,659</u>	<u>1,346,766</u>	<u>76,332</u>	<u>6.0%</u>
PARKS AND PATHWAY OPERATIONS						
Salaries and Wages	1,363,110	1,424,753	1,424,753	1,472,604	47,851	3.4%
Overtime	60,232	39,000	60,000	60,000	21,000	53.8%
Employee Benefits - FICA	105,221	111,977	113,584	115,638	3,661	3.3%
Employee Benefits - TEC	3,725	3,384	12,267	12,267	8,883	262.5%
Employee Benefits - Retirement	141,100	153,399	153,399	165,097	11,698	7.6%
Employee Benefits - Insurance	358,995	295,062	295,062	315,817	20,755	7.0%
Employee Benefits - Workers Comp	46,780	55,382	55,382	57,251	1,869	3.4%
	<u>2,079,163</u>	<u>2,082,957</u>	<u>2,114,447</u>	<u>2,198,674</u>	<u>115,717</u>	<u>5.6%</u>
AQUATICS						
Salaries and Wages	1,116,974	1,114,914	1,114,914	1,202,164	87,250	7.8%
Overtime	9,623	12,000	12,000	12,000	-	0.0%
Employee Benefits - FICA	84,291	86,611	86,611	92,884	6,273	7.2%
Employee Benefits - TEC	6,870	5,296	20,367	21,281	15,985	301.8%
Employee Benefits - Retirement	35,551	37,594	37,594	29,788	(7,806)	-20.8%
Employee Benefits - Insurance	87,097	92,217	92,217	92,131	(86)	-0.1%
Employee Benefits - Workers Comp	34,193	44,997	44,997	48,567	3,570	7.9%
	<u>1,374,599</u>	<u>1,393,629</u>	<u>1,408,700</u>	<u>1,498,815</u>	<u>105,186</u>	<u>7.5%</u>
RECREATION						
Salaries and Wages	562,002	555,452	555,452	566,087	10,635	1.9%
Overtime	6,693	4,000	4,000	4,000	-	0.0%
Employee Benefits - FICA	42,273	42,798	42,798	43,612	814	1.9%
Employee Benefits - TEC	2,399	1,523	5,534	5,534	4,011	263.4%
Employee Benefits - Retirement	34,206	41,666	41,666	38,445	(3,221)	-7.7%
Employee Benefits - Insurance	62,068	45,124	45,124	54,133	9,009	20.0%
Employee Benefits - Workers Comp	7,903	10,656	10,656	10,966	310	2.9%
	<u>717,544</u>	<u>701,219</u>	<u>705,230</u>	<u>722,777</u>	<u>21,558</u>	<u>3.1%</u>
TOWN CENTER FACILITIES AND OPERATIONS						
Salaries and Wages	194,811	338,008	338,008	447,611	109,603	32.4%
Overtime	1,838	1,250	2,050	3,200	1,950	156.0%
Employee Benefits - FICA	14,257	25,904	25,904	34,487	8,583	33.1%
Employee Benefits - TEC	822	869	3,132	4,698	3,829	440.6%
Employee Benefits - FUTA	-	-	-	-	-	-
Employee Benefits - Retirement	16,078	35,641	35,641	51,062	15,421	43.3%
Employee Benefits - Insurance	45,163	39,785	39,785	52,959	13,174	33.1%
Employee Benefits - Workers Comp	6,195	12,262	12,262	16,682	4,420	36.0%
	<u>279,164</u>	<u>453,719</u>	<u>456,782</u>	<u>610,699</u>	<u>156,980</u>	<u>34.6%</u>
COMMUNITY SERVICES ADMINISTRATION						
Salaries and Wages	322,657	352,271	343,000	378,185	25,914	7.4%
Overtime	7,882	5,000	7,500	7,500	2,500	50.0%
Employee Benefits - FICA	22,505	25,158	24,500	26,577	1,419	5.6%
Employee Benefits - TEC	475	504	1,827	1,827	1,323	262.5%
Employee Benefits - Retirement	38,982	43,594	42,000	44,779	1,185	2.7%
Employee Benefits - Insurance	65,072	62,730	62,730	61,149	(1,581)	-2.5%
Employee Benefits - Workers Comp	640	909	909	979	70	7.7%
	<u>458,213</u>	<u>490,166</u>	<u>482,466</u>	<u>520,996</u>	<u>30,830</u>	<u>6.3%</u>

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

	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
COVENANT ADMINISTRATION						
Salaries and Wages	1,458,014	1,491,873	1,475,000	1,498,427	6,554	0.4%
Overtime	11,975	12,000	12,000	14,000	2,000	16.7%
Employee Benefits - FICA	107,362	115,046	113,755	115,720	674	0.6%
Employee Benefits - TEC	3,196	3,168	11,745	11,484	8,316	262.5%
Employee Benefits - Retirement	173,945	174,612	174,612	183,457	8,845	5.1%
Employee Benefits - Insurance	203,724	217,649	217,649	240,792	23,143	10.6%
Employee Benefits - Workers Comp	2,971	3,890	3,890	3,911	21	0.5%
	1,961,187	2,018,238	2,008,651	2,067,791	49,553	2.5%
ENVIRONMENTAL SERVICES						
Salaries and Wages	206,249	214,275	210,000	211,692	(2,583)	-1.2%
Overtime	16,240	8,800	8,800	8,800	-	0.0%
Employee Benefits - FICA	16,647	17,065	16,740	16,868	(197)	-1.2%
Employee Benefits - TEC	402	413	1,496	1,496	1,083	262.2%
Employee Benefits - Retirement	27,930	29,047	28,500	28,685	(362)	-1.2%
Employee Benefits - Insurance	35,783	19,249	19,249	20,504	1,255	6.5%
Employee Benefits - Workers Comp	417	572	572	566	(6)	-1.0%
	303,668	289,421	285,357	288,611	(810)	-0.3%
COMMUNITY RELATIONS						
Salaries and Wages	278,092	280,384	279,000	282,970	2,586	0.9%
Overtime	1,007	2,000	2,000	2,000	-	0.0%
Employee Benefits - FICA	17,881	18,696	18,590	18,807	111	0.6%
Employee Benefits - TEC	288	288	1,044	1,044	756	262.5%
Employee Benefits - Retirement	35,069	39,534	36,000	37,679	(1,855)	-4.7%
Employee Benefits - Insurance	38,617	45,795	45,795	59,464	13,669	29.8%
Employee Benefits - Workers Comp	547	721	721	727	6	0.8%
	371,501	387,418	383,150	402,691	15,273	3.9%
CVB STAFF SERVICES						
Salaries and Wages	359,004	355,318	352,000	405,721	50,403	14.2%
Overtime	2,038	2,000	2,000	2,000	-	0.0%
Employee Benefits - FICA	25,061	26,822	26,570	30,455	3,633	13.5%
Employee Benefits - TEC	440	432	1,566	1,827	1,395	322.9%
Employee Benefits - Retirement	44,231	48,205	45,500	55,120	6,915	14.3%
Employee Benefits - Insurance	64,614	35,905	35,905	50,482	14,577	40.6%
Employee Benefits - Workers Comp	681	906	906	1,043	137	15.1%
	496,069	469,588	464,447	546,648	77,060	16.4%
FIRE AND EMS MANAGEMENT						
Salaries and Wages	1,096,369	1,082,194	1,082,194	1,112,250	30,056	2.8%
Overtime	1,126	1,000	1,000	1,000	-	0.0%
Employee Benefits - FICA	77,550	80,267	80,267	81,999	1,732	2.2%
Employee Benefits - TEC	1,814	1,814	3,654	3,654	1,840	101.4%
Employee Benefits - Retirement	128,236	127,077	145,000	155,715	28,638	22.5%
Employee Benefits - Insurance	151,699	163,445	163,445	179,563	16,118	9.9%
Employee Benefits - Workers Comp	18,139	23,738	23,738	24,293	555	2.3%
	1,474,933	1,479,535	1,499,298	1,558,474	78,939	5.3%
FIRE PROTECTION						
Salaries and Wages	4,235,091	4,981,410	4,981,410	5,189,698	208,288	104.2%
Overtime	2,766,691	3,251,738	3,251,738	3,450,011	198,273	106.1%
Day Buy Back	20,501	26,640	26,640	-	(26,640)	0.0%
Ride Up Pay	997,489	1,093,841	1,093,841	995,048	(98,793)	91.0%
Employee Benefits - FICA	585,591	715,553	715,553	737,059	21,506	103.0%
Employee Benefits - TEC	14,774	16,718	33,669	33,669	16,951	201.4%
Employee Benefits - Retirement	1,049,866	1,120,230	1,120,230	1,138,989	18,759	101.7%
Employee Benefits - Insurance	1,378,101	1,714,323	1,714,323	1,780,180	65,857	103.8%
Employee Benefits - Workers Comp	153,282	227,751	227,751	233,523	5,772	102.5%
	11,201,386	13,148,204	13,165,155	13,558,177	409,973	3.1%
DISPATCH						
Salaries and Wages	568,010	623,673	638,000	666,047	42,374	6.8%
Overtime	105,308	124,136	128,000	132,571	8,435	6.8%
Employee Benefits - FICA	47,704	57,551	58,600	61,547	3,996	6.9%
Employee Benefits - TEC	1,820	2,074	4,176	4,176	2,102	101.4%
Employee Benefits - Retirement	52,625	77,986	77,986	85,860	7,874	10.1%
Employee Benefits - Insurance	159,803	183,329	183,329	194,334	11,005	6.0%
Employee Benefits - Workers Comp	1,350	1,944	1,944	2,076	132	6.8%
	936,620	1,070,693	1,092,035	1,146,611	75,918	7.1%

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

	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
TOTAL SALARIES & BENEFITS:						
Salaries and Wages	15,706,821	16,926,283	16,801,572	17,625,034	698,751	4.1%
Overtime	4,055,282	4,623,405	4,655,069	4,735,130	111,725	2.4%
Employee Benefits - FICA	1,425,579	1,629,827	1,621,227	1,686,314	56,487	3.5%
Employee Benefits - TEC	42,608	41,873	119,371	121,851	79,978	191.0%
Employee Benefits - Retirement	2,228,768	2,439,724	2,415,589	2,532,975	93,251	3.8%
Employee Benefits - Insurance	3,442,164	3,627,378	3,581,111	3,864,510	237,132	6.5%
Employee Benefits - Workers Comp	289,293	404,939	403,083	422,081	17,142	4.2%
	27,190,515	29,693,429	29,597,022	30,987,895	1,294,466	4.4%
BENEFITS AS % OF SALARY & WAGES	38%	38%	38%	39%		

GENERAL FUND



In This Section You Will Find:

General Fund Budget Overview	7-1
Statement of Revenues, Expenditures and Changes in Fund Balance	7-3
Summary of Increases and Decreases in Expenditures	7-5
General Fund Revenues by Type	7-8
General Fund Expenditures by Type.....	7-9
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Department Expenditures by Type.....	7-12

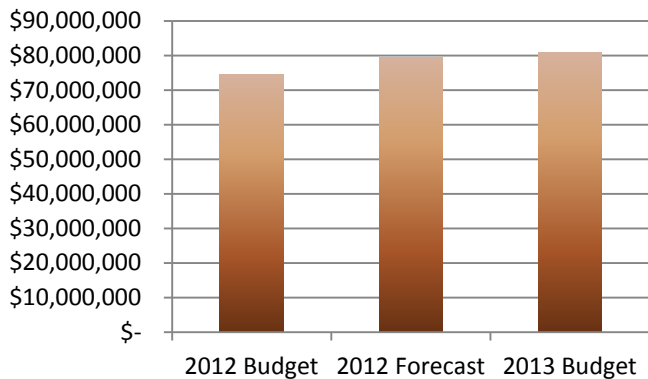
The Woodlands Township

General Fund Budget Overview

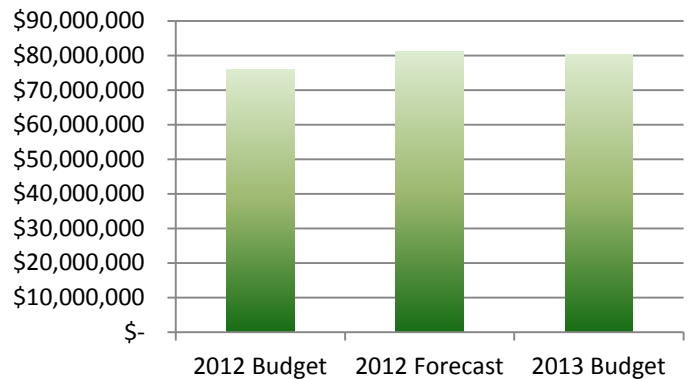
The General Fund is the Township's primary operating fund. It accounts for all financial resources of the Township except those required to be accounted for in another fund.

	2012 Budget	2012 Forecast	2013 Budget	\$ Inc/(Dec)	% Inc/(Dec)
TOTAL REVENUES*	74,562,028	79,552,609	80,833,094	\$6,271,066	8.4%
OPERATING EXPENDITURES*	67,766,796	67,868,433	70,008,757	2,241,961	3.3%
OTHER EXPENDITURES	8,224,730	13,245,985	10,442,695	2,217,965	27.0%
REVENUES OVER/(UNDER) EXPENDITURES	(\$1,429,498)	(\$1,561,809)	\$381,642	\$1,811,140	126.7%
BEGINNING FUND BALANCE	27,610,994	27,610,994	26,049,185	(1,561,809)	-5.7%
ENDING FUND BALANCE	\$26,181,496	\$26,049,185	\$26,430,827	\$249,331	1.0%

TOTAL REVENUES

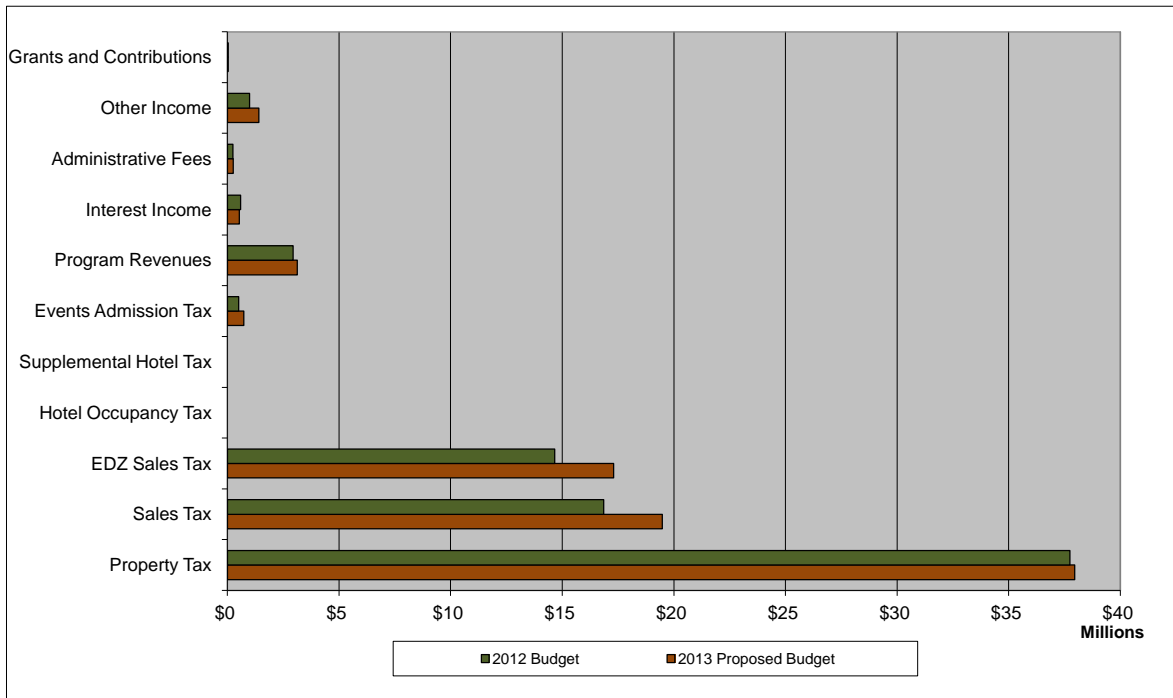


TOTAL EXPENDITURES



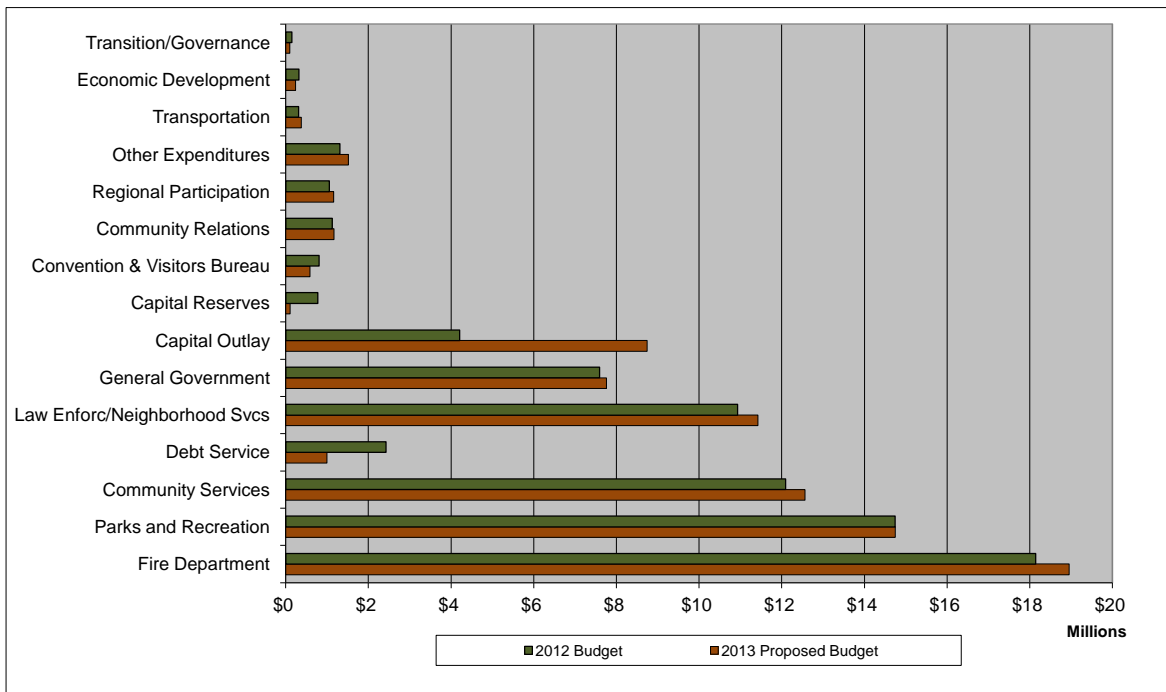
General Fund Revenues

2013 Adopted Budget Compared to 2012 Budget



General Fund Expenditures

2013 Adopted Budget Compared to 2012 Budget



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

	2011	2012	2012	2013	\$	%
	Actual	Budget	Forecast	Budget	Inc/(Dec)	Inc/(Dec)
REVENUES						
Tax Revenue						
Property Tax	\$ 37,138,799	\$ 37,739,660	\$ 38,300,198	\$ 37,953,580	\$ 213,920	0.6%
Sales and Use Tax	17,555,890	16,849,482	18,750,722	19,485,751	2,636,269	15.6%
EDZ Sales and Use Tax	15,382,337	14,668,185	16,621,858	17,301,733	2,633,548	18.0%
Hotel Occupancy Tax	4,256,565	-	-	-	-	-
Supplemental Hotel Occupancy Tax	551,128	-	-	-	-	-
Event Admissions Tax	668,640	500,000	700,000	728,000	228,000	46%
	75,553,359	69,757,327	74,372,778	75,469,064	5,711,737	8.2%
Other Sources						
Program Revenues	2,939,156	2,940,050	3,017,200	3,125,950	185,900	6.3%
Administrative Fees	369,880	247,100	261,000	261,000	13,900	5.6%
Grants and Contributions	27,169	32,000	32,000	32,000	-	0.0%
Interest Income	529,437	589,334	539,334	533,887	(55,447)	-9.4%
Other Income	1,806,063	996,217	1,330,297	1,411,193	414,976	41.7%
TOTAL REVENUES	81,225,064	74,562,028	79,552,609	80,833,094	6,271,066	8.4%
OPERATING EXPENDITURES						
General Government						
Board of Directors	40,643	60,300	42,700	49,700	(10,600)	-17.6%
President's Office	598,380	632,148	630,104	656,014	23,866	3.8%
Intergovernmental Relations	180,271	252,311	250,500	270,306	17,995	7.1%
Human Resources	611,109	674,534	638,723	667,956	(6,578)	-1.0%
Finance	1,488,908	1,554,586	1,516,518	1,543,751	(10,835)	-0.7%
Information Technology	1,147,369	1,256,146	1,210,280	1,331,262	75,116	6.0%
Records/Database Mgmt	644,126	657,433	656,845	625,883	(31,550)	-4.8%
Non-Departmental	3,171,075	2,502,284	2,534,979	2,614,471	112,187	4.5%
	7,881,881	7,589,742	7,480,649	7,759,343	169,601	2.2%
Law Enforc/Neighborhood Svcs						
Law Enforcement Services	9,614,194	10,467,370	10,259,956	10,972,098	504,728	4.8%
Neighborhood Services	406,486	462,319	396,087	451,078	(11,241)	-2.4%
	10,020,680	10,929,689	10,656,043	11,423,176	493,487	4.5%
Parks and Recreation						
PARD Admin/Planning	1,753,775	1,748,534	1,723,109	1,875,216	126,682	7.2%
Park & Pathway Operations	5,916,605	7,324,807	7,878,497	6,763,614	(561,193)	-7.7%
Town Center Facilities/Operations	1,655,328	1,805,219	1,887,132	2,020,249	215,030	11.9%
Aquatics	1,952,910	1,993,329	2,010,400	2,141,715	148,386	7.4%
Recreation	1,846,536	1,869,219	1,874,380	1,941,677	72,458	3.9%
	13,125,154	14,741,108	15,373,518	14,742,471	1,363	0.0%
Community Services						
Covenant Administration	2,255,759	2,345,338	2,350,751	2,435,191	89,853	3.8%
Environmental Services	462,715	512,031	474,327	454,061	(57,970)	-11.3%
Streetlighting	966,198	1,175,000	1,220,000	1,335,000	160,000	13.6%
Streetscape Maintenance	2,844,677	2,963,550	2,963,550	2,974,500	10,950	0.4%
Solid Waste Services	5,272,736	4,572,024	4,544,400	4,808,400	236,376	5.2%
Other Community Services	485,496	522,366	517,266	555,496	33,130	6.3%
	12,287,581	12,090,309	12,070,294	12,562,648	472,339	3.9%
Community Relations						
Community Relations	527,095	655,018	628,500	623,541	(31,477)	-4.8%
CVB Staff Services	496,069	469,588	464,447	546,648	77,060	16.6%
	1,023,164	1,124,606	1,092,947	1,170,189	45,583	4.1%
Woodlands Fire Department						
Fire and EMS Management	2,009,727	2,189,635	2,176,198	2,366,874	177,239	8.1%
Fire Protection	13,197,444	14,853,559	14,851,710	15,351,127	497,568	3.3%
Dispatch	953,410	1,103,308	1,124,450	1,238,026	134,718	12.2%
Fire Department	16,160,581	18,146,502	18,152,358	18,956,027	809,525	4.5%
Other Expenditures						
Transportation	256,287	308,400	308,400	380,900	72,500	23.5%
Economic Development	205,892	319,100	238,000	238,000	(81,100)	-25.4%
Transition/Governance	154,630	150,000	150,000	100,000	(50,000)	-33.3%
Regional Participation	1,069,153	1,053,093	1,115,245	1,159,855	106,762	10.1%
Other Expenditures	1,246,344	1,314,247	1,230,979	1,516,148	201,901	15.4%
	2,932,306	3,144,840	3,042,624	3,394,903	250,063	8.0%
TOTAL OPERATING EXPENSE	63,431,347	67,766,796	67,868,433	70,008,757	2,241,961	3.3%
TRANSFERS						
Convention & Visitors Bureau	2,399,837	809,303	588,577	585,326	(223,977)	-27.7%
Capital Outlay (non-financed)	3,594,479	4,209,720	4,305,654	8,746,544	4,536,824	107.8%
Capital/Econ Dev Reserves	1,435,518	775,663	7,342,147	110,000	(665,663)	-85.8%
Debt Service	6,293,548	2,430,044	1,009,607	1,000,825	(1,429,219)	-58.8%
	13,723,382	8,224,730	13,245,985	10,442,695	2,217,965	27.0%
TOTAL EXPENDITURES	77,154,729	75,991,526	81,114,418	80,451,452	4,459,926	5.9%
REV OVER/(UNDER) EXP	4,070,335	(1,429,498)	(1,561,809)	381,642	1,811,140	126.7%
BEGINNING FUND BALANCE	23,540,659	27,610,994	27,610,994	26,049,185	(1,561,809)	-5.7%
ENDING FUND BALANCE	\$ 27,610,994	\$ 26,181,496	\$ 26,049,185	\$ 26,430,827	\$ 249,331	1.0%

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

	2012 Budget	2013 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Expenditures	\$67,766,796	\$70,008,757	\$2,241,961	3.3%

INCREASES

	Increase	Percent of Total Increase
Salaries & Benefits - departments other than Fire Dept.	\$729,636	19.5%
Salaries & Benefits - Fire Department	564,830	15.1%
Harris County Constable (3 additional personnel)	405,583	10.8%
Utilities (parks; pools; facilities)	271,220	7.2%
Solid Waste Services (CPI adjustment & new units)	236,376	6.3%
Cynthia Woods Mitchell Pavilion Events (cost offset by revenue)	205,200	5.5%
Streetlighting (rate adjustment & new units)	160,000	4.3%
Park and Pathway Maintenance (new amenities)	109,400	2.9%
Houston RPA (based on growth in sales tax)	107,961	2.9%
Moving Expenses - Fire Department (Central Station)	105,000	2.8%
Insurance (estimated 9% increase in premiums)	94,300	2.5%
Montgomery County Sheriff's Office - personnel	77,570	2.1%
Consulting (Transportation issues)	72,500	1.9%
Equipment (firefighting equipment)	66,729	1.8%
Computer Support (computer aided dispatch system - Fire Dept.)	54,250	1.4%
Maintenance - Waterway (bridge/railing painting & repairs)	54,000	1.4%
Mounted Patrol (contract rate adjustment)	38,295	1.0%
Athletic Programs (costs offset by program revenues)	37,250	1.0%
Facility Repair & Maintenance (Town Hall; Fire Dept.; Parks & Rec)	32,810	0.9%
Vehicle Fuel (Parks & Rec)	31,000	0.8%
Consulting (911 call center)	30,800	0.8%
Tree Lighting (additional trees in Town Center)	29,300	0.8%
Montgomery County Sheriff's Office - overtime program	28,270	0.8%
Interfaith Funding	26,500	0.7%
Streetlight Maintenance (additional units)	20,000	0.5%
Electrical Repairs & Maintenance	18,800	0.5%
Telephone (upgrade current system)	18,200	0.5%
Carlton Woods Service Fee (based on increase in property value)	17,701	0.5%
Copier Lease & Maintenance (based on usage)	17,500	0.5%
20 Waterway lease (allocated share of public facilities)	17,400	0.5%

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

	<u>2012 Budget</u>	<u>2013 Budget</u>	<u>\$ Increase/ (Decrease)</u>	<u>% Increase/ (Decrease)</u>
Expenditures	\$67,766,796	\$70,008,757	\$2,241,961	3.3%

<u>INCREASES, continued</u>	<u>Increase</u>	<u>Percent of Total Increase</u>
Facility Materials & Supplies (Fire Dept.; Town Hall)	13,600	0.4%
Recreation Programs (costs offset by program revenues)	12,050	0.3%
Cell Phones (Parks & Rec; Covenant Admin air cards)	11,750	0.3%
Baby Changing Stations for Park Restrooms	11,390	0.3%
Legal Fees (Covenant Admin)	11,000	0.3%
Streetscape Maintenance	10,950	0.3%
Total Increases	3,749,121	100.0%

<u>DECREASES</u>	<u>Decrease</u>	<u>Percent of Total Decrease</u>
Forest Management	(478,500)	31.7%
Tree Removal	(391,600)	26.0%
Waterway Private Security	(154,500)	10.3%
Expensed Vehicles/Equipment	(65,055)	4.3%
Contract Labor	(60,440)	4.0%
Governance	(50,000)	3.3%
Friendship Center Funding	(47,500)	3.2%
Public Opinion Surveys	(35,000)	2.3%
Gov't. Rep & Strategic Partnerships	(31,100)	2.1%
Other Contracted Services	(27,000)	1.8%
Other Leases & Rentals	(27,000)	1.8%
Constable Precinct 3 Clerk	(17,100)	1.1%
Property Tax Admin Fees	(17,100)	1.1%
Woodlands Alert	(15,200)	1.0%
Maintenance - Town Green Park	(12,000)	0.8%
Supplies	(11,100)	0.7%
Sign Maintenance	(11,000)	0.7%

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

	<u>2012 Budget</u>	<u>2013 Budget</u>	<u>\$ Increase/ (Decrease)</u>	<u>% Increase/ (Decrease)</u>
Expenditures	\$67,766,796	\$70,008,757	\$2,241,961	3.3%

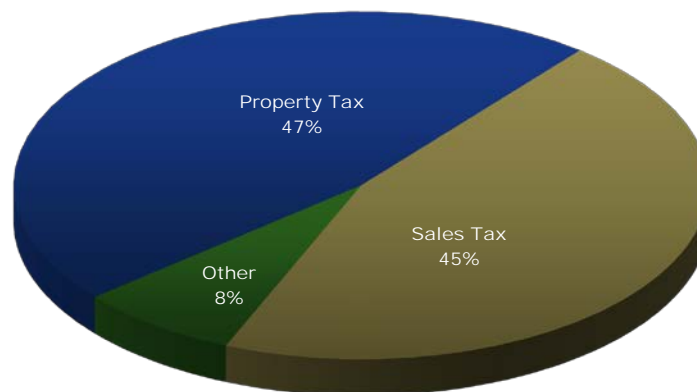
<u>DECREASES, continued</u>	<u>Decrease</u>	<u>Percent of Total Decrease</u>
Public Safety Heroes Events	(10,000)	0.7%
Volunteer Appreciation Events	(10,000)	0.7%
Meetings	(9,500)	0.6%
Miscellaneous Increases/(Decreases), net	(26,465)	1.8%
Total Decreases	(1,507,160)	100.0%
Total Net Increase in Expenditures	\$2,241,961	3.3%



GENERAL FUND REVENUES BY TYPE

Revenue	2012 Budget	2012 Forecast	2013 Budget	2012 Budget to 2013 Budget	
				\$ Change	% Change
Property Tax	\$ 37,739,660	\$ 38,300,198	\$ 37,953,580	\$ 213,920	0.6%
Sales and Use Tax	16,849,482	18,750,722	19,485,751	2,636,269	15.6%
EDZ Sales and Use Tax	14,668,185	16,621,858	17,301,733	2,633,548	18.0%
Events Admission Tax	500,000	700,000	728,000	228,000	45.6%
Program Revenues	2,940,050	3,017,200	3,125,950	185,900	6.3%
Administrative Fees	247,100	261,000	261,000	13,900	5.6%
Grants and Contributions	32,000	32,000	32,000	-	0.0%
Interest Income	589,334	539,334	533,887	(55,447)	-9.4%
Other Income	996,217	1,330,297	1,411,193	414,976	41.7%
Total Revenue	\$ 74,562,028	\$ 79,552,609	\$ 80,833,094	\$ 6,271,066	8.4%

2013 GENERAL FUND BUDGET % of REVENUE

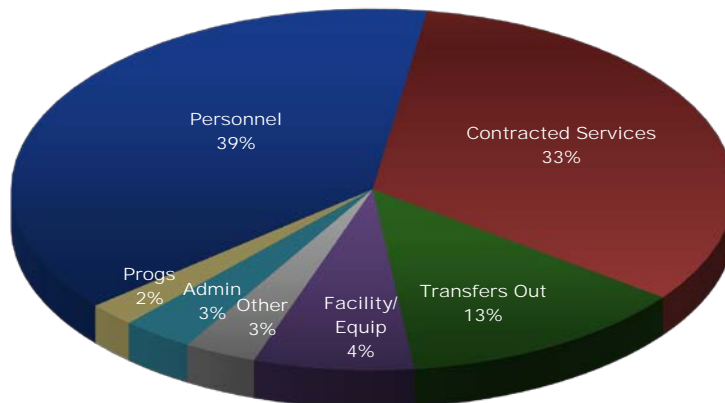




GENERAL FUND EXPENDITURES BY TYPE

Expenditure	2012 Budget	2012 Forecast	2013 Budget	2012 Budget to 2013 Budget	
				\$ Change	% Change
Salaries and Benefits	\$ 29,693,429	\$ 29,597,022	\$ 30,987,895	\$ 1,294,466	4.4%
Board/Staff Development	587,450	545,450	575,950	(11,500)	-2.0%
Facility Expense	2,632,619	2,708,664	2,995,756	363,137	13.8%
Equipment Expense	2,700,631	2,740,631	2,762,745	62,114	2.3%
Contracted Services	26,161,937	26,421,184	26,370,594	208,657	0.8%
Maintenance Expense	620,600	625,300	630,600	10,000	1.6%
Program Expense	1,681,320	1,617,570	1,708,200	26,880	1.6%
Public Relations	160,600	129,500	130,100	(30,500)	-19.0%
Administrative Expense	2,325,117	2,217,867	2,587,062	261,945	11.3%
Governance	150,000	150,000	100,000	(50,000)	-33.3%
Regional Participation (RPA)	1,053,093	1,115,245	1,159,855	106,762	10.1%
Transfers Out	8,224,730	13,245,985	10,442,695	2,217,965	27.0%
Total Expenditures	\$ 75,991,526	\$ 81,114,418	\$ 80,451,452	\$ 4,459,926	5.9%

2013 GENERAL FUND BUDGET % of EXPENDITURES



The Woodlands Township
Revenue Budget Detail
(in whole dollars)

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
REVENUES						
Tax Revenue						
Property Tax*	37,138,799	37,739,660	38,300,198	37,953,580	213,920	15.6%
Sales and Use Tax	17,555,890	16,849,482	18,750,722	19,485,751	2,636,269	
Hotel Occupancy Tax**	4,256,565	-	-	-	-	
Supplemental Hotel Occupancy Tax**	551,128	-	-	-	-	
Event Admissions Tax	668,640	500,000	700,000	728,000	228,000	45.6%
	<u>60,171,022</u>	<u>55,089,142</u>	<u>57,750,920</u>	<u>58,167,331</u>	<u>3,078,189</u>	<u>5.6%</u>
* I & S portion of Property Tax has been adjusted to Debt Service Fund for 2012. 2011 adjusted for comparison purposes						
** HOT tax recorded on General Fund and transferred in 2011 has been adjusted to Debt Service for 2012. Supplemental HOT has been adjusted to CVB for 2012						
Program Revenues						
Aquatic Program - Hurricane Swim Team	52,468	52,000	55,000	55,000	3,000	5.8%
Aquatic Program - Rip Tides Swim Team	28,636	33,000	34,000	34,000	1,000	3.0%
Aquatic Program - Waves Swim Team	45,123	45,000	45,000	45,000	-	0.0%
Aquatic Program - Misc	120,095	115,000	115,000	115,000	-	0.0%
Athletic Program - Basketball	2,170	8,100	8,100	10,800	2,700	33.3%
Athletic Program - Flag Football	-	12,000	-	-	(12,000)	-100.0%
Athletic Program - Inline Hockey	35	-	-	-	-	
Athletic Program - Soccer	47,271	41,550	49,000	49,200	7,650	18.4%
Athletic Program - Softball	39,060	31,000	31,000	31,000	-	0.0%
Athletic Program - Tennis	325,851	318,200	325,000	335,000	16,800	5.3%
Athletic Program - Misc	12,009	9,300	8,000	8,000	(1,300)	-14.0%
Athletic Program - Muddy Fest	23,017	30,000	41,000	44,650	14,650	48.8%
Athletic Program - Ten for Texas	95,715	96,000	96,000	96,000	-	0.0%
Athletic Program - Triathlon	83,022	96,000	95,000	96,000	-	0.0%
Recreation Program - Boat House	3,215	2,600	2,600	2,600	-	0.0%
Recreation Program - D&D Dinner Dance	19,092	25,700	25,700	25,700	-	0.0%
Recreation Program - Day Camps	200,839	95,000	180,000	210,000	115,000	121.1%
Recreation Program - Family Camps	11,120	10,000	10,000	14,000	4,000	40.0%
Recreation Program - Contracted Camps	-	52,000	36,000	36,000	(16,000)	-30.8%
Recreation Program - Fitness	21,926	21,500	22,000	27,000	5,500	25.6%
Recreation Program - Gorilla Hole	9,543	11,300	11,300	11,300	-	0.0%
Recreation Program - Haunting	10,896	10,000	10,000	11,000	1,000	10.0%
Recreation Program - Preschool	39,755	42,000	42,000	42,000	-	0.0%
Recreation Program - Crush/Teen	370	1,700	450	450	(1,250)	-73.5%
Recreation Program - Waterway Programs	23,009	28,000	-	-	(28,000)	-100.0%
Recreation Program - Misc	139,763	135,000	135,000	135,000	-	0.0%
Vendor Fees	1,325	3,000	3,000	3,000	-	0.0%
Concessions - Boat House	3,553	3,000	4,000	4,000	1,000	33.3%
Concessions - Contracts	34,336	30,000	30,000	39,000	9,000	30.0%
Rental - Boat House	133,589	120,000	125,000	130,000	10,000	8.3%
Rental - Facility	11,335	15,000	15,000	15,000	-	0.0%
Rental - Field	207,463	250,000	225,000	225,000	(25,000)	-10.0%
Rental - Pavilion	57,630	60,000	58,000	58,000	(2,000)	-3.3%
Memberships - Recreation Center	11,130	20,000	12,000	12,000	(8,000)	-40.0%
Guest Fees - Recreation Center	1,265	1,000	1,000	1,000	-	0.0%
Sponsorships - Muddy Fest	11,250	14,000	9,750	10,000	(4,000)	-28.6%
Sponsorships - Ten for Texas	12,750	30,000	24,000	24,000	(6,000)	-20.0%
Sponsorships - Triathlon	44,960	25,000	40,000	40,000	15,000	60.0%
Sponsorships - Arts in the Park	2,500	5,000	5,000	5,000	-	0.0%
Sponsorships - Concerts in the Park	12,750	15,000	15,000	15,000	-	0.0%
Sponsorships - Family/Holiday	-	1,000	1,000	1,000	-	0.0%
Sponsorships - Family Special Events	-	1,000	1,000	1,000	-	0.0%
Sponsorships - Haunting	-	5,000	5,000	5,000	-	0.0%
Sponsorships - Teen/Talent/BOB	1,000	1,000	1,000	1,000	-	0.0%
Sponsorships - Misc	2,985	3,000	3,000	3,000	-	0.0%
Sponsorships - Public Safety Heroes	14,400	21,000	15,000	15,000	(6,000)	-28.6%
	<u>1,918,221</u>	<u>1,944,950</u>	<u>1,969,900</u>	<u>2,041,700</u>	<u>96,750</u>	<u>5.0%</u>
Pool Fees						
Concessions - Pool	1,203	2,300	2,300	2,500	200	8.7%
Guest Fees - Pool	246,281	207,300	240,000	252,000	44,700	21.6%
Memberships - Pool	705,344	690,500	710,000	731,000	40,500	5.9%
Rental - Pool	68,107	75,000	75,000	78,750	3,750	5.0%
Contracted Rental - Pool	-	20,000	20,000	20,000	-	0.0%
	<u>1,020,935</u>	<u>995,100</u>	<u>1,047,300</u>	<u>1,084,250</u>	<u>89,150</u>	<u>9.0%</u>

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
Administrative Fees						
Document Transfer Fees	291,347	185,000	200,000	200,000	15,000	8.1%
Penalties and Interest	21,268	15,000	15,000	15,000	-	0.0%
Covenant Access Fees	4,000	8,000	3,000	3,000	(5,000)	-62.5%
Covenant Maintenance Fees	23,300	13,000	13,000	13,000	-	0.0%
Vehicle Storage Fees	29,965	26,100	30,000	30,000	3,900	14.9%
	<u>369,880</u>	<u>247,100</u>	<u>261,000</u>	<u>261,000</u>	<u>13,900</u>	<u>5.6%</u>
Grants and Contributions						
Iron Man Grant	-	32,000	32,000	32,000	-	0.0%
Interfaith Contribution	27,169	-	-	-	-	-
	<u>27,169</u>	<u>32,000</u>	<u>32,000</u>	<u>32,000</u>	<u>-</u>	<u>0.0%</u>
Interest Income						
General	82,598	150,000	100,000	102,603	(47,397)	-31.6%
Priority Pmt - Town Green Park	256,900	260,599	260,599	264,538	3,939	1.5%
Priority Pmt - Waterway Square	189,939	178,735	178,735	166,746	(11,989)	-6.7%
	<u>529,437</u>	<u>589,334</u>	<u>539,334</u>	<u>533,887</u>	<u>(55,447)</u>	<u>-9.4%</u>
Other Income						
Convention Center Lease	109,751	112,233	112,233	115,761	3,528	3.1%
Carlton Woods Park Revenue	15,857	14,000	14,000	14,000	-	0.0%
Lake Woodlands POA Revenue	12,540	-	-	-	-	-
Hospital District Agreement	26,250	22,500	22,500	42,000	19,500	86.7%
Montgomery County Dispatch Agreement	242,000	349,000	349,000	366,500	17,500	5.0%
Shenandoah Dispatch Agreement	12,000	12,000	12,000	12,000	-	0.0%
Shenandoah Fire Services Agreement	191,667	-	348,064	404,032	404,032	-
Emergency Training Center	56,734	50,000	50,000	52,500	2,500	5.0%
Mobile Data Computers Agreement	-	4,500	-	-	(4,500)	-100.0%
Garage Replacement Reserve	5,818	6,000	6,000	6,000	-	0.0%
Insurance Proceeds	389,957	-	-	-	-	-
Sale of Property	500,000	250,000	250,000	250,000	-	0.0%
Other Income - Environmental Services	55,121	45,720	53,000	45,400	(320)	-0.7%
Other Income - Woodlands Fire Department	48,425	10,500	10,500	-	(10,500)	-100.0%
Other Income**	139,943	119,764	103,000	103,000	(16,764)	-14.0%
	<u>1,806,063</u>	<u>996,217</u>	<u>1,330,297</u>	<u>1,411,193</u>	<u>414,976</u>	<u>41.7%</u>
Transfers In						
*EDZ #5 Sales Tax Transfer (WFD)	15,382,337	14,668,185	16,621,858	17,301,733	2,633,548	18.0%
	<u>15,382,337</u>	<u>14,668,185</u>	<u>16,621,858</u>	<u>17,301,733</u>	<u>2,633,548</u>	<u>18.0%</u>
*2011 transfer adjusted from Fire Department fund for comparison purposes with 2012 and 2013 data.						
** Other Income Budget 2012 adjusted to include \$75,764 in income from subleased office space and adjusted for 2011 and 2012 for lease revenue from CVB for office space						
TOTAL REVENUES	<u>81,225,064</u>	<u>74,562,028</u>	<u>79,552,609</u>	<u>80,833,094</u>	<u>6,271,066</u>	<u>8.4%</u>
GENERAL FUND SUMMARY BY REVENUE TYPE:						
Ad Valorem Tax	37,138,799	37,739,660	38,300,198	37,953,580	213,920	0.6%
Sales and Use Tax	17,555,890	16,849,482	18,750,722	19,485,751	2,636,269	15.6%
Event Tax	668,640	500,000	700,000	728,000	228,000	45.6%
Program Revenues	2,939,156	2,940,050	3,017,200	3,125,950	185,900	6.3%
Administrative Fees	369,880	247,100	261,000	261,000	13,900	5.6%
Grants and Contributions	27,169	32,000	32,000	32,000	-	0.0%
Interest Income	529,437	589,334	539,334	533,887	(55,447)	-9.4%
Other Income	1,806,063	996,217	1,330,297	1,411,193	414,976	41.7%
Transfers In	15,382,337	14,668,185	16,621,858	17,301,733	2,633,548	18.0%
	<u>81,225,064</u>	<u>74,562,028</u>	<u>79,552,609</u>	<u>80,833,094</u>	<u>6,271,066</u>	<u>8.4%</u>
% OF TOTAL BY REVENUE TYPE:						
Ad Valorem Tax	46%	51%	48%	47%		
Sales and Use Tax	22%	23%	24%	24%		
Event Tax	1%	1%	1%	1%		
Program Revenues	4%	4%	4%	4%		
Administrative Fees	0%	0%	0%	0%		
Grants and Contributions	0%	0%	0%	0%		
Interest Income	1%	1%	1%	1%		
Other Income	2%	1%	2%	2%		
Transfers In	19%	20%	21%	21%		
	<u>99%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>		

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

	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
BOARD OF DIRECTORS						
Salaries and Benefits	-	-	-	-	-	
Staff/Board Development	23,394	38,000	33,000	38,000	-	0%
Facility Expense	-	-	-	-	-	
Equipment Expense	-	-	-	-	-	
Contracted Services	-	-	-	-	-	
Maintenance Expense	-	-	-	-	-	
Program Expense	13,691	18,000	6,000	8,000	(10,000)	-56%
Public Education/Relations	-	-	-	-	-	
Administrative Expense	3,558	4,300	3,700	3,700	(600)	-14%
	40,643	60,300	42,700	49,700	(10,600)	-18%
PRESIDENT'S OFFICE						
Salaries and Benefits	584,734	602,198	602,954	628,814	26,616	4%
Staff/Board Development	4,488	16,900	14,600	14,600	(2,300)	-14%
Facility Expense	-	-	-	-	-	
Equipment Expense	4,446	4,850	4,350	4,400	(450)	-9%
Contracted Services	-	-	-	-	-	
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	-	-	-	-	-	
Administrative Expense	4,712	8,200	8,200	8,200	-	0%
	598,380	632,148	630,104	656,014	23,866	4%
LEGISLATIVE AND GOVERNMENTAL AFFAIRS						
Salaries and Benefits	114,265	117,081	117,270	119,906	2,825	2%
Staff/Board Development	2,932	2,100	2,100	2,100	-	0%
Facility Expense	-	-	-	-	-	
Equipment Expense	1,573	750	750	750	-	0%
Contracted Services	60,457	126,000	126,000	141,000	15,000	12%
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	-	-	-	-	-	
Administrative Expense	1,044	6,380	4,380	6,550	170	3%
	180,271	252,311	250,500	270,306	17,995	7%
HUMAN RESOURCES						
Salaries and Benefits	495,461	508,359	489,848	501,856	(6,503)	-1%
Staff/Board Development	39,043	58,200	38,000	57,400	(800)	-1%
Facility Expense	-	-	-	-	-	
Equipment Expense	1,646	2,000	5,700	6,900	4,900	245%
Contracted Services	60,147	81,200	82,400	81,200	-	0%
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	3,637	10,000	10,000	10,000	-	0%
Administrative Expense	11,175	14,775	12,775	10,600	(4,175)	-28%
	611,109	674,534	638,723	667,956	(6,578)	-1%
FINANCE						
Salaries and Benefits	1,258,909	1,268,086	1,243,918	1,274,651	6,565	1%
Staff/Board Development	3,116	13,500	11,000	11,000	(2,500)	-19%
Facility Expense	-	-	-	-	-	
Equipment Expense	4,091	7,000	6,200	6,200	(800)	-11%
Contracted Services	207,436	246,500	236,500	233,000	(13,500)	-5%
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	-	-	-	-	-	
Administrative Expense	15,356	19,500	18,900	18,900	(600)	-3%
	1,488,908	1,554,586	1,516,518	1,543,751	(10,835)	-1%
INFORMATION TECHNOLOGY						
Salaries and Benefits	767,925	819,380	789,314	904,162	84,782	10%
Staff/Board Development	20,433	25,800	25,800	25,800	-	0%
Facility Expense	76,661	85,000	70,000	85,000	-	0%
Equipment Expense	153,278	130,766	131,266	122,300	(8,466)	-6%
Contracted Services	125,628	190,000	190,000	190,000	-	0%
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	-	-	-	-	-	
Administrative Expense	3,444	5,200	3,900	4,000	(1,200)	-23%
	1,147,369	1,256,146	1,210,280	1,331,262	75,116	6%

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

	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
RECORDS/PROPERTY DATA MANAGEMENT						
Salaries and Benefits	580,259	575,633	578,345	543,383	(32,250)	-6%
Staff/Board Development	322	5,300	5,300	5,300	-	0%
Facility Expense	-	-	-	-	-	-
Equipment Expense	-	3,000	3,000	3,000	-	0%
Contracted Services	59,313	69,200	65,200	69,200	-	0%
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	4,232	4,300	5,000	5,000	700	16%
	644,126	657,433	656,845	625,883	(31,550)	-5%
NON-DEPARTMENTAL						
Salaries and Benefits	-	-	-	-	-	-
Staff/Board Development	-	-	-	-	-	-
Facility Expense	1,119,374	480,519	516,714	544,706	64,187	13%
Equipment Expense	198,204	184,600	199,500	201,100	16,500	9%
Contracted Services	918,895	866,165	859,865	844,065	(22,100)	-3%
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	934,602	971,000	958,900	1,024,600	53,600	6%
	3,171,075	2,502,284	2,534,979	2,614,471	112,187	4%
LAW ENFORCEMENT SERVICES						
Salaries and Benefits	166,899	181,452	177,809	171,415	(10,037)	-6%
Staff/Board Development	4,576	9,000	8,000	8,000	(1,000)	-11%
Facility Expense	-	-	-	-	-	-
Equipment Expense	1,214,118	1,101,895	1,101,895	1,036,840	(65,055)	-6%
Contracted Services	8,223,367	9,151,023	8,951,652	9,735,243	584,220	6%
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	926	12,000	12,000	12,000	-	0%
Administrative Expense	4,308	12,000	8,600	8,600	(3,400)	-28%
	9,614,194	10,467,370	10,259,956	10,972,098	504,728	5%
NEIGHBORHOOD SERVICES						
Salaries and Benefits	353,118	366,019	321,187	375,978	9,959	3%
Staff/Board Development	1,248	7,600	4,000	4,000	(3,600)	-47%
Facility Expense	-	-	-	-	-	-
Equipment Expense	3,491	4,200	4,600	4,800	600	14%
Contracted Services	10,642	7,000	7,000	7,000	-	0%
Maintenance Expense	-	-	-	-	-	-
Program Expense	29,765	60,700	45,500	45,500	(15,200)	-25%
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	8,222	16,800	13,800	13,800	(3,000)	-18%
	406,486	462,319	396,087	451,078	(11,241)	-2%
PARKS & RECREATION ADMIN/PLANNING						
Salaries and Benefits	1,214,898	1,270,434	1,210,659	1,346,766	76,332	6%
Staff/Board Development	29,005	48,900	48,900	48,900	-	0%
Facility Expense	94,044	108,600	104,750	109,750	1,150	1%
Equipment Expense	251,966	215,200	253,400	259,400	44,200	21%
Contracted Services	145,834	80,200	80,200	85,200	5,000	6%
Maintenance Expense	-	-	-	-	-	-
Program Expense	1,057	4,000	4,000	4,000	-	0%
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	16,971	21,200	21,200	21,200	-	0%
	1,753,775	1,748,534	1,723,109	1,875,216	126,682	7%
PARKS AND PATHWAY OPERATIONS						
Salaries and Benefits	2,079,163	2,082,957	2,114,447	2,198,674	115,717	6%
Staff/Board Development	12,331	9,150	9,150	9,150	-	0%
Facility Expense	774,594	492,100	492,100	557,700	65,600	13%
Equipment Expense	62,483	37,600	41,000	62,390	24,790	66%
Contracted Services	2,603,650	4,066,000	4,648,500	3,293,400	(772,600)	-19%
Maintenance Expense	384,384	573,300	573,300	578,600	5,300	1%
Program Expense	-	63,700	-	63,700	-	0%
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	-	-	-	-	-	-
	5,916,605	7,324,807	7,878,497	6,763,614	(561,193)	-8%

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

	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
AQUATICS						
Salaries and Benefits	1,374,599	1,393,629	1,408,700	1,498,815	105,186	8%
Staff/Board Development	32,136	35,400	33,300	36,900	1,500	4%
Facility Expense	417,652	417,500	423,100	459,200	41,700	10%
Equipment Expense	75,294	87,400	87,400	87,400	-	0%
Contracted Services	30,985	33,200	31,700	33,200	-	0%
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	22,244	26,200	26,200	26,200	-	0%
	<u>1,952,910</u>	<u>1,993,329</u>	<u>2,010,400</u>	<u>2,141,715</u>	<u>148,386</u>	<u>7%</u>
RECREATION						
Salaries and Benefits	717,544	701,219	705,230	722,777	21,558	3%
Staff/Board Development	5,346	7,800	7,800	7,800	-	0%
Facility Expense	83,805	91,200	94,000	99,300	8,100	9%
Equipment Expense	10,006	45,600	33,600	40,600	(5,000)	-11%
Contracted Services	92,022	109,500	106,000	106,000	(3,500)	-3%
Maintenance Expense	-	-	-	-	-	-
Program Expense	899,349	871,000	884,850	919,300	48,300	6%
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	38,464	42,900	42,900	45,900	3,000	7%
	<u>1,846,536</u>	<u>1,869,219</u>	<u>1,874,380</u>	<u>1,941,677</u>	<u>72,458</u>	<u>4%</u>
TOWN CENTER FACILITIES AND OPERATIONS						
Salaries and Benefits	279,164	453,719	456,782	610,699	156,980	35%
Staff/Board Development	4,225	16,000	13,500	16,000	-	0%
Facility Expense	198,732	215,400	276,300	352,300	136,900	64%
Equipment Expense	2,340	9,500	9,500	10,700	1,200	13%
Contracted Services	939,707	892,400	882,400	781,900	(110,500)	-12%
Maintenance Expense	51,122	47,300	52,000	52,000	4,700	10%
Program Expense	179,918	170,900	194,200	194,200	23,300	14%
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	120	-	2,450	2,450	2,450	-
	<u>1,655,328</u>	<u>1,805,219</u>	<u>1,887,132</u>	<u>2,020,249</u>	<u>215,030</u>	<u>12%</u>
COMMUNITY SERVICES ADMINISTRATION						
Salaries and Benefits	458,213	490,166	482,466	520,996	30,830	6%
Staff/Board Development	260	4,050	4,050	4,050	-	0%
Facility Expense	-	-	-	-	-	-
Equipment Expense	3,530	2,400	2,400	2,400	-	0%
Contracted Services	1,240	1,800	1,800	1,800	-	0%
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	11,287	11,350	11,850	11,850	500	4%
	<u>474,530</u>	<u>509,766</u>	<u>502,566</u>	<u>541,096</u>	<u>31,330</u>	<u>6%</u>
COVENANT ADMINISTRATION						
Salaries and Benefits	1,961,187	2,018,238	2,008,651	2,067,791	49,553	2%
Staff/Board Development	4,452	8,500	6,700	6,700	(1,800)	-21%
Facility Expense	-	-	-	-	-	-
Equipment Expense	19,524	20,600	19,000	24,700	4,100	20%
Contracted Services	176,650	169,100	194,100	200,100	31,000	18%
Maintenance Expense	-	-	-	-	-	-
Program Expense	52,347	75,000	75,000	82,500	7,500	10%
Public Education/Relations	2,271	2,400	2,400	3,000	600	25%
Administrative Expense	39,328	51,500	44,900	50,400	(1,100)	-2%
	<u>2,255,759</u>	<u>2,345,338</u>	<u>2,350,751</u>	<u>2,435,191</u>	<u>89,853</u>	<u>4%</u>
ENVIRONMENTAL SERVICES						
Salaries and Benefits	303,668	289,421	285,357	288,611	(810)	0%
Staff/Board Development	3,343	6,500	5,500	5,500	(1,000)	-15%
Facility Expense	-	100	-	-	(100)	-100%
Equipment Expense	1,635	2,500	2,500	3,000	500	20%
Contracted Services	33,395	93,940	62,500	33,500	(60,440)	-64%
Maintenance Expense	-	-	-	-	-	-
Program Expense	116,664	110,520	110,520	114,500	3,980	4%
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	4,010	9,050	7,950	8,950	(100)	-1%
	<u>462,715</u>	<u>512,031</u>	<u>474,327</u>	<u>454,061</u>	<u>(57,970)</u>	<u>-11%</u>

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

	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
VEHICLE STORAGE						
Salaries and Benefits	-	-	-	-	-	
Staff/Board Development	-	-	-	-	-	
Facility Expense	6,625	7,600	9,400	9,400	1,800	24%
Equipment Expense	-	500	800	500	-	0%
Contracted Services	4,089	4,000	4,000	4,000	-	0%
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	-	-	-	-	-	
Administrative Expense	252	500	500	500	-	0%
	10,966	12,600	14,700	14,400	1,800	14%
OTHER CONTRACTED SERVICES						
Streetlighting	966,198	1,175,000	1,220,000	1,335,000	160,000	14%
Streetscape Maintenance	2,844,677	2,963,550	2,963,550	2,974,500	10,950	0%
Solid Waste Services	5,272,736	4,572,024	4,544,400	4,808,400	236,376	5%
	9,083,611	8,710,574	8,727,950	9,117,900	407,326	5%
COMMUNITY RELATIONS						
Salaries and Benefits	371,501	387,418	383,150	402,691	15,273	4%
Staff/Board Development	1,551	5,500	5,500	5,500	-	0%
Facility Expense	-	-	-	-	-	
Equipment Expense	3,704	5,750	5,750	5,750	-	0%
Contracted Services	61,190	103,750	91,500	67,000	(36,750)	-35%
Maintenance Expense	-	-	-	-	-	
Program Expense	44,901	64,000	54,000	54,000	(10,000)	-16%
Public Education/Relations	33,076	62,000	62,000	62,000	-	0%
Administrative Expense	11,172	26,600	26,600	26,600	-	0%
	527,095	655,018	628,500	623,541	(31,477)	-5%
CVB STAFF SERVICES						
Salaries and Benefits	496,069	469,588	464,447	546,648	77,060	16%
Staff/Board Development	-	-	-	-	-	
Facility Expense	-	-	-	-	-	
Equipment Expense	-	-	-	-	-	
Contracted Services	-	-	-	-	-	
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	-	-	-	-	-	
Administrative Expense	-	-	-	-	-	
	496,069	469,588	464,447	546,648	77,060	16%
TRANSPORTATION						
Salaries and Benefits	-	-	-	-	-	
Staff/Board Development	-	-	-	-	-	
Facility Expense	-	-	-	-	-	
Equipment Expense	-	-	-	-	-	
Contracted Services	256,287	304,400	304,400	376,900	72,500	24%
Maintenance Expense	-	-	-	-	-	
Program Expense	-	-	-	-	-	
Public Education/Relations	-	-	-	-	-	
Administrative Expense	-	4,000	4,000	4,000	-	0%
	256,287	308,400	308,400	380,900	72,500	24%
ECONOMIC DEVELOPMENT						
Salaries and Benefits	-	-	-	-	-	
Staff/Board Development	1,060	5,700	5,700	5,700	-	0%
Facility Expense	-	-	-	-	-	
Equipment Expense	-	-	-	-	-	
Contracted Services	144,954	200,000	150,000	150,000	(50,000)	-25%
Maintenance Expense	-	-	-	-	-	
Program Expense	40,250	40,000	40,000	40,000	-	0%
Public Education/Relations	17,965	66,100	35,000	35,000	(31,100)	-47%
Administrative Expense	1,663	7,300	7,300	7,300	-	0%
	205,892	319,100	238,000	238,000	(81,100)	-25%

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

	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
FIRE AND EMS MANAGEMENT						
Salaries and Benefits	1,474,933	1,479,535	1,499,298	1,558,474	78,939	5%
Staff/Board Development	39,154	49,200	49,200	49,200	-	0%
Facility Expense	-	-	-	-	-	-
Equipment Expense	40,543	46,700	46,700	48,000	1,300	3%
Contracted Services	200,212	295,200	270,000	381,500	86,300	29%
Maintenance Expense	-	-	-	-	-	-
Program Expense	18,546	26,000	26,000	26,000	-	0%
Public Education/Relations	7,556	8,100	8,100	8,100	-	0%
Administrative Expense	228,783	284,900	276,900	295,600	10,700	4%
	<u>2,009,727</u>	<u>2,189,635</u>	<u>2,176,198</u>	<u>2,366,874</u>	<u>177,239</u>	<u>8%</u>
FIRE PROTECTION						
Salaries and Benefits	11,201,386	13,148,204	13,165,155	13,558,177	409,973	3%
Staff/Board Development	178,106	197,950	197,950	197,950	-	0%
Facility Expense	579,766	734,600	722,300	778,400	43,800	6%
Equipment Expense	1,238,186	772,805	766,305	816,600	43,795	6%
Contracted Services	-	-	-	-	-	-
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	-	-	-	-	-	-
	<u>13,197,444</u>	<u>14,853,559</u>	<u>14,851,710</u>	<u>15,351,127</u>	<u>497,568</u>	<u>3%</u>
DISPATCH						
Salaries and Benefits	936,620	1,070,693	1,092,035	1,146,611	75,918	7%
Staff/Board Development	13,014	16,400	16,400	16,400	-	0%
Facility Expense	-	-	-	-	-	-
Equipment Expense	3,109	15,015	15,015	15,015	-	0%
Contracted Services	-	-	-	59,000	59,000	-
Maintenance Expense	-	-	-	-	-	-
Program Expense	-	-	-	-	-	-
Public Education/Relations	-	-	-	-	-	-
Administrative Expense	667	1,200	1,000	1,000	(200)	-17%
	<u>953,410</u>	<u>1,103,308</u>	<u>1,124,450</u>	<u>1,238,026</u>	<u>134,718</u>	<u>12%</u>
OTHER EXPENDITURES						
Transition	154,630	150,000	150,000	100,000	(50,000)	-33%
Regional Participation	1,069,153	1,053,093	1,115,245	1,159,855	106,762	10%
Other Expenditures	1,246,344	1,314,247	1,230,979	1,516,148	201,901	15%
Transfers Out	13,723,382	8,224,730	13,245,985	10,442,695	2,217,965	27%
	<u>16,193,509</u>	<u>10,742,070</u>	<u>15,742,209</u>	<u>13,218,698</u>	<u>2,476,628</u>	<u>23%</u>
	<u>77,154,729</u>	<u>75,991,526</u>	<u>81,114,418</u>	<u>80,451,452</u>	<u>4,459,926</u>	<u>6%</u>
TOTAL EXPENDITURES BY TYPE:						
Salaries and Benefits	27,190,515	29,693,429	29,597,022	30,987,895	1,294,466	4%
Staff/Board Development	423,535	587,450	545,450	575,950	(11,500)	-2%
Facility Expense	3,351,253	2,632,619	2,708,664	2,995,756	363,137	14%
Equipment Expense	3,293,167	2,700,631	2,740,631	2,762,745	62,114	2%
Contracted Services	23,439,711	25,801,152	26,073,667	25,992,108	190,956	1%
Maintenance Expense	435,506	620,600	620,600	630,600	10,000	2%
Program Expense	1,396,488	1,503,820	1,440,070	1,551,700	47,880	3%
Public Education/Relations	65,431	160,600	129,500	130,100	(30,500)	-19%
Administrative Expense	1,365,614	1,549,155	1,511,905	1,605,900	56,745	4%
Transition	154,630	150,000	150,000	100,000	(50,000)	-33%
Regional Participation	1,069,153	1,053,093	1,115,245	1,159,855	106,762	10%
Other Expenditures	1,246,344	1,314,247	1,230,979	1,516,148	201,901	15%
Transfers Out	13,723,382	8,224,730	13,245,985	10,442,695	2,217,965	27%
	<u>77,154,729</u>	<u>75,991,526</u>	<u>81,114,418</u>	<u>80,451,452</u>	<u>4,459,926</u>	<u>6%</u>
% OF TOTAL BY EXPENSE TYPE:						
Salaries and Benefits	35%	39%	36%	39%		
Staff/Board Development	1%	1%	1%	1%		
Facility Expense	4%	3%	3%	4%		
Equipment Expense	4%	4%	3%	3%		
Contracted Services	30%	34%	32%	32%		
Maintenance Expense	1%	1%	1%	1%		
Program Expense	2%	2%	2%	2%		
Public Education/Relations	0%	0%	0%	0%		
Administrative Expense	2%	2%	2%	2%		
Transition	0%	0%	0%	0%		
Regional Participation	1%	1%	1%	1%		
Other Expenditures	2%	2%	2%	2%		
Transfers Out	18%	11%	16%	13%		
	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>		

DEPARTMENT PROFILES



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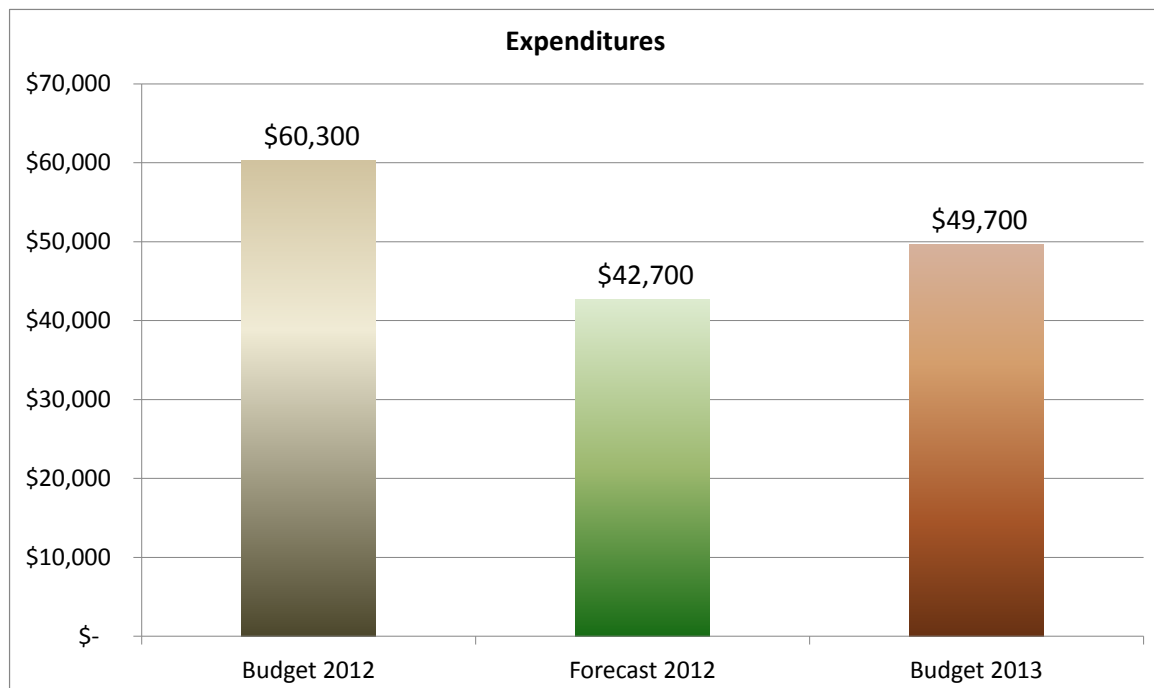


Board of Directors

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Board Development	\$ 38,000	\$ 33,000	\$ 38,000	\$ -	0.0%
Program Expense	18,000	6,000	8,000	(10,000)	-55.6%
Administrative Expense	4,300	3,700	3,700	(600)	-14.0%
Total	\$ 60,300	\$ 42,700	\$ 49,700	\$ (10,600)	-17.6%





Board of Directors

Budget 2013

Analysis of Expenses by Category

Board Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Meetings	\$ 17,000	\$ 12,000	\$ 12,000	\$ (5,000)	-29.4%
Board Workshops	8,000	8,000	8,000	-	0.0%
Training & Conferences	13,000	13,000	18,000	5,000	38.5%
Total	\$ 38,000	\$ 33,000	\$ 38,000	\$ -	0.0%

- Meetings, (\$ 5,000): decrease based on Town Hall meetings being held at Town Hall facility rather than a leased venue
- Training & Conferences, \$ 5,000: Increase based on request from Board to hold quarterly meetings

Program Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Volunteer Appreciation Event	\$ 18,000	\$ 6,000	\$ 8,000	\$ (10,000)	-55.6%
Total	\$ 18,000	\$ 6,000	\$ 8,000	\$ (10,000)	-55.6%

- Volunteer Appreciation Event, (\$10,000): decrease based on event being held at Town Hall facility rather than a leased venue

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ 4,300	\$ 3,700	\$ 3,700	\$ (600)	-14.0%
Total	\$ 4,300	\$ 3,700	\$ 3,700	\$ (600)	-14.0%

- Supplies, (\$600): decrease based on transitioning to a paperless agenda system



**BOARD OF DIRECTORS
2013 BUDGET PLAN**

The Woodlands Township Board of Directors 2013 Budget Plan

- I. Situation Analysis**
- II. Accomplishments of 2012**
- III. Implementation of the Board of Directors 2013 Budget**

The Woodlands Township Board of Directors 2013 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 2012

- Continued to serve as governing body for most municipal-type services and economic development for The Woodlands community.
- Identified strategic issues and objectives in concert with planning for the 2013 budget and five year plan
- Continued governance planning process and debated key decision points
- Participated in numerous activities and events sponsored by strategic partners
- Participated in Town Hall and public meetings
- Considered policy decisions impacting the transition and local governance

III. Implementation of the Board of Directors 2013 Budget

Board Development

\$38,000

- Meetings and Workshops (\$12,000)
(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 regularly scheduled monthly meetings and workshops, and annual Town Hall meetings. This may include facility, equipment, materials, and refreshments for offsite meetings; recognition for retiring directors; and fees related to posting meetings at County courthouses in accordance with State Law.
- Board Planning Sessions (\$8,000)
(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 sessions and other special planning sessions as necessary. This may include facility, equipment, materials, refreshments and facilitator.
- Board Training and Conferences (\$18,000)
(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

\$8,000

- Volunteer Appreciation Event (\$8,000)
(In accordance with Key Initiative 2.2.6 Promote and recognize volunteer and community accomplishments)
Includes annual event in recognition of volunteers. The event celebrates volunteer service to the community through Township departments and programs. This may include facility, refreshments and recognition of selected volunteers.

Administrative Expenses

\$3,700

- Supplies (\$3,700)
(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 2013 Budget Plan

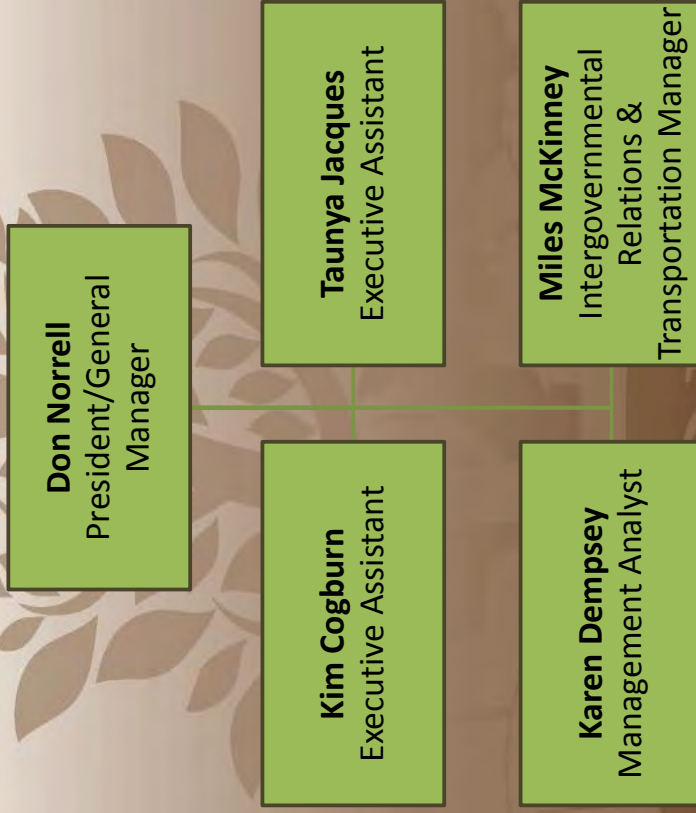
\$49,700

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

	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
BOARD OF DIRECTORS - Dept 100						
Board Development						
Meetings	14,729	17,000	12,000	12,000	(5,000)	-29.4%
Board Workshops	896	8,000	8,000	8,000	-	0.0%
Training & Conferences	7,769	13,000	13,000	18,000	5,000	38.5%
	<u>23,394</u>	<u>38,000</u>	<u>33,000</u>	<u>38,000</u>	<u>-</u>	<u>0.0%</u>
Program Expense						
Volunteer Appreciation Event	13,691	18,000	6,000	8,000	(10,000)	-55.6%
	<u>13,691</u>	<u>18,000</u>	<u>6,000</u>	<u>8,000</u>	<u>(10,000)</u>	<u>-55.6%</u>
Administrative Expense						
Supplies	3,558	4,300	3,700	3,700	(600)	-14.0%
	<u>3,558</u>	<u>4,300</u>	<u>3,700</u>	<u>3,700</u>	<u>(600)</u>	<u>-14.0%</u>
Total Board of Directors	<u>40,643</u>	<u>60,300</u>	<u>42,700</u>	<u>49,700</u>	<u>(10,600)</u>	<u>-17.6%</u>



President/General Manager's Office



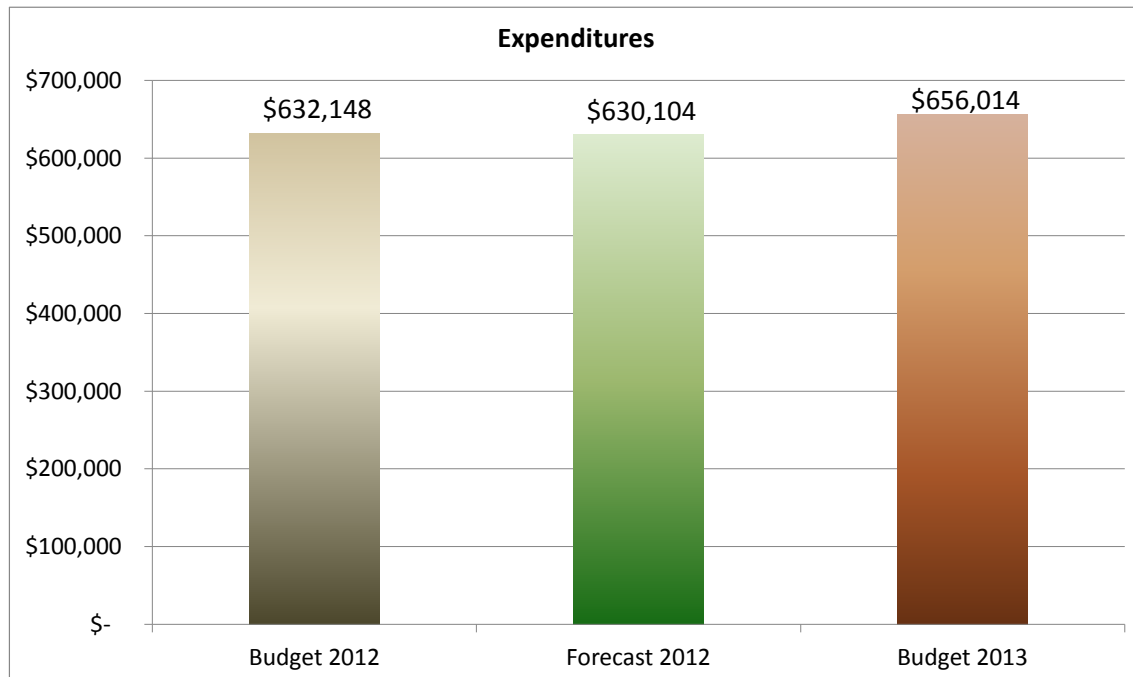


President's Office

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 602,198	\$ 602,954	\$ 628,814	\$ 26,616	4.4%
Staff Development	16,900	14,600	14,600	(2,300)	-13.6%
Equipment Expense	4,850	4,350	4,400	(450)	-9.3%
Administrative Expense	8,200	8,200	8,200	-	0.0%
Total	\$ 632,148	\$ 630,104	\$ 656,014	\$ 23,866	3.8%





President's Office

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
President/General Manager	1.00	1.00	0.00
Management Analyst	1.00	1.00	0.00
Executive Assistant	2.00	2.00	0.00
Total	4.00	4.00	0.00

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 462,080	\$ 462,080	\$ 475,509	\$ 13,429	2.9%
Benefits	140,118	140,874	153,305	13,187	9.4%
Total	\$ 602,198	\$ 602,954	\$ 628,814	\$ 26,616	4.4%

- Increase due to 3% merit adjustment and change in an employee's health insurance coverage

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Meetings	\$ 3,900	\$ 3,600	\$ 3,600	\$ (300)	-7.7%
Training & Conferences	13,000	11,000	11,000	(2,000)	-15.4%
Total	\$ 16,900	\$ 14,600	\$ 14,600	\$ (2,300)	-13.6%

- Meetings and Training & Conferences, (\$2,300): decrease based on analysis of historical costs



President's Office

Budget 2013

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Equipment	\$ 2,500	\$ 2,000	\$ 2,000	\$ (500)	-20.0%
Cell Phones	2,350	2,350	2,400	50	2.1%
Total	\$ 4,850	\$ 4,350	\$ 4,400	\$ (450)	-9.3%

- Equipment, (\$500): decrease based on analysis of historical costs

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.0%
Dues & Subscriptions	5,600	5,600	5,600	-	0.0%
Mileage Reimbursement	400	400	400	-	0.0%
Other	1,000	1,000	1,000	-	0.0%
Total	\$ 8,200	\$ 8,200	\$ 8,200	\$ -	0.0%

- No change from 2012 Budget to 2013 Budget



**PRESIDENT'S OFFICE
2013 BUDGET PLAN**

The Woodlands Township President's Office 2013 Budget Plan

- I. Situation Analysis**
- II. Accomplishments of 2012**
- III. Goals of the President's Office 2013 Budget Plan**
- IV. Implementation of the President's Office 2013 Budget**

The Woodlands Township President's Office 2013 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 2012

- Completed seamless transition of services to community, with the final phase of the Transition Agreement as The Woodlands Fire Department was integrated into The Woodlands Township
- Continued commitment to quality of life services in accordance with Transition Agreement
- Implemented Board planning process to discuss strategic issues and objectives for the 2013 budget and five year plan
- Continued the governance planning process, as guided by Board of Directors
- Completed relocation to new Township facility
- 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 2013 Budget Plan

- Continue to work toward achieving goals of Strategic Plan
- Provide support to Board of Directors
- Continue process for future governance discussion and implement key steps, as directed by the Board of Directors

- Complete transition to “paperless” agenda process

IV. Implementation of the President’s Office 2013 Budget

Salaries and Benefits

\$628,814

- President’s Office Personnel (\$628,814)
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

\$14,600

- Meetings (\$3,600)
(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 (\$11,000)
(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

\$4,400

- Office Equipment (\$2,000)
(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.
- Cell Phones (\$2,400)
(In accordance with Key Initiative 3.1.1 Provide a working environment that promotes productivity and high morale)
Includes cell phone expenses for the President and Management Analyst.

Administrative Expense

\$8,200

- Supplies (\$1,200)
(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 Texas City Management Association. 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 2013 Budget Plan

\$656,014

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

	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
PRESIDENT'S OFFICE - Dept 110						
Salaries and Benefits						
Salaries and Wages	462,798	462,080	462,080	475,509	13,429	2.9%
Overtime	-	-	-	-	-	-
Employee Benefits - FICA	23,961	27,871	27,871	28,509	638	2.3%
Employee Benefits - TEC	288	288	1,044	1,044	756	262.5%
Employee Benefits - Retirement	56,663	56,633	56,633	59,432	2,799	4.9%
Employee Benefits - Insurance	40,431	54,233	54,233	63,195	8,962	16.5%
Employee Benefits - Workers Comp	593	1,093	1,093	1,125	32	2.9%
	584,734	602,198	602,954	628,814	26,616	4.4%
Staff Development						
Meetings	1,238	3,900	3,600	3,600	(300)	-7.7%
Training & Conferences	3,250	13,000	11,000	11,000	(2,000)	-15.4%
	4,488	16,900	14,600	14,600	(2,300)	-13.6%
Equipment Expense						
Equipment	-	2,500	2,000	2,000	(500)	-20.0%
Cell Phones	4,446	2,350	2,350	2,400	50	2.1%
	4,446	4,850	4,350	4,400	(450)	-9.3%
Administrative Expense						
Supplies	365	1,200	1,200	1,200	-	0.0%
Dues & Subscriptions	3,669	5,600	5,600	5,600	-	0.0%
Mileage Reimbursement	208	400	400	400	-	0.0%
Other	470	1,000	1,000	1,000	-	0.0%
	4,712	8,200	8,200	8,200	-	0.0%
Total President's Office	598,380	632,148	630,104	656,014	23,866	3.8%

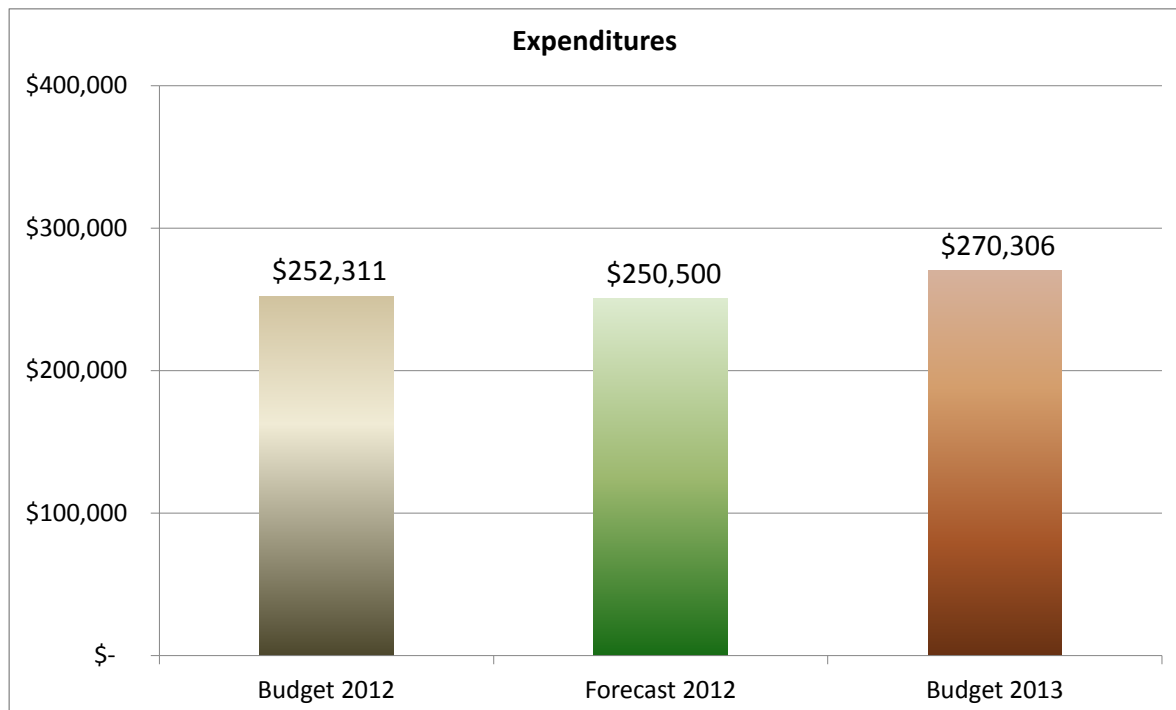


Intergovernmental Relations

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 117,081	\$ 117,270	\$ 119,906	\$ 2,825	2.4%
Staff Development	2,100	2,100	2,100	-	0.0%
Equipment Expense	750	750	750	-	0.0%
Contracted Services	126,000	126,000	141,000	15,000	11.9%
Administrative Expense	6,380	4,380	6,550	170	2.7%
Total	\$ 252,311	\$ 250,500	\$ 270,306	\$ 17,995	7.1%





Intergovernmental Relations

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Intergovernmental Relations & Transportation Manager	1.00	1.00	0.00
Total	1.00	1.00	0.00

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 85,051	\$ 85,051	\$ 86,509	\$ 1,458	1.7%
Benefits	32,030	32,219	33,397	1,367	4.3%
Total	\$ 117,081	\$ 117,270	\$ 119,906	\$ 2,825	2.4%

- Increase due to merit adjustment and higher health insurance expense

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Meetings	\$ 900	\$ 900	\$ 900	\$ -	0.0%
Training & Conferences	1,200	1,200	1,200	-	0.0%
Total	\$ 2,100	\$ 2,100	\$ 2,100	\$ -	0.0%

- No change from 2012 Budget to 2013 Budget



Intergovernmental Relations

Budget 2013

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Cell Phones	\$ 750	\$ 750	\$ 750	\$ -	0.0%
Total	\$ 750	\$ 750	\$ 750	\$ -	0.0%

- No change from 2012 Budget to 2013 Budget

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Consulting	\$ 35,000	\$ 35,000	\$ 50,000	\$ 15,000	42.9%
Legal Fees	91,000	91,000	91,000	-	0.0%
Total	\$ 126,000	\$ 126,000	\$ 141,000	\$ 15,000	11.9%

- Consulting, \$15,000: increase due to legislature being in session in 2013

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ 250	\$ 250	\$ 250	\$ -	0.0%
Dues & Subscriptions	2,130	2,130	2,300	170	8.0%
Mileage Reimbursement	4,000	2,000	4,000	-	0.0%
Total	\$ 6,380	\$ 4,380	\$ 6,550	\$ 170	2.7%

- Dues & Subscriptions, \$170: increase for subscription for Texas Legislative service



**INTERGOVERNMENTAL RELATIONS
2013 BUDGET PLAN**

The Woodlands Township 2013 Intergovernmental Relations Budget Plan

- I. Department Operations Overview**
- II. Department 2012 Accomplishments**
- III. Operations Plan 2013 Goals and Objectives**
- IV. Implementation of the 2013 Operations Plan**
- V. Intergovernmental Relations 2013 Budget**

I. Operations Overview

While the Intergovernmental Relations Department serves as the front line guardian of The Woodland Township's interests in state and federal legislative matters, the responsibility of interfacing and working with other political subdivisions of the state as well as local, state and federal agencies and business entities regulated by the state, entails much of the activity of the department.

The department works closely with stakeholder and partner organizations to identify and support efforts to advocate positions that are beneficial to the Township. The goal of the department is to identify emerging legislative, regulatory or business issues with the potential to impact The Woodlands Township or The Woodlands Fire Department, and as required, advocate positions to governmental bodies as well as partner organizations, to favorably resolve issues to the benefit of The Woodlands Township.

The Manager of Intergovernmental Relations is also responsible for coordination of surface transportation services in The Woodlands Township working with the Brazos Transit District to provide certain transportation service for the Township. Matters relating to transportation are discussed in the "Transportation" section of this document.

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

II. Department 2012 Accomplishments

- Attended meetings with state and federal legislators, and their staffs, in various venues to identify and discuss issues to be considered in proposed legislation that could have an impact on the Township.
- Served on the Board of Directors, and as Vice President of Government Affairs, for the South Montgomery County Woodlands Chamber of Commerce. Member of the Chamber Executive Board. Oversaw activities of the Chamber Legislative Team working with Legislative Team Leaders to establish Team agendas and programs.
- Served as a member of Greater Houston Partnership's Federal, State and Local Relations Committees. Advocated for issues important to the Township, as well as important to the Greater Houston area, on the three GHP committees. Worked with GHP to ensure The Woodlands Township Chairman of the Board of Directors was invited to, and provided equal status and full participation in GHP sponsored Mayor Roundtable discussions of issues and activities important to municipalities in the Greater Houston area.

- Tracked Montgomery and Harris County Commissioner Court agendas to identify issues of interest. Followed and reported on exception basis to Township Board or Executive Management Team on significant issue development/resolution.
- Attended/followed meetings of governmental authorities and reported significant actions taken that impact the community. Reported on significant Texas Department of Transportation and Montgomery County transportation projects including the Grand Parkway (SH 99), FM 2978, IH 45 fly-over project to SH 242, Woodlands Parkway expansion, Kuykendahl Road expansion/extension, and Research Forest Drive extension. Followed and reported on TexCom injection well project before the Texas Commission on Environmental Quality and followed on San Jacinto River Authority project to change the Township water supply from underground aquifers to surface water delivered from Lake Conroe.
- Identified, tracked and responded to 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 and U.S. Post Office district/department/agency/committee actions that could impact the community, and provided information as requested by Township Board members, Township staff and members of the public.
- Served as liaison to the public regarding questions or concerns on governmental and mobility/transportation issues. Responded to numerous questions and emails from Township residents regarding provision of utility services including electricity, natural gas, internet and cable television; mobility and transportation issues and funding; water use and cost inquiries; school zones and school busing policies; Woodlands Park and Ride and Waterway Trolley inquiries and concerns; traffic problems and issues involving roadway pot holes, traffic signal malfunctions, curb damage, stop sign and traffic sign questions as well as speed limit and school zone concerns; and, questions regarding Township governance and property taxes.
- Represented Township on Montgomery County Transportation Task Force (MCTTF).
- Represented Township on North Houston Association (NHA) Transportation, Environmental, Natural Resources Committees, and Strategic Mobility Task Force.
- Represented Township on North Corridor Coalition (NCC) in mobility planning activities for the IH 45 corridor in North Harris and Montgomery Counties.
- Served as liaison between CenterPoint Energy and the Township to enhance communication and preparation efforts for potential emergency operations caused by loss of power to Township.
- Served on Entergy Advisory Team to enhance communications and preparation efforts for potential emergency operations caused by loss of power to Township

III. Operations Plan 2013 Goals and Objectives

As the local government body representing the Woodlands, The Township and its leadership must be active participants in addressing legislative, regulatory and business issues with the potential to impact the community. The Township should be represented and visible before legislative and government bodies and partnership forums advocating the position of The Township on substantive issues.

In representing the Township, and its constituents, the Board and Staff of the Township must –

- Participate in local and regional planning and advocacy efforts (The Woodlands Township Strategic Plan Focus Area 4.1)
 - Identify participation opportunities
 - Prioritize and assign Board and Staff representation for advocacy effort
- Ensure that The Woodlands is represented and visible at governmental and legislative bodies (The Woodlands Township Strategic Plan Focus Area 4.2)
 - Identify participation opportunities
 - Prioritize and assign Board and Staff representation for participation
- Maintain and expand local, regional, state, and federal partnerships with other governmental entities and stakeholders (The Woodlands Township Strategic Plan Focus Area 4.3)
 - Assign Staff to specific organizational entities to build relationships
 - Coordinate Township representation to ensure maximum participation

IV. Implementation of the 2013 Operations Plan

Based on 6,236 bills that were filed in the Texas 82nd Legislative Regular Session (2011) and 7,980 bills filed in the 81st Regular Session, it is anticipated that the 83rd Regular Session in 2013, will have in excess of 7,000 bills filed by the Texas Legislature.

Each bill filed will be reviewed to determine possible impact on The Woodlands Township or The Woodlands Fire Department. During the 2011 legislative session, a total of 248 bills were tracked and reported that could have had an impact on The Woodlands Township. It is anticipated that in excess of 250 bills will be tracked as being important to the Township because of potential impact on management, operations or delivery of services to the community during the 2013 Regular Session.

During the 82nd Texas Legislative Session weekly and special status updates on introduced Bills will be provided to the Township Board of Directors during the session.

Based on findings in the Township Governance discussion, legislation may be introduced in the 2013 Legislative Session to address areas where the authority of the The Woodlands Township could be enhanced to meets the expressed needs of citizens of the Township.

In support of Legislative initiatives sponsored by the Township, the following actions will be taken -

- Aid in developing specific language for use in Township legislation to be introduced in the Texas Legislature.
- Work to develop testimony for use by Township Management, Boards of Directors and lobby team.
- Support/Sheppard delivery of relevant testimony in Legislative proceedings.
- Attend Legislative proceedings and communicate findings to Board and Staff.

In order to be effective in influencing the outcome of bills considered during the 2013 Texas Legislative Session, several actions need to be taken, including –

- Develop responsive testimony for use in lobbying efforts for bills being considered during the legislative session.
- Provide testimony to legislative committees in support of, or opposition to, bills being considered in Senate and House Committees.
- Attend meetings with Legislators, and their Staffs, to address issues and work to pass legislation favorable to the Township.
- Work with the Township lobby team and attend hearings at the Capitol supporting passage of proposed Township sponsored legislation.

The Department will also -

Monitor and report actions of State of Texas Government Branches, Agencies and Departments that impact community operation, values or quality of life.

- Identify Executive and Legislative Branch actions on issues that impact the community.
- Prioritize issues to ensure efficient use of staff resources.
- Identify Legislative initiatives for review and responsive action by The Township.
- Track legislation and provide reports to The Township's Board of Directors and staff on proposed bills.

Monitor actions of local political subdivisions for impact on community values and quality of life.

- Identify local city, county and political subdivision actions that potentially impact the community.
- Identify specific local government initiatives for review and possible action by The Township.

- Provide reports, on an exception basis, to The Township Board and staff regarding local government actions.

Develop and maintain relationships with Legislative members/staff to accomplish goals.

- Maintain open lines of communication with local Legislators and staff.
- Educate local Legislators and staff on issues of significance to the Township.
- Gain Legislator support in advancing legislative initiatives of the Township.
- Work with Legislative committees/staff that control legislation of significance to the Township.

Maintain and Develop beneficial relationships with local government and private entities to advance legislative or regulatory agenda of the Township.

- Maintain open lines of communication with local governmental bodies, quasi-public organizations, partner organizations and private entities that have the ability to influence the organization, operation or quality of life of the Township.
- Identify areas of interest and work to accomplish common goals.
- Communicate and collaborate on legislative initiatives of local government and private entities that accommodate/enhance quality of life for Township constituents.

Work with contract lobbyist in support of legislative or regulatory initiatives.

- Provide lobbyist direction on legislative and regulatory issues of interest to the Township.
- Establish lobbyist actions and goals on specific bills.
- Serve as working interface between Township staff and contract lobbyist function.

Participate in committees and activities of the South Montgomery County Chamber of Commerce, the North Houston Association (NHA), The Greater Houston Partnership (GHP), The Montgomery County Transportation Task Force, the North Corridor Coalition (NCC), Houston-Galveston Area Council (H-GAC), and other partnership opportunities that may be identified.

V. Intergovernmental Relations Department 2013 Budget

Salaries and Benefits

\$119,906

- Personnel (\$119,906) - 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**\$2,100**

- Meetings (\$900) – 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 conferences or appropriate seminars and meetings.

Equipment Expense**\$750**

- Cell Phones (\$750) - Includes equipment expense for the Intergovernmental Relations Manager.

Contracted Services**\$141,000**

- Consulting (\$50,000) – Funding for contract lobbyist function. Intergovernmental Relations 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 (\$91,000) – 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**\$6,550**

- Supplies (\$250) – Includes basic office supplies specific to the department.
- Dues & Subscriptions (\$2,300) – Texas Legislative Service (TELICON) subscription.
- Mileage Reimbursement (\$4,000) - Reimbursement to department manager for the use of personal vehicle on Township business. Multiple trips between the Township and State Capitol during 2013 Legislative Session.

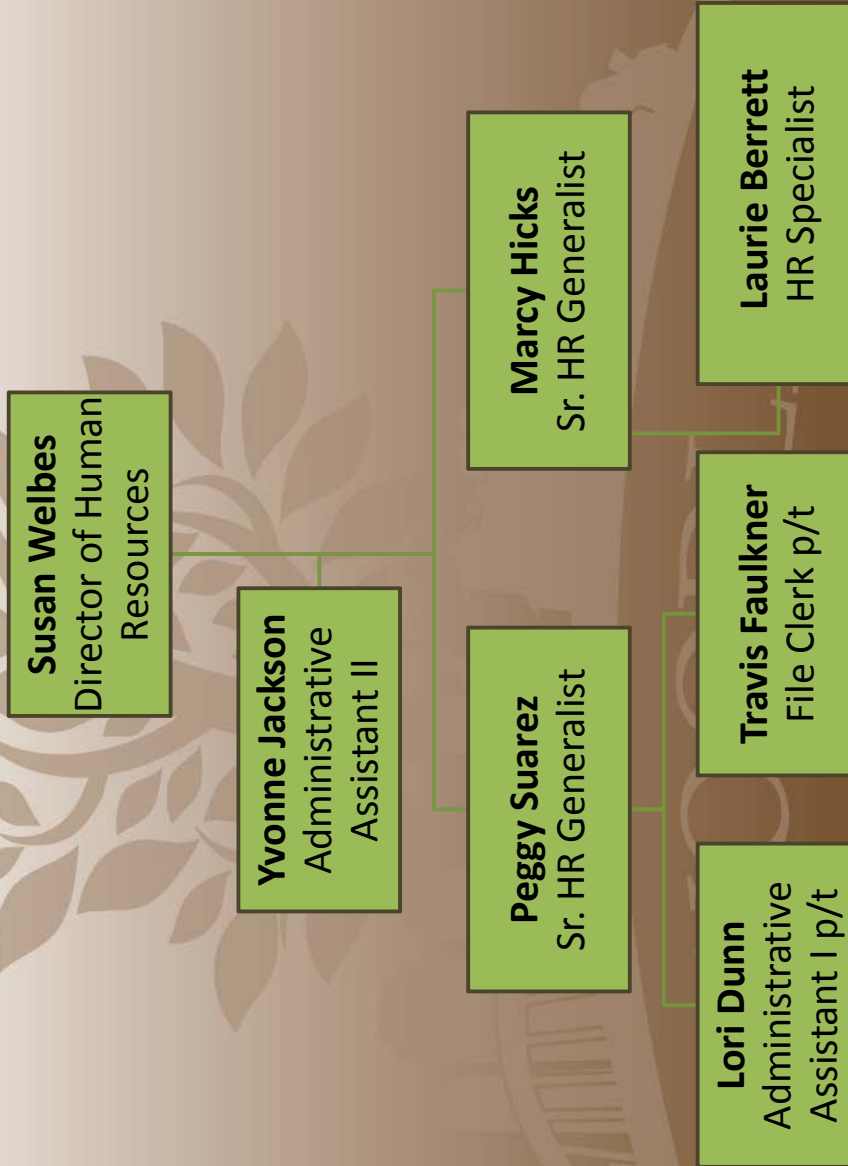
Total Cost for Intergovernmental Relations 2013 Budget Plan**\$270,306**

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

	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
INTERGOVERNMENTAL RELATIONS - Dept 120						
Salaries and Benefits						
Salaries and Wages	83,612	85,051	85,051	86,509	1,458	1.7%
Overtime	-	-	-	-	-	-
Employee Benefits - FICA	6,431	6,506	6,506	6,618	112	1.7%
Employee Benefits - TEC	72	72	261	261	189	262.5%
Employee Benefits - Retirement	11,501	11,907	11,907	12,111	204	1.7%
Employee Benefits - Insurance	12,480	13,324	13,324	14,182	858	6.4%
Employee Benefits - Workers Comp	169	221	221	225	4	1.8%
	114,265	117,081	117,270	119,906	2,825	2.4%
Staff Development						
Meetings	690	900	900	900	-	0.0%
Training & Conferences	2,242	1,200	1,200	1,200	-	0.0%
	2,932	2,100	2,100	2,100	-	0.0%
Equipment Expense						
Cell Phones	1,573	750	750	750	-	0.0%
	1,573	750	750	750	-	0.0%
Contracted Services						
Consulting	45,833	35,000	35,000	50,000	15,000	42.9%
Legal	14,624	91,000	91,000	91,000	-	0.0%
	60,457	126,000	126,000	141,000	15,000	11.9%
Administrative Expense						
Supplies	-	250	250	250	-	0.0%
Dues & Subscriptions	114	2,130	2,130	2,300	170	8.0%
Mileage Reimbursement	930	4,000	2,000	4,000	-	0.0%
	1,044	6,380	4,380	6,550	170	2.7%
Total Intergovernmental Relations	180,271	252,311	250,500	270,306	17,995	7.1%



Human Resources



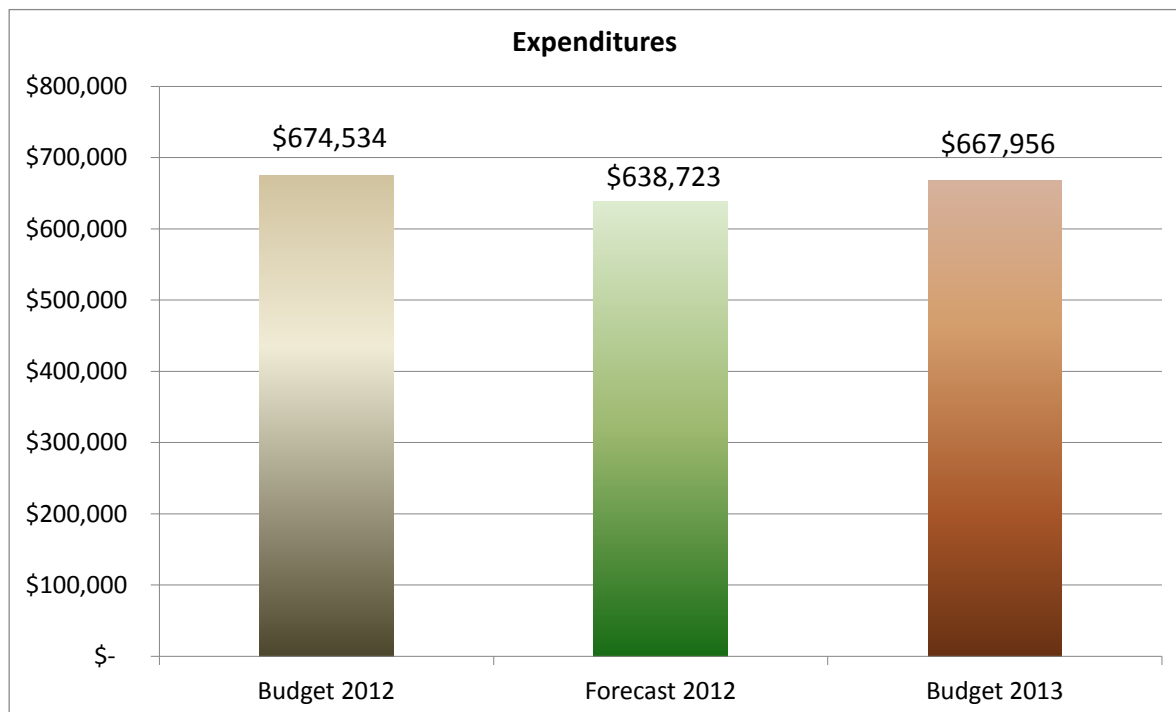


Human Resources

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 508,359	\$ 489,848	\$ 501,856	\$ (6,503)	-1.3%
Staff Development	58,200	38,000	57,400	(800)	-1.4%
Equipment Expense	2,000	5,700	6,900	4,900	245.0%
Contracted Services	81,200	82,400	81,200	-	0.0%
Public Education/Relations	10,000	10,000	10,000	-	0.0%
Administrative Expense	14,775	12,775	10,600	(4,175)	-28.3%
Total	\$ 674,534	\$ 638,723	\$ 667,956	\$ (6,578)	-1.0%





Human Resources

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Director of Human Resources	1.00	1.00	0.00
Sr. HR Generalist	2.00	2.00	0.00
HR Specialist	1.00	1.00	0.00
Admin Assistant II	1.50	1.50	0.00
File Clerk	0.25	0.25	0.00
Total	5.75	5.75	0.00

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	371,374	361,500	365,593	\$ (5,781)	-1.6%
Benefits	136,985	128,348	136,263	(722)	-0.5%
Total	\$ 508,359	\$ 489,848	\$ 501,856	\$ (6,503)	-1.3%

- Decrease due to a change in compensation level for a staff position as a result of employee turnover. The overall decrease is partially offset by increases for a 3% merit adjustment and higher health insurance expense.

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Meetings	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
Training & Conferences	31,700	12,000	31,400	(300)	-0.9%
Tuition Reimbursement	7,000	7,000	7,000	-	0.0%
Employee Events/Recognition	18,500	18,000	18,000	(500)	-2.7%
Total	\$ 58,200	\$ 38,000	\$ 57,400	\$ (800)	-1.4%

- Training & Conferences, (\$300): decrease based on revised estimate of training costs
- Employee Events/Recognition,(\$500): decrease based on analysis of historical costs



Human Resources

Budget 2013

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Equipment	\$ 1,000	\$ 4,700	\$ 5,900	\$ 4,900	490.0%
Cell Phones	1,000	1,000	1,000	-	0.0%
Total	\$ 2,000	\$ 5,700	\$ 6,900	\$ 4,900	245.0%

- Equipment, \$4,900: increase based on purchase of performance evaluation software program

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Legal - General	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
Legal - Employee Relations	15,000	15,000	15,000	-	0.0%
Contract Labor	3,000	4,200	3,000	-	0.0%
Recruiting Fees	40,500	40,500	40,500	-	0.0%
Drug Testing	10,500	10,500	10,500	-	0.0%
Other	7,200	7,200	7,200	-	0.0%
Total	\$ 81,200	\$ 82,400	\$ 81,200	\$ -	0.0%

- No change from 2012 Budget to 2013 Budget

Public Education/Relations

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Advertising	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
Total	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%

- No change from 2012 Budget to 2013 Budget



Human Resources

Budget 2013

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
Dues & Subscriptions	3,175	3,175	1,000	(2,175)	-68.5%
Printing	2,000	2,000	2,000	-	0.0%
Mileage Reimbursement	600	600	600	-	0.0%
Other Admin	6,000	4,000	4,000	(2,000)	-33.3%
Total	\$ 14,775	\$ 12,775	\$ 10,600	\$ (4,175)	-28.3%

- Dues & Subscriptions, (\$2,175): decrease for publication available through other sources
- Other Admin, (\$2,000): decrease based on analysis of historical costs



**HUMAN RESOURCES
2013 BUDGET PLAN**

The Woodlands Township Human Resources 2013 Budget Plan

- I. Situation Analysis**
- II. Accomplishments of 2012**
- III. Goals of the Human Resources 2013 Budget Plan**
- IV. Implementation of Human Resources 2013 Budget Plan**

The Woodlands Township Human Resources 2013 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
- 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 372 regular full and part-time employees beginning January 1, 2013, of which 158 are fire fighting personnel. An additional 380 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 2012

- Successfully managed the direct, plan-to-plan transfer between The Woodlands Fire Department 401k Plan and The Woodlands Township 457b and 401a Plans. More than \$14.5 million in assets were transferred and deposited into participants' accounts seamlessly and efficiently. Principal's retirement specialists held over 100 individual retirement strategy meetings with firefighters and dispatchers after the transfer.
- The Township concluded one entire year of self-funded health insurance on December 31, 2011. Total costs for health insurance were 3.7% below our projected costs.
- Coordinated a rigorous request for proposal process for The Township's Payroll/HR Software. Paycom was selected to replace Ceridian in June 2012. Employees and managers will realize enhanced efficiency through a single-website and improved employee self-service modules.
- All Human Resources and Information Technology personnel have received mandatory training to ensure compliance with the Health Insurance Portability and Accountability Act.
- Coordinated the Employee Awards Breakfast during which fifty-three employees with 5, 10, 15, 20, 25 and 30 years of service were honored. More than 500 combined years of service were recognized at this event.
- Coordinated a Veteran's Day celebration for Township and Woodlands Fire Department employees. Thirty-eight employees are veterans.
- Initiated a wellness program for all employees. Employees have participated in a "Maintain, Don't Gain" program during the 2011 holiday season. Employees also participated in the American Cancer Society's Active for Life program.
- Successfully coordinated an extremely successful United Way Campaign which raised \$15,480.00 for the Montgomery County United Way.
- The Woodlands Township lost two employees in early 2012. Human Resources worked closely with the employees and their families to coordinate life insurance benefits and funeral assistance.

III. Goals of the Human Resources 2013 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.
- Implement a paperless, electronic performance evaluation process for all employees. Revise performance evaluations to reflect strategic vision.
- Train and support employees and managers through the transition to Paycom.
- 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.
- Conduct market analysis of jobs to ensure competitiveness of our salary structure.
- Continue to ensure cost-effective health, welfare and retirement benefits are maintained for employees.
- Continue to support an employee wellness initiative through group participation in low-cost, fun programs.
- Continue to ensure The Township meets and follows all federal and state employment laws.

IV. Implementation of Human Resources 2013 Budget Plan

Salaries and Benefits

\$501,856

- Human Resources Personnel (\$501,856) – 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 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

\$57,400

(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 (\$31,400) – Funds are used for professional development and training for entire organization (\$30,250), which includes MS Office and SharePoint computer training, Video Training for Performance Evaluation software, 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 (\$1,150) 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 (\$18,000) – 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. 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. Funds

for the Wellness Initiative are included for annual costs of \$2,100 or fifty cents per employee per month. 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

\$6,900

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

- Equipment (\$5,900) – This line item is used for office equipment specific to the HR department.
- Cell Phones (\$1,000) – Includes the cost for communication expenses, including cell phone fees for Director of Human Resources.

Contracted Services

\$81,200

(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.
- 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.
- Recruiting Fees (\$40,500) – 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, two different assessment tools are used during the recruitment process: 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. Each time an employee is hired by The Township, they receive a Township shirt, and these costs are 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.

- Other (\$7,200) – These funds are for fees related to the administration of flex benefits and subscription to PayNavigator, an online salary survey tool. The licensing costs for TrakStar, our Performance Evaluation software are also included.

Public Education/Relations

\$10,000

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

- 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

\$10,600

(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 (\$1,000) – Exempt employees of the department are members of the Montgomery County Society Human Resource Management, and the Director is a member of the Texas Municipal Human Resources Association.
- 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 (\$4,000) – 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 2013 Budget Plan

\$667,956

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

	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
HUMAN RESOURCES - Dept 130						
Salaries and Benefits						
Salaries and Wages	365,896	370,874	360,000	364,893	(5,981)	-1.6%
Overtime	603	500	1,500	700	200	40.0%
Employee Benefits - FICA	26,233	27,121	26,700	26,452	(669)	-2.5%
Employee Benefits - TEC	460	464	1,682	1,682	1,218	262.5%
Employee Benefits - Retirement	40,566	51,434	42,000	46,746	(4,688)	-9.1%
Employee Benefits - Insurance	60,980	57,016	57,016	60,449	3,433	6.0%
Employee Benefits - Workers Comp	723	950	950	934	(16)	-1.7%
	495,461	508,359	489,848	501,856	(6,503)	-1.3%
Staff Development						
Meetings	100	1,000	1,000	1,000	-	0.0%
Training & Conferences	9,938	31,700	12,000	31,400	(300)	-0.9%
Tuition Reimbursement	6,000	7,000	7,000	7,000	-	0.0%
Employee Events/Recognition	23,005	18,500	18,000	18,000	(500)	-2.7%
	39,043	58,200	38,000	57,400	(800)	-1.4%
Equipment Expense						
Equipment	26	1,000	4,700	5,900	4,900	490.0%
Cell Phones	1,620	1,000	1,000	1,000	-	0.0%
	1,646	2,000	5,700	6,900	4,900	245.0%
Contracted Services						
Legal - General	873	5,000	5,000	5,000	-	0.0%
Legal - Employee Relations	1,160	15,000	15,000	15,000	-	0.0%
Contract Labor	1,225	3,000	4,200	3,000	-	0.0%
Recruiting Fees	49,887	40,500	40,500	40,500	-	0.0%
Drug Testing	6,032	10,500	10,500	10,500	-	0.0%
Other	970	7,200	7,200	7,200	-	0.0%
	60,147	81,200	82,400	81,200	-	0.0%
Public Education/Relations						
Advertising	3,637	10,000	10,000	10,000	-	0.0%
	3,637	10,000	10,000	10,000	-	0.0%
Administrative Expense						
Supplies	1,514	3,000	3,000	3,000	-	0.0%
Dues & Subscriptions	3,192	3,175	3,175	1,000	(2,175)	-68.5%
Printing	1,405	2,000	2,000	2,000	-	0.0%
Mileage Reimbursement	329	600	600	600	-	0.0%
Other Admin	4,735	6,000	4,000	4,000	(2,000)	-33.3%
	11,175	14,775	12,775	10,600	(4,175)	-28.3%
Total Human Resources	611,109	674,534	638,723	667,956	(6,578)	-1.0%



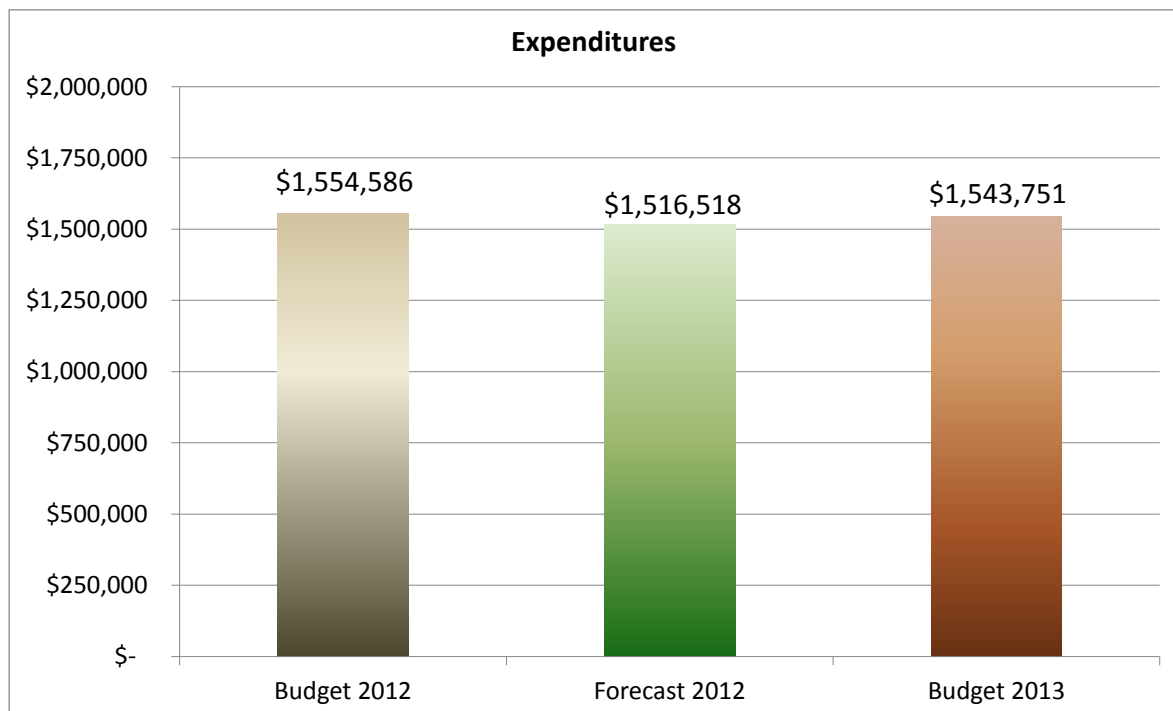


Finance

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 1,268,086	\$ 1,243,918	\$ 1,274,651	\$ 6,565	0.5%
Staff Development	13,500	11,000	11,000	(2,500)	-18.5%
Equipment Expense	7,000	6,200	6,200	(800)	-11.4%
Contracted Services	246,500	236,500	233,000	(13,500)	-5.5%
Administrative Expense	19,500	18,900	18,900	(600)	-3.1%
Total	\$ 1,554,586	\$ 1,516,518	\$ 1,543,751	\$ (10,835)	-0.7%





Finance

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Asst. GM - Finance & Administration	1.00	1.00	0.00
Fiscal Services Manager	1.00	1.00	0.00
Accounting Manager	1.00	1.00	0.00
Financial Analyst	1.00	1.00	0.00
Purchasing Manager	1.00	1.00	0.00
Sr. Purchasing Specialist	1.00	1.00	0.00
Accounting Supervisor	1.00	1.00	0.00
Sr. Accountant	1.00	1.00	0.00
Accountant II	1.00	1.00	0.00
Accountant	1.00	1.00	0.00
Intern	0.25	0.25	0.00
Payroll Analyst	1.00	1.00	0.00
Sr. A/P Specialist	1.00	1.00	0.00
A/P Specialist	1.00	1.00	0.00
Sr. Admin Assistant	1.00	1.00	0.00
Total	14.25	14.25	0.00



Finance

Budget 2013

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 929,954	\$ 923,200	\$ 942,980	\$ 13,026	1.4%
Benefits	338,132	320,718	331,671	(6,461)	-1.9%
Total	\$ 1,268,086	\$ 1,243,918	\$ 1,274,651	\$ 6,565	0.5%

- The increase in salaries is due to a 3% merit adjustment, partially offset by a change in compensation level for a staff position due to employee turnover. The decrease in benefits is due to an employee's change in health insurance coverage, partially offset by an overall increase in health insurance costs.

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Meetings	\$ 1,500	\$ 1,000	\$ 1,000	\$ (500)	-33.3%
Training & Conferences	12,000	10,000	10,000	(2,000)	-16.7%
Total	\$ 13,500	\$ 11,000	\$ 11,000	\$ (2,500)	-18.5%

- Meetings, (\$500): decrease based on analysis of historical costs
- Training & Conferences, (\$2,000): decrease based on analysis of historical costs

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Equipment	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
Cell Phones	2,000	1,200	1,200	(800)	-40.0%
Total	\$ 7,000	\$ 6,200	\$ 6,200	\$ (800)	-11.4%

- Cell Phones, (\$800): decrease due to reducing cell phone costs from two staff members to one



Finance

Budget 2013

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Computer Support	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	0.0%
Consulting	20,000	20,000	20,000	-	0.0%
Legal Fees	20,000	15,000	15,000	(5,000)	-25.0%
Audit Fees	95,000	90,000	90,000	(5,000)	-5.3%
Payroll Processing	78,500	78,500	75,000	(3,500)	-4.5%
Contract Labor	8,000	8,000	8,000	-	0.0%
Total	\$ 246,500	\$ 236,500	\$ 233,000	\$ (13,500)	-5.5%

- Legal Fees, (\$5,000): decrease based on analysis of historical costs
- Audit Fees, (\$5,000): audit no longer required for fire department retirement plan
- Payroll Processing, (\$3,500): decrease due to change in payroll provider

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ 7,500	\$ 8,000	\$ 8,000	\$ 500	6.7%
Dues & Subscriptions	6,700	5,800	5,800	(900)	-13.4%
Mileage Reimbursement	800	600	600	(200)	-25.0%
Bank Fees	4,500	4,500	4,500	-	0.0%
Total	\$ 19,500	\$ 18,900	\$ 18,900	\$ (600)	-3.1%

- Increase and decreases in expense categories based on analysis of historical costs



**FINANCE DEPARTMENT
2013 BUDGET PLAN**

The Woodlands Township Finance Department 2013 Budget Plan

- I. Situation Analysis**
- II. Accomplishments of 2012**
- III. Goals of the Finance Department's 2013 Budget Plan**
- IV. Implementation of Finance Department's 2013 Budget**

The Woodlands Township Finance Department 2013 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 Convention & Visitors Bureau and The Woodlands Economic Development Zone.

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

Property tax, sales tax and hotel occupancy tax are major revenue sources for the Township. Monthly tax collections are closely monitored 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 and the County Tax Assessor/Collector's Office in the administration and reporting of revenues.

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 2012

- 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 2011.
- Continued to make improvements to the annual budget and five-year business plan models to more accurately project, document and present budget and financial planning activities.
- Managed debt service requirements and assisted with required annual disclosure filings related to the Township's 2009, 2010, 2011 and 2012 bond series.
- In January 2012, worked with our financial consultant, bond counsel and rating agencies to issue approximately \$4.2 million in general obligation bonds to finance the acquisition of fire department facilities and park and pathway amenities.
- Worked with the Human Resources department to implement a new integrated payroll and human resources system.
- Continued to work extensively with the Convention & Visitors Bureau, the Brazos Transit Authority and legal counsel to implement and improve operational and financial/accounting activities as well as reporting requirements related to the Waterway Cruisers to maximize service and minimize costs.
- Continued to work closely with the President's Office and the consulting firm of Partners for Strategic Action to develop project objectives, communication strategies, and financial data related to potential governance options for the community.
- Continued the research and development of a comprehensive capital asset management system that integrates the accounting, depreciation, risk management, geographical information system (GIS), inventory, and reserve requirements of the Township's assets.

III. Goals of the Finance Department's 2013 Budget Plan

- Record financial transactions and perform internal controls in a manner that results in an unqualified audit opinion.
- 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 an annual budget and five-year business plan to properly allocate resources and reports projected financial activity in accordance with the Board's policies and strategic objectives.
- Continue to work with the President's Office and consultant to develop financial analysis and other relevant information related to potential governance options for the community.
- 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.
- Continue to work with IT to 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.
- Continue to improve internal processes to maximize productivity without compromising accounting practice requirements.
- Continue to develop detailed written procedures for the department's policies and procedures.

IV. Implementation of Finance Department's 2013 Budget

Salaries and Benefits

\$1,274,651

(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 (\$1,274,651) – Includes wages and benefits for fourteen full-time staff members providing budgeting, financial reporting, accounting, debt management, and treasury services for the Township.

Staff Development**\$11,000**

(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 (\$1,000) – Expenses associated with finance-related committee meetings (audit committee, investment committee) and other business meetings.
- Staff Training & Conferences (\$10,000) – Includes travel, conference registration, and other expenses for fourteen staff members to attend training conferences and/or seminars for continuing education, professional development, governmental accounting, and software training.

Equipment Expense**\$6,200**

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

- Office Equipment (\$5,000) – Replacement of office furniture, printers, scanners, and file cabinets as necessary.
- Cell Phones (\$1,200) – Communication expenses including cell phone and wireless access card for one staff member.

Contracted Services**\$233,000**

(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)

- Computer Support (\$25,000) – Annual licenses, maintenance and support for accounting, purchase order, and fixed assets systems.
- Consulting Fees (\$20,000) – Consulting services as needed for debt management, asset management, auditing, treasury or other financial matters.
- Legal Fees (\$15,000) – Review of issues related to debt financing agreements, banking and depository agreements, retirement plan administration, and other financial matters.
- Audit Fees (\$90,000) – Annual auditing services and agreed upon procedure engagements for the Township (\$82,000); and annual auditing services for required single audit associated with Federal Grants (\$8,000).
- Payroll Processing Fees (\$75,000) – Payroll processing services provided by Paycom including automated time keeping system.

- Contract Labor (\$8,000) – Assistance during regular staff absences or vacancies as needed.

Administrative Expenses

\$18,900

(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 (\$8,000) – Office supplies specific to the Finance department to include materials for reports produced in-house.
- Dues & Subscriptions (\$5,800) – Includes license renewals for CPA and CMA certificates; annual dues for TML, GFOA, AICPA and TSCPA; and resource materials for governmental accounting, budgeting, financial reporting, payroll and purchasing processes.
- Mileage Reimbursement (\$600) – Reimbursement of expenses incurred for mileage, parking and tolls when using personal vehicles for company business.
- Bank Fees - (\$4,500) – Bank service fees not covered by compensating balances.

Total Cost for the Finance Department's 2013 Budget Plan

\$1,543,751

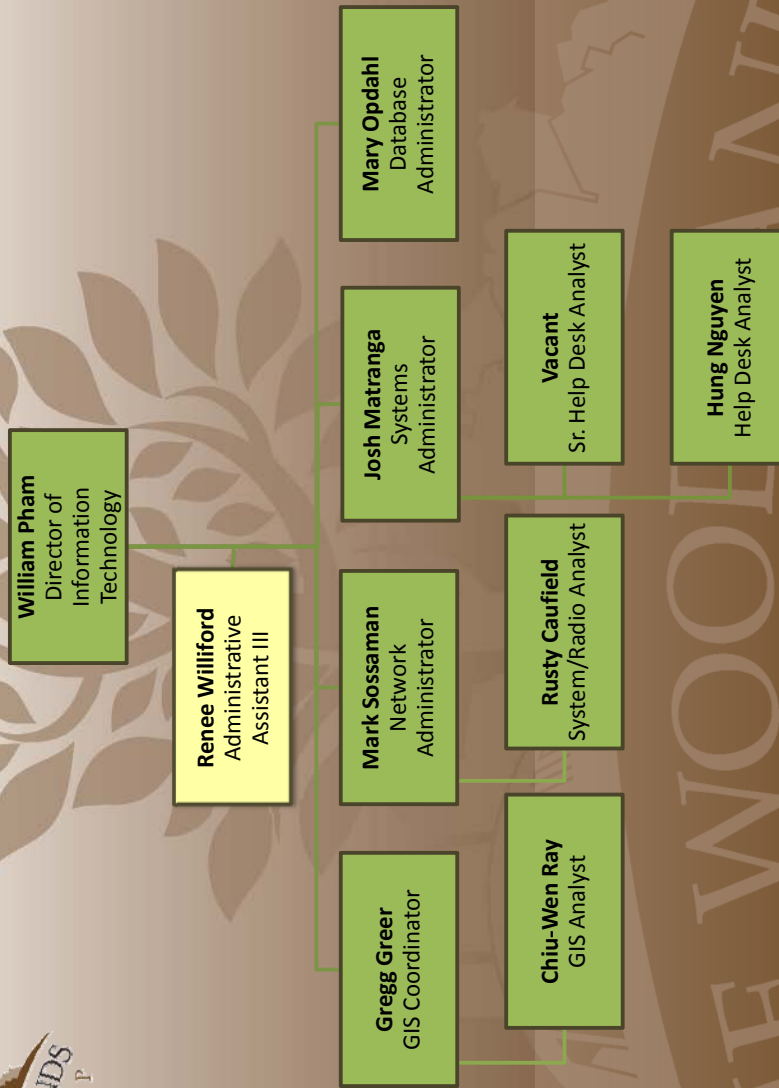
**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
FINANCE - Dept 140						
Salaries and Benefits						
Salaries and Wages	890,164	927,454	918,200	937,980	10,526	1.1%
Overtime	4,677	2,500	5,000	5,000	2,500	100.0%
Employee Benefits - FICA	63,930	68,370	67,600	68,977	607	0.9%
Employee Benefits - TEC	1,221	1,080	3,915	3,915	2,835	262.5%
Employee Benefits - Retirement	101,692	124,388	118,300	123,165	(1,223)	-1.0%
Employee Benefits - Insurance	195,174	141,891	128,500	133,182	(8,709)	-6.1%
Employee Benefits - Workers Comp	2,051	2,403	2,403	2,432	29	1.2%
	<u>1,258,909</u>	<u>1,268,086</u>	<u>1,243,918</u>	<u>1,274,651</u>	<u>6,565</u>	<u>0.5%</u>
Staff Development						
Meetings	55	1,500	1,000	1,000	(500)	-33.3%
Training & Conferences	3,061	12,000	10,000	10,000	(2,000)	-16.7%
	<u>3,116</u>	<u>13,500</u>	<u>11,000</u>	<u>11,000</u>	<u>(2,500)</u>	<u>-18.5%</u>
Equipment Expense						
Equipment	2,970	5,000	5,000	5,000	-	0.0%
Cell Phones	1,121	2,000	1,200	1,200	(800)	-40.0%
	<u>4,091</u>	<u>7,000</u>	<u>6,200</u>	<u>6,200</u>	<u>(800)</u>	<u>-11.4%</u>
Contracted Services						
Computer Support	1,545	25,000	25,000	25,000	-	0.0%
Consulting	9,125	20,000	20,000	20,000	-	0.0%
Legal	5,559	20,000	15,000	15,000	(5,000)	-25.0%
Audit Fees*	84,345	95,000	90,000	90,000	(5,000)	-5.3%
Payroll Processing Fees*	74,577	78,500	78,500	75,000	(3,500)	-4.5%
Contract Labor	32,285	8,000	8,000	8,000	-	0.0%
	<u>207,436</u>	<u>246,500</u>	<u>236,500</u>	<u>233,000</u>	<u>(13,500)</u>	<u>-5.5%</u>
Administrative Expense						
Supplies	9,060	7,500	8,000	8,000	500	6.7%
Dues & Subscriptions	3,635	6,700	5,800	5,800	(900)	-13.4%
Mileage Reimbursement	455	800	600	600	(200)	-25.0%
Bank Fees	2,206	4,500	4,500	4,500	-	0.0%
	<u>15,356</u>	<u>19,500</u>	<u>18,900</u>	<u>18,900</u>	<u>(600)</u>	<u>-3.1%</u>
Total Finance	<u>1,488,908</u>	<u>1,554,586</u>	<u>1,516,518</u>	<u>1,543,751</u>	<u>(10,835)</u>	<u>-0.7%</u>

* Audit \$10,515 and Payroll Fees \$27,292 charged in 2011 to Fire and EMS Management Department 810 are included for comparison purposes



Information Technology



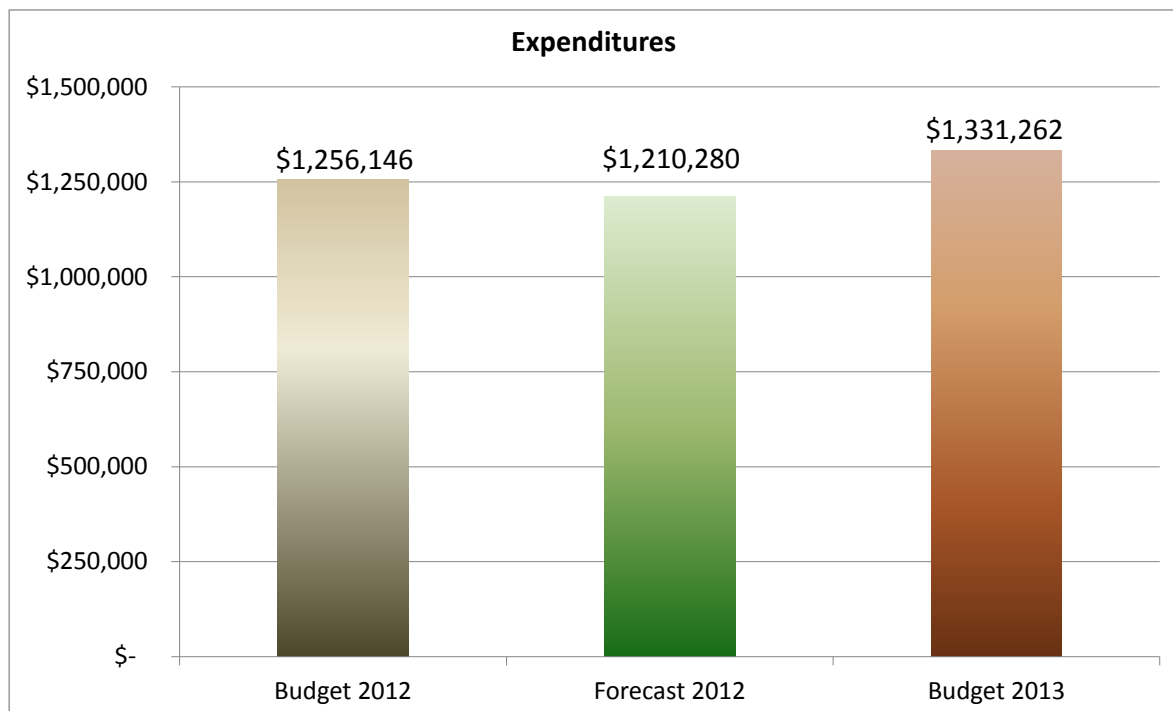


Information Technology

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 819,380	\$ 789,314	\$ 904,162	\$ 84,782	10.3%
Staff Development	25,800	25,800	25,800	-	0.0%
Facility Expense	85,000	70,000	85,000	-	0.0%
Equipment Expense	130,766	131,266	122,300	(8,466)	-6.5%
Contracted Services	190,000	190,000	190,000	-	0.0%
Administrative Expense	5,200	3,900	4,000	(1,200)	-23.1%
Total	\$ 1,256,146	\$ 1,210,280	\$ 1,331,262	\$ 75,116	6.0%





Information Technology

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Director of Information Technology	1.00	1.00	0.00
Systems Administrator	1.00	1.00	0.00
Network Administrator	1.00	1.00	0.00
Database Administrator	1.00	1.00	0.00
GIS Coordinator	1.00	1.00	0.00
GIS Analyst	1.00	1.00	0.00
Systems/Radio Technician	1.00	1.00	0.00
Sr. Help Desk Analyst	1.00	1.00	0.00
Help Desk Analyst	1.00	1.00	0.00
Admin Assistant III	0.00	1.00	1.00
Total	9.00	10.00	1.00

Summary of Personnel Changes for 2013 Budget

New Position(s)

- 1.0 FTE Admin Assistant III - transfer of staff position from Records/Property Data Management

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 599,423	\$ 579,600	\$ 651,458	\$ 52,035	8.7%
Benefits	219,957	209,714	252,704	32,747	14.9%
Total	\$ 819,380	\$ 789,314	\$ 904,162	\$ 84,782	10.3%

- Increase due to transfer of one staff position from Records department, 3% merit adjustment, and higher health insurance expense.



Information Technology

Budget 2013

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Meetings	\$ 800	\$ 800	\$ 800	\$ -	0.0%
Training & Conferences	25,000	25,000	25,000	-	0.0%
Total	\$ 25,800	\$ 25,800	\$ 25,800	\$ -	0.0%

- No change from 2012 Budget to 2013 Budget

Facility Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Telephones	\$ 85,000	\$ 70,000	\$ 85,000	\$ -	0.0%
Total	\$ 85,000	\$ 70,000	\$ 85,000	\$ -	0.0%

- No change from 2012 Budget to 2013 Budget

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Equipment	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
Equipment - Small Hardware	27,500	27,500	10,000	(17,500)	-63.6%
Equipment - Software	58,666	58,666	66,000	7,334	12.5%
Cell Phones	10,000	10,500	10,500	500	5.0%
Equipment Lease	9,600	9,600	10,800	1,200	12.5%
Equipment Repair & Maintenance	15,000	15,000	15,000	-	0.0%
Total	\$ 130,766	\$ 131,266	\$ 122,300	\$ (8,466)	-6.5%

- Equipment - Small Hardware, (\$17,500): decrease due to less computer hardware needing to be replaced in 2013
- Equipment - Software, \$7,334: increase for server and client access licenses
- Cell Phones, \$500: increase for replacement of old or damaged units/air cards
- Equipment Lease, \$1,200: increase for fire department radio testing equipment



Information Technology

Budget 2013

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Computer Support	\$ 120,000	\$ 120,000	\$ 120,000	\$ -	0.0%
Contract Labor	62,000	62,000	62,000	-	0.0%
Other Contracted Services	8,000	8,000	8,000	-	0.0%
Total	\$ 190,000	\$ 190,000	\$ 190,000	\$ -	0.0%

- No change from 2012 Budget to 2013 Budget

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ 1,200	\$ 1,000	\$ 1,000	\$ (200)	-16.7%
Dues & Subscriptions	1,000	1,400	1,500	500	50.0%
Mileage Reimbursement	3,000	1,500	1,500	(1,500)	-50.0%
Total	\$ 5,200	\$ 3,900	\$ 4,000	\$ (1,200)	-23.1%

- Administrative Expenses - miscellaneous increase and decreases based on analysis of historical costs



INFORMATION TECHNOLOGY 2013 BUDGET PLAN

The Woodlands Township Information Technology 2013 Budget Plan

- I. Situation Analysis**
- II. Accomplishments of 2012**
- III. Goals of the Information Technology 2013 Budget Plan**
- IV. Implementation of Information Technology 2013 Budget**

The Woodlands Township Information Technology 2013 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, 13 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 technical support staff of 7 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) with a dedicated staff of 2 personnel. This system provides crucial mapping tools for our First Responders, as well as a land management tool for staff for planning, and geographic management of our assets.

The IT Department also supports the radio communications for The Woodlands Fire Department as well as the Parks department. The IT Department 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 used by 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 Woodlands Emergency Operations Center.

The IT Department strives to provide effective services by forming and maintaining strategic partnerships 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.

II. Accomplishments of 2012

- Designed and integrated IT infrastructure for the new Township Facility.
- Relocated Township staff and technologies to the Townhall office.
- Implemented secondary internet fiber connection for fault-tolerance.
- Relocated WFD staff and IT technologies to accommodate Central Fire Station reconstruction.
- Designed IT infrastructure for Central Fire Station.
- Implemented Accela Mobile for mobile field access.
- Expanded Storage Area Network.
- Replaced Township laser printers.
- Upgraded desktop computers, laptops and servers.
- Upgraded Fire Department mobile data computers.
- Outfitted 4 Fire Apparatus with mobile data computers and communication equipment.
- Assisted the implementation of a new Fire Computer Aided Dispatch system.
- Upgraded Fire Department radio communication systems.
- Installed IT infrastructure for Fire Station 7.
- Implemented Fixed Asset Tracking.
- Implemented Agenda and Meeting Management System.
- Implemented Live Board Meeting Video Streaming.
- Upgraded Microsoft SharePoint 2007 to Microsoft SharePoint 2010 system.

- Upgraded databases to Microsoft Sql Server 2008.
- Upgraded productivity software to Microsoft Office 2010.
- Linked plat maps and documents to GIS system.
- Upgraded GIS system.
- Upgraded smartphones to IOS platform.
- Expanded the Accela Asset Management and Acccela Service Request system to the fire department.
- Implemented an Electronic Data and Content Management system for the Records and Property Data Management Department.
- Implemented an E-Mail Archiving & Management System.
- Assisted Human Resources and Accounting with new HRIS and Payroll software implementation.

III. Goals of the Information Technology 2013 Budget Plan

- Upgrade desktop and laptop computers.
- Upgrade servers and software.
- Expand Storage Area Network.
- Upgrade Microsoft Office productivity software.
- Continue the development and integration of the Accela Asset Management system.
- Replace Fire Department Mobile Data Computers.
- Upgrade network security infrastructure.
- Implement Parks GPS Vehicle Tracking System.
- Design and implement IT technologies for the Central Fire Station.

V. Implementation of Information Technology 2013 Budget

Salaries and Benefits

\$904,162 (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 (\$904,162) - The Information Technology Director, Network Administrator, Database Administrator, Systems/Radio Analyst, GIS Coordinator and GIS Analyst, Systems Administrator, two Help Desk Analysts and an Administrative Assistants salaries and benefits are included in the Information Technology budget. These 10 positions are designated to operational issues and duties of the Township.

Staff Development

\$25,800

(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. Attendance at ESRI User Conference for the GIS Analyst, and travel to the Accela Users Group Conference for the GIS Coordinator. This line item also includes specialized training for the Systems Administrator, Database Administrator, and the two Help Desk Analysts; as well as the Systems/Radio Analyst.

Facility Expense

\$85,000

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

- Telephone (\$85,000) – Includes expenses for the phone system leases as well as local, long distance, and fiber optic line charges for the Townhall facility.

Equipment Expense**\$122,300**

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

- Equipment (\$10,000) – Includes server backup tapes for disaster recovery, printer replacements, UPS replacements and miscellaneous supplies.
- Equipment – Small Hardware (\$10,000) – Includes expenses for the purchase of Wireless Technology Access Points.
- Equipment – Software (\$66,000) – Includes (\$11,000) for Sql Server 64 bit 2012 Server Licenses; (\$8,000) for 5 Windows 2008 Enterprise Server Licenses; (\$17,000) for 125 CAL's Sql Server 2012; and (\$30,000) to exchange 2010 Server and Client Access Licenses.
- Cell Phones (\$10,500) – 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 cell phones as well as mobile air cards for the on-call remote support.
- Equipment Repair & Maintenance (\$15,000) - Includes preventative maintenance for printers, plotters, folding machines, fax machines and the department vehicle.
- Office Equipment Leases/Rental (\$10,800) – Includes the lease for the Radio testing equipment.

Contracted Services**\$190,000**

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

- Computer Support (\$120,000) – Annual license and maintenance fees related to network and software agreements.
- Contract Labor (\$62,000) – Augmentation of information technology staffing related to GIS, network and software applications, and temporary contract staff during peak times.
- Other Contracted Services (\$8,000) – Includes purchase of digital aerial imagery of Montgomery County for GIS.

Administrative Expenses**\$4,000**

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

- Supplies (\$1,000) – This line item covers general office supplies for the Information Technology department.

- Dues & Subscriptions (\$1,500) – Microsoft TechNet Membership for Microsoft technical support and Technical Association dues.
- Mileage Reimbursement (\$1,500) – Includes mileage reimbursement, parking, tolls, etc for Information Technology staff.

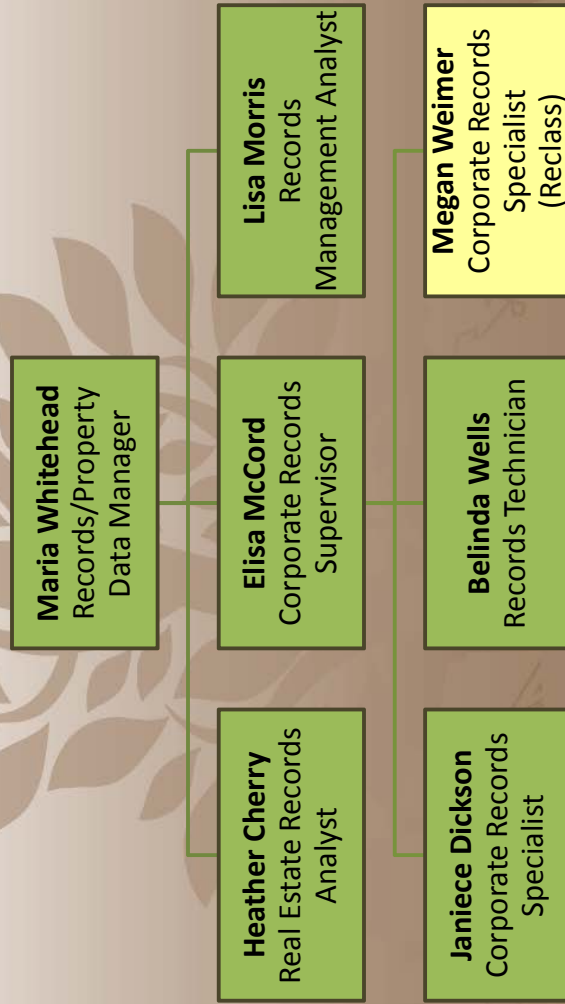
Total Cost for the Information Technology 2013 Budget Plan \$1,331,262

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

	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
INFORMATION TECHNOLOGY - Dept 150						
Salaries and Benefits						
Salaries and Wages	545,847	595,423	575,600	647,458	52,035	8.7%
Overtime	8,785	4,000	4,000	4,000	-	0.0%
Employee Benefits - FICA	40,966	46,162	44,200	49,479	3,317	7.2%
Employee Benefits - TEC	792	648	2,349	2,610	1,962	302.8%
Employee Benefits - Retirement	56,488	64,632	59,900	81,283	16,651	25.8%
Employee Benefits - Insurance	113,858	106,950	101,700	117,642	10,692	10.0%
Employee Benefits - Workers Comp	1,189	1,565	1,565	1,690	125	8.0%
	<u>767,925</u>	<u>819,380</u>	<u>789,314</u>	<u>904,162</u>	<u>84,782</u>	<u>10.3%</u>
Staff Development						
Meetings	1,417	800	800	800	-	0.0%
Training & Conferences	<u>19,016</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>-</u>	<u>0.0%</u>
	20,433	25,800	25,800	25,800	-	0.0%
Facility Expense						
Telephone	<u>76,661</u>	<u>85,000</u>	<u>70,000</u>	<u>85,000</u>	<u>-</u>	<u>0.0%</u>
	76,661	85,000	70,000	85,000	-	0.0%
Equipment Expense						
Equipment	2,574	10,000	10,000	10,000	-	0.0%
Equipment - Small Hardware*	32,150	27,500	27,500	10,000	(17,500)	-63.6%
Equipment - Software*	95,522	58,666	58,666	66,000	7,334	12.5%
Cell Phones	10,484	10,000	10,500	10,500	500	5.0%
Equipment Lease	-	9,600	9,600	10,800	1,200	12.5%
Equipment Repair & Maintenance	<u>12,548</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>	<u>-</u>	<u>0.0%</u>
	153,278	130,766	131,266	122,300	(8,466)	-6.5%
* Equipment - Small Hardware and Software adjusted from 2012 Capital Budget to Dept 150 Operating budget for comparison purposes totaling \$86,166						
Contracted Services						
Computer Support	80,841	120,000	120,000	120,000	-	0.0%
Contract Labor	33,887	62,000	62,000	62,000	-	0.0%
Other Contracted Services	<u>10,900</u>	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>	<u>-</u>	<u>0.0%</u>
	125,628	190,000	190,000	190,000	-	0.0%
Administrative Expense						
Supplies	646	1,200	1,000	1,000	(200)	-16.7%
Dues & Subscriptions	1,397	1,000	1,400	1,500	500	50.0%
Mileage Reimbursement	<u>1,401</u>	<u>3,000</u>	<u>1,500</u>	<u>1,500</u>	<u>(1,500)</u>	<u>-50.0%</u>
	3,444	5,200	3,900	4,000	(1,200)	-23.1%
Total Information Technology	<u><u>1,147,369</u></u>	<u><u>1,256,146</u></u>	<u><u>1,210,280</u></u>	<u><u>1,331,262</u></u>	<u><u>75,116</u></u>	<u><u>6.0%</u></u>



Records/Database Management



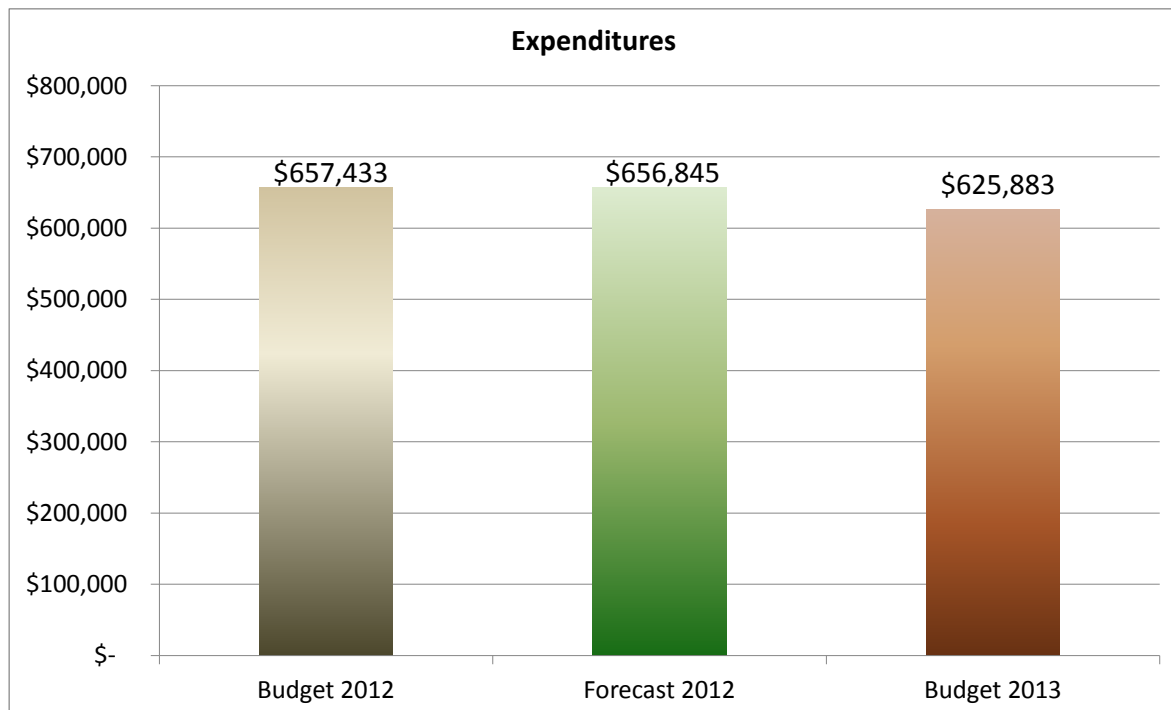


Records/Property Data Management

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 575,633	\$ 578,345	\$ 543,383	\$ (32,250)	-5.6%
Staff Development	5,300	5,300	5,300	-	0.0%
Equipment Expense	3,000	3,000	3,000	-	0.0%
Contracted Services	69,200	65,200	69,200	-	0.0%
Administrative Expense	4,300	5,000	5,000	700	16.3%
Total	\$ 657,433	\$ 656,845	\$ 625,883	\$ (31,550)	-4.8%





Records/Property Data Management

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Records/Property Data Manager	1.00	1.00	0.00
R/E Records Supervisor	1.00	0.00	-1.00
Corporate Records Supervisor	1.00	1.00	0.00
Records Management Analyst	1.00	1.00	0.00
R/E Records Analyst	1.00	1.00	0.00
Corporate Records Specialist	1.00	2.00	1.00
Records Technician	2.00	1.00	-1.00
Total	8.00	7.00	-1.00

Summary of Personnel Changes for 2013 Budget

Reclasses

- Reclass Records Technician to Corporate Records Specialist

Reductions in Personnel

- Transfer position to Information Technology and reclass as Administrative Assistant III

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 416,310	\$ 417,510	\$ 385,786	\$ (30,524)	-7.3%
Benefits	159,323	160,835	157,597	(1,726)	-1.1%
Total	\$ 575,633	\$ 578,345	\$ 543,383	\$ (32,250)	-5.6%

- Decrease due to transfer of one staff position to IT, partially offset by 3% merit adjustment, higher health insurance expense, and reclass of Records Technician to Records Specialist



Records/Property Data Management

Budget 2013

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Meetings	\$ 300	\$ 300	\$ 300	\$ -	0.0%
Training & Conferences	5,000	5,000	5,000	-	0.0%
Total	\$ 5,300	\$ 5,300	\$ 5,300	\$ -	0.0%

- No change from 2012 Budget to 2013 Budget

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Equipment	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
Total	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%

- No change from 2012 Budget to 2013 Budget

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Computer Support	\$ 35,300	\$ 35,300	\$ 35,300	\$ -	0.0%
Legal Fees	7,500	7,500	7,500	-	0.0%
Contract Labor	8,000	4,000	8,000	-	0.0%
Records Storage	10,000	10,000	10,000	-	0.0%
Other Contracted Svc.	8,400	8,400	8,400	-	0.0%
Total	\$ 69,200	\$ 65,200	\$ 69,200	\$ -	0.0%

- No change from 2012 Budget to 2013 Budget



Records/Property Data Management

Budget 2013

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ 4,000	\$ 4,500	\$ 4,500	\$ 500	12.5%
Dues & Subscriptions	-	200	200	200	
Mileage Reimbursement	300	300	300	-	0.0%
Total	\$ 4,300	\$ 5,000	\$ 5,000	\$ 700	16.3%

- Supplies, \$500: increase based on analysis of historical costs



**RECORDS/PROPERTY DATA MANAGEMENT
2013 BUDGET PLAN**

The Woodlands Township Records/Property Data Management 2013 Budget Plan

- I. Situation Analysis**
- II. Accomplishments of 2012**
- III. Goals of the Records/Property Data Management 2013
Budget Plan**
- IV. Implementation of the Records/Property Data Mgmt. 2013
Budget Plan**

The Woodlands Township Records/Property Data Management 2013 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 and 2011 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 related recorded documents. It serves as an internal support function and as the primary repository for real property data, centralized corporate records storage, and other vital records. Responsibilities include:

- Maintain corporate records (on-site, archived, and off-site storage facility).
- Maintain real estate property records; current property ownership and general property data for over 40,000 properties within the Township's boundaries.
- Maintain contracts and agreements and review system.
- Respond to Public Information Act requests.
- Produce public Board meeting minutes.
- Delinquent billing and collection of assessment fees and RDRC fees.
- Reporting from the Woodlands Property Database

Records retention, archiving and disposition are maintained in accordance with State 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 2012

- Upgrade the records management system to improve effectiveness.
- Moved into new location and integrated two separate records areas into the new records room.

- Agenda.net implementation for maintaining Board of Director minutes.

III. Goals of the Records/Property Data Management 2013 Budget Plan

- Continue integration and implementation of an automated records system that provides proper and easy access to stored information and integrates with other systems where appropriate, to improve user availability of records.
- 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.
- Improve the handling of Board of Directors Meeting Minutes through new software.
- 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.

IV. Implementation of Records/Property Data Management 2013 Budget

Salaries and Benefits

\$543,383

(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 (\$543,383) – Includes wages and benefits for seven 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 to training at Texas State Library and Archiving Commission (TSLAC), Texas Attorney General’s Open Government Conference, and CAD classes.

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

\$69,200

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

- Computer Support (\$35,300) – Network and database support for HCAD and MCAD data, Govern (property database), contract management system, and records software (Accutrac and ColorBar Gold).
- Legal Services (\$7,500) – Legal review of Public Information Act requests.
- Contract Labor (\$8,000) – Inventory and indexing of records throughout organization.
- Records Storage (\$10,000) – Offsite storage for company records.
- Other Contracted Services (\$8,400) – Montgomery County and Harris County Clerk Offices’ recording data and index; recording real estate documents

Administrative Expenses

\$5,000

(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 Supplies (\$4,500) – General office supplies specific to the Records/Property Data Management department.
- Dues & Subscriptions (\$200) – Funds are used for the subscription and membership for ARMA International.
- 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. 2013 Budget Plan

\$625,883

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

	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
RECORDS/PROPERTY DATA MGMT - Dept 160						
Salaries and Benefits						
Salaries and Wages	395,412	413,910	413,910	382,186	(31,724)	-7.7%
Overtime	3,925	2,400	3,600	3,600	1,200	50.0%
Employee Benefits - FICA	29,428	31,848	31,848	29,513	(2,335)	-7.3%
Employee Benefits - TEC	576	576	2,088	1,827	1,251	217.2%
Employee Benefits - Retirement	48,554	53,721	53,721	49,211	(4,510)	-8.4%
Employee Benefits - Insurance	101,548	72,098	72,098	76,046	3,948	5.5%
Employee Benefits - Workers Comp	816	1,080	1,080	1,000	(80)	-7.4%
	<u>580,259</u>	<u>575,633</u>	<u>578,345</u>	<u>543,383</u>	<u>(32,250)</u>	<u>-5.6%</u>
Staff Development						
Meetings	12	300	300	300	-	0.0%
Training & Conferences	310	5,000	5,000	5,000	-	0.0%
	<u>322</u>	<u>5,300</u>	<u>5,300</u>	<u>5,300</u>	<u>-</u>	<u>0.0%</u>
Equipment Expense						
Equipment	-	3,000	3,000	3,000	-	0.0%
	<u>-</u>	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>	<u>-</u>	<u>0.0%</u>
Contracted Services						
Computer Support	21,482	35,300	35,300	35,300	-	0.0%
Legal	21,426	7,500	7,500	7,500	-	0.0%
Contract Labor	298	8,000	4,000	8,000	-	0.0%
Records Storage	9,991	10,000	10,000	10,000	-	0.0%
Other Contracted Services	6,116	8,400	8,400	8,400	-	0.0%
	<u>59,313</u>	<u>69,200</u>	<u>65,200</u>	<u>69,200</u>	<u>-</u>	<u>0.0%</u>
Administrative Expense						
Supplies	4,210	4,000	4,500	4,500	500	12.5%
Dues & Subscriptions	-	-	200	200	200	
Mileage Reimbursement	22	300	300	300	-	0.0%
	<u>4,232</u>	<u>4,300</u>	<u>5,000</u>	<u>5,000</u>	<u>700</u>	<u>16.3%</u>
Total Records/Property Data Mgmt	<u>644,126</u>	<u>657,433</u>	<u>656,845</u>	<u>625,883</u>	<u>(31,550)</u>	<u>-4.8%</u>

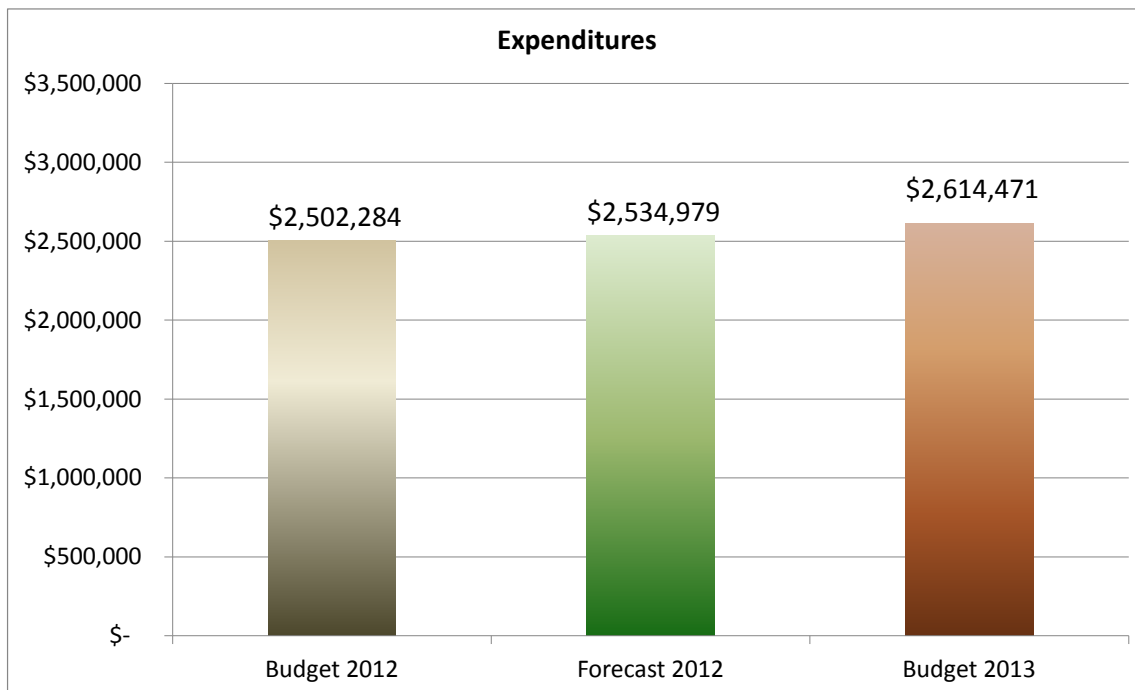


Non-Departmental

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Facility Expense	\$ 480,519	\$ 516,714	\$ 544,706	\$ 64,187	13.4%
Equipment Expense	184,600	199,500	201,100	16,500	8.9%
Contracted Services	866,165	859,865	844,065	(22,100)	-2.6%
Administrative Expense	971,000	958,900	1,024,600	53,600	5.5%
Total	\$ 2,502,284	\$ 2,534,979	\$ 2,614,471	\$ 112,187	4.5%





Non-Departmental

Budget 2013

Analysis of Expenses by Category

Facility Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Rent- 10001 Woodloch Forest	\$ 279,964	\$ 279,964	\$ 281,496	\$ 1,532	0.5%
Utilities	87,580	115,000	120,300	32,720	37.4%
Facility Repair & Maintenance	42,500	42,500	60,660	18,160	42.7%
Facility Supplies	12,300	18,500	18,500	6,200	50.4%
Security System	12,175	11,750	11,750	(425)	-3.5%
Custodial Services	46,000	49,000	52,000	6,000	13.0%
Total	\$ 480,519	\$ 516,714	\$ 544,706	\$ 64,187	13.4%

- Rent expenditures, \$1,532: increase due to annual lease adjustment
- Utilities, \$32,720: increase for Town Hall facility based on analysis of 2012 forecasted costs
- Facility Repair & Maintenance, \$18,160: increase for maintenance at Town Hall facility
- Facility Supplies, \$6,200: increase for Town Hall facility based on analysis of 2012 forecasted costs
- Custodial Services, \$6,000: inclusion of custodial services for window cleaning and carpet cleaning

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Copier Lease & Maintenance	\$ 173,600	\$ 189,500	\$ 191,100	\$ 17,500	10.1%
Postage Equip/Supplies/Maintenance	11,000	10,000	10,000	(1,000)	-9.1%
Total	\$ 184,600	\$ 199,500	\$ 201,100	\$ 16,500	8.9%

- Copier Lease & Maintenance, \$17,500: increase based on usage of equipment and inclusion of annual property tax charges that are charged to The Township as part of the lease agreement
- Postage Equip/Supplies/Maintenance, (\$1,000): decrease based on analysis of historical costs



Non-Departmental

Budget 2013

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Computer Support	\$ 1,665	\$ 1,665	\$ 1,665	\$ -	0.0%
Legal Fees	400,000	400,000	400,000	-	0.0%
Storage	10,000	34,500	5,000	(5,000)	-50.0%
Election Expense	99,000	94,000	99,000	-	0.0%
Property Tax Admin Fees	338,600	312,800	321,500	(17,100)	-5.1%
Census (Interfaith)	16,900	16,900	16,900	-	0.0%
Total	\$ 866,165	\$ 859,865	\$ 844,065	\$ (22,100)	-2.6%

- Storage, (\$5,000): decrease in the need for temporary rental of storage space for excess furniture and equipment resulting from the consolidation of office space
- Property Tax Admin Fees, (\$17,100): decrease in payment to MCAD for services provided based on 2012 forecasted costs

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ 44,400	\$ 39,400	\$ 40,000	\$ (4,400)	-9.9%
Postage & Delivery	56,000	51,000	51,000	(5,000)	-8.9%
Printing	28,600	16,000	18,000	(10,600)	-37.1%
EDZ Admin	20,000	20,000	20,000	-	0.0%
Insurance	822,000	822,000	895,600	73,600	9.0%
Other Administration	-	10,500	-	-	
Total	\$ 971,000	\$ 958,900	\$ 1,024,600	\$ 53,600	5.5%

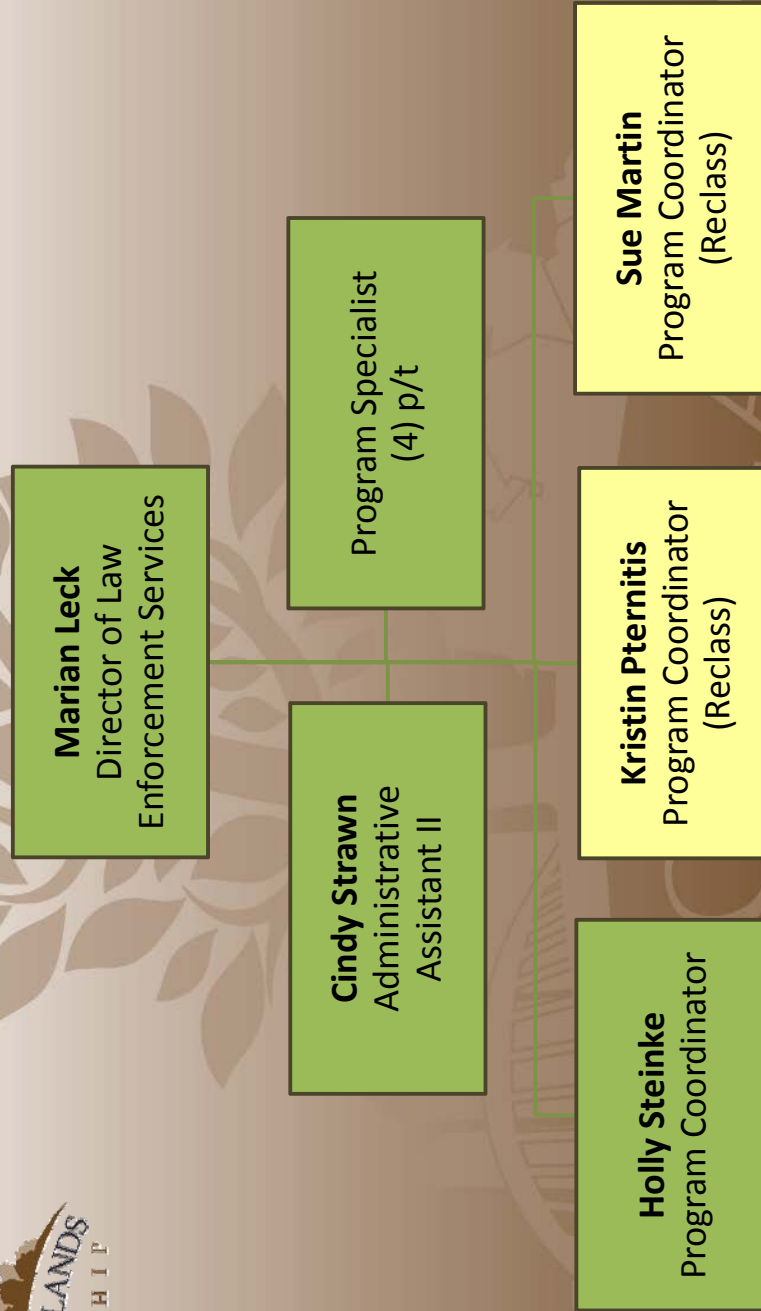
- Supplies, (\$4,400), Postage & Delivery, (\$5,000), Printing, (\$10,600): decreases based on analysis of historical costs
- Insurance, \$73,600: increase based on estimated rate increases/new assets

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
NON-DEPARTMENTAL - Dept 190						
Facility Expense						
Rent - 2201 Lake Woodlands	336,336	-	-	-	-	
Rent - 2202 Timberloch	120,046	-	-	-	-	
Rent - 10001 Woodloch Forest*	271,830	279,964	279,964	281,496	1,532	0.5%
Rent/Operations - New Trails	233,512	-	-	-	-	
Utilities	101,513	87,580	115,000	120,300	32,720	37.4%
Facility Repair & Maintenance	40,423	42,500	42,500	60,660	18,160	42.7%
Facility Supplies	15,205	12,300	18,500	18,500	6,200	50.4%
Security System	509	12,175	11,750	11,750	(425)	-3.5%
Custodial Services	-	46,000	49,000	52,000	6,000	13.0%
	<u>1,119,374</u>	<u>480,519</u>	<u>516,714</u>	<u>544,706</u>	<u>64,187</u>	<u>13.4%</u>
* Rent - 10001 Woodloch Forest 2012 budget adjusted \$75,764 for comparison purposes. Other income adjusted to include revenue for subleased space						
Equipment Expense						
Copier Lease & Maintenance*	186,958	173,600	189,500	191,100	17,500	10.1%
Postage Equip/Supplies/Maint	8,199	11,000	10,000	10,000	(1,000)	-9.1%
Equipment Leases	<u>3,047</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
	<u>198,204</u>	<u>184,600</u>	<u>199,500</u>	<u>201,100</u>	<u>16,500</u>	<u>8.9%</u>
* Copier Lease & Maintenance 2012 budget includes \$10,600 previously budgeted on Fire Department Dept 810 - adjusted for comparison purposes						
Contracted Services						
Computer Support	2,287	1,665	1,665	1,665	-	0.0%
Legal	379,866	400,000	400,000	400,000	-	0.0%
Storage	4,160	10,000	34,500	5,000	(5,000)	-50.0%
Election Expense	150,410	99,000	94,000	99,000	-	0.0%
Property Tax Admin Fees	317,442	338,600	312,800	321,500	(17,100)	-5.1%
Moving Expenses	47,830	-	-	-	-	
Census	<u>16,900</u>	<u>16,900</u>	<u>16,900</u>	<u>16,900</u>	<u>-</u>	<u>0.0%</u>
	<u>918,895</u>	<u>866,165</u>	<u>859,865</u>	<u>844,065</u>	<u>(22,100)</u>	<u>-55.1%</u>
Administrative Expense						
Supplies	35,400	44,400	39,400	40,000	(4,400)	-9.9%
Postage and Delivery	42,569	56,000	51,000	51,000	(5,000)	-8.9%
Printing	10,084	28,600	16,000	18,000	(10,600)	-37.1%
EDZ Admin	5,748	20,000	20,000	20,000	-	0.0%
Insurance	786,668	822,000	822,000	895,600	73,600	9.0%
Other Admin	<u>54,133</u>	<u>-</u>	<u>10,500</u>	<u>-</u>	<u>-</u>	
	<u>934,602</u>	<u>971,000</u>	<u>958,900</u>	<u>1,024,600</u>	<u>53,600</u>	<u>5.5%</u>
Total Non-Departmental	<u>3,171,075</u>	<u>2,502,284</u>	<u>2,534,979</u>	<u>2,614,471</u>	<u>112,187</u>	<u>4.5%</u>



Law Enforcement/Neighborhood Services



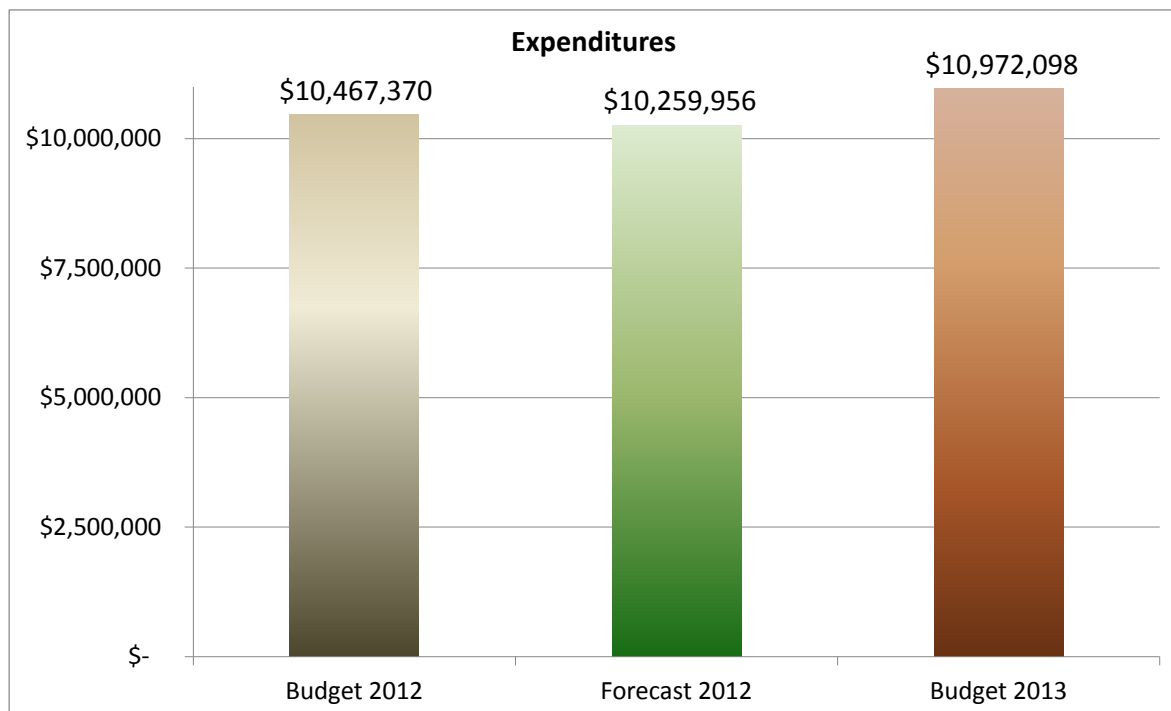


Law Enforcement Services

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	181,452	177,809	171,415	\$ (10,037)	-5.5%
Staff Development	9,000	8,000	8,000	(1,000)	-11.1%
Equipment Expense	1,101,895	1,101,895	1,036,840	(65,055)	-5.9%
Contracted Services	9,151,023	8,951,652	9,735,243	584,220	6.4%
Public Education/Relations	12,000	12,000	12,000	-	0.0%
Administrative Expense	12,000	8,600	8,600	(3,400)	-28.3%
Total	\$ 10,467,370	\$ 10,259,956	\$ 10,972,098	\$ 504,728	4.8%





Law Enforcement Services

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Director of Law Enforcement	1.00	1.00	0.00
Administrative Assistant II	1.00	1.00	0.00
Total	2.00	2.00	0.00

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 127,868	\$ 125,900	\$ 130,432	\$ 2,564	2.0%
Benefits	53,584	51,909	40,983	(12,601)	-23.5%
Total	\$ 181,452	\$ 177,809	\$ 171,415	\$ (10,037)	-5.5%

- Decrease due to new employee utilizing less benefits than the previous employee. Partially offsetting this decrease is an increase in salaries for merit adjustments.



Law Enforcement Services

Budget 2013

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Meetings	\$ 4,000	\$ 3,000	\$ 3,000	\$ (1,000)	-25.0%
Training & Conferences	5,000	5,000	5,000	-	0.0%
Total	\$ 9,000	\$ 8,000	\$ 8,000	\$ (1,000)	-11.1%

- Meetings, (\$1,000): decrease based on analysis of historical costs

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Expensed Vehicles/ Equipment	\$ 1,058,055	\$ 1,058,055	\$ 993,000	\$ (65,055)	-6.1%
Cell Phones	1,000	1,000	1,000	-	0.0%
Equipment Repair & Maintenance	42,840	42,840	42,840	-	0.0%
Total	\$ 1,101,895	\$ 1,101,895	\$ 1,036,840	\$ (65,055)	-5.9%

- Expensed Vehicles/Equipment, (\$65,055): certain equipment purchased for contracted law enforcement personnel in 2012 is not necessary for 2013 budget



Law Enforcement Services

Budget 2013

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Consulting	\$ -	\$ -	\$ 50,000	\$ 50,000	
Constable Pct 3 Clerk	17,100	17,100	-	(17,100)	-100.0%
Constable Pct 3 Warrant Officer	113,900	110,500	115,000	1,100	1.0%
Harris County Constable	188,756	188,756	594,339	405,583	214.9%
JP Pct 3 Clerk	52,221	50,750	52,723	502	1.0%
MCSO Personnel	6,391,625	6,220,425	6,469,195	77,570	1.2%
MCSO Overtime	708,430	708,430	736,700	28,270	4.0%
MCSO Vehicle Fuel	397,500	374,200	397,500	-	0.0%
Mounted Patrol	1,276,491	1,276,491	1,314,786	38,295	3.0%
Other Private Security	5,000	5,000	5,000	-	0.0%
Total	\$ 9,151,023	\$ 8,951,652	\$ 9,735,243	\$ 584,220	6.4%

- Consulting, \$50,000: law enforcement dispatch consultant study budgeted for 2013
- Pct 3 Clerks and Warrant Officer, (\$15,498): Constable Clerk not budgeted for 2013; increase for Warrant Office and JP Clerk due to salary/benefit adjustments
- Harris County Constable, \$405,583: increase for 3 FTE additional staff for full year to keep pace with new development in the Village of Creekside Park
- Montgomery County Sheriff's Office Personnel, \$77,570: Estimated 4% increase for contracted salary and benefit costs
- MCSO Overtime, \$28,270: increase in salary and benefit costs for enhanced overtime programs
- Mounted Patrol, \$38,295: estimated increase for new contract



Law Enforcement Services

Budget 2013

Public Education/Relations

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Public Safety Relations	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
Public Safety Training Programs	10,000	10,000	10,000	-	0.0%
Total	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.0%

- No change from 2012 budget to 2013 budget

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
Dues & Subscriptions	200	200	200	-	0.0%
Printing	7,300	5,000	5,000	(2,300)	-31.5%
Mileage Reimbursement	3,500	2,400	2,400	(1,100)	-31.4%
Total	\$ 12,000	\$ 8,600	\$ 8,600	\$ (3,400)	-28.3%

- Decreases in Administrative Expenses based on analysis of historical costs



**LAW ENFORCEMENT SERVICES
2013 BUDGET PLAN**

The Woodlands Township Law Enforcement Services 2013 Budget Plan

- I. Situation Analysis**
- II. Accomplishments for 2012**
- III. Goals of the Law Enforcement Services 2013 Budget Plan**
- IV. Implementation of Law Enforcement Services 2013 Budget**

The Woodlands Township

Law Enforcement Services 2013 Budget Plan

I. Situation Analysis

Traditional values of “Public Safety First” in The Woodlands Township (Township) are the cornerstone of the 2013 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 100,000 residents, approximately 2,000 businesses, 200 mile pathway system, 120 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 2013 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
- 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 2012

- Decreased "Crimes Against Property" throughout The Woodlands Township by 35%
- Montgomery County Sheriff's Office – The Woodlands Township - District 6 assigned a Sergeant as a Community Policing Liaison.
- Montgomery County Sheriff's Office – Training Academy – Continued training all of The Woodlands Township law enforcement personnel in Crime Prevention, Community & Tourism Oriented Policing (40 hour TCLEOSE accredited).
- Montgomery County Sheriff's Office – continued K9 unit through Township funding.
- Harris County Constable's Office, Precinct 4 – three full time deputies assigned in Harris County of the Township.
- Continued to coordinate large community events resulting in no reported major incidents.
- Continued pro-active crime prevention programming, as well as community and tourism oriented policing initiatives.
- 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.

III. Goals of Law Enforcement Services 2013 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 law enforcement and the many residents and businesses in the Township.
- Continue to promote, develop, encourage and maintain relationships throughout the Township by using both Community Oriented Policing and Tourism Oriented Policing.
- Continue to develop strategies with all public safety providers, including fire, law enforcement, emergency operation centers, private security, and neighborhood villages to address public safety.

IV. Implementation of Law Enforcement Services 2013 Budget

Law Enforcement Services Salaries and Benefits

\$171,415

(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 (\$171,415) - The 2013 budget includes funding for the Director of Law Enforcement for the Township and Program Coordinator positions including salaries and benefits. These positions coordinate law enforcement programs, security assignments, and coordinate public safety for large Township events.

Staff Development

\$8,000

(In accordance with Key Initiative 1.1.2 Support law enforcement public safety efforts with other kinds of security support in public areas)

- Meetings (\$3,000) – 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, 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

\$1,036,840

(In accordance with Key Initiative 1.1.2 Support law enforcement public safety efforts with other kinds of security support in public areas)

- Expensed Vehicles/Equipment (\$993,000) - Included in this budget line are the funds to purchase 19 vehicles for the Montgomery County Sheriff's Office (\$846,644), 12 MDT Toughbooks (updating of portable computers) (\$76,356), and provide funding for miscellaneous equipment for the Sheriff's Office (\$70,000).
- Cell Phones – Law Enforcement (\$1,000) - Included in this budget line is cell phone expenses for the Director of Law Enforcement and Program Coordinator.
- Equipment and Maintenance (\$42,840) – Includes monthly air card costs for patrol vehicle MDT's, along with periodic requests from public safety organizations for specialty equipment incidental to providing contracted services to the Township.

Contracted Services

\$9,735,243

(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 (\$6,469,195) - The Montgomery County Sheriff's Office (MCSO) continues to be the primary law enforcement provider for patrol services in

the Township. The Woodlands Contract 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 2013 budget provides for 83.5 MCSO personnel which includes; one captain, one lieutenant, five senior sergeants, one senior sergeant – traffic division, six patrol sergeants, one community policing liaison sergeant, one deputy-K9 patrol unit, 61 (vehicle/bicycle/foot) patrol deputies, two traffic division deputies, one detective, two civilian jailers and one and one-half clerks. The budget includes an anticipated percent County approved salary increase and benefits package for Montgomery County Sheriff's Office employees. The 2013 budget personnel breakdown above does not include any additional personnel. All community and tourism oriented policing programs will continue.

- Montgomery County Sheriff's Office – Overtime Programs (\$736,700) - Overtime programs included in the 2013 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 (\$397,500) – Fuel cost for Montgomery County Sheriff's Office vehicles.
- Harris County Constable Precinct 4 (\$594,339) - The 2013 budget reflects the cost of contracting with Harris County Precinct 4 for six full-time deputies assigned to the village of Creekside Park at forty hours a week. Three of these additional deputies will begin in January 2013. One of those positions (January 2013) will be a Sergeant. Also, an additional 1,000 hours through independent contracts with Harris County Precinct 4 personnel for OT programs and targeted crime prevention initiatives.
- Mounted Patrol (\$1,314,786) - 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, and other commercial and residential areas.
- Other Private Security (\$5,000) – Funding to be used throughout the year for unscheduled programs.
- Montgomery County Precinct 3 Warrant Officer (\$115,000) - The 2013 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 (\$52,723) - The 2013 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.
- Consulting (\$50,000) – This budget line is for a feasibility study for a dispatch center.

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 policing seminars, crime prevention training, bike patrol training, and other training support that may be identified through the course of the year.

Administrative Expenses

\$8,600

(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 (\$200) – Includes professional memberships and public safety related research materials and crime reports.
- Printing (\$5,000) – Includes business cards for MCSO deputies and printing for other public safety information distribution and crime prevention education.
- Mileage Reimbursement (\$2,400) - Includes reimbursement for staff for the use of personal vehicles on company business, parking, tolls, and other incidental travel expenses.

Total Cost for Law Enforcement Services 2013 Budget Plan

\$10,972,098

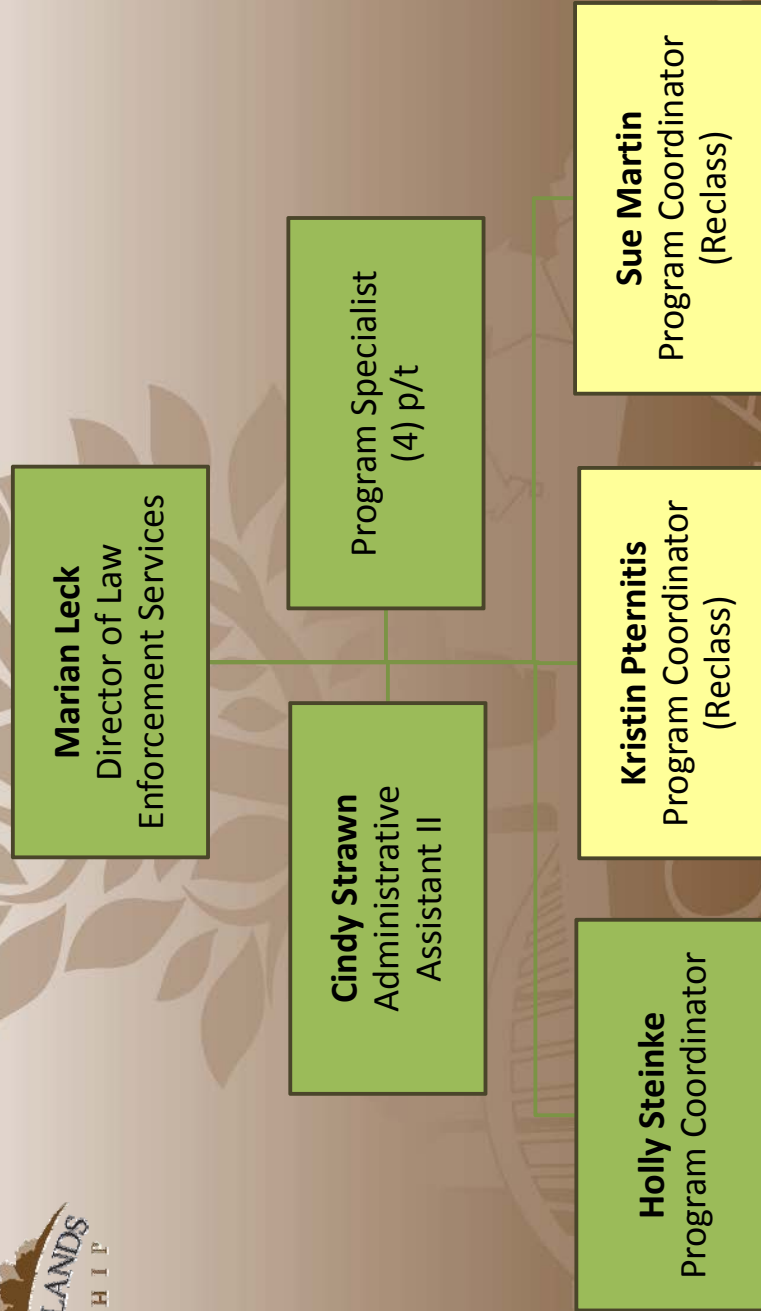
**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
LAW ENFORCEMENT SERVICES - Dept 200						
Salaries/Benefits - Administration						
Salaries and Wages	116,163	126,968	125,000	129,532	2,564	2.0%
Overtime	397	900	900	900	-	0.0%
Employee Benefits - FICA	8,494	9,782	9,630	9,978	196	2.0%
Employee Benefits - TEC	144	144	522	522	378	262.5%
Employee Benefits - Retirement	15,139	17,901	16,000	15,412	(2,489)	-13.9%
Employee Benefits - Insurance	26,311	25,427	25,427	14,734	(10,693)	-42.1%
Employee Benefits - Workers Comp	251	330	330	337	7	2.1%
	<u>166,899</u>	<u>181,452</u>	<u>177,809</u>	<u>171,415</u>	<u>(10,037)</u>	<u>-5.5%</u>
Staff Development						
Meetings	2,400	4,000	3,000	3,000	(1,000)	-25.0%
Training & Conferences	2,176	5,000	5,000	5,000	-	0.0%
	<u>4,576</u>	<u>9,000</u>	<u>8,000</u>	<u>8,000</u>	<u>(1,000)</u>	<u>-11.1%</u>
Equipment Expense						
Expensed Vehicles/Equipment	1,210,551	1,058,055	1,058,055	993,000	(65,055)	-6.1%
Cell Phones	840	1,000	1,000	1,000	-	0.0%
Equipment Repair & Maintenance	2,727	42,840	42,840	42,840	-	0.0%
	<u>1,214,118</u>	<u>1,101,895</u>	<u>1,101,895</u>	<u>1,036,840</u>	<u>(65,055)</u>	<u>-5.9%</u>
Contracted Services						
Consulting	51,409	-	-	50,000	50,000	
Constable Pct 3 Clerk	16,917	17,100	17,100	-	(17,100)	-100.0%
Constable Pct 3 Warrant Officer	102,237	113,900	110,500	115,000	1,100	1.0%
Harris County Constable	114,116	188,756	188,756	594,339	405,583	214.9%
JP Pct 3 Clerk	43,331	52,221	50,750	52,723	502	1.0%
MCSO Personnel	5,757,267	6,391,625	6,220,425	6,469,195	77,570	1.2%
MCSO Overtime	580,390	708,430	708,430	736,700	28,270	4.0%
MCSO Vehicle Fuel	323,169	397,500	374,200	397,500	-	0.0%
Mounted Patrol	1,234,531	1,276,491	1,276,491	1,314,786	38,295	3.0%
Waterway Private Security*	-	-	-	-	-	
Other Private Security	-	5,000	5,000	5,000	-	0.0%
	<u>8,223,367</u>	<u>9,151,023</u>	<u>8,951,652</u>	<u>9,735,243</u>	<u>584,220</u>	<u>6.4%</u>
Public Education/Relations						
Public Safety Relations	-	2,000	2,000	2,000	-	0.0%
Public Safety Training Programs	926	10,000	10,000	10,000	-	0.0%
	<u>926</u>	<u>12,000</u>	<u>12,000</u>	<u>12,000</u>	<u>-</u>	<u>0.0%</u>
Administrative Expense						
Supplies	453	1,000	1,000	1,000	-	0.0%
Dues & Subscriptions	574	200	200	200	-	0.0%
Printing	2,009	7,300	5,000	5,000	(2,300)	-31.5%
Mileage Reimbursement	1,272	3,500	2,400	2,400	(1,100)	-31.4%
	<u>4,308</u>	<u>12,000</u>	<u>8,600</u>	<u>8,600</u>	<u>(3,400)</u>	<u>-28.3%</u>
Total Law Enforcement Services	<u>9,614,194</u>	<u>10,467,370</u>	<u>10,259,956</u>	<u>10,972,098</u>	<u>504,728</u>	<u>4.8%</u>

* Waterway Private Security adjusted to Town Center Dept 340 for comparison purposes - New Town Center staff to replace contracted service



Law Enforcement/Neighborhood Services



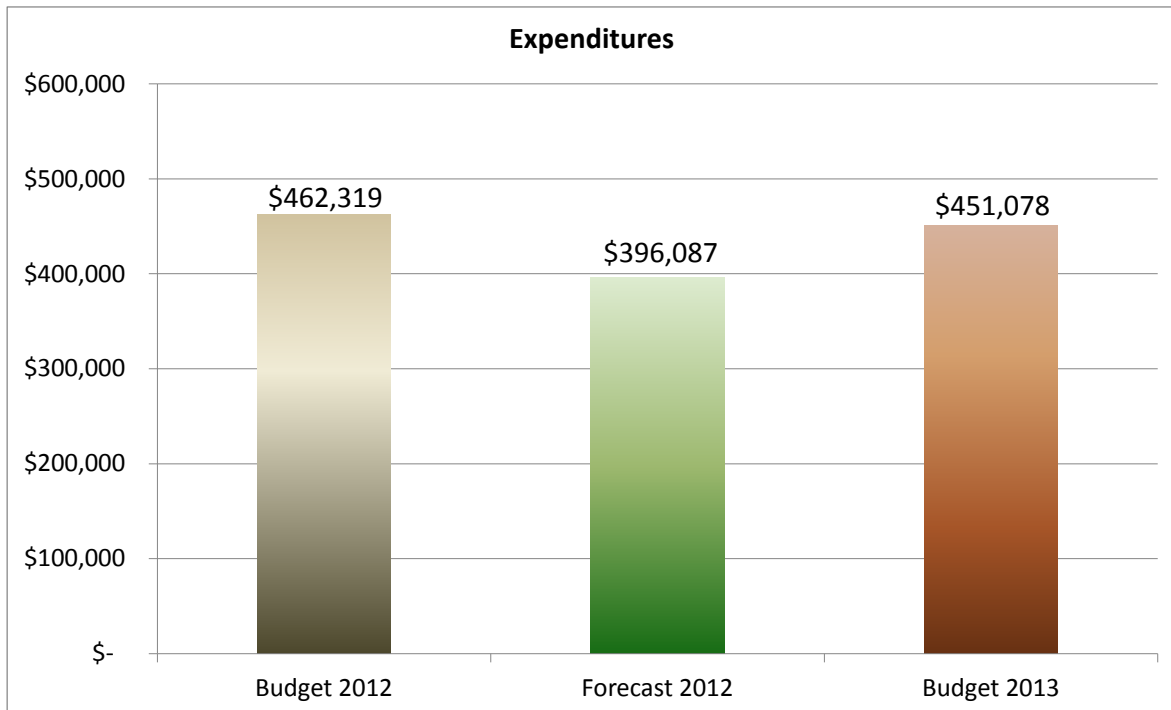


Neighborhood Services

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 366,019	\$ 321,187	\$ 375,978	\$ 9,959	2.7%
Staff Development	7,600	4,000	4,000	(3,600)	-47.4%
Equipment Expense	4,200	4,600	4,800	600	14.3%
Contracted Services	7,000	7,000	7,000	-	0.0%
Program Expense	60,700	45,500	45,500	(15,200)	-25.0%
Administrative Expense	16,800	13,800	13,800	(3,000)	-17.9%
Total	\$ 462,319	\$ 396,087	\$ 451,078	\$ (11,241)	-2.4%





Neighborhood Services

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Neighborhood Services Manager	1.00	0.00	-1.00
Neighborhood Services Coordinator	1.00	0.00	-1.00
Program Specialist - f/t	1.00	0.00	-1.00
Program Coordinator	0.00	3.00	3.00
Program Specialist - p/t	3.00	3.00	0.00
Intern	0.25	0.25	0.00
Total	6.25	6.25	0.00

Summary of Personnel Changes for 2013 Budget

Reclasses and/or Title Changes

- Reclass Neighborhood Services Manager position to Program Coordinator
- Reclass full-time Program Specialist position to Program Coordinator
- Change title from Neighborhood Services Coordinator to Program Coordinator



Neighborhood Services

Budget 2013

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 275,542	\$ 242,300	\$ 270,795	\$ (4,747)	-1.7%
Benefits	90,477	78,887	105,183	14,706	16.3%
Total	\$ 366,019	\$ 321,187	\$ 375,978	\$ 9,959	2.7%

- Net increase is due to merit adjustments, higher health insurance expenses, and a change in the health insurance benefit level for an employee. The increase is partially offset by a decrease due to the reclass of the Neighborhood Services Manager position to a Program Coordinator.

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Meetings	\$ 2,000	\$ 1,000	\$ 1,000	\$ (1,000)	-50.0%
Training & Conferences	4,600	2,000	2,000	(2,600)	-56.5%
Uniforms	1,000	1,000	1,000	-	0.0%
Total	\$ 7,600	\$ 4,000	\$ 4,000	\$ (3,600)	-47.4%

- Decreases based on analysis of historical costs

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Equipment	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
Cell Phones	2,200	2,600	2,800	600	27.3%
Total	\$ 4,200	\$ 4,600	\$ 4,800	\$ 600	14.3%

- Cell Phones, \$600: increase for additional phone



Neighborhood Services

Budget 2013

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Computer Support	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0.0%
Total	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0.0%

- No change from 2012 Budget to 2013 Budget

Program Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Community Involvement	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
Hurricane Preparedness	2,000	2,000	2,000	-	0.0%
National Night Out	20,000	20,000	20,000	-	0.0%
Woodlands Alert	15,200	-	-	(15,200)	-100.0%
Watch Programs	21,500	21,500	21,500	-	0.0%
Total	\$ 60,700	\$ 45,500	\$ 45,500	\$ (15,200)	-25.0%

- Woodlands Alert, (\$15,200): decrease based on phone line costs being included in general telephone budget

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ 2,800	\$ 2,000	\$ 2,000	\$ (800)	-28.6%
Dues & Subscriptions	500	500	500	-	0.0%
Printing	8,500	8,500	8,500	-	0.0%
Mileage Reimbursement	5,000	2,800	2,800	(2,200)	-44.0%
Total	\$ 16,800	\$ 13,800	\$ 13,800	\$ (3,000)	-17.9%

- Decreases based on analysis of historical costs



**NEIGHBORHOOD SERVICES
2013 BUDGET PLAN**

The Woodlands Township 2013 Neighborhood Services Budget Plan

- I. Situation Analysis**
- II. Accomplishments of 2012**
- III. Goals of the Neighborhood Services 2013 Budget Plan**
- IV. Implementation of Neighborhood Services 2013 Budget**

The Woodlands Township Neighborhood Services 2012 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. All department personnel attend training to become Crime Prevention Practitioners.

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: Business Watch, Apartment Watch, Senior Watch, and Campus Watch and PSSA for our students. We provide emergency preparedness education through our Get Ready program.

Our Program Specialist program provides a link between The Township and the Village Associations. Program Specialists 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 Program Specialists are also the point of contact for the residents with any issue or question they may have. The Program Specialist 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 2012

- Increased membership in our Watch Programs by over 2,031 members over the past year.
- Trained more than 139 new volunteer Watch Coordinators over the past year.
- Increased WoodlandsAlert enrollment to more than 11,012 over the past year.
- Facilitated or supported outreach programming, presentations or meetings over the past year that reached over 31,412 residents including Good Neighbor Days, Woodlands Watch, Watch Talk Wednesday, Village Association monthly meetings, and many others.

- Got Watch? Get Watch! Campaign was recognized by the Service Industry Advertisement Awards (SIAA)
- Continued excellent customer service and communication for The Woodlands Township.

III. Goals of Neighborhood Services 2013 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. We will now be placed in Category 2 as our population has increased to over 100,000.

IV. Implementation of Neighborhood Services 2013 Budget

Salaries and Benefits \$375,978

(In accordance with Key Initiative 3.2.3 Provide competitive benefit and compensation packages)

- Neighborhood Services Personnel (\$375,978) – The budget includes three full-time Program Coordinator positions and four part-time Program Specialist positions.

Staff Development \$4,000

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

- Meetings (\$1,000) – Includes meetings with volunteers, Community Resource Team, and other agencies.
- Staff Training & Conferences (\$2,000) – 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 \$4,800

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

- Equipment (\$2,000) – Non-capital equipment including canopies and portable tables for events.

- Cell Phones (\$2,800) – Communication expenses for staff working in the field or outside of Township office facilities.

Contracted Services

\$7,000

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

- Computer Support (\$7,000) – Includes Govern software license support.

Program Expenses

\$45,500

(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 (\$20,000) - 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 Public Safety Student Awareness (PSSA) programs that work with our Junior and Senior High School students.
- Community Involvement (\$2,000) - This is the funding we use in support of the Covenant Administration Department, Property Revitalization Program.
- 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

\$13,800

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

- Supplies (\$2,000) – Covers general office supplies specific to department.
- Dues & Subscriptions (\$500) – Professional periodicals and memberships to include National Association of Town Watch.
- Printing (\$8,500) – In support of department programs.

- Mileage Reimbursement (\$2,800) – Reimbursement for use of personal vehicles on company business.

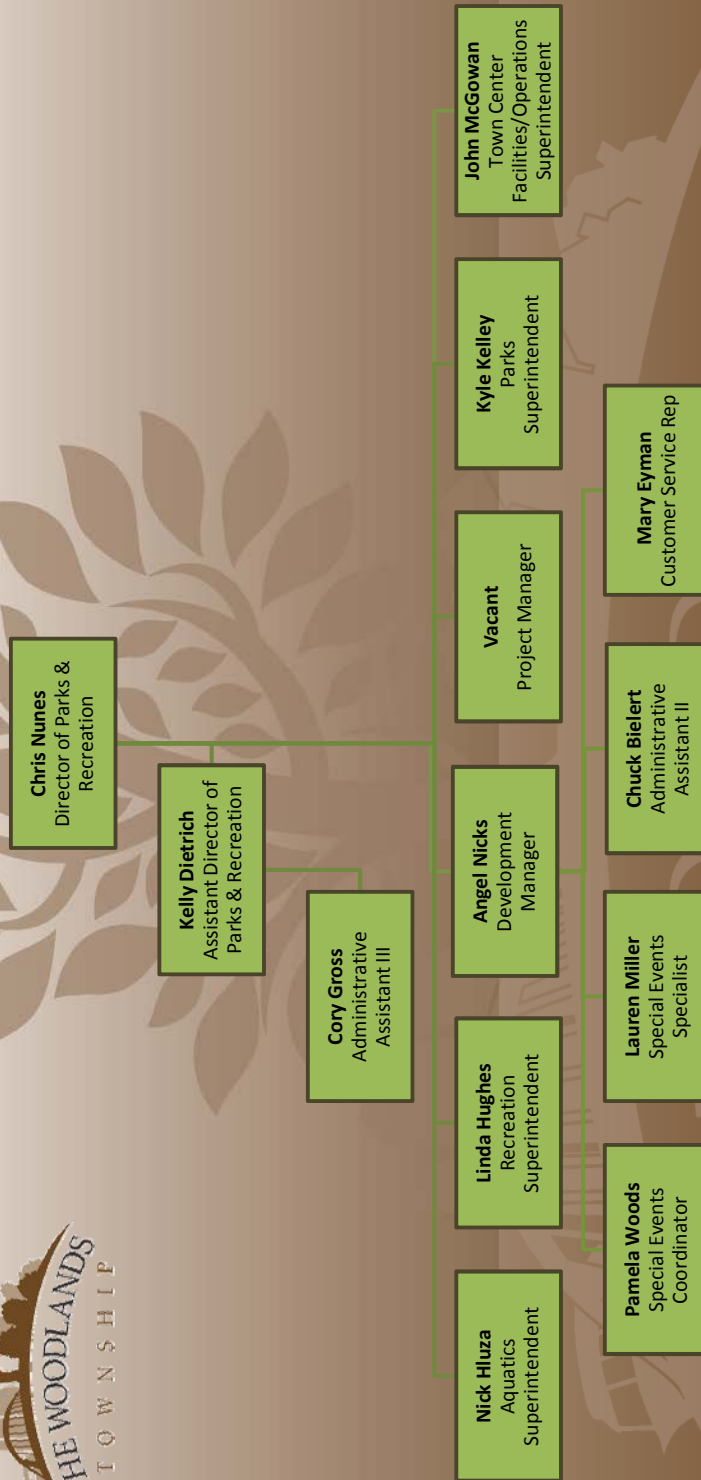
Total Cost for Neighborhood Services 2013 Budget Plan	\$451,078
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**The Woodlands Township
Department Budget Detail
(in whole dollars)**

	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
NEIGHBORHOOD SERVICES - Dept 210						
Salaries and Benefits						
Salaries and Wages	261,939	272,542	240,500	268,995	(3,547)	-1.3%
Overtime	731	3,000	1,800	1,800	(1,200)	-40.0%
Employee Benefits - FICA	19,248	21,079	18,400	20,716	(363)	-1.7%
Employee Benefits - TEC	662	572	2,074	2,074	1,502	262.6%
Employee Benefits - Retirement	34,286	36,396	32,000	35,645	(751)	-2.1%
Employee Benefits - Insurance	35,637	31,717	25,700	46,045	14,328	45.2%
Employee Benefits - Workers Comp	615	713	713	703	(10)	-1.4%
	<u>353,118</u>	<u>366,019</u>	<u>321,187</u>	<u>375,978</u>	<u>9,959</u>	<u>2.7%</u>
Staff Development						
Meetings	234	2,000	1,000	1,000	(1,000)	-50.0%
Training & Conferences	725	4,600	2,000	2,000	(2,600)	-56.5%
Uniforms	289	1,000	1,000	1,000	-	0.0%
	<u>1,248</u>	<u>7,600</u>	<u>4,000</u>	<u>4,000</u>	<u>(3,600)</u>	<u>-47.4%</u>
Equipment Expense						
Equipment	1,054	2,000	2,000	2,000	-	0.0%
Cell Phones	2,437	2,200	2,600	2,800	600	27.3%
	<u>3,491</u>	<u>4,200</u>	<u>4,600</u>	<u>4,800</u>	<u>600</u>	<u>14.3%</u>
Contracted Services						
Computer Support	10,642	7,000	7,000	7,000	-	0.0%
	<u>10,642</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>	<u>-</u>	<u>0.0%</u>
Program Expense						
Community Involvement	349	2,000	2,000	2,000	-	0.0%
Hurricane Preparedness	-	2,000	2,000	2,000	-	0.0%
National Night Out	14,267	20,000	20,000	20,000	-	0.0%
Woodlands Alert	-	15,200	-	-	(15,200)	-100.0%
Watch Programs	15,149	21,500	21,500	21,500	-	0.0%
	<u>29,765</u>	<u>60,700</u>	<u>45,500</u>	<u>45,500</u>	<u>(15,200)</u>	<u>-25.0%</u>
Administrative Expense						
Supplies	386	2,800	2,000	2,000	(800)	-28.6%
Dues & Subscriptions	265	500	500	500	-	0.0%
Printing	5,170	8,500	8,500	8,500	-	0.0%
Mileage Reimbursement	2,401	5,000	2,800	2,800	(2,200)	-44.0%
	<u>8,222</u>	<u>16,800</u>	<u>13,800</u>	<u>13,800</u>	<u>(3,000)</u>	<u>-17.9%</u>
Total Neighborhood Services	<u><u>406,486</u></u>	<u><u>462,319</u></u>	<u><u>396,087</u></u>	<u><u>451,078</u></u>	<u><u>(11,241)</u></u>	<u><u>-2.4%</u></u>

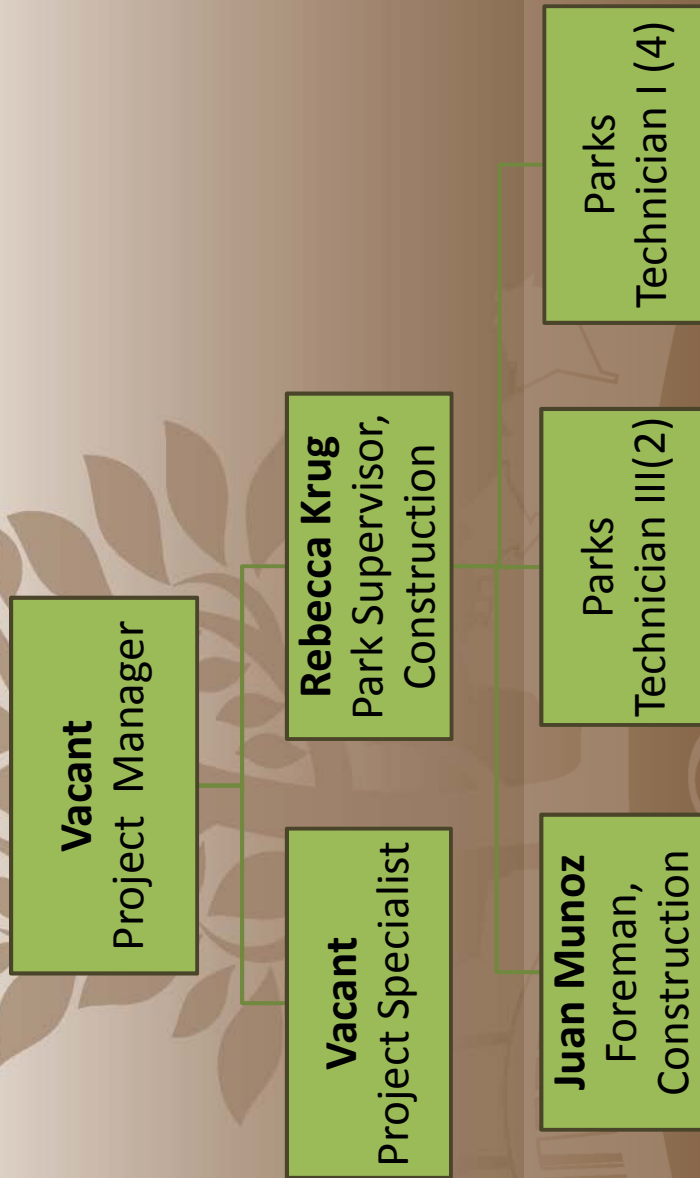


Parks Administration





Parks Planning



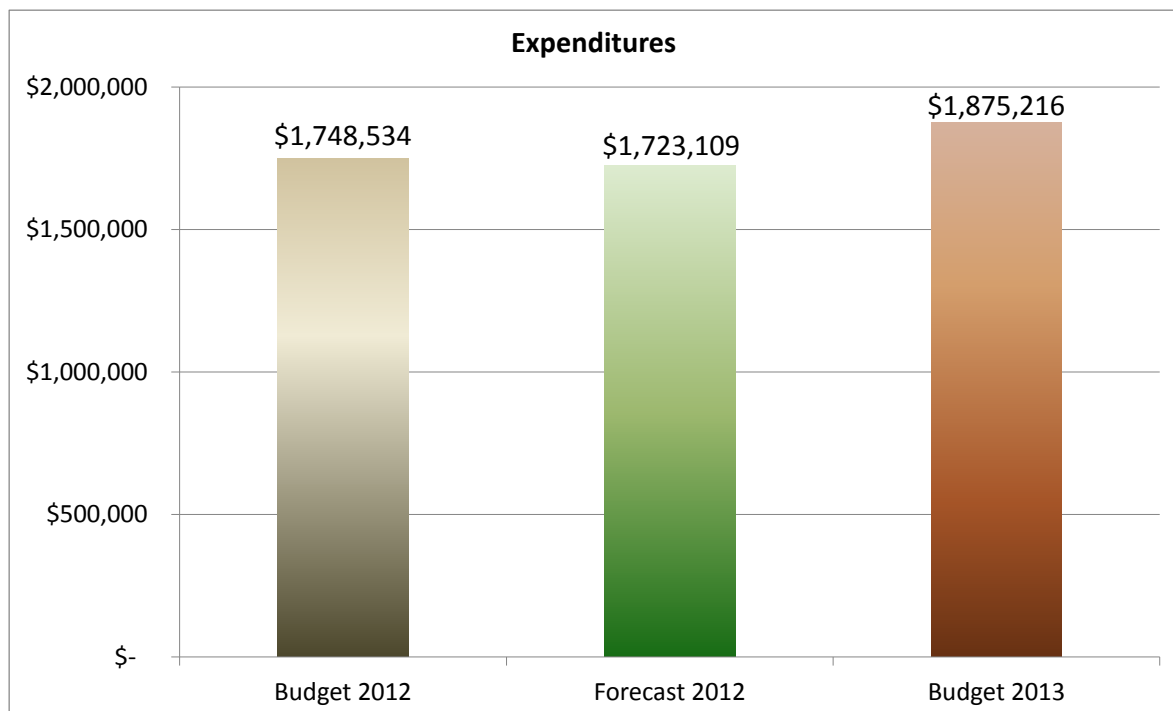


Parks & Recreation - Administration and Planning

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	1,270,434	1,210,659	1,346,766	\$ 76,332	6.0%
Staff Development	48,900	48,900	48,900	-	0.0%
Facility Expense	108,600	104,750	109,750	1,150	1.1%
Equipment Expense	215,200	253,400	259,400	44,200	20.5%
Contracted Services	80,200	80,200	85,200	5,000	6.2%
Program Expense	4,000	4,000	4,000	-	0.0%
Administrative Expense	21,200	21,200	21,200	-	0.0%
Total	\$ 1,748,534	\$ 1,723,109	\$ 1,875,216	\$ 126,682	7.2%





Parks & Recreation - Administration and Planning

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Director - Parks & Recreation	1.00	1.00	0.00
Asst. Director - Parks & Recreation	1.00	1.00	0.00
Development Manager	1.00	1.00	0.00
Special Events Coordinator	1.00	1.00	0.00
Administrative Assistant III	2.00	2.00	0.00
Administrative Assistant II	1.00	1.00	0.00
Special Events Specialist	1.00	1.00	0.00
Customer Service Rep	1.00	1.00	0.00
Project Manager	1.00	1.00	0.00
Project Specialist	1.00	1.00	0.00
Park Supervisor	1.00	1.00	0.00
Foreman	1.00	1.00	0.00
Parks Technician III	2.00	2.00	0.00
Parks Technician II	4.00	4.00	0.00
Total	19.00	19.00	0.00

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 884,156	\$ 854,200	\$ 925,516	\$ 41,360	4.7%
Benefits	386,278	356,459	421,250	34,972	9.1%
Total	\$ 1,270,434	\$ 1,210,659	\$ 1,346,766	\$ 76,332	6.0%

- Increase due to 3% merit adjustment and higher health insurance expense



Parks & Recreation - Administration and Planning

Budget 2013

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Meetings	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
Training & Conferences	17,000	17,000	17,000	-	0.0%
Uniforms	28,900	28,900	28,900	-	0.0%
Total	\$ 48,900	\$ 48,900	\$ 48,900	\$ -	0.0%

- No change from 2012 Budget to 2013 Budget

Facility Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Telephone	\$ 30,000	\$ 28,500	\$ 28,500	\$ (1,500)	-5.0%
Utilities	27,750	27,750	27,750	-	0.0%
Facility Maintenance	30,000	30,000	35,000	5,000	16.7%
Facility Supplies	20,850	18,500	18,500	(2,350)	-11.3%
Total	\$ 108,600	\$ 104,750	\$ 109,750	\$ 1,150	1.1%

- Telephone, (\$1,500): decrease based on analysis of historical costs
- Facility Maintenance, \$5,000: increase due to carpet replacement for PARDES II
- Facility Supplies, (\$2,350): decrease based on analysis of historical costs

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Equipment	\$ 18,900	\$ 18,900	\$ 20,900	\$ 2,000	10.6%
Cell Phones	36,000	40,500	40,500	4,500	12.5%
Vehicle Fuel	94,500	120,200	124,200	29,700	31.4%
Equipment Repair & Maintenance	4,000	4,000	4,000	-	0.0%
Vehicle Repairs & Maintenance	61,800	69,800	69,800	8,000	12.9%
Total	\$ 215,200	\$ 253,400	\$ 259,400	\$ 44,200	20.5%

- Equipment, \$2,000: increase due to growth of community
- Cell Phones, \$4,500: increase based on analysis of historical costs
- Vehicle Fuel, \$29,700: increase based on higher fuel costs and 2012 forecasted costs
- Vehicle Repairs & Maintenance, \$8,000: increase due to repairs for ladder trucks



Parks & Recreation - Administration and Planning

Budget 2013

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Computer Support	\$ 35,000	\$ 35,000	\$ 35,000	\$ -	0.0%
Consulting	5,000	5,000	10,000	5,000	100.0%
Legal Fees	25,000	25,000	25,000	-	0.0%
Contract Labor	5,200	5,200	5,200	-	0.0%
Other Contracted Services	10,000	10,000	10,000	-	0.0%
Total	\$ 80,200	\$ 80,200	\$ 85,200	\$ 5,000	6.2%

- Consulting, \$5,000: increase due to update of Integrated Forest Management Plan

Program Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Park Openings & Dedications	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	0.0%
Total	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	0.0%

- No change from 2012 budget to 2013 budget

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ 9,000	\$ 9,000	\$ 9,000	\$ -	0.0%
Dues & Subscriptions	4,200	4,200	4,200	-	0.0%
Printing	2,500	2,500	2,500	-	0.0%
Mileage Reimbursement	5,500	5,500	5,500	-	0.0%
Total	\$ 21,200	\$ 21,200	\$ 21,200	\$ -	0.0%

- No change from 2012 budget to 2013 budget



Park Operations



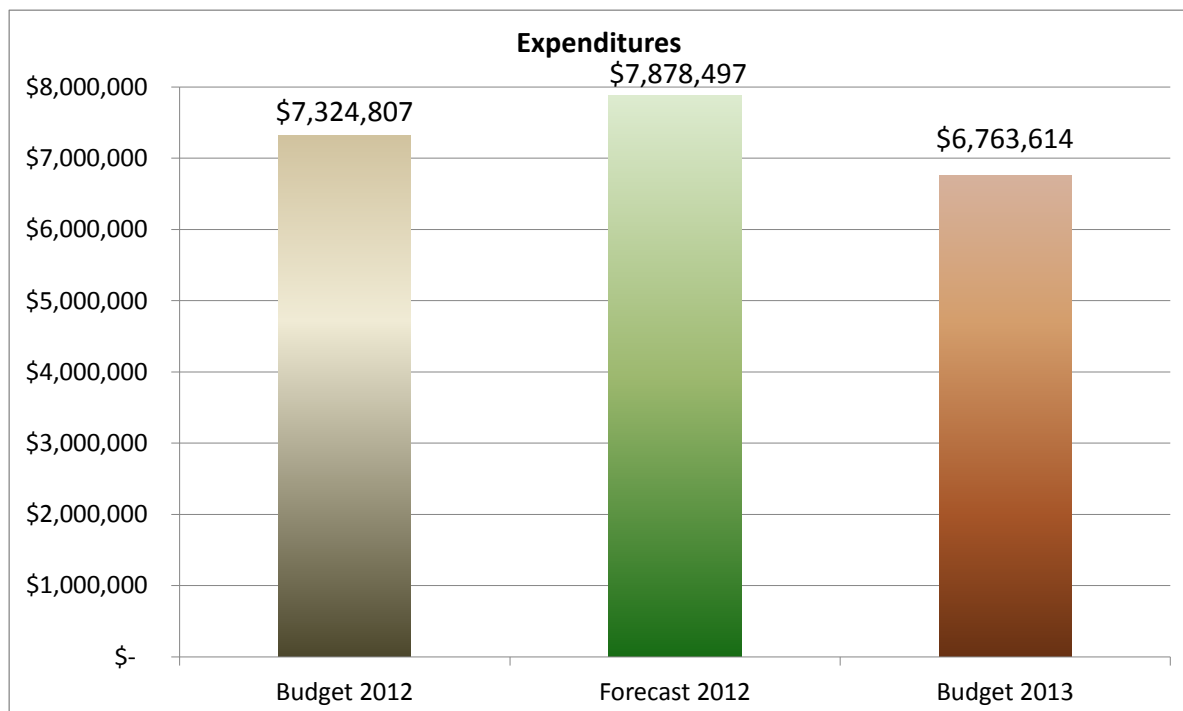


Park and Pathway Operations

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 2,082,957	\$ 2,114,447	\$ 2,198,674	\$ 115,717	5.6%
Staff Development	9,150	9,150	9,150	-	0.0%
Facility Expense	492,100	492,100	557,700	65,600	13.3%
Equipment Expense	37,600	41,000	62,390	24,790	65.9%
Contracted Services	4,066,000	4,648,500	3,293,400	(772,600)	-19.0%
Maintenance Expense	573,300	573,300	578,600	5,300	0.9%
Program Expense	63,700	-	63,700	-	0.0%
Total	\$ 7,324,807	\$ 7,878,497	\$ 6,763,614	\$ (561,193)	-7.7%





Park and Pathway Operations

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Park Superintendent	1.00	1.00	0.00
Park Supervisor - Facilities	1.00	1.00	0.00
Foreman - Facilities	1.00	1.00	0.00
Parks Technician II - Facilities	1.00	1.00	0.00
Parks Technician I - Facilities	4.00	4.00	0.00
Parks Supervisor - Natural Resources	1.00	1.00	0.00
Foreman - OSR	1.00	1.00	0.00
Parks Technician II - OSR	2.00	2.00	0.00
Parks Technician I - OSR	2.00	2.00	0.00
Foreman - Landscape	1.00	1.00	0.00
Parks Technician II - Landscape	2.00	2.00	0.00
Parks Technician I - Landscape	2.00	2.00	0.00
Foreman - Forestry	1.00	1.00	0.00
Parks Technician II - Forestry	2.00	2.00	0.00
Parks Technician I - Forestry	2.00	2.00	0.00
Parks Technician III - Paint	1.00	1.00	0.00
Irrigation Technician	1.00	1.00	0.00
Facilities Technician II	1.00	1.00	0.00
Facilities Technician I	1.00	1.00	0.00
Park Ranger Supervisor	1.00	1.00	0.00
Lead Park Ranger	1.00	1.00	0.00
Park Ranger	8.50	8.50	0.00
Total	38.50	38.50	0.00



Park and Pathway Operations

Budget 2013

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 1,463,753	\$ 1,484,753	\$ 1,532,604	\$ 68,851	4.7%
Benefits	619,204	629,694	666,070	46,866	7.6%
Total	\$ 2,082,957	\$ 2,114,447	\$ 2,198,674	\$ 115,717	5.6%

- Increase due to 3% merit adjustment and higher health insurance expense

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Training & Conferences	\$ 9,150	\$ 9,150	\$ 9,150	\$ -	0.0%
Total	\$ 9,150	\$ 9,150	\$ 9,150	\$ -	0.0%

- No change from 2012 Budget to 2013 Budget

Facility Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Utilities	492,100	492,100	557,700	65,600	13.3%
Total	\$ 492,100	\$ 492,100	\$ 557,700	\$ 65,600	13.3%

- Utilities, \$65,600: increase due to higher rates and new development

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Equipment & Materials	\$ 30,000	\$ 30,000	\$ 51,390	\$ 21,390	71.3%
Rental	2,600	6,000	6,000	3,400	130.8%
Equipment Repair & Maintenance	5,000	5,000	5,000	-	0.0%
Total	\$ 37,600	\$ 41,000	\$ 62,390	\$ 24,790	65.9%

- Equipment & Materials, \$10,000: reclass park benches/tables from capital to operations;
\$11,390: baby changing stations added to park restrooms
- Rental, \$3,400: increase due to ladder truck rental



Park and Pathway Operations

Budget 2013

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Parks and Pathway Maintenance	\$ 1,590,600	\$ 1,486,900	\$ 1,700,000	\$ 109,400	6.9%
Lake Management	90,200	94,000	99,000	8,800	9.8%
Pest Control	11,200	11,200	11,200	-	0.0%
Tree Removal	1,171,600	2,127,000	780,000	(391,600)	-33.4%
Forest Management	878,500	590,500	400,000	(478,500)	-54.5%
Sign Maintenance	34,000	34,000	34,000	-	0.0%
Restroom Cleaning	79,500	79,500	82,000	2,500	3.1%
Electrical Repairs & Maintenance	132,000	147,000	150,800	18,800	14.2%
Other Contracted Services	78,400	78,400	36,400	(42,000)	-53.6%
Total	\$ 4,066,000	\$ 4,648,500	\$ 3,293,400	\$ (772,600)	-19.0%

- Park and Pathway Maintenance, \$109,400: increase due to new parks, pathways and jumbo cul-de-sacs
- Lake Management, \$8,800: increase due to chemicals for new ponds
- Tree Removal, (\$391,600): decrease from historically high levels due to 2011 drought
- Forest Management, (\$478,500): decrease from historically high levels due to 2011 drought
- Restroom Cleaning, \$2,500: increase due to additional restroom
- Electrical Repairs & Maintenance: \$18,800: increase due to age of equipment
- Other Contracted Services, (\$42,000): decrease due to 2012 budget being amended to address issues related to drought



Park and Pathway Operations

Budget 2013

Maintenance Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Parks Maintenance	\$ 199,000	\$ 199,000	\$ 199,000	\$ -	0.0%
Pathway Maintenance	39,600	39,600	39,600	-	0.0%
Lake Maintenance	50,000	50,000	50,000	-	0.0%
Lake Woodlands	80,000	80,000	80,000	-	0.0%
Wildlife Management	2,000	2,000	2,000	-	0.0%
Landscaping	72,500	72,500	76,800	4,300	5.9%
Turf Maintenance & Irrigation	71,200	71,200	78,200	7,000	9.8%
Sign Maintenance	59,000	59,000	53,000	(6,000)	-10.2%
Total	\$ 573,300	\$ 573,300	\$ 578,600	\$ 5,300	0.9%

- Landscaping, \$4,300: increase in plant replacement due to 2011 drought
- Turf Maintenance & Irrigation, \$7,000: projected increase at Harper's Landing and Creekwood parks as well as new Village Park
- Sign Maintenance, (\$6,000): decrease based on analysis of historical costs

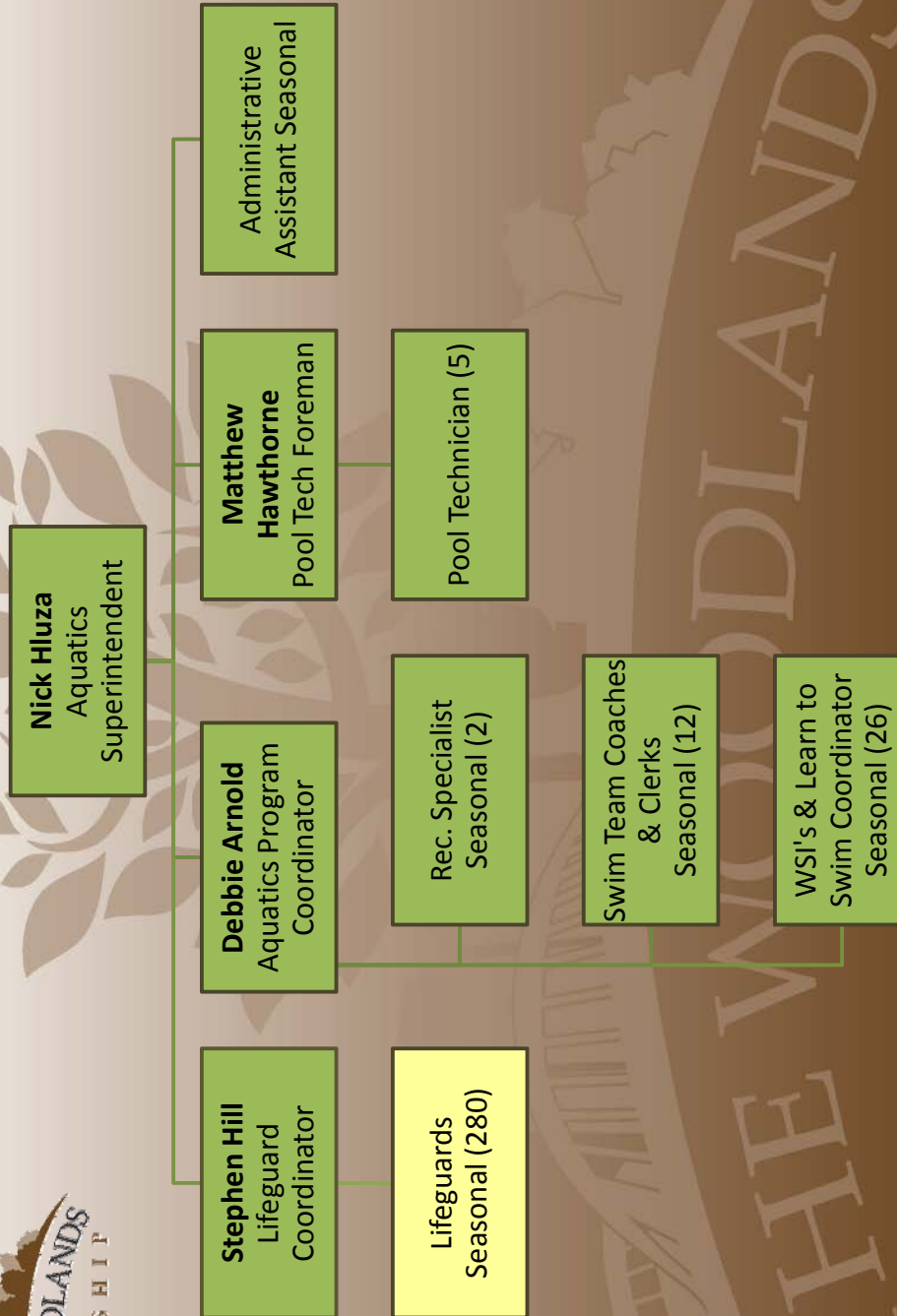
Program Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
I-45 Beautification	\$ 63,700	\$ -	\$ 63,700	\$ -	0.0%
Total	\$ 63,700	\$ -	\$ 63,700	\$ -	0.0%

- No change from 2012 budget to 2013 budget



Aquatics





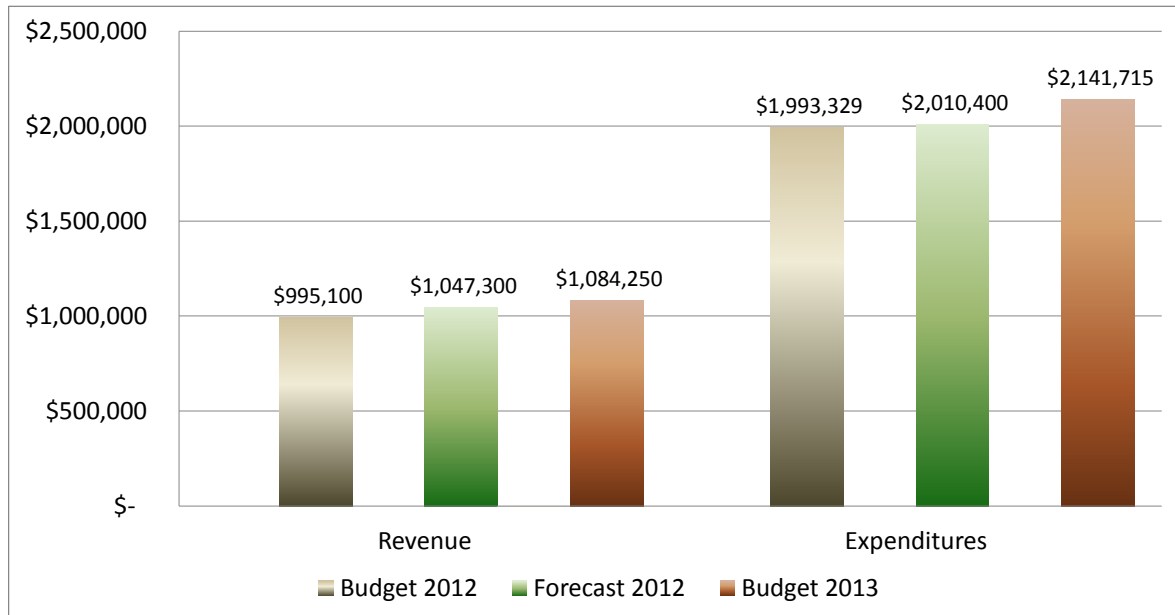
Aquatics

Budget 2013

Budget Summary

Revenue	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Pool Fees	\$ 995,100	\$ 1,047,300	\$ 1,084,250	\$ 89,150	9.0%

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 1,393,629	\$ 1,408,700	\$ 1,498,815	\$ 105,186	7.5%
Staff Development	35,400	33,300	36,900	1,500	4.2%
Facility Expense	417,500	423,100	459,200	41,700	10.0%
Equipment Expense	87,400	87,400	87,400	-	0.0%
Contracted Services	33,200	31,700	33,200	-	0.0%
Administrative Expense	26,200	26,200	26,200	-	0.0%
Total	\$ 1,993,329	\$ 2,010,400	\$ 2,141,715	\$ 148,386	7.4%



Expense Recovery	Budget 2012	Forecast 2012	Budget 2013
Revenue to Expense %	49.9%	52.1%	50.6%



Aquatics

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Aquatics Superintendent	1.00	1.00	0.00
Pool Tech Foreman	1.00	1.00	0.00
Pool Technician	5.00	5.00	0.00
Lifeguard Coordinator	1.00	1.00	0.00
Lifeguard	57.50	60.50	3.00
Recreation Aid - Pool Passes	1.25	1.25	0.00
Administrative Assistant - Seasonal	0.25	0.25	0.00
Total	67.00	70.00	3.00

Summary of Personnel Changes for 2013 Budget

New Position(s)

- 3.0 FTE's - Lifeguards for new pool

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 1,126,914	\$ 1,126,914	\$ 1,214,164	\$ 87,250	7.7%
Benefits	266,715	281,786	284,651	17,936	6.7%
Total	\$ 1,393,629	\$ 1,408,700	\$ 1,498,815	\$ 105,186	7.5%

- Increase due to the addition of 3 FTE Lifeguards, 3% merit adjustment and higher health insurance expense



Aquatics

Budget 2013

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Meetings	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
Training & Conferences	16,400	14,300	16,400	-	0.0%
Uniforms	16,000	16,000	17,500	1,500	9.4%
Total	\$ 35,400	\$ 33,300	\$ 36,900	\$ 1,500	4.2%

- Uniforms, \$1,500: increase due to additional staff

Facility Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Telephone	\$ 29,500	\$ 27,100	\$ 29,500	\$ -	0.0%
Utilities	222,500	236,500	258,000	35,500	16.0%
Facility Repair & Maintenance	44,500	44,500	47,900	3,400	7.6%
Treating Chemicals	121,000	115,000	123,800	2,800	2.3%
Total	\$ 417,500	\$ 423,100	\$ 459,200	\$ 41,700	10.0%

- Utilities, \$35,500: increase due to opening of the 14th pool
- Facility Repair & Maintenance, \$3,400: increase due to cleaning supplies for the 14th pool
- Treating Chemicals, \$2,800: increase due to opening of the 14th pool



Aquatics

Budget 2013

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Equipment	\$ 49,000	\$ 49,000	\$ 49,000	\$ -	0.0%
Lifeguard Equipment	10,400	10,400	10,400	-	0.0%
Equipment Repair & Maintenance	28,000	28,000	28,000	-	0.0%
Total	\$ 87,400	\$ 87,400	\$ 87,400	\$ -	0.0%

- No change from 2012 budget to 2013 budget

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Other Contracted Services	\$ 33,200	\$ 31,700	\$ 33,200	\$ -	0.0%
Total	\$ 33,200	\$ 31,700	\$ 33,200	\$ -	0.0%

- No change from 2012 budget to 2013 budget

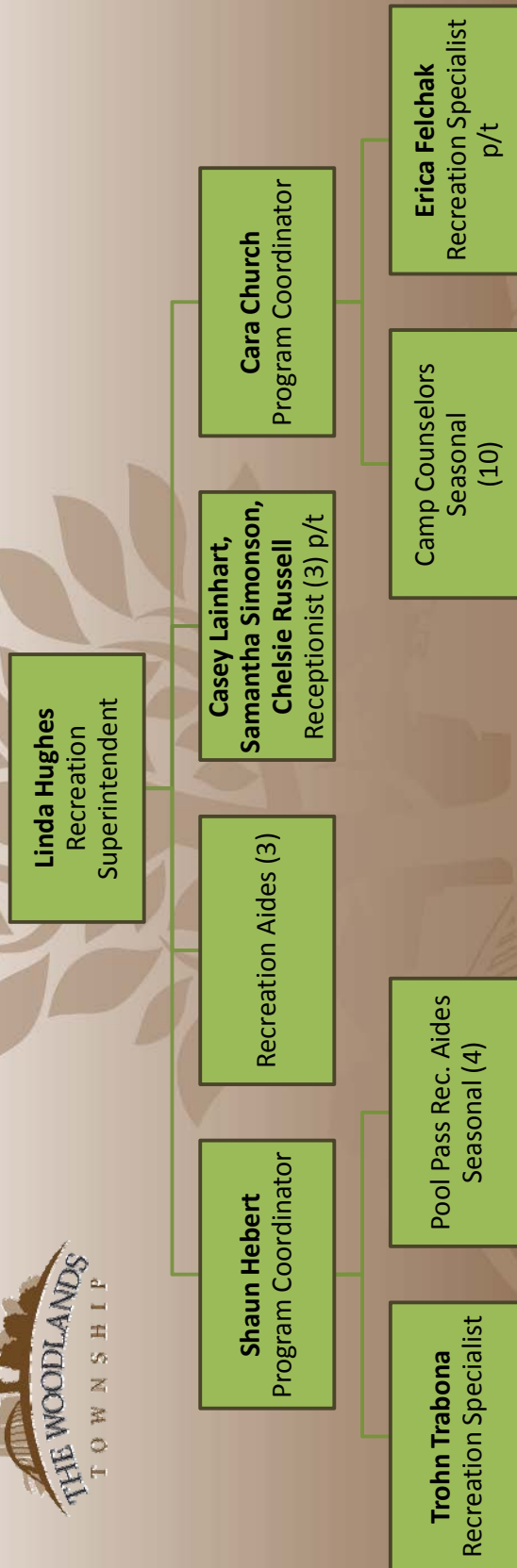
Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
Printing	11,000	11,000	11,000	-	0.0%
Mileage Reimbursement	11,700	11,700	11,700	-	0.0%
Other Admin	1,000	1,000	1,000	-	0.0%
Total	\$ 26,200	\$ 26,200	\$ 26,200	\$ -	0.0%

- No change from 2012 budget to 2013 budget



Recreation





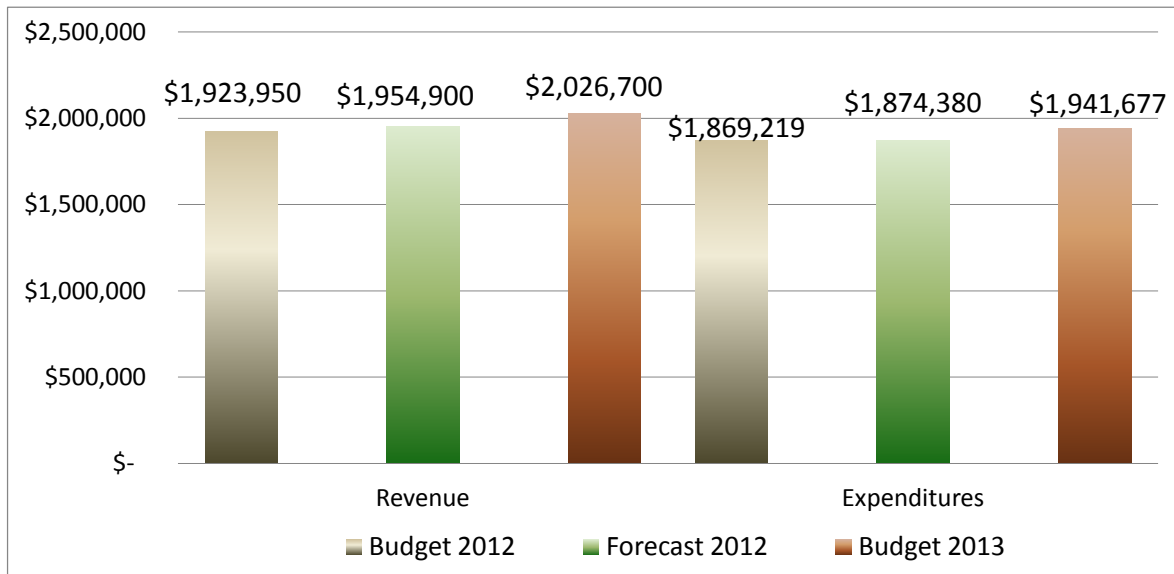
Recreation

Budget 2013

Budget Summary

Revenue	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Program Revenue	\$ 1,923,950	\$ 1,954,900	\$ 2,026,700	\$ 102,750	5.3%

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 701,219	\$ 705,230	\$ 722,777	\$ 21,558	3.1%
Staff Development	7,800	7,800	7,800	-	0.0%
Facility Expense	91,200	94,000	99,300	8,100	8.9%
Equipment Expense	45,600	33,600	40,600	(5,000)	-11.0%
Contracted Services	109,500	106,000	106,000	(3,500)	-3.2%
Program Expense	871,000	884,850	919,300	48,300	5.5%
Administrative Expense	42,900	42,900	45,900	3,000	7.0%
Total	\$ 1,869,219	\$ 1,874,380	\$ 1,941,677	\$ 72,458	3.9%



Expense Recovery	Budget 2012	Forecast 2012	Budget 2013
Revenue to Expense %	102.9%	104.3%	104.4%



Recreation

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Recreation Superintendent	1.00	1.00	0.00
Recreation Program Coordinator	2.00	2.00	0.00
Recreation Program Coordinator - Aquatics	1.00	1.00	0.00
Recreation Program Coordinator - Boat House	1.00	1.00	0.00
Recreation Specialist	2.20	2.20	0.00
Recreation Aid	1.50	1.50	0.00
Recreation Aid (Boat House)	1.50	1.50	0.00
Receptionist	2.25	2.25	0.00
Swim Coach (seasonal)	2.00	2.00	0.00
Swim Team Clerk (seasonal)	0.25	0.25	0.00
Camp Leader (seasonal)	1.25	1.25	0.00
Water Safety Instructor (seasonal)	1.75	1.75	0.00
Learn to Swim Coordinator (seasonal)	0.25	0.25	0.00
Total	17.95	17.95	0.00

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 559,452	\$ 559,452	\$ 570,087	\$ 10,635	1.9%
Benefits	141,767	145,778	152,690	10,923	7.7%
Total	\$ 701,219	\$ 705,230	\$ 722,777	\$ 21,558	3.1%

- Increase due to 3% merit adjustment and higher health insurance expense



Recreation

Budget 2013

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Meetings	\$ 500	\$ 500	\$ 500	\$ -	0.0%
Training & Conferences	5,800	5,800	5,800	-	0.0%
Uniforms	1,500	1,500	1,500	-	0.0%
Total	\$ 7,800	\$ 7,800	\$ 7,800	\$ -	0.0%

- No change from 2012 budget to 2013 budget

Facility Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Telephone	\$ 14,700	\$ 17,500	\$ 22,800	\$ 8,100	55.1%
Utilities	25,000	25,000	25,000	-	0.0%
Facility Repair & Maintenance	23,000	23,000	23,000	-	0.0%
Facility Supplies	4,500	4,500	4,500	-	0.0%
Janitorial	24,000	24,000	24,000	-	0.0%
Total	\$ 91,200	\$ 94,000	\$ 99,300	\$ 8,100	8.9%

- Telephone, \$8,100: increase due to moving phone system lease from equipment expense to facility expense and an adjustment to telephone expense based on an analysis of historical costs

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Equipment	\$ 5,500	\$ 5,500	\$ 15,500	\$ 10,000	181.8%
Equipment - Boat House	26,500	19,000	16,000	(10,500)	-39.6%
Cell Phones	4,100	4,100	4,100	-	0.0%
Rental	5,500	1,000	1,000	(4,500)	-81.8%
Equipment Repair & Maintenance	4,000	4,000	4,000	-	0.0%
Total	\$ 45,600	\$ 33,600	\$ 40,600	\$ (5,000)	-11.0%

- Equipment, \$10,000: increase for tables, chairs, and card printer
- Equipment - Boat House, (\$10,500): decrease due to less equipment needing to be replaced
- Rental, (\$4,500): decrease due to moving cost for phone system lease to telephone expense



Recreation

Budget 2013

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Computer Support	\$ 3,500	\$ -	\$ -	\$ (3,500)	-100.0%
Credit Card Fees	100,000	100,000	100,000	-	0.0%
Other Contracted Services	6,000	6,000	6,000	-	0.0%
Total	\$ 109,500	\$ 106,000	\$ 106,000	\$ (3,500)	-3.2%

- Computer Support, (\$3,500): department does not have specific computer support requirements

Program Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Aquatic Programs	\$ 64,000	\$ 64,000	\$ 64,000	\$ -	0.0%
Athletics Programs	495,750	512,200	533,000	37,250	7.5%
Boat House	18,250	17,250	17,250	(1,000)	-5.5%
Recreation Programs	285,000	283,400	297,050	12,050	4.2%
Sponsorship Expense	4,000	4,000	4,000	-	0.0%
Advertising	4,000	4,000	4,000	-	0.0%
Total	\$ 871,000	\$ 884,850	\$ 919,300	\$ 48,300	5.5%

- Athletic Programs, \$37,250: increase due to demand for athletic programs such as tennis and marathon events
- Boat House, (\$1,000): decrease based on forecasted amount for 2012
- Recreation Programs, \$12,050: increase due to demand for recreation programs such as day camps and fitness programs

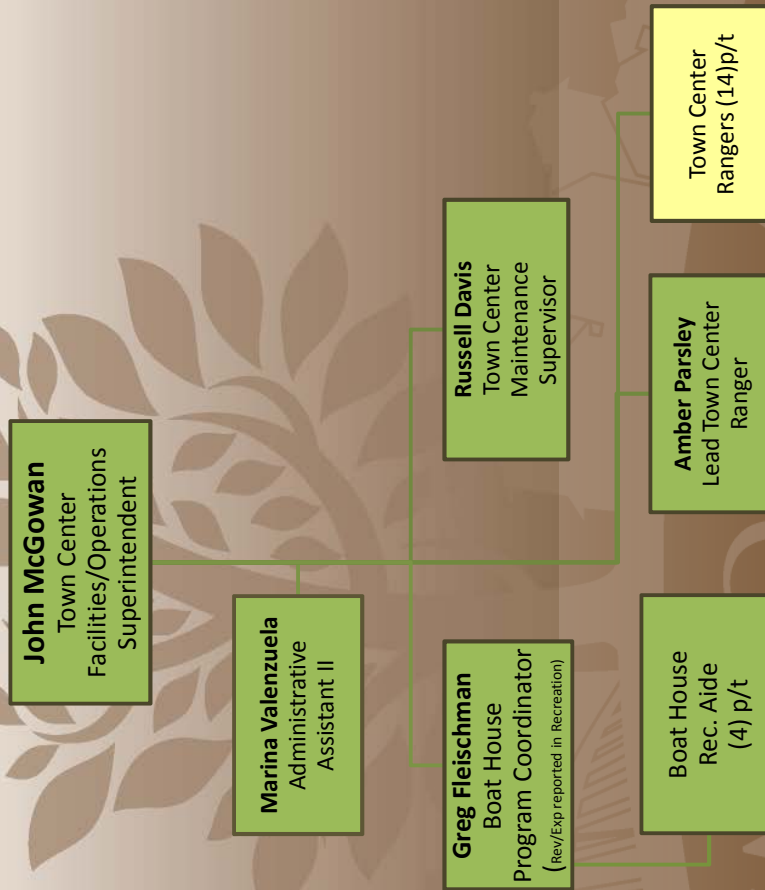
Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ 9,000	\$ 9,000	\$ 9,000	\$ -	0.0%
Dues & Subscriptions	1,400	1,400	1,400	-	0.0%
Printing	25,500	25,500	28,500	3,000	11.8%
Mileage Reimbursement	6,000	6,000	6,000	-	0.0%
Other Admin	1,000	1,000	1,000	-	0.0%
Total	\$ 42,900	\$ 42,900	\$ 45,900	\$ 3,000	7.0%

- Printing, \$3,000: increase for recreational program guides



Town Center Facilities & Operations



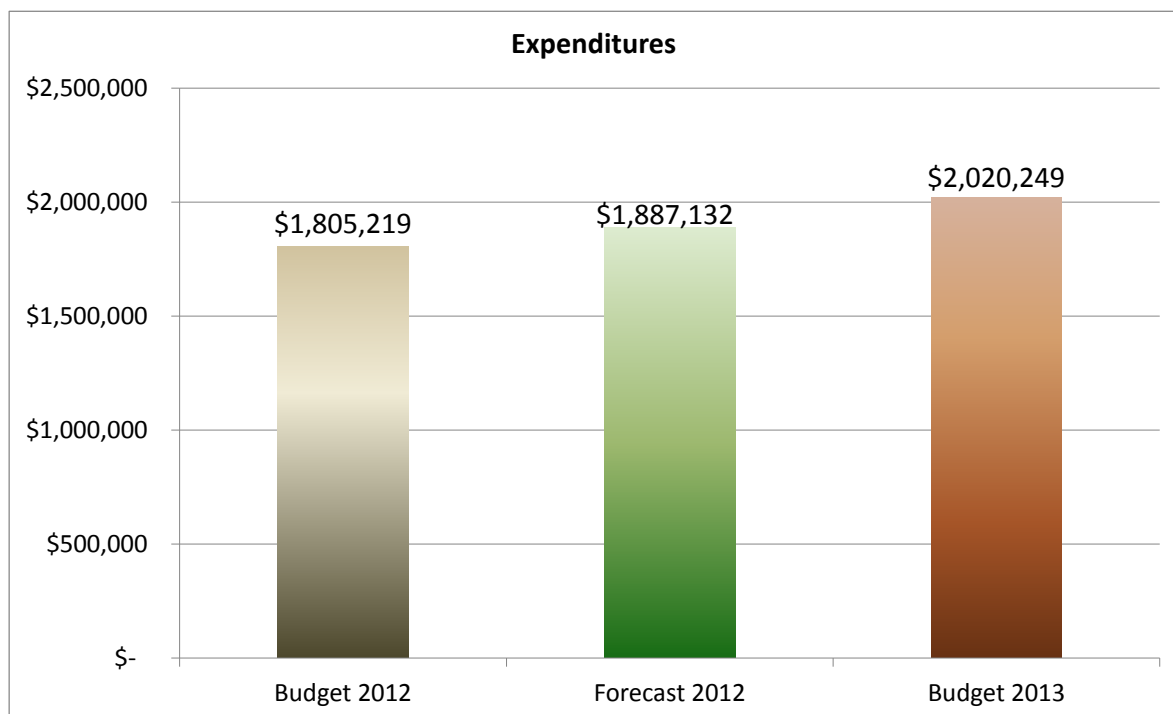


Town Center Facilities and Operations

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 453,719	\$ 456,782	\$ 610,699	\$ 156,980	34.6%
Staff Development	16,000	13,500	16,000	-	0.0%
Facility Expense	215,400	276,300	352,300	136,900	63.6%
Equipment Expense	9,500	9,500	10,700	1,200	12.6%
Contracted Services	892,400	882,400	781,900	(110,500)	-12.4%
Maintenance Expense	47,300	52,000	52,000	4,700	9.9%
Program Expense	170,900	194,200	194,200	23,300	13.6%
Administrative Expense	-	2,450	2,450	2,450	
Total	\$ 1,805,219	\$ 1,887,132	\$ 2,020,249	\$ 215,030	11.9%





Town Center Facilities and Operations

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Town Center Fac/Ops Superintendent	1.00	1.00	0.00
Town Center Fac/Ops Supervisor	1.00	1.00	0.00
Administrative Assistant II	1.00	1.00	0.00
Lead Town Center Ranger	1.00	1.00	0.00
Town Center Ranger (part-time)	4.00	7.00	3.00
Total	8.00	11.00	3.00

Summary of Personnel Changes for 2013 Budget

New Position(s)

- 3.0 FTE's - Part-time Town Center Rangers
(cost of new positions offset by elimination of costs for private security)

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 339,258	\$ 340,058	\$ 450,811	\$ 111,553	32.9%
Benefits	114,461	116,724	159,888	45,427	39.7%
Total	\$ 453,719	\$ 456,782	\$ 610,699	\$ 156,980	34.6%

- Increase due to the addition of 3 FTE Town Center Rangers, 3% merit adjustment and higher health insurance expense



Town Center Facilities and Operations

Budget 2013

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Training & Conferences	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	0.0%
Uniforms	10,000	7,500	10,000	-	0.0%
Total	\$ 16,000	\$ 13,500	\$ 16,000	\$ -	0.0%

- No change from 2012 budget to 2013 budget

Facility Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Utilities - Waterway	\$ 89,000	\$ 132,500	\$ 208,500	\$ 119,500	134.3%
Utilities - Riva Row Park	10,500	10,500	10,500	-	0.0%
Utilities - Town Green Park	19,500	19,500	19,500	-	0.0%
Utilities - Waterway Square	36,400	36,400	36,400	-	0.0%
Lease/Rent 20 - Waterway	60,000	77,400	77,400	17,400	29.0%
Total	\$ 215,400	\$ 276,300	\$ 352,300	\$ 136,900	63.6%

- Utilities - Waterway, \$119,500: increase based on forecasted amount for 2012 as well as the assumption of certain utility costs from the developer
- Lease - 20 Waterway, \$17,400: increase for Township's allocated share of lease payment related to public facilities (elevator, restrooms) at 20 Waterway

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Ranger Equipment	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
Cell Phones	2,000	2,000	3,200	1,200	60.0%
Equipment	2,500	2,500	2,500	-	0.0%
Total	\$ 9,500	\$ 9,500	\$ 10,700	\$ 1,200	12.6%

- Cell Phones, \$1,200: increase due to new Town Center Ranger positions



Town Center Facilities and Operations

Budget 2013

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Sign Maintenance - Town Center	\$ 19,200	\$ 14,200	\$ 14,200	\$ (5,000)	-26.0%
Maintenance - Waterway	385,000	385,000	439,000	54,000	14.0%
Maintenance - Riva Row Park	34,600	34,600	34,600	-	0.0%
Maintenance - Town Green Park	112,700	99,700	99,700	(13,000)	-11.5%
Maintenance - Waterway Square	166,400	154,400	154,400	(12,000)	-7.2%
Streetlight Maintenance	20,000	40,000	40,000	20,000	100.0%
Waterway Private Security	154,500	154,500	-	(154,500)	-100.0%
Total	\$ 892,400	\$ 882,400	\$ 781,900	\$ (110,500)	-12.4%

- Sign Maintenance, (\$5,000): decrease based on analysis of historical costs
- Maintenance - Waterway, \$54,000: increase for painting and repairs to Waterway bridge and railings
- Maintenance - Town Green Park, (\$13,000): decrease based on forecasted amount for 2012
- Maintenance - Waterway Square, (\$12,000): decrease based on forecasted amount for 2012
- Streetlight Maintenance, \$20,000: increase for additional lights and analysis of historical costs
- Waterway Private Security, (\$154,500): decrease due to new Town Center staff to replace contracted service

Maintenance Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Maintenance - Riva Row Park	\$ 1,500	\$ 2,000	\$ 2,000	\$ 500	33.3%
Maintenance - Town Green Park	4,000	5,000	5,000	1,000	25.0%
Maintenance - Waterway Square	16,800	20,000	20,000	3,200	19.0%
Streetlight Maintenance	25,000	25,000	25,000	-	0.0%
Total	\$ 47,300	\$ 52,000	\$ 52,000	\$ 4,700	9.9%

- Maintenance - Riva Row Park, \$500: increase based on forecasted amount for 2012
- Maintenance - Town Green Park, \$1,000: increase based on forecasted amount for 2012
- Maintenance - Waterway Square, \$3,200: increase based on forecasted amount for 2012



Town Center Facilities and Operations

Budget 2013

Program Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Song Programming - Waterway Square	\$ 35,000	\$ 29,000	\$ 29,000	\$ (6,000)	-17.1%
Tree Lighting	94,000	123,300	123,300	29,300	31.2%
Seasonal Lighting	41,900	41,900	41,900	-	0.0%
Total	\$ 170,900	\$ 194,200	\$ 194,200	\$ 23,300	13.6%

- Song Programming, (\$6,000): decrease in number of programmed songs
- Tree Lighting, \$29,300: increase due to the addition of new trees

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	
Dues & Subscriptions	-	250	250	250	
Mileage Reimbursement	-	1,200	1,200	1,200	
Total	\$ -	\$ 2,450	\$ 2,450	\$ 2,450	

- Supplies, \$1,000: increase based on forecasted amount for 2012
- Dues & Subscriptions, \$250: increase based on forecasted amount for 2012
- Mileage Reimbursement, \$1,200: increase based on forecasted amount for 2012



**PARKS & RECREATION
2013 BUDGET PLAN**

**The Woodlands Township
2013 Parks & Recreation Budget Plan**

- I. Operations Situation Analysis**
- II. 2012 Accomplishments**
- III. Goals of 2013 Operations Plan**
- IV. Implementation of 2013 Operations Plan**

I. Operations Situation Analysis

History

Over the past 38 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. Many of these statements have been supported through the bi-annual community survey and the 2011 Parks and Recreation Needs Assessment.

Through the 38 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 currently consists of six (6) divisions: Park Operations, Park Planning, Aquatics, Recreation, Development and Town Center Operations. Many of the divisions have specific duties 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 190 miles of hike and bike paths, 124 parks, 12 neighborhood pools, the Rob Fleming Aquatic Center, 3 spraygrounds, 82 Playgrounds, 67 Gazebos/Pavilions, 46 lakes and ponds with fishing, 68 Tennis Courts, 28 Multi Purpose Fields, 9 Sand Volleyball Courts, 8 Wheel Friendly Areas, 1 Skate Park, 2 BMX areas, 2,800 acres of Open Space Reserves, 26 Basketball Courts, 2 Disc Golf Courses and 5 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, and facility management. 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 almost 100 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 nine 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 experiences in our community parks and pathways. In 2003, the Park Ranger program was approved by the Community Association 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 2011, (last full year) Rangers completed 18,218 inspections and totaled 3,544 hours of pathway patrol. Through these inspections and pathway patrol Rangers are able to communicate maintenance issues, liability concerns and if contracted maintenance is performing up to standards. As a result, Rangers submitted 2,841 requests for service (lights out, leaking fountain, etc.), and documented 480 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 26 restroom facilities and the closure/opening of several gates at select parks. In addition, they are responsible for providing building support services at 2801 Technology Forest, 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. Other aspects of the Facilities Unit include but are not limited to: community event set-up, plumbing maintenance, drinking fountains repairs, and maintenance of the security systems at park facilities, RV lot and WRC.

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 (Bio Landscape) and streetscape (TWDC/Brickman). Other contracts under the scope of Natural Resources includes: tree removal (Southeast Texas Trees), lake and pond maintenance (Lake Pro) and wildlife trapping (Outback Wildlife Trapping). For the past two years, the Natural Resources group has spent significant time and resources to address the impacts of the drought of 2011, which is anticipated to continue through 2013. 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, 65,000 trees have been

planted with the goal of bringing 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 vine 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/ 4th 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 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 action 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 group 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 best practice standards. This plan ensures that no resident has to travel more than 500 feet to a forest preserve or a short walking distance to reach the extensive pathway system linking all the parks and then no more than ½ mile to reach a park or recreational facility.

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 include 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 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 has lead to several state and national awards for park planning and design excellence which included the 2002, 2007 and 2012 Texas Recreation and Parks Society Gold Medal for management and administration 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 and three (3) spraygrounds 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 spraygrounds, 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. Over the past 12 years the aquatics program has grown from seven (7) neighborhood swimming pools to 13 with the addition of 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. These new facilities bring the total number of pools to thirteen (13). In 2011, The Woodlands opened up two new spraygrounds at May Valley Park and Timarron Park. This is in addition to heating Creekwood Pool which serves as an overflow facility for The Woodlands Swim Team and several other private swim groups. The Division also performs contract work for Carlton Woods-Sterling Ridge, whereas they maintain their spray ground park.

The Division is divided between Pool Operations and Aquatic 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.

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 come 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

and state standard/code. Due to the expanded scope of the facilities over the course of the past three years (Waterway Square, heating Creekwood Pool, spraygrounds), 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 what makes The Woodlands, “The Woodlands”. The Recreation Programs Division has successfully partnered with other agencies and departments to provide these types of 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 Recreation 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 Recreation 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 is primarily provided through the Action Guide. The Action Guide is developed three times per year and is inserted into the January, May and September Community Magazine. This past year the guide expanded from 20 to 24 pages due to the number of programs and services being offered by the Recreation Division. 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 the Community Alert, Active.net and The Woodlands Convention and Visitor's Bureau Facebook site to promote programs through email blasts and social media.

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.

The Development Division assists other departments (Neighborhood Services, Covenant Administration, Environmental Services, and CVB) 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 67 Gazebos/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; College Park Spring Fling, Community Flea Markets, Sterling Ridge Cook-off, Alden Bridge Spring Festival, Alden Bridge Holiday Carnival, Cochran's Crossing Fall Festival, Horse Carriage Parade, Cyclocross, Nike Nationals, Nike South, The Woodlands High School Soccer Tournaments, Spring Bark, Dragon Boat Races, Blue Chip College Soccer Showcase, Texas Ironman, 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 through the Resident Care Center at the Town Hall. The Customer Service Representatives handle hundreds of calls per day which vary from facility reservation questions to a dead animal in the road.

Contract Management: Currently, Development manages five (5) MOU agreements with Texas Rush, YMCA, The Woodlands Lacrosse Association, The Woodlands Rugby Club, and The Woodlands Rugby Football Club, for utilization of the sports fields for their athletic programs. In addition, concessionaire contracts for the Rob Fleming Aquatic Center, Bear Branch Park and Bear Branch Sports Fields are coordinated.

Town Center Facilities and Operations

Town Center Facilities and Operations Division was created in 2012 to manage the Township's assets in the Town Center area including Waterway Square, Town Green Park, Riva Row Boat House, Koi Pond, The Waterway etc. The management of The Woodlands Township's facilities and the coordination with the management of the private facilities performed by others is critical to the mission, goals and objectives of the Township. The goal of the Town Center Facilities and Operations Division is to provide a coordinated operation for more efficient and effective results. This Division consolidates all the Waterway management aspects into one area as a complete package under the responsibility of a single manager. The staff of the Division includes a Superintendent, Supervisor, Lead Ranger, eight (8) Town Center Rangers and an Administrative Assistant who provides inspections and serves as contract administration for streetscape, waterway, landscape, streetlight, gates, and tree light maintenance in the area. In 2012, the Division worked with the CVB to monitor the Trolley and Waterway Cruiser program. The Town Center Rangers will be focused on maintenance of the Township's facilities in the Town Center, patrol of the Waterway area and resident and visitors service. They work seven days a week with an emphasis on evenings and weekends and provide support for special event and program set-up and take down. Town Center Rangers work via utility vehicles as opposed to foot patrols to cover more Town Center territory, provide quick response and to be able to transport maintenance tools and equipment.

II. 2012 Accomplishments

Park Operations

- Maintained 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)*
- Coordinated the implementation and evaluation of the 2011-2013 park and pathway maintenance contract. *(In accordance with Strategic Plan Item #1.1.5)*
- Ensured 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)*

- Ensured professionalism of staff *(In accordance with Strategic Plan Item #3.1.2)*

Park Planning

- Implementation of the 2011 Parks and Recreation Needs Assessment Recommendations-Sportfield Development *(In accordance with Strategic Plan Item # 2.1.4, 8.1.1)*
- Coordinated the Bike Friendly Community program for The Woodlands Township *(In accordance with Strategic Plan Item #5.4.4)*
- Implementation of the Lake and Pond Management Plan *(In accordance with Strategic Plan Item #7.3)*
- Coordinated the project development, bidding and construction management for over \$2 million of capital improvement projects. *(In accordance with Strategic Plan Item #1.2.2)*
- Worked with Interfaith/Veggie Village on the establishment of a community garden that will grow food for a local food pantry. *(In accordance with Strategic Plan Item #1.2.4)*

Aquatics

- Coordinated the development of Splash 2012, 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)*
- Hired, trained and evaluated over 350 lifeguards, water safety instructors and swim team coaches. *(In accordance with Strategic Plan Item #3.1.2)*
- Further developed programs and services at Rob Fleming Aquatic Center. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*
- Reviewed all fees to ensure revenue derived encapsulates the 50% cost recovery goal. *(In accordance with Strategic Plan Item #8.1.5)*
- Increased Aquatic Programs by 10% through the identification of underutilized facilities. *(In accordance with Strategic Plan Item #1.2.1)*
- Offered the most up-to-date training techniques for Aquatics Staff. *(In accordance with Strategic Plan Item #3.1.2)*

- Developed 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)*
- Supported Montgomery County Emergency Assistance who utilized Rob Fleming Aquatic Center for their annual duck race. *(In accordance with Strategic Plan Item #1.2.1)*
- Implemented new accessibility devices to meet the revisions to the Americans with Disability Act. *(In accordance with Strategic Plan Item #1.2.2)*
- Coordinated the installation of chemical resistance doors at multiple pool facilities. *(In accordance with Strategic Plan Item #1.2.2)*

Recreation

- Continued to expand programming that is offered within our identified market niches. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*
- Increased program offerings by 10% from 2011 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)*
- Increased awareness of the Division's programs throughout the community. *(In accordance with Strategic Plan Item #2.1)*
- 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. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*
- Developed and coordinated three program cycles each with multiple sessions. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*
- Established mini sessions for several programs to offer additional services during traditional non-used facility periods. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*
- Attempted to ensure compliance with Board directives on cost recovery for operations. *(In accordance with Strategic Plan Item #8.1.5)*
- Coordinated the Department's information for the production of three Action Guides. *(In accordance with Strategic Plan Item #2.1.1)*

Development

- Increased overall participation and revenue from special events. *(In accordance with Strategic Plan Item #1.2.4/1.2.5/5.3)*
- Facilitated reservations of facilities for residents, groups and organizations in an efficient timeframe. *(In accordance with Strategic Plan Item #1.2.2)*
- Coordinated the reservation of equipment for divisions, groups and organizations in an efficient manner. *(In accordance with Strategic Plan Item #1.2.2)*
- Successfully retained existing sponsors and secured new sponsors with programs and special events for the Parks and Recreation Department. *(In accordance with Strategic Plan Item #8.1.4)*
- Managed and maintained MOU agreements and contracts with businesses and athletic organizations. *(In accordance with Strategic Plan Item # 1.5.2)*
- Renegotiated MOU's that are expiring with youth sports agencies. *(In accordance with Strategic Plan Item #1.5.2)*
- Ensured events organized by external agencies on land managed by the Township meet requirements. *(In accordance with Strategic Plan Item # 1.5)*

Town Center Operations

- Maintained 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)*
- Ensured 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)*
- Increased awareness and usage of the Riva Row Boathouse. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*

III. Goals of 2013 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 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)*
- Ensure professionalism 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)*
- Coordinated the project development, bidding and construction management for approximately \$2 million of capital improvement projects. *(In accordance with Strategic Plan Item #1.2.2)*
- Implement, upon Board review and approval, the recommendations of the Parks and Recreation Needs Assessments (aquatics, sports fields and parks and recreation) *(In accordance with Strategic Plan Item #8.1.1)*
- 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 2013, 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)*
- Coordinate the opening of the 14th community pool in the western section of Creekside Park. *(In accordance with Strategic Plan Item #1.2.1)*
- Further develop programs and services at Rob Fleming Aquatic Center. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*
- Further develop programs and services at Creekwood Pool to ensure financial sustainability during the heated season *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*
- Review all fees to ensure revenue derived encapsulates the 50% cost recovery goal. *(In accordance with Strategic Plan Item #8.1.5)*
- Revise and update the Aquatics Division Business and Operational Plan. *(In accordance with Strategic Plan Item #8.1.5)*
- 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 Tennis programs. *(In accordance with Strategic Plan Item #8.1.5)*
- 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 2012 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 the 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)*
- 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 sponsorship recognition program for businesses and corporations that annually contribute to the Parks and Recreation Department. *(In accordance with Strategic Plan Item #1.5)*

Town Center Facilities Operations

- Provide high level of detailed maintenance throughout the Town Center. *(In accordance with Strategic Plan Item #1.22, 5.1, 5.3)*
- Provide support to special events and programs *(In accordance with Strategic Plan Item #1.2.2)*
- Provide attentive resident and visitor services *(In accordance with Strategic Plan Item #1.22, 5.1, 5.3)*
- 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 Town Center facilities are kept to the highest standards. *(In accordance with Strategic Plan Item #1.1.5)*
- Increase awareness and usage of the Riva Row Boathouse. *(In accordance with Strategic Plan Item #1.2.4/1.2.5)*

IV. Implementation of 2013 Operations Plan

Park Planning and Administration

\$1,875,216

Salaries and Benefits-Admin

\$737,527

(In accordance with Strategic Plan Item #1.2.2)

Park Administration includes the salaries, overtime and benefits for the Director, Assistant Director, Administrative Assistants, Development Manager, Special Events Coordinator, Facilities Reservation Specialist, Special Events 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

\$609,239

(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.

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 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

\$109,750

(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 (\$28,500) and water, sewer, gas and electric service (\$27,750). Facility Repairs and Maintenance (\$35,000) include such items as pest control, trash removal, janitorial services, and equipment rental while Facility Materials and Supplies (\$18,500) includes items related to cleaning supplies, ice, paper products, and the landscape maintenance contract for the Campus.

Equipment Expense

\$259,400

(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 (\$40,500). Also included in this budget category are expenses related to Equipment (\$20,900-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 (\$124,200 Vehicle Fuel, \$69,800 Vehicle Repair and Maintenance).

Contracted Services

\$85,200

(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 an Integrated Forest Management Plan Update (\$10,000). Legal (\$25,000) 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 2013, the community will celebrate the opening of the 14th Village Park in Creekside 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 include 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 **\$6,763,614**

Salaries and Benefits **\$2,198,674**

(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, Facility Maintenance Engineer, Maintenance Specialist, Crew Leaders, Laborers and other positions. Included in this line item is overtime for non-exempt staff for duties such as weekend operations, projects that require additional time and special event set up and tear down. These positions are designated to manage and administer the 124 parks, 190+ miles of hike and bike paths, multiple buildings and 3,000 acres of parks, open spaces and reserves.

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 and irrigation.

Facility Expense- **\$557,700**

(In accordance with Operations Critical Success Factor #1.2.2)

Facility Expenses are related to Utilities (\$557,700) for water, sewer, gas, and electric service at the parks. 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. Increases in this line item are due to new park expansion.

Equipment Expense

\$62,390

(In accordance with Operations Critical Success Factor #1.2.2)

Included in this budget category are expenses as they relate to Equipment and Materials (\$40,000), Equipment Repair and Maintenance (\$5,000) and Rentals (\$6,000). In addition, baby changing stations for park restrooms have been budgeted for 2013 (\$11,390). 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

\$3,293,400

(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 several contractors are enlisted to provide services within a line item:

Park and Pathway Maintenance

\$1,700,000

The contracted maintenance for all but three parks (Waterway Square, Riva Row, and Town Green) is included in this line item. This line item also includes adding the 14th Village Park, upgrading Creekwood Park and Harper’s Landing Park fields to Tier A turf, several new amenity ponds/ neighborhood parks. 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 \$99,000
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 \$780,000
Increases were seen in the past year due to the number of trees that were removed due to the drought in 2011 whose effects will impact the budget in 2013.

Forest Management \$400,000
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 (\$314,000), 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 \$82,000
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 \$150,800
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 at Alden Bridge Sports Park, Bear Branch Sportsfields, 124 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 \$36,400
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 \$578,600

(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. Finally, repair of water wells that provide water to a number of the ponds is allocated from this account.

Lake Woodlands \$80,000
The expenses required to maintain Lake Woodlands.

Wildlife Management \$2,000

Staff performed wildlife management can include but is not limited to purchasing traps, scents and other wildlife management supplies.

Landscaping \$76,800

Areas that require revitalized landscape beds are addressed through this line item which may include 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 \$78,200

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 \$53,000

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 item pays for the maintenance and irrigation of the trees that were planted along the I-45 corridor to provide an enhanced landscape.

Aquatics

\$2,141,715

Salaries and Benefits

\$1,498,815

(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 as weekend operations, projects that require additional time and lifeguard overtime. These positions are designated to manage and administer the current 13 pools, 3 spraygrounds, Rob Fleming Aquatic Center and assist with the operation of the pumps, filters and fountains at Waterway Square. Additional lifeguards have been added for the anticipated opening of a 14th pool.

Staff Development-

\$36,900

(In accordance with Operations Critical Success Factor #3.1.2)

Funding in Staff Development relates to Meetings (\$3,000), Staff Training & Conferences (\$16,400) and Uniforms (\$17,500). 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 Association of Aquatic Professionals and various local and regional workshops. Finally, Uniforms are included which includes staff shirts, guard suites, visors and fanny packs for lifeguards. The guards are also required to pay 50% of these costs.

Facility Expense-

\$459,200

(In accordance with Operations Critical Success Factor #1.1.5)

Facility Expenses are related to the Pools and are sub classified into four major categories: Telephone, Utilities, 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 (\$258,000) 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 heating costs of a pool due to use by The Woodlands Swim Team. Facility Repairs and Maintenance (\$47,900) cleaning supplies (bleach, chemicals, brooms, mops) and general repairs to the various pool houses, deck chairs, fences, etc. Pool Chemicals (\$123,800) and the play features aerate the water to a higher degree thus impacting the effectiveness of the chemicals.

Equipment Expense

\$87,400

(In accordance with Operations Critical Success Factor #1.1.5)

Included in this budget category are expenses related to Equipment (\$49,000) which provides office supplies for each of the 13 facilities, in addition to pool

pumps, chairs, tubes and motors. Secondly, Equipment Repair and Maintenance (\$28,000) 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

\$26,200

(In accordance with Operations Critical Success Factor #1.2.4)

Administrative expenses include funding for day to day office supplies (\$2,500), printing (\$11,000), mileage reimbursement (\$11,700) 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 program 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

\$1,941,677

Salaries and Benefits

\$722,777

(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-

\$99,300

(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 (\$22,800) and water, sewer, gas and electric service (\$25,000). 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

\$40,600

(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 (\$15,500 – Fitness Room Equipment, Tables and Chairs, Card Printer, etc.), Equipment – Boat House (\$16,000 – Kayaks, Paddles and Life Jackets) 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 (\$1,000) is encompassed in this budget category.

Contracted Services

\$106,000

(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 Credit Card Fees (\$100,000) and Other Contracted Services (\$6,000). 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 renew their pool membership all on-line. Other contract services include cable TV, facility security, and temporary labor.

Program Expenses

\$919,300

(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 the majority of the programs identified below have a corresponding revenue line item.

Aquatic Programs \$64,000

Programs include the Hurricane Swim Team (\$11,000), Waves Swim Team (\$11,000) and the Rip Tides Swim Team (\$10,000). Miscellaneous Aquatic Programs (\$32,000) include swim lessons (group and private), winter programs and other programs (Mother Sun Luau, Jr. Swim Team, Cyclones, etc).

Athletic Programs- Sports \$286,000

The Recreation Division provides a wide variety of adult sport opportunities for community members which range from Basketball (\$6,600), Soccer (\$20,000), Softball (\$21,700), Tennis (\$236,000) and several small programs (Misc-Athletic Programs - \$1,700). Funding provides for contracted officials/instructors, field maintenance supplies and program supplies.

Athletic Programs-Races \$247,000

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 (\$96,000), Muddy Fest (\$41,000), and CB&I Triathlon (\$110,000) 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- Program expense \$17,250

The Riva Row Boathouse expenses relate to the provision of services. 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 (\$2,500) is the cost of goods for water, soda and other drinks that are sold at the facility.

Recreation Programs- General \$244,450

Recreation programs cross a wide variety of interests and range from Fitness Programming (\$18,900), Teen Programs (\$2,700), Daddy Daughter Dinner Dance (\$24,000), Day Camps (\$36,150), Gorilla Hole (\$9,800), Haunting (\$6,400), Pre-School Programs (\$24,700), Family Camp Outs (\$9,000), Contractor Camps (\$30,100), and Miscellaneous Programs (\$82,700). Funding used for the Daddy Daughter Dinner Dance is for the rental and food/beverage charges at The Woodlands Marriott. Over 500 daddies and daughters participate in this event. The Day Camps are a popular summer activity and are utilized by an average of 100 children a week for

approximately 11 weeks during the summer. The Family Camp Outs (Creekside Camp Out, Camp Terramont) were started in 2007 and have become a tradition in households. Finally, Miscellaneous Programs is a large line item due in part to the variety of programs and services that do not meet the \$5,000 threshold to establish a new line item for programs.

Recreation Programs-Concert in the Parks \$52,600
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.

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 afford the Township to properly recognize businesses and entities that provide revenue to the Township in the form of plaques, picnics, etc.

Administrative Expenses \$45,900

(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 (\$28,500), 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, 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).

Town Center Facilities & Operations \$2,020,249

Salaries and Benefits \$610,699

(In accordance with Strategic Plan Item #1.2.4)
The Town Center Facilities & Operations Division includes the salaries and benefits of the: Waterway Superintendent, Waterway Maintenance Supervisor, Lead Town Center Ranger, Town Center Rangers, and an Admin Assistant. These positions

are designated to manage and administer the Township facilities, parks and other areas around Town Center on behalf of The Township.

Staff Development- \$16,000

(In accordance with Operations Critical Success Factor #3.1.2)

Funding in Staff Development relates to Staff Training & Conferences (\$6,000) and Uniforms (\$10,000). Staff Training includes funding for identified staff to attend the various state and national conferences related to parks, recreation, aquatics, and special events. Uniforms include Town Center Ranger uniforms and shirts for staff.

Facility Expense- \$352,300

(In accordance with Operations Critical Success Factor #1.2.2)

Facility Expenses for The Waterway Operations is all related to utilities for The Waterway (\$208,500), Town Green Park (\$19,500), Waterway Square (\$36,400), Riva Row Park (\$10,500) and Lease of 20 Waterway Facilities (\$77,400). Included in this budget category are charges for electric, water, sewer and gas for each of the facilities.

Equipment Expense \$10,700

(In accordance with Operations Critical Success Factor #1.2.2)

Included in this budget category are expenses related to Equipment (\$2,500). Ranger Equipment (\$5,000) and cell phones (\$3,200) are also included.

Contracted Services \$781,900

(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 \$34,600

Maintenance cost for Riva Row Park includes maintenance contracts for landscape and power washing and cleaning services. Unique aspects of the maintenance contract include 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 \$439,000

The cost for the maintenance of The Waterway is included in this line item which includes pathway, bed, soft cape, and grounds maintenance. The contractor for this line item is The Woodlands Development Corporation who sub contracts most of this service to The Brickman Group, which is utilized for all three parks along The Waterway.

Maintenance-Town Green Park \$99,700
Cost associated with the maintenance and operations include the landscape maintenance contract with BIO Landscape, electrical repairs, power washing surfaces, cleaning the benches on a daily basis and turf repair due to large scale special events.

Maintenance-Waterway Square \$154,400
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 \$40,000
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 \$14,200
Funding is provided for a local contractor to maintain selected directional signage throughout the course of the year. In addition, many of the signs in the Waterway Square area are 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.

Maintenance Expenses \$52,000

(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 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 (\$5,000), Waterway Square (\$20,000), Riva Row Park (\$2,000) and Streetlights (\$25,000).

Program Expenses \$194,200

(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 (\$123,300). Finally, additional Songs (\$29,000) will be programmed at The Fountains at Waterway Square. An additional 5-6 songs will be programmed and added to the current playlist.

Administrative Expenses

\$2,450

Included in this budget category are Supplies (\$1,000) and Dues and Subscriptions (\$250). Mileage Reimbursement (\$1,200) is also included for expenses incurred when using personal vehicles for Township business.

Program Revenue

\$2,026,700

(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 contracted 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

\$249,000

Programs include the Hurricane Swim Team (\$55,000), Waves Swim Team (\$45,000) and the Rip Tides Swim Team (\$34,000). 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 (\$115,000) includes swim lessons (group and private) and other programs (Mother Sun Luau, Jr Swim Team, Cyclones, etc).

Athletic Programs-Adult Sports

\$434,000

The Recreation Division provides a wide variety of adult sport opportunities for community members which range from Basketball (\$10,800), Soccer (\$49,200), Softball (\$31,000), Tennis (\$335,000) and several small programs (Misc-Athletic Programs-\$8,000). Tennis, the 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

\$236,650

Ten for Texas (\$96,000), Muddy Fest (\$44,650), and CB&I Triathlon (\$96,000) 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

\$136,600

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 (\$4,000), Programs (\$2,600) and Rentals (\$130,000).

Recreation Programs- General

\$512,450

Recreation programs cross a wide variety of interests and range from Fitness Programming (\$27,000), Teen Programs (\$450), Daddy Daughter Dinner Dance (\$25,700), Day Camps (\$210,000), Gorilla Hole (\$11,300), Haunting (\$11,000), Pre-School Programs (\$42,000), Family Camp Outs (\$14,000), Contractor Camps (\$36,000), and Miscellaneous Programs (\$135,000). 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.

Rentals

\$298,000

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 the facility. Facility Rentals (\$15,000), Field Rentals (\$225,000) and Pavilion Rentals (\$58,000). The Field Rental line item will continue to increase as more fields come on line (Lakeside and Alden Bridge) and additional sports organizations enter into field use agreements.

Other Revenue

\$55,000

Other Revenue includes revenue generated from Concessions (\$39,000), Guest Fees (\$1,000), Memberships (\$12,000), 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 Branch Sportsfields, 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-

\$105,000

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), The Haunting (\$5,000), Miscellaneous Programs (\$3,000), Muddy Fest (\$10,000), Teen Talent Show (\$1,000), Ten for Texas (\$24,000, the Triathlon (\$40,000). The Development Manager for the Parks and Recreation Department coordinates sponsorship opportunities which is just one function of this position.

Aquatic Revenue**\$1,084,250***(In accordance with Operations Critical Success Factor #1.2.1)*

Revenue generated by the Aquatics facilities comes in the form of Concessions (\$2,500), Guest Fees (\$252,000), Memberships (\$731,000), Pool Rentals (\$78,750) and Contracted Pool Rentals (\$20,000). Revenues have been forecasted to cover 50% of the direct operational cost of the pools operations.

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
PARKS & REC ADMIN / PLANNING - Dept 300/305						
Salaries and Benefits						
Salaries and Wages	824,607	857,456	827,500	898,516	41,060	4.8%
Overtime	27,521	26,700	26,700	27,000	300	1.1%
Employee Benefits - FICA	60,545	67,640	65,000	70,419	2,779	4.1%
Employee Benefits - TEC	1,368	1,546	4,959	4,959	3,413	220.8%
Employee Benefits - Retirement	86,060	94,127	87,000	95,294	1,167	1.2%
Employee Benefits - Insurance	205,009	210,109	188,500	237,527	27,418	13.0%
Employee Benefits - Workers Comp	9,788	12,856	11,000	13,051	195	1.5%
	<u>1,214,898</u>	<u>1,270,434</u>	<u>1,210,659</u>	<u>1,346,766</u>	<u>76,332</u>	<u>6.0%</u>
Staff Development						
Meetings	1,886	3,000	3,000	3,000	-	0.0%
Training & Conferences	6,854	17,000	17,000	17,000	-	0.0%
Uniforms	<u>20,265</u>	<u>28,900</u>	<u>28,900</u>	<u>28,900</u>	<u>-</u>	<u>0.0%</u>
	<u>29,005</u>	<u>48,900</u>	<u>48,900</u>	<u>48,900</u>	<u>-</u>	<u>0.0%</u>
Facility Expense						
Telephone	23,552	30,000	28,500	28,500	(1,500)	-5.0%
Utilities	31,550	27,750	27,750	27,750	-	0.0%
Facility Maintenance	22,203	30,000	30,000	35,000	5,000	16.7%
Facility Supplies	14,805	20,850	18,500	18,500	(2,350)	-11.3%
Janitorial	<u>1,934</u>					
	<u>94,044</u>	<u>108,600</u>	<u>104,750</u>	<u>109,750</u>	<u>1,150</u>	<u>1.1%</u>
Equipment Expense						
Equipment*	15,511	18,900	18,900	20,900	2,000	10.6%
Cell Phones	39,230	36,000	40,500	40,500	4,500	12.5%
Vehicle Fuel	113,393	94,500	120,200	124,200	29,700	31.4%
Equipment Repair & Maintenance	-	4,000	4,000	4,000	-	0.0%
Vehicle Repair & Maintenance	<u>83,832</u>	<u>61,800</u>	<u>69,800</u>	<u>69,800</u>	<u>8,000</u>	<u>12.9%</u>
	<u>251,966</u>	<u>215,200</u>	<u>253,400</u>	<u>259,400</u>	<u>44,200</u>	<u>20.5%</u>
Contracted Services						
Computer Support	31,667	35,000	35,000	35,000	-	0.0%
Consulting	73,750	5,000	5,000	10,000	5,000	100.0%
Legal	21,350	25,000	25,000	25,000	-	0.0%
Contract Labor	9,951	5,200	5,200	5,200	-	0.0%
Other Contracted Services	<u>9,116</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>-</u>	<u>0.0%</u>
	<u>145,834</u>	<u>80,200</u>	<u>80,200</u>	<u>85,200</u>	<u>5,000</u>	<u>6.2%</u>
Program Expense						
Park Openings & Dedications	<u>1,057</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>-</u>	<u>0.0%</u>
	<u>1,057</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>-</u>	<u>0.0%</u>
Administrative Expense						
Supplies	8,595	9,000	9,000	9,000	-	0.0%
Dues & Subscriptions	3,324	4,200	4,200	4,200	-	0.0%
Printing	85	2,500	2,500	2,500	-	0.0%
Mileage Reimbursement	4,967	5,500	5,500	5,500	-	0.0%
Other Admin	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
	<u>16,971</u>	<u>21,200</u>	<u>21,200</u>	<u>21,200</u>	<u>-</u>	<u>0.0%</u>
Total PARD Admin/Planning	<u><u>1,753,775</u></u>	<u><u>1,748,534</u></u>	<u><u>1,723,109</u></u>	<u><u>1,875,216</u></u>	<u><u>126,682</u></u>	<u><u>7.2%</u></u>

* Equipment - \$6,400 adjusted from 2012 Capital Budget to Dept 300 Operating budget for comparison purposes

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
PARKS AND PATHWAYS OPERATIONS - Dept 310						
Salaries and Benefits						
Salaries and Wages	1,363,110	1,424,753	1,424,753	1,472,604	47,851	3.4%
Overtime	60,232	39,000	60,000	60,000	21,000	53.8%
Employee Benefits - FICA	105,221	111,977	113,584	115,638	3,661	3.3%
Employee Benefits - TEC	3,725	3,384	12,267	12,267	8,883	262.5%
Employee Benefits - Retirement	141,100	153,399	153,399	165,097	11,698	7.6%
Employee Benefits - Insurance	358,995	295,062	295,062	315,817	20,755	7.0%
Employee Benefits - Workers Comp	46,780	55,382	55,382	57,251	1,869	3.4%
	<u>2,079,163</u>	<u>2,082,957</u>	<u>2,114,447</u>	<u>2,198,674</u>	<u>115,717</u>	<u>5.6%</u>
Staff Development						
Training & Conferences	12,331	9,150	9,150	9,150	-	0.0%
	<u>12,331</u>	<u>9,150</u>	<u>9,150</u>	<u>9,150</u>	<u>-</u>	<u>0.0%</u>
Facility Expense						
Facility Repair & Maintenance	16,546					
Utilities	758,048	492,100	492,100	557,700	65,600	13.3%
	<u>774,594</u>	<u>492,100</u>	<u>492,100</u>	<u>557,700</u>	<u>65,600</u>	<u>13.3%</u>
Equipment Expense						
Equipment & Materials	45,323	30,000	30,000	51,390	21,390	71.3%
Rental	12,128	2,600	6,000	6,000	3,400	130.8%
Equipment Repair & Maintenance	5,032	5,000	5,000	5,000	-	0.0%
	<u>62,483</u>	<u>37,600</u>	<u>41,000</u>	<u>62,390</u>	<u>24,790</u>	<u>65.9%</u>
Contracted Services						
Park and Pathway Maintenance	1,439,003	1,590,600	1,486,900	1,700,000	109,400	6.9%
Lake Management	119,720	90,200	94,000	99,000	8,800	9.8%
Pest Control	4,071	11,200	11,200	11,200	-	0.0%
Tree Removal	633,633	1,171,600	2,127,000	780,000	(391,600)	-33.4%
Forest Management	85,578	878,500	590,500	400,000	(478,500)	-54.5%
Sign Maintenance	18,239	34,000	34,000	34,000	-	0.0%
Restroom Cleaning	68,425	79,500	79,500	82,000	2,500	3.1%
Electrical Repairs & Maintenance	233,915	132,000	147,000	150,800	18,800	14.2%
Other Contracted Services	1,066	78,400	78,400	36,400	(42,000)	-53.6%
	<u>2,603,650</u>	<u>4,066,000</u>	<u>4,648,500</u>	<u>3,293,400</u>	<u>(772,600)</u>	<u>-19.0%</u>
Maintenance Expense						
Parks Maintenance	225,790	199,000	199,000	199,000	-	0.0%
Pathway Maintenance	19,472	39,600	39,600	39,600	-	0.0%
Lake Maintenance	-	50,000	50,000	50,000	-	0.0%
Lake Woodlands	-	80,000	80,000	80,000	-	0.0%
Wildlife Management	7,960	2,000	2,000	2,000	-	0.0%
Landscaping	49,386	72,500	72,500	76,800	4,300	5.9%
Turf Maintenance & Irrigation	23,807	71,200	71,200	78,200	7,000	9.8%
Sign Maintenance*	57,969	59,000	59,000	53,000	(6,000)	-10.2%
	<u>384,384</u>	<u>573,300</u>	<u>573,300</u>	<u>578,600</u>	<u>5,300</u>	<u>0.9%</u>
Program Expense						
I-45 Beautification	-	63,700	-	63,700	-	0.0%
	<u>-</u>	<u>63,700</u>	<u>-</u>	<u>63,700</u>	<u>-</u>	<u>0.0%</u>
Total Parks and Pathways Operations	<u>5,916,605</u>	<u>7,324,807</u>	<u>7,878,497</u>	<u>6,763,614</u>	<u>(561,193)</u>	<u>-7.7%</u>

* Equipment (\$10,000) and Sign Maintenance (\$12,000) - adjusted from 2012 Capital Budget to Dept 310 Operating budget for comparison purposes

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
AQUATICS - Dept 320						
Salaries and Benefits						
Salaries and Wages	1,116,974	1,114,914	1,114,914	1,202,164	87,250	7.8%
Overtime	9,623	12,000	12,000	12,000	-	0.0%
Employee Benefits - FICA	84,291	86,611	86,611	92,884	6,273	7.2%
Employee Benefits - TEC	6,870	5,296	20,367	21,281	15,985	301.8%
Employee Benefits - Retirement	35,551	37,594	37,594	29,788	(7,806)	-20.8%
Employee Benefits - Insurance	87,097	92,217	92,217	92,131	(86)	-0.1%
Employee Benefits - Workers Comp	34,193	44,997	44,997	48,567	3,570	7.9%
	<u>1,374,599</u>	<u>1,393,629</u>	<u>1,408,700</u>	<u>1,498,815</u>	<u>105,186</u>	<u>7.5%</u>
Staff Development						
Meetings	3,766	3,000	3,000	3,000	-	0.0%
Training & Conferences	13,185	16,400	14,300	16,400	-	0.0%
Uniforms	<u>15,185</u>	<u>16,000</u>	<u>16,000</u>	<u>17,500</u>	<u>1,500</u>	<u>9.4%</u>
	<u>32,136</u>	<u>35,400</u>	<u>33,300</u>	<u>36,900</u>	<u>1,500</u>	<u>4.2%</u>
Facility Expense						
Telephone	23,258	29,500	27,100	29,500	-	0.0%
Utilities	246,075	222,500	236,500	258,000	35,500	16.0%
Facility Repairs & Maintenance	56,930	44,500	44,500	47,900	3,400	7.6%
Treating Chemicals	<u>91,389</u>	<u>121,000</u>	<u>115,000</u>	<u>123,800</u>	<u>2,800</u>	<u>2.3%</u>
	<u>417,652</u>	<u>417,500</u>	<u>423,100</u>	<u>459,200</u>	<u>41,700</u>	<u>10.0%</u>
Equipment Expense						
Equipment*	37,652	49,000	49,000	49,000	-	0.0%
Lifeguard Equipment	11,302	10,400	10,400	10,400	-	0.0%
Equipment Repair & Maintenance	<u>26,340</u>	<u>28,000</u>	<u>28,000</u>	<u>28,000</u>	<u>-</u>	<u>0.0%</u>
	<u>75,294</u>	<u>87,400</u>	<u>87,400</u>	<u>87,400</u>	<u>-</u>	<u>0.0%</u>
Contracted Services						
Other Contracted Services	<u>30,985</u>	<u>33,200</u>	<u>31,700</u>	<u>33,200</u>	<u>-</u>	<u>0.0%</u>
	<u>30,985</u>	<u>33,200</u>	<u>31,700</u>	<u>33,200</u>	<u>-</u>	<u>0.0%</u>
Administrative Expense						
Supplies	2,077	2,500	2,500	2,500	-	0.0%
Printing	10,693	11,000	11,000	11,000	-	0.0%
Mileage Reimbursement	9,255	11,700	11,700	11,700	-	0.0%
Other Admin	<u>219</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>-</u>	<u>0.0%</u>
	<u>22,244</u>	<u>26,200</u>	<u>26,200</u>	<u>26,200</u>	<u>-</u>	<u>0.0%</u>
Total Aquatics	<u><u>1,952,910</u></u>	<u><u>1,993,329</u></u>	<u><u>2,010,400</u></u>	<u><u>2,141,715</u></u>	<u><u>148,386</u></u>	<u><u>7.4%</u></u>

* Equipment - \$45,000 adjusted from 2012 Capital Budget to Dept 320 Operating budget for comparison purposes

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
RECREATION - Dept 330						
Salaries and Benefits						
Salaries and Wages	562,002	555,452	555,452	566,087	10,635	1.9%
Overtime	6,693	4,000	4,000	4,000	-	0.0%
Employee Benefits - FICA	42,273	42,798	42,798	43,612	814	1.9%
Employee Benefits - TEC	2,399	1,523	5,534	5,534	4,011	263.4%
Employee Benefits - Retirement	34,206	41,666	41,666	38,445	(3,221)	-7.7%
Employee Benefits - Insurance	62,068	45,124	45,124	54,133	9,009	20.0%
Employee Benefits - Workers Comp	7,903	10,656	10,656	10,966	310	2.9%
	<u>717,544</u>	<u>701,219</u>	<u>705,230</u>	<u>722,777</u>	<u>21,558</u>	<u>3.1%</u>
Staff Development						
Meetings	95	500	500	500	-	0.0%
Training & Conferences	4,291	5,800	5,800	5,800	-	0.0%
Uniforms	960	1,500	1,500	1,500	-	0.0%
	<u>5,346</u>	<u>7,800</u>	<u>7,800</u>	<u>7,800</u>	<u>-</u>	<u>0.0%</u>
Facility Expense						
Telephone	17,335	14,700	17,500	22,800	8,100	55.1%
Utilities	25,386	25,000	25,000	25,000	-	0.0%
Facility Repair & Maintenance	17,262	23,000	23,000	23,000	-	0.0%
Facility Supplies	2,025	4,500	4,500	4,500	-	0.0%
Janitorial	21,797	24,000	24,000	24,000	-	0.0%
	<u>83,805</u>	<u>91,200</u>	<u>94,000</u>	<u>99,300</u>	<u>8,100</u>	<u>8.9%</u>
Equipment Expense						
Equipment*	510	5,500	5,500	15,500	10,000	181.8%
Equipment - Boat House**	-	26,500	19,000	16,000	(10,500)	-39.6%
Cell Phones	4,450	4,100	4,100	4,100	-	0.0%
Rental	395	5,500	1,000	1,000	(4,500)	-81.8%
Equipment Repair & Maintenance	4,651	4,000	4,000	4,000	-	0.0%
	<u>10,006</u>	<u>45,600</u>	<u>33,600</u>	<u>40,600</u>	<u>(5,000)</u>	<u>-11.0%</u>
Contracted Services						
Computer Support	-	3,500	-	-	(3,500)	-100.0%
Credit Card Fees	88,443	100,000	100,000	100,000	-	0.0%
Other Contracted Services	3,579	6,000	6,000	6,000	-	0.0%
	<u>92,022</u>	<u>109,500</u>	<u>106,000</u>	<u>106,000</u>	<u>(3,500)</u>	<u>-3.2%</u>

* Equipment - \$4,000 adjusted from 2012 Capital Budget to Dept 330 Operating budget for comparison purposes

** Equipment - Boat House - \$25,000 adjusted from 2012 Capital Budget and Dept 340 Operating Budget to Dept 330 Operating budget for comparison purposes

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
Program Expense						
Aquatic Program - Hurricane Swim Team	14,797	11,000	11,000	11,000	-	0.0%
Aquatic Program - Rip Tides Swim Team	9,134	10,000	10,000	10,000	-	0.0%
Aquatic Program - Waves Swim Team	11,771	11,000	11,000	11,000	-	0.0%
Aquatic Program - Misc	30,389	32,000	32,000	32,000	-	0.0%
Athletic Program - Basketball	1,658	6,300	6,300	6,600	300	4.8%
Athletic Program - Flag Football	-	6,300	-	-	(6,300)	-100.0%
Athletic Program - Soccer	23,402	17,600	20,000	20,000	2,400	13.6%
Athletic Program - Softball	27,845	21,700	21,700	21,700	-	0.0%
Athletic Program - Tennis	243,435	214,500	236,000	236,000	21,500	10.0%
Athletic Program - Misc	1,152	2,850	1,700	1,700	(1,150)	-40.4%
Athletic Program - Muddy Fest	31,863	34,500	34,500	41,000	6,500	18.8%
Athletic Program - Ten for Texas	95,538	96,000	96,000	96,000	-	0.0%
Athletic Program - Triathlon	103,763	96,000	96,000	110,000	14,000	14.6%
Boat House - Equipment Rentals	748	1,500	-	-	(1,500)	-100.0%
Boat House - Marketing	1,774	13,000	13,000	13,000	-	0.0%
Boat House - Programs	9,605	1,750	1,750	1,750	-	0.0%
Boat House - Concessions	-	2,000	2,500	2,500	500	25.0%
Recreation Program - Concerts in the Park	45,284	52,600	50,000	52,600	-	0.0%
Recreation Program - D&D Dinner Dance	22,974	23,000	23,200	24,000	1,000	4.3%
Recreation Program - Day Camps	23,407	15,000	30,000	36,150	21,150	141.0%
Recreation Program - Family Camps	5,864	4,500	7,000	9,000	4,500	100.0%
Recreation Program - Contractor Camps	30,160	30,100	30,100	30,100	-	0.0%
Recreation Program - Fitness	6,370	10,950	18,900	18,900	7,950	72.6%
Recreation Program - Gorilla Hole	10,174	9,600	9,600	9,800	200	2.1%
Recreation Program - Haunting	6,376	4,500	4,500	6,400	1,900	42.2%
Recreation Program - Preschool	22,719	24,700	24,700	24,700	-	0.0%
Recreation Program - Crush/Teen	1,522	3,250	2,700	2,700	(550)	-16.9%
Recreation Program - Waterway Programs	25,047	24,100	-	-	(24,100)	-100.0%
Recreation Program - Kayak N' Que	30	-	-	-	-	-
Recreation Program - Misc	89,778	82,700	82,700	82,700	-	0.0%
Sponsorship Expense	-	4,000	4,000	4,000	-	0.0%
Advertising	2,770	4,000	4,000	4,000	-	0.0%
	<u>899,349</u>	<u>871,000</u>	<u>884,850</u>	<u>919,300</u>	<u>48,300</u>	<u>5.5%</u>
Administrative Expense						
Supplies	9,828	9,000	9,000	9,000	-	0.0%
Dues & Subscriptions	843	1,400	1,400	1,400	-	0.0%
Printing	19,957	25,500	25,500	28,500	3,000	11.8%
Mileage Reimbursement	7,834	6,000	6,000	6,000	-	0.0%
Other Admin	2	1,000	1,000	1,000	-	0.0%
	<u>38,464</u>	<u>42,900</u>	<u>42,900</u>	<u>45,900</u>	<u>3,000</u>	<u>7.0%</u>
Total Recreation	<u>1,846,536</u>	<u>1,869,219</u>	<u>1,874,380</u>	<u>1,941,677</u>	<u>72,458</u>	<u>3.9%</u>

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

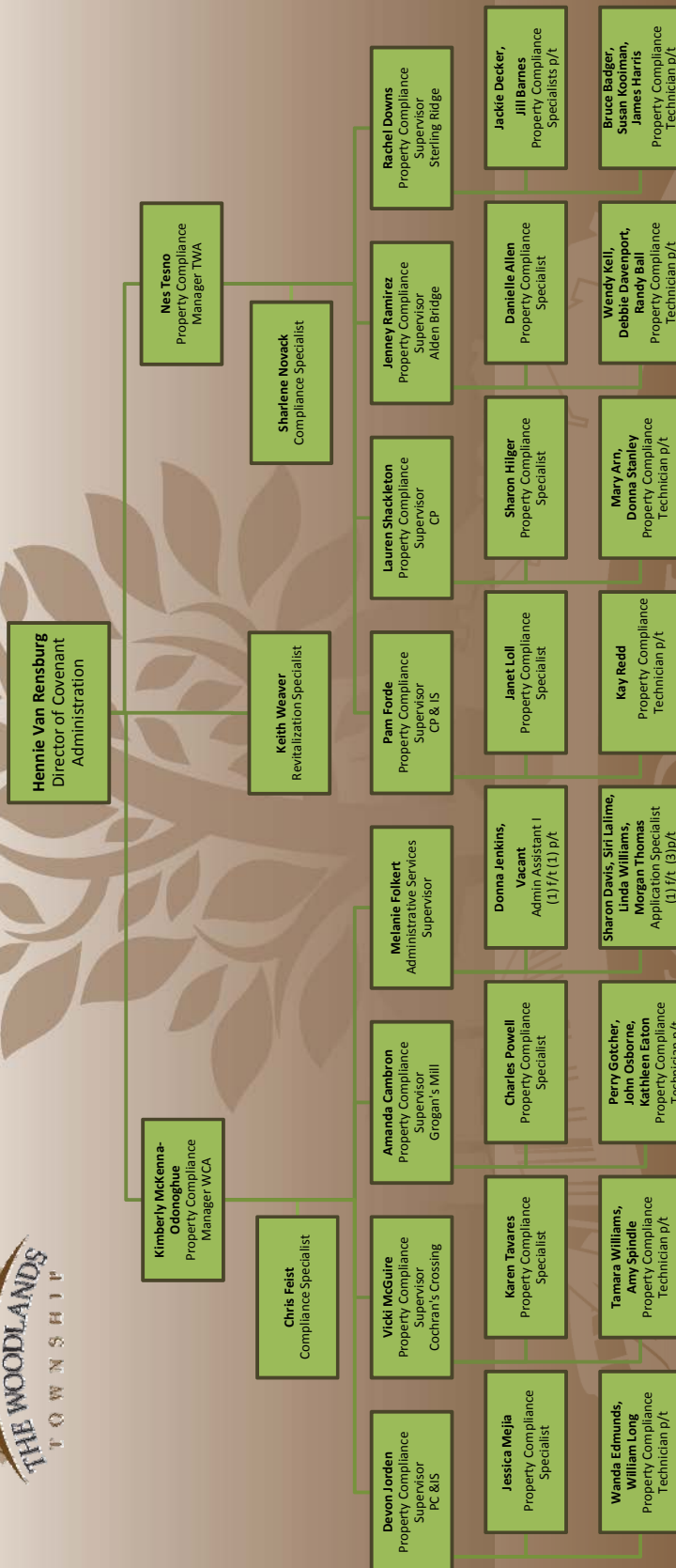
	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
TOWN CENTER FACILITIES AND OPERATIONS - Dept 340						
Salaries and Benefits						
Salaries and Wages*	194,811	338,008	338,008	447,611	109,603	32.4%
Overtime*	1,838	1,250	2,050	3,200	1,950	156.0%
Employee Benefits - FICA*	14,257	25,904	25,904	34,487	8,583	33.1%
Employee Benefits - TEC*	822	869	3,132	4,698	3,829	440.6%
Employee Benefits - Retirement*	16,078	35,641	35,641	51,062	15,421	43.3%
Employee Benefits - Insurance*	45,163	39,785	39,785	52,959	13,174	33.1%
Employee Benefits - Workers Comp*	6,195	12,262	12,262	16,682	4,420	36.0%
	<u>279,164</u>	<u>453,719</u>	<u>456,782</u>	<u>610,699</u>	<u>156,980</u>	<u>34.6%</u>
Staff Development						
Training & Conferences*	-	6,000	6,000	6,000	-	0.0%
Uniforms*	4,225	10,000	7,500	10,000	-	0.0%
	<u>4,225</u>	<u>16,000</u>	<u>13,500</u>	<u>16,000</u>	<u>-</u>	<u>0.0%</u>
Facility Expense						
Utilities - Waterway	168,582	89,000	132,500	208,500	119,500	134.3%
Utilities - Riva Row Park	75	10,500	10,500	10,500	-	0.0%
Utilities - Town Green Park	22,137	19,500	19,500	19,500	-	0.0%
Utilities - Waterway Square	7,938	36,400	36,400	36,400	-	0.0%
Lease/Rent 20 -Waterway	-	60,000	77,400	77,400	17,400	29.0%
	<u>198,732</u>	<u>215,400</u>	<u>276,300</u>	<u>352,300</u>	<u>136,900</u>	<u>63.6%</u>
Equipment Expense						
Ranger Equipment*	485	5,000	5,000	5,000	-	0.0%
Cell Phones*	1,517	2,000	2,000	3,200	1,200	60.0%
Equipment	338	2,500	2,500	2,500	-	0.0%
	<u>2,340</u>	<u>9,500</u>	<u>9,500</u>	<u>10,700</u>	<u>1,200</u>	<u>12.6%</u>
Contracted Services						
Sign Maintenance - Town Center	4,758	19,200	14,200	14,200	(5,000)	-26.0%
Maintenance - Waterway	451,244	385,000	385,000	439,000	54,000	14.0%
Maintenance - Riva Row Park	9,027	34,600	34,600	34,600	-	0.0%
Maintenance - Town Green Park	60,517	112,700	99,700	99,700	(13,000)	-11.5%
Maintenance - Waterway Square	221,720	166,400	154,400	154,400	(12,000)	-7.2%
Streetlight Maintenance	34,252	20,000	40,000	40,000	20,000	100.0%
Waterway Private Security**	158,189	154,500	154,500	-	(154,500)	-100.0%
	<u>939,707</u>	<u>892,400</u>	<u>882,400</u>	<u>781,900</u>	<u>(110,500)</u>	<u>-12.4%</u>
Maintenance Expense						
Maintenance - Riva Row Park	9,231	1,500	2,000	2,000	500	33.3%
Maintenance - Town Green Park	2,381	4,000	5,000	5,000	1,000	25.0%
Maintenance - Waterway Square	33,549	16,800	20,000	20,000	3,200	19.0%
Streetlight Maintenance	5,961	25,000	25,000	25,000	-	0.0%
	<u>51,122</u>	<u>47,300</u>	<u>52,000</u>	<u>52,000</u>	<u>4,700</u>	<u>9.9%</u>
Program Expense						
Song Programming - Waterway Square	28,000	35,000	29,000	29,000	(6,000)	-17.1%
Tree Lighting	-	94,000	123,300	123,300	29,300	31.2%
Seasonal Lighting	151,918	41,900	41,900	41,900	-	0.0%
	<u>179,918</u>	<u>170,900</u>	<u>194,200</u>	<u>194,200</u>	<u>23,300</u>	<u>13.6%</u>
Administrative Expense						
Supplies	-	-	1,000	1,000	1,000	
Dues & Subscriptions	-	-	250	250	250	
Mileage Reimbursement	120	-	1,200	1,200	1,200	
	<u>120</u>	<u>-</u>	<u>2,450</u>	<u>2,450</u>	<u>2,450</u>	
Total Town Center Facilities and Operations	<u>1,655,328</u>	<u>1,805,219</u>	<u>1,887,132</u>	<u>2,020,249</u>	<u>215,030</u>	<u>11.9%</u>

* 2011 Expenses include those incurred in the Law Enforcement Ambassador Department and are included here for comparison purposes.

** Waterway Private Security adjusted from Law Enforcement Dept 200 for comparison purposes - New Town Center staff to replace contracted service



Covenant Administration



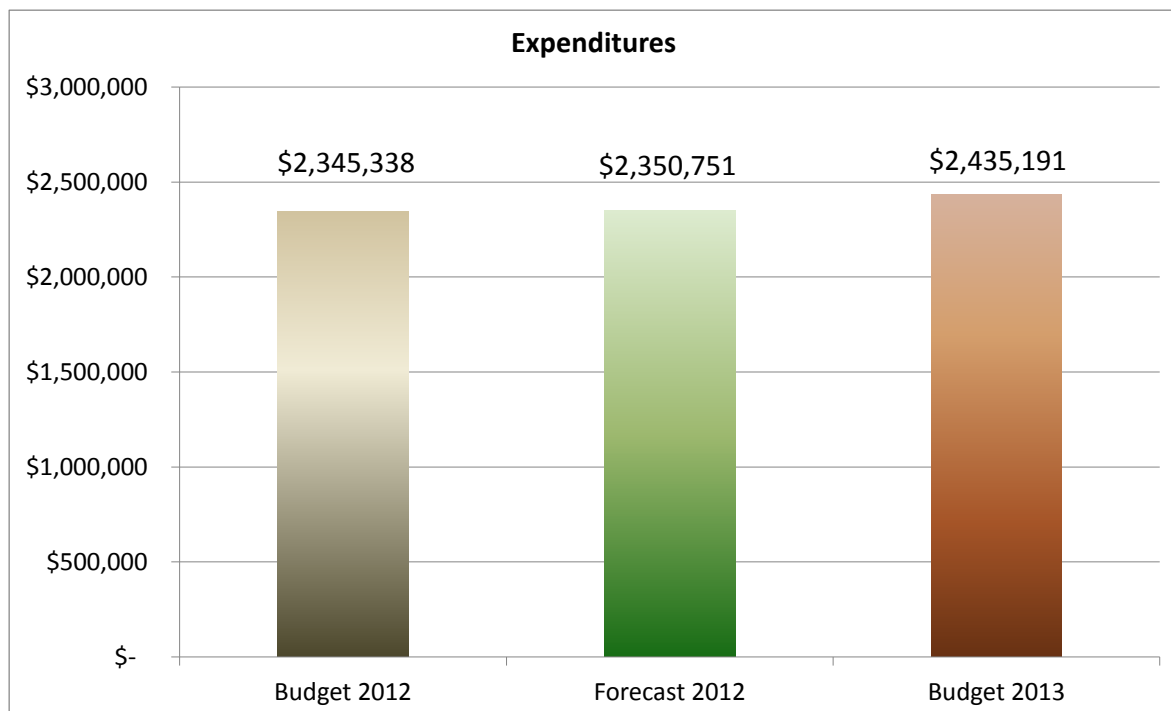


Covenant Administration

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 2,018,238	\$ 2,008,651	\$ 2,067,791	\$ 49,553	2.5%
Staff Development	8,500	6,700	6,700	(1,800)	-21.2%
Equipment Expense	20,600	19,000	24,700	4,100	19.9%
Contracted Services	169,100	194,100	200,100	31,000	18.3%
Program Expense	75,000	75,000	82,500	7,500	10.0%
Public Education/Relations	2,400	2,400	3,000	600	25.0%
Administrative Expense	51,500	44,900	50,400	(1,100)	-2.1%
Total	\$ 2,345,338	\$ 2,350,751	\$ 2,435,191	\$ 89,853	3.8%





Covenant Administration

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Director - Covenant Administration	1.00	1.00	0.00
Property Compliance Manager	2.00	2.00	0.00
Village Property Compliance Supervisor	6.00	6.00	0.00
Commercial Property Compliance Supervisor	1.00	1.00	0.00
Administrative Services Supervisor	1.00	1.00	0.00
Revitalization Specialist	1.00	1.00	0.00
Applications Specialist	2.50	2.50	0.00
Property Compliance Specialist	7.00	7.00	0.00
Administrative Assistant I	1.50	1.50	0.00
Compliance Specialist	2.00	2.00	0.00
Property Compliance Technician	8.00	8.00	0.00
Total	33.00	33.00	0.00



Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 1,503,873	\$ 1,487,000	\$ 1,512,427	\$ 8,554	0.6%
Benefits	514,365	521,651	555,364	40,999	8.0%
Total	\$ 2,018,238	\$ 2,008,651	\$ 2,067,791	\$ 49,553	2.5%

- Increase due to 3% merit adjustment and higher health insurance expense, partially offset by change in compensation levels as a result of employee turnover.

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Meetings	\$ 1,200	\$ 500	\$ 500	\$ (700)	-58.3%
Training & Conferences	5,000	5,000	5,000	-	0.0%
Uniforms	2,300	1,200	1,200	(1,100)	-47.8%
Total	\$ 8,500	\$ 6,700	\$ 6,700	\$ (1,800)	-21.2%

- Meetings, (\$700): decrease based on analysis of historical costs
- Uniforms, (\$1,100): decrease based on analysis of historical costs

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Equipment	\$ 6,100	\$ 4,500	\$ 4,500	\$ (1,600)	-26.2%
Cell Phones	14,500	14,500	20,200	5,700	39.3%
Total	\$ 20,600	\$ 19,000	\$ 24,700	\$ 4,100	19.9%

- Equipment, (\$1,600): decrease based on analysis of historical costs
- Cell Phones, \$5,700: increase due to wireless cards for monitors



Covenant Administration

Budget 2013

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Computer Support	\$ 51,100	\$ 51,100	\$ 51,100	\$ -	0.0%
Legal Fees	85,000	115,000	121,000	36,000	42.4%
Contract Labor	12,000	12,000	12,000	-	0.0%
Maintenance Fees	13,000	13,000	13,000	-	0.0%
Access Fees	8,000	3,000	3,000	(5,000)	-62.5%
Total	\$ 169,100	\$ 194,100	\$ 200,100	\$ 31,000	18.3%

- Legal Fees, \$36,000: increase in vacant property enforcement/litigation
- Access Fees, (\$5,000): decrease based on analysis of historical costs

Program Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Community Education/Revitalization	\$ 75,000	\$ 75,000	\$ 82,500	\$ 7,500	10.0%
Total	\$ 75,000	\$ 75,000	\$ 82,500	\$ 7,500	10.0%

- Community Education/Revitalization, \$7,500: increase based on additional demand for services

Public Education/Relations

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Public Relations	\$ 2,400	\$ 2,400	\$ 3,000	\$ 600	25.0%
Total	\$ 2,400	\$ 2,400	\$ 3,000	\$ 600	25.0%

- Public Relations, \$600: increase for educational materials at community events



Covenant Administration

Budget 2013

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ 6,800	\$ 4,200	\$ 4,200	\$ (2,600)	-38.2%
Dues & Subscriptions	1,200	1,200	1,200	-	0.0%
Printing	8,000	4,000	8,000	-	0.0%
Mileage Reimbursement	30,500	30,500	32,000	1,500	4.9%
Committee Meetings	3,000	3,000	3,000	-	0.0%
Other Admin	2,000	2,000	2,000	-	0.0%
Total	\$ 51,500	\$ 44,900	\$ 50,400	\$ (1,100)	-2.1%

- Supplies, (\$2,600): decrease based on analysis of historical costs
- Mileage Reimbursement, \$1,500: increase based on revised mileage rate and expanded area of developed property



COVENANT ADMINISTRATION 2013 BUDGET PLAN

The Woodlands Township Covenant Administration 2013 Budget Plan

- I. Situation Analysis**
- II. Accomplishments of 2012**
- III. Goals of the Covenant Administration 2013 Budget Plan**
- IV. Implementation of Covenant Admin 2013 Budget Plan**

The Woodlands Township

Covenant Administration 2013 Budget Plan

I. Situation Analysis

The Woodlands is a large, forested community being developed in accordance with a master plan to be a large 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 2 technicians, except for Grogan's Mill and Alden Bridge which both have 3 technicians. The Technicians actively pursue violations, respond to complaints and provide information to review applications for improvements at residents' properties. Total number of violation notices sent to residents in 2011 was approximately 6,900.
- Maintenance of all property records for all residential and commercial properties which is approximately 33,400 records.
- Staff support for nine village RDRC's - Supervisors and Team Specialists prepare applications for improvements to present to the RDRC Committees. Preparation could include 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 2011 was approximately 6,800.

- Staff support for Development Standards Committee which heard approximately 620 requests for variances or appeals to RDRC decisions. 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 the Board of Directors for information purposes. Staff also works with legal counsel and attends court hearings. The DSC also holds joint meetings with the RDRC's annually.
- 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.
- Staff support for Revitalization Program in all Villages - A Property Revitalization Specialist oversees all aspects of the Revitalization Program. The Specialist also oversees and monitors vacant and abandoned properties and coordinates contractors to perform the necessary maintenance in conjunction with Interfaith and United Way. Coordinated Good Neighbor Days and Neighbor Involvement Days. Solicits requests for bids for maintenance of properties as needed.
- Staff support for all incoming applications and technical review - All applications for improvements are reviewed and accepted by 3 part-time and 1 full-time Application Technician. 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 Township's records.

II. Accomplishments of 2012

- Completed 46 Revitalization projects on several properties in conjunction with Interfaith and United Way. Completed six Community Involvement Days in Panther Creek, Grogan's Mill and Cochrans Crossing.

- Ongoing completion of transcription of neighborhood criteria for TWA Villages.
- Orientation meeting for incoming Board Members and RDRC Members for all newly elected members.
- All compliance technicians updated property files with new photos documenting current conditions. Goal was 500 photos per technician, actually completed 1,000 per technician.
- Conducted joint meetings of the RDRC's which reviewed and considered revisions to the RDRC By-Laws and Residential Standards.
- 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 due to reduced commercial monitoring.
- Implementation of Accela Program for all of Covenant Administration. This program allows for processing of all applications, violations and reports for all Villages.

III. Goals of the Covenant Administration 2013 Budget Plan

- Be prepared for continued residential growth, development and expansion in the Village of Creekside Park and Creekside Park West, while still maintaining existing service levels. Anticipate many vacant and unoccupied homes will require property maintenance due to absentee homeowners.
- Review all Covenant Administration for restructuring of Technicians and Specialists to provide for cross training in different villages. Review current Commercial Team operations and implement a change for oversight by all WCA Supervisors.
- Continue more active pursuit of home maintenance in older Villages as we prepare for redevelopment in those areas.
- 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 1,000 photos per monitor.
- Continue 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 2013 Budget Plan

Salaries and Benefits **\$2,067,791**

- Covenant Administration Department Personnel (\$2,067,791) – Includes wages, benefits and overtime for thirty three full-time staff members. Covenant Administration staff provides deed restriction administration and enforcement, maintenance of all property records for all residential and commercial properties and office support and representation for the Residential Design Review Committees and Design Standards Committee.

Staff Development **\$6,700**

(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, Uniforms (\$6,700) – Includes staff meetings (\$500), staff training (\$5,000), and staff uniforms (\$1,200).

Equipment Expense **\$24,700**

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

- Cell Phones and Office Equipment (\$24,700) – Cellular phones for Compliance Monitors and Team Leaders. Wireless connectivity for 16 monitors. Non capital computer hardware, software and cameras.

Contracted Services **\$200,100**

(In accordance with Key Initiative 1.4.1 Develop and maintain the structure to enforce covenants and standards)

- Computer Support (\$51,100) – Includes general computer support, a full year for Accela software support, and Verisign services.
- Legal (\$121,000) – 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. Increased cost greatly reduces possibility of having to appear in court to fight any cases.
- Contract Labor (\$12,000) – Includes temporary contract staffing due to staff absences during peak work periods. Also includes fees for services provided for property maintenance.

- Maintenance Fees (\$13,000) – Unreimbursed costs for repairs and maintenance for properties.
- Access Fees (\$3,000) – To provide for replanting of trees, shrubs as well as reseeding to repair damage done to open space reserves when installing pools or for other projects.

Program Expenses

\$82,500

(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 (\$82,500) - This line item is for the continuation for funding of the Community Revitalization Program.

Public Education/Relations

\$3,000

(In accordance with Key Initiative 1.4.3 Research and provide programming and policy options to maintain vitality as the community ages)

- Public Relations (\$3,000) - Educational materials for department and community events. Also includes committee election expenses and volunteer recognition.

Administrative Expenses

\$50,400

- Supplies (\$4,200) – 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 (\$8,000) –Business cards, post cards, flyers, brochures, notices, residential standards, covenants and other related printing needs.
- Mileage Reimbursement (\$32,000) – Reimbursement expenses for compliance technicians, team specialists, and managers.
- Committee Meetings (\$3,000) – Meals for volunteer Committee Members.
- Other Admin (\$2,000) - Expenses not classified elsewhere.

Total Cost for Covenant Administration 2013 Budget Plan

\$2,435,191

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
COVENANT ADMINISTRATION - Dept 410						
Salaries and Benefits						
Salaries and Wages	1,458,014	1,491,873	1,475,000	1,498,427	6,554	0.4%
Overtime	11,975	12,000	12,000	14,000	2,000	16.7%
Employee Benefits - FICA	107,362	115,046	113,755	115,720	674	0.6%
Employee Benefits - TEC	3,196	3,168	11,745	11,484	8,316	262.5%
Employee Benefits - Retirement	173,945	174,612	174,612	183,457	8,845	5.1%
Employee Benefits - Insurance	203,724	217,649	217,649	240,792	23,143	10.6%
Employee Benefits - Workers Comp	2,971	3,890	3,890	3,911	21	0.5%
	<u>1,961,187</u>	<u>2,018,238</u>	<u>2,008,651</u>	<u>2,067,791</u>	<u>49,553</u>	<u>2.5%</u>
Staff Development						
Meetings	-	1,200	500	500	(700)	-58.3%
Training & Conferences	4,452	5,000	5,000	5,000		0.0%
Uniforms	-	2,300	1,200	1,200	(1,100)	-47.8%
	<u>4,452</u>	<u>8,500</u>	<u>6,700</u>	<u>6,700</u>	<u>(1,800)</u>	<u>-21.2%</u>
Equipment Expense						
Equipment	2,800	6,100	4,500	4,500	(1,600)	-26.2%
Cell Phones	16,724	14,500	14,500	20,200	5,700	39.3%
	<u>19,524</u>	<u>20,600</u>	<u>19,000</u>	<u>24,700</u>	<u>4,100</u>	<u>19.9%</u>
Contracted Services						
Computer Support	32,000	51,100	51,100	51,100	-	0.0%
Legal	121,828	85,000	115,000	121,000	36,000	42.4%
Contract Labor	14,828	12,000	12,000	12,000	-	0.0%
Maintenance Fees	6,824	13,000	13,000	13,000	-	0.0%
Access Fees	1,170	8,000	3,000	3,000	(5,000)	-62.5%
	<u>176,650</u>	<u>169,100</u>	<u>194,100</u>	<u>200,100</u>	<u>31,000</u>	<u>18.3%</u>
Program Expense						
Community Education/Revitalization	52,347	75,000	75,000	82,500	7,500	10.0%
	<u>52,347</u>	<u>75,000</u>	<u>75,000</u>	<u>82,500</u>	<u>7,500</u>	<u>10.0%</u>
Public Education/Relations						
Public Relations	2,271	2,400	2,400	3,000	600	25.0%
	<u>2,271</u>	<u>2,400</u>	<u>2,400</u>	<u>3,000</u>	<u>600</u>	<u>25.0%</u>
Administrative Expense						
Supplies	2,706	6,800	4,200	4,200	(2,600)	-38.2%
Dues & Subscriptions	1,087	1,200	1,200	1,200	-	0.0%
Printing	246	8,000	4,000	8,000	-	0.0%
Mileage Reimbursement	31,152	30,500	30,500	32,000	1,500	4.9%
Committee Meetings	2,398	3,000	3,000	3,000	-	0.0%
Other Admin	1,739	2,000	2,000	2,000	-	0.0%
	<u>39,328</u>	<u>51,500</u>	<u>44,900</u>	<u>50,400</u>	<u>(1,100)</u>	<u>-2.1%</u>
Total Covenant Administration	<u><u>2,255,759</u></u>	<u><u>2,345,338</u></u>	<u><u>2,350,751</u></u>	<u><u>2,435,191</u></u>	<u><u>89,853</u></u>	<u><u>3.8%</u></u>



Environmental Services

Lynne Aldrich
Environmental
Services Manager

**Kathie Herrick,
Lucinda Valdes**
Environmental Education
Coordinator (2)

Bob Dailey
Environmental Education
Coordinator (p/t)

Seasonal Interns
(2)

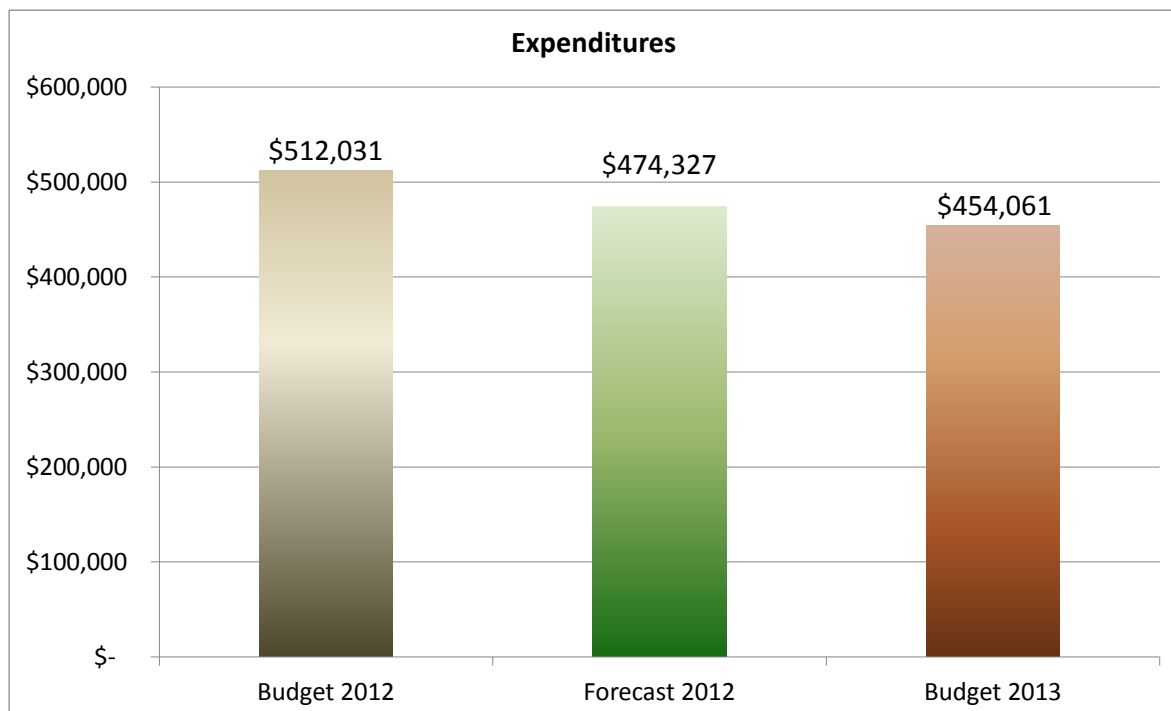


Environmental Services

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 289,421	\$ 285,357	\$ 288,611	\$ (810)	-0.3%
Staff Development	6,500	5,500	5,500	(1,000)	-15.4%
Facility Expense	100	-	-	(100)	-100.0%
Equipment Expense	2,500	2,500	3,000	500	20.0%
Contracted Services	93,940	62,500	33,500	(60,440)	-64.3%
Program Expense	110,520	110,520	114,500	3,980	3.6%
Administrative Expense	9,050	7,950	8,950	(100)	-1.1%
Total	\$ 512,031	\$ 474,327	\$ 454,061	\$ (57,970)	-11.3%





Environmental Services

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Environmental Services Manager	1.00	1.00	0.00
Environmental Education Coordinator	2.00	2.00	0.00
Environmental Education Specialist	0.50	0.50	0.00
Intern	0.75	0.75	0.00
Total	4.25	4.25	0.00

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 223,075	\$ 218,800	\$ 220,492	\$ (2,583)	-1.2%
Benefits	66,346	66,557	68,119	1,773	2.7%
Total	\$ 289,421	\$ 285,357	\$ 288,611	\$ (810)	-0.3%

- Decrease in salaries based on correction to 2012 budget. Increase in benefits due to higher health insurance expense

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Meetings	\$ 1,000	\$ -	\$ -	\$ (1,000)	-100.0%
Training & Conferences	5,500	5,500	5,500	-	0.0%
Total	\$ 6,500	\$ 5,500	\$ 5,500	\$ (1,000)	-15.4%

- Meetings, (\$1,000): decrease based on analysis of historical costs



Environmental Services

Budget 2013

Facility Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Utilities	\$ 100	\$ -	\$ -	\$ (100)	-100.0%
Total	\$ 100	\$ -	\$ -	\$ (100)	-100.0%

- Utilities, (\$100): decrease based on analysis of historical costs

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Equipment	\$ 1,000	\$ 1,000	\$ 1,500	\$ 500	50.0%
Cell Phones	1,500	1,500	1,500	-	0.0%
Total	\$ 2,500	\$ 2,500	\$ 3,000	\$ 500	20.0%

- Equipment, \$500: equipment for environmental programs

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Contract Labor	\$ 91,440	\$ 60,000	\$ 31,000	\$ (60,440)	-66.1%
Consulting	-	-	-	-	
Legal Fees	2,500	2,500	2,500	-	0.0%
Total	\$ 93,940	\$ 62,500	\$ 33,500	\$ (60,440)	-64.3%

- Contract Labor, (\$60,440): monitoring of solid waste contract will end after 1st quarter of 2013



Environmental Services

Budget 2013

Program Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Adopt-A-Path	\$ 6,100	\$ 6,100	\$ 6,600	\$ 500	8.2%
Earth Day	21,500	21,500	21,500	-	0.0%
Other Programs	45,720	45,720	45,400	(320)	-0.7%
Landscape Solutions	21,200	21,200	21,200	-	0.0%
Mosquito Awareness	4,200	4,200	7,000	2,800	66.7%
Recycling, HHW & Solid Waste	6,000	6,000	7,000	1,000	16.7%
Walk-to-School/ Bike-to-Work	4,800	4,800	4,800	-	0.0%
Other Environmental Programs	1,000	1,000	1,000	-	0.0%
Total	\$ 110,520	\$ 110,520	\$ 114,500	\$ 3,980	3.6%

- Adopt-A-Path, \$500: miscellaneous increase
- Other Programs, (\$320): miscellaneous decrease
- Mosquito Awareness, \$2,800: additional education materials and equipment
- Recycling, HHW & Solid Waste, \$1,000: additional education materials

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ 2,000	\$ 1,500	\$ 1,500	\$ (500)	-25.0%
Dues & Subscriptions	4,250	4,250	4,250	-	0.0%
Printing	-	-	1,000	1,000	
Mileage Reimbursement	2,800	2,200	2,200	(600)	-21.4%
Total	\$ 9,050	\$ 7,950	\$ 8,950	\$ (100)	-1.1%

- Supplies, (\$500): decrease based on analysis of historical costs
- Printing, \$1,000: increase due to printing of department brochure
- Mileage Reimbursement, (\$600): decrease based on analysis of historical costs



**ENVIRONMENTAL SERVICES
2013 BUDGET PLAN**

The Woodlands Township Environmental Services 2013 Budget Plan

- I. Situation Analysis**
- II. Accomplishments of 2012**
- III. Goals of Environmental Services 2013 Budget Plan**
- IV. Implementation of Environmental Services 2013 Budget**

The Woodlands Township

Environmental Services 2013 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, Environmental Services 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 green waste 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. An RFP for contracted solid waste services went out for bid in 2011, terms were negotiated and the final contract was awarded to Waste Management with implementation 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 has grown each year and attracts over 900 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.

In response to unprecedented drought and wildfire hazard during 2011, the department drafted a *Drought and Wildfire Prevention Response* document to target water-wise education. Public forums were scheduled to address firewise landscaping, tree care, pruning, plant selection, water-saving irrigation practices and water-wise landscape design. Staff made presentations to community groups on rainwater harvesting and water conservation methods and an additional composting class was scheduled. Expanding outreach, magazine articles and event displays were developed to target water conservation and yard trimmings management to reduce fire hazard.

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 focused additional resources on litter abatement programs in 2011, launching the Earth Day GreenUp, a community-wide stewardship project.

A 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 Sportsfields. Environmental Services staff continues to oversee the program. With little promotion, the program consistently has had a waiting list. In 2009, an analysis of potential additional garden locations was performed, resulting in a Community Garden Master Plan. The Board of Directors approved expansion of the existing garden at Bear Branch to 64 beds and approved a new community garden location at Alden Bridge Sports Park, which completed construction in August 2011. This garden added 48 beds as well as 36 plots for *Veggie Village*, a donation garden affiliated with Interfaith Food Pantry. A total of 113 garden plots are now managed by the department.

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 seven, 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. Near term, a full time, year round mosquito surveillance coordinator is imperative.

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. Eleven 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 evolved 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 encourages stewardship through service and incorporates components of all of our environmental programs in keeping with The Woodlands Earth Day tradition. A fall challenge for America Recycles Day provides opportunities for residents to learn to close the loop and to recycle non-traditional items not taken curbside, raising awareness of other recycling opportunities. Department staff has been an integral part of expanding sustainable practices to Parks and Recreation events and races by providing guidance on adopting zero waste practices.

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 4,000 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 \$21.79 per hour for 2011 which puts the value of volunteer hours routinely done for ES at over \$80,000.

II. Accomplishments of 2012

Outreach

- Developed successful campaign to inform residents of new solid waste contract with enhanced curbside recycling and new guidelines for yard trimmings
- Created new display, *Yard Trimmings Management*, trained volunteers and debuted at *Woodlands Landscaping Solutions* event in September, updating for *Wildflower Festival*, *Community Involvement Day*, *Neighborhood Involvement Days*, *3R Bazaar*, *Arbor Day*, *Gardening 101* and *Earth Day GreenUP*
- Presented programs on rainwater harvesting, mosquito abatement, “It’s About the Bag”, Zero Waste, water-wise gardening and composting, ecology and Native Plants in the Garden to garden clubs, community groups and scouts
- Developed two new educational programs for pre-school students, *We Recycle* and *Waste Free Lunch*
- Developed new educational campaign to target pet waste: *Walkin’ the Dog*
- Presented *Jo Jo Mosquito* program to third grade classes
- Fostered and maintained relationships with organizations and individuals who provided over 4,000 hours of volunteer service in support of our departmental programs

Publications, press releases, webpages and educational materials

- Wrote and submitted 46 articles with photos on programs to The Woodlands magazine for publication
- Wrote and submitted 17 press releases with photos
- Wrote and laid out summer 2011 direct mail educational piece, *Got Mosquitoes? Follow the Water*, in partnership with The Woodlands G.R.E.E.N. with sponsorship from Waste Management and Woodlands Joint Powers Agency
- Wrote and laid out *Water Wise Landscaping/Leaf Management* for fall 2011 mailing with sponsorship from Waste Management
- Wrote and laid out *We Recycle*, direct mail educational piece for Texas Recycles Day 2011 in partnership with The Woodlands G.R.E.E.N. with sponsorship from Waste Management
- Wrote and laid out *Managing Yard Trimmings, Guidelines and Options*, winter 2012 direct mail education piece to address new contract guidelines with sponsorship from Waste Management and Woodlands Joint Powers Agency
- Wrote and laid out GreenUp/litter abatement spring 2012 direct mail educational piece in partnership with The Woodlands G.R.E.E.N. with sponsorship from Waste Management
- Developed new comprehensive mosquito abatement webpage with photos and updated links
- Developed webpage of walk to school routes and tips for neighborhoods within a mile radius of CISD schools in response to reduced bus service
- Developed solid waste pages with photos to prepare residents for transition to new contract, highlighting enhanced recycling, yard trimmings guidelines, move-in/move-out tips and waste diversion strategies

- Developed Woodlands Garden Almanac, monthly water-wise gardening tips, for Woodlands Landscaping Solutions webpage
- Designed the educational graphic for the lid of the new recycling cart

Programs and events

Recycling, HHW, Solid Waste

- Implementation of and troubleshooting start-up issues for new solid waste contract
- 3R Bazaar on November 12
 - Over 600 attendees
 - 59 volunteers from 7 organizations contributed 162 event hours; 7 volunteers contributed 21 pre-event hours;
 - Provided 4 educational booths: *Yard trimmings management; So you think YOU can recycle and NEW recycling information; Bring your own bag; No sew T-shirt bag*
 - Distributed 225 handy indoor recycle bins and equal number of *Yard Buddies*, compostable bags for yard trimmings
 - 4 Villages: Cochran's Crossing, College Park, Grogan's Mill and Sterling Ridge actively participated in caps, corks, keys collection; collections were received from 7 Villages
 - *Americas Styrenics, Southwest Recycling and Veggie Village* provided booth presence
 - Shred Day conducted by Shred-All collected Paper/fiber recycled : 9,540 lbs shredded = 1.77 tons, 443 lbs food and \$970 donated to Interfaith Food Pantry
 - Caps #5Polypropylene: 129 lbs
 - Corks: 122 lbs processed by *Terracycle* for Christus Stehlin Foundation cancer research
 - Candy wrappers: 13 photocopy boxes FULL processed by *Terracycle* for Interfaith Veggie Village
 - Keys: 4 pounds of metal keys recycled
 - Expanded polystyrene: >700 cubic feet
 - Promoted closing the loop at *Buy Recycled Boutique*, displaying merchandise from recycled materials
- Coordinated zero waste efforts at Parks Department events and trained and supervised volunteers to staff stations. Diversion rates at these events was over 80%

Earth Day

- Planned and executed community-wide Earth Day GreenUp March 31:
 - Collected over 27 cubic yards or 3,260 pounds of litter
 - 21% increase in participation on day of pick-up over 2011
 - 772 individual volunteers for a total of 2,316 volunteer hours
 - 48 community groups involved in clean-up
 - Shred Day sponsored by Shred-All Texas collected \$733 and 185 pounds of canned goods donated to Interfaith Food Pantry
 - 20 booths at post pick-up party – 12 ES booths including 8 Ecology Carnival and 4 educational, all focusing on the waste minimization message
- Augmented Vocal Trash Earth Day Concert in the Park on April 22 with Earth Day Pledge Challenge, 2 kids activities and Adopt-a-Path stewardship promotion

Woodlands Landscaping Solutions

- Montgomery County master gardeners participation in our Woodlands Landscaping Solutions event was awarded 3rd place by Texas Master Gardener Association for exemplary achievement in education for the state. Third place is considered a very significant

accomplishment as the competition included Houston, Dallas, San Antonio, Austin and Fort Worth.

- Coordinated 6 lectures in *Walk in the Woods* Nature Lecture series attended by almost 400 residents
- Presentations to various groups (gardening clubs, schools, scouts, public talks at libraries, other organizations) on subjects such as flower gardening, water conservation, composting, landscaping, and native plants.
- Coordinated development efforts between Interfaith Veggie Village and PARD, and helped coordinate planning The Woodlands Community Garden at Alden Bridge Sports Park
- Coordinated 6 composting classes attended by over 250 residents with an average attendance of 35 residents. Sold 150 compost bins.
- Coordinated 2 vegetable gardening classes with total attendance of 225 residents
- Coordinated Gardening 101 and 102 (water wise landscaping and lawn care) seminar series attended by 182 residents
- Coordinated September water-wise gardening event with 29 booths—13 developed by ES staff—attended by over 900 residents with sponsorship by Montgomery County Master Gardener Association, Hilton Garden Inn, Waste Management, The Woodlands GREEN, and Woodlands Joint Powers Agency. Assistance by 66 volunteers from several community groups; Montgomery County Master Gardeners, Texas Master Naturalists, The Woodlands GREEN, Student Ambassadors and Community Gardeners. Sold 56 compost bins at event and distributed 400 pass-along plants propagated by volunteers
- Maintained National Wildlife Federation and Best of Texas Wildlife Habitat certifications for PARDES campus, replanting native species lost through the drought
- Opened new Community Garden at Alden Bridge Sports Park with an additional section for *Veggie Village* donation garden to benefit Interfaith Food Pantry
- Managed two community gardens at Bear Branch Soccer Fields and Alden Bridge Sports Park with total of 113 plots and 135 gardeners
- Instituted a weekly update to all community gardeners with timely topics related to vegetable gardening

Walk to School & Bike to Work

- Hosted *Safe Routes to School* forum in response to reduced bus routes by Conroe ISD
- Coordinated Program in addition to supervising staff and volunteers at 11 schools: Galatas, Deretchin, Ride, Glen Loch, Bush, Buckalew, Powell, Hailey, Lamar, Tough and Creekside Forest
- Participation at 9 schools reached 60 to 90 percent of student body, involving 6,500 students along with siblings and parents, totaling more than 10,000 residents
- Promoted Bike to Work Month in May

Mosquito surveillance

- Trained and supervised mosquito surveillance summer interns employed by The Township and Montgomery County Pct 3

2011 Season Summary

At a glance:

- First traps set: May 24
- Last traps set: December 19
- Total traps set: 766
- Total mosquitoes sent for testing: 13,847
- Average number of mosquitoes per trap: 18
- First positive West Nile virus (+WNV) reported: June 8
- Last +WNV reported: November 15
- Total +WNV reported: 41
- Neighborhood profiles completed: 19
- Premises surveys completed: 17
- Total precipitation during trapping season: 9.25 in.
- Total precipitation for 2011: 15.55 in.
- Disease activity very high – The Woodlands had 41 of 52 positive sites located in the state outside of Harris County. At recommendation of Texas Department of State Health Services, trapping continued throughout the winter and spring albeit at a much lower rate due to lack of staff resources. A full report of the season with recommendation was completed early in 2012.
- Flooding in early 2012 created a very large uptick in mosquito activity with very high resident demand for trapping and surveillance when staffing resources were very limited. Traps collected the highest number of mosquitoes ever observed in this program with one holding over 6,000 mosquitoes collected in less than 24 hours.

Adopt-a-Path/Litter abatement

- Number of active groups participating yearlong: 49
- Averaged 9 groups active each month
- A total 968 volunteer hours contributed
- Average *per month* collection of 566 gallons (2.8 cu yds) or 343 pounds of trash and recyclables by community stewards; highest volume months May, September and January

Other

- Completed negotiations with Waste Management for new solid waste contract
- Professional boards and advisory committees: WJPA Water Conservation; Texas Mosquito Control Association; State of Texas Alliance for Recycling; Interfaith Veggie Village
- Responded to over 5,000 residential calls, online requests and walk-ins

III. Goals of the Environmental Services 2013 Budget Plan

- Enhance educational outreach programs promoting environmental stewardship and sustainability by further developing *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 for Township facilities and events *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, Compost Fair and 3R Bazaar *Focus area 1.2.5*
- Promote The Woodlands as a walkable and bike friendly community with safe routes to schools by expanding Walk to School activities beyond October in partnership with CISD and TISD and Bike to Work Month promotion *Focus areas 1.2.3, 1.2.3, 5.4.4 & 7*
- Continue to provide and promote efficient, cost effective and environmentally responsible waste disposal and recycling in concert with current solid waste contractor *Focus area 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 areas 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 2013 Budget

Salaries and Benefits

\$288,611

- Environmental Services Department Personnel (\$288,611) – 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, Keep Texas Beautiful Conference, Lone Star Native Plant Conference, Texas Mosquito Control Board Spring Workshop and fall conference.

Equipment Expense

\$3,000

- Equipment (\$1,500) – Includes signs and an upgraded camera to be compatible with Windows 07.
- Cell Phones (\$1,500) - Includes cell phones for Environmental Services staff.

Contracted Services

\$33,500

(In accordance with Goal 1.3 Provide and promote efficient, cost effective and environmentally responsible waste disposal and recycling community wide)

- Contract Labor (\$31,000) – Assistance with implementation of new solid waste/recycling contract.
- Legal Fees (\$2,500) – Solid waste contract

Program Expenses

\$114,500

(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 (\$7,000) – 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 residents 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 & Bike to Work (\$4,800) – 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 Environmental Services. May is Bike to Work Month. This budget will be for promoting and education on bike safety and Bike to Work Day
- Mosquito Awareness (\$7,000) – Environmental Services manages the surveillance, 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 (\$6,600) – 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.
- Other Programs (\$45,400) – Other environmental education materials and programs funded by proceeds received from the solid waste vendor.

Administrative Expense**\$8,950**

- Supplies (\$1,500) – 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 (\$2,750)
- Mileage (\$2,200) – Reimbursement expense for use of personal vehicles on company business.
- Printing (\$1,000) – This line item is used to produce a department brochure.

Total Cost for Environmental Services 2013 Budget Plan**\$454,061**

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
ENVIRONMENTAL SERVICES - Dept 420						
Salaries and Benefits						
Salaries and Wages	206,249	214,275	210,000	211,692	(2,583)	-1.2%
Overtime	16,240	8,800	8,800	8,800	-	0.0%
Employee Benefits - FICA	16,647	17,065	16,740	16,868	(197)	-1.2%
Employee Benefits - TEC	402	413	1,496	1,496	1,083	262.2%
Employee Benefits - Retirement	27,930	29,047	28,500	28,685	(362)	-1.2%
Employee Benefits - Insurance	35,783	19,249	19,249	20,504	1,255	6.5%
Employee Benefits - Workers Comp	417	572	572	566	(6)	-1.0%
	<u>303,668</u>	<u>289,421</u>	<u>285,357</u>	<u>288,611</u>	<u>(810)</u>	<u>-0.3%</u>
Staff Development						
Meetings	-	1,000	-	-	(1,000)	-100.0%
Training & Conferences	3,343	5,500	5,500	5,500	-	0.0%
	<u>3,343</u>	<u>6,500</u>	<u>5,500</u>	<u>5,500</u>	<u>(1,000)</u>	<u>-15.4%</u>
Facility Expense						
Utilities	-	100	-	-	(100)	-100.0%
	<u>-</u>	<u>100</u>	<u>-</u>	<u>-</u>	<u>(100)</u>	<u>-100.0%</u>
Equipment Expense						
Equipment	118	1,000	1,000	1,500	500	50.0%
Cell Phones	1,517	1,500	1,500	1,500	-	0.0%
	<u>1,635</u>	<u>2,500</u>	<u>2,500</u>	<u>3,000</u>	<u>500</u>	<u>20.0%</u>
Contracted Services						
Contract Labor	240	91,440	60,000	31,000	(60,440)	-66.1%
Consulting	25,799	-	-	-	-	-
Legal	7,356	2,500	2,500	2,500	-	0.0%
	<u>33,395</u>	<u>93,940</u>	<u>62,500</u>	<u>33,500</u>	<u>(60,440)</u>	<u>-64.3%</u>
Program Expense						
Adopt-a-Path	5,617	6,100	6,100	6,600	500	8.2%
Earth Day	22,166	21,500	21,500	21,500	-	0.0%
Other Programs	62,114	45,720	45,720	45,400	(320)	-0.7%
Landscaping Solutions Program	13,189	21,200	21,200	21,200	-	0.0%
Mosquito Awareness	3,283	4,200	4,200	7,000	2,800	66.7%
Recycling, HHW & Solid Waste Programs	7,834	6,000	6,000	7,000	1,000	16.7%
Walk-to-School/Bike to Work	2,461	4,800	4,800	4,800	-	0.0%
Other Environmental Programs	-	1,000	1,000	1,000	-	0.0%
	<u>116,664</u>	<u>110,520</u>	<u>110,520</u>	<u>114,500</u>	<u>3,980</u>	<u>3.6%</u>
Administrative Expense						
Supplies	1,201	2,000	1,500	1,500	(500)	-25.0%
Dues & Subscriptions	705	4,250	4,250	4,250	-	0.0%
Printing	-	-	-	1,000	1,000	-
Mileage Reimbursement	2,104	2,800	2,200	2,200	(600)	-21.4%
	<u>4,010</u>	<u>9,050</u>	<u>7,950</u>	<u>8,950</u>	<u>(100)</u>	<u>-1.1%</u>
Total Environmental Services	<u><u>462,715</u></u>	<u><u>512,031</u></u>	<u><u>474,327</u></u>	<u><u>454,061</u></u>	<u><u>(57,970)</u></u>	<u><u>-11.3%</u></u>

STREET LIGHTING

\$1,335,000

FY 2013 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 6,172 street lights within the Township of which 5,364 are serviced by Entergy and 808 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 .0495179 per kWh.

The 2013 consolidated budget for street lighting is \$1,335,000.

Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
\$966,198	\$1,175,000	\$1,220,000	\$1,335,000	\$160,000	13.6%

STREETSCAPE MAINTENANCE

\$2,974,500

FY 2013 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.

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 2013 consolidated budget for streetscape maintenance services is \$2,974,500. This does not include TWLDC's shared cost for providing streetscape maintenance projected to be \$950,000.

Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
\$2,844,676	\$2,963,550	\$2,963,550	\$2,974,500	\$10,950	0.4%

SOLID WASTE SERVICES

\$4,808,400

FY 2013 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 the Solid Waste Collection and Disposal Services Contract.

The contract provides – (beginning February 1, 2012)

- Once per week fully automated curbside trash collection utilizing a 96-gallon cart.
- Once per week fully automated curbside collection of recyclables utilizing a 96-gallon cart.
- Once per week manual collection of yard waste through compostable bags, bundles or resident provided containers.
- Operation and maintenance of the Recycling Drop-off Center.
- Solid Waste collection for apartments in The Woodlands with an option for recycling services.

The Board of Directors approved a new eight year agreement with Waste Management effective February 1, 2012. The new contract saves approximately \$848,000 per year from the previous contract value, with an increase in the amount of recycling capacity each household will have available. The transition to new recycling carts took place during late 2011 and early 2012 prior to February 1.

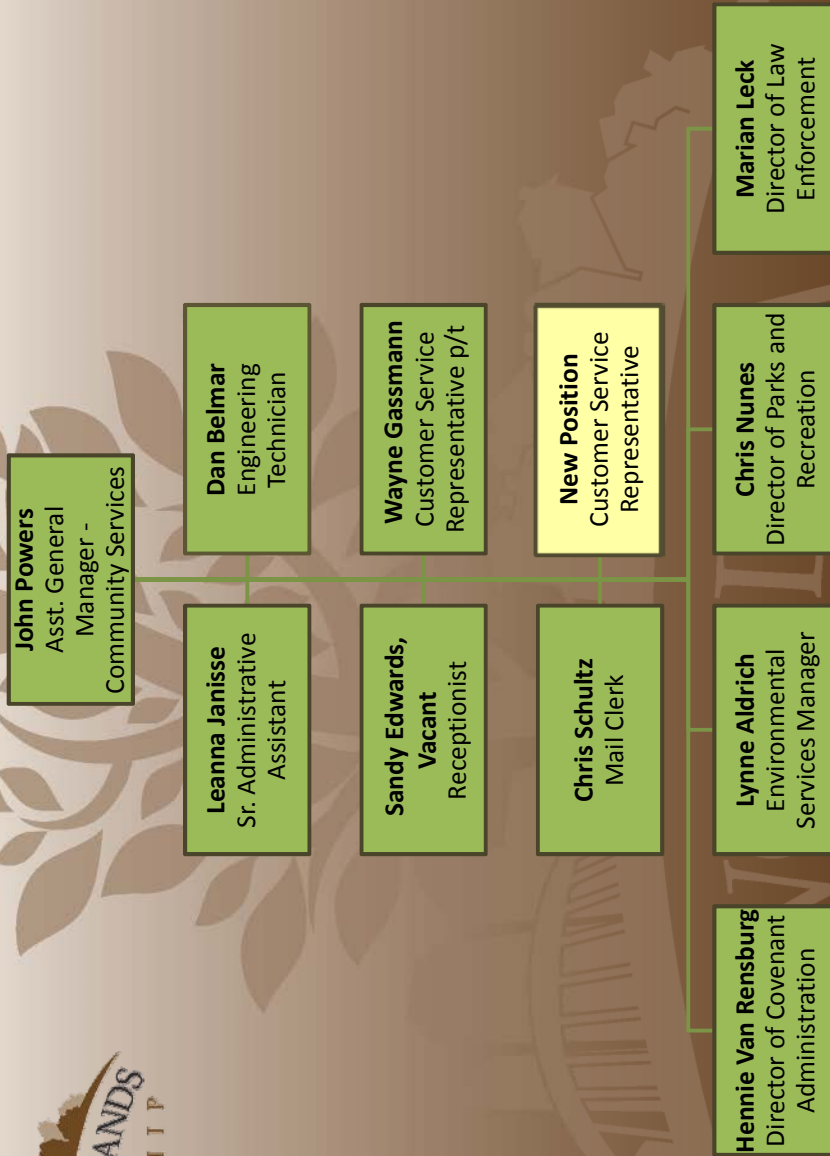
Currently, 32,144 residential units receive solid waste collection services provided by the Township. Growth projections for 2013 include approximately 1,000 additional residential units to be serviced by the Township for new homes.

The proposed 2013 consolidated budget for waste collection services is \$4,808,413. The new monthly rate per unit beginning February 2012 will be \$10.10.

Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
\$5,272,736	\$4,572,024	\$4,544,400	\$4,808,400	\$236,376	5.2%



Community Services



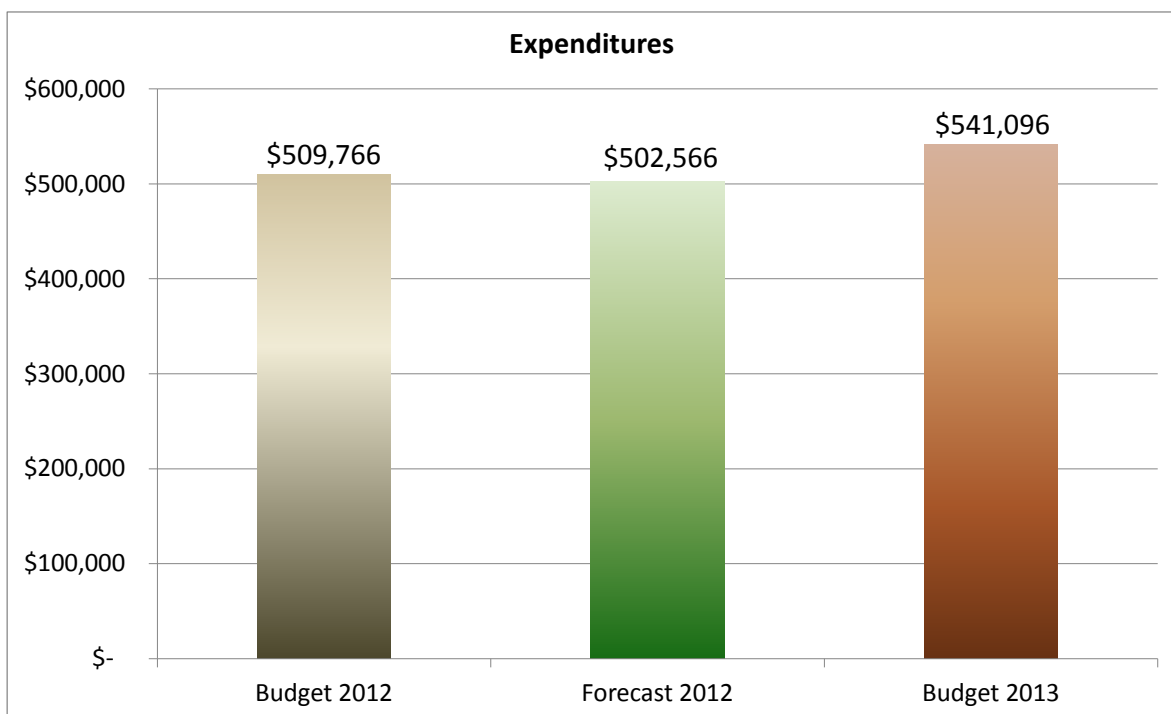


Community Services

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 490,166	\$ 482,466	\$ 520,996	\$ 30,830	6.3%
Staff Development	4,050	4,050	4,050	-	0.0%
Equipment Expense	2,400	2,400	2,400	-	0.0%
Contracted Services	1,800	1,800	1,800	-	0.0%
Administrative Expense	11,350	11,850	11,850	500	4.4%
Total	\$ 509,766	\$ 502,566	\$ 541,096	\$ 31,330	6.1%





Community Services

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Asst. General Manager - Community Services	1.00	1.00	0.00
Sr. Administrative Assistant	1.00	1.00	0.00
Engineering Technician	1.00	1.00	0.00
Receptionist	2.00	2.00	0.00
Mail Clerk	1.00	1.00	0.00
Customer Service Rep	0.00	1.00	1.00
Receptionist	0.50	0.50	0.00
Total	6.50	7.50	1.00

Summary of Personnel Changes for 2013 Budget

New Position(s)

- 1.0 FTE - Customer Service Representative

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 357,271	\$ 350,500	\$ 385,685	\$ 28,414	8.0%
Benefits	132,895	131,966	135,311	2,416	1.8%
Total	\$ 490,166	\$ 482,466	\$ 520,996	\$ 30,830	6.3%

- Increase in salaries due to 3% merit adjustment and new staff, partially offset by a reduction in compensation level for a staff position due to employee turnover. Decrease in benefits is due to change in health insurance benefit level for a staff position.

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Meetings	\$ 200	\$ 200	\$ 200	\$ -	0.0%
Training & Conferences	2,600	2,600	2,600	-	0.0%
Uniforms	1,250	1,250	1,250	-	0.0%
Total	\$ 4,050	\$ 4,050	\$ 4,050	\$ -	0.0%

- No change from 2012 budget to 2013 budget



Community Services

Budget 2013

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Cell Phones	\$ 2,400	\$ 2,400	\$ 2,400	\$ -	0.0%
Total	\$ 2,400	\$ 2,400	\$ 2,400	\$ -	0.0%

- No change from 2012 budget to 2013 budget

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Contract Labor	\$ 1,800	\$ 1,800	\$ 1,800	\$ -	0.0%
Total	\$ 1,800	\$ 1,800	\$ 1,800	\$ -	0.0%

- No change from 2012 budget to 2013 budget

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ 650	\$ 650	\$ 650	\$ -	0.0%
Dues & Subscriptions	1,400	1,900	1,900	500	35.7%
Mileage Reimbursement	6,800	6,800	6,800	-	0.0%
Other Admin	2,500	2,500	2,500	-	0.0%
Total	\$ 11,350	\$ 11,850	\$ 11,850	\$ 500	4.4%

- Dues & Subscriptions, \$500: increase based on analysis of historical costs



**Community Services
2013 BUDGET PLAN**

The Woodlands Township Community Services 2013 Budget Plan

- I. Situation Analysis**
- II. Accomplishments of 2012**
- III. Goals of the Community Services 2013 Budget Plan**
- IV. Implementation of Community Services 2013 Budget**

The Woodlands Township Community Services 2013 Budget Plan

I. Situation Analysis

Community Services provides oversight, management and direction to the Covenant Administration, Environmental Services, Parks and Recreation, Neighborhood Services, and Law Enforcement Departments. In addition, Community Services provides The Township inter-office mail service, reception and resident services and engineering technical services.

II. Accomplishments of 2012

- Assisted with the Town Hall facility operations
- Resolved resident issues and concerns
- Restructured Community Services departments and divisions
- Maintained and cultivated positive relations and communications with various agencies and strategic partners
- Developed, reviewed, and edited numerous agreements and contracts
- Implemented Town Center Operations Division
- Assisted with the second annual Memorial Hermann Ironman Texas
- Implemented procedures with Harris County for maintenance and operations
- Assisted Woodlands Film Commission with various film projects
- Ensured day to day operations are carried out to meet Township goals and objectives
- Assisted with updating Montgomery County Disaster Recovery Plan

III. Goals of the Community Services 2013 Budget Plan

- Provide support to the President's Office, Departments and Committees
- Resolve resident issues and concerns

- Realize efficiencies in consolidation to new office
- 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 2013 Budget

Salaries and Benefits **\$520,996**

(In accordance with Key Initiative 3.2.3 Provide competitive benefit and compensation packages)

- Community Services Administration Personnel (\$520,996) – The budget includes 6.5 full-time equivalent positions for the Assistant General Manager – Community Services, Engineering Technician, Administrative Assistant, two Receptionists, two part-time evening Receptionists and a Mail Clerk.

Staff Development **\$4,050**

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

- Meetings (\$200) – Includes meetings with volunteers and other agencies.
- Staff Training & Conferences (\$2,600) – Includes travel, registration and expenses to attend conferences, seminars and/or training events.
- Uniforms (\$1,250) – Includes Township shirts for employees

Equipment Expense **\$2,400**

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

- Cell Phones (\$2,400) – Communication expenses for staff

Contracted Services **\$1,800**

- Contract Labor (\$1,800) – Temporary services

Administrative Expenses **\$11,850**

(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 (\$1,900) – Professional memberships to include TRAPS, Rotary, NRPA. Rice Design Alliance
- Mileage Reimbursement (\$6,800) – Reimbursement for use of personal vehicles on company business for Mail Clerk and Engineering Tech.

- Other (\$2,500) – For miscellaneous expenses not classified elsewhere.

Total Cost for Community Services Admin 2013 Budget Plan **\$541,096**

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

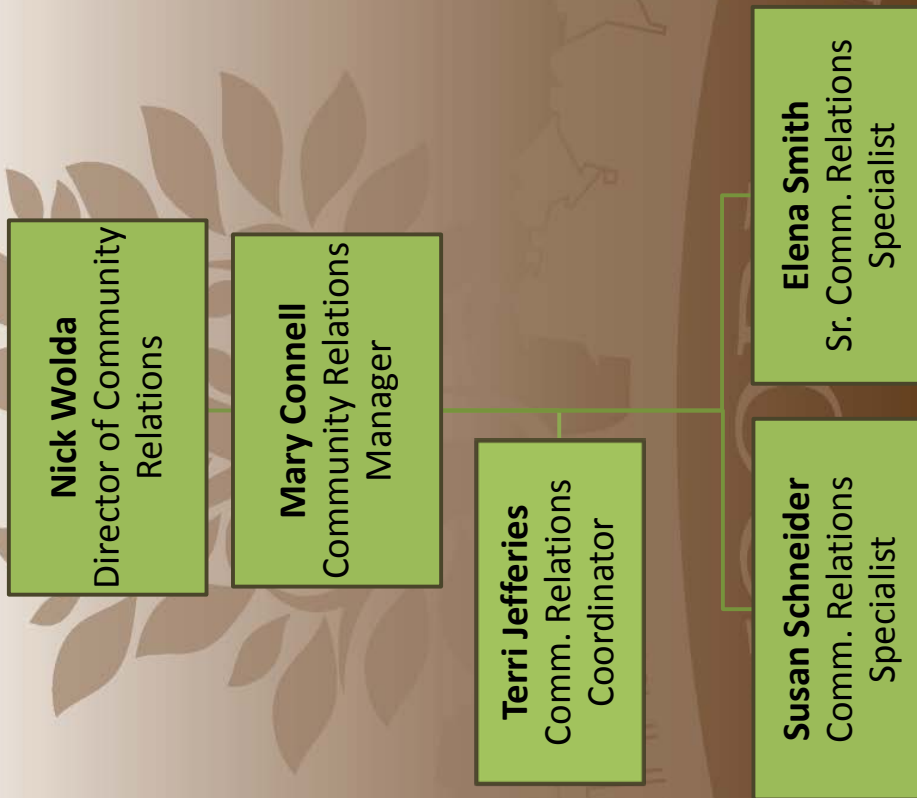
	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
COMMUNITY SERVICES ADMIN - Dept 400						
Salaries and Benefits						
Salaries and Wages	322,657	352,271	343,000	378,185	25,914	7.4%
Overtime	7,882	5,000	7,500	7,500	2,500	50.0%
Employee Benefits - FICA	22,505	25,158	24,500	26,577	1,419	5.6%
Employee Benefits - TEC	475	504	1,827	1,827	1,323	262.5%
Employee Benefits - Retirement	38,982	43,594	42,000	44,779	1,185	2.7%
Employee Benefits - Insurance	65,072	62,730	62,730	61,149	(1,581)	-2.5%
Employee Benefits - Workers Comp	640	909	909	979	70	7.7%
	<u>458,213</u>	<u>490,166</u>	<u>482,466</u>	<u>520,996</u>	<u>30,830</u>	<u>6.3%</u>
Staff Development						
Meetings	-	200	200	200	-	0.0%
Training & Conferences	249	2,600	2,600	2,600	-	0.0%
Uniforms	11	1,250	1,250	1,250	-	0.0%
	<u>260</u>	<u>4,050</u>	<u>4,050</u>	<u>4,050</u>	<u>-</u>	<u>0.0%</u>
Equipment Expense						
Cell Phones	3,530	2,400	2,400	2,400	-	0.0%
	<u>3,530</u>	<u>2,400</u>	<u>2,400</u>	<u>2,400</u>	<u>-</u>	<u>0.0%</u>
Contracted Services						
Contract Labor	1,240	1,800	1,800	1,800	-	0.0%
	<u>1,240</u>	<u>1,800</u>	<u>1,800</u>	<u>1,800</u>	<u>-</u>	<u>0.0%</u>
Administrative Expense						
Supplies	195	650	650	650	-	0.0%
Dues & Subscriptions	1,298	1,400	1,900	1,900	500	35.7%
Mileage Reimbursement	8,405	6,800	6,800	6,800	-	0.0%
Other Admin	1,389	2,500	2,500	2,500	-	0.0%
	<u>11,287</u>	<u>11,350</u>	<u>11,850</u>	<u>11,850</u>	<u>500</u>	<u>4.4%</u>
Total Community Services Admin	<u><u>474,530</u></u>	<u><u>509,766</u></u>	<u><u>502,566</u></u>	<u><u>541,096</u></u>	<u><u>31,330</u></u>	<u><u>6.1%</u></u>

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
OTHER COMMUNITY SERVICES (Vehicle Storage) - Dept 430						
Facility Expense						
Telephone	3,616	1,800	3,600	3,600	1,800	100.0%
Utilities	3,009	2,450	2,450	2,450	-	0.0%
Facility Repair & Maintenance	-	3,350	3,350	3,350	-	0.0%
	<u>6,625</u>	<u>7,600</u>	<u>9,400</u>	<u>9,400</u>	<u>1,800</u>	<u>23.7%</u>
Equipment Expense						
Equipment Repair & Maintenance	-	500	800	500	-	0.0%
	<u>-</u>	<u>500</u>	<u>800</u>	<u>500</u>	<u>-</u>	<u>0.0%</u>
Contracted Services						
Legal	-	800	800	800	-	0.0%
Other Contracted Services	4,089	3,200	3,200	3,200	-	0.0%
	<u>4,089</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>-</u>	<u>0.0%</u>
Administrative Expense						
Other Admin	252	500	500	500	-	0.0%
	<u>252</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>-</u>	<u>0.0%</u>
Total Vehicle Storage	<u>10,966</u>	<u>12,600</u>	<u>14,700</u>	<u>14,400</u>	<u>1,800</u>	<u>14.3%</u>
OTHER COMMUNITY SERVICES - Dept 430						
Streetlighting	966,198	1,175,000	1,220,000	1,335,000	160,000	13.6%
Streetscape Maintenance	2,844,677	2,963,550	2,963,550	2,974,500	10,950	0.4%
Solid Waste Services	5,272,736	4,572,024	4,544,400	4,808,400	236,376	5.2%
Total	<u>9,083,611</u>	<u>8,710,574</u>	<u>8,727,950</u>	<u>9,117,900</u>	<u>407,326</u>	<u>4.7%</u>



Community Relations



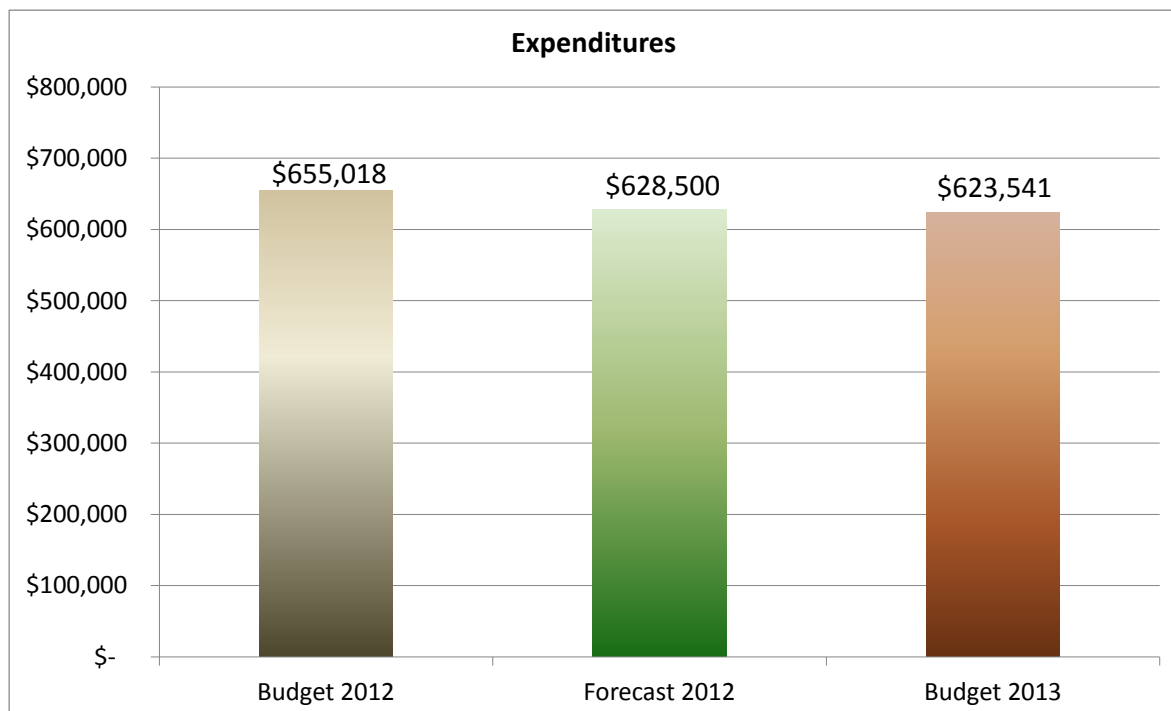


Community Relations

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 387,418	\$ 383,150	\$ 402,691	\$ 15,273	3.9%
Staff Development	5,500	5,500	5,500	-	0.0%
Equipment Expense	5,750	5,750	5,750	-	0.0%
Contracted Services	103,750	91,500	67,000	(36,750)	-35.4%
Program Expense	64,000	54,000	54,000	(10,000)	-15.6%
Public Education/Relations	62,000	62,000	62,000	-	0.0%
Administrative Expense	26,600	26,600	26,600	-	0.0%
Total	\$ 655,018	\$ 628,500	\$ 623,541	\$ (31,477)	-4.8%





Community Relations

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Community Relations Manager	1.00	1.00	0.00
Community Relations Coordinator	1.00	1.00	0.00
Sr. Community Relations Specialist	1.00	1.00	0.00
Community Relations Specialist	1.00	1.00	0.00
Total	4.00	4.00	0.00

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 282,384	\$ 281,000	\$ 284,970	\$ 2,586	0.9%
Benefits	105,034	102,150	117,721	12,687	12.1%
Total	\$ 387,418	\$ 383,150	\$ 402,691	\$ 15,273	3.9%

- Increase due to 3% merit adjustment and higher health insurance expense, including a change in benefit level for a staff member. Increase in salaries is partially offset by a decrease in compensation level for a staff position due to employee turnover.



Community Relations

Budget 2013

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Meetings	\$ 500	\$ 500	\$ 500	\$ -	0.0%
Training & Conferences	5,000	5,000	5,000	-	0.0%
Total	\$ 5,500	\$ 5,500	\$ 5,500	\$ -	0.0%

- No change from 2012 budget to 2013 budget

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Equipment	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
Cell Phones	750	750	750	-	0.0%
Total	\$ 5,750	\$ 5,750	\$ 5,750	\$ -	0.0%

- No change from 2012 budget to 2013 budget

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Computer Support	\$ 1,750	\$ -	\$ -	\$ (1,750)	-100.0%
Consulting	2,000	-	2,000	-	0.0%
Contract Labor	2,000	2,000	2,000	-	0.0%
Website	43,000	43,000	43,000	-	0.0%
Video Production	20,000	20,000	20,000	-	0.0%
Public Opinion Surveys	35,000	26,500	-	(35,000)	-100.0%
Total	\$ 103,750	\$ 91,500	\$ 67,000	\$ (36,750)	-35.4%

- Computer Support, (\$1,750): department does not require specific computer support
- Public Opinion Surveys, (\$35,000): survey completed in 2012; no survey planned for 2013



Community Relations

Budget 2013

Program Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Holiday Lighting Contest	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%
Public Safety Heroes Event	60,000	50,000	50,000	(10,000)	-16.7%
E-Newsletter	2,500	2,500	2,500	-	0.0%
Total	\$ 64,000	\$ 54,000	\$ 54,000	\$ (10,000)	-15.6%

- Public Safety Heroes Event, (\$10,000): decrease based on analysis of historical costs

Public Education/Relations

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Community Relations	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	0.0%
Specialty Supplies	20,000	20,000	20,000	-	0.0%
Advertising	22,000	22,000	22,000	-	0.0%
Total	\$ 62,000	\$ 62,000	\$ 62,000	\$ -	0.0%

- No change from 2012 budget to 2013 budget

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ 1,800	\$ 1,800	\$ 1,800	\$ -	0.0%
Dues & Subscriptions	4,300	4,300	4,300	-	0.0%
Printing	20,000	20,000	20,000	-	0.0%
Mileage Reimbursement	500	500	500	-	0.0%
Total	\$ 26,600	\$ 26,600	\$ 26,600	\$ -	0.0%

- No change from 2012 budget to 2013 budget

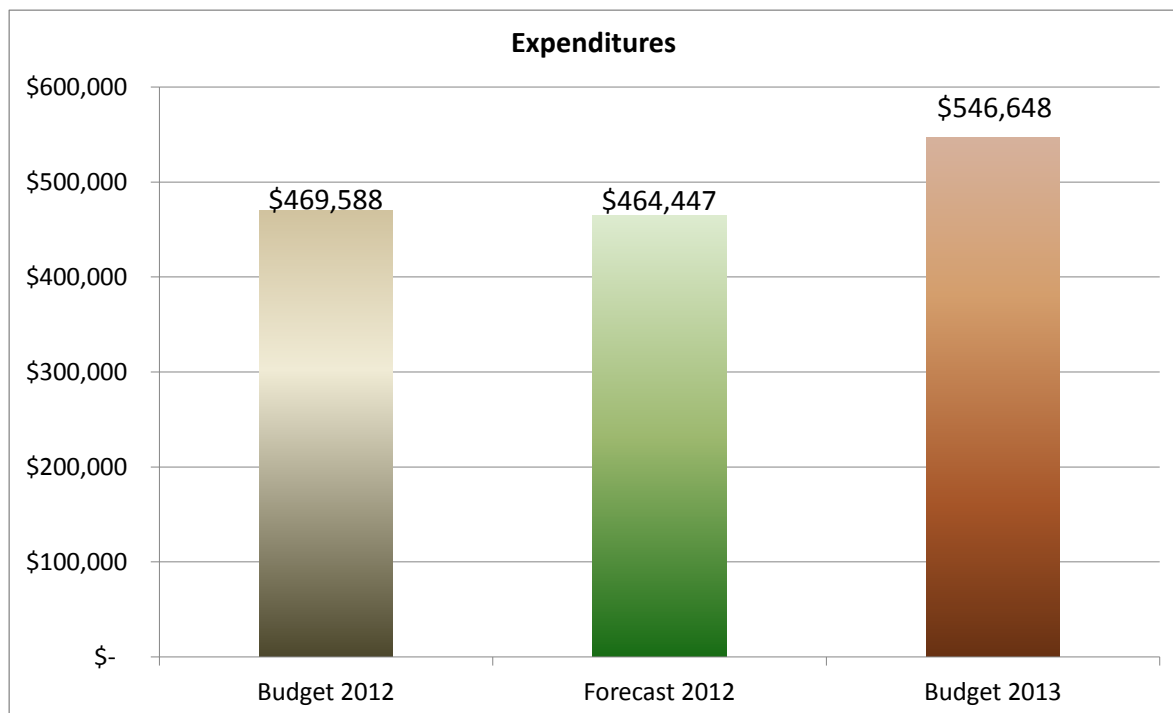


CVB Staff Services

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 469,588	\$ 464,447	\$ 546,648	\$ 77,060	16.4%
Total	\$ 469,588	\$ 464,447	\$ 546,648	\$ 77,060	16.4%





CVB Staff Services

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Director of Community Relations/CVB President	1.00	1.00	0.00
Marketing Specialist	1.00	1.00	0.00
Business Development Specialist	1.00	1.00	0.00
Group Sales Specialist	0.00	1.00	1.00
Event Specialist	1.00	1.00	0.00
Administrative Assistant II	1.00	1.00	0.00
Intern	0.25	0.25	0.00
Total	5.25	6.25	1.00

Summary of Personnel Changes for 2013 Budget

New Position(s)

- 1.0 FTE - Group Sales Specialist

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 357,318	\$ 354,000	\$ 407,721	\$ 50,403	14.1%
Benefits	112,270	110,447	138,927	26,657	23.7%
Total	\$ 469,588	\$ 464,447	\$ 546,648	\$ 77,060	16.4%

• Increase due to 3% merit adjustment and higher health insurance expense, including a change in benefit level for a staff member. The increase in salaries is partially offset by a decrease in compensation level for a staff position due to employee turnover.



COMMUNITY RELATIONS 2013 BUDGET PLAN

The Woodlands Township Community Relations 2013 Budget Plan

- I. Situation Analysis**
- II. Accomplishments of 2012**
- III. Goals of the Community Relations 2013 Budget Plan**
- IV. Implementation of Community Relations 2013 Budget**

The Woodlands Township Community Relations 2013 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 2013 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 also manages the The Woodlands Township Web site, www.thewoodlandstownship-tx.gov, and produces numerous graphics, publications, presentations, research, communications and other projects to promote the work and services of The Woodlands Township.

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 2012

- Continued partnership with KSTAR Country 99.7 as the official Emergency Broadcast Radio Station for The Woodlands Township.
- Continued successful communication of Township services through numerous means and channels.
- Managed and maintained the Township Web site with hundreds of updates each month.
- 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, About The Woodlands Township booklet, Summary of Accomplishments and Projections, Public Safety Awards recognition printed material, Volunteer of the Year Awards, race brochures, and others.
- Created various support designs and artwork for The Woodlands Convention and Visitors Bureau.
- Maintained and cultivated positive media relations.
- Worked with consultant to conduct and present results of the Resident Survey.
- Created, produced and placed advertising for The Woodlands Township.
- Produced introductory video of The Woodlands Township.
- Won recognition from the Service Industry Awards of America for The Woodlands Community Magazine, Action Guide and Got Watch/Get Watch ad campaign.
- Won recognition from the Communicator Awards for the Action Guide and The Woodlands Township Web Site.

III. Goals of Community Relations 2013 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 to promote 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 2013 Budget

Salaries and Benefits

\$402,691

- Community Relations Department Personnel (\$402,691) – This budget line includes salary and benefits for Community Relations positions and 30% allocated cost of the Director of Community Relations/CVB President as those duties relate directly to the community relations initiatives of The Woodlands Township. Community Relations staff positions currently include: the Community Relations Coordinator who inputs routine changes onto the Web site, organizes files for The Woodlands Community Magazine and serves as departmental administrative 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, writing and editorial

guidance, serves as editor and contract manager for The Woodlands Community Magazine and serves as Web site manager. All five staff persons provide various levels of updates to the Web site and provide communications guidance and assistance to departments throughout the Township.

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 scanners as needed.

Contracted Services

\$67,000

(In accordance with Goal 1.6 Maintain appropriate levels of support services, infrastructure and other resources to carry out the functions of the Township; 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.
- 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. 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 multiple navigation and interactive features. The website generates more than 300,000 unique visitors annually.

This line item includes the update of news releases and information distribution through The Woodlands Township Web site, as well as upgrades and added features that are beyond the contract with Civic Plus. \$11,000 of this amount covers board meeting video hosting and production for the website.

- 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.

Program Expense

\$54,000

(In accordance with Goal 2.1 Ensure effective communications with the community and partners)

- Public Safety Heroes Awards (\$50,000) – Event honoring the Public Safety community which keeps The Woodlands one of the safest areas in the country. In 2010, the event celebrated its 15th anniversary. Sponsorship income is projected at \$15,000 and production costs are projected at \$50,000. Net costs are estimated at \$35,000 with \$15,000 anticipated to be received in Sponsorship funds.
- 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.
- 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. (This number includes an additional \$1,500 for toner for CR2 and CR Color printers.)
- 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, wildflower brochure and other printing related to promoting The Woodlands Township.
- Mileage Reimbursement (\$500) – Expenses incurred by Community Relations staff for travel for business purposes, including mileage, parking, tolls, etc.

Total Cost for Community Relations 2013 Budget Plan

\$623,541

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
COMMUNITY RELATIONS - Dept 500						
Salaries and Benefits						
Salaries and Wages	278,092	280,384	279,000	282,970	2,586	0.9%
Overtime	1,007	2,000	2,000	2,000	-	0.0%
Employee Benefits - FICA	17,881	18,696	18,590	18,807	111	0.6%
Employee Benefits - TEC	288	288	1,044	1,044	756	262.5%
Employee Benefits - Retirement	35,069	39,534	36,000	37,679	(1,855)	-4.7%
Employee Benefits - Insurance	38,617	45,795	45,795	59,464	13,669	29.8%
Employee Benefits - Workers Comp	547	721	721	727	6	0.8%
[Includes Allocated Cost (30% Director Comm	371,501	387,418	383,150	402,691	15,273	3.9%
Staff Development						
Meetings	-	500	500	500	-	0.0%
Training & Conferences	1,551	5,000	5,000	5,000	-	0.0%
	1,551	5,500	5,500	5,500	-	0.0%
Equipment Expense						
Equipment	2,126	5,000	5,000	5,000	-	0.0%
Cell Phones	1,578	750	750	750	-	0.0%
	3,704	5,750	5,750	5,750	-	0.0%
Contracted Services						
Computer Support	-	1,750	-	-	(1,750)	-100.0%
Consulting	-	2,000	-	2,000	-	0.0%
Contract Labor	2,406	2,000	2,000	2,000	-	0.0%
Website	57,302	43,000	43,000	43,000	-	0.0%
Video Production	1,482	20,000	20,000	20,000	-	0.0%
Public Opinion Surveys	-	35,000	26,500	-	(35,000)	-100.0%
	61,190	103,750	91,500	67,000	(36,750)	-35.4%
Program Expense						
Holiday Lighting Contest	717	1,500	1,500	1,500	-	0.0%
Public Safety Heroes Event	42,484	60,000	50,000	50,000	(10,000)	-16.7%
E-Newsletter	1,700	2,500	2,500	2,500	-	0.0%
	44,901	64,000	54,000	54,000	(10,000)	-15.6%
Public Education/Relations						
Community Relations	13,809	20,000	20,000	20,000	-	0.0%
Specialty Supplies	9,719	20,000	20,000	20,000	-	0.0%
Advertising	9,548	22,000	22,000	22,000	-	0.0%
	33,076	62,000	62,000	62,000	-	0.0%
Administrative Expense						
Supplies	922	1,800	1,800	1,800	-	0.0%
Dues & Subscriptions	2,415	4,300	4,300	4,300	-	0.0%
Printing	7,835	20,000	20,000	20,000	-	0.0%
Mileage Reimbursement	-	500	500	500	-	0.0%
	11,172	26,600	26,600	26,600	-	0.0%
Total Community Relations	<u><u>527,095</u></u>	<u><u>655,018</u></u>	<u><u>628,500</u></u>	<u><u>623,541</u></u>	<u><u>(31,477)</u></u>	<u><u>-4.8%</u></u>

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
CVB STAFF SERVICES - Dept 510						
Salaries and Benefits						
Salaries and Wages	359,004	355,318	352,000	405,721	50,403	14.2%
Overtime	2,038	2,000	2,000	2,000	-	0.0%
Employee Benefits - FICA	25,061	26,822	26,570	30,455	3,633	13.5%
Employee Benefits - TEC	440	432	1,566	1,827	1,395	322.9%
Employee Benefits - Retirement	44,231	48,205	45,500	55,120	6,915	14.3%
Employee Benefits - Insurance	64,614	35,905	35,905	50,482	14,577	40.6%
Employee Benefits - Workers Comp	681	906	906	1,043	137	15.1%
[Includes Allocated Cost (70% Director Comm	496,069	469,588	464,447	546,648	77,060	16.4%
Total CVB Staff Services	<u>496,069</u>	<u>469,588</u>	<u>464,447</u>	<u>546,648</u>	<u>77,060</u>	<u>16.4%</u>

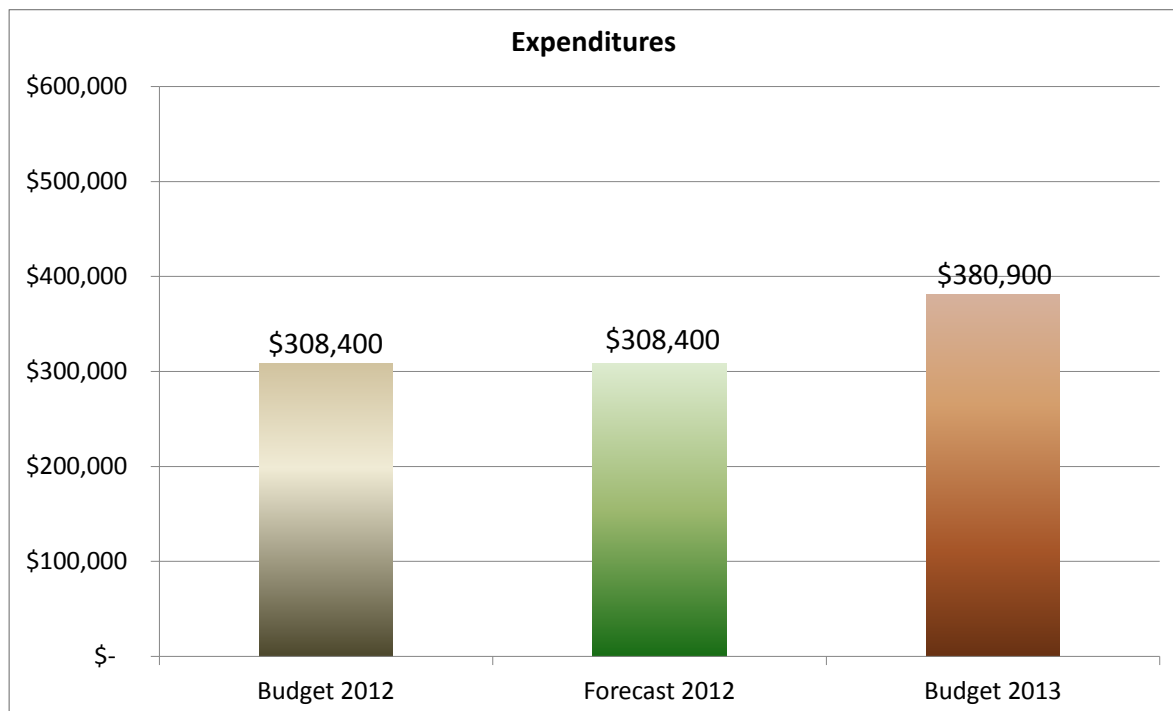


Transportation

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Contracted Services	\$ 304,400	\$ 304,400	\$ 376,900	\$ 72,500	23.8%
Administrative Expense	4,000	4,000	4,000	-	0.0%
Total	\$ 308,400	\$ 308,400	\$ 380,900	\$ 72,500	23.5%





Transportation

Budget 2013

Analysis of Expenses by Category

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Consulting	\$ 100,000	\$ 100,000	\$ 172,500	\$ 72,500	72.5%
Trolleys	204,400	204,400	204,400	-	0.0%
Total	\$ 304,400	\$ 304,400	\$ 376,900	\$ 72,500	23.8%

- Consulting, \$72,500: increase in costs related to consulting for transportation matters as a result of the Township being reclassified from a rural to an urban district

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Other Admin	4,000	4,000	4,000	\$ -	0.0%
Total	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	0.0%

- No change from 2012 budget to 2013 budget



TRANSPORTATION 2013 BUDGET PLAN

The Woodlands Township Transportation Department 2013 Budget Plan

I. Situation Analysis

II. Accomplishments of 2012

III. Goals of the Transportation 2013 Budget Plan

IV. Implementation of the Transportation 2013 Budget Plan

I. Situation Analysis

History

The Woodlands Township has three transportation programs that operate within the boundaries of The Woodlands. They are the Town Center Trolleys (funded by the Township), Waterway Cruisers (funded by CVB), and three Park and Ride locations (not funded by the Township or CVB).

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.

Oversight of transportation programs (not including Waterway Cruisers) in The Woodlands Township is the responsibility of the Intergovernmental Relations Manager.

Town Center Trolleys

The Woodlands Town Center rubber-tire trolley service was implemented in July 2007. It provides service along a 3.2-mile route, seven days a week, nine hours a day, between 11 am and 8 pm (times may vary).

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 approximately half of the operating cost for the Trolleys and H-GAC funds the other half through the Brazos Transit District (The District), the owner and operator of the trolleys.

Based on potential changes required by the 2010 Census, future funding levels may be adjusted in line with available funding from federal and state sources.

Waterway Cruiser Service

Information will be provided in the Woodlands Convention and Visitors Bureau 2013 Budget Plan.

Park and Ride Program

This program is not funded by the Township, but exists to accommodate residents in and near The Woodlands Township. The Brazos Transit District (The District) operates three Park & Ride facilities 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 through Friday.

The District funds the cost of three Park & Ride facilities using Federal Funds. The buses stop only at designated locations. Facility locations include:

Research Park & Ride – 3900 Marisco Place, The Woodlands Township

Sawdust Park & Ride – 701 Westridge, adjacent to The Woodlands Township

Sterling Ridge Park & Ride – 8001 McBeth Way, The Woodlands Township

Based on potential changes required by the 2010 Census, future funding levels may be adjusted in line with available funding from federal and state sources.

II. Accomplishments of 2012

- Worked with transportation consultant, The Goodman Corporation, to design and cost possible expansion routes for The Woodlands Trolley operated by Brazos Transit District for review by the Board of Directors. Considered route expansion in Town Center as well as to Village Centers. Implemented a west expansion of The Woodlands Trolley Town Center route.
- Worked with the Brazos Transit District to re-route trolley service to accommodate community events causing closure of the Waterway portion of the trolley route.
- Worked with the Brazos Transit District and The Goodman Corporation to re-route trolley service to accommodate construction related closure of the Waterway portion of the trolley route.

- Attended Town Center meetings with The Woodlands Development Company and Parking Garage management and operations personnel to address common concerns and share information on developments within Town Center.
- Addressed requirements of 2010 Census impact of changing The Woodlands Township from a Small Urban Area Designation (population less than 199,999) to a Large Urban Area designation (population over 200,000) for area of Montgomery County included in the new area designation.

III. Goals of the Transportation 2013 Budget Plan

The Township will continue to work with regional and local organizations such as Brazos Transit District, Montgomery County, Texas Department of Transportation, Houston-Galveston Area Council, or other organizations to bring connectivity through transportation to the Township and to Montgomery County. The Transportation Services function will identify and pursue transportation efforts that can support the economic growth of the area with transportation to and from the Township for the residents, employees and visitors. Goals include:

- Maintain open lines of communication with governmental bodies, quasi-public organizations and private entities that have the ability to influence the operation, quality or amount of public transportation in the Township.
- Identify areas of interest and work to accomplish common goals with the Houston-Galveston Area Council or local political subdivisions of the state as required.
- Address and respond to Board or resident questions involving transit or mobility issues that impact/enhance quality of life for Township constituents.
- Work with Township transportation consultant in developing and funding transit options for the trolley system and support for The Woodlands Park and Ride system, operated by the Brazos Transit District.
- Identify government funding and support programs for potential initiatives that can be used to reduce the Township's carbon footprint.

IV. Implementation of the Transportation 2013 Budget Plan

Contracted Services

\$329,400

(In accordance with Strategic Goal 5.4 Develop an integrated mobility system that is seamless within and surrounding the Township)

- Consulting (\$125,000) – Professional services can include assisting with monthly grant reporting, service management, trolley expansion feasibility studies, exploring additional funding opportunities, and other transportation or mobility issues.
- Trolleys (\$204,400) – Township share of costs for contracted services provided by the Brazos Transit District for Town Center trolley services.

Administrative Expense

\$4,000

- Other Administration (\$4,000) – 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 2013 Budget Plan

\$333,400

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
TRANSPORTATION - Dept 600						
Contracted Services						
Consulting	76,000	100,000	100,000	172,500	72,500	72.5%
Trolleys	180,287	204,400	204,400	204,400	-	0.0%
	<u>256,287</u>	<u>304,400</u>	<u>304,400</u>	<u>376,900</u>	<u>72,500</u>	<u>23.8%</u>
Administrative Expense						
Other Admin	-	4,000	4,000	4,000	-	0.0%
	<u>-</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>-</u>	<u>0.0%</u>
Total Transportation	<u><u>256,287</u></u>	<u><u>308,400</u></u>	<u><u>308,400</u></u>	<u><u>380,900</u></u>	<u><u>72,500</u></u>	<u><u>23.5%</u></u>

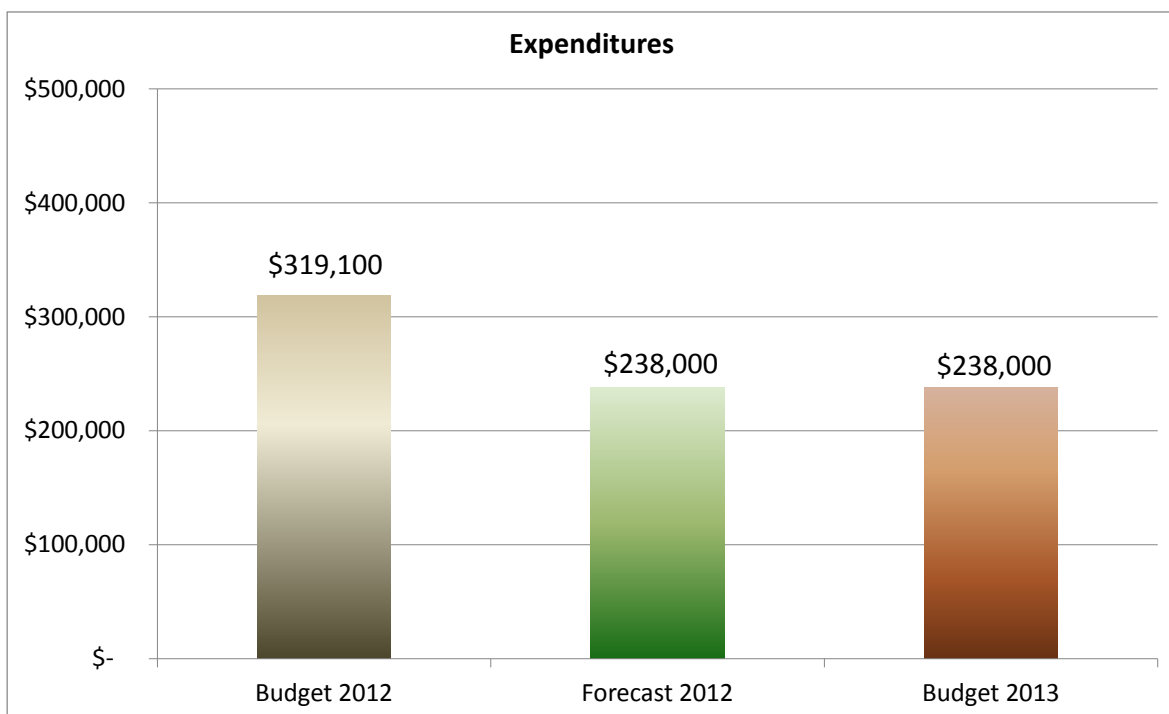


Economic Development

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Staff Development	\$ 5,700	\$ 5,700	\$ 5,700	\$ -	0.0%
Contracted Services	200,000	150,000	150,000	(50,000)	-25.0%
Program Expense	40,000	40,000	40,000	-	0.0%
Public Education/Relations	66,100	35,000	35,000	(31,100)	-47.0%
Administrative Expense	7,300	7,300	7,300	-	0.0%
Total	\$ 319,100	\$ 238,000	\$ 238,000	\$ (81,100)	-25.4%





Economic Development

Budget 2013

Analysis of Expenses by Category

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Training & Conferences	\$ 5,700	\$ 5,700	\$ 5,700	\$ -	0.0%
Total	\$ 5,700	\$ 5,700	\$ 5,700	\$ -	0.0%

- No change from 2012 budget to 2013 budget

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
SMC Economic Development Partnership	\$ 125,000	\$ 125,000	\$ 125,000	\$ -	0.0%
Greater Houston Prtship	25,000	25,000	25,000	-	0.0%
Consulting	50,000	-	-	(50,000)	-100.0%
Total	\$ 200,000	\$ 150,000	\$ 150,000	\$ (50,000)	-25.0%

- Consulting, (\$50,000): no identified need for consulting on economic development projects

Program Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Center for Houston's Future	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.0%
GHP Opportunity Houston Program	20,000	20,000	20,000	-	0.0%
Leadership Montgomery County Program	5,000	5,000	5,000	-	0.0%
Total	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0.0%

- No change from 2012 budget to 2013 budget



Economic Development

Budget 2013

Public Education/Relations

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Govt'l. Rep & Strategic Partnerships	\$ 66,100	\$ 35,000	\$ 35,000	\$ (31,100)	-47.0%
Total	\$ 66,100	\$ 35,000	\$ 35,000	\$ (31,100)	-47.0%

- Govt'l. Rep & Strategic Partnerships, (\$31,100): Decrease based on analysis of historical costs

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Dues & Subscriptions	\$ 7,300	\$ 7,300	\$ 7,300	\$ -	0.0%
Total	\$ 7,300	\$ 7,300	\$ 7,300	\$ -	0.0%

- No change from 2012 budget to 2013 budget



ECONOMIC DEVELOPMENT 2013 BUDGET PLAN

The Woodlands Township Economic Development 2013 Budget Plan

- I. Situation Analysis**
- II. Accomplishments of 2012**
- III. Goals of the Economic Development 2013 Budget Plan**
- IV. Implementation of Economic Development 2013 Budget**

The Woodlands Township Economic Development 2013 Budget Plan

I. Situation Analysis

Since its creation, The Woodlands 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 2013 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 41,800 residential units and 27.1 million square feet of commercial and industrial square footage. Major factors driving the local economy include the 9.3 million square feet of retail and general commercial development, 11 hotels offering more than 1,600 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. Two new Class A office space buildings are underway along The Woodlands Waterway, including a new tower for Anadarko Petroleum Corporation. In addition, a new Class A office building is being constructed on Lake Woodlands.

A new hotel (Hyatt Place) was announced in 2011 and will add an additional 200 hotel rooms to The Woodlands in 2013.

The Woodlands Waterway Marriott Hotel and Convention Center has emerged as 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 49,960 people. Projections show The Woodlands to have more than 68,000 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.

What others are saying about The Woodlands

Here are comments about what others are saying regarding The Woodlands as it applies to Economic Development.

"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, Consultant, 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. 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 12 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."

– *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 2012

The Woodlands Area Economic Development Partnership continues to provide economic development services to The Woodlands Township through business recruitment and business retention efforts.

Business Recruitment

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 Alloys

- Supplier of oil country tubular goods
- Requires 300' x 900' Greenfield site
- Building a 40,000 sq. ft. industrial building
- Create 100 new jobs

Project Armadillo Tech

- Fortune 500 computer technology manufacturer interested in establishing a technical support center
- Company projects \$1,500,000 in capital investment to purchase office equipment and furniture
- 500 positions will be created, operating on a 24 hour support cycle

Project Cabot

- A global leader in the production and marketing of systems and components for the movement of water and fuels
- Relocating international headquarters and Engineering Center of Excellence
- Will employ approximately 225 people

Project California MD

- Fortune 1,000 insurance company seeking a center for claims processing and client assessments
- Average wages of \$60,000 plus benefits
- 175 jobs will be created

Project Energy Technology

- California company seeking to relocate its research and development laboratory
- Seeking 25,000 sq. ft. of laboratory space
- Total number of jobs not revealed

Project Green Energy

- Relocation of a power company based in Anchorage, Alaska
- Sites narrowed down between The Woodlands and Raleigh Durham, NC.
- Provided a city comparison that includes: Population, Economy, Cost of Living, Climate, Education and Taxes
- Total number of jobs not revealed

Project Intake

- Project management and engineering services company based in Louisiana
- Looking at expansion into the Houston region
- Represents 40 new jobs initially and growing to 140 jobs within 13 months

Project Plastic Assess

- Company manufactures hotel hospitality supplies and products including key cards
- Seeking an existing 40,000 to 60,000 square foot manufacturing and distribution facility
- Anticipates a \$2 million capital investment
- Create approximately 25 new full-time positions within the first year and 35 additional positions over 5 years for a total of 60 jobs

Project Precision Tools

- Fortune 500 oil & gas services company looking to expand
- Looking for 18-20 acres Greenfield site.
- Represents approximately 100 new jobs to our area

Project Starburst

- Corporate headquarters relocation
- Seeking Class A office space of approximately 75,000 sq. ft.
- The project is estimating a total of \$6 million in capital investment
- The project will create 180 new jobs with average wages of \$90,000+
- Potential for a Phase II “planned growth”, which could add an additional 70 jobs

Project STS

- Oil and gas services company looking to expand
- Manufacturing facility 30,000 sq. ft. and a distribution warehouse 35,000 sq. ft.

- Average annual salary of \$43,500
- Creating 75 jobs full time and 25 temporary jobs

Project Touch Screen

- Fortune 1,000 company in search of 15,000 to 20,000 sq. ft. of office space
- This in-bound customer service center project will create approximately 100-125 jobs

In addition, three business recruitment projects were successfully secured and announced.

Nexeo Solutions LLC

- Relocated its headquarters to The Woodlands from the Midwest
- Approximately 100 employees are occupying temporary office space
- Leased 64,000 square feet on the top three floors of 3 Waterway Square Place, a new 240,000-square-foot office building under construction in The Woodlands

RPC, Inc.

- Relocated its operational headquarters to The Woodlands
- Leased a 79,000-square-foot building at 2828 Technology Forest Blvd
- Represents approximately 150 employees

Waste Connections

- Relocated its corporate headquarters to The Woodlands from the Sacramento area
- Several members of their senior management team and selected support services functions have relocated to Waterway Plaza Two
- The remainder of their headquarters' relocation to be completed by September 2012. Ultimately, will occupy 50,000 sq. ft. at 3 Waterway Square

Business Retention and Expansion

The Woodlands Township is included in EDP's information that was provided to business decision makers considering expansion of their operations in The Woodlands.

The Woodlands continued to see job gains with existing non-retail companies from January 2011 to January 2012. This group of employers, most of which are located in The Woodlands, consists of 55 companies with at least 100 employees. Their total workforce represents over 24,000 employees; **up by 1,000 employees from January 2011.**

Anadarko Petroleum

- Construction has started on a new 31-story building with 550,000 square-feet of office space
- Officials project an addition of 450 new positions upon move-in
- The new tower will be able to accommodate 1,700 employees

Repsol USA

- Building an eight-story, 200,000-square-foot facility in Research Forest Lakeside in The Woodlands
- Company already occupies 140,000 sq. ft. of office space in The Woodlands

Talisman Energy

- During 2012, Talisman Energy leased approximately 150,000 square feet in a 12-story, 300,000-square-foot tower that will be built in Research Forest Lakeside

ExxonMobil Initiative

During 2012, the EDP and The Woodlands Township leadership continued to host 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. The complex will be located adjacent to The Woodlands Township's southern boundary on a 385-acre wooded site. It will contain multiple low-rise office buildings, a laboratory and employ thousands of individuals. Employees will move in phases as the buildings are constructed, beginning early 2014. Full occupancy for Houston-based employees is expected by 2015, according to press statements released by ExxonMobil.

Houston Regional Economic Development Guide

The EDP, The Woodlands Township and The Woodlands Development Company participated in coop advertising in the Houston Regional Economic Development Guide. Designed to become the ultimate resource for site selectors, consultants, and anyone starting, expanding or relocating a business to the 10-county region, the guide will showcase the region marketplace through descriptive and statistical overviews on the regional economy and work force

Greater Houston Partnership and Opportunity Houston Accomplishments

- One of the primary objectives of the Greater Houston Partnership's *Opportunity Houston* program is to effectively leverage media dollars to garner coverage from local, national, international, trade and new media sources on strategic message points to generate pro-business stories about the Houston region. These stories resulted in more than \$20.4 million in earned media. Media coverage was driven in part by the Houston area's ranking as the No. 1 metro area in the nation for corporate relocation and expansion activity, a key factor for job growth and retention in Houston, by industry leading trade publication *Site Selection* magazine. GHP hosted a press conference featuring Neutex, a company located in close proximity to The Woodlands, to tout the news on March 2nd. Media along with *Opportunity*

Houston investors and Strategy & Supervision committee members attended the event.

- In January 2012, GHP hosted Joel Kotkin on an inbound media tour that included tours of the Port of Houston and Texas Medical Center; an interview with John Hofmeister, former Shell president and founder/CEO for Citizens for Affordable Energy; a lunch meeting with energy and international area business leaders; and an economic roundtable at Rice University. Kotkin is working on a project with the New York-based Manhattan Institute for Policy Research on a project exploring the emergence of the Gulf Coast – dubbed the “Third Coast” because it is an alternative to both the East and West coasts - as a powerful economic engine nationally and globally. Houston is at the epicenter of this engine, particularly with the expected economic impact of the expansion of the Panama Canal in 2014 and our geographic and cultural links to the robust Latin America markets.
- In March 2012, *Opportunity Houston* hosted eight journalists from seven different countries on a media familiarization tour to emphasize the Houston region’s robust business climate and select targeted industries including manufacturing, distribution and logistics, and energy. Countries represented were: France, Germany, Denmark, India, China, Brazil and Russia. The tour included interviews with company representatives from Neutex and Farouk Systems – companies located in close proximity to The Woodlands. Several articles have been produced internationally, including two articles on Farouk Systems. Farouk Systems also posted a video of the journalists’ visit on their YouTube Channel - http://www.youtube.com/watch?v=ihBS1hEsTMk&list=PLEB13237CB31CA1A0&index=1&feature=plpp_video
- Opportunity Houston also sponsored a trade mission led by Mayor Annise Parker to Rio de Janeiro and Sao Paolo, Brazil in March 2012. In addition to media garnered during the mission, the Houston area delegation, which included a representative from Lone Star College, participated in MOU signing agreements with various governmental and academic entities in both Brazilian cities.
- GHP worked with South Montgomery County Woodlands Economic Development Partnership to recruit the headquarters operation for Waste Connections Inc., the Sacramento, California region’s largest publicly traded company. Waste Connections does business in 31 states and received numerous proposals from communities throughout these states in an effort to attract this headquarters operation. According to the CEO of Waste Connections, the majority of the headquarters employees will be relocating from the current California operations to The Woodlands.
- The Houston region will host the upcoming 2012 annual conference of the International Economic Development Council. The conference is expected to bring in 1,500 to 2,000 influential site consultants, economic developers, C-suite executives, educators and others to the Houston area, September 30 - October 3. Ray Laughter of Lone Star College sits on the Host Committee and chairs the Program Committee for the conference. In 2010 as a pre-cursor to the annual conference, IEDC hosted its Leadership Summit in The Woodlands.

- GHP hosted 25 international delegations that visited the Houston region during the first quarter of 2012. The countries of origin are as follows: Australia, China (with 10 delegations), Germany, Ireland, Japan, Liberia, Lithuania, Mexico, The Netherlands, Norway (with 2 delegations), Poland, South Africa, UAE, United Kingdom and Ukraine. GHP conducted formal briefings that included the following delegations:
 - Mr. Ian Britza, member of the legislative assembly of **Australia**
 - Mayor of Yiwu Municipal People's Committee, **China**
 - Consul General of **Ireland**
 - Director for International Affairs for the city of Rotterdam, **Netherlands**
 - Deputy Minister of Trade and Industry of **Norway**
 - Delegation led by Ambassador of **Poland**
 - Mayor of **Stavanger** delegation
 - **Transatlantic Intersocietal Cooperation**
 - **United Kingdom** First Secretary Robin Twyman

Center for Houston's Future

Leadership:

- The **Center for Houston's Future** will be hosting its **Fall 2012 Business/Civic Leadership Forum at The Woodlands Resort & Conference Center** on October 26th and 27th, welcoming approximately **40 business and civic leaders** from throughout the region, including senior executives from companies such as Chevron, JP Morgan Chase, Federal Reserve Bank of Dallas, and Port of Houston Authority.
- The fall 2011 Leadership Forum had two participants from The Woodlands: **Darren Bobley**, Senior Director-Investments, **Oppenheimer & Company, Inc.**, and **Chris Denison**, President, **Amegy Mortgage Company, LLC**.
- **Dr. Lisa Gonzalez**, VP of **HARC**, was an expert presenter on regional water quality and water supply for the spring 2012 Leadership Forum.

Community Indicators:

- **Dr. Richard Carpenter**, Chancellor of **Lone Star College System**, chaired the Workforce Preparedness Data Group of the Center's Community Indicator Study of Human Capital Development/Education.
- Other members of the Indicator Data Groups included **Dr. Robert Harriss** from **HARC**, and **Siobahn Fleming** and **Shar Ardalan**, both from **Lone Star College System**.
- **Julie Martineau**, President of the **Montgomery County United Way** is a member of the Data Group for the Center's Community Indicator Study of Healthy Communities.

My Degree Counts/Talent Dividend:

- Dr. Carpenter is also serving on the **My Degree Counts/Talent Dividend** Advisory Panel through **Dr. Steve Head**, President of Lone Star North Harris Community

College. The **Talent Dividend** project is a nationwide effort to increase college graduation rates so communities can reap the economic benefits. In the Houston region alone, a 1% increase in college attainment would result in an additional \$4.2 Billion dollars for the local economy, according to Talent Dividend originator CEOs for Cities. The **Center for Houston's Future** is working through Lone Star to enable other stakeholders to access best practices models developed at the main LSC campus in The Woodlands.

Scenarios 2040:

- Center for Houston's Future presented **Scenarios 2040** briefings and workshops to the **Woodlands Economic Development Partnership** on January 9, 2012 at The Woodlands Convention Center Hotel, and to **The Woodlands Leadership Program**, held at the offices of The Woodlands EDP on February 2, 2012.

Additionally, Center for Houston's Future has been prominently featuring photographs of The Woodlands, provided to us by The Woodlands Township, for all recent promotional materials.

III. Goals of the Economic Development 2013 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 2013 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

\$150,000

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.

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 direct marketing program of the Greater Houston Partnership. This approach targets leads for 10 county Houston region and 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 2006 budget process The Woodlands Township's Board of Directors 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 first contribution was made January 1, 2007 and following contributions were made on April 1, 2008; March 1, 2009; April 1, 2010; and March 11, 2011. This program is still in existence by the Greater Houston Partnership and staff believes that the GHP will be coming back to The Woodlands Township with a second phase of Opportunity Houston to be considered by The Woodlands Township's Board of Directors. During the period 2007-2010 in which *Opportunity Houston* had its greatest impact, GHP generated its best jobs results in 20 years growing the region's jobs by 43,000. The Township benefits from the Opportunity Houston program in many ways including direct publicity, economic development leads and contact with some of the nation's highly regarded site selection professionals.

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

\$35,000

Governmental Representation & Strategic Partnerships (\$35,000)

(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.

2013 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

Administrative Expense

\$7,300

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 2013 Budget Plan

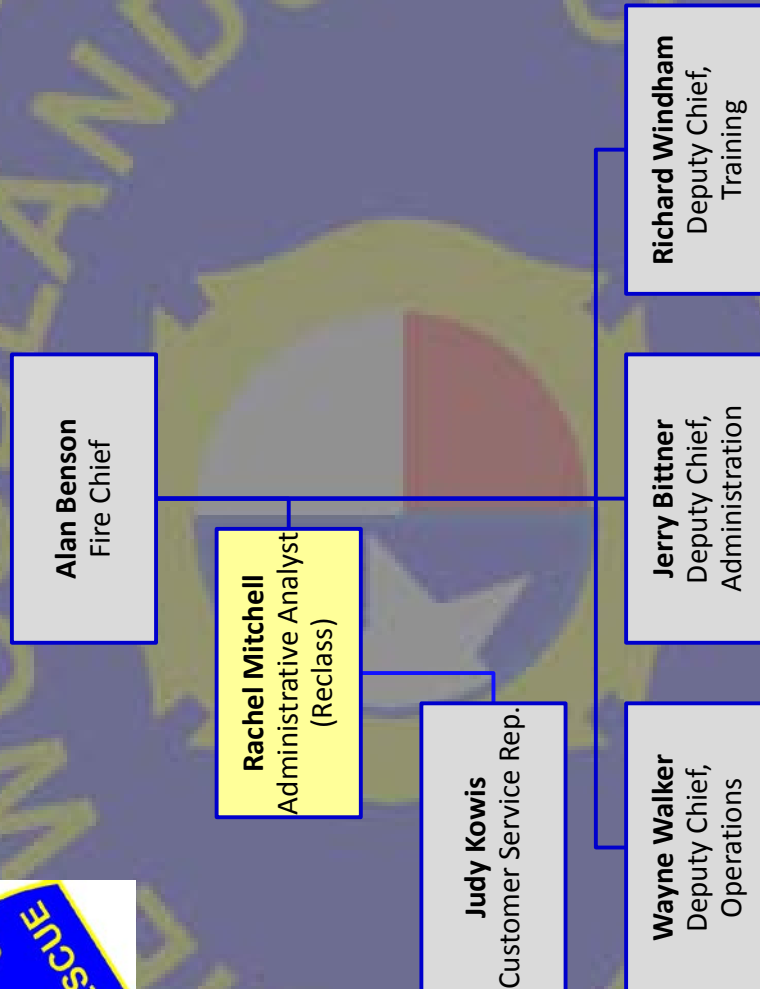
\$238,000

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
ECONOMIC DEVELOPMENT - Dept 700						
Staff Development						
Training & Conferences	<u>1,060</u>	<u>5,700</u>	<u>5,700</u>	<u>5,700</u>	<u>-</u>	<u>0.0%</u>
	1,060	5,700	5,700	5,700	-	0.0%
Contracted Services						
SMC Economic Development Partnership	125,000	125,000	125,000	125,000	-	0.0%
Greater Houston Partnership	18,750	25,000	25,000	25,000	-	0.0%
Consulting	<u>1,204</u>	<u>50,000</u>	<u>-</u>	<u>-</u>	<u>(50,000)</u>	<u>-100.0%</u>
	144,954	200,000	150,000	150,000	(50,000)	-25.0%
Program Expense						
Center for Houston's Future	15,000	15,000	15,000	15,000	-	0.0%
GHP Opportunity Houston Prog	20,250	20,000	20,000	20,000	-	0.0%
Leadership Montgomery County Prog	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>-</u>	<u>0.0%</u>
	40,250	40,000	40,000	40,000	-	0.0%
Public Education/Relations						
Gov't'l Rep & Strategic Partnerships	<u>17,965</u>	<u>66,100</u>	<u>35,000</u>	<u>35,000</u>	<u>(31,100)</u>	<u>-47.0%</u>
	17,965	66,100	35,000	35,000	(31,100)	-47.0%
Administrative Expense						
Dues & Subscriptions	<u>1,663</u>	<u>7,300</u>	<u>7,300</u>	<u>7,300</u>	<u>-</u>	<u>0.0%</u>
	1,663	7,300	7,300	7,300	-	0.0%
Total Economic Development	<u><u>205,892</u></u>	<u><u>319,100</u></u>	<u><u>238,000</u></u>	<u><u>238,000</u></u>	<u><u>(81,100)</u></u>	<u><u>-25.4%</u></u>



Fire & EMS Management





Administration

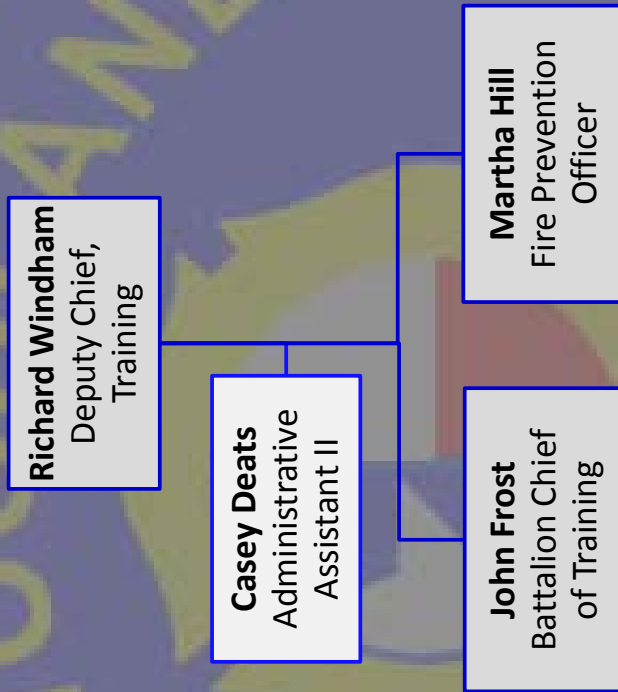
Jerry Bittner
Deputy Chief,
Administration

T. Murphy, R. Harris
Fire Support
Specialist (2) p/t

Rick Erickson
Dispatch Manager



Training



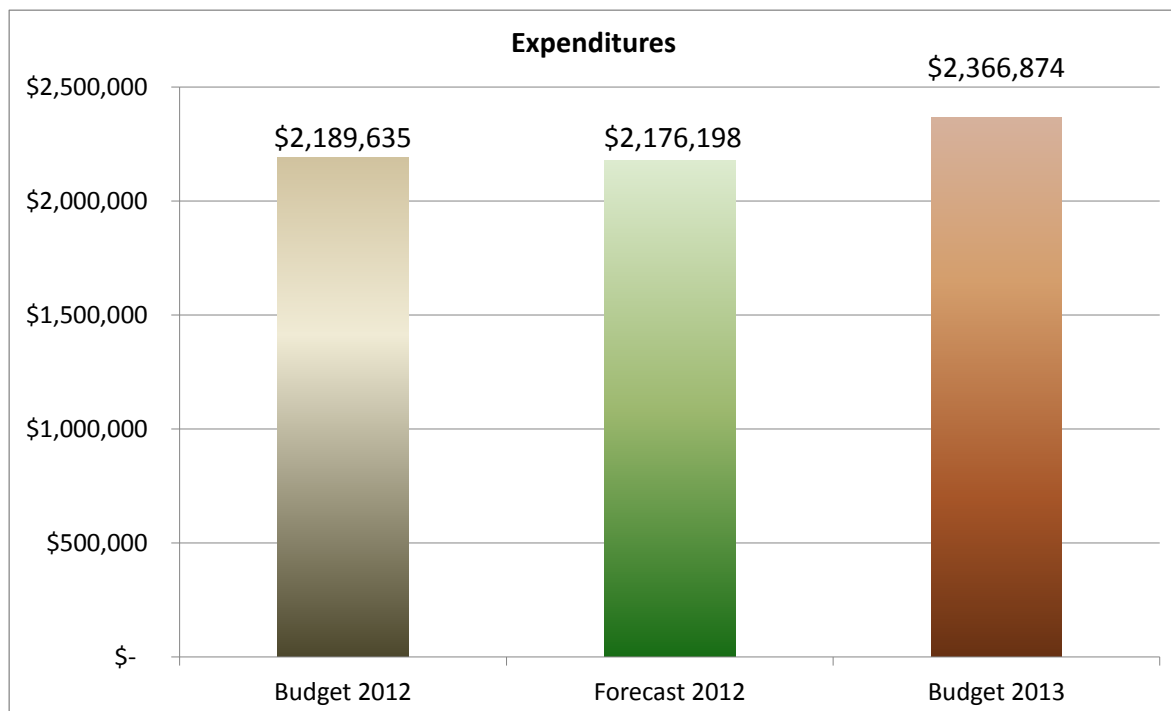


Fire Department - Fire and EMS Management

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 1,479,535	\$ 1,499,298	\$ 1,558,474	\$ 78,939	5.3%
Staff Development	49,200	49,200	49,200	-	0.0%
Equipment Expense	46,700	46,700	48,000	1,300	2.8%
Contracted Services	295,200	270,000	381,500	86,300	29.2%
Program Expense	26,000	26,000	26,000	-	0.0%
Public Education/Relations	8,100	8,100	8,100	-	0.0%
Administrative Expense	284,900	276,900	295,600	10,700	3.8%
Total	\$ 2,189,635	\$ 2,176,198	\$ 2,366,874	\$ 177,239	8.1%





Fire Department - Fire and EMS Management

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Fire Chief	1.00	1.00	0.00
Deputy Chief	3.00	3.00	0.00
Battalion Chief	4.00	4.00	0.00
Fire Prevention Officer	1.00	1.00	0.00
Administrative Analyst	1.00	1.00	0.00
Admin Assistant	1.00	1.00	0.00
Customer Service Rep	1.00	1.00	0.00
Fire Support Specialist	1.00	1.00	0.00
Total	13.00	13.00	0.00

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 1,083,194	\$ 1,083,194	\$ 1,113,250	\$ 30,056	2.8%
Benefits	396,341	416,104	445,224	48,883	12.3%
Total	\$ 1,479,535	\$ 1,499,298	\$ 1,558,474	\$ 78,939	5.3%

- Increase due to 3% merit adjustment and higher health insurance expense

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Meetings	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
Training & Conferences	18,000	18,000	18,000	-	0.0%
Uniforms	6,200	6,200	6,200	-	0.0%
Tuition Reimbursement	12,000	12,000	12,000	-	0.0%
Awards Ceremony	10,000	10,000	10,000	-	0.0%
Total	\$ 49,200	\$ 49,200	\$ 49,200	\$ -	0.0%

- No change from 2012 budget to 2013 budget



Fire Department - Fire and EMS Management

Budget 2013

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Equipment	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0.0%
Vehicle Fuel	22,400	22,400	23,700	1,300	5.8%
Equipment Repair & Maintenance	17,300	17,300	17,300	-	0.0%
Total	\$ 46,700	\$ 46,700	\$ 48,000	\$ 1,300	2.8%

- Vehicle Fuel, \$1,200: increase based on growth of community

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Computer Support	\$ 90,000	\$ 90,000	\$ 149,500	\$ 59,500	66.1%
Consulting	40,200	15,000	26,000	(14,200)	-35.3%
Legal	70,000	70,000	50,000	(20,000)	-28.6%
Medical Support Services	75,000	75,000	75,000	-	0.0%
Other Contracted Services	20,000	20,000	35,000	15,000	75.0%
Moving Expenses	-	-	46,000	46,000	
Total	\$ 295,200	\$ 270,000	\$ 381,500	\$ 86,300	29.2%

- Computer Support, \$59,500: increase due to full year for CAD system and to support mobile mapping and Firehouse software ECT
- Consulting, (\$14,200): phases II & III of ISO study less than amount budgeted for phase I in 2012
- Legal, (\$20,000): decrease due to no labor negotiations
- Other Contracted Services, \$15,000: civil engineering services for station facilities
- Moving Expenses, \$46,000: for opening of Central Fire Station

Program Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Fire and Life Safety Education	\$ 26,000	\$ 26,000	\$ 26,000	\$ -	0.0%
Total	\$ 26,000	\$ 26,000	\$ 26,000	\$ -	0.0%

- No change from 2012 budget to 2013 budget



Fire Department - Fire and EMS Management

Budget 2013

Public Education/Relations

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Training Aids	\$ 6,500	\$ 6,500	\$ 6,500	\$ -	0.0%
Advertising	1,100	1,100	1,100	-	0.0%
Fire Investigation	500	500	500	-	0.0%
Total	\$ 8,100	\$ 8,100	\$ 8,100	\$ -	0.0%

- No change from 2012 budget to 2013 budget

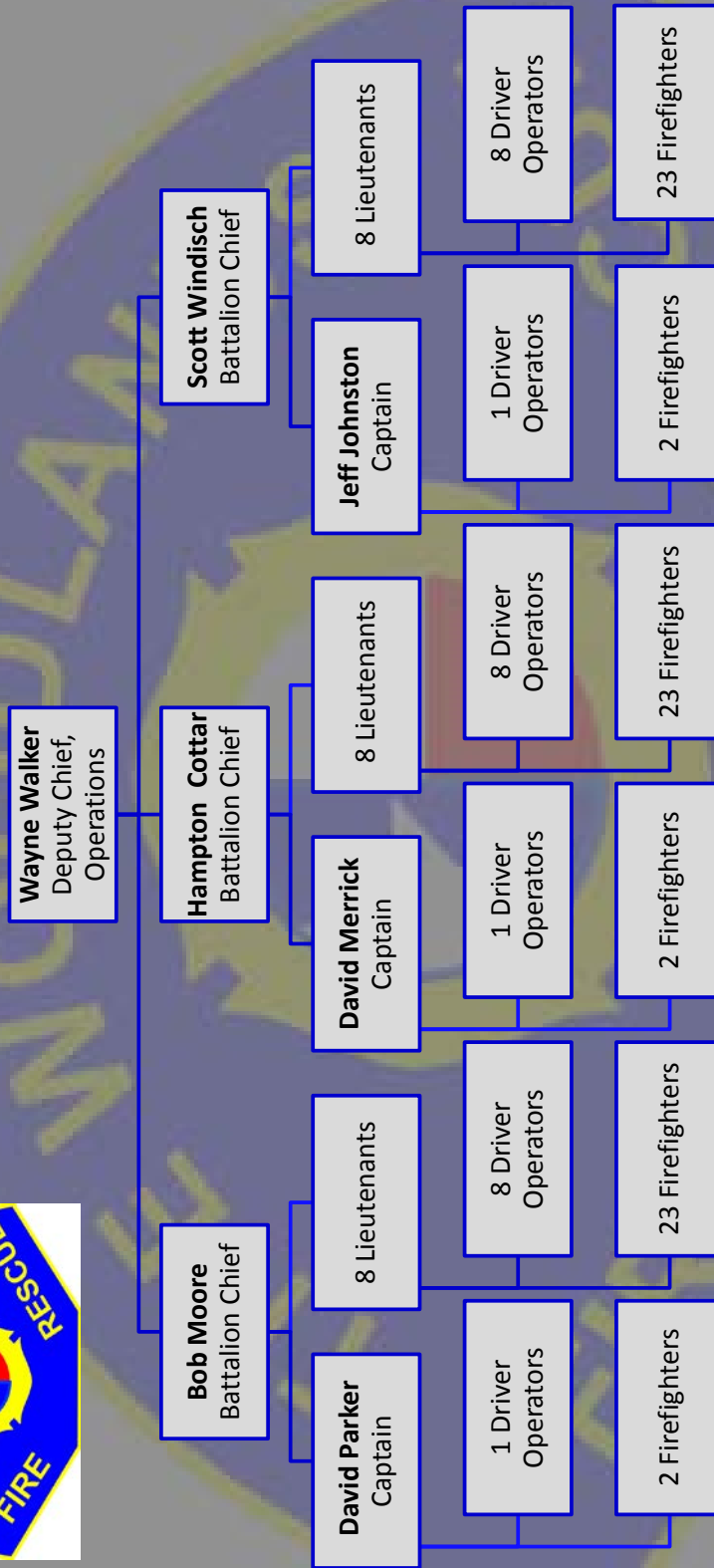
Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Supplies	\$ 18,000	\$ 14,000	\$ 14,000	\$ (4,000)	-22.2%
Postage and Delivery	2,100	2,100	2,100	-	0.0%
Dues & Subscriptions	10,000	10,000	10,000	-	0.0%
Printing	4,800	4,800	4,800	-	0.0%
Insurance	230,000	226,000	250,700	20,700	9.0%
Other Admin	20,000	20,000	14,000	(6,000)	-30.0%
Total	\$ 284,900	\$ 276,900	\$ 295,600	\$ 10,700	3.8%

- Supplies, (\$4,000): adjustment based on analysis of historical costs
- Insurance, \$20,700: increase due to higher premiums for property & liability coverage and new apparatus being purchased in 2013
- Other Admin, (\$6,000): decrease in inspection costs for new apparatus



Fire Protection



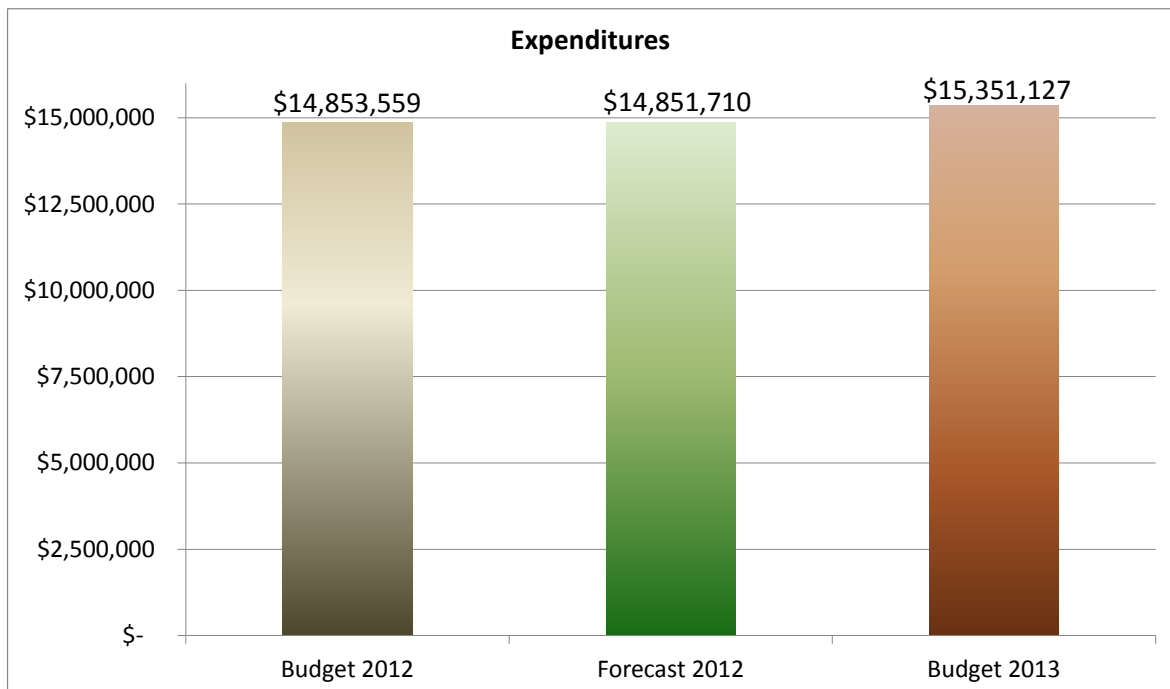


Fire Department - Fire Protection

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 13,148,204	\$ 13,165,155	\$ 13,558,177	\$ 409,973	3.1%
Staff Development	197,950	197,950	197,950	-	0.0%
Facility Expense	734,600	722,300	778,400	43,800	6.0%
Equipment Expense	772,805	766,305	816,600	43,795	5.7%
Total	\$ 14,853,559	\$ 14,851,710	\$ 15,351,127	\$ 497,568	3.3%





Fire Department - Fire Protection

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Captain	3.00	3.00	0.00
Lieutenant	24.00	24.00	0.00
Driver/Operator	27.00	27.00	0.00
Firefighter	75.00	75.00	0.00
Total	129.00	129.00	0.00

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 9,353,629	\$ 9,353,629	\$ 9,634,757	\$ 281,128	3.0%
Benefits	3,794,575	3,811,526	3,923,420	128,845	3.4%
Total	\$ 13,148,204	\$ 13,165,155	\$ 13,558,177	\$ 409,973	3.1%

- Increase due to salary adjustments and higher health insurance expense

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Training & Conferences	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.0%
Uniforms	75,950	75,950	75,950	-	0.0%
Training Materials	22,000	22,000	22,000	-	0.0%
Total	\$ 197,950	\$ 197,950	\$ 197,950	\$ -	0.0%

- No change from 2012 budget to 2013 budget



Fire Department - Fire Protection

Budget 2013

Facility Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Telephone	\$ 277,800	\$ 277,800	\$ 287,600	\$ 9,800	3.5%
Utilities	220,800	208,500	238,800	18,000	8.2%
Facility Repair & Maintenance	143,750	143,750	150,000	6,250	4.3%
Facility Materials & Supplies	80,250	80,250	90,000	9,750	12.1%
Trash Removal	12,000	12,000	12,000	-	0.0%
Total	\$ 734,600	\$ 722,300	\$ 778,400	\$ 43,800	6.0%

- Telephone, \$9,800: increase due to expected increase in costs for telephone services and opening of Central Fire Station
- Utilities, \$18,000: increase based on analysis of historical costs and new Central Fire Station
- Facility Repair & Maintenance, \$6,250: increase due to expected increase in costs for maintenance services
- Facility Materials & Supplies, \$9,750: increase due to analysis of historical costs



Fire Department - Fire Protection

Budget 2013

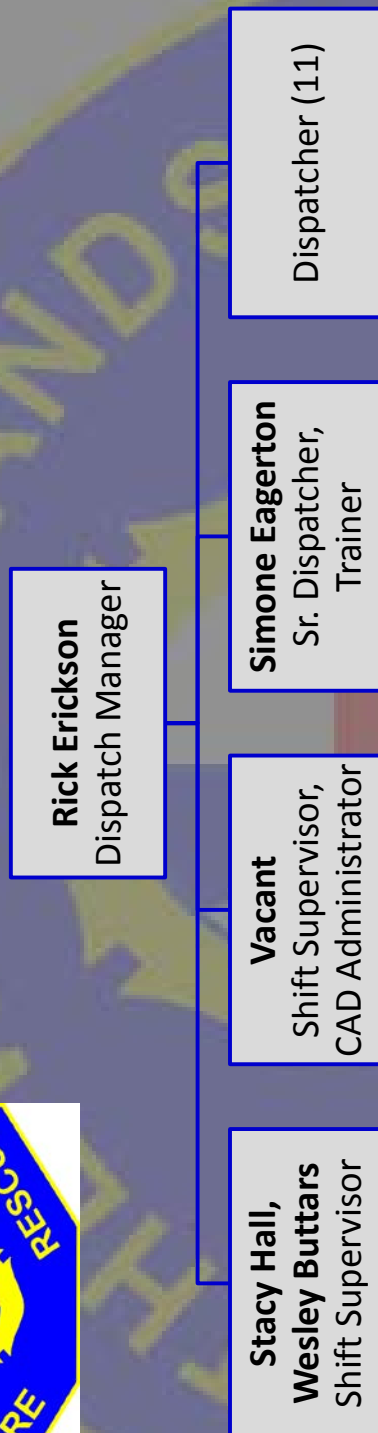
Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Vehicle Fuel	\$ 131,100	\$ 124,600	\$ 131,100	\$ -	0.0%
Equipment Repair & Maintenance	257,500	257,500	265,000	7,500	2.9%
Equipment	83,600	83,600	86,000	2,400	2.9%
Equipment - Firefighting Tools	-	-	15,000	15,000	
Equipment - Portable Radios	20,000	20,000	20,000	-	0.0%
Equipment - Protective Clothing	97,805	97,805	62,500	(35,305)	-36.1%
Equipment - SCBA	20,000	20,000	20,000	-	0.0%
Equipment - Fitness Equipment	25,000	25,000	20,000	(5,000)	-20.0%
Equipment - Station Furniture	15,000	15,000	30,000	15,000	100.0%
Equipment - HAZMAT	15,000	15,000	15,000	-	0.0%
Equipment - Training Tools	-	-	30,000	30,000	
Equipment - Automation	-	-	40,000	40,000	
Special Ops Materials & Supplies	52,000	52,000	52,000	-	0.0%
EMS Materials & Supplies	13,800	13,800	15,000	1,200	8.7%
Other Leases & Rentals	42,000	42,000	15,000	(27,000)	-64.3%
Total	\$ 772,805	\$ 766,305	\$ 816,600	\$ 43,795	5.7%

- Equipment Repair & Maintenance, \$7,500: new Fire Truck for Station 3 and adjustment to fleet maintenance based on analysis of historical costs
- Equipment, \$2,400: to equip fire stations and fire apparatus
- Equipment - Firefighting Tools, \$15,000: increase due to reclassification of expenses from capital to operating
- Equipment - Protective Clothing, (\$35,305): decrease due to no new firefighters being hired in 2013
- Equipment - Fitness Equipment, (\$5,000): decrease due to less equipment needing to be replaced
- Equipment - Station Furniture, \$15,000: increase for furniture replacement
- Equipment - Training Tools, \$30,000: increase due to reclassification of expenses from capital to operating and no training tools were purchased in 2012
- Equipment - Automation, \$40,000: increase due to reclassification of expenses from capital to operating and no automation equipment was purchased in 2012
- EMS Materials & Supplies, \$1,200: increase based on growth of community
- Other Leases & Rentals, (\$27,000): decrease due to elimination of temporary rental buildings



Dispatch



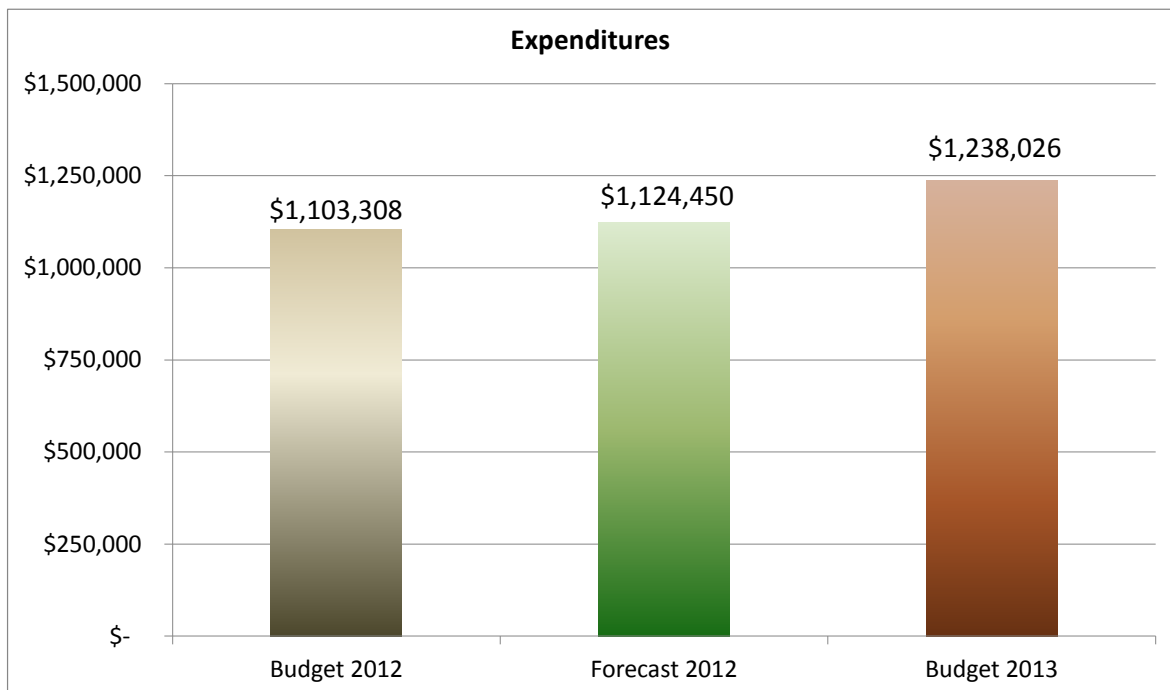


Fire Department - Dispatch

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries and Benefits	\$ 1,070,693	\$ 1,092,035	\$ 1,146,611	\$ 75,918	7.1%
Staff Development	16,400	16,400	16,400	-	0.0%
Equipment Expense	15,015	15,015	15,015	-	0.0%
Contracted Services	-	-	59,000	59,000	
Administrative Expense	1,200	1,000	1,000	(200)	-16.7%
Total	\$ 1,103,308	\$ 1,124,450	\$ 1,238,026	\$ 134,718	12.2%





Fire Department - Dispatch

Budget 2013

Personnel

Full-Time Equivalents

Position Title	Budget 2012	Budget 2013	Change
Dispatch Manager	1.00	1.00	0.00
Shift Supervisor	3.00	3.00	0.00
Dispatcher	12.00	12.00	0.00
Total	16.00	16.00	0.00

Analysis of Expenses by Category

Salaries and Benefits

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Salaries	\$ 747,809	\$ 766,000	\$ 798,618	\$ 50,809	6.8%
Benefits	322,884	326,035	347,993	25,109	7.8%
Total	\$ 1,070,693	\$ 1,092,035	\$ 1,146,611	\$ 75,918	7.1%

- Increase due to 3% merit adjustment and higher health insurance expense as well as making an adjustment for hours worked by dispatchers in the budget model (the previous model was low)

Staff Development

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Training & Conferences	\$ 8,900	\$ 8,900	\$ 8,900	\$ -	0.0%
Uniforms	6,500	6,500	6,500	-	0.0%
Training Materials	1,000	1,000	1,000	-	0.0%
Total	\$ 16,400	\$ 16,400	\$ 16,400	\$ -	0.0%

- No change from 2012 budget to 2013 budget



Fire Department - Dispatch

Budget 2013

Equipment Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Equipment	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	0.0%
Other Leases & Rentals	9,015	9,015	9,015	-	0.0%
Total	\$ 15,015	\$ 15,015	\$ 15,015	\$ -	0.0%

- No change from 2012 budget to 2013 budget

Contracted Services

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Moving Expenses	\$ -	\$ -	\$ 59,000	\$ 59,000	
Total	\$ -	\$ -	\$ 59,000	\$ 59,000	

- Moving Expenses, \$59,000: expense of moving dispatch center to Central Station

Administrative Expense

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Other Admin	\$ 1,200	\$ 1,000	\$ 1,000	\$ (200)	
Total	\$ 1,200	\$ 1,000	\$ 1,000	\$ (200)	-16.7%

- Other Administrative Expense, (\$200): decrease based on analysis of historical costs



**WOODLANDS FIRE DEPARTMENT
2013 BUDGET PLAN**

The Woodlands Fire Department 2013 Budget Plan

- I. Situation Analysis**
- II. Accomplishments of 2012**
- III. Goals of Fire Department 2013 Budget Plan**
- IV. Implementation of Fire Department 2013 Budget Plan**

The Woodlands Fire Department

2013 Budget Plan

I. Situation Analysis

The Woodlands Fire Department has experienced significant growth, nearly doubling in size since 2003, in order to keep pace with the population and expansion of the community. During the past 10 years the department has added 4 additional fire stations, a state of the art training facility and has begun construction on a new Central Fire Station, which will include fire, administration, dispatch and Emergency Operations Center. 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 by decreasing our response times and enhancing capabilities to quickly take action at emergencies, while ensuring the safety of our firefighters. Additionally, we are pursuing the feasibility of re-evaluating our ISO rating, to potentially be awarded the rating of ISO 1. We have expanded our workforce as well to adequately meet the fire protection standards of our growing community. In conjunction with this expanded growth comes an enhanced level of local partnerships:

- Montgomery County Hospital District's purchase of a new Computer Aided Dispatch system.
- County and Regional level with implementation of a grant funded radio system, greatly improving interoperability.
- Coverage area expansion through contractual agreements, generating additional revenue for the Department.
- Addition of a Cypress Creek EMS unit at Station 7.

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 2013 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, Montgomery County Sheriff's Office, Montgomery County Precinct 3 Constable's Office, Harris

County Precinct 4 Constable's Office, Interfaith, United Way, Red Cross, Montgomery County Office of Emergency Management, Community Emergency Response Team (CERT), Montgomery County Search & Rescue, City of Shenandoah, City of Oakridge North, other Emergency Service District's, greater Harris County 911, Montgomery County 911, Harris County Office of Homeland Security and Emergency Management, 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 provide for prudent fiscal management, keeping pace with growth and ensuring equal quality service levels and facilities throughout The Woodlands. We offer quality training to ensure a professional workforce capable of meeting the emergency and service needs of the community. The Woodlands Fire Department places 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 a safer community, 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 2012

- Began construction of Central Fire Station and Administrative facility
- Opening of new Fire Station 7 on Kuykendahl Road
- Administered hiring process and trained 15 additional fire fighters
- Successful planning and purchase of 2 new ladder trucks
- Urban wildland firefighting vehicle put into service
- Recertified 138 personnel on Texas Commission of Fire Protection
- Maintained 120 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 2,908 fire incidents and responded to 3,808 EMS incidents
- Completed 425 different inspection activities
- WFD representation on the Executive Advisory Council for Emergency Management
- Participated in 320 public education events
- Conducted and graduated 1 Community Emergency Response Team (CERT) class (bringing total graduate number to approximately 285 citizens, representing each Village of The Woodlands). Completed 2 continuing education classes for graduates.
- Administrated various promotional processes
- The Woodlands Emergency Training Center maintained certification in 8 separate disciplines through Texas Commission on Fire Protection
- Implemented a new Computer Aided Dispatch system with the Montgomery County Hospital District
- Participated in various regional and County wide disaster preparedness drills
- Internal evaluation of ISO 1 regrading completed
- Secured Assistance to Firefighters Grant for communications equipment

III. Goals of Fire Department 2013 Budget Plan

- Open and occupy the new Central Fire Station
- Move of dispatch, administration and Emergency Operations Center to new Central Station location
- Develop specifications and purchase 1 new fire engine
- Continue to offer Community Emergency Response Team program to residents
- Continue to participate in various public education trainings and community events
- Maintain established strategic partnerships
- Maintain training and education for all fire department personnel, including certifications in fire and EMS
- Develop planning process for Station 2 remodel
- Maintain an average response time of 5 minutes
- Maintain the Department's high level of service provided to the residents of The Woodlands

IV. Implementation of Fire Department 2013 Budget Plan

Salaries and Benefits

\$16,263,262

(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 (\$16,263,262) Provide funding for salary and benefits to accommodate 132 fire suppression personnel, 10 administrative personnel, and 16 dispatchers.

Staff Development

\$263,550

(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 (\$263,550) Provide necessary training for 158 fire department personnel and uniforms. Support various meeting expenses, certifications and other training material.

Facility Expenses

\$778,400

(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 (\$778,400) Provide funding for telephone, utilities, repairs and maintenance, materials and supplies and trash removal for all Fire Department facilities.

Equipment Expenses

\$879,615

(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 (\$879,615) 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

\$440,500

(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 (\$440,500) This includes funding for medical support services, labor relations, computer support, audit fees, 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, school events and Assisted Living 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**\$296,600**

(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 (\$296,600) 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 2013 Budget Plan**\$18,956,027**

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
FIRE AND EMS MANAGEMENT - Dept 810						
Salaries and Benefits						
Salaries and Wages	\$ 1,096,369	\$ 1,082,194	\$ 1,082,194	\$ 1,112,250	\$ 30,056	2.8%
Overtime	1,126	1,000	1,000	1,000	-	0.0%
Employee Benefits - FICA	77,550	80,267	80,267	81,999	1,732	2.2%
Employee Benefits - TEC	1,814	1,814	3,654	3,654	1,840	101.4%
Employee Benefits - Retirement	128,236	127,077	145,000	155,715	28,638	22.5%
Employee Benefits - Insurance	151,699	163,445	163,445	179,563	16,118	9.9%
Employee Benefits - Workers Comp	18,139	23,738	23,738	24,293	555	2.3%
	<u>1,474,933</u>	<u>1,479,535</u>	<u>1,499,298</u>	<u>1,558,474</u>	<u>78,939</u>	<u>5.3%</u>
Staff Development						
Meetings	2,613	3,000	3,000	3,000	-	0.0%
Training & Conferences	9,653	18,000	18,000	18,000	-	0.0%
Uniforms	4,688	6,200	6,200	6,200	-	0.0%
Tuition Reimbursement	10,178	12,000	12,000	12,000	-	0.0%
Awards Ceremony	12,022	10,000	10,000	10,000	-	0.0%
	<u>39,154</u>	<u>49,200</u>	<u>49,200</u>	<u>49,200</u>	<u>-</u>	<u>0.0%</u>
Equipment Expense						
Equipment	2,521	7,000	7,000	7,000	-	0.0%
Vehicle Fuel	22,366	22,400	22,400	23,700	1,300	5.8%
Equipment Repair & Maintenance	15,656	17,300	17,300	17,300	-	0.0%
	<u>40,543</u>	<u>46,700</u>	<u>46,700</u>	<u>48,000</u>	<u>1,300</u>	<u>2.8%</u>
Contracted Services						
Computer Support	54,200	90,000	90,000	149,500	59,500	66.1%
Consulting	11,300	40,200	15,000	26,000	(14,200)	-35.3%
Legal	51,986	70,000	70,000	50,000	(20,000)	-28.6%
Audit Fees	-	-	-	-	-	-
Payroll Processing Fees	-	-	-	-	-	-
Medical Support Services	64,431	75,000	75,000	75,000	-	0.0%
Other Contracted Services	18,295	20,000	20,000	35,000	15,000	75.0%
Moving Expenses	-	-	-	46,000	46,000	-
	<u>200,212</u>	<u>295,200</u>	<u>270,000</u>	<u>381,500</u>	<u>86,300</u>	<u>29.2%</u>
Program Expense						
Fire and Life Safety Education	18,546	26,000	26,000	26,000	-	0.0%
	<u>18,546</u>	<u>26,000</u>	<u>26,000</u>	<u>26,000</u>	<u>-</u>	<u>0.0%</u>
Public Education/Relations						
Training Aids	5,588	6,500	6,500	6,500	-	0.0%
Advertising	1,940	1,100	1,100	1,100	-	0.0%
Fire Investigation	28	500	500	500	-	0.0%
	<u>7,556</u>	<u>8,100</u>	<u>8,100</u>	<u>8,100</u>	<u>-</u>	<u>0.0%</u>
Administrative Expense						
Supplies	9,911	18,000	14,000	14,000	(4,000)	-22.2%
Postage and Delivery	1,425	2,100	2,100	2,100	-	0.0%
Dues & Subscriptions	5,761	10,000	10,000	10,000	-	0.0%
Printing	2,560	4,800	4,800	4,800	-	0.0%
Insurance	195,608	230,000	226,000	250,700	20,700	9.0%
Other Admin	13,518	20,000	20,000	14,000	(6,000)	-30.0%
	<u>228,783</u>	<u>284,900</u>	<u>276,900</u>	<u>295,600</u>	<u>10,700</u>	<u>3.8%</u>
Total Fire and EMS Management*	<u><u>2,009,727</u></u>	<u><u>2,189,635</u></u>	<u><u>2,176,198</u></u>	<u><u>2,366,874</u></u>	<u><u>177,239</u></u>	<u><u>8.1%</u></u>

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
FIRE PROTECTION - Dept 811						
Salaries and Benefits						
Salaries and Wages	\$ 4,235,091	\$ 4,981,410	\$ 4,981,410	\$ 5,189,698	\$ 208,288	4.2%
Overtime	2,766,691	3,251,738	3,251,738	3,450,011	198,273	6.1%
Day Buy Back	20,501	26,640	26,640	-	(26,640)	-100.0%
Ride Up Pay	997,489	1,093,841	1,093,841	995,048	(98,793)	-9.0%
Employee Benefits - FICA	585,591	715,553	715,553	737,059	21,506	3.0%
Employee Benefits - TEC	14,774	16,718	33,669	33,669	16,951	101.4%
Employee Benefits - Retirement	1,049,866	1,120,230	1,120,230	1,138,989	18,759	1.7%
Employee Benefits - Insurance	1,378,101	1,714,323	1,714,323	1,780,180	65,857	3.8%
Employee Benefits - Workers Comp	153,282	227,751	227,751	233,523	5,772	2.5%
	<u>11,201,386</u>	<u>13,148,204</u>	<u>13,165,155</u>	<u>13,558,177</u>	<u>409,973</u>	<u>3.1%</u>
Staff Development						
Training & Conferences	71,137	100,000	100,000	100,000	-	0.0%
Uniforms	90,668	75,950	75,950	75,950	-	0.0%
Training Materials	16,301	22,000	22,000	22,000	-	0.0%
	<u>178,106</u>	<u>197,950</u>	<u>197,950</u>	<u>197,950</u>	<u>-</u>	<u>0.0%</u>
Facility Expense						
Telephone	238,116	277,800	277,800	287,600	9,800	3.5%
Utilities	138,941	220,800	208,500	238,800	18,000	8.2%
Facility Repair & Maintenance	125,826	143,750	143,750	150,000	6,250	4.3%
Facility Materials & Supplies	65,643	80,250	80,250	90,000	9,750	12.1%
Trash Removal	11,240	12,000	12,000	12,000	-	0.0%
	<u>579,766</u>	<u>734,600</u>	<u>722,300</u>	<u>778,400</u>	<u>43,800</u>	<u>6.0%</u>
Equipment Expense						
Specialty Equipment	-	-	-	-	-	-
Vehicle Fuel	95,764	131,100	124,600	131,100	-	0.0%
Equipment Repair & Maintenance	279,321	257,500	257,500	265,000	7,500	2.9%
Equipment	107,174	83,600	83,600	86,000	2,400	2.9%
Equipment - Firefighting Tools **	26,219	-	-	15,000	15,000	-
Equipment - Portable Radios*	51,654	20,000	20,000	20,000	-	0.0%
Equipment - Protective Clothing*	54,313	97,805	97,805	62,500	(35,305)	-36.1%
Equipment - SCBA*	19,815	20,000	20,000	20,000	-	0.0%
Equipment - Fitness Equipment*	24,882	25,000	25,000	20,000	(5,000)	-20.0%
Equipment - Station Furniture*	13,743	15,000	15,000	30,000	15,000	100.0%
Equipment - HAZMAT*	11,650	15,000	15,000	15,000	-	0.0%
Equipment - Training Tools**	-	-	-	30,000	30,000	-
Equipment - Automation**	480,835	-	-	40,000	40,000	-
Special Operations Materials & Supplies	35,168	52,000	52,000	52,000	-	0.0%
EMS Materials & Supplies	10,793	13,800	13,800	15,000	1,200	8.7%
Other Leases & Rentals	26,855	42,000	42,000	15,000	(27,000)	-64.3%
	<u>1,238,186</u>	<u>772,805</u>	<u>766,305</u>	<u>816,600</u>	<u>43,795</u>	<u>5.7%</u>
Total Fire Protection*	<u><u>13,197,444</u></u>	<u><u>14,853,559</u></u>	<u><u>14,851,710</u></u>	<u><u>15,351,127</u></u>	<u><u>497,568</u></u>	<u><u>3.3%</u></u>

* Equipment items adjusted from 2012 Capital Budget to Dept 811 Operating budget for comparison purposes - Totaling \$192,805

** Equipment items previously capitalized in prior years with no 2012 budget or forecast 2012 amounts adjusted to expense for 2013 budget

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
DISPATCH - Dept 812						
Salaries and Benefits						
Salaries and Wages	\$ 568,010	\$ 623,673	\$ 638,000	\$ 666,047	\$ 42,374	6.8%
Overtime	105,308	124,136	128,000	132,571	8,435	6.8%
Employee Benefits - FICA	47,704	57,551	58,600	61,547	3,996	6.9%
Employee Benefits - TEC	1,820	2,074	4,176	4,176	2,102	101.4%
Employee Benefits - Retirement	52,625	77,986	77,986	85,860	7,874	10.1%
Employee Benefits - Insurance	159,803	183,329	183,329	194,334	11,005	6.0%
Employee Benefits - Workers Comp	1,350	1,944	1,944	2,076	132	6.8%
	<u>936,620</u>	<u>1,070,693</u>	<u>1,092,035</u>	<u>1,146,611</u>	<u>75,918</u>	<u>7.1%</u>
Staff Development						
Training & Conferences	5,361	8,900	8,900	8,900	-	0.0%
Uniforms	7,653	6,500	6,500	6,500	-	0.0%
Training Materials	-	1,000	1,000	1,000	-	0.0%
	<u>13,014</u>	<u>16,400</u>	<u>16,400</u>	<u>16,400</u>	<u>-</u>	<u>0.0%</u>
Equipment Expense						
Equipment	3,109	6,000	6,000	6,000	-	0.0%
Other Leases & Rentals	-	9,015	9,015	9,015	-	0.0%
	<u>3,109</u>	<u>15,015</u>	<u>15,015</u>	<u>15,015</u>	<u>-</u>	<u>0.0%</u>
Contracted Services						
Moving Expenses	-	-	-	59,000	59,000	
	<u>-</u>	<u>-</u>	<u>-</u>	<u>59,000</u>	<u>59,000</u>	
Administrative Expense						
Other Admin	667	1,200	1,000	1,000	(200)	-16.7%
	<u>667</u>	<u>1,200</u>	<u>1,000</u>	<u>1,000</u>	<u>(200)</u>	<u>-16.7%</u>
Total Dispatch*	<u><u>953,410</u></u>	<u><u>1,103,308</u></u>	<u><u>1,124,450</u></u>	<u><u>1,238,026</u></u>	<u><u>134,718</u></u>	<u><u>12.2%</u></u>

* 2011 Fire Department Expenses shown here for comparison purposes with 2012 and 2013 Budgets. Expenses were actually recorded on Fire Department Fund



Other Expenditures

Budget 2013

Budget Summary

Expenditures	Budget 2012	Forecast 2012	Budget 2013	\$ Change	% Change
Governance	\$ 150,000	\$ 150,000	\$ 100,000	\$ (50,000)	-33.3%
Regional Participation	1,053,093	1,115,245	1,159,855	106,762	10.1%
Funding Request - YMCA Youth Program	50,000	50,000	50,000	-	0.0%
Funding Request - Friendship Center	47,500	47,500	-	(47,500)	-100.0%
Funding Request - Interfaith	-	-	26,500	26,500	
Carlton Woods Assoc Service Fee	360,785	347,517	378,486	17,701	4.9%
Village Associations	80,000	80,000	80,000	-	0.0%
Cynthia Woods Events Tax	450,000	630,000	655,200	205,200	45.6%
MUD #39 - Sale of Fire Station	75,962	75,962	75,962	-	0.0%
Contingency	250,000	-	250,000	-	0.0%
Total	\$ 2,517,340	\$ 2,496,224	\$ 2,776,003	\$ 258,663	10.3%

- Governance, (\$50,000): decrease due to completion of Phase 1 of governance plan
- Regional Participation, \$106,762: tied to increase in sales tax revenue
- Funding Request - Friendship Center, (\$47,500): decrease due to Board request to end funding
- Funding Request - Interfaith, \$26,500: increase due to Board request to add funding
- Carlton Woods Association Fees, \$17,701: adjustment based on projected property tax revenue collected from Carlton Woods properties
- Cynthia Woods Events Tax, \$205,200: increase based on projected revenue from Cynthia Woods Mitchell Pavilion events tax

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

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Forecast 2012</u>	<u>Budget 2013</u>	<u>\$ Inc/(Dec)</u>	<u>% Inc/(Dec)</u>
OTHER EXPENDITURES - Dept 190						
Transition						
General Transition	-	-	-	-	-	
Governance	154,630	150,000	150,000	100,000	(50,000)	-33.3%
	<u>154,630</u>	<u>150,000</u>	<u>150,000</u>	<u>100,000</u>	<u>(50,000)</u>	<u>-33.3%</u>
Regional Participation						
Conroe RPA	11,720	11,983	10,573	10,784	(1,199)	-10.0%
Houston RPA	1,057,433	1,041,110	1,104,672	1,149,071	107,961	10.4%
	<u>1,069,153</u>	<u>1,053,093</u>	<u>1,115,245</u>	<u>1,159,855</u>	<u>106,762</u>	<u>10.1%</u>
Other Expenditures						
Funding Request - YMCA Youth Prog	50,000	50,000	50,000	50,000	-	0.0%
Funding Request - Friendship Center	34,295	47,500	47,500	-	(47,500)	-100.0%
Funding Request - Interfaith	-	-	-	26,500	26,500	
Carlton Woods Assoc Svc Fee	259,778	274,585	275,240	291,754	17,169	6.3%
Carlton Woods Creekside Svc Fee	68,739	86,200	72,277	86,732	532	0.6%
Village Association Contributions	80,000	80,000	80,000	80,000	-	0.0%
Cynthia Woods Mitchell Pavilion Events Admis	601,609	450,000	630,000	655,200	205,200	45.6%
MUD # 39 Fire Station Sale Reimbursement	-	75,962	75,962	75,962	-	0.0%
Contingency	151,923	250,000	-	250,000	-	0.0%
	<u>1,246,344</u>	<u>1,314,247</u>	<u>1,230,979</u>	<u>1,516,148</u>	<u>201,901</u>	<u>15.4%</u>
Transfers Out						
CPF - Tax Funded Capital *	3,594,479	4,209,720	4,305,654	8,746,544	4,536,824	107.8%
CPF - Capital/Econ Dev Reserves	1,435,518	775,663	7,342,147	110,000	(665,663)	-85.8%
The Woodlands CVB	2,399,837	809,303	588,577	585,326	(223,977)	-27.7%
The Woodlands Fire Department**	-	-	-	-	-	
DSF - Debt Service	6,293,548	2,430,044	1,009,607	1,000,825	(1,429,219)	-58.8%
	<u>13,723,382</u>	<u>8,224,730</u>	<u>13,245,985</u>	<u>10,442,695</u>	<u>2,217,965</u>	<u>27.0%</u>
Total Other Expenditures	<u>16,193,509</u>	<u>10,742,070</u>	<u>15,742,209</u>	<u>13,218,698</u>	<u>2,476,628</u>	<u>23.1%</u>

* 2012 Budget for CPF - Tax Funded Capital adjusted for items formerly capitalized and now expensed for comparison purposes

** 2011 Fire Department transfer adjusted to allow for comparison to 2012 and 2013 Budgets

THE WOODLANDS CONVENTION & VISITORS BUREAU



In This Section You Will Find:

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CVB Staff Services



Nick Wolda
Director of Community
Relations/CVB
President

Sharon Swaim
Administrative
Assistant II

Amy Novak
Intern

Kelly Ingram
Business Dev.
Specialist

Megan Lichenstein
Event Specialist

Casey Snyder
Marketing
Specialist/CVB
General Manager

New Position
Group Sales
Specialist

The Woodlands Convention & Visitors Bureau

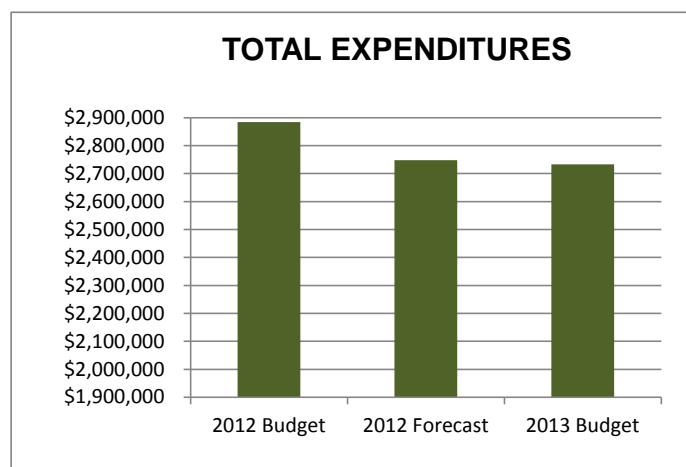
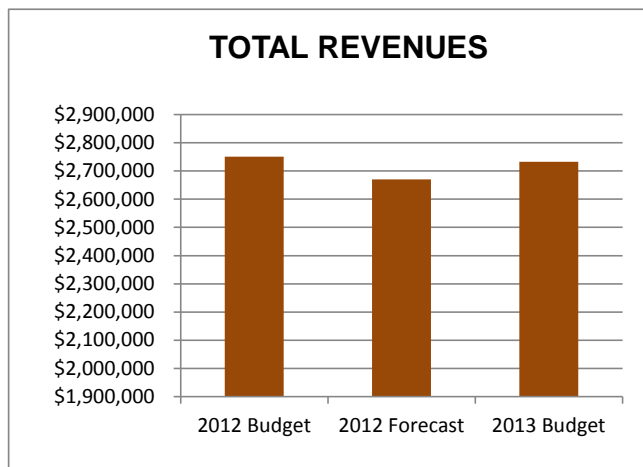
Budget Overview

The Woodlands Convention & Visitors Bureau is a 501(c)(6) non-profit organization which implements marketing programs and produces and supports events to attract visitors and stimulate economic development and growth in the area.

The primary sources of funding for CVB's 2013 expenditures are a 2% supplemental hotel occupancy tax, sales tax transfers from the Township's General Fund, and program revenue generated by the waterway cruiser program, event sponsorships, event booth sales, and the Ice Rink.

	2012 Budget	2012 Forecast	2013 Budget	\$ Inc/(Dec)	% Inc/(Dec)
TOTAL REVENUES	\$ 2,751,017	\$ 2,670,899	\$ 2,733,287	\$ (17,730)	-0.6%
TOTAL EXPENDITURES	2,884,457	2,747,920	2,732,737	(151,720)	-5.3%
REVENUES OVER/(UNDER) EXPENDITURES	(133,440)	(77,021)	550	133,990	-100.4%
BEGINNING FUND BALANCE	335,573	335,573	258,552	(77,021)	-23.0%
ENDING FUND BALANCE	\$ 202,133	\$ 258,552	\$ 259,102	\$ 56,969	28.2%

The net decreases in both revenues and expenditures are related primarily to the Waterway Cruisers program. A reduction in operating hours for the cruisers in 2012 resulted in lower operating expenses, which in turn reduced the amount of federal transportation grant revenue received to help fund the program. Additionally, expenses included in the 2012 budget for the refurbishment of the cruisers are not necessary in the 2013 budget as the renovations have been completed. The decrease in revenues related to the cruisers is partially offset by increases in sponsorships and event sales as well as an increase in funding for 4th of July fireworks, which were funded by CVB fund balance in 2012.



THE WOODLANDS CONVENTION & VISITORS BUREAU
Statement of Revenues, Expenditures & Changes in Fund Balance
(in whole dollars)

	2012 Budget	2012 Forecast	2013 Budget	\$ Inc/(Dec)	% Inc/(Dec)
REVENUES					
Supplemental Hotel Tax	\$ 1,123,034	\$ 1,343,760	\$ 1,397,511	\$ 274,477	24.4%
Sponsorships	255,000	255,000	265,000	10,000	3.9%
Event Sales	175,000	200,000	200,000	25,000	14.3%
Waterway Cruisers	387,680	282,562	284,450	(103,230)	-26.6%
Interest Income	1,000	1,000	1,000	-	0.0%
Transfers In (General Fund)*	809,303	588,577	585,326	(223,977)	-27.7%
TOTAL REVENUES	\$ 2,751,017	\$ 2,670,899	\$ 2,733,287	\$ (17,730)	-0.6%
EXPENDITURES					
General					
Salaries and Benefits*	-	-	-	-	-
Staff Development	14,000	16,500	17,000	3,000	21.4%
Facility Expense*	-	-	-	-	-
Equipment Expense	5,500	7,000	8,000	2,500	45.5%
Contracted Services	73,500	64,000	64,000	(9,500)	-12.9%
Administrative	59,000	59,000	69,000	10,000	16.9%
	152,000	146,500	158,000	6,000	3.9%
Attractions and Events					
Red, Hot & Blue Festival	270,000	270,000	270,000	-	0.0%
Lighting of the Doves	107,500	107,500	107,500	-	0.0%
Winter Wonderland	93,000	93,000	93,000	-	0.0%
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	55,000	55,000	55,000	-	0.0%
Memorial Day Events	45,000	45,000	45,000	-	0.0%
Labor Day Events	45,000	45,000	45,000	-	0.0%
Trick or Treat Trail	24,000	24,000	27,500	3,500	14.6%
Community Festivals & Events	184,600	184,600	184,600	-	0.0%
	1,357,050	1,357,050	1,360,550	3,500	0.3%
Destination Marketing					
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	30,000	30,000	30,000	-	0.0%
Cooperative Marketing	25,000	25,000	25,000	-	0.0%
Group Sales	30,000	30,000	30,000	-	0.0%
Visitor Services	55,500	55,500	65,500	10,000	18.0%
	619,287	619,287	629,287	10,000	1.6%
Promotion					
Promotion	161,000	166,000	167,000	6,000	3.7%
Information Distribution	108,000	114,000	114,000	6,000	5.6%
Other Advertising	20,000	20,000	20,000	-	0.0%
	289,000	300,000	301,000	12,000	4.2%
Waterway Cruisers					
Contracted Services	322,000	217,000	217,000	(105,000)	-32.6%
Public Education/Relations	30,000	30,000	30,000	-	0.0%
Administrative	33,600	35,123	36,900	3,300	9.8%
Capital Outlay	81,520	42,960	-	(81,520)	-100.0%
	467,120	325,083	283,900	(183,220)	-39.2%
TOTAL EXPENDITURES	\$ 2,884,457	\$ 2,747,920	\$ 2,732,737	\$ (151,720)	-5.3%
REVENUE OVER/(UNDER) EXPENDITURES	(133,440)	(77,021)	550	133,990	-100.4%
BEGINNING FUND BALANCE	335,573	335,573	258,552	(77,021)	-23.0%
ENDING FUND BALANCE	\$ 202,133	\$ 258,552	\$ 259,102	\$ 56,969	28.2%
ENDING FUND BALANCE - CVB		\$ 78,169	\$ 78,169		
ENDING FUND BALANCE - Waterway Cruisers		\$ 180,383	\$ 180,933		

*Per the annual service agreement between the Township and CVB, the Township provides staffing and office space to the CVB at no cost in exchange for services the CVB provides to the Township.

Salaries and benefits for staff performing CVB functions are recorded in the General Fund. The 2013 expense is \$485,648.
The 2013 estimated facilities expense is \$29,250 based on 1,500 square feet at \$19.50/sq ft.

The Woodlands Convention and Visitors Bureau
Statement of Revenues, Expenditures, and Changes in Fund Balance
Waterway Cruisers Program
(in whole dollars)

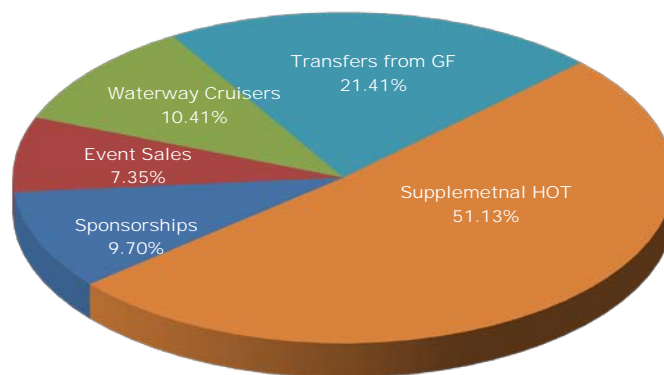
	Budget 2012	Forecast 2012	Budget 2013	Forecast to Budget	
				\$ Inc/(Dec)	% Inc/(Dec)
REVENUES					
Waterway Cruisers					
Fares	\$ 145,000	\$ 135,000	\$ 135,000	\$ -	0.0%
Catering	10,000	9,000	10,000	1,000	11.1%
Sponsorships	25,000	5,000	5,000	-	0.0%
Grant Reimbursement	207,680	133,562	134,450	888	0.7%
TOTAL REVENUES	\$ 387,680	\$ 282,562	\$ 284,450	\$ 1,888	0.7%
WATERWAY CRUISERS - Dept 824					
Contracted Services					
Waterway Cruisers		\$ -	\$ -	\$ -	
Maintenance and Operations (32% reimbursement)	290,000	195,000	195,000	-	0.0%
Legal (80% reimbursement)	7,000	7,000	7,000	-	0.0%
Consulting (80% reimbursement)	25,000	15,000	15,000	-	0.0%
	322,000	217,000	217,000	-	0.0%
Public Education/Relations					
Promotional Supplies	30,000	30,000	30,000	-	0.0%
	30,000	30,000	30,000	-	0.0%
Administrative Expense					
Insurance (50% reimbursement)	33,600	35,123	36,900	1,777	5.1%
	33,600	35,123	36,900	1,777	5.1%
TOTAL OPERATING EXPENSES	385,600	282,123	283,900	1,777	0.6%
Note: Operating Revenues Over/(Under) Expenditures	2,080	439	550		
Capital Outlay					
Refurbishment of Waterway Cruisers	81,520	42,960	-	(42,960)	-100.0%
TOTAL WATERWAY CRUISERS	\$ 467,120	\$ 325,083	\$ 283,900	\$ (41,183)	-12.7%
TOTAL BEGINNING FUND BALANCE	222,904	222,904	180,383	180,383	
TOTAL ENDING FUND BALANCE	\$ 143,464	\$ 180,383	\$ 180,933	\$ 550	

CONVENTION & VISITORS BUREAU REVENUES BY TYPE

Revenues	2012 Budget	2012 Forecast	2013 Budget	2012 Budget to 2013 Budget	
				\$ Change	% Change
Supplemental Hotel Tax	\$ 1,123,034	\$ 1,343,760	\$ 1,397,511	\$ 274,477	24.4%
Sponsorships	255,000	255,000	265,000	10,000	3.9%
Event Sales	175,000	200,000	200,000	25,000	14.3%
Waterway Cruisers	387,680	282,562	284,450	(103,230)	-26.6%
Interest Income	1,000	1,000	1,000	-	0.0%
Transfers from Gen. Fund	809,303	588,577	585,326	(223,977)	-27.7%
Total Revenues	\$ 2,751,017	\$ 2,670,899	\$ 2,733,287	\$ (17,730)	-0.6%

% of Total	2012 Budget	2012 Forecast	2013 Budget
Supplemental Hotel Tax	40.82%	50.31%	51.13%
Sponsorships	9.27%	9.55%	9.70%
Event Sales	6.36%	7.49%	7.32%
Waterway Cruisers	14.09%	10.58%	10.41%
Interest Income	0.04%	0.04%	0.04%
Transfers from General Fund	29.42%	22.04%	21.41%
Total	100.00%	100.00%	100.00%

2013 BUDGET % of TOTAL REVENUES

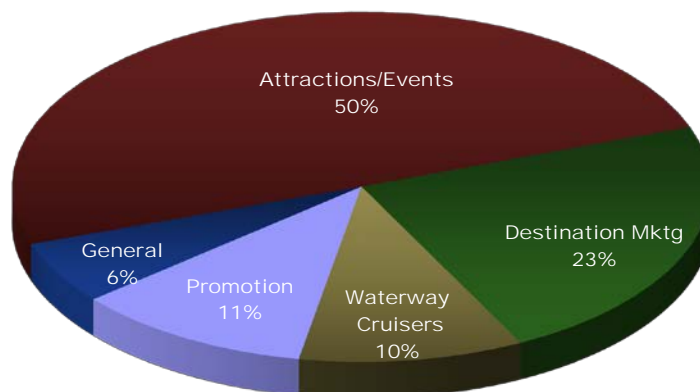


CONVENTION & VISITORS BUREAU EXPENDITURES BY FUNCTION

Function	2012 Budget	2012 Forecast	2013 Budget	2012 Budget to 2013 Budget	
				\$ Change	% Change
General	\$ 152,000	\$ 146,500	\$ 158,000	\$ 6,000	3.9%
Attractions and Events	1,357,050	1,357,050	1,360,550	3,500	0.3%
Destination Marketing	619,287	619,287	629,287	10,000	1.6%
Promotion	289,000	300,000	301,000	12,000	4.2%
Waterway Cruisers	467,120	325,083	283,900	(183,220)	-39.2%
Total Expenditures	\$ 2,884,457	\$ 2,747,920	\$ 2,732,737	\$ (151,720)	-5.3%

% of Total	2012 Budget	2012 Forecast	2013 Budget
General	5.3%	5.3%	5.8%
Attractions and Events	47.0%	49.4%	49.8%
Destination Marketing	21.5%	22.5%	23.0%
Promotion	10.0%	10.9%	11.0%
Waterway Cruisers	16.2%	11.8%	10.4%
Total	100.0%	100.0%	100.0%

2013 BUDGET % of TOTAL EXPENDITURES



**THE WOODLANDS CONVENTION & VISITORS BUREAU
2013 ATTRACTIONS & EVENTS BUDGET**

EVENT	PRODUCTION	ADVERTISING	PUBLIC SAFETY	SPONSORS	SALES	EVENT TOTAL
Red, Hot & Blue	199,000	35,000	36,000	(95,000)	-	175,000
Lighting of the Doves	80,000	20,000	7,500	(25,000)	-	82,500
Winter Wonderland	73,000	20,000	-	(20,000)	-	73,000
Ice Rink	369,150	40,000	-	(50,000)	(200,000)	159,150
iWOW	96,300	20,000	7,500	(25,000)	-	98,800
Waterway Events	31,000	16,000	8,000	(20,000)	-	35,000
Memorial Day	35,000	4,000	6,000	(10,000)	-	35,000
Labor Day	35,000	4,000	6,000	(10,000)	-	35,000
Trick or Treat Trail	20,000	4,000	3,500	(10,000)	-	17,500
* 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
* Other Festivals/Special Events	-	51,600	-	-	-	51,600
TOTAL COST BREAKDOWN	\$ 938,450	\$ 342,600	\$ 79,500	\$ (265,000)	\$ (200,000)	\$ 895,550

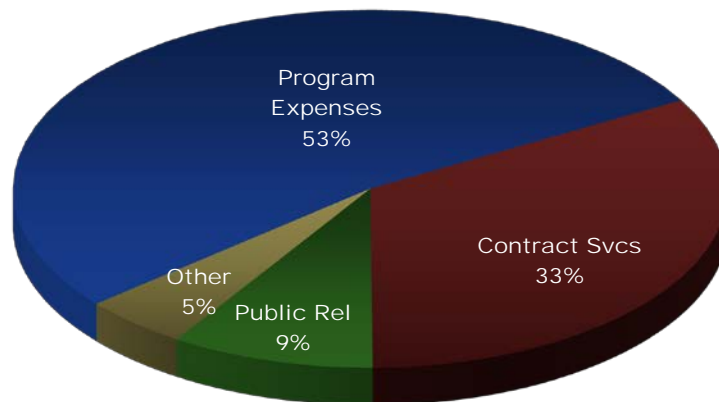
*Events produced by partner organizations. Amounts represent participation costs.

CONVENTION & VISITORS BUREAU EXPENDITURES BY TYPE

Expenditures	2012 Budget	2012 Forecast	2013 Budget	2012 Budget to 2013 Budget	
				\$ Change	% Change
Staff Development	\$ 14,000	\$ 16,500	\$ 17,000	\$ 3,000	21.4%
Equipment Expense	5,500	7,000	8,000	2,500	45.5%
Contracted Services	1,009,787	895,287	905,287	(104,500)	-10.3%
Program Expense	1,442,050	1,442,050	1,445,550	3,500	0.2%
Public Relations	239,000	250,000	251,000	12,000	5.0%
Administrative Expense	92,600	94,123	105,900	13,300	14.4%
Capital Outlay	81,520	42,960	-	(81,520)	-100.0%
Total Expenditures	\$ 2,884,457	\$ 2,747,920	\$ 2,732,737	\$ (151,720)	-5.3%

% of Total	2012 Budget	2012 Forecast	2013 Budget
Board/Staff Development	0.5%	0.6%	0.6%
Equipment Expense	0.2%	0.3%	0.3%
Contracted Services	35.0%	32.6%	33.1%
Program Expense	50.0%	52.5%	52.9%
Public Relations	8.3%	9.1%	9.2%
Administrative Expense	3.2%	3.4%	3.9%
Capital Outlay	2.8%	1.6%	0.0%
Total	100.0%	100.0%	100.0%

2013 BUDGET % of TOTAL EXPENDITURES



**THE WOODLANDS CONVENTION & VISITORS BUREAU
ANALYSIS OF STAFF DEVELOPMENT EXPENSE**

Expense Category	2012 Budget	2013 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Staff Development	\$14,000	\$17,000	\$3,000	21.4%

Meeting Expenses	\$4,000	\$5,000	\$1,000 (a)	25.0%
Staff Training	10,000	12,000	2,000 (b)	20.0%
Total Staff Development	\$14,000	\$17,000	\$3,000	21.4%

Summary of Significant Increases/(Decreases)

(a) Meeting Expenses

\$1,000 Increase based on analysis of historical costs

(b) Staff Training

\$2,000 Increase based on analysis of historical costs

ANALYSIS OF EQUIPMENT EXPENSE

Expense Category	2012 Budget	2013 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Equipment Expense	\$5,500	\$8,000	\$2,500	45.5%

Equipment	\$2,500	\$4,000	\$1,500 (a)	60.0%
Cell Phones	3,000	4,000	1,000 (b)	33.3%
Total Equipment Expense	\$5,500	\$8,000	\$2,500	45.5%

Summary of Significant Increases/(Decreases)

(a) Equipment

\$1,500 Increase for telephone line for Ice Rink voicemail

(b) Cell Phones

\$1,000 Increase based on additional staff

THE WOODLANDS CONVENTION & VISITORS BUREAU

ANALYSIS OF CONTRACTED SERVICES

Expense Category	2012 Budget	2013 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Contracted Services	\$1,009,787	\$905,287	(\$104,500)	-10.3%

Destination Marketing	\$478,787	\$478,787	\$0	0.0%
Visitor Services	55,500	65,500	10,000 (a)	18.0%
Website	54,000	54,000	0	0.0%
Video Production	26,000	26,000	0	0.0%
Consulting	7,500	5,000	(2,500) (b)	-33.3%
Legal	36,000	36,000	0	0.0%
Contract Labor	15,000	15,000	0	0.0%
Other Contracted Svcs	15,000	8,000	(7,000) (c)	-46.7%
Waterway Cruiser	322,000	217,000	(105,000) (d)	100.0%
Total Contracted Services	\$1,009,787	\$905,287	(\$104,500)	-10.3%

Summary of Significant Increases/(Decreases)

(a) Visitor Services

\$10,000 Increase due to continued growth of program

(b) Consulting

(\$2,500) Decrease in specialized consulting services

(c) Other Contracted Services

(\$7,000) Decrease due to allocation to event production budgets

(d) Waterway Cruiser

(\$105,000) Decrease due to the reduction of operating hours to only weekends and special events/holidays

THE WOODLANDS CONVENTION & VISITORS BUREAU

ANALYSIS OF PROGRAM EXPENSE

Expense Category	2012 Budget	2013 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Program Expense	\$1,442,050	\$1,445,550	\$3,500	0.2%

Event Production	\$938,450	\$938,450	\$0	0.0%
Event Advertising	163,000	163,000	0	0.0%
Event Public Safety	71,000	74,500	3,500 (a)	4.9%
Waterway Marketing	0	0	0	0.0%
International Marketing	30,000	30,000	0	0.0%
Cooperative Marketing	25,000	25,000	0	0.0%
Meeting Planners	0	0	0	0.0%
South County 4th of July Parade	20,000	20,000	0	0.0%
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	20,000	20,000	0	0.0%
Children's Festival	0	0	0	0.0%
Wildflower Festival	12,000	12,000	0	0.0%
Houston Symphony	0	0	0	0.0%
Arbor Day	8,000	8,000	0	0.0%
The Woodlands Film Commission	10,000	10,000	0	0.0%
Ironman Texas	30,000	30,000	0	0.0%
Memorial Day Festivities	0	0	0	0.0%
Group Sales	30,000	30,000	0	0.0%
Other Festivals/Special Events	51,600	51,600	0	0.0%
Total Program Expense	\$1,442,050	\$1,445,550	\$3,500	0.2%

Summary of Significant Increases/(Decreases)

(a) Event Public Safety

\$3,500 Trick or Treat Trail

THE WOODLANDS CONVENTION & VISITORS BUREAU ANALYSIS OF PUBLIC RELATIONS

Expense Category	2012 Budget	2013 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Public Relations	\$239,000	\$251,000	\$12,000	5.0%

The Woodlands Guide	\$90,000	\$100,000	\$10,000 (a)	11.1%
Current Newsletter	54,000	60,000	\$6,000 (b)	11.1%
Market Research	20,000	10,000	(10,000) (c)	-50.0%
Promotional Supplies	50,000	55,000	5,000 (d)	10.0%
Other Advertising	20,000	20,000	0	0.0%
Business Development	5,000	6,000	1,000 (e)	100.0%
Total Public Relations	\$239,000	\$251,000	\$12,000	5.0%

Summary of Significant Increases/(Decreases)

(a) The Woodlands Guide

\$10,000 Increase based on higher demand for guides

(b) Current Newsletter

\$6,000 Increase due to more requests and distribution locations/events

(c) Market Research

(\$10,000) Decrease based on sufficiency of data

(d) Promotional Supplies

\$5,000 Increase due to higher participation at events

(e) Business Development

\$1,000 Increase due to additional eblasts and promotions created for sponsorship opportunities

THE WOODLANDS CONVENTION & VISITORS BUREAU ANALYSIS OF ADMINISTRATIVE EXPENSE

Expense Category	2012 Budget	2013 Budget	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Administrative Expense	\$92,600	\$105,900	\$13,300	14.4%

Printing	\$13,000	\$20,000	\$7,000 (a)	53.8%
Postage & Delivery	14,000	20,000	6,000 (b)	42.9%
Other Admin	10,000	5,000	(5,000) (c)	-50.0%
Supplies	10,000	10,000	0	0.0%
Dues & Subscriptions	9,000	10,000	1,000 (d)	11.1%
Mileage Reimbursement	3,000	4,000	1,000 (e)	33.3%
Insurance	33,600	36,900	3,300 (f)	100.0%
Total Administrative Expense	\$92,600	\$105,900	\$13,300	14.4%

Summary of Significant Increases/(Decreases)

(a) Printing

\$7,000 Increase due to higher demand for publications

(b) Postage & Delivery

\$6,000 Increase due to higher demand for guides and other publications

(c) Other Admin

(\$5,000) Decrease based on analysis of historical costs

(d) Dues & Subscriptions

\$1,000 Increase due to domain registration

(e) Mileage Reimbursement

\$1,000 Increase due to higher fuel prices

(f) Insurance

\$3,300 Increase for property and liability premiums for Waterway Cruisers



THE WOODLANDS

CONVENTION & VISITORS BUREAU

2013 BUDGET PLAN

The Woodlands Convention & Visitors Bureau 2013 Budget Plan

- I. Situation Analysis**
- II. Accomplishments of 2012**
- III. Goals of TWCVB 2013 Budget Plan**
- IV. Implementation of TWCVB 2013 Budget Plan**

The Woodlands Convention & Visitors Bureau

2013 Budget Plan

I. Situation Analysis

Over the past years, The Woodlands Convention & Visitors Bureau (TWCVB) has continued to experience significant marketing and public relation successes in promoting The Woodlands as a destination for the Greater Houston area and beyond.

There have been thousands of articles, television and radio spots, and countless websites that 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 *AAA Texas Journey*, *Houston Chronicle*, and *Texas Highways* have covered The Woodlands as a destination as a result of TWCVB's marketing and public relations efforts.

TWCVB continues to expand its International Marketing program through familiarization visits and Mundo United, the partnership with United Airlines and its Latin American and Mexican businesses. In fact, more than 370 flights a week from Mexico arrive in Houston. Many of these visitors are coming to The Woodlands for shopping, dining, and to purchase homes and/or rent apartments.

TWCVB continues to aggressively market and promote The Woodlands as a place for leisure travel, corporate meetings and conventions. A large portion of the growing tourism market is group sales which includes, but is not limited to Conventions, Corporate Meetings, Bus Tours, Reunions, Sporting Events/Tournaments, and Trade Shows among others. TWCVB continues to promote the Meeting Planner website (www.MeetingsinTheWoodlands.com) and with The Woodlands Meeting Planner Guide to continue to increase the awareness of The Woodlands as an ideal meeting destination for groups of any size. However, with the emergence of The Woodlands as a destination, the hotel properties believe it is time for TWCVB to have a dedicated individual address Group Sales in The Woodlands, representing the 11 hotels. The Group Sales Specialist will enhance TWCVB group sales initiative to be more service oriented by marketing, promoting, developing and coordination conventions, sports and hospitality opportunities in The Woodlands.

TWCVB's production and support of special events and festivals such as The Woodlands Waterway Arts Festival, Wine & Food Week and Junior League Holiday Market have brought over 420,000 participants to The Woodlands in 2011.

For 2013, TWCVB has active plans to continue the success of marketing and promoting The Woodlands as having over 8 million square feet of shopping, dining, hospitality and entertainment as well as a place to shop, stay the night, dine, visit, meet and be entertained.

Tourism in The Woodlands and Montgomery County is \$1.7 billion annually according to a study performed by The Perryman Group in 2008. In 2011, TWCVB's visitor services partnership with the South Montgomery County Woodlands Chamber of Commerce set a record-breaking year with over 113,152 visitors from 665 different zip codes, 80 countries and 49 states. And the program continues to increase in 2012.

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 2010, 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. Conroe, 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 our "competitive edge" over new shopping, dining, hospitality and entertainment areas forming in the Greater Houston market.

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 from 2011:

- 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 estimated that there were approximately 208.3 million domestic travelers that visited Texas in 2011. More than 70% of visitors traveled for leisure and the remaining 30% traveled for business.

The objectives and goals of TWCVB 2013 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, 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 the following events created and produced by TWCVB.

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 and Fall Series
7. Memorial Day Weekend Event
8. Waterway Nights – Summer Series
9. Labor Day Weekend Event
10. Trick or Treat Trail
11. Caroling on the Square – Winter Series

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, Oktoberfest, Junior League Holiday Market among others. Additionally, TWCVB will continue to support major sporting events such as the annual Memorial

Hermann Ironman Texas scheduled to take place over the next 4 years during the third week of May in The Woodlands. 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 80 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?

About

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.

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 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.

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.

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 Waterway Cruisers.
- 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.

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

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 2012

- Increased ridership 64% of The Woodlands Waterway Cruisers in the first quarter of 2012.
- Completed renovation on all six Waterway Cruisers.
- Implemented the Waterway Cruiser Catering Program with Landry's Restaurant.
- Developed advertising programs through special events to create millions of impressions via television, radio, newspaper, outdoor and online.
- Created a destination marketing campaign, *Jetsetters*, to increase the awareness of The Woodlands as a destination with over 8 million square feet of shopping, dining, hospitality and entertainment. This campaign has generated more than 3.5 million impressions during the first quarter of 2012. It is anticipated that more than 30 million impressions will be created in 2012.
- Created successful Public Relations efforts with a value of \$127,511 in the first quarter of 2012. Over 260 articles had been published on The Woodlands as a destination from January through April 2012 including being featured in AAA Texas Journey and numerous other publications.
- Aggressively advertised The Woodlands as a Destination for Meetings and Groups.

- Maintained The Woodlands Meeting Planner website, www.MeetingsInTheWoodlands.com, as a tool for meeting and event planners to see what The Woodlands has to offer to groups.
- 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 to produce The Woodlands Discovery Guide & Savings Book with over 6,700 requests between January and April 2012.
- Continued to produce The Woodlands Visitor Guide & Map (English and Spanish versions). From January to April 2012, TWCVB had over 45,000 requests.
- Continued the partnership with United Airlines called Mundo United 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.
- Continued to enhance the power of Social Media through TWCVB Facebook, Twitter and YouTube accounts. As of April 30, 2012, TWCVB had:
 - 3,671 “likes” on Facebook
 - 392 “followers” on Twitter
 - 11,254 “views” on YouTube
- Continued to update a comprehensive Tourism Fact Sheet on The Woodlands to showcase The Woodlands.
- Continued to host *Connections*, a meeting where local merchants can connect, network and have the opportunity to share news about their business.
- Launched new and enhanced website Red, Hot & Blue website (www.redhotblue.org).
- Produced highly successful Waterway Event Series to continue the increase in destination appeal of The Woodlands Waterway
 - Live at Night – Spring and Fall Series
 - Movie Nights – Summer Series
 - Memorial Day Weekend Event
 - Waterway Nights – Summer Series
 - Labor Day Weekend Event
 - Trick or Treat Trail
 - Caroling on the Square – Winter Series
- Continued 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.

- Continue to grow TWCVB's Business Development Program and Sponsorship within TWCVB events.
- Continue to grow in-kind partnerships with businesses to help save budget dollars within TWCVB events.

III. Goals of TWCVB 2013 Budget Plan

- Continue to market and promote The Woodlands as a unique destination with over 8 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, Sugar Land, 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 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.
- Develop mobile application for TWCVB that enhances mobile users experience with The Woodlands.
- Increase advertising and public relations efforts in TWCVB's Group Sales initiative to increase awareness as The Woodlands being an ideal meeting destination.

- Continue enhancement of the Waterway Cruisers including:
 - Special offers, coupons for riders
 - Signage along The Woodlands Waterway
 - Website
 - Landry's Catering onboard (Private and Ticketed events)
 - Sponsorship opportunities
- Work closely with World Triathlon Corporation on Memorial Hermann Ironman Texas to The Woodlands the weekend of May 18, 2013.
- 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.
- Organize, develop and conduct meetings with TWCVB Board of Directors and TWCVB Marketing 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 2013

- Continue enhancement of Social Media tools (i.e. mobile application) to promote The Woodlands.
- Create policies to allow TWCVB to function efficiently.
- Make determination of long-term solution for The Ice Rink.
- Continue enhancements of the Waterway Cruisers in a goal for more ridership and move the operation to a break even or revenue neutral position.

IV. Implementation of TWCVB 2013 Budget Plan

GENERAL EXPENDITURES

\$158,000

(In accordance with Key Initiative 5.3.1 – Support convention and visitors bureau)

Staff Development

\$17,000

- Meetings (\$5,000) – 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.
- Training & Conferences (\$12,000) – 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 industry event for the Event Specialist; one industry event for 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

\$8,000

- Equipment (\$4,000) – Includes 12 months of voicemail for The Woodlands Ice Rink and other miscellaneous equipment needs that may arise.
- Cell Phones (\$4,000) – Includes communication expenses incurred by TWCVB activities including wireless phones for the President, General Manager, Group Sales Specialist, Event Specialist and Business Development Specialist.

Contracted Services

\$64,000

- Consulting (\$5,000) – Includes general and specialized consulting services.
- Legal (\$36,000) – 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 (\$8,000) – Includes professional services for graphic design, project management, photography, copywriting and editing, and other specialized outsourced services.

Administrative Expense

\$69,000

- Supplies (\$10,000) – Includes mailing supplies, labels, name badges, framing, and other general office supplies for TWCVB.
- Dues & Subscriptions (\$10,000) – 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 and domain subscriptions/hosting.
- Printing (\$20,000) – Includes bulk letterhead, check stock, business cards, and other administrative printing needs.
- Postage and Delivery (\$20,000) – 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. This line item also includes courier services.
- Mileage Reimbursement (\$4,000) – Includes mileage, parking, tolls, etc. for TWCVB.
- Other Administration (\$5,000) – Includes general liability insurance coverage, bank fees, monthly storage unit fees, other administrative items, and an allowance for general marketing contingencies.

ATTRACTIONS & EVENTS

\$1,360,550

(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

\$1,175,950

- Red, Hot & Blue Festival (\$270,000 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 \$95,000 in sponsorship income, \$199,000 in total production costs including commissions, \$35,000 in event advertising, and \$36,000 in event public safety costs. Therefore, the net cost of this event is \$175,000.
- Lighting of the Doves (\$107,500 gross) – Includes the annual Lighting of the Doves Festival costs relating to event production, event advertising and event public

safety. This event continues to attract thousands of visitors and residents and signifies the beginning of the holiday season in The Woodlands. Total costs include \$25,000 in sponsorship income, \$80,000 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 \$82,500.

- Ice Rink (\$409,150 gross) – Each year The Ice Rink at The Woodlands Town Center attracts more than 48,000 paid skaters and over 110,000 spectators. In the 2010-2011 Ice Rink season, 77 percent said The Ice Rink brought them to The Woodlands. Total costs associated with constructing a seasonal ice skating rink in The Woodlands include \$50,000 in sponsorship income, \$200,000 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 \$159,150.
- Winter Wonderland (\$93,000 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, \$73,000 in total production costs which includes public safety costs and commissions, and \$20,000 in event advertising. Therefore, the net cost of this event is \$73,000.
- iWOW – International Winter On The Waterway (\$123,800 gross) – International Winter On The Waterway (iWOW) celebrates the cultural diversity represented in The Woodlands and showcases countries from all over the world and their unique holiday traditions. In 2012, over 25,000 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.
- Memorial Day Event (\$45,000 gross) – The annual Memorial Day weekend event draws thousands of visitors to The Woodlands for the Holiday weekend on Saturday and Sunday. The event at Waterway Square features live music, kid's activities and fireworks. Total costs include \$10,000 in sponsorship income, \$35,000 in production costs, \$4,000 in event advertising, and \$6,000 in event public safety costs. Therefore the net cost of these events is \$35,000.
- Labor Day Event (\$45,000 gross) – The annual Labor Day weekend event attracts over 2,000 attendees on Saturday and Sunday of the Holiday weekend. And will feature live music, kid's activities and fireworks in 2012. Total costs include \$10,000 in sponsorship income, \$35,000 in production costs, \$4,000 in event advertising, and \$6,000 in event public safety costs. Therefore the net cost of these events is \$35,000.
- Waterway Events (\$55,000 gross) – The Woodlands Waterway® area 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 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, Waterway Nights—Summer Series, and Caroling on the Square—Winter Series. Total costs include \$20,000 in sponsorship income, \$31,000 in production costs, \$16,000 in event advertising, and \$8,000 in event public safety costs. Therefore the net cost of these events is \$35,000.

- Trick or Treat Trail (\$27,500) – The annual Trick or Treat Trail attracts over 8,000 attendees each year. This event features a costume contest, vendor booths, kid's activities and live entertainment. Total costs include \$10,000 in sponsorship income, \$20,000 in production costs, \$4,000 in event advertising, and \$3,500 in event public safety costs. Therefore the net cost of these events is \$17,500.

Community Festivals & Events

\$184,600

(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 or surrounding areas where TWCVB has the opportunity to promote The Woodlands as a destination with over 8 million square feet of shopping, dining, hospitality, and entertainment. Some of these events include sporting events, Fiesta Universal, Oktoberfest, 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 5,000 people and will be celebrating its 36th anniversary in 2013. 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 and is held Thanksgiving morning each year. 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 and Fireworks Extravaganza. 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 27th year in 2013 and continues to attract over 4,000 people. This is an additional opportunity to promote TWCVB's holiday events—Lighting of the Doves, iWOW, The

Woodlands Ice Rink and 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 11,000 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 six 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 2012 festival attracted more than 15,000 attendees. In 2011, 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) – In 2013, The Woodlands Township and TWCVB will be in the third year of the five-year agreement with the World Triathlon Corporation for the annual Memorial Hermann Ironman Texas. The event is held the third Saturday of May each year and brings in over 18,000 spectators and over 1,500 room nights. This world-class sporting event will continue to gain major international exposure for The Woodlands over the five-year agreement and will benefit retailers, hoteliers and businesses in The Woodlands and surrounding areas. Economic impact is expected to be approximately \$15 million. TWCVB will pay for advertising expenditures up to and not to exceed \$30,000.

DESTINATION MARKETING

\$629,287

(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 2012, TWCVB print and outdoor ads, television and radio spots, and online media will generate more than 30 million impressions throughout the year continuing to increase the awareness of The Woodlands. Through an aggressive Public Relations campaign, hundreds of articles are generated on The Woodlands as a destination and also increases the exposure to the local, regional, statewide, national, and international audiences. These will generate 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 8 million square feet of shopping, 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 2011, TWCVB developed an RFP process and selected John Manlove Marketing & Communications to handle advertising responsibilities for destination marketing, international marketing and group sales marketing in 2012 with a two year extension (till 2014) if successful. TWCVB is recommending utilizing John Manlove Marketing & Communications in 2013.

Also, TWCVB distributed an RFP for a Public Relations Agency of Record and selected Kaplan Public Relations to handle public relation responsibilities for destination marketing, international marketing and group sales marketing in 2012 with a two year extension (till 2014) if successful. TWCVB is recommending utilizing Kaplan Public Relations in 2013.

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.

TWCVB is recommending the following Destination Marketing budget for 2013.

Contracted Services

\$544,287

- Destination Marketing – Media (\$357,787) – Includes purchased media such as print ads, television and radio spots, online (including Search Engine Optimization) and billboards. Agency of record to be John Manlove Marketing & Communications.
- Destination Marketing – Public Relations (\$36,000) – Includes writing, pitching and tracking of articles in hundreds of different media outlets. Agency of record to be Kaplan Public Relations.
- Destination Marketing – Production (\$85,000) – Includes the production of materials such as ad concepts and layouts and video production for television spots.
- Visitor Services (\$65,500) – Includes the partnership with 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 2011, Visitor Services had a record-breaking year with over 113,150 visitors from 665 different zip codes, 80 countries and 49 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. In 2013, TWCVB will increase the budget dollars for this program due to the continued growth of visitors coming to The Woodlands.

Program Expense

\$85,000

- International Marketing (\$30,000) – Includes the partnership with United Airlines in a program called Mundo United. In 2012, TWCVB will reach over 800 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) – 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 (\$30,000) – Includes purchased media such as print and online and any travel and administrative costs associated with the group sales initiative of driving meetings and convention business to The Woodlands.

PROMOTION

\$301,000

(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

\$80,000

- Website (\$54,000) – TWCVB's website (www.VisitTheWoodlands.com) generated over 293,300 unique website visits (first time visitors to website) in 2011. This line item includes monthly maintenance and hosting, content management and new technology offerings for the website. 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. This budget line item will also include the development of a mobile phone application for TWCVB.
- Video Production (\$26,000) – 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

\$221,000

- Business Development (\$6,000) – Includes general promotional materials specifically related to promoting TWCVB events for sponsorships such as event wrap-up books. Also included are sponsorship opportunity eblasts.
- Promotional Supplies (\$25,000) – 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, TV, newspaper, brochures, billboards and direct mail.
- The Woodlands Guide (\$100,000) – Includes the production and printing of The Woodlands Visitor Guide & Map in English and Spanish that are distributed to visitors; retailers, hoteliers, and businesses in The Woodlands and surrounding areas; and 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.
- Current Newsletter (\$60,000) – Includes the production and printing of the quarterly, four color process publication that is distributed locally, regionally, nationally and internationally. In 2013, TWCVB staff will increase the printing of the Current newsletter due to popular demand by groups and visitors coming to The Woodlands.
- Market Research (\$10,000) – 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.

Waterway Cruisers

\$283,900

The Woodlands Waterway Cruisers distinguish The Woodlands Town Center from other shopping, dining and entertainment destinations in the Greater Houston area. It is this distinguishing amenity that attracts visitors to The Woodlands and separates the community from other shopping and entertainment destinations.

In January 2011, TWCVB gained ownership of six (6) Waterway Cruisers. The operating expenditures described below are fully offset by revenues generated by federal transportation grants, fares, sponsorships, and catering events.

Contracted Services

\$217,000

- Maintenance and Operations (\$195,000) – Payments to Brazos Transit Authority for maintenance and operations of six waterway cruisers. The budgeted expenditure is based on 3,680 operating hours @ a rate of \$53/hour.
- Legal Fees (\$7,000) – Legal fees for review of contracts and other matters regarding the Waterway Cruiser program.
- Other Consulting (\$15,000) – Consulting needs and fees paid to the Goodman Corporation for services related to the Waterway Cruiser program.

Public Education/Relations

\$30,000

- Promotional Supplies (\$30,000) – Includes supplies specifically related to promoting the Waterway Cruisers program including schedules, maps, and other printed and promotional materials.

Administrative Expense

\$36,900

- Insurance (\$36,900) – Property and liability premiums for six waterway cruisers.

Total Cost for the TWCVB Budget Plan

\$2,732,737

The Woodlands Convention and Visitors Bureau
Department Budget Detail
(in whole dollars)

	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
REVENUES						
Tax Revenue						
Supplemental HOT Revenue*	500,000	1,123,034	1,343,760	1,397,511	274,477	24.4%
	500,000	1,123,034	1,343,760	1,397,511	274,477	24.4%
* 2011 Supplemental HOT Revenue adjusted from Transfer In from the General Fund. It is included for comparison purposes						
Program Revenue						
Sponsorships - Red, Hot & Blue	98,750	95,000	95,000	95,000	-	0.0%
Sponsorships - LOTD	22,500	25,000	25,000	25,000	-	0.0%
Sponsorships - Ice Rink	48,645	50,000	50,000	50,000	-	0.0%
Sponsorships - Winter Wonderland	20,000	20,000	20,000	20,000	-	0.0%
Sponsorships - iWOW	24,000	25,000	25,000	25,000	-	0.0%
Sponsorships - Waterway	22,200	20,000	20,000	20,000	-	0.0%
Sponsorships - Memorial Day	15,000	10,000	10,000	10,000	-	0.0%
Sponsorships - Labor Day	10,000	10,000	10,000	10,000	-	0.0%
Sponsorships - Trick or Treat Trail	-	-	-	10,000	10,000	
Sales Income - Ice Rink	208,640	175,000	200,000	200,000	25,000	14.3%
	469,735	430,000	455,000	465,000	35,000	8.1%
Waterway Cruisers						
Fares	93,672	145,000	135,000	135,000	(10,000)	-6.9%
Catering	2,963	10,000	9,000	10,000	-	0.0%
Sponsorships	-	25,000	5,000	5,000	(20,000)	-80.0%
Grant Reimbursement	213,319	207,680	133,562	134,450	(73,230)	-35.3%
	309,954	387,680	282,562	284,450	(103,230)	-26.6%
Other Revenue						
Interest Income	1,456	1,000	1,000	1,000	-	0.0%
	1,456	1,000	1,000	1,000	-	0.0%
Transfers In						
Operating Transfer (from GF)	1,899,837	809,303	588,577	585,326	(223,977)	-27.7%
	1,899,837	809,303	588,577	585,326	(223,977)	-27.7%
TOTAL REVENUES	3,180,982	2,751,017	2,670,899	2,733,287	(17,730)	-0.6%
GENERAL - Dept 820						
Staff Development						
Meetings	4,586	4,000	4,500	5,000	1,000	25.0%
Training & Conferences	11,811	10,000	12,000	12,000	2,000	20.0%
	16,397	14,000	16,500	17,000	3,000	21.4%
Equipment Expense						
Equipment	3,932	2,500	4,000	4,000	1,500	60.0%
Cell Phones	4,050	3,000	3,000	4,000	1,000	33.3%
	7,982	5,500	7,000	8,000	2,500	45.5%
Contracted Services						
Consulting	1,704	7,500	5,000	5,000	(2,500)	-33.3%
Legal**	51,502	36,000	36,000	36,000	-	0.0%
Contract Labor	5,231	15,000	15,000	15,000	-	0.0%
Other Contracted Services	8,085	15,000	8,000	8,000	(7,000)	-46.7%
	66,522	73,500	64,000	64,000	(9,500)	-12.9%
Administrative Expense						
Supplies	10,755	10,000	10,000	10,000	-	0.0%
Dues & Subscriptions	10,031	9,000	9,000	10,000	1,000	11.1%
Printing	18,080	13,000	13,000	20,000	7,000	53.8%
Postage and Delivery	18,450	14,000	19,000	20,000	6,000	42.9%
Mileage Reimbursement	3,401	3,000	3,000	4,000	1,000	33.3%
Other Admin	4,008	10,000	5,000	5,000	(5,000)	-50.0%
	64,725	59,000	59,000	69,000	10,000	16.9%
TOTAL GENERAL	155,626	152,000	146,500	158,000	6,000	3.9%

** Legal - \$4,654 to Waterway Legal to correct coding

**The Woodlands Convention and Visitors Bureau
Department Budget Detail
(in whole dollars)**

	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
ATTRACTIONS & EVENTS - Dept 821						
Program Expense						
<i>Red, Hot & Blue</i>						
Event Production	142,412	199,000	199,000	199,000	-	0.0%
Event Advertising	39,268	35,000	35,000	35,000	-	0.0%
Event Public Safety	18,290	36,000	36,000	36,000	-	0.0%
<i>Lighting of the Doves</i>						
Event Production	66,056	80,000	80,000	80,000	-	0.0%
Event Advertising	19,431	20,000	20,000	20,000	-	0.0%
Event Public Safety	5,740	7,500	7,500	7,500	-	0.0%
<i>Ice Rink</i>						
Event Production	367,694	369,150	369,150	369,150	-	0.0%
Event Advertising	40,298	40,000	40,000	40,000	-	0.0%
Event Public Safety	-	-	-	-	-	-
<i>Winter Wonderland</i>						
Event Production	55,959	73,000	73,000	73,000	-	0.0%
Event Advertising	21,608	20,000	20,000	20,000	-	0.0%
Event Public Safety	8,900	-	-	-	-	-
<i>iWOW</i>						
Event Production	95,139	96,300	96,300	96,300	-	0.0%
Event Advertising	19,981	20,000	20,000	20,000	-	0.0%
Event Public Safety	5,740	7,500	7,500	7,500	-	0.0%
<i>Waterway Events</i>						
Event Production*	68,357	31,000	31,000	31,000	-	0.0%
Event Advertising*	17,105	16,000	16,000	16,000	-	0.0%
Event Public Safety	5,730	8,000	8,000	8,000	-	0.0%
<i>Memorial Day Event</i>						
Event Production	35,000	35,000	35,000	35,000	-	0.0%
Event Advertising	4,000	4,000	4,000	4,000	-	0.0%
Event Public Safety	5,330	6,000	6,000	6,000	-	0.0%
<i>Labor Day Event</i>						
Event Production	-	35,000	35,000	35,000	-	0.0%
Event Advertising	-	4,000	4,000	4,000	-	0.0%
Event Public Safety	-	6,000	6,000	6,000	-	0.0%
<i>Trick or Treat Trail Event</i>						
Event Production	-	20,000	20,000	20,000	-	0.0%
Event Advertising	-	4,000	4,000	4,000	-	0.0%
Event Public Safety	-	-	-	3,500	3,500	-
<i>Community Festivals & Events</i>						
Other Festivals/Special Events	54,455	51,600	51,600	51,600	-	0.0%
Arbor Day	8,000	8,000	8,000	8,000	-	0.0%
Children's Festival	900	-	-	-	-	-
Run Thru the Woods	12,000	12,000	12,000	12,000	-	0.0%
South County 4th of July Parade	20,065	20,000	20,000	20,000	-	0.0%
Taste of the Town	11,100	11,000	11,000	11,000	-	0.0%
Wildflower Festival	12,100	12,000	12,000	12,000	-	0.0%
Wine Week	10,000	10,000	10,000	10,000	-	0.0%
Woodlands Waterway Arts Festival	20,000	20,000	20,000	20,000	-	0.0%
The Woodlands Film Commission	10,000	10,000	10,000	10,000	-	0.0%
Ironman Texas	33,997	30,000	30,000	30,000	-	0.0%
	<u>1,234,655</u>	<u>1,357,050</u>	<u>1,357,050</u>	<u>1,360,550</u>	<u>3,500</u>	<u>0.3%</u>
TOTAL ATTRACTIONS & EVENTS	<u>1,234,655</u>	<u>1,357,050</u>	<u>1,357,050</u>	<u>1,360,550</u>	<u>3,500</u>	<u>0.3%</u>

* Waterway Events event production and advertising 2012 budget and forecast adjusted to Trick or Treat Trail for comparison purposes as the event was originally budgeted as part of Waterway Events

The Woodlands Convention and Visitors Bureau
Department Budget Detail
(in whole dollars)

	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	\$ Inc/(Dec)	% Inc/(Dec)
DESTINATION MARKETING - Dept 822						
Contracted Services						
Destination Marketing - Media	359,167	357,787	357,787	357,787	-	0.0%
Destination Marketing - Public Relations	36,645	36,000	36,000	36,000	-	0.0%
Destination Marketing - Production	62,503	85,000	85,000	85,000	-	0.0%
Visitor Services	55,716	55,500	55,500	65,500	10,000	18.0%
	<u>514,031</u>	<u>534,287</u>	<u>534,287</u>	<u>544,287</u>	<u>10,000</u>	<u>1.9%</u>
Program Expense						
International Marketing	22,990	30,000	30,000	30,000	-	0.0%
Cooperative Marketing	23,050	25,000	25,000	25,000	-	0.0%
Meeting Planners	-	-	-	-	-	-
Group Sales	23,477	30,000	30,000	30,000	-	0.0%
	<u>69,517</u>	<u>85,000</u>	<u>85,000</u>	<u>85,000</u>	<u>-</u>	<u>0.0%</u>
TOTAL DESTINATION MARKETING	<u>583,548</u>	<u>619,287</u>	<u>619,287</u>	<u>629,287</u>	<u>10,000</u>	<u>1.6%</u>
PROMOTION - Dept 823						
Contracted Services						
Website	57,772	54,000	54,000	54,000	-	0.0%
Video Production	14,450	26,000	26,000	26,000	-	0.0%
	<u>72,222</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>-</u>	<u>0.0%</u>
Program Expense						
Waterway Marketing	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Public Education/Relations						
Promotional Supplies	25,421	20,000	20,000	25,000	5,000	25.0%
Other Advertising	15,123	20,000	20,000	20,000	-	0.0%
The Woodlands Guide	94,585	90,000	95,000	100,000	10,000	11.1%
Current Newsletter	60,108	54,000	60,000	60,000	6,000	11.1%
Market Research	17,071	20,000	20,000	10,000	(10,000)	-50.0%
Business Development	-	5,000	5,000	6,000	1,000	20.0%
	<u>212,308</u>	<u>209,000</u>	<u>220,000</u>	<u>221,000</u>	<u>12,000</u>	<u>5.7%</u>
TOTAL PROMOTION	<u>284,530</u>	<u>289,000</u>	<u>300,000</u>	<u>301,000</u>	<u>12,000</u>	<u>4.2%</u>
WATERWAY CRUISERS - Dept 824						
Contracted Services						
Waterway Cruisers	-	-	-	-	-	-
Maintenance and Operations	284,356	290,000	195,000	195,000	(95,000)	-32.8%
Legal	4,827	7,000	7,000	7,000	-	0.0%
Consulting	25,260	25,000	15,000	15,000	(10,000)	-40.0%
	<u>314,443</u>	<u>322,000</u>	<u>217,000</u>	<u>217,000</u>	<u>(105,000)</u>	<u>-32.6%</u>
Public Education/Relations						
Promotional Supplies	40,442	30,000	30,000	30,000	-	0.0%
	<u>40,442</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>-</u>	<u>0.0%</u>
Administrative Expense						
Insurance	22,684	33,600	35,123	36,900	3,300	9.8%
	<u>22,684</u>	<u>33,600</u>	<u>35,123</u>	<u>36,900</u>	<u>3,300</u>	<u>9.8%</u>
Capital Outlay						
Refurbishment of Waterway Cruisers	209,481	81,520	42,960	-	(81,520)	-100.0%
	<u>209,481</u>	<u>81,520</u>	<u>42,960</u>	<u>-</u>	<u>(81,520)</u>	<u>-100.0%</u>
TOTAL WATERWAY CRUISERS	<u>587,050</u>	<u>467,120</u>	<u>325,083</u>	<u>283,900</u>	<u>(183,220)</u>	<u>-39.2%</u>
TOTAL EXPENDITURES	<u>2,845,409</u>	<u>2,884,457</u>	<u>2,747,920</u>	<u>2,732,737</u>	<u>(151,720)</u>	<u>-5.3%</u>

CAPITAL PROJECTS FUND



In This Section You Will Find:

Capital Projects Fund Overview	10-1
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Capital Budget – The Woodlands Fire Dept.....	10-5
Capital Budget - Parks and Recreation.....	10-19
Capital Budget - Information Technology.....	10-97
Other Capital.....	10-107

The Woodlands Township

Capital Projects Fund

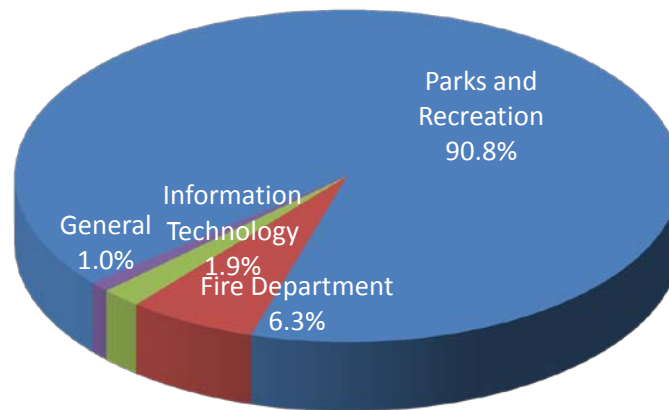
The Capital Projects Fund accounts for the resources accumulated and payments made for the acquisition or construction of capital projects and equipment. Resources are derived from General Fund allocations or debt proceeds.

Capital Projects

A multi-year capital plan has been developed utilizing the Township's Strategic Plan. Projects budgeted for 2013 are summarized as follows:

Department	Amount
Parks and Recreation	\$ 15,971,008
Fire Department	1,100,000
Information Technology	340,500
General	180,000
Total	\$ 17,591,508

The 2013 capital budget includes \$6,208,000 of assets to be funded by bond proceeds. This is related to a fire trucks 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 is currently being conducted to determine the appropriate reserve level for the Township's capital assets. The preliminary reserve balance estimate is approximately \$14 million for the systematic replacement and repair of about \$168 million in assets. The 2013 budget includes contributions to and utilizations from the capital and economic development reserves as listed below.

	Capital Reserve	Economic Development Reserve
Estimated Beginning Balance	\$ 15,046,276	\$ 4,731,153
Addition: Economic Development Reserve		72,800
Utilization: Capital Reserve (PARD assets)	(2,434,964)	
Addition: Capital Reserve (project-specific)	37,200	
Ending Reserve Balance	\$ 12,648,512	\$ 4,803,953

**The Woodlands Township
Capital Projects Fund Summary
(in whole dollars)**

	2012 Carryovers/Reserves	2013 Budget
<u>FUNDING SOURCES</u>		
BEGINNING FUND BALANCE		
Carryovers	-	6,463,806
Capital Reserves	-	19,777,429
	-	26,241,235
TRANSFERS IN & DEBT FINANCING		
Bond Proceeds	6,261,806	-
Tax Revenue (capital outlay)	-	8,746,544
Tax Revenue (capital reserves)	-	110,000
	6,261,806	8,856,544
	\$ 6,261,806	\$ 35,097,779
<u>CAPITAL OUTLAY</u>		
THE WOODLANDS FIRE DEPT		
Information Technology	-	205,000
Equipment	-	60,000
Specialty Vehicles/Equipment	-	695,000
Fire Station Improvements	-	75,000
	-	1,100,000
PARKS AND RECREATION		
Vehicles	100,000	255,000
Equipment	-	25,000
	100,000	280,000
PARKS		
New Park - New Developments	-	3,355,000
Park Improvements/Renovations	102,000	630,900
Recreational Amenities Development	-	8,911,358
Athletic Facilities Improvements	-	53,600
Aquatic Facilities Improvements	-	244,000
Signs/Stone Walls Improvements	-	155,800
	102,000	13,350,658
PATHWAYS		
New Pathways - New Developments	-	760,000
New Pathways - Town Center	-	1,398,000
Pathway Improvements	-	182,350
	-	2,340,350
INFORMATION TECHNOLOGY		
Computers & Hardware	-	340,500
	-	340,500
OTHER		
Building Improvements	-	180,000
	-	180,000
TOTAL CAPITAL OUTLAY	\$ 202,000	\$ 17,591,508
<u>CAPITAL/ECONOMIC DEVELOPMENT RESERVES</u>		
Capital Replacement Reserves	15,046,276	12,648,512
Economic Development Reserves	4,731,153	4,803,953
Total Reserves	\$ 19,777,429	\$ 17,452,465
	<i>Bond Proceeds for 2014 Capital</i>	\$ 53,806



THE WOODLANDS FIRE DEPARTMENT CAPITAL

THE WOODLANDS FIRE DEPARTMENT, INC.
CAPITAL BUDGET
FOR THE YEAR ENDING DECEMBER 31, 2013
(In Whole Dollars)

	<u>Prior Year Carryover</u>	<u>2012 Budget</u>	<u>2012 Forecast</u>	<u>Carry- Over</u>	<u>2013 New</u>	<u>2013 Total</u>
<u>COMPUTERS:</u>						
<u>SOFTWARE & HARDWARE</u>						
Mobile Data Terminals	\$ 19,784	\$ 82,284	\$ 82,284	\$ -	\$ 35,000	\$ 35,000
Desktop Computers and Laptop	-	28,000	28,000	-	-	-
Network Server	16,000	30,000	30,000	-	-	-
Wireless Technology	8,000	8,000	8,000	-	-	-
Fixed Asset Tracking	80,000	80,000	80,000	-	-	-
Radio Console	-	-	-	-	75,000	75,000
Computer Aided Dispatch	-	-	-	-	95,000	95,000
<u>TOTAL 3-YEAR ASSETS</u>	<u>\$ 123,784</u>	<u>\$ 228,284</u>	<u>\$ 228,284</u>	<u>\$ -</u>	<u>\$ 205,000</u>	<u>\$ 205,000</u>
<u>VEHICLES</u>						
Staff /Utility Vehicles	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ 65,000
<u>TOTAL 5-YEAR ASSETS</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 65,000</u>	<u>\$ 65,000</u>
<u>FURNITURE, FIXTURES & EQUIPMENT</u>						
Firefighting Tools and Equipment	\$ -	\$ 140,000	\$ 140,000	\$ -	\$ -	\$ -
Portable Radios*	-	-	-	-	-	-
Protective Clothing*	13,805	-	-	-	-	-
Signal Changing Device (Opticom)	32,408	67,408	67,408	-	40,000	40,000
Cardiac Monitors	-	30,000	30,000	-	-	-
Self Contained Breathing Apparatus*	-	-	-	-	-	-
Wellness and Fitness Equipment*	-	-	-	-	-	-
Station Furniture*	-	-	-	-	-	-
Thermal Imaging Cameras	-	15,000	15,000	-	-	-
Hazardous Materials Equipment*	-	-	-	-	-	-
Training Tools and Equipment	-	-	-	-	20,000	20,000
Extraction Tool	-	20,000	20,000	-	-	-
<u>TOTAL 5-YEAR ASSETS</u>	<u>\$ 46,213</u>	<u>\$ 272,408</u>	<u>\$ 272,408</u>	<u>\$ -</u>	<u>\$ 60,000</u>	<u>\$ 60,000</u>
* Fire Dept. items in 2012 Capital Budget transferred to Dept. 811 Equipment budget for comparison purposes totaling \$192,805						
<u>SPECIALTY VEHICLES & EQUIPMENT</u>						
Ladder Truck	\$ -	\$ 2,039,040	\$ 2,039,040	\$ -	\$ -	\$ -
Fire Engine	-	-	-	-	695,000	695,000
Brush Truck	-	125,000	125,000	-	-	-
Rescue Boat	-	30,000	30,000	-	-	-
<u>TOTAL 15-YEAR ASSETS</u>	<u>\$ -</u>	<u>\$ 2,194,040</u>	<u>\$ 2,194,040</u>	<u>\$ -</u>	<u>\$ 695,000</u>	<u>\$ 695,000</u>
<u>FIRE STATIONS</u>						
Central Station	\$ -	\$ 6,980,749	\$ 6,980,749	\$ -	\$ -	\$ -
Fire Station Creekside (Station 7)	409,638	409,638	409,638	-	-	-
Station Improvements	12,600	37,600	40,993	-	75,000	75,000
<u>TOTAL 30-YEAR ASSETS</u>	<u>\$ 422,238</u>	<u>\$ 7,427,987</u>	<u>\$ 7,431,380</u>	<u>\$ -</u>	<u>\$ 75,000</u>	<u>\$ 75,000</u>
<u>TOTAL WFD CAPITAL BUDGET</u>	<u>\$ 592,235</u>	<u>\$ 10,122,719</u>	<u>\$ 10,126,112</u>	<u>\$ -</u>	<u>\$ 1,100,000</u>	<u>\$ 1,100,000</u>

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

The Woodlands Fire Department

Asset/Project Title

Mobile Data Computers

Requested by

Josh Matranga

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
6 Panasonic Toughbook CF-31				\$35,000
Project Total		\$25,000	\$10,000	\$35,000

Project Description

This project will replace Toughbook computers used by WFD that are out of warranty as well as two computers for new apparatus being purchased in 2013. Mobile Data Computers allow for connectivity to the communications 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.

Mobile 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.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

The Woodlands Fire Department

Asset/Project Title

Radio Console Equipment

Requested by

Jerry Bittner

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
1. Microwave Equipment to MCHD Tower	March	\$30,000		\$30,000
2. UHF, VHF, 800 combiner	March	\$45,000		\$45,000
Project Total		\$75,000		\$75,000

Project Description

1. Microwave system to provide an I.P. connection to the Montgomery County Hospital District for network connectivity for radio systems and CAD.
2. A radio antenna combining system allowing multiple receiver/transmitters to use single antennas on the radio tower at the new central station.

Which critical success factors and service levels are affected by this capital asset/project?**Describe its benefits.**

1. The microwave system provides network connectivity to MCHD for both radio systems and the CAD system. Microwave is the most reliable type of connection, not subject to buried lines being cut or damaged. A microwave system will not require a third party to maintain or provide power to the system. Without the microwave connectivity the fire dispatch center will be vulnerable to disruptions (i.e. construction cutting lines and other natural disasters that disrupt power to the buried communication lines and equipment). In addition, leasing of the Telco lines would cease allowing for a savings of third party lease lines.

2. Radio combiner system allows for multiple radios to be attached to one antenna per band, limiting the number of antennas on the tower site. WFD currently operate 8 VHF radios, 6 800 Radios and 3 UHF radios. This will allow WFD to use three antennas vs. 17 antennas on the tower.

What other options were considered?

1. Use less reliable lease lines, (T-1 lines)
2. Hang multiple antennas on the Tower

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

The Woodlands Fire Department

Asset/Project Title

Computer Aided Dispatch

Requested by

Jerry Bittner

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
1.Pre-Arrival Call taking module	Jan	\$20,000		\$20,000
2.Fire Station Alerting system	Feb	\$75,000		\$75,000
Project Total		\$95,000		\$95,000

Project Description

1. Pre-Arrival Module interfaces with the Computer Aided Dispatch (CAD) system to provide uniform 911 call taking questioning and pre arrival instructions to citizens requesting assistance from the emergency dispatcher.
2. An IP based fire station alerting system with automatic redundancy that provides instant notification to the fire station when a call for service is delivered.

Which critical success factors and service levels are affected by this capital asset/project?**Describe its benefits.**

1. This asset would document that national call-taking standards are being met with the endorsement of the Association of Public Safety Communications Officials. This asset also greatly enhances the call processing function of the new CAD system.
2. Redundant alerting system would reduce the chance of a station missing an emergency call and speed up the dispatch process. This would also enhance our ISO requirement in this area.

What other options were considered?

1. Remain status quo.
2. Rely on RF radio only.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

The Woodlands Fire Department

Asset/Project Title

Staff Vehicle

Requested by

Rick Windham

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Staff/response vehicle	June	\$35,000		\$35,000
Radio/emergency	May	\$10,000		\$10,000
Project Total		\$45,000		\$45,000

Project Description

Purchase of a Chevrolet Tahoe staff vehicle for the Battalion Chief – Training.

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 Battalion Chief – Training to carry out the functions of the position. The Battalion Chief – Training is currently driving a reserve staff vehicle that will exceed 100,000 miles by the end of 2012.

What other options were considered?

Pay personnel a vehicle allowance or personal mileage instead of purchasing a staff vehicle. However, it is necessary that staff officers have the proper equipment and identification on the vehicle when responding to emergency situations. Another option was to continue to use an aging reserve staff vehicle. However, consistent reliability and increased maintenance costs is a concern with this option.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department:

The Woodlands Fire Department

Requested by:

Jerry Bittner

Asset/Project Title:

Utility Vehicle

Proposed Capital Expenditure:

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
All terrain response unit	March	\$20,000		\$20,000
Project Total		\$20,000		\$20,000

Project Description:

This is for the purchase of an all terrain response unit - small off road emergency response unit.



The Woodlands Township

Request for Capital Asset

2013 Budget

Which critical success factors and service levels are affected by this capital asset/project?

Describe its benefits:

- Respond to emergencies within a 5 minute response time.
- All terrain response unit will be designated for responding into the heavily wooded areas of The Woodlands, including the George Mitchell Nature Preserve, to provide firefighting, EMS and search and rescue support activities.

What other options were considered?

No other options were considered.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

The Woodlands Fire Department

Asset/Project Title

Signal Changing Equipment

Requested by

Jerry Bittner

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
4 traffic controllers	July	\$35,000	\$5,000	\$40,000
Project Total		\$35,000	\$5,000	\$40,000

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. The controllers will be placed on new intersections as traffic signals are added.

Which 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 available.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

The Woodlands Fire Department

Asset/Project Title

Training Tools and Equipment

Requested by

Rick Windham

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Concrete Training Pad	Feb	\$20,000		\$20,000
Project Total		\$20,000		\$20,000

Project Description

This project will provide the funds necessary to construct a concrete pad at the Emergency Training Center in the area where the tank truck prop, the intermodal tank prop, confined space prop, and drum and pipe leak containment props are currently located. This includes the costs to rent equipment to move the existing props from the location during the construction of the pad and return the props when construction is complete.

Which critical success factors and service levels are affected by this capital asset/project?

Describe its benefits.

This project will enable The Woodlands Fire Department to continue to provide effective training to its employees, thus better preparing them to respond to all types of emergencies and protect the community.

What other options were considered?

The only other option considered was to continue as currently equipped.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

The Woodlands Fire Department

Asset/Project Title

Fire Truck

Requested by

Jerry Bittner

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
1250 GPM Fire engine	Sept.	\$550,000		\$550,000
Cardiac Monitor		\$30,000		\$30,000
Extrication tools		\$35,000		\$35,000
Firefighting tools and equipment		\$65,000		\$65,000
Thermal imaging camera		\$15,000		\$15,000
Project Total		\$695,000		\$695,000

Project Description

- Fully equipped and outfitted 1250 GPM Fire Engine to replace a 2003 Pierce Enforcer engine currently used at Station 3.
- This project will fund a new cardiac monitor/defibrillator, which will replace an existing monitor.
- A hydraulic rescue system consists of speeder, cutters, ram and the necessary hoses and pump units. This device would be placed on the fire department apparatus assigned to the Sawdust Rd. station.
- Purchase of a thermal imaging camera for the new engine to assist firefighters locating trapped civilians and firefighters in visually obscured environments.

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 when responding to emergencies. The engine will replace the 2003 Pierce engine located at Station 3 (Grogans Mill Village). This purchase is in line with the department apparatus replacement schedule.

What other options were considered?

Continue running a 10+ year old engine as a frontline apparatus.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

The Woodlands Fire Department

Asset/Project Title

Station Improvements

Requested by

Jerry Bittner

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Architectural services - Station #2	July	\$75,000		\$75,000
Project Total		\$75,000		\$75,000

Project Description

Architectural service for an expansion of Station # 2.

Which critical success factors and service levels are affected by this capital asset/project? Describe its benefits.

Station #2 was designed and constructed in 1984-1985. At that time The Woodlands Fire Department staffing consisted of two to three personnel assigned to a station each day, supplemented by volunteer firefighters. Stations built at that time consisted of small but adequate living facilities for the on duty personnel and large apparatus bays to house fire equipment and apparatus for both the on duty and volunteer firefighters.

Currently this station is equipped with a four man fire crew and a two person EMS unit, which has necessitated an increase in square footage of the living area of the station. Proposing partnering with MCHD for the cost of the remodel of the facility.

What other options were considered?

Currently we have moved the EMS crew to Station #8 which has increased response times for this unit. This is only temporary until a permanent solution can be defined for this project.



PARKS & RECREATION CAPITAL

THE WOODLANDS TOWNSHIP
CAPITAL BUDGET
FOR THE YEAR ENDING DECEMBER 31, 2013
(In Whole Dollars)

	<u>Prior Year Carryover</u>	<u>2012 Budget</u>	<u>2012 Forecast</u>	<u>Carry- Over</u>	<u>2013 New</u>	<u>2013 Total</u>
<u>PARKS & RECREATION</u>						
<u>Vehicles</u>						
Maintenance Vehicles - Trucks	\$ -	\$ 24,000	\$ 24,000	\$ -	\$ 120,000	\$ 120,000
Maintenance Vehicles - Water Trucks	-	100,000	-	100,000	-	100,000
Maintenance Vehicles - Kawasaki Mule/Electric Carts	-	63,000	63,000	-	35,000	35,000
Total	\$ -	\$ 187,000	\$ 87,000	\$ 100,000	\$ 155,000	\$ 255,000
<u>Furniture, Fixtures & Equipment</u>						
Special Events Equipment	\$ 25,000	\$ 32,300	\$ 32,300	\$ -	\$ 25,000	\$ 25,000
Waterway Cameras	-	15,000	15,000	-	-	-
Public Safety Sign Trailers	-	45,000	45,000	-	-	-
Total	\$ 25,000	\$ 92,300	\$ 92,300	\$ -	\$ 25,000	\$ 25,000
<u>Recreation Center</u>						
Kayaks*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Movie Screen	-	5,800	5,800	-	-	-
Fitness Room Equipment*	-	-	-	-	-	-
Total	\$ -	\$ 5,800	\$ 5,800	\$ -	\$ -	\$ -
<u>PARKS</u>						
Town Center Parks	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ 37,000	\$ 37,000
Park Improvements	526,236	1,484,242	1,382,242	102,000	491,900	593,900
Recreational Amenities Development	-	1,500,000	1,500,000	-	8,911,358	8,911,358
Lake/Pond Improvements	70,000	140,000	140,000	-	-	-
Athletic Facilities Improvements	-	31,200	31,200	-	53,600	53,600
Aquatic Facilities Improvements*	172,138	420,138	420,138	-	244,000	244,000
Signs/Stone Walls Improvements	54,822	178,822	178,822	-	155,800	155,800
Total	\$ 823,196	\$ 3,804,402	\$ 3,702,402	\$ 102,000	\$ 9,893,658	\$ 9,995,658
<u>PATHWAYS</u>						
Pathway Improvements	\$ -	\$ 265,385	\$ 265,385	\$ -	\$ 182,350	\$ 182,350
Total	\$ -	\$ 265,385	\$ 265,385	\$ -	\$ 182,350	\$ 182,350
<u>NEW DEVELOPMENT</u>						
New Parks (New Developments)	\$ 403,434	\$ 2,553,434	\$ 500,000	\$ 1,575,000	\$ 1,780,000	\$ 3,355,000
Pathways (New Developments)	-	542,000	362,000	180,000	580,000	760,000
Pathways (New Developments - Town Center)	1,173,288	2,611,288	2,090,000	-	1,398,000	1,398,000
Total	\$ 1,576,722	\$ 5,706,722	\$ 2,952,000	\$ 1,755,000	\$ 3,758,000	\$ 5,513,000
<u>OTHER</u>						
Holiday Decorations*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total for PARD	\$ 2,424,918	\$ 10,061,609	\$ 7,104,887	\$ 1,957,000	\$ 14,014,008	\$ 15,971,008

* PARD items in 2012 Capital Budget transferred to Department 300/310/320/330 Equipment budget for comparison purposes totalling \$102,400

**The Woodlands Township
Parks and Recreation Capital by Project
For The Year Ending December 31,2013**

Year	CIP Category	Item	Capital Expenditure
2012	Maintenance Vehicles	Water Truck	\$ 100,000
2013	Maintenance Vehicles	New Trucks	120,000
2013	Maintenance Vehicles	GEM Electric Vehicles	35,000
		Vehicle Total	\$ 255,000
2013	Furniture, Fixtures & Equipment	Special Events Equipment	\$ 25,000
		FFE Total	\$ 25,000
2013	Town Center Parks	Town Center Parks	\$ 37,000
		Town Center Parks Total	\$ 37,000
2012	Park Improvements	Irrigation System	\$ 102,000
2013	Park Improvements	Security Cameras	12,000
2013	Park Improvements	Major Park Renovation	40,000
2013	Park Improvements	Shade Structure	20,000
2013	Park Improvements	Wheel Friendly Area	50,000
2013	Park Improvements	Playground Improvements	290,000
2013	Park Improvements	Pavilion	9,900
2013	Park Improvements	Picnic Tables	10,000
2013	Park Improvements	Irrigation Improvements	60,000
		Park Improvements Total	\$ 593,900
2013	Recreational Amenities Development	Recreational Amenities Development	\$ 8,911,358
		Recreational Field Development Total	\$ 8,911,358
2013	Athletic Facilities Improvements	Tennis Court Fence Replacement	\$ 20,000
2013	Athletic Facilities Improvements	Tennis Court Resurfacing	33,600
		Athletic Facilities Total	\$ 53,600
2013	Aquatic Facilities Improvements	Pool Plaster	\$ 45,000
2013	Aquatic Facilities Improvements	Pool Pump Room Ventilation	30,000
2013	Aquatic Facilities Improvements	New Pool	60,000
2013	Aquatic Facilities Improvements	Slide Refurbishment	10,000
2013	Aquatic Facilities Improvements	Pool Deck Refurbishment	60,000
2013	Aquatic Facilities Improvements	Shade Structure Replacement	24,000
2013	Aquatic Facilities Improvements	Roll Up Doors	15,000
		Aquatic Facilities Total	\$ 244,000
2013	Signs/Stonewall Improvements	Lighting Signs	\$ 155,800
		Signs/Stonewalls Total	\$ 155,800
2013	Pathway Improvements	Pathway Repairs/Improvements	\$ 182,350
		Pathway Total	\$ 182,350

**The Woodlands Township
Parks and Recreation Capital by Project
For The Year Ending December 31,2013**

Year	CIP Category	Item	Capital Expenditure
2013	New Park Development		\$ 3,355,000
2013	New Pathway Development		760,000
2013	New Pathway Development - Town Center		1,398,000
		New Development Total	\$ 5,513,000
		PARD TOTAL	\$ 15,971,008

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

Park Operations

Asset/Project Title

New Vehicle Replacement

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Vehicle Replacement (5) vehicles	Jan	\$120,000		\$120,000
Project Total		\$120,000		\$120,000

Project Description

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.

TRUCK # 36

1998 Ford F-250 is 15 years old. Truck #36 is a Ford F-250 and is one of the older trucks in the fleet inventory. This truck has 98,000 miles (4/2012) and repairs over the past 2 years have totaled \$2,500. Staff recommends that this vehicle be replaced with a new truck.

TRUCK # 45

2001 GMC Sierra is 12 years old with 97,100 miles (4/2012) and repairs over the past 2 years have totaled \$1,400. Staff recommends that this vehicle be replaced with a new truck.

TRUCK # 47

2001 GMC Sierra is 12 years old with 98,350 miles (4/2012) and repairs over the past 2 years have totaled \$2,900. Staff recommends that this vehicle be replaced with a new truck.

TRUCK # 54

2002 Ford F-250 is 11 years old with 95,000 miles (4/2012) and repairs over the past 2 years have totaled \$1,800. Staff recommends that this vehicle be replaced with a new truck.

TRUCK # 59

2003 Ford F-250 is 10 years old with 101,500 miles (4/2012) and repairs over the past 2 years have totaled \$2,100. Staff recommends that this vehicle be replaced with a new truck.

Staff will be reviewing options to reduce the size and fuel efficiency of trucks and moving trucks around to fit job duties and types of work.

The Woodlands Township

Request for Capital Asset

2013 Budget

Which critical success factors and service levels are affected by this capital asset/project?

Describe its benefits.

- Maintain a 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 make any changes at this time.

The Woodlands Township

Request for Capital Asset Carryover

2013 Budget

Department

Parks & Recreation

Project Category and Title

Water Trucks

Requested by

John Powers

Proposed Capital Expenditure

Item	Year Originally Budgeted	Approved Budget Dollars	Amount Projected to be Spent by 12/31/12	Adjustments: (Savings)	Total Carry Over Amount
Water Trucks	2012	\$100,000	\$0		\$100,000
Project Total		\$100,000	\$0		\$100,000

In which months of 2013 will the amount carried over be spent?

March 2013

Why are we carrying over this asset?

Due to the continued removal of hazard trees and considering the record drought has lifted with adequate natural rainfall, the immediate nature of the purchase is not necessary at this time.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

PARD – Town Center Operations

Asset/Project Title

Electric Utility Vehicles

Requested by

John McGowan

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Electric Utility Vehicles – Town Center Rangers patrol and maintenance	January	-0-	\$35,000	\$35,000
Project Total			\$35,000	\$35,000

Project Description



The 2013 Proposed Budget includes an additional six (6) part-time Town Center Rangers for increased patrol and maintenance of the Town Center Area in lieu of the ISSC Security Guard Program. Rangers are required to patrol the Town Center area, primarily the Waterway corridor, and perform maintenance, inspections, reports and assist with the set-up, take down of events produced by the

Township/CVB conducted in Town Green Park and Waterway Square. Currently, the Township has three (3) GEMS (Global Electric Motor) vehicles. With additional staff it is necessary to purchase two (2) additional GEMS to match the current fleet as there will be times when there are four to five Rangers on patrol throughout the Town Center area. These GEM models will be smaller than the current ones for more maneuverability especially on the pathway system. GEM is a Polaris product and has a range of 35 - 40 miles per charge – sufficient for one day of use in the Town Center and along the Waterway. Currently, Townhall has a charging station which can easily be expanded, if needed.

The Woodlands Township

Request for Capital Asset

2013 Budget

Which critical success factors and service levels are affected by this capital asset/project?

Describe its benefits.

These units will enable Town Center Rangers to cover the Town Center geographic area much faster than on foot. A Ranger will be able to travel between Town Green Park and Waterway Square within 3 minutes as opposed to a 10 minute walk – expanding coverage time by 300%.

What other options were considered?

No other options were considered.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

Parks & Recreation

Asset/Project Title

Special Events Equipment

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Special Events Equipment	January	\$25,000		\$25,000
Project Total		\$25,000		\$25,000

Project Description

With the number of special events and races that The Woodlands Township either produces and/or provides assistance to and equipment for, new and replacement special event equipment is needed in order to provide safe family friendly events. Such equipment includes: traffic control devices, traffic control signage, sounds systems, tents, etc. This will allow The Woodlands Township to respond to special event needs and adhere to changing County and State regulations.

This funding will be from the Ironman Events Trust Fund.

Which critical success factors and service levels are affected by this capital asset/project?**Describe its benefits.**

- Improves quality of the experience, community pride, attraction to visitors and special events.
- Improves resident satisfaction with events
- Meets County and State regulations

What other options were considered?

- Renting event equipment
- Not replacing equipment

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

PARD – Town Center

Asset/Project Title

Waterway Square Equipment and Fixtures

Requested by

John McGowan

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Waterway Square Equipment		\$37,000		\$37,000
Project Total		\$37,000		\$37,000

Project Description

Fountain Equipment -

Waterway Square fountains are expected to run daily and replacement and upgrade of equipment is necessary to ensure that the fountain and Grandma's Purse 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, it is necessary to have backup motors, chemical feeders/systems, filters and impellers. Due to the size of this facility, these items can be special orders that can take days to weeks to receive thus having backups will limit any down time and inconvenience to residents.



Ground Lighting -

There are a total of 35 in-ground light fixtures at Waterway Square. The 15 upper level light fixtures were replaced in 2012. This project is to replace the 20 lower level light fixtures. The current light fixtures do not have replacement parts and the covers have cracked allowing water to enter the fixture shorting out the lights whenever it rains or irrigation runs. In addition, the cracked lens is a safety hazard.

The Woodlands Township

Request for Capital Asset

2013 Budget

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.
- Improves resident satisfaction with the park.

What other options were considered?

Not repairing pumps and/or not having back-ups.

The Woodlands Township

Request for Capital Asset Carryover

2013 Budget

Department

Parks & Recreation

Project Category and Title

Irrigation System

Requested by

John Powers

Proposed Capital Expenditure

Item	Year Originally Budgeted	Approved Budget Dollars	Amount Projected to be Spent by 12/31/12	Adjustments: (Savings)	Total Carry Over Amount
Irrigation System	2012	\$102,000	\$0		\$102,000
Project Total		\$102,000	\$0		\$102,000

In which months of 2013 will the amount carried over be spent?

March, April, May

Why are we carrying over this asset?

Due to the continued removal of hazard trees and considering the record drought has lifted with adequate natural rainfall, the immediate nature of this project is not necessary at this time. The Woodlands Township maintains neighborhood and community entrances through the Streetscape contract with The Woodlands Development Company (TWDC). Staff has been working with TWDC's contractor Brickman to develop a pilot program that would extend irrigation systems at various neighborhood entrances in the community. A total of 24 neighborhood entrances, three in each of the eight villages, may be selected for inclusion based on size (small, medium and large), diversity, location in the community and forest density. The goal of this program would be to extend approximately 1000 feet of drip line (500 feet on each side) at each entrance and use this drip line when the drought index is above 700 on the Keetch-Byram Drought Index, assuming water restrictions allow for irrigation. The neighborhood entrances would be monitored on a semiannual basis as compared to 24 other non irrigated entrances to ascertain if this program is reducing the number of dead trees as a result of a prolonged drought. More time is needed to fully develop the program for this project before presenting to the Board for consideration.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

PARD – Park Operations

Asset/Project TitlePark Improvements-
Security Cameras**Requested by**

James Birdwell

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Security Cameras – New Village Park	February		\$12,000	\$12,000
Project Total			\$12,000	\$12,000

Project Description

This project continues the placement of security cameras at all village parks. Many of the alarm calls the On-Call Supervisor receives are between 10 p.m. and 2 a.m. with 58% occurring during the weekend. Rangers are currently identifying damage and debris from unwanted activity after midnight. The Sheriff's Office has reported activity in the parks when Rangers are off duty. With the cameras, activities in the park can be reviewed and rule violations and negative activity can be more closely scrutinized.

Security cameras have been added to Creekwood, Ridgewood, Sawmill, Falconwing and Shadowbend Parks. They are currently being added to Alden Bridge, Lakeside, Forestgate, Cranebrook, Harper's Landing, Rob Fleming – The Lodge, and Rob Fleming – Aquatic Center Parks due to various acts of vandalism and unwanted behavior. The parks are monitored by Park Rangers and the police, but even with stepped up schedules, there continues to be incidents. It is believed that security cameras will act not only as deterrents, but also as a means of identifying vandals in the act. The cameras specified will be wireless and linked to the park Wi-Fi with the recording mechanism at each park. This project will continue to add cameras at the new Village Park in the Village of Creekside Park.

Which service levels are affected by this capital asset/project? Describe its benefits.

- Less vandalism in the parks.
- Less expenditures for repairs.

What other options were considered?

Not installing cameras in the parks.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

PARD - Planning

Asset/Project Title

Park Improvements -
Major Park Renovation

Requested by

Kelly Dietrich

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Shadowbend Renovation - Design		\$40,000		\$40,000
Project Total		\$40,000		\$40,000

Project Description

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 two years in the Capital Improvement Program. The last park was Sawmill Park which was completed in 2012.

In the 2011 Parks and Recreation Needs Assessment, 89.2% of the residents indicated that the provision of quality parks, recreation and open space facilities/amenities are to the quality of your life in The Woodlands was very important and 96.5% of the residents utilize the parks and trails on a regular basis. This project is consistent with the overall findings, which concluded that residents desire to upkeep and upgrade the current park system. Additionally, residents desired the “entertainment factor” within the parks to keep up the current trends. Residents would desire interactive play in pools, water sport equipment, water crossing and large lounge areas. This project would include upgrades to the existing pool and bathhouse. The Needs Assessment also indicated there is a movement to build larger multi-generational facilities that can provide a wider range of facilities; this project will address this as well.

Shadowbend is the recommended park for the next renovated park. In the 2011 Parks and Recreation Needs Assessment, Shadowbend was the highest priority for pool renovations. Shadowbend Park, located at 4192 Lake Woodlands Drive in the Village of Cochran’s Crossing, was acquired in 1983 (29 years old). In the 12.68 acre park there are picnic tables, BBQ pits, drinking fountains, parking spaces, play equipment for older and younger children, restrooms, a swimming pool, soccer fields, tennis courts, basketball courts and volleyball courts.

The Woodlands Township

Request for Capital Asset

2013 Budget

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.
- Postpone the renovation until later years.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department
PARD - Planning

Requested by
Rebecca Krug

Asset/Project Title
Park Improvements -
Shade Structure Improvements

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Bear Branch Dog Park Shade Structure		\$20,000		\$20,000
Project Total		\$20,000		\$20,000

Project Description

Bear Branch Park is located in the Village of Cochran's Crossing at 5200 Research Forest Drive. It is a Village Park and within its 6.03 acres is a pavilion, basketball courts, picnic tables, play equipment for both age groups, a recreation center, drinking fountains, a swimming pool, restrooms, tennis courts, a volleyball court, a wheel-friendly area and a dog friendly area/dog park. There are very few trees in the dog park, so there have been numerous requests from residents and The Woodlands Dog Park Club/Lone Star Animal Rescue League to provide a shade structure to get out of the sun. This shade structure would be consistent with the shade structure at the Cattail Park Dog Friendly Area.

Below are pictures of the Bear Branch Dog Park in an attempt to illustrate the lack of shade at this location.

The Woodlands Township

Request for Capital Asset

2013 Budget



Which critical success factors and service levels are affected by this capital asset/project?

Describe its benefits.

- Provide relief from the sun to dog park users.
- Provide equitable service.

What other options were considered?

No other options were considered.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

PARD - Planning

Requested by

Rebecca Krug

Asset/Project Title

Park Improvements -
Wheel Friendly Area Equipment

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Terramont Park	Summer	\$40,000	\$10,000	\$50,000
Project Total		\$40,000	\$10,000	\$50,000

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:

"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. A Wheel Friendly Area is a haven for youthful riders who want to safely practice their sport, learn from other riders and socialize. The age range for our skate facilities is from 3 years old to 50. These parks keep riders off the streets.

Terramont Park, located at 8500 Terramont Drive in the Village of Sterling Ridge, was acquired in November of 2005. Within the 15.89 acres there is a pavilion with electricity, restrooms, parking spaces for 40 vehicles, 6 picnic tables, barbeque grills, play areas for both age groups, two lighted tennis courts, a multipurpose field, a lighted basketball court, a dog park and a wheel friendly area.

The Woodlands Township

Request for Capital Asset

2013 Budget

The Terramont Wheel Friendly Area was designed with the modular metal SkateWave product. With skaters using these facilities constantly, natural wear and tear occurs, generating a need for these areas to be repaired often or 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. Staff typically performs preventative maintenance on the equipment and has had a third party perform safety assessments three times in the past six years. Terramont will have poured-in-place concrete features which has proven to be successful and lower maintenance at Forestgate Park and Lakeside Park which were completed in 2011.



Terramont Wheel Friendly Area



Bear Branch poured-in-place concrete

The Woodlands Township

Request for Capital Asset

2013 Budget

In 2009, the Wheel Friendly Area in Bear Branch Park was expanded with the addition of multiple poured-in-place skate features. These amenities are framed and poured-in-place as part of the slab. They are virtually maintenance free with connectivity, durability and challenges that appeal to the parks users. Steel systems require maintenance to tighten bolts, realign transitions, fix dents and replace pieces. The poured-in-place elements, which have a cured hardness of 8,000 psi, have no fasteners and provide seamless transitions. They will not dent, rust, or 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.

Wheel Friendly Areas			*= poured-in-place
Park	Park Opened	WFA Added	Equipment Replaced
Tamarac	1980	2004	2009
Creekwood	1978	2004	2009
Ridgewood *	1981	2001	
Bear Branch	1993	2007,2008,2009	
Forestgate *	2001	2004	2011
Lakeside *	2000	2004	2011
Harper's Landing	2000	2004	2012
Terramont	2006	2006	2013

Which 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 an area for users to develop skills and exercise.
- Improves user safety and decreases potential for injury.

What other options were considered?

Continue repairing amenities as needed.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

PARD - Planning

Asset/Project Title

Park Improvements -
Playground Improvements

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Hollylaurel Park	Spring	\$65,000		\$65,000
Avalon Park	Spring	\$65,000		\$65,000
Rainprint Park	Spring	\$65,000		\$65,000
Maplewood Park	Spring	\$65,000		\$65,000
Falconwing Pool Side Playground	Spring	\$30,000		\$30,000
Project Total		\$290,000		\$290,000

Project Description

This project replaces playgrounds in the five parks listed above.

In the 2011 Parks and Recreation Needs Assessment, 89.2% of the residents indicated that the provision of quality parks, recreation and open space facilities/amenities are to the quality of your life in The Woodlands was very important and 96.5% of the residents utilize the parks and trails on a regular basis. This project is consistent with the overall findings, which concluded that residents desire to upkeep and upgrade the park system. The general consensus was that The Township should continue current replacement programs and trails programs, such as updating playground equipment.

Annually, The Woodlands Township replaces playgrounds that are 15 years and older to ensure the system continues to be state of the art and have play value that attracts people to the parks. Staff will utilize a survey conducted of residents within the service radius of the park to incorporate resident and user needs for the playground, develop a design based on the public input, plans and specifications, and provide installation services. 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 Woodlands Township

Request for Capital Asset

2013 Budget



Hollylaurel Park, located at 7100 Kendall Green Drive in the Village of Alden Bridge, was acquired in 1997 (15 years old). In the 1.1 acre park there are two picnic tables, a BBQ pit and play equipment. The play structure in this park has become worn and unsightly. Many of the fasteners are rusting and most surfaces have become marred and scuffed. Replacement costs include equipment, drainage and surfacing.



Avalon Park, located at 8585 Grogan's Mill Road in the Village of Grogan's Mill, was acquired in 1997 (15 years old). In the 1.3 acre park there are two picnic tables, 2 BBQ pits, 2 lighted tennis courts, a bocce/horseshoes area and play equipment. The play structures in this park have become worn, faded and unsightly. Most surfaces have become marred and scuffed. Replacement costs include equipment, drainage and surfacing.

The Woodlands Township

Request for Capital Asset

2013 Budget



Maplewood Park is located at 15 Sunbird Court in the Village of Grogan's Mill and was acquired in 1982 (30 years old). Within the 2.0 acre park there is a pavilion and a play area. The equipment is becoming worn out, including rust and cracks, and lacks the interesting features that children enjoy. Replacement costs include equipment, drainage and surfacing.



Rainprint Park is located at 3 E. Bigelow Oak Court in the Village of Panther Creek and was acquired in 1981 (31 years old). This 1.23 acre park has one picnic table and play equipment. The equipment is worn out and lacks interest. Replacement costs include equipment, drainage and surfacing.

The Woodlands Township

Request for Capital Asset

2013 Budget



Falconwing Park (poolside) is located at 10777 Falconwing Drive in the Village of Indian Springs and was acquired in 1989 (23 years old). This area is located next to the Falconwing pool and consists of a sandbox and play equipment. This equipment lacks interest and is showing signs of wear, including flaking paint and rust on fasteners. Replacement costs include equipment, drainage and surfacing.

The Woodlands Township

Request for Capital Asset

2013 Budget

Playgrounds are typically replaced on a 15 year cycle, though due to the volume of parks conveyed to and upgraded by The Woodlands Township in the late 90's and early 2000's, the playgrounds over the next 10 years will be replaced in 15+ years.

ParkID	Village	Older Child Equipment Latest Replacement Year	Younger Child Equipment Latest Replacement Year	15 Year Projected Replacement Schedule (Older/ Younger)
Avalon	CP	1997	1997	2013
Maple Glade	AB	1998	1998	2013
Rainprint	PC	1998	1998	2013
Falconwing (pool area)	IS	1989	1989	2013
Hollylaurel	AB	1996	1996	2013
Bethany Bend	AB	1997	1997	2014
Creekwood Park	PC	1999	1999	2014
Lehigh Springs	PC	1999	1999	2014
Northway	AB	1999	1999	2014
Sundance	AB	1999	1999	2014
Tamarac	GM	1999	1999	2015
Wynnoak	AB	1999	1999	2015
Cottage Green	AB	1997	2000	2015
Lakeside	AB	2000	2000	2015
Falconwing	IS	1999	1999	2015
Clover Park	PC	1998	1998	2016
Cranebrook	SR	1998	1998	2016
Slatestone	AB	1998	1998	2016
Copper Sage	CC	2001	2001	2016
Ridgewood	PC	2002	2002	2016
Meadowlake	PC	2001	1999	2016
Crossvine	GM	2002	1997	2016
Trace Creek	IS	1998	1998	2017
Evangelina Oaks	AB	2000	2000	2017
Golden Sage	CC	2000	2000	2017
Harper's Landing	CP	2000	2000	2017
Hazelcrest	IS	2000	2000	2017
Sunset Springs	GM	2000	2000	2017

The Woodlands Township

Request for Capital Asset 2013 Budget

ParkID	Village	Older Child Equipment Latest Replacement Year	Younger Child Equipment Latest Replacement Year	15 Year Projected Replacement Schedule (Older/ Younger)
Maplewood	GM	2002	1998	2017
Wimberly	CP	2000	2000	2018
Windvale	AB	2001	2001	2018
Craftwood	SR	2001	2001	2018
Granite Ridge	AB	2001	2001	2018
Old Sterling	SR	2001	2001	2018
Bear Branch	CC	2002	2002	2018
Bantam Woods	SR	2002	2002	2019
Bluff Creek	AB	2002	2002	2019
Forestgate	IS	2002	2002	2019
Loggers Hollow	GM	2002	2002	2019
Misty Dawn	CP	2002	2002	2019
Sawmill	GM	2002	2002	2019
Turnstone	CC	2002	2002	2019
Northshore	PC	2005	2006	2020
Pleasant Hill	AB	1996	2003	2020
Cattail	CC	2003	2003	2020
Cochran's Bend	CC	2003	2003	2020
Pepperdale	SR	2003	2003	2020
Winterra	SR	2004	2004	2020
Tapestry	CP	2006	2006	2021
Alden Trace	AB	2004	2004	2021
Artist Grove	SR	2004	2004	2021
Hayden's Run	CC	2004	2004	2021
Tapestry	CP	2004	2004	2021
Alden Bridge	AB	2006	2006	2021
Tallowberry	PC	2005	2005	2022
Alden Woods	AB	2005	2005	2022
Mystic Forest	CC	2005	2005	2022
Pachyderm	CC	2005	2005	2022
Spinning Wheel	SR	2005	2005	2022
Terramont	SR	2005	2005	2022
Cochran's Green	CC	2005	2005	2023
Star Ridge	SR	2005	2005	2023
Black Knight	SR	2008	2008	2023
Montfair	SR	2007	2007	2023

The Woodlands Township

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2013 Budget

ParkID	Village	Older Child Equipment Latest Replacement Year	Younger Child Equipment Latest Replacement Year	15 Year Projected Replacement Schedule (Older/ Younger)
Rob Fleming	CSP	2007	2007	2023
Wilde Creek	CSP	2007	2007	2023
Grogan's Point	GM	2003	2008	2023
Capstone	CC	2009	2009	2024
High Oaks	GM	2007	2007	2024
Rush Haven	IS	2008	2008	2024
Alden Place	AB	2008	2008	2024
Larkwood	AB	2009	2009	2024
May Valley	SR	2009	2009	2024
Jagged Ridge	CSP	2010	2010	2025
Timarron	CSP	2010	2010	2025
Tupelo	CSP	2010	2010	2025
Chandler Creek	IS	2011	1998	2026
Acacia	AB	2012	2012	2027
Spincaster	CSP	2012	2012	2027
Spring Hill	AB	2012	2012	2027
Summer Storm	CC	2012	2012	2027
The Cove	PC	2012	2012	2027
Shadowbend	CC	2002	1997	With Major Renovation

Which service levels are affected by this capital asset/project? Describe its benefits.

- Reduces liability and potential for injury.
- Provides equipment for all ages.
- Improves user safety, quality of the playground, community pride and resident satisfaction with the park.
- Ensure compliance with the most up to date codes.

What other options were considered?

Not replacing the equipment.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

PARD - Planning

Asset/Project Title

Park Improvements -

Pavilion Improvements - Grogan's Point

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Grogan's Point Park Pavilion	Spring	\$0	\$9,900	\$9,900
Project Total		\$0	\$9,900	\$9,900

Project Description

Grogan's Point Pavilions #1 and #3 - Decking (loc-tite) is rotted and in need of replacement, with difficult access to decking. Synthetic slate roofing will require removal and replacement in a limited area. Replace flashing and stain roof decking. Laminated beams appear not to have been affected by roof leaking, but have substantial evidence of termite activity. A treatment of termites will allow the laminated beams to continue to function as designed.



The Woodlands Township

Request for Capital Asset

2013 Budget



Which service levels are affected by this capital asset/project? Describe its benefits.

- Reduces liability and potential for injury.
- Improves user safety, quality of the facility, community pride and resident satisfaction with the pavilion.
- Ensure compliance with the most up to date codes

What other options were considered?

Not repairing and replacing the affected materials.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

PARD - Planning

Requested by

Rebecca Krug

Asset/Project Title

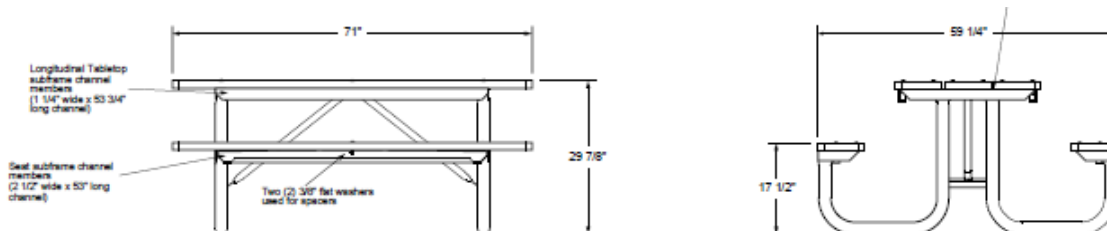
Park Improvements -
New Picnic Tables

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Movable Picnic Tables - New Village Park in the Village of Creekside Park	January	\$10,000		\$10,000
Project Total		\$10,000		\$10,000

Project Description

Pavilions are typically stocked with movable picnic tables that can be shifted to meet the needs of the users. One or two of the tables in the pavilion are usually designed for wheel chair access and are 8' long. The rest are standard 6' long tables. The picnic tables are manufactured from recycled plastic with galvanized metal supports. This product has proven to be durable, has a pleasing appearance and is easy to maintain. The project will ensure continuity and accessibility of picnic amenities throughout the park system. Budgeted funds are sufficient to purchase 6' tables and 8' wheelchair accessible tables for the new Village Park in the Village of Creekside Park, which will open May 2013.



The Woodlands Township

Request for Capital Asset

2013 Budget



Which 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.

What other options were considered?

Not to have picnic tables under the new village park's pavilion.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

Parks & Recreation

Asset/Project Title

Park Improvements -

Irrigation & Landscape Improvements

Requested by

Craig Rooney

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Irrigation Improvements	January	\$60,000		\$60,000
Project Total		\$60,000		\$60,000

Project Description

The Maxicom Irrigation System is the primary irrigation control for all irrigation operations for the parks and sports fields throughout The Woodlands Township. The initial phase of the system was installed in 2006 and is currently installed in 124 parks. Some parks in the Village of Creekside Park and Town Center are in need of critical hardware and software upgrades to begin operations under the Maxicom System. The necessary components to be purchased for these parks are as follows: MIB pulse transmitter, surge pipe, dome or yaggy antenna, RF flow device, flow meter, splice kit and surge protector/arrester. The estimated cost for upgrades is \$4,500 per park.

In addition, this capital request also includes irrigation equipment at Terramont Park, May Valley and other parks not currently on Maxicom. The existing systems at these facilities have a sound base and infrastructure; however, they are not currently operating on Maxicom and require additional equipment to connect to the system.

Which service levels are affected by this capital asset/project? Describe its benefits.

- Enhanced water conservation methods
- Healthier landscape
- Lower maintenance costs
- Lower water bills
- Simplistic control and monitoring of related parks

What other options were considered?

- Do not make any changes at this time.
- Continue to manually monitor the irrigation systems at these related park locations.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

Parks & Recreation

Asset/Project Title

Recreational Amenities Development

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Recreational Amenities Development		\$1,500,000	\$7,411,358	\$8,911,358
Project Total		\$1,500,000	\$7,411,358	\$8,911,358

Project Description

Funding had originally been provided in the 2013 budget and related five-year business plan at a level of \$1,500,000 annually as a placeholder to address additions or improvements to park and recreation amenities as determined by the Board of Directors. During the 2013 budget meetings, the Board decided to fund a field conversion and sports field project of \$8,911,358 and remove the \$1,500,000 placeholder in the remaining years of the five-year plan.

The project includes the conversion of fields located at Bear Branch Sports Fields and Alden Bridge Sports Park to all-weather turf and the development of five all-weather fields at the North Golsing Complex and/or other locations to be further designated and approved by the Board

Which critical success factors and service levels are affected by this capital asset/project?

Describe its benefits.

The development of new or renovated parks and recreation amenities was determined to be an important factor for the 2013 Budget and five-year business plan per the outcome of the Strategic Planning Workshop held in June 2012.

What other options were considered?

This option was approved by the Board in the 2013 Budget Board Workshops.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

Parks Planning

Requested by

Rebecca Krug

Asset/Project Title

Athletic Facility Improvements -
Tennis Court Fence Replacement

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Meadowlake Park Tennis Courts	June	\$20,000		\$20,000
Project Total		\$20,000		\$20,000

Project Description

Meadowlake Park is a park in the Village of Panther Creek, located at 9501 N. Panther Creek Drive. The park was acquired in 1990. Within its 6.81 acres, there are two lighted tennis courts, play equipment for both age groups, a 40' x 40' pavilion with electricity, restrooms, 20 parking spaces, one lighted basketball court, a fishing pond, nine picnic tables and two BBQ grills.

Tennis has become extremely popular, with demand for courts outpacing availability. The courts are in almost continuous use, seven days a week. This makes a significant impact on the courts. Minor repairs are frequently done on the fences and some sections of fence have been reinforced with bars at the bottom to help stop the outward bowing caused by player impacts. This bowing raises the fence and allows balls to leave the courts. These gaps also allow debris to blow onto the courts, making additional maintenance necessary.

The main perpendicular posts on the fences are in good shape and structurally sound, so this project would involve the changing of the fence fabric, horizontal posts and fittings only. Tennis court fabric should be scheduled for replacement every 15-20 years based on use, environmental impacts and staff observation.

In the 2011 Parks and Recreation Needs Assessment, 89.2% of the residents indicated that the provision of quality parks, recreation and open space facilities/amenities are to the quality of your life in The Woodlands was very important and 96.5% of the residents utilize

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the parks and trails on a regular basis. This project is consistent with the overall findings, which concluded that residents desire to upkeep and upgrade the current park system.

Currently, there are over 4 million young people participating nationally in tennis leagues and lessons every year, with adult players totaling over 23 million. Both of these numbers continue to grow. The Woodlands Township Tennis is a program that over the past five years has grown from five instructors with six youth, six adult classes per week and two summer camps totaling 30 enrollees to today's staff with 14 instructors, 35 youth and 15 adult classes plus adult drills and nine summer camps with a total enrollment of 450. The tennis staff provides instruction through the Township for Private PE (10 participants/5 days per week) after school during the school year, Tournament players (24 to 32 youth) and Elite players (12 to 16 youth) five days a week year-round. Adult private and team lessons are also run through the department in the mornings. This number will double when unorganized play is factored in. This has a significant impact on the courts.

Typical damage to the Meadowlake Tennis Court fences



Which service levels are affected by this capital asset/project? Describe its benefits.

- Fosters a sense of pride for court users.
- Provides attentive service with the best value.
- Creates a more functional and visually appealing court.

What other options were considered?

- Doing nothing.
- Repairing fence as needed.

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Department

PARD - Planning

Requested by

Rebecca Krug

Asset/Project Title

Athletic Facilities Improvements -
Tennis Court Resurfacing

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Alden Bridge Park (4 courts)	Summer	\$5,600	\$5,600	\$11,200
Capstone Park (2 courts)	Summer	\$5,600		\$5,600
Forestgate Park (2 courts)	Summer	\$5,600		\$5,600
Meadowlake Park (2 courts)	Summer	\$5,600		\$5,600
Terramont Park (2 courts)	Summer	\$5,600		\$5,600
Project Total		\$28,000	\$5,600	\$33,600

Project Description

Currently, there are over 4 million young people participating nationally in tennis leagues and lessons every year, with adult players totaling over 23 million. Both of these numbers continue to grow. The Woodlands Township Tennis is a program that over the past five years has grown from five instructors with six youth, six adult classes per week and two summer camps totaling 30 enrollees to today's 14 instructors with 35 youth and 15 adult classes per season plus adult drills and nine summer camps that have a total enrollment of 450. Adult private and team lessons are also run through the department in the mornings. This number will double when unorganized play is factored in. This has a significant impact on the courts. Environmental factors also degrade the court since shaded areas develop mold and algae and need frequent cleaning; which also removes some of the surfacing.

Tennis courts are on a five to seven-year cycle for resurfacing based on industry standards, but the factors mentioned above can shorten the life span of the surface. Based on bids for work done in 2011, each court will cost approximately \$2,800 to resurface or \$5,600 per park (2 courts per park). Tennis court fabric should be scheduled for replacement every 15-20 years based on use, environmental impacts and staff observation.




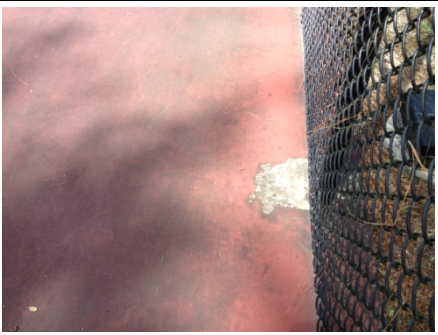


Staff conducts an annual condition assessment on the court prior to creating the budget. In 2013, staff projects the above mentioned courts will need to be resurfaced based on age, current condition and the amount of play.

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Pictures of Tennis Court Wear

	
<i>Capstone</i>	<i>Terramont</i>
	
<i>Forestgate</i>	<i>Forestgate</i>
	
<i>Alden Bridge</i>	<i>Meadowlake</i>

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TENNIS COURT RESURFACING

Note: Courts should be rescheduled for resurfacing evaluations every 5-7 years based on use, environmental impacts and staff observation.

Park	Number of Courts	Projected	Park	Number of Courts	Projected
Alden Bridge	4	2013	Creekwood	3	2016
Capstone	2	2013	May Valley	2	2016
Forestgate	2	2013	Windvale	2	2016
Meadowlake	2	2013	Bear Branch	9	2016
Terramont	2	2013	Sundance	2	2017
Avalon Park	2	2014	Timarron	2	2017
Falconwing	2	2014	Tupelo	2	2017
Harper's Landing	2	2014	Sawmill	5	2017
Shadowbend	5	2014	Cattail	2	2018
Copper Sage	2	2015	Cranebrook	2	2018
Lakeside	2	2015	Tamarac	2	2018
Pepperdale	2	2015	Grogan's Point	2	2019
Ridgewood	4	2015	Mystic Forest	2	2019
			Unnamed VoCSP Village Park	2	2020

Which 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.
- Defer this project until a later time.

The Woodlands Township

Request for Capital Asset

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Department

PARD – Aquatics

Asset/Project Title

Aquatics Facilities Improvements -
Pool Plaster Replacement

Requested by

Nick Hluza

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Pool Plaster Replacement	February	\$45,000		\$45,000
Project Total		\$45,000		\$45,000

Project Description

This request is for the replacement of the pool plaster at the Forestgate Pool. This cost was determined by comparing the costs to do this scope of work with the Lakeside Pool replastering 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 Forestgate's original plaster, which is 9 years old. Over the years of acid washing the 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 Forestgate Pool is starting to show cracks in the plaster and the steps of the pool are nearing the gunite shell of the pool.



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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 and guests to enjoy for years to come.

What other options were considered?

No other options were considered.

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Department

PARD - Aquatics

Asset/Project Title

Aquatic Facilities Improvements -
Pool Pump Room Ventilation Additions

Requested by

Nick Hluza

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Pool Pump Room Ventilation Additions	January	\$30,000		\$30,000
Project Total		\$30,000		\$30,000

Project Description

This project is to add ventilation systems to specific pool pump rooms. This will be the second phase of the two phase project:

- Phase I (2012) = Windvale, Lakeside, Forestgate, and Alden Bridge pools
- Phase II (2013) = Ridgewood, Harper's Landing, and Cranebrook pools

Previous capital projects added louvers to the chemical/pump room doors, but these don't move the chemical fumes and hot air out of the pump room. These pools are newer or renovated ones and unlike the older pools, exhaust fans weren't included in the design of the pump rooms.



Which service levels are affected by this capital asset/project? Describe its benefits.

The pool pump rooms are where the motors, chemical controllers, and often chemicals are stored. This equipment gives off heat and the vapors from the chemicals can degrade the equipment. This ventilation system would fan out hot air and chemical fumes from the pump rooms where staff has to perform their duties. These ventilation systems will help prolong the equipment's estimated useful life and help eliminate air quality issues for staff.

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Examples of pump room issues:



What other options were considered?

Do not add ventilation to the pump rooms.

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Department

PARD - Aquatics

Asset/Project Title

Aquatic Facilities Improvements -

Pool Equipment - 14th Pool

Requested by

Nick Hluza

Proposed Capital Expenditure

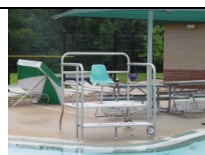
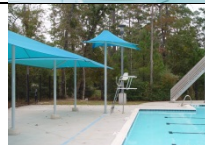
Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Pool Equipment	Jan-April	\$60,000		\$60,000
Project Total		\$60,000		\$60,000

Project Description

The Woodlands Township will be opening its 14th pool on or around Memorial Day in 2013. The Woodlands Development Company and The Woodlands Township collaborate to build the pool. However, operational equipment is the responsibility of the Township. Equipment to be purchased includes but is not limited to alarm system, speaker system, lifeguard stands, picnic tables, pool chairs and furniture, rescue equipment, vacuum equipment and backup motors.

Due to this new facility being built in 2013, it is necessary to have this equipment to continue the overall quality of service and operations of the Aquatics Division that is expected from The Woodland's residents using the swimming pools. The new pool is going to be almost identical in size to Cranebrook pool so having a similar amount of equipment is necessary for proper protection and enjoyment by the patrons. The New Facility will have a bather load close to 376 people which is identical to the 376 of Cranebrook, currently our 2nd largest pool. There will be a family flume slide, vortex channel (smaller lazy river), play structure and lap area.

Sample pictures of proposed equipment to be purchased:

	Lifeguard stand (2)	\$10,500
	Guard shade structure (2)	\$4,600

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	Picnic Tables (4)	\$2,800
	Deck chairs (200 est.)	\$19,500
	ADA lift (1)	\$5,000
	Pool vacuum (1)	\$3,000
	Back Up Motors (4)	\$5,600
	Alarm System	\$5,000
	Sound System	\$1,000
	Rescue Equipment/AED	\$3,000

**Which critical success factors and service levels are affected by this capital asset/project?
Describe its benefits.**

- Risk to public safety and health.
- Improvement of operational efficiency.
- Compliance with Federal and State Law.

What other options were considered?

None, pool must have this equipment in order to operate and comply with various pool codes.

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Department

PARD - Aquatics

Asset/Project Title

Aquatic Facilities Improvements -
Theme Slide Repair

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Ridgewood Theme Slide	January	\$10,000		\$10,000
Project Total		\$10,000		\$10,000

Project Description

Ridgewood Park is located in the Village of Panther Creek at 4192 Interfaith Way. This request is to refurbish the swan theme slide in the baby pool. The baby pool is a zero depth down to 2 feet deep with the swan theme slide. In 2011, 10,846 patrons visited the pool, which was a 20% increase from the year before. Ridgewood is either open for pre-season or post season every year. It opens 10a.m. – 8 p.m. during the regular season Monday through Saturday except Thursdays and 12 p.m. to 6 p.m. on Sunday. With the harsh aquatic environment, theme slides require repairs approximately every five to seven years. The theme slide was installed in 2002 and requires repairs to ensure a safe slide for users. This will improve the overall quality of the pool and create a safe, appealing amenity for residents to enjoy for years to come.



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Which critical success factors and service levels are affected by this capital asset/project?

Describe its benefits.

- Risk to Public Safety and Health
- Deteriorate Facility
- Systematic Replacement
- Resident Requests

Baby Pool Theme Slide

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
AB			X										X
BB			X										
CB	NO THEMED SLIDE												
CW	X				X								
FW												X	
FG											X		
HL	NO THEMED SLIDE												
LS											X		
RW										X			
RF	NO THEMED SLIDE												
SM												X	
SB		X				X							
WV	NO THEMED SLIDE												

What other options were considered?

Do not repair the slide.

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Department

PARD - Aquatics

Asset/Project Title

Aquatic Facilities Improvements -
Pool Deck Improvements

Requested by

Nick Hluza

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Cranebrook/ Bear Branch/ Rob Fleming Pools	February	\$60,000		\$60,000
Project Total		\$60,000		\$60,000

Project Description

This request is for the replacement of the pool deck at Cranebrook Pool (2011 annual attendance of 22,531), and to refurbish decks at Rob Fleming (2011 attendance of 56,640), and Bear Branch Pool (2011 attendance of 21,045).

The current pool decking at Cranebrook Pool is a broom finished concrete which can be abrasive to patron's feet. In 2005, a new standard was created to add a cool non-slip decking material for safety and to add color back into the deck for aesthetics. Due to normal wear and tear, the pool deck is starting to chip from the environmental conditions and the expansion joints need to be replaced to remove tripping hazards. The pool was built in 2003 and is the original deck.

The current pool decking at Rob Fleming and Bear Branch Pool have lost its non-slip surfacing and the color has faded in certain areas (aprox. 300 sq ft.). It is necessary to replace this non-slip surfacing for safety and add color back into the deck for aesthetics. Due to normal wear and tear the pool deck is starting to chip up from all of the environmental conditions and the expansion joints need to be resealed to remove tripping hazards. Both pool decks were coated in 2008 (Rob Fleming was built in 2008).

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Cranebrook Pool Deck:



Rob Fleming Deck:



Bear Branch Deck:



Which critical success factors and service levels are affected by this capital asset/project?

Describe its benefits.

- Risk to public safety or health.
- Resident request.
- Deteriorating facility.
- Systematic replacement.

What other options were considered?

Leave the pool deck in its current state.

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Department

PARD - Aquatics

Asset/Project Title

Aquatic Facilities Improvements -
Pool Shade Structure Replacement

Requested by

Nick Hluza

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Pool Shade Structure Replacement	March	\$24,000		\$24,000
Project Total		\$24,000		\$24,000

Project Description

This request is to replace shade structure fabric at the Cranebrook and Ridgewood Pool. The average life expectancy of the shade structure fabric is ten years. The warranty is also for ten years which covers color fade out, but not wear and tear. The Cranebrook shade structures are all the originals from 2003 when the pool was built. Ridgewood's shade structures are all from 2002 when the baby pool was redesigned. 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.



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Which service levels are affected by this capital asset/project? Describe its benefits.

- Improved shade available for patrons.
- Resident requested.
- Systematic replacement.

What other options were considered?

Do not replace shade fabric.

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Department

PARD - Aquatics

Asset/Project Title

Aquatic Facilities Improvements -
Roll up Door Replacements

Requested by

Nick Hluza

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Roll up Door Replacements	February	\$15,000		\$15,000
Project Total		\$15,000		\$15,000

Project Description

This request is for the replacement of the roll up doors for the Shadowbend and Forestgate Pool buildings. These roll up doors have a 10 year lifespan. Currently, the Shadowbend Pool staff has a very difficult time raising and lowering the two roll up doors which are utilized for daily storage throughout the summer season, and chair storage during the off season. The roll up door at the Forestgate Pool is for outside access to the pump room and it cannot be raised due to the fact it has rusted through.



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Which critical success factors and service levels are affected by this capital asset/project?

Describe its benefits.

Improves the overall quality of service and operations of the Aquatics Division to our residents.

- Risk to public safety
- Safety for staff
- Systematic refurbishment
- Deteriorating facility

What other options were considered?

Remove over head door and replace with fiberglass door.

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Request for Capital Asset

2013 Budget

Department

PARD - Planning

Requested by

Rebecca Krug

Asset/Project Title

Signs/Stonewall Improvements -
Neighborhood Sign Lighting

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Neighborhood Entry Lights	June	\$155,800		\$155,800
Project Total		\$155,800		\$155,800

Project Description

In 2011, The Woodlands Township Board of Directors approved a comprehensive three-year program to install lights on all neighborhood entry signs that had no lights. In Phase I 35 lights were installed in 32 entries in 2011. Phase II, there will be 57 lights installed in 36 entries in 2012. There are 350 neighborhood entry signs in The Woodlands. Of that total, 241 have lighted signs and 109 do not. These signs are an important amenity to the residents since they provide an identity to the neighborhoods and a landmark for visitors to the area.

The Woodlands Land Development Company designs, purchases and installs new entry signs. When a neighborhood nears build-out, responsibility for the signs is assumed by The Woodlands Township, including repair, cleaning, electricity for the lights and irrigation and the removal of graffiti.

In 2007, The Board of Directors directed staff to develop a three-year, phased plan to light all remaining signs in the Township areas. A point system was developed to determine priority for the order of the installations for the project that ended in 2009. It will be used on this project as well. This point system takes into account various factors, which include: the proximity of a street light, the speed limit, the line of sight limitations caused by medians or curves and whether the road is primary or secondary.

Funding for this project will include a unit cost per installation, which is approximately \$2,600 for each sign, and funds may be necessary if a bore is needed to run electrical cable under the

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road. If a bore is needed, they generally cost \$2,000. Based on previous projects and experience, staff estimates that each sign will cost \$4,312.

For this project, The Woodlands Township will purchase the lights and fixtures and the installation will be done by the contracted electrical services company (MIAM) that was awarded all electrical work through a competitive bidding process.



Typical neighborhood entry sign with light fixture.

Which service levels are affected by this capital asset/project? Describe its benefits.

- Improves aesthetics of the neighborhood entry.
- Ensures visibility during the night.
- Provides continuity with other entries with the same needs.
- Provides residents with a proactive solution that will help with their sense of community, neighborhood pride, appreciation and identification of the entry.

What other options were considered?

Leave the remaining signs with no lighting.

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Signs scheduled for lights in 2011

	A	B	C	
1	Sign Name	Street Name & Cross street	Village	Li
2	SPC Lights	8 signs, 9 lights total (see map)		
3	The Cove (2 of 2)	Pebble Cove Dr. @ E. Panther Creek	VOPC	
4	Shadowlake	Golden Shadow Cir. @ Lake Woodlands Dr.	VOCC	
5	Copper Sage	Golden Sage Dr. @ Cochran's Crossing Dr.	VOCC	
6	Wedgewood Forest (1 of 2)	Wedgewood Forest @ Lake Woodlands	VOPC	
7	The Courts at Palmer Bend	Palmer Bend Dr. @ Lake Woodlands Dr.	VOCC	
8	Summer Storm	Sunny Slope Cir. @ Cochran's Crossing Dr.	VOCC	
9	Mill Grove	N. Millbend Dr. near Fernridge	VOGM	
10	Ridgecreek	Tanglebrush Dr. @ S. Panther Creek	VOPC	
11	Sawmill Woods	Timberwild St. @ Grogan's Mill Rd.	VOGM	
12	Eagle Rock	Eagle Rock Cir. @ Falconwing	VOIS	
13	VOPC (3 of 3)	Woodlands Parkway @ E. Panther Creek	VOPC	
14	The Retreat at Copperknoll	Copperknoll Cir. @ Lake Woodlands Dr.	VOCC	
15	Hollymead (1 of 2)	Copperleaf Dr. @ Lake Woodlands Dr.	VOCC	
16	Stonecroft	Stonecroft Pl. @ Cochran's Crossing Dr.	VOCC	
17	Windwood	Crystal Lake Ln. @ Grogan's Mill Rd.	VOGM	
18	Splitrock (2 of 2)	Split Rock Rd. @ Lake Woodlands Dr.	VOPC	
	Priority	Number of Lights Per Year	Matr	

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Signs scheduled for lights in 2012

Sign Name	Street Name & Cross street	Village
Lyric Arbor (1 of 2)	Lyric Arbor Cir. @ Cochran's Crossing	VOCC
Herald Oaks	New Trails Dr. @ Lake Woodlands Dr.	VOPC
Silver Woods	Silver Crescent Cir. @ Alden Woods Dr.	VOAB
Avonlea	Avonlea Dr. @ Alden Woods Dr.	VOAB
Trillium	Trillium Dr. @ Research Forest Dr.	VOCC
Capstone (2 of 2)	Capstone Cir. @ Research Forest Dr.	VOCC
Capstone Waye	Concord Forest Cir. @ Capstone Cir.	VOCC
The Retreat at Vista Cove	Vista Cove Dr. @ E. Panther Creek Dr.	VOCC
Creek Pines	Tanglebrush Dr. @ Glen Loch	VOPC
Capstone (1 of 2)	Capstone Cir. @ Cochran's Crossing	VOCC
Forrest Ridge	Placid Hill Cir. @ Shadowbend Pl.	VOCC
Lyric Arbor (2 of 2)	Lyric Arbor Cir. @ Cochran's Crossing Dr.	VOCC
Waterford Bend	Waterford Bend @ Cochran's Crossing Dr.	VOCC
Silvershire	Silvershire Cir. Cochran's Crossing Dr.	VOCC
Stone Springs	Stone Springs Cir. @ Cochran's Crossing Dr.	VOCC
The Courts at Castle Green	Castlegreen Cir. @ Cochran's Crossing Dr.	VOCC
Cochran's Bend	Windstar Dr. @ Shadowbend Cir.	VOCC
Elm Crescent	Elm Crescent @ Alden Woods Dr.	VOAB
Hollymead (2 of 2)	Hollymead Dr. @ Cochran's Crossing Dr.	VOCC
Bridgeberry	Cartgate Ln. @ Cochran's Crossing Dr.	VOCC
Creekwood	Coralberry Rd. @ S. Panther Creek	VOPC
Capstone Forest	Flagstone Path Cir. @ Capstone Cir.	VOCC
Capstone Pines	Carillion Pines @ Capstone Cir.	VOCC
Huntington Woods (1 of 2)	Pride's Crossing Dr. @ Falconwing	VOCC
The Retreat at Grogan's Mill (1)	Nursery Rd. @ Cokeberry	VOGM
The Retreat at Grogan's Mill (2)	Vinebrook Rd. @ Cokeberry	VOGM
Hidden Lake	Mill Trace Dr. @ N. Panther Creek Dr.	VOPC
Lake Pointe	Mystic Lake Cir. Cochran's Crossing Dr.	VOCC
Pinyon Grove (1)	Pinyon Pine Dr. @ Sunlit Forest	VOPC
North Turnstone	Quiet Oak Cir. @ Shadowbend Pl.	VOCC
Turnstone	Quiet Oak Cir. @ Shadowbend Pl.	VOCC
Shadowlake Forest	Golden Shadow Dr. @ Shadowbend Pl.	VOCC
Somerset	Somerset Pond Pl. Lake Woodlands Dr.	VOCC
The Landing at Forest Lake	Lakeridge Dr. @ Shadowbend Pl.	VOCC
Wedgemere	Wedgemere Dr. @ Lake Woodlands Dr.	VOCC
Autumnwood	Autumnwood Way @ N. Millbend Dr.	VOGM

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Signs scheduled for lights in 2013

1	Sign Name	Street Name & Cross street	Village
55	Millbend Forest	N. Millbend Dr. @ Crossvine Cir.	VOGM
56	Royal Fern * (old low voltage)	Royal Fern Dr. @ Fernridge	VOGM
57	Long Lake	Split Rock Rd. @ N. Panther Creek Dr.	VOCC
58	Millbend Village	Lazy Lane @ N. Millbend Dr.	VOGM
59	Woodfarm	Acorn Oak @ Sawmill Rd.	VOGM
60	Timber Top	Timber Top Dr. @ N. Millbend Dr.	VOGM
61	Pheasant Run	Cokeberry St. @ S. Millbend Dr.	VOGM
62	Circlewood Glen	Brandtdale @ Interfaith Way	VOPC
63	Shadowcreek	Birchcane Dr. @ S. Panther Creek	VOPC
64	Clover Park	Mill Trace Dr. @ N. Millbend Dr.	VOPC
65	The Woodlands (1 of 3)	S. Millbend Dr. @ Sawdust	VOGM
66	Havenridge	Havenridge Dr. @ Interfaith Way	VOPC
67	Pinyon Grove (2)	Sunlit Forest Dr. @ Golf crossing	VOPC
68	Golden Sage (1 of 3)	Sylvan Forest Dr. @ Falconwing Dr.	VOCC
69	Ashlar Point	Ashlar Point @ Grand Fairway Dr.	VOCC
70	Sylvan Forest (1)	Sylvan Forest Dr. @ Shadowbend Pl.	VOCC
71	Doe Run	Doe Run Dr. @ N. Millbend Dr.	VOGM
72	Fernlake (1)	Brokenfern Dr. @ Fernridge Dr.	VOGM
73	Fernlake (2)	Brokenfern Dr. @ Fernridge Dr.	VOGM
74	Lakemist Harbour Dr.	Lakemist Harbour Dr. @ E. Panther Creek Dr.	VOPC
75	Dunlin Meadow	Dunlin Meadow Dr. @ E. Panther Creek Dr.	VOPC
76	Tamarac Woods	Huntsman's Horn Cir. @ N. Millbend Dr.	VOGM
77	Creekside	Rainprint Rd. @ S. Panther Creek	VOPC
78	Shadowpoint	Shadowpoint @ Golden Shadow Cir.	VOCC
79	Fallshire	Fallshire Dr. @ W. Panther Creek Dr.	VOPC
80	Fairmeade	Fairmeade Bend Dr. @ W. Panther Creek Dr.	VOPC
81	Star Fern	Star Fern Pl. @ Fernridge Pl.	VOGM
82	Mystic Lake	Lakemist Cir. @ E. Panther Creek Dr.	VOPC
83	Teal Point	Dove Trail @ Cochran's Crossing Dr.	VOCC
84	Chancery Place	Chancery Pl. @ Cochran's Crossing Dr.	VOCC
85	Glen Mill	Deerfoot Cir. @ Many Pines	VOGM

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Signs scheduled for lights in 2014

1	Sign Name	Street Name & Cross street	Village
86	West High Oaks	High Oaks Cir. @ Sawmill Dr.	VOGM
87	Sterling Pond	Sterling Pond Cir. @ Alden Woods Dr.	VOAB
88	Vista Cove	Leeward Cove Dr. @ E. Panther Creek Dr.	VOPC
89	Meadowmist	Meadowmist Cir. @ Cochran's Crossing Dr.	VOCC
90	Golden Sage (2 of 3)	Golden Sage Dr. @ Lake Woodlands Dr.	VOCC
91	Golden Sage (3 of 3)	Golden Sage Dr. @ Cochran's Crossing Dr.	VOCC
92	Huntington Woods (2 of 2)	Pride's Crossing Dr. @ Sylvan Forest	VOCC
93	Sylvan Forest (1 of 2)	Sylvan Forest Dr. Falconwing Dr.	VOCC
94	Wyndpire South	Spiral Leaf @ Cochran's Crossing Dr	VOCC
95	Wilding Estates	Wild Ridge Dr. @ N. Millbend Dr.	VOGM
96	Idlewood (1 of 2)	Idlewood Dr. @ Rush Haven Dr.	VOIS
97	Hickory Oak	Hickory Oak Dr. @ W. Panther Creek Dr.	VOPC
98	Magnolia Pond	Magnolia Pond Pl. @ Shadowbend Pl.	VOPC
99	Terradale	Terraglen Dr. @ Alden Woods Dr.	VOAB
100	Pebble Hollow	Smokestone Dr. @ N. Panther Creek Dr.	VOPC
101	Split Rock (2 of 2)	Split Rock Rd. @ N. Panther Creek	VOPC
102	High Oaks (1)	High Oaks Cir. @ Sawmill Dr.	VOGM
103	High Oaks (2)	High Oaks Cir. @ Sawmill Dr.	VOGM
104	Sunset Springs	Dreamweaver Cir. @ Sawmill Dr.	VOGM
105	Tall Forest	Timber Top Dr. @ N. Millbend Dr.	VOGM
106	Haven Point	Lost Pond Cir. @ Cochran's Crossing Dr.	VOCC
107	Amberglow	Amberglow Cir. @ Cochran's Crossing Dr.	VOCC
108	Cochran's Green	Cochran's Green Cir. @ Cochran's Crossing Dr.	VOCC
109	Summer Wood	Summer Cloud Dr. @ Cochran's Crossing Dr.	VOCC
110	Wyndspire (1 of 2)	Meadow Canyon Dr. @ Cochran's Crossing Dr.	VOCC
111	Wyndspire (2 of 2)	Spiral Leaf Ct. @ Cochran's Crossing Dr	VOCC
112	Hayden's Run	Wisteria Walk Cir. @ Cochran's Crossing Dr.	VOCC
113	Palmer Woods	Palmer Woods Dr. @ Cochran's Crossing Dr.	VOCC
114	Elm Branch	High Oaks Cir. @ Sawmill Rd.	VOGM
115	Idlewood (2)	Spotted Deer Dr. @ Rush Haven Dr.	VOIS
116	Rush Haven (1 of 2)	Rush Haven Dr. @ Flintridge Dr.	VOIS
117	Rush Haven (2 of 2)	Rush Haven Dr. @ Falconwing Dr.	VOIS
118	Trace Creek	Trace Creek Dr. @ Flintridge Dr.	VOPC

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

PARC Planning

Asset/Project Title

Pathway Improvements

Requested by

Kelly Dietrich

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
System Wide	Summer	\$150,000		\$150,000
Project Total		\$150,000		\$150,000

Project Description

Pathways are consistently the number one used amenity in The Woodlands. The pathway replacement program began in 2004. In order to prevent the 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 repairs and replacements plus additions and improvements to the pathway system.

In 2011 Parks and Recreation Needs Assessment, 89.2% residents indicated that the provision of quality parks, recreation and open space facilities / amenities are to the quality of your life in The Woodlands was very important and 96.5% of the residents utilize the parks and trails on a regular basis. This project is consistent with the overall findings, which concluded that residents desire to upkeep and upgrade the park system. The general consensus was that The Township should continue current replacement programs and trails programs should be continued, such as update pathway replacement.

This funding allows staff to respond promptly to the identified deficiencies and hazards in the system, primarily trip hazards that should be removed and broken sections that should be replaced. This project addresses six areas of concern:

Trip Hazard Removal

In 2007, a pilot program in the Village of Cochran's Crossing was implemented. A contractor used a saw to horizontally cut off the raised portion to ADA compliance, addressing slabs that were raised from ½" to 2". In 2009, another contractor used a grinding method to remove

The Woodlands Township

Request for Capital Asset

2013 Budget

the hazards. The results from both contractors were exceptional, though the grinding method proved to be more economical. This project continues on this program.

Removal and Replacement of Concrete 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 and areas that have aggregate exposed creating difficulty for our bicycles, baby strollers and roller blade users. Also, sections have been badly damaged by the weight of mowing tractors and other construction vehicles working in the areas. An annual audit of the pathways is conducted by staff to identify these locations.

New Pathways

With the growth of the community, expansion of roadways, new traffic signals and new destinations, budgeted funds will allow staff to respond to requests for new connectors.

Pathway Stop Signs

As a standard in The Woodlands, all pathways that cross a street (without a traffic control device) or driveway should have a stop sign. These visual warning signs increase the safety of the intersection. In the residential areas the stop sign is grey and inset into a 3" x 12" post that is 5' tall at the intersection.



The Town Center area pathway stop signs are inset or 3M vinyl-die-cut onto a 5'X 12" steel (3/16" wall) tubing stop signs. Steel is to be primed and painted with Matthews Polyurethane black paint at the intersection. There are approximately 40 of these pathway stop signs that are missing.

In the Town Center area there is approximately 50 locations where these black steel pathway stop signs are present. They were installed by Township staff or by The Woodlands Development Company. There are approximately 45 of the older style gray wooden pathway stop signs that are targeted to be replaced in 2012.

This project also factors installation due to the large quantity and concrete work necessary to properly install.

Pathway Stenciling

The painting of cautionary stencils on the pathways at intersections, along with the pathway stop signs, improves safety at the intersections. These stencils include six stop bars, one "No Motorized Vehicles Allowed" and one "Slow Intersection Ahead". The crosswalk stenciling consists of two painted parallel bands that cross the driveway or intersection from pathway

The Woodlands Township

Request for Capital Asset

2013 Budget

to pathway as a visual warning to motorists. Reflective glass beads are applied to the paint when it is still wet.

The painting of crosswalks on roadways is a shared responsibility with Montgomery County. Both Montgomery County Precinct 2 and 3 have approved stenciling of certain crosswalks since they are on county roads, with the understanding that the specifications comply with their standards, including the use of reflective glass beads. The Precincts paint the crosswalks in controlled intersections and at school crossings. Painted crosswalks at neighborhood entries and commercial driveways are at the expense of the community.

Replacement of Ramps that are not ADA compliant

There are many ramps throughout the community that have a slope that is not compliant with the Americans with Disabilities Act specifications. These ramps have a greater than 1:12 ratio (8.3%) of slope and are difficult for wheelchairs or pathway users with other physical impairments. These ramps should be removed and replaced to meet current standards, which also include color coded truncated pavers to provide visual and textural warnings for the pathways users with disabilities.

Which service levels are affected by this capital asset/project? Describe its benefits.

- Resident requests.
- Compliance with federal and state laws.
- 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

2013 Budget

Department:

PARD – Planning

Requested by:

Rebecca Krug

Asset/Project Title:

Pathway Improvements -

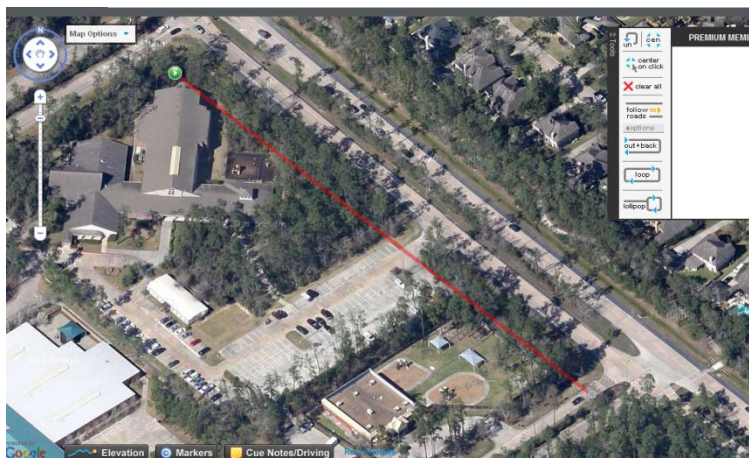
Pathway Connector

Proposed Capital Expenditure:

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Research Forest Pathway	Summer		\$32,350	\$32,350
Project Total			\$32,350	\$32,350

Project description:

Pathways are consistently the number one used amenity in The Woodlands. The paths are used for casual strolling, vigorous exercise and as a non-motorized means of accessing parks, schools, shopping centers, churches and friends. Occasionally, an area will be found where residents find it difficult to go where they would like because of the lack of a path. They need to go well out of their way in the opposite direction to access the system. A case in point is the neighborhoods off of Cochran's Crossing Drive in the Village of Cochran's Crossing. Residents in the area have requested a path to connect their neighborhoods to Millennium Forest with a pathway from the corner of Cochran's Crossing. Currently, students have to cross Research Forest, head east on the pathway on the north side of Research Forest and then cross again at Millennium Forest to get to school. The new pathway would provide a more convenient and safe alternative route to school with minimal to no street crossings.



The Woodlands Township

Request for Capital Asset

2013 Budget

COST ESTIMATE

8' Conc. Pathway, approx. 6000 sf, @ \$4/ sf	\$24,000
4 ea. Concrete curb ramps, @ \$750 ea.	\$3,000
4 ea. Woodlands standard Stop signs, @ \$350 ea.	\$1,400
4 ea. "No Motorized Vehicle" Stencils/ Stop Bars	\$550 minimum charge
Possible extra charges	
Clearing of trees	\$2,200
Transport of concrete to path with minimal disturbance to property	\$1,200
PROJECT TOTAL	\$32,350

Which service levels are affected by this capital asset/project? Describe its benefits:

- Responds to resident requests.
- Provides equitable services.

What other options were considered?

No other options were considered.

The Woodlands Community Facilities Development Corporation - New Development Capital
Estimated Development Costs 2013

Park Name	Parcel	Acres	Total			2013 Total	2014	2015	Total
			2012	2012 Rollover	2013				
Creekside Park									
Fleming Park	2A-2	19.32	225,000	75,000		75,000			75,000
Mitchell Preserve Trails	4B-1	1700	200,000		100,000	100,000	100,000		200,000
Mitchell Preserve Access			150,000	150,000			150,000		150,000
Liberty Branch Park TND	Sec 32	1.5	425,000	425,000	200,000	625,000			625,000
Rockwell Square Park TND	Sec 33	1.3	400,000	400,000	125,000	525,000			525,000
Community Pond Park	2H-2	5.86	75,000	75,000		75,000			75,000
Lake Paloma Park West	2I	13.9	300,000	300,000		300,000			300,000
Village Center Park	5Q1	0.5			1,100,000	1,100,000			1,100,000
Town Lake Park	2J	14.9	950,000	950,000		75,000	1,000,000		1,075,000
Neighborhood Park	9C-3/4	15			350,000	350,000			350,000
Neighborhood Pond Park	6-C	4.3			100,000	100,000			100,000
Village Park	10-B1	13	1,200,000	800,000	2,200,000	3,000,000			3,000,000
Neighborhood Pond Park	10A-1	5			100,000	100,000			100,000
Neighborhood Pond Park	9A-1	2			75,000	75,000			75,000
Neighborhood Pond Park	10-F2	4.2			85,000	85,000			85,000
Gateway Trailhead Park	9D	5.1	250,000				250,000		250,000
Neighborhood Pond Park	9G-1	5.8	125,000	125,000		125,000			125,000
Neighborhood Pond Park	9G-2	3.7					200,000		200,000
Neighborhood Park	6E	2					350,000		350,000
Neighborhood Pond Park	7H-2	3.7					50,000		50,000
Neighborhood Park	7D	5					225,000		225,000
Neighborhood Park	6J	6					350,000		350,000
Boroughs Park Access	9L	11.4						350,000	350,000
GMNP Regional Park							500,000	500,000	1,000,000
Parks Total			4,300,000	3,300,000	4,435,000	6,710,000	3,175,000	850,000	10,735,000

The Woodlands Community Facilities Development Corporation
Estimated Development Costs 2013

Pathways		Parcel	L.F.	2012	2012 Rollover	2013	2013 Total	2014	2015	Total
Creekside Park Pathways										
Creekside Forest Drive 5H	Sec. 15		1200	48,000						0
Creekside Forest Drive Village 5Q, 5K			1150	46,000						0
Creekside Forest Drive	TND 35		2500		100,000	100,000				100,000
Timarron	12 D1		750	30,000						0
Timarron	11B1; 11A		1800	72,000						0
Village Center E/W	510-10E2		3200	128,000						0
Creekside Forest Drive	10E2-8A2		2800		112,000	112,000				112,000
Creekside Forest Drive	8B2--7A1		2400		96,000	96,000				96,000
Creekside Forest Drive	9H1-9K		2700					108,000		108,000
Creekside Forest Drive	9L		2250						90,000	90,000
Creekside Green	2K1		2400	96,000						0
Creekside Green	2J-2K		2300		92,000	92,000				92,000
Creekside Green	10A1-10B1		2800		112,000	112,000				112,000
Lake Paloma	2M		2000		80,000	80,000				80,000
New Harmony	2J-2K		1800		72,000	72,000				72,000
Lake Paloma	2J-2L		2000	80,000						0
New Harmony	10C-10D		2200		88,000	88,000				88,000
New Harmony	S21-19		1200		48,000	48,000				48,000
Lake Voyager Neighborhood	Sec.18		750	30,000						0
New Harmony Neighborhood	S.15, 20 NS		2000	80,000						0
New Harmony Neighborhood	Sec 15, 20		2900							0
2I Park Bridge N/S	2I		450	18,000	80,000	80,000				0
TND	5P-5O		1100					44,000		44,000
Village Center N/S	5Q-4L		2400	96,000						0
Wendt Woods	10F1-10B1		2700		108,000	108,000				108,000
Wendt Woods	6C-6E2		2450					98,000		98,000
Section 23	S23		1800		72,000	72,000				72,000
Detention Parking Access	9E								125,000	125,000
GMNP Access	9D2,D3		1250					50,000		50,000
GMNP Access	9G2,G1		1250						50,000	50,000
Village-wide Pathways										
WP - BC Montfair Comm			1000	60,000			60,000			60,000
May Valley			10000	175,000			175,000			175,000
Commercial				125,000	100,000	100,000	225,000	75,000	75,000	375,000
Pathway Total			67,500	1,084,000	360,000	1,160,000	1,520,000	375,000	340,000	2,235,000

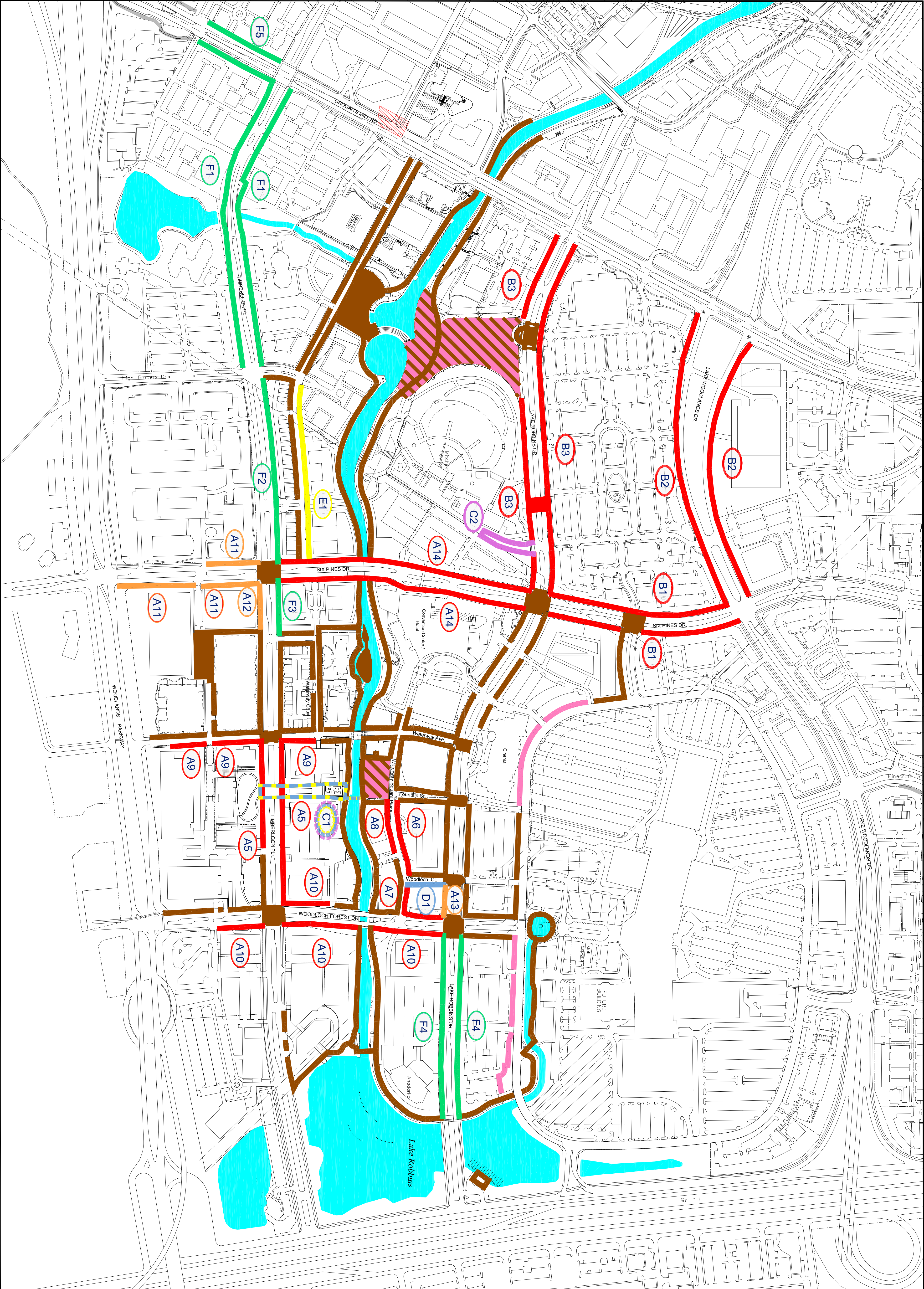
Total Creekside Park: Parks and Pathways		5,384,000	3,660,000	5,595,000	8,230,000	3,550,000	1,190,000	12,970,000
Summary								
Source of Funds			2012	2013	2013	2014	2015	Total
			Rollover					
Grants-TDPW: Village, Regional Park; Mitchell Preser		0		0		0	0	0
TWDC		2,692,000	1,830,000	2,797,500	4,115,000	1,775,000	595,000	13,804,500
Township		2,692,000	1,830,000	2,797,500	4,115,000	1,775,000	595,000	13,804,500
Creekside Park/SR Grand Total					8,230,000	3,550,000	1,190,000	12,970,000
			TWT Parks		3,355,000			
			TWT Pathways		760,000			

THE TOWNSHIP - PROPOSED 2010 -2015 STREETSCAPE PROJECT BUDGET

RH 1-12-2012

Project	2012	2013	2014	2015
2010 Projects				
A.4 Waterway Square/ Town Center Street Furniture	25,000	25,000		
Subtotal	25,000	25,000		
2011 Projects				
B.3 L. Robbins Drive- Grogan's Mill to Six Pines- sidewalks, landscaping, irrigation, lighting, re-alignment of drive at the Pavilion to align with entry drive to Market Street, pedestrian crossing	1,165,000			
Subtotal	1,165,000			
2012 Projects				
C.1 Waterway Square- Phase 2- including pedestrian bridge over The Waterway, ramp/ elevator & pedestrian mew to Timberloch Place, stage/ cover	700,000	1,280,000	1,000,000	
C.2 Re-align drive at the Pavilion to align with entry to Market Street	200,000			
Subtotal	900,000	1,280,000	1,000,000	
2013 Projects				
D.1 Woodloch Ct- L. Robbins Drive to WW Square Place (east)- sidewalks, landscaping, lighting		93,000		
Subtotal		93,000		
2014 Projects				
E.1 Riva Row- High Timbers to Six Pines (north)- sidewalks, landscaping, lighting			200,000	180,000
Subtotal			200,000	180,000
2015 Projects				
F.1 Timberloch- Grogan's Mill to High Timbers- landscaping				32,000
F.2 Timberloch- High Timbers to Six Pines- sidewalks (north)				39,000
F.3 Timberloch- Waterway Court to Six Pines (north)- sidewalks, landscaping, lighting				77,000
F.4 L. Robbins Drive- Woodloch to Lake Robbins- sidewalks, landscaping, lighting				510,000
F.5 Grogan's Mill Rd- Woodlands Pkwy to Timberloch- walkway pedestrian lighting, landscaping				345,000
Subtotal				1,003,000
Total 2010- 2015 Proposed Budget 1-12-2012	2,090,000	1,398,000	1,200,000	1,183,000

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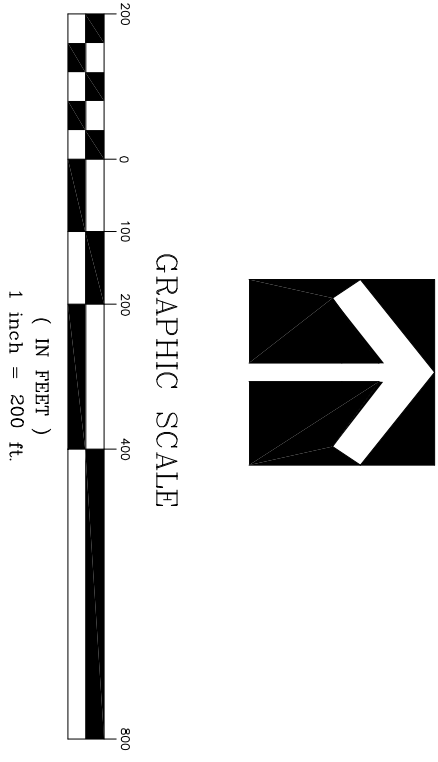


The Woodlands Township

Streetscape Enhancement Program 2010 - 2015

January 12, 2012

- BY OTHERS
- Pre 2010
- 2010
- 2011
- 2012
- 2013
- 2014
- 2015





INFORMATION TECHNOLOGY CAPITAL

THE WOODLANDS TOWNSHIP
CAPITAL BUDGET
FOR THE YEAR ENDING DECEMBER 31, 2013
(In Whole Dollars)

	<u>Prior Year Carryover</u>	<u>2012 Budget</u>	<u>2012 Forecast</u>	<u>Carry- Over</u>	<u>2013 New</u>	<u>2013 Total</u>
<u>INFORMATION TECHNOLOGY</u>						
<u>Computers: software & hardware</u>						
Neighborhood Services Software	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -
Printers*	8,000	-	-	-	-	-
Server Replacements	24,000	52,000	52,000	-	50,000	50,000
GIS Implementation	32,578	32,578	32,578	-	-	-
Central Fire Station Network	-	-	-	-	50,000	50,000
ESRI Software	10,000	18,500	18,500	-	-	-
Fixed Asset Tracking	60,000	65,000	65,000	-	-	-
Desktop & Laptop Computers	7,746	89,746	89,746	-	125,000	125,000
Software Upgrades*	14,166	-	-	-	-	-
Network Management Software*	6,000	-	-	-	-	-
Storage Area Network Expansion	60,000	60,000	60,000	-	75,000	75,000
Fixed Asset Tracking	28,790	28,790	28,790	-	-	-
Finance Document Scanners*	3,000	-	-	-	-	-
Records Management Scanners*	10,000	-	-	-	-	-
Software Licenses*	-	-	-	-	-	-
Cisco Catalyst/WAN Upgrade*	-	-	-	-	40,500	40,500
Document Management System	169,283	229,283	229,283	-	-	-
New Office IT Infrastructure	120,054	120,054	120,054	-	-	-
Staff Vehicle	28,442	28,442	28,442	-	-	-
Total	\$ 622,059	\$ 764,393	\$ 764,393	\$ -	\$ 340,500	\$ 340,500

* Information Technology items in 2012 Capital Budget transferred to Department 150 Equipment budget for comparison purposes totaling \$86,166

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

Information Technology

Asset/Project Title

Server Replacements

Requested by

Josh Matranga

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Dell Power Edge R510 Server	June			\$ 4,800
Dell Power Edge R710 Server	June			7,600
Dell Power Edge R710 Server	June			7,600
Dell Power Edge R710 Server	April			15,000
(2) Dell Power Edge R710 Server	March			15,000
Project Total		\$40,000	\$10,000	\$50,000

Project Description

The current servers will be over 5 years old and will have surpassed their life expectancies as well as their warranty periods. This will put us at risk of increased downtime in the event of a failure. The industry standard for server replacement is 5 years.

Which critical success factors and service levels are affected by this capital asset/project?**Describe its benefits.**

Replacements are planned for 3 servers running Accela, our asset management system. Accela is a highly leveraged application relied upon by The Township on a daily basis.

A highly scalable server is planned in order to virtualize multiple light duty servers. This will provide a robust and flexible computing environment. This type of virtualized architecture will allow for rapid deployment of servers purposed for a variety of computing tasks and will prevent the need to purchase additional hardware to deploy a server in an unexpected situation as well as reducing time required to repurpose or migrate existing systems.

All of these servers will provide the capability to increase network reliability and employee productivity by providing a robust, up to date and flexible computing environment.

What other options were considered?

No other options were considered.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

Information Technology

Asset/Project Title:

Central Fire Station Network Infrastructure

Requested by

William Pham

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Network Infrastructure	January	0	\$50,000	\$50,000
Project Total			\$50,000	\$50,000

Project Description

This project will provide the network infrastructure for the new Central Fire Station. It also implements a backup system to our Internet access systems by installing duplicate equipment, configured in an immediate fail-over cluster. If any of our 3-tier access systems fail, the backup systems will activate and fill-in for the failed piece of equipment.

Which critical success factors and service levels are affected by this capital asset/project?**Describe its benefits.**

Network access is a mission critical business and public safety resource for the company and Fire Department. The company uses the Internet for information exchange of customer services and business applications. The Fire Department uses the Internet to provide the usage of Mobile Data Computers for mapping, routing and incident management. Fire Stations are also alerted through the Internet to their Rip and Run Printers, which provide incident dispatch information.

If one piece of our Internet Access equipment fails, it may take over 24 hours for the replacement part to arrive. This can result in critical information loss and downtime.

What other options were considered?

No other options were considered.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

Information Technology

Asset/Project Title

Desktop and Laptop Computers

Requested by

Josh Matranga

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
(57) Dell OptiPlex Desktops	January			\$ 78,000
(12) Dell OptiPlexDesktops w/ DVD RW	January			17,000
(16) Latitude E6320 Laptops	January			27,000
(1) New Pool Laptop	January			3,000
Project Total		\$116,000	\$9,000	\$125,000

Project Description

The desktops in this request will replace the computers purchased in 2009 for The Township and The Woodlands Fire Department. These systems 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 adequate. Replaced equipment will be reallocated to staff that are not high-end users and whose equipment has lower processing speeds.

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.

Dell OptiPlex 990 LX-HD Desktop Components:

Intel Core i7-2600 Processor (3.4GHz, 8M)

Genuine Windows® 7 Enterprise, No Media, 32-Bit, English
4GB, Non-ECC, 1333MHz DDR3, 2X2GB

Dell Latitude E6320 Laptop Components:

Intel Core i7-2640M, 2.80GHz, 4M

Genuine Windows® 7 Enterprise, No Media, 32-Bit, English
4.0GB, DDR3-1333MHz SDRAM, 2 DIMMS

What other options were considered?

No other options were considered.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

Information Technology

Asset/Project Title

Storage Area Network

Requested by

Josh Matranga

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
EMC SAN with Replication	May			\$55,000
Dell M1200 Direct Attach Storage (2)	March			20,000
Project Total		\$50,000	\$25,000	\$75,000

Project Description

Additional Storage Area Network (SAN) space will allow for aggregation of utilized disk space from existing servers and SAN hardware that are aging. SAN storage is capable of being utilized across multiple servers limiting the need for storage at a local server level. A replicating SAN solution will allow for data to be stored redundantly off-site allowing for quick recovery and limited downtime in the event of a disaster.

Which critical success factors and service levels are affected by this capital asset/project?**Describe its benefits.**

The current SANs are near capacity and the changing data environment continually requires additional space allocation even with recent upgrades. The ability to replicate our key data to another location will provide an additional layer of protection in case of a disaster.

What other options were considered?

No other options were considered.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

Information Technology

Asset/Project Title

Replacement of Cisco network switch

Requested by

Mark Sossaman

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Cisco 3560 switch	May	\$8,000	0	\$8,000
Project Total		\$8,000	0	\$8,000

Project Description

One of the current company network switches will be over 5 years old and will have exceeded its lifetime expectancy. The network switch 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 network switch replacement is 5 years.

Which critical success factors and service levels are affected by this capital asset/project? Describe its benefits.

The Cisco network switch provides connectivity to the network and ensures fast and reliable computer networking and communication.

What other options were considered?

No other options were considered.

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

Information Technology

Asset/Project Title

Intrusion Prevention System-WAN Upgrade

Requested by

Mark Sossaman

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
Juniper - Intrusion Prevention System	April		\$32,500	\$32,500
Project Total			\$32,500	\$32,500

Project Description

An IPS is a device that monitors network and/or system activities for malicious activities or policy violations and produces reports to a central management station. Intrusion prevention 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 Intrusion Prevention System Appliances offer continual intrusion prevention 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.



OTHER CAPITAL

THE WOODLANDS TOWNSHIP
CAPITAL BUDGET
FOR THE YEAR ENDING DECEMBER 31, 2013
(In Whole Dollars)

	<u>Prior Year</u> <u>Carryover</u>	<u>2012</u> <u>Budget</u>	<u>2012</u> <u>Forecast</u>	<u>Carry-</u> <u>Over</u>	<u>2013</u> <u>New</u>	<u>2013</u> <u>Total</u>
<u>GENERAL</u>						
Building Improvements/Equipment	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ 180,000	\$ 180,000
New Office Building	462,576	462,576	555,118	-	-	-
<u>Total</u>	<u>\$ 462,576</u>	<u>\$ 512,576</u>	<u>\$ 605,118</u>	<u>\$ -</u>	<u>\$ 180,000</u>	<u>\$ 180,000</u>

The Woodlands Township

Request for Capital Asset

2013 Budget

Department

General

Asset/Project Title

Building Improvements/HVAC Systems

Proposed Capital Expenditure

Item	Month of Purchase	Amount Included in 2012 Five-Year Plan	Amount NOT Included in 2012 Five-Year Plan	Total Estimated Cost
3-HVAC Replacements			\$180,000	\$180,000
Project Total			\$180,000	\$180,000

Project Description

The goal of this project is to replace the Town Hall's HVAC units on a systematic basis. Currently, the building has a total of 24 HVAC systems and only two (2) were replaced when the building was renovated. The systems being replaced all have significant issues (coils deteriorating, contaminated cooling circuit, etc.) and have been recommended for replacement. Costs include the unit, installation and craning the units into place.

The replacement of the HVAC systems is a yearly program based on the number of units and constant use. Over the course of the next four years the following amounts are being forecasted for this program- 2014-\$200,000, 2015-\$150,000, 2016-\$170,000 and 2017-\$120,000

Which critical success factors and service levels are affected by this capital asset/project?

Describe its benefits.

Provides air conditioning and heating to the Townhall for citizens and staff.

What other options were considered?

No other options were considered.

SPECIAL REVENUE FUND



In This Section You Will Find:

Statement of Revenues, Expenditures and Changes in Fund Balance11-1

Special Revenue Fund Overview11-3

The Woodlands Township Economic Development Zone
Statement of Revenues, Expenditures & Changes in Fund Balance
(in whole dollars)

	Market Street/ Town Green Park		Mall Expansion/ Waterway Square		Public Safety	Total
REVENUES						
Sales and Use Tax	\$	1,272,251	\$	907,393	\$ 17,301,733	\$ 19,481,377
Interest Income		-		-	-	-
Other Income		-		-	-	-
Financing Sources		-		-	-	-
Transfers In		-		-	-	-
TOTAL REVENUES	\$	1,272,251	\$	907,393	\$ 17,301,733	\$ 19,481,377
PROJECT PAYMENTS						
Market Street Public Enhancements		1,072,251		-	-	1,072,251
The Woodlands Mall Expansion		-		557,393	-	557,393
Town Green Park		264,538		-	-	264,538
Waterway Square		-		166,746	-	166,746
Financing Uses		-		-	-	-
Transfers Out		-		-	17,301,733	17,301,733
TOTAL EXPENDITURES	\$	1,336,789	\$	724,139	\$ 17,301,733	\$ 19,362,661
REVENUE OVER/(UNDER) EXPENDITURES		(64,538)		183,254	-	118,716
BEGINNING FUND BALANCE		(4,187,745)		(2,837,258)	-	(7,025,003)
ENDING FUND BALANCE	\$	(4,252,283)	\$	(2,654,004)	-	\$ (6,906,287)



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. Funding is provided by an additional 1% sales tax collected within each designated zone. These projects included: the Cynthia Woods Mitchell Pavilion expansion, Town Green Park, public enhancements at Market Street, Waterway Square, public enhancements at The Woodlands Mall expansion, Fire Station #6, and The Woodlands Emergency Training Center. The fire station and training center project was refinanced in 2010 in conjunction with the governance transition from the Community Associations of The Woodlands, and the refinanced debt was assumed by the Township rather than the Zone. Project costs related to the Pavilion expansion were met in full in the third quarter of 2011.

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. In accordance with legislation, collection of the incremental sales and use tax is used exclusively to satisfy funding obligations for established improvement projects approved by the Board and for annual operating expenditures incurred for public safety.

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 2013 budget includes incremental sales tax collections generated by the Zone totaling \$19,481,377. These collections have been committed for specific projects to the extent of actual collections.

Incremental Sales Tax Revenue by Project	
Market Street enhancements	\$1,007,713
Woodlands Mall expansion	740,647
Town Green Park	264,538
Waterway Square	166,746
Fire Department	17,301,733
Total	\$19,481,377



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 are \$4,336,823.



The approved financing plan began in fiscal year 2005 and will continue for 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, 2011, aggregate net revenue payments including interest to the project developer totaled \$4,940,063, and priority payments to the Township totaled \$1,200,000.



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 began in fiscal year 2004, and will continue for 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, 2011, aggregate net revenue payments including interest to the project developer totaled \$2,405,623, and priority payments to the Township totaled \$2,802,869.



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 previously noted, 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) total \$18,956,027, of which \$17,301,733 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.



DEBT SERVICE FUND



In This Section You Will Find:

Debt Service Fund Overview12-1

Statement of Revenues, Expenditures and Changes in Fund Balance12-3

Debt Service Summary12-4

Debt Service Amortization Schedules12-5

The Woodlands Township

Debt Service Fund

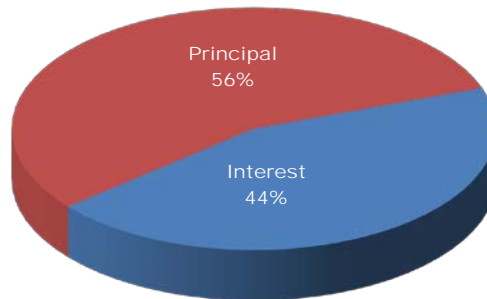
The Debt Service Fund accounts for the resources accumulated and payments made for principal and interest on the debt of the Township. The primary source of revenue for debt service is hotel occupancy tax, one half of the base sales and use tax, and property tax.

Total debt service for 2013 is projected at \$9,324,896. Certain revenues are pledged for the repayment of revenue bonds, sources for 2013 debt service payments include:

Sources	Amount	%
Hotel tax	\$ 4,891,288	52%
Property tax	3,449,339	36%
Sales tax	1,000,825	11%
Interest income	121,378	1%
Total	\$ 9,462,830	100%

A summary of outstanding debt obligations can be found on the Debt Service Fund Summary page located in this section of the budget binder. In addition, amortization schedules have been included.

Debt Service	Amount	%
Principal	\$ 5,190,000	56%
Interest	4,134,986	44%
Total	\$ 9,324,986	100%



For discussion purposes, the following summarizes the Township's debt capacity for additional revenue bonds based on projected tax revenue for 2013. The utilization of pledged revenues for debt service may require alternative revenue sources to fund operations, namely property tax revenue.

Pledged Revenue Coverage	FY 2013
Hotel tax (7%)	4,891,288
Sales tax (1/2 of 1%)	9,742,876
Total pledged revenues	14,634,164
Maximum Annual Debt Service	5,892,113
Coverage (130% min requirement)	248%
Additional Annual Debt Service	5,364,887
MADS Coverage (%) ¹	130%
Possible Additional Debt (15 yrs) ²	\$59,649,000
Possible Additional Debt (10 yrs) ²	\$43,514,000

¹ 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.

² Represents the estimated amount of debt that could be issued based on shown revenue stream, assuming a 4.0% 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)

	2012	2012	2013	\$
	Budget	Forecast	Budget	Inc/(Dec)
REVENUES				
Direct - Property Tax	\$ 2,555,556	\$ 2,526,610	\$ 3,449,339	\$ 893,783
Transfers In - Property Tax	451,672	280,232	-	(451,672)
Direct - Hotel Occupancy Tax	3,930,620	4,703,161	4,891,288	960,668
Transfers In - DSRF Interest	118,980	118,980	118,918	(62)
Transfers In - Sales Tax	1,961,493	729,375	1,000,825	(960,668)
Interest Income	10,845	2,500	2,460	(8,385)
TOTAL REVENUES	\$ 9,029,166	\$ 8,360,858	\$ 9,462,830	\$ 433,664
EXPENDITURES				
Debt Service - Principal	4,620,000	4,520,000	5,190,000	570,000
Debt Service - Interest	4,296,220	4,195,835	4,134,986	(161,234)
TOTAL EXPENDITURES	\$ 8,916,220	\$ 8,715,835	\$ 9,324,986	\$ 408,766
REVENUE OVER/(UNDER) EXPENDITURES	112,946	(354,977)	137,844	24,898
BEGINNING FUND BALANCE	4,093,067	4,093,067	3,738,090	(354,977)
ENDING FUND BALANCE	\$ 4,206,013	\$ 3,738,090	\$ 3,875,934	\$ (330,079)

**The Woodlands Township
Debt Service Fund Summary
(in whole dollars)**

Entity	Type*	Rate	Issued	Maturity	Description	Outstanding Balance	Projected Debt Service				
							2013	2014	2015	2016	2017
TWT	Revenue Bonds	2.00% to 5.00%	2010	2027	Convention Center Refunding	\$ 38,510,000	\$ 3,380,313	\$ 3,383,238	\$ 3,386,863	\$ 3,380,363	\$ 3,385,163
TWT	Revenue Bonds	2.35% to 5.10%	2009	2028	Regional Participation Fund	15,740,000	1,398,625	1,398,035	1,400,105	1,399,860	1,402,099
TWT	Revenue Bonds	3.50% to 5.00%	2010	2026	New Office Building	11,530,000	1,113,175	1,099,425	1,085,556	1,076,125	1,075,313
TWT	Unlimited Tax Bond:	3.00% to 4.125%	2010	2031	Parks & Fire Department	32,630,000	2,540,131	2,523,956	2,511,956	2,503,981	2,499,881
TWT	Unlimited Tax Bond:	1.5% to 3.45%	2011	2032	Parks & Fire Department	9,900,000	637,198	636,460	640,610	644,104	641,460
TWT	Unlimited Tax Bond:	1.00% to 3.00%	2012	2032	Parks & Fire Department	4,205,000	255,544	273,694	286,669	294,519	301,981
TOTAL DEBT SERVICE							\$ 9,324,986	\$ 9,314,808	\$ 9,311,759	\$ 9,298,952	\$ 9,305,897

Debt Service Schedule
Sales Tax and Hotel Occupancy Tax Refunding Bonds, Series 2010
(Convention Center, Sky Bridge, Parking Garage)

Original Balance	Call Date	Interest Rate
\$ 40,800,000	2019	2.00 to 5.00%

	Year	Payment	Principal	Interest	Balance
1	2011	\$ 1,814,933	\$ 460,000	\$ 1,354,933	\$ 40,340,000
2	2012	3,381,313	1,830,000	1,551,313	38,510,000
3	2013	3,380,313	1,885,000	1,495,313	36,625,000
4	2014	3,383,238	1,975,000	1,408,238	34,650,000
5	2015	3,386,863	2,080,000	1,306,863	32,570,000
6	2016	3,380,363	2,180,000	1,200,363	30,390,000
7	2017	3,385,163	2,285,000	1,100,163	28,105,000
8	2018	3,384,963	2,360,000	1,024,963	25,745,000
9	2019	3,381,763	2,435,000	946,763	23,310,000
10	2020	3,377,463	2,530,000	847,463	20,780,000
11	2021	3,379,163	2,635,000	744,163	18,145,000
12	2022	3,381,563	2,745,000	636,563	15,400,000
13	2023	3,379,563	2,855,000	524,563	12,545,000
14	2024	3,385,488	2,970,000	415,488	9,575,000
15	2025	3,377,869	3,070,000	307,869	6,505,000
16	2026	3,382,413	3,190,000	192,413	3,315,000
17	2027	3,381,300	3,315,000	66,300	-
		\$ 55,923,727	\$ 40,800,000	\$ 15,123,727	

Debt Service Schedule
Sales Tax and Hotel Occupancy Tax Revenue Bonds, Series 2009
(Regional Participation Project Fund)

Original Balance	Call Date	Interest Rate
\$ 17,825,000	2014	1.25% - 5.10%

	Year	Payment	Principal	Interest	Balance
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
Sales Tax and Hotel Occupancy Tax Revenue Bonds, Series 2010
(2801 Technology Forest Blvd.)

Original Balance	Call Date	Interest Rate
\$ 12,175,000	2018	3.50% - 5.00%

	Year	Payment	Principal	Interest	Balance
1	2011	\$ 353,458	\$ -	\$ 353,458	\$ 12,175,000
2	2012	1,125,925	645,000	480,925	11,530,000
3	2013	1,113,175	665,000	448,175	10,865,000
4	2014	1,099,425	685,000	414,425	10,180,000
5	2015	1,085,556	705,000	380,556	9,475,000
6	2016	1,076,125	725,000	351,125	8,750,000
7	2017	1,075,313	750,000	325,313	8,000,000
8	2018	1,068,713	770,000	298,713	7,230,000
9	2019	1,066,325	795,000	271,325	6,435,000
10	2020	1,063,063	820,000	243,063	5,615,000
11	2021	1,062,775	850,000	212,775	4,765,000
12	2022	1,059,238	880,000	179,238	3,885,000
13	2023	1,058,338	915,000	143,338	2,970,000
14	2024	1,055,444	950,000	105,444	2,020,000
15	2025	1,054,813	990,000	64,813	1,030,000
16	2026	1,051,888	1,030,000	21,888	-
		\$ 16,469,570	\$ 12,175,000	\$ 4,294,570	

Debt Service Schedule

Unlimited Tax Bonds, Series 2010

Original Balance	Call Date	Interest Rate
\$ 34,800,000	2019	3.0% - 4.125%

	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 2011

Original Balance	Call Date	Interest Rate
\$ 9,900,000	2021	1.5% - 3.45%

	Year	Payment	Principal	Interest	Balance
1	2012	\$ 205,149	\$ -	\$ 205,149	\$ 9,900,000
2	2013	637,198	380,000	257,198	9,520,000
3	2014	636,460	385,000	251,460	9,135,000
4	2015	640,610	395,000	245,610	8,740,000
5	2016	644,104	405,000	239,104	8,335,000
6	2017	641,460	410,000	231,460	7,925,000
7	2018	643,160	420,000	223,160	7,505,000
8	2019	644,660	430,000	214,660	7,075,000
9	2020	650,354	445,000	205,354	6,630,000
10	2021	649,944	455,000	194,944	6,175,000
11	2022	653,666	470,000	183,666	5,705,000
12	2023	656,729	485,000	171,729	5,220,000
13	2024	658,791	500,000	158,791	4,720,000
14	2025	659,191	515,000	144,191	4,205,000
15	2026	663,441	535,000	128,441	3,670,000
16	2027	667,091	555,000	112,091	3,115,000
17	2028	669,782	575,000	94,782	2,540,000
18	2029	676,048	600,000	76,048	1,940,000
19	2030	675,758	620,000	55,758	1,320,000
20	2031	679,253	645,000	34,253	675,000
21	2032	686,644	675,000	11,644	-
		\$ 13,339,491	\$ 9,900,000	\$ 3,439,491	

Debt Service Schedule

Unlimited Tax Bonds, Series 2012

Original Balance	Call Date	Interest Rate
\$ 4,205,000	2021	1.0% - 3.0%

	Year	Payment	Principal	Interest	Balance
1	2012	\$ 46,137	\$ -	\$ 205,149	\$ 4,205,000
2	2013	255,544	175,000	80,544	4,030,000
3	2014	273,694	195,000	78,694	3,835,000
4	2015	286,669	210,000	76,669	3,625,000
5	2016	294,519	220,000	74,519	3,405,000
6	2017	301,981	230,000	71,981	3,175,000
7	2018	303,781	235,000	68,781	2,940,000
8	2019	299,963	235,000	64,963	2,705,000
9	2020	305,456	245,000	60,456	2,460,000
10	2021	300,556	245,000	55,556	2,215,000
11	2022	310,506	260,000	50,506	1,955,000
12	2023	315,206	270,000	45,206	1,685,000
13	2024	304,525	265,000	39,525	1,420,000
14	2025	283,731	250,000	33,731	1,170,000
15	2026	263,128	235,000	28,128	935,000
16	2027	237,784	215,000	22,784	720,000
17	2028	212,672	195,000	17,672	525,000
18	2029	182,881	170,000	12,881	355,000
19	2030	163,325	155,000	8,325	200,000
20	2031	104,500	100,000	4,500	100,000
21	2032	101,500	100,000	1,500	-
		\$ 5,148,059	\$ 4,205,000	\$ 1,102,071	

DEBT SERVICE RESERVE FUND



In This Section You Will Find:

Debt Service Reserve Fund Overview.....13-1

Statement of Revenues, Expenditures and Changes in Fund Balance13-2

The Woodlands Township

Debt Service Reserve Fund

In accordance with the terms of the Series 2009 and Series 2010 bond resolutions, a Debt Service Reserve Fund was established as security for the payment of the bonds. The total amount accumulated and maintained in the fund is approximately \$3.2 million which adequately covers the funding needed to meet 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 is transferred to the debt service fund to pay annual debt service. Interest projections are based on the following assumptions and long-term investments:

2010 Refunding Series, Convention Center	Repurchase Agreement (<i>matures 2027</i>)	
	Balance	\$ 1,877,188
	Fixed rate	5.90%
	Projected interest income	110,754
2009 Series, RPA	Certificate of Deposit (<i>matures 2013</i>)	
	Balance	\$ 738,615
	Projected rate	1.00%
	Projected interest income	7,386
2010 Series, Office Building	TexSTAR Money Market	
	Balance	\$ 563,596
	Projected rate	0.14%
	Projected interest income	778

Debt Service Reserve Fund
Statement of Revenues, Expenditures & Changes in Fund Balance
(in whole dollars)

	<u>2012</u> <u>Budget</u>	<u>2012</u> <u>Forecast</u>	<u>2013</u> <u>Budget</u>	<u>\$</u> <u>Inc/(Dec)</u>
REVENUES				
Interest Income	\$ 118,980	\$ 118,980	\$ 118,918	\$ (62)
TOTAL REVENUES	<u>\$ 118,980</u>	<u>\$ 118,980</u>	<u>\$ 118,918</u>	<u>\$ (62)</u>
EXPENDITURES				
Transfers Out	118,980	118,980	118,918	(62)
TOTAL EXPENDITURES	<u>\$ 118,980</u>	<u>\$ 118,980</u>	<u>\$ 118,918</u>	<u>\$ (62)</u>
REVENUE OVER/(UNDER) EXPENDITURES	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
BEGINNING FUND BALANCE	<u>3,179,398</u>	<u>3,179,398</u>	<u>3,179,398</u>	<u>-</u>
ENDING FUND BALANCE	<u><u>\$ 3,179,398</u></u>	<u><u>\$ 3,179,398</u></u>	<u><u>\$ 3,179,398</u></u>	<u><u>\$ -</u></u>

FIVE-YEAR PLAN



In This Section You Will Find:

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Five-Year Plan Summary

	2013	2014	2015	2016	2017
Property Tax Rate	\$ 0.3173	\$ 0.3173	\$ 0.3173	\$ 0.3173	\$ 0.3173
Revenues	\$93,622,705	\$96,752,234	\$98,999,040	\$101,754,615	\$104,648,093
Expenditures	101,718,916	93,890,381	95,913,084	100,451,670	103,976,031
Revenues Over Expenditures	(8,096,211)	2,861,853	3,085,956	1,302,945	672,062
Beginning Fund Balance	52,441,457	44,345,246	47,207,099	50,293,055	51,596,000
Ending Fund Balance	\$44,345,246	\$47,207,099	\$50,293,055	\$51,596,000	\$52,268,062

Components of Ending Fund Balance

	2013	2014	2015	2016	2017
Operating Reserve	\$18,724,541	\$19,350,447	\$19,799,808	\$20,350,923	\$20,929,619
Reserve as % of Revenues	20.00%	20.00%	20.00%	20.00%	20.00%
Health Insurance Reserve	800,000	800,000	800,000	800,000	800,000
Capital Fund & Reserve	12,702,318	14,319,981	16,251,030	16,767,948	16,785,558
Economic Development Reserve	4,803,953	5,422,237	6,127,783	6,362,695	6,438,451
Debt Service Reserve	3,179,398	3,179,398	3,179,398	3,179,398	3,179,398
Debt Service Fund	3,875,934	3,875,934	3,875,934	3,875,934	3,875,934
Convention & Visitors Bureau	259,102	259,102	259,102	259,102	259,102
Ending Fund Balance	\$44,345,246	\$47,207,099	\$50,293,055	\$51,596,000	\$52,268,062

2013 Budget Five-Year Plan Assumptions

Revenue	2013	2014	2015	2016	2017
New Units		650	650	650	650
Avg Cost/Unit		\$300,000	\$300,000	\$300,000	\$300,000
Revaluation	2.1%	2.5%	2.5%	2.5%	2.5%
Sales Tax	4%	3%	2%	2%	2%
Hotel Tax	4%	3%	2%	2%	2%
Program Revenue		3%	3%	3%	3%
Event Tax		1%	1%	1%	1%
Interest Income		.35%	.35%	.35%	.35%
Other Income		\$90,000 MCHD Building Payment increases	(\$442,000) MCHD Building payment and office sublease ends		

2013 Budget Five-Year Plan Assumptions

Operating Expenses	2013	2014	2015	2016	2017
Inflation		3%	3%	3%	3%
Staffing Additions (see detailed plan)	8 FTE	7 FTE	7.25 FTE	8.5 FTE	8 FTE
Law Enforcement		\$336,300 3 Additional Officers and Equipment		\$336,300 3 Additional Officers and Equipment	
Park and Pathway Maintenance		\$195,000	\$20,000	\$20,000	\$20,000
Park Facilities		\$25,000	\$25,000	\$25,000	\$25,000
Tree Removal		(\$330,000)			
Town Center Facilities		\$10,000	\$10,000		
Town Center Maintenance		\$150,000	\$225,000		

2013 Budget Five-Year Plan Assumptions

Operating Expenses	2013	2014	2015	2016	2017
Building Expense		(\$70,375) Sub Lease Expires	(\$211,125)		
Governance			(\$100,000)		
Election		\$100,000 (One time)			
Streetlights		\$50,000	\$50,000	\$30,000	\$30,000
Streetscape		\$300,000	\$650,000		
Solid Waste		\$85,000	\$85,000	\$85,000	\$85,000
Transportation				\$1,400,000	
Fire Department Moving Costs		(\$105,000)			

2013 Budget Five-Year Plan Assumptions

Capital	2013	2014	2015	2016	2017
Parks and Pathways		\$1,861,000	\$1,558,000	\$2,075,000	\$2,105,000
New Development		\$2,975,000	\$1,778,000	-	-
Fire Equipment		\$236,000	\$388,000	\$467,000	\$459,000
Fire Station Renovation		\$541,000	-	-	-
Fire Trucks		-	\$398,000	\$655,000	\$675,000
Information Technology		\$274,000	\$220,000	\$352,000	\$244,000
Office Building Costs		\$206,000	\$159,000	\$186,000	\$135,000
Total		\$6,093,000	\$4,501,000	\$3,735,000	\$3,618,000

**The Woodlands Township
Consolidated Five Year Plan
(in whole dollars)**

	2012	2013	2014	2015	2016	2017
REVENUES						
Property Tax	\$ 40,826,808	\$ 41,402,920	\$ 43,031,752	\$ 44,660,049	\$ 46,332,396	\$ 48,116,835
Sales and Use Tax	37,500,848	38,967,128	40,136,142 -	40,938,865 -	41,757,642 -	42,592,795
Hotel Occupancy Tax	4,703,161	4,891,288	5,038,027 -	5,138,787 -	5,241,563 -	5,346,394
Supplemental Hotel Occupancy Tax	1,343,760	1,397,511	1,439,436 -	1,468,225 -	1,497,590 -	1,527,541
Event Admissions Tax	700,000	728,000	735,280 -	742,633 -	750,059 -	757,560
Program Revenues	3,754,762	3,875,400	3,991,662 -	4,111,412 -	4,234,754 -	4,361,797
Administrative Fees	261,000	261,000	261,000 -	261,000 -	261,000 -	261,000
Grants and Contributions	32,000	32,000	32,000 -	32,000 -	32,000 -	32,000
Interest Income	668,276	656,265	586,492 -	587,876 -	589,418 -	593,978
Other Income	1,330,297	1,411,193	1,500,443	1,058,193	1,058,193	1,058,193
Bond Proceeds	4,232,117	-	-	-	-	-
TOTAL REVENUES	\$ 95,353,029	\$ 93,622,705	\$ 96,752,234	\$ 98,999,040	\$ 101,754,615	\$ 104,648,093
OPERATING EXPENDITURES						
General Government	7,480,649	7,759,343	8,206,322	8,335,040	8,673,183	9,138,105
Law Enforc/Neighborhood Svcs	10,656,043	11,423,176	12,301,820	12,674,260	13,425,633	13,832,362
Parks and Recreation	15,373,518	14,742,471	15,246,327	16,071,197	17,028,516	17,741,467
Community Services	12,070,294	12,562,648	13,389,712	14,906,731	15,575,510	16,193,215
Community Relations	1,092,947	1,170,189	1,321,167	1,335,099	1,414,556	1,517,054
Transportation	308,400	380,900	392,327	404,097	1,864,238	1,920,165
Economic Development	238,000	238,000	245,140	252,494	260,069	267,871
The Woodlands Fire Department	18,152,358	18,956,027	19,470,843	20,181,310	21,000,643	22,030,984
Convention and Visitors Bureau	2,747,920	2,732,737	2,814,719	2,899,161	2,986,136	3,075,720
Transition/Governance	150,000	100,000	100,000	-	-	-
Regional Participation	1,115,245	1,159,855	1,194,651	1,218,544	1,242,915	1,267,773
Other Expenditures (Operating)	1,230,979	1,516,148	1,694,155	1,672,370	1,741,003	1,805,224
Operating subtotal	70,616,353	72,741,494	76,377,182	79,950,302	85,212,402	88,789,940
OTHER EXPENDITURES						
Other Expenditures (EDZ)	2,017,602	2,060,928	2,104,962	2,149,694	2,205,047	2,261,796
Capital Outlay (Inflated)	15,648,510	12,078,508	3,118,428	2,723,330	3,735,269	3,618,398
New Development Capital	2,952,000	5,513,000	2,975,000	1,778,000	-	-
Debt Service	8,807,392	9,324,986	9,314,808	9,311,759	9,298,952	9,305,897
TOTAL EXPENDITURES	\$ 100,041,857	\$ 101,718,916	\$ 93,890,380	\$ 95,913,085	\$ 100,451,670	\$ 103,976,031
REVENUE OVER/(UNDER) EXPENDITURES	(4,688,828)	(8,096,211)	2,861,853	3,085,954	1,302,945	672,062
BEGINNING FUND BALANCE	57,130,285	52,441,457	44,345,246	47,207,100	50,293,054	51,595,999
ENDING FUND BALANCE	\$ 52,441,457	\$ 44,345,246	\$ 47,207,100	\$ 50,293,054	\$ 51,595,999	\$ 52,268,061
Property Tax Rate	\$0.3250	\$0.3173	\$0.3173	\$0.3173	\$0.3173	\$0.3173

**The Woodlands Township
Consolidated Five Year Plan
Ending Fund Balance
(in whole dollars)**

	2012	2013	2014	2015	2016	2017
ENDING FUND BALANCE	\$ 52,441,457	\$ 44,345,246	\$ 47,207,099	\$ 50,293,055	\$ 51,596,000	\$ 52,268,062
<u>Operating Reserve</u>						
Minimum Reserve Balance (20% of Revenue, excl. Bond Proceeds)	\$ 18,224,182	\$ 18,724,541	\$ 19,350,447	\$ 19,799,808	\$ 20,350,923	\$ 20,929,619
Beginning Balance	\$ 17,789,225	\$ 18,224,182	\$ 18,724,541	\$ 19,350,447	\$ 19,799,808	\$ 20,350,923
Additions/Reductions	434,957	500,359	625,906	449,361	551,115	578,696
Ending Balance	\$ 18,224,182	\$ 18,724,541	\$ 19,350,447	\$ 19,799,808	\$ 20,350,923	\$ 20,929,619
		20.00%	20.00%	20.00%	20.00%	20.00%
<u>Health Insurance Reserve</u>						
Beginning Balance	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
Additions			-	-	-	-
Ending Balance	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
<u>Funding for 2012 Drought Response</u>						
Beginning Balance	\$ 1,886,100	\$ -	\$ -	\$ -	\$ -	\$ -
Additions	(1,886,100)	-	-	-	-	-
Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Capital Carryovers</u>						
Beginning Balance	\$ 1,652,852	\$ 202,000	\$ -	\$ -	\$ -	\$ -
Utilization of Carryovers	(1,652,852)	(202,000)	-	-	-	-
Additions/(Uses)	202,000	-				
Ending Balance	\$ 202,000	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Capital Project Bond Proceeds</u>						
Beginning Balance	\$ 14,958,787	\$ 6,261,806	\$ 53,806	\$ -	\$ -	\$ -
Utilization of Bond Proceeds	(12,844,003)	(6,208,000)	(53,806)	-	-	-
Additions/(Uses)	4,147,022		-			
Ending Balance	\$ 6,261,806	\$ 53,806	\$ -	\$ -	\$ -	\$ -
<u>Capital Reserve</u>						
Beginning Balance	\$ 9,582,865	\$ 15,046,276	\$ 12,648,512	\$ 14,319,981	\$ 16,251,030	\$ 16,767,948
Utilization of Reserve					-	-
Additions/(Uses)	5,463,411	(2,397,764)	1,671,469	1,931,049	516,918	17,610
Ending Balance	\$ 15,046,276	\$ 12,648,512	\$ 14,319,981	\$ 16,251,030	\$ 16,767,948	\$ 16,785,558
<u>Economic Development Reserve</u>						
Beginning Balance	\$ 2,852,417	\$ 4,731,153	\$ 4,803,953	\$ 5,422,237	\$ 6,127,783	\$ 6,362,695
Additions	1,878,736	72,800	618,284	705,546	234,912	75,756
Ending Balance	\$ 4,731,153	\$ 4,803,953	\$ 5,422,237	\$ 6,127,783	\$ 6,362,695	\$ 6,438,451
<u>Debt Service Reserve</u>						
Beginning Balance	\$ 3,179,398	\$ 3,179,398	\$ 3,179,398	\$ 3,179,398	\$ 3,179,398	\$ 3,179,398
Additions	-	-	-	-	-	-
Ending Reserve Balance	\$ 3,179,398	\$ 3,179,398	\$ 3,179,398	\$ 3,179,398	\$ 3,179,398	\$ 3,179,398

**The Woodlands Township
Consolidated Five Year Plan
Ending Fund Balance
(in whole dollars)**

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
<u>Debt Service Fund</u>						
Beginning Balance	\$ 4,093,067	\$ 3,738,090	\$ 3,875,934	\$ 3,875,934	\$ 3,875,934	\$ 3,875,934
Additions/(Uses)	(354,977)	137,844				
Ending Fund Balance	<u><u>\$ 3,738,090</u></u>	<u><u>\$ 3,875,934</u></u>	<u><u>\$ 3,875,934</u></u>	<u><u>\$ 3,875,934</u></u>	<u><u>\$ 3,875,934</u></u>	<u><u>\$ 3,875,934</u></u>
<u>CVB</u>						
Beginning Balance	\$ 335,573	\$ 258,552	\$ 259,102	\$ 259,102	\$ 259,102	\$ 259,102
Additions/(Uses)	(77,021)	550				
Ending Fund Balance	<u><u>\$ 258,552</u></u>	<u><u>\$ 259,102</u></u>	<u><u>\$ 259,102</u></u>	<u><u>\$ 259,102</u></u>	<u><u>\$ 259,102</u></u>	<u><u>\$ 259,102</u></u>
Total Fund Balance	<u><u>\$ 52,441,457</u></u>	<u><u>\$ 44,345,246</u></u>	<u><u>\$ 47,207,099</u></u>	<u><u>\$ 50,293,055</u></u>	<u><u>\$ 51,596,000</u></u>	<u><u>\$ 52,268,062</u></u>
Undesignated Fund Balance	\$ 0	\$ -	\$ -	\$ -	\$ -	\$ -
Property Tax Rate	\$0.3250	\$0.3173	\$0.3173	\$0.3173	\$0.3173	\$0.3173

THE WOODLANDS TOWNSHIP NEW POSITIONS IN FIVE-YEAR PLAN

Proposed New Positions in 5-Year Plan	2014	2015	2016	2017
Human Resources				
Risk Coordinator		1		
Finance				
Financial Analyst	1			
Purchasing Specialist				1
Information Technology				
Help Desk Supervisor	1			
System/Radio Analyst		1		
Help Desk Analyst			1	
Systems Administrator				1
Law Enforcement				
Dispatchers	3			
Parks Admin/Planning				
Project Specialist			1	
Park Operations				
Part-time Park Ranger (.50)		0.5	0.5	
Streetscape Superintendent			1	
Streetscape Admin Assistant			1	
Foreman			1	
Facilities Technician I			1	
Parks Technician II				1
Parks Technician I				1
Recreation				
Swim Coach (seasonal)		0.75		
Community Services				
Part-time Receptionist	0.5			
Engineering Tech			1	
Volunteer Coordinator		1		
Covenants				
Property Compliance Technician II		0.5		
Village Property Compliance Supervisor		1		
Property Compliance Specialist		1		

THE WOODLANDS TOWNSHIP NEW POSITIONS IN FIVE-YEAR PLAN

Proposed New Positions in 5-Year Plan	2014	2015	2016	2017
Environmental Services				
Environmental Education Coordinator		0.5		
Community Relations				
Web/Emerging Media Specialist				1
WFD				
Fire Support Specialist	0.5			
Firefighter				3
Fire and Life Safety Educator			1	
2013 Five Year Plan Staffing Requests	6	7.25	8.5	8

THE WOODLANDS TOWNSHIP

CAPITAL BUDGET
FOR THE FIVE YEARS 2013 - 2017
(In Whole Dollars)

	2013 <u>Budget</u>	2014 <u>Budget</u>	2015 <u>Budget</u>	2016 <u>Budget</u>	2017 <u>Budget</u>
<u>PARKS & RECREATION</u>					
<u>Vehicles</u>					
Maintenance Vehicles - Trucks	\$ 120,000	\$ 120,000	\$ 180,000	\$ 92,000	\$ 120,000
Maintenance Vehicles - Water Trucks	100,000	\$ -	\$ -	\$ -	\$ 100,000
Maintenance Vehicles - Wood Chipper	-	-	38,000	-	-
Maintenance Vehicles - Mule/Electric Vehicles	35,000	20,000	-	-	-
Maintenance Vehicles - Tractor	-	-	30,000	-	-
Maintenance Vehicles - Skid Steer	-	40,000	-	-	-
Maintenance Vehicles - Georgia Mixer	-	13,000	-	-	-
Total	\$ 255,000	\$ 193,000	\$ 248,000	\$ 92,000	\$ 220,000
<u>Furniture, Fixtures & Equipment</u>					
Maintenance Equipment	\$ -	\$ 10,000	\$ 12,000	\$ 10,000	\$ 10,000
Special Events Equipment	25,000	-	-	-	-
Total	\$ 25,000	\$ 10,000	\$ 12,000	\$ 10,000	\$ 10,000
<u>Recreation Center</u>					
Portable Sound System	\$ -	\$ 8,000	\$ -	\$ -	\$ -
Facility Improvements	-	65,000	-	-	8,000
Total	\$ -	\$ 73,000	\$ -	\$ -	\$ 8,000
<u>PARKS</u>					
New Parks (New Developments)	\$ 3,355,000	\$ 1,587,500	\$ 425,000	\$ -	\$ -
Town Center Parks	37,000	37,000	37,000	37,000	37,000
Park Improvements	593,900	925,000	513,000	1,228,000	851,000
Recreational Amenities Development	8,911,358	-	-	-	-
Lake/Pond Improvements	-	70,000	94,000	70,000	70,000
Athletic Facilities Improvements	53,600	55,800	140,000	93,800	306,400
Aquatic Facilities Improvements	244,000	90,000	250,000	188,000	188,000
Signs/Stone Walls Improvements	155,800	203,800	25,000	30,000	30,000
Total	\$ 13,350,658	\$ 2,969,100	\$ 1,484,000	\$ 1,646,800	\$ 1,482,400
<u>PATHWAYS</u>					
Pathways (New Developments)	\$ 760,000	\$ 187,500	\$ 170,000	\$ -	\$ -
Pathways (New Developments - Town Center)	1,398,000	1,200,000	1,183,000	-	-
Pathway Improvements	182,350	150,000	150,000	150,000	150,000
Total	\$ 2,340,350	\$ 1,537,500	\$ 1,503,000	\$ 150,000	\$ 150,000
		<u>1,531,600</u>	<u>1,209,000</u>	<u>1,796,800</u>	<u>1,632,400</u>
Total for Parks	\$ 15,971,008	\$ 4,782,600	\$ 3,247,000	\$ 1,898,800	\$ 1,870,400

THE WOODLANDS TOWNSHIP

CAPITAL BUDGET
FOR THE FIVE YEARS 2013 - 2017
(In Whole Dollars)

	<u>2013</u> <u>Budget</u>	<u>2014</u> <u>Budget</u>	<u>2015</u> <u>Budget</u>	<u>2016</u> <u>Budget</u>	<u>2017</u> <u>Budget</u>
<u>INFORMATION TECHNOLOGY</u>					
<u>Computers: software & hardware</u>					
Desktop & Laptop Computers	\$ 125,000	\$ 128,000	\$ 60,000	\$ 114,000	\$ 90,000
Mobile Data Computers	-	40,000	-	-	-
Server Replacements	50,000	38,000	47,000	28,000	52,000
Storage Area Network Expansion	75,000	-	-	-	75,000
Central Station	50,000	-	-	-	-
GIS Implementation	-	-	-	50,000	-
Network Management Software	-	-	50,000	50,000	-
Audio/Visual Systems	-	-	-	50,000	-
Cisco Catalyst/WAN Upgrade	40,500	60,000	-	-	-
SharePoint Server	-	-	50,000	-	-
Staff Vehicle	-	-	-	30,000	-
<u>Total</u>	<u>\$ 340,500</u>	<u>\$ 266,000</u>	<u>\$ 207,000</u>	<u>\$ 322,000</u>	<u>\$ 217,000</u>
<u>OTHER CAPITAL</u>					
Building Improvements/Equipment	\$ 180,000	\$ 200,000	\$ 150,000	\$ 170,000	\$ 120,000
<u>Total</u>	<u>\$ 180,000</u>	<u>\$ 200,000</u>	<u>\$ 150,000</u>	<u>\$ 170,000</u>	<u>\$ 120,000</u>
<u>TOTAL TWT CAPITAL BUDGET</u>					
Parks & Recreation	15,971,008	4,782,600	3,247,000	1,898,800	1,870,400
Information Technology	340,500	266,000	207,000	322,000	217,000
Other Capital	180,000	200,000	150,000	170,000	120,000
<u>TOTAL TWT CAPITAL BUDGET</u>	<u>\$ 16,491,508</u>	<u>\$ 5,248,600</u>	<u>\$ 3,604,000</u>	<u>\$ 2,390,800</u>	<u>\$ 2,207,400</u>
<u>TOTAL WFD CAPITAL BUDGET</u>	<u>\$ 1,100,000</u>	<u>\$ 754,000</u>	<u>\$ 741,000</u>	<u>\$ 1,027,500</u>	<u>\$ 1,007,500</u>
<u>TOTAL CONSOLIDATED CAPITAL BUDGET</u>	<u>\$ 17,591,508</u>	<u>\$ 6,002,600</u>	<u>\$ 4,345,000</u>	<u>\$ 3,418,300</u>	<u>\$ 3,214,900</u>
<u>FINANCED BY BOND PROCEEDS/DEVELOPER</u>	<u>\$ (6,208,000)</u>	<u>\$ (2,975,000)</u>	<u>\$ (1,778,000)</u>	<u>\$ -</u>	<u>\$ -</u>
<u>CAPITAL OUTLAY (non-financed)</u>	<u>\$ 11,383,508</u>	<u>\$ 3,027,600</u>	<u>\$ 2,567,000</u>	<u>\$ 3,418,300</u>	<u>\$ 3,214,900</u>
<u>INFLATION FACTOR</u>		3.00%	3.00%	3.00%	3.00%
<u>INFLATED (EXCL. DEVELOPER CAPITAL)</u>	<u>\$ 11,383,508</u>	<u>\$ 3,118,428</u>	<u>\$ 2,723,330</u>	<u>\$ 3,735,269</u>	<u>\$ 3,618,398</u>
<u>FIRE BONDED</u>	<u>\$ 695,000</u>				
<u>DEVELOPER CAPITAL</u>	<u>\$ 5,513,000</u>	<u>\$ 2,975,000</u>	<u>\$ 1,778,000</u>	<u>\$ -</u>	<u>\$ -</u>

THE WOODLANDS FIRE DEPARTMENT, INC.

**CAPITAL BUDGET
FOR THE FIVE YEARS 2013 - 2017
(In Whole Dollars)**

	<u>2013</u> <u>Total</u>	<u>2014</u> <u>Total</u>	<u>2015</u> <u>Total</u>	<u>2016</u> <u>Total</u>	<u>2017</u> <u>Total</u>
<u>COMPUTERS:</u>					
<u>SOFTWARE & HARDWARE</u>					
Mobile Data Terminals	\$ 35,000	\$ 14,000	\$ 21,000	\$ 42,500	\$ 62,500
Radio Console	75,000	-	-	-	-
Computer Aided Dispatch	95,000	-	-	-	-
<u>TOTAL 3-YEAR ASSETS</u>	<u>\$ 205,000</u>	<u>\$ 14,000</u>	<u>\$ 21,000</u>	<u>\$ 42,500</u>	<u>\$ 62,500</u>
<u>VEHICLES</u>					
Staff /Utility Vehicles	\$ 65,000	\$ 100,000	\$ 45,000	\$ 110,000	\$ 70,000
<u>TOTAL 5-YEAR ASSETS</u>	<u>\$ 65,000</u>	<u>\$ 100,000</u>	<u>\$ 45,000</u>	<u>\$ 110,000</u>	<u>\$ 70,000</u>
<u>FURNITURE, FIXTURES</u>					
<u>& EQUIPMENT</u>					
Firefighting Tools and Equipment	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000
Signal Changing Device (Opticom)	40,000	40,000	40,000	40,000	40,000
Cardiac Monitors	-	30,000	30,000	-	-
Self Contained Breathing Apparatus	-	-	150,000	150,000	150,000
Thermal Imaging Cameras	-	15,000	15,000	-	-
Training Tools and Equipment	20,000	30,000	30,000	30,000	30,000
<u>TOTAL 5-YEAR ASSETS</u>	<u>\$ 60,000</u>	<u>\$ 115,000</u>	<u>\$ 265,000</u>	<u>\$ 240,000</u>	<u>\$ 240,000</u>
<u>SPECIALTY VEHICLES & EQUIPMENT</u>					
Fire Engine	\$ 695,000	\$ -	\$ -	\$ 600,000	\$ 600,000
Service Truck	-	-	375,000	-	-
<u>TOTAL 15-YEAR ASSETS</u>	<u>\$ 695,000</u>	<u>\$ -</u>	<u>\$ 375,000</u>	<u>\$ 600,000</u>	<u>\$ 600,000</u>
<u>FIRE STATIONS</u>					
Station Improvements	\$ 75,000	\$ 525,000	\$ 35,000	\$ 35,000	\$ 35,000
<u>TOTAL 30-YEAR ASSETS</u>	<u>\$ 75,000</u>	<u>\$ 525,000</u>	<u>\$ 35,000</u>	<u>\$ 35,000</u>	<u>\$ 35,000</u>
<u>TOTAL WFD CAPITAL BUDGET</u>	<u>\$ 1,100,000</u>	<u>\$ 754,000</u>	<u>\$ 741,000</u>	<u>\$ 1,027,500</u>	<u>\$ 1,007,500</u>
<u>INFLATION FACTOR</u>		3.00%	3.00%	3.00%	3.00%
<u>WFD CAPITAL BUDGET - INFLATED</u>	<u>\$ 1,100,000</u>	<u>\$ 776,620</u>	<u>\$ 786,127</u>	<u>\$ 1,122,777</u>	<u>\$ 1,133,950</u>

