

2010-2011

Annual Operating Budget



ROUND ROCK, TEXAS
PURPOSE. PASSION. PROSPERITY.

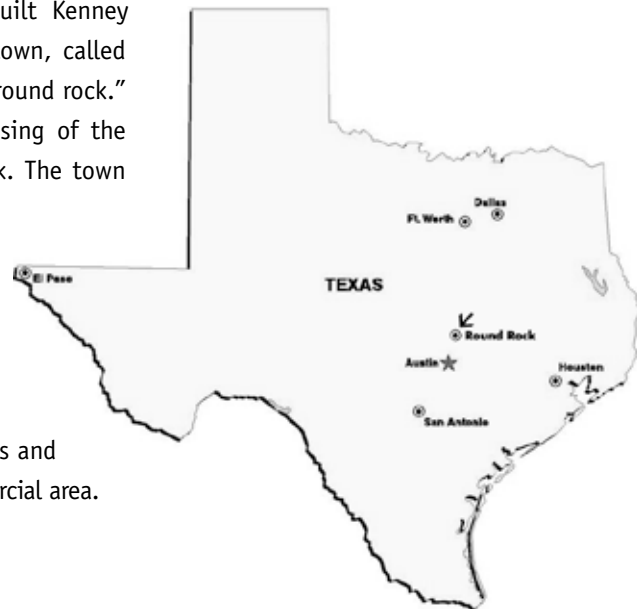




History of Round Rock

...Our Story

Settlers began arriving in the area in the late 1830s and built Kenney Fort on the south side of Brushy Creek. In 1850, the original town, called Brushy, was established on the north side of the creek near the “round rock.” This historic table-shaped rock still marks a Brushy Creek crossing of the famed Chisholm Trail. In 1854, Brushy was renamed Round Rock. The town served as a stop on the Chisholm Trail throughout the 1860s and the early 1870s. In 1876, the residents moved the town about one mile due east to take advantage of the newly constructed International and Great Northern Railroad line (later known as the Missouri Pacific) which bypassed the old town. Round Rock was officially incorporated in 1913. Today, the Old Town section still contains many historic structures and is the centerpiece of an evolving, historical, recreational and commercial area.



City of Round Rock Annual Budget

For the Fiscal Year

OCTOBER 1, 2010 • SEPTEMBER 30, 2011

CITY LEADERSHIP:

ALAN McGRAW Mayor

CARLOS T. SALINAS Mayor Pro-Tem- Place 4

RUFUS HONEYCUTT Council Member - Place 1

GEORGE WHITE Council Member - Place 2

JOE CLIFFORD Council Member - Place 3

JOHN MOMAN Council Member - Place 5

KRIS WHITFIELD Council Member - Place 6

JAMES R. NUSE City Manager

CINDY DEMERS Assistant City Manager

Published in accordance with the City of Round Rock Home Rule Charter



ROUND ROCK, TEXAS
PURPOSE. PASSION. PROSPERITY.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Round Rock
Texas**

For the Fiscal Year Beginning

October 1, 2009

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Round Rock, Texas for its annual budget for the fiscal year beginning October 1, 2009. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

**City of Round Rock
2010-2011 Operating Budget**

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Budget Message





ROUND ROCK, TEXAS

PURPOSE. PASSION. PROSPERITY.

September 30, 2010

**The Honorable Mayor, Mayor Pro-Tem and City Council
City of Round Rock, Texas**

Dear Mayor McGraw, Mayor Pro-Tem Salinas and City Council:

Presented herewith is the City's adopted operating budget for fiscal year October 1, 2010 through September 30, 2011. This document contains spending plans and revenue estimates for the General Fund, the Debt Service Fund, the Water/Wastewater Utility Fund, the Drainage Fund and the Special Revenue Funds.

The total adopted operating budget is \$134,711,490. This figure includes \$81,456,568 for the General Fund, \$12,755,131 for the G.O. Debt Service Fund, \$38,851,910 for the Water/Wastewater Utility Fund and \$1,647,881 for the Drainage Fund.

Spending plans and revenue estimates are provided for the Special Revenue Funds with expenditures as follows: \$2,214,994 for the Hotel Occupancy Tax Fund, \$248,484 for Law Enforcement Fund, \$427,150 for the Parks Improvements & Acquisitions Fund, \$100,450 for the Municipal Court Fund and \$410,000 for the Tree Replacement Fund.

Following the City's Strategic Plan (please see the **Strategic Plan Tab**), departmental operating plans and specific guidelines issued by the City Manager, the operating departments developed the basic spending plan contained in this document. The spending plan provides funding for basic services, critical needs, equipment replacement, and facility upgrades as discussed on the following pages.

The City's operating departments have continued the development of two-year budgets this year in an effort to identify the impacts of current year programs and commitments on the future. The second year budget is not formally adopted in the budget process but is presented as an aid to decision making. The second year presentation (2011-2012 projected budget) reflects only the extended cost of the programs and operating commitments, which are adopted for 2010-2011.

As illustrated in the Budget Summary section (please see the **Budget Summaries Tab**), this budget plan adheres to the City's financial policies and preserves the City's strong financial position while providing excellent levels of service.

Document Organization and Presentation

This budget document is intended to give the reader a comprehensive view of funding for the City's day-to-day operations, scheduled capital improvement expenditures and principal and interest payments for outstanding long-term debt and capital leases. The operations are organized into programs of service or operating departments to give the public a clear idea of how resources are allocated.

The **City Profile Tab** presents an informative overview of Round Rock. A list of Council members, an organizational chart and a history of the City is provided along with charts and graphs illustrating historical trends for important operating influences such as building activity, sales tax collections, and taxable property values.

The **Budget Summaries Tab** includes a summary of the revenue and expenditures for each operating fund mentioned above. Also illustrated is the effect this budget has on the fund balance or working capital for each fund.

The **Revenue Estimates Tab** contains line item detail for all operating revenue, including previous year comparisons. Reasons for changes in major revenue sources and major revenue trends are discussed later in this budget message. The Footnotes section of the **Appendix Tab** also has brief information about individual revenue line items.

The **General Fund Expenditures Tab** provides a program of service overview for each operating department outlining major business functions, key customers and customer expectations and requirements. New for this year is the addition of the departmental balanced scorecard which ties departmental operations to the City's Strategic Plan. Additionally, staffing levels and expenditure comparisons are also provided. Similar presentations are provided for the Water/Wastewater Utility operations and the Drainage operations under the **Water/Wastewater Utility Fund Expenditures Tab** and **Drainage Fund Tab**, respectively.

The **Debt Service Funds Expenditures Tab** provides a summary of the annual principal and interest payments for all outstanding bonded debt and capital leases.

Current capital improvements are summarized behind the **Capital Projects Funds Expenditures Tab**. Capital improvements are major construction projects or improvements to the City's infrastructure and have a long useful life. Typically, the improvements are funded with borrowed funds (bonds, certificates of obligation and capital leases), transfers from operating fund, and, in the case of the utility system, capital recovery fees.

The **Special Revenue Funds Expenditures Tab** provides a detailed spending plan for funds which account for proceeds of specific revenue sources that are legally restricted for certain purposes.

The **Debt Schedules Tab** provides details on outstanding debt, including its purpose, amount outstanding and a payment schedule.

The **Tax Information and Levy Tab** provides a calculation of the City property tax rate; along with a historical presentation of the property tax rate, and a property tax and debt summary schedule.

The **Personnel Schedules Tab** contains summary information and detailed classification and compensation of City personnel. The personnel schedules contain all budgeted positions and correspond to the authorized personnel listings in each operating department.

The **Capital Outlay Detail Tab** provides a listing of all major capital purchases planned in the General, Utility, Drainage and Hotel Occupancy Tax Funds.

The **Strategic Plan Tab** presents adopted Strategic Plan for the City, "Game On, 2060." This plan outlines a set of strategic priorities to enhance the quality of life and economic vitality of the City.

The **Financial Statistics Tab** provides City statistical information for the fiscal year ended September 30, 2009.

Finally, the **Appendix Tab** contains explanatory and supporting data, which serves to enhance the public's understanding of the budget process and information provided in the budget document.

Strategic Planning of the City

The City views its planning and operations in a *strategic* manner. This planning approach involves making assumptions about the community's needs for the next ten years. Planning for the Water/Wastewater Utility extends to twenty years for infrastructure needs and well beyond thirty years for water reserves. These needs are identified through citizen and customer surveys, open house forums, research into technological innovation, demographic trend analysis and observation of other factors affecting the community. Once compiled, the needs assessment is combined with the City Council and staff analysis of the City's business purpose in order to articulate a vision statement. The vision statement summarizes both the fundamental purpose and the fundamental nature of our organization.

For the FY 2010-2011 budget, City departments utilized the Strategic Plan and, correspondingly, the departmental goals and related budgetary requirements for meeting these goals in developing their departmental spending plans. In addition, each department is responsible for developing a "Strategic Budget." Strategic Budgeting is the process the City follows to link the City's Strategic Plan and individual departmental strategy and performance to the budget.

2060 Vision: The City of Choice for the Talent that will Shape the Future

Round Rock will be the City of Choice for entrepreneurs, business leaders, researchers, educators and members of the creative professions who want to combine professional accomplishment with a culturally rich and recreationally and socially diverse lifestyle. At the same time, it will offer opportunities for personal growth, safety, and well being for all its residents.

Game On, 2060

In April, 2009, the Council adopted a new set of strategic priorities (please see the **Strategic Plan Tab**). Recognizing that Round Rock is a vibrant city that continues to grow and prosper, the City developed this new Strategic Plan. This will be the first year of our transition to this new plan.

Game On, 2060, outlines strategies to enhance the quality of life and economic vitality of the City.

Four key strategic themes emerged out of the strategies that encompass the City's vision, as illustrated in the graphic below, and correlating strategic initiatives are listed below each strategic theme.



This plan provides a pathway to Round Rock's future as a city, as a desirable and preferred community and as a city government that can meet the demands, challenges and opportunities the future will bring. The document and the processes underlying it are intended to be dynamic, developing the capabilities to adapt and respond over time.

Budget Priorities and Changes in Funding

This year, the budget is influenced by several factors including uncertain economic conditions and continued population growth. Consequently, the City must respond to lower sales tax revenue projections and lower property valuations while demand for services from a growing population remains strong. Priorities addressed in this budget are to provide sufficient funding to continue adequate core operating services and to ensure these services meet the needs of a larger community. In order to provide adequate core operating services under current economic conditions, a conservative budget strategy was utilized.

Concerns over the current economy and projections for this budget year have presented a challenge to the City. Reduced revenue projections coupled with rising expenses in some areas have required us to creatively institute cost reduction measures. Each department was asked to complete a functional analysis which analyzed their current operational needs and identify areas where efficiencies could be achieved. Meeting this challenge, departments were able to successfully reduce operating budgets by over \$1 million while maintaining core service levels. A total of 21.5 full-time equivalents were eliminated due to departmental reorganizations and city-wide efficiencies. Additional savings were achieved by a combination of realigning departmental functions, renegotiating contractual services and implementing process efficiencies.

While population growth has been a factor in the City's operations and budget development, the speed of the growth has also influenced this budget plan. Round Rock continues to be one of the nation's fastest growing cities with a population of 100,000 or more. This fact creates substantial demands on City services and infrastructure, which must be met within a narrow time frame.

An underlying budgetary influence is the City's business model approximately 50% of General Fund revenue is provided by sales tax. A half-cent component of the two-cent local sales tax rate exists for the sole purpose of reducing the property tax rate. The result is a heavy reliance upon the sales tax as a revenue source and reduced reliance upon the property tax. The sales tax is a less stable revenue source than the property tax but provides more discretion to the taxpayer. Because of this revenue makeup, the City tends to carry higher fund balances, estimate sales tax revenue conservatively, and introduce new programs somewhat more cautiously until projected revenue levels are established. The City is also more attentive to the health of its economy because of the reliance upon commerce to produce the sales tax. These issues are discussed more fully in the following pages.

Budget Development Process

The City's budget is a complex document and represents the culmination of months of preparation and discussion among the operating departments regarding the best ways to provide services to the community at the greatest value. This budget was developed consistent with the City's high performing philosophy which strives to simultaneously deliver high product and service quality, outstanding customer value and sound financial performance. Specifically, the process this year began with a City Council work session to discuss fiscal policy and economic outlook. The City Manager, Assistant City Managers and Finance Director met to refine operating guidelines and soon thereafter budget files and workbooks were provided to the operating departments. City departments developed their draft strategic budget documents, initial operating requirements and program proposals and then worked together as a team to develop a budget proposal that fit within revenue expectations and key departmental goals.

As required by the City's Charter, the proposed budget is to be provided to the City Council by August 1. Concurrently, copies of the proposed budget and the City's strategic budget are made available to the public on the City's website and on file at the local library. The City Council considers the proposed budget and provides public hearings where public input regarding the budget programs and financial impact is heard. Further communication with the public is provided via the community cable television system, the City's website and the local newspapers. Presentations of the budget are provided in these media, along with summaries of fee changes and tax rate implications.

The budget is formally adopted by the City Council during two readings of enabling legislation at regularly scheduled Council meetings in September. The budget goes into effect on October 1.

Budget Key Dates

February	City Council Work Session Budget Kickoff
March-May	Departmental submission of budget documents
June	Executive review of Proposed Budget
July	City Manager submits Proposed Budget to City Council Tax roll certification by chief appraiser
August	Publication of proposed tax rates
September	Proposed Budget submitted and approved by City Council (2 readings)
October	Budget becomes effective

Performance Measurement

The City believes that it is important to not only plan for and provide adequate levels of quality service, but to also provide a means of measuring and reporting the results of our efforts. As more information is provided about how we are performing, the City Council, the public, the staff and others can determine the value of programs and opportunities for improvements.

This document attempts to provide basic measurement data regarding changes in funding for the various departments. The manner in which this measurement data is presented is a standard bar chart reflecting changes in costs and comparative expenditures per capita for the current and most recent fiscal years. The mission of every department incorporates a variety of complex operations, making it difficult to provide a single or even a few statistical measures. However, the per capita funding comparisons provide a broad view of changes in level of service for the departments.

With regard to the fiscal year ending on September 30, 2010, the City anticipates another solid performance in terms of financial condition and quality of service provided. Financial policies will be met and the City's strong financial position will be maintained. Substantial progress has been made toward goals set last year by the City and its departments and levels of service have continued to meet the demands of a growing community.

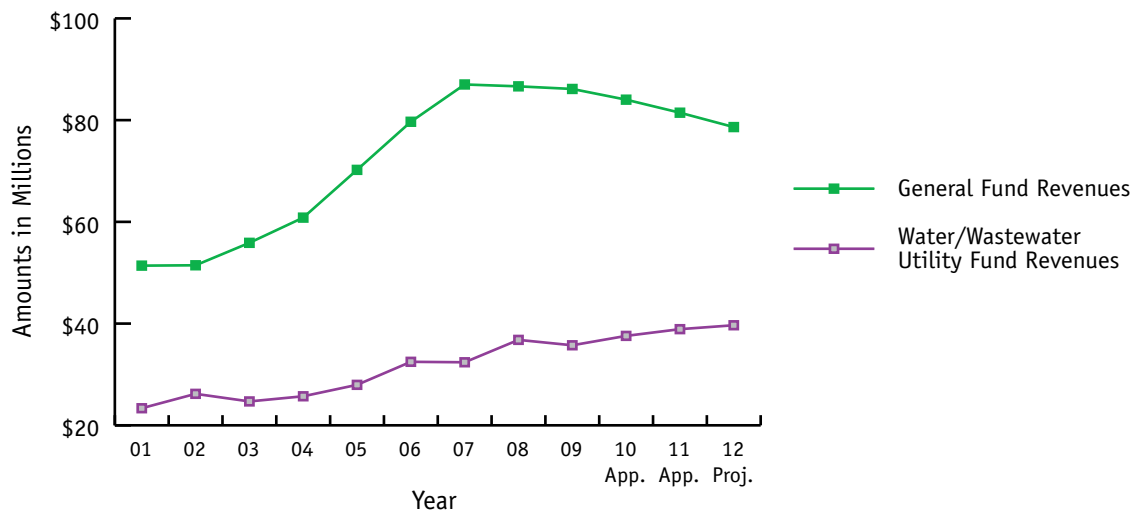
Trend Analysis

The City of Round Rock utilizes a conservative strategy when projecting revenues and expenditures. Revenue and expenditure patterns are closely monitored so that adjustments to spending levels can be implemented, if needed. The City considers many factors as presented throughout this document along with trend analysis to develop and manage the budget as the year progresses.

Revenue Trends

The City utilizes a fiscally conservative strategy when projecting revenues, as can be seen in the graph showing a slight decline from actual historical amounts. Residential and commercial growth along with economic expectations, are primary drivers in estimating revenues. In the past, Round Rock had enjoyed a relatively stable upward revenue trend. This trend was caused primarily by growth in sales tax revenues for the General Fund and increases in the customer base for the Water/Wastewater Utility Fund. The present economic slowdown has caused a slight decrease from past General Fund revenue levels, and we anticipate this trend continuing in the near future.

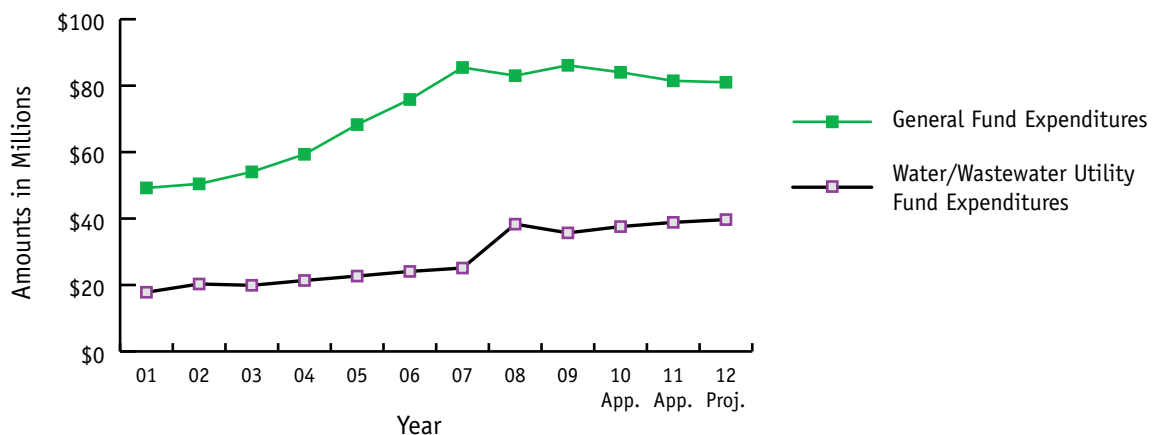
General Fund & Water/Wastewater Utility Fund Revenues



Expenditure Trends

Expenditure trends are projected using prior years' spending patterns along with assessing the impacts of current year influences such as departmental objectives as they relate to the City's strategic goals. Once again, in this year's approved budget, we have applied the same fiscally conservative strategy that allows us to modify spending, if needed.

General Fund & Water/Wastewater Utility Fund Expenditures



Note: FY 03, FY 05, FY 06, and FY 08 Water / Wastewater Utility Fund Expenditures exclude one-time \$23 million, \$12.3 million, \$5 million and \$8.5 million transfers to Construction Fund, respectively

Economic Outlook and Revenue Projections for Fiscal Year 2010-2011

Despite the current U.S. economy nationwide, indicators show that the regional economy remains healthy and Round Rock remains fairly strong in population growth and stable in its economic activity. In fact, in May 2010, Forbes.com ranked the Austin-Round Rock area as the top spot for recession easing, citing a diverse economy; lower than national average unemployment rates and housing affordability as key factors.

In considering this spending plan, it is important to keep in mind the fact that Round Rock is located within Williamson County, which is one of the fastest growing counties in the State. Since 1990, Williamson County has soared 195% to 412,000, and the City of Round Rock has grown 6.2% on an average annual basis, thus making Round Rock one of the fastest growing cities in Texas. The Austin-Round Rock-San Marcos Metropolitan Statistical Area (MSA) has more than doubled in population to 1.7 million since 1990. Many of the issues Round Rock faces are *regional* issues such as population growth, traffic concerns, road construction and water/wastewater availability. The chart below illustrates historical and projected population growth for the area including comparison figures for Texas and the United States.

	1980	1990	2000	2011 Estimated	% Change 1980-90	% Change 1990-00	% Change 2000-11
Round Rock	11,812	30,923	61,136	103,300	162%	98%	69%
Williamson County	76,521	139,551	249,967	412,000	82%	79%	65%
Austin - Round Rock MSA	585,051	781,572	1,249,763	1,765,000	34%	60%	41%
Texas	14,229,191	16,986,510	20,851,820	25,883,999	19%	23%	24%
United States	226,545,805	248,709,873	281,421,906	310,233,000	10%	13%	10%

Source: U.S. Census Bureau & entity estimates

City of Round Rock Population Projections

Year	Population	Year	Population
2001	66,495	2007	90,100
2002	71,275	2008	93,700
2003	75,402	2009	97,510
2004	78,970	2010	100,800
2005	84,200	2011	103,300
2006	88,500	2014 (est)	112,388

A growing population directly influences the housing industry and, ultimately, the property tax base. As indicated by the following chart, although the number of housing starts is more moderate than in the past, it is important to note that Round Rock's extra-territorial jurisdiction (ETJ) contains over 9,000 acres of undeveloped property which will influence the demand for City services into the future.

The adopted budget reflects continued growth in and around the City, even with the slowing national building trend. Modest growth in building activity is expected, fueled by continued in-migration to the community.

Residential Building Permits

Year	Building Permits	Monthly Average
2001	1,722	144
2002	1,401	117
2003	1,354	113
2004	1,317	110
2005	1,332	111
2006	1,403	117
2007	859	72
2008	324	27
2009	291	24
2010	263	22
2011 (projected)	250	21

Job creation in terms of *basic jobs*, those that import capital while exporting products or services, has been very strong over the past several years. However, recent downturns in the economy have reduced employment demand for specific sectors. In spite of job reductions, the unemployment rate for the City, 6.2%, remains lower than the Austin metro area, which is 6.8%, and the statewide rate of 8.1%. These facts are important in understanding the resulting influences on the City's revenue projections, levels of service required and resulting spending plans.

Economic Influences

As stated in the Budget Priorities and Changes in Funding section above, Round Rock is more attentive to the health of its economy because of the reliance upon commerce to produce sales tax revenue. Updates to economic influences that help us diversify our economic base are detailed below.

The major destination retail hubs provide continued expansion and diversification of Round Rock's economy. These include Round Rock Premium Outlets, which provides over 430,000 square feet of retail space containing 125 stores in an outdoor village setting and a movie theater. Adjacent to the outlet mall is a shopping center, featuring IKEA, JC Penney, Office Max, Ross, and REI.

Round Rock has emerged as a hub for health education with the influx of new and expanding hospitals and medical education facilities.

St. David's Round Rock Medical Center, originally constructed in 1983, provides comprehensive health services to residents of Williamson and the surrounding counties. Services include The Health and Vascular Center with an inpatient capacity of 177 beds, The Women's Center and a comprehensive emergency room. As of January 2010, St. David's began offering all levels of trauma care, making it the only trauma center in Williamson County.

Scott & White Healthcare, a major regional health care organization, is a 68-acre health care facility with a specialty clinic that offers a wide variety of care options from birth to adulthood, as well as a 76-bed technologically advanced hospital offering heart and vascular, orthopedic, diagnostic imaging, and women's and children's services.

The Seton Medical Center Williamson is a 365,000 square foot facility, which is state-of-the-art in design, technology and delivery of complex care. The first phase of the campus includes a 181-bed hospital, ambulatory surgery center and a diagnostic and imaging center. It also includes the first of several medical office buildings. The hospital campus is planned to accommodate future expansions, and the hospital could eventually expand to 350 beds over the next 10 to 15 years.

To complement the healthcare activities, Round Rock is now home to several health education facilities. In 2005, the Round Rock Higher Education Center (RRHEC) opened in northeast Round Rock. This facility combines the efforts of Texas State University-San Marcos and Austin Community College to offer educational programs and workforce training. RRHEC complements the City's goals of providing quality higher education opportunities that attract talent and sustain economic vitality in Round Rock. In 2010, the RRHEC took another huge step in providing higher education with the opening of a state-of-the-art Nursing Building. Texas State School of Nursing admitted the first class of junior-level nursing majors in the fall of 2010 semester.

The Texas A&M University System Health Science Center's clinical campus in Round Rock opened in December 2009, and includes both educational space and clinical facilities. This campus provides clinical training for third- and fourth-year medical students, who, for the most part, will have spent their first two years at the College Station campus of Texas A&M. The students do clinical rotations among Round Rock's three hospitals and other major health care institutions in Williamson County. Additionally, the Health Science Center College of Nursing enrolled its first graduate level nursing students in June 2010. Looking into the future, a pharmacy school and other health professions education programs are being considered.

In May 2008, Round Rock citizens voted to join the Austin Community College (ACC) district. The campus in northeast Round Rock opened in August 2010 and offers extensions of programs currently offered at other ACC campuses. Curriculum offerings include nursing, radiology, sonography, medical laboratory, surgical technology, and allied health programs. The campus comprises five buildings totaling about 279,000 square feet and accommodates more than 5,000 students. Eventually the campus will cover 598,000 square feet have the capacity to enroll over 11,000 students and will be ACC's largest campus.

Revenue Assumptions

Revenue assumptions in general for the ensuing fiscal year are expected to follow the growth curve of job creation, population growth, retail sales activity and housing starts. Other revenues, such as property and sales tax revenue, are forecast using specific calculations as discussed below. Detailed figures for the following revenue sources are found at the **Revenue Estimates Tab** section of this document.

The Property Tax Rate and Property Tax Revenue

The total certified value of all taxable property, as rendered by the Williamson and Travis Central Appraisal Districts, is shown in the chart below. As a result of regional economic conditions, the City of Round Rock along with other surrounding cities has seen a decline in overall property values. The certified value is 3.8% below the prior year value. The certified tax roll as provided by the Appraisal Districts indicates the following:

	Adopted for FY 2010	Adopted for FY 2011
Total Taxable Value	\$8,206,161,568	\$7,893,143,364
Tax Rate	39.661 Cents/\$100	41.728 Cents/\$100

A calculation of the tax rate levy is provided in the **Tax Information & Levy Tab** section of this document.

To fund operations, such as police services, streets maintenance, fire protection, library services, parks and recreation and debt service on outstanding debt, the City levies a tax on all taxable property. This budget plan includes a tax rate of 41.728 cents per \$100 of property value, compared to a rate of 39.661 cents per \$100 of property value, last year. Although the tax rate is higher than last year, the adopted rate is a half-cent lower than the effective tax rate of 42.228 cents per \$100 of property value. This half cent reduction is designed to help offset the implementation of a new drainage fee (please see **Drainage Fund** in this section). The City of Round Rock continues to have a property tax rate that is among the lowest of any medium-to-large city in the state, including those cities with an additional ½ cent sales tax for property tax reduction.

In summary, the tax levy funds general operations and debt service, of which examples include;

- a) a consistent level of service in light of a growing population;
- b) debt service (principal and interest payments on debt);
- c) funding for economic development;
- d) fleet and equipment replacement;
- e) computer infrastructure and support.

While attention regarding the property tax rate is usually centered on the cost to the taxpayer, it is also important to note the technical aspects of setting the tax rate. Under state law, six separate tax rates are calculated by the City's tax assessor/collector.

1. The Effective Tax Rate

If adopted, this rate would provide the same amount of revenue collected last year from properties on the tax roll last year. This rate calculation requires the taxing entity to account for changes in the value of existing properties, but this rate calculation, however, is not affected by new properties.

2. The Maintenance and Operations Rate

This rate is one of two component rates that make up the total tax rate. Revenue generated by this rate is used to fund general operations of the City.

3. The Debt Service Rate

This rate is the second of two component rates that make up the total tax rate. This rate is set by law in an amount sufficient to generate enough revenue with which to pay the City's maturing general obligation debt.

4. The Rollback Rate

Under the Rollback Rate calculation, the Maintenance and Operations component exceeds the Maintenance and Operations component of the Effective Tax Rate by 8%. This rate is the rollback rate. An adopted tax increase beyond 8% is subject to being "rolled back" by the electorate to the rollback rate.

5. The Proposed Tax Rate

This is the rate considered by the City Council for adoption and which is determined to be necessary to fund operations and pay principal and interest on outstanding debt (debt service).

6. Sales Tax Adjustment Rate

A voter-authorized additional 1/2 cent sales tax generates revenue for the City's General Fund which, by law, must directly and proportionately reduce the property tax rate. This sales tax adjustment rate is calculated by the tax assessor as a reduction to the overall property tax rate.

A summary of the proposed tax rate calculation is provided in the **Tax Information & Levy Tab** section of this budget.

Sales Tax Collections

The City's economy generated approximately \$61.4 million in sales tax revenue for fiscal year 2009-2010. This amount includes the ½% or \$15.3 million in additional sales and use tax for transportation improvements as described below. The remaining 1½% generated \$46.1 million for general operations, property tax reduction and capital projects. This figure is 9.8% above the original budget but 0.3% below the prior year actual collections. For 2010-2011, the budget is \$40,500,000 in sales tax revenue for operations, property tax reduction and capital projects.

The sales tax revenue source is extremely important to the City in that it reduces property taxes and makes up approximately 50% of the general revenue. The sales tax as a revenue figure is subject to economic cycles and discretionary buying characteristics of the consumer and, accordingly, must be monitored and projected carefully. This is especially important now due to reduced sales tax performance.

Financial Management Policy

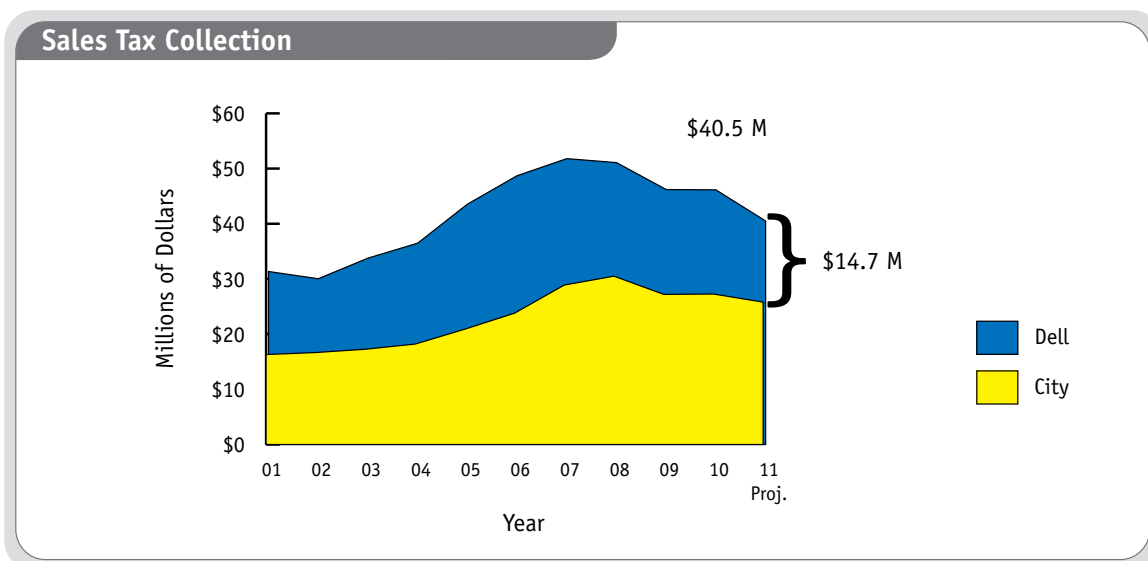
The City has developed a financial management policy directed at reducing the General Fund's operational reliance on sales tax generated from Dell, Inc. The policy is designed to provide a consistent, long-term approach for the fiscal management of the City's operating funds to balance revenue requirements with the service needs of a growing population. Specifically, the policy is intended to help the City avoid the risk of a combined high property tax rate and a high reliance on sales tax.

In accordance with the policy, the budget for Dell sales tax revenue used for operations has been reduced. This continues the long-term goal of reducing reliance on Dell sales tax to 20%. Amounts collected beyond the set operational limitation are set aside for two objectives: (1) to fund capital improvements and/or one-time expenditures as approved by the City Council, minimizing the need to borrow additional funds and/or; (2) to retire existing general debt.

Economic Development Agreement with Dell, Inc.

This budget continues to reflect activity of a multi-year economic development agreement between the City and Dell. The City and Dell, a Fortune 500 company and one of the largest computer manufacturers in the world, have developed a revenue sharing agreement whereby sales tax generated by taxable computer sales within the state are shared by the Company and the City.

Sales generated from the Dell Round Rock operations are expected to produce \$14.7 million in FY 2010-2011 in local sales tax revenue. The City shares a portion of the proceeds with the Company and the remainder is used toward citywide property tax rate reduction, general expenses and capital improvements. As the sales tax revenues decline, the revenue shared by the City with Dell also declines proportionately. The chart below shows the relative impact of sales taxes paid by Dell on the City's total sales tax receipts. Budgetary details of the agreement are reflected in the Sales Tax Revenue line item and the Economic Development section of the General Services Department.



Additional Sales and Use Tax for Transportation System Improvements

In August of 1997, voters authorized the adoption of an additional sales and use tax within the City at the rate of one-half of one percent, with the proceeds thereof to be used for streets, roads, drainage and other related transportation system improvements, including the payment of maintenance and operating expenses associated with such authorized projects. The additional sales and use tax became effective January 1, 1998. The additional revenue is not part of the City's general operating budget, but is budgeted and spent by a non-profit industrial development corporation established expressly for the above purposes with the approval of the City Council. The Corporation's activities are included in the City's audited financial statements as a blended component unit. Some of the funds under this purpose will be matched with State funds for improvements, benefiting the City and maintained by the State of Texas. Other projects will be constructed and maintained by the City. Future operating budgets will reflect the maintenance impact of these completed projects. All sales tax figures presented or discussed as benefiting the General Fund are *net of* (i.e. exclude) the additional sales and use tax for transportation system improvements.

Franchise Fee Revenue

Franchise fee revenue represents a significant portion of the City's general revenue. Franchise fee revenue is derived from major public utilities operating within the City and is intended to reimburse the City for use of public streets and rights of way. The fee is primarily applicable to TXU Electric (electric utility), ATMOS Energy (gas utility), AT&T (telecommunications), Time Warner Cable (cable television), other telecommunications and cable providers and all commercial garbage haulers. The fee is generally computed as a percentage of gross receipts and the percentages vary among the franchisees. The franchise fee revenue growth is expected to reflect population and commercial development growth rates.

Licenses, Permits and Fees

Revenues from these categories are intended to cover the costs of general governmental services such as building inspection, plat recording and consultation, subdivision review, site plan fees to assist in recovering costs associated with the development review process, fire inspection fees for commercial construction, and other various services. No significant changes are anticipated for these revenue sources.

Garbage Fees

Residential garbage pickup services are provided to the citizens of Round Rock by Round Rock Refuse through an agreement with the City of Round Rock. The City retains 20% of the monthly pickup fee for billing and collection and account maintenance. That figure is reflected in this revenue section and is expected to increase consistently with the rate of growth of the City.

Fire Protection Fees

In 2006, voters in the City of Round Rock extraterritorial jurisdiction (ETJ) voted to form Emergency Services District #9 (ESD) for the purpose of providing fire and medical emergency services to the ETJ. The ESD has contracted with the City of Round Rock to provide these services to certain areas of the ESD. This includes areas the City previously serviced under contractual agreements with individual municipal utility districts. The fees are included in the current budget and are intended to offset the costs of providing fire and emergency service for the ESD.

Police Department Fines and Costs

Revenue in this category is produced through the payment of citations, warrants and court costs. The citations issued by the Police Department are processed through and collected or adjudicated by the Municipal Court. Although the Police Department continues to expend significant resources on Community Oriented Policing (COP); which focuses on identifying root causes of crime rather than symptoms, significant revenues are generated due to continued focus on traffic law enforcement. This year's budget includes projected revenues from implementing a Red Light Camera program. If begun, the program's goal is to change driver behavior, resulting in fewer traffic accidents.

Recreation Program Fees and Recreation Center Fees

The City owns and operates the Clay Madsen Recreation Center, a full service athletic and recreation facility. The center generates significant revenue through annual use fees and various programming fees. These fees help to partially offset the costs of operating the center. Fees are estimated by anticipating membership activity and recreation program usage.

Capitalized Lease Proceeds and the Lease/Purchase Program

The City acquires a significant portion of its durable, operating equipment through a tax-exempt lease/purchase program. The equipment is budgeted at \$750,000 for FY 2010-2011 and is purchased by the City and financed over a period of three years by a qualified leasing company. The program enables the City to take advantage of low cost tax-exempt financing. The lease/purchase program financing is recorded in the General Fund through the account "Capitalized Lease Proceeds." Servicing of the lease payments is recorded in the Debt Service Fund. Funding for the lease payments is calculated in the debt component of the tax rate.

Utility Fund Transfer

The transfer from the Utility Fund to the General Fund is \$2,090,000 and represents approximately 5.4% of the Utility Fund's revenues. The transfer is designed to reimburse the General Fund for services it provides to the Utility Fund such as office space, financial services, administrative services, engineering services, infrastructure repair, information technology and various other services and benefits.

Drainage Fund

The City is required by the Federal Emergency Management Administration, U.S. Environmental Protection Agency and the Texas Commission on Environmental Quality to ensure certain development, maintenance and water quality standards are met. All costs related to storm water drainage activities are currently included in the General Fund and paid for by property and sales taxes. The City is in the process of creating a separate fund to manage this activity. This Drainage Fund is a more equitable means of recovering costs from those who place demands on our storm water system.

In order to help offset the cost of the new drainage fee, property taxes were set at 1/2 cent below the Effective Tax rate. The Drainage Fund will be funded by a transfer from the General Fund as well as the drainage fees.

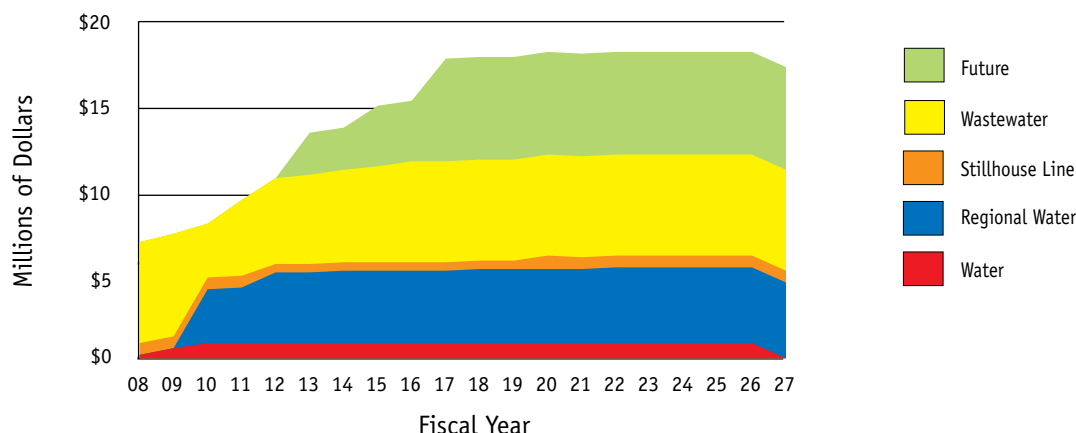
Water/Wastewater Utility Rates and Revenue

The Water and Wastewater Utility operations are funded primarily through user fees. The City's utility infrastructure and service delivery systems have been carefully planned and have sufficiently met demand for a growing customer base.

To continue to meet the projected service demands of existing and new customers, the Water and Wastewater Utility System faces a significant capital improvement program. This program is discussed more fully in the Water/Wastewater Capital Improvements Section of this message and in the **Capital Improvement Projects Tab** of this document. To summarize, the capital program requires expenditures of approximately \$99 million from 2005 to 2011 for water system improvements. For this same time period, wastewater improvements constructed by the City will require \$13.7 million. The combined capital program for this time period totals \$112.7 million and is to be funded through utility rates, impact fees, and revenue bonds.

The borrowed funds will be repaid over time from the water and wastewater user fees and impact fees (discussed below). The graph shown illustrates the multi-year growth in cost to service the existing and proposed debt issuances.

Proposed Water/Wastewater Debt Service



The City sets utility rates based on the cost of service. This model establishes an equitable rate structure for total cost recovery. In order to fund the capital improvement program and to meet increasing system demand and operational cost pressures, multiple-year rate increases were implemented. Phased-in rate increases were completed last year and no rate increases for retail water or wastewater services are planned for the 2010-2011 budget year. Even with the prior rate increases, Round Rock water and wastewater rates continue to be among the lowest in the region.

Growth in the customer base and the rate adjustments discussed above have been factored into the projected water sales of \$19,200,000. The City provides treated water to a variety of retail and wholesale customers (those defined as metered connections). For the fiscal year 2009-2010, the customer base increased to 32,680 and gallons of water sold are expected to reach 5.4 billion. The number of utility customers is projected at 32,890 and water sales are projected at 5.5 billion gallons for FY 2010-2011. Water sales are conservatively estimated using customer base projections, while at the same time taking into account changing weather conditions.

Industrial Pre-Treatment Surcharge

This revenue is derived from a program mandated by the federal government and administered by the City. The program is intended to fund the monitoring and treatment of non-domestic (commercial and industrial) waste discharges.

Water/Wastewater Impact Fees

Water and wastewater impact fees are collected for all new residential and commercial connections to the City's utility. Currently the fees are \$4,446 per LUE (living unit equivalent) for water, and \$2,383 per LUE for wastewater. These fees are designed to help offset the cost of serving new connections to the utility system, and, under the authority by which these fees are collected; the fees are restricted in their use. Specifically, impact fees the City collects are set aside for designated utility projects and may also be used toward current debt service on existing facilities, which serve new connections.

Expenditure Assumptions

Cost Reduction Measures

Concerns over the current economy and projections for next year presented a challenge to the City. Reduced revenue projections coupled with rising expenses in some areas have required us to creatively institute cost reduction measures. City departments were able to successfully reduce operating budgets by over \$1 million while maintaining core service levels. These savings were achieved by a combination of realigning departmental functions, eliminating positions, renegotiating contractual services consolidating expenditures and implementing process efficiencies.

Personnel

The City currently has 822.5 approved full-time equivalent employees allocated among the operating departments. This reflects the elimination of 21.5 positions due to departmental reorganizations and city wide efficiencies; however, the council approved 5 additional public safety positions. As a result, this budget reflects an overall reduction of 16.5 full-time equivalents from last year. This employment level allows us to maintain our current level of support to the citizens of Round Rock.

Personnel Compensation

This adopted budget includes \$750,000 for the City's pay for performance program. Due to unfavorable economic conditions, the City suspended its program in April 2009. For FY 2010-2011 funding for this program will only be allocated if favorable economic conditions exist.

Texas Municipal Retirement System (TMRS)

The City provides pension benefits for all of its full-time employees through the state-wide Texas Municipal Retirement System. Along with the employee contributions, the City has allocated approximately \$7.1 million in this adopted budget for funding of future retirement benefits for employees. Several changes have been adopted by TMRS. The major changes include a change in actuarial cost methods and changing the amortization period for actuarial liabilities. The City is evaluating how these changes will affect future employer contributions to the plan.

Educational Assistance

In an effort to allow employees the advantage of further education, the City offers all full-time employees up to \$2,000 per year in educational assistance. This adopted budget includes approximately \$57,000 for the upcoming year.

Program Highlights

This section provides highlights of programs contained in this adopted budget. New programs are generally defined as changes to current service levels or specific new activities.

Economic Development Funding

With economic development identified as the City's top strategic priority, the City and the Round Rock Chamber of Commerce have partnered to update the City's economic development plan. In accordance with this increased strategic emphasis on economic development, the economic development agreement between the City and the Chamber of Commerce was also updated and enhanced. This budget includes funding of \$450,000 to the Chamber of Commerce to support this effort. These funds will be leveraged with the Chamber of Commerce Momentum funding to create a public/private partnership for economic development priorities.

Police Services

For FY 2010-2011, the police department budget includes funding for 218 full time equivalent police personnel, 152 sworn officers and 66 civilian personnel. This staffing level will allow the department to meet the needs of our community as well as the staffing strategies set forth in the comprehensive 10-year strategic operating plan. This budget added a total of nine public safety personnel when compared to last year. In the FY 2009-2010 budget, four sworn officer positions were unfunded as part of the police department's cost reductions. In the FY 2010-2011 budget, funding for those positions was restored, and four additional police officers and one dispatcher were added. Replacement of vehicles, as well as operational expenses, are also included in this budget.

Fire Services

This budget represents implementation of the City's strategic plan to ensure fire services are available to the growing community while managing the long-term fiscal impact. This budget includes operational expenses for seven fire stations. Fire department personnel funding is for a total of 128 full time equivalent staff members. This level of service affords an average six-minute response time to Round Rock citizens. The budget also contains one Logistics Analyst position, which is not funded.

Parks and Recreation Services

The City continues to invest significant funds in Old Settlers Park (OSP) - Round Rock's 600 acre recreational and sports park facility which is the crown jewel of the more than 1,700 park acres. OSP has 20 baseball fields and five softball fields, 12 tennis courts, seven soccer fields, two football fields and practice fields. This budget also includes \$750,000 to establish park system capital maintenance and replacement programs, as well as funding to provide programs and special events for the community's enjoyment.

Street Maintenance Programs

The City continues to invest resources in its street maintenance programs to improve the traffic flow and personal mobility for citizens. We have implemented a pavement management system that is designed to achieve the maximum physical and economic life of the City's residential streets. Savings from our on-going seal coat program will be used to help maintain the program for the next two to three years. Since the savings are only for a limited time, the General Fund will need to build capacity to resume funding this program by FY 2013-2014.

Equipment Replacement Program

The City has progressed in the design and implementation of an equipment replacement program. Funding is provided in this budget plan for continuation of the program. Equipment is only replaced when it meets the criteria of high mileage and cumulative repair costs in excess of the equipment market value. Maintaining the schedule of replacement is instrumental in moderating the City's overall fleet maintenance costs. Enhanced maintenance tracking software has expanded our capability for detailing records for the City's equipment. Equipment funding is contained within the capital outlay section of each operating department.

Maintenance of City-Owned Buildings

The City has a substantial investment in buildings. This budget provides additional funding for the repair and maintenance of City facilities. We expect that the activity in this area will preserve the City's investment in property and will keep long-term maintenance costs moderate as well as provide energy management cost savings.

Agency Requests

Funding requests from non-profit organizations and agencies, which serve citizens of the community in various ways, are included in this budget. These various agencies provide very important services to the community. The City utilized an internal funding review process to determine funding priorities and provide regular monitoring of agency performance. Current funding for the agencies is contained in the General Services section of the document.

Self-Funded Health, Dental and Vision Plan

The City provides a self-funded health, dental and vision plan which was originally created in 1993. The City updates the plan periodically to address the needs of its employees. By reviewing the marketplace and updating the plan design, the City has shown cost savings throughout the years. Total health plan funding is scheduled at \$6.1 million.

Public Transportation Services

Historically, the City has utilized the services of the Capital Area Rural Transportation System (CARTS) to provide specialized transit services for the community. Specifically, CARTS provides transportation for the elderly and handicapped in Round Rock on a demand-response basis. In the past, funding for CARTS services had been a combination of federal funding, state funding and minimal rider fees. As a result of the 2000 census, Round Rock was reclassified from a rural area to part of the Austin urbanized area. This reclassification resulted in the elimination of funding to CARTS for Round Rock's transit service needs and a redirection of the funding to Austin's Capital Metro system (CapMetro). In 2005, the City entered into an agreement with Capital Metro to access Section 5307 federal funding for its existing CARTS service in Round Rock until a long-term transportation plan can be developed and implemented. As of the adoption of this budget, CapMetro was still in the process of determining if it will continue to provide the allocated funding to the City of Round Rock. If CapMetro does not extend the agreement, the City will need to identify additional funding or reduce service in order to continue this program.

The City also recently developed a five-year public transportation finance and implementation strategy. This strategy demonstrated the need for public transportation services by utilizing a combination of federal and local dollars. Construction of a new transportation center has started with a target completion date of February 2011. This center will provide additional transportation options between Round Rock and Austin.

This adopted budget contains funding to establish an express transit and reverse commuter service. Round Rock citizens will be provided access to the Capital Metro service area. This program will also provide employers in Round Rock with peak hour/reverse commute routes for their employees.

Technology and Business Process Analysis

Recently, an analysis was conducted on our information systems and business processes. The objective of this analysis was to perform an assessment of our current system, develop an IT strategy and tactical plan for implementation and ensure the technology plan aligns with the City's strategic plan.

As a result of this analysis, the IT department has been reorganized into a project based organizational structure around four major technology areas: infrastructure support, user support, application support, and GIS support. This reorganization will allow the current IT staff to manage the needs of the City while planning for implementation of the recommendations made in the analysis. These recommendations include investing in infrastructure, streamlining business processes by improving information flow and integrating systems.

The implementation of these programs will require investments in technology solutions that support the process redesign. This endeavor will benefit the entire organization by creating efficiencies in our business processes and give staff the tools they need to work effectively for years to come.

Utility Fund

The City's growing customer base and summer season drought conditions have periodically placed the City's water utility system under a strain to deliver potable water and treatment of wastewater. A water conservation and drought contingency program has been established to conserve existing water sources and minimize the impact of water shortages. In the summer of 2009, a block rate (tiered) program was implemented to encourage water conservation during the summer months. Over this next budget year, Round Rock will continue to expand the water conservation program, focusing on education and awareness that water is one of our most precious resources. Water conservation rates will continue to be utilized to encourage conservation.

Other Programs

Each operating department budget contains information about all planned spending and programs.

Water/Wastewater Utility System Operations

Water System

As mentioned in the Water/Wastewater Utility Revenue section, the City continues to see growth in its residential and commercial utility customer base. The adopted budget expenditures are largely driven by the needs of a growing industrial and residential customer base as well as aging utility plants and lines. Increased expenditures are necessitated by the increase in water and water supply reserve costs as described below. Additionally, cost increases are expected in pumping costs, materials and supplies.

The Brazos River Authority has constructed a 30 mile pipeline from Lake Stillhouse to Lake Georgetown for the benefit of the City of Round Rock, City of Georgetown and Jonah Water Special Utility District. The Brazos River Authority owns, operates and maintains the water line. This budget continues to include capital and operating costs associated with this regional water line.

Reserve Water

The City has water supply reserves of 18,134 acre feet from Lake Stillhouse. Additionally, the City has secured water supply reserves of 20,928 acre feet from the LCRA (Lower Colorado River Authority) through the BRA (Brazos River Authority). The reserves are expected to provide adequate water capacity beyond the year 2040 and the increased costs are reflected in the adopted operating budget. Round Rock also maintains an emergency water supply agreement with the City of Austin.

Wastewater System

Like the water system mentioned above, the wastewater system costs reflect plant expansions required to meet the needs of a larger, growing population. The facilities accommodate a *regional* treatment approach, which currently includes the cities of Round Rock, Austin, Leander and Cedar Park. The Fern Bluff and Brushy Creek Municipal Utility Districts are also customers of this regional system. The sale of the regional system (Brushy Creek Regional Wastewater System) from the Lower Colorado River Authority (LCRA) was completed in December 2009. This budget year will be the first full-year of ownership of the treatment plant. The City is closely monitoring operating costs and their impacts on current and future utility rates.

Maintaining and rehabilitating the City's wastewater lines in compliance with Texas Commission on Environmental Quality (TCEQ) Edwards Aquifer Regulations continues to be the responsibility of the City. This adopted budget includes costs anticipated to meet these standards.

General Capital Improvement Projects

Capital projects scheduled for the upcoming year have been funded by cash and various debt issues as detailed in the **Capital Improvement Projects Tab** section of this document. In November 2001, voters authorized the issuance of \$89,800,000 in general obligation bonds. In May 2002, a portion of this authorization, \$35,000,000 in General Obligation Bonds, Series 2002 was issued and in August 2004, \$20,000,000 in additional General Obligation Bonds, Series 2004 was issued. The balance; \$34,800,000 of the authorization was issued in July of 2007. The projects scheduled under this voted authorization along with current projects in process are listed under the **Capital Improvement Projects Tab** section of this document.

Water/Wastewater Capital Improvements

In order to keep pace with a growing population, regulatory requirements and infrastructure replacement needs, significant plant and infrastructure expansions and improvements to the water and wastewater systems will continue. Scheduled improvements to the water and wastewater systems are listed in the **Capital Improvement Projects Tab** section of the document.

The scheduled improvements, which are listed, total \$119 million for the years 2005 to 2011. Out of this figure \$53 million is scheduled for FY 2010-2011. Additionally, Round Rock in partnership with the cities of Leander and Cedar Park has created the Brushy Creek Regional Utility Authority (BCRUA) to facilitate construction and operation of a regional water facility that will provide treated water from Lake Travis to the cities. This regional approach is expected to provide significant cost savings for the construction as well as economies of scale for the ongoing operations, as one plant will be designed to serve all three communities. The first phase of this project is expected to be completed by 2012 and future financial requirements of this project are incorporated in the City's utility rate planning model. \$78.8 million in revenue bonds were issued in December 2009 to purchase an undivided interest in the Brushy Creek Regional Wastewater System referred to above.

Financing for the current and future years is to be provided primarily by operating funds, capital recovery (impact) fees, and funds borrowed through the issuance of revenue bonds.

Bonded Debt and Debt Service

This budget includes funding for scheduled debt service on maturing general obligation bonds, certificates of obligation, revenue bonds and contractual obligations. The debt service component of the adopted property tax rate (discussed under the Property Tax Rate section of this message) is sufficient to meet debt service obligations for the next fiscal year. The debt service component of the property tax rate generates revenue to pay current maturities of all general obligation debt issues. The existing debt level combined with the scheduled current year activity will not have an adverse or limiting effect on the City's current or future operations. Substantial growth in the City's population not only requires infrastructure and capital improvements as described herein but also must provide sufficient debt financing margins. A complete schedule of outstanding debt obligations, their purpose and related debt service is included under the **Bonded Debt Schedules Tab** of this document.

The City has the opportunity to refinance and pay off a portion of its outstanding debt. The savings in interest costs over the life of the debt (15 years) are projected to be over \$1,000,000. These savings are reflected as a reduction of the debt service requirements.

The City benefits substantially in reduced interest costs resulting from recently upgraded general obligation bond ratings by Moody's Investors Service of Aa2, and Standard & Poor's of AA+.

Hotel Occupancy Tax Fund

The local hotel/motel industry continues to be a particularly vibrant industry for Round Rock. In 1996, the City had 2 hotels with a total of 181 rooms. Currently, 22 hotels with 2,234 rooms are open for business maintaining solid occupancy rates. Permits have been granted on two new hotels, each anticipated to open during late 2010. This strong industry bodes well for the hotel occupancy tax collections which support local tourism events and debt service for the Dell Diamond/Convention Center complex. To ensure continued development and success of Round Rock's tourism industry, the City and the Chamber of Commerce engaged a tourism consultant to provide a long-range tourism plan for Round Rock. The plan recommends special emphasis on sporting events resulting in new growth in the industry. With several area sports facilities in place and statewide events being planned, Round Rock continues its marketing strategy as the "Sports Capital of Texas." Tourism is an expanded component of the City's overall economic development strategy.

The Convention and Visitor's Bureau (CVB) administers and manages the City's tourism efforts and long-range tourism plans. The Hotel Occupancy Tax Fund budget includes funding for the CVB as well as continued funding for tourism events and debt service associated with Dell Diamond/Convention Center complex.

Financial Policies

The City of Round Rock has an important responsibility to its citizens, taxpayers, ratepayers and all customers to carefully account for public funds, to manage the City's finances wisely and to plan for the adequate funding of services desired by the public. To facilitate this responsibility, certain financial policies have been developed and implemented. These policies, as itemized below, are adhered to within this budget plan.

Fund Balance/Working Capital

It is the policy of the City to maintain a General Fund balance equivalent to at least three months of operations. Working capital in the Water/Wastewater Utility Fund, net of restricted assets/liabilities is also maintained at a minimum of three months of operations. This adopted budget adheres to these policies for these funds. The Interest & Sinking G.O. Bonds Fund maintains a fund balance in compliance with federal arbitrage regulations. Balances in excess of the above levels are earmarked for future uses or reduced to the target levels over an appropriate length of time.

With the advent of the Dell economic development agreement, the City set aside first year sales tax collections attributable to Dell sales as a hedge against future year cyclical downturns. This action had the effect of increasing the General Fund balance beyond the level discussed above and is included in the operating budget considerations.

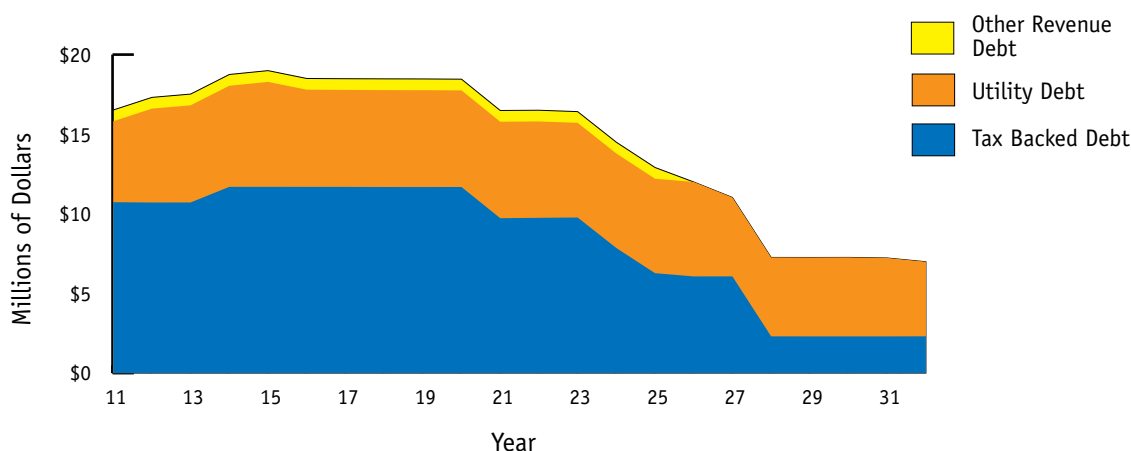
Financial Management Policy

The City has developed a financial management policy directed at reducing the General Fund's operational reliance on sales tax generated from Dell as detailed in the sales tax collections section of this message.

Debt Issuance Policy

There is no direct debt limitation in the City Charter or under state law. The City operates under a Home Rule Charter (Article XI, Section 5, Texas Constitution), approved by the voters, that limits the maximum tax rate, for all City purposes to \$2.50 per \$100 assessed valuation. Administratively, the Attorney General of the State of Texas will permit allocation of \$1.50 of the \$2.50 maximum tax rate for general obligation debt service. Assuming the maximum tax rate for debt service of \$1.50 on the January 1, 2010, certified assessed valuation of \$7,893,143,364 at 95% collection, tax revenue of \$112,477,293 would be produced. This revenue could service the debt on \$1,344,146,671 issued as 20-year serial bonds at 5.50% (with level debt service payment). However, from a practical point of view, although the City may have additional capacity to issue bonded debt; many other factors must be considered prior to a debt issuance. Certificates of obligation, revenue bonds and various forms of contractual obligations may be issued by the City without voter approval while general obligation bonds may be issued with voter authorization. The City has not established firm debt limitation policies beyond the tax rate limit mentioned above, as such policies could ultimately be detrimental to a rapidly growing community. However, prudence, need, affordability and rating agency guidelines are always important factors in the decisions to borrow money for improvements to the City.

Principal and Interest Payment on Debt



The **Bonded Debt Schedules Tab** section of this document indicates the amount of outstanding debt the City currently has as well as the current principal and interest payment requirements.

Cash Management/Investments

The City's cash management and investment policy emphasizes the goals of maintaining safety and liquidity. The primary objective of all investment activity is the preservation of capital and the safety of principal in the overall portfolio. Each investment transaction shall seek to ensure first that capital losses are avoided, whether from securities defaults or erosion of market value. The investment portfolio will also remain sufficiently liquid to meet the cash flow requirements that might be reasonably anticipated. Liquidity is achieved by matching investment maturities with anticipated cash flow requirements, investing in securities with active secondary markets and maintaining appropriate portfolio diversification.

Receivables Policy

All financial receivables of the City are accounted for, aged and collected at the earliest opportunity. Water, wastewater and garbage billings are due within sixteen days of the billing date. Property taxes are due by January 31 of each year. Delinquent receivables are processed expediently and collection agencies are utilized appropriately.

Payables Policy

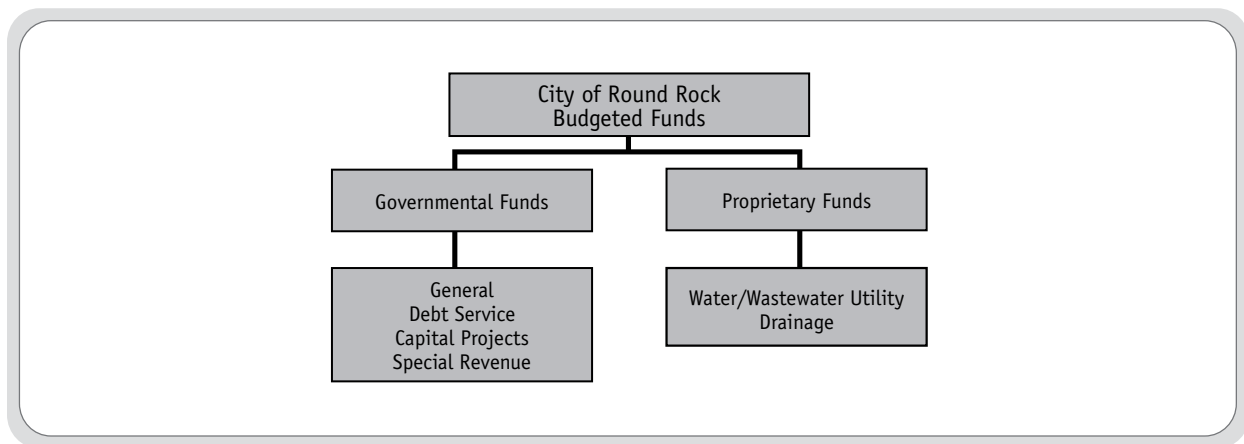
All payables for incurred expenses are accounted for, aged and paid at the latest permissible time to maximize the City's investment earning capability. All applicable discounts are taken.

Purchasing Policy

The City utilizes the competitive bidding process, the competitive quote process, intergovernmental cooperative buying and other prudent purchasing methods to insure that the best value is obtained for products and services.

Summary of the City Fund Accounting Structure

As depicted in the chart below, budgetary accounting for City financial activities is reflected within two major fund groups: Governmental funds and Proprietary funds. All funds described are governed by annual appropriations except for capital projects funds, as further discussed in this section.

**Governmental Funds**

The governmental funds are used to account for general government operations and include the General Fund, Debt Service funds, Special Revenue funds and Capital Projects funds. The City utilizes a full-cost approach to budgeting all of its services, which results in significant interfund transfers.

General Fund

The General Fund is the most important of the funds and is used to account for all resources not required to be accounted for in another fund and not otherwise devoted to specific activities. Most of the financial transactions for the City are reported in this fund. Only one General Fund exists and it finances the operations of basic City services such as police, fire, library, transportation, parks, recreation, municipal court, community planning/development/zoning and administration. The services provided by the City are classified according to activity and presented as operating departments in the budget.

Debt Service Funds

This fund type is used to account for resources used to service the principal and interest on long-term debt such as general obligation bonds, revenue bonds, certificates of obligation and tax-exempt leases classified as debt.

Special Revenue Funds

This fund type is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The Hotel Occupancy Tax Fund is included in this document.

Capital Projects Funds

Capital Projects funds are typically used to account for resources restricted for the acquisition or development of major capital equipment and structures. Financing sources are usually provided by transfers from other funds, bond issue proceeds or grants-in-aid. Capital projects are generally tracked on a project-length basis. That is, upon project authorization, the required financing is not appropriated on an annual basis (or any other period-length basis) but is approved at the outset of the project. Therefore, the capital projects included in the **Capital Improvement Projects Tab** section of this document are presented as a memorandum to the reader.

Proprietary Funds

Proprietary funds are used to account for the City's activities that are similar to commercial enterprise accounting.

Water/Wastewater Utility Fund

This proprietary fund accounts for water and wastewater operations that are financed through rates and user fees.

Drainage Fund

This proprietary funds accounts for drainage operations which are financed by stormwater/drainage fee collections.

Basis of Budgeting and Basis of Accounting

All fund structures and accounting standards of the City of Round Rock are in compliance with generally accepted accounting principles for local governments as prescribed by the Governmental Accounting Standards Board (GASB) and other recognized professional standards.

Governmental funds revenues and expenditures are recognized on the modified accrual basis. Modified accrual basis means that revenue is recognized in the accounting period in which it becomes available and measurable while expenditures are recognized in the accounting period in which the liability is incurred, if measurable. Because the appropriated budget is used as the basis for control and comparison of budgeted and actual amounts, the basis for preparing the budget is the same as the basis of accounting.

Proprietary fund revenues and expenses are recognized on the accrual basis. Revenues are recognized in the accounting period in which they are earned and become measurable while expenses are recognized in the period incurred, if measurable. The basis for preparing the budget is the same as the basis of accounting except for principal payments on long-term debt and capital outlay which are treated as budgeted expenses and depreciation which is not recognized as a budget expense.

Budget Amendment Process

Development of a spending plan during periods of economic change can reveal difficulties in accurate forecasting. Accordingly, the budget amendment process is a very important tool. If community needs develop faster or in a different way than anticipated, then the budget amendment process would be used to provide a funding and spending plan for those needs.

Once the need for an amendment has been determined, the Director of Finance and department heads develop the additional funding needs for specific projects or programs. The City Manager and Assistant City Manager then develop funding alternatives. The funding recommendations are presented along with the spending requirements to the City Council for consideration. Amendments to the budget require two separate readings by the City Council prior to adoption.

Budget amendments which increase the total expenditures of a particular fund are typically funded by growth related revenue, spending reductions in other areas or from cash reserves.

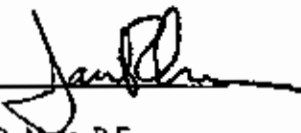
Outlook for the Future

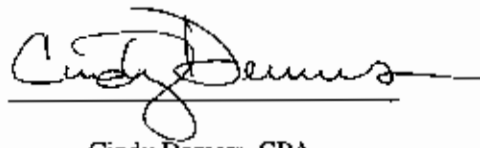
This budget communicates a tremendous amount of financial information. However, it is the staff's desire to continue the transformation of this traditional line-item budget into a more programmatic budget: a budget that clearly addresses the various programs of the City and their effectiveness.

In closing, we believe this budget provides the traditional level of quality service the citizens of Round Rock expect. Attention has also been given to preservation of the City's infrastructure and development of new service programs with an entrepreneurial spirit. With the prudent strategies implemented to diversify our economic base, we envision this budget plan as a firm cornerstone in the City's future economic development.

Finally, we wish to thank all of the departments and staff members who contributed effort, time, creative wit and team spirit in the development of this plan. Special thanks are extended to all members of the Finance Department who contributed to this document.

Sincerely,



James R. Nose, P.E.
City Manager

Cindy Demers, CPA
Assistant City Manager





City Profile

Round Rock City Council

City Organization Chart

Location

History of Round Rock

City Highlights



Round Rock City Council



Rufus Honeycutt
Place 1



Alan McGraw
Mayor



Carlos T. Salinas
Mayor Pro-Tem
Place 4

Round Rock City Council



George White
Place 2



Joe Clifford
Place 3



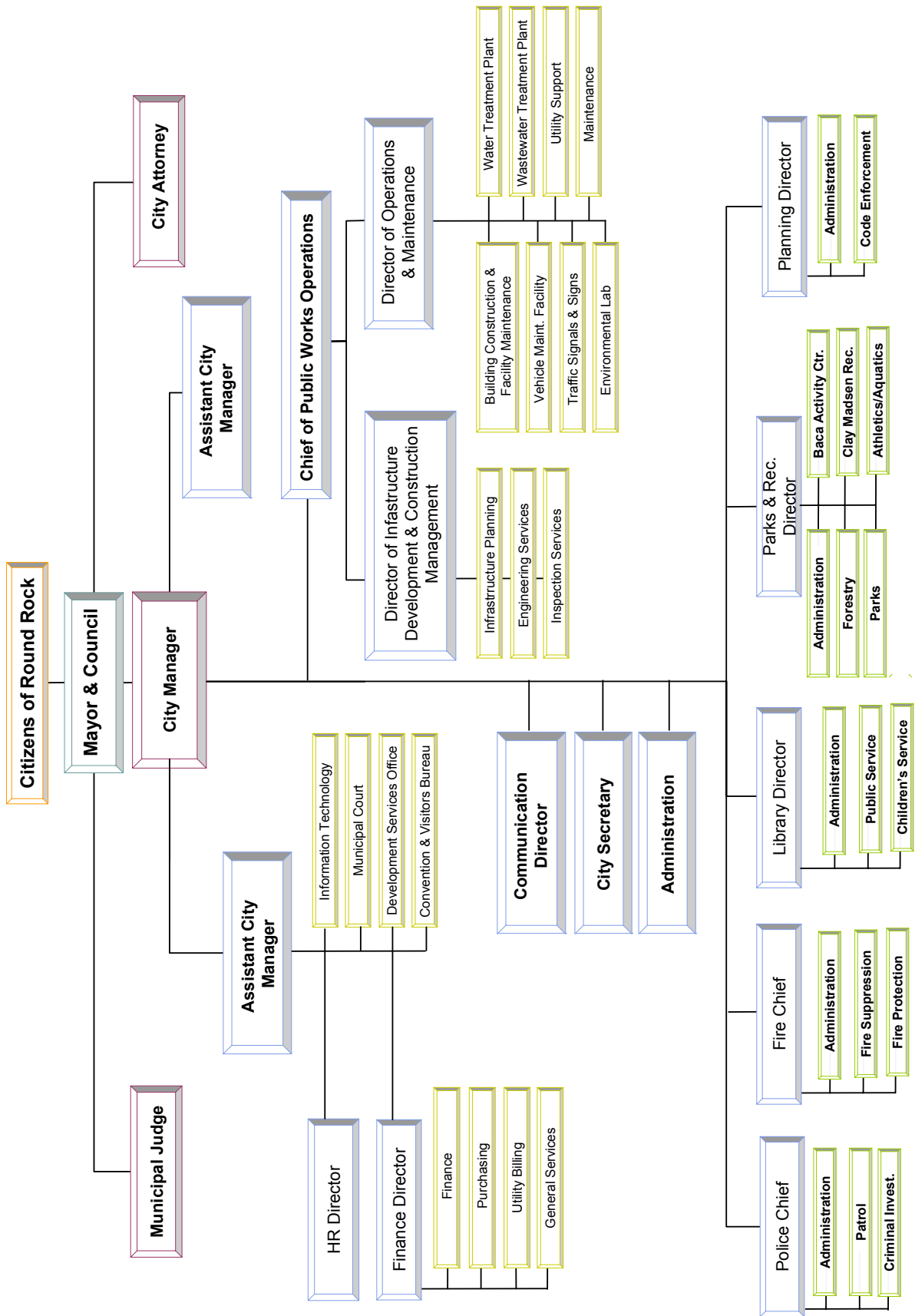
John Moman
Place 5



Kris Whitfield
Place 6



City Organizational Chart



LOCATION

Round Rock is located fifteen miles north of downtown Austin on Interstate Highway 35. This location places our city within three hours driving time of ninety percent of the population of the State of Texas. This population, of over twenty-six million people, provides an exceptional market for firms located in Round Rock.

Our location, within minutes of downtown Austin, provides ready access to the State Capitol; multiple colleges and universities including the University of Texas; several large hospitals and medical educational facilities; a long list of high tech industries including Dell; and a civilian work force of over 900,000 within the Austin MSA (source: www.austinchamber.com).

The Texas Hill Country and the Highland Lakes are within minutes, providing residents easy access to some of the best outdoor recreation in Texas.



Round Rock to Austin 15 miles
Round Rock to Dallas/Ft. Worth Metroplex 186 miles
Round Rock to Houston 178 miles
Round Rock to San Antonio 96 miles



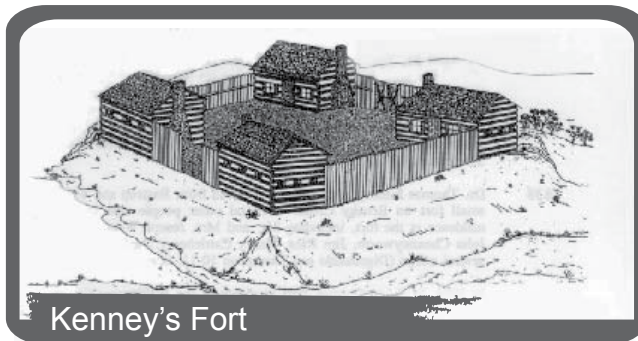
ROUND ROCK, TEXAS
PURPOSE. PASSION. PROSPERITY.

HISTORY OF THE CITY OF ROUND ROCK

In the more than 150 years since its “birth,” Round Rock has been home to cowboys, famous outlaws, lawmen, entrepreneurs, businessmen, and Texas heroes. Today, Round Rock hosts retail malls, high tech manufacturers, several hospitals and college campuses. The City’s story has been very colorful and challenging as outlined below.

Despite the danger of Indian attack, which occurred regularly throughout the 1840s, and threat of invasion from Mexico, settlers in the Round Rock/Brushy Creek area grew in number, and in 1848 voted to form Williamson County out of the Milam District. The continuing influx of settlers led to the establishment of the “Brushy Creek” Post Office in 1851, which, at the urging of Postmaster Thomas C. Oatts, was renamed Round Rock in 1854.

By the time of the Civil War, the population of the Round Rock area had increased to approximately 450 persons in over twenty different occupations, including an attorney, two blacksmiths, a Texas Ranger, fifty farmers, one school-teacher, and two preachers. In January 1861, Williamson County was one of three Texas counties that voted against secession from the Union. Despite their reluctance to secede – and in many recorded instances an aversion to slavery – 353 men from Williamson County were known to have served in the Confederate army.



In the years following the Civil War, from 1867 through the 1880s, Round Rock became a stop on the famed Chisholm Trail, as cowboys anxious to herd their longhorns to markets in Kansas drove their steers through Brushy Creek and past the round, table-topped rock which served as a signpost north. Railroads soon followed the cattle trails, and in 1876 the existing town moved about 1 mile east to take advantage of the newly constructed International and Great Northern Railroad line, and the “New” Round Rock was born.

Today, the “Old Downtown” section of the “New Town” still contains many historic structures and is the centerpiece of an evolving historical, cultural, recreational, and commercial area. In 1878, the infamous outlaw Sam Bass was mortally wounded in a shootout with town deputies while attempting to rob a local bank. John Wesley Hardin, known as the “fastest gun in the west,” was an 1870 graduate of the Greenwood Masonic Institute. And Mrs. Mable Smith’s son “Soapy,” went on from Round Rock to become the “greatest con man in Alaska” during the Klondike Gold Rush of 1898.

But Round Rock has had its share of luminaries as well. Washington Anderson, one of the heroes of the battle of San Jacinto, called Round Rock home, as did Texas Rangers Ira Aten, Dudley Snyder Barker, Captain Fred Olson, and the famous frontiersman, soldier, hunter and entrepreneur, Captain Nelson Merrell. Anna Hurd Palm, for whom “Palm Valley” is named, typified the pioneer spirit of early settlers who braved Indians, disease, and deprivation to carve out a home on the frontier. Entertainer Vander Barquette Broadway was singled out by Noel Coward as one of the greatest artists of the pre-depression era and was the toast of Parisian society during the 1920s and 30s.

Infused with the same energy driving its more distinguished sons and daughters, Round Rock citizens first voted to incorporate in 1877, and in 1878, Mr. W.T. Smith served as the City’s “Worthy Mayor.” The City was incorporated in its present state in 1913, and Jack Jordan was elected the first Mayor. Serving as the first City Council Members were: John A. Nelson, Dr. W.G. Weber, E.J. Walsh, J. A. Jackson, W. A. Gannt, and A.K. Anderson. The newly formed City Government promptly began improving utilities, services and streets. Telephone service began operation in the early 1900s. In 1913, the first streetlights and speed limit signs (12 mph) were installed, and citizens voted for the incorporation of Common School District #19.

Local fire protection, which had been first organized as a volunteer hose and hand pump company in 1884, received a boost from the 1913 City incorporation and used the additional tax revenue to purchase an engine and pump and chemical equipment in July of the same year. In 1918, the City granted a license to Mr. S. E. Bergstrom to operate an electric plant, which provided electricity to Round Rock until 1927, when the Texas Power and Light Co. assumed operations. Natural gas and City water were added in 1936. In 1938, the City constructed a \$90,000 citywide sewer system. The Round Rock Public Library, first organized in 1962 by the Ladies Home Demonstration Club, is now recognized as one of the premier libraries in the Central Texas area.

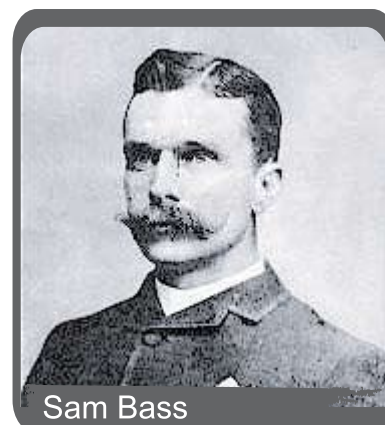
But national crises often intervened to slow the advance of progress. With the advent of World War II, more than 350 Round Rock men followed the example set by their fathers and grandfathers in the Spanish American War and World War I, and enlisted to fight. Citizens of Round Rock have fought in the Korean, Vietnam, Desert Storm wars and continue to serve in the armed services.

But not even the intervention of war could keep Round Rock down for long. Even before the relocation of Dell Computer to Round Rock, city industry received national acclaim as a business friendly community producing quality products. A broom made at the Round Rock Broom Company (est. 1876) won a gold medal at the 1904 Saint Louis World's Fair. A barrel of lime produced at the Round Rock White Lime Plant was also judged superior at the World's Fair, and it too was awarded a gold medal. Cheese produced at the Round Rock Cheese Factory (est. 1928) won a second place silver medal at the National Dairy Show in Memphis, and in 1929, received a first place ribbon at the Texas State Fair.

Today, Round Rock is a progressive community, home to international industry, several large shopping centers, major medical facilities, several university complexes, a professional quality golf course, and a minor league baseball team, the Round Rock Express. City services are recognized as among the best (and one of the best values) in the Central Texas area, and the City continues to have a reputation for being one of the safest cities in

the United States. And yet, Round Rock refuses to forget its roots. Its downtown historic district retains many of the buildings that stood at the turn of the last century, and annual events still celebrate the City's cultural heritage.

Round Rock continues to have a bright future through dynamic leadership and a firm commitment to its citizens. With Purpose, Passion and Prosperity as our driving forces, Round Rock continues to be a great place to call home.



Sam Bass

Parade, Circa 1900



Street Scene, Circa 1900



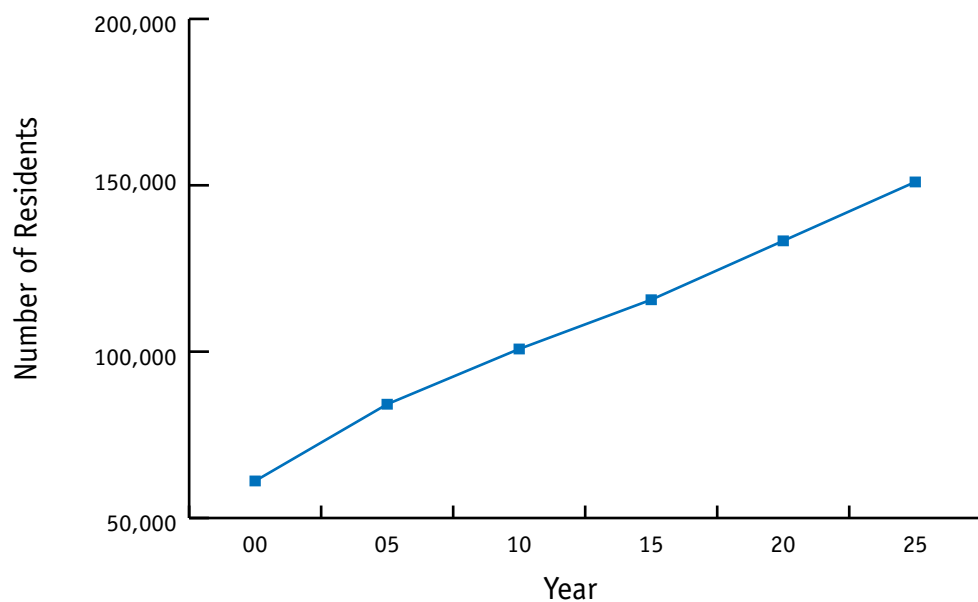
Round Rock Cheese Co.





City Population

Multi-Year Trend

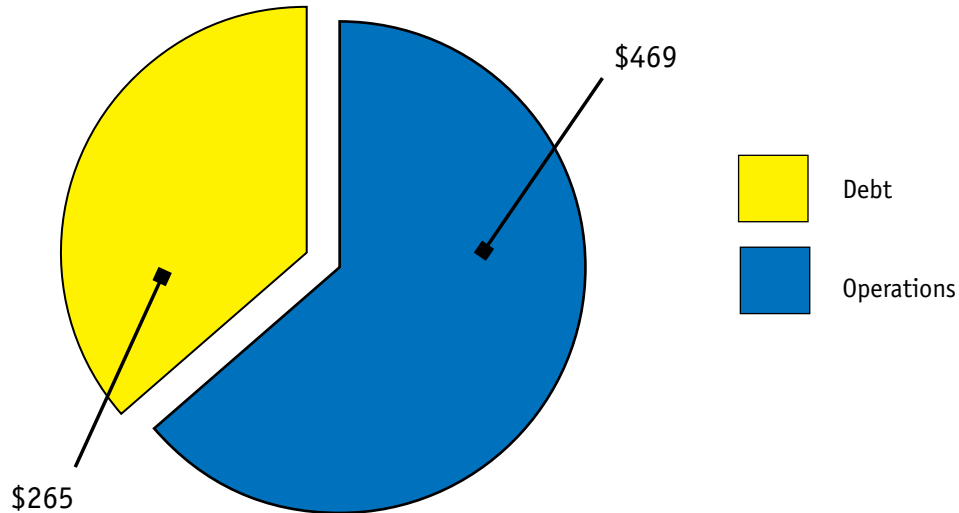


Population trends, both historical and projected, are important indicators for determining service demands. Further analysis of the demographic profile of a community's population trend provides useful information in determining customer service expectations.

Year	Population
2000	61,136
2005	84,200
2010	100,800
2011	103,300
2015	115,600
2020	133,300
2025	151,000

Tax Bill For \$175,980 Home

Total Tax Bill: \$734



Last Year's Adopted Tax Rate	\$0.39661
This Year's Effective Tax Rate	\$0.42228
This Year's Rollback Rate	\$0.45276
This Year's Adopted Tax Rate	\$0.41728

Maintenance & Operations Component	\$0.26645
Debt Service Component	\$0.15083

Summary:

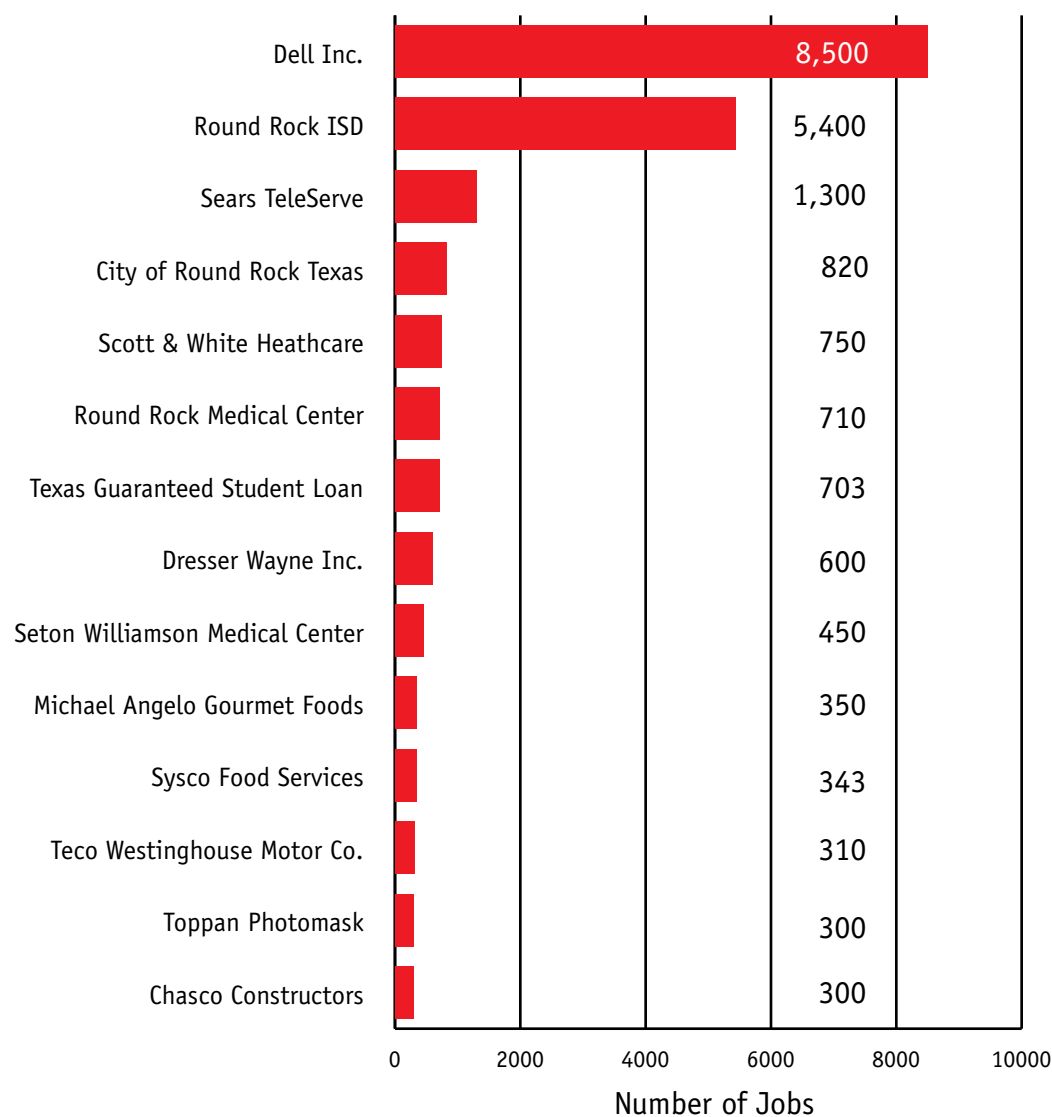
This year's tax bill for an average residential property:
 $\$175,980 / \$100 \times \$0.41728 = \734.33

Last year's tax bill for an average residential property:
 $\$181,480 / \$100 \times \$0.39661 = \719.76

Source: Williamson Central Appraisal District

Jobs in Round Rock

Major Employers

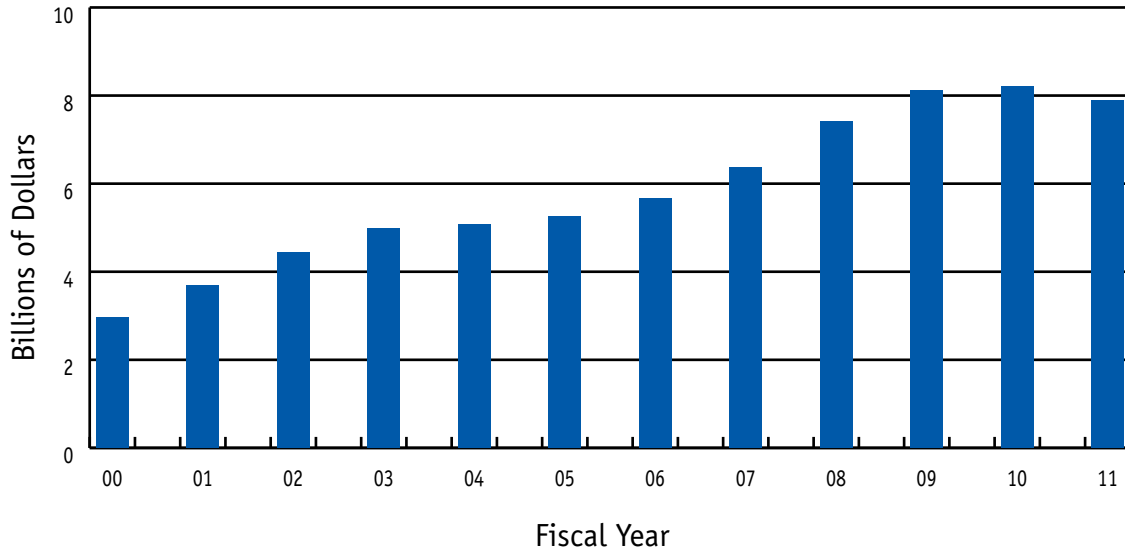


Specific information regarding the major employers in the community is provided by the above chart. The chart illustrates the importance of Dell, Inc. to the City's economy as well as the diversity of the companies making up our local economy.

Job creation in terms of basic jobs, those that import capital while exporting products or services, has been very strong over the past several years. Basic jobs, in turn, create non-basic jobs as expenditures and payroll are reinvested in the community. However, recent downturns in the economy had reduced employment demand for specific sectors.

Taxable Property Values

Multi-Year Trend

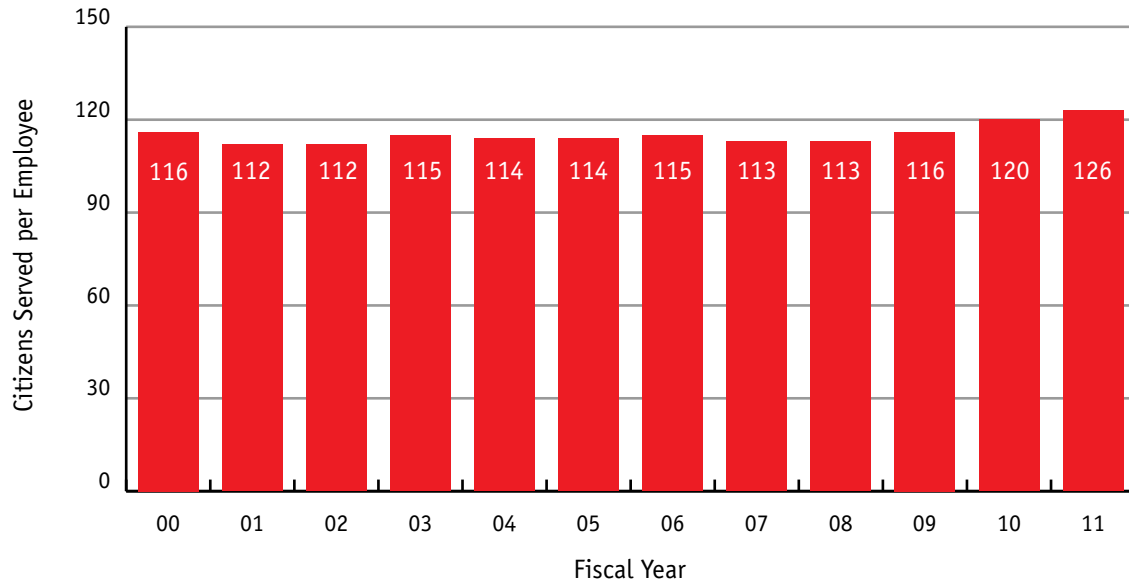


The property value comparison for several fiscal years indicates continued growth in property values. The certified tax roll indicates that values have increased steadily, however as a result of recent economic conditions, there has been a decrease in overall property values for Fiscal Year 2011. The reflected values include new property added to the roll as of January 1 of each year.

Fiscal Year	Taxable Assessed Valuation	Fiscal Year	Taxable Assessed Valuation
2000	\$2,965,017,390	2006	\$5,667,029,945
2001	3,678,007,528	2007	6,356,956,240
2002	4,446,753,347	2008	7,417,279,787
2003	4,978,982,250	2009	8,121,902,884
2004	5,071,176,374	2010	8,206,161,568
2005	5,251,484,692	2011	7,893,143,364

Round Rock Citizens Served

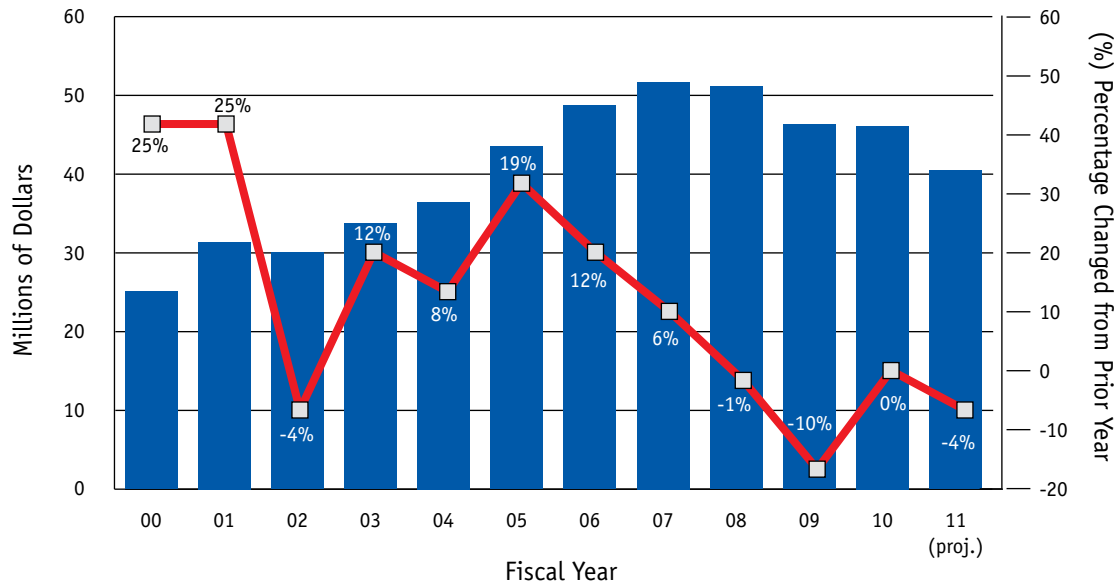
National Average = 1 Employee to 100 Citizens



Fiscal Year	Population	Employees (FTEs)	Citizens Served Per Employee
2000	61,136	525	116
2001	66,495	596	112
2002	71,275	639	112
2003	75,402	655	115
2004	79,850	703	114
2005	84,200	738	114
2006	88,500	771	115
2007	90,100	794	113
2008	93,700	831	113
2009	97,500	839	116
2010	100,800	839	120
2011	103,300	822	126

Sales Tax Revenue Analysis

Multi-Year Comparison



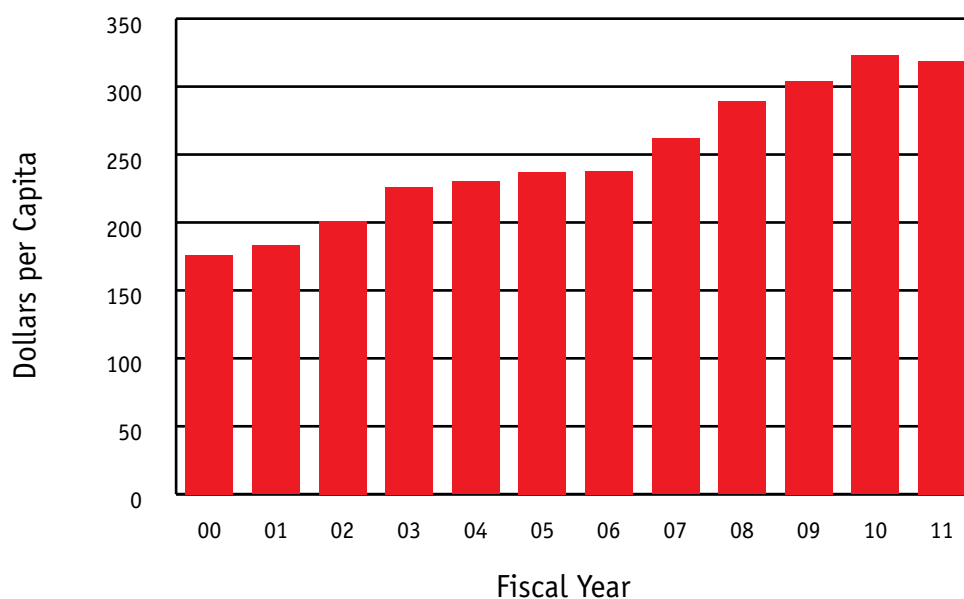
This chart illustrates growth characteristics in the City's commercial and economic bases. In 1988, voters authorized an additional 1/2 cent sales tax designation for the purpose of property tax reduction.

The data has been expressed in both actual dollars collected and as a percent change from the prior year and reflects a decrease in the projected revenue for Fiscal Year 2011 due to current economic conditions.

Fiscal Year	Amount	Fiscal Year	Amount
2000	\$25,142,236	2006	\$48,701,773
2001	31,369,798	2007	51,740,592
2002	30,035,980	2008	51,097,126
2003	33,770,766	2009	46,274,688
2004	36,481,746	2010	46,138,202
2005	43,538,842	2011 (Proj)	40,500,000

Property Taxes per Capita

Multi-Year Comparison



This chart indicates that taxes per capita had been increasing over the past several years, but it is important to understand the reason why. New properties added to the tax rolls are of a higher per capita value, indicating industrial and commercial property growth. This fact is also evidenced by the change in taxable assessed valuation illustrated below.

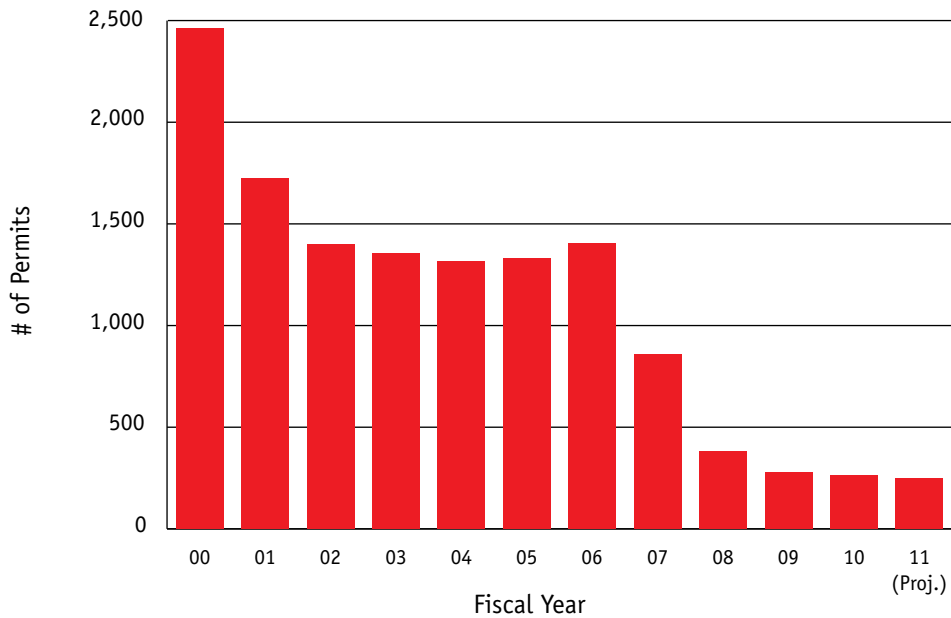
As a result of the recent regional economic conditions, we have seen a decline in overall property values for fiscal year 2011. See Budget Message for details.

Fiscal Year	Taxable Assessed Valuation	Population	Property Tax Levy*	Taxes per Capita ¹
2000	\$2,965,017,390	61,136	\$10,761,531	\$176
2001	3,678,007,528	66,495	12,148,827	183
2002	4,446,753,347	71,275	14,321,659	201
2003	4,978,982,250	75,402	17,038,077	226
2004	5,071,176,374	79,850	18,349,189	230
2005	5,251,484,692	84,200	19,940,938	237
2006	5,667,029,945	88,500	21,027,514	238
2007	6,356,956,240	90,100	23,587,486	262
2008	7,417,397,787	93,700	27,089,389	289
2009	8,121,902,884	97,500	29,662,814	304
2010	8,206,161,568	100,800	32,546,457	323
2011	7,893,143,364	103,300	32,936,508	319

* General Fund and Debt Service Fund ¹ Unadjusted for inflation

Building Permits Issued

Single Family Residential Construction



The graph above illustrates the number of single family residential building permits issued and anticipated to be issued by the City for the indicated fiscal years. This information is an indicator of current and future demand for City services.

Fiscal Year	Permits
2000	2,460
2001	1,722
2002	1,401
2003	1,354
2004	1,317
2005	1,332
2006	1,403
2007	859
2008	380
2009	280
2010	263
2011 (Proj.)	250



Budget Summaries

Financial Summaries for All Budget Summaries

- Combined Financial Summaries
- General Fund
- Interest & Sinking G.O. Bonds Fund
- Interest & Sinking Revenue Bonds Fund
- Drainage Fund
- Water / Wastewater Utility Fund
- Utility Impact Fees Fund
- Hotel Occupancy Tax Fund
- Law Enforcement Fund
- Parks Improvement & Acquisitions Fund
- Municipal Court Fund
- Library Fund
- Tree Replacement Fund

Revenue & Expenditure Graphs

Financial Summaries for All Funds

The Financial Summaries for All Funds section presents a summary of budgeted operations and activities for the ensuing fiscal year. The summary indicates the projected beginning fund balance or working capital balance for the fiscal year. The effect of the budget estimated revenues and expenditures for the fiscal year is illustrated in the projection of ending fund balance or working capital. Revenue detail by category can be found in the Revenue Estimates section. Some funds such as capital projects and special revenue record activity on a project length basis as opposed to annual appropriation. In these cases, revenues and expenditures for the fiscal year have been estimated. Information related to these subjects can be found in the Capital Projects Funds Expenditures and Revenue Estimates sections.

	Projected Beginning Fund Balance/ Working Capital 10/1/2010	Budgeted Revenue & Financing Sources 2010-11	Budgeted Expenditures & Financing Uses 2010-11	Budgeted Ending Fund Balance/ Working Capital 9/30/2011
General Fund	\$39,498,304	\$81,460,949	(\$81,456,568)	\$39,502,685
I&S G.O. Bonds Fund	412,155	12,371,000	(12,755,131)	28,024
I&S Revenue Bonds Fund	2,066	5,100,000	(5,081,298)	20,768
Drainage Fund	0	1,647,881	(1,647,881)	0
Water & Wastewater Utility Fund	17,349,335	38,904,000	(38,851,910)	17,401,425
Utility Impact Fees Fund	7,922,491	3,600,000	(3,845,000)	7,677,491
Hotel Occupancy Tax Fund	7,333,086	2,215,000	(2,214,994)	7,333,092
Law Enforcement Fund	489,071	211	(248,484)	240,798
Parks Improvement & Acquisition Fund	189,180	435,650	(427,150)	197,680
Municipal Court Fund	388,571	105,225	(100,450)	393,346
Library Fund	11,175	400	0	11,575
Tree Replacement Fund	571,704	51,250	(410,000)	212,954
Total Fund Balance / Working Capital	\$74,167,138	\$145,891,566	(\$147,038,866)	\$73,019,838

Budget Summaries

Financial Summaries for All Funds

Financial Summaries for All Funds

The following summary indicates the available fund balance and working capital after the City's current financial reserve policies are applied. Please see the budget message for operating reserve policies that have been established. Some capital project and special revenue funds record activity on a project length basis and are not subject to annual appropriation. Additionally, inter-fund transfers are itemized to enable the reader to develop a true sense of revenue and expenditures. Inter-fund transfers are accounting transfers which reimburse or charge for services the funds provide or receive from other funds.

	General Fund	I&S GO Bonds Fund	I&S Revenue Bonds Fund	Drainage Fund	Water & Wastewater Utility Fund	Utility Impact Fees Fund
Estimated Fund Balance/Working Capital 10/01/10	\$39,498,304	\$412,155	\$2,066	\$0	\$17,349,335	\$7,922,491
Less Reserves 1	(25,530,667)	0	0	0	(13,986,688)	0
Estimated Revenue (FY 2010-11)	79,479,590	11,921,000	0	780,000	38,904,000	3,600,000
Inter-fund Transfers	1,981,359	450,000	5,100,000	867,881	(7,190,000)	0
Total Funds Available	95,428,586	12,783,155	5,102,066	1,647,881	35,076,647	11,522,491
Budgeted Expenditures	(81,456,568)	(12,755,131)	(5,081,298)	(1,647,881)	(31,661,910)	(3,845,000)
Estimated Fund Balance/Working Capital 9/30/11	\$13,972,018	\$28,024	\$20,768	\$0	\$3,414,737 ²	\$7,677,491 ²
Estimated percentage change in fund balance/working capital	0.01%	(93.20%)	905.23%	0.00%	0.30%	(3.09%)

Explanation of changes in fund balance/working capital greater than 10%:

I&S GO Bonds Fund - 93% decline reflects a scheduled use of available fund balance for bond refunding.

I&S Revenue Bonds Fund - 905% increase reflects debt obligation for wastewater treatment plant.

Law Enforcement Fund - 51% decline reflects scheduled use of available fund balance.

Tree Replacement Fund - 63% decline reflects scheduled use of available fund balance.

¹ Reserves are established in accordance with operating reserve policies.

² Funds are designated for capital improvements and debt service for the Utility System.
See Capital Projects Funds Expenditures Tab.

³ Reflects transfer of \$450,000 from the golf course operator for debt service and transfer of \$759,240 from Self-Funded Health Insurance Fund.

Financial Summaries for All Funds (cont.)

Hotel Occupancy Tax Fund	Law Enforcement Fund	Parks Improvement & Acquisitions Fund	Municipal Court Fund	Library Fund	Tree Replacement Fund	Total For All Funds
\$7,333,086	\$489,071	\$189,180	\$388,571	\$11,175	\$571,704	\$74,167,138
(1,107,500)	(32,845)	(16,186)	(105,000)	(1,175)	(51,252)	(40,831,313)
2,215,000	211	435,650	105,225	400	51,250	137,492,326
0	0	0	0	0	0	1,209,240 ³
8,440,586	456,437	608,644	388,796	10,400	571,702	172,037,391
(2,214,994)	(248,484)	(427,150)	(100,450)	0	(410,000)	(139,848,866)
\$6,225,592	\$207,953	\$181,494	\$288,346	\$10,400	\$161,702	\$32,188,525
0.00%	(50.76%)	4.49%	1.23%	3.58%	(62.75%)	(1.55%)



Budget Summaries

The summaries on the following pages are provided on both a combined and individual basis and, in addition to summarizing revenue and expenditures, the individual summaries illustrate the resulting net change in operations. Furthermore, the individual summaries provide comparative revenue and expenditure data for the previous two fiscal years. Two-year projected data is presented for all funds except the non-operating funds: Hotel Occupancy Tax Fund, Law Enforcement Fund, Parks Improvement & Acquisitions Fund, Municipal Court Fund, Library Fund, and Tree Replacement Fund.

Combined Financial Summaries for All Funds FY 2010-11

This section presents a combined, more detailed summary of budgeted operations and activities.

Combined Revenues by Type - FY 2010-11

Revenues & Financing Sources	General Fund	Debt Service Funds	Drainage Fund	Water/Wastewater Utility Fund	Impact Fees Fund	Special Revenue Funds	Total All Funds
Property Taxes	\$21,195,000	\$11,911,000	0	0	0	0	\$33,106,000
Sales Taxes	40,500,000	0	0	0	0	0	40,500,000
Franchise Fees	6,175,000	0	0	0	0	0	6,175,000
Water Sales	0	0	0	\$21,397,500	0	0	21,397,500
Sewer Sales	0	0	0	17,506,500	0	0	17,506,500
Drainage Fees	0	0	\$1,647,881	0	0	0	1,647,881
Other	13,590,949	5,560,000	0	0	\$3,600,000	0	22,750,949
Hotel Occupancy Tax Fund	0	0	0	0	0	\$2,215,000	2,215,000
Law Enforcement Fund	0	0	0	0	0	211	211
Parks Improvement & Acquisition Fund	0	0	0	0	0	435,650	435,650
Municipal Court Fund	0	0	0	0	0	105,225	105,225
Library Fund	0	0	0	0	0	400	400
Tree Fund	0	0	0	0	0	51,250	51,250
Total Revenue & Financing Sources	\$81,460,949	\$17,471,000	\$1,647,881	\$38,904,000	\$3,600,000	\$2,807,736	\$145,891,566

Budget Summaries

Combined Financial Summaries for All Funds

Combined Financial Summaries for All Funds (cont.)

Combined Expenditures by Function - FY 2010-11

Expenditures	General Fund	Debt Service Funds	Drainage Fund	Water/Wastewater Utility Fund	Impact Fees Fund	Special Revenue Funds	Total All Funds
Public Safety	\$36,173,026	0	0	0	0	0	\$36,173,026
Public Works	10,287,395	0	0	0	0	0	10,287,395
General Services	11,884,619	0	0	0	0	0	11,884,619
Library	2,419,690	0	0	0	0	0	2,419,690
Parks	9,016,373	0	0	0	0	0	9,016,373
Utility	0	0	0	\$38,851,910	0	0	38,851,910
Other	11,675,465	0	0	0	\$3,845,000	0	15,520,465
Drainage Fund	0	0	\$1,647,881	0	0	0	1,647,881
Debt Service	0	\$17,836,429	0	0	0	0	17,836,429
Hotel Occupancy Tax Fund	0	0	0	0	0	\$2,214,994	2,214,994
Law Enforcement Fund	0	0	0	0	0	248,484	248,484
Parks Improvement & Acquisition Fund	0	0	0	0	0	427,150	427,150
Municipal Court Fund	0	0	0	0	0	100,450	100,450
Library Fund	0	0	0	0	0	0	0
Tree Replacement Fund	0	0	0	0	0	410,000	410,000
Total Expenditures	\$81,456,568	\$17,836,429	\$1,647,881	\$38,851,910	\$3,845,000	\$3,401,078	\$147,038,866

Combined Financial Summaries for All Funds (cont.)

Combined Expenditures by Category - FY 2010-11

Expenditures	General Fund	Debt Service Funds	Drainage Fund	Water/Wastewater Utility Fund	Impact Fees Fund	Special Revenue Funds	Total All Funds
Personnel Services	\$53,225,830	0	\$1,173,638	\$7,336,915	0	0	\$61,736,383
Contractual Services	8,651,111	0	328,560	11,529,530	0	0	20,509,201
Materials and Supplies	5,690,022	0	132,058	1,993,544	0	0	7,815,624
Other Services and Charges	10,988,547	0	13,625	5,144,421	0	0	16,146,593
Capital Outlay	1,283,177	0	0	67,000	0	0	1,350,177
Debt Service	0	\$17,836,429	0	0	0	0	17,836,429
Other/Transfers	1,617,881	0	0	12,780,500	\$3,845,000	0	18,243,381
Hotel Occupancy Tax Fund	0	0	0	0	0	\$2,214,994	2,214,994
Law Enforcement Fund	0	0	0	0	0	248,484	248,484
Parks Improvement & Acquisition Fund	0	0	0	0	0	427,150	427,150
Municipal Court Fund	0	0	0	0	0	100,450	100,450
Library Fund	0	0	0	0	0	0	0
Tree Replacement Fund	0	0	0	0	0	410,000	410,000
Total Expenditures	\$81,456,568	\$17,836,429	\$1,647,881	\$38,851,910	\$3,845,000	\$3,401,078	\$147,038,866

Budget Summaries

Individual Summaries of Revenues & Expenditures

General Fund 2010-11

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Revenue & Financing Sources	\$85,292,582	\$84,022,002	\$81,460,949	\$78,634,253
Expenditures				
Personnel Services	51,533,649	53,617,252	53,225,830	53,055,188
Contractual Services	7,168,422	11,496,006	8,651,111	8,696,272
Materials and Supplies	5,115,107	5,537,108	5,690,022	5,615,598
Other Services and Charges	11,131,555	11,131,795	10,558,547	11,020,244
Economic Development	437,000	480,000	430,000	430,000
Capital Outlay	1,516,463	1,758,966	1,283,177	628,690
Transfers	7,162,756	0	1,617,881	1,620,851
Total Expenditures	84,064,952	84,021,128	81,456,568	81,066,843
Net Change in Operations	\$1,227,631	\$874	\$4,381	(\$2,432,590)

Interest & Sinking G.O. Bonds Fund 2010-11

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Revenue & Financing Sources	\$12,721,063	\$12,695,000	\$12,371,000	\$12,357,000
Expenditures				
Other Services and Charges	12,700,878	13,050,745	12,755,131	12,740,313
Total Expenditures	12,700,878	13,050,745	12,755,131	12,740,313
Net Change in Operations	\$20,185	(\$355,745)	(\$384,131)	(\$383,313)

Budget Summaries

Individual Summaries of Revenues & Expenditures

Interest & Sinking Revenue Bonds Fund 2010-11

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Revenue & Financing Sources	\$568,542	\$862,000	\$5,100,000	\$5,900,000
Expenditures				
Other Services and Charges	568,400	861,323	5,081,298	5,893,953
Total Expenditures	568,400	861,323	5,081,298	5,893,953
Net Change in Operations	\$141	\$677	\$18,702	\$6,047

Drainage Fund 2010-11

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Revenue & Financing Sources	\$0	\$0	\$1,647,881	\$1,647,881
Expenditures				
Personnel Services	0	0	1,173,638	1,175,608
Contractual Services	0	0	328,560	328,560
Materials and Supplies	0	0	132,058	132,058
Other Services and Charges	0	0	13,625	13,625
Capital Outlay	0	0	0	0
Total Expenditures	0	0	1,647,881	1,649,851
Net Change in Operations	\$0	\$0	\$0	(\$1,970)

Budget Summaries

Individual Summaries of Revenues & Expenditures

Water/Wastewater Utility Fund 2010-11

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Revenue & Financing Sources	\$40,433,267	\$37,582,915	\$38,904,000	\$39,673,000
Expenditures				
Personnel Services	7,106,356	7,710,628	7,336,915	7,262,250
Contractual Services	16,649,774	18,824,438	11,529,530	12,503,078
Materials and Supplies	1,802,319	1,946,641	1,993,544	1,964,352
Other Services and Charges	1,461,275	4,813,195	5,144,421	5,241,506
Capital Outlay	252,154	133,500	67,000	128,500
Debt Service/Transfers	6,631,603	4,153,236	12,780,500	12,680,500
Total Expenditures	33,903,482	37,581,638	38,851,910	39,780,186
Net Change in Operations	\$6,529,786	\$1,277	\$52,090	(\$107,186)

Utility Impact Fees Fund 2010-11

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Revenue and Financing Sources	\$4,635,000	\$4,000,000	\$3,600,000	\$3,600,000
Expenditures				
Capital Projects	3,409,000	5,210,000	3,845,000	4,845,000
Total Expenditures	3,409,000	5,210,000	3,845,000	4,845,000
Net Change in Operations	\$1,226,000	(\$1,210,000)	(\$245,000)	(\$1,245,000)

Budget Summaries

Individual Summaries of Revenues & Expenditures

Hotel Occupancy Tax Fund 2010-11

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
Revenue and Financing Sources	\$2,498,278	\$2,250,000	\$2,215,000
Expenditures			
Multi-Purpose Stadium/Convention Facility	705,105	986,000	1,010,000
Tourism Events	20,378	25,500	25,500
Arts Support	16,000	38,000	44,000
Tourism Support	495	0	0
Contingency	0	0	0
Museum Support	0	0	0
Convention & Visitors Bureau	556,114	772,403	775,494
Capital Projects	500,000	425,000	360,000
Total Expenditures	1,798,092	2,246,903	2,214,994
Net Change in Operations	\$700,186	\$3,097	\$6

Law Enforcement Fund 2010-11

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
Revenue and Financing Sources	\$191,983	\$255,884	\$211
Expenditures			
Local	268,601	261,084	218,484
Federal	8,531	150,988	30,000
Total Expenditures	277,132	412,072	248,484
Net Change in Operations	(\$85,149)	(\$344)	(\$248,273)

Budget Summaries

Individual Summaries of Revenues & Expenditures

Parks Improvement & Acquisitions Fund 2010-11

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
Revenue and Financing Sources	\$254,218	\$334,319	\$435,650
Expenditures			
Parkland Development	233,795	319,819	427,150
Total Expenditures	233,795	319,819	427,150
Net Change in Operations	\$20,423	\$14,500	\$8,500

Municipal Court Fund 2010-11

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
Revenue and Financing Sources	\$122,472	\$117,956	\$105,225
Expenditures			
Child Safety Fines	17,680	20,000	20,000
Technology Fees	13,094	62,000	29,350
Security Fees	30,659	35,600	51,100
Total Expenditures	61,433	117,600	100,450
Net Change in Operations	\$61,039	\$356	\$4,775

Budget Summaries

Individual Summaries of Revenues & Expenditures

Library Fund 2010-11

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
Revenue and Financing Sources	\$358	\$400	\$400
Expenditures			
Books & Materials	1,120	10,000	0
Total Expenditures	1,120	10,000	0
Net Change in Operations	(\$762)	(\$9,600)	\$400

Tree Replacement Fund 2010-11

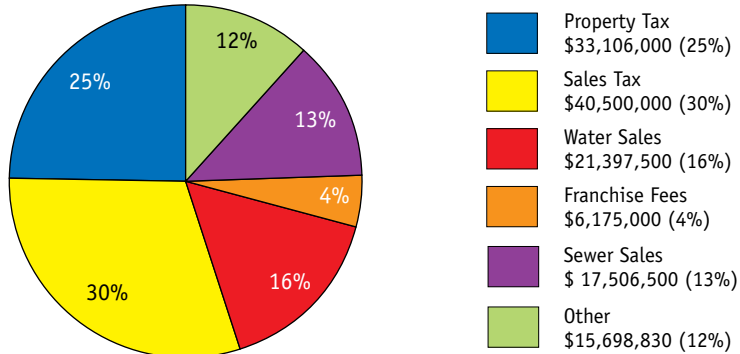
	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
Revenue and Financing Sources	\$100,848	\$56,200	\$51,250
Expenditures			
Tree Replacement	315,195	350,000	410,000
Total Expenditures	315,195	350,000	410,000
Net Change in Operations	(\$214,347)	(\$293,800)	(\$358,750)

Budget Summaries

Revenue & Expenditure Graphs

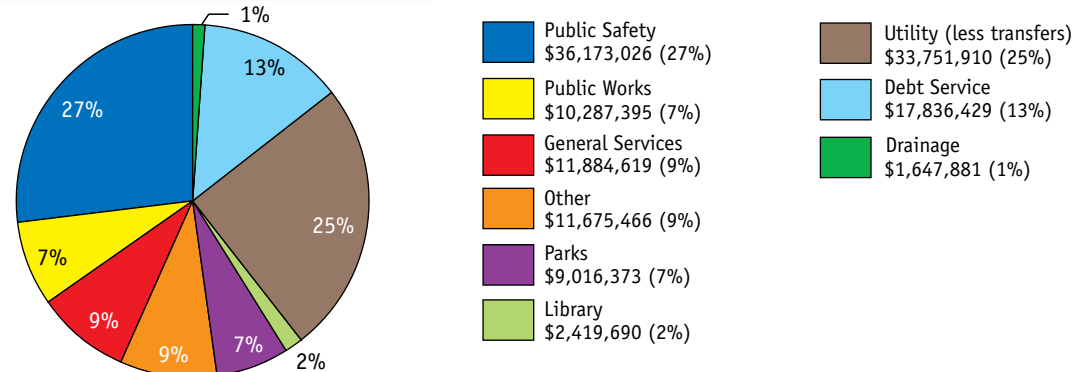
Revenue by Type: \$134,383,830

(Combined General, G.O. & Revenue Debt Service, and Utility Funds/Net of Inter-fund Transfers)



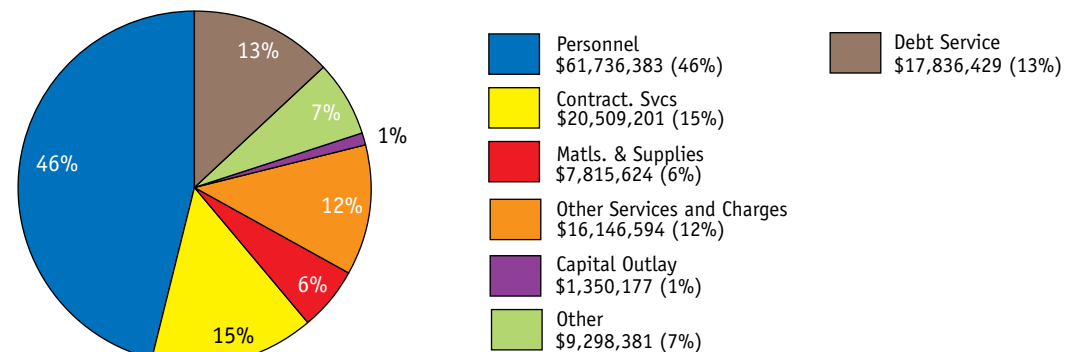
Uses by Function: \$ 134,692,789

(Combined General, G. O. & Revenue Debt Service, and Utility Funds/Net of Inter-fund Transfers)



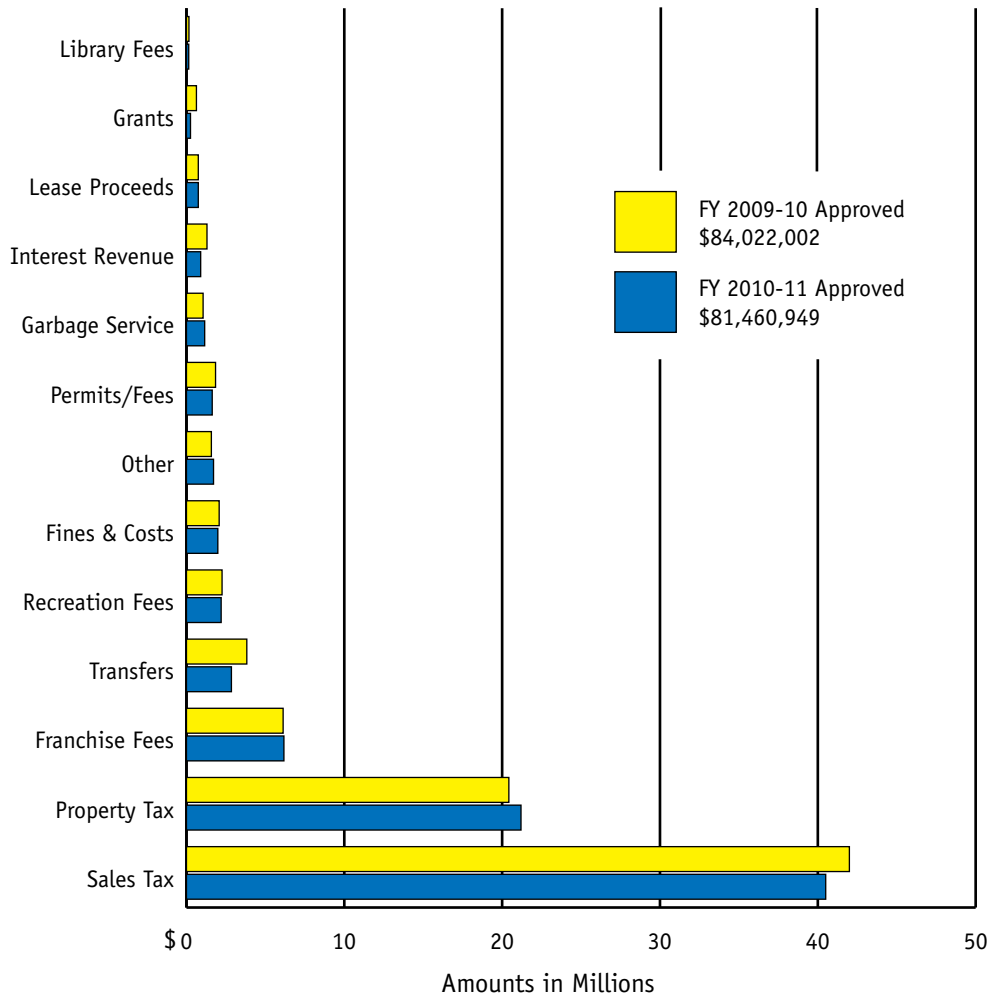
Uses by Category: \$134,692,789

(Combined General, G. O. & Revenue Debt Service, and Utility Funds/Net of Inter-fund Transfers)



General Fund Revenues

2011 Approved Compared to 2010 Approved Budget

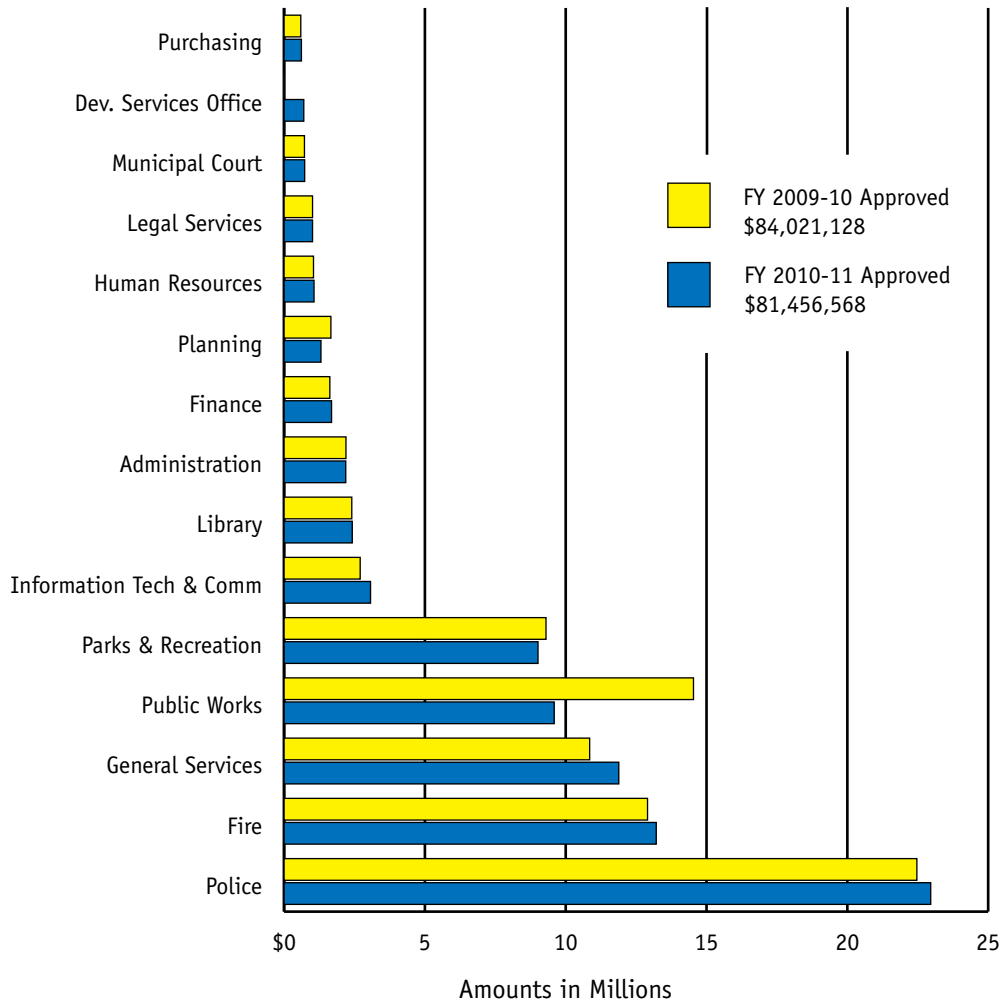


Budget Summaries

Revenue & Expenditure Graphs

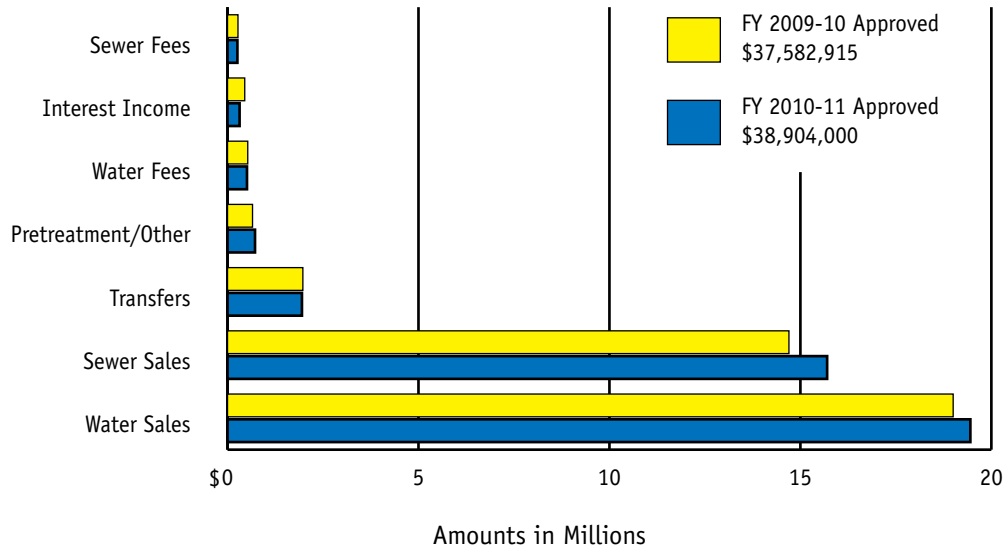
General Fund Expenditures

2011 Approved Compared to 2010 Approved Budget



Utility Fund Revenues

2011 Approved Compared to 2010 Approved Budget

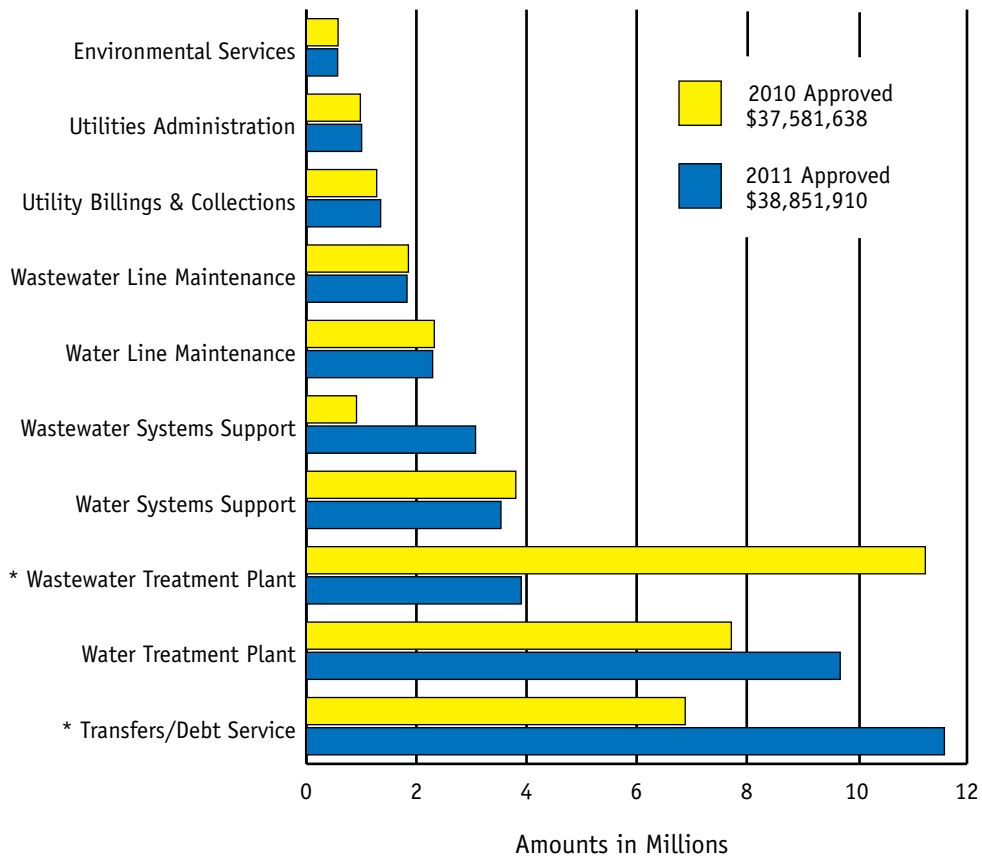


Budget Summaries

Revenue & Expenditure Graphs

Utility Fund Expenditures

2011 Approved Compared to 2010 Approved Budgets



* For comparative purposes, the City purchased Wastewater Plant and issued debt in FY2010.



Revenue Estimates

General Fund

Debt Service

- I & S General Obligation Bonds Fund
- I & S Revenue Bonds Fund

Drainage Fund

Water / Wastewater Utility Fund

Utility Impact Fees Fund

Hotel Occupancy Tax Fund

Law Enforcement Fund

Parks Improvement &

Acquisitions Fund

Municipal Court Fund

Library Fund

Tree Replacement Fund



General Fund Revenues

Acct#	Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Property Taxes					
4110	Current Property Taxes	\$17,580,829	\$20,236,000	\$21,005,000	\$20,020,000
4111	Delinquent Taxes	45,323	125,000	125,000	125,000
4112	Penalty & Interest - Delinquent Taxes	13,708	20,000	20,000	20,000
4113	Penalty & Interest - Current Taxes	74,842	45,000	45,000	45,000
	Sub Total	17,714,702	20,426,000	21,195,000	20,210,000
Sales Tax					
4120	Sales Tax	45,764,628	42,000,000	40,500,000	38,878,000
	Sub Total	45,764,628	42,000,000	40,500,000	38,878,000
Bingo/Mixed Drink Tax					
4122	Mixed Drink Tax	288,786	270,000	270,000	270,000
4124	Bingo Tax	26,953	28,000	28,000	28,000
	Sub Total	315,739	298,000	298,000	298,000
Franchise Fees					
4115	Franchise - Gas	1,060,693	950,000	950,000	740,000
4116	Franchise - Telephone	648,847	600,000	650,000	600,000
4117	Franchise - Electric	3,364,478	3,200,000	3,200,000	3,200,000
4118	Franchise - Cable	1,139,245	925,000	925,000	925,000
4119	Franchise - Garbage Collection	442,595	450,000	450,000	450,000
	Sub Total	6,655,858	6,125,000	6,175,000	5,915,000
Building Permits/Inspections					
4214	Building Permits	310,593	360,000	325,000	360,000
4216	Building Reinspections	16,100	43,000	20,000	20,000
4220	Fire Inspection Fees	111,326	100,000	100,000	100,000
4225	Subdivision Development Fee	123,966	225,000	110,000	115,000
4226	Developer Landscape Fees	6,300	13,000	8,000	8,000
4410	Structural Steel Inspections	23,823	20,000	20,000	20,000
	Sub Total	544,462	761,000	583,000	623,000
Other Permits					
4212	Beer & Liquor License	18,664	25,000	20,000	25,000
	Sub Total	18,664	25,000	20,000	25,000

Revenue Estimates

General Fund

General Fund Revenues (cont.)

Acct#	Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Garbage/Fire Protection Fees					
4302	Garbage Services	869,122	850,000	950,000	950,000
4306	Garbage Penalty	102,449	100,000	100,000	100,000
4617	Fire Protection Service - MUD Contract	910,914	950,000	950,000	950,000
	Sub Total	1,882,485	1,900,000	2,000,000	2,000,000
Recreation Fees					
4401	Swim Pool Agreements	58,268	51,000	39,000	39,000
4402	Recreation Programs - Pool	55,542	75,000	65,000	65,000
4402	Recreation Programs - Pool-Mad	18,005	13,000	7,000	7,000
4403	Recreation Programs	5,823	9,500	7,000	9,500
4403	Recreation Programs-Madsen	714,726	822,000	727,000	740,000
4403	Recreation Programs - Baca	59,831	95,000	67,200	72,200
4404	Swim Pool Receipts	334,674	332,000	431,300	431,300
4405	Sports League Fees	345,866	356,500	349,000	349,200
4406	Ballfield Lights	31,155	25,000	30,000	25,000
4409	Recreation Programs - Baca	51,250	62,000	53,000	57,027
4413	Membership Fees-Madsen	407,726	380,000	388,000	389,000
4413	Membership Fees-Baca	35,462	35,000	35,000	35,000
	Sub Total	2,118,328	2,256,000	2,198,500	2,219,227
Library Fees					
4221	Library Fees-Non Residential	50,854	45,000	52,000	52,000
4411	Library - Photocopy	16,195	16,000	17,000	17,000
4515	Library Fines	70,866	96,000	76,000	76,000
4517	Library Miscellaneous Receipts	9	600	100	100
	Sub Total	137,924	157,600	145,100	145,100
Filing/Other Fees					
4217	Filing Fees	86,353	71,000	49,000	49,000
4224	GIS Fees	3,775	10,000	5,000	3,600
4637	Reproductions - Plats	117	150	150	150
4219	Annual Site Plan Fees	49,285	26,000	26,000	26,000
	Sub Total	139,530	107,150	80,150	78,750

General Fund Revenues (cont.)

Acct#	Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Fines & Costs					
4511	Police Dept. Fines & Costs	1,695,259	1,785,000	1,700,000	1,785,000
4512	Red Light Camera Fees	0	288,000	288,000	288,000
	Sub Total	1,695,259	2,073,000	1,988,000	2,073,000
Rentals					
4408	Facility Rental - Parks/Rec	131,130	72,000	120,000	74,000
4412	Meeting Room Revenue	12,049	14,000	14,000	14,000
	Sub Total	143,179	86,000	134,000	88,000
Grants					
4688	UASI Grant - Fusion Center position	1,031	68,659	68,659	68,659
4689	Federal Grant - Technology/Equip	0	446,693	0	0
4623	Fire Dept. EMT Grant	35,692	32,000	32,000	32,000
4683	State Grant - Training	10,895	10,000	10,000	10,000
4695	Planning Grant - THC	10,000	5,000	5,000	5,000
4679	CDBG Reimbursement	64,098	60,000	90,000	90,000
4663	Miscellaneous	398,372	10,000	50,000	10,000
	Sub Total	520,088	632,352	255,659	215,659
Interest					
4610	Interest Income	2,601,103	1,300,000	900,000	1,150,000
4612	Increase/Decrease in Fair Value	(82,048)	1,000	1,000	1,000
	Sub Total	2,519,055	1,301,000	901,000	1,151,000
Capital Lease Proceeds					
4616	Capitalized Lease Proceeds	750,000	750,000	750,000	750,000
	Sub Total	750,000	750,000	750,000	750,000

Revenue Estimates

General Fund

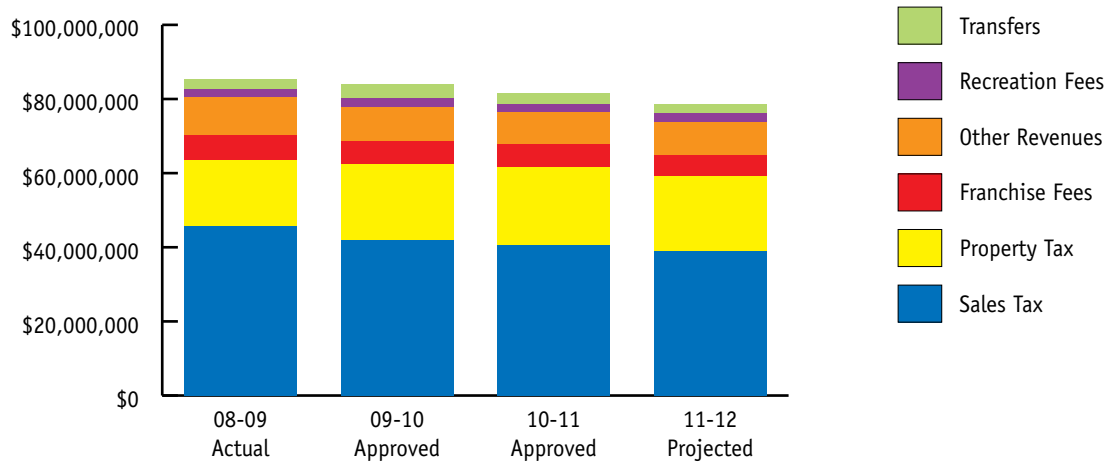
General Fund Revenues (cont.)

Acct#	Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Transfers					
7820	Transfer from Health Fund	1,020,000	934,400	759,240	530,517
7200	Transfer from Fund Balance	0	1,200,000	0	0
7200	Transfer from Utility Fund	1,690,000	1,690,000	2,090,000	2,090,000
	Sub Total	2,710,000	3,824,400	2,849,240	2,620,517
Other Revenues					
4308	PARD Brush Recycling Fees	89,189	75,000	75,000	75,000
4407	Police Dept. - Miscellaneous	32,787	20,000	20,000	20,000
4213	Licensing Fees-Animal Control Ordinance	26,950	30,000	30,000	30,000
4422	Training Fees - Fire Department	11,320	12,500	12,000	12,500
4686	Special Events Reimbursement - PD	172,986	156,000	156,000	156,000
4615	Miscellaneous Revenue	348,091	200,000	240,000	240,000
4619	Returned Check Fee	500	1,000	1,000	1,000
4628	Donations/Contributions	0	5,000	5,000	5,000
4629	Gain/Loss on Sale of Assets	0	0	0	0
4636	Insurance Proceeds	137,518	5,000	50,000	5,000
4638	Street Cuts	1,100	1,000	300	500
4639	Proceeds - Sale of Assets	53,361	40,000	40,000	40,000
4645	TAAF Reimbursements	0	0	0	0
4646	FTA Reimbursement	108,936	120,000	120,000	120,000
4652	Hazmat Recovery Proceeds	11,210	0	5,000	5,000
4660	4B Corporation Reimbursement	189,500	190,000	190,000	190,000
4669	Court Fund Reimbursement	30,455	20,000	20,000	20,000
4670	RRISD Reimbursement	333,717	375,000	375,000	375,000
4672	Recycling Revenue	38,554	30,000	30,000	30,000
4301	Lot Clearing Services	9,934	16,000	16,000	16,000
4303	Rental Income	64,113	0	0	0
4305	Brush Hauling Revenue	2,460	3,000	3,000	3,000
	Sub Total	1,662,681	1,299,500	1,388,300	1,344,000
Total General Fund Revenues		\$85,292,582	\$84,022,002	\$81,460,949	\$78,634,253

General Fund Revenues (cont.)

General Fund Revenues

By Revenue Type



Revenue Estimates

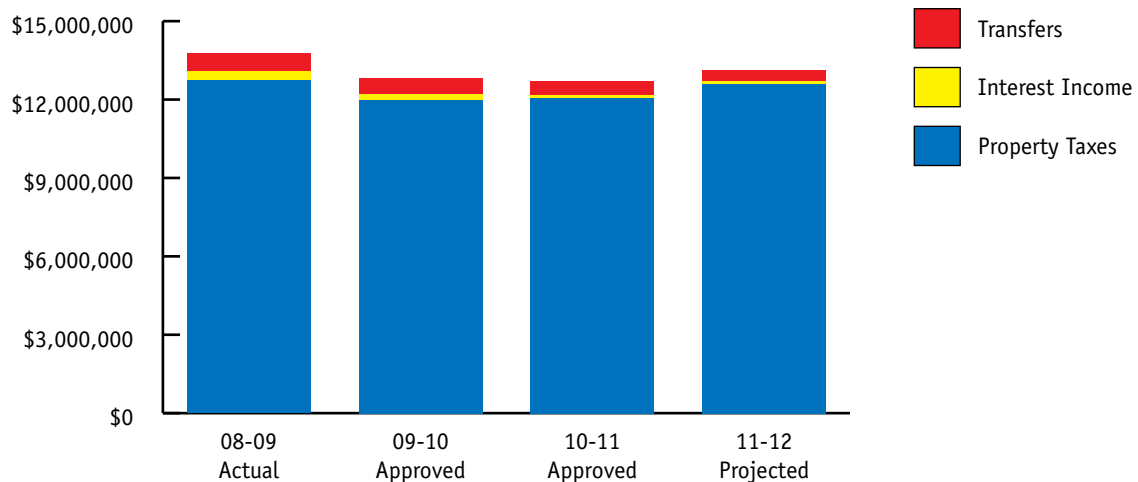
Debt Service Funds

I & S General Obligation Bonds Fund Revenue

Acct#	Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
4110	Current Property Taxes	\$11,970,879	\$11,985,000	\$11,786,000	\$11,770,000
4111	Delinquent Taxes	42,948	80,000	80,000	80,000
4112	Penalty & Interest - Delinquent Taxes	11,299	15,000	15,000	15,000
4113	Penalty & Interest - Current Taxes	51,292	30,000	30,000	30,000
4610	Interest Income	30,464	35,000	10,000	10,000
7200	Transfer from Utility Fund	61,912	94,000	0	0
7855	Transfer from Golf Course	452,269	456,000	450,000	452,000
Total I&S General Obligation Bonds Funds Revenues		\$12,721,063	\$12,695,000	\$12,371,000	\$12,357,000

I & S G. O. Bonds Fund

By Revenue Type

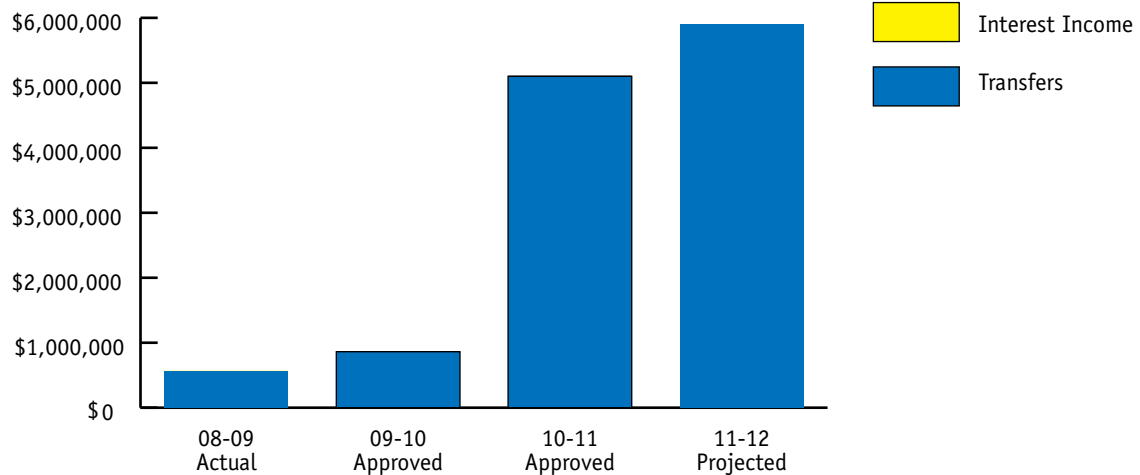


I & S Revenue Bonds Fund Revenues

Acct#	Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
4610	Interest Income	\$12	\$0	\$0	\$0
7200	Transfer from Utility Fund	568,530	862,000	5,100,000	5,900,000
Total I&S Revenue					
	Bonds Funds Revenues	\$568,542	\$862,000	\$5,100,000	\$5,900,000

I & S Revenue Bonds Funds

By Revenue Type



Revenue Estimates

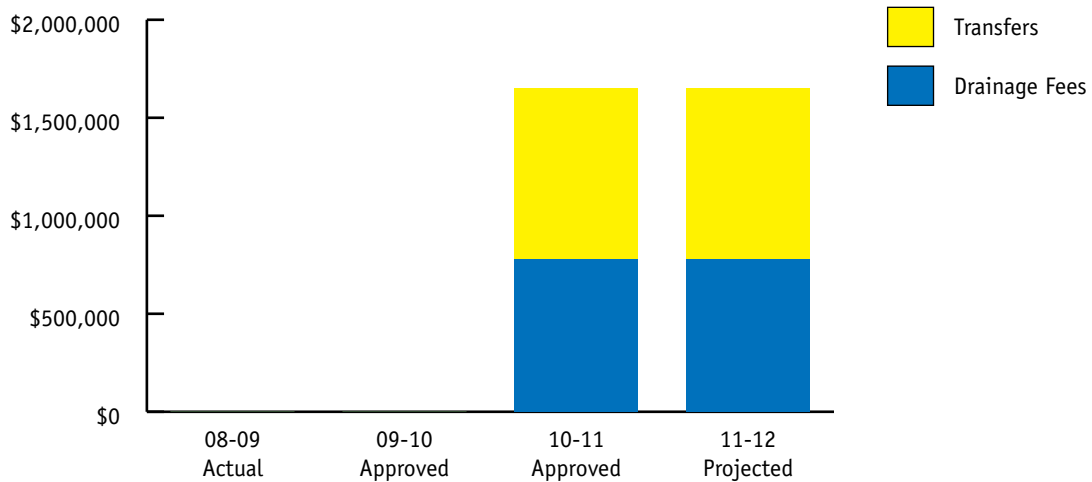
Drainage Fund

Drainage Fund Revenue

Acct#	Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Drainage Fees					
4850	Drainage Fees - Residential	\$0	\$0	\$412,500	\$412,500
4851	Drainage Fees - Commercial	0	0	367,500	367,500
	Sub Total	0	0	780,000	780,000
Other Revenues					
7250	Transfer from General Fund	0	0	867,881	867,881
	Sub Total	0	0	867,881	867,881
Total Water / Wastewater Utility Fund Revenues		\$0	\$0	\$1,647,881	\$1,647,881

Drainage Fund Revenues

By Revenue Type



Water/Wastewater Utility Fund Revenues

Acct#	Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Water & Related Services					
4420	Convenience Fees	\$75,108	\$65,000	\$70,000	\$70,000
4444	Connection & Transfer Fee	156,183	140,000	140,000	140,000
4801	Water Service	21,709,775	18,750,000	19,200,000	19,600,000
4804	Water Conservation Fees	0	250,000	250,000	250,000
4805	Water Insp. & Meter Setting Fee	30,100	50,000	30,000	30,000
4807	Water Penalty	354,541	340,000	340,000	340,000
4831	Reconnect Charges	245,697	200,000	230,000	230,000
4833	Meters and Fittings Sales	34,623	40,000	30,000	30,000
	Sub Total	22,606,027	19,835,000	20,290,000	20,690,000
Sewer & Related Services					
4821	Sewer Service	14,181,499	14,700,000	15,700,000	16,000,000
4825	Sewer Inspection Fee	29,200	45,000	30,000	30,000
4826	Sewer Discharge Permits	3,600	4,000	4,000	4,000
4827	Sewer Penalty	263,404	225,000	225,000	225,000
	Sub Total	14,477,703	14,974,000	15,959,000	16,259,000
Pre-Treatment Surcharge					
4443	Industrial Pre-Treatment Surcharge	270,107	220,000	220,000	220,000
	Sub Total	270,107	220,000	220,000	220,000
Interest					
4610	Interest Income	1,188,735	450,000	315,000	420,000
4612	Increase/Decrease in Fair Value	-159,727	1,000	1,000	1,000
	Sub Total	1,029,008	451,000	316,000	421,000
Other Revenues					
4615	Miscellaneous Revenue	181,969	110,000	150,000	150,000
4619	Returned Check Fee	17,325	15,000	15,000	15,000
4629	Gain/Loss on Sale of Assets	0	5,000	5,000	5,000
4636	Insurance Proceeds	90,705	0	0	0
4639	Proceeds - Sale of Assets	200	0	0	0
4680	Intergovernmental Revenue	31,823	0	0	0
7250	Transfer from Water Impact Fees	568,400	865,000	865,000	860,000
7250	Transfer from Wastewater Impact Fees	980,000	980,000	980,000	980,000
7820	Transfer from Health Fund	180,000	127,915	104,000	73,000
	Sub Total	2,050,422	2,102,915	2,119,000	2,083,000
Total Water / Wastewater Utility Fund Revenues		\$40,433,267	\$37,582,915	\$38,904,000	\$39,673,000

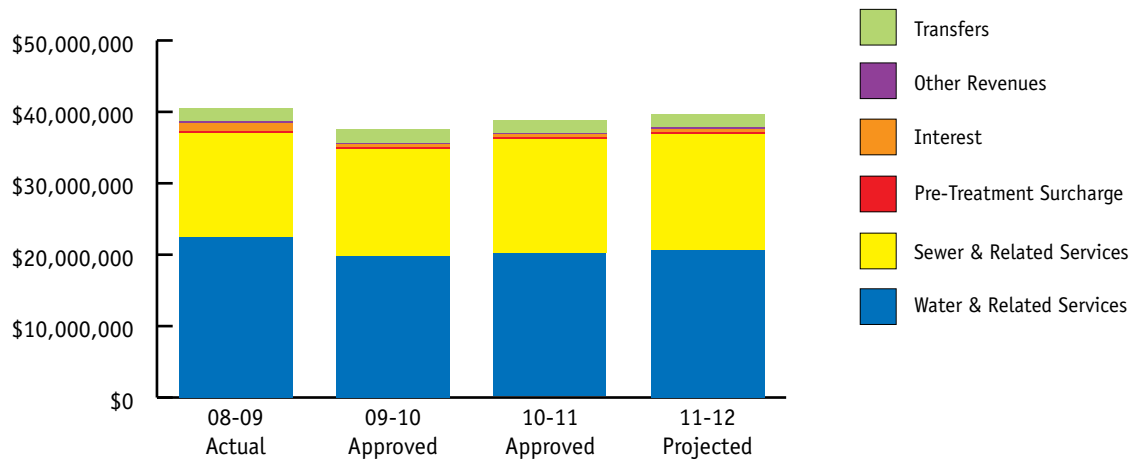
Revenue Estimates

Water/Wastewater Utility Fund

Water/Wastewater Utility Fund Revenues (cont.)

Water/Wastewater Utility Fund Revenues

By Revenue Type

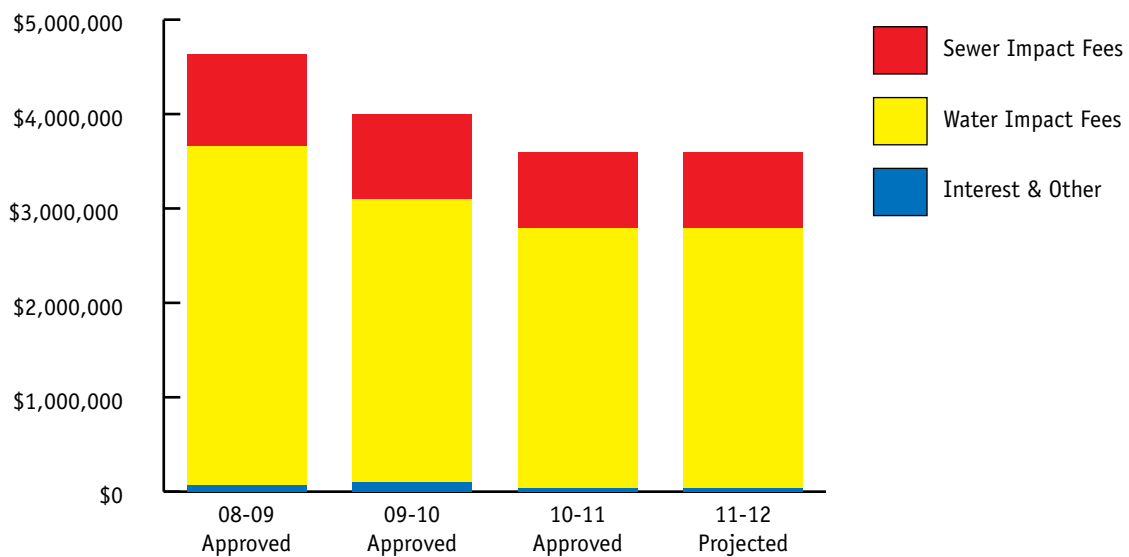


Utility Impact Fees Fund Revenues

Acct#	Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
4610	Interest Income	\$67,593	\$100,000	\$40,000	\$40,000
4802	Water Impact Fees	2,419,908	2,000,000	1,900,000	1,900,000
4808	Commercial Water Impact Fees	1,175,971	1,000,000	850,000	850,000
4822	Sewer Impact Fees	700,857	700,000	660,000	660,000
4828	Commercial Sewer Impact Fees	271,393	200,000	150,000	150,000
Total Utility Impact Fees Fund Revenues		\$4,635,722	\$4,000,000	\$3,600,000	\$3,600,000

Utility Impact Fees Fund Revenues

By Revenue Type



Revenue Estimates

Hotel Occupancy Tax Fund (H.O.T.)

Hotel Occupancy Tax Fund Revenues

Acct#	Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
4123	Occupancy Tax	\$2,458,225	\$2,200,000	\$2,200,000
4610	Interest Income	29,793	50,000	15,000
4615	Misc Revenue	10,260	0	0
Total Hotel Occupancy Tax Fund Revenues		\$2,498,278	\$2,250,000	\$2,215,000

Law Enforcement Fund Revenues

Acct#	Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
4610	Interest Income	\$1,280	\$1,500	\$211
4639	Sale of Asset	0	125,000	0
4654	State & Local Seizure Funds	190,703	129,384	0
Total Law Enforcement Fund Revenues		\$191,983	\$255,884	\$211

Revenue Estimates

Parks Improvement & Acquisitions Fund

Parks Improvement & Acquisitions Fund Revenues

Acct#	Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
4405	Sports League Fees	\$7,840	\$7,000	\$7,000
4610	Interest Income	7,578	7,500	1,500
4628	Donations/Contributions - Developers	238,800	319,819	427,150
	Total Parks Improvement & Acquisitions Fund Revenues	\$254,218	\$334,319	\$435,650

Municipal Court Fund Revenues

Acct#	Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
4509	Technology Fees	\$51,629	\$52,372	\$50,000
4510	Security Fees	38,722	39,279	30,000
4519	Child Safety Fines	30,838	25,000	25,000
4610	Interest Income	1,283	1,305	225
Total Municipal Court Fund Revenues		\$122,472	\$117,956	\$105,225

Revenue Estimates

Library Fund

Library Fund Revenues

Acct#	Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
4628	Library Donations	\$295	\$300	\$350
4610	Interest Income	63	100	50
Total Library Fund Revenues		\$358	\$400	\$400

Tree Replacement Fund Revenues

Acct#	Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
4226	Tree replacement fees	\$89,550	\$50,000	\$50,000
4610	Interest Income	5,613	500	750
4628	Donations / Contributions	5,685	5,700	500
Total Tree Replacement Fund Revenues		\$100,848	\$56,200	\$51,250





General Fund Expenditures

Administration

Development Services Office

Finance

Fire

General Services

Human Resources

Information Tech. & Communications

Legal Services

Library

Municipal Court

Parks & Recreation

Planning & Community Development

Police

Purchasing

Public Works

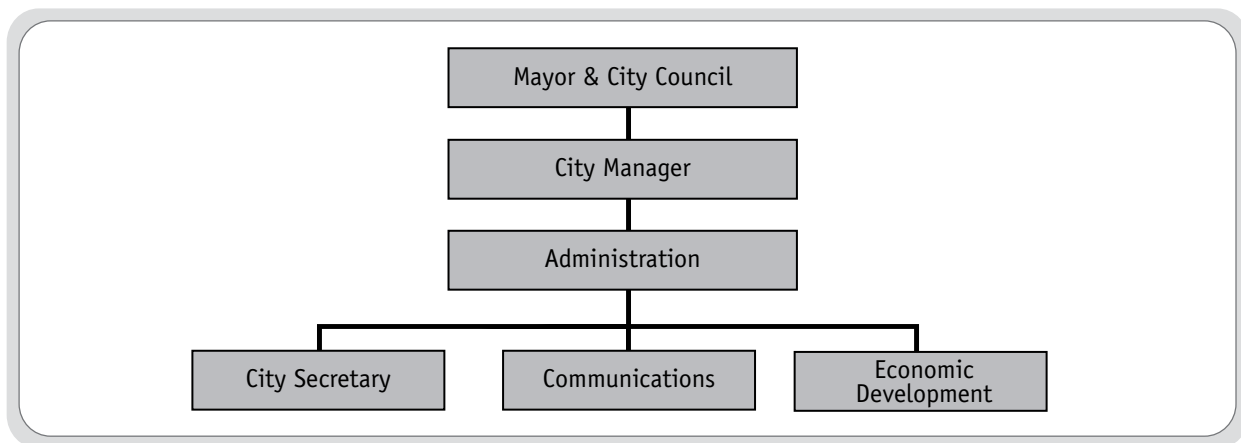
- Administration and Special Programs
- Infrastructure Development and Construction Management
- Operate & Maintain
- Building Construction & Facilities Maintenance

Administration Department

The Administration Department consists of the Mayor and six Council members, and the office of the City Manager. Together, these two bodies are responsible for the formulation and communication of public policy to meet community needs and assure orderly development in the City. In addition, the City Manager's Office provides for the general administration of the City and a multi-million dollar municipal organization providing a full range of municipal services to over 100,000 customers.

Vision: Citizens and visitors experience Round Rock as the "City of Choice."

Mission: Our mission is to provide leadership and foster a culture of high performance, thereby delivering customer value and enhancing public confidence and satisfaction in Round Rock city government."



Major Business Functions:

Mayor and Council: The Mayor and six Council members, acting as the elected representatives of the citizens of Round Rock, formulate public policy to meet community needs and assure orderly development in the City. The City Council appoints the City Manager, City Attorney, Municipal Court Judge and various citizen boards and commissions. The City Council's public policy activities include adopting the City's annual budget and establishing general objectives, reviewing and adopting all ordinances and resolutions, and approving purchases and contracts as prescribed by City Charter and State Law. Focus has been placed on diversifying the City's economy to sustain growth rather than relying heavily on tax increases.

Office of the City Manager: The City Manager's Office handles the general administration of the City and executes the policies of the City Council. The City Manager is directly responsible to the Mayor and City Council. The City Manager is also responsible for presenting an annual budget to the City Council. As Chief Administrators, the City Manager and Assistant City Manager oversee the day-to-day operations of the City by coordinating all City department activities and functions.

Communications: The Communications division develops internal and external communications and citizen participation initiatives. Most media relations are handled through this division. Emphasis is placed on engaging citizens in an ongoing dialogue about City policies and programs designed to instill an attitude of trust and understanding in local decision making. Transparency in government is achieved through use of new media types, including local access television, newsletters, and the City's Internet website, keeping citizens apprised of public forums for citizen involvement. The department serves its internal customers through the monthly employee newsletter, blogs, and employee surveys.

Office of the City Secretary: The City Secretary is the Records Management Officer of the City. This entails attending and keeping the minutes for all City Council meetings; maintaining all official City records, including ordinances, resolutions, contracts, easements, and deeds; publishing and posting legal notices; responding to open records requests, monitoring the terms and attendance of all Boards and Commissions of the City; and coordinating municipal elections.

Economic Development Partnership: Under the Economic Development Partnership with the Chamber of Commerce, the City's economic priority is to promote business recruitment, retention and expansion as well as market the City of Round Rock. The City's managerial staff, together with the Chamber of Commerce, tourism committee, citizens, and representatives of local businesses, works to formulate and implement strategies and programs that promote economic development and diversify the economic base of the community.

Key Customers:

The Administration department has both internal and external customers. Internal customers include the City Council, department directors, and all City employees. Externally, the department responds to resident and non-resident concerns, tourists, current and prospective commercial/business entities, government units, including local, state, federal, and non-profit agencies.

Customer Expectations and Requirements:

All these customers require an open forum to participate and be heard; timely, accurate and courteous response to their requests for information; responsiveness to their concerns and issues; efficient and effective provision of City services; and a competent and professional approach to handling the affairs of the City.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Maintain fiscal integrity & economic progress of the City (SP) Metrics:</p> <ul style="list-style-type: none"> On target with Economic Progress goals in the Strategic Plan and City Manager goals (SP) Maintain or improve bond ratings (CMG) <p>Responsibly manage city operating costs and assets (SP) Metrics:</p> <ul style="list-style-type: none"> Present balanced budget to City Council for adoption (CMG) Departmental budgets maintain levels of service Direction and authority provided to various work groups such as Best Practices Team, Right-Sizing Team, and Budget Team <p>Professional development opportunities provided to all employees through sharing of institutional knowledge and expertise, and training (CMG) - City-wide goal Metrics:</p> <ul style="list-style-type: none"> Professional development of city leadership (Executive Development) Professional development and cross training, where applicable, of all employees (R2E2 Academies) New Employee Orientation (Institutional knowledge) 	<p>Run the City ensuring operations reflect policy and strategic initiatives set by City Council (SP) Metrics:</p> <ul style="list-style-type: none"> City Manager quarterly evaluation (CMG) Strategic Plan implementation - Quarterly updates to Council Follow City Charter <p>Encourage economic diversification of the community (SP) Metrics:</p> <ul style="list-style-type: none"> Economic Development Partnership: Business recruitment, retention and expansion Bio Science initiative (SP) Marketing of the City – Sports Capital of Texas, Tourism, Arts & Cultural opportunities, Positive City designations (Safest City, Best Town for Families) <p>Facilitate and inspire quality improvement and accountability of all City operations (SP) Metrics:</p> <ul style="list-style-type: none"> Each employee has Line of Sight, Individual Balanced Scorecard, and Values Behavior Assessment for two-way discussion with supervisor on a quarterly basis Strategic Plan Tracker Cross-Department process improvements (DSO)
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Project positive and professional public image and maintain good impression and reputation of the City as a whole (SP) Metrics:</p> <ul style="list-style-type: none"> Biennial Survey & Customer Service Survey Results Values Behavior Assessment <p>Maintain government transparency by communicating honestly and openly while being sensitive to confidential and controversial matters (SP) Metrics:</p> <ul style="list-style-type: none"> Round Rock Replay & City Focus Proactively engage citizens in open forums Media and Community Outreach (President's Roundtable, open house, public hearings, and media coverage) <p>Foster regional cooperation and partnerships with other municipalities and regional stakeholders (CMG) Metrics:</p> <ul style="list-style-type: none"> Brushy Creek Regional Utility Authority Williamson County Animal shelter Emergency Operation Center regional exercises <p>Cultivate an organizational commitment to working as a team and seeking input (CMG) Metrics:</p> <ul style="list-style-type: none"> Customer Service & Communication surveys (internal communication improvements) Consult with internal stakeholders Actively involve all departments with the strategic plan 	<p>Learn: Administration leads by example with continuous learning and staying abreast in our field (SP) Metrics:</p> <ul style="list-style-type: none"> Bio Science Industries Professional Training (LEAD, R2E2, LRR) Professional Certifications Continuing Education Program Conferences (Bleiker, TML, 3CMA) <p>Lead: Foster high performance environment through consistent, responsive and interactive leadership (SP) Metrics:</p> <ul style="list-style-type: none"> City Manager Evaluation Work in accordance with Values & Leadership Philosophy Brown Bag meetings with the City Manager Director Employee News Articles <p>Innovate: Stay current with technology, best practices, to improve services (SP) Metrics:</p> <ul style="list-style-type: none"> Land & Asset Management Software Development Services Office Online Code of Ordinances - Municode Automation of Open Records Requests (FOIA) Work Teams (Innovations, Best Practices, Customer Service) Polycom Pilot Program

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

General Fund Expenditures

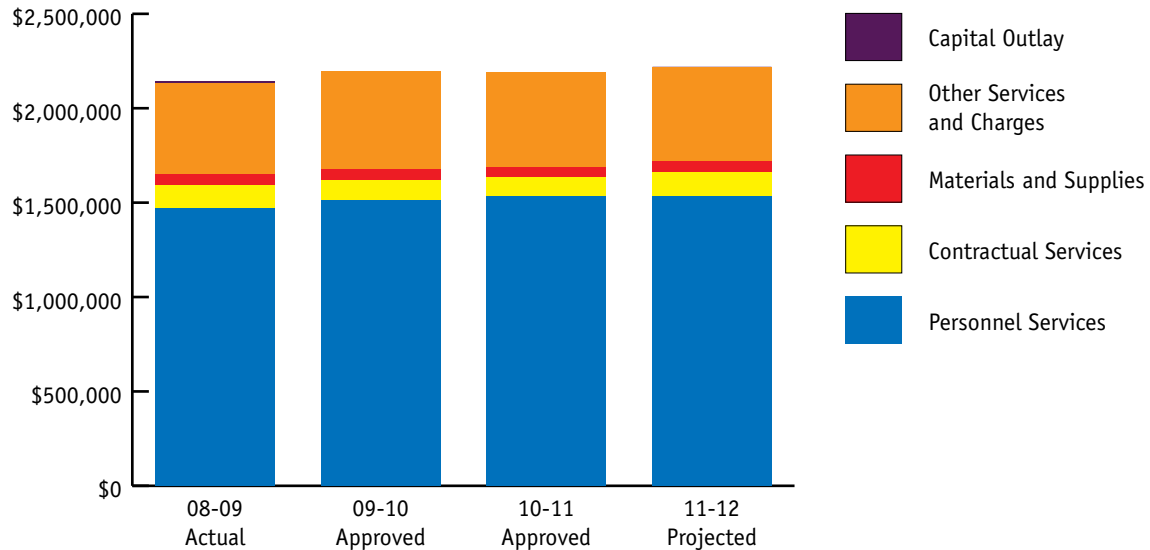
Administration

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Revised	2010-11 Approved	2008-09 Actual	2009-10 Revised	2010-11 Approved
City Manager	1	1	1	1.00	1.00	1.00
Chief Financial Officer*	1	1	0	1.00	1.00	0.00
Assistant City Manager	1	1	2	1.00	1.00	2.00
Assistant City Secretary	1	1	1	1.00	1.00	1.00
Communications Director	1	1	1	1.00	1.00	1.00
City Secretary	1	1	1	1.00	1.00	1.00
Information Specialist	1	1	1	1.00	1.00	1.00
Executive Administrative Assistant	1	1	1	1.00	1.00	1.00
Administrative Tech II	1	1	1	1.00	1.00	1.00
Administrative Tech III	1	1	1	1.00	1.00	1.00
Administrative Support Coordinator	1	1	1	1.00	1.00	1.00
Technology Specialist	1	1	1	1.00	1.00	1.00
Emergency Mgmt. Coordinator	1	1	1	1.00	1.00	1.00
Total	13	13	13	13.00	13.00	13.00

* Re-titled position to Assistant City Manager

Administration

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$1,467,831	\$1,513,497	\$1,532,475	\$1,534,530
Contractual Services	123,652	106,498	102,056	128,256
Materials and Supplies	61,034	53,225	51,575	53,875
Other Services and Charges	479,661	523,535	503,740	501,840
Capital Outlay	8,500	0	0	0
Total Expenditures:	\$2,140,678	\$2,196,755	\$2,189,846	\$2,218,501
Expenditures per Capita:	\$21.96	\$21.79	\$21.20	\$20.97

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Administration	2.5%	2.6%	2.7%	1.8%	1.8%	1.9%



Development Services Office

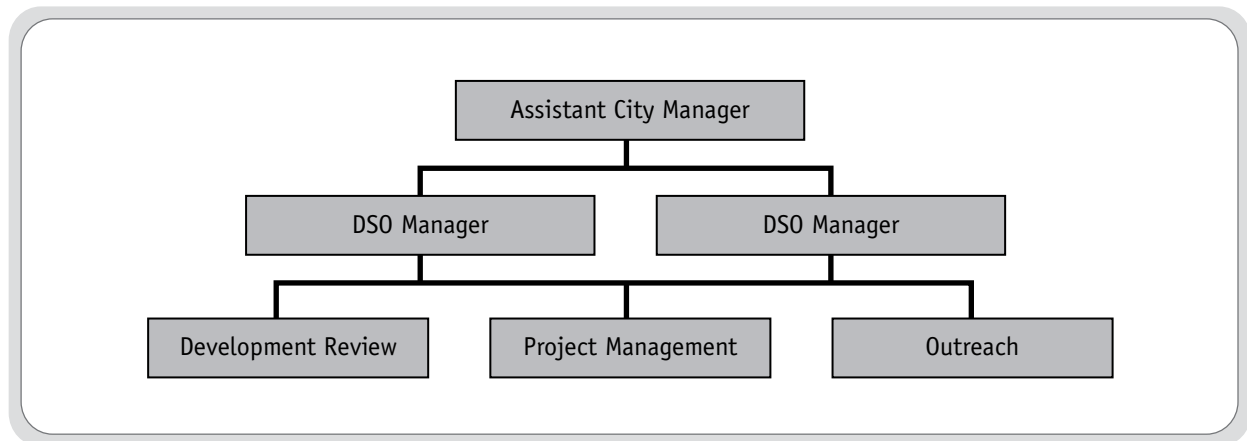
The DSO is an independent office which acts as a liaison and facilitating mechanism in providing both a central point of contact for development and a coordinating agency for the flow of development information to the rest of the City's departments. It is composed of planning and engineering personnel who are able to collect and broadcast the information throughout the rest of the City tied to the successful facilitation of development projects that are in line with the City's development philosophy.

The DSO is the central point of contact for development projects from the platting through the final construction acceptance phase. This includes activities ranging from walk-in questions about potential or

current developments to subdivision and development plan review to pre-development conferences to construction coordination with inspection to project close-out.

Vision: The DSO sees the future vision of the City of Round Rock being the result of the quality of developments yet to be constructed.

Mission: Our mission is to ensure the quality of the built environment on behalf of the citizens by fostering respectful collaboration and excellent customer service to the Development Community. The DSO shall regulate all aspects of development with a spirit of consistency, integrity and a mutual goal of accommodating a robust economy in a desirable, safe and sustainable environment.



The Development Services Office (DSO) consists of three programs. These are development review authority, project management, and outreach to the development community. The DSO is funded by the City's general fund.

Major Business Functions:

Development Review Authority is provided for the following processes: site development, subdivision (engineering aspects), Zoning Board of Appeals (ZBA), sign permit, and license agreements. Through the administration of these processes, the DSO is responsible to ensure development activities comply with City regulations.

Project Management is provided to ensure a consistent, predictable and customer service approach to development compliance. While several review processes occur outside the authority of the DSO, the office remains engaged at all times. The DSO provides project management skills and serves an advisory role on the following processes: building and construction inspection; Planned

Unit Developments (PUD); rezoning applications; General Plan amendments; ordinance amendments; and development agreements

Outreach is provided to build effective working relationships with stakeholders. As such, the DSO meets regularly with representatives from the development community and continually seeks their feedback through surveys. Quarterly newsletters are also produced detailing process and ordinance changes.

Key Customers:

The DSO is unique amongst many other divisions within the City in that we will have to coordinate and work directly with nearly every other department. Our primary customers, however, are the development community owners, developers, design professionals, and construction personnel who we will interact on a day-to-day basis. Providing unmatched customer service is one of this office's prime directives from City Council.

Customer Expectations and Requirements:

Our external customers will continue to demand our assistance in helping bring their projects in at the lowest possible cost to them while still meeting all of the City's requirements for quality and code and ordinance compliance.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Administer the site development permit; engineering subdivision review; building permit zoning review; and sign ordinance in alignment with adopted regulations, the City Council's development philosophy, and applicable state and federal statutes to ensure orderly, efficient, and high quality development of land and infrastructure by means of fairly and consistently applying City regulations to development proposals (SP, CMG, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Measure the number of escalation issues received (SP = Economic Progress) • Ensure development applications are consistent with council adopted regulations. <p>Recognize the benefits of creativity, while clearly defining expected standards of quality (SP, CMG, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Track amendments to the land development regulations with input from the development community that allow bounded flexibility (SP = Economic Progress) <p>Provide superior and efficient development services by utilizing specific target measurements to remain competitive (SP, CMG, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Compare development regulations against benchmarked Cities. (SP = Economic Progress) <p>Continuously strive to improve – Making it Happen Strive for cost and time efficiencies for the City and development community. Utilize appropriate technology to enhance communication and efficiencies (CMG, DP, SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Analyze the development process periodically to ensure that cost and time efficiencies have been integrated. Look for new ways to use existing and/or new technologies to achieve additional efficiencies. (SP = Economic Progress) 	<p>Timely consider and research economic impact of regulation changes and departmental policies and address accordingly prior to implementation. Seek and value the input of all stakeholders when considering ordinance and process changes (SP, CMG, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Seek input from the development community consistently relative to the financial impact of the regulations prior to presenting staff recommendation. (SP = Economic Progress) <p>Provide clear and understandable development standards that are easily accessible. Provide documented code references when changes are required (CMG, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Respond to all inquiries about the source of the development standards concerns and clarify ordinances where inconsistencies or vagueness occurs. (SP = Economic Progress) <p>Monitor all development activities to ensure efficiency, a resolution to interdepartmental issues, and provide a clear appeal authority (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Analyze the development process continually to ensure that cost and time efficiencies are met. Look for new ways to solve unique problems relating to institutional barriers. (SP = Economic Progress)
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Provide prompt and courteous service by qualified staff members who recognize the economic implications of their decisions (CMG, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Analyze the survey responses and report results. (SP = Economic Progress) <p>Communicate in a timely, helpful, and professional manner (CMG, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Respond to all inquiries w/in 24 hrs. • Review 100% of development applications w/in the time allotted under the rules. <p>Welcome and encourage the opportunity to meet at any point in the development process (CMG, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Meet with all applicants at least twice during the development process. 	<p>Maintain a cross-trained, economically savvy, educated, and experienced staff that consistently delivers a high level of professional performance (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Provide annual customer service training to all employees in the DSO. Include as many members of the inspection services group whenever possible. <p>Provide adequate resources and opportunities to ensure continuing education credits or other requirements for maintaining professional certification and licensing are satisfied (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Maintain all requirements necessary to renew professional licensing for professional engineering and AICP registrations in the office. <p>Develop and maintain respectful effective working relationships with the development community (CMG, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Continue to hold one-on-one meetings to solicit feedback and maintain effective communicative relationships with council, commissioners, other departments, and the outside development community.

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

General Fund Expenditures

Development Services Office

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Principal Planner*	0	0	0	0.00	0.00	0.00
Development Services Manager	0	0	1	0.00	0.00	1.00
Senior Planner	0	0	1	0.00	0.00	1.00
Admin. Tech II	0	0	1	0.00	0.00	1.00
Engineer III**	0	0	0	0.00	0.00	0.00
Engineer Manager	0	0	1	0.00	0.00	1.00
Engineering Assistant I/III	0	0	3	0.00	0.00	3.00
Planning Technician	0	0	2	0.00	0.00	2.00
Total	0	0	9	0	0	9.00

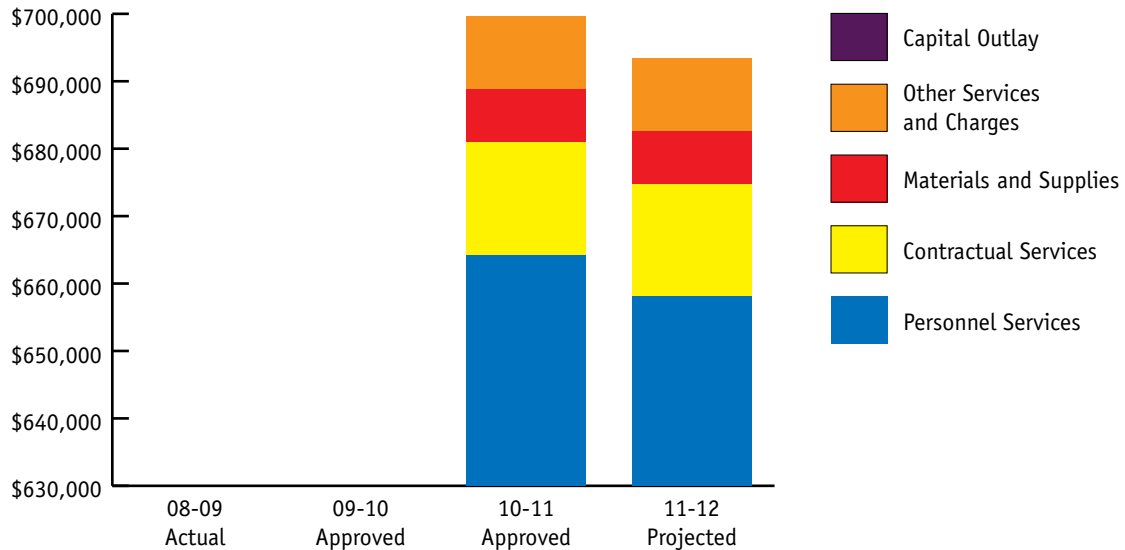
New Department FY 2011

* Re-titled position to Development Services Manager

** Re-titled position to Engineer Manager

Development Services Office

Expenditures by Category



New Department FY 2011

Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	0	0	\$664,238	\$658,049
Contractual Services	0	0	16,682	16,682
Materials and Supplies	0	0	7,925	7,925
Other Services and Charges	0	0	10,720	10,695
Capital Outlay	0	0	0	0
Total Expenditures:	0	0	\$699,565	\$693,351
Expenditures per Capita:			\$6.77	\$6.55

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Development Services Office	0.0%	0.0%	0.9%	0.0%	0.0%	1.3%



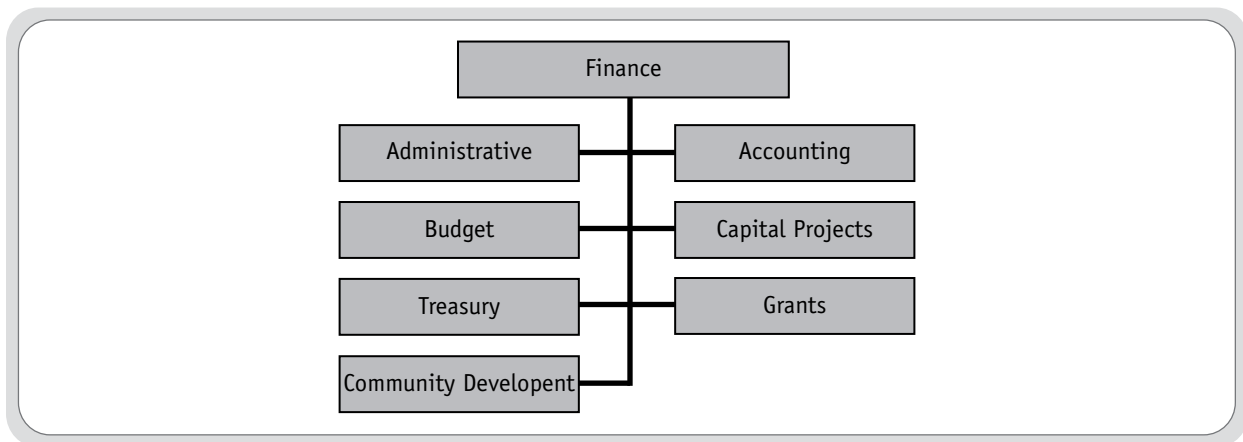
Finance Department

Management responsibility for all of the City's financial activity is centralized in the Finance Department. The Assistant City Manager/Chief Financial Officer (ACM/CFO) develops, oversees and communicates strategic financial planning and programs. The Director of Finance is responsible for the City's financial policies, debt management and the day-to-day operations of the Finance Department and its program divisions. Major areas of responsibility include accounting, reporting, payroll, utility billing and collection, purchasing, budget operations, and treasury management. Other duties of the department include processing accounts payable transactions for all City programs, publishing the City's monthly, quarterly and annual financial statements, administering the City's cash management and

investment program, coordinating the capital improvement program, invoicing miscellaneous receivables and maintaining all capital asset records.

Vision: Provide leadership and direction to maintain the financial stability of the City and prepare for future growth.

Mission: The Finance Department is responsible for financial planning, policy development and administration of the City's financial activities.



MAJOR BUSINESS FUNCTIONS:

Administrative: Responsible for financial planning for the organization, policy development, and deployment of financial policy.

Accounting: Responsible for maintaining the financial records of the City. This includes processing and recording all receipts and disbursements of City funds, recording the fixed assets of the City, reconciling City records with the City's depository bank and other agencies, performing the City's payroll function, reporting of financial information on City grants, assisting the City's external auditors during the annual audit, and reporting financial results to City management, departments, citizens, and other agencies as needed.

Budget: Responsible for producing the City's annual operating budget and providing various subsidiary budgets to management and City Council. It is also responsible for generating projections, monitoring of departmental budgets and proactively helping departments identify ways to conserve budget dollars while maintaining operational service levels.

Capital Projects: Responsible for the financial planning and management of the City's capital improvement project funds. This involves working closely with various City departments and project managers to develop budgeting, cash flows, disbursements, monthly balancing and reporting of capital projects. This program is also tasked with coordinating the City's five-year Capital Improvement Project (CIP) Process and produces financial information to assist the City auditors, project managers, and others.

Treasury: Responsible for the cash management and investment of City funds. This includes the daily transferring and settling of the City's depository funds, investing excess funds, and reporting investments in accordance with the Texas Public Funds Investment Act and the City's Investment policy. This also includes maintaining working relationships with the City's depository bank(s), authorized broker/dealers, and the City's safekeeping agent. Finally, it includes making sure City funds are collateralized in accordance with the Texas Collateral Act for Public Funds and the City's Investment policy.

General Fund Expenditures

Finance

Grants: Responsible for assisting city departments to research, submit, administrate and report on grants which are available from various sources including Federal Grants and Earmarks, State Grants, Intergovernmental Agreements and others. Grant funds are used to offset costs that might be unfunded.

Community Development: Responsible for the development and management of neighborhood revitalization and economic development programs funded by Community Development Block Grant (CDBG) funds. Staff prepares and conducts meetings with the Community Development Advisory Commission and attends all Round Rock Housing

Authority board meetings. This office is responsible for ensuring compliance with federal regulations, developing, implementing, and monitoring CDBG funded programs, and reporting directly to the San Antonio HUD field office.

Key Customers:

The Finance Department has both internal and external customers. Internal customers include the City Council, the City departments, and all City employees. External customers include the citizens of Round Rock, various local, state and federal agencies, vendors used to provide goods and services to the City, and non-profit agencies.

Customer Expectations and Requirements:

All of these customers require accurate, timely, and professional reporting in accordance with legal and regulatory requirements. In addition, these customers require efficient processes, respectful and courteous assistance and responses for information, and timely and accurate payments.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Provide improved processes for more efficient financial management. (SP) Metrics:</p> <ul style="list-style-type: none"> • Understand the updated financial system and identify improvements • Provide adequate discussion and analytical opportunities for council regarding the budget process • Council feedback on budget process <p>Safeguard the city's assets and manage its financial resources to ensure fiduciary responsibility to the citizens of Round Rock (DP) Metrics:</p> <ul style="list-style-type: none"> • Maintain or improve bond ratings. • Unqualified Opinion on external annual audit. • Consider the effectiveness of internal controls processes. 	<p>Leverage technology to provide the most cost effective business processes. (SP) Metrics:</p> <ul style="list-style-type: none"> • Upgrade to Peoplesoft 9.1 for core functionality <p>Comply with and maintain legal and regulatory requirements (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Number of violations from external review agencies.
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Provide improved processes and reporting for more transparent financial data (SP) Metrics:</p> <ul style="list-style-type: none"> • Understand the updated financial system and identify improvements <p>Enhance departmental partnerships through technological advancements of the financial systems (SP, CMG) Metrics:</p> <ul style="list-style-type: none"> • Utilization of open two-way communication with departments to identify process and training improvement opportunities. 	<p>Provide fair, supportive, and stable work environment by equipping our employees with tools to be successful while encouraging employee development and creativity (DP) Metrics:</p> <ul style="list-style-type: none"> • Continue with main thing initiatives; • Assure that staff skill sets are responsive to enhanced technology and workplace developments. <p>Provide leadership that guides and supports employees to progressively plan for the future in order to achieve career and life goals (DP) Metrics:</p> <ul style="list-style-type: none"> • Maintain and enhance the accounting incentive programs • Assure that staff skill sets are responsive to enhanced technology and workplace developments. <p>Proactively identify and implement changes in technology, best practices, regulatory and legal requirements (DP) Metrics:</p> <ul style="list-style-type: none"> • Determine the applicability of changes and respond accordingly.

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

General Fund Expenditures

Finance

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Finance Director	1	1	1	1.00	1.00	1.00
Controller	1	1	1	1.00	1.00	1.00
Assistant Finance Director	1	1	1	1.00	1.00	1.00
Finance Programs Manager	1	1	1	1.00	1.00	1.00
Accounting Supervisor	1	1	1	1.00	1.00	1.00
Treasury Accountant	1	1	1	1.00	1.00	1.00
Budget Supervisor	1	1	1	1.00	1.00	1.00
Accountant II	1	1	1	1.00	1.00	1.00
Accountant I	1	1	1	1.00	1.00	1.00
Accounting Technician II	3	3	3	3.00	3.00	3.00
Business Consultant***	1	1	0	1.00	1.00	0.00
Budget Analyst II	1	1	1	1.00	1.00	1.00
Payroll Coordinator	1	1	1	1.00	1.00	1.00
Payroll Technician	1	1	1	1.00	1.00	1.00
Accounting Technician I	5	5	5	4.50	4.50	4.50
Administrative Tech III**	1	1	0	1.00	1.00	0.00
Administrative Assistant	0	0	1	0.00	0.00	1.00
Community Development Coordinator*	0	0	1	0.00	0.00	1.00
Grants Coordinator	1	1	1	1.00	1.00	1.00
Total	23	23	23	22.50	22.50	22.50

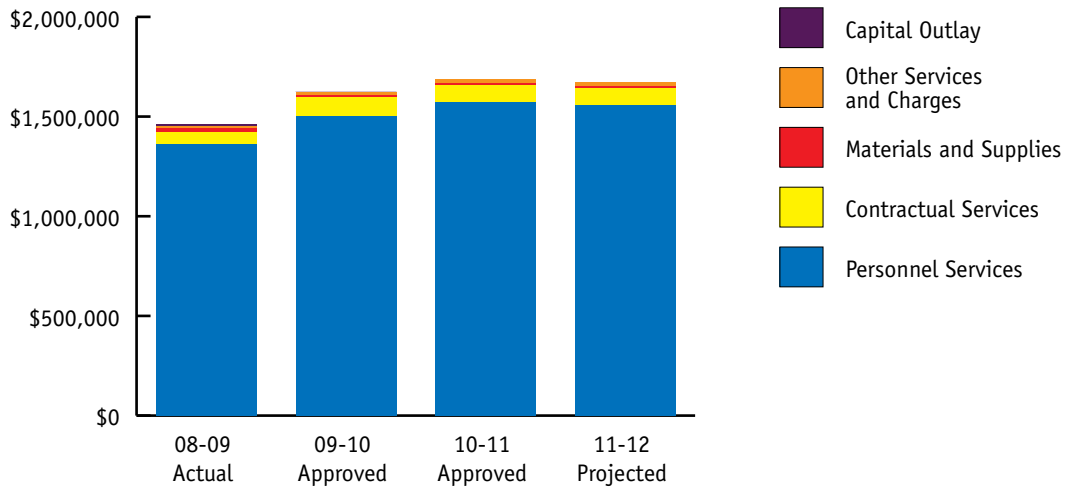
* CDBG position moved into Finance

** Re-titled position to Administrative Assistant

***Business Consultant eliminated

Finance

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$1,360,008	\$1,504,166	\$1,570,656	\$1,555,236
Contractual Services	63,410	91,284	88,481	88,481
Materials and Supplies	16,046	10,100	9,400	9,400
Other Services and Charges	12,280	18,900	17,170	17,170
Capital Outlay	11,421	0	0	0
Total Expenditures:	\$1,463,165	\$1,624,450	\$1,685,707	\$1,670,287
Expenditures per Capita:	\$15.01	\$16.12	\$16.32	\$15.79

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Finance	1.7%	1.9%	2.1%	3.2%	3.2%	3.3%

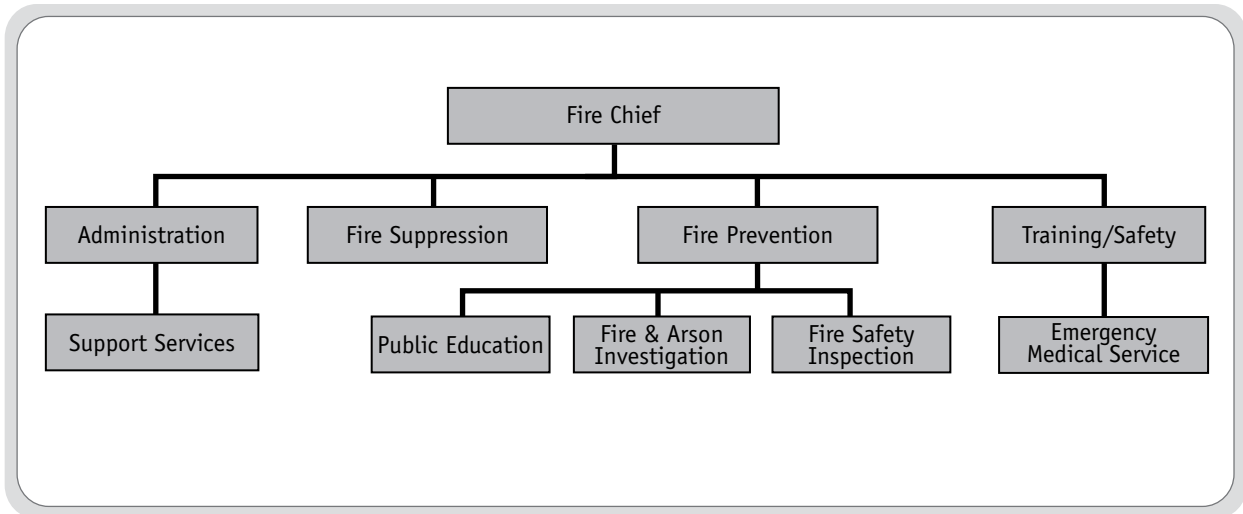


Fire Department

The Round Rock Fire Department's primary responsibility is to provide the emergency services required to meet the demands of a growing population. There is a constant, deliberate effort to provide our customers with the most current knowledge, methodology, and technology available in the realms of fire and emergency services through our training/safety program. The demands placed on personnel also necessitate the need for physical fitness and the most effective procedural training in order for firefighters to perform to the best of their ability in crisis situations. Attention is also given to the maintenance of all fire apparatus and peripheral equipment such as fire hydrants so that all tools will function properly when needed.

Vision: The Round Rock Fire Department is a professional and dynamic department that will provide exceptional public safety through dedicated individuals

Mission: Through a professional, well-trained, and safe work force, the members of the Round Rock Fire Department are committed to delivering the highest level of fire suppression, emergency medical, fire prevention, and disaster services within the City's financial capability for our rapidly changing residential, business, and corporate communities.



Major Business Functions:

The Round Rock Fire Department, (RRFD), consists of four Major Business Functions: Administration, Fire Suppression, Fire Prevention, and Training/Safety. The combination of these four major business functions is instrumental in the City's ability to provide excellent fire services to our citizens.

Administration: This division is responsible for the overall management and strategic planning of the Fire Department. In addition, this division is responsible for the professional development of our firefighters, recruiting functions, staffing, personnel, payroll, strategic budget, information technology, software support, scheduling tours, and demonstrations available to the public through the section. This division also functions as the on-call Emergency Operations Commander when required or as assigned by the Fire Chief. In addition, this division takes command of all incidents that exceed the capabilities of the on duty staff or any incident, when requested by the on-duty Shift Commander or, when directed by the Fire Chief.

Support Services, is responsible for asset accountability, vehicle maintenance, new programs, contracts, facilities maintenance, long-range planning, procurement of fire equipment, office supplies, janitorial supplies, expenditure of funds, maintaining the required records for National Firefighter Protection Association (NFPA), Texas Commission on Fire Protection, and Insurance Services Office, Inc. (ISO).

Fire Prevention: This division is responsible for public education, fire safety inspections, emergency preparedness, and fire and arson investigations.

The **Public Education** section delivers fire and life safety information to the citizens of Round Rock. Currently, programs are delivered in local elementary schools, festivals and through many business family days. Pre-school and middle school programs are also being developed.

General Fund Expenditures

Fire

The *Fire & Arson Investigation section* is responsible for ensuring that all fires within the City of Round Rock are investigated as to cause and origin. Fire personnel certified as both arson investigators and Texas Peace Officers are responsible for conducting criminal investigations on fires found to be incendiary in nature.

The *Fire Safety Inspection section* identifies and inspects all commercial businesses. In addition, it ascertains those properties that should be inspected semi-annually and those qualifying for self-inspection programs. Due to the amount of new construction, fire safety inspections are presently conducted primarily on new buildings, public schools, and for licensed facilities, such as child day care and nursing/health care facilities.

Training and Safety: This division is responsible for planning, coordinating and directing the training and safety programs, development of policies and procedures, overseeing the medical First Responder Advanced Provider (FRAP) program as well as providing continuing education for the Emergency Medical Technicians, (EMT). This division also functions as both the administrator and manager of the training records and certifications for the firefighters and EMTs. This division works with the Texas Commission on Fire Protection and the Texas Department of State Health Services to maintain the certifications required for completing our mission goals. The division also coordinates training with other departments and outside

agencies, in order to provide excellent fire and emergency medical service to our citizens. The division provides the much needed function of Safety Officer, using the guidelines set forth in National Firefighter Protection Association (NFPA) 1500 and manages the Firefighter Wellness program in conjunction with the City's Human Resources Department.

The *Emergency Medical Service Coordinator* is responsible for the implementation of the First Responder Advanced Provider (FRAP) program, that the firefighters maintain their Emergency Medical Treatment EMT certification, and manages the City's Automatic External Defibrillator (AED) program.

Fire Suppression: This division has seven fire stations staffed 24/7, with fire suppression personnel. The division is primarily responsible for fire suppression for all structural, vehicle, grass, dumpster, and other fires within the City of Round Rock and Williamson County Emergency Service District No. 9. The personnel at these stations also provide mutual aid to other communities surrounding the City. In addition, it is the responsibility of the station's suppression personnel to provide medical assistance, both emergency and non-emergency. Fire suppression personnel also respond to vehicle accidents, vehicle entrapments, water rescues, high/low angle rescues, and hazardous material clean-ups, provide carbon monoxide detection monitors, and stand by during the repairs of ruptured gas lines.

Key Customers:

This department primary responsibility is to provide emergency and non-emergency fire services to our citizens. In addition, we provide emergency fire services to Williamson County Emergency Service District No. 9 and have mutual aid agreements with other communities surrounding the City.

Customer Expectations and Requirements:

Our citizens expect this department to use our resources wisely, provide efficient, and effective emergency and non-emergency fire services to the community. The department bases its level of service on the Camry level of service which was reviewed and supported by our citizens. We used their input as a guideline for the Strategic Budget; for staffing, fire apparatuses, equipment, projecting future stations, and the placement of these stations. The department will continue to evaluate its operations and ensure that the provided resources are used efficiently and meet the fire service demand for a growing population.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Monitor budget expenditures and use our resources wisely. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Ensure our fire apparatuses and equipment are in a consent state of readiness and our buildings are in good repair. • Maintain staffing levels per City Policy. • Maintain asset dependability through comprehensive fire apparatus and asset maintenance and replacement programs. • Use the guidelines set by the city council to ensure that the resources use by the fire department serves our citizens best interest. 	<p>Analyze historical data and current trends and ensure we deploy our resources efficiently and effectively. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Stay abreast of industry changes and adapt policies that reflect best industry practices in line with local needs and City Policy. • Acquire property for a training facility and two new stations to meet the demands of a growing population • Used the 10-Year Projected Departmental Summary as a guideline for the Strategic Budget for staffing, equipment, projection of future stations, fire apparatuses and the placement of these stations.
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Provide fire suppression and emergency medical first responder services at the ALS & BLS levels; hazmat response and mitigation and technical rescue to our citizens. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Percentage of 1st unit on scene that responded with lights and sirens to medical emergencies inside the City limits within 4 minutes after going en route. • Percentage of 1st alarms with an effective firefighting force arrived on scene within 10 minutes after going en route. <p>Provide non-emergency services in plan review, pre-fire planning, citizen CPR & AED training, building inspections, and fire code enforcement and public education fire and life safety programs to our citizens. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Percentage of 1st unit on scene that responded with lights and sirens to all other non-fire related emergency incidents inside the City limits within 6 minutes after going en route. • Fire code enforcement; the percentage of new commercial buildings being inspected. • Fire code enforcement; the percentage of existing commercial buildings being inspected. 	<p>Provide opportunities for personal and professional growth. Encourage employee involvement in problem solving, and decision-making. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop and maintain a well-trained, diverse and competitive workforce to deliver services at or above the citizen preferred Camry service level. • Through a physical fitness initiative, develop and maintain a healthy work force. • Provide training, tools and equipment that maintain or enhance the firefighter's job skills. • Percent of suppression firefighters that maintain EMT certification. • Percent of suppression firefighters that completed 20 hours a month of company training. • Percent of officers that completed 16 hours a year of officer development training.

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

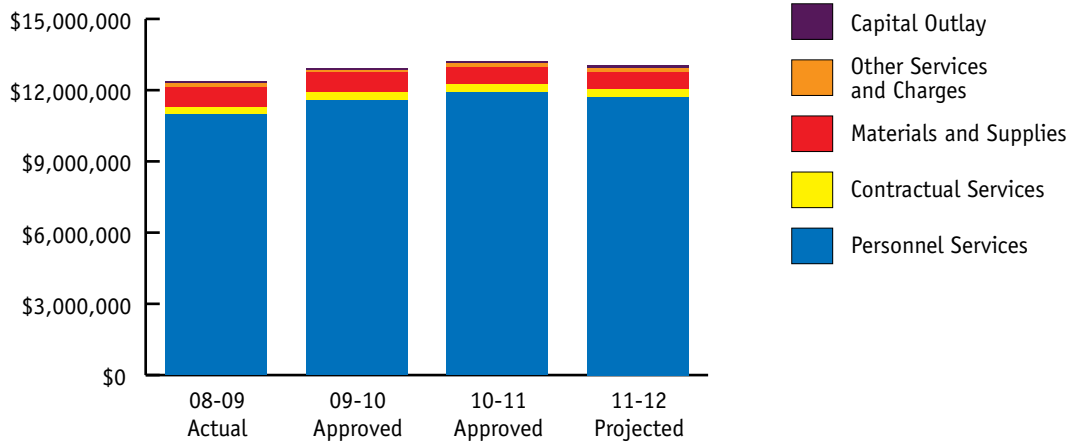
General Fund Expenditures

Fire

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Fire Chief	1	1	1	1.00	1.00	1.00
Assistant Fire Chief	1	1	1	1.00	1.00	1.00
Battalion Chief Shift	3	3	3	3.00	3.00	3.00
Battalion Chief Admin	1	1	1	1.00	1.00	1.00
Battalion Chief/Fire Marshal	1	1	1	1.00	1.00	1.00
Administrative Manager	1	1	1	1.00	1.00	1.00
Fire Captains Shift	12	12	12	12.00	12.00	12.00
Fire Logistics Officer II	1	1	1	1.00	1.00	1.00
E P Coordinator Captain	0	0	0	0.00	0.00	0.00
EMS Coordinator Captain	1	1	1	1.00	1.00	1.00
In-Service Training Captain	2	2	2	2.00	2.00	2.00
In-Service Training Driver	1	1	1	1.00	1.00	1.00
Fire Prevention Captain	1	1	1	1.00	1.00	1.00
Fire Lieutenant Shift	18	18	18	18.00	18.00	18.00
Fire Inspector Lieutenant	3	3	3	3.00	3.00	3.00
Driver Shift	24	24	24	24.00	24.00	24.00
Firefighter Shift	54	54	54	54.00	54.00	54.00
Office Manager	1	1	1	1.00	1.00	1.00
Administrative Technician I/III	2	2	2	2.00	2.00	2.00
Logistics Technician	1	1	1	1.00	1.00	1.00
Total	129	129	129	129.00	129.00	129.00

Fire

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$10,976,519	\$11,575,860	\$11,914,807	\$11,714,889
Contractual Services	309,761	341,580	316,188	311,543
Materials and Supplies	847,802	813,714	753,806	738,052
Other Services and Charges	133,794	120,400	127,900	127,900
Capital Outlay	110,301	53,770	100,200	152,690
Total Expenditures:	\$12,378,177	\$12,905,324	\$13,212,901	\$13,045,074
Expenditures per Capita:	\$126.96	\$128.03	\$127.91	\$123.30

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Fire	14.7%	15.4%	16.2%	18.3%	18.3%	19.1%

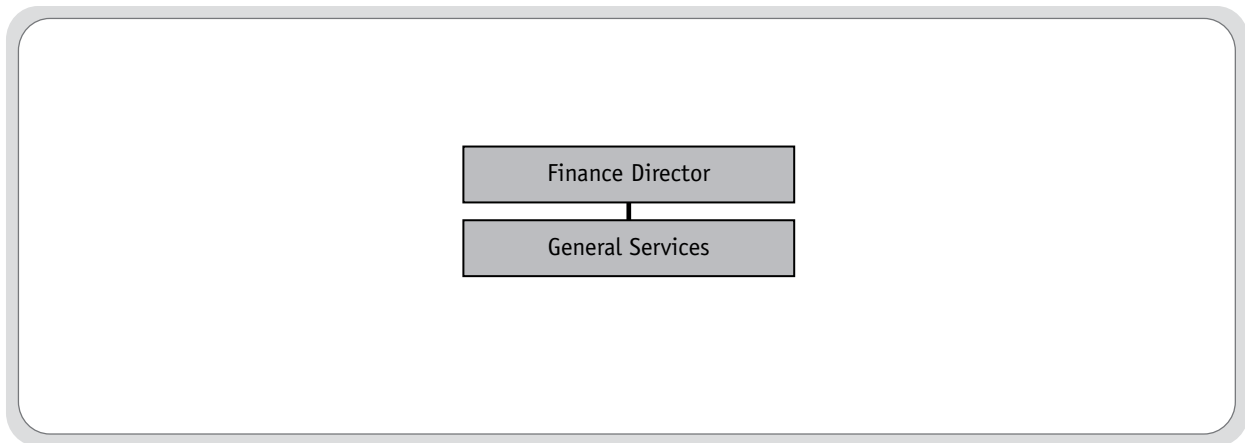


General Services Department

The General Services section of the budget provides funding for general government expenditures that are not allocable to any specific department. Due to the general, strictly financial nature of the Department's charge, oversight of the General Services Department's activities is the responsibility of the City's Finance Department.

Vision: Provide leadership and direction to maintain the financial stability of the City and prepare for future growth.

Mission: The mission of the General Services Department is to provide general financial monitoring, oversight, and support to the City of Round Rock for all expenditures that are not allocable to any specific department.



Major Business Functions:

General Services: General Services is a support department for the City of Round Rock. This purely fiscal responsibility center captures expenditures associated with non-allocable costs for city-wide related items. Examples of expenditures include various utility and maintenance costs for City Hall and city-wide expenditure items such as taxes and insurance. This function also provides funding for economic development efforts and the economic development and revenue sharing agreement between the City, Dell Inc. and other entities (addressed in the Budget Message). Finally, funding is also provided for not-for-profit social service agencies, compensation consultants, legislative lobbying, and City participation in state and national organizations such as the Texas Municipal League and the National League of Cities.

The process of funding social service agencies is as follows. A team consisting of Council members and City staff reviews agency applications using set criteria. Funding recommendations are presented to the City Council through the budget process.

Key Customers:

The General Services' primary customers include City departments. External customers are the non-profit agencies and vendors related to economic development activities and various services the City funds.

Customer Expectations and Requirements:

Provide general financial monitoring, oversight and support to City departments for all expenditures that are not allocable to any specific department. This department also responds to all administrative and departmental fiscal needs as necessary.

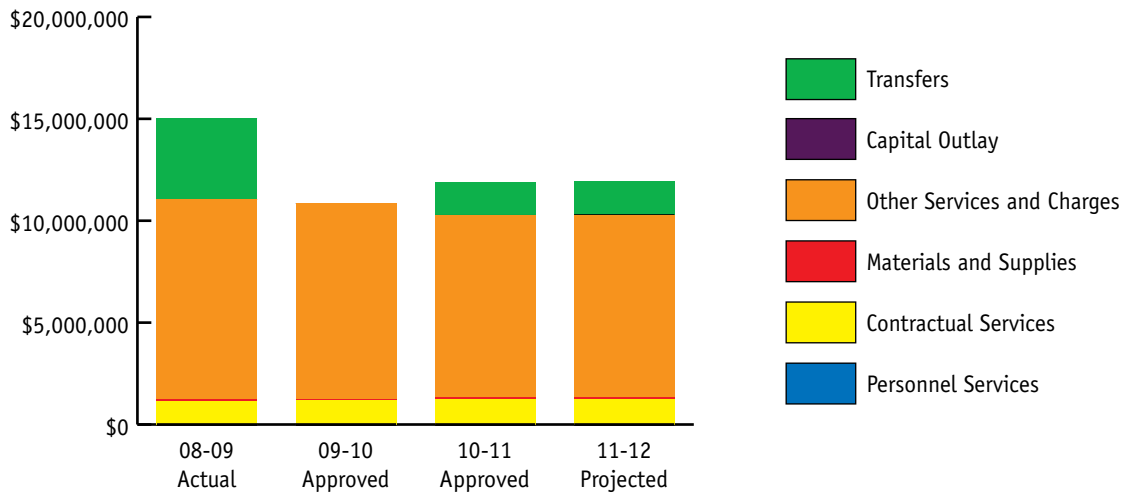
Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
None	0	0	0	0.00	0.00	0.00
Total	0	0	0	0.00	0.00	0.00

General Fund Expenditures

General Services

General Services

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$0	\$0	\$0	\$0
Contractual Services	\$1,171,441	\$1,186,299	1,266,100	1,267,100
Materials and Supplies	\$63,819	68,436	75,500	75,000
Other Services and Charges	9,825,810	9,577,276	8,907,138	8,945,438
Capital Outlay	0	18,000	18,000	18,000
Transfers	3,942,356	0	1,617,881	1,620,851
Total Expenditures:	\$15,003,426	\$10,850,011	\$11,884,619	\$11,926,389
Expenditures per Capita:	\$153.88	\$107.64	\$115.05	\$112.73

Operating Efficiencies:

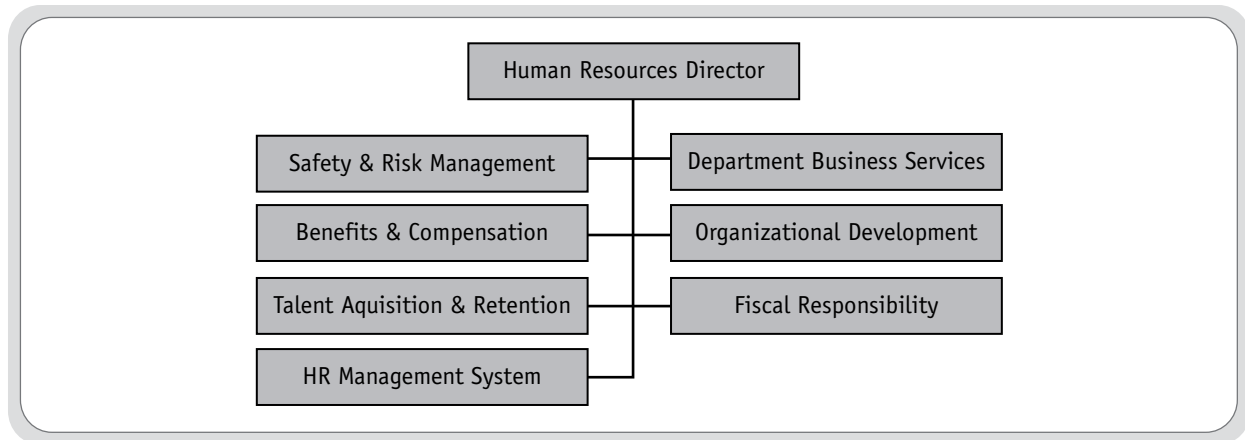
	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
General Services	17.8%	12.9%	14.6%	0.0%	0.0%	0.0%

Human Resources Department

The Human Resources Department (HRD) is responsible for providing direction and leadership in human resources matters that support our organization's success. Our focus is to provide the following HRD major business functions: Safety and Risk Management, Benefits and Compensation, Talent Acquisition and Retention, Department Business Services, Fiscal Responsibility and managing the Human Resource Management System.

Vision: A talented, dedicated and diverse Human Resource staff that contributes to making the City of Round Rock an employer of choice.

Mission: To attract, develop and retain a qualified and diverse workforce through positive Human Resource influences and practices in support of the City's mission.



Major Business Functions:

HRD is responsible for developing the organization's human resource capacity to meet its current and future operational and organizational objectives. The Human Resources Department's major business functions are:

Safety and Risk Management: The purpose of this program is to integrate and facilitate risk management thinking and occupational safety and health practices into business planning and daily operations. Risk Management, in cooperation with management and department representatives; continue to develop organizational and operational skills to respond actively and creatively to challenges that would constitute risk exposure to the City's assets and resources.

Benefits and Compensation: The Human Resources staff recommends and administers the City's benefits and compensation program consistent with its philosophy that the program will be internally equitable and externally competitive. Staff recommends to City management changes to Pay and Classification Plan and employee benefit programs based on market trends.

Talent Acquisition and Retention: Provides strategies and programs for recruiting, selecting, developing and retaining a workforce with the skills necessary to achieve City objectives. Embedded in the system is the employee development component tasked with enabling

employees to maximize their career potential by providing job advancement, learning, training, development opportunities, and effective performance management practices.

Department Business Services: Human Resource staff provides departments with assistance on the job classification process; performance management program; and enhances manager and employee understanding of human resource related policies and practices. Staff provides management consultation and group facilitation services for business planning

Organizational Development: This function supports consultation, facilitation and training services that assist the organization and employees in improving performance. In addition, HR staff works closely with department management on interpretation and training related to federal, state and local compliance. This focus also assists in diversity initiatives, workforce and succession planning, change management, team development and group dynamics, collaborative problem solving and team building.

Fiscal Responsibility: This function is tasked with the development of strategies related to the City's Total rewards. This involves ensuring that the City's compensation and salary administration system is internally equitable and externally competitive as well as monitoring and revisiting benefit cost control strategies.

General Fund Expenditures

Human Resources

Human Resource Management System (HRMS): This functional area manages the integrated human resources systems. HRMS maintains employment related records such as personal data, job data, pay, benefits, taxes, and leave records for all City employees. Other services provided by HRMS include: maintaining benefit records for retirees with medical coverage; online Talent Management and performance management process and the development and improvement of technology efficiencies, such as employee self service

Key Customers:

The Human Resources Department serves both internal and external customers. Internal customers include the City of Round Rock employees. We also serve and support our external customers which are applicants for open positions and citizen inquiries regarding property damage.

Customer Expectations and Requirements:

Both our internal and external customers expect a professional level of service and support. Our internal customers expect the Human Resources Department to deliver organizational leadership to support the long term strategy and short term activities. Employees have the expectations that Human Resources staff will provide timely and accurate responses to their questions as well as provide guidance for following policies and procedures. When a citizen enters the office, we represent the City of Round Rock; the expectation is to be heard, understood and to provide accurate, timely responses to questions.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Maintain and increase the City of Round Rock's capacity to hire and retain talent (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Complete compensation market study 2011. • Create customizable pre and post surveys for all training/professional development opportunities by Q3. • Establish formal Mentor Program Q4. <p>Manage mitigation, damages and subrogation through effective safety and risk management. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Maintain a 15 % reduction in property liability accidents and incidents and incidents losses for FY 2011. • Maintain a 15% reduction in number of Worker's Compensation losses for FY 2011. <p>Promote employee and retiree health and wellness strategies to control health care cost. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • 90% of eligible employees complete Health Risk Assessment data available end Q1 FY 2011. <ul style="list-style-type: none"> o # of attendees/eligible employees • 90% of all employees and dependants that are covered by the City's health plan participate in health screenings or attend health presentations throughout the fiscal year. <ul style="list-style-type: none"> # of screenings and presentations o # of attendees/covered employees and dependants 	<p>Maintain regulatory compliance as it relates to Human Resource practice and procedure. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Full compliance <p>Utilize technology to streamline processes and procedures. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Document department processes by Q2. • Analyze new and existing processes for automation recommendation by Q3. <p>Communicate and administer a compensation philosophy that is internally equitable and externally competitive that accurately reflect the organization's values, culture, and business strategies. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Implementation of self-service and online performance evaluation. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Citywide implementation and training of time management self-service module Q1/Q2. • Automation and set up of performance evaluation by Q2. • Citywide implementation and training of hpIMS Q3/Q4. <p>Create a Human Resource Customer Service Philosophy. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Establish and communicate Human Resource Customer Service Philosophy Q1/Q2. <ul style="list-style-type: none"> o Q1 – Establish o Q2 – Communicate 	<p>Optimize the talent of City of Round Rock employees. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Identify critical positions by Q2 • Complete GAP analysis on the organizations current state vs. future needs (skills and competencies) by Q3. • Identify appropriate measures for succession planning that fit the organization by Q3 • Reporting capability within performance evaluation system that will enable the use of employee performance and development plan data. Q3/Q4 • Develop framework derived from GAP analysis to create and propose best practices in succession planning to management by Q4

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

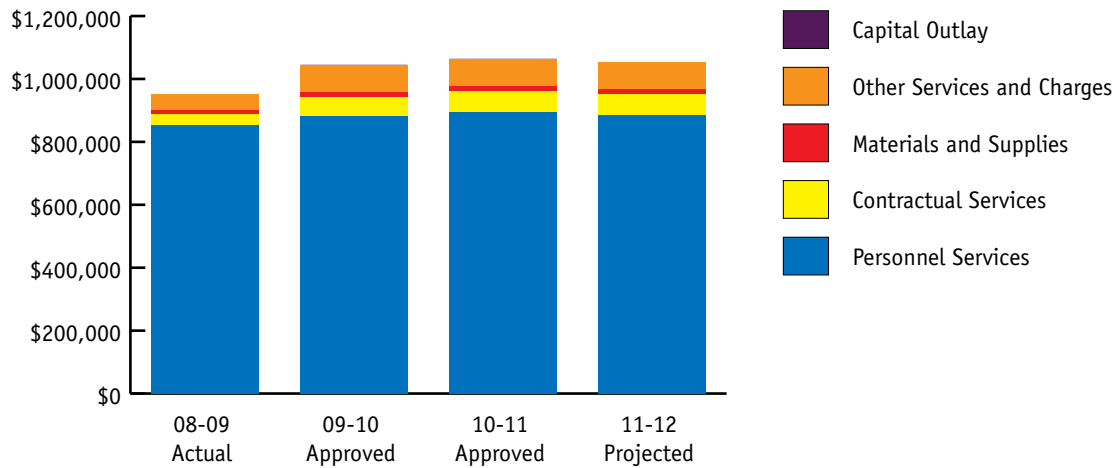
General Fund Expenditures

Human Resources

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Human Resources Director	1	1	1	1.00	1.00	1.00
Human Resources Benefits Manager	1	1	1	1.00	1.00	1.00
Safety/Risk Manager	1	1	1	1.00	1.00	1.00
Safety Program Coordinator	1	1	1	1.00	1.00	1.00
Senior Human Resource Manager	0	0	0	0.00	0.00	0.00
Human Resources Generalist	4	4	4	4.00	4.00	4.00
Human Resources Assistant III	1	1	1	1.00	1.00	1.00
Human Resources Assistant II	1	1	1	1.00	1.00	1.00
Human Resources Assistant III - P/T	1	1	1	0.75	0.75	0.75
Total	11	11	11	10.75	10.75	10.75

Human Resources

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$854,462	\$881,889	\$894,274	886,845
Contractual Services	34,798	58,993	67,838	65,582
Materials and Supplies	12,517	17,855	15,725	14,725
Other Services and Charges	48,642	85,660	85,660	85,660
Capital Outlay	3,000	0	0	0
Total Expenditures:	\$953,419	\$1,044,396	\$1,063,497	\$1,052,812
Expenditures per Capita:	\$9.78	\$10.36	\$10.30	\$9.95

Operating Efficiencies:

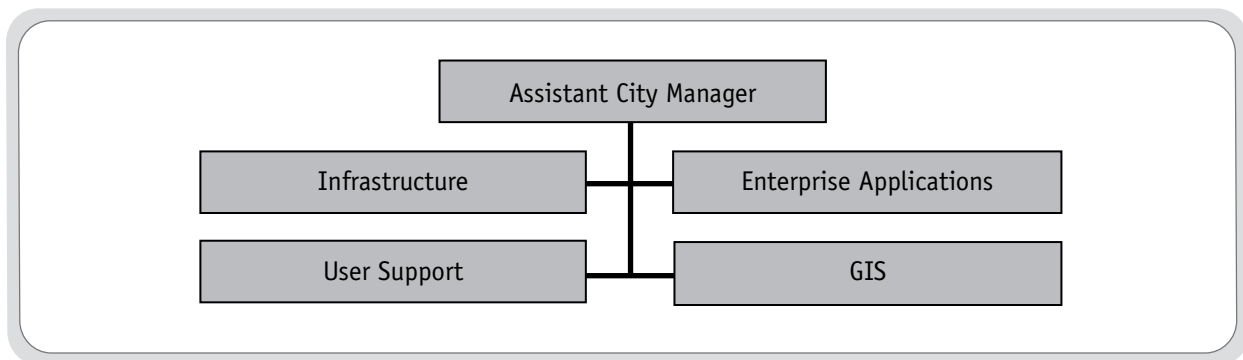
	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Human Resources	1.1%	1.2%	1.3%	1.5%	1.5%	1.6%



Information Technology & Communications Department

The Information Technology and Communications Department's (ITC) primary functions are to maintain and support the hardware and software infrastructure within the City government, assist in procurement and training for all major software systems, and help guide all departments in forming plans for their future use of technology.

Mission: The ITC department's mission is to assist all City departments to become more productive through the use of technology, to safeguard relevant data, and to increase the sharing of important governmental information between City departments.



Departmental Program Summary:

The Round Rock Information Technology & Communication Department consists of five programs described below:

Tech Support Help Desk: The largest function of the ITC department is managing day-to-day help, maintenance, and procurement calls. The department maintains a database of current issues and needs, and deploys personnel as needed to assist in these matters.

Data Network Infrastructure Support: The Network Administrator staff is responsible for the planning, implementation and management of the data connectivity throughout the City government and with various outside entities. The security of this network, both protection from external forces and the integrity of internal resources is a primary duty in this program.

Enterprise Applications & Database Support: All City information systems and required database support is currently the primary duty of this group. This group supports several major information systems: OSSI (Police), Firehouse (Fire), Class (PAR), Microsoft SQL databases, Horizon (Library) Sybase database, PeopleSoft (Finance) and Highline (Human Resources) Oracle databases are areas of support and maintenance support for database systems city-wide is provided through this program. The implementation of our new Land Management System and supporting database system will become a much larger portion of the support duties. Assis-

tance in project management, implementation planning and procurement of new systems utilizing database platforms is also provided. reduce paper consumption. A paramount objective is to ensure that our IT plan was aligned with the City's

Web Technology Support: Web Technology support is currently the primary duty of a single position, though this position is assisted by the entire ITC team as well as a member of the Communication Director's staff. Responsibility in this area is split between the public access website and all Intranets.

GIS Support: This group's duties include coordinating the use of GIS (Geographic Information Systems) and spatial data throughout the City. In addition to helping directly with the existing GIS users in Planning, Public Works, Police and Fire; ITC/GIS will guide all departments to realize and take advantage the power of location as a data element in their everyday work. With both standard GIS programs and new enterprise management systems, we must tie many of our processes to the primary data key of location to increase our productivity and understanding of the services provided to our citizens.

Major Business Functions:

The ITC department continues to implement the IT strategic plan and tactical plans which focused on identifying efficiency gains, improving our effectiveness and enhancing our customer service. The ITC department has implemented major technology improvements to our core network infrastructure and information systems. These improvements have included future technology architecture and migration paths (projects), system replacement projects/upgrades that will allow the City to migrate from older technologies, streamline business processes and eliminate/reduce paper-based processes based on

industry best practices. A paramount objective was to ensure that our IT plan was aligned with the City's strategic plan and goals.

The ITC/GIS group's main focus is to provide the spatial data infrastructure and expertise in geographic technologies to support the city's mapping and location analysis needs. Using GIS an integrating technology; our customers can visualize and analyze disparate data using the common key of location.

Key Customers:

The ITC department supports all internal City Departments technology hardware and software resources. In addition, we coordinate and collaborate with external agencies: RRISD, WCAD, BCRUA, Time Warner and several hardware and software vendors to ensure that the City's technology requirements are fulfilled.

Customer Expectations and Requirements:

The ITC department continues to address the City's needs to develop ways of utilizing technologies to enhance all departments' effectiveness and efficiency, streamline business processes to maximize our technology investment and improve our customer service.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Ensure the City's future technology needs and IT services are strategically aligned and prioritized to meet the City's business objectives. (SP) Metrics:</p> <ul style="list-style-type: none"> Continue to implement the goals and objectives outlined in the ITC strategic plan. Continue to facilitate City Strategic Plan. <p>Incorporate the use of the ROI decision support tool on all IT related projects. (DP) Metrics:</p> <ul style="list-style-type: none"> Develop ROI tool that will be used to evaluate the Return on Investment for technology related projects. <p>Maximize organization value through the use of the cost containment strategy as part of the IT Infrastructure. (DP) Metrics:</p> <ul style="list-style-type: none"> Continue to review all IT related expenditures and identify areas where we can reduce cost and streamline our efficiencies. <p>Consolidate and Optimize the use of ITC hardware infrastructure and software information systems. (SP) Metrics:</p> <ul style="list-style-type: none"> Continue to consolidate hardware (servers & workstations) and information systems (software) to reduce our long term costs. 	<p>Establish service delivery standards comprised of a collection of IT best practices to anticipate trends, eliminate redundancy and improve quality. (DP) Metrics:</p> <ul style="list-style-type: none"> ITC Service Level Agreements with each department. <p>Establish, document, and communicate procedures based on known IT processes. (DP) Metrics:</p> <ul style="list-style-type: none"> ITC Policy and Best Practices documentation.
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Ensure customer/user satisfaction with IT services. (DP) Metrics:</p> <ul style="list-style-type: none"> ITC Service Level Agreement. Utilization of ITC Help Desk tool to survey customer satisfaction after delivery of service. <p>Foster partnerships with IT customers/users/citizens and business community. (SP) Metrics:</p> <ul style="list-style-type: none"> Meet with Departments on monthly basis to discuss business requirements related to new technology projects and solutions. <p>Communicate internally/externally to create, strengthen and preserve a collaborative approach to communicating with our customers. (SP,DP) Metrics:</p> <ul style="list-style-type: none"> Institute formal Technology Review Committee. Utilization of Technology Implementation Planning System (TIPS). 	<p>Provide leadership to the City in its use of and investment in technology. (SP) Metrics:</p> <ul style="list-style-type: none"> Continue to implement the goals and objectives outlined in the ITC strategic plan. Continue to facilitate City Strategic Goal 8. <p>Build expertise of IT personnel with regular training and education programs. (DP) Metrics:</p> <ul style="list-style-type: none"> Develop and Fund formal training plans and education programs for ITC staff. Provide opportunities for Cross-Training within the department and organization. <p>Development of policies and procedures to support and foster innovation in the newly developed strategically aligned IT department. (DP) Metrics:</p> <ul style="list-style-type: none"> ITC Policy and Best Practices documentation. Compile "How To" and "Knowledge Based" documentation.

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

General Fund Expenditures

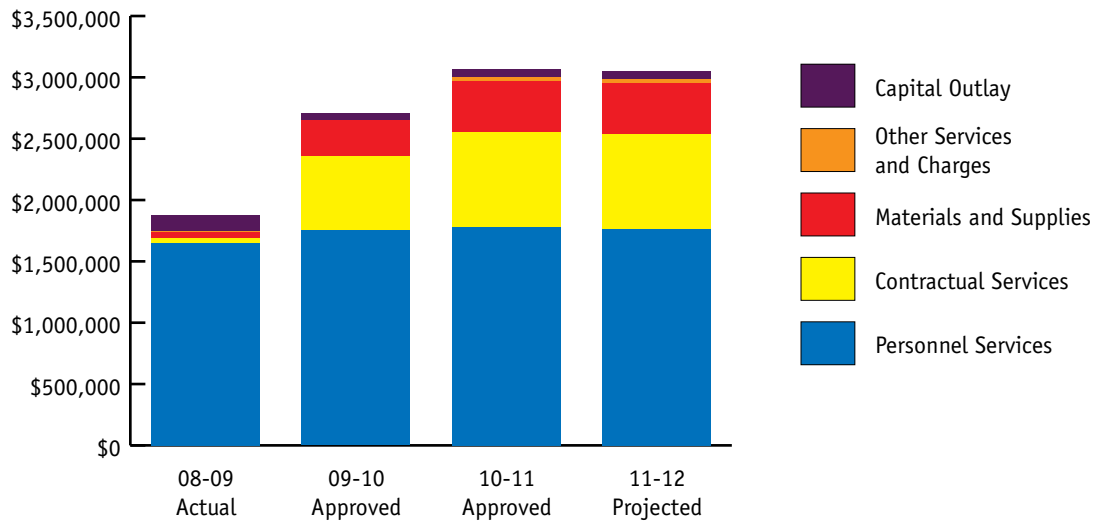
Information Technology & Communications

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Enterprise Applications Manager	1	1	1	1.00	1.00	1.00
Infrastructure Manager	1	1	1	1.00	1.00	1.00
Technology Specialist II	1	1	1	1.00	1.00	1.00
User Support Manager	1	1	1	1.00	1.00	1.00
Information Systems Manager	0	0	0	0.00	0.00	0.00
Computer Support Technician	2	2	3	2.00	2.00	3.00
Database Administrator	2	2	2	2.00	2.00	2.00
GIS Analyst	2	2	2	2.00	2.00	2.00
GIS Coordinator	1	1	1	1.00	1.00	1.00
GIS Specialist	2	2	2	2.00	2.00	2.00
GIS Technician	1	1	1	1.00	1.00	1.00
Network Administrator I-III	3	3	3	3.00	3.00	3.00
Senior Network Administrator	1	1	0	1.00	1.00	0.00
Systems Administrator I-III	1	1	2	1.00	1.00	2.00
System Analyst	1	1	1	1.00	1.00	1.00
Systems Support Specialist *	1	1	0	1.00	1.00	0.00
Web Administrator	1	1	1	1.00	1.00	1.00
Total	22	22	22	22.00	22.00	22.00

* Re-titled position to Systems Administrator

Information Technology & Communications

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$1,647,973	\$1,752,324	\$1,778,936	\$1,763,803
Contractual Services	44,189	607,973	770,072	770,072
Materials and Supplies	43,104	291,914	421,749	421,749
Other Services and Charges	15,947	80	26,080	26,080
Capital Outlay	124,853	49,489	73,000	73,000
Total Expenditures:	\$1,876,066	2,701,780	\$3,069,837	\$3,054,705
Expenditures per Capita:	\$19.24	\$26.80	\$29.72	\$28.87

Operating Efficiencies:

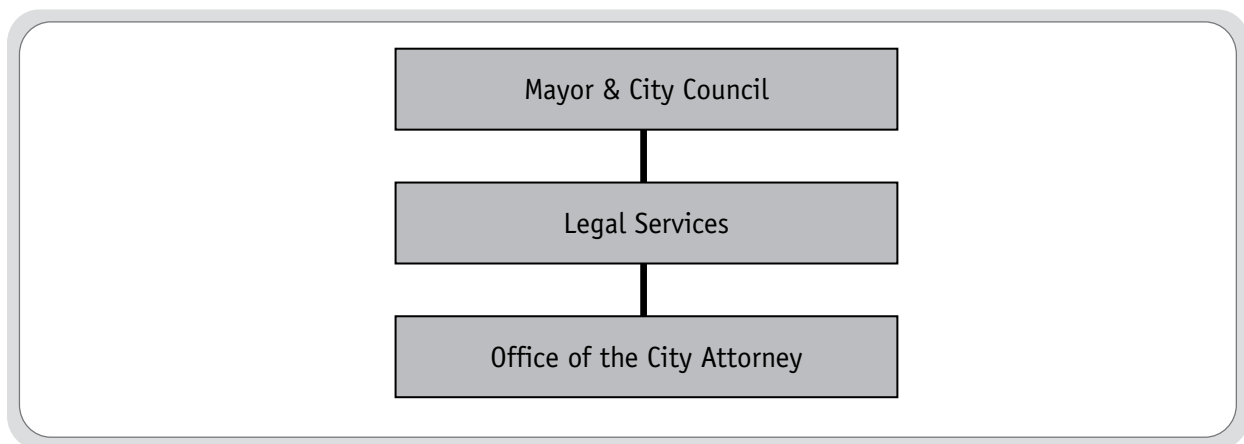
	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Information Technology & Com.	2.2%	3.2%	3.8%	3.1%	3.1%	3.2%



Legal Services Department

The Legal Services Department consists of the appointed City Attorney, the special counsel for the Ethics Commission, the special counsel for the Civil Service Commission, and other outside attorneys retained from time to time to represent the City in specific matters. The City Attorney, Stephan L. Sheets of the law firm Sheets & Crossfield, PC, is assisted by six other attorneys, five legal assistants, and two clerical employees

Mission: To provide competent professional and timely legal services at reasonable rates.



Major Business Functions:

As set forth in the Round Rock City Charter, the City Attorney is generally responsible for all legal affairs and reports directly to City Council. The duties of the City Attorney include: providing legal advice to Council, boards, commissions, and City departments; prosecutorial duties in Municipal Court; real estate matters including acquisitions, dispositions, and trades; representing the City in all litigation; and preparation and review of all contracts, resolutions, ordinances, and items presented to Council and the City Manager. Other outside attorneys may be retained as warranted to represent the City in special matters.

Key Customers:

Internal customers include the City Council, City Manager, department directors, and all City employees.

Customer Expectations and Requirements:

The internal customers expect prompt, competent legal advice at reasonable rates.

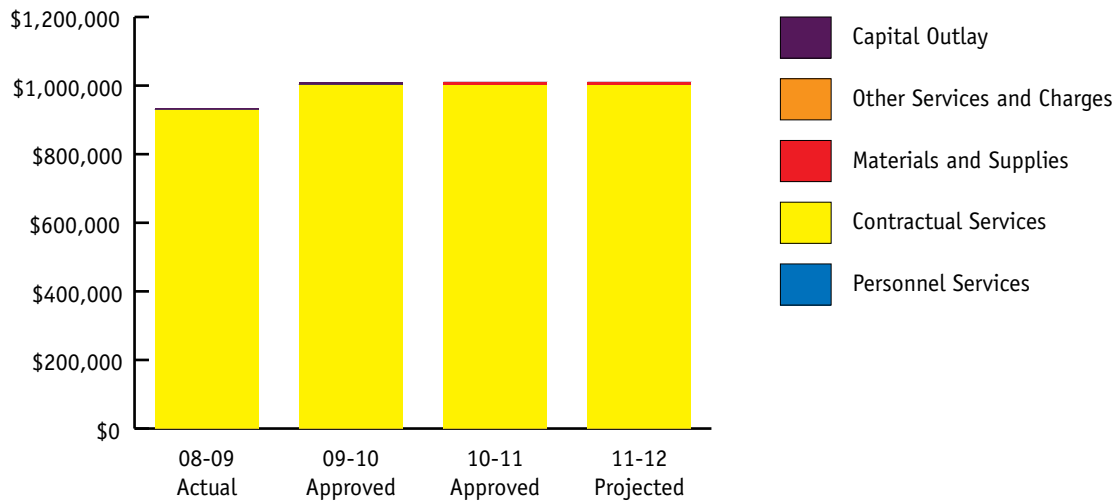
Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
None	0	0	0	0.00	0.00	0.00
Total	0	0	0	0.00	0.00	0.00

General Fund Expenditures

Legal Services

Legal Services

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	0	0	0	0
Contractual Services	\$929,250	\$1,002,500	\$1,001,600	\$1,001,600
Materials and Supplies	0	0	8,000	8,000
Other Services and Charges	0	0	900	900
Capital Outlay	5,795	8,000	0	0
Total Expenditures:	\$935,045	\$1,010,500	\$1,010,500	\$1,010,500
Expenditures per Capita:	\$9.59	\$10.02	\$9.78	\$9.55

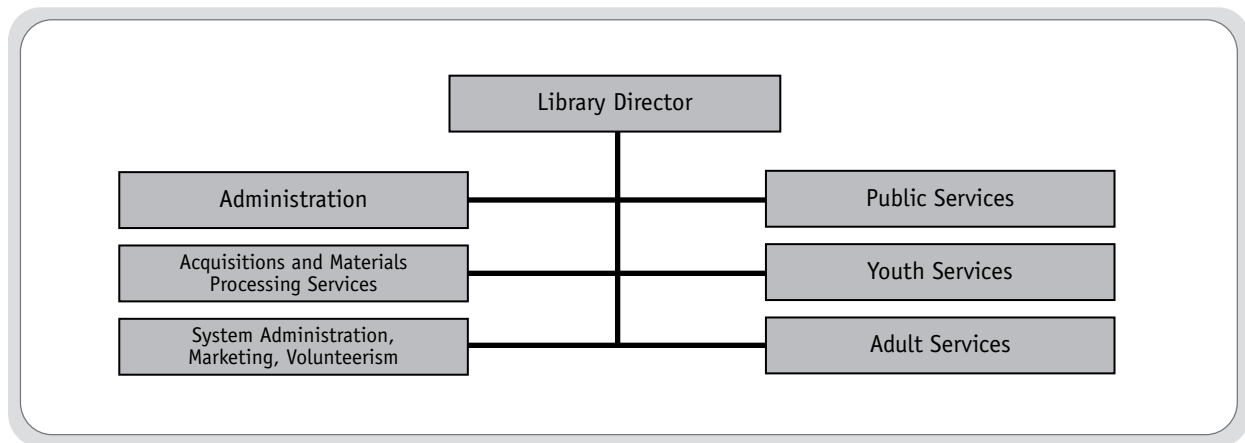
Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Legal	1.1%	1.2%	1.2%	0.0%	0.0%	0.0%

Library Department

The Round Rock Public Library System provides our growing and diverse community a variety of exceptional programs and services. Our caring and knowledgeable staff maintains an attractive and dynamic environment in which to find information, enjoyment, and enrichment.

Mission: The Round Rock Public Library proudly serves its dynamic and growing community by providing high quality resources, services, and programs.



Major Business Functions:

The Library Department consists of seven core functions.

Administration: This function includes the director, an administrative assistant who provides library-wide support and manages the room reservation system, the building maintenance staff person, and an IT staff member housed in the library performing library focused assistance.

Acquisitions and Materials Processing Services: This function orders, catalogs, and physically processes materials for public use.

System Administration: This function oversees the Horizon Integrated Library System (ILS) which manages the circulation, cataloging, and acquisitions subsystems of the computer system. The function also creates reports analyzing use of the library.

Marketing: These functions provide an increasingly integrated approach to informing the public about past and future activities of the library through print and electronic media.

Volunteerism: This function manages the training, evaluation, and celebration of volunteers in the library. The library uses over 120 volunteers a year, providing over three FTEs of service. These volunteers are not involved in

large group programs. They are the individual hands that assist in shelving books, covering new and mending old books, assisting with the summer reading program, and providing professional level reference services.

Public Services: This function provides direct public service. All public service staff members provide various levels of reference and checkout assistance on both floors.

Youth Services: This function provides programs and materials targeting infants through age 17. This department also selects material for the newborn through high school level book and audio-visual collections.

Adult Services: This function manages the art gallery, adult programs involving partnerships with outside organizations, customer computer training, and book clubs.

Key Customers:

The primary external customer is the Round Rock citizen. Over 50% of city residents have checked out something over the past two years. An additional 10% of our card holders are non-residents who have purchased cards. We also serve, without charge, school aged children residing in the Round Rock ISD service area during the summer. They are invited to complete the first level of the summer reading program. Specific groups within the public include computer-users, families, after school users, and senior citizens, all with unique needs.

Many of the computer users only use the public access computers. They are seeking jobs or finding information. Families are involved with story time and are our primary user group on the weekends, with Sunday having the highest per hour checkout rates. We are “on the walking path” for elementary and middle schools, and some high school youth walk over from Round Rock High School. The senior citizen, used to traditional library services, rounds up our user segments. We have also concentrated on different ethnic populations through programs and collections for the larger minority populations in our community. Finally, we have organizations that use the meeting rooms. This is a revenue generator as well.

Internal customers include the Mayor and his visitors as his office is in the library; the city's support services of IT, finance, and HR and their divisions as the library cannot function without them; facilities management; and PARD. The last two agencies ensure that the building and its surroundings are attractive to the public.

Customer Expectations and Requirements:

External customers, as can be found in any business, expect courteous and knowledgeable service. They also expect a collection and other resources that meet their recreational and information needs. A portion of the population, particularly young families and those who have poor literacy skills, use the library to build upon their reading capabilities through children story times and the literacy room and small tutoring rooms. Some external customers have also expressed the need for the library to act as the community commons, a place where different groups can get together and encourage dialog and discussion. Others have expressed an interest in the library preserving its past through archives.

There is an expectation that the building is safe, clean, and comfortable. The preference is for parking located near the building, not across the street. This is particularly true for parents with young children and the elderly. This latter concern will be intensified once Liberty becomes the main east-west thoroughfare through downtown.

Internal customers have a bidirectional relationship. They need information from us and expect us to follow processes. Likewise, the library expects caring service, clarity of expectations, and sharing of timelines as they may affect completion of tasks that need to be completed. This is particularly true of IT and facility maintenance, two main elements of the external customer's successful use of the library.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Allocate and manage the resources we receive to serve the community and meet the library's mission. (SP).</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Funds are spent as budgeted. • Facilities and materials are maintained annually, with major improvements made every 3-5 years. 	<p>Provide library programs and services that meet community expectations (SP).</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Follow and revise as needed library policies and procedures and staff are retrained as needed (SP).</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Programs offered meet the needs of the public based on attendance and requests for service. • Policies and procedures are updated annually; staff is trained on any changes to policies and procedures. • Library annually makes improvements to services through effective use of technology. • Total check out (separated by online, self-check, staff mediated- reflects different levels of manual involvement) • Total check-in (all manual involvement-shelving impact) • Items added • Items deleted • Program attendance (separated by children, teen, adult) • Reference requests • ILL filled (new program by TSLAC)
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Develop and expand successful, cooperative relationships within and outside of the organization (SP).</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Deliver the highest possible level of service to the community. (SP, DP).</p> <p>Metrics:</p> <ul style="list-style-type: none"> • At least 10 agencies will be approached in FY 2010-11 about our programs and where we might be able to work together with them. At least one new cooperative program is functioning each year. • All cooperative programs are reevaluated each year for effectiveness and efficiency. • The library maintains or exceeds the customer service percentage on the city's biennial survey. • Staff is retrained in new services within a month of implementation. 	<p>Continually learn and improve our services and selves (SP).</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Reward innovation and leadership behaviors that result in improved library service and programming (SP).</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Staff members attend seminars that improve their skill level and use what they learn when they come back to work. • Staff members are recognized for library innovation and demonstration of leadership in the library regardless of position in the library.

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

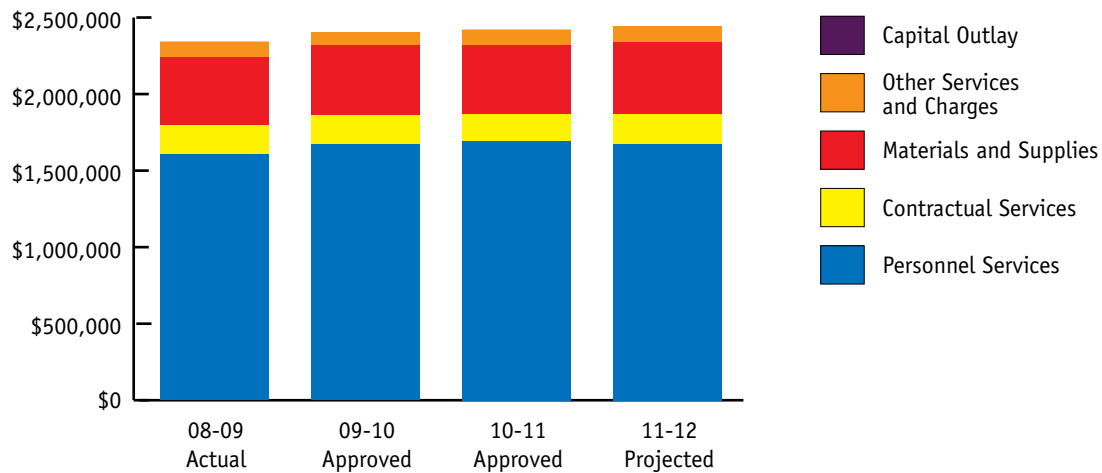
General Fund Expenditures

Library

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Library Director	1	1	1	1.00	1.00	1.00
Library Services Manager	4	4	4	4.00	4.00	4.00
Librarian II	6	6	6	6.00	6.00	6.00
Librarian I	0	0	0	0.00	0.00	0.00
Librarian I – P/T	2	2	2	0.75	0.75	0.75
Library Supervisor/Library Tech V	0	0	0	0.00	0.00	0.00
Library Technician IV	5	5	5	5.00	5.00	5.00
Library Technician IV - P/T	0	0	0	0.00	0.00	0.00
Library Technician III	6	6	6	6.00	6.00	6.00
Library Technician III- P/T	1	1	1	0.50	0.50	0.50
Library Technician II	2	2	2	2.00	2.00	2.00
Library Technician II - P/T	1	1	1	0.75	0.75	0.75
Library Technician I	0	0	0	0.00	0.00	0.00
Library Technician I - P/T	3	3	3	1.25	1.25	1.25
Administrative Technician III	1	1	1	1.00	1.00	1.00
Facility Maintenance Technician	1	1	1	1.00	1.00	1.00
Total	33	33	33	29.25	29.25	29.25

Library

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$1,606,026	\$1,669,554	\$1,694,558	\$1,674,416
Contractual Services	191,608	189,891	174,287	195,684
Materials and Supplies	440,257	461,225	448,117	469,235
Other Services and Charges	102,780	83,228	102,728	101,514
Capital Outlay	0	0	0	0
Total Expenditures:	\$2,340,671	\$2,403,898	\$2,419,690	\$2,440,849
Expenditures per Capita:	\$24.01	\$23.85	\$23.42	\$23.07

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Library	2.8%	2.9%	3.0%	4.2%	4.2%	4.3%

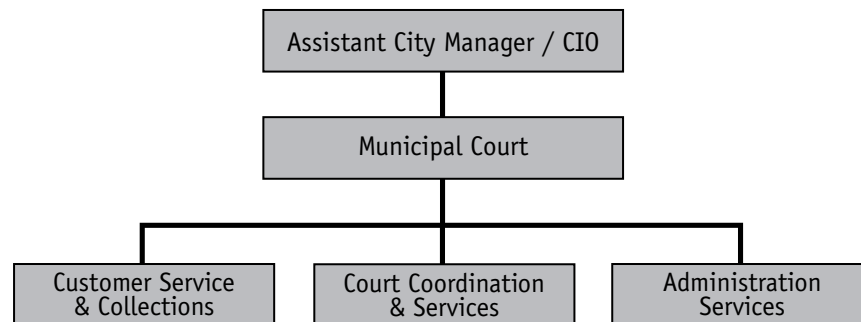


Municipal Court Department

Municipal Court is the first level of the judicial branch of government. The jurisdiction of Municipal Court is limited to criminal "Class C" misdemeanors and administrative proceedings related to animals and junked vehicles, all which must have occurred within the territorial limits of the City of Round Rock. The cases processed in Municipal Court can be filed by a peace officer, prosecutor, citizen, and a variety of City employees, including fire officials, code enforcement, environmental services, and animal control employees.

Vision: Round Rock Municipal Court provides our customers and the citizens of Round Rock with a high level of customer service using integrity and state ethical guidelines to educate the public with court processes and procedures.

Mission: Round Rock Municipal Court is a well-organized team dedicated to providing efficient and equal justice under the law without unnecessary delay or expense. Court support personnel are dedicated to swift enforcement of court judgments and proficient case and records management.



Major Business Functions:

The Round Rock Municipal Court Department consists of a single program divided into three components. Each component involves different roles which allows the staff opportunities to perform functions within other components. This keeps the court team abreast of changes that may impact assigned tasks. These crossed-trained units have been very effective for a learning environment. The operational areas are described below:

The *Customer Service & Collections* is the largest of the three components, consisting of a staff of six FTEs. This team assists defendants with disposition processing and collecting fines for the city and court costs for the state. The team is responsible for all new case filings, enforcement of judgments and appearances, including arrest warrant processing, court notices, and driver license reporting.

The *Court Coordination & Services* component has a staff of two FTEs and is responsible for preparing case files for pending court appearances; and coordinating witnesses, translators, defendants, prosecutors, judges and the technical needs for impending cases. This team includes the court bailiffs, who are responsible for the safety and security of court participants for the City of Round Rock.

The *Administration Services* component consists of a staff of two FTEs and oversees all FTEs. It is responsible for coordinating the administrative functions of court support staff, prosecutors and judges. This unit is responsible for developing statistics, measurements, costing, reporting, and records and case flow management.

Key Customers:

The Municipal Court has both internal and external customers. Internally, we work directly with the Finance Department, Police Department and Legal. External customers include defendants disposing of their citations, citizens called for jury service, various state agencies as well as our collection agency.

Customer Expectations and Requirements:

All of our customers expect accurate and efficient service. Our external customers require a knowledgeable, professional and friendly staff to deliver information in a manner in which they may understand how to proceed with the charges filed in Municipal Court.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Accurately collect costs set by the state and fines set by the Judge (SP, DP) Metrics:</p> <ul style="list-style-type: none"> Statistics-Minimize outstanding cases through effective resolution methods (previously Departmental Goals) <p>Timely file costs to the State Comptroller in order to retain 10% the city is entitled to (DP) Metrics:</p> <ul style="list-style-type: none"> Was 10% retained each quarter? <p>Maximize the funds allocated by the city to the fullest extent (SP, DP) Metrics:</p> <ul style="list-style-type: none"> Were budget goals met? 	<p>Provide equal and impartial justice under the law (SP, DP) Metrics:</p> <ul style="list-style-type: none"> Complaints filed against process <p>Process cases efficiently without unnecessary delay (SP, DP) Metrics:</p> <ul style="list-style-type: none"> Statistics – Measurement Indicators <p>Follow Records Retention policies set by the Texas State Library (DP) Metrics:</p> <ul style="list-style-type: none"> To retain no more than 6 years of case files FY records destroyed (Ex: FY 08-09: destroyed 1 years records Prefix 97; FY 09-10: destroyed 2 years records Prefix 98 & 99; Years remaining to be destroyed: 00, 01, 02, 03)
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Nurture partnerships with external agencies and internal departments (SP) Metrics:</p> <ul style="list-style-type: none"> Continue networking with local courts and Texas Court Clerks Association; Maintain positive working relationships with our vendors <p>Ensure customers and citizens experience positive interactions with Municipal Court (SP) Metrics:</p> <ul style="list-style-type: none"> Statistics from Survey Results – Average rating for customer service <p>Communicate internally to strengthen and maintain a healthy work relationship (SP, DP) Metrics:</p> <ul style="list-style-type: none"> Strengthen team morale by continuing with established programs such as FISH 	<p>Continue to pursue the Certified Municipal Court clerk program that includes three levels of certification and required continuing education (SP, DP) Metrics:</p> <ul style="list-style-type: none"> Number of clerks pursuing certification and Number of clerks certified at each level <p>Continue to empower our fellow employees with learning opportunities through Texas Court Clerks Association, Texas Municipal Courts Education Center and city sponsored training (SP, DP) Metrics:</p> <ul style="list-style-type: none"> Support employees serving on various city sponsored teams; Encourage staff to attend various Training sessions <p>Stay abreast of changes through the State Legislature (DP) Metrics:</p> <ul style="list-style-type: none"> Closely monitor potential changes through TCCA Legislative Committee and TML <p>Utilize technology that would make our business processes more efficient. (DP) Metrics:</p> <ul style="list-style-type: none"> Technological advancements in the court (e-tickets; online payments); Systems being evaluated (streamline jury process)

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

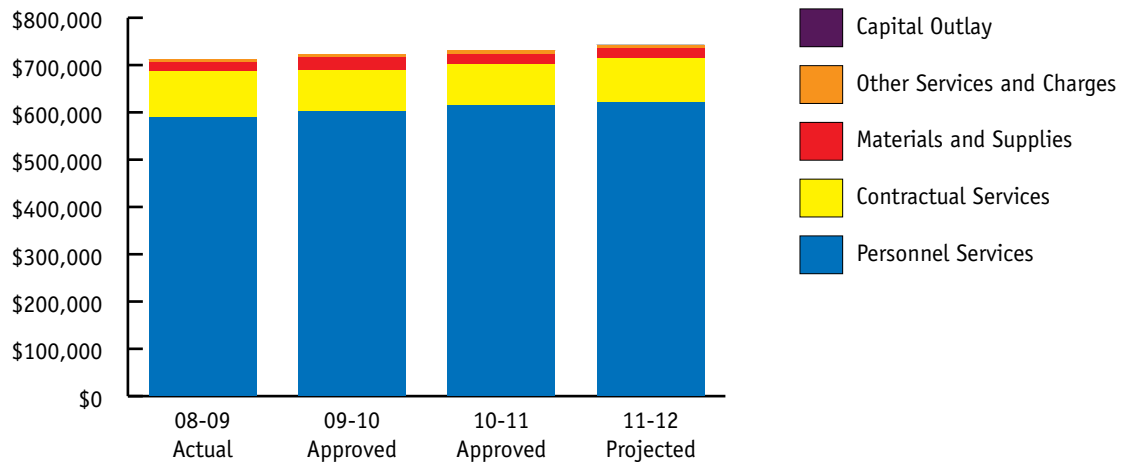
General Fund Expenditures

Municipal Court

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Court Administrator/Clerk	1	1	1	1.00	1.00	1.00
Senior Deputy Clerk	1	1	1	1.00	1.00	1.00
Customer Service Supervisor	1	1	1	1.00	1.00	1.00
Deputy Clerk I-III	5	5	5	5.00	5.00	5.00
Deputy Clerk -P/T	2	2	2	1.50	1.50	1.50
Court Bailiff – P/T	2	2	2	1.00	1.00	1.00
Total	12	12	12	10.50	10.50	10.50

Municipal Court

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$588,931	\$601,625	\$613,719	\$620,089
Contractual Services	97,414	87,269	87,268	93,096
Materials and Supplies	20,621	28,117	22,617	22,247
Other Services and Charges	5,260	6,261	7,425	7,425
Capital Outlay	0	0	0	0
Total Expenditures:	\$712,226	\$723,272	\$731,029	\$742,857
Expenditures per Capita:	\$7.30	\$7.18	\$7.08	\$7.02

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Municipal Court	0.8%	0.9%	0.9%	1.5%	1.5%	1.6%

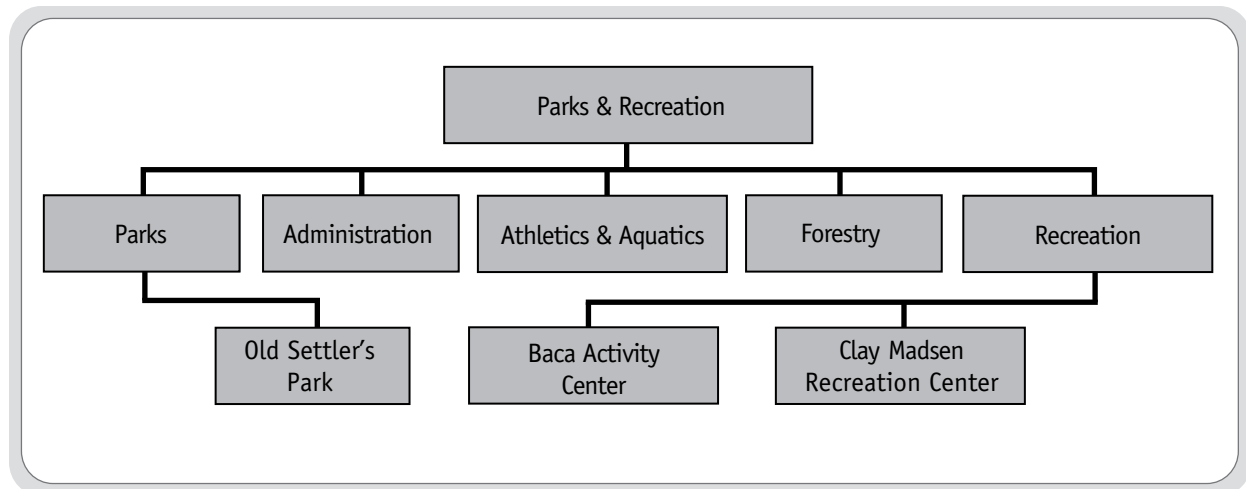


Parks & Recreation Department

The Parks and Recreation Department (PAR) is responsible for the acquisition, design, development, and maintenance of the park system, and the planting, conservation, and maintenance of trees. In addition, PAR is responsible for organized recreation programs, which include athletics, aquatics, instructional classes, special events and senior citizen activities. PAR also manages the Clay Madsen Recreation Center and the Allen R. Baca Senior/Activity Center.

Vision: Dedicating and empowering people to create positive and memorable experience in their lives.

Mission: To provide an active, vibrant, and beautiful city with diversified and quality parks and a recreation system that produces economic, health, and social benefits for the entire community.



Major Business Functions:

The **Administration Division** is responsible for a variety of specific functions, such as strategic plan implementation, marketing, facility reservations, park planning and development. Members of this group provide administrative support functions including customer service, program registration, record retention, data input, technology support and additional support to other internal divisions.

The **Athletics and Aquatics Division** has two distinct functional areas. One responsibility of the Athletics and Aquatics Division is the development and supervision of youth and adult athletic leagues. Athletic programs include adult softball, flag football, and basketball as well as youth basketball, kickball, and volleyball. The second responsibility includes aquatic programs, pool maintenance and special events. The aquatics section operates and maintains facilities as well as develops and supervises programs for all indoor and outdoor pools. Programs include 'learn to swim' lessons for children and adults, lifeguard and safety classes, special events and recreational swims.

The **Forestry Division** is responsible for the beautification, conservation and preservation of Round Rock's urban landscape through comprehensive tree planting and management programs. Services include: tree planting events, tree care, maintenance of trees in parks and rights-of-way, brush recycling, mulch management, residential curbside brush pick-up, storm damage to trees clean up and removal, management and expansion of the tree nursery, tree inspections, memorial tree program, Arbor Day events, Christmas tree recycling, community education, and review and enforcement of the City's Tree Protection and Preservation Ordinance and relevant portions of the Landscape Ordinance.

The **Parks Division** is responsible for grounds maintenance, athletic field maintenance, chemical applications, irrigation systems, construction projects, horticulture, and playgrounds that fall within the 2,126 acres of park land. In addition, approximately 65 miles of corridor clean up are maintained by this division. The Parks Division takes advantage of volunteers such as community service personnel, as well as scouts and other groups to help accomplish division goals. In addition, the Parks Division provides support services for other activities within the department such as Christmas Family Night, Outlaw Trail, Texas Road Rash, and 4th of July Fireworks Celebration.

General Fund Expenditures

Parks & Recreation

Old Settler's Park was set up as a cost center within the Parks Division. The Old Settler's Park cost center was set up to better track the expenditures of events and maintenance at the park as a whole. This new alignment will also give us the ability to track costs for supporting the Sports Capital of Texas promotion with the Convention and Visitor's Bureau.

Recreation: The Recreation Division, consisting of the Baca Activity and Clay Madsen Recreation Center (CMRC) is responsible for the development, implementation,

and evaluation of recreation programs for all ages. This includes special events, instructional classes, and senior activities. Program development reflects the needs and desires of the community as expressed in surveys, suggestion boxes, and focus groups.

The Allen R. Baca Senior/Community Center is primarily a senior facility that is committed to providing social, recreational and educational opportunities to seniors, other citizens of Round Rock and surrounding communities. The diversity of programs offered includes computer classes, games, instructional classes, fitness, strength opportunities and special events. This facility is also used for rentals and provides a variety of set ups for the renter's needs.

The Clay Madsen Recreation Center is a membership-driven facility, committed to providing recreational and leisure opportunities to citizens of Round Rock and surrounding communities. The diversity of programs offered includes open gym play, tournaments, sports camps, after-school programs, instructional classes, adaptive activities, fitness and strength opportunities and special events.

Key Customers:

The Parks and Recreation Department serves primarily external customers. These customers are residents of Round Rock, non-residents and visitors to our community.

Customer Expectations and Requirements:

Each customer segment has varying expectations for our department however, the requirements are very similar. Each group expects responsive, respectful and timely communication; high quality affordable programs and services; and effective efficient use of City resources.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Resource Management- Develop, recommend and implement repair and Replacement Program to ensure Park and Neighborhood integrity and vitality. (SP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Monitor department development fund to supplement park projects to ensure the PARD budget requirements are met. (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Environmental Stewardship- Develop and propose a comprehensive environmental/natural resource management plan. (SP) Metrics:</p> <ul style="list-style-type: none"> • Monitor completion of prioritized projects from the Repair and Replacement Program. • Internal reconciliation of development fund and prioritize us in conjunction with the repair and replacement program. • Complete and implement Environmental/Natural Resource Management Plan. 	<p>Maintain open dialogue with all internal/external stakeholders affected by PARD's day to day business operations. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Seek alternative funding for future programs, services, and products to better meet the needs of the community. (DP) Metrics:</p> <ul style="list-style-type: none"> • Voice of the Customer use for all Programs to include surveys, face to face discussions and complaint management • Sales of Sponsorships for PARD venues, in kind sponsorship, and grant fund dollars
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Implement and monitor survey process to promote accurate information on park and recreation programs and services. (SP,DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Provide guidance in seeking alternative funding for Park and Recreation Capital needs. (Grants, Sponsorships, etc) (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote leadership role in educating the public regarding their relationship with parks and recreation and how it supports the strategic goals of the department in the community. (DP) Metrics:</p> <ul style="list-style-type: none"> • Voice of the Customer use for all Programs to include surveys, face to face discussions and complaint management • Sales of Sponsorships for PARD venues, in kind sponsorship, and grant fund dollars 	<p>Produce a knowledgeable well trained staff that provides quality professional service to the public that becomes recognized with our Department. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Implement practices that provide feedback at the conclusion of all projects to improve staff knowledge (DP) Metrics:</p> <ul style="list-style-type: none"> • Voice of the Customer use for all Programs to include surveys, face to face discussions and complaint management; • Maintain CAPRA accreditation

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

General Fund Expenditures

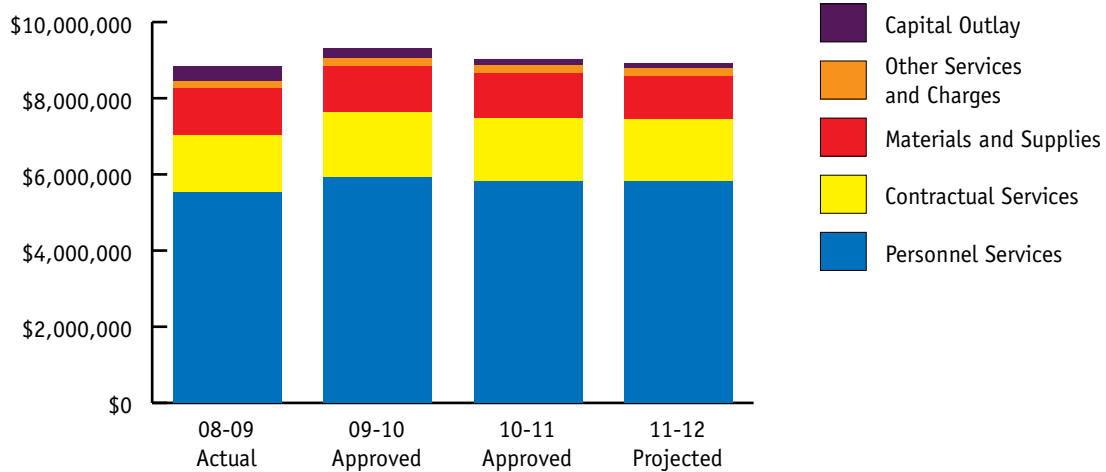
Parks & Recreation

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Administrative Assistant	1	1	1	1.00	1.00	1.00
Administrative Technician I	3	3	3	2.00	2.00	2.00
Administrative Technician II	3	3	3	3.00	3.00	3.00
Arborist	0	0	1	0.00	0.00	1.00
Assistant PARD Director	1	1	1	1.00	1.00	1.00
Athletics/Aquatics Manager	1	1	1	1.00	1.00	1.00
Athletics/Aquatics Programs Supervisor	2	2	2	2.00	2.00	2.00
Brush Service Representative	2	2	2	2.00	2.00	2.00
Bus Driver (1)	1	1	1	0.50	0.50	0.25
Forestry Crew Leader*	1	1	1	1.00	1.00	1.00
Forestry Foreman	1	1	0	1.00	1.00	0.00
Forestry Manager	1	1	1	1.00	1.00	1.00
Forestry Supervisor	1	1	1	1.00	1.00	1.00
Forestry Technician	4	4	4	4.00	4.00	4.00
General Services Custodian	4	4	4	2.75	2.75	2.50
Groundskeeper Foreman	1	1	0	1.00	1.00	0.00
Marketing Specialist	1	1	1	1.00	1.00	1.00
Office Manager	2	2	3	2.00	2.00	3.00
PARD Director	1	1	1	1.00	1.00	1.00
Park Development Manager	1	1	1	1.00	1.00	1.00
Park Development Specialist	2	2	2	2.00	2.00	2.00
Parks Maintenance Crew Leader	7	7	7	7.00	7.00	7.00
Parks Maintenance Foreman	2	2	3	2.00	2.00	3.00
Parks Maintenance Worker I	6	6	2	6.00	6.00	2.00
Parks Maintenance Worker II	22	22	23	22.00	22.00	23.00
Parks Maintenance Worker III	6	6	4	6.00	6.00	4.00
Parks Manager	1	1	1	1.00	1.00	1.00
Parks Supervisor - Const/Grounds	3	3	3	3.00	3.00	3.00
Rec Ctr Supervisor - Senior Ctr/CMRC	2	2	2	2.00	2.00	2.00
Recreation Assistant Shift Leader	3	3	3	2.00	2.00	2.25
Recreation Leader I/II	13	13	16	6.00	6.00	7.25
Recreation Manager	1	1	1	1.00	1.00	1.00
Recreation Program Coordinator	4	4	4	4.00	4.00	4.00
Recreation Shift Leader	2	2	1	2.00	2.00	1.00
Recreation Shift Leader - P/T	1	1	1	0.25	0.25	0.25
System Analyst	1	1	1	1.00	1.00	1.00
Total	108	108	106	96.50	96.50	92.50

* repositioned
underreported Office Manager and Recreation Leader I/II by 1 each in FY 2009-10

Parks & Recreation Department

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$5,537,710	\$5,908,430	\$5,826,594	\$5,819,612
Contractual Services	1,484,044	1,717,219	1,640,564	1,633,128
Materials and Supplies	1,243,880	1,216,496	1,186,200	1,124,400
Other Services and Charges	174,908	210,707	215,615	213,450
Capital Outlay	401,286	247,000	147,400	129,000
Total Expenditures:	\$8,841,828	\$9,299,852	\$9,016,373	\$8,919,591
Expenditures per Capita:	\$90.69	\$92.26	\$87.28	\$84.31

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Parks & Recreation	10.5%	11.1%	11.1%	13.7%	13.7%	13.7%

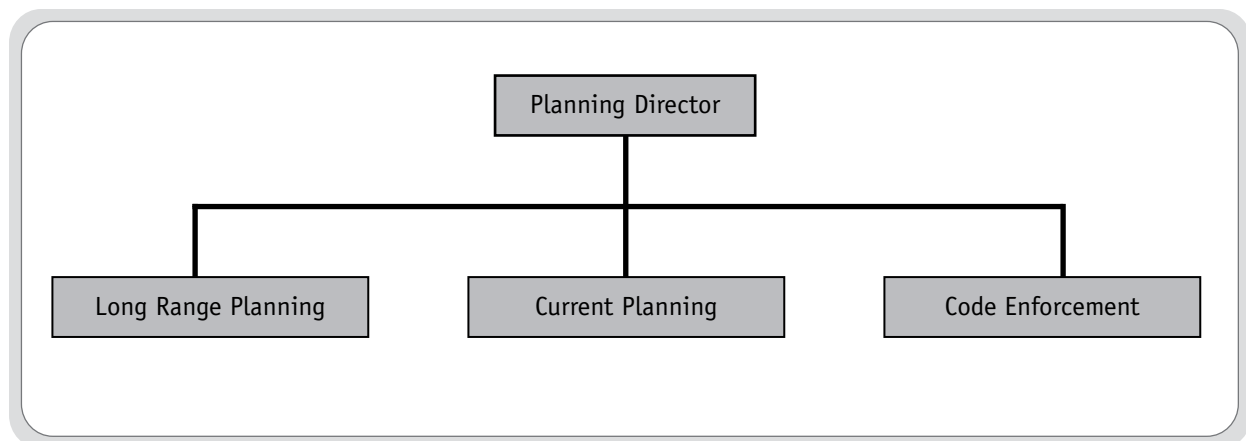


Planning & Community Development Department

The Planning and Community Development Department (P&CD) is a full-service professional planning organization under the leadership of the Planning Director.

Vision: Round Rock is a diverse, historic, and family-oriented community with a distinct identity as a desirable place to live, work and play. Residents, government, and business are committed to working together to build a quality community.

Mission: to provide citizens and the business community with efficient, consistent, fair, and effective development standards and planning programs for the purpose of protecting environmental resources, encouraging citizen participation and ongoing communication, promoting efficient infrastructure expansion and developing quality development standards to maintain and improve the quality of life in the community.



Departmental Program Summary:

The Planning & Community Development Department consists of three programs: Long Range Planning, Current Planning, and the Code Enforcement program. Each of these programs is funded by the City's General Fund.

Code Enforcement (CE): is responsible for answering and enforcing any complaints due to violations of City code. Generally, these violations include illegal signs, zoning violations, and weedy lots. Code Enforcement also communicates with neighborhood groups and the Police Department to ensure that code violations are resolved.

Major Business Functions:

Long Range Planning: oversees the development and implementation of the General Plan, area plans, neighborhood plans, redevelopment plans, historic preservation, annexation plans, corridor plans, census updates and performs periodic revisions of subdivision, zoning and sign regulations along with other development ordinances.

Current Planning: reviews and processes development applications pertaining to annexation, zoning, planned unit developments, signage and plats. Staff also prepares and conducts meetings with the Planning and Zoning Commission (P&Z) and Historic Preservation Commission (HPC).

Key Customers:

Key customers include the citizens of Round Rock, City Council, the Planning and Zoning Commission, the Historic Preservation Commission, the City Manager and various city departments involved in the development process, infrastructure, transportation and parks. Customers also include the development community, business owners, persons needing information or assistance with city processes and external agencies involved with planning or development regulations.

Customer Expectations and Requirements:

Customers expect prompt, accurate and courteous information and service. They require our expertise regarding regulations and processes to ensure we fully understand their questions or needs. They require sufficient details of requirements to ensure that they are fully aware of city requirements to avoid unnecessary delays and costs as they navigate the development approval process.

Internal customers require prompt, accurate and courteous information as well as our understanding of what the purpose of their request is to ensure the usefulness of the information required. Internal customers also require collaboration on projects that involve multiple departments.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Monitor departmental expenditures to ensure budgetary requirements are met (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Monitor budget expenditures to ensure we are within budget <p>Utilize technology to streamline processes and enhance communication (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Participate in LMS start up, including data sharing and culling project files for scanning/sharing. <p>Advocate for optimal Code Enforcement staffing requirements to maintain neighborhood integrity and vitality (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Track and monitor complaints, code violations, code compliances and abatements to meet required city's ordinance compliance. <p>Research other municipalities in the code enforcement industry to determine staffing requirements on a population basis. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Prepare and implement the General Plan and special area studies to provide a policy basis for land development regulations (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Prioritize General Plan recommendations <p>Monitor demographic and socioeconomic changes to anticipate future community needs (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Complete monthly and annual population estimates, and update population projections upon release of the 2010 Census. <p>Administer the annexation, zoning, subdivision, historic preservation, and code enforcement programs in alignment with adopted ordinances, the City Council's development philosophy, and applicable state and federal statutes (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Ensure all mandated deadlines for annexations and subdivisions are met, ensure all proposed subdivisions and zoning applications meet current ordinance requirements, and monitor development to assess if it meets (or exceeds) intent of ordinances. <p>Prepare and monitor development regulations and ordinances to ensure high quality development (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Monitor and identify desired revisions to Round Rock's regulations.
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Provide professional, courteous and efficient service to all internal and external customers (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Respond to requestor within 24 business hours • Ensure that responses to requests for information are accurate <p>Provide accurate information to the professional land development community, recognizing that their financial decisions are based, in part, on data provided by the Planning Department (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Keep web pages relating to Plans, PUDs and P&Z submittal schedules current and updated promptly. • Use the development news subscription service to keep the development community abreast of ordinance changes and amendments. <p>Provide a leadership role in educating the community about land development proposals and their relationship to planning goals and principles (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Maintain existing web pages for projects that affect residents and businesses, updating progress via web pages and/or project blogs. 	<p>Maintain a well-trained, highly educated and experienced staff that consistently delivers a high level of professional performance (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Maintain professional certification through continuing education <p>Provide resources and opportunities for developing competencies in planning areas outside an employee's "expert" zone to broaden their knowledge base (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Provide opportunities for cross-training. • Appoint staff to work on groups to realize the Strategic Plan goals, thus expanding their knowledge base, skill set, and the opportunity to collaborate with individuals from different disciplines.

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

General Fund Expenditures

Planning & Community Development

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Planning & Comm. Dev. Director	1	1	1	1.00	1.00	1.00
Assistant Director, Planning & Comm. Dev.	1	1	1	0.75	0.75	0.75
Principal Planner	2	2	1	2.00	2.00	1.00
Senior Planner	3	3	2	3.00	3.00	2.00
Planner	1	1	1	1.00	1.00	1.00
Associate Planner	1	1	1	1.00	1.00	1.00
Community Development Coordinator *	1	1	0	1.00	1.00	0.00
Code Enforcement Supervisor	1	1	1	1.00	1.00	1.00
Senior Code Enforcement Officer	1	1	1	1.00	1.00	1.00
Code Enforcement Officer	1	1	1	1.00	1.00	1.00
Planning Technician	3	3	2	3.00	3.00	2.00
Office Manager	1	1	1	1.00	1.00	1.00
Administrative Technician II	1	1	1	1.00	1.00	1.00
Administrative Technician III***	1	1	0	1.00	1.00	0.00
Administrative Assistant	0	0	1	0.00	0.00	1.00
Community Development Assistant**	1	1	0	1.00	1.00	0.00
Total	20	20	15	19.75	19.75	14.75

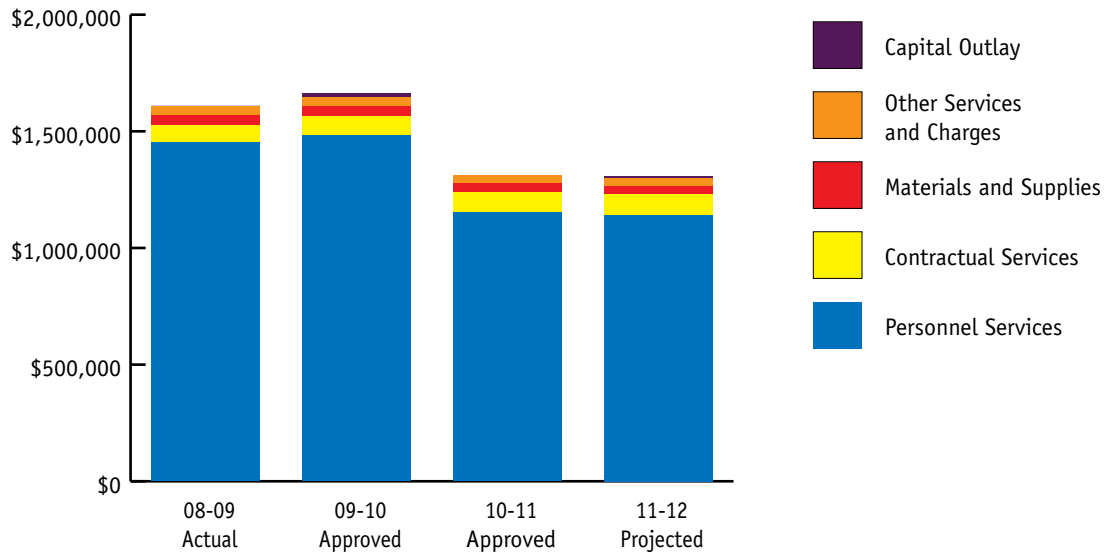
* Moved to Finance

** Position eliminated through reorganization

*** Re-titled position to Administrative Assistant

Planning & Community Development

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$1,452,744	\$1,482,405	\$1,151,276	\$1,141,147
Contractual Services	75,222	84,908	87,664	87,670
Materials and Supplies	39,795	41,982	36,297	36,381
Other Services and Charges	42,186	36,101	34,534	34,534
Capital Outlay	0	16,890	0	6,000
Total Expenditures:	\$1,609,947	\$1,662,286	\$1,309,771	\$1,305,732
Expenditures per Capita:	\$16.51	\$16.49	\$12.68	\$12.34

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Planning	1.9%	2.0%	1.6%	2.8%	2.8%	2.2%



Police Department

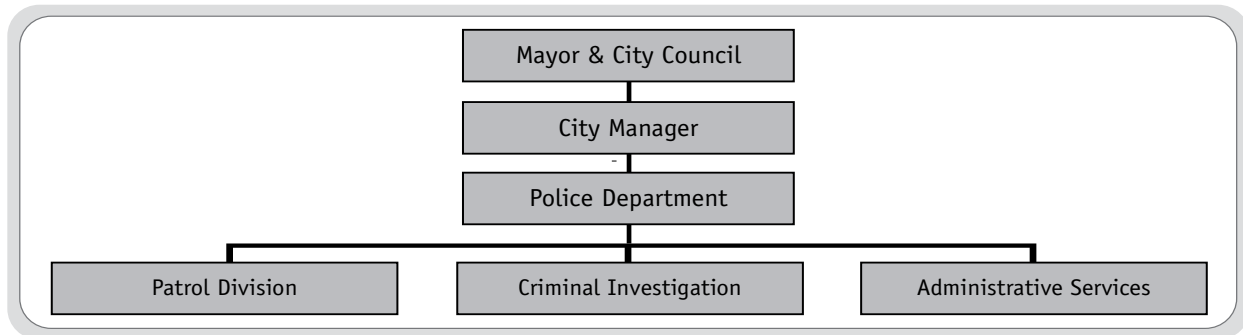
The Police Department provides public safety and enforces federal, state, and city laws and ordinances through proactive and responsive patrol of the City by state-commissioned peace officers. As its business model, the Department believes the best way to fight crime is to forge strategic partnerships that address quality-of-life issues before they become serious public safety or crime issues. The Department also is responsible for animal control and fire and police radio dispatch functions in the City limits, as well as maintaining the recruiting, training, crime victim, and support functions necessary to maintain a police force of the highest quality.

Vision: Our vision is one of leadership. We are leaders in our profession and serve as a model police force for others to follow. We lead the way in developing and maintaining

the right relationships to ensure our city has one of the lowest crime rates and a superior quality of life. As leaders, we forge the path to communicate the right things with our staff and our citizens in order to solve public safety problems in our community. As leaders, our actions reflect our shared values and our sense of service to each other as well as to our citizens.

As a contemporary law enforcement agency, we take a leadership role in our community and view our service in the protection of others as our calling. Each member of our organization is committed to learning and sharing information in an effort to stay in front of our existing challenges. As leaders, we see no challenges that are beyond our control. We are a force of leaders.

Mission: The Round Rock Police Department, in alliance with our community, provides public safety and promotes a high quality of life.



Programs:

Patrol Division: The Patrol Division is responsible for law enforcement, public safety, and community policing functions within the City limits of Round Rock. The division is structured on a geographic “beat” basis, with individual officers responsible for an area of the City, sergeants responsible for their officers’ areas, and on up to the Chief of Police. Two task forces are in place to proactively address general crime and quality-of-life concerns and traffic issues. The School Resource Officer and Animal Control units, are also housed in this division. Animal Control enforces local ordinances regarding the care and keeping of domestic animals in the City.

Administrative Services Division: Administrative Services is comprised of the Office of the Chief and the Administrative Services Division. The Office of the Chief office determines departmental policies and ensures the complete discharge of all duties imposed by Texas State Law or City Ordinance. The office is responsible for the control, management, and direction of officers and employees, as well as the Department’s operation and administration. The Office of the Chief houses the Internal Affairs Detail, Logistics and Research Unit, public information officer, and volunteer

coordinator. Internal Affairs ensures that the Department’s integrity is maintained through an internal system where objectivity, fairness, and justice are assured by impartial investigation. Logistics and Research Unit performs a variety of functions, including logistics, budgeting, strategic planning, policy development, intelligence, and research. The Administrative Services Division provides the Department with technical and administrative support services related to communications, police records, evidence and property, training and recruiting functions, accreditation, and facilities management functions. This division ensures that 24-hour, two-way radio communications are conducted in compliance with federal regulations, handling emergency and other citizen requests for police and fire service, dispatching police/fire units as required or referring citizens to an appropriate service or agency. The division also administers the Citizens Police Academy.

Criminal Investigation Division (CID): CID is responsible for a variety of police services through investigative units focusing on crimes against persons, property crimes, narcotics, and white collar crimes. Through the division, the Department’s criminalistic and victim services functions are delivered.

Major Business Functions:

The Police Department performs a wide variety of public safety and related functions. The Department performs activities that make officers available to citizens, enforce laws, deter crime, observe and address suspicious activity, and respond to calls for service. Officers investigate crimes, and specialized units address unusual crimes or incidents with technical expertise and training in those areas (SWAT, White Collar Crimes, Narcotics, etc.). As stated earlier, the Department operates a School Resource Officer Unit and Animal Control Unit. Other public safety-related functions include the City's 911 Public Safety Answering Point and ensuring traffic safety and flow. The Department investigates traffic collisions, corrects and reports public hazards, and provides radio dispatch service to police and fire. The Department makes arrests and transports suspects to jail; processes crime scenes and forensic evidence; receives and investigates complaints from the public; and maintains the capacity to manage large-scale incidents

through regular training and exercise. In keeping with our mission, we perform many functions to help maintain a high quality of life for residents. The Department enforces laws and ordinances regarding public nuisances (e.g., parking in yards), addresses citizen traffic complaints, supports neighborhood efforts, and provides for geographic-based police patrol. Related functions include victim assistance and several community programs. The third "leg" of the Department's mission has to do with working in alliance with the community to address issues. The Department provides the public with information about crime and major incidents through presentations at meetings of local civic, neighborhood, and related organizations. A Citizen's Police Academy educates the public about policing and develops a source for volunteers. National Night Out and other events encourage positive police-community, as do our Blue Santa; Police Explorers; Robbery prevention; and the Lock, Take, and Hide programs.

Key Customers:

The Police Department recognizes that most citizens have little interaction with officers during the normal course of a given year. However, the Department considers all citizens to be its customers. Within such a broad customer base, we serve a variety of different groups. We provide professional police service not only to crime victims and witnesses but also suspects and arrestees. We serve the City's different neighborhoods, schools, civic organizations, and business groups. Motorists comprise another significant customer group, and we dedicate resources to deal with traffic-related issues. Within the city organization, we provide emergency dispatch services to the Fire Department, and police officers investigate fleet accidents for the Human Resources Department's risk management program.

Customer Expectations and Requirements:

For years, the public has expected the Police Department to provide quality community policing – that is, addressing quality-of-life issues early enough so they do not evolve into public safety problems. For the past several years, the City has been named among the safest cities in the country. When surveyed every two years, Round Rock citizens have overwhelmingly rated police services as good or excellent. In addition, more than four-fifths of our residents surveyed over the years report they feel safe walking in their neighborhoods at night.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Maintain the capacity to continue proactive policing amid environmental constraints (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Ratio of actual sworn staff to modeled sworn staffing needs, per the Department staffing model • Results of annual review of specialized units 	<p>Continue crime-control efforts (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • UCR Part 1 crime rate/1,000 residents • Percent of respondents reporting they feel "Very Safe" or "Safe" when asked how they feel in their neighborhood at night • Arrests made <p>Participate in regional crime and emergency response activities (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Number who completed basic NIMS courses in Incident Command System • Number of regional drills and training exercises in which PD participated <p>Follow internationally accepted standards of police operations and management (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Successful retention of accreditation status
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Develop a plan to leverage city services as they relate to neighborhood quality of life (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Number of non-crime, neighborhood quality-of-life issues identified and referred to other city departments for resolution <p>Continue developing internal and external relationships (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Number of individual National Night Out events • Citizens who respond Satisfied or Very Satisfied when asked about satisfaction with police services 	<p>Continue emphasis on training to reduce exposure (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Officer injuries per 1,000 police events • Number of sustained internal affairs complaints <p>Use technology to increase operational effectiveness and efficiency (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Number of sworn personnel able to access data systems from the field • Number of cases for which LRU provided suspect information

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

General Fund Expenditures

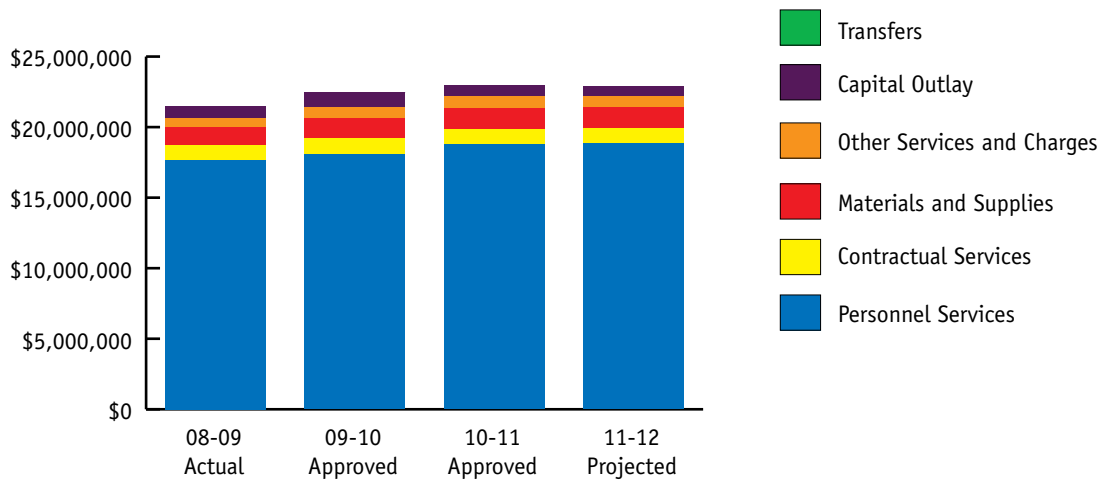
Police

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Accreditation Manager	1	1	1	1.00	1.00	1.00
Administrative Assistant	1	1	1	1.00	1.00	1.00
Administrative Manager	1	1	1	1.00	1.00	1.00
Administrative Technician III	5	6	6	5.00	5.50	5.50
Animal Control Officer	5	5	5	5.00	5.00	5.00
Animal Control Supervisor	1	1	1	1.00	1.00	1.00
Assistant Police Chief	1	1	1	1.00	1.00	1.00
Communications Training Officer	3	5	4	3.00	5.00	4.00
Crime Scene Specialist I-II	2	2	2	2.00	2.00	2.00
Evidence Control Supervisor	1	1	1	1.00	1.00	1.00
Evidence Technician	1	1	1	1.00	1.00	1.00
Intelligence Analyst	1	1	1	1.00	1.00	1.00
Investigative Support Tech	1	2	2	1.00	2.00	2.00
Investigative Support Tech - P/T	2	1	1	1.00	0.50	0.50
Logistics Officer	1	2	2	1.00	2.00	2.00
Management Analyst I-II	2	2	2	2.00	2.00	2.00
Police Captain	3	3	3	3.00	3.00	3.00
Police Chief	1	1	1	1.00	1.00	1.00
Police Lieutenant	6	6	6	6.00	6.00	6.00
Police Officer	108	108	112	108.00	108.00	112.00
Police Sergeant	29	29	29	29.00	29.00	29.00
Project Specialist	1	1	1	1.00	1.00	1.00
Public Safety Officer	2	3	3	2.00	2.00	2.00
Records Supervisor	1	1	1	1.00	1.00	1.00
Records Technician	4	4	4	4.00	4.00	4.00
Report Takers	3	3	2	3.00	3.00	2.00
Report Taker Supervisor	0	1	1	0.00	1.00	1.00
TCO Supervisor	5	5	5	5.00	5.00	5.00
Telecommunications Manager	1	1	1	1.00	1.00	1.00
Telecommunications Operator I-III	19	14	17	19.00	14.00	17.00
Victims Advocate	1	1	1	1.00	1.00	1.00
Victims Assist. Coordinator	1	1	1	1.00	1.00	1.00
Total	214	215	220	213.00	213.00	218.00

* New program added 4 Police Officers & 1 Telecommunications Operator

Police

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$17,654,721	\$18,066,729	\$18,779,441	\$18,851,547
Contractual Services	1,050,985	1,162,500	1,107,060	1,100,060
Materials and Supplies	1,293,913	1,386,468	1,474,502	1,455,970
Other Services and Charges	652,837	795,478	813,128	812,028
Capital Outlay	791,836	1,057,622	785,995	680,000
Transfers	0	0	0	0
Total Expenditures:	\$21,444,292	\$22,468,797	\$22,960,125	\$22,899,605
Expenditures per Capita:	\$219.94	\$222.90	\$222.27	\$216.44

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Police	25.5%	26.7%	28.2%	30.3%	30.3%	32.2%

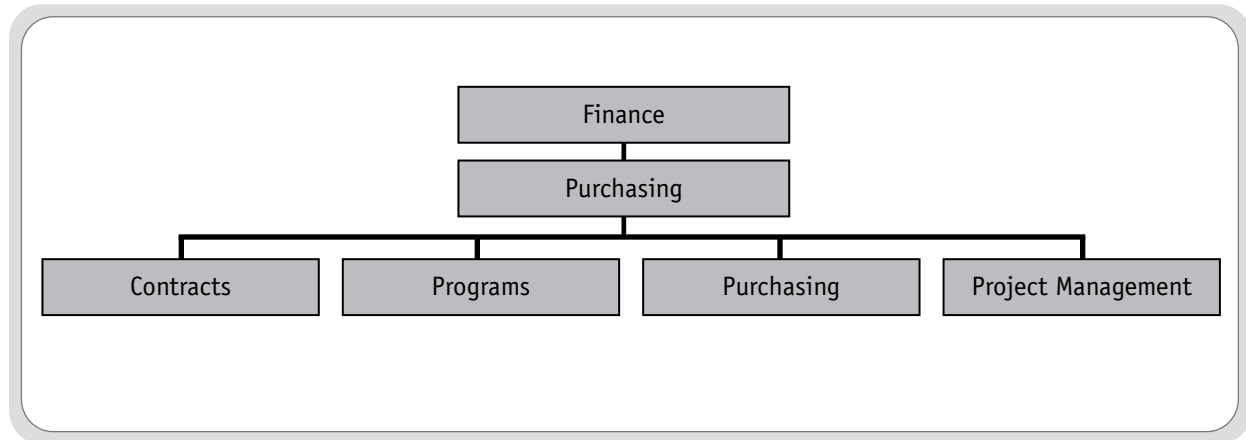


Purchasing Department

The function of the Purchasing Department is to support the procurement requirements of all City departments. Requirements include supplies, materials, equipment, and services.

Vision: To provide uniform, economic, and timely purchasing practices legally mandated by federal, state and local statutes, City Charter, City Ordinances, and budgetary authority.

Mission: The Purchasing Department's mission is to procure and/or assist in the procurement needs of the City departments through centralized coordination of purchasing activities.



Major Business Functions:

Contracts: Responsible for the development and coordination of all contractual activities within the City while ensuring contract compliance with local, state and federal statutes. Other duties of the business function include contract extensions, bid contract awards, inter-local agreements, change orders, budget amendments and agenda requests. Consistent and strategic Contract activities ensure reduction of turnaround of legal documents submitted by internal departments, improved communication between involved parties, and maximization of potential contract advantages for City expenditures.

Programs: Responsibilities include administration of multiple City programs, to include procurement card, travel card, Fleet Fuel services, communication devices and services, and City uniform rental programs. Program duties increase and enhance operational efficiency in processing small dollar procurements through the issuance of cards and equipment as requested by internal departments, establishment or change of services as necessary, and review of expenditures and usage for compliance with local, state and federal regulations. Provide effective procurement methods for low-risk, routine or repetitive purchases while promoting efficient department operations.

Purchasing: Utilizing centralized coordination of purchasing activities, the Department receives purchase requests from the various City departments and determines, with

the assistance of the requesting department, the best method of procurement, including open market purchasing, informal bids, formal bids or proposals, cooperative purchasing, and procurement card purchases. Centralized coordination of purchasing encourages cost savings through bulk purchases and consolidated purchases as well as compliance with various purchasing legal requirements. Centralization also allows all departments to take advantage of the Purchasing Department's market research, supplier recruitment, bidding expertise, specification development, contract negotiations, and resourcefulness.

Project Management: Responsible for managing the following programs: electrical energy, travel, sale of property, and annual lease. Provide assistance for the following: the Contract, Program and Purchasing Sections of the Purchasing Department and assist the Human Resources Department regarding their Health Benefits Program, Stop Loss Insurance as well as other insurance programs, and deferred compensation. Participate on various project teams, coordinate fire truck replacement schedule, serve as an expert on procurement policies and procedures, and monitor and provide oversight for interpretation, revisions and changes in Texas Government Codes. Manage, coordinate, plan and initiate the projects and identify and manage changes, identify potential risks and difficulties and design strategies to mitigate or avoid them while maintain fiscal responsibility.

Key Customers:

The Purchasing department has both internal and external customers. Internal customers include the City Council, the City departments and all City employees. External customers include the citizens of Round Rock, various local, state and federal agencies, vendors used to provide goods and services to the City and non-profit agencies.

Customer Expectations and Requirements:

All of these customers require accurate, timely, and professional procurement activities in accordance with legal and regulatory requirements. In addition, these customers require efficient processes, ethical business practices, professional courtesy, and competence in all transactions.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Streamline procurement processes to maximize efficiencies (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Implementation of the e-procurement system • Understand the updated system and identify improvements <p>Develop strategic approach to increase lead & planning periods of contract items (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Adherence to the renewal contract <p>Develop staff awareness & accountability for responsible areas (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Development and implementation of individual balanced scorecards process 	<p>Improve turnaround time on procurement requests (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Development and implementation of Service Level Agreements <p>Minimize effort & skill requirements for user departments involved in procurement of goods or services (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years • Obtain feedback data from departments <p>Ensure status of contract documents are current, accurate & available to requesting departments (SP) Metrics:</p> <ul style="list-style-type: none"> • Weekly contract status report <p>Increase understanding of departmental needs & projects (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Maintain user compliance with City policies and taxpayer expectations (SP, CMG, DP) Metrics:</p> <ul style="list-style-type: none"> • Number of bid protests that are reversed <p>Maintain user compliance with local, state and federal statutes through training & education efforts (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Improve turnaround time on contract documents (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Meeting established contract service level agreements <p>Increase service level response to departmental needs and projects (SP, CMG, DP) Metrics:</p> <ul style="list-style-type: none"> • Development of Service Level Agreements 	<p>Increase staff knowledge and expertise to meet departmental expectations (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Ensure training funding is allocated and staff attends training necessary to maintain certifications <p>Create interactive and useful training tools to maximize educational experience and retention for users (SP) Metrics:</p> <ul style="list-style-type: none"> • Continued implementations of Training Wheels program (Quarterly) <p>Develop proactive, involved and supportive position with user departments (SP, CMG, DP) Metrics:</p> <ul style="list-style-type: none"> • FC3 team involvement and survey results

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

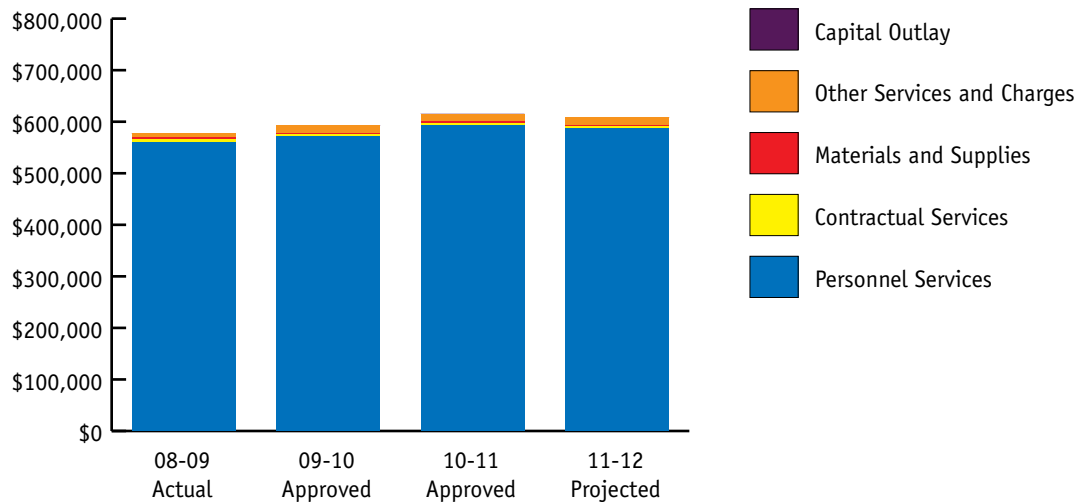
General Fund Expenditures

Purchasing

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Purchasing Manager	1	1	1	1.00	1.00	1.00
Purchasing Supervisor	1	1	1	1.00	1.00	1.00
Contract Specialist	1	1	1	1.00	1.00	1.00
Purchaser	2	2	2	2.00	2.00	2.00
Buyer II	2	2	2	2.00	2.00	2.00
Purchasing Assistant	1	1	1	1.00	1.00	1.00
Purchasing Technician	1	1	1	1.00	1.00	1.00
Total	9	9	9	9.00	9.00	9.00

Purchasing

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$560,397	\$570,529	\$593,455	\$587,263
Contractual Services	4,733	4,520	3,856	3,856
Materials and Supplies	3,905	2,700	2,700	2,700
Other Services and Charges	8,885	15,267	15,267	15,267
Capital Outlay	0	0	0	0
Total Expenditures:	\$577,920	\$593,016	\$615,278	\$609,086
Expenditures per Capita:	\$5.93	\$5.88	\$5.96	\$5.76

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Purchasing	0.7%	0.7%	0.8%	1.3%	1.3%	1.3%

Public Works Operations:

Public Works Organization Overview

The City Strategic Plan, "Game On, 2060", was adopted by the City Council April 2009 and outlined strategies to manage the City's growth in a way that enhances the quality of life and the economic vitality of the City.

The plan provided a framework for the City to run more efficiently while still providing the services that our citizens have come to rely on. Staff was challenged with looking at ways of how we currently operated and how we could work closer together to create additional efficiencies.

With that charge in mind, the City's Public Works Organization began to look for ways to reduce operational costs and improve operations while maintaining service levels. To that end, a more functional approach to providing services was adopted and departments were reorganized. The new organizational structure provided additional advantages including an opportunity to promote better communication among all departments.

In February 2010, it was announced to staff that the three distinct departments (Utilities; Transportation Services; and Engineering and Development Services) would be consolidated into two (2) departments to be a more functionally-based operation; and this would allow staff performing like tasks to be able to cross train and share workloads during periods of peak demand.

During the spring of 2010, staff began making changes to accommodate the new structure and that included necessary changes to our budgets. With this adopted budget, we have accomplished the consolidation of three public works departments into two; and eliminated approximately sixteen (16) positions to accommodate the changing economic climate.

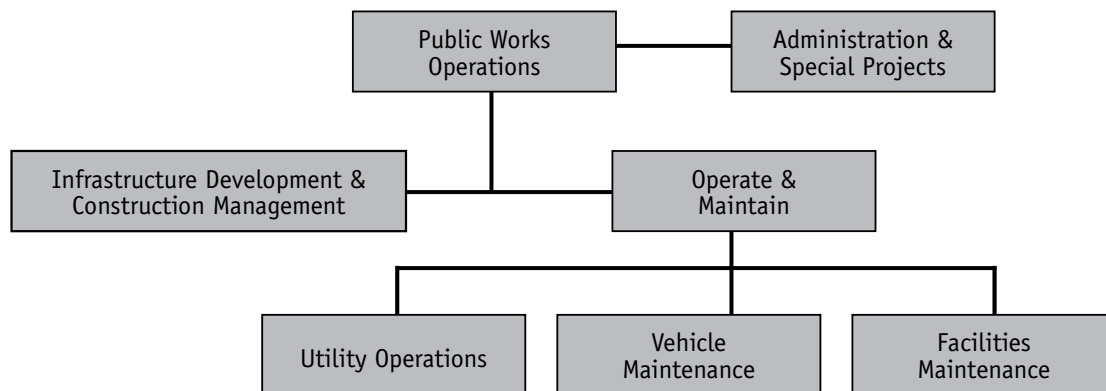
The new structure is comprised of two newly created functional activities:

- Infrastructure Development and Construction Management; and
- Operate and Maintain.

These departments are set up functionally and contain staff members from both the Utility and General funds. Now staff members performing similar tasks are now located together within the organization. Project managers from departments were combined to enhance communication and increase efficiency.

In addition, maintenance staffs were also combined to create more opportunities for cross training. These staff members can now share workloads, processes and activities across departments allowing for more standardization.

The City's Public Works Operations underwent substantial changes. Staff embraced the changes and understood the importance of running a more efficient operation.



Public Works Operations - Administration and Special Programs

The Public Works Administration and Special Programs staff supports all activities of the Chief who is responsible for providing leadership, direction and oversight of the Public Works departments including the Infrastructure Development and Construction Management and the Operations and Maintenance Departments.

This department is responsible for Public Information Support and Web Site Management; Strategic Plan Coordination; Process Coordination and Reporting; Federal and State Legislative Coordination; Economic Development Support and Special Projects.

Vision: The Department strives to be a premier organization that values innovation, trust, teamwork and professionalism

We will:

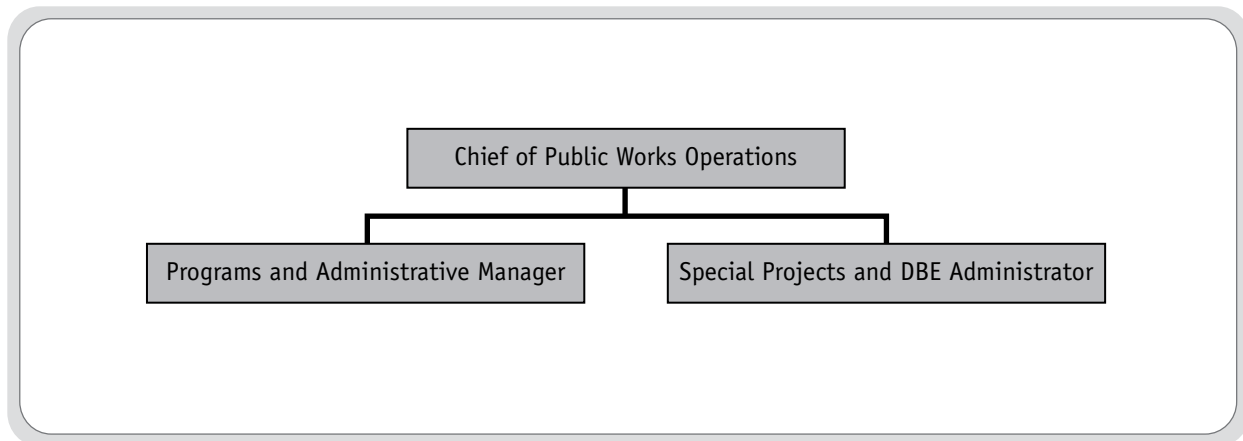
Accept the challenge of change and be committed to continually enhancing the safety, environment, quality of life and economic vitality of our community

Be accountable for our performance and our organization's success, and be recognized for our achievements

Be committed to provide our employees a stable work environment with equal opportunity for learning and personal growth

Be respectful of each other and the internal and external customers we support

Mission: The Department's mission is to provide leadership, vision and direction to City staff to support cost-effective, safe, reliable and sustainable City infrastructure and facilities to protect the welfare of our citizens and meet the needs of the community.



Major Business Functions:

The *Public Works Administration and Special Programs* office is also responsible for coordinating projects and activities with other departments within the City and is responsible for the management of the City's Capital Improvement Program processes. The Chief of Public Works Operations' staff develops and maintains consistent and standardized policies, procedures, practices and management tools for project management and creates reports to ensure accountability, fiscal responsibility, quality deliverables and on-time projects throughout all city departments.

In addition, the administration function of the office coordinates global oversight of financial reporting including budget development and legal billing reconciliation, records management and information technology support needs.

The office is responsible for numerous special projects and programs including public information support and web site management; strategic planning coordination; process coordination and reporting; Federal and State legislative coordination; economic development support and special projects including the City's transit initiatives and the Disadvantaged Business Enterprise Program.

Key Customers:

The Public Works Administration and Special Programs staff serves both internal and external customers. Key customers include the citizens of Round Rock, the City Council, the City Manager's office and other City departments involved in all aspects of the overall operations of the City including planning, building, maintaining and operating the City's infrastructure.

Customers also include elected officials, developers, business owners, local, state and federal agencies as well as any person requesting information about City processes, projects or programs whether within or outside the organization.

Customer Expectations and Requirements:

Customers expect a prompt, professional and accurate response to their request for information or service. If the customer is asking for an explanation or clarification about a City process or regulation, the customer expects that City staff is knowledgeable about processes and regulations.

The customer's expectation is that City staff will provide an accurate response to their questions with sufficient details about requirements whereas not to delay the progress of their project or request through the City's processes. In addition, each customer expects to be treated with courtesy and respect by staff members.

Internal customers/employees expect that other staff members will provide timely and accurate responses to their questions in a professional manner. All staff should treat each other with courtesy and be respectful and mindful of each other's work. Internal customers should be provided prompt and accurate information while being mindful that as an organization staff needs to work collaboratively to serve our external customers.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Provide strategic direction for the development of budgets that ensure fiscal responsibility and adequate funding for programs. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Develop and promote a culture that maximizes the use of resources throughout the organization. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Evaluate programs to ensure there is an appropriate return-on-investment. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Provide leadership to guide the planning, building and maintenance of infrastructure in Round Rock. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote open and constructive communication amongst employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Establish guidelines and standards for coordination, communication and collaboration among all City departments. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Provide direction and promote use of proper planning methods when identifying projects for the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Provide an environment where external and internal communication is integrated into all facets of the organization so that employees, elected officials, citizens and businesses are informed about pertinent information. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Coordinate with other cities and entities to leverage opportunities for regional working relationships. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote collaboration between departments to create efficiencies and the sharing of information and resources. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Promote a work environment that encourages innovation and creativity and builds on the values and guiding principles of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Create a work culture that encourages employee development and assures that opportunities are available. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Identify and implement technology changes that are driven by business needs as well as any regulatory and legal requirements. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

General Fund Expenditures

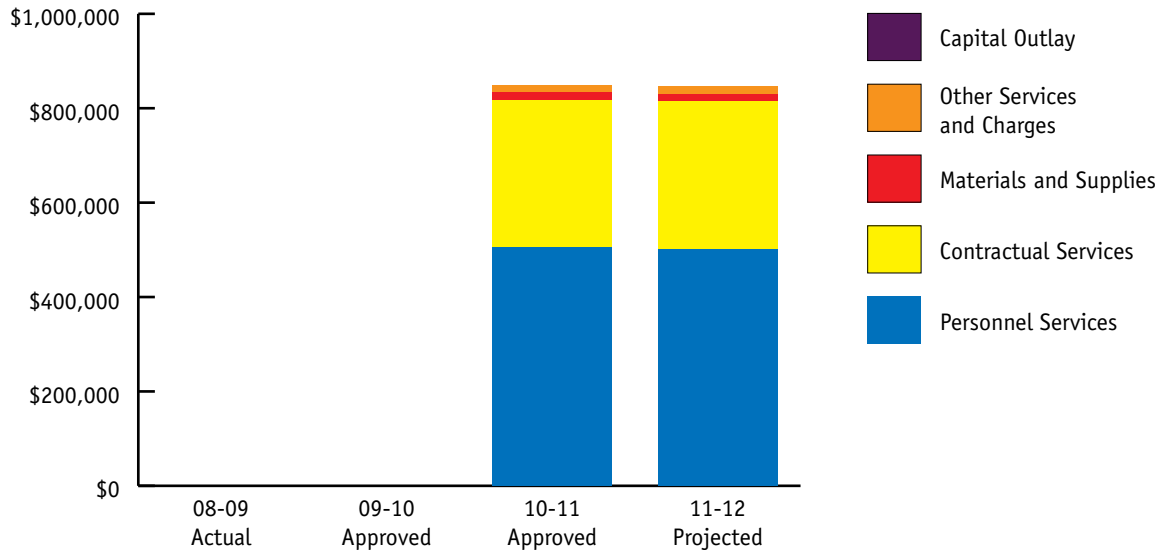
Public Works - Administration and Special Programs

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Chief of P W Operations	0	0	1	0.00	0.00	1.00
P W Planning and Programs Administrator	0	0	1	0.00	0.00	1.00
Programs Manager	0	0	1	0.00	0.00	1.00
Management Analyst I	0	0	1	0.00	0.00	1.00
Administrator Technician II	0	0	1	0.00	0.00	1.00
Total	0	0	5	0	0	5.00

New Department FY 2011 - Included in Public Works reorganization

Public Works - Admin & Special Programs

Expenditures by Category



New Department FY 2011 - Included in Public Works reorganization

Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	0	0	\$504,866	\$501,393
Contractual Services	0	0	312,879	312,881
Materials and Supplies	0	0	16,350	16,350
Other Services and Charges	0	0	15,050	15,100
Capital Outlay	0	0	0	0
Total Expenditures:	0	0	\$849,145	\$845,724
Expenditures per Capita:			\$8.22	\$7.99

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
PW - Administration	0.0%	0.0%	1.0%	0.0%	0.0%	0.7%

General Fund Expenditures

Public Works - Administration and Special Programs

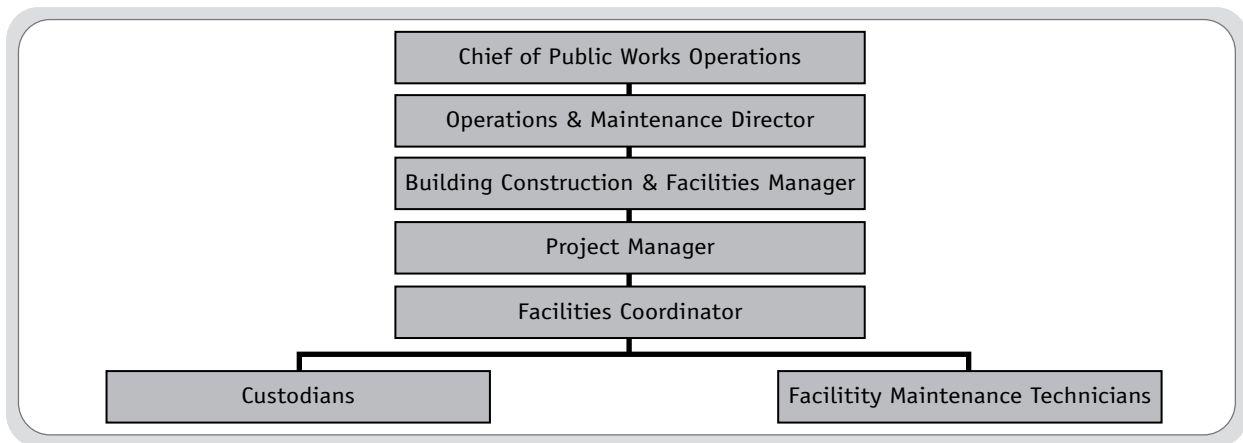


Public Works Operations - Building Construction and Facility Maintenance

The Building Construction and Facility Maintenance Department is responsible for the architectural planning and construction management of all new City facilities as well as the maintenance and daily upkeep of these facilities.

Vision: We strive to be an effective, customer service oriented department that is respected by employees and citizens of Round Rock.

Mission: We build and maintain safe and clean facilities that promote a welcoming environment for all employees and the citizens of Round Rock by providing excellence in customer service.



Major Business Functions:

The *Building Construction and Facility Maintenance Department* works with all City departments to determine facility needs. The department facilitates the design and construction of new facilities and assists with the rehabilitation and renovations of older facilities. The department is responsible for obtaining cost estimates and developing project specifications for all projects. This department is also responsible for initiating and conducting City building maintenance projects and works closely with all City departments in planning for maintenance, repair and remodeling of facilities.

The department manages the City's comprehensive preventative maintenance program including maintenance, repair and upgrades of facilities and oversees day-to-day cleaning for City buildings. The department is also responsible for developing, implementing and maintaining the City's energy management program.

Key Customers:

The Building Construction and Facility Maintenance Department serves both internal and external customers. Internal customers include City employees and external customers include any person visiting a City facility.

Customer Expectations and Requirements:

Both our internal and external customers expect a professional level of customer service. Internal customers expect timely responses to their request and external customers expect a professional and clean environment to perform their business transactions with the City.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Develop budgets to ensure that funding is available to accomplish the service demands of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Develop and promote a culture that maximizes the use of equipment and resources throughout the organization. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Plan and monitor staffing requirements for optimization of personnel resources. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Ensure City infrastructure is operated and maintained to proper service levels. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote open and constructive communication amongst employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Review and improve processes and procedures to gain efficiencies in work efforts. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Provide an environment where external and internal communication is integrated into all facets of the department so that employees, elected officials, citizens and businesses are informed about pertinent information. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Coordinate with other cities and entities to leverage opportunities for regional working relationships. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote collaboration between departments to create efficiencies and the sharing of information and resources. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Promote a work environment that encourages innovation and creativity and builds on the values and guiding principles of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Create a work culture that encourages employee development and provides training opportunities for employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Identify and implement technology changes that are driven by business needs as well as any regulatory and legal requirements. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

General Fund Expenditures

Public Works - Building Const. and Facility Maintenance

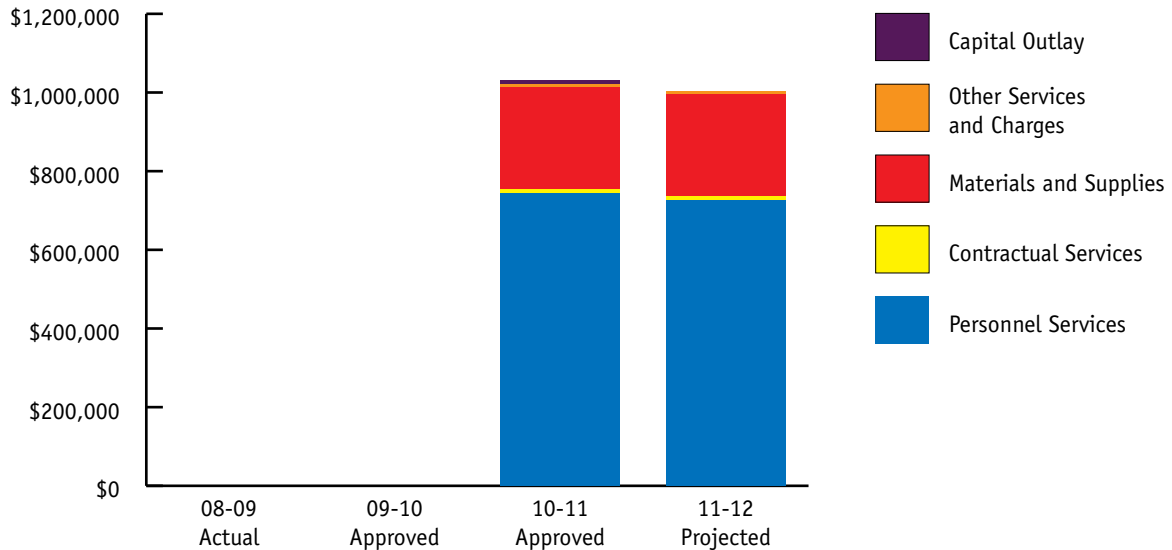
Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Liaison Construction Manager	0	0	1	0.00	0.00	1.00
Project Manager I	0	0	1	0.00	0.00	1.00
Facility Maintenance Coordinator	0	0	1	0.00	0.00	1.00
Facility Maintenance Technician.	0	0	3	0.00	0.00	3.00
Custodian	0	0	5	0.00	0.00	5.00
Administration Technician II (PM)	0	0	1	0.00	0.00	1.00
Administration Technician III*	0	0	0	0.00	0.00	0.00
Administrative Assistant	0	0	1	0.00	0.00	1.00
Total	0	0	13	0.00	0.00	13.00

New Department FY 2011 - Included in Public Works reorganization

* Re-titled position to Administrative Assistant

Public Works - Bldg. Const. & Facilities

Expenditures by Category



New Department FY 2011 - Included in Public Works reorganization

Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	0	0	\$742,833	\$724,931
Contractual Services	0	0	11,883	11,883
Materials and Supplies	0	0	259,320	259,320
Other Services and Charges	0	0	7,437	7,437
Capital Outlay	0	0	9,000	0
Total Expenditures:	0	0	\$1,030,473	\$1,003,571
Expenditures per Capita:			\$9.98	\$9.49

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
PW - Building & Facility	0.0%	0.0%	1.3%	0.0%	0.0%	1.9%

General Fund Expenditures

Public Works - Building Const. and Facility Mainte-



Public Works Operations: Infrastructure Development & Construction Management

The Infrastructure Development and Construction Management Department oversees all activities related to planning, designing, building and rehabilitating the City's infrastructure – water, wastewater and transportation.

In addition, the Department maintains vital documents and plans related to City structures and facilities. These documents provide historical records of all improvements made within the City.

The Department is comprised of three divisions, including Infrastructure Planning, Engineering Services and Inspection Services.

Vision: The Department strives to be a premier organization that values innovation, trust, teamwork and professionalism.

We will:

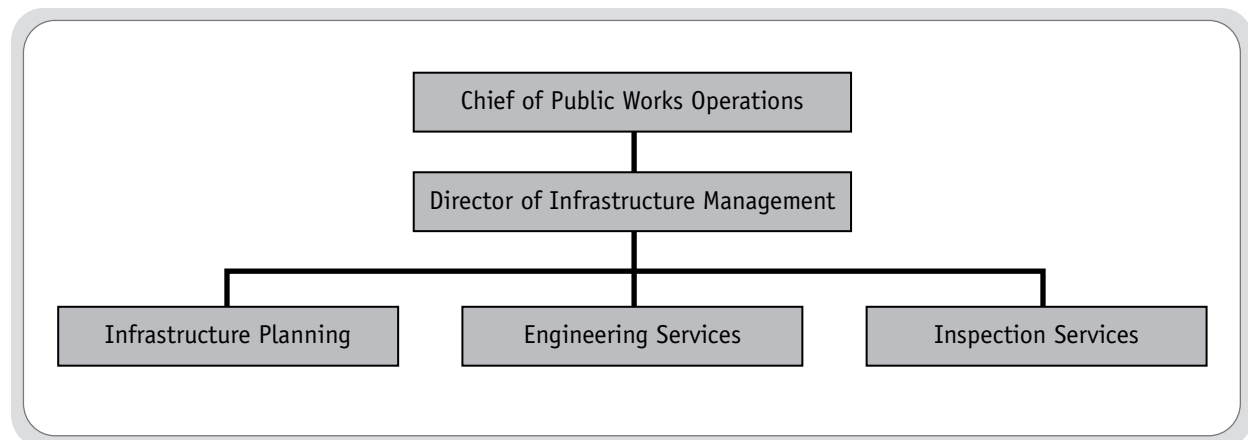
Accept the challenge of change and be committed to continually enhancing the safety, environment, quality of life and economic vitality of our community

Be accountable for our performance and our organization's success, and be recognized for our achievements

Be committed to provide our employees a stable work environment with equal opportunity for learning and personal growth

Be respectful of each other and the internal and external customers we support

Mission: The Department's mission is to plan, design, and construct cost-effective, safe, reliable and sustainable City infrastructure and facilities to protect the welfare of our citizens and meet the needs of the community.



Major Business Functions:

The Infrastructure Development and Construction Management Department consists of three divisions including:

The **Infrastructure Planning Division** provides oversight for all Public Works infrastructure planning including water, wastewater, transportation and drainage facilities. This division is tasked with maintaining regional relationships and encouraging cooperation and collaboration with local jurisdictions and regional entities to address regional infrastructure issues. This division also works with regional air quality initiatives and environmental stewardship.

The **Engineering Services Division** provides technical engineering assistance to City departments and the public. The engineering services staff performs project management activities for rehabilitation and/or expansion of all City infrastructure. The division is also responsible for archiving infrastructure plans; issuing right-of-way permits; performing flood plain management and stormwater management duties; and managing the coordination of GIS mapping for all City infrastructure.

The **Inspection Services Division** serves as a consolidated inspection team and performs residential, commercial and construction inspections. This team ensures that all structures or facilities whether above the ground, on the ground or below the ground are safe, reliable and secure for the citizens.

Key Customers:

The Infrastructure Development and Construction Management Department serves both internal and external customers. Key customers include the citizens of Round Rock, the City Council, the City Manager's office and other City departments involved in all aspects of the overall operations of the City including planning, building, maintaining and operating the City's infrastructure.

Customers also include elected officials, developers, business owners, local, state and federal agencies as well as any person requesting information about City processes, projects or programs whether within or outside the organization.

Customer Expectations and Requirements:

Customers expect a prompt, professional and accurate response to their request for information or service. If the customer is asking for an explanation or clarification about a City process or regulation, the customer expects that City staff is knowledgeable about processes and regulations.

The customer's expectation is that City staff will provide an accurate response to their questions with sufficient details about requirements whereas not to delay the progress of their project or request through the City's processes. In addition, each customer expects to be treated with courtesy and respect by staff members.

Internal customers/employees expect that other staff members will provide timely and accurate responses to their questions in a professional manner. All staff should treat each other with courtesy and be respectful and mindful of each other's work. Internal customers should be provided prompt and accurate information while being mindful that as an organization staff needs to work collaboratively to serve our external customers.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Develop budgets to ensure that funding is available to accomplish the service demands of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Develop and promote a culture that maximizes the use of equipment and resources throughout the organization. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Plan and monitor staffing requirements for optimization of personnel resources. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Ensure City infrastructure is planned and built to proper service levels. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote open and constructive communication amongst employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Review and improve processes and procedures to gain efficiencies in work efforts. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Develop guidelines/standards and promote use of proper planning methods when identifying projects for the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Provide planning, engineering and construction management services for all City projects. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Provide an environment where external and internal communication is integrated into all facets of the department so that employees, elected officials, citizens and businesses are informed about pertinent information. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Coordinate with other cities and entities to leverage opportunities for regional working relationships. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote collaboration between departments to create efficiencies and the sharing of information and resources. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Promote a work environment that encourages innovation and creativity and builds on the values and guiding principles of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Create a work culture that encourages employee development and provides training opportunities for employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Identify and implement technology changes that are driven by business needs as well as any regulatory and legal requirements. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

General Fund Expenditures

Public Works - Infrastructure Dev. & Const. Management

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
City Engineer	0	0	1	0.00	0.00	1.00
Assistant City Engineer	0	0	1	0.00	0.00	1.00
Chief Building Official**	0	0	0	0.00	0.00	0.00
Inspection Services Manager	0	0	1	0.00	0.00	1.00
Chief Commercial Insp.	0	0	1	0.00	0.00	1.00
Chief Electrical Insp.	0	0	1	0.00	0.00	1.00
Chief Residential Insp.	0	0	1	0.00	0.00	1.00
Senior Building Inspector	0	0	2	0.00	0.00	2.00
Building Inspector	0	0	2	0.00	0.00	2.00
Building Permits Technician	0	0	1	0.00	0.00	1.00
Administrative Technician II	0	0	2	0.00	0.00	2.00
Administrative Specialist	0	0	1	0.00	0.00	1.00
Commercial Inspector	0	0	1	0.00	0.00	1.00
Construction Inspector I-B	0	0	3	0.00	0.00	3.00
Construction Inspector II-A	0	0	1	0.00	0.00	1.00
Construction Inspector III	0	0	2	0.00	0.00	2.00
Contract Technician	0	0	1	0.00	0.00	1.00
Engineer Assistant I/III	0	0	1	0.00	0.00	1.00
Engineer II	0	0	1	0.00	0.00	1.00
Engineering Technician I *	0	0	1	0.00	0.00	1.00
GIS Technician I *	0	0	1	0.00	0.00	1.00
Project Manager I/II	0	0	2	0.00	0.00	2.00
Transportation Planner III	0	0	1	0.00	0.00	1.00
Total	0	0	29	0	0	29.00

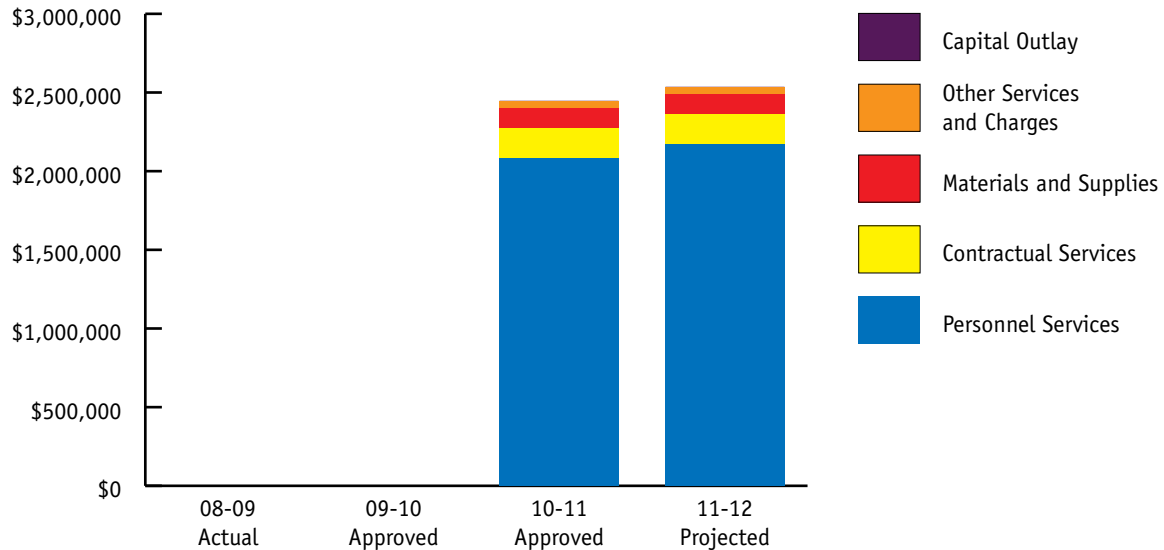
New Department FY 2011 - Included in Public Works reorganization

* re-classed position

** Re-titled position to Inspection Services Manager

Public Works - Infra. Dev. & Const. Mgnt.

Expenditures by Category



New Department FY 2011 - Included in Public Works reorganization

Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	0	0	\$2,081,394	\$2,170,450
Contractual Services	0	0	192,338	192,338
Materials and Supplies	0	0	124,724	124,724
Other Services and Charges	0	0	47,833	47,833
Capital Outlay	0	0	0	0
Total Expenditures:	0	0	\$2,446,289	\$2,535,345
Expenditures per Capita:			\$23.68	\$23.96

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
PW - ID & CM	0.0%	0.0%	3.0%	0.0%	0.0%	4.3%

General Fund Expenditures

Public Works - Infrastructure Dev. & Const. Management



Public Works Operations: Operate & Maintain

The Operations and Maintenance Department consists of seven divisions: Water Treatment; Wastewater Treatment; Vehicle Maintenance Facility; Facility Maintenance; Traffic Signals and Signs; Utility Support and Water, Wastewater, Street and Drainage Maintenance.

This department is responsible for all operations, maintenance and repair of the City's infrastructure and facilities – water and wastewater distribution and collection systems, streets and drainage facilities.

Special Note: The Vehicle Maintenance Facility and the Facility Maintenance divisions are reflected in this budget document as departments. The Water and Wastewater Treatment Plant Divisions as well as the Utility Support Division are funded out of the Utility fund. In the Maintenance Division, staff is combined with general, utility and drainage fund employees to include water line, wastewater line, street and drainage repairs and services.

Vision: The Department strives to be a premier organization that values innovation, trust, teamwork and professionalism

We will:

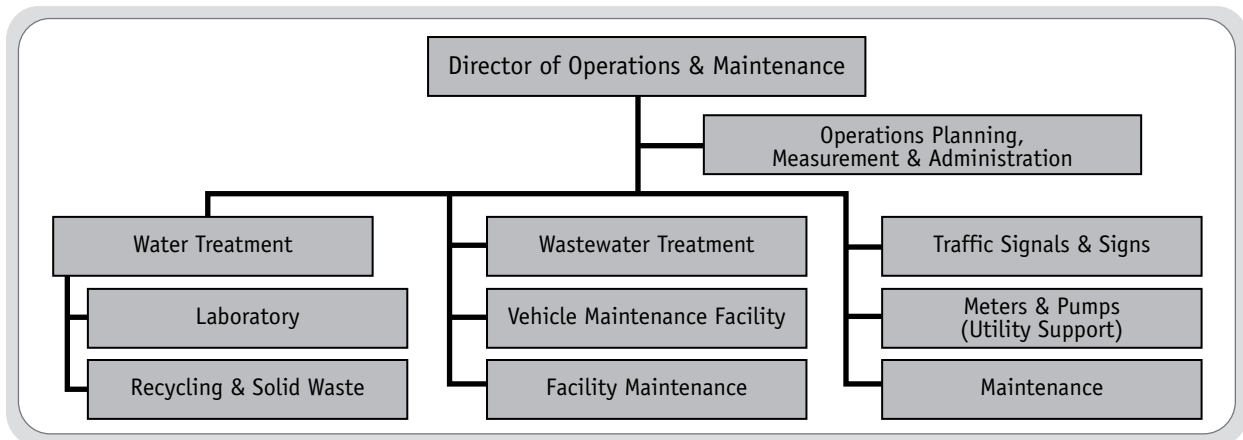
Accept the challenge of change and be committed to continually enhancing the safety, environment, quality of life and economic vitality of our community

Be accountable for our performance and our organization's success, and be recognized for our achievements

Be committed to provide our employees a stable work environment with equal opportunity for learning and personal growth

Be respectful of each other and the internal and external customers we support

Mission: The Department's mission is to cost-effectively operate and maintain the City infrastructure and facilities in a manner that protects the welfare of our citizens and staff and meets the needs of the community



Major Business Functions:

The Operations and Maintenance Department provides support to all City infrastructure operations and maintenance including water treatment and distribution; wastewater treatment and collection; meter and pump support; street repair and maintenance, drainage facility maintenance and traffic signal and sign coordination.

In addition, the City's Recycling and Environmental Laboratory functions are also housed within this Department. Divisions located within the Operations and Maintenance Department's general fund budget includes:

The **Traffic Signals and Signs Division** is responsible for maintaining, inspecting and managing traffic signals; installing and maintaining school zone signals as well as installing, inspecting, maintaining and managing traffic control signs; and road markings.

The **Maintenance Division** primarily serves as the hub of infrastructure service, repairs and support. Although part of the division is funded by the utility and drainage funds, all street maintenance and repair function as well as right-of-way maintenance are housed in this division. The division is responsible for asphalt maintenance and repair for roadways, parking lots, and trails and concrete maintenance and repairs for city sidewalks, driveways, approaches, ADA ramps and maintains channels and drainage features. The division also monitors and maintains rights-of-ways including mowing, chemical applications and pesticide applications. This Division also monitors outsources contracts for ROW maintenance.

The **Recycling Services Division** consists of a single drop-off recycling center and four oil-recycling stations. The division also manages the City's in-house City recycling program

Key Customers:

The Operations and Maintenance Department serves both internal and external customers. Key customers include the citizens of Round Rock, the City Council, the City Manager's office and other City departments involved in all aspects of the overall operations of the City.

Department customers also include the traveling public, business owners within and surrounding Round Rock, developers as well as local, state and federal government agencies.

Customer Expectations and Requirements:

Customers expect a prompt, professional and accurate response to their request for information or service. If the customer is asking for an explanation or clarification about a City process or regulation, the customer expects that City staff is knowledgeable about processes and regulations. The customer's expectation is to be treated with courtesy and respect by staff members and customer wants their issue is resolved as efficiently as possible within a reasonable timeframe.

Internal customers/employees expect that other staff members will provide timely and accurate responses to their questions in a professional manner. All staff should treat each other with courtesy and be respectful and mindful of each other's work. Internal customers should be provided prompt and accurate information while being mindful that as an organization staff needs to work collaboratively to serve our external customers.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Develop budgets to ensure that funding is available to accomplish the service demands of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Develop and promote a culture that maximizes the use of equipment and resources throughout the organization. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Plan and monitor staffing requirements for optimization of personnel resources. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Ensure City infrastructure is operated and maintained to proper service levels. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote open and constructive communication amongst employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Review and improve processes and procedures to gain efficiencies in work efforts. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Provide an environment where external and internal communication is integrated into all facets of the department so that employees, elected officials, citizens and businesses are informed about pertinent information. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Coordinate with other cities and entities to leverage opportunities for regional working relationships. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote collaboration between departments to create efficiencies and the sharing of information and resources. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Promote a work environment that encourages innovation and creativity and builds on the values and guiding principles of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Create a work culture that encourages employee development and provides training opportunities for employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Identify and implement technology changes that are driven by business needs as well as any regulatory and legal requirements. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

General Fund Expenditures

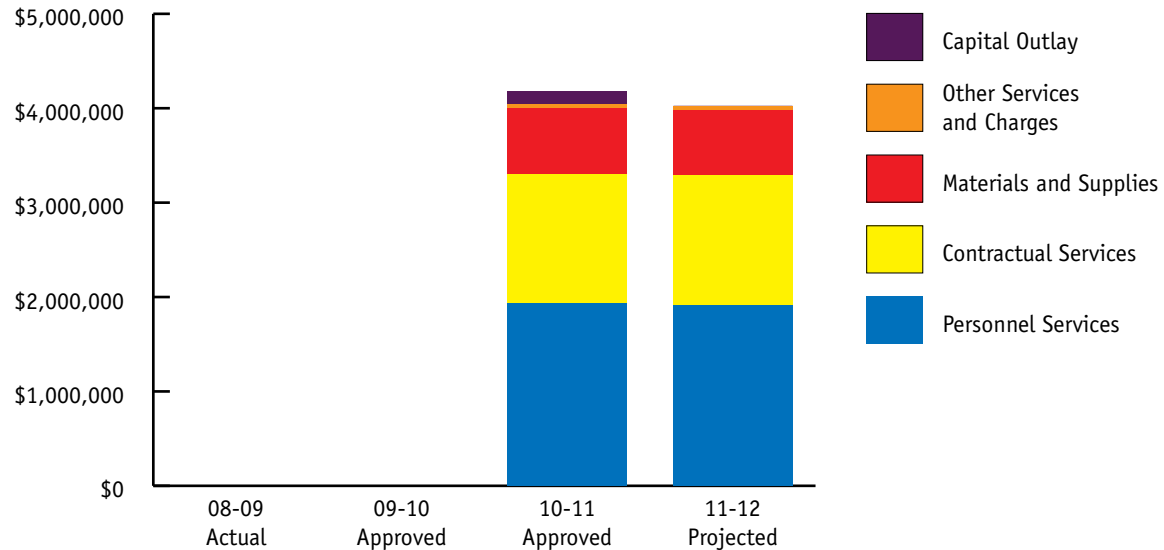
Public Works - Operate & Maintain

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
PW Operation Manager	0	0	1	0.00	0.00	1.00
Director, Operate & Maintain	0	0	1	0.00	0.00	1.00
Administrative Technician III	0	0	2	0.00	0.00	2.00
Asst. Street & Drainage Superintendent	0	0	1	0.00	0.00	1.00
Street & Drainage Superintendant	0	0	1	0.00	0.00	1.00
Street Foreman	0	0	2	0.00	0.00	2.00
Street Supervisor	0	0	1	0.00	0.00	1.00
Traffic Signal Supervisor	0	0	1	0.00	0.00	1.00
Equipment Operator I/III	0	0	15	0.00	0.00	15.00
Recycling Attendant I/II	0	0	3	0.00	0.00	2.75
Signs & Marking Technician II/III	0	0	2	0.00	0.00	2.00
Bridge Maintenance Specialist	0	0	1	0.00	0.00	1.00
Traffic Signal Technician I/III	0	0	4	0.00	0.00	4.00
Total	0	0	35	0.00	0.00	34.75

New Department FY 2011 - Included in Public Works reorganization

Public Works - Operate & Maintain

Expenditures by Category



New Department FY 2011 - Included in Public Works reorganization

Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	0	0	\$1,937,315	\$1,916,294
Contractual Services	0	0	1,361,945	1,367,489
Materials and Supplies	0	0	698,023	698,023
Other Services and Charges	0	0	42,561	42,311
Capital Outlay	0	0	140,582	0
Total Expenditures:	0	0	\$4,180,426	\$4,024,116
Expenditures per Capita:			\$40.47	\$38.04

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
PW - Operate & Maintain	0.0%	0.0%	5.1%	0.0%	0.0%	5.1%

General Fund Expenditures

Public Works - Operate & Maintain

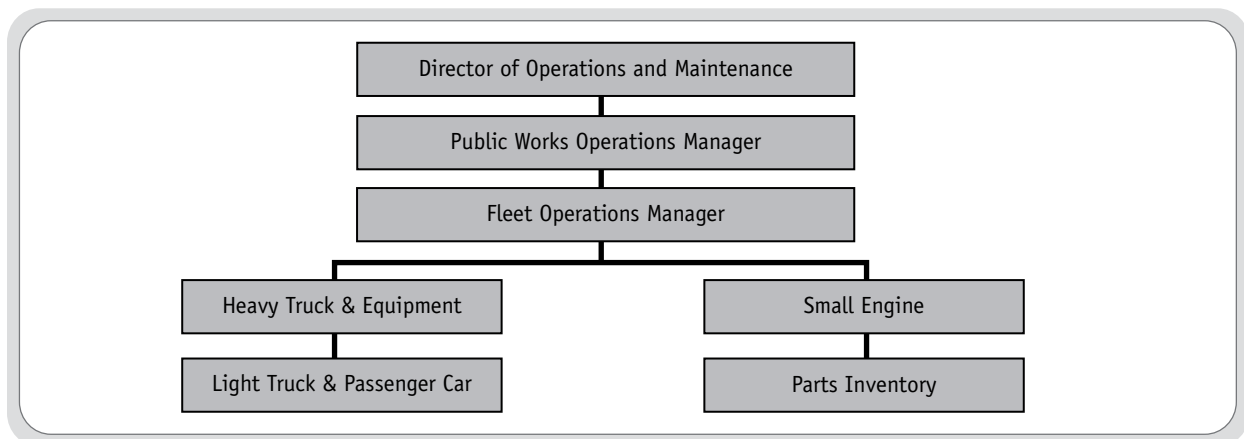


Public Works Operations: Vehicle Maintenance Facility

The Vehicle Maintenance Facility Department (VMF), formerly known as the Shop, provides general support to City departments by performing maintenance and repair of the City's vehicle fleet and small equipment

Vision: We will strive to continuously improve fleet management services support to all city customers and to ensure that vehicles and equipment are efficiently maintained in a safe operational condition in accordance with all federal, state and county safety and environmental policies, procedures and regulations. We will employ best management practices and provide cost-effective and timely services when supporting customer needs and requirements.

Mission: The Vehicle Maintenance Facility strives to provide efficient and effective delivery of vehicle fleet management services by providing safe, reliable, economical and environmentally sound transportation and related services that are responsive to the needs of our customers and which preserve the value of the vehicle and equipment investment. The VMF practices sound environmental stewardship and management of city assets and resources; and we provide a key capability to our customers, who deliver or support direct public services, to maintain a safe and caring community



Major Business Functions:

The **Vehicle Maintenance Facility (VMF)** is comprised of a single program with four major teams. Each team consists of highly qualified mechanics and staff who focus on the maintenance and repair of all city vehicles and equipment. Having specialized teams assures that all city vehicles and equipment will always be safe and well-maintained.

The *Heavy Truck and Equipment Team* is responsible for the repair and maintenance of heavy trucks and equipment. Included in the team is certified Emergency Vehicle Technicians, these certifications allow them to maintain all fire apparatus and emergency equipment. This group also maintains all other large vehicles such as dump trucks and heavy equipment.

The *Light Truck and Passenger Car Team* is comprised of Automotive Service Excellent (ASE) certified mechanics. This team assures that all police vehicles and other small duty trucks and administrative fleet vehicles are safe, reliable and maintained on a regular basis.

The *Small Engine Team* is responsible for the entire repair and maintenance of small engine equipment used by each Department, this group is also responsible for the maintenance of all small engine emergency equipment (Jaws of Life).

The *Parts Inventory Team* verifies that the Vehicle Maintenance Facility has the adequate inventory of needed parts and supplies to complete the repairs and maintenance of the city fleet and all city equipment. This group is also responsible for the vehicle asset tracking; this allows tracking of all expenditures to determine life cycle cost and to extend service life of all vehicles and equipment.

Key Customers:

The Vehicle Maintenance Facility's main customer focus is the satisfaction of internal customers from all city departments. Internal customers include all city employees who utilize city fleet and equipment. This facility strives to maintain a high level of customer satisfaction for all city employees on schedule as promised.

Customer Expectations and Requirements:

All customers require and expect safe and operational vehicles and equipment in a timely manner. Customer's expectations and requirements are only satisfied if their requirements are consistently met. To accomplish this goal, we must meet their requirements in a timely and cost-effective manner. The Vehicle Maintenance Facility has the mindset, as well as knowledge and experience, to ensure meeting customer expectations and requirements the first time, every time.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Develop budgets to ensure that funding is available to accomplish the service demands of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Develop and promote a culture that maximizes the use of equipment and resources throughout the organization. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Plan and monitor staffing requirements for optimization of personnel resources. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Ensure City infrastructure is operated and maintained to proper service levels. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote open and constructive communication amongst employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Review and improve processes and procedures to gain efficiencies in work efforts. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Provide an environment where external and internal communication is integrated into all facets of the department so that employees, elected officials, citizens and businesses are informed about pertinent information. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Coordinate with other cities and entities to leverage opportunities for regional working relationships. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote collaboration between departments to create efficiencies and the sharing of information and resources. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Promote a work environment that encourages innovation and creativity and builds on the values and guiding principles of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Create a work culture that encourages employee development and provides training opportunities for employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Identify and implement technology changes that are driven by business needs as well as any regulatory and legal requirements. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

General Fund Expenditures

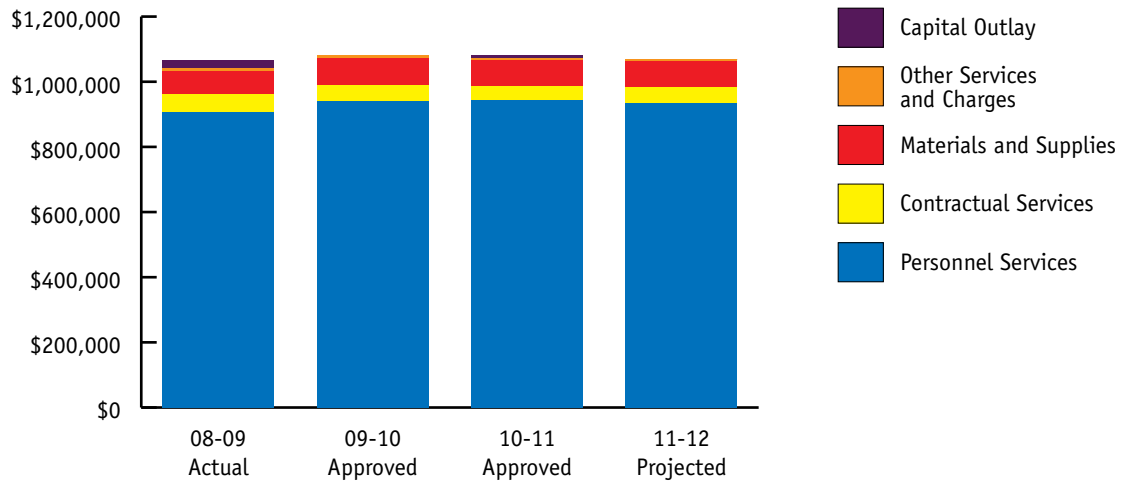
Public Works - Vehicle Maintenance Facility

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Shop Superintendent *	1	1	0	1.00	1.00	0.00
Fleet Operations Manager *	0	0	1	0.00	0.00	1.00
Shop Foreman	2	2	2	2.00	2.00	2.00
Mechanic III	4	4	4	4.00	4.00	4.00
Mechanic II	5	5	5	5.00	5.00	5.00
Shop Supervisor	1	1	1	1.00	1.00	1.00
Parts Inventory Technician	1	1	1	1.00	1.00	1.00
Administrative Technician II	1	1	1	1.00	1.00	1.00
Total	15	15	15	15.00	15.00	15.00

*Position reclassified

Public Works - Vehicle Maint. Facility

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$906,788	\$939,933	\$944,994	\$934,694
Contractual Services	55,238	49,636	42,350	48,871
Materials and Supplies	70,269	82,593	77,492	77,522
Other Services and Charges	7,778	7,661	7,661	7,661
Capital Outlay	25,714	0	9,000	0
Total Expenditures:	1,065,787	1,079,823	1,081,497	1,068,748
Expenditures per Capita:	\$10.93	\$10.71	\$10.47	\$10.10

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
PW - VMF	1.3%	1.3%	1.3%	2.1%	2.1%	2.2%





Debt Service Funds Expenditures

Interest & Sinking - G.O. Bonds

Interest & Sinking - Revenue Bonds





Interest & Sinking - G.O. Bonds Program Description

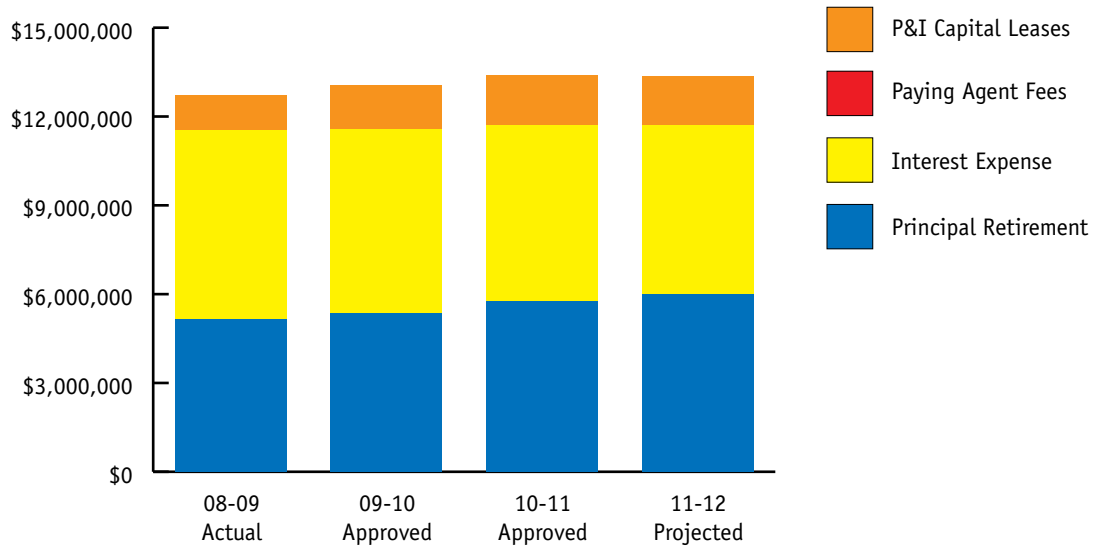
To provide for the scheduled retirement of the City's Bonded and other long-term debt. See also the Debt Schedules Section of this budget.

Debt Service Funds Expenditures

Interest & Sinking G.O. Bonds

I & S G. O. Bonds Debt Service Fund

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Principal Retirement	\$5,160,000	\$5,365,000	\$5,755,000	\$5,980,000
Interest Expense	6,381,463	6,188,438	5,951,535	5,709,973
Advance refunding savings (est)	0	0	(623,000)	(626,000)
Paying Agent Fees	2,615	9,000	9,000	9,000
P&I Capital Leases	1,156,800	1,488,307	1,662,596	1,667,340
Total Expenditures:	\$12,700,878	\$13,050,745	\$12,755,131	\$12,740,313
Expenditures per Capita:	\$135.55	\$133.85	\$126.54	\$123.33



Interest & Sinking - Revenue Bonds Program Description

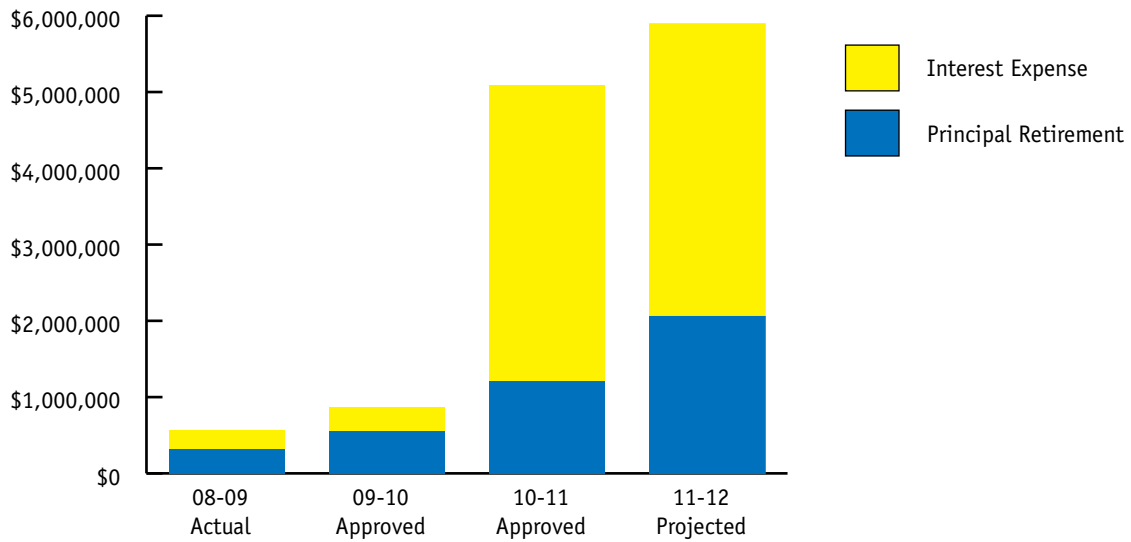
To provide for the scheduled retirement of the City's Bonded and other long-term debt. See also the Debt Schedules Section of this budget.

Debt Service Funds Expenditures

Interest & Sinking Revenue Bonds

I & S Revenue Bonds Debt Service Fund

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Principal Retirement	\$320,000	\$555,000	\$1,210,000	\$2,055,000
Interest Expense	248,400	306,323	3,871,298	3,838,953
Paying Agent Fees	0	0	0	0
Total Expenditures:	\$568,400	\$861,323	\$5,081,298	\$5,893,953
Expenditures per Capita:	\$6.07	\$8.83	\$50.41	\$57.06



Drainage Fund Expenditures

Drainage Fund



Drainage Fund

This Fund administrates all aspects of the City's Storm Water Program including planning, engineering, programs, operations and maintenance associated with storm water drainage, floodplain management and water quality management. The Drainage Fund collects fees based on a property's impact to the City's drainage system.



Drainage Fund

The Drainage Utility funds all aspects of the Storm Water Program including planning, engineering, programs, operations and maintenance associated with storm water drainage, floodplain management and water quality management.

The Drainage Fund is composed of two divisions: Engineering Services and Operations and Maintenance.

Vision: The Storm Water Program strives to be a premier organization that values innovation, trust, teamwork and professionalism.

We will:

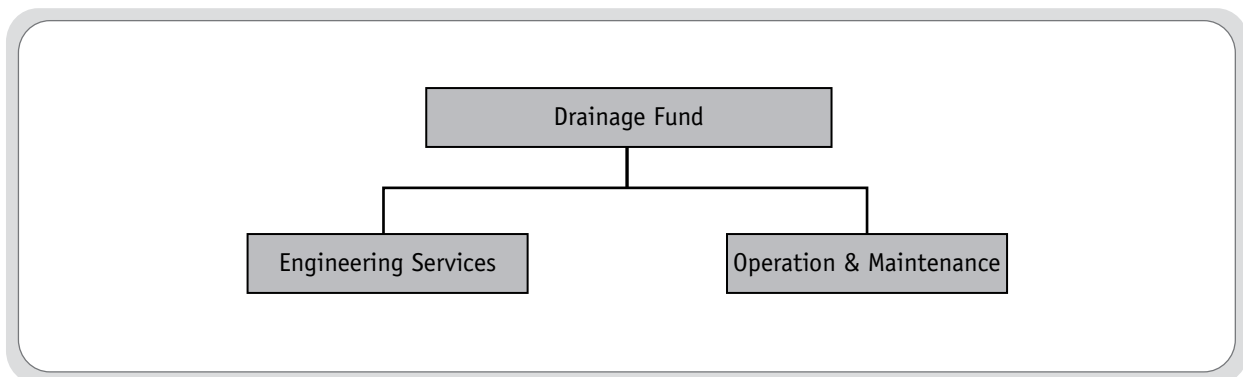
Accept the challenge of change and be committed to continually enhancing the safety, environment, quality of life and economic vitality of our community

Be accountable for our performance and our organization's success, and be recognized for our achievements

Be committed to provide our employees a stable work environment with equal opportunity for learning and personal growth

Be respectful of each other and the internal and external customers we support

Mission: The Storm Water Program's mission is to plan, design, construct, operate and maintain cost-effective, safe, reliable and sustainable City storm water infrastructure and facilities to protect the welfare of our citizens and meet the needs of the community.



Major Business Functions:

The **Engineering Services Division** provides development assistance and administration for Storm Water Master Plan activities including maintaining regional relationships and encouraging cooperation and collaboration with local jurisdictions and regional entities to address regional storm water management and water quality compliance issues.

The Engineering Services Division also provides technical engineering assistance to City departments and the public regarding floodplain management, drainage and water quality. The engineering services staff performs project management activities for rehabilitation and/or expansion of storm water infrastructure. The engineering services staff also manages the TCEQ mandated TPDES (Phase 2) Municipal Separate Storm Sewer System (MS4) permit.

The **Operation and Maintenance Division** maintains all City-owned storm water infrastructure including inlets, storm sewer, channels and water quality ponds. The operation and maintenance staff are responsible for ensuring continued conveyance to avoid localized and regional flooding. They are also responsible for continued water quality infrastructure maintenance to ensure cleanliness of water draining to creeks and regulatory compliance.

Key Customers:

The Storm Water Program staff serves both internal and external customers. Key customers include the citizens of Round Rock, the City Council, the City Manager's office and other City departments involved in all aspects of the overall operations of the City including planning, building, maintaining and operating the City's storm water drainage and water quality infrastructure.

Customers also include elected officials, developers, business owners, local, state and federal agencies.

Customer Expectations and Requirements:

Customers expect a prompt, professional and accurate response to their request for information or service. If the customer is asking for an explanation or clarification about a City process or regulation, the customer expects that City staff is knowledgeable about processes and regulations. The customer's expectation is to be treated with courtesy and respect by staff members and customer wants their issue is resolved as efficiently as possible within a reasonable timeframe.

Internal customers/employees expect that other staff members will provide timely and accurate responses to their questions in a professional manner. All staff should treat each other with courtesy and be respectful and mindful of each other's work. Internal customers should be provided prompt and accurate information while being mindful that as an organization staff needs to work collaboratively to serve our external customers.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Develop budgets to ensure that funding is available to accomplish the service demands of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Develop and promote a culture that maximizes the use of equipment and resources throughout the organization. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Plan and monitor staffing requirements for optimization of personnel resources. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Promote open and constructive communication amongst employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Review and improve processes and procedures to gain efficiencies in work efforts. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Provide an environment where external and internal communication is integrated into all facets of the department so that employees, elected officials, citizens and businesses are informed about pertinent information. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Coordinate with other cities and entities to leverage opportunities for regional working relationships. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote collaboration between departments to create efficiencies and the sharing of information and resources. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Promote a work environment that encourages innovation and creativity and builds on the values and guiding principles of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Create a work culture that encourages employee development and provides training opportunities for employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Identify and implement technology changes that are driven by business needs as well as any regulatory and legal requirements. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

Drainage Fund Expenditures

Drainage Fund

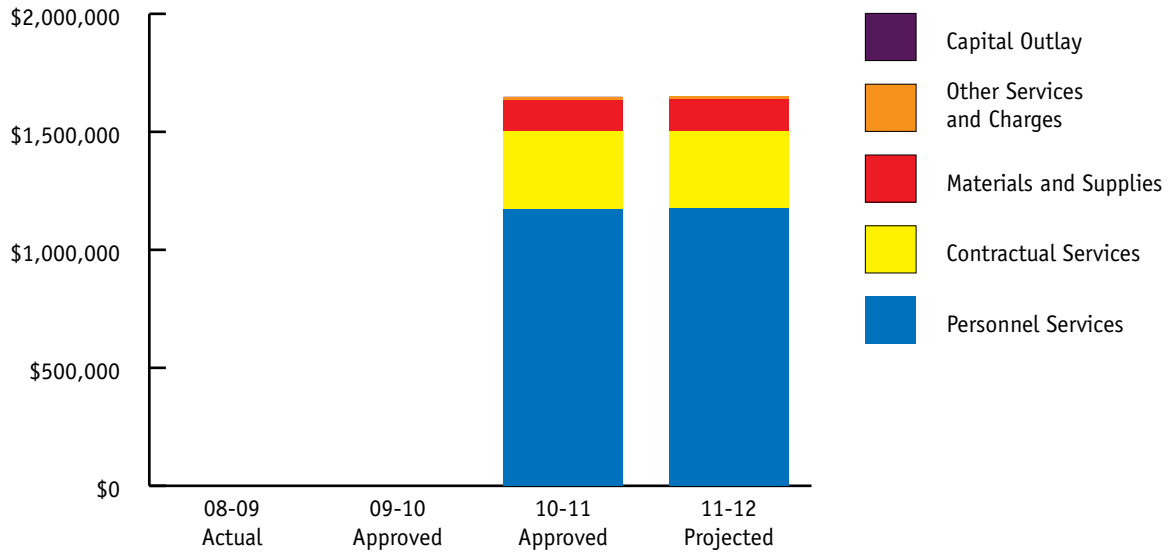
Authorized Personnel	Positions			Full Time Equivalents		
	2007- 2008 Actual	2008-09 Approved	2009-10 Approved	2007-08 Actual	2008-09 Approved	2009-10 Approved
Bridge Maintenance Specialist	0	0	1	0.00	0.00	1.00
Drainage/EO II*	0	0	1	0.00	0.00	1.00
Engineer II/III	0	0	1	0.00	0.00	1.00
Engineer Assistant I	0	0	1	0.00	0.00	1.00
Equipment Operator II/III	0	0	8	0.00	0.00	8.00
Line Locator	0	0	1	0.00	0.00	1.00
Storm Water Technician	0	0	1	0.00	0.00	1.00
Street & Drainage Crew Leader	0	0	1	0.00	0.00	1.00
Street Foreman	0	0	1	0.00	0.00	1.00
Street Supervisor	0	0	1	0.00	0.00	1.00
Total	0	0	17	0.00	0.00	17.00

New Fund FY 2011 - Included in Public Works reorganization

* Retitled position to Equipment Operator II

Drainage Fund

Expenditures by Category



New Fund FY 2011 - Included in Public Works reorganization

Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	0	0	\$1,173,638	\$1,175,608
Contractual Services	0	0	328,560	328,560
Materials and Supplies	0	0	132,058	132,058
Other Services and Charges	0	0	13,625	13,625
Capital Outlay	0	0	0	0
Total Expenditures:	0	0	\$1,647,881	\$1,649,851
Expenditures per Capita:			\$15.95	\$15.59

Drainage Fund Expenditures

Drainage Fund





Water / Wastewater Utility Fund Expenditures

Environmental Services
Utilities Administration
Utility Billings & Collections
Utility Debt Service & Transfers
Wastewater Systems Support
Wastewater Treatment Plant
Wastewater Line Maintenance
Water Line Maintenance
Water Systems Support
Water Treatment Plant

Water / Wastewater
Utility Fund Expenditures

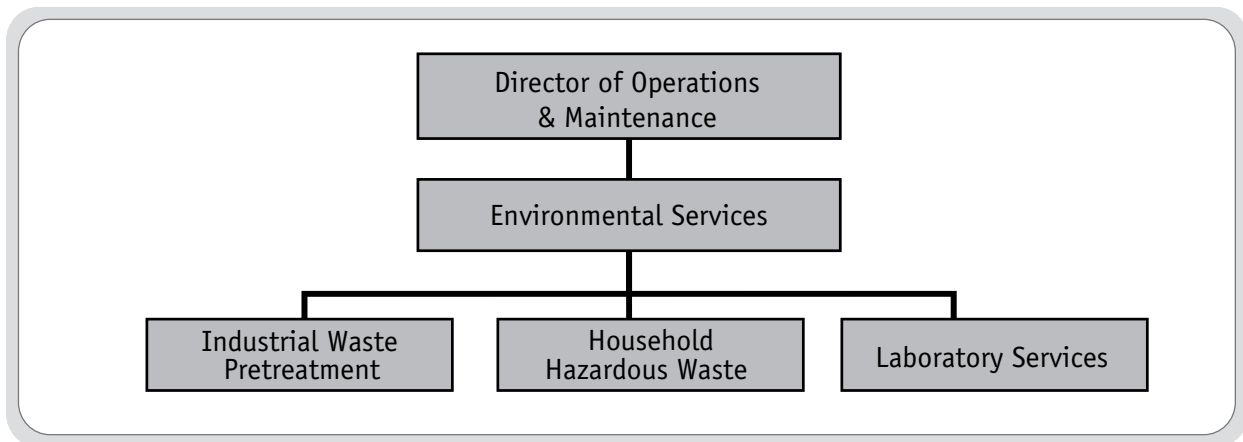


Environmental Services Department

Environmental Services consists of several primary activities: Laboratory Services, Industrial Waste Pretreatment and Household Hazardous Waste Services. These activities are accomplished through implementing and encouraging pollution prevention activities, enforcing environmental regulations, and quantifying pollutant concentrations.

Vision: We are committed to providing the services to the citizens of the City of Round Rock to promote the most environmentally safe community that is feasible with our resources.

Mission: To provide resource preservation, conservation, and protection through the implementation and enforcement of environmental regulations and stewardship.



Major Business Functions:

Industrial Waste Pretreatment: Mandated by the Environmental Protection Agency (EPA) and the Texas Commission on Environmental Quality (TCEQ), this component is designed to protect the wastewater collection and treatment systems, public health, the environment, and public waterways from pollutant discharges. The pretreatment program includes permitting, inspecting, sampling, and testing of local businesses and industries to ensure compliance with applicable regulations.

Household Hazardous Waste (HHW) Services:

Provides the safe and correct disposal of hazardous home chemicals and paint. This program helps divert hazardous materials from landfills, receiving streams and drinking water supplies and reduces the potential of illegal dumping. The City has conducted HHW services since 1996 and became a TCEQ approved permanent collection facility in December 2004.

Laboratory Services: Provides testing services to a variety of customers including: the City's Water Treatment Plant and Building Construction Inspections Departments, citizen inquiries, and municipal accounts. The laboratory is certified under the National Environmental Laboratory Accreditation Program, which requires the highest standard of quality control, having been certified by the Texas Department of Health since 1996 and maintains the highest standard of quality control. Laboratory Services provides data needed to recover waste treatment costs passed on by the Brazos River Authority (BRA).

Key Customers:

The laboratory supports the needs of several City departments which include the TCEQ required samples for the water/wastewater utility, construction inspection, storm water program and other special need samples required by the City. The laboratory also supports outside water customers for bacteriological and other testing services, including: private home owners, construction companies, local public water systems, real estate agencies and other entities requiring water and wastewater testing services.

The industrial pretreatment program customers include all non-domestic dischargers within the City of Round Rock and regulatory agencies such as the EPA and TCEQ. All individuals and/or businesses connected to the City's sanitary sewer system are impacted by the program. Other customers include the Brazos River Authority and partner cities involved in the Brushy Creek Regional Wastewater System.

Customers of the household hazardous waste program include all Round Rock residents and employees. The recycling and reuse component of this program is available to anyone.

Customer Expectations and Requirements:

Laboratory customers expect precise, accurate results in a short period of time with attention to quality control and data integrity at a cost competitive price.

Industrial Pretreatment customers expect clear communication, fair treatment when applying regulations, fast response and professional input regarding treatment design and processes.

Household Hazardous Waste customers expect frequent and convenient access to services and that the disposal methods chosen are environmentally and cost conscious.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Develop budgets to ensure that funding is available to accomplish the service demands of the City. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Develop and promote a culture that maximizes the use of equipment and resources throughout the organization. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Plan and monitor staffing requirements for optimization of personnel resources. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Ensure City infrastructure is operated and maintained to proper service levels. (SP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote open and constructive communication amongst employees. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Review and improve processes and procedures to gain efficiencies in work efforts. (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Provide an environment where external and internal communication is integrated into all facets of the department so that employees, elected officials, citizens and businesses are informed about pertinent information. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Coordinate with other cities and entities to leverage opportunities for regional working relationships. (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote collaboration between departments to create efficiencies and the sharing of information and resources. (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Promote a work environment that encourages innovation and creativity and builds on the values and guiding principles of the City. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Create a work culture that encourages employee development and provides training opportunities for employees. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Identify and implement technology changes that are driven by business needs as well as any regulatory and legal requirements. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

Water/Wastewater Utility Fund Expenditures

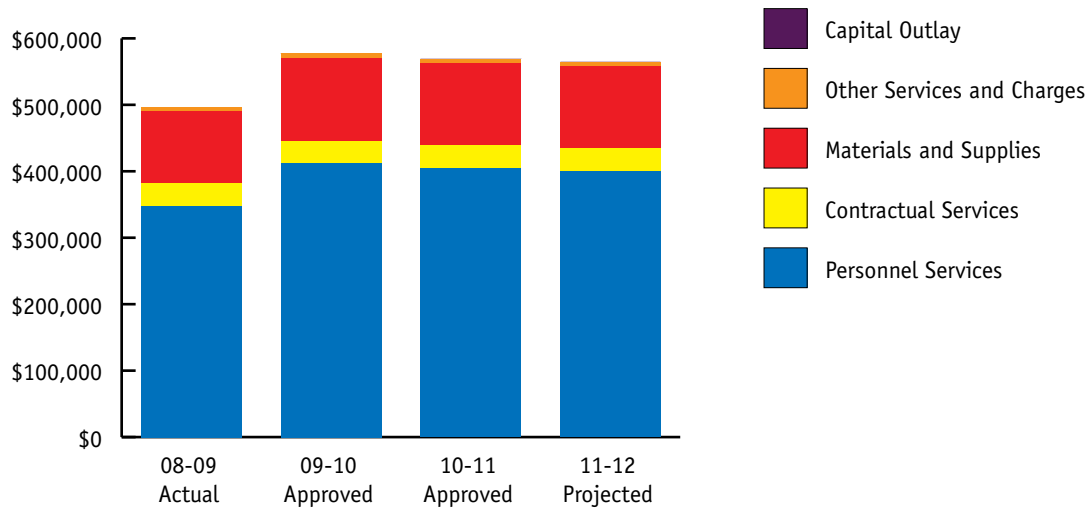
Environmental Services

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Environmental Lab Analyst	2	2	2	2.00	2.00	2.00
Pretreatment Compliance Specialist	1	1	1	1.00	1.00	1.00
Environmental Services Supervisor*	1	1	0	1.00	1.00	0.00
Environmental Systems Supervisor	0	0	1	0.00	0.00	1.00
Field Laboratory Technician	1	1	1	1.00	1.00	1.00
Administrative Technician II/III	1	1	1	1.00	1.00	1.00
Total	6	6	6	6.00	6.00	6.00

* Re-titled position to Environmental Systems Supervisor

Environmental Services

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$347,680	\$412,563	\$404,156	\$400,034
Contractual Services	34,620	33,023	34,818	34,818
Materials and Supplies	107,168	124,280	123,135	123,172
Other Services and Charges	6,045	7,300	7,300	6,700
Capital Outlay	0	0	0	0
Total Expenditures:	\$495,513	\$577,166	\$569,409	\$564,724
Expenditures per Capita:	\$5.08	\$5.73	\$5.51	\$5.34

Operating Efficiencies:

	Expenditures as a % of Utility Fund			Authorized Personnel as a % of Utility Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Environmental	1.5%	1.5%	1.5%	4.5%	4.5%	4.8%

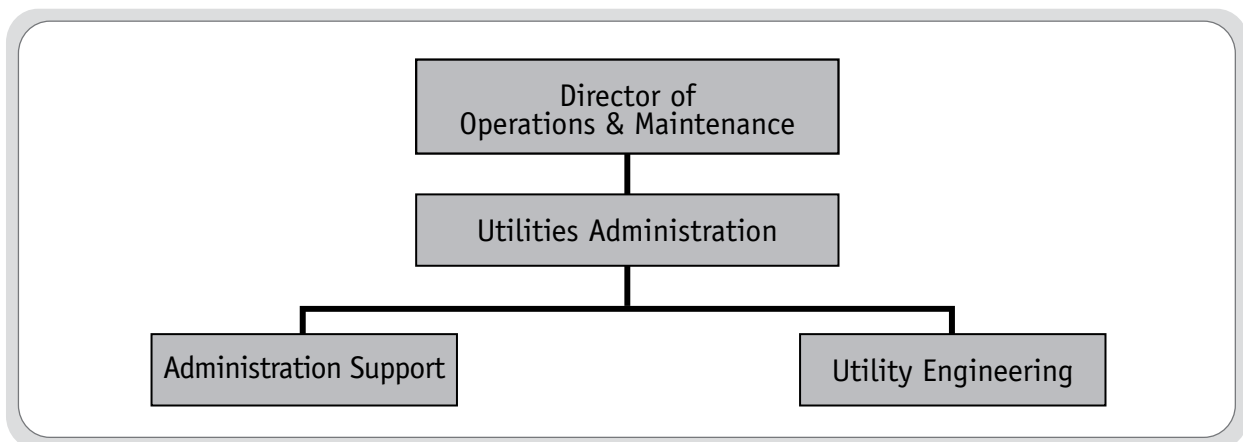


Utilities Administration Department

The Utilities Administration Division consists of the Utility Director's office, Utility Engineering and Water Conservation personnel, and is responsible for providing support and oversight to seven other divisions that include: Water Treatment Plant, Environmental Services (Industrial Waste Pretreatment, Recycling Services, and Analytical Laboratory), Water Line Maintenance, Water Systems Support, Wastewater Line Maintenance, Wastewater Systems Support, and Wastewater Treatment Plant.

Vision: To ensure adequate future water supply for the city, ensure installation of water and wastewater infrastructure to meet existing and future growth needs, economical operation of the utilities system and ensure compliance with state and federal regulations.

Mission: We are committed to provide our staff a stable work environment with equal opportunity for learning and personal growth. Innovation, trust, and professionalism are encouraged for improving the effectiveness of the department. Above all, each staff member will be provided the same concern, respect, and caring attitude within the department, which we are expected to support and communicate to each internal and external Utility Department customer.



Major Business Functions:

Administration: The Utility Administration Division's function is to ensure that the City provides an adequate, affordable and safe water supply. This includes master planning and construction of the necessary infrastructure, securing future water rights to meet ultimate build-out needs of the City, protecting the current water supply, forming regional partnerships, promoting and implementing water conservation, rehabilitating existing infrastructure, managing the system to maintain competitive rates, and complying with all state and federal regulations.

Administration Support: Maintain wastewater system to ensure proper waste disposal in order to protect public health and the environment. This includes participating in a regional wastewater collection and treatment system with neighboring Cities, as well as planning, constructing and rehabilitating the City's collection system to maintain competitive rates and to ensure compliance with federal and state regulations.

Oversee the City's solid waste management program which includes garbage collection and disposal as well as providing recycling opportunities to the citizens. Promote environmental awareness in order to increase recycling and reduce the amount of waste disposed of in the landfill.

Utility Engineering: Utility Engineering is responsible for the management, inspection and coordination of all Utility Capital Improvement Projects (C.I.P.) including negotiating professional services contracts, providing general engineering support for Public Works and other departments in the City, and managing and coordinating the Utility GIS, Mapping and Utility Systems Computer Modeling Programs.

Key Customers:

The Utility Administration Division has internal as well as external customers. The internal customers include all City Departments. The external customers include residents, commercial/business entities, homeowner associations, educational institutions, governmental and industrial facilities, non-profit organizations, and wholesale customers including Municipal Utility Districts (MUDs) within the City's ETJ.

Customer Expectations and Requirements:

External customers expect clean, safe drinking water as well as proper waste disposal at an affordable rate. All of our customers expect accurate, timely and professional responses to their requests and/or inquiries.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Develop budgets to ensure that funding is available to accomplish the service demands of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Develop and promote a culture that maximizes the use of equipment and resources throughout the organization. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Plan and monitor staffing requirements for optimization of personnel resources. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Ensure City infrastructure is planned and built to proper service levels. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote open and constructive communication amongst employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Review and improve processes and procedures to gain efficiencies in work efforts. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Develop guidelines/standards and promote use of proper planning methods when identifying projects for the City. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Provide planning, engineering and construction management services for all City projects. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Provide an environment where external and internal communication is integrated into all facets of the department so that employees, elected officials, citizens and businesses are informed about pertinent information. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Coordinate with other cities and entities to leverage opportunities for regional working relationships. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote collaboration between departments to create efficiencies and the sharing of information and resources. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Promote a work environment that encourages innovation and creativity and builds on the values and guiding principles of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Create a work culture that encourages employee development and provides training opportunities for employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Identify and implement technology changes that are driven by business needs as well as any regulatory and legal requirements. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

Water/Wastewater Utility Fund Expenditures

Utilities Administration

Authorized Personnel	Positions			Full Time Equivalents		
	2008- 2009 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Utility Director	1	1	1	1.00	1.00	1.00
Chief Utility Engineer	1	1	1	1.00	1.00	1.00
Utility CIP Specialist	1	1	1	1.00	1.00	1.00
Utility Systems Analyst ***	1	1	0	1.00	1.00	0.00
Utility Locators	0	0	0	0.00	0.00	0.00
GIS Analyst	1	1	1	1.00	1.00	1.00
GIS Technician II	1	1	1	1.00	1.00	1.00
Engineer III *	1	1	0	1.00	1.00	0.00
Project Manager I/II **	0	0	2	0.00	0.00	2.00
Administrative Assistant	0	0	1	0.00	0.00	1.00
Administrative Technician III****	1	1	0	1.00	1.00	0.00
Total	8	8	8	8.00	8.00	8.00

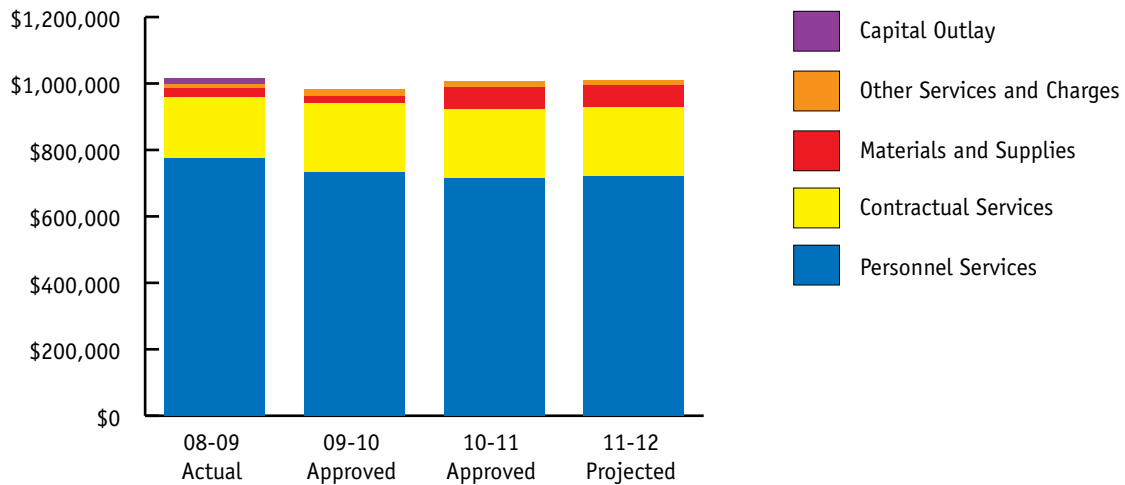
* position moved to new DSO for FY11

** position moved in Public Works reorganization

**** Re-titled position to Administrative Assistant

Utilities Administration

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$775,064	\$733,988	\$714,438	\$719,430
Contractual Services	184,596	205,683	208,954	208,954
Materials and Supplies	26,332	23,467	65,707	65,707
Other Services and Charges	10,723	19,150	16,150	16,150
Capital Outlay	19,266	0	0	0
Total Expenditures:	\$1,015,981	\$982,288	\$1,005,249	\$1,010,241
Expenditures per Capita:	\$10.42	\$9.74	\$9.73	\$9.55

Operating Efficiencies:

	Expenditures as a % of Utility Fund			Authorized Personnel as a % of Utility Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Utility Admin	3.0%	2.6%	2.6%	6.1%	6.1%	6.4%

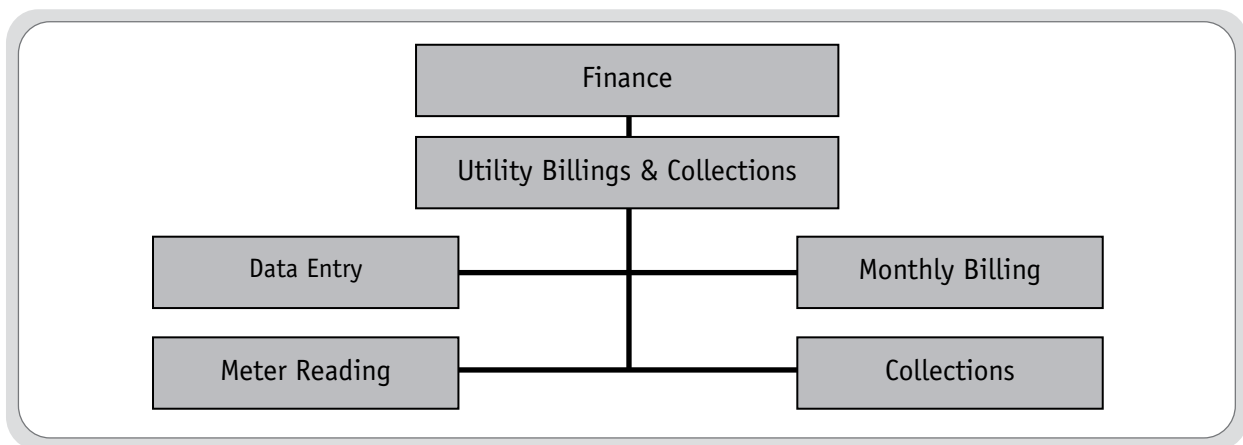


Utility Billing & Collections Department

The Utility Billing Office handles the accounting, billing, and collection of all customer water, sewer, and garbage billings; connects and disconnects service; and provides assistance to customers.

Vision: To provide customers with accurate and timely billing information by utilizing the most efficient resources available.

Mission: To account for the accurate and precise recording of information gathered from the reading, billing and collecting of money for every meter within the City of Round Rock and provide professional, courteous and superior customer service to all citizens of Round Rock.



Major Business Functions:

The Round Rock Utility Billing & Collections Department consists of four major business functions that allow the department to merge together data and reading information and bill and collect revenue for the City of Round Rock on a monthly basis.

Data Entry: The Utility Billing Office staff tracks all new meters in order to provide water service to new connections. The Building Inspections Division and Utility Systems Support Department provide the information used for data entry to create new accounts in the City's main database. The office reviews existing accounts monthly for correct occupant billing information. The office depends upon our customers to inform us of any changes of occupancy.

Meter Reading: The Utility Systems Support staff reads the water meters every month. They transfer these meter readings to our office to be processed for the monthly billing. The Utility Billing staff works closely with Utility Systems Support staff to maintain the reading schedule and to meet monthly deadlines.

Monthly Billing: After reviewing, inputting and checking for accuracy on all the readings, the utility billing staff calculates and invoices all customers within the database with a monthly billing.

Collections: The office staff collects current and past due monies owed to the City of Round Rock. The collections process occurs throughout the month to ensure that all accounts are collected in a timely manner.

Key Customers:

The Utility Billing Office deals with mostly external customers that we service on a daily basis. We interact with new customers who are moving to the City of Round Rock for the first time and existing customers whose needs vary from simple billing questions to more complex ones regarding service interruption. Our interaction with internal customers is most often regarding meter reading and other meter related functions.

Customer Expectations and Requirements:

All of our customers have the right to expect professional and courteous customer service from our customer service staff. The staff must provide accurate information regarding policies and procedures that relate to the utility billing office.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Streamline data sharing from source to eliminate duplication of efforts (SP) Metrics:</p> <ul style="list-style-type: none"> • Measure volume of current duplication and strive to minimize the processes in the future. 	<p>Leverage technology to provide the most cost effective business processes. (SP) Metrics:</p> <ul style="list-style-type: none"> • Review new payment options available to offer customers as well as most current billing software compatibility. <p>Accurate, timely processing of collections on a daily basis (SP) Metrics:</p> <ul style="list-style-type: none"> • Review daily reports for check processing efficiency.
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Automate the field processes in order to minimize human error in all areas of field work. (SP) Metrics:</p> <ul style="list-style-type: none"> • Review AMR meters for efficiency in areas where they are installed. <p>Communicate internally to strengthen and improve healthy work relationships (DP) Metrics:</p> <ul style="list-style-type: none"> • Work towards minimizing the volume of concerns from the various support areas with open two-way communication and possible cross training opportunities. <p>Ensure customers experience positive interactions and satisfaction with Utility Billing. (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Measure survey results from customer responses. 	<p>Provide fair, supportive, and stable work environment by equipping our employees with tools to be successful while encouraging employee development and creativity (DP) Metrics:</p> <ul style="list-style-type: none"> • Continue with main things initiatives; • Assure that staff skill sets are responsive to enhanced technology and workplace developments. <p>Provide leadership that guides and supports employees to progressively plan for the future in order to achieve career and life goals (DP) Metrics:</p> <ul style="list-style-type: none"> • Maintain and enhance the utility billing incentive programs; • Assure that staff skill sets are responsive to enhanced technology and workplace developments. <p>Proactively identify and implement changes in technology, best practices, regulatory and legal requirements (DP) Metrics:</p> <ul style="list-style-type: none"> • Determine the applicability of changes and respond accordingly.

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Water/Wastewater Utility Fund Expenditures

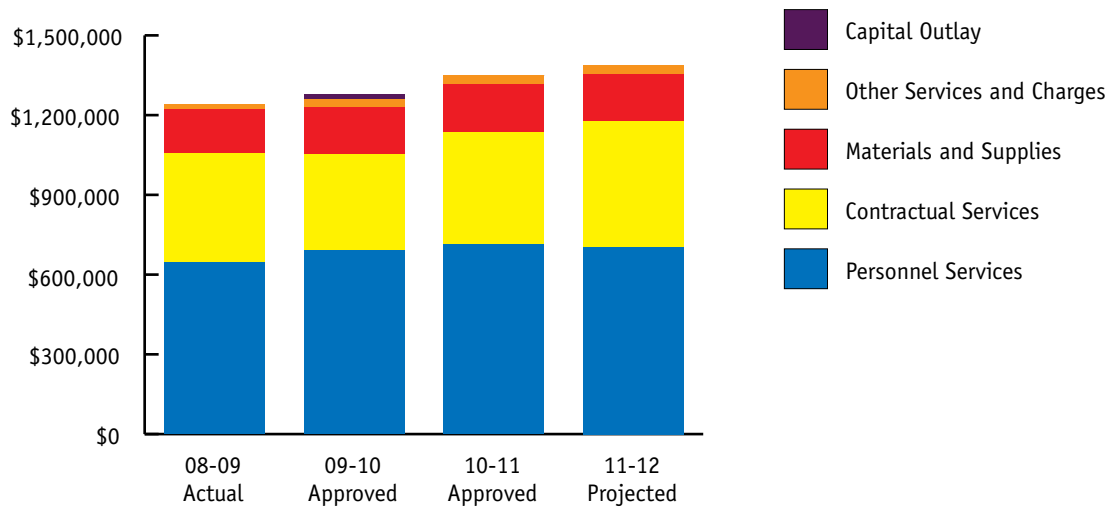
Utility Billing & Collections

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Approved	2009-10 Actual	2010-11 Approved	2011-12 Approved
Utility Office Manager	1	1	1	1.00	1.00	1.00
Customer Service Supervisor	1	1	1	1.00	1.00	1.00
Senior Customer Service Representative	1	1	1	1.00	1.00	1.00
Customer Service Representative	5	5	5	5.00	5.00	5.00
Receptionist	1	1	0	1.00	1.00	0.00
Administrative Technician I	0	0	1	0.00	0.00	1.00
Customer Service Representative - P/T	2	2	2	1.00	1.00	1.00
Field Services Coordinator	1	1	1	1.00	1.00	1.00
Utility Accountant I/II	1	1	1	1.00	1.00	1.00
Water Service Representative*	2	2	0	2.00	2.00	0.00
Field Service Representative	0	0	2	0.00	0.00	2.00
Senior Water Service Representative	1	1	1	1.00	1.00	1.00
Total	16	16	16	15.00	15.00	15.00

* Re-titled position to Environmental Systems Supervisor

Utility Billings & Collections

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$645,326	\$690,587	\$713,187	\$703,542
Contractual Services	411,513	362,948	424,809	472,466
Materials and Supplies	163,488	176,113	179,863	179,863
Other Services and Charges	20,369	31,220	32,555	31,090
Capital Outlay	0	18,000	0	0
Total Expenditures:	\$1,240,696	\$1,278,868	\$1,350,414	\$1,386,961
Expenditures per Capita:	\$12.73	\$12.69	\$13.07	\$13.11

Operating Efficiencies:

	Expenditures as a % of Utility Fund			Authorized Personnel as a % of Utility Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Utility Billing	3.7%	3.4%	3.5%	11.4%	11.4%	12.0%





Utility Debt Service & Transfers - Program Description

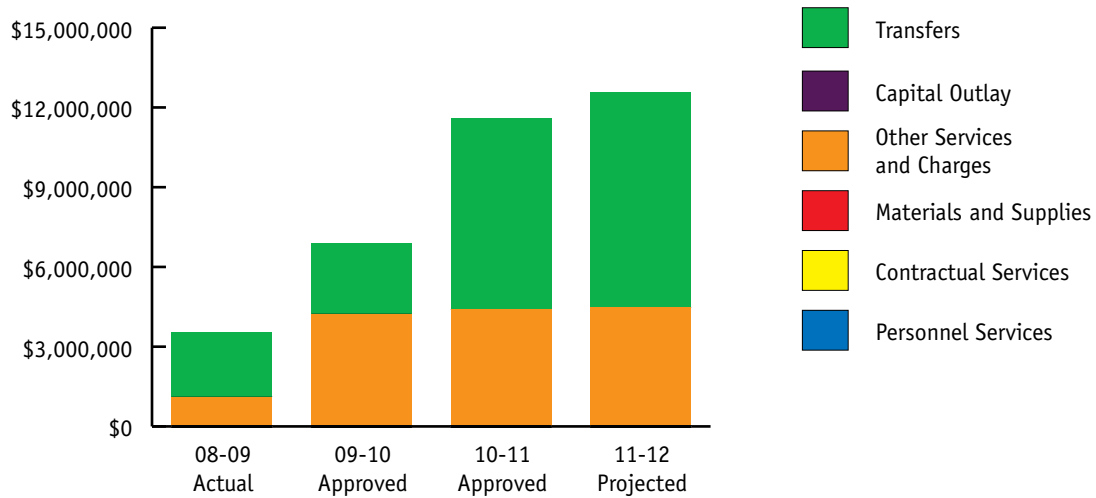
To provide for the scheduled retirement of the City's bonded and other long-term debt. See also the Debt Schedules Section of this budget.

Water/Wastewater Utility Fund Expenditures

Utility Debt Service & Transfers

Utility Debt Service & Transfers

Expenditures by Category



Summary of Expenditures:

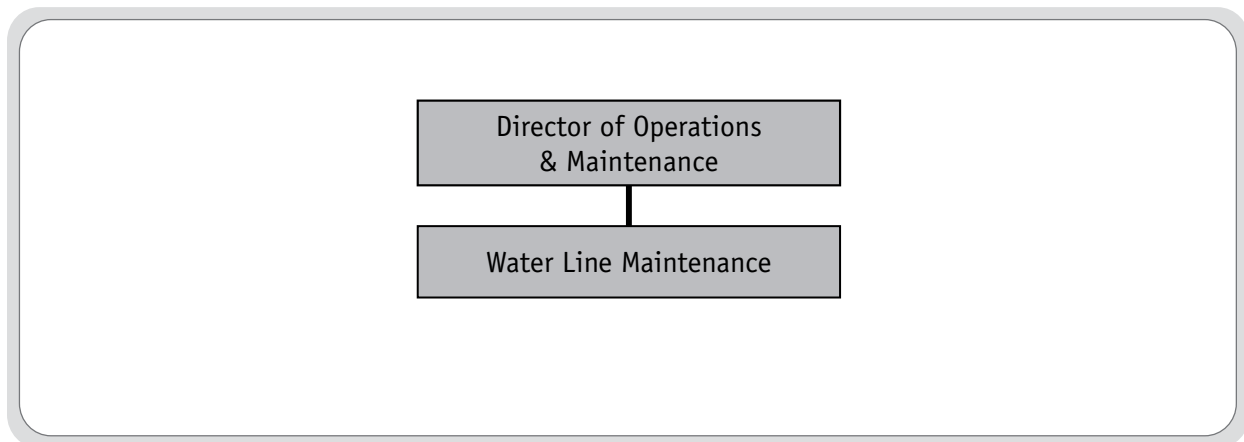
	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	0	0	0	0
Contractual Services	0	0	0	0
Materials and Supplies	0	0	0	0
Other Services and Charges	\$1,110,199	\$4,236,404	\$4,400,000	\$4,475,000
Capital Outlay	0	0	0	0
Transfers	2,420,442	2,646,000	7,190,000	8,090,000
Total Expenditures:	\$3,530,641	\$6,882,404	\$11,590,000	\$12,565,000
Expenditures per Capita:	\$36.21	\$68.28	\$112.20	\$118.76

Water Line Maintenance Department

The Water Line Maintenance (WLM) Department maintains approximately 577 miles of water lines, 10,748 valves and 5,325 fire hydrants in the City's water distribution system. Water Line Maintenance uses multiple three-man maintenance crews and a three-man night crew under the direction of a Water Line Maintenance Supervisor, who reports to the Utility Manager, who reports to the Utility Director.

Vision: Provide all our customers with safe, adequate, reliable, and high quality water services.

Mission: We are committed to provide our staff a stable work environment with equal opportunity for learning and personal growth. Innovation, trust, and professionalism are encouraged for improving the effectiveness of the department. Above all, each staff member will be provided the same concern, respect, and caring attitude within the department, which we are expected to support and communicate to each internal and external Utility Department customer.



Major Business Functions:

Water Line Maintenance: This program operates 24 hours a day, 365 days a year ensuring that all residents living in Round Rock have safe drinking water and that the sanitary sewers are flowing properly. Water Line Maintenance crews repair water line breaks and service leaks, including flushing dead-end water mains in accordance with Texas Commission on Environmental Quality (TCEQ) requirements. Field crews also perform preventative maintenance on all valves, fire hydrants and existing water utility locations in accordance with State law, Texas Line Locate Bill, and "One Call," ensuring adequate pressure and fire protection. Water Line Maintenance has an evening shift crew who responds to after-hour calls and makes emergency water and wastewater repairs. This is an essential service that provides more accessibility to the citizens as well as saving the City money on overtime.

Key Customers:

Water Line Maintenance has both internal and external customers. Internal customers include all City departments. Externally, the department responds to all Round Rock resident concerns, commercial/business entities, contractors and wholesale customers within the City's ETJ, as well as local, state and federal government agencies.

Customer Expectations and Requirements:

All customers require prompt and professional responses to their concerns, issues and/or questions regarding water and wastewater, efficient and effective preventative maintenance, and compliance with all State and Federal laws and regulations.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Develop budgets to ensure that funding is available to accomplish the service demands of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Develop and promote a culture that maximizes the use of equipment and resources throughout the organization. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Plan and monitor staffing requirements for optimization of personnel resources. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Ensure City infrastructure is operated and maintained to proper service levels. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote open and constructive communication amongst employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Review and improve processes and procedures to gain efficiencies in work efforts. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Provide an environment where external and internal communication is integrated into all facets of the department so that employees, elected officials, citizens and businesses are informed about pertinent information. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Coordinate with other cities and entities to leverage opportunities for regional working relationships. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote collaboration between departments to create efficiencies and the sharing of information and resources. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Promote a work environment that encourages innovation and creativity and builds on the values and guiding principles of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Create a work culture that encourages employee development and provides training opportunities for employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Identify and implement technology changes that are driven by business needs as well as any regulatory and legal requirements. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

Water/Wastewater Utility Fund Expenditures

Water Line Maintenance

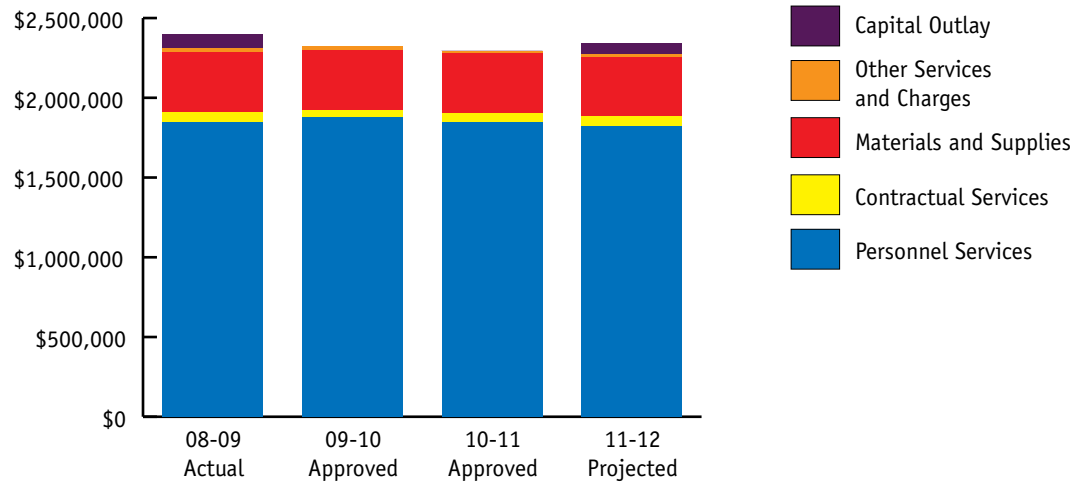
Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Utility Operations Manager	1	1	1	1.00	1.00	1.00
Utility Crew Leader	9	9	9	9.00	9.00	9.00
Utility Line Locator	1	1	1	1.00	1.00	1.00
Utility Senior Technician	0	3	2	0.00	3.00	2.00
Utility Worker I-II-III*	18	15	14	18.00	15.00	14.00
Flushing Technician	1	0	0	1.00	0.00	0.00
Utility Supervisor	2	1	1	2.00	1.00	1.00
Administrative Technician III**	0	1	0	0.00	1.00	0.00
Office Manager	0	0	1	0.00	0.00	1.00
Utility Inventory Specialist	0	1	1	0.00	1.00	1.00
Water Line Maintenance Coordinator	0	1	2	0.00	1.00	2.00
Total	32	33	32	32.00	33.00	32.00

* position eliminated through reorganization

** Re-titled position to Office Manager

Water Line Maintenance

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$1,848,689	\$1,875,742	\$1,845,015	\$1,823,058
Contractual Services	58,196	50,063	59,151	59,151
Materials and Supplies	382,293	372,605	373,296	373,896
Other Services and Charges	23,215	26,241	17,366	17,366
Capital Outlay	83,845	0	0	71,000
Total Expenditures:	\$2,396,238	\$2,324,651	\$2,294,828	\$2,344,471
Expenditures per Capita:	\$24.58	\$23.06	\$22.22	\$22.16

Operating Efficiencies:

	Expenditures as a % of Utility Fund			Authorized Personnel as a % of Utility Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Water Line Maintenance	7.1%	6.2%	5.9%	24.2%	25.0%	25.6%

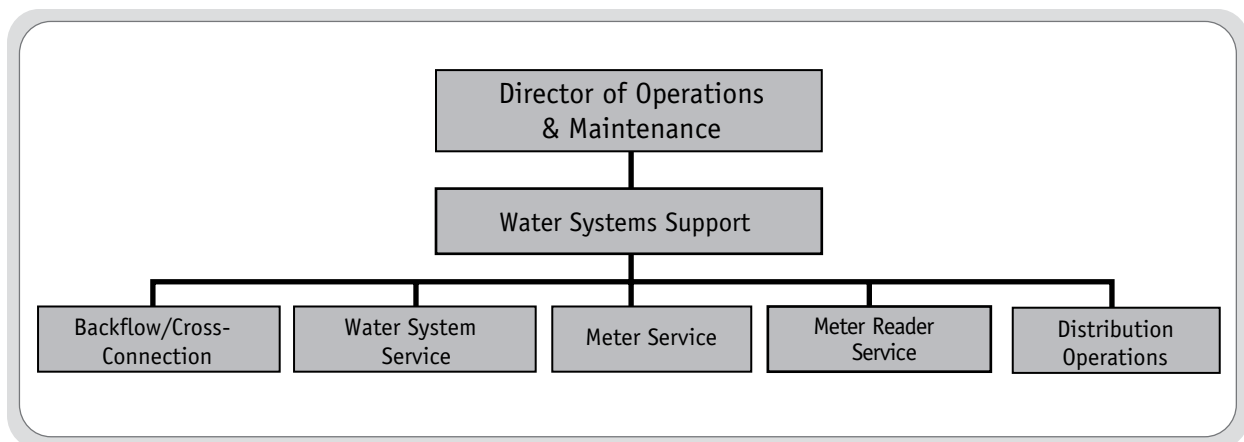


Water Systems Support Department

The Water Systems Support Department is responsible for the operation, maintenance, and repair of the City's water distribution system. Responsibilities are discharged through the utilization of multiple maintenance crews. Reporting lines of authority and accountability are shown below.

Vision: Provide customers with safe, adequate, reliable, and high quality water services.

Mission: We are committed to provide our staff a stable work environment with equal opportunity for learning and personal growth. Innovation, trust, and professionalism are encouraged for improving the effectiveness of the department. Above all, each staff member will be provided the same concern, respect, and caring attitude within the department, which we are expected to support and communicate to each internal and external Utility Department customer.



Major Business Functions:

Water Systems Support consists of a) Backflow/Cross-Connection; b) Water System Service; c) Meter Service; d) Meter Reader Service; and e) Distribution Operations. These components are under the direction of the Utility Support Superintendent, whose position is in Wastewater Systems Support. The Water Systems Support Department closely monitors, maintains, stores, and distributes safe drinking water to the citizens of Round Rock by ensuring the accurate amount of raw water is delivered to the Water Treatment Plant for processing and ensuring the treated water is properly distributed.

Backflow/Cross-Connection: Personnel perform on-site inspections and update information on residential/commercial customers for required cross-connection device certification to keep the water safe for the public. This ensures safe and potable drinking water to the customers and maintains compliance with state regulations and the cross-connection policies defined by City ordinance.

Water System Service: Assures system reliability and safety through its Water System Equipment Maintenance program by performing routine inspections of 53 water distribution control sites (i.e., wells, storage

tanks, booster pump stations, pressure reducing valves, etc.). Maintenance and repairs are performed on motors, pumps, electrical controls (i.e., solenoid valves, control panels, starters, etc.) and pressure control valves. In order to maximize the system's reliability, Water Systems Support maintains an emergency response team that is on call 24 hours a day, 365 days a year.

Meter Service: Ensures water use accountability by testing, repairing and replacing commercial/residential meters. This process maximizes meter performance and accuracy. It allows personnel to oversee all of the new commercial and residential meter installations. The service also maintains all wholesale fire hydrant meter accounts.

Meter Reader Service: Personnel accurately and efficiently read approximately 30,000 commercial and/or residential water meters monthly. Meters are reread for inaccurate field readings and high/low consumption if flagged by the Utility Billing Department.

Distribution Operations: Personnel monitor and operate the water distribution system to ensure storage tank levels are adequate for water system pressure and fire protection. Distribution pumps are operated to provide adequate water supply and pressure.

Key Customers:

The Water Systems Support Division's customers are both internal and external. Internal customers include all City Departments. The external customers include all citizens of Round Rock, business owners, wholesale customers, educational institutions, government entities, etc. One of our main functions is to store water for fire protection and meet the daily demand of the City.

Customer Expectations and Requirements:

Our Customers expect clean, safe drinking water at their homes and/or businesses and the availability of water for fire protection.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Develop budgets to ensure that funding is available to accomplish the service demands of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Develop and promote a culture that maximizes the use of equipment and resources throughout the organization. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Plan and monitor staffing requirements for optimization of personnel resources. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Ensure City infrastructure is operated and maintained to proper service levels. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote open and constructive communication amongst employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Review and improve processes and procedures to gain efficiencies in work efforts. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Provide an environment where external and internal communication is integrated into all facets of the department so that employees, elected officials, citizens and businesses are informed about pertinent information. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Coordinate with other cities and entities to leverage opportunities for regional working relationships. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote collaboration between departments to create efficiencies and the sharing of information and resources. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Promote a work environment that encourages innovation and creativity and builds on the values and guiding principles of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Create a work culture that encourages employee development and provides training opportunities for employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Identify and implement technology changes that are driven by business needs as well as any regulatory and legal requirements. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years

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Water/Wastewater Utility Fund Expenditures

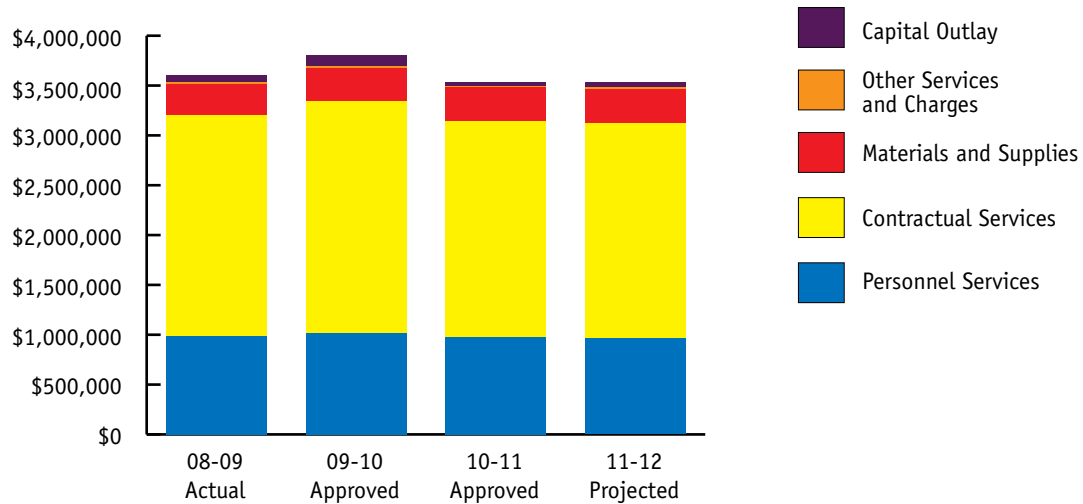
Water Systems Support

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Administrative Technician III	1	1	1	1.00	1.00	1.00
Meter Reader I/II/III	5	5	5	5.00	5.00	5.00
Meter Reader Supervisor	1	1	1	1.00	1.00	1.00
Meter Service Technician I//II/III	5	5	5	5.00	5.00	5.00
Meter Shop Supervisor	1	1	1	1.00	1.00	1.00
W/WW System Mechanic I/II/III/IV	6	6	6	6.00	6.00	6.00
Water Distribution Operator I/II/III *	2	2	1	2.00	2.00	1.00
Total	21	21	20	21.00	21.00	20.00

* Position eliminated due to reorganization

Water Systems Support

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$990,789	\$1,020,054	\$975,312	\$961,588
Contractual Services	2,209,587	2,318,386	2,166,152	2,166,152
Materials and Supplies	316,291	339,806	339,593	339,103
Other Services and Charges	10,920	11,500	11,500	11,500
Capital Outlay	80,095	115,500	43,000	57,500
Total Expenditures:	\$3,607,682	\$3,805,246	\$3,535,557	\$3,535,843
Expenditures per Capita:	\$37.00	\$37.75	\$34.23	\$33.42

Operating Efficiencies:

	Expenditures as a % of Utility Fund			Authorized Personnel as a % of Utility Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Water Systems Support	10.6%	10.1%	9.1%	15.9%	15.9%	16.0%

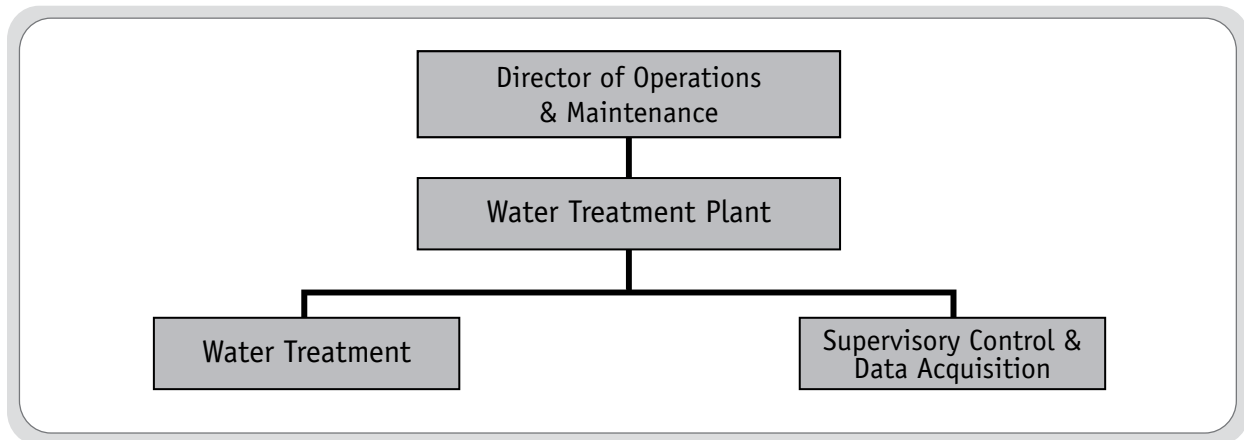


Water Treatment Plant Department

The primary activity of the Water Treatment Plant Department is the treatment of surface and ground water sources to a level that meets or exceeds state and federal regulations. This is accomplished by utilizing sophisticated equipment, innovative treatment technologies and state certified waterworks operators. The Water Treatment Plant is also responsible for the operations of the computer system used to monitor and control the treatment and distribution of water and collection of wastewater.

Vision: Provide the highest quality, best tasting drinking water of sufficient quantity, volume and pressure, for domestic use and fire protection.

Mission: We are committed to provide our staff a stable work environment with equal opportunity for learning and personal growth. Innovation, trust, and professionalism are encouraged for improving the effectiveness of the department. Above all, each staff member will be provided the same concern, respect, and caring attitude within the department, which we are expected to support and communicate to each internal and external Utility Department customer.



Major Business Functions:

Water Treatment: This program is for the treatment and distribution of surface and ground water. The primary objective is to provide superior water quality, which meets or exceeds the applicable regulations, for the least amount of money. This is accomplished by acquiring untreated raw water from Lake Georgetown and the Edward's Aquifer, adding treatment chemicals, providing filtration and disinfection, and ensuring accurate storage of the treated water for immediate and/or later usage. The surface water treatment plant can treat 52 million gallons of water per day, and the ground water treatment plant treats an average of 4.5 million gallons of water per day.

Supervisory Control and Data Acquisition (SCADA): The SCADA program maintains and operates the computerized automation system, which controls plant operation, water distribution, and wastewater lift stations. This system consists of field instruments and measuring devices, remote terminal units, programmable logic controllers, radios and human/machine interface devices. The SCADA system is essentially a collection of devices that allow the operator to control and monitor equipment. This automation optimizes operations and improves the quality of service.

Key Customers:

The Water Treatment Plant Department's external customers include every home, office, commercial business, industry, municipal utility district, regulatory agencies, and any other individual or entity that receives treated water from the City. Internal customers include all city employees and departments for consumption, irrigation, recreation, fire protection and all other general water usage.

Customer Expectations and Requirements:

All customers expect a safe, superior quality product, delivered with adequate pressure in a cost conscious manner. This level of service is demanded 24 hours a day, 365 days a year. The customer also expects the department to ensure that an adequate water supply is available for the future.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Develop budgets to ensure that funding is available to accomplish the service demands of the City. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Develop and promote a culture that maximizes the use of equipment and resources throughout the organization. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Plan and monitor staffing requirements for optimization of personnel resources. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Ensure City infrastructure is operated and maintained to proper service levels. (SP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote open and constructive communication amongst employees. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Review and improve processes and procedures to gain efficiencies in work efforts. (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Provide an environment where external and internal communication is integrated into all facets of the department so that employees, elected officials, citizens and businesses are informed about pertinent information. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Coordinate with other cities and entities to leverage opportunities for regional working relationships. (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote collaboration between departments to create efficiencies and the sharing of information and resources. (SP, DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Promote a work environment that encourages innovation and creativity and builds on the values and guiding principles of the City. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Create a work culture that encourages employee development and provides training opportunities for employees. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Identify and implement technology changes that are driven by business needs as well as any regulatory and legal requirements. (DP) Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years

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Water/Wastewater Utility Fund Expenditures

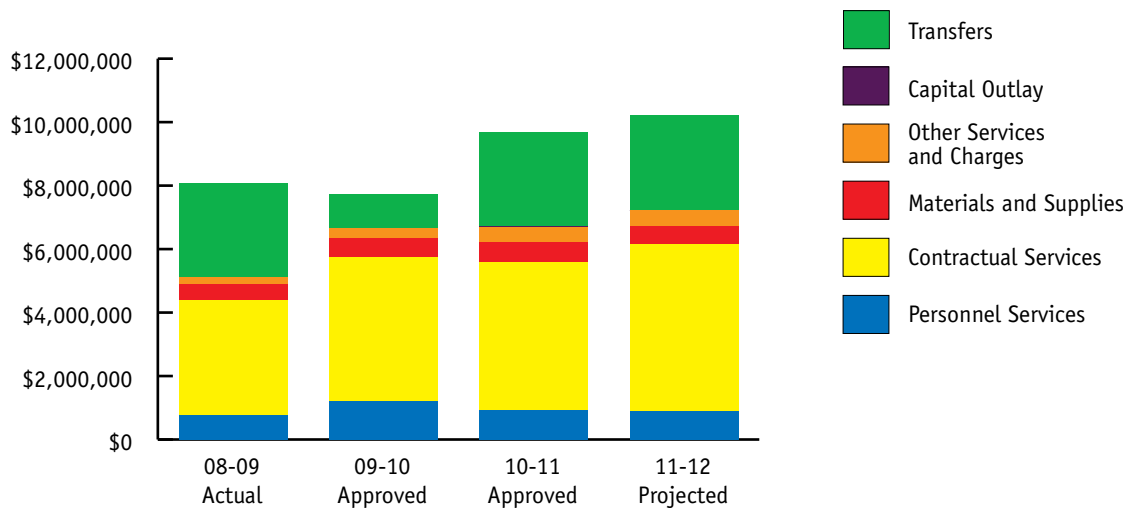
Water Treatment Plant

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Senior Utility Services Manager	1	1	1	1.00	1.00	1.00
Water Plant Supervisor *	1	1	0	1.00	1.00	0.00
SCADA Technician*	1	1	0	1.00	1.00	0.00
Water Plant Operator II	5	5	5	5.00	5.00	5.00
Water Plant Operator I *	5	5	4	5.00	5.00	4.00
Water Conservation Coordinator	1	1	1	1.00	1.00	1.00
Water Plant Operator Trainee	0	0	0	0.00	0.00	0.00
Utility Systems Integrator	1	1	1	1.00	1.00	1.00
Facility Controls Electrician *	1	1	0	1.00	1.00	0.00
Water Plant Maintenance Technician	1	1	1	1.00	1.00	1.00
Senior Water Plant Operator	1	1	1	1.00	1.00	1.00
Total	18	18	14	18.00	18.00	14.00

* Position eliminated due to reorganization

Water Treatment Plant Department

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$786,067	\$1,202,223	\$914,219	\$904,612
Contractual Services	3,598,778	4,529,847	4,686,697	5,250,157
Materials and Supplies	514,886	604,868	607,182	576,582
Other Services and Charges	194,761	321,735	483,115	499,265
Capital Outlay	4,935	0	24,000	0
Transfers	2,984,161	1,061,772	2,982,500	2,982,500
Total Expenditures:	\$8,083,588	\$7,720,445	\$9,697,713	\$10,213,116
Expenditures per Capita:	\$82.91	\$76.59	\$93.88	\$96.53

Operating Efficiencies:

	Expenditures as a % of Utility Fund			Authorized Personnel as a % of Utility Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Water Treatment Plant	23.8%	20.5%	25.0%	13.6%	13.6%	11.2%

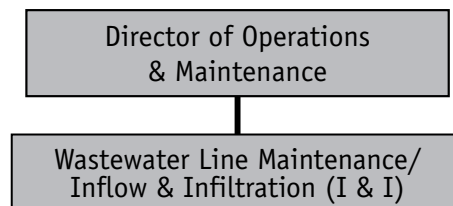


Wastewater Line Maintenance Department

The Wastewater Line Maintenance (WWLM) Division is responsible for the maintenance and repair of the City's Wastewater Collection System. Wastewater Line Maintenance is structured utilizing multiple three-man maintenance crews under the direction of the Wastewater Line Maintenance Supervisor reporting to the Utility Operations Manager, all of whom report to the Utility Director.

Vision: Provide all of our customers with safe, adequate, reliable, and high quality wastewater services.

Mission: We are committed to provide our staff a stable work environment with equal opportunity for learning and personal growth. Innovation, trust, and professionalism are encouraged for improving the effectiveness of the department. Above all, each staff member will be provided the same concern, respect, and caring attitude within the department, which we are expected to support and communicate to each internal and external Utility Department customer.



Major Business Functions:

Wastewater Line Maintenance: This program operates 24 hours a day, 365 days a year with on-call personnel after hours, weekends and holidays. Wastewater Line Maintenance crews repair line breaks and remedy service problems, as well as perform preventative maintenance and locate existing utility lines as needed in accordance with the Texas Line Locate Bill, "One Call". With the current inspection, correction and documentation requirements of the Texas Commission on Environmental Quality (TCEQ) Edwards Aquifer Rules (Chapter 213), the Wastewater Line Maintenance division identifies and corrects inflow and infiltration into the City's wastewater collection system during rainy periods. This requires testing and certification of all wastewater facilities every five years.

Key Customers:

Wastewater Line Maintenance has both internal and external customers. Internal customers consist of all department employees within the City of Round Rock. Externally, this division responds to resident concerns, commercial/business entities, contractors, non-profit organizations, and local, state and federal governed agencies.

Customer Expectations and Requirements:

All customers require a prompt and professional response to their concerns, issues and/or questions regarding water and wastewater, efficient and effective preventative maintenance, and compliance with all State and Federal laws and regulations.

Balanced Scorecard FY 2010-11

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Serve the Customer and Working Relationships	Learn, Lead and Innovate
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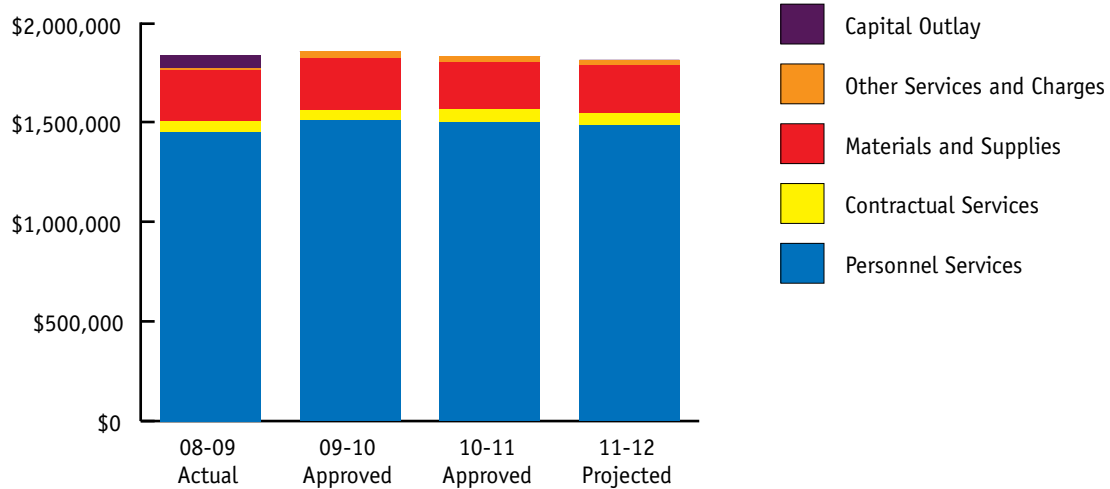
Water/Wastewater Utility Fund Expenditures

Wastewater Line Maintenance

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Administrative Technician I/III	2	1	1	2.00	1.00	1.00
I&I Coordinator	1	1	2	1.00	1.00	2.00
Utility Crew Leader	4	4	5	4.00	4.00	5.00
I&I Utility Crew Leader	4	4	3	4.00	4.00	3.00
Senior Utility Worker	0	0	1	0.00	0.00	1.00
Utility Supervisor	1	1	1	1.00	1.00	1.00
Utility Worker I&I Ops Tech.	1	1	1	1.00	1.00	1.00
Utility Line Locator	1	1	1	1.00	1.00	1.00
Utility Worker I/II/III	14	14	11	14.00	14.00	11.00
Total	28	27	26	28.00	27.00	26.00

Wastewater Line Maintenance

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$1,450,211	\$1,507,829	\$1,498,563	\$1,480,706
Contractual Services	53,389	53,699	65,157	65,157
Materials and Supplies	254,961	259,864	237,014	237,224
Other Services and Charges	14,876	33,470	28,670	28,670
Capital Outlay	64,012	0	0	0
Total Expenditures:	\$1,837,449	\$1,854,862	\$1,829,404	\$1,811,757
Expenditures per Capita:	\$18.85	\$18.40	\$17.71	\$17.12

Operating Efficiencies:

	Expenditures as a % of Utility Fund			Authorized Personnel as a % of Utility Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Wastewater Line Maintenance	5.4%	4.9%	4.7%	21.2%	20.5%	20.8%

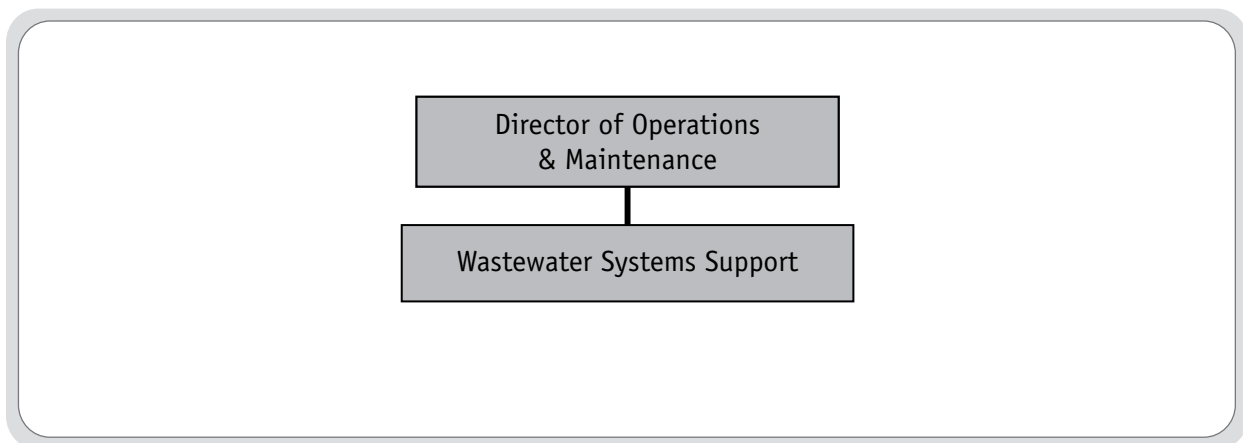


Wastewater Systems Support Department

The Wastewater Systems Support (WWSS) Department is responsible for the operation, maintenance and repair of the City's Wastewater Collection System Lift Stations. Wastewater Systems Support is structured utilizing multiple water/wastewater maintenance crews. Reporting lines of authority and accountability are shown below.

Vision: Provide the highest quality treated effluent for irrigation, utility, recreation, aquatic habitat and future drinking water uses.

Mission: We are committed to provide our staff a stable work environment with equal opportunity for learning and personal growth. Innovation, trust, and professionalism are encouraged for improving the effectiveness of the department. Above all, each staff member will be provided the same concern, respect, and caring attitude within the department, which we are expected to support and communicate to each internal and external Utility Department customer.



Major Business Functions:

Wastewater Systems Support: This department maintains the mechanical and electrical equipment on the City's 11 lift stations and is under the direction of the Utility Support Superintendent. The lift stations are used to pump wastewater because variations in topography do not allow for gravity flow. The lift station maintenance program assures system reliability by performing routine inspections of the system's wastewater lift stations. These routine inspections include the maintenance and repair of pumps, motors, electrical control systems, and various control devices at each lift station. In order to maximize the system's reliability, Wastewater Systems Support maintains an emergency response team that is on call 24 hours a day, 365 days a year.

Key Customers:

Our key customers include the residents and/or businesses that are located in areas of the City that require lift stations.

Customer Expectations and Requirements:

Our customers expect their wastewater to be collected and treated as required by State Law to meet the public health and safety requirements.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Develop budgets to ensure that funding is available to accomplish the service demands of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Develop and promote a culture that maximizes the use of equipment and resources throughout the organization. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Plan and monitor staffing requirements for optimization of personnel resources. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Ensure City infrastructure is operated and maintained to proper service levels. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote open and constructive communication amongst employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Review and improve processes and procedures to gain efficiencies in work efforts. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Provide an environment where external and internal communication is integrated into all facets of the department so that employees, elected officials, citizens and businesses are informed about pertinent information. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Coordinate with other cities and entities to leverage opportunities for regional working relationships. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote collaboration between departments to create efficiencies and the sharing of information and resources. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Promote a work environment that encourages innovation and creativity and builds on the values and guiding principles of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Create a work culture that encourages employee development and provides training opportunities for employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Identify and implement technology changes that are driven by business needs as well as any regulatory and legal requirements. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

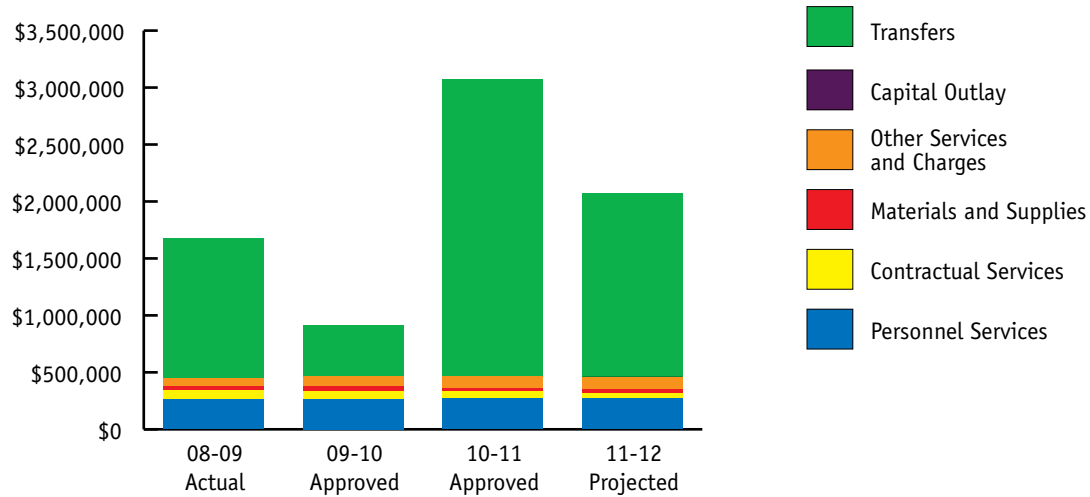
Water/Wastewater Utility Fund Expenditures

Wastewater Systems Support

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Utility Support Superintendent	1	1	1	1.00	1.00	1.00
System Mechanic IV	1	1	1	1.00	1.00	1.00
System Mechanic II	1	1	1	1.00	1.00	1.00
System Mechanic Supervisor	1	1	1	1.00	1.00	1.00
Total	4	4	4	4.00	4.00	4.00

Wastewater Systems Support

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	\$262,530	\$267,642	\$272,025	\$269,281
Contractual Services	78,490	70,133	59,007	46,438
Materials and Supplies	36,902	40,713	33,717	34,768
Other Services and Charges	70,168	88,175	101,500	109,500
Capital Outlay	0	0	0	0
Transfers	1,227,000	445,464	2,608,000	1,608,000
Total Expenditures:	\$1,675,090	\$912,127	\$3,074,249	\$2,067,987
Expenditures per Capita:	\$17.18	\$9.05	\$29.76	\$19.55

Operating Efficiencies:

	Expenditures as a % of Utility Fund			Authorized Personnel as a % of Utility Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Wastewater Systems Support	4.9%	2.4%	7.9%	3.0%	3.0%	3.2%

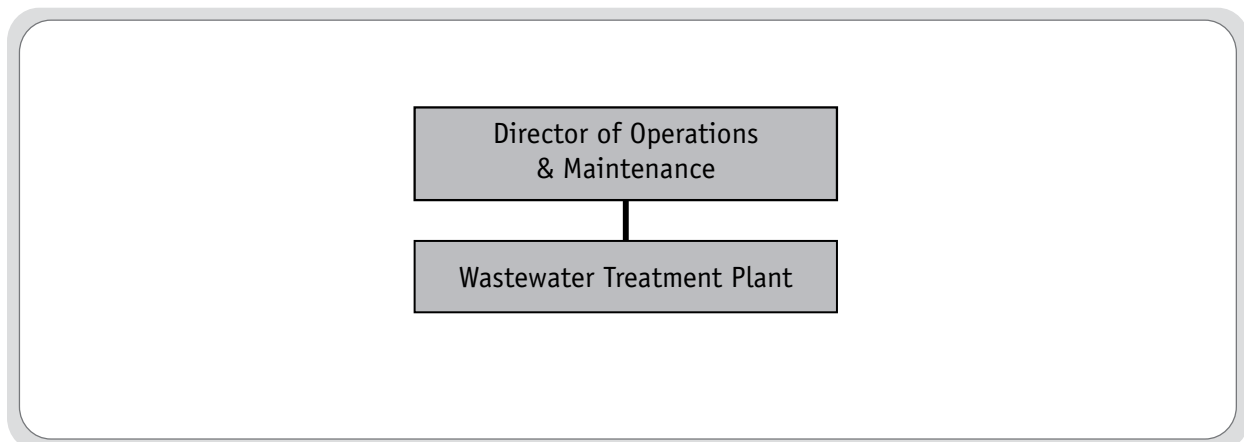


Wastewater Treatment Plant Department

The primary activity of the Wastewater Treatment Plant Department is the treatment of residential, commercial and industrial wastewater to a level that meets or exceeds state and federal regulations. This is accomplished by using sophisticated equipment, advanced treatment technologies and state certified wastewater treatment plant operators provided by the Brazos River Authority.

Vision: Provide the highest quality treated effluent for irrigation, utility, recreation, aquatic habitat and future drinking water uses.

Mission: We are committed to provide our staff a stable work environment with equal opportunity for learning and personal growth. Innovation, trust, and professionalism are encouraged for improving the effectiveness of the department. Above all, each staff member will be provided the same concern, respect, and caring attitude within the department, which we are expected to support and communicate to each internal and external Utility Department customer.



Major Business Functions:

Wastewater Treatment Plant: The Wastewater Treatment Plant's major function is to treat domestic sewage. The operation is regional and includes customers from Williamson and Travis counties. Round Rock, in partnership with the Cities of Austin and Cedar Park, purchased the Wastewater Treatment Plant from the Lower Colorado River Authority. Since the transaction with the LCRA, the City of Leander has purchased capacity in the regional wastewater system. The Brazos River Authority continues to operate and maintain the Wastewater Treatment Plant.

Key Customers:

The Brushy Creek Regional Wastewater System provides wastewater collection and treatment to the Cities of Round Rock, Austin, Cedar Park and Leander. The customers in the Round Rock service area include all residential, commercial and industrial properties, as well as Municipal Utility Districts.

Customer Expectations and Requirements:

All customers expect proper collection and treatment of wastewater according to local, state and federal requirements. The City will cost effectively operate and maintain the wastewater system infrastructure in order to ensure competitive rates to its customers.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Develop budgets to ensure that funding is available to accomplish the service demands of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Develop and promote a culture that maximizes the use of equipment and resources throughout the organization. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Plan and monitor staffing requirements for optimization of personnel resources. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Ensure City infrastructure is operated and maintained to proper service levels. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote open and constructive communication amongst employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Review and improve processes and procedures to gain efficiencies in work efforts. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Provide an environment where external and internal communication is integrated into all facets of the department so that employees, elected officials, citizens and businesses are informed about pertinent information. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Coordinate with other cities and entities to leverage opportunities for regional working relationships. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Promote collaboration between departments to create efficiencies and the sharing of information and resources. (SP, DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Promote a work environment that encourages innovation and creativity and builds on the values and guiding principles of the City. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Create a work culture that encourages employee development and provides training opportunities for employees. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Identify and implement technology changes that are driven by business needs as well as any regulatory and legal requirements. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

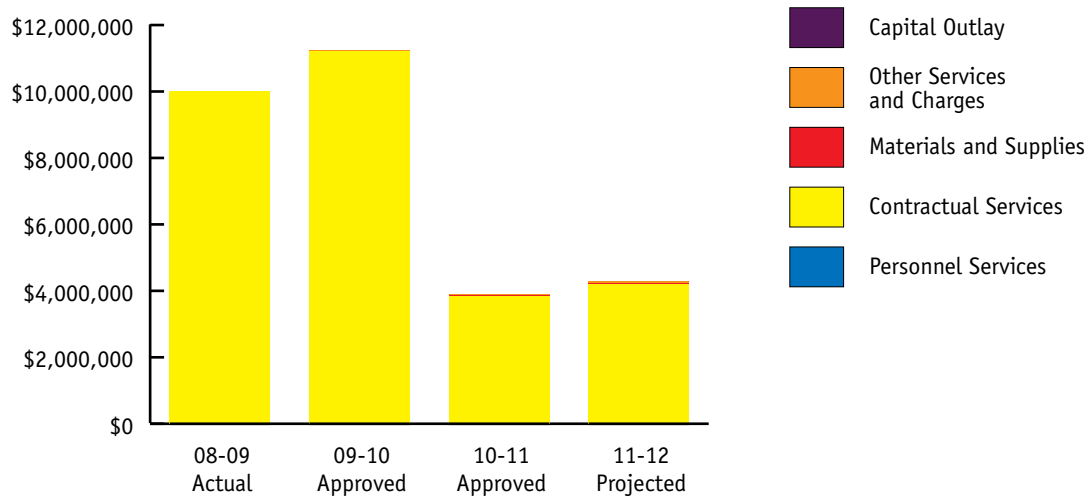
Water/Wastewater Utility Fund Expenditures

Wastewater Treatment Plant

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
None	0	0	0	0.00	0.00	0.00
Total	0	0	0	0.00	0.00	0.00

Wastewater Treatment Plant

Expenditures by Category



Summary of Expenditures:

	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget	2011-12 Projected Budget
Personnel Services	0	0	0	0
Contractual Services	\$10,001,211	\$11,200,656	\$3,824,785	\$4,199,785
Materials and Supplies	0	4,925	34,037	34,037
Other Services and Charges	0	38,000	46,265	46,265
Capital Outlay	0	0	0	0
Total Expenditures:	\$10,001,211	\$11,243,581	\$3,905,087	\$4,280,087
Expenditures per Capita:	\$102.58	\$111.54	\$37.80	\$40.45

Operating Efficiencies:

	Expenditures as a % of Utility Fund			Authorized Personnel as a % of Utility Fund FTEs		
	2008-09 Actual	2009-10 Estimated	2010-11 Projected	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Wastewater Treatment Plant	29.5%	29.9%	10.1%	0.0%	0.0%	0.0%





Capital Projects Funds Expenditures

Capital Improvement Program

- General Government
- Transportation
- Water / Wastewater Utility

CIP - Project Cost Summary

CIP - Funding Summary

CIP - Project Funding Detail

CIP - Project Proposed Expenditures

Estimated Annual Operating Cost Detail

Capital Improvement Program

As the City of Round Rock looks to the future, City leaders and staff envision a community that has planned for growth and development and provides its citizens with quality services and programs. Based on the 2009 U.S. Census Bureau's population estimate, the City of Round Rock is the 8th fastest growing city in the U.S. with a population over 100,000. As one of the fastest growing cities in the U.S., the City of Round Rock must meet the challenges of growth by providing adequate capital improvements for the citizens of Round Rock. Capital improvement projects are a major component in planning for the future of the City.

The backbone of any community comes from its infrastructure -- a City cannot sustain growth without adequate public facilities and transportation and utility systems. The City's capital improvement program plays a major role in how the City will function in the future as a sustainable community. Many of these improvement projects have significant impacts on the City's plans to stimulate growth in the local economy.

The City of Round Rock has systematically developed the Capital Improvement Program (CIP) using the City's Strategic Goals as a starting point. The Strategic Goals form the policy basis for preparing the City's master planning documents. The master planning documents provide near-term planning horizons for selecting projects to be included in the multi-year CIP, which is a minimum of five years in length. Project management tools and sound business practices establish well-defined project requirements, schedules and cost estimates for properly planning and executing the CIP. These tools and practices also include project reporting during the execution and over the useful life of each improvement.

Strategic Planning

The City approaches its planning and operations strategically. Goals for the City and its operating departments are developed in relation to the City's strategic plan, Game On 2060, and provide a common vision for where the City's efforts and resources are to be directed over the next five years and beyond. The City's goals, developed within the Strategic Plan, provide direction for developing the Capital Improvement Program. Specific goals relating to capital improvements include:

Places and Spaces

Community Character and Environment

- Goal 2.0 Prevent neighborhood deterioration
- Goal 3.0 Create a range of walking and biking options within the City
- Goal 4.0 Improve the aesthetics, development and redevelopment quality and sustainability of the City
- Goal 6.0 Protect and preserve the natural areas of the City to include park, floodplains and open spaces
- Goal 6.0 Ensure city services, facilities and equipment meet the needs of residents, customers and employees through the development of annual departmental goals, objectives and strategic budgeting.
- Goal 7.0 Develop an environmentally friendly, sustainable community

Mobility and Connectivity

- Goal 21.0 Identify and plan for future connectivity and mobility needs and options
- Goal 22.0 Foster transportation systems that would support the development of major density centers
- Goal 23.0 Develop public transportation plan
- Goal 25.0 Develop funding source mechanisms for mobility and connectivity construction and maintenance
- Goal 26.0 Construct major elements of the transportation and mobility system as approved by Council in the Master Transportation Plan

Recreation, Arts and Culture

- Goal 34.0 Implement the Parks Plan once adopted

Strategic Planning (cont.)

Economic Progress

Community Character and Environment

- Goal 17.0 Support the growth and expansion of the business clusters of destination retail, supply chain management, health care, higher education, construction, arts and culture and information technology
- Goal 19.0 Foster business growth in the City including small businesses and entrepreneurial activities
- Goal 20.0 Build and maintain the facilities needed to make the City attractive to target businesses

Safety and Security

Public Safety and Health

- Goal 27.0 Ensure there is an adequate, affordable and safe water supply
- Goal 28.0 Protect public health and protect the environment through proper waste disposal
- Goal 29.0 Provide for effective management of storm water

Master Planning

With the Strategic Goals as the policy direction, the City of Round Rock uses a comprehensive approach to master planning. Planning is driven by the demand of the community, which is created by the growth and development of the City. The City is committed to providing outstanding service by supporting and promoting growth and economic development in the community.

The master planning environment includes assessing the needs of the community through citizen and customer surveys, researching technological innovation, demographic trend analysis and observation of other factors affecting the community, assessing the needs of each City department for its area of responsibility and making informed assumptions concerning the community's general needs for an ultimate growth scenario. Ultimate growth is based on the total development of land within the present city limits and the extra territorial jurisdiction (ETJ). Once compiled, this needs assessment is combined with the City Council's direction and staff's view of the City's business purpose to provide a foundation for master planning, and this guides the City's efforts for up to 50 years into the future.

Typically, the City will update its planning documents every ten years with a major amendment at the five-year midpoint. To keep pace with development and growth, the City will make additional amendments to the plans on an as needed basis. The updates and amendments are presented to the public in formal hearings and the City Council adopts the changes by ordinance. The planning documents include a:

- General Plan
- Comprehensive Transportation Master Plan – Planning horizons of 2015, 2035 and ultimate build out.
- Water Master Plan – Planning horizons of 10 and 20 years and ultimate build out for infrastructure and beyond 30 years for water reserves.
- Wastewater Master Plan – Planning horizon of 10 years and ultimate build out.
- Parks and Open Space Plan – Planning horizon of five years and ultimate build out.
- Citywide Trails Master Plan – Planning horizon of ultimate build out.

As planning has become a critical component of the City's work structure, staff continually looks for new and innovative ways to combine sound solutions with the clear and consistent business principles that meet the ever-changing needs of the citizens -- thus allowing the City to create a sound business plan and roadmap for the City's future.

Project Selection

Round Rock's capital improvement project selection process is systematic and deliberate. Typically, the steps are:

- 1. Defining eligible projects.** The master planning process and documents provide potential projects to be included in the multiyear Capital Improvement Program (CIP), which is a minimum of five years in length. Round Rock also uses a general definition for eligible projects as items generally costing greater than \$50,000, providing a fixed asset or equipment and having a life span of at least five years. Some common examples of capital improvements include streets and arterial roadways, public libraries, water and wastewater lines, and park and recreation facilities.
- 2. Developing a priority ranking system.** The master planning process and documents establish near-term planning horizons for initially ranking capital improvement projects. City staff determines the timing, cost and priorities for each individual project to further refine project ranking, which is coordinated with the City Manager to aid in translating Council priorities into project priorities. The ranking process then begins a formal process, which may include public hearings, and consideration or approval by a board and/or citizen task force. Final priorities are approved by the City Council. In the case of a general obligation bond, approval must be obtained from the voters.
- 3. Identifying, assessing and coordinating potential funding sources.** Key elements of developing, assessing and coordinating potential internal and external funding sources are identifying the funding sources, assessing the City's financial condition and its ability to service existing and new debt and coordinating the best sources of funds for needed capital improvements. This evaluation process is performed by the Director of Finance and is used to provide the foundation for the proposed CIP.
- 4. Preparing the Spending Plan.** Based on the prioritized list of needed improvements and the assessment of sources and availability of funding, the CIP spending plan is prepared. The plan identifies the capital improvements that are programmed (to be constructed) in the next fiscal year. After preparation, the CIP spending plan is presented to the government body for ratification and becomes the official and legal policy of the City. The approved funding plan is the authority required for City staff to execute projects.

Project Management

The City of Round Rock strives to execute projects that meet the needs of the citizens within schedule and cost constraints. To achieve these objectives, City staff uses a comprehensive method for managing projects, which begins during the master planning process and continues through project close out.

The project management process starts with translating the needs of the citizens and the City into the project's technical requirements or scope. With the scope established, a preliminary project cost estimate, a reasonable schedule and an annual operating cost estimate are developed. The estimates and schedules are used as key elements in the priority ranking process. Developing annual operating cost estimates is not only critical in evaluating the project during the ranking process, but it provides important information, such as personnel requirements, maintenance costs, etc., which is used to plan and develop future budgets.

As the project transitions from planning into execution, City staff actively manages it by monitoring, and if needed, refining the project scope to prevent changes and to adjust for unforeseen contingencies. The cost estimates and schedules developed during the planning process are also refined and adjusted as the project moves through the design phase so accurate cash flows are available for determining the timing and size of expenditures. In the case of general obligation bonds, accurate timing and size of the issuance can reduce issuance costs and the net ad valorem tax impact to property owners.

Capital Projects Funds Expenditures

Capital Improvement Program

The City of Round Rock is constantly striving to improve the Capital Improvement Program by implementing best practices for project management. In the future, the City will continue to diligently manage the CIP to enhance the quality of life for the citizens of Round Rock and keep projects on time and within budget.

Project Reporting

The City of Round Rock considers external and internal communication an important element of good government and good project management. Throughout the Capital Improvement Program process, City staff maintains open lines of communication with the public, the City Council, the City Manager and the City Directors through the use of public meetings, presentations, progress and status reports and the Capital Improvement Program web pages. Project managers are also readily available to address any issues or challenges that may occur during project execution. Regularly scheduled reporting cycles require the project managers to continuously monitor project progress/status and result in a reduction in unexpected delays.

Future Project Operating Costs

As mentioned previously, annual operating cost estimates are developed by the project manager during the master planning process and are used as an important factor in ranking project priority. Annual operating costs can include personnel, scheduled repair and maintenance and utilities in the case of buildings. To prepare for the future and avoid shortfalls, the City uses the annual operating cost estimates to plan and develop future budgets. If practical, the City will establish new programs tailored specifically to repair and maintain similar capital improvements, like streets and utilities. One such program is the annual Street Maintenance Program, which was established to improve the integrity and service life of the existing City streets using seal coat, crack seal and overlay. A pavement management system has been established to protect the City's investment in the approximate 1,069 lane-mile street system. The objective of the City's pavement management system is to provide serviceable streets in the most cost-effective way possible. To meet this goal, the street conditions are surveyed and then combined with the data on the streets' maintenance history, original design, and traffic uses. This information is used to determine whether maintenance is needed and what type of resurfacing is appropriate. The annual project typically encompasses approximately one-eighth of the lane miles of asphalt concrete paving. The amount of lane miles increases annually due to the construction of new roads and streets and development of subdivisions and commercial properties.

Five-Year Capital Improvement Program Project Summary

The Capital Improvement Program (CIP) is a multiyear plan covering a minimum of five years that forecasts spending for all anticipated capital projects. The plan addresses repair and replacement of existing infrastructure, as well as the development or acquisition of new facilities, property, improvements and capital equipment to accommodate future growth. As a planning tool, it enables the City to identify needed capital projects and coordinate facility financing, construction, operation and scheduling. The Capital Improvement Program encompasses three distinct components.

General Government - These projects include municipal facilities, parks and park improvements, sidewalks, landscaping, traffic signals, street, regional detention, drainage improvements, public safety capital equipment and facilities. Projects in this component are funded from resources such as property tax, sales tax and the issuance of authorized bonds. Regional detention projects are primarily funded through developer fees.

Transportation - In August 1997, the citizens of Round Rock authorized the adoption of an additional sales and use tax within the City at the rate of one-half of one percent with the proceeds thereof to be used for arterial roadways and other related transportation system improvements. The additional revenue is not part of the City's general operating budget but is budgeted and spent by a non-profit economic development corporation established expressly for this purpose with the approval of the Round Rock City Council. Since 1998, the Round Rock Transportation System Development Corporation (RRTSDC) and the City have utilized the sales tax revenue to leverage other sources of funding and maximize the number of transportation projects in the City of Round Rock.

Five-Year Capital Improvement Program Project Summary (cont.)

Water and Wastewater Utility - These projects are major water and wastewater repairs, replacements and the development or acquisition of new facilities. Water and wastewater utility projects are funded from the sale of water and wastewater services, utility impact fees and the issuance of revenue bonds.

Public Service Facilities

- Business Center Complex
- 615 E. Palm Valley Blvd. Campus
- Southwest Downtown Area Infrastructure
- Public Works Master Plan
- Downtown Redevelopment Plan
- City Gateway Entrances
- Library Radio Frequency ID System
- Citywide Strategic Plan Phase Two

These projects address a rapidly increasing need for public service facilities as the City's population grows and quality of life expectations increase. City staff will grow with these expectations. Planned municipal facilities include the Business Center Complex and the E. Palm Valley Blvd. Campus which will provide the unique and specific requirements of a city. The Downtown Redevelopment Plan will be addressing integrated land use, transportation and economic issues. The Southwest Downtown Area Infrastructure Improvements consist of streets, sidewalks, drainage, utilities and streetscapes for potentially more commercial and residential use in the downtown area.

City Gateway Entrances will provide for a community entry sign along IH35. The City Library will implement the radio frequency ID system which allows books to be "tagged" for increased efficiency and friendliness on an automated self check out/in system. The system also secures books against theft.

Information Technology

- Financial Information Services
- Information Technology Infrastructure Projects
- Human Resources and Payroll Software System

Upgrading the Financial Information and HR/Payroll systems serves our current and future needs for comprehensive software. The Information Technology infrastructure projects include upgrading the City's network, seeking and implementing land management software and updating the City's document storage web software.

Five-Year Capital Improvement Program Project Summary (cont.) Public Safety Equipment and Facilities

- Fire Apparatus and Equipment

Fire engines will be purchased according the Fire Apparatus Replacement Schedule. This will ensure a coordinated replacement cycle when engines reach their aging capacity.

Parks and Recreation

- City Wide Trails
- Brushy Creek East Gap Trail
- Neighborhood Park Improvements
- Legacy Field House Recreation Center
- Old Settler's Park Practice Fields
- All Abilities Park

The development of City Wide Trails is to encourage walking and biking in the community and to support local and regional transportation systems. The City has both completed and under construction trail projects. Several neighborhood parks will receive replacement of existing playgrounds and other amenities for improved safety and maintenance. Practice fields at Old Settler's Park provide relief for the game fields. Several sites for the Legacy Field House Recreation Center are being considered to ensure the maximum public benefit from the City's second recreation center. The city has received a very large response for memberships and programs from the citizens. The All Abilities Park will provide recreation and development skills for children of all abilities.

Sidewalks, Landscapes and Traffic Signals

- Downtown Parking and Intermodal Transit Facility
- Clay Madsen Recreation Center Sidewalk Improvements

The Downtown Parking and Intermodal Transit Facility is part of the City's mobility and connectivity strategic initiative, which seeks to provide residents and visitors with alternative choices for transportation including public transportation, pedestrian/biking and personal vehicles. Hand railings are being installed on the Clay Madsen Recreation Center sidewalks for improved pedestrian safety.

Streets, Drainage and Storm Water Control

- Meister Lane Improvements
- Street Seal Coat Program
- Pavement Management Software
- Policy Center Street Improvements
- Creekbend Boulevard
- Chisholm Trail Reconstruction
- Chisholm Parkway Extension
- Sam Bass Road
- Little Oaks Subdivision
- Ledbetter Street
- Messick Loop-Hanlac Trail Channel Improvements
- Eggers Acres-Dennis Drive Improvements
- Storm Water Master Plan Assessment
- Veteran's Dam Analysis

These projects will cover a myriad of infrastructure needs such as repair, relocation, replacement and reconstruction

Five-Year Capital Improvement Program Project Summary (cont.)

of major and local roadways. These projects will include the accompanying drainage and underground utilities. This will greatly improve and enhance the mobility of citizens and decrease congestion. New and improved streets will provide better road safety and access to key areas.

The Street Seal Coat Program is an annual preventative maintenance program designed to systematically seal coat City streets. Areas of the City are designated each year depending on the existing age of the seal coat. The pavement management system will track the condition of the City's streets. The system will produce detailed and accurate reports of the streets to use in conjunction with annual seal coating and other repairs.

Storm water channels require "wet" maintenance and are often overgrown with weeds, erosion and silting. Channel improvements will correct these safety concerns and eliminate higher maintenance costs.

Transportation

In 1997 the citizens of Round Rock voted to authorize an additional one half cent sales tax for the specific purpose to build roads and major arterials. The Transportation component of the Capital Improvement Program covers those projects funded through this additional sales tax.

Transportation Projects

- Arterial A
- County Road 113-Kippen Road-Old Settlers Blvd.
- FM 1460-North Grimes Blvd.
- RM 620
- Traffic Signals
- Transportation Consulting
- Wyoming Springs Drive
- Red Bud Lane Phase Four
- Arterial M-North Mays Extension
- US 79 at North Mays
- Arterial M-5
- Arterial M-4
- Cypress Cove Extension
- South Mays at Gattis School Rd.
- Arterial L-2
- Arterial M-3
- FM 3406
- AW Grimes Blvd. South
- Southwest Downtown Main St. Project #1
- Southwest Downtown Main St. Project #2,3&7
- Southwest Downtown Main St. Project #4&5
- Arterial C

Transportation projects are new roads and road improvements as planned through the City's Comprehensive Transportation Master Plan. This Master Plan has elements to provide an adequate future transportation system, identify environmentally sensitive areas, and develop roadway design standards. Transportation is an important concern of the citizens and the administration of Round Rock. The projects listed above have been approved and are on the City's Transportation Capital Improvement Program (TCIP). The TCIP is a short term view of the City's needs for transportation. Some of the projects above are approved for design costs only as the City continues to monitor the priorities of a growing City and its transportation needs.

Five-Year Capital Improvement Program Project Summary (cont.)

Water and Wastewater Utility

The final component of the City of Round Rock's Capital Improvement Program is the Water and Wastewater Utility. This includes projects in the categories of major water and wastewater lines, processing facilities, water transmissions, water storage, and water operations. This includes major repairs, replacements and new development. Funding for water and wastewater projects is derived from the sale of water and wastewater services, utility impact fees and the issuance of revenue bonds.

Water Utility

- Ground Water Filtration
- Shepard Street Waterline Improvements
- Lake Stillhouse Phase II Pump Improvements
- CR 112 24" Waterline
- Asbestos Pipe Replacement Program
- 2010 Water Treatment Plant Rehabilitation
- 1.5MG Clearwell at Water Treatment Plant
- West Side Recreation Center Offsite Utilities
- Round Rock Ranch/High Country Waterline Replacement
- Annexation Utility Improvements-Various Locations
- 2010 PRV Installation
- Regional Water Transmission Line-Segment 3
- FM 1460 Waterline

Water system lines, storage improvements and system improvements are ongoing capital repairs or upgrades. These projects improve, strengthen or increase the City's water utility system to provide the level of service required by our citizens and businesses. Expanding water services is necessary to accommodate the City's current and future growth. Major renovations and repairs keep the water system running efficiently and effectively. With completion of the pump upgrades and a larger raw water transmission line from Lake Georgetown, the water treatment plant is being re-rated from its original capacity of 48 million gallons per day (MGD) to 52 MGD. The plant is currently rehabilitating components within to ensure it continues to perform at top efficiency and capacity. A new 1.5 MG clearwell is being constructed at the plant site to maximize the storage of treated water to be readily available during higher demand periods.

Reuse Water Utility

- Brushy Creek Regional Wastewater Plant Reuse Water Treatment Facilities
- Old Settler's Park 24" Reuse Water Transmission Line
- Water Reuse Phase II

Recycling the treated wastewater is an environmentally friendly, economical and safe solution for large irrigation. The City is in the planning and design phase of constructing facilities at the wastewater treatment plant to treat and pump ultimately up to 10 MGD of reuse water to various areas of the City. The first phase currently under construction is to irrigate Old Settlers Park and Dell Diamond with reuse water to alleviate the City's demand for potable water for irrigation. The City received a grant from the Bureau of Reclamation to help with costs of building the facilities and transmission lines. The second phase of the reuse system will be an additional transmission line that will extend the Old Settlers 24-inch Reuse Water Line installed in Phase I to deliver reuse water to the northeast portion of the City for future planned development.

Five-Year Capital Improvement Program Project Summary (cont.)

Regional Water

- Lake Travis Regional Water Supply

The City of Round Rock partnered with the Cities of Cedar Park and Leander to form the Brushy Creek Regional Utility Authority (BCRUA) to design and construct a regional water system that will supply treated water to the three communities. The regional system will consist of intake facilities on Lake Travis, a raw water transmission main, a water treatment plant, and a treated water transmission system. The system will have a capacity of 105.8 MGD at ultimate build-out, which is expected to serve the three cities' demands through the year 2050. Construction on Phase I of the system began in late 2009 and is expected to be complete in the spring of 2012.

Wastewater Utility

- Wastewater Basin Inspection and Rehabilitations
- McNutt Creek Wastewater Improvements
- West Side Recreation Center Offsite Utilities
- Chandler Creek Wastewater Improvements
- Lake Creek Wastewater Improvements
- Annexation Utility Improvements-Various Locations

Wastewater system line improvements are line extensions to serve a growing customer base, ongoing capital repairs or upgrades. Completed repairs and renovations provide significant treatment cost reductions in the future by preventing ground water from seeping into collector lines.

Regional Wastewater

In September 2009, the City along with the Cities of Austin and Cedar Park entered into a Purchase Agreement with the Lower Colorado River Authority (LCRA) to buy the Brushy Creek Regional Wastewater System. The agreement outlined the proportional share that each City would own of the wastewater collection and treatment system. On December 8, 2009, the three Cities purchased the wastewater system from the LCRA. The system currently has a total treatment capacity of 24.5 MGD which is sufficient to meet future projected flows through 2017. The City of Round Rock's current wastewater capacity in the system is 17.1 MGD.

Capital Projects Funds Expenditures

CIP Project Cost Summary

Capital Improvement Program Project Cost Summary

The following table summarizes the project cost of the City of Round Rock Capital Improvement Program. Included in the total project cost is the City of Round Rock's funded amount and all other outside funding. The annual operating costs are the anticipated operating costs expected in the first fiscal year of a new program associated with the completion of a capital project.

Project/Program Title	Total Project Cost	Annual Operating Costs
General		
Public Service Facilities		
Business Center Complex	\$8,598,670	
615 E. Palm Valley Blvd. Campus	5,452,961	\$60,000
SW Downtown Area Infrastructure	7,366,550	15,000
Public Works Master Plan	50,000	
Downtown Redevelopment Plan	500,000	
City Gateway Entrances	250,000	
Library Radio Frequency ID System	191,945	
Citywide Strategic Plan Phase Two	77,829	
Information Technology		
Financial Information Services	544,420	
Information Technology Infrastructure Projects	2,399,211	
Human Resource and Payroll Software System	272,790	
Public Safety Equipment And Facilities		
Fire Apparatus and Equipment	1,847,421	
Parks And Recreation		
City Trail Systems-A	353,898	20,760
Brushy Creek East Gap Trail	2,959,500	
Neighborhood Park Improvements	256,840	
Legacy Fieldhouse Recreation Center	8,043,500	1,200,000
Old Setters Park Practice Fields	391,000	
All Abilities Park	200,000	

General (cont.)

Project/Program Title	Total Project Cost	Annual Operating Costs
Sidewalks, Landscapes and Traffic Signals		
Intermodal Transit Facility	5,092,905	30,000
Madsen Recreation Center Sidewalk Improvements	50,000	
Streets, Drainage and Storm Water Control		
Meister Lane Improvements	1,727,748	
Storm Water Master Plan Assessment	186,000	
Pavement Management Software	254,000	
Policy Center Street Improvements	749,946	
Little Oaks Subdivision	1,000,000	
2008 Seal Coat Program	3,197,060	
2009 Seal Coat Program	2,986,400	
Creekbend Boulevard	6,675,000	
Chisholm Trail Reconstruction	6,160,000	
Chisholm Parkway Extension	1,300,000	
Sam Bass Road	3,820,000	
Eggers Acres-Dennis Drive Improvements	1,570,000	
Ledbetter Street	445,404	
Veteran's Dam Analysis	14,000	
Messick Loop-Hanlac Trail Channel Improvements	640,000	
General Projects Total	\$75,624,998	

Capital Projects Funds Expenditures

CIP Project Cost Summary

Capital Improvement Program Project Cost Summary (cont.)

Project/Program Title	Total Project Cost	Annual Operating Costs
Transportation		
Arterial A	\$21,818,000	
CR 113-Kiphen Rd.-Old Settlers Blvd.	15,246,561	
FM 1460-North Grimes	16,762,384	
RM 620	11,000,000	
Traffic Signals	4,650,000	
Transportation Consulting	906,351	
Wyoming Springs Drive	6,570,117	
Arterial M-No. Mays Extension	3,550,000	
Red Bud Lane Phase Four	2,750,000	
US79 at North Mays	120,000	
Arterial M-5	711,000	
Arterial M-4	772,500	
Cypress Cove Extension	235,000	
South Mays at Gattis School Rd.	535,000	
Arterial L-2	776,000	
Arterial M-3	1,289,000	
FM 3406	910,000	
A.W. Grimes Blvd. South	350,000	
Southwest Downtown Main St. Project #1	1,200,000	
Southwest Downtown Main St. Project #2,3, & 7	4,410,000	
Southwest Downtown Main St. Project # 4 & 5	964,000	
Arterial C	486,000	
Transportation Projects Total	\$96,011,913	

Capital Improvement Program Project Cost Summary (cont.)

Project/Program Title	Total Project Cost	Annual Operating Costs
Water/Wastewater Utility		
Water Utility		
Groundwater Filtration*	\$6,000,000	
Shepard Street Waterline Improvements*	100,000	
Lake Stillhouse Phase II Pump Improvements	1,800,000	
CR112 24" Waterline*	1,500,000	
2010 Water Treatment Plant Rehabilitation	3,630,820	
1.5MG Clearwell at Water Treatment Plant	2,695,290	
West Side Recreation Center Offsite Utilities*	255,000	
Round Rock Ranch/High Country Waterline Replacement	456,066	
FM 1460 Waterline*	650,000	
Saddlebrook, Greenslopes, Pecan Hill Annexation Utility Improvements*	429,558	
Rocking J Annexation Utility Improvements*	94,000	
Sunrise Road (Glen Tract) Annexation Utility Improvements*	500,000	
2010 PRV Installation*	500,000	
2009 Asbestos Pipe Replacement	900,000	
2010 Asbestos Pipe Replacement*	1,000,000	
Regional Water Transmission Line-Segment 3*	12,400,000	
Regional Water Supply and Treatment System	67,500,000	

Capital Projects Funds Expenditures

CIP Project Cost Summary

Capital Improvement Program Project Cost Summary (cont.)

Project/Program Title	Total Project Cost	Annual Operating Costs
Water/Wastewater Utility		
Wastewater Utility		
Rocking J Annexation Wastewater Improvements*	93,000	
Harrell Parkway Annexation Wastewater Improvements*	98,000	
Basin Inspections and Repairs FY07-08	2,360,555	
Basin Inspections and Repairs FY2010	2,681,946	
Basin Inspections and Repairs FY2011*	2,422,000	
West Side Recreation Center Offsite Utilities	555,000	
McNutt Creek Segment C10 Wastewater Interceptor*	1,401,472	
Lake Creek 2 Wastewater Improvements	3,538,062	
Lake Creek 3 Wastewater Improvements	580,228	
Chandler Creek 1 Wastewater Improvements*	2,213,295	
Lake Creek 1 Wastewater Improvements*	3,465,625	
Water Reuse		
Brushy Creek Regional Wastewater Plant Reuse Water Treatment Facilities	5,281,000	
Old Settlers Park 24" Reuse Water Transmission Line	1,332,000	
Water Reuse Phase II Improvements*	4,500,000	
Water/Wastewater Utility Projects Total	\$130,932,917	

*These utility projects are in the planning phase for future construction.

Capital Improvement Program Funding Summary

As described within the three components of the City of Round Rock's Capital Improvements program, there are specified funding sources.

General Government Funding Sources

2001- \$89,800,000 Authorized General Obligation Bonds

2002 General Obligation Bonds-First Issue	\$35,000,000
2004 General Obligation Bonds-Second Issue	20,000,000
2007 General Obligation Bonds-Third Issue	34,800,000
General Obligation Bond Interest	754,180
Park Development Fund	511,458
General Self Financed Construction	13,432,924

Transportation Funding Sources

Transportation Construction Fund

2001 Sales Tax Revenue Bonds	\$25,890,000
State Infrastructure Bank Loans	50,058,410
Transportation Sales Tax *	118,100,661

Water and Wastewater Utility Funding Sources

Utility Construction Funding **	\$119,174,439
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*1/2 cent sales tax, future borrowings and participation funding.

** Funding for Utility construction projects include cash transfers from Water and Wastewater Services, (pay as you go financing), Impact Fees, where applicable, and the future issuance of revenue bonds.

Capital Projects Funds Expenditures

CIP Project Funding Detail

Capital Improvement Program Project Funding Detail

The following tables identify the funding source name, type and a list of capital projects that utilize that source. Some projects will appear in more than one table as they have multiple funding sources.

General Government Funding Sources

2001 Authorized General Obligation Bonds

Project/Program Title	Total Project Cost	First Issue Funding 2002	Second Issue Funding 2004	Third Issue Funding 2007	GO Bond Interest
Public Service Facilities					
Business Center Complex (1)	\$8,598,670			\$6,598,670	
615 E. Palm Valley Blvd. Campus (7)	5,452,961		\$200,000	5,046,330	
SW Downtown Area Infrastructure (2)	7,366,550	\$3,501,718	1,720,360		\$520,994
Parks and Recreation					
City Trail Systems-A (6)	353,898			99,280	
Legacy Fieldhouse Recreation Center (3)	8,043,500	10,000	200,000	6,790,000	
Brushy Creek East Gap Trail (4)	2,959,500			190,000	
Sidewalks, Landscapes and Traffic Signals					
Intermodal Transit Facility (8)	5,092,905	873,713	0	1,153,700	67,782

Capital Improvement Program Project Funding Detail (cont.)**2001 Authorized General Obligation Bonds (continued)**

Project/Program Title	Total Project Cost	First Issue Funding 2002	Second Issue Funding 2004	Third Issue Funding 2007	GO Bond Interest
Streets, Drainage and Storm Water Control					
Creekbend Boulevard (5)	6,675,000	1,228,000	500,000	3,447,000	
Policy Center Street Improvements	749,946		749,946		
Chisholm Trail Reconstruction	6,160,000	1,530,000	2,000,000	2,630,000	
Chisholm Parkway Extension	1,300,000	450,000	500,000	350,000	
Sam Bass Road	3,820,000	1,035,000	1,960,000	825,000	
Eggers Acres-Dennis Drive Improvements	1,570,000		423,000	1,147,000	
Ledbetter Street	445,404			280,000	165,404
Messick Loop-Hanlac Trail Channel Improvements	640,000			640,000	
Completed Projects Costs through 09-30-09		26,040,069	11,536,494	5,244,719	
Issuance Costs		331,500	210,200	358,301	
Total General Obligation Bonds and Interest		\$35,000,000	\$20,000,000	\$34,800,000	\$754,180

- (1) Business Center Complex has funding in General Self Financed Construction Fund.
 (2) Southwest Downtown Infrastructure has funding in General Self Financed Construction Fund and Tree Replacement Funds.
 (3) Legacy Fieldhouse Recreation Center has funding in General Self Financed Construction Fund.
 (4) Brushy Creek East Gap Trail is additionally funded by a grant from Texas Department of Transportation and cost participation from Williamson County.
 (5) Creekbend Boulevard has received \$1,500,000 in funding from Texas Department of Transportation.
 (6) Citywide Trails has funding in the Park Development Fund.
 (7) 615 E. Palm Valley Blvd. Campus has funding in General Self Financed Construction Fund.
 (8) Intermodal Transit Facility is additionally funded by a ARRA Grant and FTA Grant.

Park Development Fund

Project/Program Title	Total Project Cost	Park Development Fund
Parks and Recreation		
Citywide Trails	\$353,898	\$254,618
Neighborhood Park Improvements	256,840	256,840
Total Park Development Projects		\$511,458

Capital Projects Funds Expenditures

CIP Project Funding Detail

Capital Improvement Program Project Funding Detail (cont.)

General Self Financed Construction

Project/Program Title	Total Project Cost	General Self Financed Funding
Public Service Facilities		
Business Center Complex (1)	\$8,598,670	\$2,000,000
615 E. Palm Valley Blvd. Campus (4)	5,452,961	206,631
Southwest Downtown Infrastructure (2)	7,366,550	1,500,000
Downtown Redevelopment Plan	500,000	500,000
City Gateway Entrances	250,000	250,000
Library Radio Frequency ID System	191,945	191,945
Citywide Strategic Plan Phase Two	77,829	77,829
Public Works Master Plan	50,000	50,000
Information Technology		
Information Technology Infrastructure Projects	2,399,211	2,399,211
Human Resource and Payroll Software System	272,790	272,790
Financial Information Services	544,420	544,420
Public Safety Equipment and Facilities		
Fire Apparatus and Equipment	1,847,421	1,847,421
Parks and Recreation		
Legacy Fieldhouse Recreation Center (3)	8,043,500	1,043,500
Old Settler's Practice Fields	391,000	391,000
All Abilities Park	200,000	200,000
Sidewalk, Parking and Landscapes		
Madsen Recreation Center Sidewalk Improvement	50,000	50,000
Streets, Drainage and Storm Water Control		
Meister Lane Improvements	1,727,748	1,727,748
Storm Water Master Plan Assessment	186,000	186,000
Pavement Management Software	254,000	254,000
Little Oaks Subdivision	1,000,000	1,000,000
2008 Seal Coat Program	3,197,060	3,197,060
2009 Seal Coat Program	2,986,400	2,986,400
Veteran's Dam Analysis	14,000	14,000
Total General Self Financed Funding		\$13,432,924

(1) Business Center Complex has funding in the 2001 GO's.

(2) Southwest Downtown Infrastructure has funding in the 2001 GO's and a funding from the Tree Replacement Program.

(3) Legacy Fieldhouse Recreation Center has funding in the 2001 GO's.

(4) 615 E. Palm Valley Blvd. Campus has funding in the 2001 GO's.

Capital Improvement Program Project Funding Detail (cont.)**Transportation****Transportation Fund**

Project/Program Title	Total Project Cost	Round Rock Transportation Funding	Other Funding
Transportation			
Arterial A	\$21,818,000	\$21,818,000	
CR 113-Kipphen Rd.	15,246,561	12,898,314	\$2,348,247
FM 1460-North Grimes	16,762,384	8,562,384	8,200,000
RM 620	11,000,000	2,500,000	8,500,000
Traffic Signals	4,650,000	4,650,000	
Transportation Consulting	906,351	906,351	
Wyoming Springs Drive	6,570,117	5,016,552	1,553,565
Arterial M-No. Mays Extension	3,550,000	3,550,000	
Red Bud Lane Phase Four	2,750,000	2,750,000	
US79 at North Mays	120,000	120,000	
Arterial M-5	711,000	711,000	
Arterial M-4	772,500	772,500	
Cypress Cove Extension	235,000	235,000	
South Mays at Gattis School Rd.	535,000	535,000	
Arterial L-2	776,000	776,000	
Arterial M-3	1,289,000	1,289,000	
FM 3406	910,000	910,000	
A.W. Grimes Blvd. South	350,000	350,000	
Southwest Downtown Main St. Project #1	1,200,000	1,200,000	
Southwest Downtown Main St. Project #2,3&7	4,410,000	4,410,000	
Southwest Downtown Main St. Project #4&5	964,000	964,000	
Arterial C	486,000	486,000	
Completed Projects		118,638,970	
Total Transportation Fund	\$96,011,913	\$194,049,071	\$20,601,812

Capital Projects Funds Expenditures

CIP Project Funding Detail

Capital Improvement Program Project Funding Detail (cont.)

Water/Wastewater Utility

Utility Funding

Project/Program Title	Total Cost	Utility Funding
Water Utility		
Groundwater Filtration	\$6,000,000	\$6,000,000
Rocking J Annexation Water Improvements	94,000	94,000
2009 Asbestos Pipe Replacement	900,000	900,000
CR112 24" Waterline	1,500,000	1,500,000
Shepard Street Waterline Improvements	100,000	100,000
2010 Water Treatment Plant Rehabilitation	3,630,820	3,630,820
1.5MG Clearwell At Water Treatment Plant	2,695,290	2,695,290
Lake Stillhouse Phase II Pump Improvements	1,800,000	1,800,000
West Side Recreation Center Offsite Utilities	255,000	255,000
Round Rock Ranch/High Country Waterline Replacement	456,066	456,066
2010 PRV Installation	500,000	500,000
Regional Water Transmission Line-Segment 3	12,400,000	12,400,000
2010 Asbestos Pipe Replacement	1,000,000	1,000,000
Regional Water Supply and Treatment System	67,500,000	67,500,000

Capital Improvement Program Project Funding Detail (cont.)**Water/Wastewater Utility****Utility Funding (cont.)**

Project/Program Title	Total Cost	Utility Funding
Wastewater Utility		
Rocking J Annexation Wastewater Improvements	93,000	93,000
Harrell Parkway Annexation Wastewater Improvements	98,000	98,000
Basin Inspections and Repairs FY07-08	2,360,555	2,360,555
Basin Inspections and Repairs FY2010	2,681,946	2,681,946
Basin Inspections and Repairs FY2011	2,422,000	2,422,000
West Side Recreation Center Offsite Utilities	555,000	555,000
McNutt Creek Segment C10 Wastewater Interceptor	1,401,472	1,401,472
Lake Creek 2 Wastewater Improvements	3,538,062	3,538,062
Lake Creek 3 Wastewater Improvements	580,228	580,228
Water Re-Use		
Brushy Creek Regional Wastewater Plant Reuse Water Treatment Facilities	5,281,000	5,281,000
Old Settlers Park 24" Reuse Water Transmission Line	1,332,000	1,332,000
Total Utility Fund	\$119,174,439	\$119,174,439

Capital Projects Funds Expenditures

CIP Project Proposed Expenditures

Capital Improvement Program Project Proposed Expenditures

General Government Projects

Project	Estimated Total Project Cost	Expenditures Through 9/30/10	2010-11 Proposed Expenditures	2011-12 Proposed Expenditures
Public Service Facilities				
Business Center Complex	\$8,598,670	\$6,000,000	\$2,598,670	0
City Hall Policy Center	5,452,961	551,704	4,901,257	0
SW Downtown Area Infrastructure	7,366,550	7,366,550	0	0
Downtown Redevelopment Plan	500,000	500,000	0	0
City Gateway Entrances	250,000	57,810	192,190	0
Library Radio Frequency ID System	191,945	191,945	0	0
Citywide Strategic Plan Phase Two	77,829	77,829	0	0
Public Works Master Plan	50,000	25,000	25,000	0
Information Technology				
Information Technology Infrastructure Projects	2,399,211	2,399,211	0	0
Financial Information Services	544,420	544,420	0	0
Human Resource and Payroll Software System	272,790	272,790	0	0
Public Safety Equipment and Facilities				
Fire Apparatus and Equipment	1,847,421	1,340,799	506,622	0

Capital Improvement Program Project Proposed Expenditures (cont.)**General Government Projects**

Project	Estimated Total Project Cost	Expenditures Through 9/30/10	2010-11 Proposed Expenditures	2011-12 Proposed Expenditures
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Parks and Recreation

City Trail Systems-A	353,898	353,898	0	0
Brushy Creek East Gap Trail	2,959,500	199,329	1,614,060	\$1,146,111
Legacy Fieldhouse Recreation Center	8,043,500	2,941,698	5,101,802	0
Old Settler's Park Practice Fields	391,000	391,000	0	0
Neighborhood Park Improvements	256,840	128,420	128,420	0
All Abilities Park	200,000	0	200,000	0

Sidewalks, Landscapes and Traffic Signals

Intermodal Transit Facility	5,092,905	3,701,405	1,391,500	0
Madsen Recreation Center Sidewalk Improvements	50,000	50,000	0	0

Capital Projects Funds Expenditures

CIP Project Proposed Expenditures

Capital Improvement Program Project Proposed Expenditures (cont.)

General Government Projects

Project	Project Cost	Expenditures Estimated Total 9/30/10	2010-11 Proposed Expenditures	2011-12 Proposed Expenditures
Streets, Drainage and Storm Water Control				
Meister Lane Improvements	\$1,727,748	\$1,727,748	0	0
Storm Water Master Plan Assessment	186,000	186,000	0	0
Pavement Management Software	254,000	254,000	0	0
Policy Center Street Improvements	749,946	0	\$749,946	0
Little Oaks Subdivision	1,000,000	200,000	800,000	0
2008 Seal Coat Program	3,197,060	0	3,197,060	0
2009 Seal Coat Program	2,986,400	0	2,986,400	0
Creekbend Boulevard *	6,675,000	1,035,630	45,000	\$135,000
Chisholm Trail Reconstruction	6,160,000	2,034,424	3,091,815	1,033,761
Chisholm Parkway Extension	1,300,000	298,404	151,596	850,000
Sam Bass Road	3,820,000	1,160,778	1,391,026	1,268,196
Eggers Acres-Dennis Drive Improvements	1,570,000	1,570,000	0	0
Ledbetter Street	445,404	445,404	0	0
Messick Loop-Hanlac Trail Channel Improvements	640,000	0	640,000	0
Veteran's Dam Analysis	14,000	14,000	0	0
General Government Projects Total	\$75,624,998	\$36,020,196	\$29,712,364	\$4,433,068

*This project has funding beyond 2012.

Capital Improvement Program Project Proposed Expenditures (cont.)

Transportation Projects

Project	Estimated Total Project Cost	Expenditures Through 9/30/10	2010-11 Proposed Expenditures	2011-12 Proposed Expenditures
Transportation				
Arterial A	\$21,818,000	\$4,218,777	\$12,416,658	\$5,182,566
CR 113-Kiphen Rd.-Old Settlers Blvd.**	15,246,561	14,987,037	0	0
FM 1460-North Grimes**	16,762,384	4,038,912	4,523,469	0
RM 620**	11,000,000	0	0	2,500,000
Traffic Signals	4,650,000	3,148,818	1,501,182	0
Transportation Consulting	906,351	551,800	354,551	0
Wyoming Springs Drive	6,570,117	4,461,302	2,108,815	0
Arterial M-No. Mays Extension	3,550,000	2,049,108	1,500,892	0
Red Bud Lane Phase Four	2,750,000	89,841	1,423,281	1,236,879
US79 at North Mays	120,000	120,000	0	0
Arterial M-5	711,000	491,000	100,000	120,000
Arterial M-4	772,500	587,450	185,050	0
Cypress Cove Extension	235,000	235,000	0	0
South Mays at Gattis School Rd.	535,000	211,300	273,033	50,667
Arterial L-2	776,000	0	243,000	533,000
Arterial M-3	1,289,000	0	375,000	914,000
FM 3406	910,000	200,000	710,000	0
A.W. Grimes Blvd. South	350,000	120,000	230,000	0
Southwest Downtown Main St. #1	1,200,000	44,400	1,155,600	0
Southwest Downtown Main St. #2,3&7	4,410,000	137,987	4,272,013	0
Southwest Downtown Main St. #4&5	964,000	367,700	596,300	0
Arterial C	486,000	486,000	0	0
Transportation Projects Total	\$96,011,913	\$36,546,432	\$31,968,844	\$10,537,112

**Additional outside funding will be required.

Capital Projects Funds Expenditures

CIP Project Proposed Expenditures

Capital Improvement Program Project Proposed Expenditures

Water/Wastewater

Utility Projects

Project	Estimated Total Project Cost	Expenditures Through 9/30/10	2010-11 Proposed Expenditures	2011-12 Proposed Expenditures
Water Utility				
Groundwater Filtration*	\$6,000,000	\$79,330	0	\$1,000,000
Rocking J Annexation Water Improvements	94,000	0	\$94,000	0
2009 Asbestos Pipe Replacement	900,000	200,000	700,000	0
CR112 24" Waterline*	1,500,000	7,641	750,000	400,000
Shepard Street Waterline Improvements	100,000	0	100,000	0
2010 Water Treatment Plant Rehabilitation	3,630,820	2,860,000	770,820	0
1.5MG Clearwell at Water Treatment Plant	2,695,290	2,240,000	455,290	0
Lake Stillhouse Phase II Pump Improvements	1,800,000	0	1,800,000	0
West Side Recreation Center Offsite Utilities	255,000	8,200	246,800	0
Round Rock Ranch/High Country Waterline Replacement	456,066	0	456,066	0
2010 PRV Installation	500,000	0	500,000	0
Regional Water Transmission Line-Segment 3*	12,400,000	0	1,250,000	2,400,000
2010 Asbestos Pipe Replacement	1,000,000	0	250,000	750,000
Regional Water Supply and Treatment System	67,500,000	19,729,000	32,771,000	15,000,000

Capital Improvement Program Project Proposed Expenditures (cont.)**Water/Wastewater****Utility Projects (cont.)**

Project	Estimated Total Project Cost	Expenditures Through 9/30/10	2010-11 Proposed Expenditures	2011-12 Proposed Expenditures
Water reuse				
Brushy Creek Regional Wastewater Plant Reuse Water Treatment Facilities	5,281,000	267,900	4,013,100	1,000,000
Old Settler's Park 24" Reuse Water Transmission Line	1,332,000	532,000	800,000	0
Wastewater Utility				
Rocking J Annexation Wastewater Improvements	93,000	0	93,000	0
Harrell Parkway Annexation Wastewater Improvements	98,000	0	98,000	0
Basin Inspections and Repairs FY07-08	2,360,555	600,000	1,760,555	0
Basin Inspections and Repairs FY2010	2,681,946	171,274	2,510,672	0
Basin Inspections and Repairs FY2011	2,422,000	50,000	300,000	2,072,000
West Side Recreation Center Offsite Utilities	555,000	8,200	546,800	0
McNutt Creek Segment C10 Wastewater Interceptor	1,401,472	0	0	1,401,472
Lake Creek 2 Wastewater Improvements	3,538,062	0	2,325,000	1,213,062
Lake Creek 3 Wastewater Improvements	580,228	0	580,228	0
Utility Projects Total	\$119,174,439	\$26,753,545	\$53,171,331	\$25,236,534

* Funding beyond fiscal year 2011-2012 will be required.

Capital Projects Funds Expenditures

CIP Project Proposed Expenditures

Capital Improvement Program Project Proposed Expenditures Summary

Category	Estimated Total Project Cost	Expenditures Through 9/30/10	2010-11 Proposed Expenditures	2011-12 Proposed Expenditures
General Government Projects	\$75,624,998	\$36,020,196	\$29,712,364	\$4,433,068
Transportation Projects	96,011,913	36,546,432	31,968,844	10,537,112
Utility Projects	119,174,439	26,753,545	53,171,331	25,236,534
Grand Total All Capital Improvement Projects	\$290,811,350	\$99,320,173	\$114,852,539	\$40,206,714

Estimated Annual Operating Cost Detail

Estimated Annual Operating Cost Detail

Estimated Annual Operating Cost Detail

The annual operating costs are the anticipated operating costs expected in the first year of a new program associated with the completion of a capital project

Project/Program Title	Estimated Annual Operating Costs	Budget Category	Fiscal Year 2010-11	Fiscal Year 2011-12
GENERAL				
PUBLIC SERVICE FACILITIES				
City Hall Policy Center	\$60,000		0	0
SW Area Downtown Area Infrastructure	15,000		\$15,000	\$15,000
Breakdown by Budget Category				
		Personnel Costs	0	0
		Contractual Services	\$10,000	\$10,000
		Materials and Supplies	0	5,000
		Other Expenses	5,000	0
		Capital Outlay	0	0
PARKS AND RECREATION				
CityWide Trail Systems-A	\$20,760		\$20,760	\$20,760
West Side Recreation Center	1,200,000		0	500,000
Breakdown by Budget Category				
		Personnel Costs	0	\$240,000
		Contractual Services	0	55,000
		Materials and Supplies	\$20,760	195,760
		Other Expenses	0	30,000
		Capital Outlay	0	0

Capital Projects Funds Expenditures

Estimated Annual Operating Cost Detail

Estimated Annual Operating Cost Detail (cont.)

Project/Program Title	Estimated Annual Operating Costs	Budget Category	Fiscal Year 2010-11	Fiscal Year 2011-12
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SIDEWALKS, LANDSCAPES, AND TRAFFIC SIGNALS

Intermodal Transit Facility	\$30,000		\$30,000	\$30,000
-----------------------------	----------	--	----------	----------

Breakdown by Budget Category

Personnel Costs	\$0	\$0
Contractual Services	20,000	20,000
Materials and Supplies	10,000	10,000
Other Expenses	0	0
Capital Outlay	0	0

STREETS, DRAINAGE AND STORM WATER CONTROL

Street, drainage and channel repairs and reconstruction projects will require maintenance which will be addressed by current crews and programs.

UTILITY

Water system lines, storage improvements and system improvements are ongoing capital repairs or upgrades. These projects will have a small effect on the overall system operations in that they will require periodic maintenance. However, this maintenance cost is not a specific incremental cost, but is expected to be handled by existing crews and equipment. Operating and maintenance expenses will grow over time as the customer base and utility system expand.



Special Revenue Funds Expenditures

Hotel Occupancy Tax Fund

Law Enforcement Fund

Library Fund

Parks Improvement

& Acquisitions Fund

Municipal Court Fund

Tree Replacement Fund





Hotel Occupancy Tax Fund - Program Description

This fund accounts for the levy and use of the hotel - motel bed tax. Proceeds from this tax are to be used toward tourism, community events, cultural enhancements and promotion of the City. Included is funding for the Convention & Visitors Bureau.



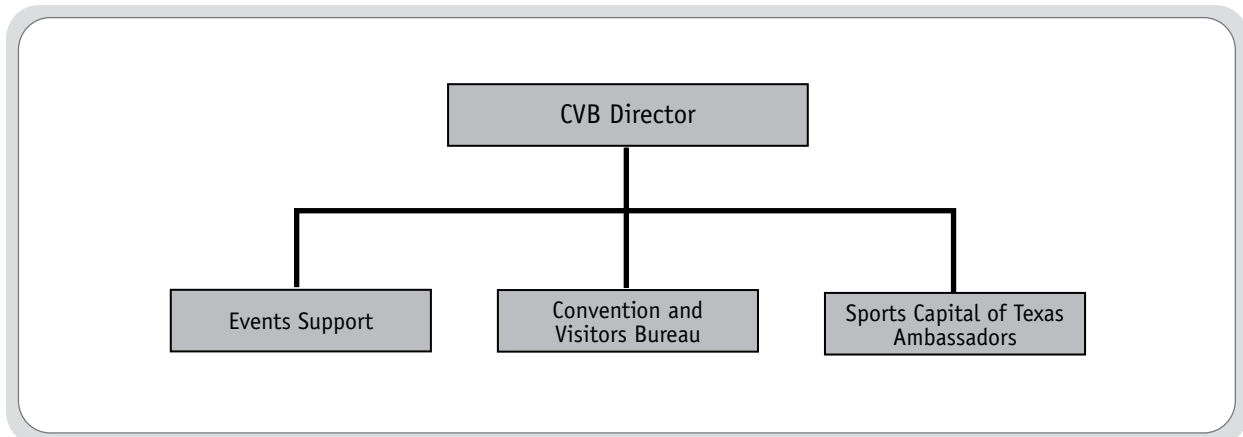
Convention & Visitors Bureau

The function of this department is to implement the City's long-term Tourism Plan and represent the City in all other functions related to tourism and the Convention and Visitors Bureau (CVB). The CVB is the designated sales and marketing department for the City of Round Rock (designated DMO - "Destination Marketing Organization"). The department's mission aligns

with the strategic plan by directly contributing to the economic vitality and enhancing the quality of life in Round Rock.

Vision: To help promote Round Rock as the city of choice for tourists and citizens.

Mission: To Promote Economic Diversity by Developing the Tourism Industry in Round Rock.



Major Business Functions:

Events Support: This program provides resources for special events and activities held within Williamson County. Funding, staff resources, and promotional material will be provided for those events or activities that demonstrate they can bring revenue into the Round Rock economy from outside the city limits and generate overnight hotel stays.

Convention & Visitors Bureau: The purpose of this program is to establish a pro-active, aggressive marketing and sales campaign for the City. The primary goal of this program is to increase occupancies of local lodging facilities and to increase tourism spending in Round Rock.

Sports Capital of Texas Ambassadors: The Ambassadors consist of representatives from various organizations and businesses with an interest in promoting the Sports Capital of Texas brand and a healthy, fit lifestyle in Round Rock. The Ambassadors are charged with attending events to welcome our visitors and championing the brand throughout the community.

Key Customers:

The Convention and Visitors Bureau has both internal and external customers. Internal customers include the City Council and all City employees. We also serve the citizens of Round Rock, visitors to Round Rock and organizations who bring their events to Round Rock.

Customer Expectations and Requirements:

Our customers expect a professional, results driven department that provides first-class representation of the City of Round Rock. Exceeding our customers' expectations would allow us to accomplish our mission of economic diversity and offer our visitors and citizens the best experience possible in the Sports Capital of Texas.

Balanced Scorecard FY 2010-11

Manage Resources	Run the Business
<p>Ensure the CVB is strategically aligned and prioritized to meet the City's business objectives by continuing to have monthly update sessions with City leadership, participating in the strategic plan process, and reviewing department plan annually. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years <p>Work within resource allocations by: utilizing staff and time efficiently and effectively to maximize productivity; maximize time and availability of facilities; all while staying within budget. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Develop metrics for future years 	<p>Raise citizen awareness and buy in on the benefits of tourism for the City of Round Rock. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Continue to educate Round Rock citizens about the tourism efforts and its effects through social media, advertisements, blogs, SCoT Ambassadors, and other local events. <p>Continue to streamline timely and efficient office management and sales support while adhering to City policy and procedure. (DP)</p> <p>Continue to recruit and assist new and grow existing tournaments/events in Round Rock. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Continue to track and report Economic Activity. <p>Educate, develop, and recruit new tourism products in Round Rock. (DP, SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Continue to establish credibility in the tourism industry by continuing education, best practices, and new trends and products at a local, state and national level. Participate early in economic development plans and meetings regarding development with tourism related possibilities. <p>Strengthen and enrich the brand identity of the City and expand the tourism marketing efforts. (SP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Continue promoting Round Rock as the Sports Capital of Texas through all available media outlets. Recognize and report new opportunities to expand the tourism effort in Round Rock.
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Recruit and leverage existing network of business leaders to build awareness of tourism in Round Rock. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Continue working with the Brand Leadership Team and the Sports Capital of Texas Ambassadors to advocate for the Sports Capital of Texas tourism initiative and the Sports Capital of Texas brand as a community lifestyle. <p>Develop/enhance working relationships with local hotel/lodging establishments. (DP)</p> <p>Metrics :</p> <ul style="list-style-type: none"> • Continue to host monthly/quarterly meeting with the HA members. Continue to communicate on a personal level with each property and its GM, Sales & front desk staff about things happening in Round Rock. Continue to send quarterly reports to all HA members to help educate them about what the CVB is doing to help promote their properties. <p>Cultivate current and future event holders to ensure repeat or referral business. (Client relationship) (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Maintain existing relationships and continue marketing efforts to ensure Round Rock stays top of mind. <p>Provide opportunities for internal departments to learn more about the CVB. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Continue to participate in New Employee Orientation and Customer Service Day. 	<p>Continue staff development by the need. Focused efforts on best practices, industry certifications, and internal training opportunities. (DP)</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Ensure all staff members attend on-going City training opportunities and relevant industry education offerings.

SP = Strategic Plan CMG = City Manager Goals DP = Department Plan

Special Revenue Funds Expenditures

Hotel Occupancy Tax Fund

Hotel Occupancy Tax Fund

Summary of Expenditures:

Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
Multi-Purpose Stadium/Convention Facility			
Transfer to Debt Service Fund at Trustee Bank	\$530,000	\$716,000	\$715,000
Property Insurance	35,000	50,000	50,000
Contingency and Trustee Fees	4,105	45,000	45,000
Capital Repair at Trustee Bank	36,000	75,000	100,000
Transfer to Capital Improvement Fund	100,000	100,000	100,000
Sub - Total	705,105	986,000	1,010,000
Tourism Events			
Fiesta Amistad	2,069	1,500	0
Round Rock Baseball Tournaments	14,000	14,000	0
Varsity Sports Marketing Group	0	5,000	0
United Martial Artist for Community Development	4,308	5,000	0
Unallocated	0	0	25,500
Sub - Total	20,377	25,500	25,500
Arts Support			
Choir	8,000	8,000	0
Sam Bass Theater	5,000	5,000	0
Community Master Plan	0	13,000	22,000
Orchestra	3,000	0	0
Contingency -Mid year events	0	12,000	22,000
Sub - Total	16,000	38,000	44,000

Hotel Occupancy Tax Fund**Summary of Expenditures: (cont.)**

Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
Tourism Support			
Tourism Study	495	0	0
Sub - Total	495	0	0
Convention & Visitors Bureau			
Personnel	243,075	303,125	305,398
Contractual Services	195,125	241,135	244,271
Materials & Supplies	19,871	27,643	25,325
Other Services & Charges	98,044	200,500	200,500
Capital Outlay	0	0	0
Sub-Total	556,115	772,403	775,494
Capital Projects			
Transfer to Capital Project Fund	500,000	425,000	360,000
Sub-Total	500,000	425,000	360,000
Fund Total	\$1,798,092	\$2,246,903	\$2,214,994

Special Revenue Funds Expenditures

Hotel Occupancy Tax Fund

Hotel Occupancy Tax Fund

Convention & Visitors Bureau

Authorized Personnel	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-08 Actual	2009-10 Approved	2010-11 Approved
Executive Director - Community Development	1	1	1	0.50	0.50	0.50
Director CVB	1	1	1	1.00	1.00	1.00
Marketing Assistant*	1	1	0	1.00	1.00	0.00
Marketing Specialist II	0	0	1	0.00	0.00	1.00
Office Manager	1	1	1	1.00	1.00	1.00
Intern	0	0	0	0.00	0.00	0.00
Total	4	4	4	3.50	3.50	3.50

* Re-titled position to Marketing Specialist II



Law Enforcement Fund - Program Description

This fund accounts for the forfeiture of contraband gained from the commission of criminal activity. Proceeds from this fund are to be used for law enforcement purposes.

Special Revenue Funds Expenditures

Law Enforcement Fund

Law Enforcement Fund

Summary of Expenditures:

Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
Local			
Machinery & Equipment	0	\$49,000	\$70,000
Vehicles	\$119,634	90,250	68,304
Audio/Visual Equipment	61,924	59,378	0
Computer Equipment	87,042	61,000	59,180
Computer Software	0	0	21,000
Sub - Total	268,600	259,628	218,484
State			
Machinery & Equipment	0	1,456	0
Sub - Total	0	1,456	0
Federal			
Machinery & Equipment	0	36,244	9,000
Vehicles	0	80,000	0
Computer Equipment	8,532	3,744	0
Computer Software	0	31,000	21,000
Sub - Total	8,532	150,988	30,000
Fund Total	\$277,132	\$412,072	\$248,484



Parks Improvement & Acquisitions Fund

This fund accounts for the collection and expenditure of fees from two specific parks and recreation related sources: sports league teams fees used for the improvement and maintenance of facilities and park development fees collected from developers of subdivisions who choose to provide cash in lieu of designating parkland. These funds are restricted based on guidelines provided in the subdivision ordinance.

Special Revenue Funds Expenditures

Parks Improvement & Acquisitions Fund

Parks Improvement & Acquisitions Fund

Summary of Expenditures:

Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
Parkland Development			
Parkland Development	\$233,795	\$319,819	\$427,150
Sub - Total	233,795	319,819	427,150
Fund Total	\$233,795	\$319,819	\$427,150



Municipal Court Fund - Program Description

This fund accounts for fees collected on conviction of certain Municipal Court offenses and is intended to enhance the safety of children, provide technology for processing court cases, and create a security plan for the courtroom.

Special Revenue Funds Expenditures

Municipal Court Fund

Municipal Court Fund

Summary of Expenditures:

Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
Child Safety Fines			
School Crosswalk Upgrades	\$17,680	\$20,000	\$20,000
Sub - Total	17,680	20,000	20,000
Technology Fees			
Computer Equipment	8,651	47,000	12,500
Computer Software	2,750	11,750	9,000
Equipment & Machinery	0	0	0
Maintenance Contract - Computer	0	0	0
Supplies	968	2,500	7,100
Training Expenses/Maintenance	725	500	500
Travel Expenses	0	250	250
Sub - Total	13,094	62,000	29,350
Security Fees			
Security Fees			
Security Services	30,455	35,000	35,000
Repair & Maintenance Building	0	0	15,000
Training/Travel Expenses	204	600	1,100
Sub - Total	30,659	35,600	51,100
Fund Total	\$61,433	\$117,600	\$100,450



Library Fund - Program Description

This fund accepts donations by patrons of the library for various books and videos to be purchased and housed in the Library.

Special Revenue Funds Expenditures

Library Fund

Library Fund

Summary of Expenditures:

Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
Round Rock Public Library			
Books & Materials	\$1,120	\$10,000	0
Sub - Total	1,120	10,000	0
Fund Total	\$1,120	\$10,000	0



Tree Replacement Fund - Program Description

This fund accounts for developer contributions used solely for the purpose of purchasing and planting trees in public rights-of-way, public parkland or any other City-owned property.

Special Revenue Funds Expenditures

Tree Replacement Fund

Tree Replacement Fund

Summary of Expenditures:

Account Title	2008-09 Actual	2009-10 Approved Budget	2010-11 Approved Budget
Tree replacement			
Tree Planting	\$315,195	\$350,000	\$410,000
Sub - Total	315,195	315,000	410,000
Fund Total	\$315,195	\$350,000	\$410,000



Debt Schedules

Purpose of Bonds Issued

Schedule of G.O. Debt Service

Schedule of Revenue Bonds

Debt Service

Schedule of Hotel Occupancy

Tax (H.O.T.) Revenue Bonds

G.O. Debt Payment Schedule

Revenue Bonds Payment Schedule





Debt Schedules

Debt Schedules

Schedule of Bonded Debt by Purpose

Purpose of Bonds Issued

Issue	Amount Issued	Engineering & Dev. Services	Police
2009 Utility System Revenue Bonds	\$78,785,000	---	---
2007 Comb. Tax/Rev C.O.	14,915,000	---	---
2007 G.O. & Refunding Bonds	44,770,000	Streets, Bridges and Sidewalks	---
2007 H.O.T. Rev. Refunding Bonds	8,920,000	---	---
2006 Utility System Revenue Bonds	12,000,000	---	---
2005 G. O. Refunding Bonds	19,915,000	---	Construct, Improve Facilities
2004 G.O. & Refunding Bonds	31,945,000	Streets, Bridges and Sidewalks	Construct, Improve Facilities
2002 G.O. & Refunding Bonds	45,465,000	Streets, Bridges, Sidewalks/ Building Expansion	---

Fire	Parks	Library	Water/ Wastewater	Other
---	---	---	Regional Wastewater System	---
---	Park Improvements	---	---	---
Engine Replacement	Recreation Center	---	---	Municipal Complex/ Partial Refunding
---	---	---	---	Convention Ctr.
---	---	---	Regional Water Project	---
---	---	---	---	Partial Refund
Construct, Improve Facilities	---	---	---	Municipal Complex/ Partial Refunding
Construct, Improve Facilities	---	---	---	Municipal Complex/ Partial Refunding

Debt Schedules

Schedule of General Obligation Debt Service

Schedule of General Obligation Debt Service

Fiscal Year 2010-11

Issue	Interest Rates/%	Date of Issue	Date of Maturity	Amount Issued (Net of Refunding)	10/1/10 Amount O/S (Net of Refunding)
2007 Comb. Tax/Rev C.O.	4.00 - 4.63	01-Jul-07	15-Aug-27	\$14,915,000	\$13,530,000
2007 G.O. & Refunding Bonds	4.00 - 5.00	01-Jul-07	15-Aug-32	44,770,000	41,670,000
2005 G.O. Refunding Bonds	2.25 - 5.00	15-Jan-05	15-Aug-22	19,915,000	17,340,000
2004 G.O. & Refunding Bonds	2.00 - 5.25	15-Jul-04	15-Aug-24	31,945,000	26,210,000
2002 G.O. & Refunding Bonds	4.00 - 5.50	01-May-02	15-Aug-27	45,465,000	26,085,000
Capital Leases	Var.	Var.	Var.	6,030,390	4,060,212
TOTAL				\$163,040,390	\$128,895,212

Schedule of General Obligation Debt Service (cont.)

Fiscal Year 2010-11

Issue	2010-11 Principal	2010-11 Interest	Total Principal & Interest
2007 Comb. Tax/Rev C.O.	\$565,000	\$586,431	\$1,151,431
2007 G.O. & Refunding Bonds	840,000	1,998,435	2,838,435 **
2005 G. O. Refunding Bonds	1,405,000	832,306	2,237,306
2004 G.O. & Refunding Bonds	1,795,000	1,246,350	3,041,350 **
2002 G.O. & Refunding Bonds	1,150,000	1,288,013	2,438,013
Capital Leases	1,522,625	139,971	1,662,596
TOTAL	\$7,277,625	\$6,091,506	\$13,369,131
** Less self-supporting GOLF FUND			(449,956)
Less advance refunding savings (est)			(623,000)
Add paying agent fees			9,000
Total to be paid from PROPERTY TAXES			\$12,305,175

Debt Schedules

Schedule of Revenue Bonds - Debt Service & H.O.T.

Schedule of Revenue Bonds Debt Service

Fiscal Year 2010-11

Issue	Interest Rates/%	Date of Issue	Date of Maturity	Amount Issued	10/1/10 Amount O/S (Net of Refunding)
2009 Utility System Revenue Bonds	2.00 - 5.00	08-Dec-09	01-Aug-39	\$8,785,000	\$78,195,000
2006 Utility System Revenue Bonds	2.20 - 2.95	various	01-Aug-26	12,000,000	11,000,000
Total				\$90,785,000	\$89,195,000

Schedule of Hotel Occupancy Tax (H.O.T.) Revenue Bonds

Fiscal Year 2010-11

Issue	Interest Rates/%	Date of Issue	Date of Maturity	Amount Issued	10/1/10 Amount O/S
Hotel Occupancy Tax Rev., Refunding Bonds Series 2007	4.00 - 4.50	15-Jan-07	01-Dec-24	\$8,920,000	\$7,845,000
Total - Funded by Hotel Occupancy Tax Revenues				\$8,920,000	\$7,845,000

Schedule of Revenue Bonds Debt Service (cont.)

Fiscal Year 2010-11

Issue	2010-11 Principal	2010-11 Interest	Total Principal & Interest
2009 Utility System Revenue Bonds	\$645,000	\$3,577,463	\$4,222,463
2006 Utility System Revenue Bonds	565,000	293,835	858,835
Total	\$1,210,000	\$3,871,298	\$5,081,298

Schedule of Hotel Occupancy Tax (H.O.T.) Revenue Bonds (cont.)

Fiscal Year 2010-11

Issue	2010-11 Principal	2010-11 Interest	Total Principal & Interest
Hotel Occupancy Tax Rev. Refunding Bonds Series 2007	\$390,000	\$317,636	\$707,636
Total - Funded by Hotel Occupancy Tax Revenues	\$390,000	\$317,636	\$707,636

Debt Schedules

General Obligation Bonds Payment Schedule

2010-11 General Obligation Bonds Payment Schedule

2010-11		Leases	2002 G.O. & Refunding	2004 G.O. & Refunding (**)
Jan	P I			
Feb	P I		\$644,006	\$623,175
Mar	P I	\$761,313 \$69,986		
Apr	P I			
May	P I			
Jun	P I			
Jul	P I			
Aug	P I		1,150,000 644,007	1,795,000 623,175
Sep	P I	761,313 69,986		
Total		\$1,662,596	\$2,438,013	\$3,041,350

	Leases	G.O. Debt	Golf Supported Debt	Total
Total Payments - December				
Total Payments - January				
Total Payments - February		\$2,853,290	\$122,478	\$2,975,768
Total Payments - March	\$831,298			831,298
Total Payments - June				
Total Payments - July				
Total Payments - August		8,403,289	327,478	8,730,767
Total Payments - September	831,298			831,298
Total - All Payments	\$1,662,596	\$11,256,579	\$449,956	\$13,369,131

(**) Includes golf supported debt.

2010-11 General Obligation Bonds Payment Schedule (cont.)

2010-11		2005 G.O. Refunding	2007 G.O. & Refunding(**)	2007 Tax/Rev C.O.
Jan	P I			
Feb	P I	\$416,153	\$999,218	\$293,216
Mar	P I			
Apr	P I			
May	P I			
Jun	P I			
Jul	P I			
Aug	P I	1,407,000 416,153	840,000 999,217	565,000 293,215
Sep	P I			
Total		\$2,237,306	\$2,838,435	\$1,151,431

(**) Includes golf supported debt.

Debt Schedules

Revenue Bonds Payment Schedule

2010-11 Revenue Bonds Payment Schedule

2010-11	2006 Utility Rev. Bonds	2009 Utility Rev. Bonds	2007 H.O.T. Rev. Bonds
Oct P I			
Nov P I			
Dec P I			\$390,000 162,718
Jan P I			
Feb P I	\$146,917	\$1,788,732	
Mar P I			
Apr P I			
May P I			
Jun P I			154,918
Jul P I			
Aug P I	565,000 146,918	645,000 1,788,731	
Sep P I			
Total	\$858,835	\$4,222,463	\$707,636

	Utility Supported Debt	H.O.T. Rev. Supported Debt	Total
Total Payments - December		\$552,718	\$552,718
Total Payments - February	\$1,935,649		1,935,649
Total Payments - June		154,918	154,918
Total Payments - August	3,145,649		3,145,649
Total - All Payments	\$5,081,298	\$707,636	\$5,788,934



Tax Information and Levy

Property Tax Summary

Property Tax Analysis

Property Tax and Debt Summary

Tax Information
and Levy



Property Tax Summary

Tax Levies, Rates and Collections for Twenty-Two Years (Real & Personal Property)

Year	Bases & Rate			Taxable Value	Tax Levy
			\$	\$	\$
1989 - 1990	100%	@	0.48365	1,052,509,000	5,090,460
1990 - 1991	100%	@	0.54911	934,207,000	5,129,824
1991 - 1992	100%	@	0.62479	864,708,918	5,402,615
1992 - 1993	100%	@	0.62459	913,079,155	5,703,001
1993 - 1994	100%	@	0.56924	1,090,306,343	6,206,479
1994 - 1995	100%	@	0.48896	1,380,376,965	6,749,505
1995 - 1996	100%	@	0.42635	1,673,266,815	7,133,973
1996 - 1997	100%	@	0.39880	1,961,647,818	7,823,051
1997 - 1998	100%	@	0.37707	2,314,286,302	8,726,410
1998 - 1999	100%	@	0.38500	2,540,922,164	9,782,550
1999 - 2000	100%	@	0.36295	2,965,017,390	10,761,531
2000 - 2001	100%	@	0.33031	3,678,007,528	12,148,827
2001 - 2002	100%	@	0.32207	4,446,753,347	14,321,659
2002 - 2003	100%	@	0.34220	4,978,982,250	17,038,077
2003 - 2004	100%	@	0.35715	5,071,176,374	18,349,189
2004 - 2005	100%	@	0.37972	5,251,484,692	19,940,938
2005 - 2006	100%	@	0.37105	5,667,029,945	21,027,515
2006 - 2007	100%	@	0.37105	6,356,956,240	23,587,486
2007 - 2008	100%	@	0.36522	7,417,279,787	27,089,389
2008 - 2009	100%	@	0.36522	8,121,902,884	29,662,814
2009 - 2010	100%	@	0.39661	8,206,161,568	32,546,457
2010 - 2011	100%	@	0.41728	7,893,143,364	32,936,509

Tax Information and Levy

Property Tax Analysis

Property Tax Analysis - Fiscal Year 2010-11

Average Residential Property Value (2010-11)	\$175,980
Last Year's Effective Tax Rate *	\$0.37911
Last Year's Rollback Tax Rate	\$0.41133
Last Year's Adopted Tax Rate	\$0.39661
This Year's Effective Tax Rate *	\$0.42228
This Year's Rollback Tax Rate	\$0.45276
This Year's Adopted Tax Rate	\$0.41728

Tax Levy:

	Maintenance & Operations	Debt	Total Rate & Levy
Taxable Value	\$7,893,143,364	\$7,893,143,364	\$7,893,143,364
x Maint & Operations Rate / 100	0.26645		
x Debt Rate / 100		0.15083	0.41728
Total Levy	\$21,031,280	\$11,905,228	\$32,936,509
x Collection Rate (rounded estimate)	0.99	0.99	0.99
= Estimated Tax Revenue	\$21,005,711	\$11,786,000	\$32,791,711

* All tax rate figures are net of the sales tax gain rate (discussed in the budget message)

Property Tax & Debt Summary

City of Round Rock Analysis of Debt Issuance September 2010

Current Tax Base \$7,893,143,364
(Total taxable value of all property, net of exemptions)

Adopted City Tax Rate \$41.728 Cents per \$100 valuation

Maintenance & Operations Tax Rate	26.645 Cents
Debt Service Tax Rate (G.O.)	15.083 Cents
Total Tax Rate	\$41.728 Cents

Average Residential Property Value \$175,980

GENERAL OBLIGATION BONDS CURRENTLY OUTSTANDING:

General Obligation Debt	\$124,835,000
Maturities through the year 2032	

REVENUE BONDS CURRENTLY OUTSTANDING:

Revenue Debt (Waterworks and Sewer Utility System)	\$89,195,000
Revenue Debt (Hotel Occupancy Tax)	7,845,000
Total	\$97,040,000
Maturities through the year 2039	

TOTAL OUTSTANDING DEBT \$221,875,000





Personnel Schedules

Authorized Personnel

- General Fund
- Drainage Fund
- Water / Wastewater Utility Fund
- Hotel Occupancy Tax Fund

Pay & Classification Plan

- Listing by Title
- Listing by Range
- Public Safety

Authorized Personnel - General Fund

Department	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Administration	13	13	13	13.00	13.00	13.00
Building Inspections [#]	12	12	0	12.00	12.00	0.00
Development Services Office [*]	0	0	9	0.00	0.00	9.00
Engineering & Development Services [#]	45	45	0	44.75	44.75	0.00
Finance	23	23	23	22.50	22.50	22.50
Fire	129	129	129	129.00	129.00	129.00
General Services	0	0	0	0.00	0.00	0.00
Human Resources	11	11	11	10.75	10.75	10.75
Information Technology	22	22	22	22.00	22.00	22.00
Legal Services	0	0	0	0.00	0.00	0.00
Library	33	33	33	29.25	29.25	29.25
Municipal Court	12	12	12	10.50	10.50	10.50
Parks & Recreation	108	108	106	96.50	96.50	92.50
Planning & Community Development	20	20	15	19.75	19.75	14.75
Police	214	215	220	213.00	213.00	218.00
Public Works Administration & Special Projects ^{**}	0	0	5	0.00	0.00	5.00
Public Works Building Construction & Facilities Maintenance ^{**}	0	0	13	0.00	0.00	13.00
Public Works Infrastructure Development & Construction Management ^{**}	0	0	29	0.00	0.00	29.00
Public Works Operations & Maintenance ^{**}	0	0	35	0.00	0.00	34.75
Purchasing	9	9	9	9.00	9.00	9.00
Streets [#]	48	48	0	48.00	48.00	0.00
Transportation [#]	9	9	0	8.50	8.50	0.00
Vehicle Maintenance Facility	15	15	15	15.00	15.00	15.00
Total	723	724	699	703.50	703.50	677.00

* New Department for FY2011

** New Department due to Public Works Reorganization

[#] Eliminated due to Public Works Reorganization

Personnel Schedules

Authorized Personnel by Fund

Authorized Personnel - Drainage Fund

Department	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Drainage ***	0	0	17	0	0	17.00
Total	0	0	17	0	0	17.00

Authorized Personnel - Utility Fund

Department	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Utilities Administration	8	8	8	8.00	8.00	8.00
Water Treatment Plant	18	18	14	18.00	18.00	14.00
Water Systems Support	21	21	20	21.00	21.00	20.00
Water Line Maintenance	32	33	32	32.00	33.00	32.00
Wastewater Treatment Plant	0	0	0	0.00	0.00	0.00
Wastewater Systems Support	4	4	4	4.00	4.00	4.00
Wastewater Line Maintenance	28	27	26	28.00	27.00	26.00
Environmental Services	6	6	6	6.00	6.00	6.00
Utility Billings & Collections	16	16	16	15.00	15.00	15.00
Total	133	133	126	132.00	132.00	125.00

Authorized Personnel - Hotel Occupancy Tax Fund

Department	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
Convention & Visitors Bureau	4	4	4	3.50	3.50	3.50
Total	4	4	4	3.50	3.50	3.50

Authorized Personnel Summary

Fund	Positions			Full Time Equivalents		
	2008-09 Actual	2009-10 Approved	2010-11 Approved	2008-09 Actual	2009-10 Approved	2010-11 Approved
General Fund	723	724	699	703.50	703.50	677.00
Drainage Fund***	0	0	17	0.00	0.00	17.00
Utility Fund	133	133	126	132.00	132.00	125.00
Hotel Occupancy Tax Fund	4	4	4	3.50	3.50	3.50
Total	860	861	846	839.00	839.00	822.50

*** New Fund FY 2011

Pay & Classification - October 1, 2010

Classification	Range
Accountant I	10
Accountant II	12
Accounting Supervisor	13
Accounting Technician I	6
Accounting Technician II	8
Accreditation Manager	11
Administrative Assistant	9
Administrative Manager	15
Administrative Technician I	5
Administrative Technician II	6
Administrative Technician III	8
Animal Control Officer	6
Animal Control Supervisor	10
Arborist	10
Assistant City Engineer	16
Assistant City Manager	20
Assistant City Secretary	11
Assistant Director, Planning & Comm Development	16
Assistant Finance Director	16
Assistant PARD Director	16
Assistant Police Chief	18
Assistant Street & Drainage Superintendent	12
Associate Planner*	11
Athletics / Aquatics Manager	14
Athletics / Aquatics Programs Supervisor	10
Bridge Maintenance Specialist	9
Brush Service Rep	6
Budget Analyst I	11
Budget Analyst II	12
Budget Manager	15
Budget Supervisor	13
Building Permit Technician	8
Bus Driver	4
Buyer I	8
Buyer II	9
Chief Building Official	15
Chief Commercial Inspector	13
Chief Electrical Inspector	13
Chief of Public Works Operations	19
Chief Residential Inspector	12

Personnel Schedules

Pay & Classification - by Title

Pay & Classification - October 1, 2010

Classification	Range
City Engineer	18
City Secretary	14
Code Enforcement Officer	9
Code Enforcement Supervisor	11
Commercial Inspector	11
Communications Director	17
Communications Training Officer	10
Community Development Coordinator	13
Computer Support Technician	8
Construction Inspection Assistant A/B*	7
Construction Inspector I-A/ I-B*	9
Construction Inspector II -A/ II-B*	11
Construction Inspector III*	12
Contract Specialist	11
Contract Technician	6
Controller	16
Convention & Visitor's Bureau Director	16
Court Administrator	13
Court Bailiff	9
Crime Scene Specialist I	11
Crime Scene Specialist II	12
Custodian	4
Customer Service Representative I*	5
Customer Service Representative II*	6
Customer Service Representative III*	7
Customer Service Supervisor	10
Database Administrator	14
Deputy Clerk I	6
Deputy Clerk II	7
Emergency Management Coordinator	14
Engineer I/II*	14
Engineer III*	15
Engineer IV	16
Engineering Assistant I*	10
Engineering Assistant II*	11
Engineering Assistant III*	12
Engineering Associate I*	12
Engineering Associate II*	13
Engineering Technician I*	8
Engineering Technician II*	9

Pay & Classification - October 1, 2010

Classification	Range
Enterprise Applications Manager	16
Environmental Lab Analyst	9
Environmental Systems Supervisor	13
Equipment Operator I	5
Equipment Operator II	6
Equipment Operator III	7
Evidence Control Supervisor	11
Evidence Technician	8
Executive Administrative Assistant	11
Facility Maintenance Coordinator	12
Facility Maintenance Technician	8
Field Laboratory Technician	6
Field Service Representative I*	5
Field Service Representative II*	6
Field Service Representative III/IV*	7
Field Services Coordinator	7
Finance Director	18
Financial Programs Manager	15
Fire Chief	19
Fleet Operations Manager	15
Forestry Crew leader	8
Forestry Foreman	9
Forestry Manager	15
Forestry Supervisor	11
Forestry Technician	5
General Services Custodian	5
GIS Analyst	12
GIS Coordinator	16
GIS Specialist	13
GIS Technician I	8
GIS Technician II	10
Grants Coordinator	11
Human Resources Assistant I	6
Human Resources Assistant II	7
Human Resources Assistant III	8
Human Resources Benefit Manager	13
Human Resources Director	18
Human Resources Generalist I	11
Human Resources Generalist II	12
I&I Coordinator	9
Information Specialist	11

Personnel Schedules

Pay & Classification - by Title

Pay & Classification - October 1, 2010

Classification	Range
Infrastructure Manager	15
Librarian I	10
Librarian II	12
Library Director	18
Library Manager	13
Library Technician I	5
Library Technician II	6
Library Technician III	7
Library Technician IV	9
Line Locator	9
Logistics Officer	10
Logistics Technician	8
Management Analyst I	11
Management Analyst II	13
Marketing Specialist I	11
Marketing Specialist II	13
Mechanic I	6
Mechanic II	9
Mechanic III	10
Meter Reader III*	7
Meter Reader I*	5
Meter Reader II*	6
Meter Reader Supervisor	9
Meter Service Technician I*	6
Meter Service Technician II*	7
Meter Service Technician III	8
Meter Shop Supervisor	10
Network Administrator I	11
Network Administrator II	12
Network Administrator III	14
Office Manager	9
Operations Technician I&I	8
PARD Director	18
Parks Development Manager	15
Parks Development Specialist	12
Parks Maintenance Crew leader	8
Parks Maintenance Foreman	9
Parks Maintenance Worker I	5
Parks Maintenance Worker II	6
Parks Maintenance Worker III	7
Parks Manager	14

Pay & Classification - October 1, 2010

Classification	Range
Parks Supervisor	10
Parts Inventory Technician	6
Payroll Coordinator	12
Payroll Technician	8
Planner*	12
Planning & Comm. Development Dir	18
Planning & Programs Administrator	16
Planning Technician	9
Police Chief	19
Pretreatment Compliance Specialist	10
Principal Planner*	14
Programs Manager	14
Project Manager I	12
Project Manager II	13
Project Specialist I	9
Public Safety Officer	9
Public Services Manager	14
Public Works Liaison Construction Manager	16
Public Works Operation Manager	15
Purchaser	11
Purchasing Assistant	7
Purchasing Manager	15
Purchasing Supervisor	13
Purchasing Technician	6
Receptionist	5
Records Supervisor	10
Records Technician	6
Recreation Assistant Shift Leader*	7
Recreation Bldg. Attendant	2
Recreation Center Supervisor	11
Recreation Leader I*	4
Recreation Leader II*	5
Recreation Manager	14
Recreation Program Coordinator	9
Recreation Shift Leader*	8
Recycling Attendant I	4
Recycling Attendant II	5
Report Taker	7
Report Taker Supervisor	8
Safety & Risk Manager	16
Safety Program Coordinator	11

Personnel Schedules

Pay & Classification - by Title

Pay & Classification - October 1, 2010

Classification	Range
Senior Building Inspector	11
Senior Code Enforcement Officer	10
Senior Deputy Clerk	10
Senior Human Resources Manager	15
Senior Lab Analyst	10
Senior Planner*	13
Senior Utility Inspector	12
Senior Utility Services Manager	15
Senior Utility Worker*	7
Senior Water Plant Operator	11
Shop Foreman	11
Shop Supervisor	11
Signs & Markings Technician I	5
Signs & Markings Technician II	6
Signs & Markings Technician III	7
Stormwater Technician	9
Street & Drainage Crew leader	8
Street & Drainage Superintendent	14
Street Foreman	9
Street Supervisor	10
System Support Specialist I	10
Systems Administrator I	12
Systems Administrator II	14
Systems Analyst I	11
Systems Analyst II	12
Technology Specialist I	12
Technology Specialist II	13
Telecommunications Operations Manager	14
Telecommunications Operator I*	8
Telecommunications Operator II*	9
Telecommunications Supervisor	12
Traffic Signal Supervisor	11
Traffic Signal Technician I	6
Traffic Signal Technician II	8
Traffic Signal Technician III	9
Transportation Planner II/III	14
Transportation Services Director	18
Treasury Accountant	12
User Support Manager	14
Utilities Director	18
Utility Crew Leader	8

Pay & Classification - October 1, 2010

Classification	Range
Utility Inventory Specialist	9
Utility Office Manager	12
Utility Operations Manager	15
Utility Supervisor	11
Utility Support Superintendent	12
Utility Systems Analyst	12
Utility Systems Integrator	13
Utility Worker I*	5
Utility Worker II*	6
Utility Worker III*	7
Victims Services Advocate	8
Victims Services Coordinator	11
W/WW System Mechanic I*	6
W/WW System Mechanic II*	7
W/WW System Mechanic III	8
W/WW System Mechanic IV	9
W/WW System Mechanic Supervisor	11
Water Conservation Specialist	10
Water Distribution Op II*	8
Water Distribution Operator I*	7
Water Distribution Operator III	9
Water Plant Operator II	9
Water Plant Maintenance Technician	6
Water Plant Operator I	8
Waterline Maintenance Coordinator	9
WEB Administrator	12

Personnel Schedules

Pay & Classification - by Range

Pay & Classification - October 1, 2010

PAY RANGE 2	\$16,619.20 - \$24,252.80
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Recreation Bldg. Attendant

PAY RANGE 4	\$19,884.80 - \$29,473.60
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Bus Driver

Custodian

Recycling Attendant I

Recreation Leader I*

PAY RANGE 5	\$21,756.80 - \$32,489.60
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Administrative Technician I

Customer Service Representative I*

Equipment Operator I

Field Service Representative I*

Forestry Technician

General Services Custodian

Library Technician I

Meter Reader I*

Parks Maintenance Worker I

Recreation Leader II*

Recycling Attendant II

Receptionist

Signs & Markings Technician I

Utility Worker I*

PAY RANGE 6	\$23,857.60 - \$35,796.80
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Accounting Technician I

Administrative Technician II

Animal Control Officer

Brush Service Rep

Customer Service Representative II*

Deputy Clerk I

Equipment Operator II

Field Laboratory Technician

Field Service Representative II*

Human Resources Assistant I

Library Technician II

Mechanic I

Meter Reader II*

Meter Service Technician I*

Parks Maintenance Worker II

Parts Inventory Technician

Pay & Classification - October 1, 2010**PAY RANGE 6 (cont.)****\$23,857.60 - \$35,796.80**

Purchasing Technician
 Records Technician
 Signs & Markings Technician II
 Traffic Signal Technician I
 Utility Worker II*
 Water Plant Maintenance Technician
 W/WW System Mechanic I*

PAY RANGE 7**\$26,124.80 - \$39,436.80**

Construction Inspection Assistant A/B*
 Contract Technician
 Customer Service Representative III*
 Deputy Clerk II
 Equipment Operator III
 Field Services Coordinator
 Field Service Representative III/IV*
 Human Resources Assistant II
 Library Technician III
 Meter Reader III*
 Meter Service Technician II*
 Parks Maintenance Worker III
 Purchasing Assistant
 Recreation Assistant Shift Leader*
 Report Taker
 Signs & Markings Technician III
 Utility Worker III*
 Senior Utility Worker*
 W/WW System Mechanic II*
 Water Distribution Operator I*

PAY RANGE 8**\$28,641.60 - \$43,451.20**

Accounting Technician II
 Administrative Technician III
 Building Permit Technician
 Buyer I
 Computer Support Technician
 Engineering Technician I*
 Evidence Technician
 Facility Maintenance Technician
 Forestry Crew leader
 GIS Technician I

Personnel Schedules

Pay & Classification - by Range

Pay & Classification - October 1, 2010

PAY RANGE 8 (cont.)

\$28,641.60 - \$43,451.20

Human Resources Assistant III
Logistics Technician
Meter Service Technician III
Operations Technician I&I
Parks Maintenance Crew leader
Payroll Technician
Recreation Shift Leader*
Report Taker Supervisor
Street & Drainage Crew leader
Telecommunications Operator I*
Traffic Signal Technician II
Utility Crew Leader
Victims Services Advocate
W/WW System Mechanic III
Water Distribution Operator II*
Water Plant Operator I

PAY RANGE 9

\$31,366.40 - \$47,881.60

Administrative Assistant
Bridge Maintenance Specialist
Buyer II
Code Enforcement Officer
Construction Inspector I-A/ I-B*
Court Bailiff
Engineering Technician II*
Environmental Lab Analyst
Forestry Foreman
I&I Coordinator
Library Technician IV
Line Locator
Mechanic II
Meter Reader Supervisor
Office Manager
Parks Maintenance Foreman
Planning Technician I/II
Project Specialist I
Public Safety Officer
Recreation Program Coordinator
Stormwater Technician
Street Foreman
Telecommunications Operator II*

Pay & Classification - October 1, 2010**PAY RANGE 9 (cont.)****\$31,366.40 - \$47,881.60**

Traffic Signal Technician III
 Utility Inventory Specialist
 W/WW System Mechanic IV
 Water Distribution Operator III
 Waterline Maintenance Coordinator
 Water Plant Operator II

PAY RANGE 10**\$34,340.80- \$52,748.80**

Accountant I
 Animal Control Supervisor
 Arborist
 Athletics / Aquatics Programs Supervisor
 Communications Training Officer
 Customer Service Supervisor
 Engineering Assistant I*
 GIS Technician II
 Librarian I
 Logistics Officer
 Mechanic III
 Meter Shop Supervisor
 Parks Supervisor
 Pretreatment Compliance Specialist
 Records Supervisor
 Senior Code Enforcement Officer
 Senior Deputy Clerk
 Senior Lab Analyst
 Street Supervisor
 System Support Specialist I
 Water Conservation Specialist

PAY RANGE 11**\$37,606.40 - \$58,136.00**

Accreditation Manager
 Assistant City Secretary
 Associate Planner*
 Budget Analyst I
 Code Enforcement Supervisor
 Commercial Inspector
 Construction Inspector II -A/ II-B*
 Contract Specialist
 Crime Scene Specialist I
 Engineering Assistant II*
 Evidence Control Supervisor
 Executive Administrative Assistant

Personnel Schedules

Pay & Classification - by Range

Pay & Classification - October 1, 2010

PAY RANGE 11 (cont.)

\$37,606.40 - \$58,136.00

Forestry Supervisor
Grants Coordinator
Human Resources Generalist I
Information Specialist
Management Analyst I
Marketing Specialist I
Network Administrator I
Purchaser
Recreation Center Supervisor
Safety Program Coordinator
Senior Building Inspector
Senior Water Plant Operator
Shop Foreman
Shop Supervisor
Systems Analyst I
Traffic Signal Supervisor
Utility Supervisor
Victims Services Coordinator
W/WW System Mechanic Supervisor

PAY RANGE 12

\$41,204.80 - \$64,064.00

Accountant II
Assistant Street & Drainage Superintendent
Budget Analyst II
Chief Residential Inspector
Construction Inspector III*
Crime Scene Specialist II
Engineering Assistant III*
Engineering Associate I*
Facility Maintenance Coordinator
GIS Analyst
Human Resources Generalist II
Librarian II
Network Administrator II
Parks Development Specialist
Payroll Coordinator
Planner*
Project Manager I
Senior Utility Inspector
Systems Administrator I
Systems Analyst II
Technology Specialist I
Telecommunications Supervisor
Treasury Accountant
Utility Office Manager

Pay & Classification - October 1, 2010**PAY RANGE 12 (cont.)****\$41,204.80 - \$64,064.00**

Utility Support Superintendent
 Utility Systems Analyst
 WEB Administrator

PAY RANGE 13**\$46,155.20 - \$72,238.40**

Budget Supervisor
 Chief Commercial Inspector
 Chief Electrical Inspector
 Community Development Coordinator
 Court Administrator
 Engineering Associate II*
 Environmental Systems Supervisor
 GIS Specialist
 Human Resources Benefit Manager
 Human Resources Senior Generalist
 Library Manager
 Management Analyst II
 Marketing Specialist II
 Purchasing Supervisor
 Project Manager II
 Senior Planner*
 Technology Specialist II
 Utility Systems Integrator

PAY RANGE 14**\$51,729.60 - \$81,473.60**

Athletics/Aquatics Manager
 City Secretary
 Database Administrator
 Development Services Manager
 Emergency Management Coordinator
 Engineer I/II*
 Network Administrator III
 Parks Manager
 Principal Planner*
 Programs Manager
 Public Services Manager
 Recreation Manager
 Street & Drainage Superintendent
 Systems Administrator II
 Telecommunications Operations Manager
 Transportation Planner II/III
 User Support Manager

Personnel Schedules

Pay & Classification - by Range

Pay & Classification - October 1, 2010

PAY RANGE 15**\$57,969.60 - \$91,894.40**

Administrative Manager
Budget Manager
Engineer III*
Engineering Manager
Financial Programs Manager
Fleet Operations Manager
Forestry Manager
Infrastructure Manager
Parks Development Manager
Public Works Operation Manager
Purchasing Manager
Senior Utility Services Manager
Senior Human Resources Manager
Utility Operations Manager

PAY RANGE 16**\$66,393.60 - \$105,934.00**

Assistant City Engineer
Assistant Director, Planning & Comm Dev.
Assistant Finance Director
Assistant PARD Director
Controller
Director, Convention & Visitor's Bureau
Enterprise Applications Manager
GIS Coordinator
Manager, Inspection Services
Planning & Programs Administrator
PW Liaison Construction Manager
Safety & Risk Manager

PAY RANGE 17**\$76,044.80 - \$122,137.60**

Communications Director

PAY RANGE 18**\$86,673.60 - \$141,252.80**

Asst. Police Chief
City Engineer
Finance Director
Human Resources Director
Library Director
PARD Director
Planning & Comm. Development Dir
Transportation Services Director
Utilities Director

Pay & Classification - October 1, 2010**PAY RANGE 19****\$98,904.00 - \$163,196.80**

Chief of PW Operations

Fire Chief

Police Chief

PAY RANGE 20**\$113,734.40 - \$187,678.40**

Assistant City Manager

Chief Financial Officer

*Denotes job is part of a Career Ladder

Personnel Schedules

Pay & Classification - Public Safety

Pay & Classification - October 1, 2010 **Tenure-Based Progression**

POLICE DEPARTMENT

Police Officer	\$44,972 - \$66,931
Police Sergeant	\$62,875 - \$80,156
Police Lieutenant	\$76,544 - \$92,605
Police Captain	\$87,803 - \$107,031

FIRE DEPARTMENT

Firefighter	\$38,940 - \$59,672
Driver	\$51,712 - \$65,642
Lieutenant	\$58,603 - \$72,207
Captain	\$66,415 - \$79,424
Battalion Chief	\$75,266 - \$87,355
Assistant Chief	\$82,806 - \$97,594

Shift firefighters are annualized at 2912 hours

Non-shift fire personnel are annualized at 2080 hours



Capital Outlay Detail

General Fund

Drainage Fund

Water / Wastewater Utility Fund



Capital Outlay - General Fund

Department		FY 2010-11 Approved
Description of Items		

Information Technology & Communications

Computer Hardware	\$73,000
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Total - Information Technology & Communications	\$73,000
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General Services

A/C Condensing Units	\$18,000
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Total - General Services	\$18,000
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Police

Marked Vehicles	\$579,448
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Unmarked Vehicles	154,437
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1/2 ton Vehicle	38,609
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Computer equipment	13,500
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Total - Police	\$785,995
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Fire

Vehicles	\$43,200
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Thermal Imager Cameras	39,000
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Fire Station - Improvements	18,000
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Total - Fire	\$100,200
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Capital Outlay Detail

General Fund

Capital Outlay - General Fund

Department	FY 2010-11 Approved
Description of Items	

Parks & Recreation

Fitness Equipment	\$76,100
Card Reader	2,300
Tennis Court Maintenance	14,000
Trail Maintenance	10,000
Standardized Park Signs	15,000
Facilities Improvements	30,000

Total - Parks & Recreation	\$147,400
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PW - Building Construction & Facility Maintenance

Air Conditioner Replacement	\$9,000
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Total - Building Construction & Facility Maintenance	\$9,000
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PW - Operate & Maintain

Skid Steer	\$96,582
Traffic Signal Detection	28,000
Signal Cabinet	16,000

Total - Operate & Maintain	\$140,582
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Vehicle Maintenance Facility

Diagnostic Scanner	\$9,000
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Total - Vehicle Maintenance Facility	\$9,000
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Total - General Fund	\$1,283,177
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Capital Outlay - Water/Wastewater Utility Fund

Department	FY 2010-11 Approved
Description of Items	

Water Treatment Plant

Chlorine Gas Feed Equipment	\$24,000
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Total - Water Treatment Plant	\$24,000
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Water Systems Support

Water Meters	\$43,000
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Total - Water Systems Support	\$43,000
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Total - Water/Wastewater Utility	\$67,000
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Strategic Plan

Game On, 2060 - Strategic Plan for the
City of Round Rock, Texas



Game On, 2060
Strategic Plan for the City of Round Rock, Texas
 Adopted by City Council on April 23, 2009

The Plan in Brief

The Vision: Round Rock will be the City of Choice for entrepreneurs, business leaders, researchers, educators and members of the various creative professions who want to combine professional accomplishment and achievement with a culturally rich, socially diverse and family-friendly lifestyle. At the same time it will offer opportunities for personal growth, safety, and well being for all its residents.

How will the Vision be achieved?

First, through consistent and sustained practice of the following three principles:

Principle One: Diversification. The City will seek to diversify its economy including diverse economic sectors and a range of employment, provide a range of transport options, and ensure there is a diversity of housing choices, a diversity of cultural and recreational options, and a diversity of educational opportunities.

Principle Two: Provide Seven Experiences. Every resident, visitor or business will experience the following:

- A distinctive sense of place
- Opportunity
- Easy access to the City
- A safe and secure community
- Personalized services leading to confidence and trust in City government
- Enrichment and fun
- Personal and professional growth

Principle Three: Relationships. The City will seek to develop and maintain a broad range of relationships with the private sector, with neighborhoods and civic groups, with neighboring governments and with professional associations as a means to develop partnerships, identify opportunities and leverage resources.

Second, through implementation of seven strategic initiatives:

- Distinctive community character and environment
- A vital and growing economy
- An accessible city: mobility and connectivity
- A safe, secure and healthy community
- High value governance
- Recreation and culture
- Attract and develop talent and human capital

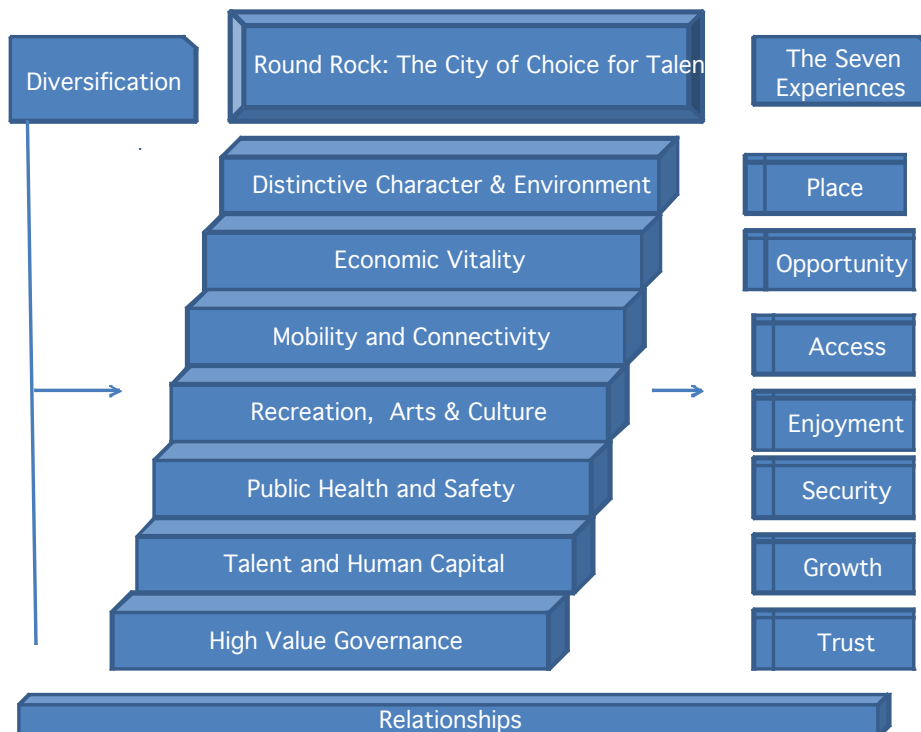
The Plan: A Narrative

Fifty years ago, Round Rock was a small Texas town with an agricultural-based economy. Little had changed since its founding in the late 1800s. Then Round Rock began its first transition as residents of Austin moved in to take advantage of the quality schools and affordable housing. This event shifted Round Rock to a bedroom community. However, a second transformation would rapidly occur with the arrival of the computer industry. Round Rock was soon home to many firms associated with the computer sector, the most famous of which is Dell. With the arrival of these firms, Round Rock shifted from a bedroom community to a suburban city and began to develop in a classic suburban pattern of distinctive residential and commercial areas connected by automobiles.

Today Round Rock is facing another transformation; three in fact. One emerging transformation is caused by the fact that parts of Round Rock are aging and approaching the point where redevelopment will occur and transform those areas. The second is that over the next 50 years, the City will grow from 100,000 persons to around 300,000 persons. This population growth will change Round Rock from a suburban-oriented city with some features of city life to a complete city with a broad variety of lifestyle choices and the full range of city features. The third is a transition to a more sustainable City, designed to be more energy efficient with less impact on the environment, and built on the diverse economic engines that are now emerging.

This Strategic Plan outlines strategies to manage each of these three transitions in a way that enhances the quality of life in the City and the economic vitality of the City.

The Plan in Visual Form



The Plan in Three Parts

Part One: The Strategic Direction

This first section describes the strategic direction for the City. A summary vision statement is provided which communicates in brief the end result the City is seeking, via this plan. The Strategic Plan is based on three key ideas: diversification, experience and relationships. These are discussed in this section. Finally, a more detailed positioning statement is provided which develops in greater detail the position the City will seek to hold in the future.

2060 Vision: The City of Choice for the Talent that will Shape the Future

Round Rock will be the City of Choice for entrepreneurs, business leaders, researchers, educators and members of the various creative professions who want to combine professional accomplishment and achievement with a culturally rich, recreationally and socially diverse lifestyle.

The Key Strategic Principles: Diversification, Experience and Relationships

To achieve this vision, Round Rock will pursue three key strategic principles or ideas: Diversification, Quality Experiences and Relationships. It will seek to diversify its economy, provide a diversity of transport options, and ensure there is a diversity of housing choices, a diversity of cultural and recreational options, and a diversity of educational opportunities. It will seek to ensure that residents, visitors and businesses experience a welcoming community, a safe community, a City that retains the key elements of a small town, a community of both pride in the past and supportive of future opportunity, a community where diverse cultures, social groups, and ethnic groups are welcomed and engaged in the civic life; a city with a “game-on” attitude and spirit that helps make it happen for the betterment of the entire community. Finally, it will seek to build all the relationships needed to achieve this vision beginning with its own residents and businesses and expanding to the other stakeholders whose participation and support is needed.

Positioning Statement: Round Rock in 2060

The next 50 years will re-shape Round Rock. If Round Rock in the year 2060 is home to 300,000 persons as projected, that number alone will re-shape the City. But it is not simply the number that is important. It is the persons who comprise that number who will truly re-shape the community. Whether the 2060 number is 300,000 or 275,000 is relatively meaningless. Whether the City has entrepreneurs, researchers, skilled and creative professionals and technicians, educators, corporate executives and civic leaders is the critical issue. The question before the City is: What does it need to do and become to develop, to keep, and to attract the talent needed to succeed in the global marketplace?

Make no mistake; the City is in a competition for talent. Place has always mattered in economies. The quality of the soil, the access to waterways, and the access to natural materials has shaped which communities grew and prospered. In the information economy, in the experience economy, in the emerging biological and nano-technology economies, place still matters. But it matters in a new way. What matters now is working and interacting with like-minded colleagues, access to the networks and technologies I need to do my work, access to quality schools for my children, me and my family feeling safe, having a range of recreation and entertainment options available of interest to me and my family, a climate of innovation and creativity, and something happening here I want to be part of.

Please note how these criteria are phrased. They are all phrased from the perspective of the individual or family and the quality of their work/life experience. The community can do a number of things to keep or attract businesses to the City and ensure future vibrancy of the City. The most significant is to provide a community that has people with the skills and capabilities that the economic engines of the future need.

What type of community is this? What features must be kept, fostered or developed if Round Rock in 2060, as well as in 2014, is to be a viable and preferred community?

- First, Round Rock must remain a business-friendly community, and even beyond business-friendly, to attract those businesses that will truly create new sources of wealth. As a community, it must encourage and support the incubation and growth of newly created businesses, the retention and expansion of existing businesses, and provide a talent pool and business sites that will attract outside businesses that want to relocate or expand.
- Second, the City must remain focused on the experience of quality in community life. One of the factors which distinguishes communities that people want to live in from those less attractive is the amenities, the “feel,” the opportunities people have. Round Rock must remain a comparatively safe community. It must expand arts, culture and recreational options for all ages. It must protect its natural areas. It must support the quality and scope of educational opportunity. It must remain a community that one can move about relatively easily and one in which there are options other than the automobile for that movement.
- Third, it must have distinguishing physical characteristics and places that keep it from feeling like “Anytown, USA.” Protecting historic areas and buildings, optimizing natural areas like Brushy Creek, building iconic structures, and developing a variety of entertainment venues all serve to distinguish Round Rock and provide that sense of place so critical in the competition for talent.
- Fourth, and this may seem an oxymoron, the community must design a town that even at a population of 300,000 has a small-town feel. Clearly its residents value the feel of a small town. Such a feel can be kept by fostering neighborhoods, creating walkways and trails that allow for personal movement, supporting the development of festivals and other community events, and creating a downtown that people are drawn to. Small-town feel has many meanings of course, but one clearly valued by Round Rock residents is that it feels personal. A particular challenge for City government is to ensure it remains person-focused and not become a faceless bureaucracy as the City grows.
- Fifth, it is a community in tune with its residents’ values. There is growing public concern about environmental protection, conservation of natural resources and sustainable practices. The talent and businesses that the City wants to attract place a premium on education. The creative persons, who businesses will need, value active recreational options, arts and culture experiences, tolerant communities that respect individual privacy, and opportunities for professional growth. Finally, the City wants people who value the community and are willing to invest in its future. One way this can be achieved is by providing a community in which multi-generations can live and one is willing to make investments on behalf of one’s children and grandchildren. A second way is to provide such a high quality experience that people are willing to invest in the community in order to continue and enrich that experience.
- Sixth, and finally, the City must provide a tax efficient, high value government. The public sector is the venue by which the community makes investments and provides the services that help create the community people want. To ensure the City offers a competitive level of public amenities, services and infrastructure, it must remain tax efficient by providing very high value public services the public is willing to support.

All of these characteristics must occur in the physical space that the City occupies. However, it is unrealistic to expect that the City will not change physically over the next 50 years. What physical form could the future Round Rock take? Below are some images and possibilities residents and business members of the community have identified. All of these are possible, given the right mix of private sector investment and public sector support through infrastructure, regulation and incentive.

- Begin on the southern edge of the City at IH35 and SH45, where Dell is located and many other businesses are found. Today, at least 9,000 to 12,000 jobs exist within a mile of that interchange, making it the third most dense employment center in the region. If a rail connection to the Austin-Leander commuter rail is made, and if the City allows and encourages higher business density and mixed-use development, this area could significantly grow in the number and variety of jobs. Just as a population of 300,000 is projected with proper planning and transportation infrastructure, the IH35/SH45 area could host a job population of 25,000 to 30,000 jobs by 2060, as well as an area of higher density, urban type housing and increased entertainment, restaurants and retail uses that increase the quality of life.

- Via both roadway and potential rail line, the City can connect a significantly expanded sports and recreation complex at Dell Diamond to IH35/SH45. This would serve both residents and visitors and ensure Dell Diamond remains a key component of the tourism and economic development strategy of attracting and introducing new people and businesses to Round Rock.
- Road and possible rail connections between IH35/SH45, Dell Diamond and the Higher Education Center/Health Care Complexes would create two significant opportunities for the City. One will be to allow movement of residents for work between the Higher Education Center/Health Care Complexes, and a possible Avery Centre research park, with the IH35/SH45 complex. This connection will link two major employment centers. The second major opportunity is that the Higher Education Complex and Research Park will not only be linked to IH35/SH45 but to the University of Texas at Austin. Designed properly, these connections offer the opportunity of a research corridor of significant scope.
- IH35/SH45 and the Higher Education Center/Health Care Complexes offer space for significant business growth, hopefully in the corporate and health care/bio-science areas. These are critical to the future well-being of the City but are insufficient by themselves. Other features will need to develop or be redeveloped if the City is to succeed in developing, attracting and keeping talent.
- One of these features is a downtown/arts and culture district that offers a distinctive experience that cannot be replicated in other commercial and retail areas. Revitalizing downtown, protecting our historic resources there, redeveloping parts of the Flat into higher density mixed-use housing, and creating one or more shopping streets for locally owned retail, galleries and restaurants, can create the distinctive experience we will need to be competitive. If properly redeveloped, this area could open up Brushy Creek to greater uses, provide public space for community events and be one of the communities' gathering places that help maintain a small-town feel.
- A second feature is a natural area system that allows residents and visitors the opportunity to experience the City from a non-automotive standpoint, such as walking or biking. Combined with a superior park system, the City can ensure that one's recreational options in Round Rock match or exceed that of any City this size.
- The IH35 Corridor is likely to remain a major destination retail corridor. The City simply needs to support its continued viability as the marketplace changes. It can remain a destination sports market if the City remains competitive in facilities and experiences beyond the sporting events themselves.
- For the City to attract the range of talent it will need, it must offer a range of housing types. While single-family residences will continue to be a strong presence in the City, higher density housing along with mixed-use housing, particularly along transit corridors, should be allowed and encouraged in designated locations. Such housing provides options to those who no longer want a yard or who prefer a more urban lifestyle.
- Just as it must offer a range of housing types, so must it offer a range of transportation options. While one can fully expect many, if not most, residents will prefer private automobiles, others may prefer forms of mass transit options for convenience, financial, health or safety reasons. The intent is to provide City residents, businesses and visitors with a variety of ways through which they can move about the City in a timely and convenient manner.
- In addition to transportation infrastructure, the City requires other forms of infrastructure to be competitive. It has to supply adequate and affordable water and treat wastewater. It must have an information infrastructure capable of supporting the needs of its businesses and desires of its residents. While these infrastructures are mostly invisible, they are critical and must not be overlooked as the City envisions its future.

Creating this future will take years of work and years of investment. While the price tag will be high, the payoff will be higher in terms of jobs, community well-being, and creating a community where the children and grandchildren of today's residents can live, learn, work and play. It will require numerous partnerships between the public and private sector, as well as among public entities.

Part Two: Strategies, the Seven Experiences

To achieve the vision articulated above, the City will pursue seven strategies to ensure its residents, visitors and businesses have an experience of Round Rock that is positive, memorable, fosters a sense of ownership and pride, and leads to the willingness to further participate in, contribute to and invest in the City. These strategies, in alphabetical order, are:

Community Character and Environment: The experience of place. This strategy seeks to ensure the residents, visitors and businesses of Round Rock experience Round Rock as a distinctive place from two perspectives: its natural environment and its built environment. The City is a distinctive place in its appearance and how people show their care for their community. It is a distinctive place psychologically and culturally in terms of its “game-on” spirit, its welcoming attitude, its small-town feel, its values for hard work and community contribution and the cultural experiences it offers.

Economic Vitality: The experience of opportunity. This strategy focuses on diversification, exports, entrepreneurship and emerging technologies. The City seeks to diversify its economy so as to further recession-proof itself and provide a range of professional opportunities and job choices for its residents. It seeks to foster businesses that create significant sales outside the City into the global marketplace and support entrepreneurs who can create these businesses. Finally, it seeks to leverage its current and emerging technology expertise to ensure Round Rock is a participant in those new “technology” industries that create significant new wealth.

High Value Government: The experience of personal response, trust and confidence. This strategy concentrates on the provision of public services in a manner that ensures recipients have a positive experience of each transaction and believe they receive good value for their tax payment or fee. As such experiences occur, public trust and confidence in City Government remains high or increases, enabling City Government to provide effective leadership in the investments and plans needed to support a quality community today and tomorrow.

Mobility and Connectivity: The experience of access. This strategy focuses on the movement of people, goods and information. The City seeks to develop both a road system and public transportation options so people and goods can move about the City and into the broader region without undue delay. The City will support and encourage the development of an information infrastructure that will allow businesses and residents to collaborate and compete globally. All of these actions are intended to result in a City that is highly accessible to its users.

Public Health and Safety: The experience of fundamental security. The City will seek to ensure a continued level of public safety through innovation and use of state-of-the-art technology in emergency preparedness, law enforcement, fire and emergency medical services, and the provision of clean water and proper management of waste.

Recreation and Culture: The experience of enrichment and pleasure. This strategy seeks to ensure there is both a scope and diversity of recreational, arts, and cultural opportunities that will keep and attract the talent pool needed to build the Round Rock of 2060.

Talent and Human Capital: The experience of growth and professional development. This strategy recognizes and builds on three realities. One, learning is lifelong. To succeed, one can never stop learning. Two, the knowledge economy will dominate the next 50 years. In the knowledge economy human capital is the most important form of capital. Third, the character of any community is determined by the people who populate it. If Round Rock is to be economically competitive and prosperous, it must be attractive to a culturally diverse range of people with the talent to make it so.

Part Three: Themes and Strategic Initiatives

The following section describes in greater detail the results and goals that will be pursued for each of the above seven initiatives. Four key themes have emerged out of these strategies that encompass the City's strategic vision, as illustrated in the graphic below. Each bubble represents a strategic theme area; the correlating strategic initiatives are listed below each bubble.



Theme: PLACES AND SPACES

Community Character and Environment Strategic Initiative

Purpose of this Strategic Initiative

The purpose of this strategic initiative is to ensure that residents, visitors or businesses experience Round Rock as a distinctive, memorable and pleasurable place. The initiative seeks to maintain, protect, sustain and enhance the distinctive characteristics and features of the City, either built or natural. Its scope also includes maintenance of the psychological/emotional experience of the City, often described as “the feel of the City,” as one of a personal, friendly community. This strategic initiative is built on the recognition that now and in the future toward 2060 the City is in three transitions. One transition is from a City of primarily new development to a City concentrating on redevelopment and retrofitting issues. The second is from a suburban community to a mid-size city. The third is a transition to a more sustainable City. Recognizing all of the above, this initiative seeks to develop the City in a sustainable manner that optimizes use of existing resources and generates opportunities for future generations.

2060 Desired Results

- The City has established a distinctive community character based on architecture, experiences, history and opportunities.
- The natural areas and features of the City have been protected and maintained.
- The City has a high level of development standards resulting in an aesthetically pleasing community.
- The City has maintained the values and best attributes of a small town as it has grown.
- All neighborhoods in the City are safe and well maintained.
- A full range of quality services, entertainment, educational and cultural experiences and opportunities are available in the City.
- There are a wide range of transportation options including public transportation, walking and biking.
- Historic buildings and places have been preserved.
- The City is an environmentally friendly, sustainable community.
- The City is a diverse community welcoming and using the talents of all who work and live here.

Highest Priority Goals

1.0 Provide a range of employment, housing and lifestyle choices attractive to a diverse range of young professionals, students and empty nesters, as well as families.

Objectives for this goal include working with the private sector to encourage housing diversity and supporting economic development efforts that would diversify the economy.

2.0 Prevent neighborhood deterioration.

This goal would be achieved through cross-department efforts designed to ensure neighborhood safety, improvement of infrastructure, new maintenance codes, enhanced code enforcement and neighborhood involvement.

4.0 Improve the aesthetics, development and redevelopment quality, and sustainability of the City.

This goal would be achieved by developing aesthetic and quality guidelines and policies, instituting a number of cost beneficial sustainability practices, provision of non-monetary incentives, protection of historic or distinctive features and preservation of natural features.

Priority Goals

3.0 Create a range of walking and biking options within the City.

This goal would be achieved through improvements in subdivision design, construction of walking and biking paths, encouragement of office facilities that would provide showers and improved signage. This goal also focuses on planning, land acquisition, and construction of a bicycle and pedestrian system.

5.0 Preserve the historic buildings, structures and places of the City.

This goal would be achieved by creating a historic preservation strategy and inventory, developing incentive and assistance programs, providing educational programs and supporting private development of a museum and history society.

6.0 Protect and preserve the natural areas of the City to include parks, floodplains and open spaces.

This goal would be achieved by developing plans and ordinances to preserve natural areas, selected land acquisition and developing appropriate site plan regulations.

7.0 Develop an environmentally friendly, sustainable community.

This goal would be achieved by adopting proven best practices, examining building codes, promoting energy-efficient practices, examining incentive options for retro-fitting for improved energy efficiency and examination of ROI for investments.

Theme: PLACES AND SPACES

Mobility and Connectivity Strategic Initiative

Purpose of this Initiative

The purpose of this strategic initiative is to ensure that the City is accessible. Accessibility means there is choice in how one can move about the City. Accessibility means roadways are not unreasonably congested to the point where people are reluctant to use them. Accessibility means persons with physical challenges can readily move about the City. Accessibility means that one can connect electronically with others in Round Rock or elsewhere in the world. In sum, this initiative should ensure the mobility and connectivity options of the City promote quality of life, economic development and public safety. It should achieve this end by improving all forms of connectivity including roads, bike/ped, public transportation, rail and electronic (data/telecom) through planning and policy choices, partnerships, dedicated funding and targeted construction so that quality of life, economic opportunity and public safety are enhanced.

2060 Vision: Desired Results to be Achieved

- The transportation systems we have are sustainable from an operational, maintenance and financial perspective.
- The City's street system will allow reasonable movement and ready access to the destinations within the City.
- Residents and visitors will have alternative choices for transportation including public transportation options, pedestrian/biking options and personal vehicle.
- The businesses, residents and visitors have a variety of options to connect with regional transportation systems.
- The neighborhoods, business and other features of the City are connected by sidewalks and trails.
- Optimization of the City's infrastructure.
- There is access to the Internet everywhere in the City, provided either by the private or public sector or some combination.

Highest Priority Goal

21.0 Identify and plan for future connectivity and mobility needs and options.

This goal will be achieved via a variety of analysis and planning projects, Right of Way acquisition and pursuit of several funding sources including public-private partnerships all of which will serve to connect key activity points in the City.

Priority Goals

22.0 Foster transportation systems that would support the development of major density centers.

This goal will be achieved via a variety of analysis and planning projects, revisions of regulations to support major density centers, and support of economic development activities that would generate business densities.

25.0 Develop funding source mechanisms for mobility and connectivity construction and maintenance.

This goal will identify and seek a variety of funding mechanisms that would enable construction and maintenance of the various systems.

26.0 Construct major elements of the transportation and mobility system as approved by Council in the Master Transportation Plan.

This goal will result in construction of elements identified in the above objectives.

Endorsed Goal

23.0 Develop public transportation plan.

This goal will focus on developing a phased transit system along with other ways to improve local transportation.

Theme: PLACES AND SPACES**Recreation, Arts and Culture Strategic Initiative****Purpose of this Strategic Initiative**

The purpose of this initiative is to ensure residents, visitors and businesses have the opportunity to experience pleasure, relaxation and recreation that occurs from participation in cultural and recreational events. It is the intent of this initiative that it lead to a broader range, both in number and type, of recreational and cultural events, so that 2060 residents would not need to leave the City to have these experiences. Further specific properties, programs and activities will be found in Park and Recreation Master Plans, Library Plans, Tourism Plans and other plans.

2060 Desired Results

- There is a range of arts and cultural opportunities available to residents and visitors.
- There is adequate parkland for both active and passive uses.
- Natural areas have been protected and retained.
- City land uses have been optimized.
- There is a variety of recreation programs consistent with the diverse interests of residents and visitors.
- Recreation programs remain affordable.
- Public facilities and infrastructure are adequate for the demand.
- Residents of the City have opportunities to engage in healthy behaviors.

Priority Goals

33.0 Ensure there is adequate land to meet future recreational, cultural and open space needs.

This goal will be achieved by reviewing the existing land inventory, identifying needed properties and developing funding mechanisms.

34.0 Implement the Parks Plan once adopted.

This goal will be met by developing priorities and identifying funding sources.

36.0 Develop recreation and library program options that respond to growing diversity of resident and visitor interests.

This goal will be met via market research and development of programs responsive to the findings.

Endorsed Goals

35.0 Expand and strengthen Arts and Cultural activities within the City.

This goal will be met by developing a public-private arts and culture plan.

37.0 Encourage and support efforts to build a healthier community.

This goal will be met by providing active recreational programming and participation in health education efforts.

Theme: ECONOMIC PROGRESS **Economic Vitality Strategic Initiative**

Purpose of this Initiative

The purpose of this initiative is to diversify the economy of Round Rock in ways that result in a more recession-proof economy, fosters sectors and businesses in the emerging technology sectors likely to create significant growth and wealth over the next ten to twenty-five years, and expands and strengthens existing business clusters. It seeks to maintain and strengthen the City's current strengths in destination retail, sports marketing, computers and supply chain management while expanding the City's presence in life and bio-sciences, entertainment, clean energy and homeland & defense security.

This initiative seeks to enrich and increase five forms of capital. First, it seeks to expand the amount of financial capital available to support economic development. Second, it seeks to develop the intellectual capital required for the knowledge industries of today and tomorrow. Third, it seeks to expand the social capital of networks and relationships that can facilitate growth and lead to new opportunities. Fourth, it seeks to develop the physical capital of facilities and infrastructure that make business growth possible. Fifth, it seeks to both maintain and strengthen the experience and brand/mindspace capital that communicates a distinctive image while providing enjoyable experiences.

2060 Desired Results

- The City's economy will be diverse and reasonably recession proof.
- The City's economy will have a strong presence in the technology drivers of the global economy.
- The City will have a strong and diverse "experience economy" with a range of shopping, entertainment, recreation, and cultural options.
- The City will have a competitive presence in the health care economy.
- There will be a diverse range of educational institutions providing choices for residents while providing a stable talent pool in the City.
- Average wages in the City will be higher than the average wage in the region.
- There will be a strong business development and community development culture that promotes the creation of new businesses in the City.
- The City will be known as a place welcoming and supporting entrepreneurial activities.
- The public (transportation, water) and private (office space, information technology) infrastructure supports and facilitates business development.
- The City is highly successful in retaining and expanding desired businesses.

Highest Priority Goals

15.0 Determine the feasibility and investment required for Round Rock to develop a concentrated and significant presence in the life sciences and related health care fields.

To achieve this goal, the City will conduct a thorough analysis of the field, identify potential niches and develop recruitment and incentive strategies for those targets.

16.0 Develop financial capital needed to support business growth and development, and improve the financial advantages of operating in the City.

To achieve this goal, the City, in partnership with the Chamber of Commerce, will pursue venture capitalists as well as various state and federal funding sources.

17.0 Support the growth and expansion of the business clusters of destination retail, supply chain management, health care, higher education, construction, arts and culture and information technology.

To achieve this goal, the City and Chamber of Commerce will continue their targeted marketing efforts, maintain existing relationships and develop additional incentive programs. "Green" business parks, entertainment districts, destination retail, and distribution centers are some of the specific objectives.

Priority Goals

14.0 Support further development of the clean and renewable energy fields.

To achieve this goal, the City will pursue funding support and develop other incentives.

18.0 Strengthen and enrich the brand identity of the City and expand the tourism marketing effort.

To achieve this goal, the City will seek to expand programs for adults, open additional facilities, incorporate natural areas as tourism opportunities and expand tourism marketing.

19.0 Foster business growth in the City including small businesses and entrepreneurial activities.

To achieve this goal, this City will seek to expand technical assistance to small businesses and develop specialized incentives.

20.0 Build and maintain the facilities needed to make the City attractive to target businesses.

To achieve this objective, this City will seek to facilitate the development of greenfields and transformation of existing facilities to facilities attractive to target businesses. This goal also includes consideration of a conference center and examination of ways to encourage the growth of corporate office space.

Theme: ECONOMIC PROGRESS

Talent and Human Capital Strategic Initiative

Purpose of this Initiative

The purpose of this initiative is to ensure there is a diverse and talented work pool to meet workforce and community needs. Round Rock must ensure the educational and training infrastructure is in place so the talent needed for the emerging business sectors can be retained and developed. This initiative also includes informing other teams working on the other six strategic initiatives as to features that will need to be developed or issues that need to be addressed in order to develop, attract and retain talent.

2060 Desired Results

- Skilled workforce to meet community needs.
- Environment attractive to Creative, Entrepreneurial, Investor Groups and Workforce.

Highest Priority Goal

41.0 Develop the diverse talent pools needed for targeted industries.

This goal will be achieved by enhancing partnerships with educational institutions, continuance of student employment options and outreach to students.

Priority Goal

38.0 Promote Round Rock as a community that welcomes diversity.

This goal will be met by developing with the Chamber of Commerce a variety of outreach programs, encouragement of foreign language competencies, support of international schools and education about the existing diversity of the community.

Theme: SAFETY AND SECURITY

Public Health and Safety Strategic Initiative

Purpose of this Strategic Initiative

The purpose of this initiative is to ensure residents, visitors and businesses continue to experience and perceive Round Rock as a safe community from law enforcement, fire, emergency medical, clean water and proper waste disposal perspectives.

2060 Desired Results

- Residents, visitors and businesses will continue to experience a high and timely level of safety and security.
- The City remains prepared for, and skilled at, managing disasters and emergencies.
- There will be an adequate, affordable and safe water supply.
- Water will be conserved and efficiently used with long term reductions in peak usage.
- The system for re-use water will be expanded.
- The City will dispose of its wastes in safe and environmentally beneficial ways.

Highest Priority Goals

27.0 Ensure there is an adequate, affordable and safe water supply.

In addition to maintaining current industry practices that achieve this goal, the objectives of this goal will concentrate on supporting conservation practices and increased public awareness of water issues.

30.0 Residents, visitors and businesses continue to experience a high and timely level of public safety and security.

The objectives of this goal include continued emphasis on crime control and prevention, adoption of new technologies to improve services, location of resources in order to improve response times, enhanced neighborhood supports and improvement of fire ratings.

Priority Goals

28.0 Protect public health and protect the environment through proper waste disposal.

The objectives of this goal concentrate on wastewater improvements, expansion of reclaimed water, solid waste improvements and uses of alternative energy.

29.0 Provide for effective management of stormwater.

To achieve this goal, the City will ensure it is in compliance with stormwater regulations and will examine options for funding stormwater treatment.

31.0 Remain prepared to manage disasters and emergencies.

The objectives of this goal include updated emergency planning and examination of options for public safety training facilities.

32.0 Support policies and efforts that will promote public health.

This goal will be achieved via ensuring City policies are consistent with sound public health practices and identification of ways to enhance environmental health.

Theme: HIGH PERFORMANCE GOVERNMENT **High Value Government Strategic Initiative**

Purpose of this Strategic Initiative

The purpose of this initiative is to ensure interactions that residents, businesses and visitors have with the City of Round Rock are ones that lead to the feeling of personalized recognition and service; that lead to a high level of confidence in the integrity and professionalism of the organization and that in the end promote a sense of trust in the leadership of the City. This initiative should result in a high level of confidence and trust in City government so voters are willing to make the needed investments for the future of Round Rock.

2060 Desired Results

- Provide exceptional value for the tax dollar.
- Public confidence, satisfaction and trust in City Government.
- Stable public leadership that understands the community.
- Council leadership on key issues.
- Strong civic leadership.

Highest Priority Goals

8.0 Maintain and enhance public confidence, satisfaction and trust in City Government.

This goal would be achieved by increasing public understanding of government operations, maintaining citizen involvement, maintaining a strong financial position, regular citizen surveys and maintaining high levels of service and customer responsiveness.

9.0 Ensure plans, policies and procedures are consistent with the vision, intent and goals of the Strategic Plan.

This goal will be achieved by ongoing review of policies and procedures, continued collaboration with key stakeholders and review of all plans against the Strategic Plan.

Priority Goals

10.0 Enhance internal communication.

This goal will be achieved by ongoing communication about strategic direction and priorities, statements and training on organizational expectations and standards and regular mechanisms for staff feedback.

39.0 Increase City of Round Rock's capability to hire and retain talent.

This goal will focus on competitive salary and benefits, improved hiring and professional development and enhanced linkages with schools and colleges.

40.0 Optimize the talent of City of Round Rock employees.

This goal will be achieved by developing systems to better use the knowledge and skills of employees and the promotion of individual development plans.

11.0 Maintain and enhance efforts to align and partner with key groups that bring value to the City.

This goal will be obtained by identifying key partnerships, active participation in those partnerships and assumption of leadership roles where appropriate.

13.0 Continue and enhance sound business and financial practices and tools.

This goal will be achieved by developing a ROI model to test all strategic initiatives, by maintaining current practices and developing additional analytical and management tools that improve the effectiveness and efficiency of City practices and operations.

Executing the Strategic Plan

Executing the plan: The High Performance Organization

The intent of a strategic plan is to produce those results identified by the vision component of the plan. To achieve these results, strategies must be effectively executed and adapted over time. Effective execution of strategy requires the productive delivery of quality products and services. High performance as an organization is an ongoing effort to achieve both the desired level of quality and the evermore productive use of resources to produce that quality. While high performance is an ongoing effort and goal, there are elements which must be in place for that effort to succeed. These elements include:

- A sense of organizational purpose and direction as provided by the strategic plan;
- A set of organizational values consistent with the intent of high performance;
- An organizational culture which supports the practice of high performance;
- Systems which provide the information and tools through which high performance is achieved.

Based on several years of work, the City of Round Rock has the first three of these in place (as will be discussed below). The intent of phase two of the strategic planning process is to develop or refine those systems which promote high performance.

Element One: Strategic Plan

The first section of this document provides the Strategic Plan as developed over the last year by the Council and staff of the City. This plan sets out 39 goals. A separate strategic business plan lists specific objectives under those goals.

Element Two: Organizational Values and Leadership Philosophy

The City developed and adopted an organizational values and leadership philosophy statement which identifies the following values as the fundamental principles upon which the City will operate. This document is organized into two components: a description of “how we work” and a description of “how we lead.”

Values & Leadership Philosophy

How We Work

Integrity

We do what’s right. We’re trustworthy and responsible for our actions.

Respect

We respect our jobs, each other and the community we serve.

Compassion and Support

We support each other, especially in times of need, and are considerate of our personal lives.

Resourcefulness

Everyone is encouraged to be creative and share new ideas. Our learning is never done.

Teamwork

We are at our best when we work together toward a common vision.

Service Excellence

We are committed to the positive, professional delivery of quality services. We take pride in what we do.

How We Lead

We are a team-minded organization made up of dedicated individuals who are creative, trustworthy, motivated, effective and committed to excellence. We identify and act on problems and opportunities responsibly.

We excel when given the opportunity for self development, when given challenging and interesting work, when recognized for our achievements and contributions, and when empowered to use our talents and skills.

Knowledge and creativity are widely distributed throughout our organization. Because those closest to a function often know best how to direct and improve it, consultation is necessary to make the best decisions.

Our best work is accomplished by individuals collaborating as a team. We communicate effectively, treat each other with respect and share leadership responsibilities. Everyone is expected to contribute to our organization's success.

Our values of Integrity, Respect, Compassion and Support, Resourcefulness, Teamwork and Service Excellence hold us accountable to each other and our community.

Organizational Culture

Element Three: Organizational Culture

As part of the strategic planning process, an analysis was conducted of the organizational culture to determine readiness to enact the Strategic Plan. This analysis contained both qualitative and quantitative components. Its conclusions are summarized below.

The organization's readiness to implement the final strategic plan will depend upon four variables. The first is a shared and common understanding of the strategic direction so that the resources of the organization can be appropriately targeted to execution. The second is the presence of the required competencies among the staff of the organization. The third is the presence of systems, processes and tools that facilitate work on the plan. The last is the presence of the resources needed to complete the plan.

To assess the organization's readiness to implement this plan, a variety of activities have occurred including focus groups, interviews, document review and a staff survey. These assessments sought to answer the following questions:

Do employees clearly understand the strategic direction, their responsibilities and who their customers are?

The ability of an organization to implement a strategic plan depends in part on its ability to clearly communicate direction, responsibilities and the customers one needs to support. Given the assumption that the best predictor of future behavior is past behavior, this type of question seeks to understand how well the organization currently communicates direction, responsibilities and customer identification.

Is there a culture of teamwork in the organization?

The Strategic Plan will require extensive internal teamwork since many of the key issues cross departmental lines.

Is the organization's behavior in align with its stated values?

If the organization's behavior is incongruent with its stated values, statements about future direction are likely to be met with skepticism and subtle resistance.

Do staff have the tools they need to accomplish their assignments?

No plan can succeed if the staff does not have the tools to do the job.

Findings

Understanding of Direction, Responsibilities and Customers

This element tested job clarity and expectations and customer knowledge. Qualitative feedback from interviews, focus groups and other discussions indicate that there is a high level of job clarity and customer understanding. The quantitative data corresponds to the qualitative feedback. The average score on clarity of work unit success was 3.86, job clarity was 4.14, the understanding of who depends on a person's work product was 4.34, ability to identify customers was 4.14, and understanding of customer needs was 4.23 (all on a five-point scale strongly disagree to strongly agree).

Teamwork

Qualitative sources indicate a high level of teamwork. Specific quantitative measures of teamwork support this conclusion. Colleagues are seen as helpful (4.27), feedback is provided (3.58 and 3.61), staff members believe their colleagues listen to them (3.97), communication is both encouraged and practiced (3.51 and 3.71), and forums are provided through which employees feel comfortable sharing their views (3.87). Finally, staff believe that information is widely shared and available (3.26).

Value – Practice Alignment

The interviews, focus groups and other discussions indicated a high degree of alignment between the stated values of the City and its practices. Quantitative data indicates that staff see the values in practice with average scores ranging from 3.73 to 4.22. Interestingly, the 4.22 score was on the value of service, which staff reported as the greatest strength of the organization.

Tools

Quantitative survey data indicate that staff believe they have the tools to do their work (average score – 3.85). In qualitative data collection staff also generally reported that tools were available. There were comments about having better IT tools, primarily from the perspective of having state-of-the-art tools that would make it easier to attract the most qualified employees.

General Conclusion on Organizational Readiness

It is clear from an attitudinal and willingness perspective the staff of the City are fully ready to implement the Strategic Plan. As is normal, there are questions as to whether the City will have the resources to implement the plan and whether there be an enduring commitment to the plan. These are normal questions and concerns and in reality represent a healthy questioning on part of staff. These questions in no way represent resistance but rather a concern.

Seven Systems

Element Four: Seven Systems

To be able to execute and manage the Strategic Plan in a high performance context (which requires a commitment to ongoing improvement), the City needs to develop or refine six systems. This section describes those systems and how they relate to the prior elements of high performance.

The City of Round Rock has taken several steps toward building the high performance organization. It has developed the intellectual platform to understand the concepts and principles of high performance through a variety of training investments. It has articulated values and formed an organizational culture that is consistent with and supportive of high performance. It has developed a community vision and organizational focus via the Strategic Plan. These actions comprise the fundamental building blocks for a high performance organization.

The next step is to build those systems which allow the City of Round Rock to execute those principles, values and vision/focus and sustain that execution (across time, personnel changes, governing body changes, community changes of expectation or demand and environmental changes) at a high level of performance. There are seven systems that need to be refined to achieve this end. These are:

- Strategy Execution System
- Key Process Management System
- Analytics System
- Individual Performance Alignment System; Revisions of Performance Appraisal System to Reflect Strategic Plan Line of Sight
- Integrated Strategy, Process and Operational Management System
- Integrated Budgeting and Financial Planning System for Strategy, Process and Operational Performance
- Information Management Systems

These systems are premised on the proposition that the failure to sustain high performance emerges from four fundamental failures. By developing systems to prevent these failures, as well as maintaining the values and culture which expect high performance, sustained high performance can be achieved. These failures are:

- Failure to anticipate. This is the failure to see a problem emerging in time to formulate an adequate response;
- Failure to accurately define. In this case the problem is recognized, but misunderstood to the point where responses are ineffective;
- Failure to act. This is the situation where even though the problem is understood (by at least part of the organization), action cannot be mobilized either because others don't recognize the problem, there is no shared understanding of the problem or there are counter-veiling forces which make it difficult to act;
- Ineffective action. In this case the attempted solution fails or only partially succeeds. This may be due to an inadequate definition, a less-than-full commitment on the part of some of the actors, a solution not sufficiently complex to address the full complexities of the problem or external events which changed the problem in some way and made the solution less viable.

Each of the proposed systems is designed to address one or more of the fundamental failures.

The Strategy Execution System

Fundamental failure this system is designed to prevent: Failure to act

This system consists of four primary components:

- A process by which action plans for strategic goals are formulated based on the strategic and business plans;
- A process for review and adoption of action plans which builds broad understanding and commitment by the leadership team;
- A process for managing the action plans;
- A process for adapting and re-prioritizing work within the action plans.

The Key Process Management System

Fundamental failure this system is designed to prevent: Ineffective action

This system consists of the following components:

- Determination of key processes required for achievement of ongoing high performance status and strategic plan execution (as identified in the Department Head workshop, by Plante-Moran, during Action Planning or other sources);
- Maps of those key processes (building if and as needed on the work of Plante-Moran);
- Mechanism to establish process performance standards (time, error rates, professional benchmarks);
- Development of indicators to assess process performance (quality and quantity);
- Identification of process owner;
- Methodology for costing processes;
- Mechanism for coordination and oversight of process owners;
- Mechanism to report on status of processes, resolve issues or problems and provide direction to process owners.

Analytics System

Fundamental failure this system is designed to prevent: Failure to anticipate; Failure to adequately define

This system will consist of the following components:

- Strategic goal metrics as developed in the action plan;
- Key process measures as developed in the key process management system;
- Critical operational performance measures as identified during the final site visit of the current contract;
- Customer service data;
- Fiscal performance data;
- Community trend data (including appropriate macro-data with localized interpretation);
- Professional field data.

Individual Performance Alignment System: Revisions of Performance Appraisal System to Reflect Strategic Plan Line of Sight

Fundamental failure this system is designed to prevent: Ineffective action

The system will consist of the following components:

- Mechanism for identifying employee contributions to strategic goals, key process improvements and/or repeated unit functions;
- Mechanism for identifying those services experiences the employee is expected to contribute;
- Mechanism to identify those practices the employee is expected to engage in based on the organization's values;
- Mechanism for the employee to establish their own goals and objectives;
- Mechanisms through which the employee receives feedback;
- Mechanisms for self-assessment.

Integrated Strategy, Process and Operational Management System

Fundamental failure this system is designed to prevent: All four fundamental failures

The intent of this system is to develop both a model and the practical tools through which strategy, process and operations can be managed at the executive level in a collaborative manner. This system is intended to provide:

- The “space” (in terms of thinking time) that enables anticipatory problem solving and accurate problem definition;
- The discussion and deliberation needed to develop consensus and ownership of proposed solutions including critiques so that better solutions can be built;
- The analysis of metrics so that data-based performance assessment and decision-making can be practiced;
- The opportunity to evaluate strategies in terms of their effectiveness and develop modifications where needed;
- The opportunity to examine organizational issues from a process perspective and contribute direction as to process improvements;
- The opportunity to examine operational issues from process and system perspectives, from a strategic direction perspective and a values and culture perspective;
- A mechanism by which differing perspectives are legitimated and questions of value can be raised.

Integrated Budgeting and Financial Planning System for Strategy, Process and Operational Performance

Fundamental failure this system is designed to prevent: Ineffective action (due to inadequate resources)

This system is intended to ensure appropriate and adequate financial resources are allocated to the operational requirements, key process and strategic goals and that the priorities and focus of the City are reflected in the resource allocation process. It is also intended to offer an alternative process for resource prioritization that is driven more by the desired results than by departmental structures, i.e. Would public safety be better enhanced by an investment in adolescent recreation than a traditional law enforcement investment?

The Information Management Systems

Fundamental Failure these systems are designed to prevent: All four fundamental failures

All of the City's work, including the above systems, requires accurate and timely information. One way to understand the practice of leadership and management is to view it as decision work. Decisions can only be as good as the information they are based upon. These systems will build or enhance the various information management systems of the City so that they can provide a level and quality of information consistent with the intent of high performance.

Conclusion

This document, in its entirety, provides a pathway to Round Rock's future as a City, as a desirable and preferred community, and as a city government that can meet the demands, challenges and opportunities the future will bring. It does not attempt to predict the future, but rather to describe a preferred future and the mechanisms by which that future can be created. It is well understood by all that the future will bring challenges and opportunities unforeseen and unforeseeable at this point in time. As such, the document and the processes underlying it are intended to be dynamic, developing the capabilities to adapt and respond over time. The success of this plan is not dependent on whether specific actions occur as envisioned at this point, but rather on three points:

1. Whether the vision, as adapted over time, is achieved;
2. Whether the City has desirable places and spaces, economic vitality, safety and security and a high performance government;
3. Whether the values, as refined and enriched over time, are practiced.

This document represents a set of choices made by the City's leadership at this point in time. It is the task of future leaders to understand these choices, re-visit and refine them as needed, and enact new or modified strategies so that the City continues to move toward a preferred future.



Financial Statistics

Statistics as of September 30, 2009



Net Assets by Component

Last Six Fiscal Years
(Accrual Basis of Accounting)

	2004	2005	2006	2007	2008	2009
Governmental activities-						
Invested in capital assets, net of related debt	\$213,971,965	\$191,409,740	\$218,160,338	\$207,796,040	\$232,391,397	\$266,247,218
Restricted	30,619,598	77,452,591	72,855,857	118,210,382	107,240,485	92,789,650
Unrestricted	59,840,433	66,432,282	75,249,052	88,539,641	92,947,347	91,286,795
Total governmental activities net assets	\$304,431,996	\$335,294,613	\$366,265,247	\$414,546,063	\$432,579,229	\$450,323,663
Business-type activities-						
Invested in capital assets, net of related debt	\$153,895,969	\$166,695,648	\$184,270,630	\$203,541,558	\$219,607,998	\$217,990,010
Restricted	21,409,980	20,737,192	17,534,251	21,938,288	14,376,789	15,571,119
Unrestricted	30,540,616	35,012,093	44,027,327	46,524,348	53,608,514	67,433,842
Total business-type activities net assets	\$205,846,565	\$222,444,933	\$245,832,208	\$272,004,194	\$287,593,301	\$300,994,971
Primary government-						
Invested in capital assets, net of related debt	\$367,867,934	\$358,105,388	\$402,430,968	\$411,337,598	\$451,999,395	\$484,237,228
Restricted	52,029,578	98,189,783	90,390,108	140,148,670	121,617,274	108,360,769
Unrestricted	90,381,049	101,444,375	119,276,379	135,063,989	146,555,861	158,720,637
Total primary government activities net assets	\$510,278,561	\$557,739,546	\$612,097,455	\$686,550,257	\$720,172,530	\$751,318,634

Note: City of Round Rock, Texas first applied GASB Statement No. 34 in fiscal year 2003; therefore, government-wide financial information for years prior to fiscal year 2003 is not available.

Financial Statistics

Changes in Net Assets

Changes in Net Assets

Last Six Fiscal Years
(Accrual Basis of Accounting)

	2004	2005	2006	2007	2008	2009
Expenses:						
Governmental activities-						
General government	\$19,713,687	\$20,282,360	\$21,634,710	\$21,926,050	\$24,097,129	\$25,046,973
Public safety	20,966,487	22,762,219	27,724,273	28,879,882	33,587,423	37,104,418
Public works	18,072,178	20,919,303	24,804,177	27,114,039	28,727,136	27,608,721
Culture and recreation	10,246,850	10,921,173	11,714,066	11,905,643	12,674,371	14,433,602
Interest on long-term debt	7,433,425	8,358,830	7,950,242	7,463,588	9,530,456	9,587,223
Total governmental activities expenses	76,432,627	83,243,885	93,827,468	97,289,202	108,616,515	113,780,937
Business-type activities-						
Water and sewer utility	22,543,579	25,051,538	27,783,218	28,873,665	32,865,979	36,884,365
Golf course	173,136	215,595	150,029	167,906	185,659	182,521
Total business-type activities expenses	22,716,715	25,267,133	27,933,247	29,041,571	33,051,638	37,066,886
Total primary government expenses	99,149,342	108,511,018	121,760,715	126,330,773	141,668,153	150,847,823
Program revenues:						
Governmental activities-						
Charges for services-						
General government	1,409,825	1,352,613	2,021,621	1,766,153	1,941,519	3,820,455
Public safety	1,712,535	2,674,255	2,371,379	2,851,787	3,197,900	3,646,892
Public works	872,929	1,040,788	1,139,836	1,337,371	1,295,783	877,676
Culture and recreation	2,137,179	1,941,047	2,408,710	2,489,438	2,721,570	2,503,925
Operating grants and contributions	660,273	625,905	1,057,821	931,269	1,097,733	1,064,411
Capital grants and contributions	11,768,405	14,435,954	12,548,335	17,322,551	3,825,335	14,083,063
Total governmental activities program revenues	18,561,146	22,070,562	21,547,702	26,698,569	14,079,840	25,996,422
Business-type activities-						
Charges for services-						
Water and sewer utility	24,962,107	27,161,741	30,566,103	30,968,868	35,060,024	37,802,909
Golf course	486,097	427,504	476,082	476,025	474,353	485,972
Capital grants and contributions	8,717,960	7,352,889	10,445,072	13,772,431	8,750,891	7,922,361
Total business-type activities program revenues	34,166,164	34,942,134	41,487,257	45,217,324	44,285,268	46,211,242
Total primary government program revenues	52,727,310	57,012,696	63,034,959	71,915,893	58,365,108	72,207,664

Note: City of Round Rock, Texas first applied GASB Statement No. 34 in fiscal year 2003; therefore, government-wide financial information for years prior to fiscal year 2003 is not available.

Changes in Net Assets (Cont.)**Last Six Fiscal Years
(Accrual Basis of Accounting)**

	2004	2005	2006	2007	2008	2009
Net (expense) revenue-						
Governmental activities	(57,871,481)	(61,173,323)	(72,279,766)	(70,590,633)	(94,536,675)	(87,784,515)
Business-type activities	11,449,449	9,675,001	13,554,010	16,175,753	11,233,630	9,144,356
Total primary government net expense	(46,422,032)	(51,498,322)	(58,725,756)	(54,414,880)	(83,303,045)	(78,640,159)
General revenues and other changes in net assets:						
Governmental activities-						
Taxes-						
Property	18,699,378	20,486,575	21,632,249	24,409,535	27,560,939	29,867,765
Franchise	4,687,213	4,488,608	4,990,439	5,499,222	5,748,333	6,213,263
Sales	48,642,969	58,052,509	64,935,779	68,988,092	68,216,680	61,019,506
Hotel occupancy	1,650,148	1,905,049	2,268,619	2,838,689	2,939,352	2,394,145
Public service	210,090	212,565	227,784	257,384	286,179	315,739
Investment earnings	1,585,398	3,932,154	7,232,842	9,912,657	8,220,228	4,112,703
Miscellaneous	121,610	206,057	122,499	152,805	257,495	-
Transfers	2,735,530	2,752,423	1,840,189	1,668,221	2,291,695	1,605,828
Total governmental activities	78,332,336	92,035,940	103,250,400	113,726,605	115,520,901	105,528,949
Business-type activities-						
Impact fees	5,810,326	8,648,921	9,261,152	10,609,090	5,216,423	4,568,130
Investment earnings	588,816	997,802	2,363,692	1,055,364	1,618,492	1,305,841
Loss on joint venture	-	-	-	-	-	(10,829)
Miscellaneous	19,621	29,067	48,610	-	-	-
Transfers	(2,735,530)	(2,752,423)	(1,840,189)	(1,668,221)	(2,291,695)	(1,605,828)
Total business-type activities	3,683,233	6,923,367	9,833,265	9,996,233	4,543,220	4,257,314
Total primary government	82,015,569	98,959,307	113,083,665	123,722,838	120,064,121	109,786,263
Change in net assets:						
Governmental activities	20,460,855	30,862,617	30,970,634	43,135,972	20,984,226	17,744,434
Business-type activities	15,132,682	16,598,368	23,387,275	26,171,986	15,776,850	13,401,670
Total primary government	\$35,593,537	\$47,460,985	\$54,357,909	\$69,307,958	\$36,761,076	\$31,146,104

Note: City of Round Rock, Texas first applied GASB Statement No. 34 in fiscal year 2003; therefore, government-wide financial information for years prior to fiscal year 2003 is not available.

Fund Balances of Governmental Funds**Last Ten Fiscal Years**

(Modified Accrual Basis of Accounting)

	2000	2001	2002	2003
General fund-				
Reserved	\$0	\$0	\$0	\$46,600
Unreserved	19,881,188	22,185,654	23,261,921	25,204,136
Total general fund	\$19,881,188	\$22,185,654	\$23,261,921	\$25,250,736
All other governmental funds-				
Reserved for-				
Federal seizure	\$121,389	\$131,924	\$36,633	\$84,044
Non-current loans receivable	19,181	19,181	19,181	19,181
Debt service	1,471,892	2,132,743	2,074,841	2,304,816
Nonexpendable endowments	100,000	100,000	100,000	100,000
Authorized construction	26,673,808	31,551,635	66,939,857	58,100,810
Unreserved, reported in-				
Special revenue funds	13,147,967	16,005,647	23,560,762	10,411,681
Capital projects funds	7,173,012	13,307,241	15,251,568	25,872,318
Permanent fund	7,361	3,969	6,096	7,437
Total all other governmental funds	\$48,714,610	\$63,252,340	\$107,988,938	\$96,900,287

Fund Balances of Governmental Funds (Cont.)**Last Ten Fiscal Years**

(Modified Accrual Basis of Accounting)

2004	2005	2006	2007	2008	2009
\$23,200	\$0	\$0	\$0	\$0	\$0
26,759,957	28,705,017	32,472,684	37,494,875	38,303,766	39,497,430
\$26,783,157	\$28,705,017	\$32,472,684	\$37,494,875	\$38,303,766	\$39,497,430
\$112,857	\$357,985	\$391,661	\$343,448	\$259,074	\$173,924
19,181	19,181	19,181	19,181	-	-
2,338,493	2,600,354	3,200,508	3,058,395	3,431,063	2,887,281
100,000	100,000	-	-	-	-
79,421,798	75,863,062	70,912,738	116,579,878	105,501,593	91,521,069
5,519,397	4,535,452	4,731,971	6,611,092	8,340,222	8,076,456
24,633,882	26,432,736	29,682,330	32,022,916	34,463,233	32,584,099
8,611	4,262	-	-	-	-
\$112,154,219	\$109,913,032	\$108,938,389	\$158,634,910	\$151,995,185	\$135,242,829

Changes in Fund Balances of Governmental Funds

Last Ten Fiscal Years

(Modified Accrual Basis of Accounting)

	2000	2001	2002	2003
Revenues-				
Taxes and franchise	\$47,424,826	\$58,333,682	\$59,029,046	\$66,699,982
Licenses, permits and fees	970,656	799,550	628,550	801,108
Charges for services	2,268,857	3,010,382	3,282,764	3,451,103
Fines and forfeitures	729,172	834,185	1,078,089	1,043,055
Intergovernmental	1,122,445	1,260,810	735,590	754,431
Hotel occupancy tax	1,017,826	1,354,429	1,477,050	1,618,744
Investment and other	4,124,001	5,508,858	3,701,703	3,610,459
Contributions	11,323,039	791,421	269,114	828,134
Total revenues	68,980,822	71,893,317	70,201,906	78,807,016
Expenditures-				
General government	11,979,536	14,675,517	15,071,967	17,231,171
Public safety	12,698,746	15,074,503	16,767,233	18,099,093
Public works	5,234,245	6,240,934	6,448,449	7,277,171
Culture and recreation	5,170,540	7,232,737	7,568,798	8,412,271
Capital projects	40,367,935	30,831,239	19,412,193	25,564,047
Debt service-				
Principal retirement	4,156,328	5,095,748	5,777,190	5,179,568
Interest and fiscal charges	3,739,412	4,938,673	5,732,117	8,381,599
Other charges	-	-	-	-
Total expenditures	83,346,742	84,089,351	76,777,947	90,144,920
Excess of revenues over (under) expenditures	(14,365,920)	(12,196,034)	(6,576,041)	(11,337,904)
Other financing sources (uses)-				
Proceeds from sale of capital assets	-	-	-	-
Issuance of lease	525,000	1,000,000	575,000	-
Issuance of debt	26,423,117	25,435,000	60,448,959	-
Premium on bonds issued	-	-	-	-
Payment to refunded bond escrow agent	-	-	(11,084,861)	-
Transfers in	20,770,546	20,430,957	13,565,477	14,761,767
Transfers out	(18,136,054)	(17,827,727)	(11,115,669)	(12,523,699)
Total other financing sources (uses)	29,582,609	29,038,230	52,388,906	2,238,068
Net change in fund balances	\$15,216,689	\$16,842,196	\$45,812,865	\$(9,099,836)
Capital outlay including amounts reported under departmental current expenditures	\$43,457,868	\$34,495,580	\$20,906,177	\$25,535,305
Debt service as a percentage of noncapital expenditures	19.8%	20.2%	20.6%	21.0%

Changes in Fund Balances of Governmental Funds (Cont.)

Last Ten Fiscal Years

(Modified Accrual Basis of Accounting)

2004	2005	2006	2007	2008	2009
\$71,743,446	\$83,437,892	\$91,672,097	\$99,100,555	\$101,938,374	\$97,339,627
679,754	1,218,975	970,570	1,585,091	1,593,711	1,053,959
3,727,507	4,100,595	4,311,153	3,569,077	3,895,886	3,757,215
1,286,754	1,455,280	1,696,474	1,849,523	2,014,379	2,057,353
746,042	885,038	1,165,978	2,578,680	1,317,506	1,232,594
1,650,148	1,905,049	2,268,619	2,838,689	2,939,352	2,394,145
2,637,520	4,853,019	8,640,878	11,424,988	9,977,103	8,406,513
626,201	1,258,618	165,670	826,807	2,094,375	1,729,637
83,097,372	99,114,466	110,891,439	123,773,410	125,770,686	117,971,043
18,343,416	20,638,875	22,163,330	22,207,904	22,801,093	22,830,329
19,818,241	21,674,409	25,785,545	28,456,892	31,996,008	34,099,601
7,430,727	7,587,502	8,506,994	8,719,701	9,360,999	10,065,601
9,088,693	9,382,752	10,021,489	10,711,796	11,524,905	11,813,663
20,138,116	27,972,915	36,896,924	36,542,219	53,298,559	38,798,458
6,879,318	7,518,388	7,090,383	11,940,981	10,448,506	10,942,820
7,343,728	8,046,683	7,698,552	7,052,015	9,060,707	9,290,481
929,692	313,483	-	3,994,688	-	-
89,971,931	103,135,007	118,163,217	129,626,196	148,490,777	137,840,953
(6,874,559)	(4,020,541)	(7,271,778)	(5,852,786)	(22,720,091)	(19,869,910)
-	-	1,423,235	-	-	-
575,000	600,000	600,000	3,250,000	750,000	1,505,390
31,945,000	19,915,000	6,201,378	80,110,000	16,798,622	-
1,209,144	1,361,510	-	573,448	-	-
(12,803,761)	(20,927,719)	-	(30,175,015)	-	-
18,998,512	27,802,722	29,387,915	45,681,150	26,429,303	33,385,722
(16,262,983)	(25,050,299)	(27,547,726)	(44,012,929)	(24,137,608)	(30,579,894)
23,660,912	3,701,214	10,064,802	55,426,654	19,840,317	4,311,218
\$16,786,353	\$(319,327)	\$2,793,024	\$49,573,868	\$(2,879,774)	\$(15,558,692)
\$21,386,215	\$29,836,204	\$36,896,924	\$36,542,219	\$53,298,559	\$40,000,535
20.7%	21.2%	18.2%	20.4%	20.5%	20.7%

Actual and Taxable Assessed Value of Property

Last Ten Fiscal Years

Fiscal Year	Actual Assessed Value			Less: Tax Exempt Property	Total Taxable Assessed Valuation	Total Direct Tax Rate
	Real Property	Personal Property	Total			
	\$	\$	\$	\$	\$	\$
2000	2,670,155,112	504,988,781	3,175,143,893	198,291,225	2,976,852,668	0.3629
2001	3,270,519,641	712,609,336	3,983,128,977	260,491,609	3,722,637,368	0.3303
2002	3,977,561,419	853,720,952	4,831,282,371	333,154,352	4,498,128,019	0.3221
2003	4,536,275,722	832,454,143	5,368,729,865	309,696,551	5,059,033,314	0.3422
2004	4,603,800,464	786,481,840	5,390,282,304	250,319,487	5,139,962,817	0.3572
2005	4,794,995,393	726,483,588	5,521,478,981	190,331,290	5,331,147,691	0.3797
2006	5,199,431,315	749,984,473	5,949,415,788	175,933,206	5,773,482,582	0.3711
2007	5,929,650,836	783,793,471	6,713,444,307	198,475,704	6,514,968,603	0.3711
2008	6,954,733,744	852,374,495	7,807,108,239	303,674,692	7,503,433,547	0.3652
2009	7,623,482,042	957,142,673	8,580,624,715	386,156,997	8,194,467,718	0.3652

Source: Williamson Central Appraisal District

Note - Property in the City is assessed each year. Property is assessed at actual value; therefore, the assessed values are equal to actual value. Tax rates are per \$100 of assessed value.

Property Tax Rates- Direct and Overlapping Governments

Per \$100 of Assessed Value
Last Ten Fiscal Years

Fiscal Year	City Direct Rates		Overlapping Rates			Total Direct and Overlapping Rates
	Operating Rate	Debt Service Rate	Total Direct	Round Rock Independent School District	Williamson County	
	\$	\$	\$	\$	\$	\$
2000	0.1783	0.1846	0.3629	1.7111	0.2995	2.3735
2001	0.1590	0.1713	0.3303	1.7086	0.3477	2.3866
2002	0.1792	0.1429	0.3221	1.7387	0.3543	2.4151
2003	0.1941	0.1481	0.3422	1.7924	0.4154	2.5500
2004	0.2018	0.1553	0.3571	1.8643	0.4482	2.6696
2005	0.2092	0.1705	0.3797	1.8572	0.4789	2.7158
2006	0.2089	0.1622	0.3711	1.8334	0.4997	2.7042
2007	0.2164	0.1547	0.3711	1.6406	0.4997	2.5114
2008	0.1960	0.1692	0.3652	1.3238	0.4891	2.1781
2009	0.2171	0.1481	0.3652	1.3324	0.4683	2.2813

Source: Williamson County Tax Office

Principal Property Taxpayers

Current Year and Nine Years Ago

Name of Taxpayer	2009			2000		
	Net Assessed Valuation	Rank	% of Total Net Assessed Valuation	Net Assessed Valuation	Rank	% of Total Net Assessed Valuation
Dell Computer Holdings, LP	197,709,697	1	2.413%	176,134,791	1	5.917%
CPG Round Rock, LP	122,593,318	2	1.496	-	-	-
Baltgem Development Corp.	90,144,431	3	1.1	-	-	-
Columbia/St. David Healthcare	59,356,180	4	0.724	-	-	-
Dell Computer Corp.	53,332,060	5	0.651	-	-	-
Oncor Electric Delivery Co.	40,913,638	6	0.499	-	-	-
Colonial Realty, LTD	37,413,622	7	0.457	-	-	-
Toppan Photomasks, Inc.	36,692,978	8	0.448	-	-	-
2800 La Frontera #1A, LTD	33,610,124	9	0.41	-	-	-
HEB Grocery Co., LP	30,107,994	10	0.367	-	-	-
Limestone Ranch, LLP	-	-	-	33,500,000	2	1.125
Cypress Semiconductor	-	-	-	27,864,800	3	0.936
DuPont Photo Mask	-	-	-	27,016,493	4	0.908
Texas Utilities Electric	-	-	-	22,740,091	5	0.764
Sysco Food Services, Inc.	-	-	-	21,093,607	6	0.709
Southwestern Bell Telephone	-	-	-	19,753,225	7	0.664
Austin Rocking Horse Ranch	-	-	-	17,700,000	8	0.595
TECO-Westinghouse Motor Co.	-	-	-	17,306,200	9	0.581
Acquiport Steeplechase Downs	-	-	-	14,167,470	10	0.476
	701,874,042		8.565%	377,276,677		12.675%

Source: Williamson Central Appraisal District

Property Tax Levies and Collections

Last Ten Years

Fiscal Year	Taxes Levied for the Fiscal Year	Collected within the Fiscal Year of the Levy		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percentage Of Levy		Amount	Percentage Of Levy
	\$	\$	%	\$	\$	%
2000	10,941,903	10,686,138	97.66	244,711	10,930,849	99.90
2001	12,408,442	12,181,034	98.17	211,305	12,392,339	99.87
2002	14,553,616	14,335,048	98.50	195,763	14,530,811	99.84
2003	17,293,407	17,129,231	99.05	145,362	17,274,593	99.89
2004	18,342,750	18,117,224	98.77	189,864	18,307,088	99.81
2005	20,297,131	20,103,093	99.04	156,134	20,259,227	99.81
2006	21,439,975	21,260,880	99.16	141,853	21,402,733	99.83
2007	24,178,580	24,010,335	99.30	125,740	24,136,075	99.82
2008	27,404,040	27,232,914	99.38	-	27,232,914	99.38
2009	29,927,835	29,745,017	99.39	-	29,745,017	99.39

Taxable Sales by Category

Last Ten Calendar Years

Year	Retail Trade	Wholesale Trade	Services	Manufacturing	Utilities
1999	623,057,498	538,396,409	127,142,719	14,127,476	18,530,905
2000	768,898,220	597,548,751	196,444,145	19,815,573	24,734,436
2001	912,414,869	731,001,387	216,072,525	20,451,976	29,741,180
2002	1,002,120,502	719,007,415	216,666,201	22,555,006	33,689,361
2003	1,085,691,925	876,997,596	229,692,253	13,208,185	24,017,807
2004	1,125,319,697	924,947,365	245,301,178	19,188,881	13,748,708
2005	1,022,046,302	1,164,889,028	271,930,962	23,056,605	13,835,732
2006	1,204,017,407	1,286,347,769	284,232,565	20,117,751	15,736,435
2007	1,145,110,919	1,591,303,790	304,759,747	27,335,653	18,904,449
2008	1,169,341,432	1,437,462,827	331,204,107	20,237,658	16,645,969
Total	\$10,058,018,771	\$9,867,902,337	\$2,423,446,402	\$200,094,764	\$209,584,982

Source: Texas Comptroller of Public Accounts

Note: Sales information is not available on a fiscal year basis.

Due to State of Texas confidentiality issues, names of sales tax payers are not available. The categories presented provide alternative information indicative of sales tax revenue sources.

Taxable Sales by Category (Cont.)

Last Ten Calendar Years

Construction	Finance, Insurance	Other	Total	City Direct Sales Tax Rate	State Sales Tax Rate	Overlapping
11,771,642	280,530	7,275,680	1,340,582,859	2.0%	6.25%	8.25%
11,026,539	422,839	7,908,943	1,626,799,446	2.0%	6.25%	8.25%
12,984,689	1,156,703	6,723,785	1,930,547,114	2.0%	6.25%	8.25%
13,971,691	3,994,116	1,247,650	2,013,251,942	2.0%	6.25%	8.25%
16,269,980	1,074,384	4,100,156	2,251,052,286	2.0%	6.25%	8.25%
16,760,649	1,189,215	2,977,318	2,349,433,011	2.0%	6.25%	8.25%
26,144,588	1,323,272	180,746,146	2,703,972,635	2.0%	6.25%	8.25%
26,619,939	1,410,360	62,544,068	2,901,026,294	2.0%	6.25%	8.25%
43,424,237	1,782,201	-	3,132,620,996	2.0%	6.25%	8.25%
43,124,472	1,674,015	-	3,019,690,480	2.0%	2.0%	6.25%
\$222,098,426	\$14,307,635	\$273,523,746	\$23,268,977,063			

Financial Statistics

Hotel Taxpayers/Hotel Occupancy Tax Collection History

Hotel Taxpayers

September 30, 2009

Taxpayer	Total Collections Year Ended September 30, 2009	Number of Rooms
La Quinta Inn	110,280	116
Courtyard by Marriott	153,115	113
Red Roof Inn	78,637	107
Baymont Inn	113,949	86
Best Western Executive Inn	63,598	69
Days Inn & Suites	37,773	48
Super 8 Motel	26,968	62
Extended Stay America # 6030	41,863	138
Wingate Inn	107,418	100
Holiday Inn	96,825	91
Residence Inn	169,552	96
Hilton Garden Inn	180,756	122
Comfort Suites	63,481	63
Springhill Suites	124,446	104
Hampton Inn	174,534	93
Staybridge Suites	108,809	81
Austin Marriott North	543,738	295
Candlewood Suites	51,856	98
Extended Stay America # 6197	48,259	104
Country Inn & Suites	43,995	63
Value Place	54,293	121
Total	2,394,145	2,170

Hotel Occupancy Tax Collection History By Quarter

Last Ten Fiscal Years

Fiscal Year Ended 9-30	1st Quarter Oct. – Dec.	2nd Quarter Jan. – Mar.	3rd Quarter Apr. – June	4th Quarter July – Sept.	Total
	\$	\$	\$	\$	\$
2000	219,642	215,824	255,911	326,448	1,017,825
2001	323,789	308,735	333,479	388,426	1,354,429
2002	360,606	307,427	368,583	440,434	1,477,050
2003	401,794	367,136	410,803	439,011	1,618,744
2004	406,795	352,486	414,176	476,691	1,650,148
2005	448,789	401,171	476,219	578,870	1,905,049
2006	521,640	459,601	578,711	708,667	2,268,619
2007	594,826	695,452	729,813	818,598	2,838,689
2008	669,345	749,897	806,813	713,297	2,939,352
2009	609,608	589,006	640,846	554,685	2,394,145

Ratios of Outstanding Debt by Type

Last Ten Years

Fiscal Year	Governmental Activities			Business-Type Activities	Total Primary Government	Percentage of Personal Income	Per Capita
	General Obligations Bonds	Certificates of Obligation	Other Debt Obligations	Revenue Bonds			
	\$	\$	\$	\$	\$	%	\$
2000	40,705,000	24,299,000	25,902,273	6,139,625	97,045,898	6.15	1,608
2001	37,640,000	23,622,000	51,438,524	4,887,700	117,588,224	5.98	1,708
2002	71,835,000	20,805,000	64,873,333	3,560,775	161,074,108	7.37	2,198
2003	70,265,000	20,167,000	61,901,766	2,358,850	154,692,616	7.40	1,993
2004	87,965,000	18,279,000	59,615,448	1,206,925	167,066,373	7.57	2,042
2005	98,680,000	3,471,000	57,400,061	270,000	159,821,061	6.60	1,858
2006	95,020,000	2,968,000	61,274,055	0	159,262,055	6.17	1,774
2007	124,960,000	16,120,000	58,318,074	355,000	199,753,074	7.43	2,159
2008	120,060,000	15,300,000	71,098,855	8,290,000	214,748,855	7.59	2,232
2009	115,725,000	14,475,000	66,948,294	11,555,000	208,703,294	7.02	2,098

Note: Details regarding the City's outstanding debt can be found in the notes to the financial statements.

See the Schedule of Demographic and Economic Statistics for personal income and population data.

Ratios of Net General Bonded Debt Outstanding To Assessed Value & Net Bonded Debt Per Capita

Last Ten Fiscal Years

Fiscal Year	Population ¹	Net Assessed Value (in thousands)	Gross Bonded Debt ²	Amount Available in Debt Service Fund	Net Bonded Debt	Ratio of Net Bonded Debt to Assessed Value	Net Bonded Debt Per Capita
		\$	\$	\$	\$	%	\$
2000	60,340	2,976,853	65,004,000	1,471,892	63,532,108	2.13	1,053
2001	68,835	3,722,637	61,262,000	2,132,743	59,129,257	1.59	859
2002	73,295	4,498,128	92,640,000	2,074,841	90,565,159	2.01	1,236
2003	77,600	5,059,033	90,432,000	2,304,816	88,127,184	1.74	1,136
2004	81,825	5,139,963	106,244,000	2,338,493	103,905,507	2.02	1,270
2005	86,000	5,331,148	102,151,000	2,600,354	99,550,646	1.87	1,158
2006	89,800	5,773,483	97,988,000	3,200,508	94,787,492	1.64	1,056
2007	92,500	6,514,969	141,080,000	3,058,395	138,021,605	2.12	1,492
2008	96,200	7,503,434	135,360,000	3,431,063	131,928,937	1.76	1,371
2009	99,500	8,194,468	130,200,000	2,887,281	127,312,719	1.55	1,280

Note: Includes Certificates of Obligation and General Obligation Bonds

¹ Source: Planning Department, City of Round Rock

² Gross bonded debt includes self-supporting debt funded by enterprise funds. Gross self-supporting debt totaled \$4,800,424 at September 30, 2009.

Computation of Direct and Overlapping Debt

September 30, 2009

Name of Governmental Unit	Total General Debt Outstanding		Percentage Applicable to City of Round Rock	Amount Applicable to City of Round Rock
Debt repaid with property taxes				
Round Rock Independent School District	574,235,968	**	39.79	228,488,492
Williamson County	641,447,518	*	22.27	142,850,362
Georgetown ISD	135,023,693	**	0.01	13,502
Travis County	522,989,987	*	0.25	1,307,475
Subtotal, overlapping debt				372,659,831
City direct debt				130,200,000
Total, overlapping debt				502,859,831

*Gross Debt as of 9-30-09

**Gross Debt as of 6-30-09

Source: City of Round Rock Finance Department and Texas Municipal Reports

Legal Debt Margin Information

Last Ten Fiscal Years

	2000	2001	2002	2003
Debt limit	\$533,617,920	\$667,304,112	\$806,315,251	\$906,860,750
Total net debt applicable to limit	53,744,875	50,262,992	82,569,295	80,541,088
Legal debt margin	\$479,873,045	\$617,041,120	\$723,745,956	\$826,319,662
Total net debt applicable to the limit as a percentage of debt limit	10.07%	7.53%	10.24%	8.88%

Legal Debt Margin Calculation for Fiscal Year 2009

Total assessed value		\$8,194,467,718
Debt limit - Maximum serviceable at permitted allocation of \$1.50 per \$100 of assessed value		\$1,468,905,352
Amount of debt applicable to debt limit:		
Total General Obligation Debt	\$130,200,000	
Less:		
Amount available in Debt Service Fund	(2,887,281)	
Amounts considered self-supporting	(4,800,424)	
Total net debt applicable to debt limit		122,512,295
Legal debt margin		\$1,346,393,057

There is no direct debt limitation in the City Charter or under state law. The City operates under a Home Rule Charter (Article XI, Section 5, Texas Constitution), approved by voters in August, 1977, that limits the maximum tax rate, for all City purposes, to \$2.50 per \$100 assessed valuation. Administratively, the Attorney General of the State of Texas will permit allocation of \$1.50 of the \$2.50 maximum tax rate for general obligation debt service.

Assuming the maximum tax rate for debt service of \$1.50 on January 1, 2008, assessed valuation of \$8,194,467,718 at 100% collection, tax revenue of \$122,917,016 would be produced. This revenue could service the debt on \$1,468,905,352 issued as 20-year serial bonds at 5.50% (with level debt service payment).

Legal Debt Margin Information (Cont.)**Last Ten Fiscal Years**

2004	2005	2006	2007	2008	2009
\$921,367,824	\$955,638,811	\$1,034,929,880	\$1,167,845,500	\$1,345,033,513	\$1,468,905,352
97,029,376	93,578,032	89,029,039	132,491,172	126,786,525	122,512,295
\$824,338,448	\$862,060,779	\$945,900,841	\$1,035,354,328	\$1,218,246,988	\$1,346,393,057
10.53%	9.79%	8.60%	11.34%	9.43%	8.34%

Schedule of Revenue Bond Coverage

Last Ten Fiscal Years

Fiscal Year	Gross Revenue ¹	Direct Operating Expenses ²	Net Revenue Available for Debt Service	Debt Service Requirements Principal and Interest	Revenue Bond Coverage
	\$	\$	\$	\$	
2000	23,867,459	10,561,505	13,305,954	1,765,565	7.54
2001	24,333,346	12,645,648	11,687,698	1,575,210	7.42
2002	25,436,842	13,840,556	11,596,286	1,583,835	7.32
2003	24,895,722	15,328,369	9,567,353	1,392,358	6.87
2004	25,583,013	16,467,400	9,115,613	1,279,975	7.12
2005	28,197,344	18,452,453	9,744,891	1,016,058	9.59
2006	32,985,447	20,962,289	12,023,158	284,310	42.29
2007	31,921,522	21,369,755	10,551,767	5,966	1768.65
2008	36,629,189	24,549,076	12,080,113	153,666	78.61
2009	39,095,039	27,356,759	11,738,280	568,400	20.65

Sources:

¹ Water and Sewer Fund operating and non-operating revenues.² Water and Sewer Fund operating expenses, excluding depreciation.

Demographic and Economic Statistics

Last Ten Fiscal Years

Fiscal Year	Population ¹	Personal Income	Per Capita Income ²	Median Age ³	School Enrollment ⁴	Unemployment Rate ³
2000	60,340	1,577,830,660	26,149	30.1	31,572	1.3
2001	68,835	1,965,376,920	28,552	30.5	32,652	3.9
2002	73,295	2,185,803,490	29,822	30.8	34,120	4.7
2003	77,600	2,090,544,000	26,940	31.2	35,579	4.7
2004	81,825	2,207,556,675	26,979	30.6	36,608	3.1
2005	86,000	2,423,308,000	28,178	30.5	37,909	3.7
2006	89,800	2,581,211,200	28,744	30.6	39,112	3.3
2007	92,500	2,686,755,000	29,046	31.0	40,342	3.5
2008	96,200	2,831,069,800	29,429	31.2	41,489	4.2
2009	99,500	2,971,866,000	29,868	30.8	41,867	6.4

Sources:

¹ Planning Department, City of Round Rock

² Texas Workforce Commission; data is for Williamson County, which is representative of the City; data for City not available.

³ Round Rock Chamber of Commerce

⁴ Round Rock Independent School District

Principal Employers

Current Year and Nine Years Ago

Name of Employer	2009			2000		
	Employees	Rank	% of Total City Employment	Employees	Rank	% of Total City Employment
Dell, Inc.	8,500	1	16.80	9,500	1	29.30
Round Rock Independent School District	5,400	2	10.68	3,800	2	11.72
Sears TeleServe	1,300	3	2.57	900	3	2.78
City of Round Rock, Texas	831	4	1.64	532	6	1.64
Scott & White University Medical Campus	800	5	1.58			
Round Rock Medical Center	710	6	1.40			
Texas Guaranteed Student Loan	700	7	1.38			
Seton Williamson Medical Center	500	8	0.99			
Dresser Wayne, Inc.	420	9	0.83	460	9	1.42
Michael Angelo's Gourmet Foods	400	10	0.79	525	7	1.62
Farmer's Insurance				765	4	2.36
Trend Technologies				550	5	1.70
Tellabs Texas, Inc.				470	8	1.45
Westinghouse Motor Company				450	10	1.39

Source: Round Rock Chamber of Commerce

Full-Time Equivalent City Government Employees by Function

Last Ten Fiscal Years

	Full-time Equivalent Employees as of September 30									
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Function:										
General government	109	120	132	134	142	148	158	163	176	173
Public safety-										
Police-										
Officers	89	100	107	112	119	126	131	135	146	151
Civilians	35	37	42	41	47	47	55	58	62	61
Fire-										
Firefighters & officers	70	72	78	78	90	104	111	119	124	124
Civilians	3	4	4	4	4	4	4	5	5	5
Public works-										
Street	41	49	49	49	48	48	48	48	48	48
Shop	10	14	14	14	14	14	15	15	15	15
Culture & recreation-										
Library	27	23	24	26	27	28	29	29	29	29
Parks & Recreation	62	79	81	83	90	91	93	93	95	97
Water	65	66	78	80	90	93	92	93	95	96
Sewer	21	32	29	32	32	35	35	35	36	36
Total	532	596	638	653	703	738	771	793	831	835

Source: Finance Department, City of Round Rock

Operating Indicators

Last Ten Fiscal Years

	2000	2001	2002	2003
Function:				
Police-				
Arrests	1,836	1,512	1,735	1,684
Accident reports	2,095	2,675	2,667	2,360
Index crimes reported	1,053	2,061	1,495	1,813
Crimes per thousand residents	20.20	30.90	20.90	25.50
Officers per thousand of population	1.52	1.50	1.50	1.49
Fire-				
Incident volume	4,334	5,109	5,352	5,076
Priority calls answered	3,050	3,236	3,936	3,787
Non-emergency calls answered	1,284	1,873	1,396	1,289
Priority calls-response less than 6 minutes	78%	82%	80%	83%
Public Works-				
Street-				
Street resurfacing (lane miles)	81	81	84	84
Potholes repaired annually	N/A	2,500	2,500	3,000
Signals maintained	5	28	30	36
Shop-				
Work orders	2,975	2,960	2,960	4,485
Number of departments served	13	13	13	13
Culture and Recreation-				
Library-				
Number of items circulated	385,658	435,632	492,493	545,921
Number of card holders	27,333	35,637	37,457	40,532
Number of library visits	200,000	285,176	246,185	258,017
Parks & Recreation-				
Total park acres maintained	1,173	1,173	1,187	1,573
Number of athletic fields maintained	38	38	38	38
Number of trees planted	N/A	N/A	N/A	238
Number of recreation enrollees	112,783	255,670	285,242	314,814
Water-				
New connections	1,500	1,800	1,850	1,172
Line maintenance work orders	5,000	5,113	3,267	3,267
Average monthly consumption	412,000,000	385,000,000	438,000,000	447,000,000
Sewer-				
Average monthly treatment	234,110,666	262,719,166	262,750,000	263,416,666
Line feet reviewed for infiltration & inflow	35,000	35,000	77,655	110,236

Source: City of Round Rock Finance Department

N/A - Data not available

Operating Indicators (Cont.)

Last Ten Fiscal Years

2004	2005	2006	2007	2008	2009
2,625	3,592	4,013	3,754	3,749	3,908
2,669	1,942	1,907	1,990	1,997	1,646
1,679	2,326	2,072	2,512	2,449	2,960
21.00	28.30	22.80	27.90	30.10	30.30
1.49	1.50	1.50	1.46	1.52	1.52
5,219	6,709	6,430	7,463	7,690	8,000
3,959	5,376	4,977	4,592	5,656	5,800
1,260	1,333	1,453	2,871	2,034	2,200
78%	86%	83%	83%	74%	75%
72	71	124	130	135	137
3,223	3,223	4,000	4,000	4,000	4,000
36	42	52	57	59	59
4,650	4,468	4,118	5,418	5,618	6,330
15	15	18	18	19	19
648,609	647,343	671,816	725,370	762,926	780,000
42,321	41,448	42,792	44,820	49,829	51,000
288,100	298,996	302,900	306,000	311,000	310,000
1,532	1,532	1,547	1,610	1,610	1757
38	38	38	38	38	43
350	325	843	500	818	877
330,036	359,128	372,998	371,201	402,548	401,000
1,578	1,228	1,549	1,181	572	254
5,938	5,434	4,242	4,400	4,400	4,226
439,000,000	474,500,000	553,600,000	432,101,000	552,610,000	589,159,550
286,166,666	287,948,166	303,103,333	298,038,200	296,208,875	301,433,205
142,817	163,143	181,316	152,515	161,291	156,934

Capital Asset Statistics

Last Ten Fiscal Years

	2000	2001	2002	2003
Function:				
Police-				
Number of stations	1	1	1	1
Number of patrol units	87	103	103	120
Fire-				
Number of stations	5	5	5	5
Number of fire trucks	5	6	6	8
Public Works-				
Street-				
Lane miles	215	215	220	220
Drainage miles	90	90	92	92
Number of street lights	4,610	4,610	4,610	4,610
Number of traffic signals	5	28	30	36
Shop-				
Repair facilities	1	1	1	1
Number of bays	10	10	10	19
Culture and Recreation-				
Library-				
Number of library books	107,262	115,853	130,000	134,899
Number of library facilities	1	1	1	1
Parks & Recreation-				
Total park acres	1,173	1,173	1,187	1,573
Number of athletic fields	38	38	38	38
Number of parks	57	60	76	72
Number of tennis courts	9	9	9	9
Number of pools	3	3	4	4
Water-				
Number of miles of water lines	299	299	299	394
Pumping stations	14	14	14	14
Tanks	19	19	19	18
Treatment capacity (millions of gallons/day)	27	30	35	48
Sewer-				
Number of miles of sewer mains	200	220	220	242
Wastewater lift stations	16	16	13	12

Source: City of Round Rock Finance Department

Capital Asset Statistics (Cont.)

Last Ten Fiscal Years

2004	2005	2006	2007	2008	2009
1	1	1	1	1	1
126	136	142	186	189	195
5	6	6	6	7	7
9	10	10	11	11	14
266	898	997	1,036	1,124	1,124
92	92	92	92	100	100
4,656	4,702	4,796	5,034	5,075	5,103
36	42	52	57	59	59
1	1	1	1	1	1
19	19	19	19	19	19
150,436	160,559	133,111	147,000	180,397	185,000
1	1	1	1	1	1
1,532	1,532	1,547	1,610	1,610	1,855
38	38	38	38	38	44
70	52	52	53	53	60
21	23	23	23	23	23
4	4	5	5	5	5
394	425	458	481	487	503
14	14	14	14	14	15
18	18	18	18	18	19
48	48	48	48	48	48
242	355	365	376	392	400
12	11	11	11	12	12

Top Ten Water Customers

September 30, 2009

Name of Customer	Type of Business	Water Consumption in Gallons	% of Total Water Consumption in Gallons
Fern Bluff Municipal Utility District	Municipal Utility District	352,692,800	5.195
Williamson County Municipal Utility District # 10	Municipal Utility District	213,981,300	3.152
Chandler Creek Municipal Utility District	Municipal Utility District	197,776,300	2.913
Williamson County Municipal Utility District # 11	Municipal Utility District	169,373,500	2.495
Vista Oaks Municipal Utility District	Municipal Utility District	152,952,600	2.253
City of Cedar Park	Municipality	130,594,000	1.924
Round Rock Independent School District	Public Schools	107,539,800	1.584
Dell, Inc.	Electronic Equipment	101,093,800	1.489
Walsh Ranch Municipal Utility District	Municipal Utility District	57,356,400	0.845
Aquasource-Tonkawa Springs	Water Service Provider	56,545,700	0.833
Total		1,539,906,200	22.682

Source: City of Round Rock Finance Department

Water/Sewer Retail Rates

September 30, 2009

Water rates for retail customers inside the City limits are as follows:

Volume Rate	Monthly Service Charge	
\$2.24 per 1,000 gallons of water used by all customers	Meter Size Base Serving Customer	Monthly Water Service Charge \$
	5/8 inch	13.18
	3/4 inch	18.36
	1 inch	29.00
	1 1/2 inch	55.56
	2 inch	87.44
	3 inch	161.83
	4 inch	268.10
	6 inch	835.86
	8 inch	1,460.98
	10 inch	2,294.47
	12 inch	2,815.40

Sewer rates for retail customers inside the City limits are as follows:

Volume Rate	Monthly Service Charge	
\$3.02 per 1,000 gallons of water used by all customers	* Meter Size Base Serving Customer	Monthly Sewer Service Charge \$
	5/8 inch	11.80
	3/4 inch	15.40
	1 inch	22.08
	1 1/2 inch	40.26
	2 inch	62.08
	3 inch	112.98
	4 inch	185.70
	6 inch	547.33
	8 inch	955.10
	10 inch	1,498.79
	12 inch	1,838.59

* Sewer customers' volume is measured as the rate per 1,000 gallons of the lesser of a three month winter average or actual water use.





Appendix

Budget Calendar

Home Rule Charter

Ordinances

Revenue Footnotes

Glossary of Terms

Acronyms

Finance Department Staff

JANUARY 2010						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24 31	25	26	27	28	29	30

FEBRUARY 2010						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

MARCH 2010						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

APRIL 2010						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

MAY 2010						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23 30	24	25	26	27	28	29

JUNE 2010						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

City of Round Rock, Texas Operating Budget Calendar Fiscal Year 2010-11

January - February

Develop Budget Materials

February

- 2 Budget materials distributed
- 10 Budget Kick Off Meetings

March

- 5 Personnel Worksheets, Capital Outlay & Revenue Projections due

April

- 9 Budget Worksheets due
- 23 New Programs documents due

May

- 14 Strategic Budget & 10 Year Plan documents due

July

- 26 Tax roll certification by Chief Appraiser (official date)
- 28 City Manager's Proposed Budget submitted to City Council

Mid - August

- Publication of Tax Rates (Effective, Rollback)

September

- 9 Proposed Budget to Council for Approval (1st Reading)
Proposed Tax Rate to Council for Approval (1st Reading)
Public hearings
- 23 Proposed Budget to Council for Approval (2nd Reading)
Proposed Tax Rate to Council for Approval (2nd Reading)
Public hearings
Budget Adopted by Council
Tax Rate Adopted by Council

October

- 1 Budget becomes effective

JULY 2010						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

AUGUST 2010						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

SEPTEMBER 2010						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

OCTOBER 2010						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24 31	25	26	27	28	29	30

NOVEMBER 2010						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

DECEMBER 2010						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

ARTICLE 8

FINANCIAL ADMINISTRATION

N 8.01 FISCAL YEAR

The fiscal year of the City shall begin on the first day of each October and end on the last September of the succeeding year. All funds collected by the City during any fiscal year, both current and delinquent revenues, shall belong to such fiscal year and, except for funds used to pay interest and create a sinking fund on the bonded indebtedness of the City, shall be applied to the payment of expenses incurred during such fiscal year, except as provided in this Charter. Any revenues uncollected at the end of any fiscal year, and any unencumbered funds on hand, shall become resources of the next succeeding fiscal year.

N 8.02 PUBLIC RECORD

Copies of the budget adopted shall be public records and shall be made available to the public for inspection upon request.

N 8.03 ANNUAL BUDGET

i) Content.

The budget shall provide a complete financial plan of all City funds and activities and, except as required by law or this Charter, shall be in such form as the City Manager deems desirable or the City Council may require. A budget message explaining the budget both in fiscal terms and in terms of the work programs shall be submitted with the budget. It shall outline the proposed financial policies of the City for the ensuing fiscal year, describe the important features of the budget, indicate any major changes, from the current year in financial policies, expenditures, and revenues, with reasons for such changes. It shall also summarize the City's debt position and include such other material as the City Manager deems desirable. The budget shall begin with a clear general summary of its contents and shall show in detail all estimated income, indicating the proposed property tax levy, and all proposed expenditures, including debt service, for the ensuing fiscal year. The proposed budget expenditures shall not exceed the total of estimated income. The budget shall be so arranged as to show comparative figures for actual and estimated income and expenditures of the current fiscal year and actual income and expenditures of the preceding fiscal year, compared to the estimate for the budgeted year. It shall include in separate sections:

- (1) an itemized estimate of the expense of conducting each department, division, and office;

- (2) reasons for proposed increases or decreases of such items of expenditure compared with the current fiscal year;
 - (3) a separate schedule for each department, indicating tasks to be accomplished by the department during the year, and additional desirable tasks to be accomplished, if possible;
 - (4) a statement of the total probable income of the City from taxes for the period covered by the estimate;
 - (5) tax levies, rates, and collections for the preceding five years;
 - (6) an itemization of all anticipated revenue from sources other than the tax levy;
 - (7) the amount required for interest on the City's debts, for sinking fund and for maturing serial bonds;
 - (8) the total amount of outstanding City debts, with a schedule of maturities on bond issue;
 - (9) anticipated net surplus or deficit for the ensuing fiscal year of each utility owned or operated by the City and the proposed method of its disposition (subsidiary budgets for each such utility giving detailed income and expenditure information shall be attached as appendices to the budget);
 - (10) a Capital Improvement Program, which may be revised and extended each year to indicate capital improvements pending or in process of construction or acquisition, and shall include the following items:
 - i. a summary of proposed programs;
 - ii. a list of all capital improvements which are proposed to be undertaken during the five (5) fiscal years next ensuing, with appropriate supporting information as to the necessity for such improvements;
 - iii. cost estimates, method of financing and recommended time schedules for each such improvement; and
 - iv. the estimated annual cost of operating and maintaining the facilities to be constructed or acquired; and
 - (11) such other information as may be required by the City Council.
- (b) Submission.

On or before the first day of August of each year, the City Manager shall submit to the City Council a proposed budget and an accompanying message. The City

Council shall review the proposed budget and revise same as deemed appropriate prior to general circulation for public hearing.

(c) Public Notice and Hearing.

The City Council shall post in the City Hall and publish in the official newspaper a general summary of the proposed budget and a notice stating:

- (1) the times and places where copies of the message and budget are available for inspection by the public; and
- (2) the time and place, not less than two (2) weeks after such publication, for a public hearing on the budget.

(d) Amendment Before Adoption.

After the hearing, the City Council may adopt the budget with or without amendment. In amending the budget, it may add or increase programs or amounts and may delete or decrease any programs or amounts, except expenditures required by law or for debt service or for estimated cash deficit, provided that no amendment to the budget shall increase the authorized expenditures to an amount greater than the total of estimated income plus funds available from prior years.

(e) Adoption.

The budget shall be finally adopted not later than the final day of the last month of the fiscal year. Adoption of the budget shall constitute a levy of the property tax therein proposed. Should the City Council take no final action on or prior to such day the budget, as submitted, together with its proposed tax levy, shall be deemed to have been finally adopted by the City Council. No budget shall be adopted or appropriations made unless the total of estimated revenues, income and funds available shall be equal to or in excess of such budget or appropriations, except as otherwise provided in this Article.

(Charter amendment approved by voters January 20, 1996)

SECTION 8.04 ADMINISTRATION OF BUDGET

(a) Payments and Obligations Prohibited.

No payment shall be made or obligation incurred against any allotment or appropriation except in accordance with appropriations duly made and unless the City Manager or designee first certifies that there is a sufficient unencumbered balance in such allotment or appropriations and that sufficient funds therefrom are or will be available to cover the claim or meet the obligation when it becomes due and payable. Any authorization of payment or incurring of obligation in violation of the provisions of this Charter shall be void and any payment so made illegal. Such action shall be the cause for removal of any officer who knowingly authorized or made such payment or incurred such obligations, and such officer shall also be

liable to the City for any amount so paid. However, this prohibition shall not be construed to prevent the making or authorizing of payments or making of contracts for capital improvements to be financed wholly or partly by the issuance of bonds, time warrants, certificates of indebtedness, or certificates of obligation, or to prevent the making of any contract or lease providing for payments beyond the end of the fiscal year, provided that such action is made or approved by ordinance.

(b) Financial Reports.

The City Manager shall submit to the City Council at least quarterly the financial condition of the City by budget item, budget estimate versus accruals for the fiscal year to date. The financial records of the City will be maintained on an accrual basis to support this type of financial management.

(Charter amendment approved by voters January 20, 1996; May 6, 2000)

ORDINANCE NO. G-10-09-23-9B1

AN ORDINANCE APPROVING AND ADOPTING A BUDGET FOR THE CITY OF ROUND ROCK, TEXAS, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2010, AND ENDING SEPTEMBER 30, 2011, DIRECTING THE CITY SECRETARY TO FILE A TRUE COPY OF THE BUDGET WITH THE COUNTY CLERK OF WILLIAMSON COUNTY, TEXAS.

WHEREAS, the City Manager of the City of Round Rock, Texas, has heretofore submitted, in accordance with the state law and the City's Charter, a budget for said City, for the fiscal year beginning October 1, 2010, and ending September 30, 2011; and

WHEREAS, proper and timely notice that public hearings on such budget would be held on September 9, 2010, and September 23, 2010, was given and made in accordance with the law and within the time limits set forth by law; and

WHEREAS, such public hearings were held in accordance with law on September 9, 2010, and September 23, 2010, prior to final adoption of this ordinance; Now Therefore

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ROUND ROCK, TEXAS, THAT:

The budget previously submitted by the City Manager, as amended, for the fiscal year beginning October 1, 2010 and ending September 30, 2011, is hereby in all things approved and adopted and it shall be effective as of October 1, 2010.

In accordance with §102.008(1), Local Government Code, the Director of Finance is directed to file with the City Secretary a true copy of the final budget as adopted by the City Council, and the City Secretary is directed to certify as a true copy said budget and file it with this ordinance in the official records of the City.

In accordance with §102.008(2), Local Government Code, the Director of Finance is directed to take action to ensure that a copy of the budget is posted on the City's website.

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In accordance with §102.009(d), Local Government Code, the City Secretary is directed to file a certified copy of this ordinance along with a true copy of the budget with the County Clerk of Williamson County and the County Clerk of Travis County.

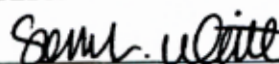
The City Council hereby finds and declares that written notice of the date, hour, place and subject of the meeting at which this Ordinance was adopted was posted and that such meeting was open to the public as required by law at all times during which this Ordinance and the subject matter hereof were discussed, considered and formally acted upon, all as required by the Open Meetings Act, Chapter 551, Texas Government Code, as amended.

READ and APPROVED on first reading this the 9th day of September, 2010.

READ, APPROVED and ADOPTED on second reading this the 23rd day of September, 2010.


ALAN MCGRAW, Mayor
City of Round Rock, Texas

ATTEST:


SARA L. WHITE, City Secretary

ORDINANCE NO. G-10-09-23-9B2**AN ORDINANCE LEVYING TAXES FOR THE MAINTENANCE AND OPERATION OF THE MUNICIPAL GOVERNMENT OF THE CITY OF ROUND ROCK, TEXAS, AND PROVIDING FOR THE INTEREST AND SINKING FUND FOR THE YEAR 2010.**

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ROUND ROCK, TEXAS:

I.

That there is hereby levied and there shall be collected for the maintenance and operation of the municipal government of the City of Round Rock, Texas, for the year 2010 upon all property, real, personal and mixed, within the corporate limits of said City subject to taxation, a tax of 26.645 cents on each One Hundred Dollars (\$100.00) valuation of property. THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.

That there is hereby levied and there shall be collected for the City of Round Rock, Texas, to provide for Interest and Sinking Funds for the year 2010 upon all property, real, personal and mixed, within the corporate limits of said City subject to taxation, a tax of 15.083 cents on each One Hundred Dollars (\$100.00) valuation of property.

SUMMARY

Maintenance and operation of the Municipal Government	26.645 cents
Interest and Sinking	<u>15.083</u> cents
Total Tax per \$100.00 of valuation	41.728 cents

II.

All monies collected under this ordinance for the specific items herein named, be and the same are hereby appropriated and set apart for the specific purpose indicated in each item and that the Assessor and Collector of Taxes, and the City Finance Director shall keep these accounts so as to readily and distinctly show the amount collected, the amounts expended and the amount on hand at any time, belonging to such funds. All receipts for the City not specifically apportioned by this ordinance are hereby made payable to the General Fund of the City.

The City Council hereby finds and declares that written notice of the date, hour, place and subject of the meeting at which this Ordinance was adopted was posted and that such meeting was open to the public as required by law at all times during which this Ordinance and the subject matter hereof were discussed, considered and formally acted upon, all as required by the Open Meetings Act, Chapter 551, Texas Government Code, as amended.

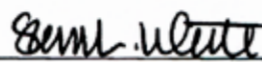
READ and **APPROVED** on first reading this the 9th day of September, 2010.

READ, APPROVED and **ADOPTED** on second reading this the 23rd day of September, 2010.



ALAN MCGRAW, Mayor
City of Round Rock, Texas

ATTEST:


SARA L. WHITE, City Secretary

ORDINANCE NO. G-09-09-24-100A

AN ORDINANCE AMENDING CHAPTER 10, SECTIONS 10.201 AND 10.202, CODE OF ORDINANCES (1995 EDITION), CITY OF ROUND ROCK, TEXAS, AMENDING WATER AND WASTEWATER UTILITY RATES; PROVIDING FOR A SAVINGS CLAUSE AND REPEALING CONFLICTING ORDINANCES OR RESOLUTIONS.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ROUND ROCK, TEXAS:

I.

That Chapter 10, Section 10.201, Subsection (6)(b) and (e), Code of Ordinances (1995 Edition), City of Round Rock are hereby amended to read as follows:

(6) Water Rates for Retail Customers

(b) Volume Rates for Non-Peak Billing Periods

- (i) For water consumed during Non-Peak Billing Periods, each Customer shall pay a rate of \$2.24 per 1,000 gallons or fraction thereof consumed during such billing period.
- (ii) Effective January 1, 2010, for water consumed during Non-Peak Billing Periods, each Customer shall pay a rate of \$2.35 per 1,000 gallons or fraction thereof consumed during such billing period.

(e) Monthly Service Charge

Except as provided below, in addition to the above volume rates, each Customer shall pay a monthly water service charge pursuant to the following schedule regardless of the amount of water used.

Meter Size	Current Monthly Service Charge	Monthly Service Charge Effective January 1, 2010
5/8 inch	\$13.18	13.84
3/4 inch	18.36	19.28
1 inch	29.00	30.45
1 1/2 inch	55.56	58.34
2 inch	87.44	91.81
3 inch	161.83	169.92
4 inch	268.10	281.51
6 inch	835.86	877.65
8 inch	1,460.98	1,534.03
10 inch	2,294.47	2,409.19
12 inch	2,815.40	2,956.17

II.

That Chapter 10, Section 10.202, Subsection (1)(a)(i) and (ii), Code of Ordinances (1995 Edition), City of Round Rock is hereby amended to read as follows:

(1) Sewer Rates for Retail Customers.

(a) Inside City Limits:

The rate schedule for retail Customers of the City's sanitary sewer System shall be hereinafter set forth.

(i) Volume Rates

1. The sewer rate for retail Customers shall be \$3.02 per 1,000 gallons of water used for all users.
2. Effective January 1, 2010, the sewer rate for retail Customers shall be \$3.23 per 1,000 gallons of water used for all users.

(ii) Monthly Service Charge

Except as provided below, in addition to the foregoing rates, each Customer shall also pay a monthly sewer service charge pursuant to the following schedule regardless of the amount of water used.

Meter Size	Current Monthly Service Charge	Monthly Service Charge Effective January 1, 2010
5/8"	11.80	12.63
3/4"	15.40	16.48
1"	22.08	23.63
1 1/2"	40.26	43.08
2"	62.08	66.43
3"	112.98	120.89
4"	185.70	198.70
6"	547.33	585.64
8"	955.10	1,021.96
10"	1,498.79	1,603.71
12"	1,838.59	1,967.29

III.

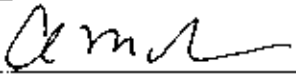
A. All ordinances, parts of ordinances, or resolutions in conflict herewith are expressly repealed.

B. The invalidity of any section or provision of this ordinance shall not invalidate other sections or provisions thereof.

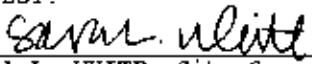
C. The City Council hereby finds and declares that written notice of the date, hour, place and subject of the meeting at which this Ordinance was adopted was posted and that such meeting was open to the public as required by law at all times during which this Ordinance and the subject matter hereof were discussed, considered and formally acted upon, all as required by the Open Meetings Act, Chapter 551, Texas Government Code, as amended.

READ and APPROVED on first reading this the 10th day of September, 2009.

24th READ, APPROVED and ADOPTED on second reading this the 24th day of September, 2009.


ALAN MCGRAW, Mayor
City of Round Rock, Texas

ATTEST:


SARA L. WHITE, City Secretary

Revenue Footnotes

This section reflects changes greater than \$20,000 from Adopted Budget 2009-2010 to the indicated operating funds' revenue accounts. Actual amounts are located in the Revenue Estimates section of this document. Please see the Budget Message for details on major revenue sources and underlying economic assumptions.

General Fund Revenues

Revenue Acct. Number	Explanation of changes from the prior year
Property Taxes	
4110	Reflects new property added to tax roll and rate increase
Sales Taxes	
4120	Reflects current and expected economic conditions (See Budget Message for details)
Franchise Fees	
4116	Estimate based on current and previous usage
Building Permits/Inspections	
4214	Reflects estimated building activity
4216	Reflects actual and estimated activity
4225	Reflects estimated subdivision development activity
Garbage/Fire Protection Fees	
4302	Reflects growth in customer base and a rate increase (See Budget Message for details)
Recreation Fees	
4403	Reflects estimated participation in recreation programs
4404	Reflects estimated participation in swimming programs
Library Fees	
4515	Reflects conservative assumptions based on recent trends
Filing/Other Fees	
4217	Reflects conservative assumptions based on recent trends
Fines & Costs	
4511	Reflects conservative assumptions based on recent trends
Rentals	
4408	Reflects actual and estimated activity
Grants	
4679	Reflects CDBG reimbursement amount
4689	Reflects one-time grant award for prior year
4663	Reflects CDBG allocation
Interest	
4610	Reflects anticipated market rates and available cash for investing

Revenue Footnotes (cont.)

Revenue Acct. Number	Explanation of changes from the prior year
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Transfers

7820	Reflects scheduled transfer from Self-Financed Health Insurance Fund
7200	Reflects one-time funding for prior year
7200	Reflects increase in Utility fund transfer

Other Revenues

4615	Reflects actual and estimated activity
4636	Reflects actual and estimated activity

I&S General Obligation Bonds Fund Revenues

4110	Reflects requirements of scheduled debt service and the corresponding property tax levy
7200	Reflects reduction due to retirement of debt

I&S Revenue Bonds Fund Revenues

7200	Reflects additional debt service obligations for wastewater treatment plant purchase
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Water/Wastewater Utility Fund Revenues**Water & Related Services**

4801	Reflects growth in customer base
4831	Reflects actual and estimated activity

Sewer & Related Services

4821	Reflects growth in customer base
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Interest

4610	Reflects anticipated market rates and available cash for investing
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Other Revenues

4615	Reflects actual and estimated activity
7820	Reflects scheduled transfer from Self-Financed Health Insurance Fund

Utility Impact Fee Fund Revenues

4610	Reflects anticipated market rates and available cash for investing
4802	Reflects anticipated water impact fee collections for residential building
4808	Reflects anticipated water impact fee collections for commercial building
4822	Reflects anticipated wastewater impact fee collections for residential building
4828	Reflects anticipated wastewater impact fee collections for commercial building

Revenue Footnotes (cont.)**Revenue Acct. Number Explanation of changes from the prior year**

Hotel Occupancy Tax Revenues

4610 Reflects anticipated market rates and available cash for investing

Law Enforcement Fund Revenues

4639 Reflects one-time sale of asset for prior year

4665 Reflects conservative assumptions due to unpredictable proceeds

Glossary of Terms

Accrual Basis - A method of accounting that recognizes the financial effect of events, and interfund activities when they occur, regardless of the timing of related cash flows.

Ad Valorem Tax - A tax levied on the assessed value of real property (also known as “property taxes”).

Amortize - To provide for the gradual extinguishment of (as a mortgage) usually by contribution to a sinking fund at the time of each periodic payment.

Appropriation - a specific amount of money authorized by City Council to make expenditures and incur obligations for specific purposes, frequently used interchangeably with “expenditures”.

Assessed Valuation - A valuation set upon real estate or other property by a government as a basis for levying taxes. (Note: Property values are established by the Williamson County Appraisal District).

Asset - A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events. A current asset is cash or readily convertible into cash within a one-year time frame.

Benchmark - A comparison of performances across many organizations in order to better understand one’s own performance.

Bond - A written promise to pay a specific sum of money, called the face value or principal amount, at a specific date or dates in the future, called the maturity date, together with periodic interest at a specified rate.

Bonded Debt - The portion of indebtedness represented by outstanding bonds.

Budget - A plan of financial operation specifying expenditures to be incurred for a given period to accomplish specific goals, and the proposed means of financing them.

Budget Calendar - The schedule of key dates or milestones which the City follows in preparation, adoption, and administration of the budget.

Budget Year - From October 1st through September 30th, which is the same as the fiscal year.

Capital Improvement Program - A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years. Examples include land, improvements to land, easements, buildings, building improvements and infrastructure.

Capitalized Lease Proceeds - Financing obtained through a three to five year leasing program for durable equipment and rolling stock.

Capital Outlay - Expenditures which result in the acquisition of or addition to fixed assets.

Capital Projects Fund - A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities or equipment.

Capital Recovery Fee - - see Impact Fee

CDBG - Community Development Block Grant – Federal HUD entitlement funds to meet a variety of needs of low income citizens including housing, infrastructure, equipment, facilities and public services.

Certificate of Obligation (C.O.) - A form of general obligation debt.

Certified Tax Roll - A list of all taxable properties, values and exemptions in the City. This roll is established by the Williamson County Appraisal District.

Comprehensive Annual Financial Report - The annual financial report prepared by the City of Round Rock covering all financial activities and audited by an independent certified public accountant.

Current Taxes - Taxes levied for and due in the current budget period.

Debt Service - The payment of principal and interest on borrowed funds.

Debt Service Fund - A fund established to account for the accumulation of resources for, and the payment of, long-term debt principal and interest.

Delinquent Taxes - Taxes remaining unpaid on and after the date due.

Demand - Reflects the scope of a program in terms of population or user activity.

Department - A logical division or classification of activities within the City (e.g. Police Department, Water Treatment Plant Department, etc.).

Depreciation - The decrease in value of physical assets due to use and the passage of time.

Division - A logical subset within a city department used to further classify a department's activities (e.g. Patrol Division within the Police Department).

Effectiveness - A program performance indicator that measures the quality of the program outputs.

Efficiency - A program performance indicator that measures the accomplishments of program goals and objectives in an economical manner.

Encumbrance - Commitments related to unperformed (executory) contracts for goods or services.

Enterprise Fund - A fund used to account for operations financed and operated in a manner similar to private business enterprises in that they are self supported by user fees. These funds use full accrual accounting.

Expenditure - The actual outflow of funds paid for an asset obtained or goods and services obtained.

Expense - A charge incurred in an accounting period, whether actually paid in that accounting period or not.

Filing Fee - A processing and review fee charge when any map (or plat) is tender to the planning department.

Fiscal - Pertaining to finances in general.

Fiscal Year - A twelve-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

Fixed Assets - Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

Franchise - A special privilege granted by a government permitting the continuing use of public property and rights-of-way, such as city streets.

Full Faith and Credit - A pledge of the general taxing power of the City to repay debt obligations. This term is typically used in reference to general obligation bonds.

Appendix

Glossary

Full Time Equivalent (FTE) - A quantifiable unit of measure utilized to convert hours worked by part-time, seasonal employees into hours worked by full-time employees. Full-time employees work 2080 hours annually. A part-time employee working 1040 hours annually represents a .5 FTE.

Fund - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein. Funds are usually established to account for activities of a certain type.

Fund Balance - The excess of assets over liabilities in a governmental fund.

GAAP - Generally Accepted Accounting Principles.

General Fund - The fund used to account for all financial resources except those required to be accounted for in another fund. This fund includes most of the basic operating services such as police and fire protection, parks and recreation, library services, street maintenance and general administration.

General Obligation Bonds - Bonds for the payment of which the full faith and credit of the City is pledged.

GIS Fees (Geographical Information System) - A fee intended to defray costs of adding plats to the City's electronic mapping system.

Goals - Generalized statements of where an organization desires to be at some future time with regard to certain operating elements (e.g. financial condition, service levels provided, etc.)

Governmental Fund - It refers to the General Fund, all Special Revenue Funds and Debt Service Funds.

Grant - Contributions or gifts of cash or other assets from another government to be used for a specific purpose, activity or facility.

I&S G.O. Bond Fund - Interest and Sinking General Obligation Bond Fund (See also Debt Service Fund).

Impact Fee - A fee assessed to new water and wastewater service connections. Fees are to be used for specific water and wastewater system improvements and are accounted for in the Water/Wastewater Utility Impact Fee account group.

Income - Funds available for expenditure during a fiscal year.

Infrastructure - Substructure or underlying foundation of the City (e.g. streets, utility lines, water and wastewater treatment facilities, etc.)

Inputs - A program performance indicator that measures the amount of resources expended or consumed by the program in the delivery of service during the fiscal year.

Inventory - A detailed listing of property currently held by the City.

Levy - To impose taxes, special assessments, or service charges for the support of City activities.

Liability - Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events. Current liabilities are expected to require the use of cash within a one-year time frame.

Line Item Budget - A budget that itemizes each expenditure category (personnel, supplies, contract services, capital outlay, etc.) separately, along with the dollar amount budgeted for each specified category.

Long-Term Debt - Any unmatured debt that is not a fund liability with a maturity of more than one year.

Modified Accrual Basis - The basis of accounting in which revenues are recognized in the accounting period in which they become measurable and available. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable.

Objectives - Specific, measurable targets set in relation to goals.

Operating Budget - Plans of current, day-to-day expenditures and the proposed means of financing them.

Outputs - These are program performance indicators that measure the quantity of work performed by the program. These are units of service delivered by the program to its customers. Sometimes this is called workload.

Performance Budget - A budget that focuses upon activities rather than line item expenditures. Work load and unit cost data are collected in order to assess efficiency of services.

Policy - A plan, course of action, or guiding principle, designed to set parameters for decisions and actions.

Program - A logical division or classification of activities within the City or within a Department. See also Department.

Property Tax - Taxes that are levied on both real and personal property according to the property's valuation and tax rate.

Public Works - A combination of city departments organized to support the City Strategic Plan by sharing resources to improve efficiencies of common tasks.

Reserve - An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Revenue - Funds received as income. It includes such items as tax payments, fees from specific services, fines, interest income, franchise fees, etc.

Revenue Bond - Bonds whose principal and interest are payable exclusively from user fees (e.g. Water and Wastewater utility rates).

Repair and Replacement Fund - A utility fund established for major wastewater system improvements. Funding originated through the conveyance of a portion of the City's regional wastewater plant to the City of Austin.

Risk Management - An organized effort to protect the City's assets against loss, utilizing the most economical methods.

Sales Tax - Levied on applicable sales of goods and services at the rate of 8.25 percent in Round Rock. The City receives revenue from the sales tax at the rate of 1.5 percent. The Round Rock Transportation System Corp. receives 0.5 percent. Revenue from the remaining portion of the rate is collected by the state.

Special Revenue Fund - A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes (e.g. Hotel/Motel Special Revenue Fund).

Strategic Budget - A budget that is closely linked to the City's Strategic Plan and Departmental Goals, Objectives, and Performance Measures. Strategic Budgeting is the process that the City of Round Rock utilizes to link the City's Strategic Plan and individual Departmental strategy and performance to the City's Budget.

Strategic Plan - A collectively supported vision of the City's future including observations regarding the potential effects of various operating decisions.

Subdivision Development Fee - A fee related to the inspection of subdivision improvements equating to 1.5 percent of the actual total construction costs.

Tax Base - The total value of all real and personal property in the City as of January 1st of each year, as certified by the Appraisal Review Board.

Tax Levy - The total amount of taxes imposed by the City on taxable property, as determined by the Williamson Central Appraisal District.

Tax Rate - The amount of tax stated in terms of a unit of the tax base (e.g. cents per hundred dollars valuation).

Travis Central Appraisal District - Established under state law and granted responsibility for discovering and listing all taxable property, appraising that property at market/production value, processing taxpayer applications for exemptions, and submitting the appraised values and exemptions to each taxing unit. This listing becomes the Certified Tax Roll for the taxing unit.

Utility Fund - See Water/Wastewater Utility Fund.

Water/Wastewater Utility Fund - A governmental accounting fund better known as an enterprise fund or proprietary fund in which the services provided are financed and operated similarly to those of a private business. The rates for these services are established to insure that revenues are adequate to meet all necessary expenditures.

Williamson Central Appraisal District - Established under state law and granted responsibility for discovering and listing all taxable property, appraising that property at market/production value, processing taxpayer applications for exemptions, and submitting the appraised values and exemptions to each taxing unit. This listing becomes the Certified Tax Roll for the taxing unit.

Working Capital - The excess of current assets over current liabilities.

List of Acronyms

ADA	Americans with Disability Act
AED	Automatic External Defibrillator
ASE	Automotive Service Excellent
BCRUA	Brushy Creek Regional Utility Authority
BRA	Brazos River Authority
CAFR	Comprehensive Annual Financial Report
CAMPO	Capital Area Metropolitan Planning Organization
CARTS	Capital Area Rural Transit System
CDBG	Community Development Block Grant
CID	Criminal Investigations Division
CIP	Capital Improvement Program
CMRC	Clay Madsen Recreation Center
CO's	Certificate of Obligations Debt
CTRMA	Central Texas Regional Mobility Authority
CTTS	Central Texas Turnpike Authority
DRC	Development Review Committee
EMT	Emergency Medical Technician
EPA	Environmental Protection Agency
ESD	Emergency Service District
ETJ	Extraterritorial Jurisdiction
FRAP	First Responder Advanced Provider
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographical Information Systems
GO's	General Obligations Debt
HPC	Historic Preservation Commission
HPO	High Performance Organization
HRMS	Human Resources Management System
I & I	Inflow & Infiltration
I & S	Interest & Sinking Bonds
ILS	Integrated Library System
ISO	Insurance Services Office, Inc.
LCRA	Lower Colorado River Authority
LUE	Living Unit Equivalent
MGD	Million Gallons per Day
MS4	Municipal Separate Storm Sewer System
MUD	Municipal Utility District
NELAC	National Environmental Laboratory Accreditation Conference
NFPA	National Firefighter Protection Association
NPDES	National Pollutant Discharge Elimination System
NRMSIR's	Nationally Recognized Municipal Securities Information Repositories

List of Acronyms (cont.)

O & M	Operations & Maintenance
P & Z	Planning and Zoning Commission
PUD's	Planned Unit Developments
ROW	Right-of-Way
RRHEC	Round Rock Higher Education Center
RRISD	Round Rock Independent School District
SCADA	Supervisory Control and Data Acquisition
SDWA	Safe Drinking Water Act
SEC	Securities and Exchange Commission
TCAD	Travis Central Appraisal District
TCEQ	Texas Commission on Environmental Quality
TML	Texas Municipal League
TWDB	Texas Water Development Board
TxDOT	Texas Department of Transportation
WCAD	Williamson Central Appraisal District
ZBA	Zoning Board of Adjustment

Finance Department Staff (Accounting & Budget)

Cindy Demers, CPA	Assistant City Manager
Jerry Galloway, CPA	Controller
Cheryl Delaney, MBA	Finance Director
Elaine Wilson, CTP	Finance Programs Manager
Sherri Crone	Accounting Supervisor
Lynn Olsen	Accountant II
Becca Ramsey	Utility Accountant II
Margarett Stevens	Accounting Technician II
Tameka Leonard	Treasury Accountant
Chad Jensen	Accounting Technician I
Open	Budget Supervisor
Judy Morris	Accounting Technician II
Anne Keneipp	Payroll Specialist
Chris Childs	Budget Analyst II
Joan Sharp	Accountant I
Misty Gray	Administrative Assistant
Stacie Carter, CPA	Accounting Manager
Laurie Born	Grant Coordinator
Sylvia Willhite	Accounting Technician I
Christine McAllister	Accounting Technician II
Diana Birdwell	Payroll Coordinator
Dodi Lilja	Accounting Technician I
Cindy Savary	Accounting Technician I
Claudia Tapia	Accounting Technician I
Elizabeth Alvarado	Community Devt Coordinator





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ROUND ROCK, TEXAS
PURPOSE. PASSION. PROSPERITY.

