



Annual Operating Budget

2011-2012

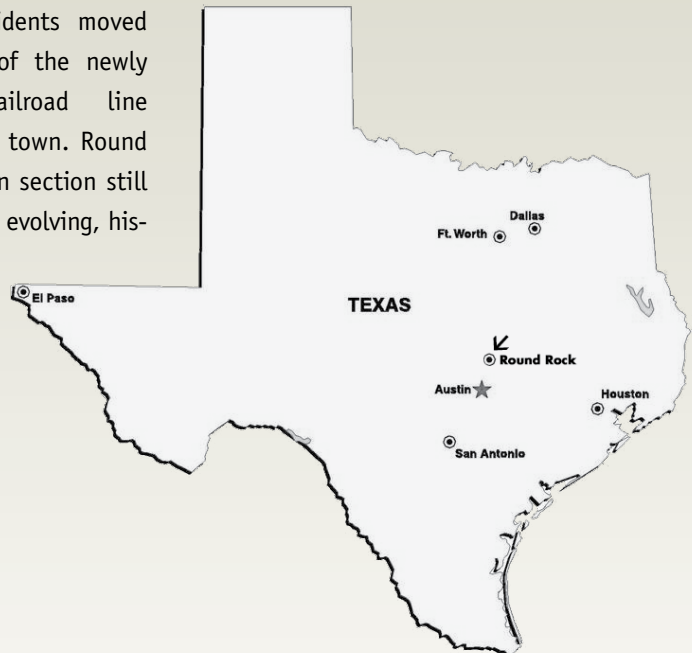




History of Round Rock

...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, 2011 • SEPTEMBER 30, 2012

CITY LEADERSHIP:

ALAN McGRAW Mayor
CARLOS T. SALINAS Mayor Pro-Tem- Place 4

CRAIG MORGAN 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

STEVE NORWOOD City Manager
LAURIE HADLEY Assistant City Manager **BRYAN WILLIAMS** 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, 2010



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, 2010. 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
2011-2012 Operating Budget**

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Budget Message



ROUND ROCK, TEXAS

PURPOSE. PASSION. PROSPERITY.

Budget Message
Executive Summary

September 30, 2011

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

Presented herewith is the City Manager's adopted operating budget for fiscal year October 1, 2011 through September 30, 2012. This document contains spending plans and revenue estimates for the General Fund, the Debt Service Fund, the Water/Wastewater Utility Fund, and the Drainage Fund. The total adopted operating budget is \$137,415,253. This figure includes \$83,345,011 for the General Fund (a 2.3% increase from prior year), \$12,605,858 for the Debt Service Fund, \$39,914,521 for the Water/Wastewater Utility Fund and \$1,549,863 for the Drainage Fund.

Spending plans and revenue estimates are provided for the Special Revenue Funds with expenditures as follows: \$2,324,770 for the Hotel Occupancy Tax Fund, \$597,696 for the Parks Improvements & Acquisitions Fund, \$6,000 for the Library Fund, \$109,975 for the Municipal Court Fund, \$486,700 for the Tree Replacement Fund, \$454,357 for the Law Enforcement Fund, and \$150,000 for the Public Educational Access Fund.

The City continues to take a conservative, long-term approach to its financial and operational planning. The City's strategic plan, Game On 2060, was adopted in 2009 containing short and long-term goals and strategies that will take Round Rock from the current population to ultimate build out population of 300,000. The decisions that are made now will strongly influence what the City will look like and how it will operate for years to come. With this in mind, City staff has been challenged with this budget to consider both the short and long-term implications of the recommendations.

General Fund

Financial Planning & Budget Approach

Despite the economic slowdown nationwide, indicators show that both the regional and Round Rock economies remain healthy in economic activity and continue to experience population growth.

Executive Summary (Continued)

Round Rock is more attentive to the health of its economy due to the reliance on commerce to produce sales tax revenue. Our primary revenue source, sales tax, has seen a stabilization trend for the past two years, and continued for FY 2011. For FY 2012, property values have seen a slight decrease and economic growth appears to continue at a steady pace. Although these indicators are encouraging, a conservative budget strategy was utilized.

Major destination retail hubs continue to provide expansions and diversification of Round Rock's economy. The City also maintains its economic development partnership with the Round Rock Chamber of Commerce to continue to help diversify the economic base.

In July of 2011, Emerson Process Management (which delivers automation technologies and services to the chemical, oil and gas, and other industries) announced that it would relocate to Round Rock. Emerson will move 750 highly skilled professional employees, and expects to create another 125 positions over the next three years. This will have a significant economic impact on the local economy, in that Emerson will now become a major employer for the City and will spur further developments within the City. Additionally, they will generate 10,000 hotel room nights, further increasing hotel and sales tax revenues.

Funding Priorities

Priorities addressed in this budget are to provide adequate funding to maintain current service levels, increase investment in the City's street maintenance and address employee compensation plans.

Service Levels

- The adopted budget includes a significant funding increase in the City's pavement management and street maintenance programs.
- Currently the City provides a demand-response transportation service for City residents. The service is provided by CARTS. Due to demand for services in other areas, CARTS will not renew its contract for demand-response transportation services and will stop providing City services in spring 2012. This adopted budget includes funding for a replacement service.
- Included in the adopted budget is additional funding for various employee compensation programs. Most notably for public safety to further solidify Round Rock as one of the safest cities in America.

Executive Summary (Continued)

Property Tax

The 2012 certified taxable property value in Round Rock is \$8,004,285,176, a slight decrease from last year. The average residential taxable value is \$175,775, approximately the same as last year. Under this adopted budget, the tax rate is the same as the effective tax rate. This adopted tax rate is 42.321 cents per \$100 of property value, compared to a rate of 41.728 cents per \$100 last year. 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.

Sales Tax Revenue

Sales tax revenue is extremely important to the City in that it reduces property taxes and makes up approximately 51% of the General Fund revenue. As previously mentioned, sales tax revenues have seen a stabilization trend for the past two years, and continued through FY 2011. While Dell sales tax figures continue to show declines from the previous year, sales tax from other sources within the City help to reduce the impact. However, due to the volatile nature of sales tax revenues, a conservative approach was utilized in estimating this budgeted amount. Reflecting current and anticipated economic conditions, this budget includes a FY 2012 sales tax estimate for the General Fund of \$43.030 million.

Financial Management Policy

Because of the significant reliance on sales tax, 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 to 34%. This continues the long-term goal of reducing operational reliance on Dell sales tax to 20% of total sales tax collected by 2017.

Public Works Reorganization

In June of 2011 the Public works area of the City was reorganized into three areas: Transportation Services, General Services, and Utilities and Environmental Services. The reorganization will better align the services these areas provide. This reorganization was performed with less people and fewer operating expenses.

Executive Summary (Continued)

New Programs

The adopted budget includes new programs that will enable the City to offer high service levels. These programs include: additional library aides, adding a deputy court clerk, purchasing equipment for the vehicle maintenance facility, and funding for maintenance of new facilities in the Parks and Recreation Department.

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. In FY 2011, the Council adopted an ordinance establishing the Drainage Utility Fund. Revenues from the Drainage Utility will provide stable funding for operations and maintenance of existing drainage infrastructure as well as help offset program costs associated with state and federal regulations. FY 2012 will be the first full year of operations and the fund is expected to be fully self-supporting.

Water and Wastewater Utility

The City sets utility rates based on the cost of service. This model establishes an equitable rate structure for total cost recovery. Phased-in rate increases were completed in FY 2010 and no rate increases for retail water or wastewater services are planned for this budget year. Round Rock water and wastewater rates continue to be among the lowest in the region.

The City's growing customer base and recent summer season drought conditions have 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 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. Current water conservation rates will be evaluated and continue to be utilized to encourage conservation.

Additionally, the City, 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. The first phase of this project is expected to be completed by spring of 2012 and financial requirements of this project are incorporated in the City's utility rate planning model, as well as in this adopted operating budget.

Executive Summary (Continued)**Conclusion**

Complete presentation of the budget is provided in the remainder of this document. We believe the adopted budget reflects a fiscally conservative approach that meets the growth demands while maintaining the City's strong financial position.





ROUND ROCK, TEXAS

PURPOSE. PASSION. PROSPERITY.

September 30, 2011

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

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

Presented herewith is the City Manager's adopted operating budget for fiscal year October 1, 2011 through September 30, 2012. 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 \$137,415,253. This figure includes \$83,345,011 for the General Fund, \$12,605,858 for the G.O. Debt Service Fund, \$39,914,521 for the Water/Wastewater Utility Fund, and \$1,549,863 for the Drainage Fund.

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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 (2012-2013 projected budget) reflects only the extended cost of the programs and operating commitments, which are adopted for 2011-2012.

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 **Strategic Plan Tab** presents the April 2009 City Council 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 **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. Also included is 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 Expenditures Tab**, respectively.

The **Debt Service 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 the operating fund, and, in the case of the utility system, capital recovery fees (impact 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 **Bonded 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, Water/Wastewater Utility, Drainage, and Hotel Occupancy Tax Funds.

The **Financial Statistics Tab** provides City statistical information for the fiscal year ended September 30, 2010.

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 2011-2012 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 Strategic Plan to ensure we will continue to meet the demands of the community.

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

The development of the budget is guided by the City's strategic goals, prevailing economic conditions, and the continuing need to provide basic services for a growing population. Round Rock continues to be one of the nation's fastest growing cities with a population of over 100,000, according to the U.S. Census Bureau. This fact creates substantial demands on City services and infrastructure, which must be met within a narrow time frame. Round Rock remains fairly strong in population growth and stable in its economic activity. While the City does not expect to see the significant growth numbers of the past, we do anticipate a stable growth rate into the near future.

This year, the budget is influenced by several factors including improved economic conditions and continued population growth. Our primary revenue source, sales tax, has seen a stabilization trend. Priorities addressed in this budget are to provide adequate funding to maintain current service levels, increase investment in the City's street maintenance program, and address employee compensation plans. In order to provide adequate core operating services under current economic conditions, a conservative budget strategy was utilized.

An underlying budgetary influence is that the City's business model has approximately 51% of General Fund revenue 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. 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 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, social media services, 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	Tax roll certification by Chief Appraiser City Manager submits Proposed Budget to City Council
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, 2011, 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.

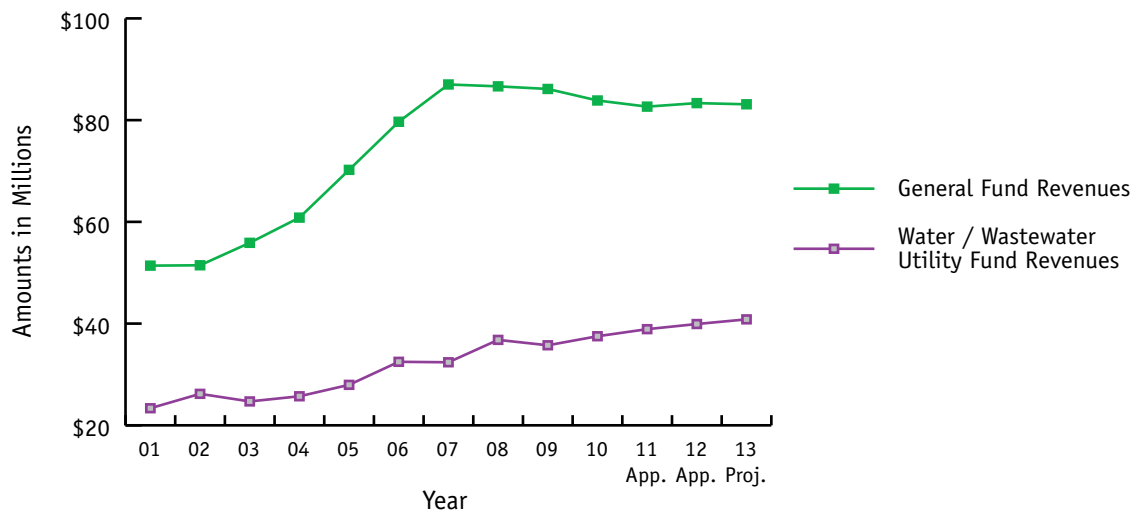
Trend Analysis

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. 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 economic slowdown had caused a slight decrease from past General Fund revenue levels, but as can be seen in the graph this downward movement has leveled off and we anticipate this stabilization continuing in the near future.

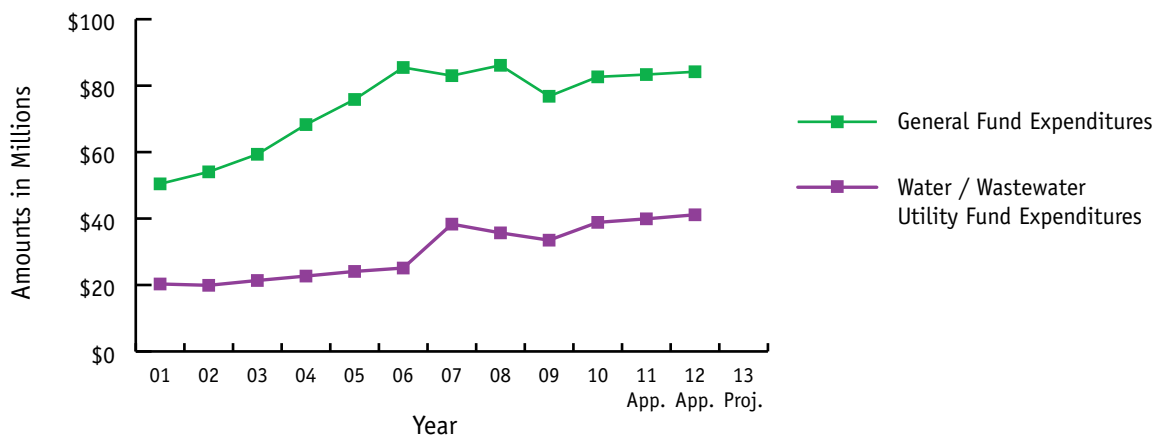
General Fund & Water/Wastewater Utility Fund Revenues



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 2011-2012

Despite the current U.S. economy nationwide, indicators show that the state and regional economy remains healthy. The Federal Reserve Bank of Dallas has noted that Texas' energy, high-tech, and trade sectors have enabled the state to outperform the nation in recovering from the recession, and the unemployment rate is on average 1% lower than the national average. According to the Wall Street Journal, of the 722,000 net jobs added nationwide, 265,300 were added in Texas.

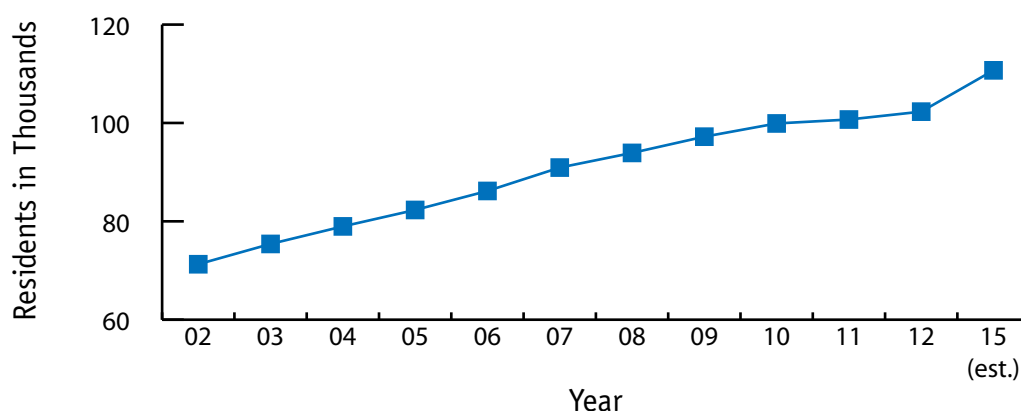
In considering this spending plan, it is important to keep in mind the fact that Round Rock is located within Williamson County, which is one of the fastest growing counties in the State. The Austin-Round Rock-San Marcos Metropolitan Statistical Area (MSA) has more than doubled in population to 1.8 million 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.

	2000	2010	2012 Estimated	% Change 2000-2010	% Change 2000-2012
Round Rock	61,136	99,887	102,349	63%	67%
Williamson County	249,967	422,679	482,433	69%	93%
Austin - Round Rock MSA	1,249,763	1,716,289	1,818,740	37%	46%
Texas	20,851,820	25,145,561	26,403,743	21%	27%
United States	281,421,906	308,745,538	316,266,000	10%	12%

Source: U.S. Census Bureau & entity estimates

City Population Projection

Multi-Year Trend



A growing population directly influences the housing industry and, ultimately, the property tax base. 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. It is important to note that the City has several Municipal Utility Districts which have new housing starts (that are not included in the City's Residential building permits numbers) but have positive economic impacts to the regional 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. However, recent downturns in the economy have reduced employment demand for specific sectors. In spite of job reductions, the unemployment rate for the City, 6.9%, remains lower than the Austin metro area, which is 7.3%, and the statewide rate of 8.5%. 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, REI, and other national and regional retailers.

In June 2011, Emerson Process Management finalized its purchase of Frontera Vista at La Frontera in Round Rock. The property includes 278,860 square feet of office space and a parking garage on a corporate campus. Emerson will move 750 highly skilled, professional employees, and expects to create another 125 positions over the next three years. Emerson also expects to occupy 10,000 room nights annually at area hotels. The facility will house the international headquarters and technology center for the company, which delivers automation technologies and services to the chemical, oil and gas, refining, pulp and paper, life sciences, and other industries.

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, is owned by St. David's HealthCare, one of the largest health systems in Texas. With more than 170 beds, this acute care hospital provides comprehensive health services to residents of Williamson County and the surrounding areas. Services include The Heart and Vascular Center with express testing, maternity and newborn services with Level I and II nurseries at The Women's Center, and a thriving emergency department, providing Level II trauma care 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. 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. The facility announced in June 2011 that it has been certified as a Level II trauma center.

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 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 north-east 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 applied 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.

Another higher education institution is the Art Institute of Austin, part of the Art Institutes, a system of more than 40 schools across North America. The Round Rock campus has 1,700 existing students.

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. The certified value is slightly below the prior year adjusted value and continues to reflect the sustainability of our regional economy. The certified tax roll as provided by the Appraisal Districts indicates the following:

	Adopted for FY 2011	Adopted for FY 2012
Total Taxable Value	\$8,012,763,925	\$8,004,285,176
Tax Rate	41.728 Cents/\$100	42.321 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 42.321 cents per \$100 of property value, compared to a rate of 41.728 cents per \$100 of property value, last year. This tax rate is at the effective rate, which provides the same amount of revenue collected last year from properties on the tax roll last year. 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) 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 \$62.2 million in sales tax revenue for fiscal year 2011. This amount includes the 1/2% or \$15.5 million in additional sales and use tax for transportation improvements as described below. The remaining 1 1/2% generated \$46.7 million for general operations, property tax reduction and capital projects. This figure is 15% above the original budget and 1.2% above the prior year actual collections. For 2011-2012, the budget is \$43,030,000 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 51% 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.

In addition to the influence of Dell on the Round Rock economy, economic activity of the Round Rock Premium Outlets, Swedish furniture maker IKEA, and the expansion of the medical industry in the community continue to strengthen our economic base.

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.

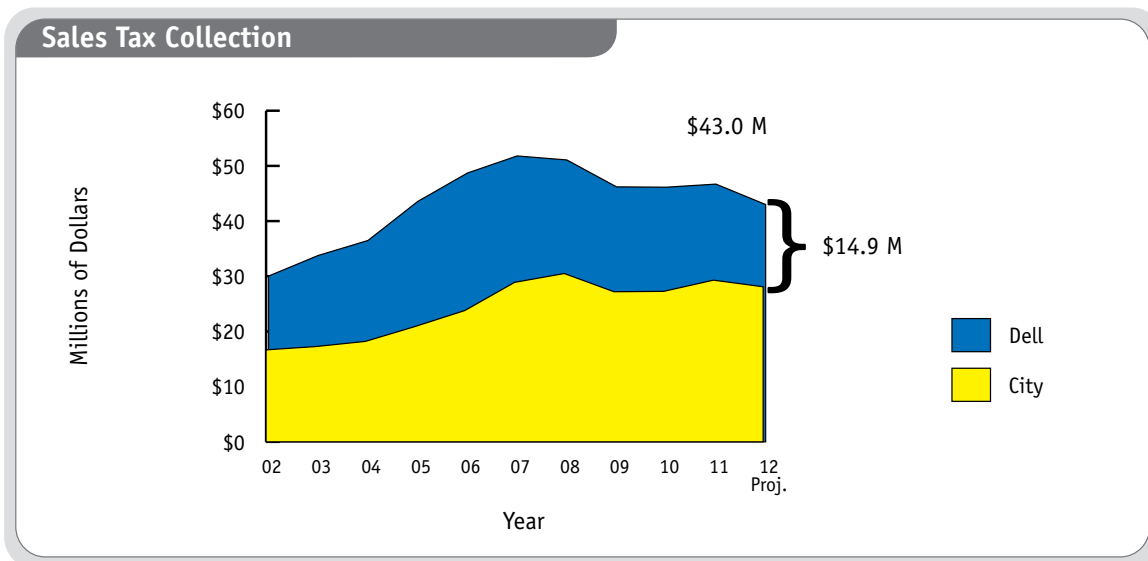
In accordance with the policy, the budget for Dell sales tax revenue used for operations has been reduced to 34% or \$14.9 million. This continues the long-term goal of reducing operational reliance on Dell sales tax to 20% of total sales tax collected by 2017.

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. This budget adheres to this plan.

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 \$14.9 million in FY 2011-2012 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. 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 Fiscal Support 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 by Round Rock Refuse through an agreement with the City. 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. In FY 2011, the City implemented a new solid waste and recycling program in an effort to divert recyclables from the landfill. Residents were provided with two 96-gallon containers, one for garbage, and one for recycling. Garbage is collected weekly, while recycling is collected every other week.

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, revenues are generated due to continued focus on traffic law enforcement. Although projected revenues from implementing a Red Light Camera program are included, this is off-set with associated costs to operate and maintain the program. This program is designed to change driver behavior, resulting in fewer traffic accidents and saving lives.

Recreation Program Fees and Recreation Center Fees

The City owns and operates the Clay Madsen Recreation Center, a full service athletic and recreation facility and the Allen R. Baca Senior and Community Activity Center. These centers generate 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.

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. In FY 2011, the Council adopted an ordinance establishing the Drainage Utility Fund. Revenues from the Drainage Utility will provide stable funding for operations and maintenance of existing drainage infrastructure, as well as help offset program costs associated with state and federal regulations. FY 2012 will be the first full year of operations and the fund is expected to be fully self-supporting.

Public, Educational, and Government Access (PEG) Fund

In accordance with SB 1087, the City transferred fees received in relation to cable franchise fees used for public, educational, and government (PEG) access purposes into a separate account. Previously, the funds were collected and resided in the General Fund. Franchises providing cable or video service within the City are required to pay 1% of gross revenues for PEG purposes. The budget details can be found in the **Special Revenue Funds Tab** of this document.

Utility Fund Transfer

The transfer from the Utility Fund to the General Fund is \$2,090,000 and represents approximately 5.2% 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.

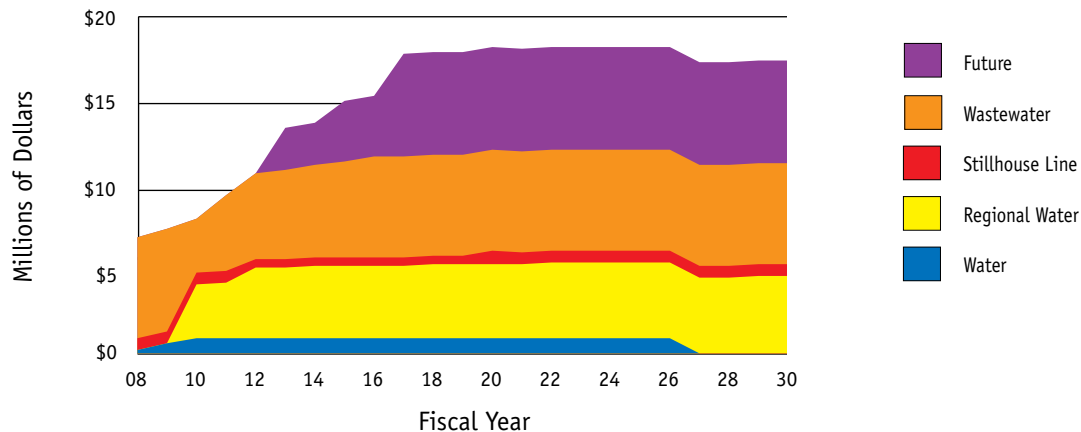
Water/Wastewater Utility Rates and Revenue

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 Projects Funds Expenditures Tab** of this document. To summarize, the capital program requires expenditures of approximately \$99 million from 2006 to 2012 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.

Projected 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 in FY 2010 and no rate increases for retail water or wastewater services are planned for the 2011-2012 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 \$19,700,000. The City provides treated water to a variety of retail and wholesale customers (those defined as metered connections). For the fiscal year 2010-2011, the customer base increased to 30,515 and gallons of water sold are expected to reach 6.6 billion. The number of utility customers is projected at 30,727 and water sales are projected at 5.6 billion gallons for FY 2011-2012. 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

Personnel

The City currently has 824.75 approved full-time equivalent employees allocated among the operating departments. This employment level allows us to maintain our current level of support to the citizens of Round Rock.

Personnel Compensation

This adopted budget includes \$1.4 million for the City's compensation plans. Due to unfavorable economic conditions, the City suspended its program in April 2009. This plan is intended to compensate staff at current market rates.

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. Over the past several years, significant changes have been adopted by TMRS. The major changes include a change in actuarial cost methods, changing the amortization period for actuarial liabilities, and changes to fund structuring. The fund structuring changes provide for greater efficiency and reduces the City's annual contribution rates.

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 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 2011-2012, the police department budget includes funding for 218.5 full time equivalent police personnel, 152 sworn officers and 66.5 civilian personnel. This staffing level will allow the department to meet the needs of our growing community.

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 129 full time equivalent staff members. This level of service affords an average six-minute response time to Round Rock citizens.

Parks and Recreation Services

The City has 34 developed parks over 1,700 acres and trail corridors. The City continues to invest significant funds in Old Settlers Park (OSP) - Round Rock's 570 acre recreational and sports park facility is a well-known sports destination in the youth and amateur sports leagues. OSP has 20 baseball fields and five softball fields, 12 tennis courts, seven soccer fields, two football fields and practice fields. It also provides athletic and aquatic programming. This budget also includes funding to provide programs and special events for the community's enjoyment.

Pavement 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. For FY 2012, funding of \$1.2 million has been provided.

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 and Arts & Culture Strategic Plan Funding

Funding requests from non-profit organizations and agencies, which serve citizens of the community in various ways, are included in this budget. The City utilized an internal funding review process to determine priorities and provide regular monitoring of agency performance. Current funding for the agencies is contained in the Fiscal Support Services section of the document. The City also recently conducted an arts and culture strategic review which outlined steps to expand the arts in Round Rock. \$50,000 has been allocated toward the plan.

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, this service provides transportation for the elderly and handicapped in Round Rock on a demand-response basis. Due to demand for services in other areas, CARTS will not renew its contract for demand-response transportation services and will stop providing City services in Spring 2012. This budget includes funding for the continuation of similar services with a new provider.

Information Technology Replacement Programs

This budget provides funding for the City's ongoing technology replacement program. The City has developed a technology plan, which provides a systematic method to more fully automate all departments over the next few years. The City's goal is to provide a fully networked environment. As systems become fully interconnected and integrated the system users will be able to share and transfer data with greater speed, improving the efficiency of the departments.

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. Current water conservation rates will be evaluated and 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.

Additionally, the City in partnership with the cities of Leander and Cedar Park have 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 spring of 2012, and financial requirements of this project are incorporated in the City's utility rate planning model, as well as this adopted operating budget.

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 second 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 Projects Funds Expenditures Tab** section of this document. In November 2001, voters authorized the issuance of \$89,800,000 in general obligation bonds. The projects scheduled under this voted authorization along with current projects in process are listed under the **Capital Projects Funds Expenditures 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 Projects Funds Expenditures Tab** section of the document.

The scheduled improvements, which are listed, total \$119 million for the years 2006 to 2012. Out of this figure \$53 million is scheduled for FY 2011-2012. Additionally, the BCRUA is constructing a regional water facility that will provide treated water from Lake Travis. 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.

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 benefits substantially in reduced interest costs resulting from recently affirmed 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, 24 hotels with 2,473 rooms are open for business maintaining solid occupancy rates. 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 City is calling an election to increase the Hotel Occupancy Tax rate to help fund the Sports Complex (Venue Project) facility. This will be a multi-purpose facility that will attract overnight stays and generate tourism revenue for the City of Round Rock. The activities anticipated would focus on major athletic events/tournaments. Consumer shows and other events may also be programmed.

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

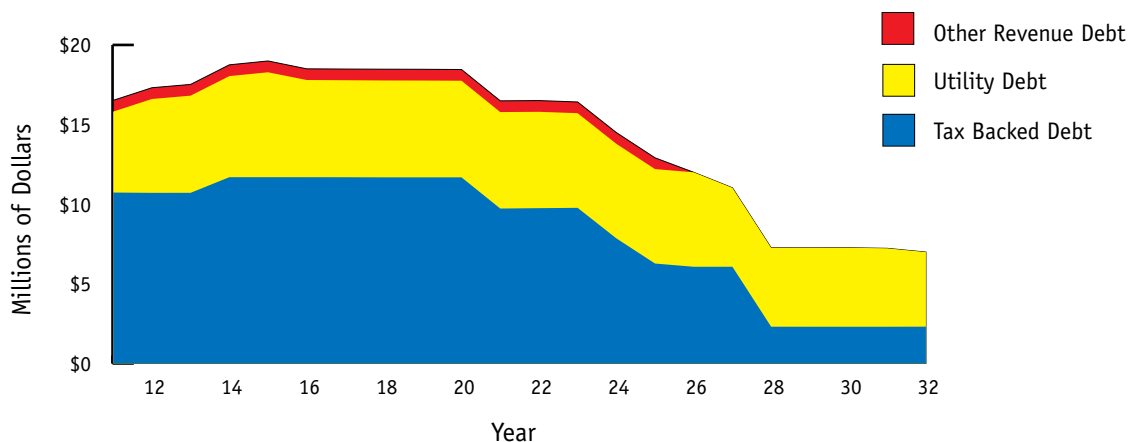
The City has developed a financial management policy directed at reducing the General Fund's operational reliance on sales tax generated from Dell, as detailed in the sales tax collections section of this message.

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, 2011, certified assessed valuation of \$8,004,285,176 at 95% collection, tax revenue of \$114,061,064 would be produced. This revenue could service the debt on \$1,363,073,339 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

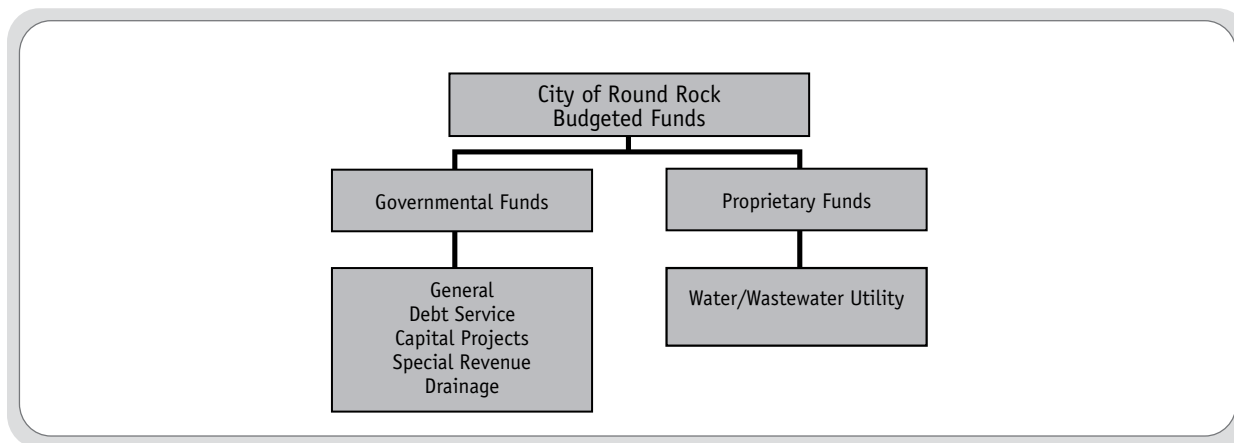
All payables for incurred expenses are accounted for, aged, and paid at the latest permissible time to maximize the City's investment earning capability. All applicable discounts are taken.

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.

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 Projects Funds Expenditures Tab** section of this document are presented as a memorandum to the reader.

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.

Drainage Fund

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

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

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.

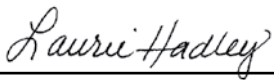
Outlook for the Future

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.

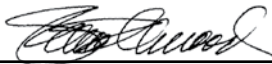
In closing, we believe this budget provides the traditional level of quality service the citizens of Round Rock expect. Attention has also been given to preservation of the City's infrastructure and development of new service programs with an entrepreneurial spirit. With the prudent strategies implemented 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.

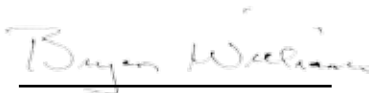
Sincerely,



LAURIE HADLEY
Assistant City Manager



STEVE NORWOOD
City Manager



BRYAN WILLIAMS
Assistant City Manager





City Profile

Round Rock City Council
City Organization Chart
Location
History of Round Rock
City Highlights



Craig Morgan
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

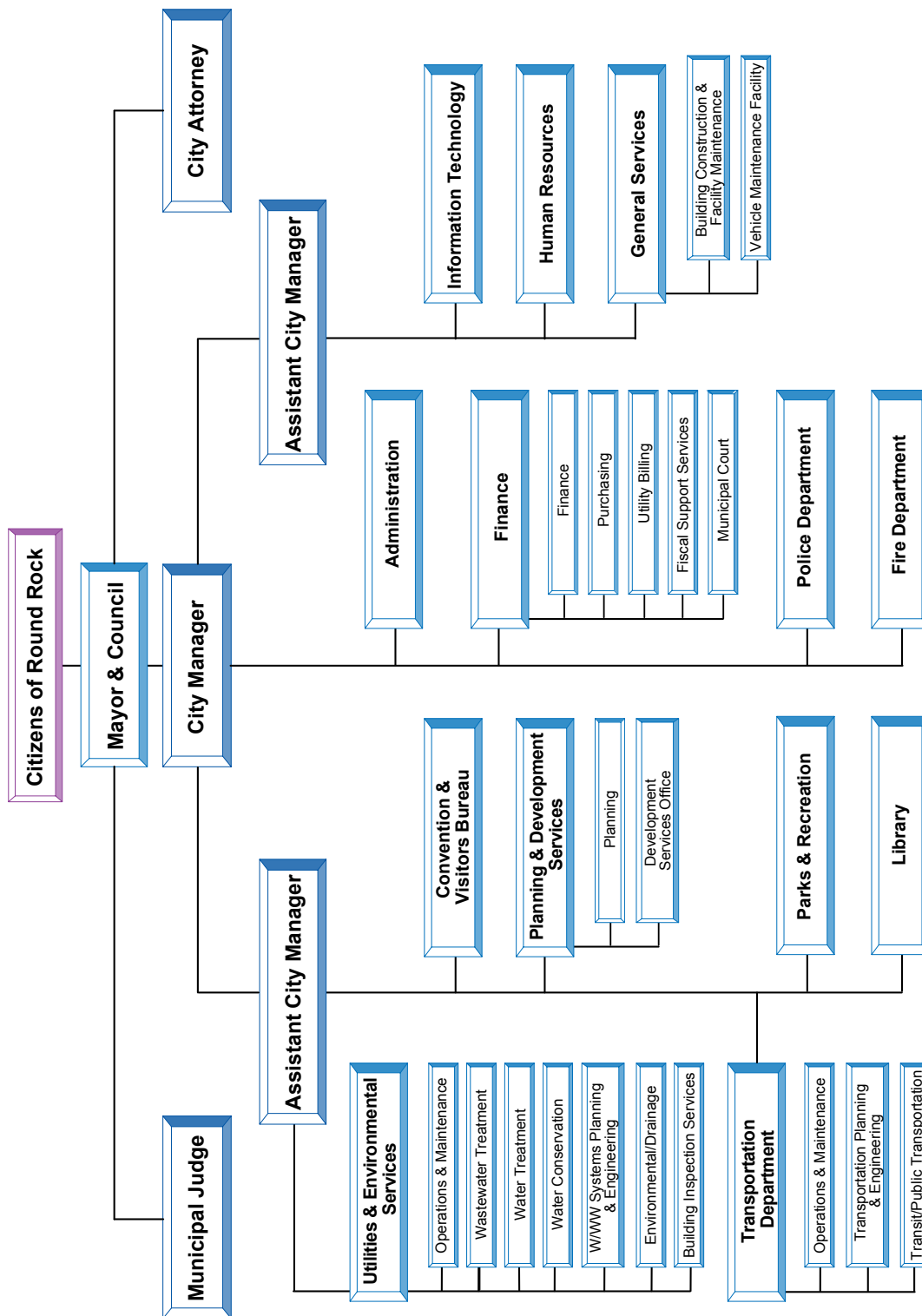


John Moman
Place 5



Kris Whitfield
Place 6

City Organizational Chart

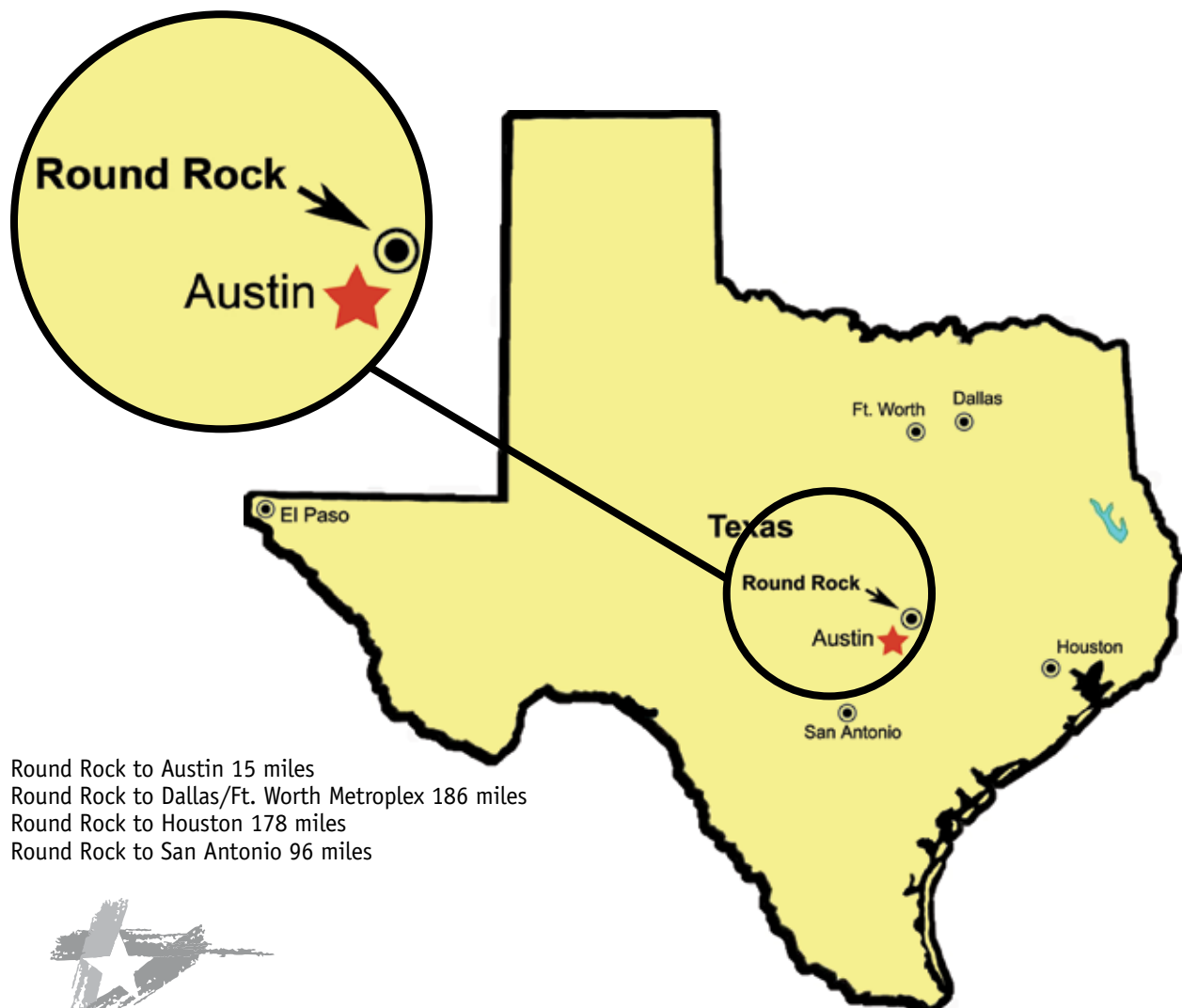


LOCATION

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



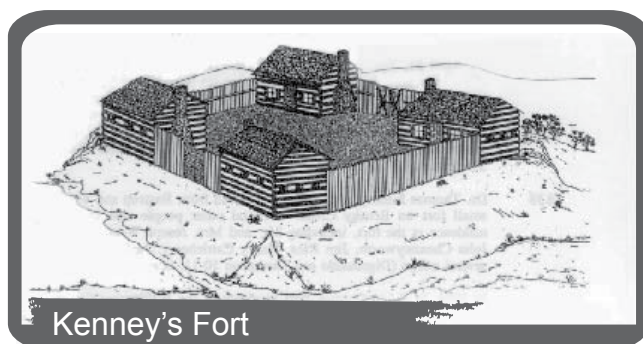
ROUND ROCK, TEXAS
PURPOSE. PASSION. PROSPERITY.

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.



City Profile

History of Round Rock

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.

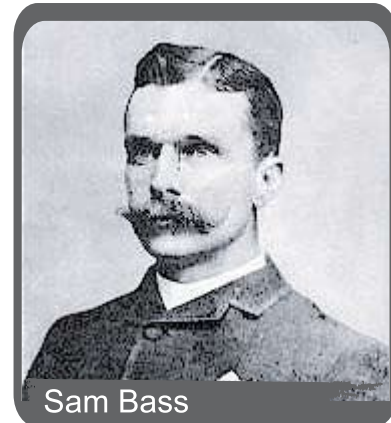
But national crises often intervened to slow the advance of progress. With the advent of World War II, more than 350 Round Rock men followed the example set by their fathers and grandfathers in the Spanish American War and World War I, and enlisted to fight. Citizens of Round Rock have fought in the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

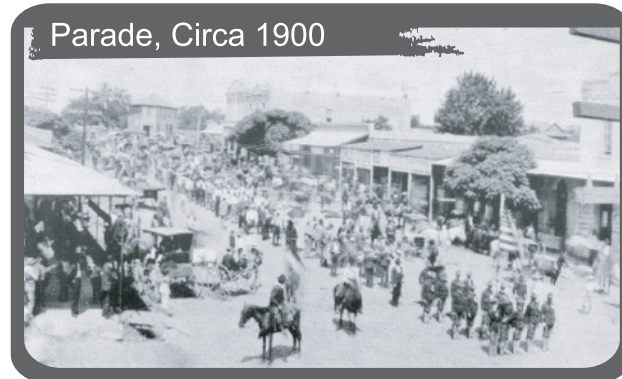
Today, Round Rock is a progressive community, home to international industry, several large shopping centers, major medical facilities, several university complexes, a professional quality golf course, and a minor league baseball team, the Round Rock Express. City services are recognized as among the 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.



DELL

By 1936, the population had climbed up to 1,173 and has continued to climb since then. The 1960 figure was 2,458 and crept up to 2,811 by 1970. The decade of the 1970s marked the beginning of a surge in development in Round Rock. During this time, Round Rock out-paced the growth of all cities in the Austin Metropolitan Area, resulting in a 353 percent increase in total population for the decade.

By 1980, Round Rock had established itself as the largest city in Williamson County and a viable growth center within the flourishing Austin-Round Rock Metropolitan Area. At this time, the City had a total area of 5,007 acres. By 1990, due to an aggressive annexation campaign, the total area was 12,520 acres, an increase of 250%.

In the mid-90s, Round Rock led Williamson County in sales tax revenues due to the great surge in commercial and industrial activity. In 1994, Dell Computer announces the relocation of its world headquarters from Austin to Round Rock. The expansion of the City's tax base resulted in a series of public works projects and additional public amenities such as the Second Phase expansion of the water plant, an additional waste water treatment plant, and the development of the 426 acre Old Settlers Park without an increase in property tax.

In 1996, the City and the Lower Colorado River Authority (LCRA) sign an agreement to provide regional wastewater via the Brushy Creek Regional Wastewater Plant. This allowed the system to keep up with the increasing population. In the late 1990's, voters overwhelmingly approve the use of hotel-motel tax revenue to fund a new minor league baseball stadium and conference center and construction began on the La Frontera retail center helping to diversify the City's sales tax base.

With the turn of the century, things changed again for Round Rock. With a diverse population of more than 60,000, the City opened the Clay Madsen Recreation Center. The Dell Diamond opens, and the Round Rock Express' inaugural season ends with a Texas League Championship. HEB announces it will build its largest grocery store in Round Rock. Also, classes begin at the Round Rock Higher Education Center, a shared venture between Texas State University and Austin Community College.

In 2005, Round Rock is ranked as the 8th Safest City in the US. A year later, Round Rock Premium Outlets and the Allen R. Baca Center for Senior and Community and Community Activities open. In 2007, Scott & White hospital opens its doors in northeast Round Rock and IKEA opens, becoming the largest single retail store in Central Texas. Continuing this rapid growth, Seton Hospital opens its regional medical center, Texas A&M breaks ground on a medical school branch campus, and Texas State University breaks ground on a nursing school campus, Round Rock votes to be part of Austin Community College's taxing district, making residents eligible for in-network tuition, Austin Community College breaks ground for its new campus.



Scott & White

Round Rock
Premium Outlets

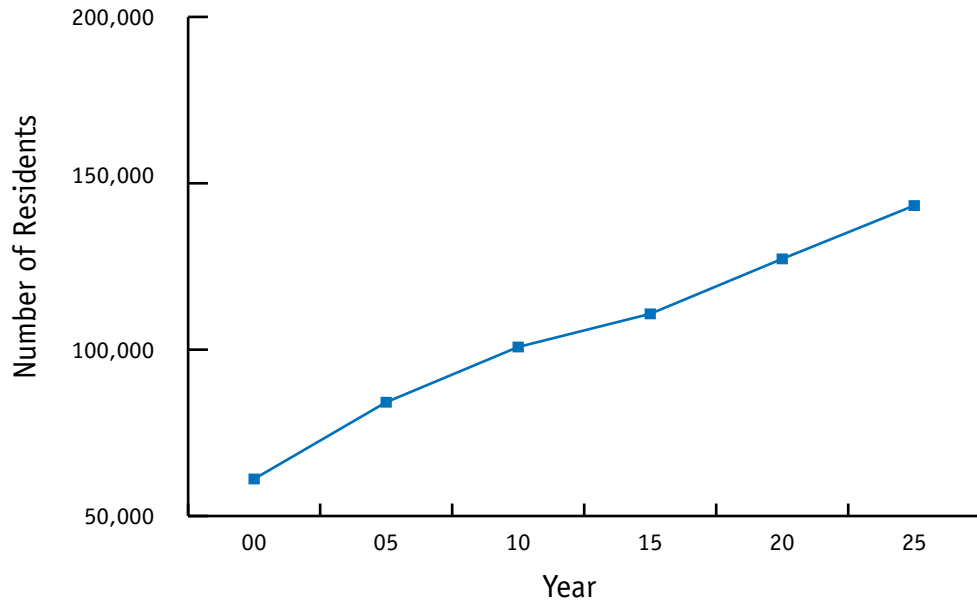
IKEA

City Profile

City Highlights

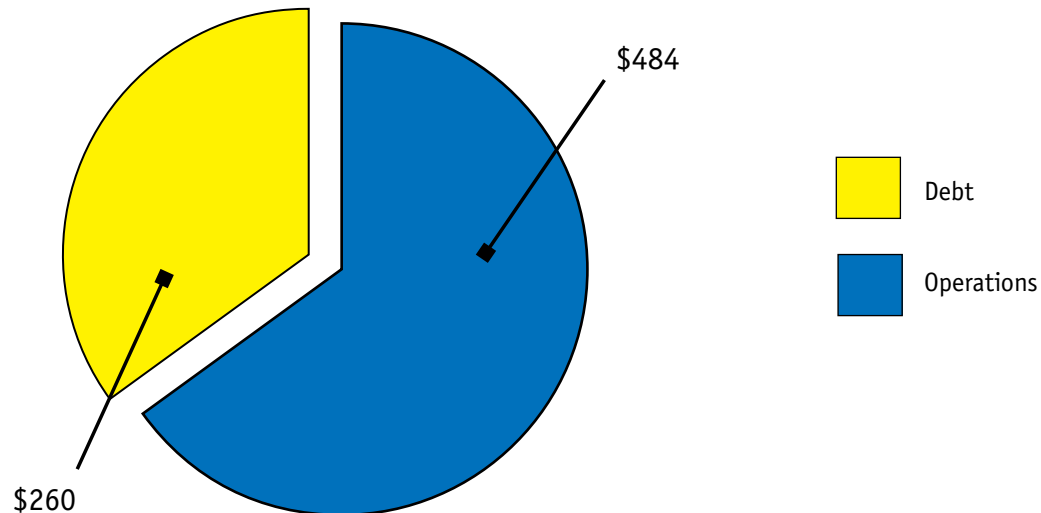
City Population

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
2012	102,350
2015	110,757
2020	127,279
2025	143,302

Tax Bill For \$175,775 Home**Total Tax Bill: \$744**

Last Year's Adopted Tax Rate	\$0.41728
This Year's Effective Tax Rate	\$0.42321
This Year's Rollback Rate	\$0.45665
This Year's Adopted Tax Rate	\$0.42321

Maintenance & Operations Component	\$0.27509
Debt Service Component	\$0.14812

Summary:

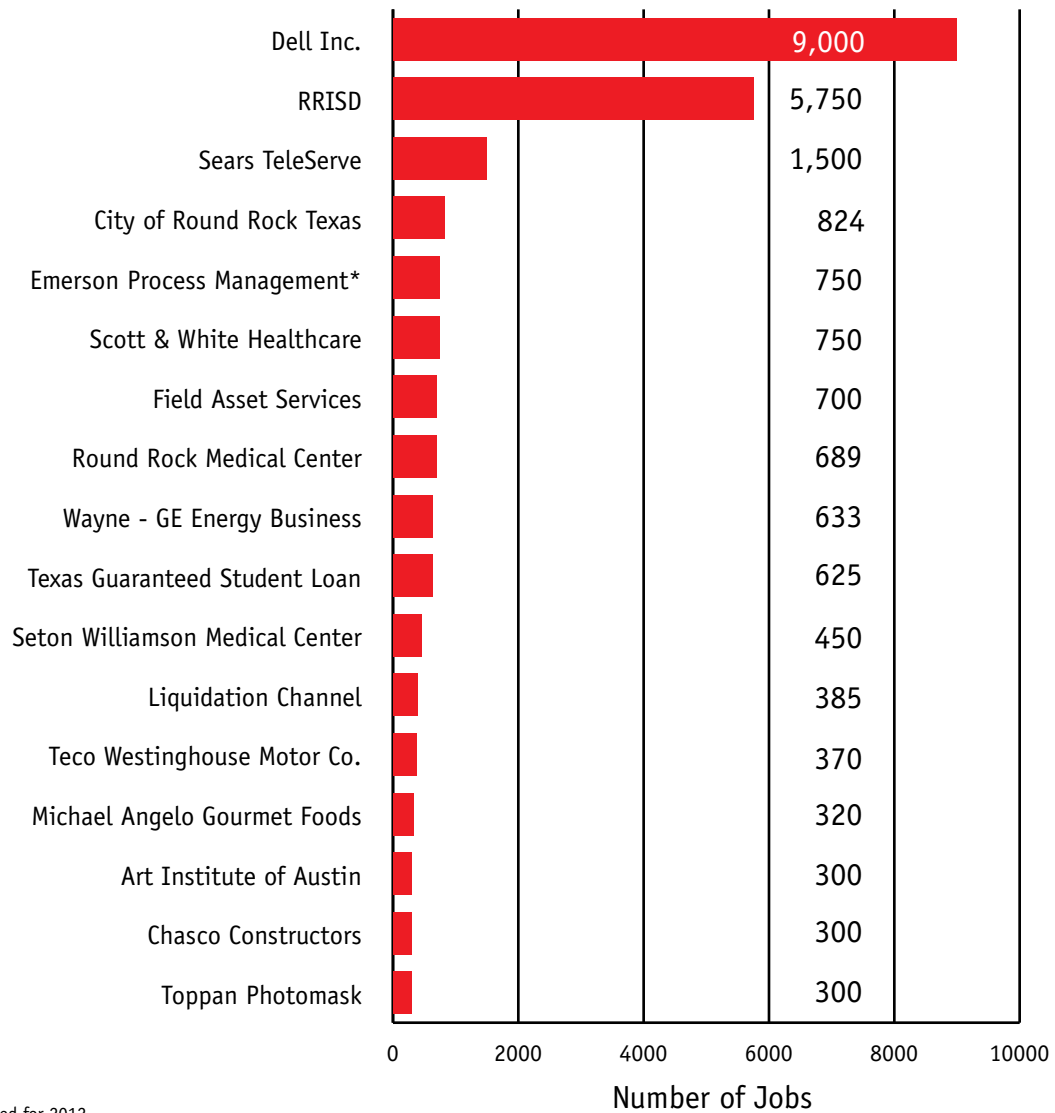
This year's tax bill for an average residential property:
 $\$175,775 / \$100 \times \$0.42321 = \743.90

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

Source: Williamson Central Appraisal District

Jobs in Round Rock

Major Employers



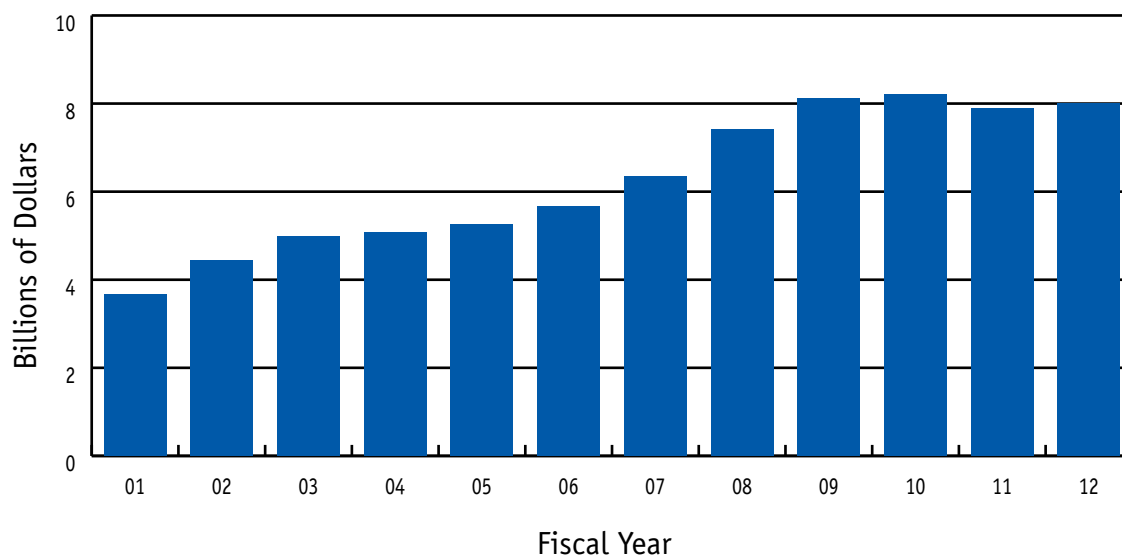
Specific information regarding the major employers in the community is provided by the above chart. The chart illustrates the importance of Dell, Inc. to the City's economy as well as the diversity of the companies making up our local economy.

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.

* Emerson is relocating to Round Rock in FY12.

Taxable Property Values

Multi-Year Trend

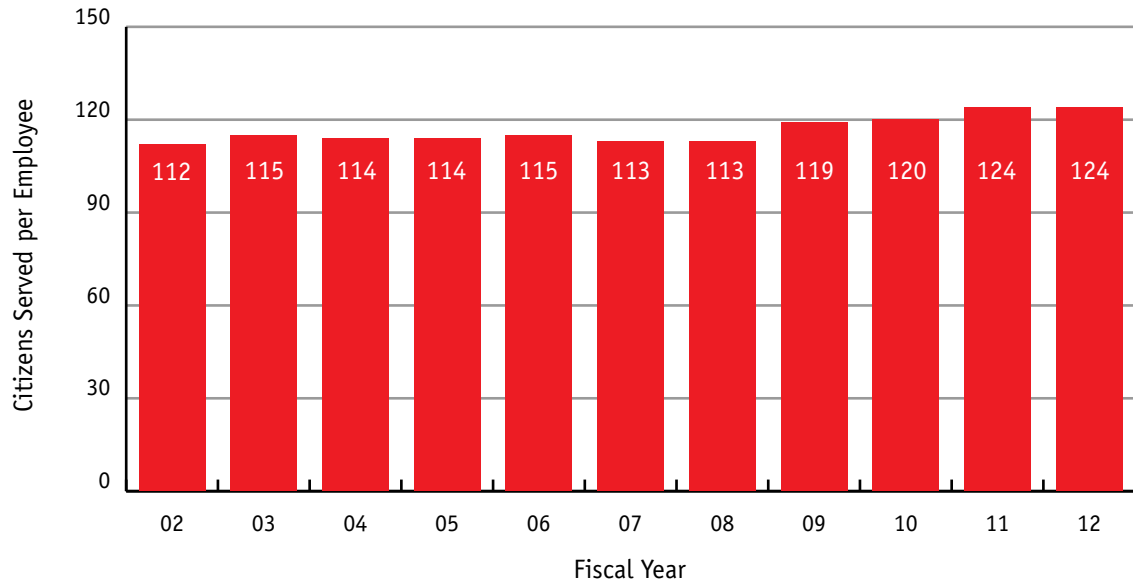


The property value comparison for several fiscal years indicates continued growth in property values. The certified tax roll indicates that while values decreased in FY11, FY12 sees encouraging growth. The reflected values include new property added to the roll as of January 1 of each year.

Fiscal Year	Taxable Assessed Valuation	Fiscal Year	Taxable Assessed Valuation
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
2006	5,667,029,945	2012	8,004,285,176

Source: Williamson Central Appraisal District, and Travis Central Appraisal District

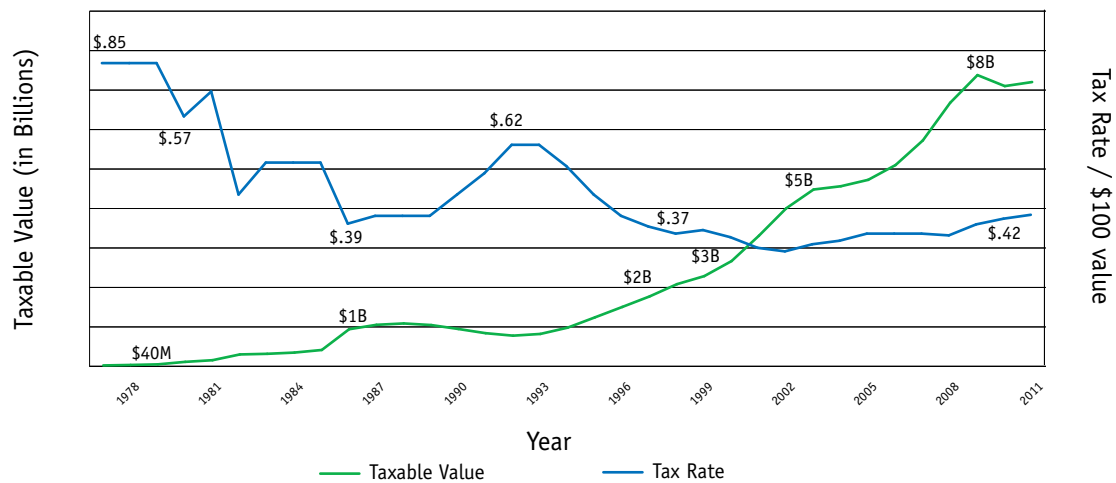
Round Rock Citizens Served



Fiscal Year	Population	Employees (FTEs)	Citizens Served Per Employee
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	99,500	838	119
2010	100,800	839	120
2011	101,500	820	124
2012	102,350	825	124

History of Property Tax

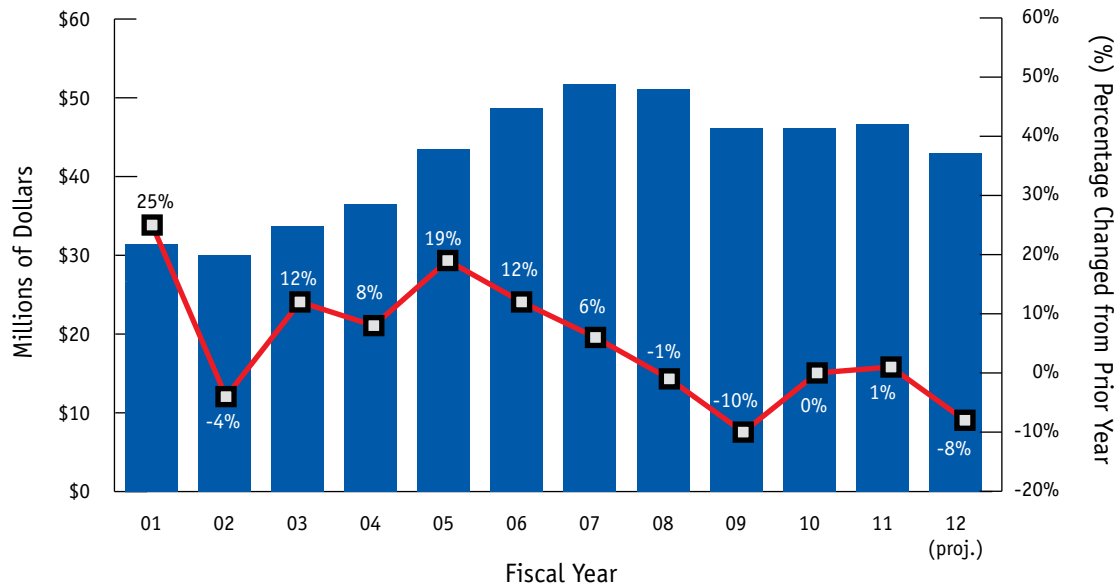
Tax Value & Rate



This chart shows the consistent growth in the City's property values while the property tax rates have steadily decreased. The 1/2 cent sales tax adjustment rate along with a diverse sales tax base continues to fund many of the operating costs. This has allowed the property tax rates to remain fairly stable. Additional stability has been provided by the progressive economic development effort and conservative budgeting.

Sales Tax Revenue Analysis

Multi-Year Comparison



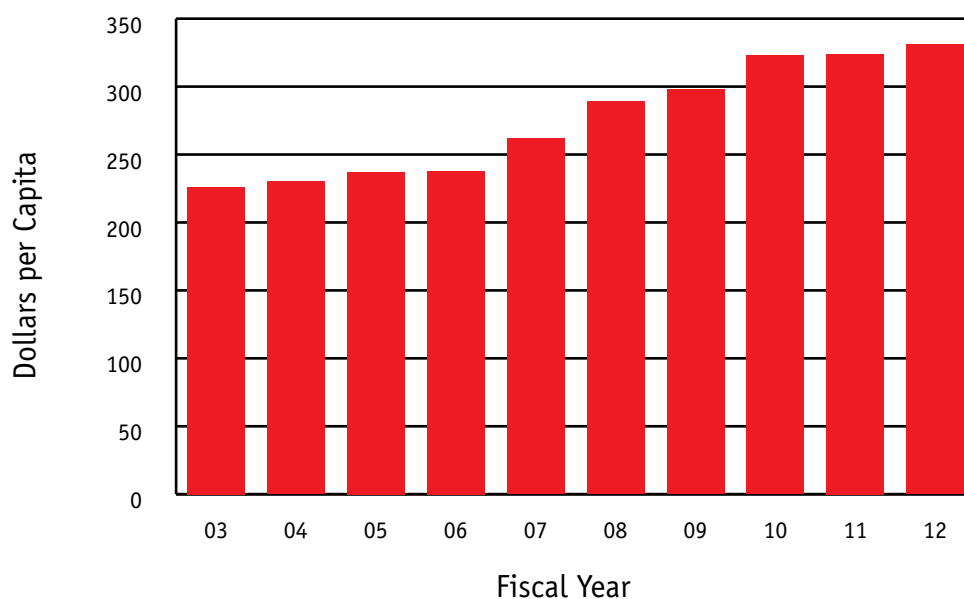
This chart illustrates growth characteristics in the City's commercial and economic bases. In 1988, voters authorized an additional 1/2 cent sales tax designation for the purpose of property tax reduction.

The data has been expressed in both actual dollars collected and as a percent change from the prior year and reflects projected revenue for Fiscal Year 2012.

Fiscal Year	Amount	Fiscal Year	Amount
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	46,702,628
2006	48,701,773	2012 (proj)	43,030,100

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 saw a decline in overall property values for fiscal year 2011 with a slight increase in 2012.

Fiscal Year	Taxable Assessed Valuation	Population	Property Tax Levy*	Taxes per Capita ¹
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	99,500	29,662,814	298
2010	8,206,161,568	100,800	32,546,457	323
2011	7,893,143,364	101,500	32,936,508	324
2012	8,004,285,176	102,350	33,874,935	331

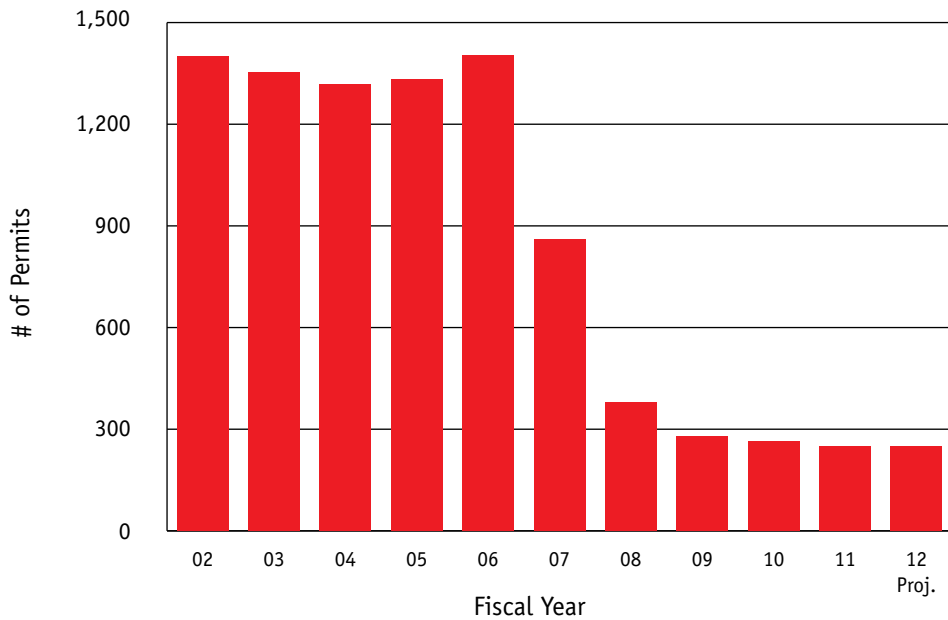
* General Fund and Debt Service Fund

¹ Unadjusted for inflation

The population numbers starting in 2010 reflect the 2010 US Census results

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. The city provides water and wastewater services to many outlying customers which are served on a wholesale basis.

Fiscal Year	Permits
2002	1,401
2003	1,354
2004	1,317
2005	1,332
2006	1,403
2007	859
2008	380
2009	280
2010	263
2011	250
2012 (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
- PEG 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 10/1/2011	Budgeted Revenue & Financing Sources 2011-12	Budgeted Expenditures & Financing Uses 2011-12	Budgeted Ending Fund Balance/ Working Capital 9/30/2012
General Fund	\$39,429,500	\$83,345,350	(\$83,345,011)	\$39,429,839
I&S G.O. Bonds Fund	500,000	12,325,000	(12,605,858)	219,142
I&S Revenue Bonds Fund	221,313	6,000,000	(5,893,953)	327,360
Drainage Fund	200,000	1,650,000	(1,549,863)	300,137
Water & Wastewater Utility Fund	33,006,694	39,915,124	(39,914,521)	33,007,297
Utility Impact Fees Fund	7,677,491	3,600,000	(3,900,000)	7,377,491
Hotel Occupancy Tax Fund	7,314,515	2,325,000	(2,324,770)	7,314,745
Law Enforcement Fund	558,083	0	(454,357)	103,726
Parks Improvement & Acquisition Fund	219,060	605,341	(597,696)	226,705
Municipal Court Fund	480,663	105,225	(109,975)	475,913
Library Fund	11,238	500	(6,000)	5,738
Tree Replacement Fund	542,586	50,840	(486,700)	106,726
PEG Fund	861,997	251,500	(150,000)	963,497
Total Fund Balance / Working Capital	\$91,023,140	\$150,173,880	(\$151,338,704)	\$89,858,316

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 10/01/11	\$39,429,500	\$500,000	\$221,313	\$200,000	\$33,006,694	\$7,677,491
Less Reserves ^{*1}	(27,503,854)	0	0	0	(14,369,228)	0
Estimated Revenue (FY 2011-12)	80,724,750	11,873,000	0	1,650,000	39,915,124	3,600,000
Inter-fund Transfers	2,620,600	452,000	6,000,000	0	(8,090,000)	0
Total Funds Available	95,270,996	12,825,000	6,221,313	1,850,000	50,462,590	11,277,491
Budgeted Expenditures	(83,345,011)	(12,605,858)	(5,893,953)	(1,549,863)	(31,824,521)	(3,900,000)
Estimated Fund Balance/ Working Capital 9/30/12	\$11,925,985	\$219,142	\$327,360	\$300,137	\$18,638,069 ^{*2}	\$7,377,491 ^{*2}
Estimated percentage change in fund balance/working capital	0.00%	(56.17%)	47.92%	0.00%	0.00%	(3.91%)

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

I&S GO Bonds Fund - 56% decline reflects an annual scheduled use of available fund balance.

I&S Revenue Bonds Fund - 48% increase reflects future requirements for wastewater treatment plant.

Law Enforcement Fund - 81% decline reflects scheduled use of available fund balance.

Tree Replacement Fund - 80% decline reflects scheduled use of available fund balance.

PEG Fund - 11% increase reflects available funds for future projects.

Library Fund - 49% decrease 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 \$452,000 from the golf course operator for debt service and transfer of \$530,600 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	PEG Fund	Total For All Funds
\$7,314,515	\$558,083	\$219,060	\$480,663	\$11,238	\$542,586	\$861,997	\$91,023,140
(1,162,500)	(55,808)	(21,906)	(105,000)	(1,124)	(54,259)	(86,200)	(43,359,879)
2,325,000	0	605,341	105,225	500	50,840	251,500	141,101,280
0	0	0	0	0	0	0	982,600 ^{*3}
8,477,015	502,275	802,495	480,888	10,614	539,167	1,027,297	189,747,141
(2,324,770)	(454,357)	(597,696)	(109,975)	(6,000)	(486,700)	(150,000)	(143,248,704)
\$6,152,245	\$47,918	\$204,799	\$370,913	\$4,614	\$52,467	\$877,297	\$46,498,437
0.00%	(81.41%)	3.49%	(0.99%)	(48.94%)	(80.33%)	11.77%	(1.28%)



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, Tree Replacement Fund and PEG fund.

Combined Financial Summaries for All Funds FY 2011-12

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

Combined Revenues by Type - FY 2011-12

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	\$22,290,000	\$11,863,000					\$34,153,000
Sales Taxes	43,030,100						43,030,100
Franchise Fees	6,010,000						6,010,000
Water Sales				\$21,912,624			21,912,624
Sewer Sales				18,002,500			18,002,500
Drainage Fees			1,650,000				1,650,000
Other	12,015,250	6,462,000			\$3,600,000		22,077,250
Hotel Occupancy Tax Fund						\$2,325,000	2,325,000
Law Enforcement Fund						0	0
Parks Improvement & Acquisition Fund						605,341	605,341
Municipal Court Fund						105,225	105,225
Library Fund						500	500
Tree Fund						50,840	50,840
PEG Fund						251,500	251,500
Total Revenue & Financing Sources	\$83,345,350	\$18,325,000	\$1,650,000	\$39,915,124	\$3,600,000	\$3,338,406	\$150,173,880

Budget Summaries

Combined Financial Summaries for All Funds

Combined Financial Summaries for All Funds (cont.)

Combined Expenditures by Function - FY 2011-12

Expenditures	General Fund	Debt Service Funds	Drainage Fund	Water/Wastewater Utility Fund	Impact Fees Fund	Special Revenue Funds	Total All Funds
Public Safety	\$36,459,745						\$36,459,745
Transportation	7,713,966						7,713,966
General Services	2,436,682						2,436,682
Fiscal Support Services	11,032,363						11,032,363
Library	2,352,039						2,352,039
Parks	9,034,723						9,034,723
Utility				\$39,914,521			39,914,521
Other	14,315,493				\$3,900,000		18,215,493
Drainage Fund			\$1,549,863				1,549,863
Debt Service		\$18,499,811					18,499,811
Hotel Occupancy Tax Fund						\$2,324,770	2,324,770
Law Enforcement Fund						454,357	454,357
Parks Improvement & Acquisition Fund						597,696	597,696
Municipal Court Fund						109,975	109,975
Library Fund						6,000	6,000
Tree Replacement Fund						486,700	486,700
PEG Fund						150,000	150,000
Total Expenditures	\$83,345,011	\$18,499,811	\$1,549,863	\$39,914,521	\$3,900,000	\$4,129,498	\$151,338,704

Combined Financial Summaries for All Funds (cont.)

Combined Expenditures by Category - FY 2011-12

Expenditures	General Fund	Debt Service Funds	Drainage Fund	Water/Wastewater Utility Fund	Impact Fees Fund	Special Revenue Funds	Total All Funds
Personnel Services	\$55,016,413		\$992,416	\$7,758,990			\$63,767,819
Contractual Services	10,827,961		332,237	11,602,637			22,762,835
Materials and Supplies	6,206,438		136,585	2,151,874			8,494,897
Other Services and Charges	10,738,989		13,625	6,226,601			16,979,215
Capital Outlay	555,210		75,000	50,500			680,710
Debt Service		\$18,499,811					18,499,811
Other/Transfers				12,123,919	\$3,900,000		16,023,919
Hotel Occupancy Tax Fund						\$2,324,770	2,324,770
Law Enforcement Fund						454,357	454,357
Parks Improvement & Acquisition Fund						597,696	597,696
Municipal Court Fund						109,975	109,975
Library Fund						6,000	6,000
Tree Fund						486,700	486,700
PEG Fund						150,000	150,000
Total Expenditures	\$83,345,011	\$18,499,811	\$1,549,863	\$39,914,521	\$3,900,000	\$4,129,498	\$151,338,704

Budget Summaries

Individual Summaries of Revenues & Expenditures

General Fund 2011-12

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget	2012-13 Projected Budget
Revenue & Financing Sources	\$87,232,066	\$81,460,949	\$82,654,562	\$83,345,350	\$83,613,760
Expenditures					
Personnel Services	51,444,502	53,225,832	53,204,992	55,016,413	55,469,564
Contractual Services	7,126,793	8,651,111	8,723,061	10,827,961	11,055,930
Materials and Supplies	5,008,930	5,690,022	5,705,854	6,206,438	6,085,981
Other Services and Charges	11,161,229	10,538,547	10,546,563	10,288,989	10,430,073
Economic Development	392,000	450,000	450,000	450,000	450,000
Capital Outlay	1,672,615	1,283,176	2,401,831	555,210	694,988
Transfers	9,641,625	1,617,881	1,617,881	0	0
Total Expenditures	86,447,693	81,456,568	82,650,181	83,345,011	84,186,536
Net Change in Operations	\$784,372	\$4,381	\$4,381	\$339	(\$572,776)

Interest & Sinking G.O. Bonds Fund 2011-12

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget	2012-13 Projected Budget
Revenue & Financing Sources	\$33,075,074	\$12,371,000	\$12,371,000	\$12,325,000	\$12,070,000
Expenditures					
Other Services and Charges	34,036,376	12,755,131	12,755,131	12,605,858	12,349,934
Total Expenditures	34,036,376	12,755,131	12,755,131	12,605,858	12,349,934
Net Change in Operations	(\$961,302)	(\$384,131)	(\$384,131)	(\$280,858)	(\$279,934)

Budget Summaries

Individual Summaries of Revenues & Expenditures

Interest & Sinking Revenue Bonds Fund 2011-12

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget	2012-13 Projected Budget
Revenue & Financing Sources	\$4,008,204	\$5,100,000	\$5,100,000	\$6,000,000	\$6,200,000
Expenditures					
Other Services and Charges	4,008,383	5,081,298	5,081,298	5,893,953	6,101,112
Total Expenditures	4,008,383	5,081,298	5,081,298	5,893,953	6,101,112
Net Change in Operations	(\$179)	\$18,702	\$18,702	\$106,047	\$98,888

Drainage Fund 2011-12

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget	2012-13 Projected Budget
Revenue & Financing Sources	\$0	\$1,647,881	\$1,647,881	\$1,650,000	\$1,700,000
Expenditures					
Personnel Services	0	1,173,638	1,173,638	992,416	1,000,961
Contractual Services	0	328,560	328,560	332,237	332,237
Materials and Supplies	0	132,058	132,058	136,585	132,898
Other Services and Charges	0	13,625	13,625	13,625	13,625
Capital Outlay	0	0	0	75,000	0
Total Expenditures	0	1,647,881	1,647,881	1,549,863	1,479,721
Net Change in Operations	\$0	\$0	\$0	\$100,137	\$220,279

Budget Summaries

Individual Summaries of Revenues & Expenditures

Water/Wastewater Utility Fund 2011-12

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget	2012-13 Projected Budget
Revenue & Financing Sources	\$40,451,240	\$38,904,000	\$38,904,000	\$39,915,124	\$40,831,141
Expenditures					
Personnel Services	7,175,821	7,336,915	7,336,915	7,758,990	7,776,551
Contractual Services	11,692,967	11,529,530	11,529,530	11,602,637	12,663,236
Materials and Supplies	1,840,922	1,993,544	1,993,544	2,151,874	2,089,796
Other Services and Charges	5,140,672	5,144,421	5,144,421	6,226,601	6,580,541
Capital Outlay	105,234	67,000	67,000	50,500	41,780
Debt Service/Transfers	21,294,425	12,780,500	12,780,500	12,123,919	11,979,900
Total Expenditures	47,250,041	38,851,910	38,851,910	39,914,521	41,131,804
Net Change in Operations	(\$6,798,801)	\$52,090	\$52,090	\$603	(\$300,663)

Utility Impact Fees Fund 2011-12

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget	2012-13 Projected Budget
Revenue and Financing Sources	\$3,909,626	\$3,600,000	\$3,600,000	\$3,600,000	\$3,600,000
Expenditures					
Capital Projects	5,845,000	3,845,000	3,845,000	3,900,000	3,900,000
Total Expenditures	5,845,000	3,845,000	3,845,000	3,900,000	3,900,000
Net Change in Operations	(\$1,935,374)	(\$245,000)	(\$245,000)	(\$300,000)	(\$300,000)

Budget Summaries

Individual Summaries of Revenues & Expenditures

Hotel Occupancy Tax Fund 2011-12

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
Revenue and Financing Sources	\$2,323,966	\$2,215,000	\$2,250,100	\$2,325,000
Expenditures				
Multi-Purpose Stadium/Convention Facility	1,378,600	1,010,000	1,010,000	1,160,000
Tourism Events	15,000	25,500	25,500	25,500
Arts Support	16,000	44,000	79,100	0
Tourism Support	0	0	0	0
Contingency	0	0	0	0
Museum Support	0	0	0	0
Convention & Visitors Bureau	591,182	775,494	775,494	716,270
Capital Projects	0	360,000	360,000	423,000
Total Expenditures	2,000,782	2,214,994	2,250,094	2,324,770
Net Change in Operations	\$323,184	\$6	\$6	\$230

Law Enforcement Fund 2011-12

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
Revenue and Financing Sources	\$454,765	\$211	\$78,118	\$0
Expenditures				
Local	120,533	218,484	263,484	312,957
Federal	24,624	30,000	124,780	141,400
Total Expenditures	145,157	248,484	388,264	454,357
Net Change in Operations	\$309,608	(\$248,273)	(\$310,146)	(\$454,357)

Budget Summaries

Individual Summaries of Revenues & Expenditures

Parks Improvement & Acquisitions Fund 2011-12

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
Revenue and Financing Sources	\$1,413,517	\$435,650	\$575,110	\$605,341
Expenditures				
Parkland Development	1,224,342	427,150	566,610	597,696
Total Expenditures	1,224,342	427,150	566,610	597,696
Net Change in Operations	\$189,175	\$8,500	\$8,500	\$7,645

Municipal Court Fund 2011-12

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
Revenue and Financing Sources	\$128,498	\$105,225	\$105,225	\$105,225
Expenditures				
Child Safety Fines	0	20,000	20,000	20,000
Technology Fees	35,768	29,350	29,350	28,775
Security Fees	27,477	51,100	51,100	61,200
Total Expenditures	63,245	100,450	100,450	109,975
Net Change in Operations	\$65,253	\$4,775	\$4,775	(\$4,750)

Budget Summaries

Individual Summaries of Revenues & Expenditures

Library Fund 2011-12

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
Revenue and Financing Sources	\$2,093	\$400	\$400	\$500
Expenditures				
Books & Materials	5,219	0	0	6,000
Total Expenditures	5,219	0	0	6,000
Net Change in Operations	(\$3,126)	\$400	\$400	(\$5,500)

Tree Replacement Fund 2011-12

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
Revenue and Financing Sources	\$79,525	\$51,250	\$51,250	\$50,840
Expenditures				
Tree Replacement	81,913	410,000	410,000	486,700
Total Expenditures	81,913	410,000	410,000	486,700
Net Change in Operations	(\$2,388)	(\$358,750)	(\$358,750)	(\$435,860)

Budget Summaries

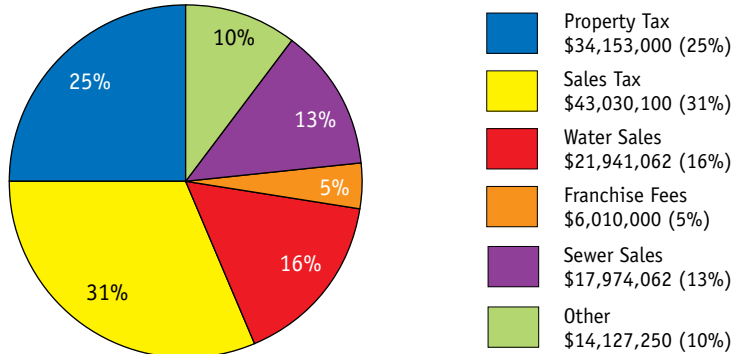
Individual Summaries of Revenues & Expenditures

PEG Fund 2011-12

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
Revenue and Financing Sources	\$0	\$0	\$0	\$251,500
Expenditures				
PEG Expenses	0	0	0	150,000
Total Expenditures	0	0	0	150,000
Net Change in Operations	\$0	\$0	\$0	\$101,500

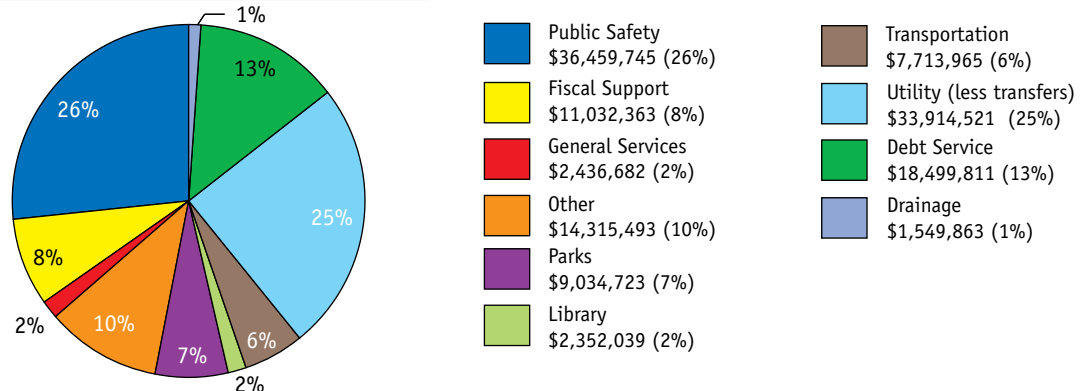
Revenue by Type: \$137,235,474

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



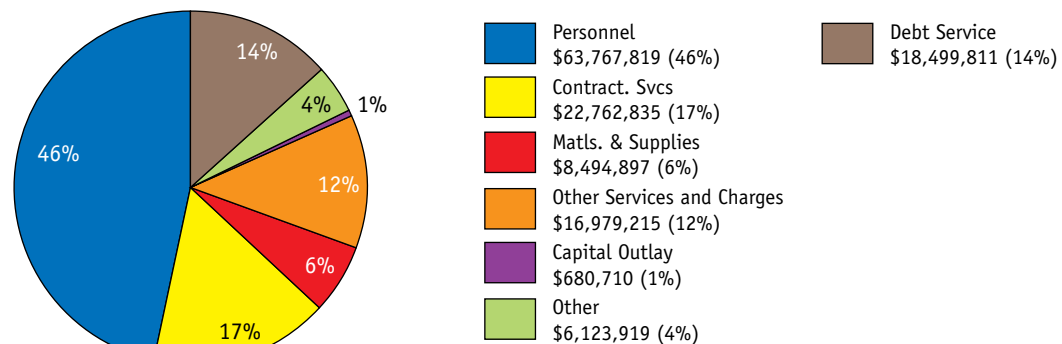
Uses by Function: \$137,309,206

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



Uses by Category: \$137,309,206

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

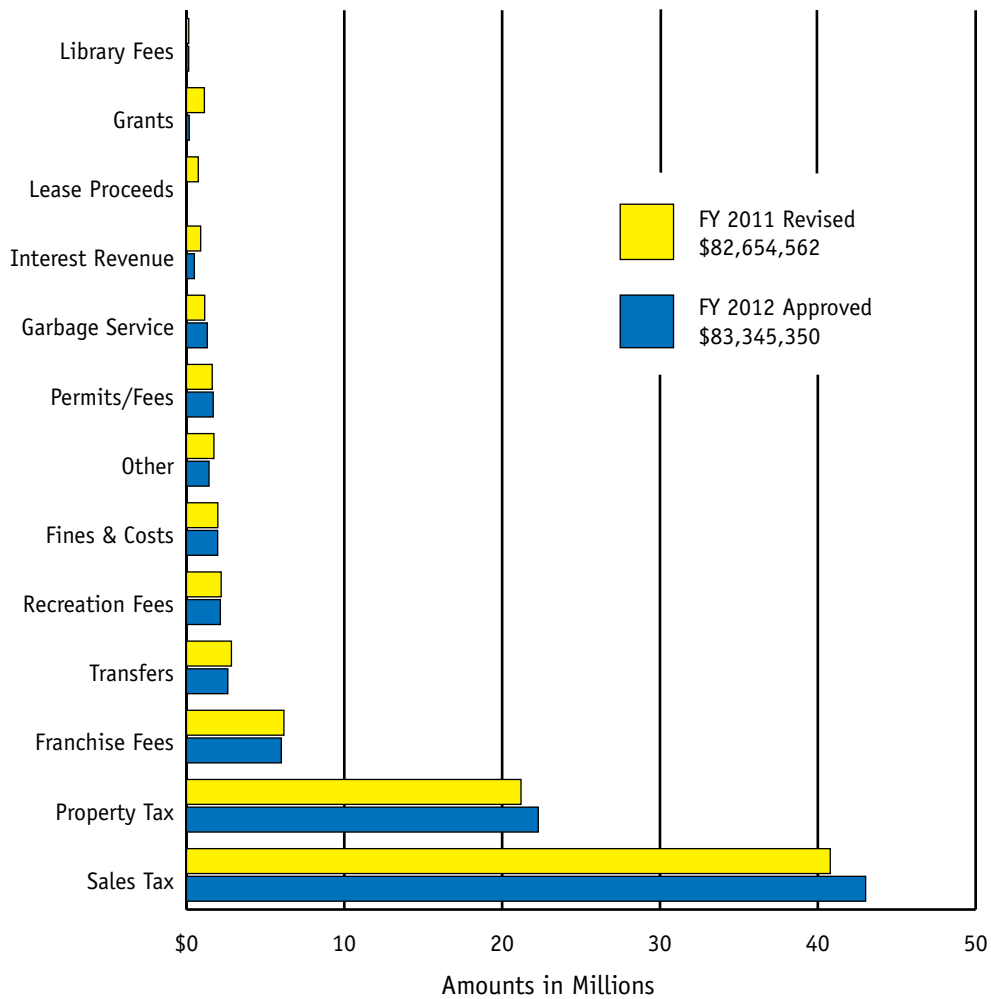


Budget Summaries

Revenue & Expenditure Graphs

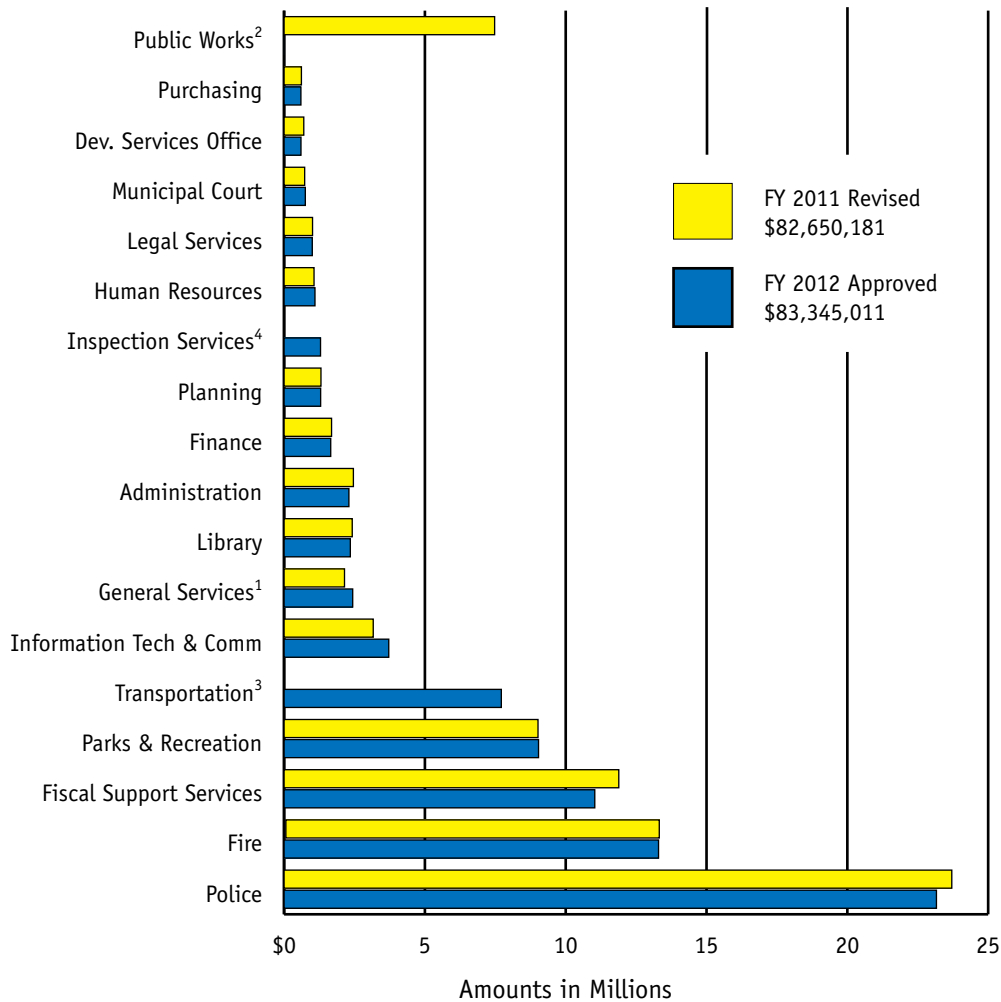
General Fund Revenues

2012 Approved Compared to 2011 Revised Budget



General Fund Expenditures

2012 Approved Compared to 2011 Revised Budget



¹ FY12 - General Services was renamed to Fiscal Support Services and General Services became an Operational department.

² FY12 - Public Works was restructured

³ FY12 - Transportation was established

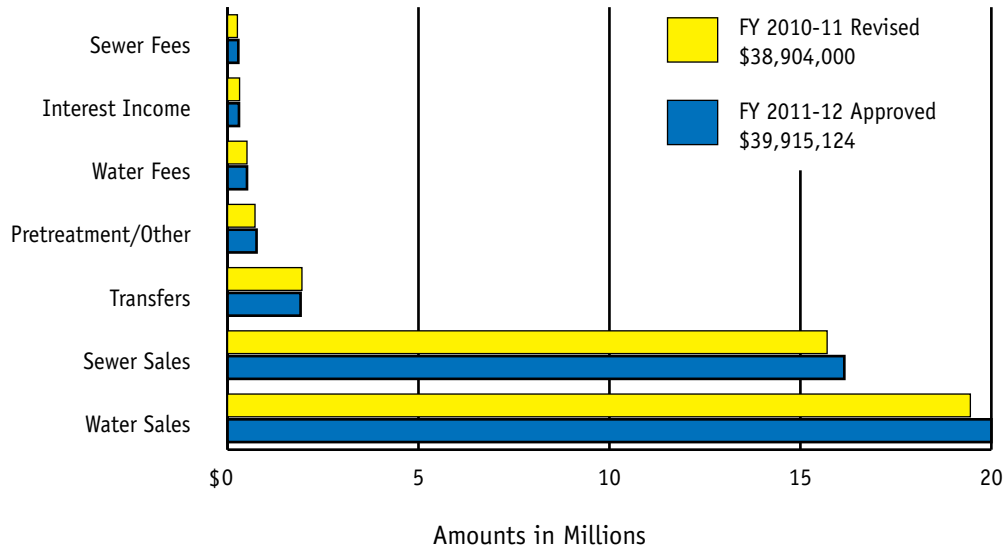
⁴ FY12 - Inspection Services was established

Budget Summaries

Revenue & Expenditure Graphs

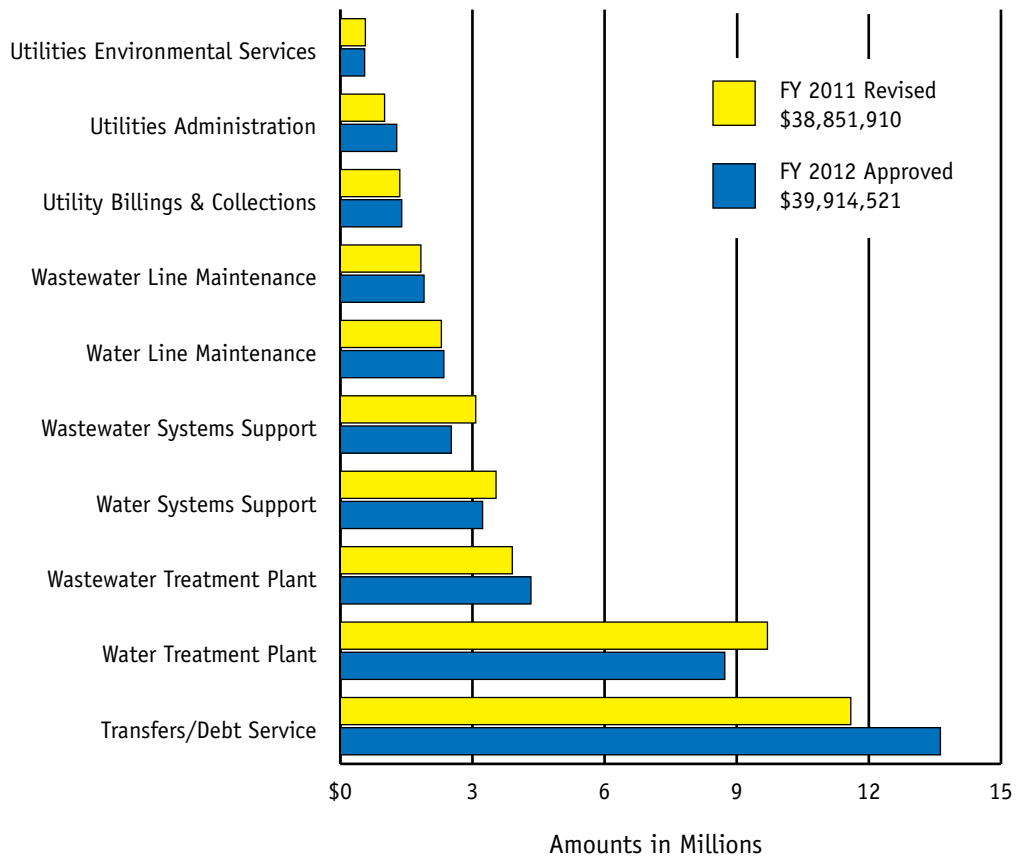
Utility Fund Revenues

2012 Approved Compared to 2011 Revised Budget



Utility Fund Expenditures

2012 Approved Compared to 2011 Revised Budget







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

PEG Fund

General Fund Revenues

Acct#	Account Title	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget	2012-13 Projected Budget
Property Taxes						
4110	Current Property Taxes	\$20,624,552	21005000	\$21,005,000	\$22,100,000	\$22,100,000
4111	Delinquent Taxes	92,377	125,000	125,000	125,000	125,000
4112	Penalty & Interest - Delinquent Taxes	30,901	20,000	20,000	20,000	20,000
4113	Penalty & Interest - Current Taxes	78,840	45,000	45,000	45,000	45,000
	Sub Total	20,826,670	21,195,000	21,195,000	22,290,000	22,290,000
Sales Tax						
4120	Sales Tax	46,218,855	40,500,000	40,788,930	43,030,100	43,424,403
	Sub Total	46,218,855	40,500,000	40,788,930	43,030,100	43,424,403
Bingo/Mixed Drink Tax						
4122	Mixed Drink Tax	297,163	270,000	270,000	270,000	270,000
4124	Bingo Tax	30,561	28,000	28,000	28,000	28,000
	Sub Total	327,723	298,000	298,000	298,000	298,000
Franchise Fees						
4114	Franchise - Recycle Rebate	0	0	0	35,000	35,000
4115	Franchise - Gas	739,662	950,000	950,000	800,000	800,000
4116	Franchise - Telephone	667,012	650,000	650,000	600,000	600,000
4117	Franchise - Electric	3,228,417	3,200,000	3,200,000	3,200,000	3,200,000
4118	Franchise - Cable	1,074,449	700,000	700,000	700,000	700,000
4119	Franchise - Garbage Collection	425,737	450,000	450,000	450,000	450,000
4126	Franchise - PEG FEES	225,000	225,000	225,000	225,000	225,000
	Sub Total	6,360,277	6,175,000	6,175,000	6,010,000	6,010,000
Building Permits/Inspections						
4214	Building Permits	276,936	325,000	325,000	325,000	325,000
4216	Building Reinspections	22,927	20,000	20,000	23,000	23,000
4220	Fire Inspection Fees	101,684	100,000	100,000	100,000	100,000
4225	Subdivision Development Fee	92,391	110,000	110,000	115,000	115,000
4226	Developer Landscape Fees	6,300	8,000	8,000	8,000	8,000
4410	Structural Steel Inspections	(22,300)	20,000	20,000	20,000	20,000
	Sub Total	477,938	583,000	583,000	591,000	591,000
Other Permits						
4212	Beer & Liquor License	18,013	20,000	20,000	25,000	25,000
	Sub Total	18,013	20,000	20,000	25,000	25,000

Revenue Estimates

General Fund

General Fund Revenues (cont.)

Acct#	Account Title	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget	2012-13 Projected Budget
Garbage/Fire Protection Fees						
4302	Garbage Services	956,211	950,000	950,000	1,116,000	1,120,000
4306	Garbage Penalty	112,268	100,000	100,000	100,000	100,000
4617	Fire Protection Service - MUD Contract	1,320,356	950,000	950,000	1,000,000	1,000,000
	Sub Total	2,388,835	2,000,000	2,000,000	2,216,000	2,220,000

Recreation Fees

4401	Swim Pool Agreements	45,278	39,000	39,000	56,500	39,000
4402	Recreation Programs - Pool	55,899	65,000	65,000	60,000	65,000
4402	Recreation Programs - Pool-Mad	2,500	7,000	7,000	7,000	7,000
4403	Recreation Programs	14,971	7,000	7,000	7,000	9,500
4403	Recreation Programs-Madsen	711,040	727,000	727,000	730,000	730,000
4403	Recreation Programs - Baca	47,135	67,200	67,200	45,000	72,200
4404	Swim Pool Receipts	358,346	431,300	431,300	384,400	431,300
4405	Sports League Fees	330,997	349,000	349,000	345,000	345,000
4406	Ballfield Lights	72,653	30,000	30,000	45,000	25,000
4409	Recreation Programs - Baca	55,595	53,000	53,000	54,000	57,027
4413	Membership Fees-Madsen	392,880	388,000	388,000	380,000	389,000
4413	Membership Fees-Baca	44,498	35,000	35,000	35,000	35,000
	Sub Total	2,131,789	2,198,500	2,198,500	2,148,900	2,205,027

Library Fees

4221	Library Fees-Non Residential	47,436	52,000	52,000	47,000	47,000
4411	Library - Photocopy	16,126	17,000	17,000	18,000	18,000
4515	Library Fines	81,568	76,000	76,000	78,000	78,000
4517	Library Miscellaneous Receipts	0	100	100	100	100
	Sub Total	145,130	145,100	145,100	143,100	143,100

Filing/Other Fees

4217	Filing Fees	38,478	49,000	49,000	49,000	49,000
4224	GIS Fees	5,375	5,000	5,000	5,000	3,600
4637	Reproductions - Plats	132	150	150	150	150
4219	Annual Site Plan Fees	28,508	26,000	26,000	26,000	35,000
	Sub Total	72,493	80,150	80,150	80,150	87,750

General Fund Revenues (cont.)

Acct#	Account Title	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget	2012-13 Projected Budget
Fines & Costs						
4511	Police Dept. Fines & Costs	1,625,572	1,700,000	1,700,000	1,700,000	1,715,000
4512	Red Light Camera Fees	0	288,000	288,000	276,500	276,480
	Sub Total	1,625,572	1,988,000	1,988,000	1,976,500	1,991,480
Rentals						
4408	Facility Rental - Parks/Rec	136,334	120,000	120,000	120,000	120,000
4412	Meeting Room Revenue	13,595	14,000	14,000	14,000	14,000
	Sub Total	149,929	134,000	134,000	134,000	134,000
Grants						
4688	UASI Grant - Fusion Center position	61,999	68,659	540,023	0	0
4689	Federal Grant - Technology/Equip	0	0	12,788	0	0
4623	Fire Dept. EMT Grant	35,692	32,000	32,000	32,000	32,000
4683	State Grant - Training	10,812	10,000	10,000	0	0
4695	Planning Grant - THC	0	5,000	5,000	5,000	5,000
4679	CDBG Reimbursement	69,666	90,000	90,000	90,000	70,000
4696	Federal Grant	0	0	300,000	0	0
4663	Miscellaneous	213,136	50,000	145,531	50,000	10,000
	Sub Total	391,305	255,659	1,135,342	177,000	117,000
Interest						
4610	Interest Income	1,269,920	900,000	900,000	500,000	600,000
4612	Increase/Decrease in Fair Value	(492,693)	1,000	1,000	1,000	1,000
	Sub Total	777,227	901,000	901,000	501,000	601,000
Capital Lease Proceeds						
4616	Capitalized Lease Proceeds	750,000	750,000	750,000	0	0
	Sub Total	750,000	750,000	750,000	0	0

Revenue Estimates

General Fund

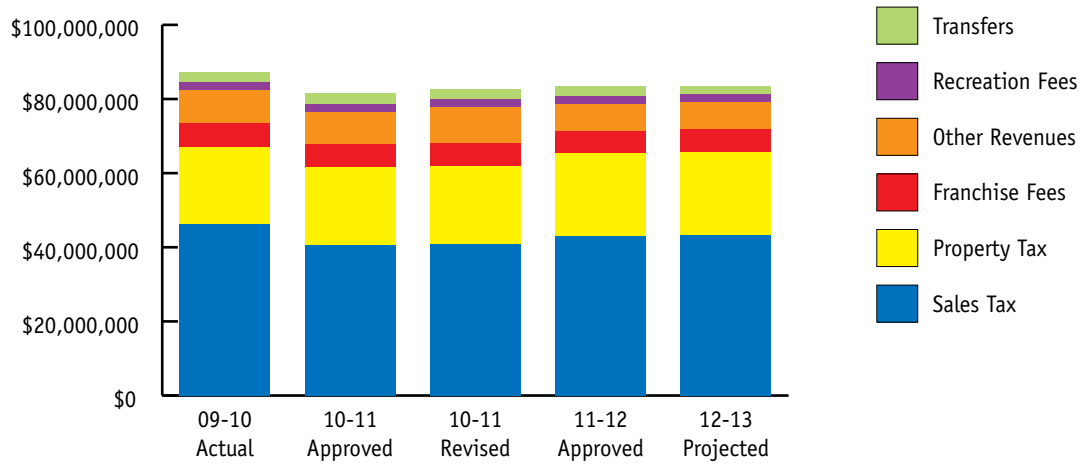
General Fund Revenues (cont.)

Acct#	Account Title	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget	2012-13 Projected Budget
Transfers						
7820	Transfer from Health Fund	934,400	759,240	759,240	530,600	282,000
7200	Transfer from Utility Fund	1,690,000	2,090,000	2,090,000	2,090,000	2,090,000
	Sub Total	2,624,400	2,849,240	2,849,240	2,620,600	2,372,000
Other Revenues						
4308	PARD Brush Recycling Fees	72,123	75,000	75,000	75,000	75,000
4407	Police Dept. - Miscellaneous	24,865	20,000	20,000	20,000	20,000
4213	Licensing Fees-Animal Cntrl Ord.	19,975	30,000	30,000	30,000	30,000
4422	Training Fees - Fire Department	3,245	12,000	12,000	12,500	12,500
4686	Special Events Reimbursmnt - PD	105,569	156,000	156,000	156,000	156,000
4615	Miscellaneous Revenue	175,627	240,000	240,000	100,000	100,000
4619	Returned Check Fee	450	1,000	1,000	1,000	1,000
4628	Donations/Contributions	0	5,000	5,000	5,000	5,000
4636	Insurance Proceeds	158,449	50,000	75,000	50,000	50,000
4638	Street Cuts	1,000	300	300	500	500
4639	Proceeds - Sale of Assets	144,461	40,000	40,000	40,000	40,000
4646	FTA Reimbursement	161,336	120,000	120,000	0	0
4652	Hazmat Recovery Proceeds	593	5,000	5,000	5,000	5,000
4660	4B Corporation Reimbursement	190,000	190,000	190,000	190,000	190,000
4692	ARRA Federal Grant Proceeds	437,659	0	0	0	0
4669	Court Fund Reimbursement	27,057	20,000	20,000	20,000	20,000
4670	RRISD Reimbursement	352,411	375,000	375,000	350,000	350,000
4672	Recycling Center Revenue	47,265	30,000	30,000	30,000	30,000
4301	Lot Clearing Services	22,067	16,000	16,000	16,000	16,000
4305	Brush Hauling Revenue	1,758	3,000	3,000	3,000	3,000
	Sub Total	1,945,909	1,388,300	1,413,300	1,104,000	1,104,000
Total General Fund Revenues						
		\$87,232,066	\$81,460,949	\$82,654,562	\$83,345,350	\$83,613,760

General Fund Revenues (cont.)

General Fund Revenues

By Revenue Type



Revenue Estimates

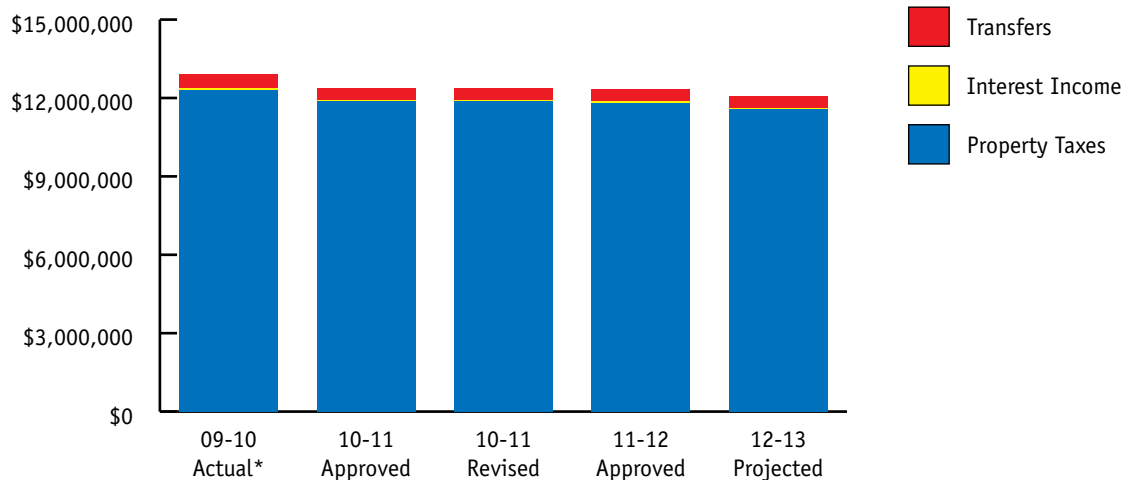
Debt Service Funds

I & S General Obligation Bonds Fund Revenue

Acct#	Account Title	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget	2012-13 Projected Budget
4110	Current Property Taxes	\$12,206,803	\$11,786,000	\$11,786,000	\$11,738,000	\$11,485,000
4111	Delinquent Taxes	79,504	80,000	80,000	80,000	80,000
4112	Penalty & Interest					
	- Delinquent Taxes	23,098	15,000	15,000	15,000	15,000
4113	Penalty & Interest					
	- Current Taxes	46,671	30,000	30,000	30,000	30,000
4610	Interest Income	11,186	10,000	10,000	10,000	10,000
4615	Misc. Revenue	716	0	0	0	0
4635	Proceeds - Refunded Bonds*	18,575,000	0	0	0	0
4640	Proceeds - Bond Premium*	1,387,593	0	0	0	0
7200	Transfer from Utility Fund	89,268	0	0	0	0
7550	Transfer from General SFC	200,000	0	0	0	0
7855	Transfer from Golf Course	455,236	450,000	450,000	452,000	450,000
Total	I & S General Obligation Bonds Funds Revenues	\$33,075,075	\$12,371,000	\$12,371,000	\$12,325,000	\$12,070,000

I & S G. O. Bonds Fund

By Revenue Type



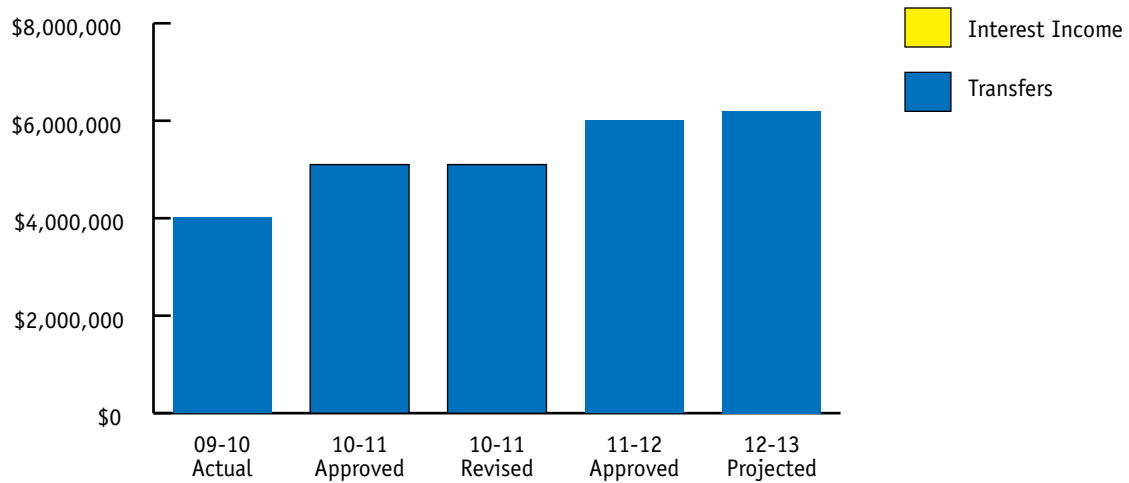
*Revenues related to debt refunding are not included in the comparisons.

I & S Revenue Bonds Fund Revenues

Acct#	Account Title	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget	2012-13 Projected Budget
4610	Interest Income	\$283	\$0	\$0	\$0	\$0
7200	Transfer from Utility Fund	4,007,921	5,100,000	5,100,000	6,000,000	6,200,000
Total	I&S Revenue Bonds Fund Revenues	\$4,008,204	\$5,100,000	\$5,100,000	\$6,000,000	\$6,200,000

I & S Revenue Bonds Funds

By Revenue Type



Revenue Estimates

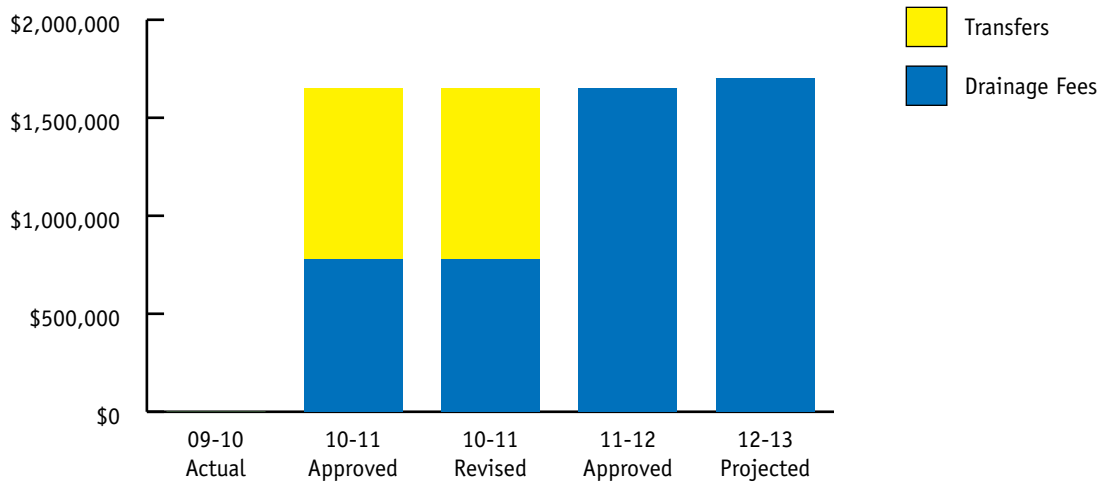
Drainage Fund

Drainage Fund Revenue

Acct#	Account Title	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget	2012-13 Projected Budget
Drainage Fees						
4850	Drainage Fees - Residential	\$0	\$412,500	\$412,500	\$907,500	\$935,000
4851	Drainage Fees - Commercial	0	367,500	367,500	742,500	765,000
	Sub Total	0	780,000	780,000	1,650,000	1,700,000
7100	Transfer from General Fund	0	867,881	867,881	0	0
	Sub Total	0	867,881	867,881	0	0
Total Drainage Fund		\$0	\$1,647,881	\$1,647,881	\$1,650,000	\$1,700,000

Drainage Fund Revenues

By Revenue Type



Water/Wastewater Utility Fund Revenues

Acct#	Account Title	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget	2012-13 Projected Budget
Water & Related Services						
4420	Convenience Fees	\$95,388	\$70,000	\$70,000	\$90,000	\$90,000
4444	Connection & Transfer Fee	156,122	140,000	140,000	140,000	140,000
4801	Water Service	19,217,905	19,200,000	19,200,000	19,700,000	20,200,000
4804	Water Conservation Fees	381,503	250,000	250,000	300,000	300,000
4805	Water Insp. & Meter Setting Fee	29,100	30,000	30,000	30,000	30,000
4807	Water Penalty	322,314	340,000	340,000	340,000	340,000
4831	Reconnect Charges	272,727	230,000	230,000	250,000	250,000
4833	Meters and Fittings Sales	28,412	30,000	30,000	30,000	30,000
	Sub Total	20,503,471	20,290,000	20,290,000	20,880,000	21,380,000
Sewer & Related Services						
4821	Sewer Service	14,201,183	15,700,000	15,700,000	14,750,000	15,100,000
4824	Sewer Service- BCRWWS	1,303,144	0	0	1,400,000	1,500,000
4825	Sewer Inspection Fee	28,700	30,000	30,000	30,000	30,000
4826	Sewer Discharge Permits	2,575	4,000	4,000	3,000	3,000
4827	Sewer Penalty	258,865	225,000	225,000	250,000	250,000
	Sub Total	15,794,466	15,959,000	15,959,000	16,433,000	16,883,000
Pre-Treatment Surcharge						
4443	Industrial Pre-Treatment Surcharge	245,035	220,000	220,000	220,000	220,000
	Sub Total	245,035	220,000	220,000	220,000	220,000
Interest						
4610	Interest Income	592,393	315,000	315,000	298,500	298,500
4612	Increase/Decrease in Fair Value	-107,348	1,000	1,000	1,000	1,000
	Sub Total	485,045	316,000	316,000	299,500	299,500
Other Revenues						
4615	Miscellaneous Revenue	187,218	150,000	150,000	150,000	150,000
4619	Returned Check Fee	17,406	15,000	15,000	15,000	15,000
4629	Gain/Loss on Sale of Assets	1,143,244	5,000	5,000	5,000	5,000
4636	Insurance Proceeds	82,824	0	0	0	0
4680	Intergovernmental Revenue	19,615	0	0	0	0
7250	Transfer from Water Impact Fees	0	865,000	865,000	860,000	860,000
7250	Transfer from Wastewater Impact Fees	1,845,000	980,000	980,000	980,000	980,000
7820	Transfer from Health Fund	127,915	104,000	104,000	72,624	38,641
	Sub Total	3,423,223	2,119,000	2,119,000	2,082,624	2,048,641
Total Water / Wastewater Utility Fund Revenues						
		\$40,451,240	\$38,904,000	\$38,904,000	\$39,915,124	\$40,831,141

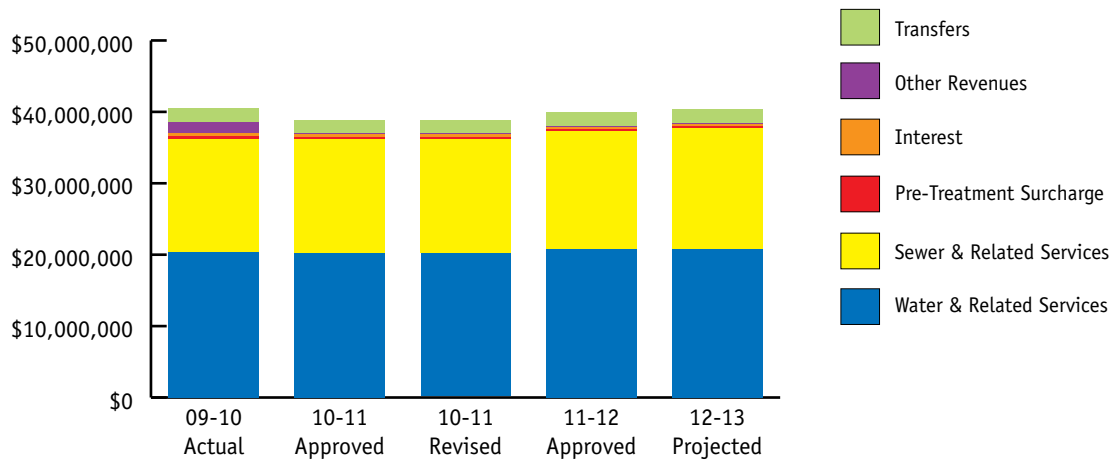
Revenue Estimates

Water/Wastewater Utility Fund

Water/Wastewater Utility Fund Revenues (cont.)

Water/Wastewater Utility Fund Revenues

By Revenue Type

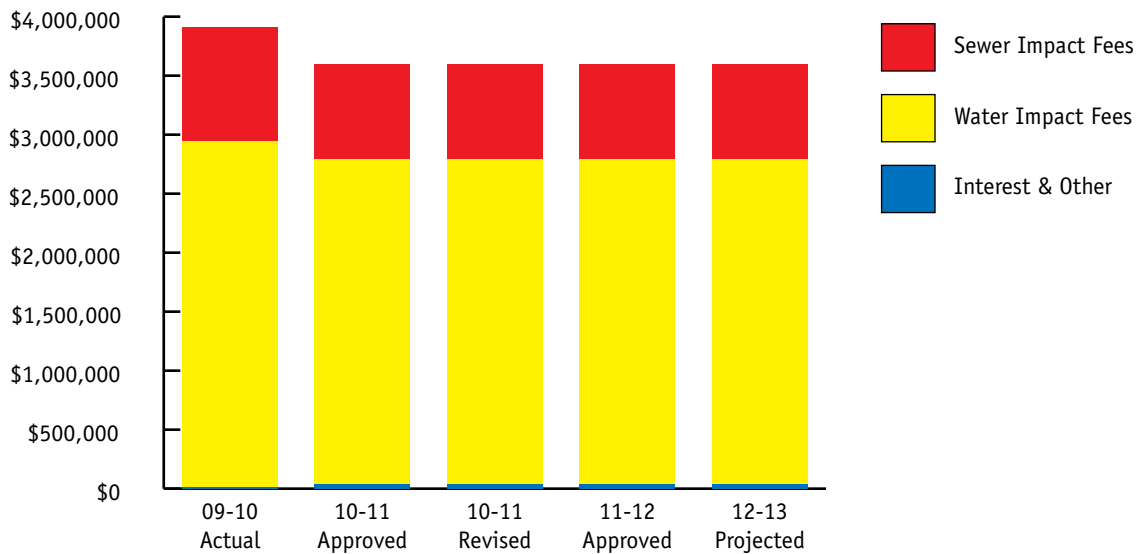


Utility Impact Fees Fund Revenues

Acct#	Account Title	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget	2012-13 Projected Budget
4610	Interest Income	\$16,209	\$40,000	\$40,000	\$40,000	\$40,000
4802	Water Impact Fees	2,331,931	1,900,000	1,900,000	1,900,000	1,900,000
4808	Commercial Water Impact Fees	594,827	850,000	850,000	850,000	850,000
4822	Sewer Impact Fees	730,518	660,000	660,000	660,000	660,000
4828	Commercial Sewer Impact Fees	236,138	150,000	150,000	150,000	150,000
	Total Utility Impact Fees Fund Revenues	\$3,909,623	\$3,600,000	\$3,600,000	\$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	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
4123	Occupancy Tax	\$2,303,997	\$2,200,000	\$2,200,000	\$2,300,000
4610	Interest Income	10,226	15,000	15,000	25,000
4612	Increase/Decrease in Fair Value	(3,086)	0	0	0
4615	Misc Revenue	203	0	0	0
4628	Donations/Contributions	6	0	0	0
4636	Insurance Proceeds	12,620	0	0	0
7550	Transfer from Gen Slf Fin Cons.	0	0	35,100	0
Total Hotel Occupancy Tax Fund Revenues		\$2,323,966	\$2,215,000	\$2,250,100	\$2,325,000

Law Enforcement Fund Revenues

Acct#	Account Title	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
4610	Interest Income	\$198	\$211	\$211	\$0
4639	Sale of Asset	125,000	0	0	0
4665	Fed. Drug Seizure Funds Interest	230,835	0	0	0
4654	State & Local Seizure Funds	85,451	0	77,907	0
4663	Grant Proceeds	13,282	0	0	0
Total Law Enforcement Fund Revenues		\$454,766	\$211	\$78,118	\$0

Revenue Estimates

Parks Improvement & Acquisitions Fund

Parks Improvement & Acquisitions Fund Revenues

Acct#	Account Title	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
4405	Sports League Fees	\$8,060	\$7,000	\$7,000	\$7,000
4416	Field Enhancements	23,200	0	0	0
4610	Interest Income	1,379	1,500	1,500	645
4628	Donations/Contributions - Developers	15,037	427,150	566,610	597,696
	Total Parks Improvement & Acquisitions Fund Revenues	\$47,676	\$435,650	\$575,110	\$605,341

Municipal Court Fund Revenues

Acct#	Account Title	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
4509	Technology Fees	\$53,817	\$50,000	\$50,000	\$50,000
4510	Security Fees	40,363	30,000	30,000	30,000
4519	Child Safety Fines	34,077	25,000	25,000	25,000
4610	Interest Income	241	225	225	225
Total Municipal Court Fund Revenues		\$128,498	\$105,225	\$105,225	\$105,225

Revenue Estimates

Library Fund

Library Fund Revenues

Acct#	Account Title	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
4628	Library Donations	\$2,084	\$350	\$350	\$500
4610	Interest Income	9	50	50	0
Total Library Fund Revenues		\$2,093	\$400	\$400	\$500

Tree Replacement Fund Revenues

Acct#	Account Title	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
4226	Tree Replacement Fees	\$73,710	\$50,000	\$50,000	\$50,000
4610	Interest Income	740	750	750	340
4628	Donations / Contributions	5,075	500	500	500
	Total Tree Replacement Fund Revenues	\$79,525	\$51,250	\$51,250	\$50,840

Revenue Estimates

PEG Fund

PEG Fund Revenues

Acct#	Account Title	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
4126	PEG Fees	\$0	\$0	\$0	\$250,000
4610	Interest Income	0	0	0	1,500
Total PEG Fund Revenues		\$0	\$0	\$0	\$251,500

Note - PEG Fees were included in the General Fund prior to FY 12



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

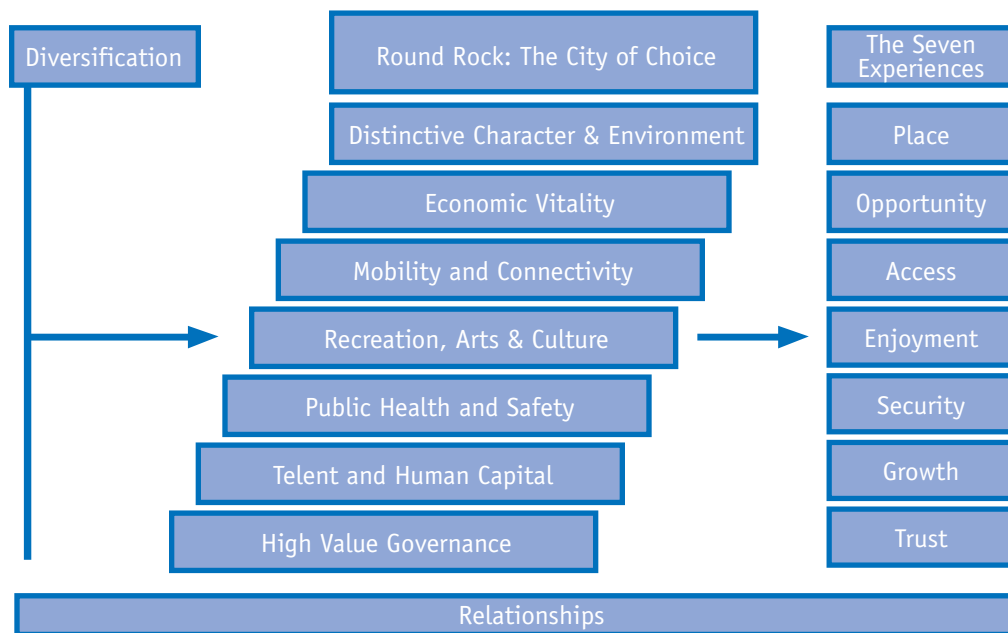
The Plan: A Narrative

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.





City Wide Measures

Scorecards

- PARD / Library
- Public Safety
- General Services
- Transportation
- Planning
- Support Services
- Finance
- Utilities
- Drainage

PARD / Library

	Goals	Metrics	FY11 Target	FY12 Target	FY13 Target
MANAGE RESOURCES					
PARD	Environmental Stewardship- Develop and propose a comprehensive environmental/natural resource management plan. (SP)	Complete and implement Environmental/Natural Resource Management Plan.	10%	50%	100%
Library	Allocate and manage the resources we receive to serve the community and meet the library's mission. (SP Goal 8.0).	Department expenditures per capita	\$13.50	\$13.50	\$13.50
RUN THE BUSINESS					
PARD	Maintain open dialogue with all internal/external stakeholders affected by PARD's day to day business operations. (DP)	Overall Customer Satisfaction	90%	90%	90%
Library	Provide library programs and services that meet community expectations (SP Goal 36.0).	Walk-in visits	285,534	291,519	295,000
		Service hours open to the public	3,266	3,446	3,600
SERVE THE CUSTOMER & WORKING RELATIONSHIPS					
PARD	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)	Number of outreach events	25	25	25
		Number of positive media impressions	150	150	150
Library	Develop and expand successful, cooperative relationships within and outside of the organization (SP Goal 11.0).	# of cooperative programs with other departments and agencies	4	5	6
		# of outreach events	12	14	16
LEARN, LEAD AND INNOVATE					
PARD	Implement practices that provide feedback at the conclusion of all projects to improve staff knowledge (DP)	Program Improvements	25	25	25
		Dollars saved from improvement actions	\$25,000	\$25,000	\$25,000
		Park Certification Scores	90%	90%	90%
Library	Continually learn and improve our services and selves (SP Goal 40.0).	# of annual training hours per employee	4	6	8

City Wide Measures

Scorecard

Public Safety

Goals		Metrics	FY11 Target	FY12 Target	FY13 Target
MANAGE RESOURCES					
Police	Maintain the capacity to continue proactive policing amid environmental constraints. (SP, DP)	Ratio of actual sworn staff to modeled sworn staffing needs, per the Department staffing model	0.8588	0.8973	0.9375
Fire	Maintain staffing levels per City Policy.	Number of days all fire service companies were in service. This requires a minimum of 29 fire suppression employees to be on duty 24/7, 365 days a year.	365 days	366 days	365 days
RUN THE BUSINESS					
Police	Continue crime-control efforts. (SP, DP)	UCR Part 1 crime rate/1,000 residents	30.2	30.5	30.9
		Arrests made	4,586	4,678	4,862
Fire	Stay abreast of industry changes and adopt policies that reflect best industry practices in line with local needs and City Policy.	This is a must, to project any budget increases or use to minimize the budget impact.	As it occurs	As it occurs	As it occurs
SERVE THE CUSTOMER & WORKING RELATIONSHIPS					
Police	Develop a plan to leverage city services as they relate to neighborhood quality of life. (SP)	Number of non-crime, neighborhood quality-of-life issues identified and referred to other city departments for resolution	118	150	150
Fire	Provide fire suppression and emergency medical first responder services at the ALS & BLS levels; hazmat response and mitigation and technical rescue to citizens. (SP)	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.	80%	80%	80%
		Percentage of 1st alarms with an effective firefighting force arrived on scene within 10 minutes after going en route.	80%	80%	80%
		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.	80%	80%	80%
LEARN, LEAD AND INNOVATE					
Police	Continue emphasis on training to reduce exposure. (DP)	Officer injuries per 1,000 police events	0.33	0.35	0.37
		Number of sustained internal affairs complaints	14	15	17
Fire	Provide opportunities for personal and professional growth. Encourage employee involvement in problem solving, and decision-making. (SP)	Percent of suppression firefighters that maintain EMT certification.	100%	100%	100%
		Percent of suppression firefighters that completed 20 hours a month of company training.	100%	100%	100%
		Percent of officers that completed 16 hours a year of officer development training.	100%	100%	100%

General Services

Goals		Metrics	FY11 Target	FY12 Target	FY13 Target
MANAGE RESOURCES					
VMF	Help establish and monitor the supporting budgets to ensure the most cost effective way of doing business.	Provide the City Budget office with scheduled line items for the City by January of each year for the next fiscal year	100%	100%	100%
RUN THE BUSINESS					
VMF	Insure that safety and operations of City motorized equipment.	Complete scheduled PMs that are due at the beginning of the month.	95%	95%	95%
	Maintain City fleet to meet State requirements.	Motor Vehicle Inspections each year.	460	460	460
SERVE THE CUSTOMER & WORKING RELATIONSHIPS					
VMF	Maintain the City's equipment base to support all required City activities.	Complete preventive maintenance on the City equipment (currently we have 1418 pieces of equipment).	73%	75%	80%
		Complete a combination of PMA ¹ and PMC ² each year.	1040	1040	1050
		Complete PM's over the course of a year.	1800	1800	1820
LEARN, LEAD AND INNOVATE					
VMF	Ensure staff are qualified to preform required duties.	Maintain certification of maintenance staff.	100%	100%	100%

¹PMA (Preventive Maintenance Basic)²PMC (Preventive Maintenance Complete)

City Wide Measures

Scorecard

Transportation

Goals		Metrics	FY11 Target	FY12 Target	FY13 Target
MANAGE RESOURCES					
Adm & O&M	Ensure City infrastructure is planned and built to proper service levels. (SP, CMG, DP)	% of lanes miles planned for rehabilitation and main-tenance per calendar year	20%	20%	20%
RUN THE BUSINESS					
Adm & O&M	Plan and monitor staffing requirements for opti-mization of personnel resources. (DP)	Monitor utilization to ensure equal and efficient use of personnel.	80%	85%	88%
Adm	Provide planning, engineering and project deliv-ery services for all City projects. DP)	% of projects completed within budget.	100%	100%	100%
		% of projects completed within timeframe.	100%	100%	100%
O & M	Provide annual maintenance of the City's transportation infrastructure that meets service demands and regulatory requirements.	# linear feet of crack sealing (in thousands)	3,000	3,000	4,000
		# tons of asphalt laid	1,200	1,200	1,200
		# yards concrete poured	750	750	900
		# acres mowed inhouse annually	350	350	360
		% of signs tested for reflectivity	80%	80%	100%
		% of City streets restriped	20%	20%	40%
SERVE THE CUSTOMER & WORKING RELATIONSHIPS					
Adm	Create a culture where communication is integrated and encouraged into all facets of the organization. (SP,CMG,DP)	Number of annual opportunities used to communicate with employees .	26	26	26
		Number of annual opportunities used to communicate with the media.	12	12	12
O & M	Coordinate with other cities and entities to leverage opportunities for regional working relationships. (SP,CMG,DP)	% of time collaboration occurs with surrounding com-munities/entities	50%	90%	100%
O & M	Promote collaboration between departments to create efficiencies and the sharing of information and resources. (DP)	Continue to provide assistance and support to other City departments as requested in a timely manner.	60%	90%	100%
LEARN, LEAD AND INNOVATE					
Adm	Identify and implement technology changes that are driven by business needs as well as any regulatory and legal requirements. (SP,DP)	Document number of technology improvements/up-grades identified or implemented on a semi-annual basis.	4/2	4/2	4/2
O & M	Encourage innovation and creativity and builds on the values and guiding principles of the City. (SP,DP)	Number of employees rewarded annually for creative/innovative thinking	12	12	12

Planning

Goals		Metrics	FY11 Target	FY12 Target	FY13 Target
MANAGE RESOURCES					
Planning	Utilize technology to streamline processes and enhance communication. (Work Driver: SP 8, 10, DP)	Qtly review/update the department website with current and proposed projects, policy/procedural changes, and other public information.	100%	100%	100%
		Maintain communication with developers, applicants and other departments, and eliminate redundant meetings from the predevelopment process.	Ongoing	Ongoing	Ongoing
RUN THE BUSINESS					
Planning	Administer the annexation, zoning, subdivision, historic preservation, site development permit, and code enforcement programs in alignment with adopted ordinances, the City Council's development philosophy, and applicable state and federal statutes. (Work Driver: SP 2, 4, 8, 9, DP)	Review of development applications w/in the time allotted under the rules.	100%	100%	100%
		Perform proactive and complaint-based code enforcement and ensure that violations are promptly abated.	100%	100%	100%
Planning	Provide professional, courteous and efficient service to all internal and external customers. (Work Driver: SP 8, DP)	Respond to requestors within 24 business hours.	100%	100%	100%
SERVE THE CUSTOMER & WORKING RELATIONSHIPS					
Planning	Provide a leadership role in educating the community about land development proposals and their relationship to planning goals and principles. (Work Driver: SP 4, 8, DP)	Create/investigate an easily accessible/understandable method to disseminate information about planning projects and upcoming public hearings.	60%	80%	100%
		Create easily comprehensible public information packets about zoning and platting processes and standards.	60%	80%	100%
LEARN, LEAD AND INNOVATE					
Planning	Maintain a well-trained, highly educated and experienced staff that consistently delivers a high level of professional performance. (SP 39, 40, DP)	Maintain professional certification through continuing education.	100%	100%	100%
		Provide educational opportunities to foster innovative land development and zoning standards and processes	\$15,000 budgeted	\$16,000 budgeted	\$16,000 budgeted

City Wide Measures

Scorecard

Support Services

Goals			Metrics	FY11 Target	FY12 Target	FY13 Target
MANAGE RESOURCES						
Administra- tion	On target with Economic Progress goals in the Strategic Plan and City Manager goals.	City Manager will ensure the priority goals set by City Council are effectively being addressed.	80%	90%	100%	
Informa- tion Tech- nology	Ensure the City's future technology needs and IT services are strategically aligned and prioritized to meet the City's business objectives. (SP)	Percentage of IT strategic plan goals implemented	50%	75%	90%	
		Number of IT strategic initiatives completed.	2	2	2	
Human Resources	Improve the City's ability to attract and retain talent.	Develop and implement a management mentor program city wide	50%	80%	100%	
		Conduct bi-annual compensation market analysis	Q3	N/A	Q3	
RUN THE BUSINESS						
Administra- tion	Economic Development Partnership: Business recruitment, retention and expansion.	Attend the monthly EDPOC meetings in support of Economic Development Partnership.	100%	100%	100%	
Informa- tion Tech- nology	Maximize organization value through the use of the cost containment strategy as part of the IT Infrastructure. (DP)	Hours of support time (Annual) saved by implementation of Microsoft Enterprise License Agreement (standardization of MS Office Suite)	NA	40	60	
		Hours of support time saved by implementation of Voice over Internet Protocol (VoIP) telecommunications system	NA	40	60	
Human Resources	Utilize technology to streamline processes and procedures.	Develop and implement an electronic evaluation program city wide	50%	80%	100%	
SERVE THE CUSTOMER & WORKING RELATIONSHIPS						
Administra- tion	Maintain government transparency by communicating honestly and openly while being sensitive to confidential and controversial matters.	The Round Rock Replay & City Focus programs will be available twice a monthly for viewing on Government Channel 10, City's website, and through email Rock Beats notice.	100%	100%	100%	
Informa- tion Tech- nology	Ensure customer/user satisfaction with IT services by utilizing the ITC Help Desk tool to survey customer satisfaction after delivery of service. (DP)	% of time the customer is satisfied with the resolution of their issues	95%	97%	97%	
		% of time the customer is satisfied with their overall support experience	95%	96%	97%	
Human Resources	Conduct an employee survey and develop strategic implementation plan to address receiving less than desired rating.	Development documentation	50%	80%	100%	
LEARN, LEAD AND INNOVATE						
Administra- tion	Foster high performance environment through consistent, responsive and interactive leadership.	City Manager will hold 4 open discussion meetings per year with city employees	2	4	4	
		Hold mid-manager meetings on a quarterly basis.	1	4	4	
Informa- tion Tech- nology	Build expertise of IT personnel with regular training and education programs. (DP)	% of employees with formal professional development plans	10%	25%	50%	
		# of training hours per employee per month	8	16	24	
		# of days (Annual) employees are able to Cross-Train within department and organization.	25	50	50	
		Development of Knowledge Based resolutions using the Help Desk	30	60	90	
Human Resources	Complete GAP analysis to create and implement best practices.	Complete GAP analysis	60%	100%	N /A	
		Develop best practices framework	N / A	25%	100%	

Finance

Goals		Metrics	FY11 Target	FY12 Target	FY13 Target
MANAGE RESOURCES					
Finance	Safeguard the City's assets and manage its financial resources to ensure fiduciary responsibility to the citizens.	Maintain or improve bond ratings by monitoring bond ratings and feedback from raters	AA+/Aa2	AA+/Aa2	AA+/Aa2
Municipal Court	Accurately collect costs set by the state and fines set by the Judge through minimizing outstanding cases through effective resolution methods. (SP-8.0, DP)	Percent of cases disposed before Warrant	90%	90%	90%
		Percent of cases cleared or fines paid within 90 days of final judgment	60%	65%	65%
		Number of cases sent to Collection Agency	2,000	2,000	2,000
		Overall Collection Rate for Fiscal Year	88%	89%	90%
Purchasing	Develop strategic approach to increase lead & planning periods of contract items (SP, DP)	Monthly meeting with contract manager	yes	on going	on going
		Review budget for potential bids and RFP's	on going	on going	on going
Utility Billing	Implement outbound notification calling and monitor the progress of this new process. This process should lower the volume of field trips for actual disconnection of service.(SP 8.0)	Implement the new outbound calling notification system in current year.	100%	N/A	N/A
		Reduce the volume of cutoffs in the field by 10-15 % annually and determine the possible savings due to less field trips.	15%	15%	15%
RUN THE BUSINESS					
Municipal Court	Process cases efficiently without unnecessary delay. (SP-8.0, DP)	Class C Misdemeanors filed	22,000	25,000	27,000
		Average # of cases handled per clerk	5,500	5,700	5,900
		# of hearings per judge	6,500	6,700	6,900
SERVE THE CUSTOMER & WORKING RELATIONSHIPS					
Municipal Court	Ensure customers and citizens experience positive interactions with Municipal Court. (SP-8.0)	Rating for overall experience in Municipal Court (3% is max positive)	2.75%	2.80%	2.80%
Purchasing	Maintain user compliance with City policies and taxpayer expectations. (SP, CMG, DP)	Number of bid protests that are reversed	0	0	0
Utility Billing	Ensure customers experience positive interactions and satisfaction with Utility Billing. (SP 8.0, DP)	On survey's return online/hard copy, maintain or improve customer satisfaction rating.	90%	92%	95%
		Utilize the VOIP phone system's recording features to conduct at least two reviews per month with CSR's for training purposes and improve customer satisfaction. Total reviews (8 CSRs*2 = 16/mo)	16	16	16
LEARN, LEAD AND INNOVATE					
Finance	Provide fair, supportive, and stable work environment by equipping our employees with tools to be successful while encouraging employee development and creativity. (DP)	Continue with Main Thing initiatives by having quarterly events to promote each of the initiatives	4	4	4
		Assure that staff skill sets are responsive to enhanced technology and workplace developments by encouraging Individual training and providing opportunities, when appropriate	Yes	Yes	Yes
Municipal Court	Continue to pursue the Certified Municipal Court clerk program that includes three levels of certification and required continuing education. (SP-40.0, DP)	Obtain Level I certification within two years of hire	70%	80%	100%
		If pursuing Level II, achieve within two years of achieving Level I	80%	100%	100%
		Clerks certified at all three Levels	0	1	2

City Wide Measures

Scorecard

Utilities

Goals		Metrics	FY11 Target	FY12 Target	FY13 Target
MANAGE RESOURCES					
Water	Provide a high service level regarding the City's water system.	Maintain or improve monthly water production	17MG	17.5MG	18MG
		Operate water valves annually	31%	35%	40%
		Physically inspect a % of fire hydrants annually	21%	25%	30%
		Maintain the 577 miles of City water lines	100%	100%	100%
Water/ Wastewater	Provide a high service level regarding the City's wastewater system.	Number of lift pump station hours of operation	4,000	4,000	4,000
		Physically inspect a % of 8,454 manhole covers annually	21%	25%	30%
		Maintain the 417 miles of City wastewater lines	100%	100%	100%
Environ- mental	Implement & manage programs conserving natural resources & prevent pollution.	Recycled materials (tons)	714.0	550.0	550.0
RUN THE BUSINESS					
Water/ Wastewater	Provide planning, engineering & construction management for all City projects.	% of projects completed within timeframe	90%	92%	5%
Environ- mental	Optimize processes to ensure regulatory compliance cost effectively.	Average cost/water test	\$4.29	\$4.25	\$4.20
		Average cost/wastewater test	\$8.88	\$8.85	\$8.80
SERVE THE CUSTOMER & WORKING RELATIONSHIPS					
Water/ Wastewater	Provide customers with prompt service.	% of emergency responses answered in less than 1 hr.	100%	100%	100%
		Number of customer complaints	0	0	0
Environ- mental	Develop & implement better communication processes to ensure customers are informed of pertinent issues.	Response accuracy	100%	100%	100%
		Customer satisfaction	90%	95%	100%
LEARN, LEAD AND INNOVATE					
Water/ Wastewater	Achieve all required licenses and certifications.	% of employees with TCEQ required W/WW license	80%	98%	100%
		% achieved city certification for career ladder	98%	98%	100%
Environ- mental	Identify & implement technology improvements to optimize quality & efficiency.	Number of system upgrades	3	3	3

Drainage

Goals		Metrics	FY11 Target	FY12 Target	FY13 Target
MANAGE RESOURCES					
Drainage	Maintain conveyances to ensure flood capacity	Monitor and maintain public miles of drainage ways	100%	100%	100%
		Debris removal (tons)	715	715	715
Water Quality	Prevent pollutants from reaching waterways	Residential curb miles swept annually (500 miles)	100%	100%	100%
		Business / Arterial curb miles swept annually (102 miles)	100%	100%	100%
		Percent of city curb inlets cleaned annually (2415 total)	80%	80%	90%
RUN THE BUSINESS					
Drainage	Floodplain Management	Reduce percentage of residential structures in flood-plain	5%	3%	2%
Water Quality	TPDES MS4 Phase 2 Permit	% of tasks completed within budget	100%	100%	100%
		% of tasks completed within timeframe	100%	100%	100%
SERVE THE CUSTOMER & WORKING RELATIONSHIPS					
Drainage	Proactively educate citizens, business owners, etc. about flooding risks and floodplain regulations.	Contact percentage of floodplain residents and prop-erty owners	25%	50%	75%
		Resolve noncompliance cases without legal action	70%	80%	80%
Water Quality	Proactively educate citizens, business owners, etc. about WQ, regulations and BMPs. Contact percentage of City population	Contact percentage of City population	35%	35%	40%
		Resolve noncompliance cases without legal action	90%	90%	90%
LEARN, LEAD AND INNOVATE					
Drainage	Coordinate with FEMA & WCID representatives and area Floodplain Managers to exchange ideas and creatively seek regional cost effective solu-tions	Minimum meetings per agency	2	3	3
	Continue to develop and train O&M staff to enhance capabilities and improve efficiency and effectiveness.	Percentage of staff attending at least 2 Continuing Education classes (drainage)	80%	85%	90%
	Coordinate with EPA & TCEQ representatives and area MS4 Managers to exchange ideas and seek creative cost effective solutions	Minimum meetings per agency	2	3	4
Water Quality	Train and update O&M staff regarding current and pending water quality regulations to ensure compliance.	Percentage of staff attending at least 1 Continuing Education class (WQ)	90%	95%	100%





General Fund Expenditures

Administration

Finance

Fire

Fiscal Support Services

General Services

- Building Construction
& Facilities Maintenance
- Vehicle Maintenance Facility

Human Resources

Information Technology

Inspection Services

Legal Services

Library

Municipal Court

Parks & Recreation

Planning and Development Services

Police

Purchasing

Transportation - Administration

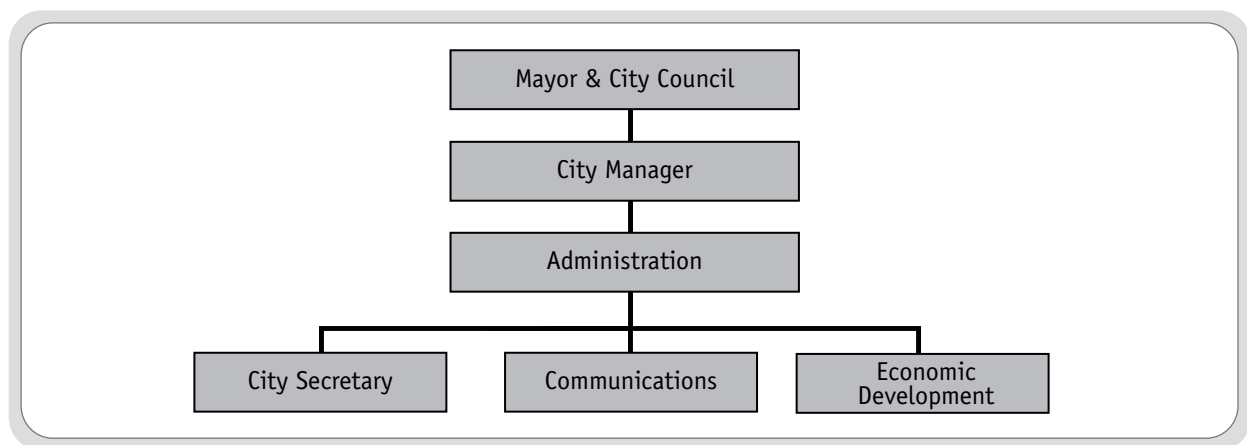
Transportation - Operations & Maintenance

Administration Department

The Administration Department consists of the Mayor and six Council members, and the office of the City Manager. These two bodies, working together, 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 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 the continued 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.

General Fund Expenditures

Administration

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 and 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 2011-12

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		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
City Manager	1	1	1	1.00	1.00	1.00
Chief Financial Officer	1	0	0	1.00	0.00	0.00
Assistant City Manager	1	2	2	1.00	2.00	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	0	2	1.00	0.00	2.00
Executive Assistant	0	1	0	0.00	1.00	0.00
Administrative Tech II	1	1	1	1.00	1.00	1.00
Administrative Tech III	1	1	0	1.00	1.00	0.00
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

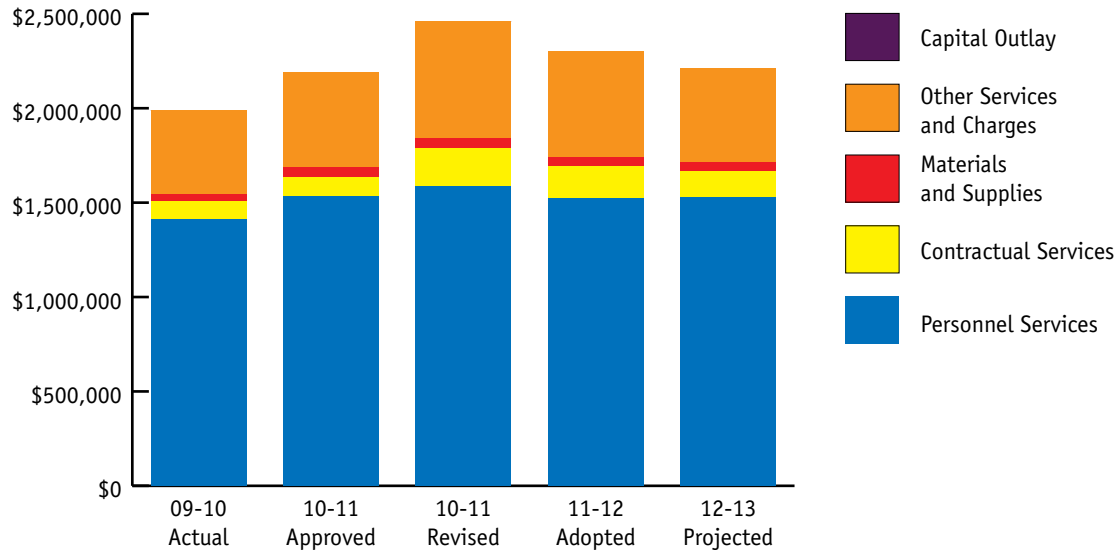
Position Change from CFO to ACM

Position Change from Executive Assistant to Executive Administrative Assistant

Position Change from Administrative Tech III to Executive Administrative Assistant

Administration

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$1,413,925	\$1,532,475	\$1,588,535	\$1,520,324	\$1,530,030
Contractual Services	90,263	102,056	200,556	172,427	133,137
Materials and Supplies	41,453	51,575	51,575	46,775	49,375
Other Services and Charges	440,285	503,740	620,244	562,140	500,350
Capital Outlay	0	0	0	0	0
Total Expenditures:	\$1,985,925	\$2,189,846	\$2,460,910	\$2,301,666	\$2,212,892
Expenditures per Capita:	\$20.43	\$21.92	\$24.63	\$22.86	\$21.63

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Administration	2.3%	3.0%	2.8%	1.8%	1.9%	1.9%

General Fund Expenditures

Administration



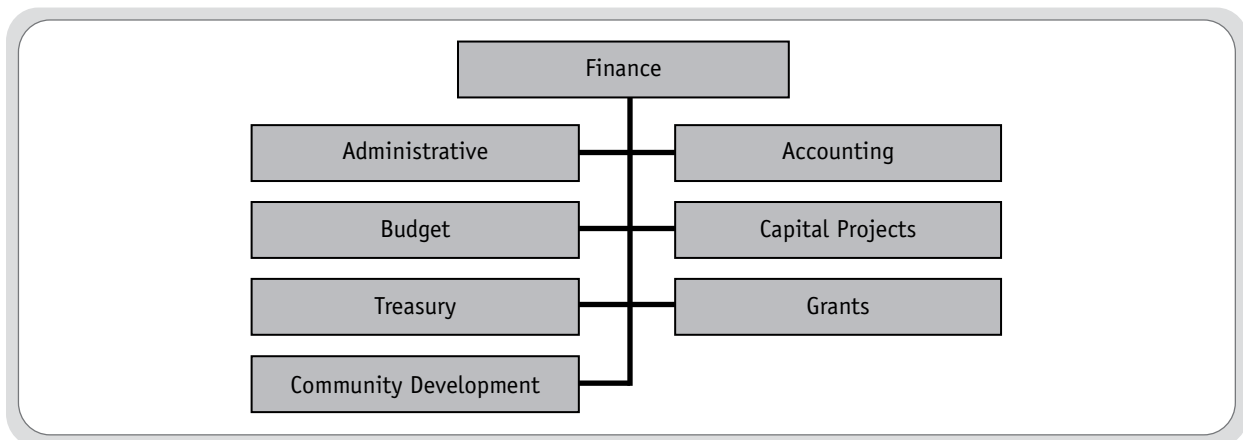
Finance Department

Management responsibility for all of the City's financial activity is centralized in the Finance Department. The Assistant City Manager (ACM) 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 help 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 off-set 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 2011-12

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

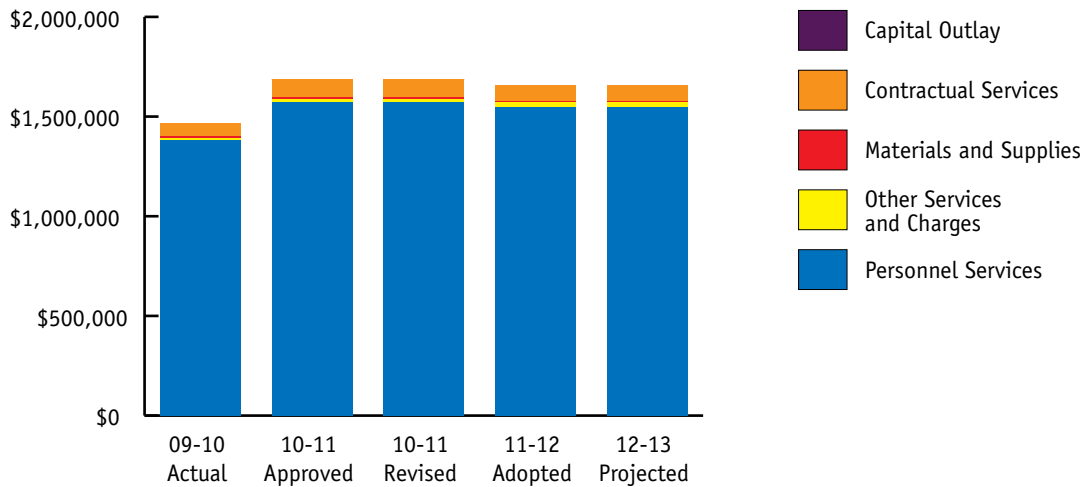
General Fund Expenditures

Finance

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
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	0	0	1.00	0.00	0.00
Finance Programs Manager	1	1	1	1.00	1.00	1.00
Accounting Manager	0	1	1	0.00	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
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	1	1.00	1.00	1.00
Community Development Asst	1	1	1	1.00	1.00	1.00
Grants Coordinator	1	1	1	1.00	1.00	1.00
Total	23	23	23	22.50	22.50	22.50

Finance

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$1,382,244	\$1,570,656	\$1,570,656	\$1,548,606	\$1,548,296
Other Services and Charges	9,290	17,170	17,170	22,300	22,300
Materials and Supplies	6,992	9,400	9,400	6,434	6,434
Contractual Services	68,052	88,481	88,481	78,624	78,624
Capital Outlay	0	0	0	0	0
Total Expenditures:	\$1,466,578	\$1,685,707	\$1,685,707	\$1,655,964	\$1,655,654
Expenditures per Capita:	\$15.09	\$16.87	\$16.87	\$16.44	\$16.18

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Finance	1.7%	2.0%	2.0%	3.2%	3.3%	3.3%

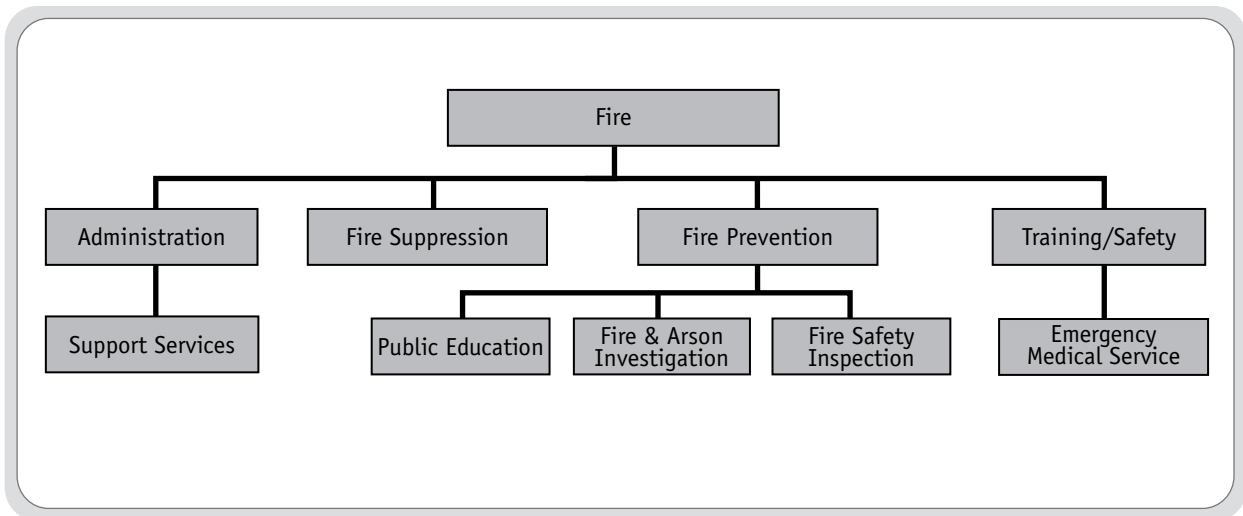


Fire Department

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's 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 2011-12

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 constant 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 used 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

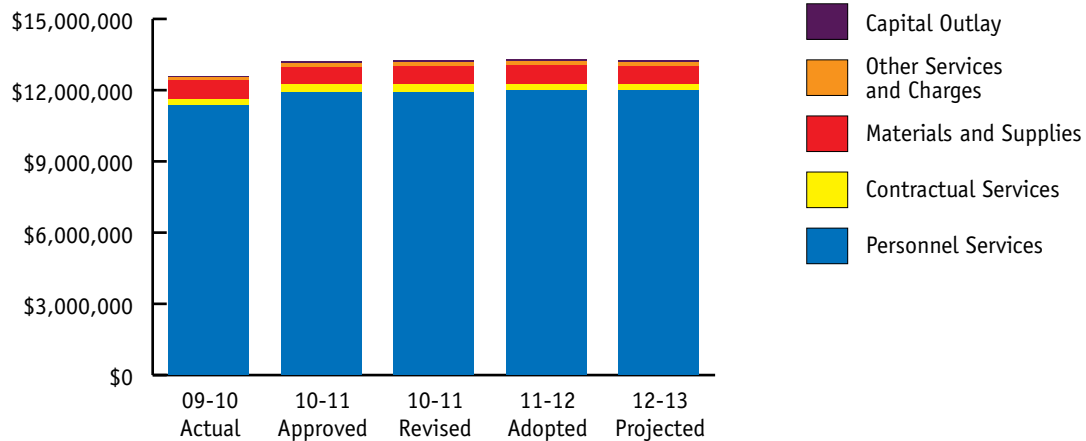
General Fund Expenditures

Fire

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
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	13	13	12.00	13.00	13.00
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	17	17	18.00	17.00	17.00
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:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$11,341,538	\$11,914,807	\$11,914,807	\$11,987,967	\$11,979,742
Contractual Services	265,708	316,188	316,188	275,428	270,828
Materials and Supplies	813,212	753,806	798,806	796,624	775,787
Other Services and Charges	104,472	127,900	127,900	127,900	127,900
Capital Outlay	52,073	100,200	100,200	108,000	100,064
Total Expenditures:	\$12,577,002	\$13,212,901	\$13,257,901	\$13,295,919	\$13,254,321
Expenditures per Capita:	\$129.39	\$132.26	\$133.05	\$132.03	\$129.56

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Fire	14.5%	16.0%	16.0%	18.3%	19.0%	19.0%

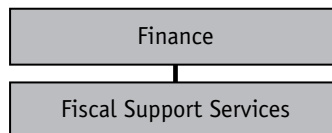


Fiscal Support Services Department

The Fiscal Support 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 Fiscal Support 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 Fiscal Support 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:

The *Fiscal Support Services Department* 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,

art fund, 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 Fiscal Support 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:

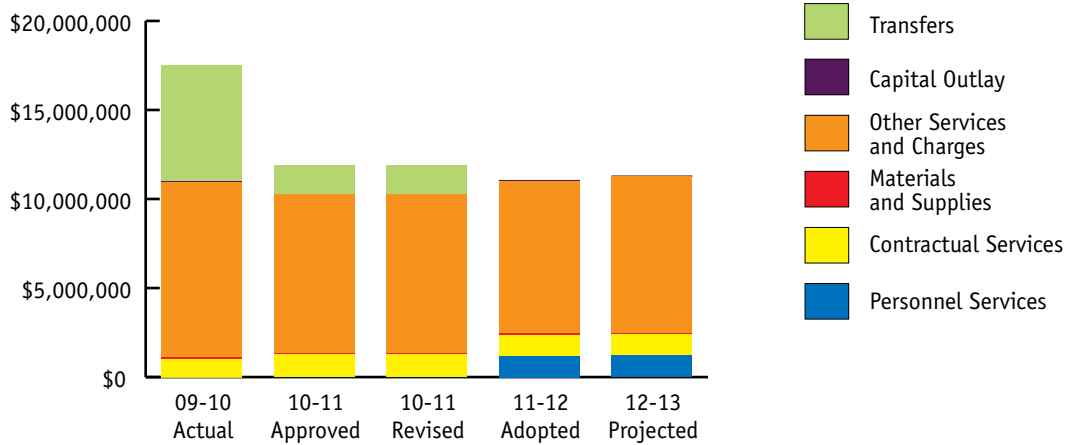
Provide general financial monitoring, oversight and support to City departments for all expenditures that are not allocable to any specific department. This department also responds to all administrative and departmental fiscal needs as necessary.

General Fund Expenditures

Fiscal Support Services

Fiscal Support

Expenditures by Category



Note: Fiscal Support Services has no authorized personnel; the personnel costs in the FY12 budget reflect the compensation program.

Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$0	\$0	\$0	\$1,180,000	\$1,203,600
Contractual Services	1,014,397	1,266,100	1,266,100	1,184,300	1,194,900
Materials and Supplies	96,228	75,500	75,500	69,500	69,500
Other Services and Charges	9,845,794	8,907,138	8,907,138	8,580,563	8,793,708
Capital Outlay	2,880	18,000	18,000	18,000	18,000
Transfers	6,516,945	1,617,881	1,617,881	0	0
Total Expenditures:	\$17,476,245	\$11,884,619	\$11,884,619	\$11,032,363	\$11,279,708
Expenditures per Capita:	\$180	\$119	\$119	\$110	\$110

Operating Efficiencies:

	Expenditures as a % of General Fund		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Fiscal Support	20.2%	14.4%	13.2%

General Services

General Services administers the city departments dealing with the maintenance of vehicles and buildings; and the administrative oversight of building construction.

This department has the Vehicle Maintenance Facility and Building Construction and Facility Maintenance departments reporting to it.

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

Mission: To provide leadership, vision and direction to City staff to support cost-effective, safe, reliable and sustainable City assets and facilities to protect the welfare of our citizens and meet the needs of the community.

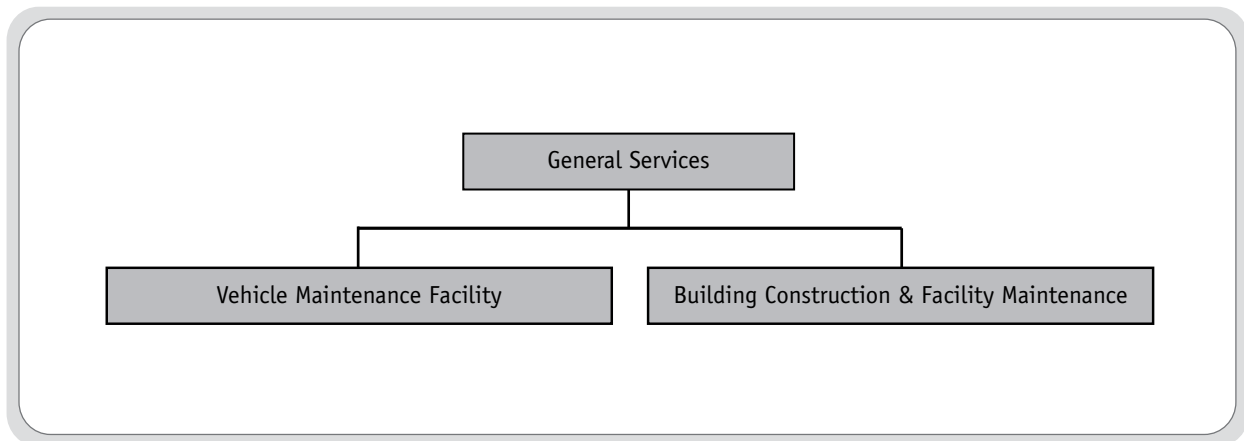
We will:

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



Major Business Functions:

The department has two operations reporting to it. These operations are housed in the Vehicle Maintenance Facility and the Building Construction and Facility Maintenance departments.

Vehicle Maintenance Facility Department (VMF): provides general support to City departments by performing maintenance and repair of the City's vehicle fleet and small equipment.

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.

General Fund Expenditures

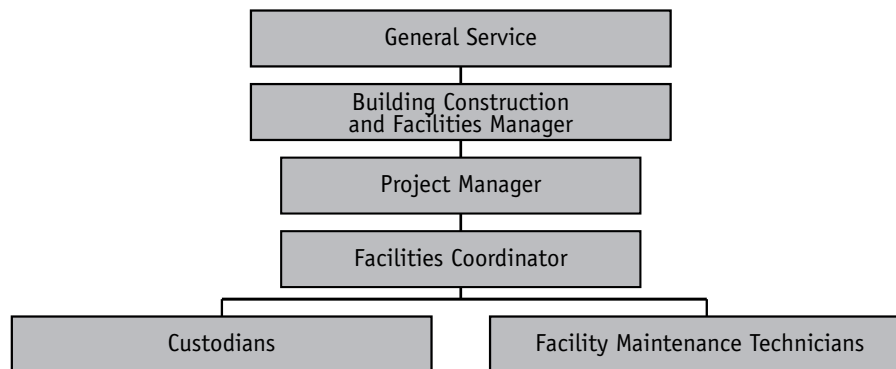
Building Construction and Facility Maintenance

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.

General Fund Expenditures

Building Construction and Facility Maintenance

Balanced Scorecard FY 2011-12

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

General Fund Expenditures

Building Construction and Facility Maintenance

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
Liaison Construction Manager	0	1	1	0.00	1.00	1.00
Chief of Operations	0	0	1	0.00	0.00	1.00
Project Manager I	0	1	1	0.00	1.00	1.00
Facility Maintenance Coordinator	0	1	1	0.00	1.00	1.00
Facility Maintenance Technician	0	3	3	0.00	3.00	3.00
Custodian	0	5	5	0.00	5.00	5.00
Administration Technician II (PM)*	0	1	0	0.00	1.00	0.00
Administration Technician III	0	0	1	0.00	0.00	1.00
Total	0	12	13	0.00	12.00	13.00

New organization (FY 11)

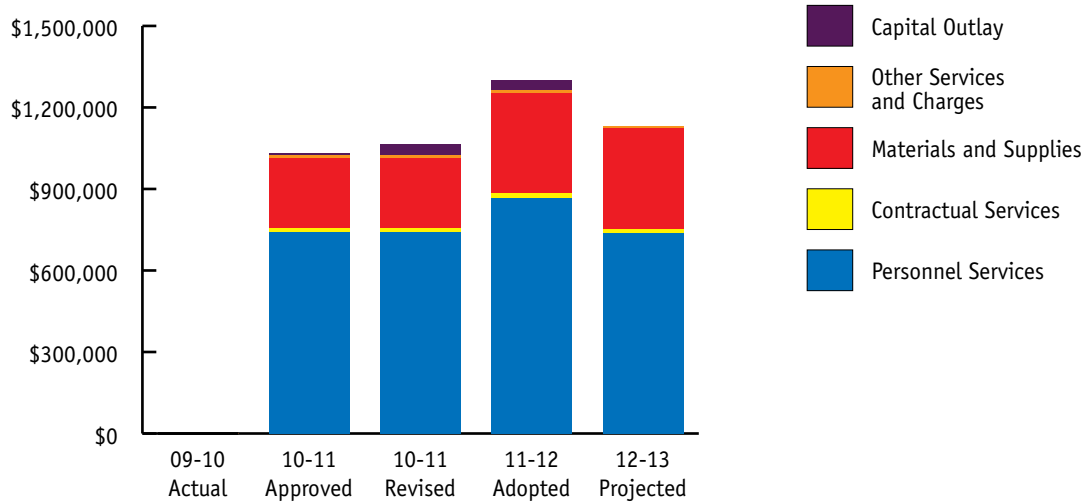
* moved to PW - Administration & Special Programs (FY 11)

General Fund Expenditures

Building Construction and Facility Maintenance

General Services

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$0	\$742,833	\$742,833	\$867,209	\$736,631
Contractual Services	0	11,883	11,883	15,143	15,143
Materials and Supplies	0	259,320	259,320	371,544	371,544
Other Services and Charges	0	7,437	7,437	7,437	7,437
Capital Outlay	0	9,000	42,500	39,000	0
Total Expenditures:	\$0	\$1,030,473	\$1,063,973	\$1,300,333	\$1,130,755
Expenditures per Capita:	\$0.00	\$10.32	\$10.65	\$12.91	\$11.05

Operating Efficiencies:

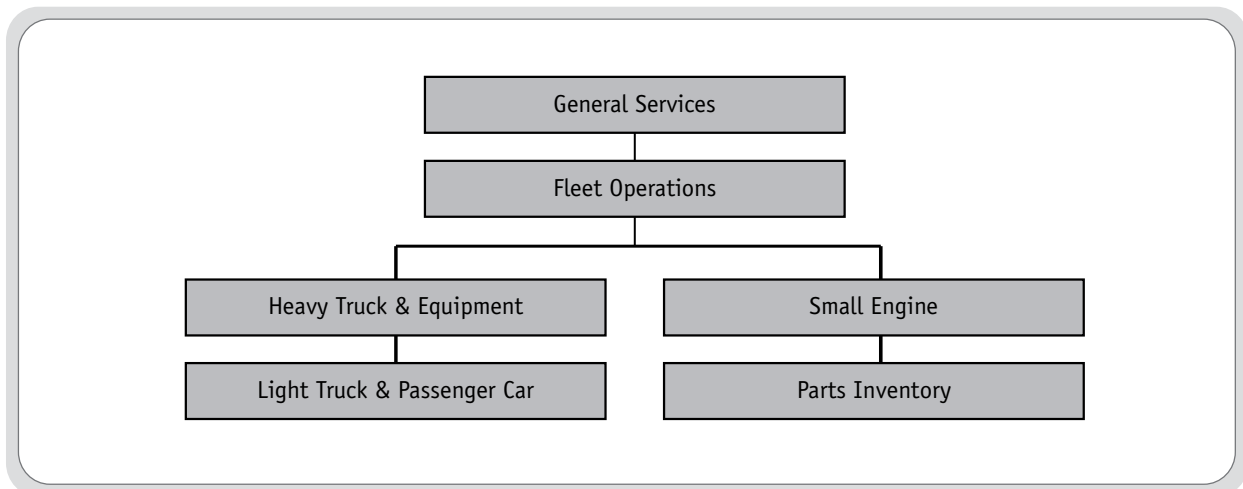
	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Building Construction and Facility Maintenance	0.0%	1.3%	1.6%	0.0%	1.8%	1.9%

Vehicle Maintenance Facility Department

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 2011-12

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

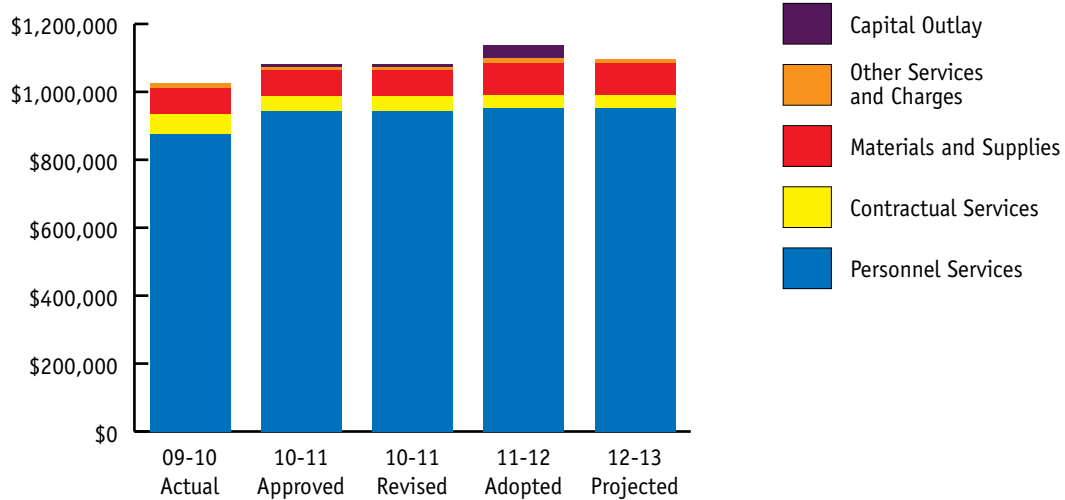
Vehicle Maintenance Facility

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
Shop Superintendent *	1	0	0	1.00	1.00	0.00
Fleet Operations Manager *	0	1	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

* Shop Superintendent re-classed to Fleet Operations Manager

General Services

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$875,686	\$944,994	\$944,994	\$951,671	\$951,639
Contractual Services	56,558	42,350	42,350	38,662	38,662
Materials and Supplies	78,628	77,492	77,492	94,405	92,405
Other Services and Charges	15,206	7,661	7,661	12,611	12,611
Capital Outlay	0	9,000	9,000	39,000	0
Total Expenditures:	1,026,077	1,081,497	1,081,497	1,136,349	1,095,317
Expenditures per Capita:	\$10.56	\$10.83	\$10.83	\$11.28	\$10.71

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Vehicle Maintenance Facility	1.2%	1.3%	1.4%	2.1%	2.2%	2.2%

General Fund Expenditures

Vehicle Maintenance Facility

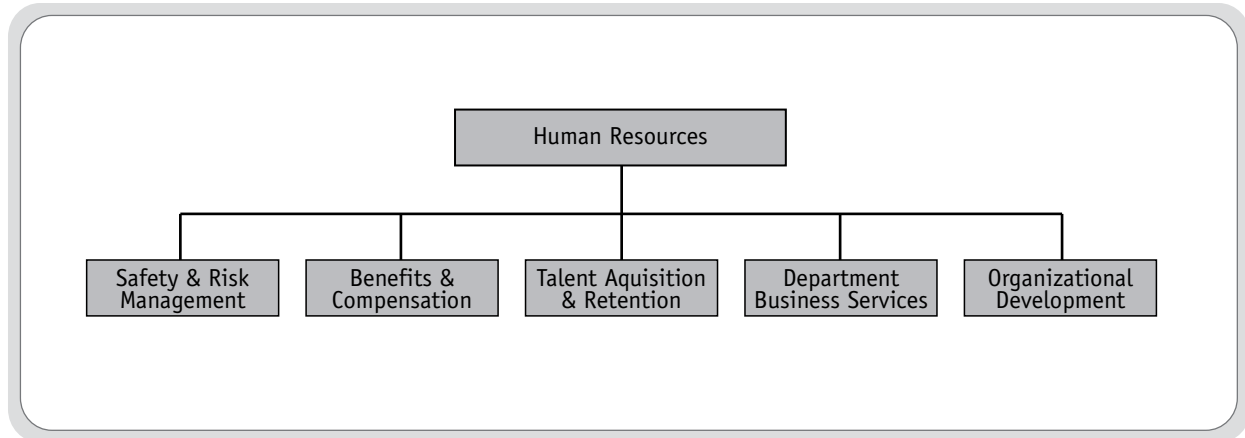


Human Resources Department

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 works 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 strategic 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, 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 2011-12

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

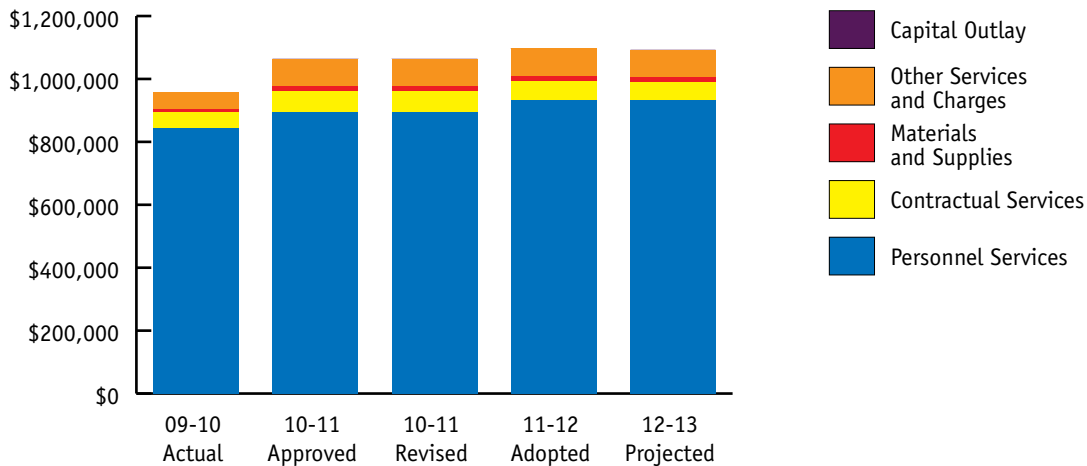
Human Resources

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
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	1	1	1	0.00	1.00	1.00
Human Resource Senior Generalist *	1	1	1	1.00	1.00	1.00
Human Resources Generalist *	3	2	2	3.00	2.00	2.00
Human Resources Assistant III	1	1	1	1.00	1.00	1.00
Human Resources Assistant III - P/T	1	1	1	0.75	0.75	0.75
Human Resources Assistant II	1	1	1	1.00	1.00	1.00
Total	12	11	11	10.75	10.75	10.75

* HR Generalist reclassified to Human Resource Senior Generalist

Human Resources

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$844,342	\$894,274	\$894,274	\$932,337	931,729
Contractual Services	48,257	67,838	67,838	59,964	57,708
Materials and Supplies	11,119	15,725	15,725	15,889	14,889
Other Services and Charges	52,387	85,660	85,660	88,660	88,660
Capital Outlay	0	0	0	0	0
Total Expenditures:	\$956,105	\$1,063,497	\$1,063,497	\$1,096,850	\$1,092,986
Expenditures per Capita:	\$9.84	\$10.65	\$10.65	\$10.89	\$10.68

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Human Resources	1.1%	1.3%	1.3%	1.5%	1.6%	1.6%

General Fund Expenditures

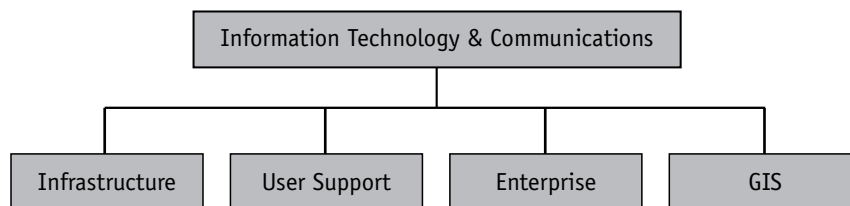
Human Resources



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 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: OSS (Police), Firehouse (Fire), Class (PARD), 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. Assistance in project management, implementation planning and procurement of new systems utilizing database platforms is also provided.

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, efficiency, streamline business process to maximize our technology investment and improve our customer service.

Balanced Scorecard FY 2011-12

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

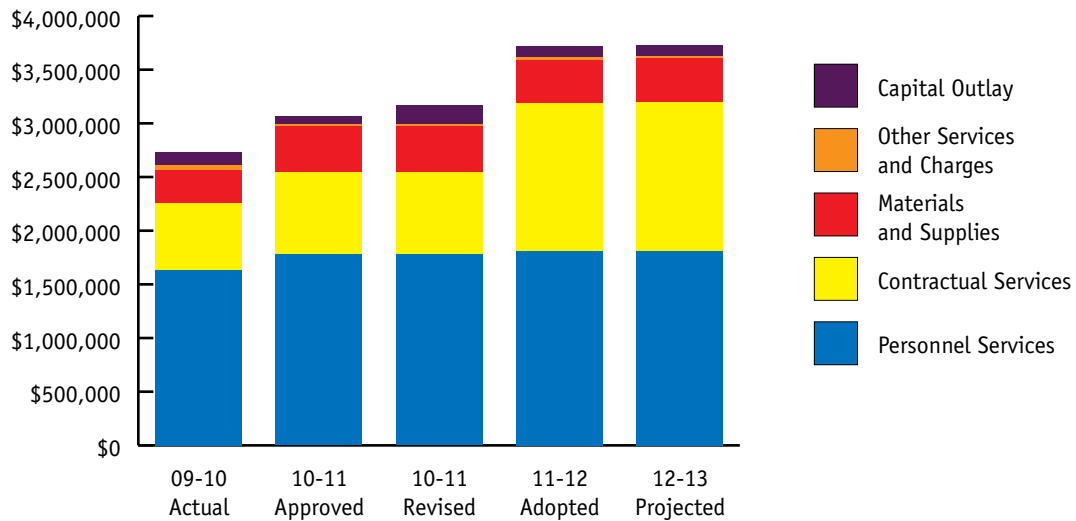
Information Technology & Communications

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
Enterprise Applications Manager	1	1	2	1.00	1.00	2.00
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
Computer Support Technician	2	3	3	2.00	3.00	3.00
Database Administrator	2	2	1	2.00	2.00	1.00
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	0	0	1.00	0.00	0.00
Systems Administrator I-III	1	2	2	1.00	2.00	2.00
System Analyst	1	1	1	1.00	1.00	1.00
Systems Support Specialist *	1	0	0	1.00	0.00	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:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$1,637,220	\$1,778,936	\$1,778,936	\$1,814,110	\$1,813,143
Contractual Services	620,285	770,072	770,072	1,374,952	1,387,552
Materials and Supplies	308,512	421,749	421,749	401,509	401,509
Other Services and Charges	38,473	26,080	26,080	26,080	26,080
Capital Outlay	124,853	73,000	168,600	100,300	100,300
Total Expenditures:	\$2,729,343	3,069,837	\$3,165,437	\$3,716,951	\$3,728,584
Expenditures per Capita:	\$28.08	\$30.73	\$31.69	\$36.91	\$36.45

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Information Technology & Com.	3.2%	3.8%	4.5%	3.1%	3.2%	3.2%

General Fund Expenditures

Information Technology & Communications

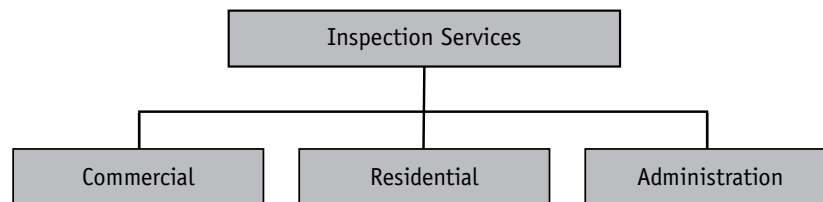


Inspection Services Department

Inspection Services is responsible for the enforcement of all construction codes adopted by the City Council as well as enforcement of the appropriate ordinances. The enforcement of these codes and ordinances ensures the health, safety, and general welfare of its citizens. In order to meet our customer expectations, Inspection Services continues to provide next day inspections. Through customer surveys, Inspection Services makes every effort to ensure that excellent service is being provided to both our internal

and external customers. Inspection Services continually strives to balance between efficient, complete, thorough inspections and the wants and needs of the construction industry.

Mission: Provide oversight of public and private structures to ensure public health and safety through enforcement of appropriate building codes.



Major Business Function:

The major business function of Inspection Services is to have all individuals working in unison to provide consistent, timely and thorough inspections that protect the health, safety and general welfare of its citizens.

To ensure that all construction built within the City meets all code and ordinances currently adopted by the City.

Key Customers:

The Inspection Services department has both internal and external customers. Internal customers include department directors, engineers and other City departments. Externally, the department services citizens, contractors, sub-contractors, engineers, and architects.

Customer Expectations and Requirements:

All these customers require this department to be knowledgeable, timely, accurate and courteous in response to their requests for inspections, information; responsiveness to their concerns and issues; efficient and effective provision of City services; and a competent and professional approach to customer service.

General Fund Expenditures

Inspection Services

Balanced Scorecard FY 2011-12

Manage Resources	Run the Business
<p>Develop budgets to ensure that funding is available to accomplish the service demands of the City. (DP) Metrics in Development</p> <p>Develop and promote a culture that maximizes the use of equipment and resources throughout the organization. (DP) Metrics in Development</p> <p>Plan and monitor staffing requirements for optimization of personnel resources. (SP, DP) Metrics in Development</p>	<p>Ensure City infrastructure is planned and built to proper service levels. (SP) Metrics in Development</p> <p>Promote open and constructive communication amongst employees. (SP,CMG,DP) Metrics in Development</p> <p>Review and improve processes and procedures to gain efficiencies in work efforts. (CMG, DP) Metrics in Development</p> <p>Provide construction management services for all City projects. DP) Metrics in Development</p>
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Create a culture where communication is integrated and encouraged into all facets of the organization. (SP,CMG,DP) Metrics in Development</p> <p>Coordinate with other cities and entities to leverage opportunities for regional working relationships. (SP,CMG,DP) Metrics in Development</p> <p>Promote collaboration between departments to create efficiencies and the sharing of information and resources. (DP) Metrics in Development</p>	<p>Encourage innovation and creativity and build on the values and guiding principles of the City. (SP,DP) Metrics in Development</p> <p>Create a work culture that encourages employee development and provides training opportunities for employees. (SP,DP) Metrics in Development</p> <p>Identify and implement technology changes that are driven by business needs as well as any regulatory and legal requirements. (SP,DP) Metrics in Development</p>

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

General Fund Expenditures

Inspection Services

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
Chief Building Official	0	1	1	0.00	1.00	1.00
Chief Commercial Insp.	0	1	1	0.00	1.00	1.00
Chief Electrical Insp	0	1	1	0.00	1.00	1.00
Chief Residential Insp.	0	1	1	0.00	1.00	1.00
Senior Building Inspector	0	2	2	0.00	2.00	2.00
Building Inspector	0	2	2	0.00	2.00	2.00
Building Permits Technician	0	1	1	0.00	1.00	1.00
Administrative Technician III	0	1	1	0.00	1.00	1.00
Chief Construction Inspector	0	0	1	0.00	0.00	1.00
Commercial Inspector	0	1	1	0.00	1.00	1.00
Construction Inspector I-B	0	3	3	0.00	3.00	3.00
Construction Inspector II-A	0	1	1	0.00	1.00	1.00
Construction Inspector III	0	2	1	0.00	2.00	1.00
Total	0	17	17	0.00	17.00	17.00

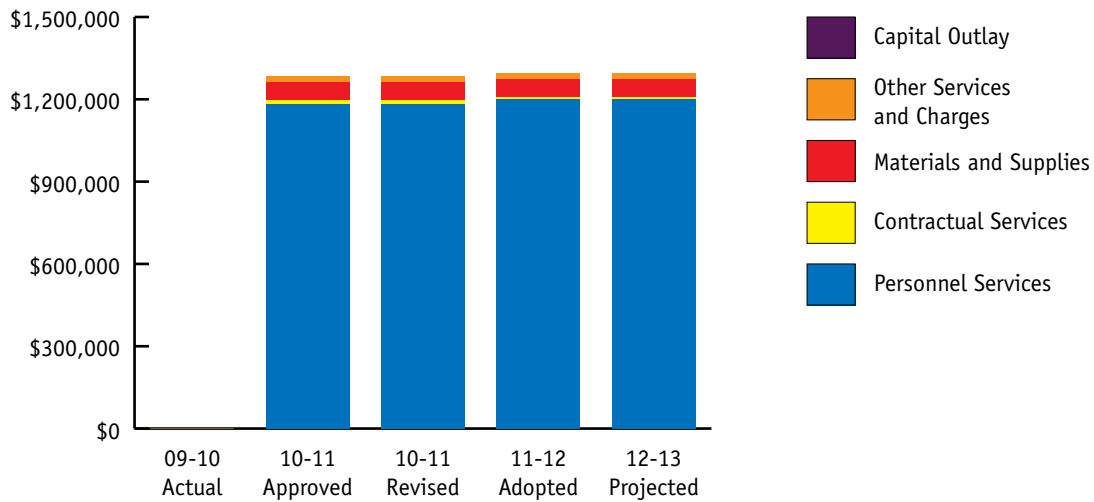
New organization (FY12)

General Fund Expenditures

Inspection Services

Inspection Services

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$0	\$1,184,382	\$1,184,382	\$1,199,295	\$1,199,295
Contractual Services	0	11,092	11,092	7,787	7,787
Materials and Supplies	0	66,500	66,500	65,324	65,324
Other Services and Charges	0	21,683	21,683	21,683	21,683
Capital Outlay	0	0	0	0	0
Total Expenditures:	\$0	\$1,283,657	\$1,283,657	\$1,294,089	\$1,294,089
Expenditures per Capita:	\$0.00	\$12.85	\$12.85	\$12.85	\$12.65

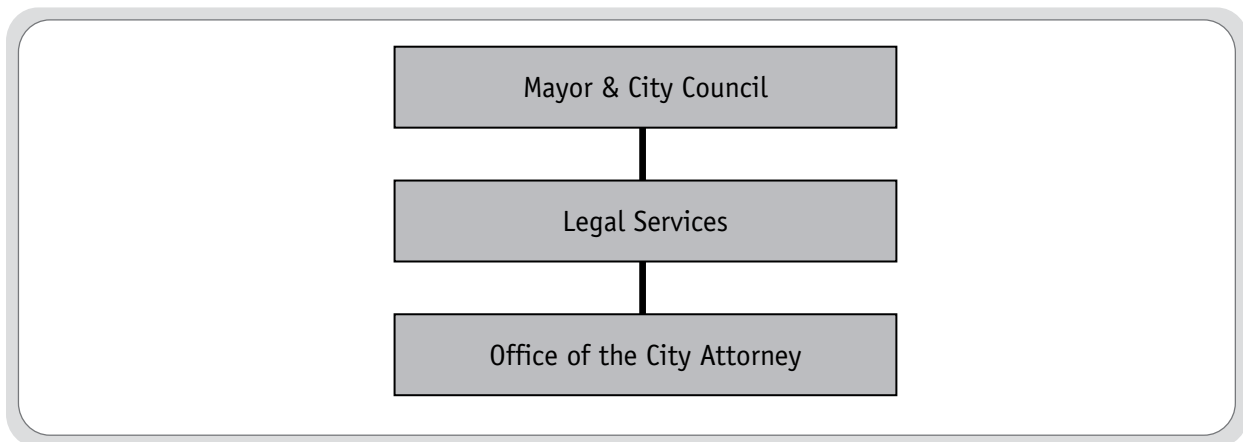
Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Inspection Services	0.0%	1.6%	1.6%	0.0%	2.5%	2.5%

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:

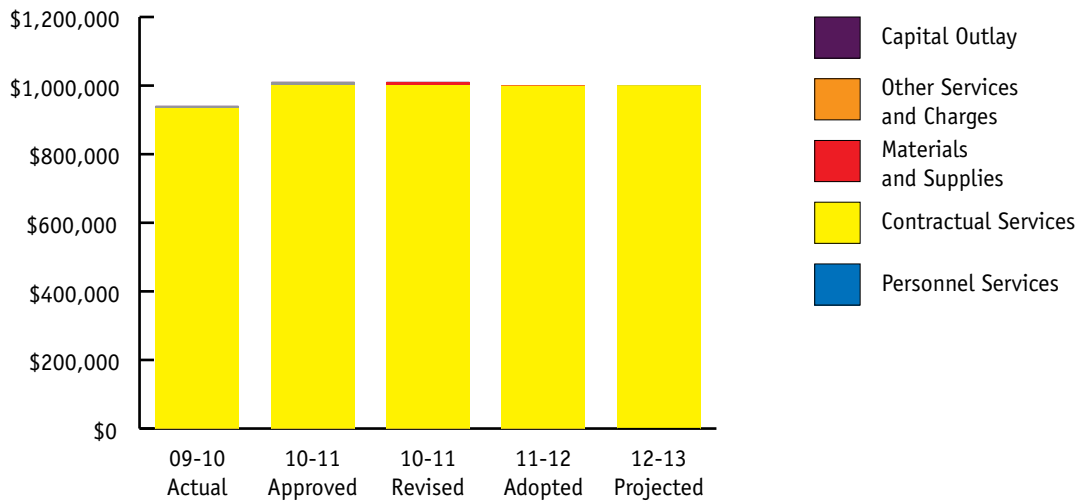
The internal customers expect prompt, competent legal advice at reasonable rates.

General Fund Expenditures

Legal Services

Legal Services

Expenditures by Category



Note: Legal Services has no authorized personnel

Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$0	\$0	\$0	\$0	\$0
Contractual Services	933,483	1,001,600	1,001,600	999,350	999,350
Materials and Supplies	6,170	8,000	8,000	0	0
Other Services and Charges	865	900	900	900	900
Capital Outlay	0	0	0	0	0
Total Expenditures:	\$940,518	\$1,010,500	\$1,010,500	\$1,000,250	\$1,000,250
Expenditures per Capita:	\$9.68	\$10.12	\$10.12	\$9.93	\$9.78

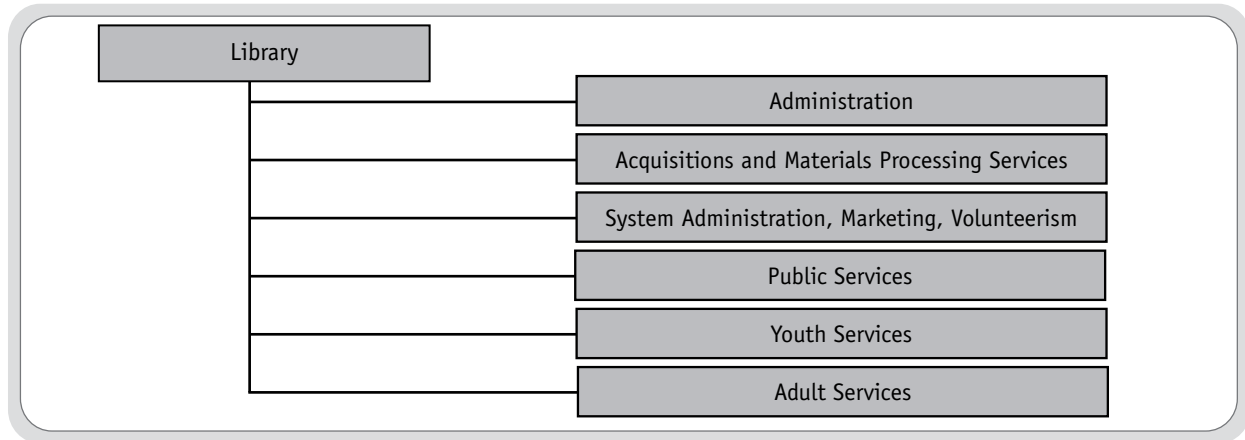
Operating Efficiencies:

	Expenditures as a % of General Fund		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Legal Services	1.1%	1.2%	1.2%

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 provide 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 a card. 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, use 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.

Balanced Scorecard FY 2011-12

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		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
Library Director	1	1	1	1.00	1.00	1.00
Library Services Manager *	4	3	3	4.00	3.00	3.00
Systems Analyst I *	0	1	1	0.00	1.00	1.00
Librarian II **	6	5	5	6.00	5.00	5.00
Librarian I **	0	1	1	0.00	1.00	1.00
Librarian I – P/T ***	2	3	3	0.75	1.25	1.25
Library Technician IV	5	5	5	5.00	5.00	5.00
Library Technician III	6	6	6	6.00	6.00	6.00
Library Technician III- P/T ****	1	0	0	0.50	0.00	0.00
Library Technician II	2	2	2	2.00	2.00	2.00
Library Technician II - P/T ****	1	2	2	0.75	1.25	1.25
Library Technician I - P/T ***	3	2	2	1.25	0.75	0.75
Administrative Technician III	1	1	1	1.00	1.00	1.00
Facility Maintenance Technician	1	1	1	1.00	1.00	1.00
Library Aide-P/T *****	0	0	5	0.00	0.00	1.25
Total	33	33	38	29.25	29.25	30.50

* Changed from Library Services Manager to Systems Analyst I

** Changed From Librarian II to Lib. I

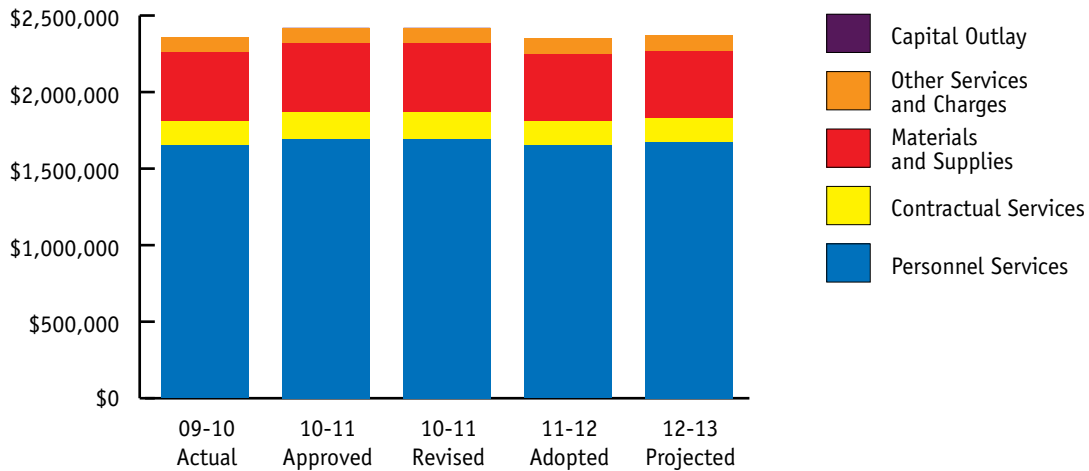
*** From Lib Tech I P/T to Librarian I P/T

**** From Tech III P/T to Tech II P/T

***** FY 12 New program

Library

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$1,650,162	\$1,694,558	\$1,694,558	\$1,651,031	\$1,673,656
Contractual Services	157,259	174,287	174,287	158,163	155,213
Materials and Supplies	451,501	448,117	448,117	440,117	439,517
Other Services and Charges	98,881	102,728	102,728	102,728	102,728
Capital Outlay	0	0	0	0	0
Total Expenditures:	\$2,357,803	\$2,419,690	\$2,419,690	\$2,352,039	\$2,371,114
Expenditures per Capita:	\$24.26	\$24.22	\$24.22	\$23.36	\$23.18

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Library	2.7%	2.9%	2.8%	4.2%	4.3%	4.5%

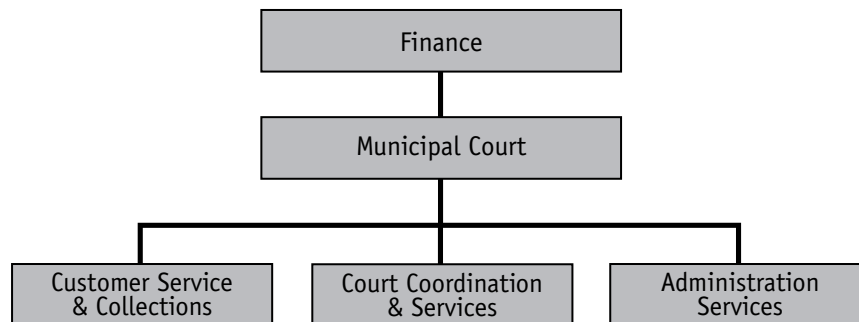


Municipal Court Department

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 allow 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* 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 2011-12

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

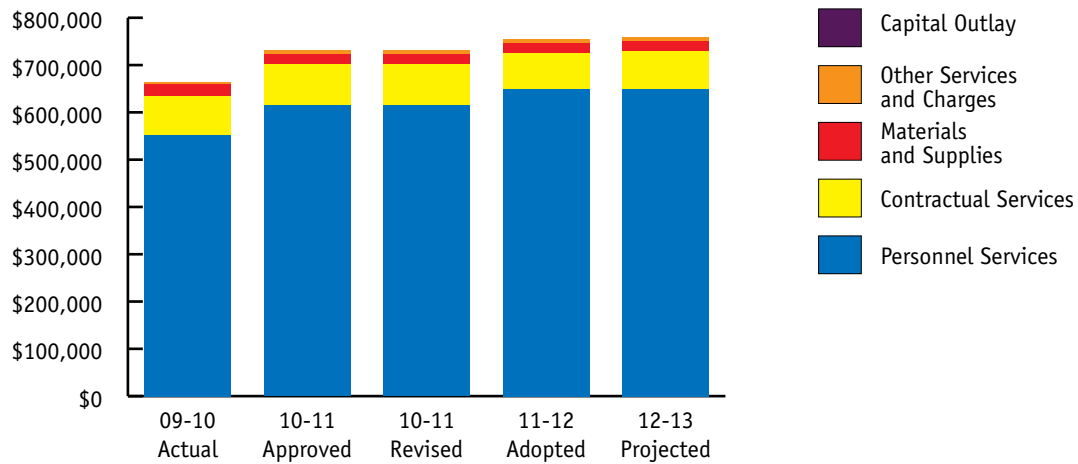
Municipal Court

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
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	6	5.00	5.00	6.00
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	13	10.50	10.50	11.50

* Added Deputy Clerk in FY 12

Municipal Court

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$552,041	\$613,719	\$613,719	\$649,345	\$649,556
Contractual Services	82,385	87,268	87,268	75,812	80,140
Materials and Supplies	24,014	22,617	22,617	20,945	20,670
Other Services and Charges	4,650	7,425	7,425	7,850	7,850
Capital Outlay	0	0	0	0	0
Total Expenditures:	\$663,090	\$731,029	\$731,029	\$753,952	\$758,216
Expenditures per Capita:	\$6.82	\$7.32	\$7.32	\$7.49	\$7.41

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Municipal Court	0.8%	0.9%	0.9%	1.5%	1.5%	1.7%

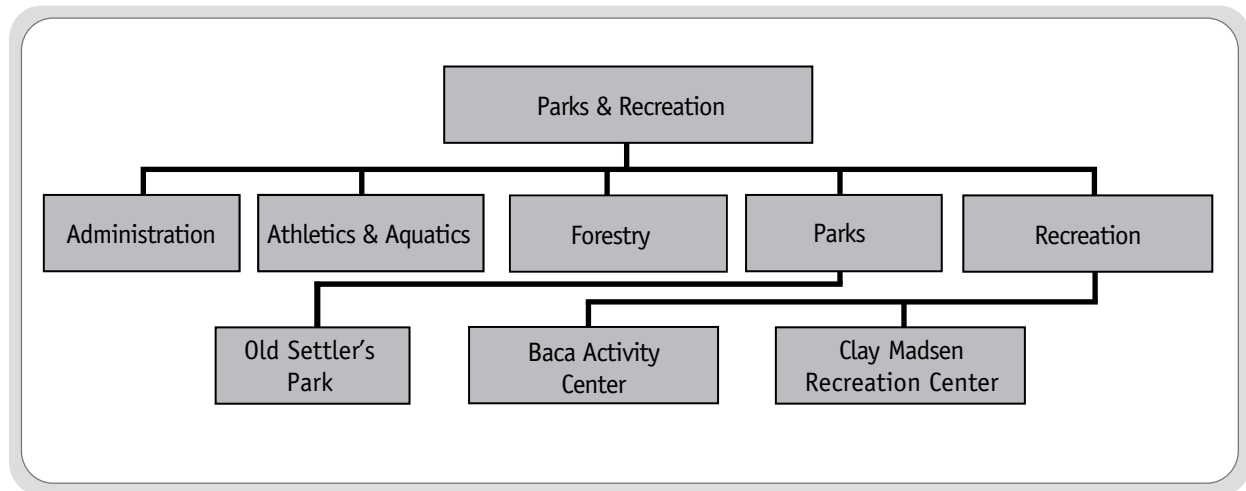


Parks & Recreation Department

The Parks and Recreation Department (PARC) is responsible for the acquisition, design, development, and maintenance of the park system, and the planting, conservation, and maintenance of trees. In addition, PARC is responsible for organized recreation programs, which include athletics, aquatics, instructional classes, special events and senior citizen activities. PARC 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 2011-12

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		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
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	2	3.00	3.00	2.00
Administrative Technician III ***	1	1	1	1.00	1.00	1.00
Arborist	1	1	1	1.00	1.00	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	3	2	2	2.00	2.00	2.00
Bus Driver (1)	1	1	1	0.25	0.25	0.25
Business Operations Supervisor **	1	1	1	1.00	1.00	1.00
Forestry Crew Leader	1	1	1	1.00	1.00	1.00
Forestry Manager	1	1	1	1.00	1.00	1.00
Forestry Supervisor	1	1	0	1.00	1.00	0.00
Forestry Technician	3	4	4	4.00	4.00	4.00
General Services Custodian	4	4	4	2.50	2.50	2.50
Marketing Specialist II	1	1	1	1.00	1.00	1.00
Office Manager	2	2	2	2.00	2.00	2.00
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
Park Ranger	0	0	2	0.00	0.00	2.00
Parks Maintenance Crew Leader *	7	7	7	7.00	7.00	7.00
Parks Maintenance Foreman	3	2	2	3.00	2.00	2.00
Parks Maintenance Worker I	4	4	4	4.00	4.00	4.00
Parks Maintenance Worker II *	26	23	23	26.00	23.00	23.00
Parks Maintenance Worker III	4	4	4	4.00	4.00	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	2.25	2.25	2.25
Recreation Leader I/II	15	15	15	6.25	6.25	6.25
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 - P/T	1	1	1	0.25	0.25	0.25
Recreation Shift Leader ****	2	2	2	2.00	2.00	2.00
Total	111	107	107	97.50	93.50	93.50

* Correcting for position not counted in FY 11 numbers

** System Analyst Changed to Business Operations Supervisor

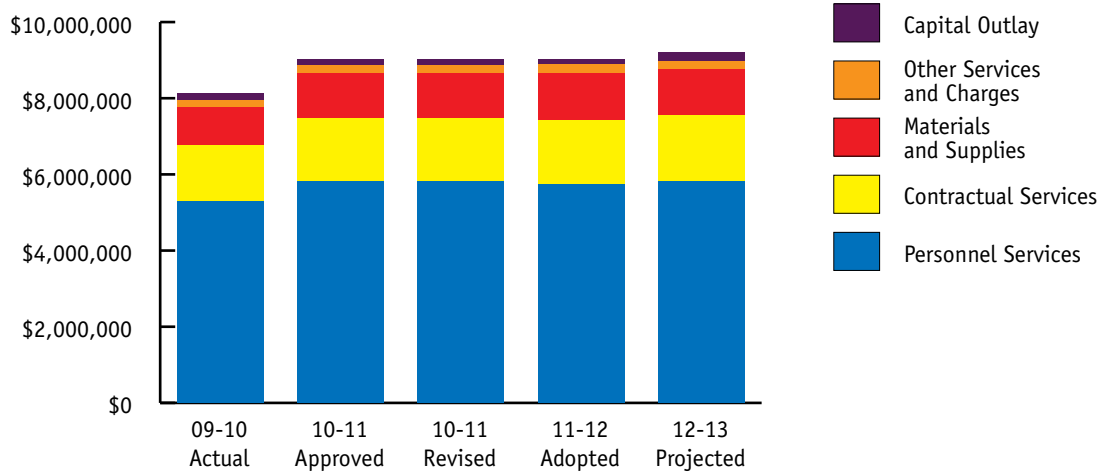
*** Office Manager Changed to Administrative Technician III

**** Recreation Assistant Shift Leader changed to Recreation Shift Leader

Removed all interns from position counts

Parks & Recreation

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$5,302,001	\$5,826,594	\$5,826,594	\$5,738,905	\$5,804,099
Contractual Services	1,460,103	1,640,564	1,640,564	1,682,668	1,758,967
Materials and Supplies	1,004,966	1,186,200	1,186,200	1,242,526	1,186,728
Other Services and Charges	165,508	215,615	215,615	217,120	217,090
Capital Outlay	202,703	147,400	147,400	153,504	257,000
Total Expenditures:	\$8,135,280	\$9,016,373	\$9,016,373	\$9,034,723	\$9,223,884
Expenditures per Capita:	\$83.70	\$90.25	\$90.25	\$89.72	\$90.17

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Parks & Recreation	9.4%	10.9%	10.8%	13.8%	13.7%	13.8%

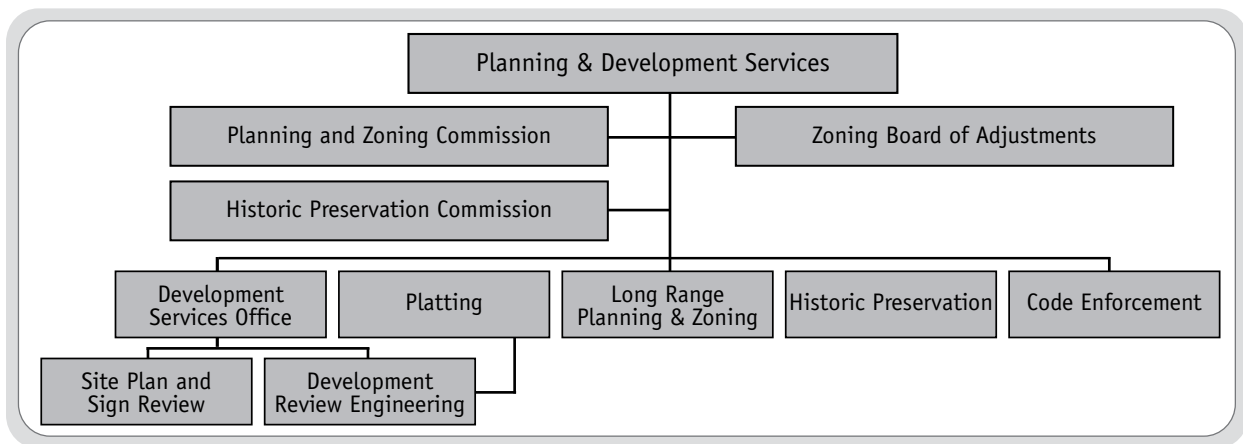


Planning & Development Services Department

The Planning and Development Services Department is responsible for land use and neighborhood planning, and administration of land development regulations for the City under the leadership of the Planning and Development Services 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 review services, development standards and planning programs for the purpose of facilitating economic growth, sustainability, 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 & Development Services Department consists of 5 general programs: (1) Development Services; (2) Platting; (3) Long Range Planning and Zoning; (4) Historic Preservation; and (5) Code Enforcement. Each of these programs is funded by the City's General Fund.

Programs:

Development Services: reviews site plans, drainage plans, as well as utility and street plans associated with new commercial development and platting.

Long Range Planning and Zoning: oversees the development and implementation of the City's General Plan, area plans, zoning, and demographic projections. It reviews and processes development applications pertaining to annexation, zoning map amendments, zoning ordinance amendments, and planned unit developments.

Platting: facilitates and coordinates review of preliminary and final plats for subdivisions, re-plats, and conveyances of public easements.

Historic Preservation: Administers the City's historic preservation ordinance, which aims at preserving and maintaining historical site and structures.

Code Enforcement: is responsible for investigating complaints and enforcing ordinances of City code such as 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:

Prepare and amend the City's General Plan to ensure efficient and quality long range development and growth. The Round Rock General Plan is the official policy document guiding the physical development within the City. Staff monitors and updates the General Plan as necessary.

Review and revise Zoning, Subdivision and Sign Codes to reflect General Plan and Strategic Plan goals as well as to address the changing needs of the community and innovative land use and zoning principles.

Facilitate Goals 1 and Goal 4 of the Strategic Plan. Goal 1 seeks to provide a variety of housing choices attractive to a diverse range of families, professionals, students and empty nesters. Goal 4 sets out to improve the aesthetics, development and redevelopment quality, and sustainability of the City.

Administer the City's Zoning, Platting, Historic Preservation and Code Enforcement programs.

Review and process site plan, sign, zoning and platting applications to ensure they meet ordinance requirements and promote Strategic and General Plan goals.

Provide staff support to the Planning and Zoning Commission, Historic Preservation Commission and Zoning Board of Adjustment to ensure efficient and thorough review of development applications.

Prepare special area studies and programs to implement principals and goals identified in the Strategic Plan and General Plan.

Develop annexation criteria in cooperation with the utilities department to provide for future growth. Many annexations are voluntary based on proposed development.

Monitor changing demographics and prepare population estimates to ensure the needs of various populations and age groups are provided for.

Key Customers:

Key customers include the citizens of Round Rock, City Council, the Planning and Zoning Commission, the Historic Preservation Commission, the Zoning Board of Adjustment, the City Manager and various city divisions/departments involved in the development process such as Utilities, 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 2011-12

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 & Development Services

Planning & Development Services Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
Planning & Development Services Director	1	1	1	1.00	1.00	1.00
Assistant Director, Planning & Development Services	1	1	1	0.75	0.75	0.75
Principal Planner	2	1	1	2.00	1.00	1.00
Senior Planner	3	2	2	3.00	2.00	2.00
Planner ****	1	2	2	1.00	2.00	2.00
Associate Planner	1	0	0	1.00	0.00	0.00
Community Development Coordinator *	1	0	0	1.00	0.00	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	2	2	3.00	2.00	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	0	0	1.00	0.00	0.00
Administrative Assistant ***	0	1	1	0.00	1.00	1.00
Community Development Assistant **	1	0	0	1.00	0.00	0.00
Total	20	15	15	19.75	14.75	14.75

* Position eliminated through reorganization

** Moved to Finance

*** Changed Admin Tech III to Admin Assist

**** Associate Planner to Planner

Development Services Office Authorized Personnel	Positions		Full Time Equivalents	
	2010-11 Approved	2011-12 Adopted	2010-11 Approved	2011-12 Adopted
Principal Planner	1	0	1	0
DSO Manager	0	1	0	1
Senior Planner	1	1	1	1
Admin. Tech II	1	0	1	0
Admin. Tech III	0	1	0	1
Engineer III	0	0	0	0
Engineering Manager ¹	0	0	0	0
Engineering Assistant I/III	2	2	2	2
Engineer I	1	1	1	1
Planning Technician	2	2	2	2
Total	8	8	8	8

New organization (FY 2011)

Admin. Tech II Reclassed to Admin. Tech III

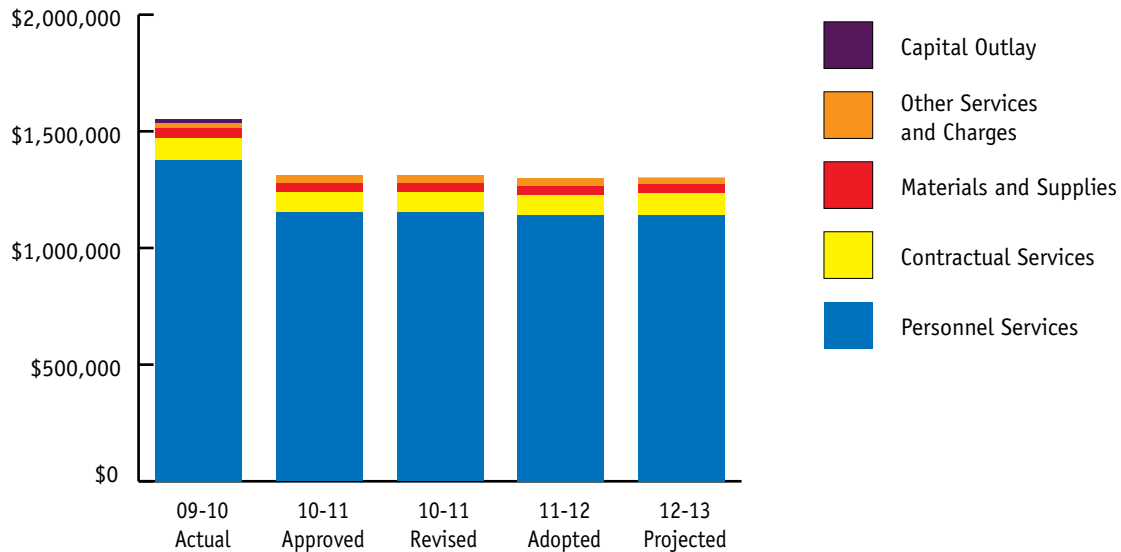
Principal Planner Re-classed to DSO Manager

Engineer III Re-classed to Engineering Manager

¹ Position moved to Utility Admin

Planning & Development Services

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	1,376,360	\$1,151,276	\$1,151,276	\$1,142,499	\$1,142,025
Contractual Services	95,015	87,664	87,664	84,651	93,228
Materials and Supplies	41,344	36,297	36,297	36,495	36,220
Other Services and Charges	24,014	34,534	34,534	34,534	29,534
Capital Outlay	14,706	0	0	0	0
Total Expenditures:	\$1,551,439	\$1,309,771	\$1,309,771	\$1,298,179	\$1,301,007
Expenditures per Capita:	\$15.96	\$13.11	\$13.11	\$12.89	\$12.72

Operating Efficiencies:

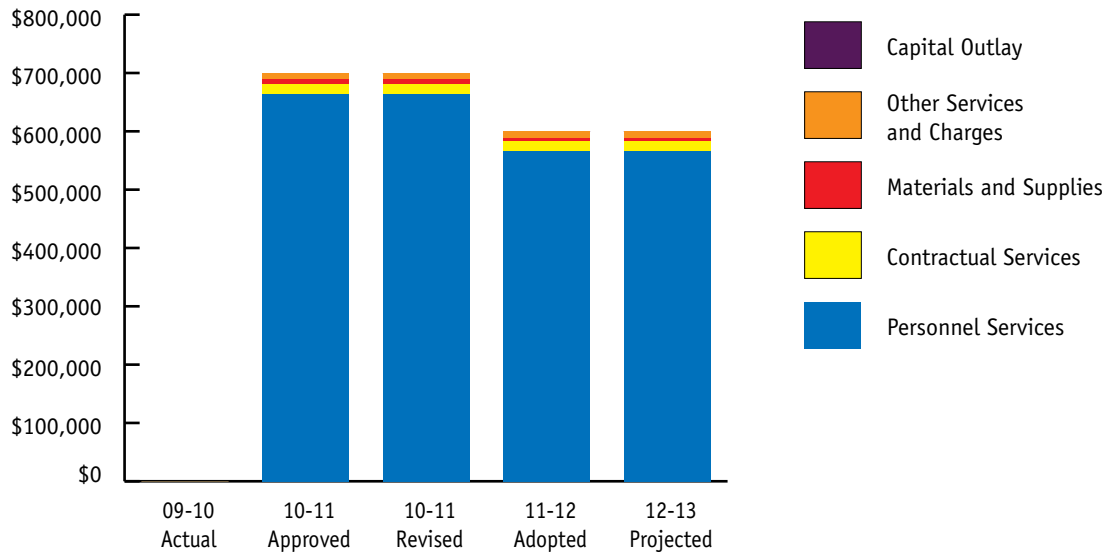
	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Planning	1.8%	1.6%	1.6%	2.8%	2.2%	2.2%

General Fund Expenditures

Planning & Development Services

Development Services Office

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$0	\$664,238	\$664,238	\$566,425	\$566,267
Contractual Services	0	16,682	16,682	17,144	17,144
Materials and Supplies	0	7,925	7,925	3,677	3,677
Other Services and Charges	0	10,720	10,720	12,745	12,745
Capital Outlay	0	0	0	0	0
Total Expenditures:	\$0	\$699,565	\$699,565	\$599,991	\$599,833
Expenditures per Capita:	\$0.00	\$7.00	\$7.00	\$5.96	\$5.86

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
DSO	0.0%	0.8%	0.7%	0.0%	1.2%	1.2%

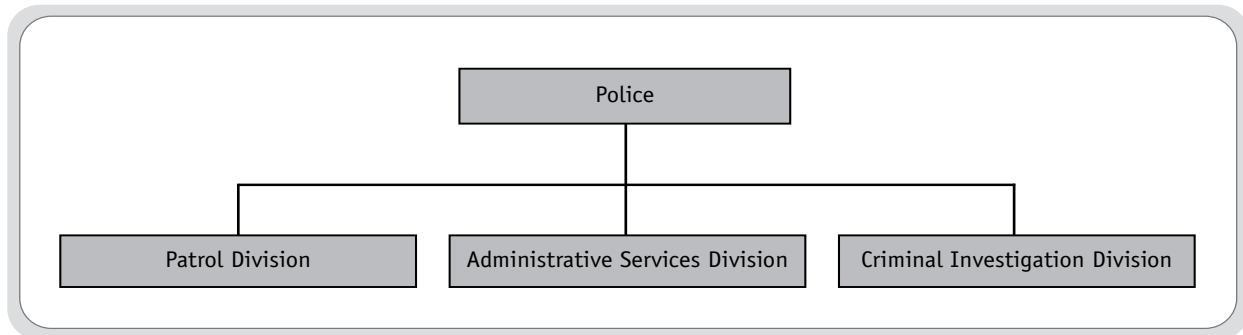
Police Department

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 2011-12

Manage Resources	Run the Business
<p>Maintain the capacity to continue proactive policing amid economic 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		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
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
Administrative Technician I-II	0	0	0	0.00	0.00	0.00
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
Law Enforcement Support Tech ***	0	1	1	0.00	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	112	112	108.00	112.00	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	0	0.00	1.00	0.00
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	15	18	19.00	15.00	18.00
Receptionist	0	0	0	0.00	0.00	0.00
Victims Advocate - P/T	0	0	0	0.00	0.00	0.00
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	221	221	213.00	218.50	218.50

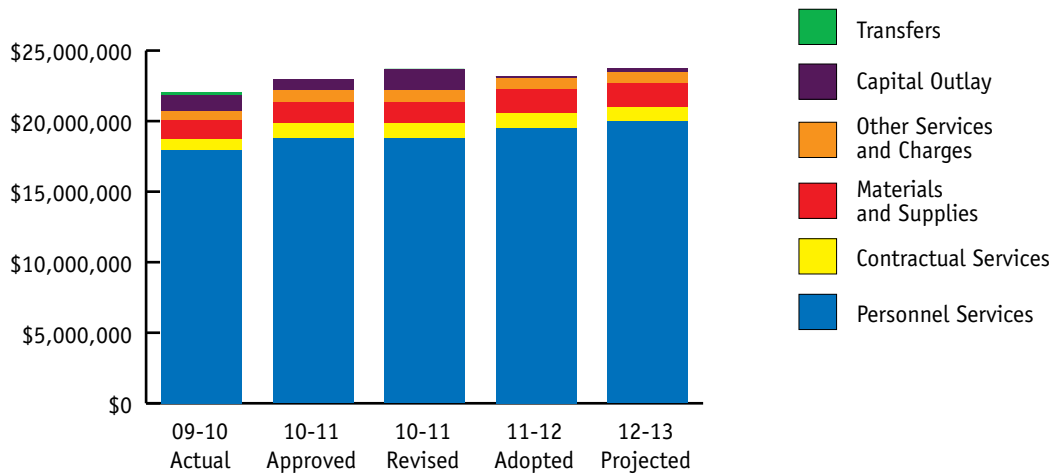
* Report Taker Supervisor reclassified to TCO II

** Added 0.5FTE Public Safety Officer FY 11

*** Reclassed Public Safety Officer to Law Enforc. Supp. Tech

Police

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$17,958,040	\$18,779,440	\$18,779,440	\$19,520,981	\$19,983,329
Contractual Services	758,463	1,107,060	1,107,060	1,015,654	992,304
Materials and Supplies	1,317,945	1,474,502	1,474,502	1,719,216	1,700,684
Other Services and Charges	687,835	813,128	826,515	810,569	809,469
Capital Outlay	1,095,400	785,995	1,521,057	97,406	219,624
Transfers	277,610	0	0	0	0
Total Expenditures:	\$22,095,293	\$22,960,125	\$23,708,574	\$23,163,826	\$23,705,410
Expenditures per Capita:	\$227.32	\$229.83	\$237.32	\$230.03	\$231.72

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Police	25.6%	28.7%	27.8%	30.2%	32.1%	32.2%

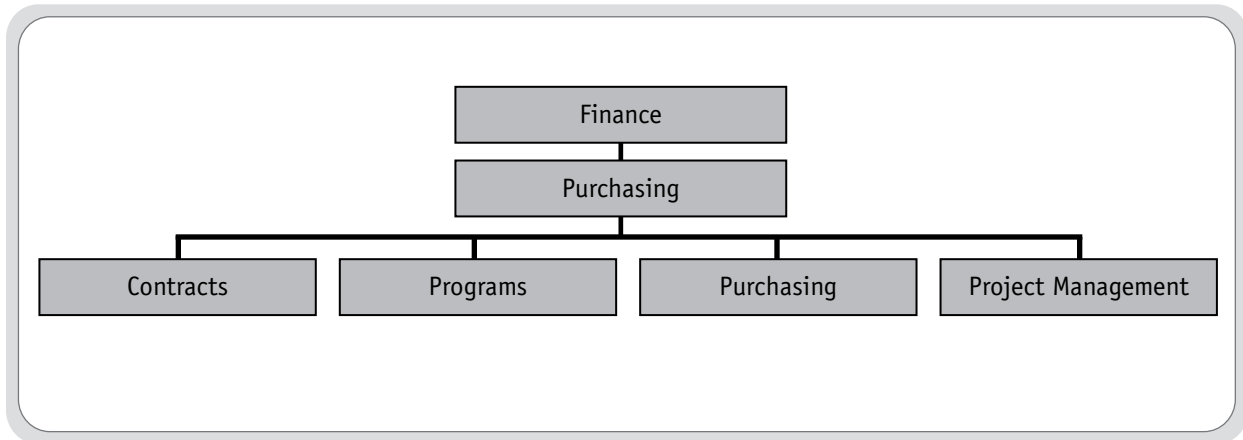


Purchasing Department

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, coordinates fire truck replacement schedule, serves 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 2011-12

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

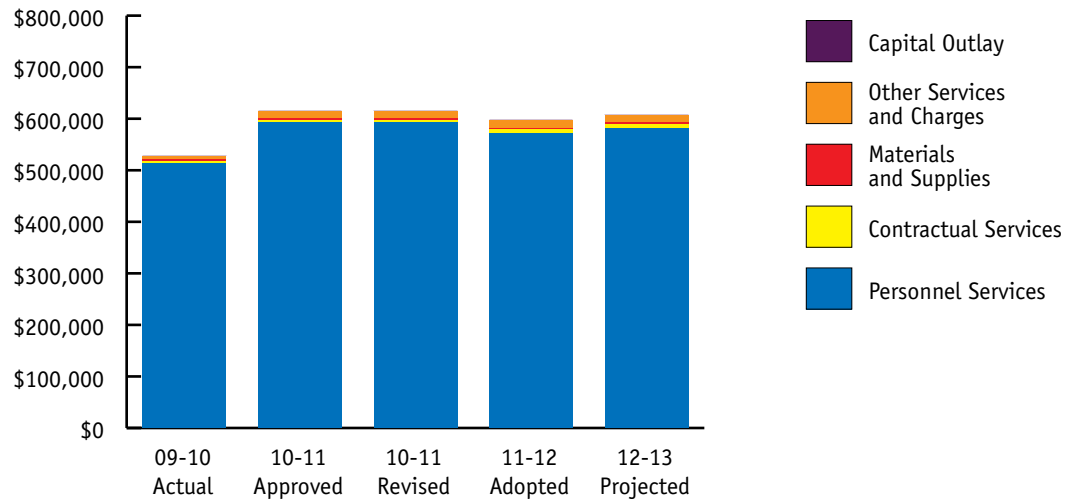
Purchasing

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
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	0	0	1.00	0.00	0.00
Purchasing Technician *	1	0	0	1.00	0.00	0.00
Buyer I	0	2	2	0.00	2.00	2.00
Total	9	9	9	9.00	9.00	9.00

* Positions reclassified to Buyer I

Purchasing

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$513,538	\$593,455	\$593,455	\$571,922	\$581,877
Contractual Services	4,375	3,856	3,856	7,712	7,712
Materials and Supplies	2,970	2,700	2,700	2,700	2,700
Other Services and Charges	7,550	15,267	15,267	15,267	15,267
Capital Outlay	0	0	0	0	0
Total Expenditures:	\$528,433	\$615,278	\$615,278	\$597,601	\$607,556
Expenditures per Capita:	\$5.44	\$6.16	\$6.16	\$5.93	\$5.94

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Purchasing	0.6%	0.7%	0.7%	1.3%	1.3%	1.3%



Transportation - Administration Department

The Transportation Administration Department consists of three divisions: Planning and Engineering; Public Transportation and Transit; and Administration.

This department is responsible for planning for and building the City's transportation infrastructure and facilities. In addition, the Department oversees the City's Public Transportation and Transit initiatives. The department strives to provide mobility for the community and the department's efforts extend beyond the City limits with regional coordination in transportation master planning and project coordination.

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

We will:

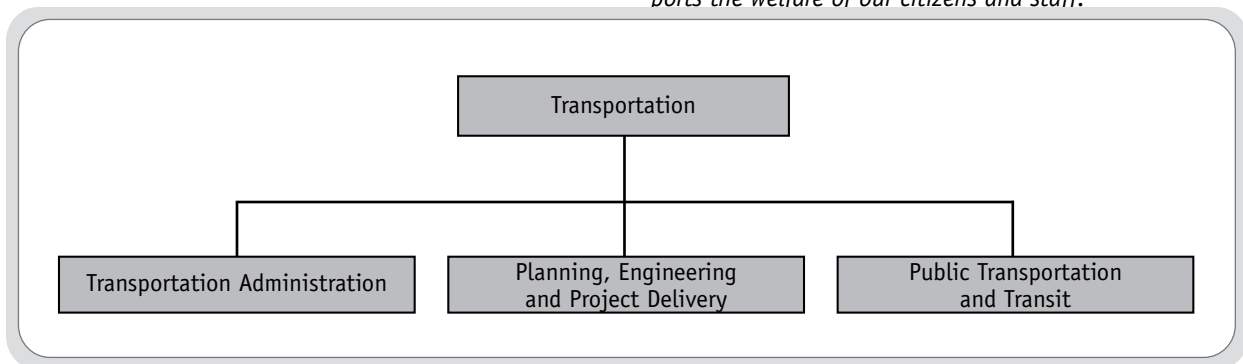
Accept the challenge of change and be committed to continually enhancing the safety, environment, quality of life and economic vitality of our community

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 plan for and build City infrastructure and facilities in a manner that meets the needs of the community and supports the welfare of our citizens and staff.



Major Business Functions:

Transportation Administration Division oversees all planning, engineering and construction activities for the City's transportation infrastructure. This includes managing and implementing the City's Transportation Capital Improvement Program (TCIP); overseeing the annual street maintenance program and proactively seeking solutions through the neighborhood traffic calming program.

The primary goal of the Transportation Administration Department is to improve local and regional mobility and traffic flow. By effectively planning for and building the City's transportation system at both the local and regional levels, staff provides citizens greater mobility, less congestion and promotes better air quality.

The Transportation Administration Division provides guidance, oversight and support to all transportation divisions and departments. This group also supports all transportation activity through public communication, website development and content management.

The Planning, Engineering and Project Delivery Division is responsible for the planning and day-to-day management of the City's transportation system, at the local and regional level, to improve traffic flow and personal mobility. This includes implementing transportation projects and systems that meet the increasing demands of the Round Rock community and Central Texas region.

The Public Transportation and Transit Division is responsible for all planning, programming and implementation for the City's public transportation and transit program including the demand response and commuter bus services. This division provides oversight for the City's third-party contract ensures compliance with all applicable federal regulations and requirements and provides information for the public. The division also manages the City's Disadvantaged Business Enterprise Program and the Title VII Program of the 1964 Civil Rights Act, as well as the transit-specific capital improvement program.

Key Customers:

The Transportation Administration 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 and developers within and surrounding Round Rock, as well as other 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 responded to 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 2011-12

Manage Resources	Run the Business
<p>Identify service demands, develop proposed budgets, allocate resources and monitor expenditures. (SP,CMG) Metrics in Development</p> <p>Develop and promote a culture that maximizes the use of equipment and resources throughout the organization. (DP) Metrics in Development</p> <p>Plan and monitor staffing requirements for optimization of personnel resources. (DP) Metrics in Development</p> <p>Optimize the use of personnel, equipment and resources throughout the organization. (DP) Metrics in Development</p>	<p>Ensure City infrastructure is planned and built to proper service levels. (SP, CMG, DP) Metrics in Development</p> <p>Promote open and constructive communication amongst employees. (SP,CMG,DP) Metrics in Development</p> <p>Review and improve processes and procedures to gain efficiencies in work efforts. (CMG, DP) Metrics in Development</p> <p>Provide planning, engineering and project delivery services for all City projects. (DP) Metrics in Development</p>
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Create a culture where communication is integrated and encouraged into all facets of the organization. (SP,CMG,DP) Metrics in Development</p> <p>Coordinate with other cities and entities to leverage opportunities for regional working relationships. (SP,CMG,DP) Metrics in Development</p> <p>Promote collaboration between departments to create efficiencies and the sharing of information and resources. (DP) Metrics in Development</p>	<p>Encourage innovation and creativity and build on the values and guiding principles of the City. (SP,DP) Metrics in Development</p> <p>Create a work culture that encourages employee development and provides training opportunities for employees. (SP,DP) Metrics in Development</p> <p>Identify and implement technology changes that are driven by business needs as well as any regulatory and legal requirements. (SP,DP) Metrics in Development</p>

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

General Fund Expenditures

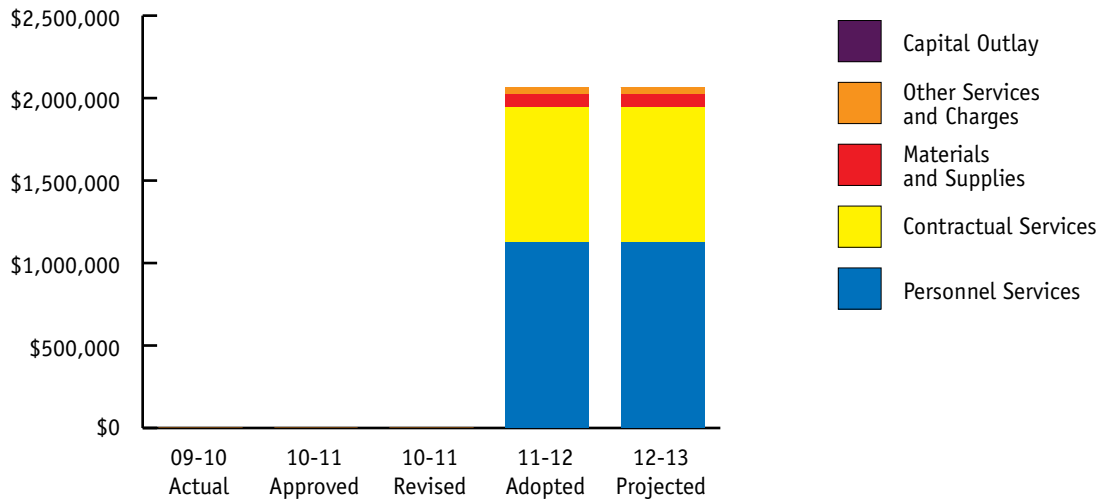
Transportation - Administration

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
City Engineer	0	0	1	0.00	0.00	1.00
Director of Operations	0	0	1	0.00	0.00	1.00
Management Analyst I	0	0	0	0.00	0.00	0.00
Programs Manager	0	0	1	0.00	0.00	1.00
Planning & Programs Administrator	0	0	1	0.00	0.00	1.00
Administrative Technician II/III	0	0	3	0.00	0.00	3.00
GIS Technician I	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	0	0.00	0.00	0.00
Engineer III	0	0	1	0.00	0.00	1.00
Engineering Technician I/II	0	0	1	0.00	0.00	1.00
Project Manager I/II	0	0	1	0.00	0.00	1.00
Transportation Planner III	0	0	1	0.00	0.00	1.00
Total	0	0	13	0.00	0.00	13.00

New organization (FY 12)

Transportation - Administration

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$0	\$0	\$0	\$1,125,400	\$1,125,581
Contractual Services	0	0	0	820,635	820,635
Materials and Supplies	0	0	0	78,247	78,247
Other Services and Charges	0	0	0	41,200	41,200
Capital Outlay	0	0	0	0	0
Total Expenditures:	\$0	\$0	\$0	\$2,065,482	\$2,065,662
Expenditures per Capita:	\$0.00	\$0.00	\$0.00	\$20.51	\$20.19

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Transportation - Administration	0.0%	0.0%	2.5%	0.0%	0.0%	1.9%

General Fund Expenditures

Transportation - Administration



Transportation - Operations and Maintenance Department

The Transportation – Operations & Maintenance Department is responsible for the maintenance and repair of all City streets and rights-of-way (ROW). Duties include: managing repairs to streets, sidewalks, curbs, gutters and driveways caused by water breaks; crack sealing program, potholes, seal coat and overlay program; existing signage and markings; maintaining all City traffic signals and flashers; City of Round Rock School Zones; all Texas Department of Transportation (TXDOT) Traffic Signals and Flashers, all TXDOT School Zones; participating with Public Safety in emergency situations: (ie: HazMat spills, barricades, sand bagging, removing and repairing storm damage); installing required traffic control signs and markings; and performing special City projects on an as needed basis.

Vision:

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

We will:

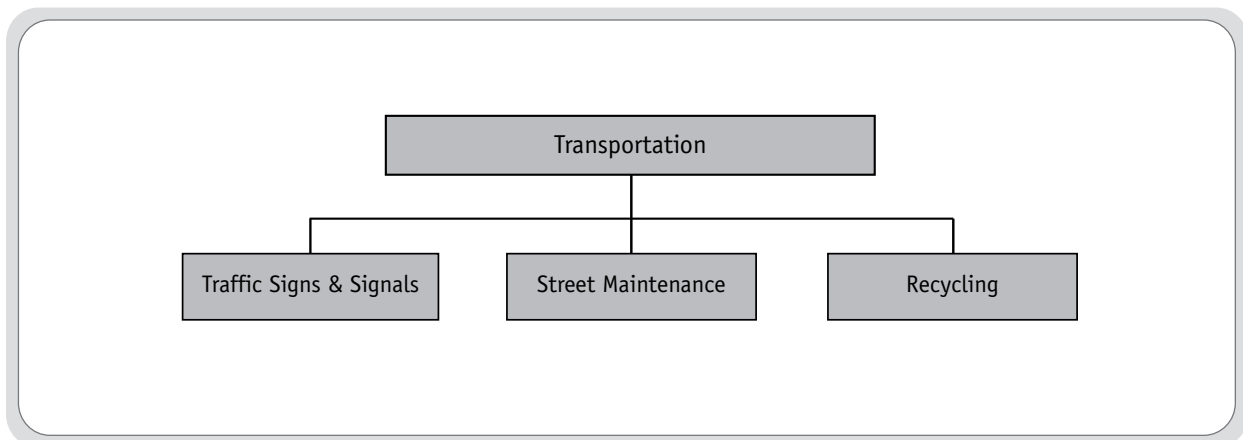
Accept the challenge of change and be committed to continually enhancing the safety, environment, quality of life and economic vitality of our community

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 street repair and maintenance; traffic signal and sign coordination and the City's recycling program.

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 *Street Maintenance Division* primarily serves as the hub of infrastructure service, repairs and support. All street maintenance and repair functions, as well as, right-of-way maintenance are housed in this division. The division is responsible for asphalt maintenance and repair for road-

ways, parking lots, and trails and concrete maintenance and repairs for city sidewalks, driveways, approaches and ADA ramps. 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 2011-12

Manage Resources	Run the Business
<p>Identify service demands, develop proposed budgets, allocate resources and monitor expenditures. (SP,CMG) Metrics in Development</p> <p>Develop and promote a culture that maximizes the use of equipment and resources throughout the organization. (DP) Metrics in Development</p> <p>Plan and monitor staffing requirements for optimization of personnel resources. (DP) Metrics in Development</p> <p>Optimize the use of personnel, equipment and resources throughout the organization. (DP) Metrics in Development</p>	<p>Ensure City infrastructure is maintained and operated to proper service levels. (SP, CMG, DP) Metrics in Development</p> <p>Promote open and constructive communication amongst employees. (SP,CMG,DP) Metrics in Development</p> <p>Review and improve processes and procedures to gain efficiencies in work efforts. (CMG, DP) Metrics in Development</p> <p>Provide maintenance of the City's transportation infrastructure that meets service demands and regulatory requirements. (DP) Metrics in Development</p>
Serve the Customer and Working Relationships	Learn, Lead and Innovate
<p>Create a culture where communication is integrated and encouraged into all facets of the organization. (SP,CMG,DP) Metrics in Development</p> <p>Coordinate with other cities and entities to leverage opportunities for regional working relationships. (SP,CMG,DP) Metrics in Development</p> <p>Promote collaboration between departments to create efficiencies and the sharing of information and resources. (DP) Metrics in Development</p>	<p>Encourage innovation and creativity and build on the values and guiding principles of the City. (SP,DP) Metrics in Development</p> <p>Create a work culture that encourages employee development and provides training opportunities for employees. (SP,DP) Metrics in Development</p> <p>Identify and implement technology changes that are driven by business needs as well as any regulatory and legal requirements. (SP,DP) Metrics in Development</p>

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

General Fund Expenditures

Transportation - Operations and Maintenance

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
Operation Manager	0	1	1	0	1	1
Director, Operate & Maintain	0	1	0	0	1	0
Administrative Assistant	0	0	0	0	0	0
Administrative Technician III	0	2	2	0	2	2
Asst. Street & Drainage Superintendent **	0	1	0	0	1	0
Street & Drainage Maintenance Superin- tendent ****	0	1	1	0	1	1
Street Foreman	0	2	3	0	2	3
Street Supervisor **	0	1	0	0	1	0
Traffic Signal Supervisor ***	0	1	1	0	1	1
Traffic Systems Superintendent ***	0	0	1	0	0	1
Management Analyst I	0	0	1	0	0	1
Meter Reader I	0	0	1	0	0	1
Equipment Operator I/III	0	17	17	0	17	17
Recycling Attendant I/II	0	3	3	0	2.75	2.75
Signs & Marking Technician II/III	0	2	3	0	2	3
Bridge Maintenance Specialist *	0	1	0	0	1	0
Traffic Signal Technician I/III	0	4	3	0	4	3
Total	0	37	37	0	36.75	36.75

New organization (FY 12)

* Reclassed 1 from Bridge Maintenance Spec. to Equipment Operator

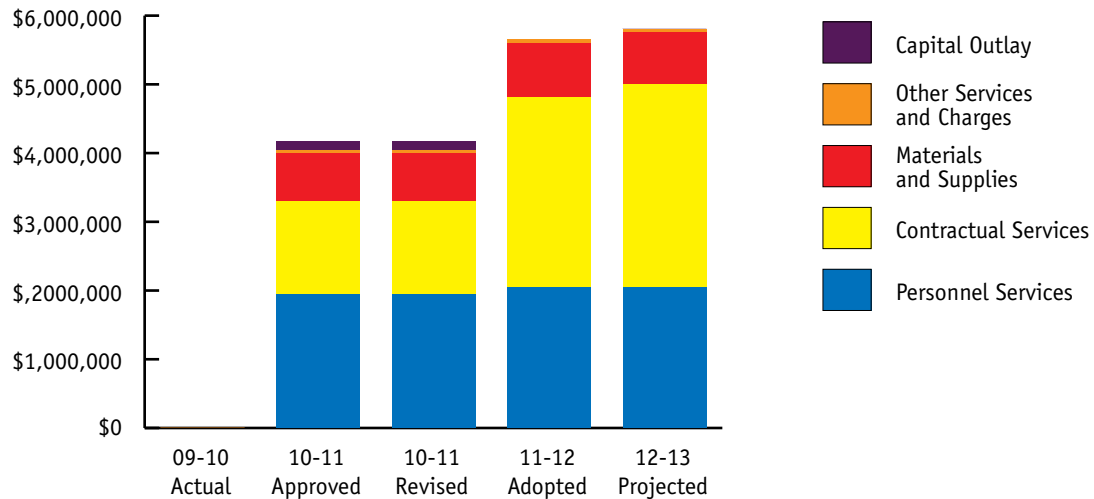
** Reclassed Assistant Street Superintendent to Street Superintendent

*** Traffic Signals Supervisor re-classed to Traffic Systems Superintendent

**** Street & Drainage Supervisor title change to Street & Drainage Maintenance Superintendent

Transportation - O&M

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$0	\$1,937,315	\$1,937,315	\$2,048,386	\$2,049,068
Contractual Services	0	1,361,945	1,361,945	2,758,886	2,946,896
Materials and Supplies	0	698,023	698,023	794,511	770,771
Other Services and Charges	0	42,561	42,561	46,701	42,561
Capital Outlay	0	140,582	140,582	0	0
Total Expenditures:	\$0	\$4,180,426	\$4,180,426	\$5,648,484	\$5,809,296
Expenditures per Capita:	\$0.00	\$41.85	\$41.85	\$56.09	\$56.79

Operating Efficiencies:

	Expenditures as a % of General Fund			Authorized Personnel as a % of General Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Transportation - Operations and Maintenance	0.0%	5.1%	6.8%	0.0%	5.4%	5.4%

General Fund Expenditures

Transportation - Operations and Maintenance





Debt Service Funds Expenditures

Interest & Sinking G.O. Bonds

Interest & Sinking Revenue Bonds



Interest & Sinking

G.O. Bonds Program Description

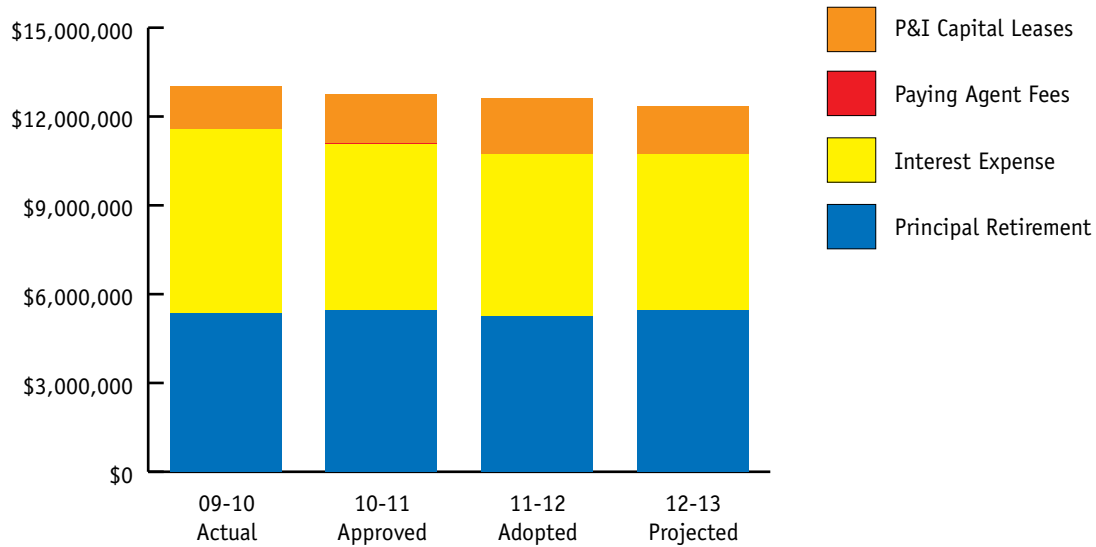
To provide for the scheduled retirement of the City's Bonded and other long-term debt. See also the Debt Schedules Section of this budget.

Debt Service Funds Expenditures

Interest & Sinking G.O. Bonds

I & S G. O. Bonds Debt Service Fund

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Principal Retirement	\$5,365,000	\$5,448,730	\$5,240,000	\$5,465,000
Interest Expense	6,188,437	5,634,805	5,472,052	5,249,453
Paying Agent Fees	1,900	9,000	9,000	9,000
P&I Capital Leases	1,470,694	1,662,596	1,884,806	1,626,481
Subtotal	13,026,031	12,755,131	12,605,858	12,349,934
Payment to Refunding Escrow Agent*	21,010,344	0	0	0
Total Expenditures:	\$34,036,375	\$12,755,131	\$12,605,858	\$12,349,934
Expenditures per Capita:	\$138.72	\$131.23	\$126.18	\$122.64

*Costs related to a debt refunding are not included in the comparisons.



Interest & Sinking Revenue Bonds Program Description

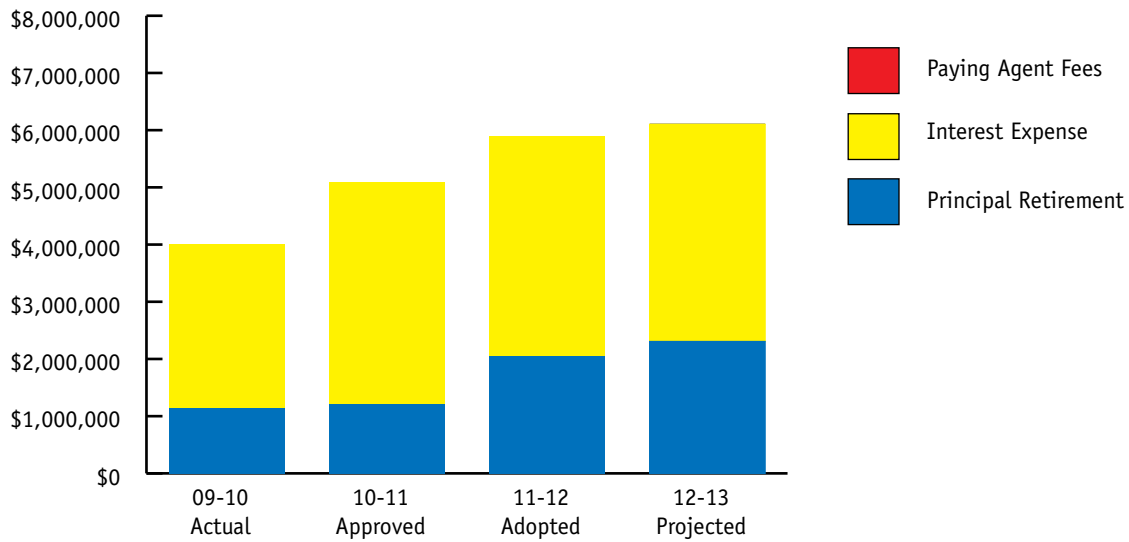
To provide for the scheduled retirement of the City's Bonded and other long-term debt. See also the Debt Schedules Section of this budget.

Debt Service Funds Expenditures

Interest & Sinking Revenue Bonds

I & S Revenue Bonds Debt Service Fund

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Principal Retirement	\$1,145,000	\$1,210,000	\$2,055,000	\$2,305,000
Interest Expense	2,862,883	3,871,298	3,838,953	3,796,112
Paying Agent Fees	500	0	0	0
Total Expenditures:	\$4,008,383	\$5,081,298	\$5,893,953	\$6,101,112
Expenditures per Capita:	\$42.69	\$52.28	\$59.00	\$60.59



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:

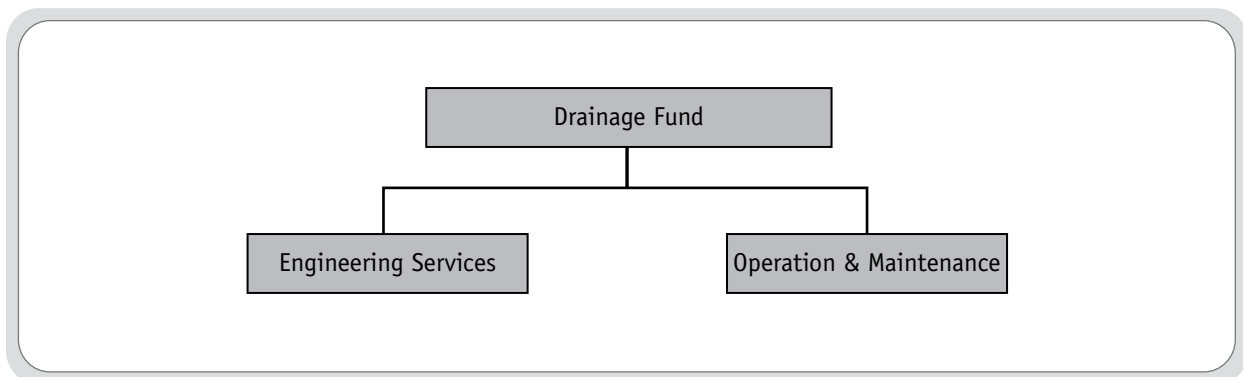
Accept the challenge of change and be committed to continually enhancing the safety, environment, quality of life and economic vitality of our community

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

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 requests 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 the customer wants his or her issue to be 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 2011-12

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

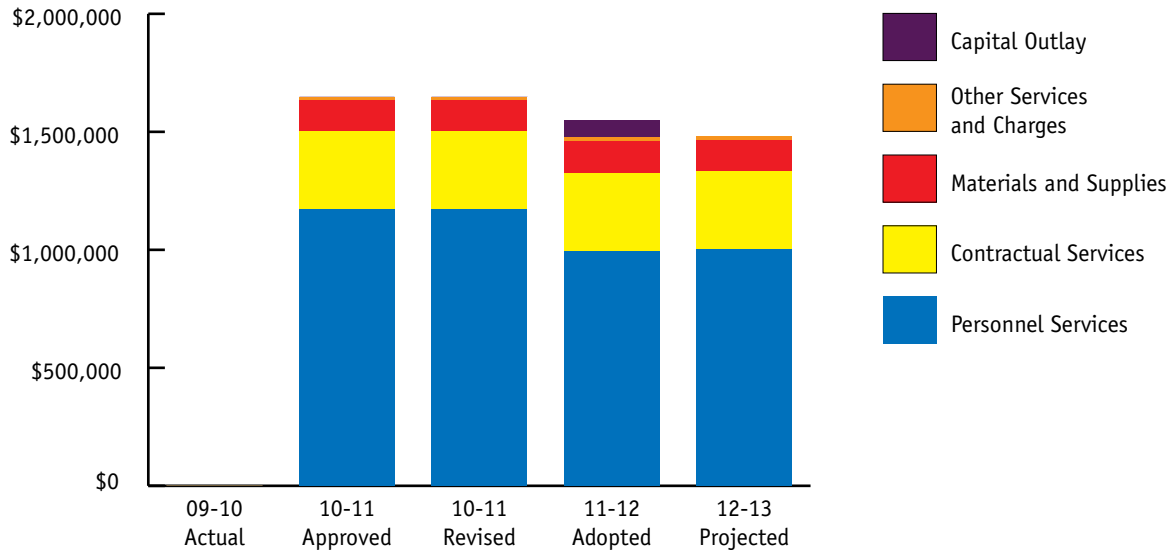
Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
Engineering Assistant I	0	1	1	0	1.00	1.00
Drainage/EO II	0	1	1	0	1.00	1.00
Assistant City Engineer *	0	0	1	0	0.00	1.00
Equipment Operator II/III	0	9	9	0	9.00	9.00
Project Manager I *	0	0	1	0	0.00	1.00
Line Locator	0	0	0	0	0.00	0.00
Storm Water Technician	0	1	1	0	1.00	1.00
Street & Drainage Crew Leader	0	1	1	0	1.00	1.00
Street Foreman	0	1	1	0	1.00	1.00
Street Supervisor	0	1	1	0	1.00	1.00
Total	0	15	17	0	15.00	17.00

New organization (FY 2011)

* moved from General Fund department

Drainage Fund

Expenditures by Category



New Fund FY 2011 - Included in Public Works reorganization

Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$0	\$1,173,638	\$1,173,638	\$992,416	\$1,000,961
Contractual Services	0	328,560	328,560	332,237	332,237
Materials and Supplies	0	132,058	132,058	136,585	132,898
Other Services and Charges	0	13,625	13,625	13,625	13,625
Capital Outlay	0	0	0	75,000	0
Total Expenditures:	\$0	\$1,647,881	\$1,647,881	\$1,549,863	\$1,479,721
Expenditures per Capita:		\$16.50	\$16.50	\$15.39	\$14.69

Drainage Fund Expenditures

Drainage Fund





Water / Wastewater Utility Fund Expenditures

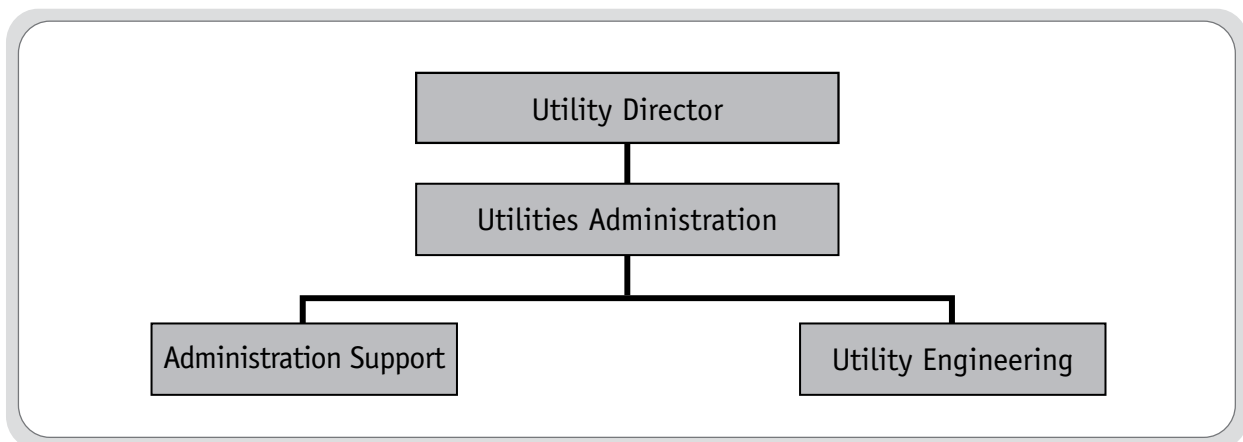
**Utilities Administration
Utility Billings & Collections
Utility Debt Service & Transfers
Utility Environmental Services
Wastewater Line Maintenance
Wastewater Systems Support
Wastewater Treatment Plant
Water Line Maintenance
Water Systems Support
Water Treatment Plant**

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 2011-12

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 planned and built to proper service levels. (DP) 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 <p>Develop guidelines/standards and promote use of proper planning methods when identifying projects for the City. (SP, DP) 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) 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) 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. (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

Utilities Administration

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
Director of Infrastructure Management ****	1	1	0	1.00	1.00	0.00
Utility Director	0	0	1	0.00	0.00	1.00
Chief Utility Engineer	1	1	1	1.00	1.00	1.00
Utility CIP Specialist *****	1	0	0	1.00	0.00	0.00
Utility Systems Analyst	1	1	1	1.00	1.00	1.00
GIS Analyst	1	1	1	1.00	1.00	1.00
GIS Technician II	1	1	1	1.00	1.00	1.00
Engineer II/ III *	1	0	1	1.00	0.00	1.00
Engineering Manager ***	0	0	1	0.00	0.00	1.00
Project Manager I/II **	0	2	2	0.00	2.00	2.00
Administrative Technician III *****	1	0	1	1.00	0.00	1.00
Administrative Assistant	0	1	1	0.00	1.00	1.00
Total	8	8	11	8.00	8.00	11.00

* Engineer III position moved to new DSO for FY 11 & Engineer II moved to Project Manager 10-11

** position moved in Public Works reorganization

*** Moved from DSO FY 11

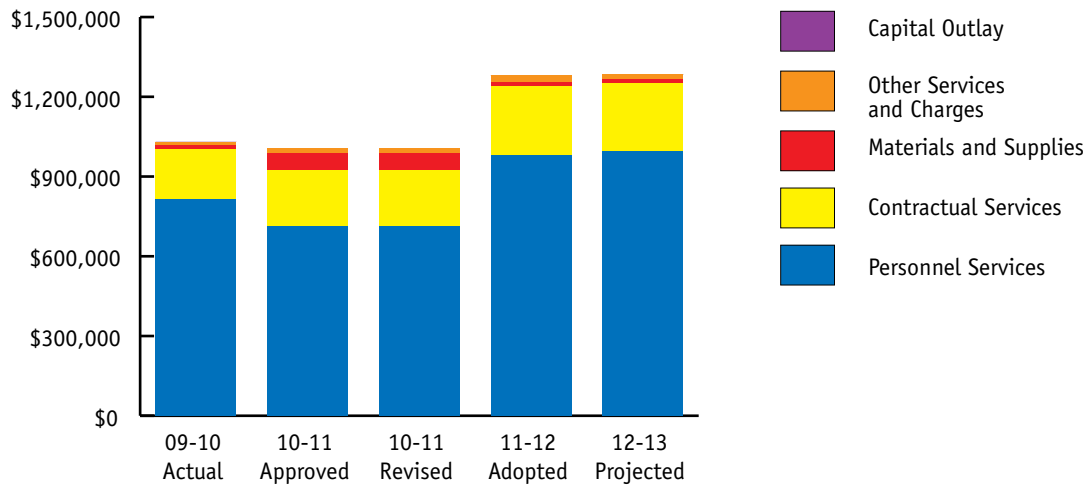
**** Director of Infrastructure Management reclassified to Utility Director

***** Utility CIP Specialist Moved to Project Manager 10-11 & to Utility System analyst 11-12

***** Administrative Technician III reclassified to Administrative Assistant (FY 11)

Utilities Administration

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$815,731	\$714,438	\$714,438	\$981,859	\$993,264
Contractual Services	184,384	208,954	208,954	257,582	257,582
Materials and Supplies	16,572	65,707	65,707	16,862	16,862
Other Services and Charges	14,231	16,150	16,150	24,650	16,150
Capital Outlay	0	0	0	0	0
Total Expenditures:	\$1,030,917	\$1,005,249	\$1,005,249	\$1,280,953	\$1,283,858
Expenditures per Capita:	\$10.61	\$10.06	\$10.06	\$12.72	\$12.55

Operating Efficiencies:

	Expenditures as a % of Utility Fund			Authorized Personnel as a % of Utility Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Utilities Administration	2.2%	2.6%	3.2%	8.0%	8.0%	11.0%

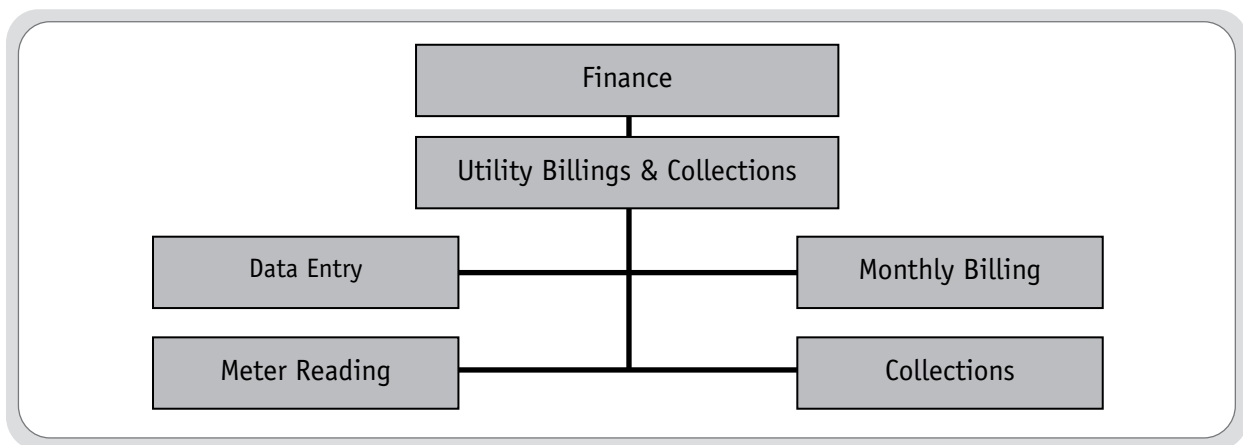


Utility Billing & Collections Department

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 Department consists of four major business functions that allow the department to merge together data and reading information, 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. 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 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 comply with accurate information regarding policies and procedures that relate to the utility billing office.

Balanced Scorecard FY 2011-12

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.

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

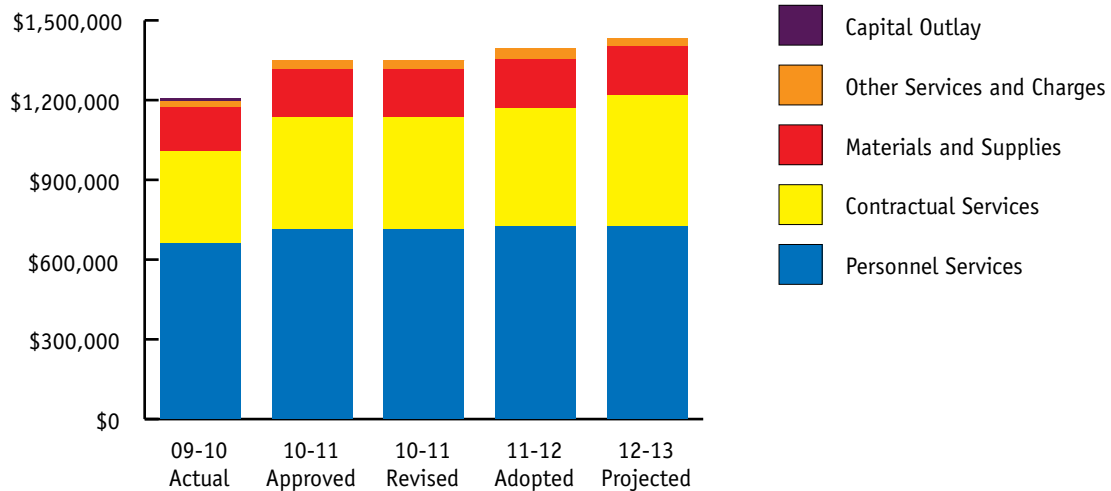
Water/Wastewater Utility Fund Expenditures

Utility Billing & Collections

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
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	1	1.00	1.00	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	1	1	1	1.00	1.00	1.00
Water Service Representative	2	2	2	2.00	2.00	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

Utility Billings & Collections

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$660,803	\$713,187	\$713,187	\$723,979	\$725,439
Contractual Services	349,289	424,809	424,809	447,675	494,332
Materials and Supplies	162,711	179,863	179,863	180,921	180,921
Other Services and Charges	22,639	32,555	32,555	41,700	31,090
Capital Outlay	12,013	0	0	0	0
Total Expenditures:	\$1,207,455	\$1,350,414	\$1,350,414	\$1,394,275	\$1,431,782
Expenditures per Capita:	\$12.42	\$13.52	\$13.52	\$13.85	\$14.00

Operating Efficiencies:

	Expenditures as a % of Utility Fund			Authorized Personnel as a % of Utility Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Utility Billing & Collections	2.6%	3.5%	3.5%	15.0%	15.0%	15.0%





Utility Debt Service & Transfers - Program Description

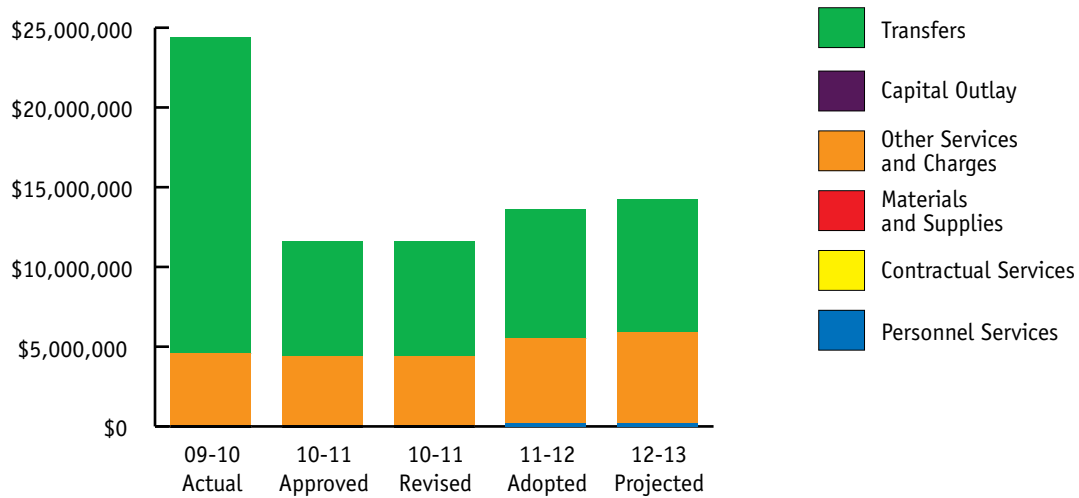
To provide for the scheduled retirement of the City's bonded and other long-term debt. See also the Debt Schedules Section of this budget.

Water/Wastewater Utility Fund Expenditures

Utility Debt Service & Transfers

Utility Debt Service & Transfers

Expenditures by Category



Note: Utility Debt Service & Transfers has no authorized personnel; the personnel costs in the FY12 budget reflect the compensation program.

Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$0	\$0	\$0	\$210,000	\$214,200
Contractual Services	0	0	0	0	0
Materials and Supplies	0	0	0	0	0
Other Services and Charges	4,603,917	4,400,000	4,400,000	5,325,000	5,700,000
Capital Outlay	0	0	0	0	0
Transfers	19,787,189	7,190,000	7,190,000	8,090,000	8,290,000
Total Expenditures:	\$24,391,106	\$11,590,000	\$11,590,000	\$13,625,000	\$14,204,200
Expenditures per Capita:	\$250.94	\$116.02	\$116.02	\$135.30	\$138.85

Operating Efficiencies:

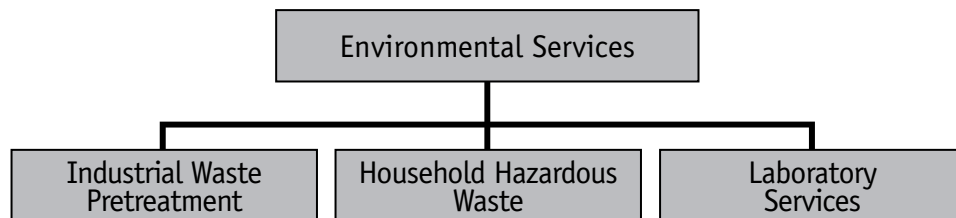
	Expenditures as a % of General Fund		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Purchasing	51.6%	29.8%	34.1%

Utility 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 Services (HHW): Provides the safe and correct disposal of hazardous home chemicals and paint. This program helps divert hazardous materials from landfills, receiving streams, 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 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 2011-12

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

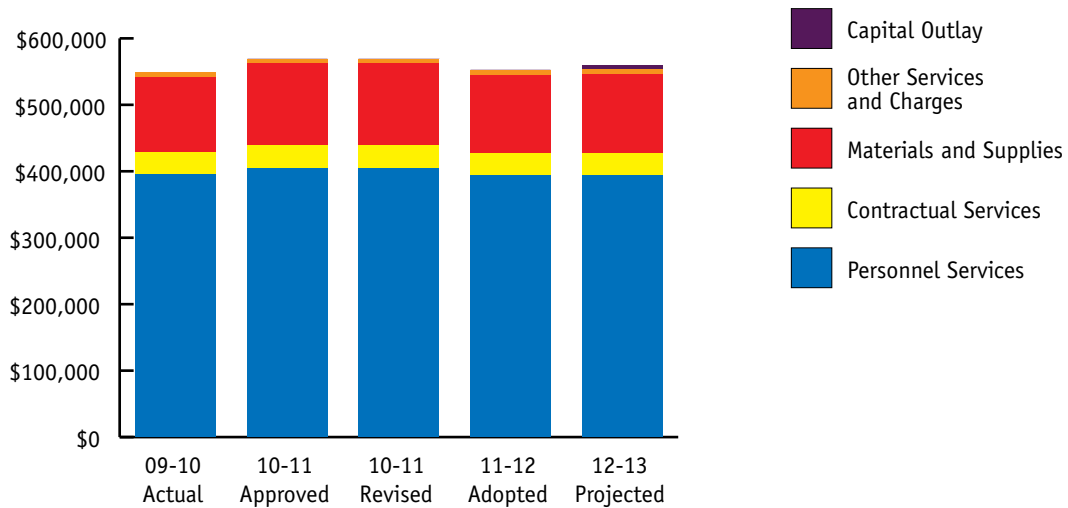
Utility Environmental Services

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
Senior Lab Analyst	1	1	1	1.00	1.00	1.00
Environmental Lab Analyst	1	1	1	1.00	1.00	1.00
Pretreatment Compliance Specialist	1	1	1	1.00	1.00	1.00
Environmental Services Supervisor	1	1	1	1.00	1.00	1.00
Field Laboratory Technician	1	1	1	1.00	1.00	1.00
Administrative Technician III	1	1	1	1.00	1.00	1.00
Total	6	6	6	6.00	6.00	6.00

* Environmental Lab Analyst Changed to Senior Lab Analyst (FY10)

Utility Environmental Services

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$395,086	\$404,156	\$404,156	\$393,095	\$393,042
Contractual Services	34,298	34,818	34,818	33,488	33,428
Materials and Supplies	112,807	123,135	123,135	118,767	120,315
Other Services and Charges	6,744	7,300	7,300	7,300	6,700
Capital Outlay	0	0	0	0	6,500
Total Expenditures:	\$548,935	\$569,409	\$569,409	\$552,650	\$559,985
Expenditures per Capita:	\$5.65	\$5.70	\$5.70	\$5.49	\$5.47

Operating Efficiencies:

	Expenditures as a % of Utility Fund			Authorized Personnel as a % of Utility Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Utility Environmental Services	1.2%	1.5%	1.4%	6.0%	6.0%	6.0%

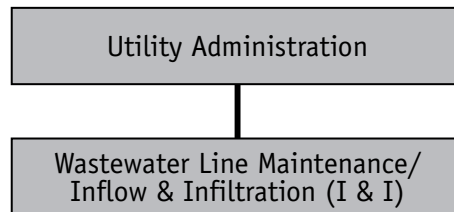


Wastewater Line Maintenance Department

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 2011-12

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

Wastewater Line Maintenance

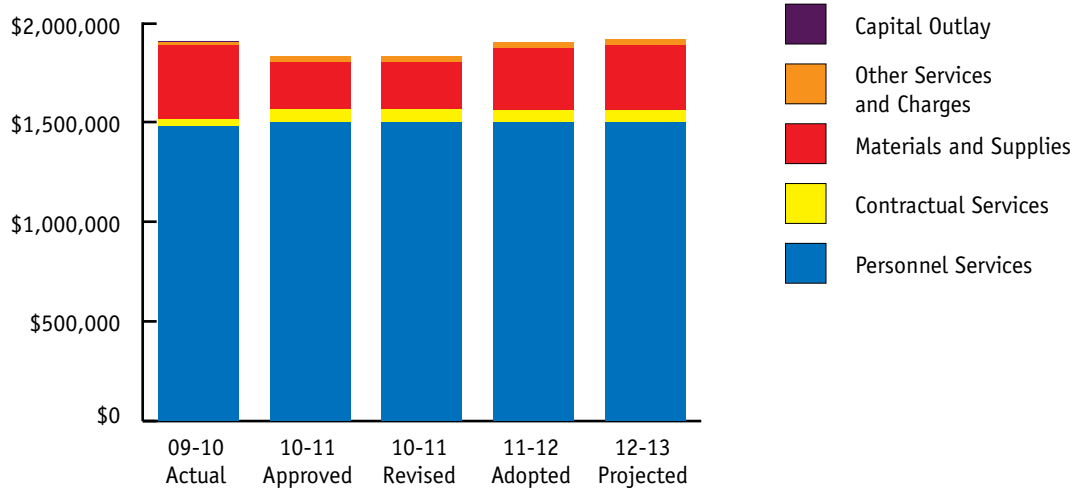
Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
Administrative Technician II	1	1	1	1.00	1.00	1.00
I&I Coordinator	1	1	2	1.00	1.00	2.00
Utility Crew Leader	4	4	5	4.00	4.00	5.00
I&I Utility Crew Leader	4	3	3	4.00	3.00	3.00
Senior Utility Worker **	0	0	2	0.00	0.00	2.00
Utility Supervisor *	1	0	0	1.00	0.00	0.00
Utility Maintenance Superintendent	0	1	1	0.00	1.00	1.00
Operations Technician I&I	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	10	14.00	14.00	10.00
Total	27	26	26	27.00	26.00	26.00

* Utility Supervisor changed to Utility Maintenance Superintendent

** Utility Worker I/II/III Moved to Senior Worker

Wastewater Line Maintenance

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$1,477,733	\$1,498,563	\$1,498,563	\$1,496,355	\$1,496,602
Contractual Services	36,860	65,157	65,157	61,634	61,634
Materials and Supplies	367,865	237,014	237,014	314,374	328,427
Other Services and Charges	16,556	28,670	28,670	28,670	28,670
Capital Outlay	7,517	0	0	0	0
Total Expenditures:	\$1,906,530	\$1,829,404	\$1,829,404	\$1,901,033	\$1,915,333
Expenditures per Capita:	\$19.61	\$18.31	\$18.31	\$18.88	\$18.72

Operating Efficiencies:

	Expenditures as a % of Utility Fund			Authorized Personnel as a % of Utility Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Wastewater Line Maintenance	4.0%	4.7%	4.8%	27.0%	26.0%	26.0%

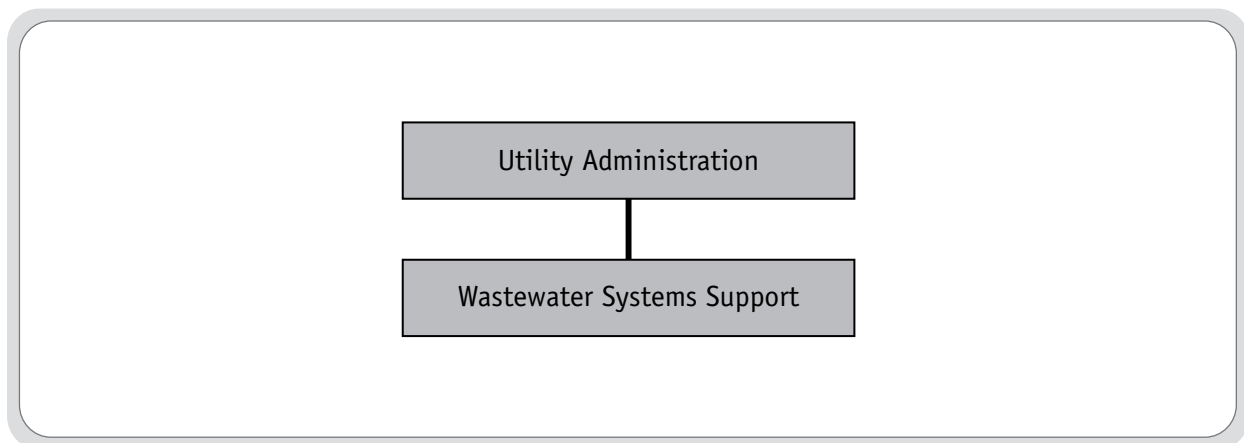
Wastewater Systems Support

Wastewater Systems Support Department

The Wastewater Systems Support 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 2011-12

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

Wastewater Systems Support

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
Utility Support Superintendent	1	1	1	1.00	1.00	1.00
System Mechanic IV *	1	0	0	1.00	0.00	0.00
System Mechanic II	1	2	2	1.00	2.00	2.00
System Mechanic Supervisor	1	1	1	1.00	1.00	1.00
Total	4	4	4	4.00	4.00	4.00

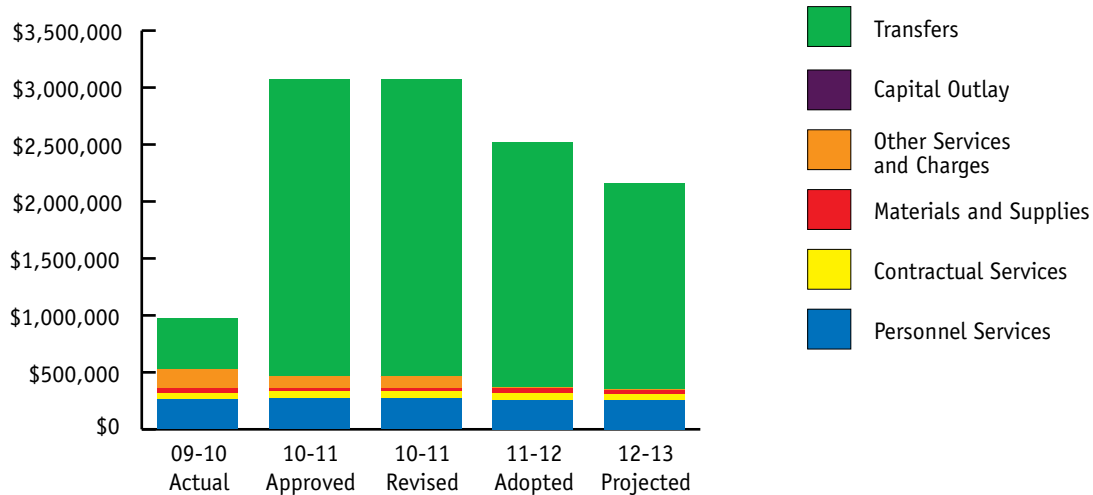
* System Mech IV Moved to System Mech II

Water/Wastewater Utility Fund Expenditures

Wastewater Systems Support

Wastewater Systems Support

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$262,849	\$272,025	\$272,025	\$254,632	\$254,620
Contractual Services	56,917	59,007	59,007	63,342	50,773
Materials and Supplies	42,876	33,717	33,717	40,093	36,552
Other Services and Charges	165,906	101,500	101,500	9,000	9,000
Capital Outlay	0	0	0	0	0
Transfers	445,464	2,608,000	2,608,000	2,154,019	1,810,000
Total Expenditures:	\$974,012	\$3,074,249	\$3,074,249	\$2,521,086	\$2,160,945
Expenditures per Capita:	\$10.02	\$30.77	\$30.77	\$25.04	\$21.12

Operating Efficiencies:

	Expenditures as a % of Utility Fund			Authorized Personnel as a % of Utility Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Wastewater Systems Support	2.1%	7.9%	6.3%	4.0%	4.0%	4.0%



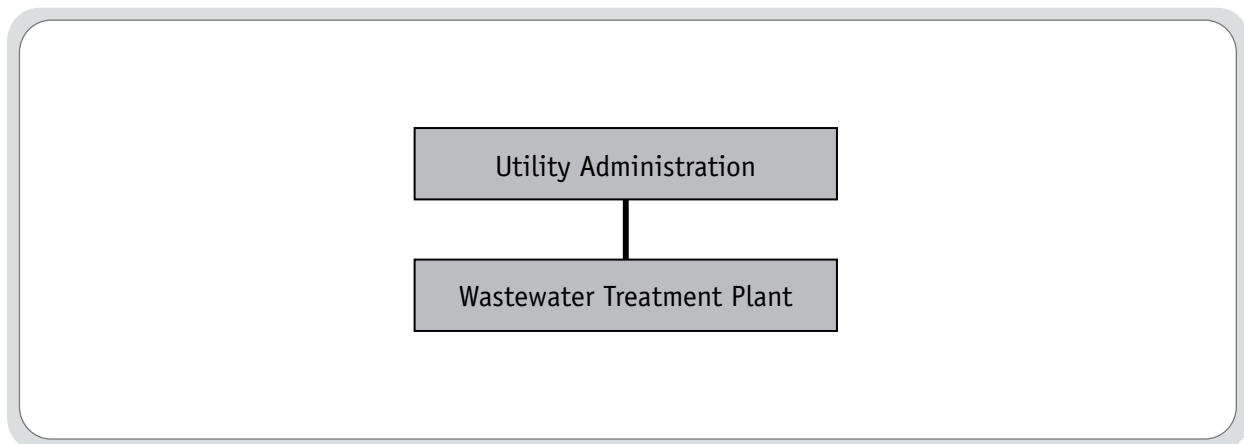
Wastewater Treatment Plant

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 sewerage. 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.

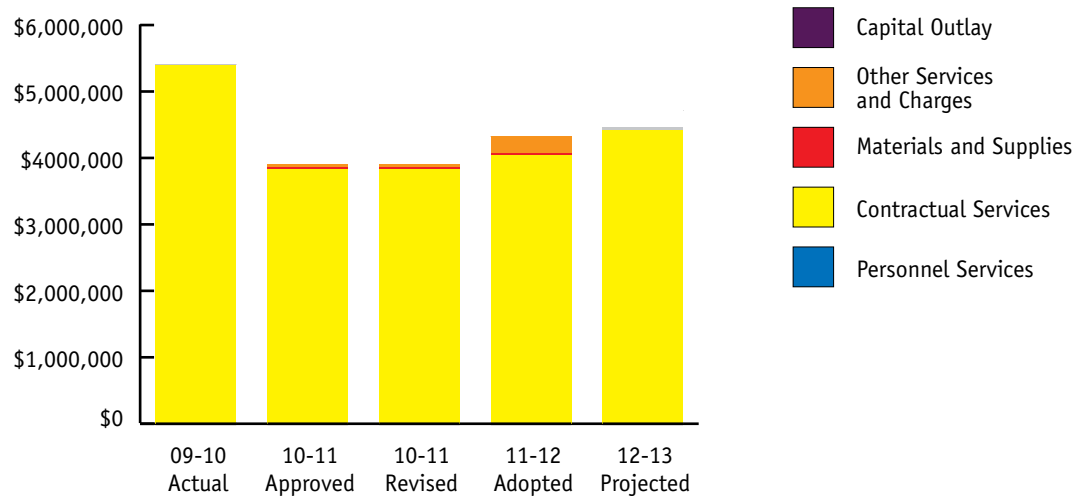
Balanced Scorecard FY 2011-12

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

Wastewater Treatment Plant

Expenditures by Category



Note: Wastewater Treatment Plant has no authorized personnel.

Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$0	\$0	\$0	\$0	\$0
Contractual Services	5,401,685	3,824,785	3,824,785	4,034,465	4,422,710
Materials and Supplies	4,746	34,037	34,037	34,037	34,037
Other Services and Charges	0	46,265	46,265	259,800	259,800
Capital Outlay	0	0	0	0	0
Total Expenditures:	\$5,406,431	\$3,905,087	\$3,905,087	\$4,328,302	\$4,716,547
Expenditures per Capita:	\$55.62	\$39.09	\$39.09	\$42.98	\$46.11

Operating Efficiencies:

	Expenditures as a % of Utility Fund		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Wastewater Treatment Plant	11.4%	10.1%	10.8%

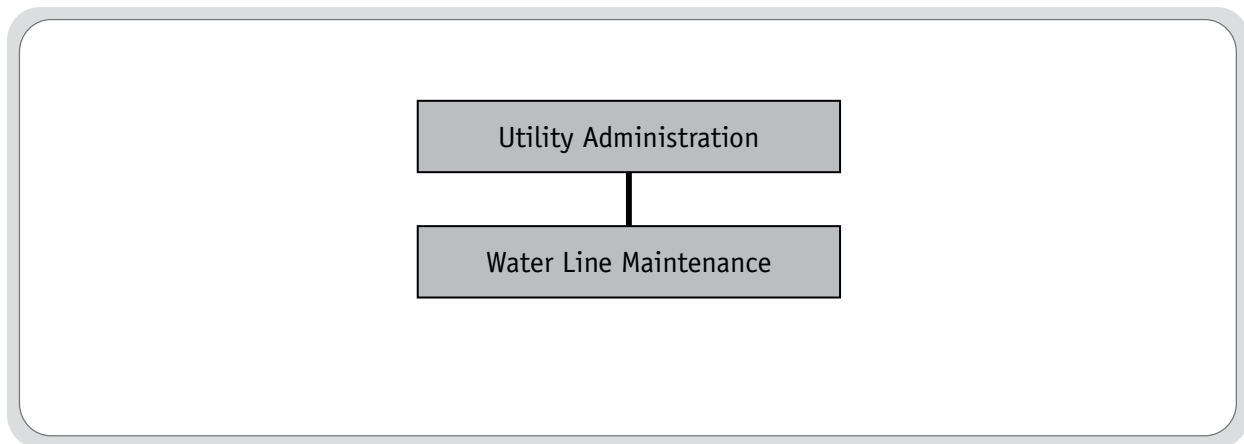


Water Line Maintenance Department

The Water Line Maintenance Department (WLM) 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). 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, wholesale customers within the City's ETJ, as well as local, state and federal government 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 2011-12

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		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
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
Senior Utility Technician ***	3	2	4	3.00	2.00	4.00
Utility Worker I-II-III*	15	15	12	15.00	15.00	12.00
Utility Supervisor **	1	1	0	1.00	1.00	0.00
Utility Maintenance Superintendent	0	0	1	0.00	0.00	1.00
O & M Office Manager	1	1	1	1.00	1.00	1.00
Utility Inventory Specialist	1	1	1	1.00	1.00	1.00
Water Line Maintenance Coordinator	1	1	2	1.00	1.00	2.00
Total	33	32	32	33.00	32.00	32.00

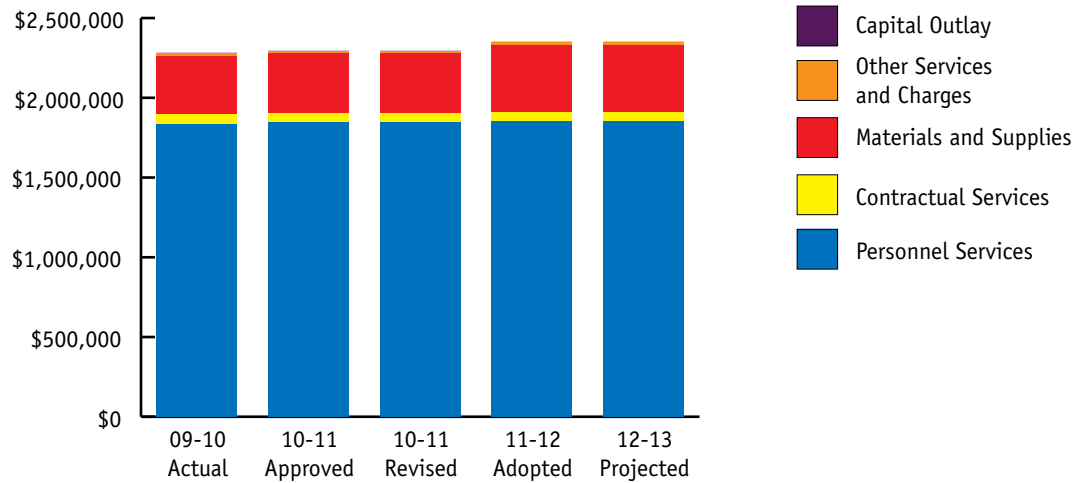
* Position eliminated through reorganization

** Utility Supervisor changed to Utility Maintenance Superintendent

*** Utility Senior Technician, Utility Crew Leader and UW III changed to Senior Utility Technician;
UW III Moved to Utility Crew Leader

Water Line Maintenance

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$1,836,126	\$1,845,015	\$1,845,015	\$1,854,666	\$1,854,522
Contractual Services	58,356	59,151	59,151	52,472	52,472
Materials and Supplies	368,340	373,296	373,296	426,234	426,234
Other Services and Charges	18,406	17,366	17,366	17,366	17,366
Capital Outlay	0	0	0	0	0
Total Expenditures:	\$2,281,228	\$2,294,828	\$2,294,828	\$2,350,738	\$2,350,594
Expenditures per Capita:	\$23.47	\$22.97	\$22.97	\$23.34	\$22.98

Operating Efficiencies:

	Expenditures as a % of Utility Fund			Authorized Personnel as a % of Utility Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Water Line Maintenance	4.8%	5.9%	5.9%	33.0%	32.0%	32.0%

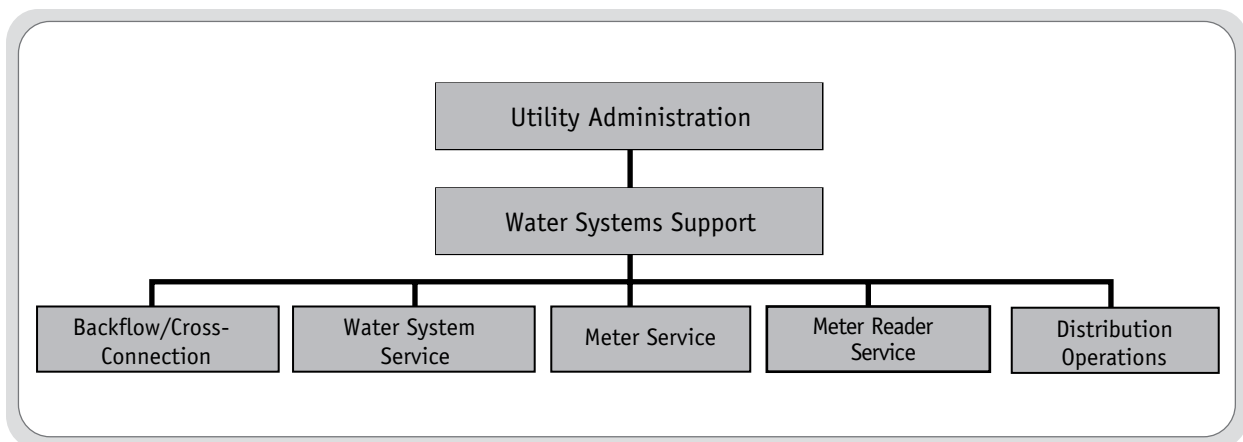


Water Systems Support Department

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 division 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 2011-12

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

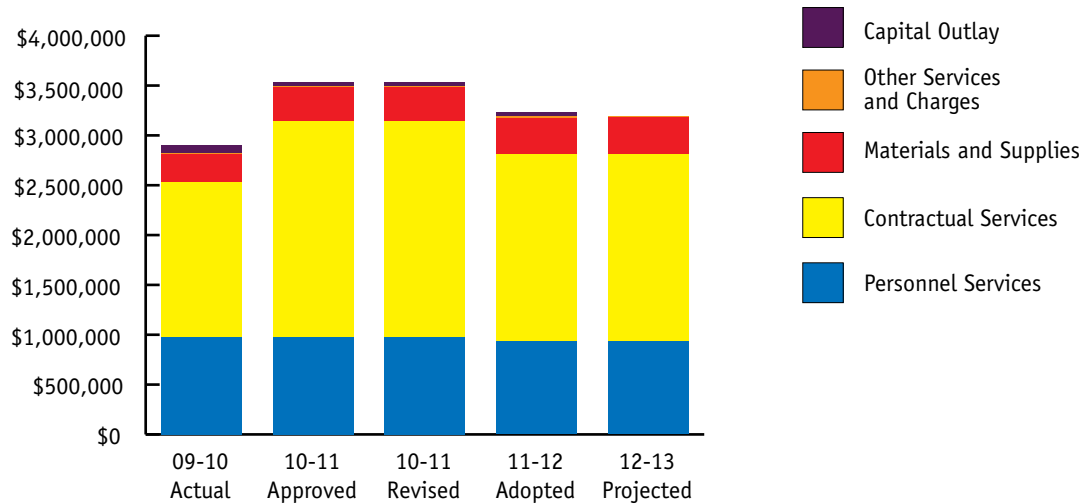
Water Systems Support

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
Administrative Technician III	1	0	0	1.00	0.00	0.00
Administrative Technician II	0	1	0	0.00	1.00	0.00
Meter Reader I/II/III	5	4	4	5.00	4.00	4.00
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	6	6	6	6.00	6.00	6.00
W/WW System Mechanic IV	0	0	1	0.00	0.00	1.00
Water Distribution Operator I/II/III *	2	2	1	2.00	2.00	1.00
Total	21	20	19	21.00	20.00	19.00

* Position eliminated due to reorganization

Water Systems Support

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$974,314	\$975,312	\$975,312	\$931,839	\$932,369
Contractual Services	1,553,495	2,166,152	2,166,152	1,885,233	1,883,648
Materials and Supplies	285,361	339,593	339,593	358,408	361,998
Other Services and Charges	8,513	11,500	11,500	12,500	12,500
Capital Outlay	80,105	43,000	43,000	43,000	0
Total Expenditures:	\$2,901,788	\$3,535,557	\$3,535,557	\$3,230,980	\$3,190,515
Expenditures per Capita:	\$29.85	\$35.39	\$35.39	\$32.09	\$31.19

Operating Efficiencies:

	Expenditures as a % of Utility Fund			Authorized Personnel as a % of Utility Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Water Systems Support	6.1%	9.1%	8.1%	21.0%	20.0%	19.0%

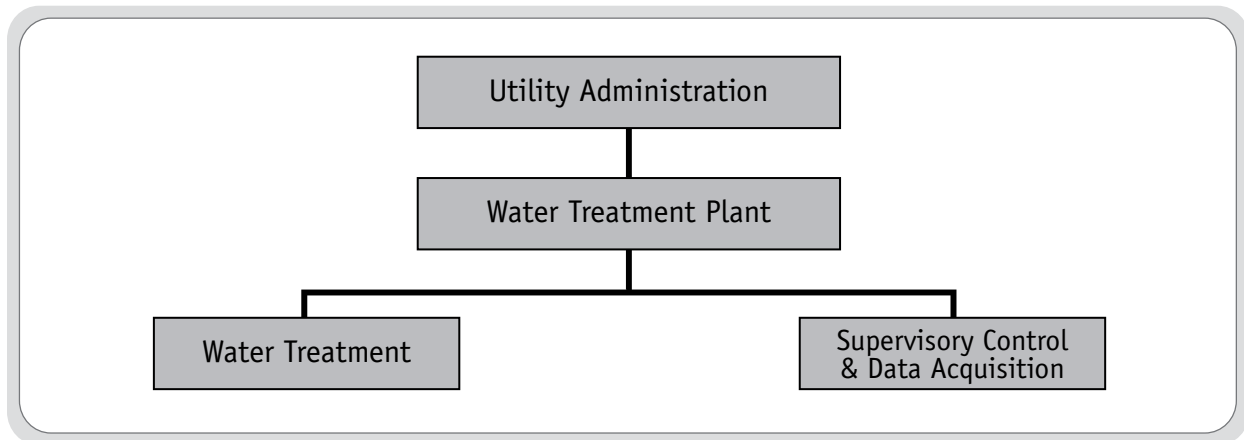


Water Treatment Plant Department

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 2011-12

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

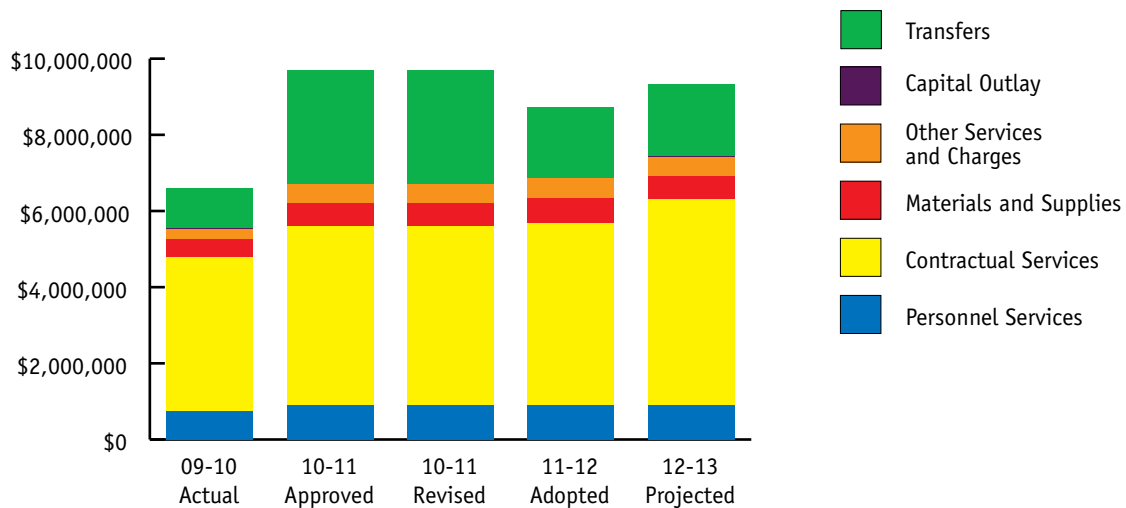
Water Treatment Plant

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Adopted	2009-10 Actual	2010-11 Approved	2011-12 Adopted
Senior Utility Services Manager	1	1	1	1.00	1.00	1.00
Water Plant Supervisor *	1	0	0	1.00	0.00	0.00
SCADA Technician*	1	0	0	1.00	0.00	0.00
Water Plant Operator II	5	5	5	5.00	5.00	5.00
Water Plant Operator I *	5	4	3	5.00	4.00	3.00
Water Conservation Coordinator	1	1	1	1.00	1.00	1.00
Water Plant Operator Trainee	0	0	1	0.00	0.00	1.00
Utility Systems Integrator	1	1	1	1.00	1.00	1.00
Facility Controls Electrician *	1	0	0	1.00	0.00	0.00
Water Plant Maintenance Technician	1	1	1	1.00	1.00	1.00
Senior Water Plant Operator	0	1	1	1.00	1.00	1.00
Total	17	14	14	18.00	14.00	14.00

* Position eliminated due to reorganization

Water Treatment Plant Department

Expenditures by Category



Summary of Expenditures:

	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Adopted Budget	2012-13 Projected Budget
Personnel Services	\$753,180	\$914,219	\$914,219	\$912,565	\$912,493
Contractual Services	4,017,684	4,686,697	4,686,697	4,766,746	5,406,657
Materials and Supplies	479,646	607,182	607,182	662,178	584,450
Other Services and Charges	283,759	483,115	483,115	500,615	499,265
Capital Outlay	5,599	24,000	24,000	7,500	35,280
Transfers	1,061,772	2,982,500	2,982,500	1,879,900	1,879,900
Total Expenditures:	\$6,601,640	\$9,697,713	\$9,697,713	\$8,729,504	\$9,318,045
Expenditures per Capita:	\$67.92	\$97.07	\$97.07	\$86.69	\$91.09

Operating Efficiencies:

	Expenditures as a % of Utility Fund			Authorized Personnel as a % of Utility Fund FTEs		
	2009-10 Actual	2010-11 Estimated	2011-12 Projected	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Water Treatment Plant	14.0%	25.0%	21.9%	18.0%	14.0%	14.0%





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 2010 census, the City of Round Rock has a population of 99,887, which represents a population growth of 63.4% from the 2000 census. With a growth rate of approximately six times the national average, 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 a significant impact 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 the 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 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

Economic Vitality

- 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, provides a fixed asset or equipment, and has 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 is identifying the funding sources, assessing the City's financial condition and its ability to service existing and new debt, and coordinating the best source 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 a key element 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 challenges. 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 element 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 1,150 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 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 the above 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.

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.

Five-Year Capital Improvement Program Project Summary (cont.)**Public Service Facilities**

- Business Center Complex
- Business Center Plaza
- McConico Plaza
- Town Green Improvements
- Sports Complex
- 615 E. Palm Valley Blvd. Campus
- Public Works Master Plan
- City Gateway Entrances

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's Sports Complex will hold numerous indoor sports events that will bring families and their dollars to Round Rock. We have currently purchased the land for the facility.

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, creating a virtual computer environment, implementing land management software, and updating the City's document storage web software. The City is in the process of moving all phones to a "Voice Over Internet Protocol" system. This phone update will save the City considerable costs in the future and allow for internal management of the phone system.

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

- Brushy Creek East Gap Trail
- Neighborhood Park Improvements
- All Abilities Park
- Parks and Recreation Repair and Replacement Program
- Triple Crown Ballfield Restrooms

The development of trails is to encourage walking and biking in the community and to support local and regional transportation systems. The City has both completed trails and trails under construction. Several neighborhood parks will receive replacement of existing playgrounds and other amenities for improved safety and maintenance through identified Park projects and the Repair and Replacement Program.

The all abilities park will provide recreation and development skills for children of all abilities.

Streets, Drainage and Storm Water Control

- Street Seal Coat Program
- La Frontera Street Improvements
- Pavement Management Software
- Brown Street Improvements
- Creekbend Boulevard
- Chisholm Trail Reconstruction
- Chisholm Parkway Extension
- Sam Bass Road
- Little Oaks Subdivision
- Messick Loop-Hanlac Trail Channel Improvements
- Storm Water Master Plan Assessment
- Veteran's Dam
- Quiet Zone at Burnet Street
- Stormwater Improvements at Onion Creek

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

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

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

- Kenney Fort Boulevard/Arterial A
- County Road 113-Kiphen Road-Old Settlers Blvd.
- FM 1460-North Grimes Blvd.
- RM 620
- Traffic Signals
- Transportation Consulting
- Red Bud Lane Phase Four
- Arterial M-North Mays Extension
- US 79 at North Mays
- South Mays at Gattis School Rd.
- FM 3406
- Southwest Downtown Main St. Project #1
- Southwest Downtown Main St. Project #2,3&7
- Southwest Downtown Main St. Project #4&5
- Chisholm Trail Phase 3
- Major Maintenance Program

Transportation projects are new road and road betterments 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. A major maintenance program was added this fiscal year to address the streets and roads that were added to the City's infrastructure through these transportation funds.

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.

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

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 betterments. 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 near completion 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 Settler's Park and Dell Diamond with reuse water to alleviate the City's demand on 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.

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.

Five-Year Capital Improvement Program Project Summary (cont.)**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 betterments. 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 transportation 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	\$9,089,226	
Business Center Plaza	520,168	
McConico Plaza	672,000	
Town Green Improvements	25,000	
615 E. Palm Valley Blvd. Campus	3,681,242	\$60,000
Public Works Master Plan	50,000	
City Gateway Entrances	250,000	
Sports Complex	5,568,640	
Information Technology		
Financial Information Services	581,220	
Information Technology Infrastructure Projects	2,895,430	
Human Resource and Payroll Software System	325,715	
Public Safety Equipment And Facilities		
Fire Apparatus and Equipment	622,023	
Parks And Recreation		
Brushy Creek East Gap Trail	3,006,780	
Neighborhood Park Improvements	639,551	
PARD Repair and Replacement Program	784,473	
Triple Crown Ballfield Restrooms	250,000	
All Abilities Park	614,205	

General (cont.)

Project/Program Title	Total Project Cost	Annual Operating Costs
Streets, Drainage And Storm Water Control		
Street Seal Coat Program	6,147,489	
La Frontera Street Improvements	2,649,730	
Pavement Management Software	254,000	
Brown Street Improvements	749,946	
Creekbend Boulevard	5,130,967	
Chisholm Trail Reconstruction	4,833,622	
Chisholm Parkway Extension	1,277,983	
Sam Bass Road	6,031,385	
Little Oaks Subdivision	1,000,000	
Messick Loop-Hanlac Trail Channel Improvements	640,000	
Storm Water Master Plan Assessment	186,000	
Veteran's Dam	123,419	
Quiet Zone at Burnet Street	300,000	
Stormwater Improvements at Onion Creek	1,000,000	
General Projects Total	\$59,900,214	

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	9,300,949	
RM 620	2,500,000	
Traffic Signals	5,150,000	
Transportation Consulting	906,351	
Arterial M-No. Mays Extension	3,550,000	
Red Bud Lane Phase Four	1,427,000	
South Mays at Gattis School Rd.	562,000	
FM 3406	910,000	
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	
Chisholm Trail Phase 3	3,300,000	
2011 Major Maintenance Program	1,500,000	
Transportation Projects Total	\$72,744,861	

Capital Improvement Program Project Cost Summary (cont.)

Project/Program Title	Total Project Cost	Annual Operating Costs
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
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 Settler's Park 24" Reuse Water Transmission Line	1,332,000	
Water Reuse Phase II Improvements*	4,500,000	
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 Projects there are specified funding sources. These are the City's identified funding sources for the Capital Improvement Program.

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	\$361,902
Park Development Fund	639,551
General Self Financed Construction	26,730,842
Hotel Motel Construction Fund	193,640

Transportation Funding Sources

Transportation Construction Fund	
2001 Sales Tax Revenue Bonds	\$25,890,000
State Infrastructure Bank Loans	50,058,410
Transportation Sales Tax *	110,546,472

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)	\$9,089,226			\$6,727,325	\$361,902
Business Center Plaza (2)	520,168			452,423	
McConico Plaza	672,000			672,000	
615 E. Palm Valley Blvd. Campus (3)	3,681,242		138,856	3,385,555	
Parks And Recreation					
Brushy Creek East Gap Trail (4)	2,959,500			237,280	

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					
Brown Street Improvements			749,946		
Creekbend Boulevard	5,130,967	903,967	500,000	3,727,000	
Chisholm Trail Reconstruction	4,833,622	1,390,147	1,366,864	2,076,611	
Chisholm Parkway Extension	1,277,983	427,983	500,000	350,000	
Sam Bass Road (5)	6,031,385	987,298	2,593,136	1,378,389	
Messick Loop-Hanlac Trail Channel Improvements	640,000			640,000	
Completed Projects Costs Through 09-30-11		30,959,105	13,940,998	14,795,117	
Issuance Costs		331,500	210,200	358,301	
Total General Obligation Bonds And Interest		\$35,000,000	\$20,000,000	\$34,800,000	\$361,902

(1) Business Center Complex has funding in General Self Financed Construction Fund.

(2) Business Center Plaza has funding in General Self Financed Construction Fund.

(3) 615 Palm Valley Blvd. Campus 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) Sam Bass Road has funding in General Self Financed Construction Fund.

Park Development Fund

Project/Program Title	Total Project Cost	Park Development Fund
Parks and Recreation		
Neighborhood Park Improvements	\$639,551	\$639,551
Total Park Development Projects	\$639,551	\$639,551

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)	\$9,089,226	\$2,000,000
Business Center Plaza	520,168	67,745
Town Green Improvements	25,000	25,000
Sports Complex (2)	5,568,640	5,375,000
615 E. Palm Valley Blvd. Campus (3)	5,452,961	156,831
Public Works Master Plan	50,000	50,000
City Gateway Entrances	250,000	250,000
Information Technology		
Financial Information Services	581,220	581,220
Information Technology Infrastructure Projects	2,895,430	2,895,430
Human Resource and Payroll Software System	325,715	325,715
Public Safety Equipment And Facilities		
Fire Apparatus and Equipment	622,023	622,023
Parks And Recreation		
All Abilities Park	614,205	614,205
2011 PARD Repair and Replacement Program	784,473	784,473
Triple Crown Ballfield Restrooms	250,000	250,000
Streets, Drainage And Storm Water Control		
Street Seal Coat Program	6,147,489	6,147,489
LaFrontera Street Improvements	2,649,730	2,649,730
Pavement Management Software	254,000	254,000
Little Oaks Subdivision	1,000,000	1,000,000
Sam Bass Rd. (4)	6,031,385	1,072,563
Veteran's Dam	123,419	123,419
Quiet Zone at Burnet Street	300,000	300,000
Stormwater Master Plan Assesment	186,000	186,000
Stormwater Improvements at Onion Creek	1,000,000	1,000,000
Total General Self Financed Funding	44,721,084	26,730,842

(1) Business Center Complex has funding in the 2001 GO's.

(2) Sports Complex has funding in the Hotel/Motel Construction Funds.

(3) 615 E. Palm Valley Blvd. Campus has funding in the 2001 GO's.

(4) Sam Bass Rd. has funding in the 2001 GO Bonds.

Capital Improvement Program Project Funding Detail (cont.)

Transportation

Transportation Fund

Project/Program Title	Total Project Cost	Round Rock Transportation Funding	Other Funding
Transportation			
Kenny Fort Boulevard/Arterial A	\$21,818,000	\$21,818,000	
CR 113-Kiphen Rd.-Old Settlers Blvd.	15,246,561	12,898,314	2,348,247
FM 1460-North Grimes	9,300,949	5,997,449	3,303,500
RM 620	2,500,000	2,500,000	
Traffic Signals	5,150,000	5,150,000	
Transportation Consulting	906,351	906,351	
Arterial M-No. Mays Extension	3,550,000	3,550,000	1,553,565
Red Bud Lane Phase Four	1,427,000	1,427,000	
South Mays at Gattis School Rd.	562,000	562,000	
FM 3406	910,000	910,000	
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	
Chisholm Trail Phase 3	3,300,000	3,300,000	
2011 Major Maintenance Program	1,500,000	1,500,000	
Completed Projects		119,401,768	
Total Transportation Fund	\$72,744,861	\$186,494,882	\$7,205,312

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 Reuse		
Brushy Creek Regional Wastewater Plant Reuse Water Treatment Facilities	5,281,000	5,281,000
Old Settler's Park 24" Reuse Water Transmission Line	1,332,000	1,332,000
Total Utility Fund	\$119,174,439	\$119,174,439

Hotel Motel Construction Funds

Project/Program Title	Total Cost	Utility Funding
Public Service		
Sports Complex (1)	\$5,568,640	\$193,640
Total Hotel Motel Construction Funds	\$5,568,640	\$193,640

Capital Projects Funds Expenditures

CIP Project Proposed Expenditures

Capital Improvement Program Project Proposed Expenditures

General Government Projects

Project	Total Project Cost	Expenditures Through 9/30/11	2011-12 Proposed Expenditures	2012-13 Proposed Expenditures
Public Service Facilities				
Business Center Complex	\$9,089,226	\$6,089,226	\$3,000,000	
Business Center Plaza	520,168	520,168		
McConico Plaza	672,000	20,994	651,006	
Town Green Improvements	25,000	3,823	21,178	
615 E. Palm Valley Blvd. Campus	3,681,242	278,274	3,146,174	\$256,794
Public Works Master Plan	50,000		50,000	
City Gateway Entrances	250,000	27,810	222,190	
Sports Complex	5,568,640	3,577,428	1,991,212	
Information Technology				
Financial Information Services	581,220	581,220		
Information Technology Infrastructure Projects	2,895,430	1,783,462	1,111,968	
Human Resource and Payroll Software System	325,715	278,732	46,983	
Public Safety Equipment And Facilities				
Fire Apparatus and Equipment	622,023	622,023		

Capital Improvement Program Project Proposed Expenditures (cont.)**General Government Projects**

Project	Total Project Cost	Expenditures Through 9/30/11	2011-12 Proposed Expenditures	2012-13 Proposed Expenditures
Parks And Recreation				
Brushy Creek East Gap Trail	\$3,006,780	\$890,780	\$2,116,000	
Neighborhood Park Improvements	639,551	298,836	340,715	
PARD Repair and Replacement Program	784,473	384,473	400,000	
Triple Crown Ballfield Restrooms	250,000		250,000	
All Abilities Park	614,205	114,205	500,000	

Capital Projects Funds Expenditures

CIP Project Proposed Expenditures

Capital Improvement Program Project Proposed Expenditures (cont.)

General Government Projects

Project	Total Project Cost	Expenditures Through 9/30/11	2011-12 Proposed Expenditures	2012-13 Proposed Expenditures
Streets, Drainage And Storm Water Control				
Street Seal Coat Program	\$6,147,489	\$150,000	\$5,997,489	
La Frontera Street Improvements	2,649,730	100,000	2,549,730	
Pavement Management Software	254,000	254,000		
Brown Street Improvements	749,946	25,120	724,826	
Creekbend Boulevard	5,130,967	1,147,886	3,983,081	
Chisholm Trail Reconstruction	4,833,622	2,457,541	1,342,320	\$1,033,761
Chisholm Parkway Extension	1,277,983	290,467	137,516	850,000
Sam Bass Road	6,031,385	1,244,758	3,239,888	1,546,739
Little Oaks Subdivision	1,000,000	782,280	217,720	
Messick Loop-Hanlac Trail Channel Improvements	640,000		640,000	
Storm Water Master Plan Assessment	186,000	94,540	91,460	
Veteran's Dam	123,419	28,419	95,000	
Quiet Zone at Burnet Street	300,000		300,000	
Stormwater Improvements at Onion Creek	1,000,000	50,000	950,000	
General Projects Total	59,900,214	22,096,465	34,116,456	3,687,294

Capital Improvement Program Project Proposed Expenditures (cont.)

Transportation Projects

Project	Total Project Cost	Expenditures Through 9/30/11	2011-12 Proposed Expenditures	2012-13 Proposed Expenditures
Transportation				
Arterial A	\$21,818,000	\$7,250,400	\$12,409,000	\$2,158,600
CR 113-Kiphen Rd.-Old Settlers Blvd.	15,246,561	15,246,561		
FM 1460-North Grimes	9,300,949	9,300,949		
RM 620	2,500,000	468,750	531,250	1,500,000
Traffic Signals	5,150,000	3,419,300	1,730,700	
Transportation Consulting	906,351	805,147	101,204	
Arterial M-No. Mays Extension	3,550,000	3,057,526	492,474	
Red Bud Lane Phase Four	1,427,000	1,427,000		
South Mays at Gattis School Rd.	562,000	562,000		
FM 3406	910,000	202,646	707,354	
Southwest Downtown Main St. Project #1	1,200,000	121,471	1,078,529	
Southwest Downtown Main St. Project #2,3, & 7	4,410,000	2,913,957	1,496,043	
Southwest Downtown Main St. Project # 4 & 5	964,000	964,000		
Chisholm Trail Phase 3	3,300,000		3,300,000	
2011 Major Maintenance Program	1,500,000	100,000	1,400,000	
Transportation Projects Total	\$72,744,861	\$45,839,707	\$23,246,554	\$3,658,600

**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	Total Project Cost	Expenditures Through 9/30/11	2011-12 Proposed Expenditures	2012-13 Proposed Expenditures
Water Utility				
Groundwater Filtration*	\$6,000,000	\$79,330		\$1,000,000
Rocking J Annexation Water Improvements	94,000		\$94,000	
2009 Asbestos Pipe Replacement	900,000	200,000	700,000	
CR112 24" Waterline*	1,500,000	7,641	750,000	400,000
Shepard Street Waterline Improvements	100,000		100,000	
2010 Water Treatment Plant Rehabilitation	3,630,820	2,860,000	770,820	
1.5MG Clearwell at Water Treatment Plant	2,695,290	2,240,000	455,290	
Lake Stillhouse Phase II Pump Improvements	1,800,000		1,800,000	
West Side Recreation Center Offsite Utilities	255,000	8,200	246,800	
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		1,250,000	2,400,000
2010 Asbestos Pipe Replacement	1,000,000		250,000	750,000
Regional Water Supply and Treatment System	67,500,000	19,729,000	32,771,000	15,000,000
Subtotal	\$98,831,176	\$25,124,171	\$40,143,976	\$19,550,000

Capital Improvement Program Project Proposed Expenditures (cont.)**Water/Wastewater****Utility Projects (cont.)**

Project	Total Project Cost	Expenditures Through 9/30/11	2011-12 Proposed Expenditures	2012-13 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	
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	\$600,000	1,760,555	
Basin Inspections and Repairs FY2010	2,681,946	171,274	2,510,672	
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	
McNutt Creek Segment C10 Wastewater Interceptor	1,401,472			1,401,472
Lake Creek 2 Wastewater Improvements	3,538,062		2,325,000	1,213,062
Lake Creek 3 Wastewater Improvements	580,228		580,228	
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

Project	Total Project Cost	Expenditures Through 9/30/11	2011-12 Proposed Expenditures	2012-13 Proposed Expenditures
General Government Projects	\$59,900,214	\$22,096,465	\$34,116,456	\$3,687,294
Transportation Projects	72,744,861	45,839,707	23,246,554	3,658,600
Utility Projects	119,174,439	26,753,545	53,171,331	25,236,534
Grand Total All Capital Improvement Projects	\$251,819,514	\$94,689,717	\$110,534,341	\$32,582,428

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 2011-12	Fiscal Year 2012-13
General				
Public Service Facilities				
615 E. Palm Valley Campus	\$60,000			
SW Area Downtown Area Infrastructure	15,000		\$15,000	\$15,000
		Personnel Costs		
		Contractual Services	\$10,000	\$10,000
		Materials and Supplies		5,000
		Other Expenses	5,000	
		Capital Outlay		

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 2011-12	Fiscal Year 2012-13
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SIDEWALKS, LANDSCAPES, AND TRAFFIC SIGNALS

Intermodal Transit Facility	\$30,000		\$30,000	\$30,000
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Breakdown by Budget Category

Personnel Costs		
Contractual Services	\$20,000	\$20,000
Materials and Supplies	10,000	10,000
Other Expenses		
Capital Outlay		

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 betterments. 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

Parks Improvement

& Acquisitions Fund

Municipal Court Fund

Library Fund

Tree Replacement Fund

PEG 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.



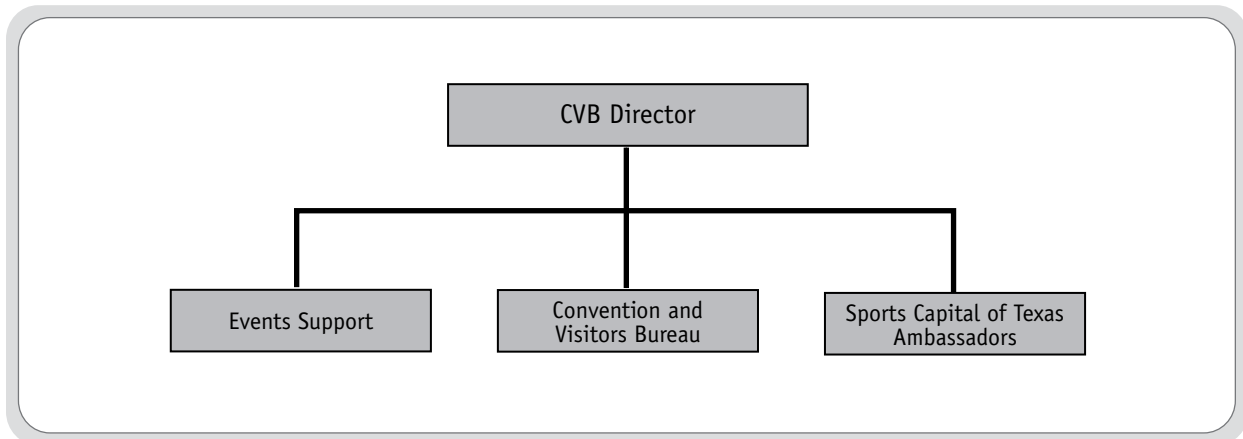
Convention & Visitors Bureau

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 tourism 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 which demonstrate they can bring revenue into the Round Rock economy from outside 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

Sports Capital of Texas Ambassadors: The Ambassadors consists 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 customer's 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 2011-12

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	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
Multi-Purpose Stadium/Convention Facility				
Transfer to Debt Service Fund at Trustee Bank	\$713,000	\$715,000	\$715,000	\$715,000
Property Insurance	40,000	50,000	50,000	50,000
Contingency and Trustee Fees	600	45,000	45,000	45,000
Capital Repair at Trustee Bank	100,000	100,000	100,000	250,000
Transfer to Capital Improvement Fund	100,000	100,000	100,000	100,000
Sub - Total	953,600	1,010,000	1,010,000	1,160,000
Tourism Events				
Unallocated	15,000	25,500	25,500	25,500
Sub - Total	15,000	25,500	25,500	25,500
Arts Support				
Contingency -Mid Year Events	16,000	44,000	79,100	0
Sub - Total	16,000	44,000	79,100	0

Hotel Occupancy Tax Fund**Summary of Expenditures: (cont.)**

Account Title	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
Convention & Visitors Bureau				
Personnel	251,411	305,398	305,398	258,328
Contractual Services	207,721	244,271	244,271	236,717
Materials & Supplies	11,850	25,325	25,325	20,725
Other Services & Charges	120,200	200,500	200,500	200,500
Capital Outlay	0	0	0	0
Sub-Total	591,182	775,494	775,494	716,270
Capital Projects				
Transfer to Capital Project Fund	425,000	360,000	360,000	423,000
Sub-Total	425,000	360,000	360,000	423,000
Fund Total	\$2,000,782	\$2,214,994	\$2,250,094	\$2,324,770

Special Revenue Funds Expenditures

Hotel Occupancy Tax Fund

Hotel Occupancy Tax Fund

Convention & Visitors Bureau

Authorized Personnel	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Approved	2009-10 Actual	2010-11 Approved	2011-12 Approved
Executive Director - Community Development**	1	1	0	0.50	0.50	0.00
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	3	3.50	3.50	3.00

* Re-titled position to Marketing Specialist II

** Position eliminated for FY2012



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	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
Local				
Training Facility	\$0	\$0	\$60,000	\$0
Machinery & Equipment	48,763	70,000	77,600	19,000
Vehicles	0	68,304	72,204	1,275
Audio/Visual Equipment	47,945	0	0	0
Computer Equipment	23,825	59,180	53,680	5,682
Computer Software	0	21,000	0	0
Buildings & Improvements	0	0	0	287,000
Sub - Total	120,533	218,484	263,484	312,957
State				
Sub - Total	0	0	0	0
Federal				
Machinery & Equipment	0	9,000	24,000	0
Vehicles	0	0	46,780	0
Audio/Visual Equipment	0	0	0	18,900
Computer Equipment	3,744	0	12,000	0
Computer Software	20,880	21,000	42,000	0
Buildings & Improvements	0	0	0	122,500
Sub - Total	24,624	30,000	124,780	141,400
Fund Total	\$145,157	\$248,484	\$388,264	\$454,357



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	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
Parkland Development				
Parkland Development	\$1,224,342	\$427,150	\$566,610	\$597,696
Sub - Total	1,224,342	427,150	566,610	597,696
Fund Total	\$1,224,342	\$427,150	\$566,610	\$597,696



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	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
Child Safety Fines				
School Crosswalk Upgrades	\$0	\$20,000	\$20,000	\$20,000
Sub - Total	0	20,000	20,000	20,000
Technology Fees				
Technology Hardware	7,728	12,500	12,500	12,175
Program Software	0	9,000	9,000	10,400
Computer Equipment	28,040	0	0	0
Computer Software	0	0	0	0
Equipment & Machinery	0	0	0	0
Maintenance Contract - Computer	0	0	0	0
Supplies	0	7,100	7,100	4,500
Training Expenses/Maintenance	0	500	500	700
Travel Expenses	0	250	250	1,000
Sub - Total	35,768	29,350	29,350	28,775
Security Fees				
Security Services	27,057	35,000	35,000	35,000
Repair & Maintenance Building	0	15,000	15,000	25,000
Supplies		500	500	500
Training/Travel Expenses	420	600	600	700
Sub - Total	27,477	51,100	51,100	61,200
Fund Total	\$63,245	\$100,450	\$100,450	\$109,975



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	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
Round Rock Public Library				
Books & Materials	\$5,219	\$0	\$0	\$6,000
Fund Total	\$5,219	\$0	\$0	\$6,000



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	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
Tree Replacement				
Tree Planting	\$81,913	\$410,000	\$410,000	\$486,700
Fund Total	\$81,913	\$410,000	\$410,000	\$486,700



Public, Educational, and Government (PEG) Fund - Program Description

This fund accounts for cable franchise fees which are used for public, educational, and government access purposes consistent with state and federal law.

Special Revenue Funds Expenditures

PEG Fund

Public, Educational, and Government (PEG) Fund

Summary of Expenditures:

Account Title	2009-10 Actual	2010-11 Approved Budget	2010-11 Revised Budget	2011-12 Approved Budget
Expenditures				
PEG Expenses	\$0	\$0	\$0	\$150,000
Fund Total	\$0	\$0	\$0	\$150,000



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
2010 G. O. Refunding Bonds	\$18,575,000	---	---
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	---	---
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/Build- ing Expansion	Construct, Improve Facilities

Fire	Parks	Library	Water/ Wastewater	Other
---	---	---	---	Partial Refund
---	---	---	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 2011-12

Issue	Interest Rates/%	Date of Issue	Date of Maturity	Amount Issued (Net of Refunding)	10/1/11 Amount O/S (Net of Refunding)
2010 G. O. Refunding Bonds	2.00 - 4.00	15-Aug-10	15-Aug-27	\$18,575,000	\$18,350,000
2007 Comb. Tax/Rev C.O.	4.00 - 4.63	01-Jul-07	15-Aug-27	14,915,000	12,965,000
2007 G.O. & Refunding Bonds	4.00 - 5.00	01-Jul-07	15-Aug-32	44,770,000	40,830,000
2005 G. O. Refunding Bonds	2.25 - 5.00	15-Jan-05	15-Aug-22	19,915,000	15,935,000
2004 G.O. & Refunding Bonds	2.00 - 5.25	15-Jul-04	15-Aug-24	31,945,000	24,415,000
2002 G.O. & Refunding Bonds	4.00 - 5.50	01-May-02	15-Aug-27	27,010,000	6,450,000
Capital Leases	Var.	Var.	Var.	6,687,982	3,923,393
TOTAL				\$163,817,982	\$122,868,393

Schedule of General Obligation Debt Service (cont.)

Fiscal Year 2011-12

Issue	2011-12 Principal	2011-12 Interest	Total Principal & Interest
2010 G. O. Refunding Bonds	\$200,000	\$674,213	\$874,213
2007 Comb. Tax/Rev C.O.	585,000	563,831	1,148,831
2007 G.O. & Refunding Bonds	1,125,000	1,962,735	3,087,735
2005 G. O. Refunding Bonds	1,465,000	772,594	2,237,594
2004 G.O. & Refunding Bonds	1,605,000	1,174,550	2,779,550
2002 G.O. & Refunding Bonds	260,000	324,129	584,129
Capital Leases	1,760,437	124,369	1,884,806
TOTAL	\$7,000,437	\$5,596,421	\$12,596,858
# Less amount funded by UTILITY FUND			0
## Less self-supporting GOLF FUND			(451,091)
Add paying agent fees			9,000
Total to be paid from PROPERTY TAXES			\$12,154,767

Debt Schedules

Schedule of Revenue Bonds - Debt Service & H.O.T.

Schedule of Revenue Bonds Debt Service

Fiscal Year 2011-12

Issue	Interest Rates/%	Date of Issue	Date of Maturity	Amount Issued	10/1/11 Amount O/S (Net of Refunding)
2009 Utility System Revenue Bonds	2.00 - 5.00	08-Dec-09	01-Aug-39	\$78,785,000	\$77,550,000
2006 Utility System Revenue Bonds	2.20 - 2.95	various	01-Aug-26	12,000,000	10,435,000
Total				\$90,785,000	\$87,985,000

Schedule of Hotel Occupancy Tax (H.O.T.) Revenue Bonds

Fiscal Year 2011-12

Issue	Interest Rates/%	Date of Issue	Date of Maturity	Amount Issued	10/1/11 Amount O/S
Hotel Occupancy Tax Rev. Refunding Bonds Series 2007	4.00 - 4.50	15-Jan-07	01-Dec-24	\$8,920,000	\$7,455,000
Total-Funded by Hotel Occupancy Tax Revenues				\$8,920,000	\$7,455,000

Schedule of Revenue Bonds Debt Service (cont.)

Fiscal Year 2011-12

Issue	2011-12 Principal	2011-12 Interest	Total Principal & Interest
2009 Utility System Revenue Bonds	\$1,475,000	\$3,558,113	\$5,033,113
2006 Utility System Revenue Bonds	580,000	280,840	860,840
Total	\$2,055,000	\$3,838,953	\$5,893,953

Schedule of Hotel Occupancy Tax (H.O.T.) Revenue Bonds (cont.)

Fiscal Year 2011-12

Issue	2011-12 Principal	2011-12 Interest	Total Principal & Interest
Hotel Occupancy Tax Rev. Refunding Bonds Series 2007	\$405,000	\$301,736	\$706,736
Total-Funded by Hotel Occupancy Tax Revenues	\$405,000	\$301,736	\$706,736

Debt Schedules

General Obligation Bonds Payment Schedule

2011-12 General Obligation Bonds Payment Schedule

2011-12		Leases	2002 G.O. & Refunding(*)	2004 G.O. & Refunding (**)	2005 G.O. & Refunding
Jan	P I				
Feb	P I		\$162,064	\$587,275	\$386,297
Mar	P I	\$880,219 62,185			
Apr	P I				
May	P I				
Jun	P I				
Jul	P I				
Aug	P I		260,000 162,065	1,605,000 587,275	1,465,000 386,297
Sep	P I	880,219 62,185			
Total		\$1,884,806	\$584,129	\$2,779,550	\$2,237,594

	Leases	G.O. Debt	Utility Supported Debt	Golf Supported Debt	Total
Total Payments - December					
Total Payments - January					
Total Payments - February		\$2,617,979	\$0	\$118,045	2,736,024
Total Payments - March	\$942,403				942,403
Total Payments - June					
Total Payments - July					
Total Payments - August		\$7,642,982	0	\$333,046	7,976,028
Total Payments - September	942,403				942,403
Total - All Payments	\$1,884,806	\$10,260,961	\$0	\$451,091	\$12,596,858

* Includes self-supporting utility debt

** Includes golf supported debt

2011-12 General Obligation Bonds Payment Schedule (cont.)

2011-12		2007 G.O. Refunding(**)	2007 Tax/Rev C.O.	2010 G.O. Refunding
Jan	P I			
Feb	P I	\$981,367	\$281,915	\$337,106
Mar	P I			
Apr	P I			
May	P I			
Jun	P I			
Jul	P I			
Aug	P I	1,125,000 981,368	585,000 281,916	200,000 337,107
Sep	P I			
Total		\$3,087,735	\$1,148,831	\$874,213

* Includes self-supporting utility debt

** Includes golf supported debt

Debt Schedules

Revenue Bonds Payment Schedule

2011-12 Revenue Bonds Payment Schedule

2011-12	2006 Utility Rev. Bonds	2009 Utility Rev. Bonds	2007 H.O.T. Rev. Bonds
Oct P I			
Nov P I			
Dec P I			\$405,000 154,918
Jan P I			
Feb P I	\$140,420	\$1,779,056	
Mar P I			
Apr P I			
May P I			
Jun P I			146,818
Jul P I			
Aug P I	580,000 140,420	1,475,000 1,779,057	
Sep P I			
Total	\$860,840	\$5,033,113	\$706,736

	Utility Supported Debt	H.O.T. Rev. Supported Debt	Total
Total Payments - December		\$559,918	\$559,918
Total Payments - February	\$1,919,476		1,919,476
Total Payments - June		146,818	146,818
Total Payments - August	3,974,477		3,974,477
Total - All Payments	\$5,893,953	\$706,736	\$6,600,689



Tax Information and Levy

Property Tax Summary

Property Tax Analysis

Property Tax and Debt Summary

Property Tax Summary

Tax Levies, Rates and Collections for Twenty-Two Years (Real & Personal Property)

Year	Bases & Rate			Taxable Value	Tax Levy
			\$	\$	\$
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
2011 - 2012	100%	@	0.42321	8,004,285,176	33,874,935

Tax Information and Levy

Property Tax Analysis

Property Tax Analysis - Fiscal Year 2011-12

Average Residential Property Value (2011-12)	\$175,775
Last Year's Effective Tax Rate (*)	\$0.42228
Last Year's Rollback Tax Rate	\$0.45276
Last Year's Adopted Tax Rate	\$0.41728
This Year's Effective Tax Rate (*)	\$0.42321
This Year's Rollback Tax Rate	\$0.45665
This Year's Adopted Tax Rate	\$0.42321

Tax Levy:

	Maintenance & Operations	Debt	Total Rate & Levy
Taxable Value	\$8,004,285,176	\$8,004,285,176	\$8,004,285,176
x Maint & Operations Rate / 100	0.27509		
x Debt Rate / 100		0.14812	0.42321
Total Levy	\$22,018,988	\$11,855,947	\$33,874,935
x Collection Rate (rounded estimate)	0.99	0.99	0.99
= Estimated Tax Revenue	\$21,798,798	\$11,737,387	\$33,536,185

* 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 2011**

Current Tax Base \$8,004,285,176
(Total taxable value of all property, net of exemptions)

Adopted City Tax Rate 42.321 Cents per \$100 valuation

Operations Tax Rate	27.509	Cents
Debt Service Tax Rate (G.O.)	14.812	Cents

Total Tax Rate	\$42.321	Cents
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Average Residential Property Value \$175,775

GENERAL OBLIGATION BONDS CURRENTLY OUTSTANDING:

General Obligation Debt	\$118,945,000
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Maturities through the year 2032

REVENUE BONDS CURRENTLY OUTSTANDING:

Revenue Debt (Waterworks and Sewer Utility System)	\$87,985,000
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Revenue Debt (Hotel Occupancy Tax)	7,455,000
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Total	\$95,440,000
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Maturities through the year 2039

TOTAL OUTSTANDING DEBT	\$214,385,000
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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		
	2009-10 Actual	2010-11 Approved	2011-12 Approved	2009-10 Actual	2010-11 Approved	2011-12 Approved
Administration	13	13	13	13.00	13.00	13.00
Building Inspections ⁵	12	0	0	12.00	0.00	0.00
Development Services Office ¹	0	8	8	0.00	8.00	8.00
Engineering & Development Services ⁵	45	0	0	44.75	0.00	0.00
Finance	23	23	23	22.50	22.50	22.50
Fire	129	129	129	129.00	129.00	129.00
Fiscal Support Services ⁴	0	0	0	0.00	0.00	0.00
General Services - Building Construction & Facilities Maintenance ²	0	12	13	0.00	12.00	13.00
General Services - Vehicle Maintenance Facility	15	15	15	15.00	15.00	15.00
Human Resources	12	11	11	10.75	10.75	10.75
Information Technology	22	22	22	22.00	22.00	22.00
Inspection Services	0	0	17	0.00	0.00	17.00
Legal Services	0	0	0	0.00	0.00	0.00
Library	33	33	38	29.25	29.25	30.50
Municipal Court	12	12	13	10.50	10.50	11.50
Parks & Recreation	111	107	107	97.50	93.50	93.50
Planning & Community Development	20	15	15	19.75	14.75	14.75
Police	214	221	221	213.00	218.50	218.50
Public Works Administration & Special Projects ^{2,6}	0	7	0	0.00	7.00	0.00
Public Works Infrastructure Development & Construction Management ^{2,6}	0	29	0	0.00	29.00	0.00
Public Works Operations & Maintenance ^{2,6}	0	37	0	0.00	36.75	0.00
Purchasing	9	9	9	9.00	9.00	9.00
Streets ⁵	48	0	0	48.00	0.00	0.00
Transportation ⁵	9	0	0	8.50	0.00	0.00
Transportation - Administration ³	0	0	13	0.00	0.00	13.00
Transportation Operations & Maintenance ³	0	0	37	0.00	0.00	36.75
Total	727	703	704	704.50	680.50	677.75

FTE change from FY11 to FY12: -2.75

¹ New Department for FY2011² New Department due to FY2011 Public Works Reorganization³ New Department For FY2012⁴ Renamed from General Services in FY2012⁵ Eliminated due to FY2011 Public Works Reorganization⁶ Eliminated due to FY2012 Public Works Reorganization

Personnel Schedules

Authorized Personnel by Fund

Authorized Personnel - Drainage Fund

Department	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Approved	2009-10 Actual	2010-11 Approved	2011-12 Approved
Drainage *	0	15	17	0.00	15.00	17.00
Total	0	15	17	0.00	15.00	17.00

* New Fund FY 2011

FTE change from FY11 to FY12: 2.00

Authorized Personnel - Utility Fund

Department	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Approved	2009-10 Actual	2010-11 Approved	2011-12 Approved
Utilities - Administration	8	8	11	8.00	8.00	11.00
Utilities - Billings & Collections	16	16	16	15.00	15.00	15.00
Utility - Environmental Services	6	6	6	6.00	6.00	6.00
Utility - Transfers	0	0	0	0.00	0.00	0.00
Wastewater Line Maintenance	27	26	26	27.00	26.00	26.00
Wastewater Systems Support	4	4	4	4.00	4.00	4.00
Wastewater Treatment Plant	0	0	0	0.00	0.00	0.00
Water Line Maintenance	33	32	32	33.00	32.00	32.00
Water Systems Support	21	20	19	21.00	20.00	19.00
Water Treatment Plant	17	14	14	18.00	14.00	14.00
Total	132	126	128	132.00	125.00	127.00

FTE change from FY11 to FY12: 2.00

Authorized Personnel - Hotel Occupancy Tax Fund

Department	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Approved	2009-10 Actual	2010-11 Approved	2011-12 Approved
Convention & Visitors Bureau	4	4	3	3.50	3.50	3.00
Total	4	4	3	3.50	3.50	3.00

FTE change from FY11 to FY12: -0.50

Authorized Personnel Summary

Department	Positions			Full Time Equivalents		
	2009-10 Actual	2010-11 Approved	2011-12 Approved	2009-10 Actual	2010-11 Approved	2011-12 Approved
General Fund	727	703	704	704.50	680.50	677.75
Drainage Fund*	0	15	17	0.00	15.00	17.00
Utility Fund	132	126	128	132.00	125.00	127.00
Hotel Occupancy Tax Fund	4	4	3	3.50	3.50	3.00
Total	863	848	852	840.00	824.00	824.75

*New Fund FY 2011

FTE change from FY11 to FY12: 0.75

Pay & Classification - October 1, 2011

Classification	Range
Accountant I	10
Accountant II	12
Accounting Technician I	6
Accounting Technician II	8
Administrative Assistant	9
Administrative Technician I	5
Administrative Technician II	6
Administrative Technician III	8
Animal Control Officer	6
Arborist	10
Assistant City Engineer	16
Assistant City Secretary	11
Associate Planner*	11
Asst. Police Chief	18
Asst. Street & Drainage Superintendent	12
Benefits and Risk Specialist	11
Benefits/Wellness Program Assistant	10
Bridge Maintenance Specialist	9
Brush Service Rep	6
Budget Analyst I	11
Budget Analyst II	12
Building Permit Technician	8
Bus Driver	4
Business Systems Analyst	11
Business Systems Analyst	12
Buyer I	8
Buyer II	9
Chief Building Official	15
Chief Commercial Inspector	13
Chief Electrical Inspector	13
Chief Residential Inspector	12
City Engineer	18
City Secretary	14
Code Enforcement Officer	9
Commercial Inspector	11
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

Personnel Schedules

Pay & Classification - by Title

Pay & Classification - October 1, 2011

Classification	Range
Construction Inspector III*	12
Contract Specialist	11
Controller	16
Court Administrator	13
Court Bailiff	9
Crew Leader - Forestry**	8
Crew Leader - Parks Maintenance**	8
Crew Leader - Street & Drainage**	8
Crew Leader - Utility**	8
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
Database Administrator	14
Deputy Clerk I	6
Deputy Clerk II	7
Director - Assistant PARD**	16
Director - Asst. Planning & Community Development**	16
Director - Communications**	17
Director - Convention & Visitors Bureau**	16
Director - Finance**	18
Director - Human Resources**	18
Director - Information Technology and Communications**	18
Director - Library**	18
Director - PARD**	18
Director - Planning & Community Development**	18
Director - Transportation Services**	18
Director - Utilities**	18
Emergency Management Coordinator	14
Emergency Planning Officer	15
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

Pay & Classification - October 1, 2011

Classification	Range
Engineering Technician II*	9
Environmental Lab Analyst	9
Equipment Operator I	5
Equipment Operator II	6
Equipment Operator III	7
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
Fire Chief	19
Foreman - Forestry**	9
Foreman - Parks Maintenance**	9
Foreman - Shop**	11
Foreman - Street**	9
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 Generalist I	11
Human Resources Generalist II	12
I&I Coordinator	9
Information Specialist	11
Information Specialist II	12
Librarian I	10
Librarian II	12
Library Technician I	5
Library Technician II	6
Library Technician III	7
Library Technician IV	9

Personnel Schedules

Pay & Classification - by Title

Pay & Classification - October 1, 2011

Classification	Range
Line Locator	9
Logistics Officer	10
Logistics Technician	8
Management Analyst I	11
Management Analyst II	13
Manager - Public Services**	14
Manager - Accreditation**	11
Manager - Administrative**	15
Manager - Athletics/Aquatics**	14
Manager - City Assistant**	20
Manager - Construction Liaison**	16
Manager - Enterprise Applications Manager**	16
Manager - Financial Programs**	15
Manager - Fleet Operations**	15
Manager - Forestry**	15
Manager - Infrastructure**	15
Manager - Inspection Services**	16
Manager - Library**	13
Manager - Office**	9
Manager - Parks Development**	15
Manager - Parks**	14
Manager - Project I**	12
Manager - Project II**	13
Manager - Public Works Operations**	15
Manager - Purchasing**	15
Manager - Recreation**	14
Manager - Safety & Risk**	16
Manager - Senior Utility Services**	15
Manager - Telecommunications Operations**	14
Manager - User Support**	14
Manager - Utility Office**	12
Manager - Utility Operations**	15
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 Service Technician I*	6

Pay & Classification - October 1, 2011

Classification	Range
Meter Service Technician II*	7
Meter Service Technician III	8
Network Administrator I	11
Network Administrator II	12
Network Administrator III	14
Operations Technician I&I	8
Park Ranger***	9
Park Ranger - Senior***	10
Parks Development Specialist	12
Parks Maintenance Worker I	5
Parks Maintenance Worker II	6
Parks Maintenance Worker III	7
Parts Inventory Technician	6
Payroll Coordinator	12
Payroll Technician	8
Planner*	12
Planning & Programs Administrator	16
Planning Technician	9
Police Chief	19
Pretreatment Compliance Specialist	10
Principal Planner*	14
Project Specialist I	9
Public Safety Officer	9
Purchaser	11
Purchasing Assistant	7
Purchasing Technician	6
Receptionist	5
Records Technician	6
Recreation Assistant Shift Leader*	7
Recreation Building Attendant	2
Recreation Leader I*	4
Recreation Leader II*	5
Recreation Program Coordinator	9
Recreation Shift Leader*	8
Recycling Attendant I	4
Recycling Attendant II	5
Report Taker	7
Safety Program Coordinator	11
Senior Building Inspector	11
Senior Code Enforcement Officer	10
Senior Deputy Clerk	10

Personnel Schedules

Pay & Classification - by Title

Pay & Classification - October 1, 2011

Classification	Range
Senior Lab Analyst	10
Senior Planner*	13
Senior Utility Inspector	12
Senior Utility Worker*	7
Senior Water Plant Operator	11
Signs & Markings Technician I	5
Signs & Markings Technician II	6
Signs & Markings Technician III	7
Stormwater Technician	9
Superintendent - Street & Drainage**	12
Superintendent - Traffic Systems**	14
Superintendent - Utilities Maintenance**	12
Superintendent - Utility Support**	13
Supervisor - Accounting**	13
Supervisor - Animal Control**	10
Supervisor - Athletics/Aquatics Programs**	10
Supervisor - Budget**	13
Supervisor - Code Enforcement**	11
Supervisor - Customer Service**	10
Supervisor - Environmental Systems**	13
Supervisor - Evidence Control**	11
Supervisor - Forestry**	11
Supervisor - Meter Reading**	9
Supervisor - Meter Shop**	10
Supervisor - Parks**	10
Supervisor - Purchasing**	13
Supervisor - Records**	10
Supervisor - Recreation Center/ CMRC**	11
Supervisor - Shop**	11
Supervisor - Streets**	10
Supervisor - Telecommunications**	12
Supervisor - Traffic Signals**	11
Supervisor - Utility**	11
Supervisor - Water/Wastewater System Mechanic **	11
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

Pay & Classification - October 1, 2011

Classification	Range
Telecommunications Operator I*	8
Telecommunications Operator II*	9
Traffic Signal Technician I	6
Traffic Signal Technician II	8
Traffic Signal Technician III	9
Transportation Planner II/III	14
Treasury Accountant	12
Utility Inventory Specialist	9
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
Water/Wastewater System Mechanic I*	6
Water/Wastewater System Mechanic II*	7
Water/Wastewater System Mechanic III	8
Water/Wastewater System Mechanic IV	9
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

* Denotes job is part of a Career Ladder

** Denotes job title has been changed

*** Denotes new position

Personnel Schedules

Pay & Classification - by Range

Pay & Classification - October 1, 2011

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

Receptionist

Recreation Leader II*

Recycling Attendant II

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 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

Purchasing Technician

Pay & Classification - October 1, 2011**PAY RANGE 6 (cont.)****\$23,857.60 - \$35,796.80**

Records Technician
 Signs & Markings Technician II
 Traffic Signal Technician I
 Utility Worker II*
 Water/Wastewater System Mechanic I*
 Water Plant Maintenance Technician
 Water/Wastewater System Mechanic I*

PAY RANGE 7**\$26,124.80 - \$39,436.80**

Construction Inspection Assistant A/B*
 Customer Service Representative III*
 Deputy Clerk II
 Equipment Operator III
 Field Service Representative III/IV*
 Field Services Coordinator
 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
 Senior Utility Worker*
 Signs & Markings Technician III
 Utility Worker III*
 Water/Wastewater 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
 Crew Leader - Forestry**
 GIS Technician I
 Human Resources Assistant III

Personnel Schedules

Pay & Classification - by Range

Pay & Classification - October 1, 2011

PAY RANGE 8 (cont.)

\$28,641.60 - \$43,451.20

Logistics Technician
Meter Service Technician III
Operations Technician I&I
Crew Leader - Parks Maintenance**
Payroll Technician
Recreation Shift Leader*
Crew Leader - Street & Drainage**
Telecommunications Operator I*
Traffic Signal Technician II
Crew Leader - Utility**
Victims Services Advocate
Water/Wastewater System Mechanic III
Water Distribution Op II*
Water Plant Operator I

PAY RANGE 9

\$31,366.40 - \$47,881.60

Administrative Assistant
Bridge Maintenance Specialist
Building Inspector
Buyer II
Code Enforcement Officer
Construction Inspector I-A/ I-B*
Court Bailiff
Engineering Technician II*
Environmental Lab Analyst
Parks Maintenance - Foreman**
Street - Foreman**
Forestry - Foreman**
I&I Coordinator
Law Enforcement Support Tech
Library Technician IV
Line Locator
Office - Manager**
Mechanic II
Park Ranger***
Planning Technician I/II
Project Specialist I
Public Safety Officer
Recreation Program Coordinator
Stormwater Technician
Supervisor - Meter Reader**

Pay & Classification - October 1, 2011**PAY RANGE 9 (cont.)****\$31,366.40 - \$47,881.60**

Telecommunications Operator II*
 Traffic Signal Technician III
 Utility Inventory Specialist
 Water/Wastewater System Mechanic IV
 Water Distribution Operator III
 Water Plant Operator II
 Waterline Maintenance Coordinator

PAY RANGE 10**\$34,340.80- \$52,748.80**

Accountant I
 Arborist
 Benefits/Wellness Program Assistant
 Communications Training Officer
 Engineering Assistant I*
 GIS Technician II
 Librarian I
 Logistics Officer
 Mechanic III
 Park Ranger - Senior***
 Pretreatment Compliance Specialist
 Senior Code Enforcement Officer
 Senior Deputy Clerk
 Senior Lab Analyst
 Supervisor - Animal Control**
 Supervisor - Athletics/Aquatics Programs**
 Supervisor - Customer Service**
 Supervisor - Meter Shop**
 Supervisor - Parks**
 Supervisor - Records**
 Supervisor - Street**
 System Support Specialist I
 Water Conservation Specialist

PAY RANGE 11**\$37,606.40 - \$58,136.00**

Administrative Support Coordinator
 Assistant City Secretary
 Associate Planner*
 Benefits and Risk Specialist
 Budget Analyst I
 Business Systems Analyst
 Commercial Inspector
 Construction Inspector II -A/ II-B*

Personnel Schedules

Pay & Classification - by Range

Pay & Classification - October 1, 2011

PAY RANGE 11 (cont.)

\$37,606.40 - \$58,136.00

Contract Specialist
Crime Scene Specialist I
Engineering Assistant II*
Executive Administrative Assistant
Foreman - Shop**
Grants Coordinator
Human Resources Generalist I
Information Specialist I
Management Analyst I
Manager - Accreditation**
Marketing Specialist I
Network Administrator I
Purchaser
Safety Program Coordinator
Senior Building Inspector
Senior Water Plant Operator
Supervisor - Code Enforcement**
Supervisor - Evidence Control**
Supervisor - Forestry**
Supervisor - Recreation Center/CMRC**
Supervisor - Shop**
Supervisor - Traffic Signal**
Supervisor - Utility**
Supervisor - Water/Wastewater System Mechanic**
Systems Analyst I
Victims Services Coordinator

PAY RANGE 12

\$41,204.80 - \$64,064.00

Accountant II
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
Information Specialist II
Librarian II
Manager - Project I**
Manager - Utility Office**
Network Administrator II
Parks Development Specialist
Payroll Coordinator

Pay & Classification - October 1, 2011**PAY RANGE 12 (cont.)****\$41,204.80 - \$64,064.00**

Planner*
 Senior Utility Inspector
 Superintendent - Street & Drainage
 Superintendent - Utilities Maintenance
 Business Systems Analyst
 Supervisor - Telecommunications
 Systems Administrator I
 Systems Analyst II
 Technology Specialist I
 Treasury Accountant
 Utilities Maintenance Superintendent
 Utility Systems Analyst

PAY RANGE 13**\$46,155.20 - \$72,238.40**

Chief Commercial Inspector
 Chief Construction Inspector
 Chief Electrical Inspector
 Community Development Coordinator
 Court Administrator
 Engineering Assistant III*
 Engineering Associate II*
 GIS Specialist
 Management Analyst II
 Manager - Library**
 Manager - Project II**
 Marketing Specialist II
 Senior Human Resources Generalist
 Senior Planner*
 Superintendent - Utility Support
 Supervisor - Accounting**
 Supervisor - Budget**
 Supervisor - Environmental Systems**
 Supervisor - Purchasing**
 Technology Specialist II
 Utility Systems Integrator

PAY RANGE 14**\$51,729.60 - \$81,473.60**

City Secretary
 Database Administrator
 Emergency Management Coordinator
 Engineer I/II*
 Manager - Athletics/Aquatics**
 Manager - Parks**
 Manager - Public Services**

Personnel Schedules

Pay & Classification - by Range

Pay & Classification - October 1, 2011

PAY RANGE 14 (cont.)**\$51,729.60 - \$81,473.60**

Manager - Recreation**
Manager - Telecommunications Operations**
Manager - User Support**
Network Administrator III
Principal Planner*
Superintendent - Traffic Systems**
Systems Administrator II
Transportation Planner II/III

PAY RANGE 15**\$57,969.60 - \$91,894.40**

Chief Utility Engineer
Emergency Management Coordinator
Emergency Planning Officer
Engineer III*
GIS Coordinator
Manager - Accounting
Manager - Administrative**
Manager - Development Services
Manager - Engineering
Manager - Financial Programs**
Manager - Fleet Operations**
Manager - Forestry**
Manager - Infrastructure**
Manager - Parks Development**
Manager - Public Works Operations**
Manager - Purchasing**
Manager - Senior Utility Services**
Manager - Utility Operations**
Systems Administrator III

PAY RANGE 16**\$66,393.60 - \$105,934.00**

Assistant City Engineer
Controller
Director - Assistant PARD**
Director - Asst. Planning & Community Development**
Director - Convention & Visitors Bureau**
Engineer IV
Manager - Construction Liaison**
Manager - Inspection Services
Manager - Safety & Risk**
Planning & Programs Administrator
PW Liaison Construction Manager

Pay & Classification - October 1, 2011**PAY RANGE 17** **\$76,044.80 - \$122,137.60**

Director - Communications**

PAY RANGE 18 **\$86,673.60 - \$141,252.80**

Asst. Police Chief

City Engineer

Director - Finance**

Director - Human Resources**

Director - Information Technology and Communications**

Director - Library**

Director - PARD**

Director - Planning & Community Development**

Director - Transportation Services**

Director - Utilities**

PAY RANGE 19 **\$98,904.00 - \$163,196.80**

Fire Chief

Police Chief

PAY RANGE 20 **\$113,734.40 - \$187,678.40**

Chief Financial Officer

Manager - City Assistant**

*Denotes job is part of a Career Ladder

**Denotes job title has been changed

***Denotes new position

Personnel Schedules

Pay & Classification - Public Safety

Pay & Classification - October 29, 2011 **Tenure-Based Progression**

POLICE DEPARTMENT

Police Officer	\$47,670 - \$70,947
Police Sergeant	\$66,648 - \$84,965
Police Lieutenant	\$81,137 - \$98,161
Police Captain	\$93,071 - \$113,453

FIRE DEPARTMENT

Firefighter	\$14,276 - \$63,252
Driver	\$54,815 - \$69,581
Lieutenant	\$62,119 - \$76,539
Captain	\$70,400 - \$84,189
Battalion Chief	\$82,040 - \$95,217

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 2011-12 Approved
Description of Items	

Information Technology & Communications

Computer Hardware	\$73,000
Computer Software	12,000
Vehicle	15,300
Total - Information Technology & Communications	\$100,300

Fiscal Support Services

A/C Condensing Units	\$18,000
Total - General Services	\$18,000

Police

Unmarked Vehicles	\$54,906
Motorcycle Unit	19,000
Expanding Shelving	23,500
Total - Police	\$97,406

Fire

Alert Notification Equipment replacement	\$30,000
Fire Station - Improvements	78,000
Total - Fire	\$108,000

Capital Outlay Detail

General Fund

Capital Outlay - General Fund

Department Description of Items	FY 2011-12 Approved
Parks & Recreation	
Mower	\$30,504
Pool covers	7,000
Tennis Court Maintenance	60,000
Trail Maintenance	10,000
Standardized Park Signs	16,000
Facilities Improvements	30,000
Total - Parks & Recreation	\$153,504
GS - Building Construction & Facility Maintenance	
Vehicle	\$39,000
Total - Building Construction & Facility Maintenance	\$39,000
GS - Vehicle Maintenance Facility	
Heavy Equipment	\$39,000
Total - Vehicle Maintenance Facility	\$39,000
Total - General Fund	\$555,210

Capital Outlay - Drainage Fund**Drainage Operations**

Heavy Equipment	\$75,000
Total - Drainage Operations	\$75,000

Capital Outlay - Water/Wastewater Utility Fund**Department**

Description of Items	FY 2011-12 Approved
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Water Treatment Plant

Pump	\$7,500
Total - Water Treatment Plant	\$7,500

Water Systems Support

Water Meters	\$43,000
Total - Water Systems Support	\$43,000

Total - Utilities Fund	\$50,500
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Financial Statistics

Statistics as of September 30, 2010

Net Assets by Component

Last Six Fiscal Years
(Accrual Basis of Accounting)

	2005	2006	2007	2008	2009	2010
Governmental activities-						
Invested in capital assets, net of related debt	\$191,409,740	\$218,160,338	\$207,796,040	\$232,391,397	\$266,247,218	\$274,037,741
Restricted	77,452,591	72,855,857	118,210,382	107,240,485	92,789,650	90,609,034
Unrestricted	66,432,282	75,249,052	88,539,641	92,947,347	91,286,795	95,844,278
Total governmental activities net assets	\$335,294,613	\$366,265,247	\$414,546,063	\$432,579,229	\$450,323,663	\$460,491,053
Business-type activities-						
Invested in capital assets, net of related debt	\$166,695,648	\$184,270,630	\$203,541,558	\$219,607,998	\$217,990,010	\$210,960,047
Restricted	20,737,192	17,534,251	21,938,288	14,376,789	15,571,119	13,296,813
Unrestricted	35,012,093	44,027,327	46,524,348	53,608,514	67,433,842	83,280,914
Total business-type activities net assets	\$222,444,933	\$245,832,208	\$272,004,194	\$287,593,301	\$300,994,971	\$307,537,774
Primary government-						
Invested in capital assets, net of related debt	\$358,105,388	\$402,430,968	\$411,337,598	\$451,999,395	\$484,237,228	\$484,997,788
Restricted	98,189,783	90,390,108	140,148,670	121,617,274	108,360,769	103,905,847
Unrestricted	101,444,375	119,276,379	135,063,989	146,555,861	158,720,637	179,125,192
Total primary government activities net assets	\$557,739,546	\$612,097,455	\$686,550,257	\$720,172,530	\$751,318,634	\$768,028,827

Financial Statistics

Changes in Net Assets

Changes in Net Assets

Last Six Fiscal Years
(Accrual Basis of Accounting)

	2005	2006	2007	2008	2009	2010
Expenses:						
Governmental activities-						
General government	\$20,282,360	\$21,634,710	\$21,926,050	\$24,097,129	\$25,046,973	\$27,241,208
Public safety	22,762,219	27,724,273	28,879,882	33,587,423	37,104,418	36,688,203
Public works	20,919,303	24,804,177	27,114,039	28,727,136	27,608,721	29,053,781
Culture and recreation	10,921,173	11,714,066	11,905,643	12,674,371	14,433,602	14,260,057
Interest on long-term debt	8,358,830	7,950,242	7,463,588	9,530,456	9,587,223	9,294,416
Total governmental activities expenses	83,243,885	93,827,468	97,289,202	108,616,515	113,780,937	116,537,665
Business-type activities-						
Water and sewer utility	25,051,538	27,783,218	28,873,665	32,865,979	36,884,365	36,702,169
Golf course	215,595	150,029	167,906	185,659	182,521	192,595
Total business-type activities expenses	25,267,133	27,933,247	29,041,571	33,051,638	37,066,886	36,894,764
Total primary government expenses	108,511,018	121,760,715	126,330,773	141,668,153	150,847,823	153,432,429
Program revenues:						
Governmental activities-						
Charges for services-						
General government	1,352,613	2,021,621	1,766,153	1,941,519	3,820,455	3,927,379
Public safety	2,674,255	2,371,379	2,851,787	3,197,900	3,646,892	4,150,577
Public works	1,040,788	1,139,836	1,337,371	1,295,783	877,676	836,169
Culture and recreation	1,941,047	2,408,710	2,489,438	2,721,570	2,503,925	2,531,989
Operating grants and contributions	625,905	1,057,821	931,269	1,097,733	1,064,411	932,879
Capital grants and contributions	14,435,954	12,548,335	17,322,551	3,825,335	14,083,063	7,634,857
Total governmental activities program revenues	22,070,562	21,547,702	26,698,569	14,079,840	25,996,422	20,013,850
Business-type activities-						
Charges for services-						
Water and sewer utility	27,161,741	30,566,103	30,968,868	35,060,024	37,802,909	37,512,213
Golf course	427,504	476,082	476,025	474,353	485,972	349,424
Capital grants and contributions	7,352,889	10,445,072	13,772,431	8,750,891	7,922,361	2,120,848
Total business-type activities program revenues	34,942,134	41,487,257	45,217,324	44,285,268	46,211,242	39,982,485
Total primary government program revenues	57,012,696	63,034,959	71,915,893	58,365,108	72,207,664	59,996,335

Changes in Net Assets (Cont.)**Last Six Fiscal Years
(Accrual Basis of Accounting)**

	2005	2006	2007	2008	2009	2010
Net (expense) revenue-						
Governmental activities	(61,173,323)	(72,279,766)	(70,590,633)	(94,536,675)	(87,784,515)	(96,523,815)
Business-type activities	9,675,001	13,554,010	16,175,753	11,233,630	9,144,356	3,087,721
Total primary government net expense	(51,498,322)	(58,725,756)	(54,414,880)	(83,303,045)	(78,640,159)	(93,436,094)

General revenues and other changes in net assets:

Governmental activities-

Taxes-						
Property	20,486,575	21,632,249	24,409,535	27,560,939	29,867,765	33,040,085
Franchise	4,488,608	4,990,439	5,499,222	5,748,333	6,213,263	5,934,540
Sales	58,052,509	64,935,779	68,988,092	68,216,680	61,019,506	61,625,140
Hotel occupancy	1,905,049	2,268,619	2,838,689	2,939,352	2,394,145	2,291,326
Public service	212,565	227,784	257,384	286,179	315,739	327,723
Investment earnings	3,932,154	7,232,842	9,912,657	8,220,228	4,112,703	1,365,802
Miscellaneous	206,057	122,499	152,805	257,495	-	-
Transfers	2,752,423	1,840,189	1,668,221	2,291,695	1,605,828	2,106,589
Total governmental activities	92,035,940	103,250,400	113,726,605	115,520,901	105,528,949	106,691,205

Business-type activities-

Impact fees	8,648,921	9,261,152	10,609,090	5,216,423	4,568,130	3,893,417
Investment earnings	997,802	2,363,692	1,055,364	1,618,492	1,305,841	1,731,860
Loss on joint venture	-	-	-	-	(10,829)	(63,606)
Miscellaneous	29,067	48,610	-	-	-	-
Transfers	(2,752,423)	(1,840,189)	(1,668,221)	(2,291,695)	(1,605,828)	(2,106,589)
Total business-type activities	6,923,367	9,833,265	9,996,233	4,543,220	4,257,314	3,455,082
Total primary government	98,959,307	113,083,665	123,722,838	120,064,121	109,786,263	110,146,287

Change in net assets:

Governmental activities	30,862,617	30,970,634	43,135,972	20,984,226	17,744,434	10,167,390
Business-type activities	16,598,368	23,387,275	26,171,986	15,776,850	13,401,670	6,542,803
Total primary government	\$47,460,985	\$54,357,909	\$69,307,958	\$36,761,076	\$31,146,104	\$16,710,193

Fund Balances of Governmental Funds

Last Ten Fiscal Years

(Modified Accrual Basis of Accounting)

	2001	2002	2003	2004	2005
General fund-					
Reserved	\$0	\$0	\$46,600	\$23,200	\$0
Unreserved	22,185,654	23,261,921	25,204,136	26,759,957	28,705,017
Total general fund	\$22,185,654	\$23,261,921	\$25,250,736	\$26,783,157	\$28,705,017
All other governmental funds-					
Reserved for-					
Federal seizure	\$131,924	\$36,633	\$84,044	\$112,857	\$357,985
Non-current loans receivable	19,181	19,181	19,181	19,181	19,181
Debt service	2,132,743	2,074,841	2,304,816	2,338,493	2,600,354
Nonexpendable endowments	100,000	100,000	100,000	100,000	100,000
Authorized construction	31,551,635	66,939,857	58,100,810	79,421,798	75,863,062
Unreserved, reported in-					
Special revenue funds	16,005,647	23,560,762	10,411,681	5,519,397	4,535,452
Capital projects funds	13,307,241	15,251,568	25,872,318	24,633,882	26,432,736
Permanent fund	3,969	6,096	7,437	8,611	4,262
Total all other governmental funds	\$63,252,340	\$107,988,938	\$96,900,287	\$112,154,219	\$109,913,032

Fund Balances of Governmental Funds (Cont.)**Last Ten Fiscal Years**

(Modified Accrual Basis of Accounting)

	2006	2007	2008	2009	2010
General fund-					
Reserved	\$0	\$0	\$0	\$0	\$0
Unreserved	32,472,684	37,494,875	38,303,766	39,497,430	40,287,116
Total general fund	\$32,472,684	\$37,494,875	\$38,303,766	\$39,497,430	\$40,287,116
All other governmental funds-					
Reserved for-					
Federal seizure	\$391,661	\$343,448	\$259,074	\$173,924	\$473,701
Non-current loans receivable	19,181	19,181	0	0	0
Debt service	3,200,508	3,058,395	3,431,063	2,887,281	1,944,761
Nonexpendable endowments	0	0	0	0	0
Authorized construction	70,912,738	116,579,878	105,501,593	91,521,069	90,105,139
Unreserved, reported in-					
Special revenue funds	4,731,971	6,611,092	8,340,222	8,076,456	8,444,952
Capital projects funds	29,682,330	32,022,916	34,463,233	32,584,099	35,739,591
Permanent fund	0	0	0	0	0
Total all other governmental funds	\$108,938,389	\$158,634,910	\$151,995,185	\$135,242,829	\$136,708,144

Changes in Fund Balances of Governmental Funds

Last Ten Fiscal Years

(Modified Accrual Basis of Accounting)

	2001	2002	2003	2004	2005
Revenues-					
Taxes and franchise	\$58,333,682	\$59,029,046	\$66,699,982	\$71,743,446	\$83,437,892
Licenses, permits and fees	799,550	628,550	801,108	679,754	1,218,975
Charges for services	3,010,382	3,282,764	3,451,103	3,727,507	4,100,595
Fines and forfeitures	834,185	1,078,089	1,043,055	1,286,754	1,455,280
Intergovernmental	1,260,810	735,590	754,431	746,042	885,038
Hotel occupancy tax	1,354,429	1,477,050	1,618,744	1,650,148	1,905,049
Investment and other	5,508,858	3,701,703	3,610,459	2,637,520	4,853,019
Contributions	791,421	269,114	828,134	626,201	1,258,618
Total revenues	71,893,317	70,201,906	78,807,016	83,097,372	99,114,466
Expenditures-					
General government	14,675,517	15,071,967	17,231,171	18,343,416	20,638,875
Public safety	15,074,503	16,767,233	18,099,093	19,818,241	21,674,409
Public works	6,240,934	6,448,449	7,277,171	7,430,727	7,587,502
Culture and recreation	7,232,737	7,568,798	8,412,271	9,088,693	9,382,752
Capital projects	30,831,239	19,412,193	25,564,047	20,138,116	27,972,915
Debt service-					
Principal retirement	5,095,748	5,777,190	5,179,568	6,879,318	7,518,388
Interest and fiscal charges	4,938,673	5,732,117	8,381,599	7,343,728	8,046,683
Other charges	0	0	0	929,692	313,483
Total expenditures	84,089,351	76,777,947	90,144,920	89,971,931	103,135,007
Excess of revenues over (under) expenditures	(12,196,034)	(6,576,041)	(11,337,904)	(6,874,559)	(4,020,541)
Other financing sources (uses)-					
Proceeds from sale of capital assets	0	0	0	0	0
Issuance of lease	1,000,000	575,000	0	575,000	600,000
Issuance of debt	25,435,000	60,448,959	0	31,945,000	19,915,000
Premium on bonds issued	0	0	0	1,209,144	1,361,510
Payment to refunded bond escrow agent	0	(11,084,861)	0	(12,803,761)	(20,927,719)
Transfers in	20,430,957	13,565,477	14,761,767	18,998,512	27,802,722
Transfers out	(17,827,727)	(11,115,669)	(12,523,699)	(16,262,983)	(25,050,299)
Total other financing sources (uses)	29,038,230	52,388,906	2,238,068	23,660,912	3,701,214
Net change in fund balances	\$16,842,196	\$45,812,865	(\$9,099,836)	\$16,786,353	(\$319,327)
Capital outlay including amounts reported under departmental current expenditures	\$34,495,580	\$20,906,177	\$25,535,305	\$21,386,215	\$29,836,204
Debt service as a percentage of noncapital expenditures	20.20%	20.60%	21.00%	20.70%	21.20%

Changes in Fund Balances of Governmental Funds (Cont.)**Last Ten Fiscal Years**

(Modified Accrual Basis of Accounting)

	2006	2007	2008	2009	2010
Revenues-					
Taxes and franchise	\$91,672,097	\$99,100,555	\$101,938,374	\$97,339,627	\$101,070,150
Licenses, permits and fees	970,570	1,585,091	1,593,711	1,053,959	907,705
Charges for services	4,311,153	3,569,077	3,895,886	3,757,215	3,767,565
Fines and forfeitures	1,696,474	1,849,523	2,014,379	2,057,353	2,260,401
Intergovernmental	1,165,978	2,578,680	1,317,506	1,232,594	3,953,092
Hotel occupancy tax	2,268,619	2,838,689	2,939,352	2,394,145	2,291,326
Investment and other	8,640,878	11,424,988	9,977,103	8,406,513	3,652,629
Contributions	165,670	826,807	2,094,375	1,729,637	972,641
Total revenues	110,891,439	123,773,410	125,770,686	117,971,043	118,875,509
Expenditures-					
General government	22,163,330	22,207,904	22,801,093	22,830,329	23,050,458
Public safety	25,785,545	28,456,892	31,996,008	34,099,601	34,539,844
Public works	8,506,994	8,719,701	9,360,999	10,065,601	9,565,430
Culture and recreation	10,021,489	10,711,796	11,524,905	11,813,663	11,157,995
Capital projects	36,896,924	36,542,219	53,298,559	38,798,458	21,184,635
Debt service-					
Principal retirement	7,090,383	11,940,981	10,448,506	10,942,820	11,456,810
Interest and fiscal charges	7,698,552	7,052,015	9,060,707	9,290,481	9,097,057
Other charges	-	3,994,688	-	-	1,327,989
Total expenditures	118,163,217	129,626,196	148,490,777	137,840,953	121,380,218
Excess of revenues over (under) expenditures	(7,271,778)	(5,852,786)	(22,720,091)	(19,869,910)	(2,504,709)
Other financing sources (uses)-					
Proceeds from sale of capital assets	1,423,235	-	-	-	-
Issuance of lease	600,000	3,250,000	750,000	1,505,390	1,310,569
Issuance of debt	6,201,378	80,110,000	16,798,622	-	18,575,000
Premium on bonds issued	-	573,448	-	-	1,387,593
Payment to refunded bond escrow agent	-	(30,175,015)	-	-	(19,682,356)
Transfers in	29,387,915	45,681,150	26,429,303	33,385,722	24,459,490
Transfers out	(27,547,726)	(44,012,929)	(24,137,608)	(30,579,894)	(21,290,586)
Total other financing sources (uses)	10,064,802	55,426,654	19,840,317	4,311,218	4,759,710
Net change in fund balances	\$2,793,024	\$49,573,868	(\$2,879,774)	(\$15,558,692)	\$2,255,001
Capital outlay including amounts reported under departmental current expenditures	\$36,896,924	\$36,542,219	\$53,298,559	\$40,000,535	\$22,684,310
Debt service as a percentage of noncapital expenditures	18.20%	20.40%	20.50%	20.70%	20.80%

Financial Statistics

Actual & Taxable Assessed Value of Property

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			
	\$	\$	\$	\$	\$	\$
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
2010	7,843,041,122	880,412,269	8,723,453,391	401,156,676	8,322,296,715	0.3966

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	Special Districts	
	\$	\$	\$	\$	\$	\$	\$
2001	0.1590	0.1713	0.3303	1.7086	0.3477	0	2.3866
2002	0.1792	0.1429	0.3221	1.7387	0.3543	0	2.4151
2003	0.1941	0.1481	0.3422	1.7924	0.4154	0	2.5500
2004	0.2018	0.1553	0.3571	1.8643	0.4482	0.0200	2.6896
2005	0.2092	0.1705	0.3797	1.8572	0.4789	0.0200	2.7358
2006	0.2089	0.1622	0.3711	1.8334	0.4997	0.0200	2.7242
2007	0.2164	0.1547	0.3711	1.6406	0.4997	0.0200	2.5314
2008	0.1960	0.1692	0.3652	1.3238	0.4891	0.0200	2.1981
2009	0.2171	0.1481	0.3652	1.3324	0.4683	0.1154	2.2813
2010	0.2491	0.1475	0.3966	1.3800	0.4900	0.1146	2.3812

Source: Williamson County Tax Office

Principal Property Taxpayers

Current Year and Nine Years Ago

Name of Taxpayer	2010			2001		
	Net Assessed Valuation	Rank	% of Total Net Assessed Valuation	Net Assessed Valuation	Rank	% of Total Net Assessed Valuation
Dell Computer Holdings, LP	\$155,998,254	1	1.874%	\$201,745,463	1	5.419%
CPG Round Rock, LP	135,844,917	2	1.632			
Baltgem Development Corp.	91,678,192	3	1.102			
Columbia/St. David Healthcare	62,054,352	4	0.746			
Dell Computer Corp.	49,053,810	5	0.589	53,076,511	2	1.426
CMF 15 Portfolio, LLC	45,887,000	6	0.551			
Oncor Electric Delivery Co.	40,624,651	7	0.488			
Round Rock Luxury Apartments, LTD	40,000,000	8	0.481			
Chandler Creek, LP	37,846,981	9	0.455			
SV-ONA La Frontera Office, LP	33,000,000	10	0.397			
DuPont Photo Mask				49,095,901	3	1.319
Limestone Ranch, LLP				33,536,000	4	0.901
Micron Semiconductor Products				28,523,075	5	0.766
Cypress Semiconductor				27,488,189	6	0.738
Texas Utilities Electric				26,960,795	7	0.724
Security Capital				25,131,306	8	0.675
Benj. E. Sherman & Sons				23,890,733	9	0.642
Sysco Food Services, Inc.				21,704,151	10	0.583
	\$691,988,157		8.315%	\$491,152,124		13.193%

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
	\$	\$	%	\$	\$	%
2001	12,408,200	12,181,034	98.17	211,524	12,392,558	99.87
2002	14,553,616	14,335,048	98.50	195,939	14,530,987	99.84
2003	17,293,085	17,129,231	99.05	149,579	17,278,810	99.92
2004	18,305,148	18,117,224	98.97	167,177	18,284,401	99.89
2005	20,296,494	20,103,093	99.05	176,339	20,279,432	99.92
2006	21,432,170	21,260,880	99.20	155,929	21,416,809	99.93
2007	24,021,587	24,010,335	99.95	(4,914)	24,005,421	99.93
2008	27,222,734	27,232,914	100.04	(38,883)	27,194,031	99.89
2009	29,913,042	29,745,017	99.44	115,890	29,860,907	99.83
2010	33,007,061	32,840,433	99.50		32,840,433	99.50

Taxable Sales by Category

Last Ten Calendar Years

Year	Retail Trade	Wholesale Trade	Services	Manufacturing	Utilities
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
2009	1,103,261,058	1,228,096,597	323,957,885	18,637,403	16,313,752
Total	\$10,538,222,331	\$10,557,602,525	\$2,620,261,568	\$204,604,691	\$207,367,829

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
11,026,539	422,839	7,908,943	1,626,799,446	2.00%	6.25%	8.25%
12,984,689	1,156,703	6,723,785	1,930,547,114	2.00%	6.25%	8.25%
13,971,691	3,994,116	1,247,650	2,013,251,942	2.00%	6.25%	8.25%
16,269,980	1,074,384	4,100,156	2,251,052,286	2.00%	6.25%	8.25%
16,760,649	1,189,215	2,977,318	2,349,433,011	2.00%	6.25%	8.25%
26,144,588	1,323,272	180,746,146	2,703,972,635	2.00%	6.25%	8.25%
26,619,939	1,410,360	62,544,068	2,901,026,294	2.00%	6.25%	8.25%
43,424,237	1,782,201	0	3,132,620,996	2.00%	6.25%	8.25%
43,124,472	1,674,015	0	3,019,690,480	2.00%	6.25%	8.25%
30,415,221	2,198,134	0	2,722,880,050	2.00%	6.25%	8.25%
\$240,742,005	\$16,225,239	\$266,248,066	\$24,651,274,254			

Financial Statistics

Hotel Taxpayers/Hotel Occupancy Tax Collection History

Hotel Taxpayers

September 30, 2010

Taxpayer	Total Collections Year Ended September 30, 2010	Number of Rooms
La Quinta Inn	100,127	116
Courtyard by Marriott	138,020	113
Red Roof Inn	73,283	100
Baymont Inn	93,705	86
Best Western Executive Inn	65,529	69
Days Inn & Suites	31,228	48
Super 8 Motel	26,237	59
Extended Stay America # 6030	43,585	138
Wingate Inn	86,818	100
Holiday Inn	91,301	91
Residence Inn	183,159	96
Hilton Garden Inn	181,792	122
Comfort Suites	41,542	63
Springhill Suites	124,928	104
Hampton Inn	174,745	93
Staybridge Suites	93,066	81
Austin Marriott North	565,661	295
Candlewood Suites	49,905	98
Extended Stay America # 6197	40,035	104
Country Inn & Suites	41,089	63
Value Place	16,523	121
Sleep Inn	28,152	74
Homewood Suites	896	115
	2,291,326	2,349

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
	\$	\$	\$	\$	\$
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
2010	504,062	582,719	661,356	543,189	2,291,326

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			
	\$	\$	\$	\$	\$	%	\$
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
2010	110,470,000	13,530,000	62,298,177	89,195,000	275,493,177	8.88	2,733

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
		\$	\$	\$	\$	%	\$
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
2009	100,800	8,322,297	124,000,000	1,944,761	122,055,239	1.47	1,211

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 \$4,515,000 at September 30, 2010.

Computation of Direct and Overlapping Debt

September 30, 2010

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	608,745,711	**	39.79%	242,219,918
Williamson County	579,849,376	*	22.27%	129,132,456
Georgetown ISD	133,100,000	**	0.01%	13,310
Travis County	590,683,794	*	0.25%	1,476,709
Subtotal, overlapping debt				372,842,394
City direct debt				124,000,000
Total direct and overlap- ping debt				496,842,394

*Gross Debt as of 9-30-10

**Gross Debt as of 6-30-10

Source: City of Round Rock Finance Department and Texas Municipal Reports

Legal Debt Margin Information

Last Ten Fiscal Years

	2001	2002	2003	2004
Debt limit	\$667,304,112	\$806,315,251	\$906,860,750	\$921,367,824
Total net debt applicable to limit	50,262,992	82,569,295	80,541,088	97,029,376
Legal debt margin	\$617,041,120	\$723,745,956	\$826,319,662	\$824,338,448
Total net debt applicable to the limit as a percentage of debt limit	7.53%	10.24%	8.88%	10.53%

Legal Debt Margin Calculation for Fiscal Year 2010

Total assessed value		\$8,322,296,715
Debt limit - Maximum serviceable at permitted allocation of \$1.50 per \$100 of assessed value		\$1,491,819,433
Amount of debt applicable to debt limit:		
Total General Obligation Debt	\$124,000,000	
Less:		
Amount available in Debt Service Fund	(1,944,761)	
Amounts considered self-supporting	(4,515,000)	
Total net debt applicable to debt limit		117,540,239
Legal debt margin		\$1,374,279,194

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, 2009, assessed valuation of \$8,322,296,715 at 100% collection, tax revenue of \$124,834,451 would be produced. This revenue could service the debt on \$1,491,819,433 issued as 20-year serial bonds at 5.50% (with level debt service payment).

Legal Debt Margin Information (Cont.)**Last Ten Fiscal Years**

2005	2006	2007	2008	2009	2010
\$955,638,811	\$1,034,929,880	\$1,167,845,500	\$1,345,033,513	\$1,468,905,352	\$1,491,819,433
93,578,032	89,029,039	132,491,172	126,786,525	122,512,295	117,540,239
\$862,060,779	\$945,900,841	\$1,035,354,328	\$1,218,246,988	\$1,346,393,057	\$1,374,279,194
9.79%	8.60%	11.34%	9.43%	8.34%	7.88%

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
	\$	\$	\$	\$	
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	1,768.65
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
2010	39,240,390	22,243,281	16,997,109	4,007,882	4.24

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
		\$	\$			%
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	31.2	41,867	6.4
2010	100,800	3,102,534,000	30,417	31.4	42,683	6.2

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	2010			2001		
	Employees	Rank	% of Total City Employment	Employees	Rank	% of Total City Employment
Dell, Inc.	8,500	1	15.86	9,400	1	27.09
Round Rock Independent School District	5,400	2	10.08	4,168	2	12.01
Sears TeleServe	1,300	3	2.43	822	3	2.37
Scott & White University Medical Campus	840	4	1.57			
City of Round Rock, Texas	835	5	1.56	596	7	1.72
Round Rock Medical Center	710	6	1.32	550	8	1.59
Texas Guaranteed Student Loan	700	7	1.31			
Seton Williamson Medical Center	500	8	0.93			
Dresser Wayne, Inc.	400	9	0.75	449	10	1.29
Michael Angelo's Gourmet Foods	390	10	0.73	619	6	1.78
Trend Technologies				711	4	2.05
Farmer's Insurance				635	5	1.83
Tellabs Texas, Inc.				525	9	1.51

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									
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Function:										
General government	120	132	134	142	148	158	163	176	173	173
Public safety-										
Police-										
Officers	100	107	112	119	126	131	135	146	151	151
Civilians	37	42	41	47	47	55	58	62	61	61
Fire-										
Firefighters & officers	72	78	78	90	104	111	119	124	124	124
Civilians	4	4	4	4	4	4	5	5	5	5
Public works-										
Street	49	49	49	48	48	48	48	48	48	48
Shop	14	14	14	14	14	15	15	15	15	15
Culture & recreation-										
Library	23	24	26	27	28	29	29	29	29	29
Parks & Recreation	79	81	83	90	91	93	93	95	97	97
Water	66	78	80	90	93	92	93	95	96	97
Sewer	32	29	32	32	35	35	35	36	36	35
Total	596	638	653	703	738	771	793	831	835	835

Source: Finance Department, City of Round Rock

Financial Statistics

Operating Indicators

Operating Indicators

Last Ten Fiscal Years

	2001	2002	2003	2004
Function:				
Police-				
Arrests	1,512	1,735	1,684	2,625
Accident reports	2,675	2,667	2,360	2,669
Index crimes reported	2,061	1,495	1,813	1,679
Crimes per thousand residents	30.9	20.9	25.5	21
Officers per thousand of population	1.5	1.5	1.49	1.49
Fire-				
Incident volume	5,109	5,352	5,076	5,219
Priority calls answered	3,236	3,936	3,787	3,959
Non-emergency calls answered	1,873	1,396	1,289	1,260
Priority calls-response less than 6 minutes	82%	80%	83%	78%
Public Works-				
Street-				
Street resurfacing (lane miles)	81	84	84	72
Potholes repaired annually	2,500	2,500	3,000	3,223
Signals maintained	28	30	36	36
Shop-				
Work orders	2,960	2,960	4,485	4,650
Number of departments served	13	13	13	15
Culture and Recreation-				
Library-				
Number of items circulated	435,632	492,493	545,921	648,609
Number of card holders	35,637	37,457	40,532	42,321
Number of library visits	285,176	246,185	258,017	288,100
Parks & Recreation-				
Total park acres maintained	1,173	1,187	1,573	1,532
Number of athletic fields maintained	38	38	38	38
Number of trees planted	N/A	N/A	238	350
Number of recreation enrollees	255,670	285,242	314,814	330,036
Water-				
New connections	1,800	1,850	1,172	1,578
Line maintenance work orders	5,113	3,267	3,810	5,938
Average monthly consumption	385,000,000	438,000,000	447,000,000	439,000,000
Sewer-				
Average monthly treatment	262,719,166	262,750,000	263,416,666	286,166,666
Line feet reviewed for infiltration & inflow	35,000	77,655	110,236	142,817

Source: City of Round Rock Finance Department

N/A - Data not available

Operating Indicators (Cont.)

Last Ten Fiscal Years

2005	2006	2007	2008	2009	2010
3,592	4,013	3,754	3,749	3,908	4,328
1,942	1,907	1,990	1,997	1,646	1,877
2,326	2,072	2,512	2,449	2,960	3,154
28.3	22.8	27.9	30.1	30.3	31.3
1.5	1.5	1.46	1.52	1.52	1.48
6,709	6,430	7,463	7,690	8,000	8,500
5,376	4,977	4,592	5,656	5,800	6,000
1,333	1,453	2,871	2,034	2,200	2,500
86%	83%	83%	74%	75%	75%
71	124	130	135	137	137
3,223	4,000	4,000	4,000	4,000	4,000
42	52	57	59	59	59
4,468	4,118	5,418	5,618	6,330	6,930
15	18	18	19	19	19
647,343	671,816	725,370	762,926	780,000	810,000
41,448	42,792	44,820	49,829	51,000	53,000
298,996	302,900	306,000	311,000	310,000	320,000
1,532	1,547	1,610	1,610	1,757	1,780
38	38	38	38	43	45
325	843	500	818	877	350
359,128	372,998	371,201	402,548	401,000	401,000
1,228	1,549	1,181	572	254	356
5,434	4,242	4,400	4,400	4,226	4,044
474,500,000	553,600,000	432,101,000	552,610,000	589,159,550	466,096,342
287,948,166	303,103,333	298,038,200	296,208,875	301,433,205	327,351,600
163,143	181,316	152,515	161,291	156,934	114,176

Capital Asset Statistics

Last Ten Fiscal Years

	2001	2002	2003	2004
Function:				
Police-				
Number of stations	1	1	1	1
Number of patrol units	103	103	120	126
Fire-				
Number of stations	5	5	5	5
Number of fire trucks	6	6	8	9
Public Works-				
Street-				
Lane miles	215	220	220	266
Drainage miles	90	92	92	92
Number of street lights	4,610	4,610	4,610	4,656
Number of traffic signals	28	30	36	36
Shop-				
Repair facilities	1	1	1	1
Number of bays	10	10	19	19
Culture and Recreation-				
Library-				
Number of library books	115,853	130,000	134,899	150,436
Number of library facilities	1	1	1	1
Parks & Recreation-				
Total park acres	1,173	1,187	1,573	1,532
Number of athletic fields	38	38	38	38
Number of parks	60	76	72	70
Number of tennis courts	9	9	9	21
Number of pools	3	4	4	4
Water-				
Number of miles of water lines	299	299	394	394
Pumping stations	14	14	14	14
Tanks	19	19	18	18
Treatment capacity (millions of gallons/day)	30	35	48	48
Sewer-				
Number of miles of sewer mains	220	220	242	242
Wastewater lift stations	16	13	12	12

Source: City of Round Rock Finance Department

Capital Asset Statistics (Cont.)

Last Ten Fiscal Years

2005	2006	2007	2008	2009	2010
1	1	1	1	1	1
136	142	186	189	195	199
6	6	6	7	7	7
10	10	11	11	14	15
898	997	1,036	1,124	1,124	1,137
92	92	92	100	100	100
4,702	4,796	5,034	5,075	5,103	5,104
42	52	57	59	59	59
1	1	1	1	1	1
19	19	19	19	19	19
160,559	133,111	147,000	180,397	185,000	185,000
1	1	1	1	1	1
1,532	1,547	1,610	1,610	1,855	2,119
38	38	38	38	44	46
52	52	53	53	60	84
23	23	23	23	23	23
4	5	5	5	5	5
425	458	481	487	503	591
14	14	14	14	15	15
18	18	18	18	19	20
48	48	48	48	48	52
355	365	376	392	400	417
11	11	11	12	12	12

Top Ten Water Customers

September 30, 2010

Name of Customer	Type of Business	Water Consumption in Gallons	% of Total Water Consumption in Gallons
Fern Bluff Municipal Utility District	Municipal Utility District	273,116,000	5.063
Williamson County Municipal Utility District # 10	Municipal Utility District	265,929,700	4.93
Chandler Creek Municipal Utility District	Municipal Utility District	151,975,200	2.817
Vista Oaks Municipal Utility District	Municipal Utility District	125,251,000	2.322
Williamson County Municipal Utility District # 11	Municipal Utility District	122,936,200	2.279
Round Rock Independent School District	Public Schools	94,500,500	1.752
Dell, Inc.	Electronic Equipment	72,587,000	1.346
City of Cedar Park	Municipality	50,549,000	0.937
Walsh Ranch Municipal Utility District	Municipal Utility District	48,417,300	0.898
Aquasource--Tonkawa Springs	Water Service Provider	43,448,900	0.805
Total		1,248,710,800	23.148

Source: City of Round Rock Finance Department

Water/Sewer Retail Rates

September 30, 2010

Water rates for retail customers inside the City limits are as follows:

Volume Rate	Monthly Service Charge	
\$2.35 per 1,000 gallons of water used by all customers	Meter Size Base Serving Customer	Monthly Water Service Charge \$
	5/8 inch	13.84
	3/4 inch	19.28
	1 inch	30.45
	1 1/2 inch	58.34
	2 inch	91.81
	3 inch	169.92
	4 inch	281.51
	6 inch	877.65
	8 inch	1,534.03
	10 inch	2,409.19
	12 inch	2,956.17

Sewer rates for retail customers inside the City limits are as follows:

Volume Rate	Monthly Service Charge	
\$3.23 per 1,000 gallons of water used by all customers	* Meter Size Base Serving Customer	Monthly Sewer Service Charge \$
	5/8 inch	12.63
	3/4 inch	16.48
	1 inch	23.63
	1 1/2 inch	43.08
	2 inch	66.43
	3 inch	120.89
	4 inch	198.7
	6 inch	585.64
	8 inch	1,021.96
	10 inch	1,603.71
	12 inch	1,967.29

* 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

JANUARY 2011						
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					

FEBRUARY 2011						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	13
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

MARCH 2011						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	13
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

APRIL 2011						
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 2011						
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				

JUNE 2011						
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 2011-12

January - February

Develop Budget Materials

February

- 2 Budget materials distributed
- 10 Budget Kick Off Meetings

March

- 4 Personnel Worksheets, Capital Outlay & Revenue Projections due

April

- 8 Budget Worksheets due
- 22 New Programs documents due

May

- 13 Strategic Budget & 10 Year Plan documents due

July

- 25 Tax roll certification by Chief Appraiser (official date)
- 27 City Manager's Proposed Budget submitted to City Council

Mid - August

- Publication of Tax Rates (Effective, Rollback)

September

- 8 Proposed Budget to Council for Approval (1st Reading)
- Proposed Tax Rate to Council for Approval (1st Reading)
- Public hearings
- 22 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 2011						
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 2011						
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 2011						
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 2011						
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					

NOVEMBER 2011						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	13
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

DECEMBER 2011						
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

SECTION 8.01 FISCAL YEAR

The fiscal year of the City shall begin on the first day of each October and end on the last day of September of the succeeding year. All funds collected by the City during any fiscal year, including both current and delinquent revenues, shall belong to such fiscal year and, except for funds derived to pay interest and create a sinking fund on the bonded indebtedness of the City, may 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 actually on hand, shall become resources of the next succeeding fiscal year.

SECTION 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.

SECTION 8.03 ANNUAL BUDGET

(a) 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 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; May 10, 2008)

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)

SECTION 8.05 EMERGENCY APPROPRIATIONS

At any time in any fiscal year, the City Council may, pursuant to this section, make emergency appropriations to meet a pressing need for public expenditure, for other than regular or recurring requirements, to protect the public health, safety or welfare. Such appropriation shall be by ordinance adopted by the favorable votes of five (5) or more of the City Council members qualified and serving, and shall be made only upon recommendation of the City Manager. The total amount of all emergency appropriations made in any fiscal year shall not exceed the amount allowed by state law.

(Charter amendment approved by voters January 20, 1996)

SECTION 8.06 BORROWING TO MEET EMERGENCY APPROPRIATIONS

In the absence of unappropriated available revenues or other funds to meet emergency appropriations provided for under the preceding Section 8.05, the City Council may by resolution, authorize the borrowing of money to meet such deficit as provided by law.

(Charter amendment approved by voters January 20, 1996)

SECTION 8.07 BORROWING IN ANTICIPATION OF PROPERTY TAXES

In any fiscal year, in anticipation of the collection of the ad valorem property tax for such year, whether levied or to be levied in such year, the City Council may by resolution authorize the borrowing of money, not to exceed in any fiscal year an amount equal to ten percent (10%) of the budget for that fiscal year. Such borrowing shall be by the issuance of negotiable notes of the City, each of which shall be designated, "Tax Anticipation Note for the Year ____" (stating the tax year). Such notes shall mature and be payable not later than the end of the fiscal year in which issued.

(Charter amendment approved by voters January 20, 1996)

SECTION 8.08 DEPOSITORY

All monies received by any person, department or agency of the City for or in connection with affairs of the City shall be deposited promptly in the City depository or depositories, which shall be designated by the City Council in accordance with such regulations and subject to such requirements as to security for deposits and interest thereon as may be established by ordinance. All checks, vouchers, or warrants for the withdrawal of money from the City depositories shall be signed by the Mayor or City Manager and countersigned by an authorized designee, as approved by City Council ordinance. Provided, that the City Council, under such regulations and limitations as it may prescribe, may by ordinance authorized the use of machine-imprinted facsimile signatures of said Mayor and City Manager and authorized designee on such checks, vouchers and warrants.

(Charter amendment approved by voters January 20, 1996; May 15, 2004)

SECTION 8.09 PURCHASE PROCEDURE

All purchases made and contracts executed by the City shall be pursuant to a requisition from the head of the office, department or agency whose appropriation will be charged and no contract order shall be binding upon the City unless the City Manager certifies that there is to the credit of such office, department or agency a sufficient unencumbered appropriation and allotment balance to pay for the supplies, materials, equipment or contractual services for which the contract or order is to be issued.

(Charter amendment approved by voters November 6, 1979; April 5, 1986)

SECTION 8.10 INDEPENDENT AUDIT

At the close of each fiscal year, and at such other times as it may be deemed necessary, the Council shall cause an independent audit to be made of all accounts of the City by a certified public accountant. The certified public accountant so selected shall have no personal interest, directly or indirectly, in the financial affairs of the City or any of its officers. Upon completion of the audit, a copy of the audited annual financial report shall be placed in the public library and placed on file in the City Secretary's office as public record.

(Charter amendment approved by voters January 20, 1996; May 15, 2004; May 10, 2008)

ORDINANCE NO. G-11-09-22-10A1

AN ORDINANCE APPROVING AND ADOPTING A BUDGET FOR THE CITY OF ROUND ROCK, TEXAS, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2011, AND ENDING SEPTEMBER 30, 2012, DIRECTING THE CITY SECRETARY TO FILE A TRUE COPY OF THE BUDGET WITH THE COUNTY CLERKS OF WILLIAMSON AND TRAVIS COUNTIES, 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, 2011, and ending September 30, 2012; and

WHEREAS, proper and timely notice that public hearings on such budget would be held on September 8, 2011, and September 22, 2011, 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 8, 2011, and September 22, 2011, 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, 2011 and ending September 30, 2012, is hereby in all things approved and adopted and it shall be effective as of October 1, 2011.

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.

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 8th day of September, 2011.

READ, **APPROVED** and **ADOPTED** on second reading this the 22nd day of September, 2011.


ALAN MCGRAW, Mayor
City of Round Rock, Texas

ATTEST:


SARA L. WHITE, City Secretary

ORDINANCE NO. G-11-09-22-10A2

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 2011.

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 2011 upon all property, real, personal and mixed, within the corporate limits of said City subject to taxation, a tax of 27.509 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 2011 upon all property, real, personal and mixed, within the corporate limits of said City subject to taxation, a tax of 14.812 cents on each One Hundred Dollars (\$100.00) valuation of property.

SUMMARY

Maintenance and operation of the Municipal Government	27.509 cents
Interest and Sinking	<u>14.812</u> cents
Total Tax per \$100.00 of valuation	42.321 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.

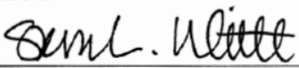
READ and **APPROVED** on first reading this the 8th day of September, 2011.

READ, **APPROVED** and **ADOPTED** on second reading this the 22nd day of September, 2011.



ALAN MCGRAW, Mayor
City of Round Rock, Texas

ATTEST:



SARA L. WHITE, City Secretary

ORDINANCE NO. G-09-09-24-1004

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.

<u>Meter Size</u>	<u>Current Monthly Service Charge</u>	<u>Monthly Service Charge Effective January 1, 2010</u>
5/8 inch	\$13.18	13.84
3/4 inch	18.36	19.28
1 inch	29.00	30.45
1½ 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.

<u>Meter Size</u>	<u>Current Monthly Service Charge</u>	<u>Monthly Service Charge Effective January 1, 2010</u>
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.

ORDINANCE NO. G-11-10-06-10A1

AN ORDINANCE AMENDING CHAPTER 32, SECTION 32-33, CODE OF ORDINANCES (2010 EDITION), CITY OF ROUND ROCK, TEXAS, REGARDING GARBAGE COLLECTION SERVICE CHARGES; AND PROVIDING FOR A SAVINGS CLAUSE AND REPEALING CONFLICTING ORDINANCES AND RESOLUTIONS.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ROUND ROCK, TEXAS:

I.

That Chapter 32, Section 32-33(a)(2), Code of Ordinances (2010 Edition), City of Round Rock, Texas, is hereby amended to read as follows:

Sec. 32-33. - Garbage collection service charges.

(a) *Residential.*

- (2) The residential charge for the collection of refuse and for recycling services shall be \$16.9117.46 per month.

II.

This ordinance shall be effective for refuse and recycling services provided for the month of October, 2011 and thereafter.

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

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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.

Alternative 1.


By motion duly made, seconded and passed with an affirmative vote of all the Council members present, the requirement for reading this ordinance on two separate days was dispensed with.

READ, PASSED, and ADOPTED on first reading this ____ day of _____, 2011.

Alternative 2.

READ and **APPROVED** on first reading this the 22nd day of September, 2011.

READ, APPROVED and ADOPTED on second reading this the 6th day of October, 2011.



ALAN MCGRAW, Mayor
City of Round Rock, Texas

ATTEST:


SARA L. WHITE, City Secretary

AN ORDINANCE AMENDING CHAPTER 44, "CODE OF ORDINANCES, CITY OF ROUND ROCK, TEXAS, BY ADDING ARTICLE XI, SECTION 44-330 ET SEQ., ADOPTING TEXAS LOCAL GOVERNMENT CODE, CHAPTER 552 ENTITLED "MUNICIPAL UTILITIES," SUBCHAPTER C ENTITLED "MUNICIPAL DRAINAGE UTILITY SYSTEMS," SECTION 552.041 ET SEQ.; ESTABLISHING A MUNICIPAL DRAINAGE UTILITY SYSTEM; DECLARING SAID UTILITY SYSTEM TO BE A PUBLIC UTILITY; PROVIDING A PENALTY CLAUSE; PROVIDING FOR A SAVINGS CLAUSE AND REPEALING CONFLICTING ORDINANCES AND RESOLUTIONS

WHEREAS, the City Council of the City of Round Rock, Texas states that, in the exercise of its governmental authority and in order to promote the public health, safety, convenience and general welfare, the City has previously operated and maintained a storm water drainage system that collects and directs storm water runoff; and

WHEREAS, that system, as constructed and developed over a number of years, heretofore has been operated and maintained through ad valorem taxes, and it is now necessary and desirable to provide an alternative method of recovering some or all of the future costs of improving, maintaining and operating the system through the imposition of charges as provided by this ordinance; and

WHEREAS, it is necessary to ensure that the collection of storm water runoff and direction of storm water drainage within the City protects the public health and safety of its citizens from loss of life and property caused by surface water overflows, surface water stagnation, and pollution arising from nonpoint source runoff within the boundaries of the established service area; and

WHEREAS, the City Council desires to address various water quality and environmental issues that may further burden its storm water drainage infrastructure; and

WHEREAS, the City Council desires to adopt Texas Local Government Code, Chapter 552 entitled "Municipal Utilities," Subchapter C entitled "Municipal Drainage Utility Systems," Section 552.041 et seq. (the "Act"); and

WHEREAS, the City Council desires to establish a municipal drainage utility system within an established service area in accordance with the Act; and

WHEREAS, the City Council desires to declare, after a public hearing, that the municipal drainage utility system so established and created under the Act is a public utility; and

WHEREAS, it is the intent of the City to offer drainage service and fund the drainage utility system in a manner that reasonably, equitably and in a nondiscriminatory manner allocates the cost of storm water control and treatment to properties in proportion to storm water runoff potential for each class of property; and

WHEREAS, the City Council states its reliance on the Act for authorization to further provide rules for the use, operation, and financing of the system; prescribe bases on which the system may be funded and fees in support of the system be assessed, levied, and collected; provide exemptions of certain persons or entities; and prescribe other rules related to the subject of municipal drainage; Now, Therefore

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ROUND ROCK, TEXAS:

I.

That Chapter 44, "Code of Ordinances, City of Round Rock, Texas, is hereby amended by adding an Article XI entitled "Municipal Drainage Utility System," which shall read as follows:

ARTICLE XI. MUNICIPAL DRAINAGE UTILITY SYSTEM

Sec. 44-330. Adoption of Act as authority to establish utility system.

The City does hereby declare, under Texas Local Government Code, Chapter 552 entitled "Municipal Utilities," Subchapter C entitled "Municipal Drainage Utility Systems," Section 552.041 et seq. (the "Act"), that said Act is hereby adopted.

Sec. 44-331. Establishment of Municipal Drainage Utility System.

The City does hereby declare, under and in accordance with the Act, that there is established and created a Municipal Drainage Utility System within an established service area, herein referred to as the "Drainage Utility".

The City does hereby declare, following statutorily-mandated public hearing, that the Drainage Utility so established and created under the Act is a public utility.

Sec. 44-333. Incorporation of existing facilities.

Pursuant to the provisions of Section 552.046 of the Act, the City does hereby incorporate existing drainage facilities, materials, and supplies into the Drainage Utility.

Sec. 44-334. Findings and determinations.

(a) *Determination of service area.* Pursuant to the provisions of Section 552.044(8) of the Act, the City does hereby determine that the service area of the Drainage Utility shall be within the City's municipal boundaries.

(b) *Finding.* It is hereby found, determined, and declared that the City shall ensure that the cost of operating and maintaining the Drainage Utility, and the financing of necessary repairs, replacements, improvements, and extension thereof, must be directly related to storm water drainage service and the terms of the Drainage Utility Charges.

(c) *Statutorily-mandated Findings.*

- (1) Pursuant to the provisions of Section 552.045(b)(1) of the Act, the City does hereby make the following finding prior to final adoption of the ordinance establishing this article: the City hereby finds that it will establish a schedule of drainage charges against all real property in the proposed service area subject to charges under this article.
- (2) Pursuant to the provisions of Section 552.045(b)(2) of the Act, the City does hereby make the following finding prior to final adoption of the ordinance establishing this article: the City hereby finds that it will provide drainage for all real property in the proposed service area on payment of drainage charges, except real property exempted under this article.
- (3) Pursuant to the provisions of Section 552.045(b)(3) of the Act, the City does hereby make the following finding prior to final adoption of the ordinance establishing this article: the City hereby finds that it will offer drainage service on nondiscriminatory, reasonable, and equitable terms.

This ordinance shall be applicable to any owner or user of a benefitted property, within the utility service area, to which storm water drainage service is provided either directly or indirectly.

Sec. 44-336. Definitions.

For the purposes of this article, the following words, terms and phrases shall have the meaning ascribed to them in this section except where the context clearly indicates a different meaning. Whenever any words, terms and phrases used herein are not defined herein but are defined in the federal and state laws regulating the subject matter hereof, any such definition therein shall be deemed to apply to such words, terms and phrases used herein, except when the context otherwise requires:

Act means Texas Local Government Code, Chapter 552 entitled "Municipal Utilities," Subchapter C entitled "Municipal Drainage Utility Systems," Section 552.041 et seq., as amended.

Allocated portion of a parcel means the part of a parcel that has been assigned to an owner or customer based on the portion used by the owner or customer as compared to the parcel's total area.

Benefitted property means an improved parcel, lot or tract within the utility service area to which storm water drainage service is made available under this article. All real property within the utility service area directly or indirectly receives storm water drainage service.

Chief of Public Works Operations means the City's Chief of Public Works Operations or his/her designee responsible for the administration and enforcement of this article.

Customer means the person(s) or entity(ies) recorded as the customer or user of water and/or wastewater utility services for a parcel, based on the records of the City or its contracted utility billing systems.

Drainage Utility Charges means the fees and/or rates established by ordinance that are levied against the owner or customer of a benefitted property for storm water drainage services provided by the Drainage Utility, including but not limited to the items described in the definition of "cost-of-service" in the Act.

Equivalent residential unit (ERU) means a unit of measurement of impervious surface area calculated for the average single family residential property within the utility service area, as measured in square feet (SF), including the residential structure, garage, driveway, sidewalk, patio, out buildings, and any other impervious surface.

Impervious surface means a surface that has been compacted or covered with a layer of material so that it is resistant to penetration by water and does not have a vegetative cover. An impervious surface includes but is not limited to compacted soil with a surface treatment, gravel, crushed stone surface or soil compacted by vehicle traffic, asphalt or concrete pavement, a parking lot, a driveway, a sidewalk or private roadway, a building or artificial structure, or any surface that changes the natural landscape and increases, concentrates, pollutes, or otherwise alters the flow or amount of storm water runoff.

Impervious area means a measurement in square feet (SF) of impervious surface on which the amount of storm water runoff potential for a benefitted property within a customer class is estimated.

Improved parcel means a parcel, lot, or tract or portion of lot or tract that has been changed from its natural state by addition of a building, facility, structure or other improvement on all or a portion of the parcel, which creates an impervious surface.

Municipal Drainage Utility System or Drainage Utility means the storm water drainage utility system owned or controlled, in whole or in part, by the City, including the City's existing storm water facilities, materials, and supplies and any storm water facilities, materials, and supplies hereafter constructed or utilized, and dedicated to the service of benefitted property, and including provision for additions to the system.

Non-residential property means an improved parcel that is not a residential property, including commercial, industrial, institutional, and governmental uses, a condominium or apartment consisting of five (5) or more residential units, a homeowners' association, or other similar uses or properties.

Owner means the person(s) or entity(ies) listed as the owner of a parcel in the Williamson County Appraisal District's records, the Travis Central Appraisal District's records, or the City's records.

Residential property means an improved parcel upon which four (4) or fewer residential units are constructed.

Residential unit means any building or portion thereof that contains living facilities, including provisions for sleeping, eating, cooking and sanitation, as required by applicable City codes, for not more than one family. A residential unit may be a single-family house, a town home, a condominium, a manufactured home, or a portion of a duplex, triplex or quadplex.

Service area means the geographic area within the incorporated limits of the City.

Storm water infrastructure means the property (real, personal or mixed) that is used in providing storm water capacity to manage and control storm water runoff for the storm water drainage system, including bridges, catch basins, channels, conduits, creeks,

culverts, detention ponds, retention ponds, ditches, draws, creeks, flumes, pipes, pumps, sloughs, treatment works, and appurtenances to those items, whether natural or artificial, or using force or gravity, that are used to draw off surface water from land, carry the storm water runoff away, collect, store, or treat the storm water runoff, or divert the storm water runoff into natural or artificial watercourses.

Storm water drainage operations and maintenance expenditure means an expenditure required to finance, operate and maintain storm water drainage infrastructure, including debt service, equipment, personnel, educational and administrative expenditures.

Storm water runoff potential means the relative potential for causing storm water runoff quantities, qualities, or velocities from an improved parcel based on the type of development or land use on the parcel and the size of the parcel.

Wholly sufficient and privately owned storm water drainage system means land and facilities owned and operated by a person or entity other than the City and from which storm water does not discharge, under any storm frequency event or conditions, into a creek, river, slough, culvert, channel or other infrastructure that is part of the City's storm water drainage system.

Sec. 44-337. Administration.

(a) *Duty of Chief of Public Works Operations.* The Chief of Public Works Operations shall administer the Drainage Utility. The Chief shall maintain an accurate record of all properties benefitted or served by the Drainage Utility and the Drainage Utility Charges levied for each parcel or portion of a parcel. The record may be maintained within the City's utility billing system or in another recordkeeping system that may be developed.

(b) *Program implementation.* By the adoption of the ordinance establishing this Article, the City makes no representation that all storm water problems may or will be remedied, and the City Council retains full discretion in establishing the priorities in expending funds as they become available to meet the City's storm water drainage needs. The adoption of the ordinance establishing this Article shall not be construed to relieve private land owners, developers or other individuals or entities from providing storm water drainage improvements required by this Code of Ordinances, and federal or state laws and regulations.

(c) *Access to benefitted properties.* City employees shall, at all reasonable times, have access to a benefitted property within the utility service area to inspect, maintain, repair, or enforce this ordinance, or state laws or regulations.

(d) *Governmental immunity.* The City does not waive any immunity granted to it under any law.

(a) Drainage Utility Charges are hereby established, and the charges shall be imposed on each benefitted property within the utility service area for storm water drainage services and storm water drainage facilities provided by the storm water drainage system.

(b) A benefitted property within the utility service area shall be classified and charged Drainage Utility Charges based on the storm water drainage utility rate determined by the property's rate class. Depending on the use of the benefitted property, the property shall be classified as one of the following two rate classes: (i) residential property; or (ii) non-residential property.

Sec. 44-339. Revision of rates.

The City Council shall establish the initial Drainage Utility Charges via ordinance pursuant to the provisions of the Act. The City Council reserves the right to review the Drainage Utility Charges at any time and may, by ordinance, increase or decrease the Drainage Utility Charges within the schedule upon a determination that the increase or decrease is warranted.

Sec. 44-340. Delinquent charges; non-payment.

Any charge due hereunder which is not paid when due may be recovered in an action at law by the City, together with maximum interest, attorneys' fees and other costs and fees if allowable under state or federal law. In addition to any other remedies or penalties provided by state or federal law or by the ordinance establishing this article, a customer's failure to pay the Drainage Utility Charges promptly when due shall subject the customer to discontinuance of any or all municipal utility services, including without limitation, water, wastewater, and garbage collection services.

Sec. 44-341. Calculation of rates and fees.

(a) *Rates in accordance with the Act.* The Drainage Utility Charges shall be established in accordance with the provisions of the Act.

(b) *Fee calculation.* The Drainage Utility Charges shall be based on an inventory of improved parcels within the service area. The inventory shall evaluate the storm water runoff potential for improved parcels within the service area and establish a rate for each class of benefitted properties. If authorized by the City Council, the Chief may levy an amount to establish one or more funds to finance future storm water drainage system construction and to improve storm water quality. The storm water runoff potential for each class shall be equitably and proportionately distributed between classes and among the parcels within each class of benefitted properties relative to the contribution of each class to storm water runoff. The Drainage Utility Charges shall be

set according to the requirements of Section 44-334 herein related to findings and determinations.

(c) *Storm water runoff potential.* For purposes of establishing the storm water runoff potential for each class of benefitted properties and between classes of benefitted properties, the Chief shall calculate the impervious area for parcels within the service area based on data gathered from the Williamson Central Appraisal District, the Travis Central Appraisal District, Geographic Information System records, and aerial photography and site plans or plats available. The Chief shall then determine the relative storm water runoff potential for each rate class and among parcels within each rate class. The rate for each class of benefitted properties and for parcels within each class shall be based on the impervious area measured in square feet (SF).

(d) *Property values.* In calculating the Drainage Utility Charges, the Chief shall be prohibited from using property values.

Sec. 44-342. Establishment of the Drainage Utility fund.

(a) *Drainage Utility System fund.* A Drainage Utility fund is established and may consist of one or more accounts. All Drainage Utility Charges shall be deposited as collected and received into this fund, and shall be used exclusively for storm water drainage services as provided in the Act, including but not limited to the following:

- (1) The cost of the acquisition of land, rights-of-way, options to purchase land, easements, and interests in land relating to structures, equipment, and facilities used in draining the benefitted property;
- (2) The cost of the acquisition, construction, repair, and maintenance of structures, equipment, and facilities used in draining the benefitted property;
- (3) The cost of architectural, engineering, legal, and related services, plans and specifications, studies, surveys, estimates of cost and of revenue, and all other expenses necessary or incident to planning, designing, providing, or determining the feasibility and capability of structures, equipment, and facilities used in draining the benefitted property;
- (4) The cost of all machinery, equipment, furniture, and facilities necessary or incident to the provision and operation of draining the benefitted property;
- (5) The prorated cost of funding and financing charges and interest arising from construction projects and the start-up cost of a storm water drainage facility used in draining the benefitted property;
- (6) The prorated cost of debt service and reserve requirements for funding of storm water drainage infrastructure, equipment and

facilities paid with revenue bonds or other securities or obligations issued by the City and supported by pledge of storm water revenues, including any fees and expenses incidental thereto;

- (7) To the extent permitted by law, the cost of constructing, sampling, monitoring, building, inspecting and maintaining structures needed for the state's regulation and permitting requirements imposed on the City for providing storm water quality improvements for the benefitted property; and

- (8) The administrative costs of the Drainage Utility.

(b) *Drainage Utility fund accounting.*

- (1) The City shall clearly account for revenues and expenditures authorized for operation of the Drainage Utility.
- (2) The revenues collected from the Drainage Utility Charges shall be segregated and completely identifiable from other City funds and accounts.
- (3) Funds and revenues in the Drainage Utility fund may be transferred to the City's general fund as allowed by law.

(c) *Drainage Utility service deposit.* A deposit shall not be imposed for initiation or continuation of storm water drainage utility service.

Sec. 44-343. Exemptions.

(a) Pursuant to §580.003(a), Texas Local Government Code, a state agency, and a public or private institution of higher education shall be exempt from payment of the fees charged for the development or maintenance of programs or facilities for the control of excess water or storm water:

(b) Pursuant to §552.053(b), Texas Local Government Code, the following are exempt from the provisions of this Article:

- (1) The State of Texas;
- (2) Williamson County;
- (3) Travis County;
- (4) The City of Round Rock;
- (5) The Round Rock Independent School District; and
- (6) Other independent school districts located within the corporate city limits.

(c) Private property exemption. Any property to which a mandatory exemption under Section 552.053 of the Act applies is exempt from the ordinance establishing this article, including without limitation:

- (1) Property with proper construction and maintenance of a wholly sufficient and privately owned storm water drainage system that does not discharge under any storm frequency event or conditions to waterways controlled or maintained by the City;
- (2) Property held and maintained in its natural state, until such time that the property is developed and all of the public infrastructure constructed has been accepted by the City for maintenance; and
- (3) A subdivided parcel or lot, until a structure has been built on the lot and a certificate of occupancy has been issued, or the City has taken another official action to release the property for occupancy.

(d) Proof of Exemption. If the owner of property asserts that such property is exempt pursuant to the ordinance establishing this article or any other applicable law, such property owner has the burden to assert such exemption by filing notice of eligibility for such exemption and sufficient evidence of entitlement to such exemption with the Chief of Public Works Operations. If the exemption is not granted, the decision may be appealed to the City Council.

II. PENALTY FOR VIOLATION

Any person, firm or corporation who violates, disobeys, omits, neglects or refuses to comply with, or who resists the enforcement of any of the provisions of the ordinance establishing this article, shall be fined no more than Two Thousand Dollars (\$2,000.00) for each violation, and in addition shall pay all costs and expenses involved in the case. Each day a violation occurs is a separate offense. Nothing herein contained shall prevent the City from taking such other lawful action as is necessary to prevent or remedy any violation.

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 9th day of November, 2010.

READ, APPROVED and **ADOPTED** on second reading this the 23rd day of November, 2010.



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 Revised Budget 2010-2011 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	
4114	Estimate based on current and previous usage
4115	Reflects estimated actual usage and weather conditions
4116	Estimate based on current and previous usage
Garbage/Fire Protection Fees	
4302	Estimate based on current and previous usage
4617	Estimate based on current and previous usage
Recreation Fees	
4403	Reflects estimated participation in recreation programs
4404	Reflects estimated participation in swimming programs
Grants	
4688	Reflects grant award for prior year discontinued in current year
4696	Reflects grant award for prior year discontinued in current year
Interest	
4610	Reflects anticipated market rates and available cash for investing
Capital Lease Proceeds	
4616	Reflects adjustment to replacement criteria
Transfers	
7820	Reflects scheduled transfer from Self-Financed Health Insurance Fund
Other Revenues	
4615	Reflects actual and estimated activity
4636	Reflects actual and estimated activity
4646	Reflects actual and estimated activity
4670	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
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I&S Revenue Bonds Fund Revenues

7200	Reflects additional debt service obligations for wastewater treatment plant
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Revenue Footnotes (cont.)

Revenue Acct. Number	Explanation of changes from the prior year
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Water/Wastewater Utility Fund Revenues**Water & Related Services**

4420	Reflects actual and estimated activity
4801	Reflects growth in customer base
4804	Reflects actual and estimated activity
4831	Reflects actual and estimated activity

Sewer & Related Services

4821	Reflects actual and estimated activity
4824	Reflects actual and estimated activity
4827	Reflects actual and estimated activity

Interest

4610	Reflects anticipated market rates and available cash for investing
------	--

Other Revenues

7820	Reflects scheduled transfer from Self-Financed Health Insurance Fund
------	--

Drainage Fund Revenues**Drainage Revenues**

4850	Reflects first full year estimate
4851	Reflects first full year estimate

Transfers

7100	Reflects fund fully self-supporting
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Hotel Occupancy Tax Revenues

4123	Reflects estimated increased occupancy
------	--

Law Enforcement Fund Revenues

4654	Reflects conservative assumptions due to unpredictable proceeds
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Parks Improvement and Acquisitions Fund Revenues

4628	Reflects actual and estimated activity
------	--

PEG Fund Revenues

4126	Reflects initial year as separate fund, revenues previously budgeted in General Fund
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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”.

Arbitrage - Profit (interest income) obtained through the investment of tax-exempt bond proceeds in higher yielding taxable securities.

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.

Balanced Budget - A budget which includes total revenues that are either equal to or greater than total expenses.

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.

Appendix

Glossary

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.

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.

Gap Analysis - A technique for determining the steps to be taken in moving from a current state to a desired future-state. Also called need-gap analysis, needs analysis, and needs assessment.

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.

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.

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.

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.

PEG - Fees collected from franchise cable service providers to support channel capacity for public, educational, or governmental use.

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.

Proprietary Fund - A fund used to account for a city's business-type activities. Funding is usually obtained through user fees to cover the cost of services provided.

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
ALS	Advanced Life Support
ASE	Automotive Service Excellent
BCRUA	Brushy Creek Regional Utility Authority
BLS	Basic Life Support
BMP	Best Management Practice
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
CSR	Customer Service Representative
CTRMA	Central Texas Regional Mobility Authority
CTTS	Central Texas Turnpike Authority
DRC	Development Review Committee
EDPOC	Economic Development Partnership Operations Committee
EMT	Emergency Medical Technician
EPA	Environmental Protection Agency
ESD	Emergency Service District
ETJ	Extraterritorial Jurisdiction
FEMA	Federal Emergency Management Agency
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

List of Acronyms (cont.)

O & M	Operations & Maintenance
PEG	Public, Educational, and Government Fund
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



ROUND ROCK, TEXAS
PURPOSE. PASSION. PROSPERITY.

City of Round Rock

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