

CITY COUNCIL WORK SESSION
on the Fiscal Year 2014-15 Recommended Budget & Proposed CIP
Senator Florence Shapiro Council Chambers, Plano Municipal Center
1520 Ave K, Plano, TX
Saturday, August 16, 2014 8:00 a.m.
AGENDA

	<u>Presenter</u>
A. Call to Order	Mayor
B. Request for Public Input on Budget & CIP	Council
C. Budget Work Session Overview	
1. Highlights of 2013-14	Glasscock
2. Outlook for 2014-15	Glasscock
D. Council Items and Issues for Discussion <i>(Council may wish to add additional agenda items.)</i>	Council
E. Operating Budget	
1. Revenues	
a. Ad Valorem Tax Base	Rhodes-Whitley
b. Tax Rate	Rhodes-Whitley
a. Effective Tax Rate	
b. Rollback Tax Rate	
c. Sales Tax	Rhodes-Whitley
d. Water & Sewer Rates	Rhodes-Whitley
a. Proposed Rate Increases	
b. Conservation Rate	
e. Municipal Drainage Rates	Rhodes-Whitley
a. Residential/Commercial	
f. Parks & Rec Fees	Hall
a. Recreation Center Memberships	
2. Program Changes	
a. Salary Adjustments/Increase	Parrish
b. Health Plan Update	Parrish
c. Police SSI Index	Rushin
d. Fire-First Responders Update	Crawford
e. Great Update Rebate	Day
f. 1 st Choice Neighborhood Enhancement	Day

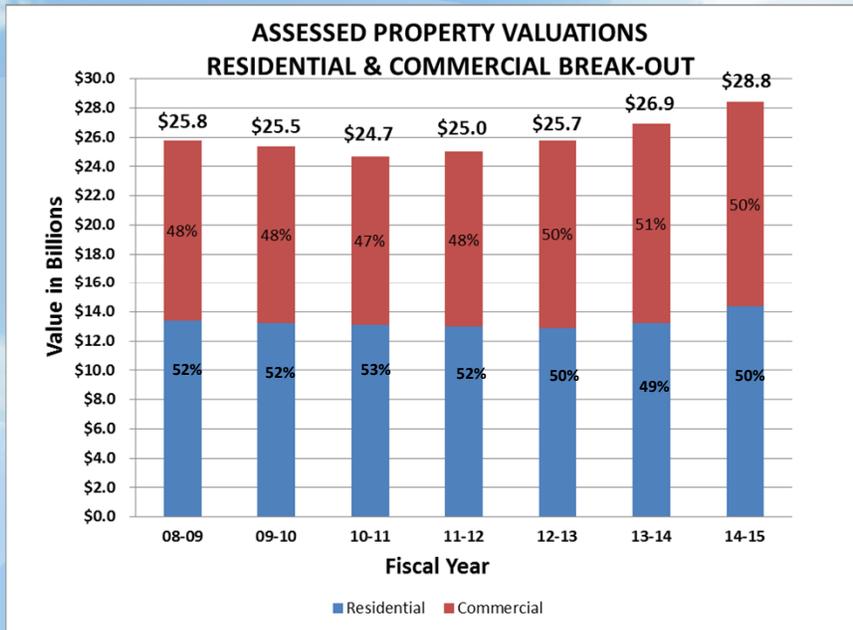
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|----|------------------------------|----------------------|
| F. | Community Investment Program | Glasscock/
Rhodes |
| G. | Proposed Ad Valorem Tax Rate | Glasscock/
Rhodes |
| H. | Adjourn | |

Municipal Center is wheelchair accessible. A sloped curb entry is available at the main entrance facing Municipal/L Avenue, with specially marked parking spaces nearby. Access and special parking are also available on the north side of the building. The Senator Florence Shapiro Council Chambers is accessible by elevator to the lower level. Requests for sign interpreters or special services must be received forty-eight (48) hours prior to the meeting time by calling the City Secretary at 972-941-7120.



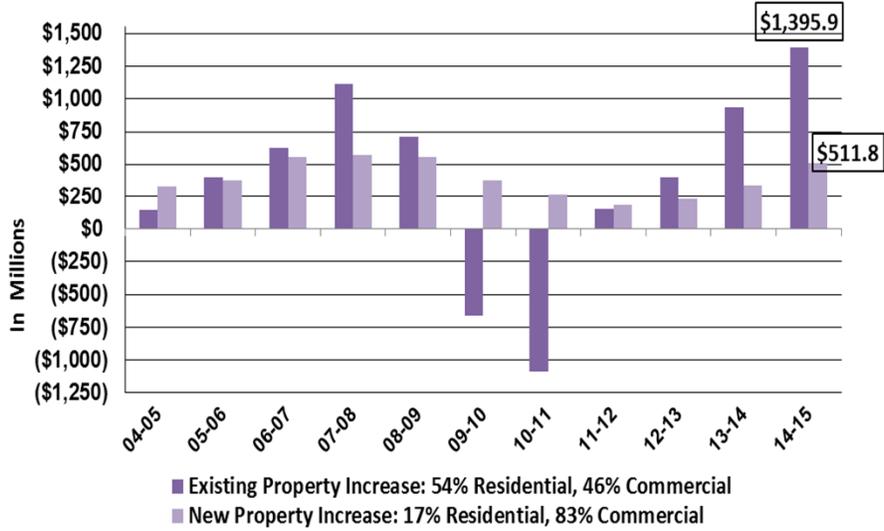
FY 2014-15 RECOMMENDED BUDGET & PROPOSED COMMUNITY INVESTMENT PROGRAM

August 16, 2014
City Council Budget Work Session





Change in Plano's Taxable Value



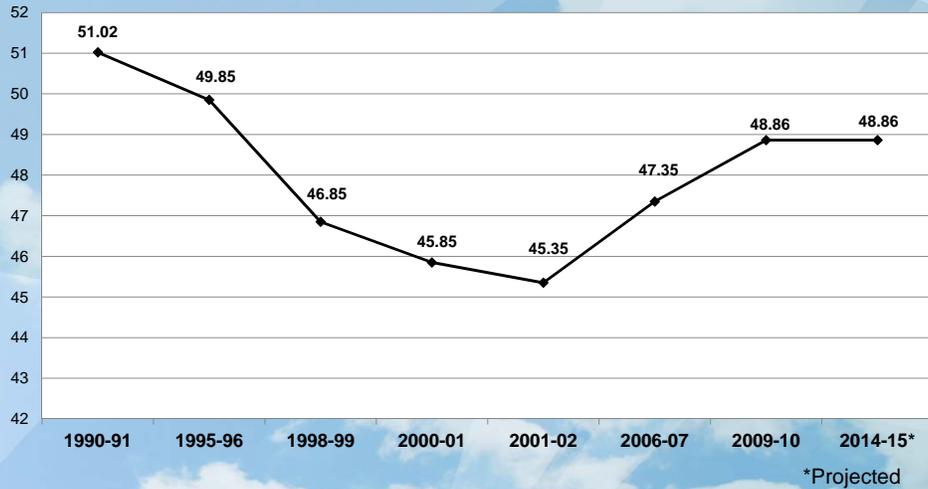
LOST REVENUE FROM AD VALOREM TAX EXEMPTIONS



	Average Home Value	**Total Exemptions APV	Lost Revenue From Exemptions	Lost Revenue Over-65 Tax Freeze
FY 2008-09	\$251,733	\$4.91 billion	\$23.2 million	\$604,117
FY 2009-10	\$249,679	\$5.10 billion	\$24.5 million	\$765,884
FY 2010-11	\$245,802	\$5.21 billion	\$25.4 million	\$779,912
FY 2011-12	\$245,074	\$5.22 billion	\$25.5 million	\$771,923
FY 2012-13	\$243,118	\$5.37 billion	\$26.2 million	\$753,197
FY 2013-14	\$248,817	\$5.53 billion	\$27.0 million	\$780,493
FY 2014-15	\$265,930	\$6.30 billion	\$30.8 million	\$1,056,114

**APV is Assessed Property Value

Ad Valorem Tax Rate History (Cents per \$100 Valuation)



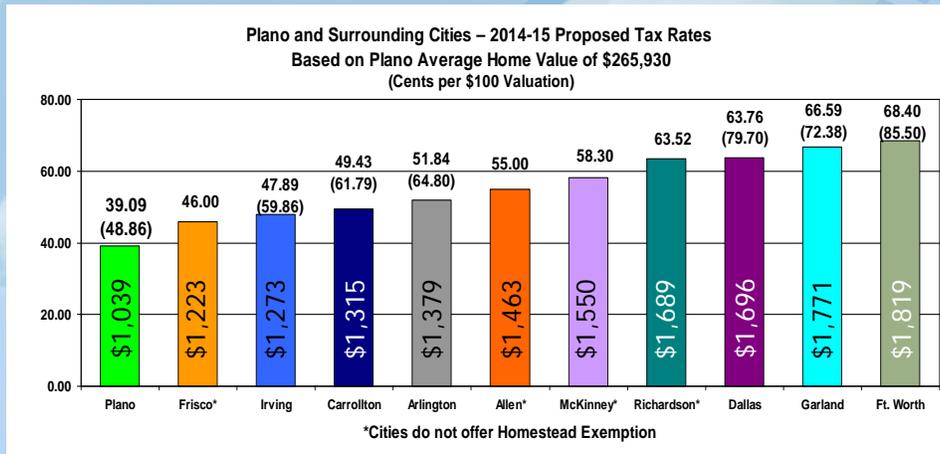
ANATOMY OF THE TAX RATE

- Guided by Truth In Taxation Laws
- Two parts – Have to pay debt first then remaining can fund operating costs
- Important Definitions –
 - **Effective Tax Rate** is basically the tax rate you would pass to collect the same tax revenue as last year using this year's property values. New property is excluded from the calculation. Effective tax rate is 46.96 cents per \$100 of assessed property valuation. Proposed rate is 48.86 cents.
 - **Rollback Tax Rate** allows units to raise the same amount for operations as in the prior year plus provide for a 8% cushion. Rollback tax rate is 48.59 cents per \$100 of assessed property valuation. Proposed rate is 48.86 cents.

*Projected



AD VALOREM TAX RATES Residential Customers Only With Homestead Exemption Applied to the Rate



TAXES AND THE AVERAGE HOME 2014-15 PROPOSED TAX RATES

Average Home Value \$ 265,930

	Tax Rate	\$ Amount	%
City of Plano	.4886	\$1,039	18.9%
PISD	1.4500	3,638	66.1%
Collin County	.2375	600	10.9%
CCCCD	.0855	227	4.1%
TOTAL TAXES/YEAR	2.2616	\$5,504	100.0%

** Using the 2014 Proposed Tax Rate and the 2014 Average Home Value, this assumes that the General Homestead Exemptions were taken for the City of Plano (20%), for PISD (\$15,000), and Collin County (5%).*

FY 2014-15 Sales Tax Report

Presented by the
Budget & Research Department

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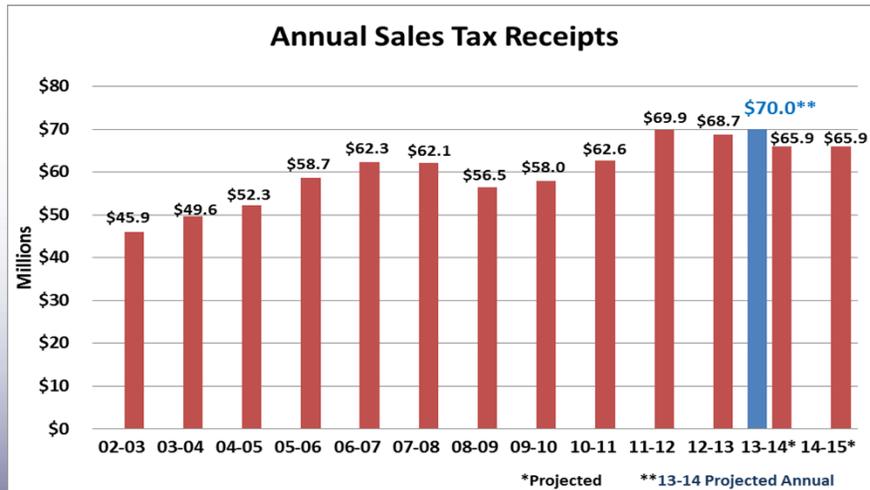
Sales Tax Assumptions

- Based on 3-year average per City Council policy-net audit adjustments
 - FY 13-14 & FY 14-15 is \$65,947,054
 - Estimated for FY 15-16 is \$69,456,253
- Actual FY 2012-13 was \$68,723,680
 - Net sales tax agreements of \$641,495
- First nine month collections for 2013-14 sales tax is up \$2.6 million as compared to last year.
- FY 2013-14 Liquor Sales are projected at \$1.0M

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Sales Tax History



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Sales Tax Collections and Audit Adjustments FY 2006-07 to Present

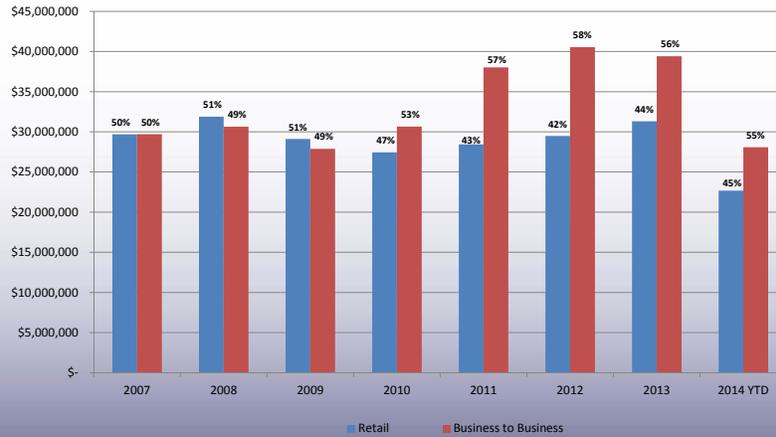
Fiscal Year	Collections	Audit Adjustments	Total Receipts
2006-07	\$ 65,457,503	\$ (2,079,667)	\$ 63,377,836
2007-08	\$ 65,764,825	\$ (1,650,212)	\$ 64,114,613
2008-09	\$ 59,478,696	\$ (2,001,569)	\$ 57,477,127
2009-10	\$ 59,303,077	\$ (1,027,959)	\$ 58,275,118
2010-11	\$ 63,532,068	\$ 15,276	\$ 63,547,344
2011-12	\$ 66,544,075	\$ 3,352,612	\$ 69,896,687
2012-13	\$ 69,069,376	\$ (641,495)	\$ 68,427,882
2013-14 YTD	\$ 67,110,930	\$ 399,635	\$ 67,510,566

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Retail & Business to Business Collections Comparison

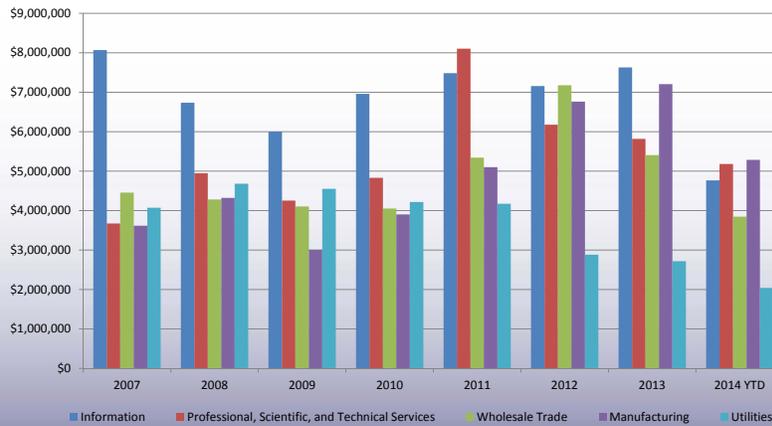
2014 Year-to-Date



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Plano's Major Non-Retail Industries

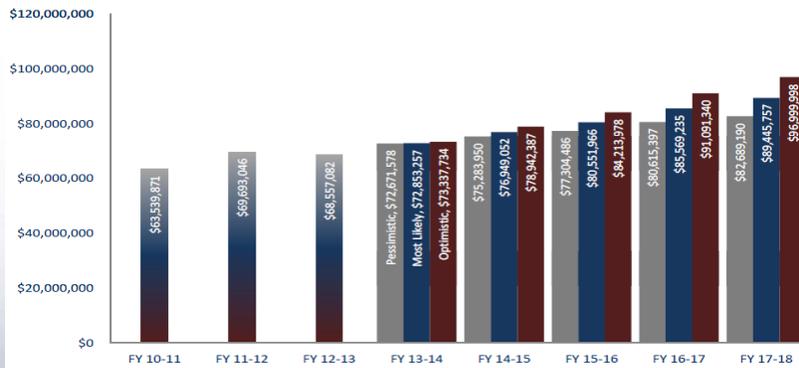


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Historical versus Projected Sales Tax per MuniServices

Historical & Projected Sales Tax Performance



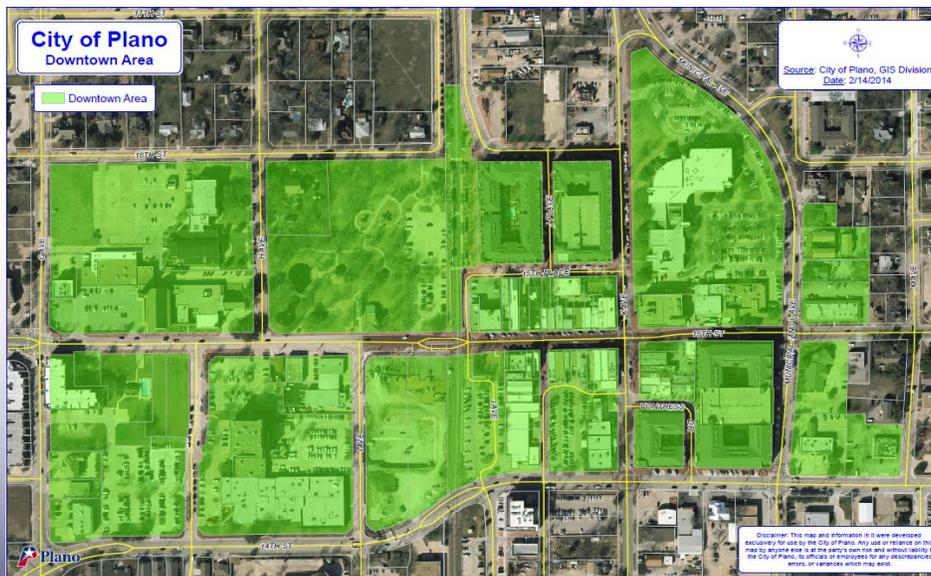
Historical & Projected Sales Tax Growth Rates

Scenario	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Optimistic	10.0%	-2.1%	7.2%	7.6%	6.7%	8.2%	6.5%
Most Likely	10.0%	-2.1%	6.5%	5.6%	4.7%	6.2%	4.5%
Pessimistic	10.0%	-2.1%	6.2%	3.6%	2.7%	4.3%	2.6%

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Downtown Geo Area



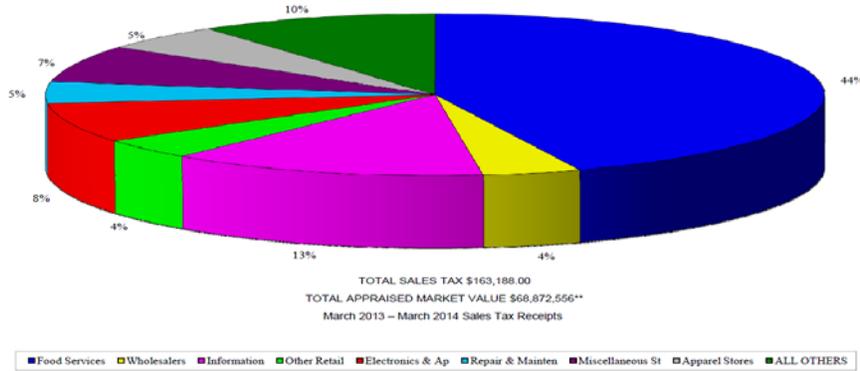
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GEO Area Slides provided by MuniServices

DOWNTOWN AREA

2,391,880 Square Feet - 54.91 Acres
 795,882 Square Feet - 18.27 Acres*
 Sales Tax Per Acre - \$8,932
 Property Value Per Acre - \$1,254,281



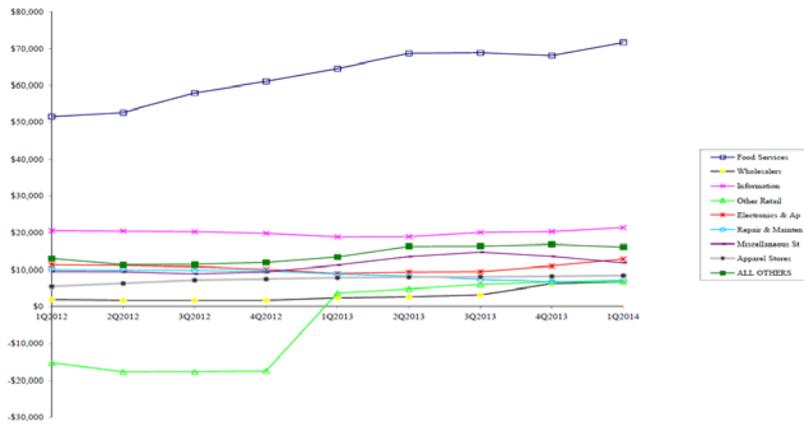
* Excluding Governmental Property, i.e. Municipal Center, Plano Justice Center, Haggard Park, etc.
 ** Excludes Business Personal Property (BPP)

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Economic Category Slides provided by MuniServices

DOWNTOWN AREA



SALES TAX BY ECONOMIC CATEGORY: BENCHMARK YEAR ENDING QUARTER

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Legacy Town Center Geo Area



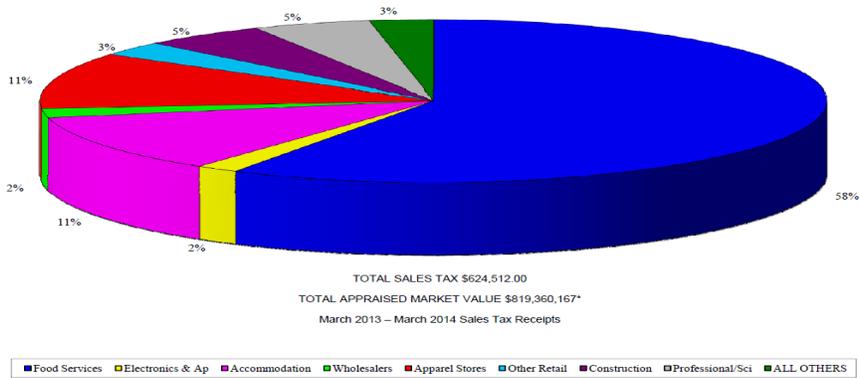
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GEO Area Slides provided by MuniServices

LEGACY TOWN CENTER

5,547,366 Square Feet - 127.35 Acres
 Sales Tax Per Acre - \$4,904
 Property Value Per Acre - \$6,433,924



TOTAL SALES TAX \$624,512.00
 TOTAL APPRAISED MARKET VALUE \$819,360,167*
 March 2013 - March 2014 Sales Tax Receipts

■ Food Services ■ Electronics & Ap ■ Accommodation ■ Wholesalers ■ Apparel Stores ■ Other Retail ■ Construction ■ Professional/Sci ■ ALL OTHERS

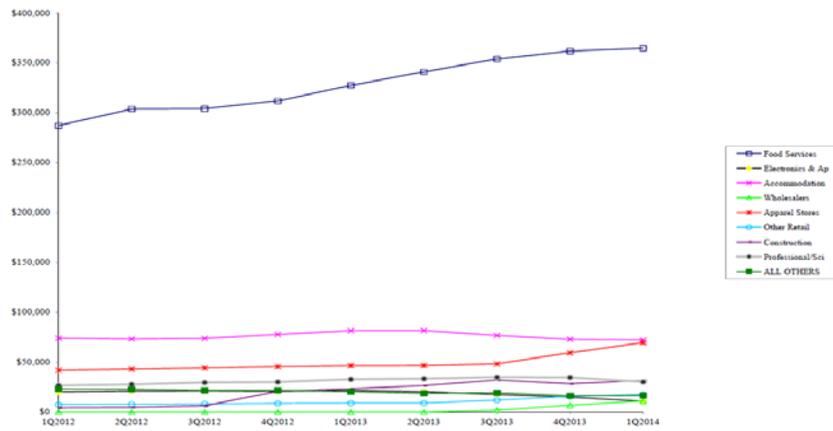
* Excludes Business Personal Property (BPP)

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Economic Category Slides provided by MuniServices

LEGACY TOWN CENTER



SALES TAX BY ECONOMIC CATEGORY: BENCHMARK YEAR ENDING QUARTER



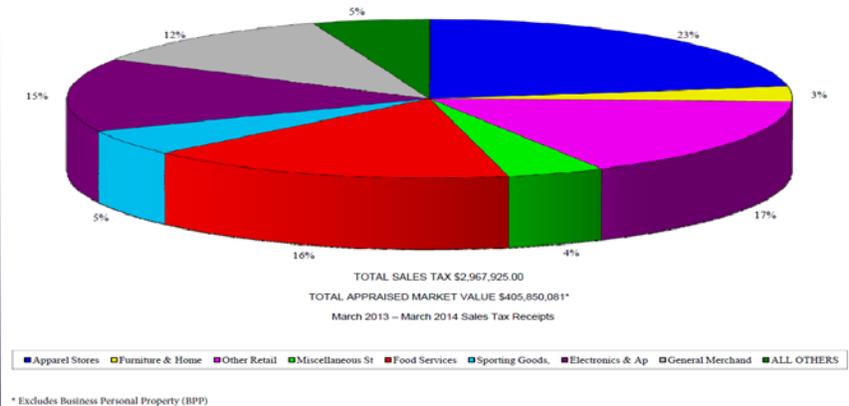
Preston Park Geo Area



GEO Area Slides provided by MuniServices

PRESTON PARK

10,975,813 Square Feet - 251.97 Acres
 Sales Tax Per Acre - \$11,779
 Property Value Per Acre - \$1,810,708

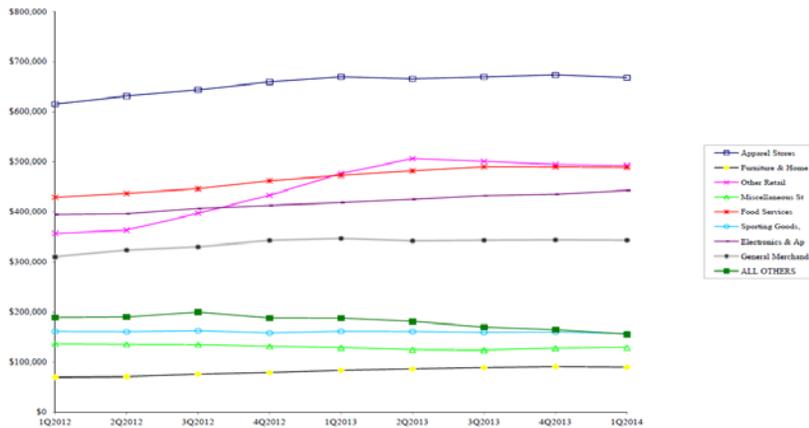


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Economic Category Slides provided by MuniServices

PRESTON PARK



SALES TAX BY ECONOMIC CATEGORY: BENCHMARK YEAR ENDING QUARTER

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Collin Creek Mall Geo Area



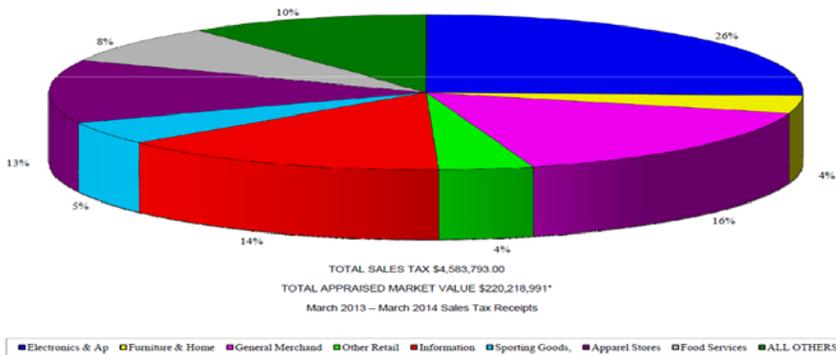
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GEO Area Slides provided by MuniServices

COLLIN CREEK

9,208,148 Square Feet - 211.39 Acres
 Sales Tax Per Acre - \$21,684
 Property Value Per Acre - \$1,041,766



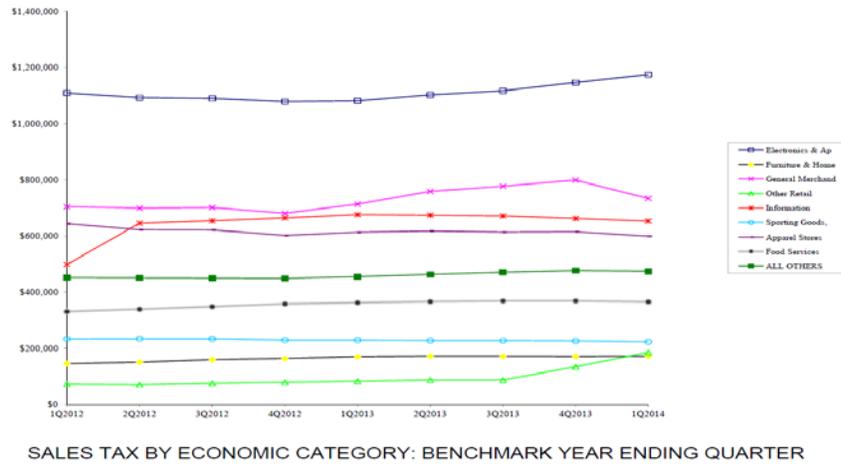
* Excludes Business Personal Property (BPP)

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Economic Category Slides provided by MuniServices

COLLIN CREEK



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Shops at Willow Bend Geo Area



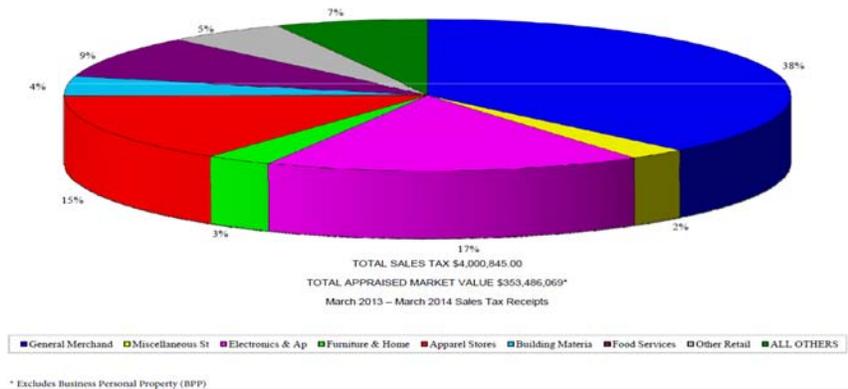
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GEO Area Slides provided by MuniServices

THE SHOPS AT WILLOW BEND

12,068,734 Square Feet - 277.06 Acres
 Sales Tax Per Acre - \$14,440
 Property Value Per Acre - \$1,275,847

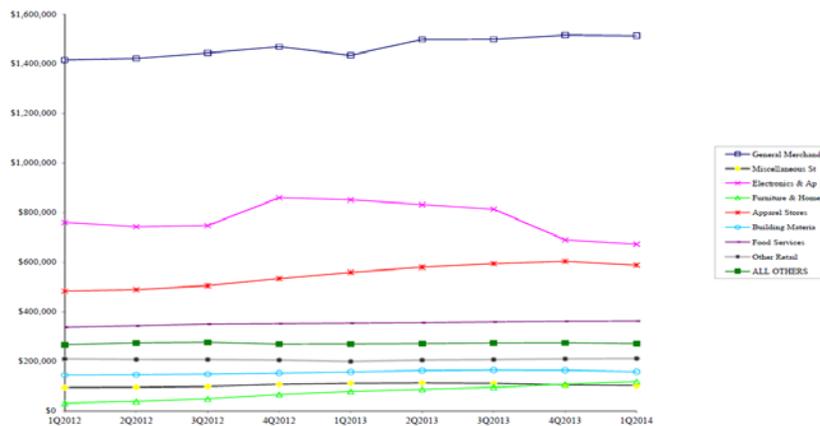


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THE SHOPS AT WILLOW BEND



SALES TAX BY ECONOMIC CATEGORY: BENCHMARK YEAR ENDING QUARTER

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QUESTIONS??

Director of Budget & Research – Karen Rhodes-Whitley
karenr@plano.gov

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WATER & SEWER FUND

- The total NTMWD expenditure increase to the 2014-15 Operating Budget is \$5,388,358, or 7.3%, over the 2013-14 Budget.
- On July 31st, North Texas Municipal Water District (NTMWD) gave the City preliminary projections of 2014-15 Water increasing by 10.2%, from \$1.87 to \$2.06 per thousand gallons, and Wastewater costs increasing by 2.5%.
- The 2014-15 Budget for Water is projected using the Take or Pay Water Contract minimum of 26.7 billion gallons, or \$55,042,807. (The City has not used the minimum gallons since the water year period that ended July 31, 2001).
- A significant portion of the increase is tied to the NTMWD debt associated with the \$300 million pipeline installed to move water from Lake Texoma to the Wylie Treatment Plant and stop the Zebra Mussel infestation.
- As of 7/31/14, projected water usage is 18.2 billion gallons, resulting in a cost to the City of approximately \$12.95 million for undelivered water under the NTMWD Take-Or-Pay Agreement. The City is projecting to receive a credit from the district of approximately \$2.98 million for the unused operating expenditures at the treatment plant and this has been included in the 2013-14 Water Re-Estimate expenditure of \$46.98 million.

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WATER & SEWER FUND (CONTINUED)

- The Budget assumes Stage III Water Restrictions continue through FY 2014-15.
- The City of Plano projects passing through a water rate increase of 10% and a wastewater increase of 2.5% to our customers in order to offset the increase in the NTMWD costs effective November 1st.
- In addition, residential customers who use over 30,000 gallons will see their rate increase from \$5.03 per 1,000 gallons to \$7.50 per 1,000 gallons. Currently, average household usage is 21,479 gallons.
- Transfers to the Water & Sewer Reserve Fund and the Meter/AMR Replacement Fund have been suspended in the 2013-14 Re-Estimate and are not included for 2014-15. The Reserve Fund Balance is currently at \$9.0 million. A \$2.5 million transfer from the Reserve Fund to the Operating Fund has been included in the 2013-14 Revenue Re-Estimate. It is projected that the \$6.5 million remainder of the Reserve Fund will be used for operations during the next three fiscal years.
- The Capital Improvement Projects are cash funded. 2013-14 has been re-estimated to \$12.5 million and FY 2014-15 is budgeted at \$12.5 million.
- A revised fund summary is included in the packet of information. The 2014-15 working capital balance is projected at 35 days.

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WATER & SEWER RATE HISTORY

Water rates per 1,000 gallons - NTMWD

2002 – 0.719 cents to 0.80 cents
2003 – 0.80 cents to 0.87 cents
2004 – 0.87 cents to 0.92 cents
2005 – 0.92 cents to 0.97 cents
2006 – 0.97 cents to 1.02 cents
2007 – 1.02 cents to 1.08 cents/
 \$1 Meter Increase
2008 – 1.08 cents to 1.18 cents
2009 – 1.18 cents to 1.25 cents
2010 – 1.25 cents to 1.37 cents
2011 – 1.37 cents to 1.49 cents
2012 – 1.49 cents to 1.70 cents
2013 – 1.70 cents to 1.87 cents
2014 – 1.87 cents to 2.06 cents
 10% rate increase planned for City

Sewer rates – NTMWD

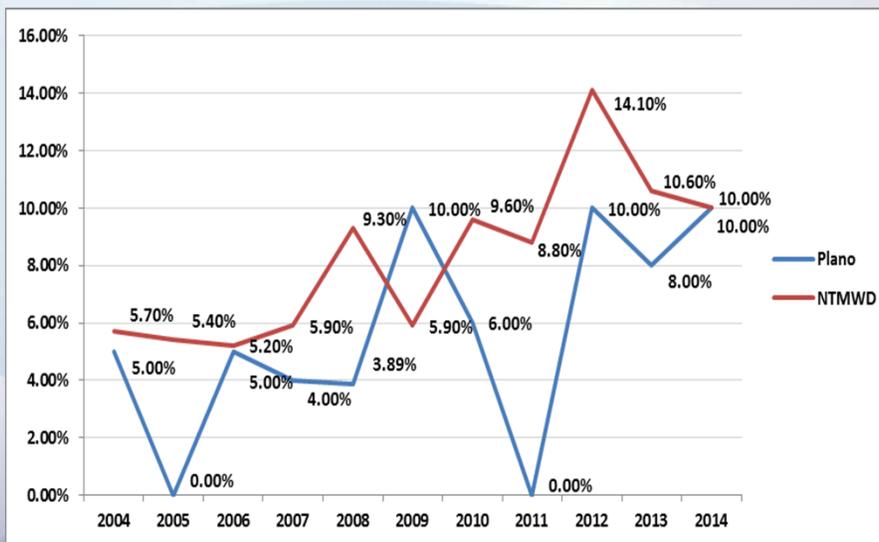
2002 – 19% sewer rate increase - NTMWD
2003 – Sewer Cap raised from 9K to 12K & 5% increase NTMWD
2004 – April – 10% sewer rate reduction, implementation of Winter Quarter Averaging – No NTMWD increase
2005 – 3.5% sewer rate increase – NTMWD
2006 – 12.0% sewer rate increase – NTMWD
2007 – 5.0% sewer rate increase – NTMWD/\$1 Meter Increase
2008 – 6.5% - NTMWD
2009 – 4.2% - NTMWD
2010 – 0.02% decrease – NTMWD
2011 – 1.35% decrease – NTMWD
2012 – 14.40% increase – NTMWD
2013 – 7.48% increase – NTMWD
2014 – 2.50% increase – NTMWD
 2.50% rate increase planned for City

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WATER RATE HISTORY

Comparing PLANO to NTMWD



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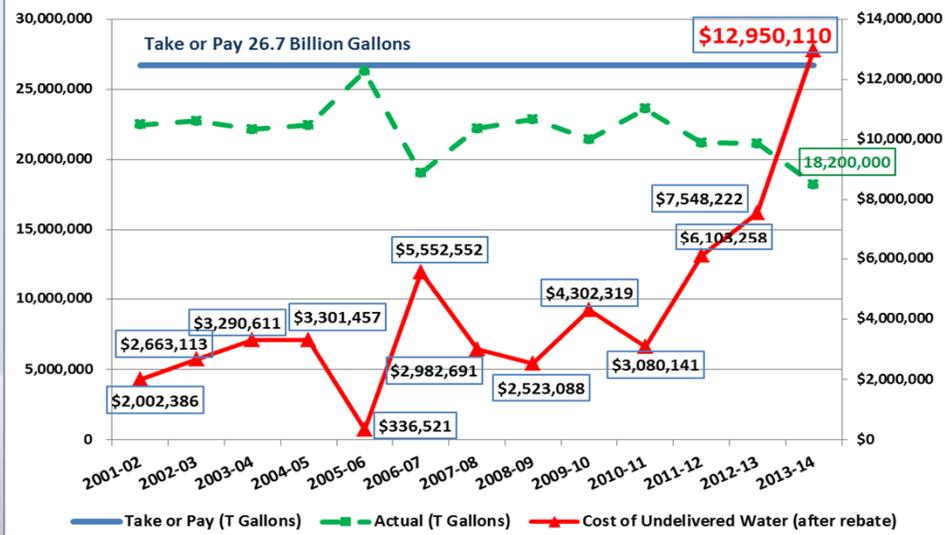
Other City – Proposed Water Rate Increase Phone Survey

- Plano 10%
- Richardson 9.5% across 5 Tiers
- Arlington 10%
- Allen 5.8%
- Dallas 3.23%
- McKinney 2.5%
- Garland 11.0%
- Irving 6.20%

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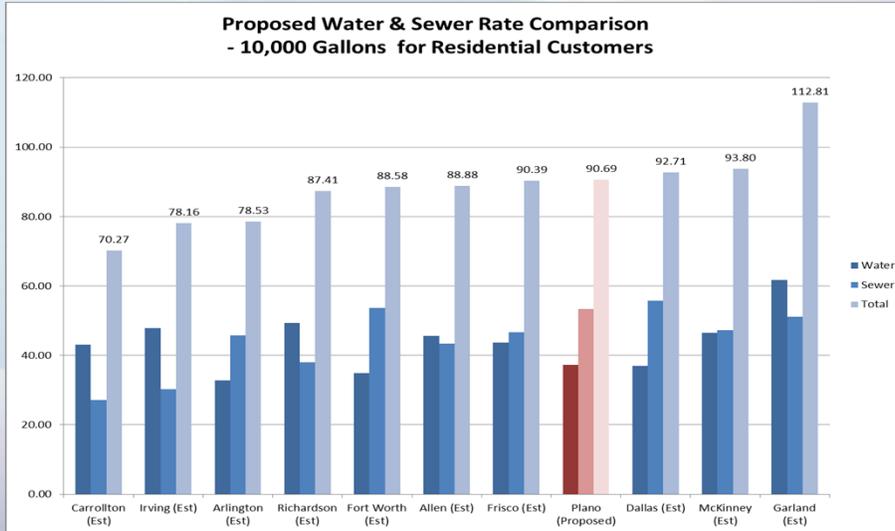
Take or Pay - Undelivered Water 13 Year Cost to City of Plano \$56.6 M



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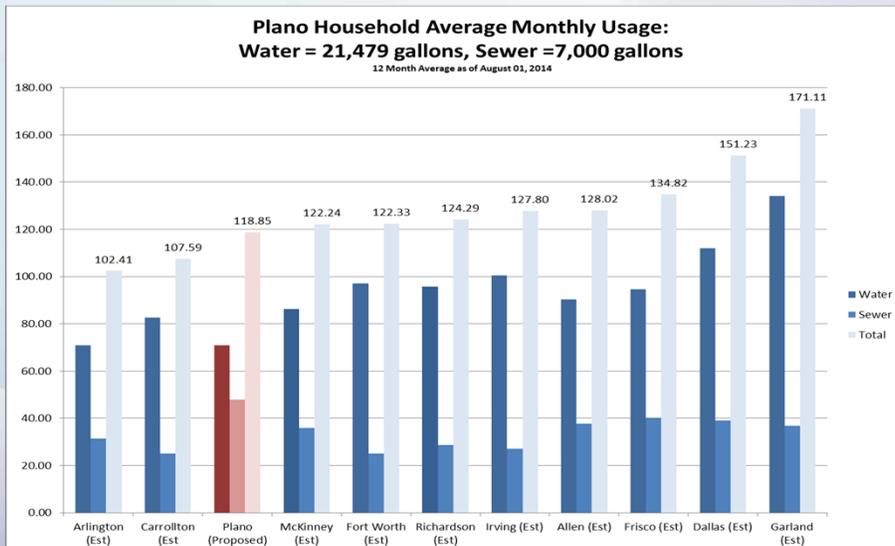
RESIDENTIAL 3/4" COMPARISON FOR 10,000 GALLONS



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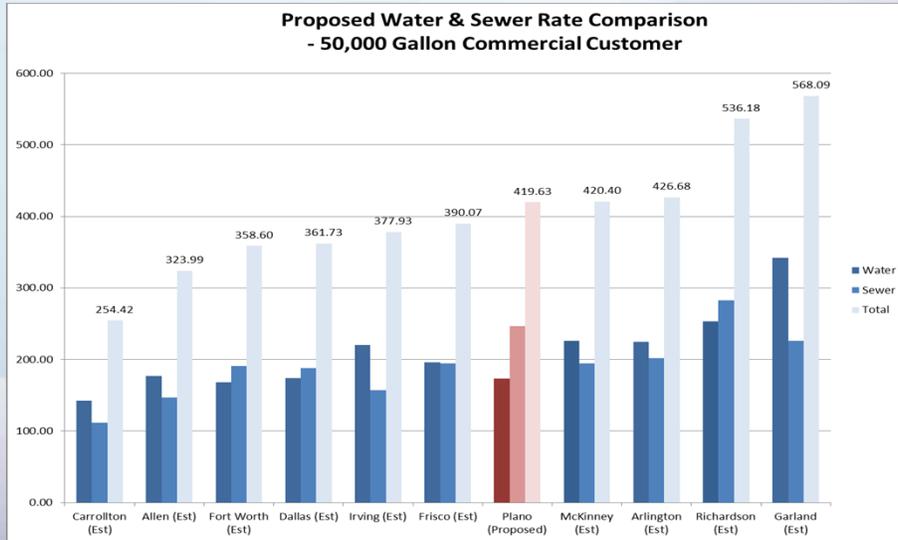
RESIDENTIAL 3/4" COMPARISON WITH PLANO HOUSEHOLD AVERAGE MONTHLY USAGE



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COMMERCIAL 1" COMPARISON FOR 50,000 GALLONS



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WATER & SEWER

Work In Progress - Proposed conservation rate at \$7.50 for over 30,000 gallons. Pass thru 10% water & 2.5% sewer inc.

	Actual	Budget	Re-Est	Budget	Variance	
	2012-13	2013-14	2013-14	2014-15	Bud to Bud	Est to Bud
WORKING CAPITAL	\$24,451,298	\$25,567,469	\$27,384,036	\$20,499,653	-19.8%	-25.1%
Revenues						
Water Income	\$67,363,201	\$72,352,183	\$59,891,455	\$66,981,316	-7.4%	11.8%
Sewer Income	50,432,745	51,415,572	51,078,808	52,142,057	1.4%	2.1%
Water Taps	104,885	104,274	76,896	77,665	-25.5%	1.0%
Water & Sewer Penalties	1,347,468	1,405,097	1,368,396	1,375,238	-2.1%	0.5%
Water Meters/AMR Devices	265,623	219,631	276,244	279,006	27.0%	1.0%
Construction Water	211,894	226,052	245,975	248,435	9.9%	1.0%
Service Connect Fee	223,438	222,082	207,754	209,832	-5.5%	1.0%
Backflow Testing	477,925	490,431	496,657	501,624	2.3%	1.0%
Sewer Tie-On	23,450	26,008	26,865	27,134	4.3%	1.0%
Pre-Treatment Permits	31,540	32,845	31,581	31,897	-2.9%	1.0%
Interest Earnings	63,330	120,000	175,000	65,000	-45.8%	-62.9%
Education Building	157,239	157,239	157,239	0	0.0%	-100.0%
Transfer from Reserve Fund	0	0	2,250,000	0	0.0%	-100.0%
Misc. Income	591,341	505,000	566,044	571,704	13.2%	1.0%
TOTAL REVENUES	\$121,294,079	\$127,276,413	\$116,848,914	\$122,510,907	-3.7%	4.8%
TOTAL RESOURCES	\$145,745,377	\$152,843,882	\$144,232,950	\$143,010,560	-6.4%	-0.8%
APPROPRIATIONS						
Operating Expense						
Salaries & Wages	\$9,314,071	\$9,603,370	\$9,806,633	\$10,300,344	7.3%	5.0%
Materials & Supplies	1,541,250	2,021,087	1,921,583	2,063,085	2.1%	7.4%
Contractual	3,912,663	5,064,333	4,459,157	4,656,892	-8.0%	4.4%
NTMWD - Water	43,476,849	50,233,241	46,984,110	55,042,807	9.6%	17.2%
NTMWD - Wastewater	13,810,600	14,824,489	14,702,094	14,878,076	0.4%	1.2%
NTMWD - Upper E. Fork Interco	8,102,085	8,420,340	8,589,249	8,949,125	6.3%	4.2%
Retirement of NTMWD Debt	816,511	831,485	831,445	827,905	-0.4%	-0.4%
Sundry	1,079,829	647,908	643,271	647,908	0.0%	0.7%
Reimbursements	860,597	875,704	800,607	887,315	1.3%	10.8%
Subtotal	\$82,914,455	\$92,521,957	\$88,738,149	\$98,253,458	6.2%	10.7%
Capital Outlay	70,534	14,000	28,297	0	-100.0%	-100.0%
TOTAL OPERATIONS	\$82,984,989	\$92,535,957	\$88,766,446	\$98,253,458	6.2%	10.7%
Transfer to General Fund	\$16,774,484	\$17,174,664	\$15,798,965	\$16,191,641	-5.7%	2.5%
Transfer to W & S CIP	7,461,484	12,730,742	12,500,000	12,500,000	-1.8%	0.0%
Transfer to Capital Reserve	3,000,000	3,000,000	3,000,000	3,000,000	0.0%	0.0%
Transfer to Loss Fund	753,639	759,784	781,512	773,556	1.8%	-1.0%
Transfer to Technology Fund	300,000	300,000	300,000	300,000	0.0%	0.0%
Transfer to Reserve Fund	3,000,000	2,000,000	0	0	-100.0%	0.0%
Transfer to Meter/AMR Rep.	1,500,000	1,500,000	0	0	-100.0%	0.0%
Transfer to Technology Svcs	2,486,745	2,383,840	2,586,374	2,702,620	13.4%	4.5%
Transfer for Sustainability	100,000	100,000	0	0	-100.0%	0.0%
TOTAL TRANSFERS	\$35,376,352	\$39,949,030	\$34,966,851	\$35,467,816	-11.2%	1.4%
TOTAL APPROPRIATIONS	\$118,361,341	\$132,484,987	\$123,733,297	\$133,721,274	0.9%	8.1%
WORKING CAPITAL	\$27,384,036	\$20,358,895	\$20,499,653	\$9,289,286	-54.4%	-54.7%
Days of Operation				35		

Drainage Rate Modification

Plano City Council Work Session
August 16, 2014

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Municipal Drainage Fees

- Drainage Fees were initially established in 1993 to provide funding to insure the City of Plano's compliance with a Federal Environmental Protection Agency mandate for storm water runoff monitoring and management.
- Drainage Fees are included on the water bill of Water Utility Customers
- Drainage Fees pay for:
 - Infrastructure Projects (Drainage Improvements, Erosion Control)
 - Maintenance and cleaning of all drainage ways, storm sewer lines, culverts, bridges, as well as street sweeping
 - Programs to prevent storm water pollutants from entering Plano's drainage system (Public Education, Monitoring & Enforcement)

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Current Drainage Fees

Customer Class	Size of Impervious Area	Current Monthly Fee
R-1	Less than 4,750 sq. ft.	\$3.15
R-2	4,750 to 6,450 sq. ft.	\$4.62
R-3	Greater than 6,450 sq. ft.	\$5.95
Non-Residential	All Square Footage	\$.075 per 100 sq. ft.

- Residential rates were last changed in April 2013.
- Non-Residential rates were last changes in October 2013.
 - Originally Non-Residential Rate as planned to increase to \$.083 per 100 sq. ft in October 2014 to achieve parity with residential rates

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Rationale for Decreases

- Rate increases in FY 2012-13 were structured with the assumption of a \$10 million+ drainage project that has not come to fruition
- Non-residential rates increases were phased in while residential increases were implemented just once
 - Since the planned final phase is not necessary for Non-residential customers, Residential rates are being lowered to maintain parity between rate classes
- Municipal Drainage Fund is in good financial shape
 - Projected ending fund balance for FY 2013-14 is \$3.7+ million or 433 days of working capital, not counting required reserves

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Drainage Bond Covenants

- The City must set rates sufficient to cover the operating and maintenance expenses of the system, the debt service payments on previously issued bonds, and make any required deposits to a reserve fund created for the payment and security of the previously issued bonds.
- The City must have revenues after expenses in the Municipal Drainage Fund equal to 1.25 times the average of future debt service payments before it may issue new Municipal Drainage Bonds.
- The City must maintain reserves in the Municipal Drainage Debt Service Fund equal to at least the average annual debt service on previously issued bonds.
- Revenues in the Municipal Drainage Fund must be paid to fulfill debt service payments first and meet the reserve requirements second before being applied towards any other uses.



Proposed Drainage Fees

Customer Class	Current Monthly Fee	Proposed FY 2014-15 Monthly Fee	Month to Month Change
R-1	\$3.15	\$3.10	-\$0.05
R-2	\$4.62	\$4.15	-\$0.47
R-3	\$5.95	\$5.60	-\$0.35
Non-Residential	\$.075 per 100 sq. ft.	\$.075 per 100 sq. ft.	None

These rates are forecast to meet all bond covenants, operational requirements and remain constant through at least the 2016-17 Fiscal Year.



Questions?

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MUNICIPAL DRAINAGE UTILITY

Revised 8-11-14

	Actual 2012-13	Budget 2013-14	Re-Est 2013-14	Budget 2014-15	Variance	
					Bud to Bud	Est to Bud
WORKING CAPITAL	\$3,406,069	\$2,006,368	\$3,834,754	\$3,727,644	85.8%	-2.8%
Revenues						
Environmental Assessment Fees:						
Residential Class Fees	\$3,352,680	\$3,805,130	\$3,968,800	\$3,631,866	-4.6%	-8.5%
Commercial Class Fees	\$2,930,780	3,453,886	3,610,574	3,611,611	4.6%	0.0%
Miscellaneous	15,440	6,000	6,000	6,000	0.0%	0.0%
Interest Income	7,716	40,900	7,670	7,670	-81.2%	0.0%
TOTAL REVENUES	\$6,306,616	\$7,305,916	\$7,593,044	\$7,257,147	-0.7%	-4.4%
TOTAL RESOURCES	\$9,712,685	\$9,312,284	\$11,427,798	\$10,984,791	18.0%	-3.9%
APPROPRIATIONS						
Operating Expense						
Salaries & Wages	\$1,341,603	\$1,463,701	\$1,583,487	\$1,917,363	31.0%	21.1%
Materials & Supplies	261,248	344,652	357,069	360,052	4.5%	0.8%
Contractual	579,514	663,284	789,314	750,619	13.2%	-4.9%
Sundry	22,863	2,778	2,928	2,778	0.0%	-5.1%
Reimbursements	310,981	344,360	297,756	326,322	-5.2%	9.6%
Subtotal	\$2,516,209	\$2,818,775	\$3,030,554	\$3,357,134	19.1%	10.8%
Capital Outlay	0	0	44,181	58,000	0.0%	31.3%
TOTAL OPERATIONS	\$2,516,209	\$2,818,775	\$3,074,735	\$3,415,134	21.2%	11.1%
Transfer to General Fund	\$428,370	\$508,131	\$530,556	\$507,043	-0.2%	-4.4%
Transfer to Drainage CIP	0	0	0	2,500,000	100.0%	100.0%
Transfer to Capital Reserve Fund	0	0	0	500,000	100.0%	100.0%
Transfer to Technology Fund	20,000	20,000	20,000	20,000	0.0%	0.0%
Transfer to Revenue Debt	2,913,352	3,010,927	2,672,685	2,660,184	-11.6%	-0.5%
TOTAL TRANSFERS	\$3,361,722	\$3,539,058	\$3,223,241	\$6,187,227	74.8%	92.0%
TOTAL APPROPRIATIONS	\$5,877,931	\$6,357,833	\$6,297,976	\$9,602,361	51.0%	52.5%
EST. RESERVE REQUIREMENT	0	0	1,402,178	0	0.0%	-100.0%
WORKING CAPITAL	\$3,834,754	\$2,954,451	\$3,727,644	\$1,382,430	-53.2%	-62.9%
Days of Operation				148		

Memo

To: Amy Fortenberry, Director of Parks and Recreation
From: Colette Hall, Recreation Services Manager
Date: 4/10/2014
Re: Proposed Annual Recreation Center Membership Fee Changes FY 2014-15

The 2014-15 Recreation Administration Budget 01- 651 includes a revenue supplement to increase annual recreation center membership fees in January 2015. The details are outlined below and include a survey of like cities for comparison purposes. The annual membership fees were last increased in January 2008. Projected revenue to be split based on attendance with the four recreation centers, aquatics, and the equipment replacement fund in 651.

Overview of Recommended Changes

Recommended fee changes are geared toward maintaining the current level of stellar service for at least the next three years. This will allow us to continually *provide outstanding services and facilities* which will *affirm and reinforce Plano's commitment to being the best*. It is our intent to incrementally increase fees to keep up with operational cost and avoid one huge increase many years from now.

Proposed changes include the following:

	<u>Current Annual Membership</u>	<u>Proposed Annual Membership</u>	<u>10% discount to loyal members</u>	<u>Non Resident (10%)</u>
Youth	\$80	\$95	\$85.50	\$160 (\$144)
Adult	\$130	\$155	\$139.50	\$260 (\$234)
Senior	\$100	\$119	\$107.10	\$200 (\$180)
Family	\$339	\$399	\$359.10	\$679 (\$611)

Currently only 54% of our annual members will renew. Considering this statistic we are able to estimate that this new fee structure will generate close to \$246,000 in additional yearly revenue. The non-resident rates will not change and remain substantially higher than the resident structure. When fees increased in 2008 it seems to have priced out the non-residents and now only 3% of all memberships sold are non-residents compared to 9% before the increase.

Here is a comparison study of surrounding recreation centers and their annual membership fee structure revealing that we are still in line with the average of these comparable cities.

Facility	Youth	Adult	Senior	Family
City of Plano Proposed	\$95	\$155	\$119	\$399
City of Allen	\$135	\$155	\$135	\$550
City of Frisco	\$230	\$350	\$280	\$600
City of Wylie	\$105	\$175	\$105	\$325
Average	\$157	\$227	\$173	\$492

CITY OF PLANO

Compensation and Benefits Update

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Compensation Update

City of Plano compensation philosophy

- Midpoints represent “market” which is median + 5%

Market update

- Approximately 150 positions reviewed
- Compared against nine (9) benchmark cities:
 - Allen, Arlington, Carrollton, Frisco, Garland, Irving, Lewisville, McKinney, and Richardson
- Evaluated actual average pay and midpoints of job grade

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Compensation Update General Plan

- Midpoints
 - Midpoints are 1.2% under median + 5%
- Actual Pay
 - Average actual was 0.3% under market
- 2013 – 77% of employees were below midpoint;
66% were in the lower third of range
- 2014 – 63% of employees are below midpoint;
43% are in lower third of range

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Compensation Update Civil Service

Police Department

- 1.6% above Median +5%



Fire Department

- 2.3% above Median +5%



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Recommendations

- General Compensation Plan
 - 3% across the board increase
 - No change to job grade ranges
- Civil Service
 - 3% increase
 - Increase step adjustments by 3%
- Maintenance and Skilled **Craft Step Plan**
 - 3% increase
 - Increase step adjustments by 3%



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Health Plan Update

12 months ending June 30, 2014

- Medical claims \$25 million
(decrease of \$2.4 million or 12%)
- Dental claims \$1.7 million
(\$91K increase or 6%)
- Pharmacy claims \$4.6 million
(\$370K increase or 11%)



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Health Plan Vision

The City of Plano Health Plan vision is to provide affordable health insurance to our employees while encouraging responsible behaviors and quality care that is outcome driven with a focus on prevention.

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Strategic Priorities

- Invest in Prevention
- Develop a Disease Specific Attack Plan
- Cultivate Smart Consumers of Medical care
- Member Accountability
- Data Analysis

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Tactics to Achieve Strategic Priorities

Connect4Health Wellness Initiatives

- Live Healthy Plano challenges
- Weight Watchers at Work
- Half price recreation center memberships if physical is attained



Plan design changes to impact disease

- Colonoscopies
- Musculoskeletal disease – Airrosti
 - 3 surgeries avoided – estimated savings \$150,000
- Nutritionist coverage for pre-diabetics
- Diabetes Prevention and Control Program through UHC

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Tactics to Achieve Strategic Priorities

Compass Health Professionals

- Cost transparency and medical concierge service
- Savings of approximately \$375,000

Connect4Health Premium Plan for 2015

- Must make at least one connection with Compass
- Annual physical

Connect4Health Premium Plan for 2016

- Contact with Compass
- Physical
- Smoking cessation or do not receive incentive

Data Analysis

- More robust and in-depth analysis allows the city to be proactive to address issues as they arise

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Plano, Texas 75086-0358
972-424-5678
Fax 972-424-0099
<http://www.planopolice.org>

MEMORANDUM

DATE: April 22, 2014
TO: Gregory W. Rushin, Chief of Police
FROM: Danny Alexander, Planning and Research Coordinator
SUBJECT: 2013 Service Standard Index: A Workload Analysis for First Responders

This report is workload analysis of first responders based on 2013 data and the Service Standard Index formula. CALEA Standard 16.1.2 mandates that the department conduct this analysis every three years. The department has chosen to conduct the analysis annually. The Police Department has been using the Service Standard Index model since 1992. This model is the most reliable method of determining future staffing needs for first responders. First responders are those officers assigned to the Patrol Service Division whose primary responsibility is to respond to calls for service from persons requesting or in need of police services. The premise of the formula is based on the fact that the number of calls for service an officer can respond to in a given time frame is limited by the average length of a call and the amount of time the officer actually has available in an average workday. The following factors influence the Service Standard Index:

- The average amount of time needed for an officer to respond to and resolve a call for service (the time they are dispatched until the time they clear from the call);
- The number of calls for police service that consumed some portion of an officer's duty time;

- The average number non calls for service activity an office intitates, such Traffic Stops, Field Interview, and Investigations that do not result in an incident report being submitted;
- The average number of back up calls;
- The total time an officer is available to respond to calls for service. This figure takes into consideration the available time that is lost due to vacation, compensatory time taken, training, sick leave, military leave, time spent in court, holiday leave, emergency leave, injury leave, etc.

Implementation of the Service Standard Index also requires police administrators to determine the desirable amount of available time that officers are free to perform preventive patrol, neighborhood problem solving, traffic enforcement, and informal community interaction. The department has set a target ratio of 60 percent available to 40 percent obligated, “60:40 ratio.” The target ratio is a recommendation of the International Association of Chiefs of Police. The “60:40 ratio” allows officers sufficient time for preventive patrol duties and aggressive traffic enforcement. More importantly, it provides adequate patrol coverage during peak call periods. This is a critical consideration because it allows the department to maintain a reasonable response time to priority calls. In 2013, the average response time to priority calls for service was 4.61 minutes, while the response to all calls for service was 7.30 minutes

Over the years, the department has refined the application of the “60:40 ratio” formula to exclude calls for service that are answered by officers who, although assigned to the Field Operations Bureau, are not considered primary first responders, such as the canine officers, patrol

lieutenants, high visibility enforcement officers, and school resource officers. The only personnel considered as primary first responders for the purposes of calculating the 2013 Service Standard Index were 156 patrol officers, 20 patrol sergeants, 15 neighborhood police officers (NPO), and 2 neighborhood police sergeants, for a total of 193 first responders.

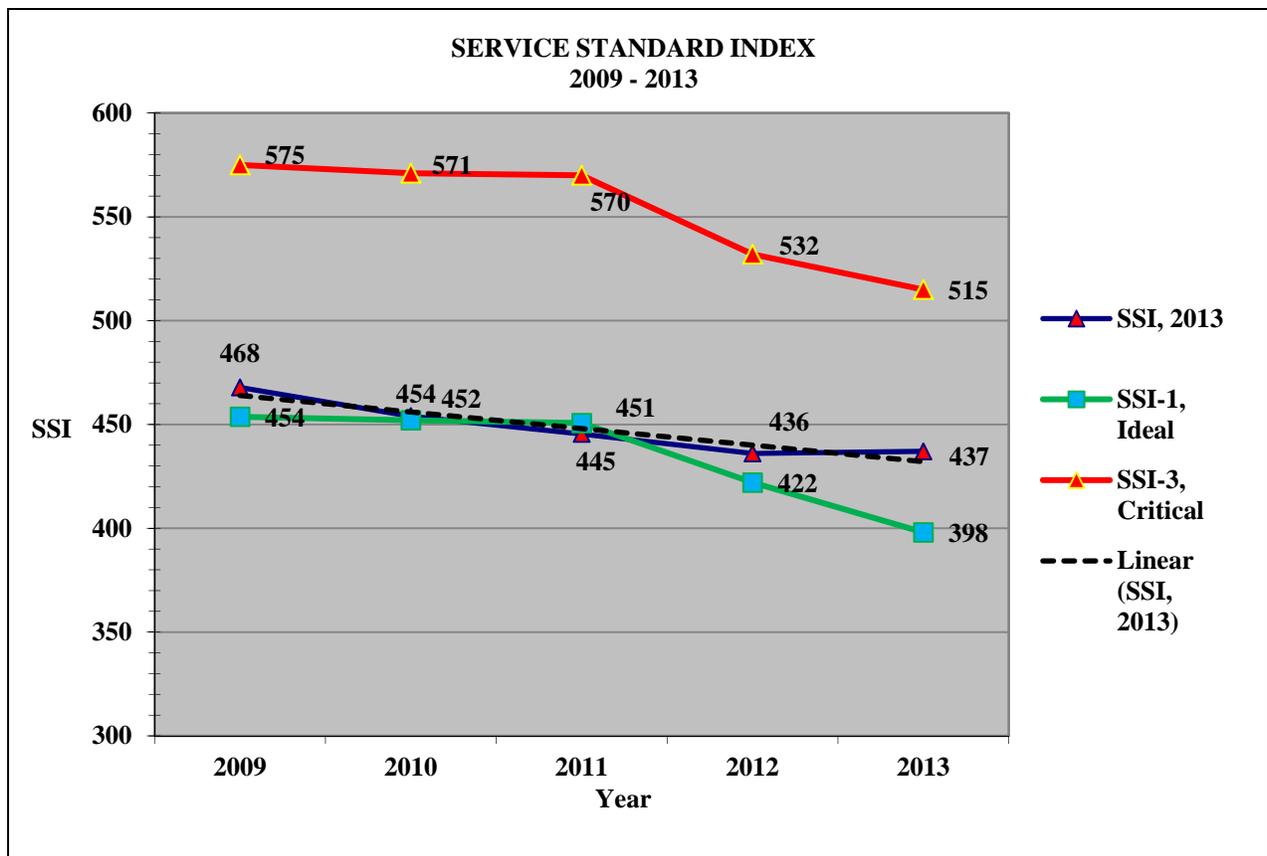
Another key factor, that is adjusted, is the CFS average duration. An analysis of the CFS found several hundred where the call duration exceeded an officer's normal tour of duty. Personnel are not closing out these incidents when completed; therefore, the call duration clock continues to roll. To adjust for the abnormal CFS durations in finding the mean, three standard deviation equation is used. Application of the "60:40 ratio" formula yields four key numbers:

1. **SSI** - "Actual Index" average number of calls assigned to an officer during the given year;
2. **SSI₁** - "Ideal Index," which is the number of calls an officer could be assigned within the given year and still maintain the 60:40 ratio of available to obligated patrol time. The Ideal Index assumes that the Ideal Index number of officers is present 100 percent of the available time to answer calls for service. The Ideal Index number does not consider lost time due to vacancies;
3. **SSI₂** - "Key Point" for allocation purposes. This point is 18 - 24 months prior to the reaching the Critical Index point. This point identifies when personnel should be on-line thus relieving mounting calls of service pressure and increasing response time;
4. **SSI₃** - "Critical Index." This point is reflective of a 50:50 ratio of available to obligated patrol time where it is assumed response times will increase and the citizens' perception of safety will be weakened.

2013 Service Standard Indexes

1. SSI = 437 Actual
2. SSI₁ = 398 Ideal Index
3. SSI₂ = Key Point for Allocation Purposes. This Index is not calculated at this time due to decreasing CFS
4. SSI₃ = 515 Critical Availability

The following chart compares the Service Standard Index and trend since 2009.



In 2013, 186 officers answered 437 CFS, (2013 SSI). The SSI of 437 is 39 incidents more than the “Ideal Index” of 398 CFS and 78 calls less than the “Critical Index,” (50:50 ratio). The ratio of unobligated to obligated time for 2013 was to .56761 to .43239, essentially a 57:43 ratio. Applying the SSI formula, 204 first responders are needed to answer the 437 CFS to achieve the

perferred 60:40 ratio of unobligated time to obligated time. The current authorized staff of 193 first responders is 11 officers short of the 204 officers required to achieve the Ideal Index. However, this SSI₁ calculation does not consider the 3.63 officer attrition rate for officers in 2013.

2013 Attrition Rate Considerations

Once the 3.63 percent attrition rate is factored in, the SSI₁ (Ideal Index) staffing level increases to 211.41 officers, or 18 additional positions over the current authorization level of 193 officers. An authorized staffing level of 211 officers, (18 additional officers) would ensure 204 officers are staffed 100 percent of the time to achieve a true Ideal Index, which is the 60:40 ratio of unobligated time to obligated time.

As of April 2014, approximately 21 percent of the sworn staff is eligible to retire. The Police Planning and Research Unit surveyed the 73 officers who are eligible to retire and inquired if they planned to retire in FY 2014-15. Approximately 56 percent of those who received a survey responded. Of those who responded, 19.5 percent or 8 officers indicated they planned to retire in the FY 2014-15. This equals approximately 2.3 percent of the department's authorized staffing level of 348 officers. The FY 2014-15 "planned to retire" number of eight officers equals the number of officer who did retired in 2013. Based on the assumption that eight officers will retire in FY 2014-15 and considering the 2013 attrition rate. I am projecting the 2014 attrition rate at 4 percent. When the 4 percent attrition rate is considered, the SSI₁ staffing requirement increases to 212.11 officers. The 19 additional officers would ensure 204 officers are staffed 100 percent of

the time to achieve a true Ideal Index, which is the 60:40 ratio of unobligated time to obligated time.

Since a true Ideal Index is nearly impossible to staff due to the attrition rate, military active-duty leave, injury leave, light duty assignments, training, and long-term sick leave for first responders, the department strives to maintain the staffing level of first responders within the 10 percent band between the Ideal and Critical Indexes. The following table shows the number of first responders required in order to stay within the 10 percent band of available / obligated time between the Ideal and Critical Indexes. Again, the chart does not consider the attrition rates.

Ratio	First Responders Required	Current Authorized	Difference	Service Standard Index
60% available / 40% obligated	204	193	- 11 Officers	Ideal Index, SSI ₁
59% available / 41% obligated	198	193	-5 Officers	Within the 10% Band
58% available / 42% obligated	192	193	1 Officer	Within the 10% Band
57% available / 43% obligated	186	193	7 Officers	2013 SSI
56% available / 44% obligated	182	193	11 Officers	Within the 10% Band
55% available / 45% obligated	178	193	15 Officers	Within the 10% Band
54% available / 46% obligated	173	193	20 Officers	Within the 10% Band
53% available / 47% obligated	169	193	24 Officers	Within the 10% Band
52% available / 48% obligated	165	193	28 Officers	Within the 10% Band
51% available / 49% obligated	161	193	32 Officers	Within the 10% Band
50% available / 50% obligated	157	193	36 Officers	Critical

Future Trends

The police department has experienced growth in the number of officers over the past 30 years, fueled partially by population growth. As the city is approaching maturity, and the population stabilizes, there most likely will be a continual need for additional officers to staff the police department. It normally takes about 18 – 24 months to recruit, hire, and train an officer before they are able to function independently so that they are contributing to the Ideal Index.

The future trends of several factors determine the need for additional first responder personnel. The factors include the number of CFS; the percent of CFS answered by the public safety officers (PSO); the average time on CFS: officer availability; and the amount of time officers spend on self-initiated activity such as, traffic enforcement, short termed investigations, and incidents involving the completion for field interview cards. The SSI formula considers these factors.

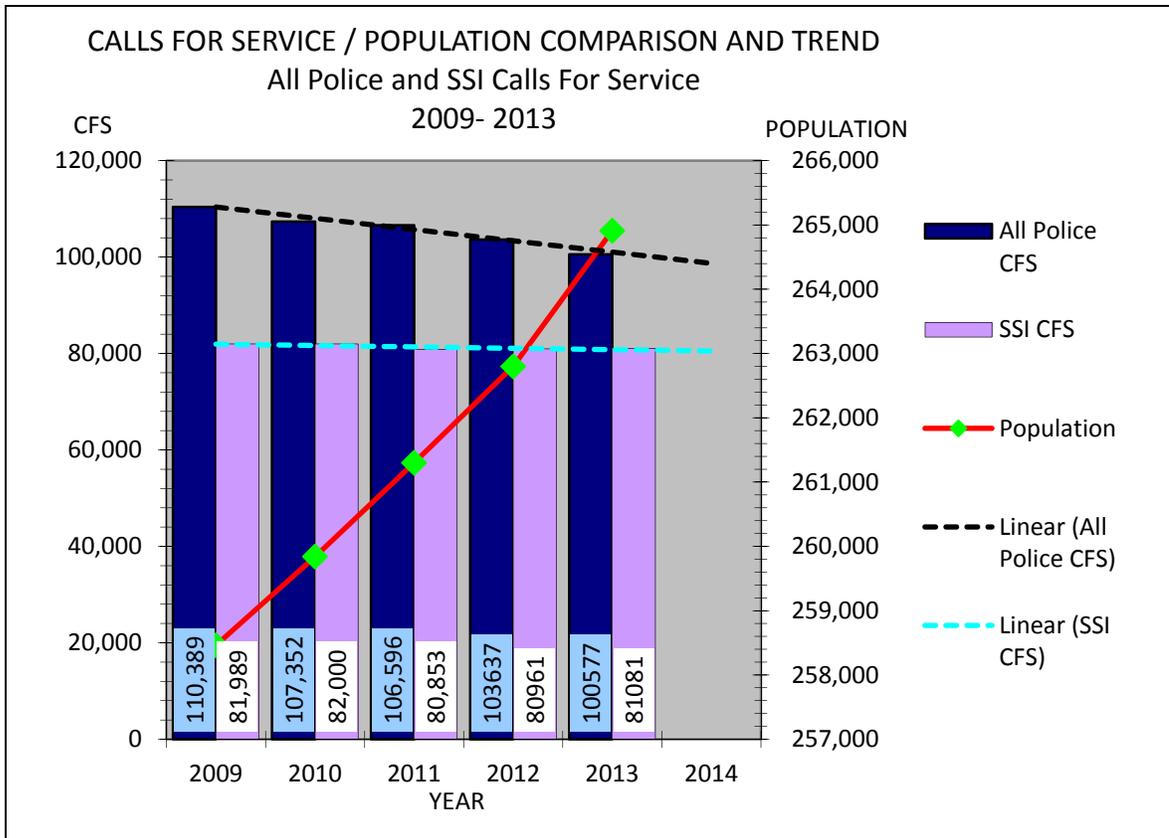
1. Calls For Service

The CFS trend steadily increased from 1999 to 2004. However, there was a 1.26 percent decrease CFS in 2005 and a 0.03 percent decrease in 2006. In 2007, CFS decreased 1.52 percent and in 2008 CFS increased 2.17 percent. In 2009, CFS decreased 0.56 percent. In 2010, CFS decreased 5.99 percent. In 2011, CFS decreased by 0.70 percent. In 2012, CFS decreased by 2.78 percent, and in 2013 the CFS decreased 2.95 percent. In the past, we have predicted that as the city reaches maturity, calls for service will flatten out. However, currently there is sufficient development and growth in the city to believe that CFS will increase in the near future and the downward trend will reverse.

Calls for Service for Past 5 Years Percentage Change

2009	-0.55%	2010	-5.99%
2011	-0.70%	2012	-2.78%
2013	-2.95%		

The following chart compares 5 years of All Police CFS to SSI CFS, and Plano’s population trend.



Although, the current CFS trend is leveling off, several business and housing developments currently underway or planned should be taken into account when considering adequate police officer staffing. Below are some of the current development projects in Plano.

A Sector

Junction 15 located at 930 East 15th Street is a mixed-use project located in the heart of Historic Downtown Plano. The project will include 279 apartment units that average 869 square feet. In addition, there is 7,683 square feet of ground floor retail space, which serves an extension of Historic 15th Street. 7-11 executed a lease agreement for 3,000 square feet of the retail space; there is an additional 6,154 square feet for the leasing and

amenity center. Across the street from the project is the Downtown Plano DART Light Rail Station, providing easy access to the greater DFW metro as well as multiple employment locations.

In the Douglass Community, plans are underway for 5 to 7 new homes to be constructed.

Emily's Place, a domestic violence prevention support center, is building a new campus on Avenue K, south of the fire department. The campus will consist of three (3) supportive-living homes, which will eventually be able to serve 75 women and children, and a historic home on the property that will be used for on-site counseling and administration.

D Sector:

A development consisting of 300 multi-family units is planned for the Southwest corner of Mapleshade Lane and Silverglen Drive.

An 88,000-square-foot, 90-unit assisted living community near the intersection of Coit Road and Bush Turnpike is scheduled to start construction in May 2014 and open next summer.

West Plano Village, located on W. Parker Road at the Dallas North Tollway, is under construction now with at least one restaurant already open. Plans for West Plano Village include an apartment complex; two new buildings for restaurants, offices, and retailers;

Eatzi's; and the free standing Kona Grill. West Plano Village will have about 90,000 square feet of retail space facing the tollway and along Parker Road. In addition, there will be 60,000 square feet of second-floor offices on the retail buildings. There will be seven or eight restaurants at this location. On the east side of the project, the developer is planning to construct 245 apartments in a four-story building that faces an internal boulevard.

Developer Trammell Crow is constructing Legacy Tower, a 13-story, 342,000-square-foot office building on the southeast corner of the Dallas North Tollway and Legacy Drive. It is scheduled to open later this year

J.C. Penney is developing a master-planned development on 240 vacant acres surrounding the J.C. Penney headquarters, near the intersection of Legacy Drive and Headquarters Drive. The master-planned development is a mixed-use project that will include offices, apartments, retail, and a hotel on that land. The development will be similar to nearby Legacy Town Center. FedEx Office and Print Services, the Dallas-based company that runs print shops across the country, is planning to move its corporate headquarters this development. The company will occupy approximately 255,000 square feet of as-of-yet unbuilt office space near the intersection of Legacy Drive and Headquarters Drive. Approximately 1,224 FedEx workers who currently office at the Galleria in Dallas and in a separate office in Plano will move to the new location.

Granite Park complex on the southeast corner of the Dallas North Tollway and State Highway 121 is scheduled for additional development. Developers are currently building a Hilton Hotel. The 299 rooms, nine-story hotel, and conference facility is scheduled to open in mid-2014. The developer is also constructing Granite Park IV, a 12 story, 300,000-square-foot office tower. The developer has constructed three office towers with almost a million square feet of space plus supporting retail. The master plan for Granite Park includes more than 2.5 million square feet of construction with more than a half dozen additional buildings.

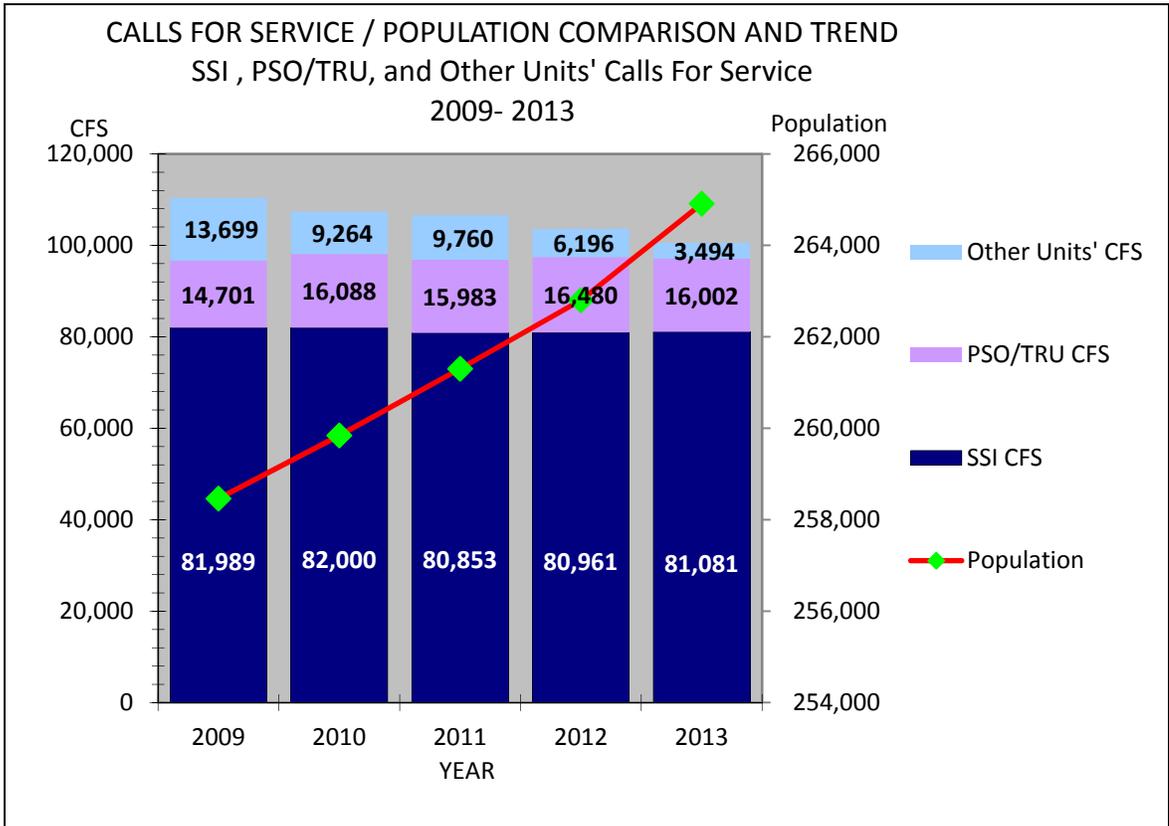
The Haggard property on the northeast corner of Windhaven Drive and Dallas North Tollway is an approximately 280-acre tract of land that the owners are seeking open-ending zoning to allow them to be prepared to develop when and whatever opportunity presents. There has been talk about developing the area with as many as 5,000 apartment units, but neither the Planning and Zoning Commission nor the City Council has made any decisions concerning the zoning request.

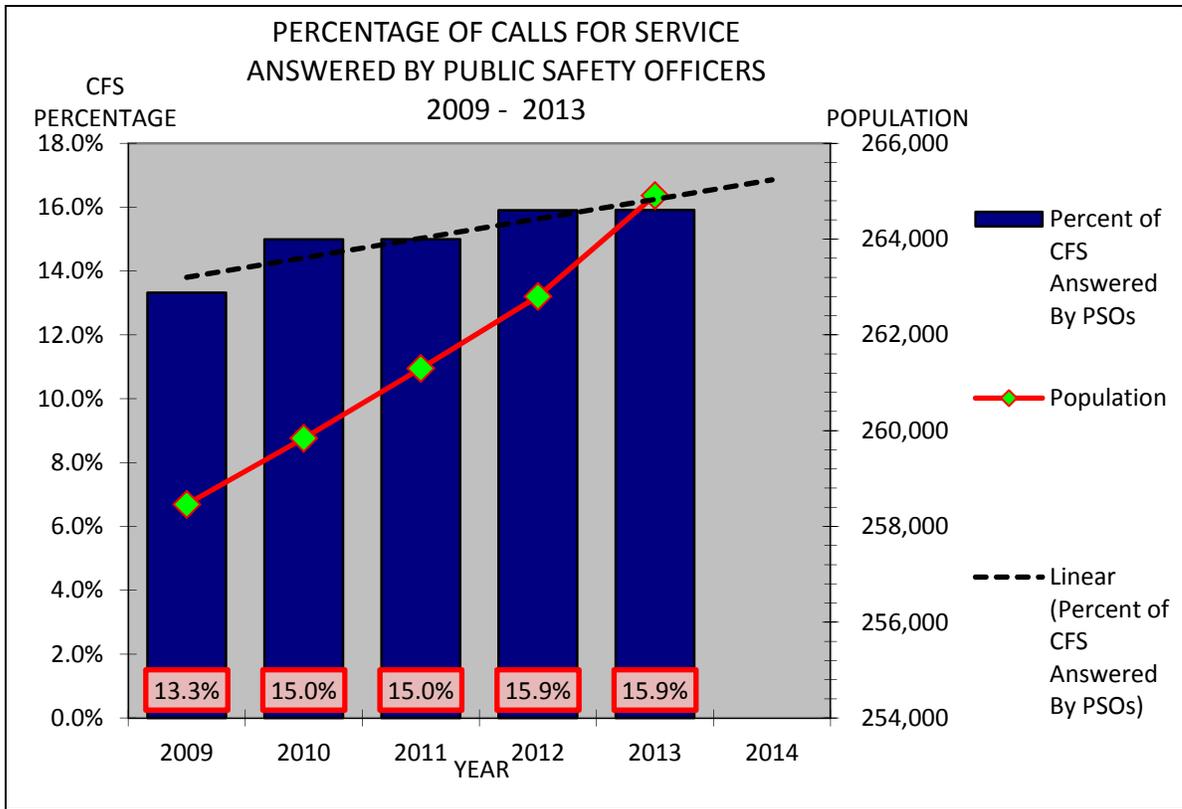
It can be reasonably assumed that with an increase in businesses and housing in Plano, CFS are going to increase and additional police officers will be required.

2. Calls For Service Handled By Public Safety Officers

Another staffing factor is the number of CFS the public safety officers (PSOs) handle. Generally, the fewer the number of calls handled by PSOs, the more police officers that are required to handle those calls. The Department's goal is for PSOs to handle 12 percent of the CFS. In 2009, PSOs handled 13.3 percent of the CFS, while in 2010 and

2011 they 15.0 percent of the CFS. In 2012 and in 2013 the PSOs handled 15.9 percent of the CFS. With PSOs handling nearly 16 percent of the CFS, the CFS that first responders might have handled has decreased. The following chart compares PSOs CFS to all CFS and the city's population.



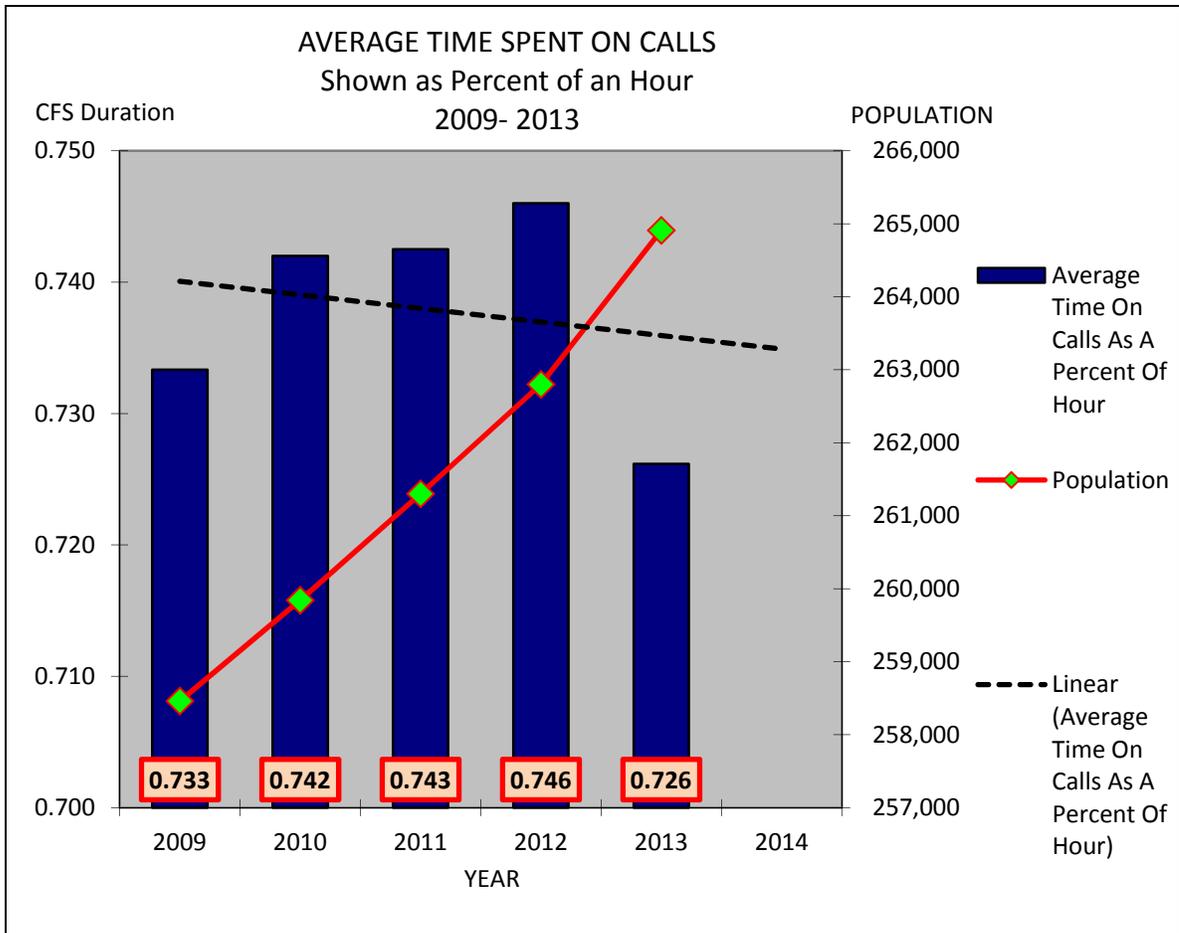


3. Average Duration of Calls For Service

The average duration of CFS showed an upward trend in 2002 to 2006. However, in 2007 and 2008 the call duration declined to 42.8 minutes and 42.1 minutes, respectively. Generally, as the average time on calls increase or decrease, so does the projected need for officers. In 2009, call duration increased 4.49 percent; in 2010, it increased by 1.1 percent; in 2011, it increased by 0.07 percent; in 2012, it increased .047 percent; and in 2013 call duration declined, 2.7 percent.

Average Time Spent on Calls for Service

2009	44.02 minutes	2010	44.52 minutes
2011	44.55 minutes	2012	44.76 minutes
2013	43.57 minutes		

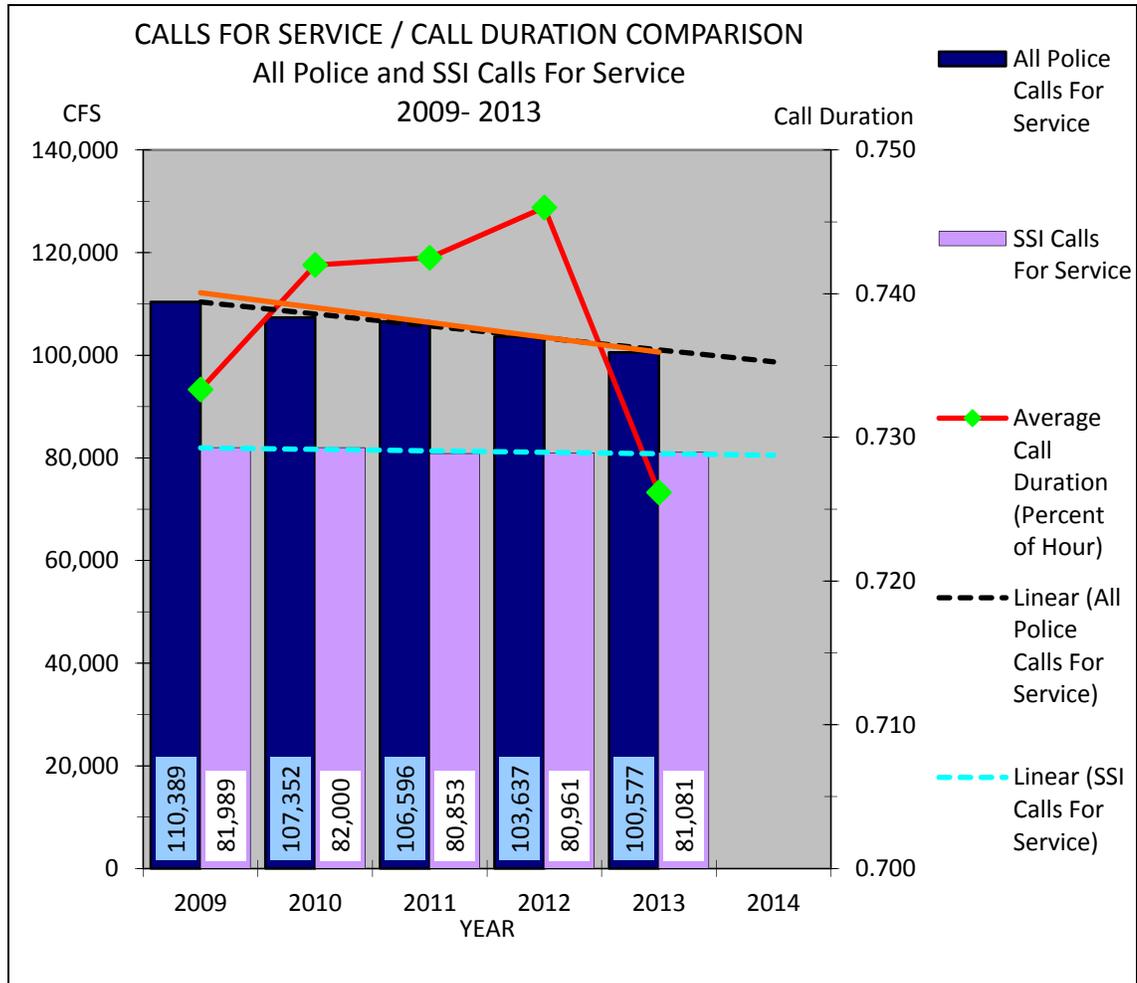


The increased call duration in 2009 may be attributed to officers completing reports in the field via the Automatic Field Reporting System (AFR) and the revised state crash report. The department fully implemented the AFR system during 2009, and there was a learning curve for the users. However, the decrease in CFS duration may be attributed to officers closing out incidents before they have completed the associated paperwork.

Recently, the Planning and Research Unit conducted a survey of the officers to determine, the frequency with which officers were completing reports after an incident closed in CAD, and the average amount of time officers spent completing reports after the incident closed. The survey return rate was 38 percent. Five (5) officers or 7.35

percent of survey recipients said that they never completed a report after the incident closed. Of the 63 officers who did respond to the survey, 68.3 percent reported completing at least 50 percent of their reports after the incident closed, with largest number, 31 (50 percent,) estimating that they completed 75 percent or more of their reports after closing an incident. When asked to estimate the amount of time they spent completing a report after closing an incident, 80.6 percent estimated that they spent at a minimum of 30 minutes completing a report. Approximately 30 percent of the officers estimated that they spent at least one-hour completing reports upon closing an incident. When asked the reason for completing reports after closing the incident, 78.3 percent cited "heavy call load" as the reason. Based on the survey of officers' report completion practices we can surmise that the call duration should be much greater in duration than is reported.

The following chart compares the CFS duration to all police CFS and the CFS used to determine SSI.



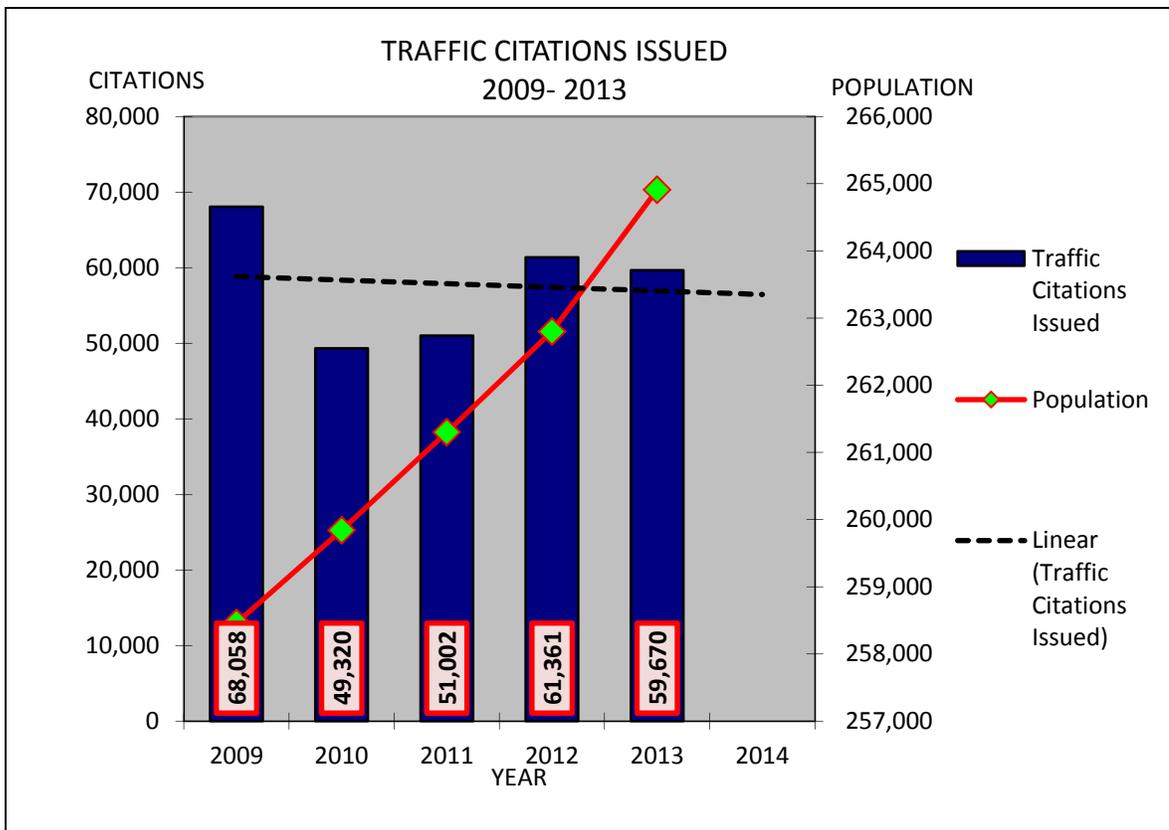
4. Officer Availability

The amount of time Officers are available to work contributes to staffing needs as well. Officers' time available has remained generally flat or decreased slightly, partially due to additional mandatory training required by legislation, homeland security-related training, training dealing with new technology, an aging work force with more leave time, the change in city policy that capped vacation accumulation to 480 hours, and more sick leave usage. Since 2002, 1,258 available hours per officer

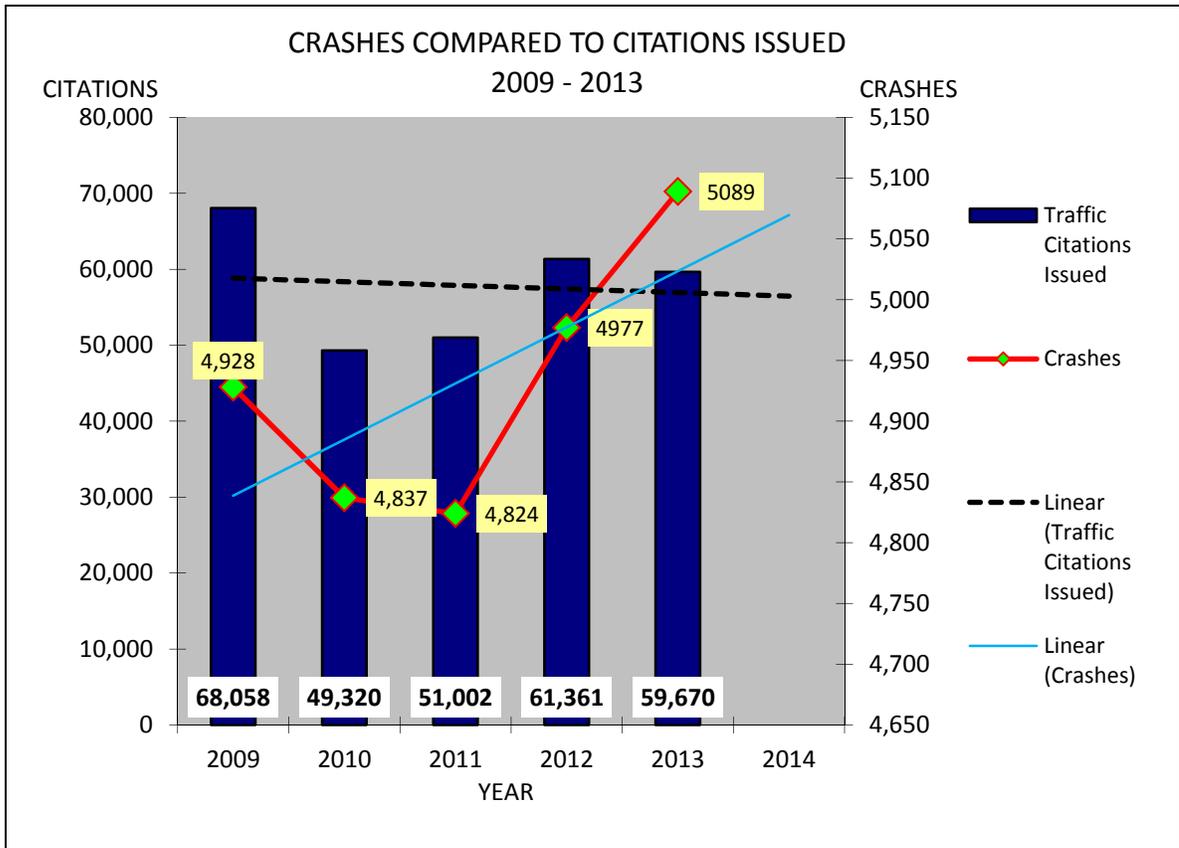
has been the standard. The available time per officer should be re-examined. Much has changed since 2002, including the department going to 12-hour shifts in August of 2011.

5. Officer Self-Initiated Activity

Historically, the department has included time spent writing citations and warning tickets as factors that have an affect on officers’ unobligated time. However, this time is just a fraction of the time officers spend on all self-initiated activity, which includes, traffic stops, and short investigations. In 2013, officer spent an average of 76 hours per officer on traffic stops and short investigations. The issuance of citation and warning tickets accounted for approximately 42 hours of the self-initiated activity.



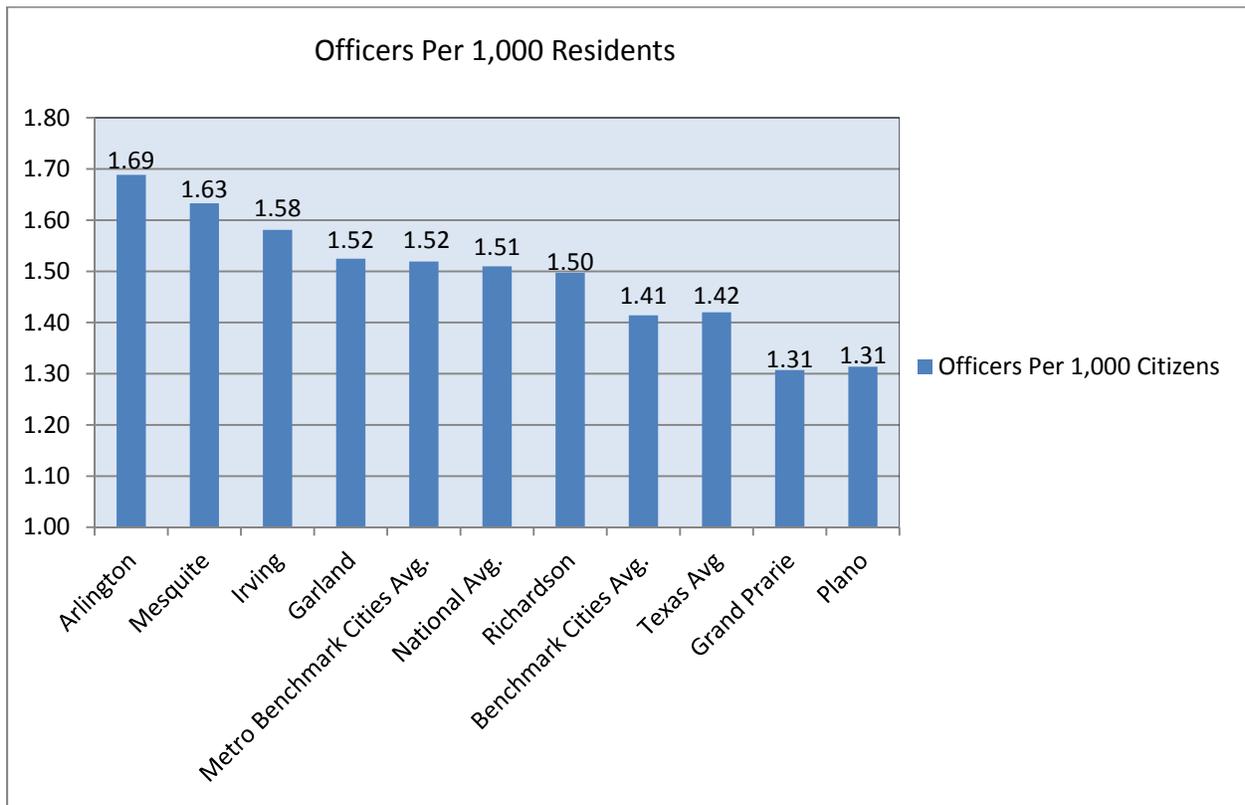
Although, traffic citation issuance is trending downward, the numbers of citations issued in 2011, 2012 and, 2013 were an increase over 2010. As citation issuances have trended downward, crashes have trended upward. The chart below compares the number of citations issued for the past five years to the number of crashes during that same period.



Other Considerations

Often police department staffing is examined from the perspective of officers per 1,000 residents. Recently, the Police Planning and Research Unit collected officer per 1,000 residents data from police departments in Arlington, Garland, Mesquite, Grand Prairie, Irving, and Richardson. The department frequently benchmarks against these police department. In addition,

officer per capita data was collected from the Benchmark Cities 2014 Summit as well officer per capita data for municipal police agencies in Texas and Nationally. Plano has the lowest officer per capita ratio of 1.31 officers per 1,000 residents than any of the benchmarks examined, with the exception of Grand Prairie, TX. Although, Grand Prairie has the same officer per capita ratio as Plano, Grand Prairie's population is only 181,303 compared to Plano's population of 264,910.



Recommendation

Although the department's current staffing level is within the 10 percent band between the Ideal and the Critical Indexes it most likely will not remain within the band through the FY 2014-2015 budget year and beyond without additional officers. Based on 2013 data and utilizing the Service Standard Index formula, at a minimum, 11 additional first responder personnel are needed in FY

2014-15 to achieve a “true” SSI₁, the Ideal Index. The need for additional officers becomes more critical when current and future development projects in the city are considered.

**Plano Police Department
2014-15 Budget Work Session
August 16, 2014**



**Police Service Standard Index
Gregory W. Rushin
Chief of Police**

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**FY 2014-2015 Police
Supplemental Budget Request**

Eight (8) Patrol Officers for D Sector

- Largest geographical sector and beats
- Heaviest traffic
- Highest number of calls for service
- Slowest response times
- Most current and future growth

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Staffing Analysis

- Plano 1.31 Officers per 1,000 citizen ratio
- Average of comparison cities in metroplex is 1.58
- Plano is the lowest of comparison metroplex cities
- Not added a patrol officer since FY 1997-1998
- Service Standard Index (SSI) formula indicates need for additional Patrol Officers

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SSI

- Predictive formula to maintain a measurable and definable index for determining future staffing needs
- Ideal Index (SSI 1)– 60% unobligated and 40% obligated
- Critical Index (SSI 3) – Point where response time will increase and citizen perception of safety will decrease – 50% unobligated and 50% unobligated
- Key Allocation Point (SSI 2) – 18-24 months prior to reaching critical index.

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SSI Influence Factors

- Number of calls
- Average time on a call
- Average non-calls like traffic stops, field investigations, and field identification cards
- Average number of back ups
- Total time an average officer is available to respond to calls (leave, training, court, etc.)

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2014 SSI Calculations

- 2013 – 57% unobligated and 43% obligated
- No calculation for when we would reach critical index because calls went down
- Need 11 Patrol Officers to Reach Ideal Index
- Need 18 Officers to Reach Ideal Index considering attrition
- Requesting 8 additional patrol officers, one for each beat in D Sector to add an additional beat
- Will take 12 – 18 months to fill these new positions

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Impact of Additional Patrol Officers in D Sector

- Increase minimums
- Reduction in beat sizes
- Greater visibility and presence
- Reduction in response time to calls
- Less call stacking

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Future Staffing Needs

- Developing Business Centers
- Technology (CISD, CSI, Support)
- Aging Neighborhoods (NPO's)
- Lieutenant (Specialized Units)
- Surveillance Unit (Major Crimes and Career Criminals)
- Warrants Unit
- Community Outreach

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PLANO FIRE-RESCUE







Budget Overview FY2014-2015

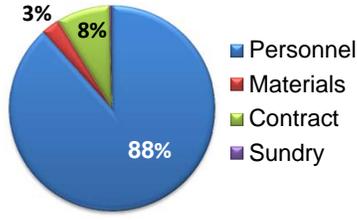
Department Overview





- All-hazards Fire Department
- \$47.7 million operating budget
- 352 personnel (341 firefighters)
 - FF to citizen ratio, 1.26 : 1,000
- 13 Fire Stations
 - Station per sq. mile ratio, 1 : 5.5
- 2013 calls for service
 - 22,124 (5% increase)
- Customer Satisfaction
 - 99.7%

Operating Budget



Category	Percentage
Personnel	88%
Contract	8%
Materials	3%
Sundry	3%



2013 Fire-Rescue Calls

Call Type	2009	2010	2011	2012	2013	% of calls
Fire	439	413	448	422	370 (-12%)	1.7%
Rescue & EMS	12,464	12,956	12,882	13,622	14,301 (+5%)	64.6%
Hazardous Conditions	668	599	630	577	609	2.8%
Service Call	1,271	1,395	1,717	1,794	1,730	8.53%
Good Intent	3,010	3,107	3,264	3,184	3,526	15.94%
False Alarm / False Call	1,654	1,677	1,917	1,401	1,541	7%
TOTAL	19,543*	20,174*	20,890*	21,034*	22,124*	



Last Year's Successes



Medical Priority Dispatch

- Available resources increased 1,863 hrs. or 2.4 units daily
- EMS Response Time*: 5:03 avg. (-5%) / 6:47 (90th percentile, -8.7%)
- CPR survival rates among highest in country



Fire Priority Dispatch



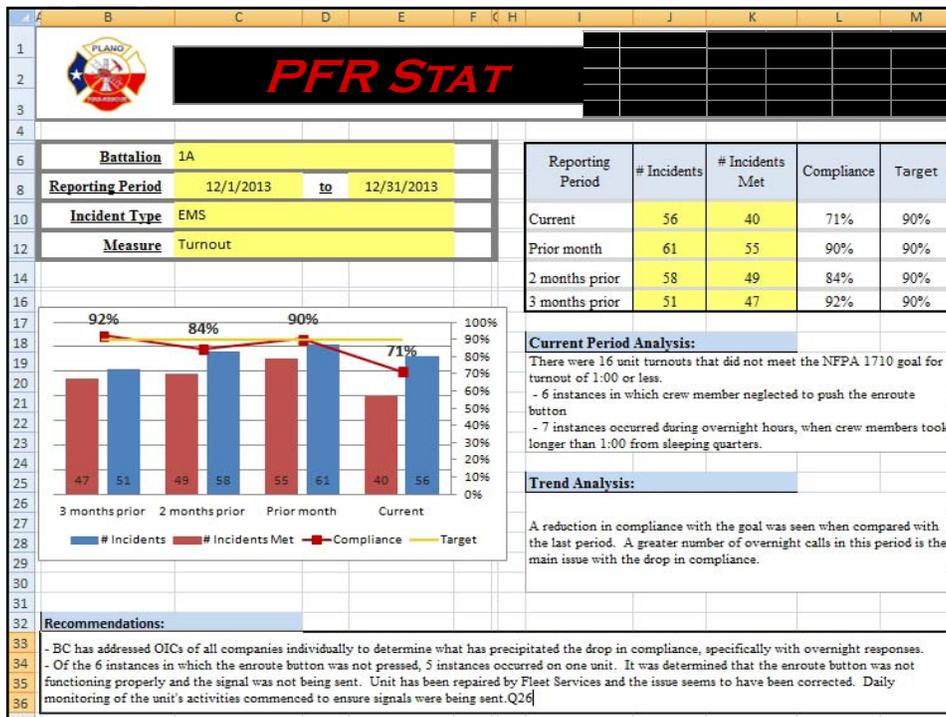
Previous Resource Commitment

- Outside Fire - Fires reported on the property close to the house (i.e., fence, yard, trash, etc.) but not involving the structure – full 2:1 (2 Engines, Truck, BC, Utility, Medic) HOT response: **16 personnel**
- Oven Fire - Includes oven fires with the door closed – full 2:1 HOT response: **16 personnel**
- Smoke Investigation – Includes calls reporting a light haze inside the structure with no visible flames, smell of smoke, heat or associated findings of fire – single (Engine or Truck) HOT response: 4 personnel
- Findings of fire – 2 (Engine and truck) HOT response: 8 personnel
- Alarm Investigation Carbon Monoxide - Shall send either a single engine or truck, due to specialized CO detection equipment now available on all engines and trucks – single Engine COLD response: 4 personnel
- Structure Fire - Out - Includes structure fires reported out with no continued visible flames, heat or associated findings of fire – Engine and Truck HOT response: **8 personnel**
- Electrical Short - Includes calls with no visible or continued flames, smell of smoke, heat or associated findings of fire – full 2:1 HOT response: **16 personnel**

New Resource Commitment

- Outside Fire – single (Engine or Truck) company HOT response: **4 personnel**
- Oven Fire – single (Engine or Truck) company HOT response: **4 personnel**
- Smoke Investigation – single (Engine or Truck) company HOT response: 4 personnel
- Alarm Investigation Carbon Monoxide – single (Engine or Truck) company COLD response: 2 or 4 personnel
- Structure Fire - Out – single (Engine or Truck) company HOT response: **4 personnel**
- Electrical Short – single (Engine or Truck) company HOT response: **4 personnel**

Required committed resources -77%



Rescue Squad Program





- \$1.5 million (15 personnel)
- \$300,000 - two (2) new Suburbans with equipment
- Projected to make 2,400 calls first full year (11 daily) – actual 4,000
- Projected \$600 per call – actual \$375
- Community Paramedic Program
 - Summer Time Wellness and Home Safety
 - Frequent needs customers
 - Partnering with hospitals to extend proactive non-urgent care





Administrative Reorganization

- Reduced Assistant Chief positions from four (4) to two (2)
- Added New Deputy Chief Classification
 - Deputy Chief of Logistics (09/2013)
 - Deputy Chief of Administration (10/2013)
 - Deputy Chief of Emergency Operations (04/2014)



Lagniappe

- Medical Advisory Board (MAB)
- ITOs added to increase FF safety
- Termination of Resuscitation (TOR)
- No backboard policy (trauma victims)
- Demand Ambulance placed in-service
- Active shooter drill
- Diversity in hiring
- PFR Clowns are back!
- On-duty scheduled physicals by crews
- Summer Wellness & Safety Program



FY 2014-2015 Budget



“Building on momentum ... Reshaping Plano Fire-Rescue”



FY 2014-2015 Budget

- Increase Personal Services Overtime Funding (cost neutral)
 - No new actual costs over previous expenditures but shown as \$246,960 increase

FY	Budget	Actual Spent (audit)	Difference (+/-)
2011-2012	\$1,388,650	\$1,766,476	(\$377,826)
2012-2013	\$1,388,650	\$1,811,424	(\$422,774)
2013-2014	\$1,516,130	\$1,855,088*	(\$338,958)
2014-2015	TBD		

*Factors for increase: added \$127,480 in FY2013-2014 for Demand Medic Unit; Firefighter COLA 2%; mandatory Holiday Time leave

- Add six (6) new Firefighter (FRS) positions (cost neutral budget impact)
 - \$520,062 recurring
 - Funds to come from current OT line-item



FY 2014-2015 Budget

- Net will show the following
 - \$246,960 accounting adjustment to OT to demonstrate actual costs
 - \$520,060 reallocation from OT to Civil Service for six (6) new FRS (no cost)
 - ❖ End totals:

FY 2013-2014 OT budget amount	\$1,516,130
Accounting adjustment	+\$246,960
Reallocate FRS OT to Salaries	<u>-\$520,060</u>
TOTAL FY2014-2015 OT:	\$1,243,030

TOTAL NEW SPENDING: \$0

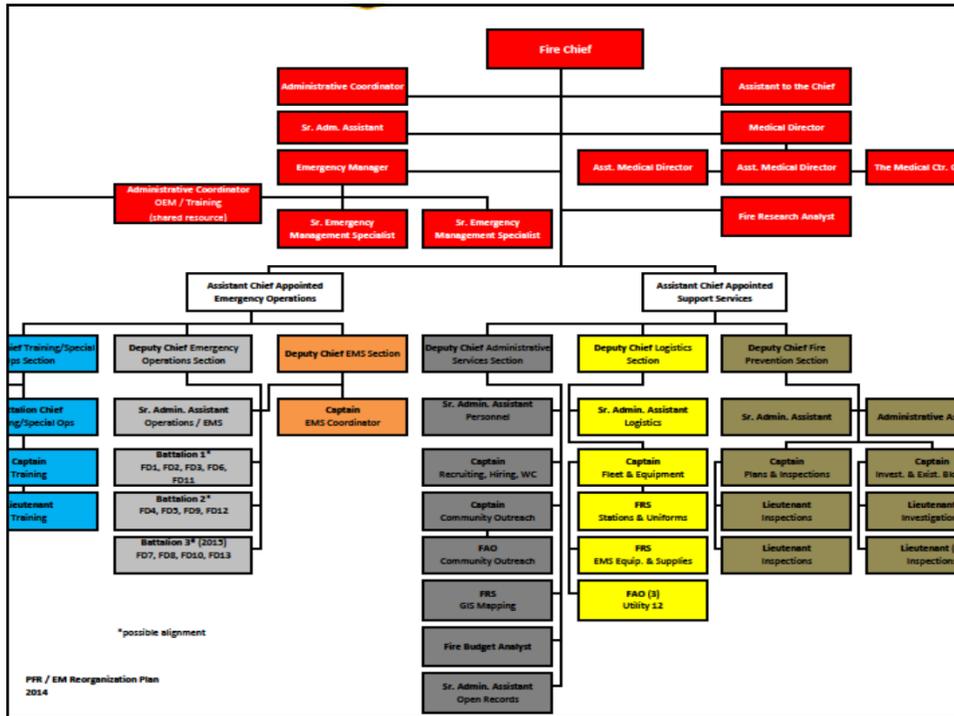


Command Staff Reorganization

- Deputy Chief of Fire Prevention: \$165,130 recurring
- Elevate one (1) Deputy Chief EMS: \$8,859 recurring
- Elevate one (1) Deputy Chief Training: \$8,859 recurring



TOTAL: \$182,848



Department Restructuring

- Elevate one (1) FRS position to FAO (Assistant to the Fire Chief) (\$10,917 recurring)
- Elevate one (1) Lieutenant position to Captain rank in Logistics Section (\$12,382 recurring)
- Elevate one (1) FRS position to FAO in Community Education (\$10,917 recurring)
- Add one (1) Lieutenant position in Fire Prevention (\$129,372 recurring)

TOTAL: \$163,588

Station Smart TVs Education / Training

- Enhanced Fire Station Training Project (\$25,025 one-time)
 - Smart TV ea. 13 stations \$15,600
 - Laptop and computers \$6,175
 - Data drops (contractual) \$3,250



TOTAL: \$25,025

Paramedic Pay Realignment

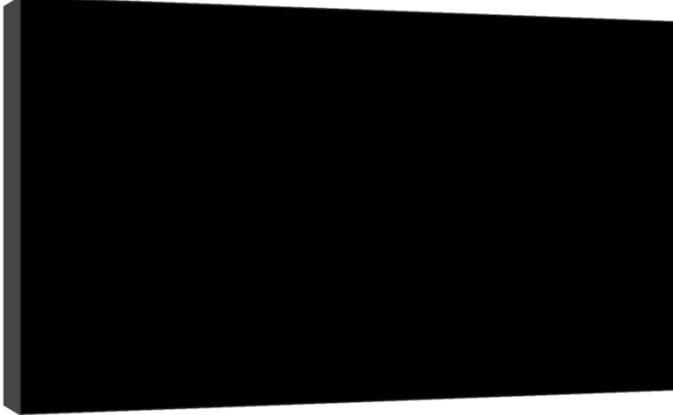


- All Fire-Rescue paramedics will be paid a equitable rate of \$350 for maintaining and being responsible to perform advanced life support skills
- Ambulance assignment pay will increase from \$20 per (24 hr.) shift to \$30.

TOTAL NEW SPENDING: \$0



PulsePoint AED


PulsePoint AED



- Maintenance agreement and licensing fee \$5,000
- Interface support/maint. \$3,000
- Software / CAD interface: \$7,500
- Project mgm. & implementation \$6,500



TOTAL: \$22,000 (\$8,000 recurring)



FY2014-2015 Summary

Program	Recurring	One-time	Actual new costs
OT accounting adjustment	\$246,960	0	0
Six (6) new FRS positions	\$520,060	0	0
Command Reorganization	\$182,848	0	\$182,848
Department Restructure	\$163,588	0	\$163,588
Paramedic Certification Pay	0	0	0
Smart TVs / Training Equip.	0	\$25,025	\$25,025
Pulse Point	\$8,000	\$14,000	\$24,000
TOTALS:	\$1,121,456	\$39,025	\$354,436 R \$49,025 One



Future Year Options

- Relocation of Fire Station #7
 - \$5.0 million one-time cost
- Third (3rd) field Battalion Chief
 - \$801,515 recurring
- Additional Engine Company and Movement of Current Ladder Company
 - \$1.5 million recurring, \$700,000 to \$1.1 million one-time cost (Engine/Truck)

PLANO FIRE-RESCUE



Budget Overview FY2014-2015

Date: August 13, 2014

To: Bruce D. Glasscock, City Manager
Frank F. Turner, Deputy City Manager

From: Christina Day, Director of Planning
Shanette Brown, Community Services Manager

Subject: The Great Update Rebate Program

In the 2012-13 budget year, Council established a fund of \$500,000 for neighborhood support, including a study of existing conditions and initial funding for a housing rehabilitation incentive program. The neighborhood study is now almost complete, and the incentive program, The Great Update Rebate, began operations on April 30, 2014. Additional funding of \$250,000 was added during the 2013-14 budget year. From the total of \$750,000, the study was contracted at a price of \$133,000, leaving \$617,000 for the Great Update Rebate program.

Since the Great Update Rebate Program began over three months ago, 38 one-on-one application meetings have been held with Plano residents looking to make improvements to their homes. Approximately \$920,000 in home improvements has been invested in enhancing the aesthetic appeal of Plano communities. As of August 10th, \$156,448, or more than 25% of the current program budget, has been encumbered, and six rebate checks have been distributed to homeowners ranging from \$1,450 to the maximum of \$5,000. The unencumbered fund balance is near \$460,000. No additional funds have been budgeted for the 2014-15 year. At the current rate of expenditure, the fund will be exhausted in under 10 months, or by June 2015.

On average, it takes nine days from conducting a one-on-one application meeting to receiving a notification to begin a home improvement project. Home improvements are taking as little as 12 days to as much as 82 days to complete. Interior improvements range from air conditioning and heating unit replacements to complete bathroom and kitchen remodels. Likewise, exterior improvements range from landscaping to foundation repairs. Interest in the program continues to grow as staff receives 15 to 20 inquiries weekly. In the upcoming year, education and outreach efforts for the program will continue to increase.

We look forward to providing additional information in our budget work session presentation on August 16, 2014.

Memorandum

Date: August 6, 2014

To: Bruce D. Glasscock, City Manager
Frank F. Turner, FAICP, Deputy City Manager

From: Lori Feild Schwarz, AICP, Comprehensive Planning Manager
Christina D. Day, AICP, Director of Planning

Subject: First Choice Neighborhood Program

In a continued effort to ensure Plano has “vibrant and renewing neighborhoods” as envisioned in the 2013-14 City of Plano Strategic Plan, the Planning Department seeks to enhance the current First Choice Neighborhood program to further meet this goal. While activities such as Love Where You Live (LWYL) and Revisiting Initiatives have been successful, staff identified the need for additional outreach efforts to engage neighborhoods and preserve property values. In FY 2013-14, the City Council funded the development of a Strategic and Operational Plan for Residential Property Value Retention. Planning Staff has worked with the chosen consultant on the development of this plan, which is substantially completed, and will be presented to City Council in the upcoming weeks.

One of the primary recommendations from the draft plan is the development of a “neighborhood vitality and beautification grant program.” The program is intended to “provide assistance to neighborhood projects designed to improve physical characteristics of the community.” Per the draft plan, the recommended initial budget is \$500,000 to \$1,000,000. The plan also recommends a staff member to continue to build upon the success of Love Where You Live by developing an outreach program that helps neighborhoods that do not qualify for the LWYL program but need support in developing or building a voluntary neighborhood association and improving property values.

Cities across the United States, as well as the Dallas-Fort Worth region, have utilized neighborhood revitalization grant programs as a catalyst to transform areas that are beginning to show decline. There are several adjacent municipalities, such as Garland, Richardson and Carrollton, that have well-established neighborhood enhancement/revitalization grant programs. The City of Plano participates in a regional information exchange with many of these North Texas municipalities in the Neighborhood Engagement and Revitalization Alliance (NERA). A review of these programs will determine best practices that can be incorporated in the development of the neighborhood revitalization grant should the program be approved for the 2014-15 City of Plano budget.

There are many different options to disburse grants to established neighborhoods and the attached matrix provides a summary of programs available nationally. While the specific details for the neighborhood revitalization grant program have yet to be established, a framework for the program has been discussed. The following are potential guidelines for the grant program:

- Eligible neighborhoods will need to be registered with the City of Plano’s First Choice Neighborhood program.
- An active voluntary Neighborhood Association or a mandatory Homeowners’ Association should be the applicant.

- Projects must meet the program objectives, including criteria such as: neighborhood goals, community benefit, project feasibility, community involvement, public improvements enhancement and visibility of improvements.
- Priority will be given to older neighborhoods as well as neighborhoods that show the greatest financial need.
- Limits will be established for minimum funding of projects as well as the total funding that a neighborhood may receive over a predetermined time frame.
- A tiered match must be provided, although a percentage of in-kind materials and labor will be allowed.

Typical improvement projects may include:

- Redesigned neighborhood entryway landscapes, with native vegetation or Smartscape plants
- Greenbelt improvements
- Enhanced lighting in public spaces
- Gateway signs and screening wall enhancements
- Neighborhood entryway signs
- Street Sign toppers
- Drip irrigation system in shared use/community areas
- Repair/replacement of screening walls

If funded, a program manual will be developed to provide performance standards for different project types. The grant contract will specify the full scope of work, resources allocated, and will require all necessary permits be obtained prior to initiation of construction work. City staff will also monitor projects through completion and provide technical assistance, as needed.

The 2014-15 City Manager's Recommended Budget for the Planning Department's First Choice Neighborhood Program includes a neighborhood revitalization grant program with a proposed budget of \$500,000. The City Manager's recommendation also includes the addition of one (1) staff member, a Senior Planner, to support the city's neighborhood reinvestment initiatives.

ATTACHMENT:

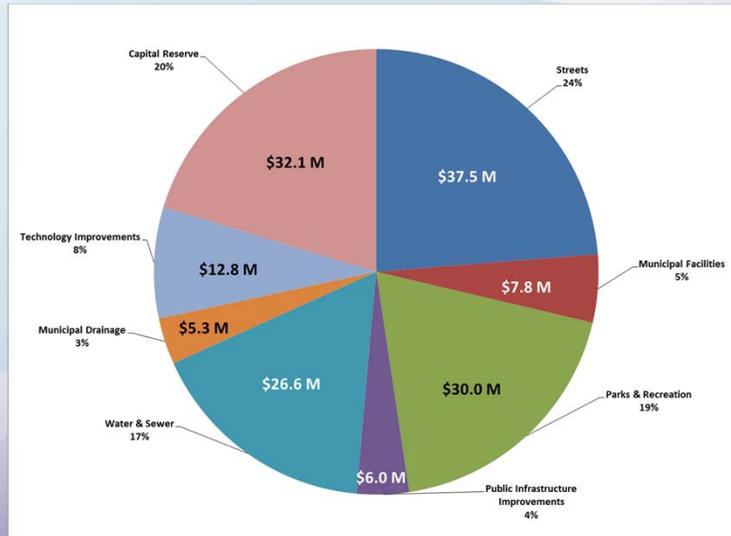
Neighborhood Enhancement Programs matrix

Organization	Eligibility Requirements	Eligible Projects	Funds Available
Garland Neighborhood Vitality Matching Grant	<p>Grantee must be an established entity. Association by-laws and registration should be provided along with the application packet.</p> <p>A neighborhood group may organize for the sole purpose of completing a neighborhood improvement project. A notarized document outlining the group name, purpose, and project contacts must be provided with the application.</p>	<p>The grant program is designed to provide assistance to specific neighborhood projects that provide a public benefit thereby promoting a stronger, safer, and healthier community. These projects will include, but are not limited to entry features (new construction and renovations), landscape design and improvements, neighborhood enhancement features such as sidewalk and lighting improvements, neighborhood recognition signage, screening Walls (new construction and renovations)</p>	<p>\$500,000 Annual Budget</p> <p>Grants will not exceed \$100,000 per association within a 5 year timeframe. Each association or group will be expected to provide a match based on the size and scope of the project, neighborhood size, and operating budget. The association match may include cash contributions, materials, or sweat equity.</p>
Carrollton Neighborhood Enhancement Matching Grant Program	<p>Register on an annual basis with the City's Community Development Office. Neighborhoods that wish to submit a proposal must be registered.</p> <ul style="list-style-type: none"> • Priority will be given to the neighborhoods that are at least 10 years old and include a minimum of 30 residential units. Neighborhoods that do not meet this age or size guideline are still eligible and highly encouraged to apply. • Measure neighborhood sentiment to determine support for proposed projects. • Submit a completed application with all appropriate attachments. 	<p>Project should be in public right-of-way and benefits all neighborhood residents and the general public. Projects include neighborhood entryways and landscaping, xeriscape parks and native vegetation plantings, neighborhood park benches, greenbelt improvements, puublic right-of-way irrigation improvements, walking bridge improvements, enhanced lighting of public spaces, gateway signs and screening wall enhancements</p>	<p>\$15,000 Annual Budget</p> <p>Requesting budget increase to \$45,000. Have not seen much success with current funding, asking for \$10,000 per project so can accommodate 4 projects/year. Maximum of \$5000 per year. Planning to increase that to \$10,000 - \$20,000 per neighborhood. Match will lowered from 1:1 to 2:1 (66% neighborhood, 33% city)</p>

Organization	Eligibility Requirements	Eligible Projects	Funds Available
<p>City of Richardson</p> <p>Neighborhood Vitality Program</p> <p>Matching Fund Beautification Program</p>	<p>Citizens (formal or informal) contact Parks to make a request. An application must be submitted by May 1 to include in department's budget request for the next fiscal year.</p> <p>The city plans the project and sets a schedule.</p>	<p>Entry Features, Screening Walls, Bridge Aesthetics, and Sidewalk Repair Landscaping improvements in median areas of neighborhoods.</p>	<p>In 2010, \$2 million allocated</p>
<p>Tulsa Neighborhood Fund</p>	<ol style="list-style-type: none"> 1. Neighborhood-based organizations of residents and/or businesses 2. Ad hoc groups of neighbors that form a committee solely for the purpose of completing and maintaining a neighborhood project 	<p>Neighborhood physical improvement</p> <p>Neighborhood assessments, evaluations, plans, and/or designs</p>	<p>\$2.1 million for projects within the City of Tulsa. Tulsa County voters approved a one-penny 13-year increase in the Tulsa County Sales Tax, to be used for regional economic development and the capital improvements. Includes approx.</p> <p>\$25,000 per project (May re-apply if funds are available)</p>
<p>Maryanne Corder Neighborhood Grant Program</p> <p>Tempe, AZ</p>	<ol style="list-style-type: none"> 1. Homeowners/Associations in Tempe registered with the Neighborhood Services Division. 2. Apartment communities that are fully certified in the City's Crime Free Multi-housing Program. 3. Individuals from an area without an association who wish to apply for an improvement in their neighborhoods can call the Neighborhood Services Division. 	<p>To be eligible for funding, a project must be a capital improvement project that benefits the entire neighborhood rather than just a few residents. Capital improvement projects include, but are not limited to, security lighting, traffic calming (excluding speed humps), landscape and beautification, park improvements, signage and art projects.</p>	<p>\$225,000 Annual Budget</p> <p>Maximum \$12,000 per association</p>

Organization	Eligibility Requirements	Eligible Projects	Funds Available
Neighborhood Partnership Grant Program Tallahassee, FL	Neighborhood organizations may match the City's contribution with volunteer time, in-kind donations of goods and services or financial contributions. The value of the neighborhood's contribution must be equal to or greater than the City's grant.	Projects must improve the physical, public safety, cultural, recreational or educational conditions in Tallahassee's neighborhoods.	The maximum grant award per neighborhood is \$2,500.00. CDBG funded
Low-Volume Irrigation Program Mini-Grant Application Hillsborough County	Neighborhood, Civic, Homeowner Associations, Crime Watch Programs and Special Taxing Districts	Neighborhood leaders are invited to propose projects that will install or retrofit current irrigation systems with low-volume technology in community-maintained areas. This area could be either community-owned or city/county owned and community-maintained.	\$150,000 Annual Budget Maximum individual award will be \$2,500 per association

COMMUNITY INVESTMENT PROGRAM FY 2014-15 EXPENDITURES = \$158,151,300



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PROJECTED 2015 G.O. BOND SALE

CIP Area	2009 Authority	2013 Authority	Total Amount
Park & Athletic Improvements	\$11,145,000	\$7,200,000	\$18,345,000
Recreation Centers	5,800,000	2,800,000	8,600,000
Public Infrastructure	-	6,000,000	6,000,000
Public Safety Facilities	<u>1,700,000</u>	-	<u>1,700,000</u>
Total	\$18,645,000	\$16,000,000	\$34,645,000

Major Park Projects: Oak Point Park & Nature Preserve (\$6.55M), Park Improvements (\$2.85M), Recreational Trails (\$2.4M)

Major Recreation Center Projects: Oak Point Center Expansion (\$4.0M) & Jack Carter Pool Renovation (\$2.8M)

Public Safety Facilities: Fire Station #1 & Fire Administration Renovation (\$1.7M)

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PROJECTED 2015 C.O. SALE

Technology Project	Amount
Telephone System Upgrade	\$2,750,000
Public Safety Radio System Upgrade	2,500,000
<u>Permitting, Licensing & Land Management System Upgrade</u>	<u>1,500,000</u>
Total	\$6,750,000

FY 2014-15 Technology Improvement Projects will also utilize remaining 2010 C.O. proceeds as well as remaining funding available from the Public Safety Technology Fund and the Technology Infrastructure Fund

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CIP COMING ON-LINE

CIP Project	Amount
Oak Point Park Nature & Retreat Center	\$709,392
09 Oak Point Park Development	285,638
09 Park Improvements	136,736
13 Park Improvements	79,134
Police Evidence Expansion	42,571
Enfield Park Maintenance Facility	22,374
Oak Point Recreation Center Expansion	21,204
Gun Range Enclosure	15,401
Fire Station #2 Expansion	6,907
<u>Fire Station #6 Expansion</u>	<u>4,907</u>
Total	\$1,324,263

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