

## PLANO CITY COUNCIL

**WILL CONVENE INTO EXECUTIVE SESSION, AT 7:00 P.M., ON MONDAY, APRIL 4, 2011, FOLLOWED BY SPECIAL CALLED SESSION IN THE PLANO MUNICIPAL BUILDING, TRAINING ROOM A, 1520 K AVENUE, IN COMPLIANCE WITH VERNON'S TEXAS CODES ANNOTATED, GOVERNMENT CODE CHAPTER 551 (OPEN MEETINGS ACT), AS FOLLOWS:**

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

### **EXECUTIVE SESSION**

Legal Advice

Wetherbee

- EMS Billing Disputes
- Economic Development Services

### **SPECIAL CALLED SESSION**

**The Fiscal Year 2011-12 Budget Process to include Staff presentation and City Council discussion on the City's financial and budget organizational structure, operations and related policies and practices.**

- |    |   |              |
|----|---|--------------|
| A. | Opening Remarks   | Glasscock    |
| B. | Discussion on the City of Plano's Financial Policies  | Tacke/Rhodes |
| C. | Bond Rating Discussion  | Tacke        |
| D. | Overview of Governmental, Debt, Enterprise and Internal Services Funds and Budgetary Impact | Rhodes       |
| E. | Ad Valorem Tax Rate Overview  | Rhodes       |
| F. | Conclusion/Next Steps   | Glasscock    |

**In accordance with the provisions of the Open Meetings Act, during Special Called Sessions, agenda items will be discussed and votes may be taken where appropriate. The City Council may convene into Executive Session to discuss posted items in the session as allowed by law.**

***Municipal Center is wheelchair accessible. A sloped curb entry is available at the main entrance facing Avenue L, with specially marked parking spaces nearby. Access and special parking are also available on the north side of building. Training Room A is located on the first floor. Requests for sign interpreters or special services must be received forty-eight (48) hours prior to the meeting time by calling the City Secretary at 972-941-7120.***

**CITY OF PLANO POLICIES AND PROCEDURES**

300.000

**Department Name:** Finance  
**Procedure:** Financial Policies

**Effective Date:** 07/08/1991  
**Revision Date(s):** 11/13/2000, 6/30/06

**I. Purpose**

The City of Plano has an important responsibility to its citizens to carefully account for public funds, to manage municipal finances wisely, and to plan for the adequate funding of services desired by the public, including the provision and maintenance of public facilities. These policies are designed to establish guidelines for the fiscal stability of the City of Plano, and provide guidance for the City Manager in the role as Chief Executive Officer for the City.

**II. Policy**

These policies shall be reviewed and updated periodically, and will be presented to the City Council for approval of any significant changes.

**III. Accounting Policies**

**A. Basis of Accounting**

The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles applicable to state and local governments. The City's accounting and reporting policies conform to these generally accepted accounting principles (GAAP). The following represent the more significant accounting and reporting policies and practices used by the City.

**1. Governmental Funds**

The modified accrual basis of accounting is followed by the governmental funds. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 30 days of the end of the current fiscal period. Expenditures, other than interest on long-term debt, are recorded when the related fund liability is incurred, if measurable. Interest on long-term debt is recorded when due.

Governmental funds are generally used to account for tax supported activities. The focus of governmental fund measurement is upon determination of financial position and changes in financial position (sources, uses, and balances of financial resources) rather than upon

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net income. The following is a description of the City's governmental funds:

- a. The General Fund accounts for several of the City's primary services (Police, Fire, Public Works, Libraries, Parks and Recreation, etc.)
- b. The Debt Service Fund accounts for the resources accumulated and payments made for principal and interest on the long-term general obligation debt of governmental funds.
- c. Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed for specific purposes other than debt service or capital projects.
- d. Capital Projects Funds account for resources to be used for the acquisition and construction of major capital facilities and other capital assets.

Ad valorem, franchise and sales tax revenues recorded in the General Fund and ad valorem tax revenues recorded in the Debt Service Fund are recognized under the susceptible to accrual concept. Licenses and permits, charges for services, fines and forfeitures, contributions, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received. Investment earnings are recorded as earned since they are measurable and available.

In applying the susceptible to accrual concept to intergovernmental revenues, the legal and contractual requirements of the numerous individual programs are used as guidance. Intergovernmental grant revenues are recognized when all eligibility requirements have been met. Additionally, funds received in advance for which all eligibility requirements have not been met are considered deferred revenue.

When both restricted and unrestricted resources are available for use, it is the government's policy to use restricted resources first, and then unrestricted resources as needed.

Paving assessments in the Capital Projects Funds are recorded as revenues when cash is received. The assessments are due in annual

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installments, including interest, over a four- to eight-year period. The assessments are measurable when assessed but are generally not available for use when assessed. The assessments not collected are recorded as deferred revenue.

**2. Proprietary Funds, Pension Trust Fund and Postemployment Benefits Trust Funds**

All proprietary funds, and the pension trust and postemployment benefits trust funds, are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included on the balance sheet. Fund equity (i.e., net total assets) is segregated into contributed capital and retained earnings components. Proprietary fund-type operating statements present increases (e.g., revenues) and decreases (e.g., expenses) in net total assets. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations.

The principal operating revenues of the City's enterprise funds are charges to customers for sales and services. These funds include water and sewer, environmental waste services, municipal drainage, civic center, municipal golf course, property management, and recreation revolving funds.

Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governmental units, generally on a cost reimbursement basis.

Operating expenses for the enterprise funds and internal services funds include the costs of sales and services, administrative expenses, and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

The focus of proprietary funds measurement is upon determination of operating income, changes in net assets, financial position, and cash flows, which is similar to businesses.

The City applies all GASB pronouncements as well as the Financial Accounting Standards Board (FASB) pronouncements issued on or

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before November 30, 1989 unless those pronouncements conflict with or contradict GASB pronouncements.

**3. Agency Funds**

Agency Funds are custodial in nature and do not involve measurement of results of operations.

**B. Cash**

Cash is defined as coin, currency, checks and credit card transactions. The City has established internal control procedures and uniform policies and procedures for the proper handling, documenting, reporting and balancing of cash received by the City. The intent of the procedures is to ensure all cash is properly controlled, managed, secured and reported.

Cash handling procedures are detailed in City of Plano Policies and Procedures 301.000.

**C. Property Taxes**

The City's property tax is levied each October 1 on the assessed value listed as of the prior January 1 for all real and business personal property located in the City. The property taxes attach as an enforceable lien on property as of January 1. Appraised values are established by the Central Appraisal Districts of Collin and Denton Counties at 100% of estimated market value and certified by the Appraisal Review Boards.

The value of property within the appraisal district must be reviewed every five years; however, the City, at its own expense, requires annual reviews of appraised values. The City may challenge appraised values established by the appraisal district through various appeals, and, if necessary, legal action. Under this system, the City sets tax rates on City property. However, if the effective tax rate, excluding tax rates for bonds and other contractual obligations, adjusted for new improvements, exceeds the rate for the previous year by more than 8%, qualified voters of the City may petition for an election to determine whether to limit the tax rate to no more than 8% above the tax rate of the previous year.

Taxes are due October 1 and become delinquent after the following January 31. Penalty and interest is charged at 7% on delinquent taxes beginning February 1, and increases each month to 18% on July 1.

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Property taxes at the fund level are recorded as receivables and deferred revenues at the time the tax levy is billed. Current year revenues recognized are those ad valorem taxes collected within the current period or soon enough thereafter to pay current liabilities, generally thirty days after year-end.

The City is permitted by Article XI, Section 5, of the State of Texas Constitution to levy taxes up to \$2.50 per \$100 of assessed valuation for general governmental services including the payment of principal and interest on general obligation long-term debt.

**D. Receivables and Payables**

**1. Accounts Receivable**

The City has established establish rules and regulations for issuance and collection of invoices. Every effort is made to ensure efficient invoicing of customers, prompt recording of payments received, and establish appropriate methods of collection. The accounts receivable policy is detailed in City of Plano Policy and Procedures 300.000.

**2. Accounts Payable**

The City has established rules and regulations for payment of invoices while making every effort to ensure the efficient disbursement of funds, maximize prompt payment discounts, minimize late payment penalties and encourage good relations with citizens, vendors and other departments throughout the City. Accounts payable policies, including the City's travel policy, are detailed in Policies and Procedures 320.000 and 321.000.

**E. Inventories**

Inventories of supplies are maintained at the City warehouse for use by all the City funds and are accounted for by the consumption method. They are valued at the lower of moving average (i.e., perpetual inventory) cost or market. Unit prices are adjusted as new inventory is added, thus the moving average cost closely represents the cost of goods sold. Other inventories are stated at the lower of cost (first-in, first-out method) or market.

**F. Prepays**

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Prepaid items are payments made by the City in the current year to provide services occurring in the subsequent fiscal year. A reserve for prepaid items is recognized in the governmental funds in the fund level financial statements to signify that a portion of fund balance is not available for other subsequent expenditures.

**G. Interfund Transactions**

Short-term advances between funds are accounted for in the appropriate interfund receivable and payable accounts. Long-term advances between funds are accounted for in the appropriate interfund receivable and payable accounts and fund balance is reserved for these amounts. All legally authorized transfers are appropriately treated as transfers and are included in the results of operations of both governmental and proprietary funds. Nonrecurring or non-routine transfers of equity between funds – for example, contribution of capital assets to a proprietary fund or transfers of residual balances of discontinued funds to other funds – are accounted for as transfers.

**H. Capitalization Policy – Capital Outlay**

Capital outlay or fixed asset is used to refer to land, buildings, equipment, and improvements other than buildings acquired by a government for use in the provision of goods or services to citizens. It is incumbent upon department head managers to maintain adequate control over all of a department's assets, including its fixed assets, to minimize the risk of loss or misuse. Fixed asset definitions and policies and procedures are detailed in City of Plano Policies and Procedures 310.000.

**I. Cost Allocation Plan**

The City implemented an Activity Based Costing (ABC) Plan to identify costs and ineffective activities, provide budget planning, improve efficiency and provide managers with an analysis of workload responsibilities in their area. The plan is designed to identify the true costs of activities and services and allocate them across specific funds and departments.

The plan is updated annually.

**J. Compensated Absences**

City employees are granted vacation and sick leave in varying amounts. Upon termination, employees who have completed at least 5 years of employment will

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be paid up to 60 days of accumulated vacation. Police and firemen are reimbursed upon termination up to a maximum of 90 days accumulated sick leave as required by State Civil Service law. All other full time City employees with five or more years of service are reimbursed up to 90 days accumulated sick leave upon termination. Sick leave in excess of 90 days is not paid upon termination, but will be paid upon illness while in the employ of the City. Accumulated vacation and sick leave is accrued when incurred in the government-wide and proprietary financial statements.

**K. Federal and State Grants**

The City shall seek a fair share of available State and Federal financial support unless conditions attached to that assistance are contrary to the City's interest. Prior to applying for and accepting intergovernmental aid, the City will examine the matching requirements so that the source and availability of these funds may be determined before grant application is made. The City shall also assess the merits of a particular program as if it were funded with local tax dollars. Local tax dollars will not be used to make up for losses of intergovernmental aid without first reviewing the program and its merits. Any "brand specific" grant application must be pre-approved by the Purchasing Department prior to a grant being requested. Grant procurement procedures are detailed on City of Plano Policies and Procedures 336.000.

Federal and State grant money is subject to the Single Audit Act and will be audited by the City's external auditors. Specific procedures apply to all grant expenditures in accordance with the Act. All grants and supporting documentation must be reported to the Accounting Department to determine appropriate classification of fund, compliance with governmental guidelines and proper reporting.

Grants and shared revenues are generally accounted for within the fund financed. Federal grants include American Recovery and Reinvestment Act Grant, Community Development Block Grant funds, Department of Homeland Security Grant and several police grants, which are accounted for within the Grant Fund (Special Revenue). Various state grants are included in the Grant Funds, General Fund and Capital Projects Funds (Street Improvements). Grant revenues received for purposes normally financed through the general government are accounted for within the General Fund and those for specific purposes in the proprietary fund.

**L. Long-Term Debt**

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General Obligation Bonds issued for general government capital projects that are to be repaid from tax revenues of the City are recorded in the government-wide statement of net assets. Revenue Bonds issued for Proprietary Fund assets that are to be repaid by the Proprietary Fund are recorded in the Proprietary Funds.

Revenue Bonds have been issued to fund capital projects of Proprietary Funds. Such bonds are to be repaid from the net revenues of the applicable Proprietary Fund. To date, Revenue Bonds have been issued for water and wastewater purposes and for municipal drainage improvements. Tax Anticipation Notes have been issued to fund permanent public improvements related to public safety communications and network infrastructure in Internal Service Funds. Such notes are to be repaid from tax revenues of the City and are recorded in the government-wide Statement of Net Assets.

Bond premiums and discounts, as well as issuance costs, are deferred and amortized over the life of the bonds using the effective interest method in the government-wide financial statements. Bonds payable are reported net of the applicable bond premium or discount. Deferred gains and losses are amortized as a component of interest expense in a systematic and rational manner over the remaining life of the old debt or the life of the new debt, whichever is shorter. In the fund financial statements, issuance costs, as well as bond premiums and discounts are recognized when incurred.

**M. Retirement Plans**

**1. Texas Municipal Retirement System Plan**

The City provides pension benefits for all full-time employees through a nontraditional, joint contributory, hybrid defined benefit plan in the state-wide Texas Municipal Retirement System (TMRS). Benefits depend upon the sum of the employee's contributions to the plan, with interest, and the City-financed monetary credits, with interest.

**2. Retirement Security Plan**

On January 1, 1983, the City withdrew from the Federal Social Security system and created the Retirement Security Plan (RSP), a single-employer, defined benefit pension trust fund, to provide retirement benefits for all full-time employees. Funds shall be appropriated annually to provide for retirement benefit payments to employees of the City. The funds shall be held in a bank trust account and the portfolio shall be managed by a third party hired by the RSP Committee.

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**3. Deferred Compensation Plan**

The City offers its employees a deferred compensation plan created in accordance with Internal Service Code Section 457. The plan, available to all City employees, permits them to defer a portion of their salary until future years.

**4. Postemployment Benefits Trust Fund – 115 Trust**

On March 1, 2008, the City established a Section 115 Trust for the funding of health benefits to eligible retirees. Funds shall be appropriated annually to provide for retirement benefit payments to employees of the City. The funds shall be held in a bank trust account and the portfolio shall be managed by a third party hired by the Risk Pool Trustees.

**IV. External Audit**

**A. Auditor Responsibilities to the City Council**

City Charter Article 3 Section 3.14: “The City Council shall cause an annual audit to be made of the books and accounts of each and every department of the city.” Auditors are accountable to the City Council and will have access to direct communication with the City Council if the City staff is unresponsive to auditor recommendations or if the auditors consider such communication necessary to fulfill their legal and professional responsibilities.

**B. Auditor Rotation**

The City Council has deemed it advantageous, in Resolution No. 83-5-15(R), to appoint an auditor for a five-year term with such appointment to be rotated automatically to another auditor at the end of five years. The audit engagement shall be for five years, subject to annual review and approval by the City, the satisfactory negotiation of terms (including a price acceptable to both the City and the selected firm), and the annual availability of an appropriation.

**C. Auditor Selection Criteria**

The Auditor shall be selected on the basis of professional competence and experience using the following criteria:

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1. The Auditor shall be a certified public accountant licensed to practice within the State of Texas.
2. The Auditor shall have an understanding of the City's needs and its plans for the future.
3. The Auditor's approach shall be thorough, comprehensive, and tailored to the City's needs.
4. The Auditor's staff to be assigned to the audit shall have specialized government auditing training and should have experience in auditing municipal governments.
5. The audit firm shall have a demonstrated commitment to a state and local government audit practice. The firm shall have the appropriate resources available to apply to the audit engagement.
6. The fees proposed by the audit firm shall be reasonable in view of the type and quality of services the firm will be providing. An auditor shall not be selected solely on the basis of a fee. Auditing is a professional service that should not be purchased strictly on the basis of the lowest cost.

## **V. Financial Reporting**

### **A. Reporting Entity**

The financial statements of the City shall include all activities for which the City exercises oversight responsibility. The criteria considered in determining oversight responsibility includes the ability to significantly influence operations, selection of management, accountability for fiscal matters and financial interdependency. This generally includes all the funds established to conduct City business and boards or commissions appointed by City Council unless specifically excluded. A list of City funds is included on Attachment "A".

### **B. Reporting Frequency**

1. Comprehensive Annual Financial Report (CAFR) shall be submitted annually to present the results, financial position, and operations of the City for the prior fiscal year.

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2. Comprehensive Monthly Financial Reports (CMFR) will be presented to the City Council after the close of each month. Such reports will enable the City Council to be constantly informed of the financial status of the City.

## **VI. Operating Budget Policies**

### **A. Budget**

#### **1. Preparation of Annual Budget**

City Charter Article 9 Section 9.02: "The City Manager, between sixty (60) and ninety (90) days prior to the beginning of each fiscal year, shall submit to the council a proposed budget."

The operating budget for the City of Plano is the city's annual financial operating plan. The budget will be prepared by the City Manager, the Budget department, and with the cooperation of all city departments.

##### **a. Legislative role**

The City Council's role is to ensure that the needs of the citizens are met as far as possible with available municipal resources. It is Council's prerogative to assume a growth or no-growth budget, to set tax rates, to determine expenditure levels, and to incur bonded indebtedness to finance the needs of the municipality.

General principles the City should follow in fulfilling its budgetary role:

- (1) Council should be involved in developing overall budget policies and guidelines.
- (2) Council should receive all the information needed to gain a comprehensive understanding of the local financial condition.

##### **b. Develop policy guidelines prior to development of annual budget**

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The budget process will be coordinated to identify major policy issues for City Council consideration prior to the budget approval date so that sufficient analysis can contribute to informed decision making.

(1) Planning for service needs, the City Manager will endeavor to identify and anticipate needs for existing and new services in the community.

c. Adoption process

City Charter Article 9 Section 9.09: "The Budget shall be adopted by the favorable vote of a majority of the voting members of the whole City Council." At the time the City Manager submits the proposed budget, City Council shall fix the time and place of a public hearing on the budget. After the public hearing and all adjustments have been made to the budget, the Council shall vote on the adoption of the budget.

(1) Date of final adoption of the budget

City Charter Article 9 Section 9.10: "The budget shall be finally adopted not later than fifteen (15) days prior to the beginning of the fiscal year, and should the City Council fail to so adopt a budget, the then existing budget, together with its tax-levying ordinance and its appropriation ordinance, shall be deemed adopted for the ensuing fiscal year.

(2) Balanced budget requirement

City Charter Article 9 Section 9.14: "The total estimated expenditures of the general fund and debt service fund shall not exceed the total estimated resources of each fund." A budget shall be adopted by the legislative body and authorized by ordinance where the proposed resources (prior year fund balances plus current year revenues) are equal to or greater than the proposed expenditures.

**B. Forecasting**

1. The budgeting process for the annual budget necessitates the preparation of future projections of both revenues and expenditures. It

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should be recognized that the balanced budget requirement forces the conservative estimate of revenues and expenditures.

2. Inherent in the forecasting process is the identification of assumptions used in the forecasting calculations. A statement of assumptions should be included in the presentation of forecasts.

**C. Amending the Budget**

1. The City budget may be amended and appropriations altered, when determined to be a case of public necessity.
2. Budget adjustments, which are changes within appropriated amounts, are done during the fiscal year at the discretion of the City Manager.

**VII. Community Investment Program Policies**

**A. Capital Budget**

**1. Definitions**

The Community Investment Program (CIP) consists of the City's facilities and infrastructure.

- a. Facilities include any structures or properties owned by the City, the land upon which the facility is situated for the provision of City services, and the initial furniture, fixtures, equipment and apparatus necessary to put the facility in service. Facilities include, but are not limited to the following: administrative offices, parks, service centers and storage yards, recreation centers, libraries, fire stations, jails and courts, and water and sewer related structures.
- b. Infrastructure includes permanently installed facilities, generally placed underground or at-grade, which form the basis for the provision of City services. Typically included are thoroughfares, bridges, water and sanitary sewer lines, drainage channels, and storm sewers.
- c. The CIP describes planned facilities and infrastructure projects, including related professional services necessary to acquire, design and construct them.

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- d. The CIP typically does not include other capital outlay such as rolling stock, heavy equipment, furniture, fixtures, machinery and apparatus unless those items are necessary to place a new capital facility in to use. These items are generally managed through the annual operating budget and must meet the criteria specified in the annual budget preparation manual and instructions.

**2. Preparation**

A Community Investment Program shall be prepared for a period of five years with the first fiscal year of the plan being adopted as part of the annual budget. The Community Investment Program is reviewed annually for prioritization, based on analysis of the City's infrastructure. The City shall identify the estimated costs and funding sources for each capital project proposal and related operations and maintenance before the CIP is submitted to the Council for approval.

**3. Adoption Process**

A copy of the CIP and budget shall be made available to each council member and to the public prior to the Council discussions concerning the proposed program. A public hearing shall be held each year to allow any citizen to be heard for or against any project or the amount of any project contained therein. The CIP budget shall be adopted annually by majority vote of the City Council.

**4. Magnitude of CIP Expenditures Each Year**

The development of community investment expenditures shall be coordinated with the adoption of the annual operating budget.

**5. Financing**

All alternative financing possibilities shall be examined in addition to debt financing. If debt is issued, asset life should equal or exceed the life of the debt being incurred.

**B. Control**

**1. Use of Funds**

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All expenditures for capital projects must be appropriated in the CIP. The Budget Department must certify the availability of appropriated funds before a contract can be executed.

**C. Monitoring the Capital Budget**

**1. Project Progress Reporting**

Regular reports should be prepared on the progress of each active project in the Community Investment Program. The reports should contain data on each project, identifying any changes and the financial status of the project.

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**2. Project Review Process**

The review process should identify problems involving capital projects as early in the project development as possible. The review process shall involve periodic reports to administration and the City Council.

**3. Amending the Community Investment Program**

Once Council has approved the CIP by ordinance, substantial or material changes to the program shall be reviewed and approved by Council. Such changes will take the form of amending the CIP or supplemental appropriation, when required.

**D. Forecasts**

The budget process, both for the annual operating budget and the periodic community investment plan, requires that there is preparation of projections for both revenues and expenditures. It is recognized that the balanced budget requires the conservative estimate of revenues and expenditures.

Inherent in the forecasting process is the identification of assumptions used in the forecasting calculation. A statement of assumptions should be included in the presentation.

**E. Bond Referendum**

In developing cost impact information on possible bond referenda, information shall be developed and made generally available to Council and Voters which includes:

1. Definition of terms
2. Assumptions used in preparing data with specific reference to interest rate and inflation rate.
3. Tax rate (or fee in the case of revenue bonds) impact and its effect on an "average" homeowner.
4. Retirement of existing bonds.
5. Description of each definable ballot proposal.

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6. Time period for which a program is planned.
7. Expected bond term, and total cost, including interest for the period during which the bonds will be outstanding.
8. Incremental increase in operations and maintenance cost for the year in which the project is constructed or completed.

**F. Issuance of Bonds**

City Charter Article 9 Section 9.22: "The City of Plano shall have the power to issue bonds and levy a tax to support the issue for permanent improvements and all other lawful purposes as provided by statutes of this state and upon proper election of the citizens of this City when required."

**VIII. Asset Management Policies**

**A. Investments**

**1. Responsibility and Control**

Management responsibility for the investment program is delegated to the Director of Finance, who shall also establish written procedures for the operation of the investment program, consistent with the City's investment policy.

**2. Eligible Investments**

Funds for the City of Plano, Texas, must be invested per the provisions of the Public Funds Investment Act of 1987, as amended in 1995, 1997, 1999, 2003, 2005, 2007 and 2009 and the City's investment policy. Examples of allowable investments include the following instruments:

- a. Obligations, including letters of credit, of the United States or its agencies and instrumentalities;
- b. Direct obligations of the State of Texas or its agencies and instrumentalities;
- c. Other obligations, the principal of and interest on which are unconditionally guaranteed or insured by, or backed by the full

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faith and credit of, the State of Texas or the United States or their respective agencies and instrumentalities:

- d. Obligations of states, agencies, counties, cities and other political subdivisions of any state having been rated as to investment quality by a nationally recognized investment rating firm and having received a rating of not less than A or its equivalent;
- e. Certificates of deposit;
- f. Fully collateralized repurchase agreements;
- g. Mutual funds, and;
- h. Eligible investment pools

**3. Objectives**

- a. Safety

Safety of principal is the foremost objective of the City of Plano. Each investment transaction shall be undertaken in a manner which seeks to ensure preservation of capital and avoidance of capital losses through securities defaults, or other risks.

- b. Liquidity

The City will maintain sufficient funds in state pools and bank accounts to cover daily operating cash needs. Due to the changing requirements of cash flow caused by factors not totally within the control of the City's Investment Officer, the ability to convert a security into cash may be considered. This transaction should occur rarely and promptly and with minimum risk of loss of principal and accrued interest.

- c. Yield

Investments of the City of Plano shall be acquired in a manner designed to attain the maximum rate of return throughout budgetary and economic cycles, taking into account constraints on safety of principal, liquidity, investment instruments and cash flow characteristics of our transactions, and safety of principal.

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d. **Risk of Loss**

All participants in the investment process shall seek to act responsibly as custodians of the public trust. Investment officials shall avoid any transactions that might impair public confidence in the City's ability to govern effectively. The governing body recognizes that in a diversified portfolio, occasional measured losses due to market volatility are inevitable, and must be considered within the context of the overall portfolio's investment return provided that adequate diversification has been implemented.

**B. Cash Management**

1. **Cash Flow Analysis and Projections**

- a. Revenue and expenditure projections are reviewed daily for validity of assumptions, new information, and accuracy of seasonal and/or periodic fluctuations.
- b. Expenditure projections, especially for capital projects, accounts payables, special payroll, debt service payments and North Texas Municipal Water District payments, should be provided in a timely manner.
- c. Long-term and short-term investment strategies should be systematically reviewed to insure compliance with the current City Investment Policy strategy, guiding decision making in general and insuring that appropriate revisions be made as needed.
- d. The City's cash flow shall be managed to maximize the cash available to invest.

**C. Investment Performance**

1. **Comprehensive Monthly Finance Report**

Each month a financial report on the City's monthly investment performance and activities will be presented to the City Council by the City Manager.

2. **Quarterly Investment Report**

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On a quarterly basis, the City Manager or his designee is required per the Public Funds Investment Act, to prepare a quarterly report that summarizes investment activity for each City pooled fund group. The report must be prepared in compliance with generally accepted accounting principles, and include beginning and ending market values, additions and changes to the market value and fully accrued interest for the reporting period.

**3. Investment Policy**

State law requires the City of Plano to annually adopt a written Investment Policy. The policy must comply with the state Public Funds Investment Act and set forth the City's policy regarding investment of public funds.

**D. Interest Income**

Interest earned from the investment of City money shall be allocated by fund, based on each fund's monthly average fund balance.

**E. Debt Management**

**1. Uses of Debt**

Debt shall not be used for operating purposes. No debt shall be in existence for longer than the useful life of the capital investment for which the debt was incurred.

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**2. Financing Alternatives**

The City of Plano will examine all financial alternatives in addition to long-term debt, pay-as-you-go, joint financing, reserve funds, lease-purchase, authorities and special districts, special assessments, state and federal aid, certificates of obligation, tax increment, and internal borrowing from other funds.

**3. Credit Ratings and Disclosure**

The City of Plano will adhere to recommended disclosure guidelines as endorsed by the Public Securities Association, the Government Finance Officers Association, the Municipal Securities Rulemaking Board, the Governmental Accounting Standards Board, and the nationally recognized municipal securities information repository ("NRMSIR") and any state information depository ("SID") that is designated by the State of Texas and approved by the staff of the United States Securities and Exchange Commission (the "SEC"). SEC Rule 15c2-12 defines disclosure required by the SEC.

**4. Debt Capacity**

The City of Plano will adhere to tax debt limitations as set forth in the Texas Constitution and the Texas Administrative Code as noted. The applicable citations read as follows: Home Rule Cities and General Law Cities of over 5,000 population are limited to a maximum total tax rate authorization of \$2.50 per \$100 valuation (Article XI, Section 5), and a bond allowable maximum of \$1.50 (Article XI, Section 4)

**5. Debt Management Analysis**

The City will analyze the following factors when considering additional issuance of debt:

- a. Capital improvement planning to determine funding levels needed
- b. Cost of debt in relation to resources
- c. Multi-year planning impact
- d. Debt service forecasts

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- e. Length of debt maturities
- f. Debt payment structure – level, front-loaded
- g. Overlapping debt impact
- h. Future debt issuance impact
- i. Other capital funding sources
- j. Pay-as-you-go financing
- k. Structure of issuance – variable or fixed rate, term
- l. Influence on credit rating

**6. Bond Issuance Advisory Fees and Costs**

The City shall be actively involved in the selection of all financial advisors, underwriters, paying agents, and bond counsel. The City will evaluate the merits of rotating professional advisors and consultants and the various services and fee structures available from independent financial advisors, investment banking firms, and commercial banks. The City shall carefully review all costs associated with the issuance of bonds.

**IX. Revenue Management Policies**

**A. Taxes**

**1. Property Tax**

- a. Reduce Reliance on Property Tax

The City will try to reduce reliance on the residential property tax by:

- (1) seeking and developing additional revenue sources

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(2) attempting to expand and diversify the City tax base with commercial and industrial development

b. **Abatement**

The City of Plano will give consideration to providing tax abatement as a stimulation for economic development in Plano. Nothing herein shall imply or suggest that the City of Plano is under any obligation to provide tax abatement to any applicant. All applicants shall be considered on a case-to-case basis.

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c. Collection Rate Projection

The City shall try to maintain as high a collection rate as possible. All delinquent taxes will be aggressively pursued.

d. Tax Assessment

The City of Plano shall monitor the appraisal procedures of the Collin County and Denton County Tax Appraisal Districts and provide necessary input to assure the sound appraisal procedures are maintained.

**B. User Fees and Charges**

**1. Fee Increases/Reviews**

Fees and charges should be reviewed periodically, to identify the impact of inflation, other cost increases, whether the fees recovered are providing adequate coverage for costs of services delivered, and current competitive market rates. The City shall revise user fees and charges when necessary.

**2. Indirect/Direct Cost (Fees)**

For services associated with a user fee or charge, the direct and, if possible, indirect cost of that service should be offset by a fee.

**3. Fee Setting**

Fees and charges shall be set where possible so that those who directly benefit from a service pay for it.

**C. Utility Rates**

The City shall periodically review and adopt utility rates that will generate sufficient revenues to cover operating expenses, and other statutory or mandatory expenses.

**D. Intergovernmental Revenue Use of Grant Funds**

The City shall aggressively seek a fair share of available State and Federal financial support unless conditions attached to that assistance are contrary to

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the City's interest. Prior to applying for and accepting intergovernmental aid, the City will examine the matching requirements so that the source and availability of these funds may be determined before grant application is made. The City shall also assess the merits of a particular program as if it were funded with local tax dollars. Local tax dollars will not be used to make up for losses of intergovernmental aid without first reviewing the program and its merits.

**X. Financial Conditions, Reserves, and Stability Ratios Policies**

**A. Fund Balances**

**1. Minimum Fund Balances**

The City of Plano shall maintain a fund balance in the General Fund equal to 30 days of operating expenses and maintain a fund balance no less than 30 days of working capital in the enterprise funds, with the exception of Water and Sewer and the Sustainability & Environmental Services Fund. The Water and Sewer Fund shall maintain a fund balance of no less than 45 days of working capital and the Sustainability & Environmental Services Fund of no less than 15 days of working capital. The City of Plano's goal shall be to maintain an unreserved undesignated fund balance in the General Fund equal to 15% of revenues. In the General Obligation Debt Service Fund, an ending balance of at least 2.5% of the current year debt service levy shall be targeted.

**B. Risk Management (Insurance)**

**1. Risk Control**

The City shall make diligent effort to avoid or prevent loss of City assets and to reduce the City's exposure to liability. All reasonable options will be investigated to finance risk exposure. If risk is retained, reserves will be established based on actuarial determinations.

It shall be the policy of the City of Plano and its insurers to deny damage claims where the results of an investigation reveal that the officers and employees of the City of Plano were not negligent or did not cause or knowingly allow conditions to exist which resulted in a personal injury or damage to property.

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**2. Self Insured Risks**

The City shall maintain a self-insurance program for general liability, public officials' errors and omissions, police professional liability, property loss, and workers' compensation. An Internal Service Fund shall be established to pay claims and judgments, maintain loss reserves and to purchase insurance coverage as required. In regard to claims to be paid by the Fund, there shall be a per occurrence limit of \$1.0 million, and an annual aggregate of \$3.0 million to be paid from the cash reserves of the self-insurance Fund. Any claim amounts in excess of the proposed limitation shall be financed by some other alternative, either through the issuance of some type of debt, or the identification of another cash resource.

**3. Level of Risk Assumed**

The City shall maintain loss reserves and purchase insurance coverage as required. Claims for property loss over \$100,000 per occurrence and for Workers' Compensation over \$500,000 per occurrence shall be covered by private insurance companies, whenever possible.

**4. Transfer of Risk**

The City shall transfer risk where cost effective by purchasing insurance and requiring others (contractors) to carry insurance.

**5. Steering Committee**

Risk Management Steering Committee is established to assist the Risk Manager in administering the City's Risk Management Program. This committee will be comprised of the Deputy City Managers, City Attorney, Director of Finance, Director of Budget and Research and the Human Resource Director. The primary functions of this committee are to review and further develop the City's management and insurance coverage decisions, and to promote technical input into the risk management function. The Risk Manager is an ex officio member of the committee.

**C. Revenue Bonds Debt Service Coverage**

The City of Plano shall be in compliance with the minimum coverage ratio required by the revenue bond ordinances. The legal minimum debt coverage

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ratio is 150%, comparing net operating income to average annual debt service.

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**D. Reserves**

**1. Loss Fund**

The Loss fund shall account for the operation of a self-insurance program for general liability, public officials' errors and omissions, police professional liability, property loss and workers' compensation. Level of funding will be actuarially determined, and provided by an operating transfer from the operating funds on a prorated basis, based on historical incidence of claim activity.

**2. Equipment Replacement**

- a. The City shall maintain an Equipment Replacement Fund (ERF) for the replacement of major rolling stock and equipment. Funds will be transferred to the ERF based on depreciation of each new piece of equipment.
- b. The Equipment Replacement Fund collects depreciation from user departments during the life of rolling stock and major equipment. The reserved depreciation is then used to replace the vehicle/equipment, thus mitigating the impact on the annual operating budget.
- c. The Equipment Replacement Fund is developed, reviewed and approved as part of the City's annual operating budget.

**3. Health Claims**

The City shall maintain a fund for health claims to account for the provision of group accident and health insurance coverage for all City employees. In addition to the basic coverage provided, employees may purchase dependent coverage through payroll deductions. Coverage shall be financed by contributions from the City and through employee payroll deductions.

**4. Capital Reserves**

Reserve Funds will be established and maintained to support major maintenance of general obligation and revenue debt funded projects, for major rehabilitation, renovation, and replacement outlays, and for emergency or unplanned projects.

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**E. Pension Trusts - Retirement Security Plan**

Funding will be actuarially determined for the Retirement Security Plan (RSP) Fund, and funds shall be appropriated annually to provide for retirement benefit payments to employees of the City. The funds shall be held in a bank trust account and the portfolio shall be managed by a third party hired by the RSP Committee.

**F. Budget Contingency Plan**

The City shall maintain a contingency plan in order to respond to significant shortfalls within the City's budget. The plan shall outline an appropriate course of action which management should take in response to significant gaps between revenues and expenditures.

**G. Utility Franchise**

1. City Charter Article 10 Section 10.02: "The City Council shall have power by ordinance to grant, amend, renew and extend, all franchises of all public utilities of every character operating within the City of Plano. All ordinances granting, amending, renewing, or extending franchises for public utilities shall be read at two separate regular meetings of the City Council, and shall not be finally passed until 30 days after the first reading; and no such ordinance shall take effect until 30 days after its final passage; and pending such time, the full text of such an ordinance shall be published once each week for four consecutive weeks in the official newspaper of the City of Plano, and the expense of such publication shall be borne by the proponent of the franchise. No public utility franchise shall be granted for a term of more than twenty-five years nor be transferable except with the approval of the City Council expressed by ordinance.
2. City Charter Article 10 Section 10.03: "No value shall be assigned to any franchise granted by the City of Plano under this charter in fixing reasonable rates and charges for utility service within the City and in determining the just compensation to be paid by the City for public utility property which the City may acquire by condemnation or otherwise.

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**XI. Expenditure Control Policies**

**A. Appropriations**

The budget shall state the proposed expenditures and they shall be appropriated at the fund level when the budget is adopted. The City budget may be amended and appropriations adjusted in accordance with public necessity, as declared by the City Council.

**B. Purchasing**

All purchases and contracted services will be made in accordance with the City's purchasing procedures and applicable State laws. Unless specifically exempted or authorized by the Competitive Bid Statute, individual expenditures exceeding the competitive bid dollar limit may only be made on the basis of competitive sealed bids, competitive sealed proposals, request for proposals or by utilizing existing interlocal agreements for cooperative purchasing. Awarding or rejecting such is the sole right of the City Council.

Regardless of the contract amount, it is the intent of the City to diversify the selection of professional and consultant services through a fair and open process.

**C. Prompt Payment**

**1. Use of Discounts For Early Payment**

The City shall maximize any discounts offered by creditors, where considered cost effective.

**2. Payment Methods**

Invoices shall be paid within thirty (30) days of receipt in accordance with the prompt payment requirements of State law. Payments may be delayed in order to maximize the City's investable cash, if such a delay does not violate any payment terms.

**D. Central Control**

Significant vacancy (salary) or capital budgetary savings in any department may not be spent unless proper authorization has been obtained.

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**XII. Internal Audit Policies**

**A. Authorization**

Protection of public assets requires a systematic program for examining procedures and management controls. This examination promotes efficiency and encourages management compliance with laws and regulations. To accomplish these goals, the City Manager has recognized the need for an Internal Audit function.

**B. Mission**

Internal Audit examines and evaluates the activities of the City with a goal of assisting management, at all levels, in the effective discharge of its duties.

**C. Responsibilities of the Internal Auditor**

The Internal Audit Department performs audits listed in the Annual Internal Audit Plan and special assignments as required. Internal Audit is to make appropriate recommendations to management.

To maintain their independence, Internal Auditors should not engage in any activity which they would normally review and appraise.

**D. Responsibilities of Other Departments**

1. Internal controls are established by the Accounting Department.
2. Each department head and division manager is to ensure that:
  - a. Accounting guidelines, purchasing guidelines, and internal controls are implemented.
  - b. Internal controls are followed throughout their area.
  - c. Internal Audit recommendations are implemented.

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**E. Reporting**

**1. City Manager**

Internal Auditor reports to the City Manager and receives administrative direction from the City Manager.

**2. City Council**

The Council Finance Committee will review the proposed Work Program of the Internal Auditor each year. The Program will be developed in conjunction with the staff Internal Audit Committee. The Council Finance Committee will also receive a copy of the annual report prepared by the Internal Auditor. The annual report outlines the accomplishments of the Auditor. The City Manager, with discretion, may distribute individual Internal Audit Reports or findings to the Council Finance Committee, or the entire City Council.

**F. Internal Audit Committee**

The Internal Audit Committee shall be comprised of the City Manager, Deputy City Managers, Director of Finance and the Director of Budget and Research. The committee's primary duties are to:

1. Guide the general direction of audit effort.
2. Approve audit agenda.
3. Receive the final audit reports.
4. Recommend resolutions of significant non-concurrences to the City Manager.

This committee shall meet quarterly.

**XIII. Internal Control Policies**

**A. Internal Control**

1. **The City shall maintain an environment conducive to good internal control.**

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**2. Definitions**

Internal Control comprises the plan of organization and all of the coordinated methods and measures adopted within the City to safeguard its assets, check the accuracy and reliability of its assets, check the accuracy and reliability of its accounting data, promote operational efficiency, and encourage adherence to prescribed managerial policies. (This is the broad definition, recognizing that a “system” of internal control extends beyond those matters which relate directly to the accounting and finance functions. Source: AICPA SAS).

This broad definition can be subdivided into two components; accounting and administrative, as follows:

- a. Accounting controls comprise the plan of organization and all the methods and procedures that are concerned mainly with, and relate directly to, the safeguarding of assets and the reliability of the financial records.
- b. Administrative controls comprise the plan of organization and all the methods and procedures that are concerned mainly with operational efficiency and adherence to managerial policies and usually relate only indirectly to the financial records.

This policy is concerned primarily with the “Accounting Controls” and when the terms “internal controls” or “controls” are used, it is meant as Accounting Controls.

**3. Responsibilities**

The Accounting Department is responsible for designing appropriate controls for the departments and the departments are responsible for implementation. Inherent in these responsibilities is the recognition that the cost of internal control should not exceed the benefits expected to be derived. Also, internal controls may become inadequate as conditions change, thus requiring review and modification.

**4. Objectives**

To provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, and that transactions are executed in accordance with

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management's authorization and recorded properly to permit the preparation of general purpose financial statements in accordance with generally accepted accounting principles.

**5. Basic Elements of Internal Control**

a. Personnel

Objectives are dependent on competence and integrity of personnel, independence of assigned functions, and their understanding of prescribed procedures.

b. Computer Data Processing

Control over development, modification, and maintenance of computer programs; control over use and changes to data maintained on computer files; application controls, for example, edits that verify vendor numbers for check writing.

c. Segregation of Duties

Procedures designed to detect errors and irregularities should be performed by persons other than those who are in a position to perpetrate them.

d. Execution of Transactions

There is reasonable assurance that transactions are executed as authorized.

e. Recording of Transactions

To permit preparation of financial statements, transactions are recorded in the proper period, amounts, and classification.

f. Access to Assets

Both direct physical access and indirect access through preparation/processing of documents that authorize the use or disposition of assets be limited to authorized personnel.

g. Comparison of Recorded Accountability with Assets

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Comparison of actual assets with the recorded accountability, such as bank reconciliations and physical inventories.

Accounting will utilize these basic elements of internal control in formulating departmental plans suitable to each departments needs. An annual review of the plans will be performed and modifications made as required (or as a result of internal or external audits).

**ATTACHMENT "A"**

**City of Plano  
Functions Included with "Entity"**

<b>Fund</b>	<b>Description</b>	<b>Type</b>
1	General.....	Governmental
3	GO Debt Service .....	Governmental
12	Criminal Investigation .....	Special Revenue
13	Grant.....	Special Revenue
14	9 1 1 Wireline Fees .....	Special Revenue
15	Judicial Efficiency .....	Special Revenue
16	Industrial Revenue Bond Authority.....	Special Revenue
17	Intergovernmental Radio .....	Special Revenue
18	PTN Fund .....	Special Revenue
21	Senior Center Facilities .....	Capital Projects
22	Recreation Center Facilities .....	Capital Projects
23	Street Enhancements.....	Capital Projects
24	W&S CIP - Pay As You Go .....	Capital Projects
25	1991 Police & Courts Facility .....	Capital Projects
26	Municipal Drainage CIP.....	Capital Projects
27	1991 Library Facilities .....	Capital Projects
28	1991 Fire Facilities .....	Capital Projects
29	Municipal Equipment.....	Capital Projects
31	Municipal Facilities .....	Capital Projects
32	Park Improvements .....	Capital Projects
33	Street & Drainage Improvement.....	Capital Projects
34	Sewer CIP .....	Capital Projects
35	Capital Reserve.....	Capital Projects
36	Water CIP .....	Capital Projects
37	Property Acquisition .....	Capital Projects
38	Dart Local Assistance .....	Capital Projects
39	Spring Creekwalk .....	Capital Projects
41	Water & Sewer .....	Enterprise
42	Water & Sewer Debt Service.....	Enterprise
43	Drainage Debt Service .....	Enterprise
44	W&S Impact Fees Clearing.....	Enterprise
45	Sustainability & Environmental Services.....	Enterprise
46	Convention and Tourism .....	Enterprise
47	Municipal Drainage Utility.....	Enterprise
48	Municipal Golf Course.....	Enterprise
49	Property Management.....	Enterprise
51	Recreation Revolving .....	Enterprise
52	Park Service Area Fees .....	Capital Projects
53	Creative & Performing Arts Fac. ....	Capital Projects
54	Animal Control Facility.....	Capital Projects
55	Municipal Courts- Building Security .....	Special Revenue
56	911 Reserve Fund.....	Special Revenue
58	PC Replacement Fund.....	Internal Service
59	Service Center Facilities.....	Internal Service
60	Joint Use Facility .....	Internal Service
61	Equipment Maintenance.....	Internal Service
62	Technology Fund.....	Internal Service
64	Municipal Warehouse.....	Internal Service
65	Property/Liability Loss .....	Internal Service
66	Technology Services.....	Internal Service

67	Disaster Relief	
68	Animal Shelter Donations	
69	Collin Co. Seized Assets .....	Trust and Agency
71	Equipment Replacement .....	Internal Service
72	Retirement Security Plan .....	Pension Trust
73	Memorial Library .....	Trust and Agency
74	Developers' Escrow .....	Trust and Agency
75	Plano Economic Development Trust .....	Trust and Agency
76	Economic Development .....	Governmental-Discreet Presentation
77	Payroll .....	Trust and Agency
78	Health Claims .....	Internal Service
82	1990 G.O. Bond Clearing .....	Capital Projects
83	1990 C.O. Bond Clearing .....	Capital Projects
84	Rebate .....	Trust and Agency
85	1987 G.O. Bond Clearing .....	Capital Projects
86	1988-A G.O. Bond Clearing .....	Capital Projects
87	1988-B G.O. Bond Clearing .....	Capital Projects
88	1989-A G.O. Bond Clearing .....	Capital Projects
89	1989-B G.O. Bond Clearing .....	Capital Projects
91	115 Trust .....	Trust and Agency
92	1992 G.O. Bond Clearing .....	Capital Projects
93	1993A G.O. Bond Clearing .....	Capital Projects
94	1988 Revenue Bond Clearing .....	Capital Projects
95	1990 Revenue Bond Clearing .....	Capital Projects
96	1991 Revenue Bond Clearing .....	Capital Projects
97	Treasury Pool .....	Capital Projects
98	General Fixed Assets .....	Account Group
99	General Long-Term Debt .....	Account Group
101	1993A Revenue Bond Clearing .....	Capital Projects
102	1994 G.O. Bond Clearing .....	Capital Projects
103	1994 Municipal Drain Clearing .....	Capital Projects
104	1996 Municipal Drain Clearing .....	Capital Projects
105	1996 G.O. Bond Clearing .....	Capital Projects
106	1997 G.O. Bond Clearing .....	Capital Projects
107	1997 Mun. Drain Rev. Bond Clear .....	Capital Projects
108	1998 Mun. Drain Rev. Bond Clear .....	Capital Projects
109	1998 G.O. Bond Clearing .....	Capital Projects
110	1999 G.O. Bond Clearing .....	Capital Projects
190	2000 G.O. Bond Clearing .....	Capital Projects
210	1999 Mun. Drain Rev. Bond Clear .....	Capital Projects
220	2001 G.O. Bond Clearing .....	Capital Projects
230	2001 Tax Notes Clearing .....	Capital Projects
240	2001A G.O. Bond Clearing .....	Capital Projects
250	2001A Tax notes Clearing .....	Capital Projects
260	2001 Municipal Drainage Revenue Bond Clearing .....	Capital Projects
270	2003 G.O. Bond Refund/Clearing .....	Capital Projects
280	2003 Municipal Drainage Revenue Bond Clearing .....	Capital Projects
310	2005 G.O. Bond Clearing .....	Capital Projects
320	2005 Municipal Drainage Revenue Bond Clearing .....	Capital Projects
330	2007 Municipal Drainage Revenue Bond Clearing .....	Capital Projects
340	2008 Municipal Drainage Revenue Bond Clearing .....	Capital Projects

## Attachment "B"

### City of Plano Functions Excluded from "Entity"

<b>Fund</b>	<b>Description</b>
1	Plano Independent School District
2	North Texas Municipal Water District
3	Texas Municipal Retirement System
4	Plano Chamber Of Commerce
5	Plano Housing Authority
6	Community Credit Union
7	Friends of the Plano Library System
8	Crime Stoppers
9	Plano Public Library Foundation
10	City Employee Associations
11	Plano Cultural Arts Council
12	Parks Foundation
13	Heritage Farmstead Association
14	Information and Referral Center of Plano