



**PROGRAM OF SERVICE  
BUDGET IN BRIEF  
2011-12**

**PLANO, TEXAS  
PROGRAM OF SERVICE  
FISCAL YEAR 2011-12**

AS ADOPTED BY THE CITY COUNCIL

**CITY COUNCIL**

**PHIL DYER**  
MAYOR

**PAT MINER**  
MAYOR PRO TEM  
PLACE 1

**LISSA SMITH**  
DEPUTY MAYOR PRO TEM  
PLACE 4

**BEN HARRIS**  
PLACE 2

**ANDRE DAVIDSON**  
PLACE 3

**JIM DUGGAN**  
PLACE 5

**PATRICK GALLAGHER**  
PLACE 7

**LEE DUNLAP**  
PLACE 8

**BRUCE D. GLASSCOCK**  
CITY MANAGER

**KAREN M. RHODES-WHITLEY**  
BUDGET DIRECTOR

**CASEY SRADER**  
BUDGET MANAGER

The Budget-In-Brief is a summary document containing information on the most important decisions made during the City's annual financial and operational planning process. The full City Budget and the line item detail budgets are also available for those persons wishing to understand the City's operations in more depth. The full budget is available on the City's website @ [www.plano.gov/departments/budget](http://www.plano.gov/departments/budget)

For additional information contact:

Budget & Research  
PO Box 860358  
Plano, TX 75086  
(972) 941-7194

# TABLE OF CONTENTS

---

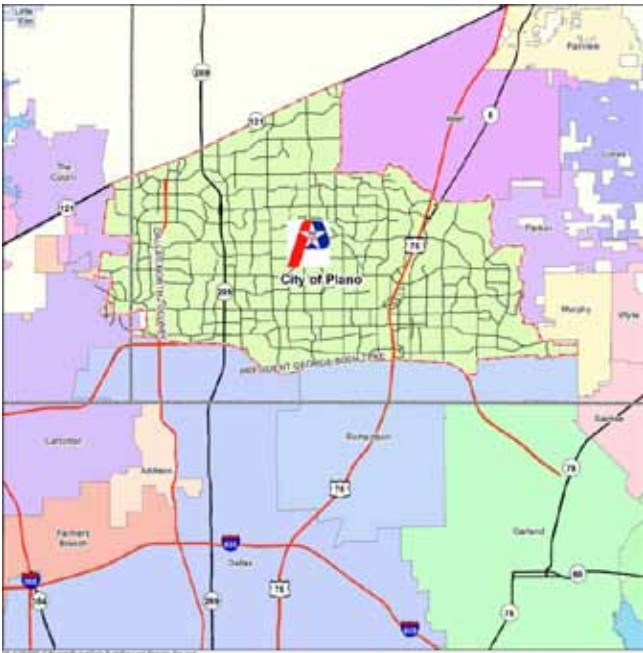
Plano Demographics & History.....	1
Statistical Data.....	2
Combined Fund Summary.....	3
General Fund.....	5
Non-Departmental .....	11
Positions .....	12
Water & Sewer Fund .....	13
Sustainability & Environmental Services Fund .	15
Convention & Tourism Fund .....	17
General Obligation Debt Fund.....	19
Administration.....	20
Building Inspections & Property Standards .....	21
Customer & Utility Services .....	22
Emergency Management .....	23
Engineering .....	24
Finance.....	25
Fire .....	26
Health .....	27
Human Resources.....	28
Libraries.....	29
Parks & Recreation.....	30
Planning.....	33
Police.....	34
Public Information.....	35
Public Safety Communications.....	36
Public Works.....	37
Sustainability & Environmental Services .....	39
Technology Services.....	41
Organizational Chart.....	42
Community Investment Program.....	43
Debt Service Funds .....	47
City Council Goals/Action Plan.....	50

---

## City of Plano Demographics & History

---

Plano is located 20 miles north of Dallas' Central Business District, in one of the fastest growing regions in the United States, Collin County. The City boundaries include 72.2 square miles and are supported by four major transportation arteries. Plano residents have easy access to four airports and a public transportation system. Plano businesses and residents can interact with both coasts during most normal business hours, and all major U.S. cities are accessible within three hours, due to the central time zone location. The climate is considered "humid subtropical" with average high temperatures in August being 95°F and average low temperatures in January being 34 °F. Plano usually receives between 33 to 40 inches of rainfall annually, and the average wind speed is 11 mph.



Plano has been recognized as an **"All America City"** and is the largest city in Collin County with an estimated population of 261,350 (January 2011). Plano was incorporated in **1873** with more than 155 residents. Named after the first medical doctor's mistaken belief that Plano was the Spanish word for "plain", the city was primarily an agricultural and mule-trading center for the first century. Starting in the 1960's, Plano grew from a small farm town to a major employment center and residential community that is nationally recognized for the "Quality of Life" for citizens.

The city is governed by a **Council-Manager** form of government. A City Manager oversees daily operations, while the Mayor and Council serve as the policy-making board, set the long range directions and strategies for the community. The Council consists of the Mayor and seven representatives (or members) elected at-large, with four members required to reside in specific geographic districts (places).

---

## City of Plano Statistical Data

---

### 2010 Census Data Population by Race/Ethnicity

White	58.4%
Black/African American	7.4%
Asian	16.8%
Hispanic	14.7%
Some Other Race	2.8%
Total Population	261,350

### Taxation

Ad Valorem Tax Rate (per \$100 of Assessed Value) – October 1, 2011

City of Plano	\$.4886
Plano Independent School District	1.3734
Collin County	.2400
Community College District	.0863
TOTAL	\$2.1883

State Sales Tax	6.25%
Municipal Sales Tax	1.00%
Dallas Area Rapid Transit (DART)	<u>1.00%</u>
TOTAL SALES TAX	8.25%
Hotel/Motel Tax	7.00%

### Top Ten Ad Valorem Taxpayers

Oncor Electric Delivery Company	\$182,122,685
J.C. Penny Co. Inc #9900-2	\$159,971,610
Legacy Campus LP	\$148,990,000
Willow Bend Shopping Center	\$101,200,000
Electronic Data Systems Corp	\$95,498,438
HSP of Texas Inc.	\$95,171,004
Bank of America, NA	\$86,895,108
United Dominion Realty LP	\$86,263,585
Shops at Legacy (Inland) LP The	\$83,616,991
TOLLWAY/121 Partners LTD	\$83,487,355

### Miscellaneous

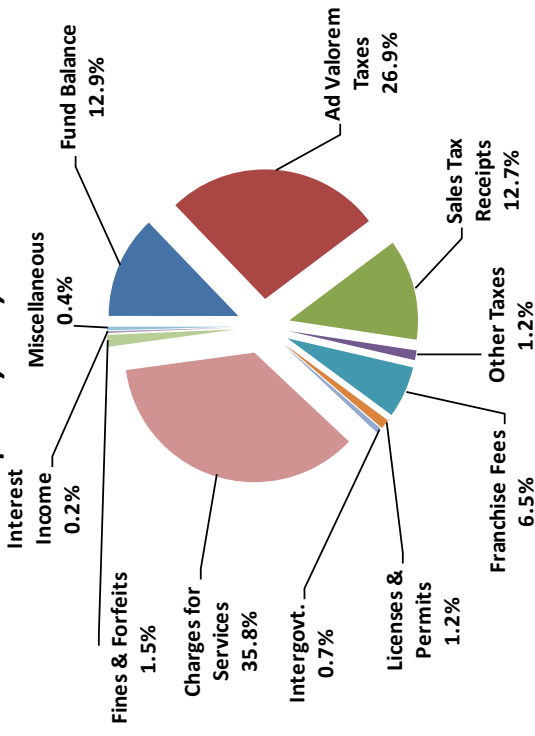
Date of Incorporation:	June 2, 1873
Date of City Charter Adoption:	June 10, 1961
Form of Government:	Council-Manager
Area – square miles	72.2
Fire Department: Class 1 ISO; EMS Accreditation	
Number of fire stations	13
Number of Positions	332
Police Department: CALEA certified	
Number of Positions	484
Total City Employees/Positions:	
Full time	2,022
Part time	714
Recreation:	
Park sites	82
Park acres	4,002
Libraries:	
Full-service library facilities	5

2011-12 COMBINED FUND SUMMARY

	General Fund	Water & Sewer	Sust. & Envir. Services	Convention & Tourism	Municipal Drainage	HUD Grants	Recreation Revolving	Municipal Golf Course	PTN	GO Debt	Water & Sewer Debt	Total 2011-12
<b>BEGINNING BALANCES</b>	\$29,911,944	\$19,634,576	\$2,582,365	\$1,700,921	\$1,725,404	\$0	\$695,924	\$18,868	\$167,010	\$1,081,579	\$327,481	\$57,846,071
<b>Revenues</b>												
Ad Valorem Taxes	\$78,254,045	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$42,971,131	\$0	\$121,225,176
Sales Tax Receipts	57,012,269	0	0	0	0	0	0	0	0	0	0	57,012,269
Other Taxes	993,626	0	0	4,567,687	0	0	0	0	0	0	0	5,561,313
Franchise Fees	22,349,971	0	6,834,921	0	0	0	0	0	0	0	0	29,184,892
Licenses & Permits	5,345,929	48,801	0	0	0	0	0	0	0	0	0	5,394,730
Intergovernmental	1,158,478	0	0	0	0	1,985,408	0	0	0	0	0	3,143,886
Charges for Services	11,319,143	122,708,239	16,106,656	1,889,226	5,158,230	0	3,299,450	960,000	0	0	0	161,440,944
Fines & Forfeits	6,711,138	0	0	0	0	0	0	0	0	0	0	6,711,138
Interest Income	721,067	20,000	0	10,000	20,000	0	14,000	0	1,000	225,000	5,000	1,016,067
Miscellaneous	968,493	0	374,086	1,015	6,000	0	66,150	0	710,500	150,597	0	2,276,841
<b>SUBTOTAL REVENUES</b>	184,834,159	122,777,040	23,315,663	6,467,928	5,184,230	1,985,408	3,379,600	960,000	711,500	43,346,728	5,000	392,967,255
Transfers In From Other Funds	18,435,944	0	0	0	0	0	0	0	150,000	0	402,419	18,988,363
<b>TOTAL REVENUES &amp; TRANSFERS</b>	203,270,103	122,777,040	23,315,663	6,467,928	5,184,230	1,985,408	3,379,600	960,000	861,500	43,346,728	407,419	411,955,619
Less Interfund Transfers	(400,000)	(16,641,923)	(892,568)	(323,396)	(361,076)	0	(168,980)	(48,000)	0	(402,419)	0	(19,238,363)
<b>AVAILABLE RESOURCES</b>	\$233,182,047	\$142,411,616	\$25,898,028	\$8,168,849	\$6,909,635	\$1,985,408	\$4,075,524	\$978,868	\$1,028,510	\$44,428,307	\$734,900	\$450,563,329
<b>Expenditures</b>												
Salaries & Wages	\$150,513,545	\$9,130,362	\$6,170,466	\$2,750,796	\$1,331,000	\$0	\$1,125,817	\$466,980	\$654,168	\$0	\$0	\$172,143,134
Operations & Maintenance	45,739,373	78,349,311	15,643,545	4,255,627	1,297,169	1,985,408	1,962,538	221,141	290,472	0	0	149,744,584
Capital Outlay	1,000,000	320,849	667,000	0	0	0	0	0	0	0	0	1,987,849
Debt Service	0	0	0	0	0	0	0	0	0	43,135,491	357,800	43,493,291
<b>TOTAL OPERATING EXPENSES</b>	197,252,918	87,800,522	22,481,011	7,006,423	2,628,169	1,985,408	3,088,355	688,121	944,640	43,135,491	357,800	367,368,858
Transfers Out To Other Funds	19,779,447	36,649,160	1,700,767	343,396	3,290,690	0	168,980	48,000	0	0	0	61,980,440
<b>APPROPRIATIONS &amp; TRANSFERS</b>	217,032,365	124,449,682	24,181,778	7,349,820	5,918,859	1,985,408	3,257,335	736,121	944,640	43,135,491	357,800	429,349,298
Less Interfund Transfers	(400,000)	(16,641,923)	(892,568)	(323,396)	(361,076)	0	(168,980)	(48,000)	0	(402,419)	0	(19,238,363)
<b>TOTAL APPROPRIATIONS</b>	\$216,632,365	\$107,807,759	\$23,289,210	\$7,026,424	\$5,557,783	\$1,985,408	\$3,088,355	\$688,121	\$944,640	\$42,733,072	\$357,800	\$410,110,936
<b>ENDING FUND BALANCES</b>	\$16,149,682	\$17,961,934	\$1,716,250	\$819,029	\$990,776	\$0	\$818,199	\$242,747	\$83,870	\$1,292,816	\$377,100	\$40,452,393

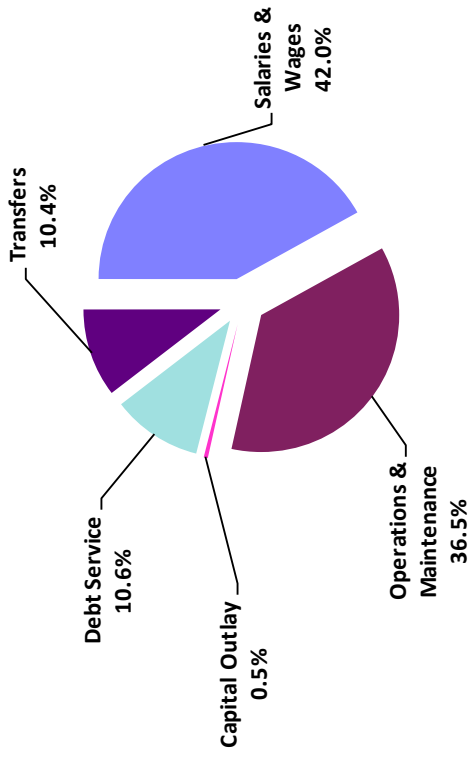
## AVAILABLE RESOURCES

\$450,563,329



## TOTAL APPROPRIATIONS

\$410,110,936



# GENERAL FUND OVERVIEW

## General Fund Summary

	Actual 2009-10	Budget 2010-11	Estimate 2010-11	Budget 2011-12
Unappropriated Fund Balance	\$42,744,130	\$30,158,999	\$41,400,577	\$29,911,944
Revenues	189,491,732	183,126,484	182,678,505	184,834,159
Transfers In	18,025,439	19,742,695	19,624,228	18,435,944
<b>Total Resources</b>	<b>\$250,261,301</b>	<b>\$233,028,178</b>	<b>\$243,703,310</b>	<b>\$233,182,047</b>
Operating Appropriations	\$188,365,715	\$197,057,891	\$193,135,039	\$197,252,918
Transfers Out	20,495,009	19,929,334	20,656,327	19,779,447
<b>Total Appropriations</b>	<b>\$208,860,724</b>	<b>\$216,987,225</b>	<b>\$213,791,366</b>	<b>\$217,032,365</b>
Ending Fund Balance	\$41,400,577	\$16,040,953	\$29,911,944	\$16,149,682

## Revenue Highlights

Total General Fund Revenue for 2011-12 is estimated at \$203,270,103, which is \$967,370 below the 2010-11 Re-Estimate Budget, or \$400,924 above the 2010-11 Adopted Budget. **Funding for the General Fund is generated through three primary sources:** Revenues from property taxes provide for **38.5%** of total revenue at the current rate of 48.86 cents per \$100 of assessed property value. **Revenue from sales tax collections generates 28.0%.** Franchise fees, transfers in from other funds, parks and recreation fees, building and development related revenue, municipal court fines and library fees make up the remaining **33.5%**.

**Ad valorem taxes** are estimated at \$120,567,532 for 2011-12. Projections received from both Collin and Denton Central Appraisal Districts indicate a total assessed property value for 2011-12 of \$25.0 billion reflects an increase of \$333.1 million, or 1.35%. The **ad valorem tax rate is split between the General Fund and the General Obligation (G.O.) Debt Fund** and has been adjusted to reflect the required allocation of this resource. The G.O. Debt rate is established at a level that will provide for the principal and interest payments on the City's debt, and allow for an unallocated fund balance to meet the minimum requirement of 2.5% of estimated current tax collections in this fund, as recommended in the Council Financial Policies. After providing for this requirement, the remainder is available for General Fund Expenditures.

The **tax rate split for 2011-12** is as follows:

<b>General Fund</b>	<b>31.49</b>
<b>GO Debt Fund</b>	<b>17.37</b>

**Sales tax receipts** are re-estimated for 2010-11 at \$57,792,985, a 0.3% decrease from the 2009-10 actual collections and a 1.4% increase or \$780,716 from the original 2010-11 Adopted Budget. According to Council Policy enacted in 2008, a cap was placed on sales tax projections at \$57 million, and can only be increased for one-time expenditures or a transfer to the Capital Reserve Fund.

**Franchise Fee** revenues are expected to increase by \$245,397 above the 2010-11 Re-Estimate. **Telephone** Franchise fees are projected to remain constant as the number of customers shifting from land lines to

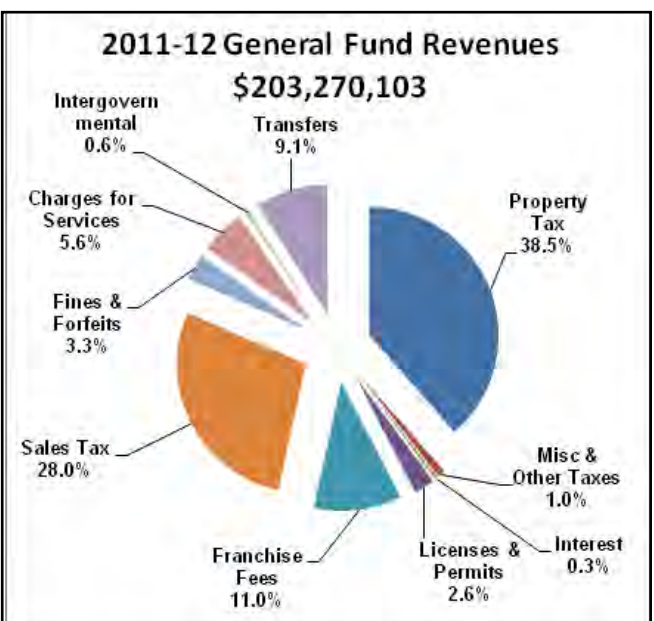
## GENERAL FUND OVERVIEW

cell phones stabilizes. The **Gas** Franchise revenue is expected to increase slightly from \$3.1 M in 2010-11 to \$3.3 million in 2011-12, based on 5% of the service provider's gross revenue receipts. Plano's **Electrical** Franchise revenue is projected at \$11.9 million and includes a payment of \$525,000 for a settlement in an electric franchise rate case. The **Cable TV** Franchise revenue will increase slightly to \$3.3 million, while **Fiber Optics** franchise revenues increase very slightly to \$18,562.

Re-estimated **Municipal Court Fines and Forfeits** are projected to end FY 2010-11 at \$5.9 million, \$1,578,744 less than originally budgeted, due to a decrease in municipal court fines collected. Municipal Court Fines and Forfeits for 2011-12 are projected at \$6.4 million or a 7.4% increase based on historical trends. **Library fines** are re-estimated at \$344,275, increasing very slightly to \$345,136 for 2011-12.

**Building and Development** related revenues reflect construction activity and showed a slight increase, based on 2010-11 permits issued by the City. Total building related revenues have been re-estimated at \$3.7 million, reflecting a 25% increase, adding an additional \$1.1 million to General Fund revenues. Building and Development related revenues for 2011-12 are projected to decrease 25% from the 2010-11 Re-Estimate amounts, for a total of \$920,805 due to an expected slowdown in construction activity.

The financial condition in the United States related to the recession continues to impact the General Fund balance and related **interest earnings**. Interest income is re-estimated at \$610,091, or \$389,909 less than the original budget. For 2011-12, this amount increases slightly to \$721,067. Interest earnings are based on GASB 31 adjusted accruals.



**Intergovernmental revenues** are re-estimated at \$1,245,047 and are projected at \$1,158,478 in 2011-12. **Intragovernmental transfers** are re-estimated at

# GENERAL FUND OVERVIEW

---

\$19.6 million, or \$118,467 below the original budget, primarily due to a decrease in the transfer from the Water & Sewer Fund. Total transfers for 2011-12 decrease to \$18.4 million.

---

## Expense Highlights

---

Total 2011-12 Budget in the General Fund is \$217,032,365. This amount is an increase of \$3.2 million, or 1.5% of the 2010-11 Appropriations Re-Estimate, and reflects an increase of \$45,140 or 0.02% more than the 2010-11 Adopted Budget. In March, the City projected a \$9.3 million General Fund budget deficit for 2011-12. In order to offset the deficit position, General Fund full-time positions have been reduced by a net of thirteen full-time positions for the 2011-12 Budget. These eliminated positions, combined with a variety of other operational reductions, have produced a total savings to the General Fund of \$7.0 million. This amount includes \$3.6 million in one-time expenditure reductions and \$3.4 million in on-going reductions. In addition, over the past four fiscal years, the General Fund has reduced a total of 142 full-time positions and 22 part-time positions have been eliminated from the General Fund Budget, with operating expenditure reductions totaling \$39.5 million.

The 2011-12 General Fund Budget includes a 2% across the board salary increase for both non-civil service and civil service employees totaling \$2.4 million. This represents the first salary increase for all employees since 2008-09. The budget also includes a 2.5% allowance for attrition in the General Fund departments. Rising health care costs continue to have significant financial implications on governmental budgets across the country, but careful management and changes to the City of Plano's Health Plan and the Prescription Drug Plan have produced a small cushion in the self-funded Health Insurance Plan Fund balance. Therefore, no increase in health insurance expenditures has been included in the 2011-12 Budget. The City continues to contribute to an OPEB (Other Post Employment Benefits) fund, a Governmental Accounting Standards Board (GASB) 45 requirement. No change to the current OPEB contribution level is projected for the 2011-12 Budget.

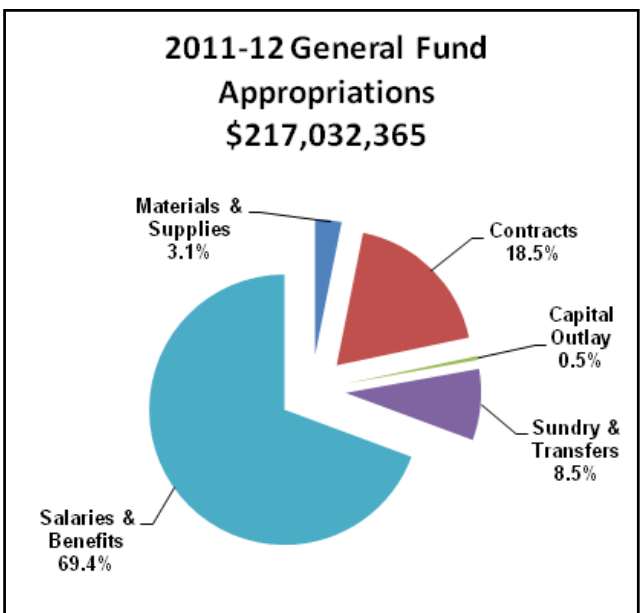
This Budget also includes a **Texas Municipal Retirement System** contribution rate increase of 0.73%, from 16.94% to 17.67%, on January 1, 2012. (The annual rate overlaps fiscal years). In 2007 TMRS changed its actuarial cost method from traditional unit credits to projected unit credits. Any city that received a rate increase of 0.5% or greater was given the option of paying a "phase-in rate" over an eight-year period. The City of Plano's full contribution rate would be 18.60% if not for the eight year phase-in period which began in January 2009. The City's **Retirement Security Plan** contribution rate is budgeted at 3.23%. (RSP was required when the City dropped out of the Social Security Program

## GENERAL FUND OVERVIEW

in 1986.) The City's share of the FICA-HI (Medicare) rate remains at 1.45%, as set by the Federal government.

The 2011-12 Budget also includes \$2.0 million to cover the final compensation and retirement payouts for employees retiring/separating during the year. As of July 31, 2011, Plano had provided a total of \$1.2 million in retirement pay-outs (including benefits) for thirty-nine (39) retiring employees from the various funds (City business centers) during 2010-11. 2011-12 budget appropriations also include funding of \$439,591 for the Vacation Buy-Back Program, \$244,707 for the Vacation Buy-Down Program and \$464,498 for the Sick Leave Buy-Back Program. Salary and benefits account for the largest source of funding as illustrated by the chart below.

The 2011-12 **Police Department** Budget contains no additional reductions; however, a total of \$564,305 in operating reductions were included in the 2010-11 re-estimate. The **Fire Department** Budget includes \$358,342 for the continued replacement of the Self Contained Breathing Apparatus (SCBA) air-paks using Fire Department Equipment Replacement Funds (ERF) and a reduction to the Fire Fleet for a General Fund budget savings of \$87,400 by returning under-utilized rolling stock and lawn maintenance equipment to Equipment Services. The **Public Safety Communications** Budget includes \$292,100 to upgrade the Tri-Tech Computer Aided Dispatch (CAD) system, including maintenance, new hardware and software, and a consultant study on requirements, needs and procurement of the Next Generation 9-1-1 system.



**Animal Control** reduced their 2011-12 Budget with a reduction of \$52,000 in Contracts, and then eliminated a part-time Veterinarian position and transferred the salary to Contracts-Professional Services to provide funding for contracted Veterinarian services. The

## GENERAL FUND OVERVIEW

---

**Health Department** plans to hire an Environmental Health Manager to exercise general oversight of two (2) supervisors, and ten (10) field staff, at a cost of \$115,708. Health submitted 2011-12 budget reductions totaling \$23,618, reducing Contracts, eliminating a Certified Food Manager class, and reducing Cellular Air Time.

The **Parks & Recreation Department** submitted program reductions totaling \$479,246 in the 2010-11 Re-Estimate and reductions of \$238,768 for 2011-12. Reductions include: one full-time Recreation Coordinator position; expense reductions at Oak Point Park Nature Preserve; the transfer of maintenance of performing arts venues to Facilities Services; the conversion of a full-time Recreation Coordinator position to a seasonal position; and reductions in supplies, contracts and sundry expenditures across nine Recreation cost centers. Several Parks Budget enhancements total \$129,454 and include a new work order software system for Parks Maintenance, funded out of the Technology Fund; additional operating and maintenance expenditures at the Carpenter Park Recreation Center following the renovation and building expansion completed in 2010-11; Downtown Holiday Lighting costs; and Police overtime related to Special Events.

The City's five **Libraries** submitted program reductions for 2011-12 totaling \$327,777, which includes the elimination of four full-time positions four part-time positions. **Building Inspections** generated \$231,061 in program savings with the elimination of three full-time positions and \$14,598 for one part-time Inspections Assistant. The **Human Resources** 2011-12 Budget eliminates one full-time Administrative Coordinator position, saving \$62,397. The **Engineering Department's** 2011-12 reductions total \$39,722 and include reductions to operations and maintenance accounts and employee overtime. The **Property Standards Department** submitted budget reductions totaling \$121,264 from general operations and maintenance, and the elimination of one Property Standards Manager position.

The **Legal Department** Budget includes reductions totaling \$55,178 for 2011-12 from Professional Contracts and other miscellaneous operating costs. The **Economic Development** 2011-12 Budget for staff and operating & maintenance costs is projected at \$861,638, with no significant changes other than the new GASB rules requiring the Economic Development staff and operations to be housed within the General Fund, rather than in a separate fund as previously budgeted. This change had no financial impact to the General Fund balance.

The **General Fund transfer to the Capital Reserve Fund** is budgeted at \$10.5M for 2011-12, combined with \$3.0M from the Water & Sewer Fund. Together, these transfers contribute to the goal of transferring 75.0% of depreciation to the Capital Reserve Fund as outlined in the Capital Reserve Fund policy. Transfers to the Capital Reserve Fund continue

## GENERAL FUND OVERVIEW

---

to be ever more important as the continued aging and deterioration of City infrastructure increases the needs for maintenance and rehabilitation, and requires additional funding to meet those needs.

The **transfer to the Property & Liability Loss Fund** provides for Workers' Compensation claims and Judgments and Damages against the City, and for operations of the Risk Management Division. The 2010-11 re-estimated transfer increased from \$2.7M to \$3.4M due higher claims expenses and a Texas Department of Insurance directive preventing PPO and network providers from offering medical discounts as of January 1, 2011. The 2011-12 transfer is budgeted at \$3.2 million.

The General Fund **transfer to the Technology Fund** is \$1M. Projects totaling \$565,600 have been budgeted for 2011-12 technology improvement projects. In addition, the Technology Fund provides a \$250,000 annual transfer to the Plano Television Network Fund.

The **Cable TV Franchise fee transfer** from the General Fund to the Plano Television Network fund has been extended through the 2011-12 Budget year, and is budgeted at \$150,000.

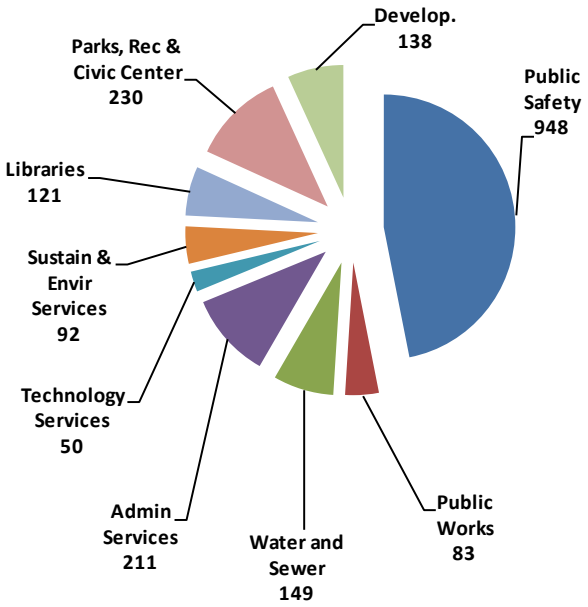
The **Economic Development transfer** dedicated solely for economic development program incentives is \$4.9 million, approximately two-cents of the property tax rate, and is the sixth year that these funds have been dedicated for incentives.

The projected 2011-12 General Fund ending balance is \$16,149,682, equal to 30 days of operating expenses. This is in compliance with the financial policies adopted by Council, which established a goal of no less than 30 days of operating expenses.

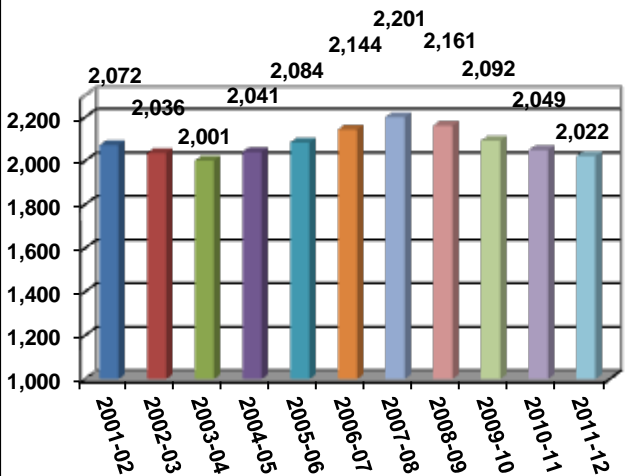
**NON-DEPARTMENTAL**  
**GENERAL FUND EXPENDITURES**

	<b>Budget</b>
	<b>2011-12</b>
<b><u>BY ITEM</u></b>	
Retiree Health Insurance	\$956,541
Retirement Payout	2,000,000
Vacation Buyback	439,591
Vacation Buydown	244,707
Sick Leave Buy-out	464,498
Unemployment Insurance	150,000
Electricity	3,029,111
Water/Sewer	2,405,275
Appraisal District	808,862
Collin Co. Tax Collection Svcs.	66,627
Technology Services	9,224,760
Miscellaneous	782,572
<b>Subtotal</b>	<b>\$20,572,544</b>
<b><u>Social Service Agencies:</u></b>	
Assistance Center of Collin County	\$14,000
Assist. League of Greater Collin	13,000
CASA of Collin County	20,000
City House, Inc.	14,000
Collin County Adult Clinic	21,000
Collin County Care Ctr/Samaritan Inn	25,000
Collin County Children's Advocacy	35,000
Community Dental Care	17,000
Family Outreach	9,000
Hope's Door	24,000
Journey of Hope	12,000
Plano Children's Medical Clinic	31,000
Plano Community Charity	10,000
Rape Crisis Center	20,000
<b>Subtotal Social Service Agencies</b>	<b>\$265,000</b>
<b>TOTAL OPERATIONS</b>	<b>\$20,837,544</b>
Capital Reserve	\$10,500,000
Property & Liability Loss Fund	3,192,303
Technology Fund	1,000,000
CATV Fund	150,000
Economic Dev Incentive Fund	4,937,144
<b>TOTAL TRANSFERS</b>	<b>\$19,779,447</b>
<b>TOTAL NON-DEPARTMENTAL</b>	<b>\$40,616,991</b>

## Full-Time Positions By Department FY 2011-12



## Full-Time Positions FY PERIODS 2001-12



# WATER & SEWER FUND OVERVIEW

## Water & Sewer Fund Summary

	Actual 2009-10	Budget 2010-11	Estimate 2010-11	Budget 2011-12
Unappropriated Fund Balance	\$10,555,173	\$10,722,020	\$14,884,163	\$19,634,576
Revenues	116,771,265	117,841,115	121,499,379	122,777,040
Total Resources	\$127,326,438	\$128,563,133	\$136,383,542	\$142,411,616
Operating Appropriations	\$75,390,699	\$79,534,355	\$78,499,698	\$87,800,522
Transfers Out	37,051,576	33,965,035	38,249,268	36,649,160
Total Appropriations	\$112,442,275	\$113,499,390	\$116,748,966	\$124,449,682
Ending Fund Balance	\$14,884,163	\$15,063,743	\$19,634,576	\$17,961,934

## Revenue Highlights

Fiscal Year 2010-11 Water & Sewer revenues have been re-estimated to reflect actual year to date collections. Total estimated revenues for 2010-11 increase \$3.7 million or 3.1% from the original budget projections. Due to the statewide drought that began early in 2011, Stage II watering restrictions have been activated, and Stage III is likely to follow. The drought, coupled with over 70 days of 100+ degree daily temperatures during 2011, has forced water consumers in Plano to practice water conservation measures that also coincide with the current recession. Even though North Texas Municipal Water District (NTMWD) is passing along both water and sewer rate increases, the City of Plano is not planning a rate increase for 2011-12. Water revenues collected during the summer of 2011 have produced a working capital balance that should support the increase in payments to NTMWD, unless extreme water conservation measures are enacted by the water district.

Since reaching a peak usage of 26.7 billion gallons of water in 2001-02, average water usage for the last seven years in Plano is approximately 22.3 billion gallons per year. For the water year ended July 31, 2011, Plano consumed 23.6 billion gallons. Over the past decade, Plano has experienced severe extremes in weather and rainfall conditions. Because of this, the City has re-established a Water & Sewer Reserve to alleviate pressure on the water & sewer rates the City must charge the consumers, while keeping the Water & Sewer fund in a stable financial condition. The City has designated \$3.0M from 2010-11 estimated revenues and another \$3.0M from 2011-12 projected revenues for this reserve.

Fiscal Year 2011-12 Water revenues increase slightly, 2.2% over the Re-Estimate. Using updated 3-year winter quarter averages for water, the 2011-12 Sewer revenues increase very slightly, 0.4% over the 2010-11 Re-Estimate. This is based on the downward trend of Winter Quarter water usage averaged over the current 3-year cycle period, and is reflective of the copious rain and snowfall received in Plano during the winters of 2010 and 2011. Other miscellaneous fund revenue projections have been reviewed and adjusted to reflect current and future activity, including some small projection changes related to current economic conditions.

# WATER & SEWER FUND OVERVIEW

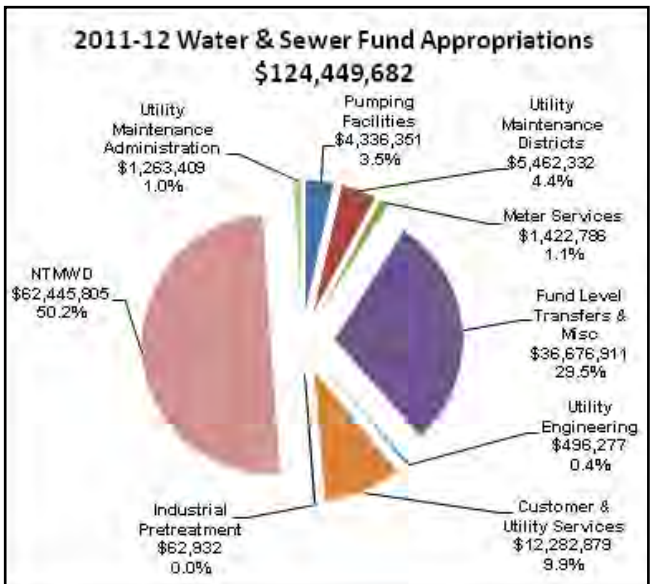
## Expense Highlights

The 2011-12 wholesale water and sewer treatment costs from NTMWD are projected to increase \$3.1 million over the original 2010-11 Budget. Water expenditures are projected to increase 8.8% to a new rate of \$1.49 per thousand gallons of water. The take or pay minimum contract amount of 26.7 billion gallons is projected at \$39.8M, as required by the NTMWD agreement. Wastewater Treatment System expenditure projections include a 2.7% cost increase, or \$363,998, over the re-estimate, while Upper East Fork treatment projections increase by 3.6%, or \$284,949, over the re-estimate. The 2011-12 debt payment of \$821,705 for water transmission facilities meets the debt service requirements for expenditures as projected by NTMWD.

Salary and benefit projections for 2011-12 assume 2.0% across the board salary increases, with 0.5% attrition and a slight increase to TMRS, with no changes to OPEB contribution levels or the City's share of Health Insurance costs. The fund eliminated (1) full-time and (1) part-time positions for the new budget year.

\$16.6 million is included this budget for the 2011-12 as Transfer to the General Fund, while Transfer to Debt Service, at \$402,419, is a decrease of \$822,58 due to the near ending of debt outstanding, as the final payment is scheduled for 2012-13. The 2011-12 Budget includes a \$10.3 million transfer to Water & Sewer CIP funds for capital projects. The Capital Reserve transfer for water and wastewater system improvements and rehabilitation has been increased to \$3.0M for 2011-12. The transfer to the Loss Fund is projected at \$648,627 for 2011-12. The annual transfer to the Technology Fund remains unchanged at \$300,000.

The Water & Sewer Fund is projected to have 75 days of working capital, or \$17,961,934, exceeding the 45 day minimum requirement set by the City's Financial Policy.



# SUSTAINABILITY & ENVIRONMENTAL SERVICES FUND OVERVIEW

## Sustainability & Environmental Services Fund Summary

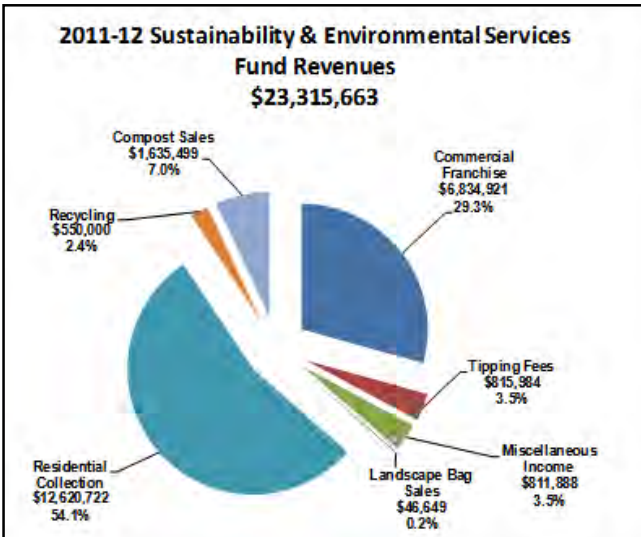
	Actual 2009-10	Budget 2010-11	Estimate 2010-11	Budget 2011-12
Unappropriated Fund Balance	\$1,970,455	\$1,676,610	\$2,959,266	\$2,582,365
Revenues	22,607,157	22,232,751	23,077,134	23,315,663
<b>Total Resources</b>	<b>\$24,577,612</b>	<b>\$23,909,361</b>	<b>\$26,036,400</b>	<b>\$25,898,028</b>
Operating Appropriations	\$20,193,495	\$21,508,575	\$21,319,723	\$22,481,011
Transfers Out	1,424,851	1,433,144	2,134,312	1,700,767
<b>Total Appropriations</b>	<b>\$21,618,346</b>	<b>\$22,941,719</b>	<b>\$23,454,035</b>	<b>\$24,181,778</b>
Ending Fund Balance	\$2,959,266	\$967,642	\$2,582,365	\$1,716,250

## Revenue Highlights

Total Sustainability & Environmental Services revenues for 2011-12 are projected at \$23.3 million. This is an increase of 1.0% over the 2010-11 Estimate.

2010-11 saw strong growth in Recycling revenues due to higher demand for various materials in the recovering economy. The rebounding economy also spurred growth in Commercial Franchise Fee revenues as businesses generated more waste than in previous years. More modest growth has been seen in the Sustainability & Environmental Services Fund's other revenues streams, such as the Sale of Compost, Tipping Fees, Miscellaneous Revenues, Sales of Landscape Bags and charges for Special Refuse Collection.

Fiscal Year 2011-12 Residential Collection Fee revenues, which are the funds largest single source of funding, are projected to remain constant at \$12.6 million. Growth is primarily expected in Commercial Franchise Fees and Compost Sales, which are the second and third highest revenue sources. All other revenues are anticipated to remain near 2010-11 levels.

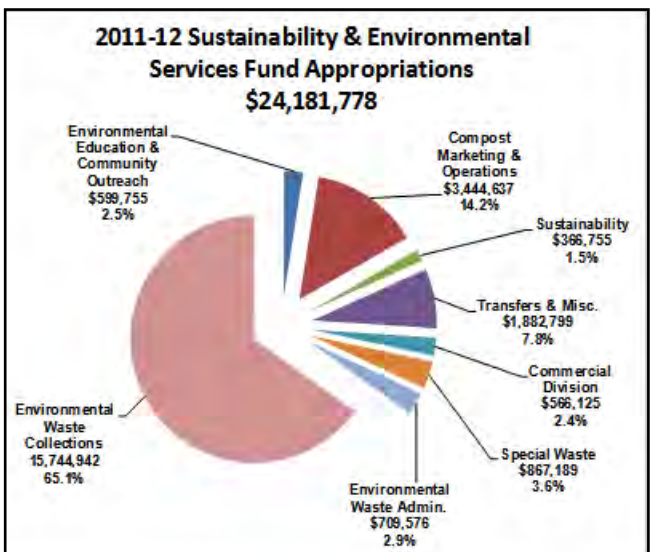


# SUSTAINABILITY & ENVIRONMENTAL SERVICES FUND OVERVIEW

## Expense Highlights

2011-12 Sustainability & Environmental Services expenditures are estimated at \$22.5 million and represent an increase of \$1.2 million above the 2010-11 Estimate. The primary drivers of this increase are higher contractual expenditures, which are primarily attributable to higher costs associated with fueling and maintaining Plano's solid waste collection vehicles and equipment, and additional investments in large equipment that are a part of Capital Outlays. Strong revenues over the past several years have allowed Sustainability & Environmental Services to procure equipment that will enhance operational efficiency and save money in future years. As with all funds, the Sustainability & Environmental Fund will see increases in personnel costs due to a 2.0% across the board pay increase. Among Sustainability & Environmental Services activities, Environmental Waste Collections account for nearly two-thirds of budgeted expenditures, with Compost Marketing & Operations and Special Waste Collections representing the second and third largest activities respectively.

Transfers Out includes payments by the Fund to several other City Funds. The three largest recipients of these transfers are the Water & Sewer Fund, to pay off an internal loan, the Property & Liability Loss Fund to cover expenses related to judgments, damages and workers' compensation claims, and the General Fund, to compensate for services provided by the city's administrative departments and use of city right of ways.



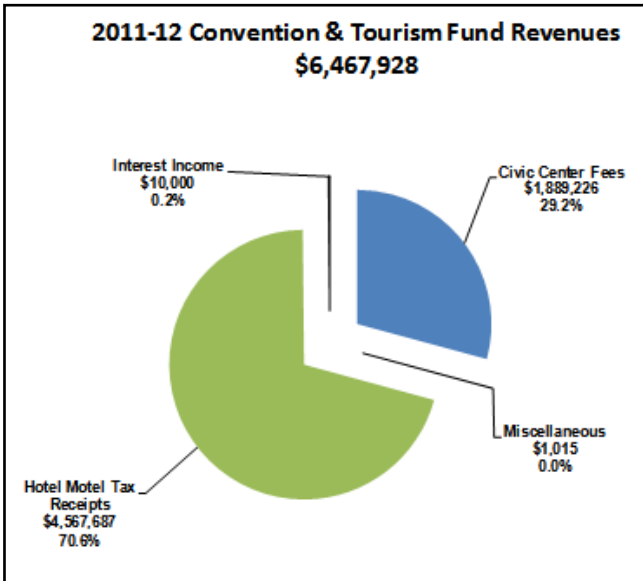
# CONVENTION & TOURISM FUND OVERVIEW

## Convention & Tourism Fund Summary

	Actual 2009-10	Budget 2010-11	Estimate 2010-11	Budget 2011-12
Unappropriated Fund Balance	\$2,394,612	\$1,343,957	\$2,163,878	\$1,700,921
Revenues	6,302,759	5,969,975	6,279,848	6,467,928
<b>Total Resources</b>	<b>\$8,697,371</b>	<b>\$7,313,932</b>	<b>\$8,443,726</b>	<b>\$8,168,849</b>
Operating Appropriations	\$6,211,758	\$6,882,390	\$6,428,813	\$7,006,424
Transfers Out	321,735	298,499	313,992	343,396
<b>Total Appropriations</b>	<b>\$6,533,493</b>	<b>\$7,180,889</b>	<b>\$6,742,805</b>	<b>\$7,349,820</b>
Ending Fund Balance	\$2,163,878	\$133,043	\$1,700,921	\$819,029

## Revenue Highlights

Revenues in the 2011-12 Convention & Tourism Fund Budget are expected to increase by 3.0% over the 2010-11 Estimate, driven almost exclusively by an increase in receipts from Plano’s Hotel/Motel Tax, which has benefitted from the modest economic recovery as both families and private companies began to spend money on travel again. Other sources of revenue, which include Civic Center Fees and Interest Income, are expected to remain flat.



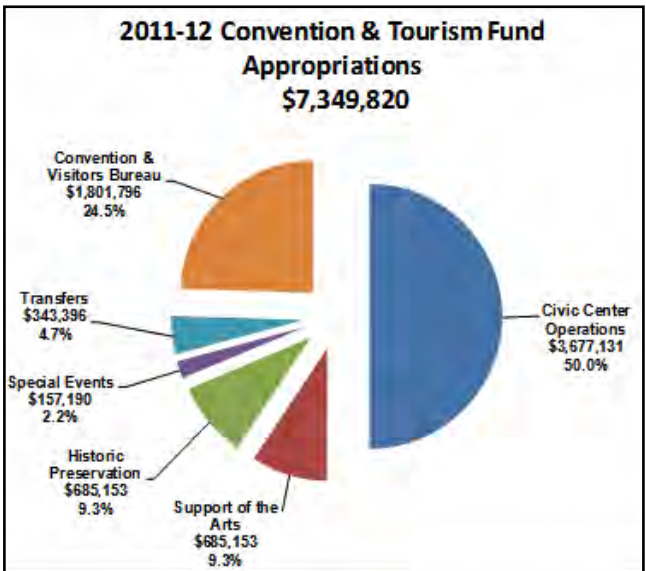
## Expense Highlights

Total appropriations for 2011-12 are over \$7.3 million in the Convention & Tourism Fund. Civic Center Operations are expected to account for slightly more than half of all fund expenditures in order to maintain Plano Centre as a facility capable of accommodating up to 5,000 people. The second largest fund activity is the Convention & Visitors Bureau (CVB), which is expected to constitute another quarter of total fund expenditures. The Plano CVB exists to help attract groups and leisure travelers to Plano

# CONVENTION & TOURISM FUND OVERVIEW

through marketing and sales which support Plano's tourism industries. Both of these areas received enhancements in the 2011-12 Budget totaling almost \$200,000. Convention & Visitors Bureau enhancements represent more than half that amount and are dedicated towards improving the scope and reach of their marketing efforts, while Plano Centre's enhancements are focused on replacing major kitchen equipment and improving existing features to remain competitive with other North Texas convention venues. Plano continues to support both Historic Preservation and Community Arts Organizations with a dedicated percentage of Hotel/Motel receipts set aside for Plano groups performing work in these areas. Since the Hotel/Motel tax is expected to generate more revenue in 2011-12, more funding is automatically set aside for activities related to preserving Plano's heritage and sustaining Plano cultural groups. Additionally, the Plano Balloon Festival is partially funded as a Special Event out of the Convention & Tourism Fund.

Transfers Out consists of payments to the General Fund for administrative services and to the Technology Fund to support information technology needs of Convention & Tourism activities.



# GENERAL OBLIGATION DEBT FUND OVERVIEW

## General Obligation Debt Fund Summary

	Actual 2009-10	Budget 2010-11	Estimate 2010-11	Budget 2011-12
Unappropriated Fund Balance	\$3,250,126	\$1,042,747	\$1,175,155	\$1,081,579
Revenues	40,271,778	42,780,178	42,550,392	43,346,728
Total Resources	\$43,521,904	\$43,822,925	\$43,725,547	\$44,428,307
Operating Appropriations	42,346,749	42,614,079	42,643,968	43,135,491
Total Appropriations	\$42,346,749	\$42,614,079	\$42,643,968	\$43,135,491
Ending Fund Balance	\$1,175,155	\$1,208,846	\$1,081,579	\$1,292,816

## Revenue Highlights

The primary source of revenue in the General Obligation Debt Fund is from ad valorem (property) taxes. Due to an increase in assessed property values for FY 2011-12, the debt portion of the tax rate will decrease from .1751 to .1737. The estimated G.O. bond sale needed for 2011-12 proposed CIP projects equals \$31.09 million and includes one interest payment in the amount of \$722,959. G.O. Debt is projected at an interest rate of 4.65% assuming level debt financing. The ending fund balance for 2010-11 meets the minimum requirement of 2.5% of the current year debt service levy. Current taxes assume a 99.0% collection rate and a delinquency rate less than 1.0%.

Other sources of revenue for the G.O. Debt Fund in 2011-12 include interest earnings and the reimbursement for Police Academy from the other participating city.

## Expense Highlights

Expenses in this fund are exclusively for support of principal and interest payments on long-term general obligation debt. In the previous five years, \$47.86 million in Certificates of Obligation/Tax Notes have been issued for technology improvements, public art, the MotoMesh project and the Radio System Infrastructure Replacement Project. This has added approximately \$6.9 million to the City's yearly debt payment since 2007-08. The 2011-12 appropriations include \$43.1 million for principal and interest expenses on current outstanding debt and include one interest payment on the projected 2012 Bond Issue.

# ADMINISTRATION

- City Council
- City Manager
- Community Outreach
- City Secretary
- Legal
- Internal Audit
- Municipal Court Judge
- Development Business Center
- Budget & Research
- Community Services
- Records Management
- Economic Development

## Mission

Administration is comprised of several different functional divisions that serve both the citizens of Plano and the City's organization.

	Actual		Budget		Estimate		Budget	
	2009-10	2010-11	2010-11	2010-11	2010-11	2010-11	2011-12	2011-12
Salaries & Wages	\$5,312,696	\$5,310,320	\$5,310,320	\$5,478,394	\$5,478,394	\$5,478,394	\$5,221,413	\$5,221,413
Operations & Maintenance	1,114,414	1,359,450	1,359,450	1,412,401	1,412,401	1,412,401	1,373,977	1,373,977
Capital Outlay	0	0	0	0	0	0	0	0
	\$6,427,110	\$6,669,770	\$6,669,770	\$6,890,795	\$6,890,795	\$6,890,795	\$6,595,390	\$6,595,390

## Budget Highlights

During 2010-11, the City Manager's office added an additional Executive Administrative Assistant position; but overall, the Administration cost centers reduced operating expenditures by \$103,579. For the 2011-12 budget period, the Municipal Court Judge Budget trims \$2,992 in expenditures; the Legal Budget reflects operating reductions of \$55,178; the Internal Audit Budget reduces their operating expenses by \$2,325; and the Budget & Research Department Budget reduces maintenance agreements by \$7,015. The 2011-12 City Secretary Budget includes a budget addition of \$50,000 to cover the expenditures related to a special May 2012 City Council Election for a change required by the State Legislature. Also, the Economic Development cost center moves from a separate Fund into the General Fund per GASB changes effective October 1, 2011.

# BUILDING INSPECTIONS & PROPERTY STANDARDS

■ Building Inspections

■ Rental Registration & Inspection

■ Property Standards

## Mission

The Building Inspections Department oversees the construction of commercial and residential development by enforcing International Building Codes, and ensuring the highest level of safety for homes, schools and places of worship, offices, retail centers and other buildings throughout the City of Plano. Property Standards educates property owners and enforces City codes and ordinances that improve, enhance, and promote property values. Rental Registration & Inspections annually registers and systematically inspects properties used for rental purposes to further promote and ensure the health, safety and livability of these properties in accordance with the City's property maintenance and minimum housing standards.

	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimate 2010-11</b>	<b>Budget 2011-12</b>
<b>Combined Building Inspections</b>				
Salaries & Wages	\$4,099,111	\$4,689,503	\$4,006,420	\$4,531,964
Operations & Maintenance	327,723	535,856	407,757	471,330
Capital Outlay	0	0	0	0
	\$4,426,834	\$5,225,359	\$4,414,177	\$5,003,294

## Budget Highlights

The 2011-12 Combined Building Inspections Budget includes six personnel reductions. The Building Inspections Budget reductions totals \$231,061 for: one full-time Permit Services Rep II, \$53,776; one full-time Plan Review Services Supervisor, \$88,121; one full-time Plumbing Inspector, \$74,566; and one part-time Inspections Assistant, \$14,598. In addition, the Property Standards Budget reductions total \$223,347 and include the elimination of one full-time Property Standards Manager position, \$121,264, and the Rental Registration & Inspection Budget eliminates one Rental Services Supervisor position, \$102,083.

# CUSTOMER & UTILITY SERVICES

## ■ Customer & Utility Services

## ■ Utility Field Services

### Mission

The Customer/Utility Services Department's mission is to support a vibrant and versatile city by striving to provide world class services; ensure adequate funds for the protection of citizens and provision of municipal services by providing accurate and timely reading of water meters and billing of accounts, controlling optimum collections, maintaining accurate financial and customer records, and ensuring positive public relations.

Customer & Utility Cost Centers	Actual	Budget	Estimate	Budget
	2009-10	2010-11	2010-11	2011-12
Salaries & Wages	\$2,625,270	\$2,639,812	\$2,542,538	\$2,526,024
Operations & Maintenance	5,308,064	4,776,227	5,882,149	9,436,006
Capital Outlay	0	0	0	320,849
	\$7,933,334	\$7,416,039	\$8,424,687	\$12,282,879

### Budget Highlights

The 2010-11 Customer & Utility Services Estimate includes the elimination of a part-time Customer and Utility Services (CUS) Representative I, saving \$9,536; and the addition of a part-time CUS Representative II, \$26,077. The 2011-12 Budget contains \$320,849 to replace the existing customer self-service kiosk payment system, partially funded from savings of \$20,849 from operating accounts. The 2011-12 CUS Field Budget includes two full-time vacant position reductions totaling \$125,247: one Senior Field Technician position, \$57,881; and one Senior Systems Support Coordinator, \$67,366. (The second position is converted to a part-time Utility Representative II position previously mentioned.) The 2011-12 Budget also includes the elimination of two field service vehicles, saving \$8,301 per year; and adds the remaining funds required to expedite the completion of the Fixed Network Meter Project, \$4,300,000.

# EMERGENCY MANAGEMENT

## ■ Emergency Management

### Mission

The City of Plano Department of Emergency Management will serve the citizens of Plano by directing and coordinating emergency management and homeland security programs to mitigate, prepare for, respond to, and recover from emergencies and disasters.

Emergency Management	Actual 2009-10	Budget 2010-11	Estimate 2010-11	Budget 2011-12
Salaries & Wages	\$435,926	\$449,540	\$417,625	\$414,559
Operations & Maintenance	287,319	78,640	126,267	82,617
Capital Outlay	411,022	0	207,518	0
	\$1,134,267	\$528,180	\$751,410	\$497,176

### Budget Highlights

The 2011-12 Emergency Management Budget includes no new programs, enhancements, or any new personnel requests.

# ENGINEERING

- Engineering
- Utility Engineering
- Facilities Maintenance
- Facilities Services
- Municipal Drainage Administration

## Mission

The Engineering Department is responsible for transportation planning and engineering, the design and construction of publicly maintained infrastructure, the Community Investment Program and inspections for all public and private improvements. Facilities are responsible for providing all general building services to 94 City facilities.

	Actual		Budget		Estimate		Budget	
	2009-10	2010-11	2010-11	2010-11	2010-11	2011-12	2011-12	2011-12
<b>Combined Engineering Cost Centers</b>								
Salaries & Wages	\$5,235,909		\$5,254,415		\$5,237,911		\$5,108,225	
Operations & Maintenance	4,733,221		6,194,526		6,286,987		6,354,634	
Capital Outlay	12,664		0		0		0	
	\$9,981,794		\$11,448,941		\$11,524,898		\$11,462,859	

## Budget Highlights

The 2011-12 Engineering Budget includes a reduction supplement in the amount of \$39,722 for overtime and O&M reductions. The 2011-12 Facilities Services Budget includes two supplements: transfer of funds from Creative Arts for contracted services such as custodial, plant maintenance, pest control, waste services and window cleaning for Courtyard Theatre and the Cox Building of \$53,000; and operating and maintenance costs due to the expansion of Carpenter Park Recreation Center in the amount of \$35,104. The 2011-12 Municipal Drainage Administration Budget includes a funded supplement in the amount of \$30,000 for the integrated Stormwater Management (iSWM) engineering contract for Quality Ordinance Development.



# FIRE

■ Fire

■ Fire - Civilian

## Mission

The Fire Department mission is to protect and enhance the quality of life in Plano through a comprehensive program of services directed toward public education, prevention, and control in areas of fire, rescue, medical emergencies, hazardous materials incidents, and disasters. The Fire Civilian department provides support to the Fire Department in the areas of administration, budgeting, purchasing, clerical services, and information services.

Combined Fire Cost Centers	Actual	Budget	Estimate	Budget
	2009-10	2010-11	2010-11	2011-12
Salaries & Wages	\$37,423,317	\$38,724,424	\$37,622,699	\$38,597,365
Operations & Maintenance	4,654,906	4,923,627	5,321,669	4,927,854
Capital Outlay	14,183	0	0	0
Total	\$42,092,406	\$43,648,051	\$42,944,368	\$43,525,219

## Budget Highlights

The 2010-11 Fire Estimate included a total reduction of \$84,835 in operations, while the 2011-12 Fire Budget projects \$350,000 in revenue from a fully implemented Fire Inspection Program, as well as an increase in revenues of \$100,000 from the Emergency Medical Services (EMS) collections, received under a new billing and collections contract. For fiscal year 2011-12, new program expenditures include: \$358,342 for the continued replacement of the Self Contained Breathing Apparatus (SCBA) air-paks from the Fire ERF, as well as a reduction that will save an estimated \$87,400 by returning under-utilized rolling stock and lawn maintenance equipment to Equipment Services.

# HEALTH

■ Health      ■ Animal Services      ■ Storm Water      ■ Industrial Pre-Treatment

## Mission

To provide outstanding citizen services in environmental/public health and animal control that provide wellness and prevent disease and pollution in our community.

	Actual 2009-10	Budget 2010-11	Estimate 2010-11	Budget 2011-12
<b>Combined Environmental Health Cost Centers</b>				
Salaries & Wages	\$2,873,775	\$2,977,983	\$2,758,840	\$2,897,546
Operations & Maintenance	557,609	551,244	446,875	628,934
Capital Outlay	0	0	0	0
	\$3,431,384	\$3,529,227	\$3,205,715	\$3,526,480

## Budget Highlights

The 2011-12 Health Budget include the following reductions: \$15,557 in contract reductions; \$1,500 in training reductions; and \$6,561 in cellular air time reductions. Also included is the addition of (1) Health Manager position and related costs in the amount of \$115,708. The 2011-12 Animal Services Budget includes the elimination of the part-time Veterinarian position in the amount of \$49,643. These dollars will instead be used to contract veterinarian services on an as-needed basis. Also included is a supplement in the amount of \$52,000 for a professional services contract to PetData, Inc., for the City's animal registration program. The 2011-12 Industrial Pre-Treatment Budget includes a reduction of \$520 in postage costs. The 2011-12 Storm Water Budget includes no new programs, enhancements, or any new personnel requests.

## HUMAN RESOURCES

- Human Resources
- Risk Management & Self Insurance
- Management Preparation Program

### Mission

To provide services related to recruiting and retaining the most qualified individuals to the organization. This is accomplished by administering programs that are in keeping with the organization's efforts to provide competitive wages and benefit packages that meet the changing needs of our employees and their families, and foster a comfortable work environment. To enhance knowledge and skills through personal and professional development by providing training and support that has a positive impact on the performance of City of Plano employees.

	Actual		Budget		Estimate		Budget	
	2009-10	2010-11	2010-11	2010-11	2010-11	2011-12	2011-12	2011-12
<b>Combined Human Resource Cost Centers</b>								
Salaries & Wages	\$2,847,377		\$2,938,665		\$3,190,784		\$3,374,776	
Operations & Maintenance	2,700,683		2,534,008		3,063,070		2,850,272	
Capital Outlay	6,549		0		0		0	
	\$5,554,609		\$5,472,673		\$6,253,854		\$6,225,048	

### Budget Highlights

The 2011-12 Combined Human Resources Budget includes a reduction totaling \$62,397 for the elimination of (1) full-time Administrative Coordinator position from the Human Resources cost center. The 2011-12 Risk Management and Management Preparation Program Budgets include no new programs, enhancements, or any new positions.

## LIBRARIES

- Library Administration                    ■ Schimelpfenig Library                    ■ M. Davis Library                    ■ Library Technical Services
- Harrington Library                    ■ Haggard Library                    ■ Parr Library                    ■ Municipal Reference Library

### Mission

The Plano Public Library System provides for the informational, educational, business, cultural and entertainment needs of the Plano community.

	Actual		Budget		Estimate		Budget	
	2009-10	2010-11	2010-11	2011-12	2010-11	2011-12	2010-11	2011-12
<b>Combined Library Cost Centers</b>								
Salaries & Wages	\$8,886,738	\$9,037,058	\$8,793,575	\$8,733,561				
Operations & Maintenance	808,256	743,563	934,469	863,260				
Capital Outlay	833,194	1,000,000	1,580,800	1,000,000				
	\$10,528,188	\$10,780,621	\$11,308,844	\$10,596,821				

### Budget Highlights

The 2011-12 Library Combined Budget includes \$1,000,000 for the addition of new materials and resources for library patrons. The new budget also includes reductions totaling \$327,777 for the elimination of eight vacant library positions: (1) full-time Library Technician position, (1) full-time Senior Public Services Librarian, (1) full-time Library Assistant, (1) full-time Children's Library Services Representative, (2) part-time Library Services Representatives and (2) part-time Senior Public Services Librarians.

## PARKS & RECREATION/CONVENTION & TOURISM

---

- |                                    |                              |                             |                                    |
|------------------------------------|------------------------------|-----------------------------|------------------------------------|
| ■ Summer Arts Program              | ■ Parks Technical Services   | ■ PAC/NAT/JCP               | ■ Recreation Revolving             |
| ■ Volunteer Resources              | ■ Park Administration        | ■ Tennis Center             | ■ Oak Point Park & Nature Preserve |
| ■ Parks & Rec Administration       | ■ Sports Turf Maint Services | ■ Senior Services           | ■ Plano Station                    |
| ■ Creative Arts                    | ■ Park Support Services      | ■ Adult Sports              | ■ Convention & Visitors Bureau     |
| ■ Special Events/Interurban Museum | ■ Ground Maint Svcs #1       | ■ Ground Maint Svcs #3      | ■ Historic Preservation            |
| ■ Park Field Services              | ■ Natural Resources          | ■ Carpenter Park Rec Center | ■ Cultural Arts                    |
| ■ Park Planning                    | ■ Ground Maint Svcs #2       | ■ Oak Point Rec Center      | ■ Civic Center Operations          |
| ■ Athletics                        | ■ Recreation Administration  | ■ Liberty Rec Center        | ■ Special Events                   |
| ■ Athletic Fields Maintenance      | ■ Special Programs           | ■ Tom Muehlenbeck Center    | ■ Golf Course Maintenance          |

### Mission

The Parks & Recreation Department manages and directs Park maintenance & Recreation programs, the Convention & Visitors Bureau, the Plano (Civic) Centre, and the Municipal Golf Course.

---

## PARKS & RECREATION/CONVENTION & TOURISM

	Actual		Budget	
	2009-10	2010-11	2010-11	2011-12
Combined Parks/Convention/Golf				
Salaries & Wages	\$18,406,922	\$18,905,755	\$17,868,700	\$18,563,050
Operations & Maintenance	\$10,804,144	\$12,189,959	\$12,118,291	\$12,814,664
Capital Outlay	\$136,899	\$0	\$93,089	\$0
	\$29,347,965	\$31,095,714	\$30,080,080	\$31,377,714

### Budget Highlights

The Parks & Recreation 2011-12 General Fund Budget contains \$518,502 in reductions to operations & maintenance expenditures and a reduction of \$50,199 in personnel expenditures. The personnel expenditure reduction is due to the conversion of a full-time position to a part-time one, with fewer hours and benefits. The reductions to O&M expenditures are driven primarily by moving the cost of golf course maintenance from the General Fund to the Golf Fund with the reopening of Pecan Hollow Golf Course in November 2011 after its renovation, saving \$415,303 from the General Fund for Park Operations, with an additional savings of \$53,000 generated by having Facilities Services taking over maintenance duties at performing arts venues. In addition, four enhancements were funded for Parks & Recreation cost centers in the 2011-12 Budget: new work order software for park maintenance, \$100,000; additional operations and maintenance funding related to the expansion of the Carpenter Park Recreation Center, \$15,500; Special Events for Christmas lighting, \$11,500, (formerly expensed in the Downtown East budget); and funds for additional Police overtime related to Special Events in Plano, \$2,452.

## **PARKS & RECREATION/CONVENTION & TOURISM**

The 2011-12 Convention & Visitors Bureau Budget includes \$115,000 for the expansion of marketing research and advertising capabilities. Plano Centre has three enhancements totaling \$84,500 planned for 2011-12: the installation of new outdoor meeting spaces; development of a permanent snack bar feature; and replacement of a commercial dishwasher. These items are funded through the Convention & Tourism Equipment Replacement Fund.

While there are no formal enhancements to the Golf Course Fund 2011-12 Budget, the reopening of the Pecan Hollow Golf Course after a 12-month renovation project will see both revenues and expenditures increase as activity resumes at the redeveloped course.

The Recreation Revolving Fund 2011-12 Budget includes the elimination of a Recreation Supervisor position, \$61,167, from the Aquatics Program.

# PLANNING

- Planning    ■ Utility Planning    ■ Housing Rehabilitation – Grant    ■ Downtown/East Advocacy    ■ CDBG Administration

## Mission

The Planning Department is responsible for updating the City's Comprehensive Plan, Heritage, and other long range plans; reviewing and processing of development and zoning requests; conducting special studies related to the community's growth, redevelopment and maturity; maintaining the City's Geographic Information System (GIS); administering the Community Development Block Grant (CDBG), Heritage Preservation, and Buffington Community Services Grant (BCSG) programs; and supervising Day Labor Center. The Department provides staff support for the Planning & Zoning Commission, the Heritage Commission and the Community Relations Commission.

	Actual	Budget	Estimate	Budget
	2009-10	2010-11	2010-11	2011-12
<b>Combined Planning Cost Centers</b>				
Salaries & Wages	\$2,974,526	\$2,952,359	\$3,016,924	\$3,011,335
Operations & Maintenance	764,698	984,317	1,197,261	1,186,033
Capital Outlay	0	0	0	0
	\$3,739,224	\$3,936,676	\$4,214,185	\$4,197,368

## Budget Highlights

The Planning Department 2011-12 Budget includes a reduction of \$50,043 in personnel costs due to the elimination of an Administrative Assistant position. The Downtown/East Advocacy 2011-12 Budget includes a reduction of \$11,500 as the responsibility for contracted maintenance will move from the Planning Department to Parks and Recreation. The 2011-12 Housing Rehabilitation Budget contains no new programs, enhancements, or any new personnel requests.

# POLICE

■ Police

■ Plano-Richardson Police Training Center

■ School Crossing Guard

■ Criminal Investigation

## Mission

To provide outstanding Police Services, partnering with the community to maintain a safe environment that contributes to the quality of life, achieved through the Field Operations and the Administrative Services bureaus. A Professional Standards Unit manages personnel and internal affairs functions. The Training Center's core services are the training of Police Recruits, coordination of all departmental training and continuing education, in-service training and the maintenance of training records. The School Crossing Guard program trains and maintains a staff that serves the City's elementary school children. The Criminal Investigation Fund provides special equipment and other services to the Police department using court-awarded money and property that were the illegal gains of criminals, or were used in the furtherance of certain criminal acts.

	Combined Police Cost Centers			Budget	
	Actual 2009-10	2010-11	2010-11	Estimate 2010-11	Budget 2011-12
Salaries & Wages	\$47,132,268	\$47,945,407	\$47,580,927	\$48,611,249	
Operations & Maintenance	4,871,504	5,388,561	5,156,348	5,480,230	
Capital Outlay	20,642	0	10,289	0	
	\$52,024,414	\$53,333,968	\$52,747,564	\$54,091,479	

## Budget Highlights

The 2011-12 Police Department Budget changes include: a replacement of the Alarms Tracking and Billing System, \$150,000, from the Criminal Investigation Fund; replacement of the Mobile Digital Computers (MDC's) in the Police vehicles, \$300,000, (year 2 of a 3 year replacement program); and miscellaneous equipment replacements as needed from the Police Equipment Replacement Fund, \$200,000. Training facility expenditures are shared with another city, promoting training efficiencies at the local level and reducing operational costs. The School Crossing Guard Program is supported through county vehicle registration child safety fees and from a portion of fines collected from school zone speeding citations.

# PUBLIC INFORMATION

■ Public Information

■ Plano Television Network (PTN)

■ Website Services

## Mission

Through message creation, management, and distribution, the Public Information Department communicates the vision, services, and programs of the City of Plano to staff and residents. Team members are charged with the following responsibilities: to inform and educate residents about City operations, service, activities and opportunities; to prepare written material for publication and presentation; to produce video for the Plano Television Network and Internet; develop and disseminate the City's news, press releases, employee information and other general documents; and to coordinate and maintain the City's website and all activities therein.

Public Information Cost Centers	Actual	Budget	Estimate	Budget
	2009-10	2010-11	2010-11	2011-12
Salaries & Wages	\$1,087,851	\$1,122,175	\$1,119,756	\$1,124,802
Operations & Maintenance	223,193	189,047	177,691	215,257
Capital Outlay	0	0	0	0
	\$1,311,044	\$1,311,222	\$1,297,447	\$1,340,059

## Budget Highlights

The 2011-12 Public Information Budget includes no new programs, enhancements or any personnel requests. The 2011-12 Plano Television Network Budget includes a reduction totaling \$15,297 for the elimination of (1) part-time Assistant Video Producer position. Also included is a revenue increase in PEG Fees in the amount of \$154,145. The 2011-12 Website Services Budget includes no new programs, enhancements or any personnel requests.

## PUBLIC SAFETY COMMUNICATIONS

### ■ Public Safety Communications

#### Mission

Provide the vital connection between citizen requests for Police, Fire, or Medical assistance and the appropriate agency, and to satisfy the immediate information needs of Police, Fire, and Medical personnel in the course of normal daily activities and during emergencies.

Public Safety Communications	Actual 2009-10	Budget 2010-11	Estimate 2010-11	Budget 2011-12
Salaries & Wages	\$5,527,075	\$5,924,505	\$5,694,728	\$5,805,580
Operations & Maintenance	48,432	172,070	21,529	163,609
Capital Outlay	64,832	25,000	75,000	0
	\$5,640,339	\$6,121,575	\$5,791,257	\$5,969,189

#### Budget Highlights

The 2011-12 Public Safety Communications Department Budget includes \$92,100 to upgrade the Tri-Tech Computer Aided Dispatch (CAD) system with the latest hardware and software version. This update will enable PSC to remain current and resolve outstanding software conflicts and program defects.

# PUBLIC WORKS

■ Public Works Administration	■ Signs & Markings/Sign Shop	■ Utility District #2	■ Backflow Operations
■ Streets	■ Utility Maintenance Admin	■ Utility District #3	■ Utility Cut Services
■ Signal Operations	■ Utility District #1	■ Meter Services	■ Municipal Drainage Operations
		■ Pumping Facilities	

## Mission

Public Works administers, directs and coordinates operations for the Streets, Signal, Sign & Markings, Utility Operations, Backflow prevention and Utility Cut repairs, Pumping Facilities and Municipal Drainage cost centers.

	Actual	Budget	Estimate	Budget
	2009-10	2010-11	2010-11	2011-12
<b>Combined Public Works Cost Centers</b>				
Salaries & Wages	\$10,844,172	\$11,000,339	\$10,512,203	\$10,836,455
Operations & Maintenance	61,917,246	68,044,277	66,376,750	71,567,013
Capital Outlay	1,982	300,000	300,000	0
	\$72,763,400	\$79,344,616	\$77,188,953	\$82,403,468

## Budget Highlights

Budget additions for Public Works departments in 2011-12 are minimal, while all departments submitted reductions for 2010-11 re-estimates. The 2010-11 Estimate for Public Works Administration includes reduction in operations of \$4,415 from various operating accounts. The 2010-11 Street Department Estimate includes reductions from various operating accounts totaling \$18,350, with an additional mid-year downgrade of two vacant full-time Equipment Operator positions to two full-time Labor Maintenance Worker positions for an annual savings of \$9,262. The 2010-11 Signals Estimate includes reductions in overtime and equipment rentals of \$10,602, and should have minimal impact

## **PUBLIC WORKS**

---

to the delivery of services except in a case of emergency involving traffic signal outages. The 2010-11 Red Light Camera Fund provided the funding for the Signals staff to continue the enhancement of signal operations with the installation of 12 Uninterrupted Power Supply Units (UPS) to provide three hours of back-up power supply and one hour of flashing mode when power from the local utility is lost. The 2011-11 Signs & Markings Estimate includes reductions in overtime and equipment rentals of \$1,150, and should have minimal effect except in a case of emergency involving traffic signal outages. The 2011-12 Signs & Markings Budget has no significant changes, and continues using Capital Reserve Funds for two federally mandated programs: Residential street name sign replacement of all 4-inch lettering used on street name signs with 6-inch lettering, \$44,000; and assessment of the retro-reflectivity of approximately 13,500 regulatory signs, \$150,000. The 2010-11 Utility Maintenance Administration Re-Estimate included operations reductions totaling \$32,119, while the 2011-12 Budget contains no new or reduced programs, enhancements, or any new personnel requests or reductions with the exception of significant increases in wholesale water and sewer treatment costs from the North Texas Municipal Water District (NTMWD), \$3.8 million. Utility Operations continues to coordinate with Customer & Utility Services on the change-out of old meters and installation of new water meters, a major component of the Fixed Network Meter Reading System project that uses the City's Moto Mesh network. Annual revenues for antenna/transmitter space rented on the City's water towers are projected at \$190,000 for 2011-12. The 2011-12 Pumping Budget includes the addition of (1) full-time Water Quality Technician dedicated to mandated water sample testing and analysis for Texas Commission on Environmental Quality (TCEQ) and Environmental Protection Agency (EPA) compliance. This cost is projected at \$83,668, including testing supplies and equipment. Pump Station Rehabilitation Project assessments will begin in 2011-12 with funding of \$450,000 from Capital Reserve. The 2010-11 Re-Estimate for Municipal Drainage Operations includes reductions in operations of \$24,197 from various operating accounts, while the 2011-12 Budget continues the overall reduction trend with savings of \$88,122 created by the elimination of (1) vacant full-time Public Works Superintendent position. The Public Works Budget changes all relate to the City Council's Goal of a Financially Strong City with Service Excellence.

## SUSTAINABILITY & ENVIRONMENTAL SERVICES

- Environmental Education
- Environmental Education Building
- Special Waste
- Sustainability
- Environmental Waste Collections
- Environmental Waste Administration
- Compost Marketing & Operations
- Commercial Diversion

### Mission

The Sustainability & Environmental Services Department manages and directs the collection of solid waste, recycling, yard trimmings and special waste (bulk, chemicals, special collections, etc.) from residential customers, environmental and waste diversion programs, commercial composting of yard trimmings and oversees the franchise for commercial collections.

	Actual		Estimate		Budget	
	2009-10	2010-11	2010-11	2011-12	2010-11	2011-12
<b>Combined Environmental Services</b>						
Salaries & Wages	\$6,154,214	\$6,195,084	\$6,183,987	\$6,170,466		
Operations & Maintenance	13,952,902	15,137,751	14,753,463	15,479,683		
Capital Outlay	14,016	6,500	219,401	667,000		
	\$20,121,132	\$21,339,335	\$21,156,851	\$22,317,149		

### Budget Highlights

The 2011-12 Sustainability & Environmental Services Combined Budgets include several enhancements. Additions to Environmental Waste Collections total \$321,048 and include: the addition of a new front-line unit for yard trimming collections, \$250,000; the continuation & expansion of DriveCam units in waste collection vehicles, \$48,873; and the addition of one part-time route driver position in Residential Collections, \$22,175. The Compost Marketing & Operations

## **SUSTAINABILITY & ENVIRONMENTAL SERVICES**

---

Budget contains program enhancements totaling \$417,000 including: a hot air bag sealer unit, \$11,500; upgrades to current equipment, \$230,500; and the addition of an additional tractor trailer unit, \$175,000. The Commercial Diversion Budget includes the addition of a new program, a Green Business Certification, with projected net revenue of \$3,870. Program and budget changes in Sustainability cost centers all relate to the City Council's Goals of Financially Strong City with Service Excellence.

# TECHNOLOGY SERVICES

■ Technology Services      ■ Wireless Support      ■ Public Safety Support      ■ Telecommunications

## Mission

To provide outstanding, timely, and quality customer service to City staff, management, and elected officials, with a level of service that allows these customers to maximize the use of information and provide a technology infrastructure that reflects customer quality and provides high performance capability with the ability to achieve the requirements established and expected by the citizens.

	Actual		Budget		Estimate		Budget	
	2009-10	2010-11	2010-11	2010-11	2010-11	2010-11	2011-12	2011-12
<b>Technology Services Cost Centers</b>								
Salaries & Wages	\$5,098,625		\$5,129,278		\$4,916,849		\$5,135,716	
Operations & Maintenance	6,625,250		7,704,921		7,539,377		7,748,316	
Capital Outlay	0		85,000		249,585		0	
	\$11,723,875		\$12,919,199		\$12,705,811		\$12,884,032	

## Budget Highlights

The 2011-12 Technology Services Budget includes the addition of one full-time Network Engineer position for support of the various wireless connectivity and wireless expansion projects, funded with the salary savings created by the elimination of one full-time vacant Senior Administrative Assistant. This position change net budget impact is \$31,142. During 2010-11, the wireless maintenance contract was renegotiated, keeping current maintenance costs level while the number of devices in use continues to increase. Technology Projects for 2011-12 total \$565,600 and include: \$300,000 for Disaster Recovery, \$185,000 for Parks and Facilities work order software replacements, and \$80,600 for Public Safety Communications CAD upgrades. Desktop PC and laptop replacements scheduled for 2011-12 total \$898,578.

# ORGANIZATIONAL CHART



CITY OF PLANO  
ORGANIZATIONAL CHART

Revised 02/04/2011

# COMMUNITY INVESTMENT PROGRAM OVERVIEW

---

The City of Plano maintains a separate five-year Community Investment Program. The Community Investment Program is divided into the following categories:

## **General Obligation CIP**

General Obligation improvements are funded by a portion of the ad valorem tax rate. These projects include Municipal Facilities, Park/Recreation Improvements and Street Improvements. Projects included in the General Obligation Community Investment Program are funded mainly with Bonds. Other revenue such as assessments and developer participation are also utilized.

The City Council appointed a Citizen's Advisory Committee in 1990 to study the long term capital needs of the City. Over 1,500 citizens of the community volunteered and worked to identify the various needs of the City for streets, libraries and other public buildings, and parks and recreation facilities.

The Council reviewed the recommendation of each committee, informed the public of the proposed plan of improvements, and held bond elections for approval of the programs. In 1991, fifteen propositions were put up for voter approval and of these fifteen, four were approved. In May of 1995, ten propositions were put before the voters and nine were approved.

Individual residents and groups were invited to propose CIP projects for inclusion in the 1998, 2001, 2005 and 2009 Referendums. City Council reviewed and discussed proposed projects at work sessions and public hearings. On May 2, 1998, all nine ballot propositions were approved. On May 5, 2001, voters approved eight out of nine propositions totaling \$112,415,000 in new authority. In the May 7, 2005 General Obligation Bond Referendum, voters approved all six propositions equating to \$114,802,000 in new authority. The most recent Bond Referendum was approved by the voters on May 9, 2009 and voters approved \$128,622,500 in new authority and revoked \$3,500,000 of unused authority for an overpass project.

Based on the bond authority approved by the citizens through the bond elections, a multi-year Community Investment Program document is prepared each year to update the priorities of the plan, to ensure that financing can be supplied, and to determine its effect on the current and future ad valorem tax rate identified.

Financing for the annual program is provided by the "cash flow" approach, whereby bonds are sold each year to generate enough cash to pay the actual expenditures during the year for both existing and new projects. This approach provides the most efficient use of the public tax dollars by allowing multi-year projects to be initiated without issuing bonds for the full cost of the projects, and by keeping bond sales down to only the estimated cash outlay requirements.

## **Water and Sewer CIP**

The water and sewer projects are based on the pay-as-you-go financing method, where the annual funds necessary for projects are transferred from the Water & Sewer Operating fund, and are included in the overall rates charged to customers. Water and sewer projects were funded by

# COMMUNITY INVESTMENT PROGRAM OVERVIEW

---

revenue bonds prior to 1994. The remaining outstanding debt including principal, interest and estimated fees totals \$737,400. The 2011-12 payments total \$357,800 with the final payment in the year 2013. The entire Water & Sewer Capital Improvement Program will continue to be supported under the pay-as-you-go methodology. New debt is not issued for water and sewer capital improvement projects. \$10.25 million will be transferred from Water and Sewer Operations to support the 2011-12 program and offset future water and sewer CIP rehabilitation projects.

## **Park Fee Program**

The Park Fee Program was established in 1993-94 to provide funding for the acquisition and development of Neighborhood and Linear Park Facilities. Revenue from developers is estimated to be \$115,600 in 2011-12 and is based on the projected number of single and multi-family units to be built over the next five years. Each year a surplus balance remains that will be carried forward into the following year or can be used as a reserve for land purchases as they become available.

## **Municipal Drainage CIP**

Funding for the 2011-12 Municipal Drainage CIP is provided by revenue bonds. In January 2010, \$6.79 million in Municipal Drainage Bonds were sold. A \$3.1 million bond sale is projected for 2012 to provide necessary resources for the 2011-12 Municipal Drainage projects.

## **DART Local Assistance/Congestion Management Program**

The DART Program included in the CIP is based on proposed projects for the Local Assistance Program/ Congestion Management System. The original funding agreement with DART provided the City approximately \$4.00 million per year for three years ending in 1998-99. A one-year extension based on DART's construction schedule gave the City a total of approximately \$16.00 million by 1999-2000. All available funding has been programmed into existing capital projects. There are no programmed DART expenditures for FY 2011-12.

## **Capital Reserve**

The Capital Reserve Fund was established to provide for major infrastructure repairs and rehabilitation projects that are more appropriately funded from sources other than debt. The major revenue source in the Capital Reserve Fund is an annual transfer from Operations. The transfer for 2011-12 is \$13.50 million with \$10.50 million coming from the General Fund and \$3.0 million from the Water & Sewer Fund.

Detailed information on the Community Investment Program, including fund summaries of all expected resources and planned expenditures over a five year period, lists of projects for each capital improvement fund, and a page for each project, where descriptions, construction scheduling, and maps are provided, is included in the 2011-12 Community Investment Program document.

## COMMUNITY INVESTMENT PROGRAM OVERVIEW

### FIVE -YEAR EXPENDITURE DETAIL

The following table shows a combined expenditure summary planned for all categories in the Community Investment Program over the next five years.

Project Expenditures	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
	<b>Re-Estimate</b>					
Police & Courts	260,000	0	0	0	0	0
Library Facilities	614,800	804,800	339,900	274,500	0	0
Public Safety & Fire Facilities	6,603,000	6,050,000	999,000	0	0	0
Animal Shelter	2,000	0	0	0	0	0
Service Center	7,000	0	0	0	0	0
Joint Use Facility	134,000	0	0	0	0	0
Municipal Facilities & Parking	1,189,000	7,000,000	0	0	0	0
Creative & Performing Arts	50,000	0	14,192,000	0	0	0
Park Improvements	20,045,000	8,273,000	11,007,000	14,341,000	12,975,000	550,000
Recreation Centers	7,090,000	2,000,000	650,000	6,950,000	6,500,000	7,000,000
Street Enhancements	86,000	0	0	150,000	0	0
Street Improvements	<u>18,533,000</u>	<u>27,123,000</u>	<u>25,953,000</u>	<u>21,888,000</u>	<u>15,542,000</u>	<u>9,053,000</u>
<b>Total General Obligation</b>	<b>54,613,800</b>	<b>51,250,800</b>	<b>53,140,900</b>	<b>43,603,500</b>	<b>35,017,000</b>	<b>16,603,000</b>

Park Fee Program	1,245,000	960,000	680,000	550,000	0	0
DART LAP	114,000	0	0	0	0	0
Capital Reserve	35,422,000	17,551,000	16,736,000	16,051,000	15,972,000	16,262,000
Municipal Facilities (Non G.O.)	0	0	10,000,000	10,000,000	0	0
<b>Total Other Funds</b>	<b>36,781,000</b>	<b>18,511,000</b>	<b>27,416,000</b>	<b>26,601,000</b>	<b>15,972,000</b>	<b>16,262,000</b>
Municipal Drainage Projects	5,545,000	3,401,000	1,660,000	2,300,000	1,500,000	1,500,000
<b>Total Municipal Drainage</b>	<b>5,545,000</b>	<b>3,401,000</b>	<b>1,660,000</b>	<b>2,300,000</b>	<b>1,500,000</b>	<b>1,500,000</b>
Water Projects	8,063,721	10,965,739	6,555,739	10,770,739	7,440,739	1,130,000
Sewer Projects	6,946,721	4,878,028	4,688,739	4,606,739	4,070,739	3,700,000
<b>Total Water &amp; Sewer Projects</b>	<b>15,010,442</b>	<b>15,843,767</b>	<b>11,244,478</b>	<b>15,377,478</b>	<b>11,511,478</b>	<b>4,830,000</b>
<b>TOTAL</b>	<b>111,950,242</b>	<b>89,006,567</b>	<b>93,461,378</b>	<b>87,881,978</b>	<b>64,000,478</b>	<b>39,195,000</b>

# DEBT SERVICE FUNDS

## GENERAL OBLIGATION DEBT SERVICE

The City of Plano issues general obligation bonds for a term of generally twenty years, for the purpose of constructing major capital improvements that include municipal facilities, parks and streets.

The General Obligation Debt Service Fund accounts for the accumulation of funds for, and the payment of, general long-term debt principal and interest. The resources of this fund are generated by a tax levy based upon property values. Payments of principal and interest are made for general obligation bonds, certificates of obligation, and tax notes.

Current outstanding debt including principal and interest equals \$436,453,883. This includes general obligation refunded issues, improvements, certificates of obligation, and tax notes issued during 2002 through 2011. The bond sale in January 2012 will provide funding for the 2011-12 General Obligation projects. Issues projected for 2012 will add an additional \$31.09 million in outstanding debt. The projected 2011-12 principal and interest payments are estimated at \$43,115,491. The total amount of outstanding debt represents 1.74% of assessed value.

The State of Texas limits the ad valorem tax rate to \$2.50 per \$100 valuation. Plano's rate of .4886 falls well under this limit. Although there is no other legal debt limit, the City of Plano's goal is to utilize current financial policies in order to maintain its current AAA bond rating. Including the projected debt, the following general obligation debt ratios would apply:

Debt per capita	\$1,670
Debt to assessed value	1.74%

Due to an increase in assessed property values for FY 2011-12, the debt portion of the tax rate decreased from .1751 to .1737 and allows the City to issue G.O. Bonds in 2011-12. The following table reflects the allocation of the property tax levy between Debt Service and General Fund operations for 2011-12 and previous years:

	<u>2009-10</u>	<u>2010-11</u>	<b><u>2011-12</u></b>
Debt Service	0.1602	0.1751	<b>0.1737</b>
General Fund	0.3284	0.3135	<b>0.3149</b>
Total Tax Rate	0.4886	0.4886	<b>0.4886</b>

## DEBT SERVICE FUNDS

---

The CIP supporting bond issues are distributed as follows:

### **2011-12**

Street Improvements	\$ 12,100,000
Parks & Athletic Facilities	7,825,000
Technology Service Facilities	7,000,000
Public Safety Facilities	2,900,000
Recreation Center	2,000,000
Library	<u>400,000</u>
	\$ 31,095,000

In May of 2009, voters in Plano approved \$128,622,500 in new bond authority to support the next four years of capital projects. This authority will continue to cover anticipated needs through this fiscal year, 2011-12. The City has issued new debt on an annual basis (no new debt was issued in 2003-04) without increasing the tax rate. However, in 2006-07 the City increased the tax rate to establish an Economic Development Incentive Program; the increase did not relate to the issuance of debt.

The following chart depicts the amount of new debt issued each fiscal year over the past several years.

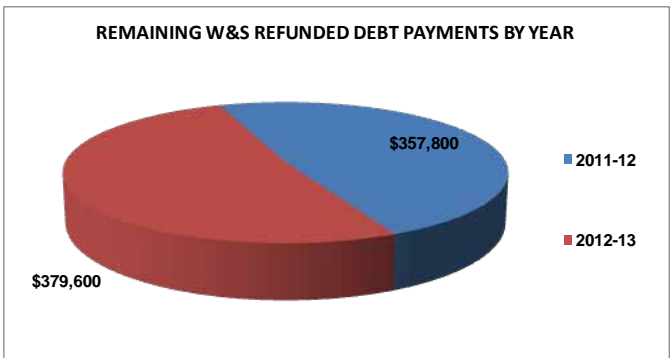
---

## WATER AND SEWER REVENUE BONDS

---

Water and Sewer Revenue Bonds are issued for a term of generally twenty years for the purpose of constructing major capital improvements, which include water and wastewater mains, pumping facilities and storage tanks. The net revenues of the Water & Sewer Fund secure the Water & Sewer Revenue Bonds.

The City of Plano has operated on a total pay-as-you-go system for the water and sewer capital improvements since 1994. Two issues were refunded through G.O funding but these bonds are treated as revenue bonds and are paid for on a pay-as-you-go basis therefore no new debt is included in 2011-12. The remaining outstanding debt including principal, interest and estimated fees totals \$737,400. The 2011-12 requirements are \$357,800 with the final payment in the year 2013.



The city at some point may need to sell short term debt in order to replace large infrastructure projects in the future.

---

## MUNICIPAL DRAINAGE REVENUE BONDS

---

Municipal Drainage Revenue Bonds are issued for the purpose of constructing Municipal Drainage Capital Improvements such as erosion control, storm sewers, channelization, and culverts. The net revenues of the Municipal Drainage Operating Fund that was established in 1992-93 secure these bonds. The City of Plano's Municipal Drainage Revenue Bonds were upgraded to AAA by Standard & Poor's (S&P) in 2009 and also received the AAA rating by S&P when the City issued debt in 2010. The current outstanding debt equals \$31,175,736. A \$3.1 million Municipal Drainage Bond sale is projected for 2011-12.

# **CITY OF PLANO GOALS 2011-2016**

## **FINANCIALLY STRONG CITY WITH SERVICE EXCELLENCE**

- Balanced, reliable revenue sources to include the tax rate to support defined services, service levels and investing in the future.
- Services delivered in the most cost effective manner.
- Investing in maintaining city infrastructure and facilities.
- Maintaining “AAA” bond rating.
- City services and service level responsive to the needs of residents.
- Effective use of technology to enhance service delivery, operating efficiencies and information to citizens.

## **SAFE LARGE CITY**

- Low crime rate – crimes solved, criminals going to jail.
- Timely response to an emergency call for service meeting city standards.
- Public safety departments working with the community and residents sharing responsibility for community safety.
- Residents feeling and being safe in homes, in their neighborhoods and in the community; and comfortable to report problems to the Police.
- Visible and known Police presence in the community and in neighborhoods.
- Effective use of technology to make our community safe and keep residents informed.
- Community prepared for disaster response and recovery.

## **STRONG LOCAL ECONOMY**

- City having the reputation as having a “business friendly” environment.
- Retention and growth of Plano’s businesses.
- Plano recognized as a “major business center: with headquarters for major corporations.
- Strong healthy retail businesses with unique shopping.
- Diverse new businesses attracted to Plano.

## **GREAT NEIGHBORHOODS – 1<sup>st</sup> CHOICE TO LIVE**

- Young professional families moving into mature neighborhoods.
- Well maintained city infrastructure and facilities, trees and streetscapes.
- Increase homeownership in mature neighborhoods.
- Upgrade the quality and livability of older homes.
- Convenient access to services needed on a daily basis, shopping and leisure opportunities.

## **EXCITING URBAN CENTERS – DESTINATION FOR RESIDENTS AND GUESTS**

- Vibrant downtown as a destination for entertainment and eating with a reputation as a unique place to go.
- Legacy Center continuing to develop as an urban center.
- Collin Creek revitalized as a regional destination.
- Retail and services to support residents in urban centers.

- Revitalized older shopping centers.
- Selected four-corner shopping areas developed as mixed use developments: retail, residential, and services.

### **PARTNERING FOR COMMUNITY BENEFIT**

- Enhance relationship and partnership with the Plano Independent School District.
- Active participation and leadership in regional organizations.
- City involving residents and corporations in programs and service delivery through volunteerism and partnerships.
- Working with other cities to address regional issues.
- Enhance relationship and partnerships with the faith based community.
- Relationship and partnerships with diverse cultural groups.

## **POLICY ACTIONS 2011-2016**

### **FINANCIALLY STRONG CITY WITH SERVICE EXCELLENCE**

- Budget 2010-11 and Three-Year Forecast  
Service Priority  
Tax Rate
- Alcohol Package Sale: Direction
- Water/Sewer Capital Projects and Funding  
Update of 5-Year CIP  
Evaluate Costs of Selling Bonds  
Rates Adjustment
- Economic Development: Funding increase

### **SAFE LARGE CITY**

- Continuing as one of the safest cities in Texas and the nation.
- Maintaining appropriate public safety staffing.
- Use of technology: communication, prevention and enforcement.
- Cost and funding for public safety.
- Legislative actions by federal and state governments.

### **STRONG LOCAL ECONOMY**

- R/T Plan and Regulations: Review
- Convention Venue: Analysis, study and direction  
Plano Centre  
Major hotel

## **GREAT NEIGHBORHOODS – 1<sup>st</sup> CHOICE TO LIVE**

- Douglass Center: Management

### **EXCITING URBAN CENTERS – DESTINATION FOR RESIDENTS AND GUESTS**

- Cotton Belt/Red Line Interchange
- TIF #2 Financing plan and land acquisition
- Arts of Collin County  
Referendum (Frisco)  
Issue Debt (Frisco)  
Funding: Operation and Debt

## **PARTNERING FOR COMMUNITY BENEFIT**

- Collin County Elected City Officials Partnership Meeting: Initiated
- City-School Strategy Meeting of liaisons

## **ON THE HORIZON 2011-2016**

### **FINANCIALLY STRONG CITY WITH SERVICE EXCELLENCE**

- Haggard Farm: Acquisition
- Employee ideas for cost savings and efficiencies program.
- Public Communications: Upgrade (website, corporate "Face" spokesperson), City Finances
- City funding for outside organizations (Historic and Arts).
- Hall Tract: Acquisition

### **SAFE LARGE CITY**

- Fire Station #13
- Animal Shelter expansion
- Moto Mesh system completion
- Emergency Operation center

### **STRONG LOCAL ECONOMY**

- Collin Creek Mall strategy and redevelopment options.
- Strategies for aging retail centers: policy, direction and funding sources.
- Shop Plano partnership with the Chamber of Commerce: Direction
- Central Expressway corridor revitalization plan.

## **GREAT NEIGHBORHOODS – 1<sup>st</sup> CHOICE TO LIVE**

- Incentives for housing renovation/upgrade program: Development and Funding
- Liberty Community Center: Upgrade
- Rental Inspection for single family residences: Study, Direction and Funding
- Oak Point Park Development: Funding
- Preservation Plan: Update (Heritage Commission)

### **EXCITING URBAN CENTERS – DESTINATION FOR RESIDENTS AND GUESTS**

- Parker Road Station: Development
- Attraction of Downtown business (grocery store, drug store)
- Downtown Vision: Update

## **PARTNERING FOR COMMUNITY BENEFIT**

- Community Building Event: Direction, Funding, Sunset
- Faith Based Community Strategy: Match volunteers with needs
- International Festival - One Event

# MISSION STATEMENT

The mission of the City of Plano is to provide outstanding services and facilities, through cooperative efforts with our citizens, that contribute to the quality of life in our community.



## VISION

*We dedicate ourselves to making Plano the most desirable place to live, work, play and visit.*

### **We envision:**

- ★ *a safe and secure environment,*
- ★ *an informed citizenry,*
- ★ *educational, recreational and, cultural opportunities,*
- ★ *enhanced economic viability,*
- ★ *a high degree of mobility and*
- ★ *inviting and friendly park space.*



## VALUES

### **Working as a team, we pledge to be:**

- ★ *respectful of individual dignity and rights,*
- ★ *financially responsible,*
- ★ *ethical and responsive to our customers,*
- ★ *innovative in addressing community needs and*
- ★ *an organization in which we can serve with pride.*



## QUALITY POLICY

*Quality service is the operating principle of the City of Plano and the responsibility of each of us. Quality means the continuous interaction and accountability of all – citizens, elected officials and employees – in the enhancement of our community vision and the improvement of city-delivered services.*



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Plano, Texas for its annual budget for the fiscal year beginning October 1, 2010.

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

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

