



PROPOSED BUDGET

FY 2015

CITY OF ROWLETT

This budget will raise more total property taxes than last year's budget by \$2,719,351 or 11.6%, and of that amount \$248,248 is tax revenue to be raised from new property added to the tax roll this year.

CITY OF ROWLETT
ANNUAL OPERATING BUDGET
FISCAL YEAR
OCTOBER 1, 2014 - SEPTEMBER 30, 2015

CITY COUNCIL

Todd Gottel, Mayor

Michael Gallops, Mayor Pro-Tem

Carl Pankratz, Deputy Mayor Pro-Tem

Robbert van Bloemendaal, Councilmember

Debby Bobbitt, Councilmember

Tammy Dana-Bashian, Councilmember

Rick Sheffield, Councilmember

CITY STAFF

Brian Funderburk, City Manager

Jim Proce, Assistant City Manager

Neil Howard, Fire Chief

Kathy Freiheit, Library

Mike Brodnax, Police Chief

Jermel Stevenson, Parks

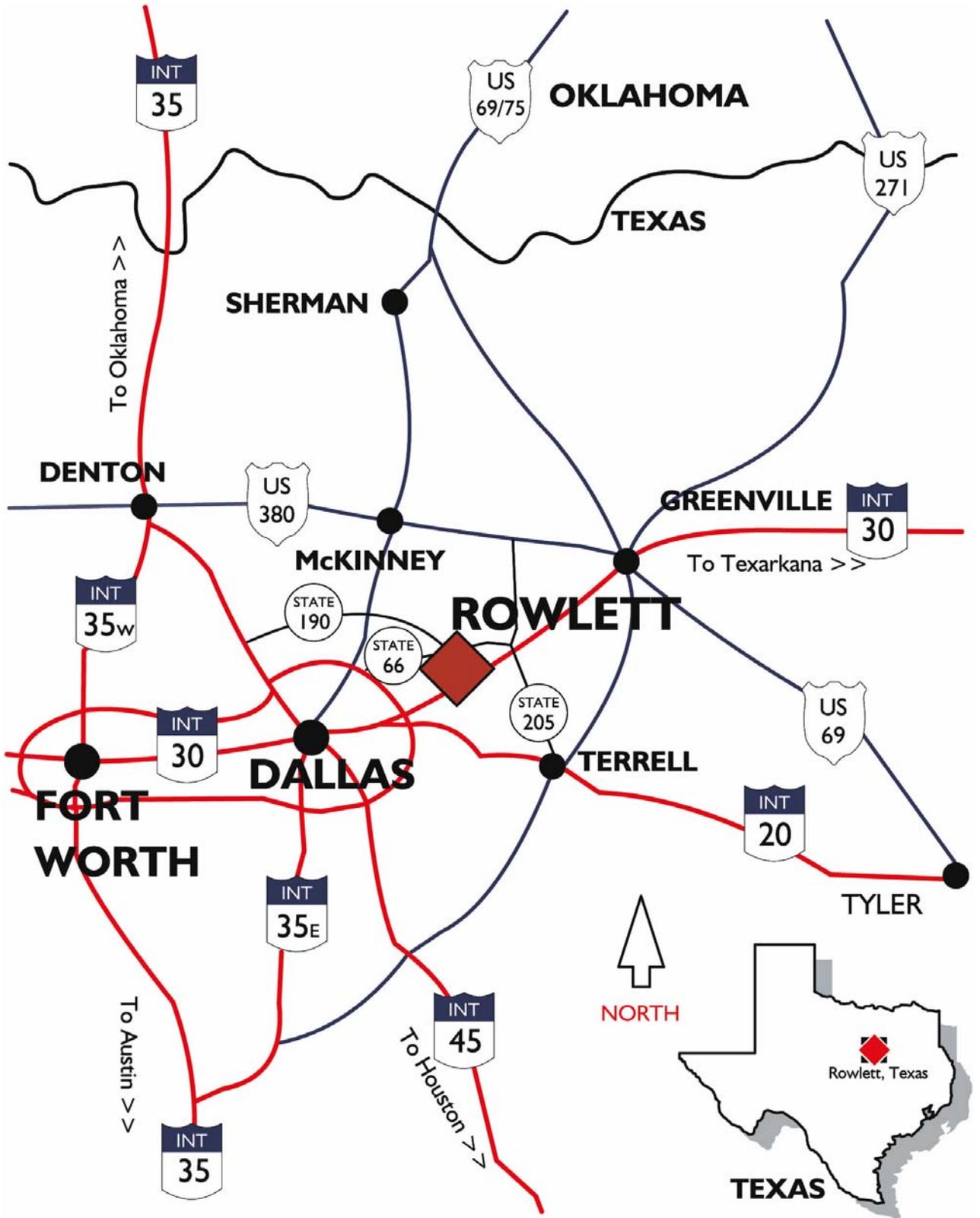
Tim Rogers, Public Works

Jim Grabenhorst, Econ Development

Alan Guard, Finance

Laura Hallmark, City Secretary

CITY OF ROWLETT LOCATION MAP



INTRODUCTION

Budget Message 1
 Organization Chart..... 61
 Calendar 62

SUMMARIES

Combined Fund Summary FY 2013-14..... 64
 Combined Fund Summary FY 2014-15..... 66
 General Fund Summary..... 68
 Economic Development Summary 69
 Debt Service Fund 70
 Utility Fund 71
 Refuse Fund..... 72
 Drainage Fund..... 73
 Impact Fee Fund 74
 Police Seizure Fund..... 75
 Innovations Fund..... 76
 Hotel Motel Fund 77
 PEG Fund..... 78
 Grants Fund 79
 CDBG Fund 80
 Inspection Fees Fund 81
 Juvenile Diversion Fund..... 82
 Court Technology 83
 Court Security 84
 Golf Fund..... 85
 Employee Benefits Fund 86
 Personnel Detail 87

GENERAL FUND

General Fund Revenue Detail..... 93
 General Fund Expenditure Summary 95
 City Council..... 97
 City Manager..... 101
 City Secretary..... 105
 Development Services..... 109
 Finance..... 115
 Fire Rescue 123
 Human Resources..... 131
 Information Technology 137
 Library..... 141
 Parks and Recreation 147
 Police 153
 Public Works 163
 Non Departmental 169
 Economic Development..... 171

ENTERPRISE FUNDS

Utility Fund Revenue Summary 177
 Utility Fund Expenditure Summary 178

FY 2015 CITY OF ROWLETT BUDGET

Public Works Utility Fund.....	179
Finance Utility Fund	183
Non Departmental Utility Fund.....	184
Enterprise Funds	187
INTERNAL SERVICE FUND	
Employee Benefits Fund.....	189
SUPPLEMENTAL INFORMATION	
Pay Plan	193



August 5, 2014

Dear Honorable Mayor and Councilmembers:

In accordance with Section 6.02 of the City Charter of the City of Rowlett, I am pleased to present the Proposed Budget for Fiscal Year 2015 (FY2015). 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

What a difference a year makes! After five straight years of decline in our property tax values, the City is beginning to see the onset of an improved housing market and the promise of new growth. As Rowlett moves away from the specter of additional declines in the property tax base, we can now look forward to financially putting the City back on track. And, after nine straight years with the same tax rate, the City is now prepared to increase the tax rate. The combination of improved tax values, new growth, and additional tax dollars will finally provide an opportunity for the City to fix structural weaknesses in our

budget, address years of deferred maintenance, mitigate difficult challenges, and enhance our parks and amenities. The time has come for the City to put the past behind us and look forward to the future.

While the past five years have been difficult, we have not lost sight of our true purpose, which is to serve our citizens. Even in the midst of falling revenues, we believe we have provided a higher level of service while ensuring that the bulk of the budgetary reductions would not impact our customers. This achievement is a testament to the outstanding employees in the City of Rowlett who truly make a difference every day in the lives of those we serve. It is also a testament to the level of financial stewardship provided by the Mayor and City Council. I sincerely want to thank you for the leadership and direction you continue to provide.



Rowlett is a great place to live with a bright future ahead. Certainly, we have our challenges, but with the opening of the President George Bush Turnpike (PGBT) and Dallas Area Rapid Transit (DART) Light-rail, along with recently approved developments using our new form-based codes, our community will begin to see the high quality and amenities it deserves and has long desired. Others also see Rowlett as a great community. In 2010, Rowlett was named in the *Top 25 Best Places to Live* by Money Magazine and in 2013, Rowlett was named *America's Best Small City to Move to*. **Rowlett is indeed on the move!**



WHERE HAVE WE BEEN AND HOW HAS THAT IMPACTED THIS YEAR'S BUDGET PROPOSAL?

Like many other communities, the economic decline experienced during the Great Recession placed a heavy burden on Rowlett. In the past seven years, the average taxable value of residential homes declined 10.6 percent. While this has benefitted our homeowners, who in 2014 are now paying an average of \$118 less in property taxes than they were seven years ago, it has also caused a direct reduction in the City's tax revenues to the tune of about \$1.9 million in just the last five years alone. This is now equivalent to six cents on the tax rate, which cumulatively over five years has resulted in the loss of \$6.9 million - \$6.9 million that has not been available for police and fire services, parks, amenities or other purposes.

This erosion of our property tax revenue compelled Rowlett to make increasingly more difficult decisions. As a result, over the past several years, staff developed and managed an ongoing financial strategy to “bridge” our financial gap until the completion of the PGBT and DART Light-rail. The length and depth of our revenue decline also made the City defer expenditures, cut staff and “make-do” just as many of our residents had to do.

We noted in the FY2014 Budget Memo that 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 no longer exists. In addition, we also noted that 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, which is not currently funded in the tax rate. The City has also 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.

Playgrounds built 20 – 30 years ago in the height of our growth cycle have reached the end of their useful lives and need to be replaced. Replacement of these playgrounds requires funding, which is not currently allowed for in the tax rate. And, housing values continued to decline. This decline further exacerbated 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. **In FY2014 we asked, 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?**

Finally, we recognized that while we could not continue to sustain our financial “bridge” strategy beyond FY2014, it has had a significant benefit that I want to acknowledge. **It 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.**

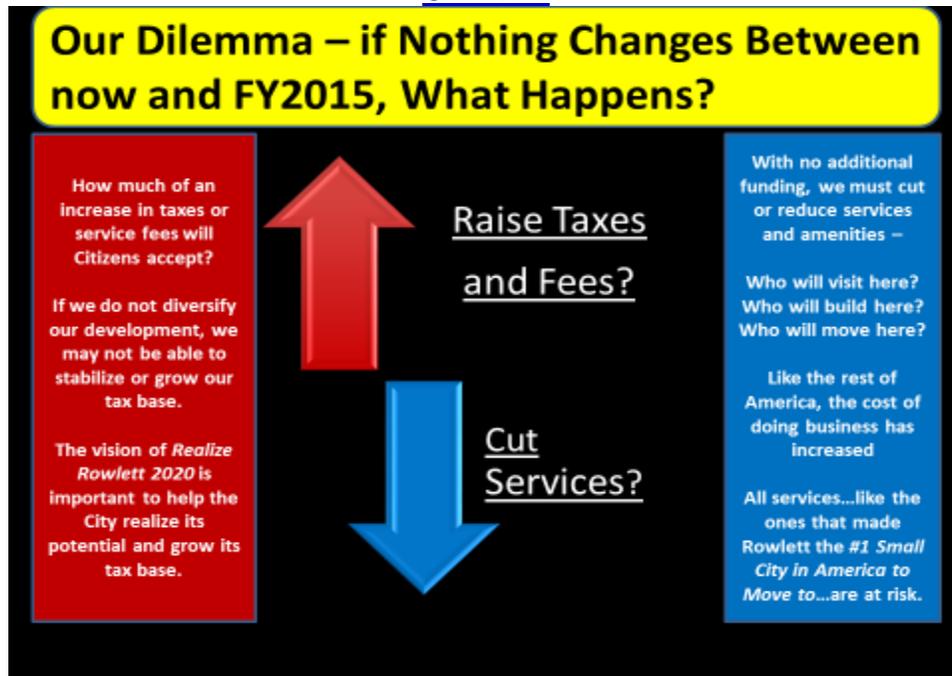
Therefore, the FY2015 budget makes a significant departure from those adopted over the past seven years. We will not experience a decline in our property tax values for the first time in five straight years. Instead, tax values from annual assessments will increase. And while new growth from projects like The Homestead at Liberty Grove, Terra Lago and others will bring additional revenue to the City in the future, as indicated several times in this budget memo, revenue from this new growth will not help the City’s budget until two to three years from now. This necessitates an increase in the property tax rate that, combined with the increase in taxable assessed value, will allow the City to finally address structural imbalances and deferred maintenance. The remainder of this budget memo outlines the strategies developed for the significant policy proposals recommended by staff.

THE MY ROWLETT! CAMPAIGN

Because the City’s revenues have been shrinking and expenses continue to rise, it is important to find the appropriate sustainable balance between services offered and the City’s ability to pay for them. Not only does Rowlett need the appropriate level of staffing to provide these services, but our employees must have the right tools, such as equipment and technology, to provide them as well.

As outlined in the budget message for the FY2014 Adopted Budget, 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 either 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 1 below) – if nothing changes between now and FY2015, what happens?***

CHART 1



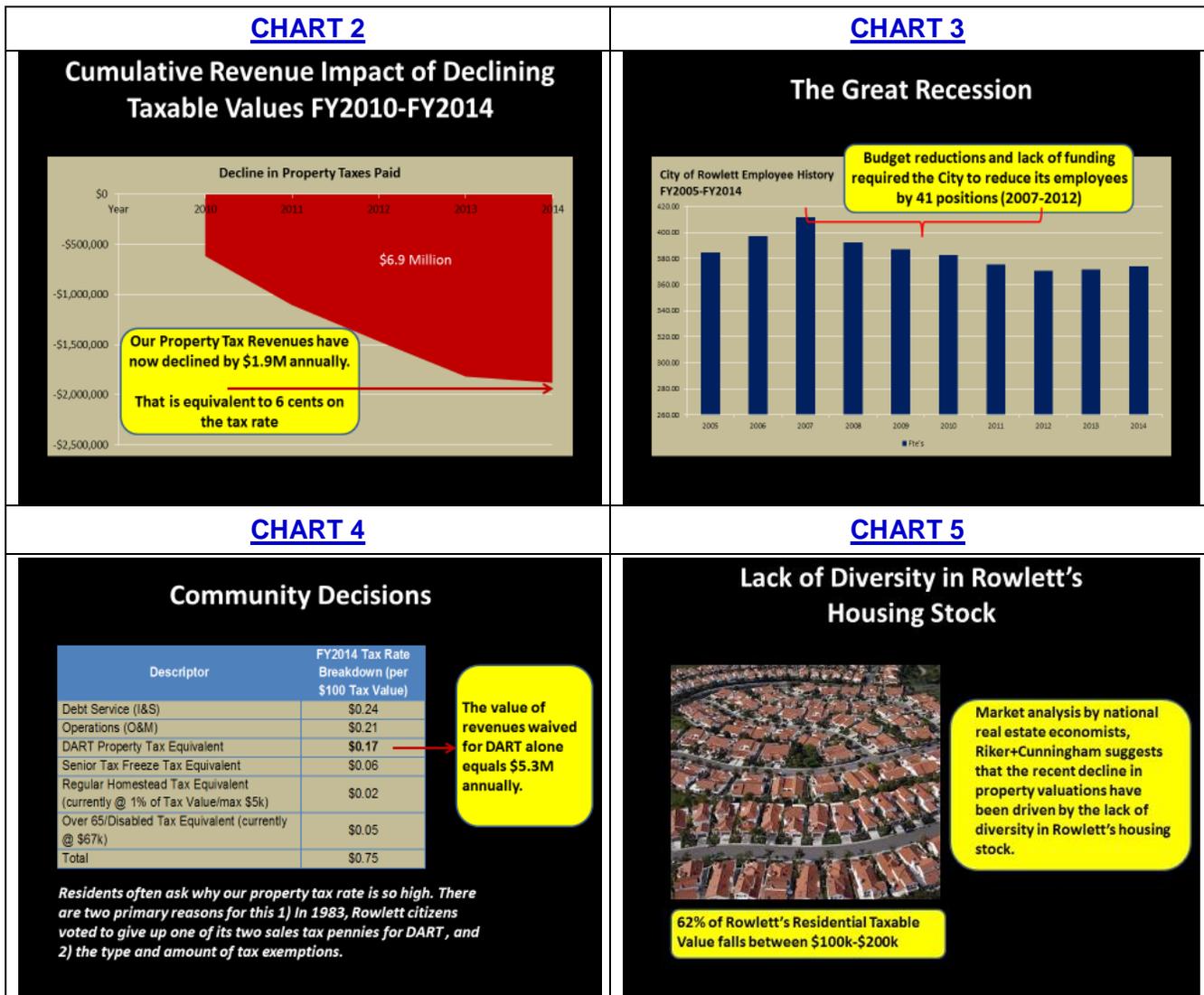
We knew when we started this journey to determine what we want our vision for Rowlett to be, Council and citizens would angst over the right answer – higher taxes/fees or reduced services. As outlined several times in the FY2014 budget message, Rowlett cannot continue to “make-do” waiting for PGBT and 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 Rowlett citizens will have to make strategic decisions to determine what our community’s future will be. We have now provided our residents the opportunity to engage and provide feedback with these decisions with the *Rowlett. My Community. My Money. My Choice* campaign. Citizens who participated were engaged in an honest conversation about what our future looks like.

The My Rowlett campaign was developed to accomplish two things. First, staff recognized the need to educate residents on how the City spends its money and, more specifically, about the current level of efficient programs and services provided utilizing their tax dollars. Second, staff sought citizen input on a myriad of programs and functions provided by the City and asked questions about how they felt about their community and the value received for their hard earned tax dollars. In summary, the ultimate goal of the *My Rowlett* Campaign was to not only educate citizens on the value of the programs and services they receive for their tax dollar, but also to receive input on possible service reductions and to gauge citizens’ willingness to raise the tax rate to save those services.



The impetus of this campaign was the recognition that City revenues continue to decline and expenses continue to rise. The City acknowledged that taxable assessed value had declined for the fifth straight

year, impacting the City's tax revenue by \$1.9 million annually, which was the equivalent of six cents on the tax rate. As a result, our dilemma is that if nothing changes between now and FY2015, what happens? Staff showed the public a series of slides (Charts 2-5) to make the point that after holding the line with the property tax rate for nine years, we no longer have the ability to reduce further spending without reducing services. And, that after cutting over 40 positions since 2007, reducing the costs of operations and implementing other cost saving measures, City operations are as efficient as we can get without impacting services. For these reasons the City engaged the community, to receive feedback about possible service reductions versus increases to the property tax rate.



The campaign was conducted over a one and one-half month period. Six public meetings were held all across the City, including the Rowlett Community Centre, City Hall and all four fire stations. In addition, the presentation was also made to several smaller groups, such as City boards and committees. Each program took approximately an hour. In addition, citizens were provided the opportunity to take the survey online. Each household was given the ability to take the survey up to two times per utility account, but accommodations were also made to include citizens without a water account.

In all, 267 respondents participated either in-person or online. (Note: not everyone answered every question). There were some interesting statistics generated from these survey results. As shown in Chart 6 below, 78 percent of our residents indicated that the taxes that they pay were Low to About Right.

That is up 18 percent from the 60 percent respondents voted in the first *My Rowlett* campaign in FY2011. Only 4.3 percent felt they were Very High. In addition, nearly 67 percent of our citizens prefer to increase taxes rather than reduce services, as shown in Chart 7 below.

CHART 6

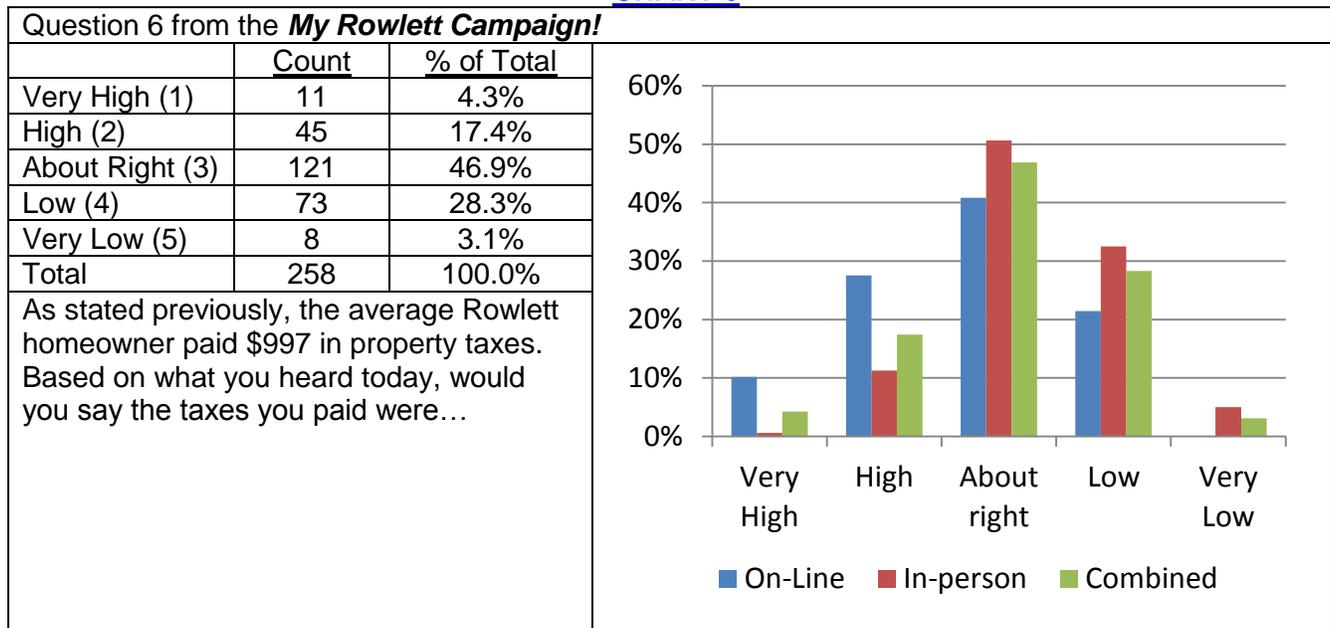
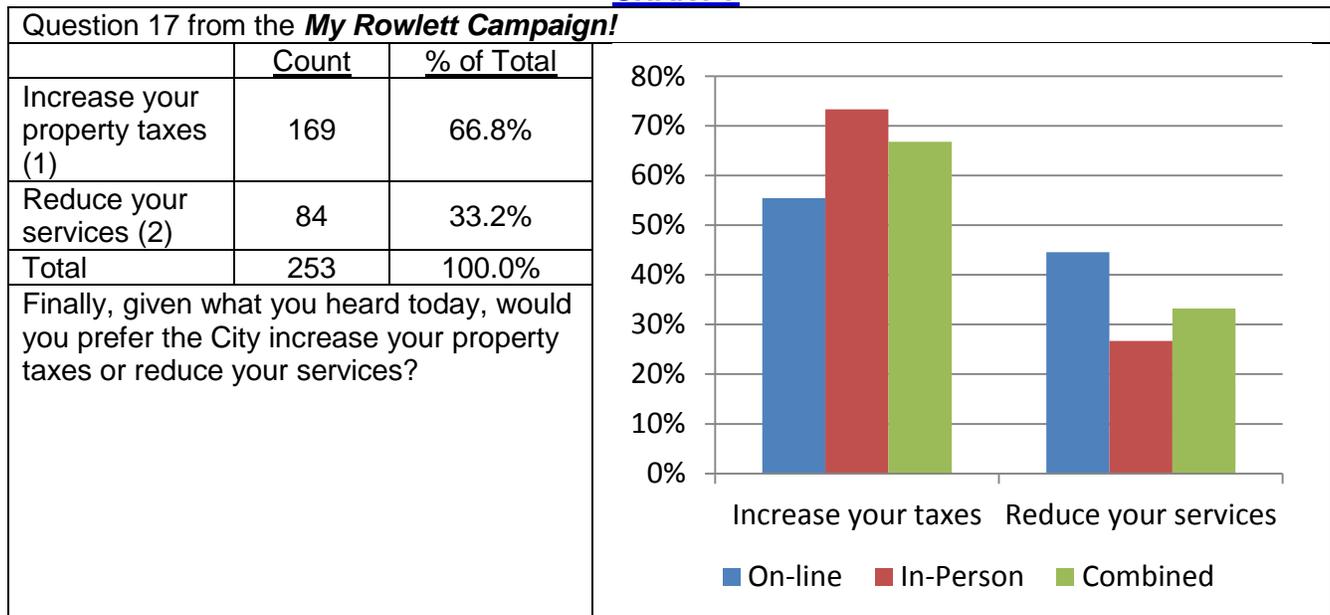


CHART 7



Final results from the *My Rowlett* Campaign were published on the City's website at www.rowlett.com and are still available for the public to view.

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

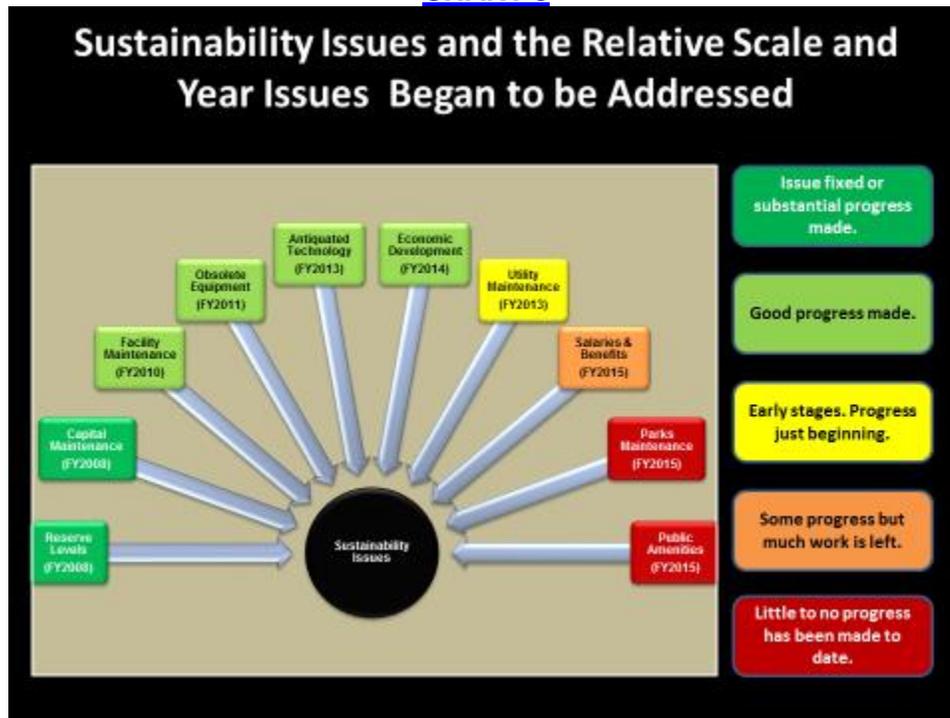
As a part of our Five (5) Year Financial Strategy towards sustainability, staff continues to focus on issues that must be solved in order for our organization to be more sustainable. We have made important headway in the past few years, although some issues have either not been addressed or only lightly

addressed because bridging our financial gap until the construction and opening of the PGBT and DART Light-rail was viewed as more critical. However, we are now past that point and can continue work on our sustainability strategies. The following section outlines in some detail our challenges and opportunities.

Challenges

In terms of addressing our sustainability strategies in the two-year budget, FY2016 was developed much like FY2015. It captures and holds progress made with regard to key initiatives (i.e. additional funding for equipment). These challenges are outlined in this Budget Memo.

CHART 8



In recent years, the City has begun building funding strategies for our most significant sustainability challenges. Chart 8 above represents the relative progress made while addressing a \$1.9 million reduction in property tax revenue. Certainly progress has been made, particularly in the area of the Cash Community Improvement Plan (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. Key issues remaining to be solved include addressing market competitiveness for pay, parks maintenance and public amenities.

Charts 9 below list some of Rowlett’s most significant challenges and opportunities. Chart 9 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 allowed the City to maintain the same tax rate for nine straight years and “bridge” the fiscal gap to FY2015. This comes at a cost. Over the past five 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 and experienced employees. In addition, turnover is a significant issue, which impacts the ability of the City to deliver essential services.

CHART 9

	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 for nine straight years and “bridge” the fiscal gap to FY2015. • Outstanding talent on Executive Team and real depth in the organization provides the foundation for our “<i>citizen-centered government</i>”. • Recent funding to replace obsolete technology and equipment has positioned the City to become more efficient and productive. 	<ul style="list-style-type: none"> • Lack of competitiveness of employee pay in relation to DFW market cities hurts ability to recruit and retain talented employees. • Excessively high employee 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 affects the ability to maintain those amenities. • Lack of funding for parks maintenance limits the ability to address much needed enhancements or improvements that could otherwise take advantage of our proximity to Lake Ray Hubbard and encourage tourism.
External Influences (Strategic)	<u>Opportunities</u>	<u>Threats</u>
	<ul style="list-style-type: none"> • Positive economic development opportunities are available now that the PGBT and DART Light-rail 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 allow 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 hinder development opportunities. • Taxes paid per capita (20% less than market median) provide 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 until addressed. • Remaining proceeds from bonds issued in prior years are nearly gone, providing the impetus to hold a future bond election in 2015.

Chart 9 also emphasizes external opportunities and threats that strategically impact our mission. With the completion of the PGBT and DART Light-rail, along with the adoption of *Realize Rowlett 2020* and form-based codes, Rowlett is extraordinarily poised to benefit from an economy that appears to be strengthening. In addition, the relative wealth of the community provides capacity to add 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!*

For FY2015 and FY2016, there are specific challenges Rowlett needs to address. For example, as discussed above, Rowlett has an upcoming budget shortfall in FY2015 that must be addressed and represents Challenge #1 that we must fix. In addition, we need to fix our employee turnover and address the market conditions affecting that turnover. These challenges are listed below.

CHALLENGE #1: BUDGET SHORTFALL

Because the City's revenues have been shrinking and expenses 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. After absorbing a \$1.9 million decline in property tax revenues over the past five years, the City no longer has the ability to bridge the gap beyond FY2014.

As a result, staff conducted the *My Rowlett* campaign to help educate citizens on the City's financial needs. In addition, over the past nine months, staff has scrubbed the budget and cut approximately \$600 thousand, leaving a remaining budget shortfall of about \$950 thousand. This balance can only be fixed by an increase in the tax rate or a reduction in services.

CHART 10

Cumulative Revenue Impact of Declining Taxable Values FY2010-FY2014

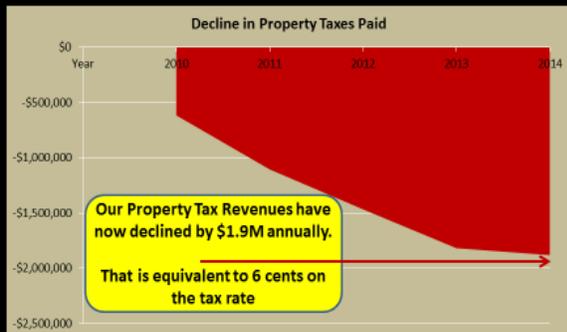
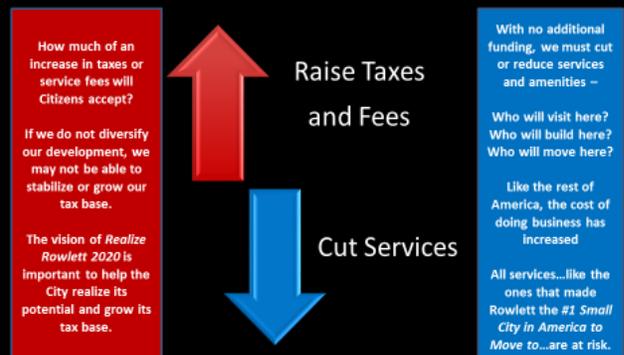


CHART 11

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

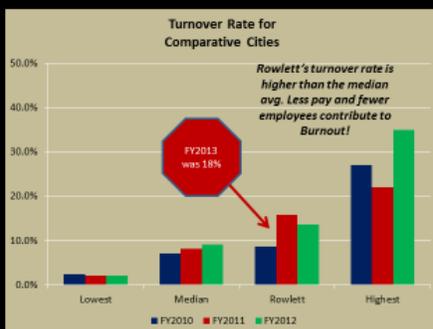


CHALLENGE #2: EMPLOYEE TURNOVER

Over the past five 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. Finally, Rowlett is incredibly lean and if we are going to ask more from our employees, we need to fairly compensate them.

CHART 12

Employee Turnover



Having fewer employees and fewer resources means Rowlett employees have to do more with less – over time, that has taken a toll!

CHART 13

Wages and Benefits per Employee



CHALLENGE #3: PARKS MAINTENANCE STANDARDS

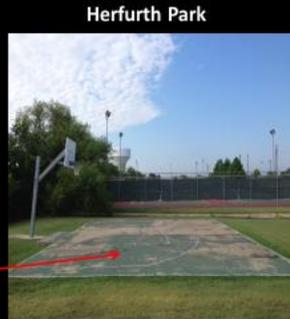
The City dramatically decreased budget dollars for our parks and trails system during the Great Recession and it shows. Playgrounds, ball fields, and other recreational amenities are aging and, in some cases, show extreme wear and tear. This should not be surprising considering the City reduced the budget by \$1.1 million between FY2007 and FY2013. While the Great Recession drove much of these decisions, our park infrastructure and amenities continued to age. Parks are important amenities that business prospects and future residents consider before investing their dollars. If Rowlett wants to change this trend, we will need to invest in our parks. Currently, the City has about one employee per 65 acres. The DFW standard is closer to one employee per 30 acres. In addition, the City spends about 21.6 percent less per acre than the median average of other DFW cities.

CHART 14

As a Community, Rowlett is Aging

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.

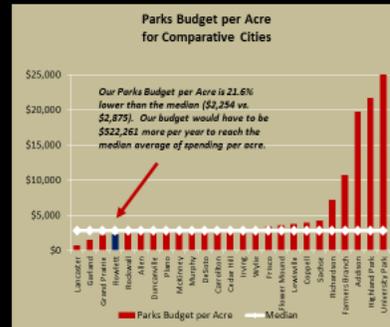
Is this where you want your children playing?



Again, we do not have sufficient funding to make these repairs without reducing services in other areas.

CHART 15

Park Maintenance & Amenities



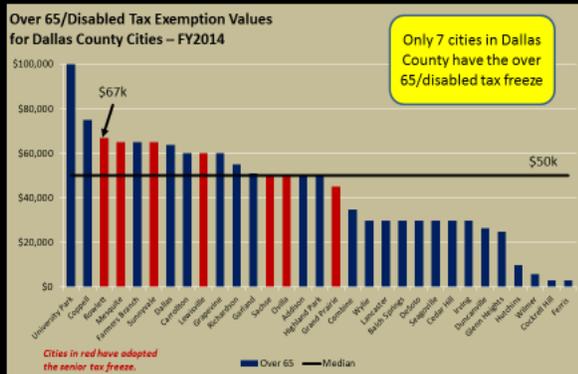
The maintenance of a community's park system speaks directly to its philosophy about quality of life!

CHALLENGE #4: OVER 65/DISABLED TAX EXEMPTIONS

The City of Rowlett is one of only seven cities out of 31 in Dallas County that has adopted the tax freeze. In addition, Rowlett has the third highest exemption in the County. For FY2014, the value in lost tax revenue to the City is \$3.4 million or equivalent to 11 cents on the tax rate. For those over 65, the exemption is not based on financial need or hardship, simply on age. While the freeze is permanent for those who already receive it, the exemption can be lowered for future generations. The freeze creates a secondary benefit in that it cannot be increased above its original amount even if the market value increases. Therefore, since the tax exemption is higher than most other cities and Rowlett also offers the freeze, the exemption should be lowered.

CHART 16

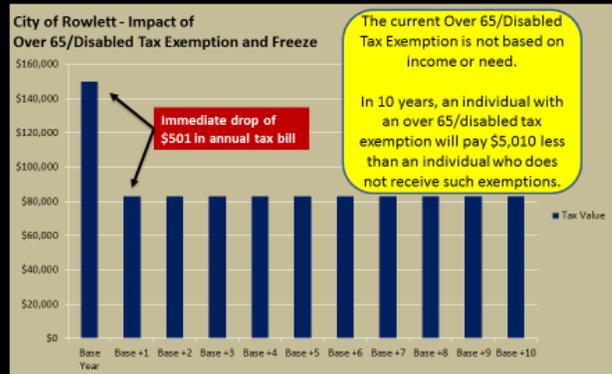
Over 65/Disabled Tax Exemptions in Dallas County



Only 7 cities in Dallas County have the over 65/disabled tax freeze

CHART 17

Impact of Over 65/Disabled Tax Exemption and Freeze



The current Over 65/Disabled Tax Exemption is not based on income or need.

In 10 years, an individual with an over 65/disabled tax exemption will pay \$5,010 less than an individual who does not receive such exemptions.

CHALLENGE #5: WATER RESTRICTIONS

Ongoing water restrictions continue to plague cities in the north DFW area, Rowlett included. Because the North Texas Municipal Water District (NTMWD) determines “how” cities must comply with the water restrictions (i.e. outside watering once every two weeks), communities such as Rowlett that are primarily residential are more significantly impacted. In FY2014, Rowlett is expected to lose about \$1.9 million in water revenues, which is being covered by a like reduction in our capital projects. For FY2014, the system will run out of money for improvements.

As a result, the FY2015 Proposed Budget includes a proposal to add a \$6.97 monthly surcharge for water rates in anticipation that Stage 3 water restrictions from NTMWD will remain in place. Staff is further recommending that the surcharge remain in place until such time as the restrictions are lifted.

CHART 18

Lake Level Modeling with Planned Measures – Near Term Summary

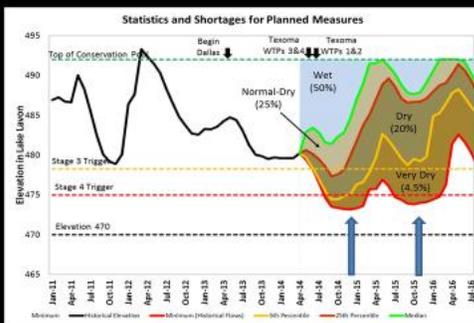


CHART 19

Drought Outlook



Opportunities

City staff was not sure if property tax revenue had reached the bottom of its decline when we began the My Rowlett campaign, which required us to remain conservative about future revenues. The City has since received good news from both the Dallas County Appraisal District (DCAD) and the Rockwall County Appraisal District (RCAD). **Based on the final certified assessments, the City will receive a 5.1 percent increase in overall taxable values.** The good news is that this will provide some flexibility and breathing room in the decisions still before us. The bad news is that we must still have the conversation this summer as part of the budget process.

While the increase in taxable assessed value provides some breathing room for the City, life won't automatically be better quickly, even with some very exciting economic development projects on the horizon. For example, it takes about three years for a city to see property tax revenues from new development. The first year starts the planning approval process, the second year starts construction and by the third year, the city begins to see “some” of the tax impact. To summarize, we would have had to approve projects two years ago to benefit from their tax values in FY2015.

Therefore, even with a welcome increase in taxable assessed value, revenue from new growth will be limited through FY2017 as these projects (i.e. The Homestead at Liberty Grove, Terra Lago, Huffines, etc.) are just now beginning to get started. As a result, 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. That being said, the City does have several significant and substantial opportunities to consider as part of this budget process. These opportunities play a significant role in the development of this budget proposal.

OPPORTUNITY #1: TAXABLE ASSESSED VALUES

The projected increase in taxable values (Chart 21) over the next few years will provide some breathing room and allow the City to begin addressing some of its long-term budgetary imbalances. Additional tax dollars from new growth will also play a role; however, as noted above, the City will not begin to see significant revenues until about FY2017. In the meantime, increases in taxable assessed value of 5.1 percent will provide the ability to address long-term budgetary imbalances and are much better than the 3.5 percent anticipated in May.

CHART 20

Projected Increase in Taxable Values at 5-1-14

Description	2014	2015	2016	2017	2018
Projected Taxable Value (millions)	\$3,116	\$3,226	\$3,335	\$3,428	\$3,522
Cum \$ Rev Change-Assessed Value	-\$62,337	\$698,569	\$1,397,138	\$1,862,851	\$2,328,564
Cum \$ Rev Change-New Growth	n/a	\$116,428	\$232,856	\$465,713	\$698,569
Cum \$ Rev Change-Total	n/a	\$814,997	\$1,629,994	\$2,328,564	\$3,027,133

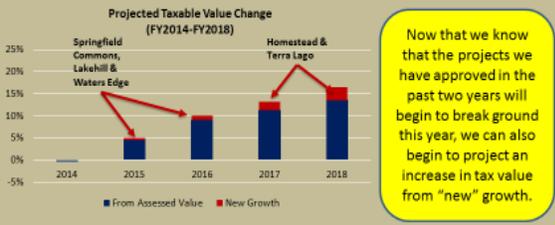


CHART 21

Projected Increase in Taxable Values at 7-25-14

Description	2014	2015	2016	2017	2018
Projected Taxable Value (millions)	\$3,116	\$3,274	\$3,428	\$3,529	\$3,632
Cum \$ Rev Change-Assessed Value	-\$62,337	\$1,060,591	\$2,095,707	\$2,619,634	\$3,155,204
Cum \$ Rev Change-New Growth	n/a	\$116,428	\$232,856	\$465,713	\$698,569
Cum \$ Rev Change-Total	n/a	\$1,177,019	\$2,328,563	\$3,085,347	\$3,853,773

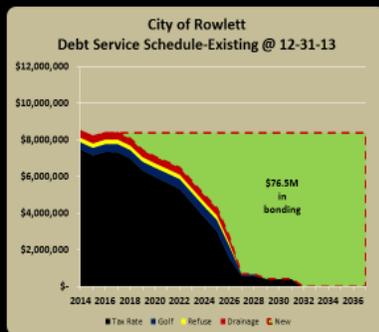


OPPORTUNITY #2: BONDING CAPACITY

Freed up bonding capacity from a declining debt load (Chart 22) provides the ability to issue about \$20-\$25 million in bonds without increasing the tax rate. Therefore, staff will propose that the Council consider a slightly smaller bond election in May of 2015 in order to take advantage of the freed up bond capacity.

CHART 22

Freed up Bonding Capacity

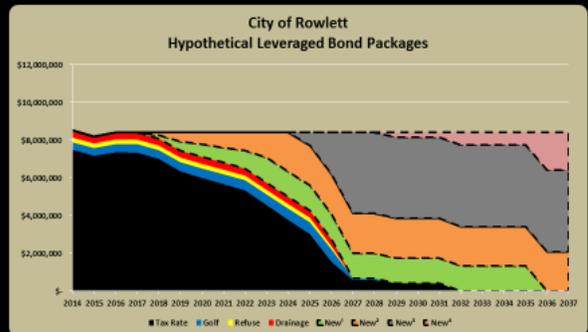


Beginning in FY2018, the City's annual general obligation debt service starts to dramatically decline.

This provides an opportunity to capture some of that capacity without increasing the tax rate through a series of bond issues over the next 3-5 years.

CHART 23

Freed up Bonding Capacity



OPPORTUNITY #3: EMPLOYEE LEAVE

While the compensation study performed by Evergreen this year validated our belief that employee wages are well below market, it also helped us identify a few employee benefits that are above market. For example, the City's vacation policy allows employees to accrue up to 480 hours, and be paid for those hours upon retirement or separation. The Evergreen report depicted that 280 is the market level for payout—the equivalent to 35 days. Likewise, the City's existing sick leave payout policy allows for payment (which can be significant for long-tenured employees) upon retirement and smaller amounts upon separation.

CHART 24

Long-term Employee Liabilities that could be Revised

Vacation Payout – Current liability balance as of 9-30-13 is \$1.7M.

Opportunity exists to adjust max payout from 480 hours to 240 hours to reflect market.

Fire is different

Could significantly reduce liability over 5 years.

TMRS Vesting - Staff has previously told Council that we would like to modify the vesting of the City's portion to 5-years instead of incremental steps. That policy already exists; therefore, no other changes are proposed.

CHART 25

Long-term Employee Liabilities that could be Revised

Sick Leave Payout – Current liability balance as of 9-30-13 is \$0.8M.

Opportunity exists to increase minimum tenure from 3 to 10 years before eligible for any payout. In addition, the percentage of payout can also be reduced.

Could significantly reduce liability over 5 years.

OPPORTUNITY #4: ECONOMIC DEVELOPMENT

The City has approved several high quality projects in the past year that will showcase our new form-based codes and ultimately add nearly \$200 million in private investment over build-out. Over time, this will add significant new tax dollars although in the short-run, the City will not see these new dollars until about FY2017.

In addition, the approval of the Village of Rowlett has set the stage for economic growth in the downtown area.

CHART 26

Examples of High Quality Development



Project	Private Investment	City Revenue (over 10 years)
The Homestead @ Liberty Grove (first 3 out 5 phases only)	\$112.1 M	\$6.7 M
Terra Lago (no phasing)	50.0 M	1.6 M
Harmony Hills (first of 2 phases only)	26.0 M	2.0 M
Total	\$188.1 M	\$10.3 M

✓ Three high quality projects approved in the past year have the ability to add nearly \$200 million in private investment with 1,133 new units.

✓ Over 10 years, this could add over \$10 million just in property taxes alone.

✓ Again, revenue from these sources represent a long-term commitment and will take time to mature.

CHART 27



SPECIFIC POLICY PROPOSALS IN FY2015

As indicated previously, the FY2015 budget makes a significant departure from the past seven years. Instead of declining, tax values from annual assessments will increase. New growth from projects like The Homestead at Liberty Grove, Terra Lago, and others will bring new revenues to the City in the future,

although as noted several times in this budget memo, revenues from new growth will not help the City's budget until two to three years from now. This necessitates an increase in the property tax rate that, combined with the increase in taxable assessed value, will allow the City to finally address structural imbalances and deferred maintenance.

As a result, Charts 28-38 outline specific policy recommendations embodied in the FY2015 Proposed Budget. While it is not practical to detail every aspect of a \$90+ million document, the recommendations below represent significant or substantial policy issues that warrant discussion.

CHART 28

PROPOSAL #1: EMPLOYEE COMPENSATION				
Title	Impact			
Implement the compensation plan based on study by Evergreen.	\$1.8 million over three years FY2015 will cost approximately \$600,000.			
Discussion				
<p>In FY2014, Rowlett chartered an external study to evaluate the market and the City's pay structures (Open Range and Public Safety) to determine the level of competitiveness relative to other cities in the study area.</p> <p>The first phase of the implementation includes fixing the public safety pay plan and moving all employees to the appropriate grades, steps and salary ranges consistent with their positions and their tenure with the City.</p>				
Options				
<p>Option 1: No change.</p> <p>Option 2: Provide a Cost of Living Adjustment (COLA) for all employees on April 1, 2015 (a three percent COLA would cost about \$375 thousand in FY2015 and \$750,000 for the first full year of implementation FY2016).</p> <p>Option 3: Implement pay plan at 50th percentile as recommended by Evergreen at an estimated cost of \$1.8 million over three years. [Recommended Option]</p> <p>Option 4: Implement pay plan at some other percentile, such as 40th, 30th or 25th. Estimated costs are in table immediately below.</p>				
	50%	40%	33%	25%
Public Safety	\$1,012,896	\$843,710	\$699,000	\$599,246
Non-Public Safety	521,317	504,403	463,382	439,984
Total Salary Increase	\$1,534,213	\$1,348,113	\$1,162,382	\$1,039,230
Associative Benefits	245,474	215,698	185,981	166,277
Total Cost of Implementation	\$1,779,687	\$1,563,811	\$1,348,363	\$1,205,507
Diff between 50% and 40%		\$215,876		
Diff between 50% and 33%			\$431,324	
Diff between 50% and 25%				\$574,180

CHART 29

PROPOSAL #2: EMPLOYEE VACATION LEAVE PAYOUT POLICY

Title	Impact
Modify the City’s employee maximum vacation leave payout policy.	Reduce outstanding liability over five years.

Discussion

Just as the compensation study conducted by Evergreen determined that the City’s pay was below market, it also recognized that our vacation leave payout policy was above the market.

Currently, the City allows employees to accrue up to 480 hours and be paid for those hours upon departure from the City (regardless of the reason). Market results (excluding obvious outliers) indicate that 100 percent of cities do payout unused vacation hours, which is normally calculated at number of hours multiplied by the employee’s hourly salary rate. Evergreen also reported that 280 hours is the standard level of maximum payout—this is the equivalent of 35 workdays. Fire employees have a maximum accrual of 720 hours, which provides only 30 days. The current outstanding liability is \$1.8 million.

Vacation leave is a benefit provided by employers to give their employees a much needed break from the tedium of work. The goal is that employees return reenergized and ready to work, something on which this City is keenly focused based on biometric screening results reflecting a 72 percent “hypertensive/pre-hypertensive” rate. Sometimes employees take less hours off than allowed and a balance begins to accrue. Unless strictly monitored and mandatorily enforced by policy, balances can sometime exceed any useful purpose. From a public policy perspective, there is can be a significant cost differential between the rate of pay at the time the hours were earned versus the rate of pay upon separation of employment.

What makes this issue more complex for Rowlett is that existing policy has been in place for at least a decade. Because of this, long-tenured employees have accrued vacation leave balances well in excess of a 240-hour threshold. As of June 1, 2014, 59 non-Fire employees had vacation leave balances in excess of 240 hours. The average leave balance was 371 hours - essentially, more than 3 complete work weeks over the threshold. Because of how lean the City staff is (many critical positions are 1-2 deep), and factoring vacation leave balances will continue to accrue, forcing a “mandatory burn down” of vacation leave balances is neither economically nor operationally viable.

Economically, overtime costs (time and a half) will jump considerably as Departments will have no choice but to fill gaps with existing resources who are already working full schedules. Operationally, the impact on City missions and direct citizen support will be adversely affected through understaffed work crews and the extended absence of subject matter experts.

The current payout policy under Section 8.2 is as follows:

Tenure in Years	Pay Out %	Max Payout Part-time	Max Payout Full-time	Max Payout Fire
<1	100.0%	40	80	360
1-10	100.0%	180	360	540
>10	100.0%	240	480	720

*Part-time hours are proportionate based on hours worked.

Options
<p>Option 1: No Change.</p> <p>Option 2: Buy Down. Reduce the maximum payout for non-Fire employees from 480 hours to 240 hours and buy down those hours above 240. Would cost approximately \$250,000 and could be phased in over one, two or three years. This is the only option that could be executed on October 1, 2014.</p> <p>Option 3: Burn Down. Reduce the maximum payout for non-Fire employees from 480 hours to 240 hours and provide a time period for employees exceeding the maximum to reduce their hours by taking time off. Not really an option because there are many shifts where employees are backfilled and paid overtime at time and a half and therefore may cost more than the hours taken.</p> <p>Option 4: Grandfather. [Recommended Option]</p> <ol style="list-style-type: none"> 1. Reduce the maximum payout for non-Fire employees to 240 hours which will provide the same 30 day maximum as Fire employees. 2. Grandfather employees who currently exceed the maximum payout balances until September 30, 2019. These employees would be maxed out at their current individual vacation leave balances and would not be allowed to exceed that balance during the grandfathering period.

CHART 30

PROPOSAL #3: EMPLOYEE SICK LEAVE PAYOUT POLICY	
Title	Impact
Modify the City's employee maximum sick leave payout policy.	Reduce outstanding liability over five years.
Discussion	
<p>Again, like Proposal #2, the City should adjust its sick leave payout policy based on the market.</p> <p>Currently, the City allows employees to be paid upon retirement or separation of up to 480 hours for non-Fire employees and 720 hours for Fire employees. However, only half of the market cities provide a payout for hours accrued. The current outstanding liability is \$0.8 million.</p> <p>Sick leave is an interesting conundrum for organizations. On the one hand, employers set aside this time for employees to use when they or a family member are ill; however, on the other hand, employees sometimes view it as an additional benefit to take whenever they want time off. To combat absenteeism, employers can offer a certain percentage of the time accrued as a cash payout upon separation, whether from retirement or voluntary resignation. In Rowlett, employees face disciplinary action if sick leave is abused and employees terminated as a result of disciplinary action are not eligible to receive a payout of any percentage.</p> <p>What makes this issue more complex for Rowlett is that 67 percent, or \$0.5 million, of the \$0.8 million outstanding liability is already vested with retirement-eligible employees. These are personnel who have either completed 20 years of service with Rowlett, completed 20 years through a combination of service with Rowlett and another TMRS city, or who have satisfied some other TMRS retirement eligibility requirement, such prior military service credit or having been vested and reached age 60. In short, this amount is already obligated.</p> <p>The City's goals should be to cap the benefit so that it doesn't continue to grow, and reduce the liability over a period of time <u>through retirements</u>. Additionally, we recommend increasing the minimum service with the City in order to be eligible for any payout of unused Sick Leave from 3 years to 10 years. This</p>	

will mitigate the concerns of “paying employees for leaving the City” while also continuing to reward those employees who have exhibited loyalty through service and who do not burn Sick time unnecessarily.

Current payout policy under Section 8.3:

Tenure in Years	Pay Out %	Max Payout Part-time	Max Payout Full-time	Max Payout Fire
<3	0.0%	0	0	0
3-5	15.0%	100	200	300
5-10	20.0%	100	200	300
10-20	25.0%	100	200	300
>20*	100.0%	240	480	720

*Retire under TMRS or 20 consecutive years with City.

Options

Option 1: No Change.

Option 2: Buy Down. Not an option as there is no guarantee that the sick leave will even be taken.

Option 3: Burn Down. Not an option as again, there is no need to force employees to use their sick leave balances.

Option 4: Grandfather. **[Recommended Option]**

1. Increase the minimum service time with the City from 3 years to 10 years and set the maximum accrual payout at 25 percent of total accrued hours up to 240 hours.
2. Grandfather employees who currently exceed the maximum payout balances until September 30, 2019. These employees would be maxed out at their current individual sick leave balances and would not be allowed to exceed that balance during the grandfathering period.

Option 5: Eliminate Payout. Not a practical option as this practice provides a very powerful tool to combat absenteeism. Option 4 is a reasonable option that stops the problem from growing while having a specific date in time for the grandfathering period to end.

CHART 31

PROPOSAL #4: TAX RATE INCREASE TO COVER BUDGET SHORTFALL

Title	Impact
Add three cents to the property tax rate to cover the budget shortfall in the General Fund.	\$982,209 annually.

Discussion

The City of Rowlett has had the same tax rate for nine straight years. After absorbing a \$1.9 million decline in property tax revenues over the past five years, the City no longer has the ability to bridge the gap beyond FY2014.

As preparation for this recommendation, staff conducted the *My Rowlett* campaign to help educate citizens on the City's financial needs. In addition, over the past nine months, staff has scrubbed the budget and cut approximately \$600,000, leaving a remaining budget shortfall of about \$950,000. This balance can only be fixed by either an increase in the tax rate or a reduction in services.

Options

Option 1: No tax rate increase. Use increase in tax revenues from uptick in certified taxable values to address prioritized needs and reduce services to cover the difference. Would prevent the implementation of the pay plan as dollars would need first be allocated to cover the \$950,000 shortfall.

Option 2: No tax rate increase. Eliminate \$1.0 million transfer to Cash CIP and use those funds to fix the budget shortfall. Use increase in tax revenues from uptick in certified taxable values to address other prioritized need. Would allow the implementation of the pay plan; however, would impact dollars set aside for the Library start-up costs and the use of these dollars for the possible relocation of the Chamber building.

Option 3: Increase tax rate three cents. Fixes the budget shortfall of \$950,000 and allows for implementation of the pay plan. Also allows allocation of \$500,000 from the Cash CIP for the Library start-up costs and Chamber relocation. **[Recommended Option]**

CHART 32

PROPOSAL #5: TAX RATE INCREASE TO ENHANCE PARKS STANDARDS

Title	Impact
Add one cent to the property tax rate to enhance parks maintenance standards and improvements.	\$327,403 annually.

Discussion

The City dramatically decreased budget dollars for our parks and trails system during the Great Recession and it shows. Playgrounds, ball fields, and other recreational amenities are aging and, in some cases, show extreme wear and tear. This should not be surprising considering the City reduced the budget \$1.1 million dollars between FY2007 and FY2013. While the Great Recession drove much of these decisions, our park infrastructure and amenities continued to age. Parks are important amenities that business prospects and future residents consider before investing their dollars. If Rowlett wants to change this trend, we will need to invest in our parks.

Currently, the City has about one employee per 65 acres. The DFW standard is closer to one employee per 30 acres. In addition, the City spends about 21.6 percent less per acre than the median average of other DFW cities. This proposal would add about \$327,403 which would be used to enhance our park maintenance efforts with a strategic focus on visibility including turf management, ball field improvements, shade structures for playgrounds, etc.

Options

Option 1: No tax rate increase. City would continue with the same maintenance standards already in place.

Option 2: Increase tax rate one cent to increase park maintenance efforts. **[Recommended Option]**

Park Maintenance Standards and Improvements	Proposed FY2015	Proposed FY2016	Proposed FY2017	Total Three Year
Ballfields and turf management	\$70,745	\$101,490	\$207,235	\$379,470
Playground improvements and shade structures	131,658	130,913	80,168	342,739
Lakeside park improvements	75,000	75,000	-	150,000
Springfield park improvements	50,000	20,000	-	70,000
Pecan Grove park improvements			40,000	40,000
Total	\$327,403	\$327,403	\$327,403	\$982,209

Note: The proposed staffing plan includes the addition of two Parks Maintenance Specialists in each of the first three years, for a total of six by year three (FY2017).

CHART 33

PROPOSAL #6: TAX RATE INCREASE FOR COMMUNITY ENHANCEMENT PROGRAMS				
Title		Impact		
Add one cent to the property tax rate for community enhancement programs.		\$327,403 annually.		
Discussion				
<p>Much like parks, communities are often judged by a myriad of intangibles and first impressions are important. Amenities such as entrance features, medians, landscaping and screening walls go a long way toward creating an expectation of quality. In Rowlett, back-to-back droughts in 2005-2006 and 2011-2014 have wreaked havoc on these amenities and many appear tired and unimaginative. This proposal would add about \$327,403, which would be used for screening walls and fences, median improvements and landscaping, streetscape and signage, neighborhood entry features, etc.</p>				
Options				
<p>Option 1: No tax rate increase. City would continue with the same maintenance standards already in place.</p> <p>Option 2: Increase tax rate one cent to provide community enhancement programs. [Recommended Option]</p>				
Community Enhancement Programs	Proposed FY2015	Proposed FY2016	Proposed FY2017	Total Three Year
Screening walls & fences	\$81,851	\$81,851	\$81,851	\$245,553
Median improvements & landscaping	81,851	81,851	81,851	245,553
Streetscaping, signage & monuments	81,851	81,851	81,851	245,553
Neighborhood entry features	81,850	81,850	81,850	245,550
Total	\$327,403	\$327,403	\$327,403	\$982,209

CHART 34

PROPOSAL #7: MONTHLY SURCHARGE DUE TO WATER RESTRICTIONS	
Title	Impact
Add a monthly surcharge for water rates due to water restrictions.	Would add \$1.7 million in FY2015.
Discussion	
<p>The FY2015 Proposed Budget includes a proposal to add a \$6.97 monthly surcharge for water rates due to the anticipation that Stage 3 water restrictions from NTMWD will remain in place next year. Staff is further recommending that the surcharge remain in place until such time as the restrictions are lifted.</p> <p>The City no longer has adequate reserves any more to sustain the revenue loss from lower sales.</p>	
Options	
<p>Option 1: No surcharge. City would reduce the Utility Fund Cash CIP from \$2.8 million to \$0.9 million.</p> <p>Option 2: Delay surcharge until after November 30, 2014 to see if NTMWD lifts the restrictions. Not recommended, as any delay would cause the monthly surcharge to be much higher since we would have fewer months to spread the cost over.</p> <p>Option 3: Add \$6.97 monthly surcharge to all customers until restrictions are lifted by NTMWD. [Recommended Option]</p>	

CHART 35

PROPOSAL #8: USE CASH CIP FOR LIBRARY IMPROVEMENTS AND CHAMBER RELOCATION COSTS	
Title	Impact
Use Cash CIP Fund to cover Library Improvements and Chamber Relocation Costs.	Would use \$600,000 in FY2015 and \$200,000 in FY2016.
Discussion	
<p>With opportunities come challenges. The Village of Rowlett will have a positive long-term financial impact on the City. However, in the next two years, the Library will need to be moved twice. In addition, a decision will need to be made to either relocate the Chamber of Commerce building or to tear it down. With these decisions come costs. For example, relocating the library in FY2015 is expected to cost approximately \$400,000 between start-up costs and rent. Moving the Chamber building could cost \$350,000-\$450,000, depending upon the site chosen, if land would need to be acquired, and whether or not utilities or other site preparation would need to be performed.</p> <p>Because these costs are not yet certain, and given the relatively high dollar cost involved, staff is recommending that the City use Cash CIP dollars to cover the cost. This would require reducing the amount spent on concrete and asphalt road projects.</p>	
Options	
<p>Option 1: Do not relocate the Chamber building and finance improvement costs for the library. While this is an option, it is not realistic for the library's first move since most of those costs will be short-term (i.e. 18+/- months) and will not be retained as assets. However, the improvements in FY2016 could be a candidate since those improvements could conceivably last five to seven years.</p> <p>Option 2: Relocate the Chamber building and pay for the improvement costs for the library out of the Cash CIP. [Recommended Option]</p>	

CHART 36

PROPOSAL #9: BOND ELECTION IN MAY 2015	
Title	Impact
Hold bond election in May, 2015.	City can issue \$20-\$25 million in new bonds over the next three years without a tax increase.
Discussion	
<p>As noted in Opportunity #2 above, the City is going to experience freed up bonding capacity from a declining debt load that will provide the ability to issue about \$20-\$25 million dollars in bonds without increasing the tax rate. Therefore, staff will propose that the Council consider a slightly smaller (than originally considered) bond election in May 2015 in order to take advantage of this freed up bond capacity.</p> <p>Staff will spend the next nine months engaging and educating our citizens on our capital infrastructure needs.</p>	

Options
<p>Option 1: Continue with original plan for a bond election of \$25-\$30 million even if the tax rate will be higher.</p> <p>Option 2: Plan for a smaller bond election of \$20-\$25 million with a goal to not increase the tax rate. [Recommended Option]</p>

In addition to specific recommendations that would take effect in FY2015, staff is also making two recommendations that would not take effect until FY2016.

CHART 37

PROPOSAL #10: REDUCE TAX EXEMPTIONS FOR OVER 65/DISABLED (FY2016)	
Title	Impact
<p>Reduce the tax exemptions for over 65 and disabled.</p>	<p>Reducing the over 65/disabled tax exemption to \$50,000 would initially save about \$24,000 a year but would compound over time (i.e. over five years, would save about \$380,000). More importantly, it will stop adding to the current lost tax revenue which, if not changed, will increase about \$104,000 annually or \$1.5 million over five years.</p>
Discussion	
<p>As noted in Challenge #4 above, the City of Rowlett is one of only seven out of 31 cities in Dallas County that has adopted the tax freeze. In addition, Rowlett has the third highest exemption in the County. For FY2015, the value in lost tax revenue to the City is \$3.8 million or equivalent to 12 cents on the tax rate. For those over 65, the exemption is not based on financial need or hardship, simply on age. While the freeze is permanent for those who already receive it, the exemption can be lowered for future generations. The freeze creates a secondary benefit in that it cannot be increased, even if the market value increases.</p> <p>Because the City has the tax freeze, staff's recommendation is to reduce the over 65 and disabled tax exemption from \$67,000 annually to \$30,000 and \$50,000, respectively. This modification will not affect taxpayers until FY2016, providing a year to notify and educate citizens; however, staff recommends that Council adopt this measure on September 16, 2014 as part of the adoption of the budget.</p>	
Options	
<p>Option 1: No change. City would continue to see an erosion of tax revenue to the tune of \$104,000 annually.</p> <p>Option 2: Reduce the tax exemption to the median average of other cities or \$50,000. This modification would not go into effect until FY2016 and would stave off future tax losses of about \$24,000 a year.</p> <p>Option 3: Reduce the tax exemption for over 65 and disabled to \$30,000 and \$50,000 respectively. This modification would not go into effect until FY2016 and would stave off future tax losses of about \$45,000 a year. [Recommended Option]</p>	

CHART 38

PROPOSAL #11: ADJUST PREMIUMS FOR RETIREES (FY2016)	
Title	Impact
Adjust percentage of premiums charged to retirees for medical benefits.	Reduce outstanding liability over five years.
Discussion	
<p>Local governments are currently tasked with the requirement to account for the cost of retirees on an actuarial basis. A specific regulation entitled Other Post Employment Benefits (OPEB) contains such a provision that incrementally and actuarially calculates the cost of providing medical insurance, recognizing that without retirees, the cost would be less. This amount is referred to as the “implicit rate”. The City’s current liability is \$1.2 million and this requirement is adding approximately \$250,000 annually to this liability and will continue to grow.</p> <p>While still under study, staff recommends bringing final results to the City Council to increase the percentage of premiums charged to retirees for medical benefits to an amount that would eliminate the implicit rate, which represents the largest portion of the annual increase to the liability. There are currently 23 retirees on the City’s medical plan. Staff further recommends not implementing this change until FY2016, providing a year to notify and educate retirees.</p>	
Options	
<p>Option 1: No change. City would continue to see OPEB related liabilities grow.</p> <p>Option 2: Once the study is complete and brought before Council, staff recommends increasing the percentage of premiums charged to retirees for medical benefits beginning October 1, 2015. [Recommended Option]</p>	

FY2015 BUDGET OVERVIEW

The FY2015 budget makes a significant departure from the past seven years. For the first time in five straight years, we will not experience a decline in our property tax values. Instead, tax values from annual assessments will increase. In addition, new growth from projects like The Homestead at Liberty Grove, Terra Lago, and others will bring new revenues to the City. As indicated several times in this budget memo, revenues from new growth will not help the City’s budget until two to three years from now, necessitating an increase in the property tax rate that, combined with the increase in taxable assessed value, will allow the City to finally address structural imbalances and deferred maintenance. However, all decisions regarding revenue projections follow the same fiscally conservative approach that was utilized in prior years and expenditures were evaluated with priority given to programs and services that address organizational sustainability.

The total FY2015 Proposed Budget is \$92,187,766. This is an increase of \$6,491,188, or 7.6 percent, compared to the FY2014 Adopted Budget of \$85,696,578. There are six primary factors for the increase as follows:

- Personnel costs will increase \$1,114,881 as a result of the implementation of the new pay plan effective April 1, 2015 and due to an 8.5 percent increase in health insurance rates effective October 1, 2014.
- Funding to enhance park maintenance standards, including ball fields, parks, shade structures for playgrounds and additional irrigation to improve field conditions in the amount of \$327,403 has been added to the budget based on a proposed one cent increase to the property tax rate.
- Funding to enhance community amenities in the City, including screening walls, entrance features and median improvements in the amount of \$327,403 has been added to the budget based on a proposed one cent increase to the property tax rate.

- \$785,000 is allocated for the first-year transition of the Library to leased space and the relocation of the Chamber building to make way for the Village of Rowlett development.
- The cost of water acquisition from NTMWD will increase 10 percent, or \$596,443, due to planned cost increases for their capital reinvestment.

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 4.50 Full-time Equivalent positions (FTE's) across all funds is included in FY2015. Details regarding position additions and other changes are also included within the following fund overview.

Property Taxes

Ad valorem (property) taxes are the largest single revenue source for the City. Based on the certified assessed value provided by the DCAD and the RCAD, the taxable assessed valuation for FY2015 will increase \$157.5 million or 5.1 percent, from \$3.116 billion in FY2014 to \$3.274 billion in FY2015. Chart 39 provides a breakdown as follows:

CHART 39

Breakdown of Certified Tax Values	FY2014 (,000s)	FY2015 (,000s)	\$ Change (,000s)	% Change
Residential	\$2,509,146	\$2,629,231	\$120,085	4.8%
Commercial	607,353	644,798	37,445	6.2%
Total Taxable Values	\$3,116,499	\$3,274,029	\$157,530	5.1%

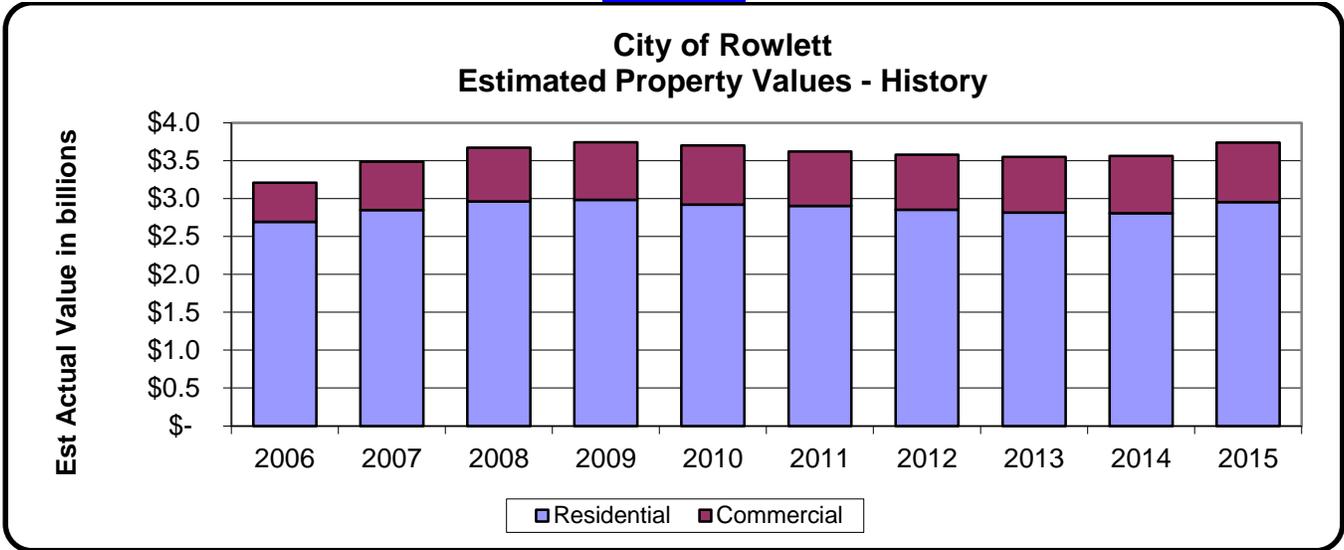
Chart 40 below illustrates the estimated market value and taxable assessed value experienced by the City of Rowlett over the past ten years and projected for FY2015 based on the final certified values.

CHART 40

HISTORY OF TAX VALUES (,000s)					
Year	Estimated Market Value			Less: Exemptions	Taxable Assessed Value
	Residential	Commercial	Total		
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
2015	2,954,098	783,149	3,737,247	(463,218)	3,274,029

Chart 41 below illustrates the actual history of estimated property values experienced by the City of Rowlett over the past ten years.

CHART 41



The ad valorem tax rate is split between the General Fund and the General Debt Service 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 42 below provides a ten year comparison of the tax rate split between operations and debt service, including the proposed rate for FY2015.

CHART 42

Fiscal Year	O & M	Debt	Total
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
2015 ₁	\$0.559770	\$0.237403	\$0.797173

₁ Proposed

Results of 2014 City of Rowlett Compensation and Benefits Study

Over the past four years, the City has experienced an increasing turnover rate of employees (18 percent in FY2013 alone) which exceed that of other municipalities in the DFW area. Council and staff both recognize that salary and compensation concerns are major contributing factors. In fact, the City of Rowlett FY2014 Adopted Budget stated “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.”

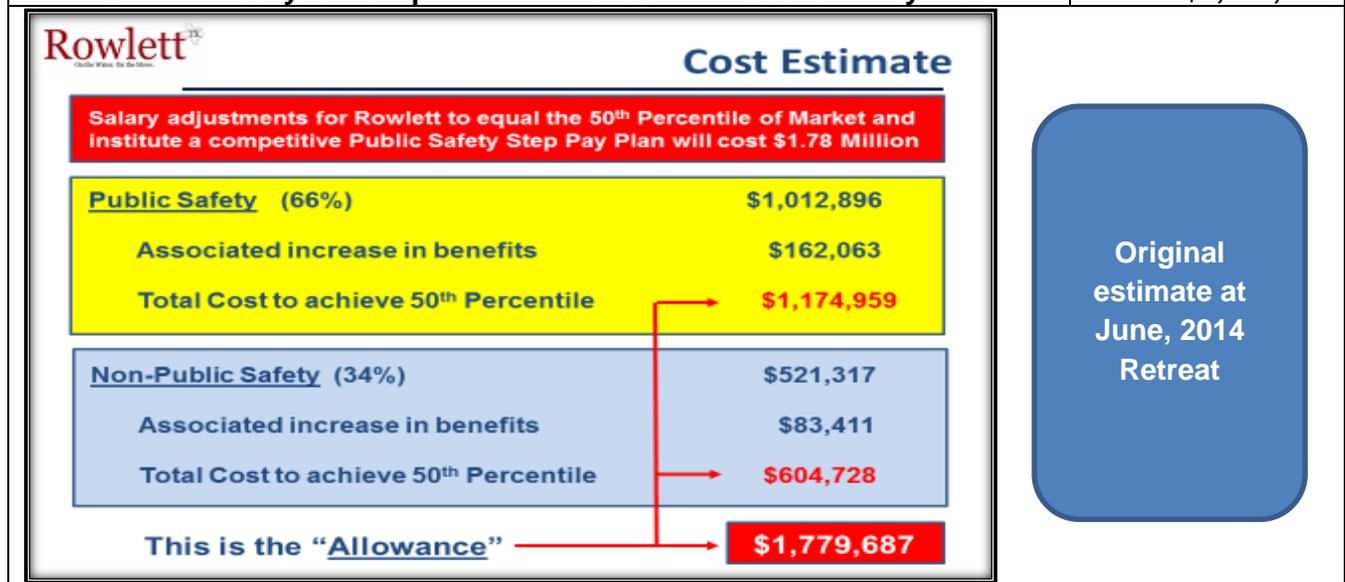
To address this issue head on, Council approved a comprehensive City of Rowlett Compensation and Benefits Study. The study was conducted by Evergreen Solutions, LLC, from Tallahassee, FL.

Study results (as reflected through comparison to the 50th percentile of market) determined through analysis of the pay plan structures, pay plan ranges, and actual salaries paid of select market cities (16 of 20 responded) reveal the following:

- 1) Pay Ranges for City of Rowlett Public Safety positions lag behind the local market at the Minimum (-14.9 percent), Midpoint (-12.0 percent) and Maximum (-9.5 percent) pay range levels,
- 2) On aggregate, Pay Ranges for City of Rowlett positions lag behind the local market at the Minimum (-2.6 percent), Midpoint (-4.9 percent) and Maximum (-6.7 percent) pay range levels,
- 3) On aggregate, City of Rowlett employees are paid 14.5 percent less than peers employed by select neighboring cities (Garland, Plano, McKinney, Allen and Rockwall),
- 4) The City of Rowlett is the only market city from among nine respondents (with limited exceptions) that allows for overlap of salary between Public Safety pay grades,
- 5) The estimated cost to bring City of Rowlett pay scale and associative benefits to the 50th percentile of market is approximately \$1.8 million over three years as outlined in Chart 42 below.

CHART 43

Projected Cost of Pay Plan Implementation @ 50 Percentile over Three Years		
Description	First ½ of Implementation	Full Annual Cost
FY2015: Phase I (April 1, 2015) – brings all employees to at least the minimum of market and step/tenure.	\$600,000	\$1,200,000
FY2016: Phase II (April 1, 2016) – adds step increases for eligible Police/Fire personnel who are not capped.	\$166,000	\$332,000
FY2017: Phase III (April 1, 2017) - adds step increases for eligible Police/Fire personnel who are not capped.	\$118,000	\$236,000
Total Estimated Pay Plan Implementation w/Benefits over three years		\$1,768,000



FY2015 Pay Plan Implementation Strategy:

Staff recommends, and has included in the FY2015 Proposed budget, an execution strategy that will bring City of Rowlett employees to the 50th percentile of market. Staff designed a funding strategy that will fully implement the necessary salary adjustments within three years (Chart 42 above), with \$600,000 allocated for the first one-half year (FY2015), \$166,000 in the second one-half year (FY2016) and \$118,000 in the third one-half year (FY2017). The full projected cost of implementation is \$1.8 million

(includes final one-half year in FY2018). Within this strategy, staff also designed viable Public Safety Step Pay Plans for both Fire and Police personnel that accomplishes the following:

- 1) The plans eliminate the overlap of salaries between grades (an absolute must, given the market),
- 2) The plans provide deliberate numbers of individual tenure-based (one-year) steps within grades that establish the number of steps required to max out salary in those grades,
- 3) The plans establish deliberate, percentage-based salary increases for each step in those grades that maintain salary structures that remain consistent with market-based Minimum and Maximum salaries at the 50th percentile.

Using up-to-date personnel data (July, 2014), staff conducted a line-item analysis of every filled position to determine appropriate grade/step placement and the associated market-based salary adjustments necessary to satisfy 50th percentile requirements. From this analysis, staff designed a funding/market-based adjustment strategy to both the Public Safety and “Open Range” (Non-public Safety) that:

- 1) Brings all Public Safety personnel to their appropriate grade/step assignment, as established by the 50th percentile (Market Minimum) in FY2015,
- 2) Brings all Non-public Safety personnel to at least the market minimum of the 50th percentile in FY2015,
- 3) Provides sufficient funding to support Pay Plan step increases for Public Safety personnel in FY2016 and FY2017,
- 4) Provides sufficient funding to fairly and equitably award additional salary increases to long-tenured personnel in deliberate milestone increments (20, 15, 10 and five years), further meeting Council’s vision to minimize employee turnover, maximize continuity/service to citizens and to reward/encourage loyalty.

CHART 44

Rowlett TM Public Safety Step Pay Plan Salaries					Rowlett TM Non-PS Execution Plan			
Rank	Apr 2015	Apr 2016	Apr 2017	Total	Action	Cost to Implement	Apr 1–Sep 30 2015 Allowance \$204,000	Total Allowance \$521,317
Police Officer	\$168,486	\$75,553	\$63,349	\$307,388	Bring ALL Salaries to Minimum	\$51,040	\$152,960	\$470,150
Sergeant	\$37,761	\$9,929	\$10,220	\$57,910	Bring 20-Year Employees to Midpoint	\$19,902	\$133,058	\$450,248
Lieutenant	\$31,772	\$2,793	\$2,886	\$37,451	Bring 15-Year Employees to Min + .75	\$32,614	\$100,444	\$417,634
PD TOTAL	\$238,019	\$88,275	\$76,455	\$402,749	Bring 10-Year Employees to Min + .50	\$35,770	\$64,674	\$381,864
FF EMT	\$22,515	\$23,341	\$10,596	\$56,452	Bring 5-Year Employees to Min + .25	\$26,220	\$38,454	\$355,644
FF Paramedic	\$131,773	\$7,007	\$7,030	\$145,810	City Mission Adjustment	\$38,446	\$8	\$317,198
Fire Driver	\$73,434	\$17,278	\$7,114	\$97,826				
Fire Captain	\$127,070	\$5,102	\$0	\$132,172				
Battalion Chief	\$36,815	\$0	\$0	\$36,815				
FIRE TOTAL	\$391,607	\$52,728	\$24,740	\$469,075				
FINAL TOTAL	\$629,626	\$141,003	\$101,195	\$871,824				

FY2016 COLA/Merit Component Implementation Strategy:

While the pay plan implementation brings equity between positions and adjusts all employees to market, we want to ensure that our employees will not fall behind the market in three years. Excluding seasonal workers, 202 of 349 (58%) of our full- and part-time employees will NOT receive a market-based adjustment to their salaries. This is because our deliberate, controlled implementation of the 50th percentile of market validated that these employees are receiving salaries at or above market or, in the case of Public Safety employees, are capped at the maximum of their respective grades. Additionally, more employees will cap out after the first year of implementation. As a result, staff is also recommending that additional dollars be set aside in Year Two and Year Three (i.e. FY2016 and FY2017) in a modest allowance of 2 percent each year to allow for market-driven salary adjustments to ensure future Councils are not faced with similar pay increase scenarios caused from lack of attention to economic factors.

Implementation can take form as lump sum adjustments for employees who are capped, merit-based increases for high performers, and/or across the board cost of living adjustments. Chart 45 reflects the anticipated costs of this strategy. Staff will work on developing a plan for how to distribute these funds and will bring it back to Council as part of the FY2016 budget process.

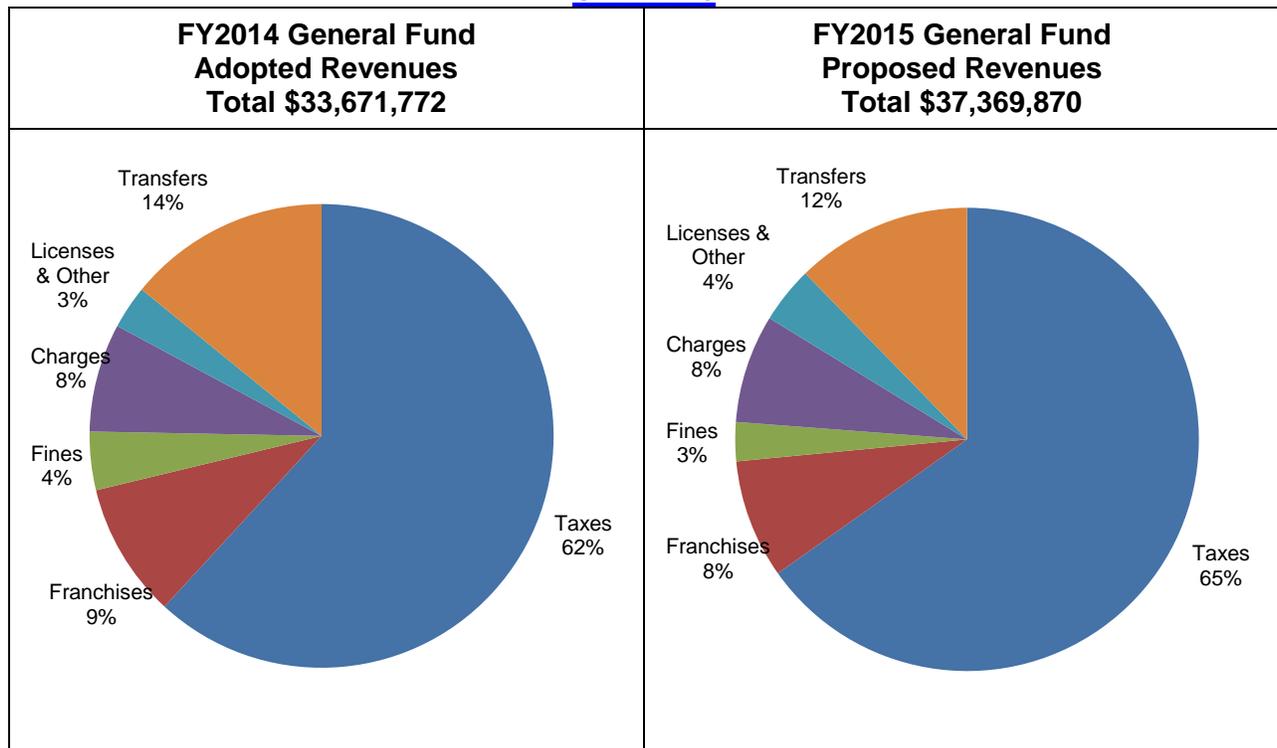
CHART 45

Pay Plan Implementation @ 50 Percentile		
Description	First ½ of Implementation	Full Annual Cost
COLA/Merit Component (April 1, 2016 @ 2%)	\$250,000	\$500,000
COLA/Merit Component (April 1, 2017 @ 2%)	\$250,000	\$500,000
Total Estimated Pay Plan Implementation w/Benefits		\$1,000,000

GENERAL FUND

REVENUES

CHART 46



Overall, revenues in the General Fund are projected to be \$37,369,870 in FY2015. This is a projected increase of \$3,698,098 or 11.0 percent when compared to the Adopted FY2014 budget of \$33,671,772. An explanation by category is provided below of the anticipated revenues and an explanation regarding these projections.

CHART 47

General Fund Revenues	Adopted FY2014	Proposed FY2015	\$ Change	% Change
Property Taxes	\$15,787,177	\$18,816,525	\$3,029,348	19.2%
Sales Taxes	5,413,175	5,576,653	163,478	3.0%
Other Taxes	58,338	58,921	583	1.0%

General Fund Revenues	Adopted FY2014	Proposed FY2015	\$ Change	% Change
Franchise Fees	3,010,000	3,077,967	67,967	2.3%
Licenses and Permits	505,839	722,933	217,094	42.9%
Charges for Service	2,623,980	2,806,768	182,788	7.0%
Fines and Forfeitures	1,008,407	1,008,407	-	0.0%
Other	704,744	741,584	36,840	5.2%
Internal Transfers	4,560,112	4,560,112	-	0.0%
Total	\$33,671,772	\$37,369,870	\$3,698,098	11.0%

Taxes

General Fund tax revenue includes property taxes, sales taxes, and mixed beverage taxes. Overall, tax revenues are projected to increase \$3,193,409 or 15 percent from \$21,258,690 in FY2014 to \$24,452,099 in FY2015.

Ad valorem (property) taxes are the largest single revenue source for the City, estimated at \$18.8 million for FY2015. This revenue represents a 19.2 percent or \$3,029,348 increase from the FY2014 Adopted Budget of \$15.8 million. The increase is a result of improvements in appraised values, new construction and a five cent increase to the property tax rate. The breakdown is as follows:

CHART 48

Description	Amount	\$ Change	% Change
Base Property Taxes	\$15,787,177	\$ -	n/a
Increase Due to Revaluation	802,752	802,752	26.5%
Increase Due to New Construction	177,408	177,408	5.9%
Freed Up Debt Capacity (will be returned to debt rate in FY2016 to pay for Police/Fire Radio System)	309,997	309,997	10.2%
3-Cent Increase for Structural Imbalance	982,209	982,209	32.4%
1-Cent for Park Maintenance Standards	327,403	327,403	10.8%
1-Cent for Community Enhancements	327,403	327,403	10.8%
Adjustment for Delinquent Taxes	102,176	102,176	3.4%
Total	\$18,816,525	\$3,029,348	19.2%

Sales tax receipts are the General Fund's second largest revenue source, estimated at \$5.6 million for FY2015. This represents a three percent or \$163,478 increase from the FY2014 Adopted Budget of \$5.4 million.

Mixed beverage taxes are the smallest tax revenue source received by the City and are estimated at \$58,921 for FY2015. The City received \$57,273 in FY2013 and expects to receive \$58,338 in FY2014.

Other Non-tax Revenues

Overall, other non-tax revenues increased by \$504,689 or 4.1% from \$12,413,082 in FY2014 to \$12,917,771 in FY2015. These revenues include the following:

- *Franchise Fees* from electric, natural gas, phone, and cable television include a modest change of \$67,967, or 2.3 percent.
- *Licenses and Permits* for food service permits, protective alarm permits, building structures, takeline area permits, licenses for contractors and special permits reflect an increase of \$217,093, or 42.9 percent, in this revenue category and is the result of anticipated increases in building permits as development activity in the City increases.

- *Charges for Service* include ambulance billing, emergency phone 9-1-1, and animal control along with revenue from the Community Centre, Parks, Wet Zone and the Library. This category is expected to increase \$182,788, or seven percent, primarily due to an increase in ambulance rates approved in FY2014.
- *Fines and Fees* for Municipal Court and fines assessed for various code violations are expected to remain relatively flat.
- *Other* revenue include all types of miscellaneous transactions including interest earnings, cell tower rentals and donations.
- *Internal transfers* from the Utility, Refuse and Drainage Funds.
 - 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 five percent of the Utility Fund fees and charges, which are consistent with the fees charged to all other franchise utilities.

EXPENSES

Overall, expenses in the General Fund are projected to be \$37,247,486 in FY2015. This is a projected increase of \$2,246,407, or 6.4 percent when compared to the Adopted FY2014 Budget of \$35,001,079. These changes are summarized in Chart 49 below.

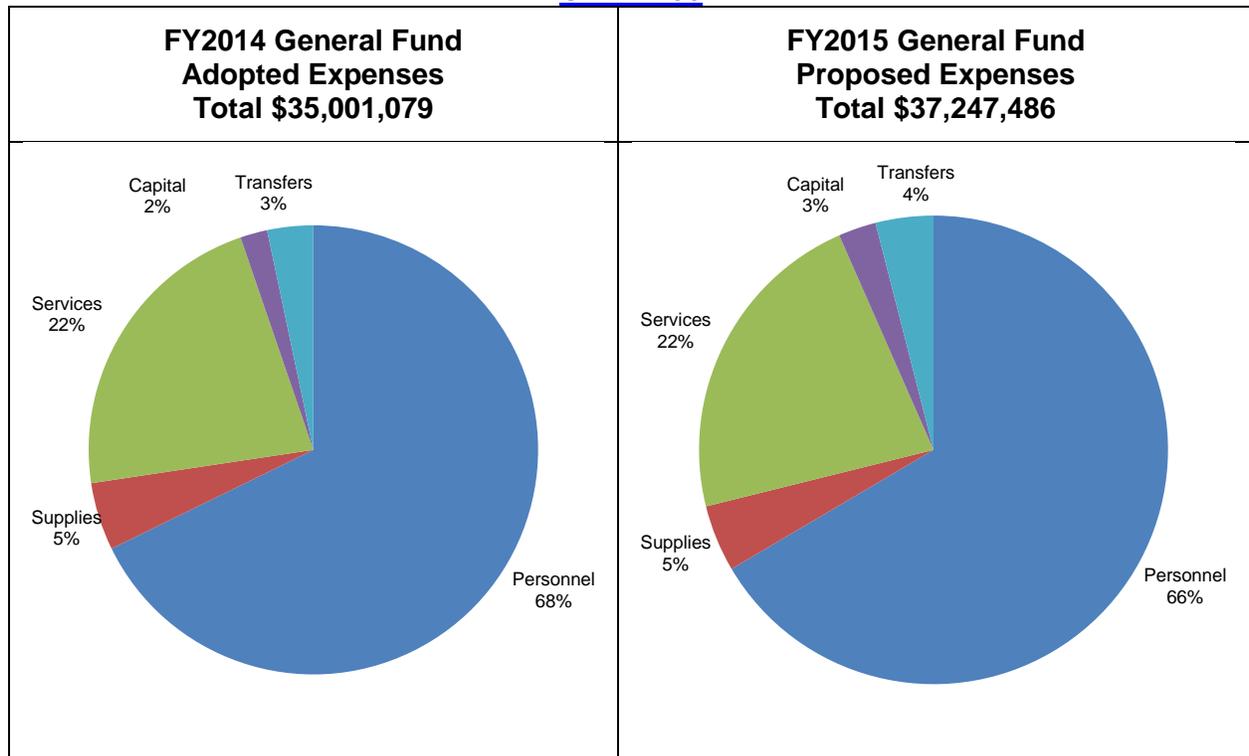
In previous years, departments have utilized the current year adopted budget as a base. Knowing that FY2015 would present a number of challenges for the City Council, Finance staff went through a "budget scrubbing" exercise to identify and reduce one-time expenses, long-term unfilled positions, and make adjustments to line item accounts that were historically underspent or over spent. This exercise resulted in a net reduction of slightly more than \$600,000 in the General Fund before budgets were prepared by departments. Departments were provided an opportunity during the budget process to request funds be added back and these were considered on an individual basis.

CHART 49

General Fund Expenses	Adopted FY2014	Proposed FY2015	\$ Change	% Change
Personnel Services	\$23,712,976	\$24,775,943	\$1,062,967	4.5%
Supplies	1,707,142	1,714,727	7,585	0.4%
Lease Purchase – Payroll/HRIS System	-	40,242	40,242	100.0%
Lease Purchase - Fire Apparatus & Equipment	356,629	574,539	217,910	61.1%
Lease Purchase – Fleet software	-	17,400	17,400	100.0%
Citywide Software Maintenance	202,383	598,919	396,536	13.5%
Library Lease	-	185,000	185,000	100.0%
Other Purchase Services	7,183,227	6,887,472	(295,755)	-4.1%
Capital Equipment - Fire	60,000	94,000	34,000	56.7%
Capital Equipment - Motor Vehicles	250,000	250,000	-	0.0%
Capital Equipment - Other	372,000	384,792	12,792	3.4%
Parks Maintenance Standards - Enhancements	-	225,000	225,000	100.0%
Community Enhancements	-	327,403	327,403	100.0%

General Fund Expenses	Adopted FY2014	Proposed FY2015	\$ Change	% Change
Transfers to Cash CIP and Economic Development	1,156,722	1,172,049	15,327	1.3%
Total	\$35,001,079	\$37,247,486	\$2,246,407	6.4%

CHART 50



Personnel Costs

As 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 \$1,062,967 or 4.5 percent, from \$23,712,976 in FY2014. As mentioned above, the FY2015 Proposed Budget includes full year funding of the three percent pay increase for City employees that was effective April 1, 2014, and first-year implementation of the new pay plan that will go into effect on April 1, 2015.

In addition to pay, employee medical costs are expected to increase \$177,877 in FY2015 due to a national trend of about 10 percent plus plan changes proposed by staff. Rates for the Texas Municipal Retirement System decreased from 14.1 percent in calendar year 2013 to 13.4 percent in calendar year 2014. This resulted in a decline from 14 percent in FY2013 to the FY2014 rate of 13.6 percent. 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 FY2015. Finally, workers compensation premiums paid to the Texas Municipal League also reflects a minor increase of \$8,861, or 2.2 percent. The City had several serious injuries in FY2011, which resulted in the increase. 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 have implemented several new safety initiatives in FY2014. These included the creation of a safety task force, whose focus on the

reduction of such claims are starting to yield results, as this is the smallest increase the City has experienced in several years.

Due to completion of the re-organization of Public Works Administration following the promotion of the Managing Director of Public Works to Assistant City Manager, and the reclassification of several positions, there is a net savings of \$115,000. However, this has been offset by a projected reduction in expected salary savings of \$350,000. This is due to the proposed implementation of the new pay plan and continued aggressive recruitment and hiring, which has cut the turnover rate from 19 to 12 percent (from FY2013 to FY2014) and resulted in fewer than 15 vacancies at any time.

Two Parks Maintenance Specialists positions are added for FY2015 in an effort to better meet parks maintenance standards. In FY2013, an in depth analysis of Parks Maintenance staffing showed that in other Dallas-Fort Worth cities the median number of acres per maintenance worker was approximately 30 acres. In Rowlett, each parks maintenance worker is responsible for more than 65 acres. These two new positions are funded by the proposed additional one cent property tax rate increase specific to park enhancements discussed with City Council in June and July. For more information on the proposed parks enhancements see Chart 54.

The net effect of the changes listed above total \$1,062,967

CHART 51

Personnel Costs	Proposed
Pay Plan Implementation on April 1, 2015	\$482,070
Add Two Parks Maintenance Specialists (Parks Enhancement funds)	70,745
Add Building Inspector (Reduce Bureau Veritas Contract same amount)	65,749
Add .50 Emergency Management Specialist position (the other half of this position is included in the Grants Fund)	29,596
Eliminate Vacant Municipal Court Clerk position	(67,399)
Overtime	60,997
Change in health insurance	177,877
Change in workers compensation	8,861
Change in vacancy savings due to reduced turnover experience	350,000
PW Re-Organization	(115,189)
Net other changes	(340)
Total	\$1,062,967

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 six patrol cars annually. In FY2013, the City began including an additional \$250,000 to purchase other vehicles and equipment. In addition to cash funding, the budget also includes capital leases that have provided funds for other key equipment strategies as follows:

CHART 52

Dept.	Equipment	FY2015 Budget	FY2016 Budget	FY2017 Budget	Total Three Year
Finance	Finance Enterprise Software	\$126,391	\$126,391	\$126,391	\$379,173
Finance	HRIS Payroll Software	40,242	40,242	40,242	120,726
Fire	Medic 2 & 3	80,852	80,852	80,852	242,556
Fire	SCBA	43,152	43,152	43,152	129,456
Fire	Ladder Truck 4	114,660	114,660	114,660	343,980
Fire	Engine 3 / Quint 1 Refurbish	86,303	86,303	86,303	258,909
Fire	Bunker Gear	50,000	50,000	50,000	150,000
Vehicle Services	Fleet & Fuel Monitoring Software	17,400	17,400	17,400	52,200
Library	Thin Clients	11,171	11,171	11,171	33,513
Total		\$570,171	\$570,171	\$570,171	\$1,710,513

In FY2015, \$40,242 has been added as a first year lease payment to replace the City's payroll system and add Human Resources Information Software (HRIS). The proposed hybrid solution to include HRIS from the new Enterprise Resource Planning (ERP) vendor, along with timekeeping systems from a second vendor, will enhance efficiencies significantly and save the City over \$250,000 over a ten-year period. This item was discussed with council on July 15, 2014 and will be submitted for approval on August 5, 2014.

Chart 53 below lists the vehicles and equipment that are scheduled to be replaced over the next three years from the annual \$250,000 allotment.

CHART 53

Dept.	Equipment / Vehicle Replacement	Year	FY2015	FY2016	FY2017	Total Three Year
Streets	F450 Truck/25-02	2003	\$40,346	\$ -	\$ -	\$ 40,346
Streets	F350 Truck/25-11	2004	50,470	-	-	50,470
Streets	Skid Steer/25-47	2002	57,474	-	-	57,474
Fire	Suburban/204	2004	75,000	-	-	75,000
PW-Eng	Truck/49-01	2002	23,227	-	-	23,227
Facilities	E150 Van/07-55	2007	-	34,899	-	34,899
Fire	Dodge Durango/902	2007	-	40,568	-	40,568
Streets	F450 Truck/25-04	2007	-	50,820	-	50,820
Streets	F-350 Truck/25-11	2004	-	50,470	-	50,470
Police	500 Sedan/C-708	2005	-	17,615	-	17,615
Police	Taurus/C-125	2005	-	17,615	-	17,615
Traffic	F-250 Truck/27-03	2007	-	36,800	-	36,800
Streets	F150 Truck/25-32	2007	-	-	18,877	18,877
Facilities	E150 Van/07-56	2007	-	-	34,424	34,424
Fire	Dodge Durango/901	2007	-	-	40,568	40,568
Police	F-150 Truck/C451	2005	-	-	22,454	22,454
Fire	F-250 4x4 Quad Cab/203	2004	-	-	75,000	75,000
Parks	F-250/4203	2003	-	-	21,877	21,877
Fleet	F-250/2601	2003	-	-	22,989	22,989

Dept.	Equipment / Vehicle Replacement	Year	FY2015	FY2016	FY2017	Total Three Year
Sub Total			\$246,517	\$248,787	\$236,189	\$731,493
Balance			\$3,483	\$1,213	\$13,811	\$18,507
Total			\$250,000	\$250,000	\$250,000	\$750,000

The budget has previously included \$100,000 per year to fund long-overdue replacement of worn facilities at parks, replace obsolete equipment and make repairs and/or enhancements where possible. While these funds have been helpful in holding off further deterioration of equipment and amenities, they have been insufficient to provide a long-term, truly sustainable level of service within the Rowlett parks system. During the past year, Parks and Recreation staff have developed maintenance standards for the City's park system, providing a management program with a focus on safety and preservation of the City's parks and open space. These standards were discussed with City Council in July, 2014 and direction was provided for staff to move forward with the standards presented.

Parks and Recreation staff has formulated a three-year plan (illustrated in Chart 54) to utilize additional funding provided by the proposed one penny on the tax rate, which translates into approximately \$327,403. Planned enhancements that will have significant impact include two additional Parks Maintenance Specialists each year, playground equipment at Twin Star Park, buildings and grounds capital maintenance, including the patio, at Springfield Park, along with additional erosion control and capital maintenance at Lakeside Park, including repairs to the fishing pier and sand volleyball court and new entry signage. Enhancements at Pecan Grove Park, including lighting the picnic area, has also been included. This funding will also aid in the implementation of the park maintenance standards policy.

CHART 54

Park Maintenance Standards and Improvements	Proposed FY2015	Proposed FY2016	Proposed FY2017	Total Three Year
Ballfields and turf management	\$70,745	\$101,490	\$207,235	\$379,470
Playground improvements and shade structures	131,658	130,913	80,168	342,739
Lakeside park improvements	75,000	75,000	-	150,000
Springfield park improvements	50,000	20,000	-	70,000
Pecan Grove park improvements			40,000	40,000
Total	\$327,403	\$327,403	\$327,403	\$982,209

Notes – (1) The proposed staffing plan includes the addition of two Parks Maintenance Specialists each year of the first three years for a total of six by Year 3 (FY2017).

ENTERPRISE FUNDS

An enterprise fund establishes a separate accounting and financial reporting mechanism for municipal services typically for which a fee is charged in exchange for goods or services. Under enterprise accounting, the revenues and expenditures of services are separated into separate funds with its own financial statements, rather than commingled with the revenues and expenses of all other government activities.

UTILITY FUND

REVENUES

Overall, revenues in the Utility Fund are projected to be \$28,605,460 in FY2015, when compared to \$27,531,543 in FY2014. This is a projected increase of \$1,073,917 or 3.9 percent when compared to the

FY2014 Adopted Budget. The City received \$25,761,273 in FY2013 and expects to receive \$27,531,543 in FY2014. This is \$1.2 million less than original budget due to a reduction in water sales resulting from Stage 3 Water Restrictions. An explanation by category is provided below in Chart 56 of the anticipated revenues and these projections.

CHART 55

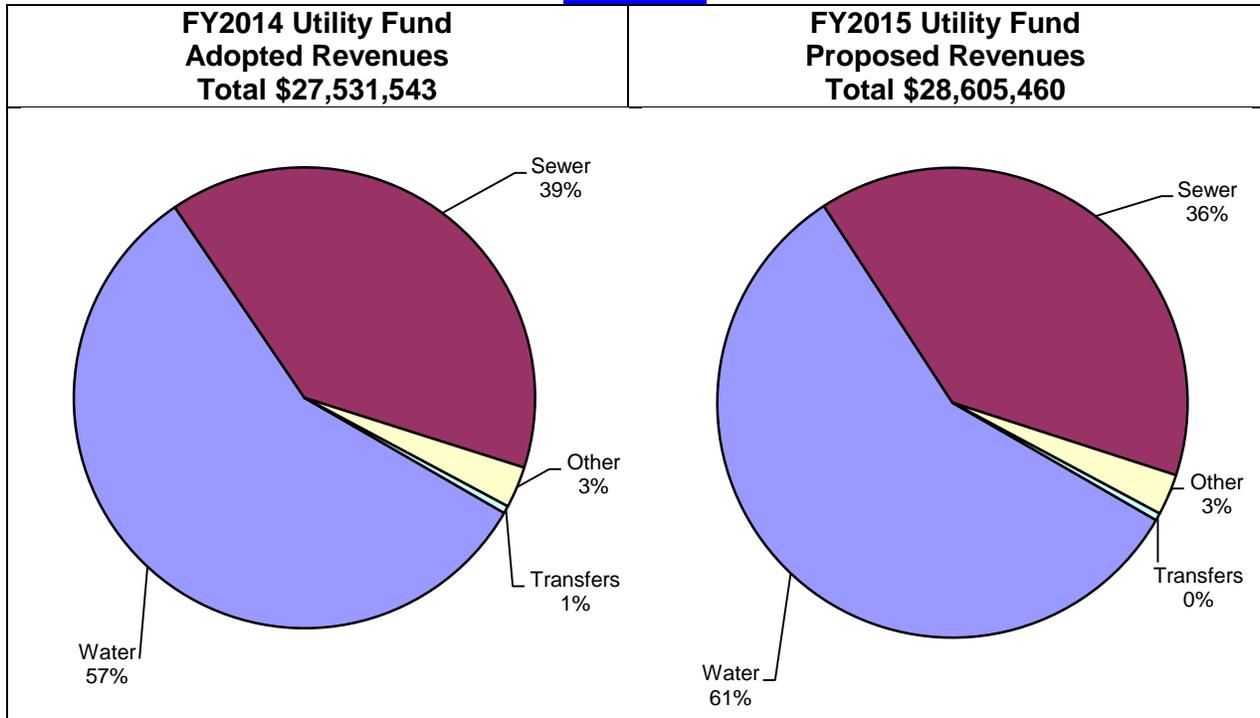


CHART 56

Utility Fund Revenues	Adopted FY2014	Proposed FY2015	\$ Change	% Change
Water charges	\$15,819,276	\$17,170,618	\$1,351,342	8.5%
Sewer charges	10,793,547	10,516,122	(277,425)	-2.6%
Interest Income	11,976	11,976	-	0.0%
Other	767,347	767,347	-	0.0%
Transfers in	139,397	139,397	-	0.0%
Total	\$27,531,543	\$28,605,460	\$1,073,917	3.9%

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 \$1,351,342 or 8.5 percent.

The City received \$14,106,165 in FY2013 and expects to receive \$14,619,276 in FY2014.

The Proposed rate change increases the average utility customer bill (assuming 10,000 gallons per month) by \$10.84 or 16.7 percent per month in FY2015. The model passes on the increase from NTMWD, and includes a temporary surcharge of \$6.97 per month in order to recoup revenue lost due to the Stage 3 water restrictions. The amount the surcharge is expected to bring in FY2015, if it remains in effect thru the entire year, is \$1.7 million. This affects residential customers as shown in the chart below.

CHART 57

Water Residential Customers Only	Adopted FY2014	Proposed FY2015
Beginning Base Rate	\$22.30	\$22.30
Increase in Base Rate from NTMWD	\$3.49	\$5.66
Temporary Surcharge	n/a	\$6.97
New Base Rate	\$25.79	\$34.93
Volume Rate	\$3.90	\$4.07
Total Monthly Fee @ 10,000 gallons per month	\$64.79	\$75.63
Dollar change	n/a	\$10.84
Percent change	n/a	16.7%

Sewer Charges

This category of revenue includes sewer charges to residential, commercial and municipal customers. Sewer charges are projected to decrease on a budgetary basis by approximately \$277,425 or 2.6 percent due to a reduction in usage brought on by Stage 3 Water Restrictions and offset by a projected increase in sewer treatment services by the City of Garland from \$2.48 to \$2.55 per thousand gallons. The City received \$10,491,768 in FY2013 and expects to receive \$10,793,547 in FY2014.

The Proposed rate increases the bill for the average utility customer (assuming 10,000 gallons per month) by \$0.25 or 0.4 percent per month in FY2015. The model passes on “only” the increase from the City of Garland and affects residential customers as shown in the chart:

CHART 58

Sewer Residential Customers Only	Adopted FY2014	Proposed FY2015
Beginning Base Rate	\$16.42	\$16.42
Increase in Base Rate from City of Garland	\$0.38	\$0.63
New Base Rate	\$16.80	\$17.05
Volume Rate	\$4.39	\$4.39
Total Monthly Fee @ 10,000 gallons per month	\$60.70	\$60.95
Dollar change	n/a	\$0.25
Percent change	n/a	0.4%

EXPENSES

The FY2015 Utility Fund budget totals \$28,062,142, which represents an increase of \$658,319 or 2.4 percent from the FY2014 Adopted Budget of \$27,403,823. The primary reason for the increase is due to an anticipated increase from NTMWD for water purchases and from the City of Garland for sewer treatment. Direct purchase costs for water and sewer are projected to increase by \$723,654 in FY2015, a combined increase of 7.7 percent. An explanation by category is provided below in Chart 60.

CHART 59

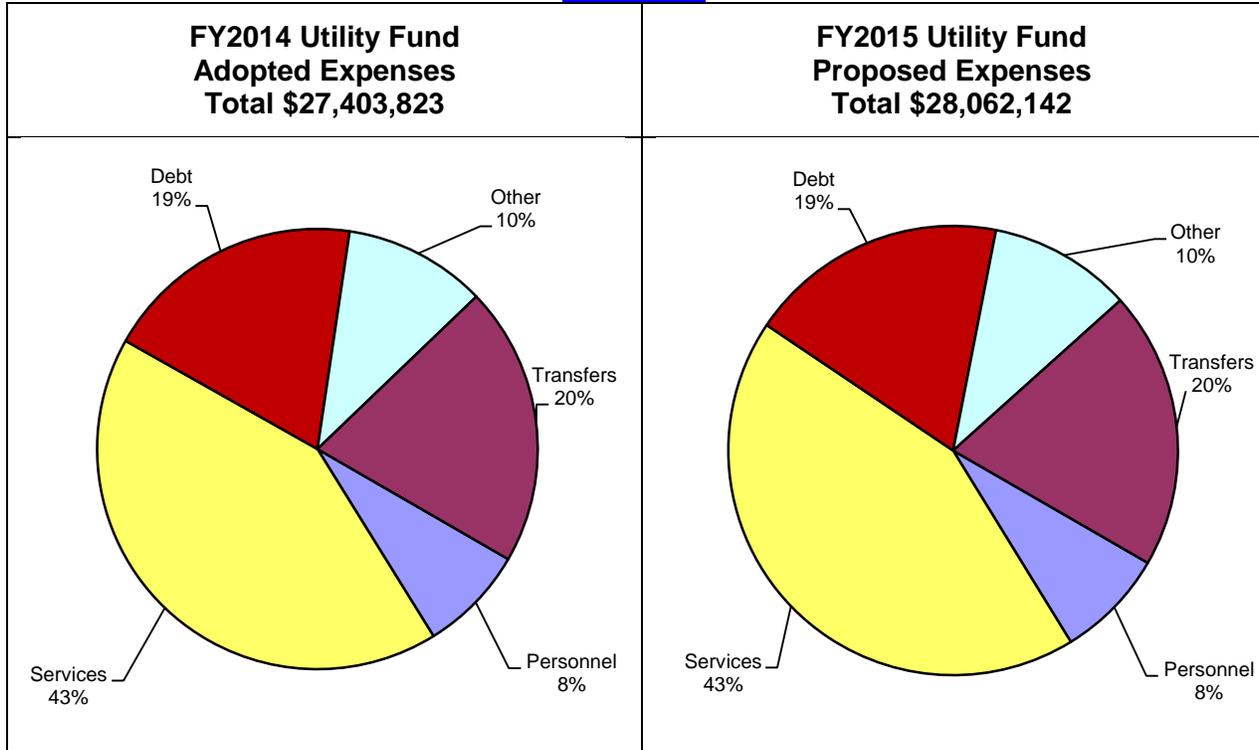


CHART 60

Utility Fund Expenses	Adopted FY2014	Proposed FY2015	\$ Change	% Change
Personnel Costs	\$2,163,577	\$2,184,764	\$ 21,187	1.0%
Water/Sewer Contract Services	9,413,826	10,137,480	723,654	7.7%
Other Purchase Services and Supplies	2,446,570	2,750,611	304,041	12.4%
Debt Service	5,103,519	4,712,956	(390,563)	-7.7%
Capital Improvements	2,800,000	2,800,000	-	0.0%
Transfers to Other Funds	5,476,331	5,476,331	-	0.0%
Total	\$27,403,823	\$28,062,142	\$658,319	2.4%

As addressed previously in the General Fund, staff is proposing an adjustment to the pay plan as recommended by the compensation study, with qualifying employee pay raises effective April 1, 2015. This raise, along with other changes, will increase personnel costs by \$21,187 or one percent for FY2015. Chart 61 outlines the changes.

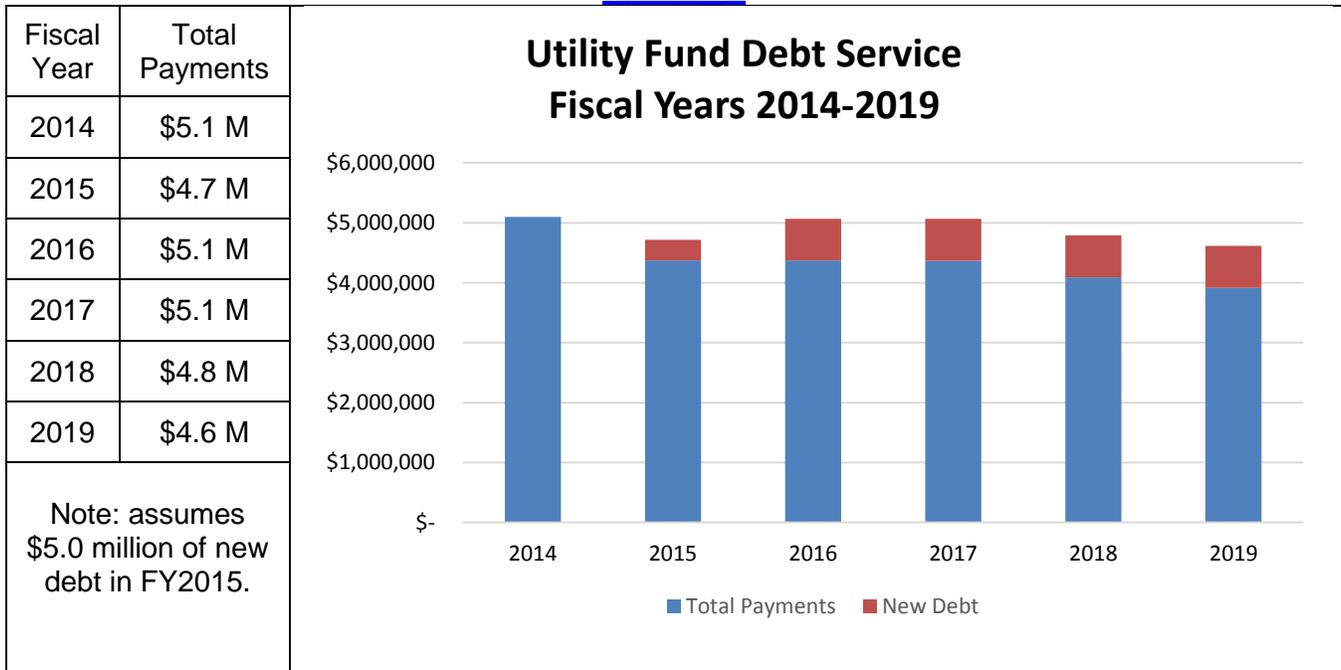
CHART 61

Personnel Costs	Proposed FY2015
Pay Plan Implementation on April 1, 2015	\$14,989
Change in health insurance	15,895
Change in retirement	(5,372)
Change in workers compensation	(142)
Net other changes	(4,183)
Total	\$21,187

Debt Service

Finally, debt service payments are scheduled to decrease by \$0.4 million in FY2015, as shown in the chart below:

CHART 62



Utility Revenue bond payments decline in FY2015 sufficient to issue another \$5 million in water and sewer bonds in FY2015, following the sale of \$5 million in FY2014, 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 2016.

Debt service payments for water and sewer revenue bonds will decline again in FY2018 and FY2019. This will make it possible to sell an estimated \$5.9 million of revenue bonds to fund additional projects for the utility system without impacting rates for customers.

Vehicles in the Utility Department are not funded from the General Fund. These vehicles are purchased exclusively in the Utility Fund and utilized in Utilities Operations. The three-year plan is shown in the chart below:

CHART 63
Proposed Three Year Utility Vehicle and Equipment Plan

Utility Fund Vehicle Replacement	Year	FY2015	FY2016	FY2017	Total Three Year
Dump Truck/62-04	2004	\$ 45,526	\$ -	\$ -	\$ 45,526
F-250 Truck/63-15	2003	28,943	-	-	28,943
Dump Truck/63-02	2004	45,526	-	-	45,526
Dump Truck/63-03	2005	43,260	-	-	43,260
F250 Truck/70-03	2004	23,227	-	-	23,227
F-250 Truck/62-01	2002	28,943	-	-	28,943
L9000/62-05	1996	30,656	30,656	30,656	91,968
Crane Truck/62-07	2003	20,216	20,216	20,216	60,648
Haul Truck/62-06	1992	-	39,310	39,310	78,620
F-250 Truck/62-08	2004	-	28,943	-	28,943
Sterling/63-12	2003	-	30,656	30,656	61,312
Dump Truck/62-02	2004	-	-	43,260	43,260
Total		\$266,297	\$149,781	\$164,098	\$580,176

REFUSE FUND

REVENUES

Revenue in the Refuse Fund is projected to be \$4,699,097 in FY2015, which is an increase of \$48,118 or one percent compared to the Amended Budget for FY2014 of \$4,650,979. The City received \$4,684,030 in FY2013 and expects to receive \$4,963,380 in FY2014. The main reason for the increase in FY2014 is due a surcharge the City had to initiate in May to collect additional revenue to pay for unanticipated expenses related to the community-wide cleanup following the December 2013 ice storm. The primary reason for the increase in FY2015 is due to a request for an increase from Waste Management tied to consumer price index (CPI) as defined in the contract.

Please note that the full effect of the change in refuse collection vendors was not fully evident when the budget was adopted in FY2014, and a budget amendment was made at the end of the 1st quarter of 2014 to better reflect a reduction in revenue resulting from a different mix in customer service choices from FY2014 Adopted Budget of \$4,835,889 to an Amended Budget amount of \$4,650,979.

EXPENSES

Expenses in the Refuse Fund are projected to be \$4,657,232 in FY2015, which is a decrease of \$71,381 or 1.5 percent compared to the Amended Budget for FY2014 of \$4,728,613. The decrease is also the result of the different mix in customer service choices with Waste Management than was originally anticipated. 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 are projected to remain flat at \$1,346,939 in FY2015, when compared to \$1,346,939 in FY2014. 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.

During FY2014 staff has been working on a proposal to review the Drainage Fund Revenue structure. This work is under way and is expected to be completed by the end of FY2014. It is anticipated that the rate structure could generate as much as \$300,000 on an annual basis, while properly apportioning the impacts to the residential fee structure.

In Texas, municipalities are authorized to implement a stormwater utility fee by Local Government Code 552, Subchapter C (Municipal Drainage Utility Systems Act). The Act allows municipalities to establish a service fee for users of the municipal storm system, provided the basis for the fee is "directly related to drainage" and the fee is "reasonable, equitable, and non-discriminatory." The Drainage Utility program in place was adopted on March 19, 2002. The current established fee is based upon water meters servicing occupied properties. The bills are collected through the Utility billing process which ensures reliable collection. The current Drainage Utility fund provides for several components of the various stormwater related programs, inclusive of staff, supplies, capital improvements, debt service, and transfers to the general fund for administrative services.

Staff has reviewed the current structure for the existing drainage fee and would propose a revision to that structure providing an opportunity meet several goals in the process:

- Provides a more equitable rate structure that would be based upon the proportionate impervious area (Impervious area by definition results in stormwater runoff.)
- Provides better alignment with the State definition to be reasonable, equitable, and non-discriminatory;
- Generates additional revenue to fund the stormwater program and its related mandates;
- Establish strategic initiatives with regard to city-wide stormwater needs which may include a tiered residential system of billing, funding of components of the stormwater master plan, potential credits to encourage best management practices with regard to stormwater practices;
- Apportion existing components of current operations to this revenue source potentially offsetting expenses not currently covered by this fund;
- Ensure that all components of the Municipal Separate Storm Sewer System (MS4) permit are adhered to and meet the requirements of the NPDES, remaining adequately funded while meeting all of the prescribed goals.

It is anticipated that a January 1, 2015 implementation date for program revision would be planned. This would enable local businesses to budget for any impacts in advance of implementation.

EXPENSES

Expenses in the Drainage Fund for FY2015 are projected to be \$1,318,500, which is an increase of \$14,920 or 1.1 percent compared to the Adopted Budget for FY2014 of \$1,303,580. The main reasons for the increase are the increase to health insurance premiums, the full year funding of the FY2014 3 percent pay raise effective April 1, 2014 and implementation of the pay plan recommendation effective April 1, 2015.

There are many outstanding un-met needs in the drainage/stormwater system. In the Stormwater Master Plan Study of 2006, there were well over 250 identified projects and needs. Of the projects identified since the initial study, the City has addressed approximately 75, leaving many unfunded and unaddressed. Staff is currently working on an update to the 2006 study, which not only will be published, but will facilitate the development of an action plan to address the most urgent needs. It will also address the City's ongoing commitments to the National Pollution Discharge Elimination System (NPDES) and the Municipal Separate Storm Sewer System (MS4) requirements.

OTHER GOVERNMENTAL FUNDS

The City of Rowlett uses a number of other governmental funds to account for specific activities. The revenues that are collected or transferred into these funds are dedicated for a particular purpose. For example, funds collected in the Court Security Fund can only be used to pay for the bailiffs and other equipment that provide security for the Municipal Court. These funds come from a portion of the fines and fees collected by the Court. A listing of these funds including the projected revenue and proposed expenses can be found below.

CHART 64

Fund Name	Adopted FY2014	Proposed FY2015	\$ Change	% Change
Impact Fees	\$ 44,357	\$ 44,357	\$ -	0.0%
Police Seizure	100,550	100,550	-	0.0%
Economic Development	316,694	316,694	-	0.0%
Hotel/Motel	47,752	47,752	-	0.0%
P.E.G.	85,042	85,042	-	0.0%
Grants	41,838	73,792	31,954	76.4%
CDBG	191,254	186,209	(5,045)	-2.6%
Inspection Fees	169,333	169,333	-	0.0%
Juvenile Diversion	33,281	33,281	-	0.0%
Court Technology	26,936	26,936	-	0.0%
Court Security	20,035	20,035	-	0.0%
Golf Fund	601,728	256,564	(345,164)	-57.4%
Total Revenues	\$1,678,800	\$1,360,545	\$(318,255)	-19.0%

Revenues are expected to increase in the Grant Fund due to an anticipated grant for 50 percent of an Emergency Management Specialist position. Revenues in the Golf Fund are projected to decrease due to revisions in the contract with American Golf Corporation and agreed reduction in rent payments based on new debt service payments. A more detailed explanation is provided below.

CHART 65

Fund Name	Adopted FY2014	Proposed FY2015	\$ Change	% Change
Impact Fees	\$ 30,000	\$ 916,238	\$886,238	2954.1%
Police Seizure	100,550	350,550	250,000	248.6%
Economic Development	355,588	436,593	81,005	22.8%
Hotel/Motel	42,749	42,749	-	0.0%
P.E.G.	71,811	73,142	1,331	1.9%
Grants	41,838	71,434	29,596	70.7%
CDBG	191,254	186,209	(5,045)	-2.6%
Inspection Fees	146,144	115,760	(30,384)	-20.8%

Fund Name	Adopted FY2014	Proposed FY2015	\$ Change	% Change
Juvenile Diversion	33,210	34,399	1,189	3.6%
Court Technology	29,145	49,005	19,860	68.1%
Court Security	24,102	23,989	(113)	-0.5%
Golf Fund	601,728	559,025	(42,703)	-7.1%
Total Expenses	\$1,668,119	\$2,855,429	\$1,190,974	71.4%

An increase in expenditures in the Impact Fee Fund are for the City's contribution to the Village of Rowlett development in Downtown Rowlett. These funds are provided by a buildup of fund balance in prior years and were dedicated by the City through the economic development agreement that was approved in May of 2014. These funds will be used for public infrastructure including streets, sidewalks and water/wastewater utilities. \$250,000 is budgeted in the Police Seizure Fund as part of Rowlett's contribution toward the shared public safety radio system with Garland and Mesquite.

The Economic Development Fund is also using accumulated fund balance to fund several one-time or temporary expenditures such as the programmed contribution to the Chamber of Commerce for marketing and economic development assistance. The increase in expenditures in the Grants Fund is due to the addition of the Emergency Management Specialist, and the increase in the Court Technology Fund is due to the first year payment for the subscription hosting of the new court software system.

The Community Development Block Grant (CDBG) Fund has undergone a revision in the annual plan and the five year consolidation plan. The substantial revisions to the plan are a City Council directed move from the use of this fund to provide for infrastructure projects in low income areas to providing for a revised distribution in programs. The proposed revision includes providing for parks infrastructure projects in low income census tracts, housing repairs for low income recipients, and public service expenditure providing public assistance to low income recipients. The City's CDBG allocation from the Housing and Urban Development (HUD) is reduced in FY2015 by 2.6 percent due to a decline in the estimated number of eligible recipients in Rowlett.

Golf Fund revenues are proposed at \$256,564 representing a decrease of \$345,164 or 57.4 percent compared to the FY2014 Adopted Budget of \$601,728. Revenues in the Golf Fund are generated by scheduled rent payments from American Golf Corporation (AGC). This significant change is due a proposal that American Golf brought forth in June 2014. AGC offered to defease \$2.19 million of bonds outstanding for the golf course and refinance the remaining \$3.95 million at a fixed interest rate. Prior to this revision to the agreement, the debt service on the 1997A bonds was tied to the London Interbank Loan Offer Rate (LIBOR). By paying the defeasance of the 2010A refunding bonds, reducing the principal on the 1997A bonds and extending the maturity, this reduced the amount of rent paid by AGC to the City.

The new agreement also impacts expenditures. In the Golf Fund FY2015 expenditures total \$559,025, a decrease of \$42,703 or 7.1 percent, over the FY2014 Adopted Budget of \$601,728. Expenditures include the new debt service payment and capital improvements as provided for in the revised agreement totaling \$294,466.

The Golf Fund maintains a minimum reserve equal to one year's debt service; based on the scheduled debt payment for FY2015, the required reserve totals \$254,559. Generally, any surplus above and beyond this minimum can be available to address capital improvement and maintenance recommendations made by the Golf Advisory Board. In order to mitigate risk to the City 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.

DEBT SERVICE FUND

Revenues are proposed at \$7,783,232, representing a decrease of \$463,430 compared to the FY2014 Adopted Budget of \$8,246,662. This has resulted in a change in the debt service portion of the tax rate, from \$0.242400 per \$100 assessed value to \$0.237403. The primary reasons for this change include a \$301,438 decrease in scheduled debt service payments and a reduction in the transfer from the Golf Fund due to the restructuring of the debt related to the Golf Course and corresponding lower payment.

Expenses are proposed at \$7,783,232 representing a decrease of \$463,430, or 5.6 percent, compared to the FY2014 Adopted Budget of \$8,246,662. Again, the most significant change is the reduction in principal and interest payment on debt by \$301,438, or 4.2 percent, due to a decline in scheduled debt service, in part from two bond refundings in the fiscal years 2012 and 2013 that save the City approximately \$97,051 annually.

It is notable that since FY2009, taxable assessed values have decreased \$252.0 million, or 7.5 percent 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.** For FY2015, the City's taxable assessed value has increased by 5.1 percent and is now expected to stabilize and improve going forward.

Over the next two years, FY2015 thru FY2016, debt service payments are scheduled to decline approximately \$0.3 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 is a small element in correcting the structural imbalance in the General Fund caused by previously declining property values.

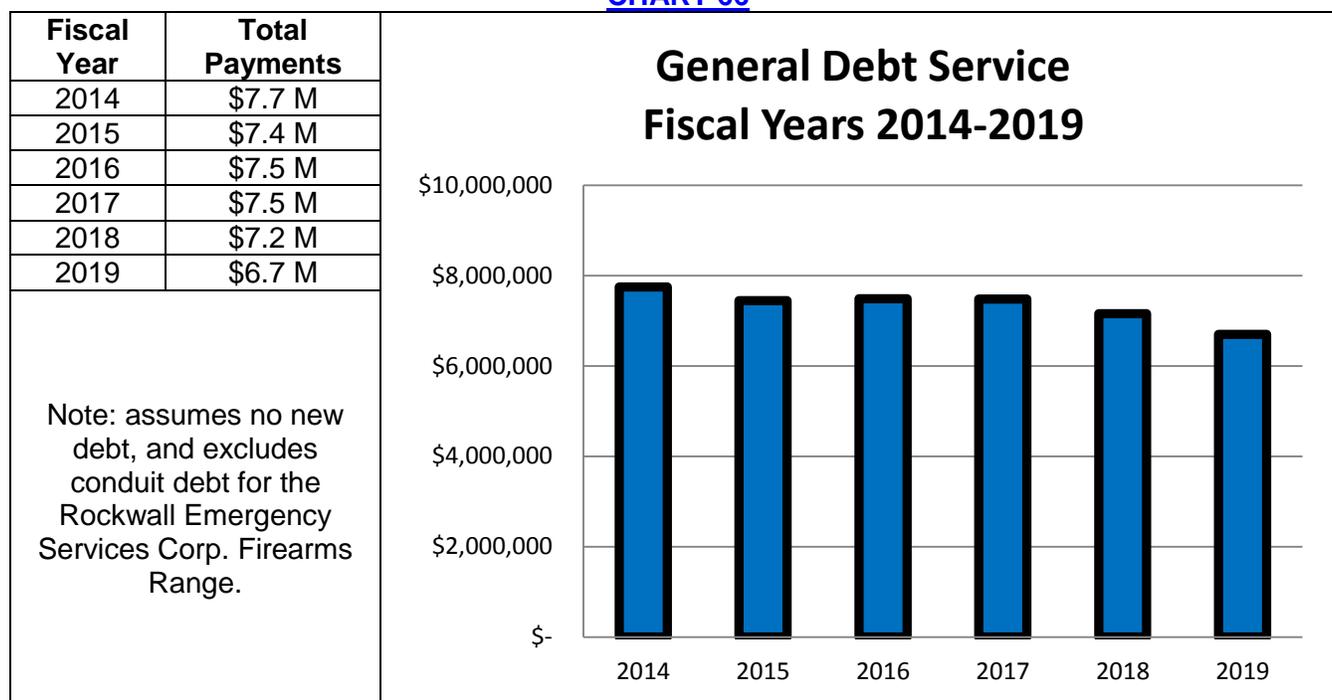
However, as the City has spent down the balances in bond funds, it is now time to consider a bond election and three-year community investment program. It is projected that a program can be put in place that would use the freed up capacity available in future years while having **no impact** on the debt service component of the tax levy over time. This is discussed further in the Capital Projects section of this memorandum.

One item that has been previously discussed with the City Council is the necessity of a new public safety radio system. Recent conversations between city representatives regarding the Garland/Mesquite radio project indicates that it continues to move forward. Vendors are being contacted as specifications are prepared to send out for price bidding. It is anticipated to request bids by late 2014 and receive bids back in the first quarter of 2015. Bid review should take place in the second quarter of 2015 and the project will be awarded soon thereafter.

Participating cities will be required to pay a percentage of their estimated project cost to get the project started. This should occur in the third quarter of 2015. Final payment will not be due until completion and acceptance of the project, in the first or second quarter of 2016. The City's total share is expected to be approximately \$3.97 million. Staff will recommend selling Certificates of Obligation for its share. This is estimated to have an impact of about \$330,000 annually on the Debt Service Fund. Staff has recommended that a portion of the increase in property taxes generated due to new construction be dedicated to this expenses. This allocation is provided for in the five-year financial plan and the proposed FY2016 planned budget.

The projected debt service payments are reflected in Chart 66 below.

CHART 66



EMPLOYEE HEALTH BENEFITS FUND

In an effort to gain greater control of the increasing cost of healthcare, the City of Rowlett transitioned from a traditional fully-insured insurance approach to a partial self-funded insurance approach in FY2011. With the transition to partial self-funding, staff realized controlling the increasing cost of healthcare went beyond adjusting co-pays and deductibles, as this philosophy just treats the short-term symptoms and does not solve the long-term problems. In addition, true cost containment is gained through effective monitoring of plan performance, developing a strong commitment to wellness and developing educated consumers of healthcare to reduce overutilization (i.e. not using network providers, unnecessary emergency room visits, etc.).

The City of Rowlett remains aggressive in its commitment to educating its employees on their health care options, which, in turn, has resulted in a commitment to keeping rapidly rising medical costs down. Of particular note is the fact that we have seen a six percent **decrease** in Per Capita (individual) Claims over the last 12 months (“LTM”) and a five percent **decrease** in Per Capita (individual) Total Plan Cost. This is a reversal of last year’s statistics, which actually reflected **increases** in both categories.

These decreases, while only reflective of a single year, resulted in the City remaining under the projected budget for FY2014.

The proposed budget for this Fund is \$4.3 million for FY2015, which includes the City’s contribution of \$3.5 million (80 percent) and the Employee/Retiree share of \$0.9 million (20 percent). This is an increase of about \$0.3 million over last year. 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.

Based in large part on the plan’s performance, our benefits advisors were able to successfully negotiate with our medical carriers FY2015 medical premium rates that reflect an increase of 8.5 percent--comparatively smaller than local and national trends that routinely show double digit increases due to rising health care costs and new requirements under the Health Care Reform (HCR) Act. This overall increase also includes expected claims, Third-Party Administration costs, Stop Loss Premiums, Wellness Initiatives and other medical plan specific line items. The City will continue to share the renewal increase with employees.

CHART 67

Revenues	Adopted FY2014	Proposed FY2015	\$ Change	% Change
City share	\$3,285,318	\$3,525,361	\$240,043	7.3%
Employee/Retiree share	808,557	878,508	69,951	8.7%
Other	1,248	1,248	-	0.0%
Total	\$4,095,123	\$4,405,117	\$309,994	7.6%

CHART 68

Expenses	Adopted FY2014	Proposed FY2015	\$ Change	% Change
Total claims + IBNR	\$3,227,184	\$3,389,882	\$162,698	5.0%
Administration	138,484	146,292	7,808	5.6%
Stop loss premiums	380,815	420,760	39,945	10.5%
Gap Plan contributions	157,868	170,491	12,623	8.0%
Compass	18,000	18,000	-	0.0%
HCR Reinsurance Fee	n/a	44,352	44,352	0.0%
Total plan expenditures	3,922,351	4,189,777	267,426	6.8%
Other (wellness, etc)	147,746	147,746	-	0.0%
Total	\$4,070,097	\$4,337,523	\$267,426	6.6%

We are confident the successes we've seen over the past year, and expect to see continue in the future, are direct results of a combination of factors, not the least of which include:

- Increased employee education on fiscally responsible healthcare and pharmacy options,
- Use of healthcare advisors with respect to procedures, hospital facilities and billing,
- An active, effective and versatile Wellness Accountability Program,
- An active, effective and deliberate Safety Program.*

*Note: While safety/Workers' Compensation issues are not included in our core medical package, they do directly impact employee capabilities and absenteeism.

To this end, 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 over the past three years. Our Mission is *Building a Culture of Wellness and Creating Educated Consumers of Healthcare*. As a result, we have experienced some very positive results. For example, by educating our employees, we continue to see high utilization of in-network office visits and generic drug substitutions, totaling an impressive 95.8 percent participation of in-network office visits and an astounding 97.7 percent participation with generic pharmaceutical substitutions. This results in lower claims costs for both the City of Rowlett and its employees.

CHART 69

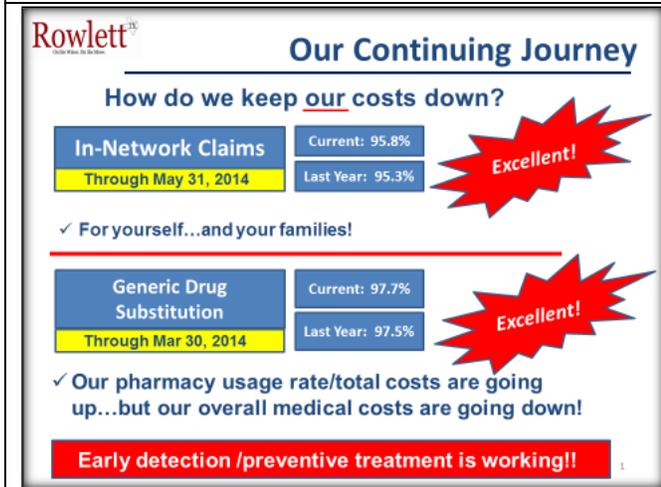
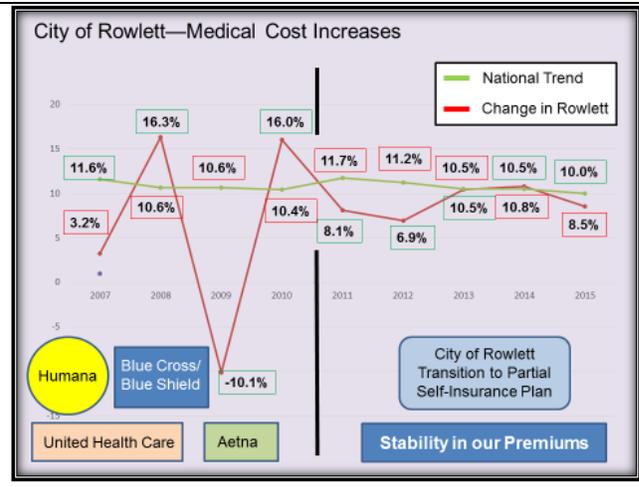


CHART 70



The City also continues to realize outstanding results in terms of both employee support and tangible cost savings through its partnership with Compass. Compass is an employee benefit advocacy firm that assists our employees and their dependents in understanding their benefits as well as assisting them in becoming educated consumers of our health plan. Since forging this partnership in October, 2012, the City and its employees have collectively saved over \$350,000—a number that continues to rise each month!

The City's decision to become partially self-insured was intended to address spiraling health care costs and 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.

We're also confident that the successes we are seeing in our plan performance are directly tied to stability in our medical benefits providers. Past decisions to stabilize our annual rate and plan changes have dramatically reduced the turmoil associated with changing plans every year. As you can see from the chart below, since 2007, the City has been with Humana, Blue Cross/Blue Shield, United Healthcare and Aetna. This resulted in huge spreads between years and, in some cases, even bigger increases were proposed. However, the City made changes to its plans to reduce those proposed increases. Since the City moved to its own partial self-insurance, the annual rate of increase has somewhat evened out and, in some cases, resulted in costs lower than that of national trends—such as this year's 8.5 percent.

Strategy for Fiscal Year 2015

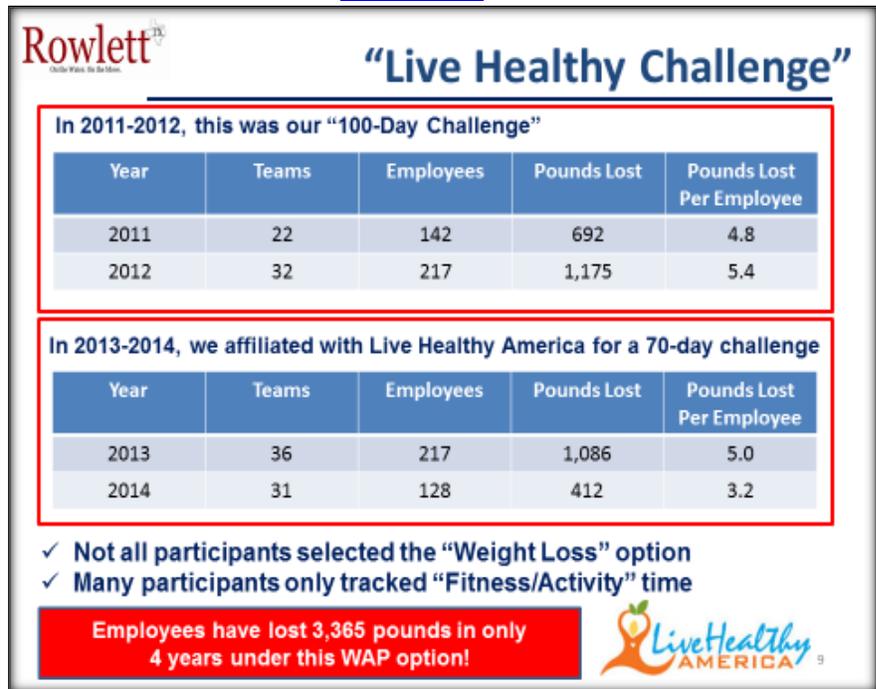
As indicated previously, our Mission is *Building a Culture of Wellness and Creating Educated Consumers of Healthcare*. For FY2014, this meant continuing to evolve strategies around our wellness and plan performance objectives. This included offering Biometric Screenings and annual physicals, and providing education and fitness classes, such as the *Live Healthy America Challenge* and *Step Into Summer* programs. These programs continue to pay off, and we continue to seek better ways to generate results.

As illustrated in the chart below, City employees have lost over 3,300 pounds over the past 4 years through our 100-Day and Live Healthy Challenges.

CHART 71

In addition to this program, City employees participate in a variety of nutrition and weight loss programs ranging from one-on-one counseling sessions with our Wellness Coordinator to monthly “Weight Watchers” meetings.

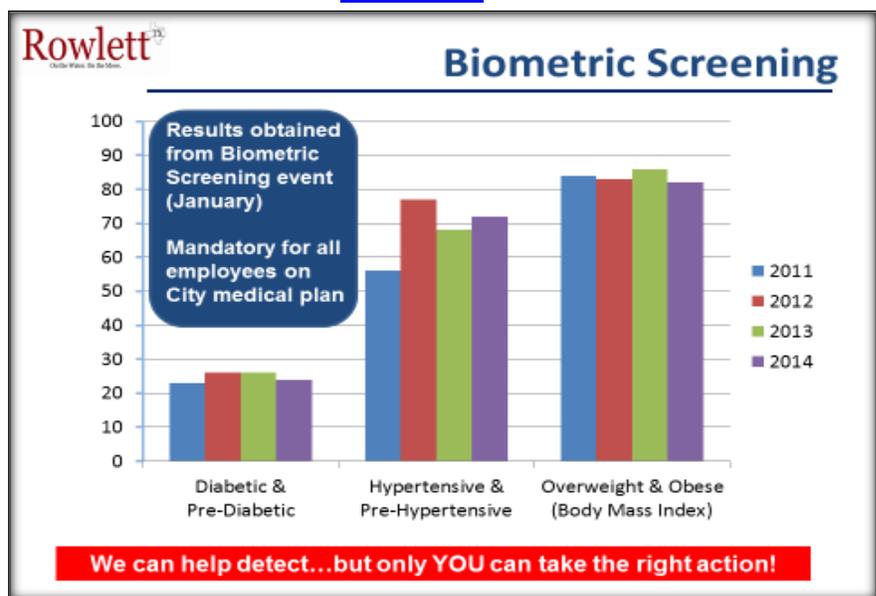
Certainly, we have our challenges. High employee turnover rates (18 percent and 19 percent over the past two years) have made comparative measurement of employee health a moving target. Still, the cumulative data that we have received over the past four years with respect to levels of overweight/obesity, degrees of hypertension (blood pressure/stress), and high probability of diabetes provide us with strategic targets with which to focus many of our wellness initiatives.



The chart below illustrates the measurements we track in these categories. Note that we were able to reduce our “Overweight & Obese” rate by four percent, meeting our FY2014 goal. We also reduced our “Diabetic & Pre-Diabetic” rate by three percent. However, we did see an increase in our “Hypertensive & Pre-hypertensive” rate by seven percent. This increase suggests a need for additional stress management techniques in the work place and for leadership to pay close attention to stress-inducing factors such as hours worked, manning, operations tempo and family issues. While we do make completing Biometric Screening mandatory for all employees on the City’s medical plan, we do not receive individual scores.

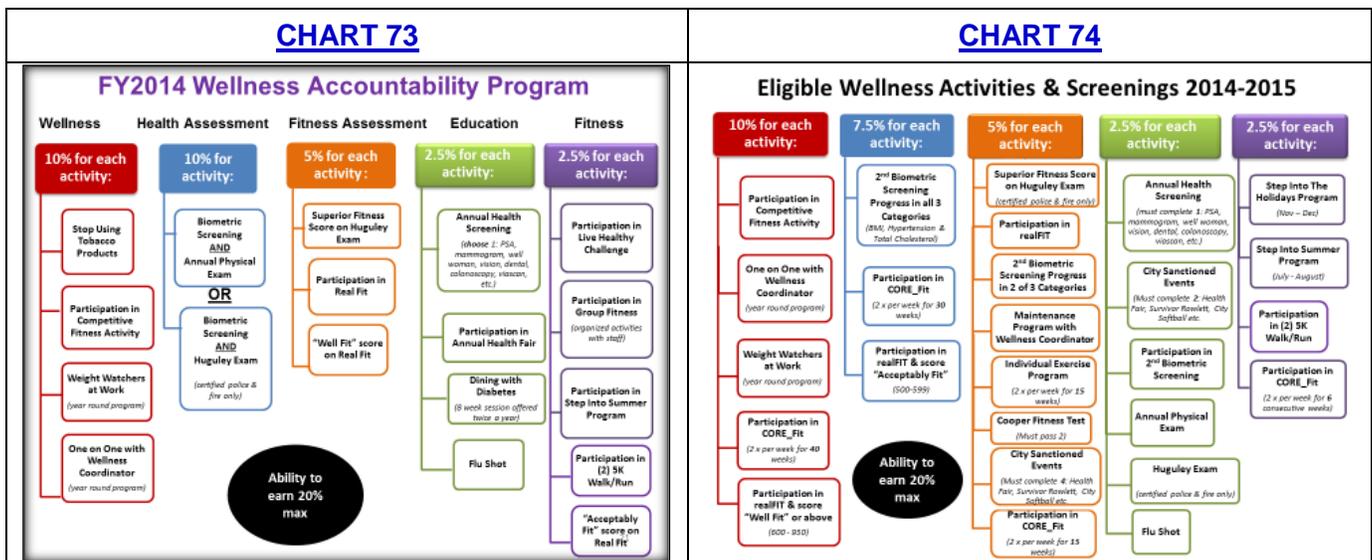
CHART 72

Based on a combination of Biometric Screening results (cumulative health and wellness data), the inputs of employees through their Department’s Wellness Accountability Plan (WAP) representatives (employee desires), and as verified through participation levels in each event, the WAP Committee designed and implemented a dynamic program geared towards improving health and wellness, and facilitating lifestyle changes.



The City implemented its WAP at the beginning of FY2013. In FY2014, the plan was modified to allow more flexibility in choice of activities and to add/change programs throughout the year. In all, employees on the City's medical plan were required to earn 20 percentage points to satisfy the full year requirement. Those who did not fulfill the requirement incurred higher medical premium costs (proportional to the amount of percentage points they did earn). The chart below illustrates the type and percent values of those programs.

Proposed changes to the FY2015 program, which were presented to our employees via a series of Employee Stakeholder Meetings at the end of July 2014, capitalize on the successes of the existing program. We will still offer maximum flexibility to employees, and will offer even more choices of elective options, which incidentally, are "Low Cost/No Cost" events. The FY2015 program, however, will be more robust as new activities have been added that specifically target the Biometric Screening elements.

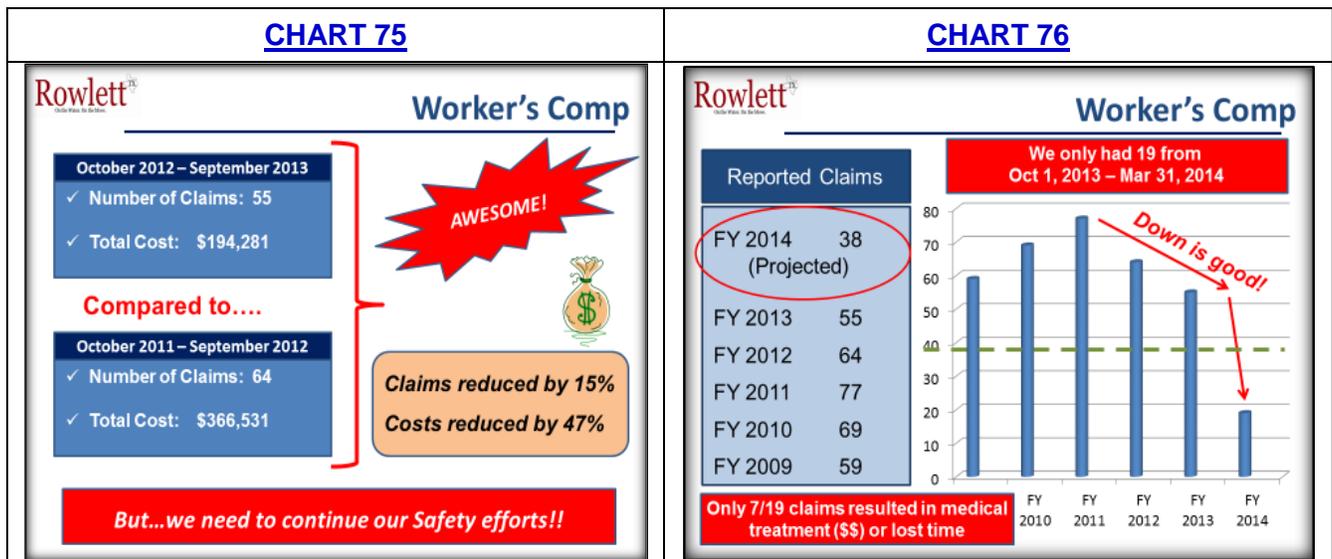


Safety and Workers' Compensation

While on-the-job injuries that result in medical treatment or lost time are not contained under the fiscal year Medical Plan budget, they do contribute to many of the factors that raise stress levels, over-task the workforce, and reduce operational capabilities. In short, an employee who must miss work for seven days due to an injury levies the same amount of absentee impact as an employee who misses work for seven days due to chest pains or untreated illness—it's still seven days of that department needing to work employees overtime, carry heavier workloads, or respond to more service calls than normal.

Because of this, the City has been very aggressive in changing the culture of its Safety posture. We activated a cross-departmental Safety Task Force, instituted more real-time safety topics in our training programs, and established the construct for a Post-incident Review Team to review safety-related instances that result in employee injury, damage to City or citizen property, and to assess departmental operating procedures.

We presented a two-year look-back to our stakeholders in October, 2013. In the attached chart, you'll see we made great strides in reducing both the number of Workers' Compensation claims (15 percent) and the amount paid by our insurance (Texas Municipal League) to cover surgeries and medications tied to those claims (47 percent).



As of March 31, 2014, the City was on track to incur 38 claims for the year (19 after the first six months). Additionally, 12 of those 19 instances were “for reporting purposes only”—that is, no medical treatment or lost time was required. We’re confident these stats genuinely reflect the positive results that have come from this increased safety posture and the focus leadership has placed on the safety and well-being of our employees.

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 remained challenged with several economic realities and yet was poised to see new development. Now that both the PGBT and DART light-rail have been completed, the downtown North Central Texas Council of Governments (COG) grant project has been completed, and the Village of Rowlett project is soon to begin, our outlook is more stable and is taking a turn for the better. However, additional work has been needed to have a sense of what capital projects are needed in the next few years and what the impact the opening of PGBT and DART would have on our traffic patterns, our growth, and our infrastructure needs, as well as what our community desires, values, and needs have identified.

With these circumstances in place, staff is yet again proposing a “two-year” Capital Improvements Plan in FY2015-2016 versus a five-year model. This plan will provide additional time to resolve the remaining key issues and allow staff to:

- Better assess all infrastructure needs, providing for a comprehensive analysis and prioritization of community needs, inclusive of facilities and equipment, parks projects, road and alley infrastructure, trails and sidewalks, utility projects, and other community enhancement projects;
- Analyze all master planning efforts across all departments and infrastructure needs, ensuring a coordinated effort;
- Establish a true Community Investment Program (CIP) by creating an ad-hoc committee in the form of a Task Force, with the mission of providing recommendations to Council for all capital projects;
- Prepare for the upcoming bond election in May, 2015, making a recommendation to Council and the community for a viable proposal that will be publically acceptable by meeting the community values;

- Ultimately develop an implementation plan, which provides not only a fundable five-year component, but also identifies a specific long-term outlook plan as well.

In FY2015 the CIP is proposed totaling \$11.1 million from utility revenue bonds and cash funded projects. This includes continuing projects enhancing the Upper Pressure Plane (UPP), constructing utility transmission lines, erecting a new water tower (currently underway), providing additional improvements to the State Highway 66 (SH-66) force main, road and alley improvements, and community enhancement projects. In addition, the engineering will begin on the remaining UPP projects.

It is anticipated that the City will carryover allocated funds already committed to existing projects into FY2015.

SUMMARY OF THREE YEAR CAPITAL IMPROVEMENT PLAN

Based on the factors mentioned previously, staff has developed a three-year plan consisting of a comprehensive listing of carefully selected and coordinated capital improvements. These improvements have been identified as necessary to accomplish the City’s long-range goals and policies, will address the recommendations of previous CIP Bond Committees, and are balanced against realistic revenue projections as well as 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 \$17.9 million over the next three years as shown in Chart 77 below. This includes funds allocated for FY2015 & FY2016 plus \$5 million of water and sewer revenue bonds sold in FY2014.

CHART 77
CIP – Funding Sources

Funding Sources	Cumulative FY2013	Adopted FY2014	Proposed FY2015	Proposed FY2016	Proposed FY2017	Total Three Year
Cash from transfers from other funds	\$6,135,502	\$1,100,000	\$5,800,000	\$5,800,000	\$5,800,000	\$17,400,000
Prior bonds	17,743,293	-	-	-	-	-
New W&S bonds	8,500,000	5,000,000	5,011,000	-	5,867,000	10,878,000
New GOs & COs ₁	-	-	-	-	-	-
Community Enhancement Projects	-	-	327,403	327,403	327,403	982,209
Grants	16,926,355	\$2,000,000		-		-
Other sources	1,302,748	-	-	-	-	-
Total	\$50,607,898	\$8,100,000	\$11,138,403	\$6,127,403	\$11,994,403	\$29,260,209
₁ City is planning a new bond election for May 2015 which could provide the ability to issue approximately \$20-\$25 million over a three year period without increasing the tax rate.						

The Three-Year CIP, as proposed, contains the following benefits:

- Adds \$10.9 million in new revenue bonds for the Water and Sewer Fund from freed up bond capacity to add to the \$5 million issued July 2014, to address issues with the upper pressure plane, major transmission water line projects, and SH-66 force main improvements; \$5 million was sold in late 2014; \$5 million will be sold in 2015; Another \$5.9 million can be sold in FY2017. Debt service payments for water and sewer revenue bonds will decline again in FY2018 and FY2019. This will make it possible to sell an estimated \$5.9 million in revenue bonds to fund additional projects for the utility system without impacting rates on customers.
- Continues annual funding for Cash CIP.
- Provides new funding for community enhancement projects, e.g., neighborhood entry features, landscaping and streetscaping projects, screening walls and fences, and median improvements.

CHART 78
Proposed Utility Revenue Bond Projects

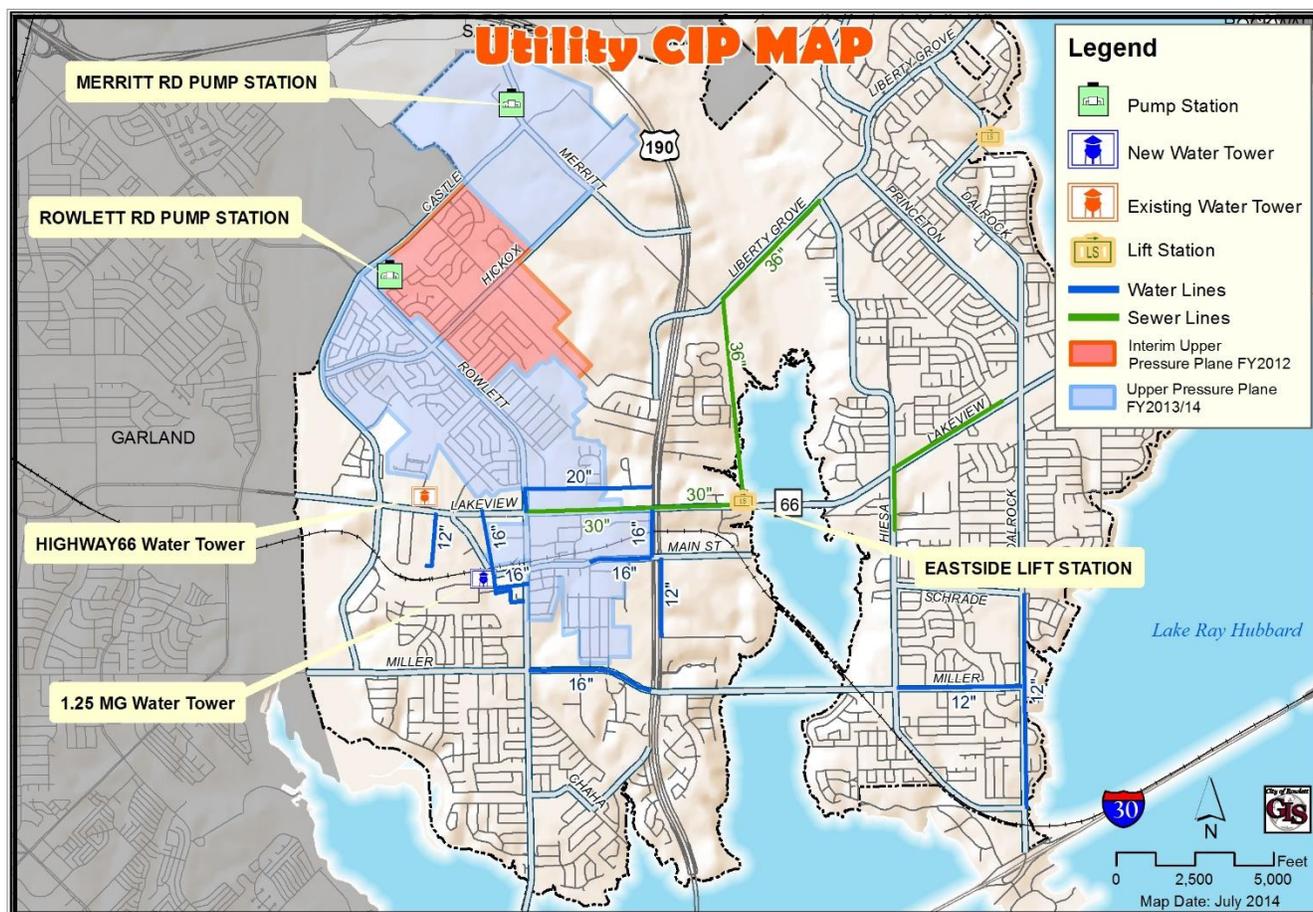
Proposed Projects	FY2015	FY2016	FY2017	Total Three Year
12" Water Line Dalrock – Miller to Schrade	\$2,700,000	\$ -	\$ -	\$2,700,000
1.25M Elevated storage tank offsite 16" water line (UPP)	1,200,000	-	-	1,200,000
Additional pump for UPP	330,000	-	-	330,000
SH-66 Force Main	781,000	-	3,419,000	4,200,000
36" Westside Sewer Line	-	-	1,400,000	1,400,000
Northside Lift Station Upgrade	-	-	537,000	537,000
12" Enclave Sewer Line	-	-	291,000	291,000
Enclave Lift Station	-	-	220,000	220,000
Total	\$5,011,000	\$ -	\$5,867,000	\$10,878,000

Utility Revenue bond payments decline in FY2015 making it sufficient to issue another \$10 million in water and sewer bonds in FY2015. The first \$5.0 million was sold in late 2014 to be programmed in 2015. Staff has worked with its consultants to develop a plan for these funds with the primary focus being the upper pressure plane and to start the engineering for the SH-66 force main rehabilitation.

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 with specific project enhancements continuing through FY2015. Additionally, engineering on the SH-66 force main will begin for long-term planning for the rehabilitation of this line.

CHART 79



Required Utility projects planned for FY2017 are:

- Continue SH-66 Force Main
- 36" Westside Sewer Line
- Northside Lift Station Upgrade
- Enclave Lift Station
- 12" Enclave Sewer Line

These projects total \$5.9 million and it is anticipated they will be funded by the current bond capacity.

CASH CIP

Governmental Purposes

The proposed three-year Cash CIP has \$19.5 million in funding from all sources. The program includes \$8.4 million for water & sewer purposes, \$8.2 million for street & alley purposes, \$1.1 million for drainage, \$1 million for proposed community enhancement projects and \$0.8 million for Library and Chamber of Commerce Building related expenses.

Recognizing the importance of our goal to "Keeping the Good Streets Good", Chart 80 outlines the street/alley maintenance plan that is consistent with our current commitment of \$2.8 million annually. Please note, however, that we are proposing to utilize \$0.8 million over two-years from the Cash CIP to assist with the start-up costs with the Library and relocation costs associated with the Chamber building relocation.

CHART 80**Proposed Three Year Governmental Purposes Cash CIP Plan**

CASH CIP Programs	FY2015	FY2016	FY2017	Total Three Year
Concrete Pavement Repair	\$670,000	\$1,070,000	\$1,270,000	\$3,010,000
Asphalt Rehab/Overlay	500,000	500,000	500,000	1,500,000
Alley Improvements	395,000	395,000	395,000	1,185,000
Alley Panel Replacement	335,000	335,000	335,000	1,005,000
Foam Injection	125,000	125,000	125,000	375,000
Crack Sealing	150,000	150,000	150,000	450,000
Screen Wall Rehabilitation - City owned	50,000	50,000	50,000	150,000
Sign Replacement / Pavement Markings	90,000	90,000	90,000	270,000
Traffic Signal Repair / Maintenance	30,000	30,000	30,000	90,000
Sidewalks	55,000	55,000	55,000	165,000
Library Improvements	200,000	200,000	-	400,000
Chamber Building Relocation	400,000	-	-	400,000
Total	\$3,000,000	\$3,000,000	\$3,000,000	\$9,000,000

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 ranging between 40 and 60 to be added to the annual maintenance schedule. Staff believes that this type of maintenance performed on the next category of streets with a PCI between 40 and 60 can improve the condition of these streets and extend their life by seven to ten years. By extending the life of these streets, the amount of funding needed to reconstruct these streets is disbursed over several bond elections.

Other street and alley programs include:

- Concrete Pavement Repair - The concrete pavement repairs consist of removing the failed sections of pavement and installing new pavement.
- Alley Improvements - Alleys chosen for reconstruction each year are based on pavement condition index with a 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, removing pavement, and installation of the drainage system and new pavement.
- Alley Panel Repair - The concrete pavement repairs consist of removing the failed sections of 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, level up courses and asphalt overlays. Rehabilitating an asphalt roadway consist of pulverizing eight to 10 inches of the existing roadway, incorporating cement, compacting base material and applying a new asphalt surface.

- Foam Injection – Inject high density poly-urethane foam below pavement, which has settled, to raise it back to the 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 extends the life of pavement because it deters water from penetrating the 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 three to five years.

Water & Sewer Purposes

The proposed Utility Fund Cash CIP has \$2.8 million in annual funding for water & sewer maintenance purposes. Chart 81 below is the three-year water & sewer maintenance plan that identifies the functions and types of projects staff will implement.

CHART 81
Proposed Three Year Water & Sewer Cash CIP Plan

UF Cash CIP Programs	FY2015	FY2016	FY2017	Total Three Year
Line Replacement	\$912,000	\$912,000	\$912,000	\$2,736,000
Lift & Pump Stations	365,000	365,000	365,000	1,095,000
Manhole Rehabilitation	400,000	400,000	400,000	1,200,000
Preventative Maintenance	292,500	292,500	292,500	877,500
Capital Maintenance Crew	200,000	200,000	200,000	600,000
Capital Equipment (Leasing)	438,000	438,000	438,000	1,314,000
Capital Equipment Replacement	50,000	50,000	50,000	150,000
Tower/Tank Maintenance	50,000	50,000	50,000	150,000
Backup Power	50,000	50,000	50,000	150,000
Utility Appurtenances (Valves & Hydrants)	42,500	42,500	42,500	127,500
Total	\$2,800,000	\$2,800,000	\$2,800,000	\$8,400,000

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. The five-year plan, which began in 2013, will eliminate the asbestos cement 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 in 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 major 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 in an ongoing ten-year cycle.
- Lift and Pump Station Rehabilitation – includes the systematic rehabilitation and replacement of lift and pump station components such as related hoist equipment, overhead cranes, and motors.

- General Preventive Maintenance – includes multiple items and upgrades, addressing and redesigning key system components.
- Tower and Tank Maintenance – the systematic and ongoing refurbishing, inspection, painting and improvement of the elevated and ground storage tanks and their associated components.
- Back-up Power – currently, back-up power on primarily lift stations is limited to only a couple of locations. Obviously all stations in proximity of Lake Ray Hubbard are the number one priority and must be sustainable in the event of any failure in order to protect the water supply in the reservoir and to ensure the efficient processing of effluent without incident.

Community Enhancement Project Purposes

At the request of Council, staff is developing a new program for community enhancement and amenities. The proposed Cash CIP will have almost \$1 million in annual funding for this community enhancement project over the next three years. Chart 82 below is the three-year plan that identifies the functions and types of projects staff will implement. These projects will include neighborhood entry features, landscaping and streetscaping projects, signage and monuments, screening walls and fences, along with median improvements. Specific projects will be developed for consideration and implementation.

CHART 82

Proposed Three Year Community Enhancement Project Plan

Community Enhancement Programs	Proposed FY2015	Proposed FY2016	Proposed FY2017	Total Three Year
Screening walls & fences	\$81,851	\$81,851	\$81,851	\$245,553
Median improvements & landscaping improvements	81,851	81,851	81,851	245,553
Streetscaping, signing & monuments	81,851	81,851	81,851	245,553
Neighborhood entry features	81,850	81,850	81,850	245,550
Total	\$327,403	\$327,403	\$327,403	\$982,209

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 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 of streets in immediate need of reconstruction has 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 of streets in the "poor to failed" category, looking at the cost of each method and how long would it extend the life of the street. Alternate methods include overlaying the existing streets with asphalt, which would extend the life of pavement as much as seven years, potentially more dependent upon the underlying conditions. As a result, each street was inspected to determine whether or not they were good candidates. It was determined that 18 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 2015, 2018, and 2021 and beyond).

Staff also evaluated alternative methods for reconstruction such as asphalt pavement with concrete curb and 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. Such a strategy could reduce the road costs allowing for more areas to be addressed.

Several unfunded CIP projects will require consideration over the years ahead. Currently, there are no funding sources secured for any of these much needed projects. It is estimated that the long-term outlook of projects needs could well exceed \$150 million, which is far greater than the current bonding capacity available with a tax increase. For that reason it is crucial that projects are chosen wisely and methodically, ensuring the efficient delivery of projects addressing the greatest needs.

Road and alley projects alone total as much as \$90 million, inclusive of projects such as the Liberty Grove/Merritt Road Connector, several major intersection improvements, all local road and alley needs, and advanced traffic management. Parks projects could total in excess of \$10 million to include Herfurth Park, Scenic Point Park, and Kid's Kingdom. Drainage projects could exceed \$13 million to include Main Street Drainage Improvements, Long Branch Creek, Dalrock North, Miller Road, and many identified stormwater retrofits that remain unfunded. Future facility needs projects may include the future relocation of the library, City Hall consolidation downtown, as well as other community defined needs. One of the largest potential opportunities remains undecided, this being the infrastructure needs for Elgin B. Robertson Park. These needs, which currently remain unidentified, could be tens of millions of dollars for water, sewer, traffic, and open space needs, should this development opportunity come to fruition.

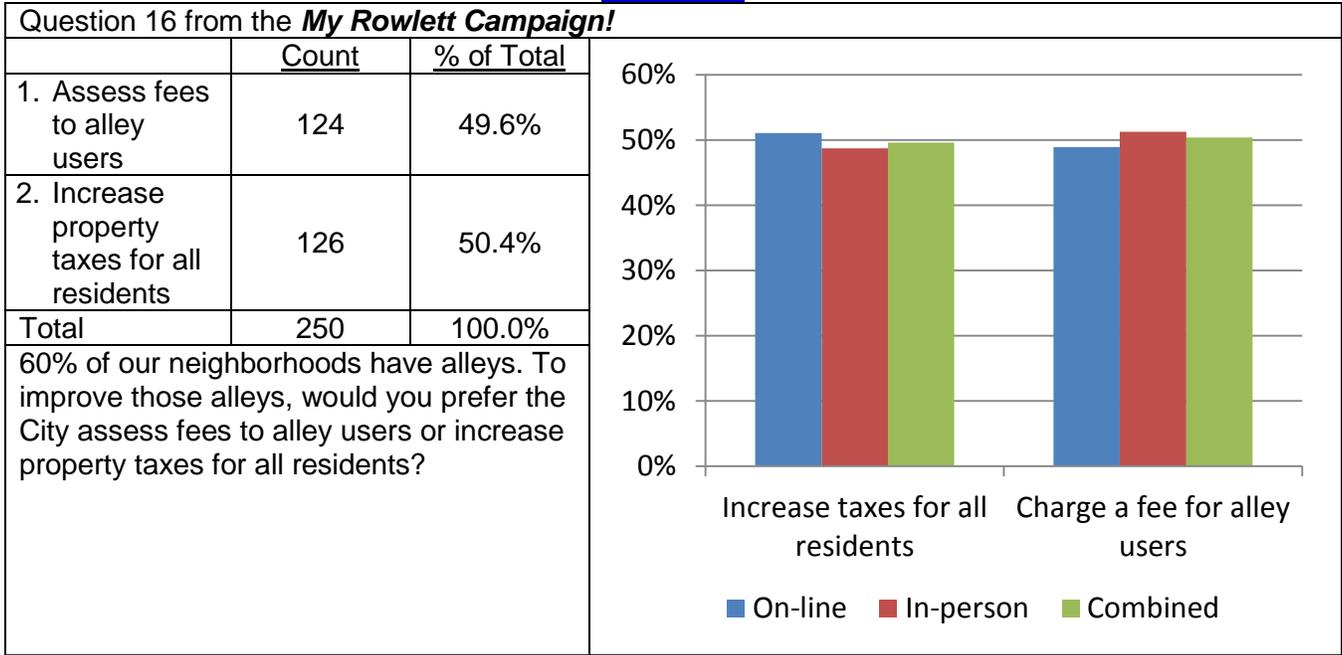
Since there are no current alternative funding sources for these programs, a bond election will be necessary to provide for these needs. This does not fully capture all needs for drainage, facilities, capacity improvements, or projects initiated through unforeseen growth needs, all of which may have other potential contributing funding sources which may include future bond elections, grants, impact fees, and development contribution.

Alley Projects

Based upon Council direction, staff is developing a new program for enhanced alley replacement. The community will need to have a conversation about how alley improvements are funded going forward. Council indicated a preference that this be included on the upcoming bond, along with a combination prorated fee. Currently, only about 60 percent of the City's neighborhoods have alleys and, as a result, a favorable bond election outcome may be difficult. While many alleys are in good shape (>60 PCI), and over 50 alleys have been reconstructed with bond funds and Cash CIP, 40 percent still need to be replaced/reconstructed at a cost over \$27 million. At the current production rate this will take approximately 27 years to facilitate, a pace which is not sustainable nor publically acceptable.

Yet the probability of being approved by the voters in a bond election remains uncertain. The recent *My Rowlett* campaign yielded the following results, which serves as an uncertain predictor as to how the public would vote.

CHART 83



Over the next year, staff will further develop the program with the intent of providing a funding solution to initiate a sustainable program at the conclusion of the bond election.

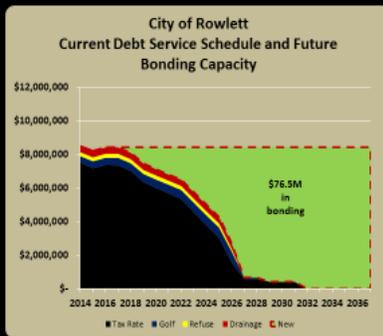
BOND ELECTION

Many infrastructure challenges and needs exist that remain unfunded. Aging infrastructure outpacing resources and capacity, maintenance needs, capacity improvements, and consistent funding for on-going CIP needs are direly needed. While future bond initiative being planned for May of 2015, staff is pursuing every opportunity to leverage City dollars against potential grants opportunities. Funding for many unmet needs still remains in the areas of utilities, streets, alleys, parks, facilities, and drainage as well as planning infrastructure for future growth and much needed capacity improvements.

It has been nearly 10 years since the last measureable governmental bonds were issued. The previous bond money will be expended on projects underway. As a result, the City has a large curve where bonded indebtedness will significantly drop off in the near future. This freed up bond capacity could provide the ability for as much as \$76.5 million over the next ten years **without a tax rate increase** as illustrated in Chart 84 below. The City could best leverage the freed up bond capacity in a series of bond packages as illustrated in Chart 85 below. This would provide for the proper planning, engineering and construction of needed projects within the capacity of the organization.

CHART 84

Freed up Bonding Capacity

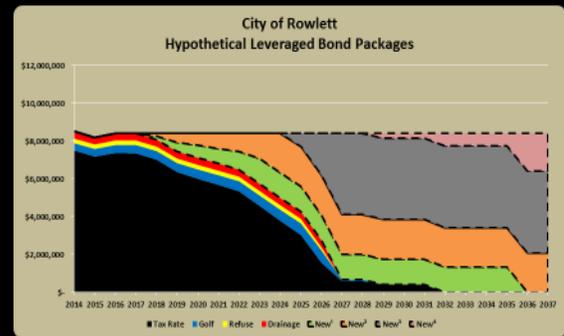


Beginning in FY2018, the City's annual general obligation debt service starts to dramatically decline.

This provides an opportunity to capture some of that capacity without increasing the tax rate through a series of bond issues over the next 3-5 years.

CHART 85

Freed up Bonding Capacity



Strategically, over the last year, the City has been planning for the May, 2015 bond election. Under the strategy of issuing a series of smaller bond initiatives, staff would propose that the capacity available of the next several years be issued every three years beginning in FY2015. Each initiative would target funds for the successive three year period (i.e FY2015, FY2018, FY2021, etc.). It is anticipated that each successful bond initiatives would result in a series of issuances timed to address the projects approved, the resources available to manage these projects, and the construction progress, so as to minimize the administrative costs and holding expenses. Annually bonds would be sold over the three year period based on need and availability. For example, Chart 86 below shows what the City may be able to issue over the next three years without increasing taxes.

CHART 86

Projected New GO & CO Bond Proceeds

Proposed Projects	FY2015	FY2016	FY2017	Total Three Year
Projected bonding capacity without issuing any new taxes ₁	\$11,315,000	\$4,335,000	\$6,460,000	\$22,110,000

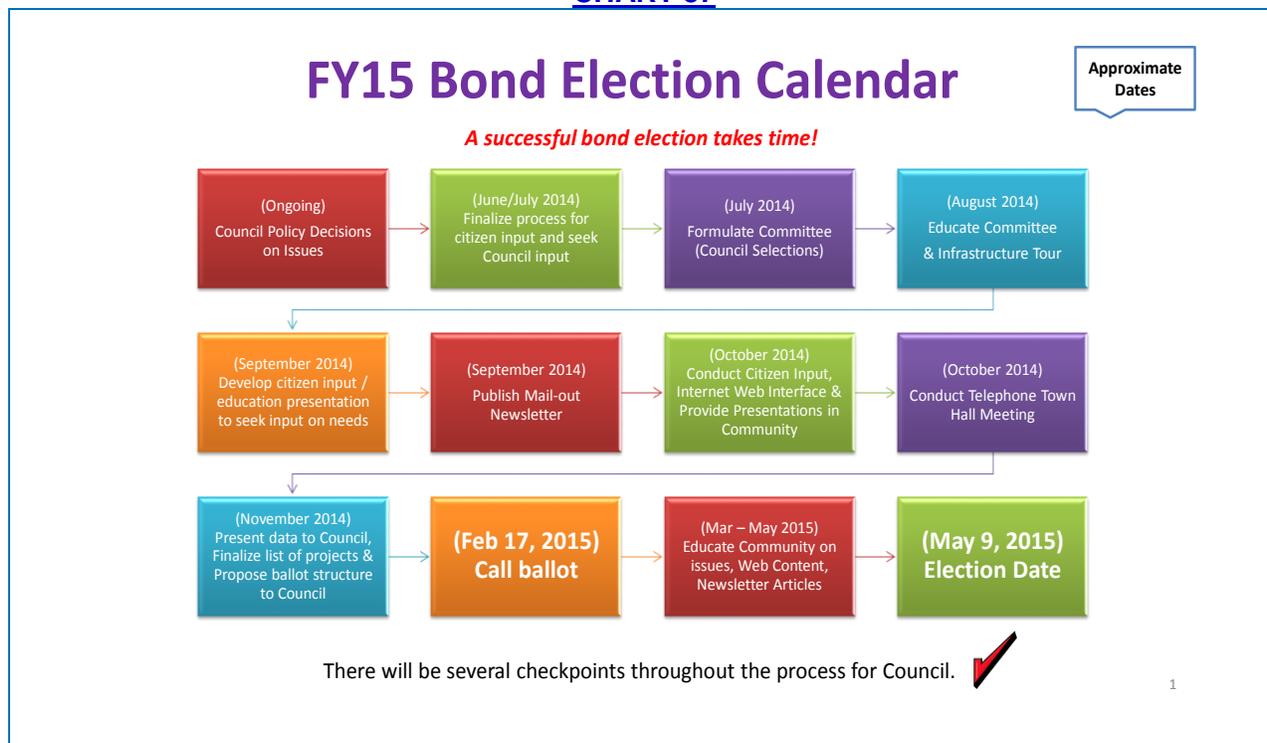
₁ per First Southwest Analysis 7-28-14

For each of the following initiatives, staff will engage the community in a public process. The expectations and values of the community will be defined, what the desired services will be considered, and what the level of that service will be for our City will be executed.

Planning for a successful bond election takes time. 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 of the upcoming initiative has multiple facets and is outlined in Chart 87 below.

CHART 87



The public process and outreach campaign will include newsletter articles, flyer, video, RTN16, a series of community meetings, web-based input, and a Telephone Town Hall Meeting. Ultimately, if passed, the approved bond projects would be budgeted beginning in the following year, FY2016.

CONCLUSION

As previously stated, the City of Rowlett had time to plan for this day. After many years of make-do budgets and developing two-year bridges, we have reached the stage where all of that hard work will pay off. We believe the FY2015 Proposed Budget effectively addresses the structural imbalances that have hindered our ability to enhance and improve our community. We can now look to the future and the benefits that will accumulate from our transportation networks, the PGBT and DART Light-rail, and our comprehensive plan *Realize Rowlett 2020*. In a few years, Rowlett will look and feel noticeably different from the vision anticipated so long ago by our citizens. However it looks, it will be uniquely Rowlett.

For the upcoming year, the FY2015 budget makes a significant departure from the past seven years. For the first time in five straight years, we will not experience a decline in our property tax values. Instead, tax values from annual assessments will increase. In addition, new growth from projects like The Homestead at Liberty Grove, Terra Lago, and others will bring new revenues to the City. As indicated several times in this budget memo, revenues from new growth will not help the City's budget until two to three years from now, necessitating an increase in the property tax rate that, combined with the increase in taxable assessed value, will allow the City to finally address structural imbalances and deferred maintenance.

As discussed previously, there are a number of significant policy initiatives included in the FY2015 Proposed Budget that are proposed. Nine of these affect FY2015 and two of them, if approved, would go into effect in FY2016. This includes implementing the 2014 compensation study to bring employee salaries and wages more in line with other comparable cities; reducing certain employee benefits based on the payout of leave balances that exceed the market; and increasing the tax rate by five cents to fix structural imbalances in the budget and enhance parks and community amenities. In addition, there are two other proposals that would not go into effect until FY2016 which would reduce the over 65 and

disabled tax exemptions from \$67,000 to \$30,000 and \$50,000 respectively and amend medical insurance premiums for retirees to reduce the City's long-term liabilities associated with such benefits. Both of these items are recommended to go into effect in FY2016 to provide time for the City to notify and educate citizens and retirees.

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, John Murray and their respective teams. They have spent many hours helping to develop the strategic approach implemented over the past few years and continuing into FY2015 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 Perrin, Drew Rist and Evette Whitehead spent many hours building the marketing and promotional materials. Thank you all!

Respectfully,



Brian Funderburk
City Manager



CITIZENS OF ROWLETT

ORGANIZATION CHART



CITIZENS OF ROWLETT

CITY OF ROWLETT

MAYOR & CITY COUNCIL



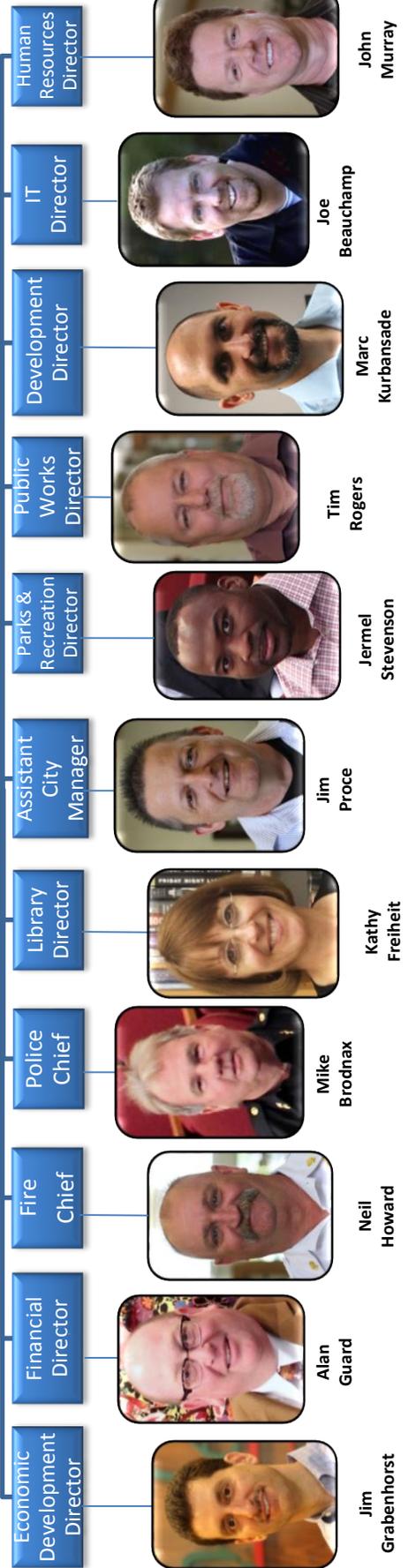
City Attorney
David Berman



BRIAN FUNDERBURK
CITY MANAGER



City Secretary
Laura Hallmark



BUDGET CALENDAR

Friday, January 24th	Staff Budget Retreat
Thursday, March 6th	Budget Kickoff Meeting for Budget Preparers
March	Meetings with DCAD and RCAD on taxable value forecast
Monday, May 5th	Complete budget submission due from staff (FY 2015 & FY 2016)
May 25th	Preliminary Tax Roll Valuation due
June	City Council Retreat
July 25th	Certified Tax Roll due
August 5th	Proposed Budget presented to City Council
August 5th	Proposed Capital Improvements Program presented to City Council
August 5th	Proposal to adopt tax rate that exceeds the rollback rate or effective rate
August 14th, 15th & 16th	City Council Work Sessions on Budget
August 19th	1st Public Hearing on Budget and Tax Rate
September 2nd	2nd Public Hearing on Budget and Tax Rate
September 16th	City Council Meeting to Adopt Budget Ordinance
September 16th	City Council Meeting to Adopt Tax Rate Ordinance
October 1st	Begin Fiscal Year



FY 2015 COMBINED FUND SUMMARY

Description	Governmental Funds				Enterprise Funds			Impact Fees Fund	Police Seizure Fund
	General Fund	Economic Development	Debt Service Fund	Capital Projects Funds	Utility Fund	Refuse Fund	Drainage Fund		
Beginning Resources	\$ 4,524,757	\$ 266,695	\$ 452,569	\$ 250,000	\$ 7,250,022	\$ 226,057	\$ 1,365,041	\$ 871,881	\$ 1,171,812
Current Revenues:									
Tax Revenues	24,452,099	-	7,283,150	-	-	-	-	-	-
Franchise Fees	3,077,967	-	-	-	-	-	-	-	-
Licenses and Permits	722,933	1,500	-	-	-	-	-	31,000	-
Charges for Service	2,806,768	-	-	-	28,454,087	4,693,402	1,346,205	-	-
Fines and Forfeitures	1,008,407	-	-	-	-	-	-	-	-
Other	741,584	250	5,130	-	11,976	5,695	734	13,357	100,550
Total Current Revenues	32,809,758	1,750	7,288,280	-	28,466,063	4,699,097	1,346,939	44,357	100,550
Other Sources:									
Transfers In	4,560,112	314,944	494,952	6,127,403	139,397	-	-	-	-
Total	37,369,870	316,694	7,783,232	6,127,403	28,605,460	4,699,097	1,346,939	44,357	100,550
Current Expenditures:									
Personnel Costs	24,775,943	225,668	-	118,290	2,184,764	-	135,908	-	-
Supplies	1,714,727	5,850	-	-	304,197	-	51,770	-	100,550
Purchase Services	8,303,582	205,075	131,437	-	12,296,266	3,389,316	66,060	-	-
Capital Outlay	969,109	-	-	-	287,628	-	-	-	250,000
Capital Improvements	-	-	-	5,804,268	-	-	335,502	916,238	-
Debt Service	-	-	7,651,795	-	4,712,956	-	375,383	-	-
Total Current Expenditures	35,763,361	436,593	7,783,232	5,922,558	19,785,811	3,389,316	964,623	916,238	350,550
Other Uses:									
Transfers Out	1,484,125	-	-	-	8,276,331	1,267,916	353,877	-	-
Total	37,247,486	436,593	7,783,232	5,922,558	28,062,142	4,657,232	1,318,500	916,238	350,550
Ending Resources	\$ 4,647,142	\$ 146,796	\$ 452,569	\$ 454,845	\$ 7,793,340	\$ 267,922	\$ 1,393,480	\$ -	\$ 921,812
% of Expenditures	13.0%	33.6%	5.8%	7.7%	39.4%	7.9%	144.5%	0.0%	263.0%

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	
\$ 12,187	\$ 83,632	\$ -	\$ -	\$ 23,189	\$ 149,045	\$ 88,653	\$ 18,107	\$ 557,461	\$ 25,026	\$ 17,336,135
47,175	-	-	-	-	-	-	-	-	-	31,782,424
-	85,042	-	-	-	-	-	-	-	-	3,163,009
-	-	-	-	-	-	-	-	-	-	755,433
-	-	31,954	-	169,333	-	-	-	-	4,403,869	41,905,618
-	-	-	-	-	33,281	26,936	20,035	-	-	1,088,659
577	-	41,838	186,209	-	-	-	-	256,564	1,248	1,365,712
47,752	85,042	73,792	186,209	169,333	33,281	26,936	20,035	256,564	4,405,117	80,060,855
-	-	-	-	-	-	-	-	-	-	11,636,808
47,752	85,042	73,792	186,209	169,333	33,281	26,936	20,035	256,564	4,405,117	91,697,663
11,484	73,142	71,434	-	115,760	29,399	-	23,989	-	75,317	27,841,098
6,300	-	-	-	-	700	-	-	-	-	2,184,094
24,965	-	-	186,209	-	4,300	49,005	-	10,000	4,262,206	28,928,421
-	-	-	-	-	-	-	-	-	-	1,506,737
-	-	-	-	-	-	-	-	294,466	-	7,350,474
-	-	-	-	-	-	-	-	-	-	12,740,134
42,749	73,142	71,434	186,209	115,760	34,399	49,005	23,989	304,466	4,337,523	\$ 80,550,958
-	-	-	-	-	-	-	-	254,559	-	11,636,808
42,749	73,142	71,434	186,209	115,760	34,399	49,005	23,989	559,025	4,337,523	92,187,766
\$ 17,190	\$ 95,532	\$ 2,358	\$ -	\$ 76,762	\$ 147,927	\$ 66,584	\$ 14,153	\$ 255,000	\$ 92,620	\$ 16,846,032
40.2%	130.6%	3.3%	0.0%	0.0%	430.0%	135.9%	59.0%	83.8%	2.1%	20.9%

FY 2016 COMBINED FUND SUMMARY

Description	Governmental Funds				Enterprise Funds			Impact Fees Fund	Police Seizure Fund
	General Fund	Economic Development	Debt Service Fund	Capital Projects Funds	Utility Fund	Refuse Fund	Drainage Fund		
Beginning Resources	\$ 4,647,142	\$ 146,796	\$ 452,569	\$ 454,845	\$ 7,793,340	\$ 267,922	\$ 1,393,480	\$ -	\$ 921,812
Current Revenues:									
Tax Revenues	25,225,353	-	7,655,573	-	-	-	-	-	-
Franchise Fees	3,147,749	-	-	-	-	-	-	-	-
Licenses and Permits	730,161	1,500	-	-	-	-	-	31,000	-
Charges for Service	2,865,857	-	-	-	29,718,521	4,693,402	1,346,205	-	-
Fines and Forfeitures	1,008,407	-	-	-	-	-	-	-	-
Other	798,500	250	5,130	-	11,976	5,695	734	13,357	100,550
Total Current Revenues	33,776,027	1,750	7,660,703	-	29,730,497	4,699,097	1,346,939	44,357	100,550
Other Sources:									
Transfers In	4,560,112	314,944	495,393	6,140,434	139,397	-	-	-	-
Total	38,336,139	316,694	8,156,096	6,140,434	29,869,894	4,699,097	1,346,939	44,357	100,550
USES OF FUNDS:									
Current Expenditures:									
Personnel Costs	25,976,718	232,112	-	120,077	2,244,156	-	139,772	-	-
Supplies	1,716,831	5,850	-	-	304,197	-	51,770	-	100,550
Purchase Services	7,924,921	135,450	131,437	-	13,070,104	3,389,316	66,060	-	-
Capital Outlay	779,737	-	-	-	-	-	-	-	-
Capital Improvements	-	-	-	6,020,357	-	-	335,502	30,000	-
Debt Service	-	-	8,024,659	-	5,069,849	-	376,033	-	-
Total Current Expenditures	36,398,207	373,412	8,156,096	6,140,434	20,688,306	3,389,316	969,137	30,000	100,550
Other Uses:									
Transfers Out	1,497,156	-	-	-	8,276,331	1,267,916	353,877	-	-
Total	37,895,363	373,412	8,156,096	6,140,434	28,964,637	4,657,232	1,323,014	30,000	100,550
Ending Resources	\$ 5,087,918	\$ 90,078	\$ 452,569	\$ 454,845	\$ 8,698,597	\$ 309,787	\$ 1,417,405	\$ 14,357	\$ 921,812
% of Expenditures	14.0%	24.1%	5.5%	7.4%	42.0%	9.1%	146.3%	47.9%	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	
\$ 17,190	\$ 95,532	\$ 2,358	\$ -	\$ 76,762	\$ 147,927	\$ 66,584	\$ 14,153	\$ 255,000	\$ 92,620	\$ 16,846,032
47,175	-	-	-	-	-	-	-	-	-	32,928,101
-	85,042	-	-	-	-	-	-	-	-	3,232,791
-	-	-	-	-	-	-	-	-	-	762,661
-	-	32,354	-	169,333	-	-	-	-	4,800,217	43,625,889
-	-	-	-	-	33,281	26,936	20,035	-	-	1,088,659
577	-	41,838	186,209	-	-	-	-	257,005	1,248	1,423,069
47,752	85,042	74,192	186,209	169,333	33,281	26,936	20,035	257,005	4,801,465	83,061,170
-	-	-	-	-	-	-	-	-	-	11,650,280
47,752	85,042	74,192	186,209	169,333	33,281	26,936	20,035	257,005	4,801,465	94,711,450
11,484	74,259	74,242	-	121,740	29,403	-	23,989	-	76,433	29,124,385
6,300	-	-	-	-	700	-	-	-	-	2,186,198
24,965	-	-	186,209	-	4,300	49,005	-	10,000	4,638,169	29,629,936
-	-	-	-	-	-	-	-	-	-	779,737
-	-	-	-	-	-	-	-	-	-	6,385,859
-	-	-	-	-	-	-	-	-	-	13,470,541
42,749	74,259	74,242	186,209	121,740	34,403	49,005	23,989	10,000	4,714,602	81,576,656
-	-	-	-	-	-	-	-	255,000	-	11,650,280
42,749	74,259	74,242	186,209	121,740	34,403	49,005	23,989	265,000	4,714,602	93,226,936
\$ 22,193	\$ 106,315	\$ 2,308	\$ -	\$ 124,355	\$ 146,805	\$ 44,515	\$ 10,199	\$ 247,005	\$ 179,483	\$ 18,330,546
51.9%	143.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	22.5%

GENERAL FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ 7,044,671	\$ 6,280,686	\$ 5,616,262	\$ 4,524,757	\$ 4,647,142
Current Revenues:					
Tax Revenues	20,792,372	21,258,690	21,364,562	24,452,099	25,225,353
Franchise Fees	2,895,572	3,010,000	3,060,000	3,077,967	3,147,749
Licenses and Permits	528,503	505,839	603,820	722,933	730,161
Charges for Service	2,815,582	2,623,980	2,743,980	2,806,768	2,865,857
Fines and Forfeitures	933,976	1,008,407	981,006	1,008,407	1,008,407
Other	745,959	704,744	714,744	741,584	798,500
Transfers In	4,560,120	4,560,112	4,560,112	4,560,112	4,560,112
Current Revenues	<u>33,272,084</u>	<u>33,671,772</u>	<u>34,028,224</u>	<u>37,369,870</u>	<u>38,336,139</u>
Available Resources	<u>40,316,755</u>	<u>39,952,458</u>	<u>39,644,486</u>	<u>41,894,628</u>	<u>42,983,281</u>
Expenditures:					
Personnel Services	22,719,805	23,712,976	23,812,976	24,775,943	25,976,718
Supplies	1,659,040	1,707,142	1,703,142	1,714,727	1,716,831
Purchase Services	7,126,191	7,742,239	7,664,889	8,303,582	7,924,921
Capital Outlay	1,485,926	682,000	682,000	969,109	779,737
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	1,709,531	1,156,722	1,256,722	1,484,125	1,497,156
Total Expenditures	<u>34,700,493</u>	<u>35,001,079</u>	<u>35,119,729</u>	<u>37,247,486</u>	<u>37,895,363</u>
Ending Resources	<u>\$ 5,616,262</u>	<u>\$ 4,951,379</u>	<u>\$ 4,524,757</u>	<u>\$ 4,647,142</u>	<u>\$ 5,087,918</u>

ECONOMIC DEVELOPMENT FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ 352,189	\$ 323,687	\$ 305,589	\$ 266,695	\$ 146,796
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	1,500	1,500	1,500	1,500
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	410	250	250	250	250
Transfers In	314,940	314,944	314,944	314,944	314,944
Current Revenues	<u>315,350</u>	<u>316,694</u>	<u>316,694</u>	<u>316,694</u>	<u>316,694</u>
Available Resources	<u>667,539</u>	<u>640,381</u>	<u>622,283</u>	<u>583,389</u>	<u>463,490</u>
Expenditures:					
Personnel Services	218,226	220,123	220,123	225,668	232,112
Supplies	1,929	7,250	7,250	5,850	5,850
Purchase Services	138,348	128,215	128,215	205,075	135,450
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	3,447	-	-	-	-
Total Expenditures	<u>361,950</u>	<u>355,588</u>	<u>355,588</u>	<u>436,593</u>	<u>373,412</u>
Ending Resources	<u>\$ 305,589</u>	<u>\$ 284,793</u>	<u>\$ 266,695</u>	<u>\$ 146,796</u>	<u>\$ 90,078</u>

DEBT SERVICE FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ 363,827	\$ 363,827	\$ 452,569	\$ 452,569	\$ 452,569
Current Revenues:					
Tax Revenues	7,925,984	7,593,147	7,593,147	7,283,150	7,655,573
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	4,497	5,130	5,130	5,130	5,130
Transfers In	636,616	648,385	648,385	494,952	495,393
Current Revenues	8,567,097	8,246,662	8,246,662	7,783,232	8,156,096
Available Resources	8,930,924	8,610,489	8,699,231	8,235,801	8,608,665
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	-	-	-	-	-
Purchase Services	74,887	126,202	126,202	131,437	131,437
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	8,403,468	8,120,460	8,120,460	7,651,795	8,024,659
Transfers Out	-	-	-	-	-
Total Expenditures	8,478,355	8,246,662	8,246,662	7,783,232	8,156,096
Ending Resources	\$ 452,569	\$ 363,827	\$ 452,569	\$ 452,569	\$ 452,569

UTILITY FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ 5,856,083	\$ 6,059,840	\$ 5,422,302	\$ 7,250,022	\$ 7,793,340
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	25,618,298	27,380,170	27,380,170	28,454,087	29,718,521
Fines & Forfeitures	-	-	-	-	-
Other	3,571	11,976	11,976	11,976	11,976
Transfers In	139,404	139,397	139,397	139,397	139,397
Current Revenues	25,761,273	27,531,543	27,531,543	28,605,460	29,869,894
Available Resources	31,617,356	33,591,383	32,953,845	35,855,482	37,663,234
Expenditures:					
Personnel Services	2,031,503	2,163,577	2,163,577	2,184,764	2,244,156
Supplies	348,333	301,253	301,253	304,197	304,197
Purchase Services	10,010,322	11,539,115	11,539,115	12,296,266	13,070,104
Capital Outlay	675,772	20,028	20,028	287,628	-
Capital Improvements	3,778,122	2,800,000	1,100,000	-	-
Debt Service	4,973,481	5,103,519	5,103,519	4,712,956	5,069,849
Transfers Out	4,377,521	5,476,331	5,476,331	8,276,331	8,276,331
Total Expenditures	26,195,054	27,403,823	25,703,823	28,062,142	28,964,637
Ending Resources	\$ 5,422,302	\$ 6,187,560	\$ 7,250,022	\$ 7,793,340	\$ 8,698,597

REFUSE FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ 279,015	\$ 302,760	\$ 303,691	\$ 226,057	\$ 267,922
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	4,681,715	4,830,194	4,645,284	4,693,402	4,693,402
Fines & Forfeitures	-	-	-	-	-
Other	2,315	5,695	5,695	5,695	5,695
Transfers In	-	-	-	-	-
Current Revenues	<u>4,684,030</u>	<u>4,835,889</u>	<u>4,650,979</u>	<u>4,699,097</u>	<u>4,699,097</u>
Available Resources	<u>4,963,045</u>	<u>5,138,649</u>	<u>4,954,670</u>	<u>4,925,154</u>	<u>4,967,019</u>
Expenditures:					
Personnel Services	8,187	-	-	-	-
Supplies	-	-	-	-	-
Purchase Services	3,380,595	3,511,872	3,511,872	3,389,316	3,389,316
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	243,048	239,218	239,218	240,393	240,393
Transfers Out	1,027,524	1,027,523	977,523	1,027,523	1,027,523
Total Expenditures	<u>4,659,354</u>	<u>4,778,613</u>	<u>4,728,613</u>	<u>4,657,232</u>	<u>4,657,232</u>
Ending Resources	<u>\$ 303,691</u>	<u>\$ 360,036</u>	<u>\$ 226,057</u>	<u>\$ 267,922</u>	<u>\$ 309,787</u>

DRAINAGE FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ 1,050,360	\$ 1,083,325	\$ 1,321,682	\$ 1,365,041	\$ 1,393,480
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	1,328,989	1,346,205	1,346,205	1,346,205	1,346,205
Fines & Forfeitures	-	-	-	-	-
Other	36	734	734	734	734
Transfer In	-	-	-	-	-
Current Revenues	<u>1,329,025</u>	<u>1,346,939</u>	<u>1,346,939</u>	<u>1,346,939</u>	<u>1,346,939</u>
Available Resources	<u>2,379,385</u>	<u>2,430,264</u>	<u>2,668,621</u>	<u>2,711,980</u>	<u>2,740,419</u>
Expenditures:					
Personnel Services	105,267	111,987	111,987	135,908	139,772
Supplies	35,157	51,770	51,770	51,770	51,770
Purchase Services	50,566	70,768	70,768	66,060	66,060
Capital Outlay	-	-	-	-	-
Capital Improvements	435,504	335,502	335,502	335,502	335,502
Debt Service	177,337	379,676	379,676	375,383	376,033
Transfers Out	253,872	353,877	353,877	353,877	353,877
Total Expenditures	<u>1,057,703</u>	<u>1,303,580</u>	<u>1,303,580</u>	<u>1,318,500</u>	<u>1,323,014</u>
Ending Resources	<u>\$ 1,321,682</u>	<u>\$ 1,126,684</u>	<u>\$ 1,365,041</u>	<u>\$ 1,393,480</u>	<u>\$ 1,417,405</u>

IMPACT FEES FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ 385,547	\$ 399,903	\$ 657,846	\$ 871,881	\$ -
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	341,707	31,000	256,226	31,000	31,000
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	512	13,357	3,696	13,357	13,357
Transfer In	-	-	-	-	-
Current Revenues	342,219	44,357	259,922	44,357	44,357
Available Resources	727,766	444,260	917,768	916,238	44,357
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	-	-	-	-	-
Purchase Services	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Capital Improvements	69,920	30,000	45,887	916,238	30,000
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	69,920	30,000	45,887	916,238	30,000
Ending Resources	\$ 657,846	\$ 414,260	\$ 871,881	\$ -	\$ 14,357

POLICE SEIZURE FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ 639,104	\$ 639,102	\$ 1,171,812	\$ 1,171,812	\$ 921,812
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	1,044,720	100,550	100,550	100,550	100,550
Transfers In	-	-	-	-	-
Current Revenues	<u>1,044,720</u>	<u>100,550</u>	<u>100,550</u>	<u>100,550</u>	<u>100,550</u>
Available Resources	<u>1,683,824</u>	<u>739,652</u>	<u>1,272,362</u>	<u>1,272,362</u>	<u>1,022,362</u>
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	185,426	100,550	100,550	100,550	100,550
Purchase Services	140,803	-	-	-	-
Capital Outlay	185,783	-	-	250,000	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	<u>512,012</u>	<u>100,550</u>	<u>100,550</u>	<u>350,550</u>	<u>100,550</u>
Ending Resources	<u>\$ 1,171,812</u>	<u>\$ 639,102</u>	<u>\$ 1,171,812</u>	<u>\$ 921,812</u>	<u>\$ 921,812</u>

INNOVATIONS FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ 381,606	\$ 224,605	\$ 364,693	\$ -	\$ -
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	425	-	-	-	-
Transfers In	-	-	-	-	-
Current Revenues	425	-	-	-	-
Available Resources	382,031	224,605	364,693	-	-
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	-	-	-	-	-
Purchase Services	17,338	224,605	364,693	-	-
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	17,338	224,605	364,693	-	-
Ending Resources	\$ 364,693	\$ -	\$ -	\$ -	\$ -

HOTEL MOTEL FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ 20,519	\$ 41,649	\$ 7,184	\$ 12,187	\$ 17,190
Current Revenues:					
Tax Revenues	55,026	47,175	47,175	47,175	47,175
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	66	577	577	577	577
Transfers In	-	-	-	-	-
Current Revenues	55,092	47,752	47,752	47,752	47,752
Available Resources	75,611	89,401	54,936	59,939	64,942
Expenditures:					
Personnel Services	11,108	11,484	11,484	11,484	11,484
Supplies	55	6,300	6,300	6,300	6,300
Purchase Services	57,264	24,965	24,965	24,965	24,965
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	68,427	42,749	42,749	42,749	42,749
Ending Resources	\$ 7,184	\$ 46,652	\$ 12,187	\$ 17,190	\$ 22,193

PEG FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ 56,776	\$ 71,974	\$ 70,401	\$ 83,632	\$ 95,532
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	95,637	85,042	85,042	85,042	85,042
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	(7)	-	-	-	-
Transfers In	-	-	-	-	-
Current Revenues	<u>95,630</u>	<u>85,042</u>	<u>85,042</u>	<u>85,042</u>	<u>85,042</u>
Available Resources	<u>152,406</u>	<u>157,016</u>	<u>155,443</u>	<u>168,674</u>	<u>180,574</u>
Expenditures:					
Personnel Services	69,510	71,811	71,811	73,142	74,259
Supplies	-	-	-	-	-
Purchase Services	-	-	-	-	-
Capital Outlay	10,771	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	1,724	-	-	-	-
Total Expenditures	<u>82,005</u>	<u>71,811</u>	<u>71,811</u>	<u>73,142</u>	<u>74,259</u>
Ending Resources	<u>\$ 70,401</u>	<u>\$ 85,205</u>	<u>\$ 83,632</u>	<u>\$ 95,532</u>	<u>\$ 106,315</u>

GRANTS FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ (3,991)	\$ -	\$ (422)	\$ -	\$ 2,358
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	68,782	-	-	31,954	32,354
Fines & Forfeitures	-	-	-	-	-
Other	4,630	41,838	42,260	41,838	41,838
Transfers In	-	-	-	-	-
Current Revenues	73,412	41,838	42,260	73,792	74,192
Available Resources	69,421	41,838	41,838	73,792	76,550
Expenditures:					
Personnel Services	42,461	41,838	41,838	71,434	74,242
Supplies	16,610	-	-	-	-
Purchase Services	10,772	-	-	-	-
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	69,843	41,838	41,838	71,434	74,242
Ending Resources	\$ (422)	\$ -	\$ -	\$ 2,358	\$ 2,308

CDBG FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ 295	\$ 295	\$ (115,121)	\$ -	\$ -
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	435,759	191,254	306,375	186,209	186,209
Transfer In	-	-	-	-	-
Current Revenues	435,759	191,254	306,375	186,209	186,209
Available Resources	436,054	191,549	191,254	186,209	186,209
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	-	-	-	-	-
Purchase Services	-	38,250	191,254	186,209	186,209
Capital Outlay	-	-	-	-	-
Capital Improvements	551,175	153,004	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	551,175	191,254	191,254	186,209	186,209
Ending Resources	\$ (115,121)	\$ 295	\$ -	\$ -	\$ -

INSPECTION FEES FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ -	\$ -	\$ -	\$ 23,189	\$ 76,762
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	169,333	169,333	169,333	169,333
Fines & Forfeitures	-	-	-	-	-
Other	-	-	-	-	-
Transfer In	-	-	-	-	-
Current Revenues	-	169,333	169,333	169,333	169,333
Available Resources	-	169,333	169,333	192,522	246,095
Expenditures:					
Personnel Services	-	146,144	146,144	115,760	121,740
Supplies	-	-	-	-	-
Purchase Services	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	-	146,144	146,144	115,760	121,740
Ending Resources	\$ -	\$ 23,189	\$ 23,189	\$ 76,762	\$ 124,355

JUVENILE DIVERSION FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ 142,487	\$ 142,493	\$ 148,974	\$ 149,045	\$ 147,927
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	36,297	33,281	33,281	33,281	33,281
Other	171	-	-	-	-
Transfers In	-	-	-	-	-
Current Revenues	<u>36,468</u>	<u>33,281</u>	<u>33,281</u>	<u>33,281</u>	<u>33,281</u>
Available Resources	<u>178,955</u>	<u>175,774</u>	<u>182,255</u>	<u>182,326</u>	<u>181,208</u>
Expenditures:					
Personnel Services	28,363	28,210	28,210	29,399	29,403
Supplies	100	700	700	700	700
Purchase Services	1,518	4,300	4,300	4,300	4,300
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	<u>29,981</u>	<u>33,210</u>	<u>33,210</u>	<u>34,399</u>	<u>34,403</u>
Ending Resources	<u>\$ 148,974</u>	<u>\$ 142,564</u>	<u>\$ 149,045</u>	<u>\$ 147,927</u>	<u>\$ 146,805</u>

COURT TECHNOLOGY FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ 188,423	\$ 9,240	\$ 182,765	\$ 88,653	\$ 66,584
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	29,154	26,936	26,936	26,936	26,936
Other	194	-	-	-	-
Transfer In	-	-	-	-	-
Current Revenues	29,348	26,936	26,936	26,936	26,936
Available Resources	217,771	36,176	209,701	115,589	93,520
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	-	-	-	-	-
Purchase Services	35,006	29,145	128,518	49,005	49,005
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	35,006	29,145	121,048	49,005	49,005
Ending Resources	\$ 182,765	\$ 7,031	\$ 88,653	\$ 66,584	\$ 44,515

COURT SECURITY FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ 40,423	\$ 38,292	\$ 22,174	\$ 18,107	\$ 14,153
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	21,728	20,035	20,035	20,035	20,035
Other	55	-	-	-	-
Transfers In	-	-	-	-	-
Current Revenues	21,783	20,035	20,035	20,035	20,035
Available Resources	62,206	58,327	42,209	38,142	34,188
Expenditures:					
Personnel Services	38,530	24,102	24,102	23,989	23,989
Supplies	1,502	-	-	-	-
Purchase Services	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	40,032	24,102	24,102	23,989	23,989
Ending Resources	\$ 22,174	\$ 34,225	\$ 18,107	\$ 14,153	\$ 10,199

GOLF FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ 503,578	\$ 630,827	\$ 557,461	\$ 557,461	\$ 255,000
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	598,272	601,728	601,728	256,564	257,005
Transfers In	-	-	-	-	-
Current Revenues	<u>598,272</u>	<u>601,728</u>	<u>601,728</u>	<u>256,564</u>	<u>257,005</u>
Available Resources	<u>1,101,850</u>	<u>1,232,555</u>	<u>1,159,189</u>	<u>814,025</u>	<u>512,005</u>
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	-	-	-	-	-
Purchase Services	-	10,000	10,000	10,000	10,000
Capital Outlay	-	-	-	-	-
Capital Improvements	150,821	182,561	182,561	294,466	-
Debt Service	-	-	-	-	-
Transfers Out	393,568	409,167	409,167	254,559	255,000
Total Expenditures	<u>544,389</u>	<u>601,728</u>	<u>601,728</u>	<u>559,025</u>	<u>265,000</u>
Ending Resources	<u>\$ 557,461</u>	<u>\$ 630,827</u>	<u>\$ 557,461</u>	<u>\$ 255,000</u>	<u>\$ 247,005</u>

EMPLOYEE BENEFITS FUND

	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Revenues:					
Beginning Resources	\$ (89,512)	\$ -	\$ -	\$ 25,026	\$ 92,620
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	3,295,432	4,093,875	4,093,875	4,403,869	4,800,217
Fines & Forfeitures	-	-	-	-	-
Other	2,496	1,248	1,248	1,248	1,248
Transfers In	562,625	-	-	-	-
Current Revenues	<u>3,860,553</u>	<u>4,095,123</u>	<u>4,095,123</u>	<u>4,405,117</u>	<u>4,801,465</u>
Available Resources	<u>3,771,041</u>	<u>4,095,123</u>	<u>4,095,123</u>	<u>4,430,143</u>	<u>4,894,085</u>
Expenditures:					
Personnel Services	-	73,051	73,051	75,317	76,433
Supplies	-	-	-	-	-
Purchase Services	3,771,041	3,997,046	3,997,046	4,262,206	4,638,169
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	<u>3,771,041</u>	<u>4,070,097</u>	<u>4,070,097</u>	<u>4,337,523</u>	<u>4,714,602</u>
Ending Resources	<u>\$ -</u>	<u>\$ 25,026</u>	<u>\$ 25,026</u>	<u>\$ 92,620</u>	<u>\$ 179,483</u>

PERSONNEL SUMMARY

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Change FY14 to FY15
<u>GENERAL FUND</u>					
<u>CITY COUNCIL</u>					
Councilmember	3.00	3.00	3.00	3.00	-
Mayor	0.50	0.50	0.50	0.50	-
	<u>3.50</u>	<u>3.50</u>	<u>3.50</u>	<u>3.50</u>	<u>-</u>
<u>CITY MANAGER</u>					
Assistant City Manager	1.00	1.00	1.00	1.00	-
City Manager	1.00	1.00	1.00	1.00	-
Community Relations Manager	1.00	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>-</u>
<u>CITY SECRETARY</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>-</u>
<u>Citizen Action Center</u>					
Action Center Rep.	0.50	0.50	0.50	0.50	-
Sr. Action Center Rep.	1.00	1.00	1.00	1.00	-
	<u>1.50</u>	<u>1.50</u>	<u>1.50</u>	<u>1.50</u>	<u>-</u>
<u>DEVELOPMENT SERVICES</u>					
<u>Planning</u>					
Development Services Coordinator	-	-	1.00	1.00	1.00
Development Services Engineer	-	-	0.75	0.75	0.75
Development Technician	1.00	1.00	1.00	1.00	-
Director of Development Svcs	1.00	1.00	1.00	1.00	-
Engineering Assistant	-	-	0.25	0.25	0.25
Planner II	1.00	1.00	-	-	(1.00)
Senior Planner	1.00	1.25	1.25	1.25	-
Urban Design Manager	-	-	1.00	1.00	1.00
	<u>4.00</u>	<u>4.25</u>	<u>6.25</u>	<u>6.25</u>	<u>2.00</u>
<u>Building Inspections</u>					
Chief Building Official	1.00	1.00	1.00	1.00	-
Building Inspector I	-	-	-	1.00	1.00
Development Technician	-	-	1.00	1.00	1.00
	<u>1.00</u>	<u>1.00</u>	<u>2.00</u>	<u>3.00</u>	<u>2.00</u>
<u>GIS</u>					
GIS Programmer	1.00	1.00	-	-	(1.00)
Sr. GIS Programmer	-	-	1.00	1.00	1.00
	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>-</u>
<u>FINANCE</u>					
<u>Finance Admin.</u>					
Budget Officer	1.00	1.00	1.00	1.00	-
Chief Financial Officer	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>

PERSONNEL SUMMARY

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Change FY14 to FY15
<u>Accounting</u>					
Accountant I	1.00	1.00	1.00	1.00	-
Accountant II	1.00	1.00	1.00	1.00	-
Accounting Manager	1.00	1.00	-	-	(1.00)
Assistant Finance Director	-	-	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00	1.00	-
	4.00	4.00	4.00	4.00	-
<u>Municipal Court</u>					
Chief Court Clerk	1.00	1.00	1.00	1.00	-
Court Clerk	3.00	3.00	3.00	2.00	(1.00)
Municipal Ct Admin.	1.00	1.00	1.00	1.00	-
Senior Clerk	1.00	1.00	1.00	1.00	-
	6.00	6.00	6.00	5.00	(1.00)
<u>Purchasing</u>					
Buyer	1.00	1.00	1.00	1.00	-
Purchasing Agent	1.00	1.00	1.00	1.00	-
	2.00	2.00	2.00	2.00	-
<u>Facilities</u>					
Bldg Maintenance Worker	1.00	1.00	1.00	1.00	-
Custodian	6.00	6.00	6.00	6.00	-
	7.00	7.00	7.00	7.00	-
<u>FIRE RESCUE</u>					
Administrative Services Manager	-	-	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	-
Captain	12.00	12.00	12.00	12.00	-
Director of EMS	-	-	1.00	1.00	1.00
Driver/Engineer	12.00	12.00	12.00	12.00	-
Emergency Management Specialist	-	-	-	0.50	0.50
EMS Program Manager	1.00	1.00	-	-	(1.00)
Fire Chief	1.00	1.00	1.00	1.00	-
Fire Marshal	1.00	1.00	1.00	1.00	-
Firefighter	45.00	45.00	45.00	45.00	-
Sr. Admin Assistant	1.00	1.00	-	-	(1.00)
	77.00	77.00	77.00	77.50	0.50
<u>HUMAN RESOURCES</u>					
Director of Human Resources	1.00	1.00	1.00	1.00	-
Human Resources Analyst	1.00	1.00	1.00	1.00	-
Human Resources Assistant	-	-	0.50	0.50	0.50
Human Resources Coord.	1.00	1.00	1.00	1.00	-
Human Resources Generalist	1.00	1.00	1.00	1.00	-
	4.00	4.00	4.50	4.50	0.50
<u>INFORMATION TECHNOLOGY</u>					
HelpDesk Support Tech	1.00	1.00	1.00	1.00	-
IT Director	-	-	1.00	1.00	1.00
IT Infrastructure Manager	-	-	1.00	1.00	1.00
IT Manager	1.00	1.00	-	-	(1.00)
Systems Administrator	3.00	3.00	2.00	2.00	(1.00)
	5.00	5.00	5.00	5.00	-

PERSONNEL SUMMARY

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Change FY14 to FY15
<u>LIBRARY</u>					
Director of Library Services	1.00	1.00	1.00	1.00	-
Public Services Manager	1.00	1.00	-	-	(1.00)
Information Services Supervisor	-	-	1.00	1.00	1.00
Technical Services Supervisor	-	-	1.00	1.00	1.00
Librarian I	3.00	3.00	3.00	3.00	-
Sr Administrative Assistant	1.00	1.00	1.00	1.00	-
Library Program Coordinator	1.00	1.00	-	-	(1.00)
Library Assistant	5.50	5.50	5.50	5.50	-
Library Aide	1.50	1.50	1.50	1.50	-
Library Page	0.75	0.75	0.75	0.75	-
Circulation Svs Supervisor	1.00	1.00	1.00	1.00	-
GED Coordinator	0.25	0.25	0.25	0.25	-
	16.00	16.00	16.00	16.00	-
<u>PARKS AND RECREATION</u>					
<u>Parks Administration</u>					
Director Parks & Rec.	1.00	1.00	1.00	1.00	-
Special Events Specialist	-	-	1.00	1.00	1.00
Sr. Admin Assistant	1.00	1.00	1.00	1.00	-
	2.00	2.00	3.00	3.00	1.00
<u>Parks Maintenance</u>					
Maintenance Crew Leader	2.00	2.00	2.00	2.00	-
Maintenance Specialist	7.00	7.00	8.00	10.00	3.00
Parks Division Manager	1.00	1.00	1.00	1.00	-
Parks Supervisor	1.00	1.00	1.00	1.00	-
Small Engine Mechanic	1.00	1.00	-	-	(1.00)
	12.00	12.00	12.00	14.00	2.00
<u>Recreation</u>					
Aquatics & Athletics Super.	0.30	0.30	0.30	0.30	-
Community Centre Super.	1.00	1.00	1.00	1.00	-
Employee Pool	2.00	2.00	2.00	2.00	-
Front Desk Attendant	2.00	2.00	2.00	2.00	-
Rec. Division Manager	1.00	1.00	1.00	1.00	-
Recreation Aide	2.00	2.00	2.00	2.00	-
Recreation Programmer	1.00	1.00	1.00	1.00	-
Special Events Specialist	1.00	1.00	-	-	(1.00)
	10.30	10.30	9.30	9.30	(1.00)
<u>Wet Zone</u>					
Aquatics & Athletics Super.	0.70	0.70	0.70	0.70	-
Employee Pool	20.00	20.00	20.00	20.00	-
	20.70	20.70	20.70	20.70	-

PERSONNEL SUMMARY

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Change FY14 to FY15
<u>POLICE</u>					
<u>Police</u>					
Admin. Services Mgr	1.00	1.00	1.00	1.00	-
Assistant Police Chief	1.00	1.00	1.00	1.00	-
Communications Dir.	1.00	1.00	1.00	1.00	-
Communications Officer	12.00	12.00	12.00	12.00	-
Communications Super.	2.00	2.00	2.00	2.00	-
Crossing Guards	3.00	3.00	3.00	3.00	-
Detectives	9.00	9.00	9.00	9.00	-
Detention Officer	7.00	7.00	7.00	7.00	-
Detention Supervisor	1.00	1.00	1.00	1.00	-
Lieutenant	6.00	6.00	6.00	6.00	-
Police Chief	1.00	1.00	1.00	1.00	-
Police Officer	49.00	49.00	49.00	49.00	-
Police Officer Warrants	2.00	2.00	2.00	2.00	-
Property/Evidence Tech.	2.00	2.00	2.00	2.00	-
Records Clerk	2.00	2.00	2.00	2.00	-
Records Supervisor	1.00	1.00	1.00	1.00	-
Sergeant	8.00	8.00	8.00	8.00	-
Sr. Admin Assistant	1.00	1.00	1.00	1.00	-
Warrant Clerk	1.00	1.00	1.00	1.00	-
	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	4.00	4.00	5.00	5.00	1.00
Shelter Attendant	1.00	1.00	0.50	0.50	(0.50)
	6.00	6.00	6.50	6.50	0.50
<u>Environmental Services</u>					
Enviro. Service Mgr	1.00	1.00	1.00	1.00	-
Code Enforce. Super.	1.00	1.00	1.00	1.00	-
Code Enforce. Officer	3.00	3.00	3.00	3.00	-
Community Svs Specialist	1.00	1.00	1.00	1.00	-
	6.00	6.00	6.00	6.00	-
<u>PUBLIC WORKS</u>					
<u>Streets</u>					
Superintendent	-	-	-	-	-
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	-
	13.00	13.00	13.00	13.00	-
<u>Vehicle 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

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Change FY14 to FY15
<u>Public Works Admin.</u>					
Asst Dir. of Public Works	1.00	1.00	1.00	1.00	-
City Engineer	1.00	-	-	-	-
Civil Engineer	2.00	2.00	1.00	1.00	(1.00)
Development Services Tech	1.00	1.00	-	-	(1.00)
Managing Director	1.00	1.00	-	-	(1.00)
ROW/Environmental Engineer	-	0.25	-	-	(0.25)
Sr Administrative Assistant	0.50	0.50	0.50	0.50	-
Utility Construction Inspectors	2.00	2.00	2.00	2.00	-
	<u>8.50</u>	<u>7.75</u>	<u>4.50</u>	<u>4.50</u>	<u>(3.25)</u>
GENERAL FUND TOTAL	331.50	331.00	331.75	334.25	3.25
UTILITY FUND					
<u>Water / Sewer Admin.</u>					
Director of Public Works	1.00	1.00	1.00	1.00	-
Engineering Assistant	1.00	1.00	1.00	1.00	-
Sr. Admin. Assistant	0.50	0.50	0.50	0.50	-
Utility Business Analyst	1.00	1.00	-	-	(1.00)
Utility Operations Manager	-	-	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	7.00	7.00	7.00	7.00	-
Water Quality Technician	1.00	1.00	1.00	1.00	-
	<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	2.00	2.00	-
Maintenance Specialist	9.00	9.00	9.00	9.00	-
	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>	<u>-</u>
<u>Revenue Office</u>					
Accountant I	-	-	1.00	1.00	1.00
Accounting Specialist	1.00	1.00	-	-	(1.00)
Revenue Manager	1.00	1.00	1.00	1.00	-
Utility Cashier	-	-	0.50	0.50	0.50
Utility Customer Service Rep	4.00	4.00	4.00	4.00	-
	<u>6.00</u>	<u>6.00</u>	<u>6.50</u>	<u>6.50</u>	<u>0.50</u>
<u>Meter Services</u>					
Maintenance Crew Leader	1.00	1.00	1.00	1.00	-
Maintenance Specialist	4.00	3.00	3.00	3.00	-
	<u>5.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>-</u>
UTILITY FUND TOTAL	35.50	34.50	35.00	35.00	0.50
DRAINAGE FUND					
Development Services Engineer	-	-	-	0.25	0.25
Maintenance Specialist	2.00	2.00	2.00	2.00	-
	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.25</u>	<u>0.25</u>

PERSONNEL SUMMARY

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Change FY14 to FY15
UTILITY CIP FUND					
Maintenance Crewleader	-	1.00	1.00	1.00	-
Maintenance Specialist	-	3.00	3.00	3.00	-
	-	4.00	4.00	4.00	-
ECONOMIC DEVELOPMENT FUND					
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	-
GRANTS FUND					
Emergency Management Specialist	-	-	-	0.50	0.50
	-	-	-	0.50	0.50
PEG FUND					
Creative Services Producer	1.00	1.00	1.00	1.00	-
	1.00	1.00	1.00	1.00	-
INSPECTION FEES FUND					
Engineering Assistant	-	-	0.75	0.75	0.75
ROW/Environmental Engineer	-	0.75	-	-	(0.75)
Senior Planner	-	0.75	0.75	0.75	-
	-	1.50	1.50	1.50	-
JUVENILE DIVERSION FUND					
Juvenile Caseworker	0.50	0.50	0.50	0.50	-
	0.50	0.50	0.50	0.50	-
COURT SECURITY FUND					
Bailiff	0.50	0.50	0.50	0.50	-
	0.50	0.50	0.50	0.50	-
EMPLOYEE BENEFITS FUND					
Wellness Coordinator	-	1.00	1.00	1.00	-
	-	1.00	1.00	1.00	-
CITYWIDE TOTAL	373.00	378.00	379.25	382.50	4.50

GENERAL FUND

Revenue Summary

Revenues	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Beginning Resources	\$ 7,044,671	\$ 6,280,686	\$ 5,616,262	\$ 4,524,757	\$ 4,647,142
Tax Revenues:					
Current taxes	13,374,942	12,867,864	12,867,864	15,795,036	16,236,292
Delinquent taxes	1,727,133	2,557,394	2,557,394	2,646,903	2,849,064
Delinquent taxes prior	151,904	235,780	235,780	244,032	262,520
City sales tax	5,386,679	5,413,175	5,519,047	5,576,653	5,682,973
Mixed drink tax	57,273	58,338	58,338	58,921	59,511
Penalty & Interest	94,441	126,139	126,139	130,554	134,993
Total	20,792,372	21,258,690	21,364,562	24,452,099	25,225,353
Franchise Fees:					
Electric	1,456,317	1,559,569	1,579,569	1,606,356	1,654,547
Telephone	254,558	258,818	258,818	261,407	264,019
Gas	310,549	333,775	363,775	343,788	354,102
Cable	874,148	857,838	857,838	866,416	875,081
Total	2,895,572	3,010,000	3,060,000	3,077,967	3,147,749
Licenses and Permits:					
Food service	35,550	37,625	37,625	38,001	38,381
Protective alarm	126,387	137,260	137,260	138,633	140,019
Building structures	156,174	131,516	229,497	346,139	350,873
Takeline fees	63,200	67,390	67,390	68,064	68,744
Contractor permits	89,495	80,051	80,051	80,051	80,051
Special permits	42,742	35,281	35,281	35,329	35,377
Contractor regis.	14,955	16,716	16,716	16,716	16,716
Total	528,503	505,839	603,820	722,933	730,161

GENERAL FUND

Revenue Summary

Revenues	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Charges for Service:					
GISD resource officer	205,579	215,434	215,434	221,897	228,554
Ambulance fees	632,449	630,000	750,000	827,009	835,279
911 Emergency	453,293	455,904	455,904	460,463	465,068
Animal control fees	43,545	56,403	56,403	56,967	57,537
Mowing fees	118,386	137,963	137,963	139,343	140,736
Rezoning fees	25,547	9,675	9,675	9,772	9,869
New addition filing	825	781	781	789	797
Misc. fees	374,847	13,025	13,025	13,153	13,285
Plan review	3,000	-	-	-	-
Community Centre	447,650	432,629	432,629	495,804	526,324
Parks	91,171	102,371	102,371	105,470	111,950
Wet Zone	380,865	534,473	534,473	440,431	440,431
Library fines and fees	38,425	35,322	35,322	35,670	36,027
Total	2,815,582	2,623,980	2,743,980	2,806,768	2,865,857
Fines and Forfeitures:					
Municipal court fines	933,976	1,008,407	981,006	1,008,407	1,008,407
Total	933,976	1,008,407	981,006	1,008,407	1,008,407
Other:					
Interest earnings	18,123	20,000	30,000	50,000	100,000
Miscellaneous	192,063	115,487	115,487	116,642	117,801
Insurance payments	61,815	94,111	94,111	95,052	96,003
Rentals/Leases	423,392	444,539	444,539	448,984	453,474
Festivals	19,755	13,800	13,800	13,937	14,077
Donations	30,811	16,807	16,807	16,969	17,145
Total	745,959	704,744	714,744	741,584	798,500
Internal Transfers:					
Utility In Lieu of Tax	824,316	824,316	824,316	824,316	824,316
Utility G&A	2,517,732	2,517,722	2,517,722	2,517,722	2,517,722
Utility in lieu of franch.	1,218,072	1,218,074	1,218,074	1,218,074	1,218,074
Total	4,560,120	4,560,112	4,560,112	4,560,112	4,560,112
Total Revenues	33,272,084	33,671,772	34,028,224	37,369,870	38,336,139
Total Resources	\$ 40,316,755	\$ 39,952,458	\$ 39,644,486	\$ 41,894,628	\$ 42,983,281

GENERAL FUND

Expenditure Summary

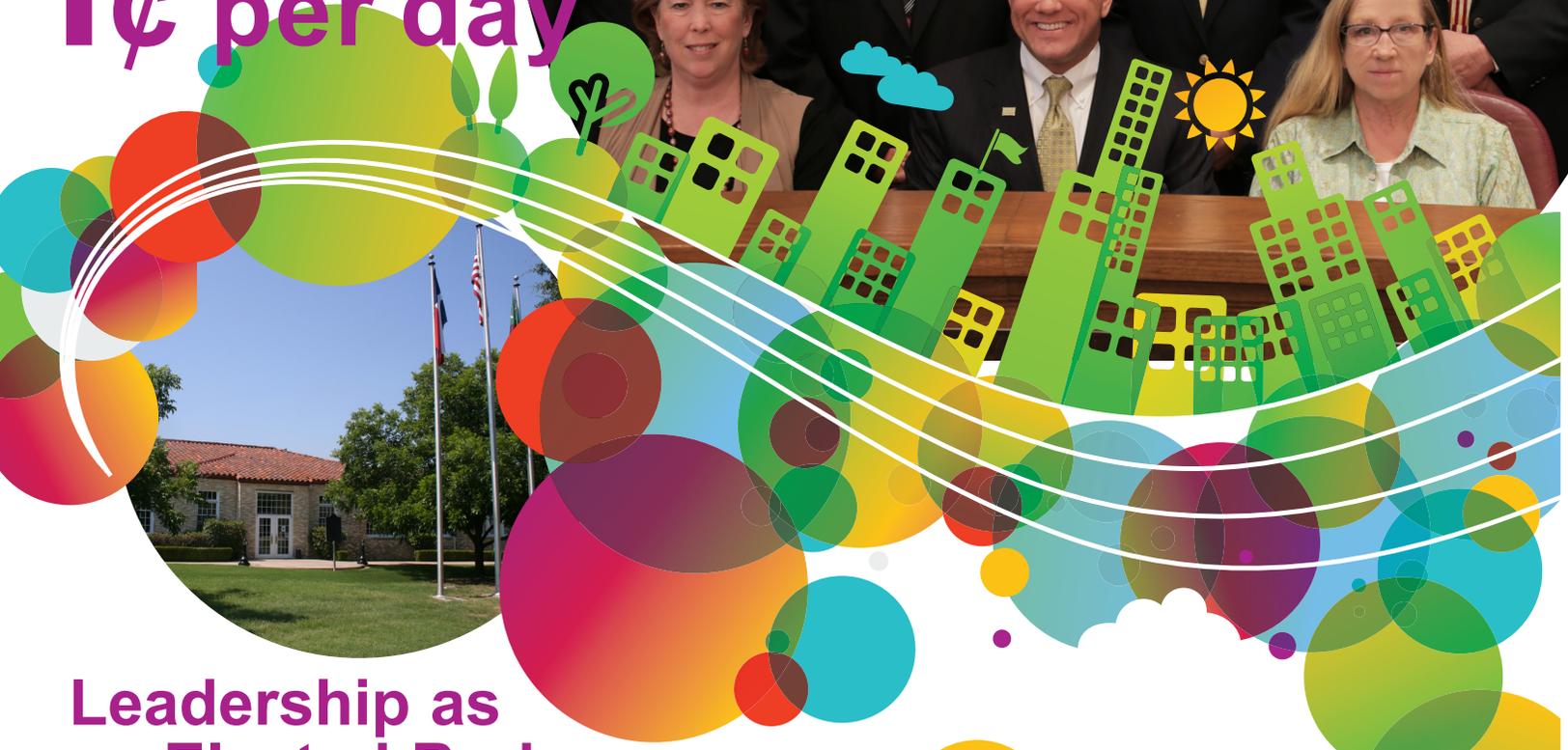
Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Services	\$ 22,719,805	\$ 23,712,976	\$ 23,812,976	\$ 24,775,943	\$ 25,976,718
Supplies	1,659,040	1,707,142	1,703,142	1,714,727	1,716,831
Purchase Services	7,126,191	7,742,239	7,664,889	8,303,582	7,924,921
Capital Outlay	1,485,926	682,000	682,000	969,109	779,737
Transfers Out	1,709,531	1,156,722	1,256,722	1,484,125	1,497,156
Total	\$ 34,700,493	\$ 35,001,079	\$ 35,119,729	\$ 37,247,486	\$ 37,895,363

By Division	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
City Council	\$ 267,338	\$ 309,395	\$ 299,395	\$ 284,429	\$ 284,454
City Manager	837,954	608,879	535,679	617,846	626,376
City Secretary	291,774	337,265	324,665	341,005	322,174
Development Services	770,304	642,792	618,792	1,161,143	1,179,981
Finance	2,188,680	2,586,097	2,479,747	2,417,249	2,413,906
Fire	8,159,633	8,358,788	8,278,788	9,034,819	9,408,614
Human Resources	376,969	506,347	500,647	528,710	537,722
Information Technology	2,065,539	1,533,604	1,533,604	1,592,195	1,454,957
Library	1,083,950	1,166,388	1,141,388	1,346,705	1,360,366
Parks	3,314,636	3,542,322	3,502,322	3,785,614	3,825,497
Police	9,828,153	11,056,418	10,668,418	11,524,279	11,661,535
Public Works	2,906,717	3,254,659	3,208,159	2,898,055	2,850,038
Non-Departmental	2,608,846	1,098,125	2,028,125	1,715,437	1,969,743
Total	\$ 34,700,493	\$ 35,001,079	\$ 35,119,729	\$ 37,247,486	\$ 37,895,363

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
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	6.00	6.25	9.25	10.25	10.25
Finance	21.00	21.00	21.00	20.00	20.00
Fire	77.00	77.00	77.00	77.50	77.50
Human Resources	4.00	4.00	4.50	4.50	4.50
Information Technology	5.00	5.00	5.00	5.00	5.00
Library	16.00	16.00	16.00	16.00	16.00
Parks	45.00	45.00	45.00	47.00	49.00
Police	122.00	122.00	122.50	122.50	122.50
Public Works	24.50	23.75	20.50	20.50	20.50
Total	331.50	331.00	331.75	334.25	336.25



City Council 1¢ 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 2013 the Rowlett City Council:

Approved 36 Ordinances

Approved 128 Resolutions

Heard 47 Citizen Input presentations including:

- Updating the City’s Technology System
- Prayer before City Council meetings

Conducted 28 Public Hearings including:

- Senior Citizen Assisted Living Housing
- Form Based Code
- Juvenile Curfew

Presented 45 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.



The Homestead at Liberty Grove Groundbreaking



Village Rowlett: A Vision for the Future

*In Fiscal Year 2014, the City Council approved the adoption of the \$30 million **Village Rowlett Downtown Plan**. This project will introduce a range of building types and uses within a unique village environment marked by modern housing concepts, local retail and commercial destina-*

tions, high quality pedestrian amenities, memorable open spaces and a vibe all our own. It will also highlight existing trees and offer a range of green amenities including a community garden, dog park, yoga lawn, bocce ball court, pocket green courts, and urban streetscapes all in an effort to deliver an urban resort-like experience unique to Rowlett!

2013 Boards and Commissions Volunteer Banquet



2013 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 2013, volunteers donated 23,378 hours at a cost savings to taxpayers of \$527,641!

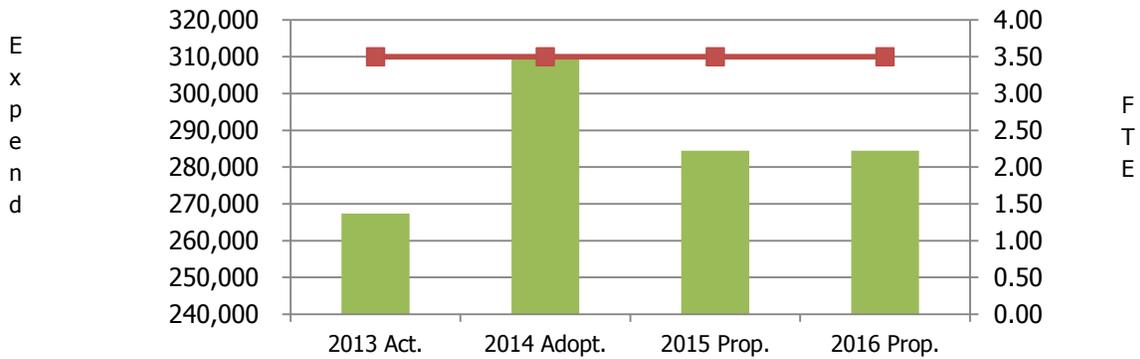
CITY COUNCIL

City Council by the Numbers

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ 9,599	\$ 9,160	\$ 9,160	\$ 9,160	\$ 9,160
Supplies	7,161	6,920	6,920	8,575	8,750
Purchase Services	250,578	293,315	283,315	266,694	266,544
Capital Outlay	-	-	-	-	-
Total	\$ 267,338	\$ 309,395	\$ 299,395	\$ 284,429	\$ 284,454

By Division	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
City Council	267,338	309,395	299,395	284,429	284,454
Total	\$ 267,338	\$ 309,395	\$ 299,395	\$ 284,429	\$ 284,454

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
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.

- 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:

Financial Transparency

The City's monthly check register, along with financial reports, the complete annual budget and more are offered on the City's website, Rowlett.com.

Bond Rating

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

Accreditation

Parks and Recreation, Public Works, Police and Fire Rescue Departments are all in 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

The Rowlett: My Community, My Money, My Choice campaign this spring solicited citizen input on the financial issues facing our community.

City of Rowlett

A Sense of Pride and Ownership

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

In Fiscal Year 2013, volunteers donated 23,378 hours at a cost savings to taxpayers of \$527,641!

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!

FY 2014 - 2015

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 luncheons 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.

115 Employees were recognized in Fiscal Year 2013!



Strategic Planning

Five Year Economic Development Strategy

Five Year Financial Model

Five Year Employee Benefit Strategy

Two Year Budget

Realize Rowlett 2020 Comprehensive Plan Update



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

2014 Live Healthy America 8 Week Challenge - 132 employees participated and collectively lost 421 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, 2013 to May, 2014:

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

5,635 Violations

91% Compliance Rate!

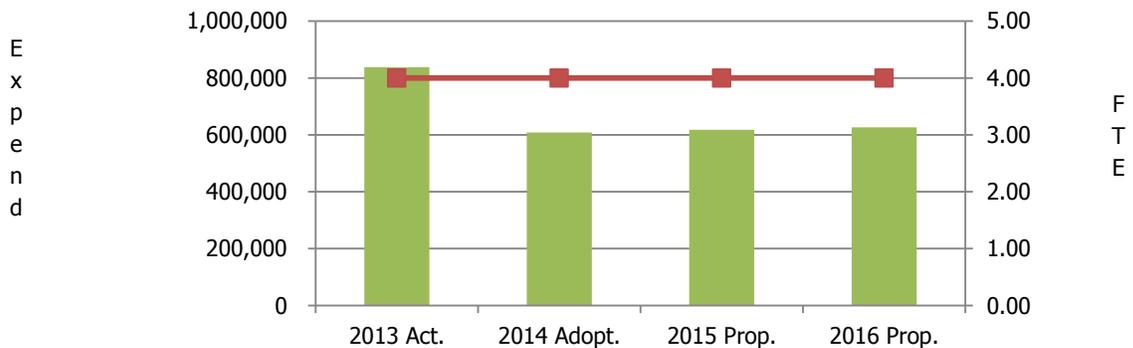
CITY MANAGER'S OFFICE

City Manager by the Numbers

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ 787,984	\$ 556,241	\$ 483,041	\$ 563,815	\$ 572,345
Supplies	9,998	7,600	7,600	8,100	8,100
Purchase Services	39,972	45,038	45,038	45,931	45,931
Capital Outlay	-	-	-	-	-
Total	\$ 837,954	\$ 608,879	\$ 535,679	\$ 617,846	\$ 626,376

By Division	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
City Manager	837,954	608,879	535,679	617,846	626,376
Total	\$ 837,954	\$ 608,879	\$ 535,679	\$ 617,846	\$ 626,376

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
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.

- Developed a two-year financial strategy for FY2015 and FY2016 to provide budget stability.
- Received a financial audit conducted by an independent accountant with no findings for the fiscal year ended September 30, 2013.
- Improved communication to citizens with realigned organizational communication plan through newsletter and RTN16.
- Community engagement opportunities included 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 FY2014 totals 26,628 hours equaling 12.8 full-time equivalents for a cost savings of \$583,419 (based on the updated 2011 \$21.91/hr as set by The Independent Sector).

City Secretary's Office

2¢
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 2013, THE CAC ANSWERED ALMOST 37,000 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!

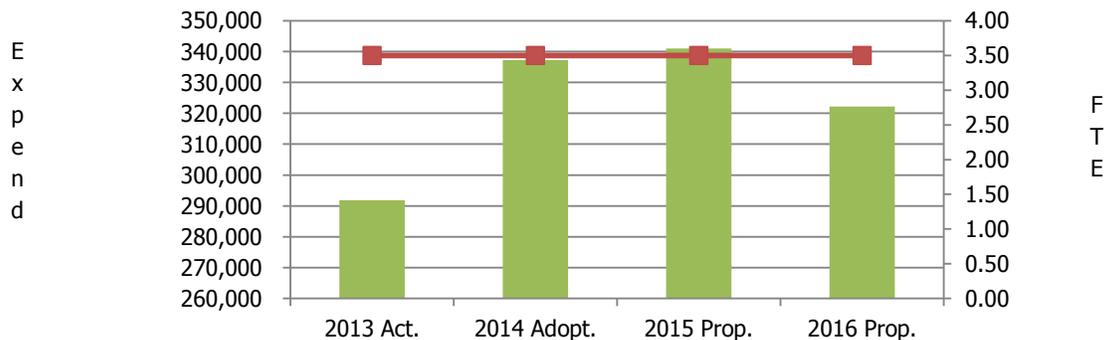
CITY SECRETARY

City Secretary by the Numbers

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ 253,488	\$ 256,654	\$ 254,054	\$ 262,744	\$ 267,063
Supplies	2,314	2,851	2,851	3,081	5,701
Purchase Services	35,972	77,760	67,760	75,180	49,410
Capital Outlay	-	-	-	-	-
Total	\$ 291,774	\$ 337,265	\$ 324,665	\$ 341,005	\$ 322,174

By Division	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
City Secretary	\$ 209,965	\$ 259,836	\$ 247,236	\$ 258,018	\$ 235,999
Citizen Action Center	81,809	77,429	77,429	82,987	86,175
Total	\$ 291,774	\$ 337,265	\$ 324,665	\$ 341,005	\$ 322,174

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
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.

- 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 record boxes for archiving and destroyed 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.

Development Services

6¢
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 Our Future Village Rowlett

The *Realize Rowlett 2020 community vision plan* put regulations in place that specifically promote the types of development that help diversify the City's tax base by creating great places of lasting value and character and therefore **providing the ultimate value to Rowlett taxpayers.**

The City is now implementing this plan by providing high-quality planning and urban design services to the development community with the recently approved Village of Rowlett Downtown Plan!



Form Based Code

This set of regulations is very developer-friendly and is bringing heightened interest for new development in Rowlett, including the \$200 million ***“The Homestead at Liberty Grove”*** project! They are not based solely on uses occupying buildings, but instead are based on creating **places** that will sustain market fluctuations, thus creating a greater **long-term value** for the citizens of Rowlett.

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 analysis during the Realize Rowlett 2020 process, it was discovered that Rowlett’s existing housing market is only serving one segment of the market – large lot single-family detached residences. As a result, there are no alternative housing choices when existing residents change their station in life or new residents, not interested in a large lot single-family home, want to relocate to Rowlett. In addition, not having a diversified housing portfolio does not position the City well to weather market fluctuations associated with one housing product type. Furthermore, with diversified housing comes diversified commercial opportunities interested in locating next to these new neighborhoods.

Since many residents may still wish to reside in large lot single-family residences, those housing choices will remain available. However, different housing choices will be made available to serve the diversified demand of existing and future Rowlett residents!



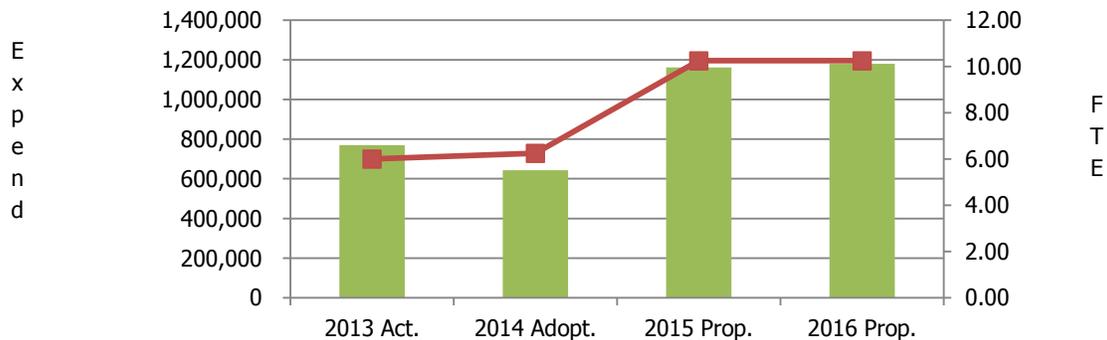
DEVELOPMENT SERVICES

Development Services Department by the Numbers

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ 475,982	\$ 550,180	\$ 526,180	\$ 864,849	\$ 883,843
Supplies	14,196	11,721	11,721	24,989	25,139
Purchase Services	280,126	80,891	80,891	271,305	270,999
Capital Outlay	-	-	-	-	-
Total	\$ 770,304	\$ 642,792	\$ 618,792	\$ 1,161,143	\$ 1,179,981

By Division	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Planning	\$ 446,225	\$ 426,236	\$ 402,236	\$ 683,605	\$ 691,942
Building Inspections	233,453	111,026	111,026	366,587	373,658
GIS	90,626	105,530	105,530	110,951	114,381
Total	\$ 770,304	\$ 642,792	\$ 618,792	\$ 1,161,143	\$ 1,179,981

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Planning	4.00	4.25	6.25	6.25	6.25
Building Inspections	1.00	1.00	2.00	3.00	3.00
GIS	1.00	1.00	1.00	1.00	1.00
Total	6.00	6.25	9.25	10.25	10.25



DEVELOPMENT SERVICES

Serve the community by providing consultant quality services to prospective developers with 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.

- Collaborated with property owners, residents and other stakeholders in the North Shore to adopt zoning changes. The North Shore represents the largest contiguous undeveloped tracts of land in the City with the long-term fiscal sustainability of the City being highly dependent on the right development occurring.
- Staff continues to focus on the Healthy Living district located at the far eastern edge of the City. By leveraging natural amenities like the planned improvements to Scenic Point Park and the presence of Lake Ray Hubbard, as well as the proximity of Lake Pointe Medical Center, the City's largest employer, the focus is to provide high quality development that will offer alternative housing choices for both existing and future residents. Two multifamily projects, Terra Lago and Beacon Harbor, have received development approvals in Fiscal Year 2014 and are expected to break ground in the coming year. In addition, Lake Pointe Medical Center is expected to begin expansion of their existing campus.
- The groundbreaking for "The Homestead at Liberty Grove" project by Arcadia Realty was held in June 2014 and represents a \$200 million private investment in the City that upon build-out will produce \$1.5 million in annual property tax revenue. The project is located in the Woodside Living Strategic Opportunity Area and will be developed under the Form-Based Code standards. The first homes are expected to come on-line in Fiscal Year 2015.
- The Village of Rowlett Project is expected to commence in the early part of Fiscal Year 2015, and will be developed under the City's Form-Based Code standards for the Downtown Area. This public-private partnership between the City of Rowlett and Integral/Catalyst Development represents a \$30 million investment in the City's Downtown district.
- Update of City engineering standards to be consistent with Form-Based Code design.
- 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.

- Staff remains committed to having the latest building codes and standards in place. To this end, the City adopted updates to include the 2012 Building Codes and the 2009 Energy Conservation Code. Also, in order to continue to provide the best service to our customers and value to our taxpayers, the City will continue to utilize Bureau Veritas in a supporting role for Building inspections in order to handle periodic temporary fluctuations in demand for services in excess of what staff can provide.

DEVELOPMENT SERVICES

Serve the community by providing quality services to prospective developers consistent with 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.

Objective	Performance Measure	Actual 2013	Target 2014	Target 2015
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	Provide all official review comments within 10 days of submittal or resubmittals unless the size of the project warrants an exception	76%	95%	100%
	Start at least a total of two new developments within the four opportunity areas	2%	4	4
Continually review and improve the process to refine development standards and remove barriers to investment.	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 Association Award* for the annual budget.

Finance also prepares a Comprehensive Annual Financial Report, which is audited every year and, in Fiscal Years 2011, 2012 and 2013, 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.



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

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 12% of bids are awarded to Rowlett businesses.



In Fiscal Year 2013, the Purchasing Department saved taxpayers \$1.1 million through the bid process!
City of Rowlett



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 2013 the Municipal Court collected almost \$950,000.00!

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.

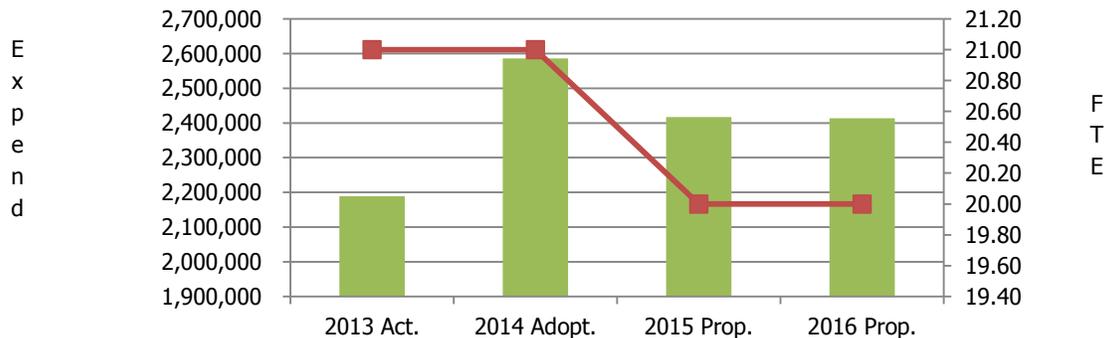
FINANCE

Finance Department by the Numbers

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ 1,285,845	\$ 1,412,081	\$ 1,353,081	\$ 1,389,323	\$ 1,424,257
Supplies	123,163	129,097	129,097	118,716	122,591
Purchase Services	779,672	1,044,919	997,569	909,210	867,058
Capital Outlay	-	-	-	-	-
Total	\$ 2,188,680	\$ 2,586,097	\$ 2,479,747	\$ 2,417,249	\$ 2,413,906

By Division	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Finance Administration	\$ 300,193	\$ 440,117	\$ 440,117	\$ 430,063	\$ 392,553
Accounting	510,115	549,358	540,358	558,342	565,874
Municipal Court	516,281	707,483	616,133	541,016	553,212
Purchasing	157,774	167,644	167,644	170,778	178,346
Facilities	704,317	721,495	715,495	717,050	723,921
Total	\$ 2,188,680	\$ 2,586,097	\$ 2,479,747	\$ 2,417,249	\$ 2,413,906

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Finance Administration	2.00	2.00	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	5.00	5.00
Purchasing	2.00	2.00	2.00	2.00	2.00
Facilities	7.00	7.00	7.00	7.00	7.00
Total	21.00	21.00	21.00	20.00	20.00



FINANCE

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

- FY 2013 Audit – The City worked with Weaver and Tidwell for the second year of a five year engagement. Staff completed and provided preliminary financial statements; ZERO audit findings for the second year in a row, and the audit staff of Weaver and Tidwell completed field work a week early due to Accounting’s preparation. Submitted FY13 CAFR and related paperwork by the deadline to GFOA for consideration of the Certificate of Achievement Award and at the February 4 Council meeting were presented an unqualified audit with no findings; the presentation was two months earlier than in previous years!
- 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.
- Received the Distinguished Budget Presentation Award from GFOA for the 12th consecutive year!
- Kicked off implementation of a new ERP system to replace the City’s obsolete financial system. Modules include General Ledger, Accounting, Budget, Purchasing, Utility Billing, Code Enforcement, Building Inspections and Planning.
- Major Construction Projects – 24” Water Line Improvements on Castle Rd, Martin Drive Sanitary Sewer Improvements, 1.25 MG Elevated Water Storage Tank, NCTCOG Grant Coyle Street/Downtown Improvements, Alley Construction Project, Eastside Lift Station Upgrades, and Martha Lane Tank Water Main Improvements were bid and awarded.
- 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 Enterprise Resource Planning System, Municipal Court Case Management System, Integrated Library System, Salary & Benefit Compensation Study, Water Meters, Water Parts, Fire Hydrants and Line Materials, 2 Ambulances, Asphalt Overlay Projects, Additional Components for Police Mobile Video System, Motor Fuel, Screening Wall Services, Crack Seal, Computer Cabling for City Hall & Police Department, and a Generator for Public Works.

- 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, Upgrade Telephone System to VOIP, Mobile Radios for Police, Heavy Duty Dump Truck, EMS supplies, Road Materials, and several more – over 75 ILA’s totaling more than \$2 million in awards.
- Webinar Development for training of new procurement card users.
- Purchasing training was provided for Fire Captains.
- The Purchasing Division is holding periodic project review meetings with Public Works staff members to discuss current and future projects. Bi-monthly meetings are also held with Parks Department staff members.
- Purchases have been made in amounts totaling \$20,284,712 with \$1,956,495 being placed to Rowlett vendors.
- Savings and/or cost avoidance has been captured totaling \$4,688,298 between high and low bids.
- New court software – Kicked off the implementation of new Court software, InCode from Tyler Technologies. Implementation is expected to be complete in the first quarter of FY2015.
- Facilities Maintenance has maintained 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.

Objective	Performance Measure	Actual 2013	Target 2014	Target 2015
Provide accurate accounting and reporting services that comply with regulatory standards	Ensure all audit requirements are completed and financial statements are reviewed prior to external audit staff arrival	Dec. 1	Nov. 1	Nov. 1
	Limit audit findings through proper planning and execution of duties	0 Audit Findings	0 Audit Findings	0 Audit Findings
	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 accounting period by the 10th calendar day of the following month	100%	100%	100%
	Complete all audit task list items, prepared by client (PBC) items and financial statements by December 23	Yes	Yes	Yes
	Auditor to present the CAFR to council by 1st meeting in March	2-Apr	3-Mar	3-Mar
Provide cost effective accounting and reporting services that comply with regulatory standards	Obtain a minimum of 'AA-' Standard & Poor's rating on each debt issuance	AA-	AA-	AA-
	Distribute payments to vendors within 5 days of accounts payable submission deadline	NA	100%	100%

FINANCE

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

Objective	Performance Measure	Actual 2013	Target 2014	Target 2015
Provide transparent reporting services that comply with regulatory standards	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
Employ proactive management techniques and strategies to effectively and efficiently manage the purchasing operations and ensure taxpayers receive the best value for their money.	Achieve an average savings of 5% in competitive bids between the amount awarded and the highest bid	8%	8%	8%
	Use more than 80 interlocal agreements with a value of more than \$2,000,000	82 / \$2.0M	82 / \$2.0M	82 / \$2.0M





911



Fire Rescue 47¢ 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 Services are leaders in the delivery of emergency medical care, treating and transporting citizens with injuries and illnesses related to traumatic events. Rowlett Fire Rescue is also recognized on a national level by the American Heart Association for their care of patients experiencing a heart attack with the Silver Level Award from Mission Life-Line.

Paramedics also serve the community by conducting senior citizen health checks, blood pressure and sugar checks at each station and 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.

90% 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 2014, 285 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.
- **Connect Rowlett** 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.
4,333 volunteer hours in 2013!
 - 📞 Radio Amateur Civil Emergency Service (RACES) whose 18 members provide field storm spotters ham radio communication capabilities.
371 volunteer hours in 2013!



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.

164 Fire Safety station tours and special event appearances for 18,621 citizens were conducted in 2013!



911



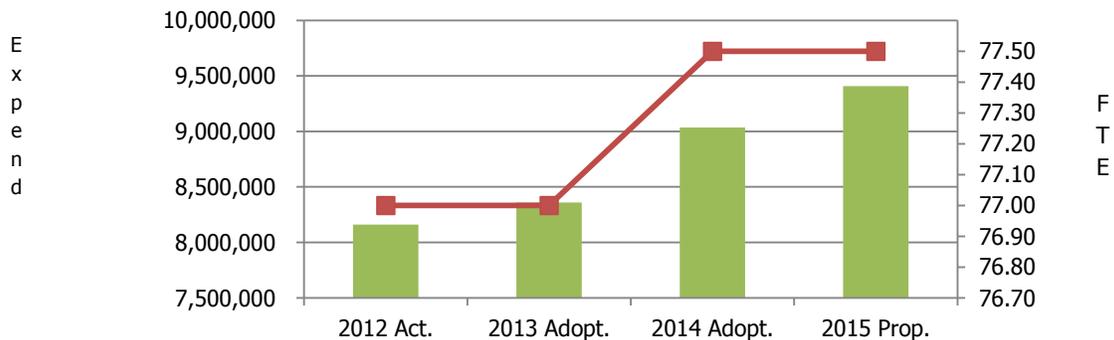
FIRE RESCUE

Fire Department by the Numbers

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ 6,994,896	\$ 7,208,235	\$ 7,128,235	\$ 7,624,721	\$ 7,984,205
Supplies	346,930	303,990	303,990	293,525	332,739
Purchase Services	781,315	786,563	786,563	1,022,573	1,091,670
Capital Outlay	36,492	60,000	60,000	94,000	-
Total	\$ 8,159,633	\$ 8,358,788	\$ 8,278,788	\$ 9,034,819	\$ 9,408,614

By Division	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Fire	\$ 8,159,633	\$ 8,358,788	\$ 8,278,788	\$ 9,034,819	\$ 9,408,614
Total	\$ 8,159,633	\$ 8,358,788	\$ 8,278,788	\$ 9,034,819	\$ 9,408,614

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Fire	77.00	77.00	77.00	77.50	77.50
Total	77.00	77.00	77.00	77.50	77.50



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.

- 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.
- **New Fire Chief** Neil Howard was hired on November 1 to lead Rowlett Fire Rescue. Chief Howard served for 31 years with the City of McKinney Fire Department.
- **Premier EMS Service** November 26, 2013 Baylor Medical Center at Garland recognized Rowlett Fire Rescue-Station1 C-shift emergency medical service providers with the STEMI Emmy award for the third quarter of 2013.
 - This award recognizes Rowlett Fire Rescue’s commitment and efforts in saving patients’ lives,|| says Tom Trenary, president at Baylor Medical Center at Garland. The STEMI Emmy is given quarterly to the EMS crew with the best overall response time for a St-elevation myocardial infarction (STEMI). Each year, more than half a million Americans experience a STEMI, out-of-hospital cardiac arrest, or both. The majority of these patients fail to receive appropriate treatment for their life-threatening conditions within recommended timeframes.
 - Two replacement Ambulances were ordered and the Department will take delivery of the new Horton Ambulances in October.
- **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, one Driver 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.
- **Fire Inspections** Personnel conducted inspections in businesses throughout the community. This ensures citizen safety from hazards that may start a fire and also reduces fire loss and damages. Personnel have completed 1,100 inspections.
- **Fire Hydrant Inspections** Firefighters test over 2,000 fire hydrants annually to ensure fire crews have working hydrants all across the City

- **150 Station Tours and Special Events seeing 16,157 citizens** Tours consist of youth groups, families, church groups, and schools learning fire safety. Special events include festivals at churches/schools and events throughout the City.
- **Senior Health Care Checks** Once a month, paramedics go to Rowlett Community Center to check approximately 40 seniors' blood pressure and blood sugar levels and help with medical questions and advice. Seniors have received over 400 health checks free of charge by Rowlett Paramedics.
- **Citizen Centered Programs** Rowlett CERT currently has 105 volunteer members who stand at the ready for disaster or emergencies that may come to Rowlett and our surrounding community. Now in its 10th year of operation, the Rowlett CERT program has volunteered nearly 40,000 service hours. Rowlett CERT is an Affiliated Program of the Rowlett Citizen Corps Council, who has oversight responsibility for six Citizen Corps programs in and around Rowlett.
- **Citizen's Fire Academy** 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 18 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 100 students are trained annually.
- **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.
- **Fit and Ready Fire Fighters** Rowlett Fire Fighters completed their annual Job Task Simulation Task. This test is a simulation of work related physical abilities that are required for Fire Fighting tasks performed during their daily duties. The department tests all operations personnel annually, and it is a mandatory pass. We are happy to report that all operations personnel passed within the specified time for a 100% success rate.
- **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 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. In all nine Elementary Schools are visited.

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.

Objective	Performance Measure	Actual 2013	Target 2014	Target 2015
Respond to Priority One calls in six minutes or less	Respond to 90% of Priority 1 calls (fire) within 360 seconds	280	360	360
Encourage citizen involvement in Fire Prevention, Life Safety and Emergency Preparedness	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.	12,000	12,000	12,000
	*Citizen CPR course: 75 students enrolled with an average of 65 students passing the course	223	100	125
	*Citizen's Fire Academy: One class a year with 20 students	10	20	20
Wellness and Fitness	95% of personnel pass Job Task Simulation on first attempt	100%	98%	98%
	90% employee participation in Wellness Program	100%	90%	90%
Enhance Core Competencies and Skills	Training hours meets or exceeds State Certification requirements - 95% participation	100	95	95
	Department exceeds over 6,000 hours of training annually.	9,749	6,000	6,000
Improve Safety and Reduce Hazards in Commercial Buildings and Provide for Firefighter Safety	Inspect 70% of all commercial buildings	78	80	85
Enhance Citizen Emergency Preparedness	CERT (Citizen Emergency Response Team)	3,600	3,700	3,800
	RACES (Radio Amateur Civil Emergency Service)	400	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:

OBESE INDIVIDUALS' HEALTHCARE COSTS ARE OVER \$1,500 MORE ANNUALLY

Over the past 4 years, City employees have lost 3,365 pounds under the *Live Healthy Challenge*. In Fiscal Year 2014, the City met its goal of reducing the overall "Overweight & Obese" rate by 4%.

IN-NETWORK MEDICAL CLAIMS AND GENERIC DRUG SUBSTITUTIONS KEEP COSTS DOWN

Over 93% of City employee and dependent medical claims were managed through the Aetna alliance. Additionally, 97%

of pharmacy claims allowed for "generic drug substitution". These dramatically reduced overall medical costs for the City.

AN AVERAGE SAVINGS OF \$25 PER DOCTOR VISIT

City employees realized over \$2,000 in savings, in addition to reduced time away from work, through the *Employee Healthcare Clinic*, introduced in July 2013. This also cut the absenteeism rate and the risk of illness spreading through the workplace.



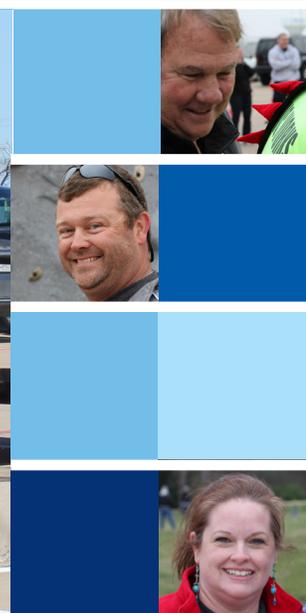
3¢
per day

FY 2014 - 2015



The City operates a versatile and dynamic *Wellness Accountability Program* that provides employees a variety of options to satisfy targeted health and wellness requirements. Programs such as City-sponsored 5K walk/runs, the “Step Into Summer” 10,000 steps per day pedometer challenge, the “Survivor Rowlett” fitness challenge day and Flu Shot Clinic/Biometric Screening, coupled with free membership to the Rowlett Community Centre, help accomplish the goal of a physically fit workforce.

A PHYSICALLY FIT WORKFORCE



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. Employees and dependents on the City’s medical plan continue to utilize City-sponsored medical advisory services. Over the past 2 years, Employees have saved over \$300,000 by making informed decisions regarding medical providers, treatment options, and cost billing.

- *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.



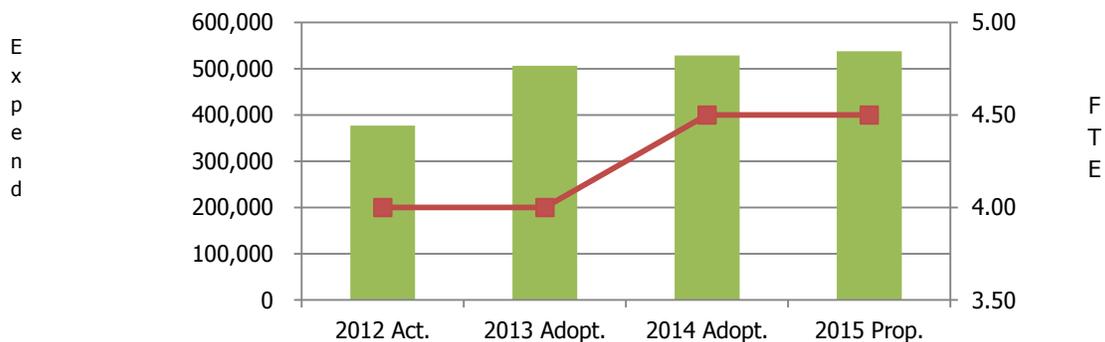
HUMAN RESOURCES

Human Resources Department by the Numbers

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ 217,226	\$ 348,022	\$ 342,322	\$ 365,953	\$ 374,965
Supplies	5,317	5,125	5,125	5,500	5,500
Purchase Services	154,426	153,200	153,200	157,257	157,257
Capital Outlay	-	-	-	-	-
Total	\$ 376,969	\$ 506,347	\$ 500,647	\$ 528,710	\$ 537,722

By Division	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Human Resources	\$ 376,969	\$ 506,347	\$ 500,647	\$ 528,710	\$ 537,722
Total	\$ 376,969	\$ 506,347	\$ 500,647	\$ 528,710	\$ 537,722

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Human Resources	4.00	4.00	4.50	4.50	4.50
Total	4.00	4.00	4.50	4.50	4.50



HUMAN RESOURCES

To recruit, engage and support our employees in order to ensure a high-performing, citizen centered workforce that values uncompromising commitment, high integrity & personal accountability, and exceptional service.

- Implemented Year 4 of the City's 5-Year Benefit Strategy
- Emphasized the importance of pursuing medical treatment and filing medical claims through Aetna "in-network" providers in order to mitigate rising medical costs down. As a result, over 95% of City employee and dependent medical claims were managed through the Aetna alliance network.
- Emphasize to our employees the importance of allowing for generic drug substitutions for their prescription pharmaceutical needs. As a result, over 97% of pharmacy claims allowed for "generic drug substitution", dramatically reducing medical costs for the City.
- 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 31 teams and 128 employees motivated to live a healthier lifestyle. City employees have lost a total of 1,500 pounds in the past 2 years under this program!
- The average doctor visit cost in the DFW area is approximately \$100. As a result, we implemented and encouraged the use of the Employee Clinic for various acute care conditions such as flu symptoms and earaches. The negotiated price of \$75 with these five Lake Pointe-affiliated doctors saved over \$2,000 in its first year.
- Conducted onsite & offsite biometric screenings to measure hypertension (blood pressure), overweight/obesity rates, and diabetic/pre-diabetic levels for all 291 employees on the City's medical plan—100% participation!
- Smokers cost \$992 more annually and are absent 50% more often than non-smokers. As a result, the City enforced its Tobacco Free Workplace Policy which forbids the use of tobacco products while on city property or on city time.
- Amplified the City's commitment to "Zero Tolerance" policies regarding unlawful discrimination, violating provisions of the Drug Free Workplace, and failures to abide by the City's standards of conduct.
- Implemented a wide variety of wellness- and fitness-related programs throughout the year as part of Year 2 of the Wellness Accountability Program. Events such as the "Step Into Summer" Program, five City-sanctioned 5K run/walks, a Flu Shot clinic and Health Fair helped employees and dependents achieve healthier milestones in 2014!

HUMAN RESOURCES

To recruit, engage and support our employees in order to ensure a high-performing, citizen centered workforce that values uncompromising commitment, high integrity & personal accountability, and exceptional service.

Objective	Performance Measure	Actual 2013	Target 2014	Target 2015
Partner with departments to reduce employee turnover	Decrease % of turnover from 19% to 14%	18.0%	14.0%	12.0%
	Recognize 100% of all employees who reach employment milestones in 5 year increments	100.0%	100.0%	100.0%
	Decrease # of days average position remains unfilled	N/A	N/A	90
Ensure Rowlett meets high safety standards for city employees	Reduce number of Worker's Compensation claims by 10%	55	45	40
Implement year 4 of the Employee Benefits Strategy	Conduct 4 quarterly meetings to update employees, review plan performance, and discuss future trends	4	4	4



Information Technology

8¢
per day



a citizen centered organization

IT provides the foundation for the City of Rowlett's citizen-centered-organization philosophy. Citizens are more tech savvy than ever before and have come to expect a level of customer service found in the private sector. In today's environment, technology is no longer a luxury, it is the

means by which business is conducted. Whether online, over the phone or via email, technology ensures that interaction with the City can happen 24/7 and completely at citizens' convenience.

THROUGH PARTNERSHIPS WITH ALL NINE CITY DEPARTMENTS, IT OVERSEES 80 FILE SERVERS AND OVER 900 DEVICES INCLUDING:



- Desktop computers
- Laptop computers
- In-vehicle computers
- Printers
- Scanners
- Mobile devices
- Telecommunication system
- 911 System



IT also installs, supports and maintains over 220 different software applications including *WebQA*, enabling City staff to deliver seamless customer service in a timely manner, and the *Connect Rowlett* phone, text and email alert notification system, which keeps citizens informed about emergencies, traffic situations, special events, trending crimes in specific areas and more.

IT recently completed the implementation of Office 365

FISCAL YEAR 2014 IT FACTS

1,201,068 EMAILS ARCHIVED SINCE OCTOBER.

7,293 EMAILS CONTAINING A KNOWN VIRUS

FILTERED IN THE MONTH OF JUNE.

2,943 INTERNAL IT HELP DESK TICKETS

GENERATED OCTOBER - JUNE.

department mission

Delivering technology that is secure and reliable enabling all City departments to meet the needs of our citizens by identifying solutions that provide the highest level of internal and external customer service and value.

Information Technology



six minute response time



IT not only provides technology support to Rowlett's fleet of emergency vehicles, including police, fire and other first responder emergency units, but maintains technology in the 911 Communications Center to ensure the

ability to answer Priority One calls in 10 seconds or less, with emergency services dispatched within 45 seconds.

Through a partnership with IT, a six minute response time to emergencies by first responders is attainable!



secure systems / secure information



The **IT** Department is committed to providing mainstream technology solutions that are in the first third of their life cycle. This ensures that implemented solutions are secure and reliable with a shelf life that provides a measureable return on investment. Coordinating the

technology needs of each department allows the **IT** group to offer a cost effective approach to management while minimizing maintenance expenses. In Fiscal Year 2014, **IT** moved to On-line backup for securing essential data off-site.

In Fiscal Year 2013, IT systems identified and stopped 27,658 attempted cyber intrusions!



dependable technology



In Fiscal Year 2013, the City had several outages and system failures with its aging technology infrastructure along with a complete failure of its telephone system that prevented staff and customers from contacting each other for three days. After a comprehensive analysis of the entire system, it was determined to have exceeded its reasonable lifespan, parts and service were no longer avail-

able for outdated equipment and City staff was unable to meet its mission of providing reliable, effective services to citizens. Therefore, the City Council allocated \$1.7 million to replace the City's aging, failing technology infrastructure.

A new state of the art data center ensures that City staff has a foundation for execution and an enhanced ability to improve service delivery to the citizens of Rowlett.

8¢
per day
City of Rowlett

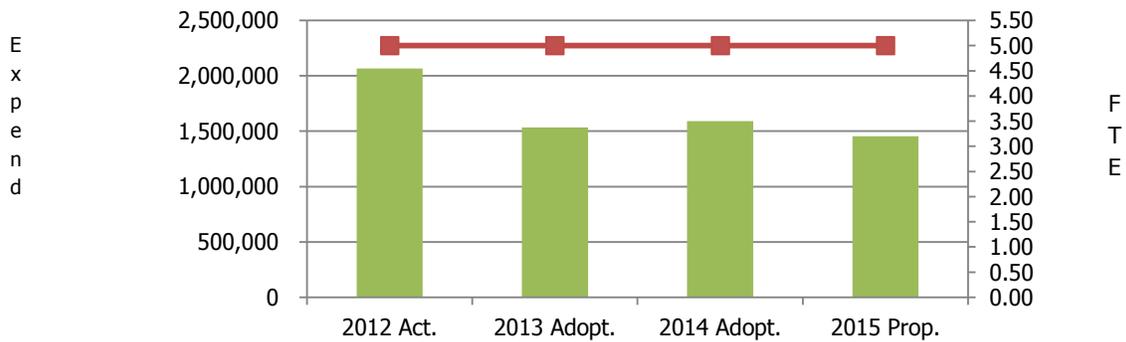
INFORMATION TECHNOLOGY

Information Technology Department by the Numbers

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ 261,172	\$ 428,599	\$ 428,599	\$ 457,595	\$ 473,461
Supplies	19,109	3,620	3,620	15,187	15,187
Purchase Services	893,050	1,101,385	1,101,385	1,106,621	966,309
Capital Outlay	892,208	-	-	12,792	-
Total	\$ 2,065,539	\$ 1,533,604	\$ 1,533,604	\$ 1,592,195	\$ 1,454,957

By Division	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Information Tech.	\$ 2,065,539	\$ 1,533,604	\$ 1,533,604	\$ 1,592,195	\$ 1,454,957
Total	\$ 2,065,539	\$ 1,533,604	\$ 1,533,604	\$ 1,592,195	\$ 1,454,957

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
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

To deliver technology that is secure and reliable allowing departments to meet the needs of our citizens.

- Serving 9 City departments and facilities located throughout the City of Rowlett, the Information Technology (IT) department oversees 80 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.
- IT continues to implement a complete system rebuild including the City network, servers and storage systems.
- IT will install a new Voice over IP (VoIP) telephone system.
- IT recently implemented Office 365 and continues to move many of the City's office applications into the Cloud.
- Coordinating the acquisition and implementation of 40+ additional department-specific applications and assorted technology projects.
- Coordinating training for users and IT staff.

Library

On an average day, **580** of your friends and neighbors **visit** the Rowlett Public Library!



7¢
per day

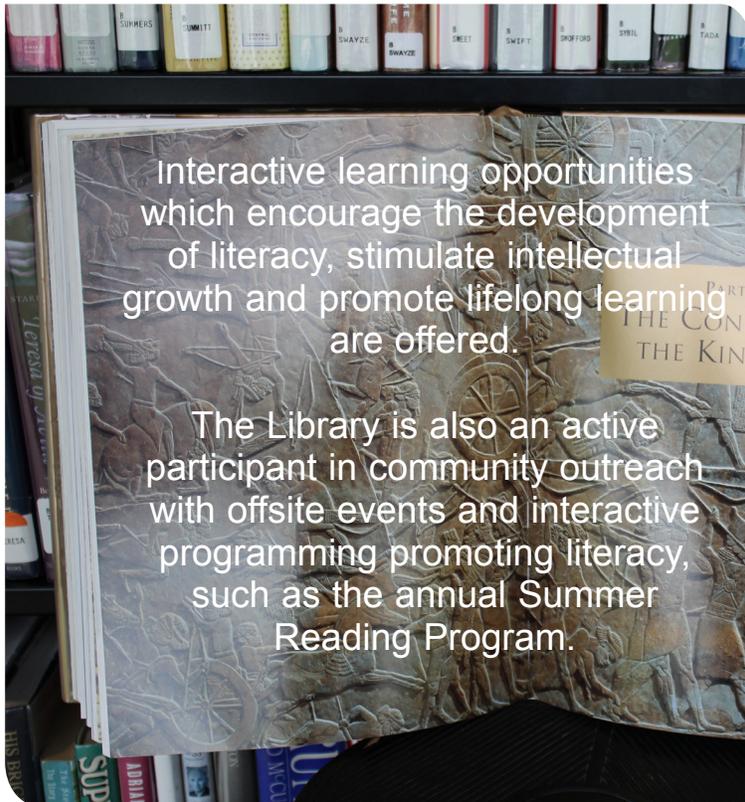
AWARD
WINNING
LIBRARY

In 2013, for the **ninth consecutive year**, the Library was a recipient of the **Achievement of Excellence in Libraries Award** from the Texas Municipal Library Directors Association.

Of the 560 public libraries in the state of Texas, only 28 received this award.



Literacy



Almost 2,000 people participated in 2012 Summer Reading Program, reading for 14,960 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 2013,
Library *volunteers* donated
3,241 hours saving taxpayers **\$73,149!**



In Fiscal Year
2013, **35,074**
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 101,693 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 2013,
15,307 Library cardholders
borrowed **289,463 items!**

FY 2014 - 2015

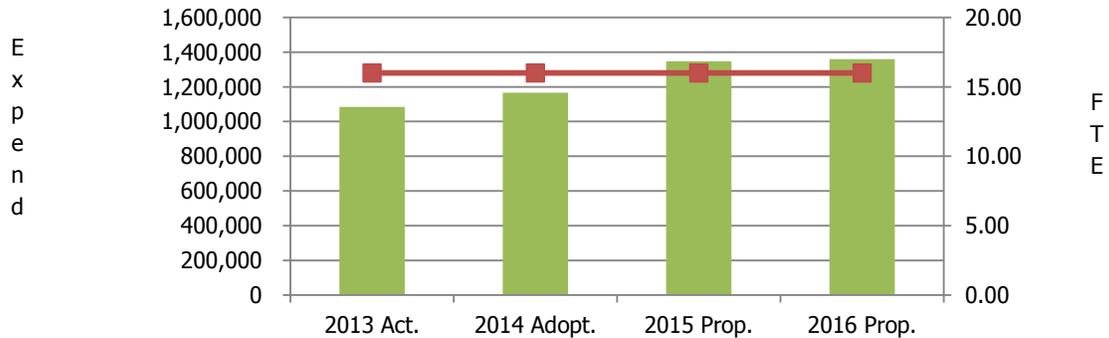
LIBRARY

Library Department by the Numbers

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ 793,083	\$ 880,335	\$ 855,335	\$ 864,481	\$ 878,142
Supplies	176,707	173,046	173,046	173,728	173,728
Purchase Services	114,160	113,007	113,007	308,496	308,496
Capital Outlay	-	-	-	-	-
Total	\$ 1,083,950	\$ 1,166,388	\$ 1,141,388	\$ 1,346,705	\$ 1,360,366

By Division	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Library	\$ 1,083,950	\$ 1,166,388	\$ 1,141,388	\$ 1,346,705	\$ 1,360,366
Total	\$ 1,083,950	\$ 1,166,388	\$ 1,141,388	\$ 1,346,705	\$ 1,360,366

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Library	16.00	16.00	16.00	16.00	16.00
Total	16.00	16.00	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.*

- Selected and implemented Apollo integrated library system (ILS) with capabilities for enriched bibliographic content, remote accessibility, and innovative user/management tools.
- Employed a variety of marketing and promotional means to counter declines in physical library visits and to encourage greater numbers of active Library cardholders and program attendees.
- Expanded technology education programs from a single topic offered twice monthly, to weekly programs on different topics.
- Promoted use of online resources and downloadable digital media, including OverDrive (eBooks & eAudiobooks).
- Continued weeding and collection development, adding items and weeding for a physical collection of over 100,000 items.
- Continued support for English as a Second Language (ESL) classes and computer instruction for seniors.
- Adopted January 2014 GED curriculum revisions and received \$2,000 Dollar General Literacy Grant award in support of the program.
- Initiated strategic transition planning for relocation of Library facilities in 2015.
- Received ninth consecutive award for "Achievement of Excellence in Libraries" from the Texas Municipal Library Directors Association.
- Received accreditation as a fully qualified member of the Texas Library System for State Fiscal Year 2014, enabling residents to benefit from Library eligibility for grants, subsidies, and statewide resource sharing programs.
- As a popular materials center, print, media and downloadable digital item circulation totaled over 200,000 print, media and downloadable digital items in FY2014.

LIBRARY

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

Objective	Performance Measure	Actual 2013	Target 2014	Target 2015
Ensure that the Library fulfills its role as a popular materials center.	Increase use of in-library materials by 5%	388,938	385,000	400,000
	Increase use of online resources by 10%	13,741	15,000	16,500
Engage more citizens in use of the Library.	Increase number of active library cardholders by 2%.	15,307	15,000	15,300
Expand use of the Library facility and online services.	Increase number of physical Library visits by 4%.	174,803	174,000	180,000
	Increase number of virtual Library visits by 4%.	47,972	45,000	46,500



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.

20¢ 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

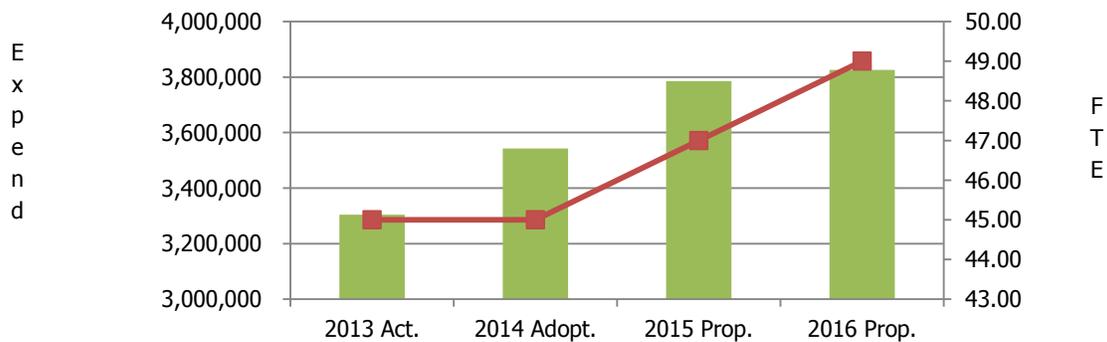
PARKS AND RECREATION

Parks and Recreation Department by the Numbers

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ 1,473,401	\$ 1,663,184	\$ 1,623,184	\$ 1,736,395	\$ 1,859,434
Supplies	317,781	375,578	375,578	331,660	331,160
Purchase Services	1,397,430	1,381,560	1,381,560	1,355,242	1,355,166
Capital Outlay	115,605	122,000	122,000	362,317	279,737
Total	\$ 3,304,217	\$ 3,542,322	\$ 3,502,322	\$ 3,785,614	\$ 3,825,497

By Division	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Parks Administration	\$ 236,256	\$ 190,724	\$ 190,724	\$ 267,148	\$ 269,901
Parks Maintenance	1,841,574	1,903,426	1,873,426	2,232,871	2,263,000
Recreation	854,710	914,931	904,931	845,518	851,717
Wetzone	371,677	533,241	533,241	440,077	440,879
Total	\$ 3,304,217	\$ 3,542,322	\$ 3,502,322	\$ 3,785,614	\$ 3,825,497

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Parks Administration	2.00	2.00	3.00	3.00	3.00
Parks Maintenance	12.00	12.00	12.00	14.00	16.00
Recreation	10.30	10.30	9.30	9.30	9.30
Wetzone	20.70	20.70	20.70	20.70	20.70
Total	45.00	45.00	45.00	47.00	49.00



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.

- Air & Water Quality: Maintain the designation of Tree City USA by focusing on the planting and preservation of trees.
- 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 teen and pre-teen programs and leagues during the 3pm-9pm 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: 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: 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.

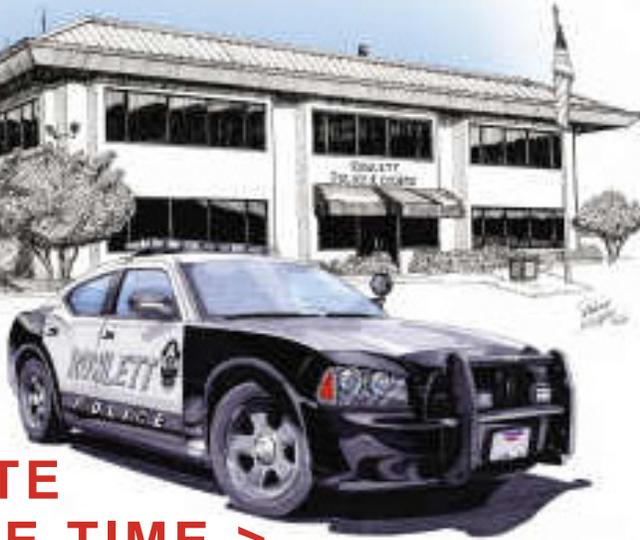
Objective	Performance Measure	Actual 2013	Target 2014	Target 2015
Offer health benefit services to the community by increasing the total number of visits at the Rowlett Community Centre	% change in number of visits projected compared to the same period of time in the previous year	N/A	2%	2%
Promote tourism through the Downtown Event series	# of participants	N/A	4,000	4,000





POLICE >

60¢ 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 Police Department will conduct a minimum of 1,500 warrant services per year, allowing the Warrant Division to maintain a 60% clearance rate for warrants issued within a fiscal year.



Every sworn officer proactively pursues warrant recovery.



JUSTICE! >

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

Criminal Investigations will work with all divisions of the department and neighboring agencies to detect, identify and target offenders in order to maintain a 67% clearance rate of all cases reported.



PROTECTING PROPERTY VALUES

Property values are maintained and the appearance, cleanliness and safety of our community is enhanced 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% average compliance rate!



ANIMAL WELFARE



The Rowlett Animal Shelter maintains an extraordinarily high **97% 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 28 groups working in partnership with the Police Department to eliminate crime in their neighborhoods.

On October 1, 2013, the City's National Night Out had the highest participation ever, with 21 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.**

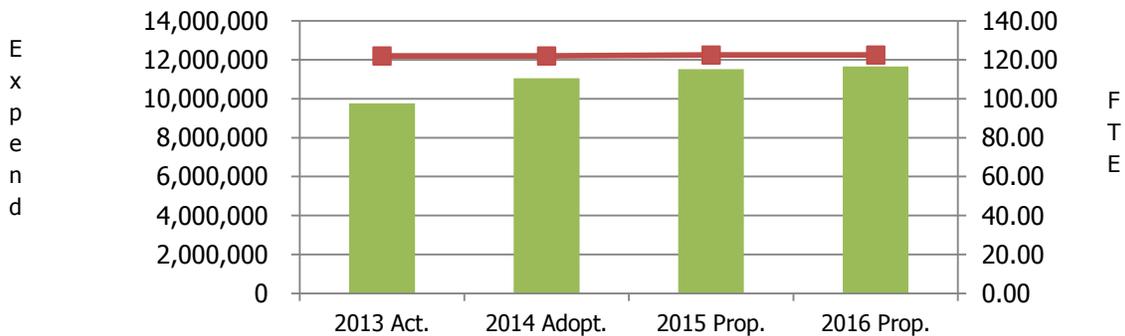
POLICE

Police by the Numbers

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ 8,677,690	\$ 9,654,218	\$ 9,280,218	\$ 9,876,464	\$ 10,206,512
Supplies	338,118	369,076	365,076	384,373	384,373
Purchase Services	575,896	783,124	773,124	1,013,442	820,650
Capital Outlay	169,613	250,000	250,000	250,000	250,000
Total	\$ 9,761,317	\$ 11,056,418	\$ 10,668,418	\$ 11,524,279	\$ 11,661,535

By Division	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Police	\$ 8,908,670	\$ 10,077,697	\$ 9,705,697	\$ 10,501,007	\$ 10,615,739
Animal Services	406,180	456,218	450,218	483,754	491,307
Environmental Services	446,467	522,503	512,503	539,518	554,489
Total	\$ 9,761,317	\$ 11,056,418	\$ 10,668,418	\$ 11,524,279	\$ 11,661,535

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Police	110.00	110.00	110.00	110.00	110.00
Animal Services	6.00	6.00	6.50	6.50	6.50
Environmental Services	6.00	6.00	6.00	6.00	6.00
Total	122.00	122.00	122.50	122.50	122.50



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.

- **2nd Annual Youth and Teen Police Academy** – The Police Department’s School Resource Officers developed Youth and Teen Police Academies to create a better understanding and communication between young citizens and the police department. The academies were held in June, July and August, 2014 and consisted of a curriculum which included Defensive Tactics, Dispatch, Negotiating and Community Services, among others.
- **9th Annual Bike Rodeo & Safety Fair** – In conjunction with the City’s Touch-a-Truck Event, the Police Department held this always-popular, fun, free family event designed to teach kids the importance of bicycle safety and the traffic laws that apply to bicycles on the roadway in May, 2014.
- **National Night Out** – The 30th Annual National Night Out was a great success! A total of twenty-two Crime Watch Groups participated in this event which was the largest showing witnessed since the event’s inception!
- **National Prescription Take Back Day** – This was a collaborative effort between state and local law enforcement agencies coordinated by the Drug Enforcement Agency (DEA) focusing on removing potentially dangerous controlled substances from medicine cabinets. This one-day effort brought national focus to the issue of pharmaceutical controlled substance abuse. In 2014, the Department collected six boxes of prescriptions, totaling 192 pounds!
- **Citizen’s Police Academy (CPA)** – The CPA is an exciting 11-week course held one night per week designed to help residents better understand what a police officer encounters while on duty and how the different divisions of the Police Department operate. The CPA also includes hands-on instruction in the use of police firearms and a driving course where students are able to drive a police squad car. CPAs are held in the spring and fall with approximately 40 residents graduating every year. This year the Department completed its 33rd CPA.

- **Quality Standards for Fitness Assessments** - The Police Department is committed to improving individual physical fitness and wellness. The department purchased several new items of fitness equipment and began posting items related to physical fitness and health on a large bulletin board in the exercise room. The department allows employees to exercise and participate in fitness programs while at work. The department has also contracted with Huguley Fitness Assessment Center to conduct medical/health screenings of sworn officers. In 2014, Eighty-Five percent of the sworn officers who participated in the assessment received an overall score of "Superior." The department has also completed the construction of an obstacle fitness course for sworn officers. The obstacles are all job specific and are used to determine if officers are in adequate physical condition to safely perform their jobs.
- **Paperless Crash Reports** – This year, Crash Reports (Accident Reports) are completely paperless! With the upgrade of Brazos Ticket Writer/Crash Report Software, Officers can complete crash reports electronically, allowing citizens to obtain copies of their Crash Reports online.
- **Communications Remodel** – In preparation for the upcoming P25 radio project, the Communications Center was remodeled. All workstations were configured to be ergonomic and allow for more desktop space, freeing up much needed space. The remodel will also allow two radio systems to run concurrently as the P25 new radio system is being tested before being deployed.
- **Texas Department of Transportation (TXDOT) Audit** - The Police Department is the recipient of a TXDOT grant that primarily focuses on traffic safety. A condition of the grant is a yearly audit conducted by a TXDOT representative. This year's audit was held in April. The auditor reviewed all of the department's current policies and procedures regarding the maintenance of the grant and verified various, random records and files to ensure accuracy and consistency. The Police Department successfully passed the annual audit with a 100% compliance rating with no negative remarks or concerns.
- **Animal Control continues to maintain a 90% or better Live Release Rate (National average is 30%)** - This is possible due to a motivated, compassionate, and caring Shelter Staff, Petfinder utilization, City's web page, Everbridge Notifications, partnering with Friends of Rowlett Animals (FRAS) and public entities, and fostering partnerships.

- **Partnerships** – In order to maintain a high live release rate, Animal Services partners with many rescue groups to place animals. Among the groups are: SPCA of McKinney, Dachshund Lovers, Feral Friends, DFW Lab Rescue, Lone Star Bulldog Club Rescue, Doberman Rescue and City of Plano.
- **Adoption Events** – Animal adoption events are held quarterly and special low cost events are often announced when the Animal Shelter is at capacity.
- **Proactive Sweeps** –Code officers identify at least four (4) areas in the City that may require additional attention. Four (4) proactive sweeps have been conducted in FY2014 and have yielded over 90% voluntary compliance.
- **March Clean Up** –The March Clean-Up Campaign allows Rowlett residents to dispose of brush and non-hazardous bulk items free of charge and without limits on the number of visits. This year March Clean Up yielded 70 roll off containers.
- **Downtown Rowlett Events**
Temporary Food Vendors – Temporary food vendors participate at various City events (i.e., Fireworks on Main, Touch a Truck, Eggstraordinary Egg Hunt, among others). These temporary food vendors must fill out an application, receive instructions on proper safety and handling for temporary vendors and receive a permit. The City Health Inspector contacts each vendor by phone, email and in person in order to ensure the safety of Rowlett citizens and visitors to these events. In FY 2014, over 40 vendors participated in City events.
- **Pool/Spa Inspections** – Before a public pool opens to the public, the Health Inspector will contact pool managers so that they can fill out an application and schedule a pool inspection. Pool inspections are conducted and pool managers are advised of any areas that may need work or could endanger the safety of residents. Permits are issued to pools that have successfully completed inspections. In FY 2014, all 28 public pools passed inspection and received their pool permits.
- **VIPS-** Volunteers in Police Services (VIPS) are citizens who want to give back to the community by assisting the Rowlett PD with support and resources. We currently have 31 VIPS members. Participants in VIPS must complete the Citizen’s Police Academy (CPA). Currently our VIPS assist with administrative police functions, handicap parking violations, holiday safety patrols, vacation house watches and code enforcement. VIPS volunteer hours are expected to exceed 4,000 in FY 2014!
- **West Nile** – The City is partnering with Dallas County in the 2014 West Nile Prevention Campaign. Beginning March 2014, mosquito traps were set in Six (6) zones determined by Dallas County Health and Human Services. Samples are taken on a weekly basis. In the event that the West Nile Virus is detected in mosquito samples, there will be mosquito surveillance in areas of positive traps. The public will also be advised and ground-based spraying will occur between 24-72 hours (weather permitting) around positive trap zone.

- **Solid Waste Contract** – Waste Management (WM) was selected to be the solid waste provider for the City of Rowlett in 2012. Waste Management provides weekly trash and recycling collection service to every home and business in the City. In addition, weekly brush, bulky item and cardboard pickup service is available with no call-in required to our residential customers. Bi-annually, Community Services host a luncheon for the drivers and crews recognizing them for excellent customer service. Each recognized WM employee receives a letter of commendation from Chief Brodnax along with a police coin.

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.

Objective	Performance Measure	Actual 2013	Target 2014	Target 2015
Respond to Priority One calls in 6 minutes or less.	Dispatch answers 90% of priority one calls in 10 seconds or less.	7	10	10
	90% of priority one calls will be dispatched within 45 seconds.	38	45	45
	Respond to 90% priority one calls within 5:10 of being dispatched.	4:14	6:00	6:00
Advocate for the citizens of Rowlett by identifying, arresting, and bringing offenders to prosecution	Conduct 10,200 neighborhood patrols per year	17,883	10,200	10,200
	Maintain a 67% clearance rate (identify suspects) of all cases reported	64%	67%	67%
Provide excellent police services by proactively pursuing warrant recovery.	Conduct a minimum of 1,500 warrant services per year.	3,842	1,500	1,500
	The Warrant division will maintain a 60% clearance rate for warrants issued.	86%	60%	60%
Maintain the success of our high animal adoption rate by holding preplanned adoption events, working closely with FRA's, adopting and rescue organizations to find homes for abandoned and unwanted animals	Number of adoption events held	4	4	4
	Percentage of live release rate	94%	85%	85%
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	100%	100%	100%
Continue proactive code enforcement with the assistance of patrol officers to maintain a high volume of voluntary compliance.	% of voluntary compliance	91.5%	90%	90%
	% of proactive cases by code	60%	50%	50%

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.

Objective	Performance Measure	Actual 2013	Target 2014	Target 2015
Continue to improve and enhance the service and quality of life for our citizens and create a safer environment by conducting neighborhood sweeps.	# of sweeps conducted	6	4	4
	Total number of cases	10,570	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!

20¢ 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.



Public Works maintains 636 miles of pavement.

The Merritt Road Paving, Drainage, Water and Sanitary Sewer Project was recognized by the Texas Public Works Association as the 2014 Public Works Project of the Year in the Transportation Category for projects in the \$5-15 Million Category!

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, 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 Pavement Rehabilitation

Isolated concrete slabs or sections are removed and replaced.

Major Pavement Rehabilitation

Complete removal and replacement.



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 a 2012 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.

Safe Travels

Signals

The Traffic Division operates, maintains and services a total of 36 signalized intersections, 14 school zone lights, and four emergency signals.

Signs

Rowlett owns and maintains 6,000 signs, whose placement and replacement are determined by new construction, condition of existing signs and engineering standards. These include stop signs, yield signs, street name signs, directional signs, parking signs...just to name a few!



TRAFFIC

SIGNALS
SIGNS
MARKINGS



Public Works maintains 196 wheeled units.

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.

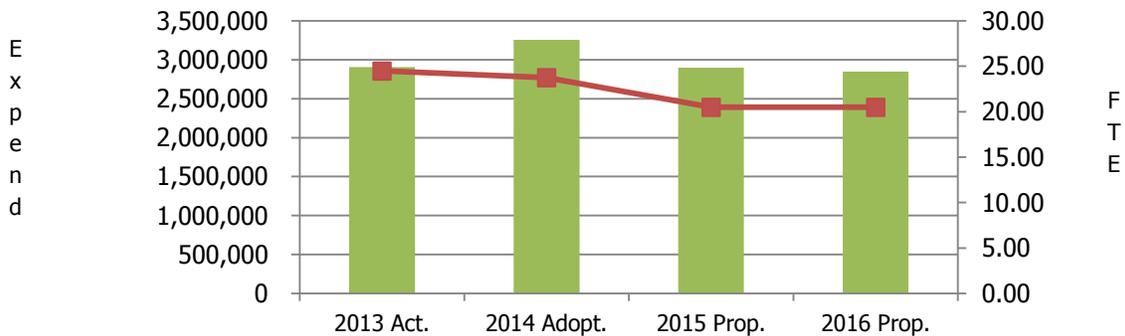
PUBLIC WORKS

Public Works Department by the Numbers

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ 1,489,439	\$ 1,596,067	\$ 1,529,567	\$ 1,260,443	\$ 1,302,056
Supplies	275,721	313,018	313,018	341,793	298,363
Purchase Services	1,128,387	1,095,574	1,115,574	1,045,819	999,619
Capital Outlay	13,170	250,000	250,000	250,000	250,000
Total	\$ 2,906,717	\$ 3,254,659	\$ 3,208,159	\$ 2,898,055	\$ 2,850,038

By Division	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Streets	\$ 1,701,845	\$ 1,683,319	\$ 1,672,819	\$ 1,726,747	\$ 1,667,233
Vehicle Services	507,741	818,567	818,567	830,127	835,521
Public Works Admin.	697,131	752,773	716,773	341,181	347,284
Total	\$ 2,906,717	\$ 3,254,659	\$ 3,208,159	\$ 2,898,055	\$ 2,850,038

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Streets	13.00	13.00	13.00	13.00	13.00
Vehicle Services	3.00	3.00	3.00	3.00	3.00
Public Works Admin.	8.50	7.75	4.50	4.50	4.50
Total	24.50	23.75	20.50	20.50	20.50



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.

- Completed multiple Alley Reconstruction Projects city-wide
- Completed Merritt Road Construction
- Completed Downtown Transit Oriented Development Phase I
- Completed Springfield Drainage Project
- 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.
- The standard construction details were adopted in January of this year.
- Annual Pavement Stabilization Program: Stabilized 41 locations which is equivalent to .5 lane miles.
- Annual Asphalt Overlay Program: Overlaid and rehabilitated 7.28 lane miles of asphalt roadways. Dallas County funded 50% (\$174,145) of the construction cost for Elm Grove Road and Chiesa Road. The City funded 100% of the construction cost on the following roadways. North Lake Drive, McCleery Lane, Schrade Road, Old Merritt Road, Mariner Drive, Yeager Road and Dalrock Road.
- Annual Concrete Repair Program: Improved 5.0 lanes miles of streets (7) and alleys (2).
- 50/50 Sidewalk Program: 61 property owners participated in the program to include installation of 3,600 linear feet of sidewalk. The participation rate of the program is currently 87%.
- Completed Phase I of Lakeside Park Erosion Control Pilot Project. Staff installed 14,000 square yards of rock rip rap (560 linear feet of shoreline) on the embankment of Lake Ray Hubbard.

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.

Objective	Performance Measure	Actual 2013	Target 2014	Target 2015
Provide quality road infrastructure and maintenance programs for our community (Continuous PCI assessment and identification of road segments: 25% annually)	% of roads with PCI > 60	77 PCI	77 PCI	77 PCI
		84%	85%	85%
Provide responsive service to customer requests and inquiries within prescribed parameters (Response times: severe potholes 2-days; stop signs down two hours; traffic signals 2 hours)	Reliability response time	87.5%	95%	95%



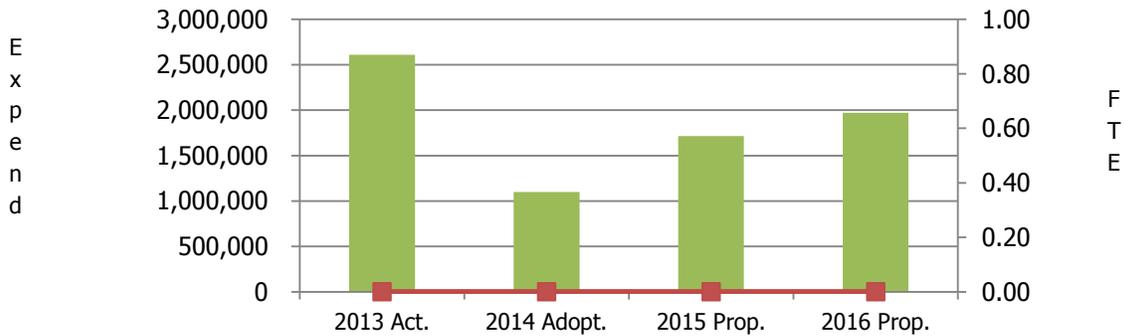
NON-DEPARTMENTAL

Non-Departmental by the Numbers

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ -	\$ (850,000)	\$ -	\$ (500,000)	\$ (258,725)
Supplies	15,021	5,500	5,500	5,500	5,500
Purchase Services	625,456	785,903	765,903	725,812	725,812
Capital Outlay	258,838	-	-	-	-
Transfers Out	1,709,531	1,156,722	1,256,722	1,484,125	1,497,156
Total	\$ 2,608,846	\$ 1,098,125	\$ 2,028,125	\$ 1,715,437	\$ 1,969,743

By Division	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Non-Departmental	2,608,846	1,098,125	2,028,125	1,715,437	1,969,743
Total	\$ 2,608,846	\$ 1,098,125	\$ 2,028,125	\$ 1,715,437	\$ 1,969,743

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Non-Departmental	-	-	-	-	-
Total	-	-	-	-	-



NON DEPARTMENTAL

- 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.
- 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

2¢
per day

A Thriving Community

From Fiscal Year 2012 to Today, Economic Development in Rowlett:



Experienced over \$52 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 Based Code, which allowed for the New Neighborhood and the Urban Village Zoning Districts.



Focused on local job creation resulting in approximately 873 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 2¢ 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 *in Fiscal Year 2013, 52 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 56 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.

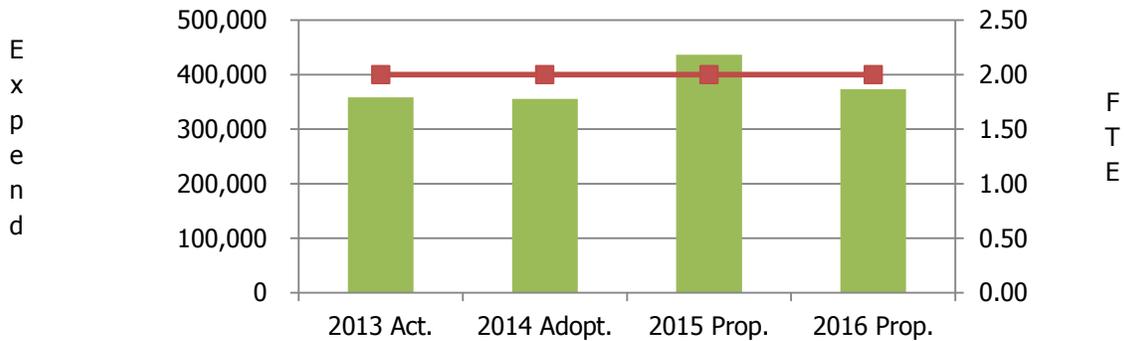
ECONOMIC DEVELOPMENT

Economic Development Department by the Numbers

Revenues	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Economic Development	315,350	316,694	316,694	316,694	316,694
Total	\$ 315,350	\$ 316,694	\$ 316,694	\$ 316,694	\$ 316,694

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ 218,226	\$ 220,123	\$ 220,123	\$ 225,668	\$ 232,112
Supplies	1,929	7,250	7,250	5,850	5,850
Purchase Services	138,348	128,215	128,215	205,075	135,450
Capital Outlay	-	-	-	-	-
Total	\$ 358,503	\$ 355,588	\$ 355,588	\$ 436,593	\$ 373,412

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
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.

- **The Village of Rowlett (Downtown):** This \$30 million project will introduce a range of urban densities within five modern housing concepts, local retail and commercial destinations, high quality pedestrian amenities and a unique vibe. Planned to offer 225 urban living units, nearly 17,000 feet of activated commercial space, and over 400 parking spaces, the Village of Rowlett is set to forever change the quality and validity of urban development in Downtown.
- **Terra Lago:** A \$50 million dollar mixed residential investment that will consist of 447 units, on 9 acres, with structured parking, next to Scenic Point Park.
- **New Commercial Businesses:** Dunkin’ Donuts/ Baskin Robbins, Dairy Queen, King Cable, Unleashed by PETCO, Magna Core Drilling, Discount Tire, Cherry Financial Partners, Autobahn Transportation.
- **Business Roundtable:** The City in partnership with the Rowlett Chamber hosted a luncheon at H&S Manufacturing to discuss policies affecting local and national businesses with U.S. Congressman Pete Sessions.
- **The Homestead at Liberty Grove:** The City and Arcadia Realty had the groundbreaking ceremony on Thursday, June 26, 2014. This \$200 million, multiphase housing development will diversify Rowlett’s housing mix and generate in excess of \$1.5M annually in property tax revenues to the City upon build-out. funding opportunities from the Rowlett Chamber Foundation.
- **DR Horton Office Expansion:** The new 23,500 square foot, two story office building will be the third office building on DR Horton’s campus and will be occupied by DHI Title and DHI Mortgage. The project is a private investment of **\$4 million** and 50-60 new jobs.
- **Walmart Neighborhood Market:** Demolition of the former Super 1 Grocery Store, at 8800 Lakeview Parkway, and construction of a new 41,839 square foot Mal-Mart Neighborhood Market.
- **Partnership Events:** ICSC Conference, Chamber’s Golf Tournament, Downtown Business Luncheon, Chamber’s Make a Connection, Chamber Luncheon and Dallas Regional Chamber Marketing Team.

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.

Objective	Performance Measure	Actual 2013	Target 2014	Target 2015
Business retention & expansion program (existing businesses)	# of business visits	N/A	75	75
Diversification of Rowlett's tax base (new commercial investment & taxable sales)	# of permits issued	N/A	45	45
	% budgeted FY +/- prior actual FY	N/A	1.04%	1.04%
Attraction & creation of new businesses and jobs (outreach with key strategic development partners)	# of engagements with broker/development partners	N/A	58.5	58.5
	# of engagements with community partners	N/A	37.5	37.5



UTILITY FUND

Revenue Summary

Revenues	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Water	\$ 14,106,165	\$ 15,819,276	\$ 15,819,276	\$ 17,170,618	\$ 18,184,595
Sewer	10,491,768	10,793,547	10,793,547	10,516,122	10,766,579
Subdivision Inspections	-	-	-	-	-
Water & Sewer Penalty	555,569	530,095	530,095	530,095	530,095
Miscellaneous	23,315	16,711	16,711	16,711	16,711
Water Meter & Tap Fee	34,618	17,875	17,875	17,875	17,875
Service Connect	62,294	55,630	55,630	55,630	55,630
Reconnect Fee	87,073	87,036	87,036	87,036	87,036
Impact Fees	257,496	60,000	60,000	60,000	60,000
Interest Income	3,571	11,976	11,976	11,976	11,976
G&A Transfer	139,404	139,397	139,397	139,397	139,397
Transfer in from Golf	-	-	-	-	-
Total	\$ 25,761,273	\$ 27,531,543	\$ 27,531,543	\$ 28,605,460	\$ 29,869,894

UTILITY FUND

Expenditure Summary

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Services	\$ 2,031,503	\$ 2,163,577	\$ 2,163,577	\$ 2,184,764	\$ 2,244,156
Supplies	348,333	301,253	301,253	304,197	304,197
Purchase Services	10,010,322	11,539,115	11,539,115	12,296,266	13,070,104
Capital Outlay	675,772	20,028	20,028	287,628	-
Capital Improvements	3,778,122	2,800,000	1,100,000	-	-
Debt Service	4,973,481	5,103,519	5,103,519	4,712,956	5,069,849
Transfers Out	4,377,521	5,476,331	5,476,331	8,276,331	8,276,331
Total	\$ 26,195,054	\$ 27,403,823	\$ 25,703,823	\$ 28,062,142	\$ 28,964,637

By Division	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Water/WW Admin	\$ 422,990	\$ 487,928	\$ 487,928	\$ 477,953	\$ 485,368
Water Ops	6,648,722	7,209,333	7,209,333	8,113,140	8,713,718
Wastewater Ops	4,639,143	4,659,627	4,659,627	4,912,316	4,952,854
Revenue Office	611,678	596,378	596,378	628,583	643,390
Meter Services	618,842	526,659	526,659	393,932	276,196
Non-Departmental	13,253,679	13,923,898	12,223,898	13,536,218	13,893,111
Total	\$ 26,195,054	\$ 27,403,823	\$ 25,703,823	\$ 28,062,142	\$ 28,964,637

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
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	11.00	11.00	11.00	11.00	11.00
Revenue Office	6.00	6.00	6.50	6.50	6.50
Meter Services	5.00	4.00	4.00	4.00	4.00
Non-Departmental	-	-	-	-	-
Total	35.50	34.50	35.00	35.00	35.00

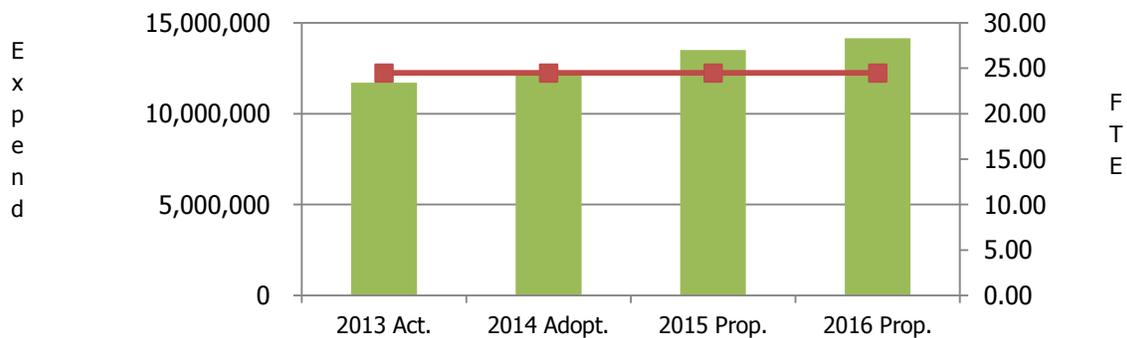
PUBLIC WORKS

Utility Fund Divisions by the Numbers

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ 1,449,175	\$ 1,619,719	\$ 1,619,719	\$ 1,610,340	\$ 1,650,377
Supplies	275,387	249,343	249,343	244,343	244,343
Purchase Services	9,578,870	10,487,826	10,487,826	11,384,325	12,257,220
Capital Outlay	407,423	-	-	264,401	-
Total	\$ 11,710,855	\$ 12,356,888	\$ 12,356,888	\$ 13,503,409	\$ 14,151,940

By Division	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Water/WW Admin	\$ 422,990	\$ 487,928	\$ 487,928	\$ 477,953	\$ 485,368
Water Ops	6,648,722	7,209,333	7,209,333	8,113,140	8,713,718
Wastewater Ops	4,639,143	4,659,627	4,659,627	4,912,316	4,952,854
Total	\$ 11,710,855	\$ 12,356,888	\$ 12,356,888	\$ 13,503,409	\$ 14,151,940

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
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	11.00	11.00	11.00	11.00	11.00
Total	24.50	24.50	24.50	24.50	24.50



PUBLIC WORKS UTILITIES

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.

- Continue to deliver reasonable turnaround times with a 98:1 FTE mechanic: rolling stock ratio.
- Continue to illustrate "right-sizing" exercise and confirm fuel savings initiative is an effective strategy for the City.
- Continued to implement water rate increase initiatives providing for: pipe bursting, SCADA review and partial implementation; 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. New water station currently under construction. 1.25MG elevated storage under construction.
- Staff serviced/exercised a total of 461 valves and 548 hydrants, replaced 6 hydrants and installed 4 additional hydrants to the water distribution system.
- The interior of the Merritt Road Water Station facility has been cleaned, painted and replaced 2-18" pressure reducing valves, motors and butterfly valves.
- Replaced 2,500 linear feet of 6" asbestos concrete increasing capacity by installing 8" PVC on Chiesa Road.
- Staff replaced 29 existing copper service lines with SDR9 poly tubing.
- Staff cleaned 8,884 linear feet of sanitary sewer main lines.
- Staff inspected and serviced 55 submersible pumps within the collection system.
- Staff rebuilt and replaced a total of 6 submersible pumps within the collection system.
- Staff serviced/exercised 50 valves within the collection system.
- Staff exercised 26 sluice gates on a monthly schedule.
- Staff installed 40 ROW/Property Line Clean/Outs.
- Staff replaced 1,500 linear feet of 12" vitrified clay pipe (VCP) with 12" polyvinylchloride (PVC) pipe (open trench method) and 2 sanitary sewer manholes.

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.

Objective	Performance Measure	Actual 2013	Target 2014	Target 2015
Provide and monitor adequate water pressure and volume delivery for city wide water system and fire protection needs (Maintain interim Upper Pressure Plane at a mean average 45 PSI (pounds per square inch) minimum)	% of time system meets 45 PSI	97.5%	98%	98%
Provide responsive service to customer requests and inquiries within prescribed parameters (Response times: water main break or sewer backups - 30 minutes)	Reliability response time	91%	95%	95%
Provide water quality management services (Provide water quality testing per TCEQ requirements)	% of samples meeting standard	100%	>95%	>95%
Replacement of water meters greater than 12 years old to reduce water revenue loss	% of planned water meters replaced	21%	100%	100%



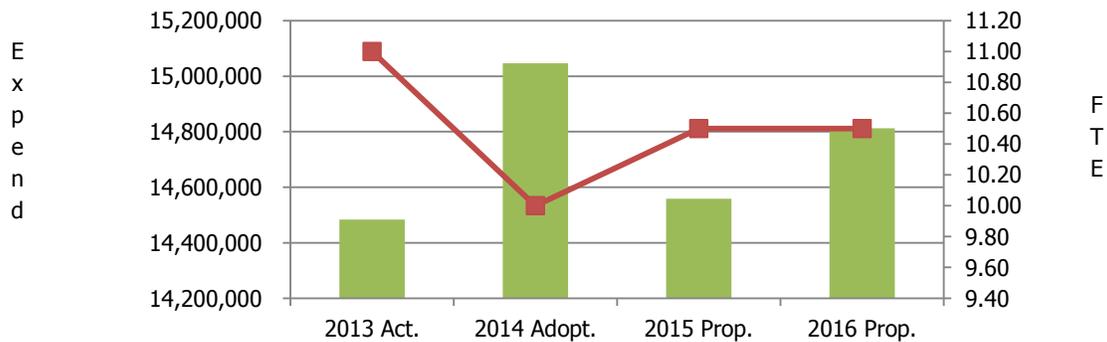
FINANCE

Utility Fund Divisions by the Numbers

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ 582,328	\$ 543,858	\$ 543,858	\$ 574,424	\$ 593,779
Supplies	72,946	51,910	51,910	59,854	59,854
Purchase Services	431,452	1,051,289	1,051,289	911,941	812,884
Capital Outlay	268,349	20,028	20,028	23,227	-
Capital Improvement	3,778,122	2,800,000	1,100,000	-	-
Debt Service	4,973,481	5,103,519	5,103,519	4,712,956	5,069,849
Transfers Out	4,377,521	5,476,331	5,476,331	8,276,331	8,276,331
Total	\$ 14,484,199	\$ 15,046,935	\$ 13,346,935	\$ 14,558,733	\$ 14,812,697

By Division	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Revenue Office	\$ 611,678	\$ 596,378	\$ 596,378	\$ 628,583	\$ 643,390
Meter Services	618,842	526,659	526,659	393,932	276,196
Non-Departmental	13,253,679	13,923,898	12,223,898	13,536,218	13,893,111
Total	\$ 14,484,199	\$ 15,046,935	\$ 13,346,935	\$ 14,558,733	\$ 14,812,697

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Revenue Office	6.00	6.00	6.50	6.50	6.50
Meter Services	5.00	4.00	4.00	4.00	4.00
Non-Departmental	-	-	-	-	-
Total	11.00	10.00	10.50	10.50	10.50



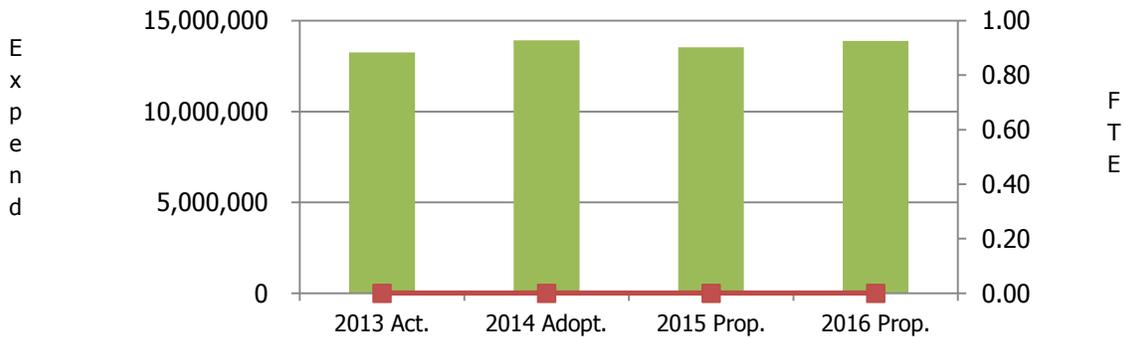
NON-DEPARTMENTAL UTILITY FUND

Non-Departmental by the Numbers

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-	-
Purchase Services	124,555	544,048	544,048	546,931	546,931
Capital Outlay	-	-	-	-	-
Capital Improvements	3,778,122	2,800,000	1,100,000	-	-
Debt Service	4,973,481	5,103,519	5,103,519	4,712,956	5,069,849
Transfers Out	4,377,521	5,476,331	5,476,331	8,276,331	8,276,331
Total	\$ 13,253,679	\$ 13,923,898	\$ 12,223,898	\$ 13,536,218	\$ 13,893,111

By Division	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Non-Departmental	13,253,679	13,923,898	12,223,898	13,536,218	13,893,111
Total	\$ 13,253,679	\$ 13,923,898	\$ 12,223,898	\$ 13,536,218	\$ 13,893,111

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Non-Departmental	-	-	-	-	-
Total	-	-	-	-	-



NON DEPARTMENTAL UTILITY FUND

- 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.



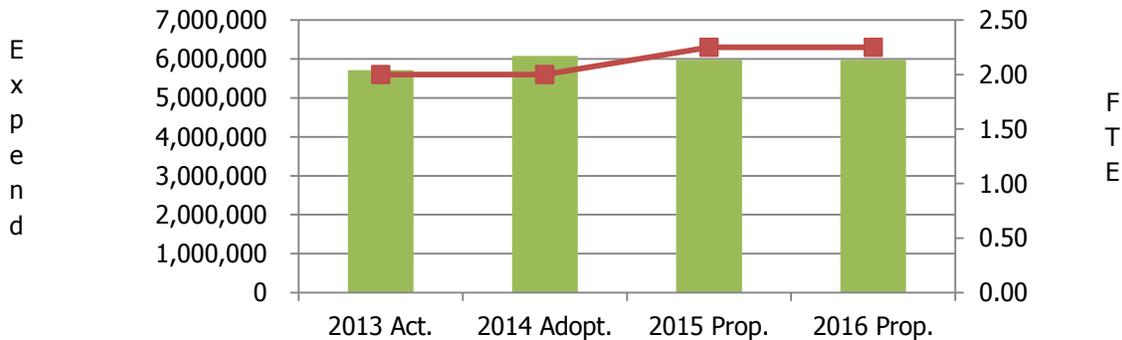
ENTERPRISE FUNDS

Enterprise Funds by the Numbers

Revenues	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Refuse Fund	\$ 4,684,030	\$ 4,835,889	\$ 4,650,979	\$ 4,699,097	\$ 4,699,097
Drainage Fund	1,329,025	1,346,939	1,346,939	1,346,939	1,346,939
Total	\$ 6,013,055	\$ 6,182,828	\$ 5,997,918	\$ 6,046,036	\$ 6,046,036

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ 113,454	\$ 111,987	\$ 111,987	\$ 135,908	\$ 139,772
Supplies	35,157	51,770	51,770	51,770	51,770
Purchase Services	3,431,161	3,582,640	3,582,640	3,455,376	3,455,376
Capital Outlay	-	-	-	-	-
Capital Improvements	435,504	335,502	335,502	335,502	335,502
Debt Service	420,385	618,894	618,894	615,776	616,426
Transfers Out	1,281,396	1,381,400	1,331,400	1,381,400	1,381,400
Total	\$ 5,717,057	\$ 6,082,193	\$ 6,032,193	\$ 5,975,732	\$ 5,980,246

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Refuse Fund	-	-	-	-	-
Drainage Fund	2.00	2.00	2.00	2.25	2.25
Total	2.00	2.00	2.00	2.25	2.25





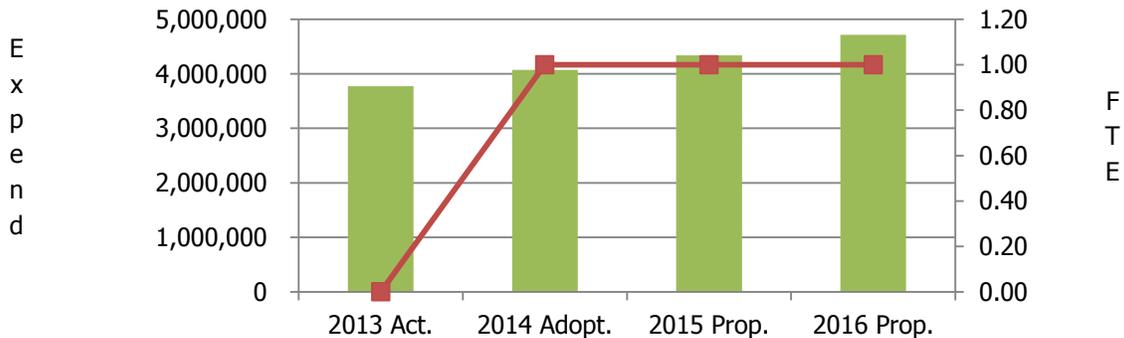
EMPLOYEE HEALTH BENEFITS FUND

Employee Benefits Fund by the Numbers

Revenues	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Employee Benefits	\$ 3,860,553	\$ 4,095,123	\$ 4,095,123	\$ 4,405,117	\$ 4,801,465
Total	\$ 3,860,553	\$ 4,095,123	\$ 4,095,123	\$ 4,405,117	\$ 4,801,465

Expenditures	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Proposed FY 2014-15	Proposed FY 2015-16
Personnel Costs	\$ -	\$ 73,051	\$ 73,051	\$ 75,317	\$ 76,433
Supplies	-	-	-	-	-
Purchase Services	3,771,041	3,997,046	3,997,046	4,262,206	4,638,169
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total	\$ 3,771,041	\$ 4,070,097	\$ 4,070,097	\$ 4,337,523	\$ 4,714,602

Staffing	Actual FY 2012-13	Budget FY 2013-14	Estimate FY 2013-14	Adopted FY 2014-15	Proposed FY 2015-16
Employee Benefits	-	1.00	1.00	1.00	1.00
Total	-	1.00	1.00	1.00	1.00



EMPLOYEE HEALTH BENEFITS FUND

Building a culture of wellness and creating education consumers of healthcare.

- Implemented Year 4 of the City's 5-Year Benefit Strategy
- Emphasized the importance of pursuing medical treatment and filing medical claims through Aetna "in-network" providers in order to mitigate rising medical costs down. As a result, over 95% of City employee and dependent medical claims were managed through the Aetna alliance network.
- Emphasize to our employees the importance of allowing for generic drug substitutions for their prescription pharmaceutical needs. As a result, over 97% of pharmacy claims allowed for "generic drug substitution", dramatically reducing medical costs for the City.
- 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 31 teams and 128 employees motivated to live a healthier lifestyle. City employees have lost a total of 1,500 pounds in the past 2 years under this program!
- The average doctor visit cost in the DFW area is approximately \$100. As a result, we implemented and encouraged the use of the Employee Clinic for various acute care conditions such as flu symptoms and earaches. The negotiated price of \$75 with these five Lake Pointe-affiliated doctors saved over \$2,000 in its first year.
- Conducted onsite & offsite biometric screenings to measure hypertension (blood pressure), overweight/obesity rates, and diabetic/pre-diabetic levels for all 291 employees on the City's medical plan—100% participation!
- Smokers cost \$992 more annually and are absent 50% more often than non-smokers. As a result, the City enforced its Tobacco Free Workplace Policy which forbids the use of tobacco products while on city property or on city time.
- Amplified the City's commitment to "Zero Tolerance" policies regarding unlawful discrimination, violating provisions of the Drug Free Workplace, and failures to abide by the City's standards of conduct.
- Implemented a wide variety of wellness- and fitness-related programs throughout the year as part of Year 2 of the Wellness Accountability Program. Events such as the "Step Into Summer" Program, five City-sanctioned 5K run/walks, a Flu Shot clinic and Health Fair helped employees and dependents achieve healthier milestones in 2014!

EMPLOYEE HEALTH BENEFITS FUND

Building a culture of wellness and creating educated consumers of healthcare

Objective	Performance Measure	Actual 2013	Target 2014	Target 2014
Promote health and wellness in order to improve employee performance and reduce absenteeism by implementing year 2 of the Wellness Accountability Program	Decrease % of employees overweight or obese	86.0%	82.0%	78.0%
	Decrease % of employees who are hypertensive or pre-hypertensive	68.0%	72.0%	65.0%
	Decrease % of employees who are diabetic or pre-diabetic	26.0%	24.0%	20.0%
Manage rising healthcare costs by creating a culture of health; appropriate	Monitor \$ savings from employee usage	n/a	n/a	\$2,000
Manage rising healthcare costs by creating a culture of health; appropriate benefit design; plan performance review & transparency; and management of health risks	Maximize "Total Savings" costs through both Claim Cost savings and Productivity Cost savings by encouraging employees and dependents covered by the City's medical plan to use COMPASS as medical services consultant	n/a	\$100,000	\$100,000
	Maintain % of medical claims paid in network of 95% or better	93.6%	97.3%	95.0%
	Maintain % of pharmaceutical claims using generic substitution of 95% or better	96.7%	97.5%	95.0%



Police Step Pay Plan Salaries

Police Officers – P1

Step	Salary	Step Increase	Dollar Increase
1	\$50,471	3%	\$1,514
2	\$51,985	3%	\$1,560
3	\$53,545	3%	\$1,606
4	\$55,151	4%	\$2,206
5	\$57,357	4%	\$2,294
6	\$59,651	4%	\$2,386
7	\$62,037	5%	\$3,102
8	\$65,139	5%	\$3,257
9	\$68,396	Max Out	

Police Step Pay Plan Salaries

Police Sergeants – P2

Step	Salary	Step Increase	Dollar Increase
1	\$71,398	4.5%	\$3,213
2	\$74,611	4.5%	\$3,358
3	\$77,969	4.4%	\$3,431
4	\$81,400	Max Out	

Police Lieutenants – P3

Step	Salary	Step Increase	Dollar Increase
1	\$84,650	3.3%	\$2,793
2	\$87,443	3.3%	\$2,886
3	\$90,329	3.1%	\$2,800
4	\$93,129	Max Out	

Fire Step Pay Plan Salaries

Firefighter EMT – F1

Step	Salary	Step Increase	Dollar Increase
1	\$50,471	5%	\$2,524
2	\$52,995	5%	\$2,649
3	\$55,644	Max out	

Firefighter Paramedic – F2

Step	Salary	Step Increase	Dollar Increase
1	\$57,870	2%	\$1,157
2	\$58,937	2%	\$1,179
3	\$60,116	2%	\$1,202
4	\$61,318	3%	\$1,840
5	63,158	3%	\$1,994
6	65,152	Max Out	

Fire Step Pay Plan Salaries

Fire Driver Engineer – F3

Step	Salary	Step Increase	Dollar Increase
1	\$67,758	5%	\$3,388
2	\$71,146	5%	\$3,557
3	\$74,703	Max out	

Fire Captain – F4

Step	Salary	Step Increase	Dollar Increase
1	\$85,398	3%	\$2,562
2	\$87,960	2.9%	\$2,551
3	\$90,511	Max out	

Battalion Chief – F5

Step	Salary	Step Increase	Dollar Increase
1	\$95,953	4%	\$3,838
2	\$99,791	4%	\$3,992
3	\$103,783	Max out	

Open Range Pay Plan

Grade	Position	FLSA		Minimum	Midpoint	Maximum
A	Water Park Cashier	N	hourly	\$7.81	\$9.18	\$10.54
	Water Park Food & Bev Cook/Cashier	N	annually	\$16,244.80	\$19,087.64	\$21,930.48
B	Water Park Maintenance	N	hourly	\$8.00	\$9.40	\$10.80
	Water Park Lifeguard	N	annually	\$16,644.99	\$19,557.87	\$22,470.74
	Recreation Aide	N				
C	Water Park Water Safety Instructor	N	hourly	\$8.41	\$9.88	\$11.35
	Library Page	N	annually	\$17,488.02	\$20,548.43	\$23,608.83
1	Custodian	N	hourly	\$11.03	\$13.79	\$16.55
	Human Resources Assistant	N	bi-weekly	\$882.54	\$1,103.17	\$1,323.81
	School Crossing Guard	N	monthly	\$1,912.17	\$2,390.21	\$2,868.25
	Library Aide	N	annually	\$22,946.00	\$28,682.50	\$34,419.00
	Utility Cashier	N				
	Recreation Leader	N				
4	Animal Shelter Attendant I	N	hourly	\$12.41	\$15.51	\$18.61
			bi-weekly	\$992.74	\$1,240.92	\$1,489.10
			monthly	\$2,150.93	\$2,688.66	\$3,226.39
			annually	\$25,811.13	\$32,263.91	\$38,716.70
6	Maintenance Specialist I Recreation Specialist Water Safety Supervisor Water Park Food & Beverage Supervisor	N	hourly	\$13.42	\$16.78	\$20.13
			bi-weekly	\$1,073.74	\$1,342.18	\$1,610.61
			monthly	\$2,326.44	\$2,908.05	\$3,489.67
			annually	\$27,917.32	\$34,896.65	\$41,875.98
7	Library Assistant	N	hourly	\$13.96	\$17.45	\$20.94
			bi-weekly	\$1,116.69	\$1,395.87	\$1,675.04
			monthly	\$2,419.50	\$3,024.38	\$3,629.25
			annually	\$29,034.02	\$36,292.52	\$43,551.03
9	Court Clerk Police Records Clerk	N	hourly	\$15.10	\$18.87	\$22.65
			bi-weekly	\$1,207.82	\$1,509.77	\$1,811.72
			monthly	\$2,616.93	\$3,271.17	\$3,925.40
			annually	\$31,403.19	\$39,253.99	\$47,104.79
10	Animal Control Officer Customer Service Representative Police Detention Officer Maintenance Specialist II Warrant Division Clerk	N	hourly	\$15.70	\$19.63	\$23.55
			bi-weekly	\$1,256.13	\$1,570.16	\$1,884.19
			monthly	\$2,721.61	\$3,402.01	\$4,082.42
			annually	\$32,659.32	\$40,824.15	\$48,988.98
11	Senior Action Center Representative Senior Court Clerk Property Room Clerk	N	hourly	\$16.33	\$20.41	\$24.49
			bi-weekly	\$1,306.37	\$1,632.97	\$1,959.56
			monthly	\$2,830.48	\$3,538.09	\$4,245.71
			annually	\$33,965.70	\$42,457.12	\$50,948.55
12	Communications Officer Mechanic Senior Administrative Assistant Traffic Control Tech I Water Tech Maintenance Specialist III	N	hourly	\$16.98	\$21.23	\$25.47
			bi-weekly	\$1,358.63	\$1,698.28	\$2,037.94
			monthly	\$2,943.69	\$3,679.62	\$4,415.54
			annually	\$35,324.32	\$44,155.40	\$52,986.48

Open Range Pay Plan

Grade	Position	FLSA		Minimum	Midpoint	Maximum
13	Community Services Specialist	N	hourly	\$17.66	\$22.08	\$26.49
	Detention Supervisor	N	bi-weekly	\$1,412.97	\$1,766.22	\$2,119.46
	Development Services Technician	N	monthly	\$3,061.44	\$3,826.80	\$4,592.16
	Maintenance Crew Leader	N	annually	\$36,737.30	\$45,921.62	\$55,105.95
	Meter Services Supervisor	N				
14	Chief Court Clerk	N	hourly	\$18.37	\$22.96	\$27.55
	Code Enforcement Officer	N	bi-weekly	\$1,469.49	\$1,836.86	\$2,204.24
	Police Records Supervisor	N	monthly	\$3,183.90	\$3,979.87	\$4,775.85
	Parks & Recreation Programmer	E	annually	\$38,206.78	\$47,758.48	\$57,310.17
15	Buyer	N	hourly	\$19.1034	\$23.8792	\$28.6551
	Development Services Coordinator	N	bi-weekly	\$1,528.27	\$1,910.34	\$2,292.41
	GED Coordinator	N	monthly	\$3,311.26	\$4,139.07	\$4,966.88
	Human Resources Coordinator	N	annually	\$39,735.06	\$49,668.82	\$59,602.59
	Special Events & Marketing Specialist	E				
16	Bailiff	N	hourly	\$19.87	\$24.83	\$29.80
	IT Support Tech	N	bi-weekly	\$1,589.40	\$1,986.75	\$2,384.10
			monthly	\$3,443.71	\$4,304.63	\$5,165.56
			annually	\$41,324.46	\$51,655.57	\$61,986.69
17	Administrative Services Manager	N	hourly	\$20.66	\$25.83	\$30.99
	Deputy Secretary	N	bi-weekly	\$1,652.98	\$2,066.22	\$2,479.47
			monthly	\$3,581.45	\$4,476.82	\$5,372.18
			annually	\$42,977.43	\$53,721.79	\$64,466.15
18	Children's Librarian	E	hourly	\$21.49	\$26.86	\$32.23
	Communications Shift Supervisor	N	bi-weekly	\$1,719.10	\$2,148.87	\$2,578.65
	Emergency Management Specialist	N	monthly	\$3,724.71	\$4,655.89	\$5,587.07
	Engineering Assistant	N	annually	\$44,696.53	\$55,870.66	\$67,044.80
	Librarian I	E				
19	Executive Assistant	E	hourly	\$22.35	\$27.94	\$33.52
			bi-weekly	\$1,787.86	\$2,234.83	\$2,681.79
			monthly	\$3,873.70	\$4,842.12	\$5,810.55
			annually	\$46,484.39	\$58,105.49	\$69,726.59
20	Human Resources Generalist	E	hourly	\$23.24	\$29.05	\$34.86
	Juv. Case Worker	E	bi-weekly	\$1,859.38	\$2,324.22	\$2,789.06
	Economic Development Specialist	E	monthly	\$4,028.65	\$5,035.81	\$6,042.97
			annually	\$48,343.77	\$60,429.71	\$72,515.66

Open Range Pay Plan

Grade	Position	FLSA		Minimum	Midpoint	Maximum
21	Accountant II	E	hourly	\$23.70	\$30.21	\$36.73
	Athletics-Aquatic Supervisor	E	bi-weekly	\$1,895.83	\$2,417.19	\$2,938.54
	Community Relations Manager	E	monthly	\$4,107.64	\$5,237.24	\$6,366.84
	Creative Services Producer	E	annually	\$49,291.69	\$62,846.90	\$76,402.12
	Community Center Supervisor	E				
	Circulation Services Supervisor	E				
	Fleet Maintenance Supervisor	E				
	Information/Technical Services Supervisor	E				
	Human Resources Analyst	E				
	Parks Supervisor	E				
	Streets Supervisor	E				
	Utility Operations Supervisor	E				
	Wellness Coordinator	E				
24	Purchasing Agent	E	hourly	\$26.66	\$33.99	\$41.32
	Senior Accountant I	E	bi-weekly	\$2,132.56	\$2,719.01	\$3,305.46
			monthly	\$4,620.54	\$5,891.19	\$7,161.83
			annually	\$55,446.45	\$70,694.22	\$85,942.00
26	IT System Admin	E	hourly	\$28.83	\$36.76	\$44.69
	Budget Officer	E	bi-weekly	\$2,306.57	\$2,940.88	\$3,575.19
			monthly	\$4,997.57	\$6,371.91	\$7,746.24
			annually	\$59,970.88	\$76,462.87	\$92,954.86
27	Environmental Services Manager	E	hourly	\$29.99	\$38.23	\$46.48
	Communication Director	E	bi-weekly	\$2,398.84	\$3,058.51	\$3,718.19
	Community Services Manager	E	monthly	\$5,197.48	\$6,626.78	\$8,056.09
	IT Infrastructure Manager	E	annually	\$62,369.71	\$79,521.38	\$96,673.05
	Municipal Court Administrator	E				
	Revenue Manager	E				
	Senior GIS Programmer	E				
Utility Operations Manager	E					
28	City Secretary	E	hourly	\$31.18	\$39.76	\$48.34
	Parks Division Manager	E	bi-weekly	\$2,494.79	\$3,180.86	\$3,866.92
	Recreation Division Manager	E	monthly	\$5,405.38	\$6,891.85	\$8,378.33
	Sr. Planner	E	annually	\$64,864.50	\$82,702.24	\$100,539.98
	Urban Design Manager	E				
29	Building Official	E	hourly	\$32.43	\$41.35	\$50.27
	Civil Engineer	E	bi-weekly	\$2,594.58	\$3,308.09	\$4,021.60
			monthly	\$5,621.59	\$7,167.53	\$8,713.46
			annually	\$67,459.08	\$86,010.33	\$104,561.57
30	Development Services Engineer	E	hourly	\$35.03	\$44.66	\$54.29
	Director of EMS	N	bi-weekly	\$2,802.15	\$3,572.74	\$4,343.33
	Fire Marshal	N	monthly	\$6,071.32	\$7,740.93	\$9,410.54
			annually	\$72,855.81	\$92,891.16	\$112,926.51

Open Range Pay Plan

Grade	Position	FLSA		Minimum	Midpoint	Maximum
31	Assistant Director of Public Works Assistant Finance Director	E	hourly	\$37.83	\$48.23	\$58.63
			bi-weekly	\$3,026.32	\$3,858.56	\$4,690.79
			monthly	\$6,557.02	\$8,360.20	\$10,163.39
			annually	\$78,684.27	\$100,322.45	\$121,960.62
32	Assistant Police Chief Assistant Fire Chief	E	hourly	\$41.61	\$53.06	\$64.50
			bi-weekly	\$3,328.95	\$4,244.41	\$5,159.87
			monthly	\$7,212.73	\$9,196.23	\$11,179.73
			annually	\$86,552.71	\$110,354.70	\$134,156.70
33	Chief Financial Officer Director of Economic Development Director of Development Services Director of Parks & Recreation Director of Public Works Human Resources Director IT Director Library Director	E	hourly	\$45.77	\$58.36	\$70.95
			bi-weekly	\$3,661.85	\$4,668.85	\$5,675.86
			monthly	\$7,934.00	\$10,115.85	\$12,297.70
			annually	\$95,207.98	\$121,390.17	\$147,572.37
			hourly	\$50.35	\$64.20	\$78.04
			bi-weekly	\$4,028.03	\$5,135.74	\$6,243.45
			monthly	\$8,727.40	\$11,127.43	\$13,527.47
34	Fire Chief Police Chief	E	hourly	\$50.35	\$64.20	\$78.04
			bi-weekly	\$4,028.03	\$5,135.74	\$6,243.45
			monthly	\$8,727.40	\$11,127.43	\$13,527.47
			annually	\$104,728.78	\$133,529.19	\$162,329.61
35	Assistant City Manager	E	hourly	\$50.35	\$64.20	\$78.04
			bi-weekly	\$4,028.03	\$5,135.74	\$6,243.45
			monthly	\$8,727.40	\$11,127.43	\$13,527.47
			annually	\$104,728.78	\$133,529.19	\$162,329.61
36	City Manager	E	hourly	\$63.16	\$80.53	\$97.90
			bi-weekly	\$5,052.76	\$6,442.27	\$7,831.78
			monthly	\$10,947.65	\$13,958.25	\$16,968.85
			annually	\$131,371.77	\$167,499.01	\$203,626.24