

# City of Excellence

Performance measurement is a major focus of high-functioning organizations and helps tell their story by quantifying key performance outcomes of programs and service. The City of Plano has a long history of measuring programs and services and has been consistently recognized by the International City/County Management Association, the Governmental Accounting Standards Board, the Association of Governmental Accountants, the Government Finance Officers Association, and numerous other professional agencies over the years. This recognition is proof that Plano has helped set the standard for local governments.

Since 2007, the City of Plano's commitment to performance measurement was focused on participation in the International City/County Management Association (ICMA) Performance Measurement Program. ICMA's goal was to create a program where standardized measures of city functions could be compared to other organizations across the country. In 2013, the ICMA program and the city performance measurement practices were re-evaluated. We found that staff collects a significant amount of data and feedback, but there's inconsistency among departments on how the data is used.

After gathering input from all department directors, the City of Plano made the decision to discontinue with the ICMA program due to lack of comparable cities and services and decided to establish a clear vision for performance measurement that is understood by all levels of the organization, the City Council and the community. The management vision for performance measures makes it possible to:

- > **Monitor performance and provide feedback**
- > **Make good business decisions based on reliable, understandable and consistent data**
- > **Produce better results for customers and businesses**
- > **Know when success has been achieved**

Linking departmental performance to City Council strategic goals and ultimately community desired outcomes has led to a change in the approach to performance measurement. Instead of focusing on a bottom up building of technical measures, the focus has been shifted to a top-down focus on community outcomes. The result should avoid technical details and data that distract from the organization's overall mission and goals. Each department's top 3-5 programs or services should be easily identifiable to the community, the City Council, executive management and should clearly contribute to one of the council's strategic goals.

It is understood that some departments and programs may not be easily evaluated by quantitative measures, which may require a qualitative assessment of outcomes. Additionally, the outcome measures for the programs or services, when presented to someone outside the organization, should be self-evident as a measure of productivity and should be easily identifiable in comparable organizations that we benchmark against. Measurement results should assist in telling our story and in providing accountability in meeting council strategic goals.

The new performance measurement process will have an annual meeting between each department director and city management staff, where the director will be able to discuss their top programs or services, measures, benchmarks, and how those contribute to the City Council strategic plan. The annual meeting will take place in the Fall/Winter so any adjustments to programs and services can be accounted for during the normal budget process.

The performance measurement information presented in the meetings will be collected and presented as an annual report to the City Council.



# City of Excellence

## 1. PROTECT AND SUSTAIN QUALITY OF GOVERNANCE

- > Maintain the current atmosphere of civility, respect, decisiveness and courage
- > Ensure all Council members are properly prepared to make decisions based on thoughtful and thorough analysis and deliberation

## 2. DELIVER OUTSTANDING OPERATIONAL ANALYSIS AND EFFECTIVENESS

- > Define why action is needed and what the key issues are
- > Present fact-based information
- > Provide options that can be compared in a consistent manner and without bias
- > Provide costs (O&M and Capital) and proposed funding sources
- > Provide long term implications (benefits or costs) of delaying decisions
- > Anticipate and answer likely questions
- > Articulate clear expectations of results
- > Provide adequate lead time to make an informed decision
- > Provide professionally based recommendations without bias

## 3. AFFIRM AND REINFORCE PLANO'S COMMITMENT TO EXCELLENCE

- > Create a culture of excellence in customer service in every department of the City of Plano
- > Develop city-wide customer service standards and provide training to achieve
- > Evaluate mechanisms for receiving feedback on the quality of customer service
- > Develop a plan to address neighborhood revitalization with measurable, results-oriented criteria to evaluate the impact of a program and how it would work with the "Love Where You Live" project
- > Evaluate criteria to qualify for revitalization incentives
- > Develop options for impacting the four corners retail centers in neighborhoods

## 4. IMPROVE COMMUNICATIONS

- > Develop a comprehensive marketing strategy and plan that reaches the citizens of Plano as well as a state and national audience with a consistent message

## 5. EVALUATE OPTIONS FOR REVITALIZING COLLIN CREEK MALL

- > City staff should continue meetings with the mall owners to determine what options exist and return to Council with available actions

## 6. ENHANCE PLANO'S ROLE AS A REGIONAL LEADER

- > Position Plano to provide a stronger voice and leadership regionally

## 7. STRENGTHEN THE WORKING RELATIONSHIP WITH OUR EDUCATIONAL PARTNERS

- > City Manager should continue formal and informal meetings and discussions to further strengthen the relationship and reinforce the City's commitment to an exceptional educational environment



D E P A R T M E N T S



## BUILDING INSPECTIONS

### MISSION STATEMENT:

The protection of life, health, and property overseeing commercial buildings and residential home development and construction within our City.

# City of Excellence

### PERFORMANCE MEASURES

MEASURE	BENCHMARK*	FY 11-12 TARGET	FY 11-12 ACTUAL	FY 12-13 TARGET	FY 12-13 ACTUAL	FY 13-14 TARGET
Applications for Permits	Applications for permits received and processed	15,000	15,812	15,700	16,444	16,000
Commercial Plans reviewed/comments	10 working days	10	7	10	8	10
Residential Plans reviewed/comments	3 working days	3	3	3	3	3
Inspections within 24 hours	100%	100%	100%	100%	100%	100%
Inspections-Time per	14 inspections/day- 25.7 min/Inspection	14/25.7	20/18	14/25.7	22/16	14/25

### \*BENCHMARK RATIONALE

Applications for permits received and processed

Commercial Plans reviewed for comments within a target date of 10 working days. These are comments which relay any items needing corrective action prior to permit release.

Residential Plans reviewed for comments within a target date of 3 working days.

These are comments which relay any items needing corrective action prior to permit release.

Inspections made within 24 hours. Requests for inspections made today will be performed the following day, within 24 hours.

Inspections - Time allocated per each inspection. An average of 14 inspections per employee with 25.7 minutes per inspection including drive time.



## EMERGENCY MANAGEMENT

### MISSION STATEMENT:

To serve the citizens of Plano by directing and coordinating emergency management and homeland security programs to prevent/mitigate, prepare for, and recover from emergencies and disasters.

# City of Excellence

### PERFORMANCE MEASURES

MEASURE	BENCHMARK*	FY 11-12 TARGET	FY 11-12 ACTUAL	FY 12-13 TARGET	FY 12-13 ACTUAL	FY 13-14 TARGET
Number of community preparedness contact hours	Cities of Irving and Dallas	30	N/A	30	25	60
CERT Members Trained	City of Irving	30	32	30	41	45
Multi-departmental exercises facilitated	Previous Departmental Performance	3	N/A	3	2	3
% of staff with NIMS training	Federal Requirement	100%	95%	100%	97%	100%

### \*BENCHMARK RATIONALE

**Dallas and Irving:** Cities within the Metroplex that document community preparedness and number of CERT members trained.

**Irving:** Comparable size (population) to Plano

**Emergency Management Performance Grant (EMPG):** Statewide exercise requirement for jurisdictions receiving EMPG funding. Plano does not receive EMPG funding but will benchmark exercise conduct against this accepted standard.

**U.S. Department of Homeland Security:** Baseline courses that are required nationwide for jurisdictions implementing the National Incident Management System (NIMS).



## ENVIRONMENTAL HEALTH

### MISSION STATEMENT:

To provide outstanding services that promote wellness environmental stewardship practices, prevent disease and reduce pollution in our community.

# City of Excellence

### PERFORMANCE MEASURES

MEASURE	BENCHMARK*	FY 11-12 TARGET	FY 11-12 ACTUAL	FY 12-13 TARGET	FY 12-13 ACTUAL	FY 13-14 TARGET
Live placement rate of at least 90% of all dogs / cats indicates a commitment to humane animal population management and sheltering best practices	Previous Departmental Performance	90%	88.3%	90%	89.8%	90%
3 Star ranking in the STAR communities program	STAR Communities rating system	N/A	N/A	N/A	N/A	N/A
Complete 100% of restaurant inspections according to frequency assessment.	Previous Departmental Performance	100%	N/A	100%	100%	100%
Complete 100% of swimming pool inspections according to frequency assessment.	Previous Departmental Performance	100%	N/A	100%	100%	100%

### \*BENCHMARK RATIONALE

**Live Placement Rate-** National average provides a baseline comparison but may be misleading as placement rates vary greatly across geographic boundaries. Evaluation to similarly-sized DFW Metroplex shelters allows for better representation of performance that is not as influenced by some other mitigating factors. Comparison to Austin due to that agency being the closest municipal shelter to gain a "no-kill" status.

**3 Star Ranking-** STAR Communities is a national rating system comparing sustainable practices of cities and counties across 7 categories and 44 defined indicators. The resulting score translate into a 1-5 Star rating.

**Safe food and swimming pools-** Comparison to previous year's accomplishments allows assessment of adequate staffing levels and program assignments.



MISSION STATEMENT

The City of Plano is a regional and national leader, providing outstanding services and facilities through cooperative efforts that engage our citizens and that contribute to the quality of life in our community.

# City of Excellence

PERFORMANCE MEASURES

MEASURE	BENCHMARK*	FY 11-12 TARGET	FY 11-12 ACTUAL	FY 12-13 TARGET	FY 12-13 ACTUAL	FY 13-14 TARGET
Bond Rating	Rating Agencies	AAA	AAA	AAA	AAA	AAA
Audit Opinion	Unqualified	Yes	Yes	Yes	Yes	Yes
Number of days of expenditure in General Fund balance	GFOA best practices	60	91.81	60	92.77	60
% of levy collected	Previous Departmental Performance	98%	99.7%	98%	99.8%	98%
Amount of Capital Reserve Fund	Previous Departmental Performance	\$23m	\$13.5m	\$23m	\$15.875m	\$23m

\*BENCHMARK RATIONALE

**Rating-** Overall standing of financial health

**Unqualified-** Auditors are able to determine that the financial statements are materially correct

**Levy-** Tax levy

**Capital Reserve-** 75% of depreciation of assets of the city



## FIRE - RESCUE

### MISSION STATEMENT:

To protect and enhance the quality of life in Plano through a comprehensive program of services directed toward public education, prevention, and control in the areas of fire, rescue, medical emergencies, hazardous materials incidents, and disasters.

# City of Excellence

### PERFORMANCE MEASURES

MEASURE	BENCHMARK*	BENCH-MARK 2	FY 11-12 TARGET	FY 11-12 ACTUAL	FY 12-13 TARGET	FY 13-14 TARGET
EMS Response	National Fire Protection Association (NFPA) 1710	5:00 (90%)	6:39	5:00 (90%)	6:58	5:00 (90%)
Fire Response	National Fire Protection Association (NFPA) 1710	5:20 (90%)	7:33	5:20 (90%)	7:29	5:20 (90%)
Cardiac Arrest Survival Rate (Utstein Scale)	National Average	20%	54.50%	20%	66.70%	20%
Property Loss per Fire	Comparable Area Cities	\$20,000	\$28,956	\$20,000	\$26,746	\$20,000
Customer Satisfaction	 Previous Departmental Performance 	100%	99.40%	100%	99.70%	100%
Smoke Detector Installation Home Visits	 Previous Departmental Performance 	400	245	500	431	500

### \*BENCHMARK RATIONALE

**EMS and Fire Resonse** NFPA 1710 is the national standard for minimum requirements relating to the organization and deployment of career fire departments, including emergency response time targets.

**Cardiac Arrest Survival Rate** The Utstein Scale Template is a set of nationally uniform guidelines for uniform reporting of data on events of cardiac arrests.

**Property Loss per Fire** With no established, national industry standard for property loss, PFT has surveyed area Fire Departments of similar size and composition to establish a benchmark.

**Customer Satisfaction** PFR has set a benchmark based on the feedback levels the Department has collected for several years.

**Smoke Detector Installation Home Visits** PFR has set a benchmark based on the performance levels the Department has collected for several years.



## HUMAN RESOURCES

### MISSION STATEMENT:

HR- Service people today for success tomorrow.

**Risk Management-** Support the City's Strategic Goals for Excellence by ensuring the safety, security and wellbeing of our employees, citizens and visitors through sound risk management practices which, in financial terms, enhances the ability of the City to continue to provide the high level of service our citizens expect.

# City of Excellence

### PERFORMANCE MEASURES

MEASURE	BENCHMARK*	FY 11-12 TARGET	FY 11-12 ACTUAL	FY 12-13 TARGET	FY 12-13 ACTUAL	FY 13-14 TARGET
Employee Development Program Hours	Previous Departmental Performance	270	276	316	352	400
General Govt. Compensation	Peer Cities Median +5%	Median + 5%	Median -4.4%	Median + 5%	Median -.03%	Median + 5%
Civil Service Compensation	Peer Cities Median +5%	Median + 5%	Median + 7%	Median + 5%	Median + 7%	Median + 5%
Number of work days lost	Previous City-Wide Performance	None	Unknown	None	226	113
Reduced Injury Accidents	Previous City-Wide Performance	None	317	None	288	144

### \*BENCHMARK RATIONALE

**Number of Work Days Lost-** Our top priority is in returning injured employees to work as soon as medically possible thereby reducing overall costs and supporting the operational department

**Reduced Injury Accidents-**This is the key measure of our new safety initiative to determine if our safety program is effective in reducing employee injury accidents

**Lost Work Day** measured by CS STARS report of actual lost work days

**Reduced Injury Accidents** measured by number of DWC-1-First Report of Injury filed



## MARKETING AND COMMUNITY ENGAGEMENT

### MISSION STATEMENT:

To support the vision and mission of the City of Plano and generate positive messages, high visibility and engage the community at the local, regional, and national level. Also, to integrate the various department initiatives and marketing plans with a cohesive message throughout all marketing and communications efforts.

# City of Excellence

### PERFORMANCE MEASURES

MEASURE	BENCHMARK*	FY 11-12 TARGET	FY 11-12 ACTUAL	FY 12-13 TARGET	FY 12-13 ACTUAL	FY 13-14 TARGET
Website Bounce Rate*	Industry Standard/ Google Analytics	N/A	50%	N/A	57%	30% (YTD= 40%)
Web Unique Visits	25% Increase Of Previous Year	N/A	1,477,212	N/A	1,219,006	1.5 million (YTD= 820,473)
Social Media Engagement	 Previous Departmental Performance 	N/A	N/A	N/A	N/A	5% avg. for year
Increasing followers and Fans on Facebook and Twitter	 Previous Participation 	N/A	N/A	N/A	N/A	Increase by 320/month (+3,840/yr)
Community Events	Previous Participation	New Program	N/A	New Program	N/A	20 ppl per event
HOA Presidents Breakfast- quarterly	Previous Participation	N/A	Not tracked	N/A	Not tracked	50 ppl per breakfast
Telephone Town Hall 2 per year	Time caller stayed on	N/A	N/A	N/A	5.09 min	6.50 min (YTD=6.74min)
Citizens Academy	Attendee Satisfaction	N/A	Not tracked	N/A	Not tracked	Won't start until FY14-15

### \* BENCHMARK RATIONALE

\*Bounce rate is a measure of the effectiveness of a website in encouraging visitors to continue with their visit. It is expressed as a percentage and represents the proportion of visits that end on the first page of the website that the visitor sees.

Website and Social Media will be using data to help us make decisions on how and what to post to increase activity and participation. Community Engagement efforts will be to increase resident attendance/participation. The Academies will be based on keeping a level of satisfaction and future engagement among attendees and keeping the classes full.



## PARKS AND RECREATION

### MISSION STATEMENT

Enriching Plano through parks, facilities, programs and resource stewardship.

Parks Division- Provide inviting outdoor spaces for public use and enjoyment.

Recreation Division- Provide relevant and outstanding recreational opportunities through quality service, programs and facilities.

# City of Excellence

### PERFORMANCE MEASURES

MEASURE	BENCHMARK*	FY 11-12 TARGET	FY 11-12 ACTUAL	FY 12-13 TARGET	FY 12-13 ACTUAL	FY 13-14 TARGET
Travel related PR value for Plano produced by CVB	Travel related PR value for Plano produced by CV	\$2,000,000	\$2,950,487	\$2,000,000	\$1,666,821	\$2,000,000
Hotel room night bookings	Hotel room night bookings	30,000	32,573	30,000	29,824	30,000
Total number of event days	Total number of event days	400	458	420	389	390
Athletic attendance	Previous Departmental Performance	2,000,000	1,849,168	2,000,000	1,907,112	2,000,000
Acres of Responsibility	Previous Departmental Performance	4,890	4,889	4,900	4,909	5,110

### \*BENCHMARK RATIONALE

**Acres Of Responsibility (AOR)** AOR is for all land where the Parks and Recreation Department is liable for the maintenance. AOR includes park land, median & ROW's and municipal (non-park) land. Some land is maintained by the city and some land is maintained by a third party.

**Athletic Attendance** Athletic attendance tracks the number attendees utilizing Plano sports fields and facilities annually.



# POLICE

## MISSION STATEMENT

To provide outstanding police services, in partnership with the community,  
to maintain a safe environment that contributes to the quality of life.

# City of Excellence

## PERFORMANCE MEASURES

MEASURE	BENCHMARK*	FY 11-12 TARGET	FY 11-12 ACTUAL	FY 12-13 TARGET	FY 12-13 ACTUAL	FY 13-14 TARGET
<b>*Crime Rate</b>						
Major Crimes Rate		30.78	26.02	29.25	26.01	27.41
Violent Crime Rate		2.02	1.38	1.77	1.38	1.57
Property Crime Rate		28.77	24.63	27.48	24.63	25.85
<b>**Traffic Safety</b>						
Crashes	Benchmark City Survey	5186	4977	4973	5087	4931
Crash Injuries		2249	2061	2117	2070	2074
Fatalities		10	10	10	9	9
<b>***Timely Response</b>						
Priority 1 Calls for Service		5.00	4.86	5.00	4.61	5.00
All Calls for Service		8.00	7.52	8.00	7.30	8.00
Quality of Service - Citizen Approval Rating		95%	91%	95%	95%	95%

## \*BENCHMARK RATIONALE

Benchmark City Survey- The Benchmark City Survey was originally designed in 1997 by a core group of Police Chiefs from around the country. The survey provides a wide range of information about each Department. With that information, the participating agencies can set better goals and objectives, and then compare their performance in the various areas.

\* The benchmark measure for Crime Rate is to maintain the Part I Uniform Crime Reporting offenses (violent crime and property crime that together are referred to major crimes) below the current 5-year average. The crime rates, including major crimes rate, violent crime rate, and the property crime rate is per 1,000 population.

\*\* The benchmark measure for Traffic Safety is to maintain crashes, crash injuries, and fatalities below the current 5-year average.

\*\*\* Timely Response is measured in minutes.



## PROPERTY STANDARDS

### MISSION STATEMENT:

Provide total quality customer service in an efficient manner through the education and implementation of city codes and ordinances that improve, enhance, and promote property values and support a level of health and safety essential to the wellbeing of the citizens of our community.

# City of Excellence

### PERFORMANCE MEASURES

MEASURE	BENCHMARK*	FY 11-12 TARGET	FY 11-12 ACTUAL	FY 12-13 TARGET	FY 12-13 ACTUAL	FY 13-14 TARGET
<b>Cases Processed</b>						
> Cases Opened		19,000	18,332	18,850	14,031	20,540
> Property Inspections		43,000	43,760	43,500	42,722	44,637
<b>Customer Contacts</b>		23,728	23,550	26,720	23,728	24,205
<b>Multi-Family Rental Program</b>	Previous Departmental Performance					
> Registrations		115/27,875	116/28,264	120/28,800	120/29,862	12/30, 326
> Inspections		2,915	3,190	5,625	4,704	5,455
> Fee Assessments		45	51	50	59	55
<b>Progressive Enforcement Actions</b>		1,325	1,207	1,500	1,302	1406
<b>Community Education, Service &amp; Outreach</b>		20	21	25	34	38

### \*BENCHMARK RATIONALE

**Cases Processed-** Initial inspections coincides with cases opened; re-inspections identifies case durations; case origination determines proactive to reactive percentages; occupancy status categorizes the owner to tenant activity ratio. Measure is instrumental in determining the effectiveness of departmental procedures and processes by annual statistical comparisons.

**Customer Contacts-** Public interactions; Measurements indicates utilization of existing contact methods

**Multi-Family Rental Program-** Registered multi-family rental developments provide essential information regarding ownership, number of buildings, dwelling units, etc; life safety inspections determine critical and non-critical violations as well as the overall percentages of dwelling units inspected.

**Progressive-Enforcement Actions-** Administration of enforcement activities require to gain compliance; determines the percentages of voluntary compliance to non-voluntary.

**Community Education, Service & Outreach-** measure gauges effectiveness of our overall message; partnership with the community and other city departments; networking opportunities and new program ideas.



**MISSION STATEMENT**

Plano Public Library System provides a welcoming, supportive environment for engaging our community, enriching lives, and educating minds.

# City of Excellence

**PERFORMANCE MEASURES**

MEASURE	BENCHMARK*	FY 11-12 TARGET	FY 11-12 ACTUAL	FY 12-13 TARGET	FY 12-13 ACTUAL	FY 13-14 TARGET
Checkouts / Circulation	4,500,000	3,800,000	3,909,121	4,000,000	3,882,165	4,000,000
Patron Traffic Count	2,000,000	1,400,000	1,482,546	1,400,000	1,491,854	1,400,000
Programming Attendance	117,000	105,000	104,644	104,000	104,946	104,000
Webpage Visits	1,000,000	No Target	N/A	N/A	853,942	900,000

**\*BENCHMARK RATIONALE**

Benchmarks are based on demographics and population. The similarities include size of service population, mean household income and level of education (percent high school graduates, percent bachelor degrees, percent graduate degrees). The rationale for choosing these library systems is that the customers in these service areas have similar expectations of their libraries and will use libraries in similar ways.



**MISSION STATEMENT**

Provide professional, courteous, and timely assistance to the citizens and emergency responders of the City of Plano.

# City of Excellence

**PERFORMANCE MEASURES**

MEASURE	BENCHMARK*	FY 11-12 TARGET	FY 11-12 ACTUAL	FY 12-13 TARGET	FY 12-13 ACTUAL	FY 13-14 TARGET
Number of incoming 9-1-1 calls answered	Previous Departmental Performance	144,883	150,508	147,007	160,196	156,000
Number of non-emergency calls answered		205,045	174,265	164,620	163,322	163,000
Average answer time-NENA standards		N/A	4 seconds	N/A	4 seconds	N/A
Police & Fire calls dispatched		222,000	234,455 Police 213,873 Fire 20,580	242,000	232,461 Police 210,169 Fire 22,292	N/A

**\*BENCHMARK RATIONALE**

The benchmarks for number of incoming 9-1-1 and non-emergency calls answered and police & fire calls dispatched are benchmarked against ourselves year to year, to measure activity. Also, our NENA standard is 90% all 9-1-1 calls answered within 10 seconds or less, following numbers:

FY 11-12 actual = 91% of 911 calls answered in 10 seconds or less.

FY 12-13 actual = 93% of 911 calls answered in 10 seconds or less.



## PUBLIC WORKS

### MISSION STATEMENT:

The Public Works Department is committed to providing excellent service to our citizens through trash and recycling services, water, sewer and drainage systems, and streets and alleyways for a safe and clean overall quality of life in Plano.

# City of Excellence

### PERFORMANCE MEASURES

MEASURE	BENCHMARK*	FY 11-12 TARGET	FY 11-12 ACTUAL	FY 12-13 TARGET	FY 12-13 ACTUAL	FY 13-14 TARGET
Utility Cuts Avg Turnaround Time Days		N/A	N/A	N/A	N/A	15
CRF Expenditures % Spent	Previous Departmental Performance	N/A	N/A	100%	84%	100%
Sewer Mains Stoppages		0	15	0	5	0
Sewer Main Overflows		N/A	N/A	N/A	N/A	0%
Water Distribution System Loss	TCEQ - 12%	12%	11%	12%	11%	12%
Residential Diversion Rate	Continuous Improvement toward's City's 40% Goal	0.4	0.383	0.4	0.393	0.4
Commercial Diversion Rate		0.3339	0.3257	36%	37%	41%
Maintenance dollars per Vehicle Equivalent Unit (VEU)	Previous Departmental Performance	\$1,600	\$1,522	\$1,600	1,676	1,600
Fleet Availability		0.95	0.953	95%	95%	95%



S U R V E Y   D A T A



# City of Excellence

Reasons most impacting a business's decision to stay in the City of Plano for the next 10 years (Sum of Top 3 Choices).

	Number	Percent
Access to the major highway system	137	34.2%
Low crime rate	126	31.4%
None chosen	101	25.2%
Overall image of the City	79	19.7%
Proximity of businesses that are important to your business	75	18.7%
Availability of telecommunications, utilities	71	17.7%
Level of taxation	59	14.7%
Attitude of local government	48	12.0%
Quality of local schools	47	11.7%
Availability of trained employees	40	10.0%
Availability of local economic incentives	29	7.2%
Availability of public transportation	25	6.2%
Availability of quality housing and other amenities	20	5.0%
Access to airports	17	4.2%
Availability of parks and open space	12	3.0%
Availability of libraries, arts, and cultural amenities	8	2.0%
<b>Total</b>	<b>894</b>	

Physical appearance of business area.

	Number	Percent
Very Poor	3	0.7%
Poor	9	2.2%
Average	58	14.5%
Good	139	34.7%
Very Good	188	46.9%
Don't Know / Unsure	4	1.0%
<b>Total</b>	<b>401</b>	<b>100%</b>



# City of Excellence

Sources currently used to obtain and/or receive information about the City of Plano.

	NUMBER		PERCENT	
	Citizen	Business	Citizen	Business
City of Plano website	365	67	82.2%	16.7%
City's "Fix it" program	26	N/A	5.9%	N/A
Email	132	202	29.7%	50.4%
Roundtables/Workshops/Forums	29	18	6.5%	4.4%
City Council meetings	32	N/A	7.2%	N/A
Plano Tv	35	11	7.9%	2.7%
Facebook, Twitter, Social Media	27	48	6.1%	11.9%
Newsletters/Brochures	203	19	45.7%	4.7%
Direct Mail	N/A	186	N/A	46.4%
Personal call	N/A	58	N/A	14.5%
Business forums	N/A	16	N/A	4.0%
Other	46	8	10	2.0%



**Plano Multicultural  
Outreach Roundtable**



CITIZEN & BUSINESS SURVEY SUMMARY - SERVICES

City of Excellence

	VERY SATISFIED		SATISFIED		NEUTRAL		DISSATISFIED		VERY DISSATISFIED		DON'T KNOW	
	Citizen	Business	Citizen	Business	Citizen	Business	Citizen	Business	Citizen	Business	Citizen	Business
Police Services	46.8%	67.6%	32.9%	16.0%	10.1%	2.5%	1.6%	1.2%	1.8%	0.0%	6.8%	12.7%
Fire Services	50.0%	57.1%	24.5%	17.2%	6.3%	5.5%	0.0%	1.0%	0.5%	0.7%	18.7%	18.5%
Emerg. Medical	42.7%	50.9%	22.8%	15.2%	7.7%	3.2%	0.0%	0.0%	0.5%	0.2%	26.4%	30.4%
Street Maintenance	19.2%	45.1%	47.6%	32.4%	18.5%	11.2%	11.1%	3.5%	2.0%	1.0%	1.6%	6.7%
Trash services	41.0%	47.6%	41.9%	24.9%	9.2%	6.5%	5.6%	4.2%	9.0%	0.7%	1.4%	16.0%
Street Drainage	29.3%	54.1%	40.3%	27.2%	15.8%	8.7%	3.4%	2.2%	1.4%	2.0%	9.9%	7.5%
Water/Wastewater	31.1%	36.4%	43.5%	22.7%	14.9%	7.2%	5.4%	1.5%	1.4%	0.7%	3.8%	31.4%
Customer Service	31.1%	36.7%	34.5%	19.7%	16.9%	6.0%	1.4%	1.2%	1.1%	0.0%	15.1%	36.4%
Code Enforcmnt.	17.1%	39.4%	33.6%	19.2%	23.6%	6.7%	6.3%	3.7%	3.2%	2.7%	16.2%	28.2%
Street Cleanliness	29.3%	N/A	50.0%	N/A	11.9%	N/A	6.3%	N/A	1.6%	N/A	0.9%	N/A
City Comm.	29.1%	N/A	47.5%	N/A	15.3%	N/A	3.0%	N/A	0.2%	N/A	4.7%	N/A
Park Maintenance	33.0%	N/A	48.1%	N/A	10.4%	N/A	2.7%	N/A	0.7%	N/A	5.2%	N/A
Rec. Programs	34.2%	N/A	38.1%	N/A	11.7%	N/A	2.5%	N/A	0.9%	N/A	12.6%	N/A
Library Services	47.3%	N/A	31.8%	N/A	9.7%	N/A	1.8%	N/A	0.9%	N/A	8.6%	N/A
Municipal Court	17.1%	N/A	28.2%	N/A	18.2%	N/A	1.4%	N/A	37.0%	N/A	34.5%	N/A
Animal Services	21.2%	N/A	29.7%	N/A	19.1%	N/A	1.6%	N/A	1.6%	N/A	26.8%	N/A
Build. Div. Perm.	N/A	22.2%	N/A	15.5%	N/A	7.0%	N/A	1.7%	N/A	1.5%	N/A	52.1%
Building Inspect.	N/A	36.7%	N/A	16.5%	N/A	6.5%	N/A	2.5%	N/A	1.5%	N/A	36.4%
Planning & Zoning	N/A	26.7%	N/A	15.7%	N/A	8.0%	N/A	1.5%	N/A	1.0%	N/A	47.1%
Recycling Serv.	N/A	38.2%	N/A	19.2%	N/A	7.0%	N/A	2.5%	N/A	2.2%	N/A	30.9%
Traffic Enforcmnt.	N/A	50.6%	N/A	21.2%	N/A	6.5%	N/A	2.7%	N/A	0.0%	N/A	19.0%

# City of Excellence

	NUMBER		PERCENT	
	Citizen	Business	Citizen	Business
Police Services	394	199	88.7%	49.6%
Fire Services	342	88	77.0%	21.9%
Emergency medical services	235	116	52.9%	28.9%
Street maintenance	142	140	32.0%	34.9%
Trash services	155	106	34.9%	26.4%
Street Drainage	20	29	4.5%	7.2%
Water and Wastewater Services	103	52	23.2%	13.0%
Customer Service	17	16	3.8%	4.0%
Code Enforcement	40	40	9.0%	10.0%
Building Division Permitting	N/A	29	N/A	7.2%
Building Inspections	N/A	39	N/A	9.7%
Planning and Zoning	N/A	33	N/A	8.2%
Recycling Services	N/A	34	N/A	8.5%
Traffic Enforcement	N/A	40	N/A	10.0%
Cleanliness of street	81	N/A	32.0%	N/A
City communication	15	N/A	3.4%	N/A
Maintenance of City Parks	45	N/A	10.1%	N/A
Recreation programs	26	N/A	5.9%	N/A
Library services	55	N/A	12.4%	N/A
Municipal Court Services	11	N/A	2.5%	N/A
Animal Services	16	N/A	3.6%	N/A

In general, how satisfied are you with the overall quality of services provided by the City of Plano?

	VERY SATISFIED		SATISFIED		NEUTRAL		DISSATISFIED		VERY DISSATISFIED		DON'T KNOW	
	Citizen	Business	Citizen	Business	Citizen	Business	Citizen	Business	Citizen	Business	Citizen	Business
Overall Satisfaction	32.3%	13.7%	57.3%	33.7%	7.7%	47.4%	0.2%	2.2%	0.9%	50.0%	1.6%	2.5%

# City of Excellence

	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	DON'T KNOW
Overall value that you received for your City taxes and fees	24.3%	47.3%	19.4%	4.5%	2.0%	2.5%
Overall quality of life in Plano	43.7%	48%	6%	2%	1%	1%

How do you feel the appearance of your neighborhood has changed over the past three years?

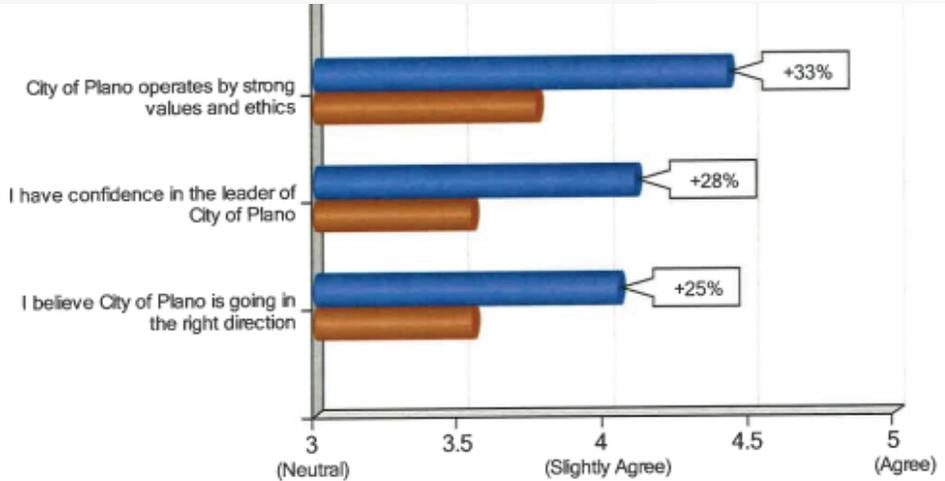
	NUMBER	PERCENT
Improved	60	13.5%
Stayed the same	268	60.4%
Gotten worse	89	20.0%
Don't know / Unsure	27	6.1%
<b>Total</b>	<b>444</b>	<b>100.0%</b>



# EMPLOYEE SURVEY SUMMARY

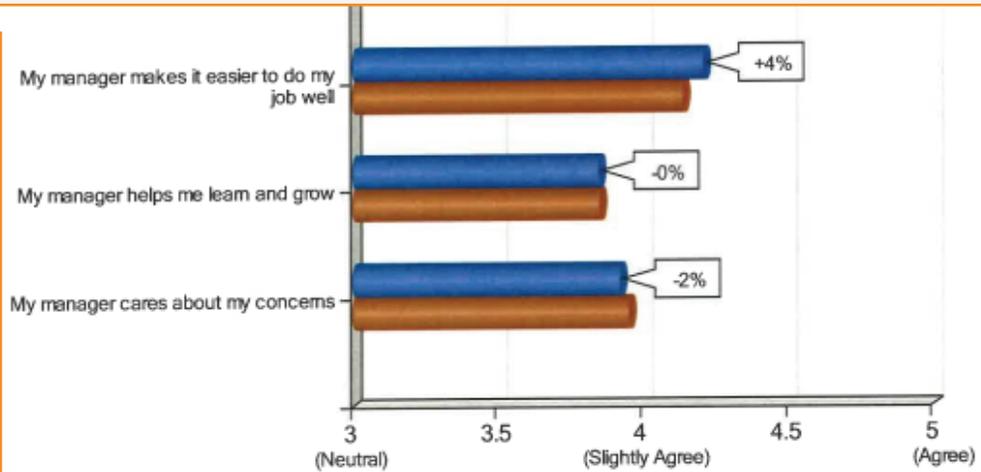
## Direction Average Scores of Statements - May 2013

- City of Plano
- Benchmark:  
Local Government  
2013



## My Manager Average Scores of Statements - May 2013

- City of Plano
- Benchmark:  
Local Government  
2013



## Workplace Average Scores of Top Statements - May 2013

- City of Plano  
Senior Manager Only
- Benchmark:  
Local Government  
2013,  
Senior Manager Only

