

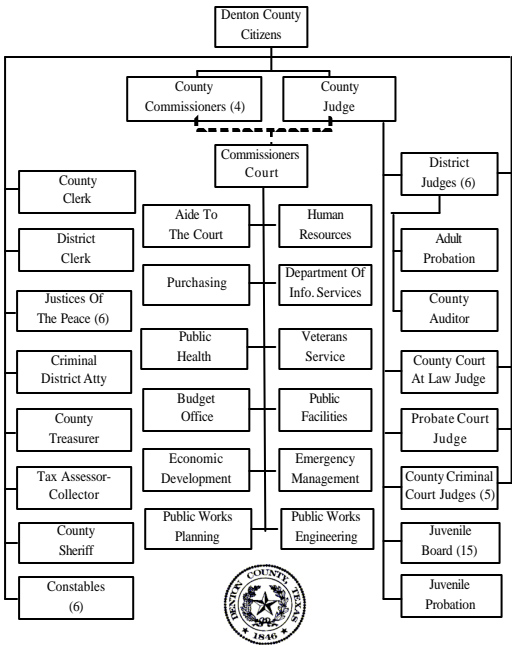
Denton County

*Fiscal Year
2003-2004*



Budget in Brief

DENTON COUNTY ORGANIZATION



Denton County Mission Statement

Denton County will be recognized as THE leader in local government through its excellent service to citizens and quality workforce. We will carry out our duties by respecting citizens, maintaining fiscal responsibility, demonstrating accountability, and fairly and equitably allocating resources.

Commissioners Court

| <u>Official</u> | <u>Name</u> | <u>Telephone</u> |
|-----------------------|-----------------|------------------|
| County Judge | Mary Horn | 940.349.2820 |
| Commissioner, Pct. #1 | Cynthia White | 940.349.2810 |
| Commissioner, Pct. #2 | Sandy Jacobs | 972.434.7140 |
| Commissioner, Pct. #3 | Bobbie Mitchell | 972.434.4780 |
| Commissioner, Pct. #4 | Jim Carter | 940.349.2801 |

FY 2003 - 2004 Organizational Goals

Strategic Planning

Continue the strategic planning process; Continue analysis of key strategic issues; Refine mission and vision statements; Development of an actual plan to address key issues and; Implementation of the first phase of the master space plan.

Manage Growth

Develop master plans that address all growth challenges of the county; Continue implementation of road bond issues and increase infrastructure for transportation needs; Continue to evaluate acquisition of land for future county facilities including satellite locations and; Continue needs assessment for phase-in of additional jail beds.

Promote Economic Development

Promote the location of new businesses and the retention and expansion of current businesses within the county to expand the tax base; Provide employment opportunities for Denton County residents and existing Denton County businesses; Augment county site development, labor and demographic database and mapping system to conduct site analysis for prospective businesses; Utilize marketing tools to promote the county's economic development program; Continue to enhance communications with cities, school districts, and chambers of commerce to promote economic development and; Continue to work with the Economic Development Commission to promote business retention and expansion.

Increase Communications with Citizens & Other Organizations

Continue to enhance communications and improve the quality of government services to the citizens of Denton County, community organizations, non-profit organizations and other governmental agencies including cities and school districts, by utilizing the Internet and other electronic media in the most cost effective manner.

Enhance Revenues

Continue acquiring contracts with other governmental entities to lease jail beds only if jail beds are available and anticipated to be so for a long period of time; Continue review of all fees collected for appropriate cost; Continue improving the collection rate of fees and fines; Maintain or improve tax collection rate for current and delinquent taxes and; Continue to analyze jail population and the affects that State jail projections will have on current revenues.

Improve Operational Efficiency and Productivity

Enhance e-government solutions and use digital technologies to transform government operations in order to improve effectiveness, efficiency and service delivery and; Continue to enhance computerization for departments; Continue development of policies, procedures, and systems to improve operational efficiency and reduce duplication; Review implementation and enhancement of performance measurements; Improve communication between departments through the use of Internet and Intra-Net services and; Strive for accountability and results based on performance including but not limited to performance goals and objectives that can be measured based on outcomes instead of inputs and outputs.

Improve Employee Environment and Compensation

Continue to review and enhance the STEP merit pay system and incentive programs for county employees, including market surveys, and other benefit options; Continue to review and enhance personnel policies; Encourage such qualities as flexibility to respond to non-ending changes, technological adeptness, recognition of societal diversity, an openness to continue learning, and the ability to inspire trust and promote ethical behavior and; Continue to encourage safety awareness among County employees. Locate additional possible employee benefits that do not necessarily originate from the county, but have a positive effect on county employees.

Financial Stability

Maintain or improve bond rating; Insure highest return on investments within established standards and procedures and; Continue with analysis of the effect of additional long-term debt.

Focus on Partnerships for Public Service

In order to carry out requirements or duties of County government, the County will continue to build on public/private and non-governmental partnerships in order to maximize public resources; Expand our horizons to include different types of mutual objectives such as inter-organizational services, transportation, health care, law enforcement, emergency services, general purchasing and future planning and; Together promote innovation in government by balancing competing values and demands

Prioritizing Expenditures

Expenditures will be prioritized to insure that all public funds are used effectively to benefit the citizens of Denton County, realizing that each member of the Commissioners Court is guided by their own philosophy and will bring that to the table during the budget discussion. In order to properly ensure that public funds are spent on county priorities, all expenditures should be separated into categories as they effect county government. This would include at the least "mandated", "essential", "related to county government", and "not related to county government".

DENTON COUNTY DEMOGRAPHICS

| | |
|--|-------|
| Officials Elected by Vote of the People | 37 |
| County Employees (including Grant positions) | 1,433 |
| Organized School Districts in the County | 17 |
| Incorporated Municipalities in the County | 40 |
| Area in Square Miles | 958 |

Denton County Population Growth

| <u>Year</u> | <u>Population*</u> | <u>% of Change</u> |
|-------------|--------------------|--------------------|
| 1960 | 47,432 | --- |
| 1970 | 75,633 | 59.46% |
| 1980 | 143,126 | 89.24% |
| 1990 | 273,525 | 91.11% |
| 2000 | 432,976 | 58.29% |
| 2003 | 504,650 | 16.55% |

* Sources: 1960-2000, U. S. Census Bureau; 2000, NCTCOG Population Estimate, 01-01-01.

Leading Employers in Denton County*

| <u>Employer</u> | <u># Employees</u> |
|--|--------------------|
| University of North Texas (Education) | 7,100 |
| Lewisville Independent School District (Educ.) | 4,500 |
| Frito Lay (Food Distribution) | 2,436 |
| American Airlines, Ft. Worth | 2,350 |
| Denton Independent School District | 2,000 |
| Horizon Health | 1,500 |
| Peterbilt Motors, Denton (Diesel Trucks) | 1,700 |
| Denton State School (MHMR Facility) | 1,473 |
| Denton County (County Government) | 1,433 |
| Xerox Corporation, Lewisville (Office Equip.) | 1,400 |
| City of Denton (Municipality) | 1,200 |
| Texas Woman's University, Denton (Educ.) | 1,000 |
| Labinal (Boeing), Corinth (Electronics) | 900 |
| Federal Express (Mail Carrier) | 863 |
| Denton Regional Medical Center | 850 |
| Medical Center of Lewisville | 800 |
| Sysco (Distribution Center) | 800 |
| Wal-Mart (Distribution Center) | 800 |
| Fema (Emergency Management) | 750 |

* Sources: Denton County Economic Development.

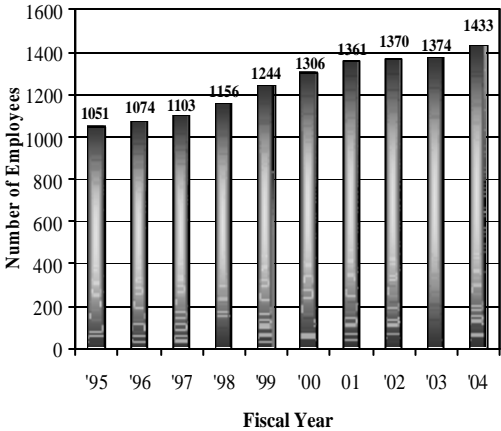
Comparative Unemployment Rates *

| <u>Denton County</u> | <u>State of Texas</u> | <u>United States</u> |
|----------------------|-----------------------|----------------------|
| 5.20% | 6.60% | 6.00% |

* Seasonally adjusted; sources: Texas Workforce Commission, Bureau of Labor Statistics.

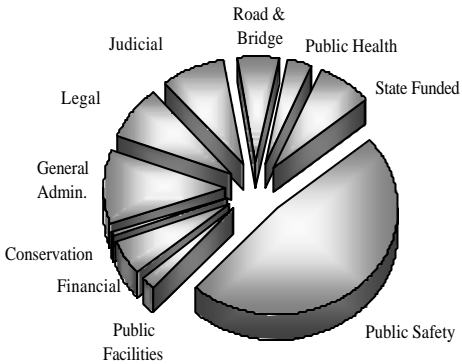
EMPLOYEE HISTORY

Last Ten Fiscal Years



EMPLOYEE SUMMARY BY FUNCTION

Total Number of Employees: 1,432.5

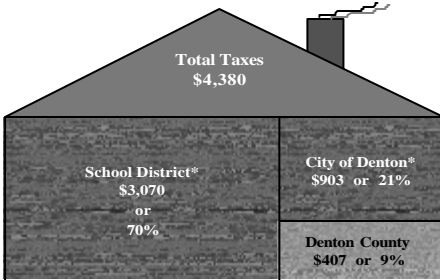


Total Number of Employees by Function

| | | | |
|-------------------|--------|---------------------|--------|
| General Admin. | 157.50 | Public Safety | 684.50 |
| Judicial | 122.50 | Conservation | 9.00 |
| Legal | 116.00 | Cent. Road & Bridge | 80.00 |
| Financial | 77.00 | Public Health | 51.00 |
| Public Facilities | 29.50 | State Funded | 105.50 |

PROPERTY TAX ANALYSIS

Property Tax Analysis For the Average \$164,726 Home in Tax Year 2003



* Indicates Proposed tax rates for 2003-2004

County taxes for FY 2002-2003 on a \$156,762 home, which was the county average, were \$390.29 based on the adopted tax rate of .24897¢ per \$100 valuation.

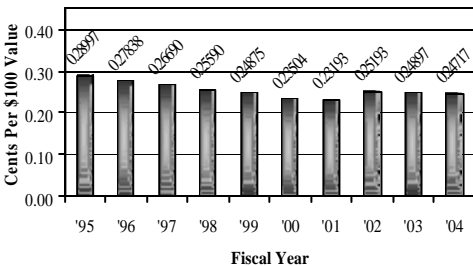
Evaluations by the Denton Central Appraisal District on existing property increased by an average of 5.1% for FY 2004. A home valued at \$156,762 would have, on an average, a current value of \$164,726.

County taxes for FY 2003-2004 on the same house would be \$407.15 based on the property tax rate of .24717¢ per \$100 valuation.

If the valuation on your home was \$156,762 in FY 2002-2003 and remained the same in 2003-2004, county taxes on your home would be \$387.47, which is a decrease of \$2.82 per year. If your appraisal increased by approximately 5.1%, taxes will increase by \$19.68 per year or \$1.64 per month in 2003-2004.

Changes in an individual taxpayer's county taxes are dependent on the specific change in property evaluation. The above figures are presented for comparison purposes.

Denton County Prop. Tax Rates*-Last 10 Years



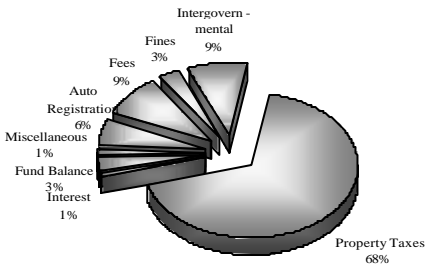
* This chart reflects the actual adopted tax rates based on the tax year.

REVENUES BY FUNCTION

FY 2004 Budget - Total Comparative Revenues

| Function | FY 2001-02 Actual | FY 2002-03 Estimates | FY 2003-04 Budget |
|-------------------|----------------------|-------------------------|----------------------|
| Ad Valorem Taxes | \$66,983,003 | \$74,698,000 | \$80,677,883 |
| Fees of Office | \$9,626,239 | \$10,850,000 | \$10,734,359 |
| Fines | \$3,204,592 | \$3,385,000 | \$3,480,000 |
| Intergovernmental | \$11,014,154 | \$11,391,903 | \$10,412,087 |
| Auto Registration | \$6,522,983 | \$6,685,000 | \$6,950,000 |
| Miscellaneous | \$1,935,308 | \$1,791,000 | \$1,574,000 |
| Interest | \$888,953 | \$631,900 | \$796,900 |
| Transfers In | \$2,633,761 | \$919,251 | \$523,996 |
| Fund Balance* | \$0 | \$0 | \$3,824,069 |
| TOTALS | \$102,808,993 | \$110,352,054 | \$118,973,294 |

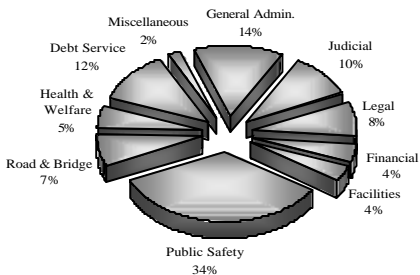
* This figure represents the amount used to equalize revenues and expenditures.



EXPENDITURES BY FUNCTION

FY 2004 Budget - Total Comparative Expenditures

| Function | FY 2001-02 Actual | FY 2002-03 Estimates | FY 2003-04 Budget |
|--------------------|----------------------|-------------------------|----------------------|
| General Admin. | \$12,697,742 | \$14,769,103 | \$16,942,224 |
| Judicial | \$11,071,869 | \$11,824,459 | \$12,121,404 |
| Legal | \$8,190,474 | \$8,852,280 | \$9,116,643 |
| Financial | \$3,793,665 | \$4,107,400 | \$4,347,095 |
| Facilities | \$4,593,304 | \$5,636,142 | \$5,294,359 |
| Public Safety | \$34,726,903 | \$36,623,700 | \$40,465,995 |
| Road and Bridge | \$6,630,787 | \$7,471,032 | \$8,049,609 |
| Health and Welfare | \$5,205,919 | \$6,099,701 | \$6,434,713 |
| Debt Service | \$13,922,586 | \$13,908,644 | \$13,914,329 |
| Miscellaneous | \$3,690,786 | \$2,920,164 | \$2,286,923 |
| TOTALS | \$104,524,035 | \$112,212,625 | \$118,973,294 |



TOP 15 COUNTIES BY POPULATION

State of Texas

| Pop. Rank | County | Most Recent Pop. Estimate | Total County-Wide Tax Rate per \$100 Valuation * | Total County Budget ** | Total # of County Emps. |
|-----------|---------------|---------------------------|--|------------------------|-------------------------|
| 1 | Harris | 3,557,055 | \$0.639980 | \$2,874,781,281 | 14,613 |
| 2 | Dallas | 2,285,600 | \$0.541160 | \$699,982,347 | 5,276 |
| 3 | Tarrant | 1,553,850 | \$0.667280 | \$333,421,764 | 4,250 |
| 4 | Bexar | 1,462,800 | \$0.577540 | \$434,810,600 | 4,100 |
| 5 | Travis | 852,706 | \$0.568900 | \$486,229,317 | 4,077 |
| 6 | El Paso | 715,013 | \$0.410820 | \$208,410,721 | 2,793 |
| 7 | Hidalgo | 627,939 | \$0.763800 | \$96,287,272 | 3,300 |
| 8 | Collin | 579,373 | \$0.341932 | \$192,430,861 | 1,522 |
| 9 | Denton | 504,650 | \$0.247170 | \$118,973,294 | 1,433 |
| 10 | Fort Bend | 408,920 | \$0.523740 | \$151,664,185 | 1,828 |
| 11 | Cameron | 335,227 | \$0.358190 | \$90,359,117 | 1,500 |
| 12 | Montgomery | 314,866 | \$0.591000 | \$112,438,384 | 1,637 |
| 13 | Nueces | 312,470 | \$0.624990 | \$65,988,632 | 1,324 |
| 14 | Williamson | 290,355 | \$0.481810 | \$116,578,453 | 1,125 |
| 15 | Galveston | 250,158 | \$0.640000 | \$128,064,300 | 1,040 |

* Includes Tax Rates assessed county-wide for the county including: Hospital District, Community College, Flood Control and Port Authority.

** County budget total only.

*** Denton County has the lowest tax rate of the top 15 counties by population in the State of Texas.