



PROPOSED BUDGET

FY 2014

CITY OF ROWLETT

CITY OF ROWLETT
ANNUAL OPERATING BUDGET

FISCAL YEAR
OCTOBER 1, 2013 - SEPTEMBER 30, 2014

CITY COUNCIL

Todd Gottel, Mayor

Chris Kilgore, Mayor Pro-Tem

Michael Gallops, Deputy Mayor Pro-Tem

Doug Phillips, Councilmember

Debby Bobbitt, Councilmember

Tammy Dana-Bashian, Councilmember

Carl Pankratz, Councilmember

CITY STAFF

Brian Funderburk, Interim City Manager

Doug Kendrick, Interim Fire Chief

Kathy Freiheit, Library

Mike Brodnax, Police Chief

Jermel Stevenson, Parks

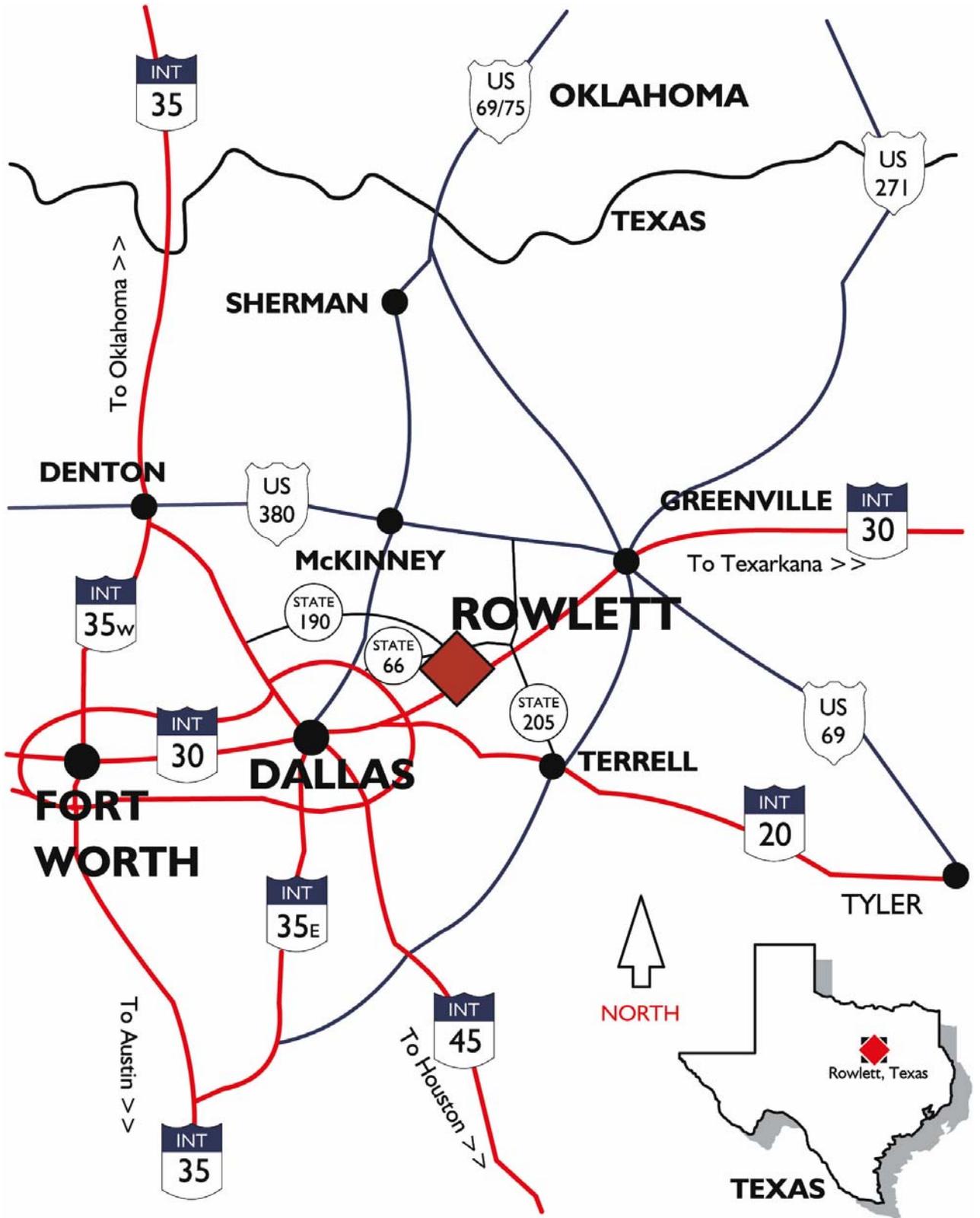
Jim Proce, Public Works

Jim Grabenhorst, Econ Development

Alan Guard, Finance

Laura Hallmark, City Secretary

CITY OF ROWLETT LOCATION MAP



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August 6, 2013

Dear Honorable Mayor and Councilmembers:

In accordance with the City Charter of the City of Rowlett, I am pleased to present the Proposed Budget for Fiscal Year 2014 (FY2014). This proposal represents many hours of research, analysis, planning and listening. This organization has worked very hard to fulfill its mission, which is:

“A citizen centered organization that provides great value to our citizens for their tax dollars.”



July 4th Fireworks on Main – Rowlett

The organization, as a whole, prides itself on the great programs and services that we provide to our customers on a daily basis. Our citizens are paying on average \$118 less in taxes today than in 2007, yet are receiving a higher level of service. ***FY2014 will be the ninth (9th) straight year that Rowlett residents have been paying the same tax rate.*** This achievement is a testament to the great City of Rowlett employees, who truly make a difference in the lives of those we serve. It is also a testament of the level of financial stewardship provided by the

Mayor and City Council. I truly want to thank you for the leadership and direction you have provided this year in preparing this proposal.

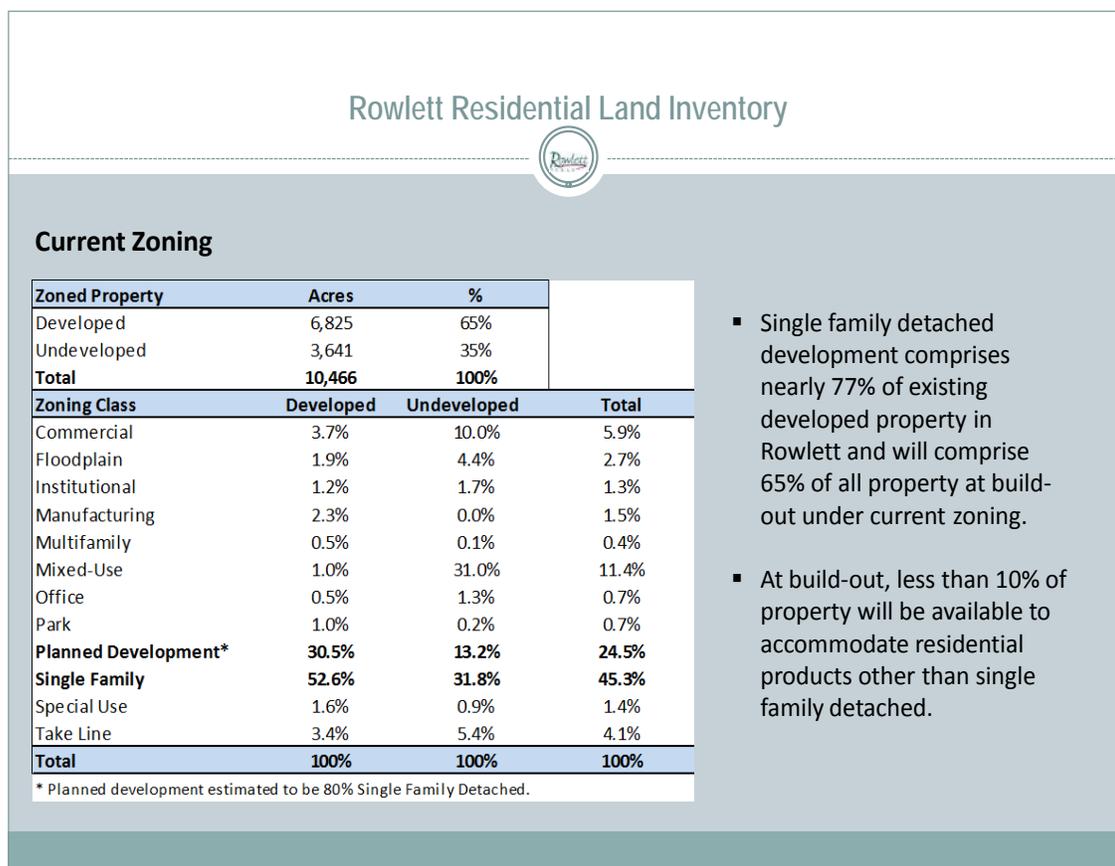


As noted last year, we have been able to defer further service level adjustments until FY2015. Staff anticipates an ending reserve in FY2013 in the General Fund that will reach approximately 20 percent, nearly \$2.1 million above and beyond the 13 percent minimum requirement. Therefore, as planned, the proposed budget includes a 3 percent raise for our employees in FY2014. Our employees provide an exceptionally high level of service on a daily basis to our citizens and FY2013 was the first year the City has provided a raise since 2008 for our employees. Cost of living continues to rise in this challenging economy and a lack of salary increases is a contributing factor for employees leaving the City of Rowlett to work in other cities. The raise provided in FY2013 and proposed for FY2014 are an important component to keeping quality employees, who are essential to our ability to provide great value to our citizens for their tax dollars. Additional funding for non public safety vehicles and public amenities is also included in FY2014.

Over the past three years, staff has developed and managed an ongoing financial strategy to “bridge” our current financial gap until the completion of the President George Bush Turnpike (PGBT) and Dallas Area Rapid Transit (DART) Light-rail. That moment in time is now upon us. The future our citizens have waited for over 30 years is finally here. FY2015, year two of this budget proposal, truly represents a “fork in the road” decision point for the community if Rowlett is ever going to achieve financial sustainability and capitalize on the vision this community has for itself given the extraordinary commitment 45 years in the making to see the completion of PGBT and the 27 year wait for the arrival of the DART “Blue Line” Light-Rail. **We have to ask ourselves, as a community, do we want to continue to JUST GET BY or finally achieve the potential that this community has been striving for since PGBT was first conceived in 1967 and further reinforced with the decision to join DART in 1983?**

There is no doubt that past City Councils and community leaders had a great vision for what Rowlett would ultimately look like in the future given their solid commitment to the importance of transportation and access. Both of these transportation opportunities were envisioned to be “economic development engines” that would diversify Rowlett’s tax base from predominately residential to having a higher percentage of commercial and industrial taxpayers. But, we have to acknowledge that when PGBT was finally built in 2011, it came without service roads along the North Shore, an area fiercely protected through the years to ensure developable commercial and industrial land when the PGBT was completed, thus limiting the quality, mix and timing of commercial and industrial development that will occur without significant public investment in infrastructure access improvements. **However, it is doubtful that anyone in 1967 believed it would take us decades to achieve success or that Rowlett would be 66 percent built-out, when these visions were finally realized.** Given the fact that only 10 percent of the remaining property left to develop (see Chart 1 below) is zoned for commercial or industrial development, Rowlett will ALWAYS be a residential, suburban bedroom community. It is time for Rowlett to own this moment in time!

CHART 1



Excerpt from R+C presentation dated 4-19-12

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We no longer are waiting on our future, it is here. Over the past 2 years, the community has taken a journey to develop its vision through *Realize Rowlett 2020*. Today’s Rowlett community is also visionary. Recognizing the gift that our past gave us as a community with its



commitment to PGBT and DART, the recent adoption of Form Based Codes will achieve our current vision through the creation of a sense of place by focusing on “form” instead of uses. By doing so, sustainability can be achieved through quality development that offers flexibility in uses as the market evolves over time, while protecting the investments of each property owner because they are assured

future developments will have to meet similar quality development standards. In addition, the form based codes provide much needed housing diversification that should stem declining property values over time as new housing choices are constructed. While form based codes represent our future for quality development, implementation has its own challenges that may impact “timing” in order to get “quality”.

As we take the journey over the next year to determine how to implement the community’s vision for Rowlett, citizens will angst over what is the right answer – higher taxes/fees or reduced services. As we outline several times in this budget memo, Rowlett cannot continue to “make-do” waiting for PGBT and DART Light-rail to arrive. They are now here and the ability to “bridge” our financial gap will no longer exist by FY2015. As a result, the City Council and its citizens will have to make strategic decisions to determine what our community’s future will be. Our citizens will have that opportunity to engage and provide feedback with these decisions with the *Rowlett! My Community. My Money. My Choice.* campaign next year. We owe it to our citizens to have an honest conversation about what our future looks like.

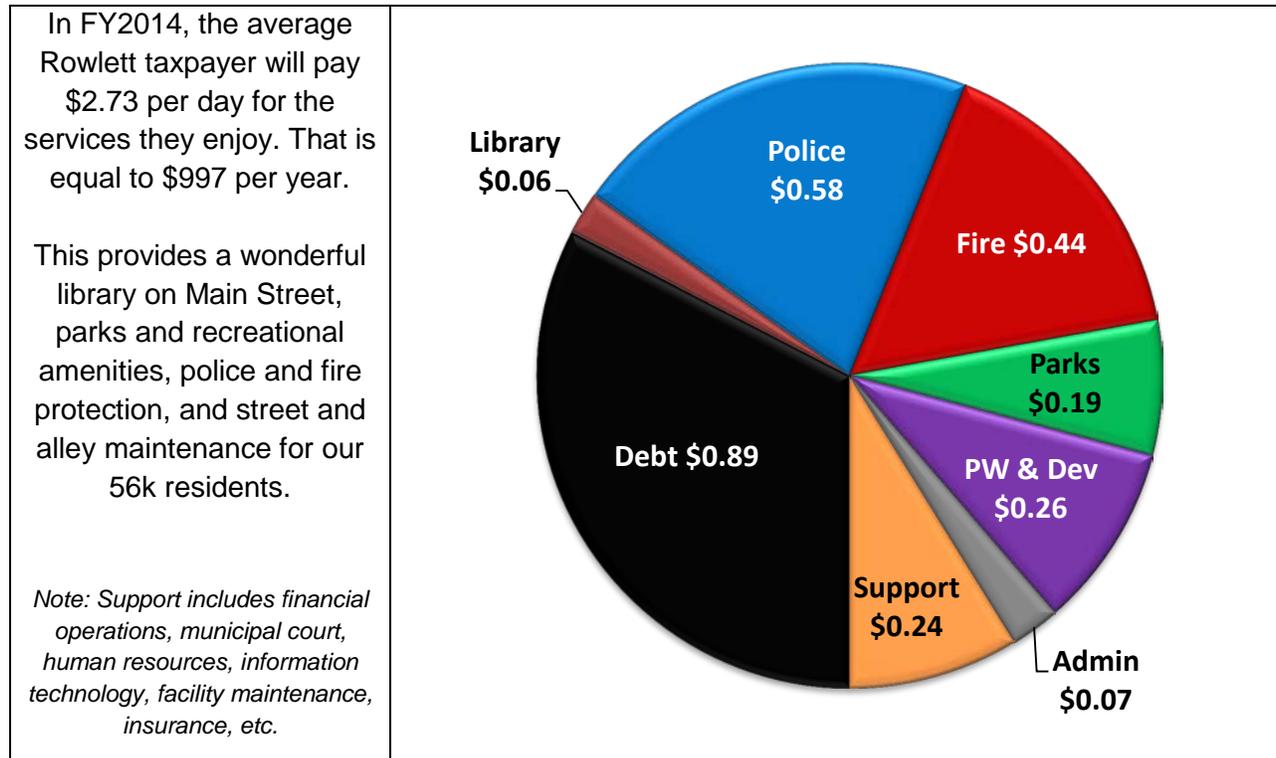
A brighter future is certainly in our hands. In addition to PGBT and DART, economic development opportunities will also change due to the completion of Realize Rowlett 2020 that created the City’s vision and regulation plans for four (4) areas known as Downtown, Strategic Gateway, Healthy Living, and Woodside Living. Two of these areas have municipal management districts, which should aid in their development. Finally, the City will run out of the capital construction bonds issued in 2004-2007 making FY2015 a pivotal year for a possible general bond election.

While we cannot continue to sustain our financial “bridge” strategy beyond FY2014, it has had a significant benefit that I want to acknowledge. **It has bought us time to get past the opening of PGBT and DART Light-rail and past the national economic downturn that began in the fall of 2008, providing the ability to place the future of Rowlett squarely in the hands of our citizens without prematurely reducing services or making other short-term decisions.**

SO WHAT DO MY TAX DOLLARS PAY FOR?

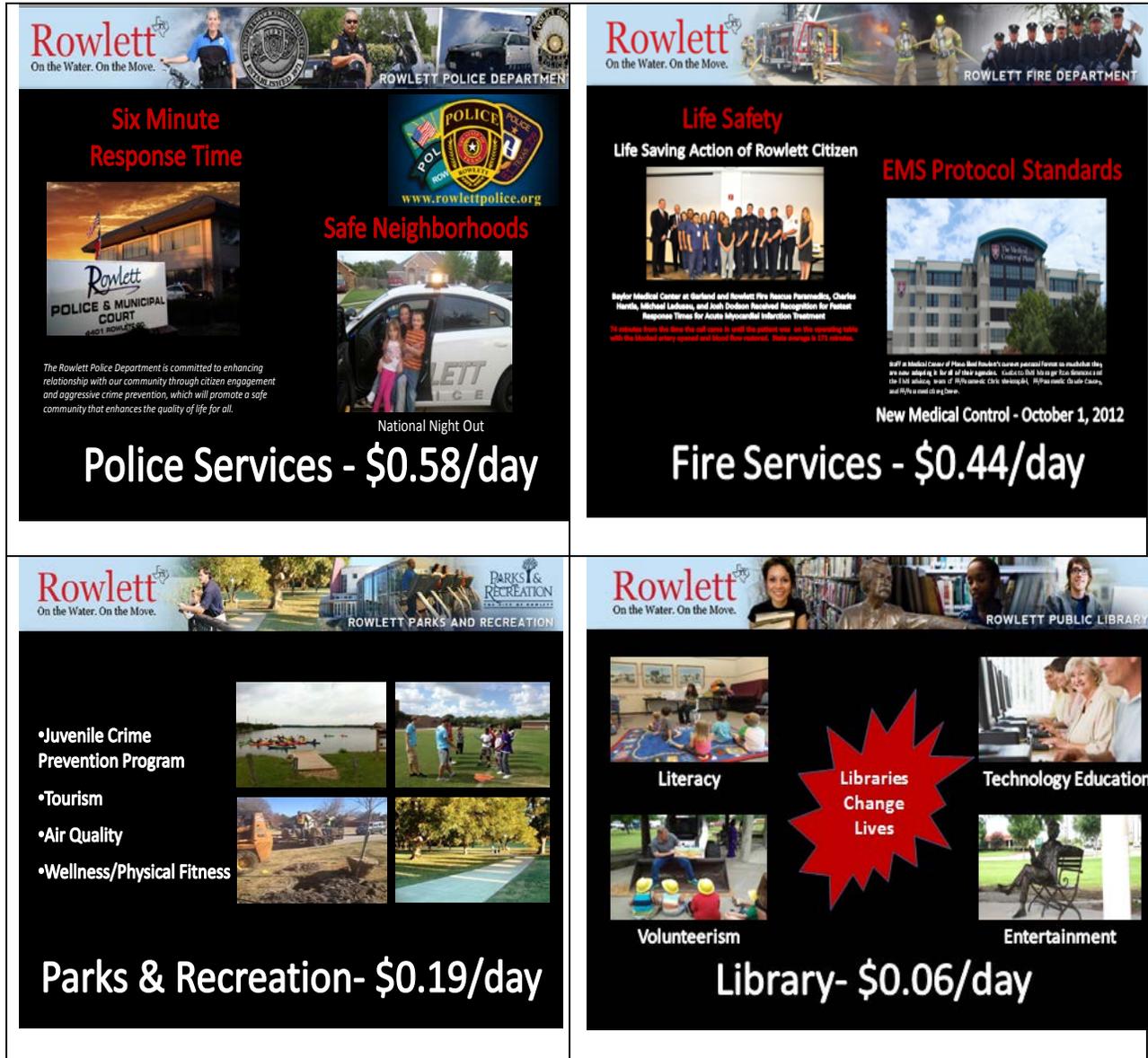
Rowlett taxpayers pay \$2.73 in property taxes for the services they receive on a daily basis.

CHART 2



Taxpayers receive extraordinary value for the full-service City for the \$2.73 they pay daily. For example, they receive a six minute response time for priority one police calls, a significant number if you are the one on the other end of the phone calling for help. In addition, Rowlett citizens have access to some of the highest quality emergency medical care from our emergency medical services group of the Fire Department who also has a 90 percent plus rate for maintaining structure fires within the room of origin. Fiscal responsibility runs high also in Rowlett. Our Financial Services Department is a *Texas Comptroller Leadership Circle Gold Medal* winner for accountability and transparency and has won the *Certificate of Achievement for Excellence in Financial Reporting* from the Government Finance Officers Association of the United States and Canada for eight consecutive years. Our library and parks also provide value for the entire community. Our award winning library (*Achievement of Excellence in Libraries Award* from the Texas Municipal Library Directors Association) provides interactive learning opportunities, which encourages the development of literacy, stimulates intellectual growth and promotes lifelong learning. And, our Parks and Recreation department promotes tourism, wellness and fitness, and, even though most people don't think about parks this way, our activities deter juvenile crime by keeping children engaged year-round. In Rowlett, there is something for everyone. For perspective, the minimum daily cost of bundled cable/internet/phone service from Verizon and Time Warner is \$2.96. Great value indeed!

CHART 3



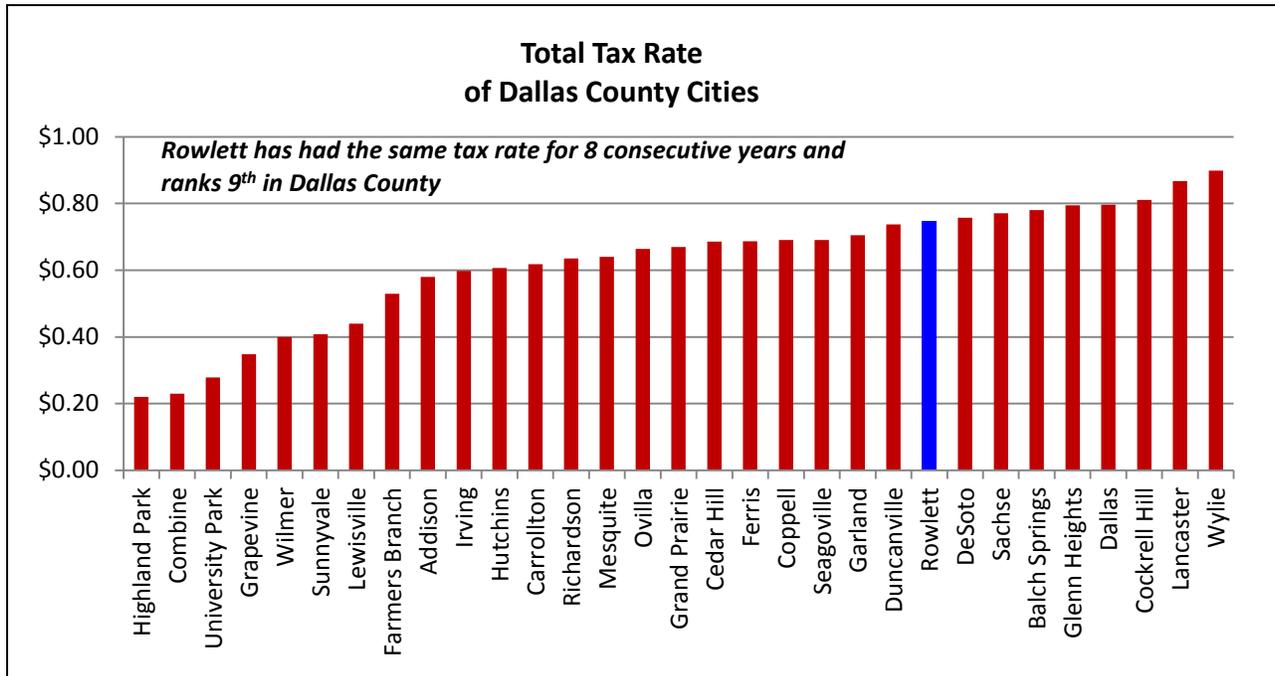
While the focus of next year's budget is on FY2014, much of this Budget Memo is also devoted to year two, or FY2015. In order to do that, I want to lay the groundwork for the conversation we, as a community, must have and to do that effectively, we need to dispel some of the myths we often hear from our citizens.

THE MYTHS OF ROWLETT

There are a number of statements we have heard from our citizens over the past few years about the City of Rowlett and the community. It is important that Rowlett citizens get accurate information about these important facts because they are often misconstrued.

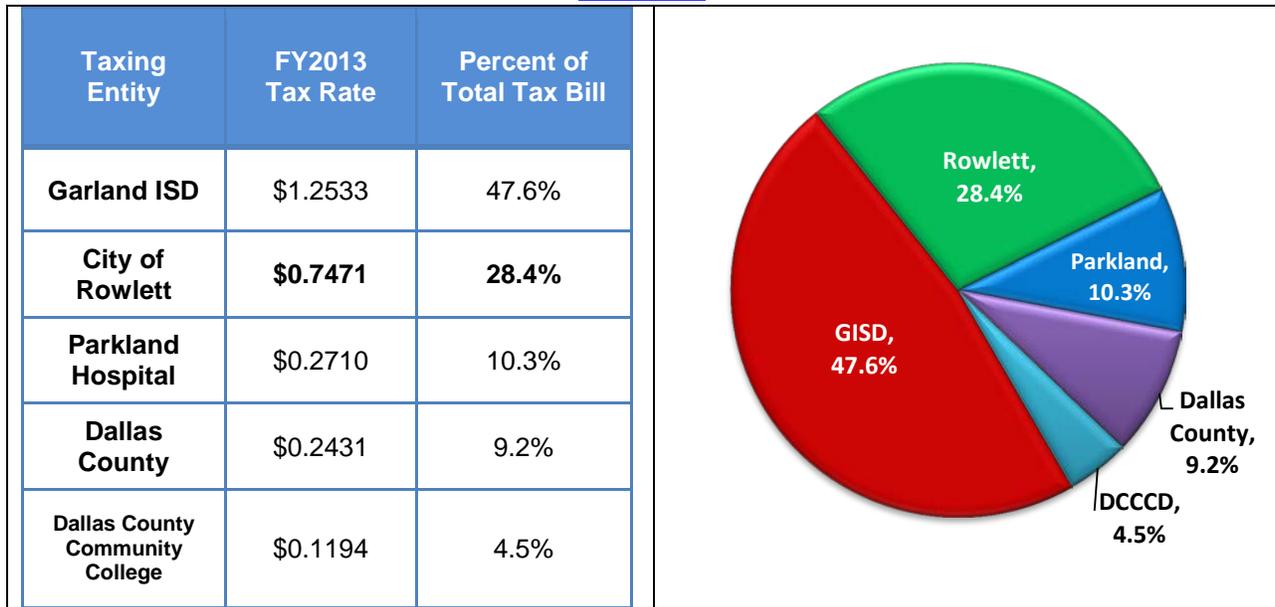
Myth Number One – Rowlett has the highest tax rate in north Texas! While it is true that Rowlett has a tax rate of about \$0.75 per \$100 assessed value, it does not have the highest tax rate. You can see from Chart 4 below that Rowlett’s rate ranks 9th in Dallas County. Furthermore, Rowlett has maintained the same tax rate for 8 consecutive years and is again proposing the same rate next year for the 9th consecutive year. The rate was last changed in FY2005.

CHART 4



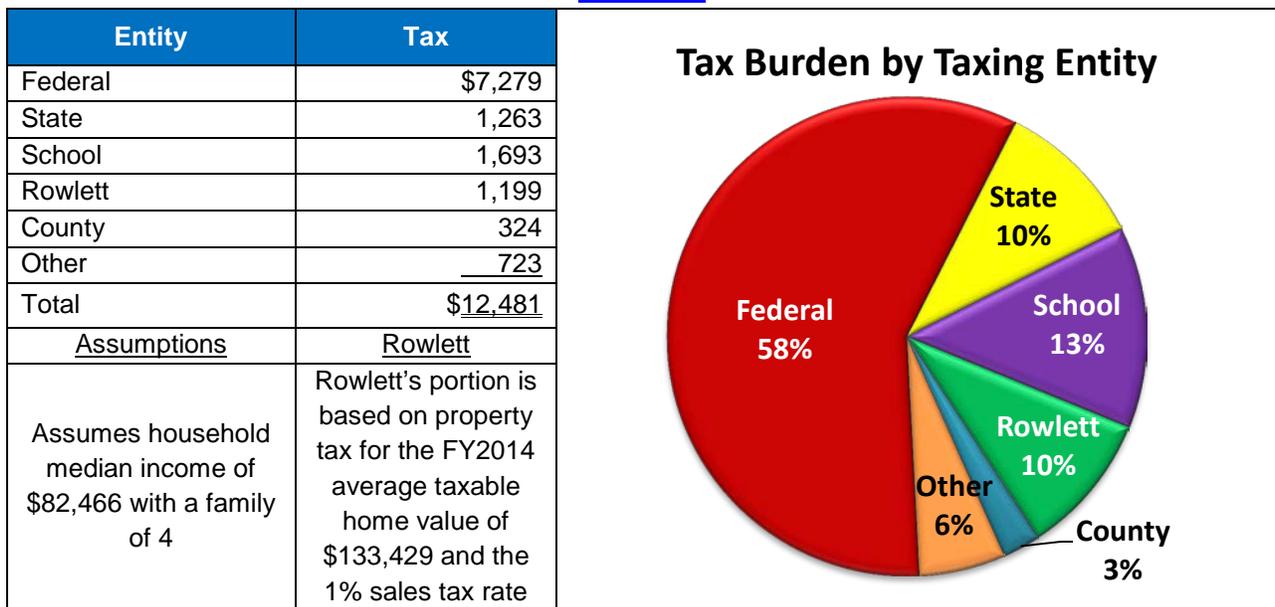
Myth Number Two – Rowlett pays too much tax! It is interesting how many citizens believe that they pay too much in taxes to the City. This belief often stems from the total property tax bill that they pay, of which Rowlett is only a part. In fact, the City’s tax rate comprises only a small portion (28.4 percent) of your total property tax bill (Note, FY2014 tax rates are not yet available from other entities, therefore, this chart represents FY2013). Other taxing entities make up the majority of the tax bill paid each year.

CHART 5



It is also interesting to note that local taxes make up a very small portion of your overall tax bite. For example, for the average Rowlett resident with a family of four, federal taxes total 58 percent of the total taxes paid as depicted in Chart 6. The City itself makes up only 10 percent of your total taxes paid.

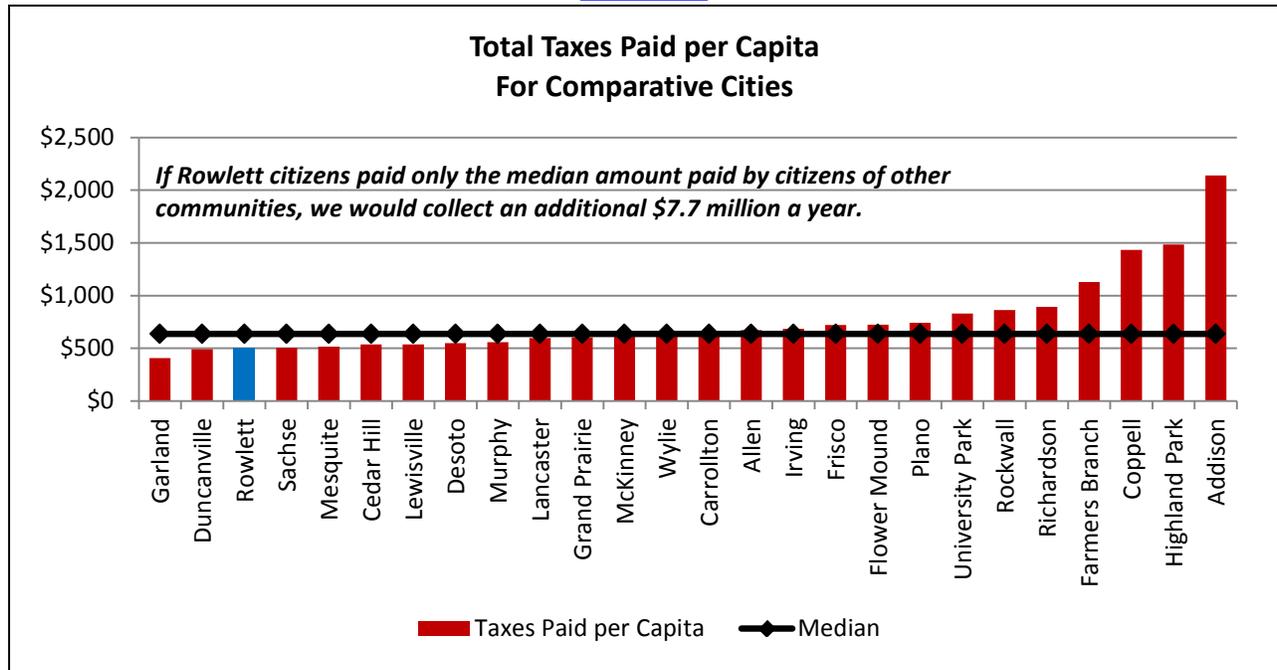
CHART 6



And, when compared to 25 other comparative cities in the Dallas Metroplex, the amount of property and sales taxes paid by Rowlett citizens per capita, to the City, ranks third from the bottom. While some of these cities have larger commercial tax bases, other communities have maintained the two cents of their sales taxes they can levy and do not participate in DART. These communities are able to access these higher amounts of taxes for the services and

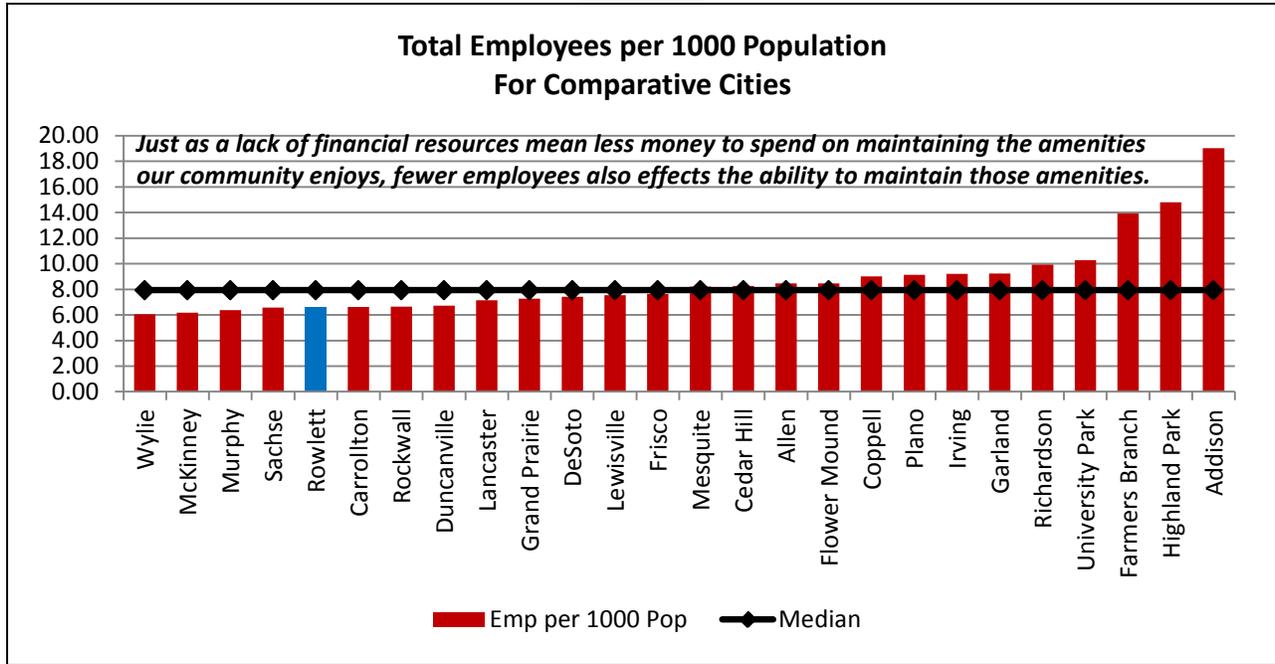
programs their citizens enjoy. For perspective, if Rowlett did not participate in DART and kept the additional one cent it could otherwise levy, it would receive an additional \$5.4 million annually (based on FY2014 projected tax collections), which is equivalent to 17 cents on the property tax rate.

CHART 7



Myth Number Three – Rowlett has too many employees! Another comment we hear from our citizens is that we have too many employees. However, in FY2013, Rowlett had the equivalent of approximately 372 employees in its budget. This equates to 6.60 employees per 1000 population. Just as a lack of financial resources mean less money to spend on maintaining the amenities our community enjoys, fewer employees also affects the ability to maintain those amenities.

CHART 8



Myth Number Four – Rowlett pays its employees too much! Over the past few years, there have been a lot of articles about the wages and benefits paid to governmental employees. It is easy to assume it applies equally to all cities. Again, however, you can see in Chart 9 below that Rowlett ranks near the bottom tier in terms of competitiveness based on wages & benefits per employee compared to other Dallas Metroplex cities. In fact, Rowlett has actually lost ground since 2011. If Rowlett continues to remain uncompetitive, it will become more and more difficult for Rowlett to recruit and retain great employees who share our “citizen-centered” values.

CHART 9

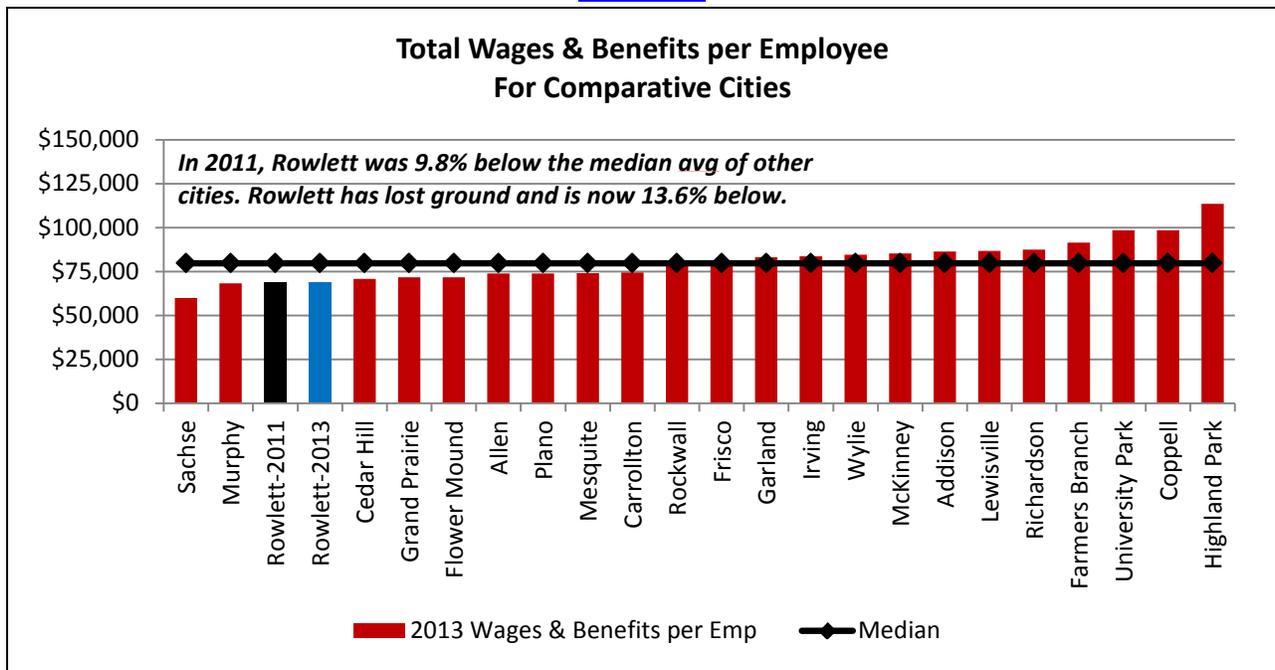
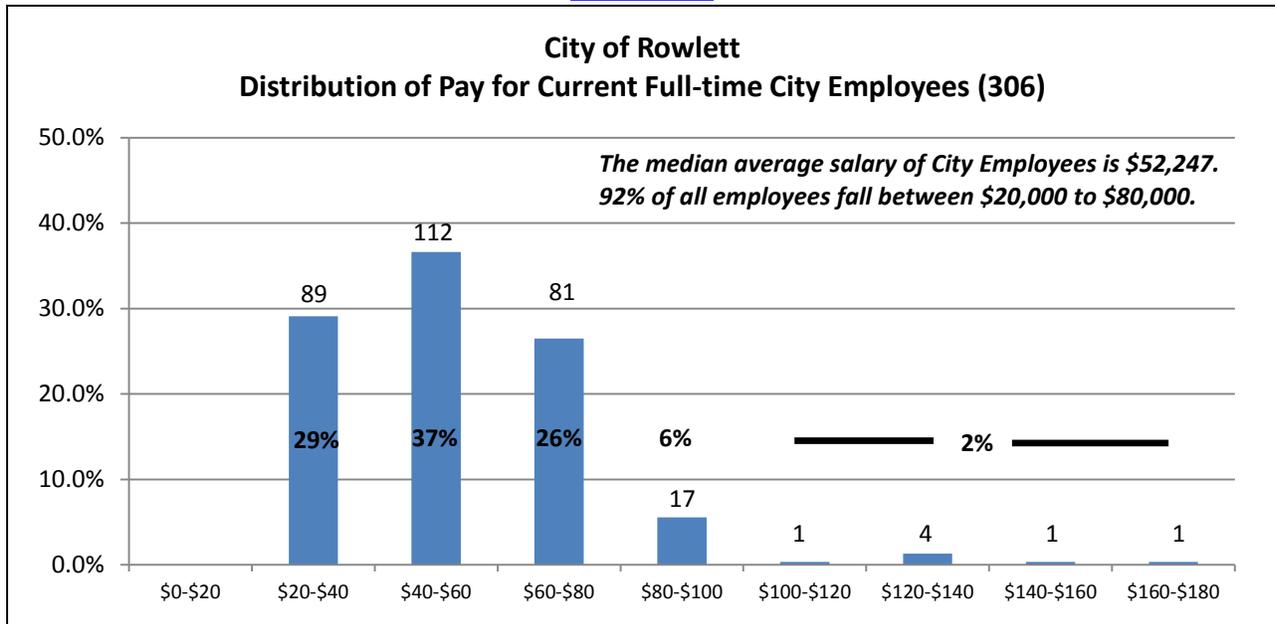


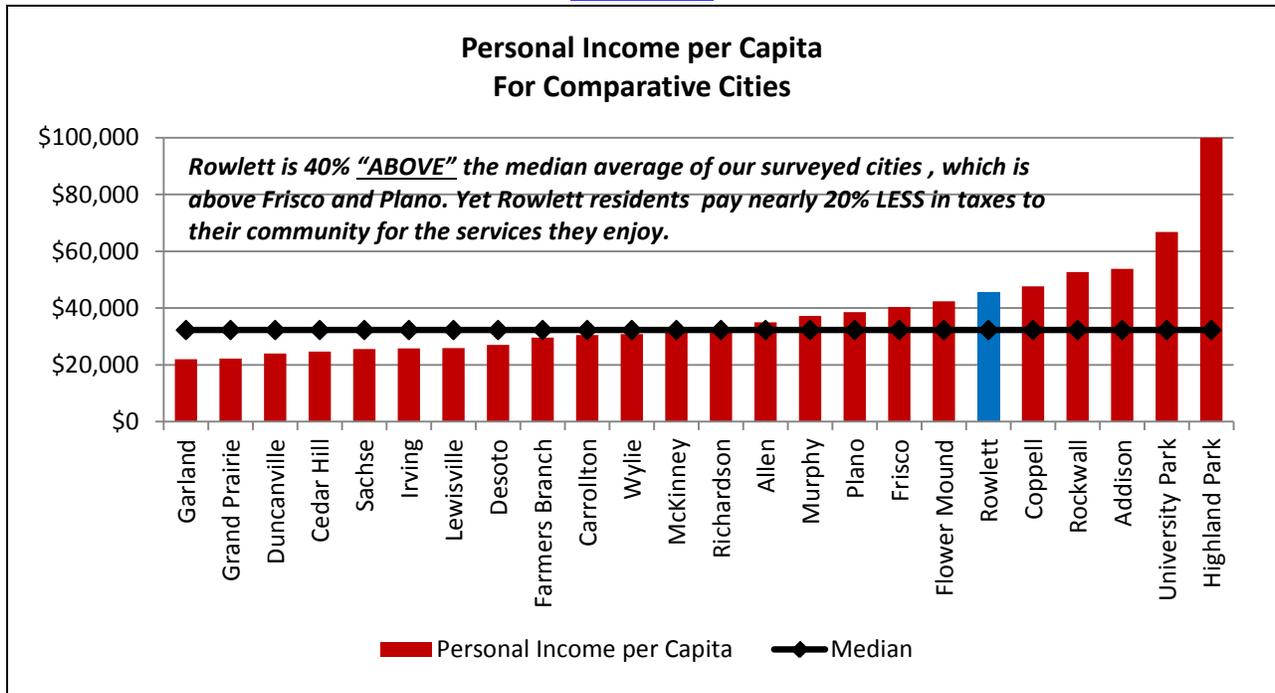
CHART 10



Myth Number Five – Rowlett is a poor community! Finally, the last myth we wanted to address is that Rowlett is poor. Again, this is just not true. In fact, based on a personal income per capita of \$45,452, Rowlett ranks above Frisco and Plano and is 40 percent above the median average of other Dallas Metroplex cities.

Chart 11 below, combined with Chart 7 shown earlier, illustrates the fact that personal income is 40 percent above the median average of other communities; yet Rowlett citizens pay 20 percent less in taxes to the City for the services they enjoy. As indicated earlier, this community needs to have an honest conversation about the level of services our citizens want **and** are willing to pay for.

CHART 11

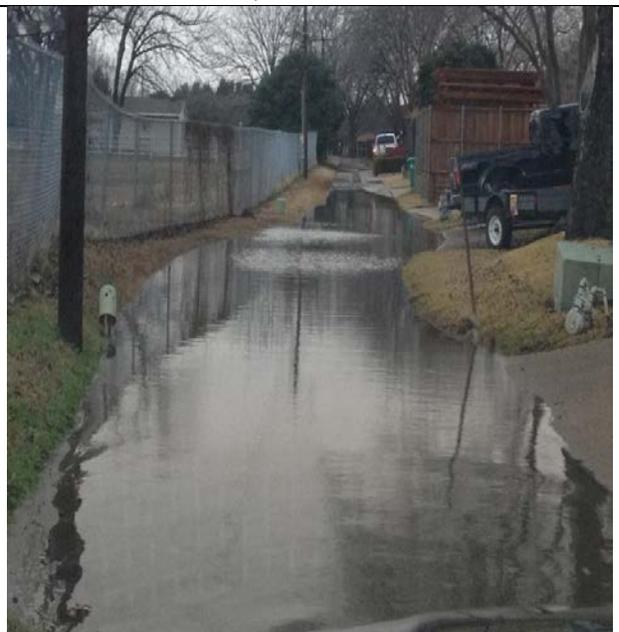


SO, WHAT'S WRONG WITH JUST GETTING BY?

As a community, Rowlett is now aging. Subdivisions built in the 1990's now have infrastructure that needs significant repair. These repairs require funding for a level of ongoing maintenance, not currently funded in the tax rate. And, the City has spent significant money on street and alley improvements and capital maintenance over the past five years; but so much more needs to be done just to protect the investments this community has made.



Woodside



Thornhill Alley

Playgrounds built 20 – 30 years ago in the height of our growth cycle have reached the end of their useful life and need to be replaced.

Replacements of these playgrounds require funding, which is not currently funded in the tax rate. And, housing values continue to decline. This decline further exacerbates the continuing reduction in property tax revenue generated for ongoing operations and maintenance. Other surrounding cities have funded a more sustainable level of programs, services and maintenance, thus offering more attractive parks, libraries and community amenities. **Again, we have to ask if our future is finally here, do we have the quality, well-maintained amenities necessary to remain an attractive and competitive choice when there are plenty of options in neighboring communities?**



Herfurth Park

As a community, Rowlett is surprisingly affluent. Rowlett has a median household income of \$82,466 and a personal income per capita of \$45,482, which is greater than the City of Plano, who has a median household income of \$79,234 and a personal income per capita of \$38,530. According to the 2010 Census Data, Rowlett has a poverty rate of 4.4 percent, but recently Rowlett's allocation of Community Development Block Grant funding was reduced because our poverty rate was declining. Rowlett was the only suburban city who saw a reduction in their funding. **Clearly, it is not a question of whether the community has the financial means to support a sustainable government that appropriately funds programs, services and ongoing maintenance, BUT rather do we believe that as a community that financial sustainability for ongoing quality services, programs and maintenance is important in order to provide consistent, reliable services and community amenities that make Rowlett an attractive place to live, work and play?**

As a community, Rowlett citizens pay less in taxes than other surrounding communities. The City's tax rate is \$0.7471 per \$100 of valuation. Rowlett has the 9th highest tax rate in Dallas County and has maintained this tax rate since 2005. **However, the actual tax rate citizens pay in a community is just one piece of the story because it does not translate into the actual taxes paid per capita.** What does this mean? The total taxable property valuations in a community determines how much value \$0.01 on the tax rate is actually worth. In Rowlett's case, \$0.01 of tax rate is worth about \$312,484 in FY2013. In Plano, that same penny is worth \$2,569,771. So, it would take almost \$0.08 of Rowlett's tax rate to equal just

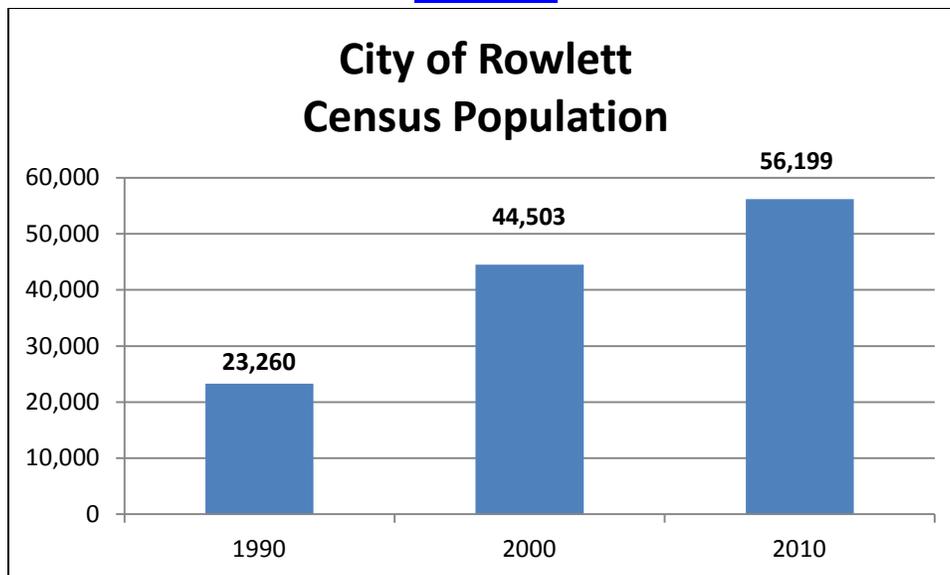
\$0.01 of Plano's tax rate. Sales taxes operate much the same way. In FY2013, one percent of Rowlett's sales tax generates \$4.8 million in revenue. For the same period, one percent of Plano's sales tax generates \$70.4 million in revenue. **Rowlett's personal income per capita is 40 percent higher than the median of 25 comparable cities, yet Rowlett ranks 24th out of 26 comparable cities in amount of taxes paid.** Again, as seen in Chart 7 above, *Rowlett would need \$7.7 million annually in additional taxes just to achieve the median average of all 26 cities.* Rowlett is 3rd from the bottom in actual taxes paid per capita, which explains why there is not sufficient revenue generated to fund operations at a sustainable level.

SO, HOW DID WE GET HERE?

As we reflect back historically since 2000, there are several noteworthy events that have set in motion a chain reaction of sorts to create the unintended consequences of the “perfect storm” the City of Rowlett now faces regarding future financial sustainability.

Significant growth. Early in the past decade, former Councils and staff began to actively work toward dealing with the need for more funding of programs, services and maintenance. Rowlett was coming off a significant growth curve during the 1990's of more than an 87 percent increase in population and was still anticipating the completion of PGBT and the DART Blue Line to arrive in Rowlett, not realizing that both were still a full decade away from completion. The community had reached a population of 44,503 by 2000, up from 23,260 in 1990.

CHART 12



Passage of the senior tax freeze & high senior tax exemption. In 2004, City Council approved a senior tax exemption of \$67,000, which is the 3rd highest exemption in Dallas County. The amount of this exemption is not permanent and can be adjusted in the future. At that same time, City Council passed a senior tax freeze, which essentially freezes their taxes permanently as long as they own that property. **Said differently, once a senior citizen receives their tax freeze, it cannot be taken away, even if a future City Council changes the amount of the senior tax exemption itself.** Rowlett is one of only seven cities out of 31 in

Dallas County, who approved this exemption. Once approved, it is permanent and cannot be repealed. **The combined revenue loss for both exemptions now totals \$3.3 million annually or the equivalent of \$0.11 on the tax rate.**

CHART 13

Breakdown of the FY2014 Rowlett Property Tax Rate with Equivalent Tax Rate

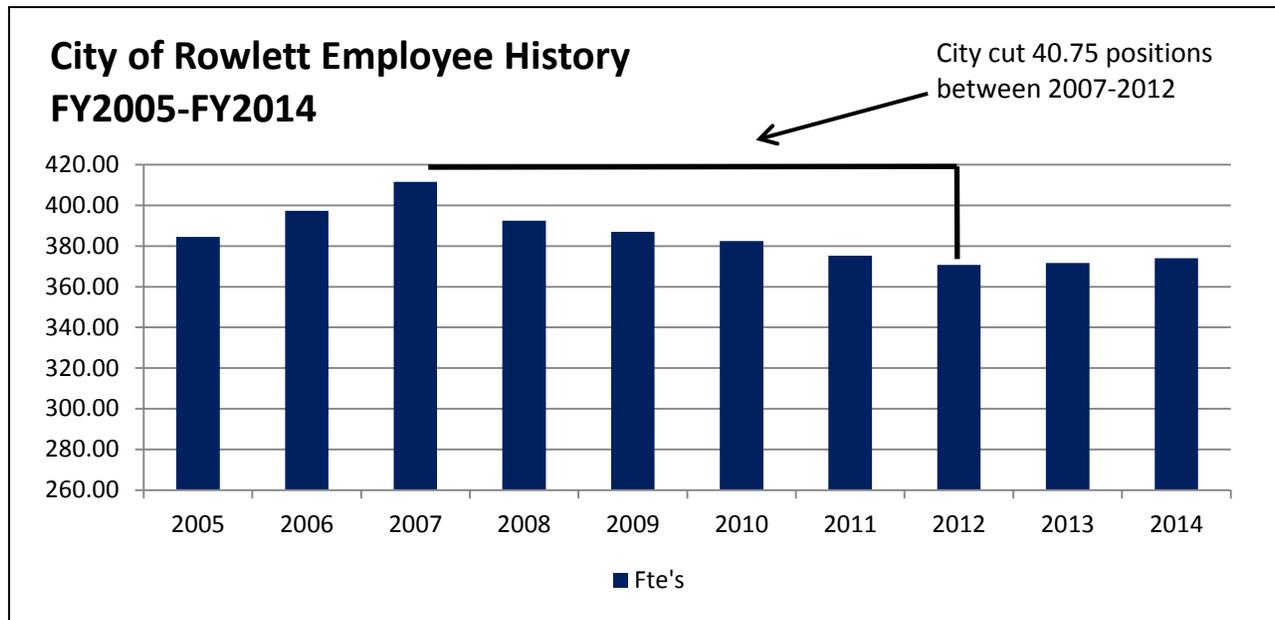
Descriptor	FY2014 Tax Rate Breakdown (per \$100 Tax Value)	Modification Potential
Debt Service (I&S)	\$0.24	n/a
Operations (O&M)	\$0.21	Inc. of more than 8% is subject to rollback
DART Property Tax Equivalent	\$0.17	Created by voters; due to debt sold by DART w/our tax base, it would be years before Rowlett could legally get out of the contract.
Senior Tax Freeze Tax Equivalent	\$0.06	Cannot be rescinded per Texas Constitution.
Regular Homestead Tax Equivalent (currently @ 1% of Tax Value/max \$5k)	\$0.02	Can be modified or repealed.
Over 65/Disabled Tax Equivalent (currently @ \$67k)	\$0.05	Can be modified or repealed.
Total	\$0.75	
All categories shaded in red and green make up the Operations & Maintenance (“O&M”) portion of the tax rate which is reflected in the General Fund.		
The revenue value of DART and the tax exemptions equals \$9.4 million annually.		

Reallocation of existing resources to fund Cash CIP. Beginning in 2007, Council made a concerted effort to fund a \$3.2 million Cash CIP to improve streets, alleys, sidewalks and screening walls. This was achieved by reallocating existing funding, primarily from the General Fund, to meet this objective. By doing so, staff was reduced by 19 positions and numerous other programs and services no longer had adequate funding to meet their ongoing maintenance needs or to operate on a long-term sustainability basis. ***However, the Cash CIP serves as a great testimony as to why funding maintenance at a financially sustainable level is critically important.*** This program is one of only two (2) areas, where adequate funding for ongoing maintenance currently exists. Since its inception in 2007, the actual Pavement Condition Index has increased from **74 to 76**, improving more than 531 miles of streets, 105 miles of alleys, and ensuring all City-owned screening walls are maintained.

The Great Recession of 2007 – 2012. Beginning in the 2007 – 2008 timeframe, the global economy suffered what has become known as the Great Recession – the single biggest economic decline to impact the United States since the 1930’s Great Depression. Rowlett, like many communities across the country, felt the impact of this economic decline when property valuations started to decline in FY2007 and continue to decline through FY2014, resulting in a \$1.9 million annual reduction in property tax revenue. Funding for various service levels and

programs were again reduced and further reductions-in-force were required, with no measurable decline in service to our citizens, in order to maintain the existing tax rate of \$0.7471 during these tough economic times, a tax rate which has been consistently maintained since FY2006. As it stands today, the City of Rowlett's FY2014 workforce is 374.0 FTE's (full-time equivalent), which are about the same employment levels in FY2004, a full decade ago.

CHART 14



It must be acknowledged that these decisions were considered a short-term solution and made from the perspective of creating a “bridge” strategy to address what was considered a short-term decline in revenue created by the reduction in property valuations, in hopes that the economy would recover in the next several years and property valuations would again start increasing in values.

Lack of options in Rowlett’s housing stock. Market analysis conducted by Ricker+Cunningham, national real estate economists, as a part of *Realize Rowlett 2020*, has now shown that the decline in property valuations are being driven by a factor more significant than just the overall decline in national home prices with a much longer term. The single biggest driver of this decline is the lack of options in Rowlett’s housing stock. When you look at the housing segment, all of Rowlett’s housing stock is your typical suburban house, with similar home values. In fact, only 11.3 percent of homes in Rowlett have a taxable value in excess of \$200,000.



Lack of Housing Diversity

This scenario directly impacts our current and future tax base. For example, Chart 15 below shows the housing market for 2012. As you can see, roughly 38 percent of all of the houses sold in Rowlett last year sold at a loss. This continues to feed the decline in our taxable values. We have come to appreciate that the single biggest driver of this decline is the lack of options in our housing stock. When you look at the housing segment, all of Rowlett's housing stock is your typical suburban house. So our empty nesters or up-and-coming professionals, who want a choice, have to move elsewhere to find that choice. Diversity of housing stock brings a level of stability. We recognize that we don't have diversity and have created a diversity of housing choices as a part of the re-zoning that occurred with Realize Rowlett 2020 and the adoption of Form Based Codes in November 2013. Even with the opening of PGBT and DART light-rail, it will take time for our vision to be realized and bring it diversity needed to stabilize our tax base.

CHART 15

Item 2D Recap – Rowlett Declining Average Taxable Values (existing inventory)



All Existing Homes					Single Family Detached Homes					
Submarket	Median Home Value	% Change		% Decreasing In Value	% Sold for Loss	Submarket	Median Home Value	% Change Last Year	% Decreasing In Value	% Sold for Loss
		1 year	5 Years							
Garland	\$92,300	6.1%	-5.2%	27.2%	30.7%	Garland	\$95,700	5.7%	27.1%	28.8%
Murphy	\$243,600	-0.4%	-0.8%	44.5%	41.9%	Murphy	\$243,600	-0.4%	44.5%	41.9%
Rockwall	\$184,800	11.6%	0.5%	7.6%	28.5%	Rockwall	\$185,100	11.0%	6.9%	26.5%
Rowlett	\$143,300	12.7%	-2.1%	11.5%	37.8%	Rowlett	\$144,100	12.8%	11.5%	37.8%
Sachse	\$163,700	11.1%	-1.5%	15.1%	43.6%	Sachse	\$162,700	-0.7%	45.2%	43.6%
Wylie	\$146,000	1.8%	-1.5%	36.7%	41.3%	Wylie	\$146,000	1.8%	36.7%	41.6%
DFW Metro Area	\$130,500	4.8%	-1.6%	24.8%	32.9%	DFW Metro Area	\$132,400	5.1%	25.1%	32.1%

Submarket	Total Homes		Median Sale Price	Median List Price	% Sale to List Price
	Sold	Price			
Garland	136	\$108,800	\$120,000	90.7%	
Murphy	40	\$259,200	\$347,300	74.6%	
Rockwall	41	\$172,100	\$200,000	86.1%	
Rowlett	68	\$136,900	\$169,900	80.6%	
Sachse	18	\$185,700	\$212,000	87.6%	
Wylie	56	\$158,500	\$184,900	85.7%	
DFW Metro Area	5,422	\$163,000	\$185,000	88.1%	

Submarket	Total Homes		Median Sale Price	Median List Price	% Sale to List Price
	Sold	Price			
Garland	130	\$109,400	\$124,900	87.6%	
Murphy	40	\$259,200	\$347,300	74.6%	
Rockwall	38	\$171,600	\$207,400	82.7%	
Rowlett	68	\$136,900	\$169,900	80.6%	
Sachse	18	\$185,700	\$212,000	87.6%	
Wylie	56	\$158,500	\$184,900	85.7%	
DFW Metro Area	5,262	\$164,400	\$187,000	87.9%	

Sources: Zillow, Inc. and Ricker|Cunningham.

- The median home value among single family detached units in Rowlett increased by 12.8% in 2012, compared to 6.7% and 5.1% increases in the larger Rowlett Trade Area and DFW Metro Area, respectively.
- Despite this increase in home values, Rowlett is still at the low end of surrounding communities with respect to both sale prices and % sales to listing prices.

Yet, our service levels have been maintained thanks to a great team of employees.

The City of Rowlett is very fortunate to have a great team of employees, who provide exceptional customer service every day.

What do I mean by that? Since 2007, the City of Rowlett has experienced a \$1.9 million reduction in property tax revenue, yet services to our citizens have remained the same and in some cases, actually improved. The great benefit to employees who are



passionate about providing great value to our citizens in return for their tax dollars, is that failure is really not an option when it negatively impacts those we serve. Therefore, our employees are extraordinarily resourceful and willing to “get out of the box” routinely to provide the service our citizens expect. As our infrastructure ages, this becomes more and more difficult to accomplish and eventually staff begins to run out of options. Internally, we call it “getting the gooey out of it.” Kid’s Kingdom is a great example of how there were no other options left due to safety concerns but to tear the playground down. ***It is just one example of many similar incidents that we can expect in our future, if we continue to be unwilling to generate sufficient revenue to cover the City’s actual cost of providing and maintaining services, programs and infrastructure.***

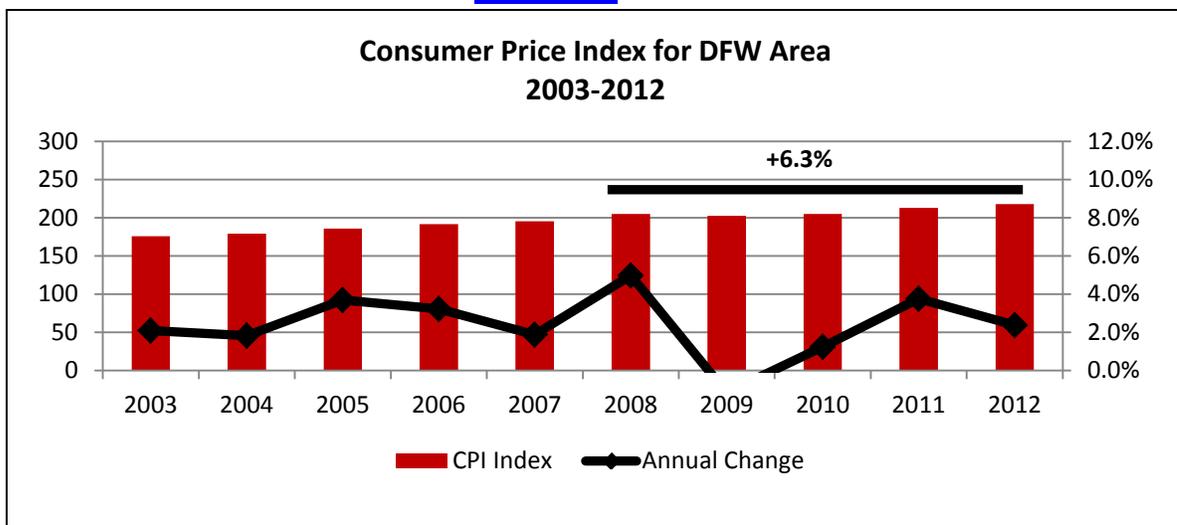
The significant negative to employees who are passionate about providing great value to our citizens in return for their tax dollars is the service continues to be provided because staff makes it look easy, so the mindset becomes “well, it’s working, so what do you need to continue to just get by?”. The problem is that getting by isn’t financially sustainable nor is it organizationally sustainable. **As noted above, the decisions to reduce the workforce and reduce funding for programs, services and ongoing maintenance was intended to be temporary, not permanent, as a “bridge” recognizing that the economy would improve and the City’s economic generators in the arrival of DART Light Rail and PGBT would assist in growing our tax base.** Employees have been willing to survive our current situation because it is believed to be temporary. If permanent, these same great employees may choose to work in other comparable cities in our market because they will be paid more to do less since similar jobs in other cities do not have the same amount of responsibility and ongoing stress.

HOW HAS ROWLETT ADDRESSED ITS FINANCIAL CHALLENGES OVER THE PAST SIX YEARS?

As noted, the City of Rowlett is truly blessed with a team of great employees who have consistently sacrificed in order to provide great service and programs to our citizens in recent challenging economic times. Outlined are several significant examples of where employees have sacrificed directly or indirectly.

1. **There has been a reduction of 41 employees, resulting in employment levels equal to FY2004 employment statistics.** The population in 2004 was 50,800 with 378.0 Rowlett employees, equivalent to 7.44 employees per 1,000 population. Today's population is about 56,310 with 374.0 Rowlett employees, equivalent to 6.64 employees per 1,000 population – a 10.8 percent reduction in capacity. Employees are consistently being asked to assume more and more responsibility because the workloads of these 41 employees did not disappear. Additional investments of \$118 million from bond revenues sold in 2004 – 2006, which included improved streets, parks, drainage, fire stations and a renovation of the community centre, were added with no additional resources allocated for their upkeep and maintenance. Organizational capacity has been achieved through continuous efficiency, enhanced technology, and strategic organizational alignment based on strengths of employees in specific divisions/programs of work. However, the current workload has reached organizational capacity. More employees and resources are required to appropriately manage the growth and development Rowlett is and will continue to experience.
2. **Rowlett employees received their first raise in four years in FY2013, while other cities in our market have given their employees salary adjustments.** During this same time period, the cost of living has increased 6.3 percent in the DFW market and health insurance rates have continued to increase. Rowlett is consistently third from the bottom in pay and benefits compared to its market of comparable cities. Employee salaries are estimated to be approximately 12-15 percent below our market of comparable cities.

CHART 16



3. **Retirement benefits were reduced for employees resulting in a \$700,000 annually savings over a five year period beginning in FY2012.** Unlike many of Rowlett's market of comparable cities, social security benefits are not paid by the City of Rowlett. While this provides significant savings to Rowlett (about 7 percent of payroll), it also means that many of our long-term employees, particularly in the Police and Fire service who have not worked in other organizations are ineligible for social security benefits upon retirement.

4. **The City switched to a partially self funded insurance plan for health insurance.** Since the inception of this insurance plan in FY2011, the City has realized over \$1.7 million in savings when compared to having fully-insured coverage. Employees have embraced a culture of being better educated consumers of their healthcare, continue to make "wellness" a part of their daily lives, and have supported the City of Rowlett becoming a tobacco-free workplace. Their efforts are paying off in real savings to the organization!

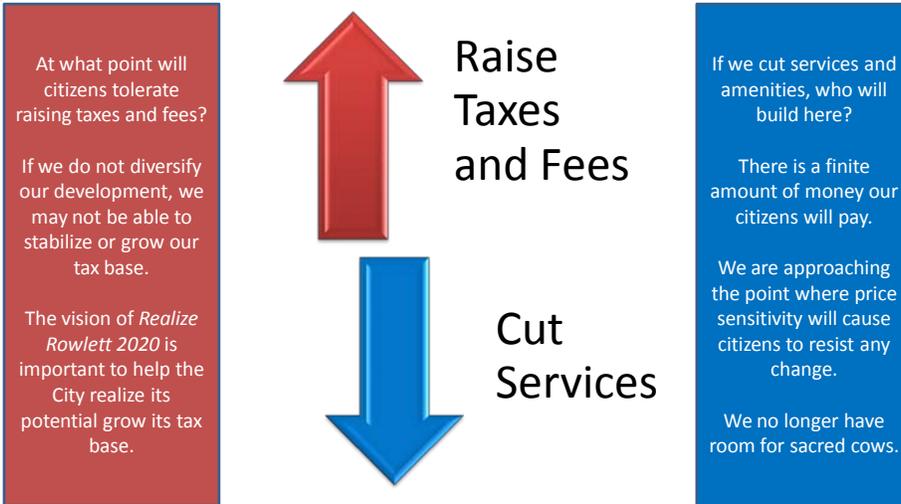
HOW IS THE CITY OF ROWLETT GOING TO ACHIEVE SUSTAINABILITY?

Because the City's revenues are shrinking and expenditures continue to rise, it is important for the City to find the appropriate balance between services offered and the City's ability to pay for those services in order to achieve sustainability. Not only does Rowlett need the appropriate level of employees to provide these services, but our employees must have the right tools, such as equipment and technology, to provide those services.

As mentioned earlier, Rowlett is at a crossroads. In FY2015, the community must make some very tough choices about what it wants to be. And those choices come with a price tag in the form of higher taxes or fees or a lack of amenities in the form of reduced services. ***This is the dichotomy in which we find ourselves (see Chart 17 below) – if nothing changes between now and FY2015, what happens?***

CHART 17

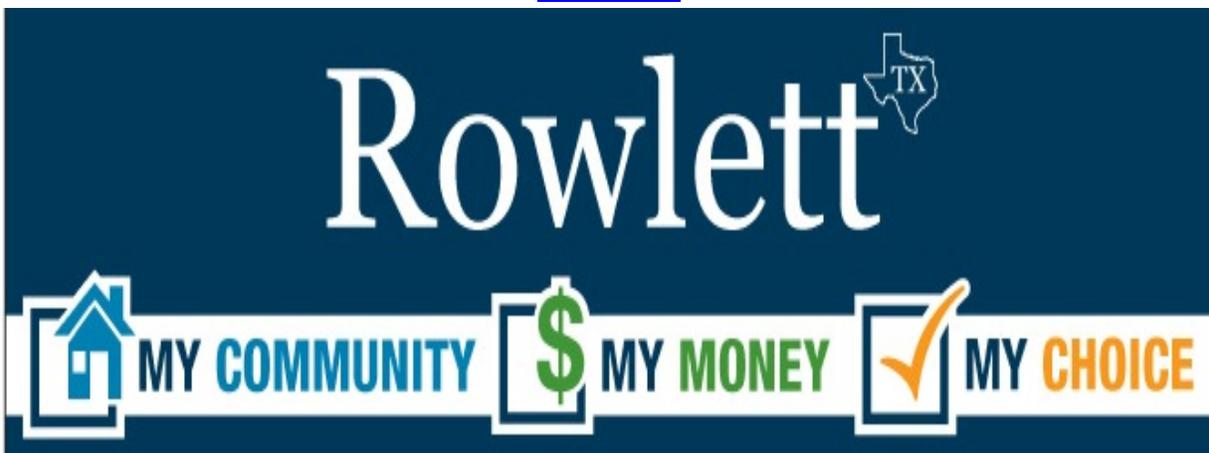
Our Dilemma - If Nothing Changes Between Now and FY2015, What Happens?



36

As we take the journey over the next year to determine what we want our vision to be for Rowlett, citizens will angst over what is the right answer – higher taxes/fees or reduced services. As we outline several times in this budget memo, Rowlett cannot continue to “make-do” waiting for PGBT and DART Light-rail to arrive. They are now here and the ability to “bridge” our financial gap will no longer exist by FY2015. As a result, the City Council and its citizens will have to make strategic decisions to determine what our community’s future will be. Our citizens will have that opportunity to engage and provide feedback with these decisions with the *Rowlett! My Community. My Money. My Choice.* campaign next year. We owe it to our citizens to have an honest conversation about what our future looks like.

CHART 18



Even with some very exciting economic development projects on the horizon, life won't automatically be better quicker. For example, it takes about three years for a city to see property

tax revenues from new development. The first year starts the planning process for the project to get approved, the second year to start construction and by the third year, the city begins to see “some” of the tax impact. Therefore, we would need to have projects approved now to see tax values by FY2015 or begin approving projects in the coming year to see those revenues by FY2016.

Therefore, because economic conditions are likely to be challenging for the next few years or so, it is important to continue to make decisions utilizing a multi-year plan that addresses the City’s current and future needs and the ability to fund those decisions currently and in the future. To some extent, timing is critical – wait too long and we miss an important window of opportunity, strike too soon and the investment we make may fall flat.

WHAT ARE THE OPPORTUNITIES AND CHALLENGES FACING US AS A CITY IN THE NEXT FIVE YEARS TO PROVIDE SUSTAINABILITY AND WHAT IS THE PLAN TO ADDRESS THESE CHALLENGES?

As a part of our Five (5) Year Financial Strategy to achieve sustainability, staff continues to focus on five (5) critical guiding principles in working toward sustainability. It is important to state these principles again this year because all are important cornerstones in achieving a successful multi-year plan.

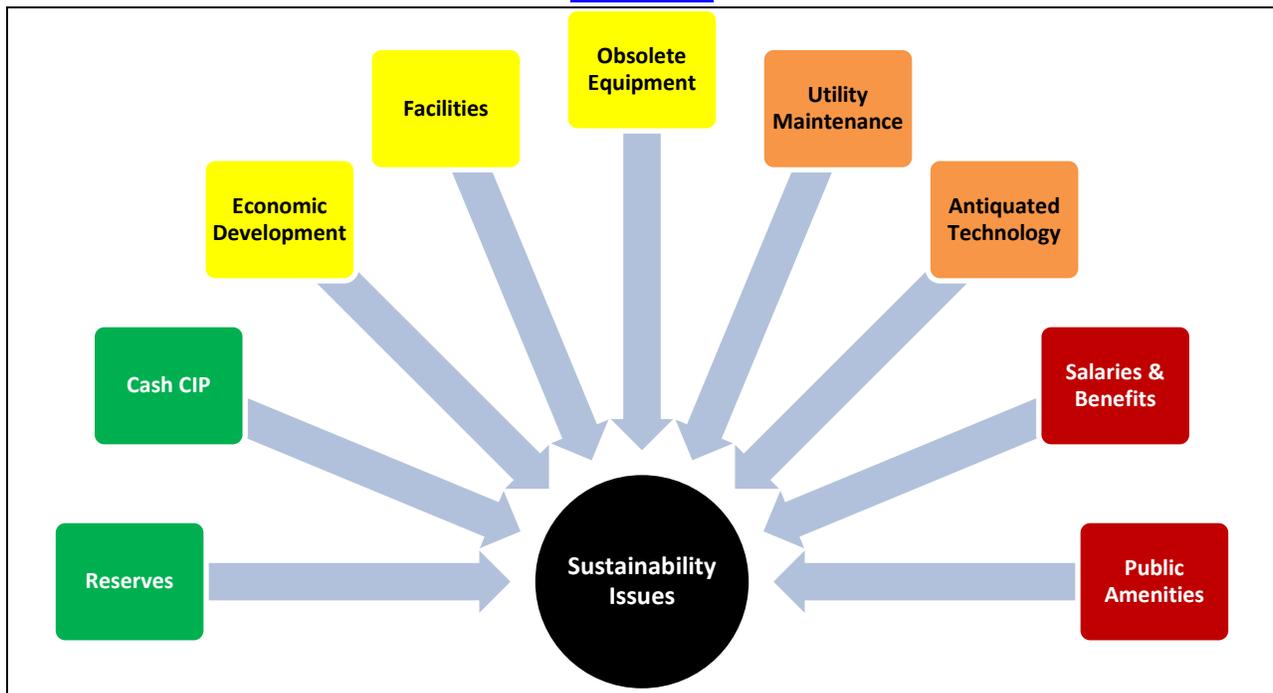
1. Develop a core motivated workforce that is excited about providing the “right” programs and services to our citizens. The City of Rowlett is a service organization. We make nothing and have nothing to sell other than our service. Our employees are critical to providing a high level of service. It is said that there is a direct correlation between how employees are valued and how they treat their customers.
2. Evaluate annually services offered to ensure best value. Often cities begin offering programs and/or services and never stop to evaluate what is the real benefit of this program to determine whether or not the programs represent the best value of available programming dollars. Therefore, we will continue to conduct cost versus benefit analysis of our programs asking the following questions:
 - Do these programs/services really provide a benefit to our citizens which can be clearly defined?
 - If yes, does the time and resources allocated to these programs/services benefit an appropriate number of our citizens based on the amount of investment?
 - If not, we will quit providing this program or service.
 - Are we the appropriate venue to provide these programs/services?
 - If not, is managed competition, outsourcing, or regionalism a better approach?

3. Utilize technology effectively to work smarter not harder.
4. Maintain appropriate financial reserves and continue fiscal discipline to manage the peaks and mitigate the valleys of economic change.
5. Look Forward. Provide Now. Endure.

These guiding principles have already shown to be important as outlined above in the strides the organization has made in achieving a level of sustainability in order to “bridge” our financial gap until we could get past the construction and opening of PGBT and DART. That time is now upon us and even though we are already working with several important projects, it will still take time to rebuild the \$1.9 million in property tax revenues lost over the past 4-5 years. **Therefore, until those lost revenues are recouped, we will be in a recovery mode, not a growth mode. For perspective, the average taxable value of a residential unit of Rowlett is \$133,429 with an annual property tax payment to the City of Rowlett of \$997. It would take 1,905 such units to restore the \$1.9 million in lost property tax revenues over the last five years.**

In terms of addressing our sustainability strategies in the two-year budget, FY2015 was developed much like FY2014. It captures and holds progress made with regard to key initiatives (i.e. additional funding for equipment) but does not yet codify financial dollars in FY2015 to address our most pressing needs. *Instead, these challenges are outlined here, in the Budget Memo.*

CHART 19



Over the past four years, the City has begun building funding strategies for our most significant sustainability challenges. Chart 19 above represents the relative progress made while addressing a \$1.9M reduction in property tax revenue. Certainly progress has been made, particularly in the area of the Cash CIP, which has had a huge impact on the overall pavement condition index (PCI) of our streets. And, while stable funding has now been created for our utility maintenance and antiquated technology, a plan for addressing our most sensitive or most obsolete infrastructure is now in place.

Charts 20 and 21 below list some of Rowlett's most significant challenges and opportunities. Chart 20 emphasizes internal strengths and weaknesses that either help or hinder our ability to achieve our goals and objectives. In particular, a high level of financial stewardship has provided a strong financial position that allows the City to maintain the same tax rate in FY2014 for the 9th straight year and “bridge” the fiscal gap to FY2015. This comes at a cost. Over the past four years, the City has lost ground in terms of competitiveness of employee pay in relation to comparable cities, which hurts the City’s ability to recruit and retain talented employees. In addition, turnover is a significant issue, which impacts the ability of the City to deliver essential services.

CHART 20

	Positive (Helps Achievement of Goals & Objectives)	Negative (Hinders Achievement of Goals & Objectives)
Internal Influences (Tactical)	<u>Strengths</u>	<u>Weaknesses</u>
	<ul style="list-style-type: none"> • High level of financial stewardship and a strong financial position provides opportunity to maintain the same tax rate in FY2014 for the 9th straight year and “bridge” the fiscal gap to FY2015 • Outstanding talent on Executive Team and real depth in the organization provides the foundation for our “citizen-centered government” 	<ul style="list-style-type: none"> • Competitiveness of employee pay in relation to DFW market hurts ability to recruit and retain talented employees • Turnover rate impacts ability of the City to deliver essential services • Just as a lack of financial resources means less money to spend on maintaining the amenities our community enjoys, fewer employees also effects the ability to maintain those amenities • Lack of funding in prior years has resulted in obsolete technology and equipment that will take additional resources and time to improve

Chart 21 emphasizes external opportunities and threats that strategically impact our mission. With the completion of PGBT and DART Light-rail and the adoption of Realize Rowlett 2020 and Form Based Codes, Rowlett is extraordinarily poised to benefit from an economy that appears to be strengthening again. In addition, the relative wealth of the community, as noted several times previously, provides capacity to provide additional resources for community services and

amenities if so desired. However, it should be noted that the similarity of value and housing structures impacts the ability of the City to sustain tax values over the long-term *unless we do different!*

CHART 21

	Positive (Helps Achievement of Goals & Objectives)	Negative (Hinders Achievement of Goals & Objectives)
External Influences (Strategic)	<u>Opportunities</u>	<u>Threats</u>
	<ul style="list-style-type: none"> • Positive economic development opportunities are available now that PGBT and DART are complete • Realize Rowlett 2020 creates a positive vision and regulation plan for the community and enhances development opportunities for the Downtown, Strategic Gateway, Healthy Living, and Woodside Living areas • Relative wealth of the community (personal income per capita 40% higher than market median) provides capacity to provide additional resources for community services and amenities if so desired 	<ul style="list-style-type: none"> • Financial capacity for incentive-based development is limited which can impact future growth • Taxes paid per capita (20% less than market median) provides less resources for community services and amenities • Similarity of value and housing structures impacts ability to sustain tax values over the long-term • The combination of the increasing senior population and senior tax freeze approved in 2004 will continue to erode the City's tax base • Remaining proceeds from bonds issued in prior years are nearly gone providing the impetus to hold a future bond election in 2015

SO, WHAT ARE THE SPECIFIC POLICY CHALLENGES THAT NEED TO BE ADDRESSED IN FY2015?

Charts 20 and 21 provide an excellent summary of our bigger challenges and they stress an important point – resources have been stretched to the point that they are at a premium. While reprioritizing funds may provide some short-term relief, the ability to significantly address our longer-term and more strategic needs cannot be done with merely a reprioritization of dollars.

Chart 22 below outlines the issues that will need to be addressed over the next year in order to prepare the funding strategy and resource allocation for the FY2015 Budget. As a result, the City will need to research, debate and vet our needs and engage our public to gauge their willingness to support those needs with additional taxes and/or fees.

CHART 22
Operational Needs

Issue	Comments
Research the current market and determine the level of competitiveness Rowlett is willing to provide for employee compensation	FY2013 was the first year Rowlett has provided a raise since 2008. Staff will conduct an external study to evaluate the market and the City's pay structure and bring recommendations to Council in FY2014. The budget for this study is \$50,000.
Evaluate staffing needs to determine the number of employees necessary to meet the community's prevailing standards for programs and services	Since FY2007, the City has eliminated 40.75 positions which have stretched our maintenance resources. Staff will conduct an internal study to evaluate staffing needs and bring recommendations to Council in FY2014.
Evaluate current maintenance efforts to establish the level of effort necessary to meet the community's prevailing standards for amenities and infrastructure	Parks – Staff is currently studying the level of maintenance needed to maintain our parks at an acceptable standard and will develop options for Council in FY2014. Streets – Staff is currently evaluating a strategy for the 40-50 PCI level and will report those options to Council in FY2014.
Improve and enhance technology to meet customer needs	Police – Staff is currently evaluating the need to replace the public safety radio system and will report those options to Council in FY2014. Finance & IT – Staff is currently evaluating options to replace the core financial system once the technology plan developed in May 2013 is complete and will report those options to Council in FY2014.
Replace obsolete vehicles and equipment	Fleet – Staff will update the “right-sizing” exercise completed in FY2010 to determine recommendations for an appropriate replacement strategy for FY2015 and beyond.
Possible Annual Impact - (Range)	\$5.5 - \$6.5 million

CHART 23
Capital Needs

Issue	Comments
Prepare for a bond election in May 2015	Staff has developed a two-year calendar to identify, evaluate and prepare for a possible bond election. Potential projects include the Liberty Grove/Merritt Road Interconnector Phase II, Dalrock Road @ SH66 Intersection Improvements, neighborhood street

Issue	Comments
	<p>reconstruction for PCI <35, Scenic Park Ph II and other park amenities.</p> <p>Such a package could total \$25 million or more once a complete list is vetted with the City Council and the community.</p>
Possible Annual Impact - (Range)	\$0.9 - \$1.2 million

CHART 24

Other

Issue	Comments
Evaluate Senior Tax Exemption	<p>Rowlett's senior tax exemption is the third highest in Dallas County and now accounts for approximately 5 cents on the property tax rate.</p> <p>Any change will not impact seniors who currently receive this benefits due to the senior tax freeze approved in 2004.</p> <p>Staff will conduct a study to evaluate the exemption provided by other comparable cities and bring recommendations to Council in FY2014.</p>
Potential increase in taxes or fees	<p>The City has not raised the property tax rate since 2005. FY2014 represents the 9th straight year that Rowlett has not increased the tax rate.</p> <p>Staff will conduct a study to evaluate the amount of tax and/or fees to meet the services and amenities desired by the community. In addition, staff will conduct a follow-up of the My Rowlett! My Community! My Money! My Choice! Campaign to assess the community's desires and wishes and report those results to Council in FY2014.</p>
Possible Annual Impact (Range)	\$5.5 - \$6.5 million
<p><i>Notes:</i></p> <ol style="list-style-type: none"> 1. <i>The additional amount possible if the City collected the median average of comparable cities equals \$7.7 million.</i> 2. <i>The additional amount possible if the City only restored the decline in taxable values lost since FY2010 = \$1.9 million.</i> 	

FIVE (5) YEAR FINANCIAL MODEL

Planning for the Future

The City of Rowlett's significant dependence on residential property taxes as its primary source of revenue requires us to make long-term decisions regarding how limited resources are allocated in future years. The housing market is not likely to rebound quickly so offsetting lost revenue from reduced property tax valuations of \$251.9 million will take years. Knowing that our current situation is our future situation for at least the next few years, financial decisions must be made with sustainability in mind as noted throughout this memorandum. Any change must be viewed as permanent. To this point, this memorandum has identified where the City's money comes from; how the City spends its money; and defined the need for sustainability and the associated challenges to provide the necessary framework to understand future challenges regarding revenues and expenditures included in the five (5) year financial model.

As previously noted, this five year financial planning model allows us to see how the decisions we make today will impact our future. In most cases, the model won't change the decisions we make today but will allow us to see their future impact. Identifying these impacts today provides opportunities for strategic planning rather than encountering "unintended consequences" of today's decisions in the future.

Assumptions must be made in any financial model projecting about what future conditions will most likely be. Assumptions will be refined on a regular basis to ensure the most accurate forecast is given based on current relevant data. Notable assumptions in this financial model include:

- Maintains a minimum 13 percent reserve in all five years presuming that there will be a tax and/or fee increase beginning in FY2015;
- Uses surplus above 13 percent reserve requirement for FY2014 to balance budget and provide consistent service levels;
- Assumes an additional decline of 0.3 percent in taxable assessed value in FY2014, and remaining flat in FY2015 through FY2018; however, adds \$0.8 million in freed up debt capacity for operational purposes and anticipates an additional \$1.6 million in property tax revenues from new construction;
- Assumes sales tax will grow approximately 1-2 percent from ongoing activity now that the President George Bush Turnpike is open and anticipates an additional \$1.1 million in sales tax revenues from new construction;
- Provides a 3 percent raise in FY2014 only beginning on April 1st;
- Increases employee health benefit costs 11 percent in FY2014 and 10 percent each year thereafter;
- Continues existing cost containment measures to keep supplies and purchased services at or below inflation, approximately 2-3 percent;
- Includes 6 police cars and leases for 4 fire trucks and 3 ambulances built in every year; and

- Lease payments for key technology are built in every year.

CHART 25

SUMMARY OF FIVE YEAR FINANCIAL MODEL FOR THE GENERAL FUND (in ,000s)						
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Beg Reserve	\$5,951	\$6,281	\$4,951	\$4,543	\$4,604	\$4,691
Total Projected Revenues	\$33,005	\$33,671	\$34,255	\$35,109	\$35,898	\$36,207
Add'l Resources Needed	-	-	1,350	1,525	1,350	1,650
Total Adjusted Resources	\$33,005	\$33,671	\$35,605	\$36,634	\$37,248	\$37,857
Total Uses	\$32,675	\$35,001	\$36,013	\$36,573	\$37,161	\$37,782
End Reserve	\$6,281	\$4,951	\$4,543	\$4,604	\$4,691	\$4,766
% Surplus	19.1%	13.7%	13.0%	13.0%	13.0%	13.0%
Future service reductions that may be necessary to meet reserve requirement if taxes/fees are not added.			\$1,350	\$1,525	\$1,350	\$1,650
Equivalent tax rate (in cents per \$100 taxable assessed value)			4.3	4.9	4.3	5.3
Why are Fiscal Years 2016-2018 shaded?						
The City of Rowlett has a lot of moving pieces in evaluating the future. The national economy certainly is at the top of the list; however, the impact PGBT and DART will have on Rowlett is still undetermined and the timing with which new developments will be added will take time to mature and understand.						

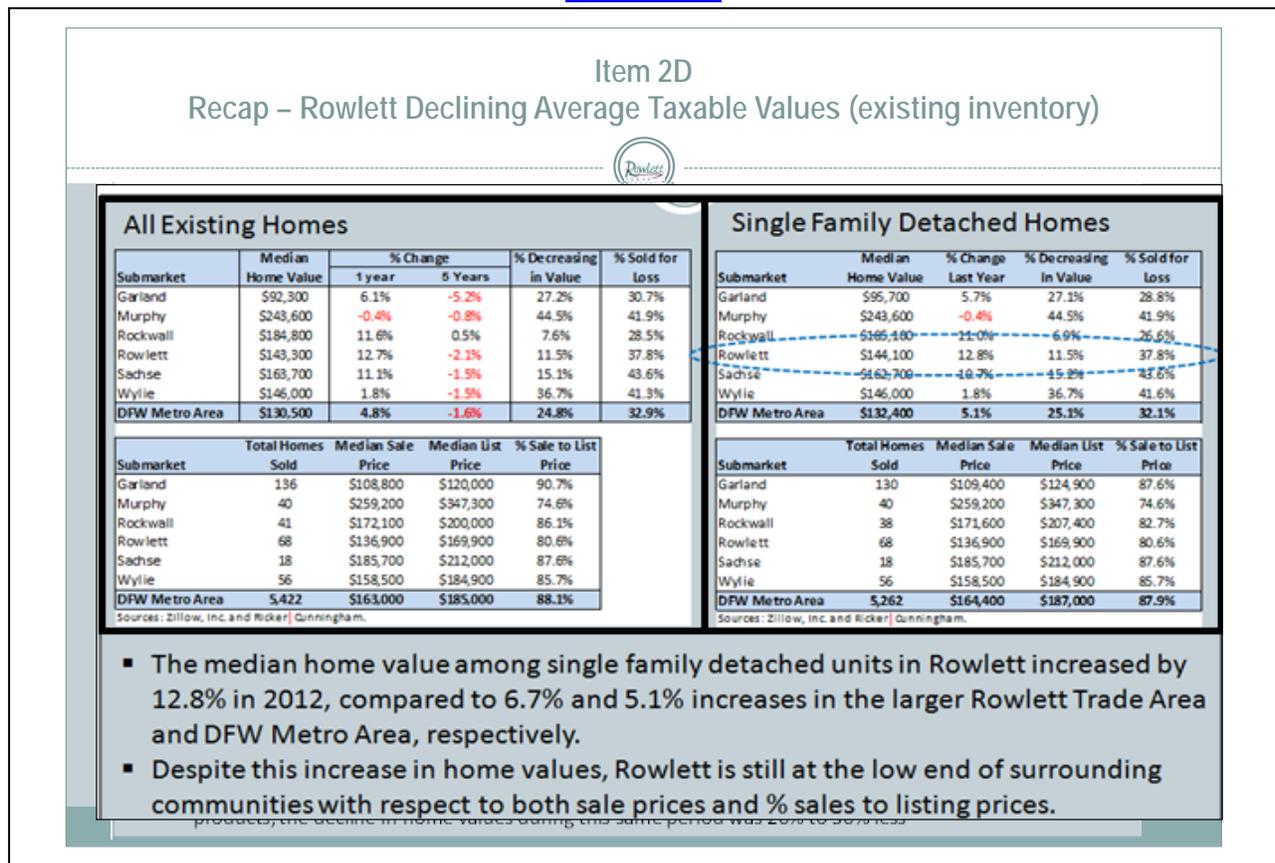
While the model may appear to be balanced for the next five years, it should be noted that the strategies embodied above do not make inroads on some of our more significant challenges nor is it sustainable. For example, \$250,000 is included in FY2014 and FY2015 to replace some of the worst of the non public safety vehicles but it is not enough to maintain our fleet at optimum levels. In addition, both FY2014 and FY2015 include \$100,000 in each year for public amenities to address safety and eyesore issues in our parks and athletic fields; but again, it does not address amenities that are literally “loved to death”. Finally, 3 percent raises are provided in FY2014 beginning in April 1st but are *not* included beyond FY2014. Raises are problematic when there is nearly a 1 to 1 correlation between the amount of salary and benefits paid and amount received from annual property taxes when those taxes are flat and/or decreasing.

As previously noted in the opening of this memorandum, staff has developed a much needed “bridge” to FY2015, in order to provide time for economic development to begin to occur as a result of the opening of PGBT and DART and the completion of Realize Rowlett 2020. In addition, the City will run out of the capital construction bonds issued in 2004-2007 making FY2015 a pivotal year for a possible general bond election. Therefore, using surplus operating

funds helps us to bridge this critical juncture and provide an opportunity to place our future squarely in the hands of our citizens without prematurely reducing services or making other short-term decisions.

While staff has developed a two-year strategy that provides time to plan, residential housing values must stabilize to provide some level of certainty in the future. Rowlett’s consultants, Ricker+Cunningham, have identified potential weaknesses in Rowlett’s market that may continue to inhibit Rowlett from rebounding at the same rate as other cities with more diverse housing and commercial base. For example, Chart 26 below shows the housing market for 2012. As you can see, roughly 38 percent of all of the houses sold in Rowlett last year sold at a loss. This continues to feed the decline in our taxable values. We have come to appreciate that the single biggest driver of this decline is the lack of options in our housing stock. When you look at the housing segment, all of Rowlett’s housing stock is your typical suburban house. So our empty nesters or up-and-coming professionals, who want a choice, have to move elsewhere to find that choice. Diversity of housing stock brings a level of stability. We recognize that we don’t have diversity and have created a diversity of housing choices as a part of the re-zoning that occurred with Realize Rowlett 2020 and the adoption of Form Based Codes in November 2012. Even with the opening of PGBT and DART light-rail, it will take time for our vision to be realized and bring it the diversity needed to stabilize our tax base.

CHART 26



The point to be made here is that Rowlett's lack of diversity in the housing market may continue to drive a decline in both market and taxable value even at a time when value in the Metroplex, in general, increases. The next two charts show this trend in a different way. While Rowlett's overall market value has declined 4.8 percent over the past five years (FY2010-FY2014), residential market values have declined at a faster rate of 5.8 percent and commercial market values are beginning to rebound.

CHART 27

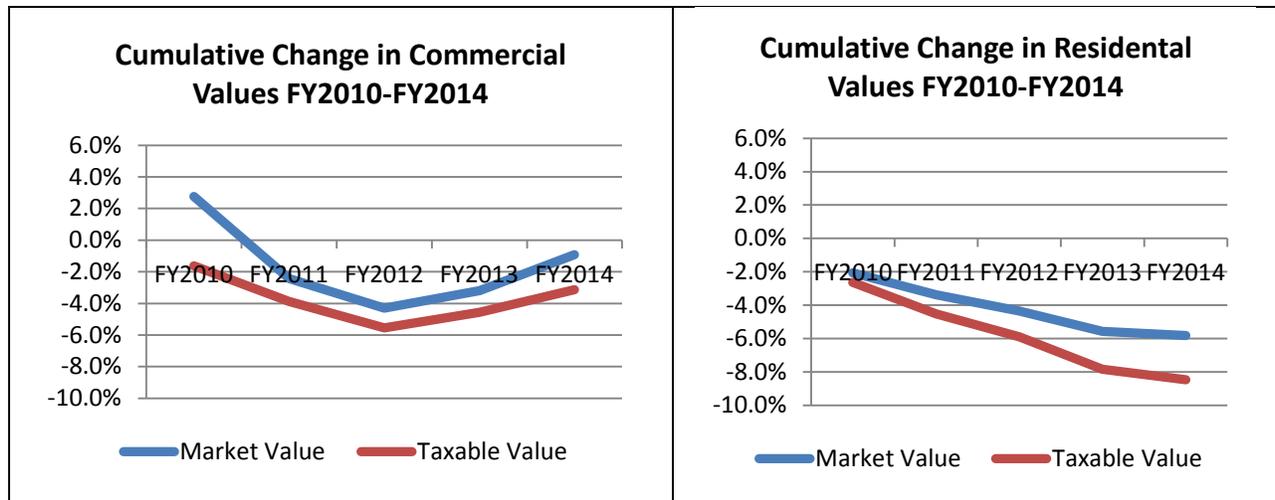
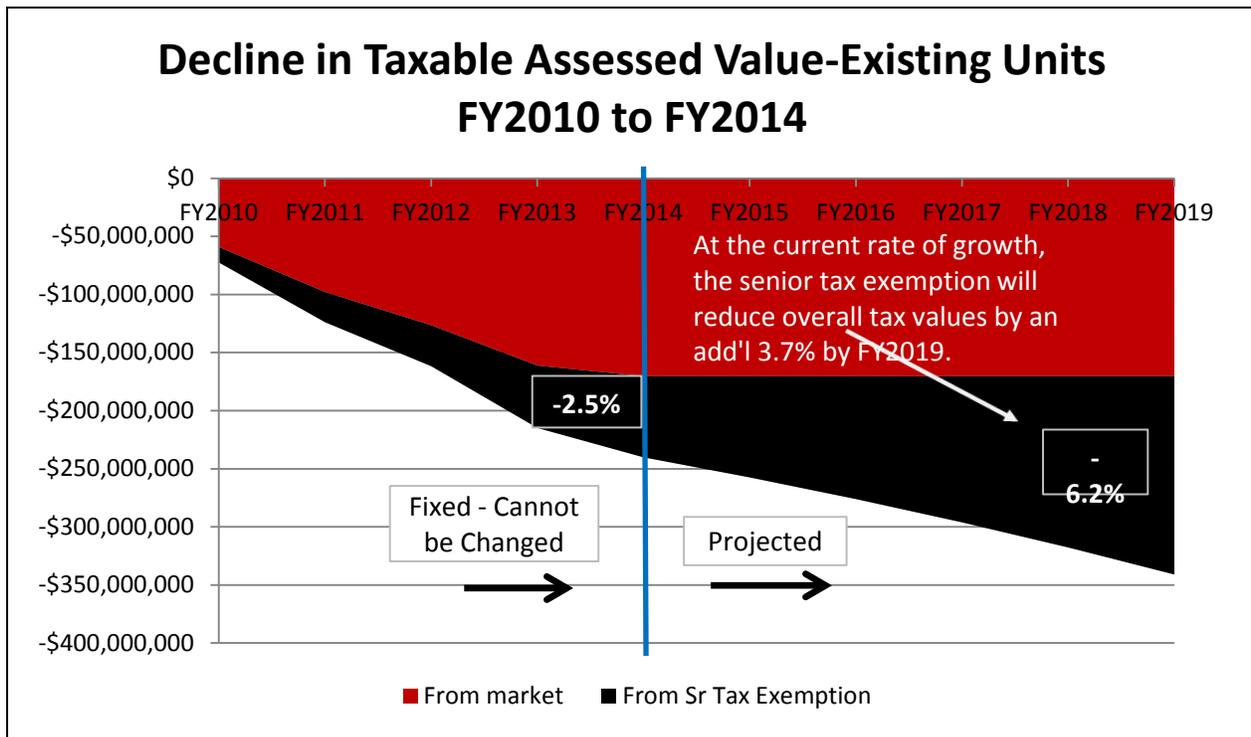


Chart 27 tells another story as well. While residential market values have declined 5.8 percent over the past five years, residential “taxable” values have declined even faster at 8.5 percent. This is for one reason – the number of seniors taking advantage of the senior tax exemption has increased by 806 residences or 43.4 percent, from 1,858 to 2,664, effectively taking \$204.4 million off of the tax rolls at a time that overall market values were declining due to the economic downturn. Based on Rowlett’s tax exemption policy, each property owner who reaches the age of 65 receives an increase in their annual property tax exemption from the \$5,000 regular “homestead” exemption to a \$67,000 “senior” exemption, immediately reducing their annual tax payment by \$501. This lower amount then becomes permanent due to the senior tax freeze approved in 2004.

Chart 28 illustrates this issue in a different way. Overall taxable values for existing residential units over the past four years have declined 8.5 percent. Without the increase in the numbers of seniors taking advantage of the senior tax exemption, residential taxable values would have declined only 5.5 percent. If the number of seniors increase at the rate of the past five years (i.e. 7.5 percent), the overall taxable value could decline another 2.4 percent even *if* overall, property tax values stabilized.

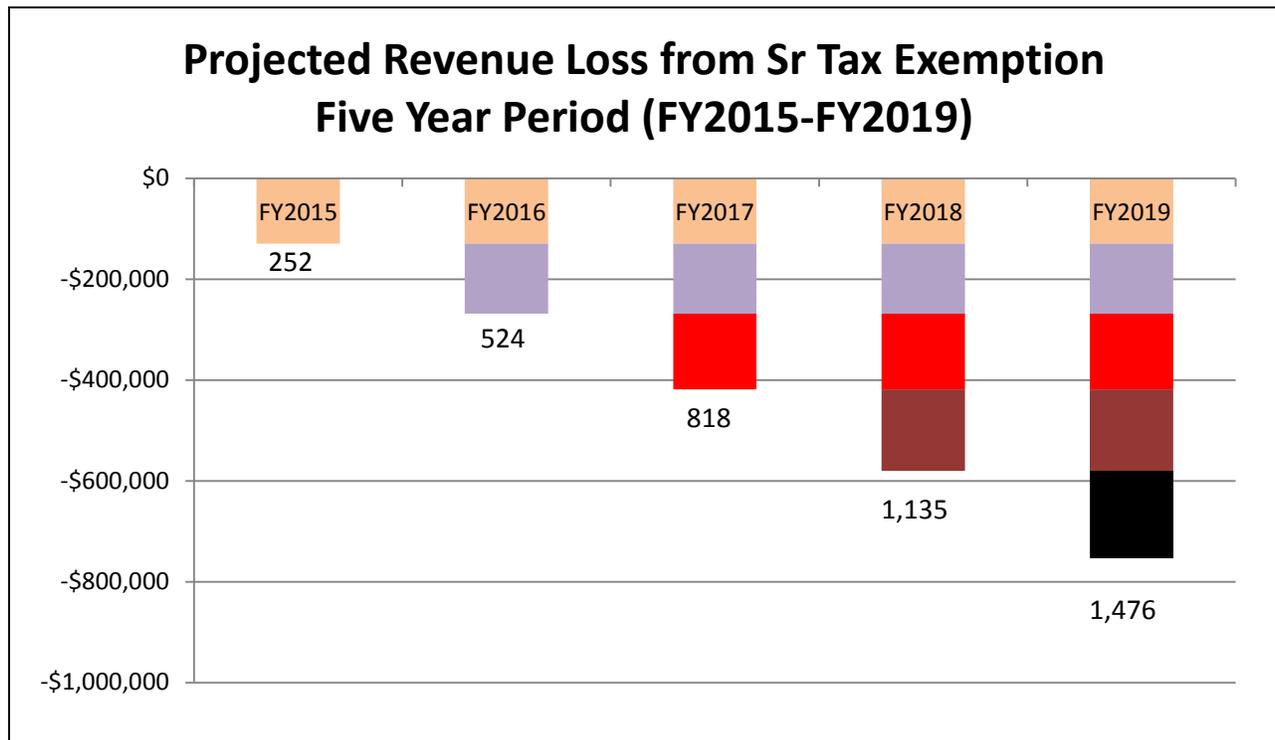
CHART 28



In order for Rowlett to financially improve in the future, it must address the issue of the community-wide vision under Realize Rowlett 2020 and it must ask the question, ***“Can we afford to offer the senior tax exemption at its current level of \$67,000?”*** Realize Rowlett provides a blueprint for our community to transform a predominantly single-family city into a diverse, vibrant, sustainable community. This includes all age groups to live, work and grow in a community that embraces its future. As a result, Rowlett also needs to ask the question ***“As one of only 7 out of 31 cities in Dallas County that has adopted the tax freeze for seniors, is it reasonable to reduce the exemption for future seniors in light of the tax freeze they will also receive?”***

The impact of the growth of this population on revenues is outlined below. You can see that over the next five years, Rowlett is expected to add an additional 1,476 seniors who receive the senior tax exemption, an average of about 295 per year (based on average for past five years). Each exemption of \$67,000 is worth \$501 annually. Therefore, revenues from property taxes in FY2015 will decrease \$129,254 each year thereafter regardless of whether or not market value increases overall and which has a compounding impact as new individuals who become eligible for the exemption are added. Over a five year period, this would result in a decline of annual revenues of \$753,757. **For perspective, this has an impact of an additional penny on the property tax rate every two years.**

CHART 29



To be clear, Rowlett does not have the remaining land to have the commercial tax base that some metroplex cities have; however, Rowlett has its own sense of uniqueness that, combined with the advantages of Lake Ray Hubbard, PGBT and DART light-rail, can lead to a diversity that can be strategically planned. ***We can be different and we must dare to be different.***

FY2014 BUDGET OVERVIEW

FY2014 represents the fourth year of implementation of a Five (5) Year Sustainability Financial Plan. All decisions regarding revenue projections follow the same fiscally conservative approach that was utilized in the development of the FY2012 and FY2013 budgets. Expenditures were evaluated based from the perspective of organizational sustainability.

For the **ninth** consecutive year, the property tax rate will be unchanged at \$0.747173 per \$100 assessed valuation. Accommodating a flat tax rate was a significant challenge given an additional 0.3% reduction in taxable property values, which came on the heels of a 2.5% reduction in FY2010, a 2.0% reduction in FY2011, a 1.5% reduction in FY2012, and a 1.5% reduction in 2013.

The total FY2014 Proposed Budget is \$85,733,505. This is an increase of \$2,909,100 or 3.5% compared to the FY2013 Adopted Budget of \$82,824,405. There are three key reasons for the increase as follows:

- Personnel costs will increase \$1,126,380 due to an 11.0% increase in health insurance effective October 1, 2013 and a 3% salary increase for city employees effective April 1,

2014. The previous raise given on April 1, 2013 will have a full year impact in FY2014 as well.

- Funding to update technology infrastructure in the amount of \$625,401 has been added to the budget. This continues the project started in the spring of 2013 to rebuild the network infrastructure (including switches and routers), and simplifying the entire system. Additionally, funding has been added in the amount of \$175,000 to lease-purchase new financial software.
- \$267,235 in non public safety vehicles and equipment has been added to replace 7 pieces of equipment originally acquired in 2001-2003 plus a replacement generator for the police building.
- The cost of water acquisition from North Texas Municipal Water District will increase 9.2% or \$503,818 due to cost increases passed on by NTMWD.

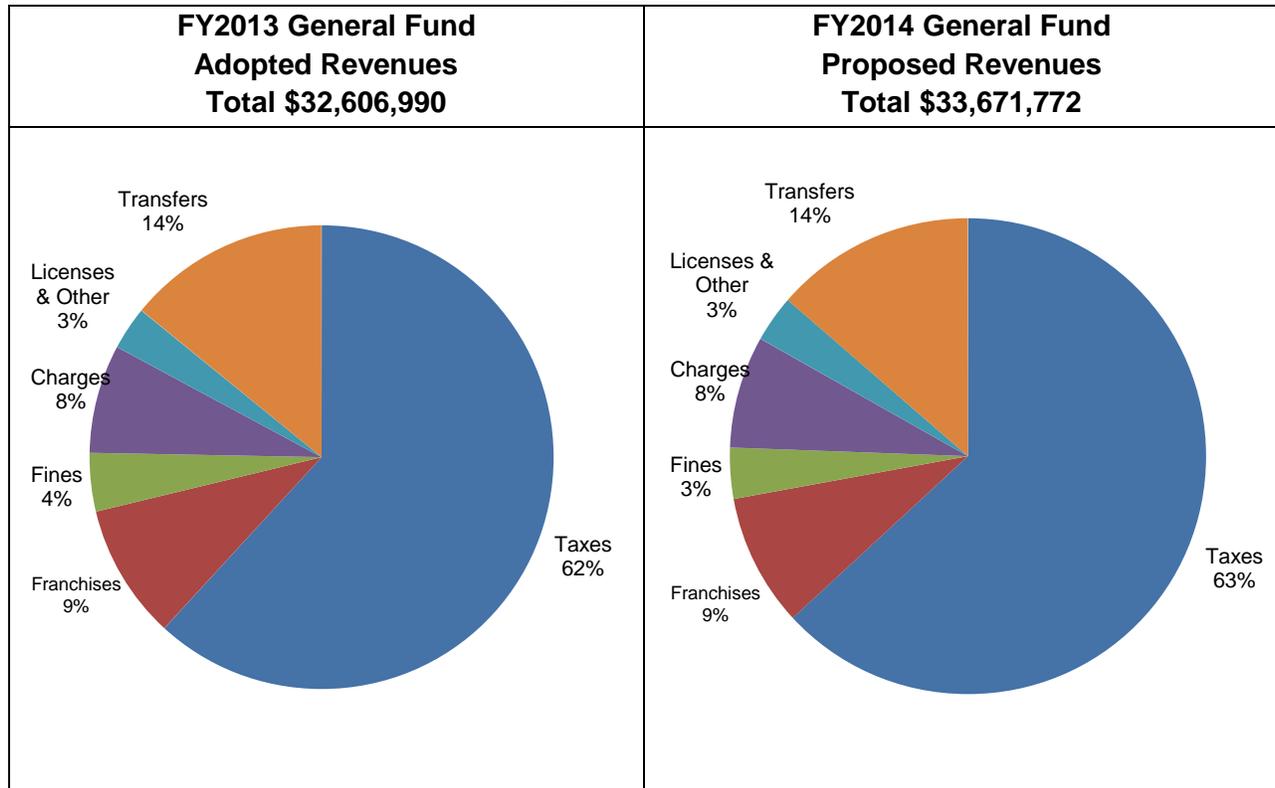
Details concerning the major components of the increase and other changes are explained in the individual fund narratives immediately following. In total, a net increase of 2.25 Full-time Equivalent positions (FTE's) across all funds is included in FY2014. Details regarding position additions and other changes are also included within the following fund overview.

GENERAL FUND

Revenues

Overall, revenues in the General Fund are projected to be \$33,671,772 in FY2014. This is a projected increase of \$1,064,782 or 3.3% when compared to the Adopted FY2013 budget of \$32,606,990. Current economic conditions, as outlined at the beginning of this memorandum, have had a negative impact on the City's ability to generate revenue. However, an increase in sales taxes (due in part to the opening of the President George Bush Turnpike) and availability of property tax revenues from freed up debt service have offset the decrease in taxable valuation. An explanation by category is provided below of the anticipated revenues and an explanation regarding these projections.

CHART 30



Tax Revenues

This category, as shown in Chart 30 above, includes property taxes, sales taxes, and mixed beverage taxes. Overall, tax revenues are projected to increase \$969,451 or 4.8% from \$20,289,239 in FY2013 to \$21,258,690 in FY2014. Ad valorem (property) taxes are the largest single revenue source for the City. The biggest challenge over the next couple of years is predicting where and when the total taxable assessed values will bottom out. Now that property tax values declined only 0.3% in FY2014, we may have finally reached the bottom for market values. Taxable values will remain challenged in future years due to the aging population.

Based on the projected assessed value provided by the Dallas Central Appraisal District and the Rockwall Central Appraisal District, the taxable assessed valuation for FY2014 will decrease \$8.3 million or 0.3%, from \$3.125 billion in FY2013 to \$3.116 billion in FY2014. Chart 31 provides a breakdown as follows:

CHART 31

Breakdown of Certified Tax Values	FY2013 (,000s)	FY2014 (,000s)	\$ Change	% Change
Residential	\$2,526,652	\$2,509,146	(\$17,506)	-0.7%
Commercial	598,190	607,353	9,163	1.5%
Total Taxable Values	\$3,124,842	\$3,116,499	(\$8,343)	-0.3%

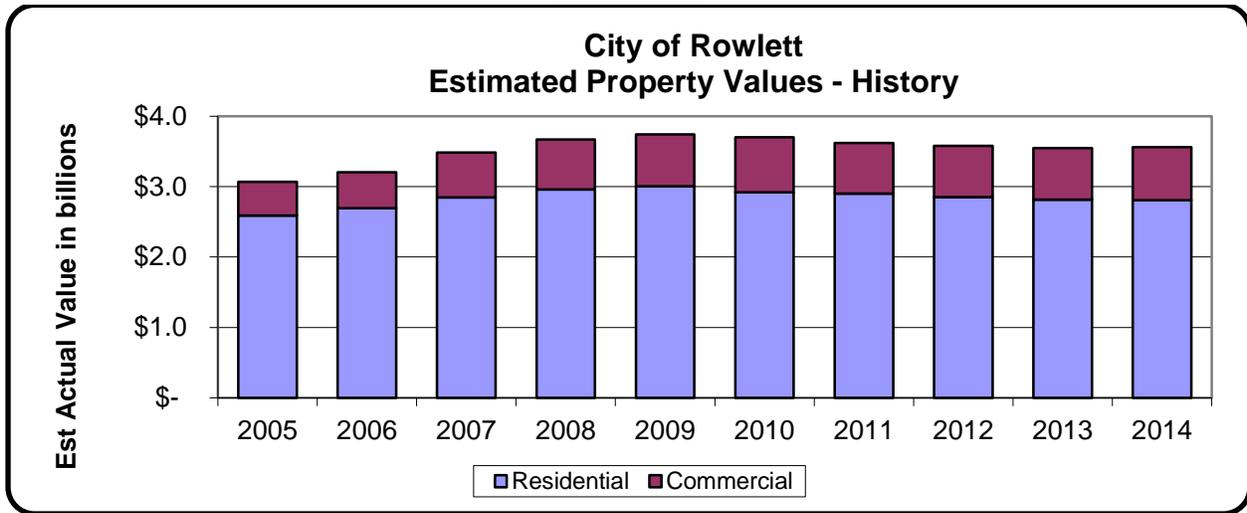
Chart 32 below illustrates the estimated market value and taxable assessed value experienced by the City of Rowlett over the past ten years and projected for FY2014 based on the estimated certified values.

CHART 32

HISTORY OF TAX VALUES (,000S)					
Year	Estimated Market Value			Less: Exemptions	Taxable Assessed Value
	Residential	Commercial	Total		
2005	2,591,155	479,484	3,070,639	(199,815)	2,870,824
2006	2,692,224	514,579	3,206,803	(224,441)	2,982,362
2007	2,848,863	635,390	3,484,253	(342,854)	3,141,399
2008	2,961,439	708,959	3,670,398	(361,998)	3,308,400
2009	2,980,182	760,598	3,740,780	(372,401)	3,368,379
2010	2,918,386	781,622	3,700,008	(414,295)	3,285,713
2011	2,901,798	719,781	3,621,579	(401,314)	3,220,265
2012	2,850,329	727,932	3,578,261	(406,361)	3,171,900
2013	2,813,783	736,381	3,550,164	(425,321)	3,124,843
2014	2,806,507	753,660	3,560,167	(443,668)	3,116,499

Chart 33 below illustrates the actual history of estimated property values experienced by the City of Rowlett over the past ten years.

CHART 33



The ad valorem tax rate is split between the General Fund and the General Debt Service Fund. In addition, prior to FY2013, a portion was also shared with the Tax Increment Financing District Fund based on incremental increases since 2002; however, in June 2012, the City eliminated its participation rate, in effect zeroing out its contribution to the TIF Fund. The General Obligation Debt rate is established at a level that will provide for the principal and interest on the City's debt each year. Chart 34 below provides a ten year comparison of the tax rate split between operations and debt service.

It is notable that since FY2009, taxable assessed values have decreased \$251.9 million or 7.5% of our total value. This has resulted in a loss of revenues of \$1.9 million, all of which has previously been absorbed by the General Fund, resulting in budget cuts affecting the number of employees, benefit offerings, and other operational changes.

Over the next two years, FY2014 thru FY2015, debt service payments are scheduled to decline approximately \$0.5 million. This proposal reflects staff's recommendation that the decline in debt service not be reallocated to new bond sales but be moved to the General Fund by adjusting the tax rate between O&M and I&S. This will not entirely offset the revenue decline previously experienced; however, it goes a long way to addressing some of our most serious needs. To be clear, the General Fund cannot absorb any additional budget cuts without affecting services to our residents, businesses and customers.

CHART 34

Fiscal Year	O & M	Debt	Total
2005	\$0.474134	\$0.202811	\$0.676945
2006	\$0.501779	\$0.245394	\$0.747173
2007	\$0.478721	\$0.268452	\$0.747173
2008	\$0.466173	\$0.281000	\$0.747173
2009	\$0.494673	\$0.252500	\$0.747173
2010	\$0.502020	\$0.245153	\$0.747173
2011	\$0.494673	\$0.252500	\$0.747173
2012	\$0.490833	\$0.256340	\$0.747173
2013	\$0.492673	\$0.254500	\$0.747173
2014	\$0.504773	\$0.242400	\$0.747173

Mixed beverage taxes are the smallest tax revenue source received by the City and are estimated at \$58,338 for FY2014. The City received \$48,186 in FY2012 and expects to receive \$58,338 in FY2013.

Sales tax receipts are the General Fund's second largest revenue source, estimated at \$5.4 million for FY2014. This represents a 13.4% or \$641,185 increase from the FY2013 Adopted budget of \$4.8 million. This is due to the opening of the President George Bush Turnpike in December, 2011, effectively eliminating four years of consistent construction that constrained taxable sales along State Highway 66. Since its opening, sales taxes have remained consistently above forecast.

CHART 35

Sales Tax Revenues	Adopted FY2013	Proposed FY2014	\$ Change	% Change
Sales Taxes - base	\$4,357,697	\$4,771,990	\$414,293	9.5%
Projected increase from FY2013 activity	\$339,293	\$566,185	\$226,892	66.9%
Projected new growth in FY2013	\$75,000	\$75,000	\$0	0.0%
Sales Taxes	\$4,771,990	\$5,413,175	\$641,185	13.4%

Franchise Fees

This category of revenue includes franchise fees from Electric, Gas, Phone, and Cable. Revenues are projected to decrease \$48,509 or 1.6% from the FY2013 Adopted Budget of \$3,058,509 to \$3,010,000 in FY2014 as shown in Chart 36 below. The City received \$3,000,282 in FY2012 and expects to receive \$2,783,243 in FY2013.

CHART 36

Franchise	Adopted FY2013	Proposed FY2014	\$ Change	% Change
Electric	\$1,611,339	\$1,559,569	(\$51,770)	-3.2%
Gas	440,516	333,775	(106,741)	-24.2%
Telecommunications	276,941	258,818	(18,123)	-6.5%
Cable	729,713	857,838	128,125	17.6%
Total	\$3,058,509	\$3,010,000	(\$48,509)	-1.6%

Licenses and Permits

This category of revenue includes permit fees for food service, protective alarms, building structures, and the takeline area along with licenses for contractors and special permits. Revenues are projected to increase \$63,116 or 14.3% from \$442,723 to \$505,839, when compared to FY2013. The City received \$466,412 in FY2012 and expects to receive \$543,137 in FY2013.

CHART 37

Licenses & Permits	Adopted FY2013	Proposed FY2014	\$ Change	% Change
Food Service	\$32,900	\$37,625	\$4,725	14.4%
Protective Alarm	166,059	137,260	(28,799)	-17.3%
Construction Related	176,374	258,786	82,412	46.7%
Other	67,390	72,168	4,778	7.1%
Total	\$442,723	\$505,839	\$63,116	14.3%

Fees and Charges

This category includes an assortment of revenues including fees for ambulance billing, emergency phone 9-1-1, animal control, mowing, and rezoning along with revenue from the Community Centre, Parks, Wet Zone, and the Library. Revenues are projected to increase \$100,606 or 4.0% from \$2,523,374 to \$2,623,980 in FY2014, when compared to FY2013 as shown in Chart 38 below. The City received \$2,463,983 in FY2012 and expects to receive \$2,583,071 in FY2013.

In FY2012, the Parks & Recreation department implemented a multi-year plan to reduce the subsidy to the Rowlett Community Centre. This resulted in an increase in fees in FY2012 that will continue in FY2013 and beyond. The annual revenues are projected to increase from \$375,541 in FY2012 to \$571,440 by FY2016. A complete discussion regarding the change in the annual subsidy can be found on page xlvi.

CHART 38

Fees and Charges	Adopted FY2013	Proposed FY2014	\$ Change	% Change
GISD Resource Officer	\$206,006	\$215,434	\$9,428	4.6%
Ambulance Fees	550,000	630,000	80,000	14.5%
911 Emergency Fees	455,904	455,904	-	0.0%
Mowing / Liens	137,963	137,963	-	0.0%
Community Centre	436,251	432,629	(3,622)	-0.8%
Parks	97,564	102,371	4,807	4.9%
Wet Zone	522,869	534,473	11,604	2.2%
Other	116,817	115,206	(1,611)	-1.4%
Total	\$2,523,374	\$2,623,980	\$100,606	4.0%

Fines and Forfeitures

This revenue category includes Municipal Court fines and fees assessed for various code violations and specific fees such as the Judicial Fund. Revenues are projected to decrease 12.8% when compared to the Adopted Budget for FY2013 as shown in Chart 39 below. The City received \$855,864 in FY2012 and expects to receive \$978,592 in FY2013.

CHART 39

Court fines	Adopted FY2013	Proposed FY2014	\$ Change	% Change
Court fines	\$1,150,000	\$1,001,401	\$ (148,599)	-12.9%
Judicial Fund	7,006	7,006	-	0.0%
Total	\$1,157,006	\$1,008,407	\$ (148,599)	-12.8%

Other

This revenue category contains all types of miscellaneous revenue including interest earnings, cell tower rentals, and donations. Other revenues are projected to increase \$34,847 or 6.0% from \$576,027 to \$610,874, when compared to FY2013, primarily due to the addition of new cell towers.

Internal Transfers

This revenue category contains all of the transfers from the Utility, Refuse and Drainage Funds. Revenues are projected to remain flat when compared to FY2013 as shown in Chart 40 below. The City received \$4,534,222 in FY2012 and expects to receive \$4,560,112 in FY2013.

The Utility in Lieu of Tax Revenue is based on a calculation that multiplies the Utility Fund's total gross capital assets by the current tax rate to establish the amount of the payment. General & Administrative fees are based on services provided by the General Fund for certain overhead costs such as legal, accounting, insurance, etc. Utility in Lieu of Franchise revenue reflects 5.0% of the Utility Fund fees and charges, which are consistent with the fees charged to all other franchise utilities.

CHART 40

Internal Transfers	Adopted FY2013	Proposed FY2014	\$ Change	% Change
Utility in lieu of tax	\$824,316	\$824,316	\$ -	0.0%
G & A	2,517,722	2,517,722	-	0.0%
Utility franchise	1,218,074	1,218,074	-	0.0%
Total	\$4,560,112	\$4,560,112	\$ -	0.0%

Expenditures

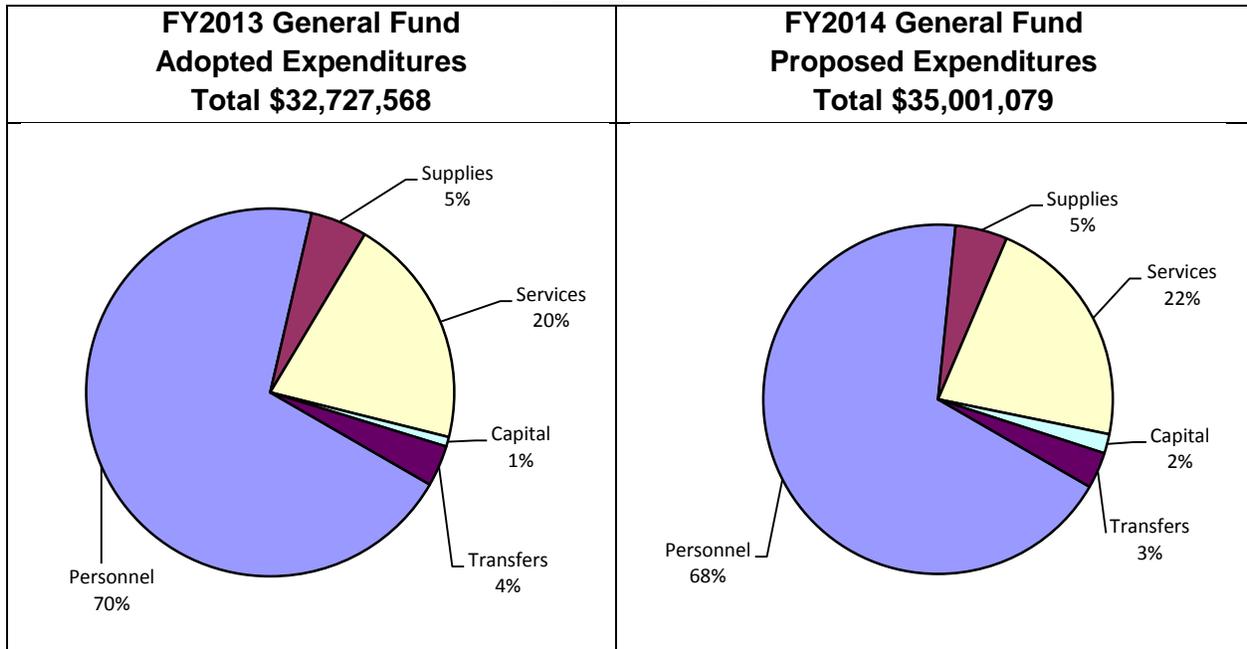
Overall, expenditures in the General Fund are projected to be \$35,001,079 in FY2014. This is a projected increase of \$2,273,511 or 6.9% when compared to the Adopted FY2013 Budget of \$32,727,568. These changes are summarized in Chart 41 below.

CHART 41

General Fund Expenditures	Adopted FY2013	Proposed FY2014	\$ Change	% Change
Personnel Services	\$22,860,045	\$23,712,976	\$852,931	3.7%
Supplies	1,653,811	1,707,142	53,331	3.2%
Professional Consulting – Info Tech	-	104,000	104,000	100.0%
Lease-Purchase - New Financial System	-	175,000	175,000	100.0%
Lease-Purchase - New IT Infrastructure	-	595,638	595,638	100.0%
Lease-Purchase - Fire Apparatus	306,809	356,629	49,820	16.2%
Police Software Maintenance	111,048	187,748	76,700	69.1%
Citywide Software Maintenance	172,383	202,383	30,000	17.4%
Human Resources- Organizational Development	14,000	38,800	24,800	177.1%
Other Purchase Services	6,080,750	6,082,041	1,291	0.0%
Capital Equipment - Fire	-	60,000	60,000	100.0%
Capital Equipment - Motor Vehicles	-	250,000	250,000	100.0%
Other	1,528,722	1,528,722	-	0.0%
Total	\$32,727,568	\$35,001,079	\$2,273,511	6.9%

The FY2014 Proposed Budget includes a 3% raise for city employees effective April 1, 2014. As Interim City Manager, I strongly believe that the City of Rowlett should provide a raise again this year. With the opening of the President George Bush Turnpike and the prospect of an improving local economy, we must be more competitive and begin addressing a troubling turnover rate that is beginning to be more about pay than other issues. I continue to be proud of employees who have shown a level of understanding, empathy, and compassion in these economic times. An explanation of major costs is provided below.

CHART 42



PERSONNEL COSTS

As I have previously mentioned, I continue to be very proud of the spirit of teamwork that staff has shown by accepting my challenge to review existing processes in an effort to find better, more efficient ways to continue to deliver services to our residents.

Overall, personnel costs in the General Fund are projected to increase \$852,931 or 3.7%, from \$22,860,045 in FY2013 to \$23,712,976 in FY2014. As mentioned above, the FY2014 Proposed Budget includes a pay increase for city employees effective April 1, 2014 estimated at \$301,952 for the ½ year proposed (\$603,904 annually thereafter in future years).

In addition to pay, employee medical costs are expected to increase \$245,553 or 11.0% in FY2014 due to a national trend of about 9.4% (10.4% less City’s 1.0% discount for wellness) plus plan changes proposed by staff. Rates for the Texas Municipal Retirement System will decrease from 14.05% in calendar year 2013 to 13.43% in calendar year 2014, resulting in a decline from 14.01% in FY2013 to FY2014 rate of 13.59%. (This is because the rates are effective January 1st each year and changes made in the prior year do not take effect until January, 2014). Because TMRS is calculated as a percentage of salary, the total cost for TMRS will remain relatively flat in FY2014. Finally, workers compensation premiums paid to the Texas Municipal League also reflects an increase of \$39,953 or 11.1%. The City had several serious injuries in FY2011 that resulted in the increase and such changes take about three years to work themselves through the system, based on how TML calculates their workers’ compensation rates. Staff has evaluated the injuries, made several changes to processes, and will implement several new safety initiatives in FY2014, including the creation of a safety task force, who will focus on the reduction of such claims.

The net effect of the changes listed above total \$852,931. The FY2014 Proposed Budget includes vacancy savings of \$850,000 that begins a planned strategy to decrease reliance on such vacancy savings over the next two to three years as the City begins addressing the turnover rate.

CHART 43

Personnel Costs	Proposed FY2014
3% raise effective April 1, 2014	\$301,952
Change in health insurance	245,553
Change in workers compensation	39,953
Change in projected vacancy savings	150,000
Public Works reorganization	65,035
Finance / HR reorganization	18,216
Net other changes	32,222
Total	\$852,931

Finance / HR Reorganization

Reorganizations in the Finance and Human Resources Departments resulted in additional costs of \$18,216. In Finance, the Accounting Specialist II was reclassified to an Accountant I position and the Accountant Specialist IV was reclassified as an Accountant II. Since 2007, the Accounting Division has been reduced by 4 full time positions. The reallocation of these duties has primarily fallen on these two positions. In addition to the additional workload, a higher level of accounting skill including analysis, interpretation, judgment and audit has been required by these positions. A position audit including a comparison of similar positions with similar job duties from other cities was conducted. The findings indicated that the positions were not properly classified or compensated for the work being performed. The total amount for these two reclassifications is \$15,104, including benefits. The reclassifications not only bring these positions in line internally and externally in the organization but will improve with retention and hiring in the future should the positions become vacant.

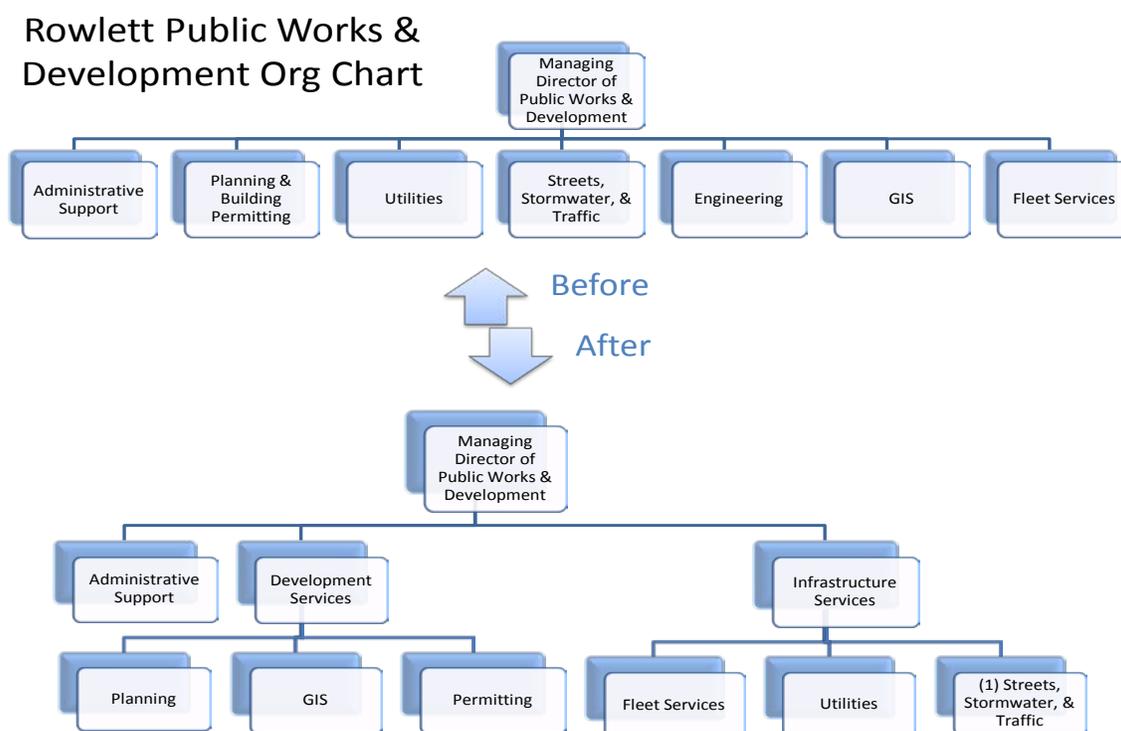
Another reclassification included the Senior Administrative Assistant assigned to Finance and Human Resources. An audit of the position and the requirements of the position, particularly as it related to the needs of the Human Resources, found that a different set of qualifications and job skills were needed. As a result the position was reclassified to Human Resources Coordinator. The cost of this reclassification is \$3,112.

Public Works and Development Services Reorganization

The Completion of PGBT and DART Light-Rail, along with the adoption of Realize Rowlett 2020 and Form Based Codes provides much needed relief and hope that the economic future Rowlett desires is finally here. While revenues from new development certainly will be very welcome, it places direct and indirect pressure on the Public Works and Development Services Department in terms of reviewing development submittals, accommodating new homes, and inspecting new infrastructure to ensure that they meet the City's code "and" vision. For FY2014, this has resulted in the addition of 1.5 ft's spread between the General Fund and the new Inspection Fees Fund. The net cost of the reorganization is \$211,179 of which \$65,035 is included in the General Fund and \$146,144 will be covered by fees from the new Inspection Fees Fund paid by developers.

The main purpose behind the reorganization is to more clearly align development duties and infrastructure/operations as show in Chart 44.

CHART 44



This reorganization is expected to yield the following benefits:

- Provides a structure that aligns all development related functions in the department (i.e. Planning, Building Permitting, GIS, Development Services, and its related engineering, review and inspections) under one umbrella and combines all of the capital infrastructure and day-to-day operational functions (i.e. Street and Alley Maintenance, Utilities, Fleet,

Capital Improvement Projects, and its related engineering, review and inspections) under a different umbrella.

- Eliminates the City Engineer and Engineering Inspector positions and replaces them with subject matter engineering positions answering to the appropriate sections in the department (i.e. Development Services or Infrastructure Services).
- Establishes centralized infrastructure management processes under one supervisor. The staff who manages and maintains the systems for which we are responsible to operate and maintain will be the ones who will review, design, inspect, and own the infrastructure, throughout out all related processes, project development, and the infrastructure life-cycle.
- Establishes a centralized One-Stop Shop for all Permitting and Development Services, including Right-of-Way Permits for franchise utilities and their contactors.
- Removes barriers to outside investment in the City thereby promoting economic development. By providing and representing a consistent and unified front, supporting and defending the vision of Realize Rowlett 2020, we will ensure the quality development that this community desires and deserves. It should be noted that while conventional zoning processes are typically driven by technical requirements and basic engineering practices, Form Based Code processes are primarily design driven and requires creative engineering solutions, based on unique and varying design criteria. It is critical that the entire development review team start from the same set of guiding principles when trying to work through projects.

IMPROVED EFFICIENCIES

Wet Zone

Expenditures in division are estimated to be \$533,241 in FY2014, an increase of \$38,028 when



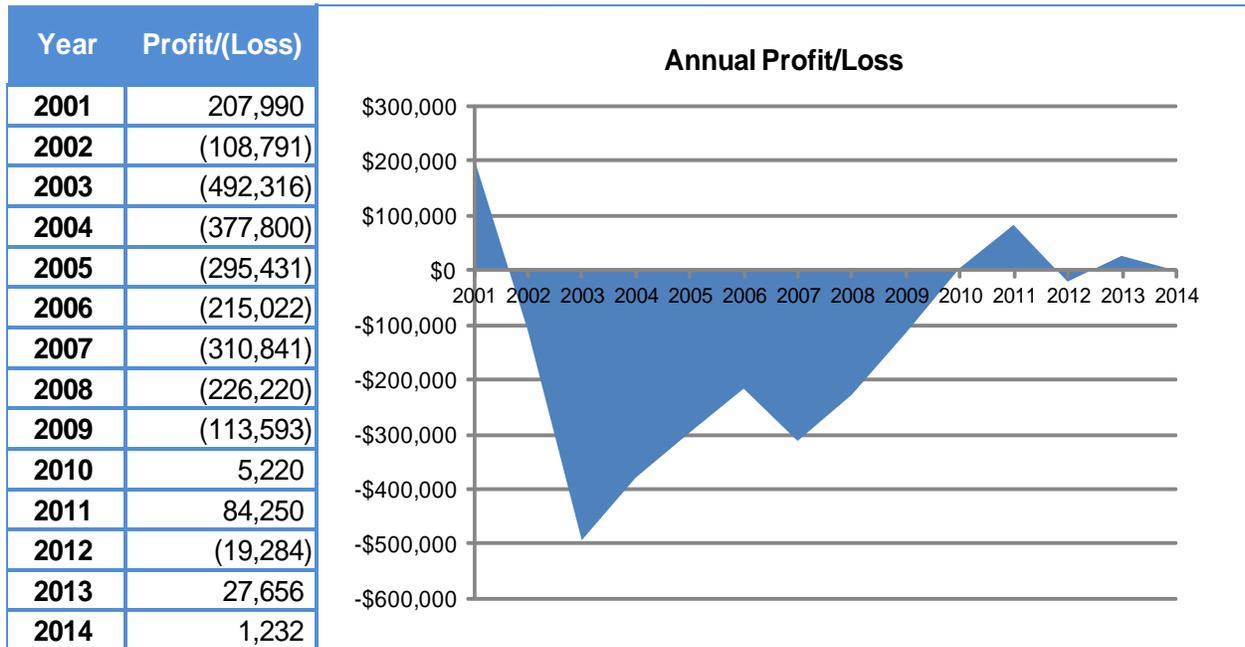
Wet Zone

compared to \$495,213 in FY2013. FY2013 was the 13th year anniversary of the Wet Zone. Previously, the first year of operation was the only year that the Wet Zone made a profit. However, as a result of many cost reducing measures and attentive monitoring of revenues, the Wet Zone earned a profit of \$84,250 in FY2011, primarily because the full-time manager position was not filled for the entire year. In FY2012, the Wet Zone was expected to at least breakeven; however, staff recommended utilizing

approximately \$70,000 of the prior year profit to address some much needed maintenance prior to its opening in May 2012. As a result, in FY2012, the Wet Zone had a small operating deficit of \$19,284. The Wet Zone is once again projected to have a profit of \$27,656 in FY2013.

Chart 45 below illustrates the history of subsidy that the General Fund has carried historically.

CHART 45



Rowlett Community Centre

Expenditures in the Rowlett Community Centre are estimated to be \$864,101 in FY2014, an increase of \$9,811 or 1.1% when compared to \$854,290 in FY2013. In FY2012, the Parks & Recreation department implemented a multi-year plan to reduce the subsidy to the Rowlett Community Centre. This resulted in an increase in the fee structure in FY2012. Revenues in FY2013 and beyond will come from additional membership and program offerings.



RCC

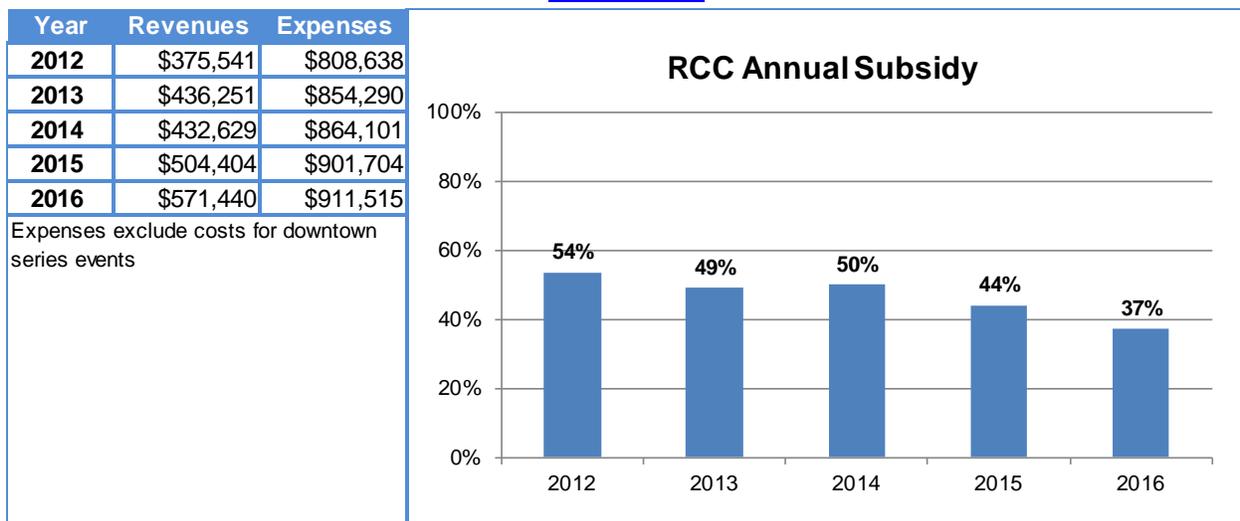
A sustainable model has been created for the Rowlett Community Centre to reach a level of 30% subsidy from the General Fund with the other 70% of expenses being self sustaining by FY2015-2016. This is an increase of \$175,867 in revenues over the next 4 years or about \$43,967 each year.

Plans are now in place that began in FY2013 to implement the following marketing strategies to achieve the subsidy project goals:

- Membership Based Recreation Program Pricing – offer discounted program fees to Centre Members.
- Move toward a “Recreation Pass” structure that will allow not only a membership at the Rowlett Community Centre but also additional discounts at Waterview Golf Course and Wet Zone Waterpark.
- Target specific groups in marketing efforts including apartment dwellers, youth after school, active adult living complexes, corporate memberships and marketing specifically targeted at making the “Pass” a true family benefit with a “something for everyone” theme.
- Market facility reservation packages including preferred caterers and entertainment, corporate rentals and rental discounts to Centre members.

The subsidy in FY2012 through FY2016 is illustrated in Chart 46 below.

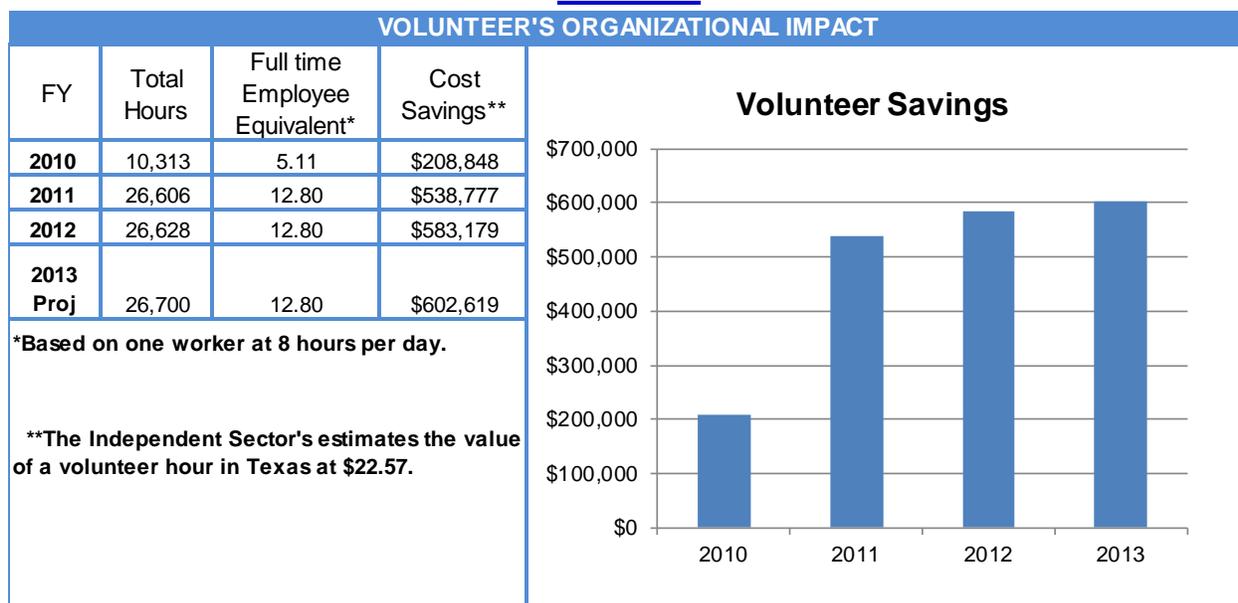
CHART 46



Volunteerism

Volunteerism is a very important initiative to the City of Rowlett. We have publicly vowed to NEVER tell a potential volunteer “no, we don’t have anything for you right now.” Volunteers can really tell the story of the City in the community, and we strive to create new and innovative methods to utilize them. Volunteers become a ‘member’ of the City staff and communicate the positive and realistic story of how their City works and operates, how well tax dollars are spent, and the array of services we provide to their families, friends and neighbors. **As shown below, volunteer hours increased dramatically between FY2010 and FY2011, representing nearly 13 full-time employees that continued in FY2013. We love our volunteers!**

CHART 47



Capital Equipment

In FY2011, the City developed a multi-year strategy to increase funding for capital equipment. In FY2012, the General Fund budget began including \$250,000 to purchase 6 patrol cars annually. In addition to cash funding, the budget also includes capital leases that has provided funds for other key equipment strategies as follows:

- Funding for leasing two MICU's and SCBA equipment for the fire department and public safety software for both police and fire departments.
- Funding for leasing computer equipment to update technology infrastructure. Continues the project started in the spring of 2013 to rebuild the network infrastructure (including switches and routers), and simplifying the entire system.

In addition to the \$250,000 a year spent on new patrol vehicles for Police and the capital lease mentioned above, the FY2014 Proposed Budget includes an additional \$250,000 for fleet equipment including a police emergency generator, a parks mower, and four pickups or dump trucks for parks and public works (see Chart 48 below). Also included is \$100,000 in cash funding for recreational amenities. This will provide needed funds to replace ballfield fencing, replace or provide additional shelters, add irrigation to existing parks, and repair or replace existing structures.

CHART 48

Equipment and Year	Proposed FY2014
Parks:F250 Pickup (2003)	\$22,763
Streets: F450 Dump Truck (2003)	53,300
Streets: F450 Dump Truck (2003)	40,346
Police: Emergency Generator (2005)	54,870
Engineering: F150 Pickup (2002)	20,028
Parks: 4600 Mower (2001)	55,900
Net difference	2,793
Total	\$250,000

Finally, in FY2014, \$175,000 has been added as a first year lease payment to replace the City's core financial system. The current system is now over twelve years old and relies on an antiquated infrastructure. During FY2013, staff began to evaluate its financial needs and research possible software solutions in order to develop an RFP to acquire new software and equipment in FY2014.

ENTERPRISE FUNDS

UTILITY FUND

Revenues

Overall, revenues in the Utility Fund are projected to be \$27,531,543 in FY2014, when compared to \$26,788,993 in FY2013. This is a projected increase of \$742,550 or 2.8% when compared to the Adopted FY2013 budget. The City received \$23,073,941 in FY2012 and expects to receive \$26,788,993 in FY2013. An explanation by category is provided below Chart 49 and 50 of the anticipated revenues and these projections.

CHART 49

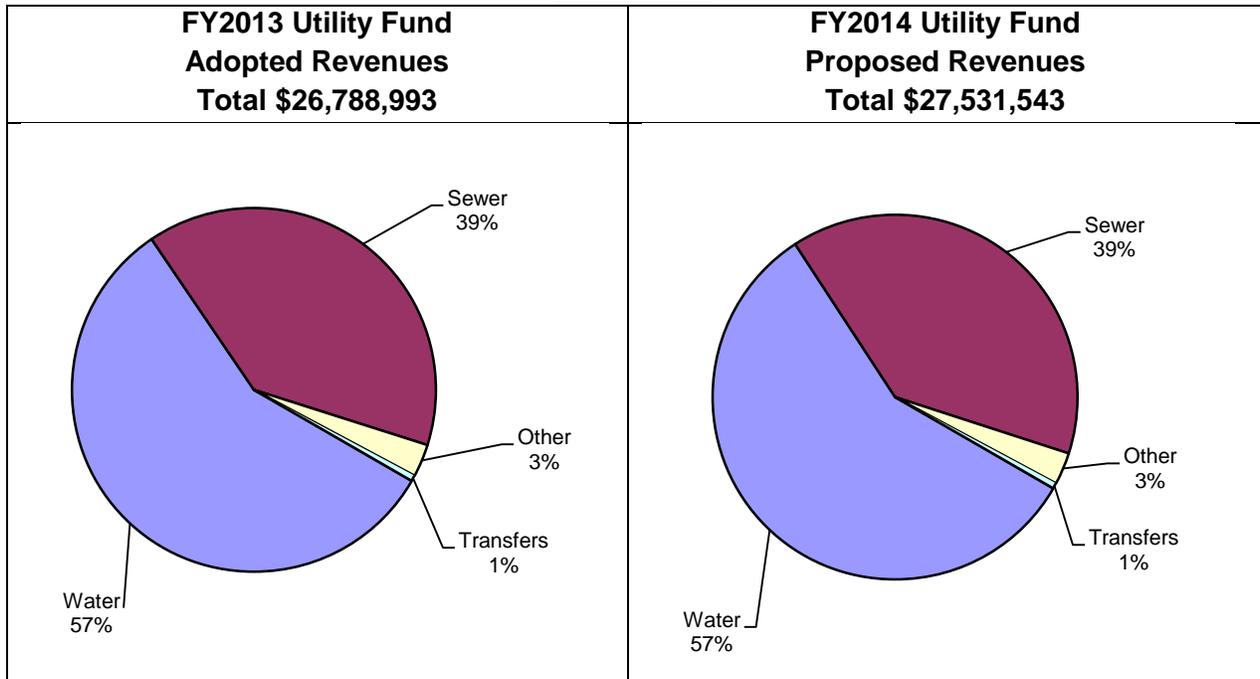


CHART 50

Utility Fund Revenues	Adopted FY2013	Proposed FY2014	\$ Change	% Change
Water charges	\$15,315,474	\$15,819,276	\$503,802	3.3%
Sewer charges	10,554,799	10,793,547	238,748	2.3%
Interest Income	11,976	11,976	-	0.0%
Other	767,347	767,347	-	0.0%
Transfers in	139,397	139,397	-	0.0%
Total	\$26,788,993	\$27,531,543	\$742,550	2.8%

Water Charges

This category of revenue includes water charges to residential, commercial and municipal customers. Water charges are projected to increase on a budgetary basis by approximately \$503,802 or 3.3%.

The City received \$11,490,522 in FY2012 and expects to receive \$15,315,474 in FY2013.

The Proposed rate change increases the average utility customer bill (assuming 10,000 gallons per month) by \$3.49 or 5.7% per month in FY2014. The model passes on the increase from North Texas Municipal Water District, affecting residential customers as shown in the chart below:

CHART 51

Water Residential Customers Only	FY2013	FY2014
Beginning Base Rate	\$19.25	\$22.30
Increase in Base Rate from NTMWD	\$3.05	\$3.49
New Base Rate	\$22.30	\$25.79
Volume Rate	\$3.90	\$3.90
Total Monthly Fee @ 10,000 gallons per month	\$61.30	\$64.79
Dollar change	n/a	\$3.49
Percent change	n/a	5.7%

Sewer Charges

This category of revenue includes sewer charges to residential, commercial and municipal customers. Sewer charges are projected to increase on a budgetary basis by approximately \$238,748 or 2.3% due to a projected increase in sewer treatment services by the City of Garland from \$2.48 to \$2.52 per thousand gallons. The City received \$10,290,200 in FY2012 and expects to receive \$10,554,799 in FY2013.

The Proposed rate increases the bill for the average utility customer (assuming 10,000 gallons per month) by \$0.38 or 0.6% per month in FY2014. The model passes on “only” the increase from the City of Garland and affects residential customers as shown in Chart 52 below:

CHART 52

Sewer Residential Customers Only	FY2013	FY2014
Beginning Base Rate	\$16.17	\$16.42
Increase in Base Rate from City of Garland	\$0.25	\$0.38
New Base Rate	\$16.42	\$16.80
Volume Rate	\$4.39	\$4.39
Total Monthly Fee @ 10,000 gallons per month	\$60.32	\$60.70
Dollar change	n/a	\$0.38
Percent change	n/a	0.6%

Expenditures

The FY2014 Utility Fund budget totals \$27,403,823, which represents an increase of \$697,897 or 2.6% from the FY2013 Adopted budget of \$26,705,926. The primary reason for the increase is due to an anticipated increase from North Texas Municipal Water District for water purchases and from the City of Garland for sewer treatment. Direct purchase costs for water and sewer are projected to increase by \$606,161 in FY2014, a combined increase of 6.9%. An explanation by category is provided below in Chart 53 and 54.

CHART 53

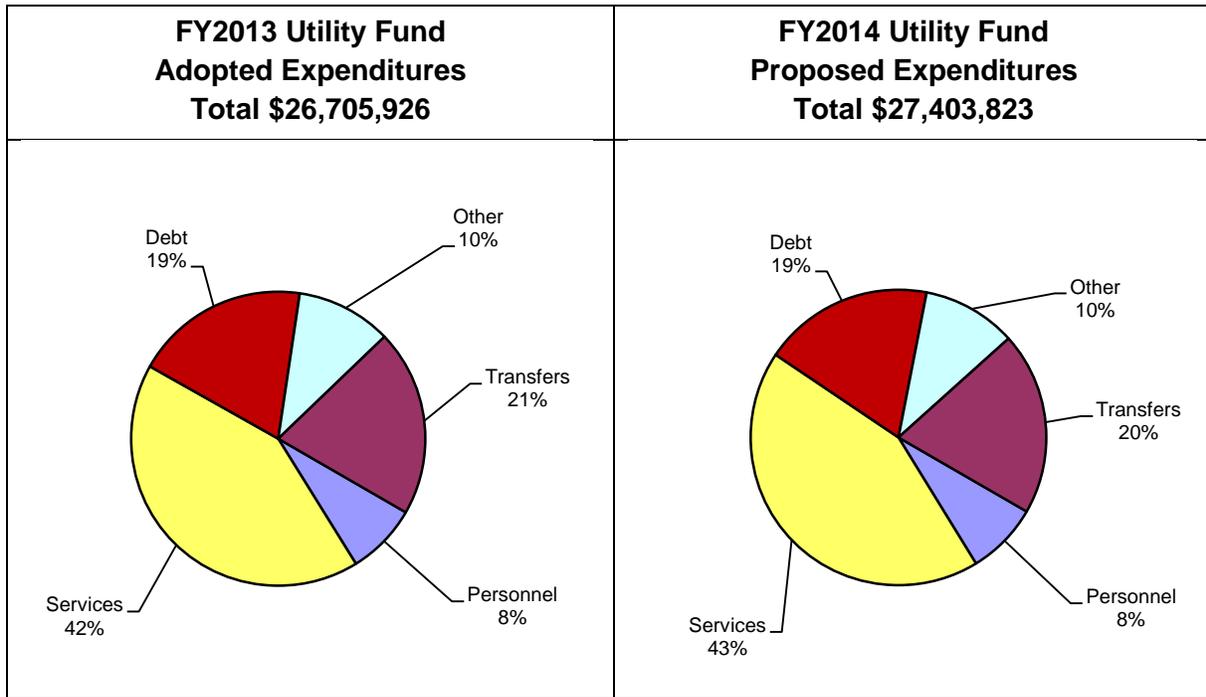


CHART 54

Utility Fund Expenditures	Adopted FY2013	Proposed FY2014	\$ Change	% Change
Personnel Costs	\$2,092,000	\$2,163,577	\$71,577	3.4%
Water/Sewer Contract Services	8,807,665	9,413,826	606,161	6.9%
Other Purchase Services and Supplies	2,411,946	2,446,570	34,624	1.4%
Debt Service	5,117,984	5,103,519	(14,465)	-0.3%
Capital Improvements	2,800,000	2,800,000	-	0.0%
Transfers to Other Funds	5,476,331	5,476,331	-	0.0%
Total	\$26,705,926	\$27,403,823	\$697,897	2.6%

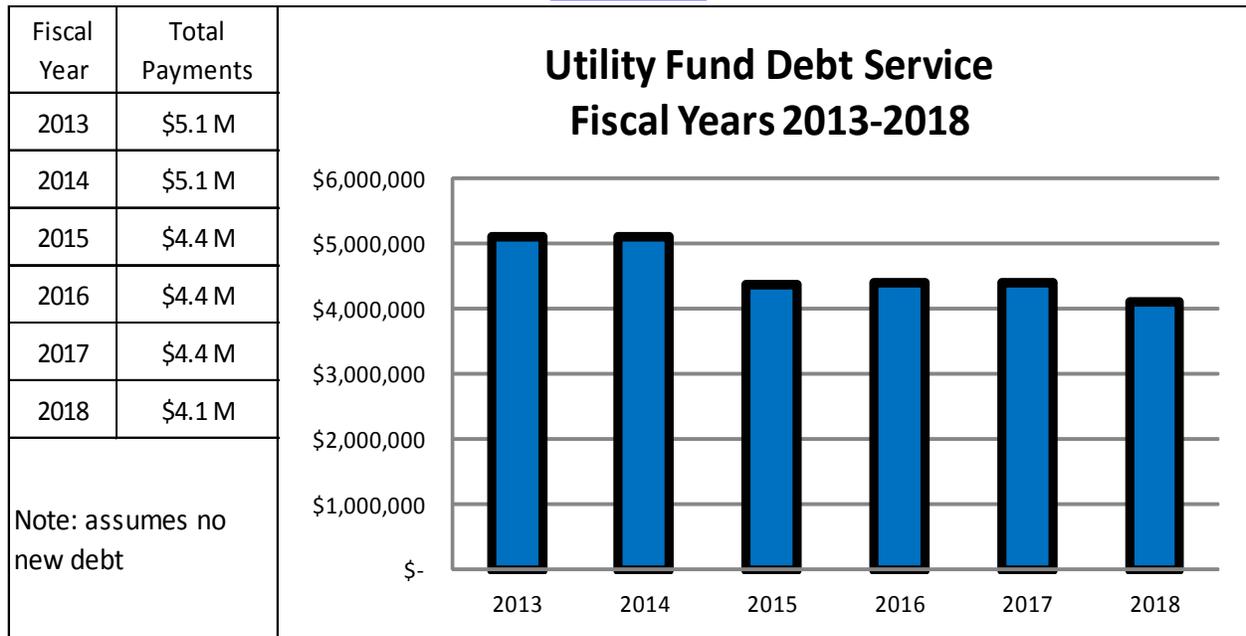
As addressed previously in the General Fund, staff is proposing a 3% pay raise effective April 1, 2014. This raise, along with other changes, will increase personnel costs by \$71,577 or 3.4%, from \$2,092,000 in FY2013 to \$2,163,577 in FY2014. Chart 55 outlines the changes.

CHART 55

Personnel Costs	Proposed FY2014
3% raise effective April 1, 2014	\$42,902
Change in health insurance	26,110
Change in retirement	(103)
Change in workers compensation	2,974
Net other changes	(306)
Total	\$71,577

Finally, debt service payments are scheduled to decrease by \$0.7 million in FY2015 as shown in the chart below:

CHART 56



Utility Revenue bond payments decline in FY2015 sufficient to issue another \$10.0 million in water and sewer bonds in FY2015. Staff has worked with its consultants to develop a plan for these funds with the primary focus being the upper pressure water zone. The specific projects detailed in this bond issue are discussed later in this budget memo under Capital Improvements Plan.

Previous studies completed in 2007 through 2010 have identified the need for two pressure planes to address the long standing inconsistencies in water pressure. In 2012, Public Works implemented an Interim Upper Pressure Plane to provide a short-term solution, addressing immediate needs. On February 5, 2013 staff provided an update to City Council with a plan to expand the Upper Pressure Plane area in several phases beginning in 2013 and continuing through 2014.

REFUSE FUND

Revenues

Revenue in the Refuse Fund is projected to be \$4,835,889 in FY2014, which is an increase of \$71,268 or 2.1% compared to the Adopted budget for FY2013 of \$4,764,621. The City received \$4,484,556 in FY2012 and expects to receive \$4,764,621 in FY2013. The main reason for the increase in FY2014 is due to a request for an increase from Waste Management tied to CPI as stated in the contract.

Expenditures

Expenditures in the Refuse Fund are projected to be \$4,778,613 in FY2014, which is an increase of \$37,737 or 0.8% compared to the Adopted budget for FY2013 of \$4,740,876.

The budget continues to fund \$38,500 for the annual spring cleanup and \$15,000 for residential use of the landfill program which allows each residential account to use the Garland landfill twice a year.

DRAINAGE FUND

Revenues

Revenue in the Drainage Fund is projected to increase \$13,328 or 1.0% to \$1,346,939 in FY2014, when compared to \$1,333,611 in FY2013. The Drainage Fund revenue is based on a set fee of \$5.50 per month for residential customers and \$13.50 per month for commercial customers based on the number of water meters. The City received \$1,301,051 in FY2012 and expects to receive \$1,333,611 in FY2013.

Expenditures

Expenditures in the Drainage Fund for FY2014 are projected to be \$1,303,580, which is an increase of \$3,531 or 0.3% compared to the Adopted budget for FY2013 of \$1,300,049. The main reason for the increase is the 3% pay raise effective April 1, 2014.

OTHER GOVERNMENTAL FUNDS

IMPACT FEES FUND

Revenue in this fund is projected to be \$44,357 in FY2014, which is flat when compared to FY2013. Fees are set by Council policy for impact fees and assessed with new construction. Expenditures are budgeted at \$30,000, which is flat when compared to the Adopted budget in FY2013.

POLICE SEIZURE FUND

Revenue in this fund is projected to be \$100,550 in FY2014, which is flat when compared to FY2013. Revenue for this fund is generated by the sale of real and personal property legally confiscated by the Rowlett Police Department. Revenue is based on police activity in FY2013 for which the Police Department is expected to receive in FY2014.

Expenditures in this fund are budgeted to be \$100,550 in FY2014, which is flat when compared to FY2013. The Police Department typically utilizes these funds to purchase equipment, technology and supplies to enhance/improve staff's current ability to provide public safety services and increase officer safety and performance as needs are identified.

ECONOMIC DEVELOPMENT FUND

Revenue in this fund is projected to be \$316,694 in FY2014, flat when compared to the FY2013 Adopted budget. Economic Development is supported equally between the General and Utility Funds.

Expenditures in this fund are budgeted to increase \$10,993 or 3.2% in FY2014, from \$344,595 to \$355,588. Staff remains confident that a high quality standard will be maintained and accomplished through our targeted approach strategy to resource allocation.

INNOVATIONS FUND

The Innovations Fund was created in FY2010 and was intended to be a temporary fund that would expire after a few years. It includes technology, equipment, plans & studies, and building repairs that are viewed to be critical, that are expected to improve customer service or that will be more efficient. In FY2010 and FY2011, the fund was funded by transfers from the General Fund. Based on the transfers made in FY2010 and FY2011, this Fund is projected to have \$224,605 to carry into FY2014 to spend for projects not completed.

HOTEL/MOTEL FUND

Revenue in the Hotel/Motel Fund is projected to be \$47,752, which is flat when compared to FY2013.

Expenditures in this fund are budgeted to be \$42,749 in FY2014, flat compared to the FY2013 Adopted budget. The Downtown Events Series has been a tremendous success again this year! The events series will continue to include the following:

- Veterans Day – November
- Holiday Parade – November
- Tree Lighting – December
- Diversity Day – March
- Easter Egg Hunt – March

- Memorial Day/Touch-A-Truck – May
- Fireworks on Main – July
- Movies on Main – September

Additional funding for special events totaling \$50,830 has been included in the General Fund to cover expenses above and beyond what the Hotel/Motel Fund can afford.

PUBLIC EDUCATION AND GOVERNMENT (P.E.G.) FUND

P.E.G. Fund was created in FY2010 to account for revenue generated for purposes of programming related to the Public, Education, and Government Channel, which is known as Rowlett Television Channel 16. Revenue for FY2014 is projected to be \$85,042, flat compared to the FY2013 budget. The Creative Services Producer position is currently being paid by P.E.G. revenue and is included in this fund.



RTN16 Logo

GRANTS FUND

The Grants Fund accounts for revenue specifically associated with grants received by the City of Rowlett. In FY2014, the City of Rowlett expects to receive \$41,838 in projected reimbursements from the Garland Independent School District and Rockwall Independent School District for police overtime on special events.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND

Revenue in this fund is projected to be \$228,181 in FY2014, flat compared to FY2013. The source of revenue is a formula calculation established by the United States Department of Housing and Urban Development, Community Development Block Grant program. \$24,000 of the funds will go to administrative costs as provided under the rules of the grant, and the remaining \$204,181 will go toward capital improvements in qualifying areas of the City.

JUVENILE DIVERSION FUND

This fund, created in FY2010, specifically accounts for revenue that is generated on court fines for the purpose of paying salary and benefits for a juvenile case manager position as permitted under Article 102.0174 of the Texas Code of Criminal Procedure. This particular fee was added

to the municipal code on October 2, 2007 and was originally included in the General Fund. The projected revenue for FY2014 will be \$33,281, flat compared to the FY2013 budget. Expenditures are projected to be \$33,210 in FY2014 to cover the costs associated with the Juvenile Case Worker position, which was reduced to part-time (i.e. 0.50 fte) during FY2012.

COURT TECHNOLOGY FUND

This fund, created in FY2010, specifically accounts for revenue that is generated on court fines for the purpose of acquiring qualifying technology for the municipal court as permitted under Article 102.0172 of the Texas Code of Criminal Procedure. This particular fee was originally added to the municipal code on September 9, 1999, amended on October 5, 2004, and originally included in the General Fund to cover the technological costs of municipal court, including lease payments for equipment, printers, and software. The projected revenue for FY2014 will be \$26,936, flat compared to the FY2013 budget of \$26,936. Expenditures total \$29,145, a decrease of \$176,975, primarily due to the purchase of new case management software in FY2013.



COURT SECURITY FUND

This fund, created in FY2010, specifically accounts for revenue that is generated on court fines for the purpose of providing security services for the municipal court as permitted under Article 102.017 of the Texas Code of Criminal Procedure. This particular fee was originally added to the municipal code on June 5, 2007 and originally included in the General Fund. The projected revenue for FY2014 is flat compared to FY2013, at \$20,035 in FY2014.

Court security is currently provided by several bailiff positions. Funding for these positions is anticipated to be \$24,102 in FY2014.

INSPECTION FEES FUND-NEW

The Inspection Fees Fund is a new fund created to account for revenue received from new developments for inspection development inspection on public improvements. These fees are intended to cover expenses for subdivision plan reviews, meetings, inspection services, engineering review, and construction management services with regard to developments, subdivisions and other public improvements built by others in support of these initiatives. There are several projects that are approved or in the works that are expected to drive the revenues and the expenses associated with this fund. Essentially this fund is a pass-through tool to collect

fees for inspection services performed by staff. These fees are typically paid upfront per development or phase of development and can transcend multiple fiscal years.

Rowlett's current fee is 6%. Recently the development community has pushed back saying these fees are beyond what other communities have been charging in the Metroplex. Staff have researched this fee and have found that a majority of the communities in our region charge 4%. As a result, staff is preparing additional evaluation but intends to bring this fee back to Council to consider reducing it to be competitive in this market and to not discourage development opportunities.

Revenues are proposed at \$169,333 for the first year of the fund and is based upon the first phases of the Homestead @ Liberty Grove, Megatel Homes and Huffines and is based upon the estimated value of public improvements per single family or multi-family units.

Expenditures are proposed at \$146,144 for the first year to cover the costs associated with construction inspection services, plan review and meetings associated with new development.

DEBT SERVICE FUND

Revenues are proposed at \$8,246,662 representing a decrease of \$366,077 or 4.2% compared to the FY2013 adopted budget of \$8,612,739. This has resulted in a change in the debt service portion of the tax rate, from \$0.254500 per \$100 assessed value to \$0.242400. The primary reason for this change is due to a \$354,194 decrease in scheduled debt service payments.

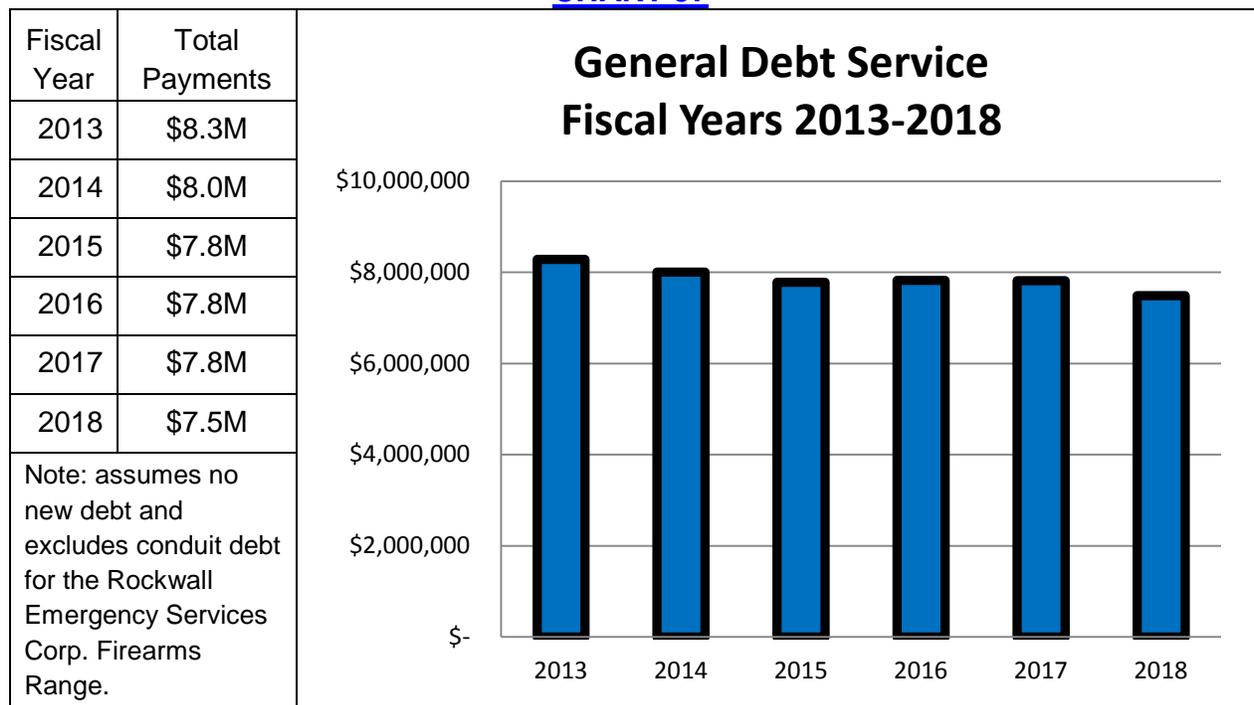
Expenditures are proposed at \$8,246,662 representing a decrease of \$366,077 or 4.2% compared to the FY2013 adopted budget of \$8,612,739. Again, the most significant change is the reduction in principal and interest payment on debt by \$354,194 or 4.2%, due in a decline in scheduled debt service, in part from two bond refundings in the prior fiscal year that saved the City approximately \$97,051 annually.

It is notable that since FY2009, taxable assessed values have decreased \$252.0 million or 7.5% of our total value. **This has resulted in a loss of revenues of \$1.9 million, all of which has previously been absorbed by the General Fund, resulting budget cuts affecting the number of employees, benefit offerings, and other operational changes.** For FY2014, the City's taxable assessed value has declined another 0.3% and is now expected to stabilize by FY2015.

Over the next two years, FY2014 thru FY2015, debt service payments are scheduled to decline approximately \$0.5 million. This budget reflects staff's recommendation that the decline in debt service be reallocated to the General Fund by adjusting the tax rate between O&M and I&S. This will not entirely offset the revenue decline previously experienced; however, it goes a long way to addressing some of our most serious needs. To be clear, the General Fund cannot absorb any additional budget cuts in FY2014 without affecting services to our residents, businesses and customers.

The change in debt service payments are reflected in Chart 57 below.

CHART 57



GOLF FUND

Revenues are proposed at \$601,728 representing a slight increase of \$1,100 or 0.2% compared to the FY2013 adopted budget of \$600,628. Revenues in the Golf Fund are generated by scheduled rent payments from American Golf.

Expenditures in this fund total \$601,728, an increase of \$212,552 or 54.6%, over the FY2013 adopted budget of \$389,176, primarily due to higher projected payments on the 1997A bonds and \$182,561 allocated for future capital projects. The fund pays debt service on the 1997A variable rate bond, which is tied to the London Interbank Loan Offer Rate (LIBOR) that resets August 15th each year.

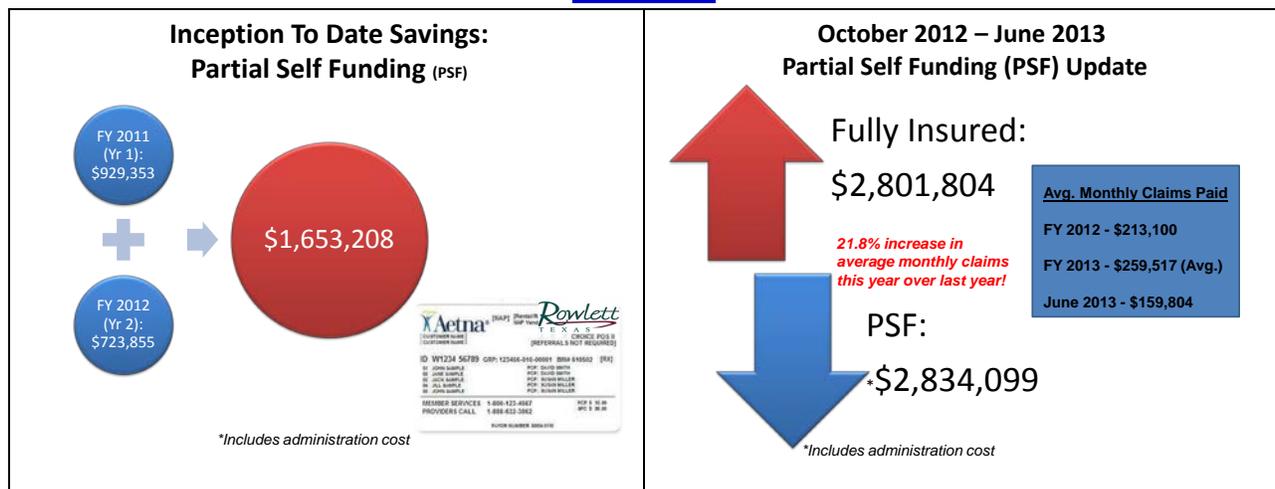
The Golf Fund maintains a minimum reserve equal to one year's debt service; based on the scheduled debt payment for FY2014, the required reserve totals \$409,167. Generally, any surplus above and beyond this minimum can be available to address capital improvement and maintenance recommendations made by the Golf Advisory Board. However, given the relative volatility of the one-year LIBOR rate, staff recommends remaining cautious with any surpluses to ensure funds are available to continue the strategy of maintaining a one-year debt service reserve each year.

EMPLOYEE HEALTH BENEFITS FUND

In FY2011, the City of Rowlett became partially self-insured. The City took this step to 1) address spiraling health care costs and 2) promote wellness. This strategy gives the City the ability to gain greater access to population specific claim detail, which provides increased ability for medical case management and cost containment. This information plays an integral role in the development of a sound wellness program, which is essential to maintaining a healthy workforce, reducing absenteeism, and mitigating increasing health and prescription drug costs.

This strategy paid off in FY2011 and FY2012 saving the City nearly \$1.7 million (see chart on left below) compared to the costs of being fully insured. In FY2013, however, the City has experienced some large claims and is not expected to perform as well (see chart on right below). In the first 9 months of FY2013, the average claim costs have been approximately 21.8% higher than the same period in the previous year. This resulted in higher budget costs above our target increase for FY2014.

CHART 58



As with any internal service fund, the City budgets a fixed amount for its share of employee health costs in each operating department. The Fund then “charges” each operating department its share each pay period and collects the employee contributions for their share. The Fund “offers” a base level of insurance that each employee is required to accept unless they buy up to a richer plan from their contributions or opt out provided that they prove they have other insurance. Common expenses that are included in the Fund are claims payments, stop loss insurance, wellness services, medical/Rx administration, etc. The ultimate budget impact is contingent on plan design and benefit selections that are made by employees.

With the partial self-insurance funding model, the City essentially is the “insurance company” by partially assuming the responsibility for funding health benefits for our employees up to our Individual and Aggregate Stop-Loss limits. With this method, the City pays lower administrative and stop loss fees instead of fixed premiums to an insurance carrier. In addition, the employee pays a co-pay or deductible and then the Employee Health Benefits Fund is responsible for the remainder, much like an insurance company.

The proposed budget for this Fund is \$4.1 million for FY2014 which includes the City's contribution of \$3.3 million and the employees/retirees share of \$0.8 million. Other benefits, such as dental insurance, workers compensation, disability, etc., are budgeted and paid within each department and are not a part of this Fund. The FY2014 Budget is based on known increases in claims administration and stop loss insurance and an expected net claims and administrative cost increase of approximately 13.8% as shown in Chart 60 below.

CHART 59

Revenues	FY2013 Adopted	FY2014 Proposed	\$ Change	% Change
City share	\$2,959,746	\$3,285,318	\$325,572	11.0%
Employee/Retiree share	728,623	808,557	79,934	11.0%
Other	10,000	1,248	(8,752)	-87.5%
Total	\$3,698,369	\$4,095,123	\$396,754	10.7%

Expenditures total \$4.1 million with the biggest contributing cost being \$3.3 million for claims allocated in Chart 60 below. For the first time in three years, our total expected claims cost will be above the industry trend which is approximately 8.8% at the current time. When the City of Rowlett built its original five-year employee benefit strategy in FY2011, it knew, based on history, that there we would have bad years and good years but that a long-term strategy centered around wellness would build fiscal stability.

CHART 60

Expenditures	FY2013 Adopted	FY2014 Proposed	\$ Change	% Change
Total claims + IBNR	\$2,837,064	\$3,227,184	\$390,120	13.8%
Administration	138,484	138,484	-	0.0%
Stop loss premiums	380,815	380,815	-	0.0%
Compass	18,000	18,000	-	0.0%
Gap Plan contributions	157,868	157,868	-	0.0%
Total plan expenditures	3,532,231	3,922,351	\$390,120	11.0%
Other (wellness, etc)	166,138	147,746	(18,392)	-11.1%
Total	\$3,698,369	\$4,070,097	\$371,728	10.1%

As an organization, we have significantly increased the amount of communication with employees regarding the importance of and benefits to being an educated consumer of our healthcare. As a result, we experienced some very positive results. In FY2013, we have experienced 98.7% participation of in-network office visits, 97.5% participation with generic pharmaceutical substitutions, and 96.1% of our claims have been paid in-network. In addition, we educated employees regarding urgent care alternatives to the emergency room and the use of single source drugs. Armed with this information, our employees reduced their visits to the emergency room for each of the past two years and our single source drug costs have

decreased nearly 70% in the current year. This results in lower claims costs for both the City of Rowlett and its employees.

Our Mission is ***Building a Culture of Wellness and Creating Educated Consumers of Healthcare***. For FY2014, this means continuing to evolve strategies around our wellness and plan performance objectives. This includes offering biometric screenings and annual physicals, and providing education and fitness classes, such as the *Live Healthy America Challenge* and *Step Into Summer* program. These programs do pay off. For example, 220 employees participated in the *Live Healthy America Challenge* losing a total of **1,086 pounds** – over half a ton. Many of our programs will be continued into year two of our Wellness Accountability Program.

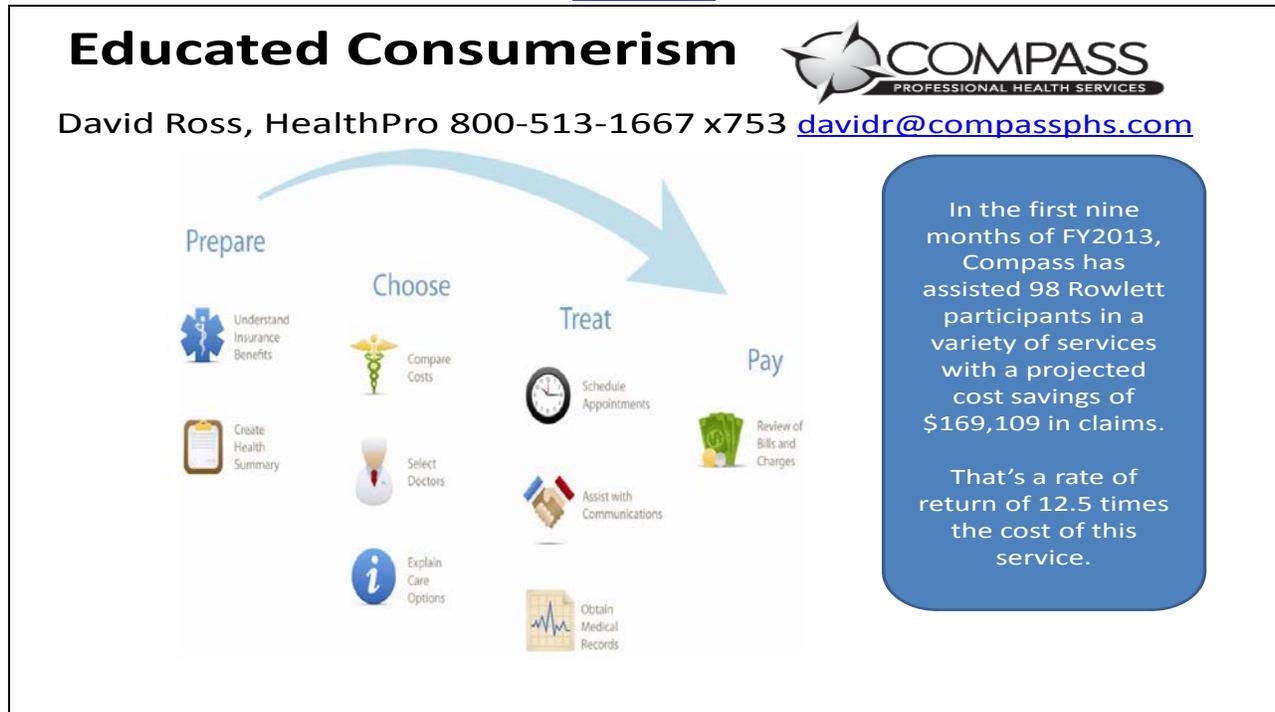
CHART 61



Even with the successes noted above, there are always areas for improvement. This year, we have experienced a significant increase in claims. Staff continues to educate our employees with good data and targeted programs to address various health risks. Therefore, we are confident that we will continue to improve our performance over time and mitigate the high cost of medical and prescription drugs.

Since FY2011, staff has spent considerable time educating employees on becoming educated consumers of healthcare. The education focused on a wide variety of topics, from the importance of utilizing in-network providers to therapeutic substitution for prescription drugs without generic equivalents. Beginning in FY2013, the City added Compass to our plan. Compass is an employee benefit advocacy firm that assists our employees and their dependents in understanding their benefits and in becoming educated consumers of healthcare plan. In the first nine months of FY2013, Compass assisted 98 individuals with a projected cost savings of \$169,109 in claims. That is a rate of return of 12.5 times the cost of this service.

CHART 62



Compass works as a liaison between our employees and the medical community by advocating for the best and most cost effective services. The services provided by Compass range from providing:

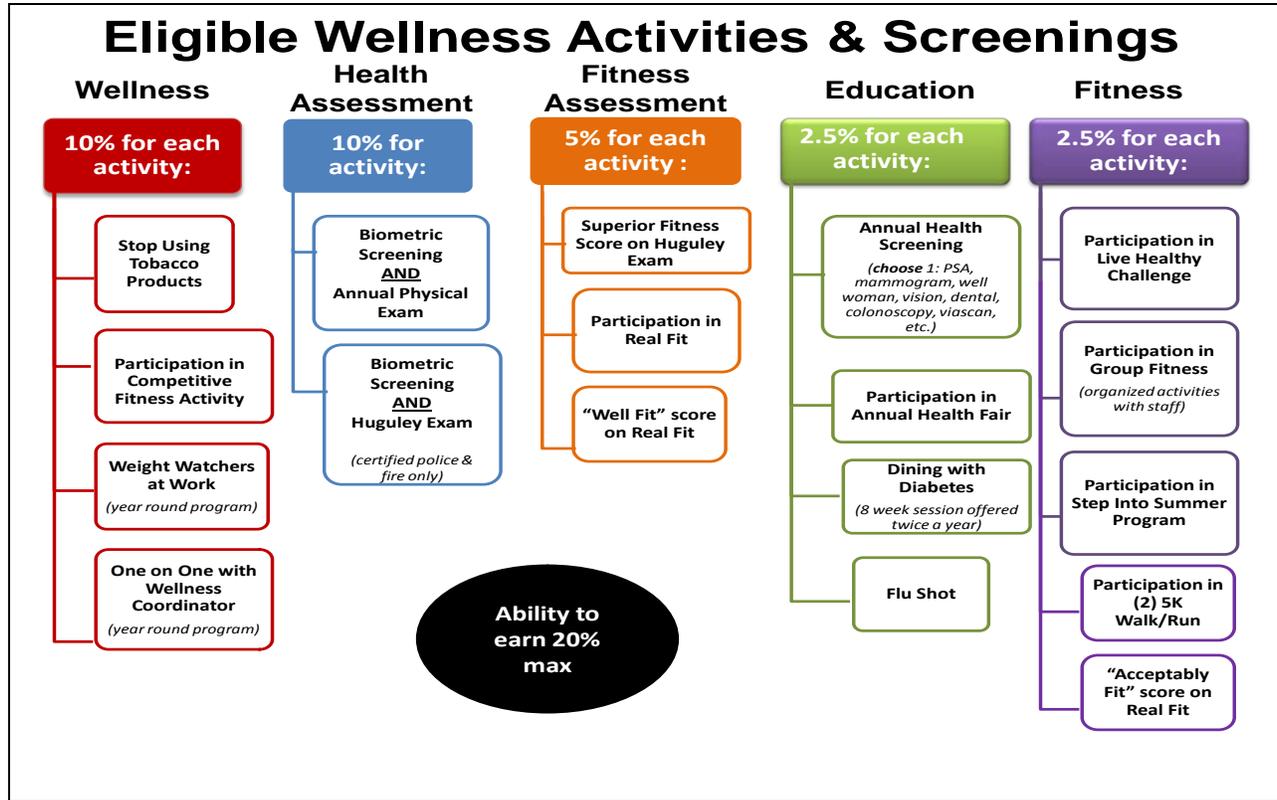
- Unbiased doctor recommendations based on employee's needs
- Hospital cost and quality information
- Medical bill review and reconciliation
- Cost information for various medical procedures
- Scheduling services for doctor's appointments; and
- Pharmaceutical substitutions and cost reduction information

For example, a Compass customer was taking four different medicines, of which three were high cost name brand drugs. Compass found lower cost alternatives and contacted the customer's doctor for approval. The doctor changed the prescriptions, which saved the customer \$1,500 a year. In another example, a procedure was recommended to an employee that was expected to cost around \$2,100. Compass found three other providers who were "in-network" and has similar facilities and ratings at or near that same price. That provided the employee assurance that the price to be paid was reasonable and within market, important peace of mind since the employee will have to pay the entire bill as he is in the highest deductible medical plan provided by the City.

As indicated above, knowing the relative health and fitness levels of our employees provides the ability to target certain health conditions or behaviors. As a result, FY2013 was the first year that the City implemented the Wellness Accountability Plan (WAP). In FY2014, the plan has been modified slightly to allow more flexibility in choice and to add/change programs that are

expected to be more effective. The chart below illustrates the type and relative values of those programs.

CHART 63



In addition, employees will sign a Stakeholders Code of Conduct that acknowledges their individual impact on insurance use as a whole and the responsibility to be an active participant in reducing costs to our insurance plan.

CHART 64

**Stakeholder Code of Conduct
Acknowledgement in FY 2014 Open Enrollment**

- **I believe that my usage of insurance impacts our insurance plan as a whole**
- **I believe that I have a responsibility to be an active participant in reducing costs to our insurance plan.**
- **I believe as a stakeholder of our insurance plan, I am accountable for my actions and how I use the City of Rowlett's insurance plan.**
- **I believe there is a cost savings to me and to our insurance plan in using generic drugs.**
- **I believe there is a cost savings to me and to our insurance plan in using in-network providers.**
- **I believe as a stakeholder of our insurance plan, I am accountable to others on our plan.**
- **I believe that I should be an educated consumer of healthcare by comparing prices for prescription drugs.**
- **I believe that I should be an educated consumer of healthcare by comparing prices for pre-arranged medical procedures (catscan, MRI, etc.).**

An important aspect that impacts the rate we are charged is referred to as medical trend. Medical trend is a factor that is applied to National insurance rates based on anticipated increases in medical costs and utilization. Factors that impact medical trend are:

- Cost of New Medical Technology
- Inflation of Doctor's Costs
- Federal Mandates
- Anticipated Increases in Utilization

Other factors include:

- Aging population
- Overall decrease of the population's health (i.e. obesity)
- Changes in provider treatment patterns
 - Increase in diagnostic imaging
 - Increase in lab tests
 - Increase in outpatient surgery

Unfortunately, medical trend is outside of our control. However, we realize the way we use our medical plan (i.e. utilization) and our commitment to wellness are fully within our control. The current National Medical Trend is 8.8%; however, due to our commitment to Wellness; we have received competitive proposals that will help mitigate the costs associated with high claims.

As indicated previously, when we began our journey and analyzed our history, we knew or suspected that, over a five year period, we would have a good year, a bad year, and three normal years. FY2013 is shaping up to be a year in which our claims will exceed our projections and, therefore, will result in higher than expected costs for FY2014 of approximately \$390,120. As we mentioned above, the first two years of the partial self funding plan saved the City

approximately \$1.7 million compared to being fully insured. For FY2014, our expected claims will be approximately 2%-3% above that cost and, if history is any judge, FY2015 and FY2016 will be more normal.

CAPITAL IMPROVEMENTS PLAN

INTRODUCTION

Over the past few years, staff has included an abbreviated version of the Capital Improvements Plan (CIP) as part of the annual budget process. The reasoning was that Rowlett remains challenged with economic reality and yet may be poised to see new development now that both PGBT and DART light-rail have been completed. However, additional work has been needed to have a sense of what projects are needed in the next few years and what impact the opening of PGBT and DART would have on our traffic patterns and infrastructure.

With these circumstances still in place, staff is again proposing a “two-year” Capital Improvements Plan in FY2014-2015 versus a Five Year model. This plan will provide additional time to resolve three key issues:

- Better assess the underground maintenance issues for the utility system.
- Allow the economy time to mature and see when and where the City’s falling property tax values will stabilize. Staff’s major concern is asking for a bond election and telling the public it will cost them one amount, only to have the property tax values decline again, and we have to raise that amount.
- Evaluate the impact of the opening of PGBT and DART light-rail to see what, if any, impact it will have on traffic patterns to determine if projects should be reprioritized.

The CIP is proposed totaling \$22.7 million from utility revenue bonds and cash funded projects. In addition, there are several grant related projects that started in prior years that will continue into FY2014, including, Scenic Point Park, and the Downtown Transportation Oriented Development Project. It is anticipated that the City will carryover bond funds already committed to those projects into FY2014 to match the grant dollars and other sources.



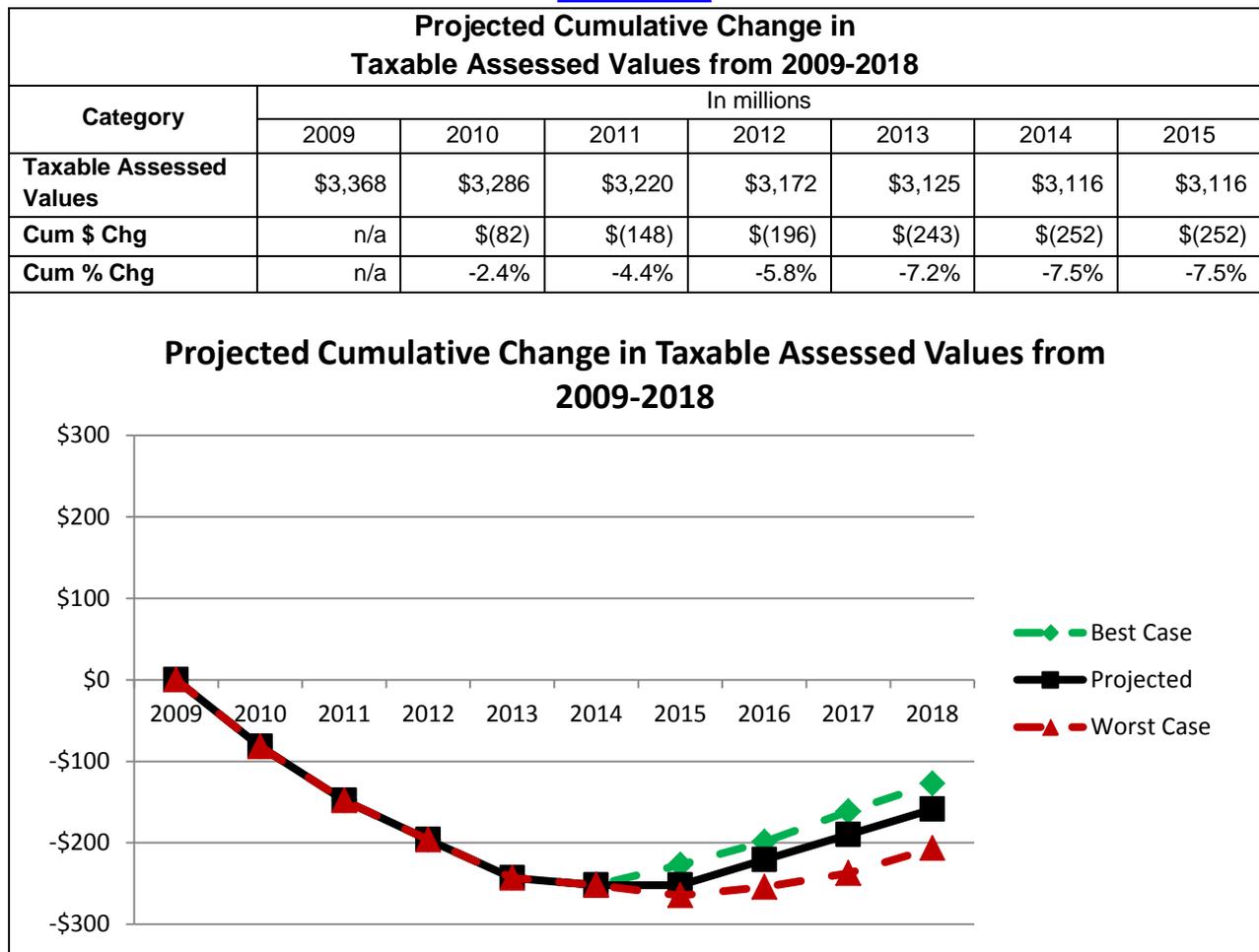
Scenic Point Park

PROJECTED IMPACT ON TAXABLE ASSESSED VALUES

As previously noted in this budget memo, Rowlett has felt an impact in its reduction in property tax values FY2010 thru FY2014 with a lasting impact on future years. While the decreasing debt service in future years has begun to help somewhat mitigate that impact, the combined decrease in taxable valuation between FY2010-FY2014 provides a significant stumbling block to issuing bonds at the levels issued in the past. This total 7.5% decline in taxable values equates to \$251.9 million dollars and affects revenues by \$1.9 million over the past five years.

Chart 65 below reflects three different scenarios regarding where and when taxable assessed values will bottom out. All three scenarios include the additional decline in property values for FY2013. The projected scenario includes additional growth projected from the opening of PGBT and Realize Rowlett 2020. The main difference with the worst case is that it assumes that tax values will not begin to rebound until after FY2015 and will recover at a slower pace.

CHART 65



SUMMARY OF TWO YEAR CAPITAL IMPROVEMENT PLAN

Based on the factors mentioned previously, staff has developed a two year plan consisting of a comprehensive listing of carefully selected and coordinated capital improvements which have been identified as necessary to accomplish the City's long-range goals and policies, address the recommendations of previous CIP Bond Committees, and balanced against realistic revenue projections and staff capacity.

With the exception of utility revenue bonds, this model does not currently include any future funding that may come from new bonds. The result of this work is that, without increasing taxes, and considering all available funding sources, the City should be able to spend \$22.7 million over the next two years as shown in Chart 66 below.

CHART 66

Two year CIP – Funding Sources

Funding Sources	Cumulative FY2013	FY2014	FY2015	Total Two Year
Cash	\$6,135,502	\$6,318,063	\$6,308,848	\$12,626,911
Prior bonds	17,743,293	-	-	-
New bonds	8,500,000	-	10,011,000	10,011,000
Grants	16,926,355	24,316	24,316	48,632
Other sources	1,302,748	-	-	-
Total	\$50,607,898	\$6,342,379	\$16,344,164	\$22,686,543

The Two Year CIP, as proposed, contains the following benefits:

- Adds \$10.0 million in new revenue bonds for the Water and Sewer Fund from freed up bond capacity, primarily to address issues with the upper pressure water zone
- Continues annual funding for Cash CIP

CHART 67

Proposed Utility Revenue Bonds

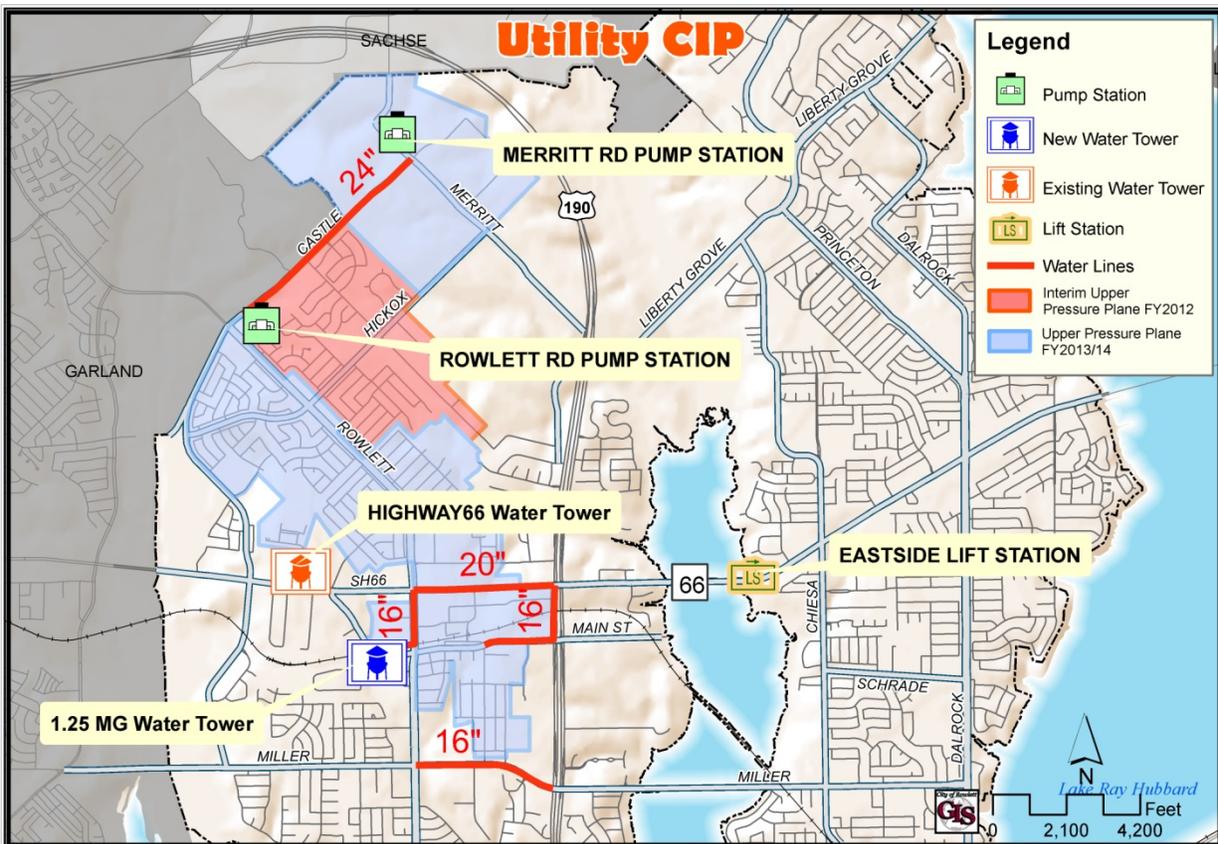
Funding Sources	FY2014	FY2015	Total Two Year
SH 66 Force Main	\$ -	\$4,200,000	\$4,200,000
PGBT Water & Miller Heights to RHS	-	360,000	360,000
12" Water Miller east of Chiesa	-	300,000	300,000
12" Water Line Dalrock – Miller to Schrade	-	2,700,000	2,700,000
12" Water Line Boyd (LPP)	-	650,000	650,000
12" Water Line Downtown Redevelopment	-	371,000	371,000
Additional pump for UPP	-	330,000	330,000

Funding Sources	FY2014	FY2015	Total Two Year
12" Dalrock and Chiesa	-	1,100,000	1,100,000
Total	\$ -	\$10,011,000	\$10,011,000

Utility Revenue bond payments decline in FY2015 sufficient to issue another \$10.0 million in water and sewer bonds in FY2015. Staff has worked with its consultants to develop a plan for these funds with the primary focus being the upper pressure water zone.

Previous studies completed in 2007 through 2010 have identified the need for two pressure planes to address the long standing inconsistencies in water pressure. In 2012, Public Works implemented an Interim Upper Pressure Plane to provide a short-term solution, addressing immediate needs. On February 5, 2013 staff provided an update to City Council with a plan to expand the Upper Pressure Plane area in several phases beginning in 2013 and continuing through 2014.

CHART 68



As a result of Realize Rowlett 2020, the potential downtown redevelopment area, and the overall water system condition and its challenges, additional modeling was completed to review the Upper Pressure Plane conceptual plans. As a result and in an effort to provide desirable and sustainable pressures of 45 PSI, utilizing existing infrastructure where possible (elevated storage tower on SH66, 16" water line on SH66 & Rowlett pump station), and with future

development needs in mind, several projects were revisited and reprioritized to achieve an optimal long-term solution.

The proposed new tank project was revised with the intent to keep the current tank in service for the LPP in lieu of removal, to place a smaller elevated tank at a different location for the UPP, and reduce the size of the tank saving money to facilitate needed projects. The associated chart illustrates the project changes that provide for the proposed pressure plane solutions.

Several necessary projects have been delayed until 2015 when approximately \$10,011,000 of debt capacity will be available. The delayed 2015 projects include: PGBT Water Line – Miller Road to RHS; Miller Road Water Line – East of Chiesa. These are currently being engineered for 2015 construction.

Additional required Utility projects for 2015 are:

- Dalrock Water Line – Miller to Schrade (DI line replacement)
- Dalrock Water Line – Cheisa to Miller (AC line replacement)
- Boyd Water Line – LPP
- Downtown Water Line – future development
- Rowlett Road Pump Station – Pump 5
- Force main repairs SH66

CASH CIP

Governmental Purposes

The proposed Cash CIP has \$12.6 million in funding from all sources. The program includes \$6.0 million for street & alley purposes, \$0.7 million for drainage, \$5.6 million for water & sewer purposes, and \$0.3 for golf improvements.

Recognizing the importance of our goal to “Keeping the Good Streets Good”, Chart 69 outlines the street/alley maintenance plan that is consistent with our current commitment of \$3.0 million annually.

CHART 69

Proposed Two Year Street/Alley Maintenance Plan

Funding Sources	FY2014	FY2015	Total Two Year
Concrete Pavement Repair	\$1,385,000	\$1,325,000	\$2,710,000
Asphalt Rehab/Overlay	500,000	500,000	1,000,000
Alley Improvements	295,000	395,000	690,000
Alley Panel Replacement	335,000	335,000	670,000
Foam Injection	125,000	125,000	250,000
Crack Seal	150,000	150,000	300,000
Screen Wall Rehabilitation	50,000	50,000	100,000
Sign Replacement/ Pavement Marking	90,000	90,000	180,000
Traffic Signal Repair/ Maintenance	30,000	30,000	60,000

Funding Sources	FY2014	FY2015	Total Two Year
Sidewalks	40,000	-	40,000
Total	\$3,000,000	\$3,000,000	\$6,000,000

Since the inception of the Cash CIP, the philosophy of “Keeping the Good Streets Good” has been to set aside funds to perform maintenance on streets in good condition (Pavement Condition Index - PCI > 60) to prevent these streets from falling into the reconstruction category. It has been proven that for every \$1.00 spent on preventative maintenance, it saves approximately \$8.00 in reconstruction costs. Beginning in FY2011, enough progress had been made on streets with a PCI >60 that staff focused efforts to include streets with a PCI between 40-60 to the annual maintenance schedule.

Staff believes that this type of maintenance performed on the next category of streets with a PCI 40-60 can improve the condition of these streets and extend their life by seven (7) to ten (10) years. By extending the life of these streets, it spreads the amount of funds needed to reconstruct these streets over several bond elections.

Other street/alley programs include:

- Concrete Pavement Repair - The concrete pavement repairs consist of removing the failed sections pavement and installing new pavement.
- Alley Improvements - Alleys chosen for reconstruction each year are based on pavement condition index PCI<40. The priority is given to the alleys with the worst rating. Each year, additional alleys will be reconstructed. The candidates will be determined by their pavement condition Index, drainage, and safety. The process consists of redesigning the alley profile, alley pavement is removed, the drainage system is installed and then the new pavement is installed.
- Alley Panel Repair - The concrete pavement repairs consist of removing the failed sections pavement and installing new pavement.
- Asphalt Rehabilitation/Overlay - Resurface and/or rehabilitate existing asphalt roadways. This project will also fund asphalt overlays to existing concrete streets which are in need of reconstruction as a temporary repair to achieve a smooth street until funding becomes available to reconstruct the concrete roadway. The treatments include full depth base repairs and level up course and asphalt overlay. Rehabilitating asphalt roadway consists of pulverizing 8 to 10 inches of the existing roadway, incorporating cement, compacting base material and applying a new asphalt surface.
- Foam Injection - High density poly urethane foam below pavement which has settled to raise the elevation of the pavement back to its original elevation for improved riding surface and drainage to extend the life of the pavement. This process gives the City another cost effective tool to help us preserve existing roads.
- Crack Sealing - Crack sealing the cracks with hot rubber sealant to the pavement extends the life of pavement because it deters water from penetrating base and sub-grade beneath the road surface. Crack sealing the streets and alleys is one the most cost effective tools available to the City to extend the life of pavement by 3 to 5 years.

Water & Sewer Purposes

The proposed Utility Fund Cash CIP has \$2.8 million in annual funding for water & sewer maintenance purposes. Chart 70 below is the two year water & sewer maintenance plan that identifies the functions and types of projects staff will maintain.

CHART 70

Proposed Two Year Water & Sewer Maintenance Plan

Funding Sources	FY2014	FY2015	Total Two Year
Line Replacement	\$1,180,000	\$1,180,000	\$2,360,000
Lift & Pump Stations	465,000	465,000	930,000
Manhole Rehabilitation	400,000	400,000	800,000
Preventative Maintenance	292,500	292,500	585,000
Capital Maintenance Crew	200,000	200,000	400,000
Capital Equipment (Leasing)	70,000	70,000	140,000
Capital Equipment Replacement	50,000	50,000	100,000
Tower/Tank Maintenance	50,000	50,000	100,000
Backup Power	50,000	50,000	100,000
Utility Appurtenances (Valves & Hydrants)	42,500	42,500	85,000
Total	\$2,800,000	\$2,800,000	\$5,600,000

The Utility Capital Maintenance Plan consists of multiple programs that will focus on preventative maintenance programs as well as infrastructure replacement and upgrades. A major component of the program is the Line Replacement program. A five year plan will eliminate the asbestos cementitious pipe, clay tile pipe, galvanized pipe, and problematic ductile iron pipe. The acquisition of the pipe bursting equipment and supporting components (transport and storage) has enabled staff to efficiently and effectively initiate an ongoing line repair and replacement plan. The goal for the first five years is to eliminate the undesirable materials defects and into the future to concentrate on the oldest of the PVC pipe in service. This pipe maintenance plan is anticipated to be an ongoing program.

Other utility programs include:

- Manhole rehabilitation program - The initial “worst of the worst” have previously been addressed but in an effort to better control unwanted infiltration of ground and storm water into the sanitary sewer system, continued rehabilitations are required. The level of funding adopted will provide for the remaining manholes to be addressed on an ongoing ten year cycle. Phase 2 of the program is well underway and will continue as planned.
- Lift and Pump Station Rehabilitation – This program includes the systematic rehabilitation and replacement of lift and pump station components and related hoist equipment, overhead cranes, and motors. Schrade Lift Station is first of lift stations planned for rehabilitation.

- General Preventive Maintenance – This part of the plan includes multiple items and upgrades, addressing the redesigning of key system components. Well under way are the implementation of system security, SCADA system upgrades, elimination of redundant lines, service line upgrades, looping of systems, replacement of blow offs, air release valves, sampling stations, backflow prevention, and pretreatment components.
- Tower and Tank Maintenance – The systematic and ongoing refurbishing, inspections, painting and improvement of the tower and tanks and the associated components. The Martha/Chiesa Tower will come on line in early 2014.
- Back-up Power Supplies – Back-up power on primarily lift stations is limited to a couple of locations. All stations in proximity of the reservoir are priority and must be sustainable in the event of failure, to protect the water supply and to ensure the efficient processing of effluent without incident. The first phase of back-up power acquisition is anticipated in early 2014, addressing portable and facility needs.
- Equipment and Tool Replacement – A variety of components are required to effectively operate. Staff has recently initiated the use of more recent technologies that enable effective and efficient processes to be employed. Air compressor, cut saws, and other related items are required to operate efficiently.
- Appurtenances – Systematic replacement of valves and hydrants, related equipment and testing apparatus are required for better utility system operation.

INFRASTRUCTURE CHALLENGES

The City has aging infrastructure which includes streets, alleys, utilities, parks and city facilities. As outlined in this budget memo, you can see the City has many needs but very limited resources.

One of the City's top priorities has been the street maintenance and the program has been very successful over the past four years. Since the implementation of phase II of the maintenance program, the number streets that need to be reconstructed have been reduced from original estimates of \$116 million to \$45 million. However the streets with a PCI from 0-40 still need to be funded. Staff has researched several different methods of extending the life the streets in the poor to failed category. Staff looked at the cost of each method and how long would it extend the life of the street. Alternate methods include overlay laying the existing streets with asphalt which would extend the life of pavement as much as 5 years and dependent upon the underlying conditions potentially more. As a result each street was inspected to determine whether or not they were would good candidates for an asphalt overlay program. It was determined that 18 streets of the 45 streets listed on the reconstruction category could be addressed at a significant savings. The cost to crack seal and overlay the identified streets is \$1 million compared to \$20 million for reconstruction. This would allow the City to move out the remaining streets over several bond elections (potentially 2021 and 2026).

Staff also evaluated alternative methods for reconstruction such as asphalt pavement with concrete curb & gutter vs. concrete pavement. There could be a significant cost savings by installing asphalt instead of using the concrete. Allowing this method to be utilized would require adoption of new construction standards for residential pavement sections.

CHART 71

Funding Source (GOV.) Bonds	FY2014	FY2015	FY2016- FY2020	Totals
Liberty Grove Rd/ Merritt Rd Interconnector Phase II	\$ -	\$ -	\$11,000,000	\$11,000,000
Dalrock Rd & Sh-66 Intersection Phase I, II Improvements	-	-	1,200,000	1,200,000
Residential Street Reconstruction	-	-	10,300,000	10,300,000
Scenic Park-Phase II	-	-	1,200,000	1,200,000
Other Park Amenities			1,000,000	1,000,000
Total	\$ -	\$ -	\$24,700,000	\$24,700,000

Several unfunded CIP projects will require consideration over the year ahead. Currently there are no funding sources secured for any of these projects. These projects are shown in Chart 71 above and will be discussed in future bond election programs.

- Merritt Road/Liberty Grove Interconnector PHASE 2 - this will be needed to provide access to the Northshore development; connectivity to Waterview, and increased mobility in the growth areas.
- Dalrock Road & Sh-66 Intersection Improvements - There possibility of acquiring a grant to finance a major portion of this project with Dallas County MCIP, Rockwall County Planning Consortium, TxDOT, and NCTCOG.
- Residential Street Reconstruction – While progress has been well managed, ongoing needs for residential streets and alleys still remains a long term concerns. Upgrade all PCI <40 to asphalt streets - includes rubbleizing the concrete pavement, installing curb & gutter and 5" of asphalt surface.

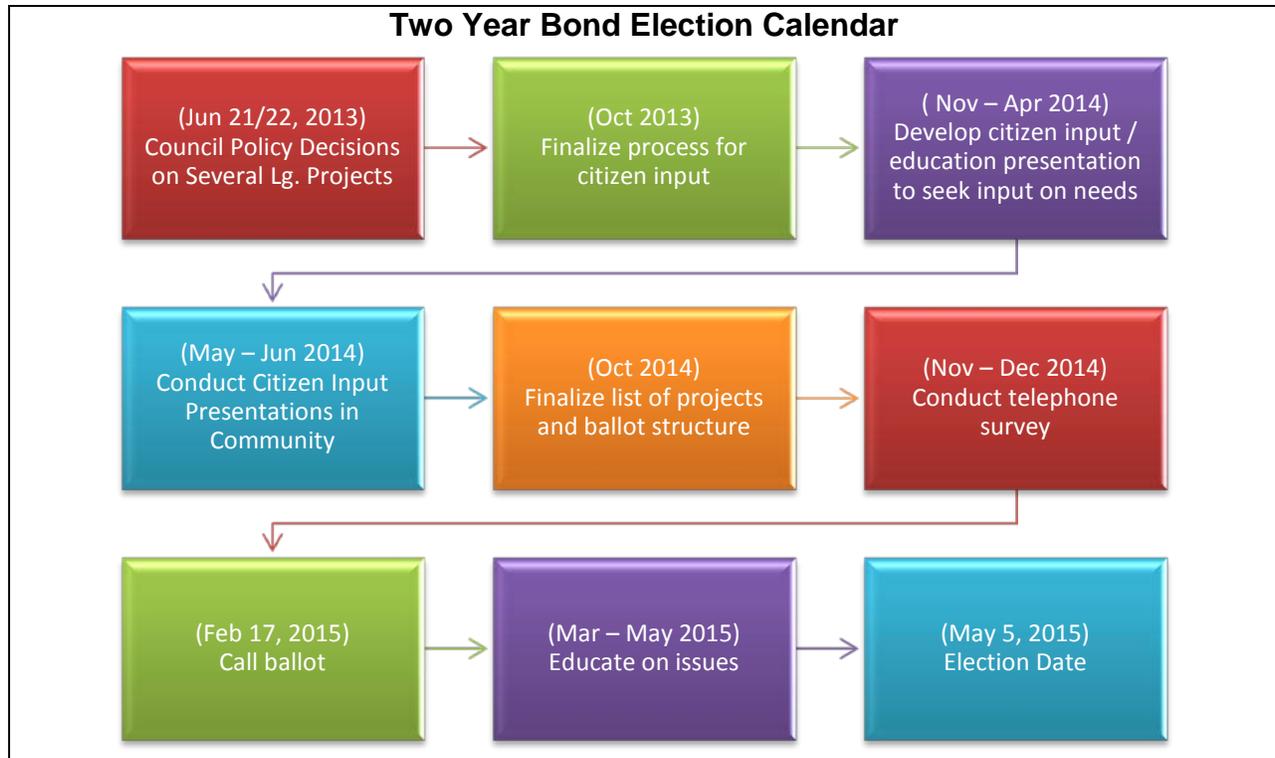
There are no alternative funding sources for these programs, so a bond election will be necessary to provide for these needs. This does not include needs for drainage, facilities, or projects initiated through unforeseen growth needs, all of which may have other potential contributing funding sources. For perspective, a bond issue of \$25 million is about 5.5 to 6.0 cents on the tax rate.

In addition to the items above, the community will also need to have a conversation about how alley improvements are funded going forward. Currently, only about 60% of the City's neighborhoods have alleys and, as a result, a favorable bond election will be difficult. Therefore, an alley assessment will be an option that will need to be considered in the coming year.

BOND ELECTION

Strategically, the City is planning for a bond election for May 2015. Planning for a successful bond election takes time and the City Council and ultimately the community will be required to make several decisions along the way. Citizen input, education on the issues, project list development, drafting the ballot initiatives, and holding the actual election is all a part of a public and transparent process. Each of these steps has multiple facets as outlined in Chart 72 below.

CHART 72



CONCLUSION

As previously stated, the City of Rowlett has time to plan, which is the most critical resource needed, to make the difficult, yet necessary decisions regarding our future. We believe the proposed FY2014 budget provides an important bridge to a new future in FY2015. With the completion of PGBT and DART Light-rail, a future our citizens have waited for over 30 years is finally here. We have to recognize that at the end of this journey, Rowlett may not look exactly like the vision anticipated so long ago by our citizens. However, our future is ripe with new opportunities and a new vision.

As we take the journey over the next year to determine what we want to be when we grow up, citizens will angst over what is the right answer – higher taxes and fees or reduced services. As we have stated earlier in this memo on several occasions, Rowlett cannot continue to “make-do” waiting for PGBT and DART Light-rail to arrive. They are now here and the ability to continue to “bridge” our financial gap will no longer exist by FY2015. As a result, the City Council and its citizens will have to make strategic decisions to determine what our community’s future will be.

And, as mentioned earlier, our citizens will have that opportunity to engage and provide feedback with these decisions with the *My Rowlett! My Money, My Community, My Choice* campaign next year. Staff will continue to do its part. We will continue to annually evaluate services offered to ensure the best value and utilize technology to work smarter not harder.

For the upcoming year, the FY2014 budget continues to remain focused on “citizen-centered” government, while continuing to create a level of affordable sustainability for the organization.

- There will be no tax increase in FY2014.
- Working fund balances and minimum fund balances, as directed by City Council, will be met and maintained at all times.
- Managed competition and/or outsourcing will be considered on a limited basis in FY2014, as determined by the City Manager.
- Enterprise funds will stand on their own. If fees for service do not provide a positive contribution margin at a minimum, such programs will be considered for elimination or privatization.
- Perception by the citizens of Rowlett is important. Every City employee will be centered on customer service at all times.

As previously noted, budgets do not build themselves. I appreciate all of the input provided by City Council and our citizens. I remain extraordinarily proud of the Executive Team and their staff who have diligently reviewed processes and found ways to better leverage existing resources and improve efficiencies on a daily basis. Their work all year long has provided the time needed to educate and engage our citizens on the financial decisions to be made in the coming year. Job well done!

I want to also extend special thanks to Terri Doby, Alan Guard, Jim Proce and their respective teams. They have has spent many hours helping to develop the strategic approach implemented over the past few years and continuing into FY2014 and beyond. Both Alan and Jim excel at strategic planning and analysis and the City of Rowlett is very fortunate to have leaders of their caliber. Also, Terri spent an extraordinary amount of time throughout the year on our financial reports and has been instrumental in making sure that this document and the underlying data is both accurate and easy to read. Finally, Denise, Drew and Evette spent many hours sorting and selecting the pictures used in this document. Thank you all!

Respectfully,

Brian Funderburk
Interim City Manager

BUDGET CALENDAR

Friday, January 25th	Staff Budget Retreat
Thursday, March 14th	Budget Kickoff / Distribution of Budget Instruction Manuals
March	Meetings with DCAD and RCAD on taxable value forecast
Monday, May 6th	Complete budget submission due from staff (FY 2014 & FY 2015)
May 25th	Preliminary Tax Roll Valuation due
Monday, June 17th	Draft FY 2014 Work plans & Performance measures due
June	City Council Retreat
Monday, July 16th	Final FY 2014 Work plans due
Monday, July 16th	Final FY 2014 Narrative Pages (Goals, Objectives, Perf Measures) due
July 25th	Certified Tax Roll due
August 6th	Proposed Budget presented to City Council
August 6th	Proposed Capital Improvements Program presented to City Council
August 6th	Proposal to adopt tax rate that exceeds the rollback rate or effective rate
August 15th, 16th & 17th	City Council Work Sessions on Budget
August 20th	1st Public Hearing on Budget and Tax Rate
September 3rd	2nd Public Hearing on Budget and Tax Rate
September 17th	City Council Meeting to Adopt Budget Ordinance
September 17th	City Council Meeting to Adopt Tax Rate Ordinance
October 1st	Begin Fiscal Year



FY 2014 COMBINED FUND SUMMARY

Description	Governmental Funds				Enterprise Funds			Impact Fees Fund	Police Seizure Fund	Innovations Fund
	General Fund	Economic Development	Debt Service Fund	Capital Projects Fund	Utility Fund	Refuse Fund	Drainage Fund			
Beginning Resources	\$ 6,280,686	\$ 323,687	\$ 363,827	\$ 250,000	\$ 6,059,840	\$ 302,760	\$ 1,083,325	\$ 399,903	\$ 639,102	\$ 224,605
Current Revenues:										
Tax Revenues	21,258,690	-	7,593,147	-	-	-	-	-	-	-
Franchise Fees	3,010,000	-	-	-	-	-	-	-	-	-
Licenses and Permits	505,839	1,500	-	-	-	-	-	31,000	-	-
Charges for Service	2,623,980	-	-	-	27,380,170	4,830,194	1,346,205	-	-	-
Fines and Forfeitures	1,008,407	-	-	-	-	-	-	-	-	-
Other	704,744	250	5,130	-	11,976	5,695	734	13,357	100,550	-
Total Current Revenues	29,111,660	1,750	7,598,277	-	27,392,146	4,835,889	1,346,939	44,357	100,550	-
Other Sources:										
Transfers In	4,560,112	314,944	648,385	3,000,000	139,397	-	-	-	-	-
Total	33,671,772	316,694	8,246,662	3,000,000	27,531,543	4,835,889	1,346,939	44,357	100,550	-
Current Expenditures:										
Personnel Costs	23,712,976	220,123	-	120,914	2,163,577	-	111,987	-	-	-
Supplies	1,707,142	7,250	-	-	301,253	-	51,770	-	100,550	-
Purchase Services	7,742,239	128,215	126,202	-	11,539,115	3,511,872	70,768	-	-	224,605
Capital Outlay	682,000	-	-	-	20,028	-	-	-	-	-
Capital Improvements	-	-	-	2,879,086	2,800,000	-	335,502	30,000	-	-
Debt Service	-	-	8,120,460	-	5,103,519	-	379,676	-	-	-
Total Current Expenditures	33,844,357	355,588	8,246,662	3,000,000	21,927,492	3,511,872	949,703	30,000	100,550	224,605
Other Uses:										
Transfers Out	1,156,722	-	-	-	5,476,331	1,266,741	353,877	-	-	-
Total	35,001,079	355,588	8,246,662	3,000,000	27,403,823	4,778,613	1,303,580	30,000	100,550	224,605
Ending Resources	\$ 4,951,379	\$ 284,793	\$ 363,827	\$ 250,000	\$ 6,187,560	\$ 360,036	\$ 1,126,684	\$ 414,260	\$ 639,102	\$ -
% of Expenditures	14.6%	80.1%	4.4%	8.3%	28.2%	10.3%	118.6%	1380.9%	635.6%	0.0%

Special Revenue Funds										Internal Service Funds	Combined Total
Hotel/Motel Fund	PEG Fund	Grants Fund	CDBG Fund	Inspection Fees Fund	Juvenile Diversion Fund	Court Technology Fund	Court Security Fund	Golf Course Fund	Employee Benefits Fund		
\$ 41,649	\$ 71,974	\$ -	\$ 295	\$ -	\$ 142,493	\$ 9,240	\$ 38,292	\$ 630,827	\$ -	\$ 16,862,505	
47,175	-	-	-	-	-	-	-	-	-	28,899,012	
-	85,042	-	-	-	-	-	-	-	-	3,095,042	
-	-	-	-	-	-	-	-	-	-	538,339	
-	-	-	-	169,333	-	-	-	-	4,093,875	40,443,757	
-	-	-	-	-	33,281	26,936	20,035	-	-	1,088,659	
577	-	41,838	228,181	-	-	-	-	601,728	1,248	1,716,008	
47,752	85,042	41,838	228,181	169,333	33,281	26,936	20,035	601,728	4,095,123	75,780,817	
-	-	-	-	-	-	-	-	-	-	8,662,838	
47,752	85,042	41,838	228,181	169,333	33,281	26,936	20,035	601,728	4,095,123	84,443,655	
11,484	71,811	41,838	-	146,144	28,210	-	24,102	-	73,051	26,726,217	
6,300	-	-	-	-	700	-	-	-	-	2,174,965	
24,965	-	-	24,000	-	4,300	29,145	-	10,000	3,997,046	27,432,472	
-	-	-	-	-	-	-	-	-	-	702,028	
-	-	-	204,181	-	-	-	-	182,561	-	6,431,330	
-	-	-	-	-	-	-	-	-	-	13,603,655	
42,749	71,811	41,838	228,181	146,144	33,210	29,145	24,102	192,561	4,070,097	\$ 77,070,667	
-	-	-	-	-	-	-	-	409,167	-	8,662,838	
42,749	71,811	41,838	228,181	146,144	33,210	29,145	24,102	601,728	4,070,097	85,733,505	
\$ 46,652	\$ 85,205	\$ -	\$ 295	\$ 23,189	\$ 142,564	\$ 7,031	\$ 34,225	\$ 630,827	\$ 25,026	\$ 15,572,655	
109.1%	118.7%	0.0%	0.1%	0.0%	429.3%	24.1%	142.0%	327.6%	0.6%	20.2%	

FY 2015 COMBINED FUND SUMMARY

Description	Governmental Funds				Enterprise Funds			Impact Fees Fund	Police Seizure Fund	Innovations Fund
	General Fund	Economic Development	Debt Service Fund	Capital Projects Fund	Utility Fund	Refuse Fund	Drainage Fund			
Beginning Resources	\$ 4,951,379	\$ 284,793	\$ 363,827	\$ 250,000	\$ 6,187,560	\$ 360,036	\$ 1,126,684	\$ 414,260	\$ 639,102	\$ -
Current Revenues:										
Tax Revenues	21,601,988	-	7,357,464	-	-	-	-	-	-	-
Franchise Fees	3,077,966	-	-	-	-	-	-	-	-	-
Licenses and Permits	534,209	1,500	-	-	-	-	-	31,000	-	-
Charges for Service	2,715,666	-	-	-	28,409,590	4,916,547	1,346,205	-	-	-
Fines and Forfeitures	1,008,407	-	-	-	-	-	-	-	-	-
Other	711,987	250	5,130	-	11,976	5,695	734	13,357	100,550	-
Total Current Revenues	29,650,223	1,750	7,362,594	-	28,421,566	4,922,242	1,346,939	44,357	100,550	-
Other Sources:										
Transfers In	4,604,897	314,944	664,813	3,000,000	139,397	-	-	-	-	-
Total	34,255,120	316,694	8,027,407	3,000,000	28,560,963	4,922,242	1,346,939	44,357	100,550	-
USES OF FUNDS:										
Current Expenditures:										
Personnel Costs	24,631,891	224,968	-	123,953	2,223,401	-	115,298	-	-	-
Supplies	1,724,900	7,250	-	-	306,597	-	51,770	-	100,550	-
Purchase Services	7,877,815	128,215	131,437	-	11,470,521	3,569,500	65,668	-	-	-
Capital Outlay	622,000	-	-	-	287,628	-	-	-	-	-
Capital Improvements	-	-	-	2,876,047	2,800,000	-	335,502	30,000	-	-
Debt Service	-	-	7,895,970	-	5,101,443	-	375,383	-	-	-
Total Current Expenditures	34,856,606	360,433	8,027,407	3,000,000	22,189,590	3,569,500	943,621	30,000	100,550	-
Other Uses:										
Transfers Out	1,156,722	-	-	-	5,521,116	1,267,916	353,877	-	-	-
Total	36,013,328	360,433	8,027,407	3,000,000	27,710,706	4,837,416	1,297,498	30,000	100,550	-
Ending Resources	\$ 3,193,171	\$ 241,054	\$ 363,827	\$ 250,000	\$ 7,037,817	\$ 444,862	\$ 1,176,125	\$ 428,617	\$ 639,102	\$ -
% of Expenditures	9.2%	66.9%	4.5%	8.3%	31.7%	12.5%	124.6%	1428.7%	0.0%	0.0%

Special Revenue Funds										Internal Service Funds	Combined Total
Hotel/Motel Fund	PEG Fund	Grants Fund	CDBG Fund	Inspection Fees Fund	Juvenile Diversion Fund	Court Technology Fund	Court Security Fund	Golf Course Fund	Employee Benefits Fund		
\$ 46,652	\$ 85,205	\$ -	\$ 295	\$ 23,189	\$ 142,564	\$ 7,031	\$ 34,225	\$ 630,827	\$ 25,026	\$ 15,572,655	
47,175	-	-	-	-	-	-	-	-	-	29,006,627	
-	85,042	-	-	-	-	-	-	-	-	3,163,008	
-	-	-	-	-	-	-	-	-	-	566,709	
-	-	-	-	194,333	-	-	-	-	4,093,875	41,676,216	
-	-	-	-	-	33,281	26,936	20,035	-	-	1,088,659	
577	-	41,838	228,181	-	-	-	-	607,766	1,248	1,729,289	
47,752	85,042	41,838	228,181	194,333	33,281	26,936	20,035	607,766	4,095,123	77,230,508	
-	-	-	-	-	-	-	-	-	-	8,724,051	
47,752	85,042	41,838	228,181	194,333	33,281	26,936	20,035	607,766	4,095,123	85,954,559	
11,484	73,689	41,838	-	149,843	28,614	-	24,102	-	73,974	27,723,055	
6,300	-	-	-	-	700	-	-	-	-	2,198,067	
24,965	-	-	24,000	-	4,300	29,145	-	10,000	3,997,046	27,332,612	
-	-	-	-	-	-	-	-	-	-	909,628	
-	-	-	204,181	-	-	-	-	173,346	-	6,419,076	
-	-	-	-	-	-	-	-	-	-	13,372,796	
42,749	73,689	41,838	228,181	149,843	33,614	29,145	24,102	183,346	4,071,020	77,955,234	
-	-	-	-	-	-	-	-	424,420	-	8,724,051	
42,749	73,689	41,838	228,181	149,843	33,614	29,145	24,102	607,766	4,071,020	86,679,285	
\$ 51,655	\$ 96,558	\$ -	\$ 295	\$ 67,679	\$ 142,231	\$ 4,822	\$ 30,158	\$ 630,827	\$ 49,129	\$ 14,847,929	
120.8%	131.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	19.0%	

GENERAL FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ 7,439,519	\$ 5,375,891	\$ 6,244,707	\$ 6,280,686	\$ 4,951,379
Current Revenues:					
Tax Revenues	20,386,620	20,289,239	20,821,839	21,258,690	21,601,988
Franchise Fees	3,000,282	3,058,509	2,783,243	3,010,000	3,077,966
Licenses and Permits	466,412	442,723	543,137	505,839	534,209
Charges for Service	2,463,983	2,523,374	2,583,071	2,623,980	2,715,666
Fines and Forfeitures	855,864	1,157,006	978,592	1,008,407	1,008,407
Other	615,755	576,027	709,080	704,744	711,987
Transfers In	4,534,222	4,560,112	4,560,112	4,560,112	4,604,897
Total Current Revenues	<u>32,323,138</u>	<u>32,606,990</u>	<u>32,979,074</u>	<u>33,671,772</u>	<u>34,255,120</u>
Total Available Resources	<u>39,762,657</u>	<u>37,982,881</u>	<u>39,223,781</u>	<u>39,952,458</u>	<u>39,206,499</u>
Expenditures:					
Personnel Services	22,879,306	22,860,045	22,588,012	23,712,976	24,631,891
Supplies	1,622,034	1,653,811	1,674,511	1,707,142	1,724,900
Purchase Services	6,706,130	6,684,990	7,052,886	7,742,239	7,877,815
Capital Outlay	1,151,362	372,000	384,141	682,000	622,000
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	1,159,118	1,156,722	1,243,546	1,156,722	1,156,722
Total Expenditures	<u>33,517,950</u>	<u>32,727,568</u>	<u>32,943,096</u>	<u>35,001,079</u>	<u>36,013,328</u>
Ending Resources	<u>\$ 6,244,707</u>	<u>\$ 5,255,313</u>	<u>\$ 6,280,686</u>	<u>\$ 4,951,379</u>	<u>\$ 3,193,171</u>

ECONOMIC DEVELOPMENT FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ 224,089	\$ 70,036	\$ 352,185	\$ 323,687	\$ 284,793
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	1,500	1,500	1,500	1,500
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	723	250	250	250	250
Transfers In	314,940	314,944	314,944	314,944	314,944
Total Current Revenues	<u>315,663</u>	<u>316,694</u>	<u>316,694</u>	<u>316,694</u>	<u>316,694</u>
Total Available Resources	<u>539,752</u>	<u>386,730</u>	<u>668,879</u>	<u>640,381</u>	<u>601,487</u>
Expenditures:					
Personnel Services	103,234	209,130	209,130	220,123	224,968
Supplies	1,001	7,250	7,250	7,250	7,250
Purchase Services	83,332	128,215	128,812	128,215	128,215
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	<u>187,567</u>	<u>344,595</u>	<u>345,192</u>	<u>355,588</u>	<u>360,433</u>
Ending Resources	<u>\$ 352,185</u>	<u>\$ 42,135</u>	<u>\$ 323,687</u>	<u>\$ 284,793</u>	<u>\$ 241,054</u>

DEBT SERVICE FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ 288,733	\$ 208,731	\$ 363,827	\$ 363,827	\$ 363,827
Current Revenues:					
Tax Revenues	8,048,493	7,984,520	7,984,520	7,593,147	7,357,464
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	102,775	6,000	6,000	5,130	5,130
Transfers In	904,874	622,219	622,219	648,385	664,813
Total Current Revenues	9,056,142	8,612,739	8,612,739	8,246,662	8,027,407
Total Available Resources	9,344,875	8,821,470	8,976,566	8,610,489	8,391,234
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	-	-	-	-	-
Purchase Services	101,220	133,469	133,469	126,202	131,437
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	8,879,828	8,479,270	8,479,270	8,120,460	7,895,970
Transfers Out	-	-	-	-	-
Total Expenditures	8,981,048	8,612,739	8,612,739	8,246,662	8,027,407
Ending Resources	\$ 363,827	\$ 208,731	\$ 363,827	\$ 363,827	\$ 363,827

UTILITY FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ 5,472,896	\$ 3,773,501	\$ 5,856,083	\$ 6,059,840	\$ 6,187,560
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	22,775,674	26,637,620	26,637,620	27,380,170	28,409,590
Fines & Forfeitures	-	-	-	-	-
Other	8,864	11,976	11,976	11,976	11,976
Transfers In	289,403	139,397	139,397	139,397	139,397
Total Current Revenues	<u>23,073,941</u>	<u>26,788,993</u>	<u>26,788,993</u>	<u>27,531,543</u>	<u>28,560,963</u>
Total Available Resources	<u>28,546,837</u>	<u>30,562,494</u>	<u>32,645,076</u>	<u>33,591,383</u>	<u>34,748,523</u>
Expenditures:					
Personnel Services	1,930,875	2,092,000	2,092,000	2,163,577	2,223,401
Supplies	430,635	317,052	317,052	301,253	306,597
Purchase Services	9,726,699	10,902,559	10,902,559	11,539,115	11,470,521
Capital Outlay	413,587	-	-	20,028	287,628
Capital Improvements	550,000	2,800,000	2,678,117	2,800,000	2,800,000
Debt Service	4,188,526	5,117,984	5,117,984	5,103,519	5,101,443
Transfers Out	5,450,432	5,476,331	5,477,524	5,476,331	5,521,116
Total Expenditures	<u>22,690,754</u>	<u>26,705,926</u>	<u>26,585,236</u>	<u>27,403,823</u>	<u>27,710,706</u>
Ending Resources	<u>\$ 5,856,083</u>	<u>\$ 3,856,568</u>	<u>\$ 6,059,840</u>	<u>\$ 6,187,560</u>	<u>\$ 7,037,817</u>

REFUSE FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ 326,185	\$ 314,308	\$ 279,015	\$ 302,760	\$ 360,036
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	4,484,110	4,758,926	4,758,926	4,830,194	4,916,547
Fines & Forfeitures	-	-	-	-	-
Other	2,303	5,695	5,695	5,695	5,695
Transfers In	-	-	-	-	-
Total Current Revenues	4,486,413	4,764,621	4,764,621	4,835,889	4,922,242
Total Available Resources	4,812,598	5,078,929	5,043,636	5,138,649	5,282,278
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	-	-	-	-	-
Purchase Services	3,064,409	3,470,310	3,470,310	3,511,872	3,569,500
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	241,656	243,043	243,043	239,218	240,393
Transfers Out	1,227,518	1,027,523	1,027,523	1,027,523	1,027,523
Total Expenditures	4,533,583	4,740,876	4,740,876	4,778,613	4,837,416
Ending Resources	\$ 279,015	\$ 338,053	\$ 302,760	\$ 360,036	\$ 444,862

DRAINAGE FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ 1,083,476	\$ 982,847	\$ 1,050,360	\$ 1,083,325	\$ 1,126,684
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	1,300,878	1,332,877	1,332,877	1,346,205	1,346,205
Fines & Forfeitures	-	-	-	-	-
Other	173	734	734	734	734
Transfer In	-	-	-	-	-
Total Current Revenues	<u>1,301,051</u>	<u>1,333,611</u>	<u>1,333,611</u>	<u>1,346,939</u>	<u>1,346,939</u>
Total Available Resources	<u>2,384,527</u>	<u>2,316,458</u>	<u>2,383,971</u>	<u>2,430,264</u>	<u>2,473,623</u>
Expenditures:					
Personnel Services	102,181	109,230	109,230	111,987	115,298
Supplies	30,856	51,770	51,770	51,770	51,770
Purchase Services	77,949	70,768	70,768	70,768	65,668
Capital Outlay	-	-	-	-	-
Capital Improvements	583,507	335,502	335,502	335,502	335,502
Debt Service	185,801	378,902	378,902	379,676	375,383
Transfers Out	353,873	353,877	354,474	353,877	353,877
Total Expenditures	<u>1,334,167</u>	<u>1,300,049</u>	<u>1,300,646</u>	<u>1,303,580</u>	<u>1,297,498</u>
Ending Resources	<u>\$ 1,050,360</u>	<u>\$ 1,016,409</u>	<u>\$ 1,083,325</u>	<u>\$ 1,126,684</u>	<u>\$ 1,176,125</u>

IMPACT FEES FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ 451,819	\$ 455,597	\$ 385,546	\$ 399,903	\$ 414,260
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	285,290	31,000	31,000	31,000	31,000
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	21,664	13,357	13,357	13,357	13,357
Transfer In	-	-	-	-	-
Total Current Revenues	306,954	44,357	44,357	44,357	44,357
Total Available Resources	758,773	499,954	429,903	444,260	458,617
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	-	-	-	-	-
Purchase Services	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Capital Improvements	373,227	30,000	30,000	30,000	30,000
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	373,227	30,000	30,000	30,000	30,000
Ending Resources	\$ 385,546	\$ 469,954	\$ 399,903	\$ 414,260	\$ 428,617

POLICE SEIZURE FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ 645,409	\$ 121,679	\$ 639,102	\$ 639,102	\$ 639,102
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	655,694	100,550	100,550	100,550	100,550
Transfers In	-	-	-	-	-
Total Current Revenues	<u>655,694</u>	<u>100,550</u>	<u>100,550</u>	<u>100,550</u>	<u>100,550</u>
Total Available Resources	<u>1,301,103</u>	<u>222,229</u>	<u>739,652</u>	<u>739,652</u>	<u>739,652</u>
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	194,967	100,550	100,550	100,550	100,550
Purchase Services	148,293	-	-	-	-
Capital Outlay	318,741	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	<u>662,001</u>	<u>100,550</u>	<u>100,550</u>	<u>100,550</u>	<u>100,550</u>
Ending Resources	<u>\$ 639,102</u>	<u>\$ 121,679</u>	<u>\$ 639,102</u>	<u>\$ 639,102</u>	<u>\$ 639,102</u>

INNOVATIONS FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ 1,006,159	\$ 660,354	\$ 224,605	\$ 224,605	\$ -
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	3,494	-	-	-	-
Transfers In	-	-	-	-	-
Total Current Revenues	3,494	-	-	-	-
Total Available Resources	1,009,653	660,354	224,605	224,605	-
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	-	-	-	-	-
Purchase Services	556,665	-	-	224,605	-
Capital Outlay	228,383	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	785,048	-	-	224,605	-
Ending Resources	\$ 224,605	\$ 660,354	\$ 224,605	\$ -	\$ -

HOTEL MOTEL FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ 17,752	\$ -	\$ 36,646	\$ 41,649	\$ 46,652
Current Revenues:					
Tax Revenues	55,395	47,175	47,175	47,175	47,175
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	73	577	577	577	577
Transfers In	-	-	-	-	-
Total Current Revenues	55,468	47,752	47,752	47,752	47,752
Total Available Resources	73,220	47,752	84,398	89,401	94,404
Expenditures:					
Personnel Services	5,309	11,484	11,484	11,484	11,484
Supplies	6,667	6,300	6,300	6,300	6,300
Purchase Services	24,598	24,965	24,965	24,965	24,965
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	36,574	42,749	42,749	42,749	42,749
Ending Resources	\$ 36,646	\$ 5,003	\$ 41,649	\$ 46,652	\$ 51,655

PEG FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ 32,216	\$ 22,530	\$ 56,777	\$ 71,974	\$ 85,205
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	94,425	85,042	85,042	85,042	85,042
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	10	-	-	-	-
Transfers In	-	-	-	-	-
Total Current Revenues	<u>94,435</u>	<u>85,042</u>	<u>85,042</u>	<u>85,042</u>	<u>85,042</u>
Total Available Resources	<u>126,651</u>	<u>107,572</u>	<u>141,819</u>	<u>157,016</u>	<u>170,247</u>
Expenditures:					
Personnel Services	69,874	69,547	69,547	71,811	73,689
Supplies	-	-	-	-	-
Purchase Services	-	-	298	-	-
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	<u>69,874</u>	<u>69,547</u>	<u>69,845</u>	<u>71,811</u>	<u>73,689</u>
Ending Resources	<u>\$ 56,777</u>	<u>\$ 38,025</u>	<u>\$ 71,974</u>	<u>\$ 85,205</u>	<u>\$ 96,558</u>

GRANTS FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ (29,757)	\$ -	\$ (3,990)	\$ -	\$ -
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	197,084	-	3,990	-	-
Fines & Forfeitures	-	-	-	-	-
Other	43,155	24,590	24,590	41,838	41,838
Transfers In	-	-	-	-	-
Total Current Revenues	240,239	24,590	28,580	41,838	41,838
Total Available Resources	210,482	24,590	24,590	41,838	41,838
Expenditures:					
Personnel Services	85,056	24,590	24,590	41,838	41,838
Supplies	35,393	-	-	-	-
Purchase Services	25,921	-	-	-	-
Capital Outlay	68,102	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	214,472	24,590	24,590	41,838	41,838
Ending Resources	\$ (3,990)	\$ -	\$ -	\$ -	\$ -

CDBG FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ (76,529)	\$ 20,476	\$ 295	\$ 295	\$ 295
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	121,203	228,181	228,181	228,181	228,181
Transfer In	-	-	-	-	-
Total Current Revenues	121,203	228,181	228,181	228,181	228,181
Total Available Resources	44,674	248,657	228,476	228,476	228,476
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	-	-	-	-	-
Purchase Services	22,500	24,000	24,000	24,000	24,000
Capital Outlay	-	-	-	-	-
Capital Improvements	21,879	204,181	204,181	204,181	204,181
Transfers Out	-	-	-	-	-
Total Expenditures	44,379	228,181	228,181	228,181	228,181
Ending Resources	\$ 295	\$ 20,476	\$ 295	\$ 295	\$ 295

INSPECTION FEES FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ -	\$ -	\$ -	\$ -	\$ 23,189
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	169,333	194,333
Fines & Forfeitures	-	-	-	-	-
Other	-	-	-	-	-
Transfer In	-	-	-	-	-
Total Current Revenues	-	-	-	169,333	194,333
Total Available Resources	-	-	-	169,333	217,522
Expenditures:					
Personnel Services	-	-	-	146,144	149,843
Supplies	-	-	-	-	-
Purchase Services	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	-	-	-	146,144	149,843
Ending Resources	\$ -	\$ -	\$ -	\$ 23,189	\$ 67,679

JUVENILE DIVERSION FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ 135,252	\$ 98,044	\$ 142,486	\$ 142,493	\$ 142,564
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	31,635	33,281	33,281	33,281	33,281
Other	330	-	-	-	-
Transfers In	-	-	-	-	-
Total Current Revenues	<u>31,965</u>	<u>33,281</u>	<u>33,281</u>	<u>33,281</u>	<u>33,281</u>
Total Available Resources	<u>167,217</u>	<u>131,325</u>	<u>175,767</u>	<u>175,774</u>	<u>175,845</u>
Expenditures:					
Personnel Services	24,089	28,274	28,274	28,210	28,614
Supplies	220	700	700	700	700
Purchase Services	422	4,300	4,300	4,300	4,300
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	<u>24,731</u>	<u>33,274</u>	<u>33,274</u>	<u>33,210</u>	<u>33,614</u>
Ending Resources	<u>\$ 142,486</u>	<u>\$ 98,051</u>	<u>\$ 142,493</u>	<u>\$ 142,564</u>	<u>\$ 142,231</u>

COURT TECHNOLOGY FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ 217,496	\$ 227,048	\$ 188,424	\$ 9,240	\$ 7,031
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	25,448	26,936	26,936	26,936	26,936
Other	450	-	-	-	-
Transfer In	-	-	-	-	-
Total Current Revenues	25,898	26,936	26,936	26,936	26,936
Total Available Resources	243,394	253,984	215,360	36,176	33,967
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	17,029	143,305	143,305	-	-
Purchase Services	37,941	62,815	62,815	29,145	29,145
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	54,970	206,120	206,120	29,145	29,145
Ending Resources	\$ 188,424	\$ 47,864	\$ 9,240	\$ 7,031	\$ 4,822

COURT SECURITY FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ 56,482	\$ 55,356	\$ 40,427	\$ 38,292	\$ 34,225
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	19,047	20,035	20,035	20,035	20,035
Other	116	-	-	-	-
Transfers In	-	-	-	-	-
Total Current Revenues	19,163	20,035	20,035	20,035	20,035
Total Available Resources	75,645	75,391	60,462	58,327	54,260
Expenditures:					
Personnel Services	35,218	22,170	22,170	24,102	24,102
Supplies	-	-	-	-	-
Purchase Services	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	35,218	22,170	22,170	24,102	24,102
Ending Resources	\$ 40,427	\$ 53,221	\$ 38,292	\$ 34,225	\$ 30,158

GOLF FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ 556,211	\$ 496,376	\$ 503,578	\$ 630,827	\$ 630,827
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	594,465	600,628	600,628	601,728	607,766
Transfers In	-	-	-	-	-
Total Current Revenues	594,465	600,628	600,628	601,728	607,766
Total Available Resources	1,150,676	1,097,004	1,104,206	1,232,555	1,238,593
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	-	-	-	-	-
Purchase Services	-	10,000	10,000	10,000	10,000
Capital Outlay	-	-	-	-	-
Capital Improvements	124,836	-	84,203	182,561	173,346
Debt Service	-	-	-	-	-
Transfers Out	522,262	379,176	379,176	409,167	424,420
Total Expenditures	647,098	389,176	473,379	601,728	607,766
Ending Resources	\$ 503,578	\$ 707,828	\$ 630,827	\$ 630,827	\$ 630,827

EMPLOYEE BENEFITS FUND

	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenues:					
Beginning Resources	\$ 431,290	\$ 838,569	\$ (89,509)	\$ -	\$ 25,026
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	3,064,336	3,688,369	3,688,369	4,093,875	4,093,875
Fines & Forfeitures	-	-	-	-	-
Other	1,285	10,000	10,000	1,248	1,248
Transfers In	-	-	89,509	-	-
Total Current Revenues	3,065,621	3,698,369	3,787,878	4,095,123	4,095,123
Total Available Resources	3,496,911	4,536,938	3,698,369	4,095,123	4,120,149
Expenditures:					
Personnel Services	-	-	-	73,051	73,974
Supplies	-	-	-	-	-
Purchase Services	3,586,420	3,698,369	3,698,369	3,997,046	3,997,046
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	3,586,420	3,698,369	3,698,369	4,070,097	4,071,020
Ending Resources	\$ (89,509)	\$ 838,569	\$ -	\$ 25,026	\$ 49,129

PERSONNEL SUMMARY

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Change
<u>GENERAL FUND</u>					
<u>City Council</u>					
Mayor	0.50	0.50	0.50	0.50	-
Councilmember	3.00	3.00	3.00	3.00	-
	<u>3.50</u>	<u>3.50</u>	<u>3.50</u>	<u>3.50</u>	-
<u>City Manager</u>					
City Manager	1.00	1.00	1.00	1.00	-
Assistant City Manager	1.00	1.00	1.00	1.00	-
CR Coordinator	1.00	-	-	-	-
CRs Manager	-	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	1.00	-
	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	-
<u>City Secretary</u>					
City Secretary	1.00	1.00	1.00	1.00	-
Deputy City Secretary	1.00	1.00	1.00	1.00	-
	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	-
<u>Citizen Action Center</u>					
Action Center Supervisor	1.00	-	-	-	-
Admin Assistant	-	1.00	-	-	(1.00)
Sr. Action Center Rep.	-	-	1.00	1.00	1.00
Action Center Rep.	0.50	0.50	0.50	0.50	-
	<u>1.50</u>	<u>1.50</u>	<u>1.50</u>	<u>1.50</u>	-
<u>Planning</u>					
Planning & Zoning Director	1.00	1.00	-	-	(1.00)
Director of Development Svcs	-	-	1.00	1.00	1.00
Development Technician	1.00	1.00	1.00	1.00	-
Planner II	-	-	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.25	0.25
Planner I	1.00	1.00	-	-	(1.00)
	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.25</u>	<u>0.25</u>
<u>Building Inspections</u>					
Chief Building Official	-	-	1.00	1.00	1.00
Senior Building Inspect.	1.00	1.00	-	-	(1.00)
	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	-
<u>Finance Admin.</u>					
Director Financial Svcs	1.00	1.00	1.00	1.00	-
Budget Officer	1.00	1.00	1.00	1.00	-
Sr. Admin Assistant	1.00	1.00	-	-	(1.00)
	<u>3.00</u>	<u>3.00</u>	<u>2.00</u>	<u>2.00</u>	<u>(1.00)</u>

PERSONNEL SUMMARY

	Actual	Budget	Estimate	Proposed	Change
Staffing	FY 2011-12	FY 2012-13	FY 2012-13	FY 2013-14	
<u>Accounting</u>					
Accounting Manager	1.00	1.00	1.00	1.00	-
Senior Accountant	1.00	1.00	1.00	1.00	-
Account.Specialist IV	1.00	1.00	-	-	(1.00)
Account. Specialist III	1.00	1.00	-	-	(1.00)
Accountant II	-	-	1.00	1.00	1.00
Accountant I	-	-	1.00	1.00	1.00
	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>-</u>
<u>Municipal Court</u>					
Municipal Ct Admin.	1.00	1.00	1.00	1.00	-
Chief Court Clerk	-	-	1.00	1.00	1.00
Senior Clerk	1.00	1.00	1.00	1.00	-
Court Clerk	4.00	4.00	3.00	3.00	(1.00)
	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>-</u>
<u>Purchasing</u>					
Purchasing Agent	1.00	1.00	1.00	1.00	-
Buyer	1.00	1.00	1.00	1.00	-
	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>-</u>
<u>Building and Grounds</u>					
Custodian	6.00	6.00	6.00	6.00	-
Bldg Maintenance Worker	1.00	1.00	1.00	1.00	-
	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>-</u>
<u>Fire Rescue</u>					
Fire Chief	1.00	1.00	1.00	1.00	-
Assistant Fire Chief	1.00	1.00	1.00	1.00	-
Battalion Chiefs	3.00	3.00	3.00	3.00	-
Sr. Admin Assistant	1.00	1.00	1.00	1.00	-
Captain	12.00	12.00	12.00	12.00	-
Driver/Engineer	12.00	12.00	12.00	12.00	-
Firefighter	45.00	45.00	45.00	45.00	-
EMS Program Manager	1.00	1.00	1.00	1.00	-
Fire Marshal	1.00	1.00	1.00	1.00	-
Deputy Fire Marshal	1.00	-	-	-	-
	<u>78.00</u>	<u>77.00</u>	<u>77.00</u>	<u>77.00</u>	<u>-</u>
<u>Human Resources</u>					
Director of Human Resources	1.00	1.00	1.00	1.00	-
Human Resources Coord.	-	-	1.00	1.00	1.00
Human Resources Analyst	-	-	1.00	1.00	1.00
Human Resources Generalist	2.00	2.00	1.00	1.00	(1.00)
	<u>3.00</u>	<u>3.00</u>	<u>4.00</u>	<u>4.00</u>	<u>1.00</u>
<u>Information Tech.</u>					
IT Manager	1.00	1.00	1.00	1.00	-
Systems Administrator	2.00	2.00	3.00	3.00	1.00
Desk Top Analyst	1.00	1.00	-	-	(1.00)
HelpDesk Support Tech	1.00	1.00	1.00	1.00	-
	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>-</u>

PERSONNEL SUMMARY

	Actual	Budget	Estimate	Proposed	Change
Staffing	FY 2011-12	FY 2012-13	FY 2012-13	FY 2013-14	
<u>Library</u>					
Director of Library Services	1.00	1.00	1.00	1.00	-
Public Services Manager	1.00	1.00	1.00	1.00	-
Librarian I	3.50	3.50	3.00	3.00	(0.50)
Sr Administrative Assistant	1.00	1.00	1.00	1.00	-
Library Program Coordinator	1.00	1.00	1.00	1.00	-
Library Assistant	5.50	5.50	5.50	5.50	-
Library Aide	1.00	1.00	1.50	1.50	0.50
Library Page	-	-	0.75	0.75	0.75
Circulation Svs Supervisor	-	-	1.00	1.00	1.00
GED Coordinator	-	-	0.25	0.25	0.25
Library Pool	3.00	3.00	-	-	(3.00)
	17.00	17.00	16.00	16.00	(1.00)
<u>Parks Administration</u>					
Director Parks & Rec.	1.00	1.00	1.00	1.00	-
Sr. Admin Assistant	1.00	1.00	1.00	1.00	-
	2.00	2.00	2.00	2.00	-
<u>Parks Maintenance</u>					
Parks Division Manager	1.00	1.00	1.00	1.00	-
Parks Supervisor	1.00	1.00	1.00	1.00	-
Maintenance Specialist	7.00	7.00	7.00	7.00	-
Maintenance Crew Leader	2.00	2.00	2.00	2.00	-
Small Engine Mechanic	1.00	1.00	1.00	1.00	-
	12.00	12.00	12.00	12.00	-
<u>Recreation</u>					
Rec. Division Manager	1.00	1.00	1.00	1.00	-
Special Events Specialist	1.00	1.00	1.00	1.00	-
Athletic Coordinator	1.00	-	-	-	-
Aquatics & Athletics Super.	-	0.30	0.30	0.30	-
Community Centre Super.	1.00	1.00	1.00	1.00	-
Recreation Programmer	-	1.00	1.00	1.00	-
Front Desk Attendant	2.00	2.00	2.00	2.00	-
Recreation Aide	2.00	2.00	2.00	2.00	-
Employee Pool	2.00	2.00	2.00	2.00	-
	10.00	10.30	10.30	10.30	-
<u>Wet Zone</u>					
Aquatics & Athletics Super.	1.00	0.70	0.70	0.70	-
Employee Pool	20.00	20.00	20.00	20.00	-
	21.00	20.70	20.70	20.70	-

PERSONNEL SUMMARY

	Actual	Budget	Estimate	Proposed	Change
Staffing	FY 2011-12	FY 2012-13	FY 2012-13	FY 2013-14	
<u>Police</u>					
Police Chief	1.00	1.00	1.00	1.00	-
Assistant Police Chief	1.00	1.00	1.00	1.00	-
Lieutenant	6.00	6.00	6.00	6.00	-
Sergeant	8.00	8.00	8.00	8.00	-
Support Services Dir.	1.00	1.00	-	-	(1.00)
Detectives	10.00	10.00	9.00	9.00	(1.00)
Police Officer	48.00	48.00	49.00	49.00	1.00
Police Officer Warrants	1.00	1.00	2.00	2.00	1.00
Communications Dir.	-	-	1.00	1.00	1.00
Communications Super.	1.00	1.00	2.00	2.00	1.00
Communications Officer	14.00	14.00	12.00	12.00	(2.00)
Sr. Admin Assistant	2.00	2.00	1.00	1.00	(1.00)
Admin. Services Mgr	-	-	1.00	1.00	1.00
Records Supervisor	1.00	1.00	1.00	1.00	-
Records Clerk	2.00	2.00	2.00	2.00	-
Property/Evidence Tech.	2.00	2.00	2.00	2.00	-
Detention Supervisor	-	-	1.00	1.00	1.00
Detention Officer	8.00	8.00	7.00	7.00	(1.00)
Warrant Clerk	1.00	1.00	1.00	1.00	-
Crossing Guards	3.00	3.00	3.00	3.00	-
	110.00	110.00	110.00	110.00	-
<u>Animal Services</u>					
Animal Control Super.	1.00	1.00	1.00	1.00	-
Animal Control Officer	2.00	2.00	4.00	4.00	2.00
Shelter Attendant	2.25	2.25	1.00	1.00	(1.25)
	5.25	5.25	6.00	6.00	0.75
<u>Environmental Services</u>					
Enviro. Service Mgr	1.00	1.00	1.00	1.00	-
Code Enforce. Super.	-	-	1.00	1.00	1.00
Code Enforce. Officer	4.00	4.00	3.00	3.00	(1.00)
Admin Assistant	1.00	1.00	-	-	(1.00)
Community Svcs Specialist	-	-	1.00	1.00	1.00
	6.00	6.00	6.00	6.00	-
<u>Streets</u>					
Superintendent	1.00	1.00	-	-	(1.00)
Supervisor	1.00	1.00	1.00	1.00	-
Crew Leader	3.00	3.00	3.00	3.00	-
Traffic Technician	2.00	2.00	2.00	2.00	-
Maintenance Specialist	7.00	7.00	7.00	7.00	-
	14.00	14.00	13.00	13.00	(1.00)
<u>Fleet Services</u>					
Fleet Supervisor	1.00	1.00	1.00	1.00	-
Mechanic	2.00	2.00	2.00	2.00	-
	3.00	3.00	3.00	3.00	-

PERSONNEL SUMMARY

	Actual	Budget	Estimate	Proposed	Change
Staffing	FY 2011-12	FY 2012-13	FY 2012-13	FY 2013-14	
<u>Public Works Admin.</u>					
Managing Director	1.00	1.00	1.00	1.00	-
Asst Dir. of Infrastructure Svcs	-	-	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00	-	(1.00)
Assistant City Engineer	1.00	1.00	-	-	(1.00)
Civil Engineer	-	-	2.00	2.00	2.00
ROW/Environmental Engineer	-	-	-	0.25	0.25
Utility Construction Inspectors	3.00	3.00	2.00	2.00	(1.00)
Sr Administrative Assistant	0.50	0.50	0.50	0.50	-
Administrative Assistant	0.50	0.50	-	-	(0.50)
Development Services Tech	-	-	1.00	1.00	1.00
	<u>7.00</u>	<u>7.00</u>	<u>8.50</u>	<u>7.75</u>	<u>0.75</u>
<u>GIS</u>					
GIS Programmer	1.00	1.00	1.00	1.00	-
	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>-</u>
GENERAL FUND TOTAL	<u>332.25</u>	<u>331.25</u>	<u>331.50</u>	<u>331.00</u>	<u>(0.25)</u>
UTILITY FUND					
<u>Water / Sewer Admin.</u>					
Sr. Admin. Assistant	0.50	0.50	0.50	0.50	-
ROW Inspector	1.00	1.00	-	-	(1.00)
Engineering Assistant	-	-	1.00	1.00	1.00
Utility Business Analyst	1.00	1.00	1.00	1.00	-
Utility Operations Manager	1.00	1.00	-	-	(1.00)
Dir. Infrastructure Services	-	-	1.00	1.00	1.00
Utility Operations Supervisor	1.00	1.00	1.00	1.00	-
	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>	<u>-</u>
<u>Water Operations</u>					
Maintenance Crewleader	1.00	1.00	1.00	1.00	-
Maintenance Specialist	8.00	8.00	8.00	8.00	-
	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>-</u>
<u>Wastewater Operations</u>					
Maintenance Crewleader	2.00	2.00	3.00	2.00	-
Electrician	1.00	-	-	-	-
Water Quality Technician	1.00	1.00	1.00	1.00	-
Maintenance Specialist	6.00	7.00	11.00	8.00	1.00
	<u>10.00</u>	<u>10.00</u>	<u>15.00</u>	<u>11.00</u>	<u>1.00</u>
<u>Revenue Office</u>					
Revenue Manager	1.00	1.00	1.00	1.00	-
Accounting Specialist	1.00	1.00	1.00	1.00	-
Senior Utility Customer Service R	2.00	2.00	2.00	2.00	-
Utility Customer Service Rep	2.00	2.00	2.00	2.00	-
	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>-</u>

PERSONNEL SUMMARY

	Actual	Budget	Estimate	Proposed	Change
Staffing	FY 2011-12	FY 2012-13	FY 2012-13	FY 2013-14	
<u>Meter Services</u>					
Maintenance Crew Leader	-	-	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	-	-	(1.00)
Maintenance Specialist	4.00	4.00	4.00	3.00	(1.00)
	5.00	5.00	5.00	4.00	(1.00)
UTILITY FUND TOTAL	34.50	34.50	39.50	34.50	-
<u>DRAINAGE FUND</u>					
Maintenance Specialist	2.00	2.00	2.00	2.00	-
	2.00	2.00	2.00	2.00	-
<u>UTILITY CIP FUND</u>					
Maintenance Crewleader	-	-	-	1.00	1.00
Maintenance Specialist	-	-	-	3.00	3.00
	-	-	-	4.00	4.00
<u>ECONOMIC DEVELOPMENT FUND</u>					
Director	1.00	1.00	1.00	1.00	-
Eco. Devo. Specialist	1.00	1.00	1.00	1.00	-
	2.00	2.00	2.00	2.00	-
<u>PEG FUND</u>					
Creative Services Producer	1.00	1.00	1.00	1.00	-
	1.00	1.00	1.00	1.00	-
<u>INSPECTION FEES FUND</u>					
ROW/Environmental Engineer	-	-	-	0.75	0.75
Senior Planner	-	-	-	0.75	0.75
	-	-	-	1.50	1.50
<u>JUVENILE DIVERSION FUND</u>					
Juvenile Caseworker	0.50	0.50	0.50	0.50	-
	0.50	0.50	0.50	0.50	-
<u>COURT SECURITY FUND</u>					
Bailiff	0.50	0.50	0.50	0.50	-
	0.50	0.50	0.50	0.50	-
<u>EMPLOYEE BENEFITS FUND</u>					
Wellness Coordinator	-	-	-	1.00	1.00
	-	-	-	1.00	1.00
CITYWIDE TOTAL	372.75	371.75	377.00	374.00	2.25

GENERAL FUND

Revenue Summary

Revenues	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Beginning Resources	\$ 7,439,519	\$ 5,375,891	\$ 6,244,707	\$ 6,280,686	\$ 4,951,379
Tax Revenues:					
Current taxes	12,956,017	12,483,768	12,483,768	12,867,864	13,102,315
Delinquent taxes	2,192,018	2,557,394	2,557,394	2,557,394	2,557,394
Delinquent taxes prior	176,146	235,780	235,780	235,780	235,780
City sales tax	4,894,006	4,771,990	5,304,590	5,413,175	5,521,439
Mixed drink tax	48,186	58,338	58,338	58,338	58,921
Penalty & Interest	120,247	181,969	181,969	126,139	126,139
Total	20,386,620	20,289,239	20,821,839	21,258,690	21,601,988
Franchise Fees:					
Electric	1,562,060	1,611,339	1,352,281	1,559,569	1,606,356
Telephone	255,034	276,941	255,231	258,818	261,406
Gas	359,901	440,516	310,549	333,775	343,788
Cable	823,287	729,713	865,182	857,838	866,416
Total	3,000,282	3,058,509	2,783,243	3,010,000	3,077,966
Licenses and Permits:					
Food service	36,575	32,900	38,025	37,625	38,001
Protective alarm	137,260	166,059	166,059	137,260	138,633
Building structures	80,421	73,145	135,435	131,516	144,688
Takeline fees	65,705	67,390	67,390	67,390	68,064
Contractor permits	88,393	52,501	85,500	80,051	88,056
Special permits	42,713	24,141	24,141	35,281	38,379
Contractor regis.	15,345	26,587	26,587	16,716	18,388
Total	466,412	442,723	543,137	505,839	534,209

GENERAL FUND

Revenue Summary

Revenues	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Charges for Service:					
GISD resource officer	211,918	206,006	206,006	215,434	221,897
Ambulance fees	523,349	550,000	589,000	630,000	636,300
911 Emergency	458,205	455,904	455,904	455,904	460,453
Animal control fees	48,869	56,403	56,403	56,403	56,968
Mowing fees	161,339	137,963	137,963	137,963	139,343
Rezoning fees	38,075	9,675	25,000	9,675	9,772
New addition filing	2,750	781	1,200	781	789
Misc. fees	147,640	14,636	14,636	13,025	13,153
Plan review	300	-	1,500	-	-
Community Centre	375,541	436,251	455,710	432,629	504,404
Parks	101,518	97,564	80,380	102,371	102,445
Wet Zone	359,170	522,869	522,869	534,473	534,473
Library fines and fees	35,309	35,322	36,500	35,322	35,669
Total	2,463,983	2,523,374	2,583,071	2,623,980	2,715,666
Fines and Forfeitures:					
Municipal court fines	855,864	1,157,006	978,592	1,008,407	1,008,407
Total	855,864	1,157,006	978,592	1,008,407	1,008,407
Other:					
Interest earnings	24,535	39,806	49,500	20,000	20,400
Miscellaneous	168,089	60,834	150,000	115,487	116,643
Insurance payments	64,770	94,111	94,111	94,111	95,052
Rentals/Leases	322,426	350,669	350,669	444,539	448,984
Festivals	9,152	13,800	23,800	13,800	13,938
Donations	26,783	16,807	41,000	16,807	16,970
Total	615,755	576,027	709,080	704,744	711,987
Internal Transfers:					
Utility In Lieu of Tax	816,156	824,316	824,316	824,316	832,559
Utility G&A	2,517,730	2,517,722	2,517,722	2,517,722	2,517,722
Refuse/Alleys & curbs		-	-		
Utility in lieu of franch.	1,200,336	1,218,074	1,218,074	1,218,074	1,254,616
Total	4,534,222	4,560,112	4,560,112	4,560,112	4,604,897
Total Revenues	32,323,138	32,606,990	32,979,074	33,671,772	34,255,120
Total Resources	\$ 39,762,657	\$ 37,982,881	\$ 39,223,781	\$ 39,952,458	\$ 39,206,499

GENERAL FUND

Expenditure Summary

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Services	\$ 22,879,306	\$ 22,860,045	\$ 22,588,012	\$ 23,712,976	\$ 24,631,891
Supplies	1,622,034	1,653,811	1,674,511	1,707,142	1,724,900
Purchase Services	6,706,130	6,684,990	7,052,886	7,742,239	7,877,815
Capital Outlay	1,151,362	372,000	384,141	682,000	622,000
Transfers Out	1,159,118	1,156,722	1,243,546	1,156,722	1,156,722
Total	\$ 33,517,950	\$ 32,727,568	\$ 32,943,096	\$ 35,001,079	\$ 36,013,328

By Division	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
City Council	\$ 281,415	\$ 308,147	\$ 308,147	\$ 309,395	\$ 307,820
City Manager	590,048	611,904	611,904	608,879	626,383
City Secretary	203,979	328,354	328,354	337,265	341,093
Development Services	564,019	460,041	458,466	537,262	548,199
Finance	2,261,244	2,390,391	2,290,593	2,586,097	2,597,964
Fire	8,316,418	8,103,277	7,994,144	8,358,788	8,541,959
Human Resources	385,422	366,123	352,654	506,347	519,024
Information Technology	888,129	845,981	1,088,121	1,533,604	1,496,855
Library	1,064,506	1,172,404	1,079,720	1,166,388	1,212,049
Parks	3,142,765	3,451,326	3,434,448	3,542,322	3,546,025
Police	10,142,862	10,757,092	10,013,582	11,056,418	11,481,642
Public Works	3,030,456	3,036,267	2,999,880	3,360,189	3,394,312
Non-Departmental	2,646,687	896,261	1,983,085	1,098,125	1,400,003
Total	\$ 33,517,950	\$ 32,727,568	\$ 32,943,096	\$ 35,001,079	\$ 36,013,328

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
City Council	3.50	3.50	3.50	3.50	3.50
City Manager	4.00	4.00	4.00	4.00	4.00
City Secretary	3.50	3.50	3.50	3.50	3.50
Development Services	5.00	5.00	5.00	5.25	5.25
Finance	22.00	22.00	21.00	21.00	21.00
Fire	78.00	77.00	77.00	77.00	77.00
Human Resources	3.00	3.00	4.00	4.00	4.00
Information Technology	5.00	5.00	5.00	5.00	5.00
Library	17.00	17.00	16.00	16.00	16.00
Parks	45.00	45.00	45.00	45.00	45.00
Police	121.25	121.25	122.00	122.00	122.00
Public Works	25.00	25.00	25.50	24.75	24.75
Total	332.25	331.25	331.50	331.00	331.00



City Council

2¢
per day



Leadership as an Elected Body

“The City by and through its City Council shall have the power to enact and enforce all ordinances and resolutions necessary to protect health, life and property...”

Section 2.02
Rowlett City Charter

Through its policy making role, the City Council provides a vision and strategies to meet the current and future needs of our community.

In Fiscal Year 2012 the Rowlett City Council:

Approved 33 Ordinances

Approved 133 Resolutions

Heard 74 Citizen Input presentations including:

- Aerial spraying for mosquito control
- Prayer before City Council meetings

Conducted 28 Public Hearings including:

- Senior Citizen Assisted Living Housing
- Realize Rowlett 2020

Presented 42 proclamations

City Council Mission

To provide high quality services, utilize best practices and promote well-planned growth while enhancing our community’s sense of home.



**Katy Railroad Park
grand opening**



A Vision for the Future

In Fiscal Year 2013, the City Council approved the adoption of Form Based Codes for four specific areas identified in the Realize Rowlett 2020 Comprehensive Plan update, implemented to diversify the tax base in order to achieve financial sustainability.

Healthy Living

Area around Lakepointe Medical Center and Scenic Point Park.

Signature Gateway

Entrance into Rowlett when crossing the lake on PGBT.

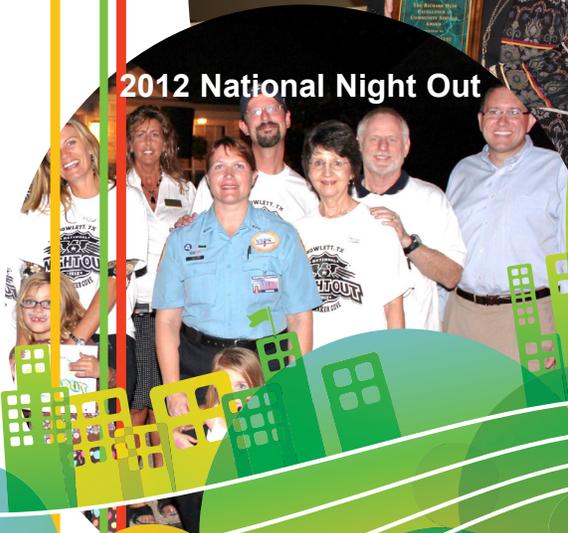
Woodside Living

Area near Waterview along Liberty Grove Road.

Downtown Rowlett



2012 Boards and Commissions Volunteer Banquet



2012 National Night Out

An Engaged Community

The City Council tirelessly promotes volunteerism and community involvement by participating in every City event including:

- Mayor's Quarterly HOA Presidents Meeting**
- Annual Boards and Commissions Volunteer Fair and Annual Appreciation Banquet**
- National Night Out**
- Memorial Day/Touch a Truck**
- Fireworks on Main**
- Diversity Day**
- Holiday Parade & Tree Lighting Festivities**

In Fiscal Year 2012, volunteers donated 26,672 hours at a cost savings to taxpayers of \$583,179!

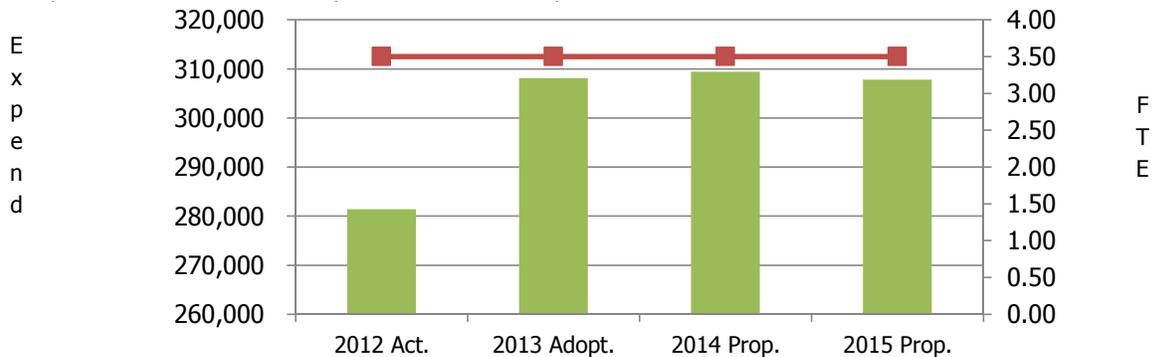
CITY COUNCIL

City Council by the Numbers

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ 10,597	\$ 9,149	\$ 9,149	\$ 9,160	\$ 9,160
Supplies	5,644	6,965	6,965	6,920	6,545
Purchase Services	265,174	292,033	292,033	293,315	292,115
Capital Outlay	-	-	-	-	-
Total	\$ 281,415	\$ 308,147	\$ 308,147	\$ 309,395	\$ 307,820

By Division	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
City Council	281,415	308,147	308,147	309,395	307,820
Total	\$ 281,415	\$ 308,147	\$ 308,147	\$ 309,395	\$ 307,820

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
City Council	3.50	3.50	3.50	3.50	3.50
Total	3.50	3.50	3.50	3.50	3.50



CITY COUNCIL

To provide high quality services, utilize best practices, and promote well-planned growth while enhancing our community's sense of home.

Are we doing the right things the right way?

- The City Council provides leadership as an elected body for the City of Rowlett. Through its policy making role, the City Council develops a vision, mission and strategies to meet the current and future needs of the community.
- Implement Realize Rowlett 2020 Phases I & II to diversify Rowlett's tax base in order to achieve financial sustainability.
- Continue to promote volunteerism to the Citizens of Rowlett as a great way to give back and be involved in their local government.
- Maintain surplus fund balances in the City's financial funds.
- Continue to foster regional relationships in order to leverage Rowlett's limited resources specifically in the areas of transportation and emergency management.

City Manager's Office

3¢ per day

Strategic Leadership

The City of Rowlett operates under the Council/Manager form of government. *The City Manager is appointed by the City Council and serves as the "Chief Executive Officer"*. This manifests itself through strategic oversight of the organization and programs throughout the City.

Innovation, Efficiency, Effectiveness

For Example:

Certified Fire Inspectors

All Captains in the Fire Rescue Department are now Certified Fire Inspectors.

Water Meters

By September 30, 2013, all water meters will be less than 10 years old ensuring citizens are accurately billed for the water they use!

Accreditation

Parks and Recreation, Police and Fire Rescue Departments have all begun the accreditation process allowing evaluation of what we do and how we do it to ensure the right services are provided...the right way!

Citizen Feedback

Public Works tracks feedback from citizens upon completion of projects using QR codes connected to a satisfaction survey.

A Sense of Pride and Ownership

City of Rowlett volunteers truly make a difference in our community.

In Fiscal Year 2012, volunteers donated 26,672 hours at a cost savings to taxpayers of \$583,179!

Community Partnerships

A strong and supportive relationship is fostered with civic volunteer groups including *Community Emergency Response Team, Radio Amateur Civil Emergency Service, Fire Explorer Youth Group, Keep Rowlett Beautiful* and the *Rowlett Citizen Corp Council*.

Neighborhood Life Program

An information-sharing partnership with the City's home owners associations, neighborhood associations and crime watch groups to ensure every citizen is up to date on what is going on in their hometown!

78 active groups participate!

Communication

As a *Customer Centered Organization that Ensures Citizens Receive the Value of their Investment* we tell our story several ways:

Rowlett on the Water, on the Move

Monthly talk show hosted by Mayor Todd Gottel and the City Manager.

RTN16

Rowlett Television Network seen on cable channel 16.

Rowlett on the Move

Monthly e-newsletter.

www.Rowlett.com

Comprehensive and highly interactive website.

Social Media

Like us on Facebook, follow us on Twitter!

A Workforce that Feels Valued

Appreciation Celebration

All City employees are feted at quarterly appreciation luncheon hosted and prepared by senior staff members.

Above and Beyond!

Employees who go above and beyond the City's stringent customer service standards are celebrated quarterly when the City Manager treats them to lunch. These staff members are also recognized collectively by the City Council annually during the first meeting in November.

92 Employees were recognized in Fiscal Year 2012!



Strategic Planning

Five Year Equipment Replacement Schedule

Five Year Financial Model

Five Year Employee Benefit Strategy

Two Year Budget

Information Technology Replacement Plan

Sustainable Organization Hiring Practices



Health and Wellness is a Priority!

Annual Employee Health Fair

Annual Physical Exam

Annual Biometric Screening

Health and Wellness Classes

Tobacco Free Workplace

Employee Healthcare Clinic

2013 Live Healthy America 8 Week Challenge - 217 employees participated and collectively lost 1,175 pounds.

A Sustainable Organization

Ensuring the *right* resources to the *right* places at the *right* time.

Success Story: Code Enforcement is now the job of every City employee!

From October, 2012 to May, 2013:

97% of code issues were generated by the Patrol Division of the Police Department, Meter Services and Code Enforcement staff.

4450 Violations

91% Compliance Rate!

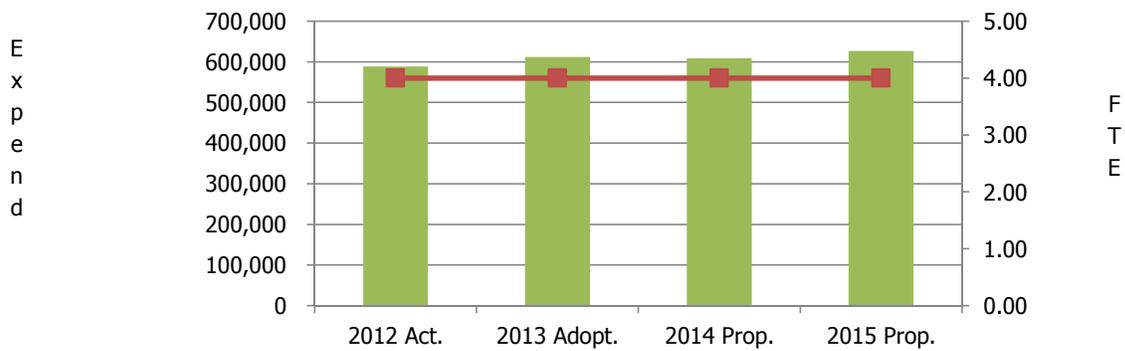
CITY MANAGER'S OFFICE

City Manager by the Numbers

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ 537,810	\$ 540,454	\$ 540,454	\$ 556,241	\$ 567,052
Supplies	6,421	15,900	15,900	7,600	13,100
Purchase Services	34,314	55,550	55,550	45,038	46,231
Capital Outlay	9,984	-	-	-	-
Total	\$ 588,529	\$ 611,904	\$ 611,904	\$ 608,879	\$ 626,383

By Division	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
City Manager	588,529	611,904	611,904	608,879	626,383
Total	\$ 588,529	\$ 611,904	\$ 611,904	\$ 608,879	\$ 626,383

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
City Manager	4.00	4.00	4.00	4.00	4.00
Total	4.00	4.00	4.00	4.00	4.00



CITY MANAGER'S OFFICE

Citizen Centered Organization that ensures its citizens receive value for their investment.

Are we doing the right things the right way?

- Celebrated the opening of Dart Light Rail on December 20, 2012. \$583,419 (based on the updated 2011 \$21.91/hr as set by The Independent Sector).
- Developed a two-year financial strategy for FY2014 and FY2015 to provide budget stability.
- Received a financial audit conducted by an independent accountant with no findings for the fiscal year ended September 30, 2012.
- Implemented a new solid waste contract with Waste Management, Inc. on October 1, 2012 that included enhanced service, such as curbside pickup, with no additional cost to residents.
- Improved communication to citizens with realigned organizational communication plan through newsletter and RTN16:
 - Increased # of hits on newsletter through the website.
 - Increased # of segments.
 - Special addition of *Camp Rowlett*.
- Community engagement opportunities included *Career Day* for local students; visible contacts with homeowner associations; hosting the annual volunteer fair, and the above & beyond recognition ceremony for city employees.
- Projected volunteer hours in the City of Rowlett organization for FY2013 totals 26,628 hours equaling 12.8 full-time equivalents for a cost savings of

CITY MANAGER'S OFFICE

Citizen-centered Organization that ensures its citizens receive value for their investment

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy
Foster relations with citizens to establish community goodwill, sense of pride and ownership	Continue to encourage and promote volunteerism
	Design and implement phase II of the "Rowlett, My Community, My Money, My Choice" Campaign
	Develop program to educate citizens on importance of additional revenue required to fund existing service levels at a sustainable level in future years beginning in FY2015
Create an organization that embraces continuous improvement through innovation by creating opportunities to ensure we leave it better than we found it	Implement an integrated library system that offers innovative management tools and customer support features
	Complete implementation of the Technology Plan
Enhance our customer centered organization to ensure citizens receive the value of their investment	Continue departmental communication strategy in partnership with the communications department to ensure citizen awareness about city programs and services that generate and/or create value for their tax dollars
	Draft, select, review, and prioritize projects and programs for the development of the community investment program (CIP)
	Pursue aggressive warrant collection
Enhance employee culture to create an environment where employees feel valued and have a sense of pride and ownership	Implement year 2 of the Wellness Accountability Program
	Continue year 4 of the "Above and Beyond" employee recognition program

CITY MANAGER'S OFFICE

Citizen-centered Organization that ensures its citizens receive value for their investment

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy
	Develop employee satisfaction survey
Continue to ensure the right resources to the right place at the right time while educating the community on required future maintenance needs to achieve sustainability	Implement year 1 of the Economic Development Strategic Plan
	Continue implementation of phase 1 and Phase 2 of Realize Rowlett 2020
	Continue market brand assessment project for four areas specified in Realized Rowlett 2020 Phase 2
	Evaluate and potentially purchase Elgin B. Robertson Park from the City of Dallas

City Secretary's Office

1¢
per day

To see where you are going, you need to know where you have been...



Your Voice is Heard



As the City's *Election Official*, the process of democracy – enabling the residents of Rowlett to have their voices heard by their casting of votes – is facilitated by this office.

An Informed City Council

Acting as administrative support for the City Council, the meeting agendas and supporting information are published by this office, which allows them to make decisions that are in the best interest of the City of Rowlett.



Rowlett History is Preserved

As custodian of all official records, the citizen's access to public information begins here.

The City Secretary's Office ensures the safeguarding of Rowlett's history through the documentation of all City Council proceedings and legislation.

As custodian of all official records, the citizen's access to public information begins here.

In short, this is the *Office of Historical Preservation* for the City of Rowlett and its citizens.

Citizen Action Center

The CAC - a division of the City Secretary's Office



The "Face of the City"



When citizens call the City, the **CAC** answers the phone. The **CAC** provides accurate information, ensures callers receive responsive actions to service requests and proactively troubleshoots issues to resolve requests in an expedited manner.



IN FISCAL YEAR 2012, THE CAC ANSWERED OVER 35,000 CALLS!



One-stop Service Request Shop

See a pothole on your way to work?
Got a question about your water bill?
Did the neighbor's dog keep you up all night barking?
Want to know when the next fun family event will be held downtown?



CALL THE CITIZEN ACTION CENTER FOR ASSISTANCE, INFORMATION OR TO MAKE A SERVICE REQUEST! 972-412-6100



An Advocate to Citizens

The **Citizen Action Center** ensures follow-up on issues and service requests for Rowlett residents, our customers. An expectation of accountability from all City departments is provided as the **CAC** has oversight of the citizen's web-based reporting tool, **WebQA**.



IN FISCAL YEAR 2012, OVER 1,300 SERVICE REQUESTS WERE ENTERED INTO WEBQA!

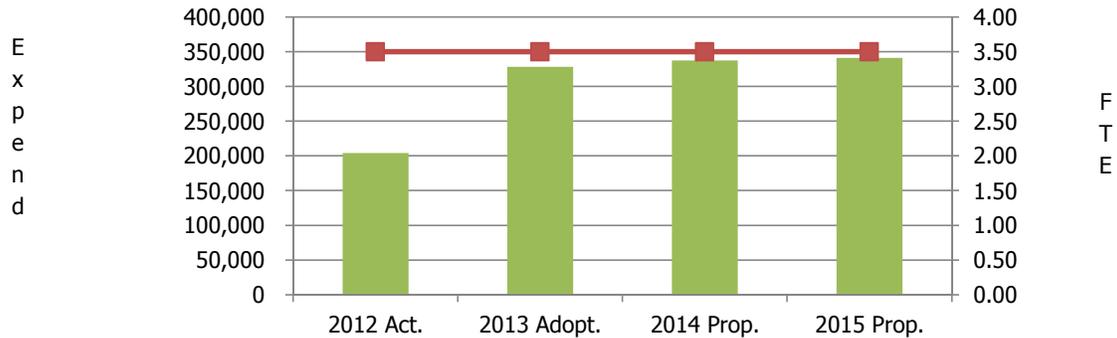
CITY SECRETARY

City Secretary by the Numbers

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ 165,218	\$ 258,408	\$ 258,408	\$ 256,654	\$ 262,832
Supplies	2,599	4,717	4,717	2,851	2,851
Purchase Services	36,162	65,229	65,229	77,760	75,410
Capital Outlay	-	-	-	-	-
Total	\$ 203,979	\$ 328,354	\$ 328,354	\$ 337,265	\$ 341,093

By Division	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
City Secretary	\$ 117,381	\$ 252,667	\$ 252,667	\$ 259,836	\$ 261,812
Citizen Action Center	86,598	75,687	75,687	77,429	79,281
Total	\$ 203,979	\$ 328,354	\$ 328,354	\$ 337,265	\$ 341,093

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
City Secretary	2.00	2.00	2.00	2.00	2.00
Citizen Action Center	1.50	1.50	1.50	1.50	1.50
Total	3.50	3.50	3.50	3.50	3.50



CITY SECRETARY

The City Secretary's Office is devoted to providing quality services to citizens, City Council and City staff while preserving our history, enriching the present, and endeavor to create an even brighter tomorrow.

Are we doing the right things the right way?

- Serving as an ambassador for the City of Rowlett and its City Council, we exceed customer expectations while promoting an informed public.
- We strive to improve citizens' access to local government by providing accurate and timely information through the production and diligent care of the City's official records.
- Received 460 record boxes for archiving and destroyed 339 archived boxes according to the Record Retention Schedule.
- City Secretary received Texas Registered Municipal Clerk certification.
- Evaluated current document management software and will implement updates and changes for more efficient use.
- Provided records management in-house training for departmental records liaisons.
- Facilitated Charter review process.

CITY SECRETARY

The City Secretary’s Office is devoted to providing quality services to citizens, City Council and City staff while preserving our history, enriching the present, and endeavor to create an even brighter tomorrow.

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
Promote an informed public and strive to improve citizens' access to local government.	Provide access to results of City Council official actions.	Process all ordinances, resolutions, and other Council actions within five working days of passage.	166	150	150
		Prepare Action Minutes (when applicable) of all Council meetings within two working days and submit minutes of all Council meetings within six working days.	40	45	45
		Publish all legal notices and documents as required by State law and City Charter within the mandated time allowance.	43	40	40
		Provide response to open records requests within State mandated time frames.	255	200	200

CITY SECRETARY

The City Secretary’s Office is devoted to providing quality services to citizens, City Council and City staff while preserving our history, enriching the present, and endeavor to create an even brighter tomorrow.

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
Assist with additional revenue streams to alleviate tax burden of Rowlett residents.	Ensure timely collection of fees due to the City.	Process TABC pre-qualification paperwork for the licensing of alcoholic beverage permits within ten business days of receipt of completed application.	7	5	5
Assist with additional revenue streams to alleviate tax burden of Rowlett residents.	Ensure timely collection of fees due to the City.	Track alcohol permits on a monthly basis to ensure prompt collection of licensing fees.	38	42	42

CITY SECRETARY

The City Secretary’s Office is devoted to providing quality services to citizens, City Council and City staff while preserving our history, enriching the present, and endeavor to create an even brighter tomorrow.

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
Foster relations with citizens to establish community goodwill, sense of pride and ownership.	Be a vital resource to citizens seeking information by staying informed on City activities, enabling staff to provide a high degree of accuracy and responsiveness while proactively troubleshooting issues to help benefit our residents and customers.	>50% of calls handled by the action center without transferring.	48.4%	55%	55%
Enhance our customer centered organization to ensure citizens receive the value of their investment.		Maintain average handling time by agent of <1:30.	1:05	1:05	1:00
		Hold abandoned call rate at <10%.	9.0%	8.5%	8.0%



PLANNING & BUILDING

A Division of Public Works

3¢
per day

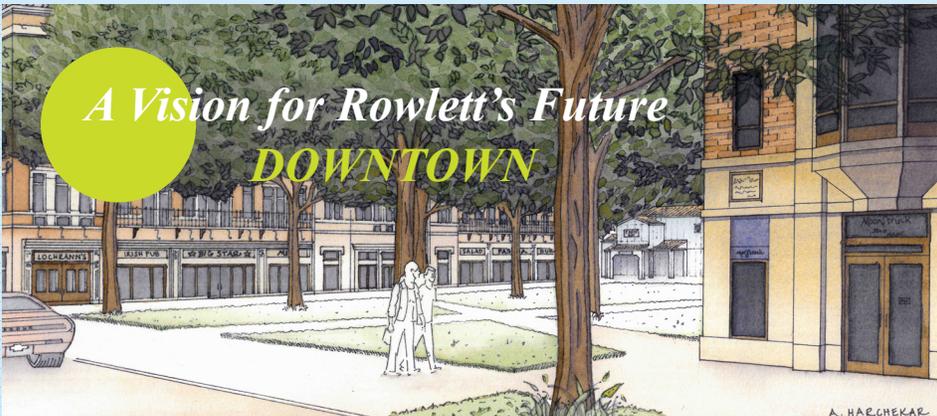


Realize Rowlett 2020 - Community Engagement!

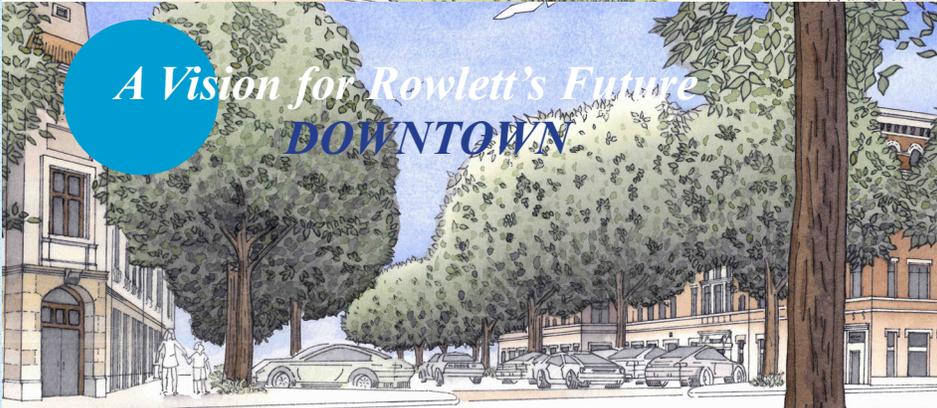
Throughout the Realize Rowlett 2020 community visioning process the department embarked on one of the largest scale public outreach campaigns the City has ever completed, lasting *two and a half years*. The decisions made as a result were fully vetted by the public, property owners, advisory committees, and task forces prior to being brought forward for the City Council's consideration.



A Vision for Rowlett's Future DOWNTOWN



A Vision for Rowlett's Future DOWNTOWN



The *Realize Rowlett 2020 community vision plan* put regulations in place that specifically promote the types of development that help diversify the

"We will implement this plan by providing consultant-quality planning and urban design services to the development community."

Erin Jones
Planning Director

City's tax base by creating great places of lasting value and character and therefore *providing the ultimate value to Rowlett taxpayers.*



Form Based Code

This set of regulations is very developer-friendly and is bringing heightened interest for new business in Rowlett, including the \$200 million **“The Homestead at Liberty Grove”** project! Basically this building code dictates the **LOOK** of the development and not the **CONTENT**.

There is not much developable land left in Rowlett so the highest and best use for new development must be ensured. This focuses on land-use development from a real estate market perspective, which allows for long-term financial stability.



Diversified Housing

Through economic analysis during the Realize Rowlett 2020 process it was discovered that Rowlett’s existing housing market is literally eating us from the inside out as it serves only a very small portion of the market demand. As a result **property values will continue to decline if diversified housing options are not offered**. In addition, with diversified housing comes diversified commercial opportunities.

So, while not every person in Rowlett desires to live in a different housing type or locate a business in an urban environment, there is a demand for this type of development in our region.



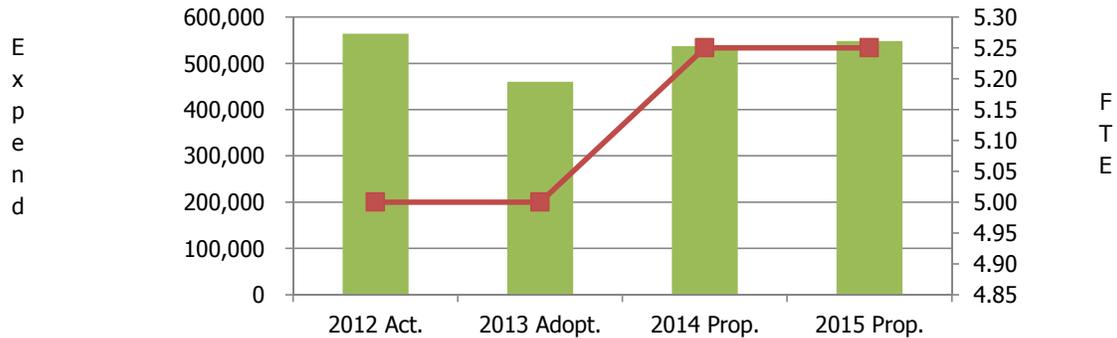
DEVELOPMENT SERVICES

Development Services Department by the Numbers

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ 376,218	\$ 397,329	\$ 395,754	\$ 474,550	\$ 485,487
Supplies	6,245	8,521	8,521	8,521	8,521
Purchase Services	181,556	54,191	54,191	54,191	54,191
Capital Outlay	-	-	-	-	-
Total	\$ 564,019	\$ 460,041	\$ 458,466	\$ 537,262	\$ 548,199

By Division	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Planning	\$ 376,758	\$ 351,569	\$ 349,994	\$ 426,236	\$ 435,140
Building Inspections	187,261	108,472	108,472	111,026	113,059
Total	\$ 564,019	\$ 460,041	\$ 458,466	\$ 537,262	\$ 548,199

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Planning	4.00	4.00	4.00	4.25	4.25
Building Inspections	1.00	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.25	5.25



DEVELOPMENT SERVICES

Serve the community by providing consultant quality services to prospective developers in light of the guiding principles in the Realize Rowlett 2020 comprehensive plan. This approach will ensure long term financially sustainable development that will maximize the value of the remaining developable land in Rowlett.

Are we doing the right things the right way?

- Contract with Bureau Vertias: ensures the City adopts International Building Code (IBC) and International Fire Code (IFC) amendments that keep our citizens safe, but also help us to remove barriers to investment in the FBC areas and beyond.
- With the adoption of the Form Based Code and associated rezonings in the first quarter, Staff from the Planning Division worked hard within the second quarter to implement the Code and worked closely with Economic Development to attract developers who desire to develop in one of the four opportunity areas.
- Two project in the works - one in the Healthy Living focus area and one in the Woodside Living focus area, as well as interest from property owners outside of the four areas to rezone several tracks of land to a New Neighborhood District once the FBC was adopted.
- Staff worked closely with Arcadia Reality on their submittal for "The Homestead and Liberty Grove" to be located within the Woodside Living subarea. This project is a \$200 Million private investment in the City that upon build-out will produce \$1.5 million in annual property tax revenue. The plan exceeds the FBC requirements and will set the stage for future development within the City.
- Within the second quarter Staff focused on the practical application of the FBC and continues to note ways to improve upon it, adjustments that need to be made to the FBC itself or other conflicting requirements (i.e. construction details, IBC, IFC, etc.), processes that need to be implemented as a result of it (parking plans, Public Improvement District standards, maintenance of public improvements associated with these areas, etc.)
- Based on interest from the Development Community Staff anticipates having at least four projects underway (plans under review or approved) within this fiscal year.
- Continued importance of frequently revisiting the Rowlett Development Code (RDC) to refine standards regularly and remove barriers to investment throughout the rest of the City as well.
- Reduce the requirements for conditional use permits for several common uses that are continually approved and do not pose a compatibility issues. These amendments were approved by the City Council in the third quarter.

DEVELOPMENT SERVICES

Serve the community by providing consultant quality services to prospective developers in light of the guiding principles in the Realize Rowlett 2020 comprehensive plan. This approach will ensure long term financially sustainable development that will maximize the value of the remaining developable land in Rowlett.

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
Review new development proposals in light of the guiding principles of Realize Rowlett 2020 to maximize the value of developable land and establish Rowlett as a leading edge-development community	Identify and work with potential developers who want to work within the new guidelines	Provide all official review comments within 10 days of submittal or resubmittals unless the size of the project warrants an exception	100%	95%	100%
		Start at least a total of two new developments within the four opportunity areas	NA	2	2
Continually review and improve the process to refine development standards and remove barriers to investment.	Provide a high quality customer service experience and streamline the process where possible	Review and comment on all building permit applications within 10 days	10 days	7 days	5 days



FINANCE



Award-winning Financial Management



For the past *ten years*, the City has received the *Government Finance Officers of America Award* for the annual budget.

Finance also prepares a Comprehensive Annual Financial Report, which is audited every year and, in Fiscal Years 2011 and 2012, an unqualified audit opinion with no findings was

returned, the best possible result!

The department ensures the City maintains an extremely high quality credit rating of Aa2 and AA- from Moody and Standard and Poors, respectively.

Responsible Purchasing

A purchasing process that ensures City departments are receiving the best value from the goods and services they need to get the job done. Purchasing saves between 3% and 9% through the bid process and more than 20% of bids are awarded to Rowlett businesses.



In Fiscal Year 2012, the Purchasing Department saved taxpayers \$1.6 million through the bid process!



Transparency

Rowlett has been recognized as the *Gold Standard of Transparency from the State of Texas Comptroller's Office* for proudly offering not only the City's monthly check register by the 15th of each month, but financial reports, the complete annual budget and more on the City's website, Rowlett.com.



Texas Comptroller Leadership Circle Gold Member



A Safer Community

A strong partnership between the Municipal Court and the Police Department ensures Rowlett is a safe community in which to work, live and play.

At .4 of this .10 cents per day, the Municipal Court more than pays for itself through court fine collections.

In Fiscal Year 2012 the Municipal Court collected almost \$9.5 million!

The “Accountability” Department



Finance partners with every other City department to ensure this organization is using all of its resources, meaning YOUR taxpayer dollars, in the most efficient and effective manner possible.



Water!

.13 cents per day *included in your water bill* provides an accurate, timely utility billing and collections system that is fair to all users. It also provides for the upkeep and maintenance of a water and sewer system that delivers superior quality. When you turn on your faucet or flush your toilet there are no surprises!

Finance Department Mission
Ensure taxpayer money is managed effectively by providing accountable, transparent financial leadership that instills public trust and confidence.

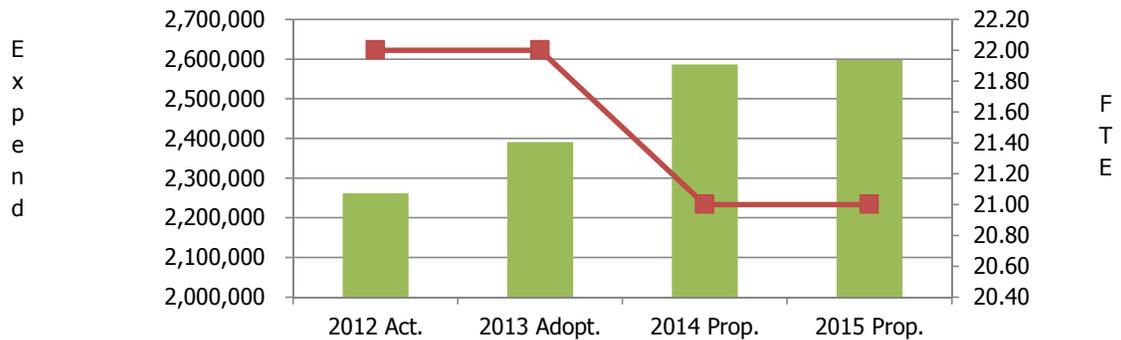
FINANCE

Finance Department by the Numbers

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ 1,286,896	\$ 1,403,802	\$ 1,304,004	\$ 1,412,081	\$ 1,448,959
Supplies	116,410	123,055	123,055	129,097	129,017
Purchase Services	837,703	863,534	863,534	1,044,919	1,019,988
Capital Outlay	20,235	-	-	-	-
Total	\$ 2,261,244	\$ 2,390,391	\$ 2,290,593	\$ 2,586,097	\$ 2,597,964

By Division	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Finance Administration	\$ 276,380	\$ 318,834	\$ 282,075	\$ 440,117	\$ 445,148
Accounting	597,691	515,428	515,428	549,358	553,594
Municipal Court	531,677	681,730	637,588	707,483	698,945
Purchasing	156,493	163,183	163,183	167,644	168,069
Facilities	699,003	711,216	692,319	721,495	732,208
Total	\$ 2,261,244	\$ 2,390,391	\$ 2,290,593	\$ 2,586,097	\$ 2,597,964

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Finance Administration	3.00	3.00	2.00	2.00	2.00
Accounting	4.00	4.00	4.00	4.00	4.00
Municipal Court	6.00	6.00	6.00	6.00	6.00
Purchasing	2.00	2.00	2.00	2.00	2.00
Facilities	7.00	7.00	7.00	7.00	7.00
Total	22.00	22.00	21.00	21.00	21.00



FINANCE

Our mission is to ensure taxpayer money is managed effectively by providing accountable, transparent financial leadership that instills public trust and confidence.

Are we doing the right things the right way?

- Year-end close of the general ledger was completed in 30 minutes and the new fiscal year was opened, minimizing the down time for departments. In previous years this process had taken hours.
- FY 2012 Audit – The City worked with new auditors for the first year of a five year engagement. Staff completed and provided preliminary financial statements; **reduced audit adjustments from more than 90 in FY 2011 to ZERO**, and the audit staff of Weaver and Tidwell completed field work a week early due to Accounting’s preparation. Prior to the audit staff tagged three years worth of capital assets to avoid audit findings, submitted FY12 CAFR and related paperwork by the deadline to GFOA for consideration of the Certificate of Achievement Award and at the April 2 Council meeting were presented **an unqualified audit with no findings!**
- Actively participated/assisted with – The Fire Department with the change in the ambulance billing contract; Purchasing with the vendor W-9 documentation and setting up large CIP project encumbrances and pay requests; Police to ensure compliance with Seizure reporting to the state; and Facilities Maintenance with the SB-898 (energy conservation) filing.
- Provided a presentation on all aspects of the Finance Department as it relates to the Parks and Recreation Department’s accreditation process.
- Closed the general ledger each month by the 10th and completed the bank reconciliation by the 25th. This allows for timely reporting.
- Created and distributed the Citizen Budget Newsletter.
- Received the Distinguished Budget Presentation Award from GFOA for **the 11th consecutive year!**
- Developed and implemented Budget Boot Camp for the FY 2014 budget process. This new process engaged departments in the development of the FY 2014 budget.
- Major purchases and capital leases – 16 new vehicles! Concrete repair utility cuts, alleys & sidewalks! Screening wall services! Motor Fuel (three times)! Crack seal! Crane Truck! Water meters! Pipe-bursting equipment!
- Council Awards/Change in Awards – Purchasing was very involved working with departments in the procurement of several “big ticket items” requiring City Council action. Some of these have included communications equipment upgrade to L-3 Communications; water meters and parts to Aqua Metric Sales; emergency repairs to Westside Lift Station to Tri-Con; terminate ambulance

billing contract with Intermedix and award new contract to Emergicon.

- Inter-Local Agreements – Purchasing uses cooperative purchasing agreements with other cities, Texas Department of Information Resources (DIR) and Buy Board to streamline the purchasing process and still get the best value for departments and taxpayer funds. Some of the purchases include printing and mailing services, jackets and police uniforms, pipe bursting equipment, outfitting of vehicles & motorcycles; EMS supplies, ambulance billing services, and several more – **over 50 ILA’s totaling more than \$2 million in awards.**
- Purchasing training for mid-level managers.
- Municipal Court reorganized to include a chief court clerk and senior court clerk. This reorganization ensures that there will be someone in charge even when the court administrator is not in the office.
- **Improved communication with customers – TV monitors have been installed just outside the court room and inside the court room** which shows a video loop of court protocols and what to expect when you go to court. The video also runs on RTN 16.
- New court software – A process has been put in place, an assessment of court processes and procedures has been completed by a court consultant, specifications have been developed, and site visits to be scheduled. The RFP is out with proposals due by October 1.
- A special service provided through Municipal Court is Juvenile Case

Management. This service was featured in the January newsletter. This service provides alternative s for young people and families to rebuild relationships and move them on to a better path.

- **Facilities Maintenance created the Building Champion program.** Each building has a designated “champion” who meets regularly with the building custodian to ensure that cleaning standards are being met.

FINANCE

Ensure taxpayer money is managed effectively by providing accountable, transparent financial leadership that instills public trust and confidence.

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
Provide accurate accounting and reporting services that comply with regulatory standards	Receive a clean (outstanding) audit opinion with no adverse findings, which ensures taxpayer dollars are being spent in an appropriate manner	Ensure all audit requirements are completed and financial statements are reviewed prior to external audit staff arrival	Jan. 1	Dec. 1	Nov. 1
		Limit audit findings through proper planning and execution of duties	0 Audit Findings	0 Audit Findings	0 Audit Findings
	Maintain external professional recognition in financial reporting, which ensures that the City is providing its citizens with the highest standard of financial reporting	Obtain Government Finance Officers Association (GFOA) Certificate of Achievement in Financial Reporting for the Comprehensive Annual Financial Report (CAFR)	Yes	Yes	Yes
Provide timely accounting and reporting services that comply with regulatory standards	Close each month in a timely manner, which provides citizens with prompt monthly financial reporting	Close each accounting period by the 10th calendar day of the following month	100%	100%	100%
	Present the Comprehensive Annual Financial Report (CAFR) in a timely manner, which provides the citizens with prompt annual financial reporting and meets debt continuing disclosure deadlines	Complete all audit task list items, prepared by client (PBC) items and financial statements by December 23	No	Yes	Yes
		Auditor to present the CAFR to council by 1st meeting in March	3-Apr	2-Apr	3-Mar

FINANCE

Ensure taxpayer money is managed effectively by providing accountable, transparent financial leadership that instills public trust and confidence.

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
Provide cost effective accounting and reporting services that comply with regulatory standards	Maintain a stable bond credit rating, which saves the City money that can be used to provide citizens with other quality services and amenities	Obtain a minimum of 'AA-' Standard & Poor's rating on each debt issuance	AA-	AA-	AA-
	Perform timely payment of invoices to avoid late fees and penalties	Distribute payments to vendors within 5 days of accounts payable submission deadline	NA	100%	100%
Provide transparent reporting services that comply with regulatory standards	Continue to meet the Gold Standard of Transparency by the Texas State Comptroller's Office, which verifies "open book" access of financial reports and monthly check registers to citizens on the City's website	Post the monthly check register to the City's website by the 15th of the following month	Yes	Yes	Yes
		Post the Comprehensive Monthly and Annual Financial Reports (CMFR & CAFR) to the City's website within 5 business days of council approval	Yes	Yes	Yes
		Post the City's budget on the website and receive the GFOA Award for Distinguished Budget Presentation	Yes	Yes	Yes

FINANCE

Ensure taxpayer money is managed effectively by providing accountable, transparent financial leadership that instills public trust and confidence.

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
Employ proactive management techniques and strategies to effectively and efficiently manage the purchasing operations and ensure taxpayers receive the best value for their money.	Use the bidding process where most appropriate to receive competitive bids and maximize savings	Achieve an average savings of 5% in competitive bids between the amount awarded and the highest bid	5.49%	8%	8%
	Use the cooperative purchasing arrangements with other agencies where appropriate to maximize resources while ensuring taxpayers receive the best value for their tax dollars	Use more than 80 interlocal agreements with a value of more than \$2,000,000	114/ \$2.5M	82 / \$2.0M	82 / \$2.0M



911



Fire Rescue 44¢ per day



72 Firefighters working 24 hours a day, seven days a week, 365 days a year provide services to the 56,400 citizens in the 21 square mile area that Rowlett encompasses.



Life Safety

Emergency Medical Service recognized for having the fastest total combined patient treatment time, from the initial 911 call to the patient on the operating table with blood flow restored to the heart, by the American Heart Association Dallas Caruth Initiative during the first quarter of 2012.

Paramedics also conduct monthly senior citizen health, blood pressure and blood sugar level checks at the Rowlett Community Centre.



Six Minute Response Time

The Rowlett Fire Rescue Department maintains a six minute or less response time from highly trained fire fighters at four strategically placed fire stations, one in each quadrant of the City, which ensures a rapid response to emergencies and limits property damage in the event of a fire.

Fire Protection: ISO Public Protection Class 2 Rating

Rowlett is one of an elite group of *only 659 cities in the country* with an Insurance Services Office Public Protection Class 2. This rating means that our community's fire suppression services are constantly improving in the face of the demands of a changing environment.

85% of Rowlett Firefighters are Paramedics!

911





Partners for a Safe Community

The department is on a constant quest to identify hazards in the community, define a strategy and implement mitigation activities. These include:

Fire Inspections – over 600 fire hazard inspections took place last year. **All Rowlett Fire Rescue Department Captains are State Certified Fire Inspectors.**

Pre-fire Planning - firefighters inspect buildings to become educated on the protection features, safety hazards and to plan for emergencies and fires. **In the first and second quarters of Fiscal Year 2013, 185 pre-fire plans were completed.**

Testing - Over 2,000 fire hydrants are tested annually.

Development Partnership - reviewing building plans and enforcing codes to ensure fire safety before construction even begins.

Smoke detector checks in homes and businesses.

Emergency Management Planning

Paramount for the protection of citizens and visitors, Rowlett has an approved advanced Emergency Plan from the State of Texas Emergency Management and a fully-equipped Emergency Operations Center located in Fire Station 1. This includes:

10 advanced outdoor warning sirens.

- Blackboard Connect state of the art
- phone, text and email alert system to notify citizens of impending danger.

Rowlett Citizen Corps Council, which includes highly trained emergency volunteer groups:

- 100 member Community Emergency Response Team (CERT) and Fire Corps, who are activated at all hours of the day or night.

4,424 volunteer hours in 2012!

Radio Amateur Civil Emergency Service (RACES) whose 18 members provide field storm spotters ham radio communication capabilities.

600 hours in 2012!



Community Education and Outreach

A community prepared to prevent or respond to disaster whether in their home, on the road, at play or at work is ensured through educational and outreach opportunities provided year-round. Examples include:

Home fire safety inspections.

Home fire escape planning assistance.

Fire extinguisher training.

CPR, First Aid and AED training - over 90 citizens receive training each year.

Severe weather preparedness.

Citizen's Fire Academy 8-week course.

SAFE Sitter training.

Fire safety education in schools, including an adopt-a-school program where fire crews regularly visit **their** elementary schools, bringing the Fire Safety House trailer annually to educate children on what to do if there is a fire or smoke in their home.

95 Fire Safety station tours and special event appearances for 13,284 citizens were conducted in 2012!



City of Rowlett

911



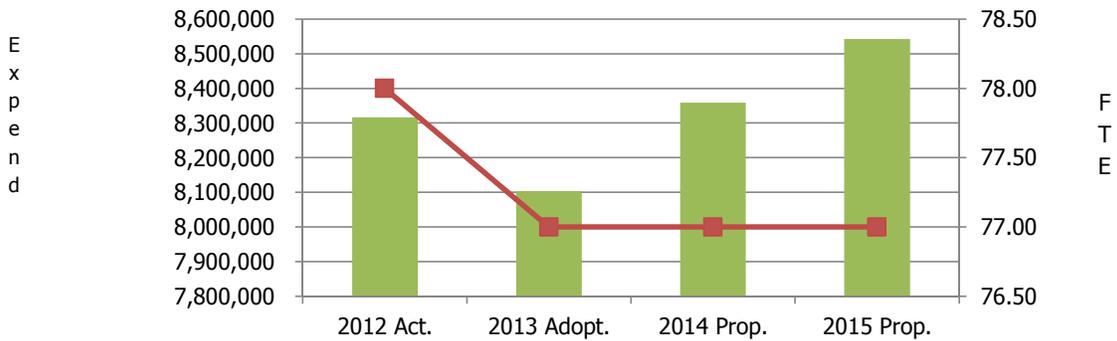
FIRE RESCUE

Fire Department by the Numbers

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ 7,088,344	\$ 7,101,765	\$ 6,959,791	\$ 7,208,235	\$ 7,365,614
Supplies	317,723	263,490	284,190	303,990	317,378
Purchase Services	607,814	738,022	738,022	786,563	858,967
Capital Outlay	302,537	-	12,141	60,000	-
Total	\$ 8,316,418	\$ 8,103,277	\$ 7,994,144	\$ 8,358,788	\$ 8,541,959

By Division	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Fire	\$ 8,316,418	\$ 8,103,277	\$ 7,994,144	\$ 8,358,788	\$ 8,541,959
Total	\$ 8,316,418	\$ 8,103,277	\$ 7,994,144	\$ 8,358,788	\$ 8,541,959

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Fire	78.00	77.00	77.00	77.00	77.00
Total	78.00	77.00	77.00	77.00	77.00



FIRE RESCUE

To protect the lives and property of the community we serve from fire, and to minimize suffering and injury from accident or illness.

Are we doing the right things the right way?

- **ISO Rating** Effective June 2013, City of Rowlett became from #3 to #2 rating.
- **Smoke Detector Blitz** The office of the Fire Marshal along with the CERT and Explorer Post One groups, hold a Smoke Detector Blitz program twice yearly to check older homes for non-working smoke alarms and replace with new ones when necessary.
- **Certified Fire Inspectors** Texas law requires that all individuals performing fire code enforcement duties be certified as Fire Inspectors by the Texas Commission on Fire Protection. In order to comply with State law and ensure that work plan goals and objectives are met, 12 on-shift Captains and one Firefighter completed the 168-hour commission course.
- **Pre-fire Planning Program** Firefighters conduct pre-fire planning inspections on businesses throughout the community to insure firefighters are educated on the buildings protection features, safety hazards and to plan for emergencies and fires. Fire Fighters completed 268 pre-plans through the 3rd quarter.
- **Fire Inspections** Personnel conducted inspections in business throughout the community. This ensures citizen safety from hazards that may start a fire and also reduces fire loss and damages. Personnel have completed 335 inspections.
- **Fire Hydrant Inspections** Firefighters test over 2000 fire hydrants annually to ensure fire crews have working hydrants all across the City. Personnel have tested 1,600 through the third quarter.
- **150 Station Tours and Special Events seeing 16.157 citizens** Our tours consist of youth groups, families, church groups and schools learning fire safety. Special events include festivals at churches and schools and events through the City.
- **Senior Health Care Checks** Once a month, our paramedics go to Rowlett Community Center to check approximately 40 seniors' blood pressure and blood sugar levels and help with medical questions and advice every month. Seniors have received over 400 health checks free of charge by Rowlett Paramedics.
- **Citizen's Fire Academy** The academy is an 8-week class for our citizens to get an insider's view of the services provided by the Fire Rescue. Participants receive fire safety education, fire safety training for both the home and work place and get a hands-on experience in emergency situations. Approximately eighteen citizens graduate annually from this highly successful program that engages citizens into close interaction with firefighters and Fire Rescue Operations.

- **CPR/First Aid Training** The Department offers First Aid/CPR and Automatic External Defibrillation certification training to the citizens throughout the year. Over 90 students are trained annually and are ready for action to render aid to their fellow citizens.
- **Emergency Management** Fire Rescue provides Emergency Management for the City and maintains the Emergency Operations Center located at Fire Station 1. Each year two disaster exercises are conducted to test the operations center and EOC personnel. The Emergency Plan is certified by the Texas Department of Public Safety at the Advanced Level. The DART Emergency Response plan was a significant accomplishment this year in emergency management. Mutual aid agreements were reviewed and finalized.
- **Medical Billing** Emergicon was selected and began billing operations in March. This will enhance the City's collection rate and provide outstanding customer service to our citizens and visitors.
- **Pro QA Dispatch Software** This software functions as a mechanism for giving pre-arrival instructions on providing First Aid and CPR instructions to the caller. The software also aids dispatchers in sending the appropriate apparatus to emergency incidents.
- **Ambulance Compliance** Rowlett Fire Rescue is randomly inspected on an annual basis by the Texas Department of State Health Services. This year, EMS Division was inspected twice and was found to have no deficiencies. The department joins a select few in the metroplex to have achieved a no deficiencies.

FIRE RESCUE

To protect the lives and property of the community we serve from fire, and to minimize suffering and injury from accident or illness.

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
Respond to Priority One calls in six minutes or less	Battalion Chiefs ensure shift compliance	Respond to 90% of Priority 1 calls (fire) within 360 seconds		360	360
		Respond to 90% of Priority 1 calls (medical) within 340 seconds		340	340
Encourage Citizen Involvement in Fire Prevention, Life Safety and Emergency Preparedness	Engage citizens by providing educational training and safety awareness of any and all hazards.	Fire personnel will participate in Touch-A-Truck, Smoke Detector Awareness, RTN-16 monthly life safety updates, Fireworks on Main St., take Smoke House to schools in fall, visit elementary schools in the spring, do displays, Citizens Fire Academy, Safe Sitter and First Aid/CPR classes.			
		*Citizen CPR course: 75 students enrolled with an average of 65 students passing the course			
		*Citizen's Fire Academy: One class a year with 20 students	30	35	35
			18	20	20

FIRE RESCUE

To protect the lives and property of the community we serve from fire, and to minimize suffering and injury from accident or illness.

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
Wellness and Fitness	Conduct "Job Task Simulation" test each year	Ensure all firefighters complete Job Task Simulation annually			
		95% of personnel pass Job Task Simulation on first attempt	95.8	95	95
	Encourage all personnel to participate in Wellness Program	90% employee participation in Wellness Program		90	90
Enhance Core Competencies and Skills	Utilize modern training techniques from the Texas Commission on Fire Protection guidelines and standards from the Texas Department of Health Services	Training hours meets or exceeds State Certification requirements - 95% participation		95	95
		Department exceeds over 6,000 hours of training annually.	9749	6000	6000
Improve Safety and Reduce Hazards in Commercial Buildings and Provide for Firefighter Safety	Conduct Fire Code inspections in commercial buildings	Inspect 70% of all commercial buildings		70	70
Enhance Citizen Emergency Preparedness	Prepare citizens for response to emergencies	<u>CERT (Citizen Emergency Response Team)</u> – 3500 activity hours		3500	3500
		<u>RACES (Radio Amateur Civil Emergency Service)</u> – 400 activity hours		400	400





Human Resources



EMPLOYEES WHO EMBRACE THE CITY'S VALUES

A strong partnership with every department is fostered to ensure that only new employees who share the City of Rowlett's commitment to our citizens to provide exemplary customer service and exhibit steadfast integrity are recruited and hired.

A CULTURE OF WELLNESS

The City partially self-funds its employee insurance as a way to manage rising costs and provide a quality product. A *Wellness Accountability Program* encourages employees to take charge of their own health! Examples include:

OBESSE INDIVIDUALS' HEALTHCARE COSTS ARE \$1,429 MORE ANNUALLY

217 employees participated in in the eight week 2013 Live Healthy America Challenge and collectively lost 1,175 pounds.

SMOKERS COST \$992 MORE ANNUALLY AND ARE ABSENT 50% MORE OFTEN

All City of Rowlett facilities and vehicles are now part of the Tobacco Free Workplace. Employees may not smoke
City of Rowlett

at any time in any location while on City time. Tobacco cessation classes were offered to employees who smoked.

AN AVERAGE SAVINGS OF \$55 PER DOCTOR VISIT

An Employee Healthcare Clinic was introduced for minor illnesses that warrant a visit to the doctor. This cuts the employee absenteeism rate and the risk of illness spreading throughout the workforce.



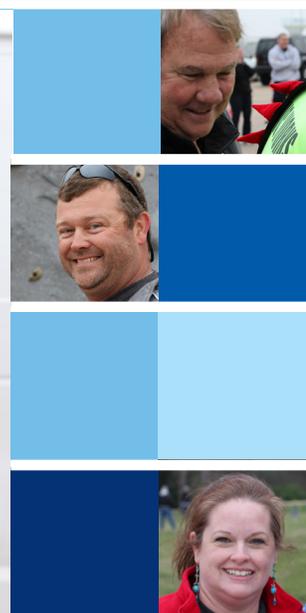
3¢
per day

FY 2013 - 2014



Rowlett received the *Fit-Friendly Company Award* by the *American Heart Association* in 2013. The Fit-Friendly Program recognizes employers who champion the health of their employees and work to create a culture of physical activity and health in the workplace. Employee programs such as the Step into Summer pedometer challenge and free membership to the Rowlett Community Centre, which has an extensive fitness center, help accomplish the goal of a physically fit workforce.

A FIT-FRIENDLY WORKPLACE



AN EDUCATED WORKFORCE

Education is a key component to provide employees the right tools to manage their own health, and therefore positively impact insurance costs.

- *Annual Health Screenings*
- *City Health Fair*
- *Physical Exam*
- *Health and Wellness Classes*
- *Annual Biometric Screening*, which serves as an early warning indicator for high cholesterol and heart disease, diabetes and high blood pressure, the most common health issues facing City of Rowlett employees.

Human Resources Department Mission

Partnering with our employees to ensure a high performing, citizen-centered workforce that values uncompromising commitment, high integrity, personal accountability and exceptional service.



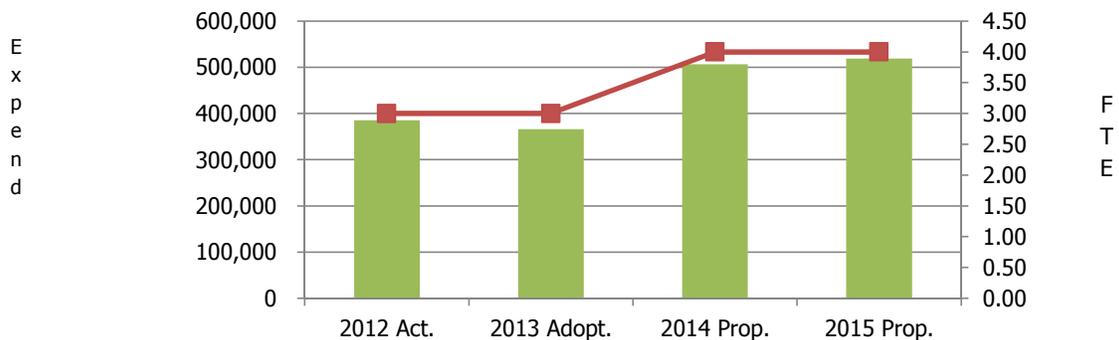
HUMAN RESOURCES

Human Resources Department by the Numbers

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ 217,743	\$ 249,231	\$ 235,762	\$ 348,022	\$ 356,267
Supplies	6,515	13,125	13,125	5,125	5,500
Purchase Services	161,164	103,767	103,767	153,200	157,257
Capital Outlay	-	-	-	-	-
Total	\$ 385,422	\$ 366,123	\$ 352,654	\$ 506,347	\$ 519,024

By Division	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Human Resources	\$ 385,422	\$ 366,123	\$ 352,654	\$ 506,347	\$ 519,024
Total	\$ 385,422	\$ 366,123	\$ 352,654	\$ 506,347	\$ 519,024

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Human Resources	3.00	3.00	4.00	4.00	4.00
Total	3.00	3.00	4.00	4.00	4.00



HUMAN RESOURCES

Partnering with our employees to ensure a high performing, citizen-centered workforce that values uncompromising commitment, high integrity & personal accountability, and exceptional service.

Are we doing the right things the right way?

- Implemented Year 3 of the City's 5 Year Benefit Strategy, which included implementing the new CORE PPO/GAP plan to address employees' needs who prefer a high risk tolerance for healthcare.
- Implemented Year 1 of the City's Wellness Accountability Program.
- Obese individuals cost \$1,429 more annually in healthcare cost than a person with a healthy rate. **As a result, implemented Year 2 of the Live Healthy America Challenge with a total of 36 teams and 217 employees motivated to live a healthier lifestyle.**
- The average doctor visit cost in the DFW area is approximately \$120. As a result, researched and implemented an employee clinic, effective July 1, 2013, with a negotiated cost of \$75 per visit.
- **Conducted onsite & offsite biometric screenings from in which 284 employees participated and zero (0) employees waived participation!**
- Smokers cost \$992 more annually than a non-smoker and are absent 50% more often than non-smokers. **As a result, implemented the Tobacco Free Workplace Policy to actively discourage the use of tobacco products while on city property or on city time.**
- Produced and released webinars organizationally that covered the Catastrophic Leave and Family and Medical Leave policies, the Standards of Conduct and Performance Management policies, the Worker's Compensation policy as well as annual Drug Free Workplace and Harassment Free Workplace training.
- **Implemented four wellness related programs including the Step Into Summer Program, in which 150 employees elected to participate as part of the Wellness Accountability Program!**

HUMAN RESOURCES

Partnering with our employees to ensure a high performing, citizen-centered workforce that values uncompromising commitment, high integrity & personal accountability, and exceptional service.

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Proj 2013	Target 2014
Partner with departments to reduce employee turnover	(Retention) Track reasons for separation of employment (i.e. retirements, voluntary or non-voluntary terminations, etc) and communicate with stakeholders.	Decrease % of turnover from 16% to 12%	13.4%	16.0%	12.0%
	(Retention) Encourage departing employees to utilize separation interviews with City prior to departure.	Increase % of employees completing separation interviews	20.0%	20.0%	25.0%
	(Employee Engagement) Recognize employees for achievements, including benchmarks for employment with the City of Rowlett.	Recognize 100% of all employees who reach employment milestones in 5 year increments	100.0%	100.0%	100.0%
	(Recruitment) Participate in new employee orientation to help educate new employees on the City's citizen-centered mission and culture.	Decrease # of days average position remains unfilled	n/a	n/a	120
		Maintain 95% of pre-employment screening contacts within 24 hours	100.0%	100.0%	95.0%

HUMAN RESOURCES

Partnering with our employees to ensure a high performing, citizen-centered workforce that values uncompromising commitment, high integrity & personal accountability, and exceptional service.

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Proj 2013	Target 2014
Ensure Rowlett meets high safety standards for city employees	(Safety & Risk Management) Track workers compensation claims for trends & patterns, top 5 most common injuries, and safety violations. Report results monthly to stakeholders.	Monitor average cost of workers' compensation claims	\$4,483	\$4,214	\$4,000
		Maintain 90% of worker's compensation claims with 7 or fewer days of lost time	91.0%	92.0%	90.0%

HUMAN RESOURCES

Partnering with our employees to ensure a high performing, citizen-centered workforce that values uncompromising commitment, high integrity & personal accountability, and exceptional service.

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Proj 2013	Target 2014
Implement year 4 of the Employee Benefits Strategy	<p>(Benefits Administration) Monitor how members are using the benefit plans to identify trends, the potential impact of plan design changes, and opportunities for cost savings and/or benefit enhancement. Communicate results with stakeholders.</p>	<p>Conduct 4 quarterly meetings to update employees, review plan performance, and discuss future trends</p>	4	4	4
	<p>(Benefits Administration) Communicate benefit offerings and possible plan changes via webinars, quarterly mandatory employee meetings, email blasts, health fairs and open enrollment.</p>	<p>Develop and issue 12 monthly webinars by FY2015</p>	n/a	4	6

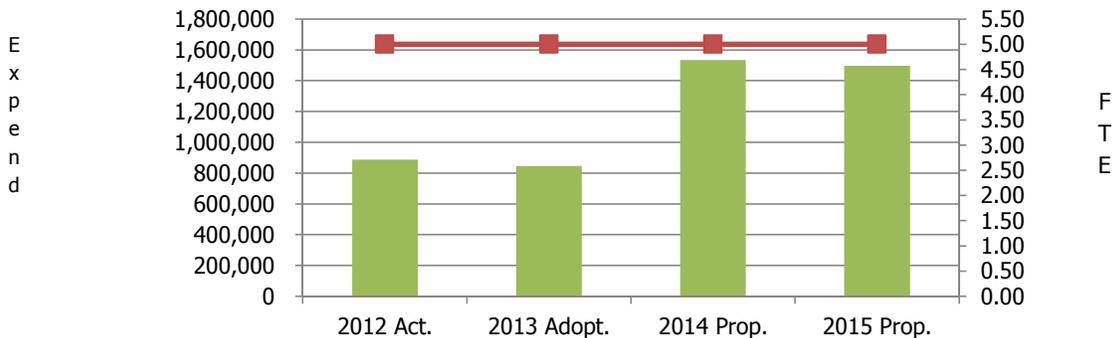
INFORMATION TECHNOLOGY

Information Technology Department by the Numbers

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ 392,870	\$ 397,877	\$ 274,521	\$ 428,599	\$ 438,850
Supplies	6,160	2,120	2,120	3,620	3,220
Purchase Services	421,198	445,984	811,480	1,101,385	1,054,785
Capital Outlay	67,901	-	-	-	-
Total	\$ 888,129	\$ 845,981	\$ 1,088,121	\$ 1,533,604	\$ 1,496,855

By Division	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Information Tech.	\$ 888,129	\$ 845,981	\$ 1,088,121	\$ 1,533,604	\$ 1,496,855
Total	\$ 888,129	\$ 845,981	\$ 1,088,121	\$ 1,533,604	\$ 1,496,855

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Information Tech.	5.00	5.00	5.00	5.00	5.00
Total	5.00	5.00	5.00	5.00	5.00



INFORMATION TECHNOLOGY

The City of Rowlett is committed to being a citizen-centric organization dedicated to providing value for our community. The IT Department shares that commitment and is equally dedicated to helping departments throughout the City as they strive to improve service delivery. The IT organization focuses on delivering technology that is secure and reliable allowing departments to meet the needs of our citizens.

Are we doing the right things the right way?

- Serving 37 City departments and divisions, the Information Technology (IT) department oversees 60 file servers and over 900 devices including, desktops, printers, mobile devices, and a telephone system.
- IT installs, supports and maintains over 220 different software (on-site and Cloud) applications.
- **Acquired and started implementation of a complete system rebuild including the City network, servers and storage systems.**
- Upgraded City internet connectivity.
- Completed research and started negotiations for moving the many of the City's office applications into the Cloud.
- **Has conducted research and is in the process of selecting and negotiating the installation of Voice-over IP telephony throughout the organization and upgrading the telephone switch.**
- Coordinating the acquisition and implementation of 30+ additional department-specific applications and assorted technology projects.
- Coordinating training for users and IT staff.



Library

On an average day, **585** of your friends and neighbors **visit** the Rowlett Public Library!



6¢
per day

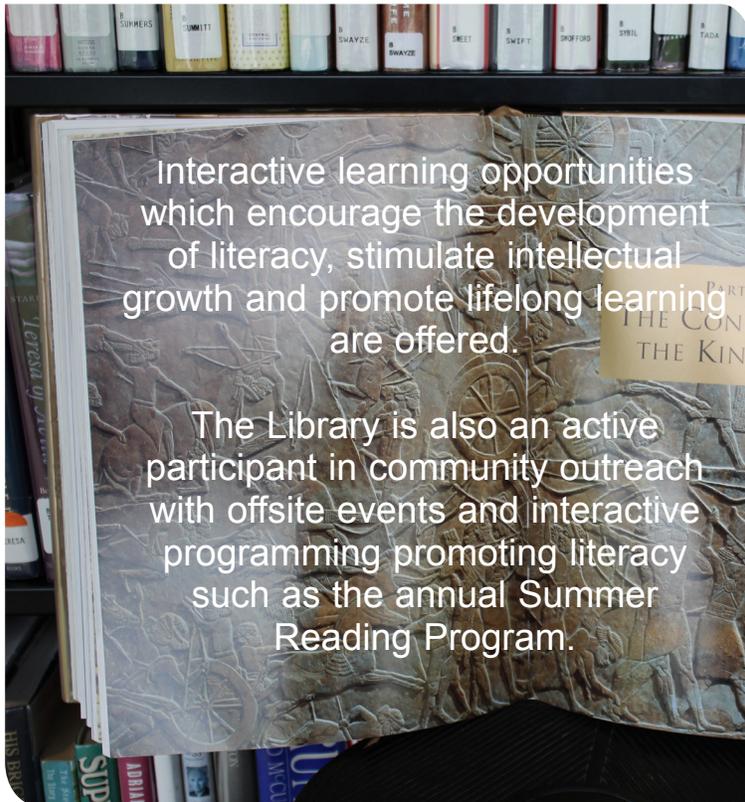
AWARD
WINNING
LIBRARY

In 2012, for the **eighth consecutive year**, the Library was a recipient of the **Achievement of Excellence in Libraries Award** from the Texas Municipal Library Directors Association.

Of the 561 public libraries in the state of Texas, only 30 received this award.



Literacy



Interactive learning opportunities which encourage the development of literacy, stimulate intellectual growth and promote lifelong learning are offered.

The Library is also an active participant in community outreach with offsite events and interactive programming promoting literacy such as the annual Summer Reading Program.



Almost 2,000 people participated in 2012 Summer Reading Program, reading for 14,655 hours!

Volunteerism



Teens, adults and senior citizens enjoy the many opportunities offered to “give back” to their community. Volunteers meet new people, acquire new skills, occupy free time and become part of the “Library Team”.

In Fiscal Year 2012,
Library *volunteers* donated
3,410 hours saving taxpayers **\$76,969!**



In Fiscal Year
2012, **36,038**
patrons utilized
the *computer*
lab

Technology Education

A 20-seat computer lab and four AWE Early Literacy Stations, along with a variety of educational programming, provide opportunities for citizens to improve their technological literacy and skills.

Economic Stability



GED and *English as a Second Language* tutoring programs contribute to the community’s economic stability by ensuring citizens have the education necessary to qualify for employment opportunities and enjoy success in life!

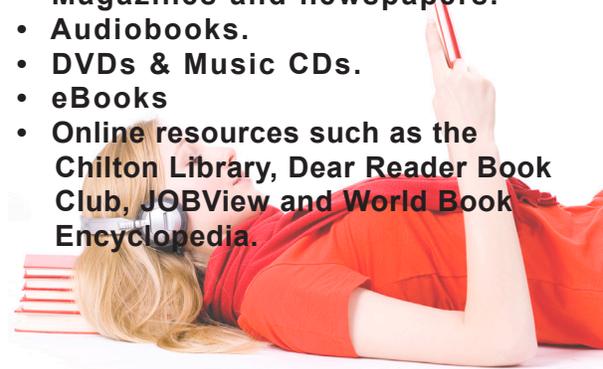
Libraries Change Lives!

City of Rowlett

Entertainment

96,036 Items Available!

- Hardcover, paperback and large print books for adults, teens & tweens, toddlers and babies.
- Magazines and newspapers.
- Audiobooks.
- DVDs & Music CDs.
- eBooks
- Online resources such as the Chilton Library, Dear Reader Book Club, JOBView and World Book Encyclopedia.



In Fiscal Year 2012,
175,906 patrons
borrowed **271,356 items!**

FY 2013 - 2014

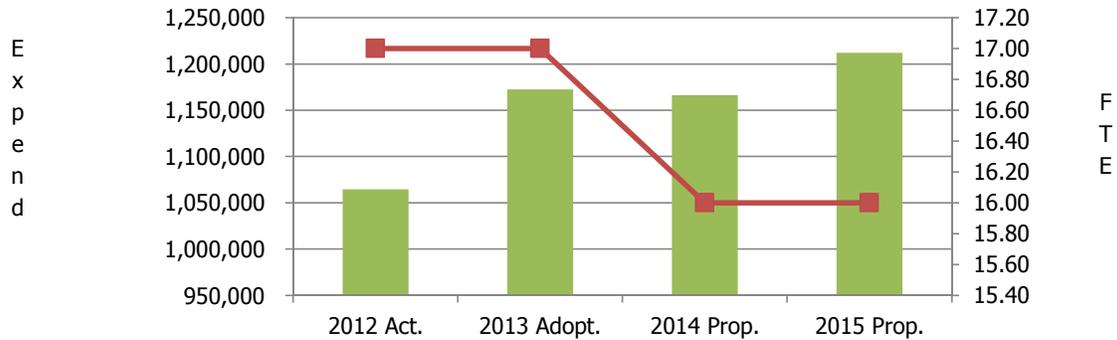
LIBRARY

Library Department by the Numbers

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ 678,688	\$ 892,870	\$ 800,186	\$ 880,335	\$ 902,329
Supplies	178,146	165,846	165,846	173,046	173,046
Purchase Services	207,672	113,688	113,688	113,007	136,674
Capital Outlay	-	-	-	-	-
Total	\$ 1,064,506	\$ 1,172,404	\$ 1,079,720	\$ 1,166,388	\$ 1,212,049

By Division	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Library	\$ 1,064,506	\$ 1,172,404	\$ 1,079,720	\$ 1,166,388	\$ 1,212,049
Total	\$ 1,064,506	\$ 1,172,404	\$ 1,079,720	\$ 1,166,388	\$ 1,212,049

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Library	17.00	17.00	16.00	16.00	16.00
Total	17.00	17.00	16.00	16.00	16.00



LIBRARY

Rowlett Public Library serves as a vital community center to provide free access to information for all people: *Enriching, Educating & Entertaining.*

Are we doing the right things the right way?

- Select an integrated library system (ILS) with capabilities for enriched bibliographic content, remote accessibility, and innovative user/management tools
- Employ marketing and other promotional means to increase the number of library visitors, active users, and program attendees
- Increase technology education programs and promote use of online resources, including OverDrive
- Incorporate elements of literacy and intellectual relevance in program design and impart their importance as cornerstones to lifelong learning
- Continue weeding and collection development
- Continue support for current GED and ESL programs, and computer instruction for seniors
- Utilize calendar building/program of work for strategic planning and better management of Library programs and activities
- Return to full staffing in April

LIBRARY

Rowlett Public Library serves as a vital community center to provide free access to information for all people. Enriching, Educating & Entertaining

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
Develop Library programs and activities which support early literacy and intellectual growth.	Provide infant through preschool programs with emphasis on early literacy/pre-reading skills vital to children's brain development.	Increase number of Story time attendees (ages 0-5) by 5%.	4,204	4,400	4,600
Ensure retention of school-age children's classroom skills that are critical to academic success by offering a Library Summer Reading Program (Research shows 2.6 months of grade equivalency can be lost over summer months)	Engage youth in reading through programs, incentives and rewards which require participation throughout the summer.	Increase number of registered youth who complete the Summer Reading Program by 5%.	209	220	230
Provide Library programs that encourage the development of media literacy skills.	Offer technology education programs and one-on-one sessions which increase customers' proficiency with technology and challenges them to expand their skills.	Receive positive Technology Education Program feedback of 90% (indicated by rating of "3" or "4" on survey form).		90%	90%

LIBRARY

Rowlett Public Library serves as a vital community center to provide free access to information for all people. Enriching, Educating & Entertaining

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
Ensure that the Library fulfills its role as a popular materials center.	Ensure that customers' needs for current and high-demand materials are met.	Display and market new and bestseller materials to achieve a 95% check out rate.	97% (4 months)	95%	95%
	Ensure that customer-directed requests for items are filled.	Monitor requests daily so that 98% of holds placed are filled.	86% (11,457 fills)	90% (12,848 fills)	98%
Encourage greater return on citizen investment by increasing use of Library materials.	Increase marketing of print, media, ebook and other online resources, utilizing in-house signage, City publicity and social media.	Increase use on in-library materials by 5%.	271,245	285,000	300,000
		Increase use of online resources by 10%.	20,954	23,658	26,024
Engage more citizens in use of the Library.	Advertise to the community through media and public outreach, with emphasis on all the many free programs and services offered.	Increase number of active library cardholders by 2%.	16,066	16,500	16,800
Expand use of the Library facility and online services.	Coach staff to educate customers about free in-house programs and services, and the array on online resources offered.	Increase number of physical Library visits by 4%.	175,906	165,000	172,000
		Increase number of virtual Library visits by 4%.	27,353	28,824	29,977

PARKS & RECREATION

THE CITY OF ROWLETT

Rowlett is a Tree City USA. The Parks & Recreation Department cares for, maintains and replaces our community's trees. This keeps Rowlett cool in

Air Quality

the summer and keeps the air clean, reducing the health issues that result in communities with air pollution issues.

Tourism

Paddle Point Park is #29 on the State of Texas Parks & Wildlife

Department's Paddling Trail list, bringing kayak and canoe enthusiasts into Rowlett from all over Texas.

Year-round special events held downtown offer free opportunities for families to gather and celebrate each other and our unique community.

Home Values

Rowlett has 30 current and future parks, walking trails and green spaces. A study by Texas A&M states that homes near parks may have an increase in value of up to 20%!

Water Quality

City parks help control water runoff, erosion and pollution effects of properly managed water detention and flood control systems.

19¢ per day!

Juvenile Crime Prevention

The Parks and Recreation Department offers sports leagues, open gym play at the Community Centre and after school programming. This programming decreases the juvenile crime activity impacting our community, regardless of whether we have children in our households or not. For example, the *While You Wait* afterschool program offered at Coyle Middle School has drastically reduced the number of children loitering in downtown after school each day.

“We appreciate that the partnership between the Police Department and the Parks and Recreation Department has drastically lowered the instances of disturbance calls after school.”

Police Chief Mike Brodnax

The Rowlett Community Centre offers a full-service fitness center and dozens of convenient classes for all ages, toddlers to senior citizens.

With 30 current and future parks, walking trails and green spaces Rowlett residents have an abundance of opportunities to get outside. This has clearly been shown to benefit health, from stress and depression to childhood and adult obesity.

Walk or bike on trails around the City including the American Heart designated Heart Healthy Trail in Pecan Grove Park, the Nature Trail on Miller Road and around the pond in Springfield Park.

Health Benefits

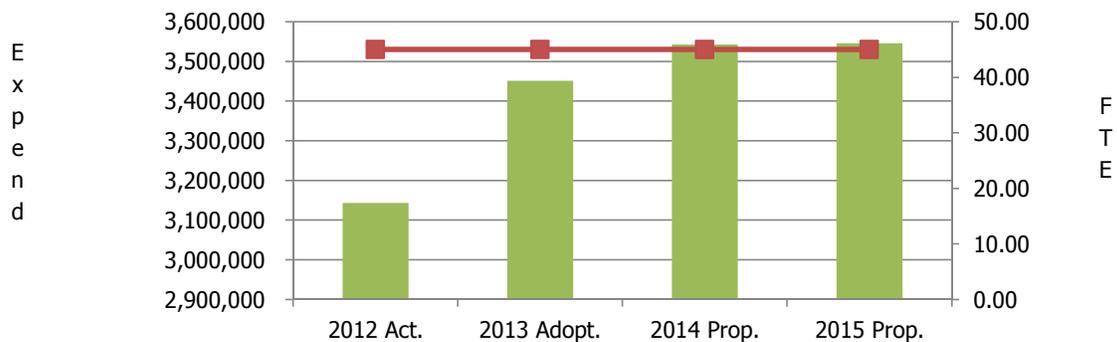
PARKS AND RECREATION

Parks and Recreation Department by the Numbers

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ 1,475,159	\$ 1,605,781	\$ 1,588,903	\$ 1,663,184	\$ 1,701,839
Supplies	274,119	360,528	360,528	375,578	375,028
Purchase Services	1,350,363	1,363,017	1,363,017	1,381,560	1,347,158
Capital Outlay	43,124	122,000	122,000	122,000	122,000
Total	\$ 3,142,765	\$ 3,451,326	\$ 3,434,448	\$ 3,542,322	\$ 3,546,025

By Division	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Parks Administration	\$ 182,489	\$ 184,208	\$ 183,392	\$ 190,724	\$ 194,251
Parks Maintenance	1,724,538	1,866,785	1,853,193	1,903,426	1,923,563
Recreation	857,284	905,120	902,651	914,931	928,901
Wetzone	378,454	495,213	495,213	533,241	499,310
Total	\$ 3,142,765	\$ 3,451,326	\$ 3,434,448	\$ 3,542,322	\$ 3,546,025

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Parks Administration	2.00	2.00	2.00	2.00	2.00
Parks Maintenance	12.00	12.00	12.00	12.00	12.00
Recreation	10.00	10.30	10.30	10.30	10.30
Wetzone	21.00	20.70	20.70	20.70	20.70
Total	45.00	45.00	45.00	45.00	45.00



PARKS AND RECREATION

To create an opportunity to serve citizens with integrity and competence through proper management of city parks, open space, facilities and amenities enhancing and promoting the "Quality of Life" for the citizens of our community by promoting tourism, tax benefits, air & water quality, health benefit services and juvenile crime prevention.

Are we doing the right things the right way?

- Air & Water Quality: Maintain the initiative of "Tree The Town" and designation of Tree City USA by focusing on the planting of trees. In a combined effort with other cities add 300 new trees to our community and parks system over the next 10 years in an effort to reduce urban hot spots in the City of Rowlett.
- Air & Water Quality: Develop an Erosion Control Plan to address current erosion issues at Lakeside Park, Community Park, and Scenic Park focusing on improving air and water quality.
- Air & Water Quality: Increase environmental sustainability through reduced water consumption, xeriscaping and native plantings in open spaces.
- Air & Water Quality: Provide an increased level of outdoor recreation education and opportunities to take advantage of the natural resources we have available and educating our participants about the importance of preserving air and water quality.
- Juvenile Crime Prevention: Provide additional teen programs and leagues during the 3pm-6pm time frame to help encourage and challenge teens to find safe and active alternatives for entertainment.
- Juvenile Crime Prevention: Increase the level of participation in organized recreation programs by 10% for users between the ages of 6 and 17.
- Health Benefits Service: Maintain Playful City designations through the development of playspaces and linked parks in accordance with the 2011 City of Rowlett Parks, Recreation & Open-Space Master Plan.
- Health Benefits Service: Update the 2001 Hike and Bike Community Wide Trail Plan aimed at linking public play and open spaces throughout the City of Rowlett using a pedestrian friendly route.
- Health Benefits Service: Provide healthier snack options at Haley's Hunger Hut in addition to our traditional concession type food in accordance with the Center for Disease Control's "Recommended Community Strategies and measurements to prevent obesity in the United States."
- Health Benefits Service: Increase the number of participants involved in our Learn to Swim program and Swim Team program by 5%. This is an excellent opportunity to touch the lives of over 700 children per summer by teaching lifelong skills of variations of swim.
- Health Benefits Service: Provide at least 1 physical fitness class and a special

event targeted to Active Adults (50 & better) participating at Wet Zone Water.

- Health Benefits Service: Offer a safe, clean, fun and friendly environment and ensure all state required safety codes are met and exceeded where applicable. Follow the five year maintenance plan for the Wet Zone Waterpark which keeps the features up to date and assists with meeting all safety codes.
- Health Benefits Service: Increase member retention by 10% and increase the number of new members by 5% at the Rowlett Community Centre.
- Health Benefits Service: Offer a safe, clean, fun and friendly environment and ensure all state required safety codes are met and exceeded where applicable. Follow the five year maintenance plan for the public parks which keeps the features up to date and assists with meeting all safety codes.

PARKS AND RECREATION

To create an opportunity to serve citizens with integrity and competence through proper management of city parks, open space, facilities and amenities enhancing and promoting the "Quality of Life" for the citizens of our community by promoting tourism, tax benefits, air & water quality, health benefit services and juvenile crime prevention.

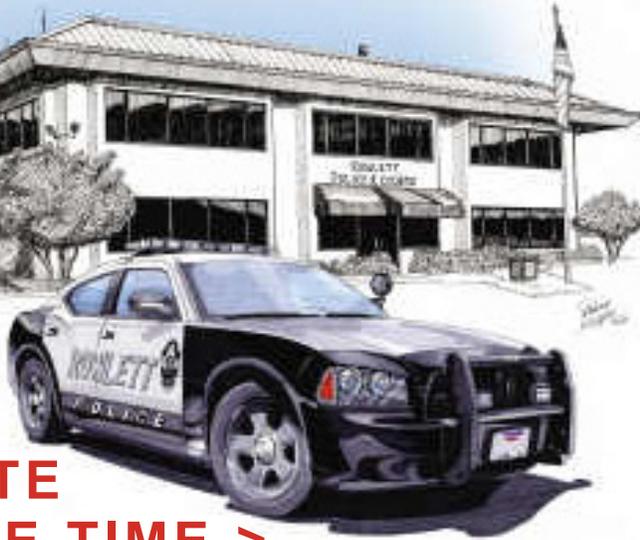
Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
Offer health benefit services to the community	Increase total number of visits at the Rowlett Community Centre	Increase attendance by 2% annually	7,561/ 4.4%	5,000/ 2.7%	5,000/ 2.7%
	Maintain or increase membership renewals at the Rowlett Community Centre	Renew more than 60% of current members	66.00%	62.00%	62.00%
Promote tourism through offering special community events and unique recreation programs	Publicize special programs to increase non-citizen participation.	At least 30% of all attendance at special events are non-citizens	25.00%	30.00%	30.00%
	Coordinate with private sector partner at Paddle Point Park to promote water programs	Increase the number of water program participants by 10%	4,500/ NA	5,500/ 22.22%	6,250/ 13.63%
Promote tax benefits by recruiting and encouraging volunteerism in parks programming	Identify and recruit volunteers to assist with Parks and Recreation programs	Increase volunteer hours by 10% annually	1,185 hrs/ 4.0%	1,306 hrs/ 10%	1,434 hrs/ 10%



POLICE >

58¢ per day



SIX MINUTE RESPONSE TIME >

The Rowlett Police Department maintains a six minute or less response time to all Priority One calls for service, providing a rapid response to emergencies. These calls are answered in 10 seconds or less, with emergency services dispatched within 45 seconds, by Communications Officers, every one of which is Emergency Medical Dispatch certified.

The Police Department is working hard to make Rowlett the “Safest City in America” through extensive training, a professional appearance and demeanor, by utilizing the most current crime-fighting technology and establishing positive relationships with citizens, businesses and schools.



CRIMINAL APPREHENSION = SAFE NEIGHBORHOODS >

The Patrol Division will conduct a minimum of 1,234 warrant services per year, allowing the Warrant Division to maintain a 60% clearance rate of 0-30 day warrants!



Every sworn officer proactively pursues warrant recovery.



JUSTICE! >

Detectives are an advocate for the community by identifying, arresting and bringing offenders to prosecution.

Through detailed investigation documentation and advanced training related to arrest, search and seizure, and evidence collection, *the Criminal Investigations Division maintains a 5% or less case return rate from the District Attorney’s Office.*



PROTECTING PROPERTY VALUES

Property values are maintained and the appearance, cleanliness and safety of our community is promoted through proactive **Code Enforcement**. Every City of Rowlett employee is responsible for observing and reporting code violations.

97% of code violations are identified by Code Enforcement staff, Patrol Officers and Meter Services.

As a result, the City now has a 91.5% average compliance rate!



ANIMAL WELFARE



The Rowlett Animal Shelter maintains an extraordinarily high **93.7% live release rate**, the national average is 30%, reuniting pets with their families and placing “new best friends” in their forever homes!

A SAFE COMMUNITY THROUGH CITIZEN PARTNERSHIPS >

Participation in the successful Crime Watch program is at an all-time high with 26 groups working in partnership with the Police Department to eliminate crime in their neighborhoods.

On October 2, 2012, the City's National Night Out had the highest participation ever, with 20 neighborhoods holding events. A partnership with the Public Works and Fire Rescue departments ensured every neighborhood was visited by all manner of emergency service and construction vehicles and personnel!



Rowlett Police Department Mission

We at the Rowlett Police Department are committed to enhancing our relationship with our community through citizen engagement and aggressive crime prevention, which will promote a safe community that enhances the quality of life for all.



PROTECTING COMMUNITY HEALTH >

From proactively testing for mosquitoes infected with the West Nile Virus, to monitoring area swimming pools and ponds, to regularly inspecting every restaurant, school, church and daycare kitchen in Rowlett to ensure safe food handling procedures are in place, the **Environmental Health Officer** protects the health of our community every day.

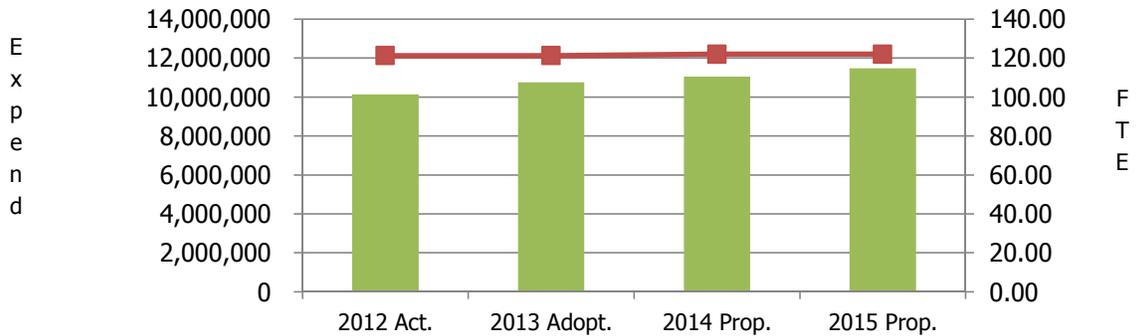
POLICE

Police by the Numbers

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ 8,995,503	\$ 9,428,742	\$ 8,682,832	\$ 9,654,218	\$ 9,883,692
Supplies	334,530	370,626	370,626	369,076	369,076
Purchase Services	583,960	707,724	710,124	783,124	978,874
Capital Outlay	228,869	250,000	250,000	250,000	250,000
Total	\$ 10,142,862	\$ 10,757,092	\$ 10,013,582	\$ 11,056,418	\$ 11,481,642

By Division	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Police	\$ 9,254,381	\$ 9,832,483	\$ 9,139,469	\$ 10,077,697	\$ 10,482,976
Animal Services	412,716	432,253	418,790	456,218	465,134
Environmental Services	475,765	492,356	455,323	522,503	533,532
Total	\$ 10,142,862	\$ 10,757,092	\$ 10,013,582	\$ 11,056,418	\$ 11,481,642

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Police	110.00	110.00	110.00	110.00	110.00
Animal Services	5.25	5.25	6.00	6.00	6.00
Environmental Services	6.00	6.00	6.00	6.00	6.00
Total	121.25	121.25	122.00	122.00	122.00



POLICE

We at the Rowlett Police Department are committed to enhancing our relationship with the community through citizen engagement and aggressive crime prevention, which will promote a safe community that enhances the quality of life for all.

Are we doing the right things the right way?

- Apprehended numerous suspects responsible for multiple fraud cases in the City of Rowlett & other North Texas Cities
- Numerous officers have received citizen recognition
- Upgraded ADORE Software (Field Training Officer Program)
- Implemented a new Field Training Officer Program for police recruits
- Built a LEOPARD Course - obstacle course that measures the fitness level of sworn personnel
- Implemented quality standards for fitness assessments
- Replaced outdated motorcycles with 2013 Harley-Davidsons
- Added a second, fulltime Warrant Officer position
- **Warrant collections are up by 28%**
- Successfully passed the TXDOT audit
- Upgraded EMD (Emergency Medical Dispatch) software - replacing old and obsolete cards
- All Communication Officers are EMD (Emergency Medical Dispatch) certified
- Purchased Expectation Software for Communication Officer training
- Upgraded the Communication Officer application process
- Purchased and completely implemented ICS Software (Computer Aided Dispatch and Records Management System)
- Upgraded the L3 Server and installed audio/video surveillance in all interview rooms
- Purchased VieVue for all officers to assist in the collection of audio/video data
- Upgraded the Department's Brazos Electronic Ticket Writers Software
- Crash reports are now paperless
- Implemented the Youth Academy (5th-8th grade) and Teen Police Academy (9th-12th grade)
- ***Animal Control maintains a 90% or better Live Release Rate (National average is 30%)***
- Acquisition of two new vehicles equipped with heat and air controlled boxes for the comfort of the animals
- Expanded play and walk area of animals
- Addition of two Part Time Shelter Attendants that tend to the cleaning duties of the shelter daily
- 2 proactive sweeps have been conducted to date and have yielded over 90% voluntary compliance.
- ***Code enforcement has proactively identified 2,466***

***violations in 1st and 2nd
quarter 2013.***

- Successfully combated West Nile for Mosquito season 2012.

POLICE

We at the Rowlett Police Department are committed to enhancing our relationship with our community through citizen engagement and aggressive crime prevention, which will promote a safe community that enhances the quality of life for all.

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
Respond to Priority One calls in 6 minutes or less.	Efficiently and effectively screen calls.	Dispatch answers 90% of priority one calls in 10 seconds or less.			
		90% of priority one calls will be dispatched within 45 seconds.			
	Sergeants will ensure that appropriate staffing by shifts occur.	Respond to 90% priority one calls within 5:10 of being dispatched.			
Encourage citizen involvement to assist in the prevention and reduction of property crimes.	Participate in crime watch meetings.	To encourage and increase Crime Watch participation, the Chief or Assistant Chief will attend a minimum of 12 Crime Watch meetings per year.	N/A	12	12
	Foster relationships with citizens of Rowlett through education, citizen engagement and encouraging citizen involvement.	Police personnel will facilitate and participate in all Main Street Events, National Night Out & Annual Bike Rodeo.	100%	100%	100%
		Reduce 2013 property crimes by 5%.	N/A	5%	5%

POLICE

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Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
Advocate for the citizens of Rowlett by identifying, arresting, and bringing offenders to prosecution	Train officers to document accurate information (who, what, when, where, how, at what time).	Ensure all officers complete training related to Arrest, Search and Seizure, Evidence Collection & Legislative Updates every two years.	N/A	100%	100%
	Reduce rejection of cases filed with the District Attorney's Office.	Maintain a 5% or less case return rate from the District Attorney's Office.	2.08%	2.00%	5.00%
Maintain a physically fit police force which will be better able to serve and protect the citizens of Rowlett.	Implement the LEOPARD Course and establish a department mean time for all sworn personnel.	The Department will have a trial period of 12 months before establishing a mean time.			
	Encourage ALL employees to participate in the Wellness Program.	100% employee participation in Wellness Program.	N/A	100%	100%
In order to enhance the quality of life for all Rowlett citizens, the department will identify code deficiencies and bring offenders into compliance to maintain neighborhood standards.	Participate in Crime Watch meetings to educate citizens and increase their personal knowledge of the City's Code of Ordinances.	Patrol Division will identify and submit 10% (2072) of CAC violations.	1,839	2,500	0
		Educate Crime Watch groups and HOAs on how to identify and report CACs by regularly attending Crime Watch and HOA meetings to encourage participation in "Eyes on Rowlett."			

POLICE

We at the Rowlett Police Department are committed to enhancing our relationship with our community through citizen engagement and aggressive crime prevention, which will promote a safe community that enhances the quality of life for all.

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
Provide excellent police services by proactively pursuing warrant recovery.	Require all sworn officers to conduct warrant services.	Patrol Division will conduct a minimum of 1,224 warrant services per year.	696	2,000	1,224
		The Warrant division will maintain a 60% clearance rate of 0-30 day warrants.			
Maintain a successful animal adoption rate by conducting preplanned adoption events transferring abandoned/unwanted animals out of the shelter and into good homes.	Empower Animal Services Staff to engage in proactive abatement / compliance of animal nuisances.	Number of adoption events held	N/A	4	4
		Percentage of live release rate	N/A	75%	75%
		Adoption rate in relation to adoptable animals	45.80%	45.80%	45.80%
Provide a proactive approach in delivering Animal Control Services that will help prevent or reduce animal related nuisances through community outreach. (Attending HOA/crime watch meetings, PSA's, Newsletter content, etc...)		% of redemptions	29.40%	29.40%	29.40%
		# of community outreach programs	8	8	8

POLICE

We at the Rowlett Police Department are committed to enhancing our relationship with our community through citizen engagement and aggressive crime prevention, which will promote a safe community that enhances the quality of life for all.

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
To promote and protect the health, safety and welfare of the citizens of Rowlett by ascertaining readiness of public pools and ensure that all food establishments are inspected yearly.		# of food inspections	N/A	170	170
		# of pool inspections	N/A	100%	100%
Partner with Dallas County Health and Human Services in order to prepare and educate the public for mosquito season (PSAs, blackboard connect, signs, website).		# of communication and education alerts for each West Nile instance	N/A	100%	100%
Continue proactive code enforcement with the assistance of patrol officers to maintain a high volume of voluntary compliance.		% of voluntary compliance	91.20%	90%	90%
		% of proactive cases by code	N/A	40%	40%
		# of sweeps conducted	6	4	4
Continue to improve and enhance the service and quality of life for our citizens and create a safer environment by conducting neighborhood sweeps.		Total number of cases	11,777	12,000	12,000



Public Works

Providing dependable, invisible quality of life and the foundation for all other City services, our goal is to be taken for granted!

24¢ per day

Safe and Smooth Streets

The street and alley infrastructure that supports all facets of transportation is built, maintained and repaired along with managing the daily “24/7” safe and efficient movement of traffic throughout the City. Funding provided through the **Community Investment Program (CIP)** allows for the design and construction of public improvements which are delivered safely, within budget and on time for the good of the community, now and for the future.



The **Pavement Condition Index (PCI)** process analyzes and grades pavement to determine whether it will benefit from preventative maintenance and allow us to “keep the good streets good” or if it warrants more in depth repair. Flaws such as cracks and broken pavement are entered into a software program called Micro Paver, which helps establish the PCI by deducting points based on the number of entries from the beginning to the end of a street or alley. With that PCI, a preventative maintenance, minor rehabilitation or major rehabilitation decision is made.

Preventative Maintenance Methods

Crack Seal – similar to a homeowner caulking window seals around the house to keep moisture out.

Foam Injection – similar to repairing a home’s foundation.

Minor Rehab

Isolated concrete slabs or sections are removed and replaced.

Major Rehab

Complete removal and replacement.

**Public Works maintains
636 miles of pavement.**





Public Works maintains 255 miles of pipeline delivering 2.65 billion gallons of water annually.

Water!

With an aging utility infrastructure and limited resources, the point of doing more with less has come and gone; now it comes down to re-engineering and re-evaluating how and why we do things. Utilizing funding provided by last year's water rate increase will ensure that the antiquated systems we own and manage as a community today will build in the redundancies and reliability needed to minimize future disruption to water and sewer service. Employing new technologies like pipe bursting, upgraded supervisory control and data acquisition systems, backup power, among many other initiatives, is solidifying Rowlett's Utility system.

Accredited Agency

Public Works is well into the process of becoming an *American Public Works Association Accredited Agency*, which will aid the department by ensuring practices are measured and tested against nationwide standards. This journey is taking Public Works from good to great, causing a philosophy and culture of continuous improvement embraced by all and providing a legacy so our community can endure even the most challenging economic conditions. Once accreditation is achieved, national recognition as "certified professionals" in the public service field will be established.



Public Works maintains 430 vehicles and pieces of equipment.

Well Maintained Fleet Six Minute Response Time

With limited resources the Fleet Services division has perfected the art of doing "more with less". Providing an unprecedented level of dealership-quality service not only ensures Rowlett's public safety and first responders can do their jobs with complete confidence in the vehicles that convey them, but is critical in maintaining their six-minute response time as well.



Public Works Mission: To provide quality services (Streets, Utilities, Development, & Fleet Services) with the least disruption to our community.

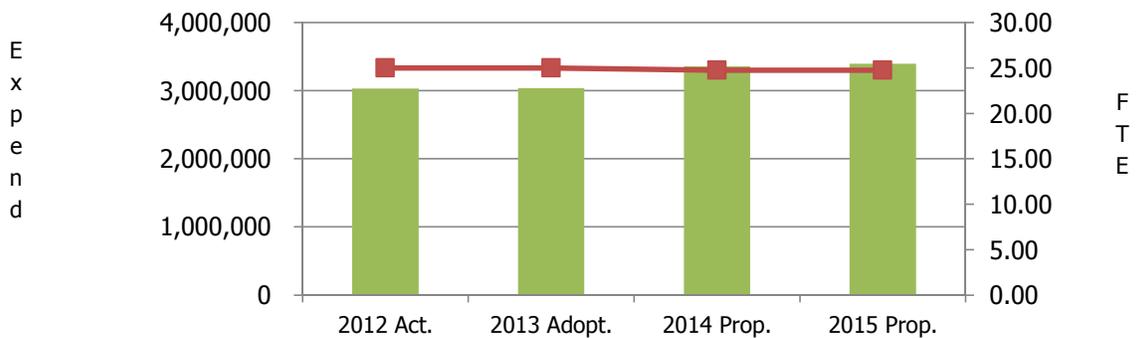
PUBLIC WORKS

Public Works Department by the Numbers

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ 1,652,853	\$ 1,574,637	\$ 1,538,250	\$ 1,671,697	\$ 1,709,810
Supplies	328,540	313,418	313,418	316,218	316,118
Purchase Services	1,020,453	1,148,212	1,148,212	1,122,274	1,118,384
Capital Outlay	28,610	-	-	250,000	250,000
Total	\$ 3,030,456	\$ 3,036,267	\$ 2,999,880	\$ 3,360,189	\$ 3,394,312

By Division	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Streets	\$ 1,793,533	\$ 1,767,773	\$ 1,763,683	\$ 1,683,319	\$ 1,701,355
Vehicle Services	497,603	561,276	561,276	818,567	824,014
Public Works Admin.	643,093	604,047	571,750	752,773	761,485
GIS	96,227	103,171	103,171	105,530	107,458
Total	\$ 3,030,456	\$ 3,036,267	\$ 2,999,880	\$ 3,360,189	\$ 3,394,312

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Streets	14.00	14.00	13.00	13.00	13.00
Vehicle Services	3.00	3.00	3.00	3.00	3.00
Public Works Admin.	7.00	7.00	8.50	7.75	7.75
GIS	1.00	1.00	1.00	1.00	1.00
Total	25.00	25.00	25.50	24.75	24.75



PUBLIC WORKS

To ensure that the City's infrastructure meets or exceeds minimum standards as evaluated through the national standards, and that all work performed in the community is done in such a way as to cause the least disruption in service to our citizens.

Are we doing the right things the right way?

- Reorganized Department Division providing for better efficiency and capacity for the providing service; hiring new engineering staff; acquired Fleet Services.
- Completed multiple Alley Reconstruction Projects city-wide
- Continued Merritt Road Construction with completion expected by the end of the calendar year; on budget and on time.
- Completed Martin Drive Construction.
- Completed Impact fee study/analysis project.
- Completed NCTCOG funded downtown grant project planning and engineering and commenced construction.
- Completed Kyle Road Construction.
- Completed several webinars for training staff (multiple topics)
- Completed initial self-assessment training in preparation for pursuing accreditation; formed review teams for all functional areas of review; commenced self assessment process.
- Continue quarterly all staff meetings; completed first ever state of the department address.
- Reviewed/revise standard construction details; revised code to provide continuity for development standards
- Constructed on site wellness center for employees at the public works facility.
- Completed acquisition of budgeted replacement vehicles working with departments to ensure "right-sizing" continues without compromising service delivery.
- Continue to deliver reasonable turnaround times with a 213:1 FTE mechanic: rolling stock ratio.
- Continue to illustrate "right-sizing" exercise confirm fuel savings initiative is an effective strategy for the City.
- Disposition of the "worst of the worst" vehicle is completed.
- Annual Crack Seal Program: Crack sealed 89 lane miles.
- Annual Pavement Stabilization Program: Stabilized 81 locations which is equivalent to .81 Lane miles.
- Annual Asphalt Overlay Program: Overlaid and rehabilitated 4.14 lane miles of asphalt roadways. Sections of: Liberty Grove Road, Merritt Road, Chiesa Road, Hickox Road and Dalrock Road.
- Annual Concrete Repair Program: Improved 4.80 lanes miles of streets (18) and alleys (9).

PUBLIC WORKS

To ensure that the City’s infrastructure meets or exceeds minimum standards as evaluated through the national standards, and that all work performed in the community is done in such a way as to cause the least disruption in service to our citizens.

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
Provide and maintain smooth roads through the transportation system	Implement preventive maintenance strategies to maximize asset life	Maintain an average Pavement Condition Index (PCI) of 75 or better for collector streets	74%	77%	77%
		Maintain an average Pavement Condition Index (PCI) of 80 or better for arterial streets	80%	81%	81%
Ensure that equipment is available and safe for Public Works employees to ensure mission completion	Conduct preventive maintenance on schedule	Complete 100% of all preventive maintenance as scheduled	100%	100%	100%
	Continue to deliver reasonable turnaround times with a 213:1 rolling stock to mechanic ratio	Maintain 95% equipment availability	95%	95%	95%

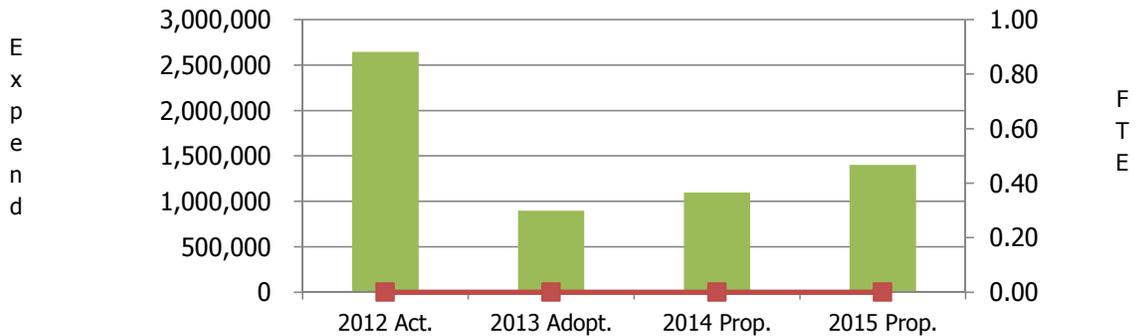
NON-DEPARTMENTAL

Non-Departmental by the Numbers

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ -	\$ (1,000,000)	\$ -	\$ (850,000)	\$ (500,000)
Supplies	38,794	5,500	5,500	5,500	5,500
Purchase Services	998,673	734,039	734,039	785,903	737,781
Capital Outlay	450,102	-	-	-	-
Transfers Out	1,159,118	1,156,722	1,243,546	1,156,722	1,156,722
Total	\$ 2,646,687	\$ 896,261	\$ 1,983,085	\$ 1,098,125	\$ 1,400,003

By Division	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Non-Departmental	2,646,687	896,261	1,983,085	1,098,125	1,400,003
Total	\$ 2,646,687	\$ 896,261	\$ 1,983,085	\$ 1,098,125	\$ 1,400,003

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Non-Departmental	-	-	-	-	-
Total	-	-	-	-	-



NON DEPARTMENTAL

Are we doing the right things the right way?

- Non-departmental program accounts for certain General Fund expenditures that do not clearly fit under the responsibility of any single City department.
- A vacancy savings allowance is budgeted in non-departmental to ensure that personnel costs are not budgeted excessively based on an analysis of historic turnover.
- Citywide insurance costs, including auto, fire and casualty, professional liability and all other non-personnel related insurance costs are budgeted in non-departmental
- Non-departmental provides for payment of services including appraisal fees, property tax attorney fees, and collection agency fees for delinquent accounts.
- Financial support for Keep Rowlett Beautiful is budgeted in non-departmental.
- Expenses associated with 911 services are budgeted for in Non-Departmental.
- Financial support for the Rowlett Citizen Corps is budgeted in non-departmental.
- Non-departmental budgets for air quality testing near the landfill.
- Costs associated with downtown holiday decorations are funded in non-departmental.
- A lease payment for energy conservation equipment throughout city buildings is budgeted in non-departmental.
- A transfer to provide cash funding for capital improvements is budgeted in non-departmental.
- A transfer from the General Fund to support economic development strategies and initiatives in the Economic Development fund is budgeted in non-departmental.



ECONOMIC DEVELOPMENT

1¢
per day

A Thriving Community

In Fiscal Year 2012 Economic Development in Rowlett:



Experienced over \$40 million in private investments.



Focused on growing the commercial sales tax base resulting in a 15% year over year growth.



Focused on diversifying housing choices. City Council adopted the Realize Rowlett 2020 Form Base Code which allowed for the New Neighborhood and the Urban Village Zoning Districts.



Focused on local job creation resulting in approximately 500 new employment opportunities in the community.



Implemented a \$2.5 million North Texas Council of Government Downtown Sustainability Grant. The changes to the Downtown area this grant allows the City to make will greatly enhance the attraction of new development and create a “sense of place.”

ECONOMIC DEVELOPMENT 1¢ per day

“Consultant Quality” Services

A strong commitment to providing “Consultant Quality” information and assistance to the development community has been fostered...from a project’s inception to it’s completion.

A successful *Business Retention Program* is also in place, assisting local existing businesses stay successful. This ongoing engagement is critical to a thriving community and *by May, 2013, 46 visits to local businesses had been conducted.*

Strategic Partnerships

➤ Creating Rowlett’s “sense of place” through participation in marketing efforts locally, regionally and nationally to bring the right businesses to ensure their success.

➤ Fostering strong relationships with the development and brokerage community to enhance private investment through existing business expansion and attraction of new business.

➤ *By May in Fiscal Year 2013, Rowlett welcomed 33 new businesses*



Economic Development Department Mission

To foster private and public investment through strategic partnerships to enhance and diversify Rowlett’s tax base to ensure sustainability while promoting the Realize Rowlett 2020 vision.

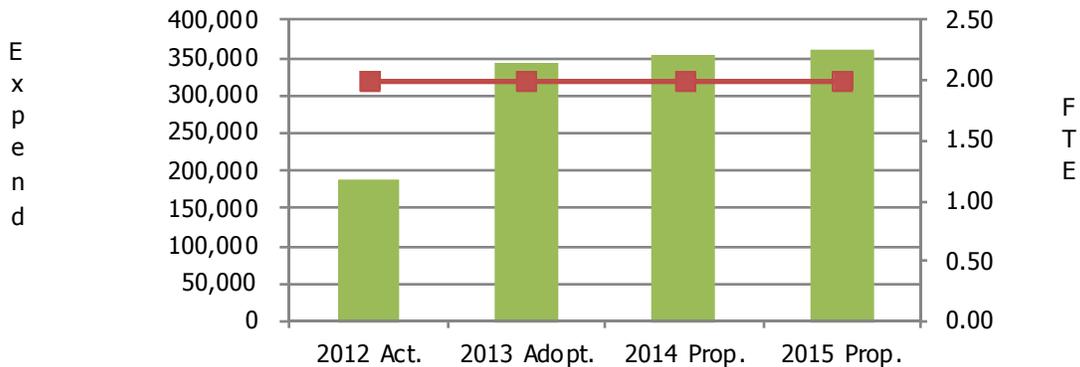
ECONOMIC DEVELOPMENT

Economic Development Department by the Numbers

Revenues	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Economic Development	315,663	316,694	316,694	316,694	316,694
Total	\$ 315,663	\$ 316,694	\$ 316,694	\$ 316,694	\$ 316,694

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ 103,234	\$ 209,130	\$ 209,130	\$ 220,123	\$ 224,968
Supplies	1,001	7,250	7,250	7,250	7,250
Purchase Services	83,332	128,215	128,812	128,215	128,215
Capital Outlay	-	-	-	-	-
Total	\$ 187,567	\$ 344,595	\$ 345,192	\$ 355,588	\$ 360,433

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Economic Development	2.00	2.00	2.00	2.00	2.00
Total	2.00	2.00	2.00	2.00	2.00



ECONOMIC DEVELOPMENT

To foster private and public investment through strategic partnerships to enhance and diversify Rowlett’s tax base to ensure sustainability while promoting the Realize Rowlett 2020 vision.

Are we doing the right things the right way?

- DART Light Rail grand opening, December 2012 after nearly a 30 year wait!
- ***The Homestead at Liberty Grove: The first “New Neighborhood” residential project under the Form Based Code (FBC) which was adopted on November 6, 2012. An estimated private investment of over \$200 million dollars to be constructed over the next 8-10 years along Liberty Grove Rd. between Princeton & Chiesa.***
- ***Waterview Plaza:*** New 16,575 square foot retail center is under construction on the corner of Liberty Grove Road & Princeton Rd. (entrance of Waterview Neighborhood).
- ***Retail Connection Roundtable:*** Staff led the Retail Connection roundtable with several retail businesses to talk about sign code requirements and other funding opportunities from the Rowlett Chamber Foundation.
- ***New Commercial Business openings:*** Dalrock Dental, Domino’s, CVS, Stonebridge Veterinary, Baylor Institute of Rehabilitation, Kick’Em, Firewheel Brewing Company, OPA! Green Tavern,
- Development and adoption of Economic Development 5 Year Strategic Plan.
- Rowlett Legislative Days at State Capitol in Austin held on Feb. 11th & 12th.
- ***Amount of Private Commercial Investment - \$2,915,200 (YTD)***
- Partnership Events: ICSC Conference, Chamber’s Golf Tournament, Downtown Business Luncheon, Chamber’s Make a Connection, Chamber Luncheon and Chamber Economic Development Board meeting
- Business Retention – 48 visits (YTD)
- ***City Sales Tax growth – 15% year over year***
- Certificate of Occupancy (CO’s) Issued: 68 (YTD)
- Commercial Construction Permits: 19 (YTD)
- Building Inspections Issued:25 (YTD)
- Raymond James/Amateur Community Theatre expansion at 4113 Main Street. The two story building includes 12 offices, conference room space and the Amateur Community Theatre of Rowlett.
- ***New job creation – 256 (YTD)***

ECONOMIC DEVELOPMENT

To foster private and public investment through strategic partnerships to enhance and diversify Rowlett's tax base to ensure sustainability while promoting the Realize Rowlett 2020 vision.

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
Foster relationships with our business and development community to enhance private investment through existing business expansion and attraction of new business.	Business Retention and Expansion Program	Conduct quarterly site visits with local businesses		100	75
		Conduct quarterly Business Roundtable events		4	4
	Strategic outreach to targeted development partners to further the RR2020 Vision	Active engagement with community partners		50	70
		Active engagement with broker/development partners		75	75
Inform both internal & external stakeholders through effective communications of the importance of creating Rowlett's sense of place and the role that it will play in developing sustainable/long lasting value.	Educate stakeholders on a ongoing basis through the use of various mediums to communicate key department activities	Utilize monthly articles in 'On the Water, On the Move' newsletter.		12	12
		Implementation of the Economic Development Strategic Plan (YR 1)		N/A	N/A
		Monthly Report 'By the Numbers' (include track lagging indicators)		12	12



UTILITY FUND

Revenue Summary

Revenues	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Water	\$ 11,490,522	\$ 15,315,474	\$ 15,315,474	\$ 15,819,276	\$ 16,314,294
Sewer	10,290,200	10,554,799	10,554,799	10,793,547	11,327,949
Subdivision Inspections	-	-	-	-	-
Water & Sewer Penalty	525,228	530,095	530,095	530,095	530,095
Miscellaneous	14,050	16,711	16,711	16,711	16,711
Water Meter & Tap Fee	48,468	17,875	17,875	17,875	17,875
Service Connect	58,250	55,630	55,630	55,630	55,630
Reconnect Fee	93,246	87,036	87,036	87,036	87,036
Impact Fees	255,710	60,000	60,000	60,000	60,000
Interest Income	8,864	11,976	11,976	11,976	11,976
G&A Transfer	139,403	139,397	139,397	139,397	139,397
Transfer in from Golf	150,000	-	-	-	-
Total	\$ 23,073,941	\$ 26,788,993	\$ 26,788,993	\$ 27,531,543	\$ 28,560,963

UTILITY FUND

Expenditure Summary

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Services	\$ 1,930,875	\$ 2,092,000	\$ 2,092,000	\$ 2,163,577	\$ 2,223,401
Supplies	430,635	317,052	317,052	301,253	306,597
Purchase Services	9,726,699	10,902,559	10,902,559	11,539,115	11,470,521
Capital Outlay	413,587	-	-	20,028	287,628
Capital Improvements	550,000	2,800,000	2,678,117	2,800,000	2,800,000
Debt Service	4,188,526	5,117,984	5,117,984	5,103,519	5,101,443
Transfers Out	5,450,432	5,476,331	5,477,524	5,476,331	5,521,116
Total	<u>\$ 22,690,754</u>	<u>\$ 26,705,926</u>	<u>\$ 26,585,236</u>	<u>\$ 27,403,823</u>	<u>\$ 27,710,706</u>

By Division	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Water/WW Admin	\$ 416,762	\$ 463,009	\$ 463,009	\$ 487,928	\$ 497,479
Water Ops	5,989,061	6,660,550	6,660,550	7,209,333	7,444,395
Wastewater Ops	4,507,730	4,520,560	4,520,560	4,659,627	4,795,566
Revenue Office	626,162	602,384	602,384	596,378	605,647
Meter Services	819,820	529,251	529,251	526,659	401,012
Non-Departmental	10,331,219	13,930,172	13,809,482	13,923,898	13,966,607
Total	<u>\$ 22,690,754</u>	<u>\$ 26,705,926</u>	<u>\$ 26,585,236</u>	<u>\$ 27,403,823</u>	<u>\$ 27,710,706</u>

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Water/WW Admin	4.50	4.50	4.50	4.50	4.50
Water Operations	9.00	9.00	9.00	9.00	9.00
Wastewater Operations	10.00	10.00	15.00	11.00	15.00
Revenue Office	6.00	6.00	6.00	6.00	6.00
Meter Services	5.00	5.00	5.00	4.00	4.00
Non-Departmental	-	-	-	-	-
Total	<u>34.50</u>	<u>34.50</u>	<u>39.50</u>	<u>34.50</u>	<u>38.50</u>

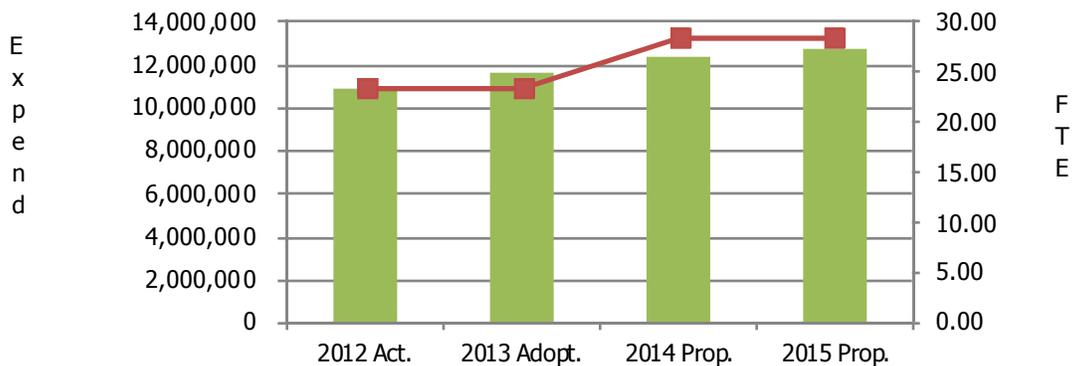
PUBLIC WORKS

Utility Fund Divisions by the Numbers

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ 1,316,155	\$ 1,504,612	\$ 1,504,612	\$ 1,619,719	\$ 1,662,998
Supplies	267,353	249,843	249,843	249,343	249,343
Purchase Services	9,316,138	9,889,664	9,889,664	10,487,826	10,560,698
Capital Outlay	13,907	-	-	-	264,401
Total	\$ 10,913,553	\$ 11,644,119	\$ 11,644,119	\$ 12,356,888	\$ 12,737,440

By Division	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Water/WW Admin	\$ 416,762	\$ 463,009	\$ 463,009	\$ 487,928	\$ 497,479
Water Ops	5,989,061	6,660,550	6,660,550	7,209,333	7,444,395
Wastewater Ops	4,507,730	4,520,560	4,520,560	4,659,627	4,795,566
Total	\$ 10,913,553	\$ 11,644,119	\$ 11,644,119	\$ 12,356,888	\$ 12,737,440

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Water/WW Admin	4.50	4.50	4.50	4.50	4.50
Water Ops	9.00	9.00	9.00	9.00	9.00
Wastewater Ops	10.00	10.00	15.00	15.00	15.00
Total	23.50	23.50	28.50	28.50	28.50



PUBLIC WORKS

To ensure that the City's infrastructure meets or exceeds minimum standards as evaluated through the national standards, and that all work performed in the community is done in such a way as to cause the least disruption in service to our citizens.

Are we doing the right things the right way?

- Reorganized Department Division providing for better efficiency and capacity for the providing service; hiring new engineering staff; acquired Fleet Services.
- Implemented water rate increase initiatives providing for several initiatives; pipe bursting, SCADA review and partial implementation; provided additional back-up power; refurbished lift stations, and replaced multiple major water and sewer lines.
- Continued to monitor the Interim Upper Pressure Plane; commenced design and engineering of the UPP long term solution.
- Completed NPDES permit application and annual report
- Completed Impact fee study/analysis project.
- Staff serviced a total of 2,200 valves, 950 hydrants, repaired 16 hydrants, replaced 4 hydrants and installed 3 additional hydrants to the water distribution system.
- The Merritt Road Water Station header and stand pipes have been cleaned and painted.
- Staff cleaned two water storage towers (Eula Drive Water Tower & Chiesa Road Water Tower) and 1 ground storage tank (3.75 mg @ Merritt Road Water Station).
- Replaced 1,000 linear feet of 6" asbestos concrete with 8" pvc on Chiesa Road.
- Staff replaced a total of 15 existing copper service lines with SDR9 poly tubing.
- Staff cleaned 10,000 linear feet of sanitary sewer main lines.
- Staff inspected and serviced 55 submersible pumps within the collection system.
- Rebuild 6 submersible pumps within the collection system.
- Staff exercised 50 valves within the collection system.
- Staff exercised 26 sluice gates monthly.
- Staff installed 34 ROW/Property Line Clean Outs.
- Staff installed 1,350 linear feet of 8" sewer main with five manholes on Bouvier Alley (260' consisted of pipe bursting between two houses).
- Staff replaced 2-18" pressure reducing valves, motors and butterfly valves at Merritt Road Water Station.
- Staff replaced 1,300 linear feet of 8" vitrified clay pipe (VCP) with 8" polyvinylchloride (PVC) pipe and 5 sanitary sewer manholes.

PUBLIC WORKS

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Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Target 2013	Target 2014
Provide superior quality water by improving and maintaining the City's water distribution system	Implement preventive maintenance and best practices to maximize asset life and provide high quality water	Collect, document and report a minimum of 60 bacteriological samples per month (720 annually)	814	720	720
		Bill for at least 92% of water purchased	88%	94%	92%
Ensure public health and safety by improving and maintaining the City's sewer collection system	Implement preventive maintenance strategies to maximize asset life	Clean at least 22,000 linear feet of lines annually	23,000	23,000	25,000
		Schedule and provide regular service to a minimum of 50 pumps per year	22%	55%	55%

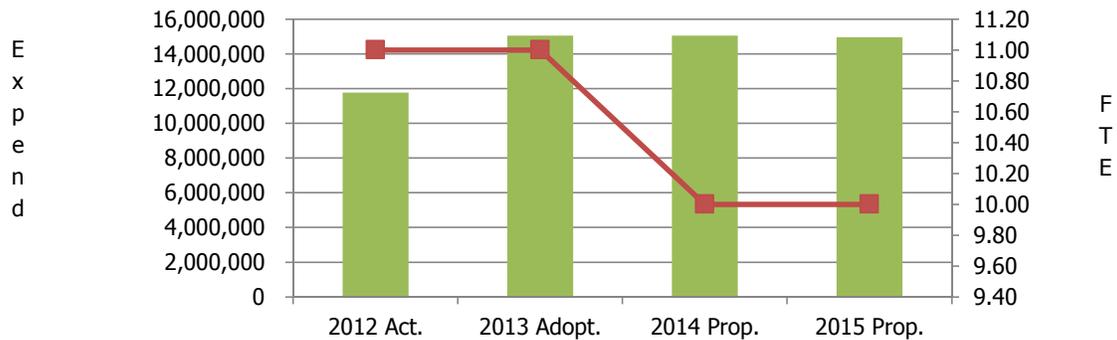
FINANCE

Utility Fund Divisions by the Numbers

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ 614,720	\$ 587,388	\$ 587,388	\$ 543,858	\$ 560,403
Supplies	163,282	67,209	67,209	51,910	57,254
Purchase Services	410,561	1,012,895	1,012,895	1,051,289	909,823
Capital Outlay	399,680	-	-	20,028	23,227
Capital Improvement	550,000	2,800,000	2,678,117	2,800,000	2,800,000
Debt Service	4,188,526	5,117,984	5,117,984	5,103,519	5,101,443
Transfers Out	5,450,432	5,476,331	5,477,524	5,476,331	5,521,116
Total	\$ 11,777,201	\$ 15,061,807	\$ 14,941,117	\$ 15,046,935	\$ 14,973,266

By Division	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenue Office	\$ 626,162	\$ 602,384	\$ 602,384	\$ 596,378	\$ 605,647
Meter Services	819,820	529,251	529,251	526,659	401,012
Non-Departmental	10,331,219	13,930,172	13,809,482	13,923,898	13,966,607
Total	\$ 11,777,201	\$ 15,061,807	\$ 14,941,117	\$ 15,046,935	\$ 14,973,266

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Revenue Office	6.00	6.00	6.00	6.00	6.00
Meter Services	5.00	5.00	5.00	4.00	4.00
Non-Departmental	-	-	-	-	-
Total	11.00	11.00	11.00	10.00	10.00



FINANCE

Ensure taxpayer money is managed effectively by providing accountable, transparent financial leadership that instills public trust and confidence.

Are we doing the right things the right way?

- Albertson's drop box – Collected data over a three month period to determine user demand. We then conducted a survey of users and asked how they would feel if we removed the box. Of those who responded 91% strongly encouraged us to keep the box in place! The box was refinished and re-installed, however, the number of pick up days was reduced to make a better use of staff time. **Customer-focused process!**
- Deposit pick up – Rowlett Police to the rescue! Police personnel pick up and drop off the deposit each day for \$6000 less than a private firm!
- Customer service – Extraordinary Customer Service training was conducted for Utility Billing and Meter Services staff – everyone certified!
- **More than 4,000 meters changed out and a non-read rate of less than 3% for the year!**
- **Improved communication with customers** – completed a video for the City's website on how to read your water meter and check for leaks.

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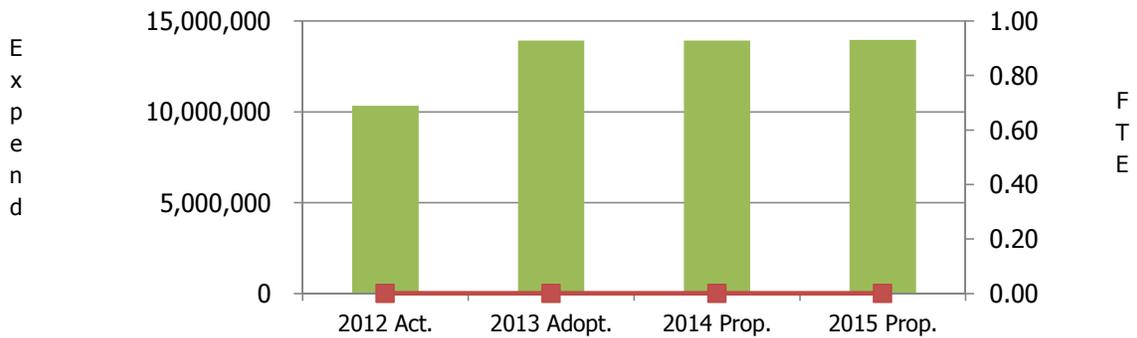
NON-DEPARTMENTAL UTILITY FUND

Non-Departmental by the Numbers

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-	-
Purchase Services	142,261	535,857	535,857	544,048	544,048
Capital Outlay	-	-	-	-	-
Capital Improvements	550,000	2,800,000	2,678,117	2,800,000	2,800,000
Debt Service	4,188,526	5,117,984	5,117,984	5,103,519	5,101,443
Transfers Out	5,450,432	5,476,331	5,477,524	5,476,331	5,521,116
Total	\$ 10,331,219	\$ 13,930,172	\$ 13,809,482	\$ 13,923,898	\$ 13,966,607

By Division	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Non-Departmental	10,331,219	13,930,172	13,809,482	13,923,898	13,966,607
Total	\$ 10,331,219	\$ 13,930,172	\$ 13,809,482	\$ 13,923,898	\$ 13,966,607

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Non-Departmental	-	-	-	-	-
Total	-	-	-	-	-



NON DEPARTMENTAL – UTILITY FUND

Are we doing the right things the right way?

- Non-departmental program accounts for certain Utility Fund expenditures that do not clearly fit under the responsibility of any single City department.
- Credit card processing fees are budgeted in non-departmental to allow for customers to conveniently use a credit card to pay their utility bills.
- A transfer in-lieu of franchise fee represents the amount of rent that all utility franchises, whether internal or external, normally pay for use of City right-of-ways.
- A transfer to provide cash funding for utility system capital improvements is budgeted in non-departmental.
- A transfer to provide cash funding for general capital improvements is budgeted in non-departmental.
- A transfer in-lieu of tax representing the amount of property tax that would be paid by a private franchise provider for water and sewer service is paid from non-departmental.
- The general and administrative transfer to the General Fund that is budgeted in non-departmental includes cost sharing of legal, accounting, insurance, and common administrative operations provided to the Utility fund by the General Fund.
- Payments for principal and interest for utility fund revenue bonds is budgeted in non-departmental.
- A transfer from the Utility Fund to support economic development strategies and initiatives in the Economic Development fund is budgeted in non-departmental.
- A lease payment for energy conservation equipment utilized by the Utility fund is budgeted in non-departmental.

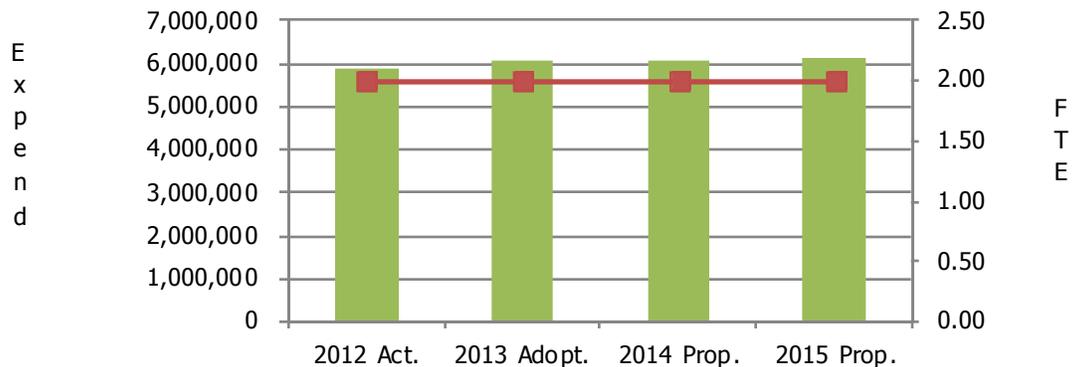
ENTERPRISE FUNDS

Enterprise Funds by the Numbers

Revenues	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Refuse Fund	\$ 4,486,413	\$ 4,764,621	\$ 4,764,621	\$ 4,835,889	\$ 4,922,242
Drainage Fund	1,301,051	1,333,611	1,333,611	1,346,939	1,346,939
Total	\$ 5,787,464	\$ 6,098,232	\$ 6,098,232	\$ 6,182,828	\$ 6,269,181

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ 102,181	\$ 109,230	\$ 109,230	\$ 111,987	\$ 115,298
Supplies	30,856	51,770	51,770	51,770	51,770
Purchase Services	3,142,358	3,541,078	3,541,078	3,582,640	3,635,168
Capital Outlay	-	-	-	-	-
Capital Improvements	583,507	335,502	335,502	335,502	335,502
Debt Service	427,457	621,945	621,945	618,894	615,776
Transfers Out	1,581,391	1,381,400	1,381,997	1,381,400	1,381,400
Total	\$ 5,867,750	\$ 6,040,925	\$ 6,041,522	\$ 6,082,193	\$ 6,134,914

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Refuse Fund	-	-	-	-	-
Drainage Fund	2.00	2.00	2.00	2.00	2.00
Total	2.00	2.00	2.00	2.00	2.00





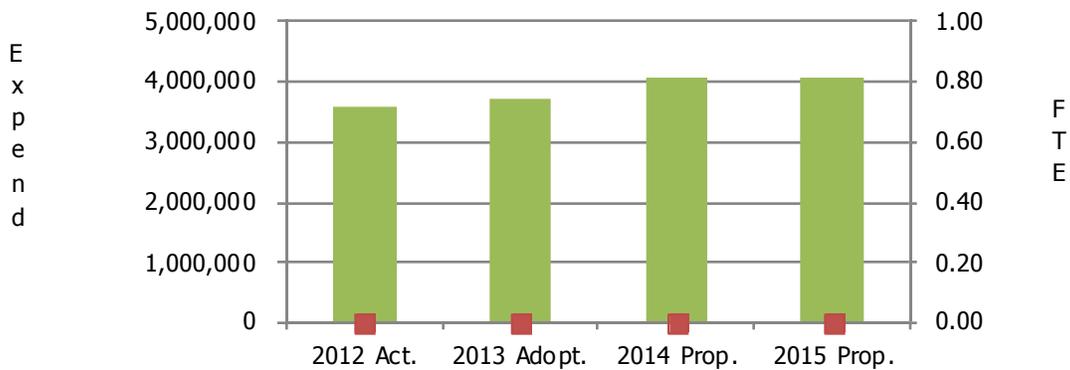
EMPLOYEE BENEFITS FUND

Employee Benefits Fund by the Numbers

Revenues	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Employee Benefits	\$ 3,065,621	\$ 3,698,369	\$ 3,787,878	\$ 4,095,123	\$ 4,095,123
Total	\$ 3,065,621	\$ 3,698,369	\$ 3,787,878	\$ 4,095,123	\$ 4,095,123

Expenditures	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Personnel Costs	\$ -	\$ -	\$ -	\$ 73,051	\$ 73,974
Supplies	-	-	-	-	-
Purchase Services	3,586,420	3,698,369	3,698,369	3,997,046	3,997,046
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total	\$ 3,586,420	\$ 3,698,369	\$ 3,698,369	\$ 4,070,097	\$ 4,071,020

Staffing	Actual FY 2011-12	Budget FY 2012-13	Estimate FY 2012-13	Proposed FY 2013-14	Proposed FY 2014-15
Employee Benefits	-	-	-	-	-
Total	-	-	-	-	-



EMPLOYEE HEALTH BENEFITS FUND

Building a culture of wellness and creating educated consumers of healthcare

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Proj 2013	Target 2014
Promote health and wellness in order to improve employee performance and reduce absenteeism by implementing year 2 of the Wellness Accountability Program	(Wellness) Encourage fitness activity by offering programs with physical elements, such as the 100 Day Live Healthy America Challenge, group fitness classes, and the Step Into Summer program.	Decrease % of employees overweight or obese	83.0%	86.0%	82.0%
	(Education) Identify health risks to successfully manage employee health by providing biometric screenings, health risk assessments and annual physical exams.	Decrease % of employees who are hypertensive or pre-hypertensive	77.0%	68.0%	65.0%
	(Education) Increase employee education of health by promoting annual health screenings, annual health fair, flu shots and ongoing educational workshops.	Decrease % of employees who are diabetic or pre-diabetic	26.0%	26.0%	24.0%

EMPLOYEE HEALTH BENEFITS FUND

Building a culture of wellness and creating educated consumers of healthcare

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Proj 2013	Target 2014
Promote health and wellness in order to improve employee performance and reduce absenteeism by implementing year 2 of the Wellness Accountability Program	(Education) Implement Stakeholder Code for employees to acknowledge accountability to the City and other stakeholders for the use of healthcare benefits and successful management of employee health.	Achieve % of employees who sign the Stakeholder Code of Conduct	n/a	n/a	100.0%
Manage rising healthcare costs by creating a culture of health; appropriate benefit design; plan performance review & transparency; and management of health risks	(Wellness) The average doctor visit cost in the DFW area is approximately \$120. As a result, implement year one of an employee clinic with a negotiated cost of \$75 per visit.	Monitor \$ savings from employee usage	n/a	n/a	\$5,500

EMPLOYEE HEALTH BENEFITS FUND

Building a culture of wellness and creating educated consumers of healthcare

Are we adding value and how do we know it? - Performance Measures

Objective	Strategy	Performance Measure	Actual 2012	Proj 2013	Target 2014
Manage rising healthcare costs by creating a culture of health; appropriate benefit design; plan performance review & transparency; and management of health risks	<p>(Education) Continue providing COMPASS to help employees and other users of the City's Employee Health Benefits Plan prepare for upcoming procedures, select and compare costs among healthcare providers, and review bills and charges for accuracy.</p>	Achieve rate of return of 10% or better	n/a	12.5%	10.0%
	<p>(Performance) Monitor and evaluate plan review to track types of claims and other performance data to understand and develop possible plan or other program changes to improve performance.</p>	Achieve % of medical claims paid in network of 95% or better	93.6%	96.1%	95.0%
	<p>(Performance) Maintain claims at or below industry average</p>	Achieve % of pharmaceutical claims using generic substitution of 95% or better	96.7%	97.5%	95.0%
	<p>(Performance) Achieve % increase in expected annual claims industry average or or less</p>	Achieve % increase in expected annual claims industry average or or less	6.90%	10.50%	11.00%

**CITY OF ROWLETT
SUMMARY OF TWO YEAR**

CAPITAL IMPROVEMENTS PLAN (with priority rankings)

Project Number	Project Title	Ranking	Carryover 2012	New Funding	2013			Proposed 2014	Proposed 2015	Two Year Total
					Approved Amendments	Proposed Changes	Total Budget			
ALL PROJECTS										
tba	1.25MG elevated tank for upper pressure plan @ Main Street and associated work						2,700,000			-
tba	12" Dalrock and Chiesa	52		1,100,000		(1,100,000)		1,100,000		1,100,000
tba	12" Water Line Boyd LPP	tba						650,000		650,000
tba	12" Water Line Dalrock - Miller to Schrade	tba						2,700,000		2,700,000
tba	12" Water Line Downtown Redevelopment	tba						371,000		371,000
tba	12" Water Miller east of Chiesa	tba		250,000		(200,000)		300,000		300,000
tba	16" water line Main Street	75		627,400				627,400		-
WA1157	16" water line Miller RR-PGBT	75	4,480	852,400				856,880		-
SS2093	18" Merritt Road Sewer Line	59	809,932					809,932		-
WA2096	2.25MG elevated tank for upper pressure plane @ Hwy 66	65	1,000,000	3,229,120		(4,229,120)				-
WA1155	24" water line along Princeton Road from Liberty Grove Road to Dalrock Road	76	2,010				2,010			-
tba	24" water line lower pressure plane						1,500,000			-
WA2092	36" Merritt Road Waterline	tba	1,616,247		220,000		1,836,247			-
tba	Additional pump for UPP	tba						330,000		330,000
ST2104	Alley Improvements	70	1,411,438	295,000				395,000		790,000
ST2075	Alley panel replacement	70	198,850	335,000				335,000		670,000
ST2077	Asphalt Rehabilitation/Overlay	90	76,939	450,000				350,000		700,000
tba	Backup power	tba		50,000				50,000		100,000
SP2088	Capital Equipment	tba		320,000				70,000		140,000
WA2091	Castle Hills 12" waterline (including easements)	75	2,085				2,085			-
ST2096	CDBG Projects	93	614,833	204,181				24,316		48,632
SP1018	Coyle House Renovations	tba	24,704					24,704		-
ST2078	Crack Seal	90	156,595	150,000				150,000		300,000
SP2087	Downtown TOD Projects (previously Dalrock Park-N-Ride)	82	2,536,150					2,536,150		-
SS1159	Eastside Lift Station	tba	971,186				528,814			-
ST2080	Foam Injection	90	1,655	100,000	25,000		100,000			200,000
SP2048	Golf Course Improvements	71					182,561	173,346		355,907

**CITY OF ROWLETT
SUMMARY OF TWO YEAR**

CAPITAL IMPROVEMENTS PLAN (with priority rankings)

Project Number	Project Title	Ranking	Carryover 2012	New Funding	2013		Total Budget	Proposed 2014	Proposed 2015	Two Year Total
					Approved Amendments	Proposed Changes				
ALL PROJECTS										
PK2079	Katy RR Park	46	87,875	-	-	-	87,875	-	-	-
CO2098	Kyle Drainage Imp.	tba	690,297	-	-	-	690,297	-	-	-
ST2096	Larry Street Utilities	tba	-	198,024	-	-	198,024	-	-	-
tba	Lift & Pump Stations	tba	-	465,000	-	-	465,000	465,000	465,000	930,000
SS1141	Main Street Lift Station	72	118,538	-	(118,538)	-	-	-	-	-
SS1141	Manhole Rehabilitation	tba	15,728	400,000	-	-	415,728	400,000	400,000	800,000
tba	Martha Elevated Tank Refurbishment	tba	-	100,000	-	-	100,000	-	-	-
ST2056	Martin/Freedom Drive Extension	72	669,942	-	(200,000)	-	469,942	-	-	-
ST2074	Merritt Road Interconnector	73	7,991,729	-	-	-	7,991,729	-	-	-
ST2073	Miller / Chiesa Intersection (formerly Miller Road Recon-Phase II)	86	208,918	-	-	-	208,918	-	-	-
CO2028	Miller Road Recon-Phase I	65	320,000	-	-	-	320,000	-	-	-
ST2100	Miller Road/Rowlett Creek Bridge	tba	623,443	-	-	-	623,443	-	-	-
ST2052	Misc. Concrete/Asphalt >60 PCI	70	271,040	1,430,000	(25,000)	-	1,676,040	1,500,000	1,500,000	3,000,000
DR2065	Misc. Drainage Imp. Per Storm Drain MP	90	262,073	305,502	-	-	567,575	305,502	305,502	611,004
SS1102	Misc. Sewer Line Repair & Replacement	90	-	840,000	(180,600)	-	659,400	590,000	590,000	1,180,000
WA1108	Misc. Water Line Repair & Replacement	90	699,410	590,000	(418,024)	-	871,386	590,000	590,000	1,180,000
PK3009	Park Improvements	90	4,081	-	-	-	4,081	-	-	-
DR2094	Penridge & Chiesa Erosion Control	tba	365,147	-	-	-	365,147	-	-	-
WA2102	PGBT Utility Reimbursement	90	3,399,220	-	-	-	3,399,220	-	-	-
tba	PGBT Water & Miller Heights to RHS	tba	-	350,000	(300,705)	-	49,295	360,000	360,000	360,000
tba	Preventative Maintenance	tba	-	542,500	-	-	542,500	542,500	542,500	1,085,000
ST2070	Princeton Road Replacement	60	31,669	-	-	-	31,669	-	-	-
CO2046	Rowlett Rd Recon-Phase 2	59	3,816,206	-	(1,300,000)	-	2,516,206	-	-	-
CO2055	Rowlett Rd Recon-Phase 3	61	102,922	-	-	-	102,922	-	-	-
PK2083	Rowlett Road Landscape	41	515	-	-	-	515	-	-	-
SS1105	Rowlett Road Lift Station	59	700,000	-	(700,000)	-	-	-	-	-
WA2095	Rowlett Road Pump Station and associated \	59	2,319,956	2,150,000	-	1,216,686	5,686,642	-	-	-
PK2100	Scenic Point Park	47	621,755	-	-	-	621,755	-	-	-
SS1160	Schrade Lift Station	tba	-	800,000	-	-	800,000	-	-	-
SS2096	Schrade Manhole Sewer Line	tba	75,136	-	(9,700)	-	65,436	-	-	-
ST2084	Screening Wall Rehabilitation	90	21,833	50,000	-	-	71,833	50,000	50,000	100,000

CITY OF ROWLETT

SUMMARY OF TWO YEAR

CAPITAL IMPROVEMENTS PLAN (with priority rankings)

Project Number	Project Title	Ranking	Carryover 2012	New Funding	2013		Total Budget	Proposed 2014	Proposed 2015	Two Year Total
					Approved Amendments	Proposed Changes				
ALL PROJECTS										
SS1134	SH 66 E. Sewer Line	tba	-		180,600		180,600			-
tba	SH 66 Force Main	tba					-	4,200,000		4,200,000
ST2097	Sidewalk Replacement	tba	94,631	70,000			164,631			-
ST2085	Sign Replacement/Pavement Marking	90	84,401	90,000			174,401	90,000	90,000	180,000
ST2099	Southbound Dalrock @66 turn lane design	tba	118,385				118,385			-
SS2101	SSSES Implementation	tba	351,451	623,376			974,827			-
DR2103	Stormwater Management	tba	29,996	30,000			59,996	30,000	30,000	60,000
tba	Tower/Tank Maintenance	tba		50,000			50,000	50,000	50,000	100,000
ST2076	Traffic Management Projects	82	331,831				331,831			-
ST2086	Traffic Signal Repair/Maintenance	90	68,057	30,000			98,057	30,000	30,000	60,000
tba	UPP 16" water line enhancements						750,000			-
tba	Utility Appurtenances (valves & hydrants)	tba		42,500			42,500	42,500	42,500	85,000
WA1118	Water Tank Refurbishing	90	352,117				352,117			-
DR2067	Waterview Drainage Improvements	100	21,824				21,824			-
SS1158	Westside Lift Station	tba	69,482		28,238		97,720			-
n/a	Unallocated fund balance	tba		1,619,207			(865,675)			-
Total All Projects			34,366,712	17,741,186	(1,500,000)	-	50,607,898	6,342,379	16,344,164	22,686,543

CITY OF ROWLETT

SUMMARY OF TWO YEAR

CAPITAL IMPROVEMENTS PLAN (with priority rankings)

Project Number	Project Title	Ranking	Carryover 2012	New Funding	Approved Amendments	Proposed Changes	Total Budget	Proposed		Two Year Total
								2014	2015	
ALL PROJECTS										
FUNDING SOURCES (ALL FUNDS):										
SOURCES OF FUNDS:										
	Current Revenues		-	6,135,502	-	-	6,135,502	6,318,063	6,308,848	12,626,911
	Previous Resources		13,952,162	2,901,503	-	-	16,853,665	-	-	-
	Debt Financing - CO's		-	-	-	-	-	-	-	-
	Debt Financing - GO's		-	-	-	-	-	-	-	-
	Debt Financing - Revenue Bonds		-	8,500,000	-	-	8,500,000	-	10,011,000	10,011,000
	Federal Sources		16,162,438	-	(1,300,000)	-	14,862,438	-	-	-
	NCTCOG		2,000,000	-	(200,000)	-	1,800,000	-	-	-
	County		334,531	-	-	-	334,531	-	-	-
	CDBG		614,833	204,181	-	-	819,014	24,316	24,316	48,632
	Impact Fees		575,293	-	-	-	575,293	-	-	-
	Donations		150,000	-	-	-	150,000	-	-	-
	Other		577,455	-	-	-	577,455	-	-	-
	Total Sources		34,366,712	17,741,186	(1,500,000)	-	50,607,898	6,342,379	16,344,164	22,686,543

USES OF FUNDS:

Alley Improvements	8,528,801	630,000	-	-	-	-	9,158,801	730,000	730,000	1,460,000
Land/Site Acquisition	504,381	-	-	-	-	-	504,381	-	-	-
Streets & Roadways	9,674,305	2,524,181	(1,500,000)	-	-	-	10,698,486	2,244,316	2,244,316	4,488,632
Park Improvements	753,283	-	-	-	-	-	753,283	-	-	-
Public Safety	154,817	-	-	-	-	-	154,817	-	-	-
Library	-	-	-	-	-	-	-	-	-	-
Recreation	-	-	-	-	-	-	-	-	-	-
Utility Improvements	14,370,605	12,854,030	-	-	-	-	27,224,635	3,065,502	13,076,502	16,142,004
Leasehold Improvements	358,687	-	-	-	-	-	358,687	182,561	173,346	355,907
Other	21,833	1,732,975	-	-	-	-	1,754,808	120,000	120,000	240,000
Total Uses	34,366,712	17,741,186	(1,500,000)	-	-	-	50,607,898	6,342,379	16,344,164	22,686,543