



PROPOSED BUDGET

FY2017

CITY OF ROWLETT

This budget will raise more total property taxes than last year's budget by \$2,337,011 or 8.3%, and of that amount \$380,296 is tax revenue to be raised from new property added to the tax roll this year.

Rowlett
T E X A S

CITY OF ROWLETT
ANNUAL OPERATING BUDGET
FISCAL YEAR
OCTOBER 1, 2016 - SEPTEMBER 30, 2017

CITY COUNCIL

Todd Gottel, Mayor

Tammy Dana-Bashian, Mayor Pro-Tem

Rick Sheffield, Deputy Mayor Pro-Tem

Robbert van Bloemendaal, Councilmember

Debby Bobbitt, Councilmember

Bruce Hargrave, Councilmember

Martha Brown, Councilmember

CITY STAFF

Brian Funderburk, City Manager

Jim Proce, Assistant City Manager

Neil Howard, Fire Chief

Kathy Freiheit, Library

Mike Brodnax, Police Chief

Angela Smith, Parks

Noel Thompson, Interim Public Works

Jim Grabenhorst, Econ Development

Laura Hallmark, City Secretary

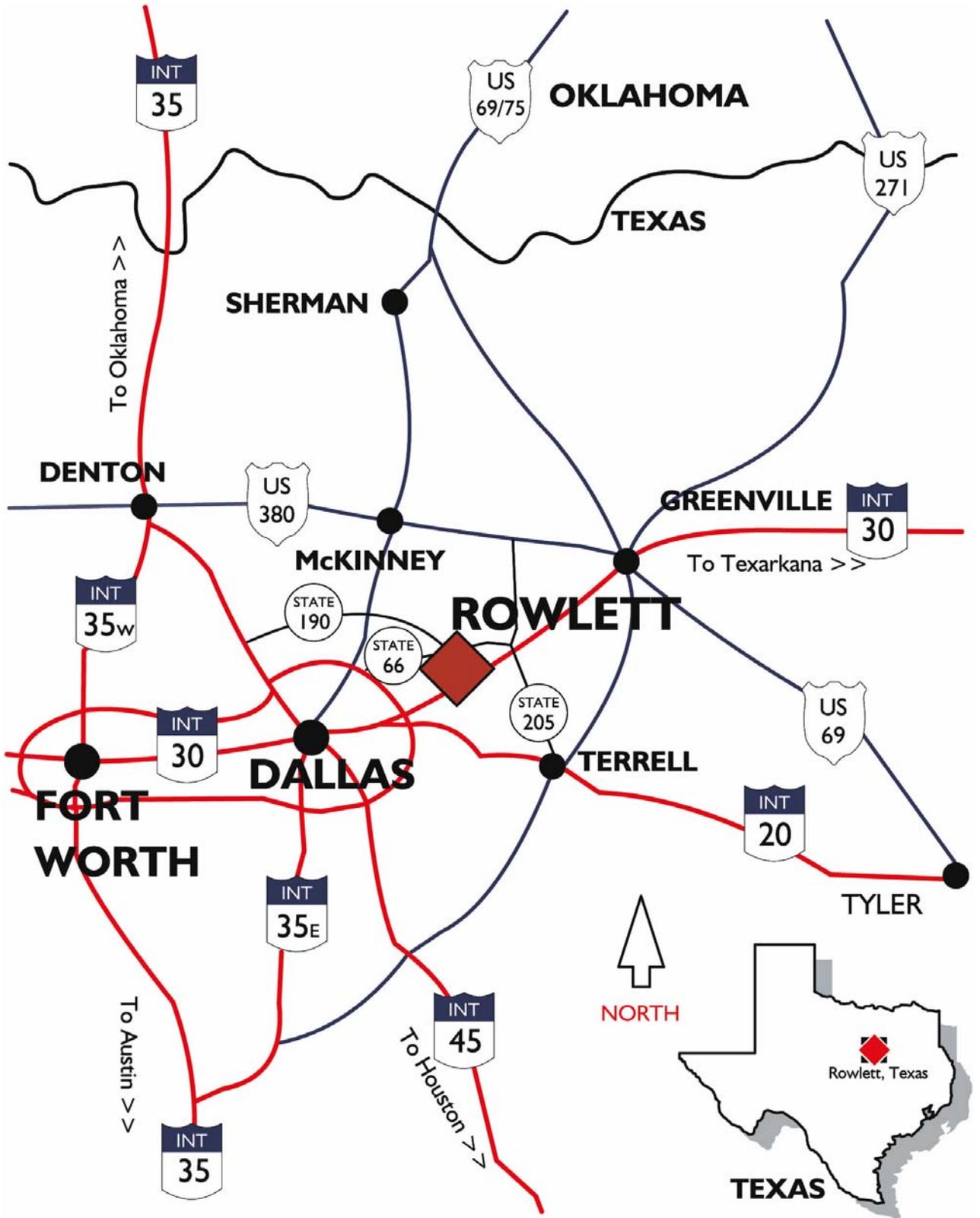
Kim Wilson, Finance

Marc Kurbansade, Development Services

Joe Beauchamp, Information Tech

Richard Jones, Human Resources

CITY OF ROWLETT LOCATION MAP



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August 2, 2016

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 2017 (FY2017). This proposal represents many hours of research, analysis, planning and listening. This organization has worked very hard to fulfill its mission ensuring that Rowlett is:

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



Figure 1 - Concept Art of South view of Bayside

Realizing Rowlett 2020! What an exciting time to live in Rowlett. We have now recouped the tax dollars lost during the Great Recession (FY2010-FY2014) and are reaping the benefit of an improved housing market and new growth. New businesses have come to Rowlett bringing jobs and tax dollars as well. Truly, there is something for everyone. As we said last year, we can stop talking about what we cannot do and start talking about what we can.

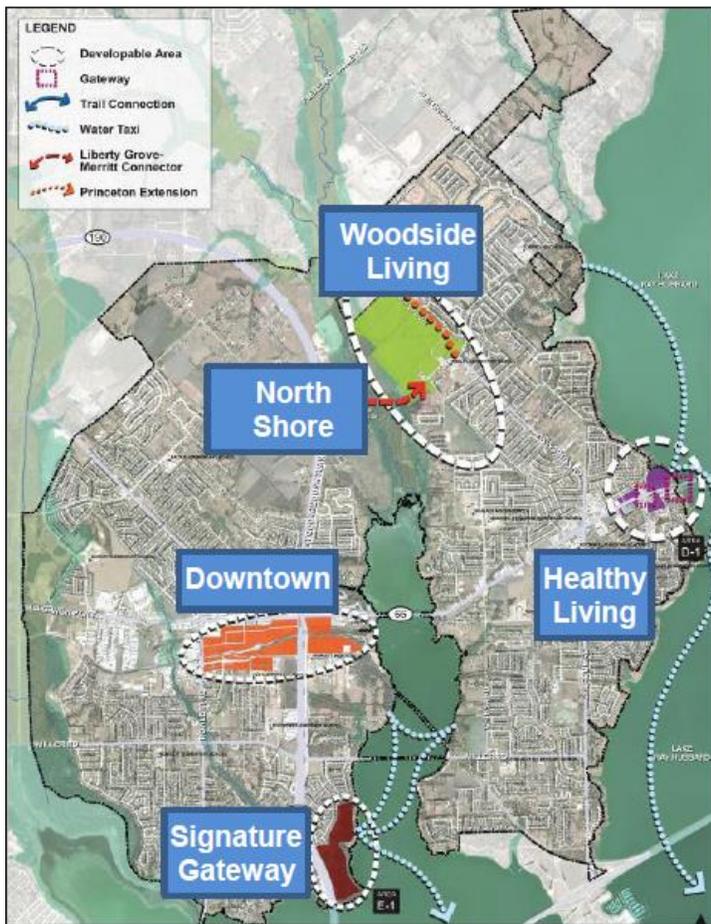


Figure 2 – Realize Rowlett 2020 opportunity areas

in retail and entertainment not yet experienced in Rowlett. In addition, Bayside will add 1.7 million square feet of commercial space that will include retail and shopping, restaurants and other entertainment venues. Both the Village of Rowlett and Bayside will truly create the after-hours feel that hasn't been previously available in Rowlett.

Realize Rowlett 2020 envisions “Rowlett’s days as a bedroom community are coming to an end.” Driven by the construction of the President George Bush Turnpike, the addition of light-rail in downtown, the proximity to the DFW market, and the ability to capitalize on our unique location on the water, we are realizing a remarkable community transformation. The combination of improved tax values and new growth will provide opportunities to address aging infrastructure, revitalize neighborhoods, and enhance our community amenities and assets. There has never been a more exciting time to live, work and play in Rowlett!

Realize Rowlett 2020 is a community vision that was adopted in September 2011. This plan became our comprehensive plan for Rowlett and was designed to create a vision to make Rowlett “...a community with diverse lifestyle choices for living, working, playing and learning.” Critical elements of the vision included diversifying our housing stock, creating new employment opportunities, and developing an after-hours lifestyle for evening and weekend entertainment and recreation.

Little did we think in 2011 it could happen so quickly. Today, we have major, high-quality projects going vertical in every quadrant of the City. These projects, like The Homestead at Liberty Grove (Woodside Living), Harmony (North Shore), The Village of Rowlett (Downtown), and Terra Lago (Healthy Living) would be amazing by themselves. Add in Bayside and we have **\$1.5 billion in private investment** – absolutely staggering.

While there are significant single-family projects underway in Rowlett, many of these new projects will add quality, high end multi-family options providing an alternative “living” atmosphere. New businesses in Bayside will provide the types of employment opportunities

The five year recession from FY2010 to FY2014 was financially difficult for Rowlett; however, we remained true to our purpose, which is to serve our citizens. In 2016, this community was tested by the catastrophic impact of an EF4 tornado; however, Rowlett is resilient and we can be very proud of how our community pulled together and responded during some of the darkest days in our history. I truly believe that we are Rowlett Strong and I can't thank enough the dedicated employees in the City of Rowlett who truly make a difference every day in the lives of those we serve, and the remarkable men and women who serve on the City Council. Council, thank you for the leadership and direction you continue to provide.



Figure 3

Rowlett is a great place to be with a bright future ahead. With the increased access to our community through the completion of new roads and light-rail, in combination with the new Form-Based Development Code, our community is realizing the high quality development and amenities it deserves and has long desired. I don't want to lose sight of the fact that we are not the only ones who think Rowlett is 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*. In 2016, Rowlett was named the third safest cities in Texas by ValuePenquin.com for cities with a populations of over 50,000. **Rowlett is indeed on the move!**

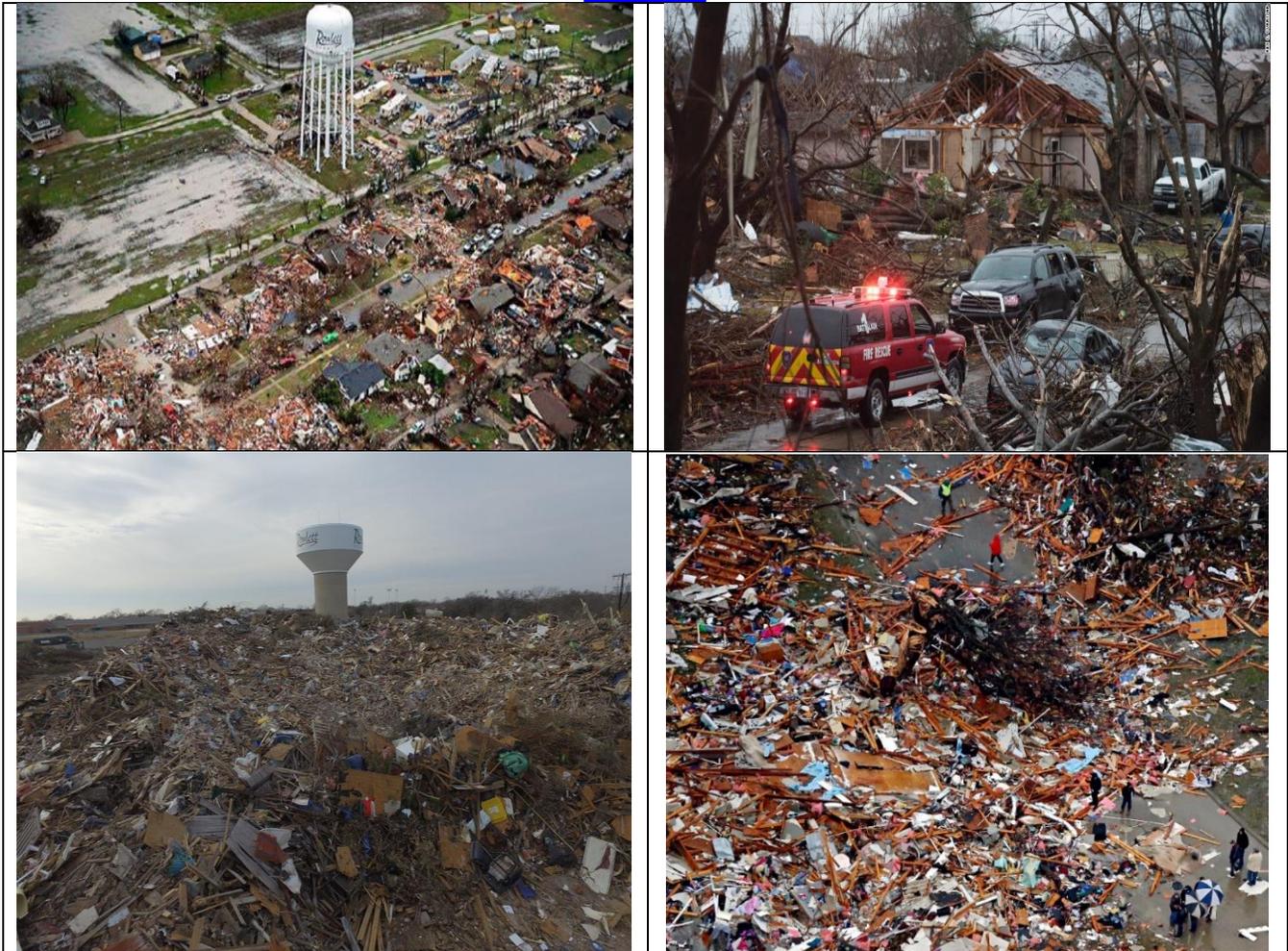


Figure 4

A DEVASTATING STORM

On December 26, 2015, our community changed forever. Around 7:00 PM central standard time, the City of Rowlett was hit by an EF4 tornado that was about 3 ½ miles long and ½ mile wide. This tornado impacted 1,296 homes and businesses and injured 23 individuals, one fatally. As a result, on December 26, 2015, Mayor Todd Gottel declared a state of disaster for the City of Rowlett. On December 27, 2015, Governor Greg Abbott declared a state of disaster as well in the counties of Collin, Dallas, Ellis and Rockwall. Images from the tornado, as seen in Chart 1 below, show just how devastating this tornado was. It includes one of the most iconic pictures from the disaster, the Martha Lane Water Tower area, which was the approximate geographic center of the tornado's path.

CHART 1



Although the tornado was catastrophic to our community, the outpouring of support received has been absolutely amazing. This disaster will cost over three million dollars. However, the cost would have much greater if not for the support received from churches, non-profit agencies, mutual aid cities, and international disaster relief organizations. **This is the real story!**

The number of cities and state agencies that provided mutual aid for response, recovery and debris removal was extraordinary. Cities and agencies from across the state of Texas, and even a few from our neighboring states, donated thousands of hours in manpower and equipment. These agencies, only minutes after the impact, rushed to our community to provide security, medical attention and support, and then they stayed. They sent employees and equipment to help clear a path through the mountains of debris that littered our streets. These fellow cities were instrumental in the removal of over *100,000 cubic yards of debris in record time*, and saved Rowlett taxpayers millions of dollars!

Our community also received support from Dallas County Volunteer Organizations Active in Disasters (VOAD), along with international organizations such as the American Red Cross and the Salvation Army. At the Rowlett/Garland Multi-Agency Resource Center, disaster survivors received \$612,409 in donations, 2/3 of which went to Rowlett residents. When combined with the contributions received from the American Red Cross, Rowlett and Garland citizens received nearly one million dollars in assistance.



Figure 5

Rowlett community churches and local agencies truly stepped up to the plate as well. These organizations made an immeasurable difference to our community and the survivors of this disaster. They provided food, clothing, shelter, appliances, and furniture. They helped with medical bills and pharmacy needs. They completed the demolition of many homes that were destroyed, and they helped rebuild many of the homes that could be saved. They provided monetary assistance, spiritual assistance, and compassion. They volunteered tens of thousands of hours, and they are not done yet. Seven months after the initial warning siren, our local churches and non-profits continue to meet the needs of disaster survivors every day.

Budget Impact and Recovery

In 2016, the federal government approved disaster support through public assistance. This means that local cities (i.e. Rowlett, Garland, Sunnyvale, etc.) qualify for reimbursement for certain costs related to tornado repairs and debris removal. As of June 30, 2016, this estimate is over three million dollars, much of which will be reimbursed through FEMA, the Texas Department of Emergency Management (TDEM) and insurance. Rowlett initially set aside \$1.2 million to cover its portion of the cost; however, in early July, the City was able to free up \$700,000 of those funds for previously scheduled projects. The good news is that Rowlett's final out-of-pocket cost is expected to be \$500,000 or less.

Will Rowlett Recover?

Rowlett - A Great Place to Live!

Rowlett incorporates Elgin B Robertson Park - now called *Boyside*

We're Growing!

- Master planned 282 acre mixed use site under City's Form Based Code
- 8-10 year planned build out of site
- 1.75 million square feet of commercial space and 3000 residential units
- Significant future property and sales tax revenue

Development is Coming - Are we Ready?

Known and Planned Development Projects	Investment
Ballfield (Inventory)	
Bayville (\$42M)	<p>\$800M-\$950M in private investment over five years depending upon the speed of development!</p> <p>This potentially represents \$10M-\$15M in property tax revenues when taking tax rebates into account!</p>
Built Sports Complex	
Dalbrook Crossing (\$4M)	
Evergreen (\$28M)	
Harmony Hill 1 & 2 (\$42M)	
Homestead (\$157M)	
UPAC Expansion (\$69M)	
Platinum Self Storage (\$3M)	
Retail (Goody Goody/Dairy Queen/CVS/Starbucks/Target)	
Springs (\$5M)	
Residential (Lakehill/Springfield Commons/Venueyards/Waters Edge)	
Rowlett Assisted Living	
Terra Lago (\$40M)	
Walburn Neighborhood (\$4M)	
Village of Rowlets (\$30M)	
Other Projects	

Yes!

It hurt. It delayed some of the projects we were working toward.

But, our future is bright and we are **Rowlett Strong!**

The question is not if developers are interested but can we accommodate this growth in this timeframe?

Figure 6

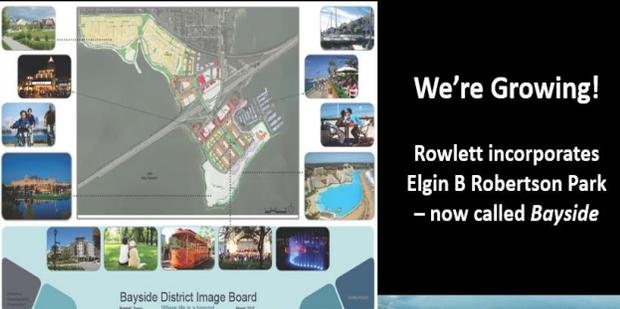
The real question is will Rowlett recover? The answer is a resounding YES! The development already occurring today will help provide significant resources for the future, allowing the City to address a plethora of neighborhood needs, from streets and alleys to drainage and parks. Our community still has a long road to recovery ahead of us. With the incredible generosity of our community churches and non-profit agencies, and their continued commitment to provide the support and assistance so many of those affected by the tornado still need, we will come through this together, Rowlett Strong!

GROWTH AND MORE GROWTH

As indicated previously, the period from FY2010 to FY2014 created an atmosphere where the City cut costs and deferred maintenance to address the revenue decline during the Great Recession. Since FY2015, the City has experienced a significant turnaround as the market in the DFW area restored property tax values back to pre-FY2010 levels. Economic growth, however, will most notably impact Rowlett’s finances in FY2018 and beyond.

In May, 2015, the City of Rowlett and Donahue Development acquired the Elgin B. Robertson property from the City of Dallas. This is a very exciting development for Rowlett. Renamed Bayside, this master planned 262 acre mixed use site will be built under the City’s Form-Based Code, ensuring a high quality development with numerous amenities. The build out is expected to occur over eight to ten years, and will include 1.75 million square feet of commercial space and 3,000 residential units. Bayside is expected to add nearly one billion dollars in new taxable value resulting in nearly \$150 million in revenue from property, sales and hotel occupancy taxes over the next twenty years.

CHART 2



We’re Growing!

Rowlett incorporates Elgin B Robertson Park – now called *Bayside*

- ✓ Master planned 262 acre mixed use site under City’s Form Based Code
- ✓ 8-10 year planned build out of site
- ✓ 1.75 million square feet of commercial space and 3000 residential units
- ✓ Significant future property and sales tax revenue

CHART 3

Development is Coming – Are we Ready?

Known and Planned Development Projects

- Bankhead Brewery
- Bayside (\$443M)**
- Bullitt Sports Complex
- Dalrock Crossing (\$4M)
- Evergreen (\$10M)
- Harmony Hill 1 & 2 (\$42M)
- Homestead (\$157M)
- LPMC Expansion (\$65M)
- Platinum Self Storage (\$5M)
- Retail (Goody Goody/Dairy Queen/CVS/Quick Trip/etc)
- Sprouts (\$6M)
- Residential (Lakemill/Springfield Commons/Vineyards/Waters Edge)
- Rowlett Assisted Living
- Terra Lago (\$40M)**
- Walmart Neighborhood (\$4M)
- Village of Rowlett (\$35M)
- Other Projects

\$800M-\$950M in private investment over five years depending upon the speed of development!

This potentially represents \$10M-\$15M in property tax revenues when taking tax rebates into account!

The question is not if developers are interested but can we accommodate this growth in this timeframe?

Bayside alone would be a fantastic story; however, it doesn’t stop here. Today, major projects in every quadrant of the City are under construction. These include The Homestead at Liberty Grove, Terra Lago, Harmony, and The Village of Rowlett, not to mention smaller developments and projects along Highway 66 and elsewhere. While some projects will take time to develop in phases, many of these projects will be built in one phase. Over the next five years, these projects will add an additional \$800-\$950 million in new investment, potentially adding \$10-\$15 million in property taxes alone.

So what does this mean for Rowlett? With this level of growth, Rowlett can truly make a difference in the everyday lives of our citizens.

CHART 4

Projected Taxable Value (summer 2016)

Description	2015	2016	2017	2018	2019	2020	2021
Projected Taxable Value (billions)	\$3.27	\$3.59	\$3.93	\$4.27	\$4.47	\$4.82	\$4.96
Cum \$ Rev Change-Assessed Value (thousands)	\$2,241	\$4,311	\$6,638	\$7,566	\$8,238	\$8,943	\$9,700
Cum \$ Rev Change-New Growth (thousands)	\$246	\$643	\$1,009	\$2,763	\$3,687	\$5,675	\$6,054
Cum \$ Rev Change-Total (thousands)	\$2,487	\$4,954	\$7,647	\$10,329	\$11,925	\$14,618	\$15,754



Over time, this level of growth:

- provides a sufficient income stream to meet existing needs and new community amenities while building a more sustainable future; and
- diversifies the housing stock, which will help maintain property values in future recessions and types of markets; and
- provides the ability to provide additional dollars for infrastructure and to issue more bonds in the future without increasing the tax rate; and
- provides a sufficient income stream to seriously consider reducing the property tax rate in the future; and
- provides the opportunity to reduce unsold water under the North Texas Municipal Water Districts (NTMWD) take-or-pay agreement and, possibly even reduce the rates and fees charged to our customers in the future.

This level of growth also creates new challenges. Bayside alone will place an enormous demand on time and resources of the City to go through the development process. It is not possible to move this many projects through the development process without additional resources for planners, engineers, and inspectors. It will also require additional resources to provide future services for public safety, public works, parks & recreation, and the library. **Finally, it will require the City to strategically prioritize between addressing unmet capital infrastructure needs (i.e. streets and alleys) versus providing enhanced or additional amenities (i.e. median improvements, parks, and facilities) versus reducing the tax rate – thus requiring a significant political discussion and consensus building within the community.** This was true last year and remains true today.

THE GOOD NEWS!

Due to this growth, the FY2017 Proposed Budget includes a recommendation to lower the property tax rate by one cent, from \$0.787173 to \$0.777173 per \$100 in assessed valuation. As indicated previously, future reductions will need to be strategically weighed between capital infrastructure needs and enhanced or additional public amenities. Rowlett is fortunate that it is in the position to address the property tax rate at this time.

CHART 5

Why isn't the City proposing a tax rate decrease at this time?

Is the timing right for a property tax rate reduction?
The answer is not no, it is "not yet".

Rowlett is not yet sustainable and the amount of dollars we foresee from future economic growth is not here yet.

What has to happen before the City is willing to reduce the tax rate? Two things need to happen first.

1. We need to reach the point where the City can fund approximately \$10.5M in streets and alleys every year.
2. We need the \$700M-\$900M in economic development projects that are in the works on the ground.

If we reduce the tax rate too soon, we may need to add it right back.

Known and Planned Development Projects

- Bankhead Brewery
- Bayside (\$443M)
- Bullitt Sports Complex
- Community Church
- East Dallas Church of God
- Four Square Self Storage
- Harmony Hill (\$22M)
- Hickox Road NN
- High Point Industrial
- Homehead (\$157M)
- LPMC expansion (\$35M)
- Platinum Self Storage
- Relax (Dairy Queen/ CVS/Quick Trip/Sprouts, etc) (\$25M)
- Rowlett Assisted Living
- Terra Lago (\$40M)
- Village of Rowlett (\$25M)
- Usuga Medical
- Misc Other Projects

Why is this the right year to reduce the tax rate?

Even with a 9.6% increase in assessed valuation, last year was not the right year to reduce the tax rate. We needed to reach the point where we can fund approximately \$10.5 million annually for streets and alleys and we needed time to have some of the new development hit the tax rolls.

However, FY2017 is a good place in our history to make the first cut in the tax rate. We expect to receive another 9.7% increase in assessed tax values "and" many of the projects that were about to start last year have now started and are going vertical. **This is the right year to have this conversation!**

WHAT ARE THE CHALLENGES FACING US OVER THE NEXT FIVE YEARS?

As indicated earlier, the amount of growth already underway in Rowlett will provide a huge financial boon, allowing the City to tackle its most significant challenge – infrastructure. We have made significant progress in the past few years, since the opening of the President George Bush Turnpike (PGBT) and the Dallas Area Rapid Transit (DART) light-rail station, but we need to commit to significant investment in our infrastructure to complete the back log of projects that must be addressed. Subdivisions built in the 1990’s now have infrastructure that needs attention. While we have stabilized our pavement condition index (PCI), an important metric that assesses the overall condition of our streets and alleys, the range of streets with scores below 55 PCI, requiring full reconstruction and those currently above 55 PCI that continue to deteriorate, is unacceptable. Therefore, additional funding to provide a minimum of \$10.5 million annually for the next ten years is critical to bring all streets above 55 PCI, and keep those already in good shape healthy.

CHART 6

Pavement Infrastructure Needs

- Even with the financial injection of 2015 Bond proceeds, the system will lose ground as the aggregate PCI will decline at current spending levels
- In the Micropaver analysis the current spending level result in greater liability event after the reinvestment of dollars
- This is most evident with pavement deterioration
- To remain at the current PCI 77 annual reinvestment should be \$10.5M for approximately 8 to 10 Years
- A 2018 Bond Election will be recommended to address these needs beyond FY2018

Program	Current Needs	Currently Funded	Expected Liability FY2018	Projected Outstanding Liability	Realized Loss
Alleys	\$27.0M	\$2.0M	\$25.0M	\$31.4M	\$6.4M
Roads	\$45.0M	\$13.5M	\$31.5M	\$45.7M	\$14.2M

CHART 7

Aging Infrastructure

Yorkshire

Thornhill Alley

Subdivisions built in the 1990’s now have infrastructure that need a lot of attention. We must have sufficient funding to make significant repairs.

While streets and alleys represent our largest single liability, not as obvious is the condition of our utility system. The worst drought on record since the 1950’s (2011-2015) exacerbated a problem already compounded by years of neglect. As a result, capital maintenance and physical replacement of water and sewer infrastructure, including pipelines, water pump stations, and sewer lift stations, is a must. We must also fix structural imbalances in our Utility Fund to ensure that it is financially sustainable and to reinvest in its aging system so that Rowlett will not experience service failures.

In FY2015, Rowlett did much of the heavy lifting that would have otherwise impeded the City’s ability to address lingering financial imbalances and long-term liabilities. This included bringing employee pay up to market to address a near crippling level of turnover while at the same time creating a five-year strategy to reduce long-term liabilities for accrued leave and other employee benefits. In addition, the City took action to improve parks maintenance standards and enhance community amenities. In FY2016, the City took additional measures to add critical dollars to neighborhood alleys and began to build a cash war chest for economic development. Finally, the City implemented a strategy to address its Utility Fund reserves after several years of revenue losses during the drought. As stated elsewhere in this document, the City will need to be more aggressive in rebuilding these critical reserves.

Charts 8 & 9 below list sustainability strategies developed in FY2015 & FY2016.

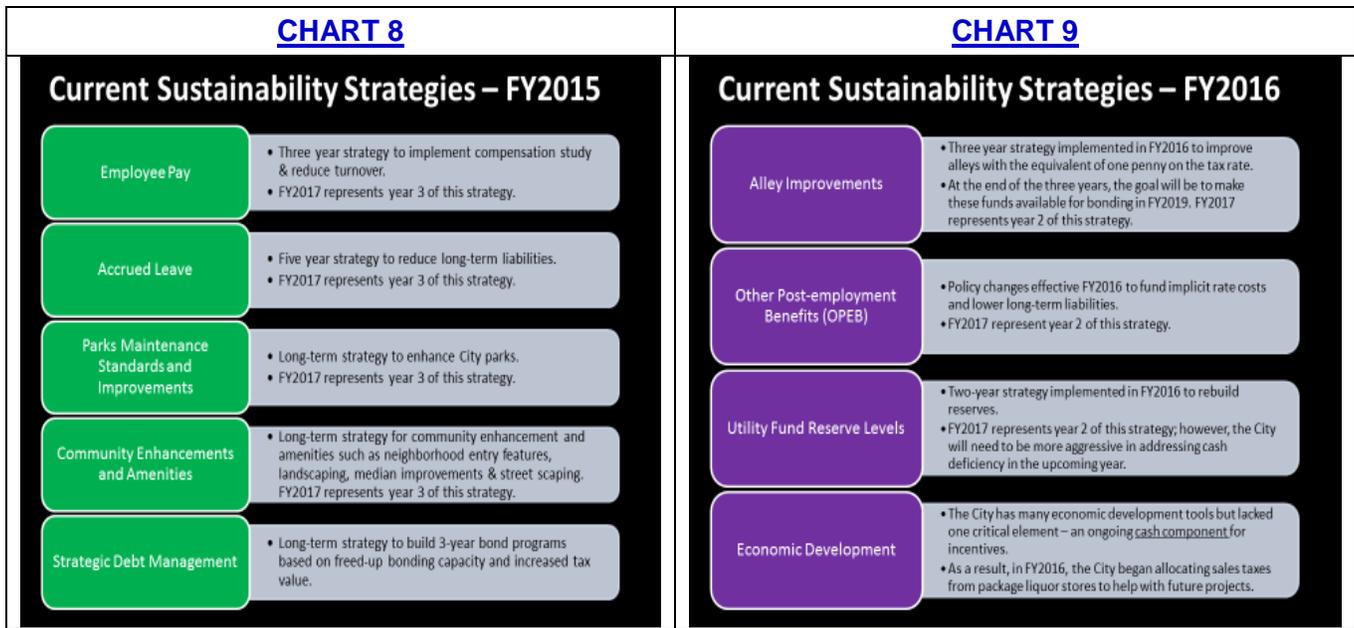


Chart 10 below lists some of Rowlett’s most significant challenges and opportunities. This chart emphasizes internal strengths and weaknesses that either help or hinder our ability to achieve our goals and objectives. In particular, a high level of financial stewardship has provided a strong financial position that allowed the City to maintain the same tax rate for nine straight years, “bridging” a growing revenue gap until FY2015 when the City raised the tax rate by 4 cents. This came at a cost. In the five years leading up to FY2015, the City lost ground in terms of competitiveness of employee pay in relation to comparable cities, diminishing the City’s ability to recruit and retain talented and experienced employees. In addition, employee turnover reached double digits for several years, impacting the ability of the City to deliver essential services. In FY2015, the City addressed these needs, placing Rowlett in a strong position for the growth to come. In addition, the City adopted policies to address payouts for accrued leave and began funding Other Post-employment Benefits (OPEB), reducing the City’s long-term liabilities over the next five years.

Four years of drought and Stage 3 water restrictions wreaked havoc with our utility infrastructure and revenues. This drained our reserves to the point that the City must address the financial viability of the utility system. **The bottom line is that the City no longer has adequate reserves to sustain continued revenue loss from lower sales. It is imperative that we improve our financial position and make our utility system healthy and sustainable.** The plan to address this issue is covered later in this document under Policy Proposals.

CHART 10

	Positive (Helps Achievement of Goals & Objectives)	Negative (Hinders Achievement of Goals & Objectives)
Internal Influences (Tactical)	Strengths	Weaknesses
	<ul style="list-style-type: none"> • High level of financial stewardship and a strong financial position provides a strong bond rating and reputation for transparency that increases public confidence in City government. • Outstanding talent on Executive Team and real depth in the organization provides the foundation for our “<i>citizen-centered government</i>.” • State of the art technology and equipment has positioned the City to become more efficient and productive. • Market competitive employee pay in relation to DFW market cities provides the ability to recruit and retain talented employees. • Additional dollars for parks maintenance and community amenities addresses much needed enhancements that will improve our economic viability and visibility to visitors and otherwise take advantage of our proximity to Lake Ray Hubbard. 	<ul style="list-style-type: none"> • New development means new customers and new residents which will begin straining the City’s ability to provide essential services necessitating additional employees and resources to meet this new demand. • Four years of drought and water restrictions has wreaked havoc on our utility infrastructure and revenue base draining reserves to the point that it hinders our financial viability.
External Influences (Strategic)	Opportunities	Threats
	<ul style="list-style-type: none"> • Positive economic development opportunities are available now that the PGBT and DART Light-rail are complete. • <i>Realize Rowlett 2020</i> creates a positive vision and regulation plan for the community and enhances high quality development opportunities for the Downtown, Signature Gateway, Healthy Living, and Woodside Living areas. • Acquisition of Elgin B. Robertson, now called Bayside, provides extraordinary exposure in the DFW area that will drive tax value from economic development and provide additional income allowing the City to become financially more secure and economically more viable. • 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 certain development opportunities. • Similarity of value and housing structures impacts ability to sustain tax values over the long-term. • Infrastructure needs from aging neighborhoods are growing, outpacing available resources necessitating the need to find additional dollars for future improvements. • Future improvements to IH30 could cause significant transportation delays for the region and through Rowlett necessitating careful coordination and communication with TxDOT.

Chart 10 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 beginning to experience economic development opportunities positioning the City to positively benefit from the current economy in the Dallas-Fort Worth (DFW) metroplex. The stimulus that will result from Bayside will also benefit the City for many years to come. It will provide exposure in the DFW area, driving economic development and providing additional income to allow the City to become financially more secure and economically more viable. Finally, infrastructure from aging neighborhoods needs to be addressed with a long-term financial plan. The City will need to allocate additional dollars to ensure that infrastructure needs don't continue to outpace existing resources.

STRATEGIC ALLOCATION OF PROPERTY TAX DOLLARS

As indicated previously, the level of growth Rowlett is realizing opens the door to the possibilities of providing property tax relief to residents and a higher quality of life through improved infrastructure and public amenities. The challenge with these increased resources is ensuring that we are strategic in allocating tax dollars between these three elements; tax relief –vs- unmet capital infrastructure needs (streets and alleys) –vs- enhanced public amenities (median improvements, parks, facilities, etc.). As a result, the City has identified those strategic elements of future property tax revenue which should be carefully weighed each year (see Chart 11 below).

CHART 11

Strategic Allocation of Increased Property Tax Dollars	
Category	Strategy
Property tax relief	Balance reducing the property tax rate with other strategic needs as the City becomes more sustainable
Strategic debt management	Maintain the debt portion of the tax rate to take advantage of future bond capacity
Capital assets and infrastructure	Use combination of future bond capacity and increased tax values to address aging infrastructure and obsolescence
Employee compensation	Provide competitive pay to reduce turnover and provide quality customer service
Staffing strategy	Strategically add positions to address existing gaps and prepare Rowlett for future growth
Public amenities	Add and enhance public amenities to improve the quality of life for Rowlett residents

Improved tax values and new growth provide opportunities to address aging infrastructure, revitalize neighborhoods, and enhance our community amenities and assets.

Prioritizing these needs is a strategic decision that must be carefully weighed.

For FY2017, as shown in Chart 12 below, the City is expecting a 9.7% increase in property tax value, from \$3.3 billion to \$3.6 billion. Pulling from the strategic priorities in Chart 11, City staff is recommending to use the increase in property tax value to assist with property tax relief, cover year two of the three year bond program, provide raises for employees, and add additional employees in the General Fund.

It should be noted that this year's increase in property tax values would have provided additional dollars for one of our biggest strategic initiatives – capital infrastructure. Our goal is to reach an annual funding level of \$10.5 million between freed up bond capacity and capital maintenance dollars. With a nearly

9.7% increase in tax values in FY2017, we could have made additional inroads toward this strategy; however, there is a much higher priority in the Utility Fund that must be addressed – making the utility system healthy and sustainable. While a plan for this issue was developed last year, the sense of urgency is greater due to revenue vulnerability as a result of weather and new reserve standards promulgated by the bond rating industry. This plan is laid out in more detail in Strategy #2 below, but it affects the General Fund because of the recommendation to eliminate transfers that have been long standing practices. As a result, the General Fund will lose about \$824,316 annually from the Utility Fund for the payment-in-lieu-of-tax (PILOT) and will be required to pick up the Utility Fund’s contribution for economic development, traditionally at \$158,000. The combination of these two items, along with the addition of a full-time employee in the Economic Development Fund, totals about \$1.3 million and will be covered from the increase in property tax revenue.

CHART 12

Allocation of Property Taxes for FY2017 Proposed Budget

Description	Amount	Notes
Amount available from 9.7%	<u>\$2,730,443</u>	Increase in projected tax value from \$3.3 billion to \$3.6 billion
Proposed allocation:		
Property tax relief	\$394,620	Reduce the tax rate from \$0.787173 to \$0.777173 per \$100 in tax value
Strategic debt management	398,774	Year two of 3-yr bond program
Employee compensation	267,152	Public safety step plan and Cola/Merit (3% for FY2017 @ ½ year)
Staffing strategy	348,267	Planning(3.0), P&R(1.25), PW(1.0), & Police (1.0)
Absorb loss of Utility Fund Payment in lieu of tax	824,316	One of three strategies for the financial health of the Utility Fund
Economic Development funding	497,314	One of three strategies for the financial health of the Utility Fund plus one additional FTE.
Total amount allocated	<u>\$2,730,443</u>	

For the most part, expenses in the FY2017 budget proposal reflect expectations from a year ago (i.e. debt service from new bond issuance, employee raises and new employees, etc.).

The single biggest change is the impact of the structural changes to the Utility Fund. This has impacted the General Fund by approximately \$1.0M from the loss of revenue from the PILOT transfer and funding for Economic Development!

MAJOR POLICY PROPOSALS

For FY2017, there are specific challenges Rowlett must address and there are opportunities to take advantage of. Funding priorities will include tax rate reduction, economic development, and infrastructure as the City sets its sights on the future and the explosive growth that is to come. As the City begins to realize that growth, additional opportunities will exist for further reduction of the tax rate as well as utility rates. Now, we must establish policy priorities and develop long-term strategies to ensure we are ready. Two of our main strategies are listed below:

STRATEGY #1: REDUCE THE PROPERTY TAX RATE

Title	Impact
Reduce the property tax rate by one cent, from \$0.787173 to \$0.777173 per \$100 of assessed valuation.	Provides tax relief for Rowlett citizens.

Discussion

Like many other communities, the economic decline experienced during the Great Recession placed a heavy burden on Rowlett. From FY2010 to FY2014, the City's taxable value declined 7.5 percent. The value of this loss caused a direct reduction in the City's annual tax revenues to the tune of about \$1.9 million by the end of this five year period. This was equivalent to six cents on the tax rate and resulted in a cumulative loss of \$6.9 million in tax revenue - \$6.9 million that was not available for maintenance, capital infrastructure community amenities or other purposes.

Since that time, Rowlett has experienced significant increases in its tax value, growing 5.1 percent in FY2015 and 9.6 percent in FY2016. The value of this gain has caused a direct increase to the City's annual tax revenues by \$2.4 million during this two year period. This is equivalent to seven cents on the tax rate and resulted in a cumulative gain of \$3.4 million in the past two years alone. This is in addition to the \$1.4 million based on the 4 cent tax increase levied in FY2015. While new construction has contributed to this increase, the existing market has driven most of this change.

With the additional dollars over the past two years, the City has been able to fix structural imbalances in the General Fund; bring employee pay up to market; fund the first year of a three year capital bond program; add needed funds for alley improvements, parks maintenance and community amenities; replace obsolete equipment; bolster planning and economic development efforts; allocate monies for neighborhood revitalization; and meet the needs of our seniors. As the economy continues to grow in Rowlett over the next three to five years, the City will truly be able to make significant inroads to creating financially sustainable and to meeting the growing needs of our community.

As a result, Rowlett is in the position where it can reduce its tax rate in FY2017. Therefore, the FY2017 Proposed Budget includes a recommendation to lower the property tax rate by one cent, from \$0.787173 to \$0.777173 per \$100 of assessed valuation. As indicated previously, future reductions will need to be strategically weighed between capital infrastructure needs and enhanced or additional public amenities.

CHART 13



Why isn't the City proposing a tax rate decrease at this time?

Is the timing right for a property tax rate reduction?
The answer is not no, it is "not yet".

Rowlett is not yet sustainable and the amount of dollars we foresee from future economic growth is not here yet.

What has to happen before the City is willing to reduce the tax rate? Two things need to happen first.

1. We need to reach the point where the City can fund approximately \$10.5M in streets and alleys every year.
2. We need the \$700M-\$900M in economic development projects that are in the works on the ground.

If we reduce the tax rate too soon, we may need to add it right back.

Known and Planned Development Projects

- Bankhead Brewery
- Bayside (\$443M)**
- Bullitt Sports Complex
- Community Church
- East Dallas Church of God
- Four Square Self Storage
- Harmony Hill (\$22M)
- Hickox Road NN
- High Point Industrial
- Homestead (\$157M)
- LPMC expansion (\$35M)
- Platinum Self Storage
- Retire (Bobby Queen/ CV5/Quick Trip/Sprouts, etc) (\$25M)
- Rowlett Assisted Living
- Terra Lago (\$40M)**
- Village of Rowlett (\$25M)**
- Usuga Medical
- Misc Other Projects

Why is this the right year to reduce the tax rate?

Even with a 9.6% increase in assessed valuation, last year was not the right year to reduce the tax rate. We need to reach the point where we can fund approximately \$10.5 million annually for streets and alleys and we need time to have some of the new development hit the tax rolls.

However, FY2017 is a good place in our history to make the first cut in the tax rate. We expect to receive another 9.7% increase in assessed tax values, and many of the projects that were about to start last year have now started and are going vertical. **This is the right year to have this conversation!**

Options
Option 1: Reduce the property tax rate by one cent, from \$0.787173 to \$0.777173 per \$100 assessed valuation. [Recommended Option]
Option 2: Defer the decision to reduce the tax rate to the following fiscal year and use the \$394,620 on streets and alleys.

STRATEGY #2: HEALTH OF THE UTILITY FUND

Title	Impact
Reduce transfers and capital maintenance for two years to rebuild cash balances.	Would add \$2.8 million to the operating fund cash balances by the end of FY2017.

Discussion

During the four year period FY2012-FY2015, North Texas was in the grip of a significant drought, which wreaked havoc on the infrastructure and impaired the health of Rowlett’s Utility Fund. While higher than normal precipitation in the spring of 2015 brought area lakes above normal, the Utility Fund experienced losses in those years as well that further eroded reserves.

Current challenges faced by the Utility Fund are as follows:

1. The length and severity of the drought has wreaked havoc with infrastructure, both below and above ground, necessitating repair and improvements.
2. The North Texas Municipal Water District (NTMWD) adopted new water conservation measures that includes a base level of watering restrictions not previously experienced until at least Stage 2. As a result, customers can only water twice a week. This reduces the City’s ability to generate income through customer water sales, and provides no relief to the City under the District’s “take-or-pay” methodology.
3. The length and severity of the drought may have resulted in changes to customer behavior that we have yet to identify, thus further impacting the City’s revenues.

In addition to these challenges, bond rating agencies issued new rating criteria that included a significant emphasis on cash balances and financial position. Previously, bond rating agencies focused on fund balance reserves or current assets minus current liabilities. Now, cash balances could influence 40% of the overall bond rating. This is a very real concern. In 2015, the City’s bond rating was downgraded by S&P from AA- to A+. If cash balances are not rebuilt, the City faces the very real risk of further downgrades, which will result in higher interest costs on future bond issues.

The bottom line is the City no longer has adequate reserves to sustain continued revenue loss from lower sales. The length of the drought, the severity of continued water restrictions, and above normal precipitation over the past year have led to financial losses in the utility system for the past several years. It is imperative that we improve our financial position and make our utility system healthy and sustainable.

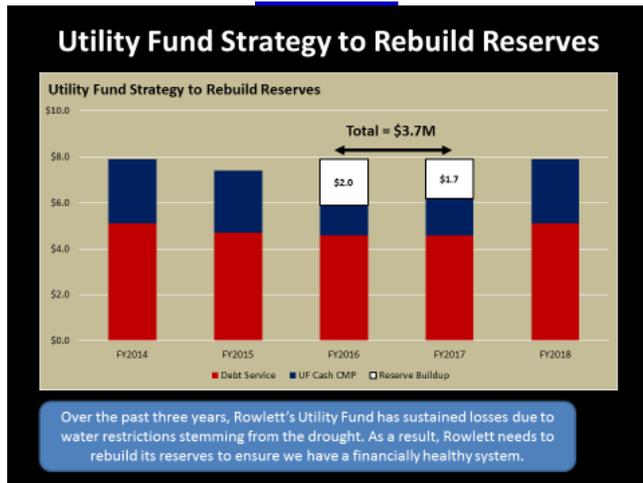
In order to address this challenge, City staff is recommending three actions. First, we will maintain the \$1.3 million investment in the Utility Cash Capital Improvement Plan for FY2017, increase that investment to \$2.3 million in FY2018, and return to a minimum \$2.8 million investment in FY2019 and beyond.

Second, the City must continue to promote political action that will encourage the NTMWD to amend the “take-or-pay” policy. Over the past 14 years, the City has paid NTMWD \$9.9 million for water not consumed by the City or its water customers.

Third, in light of new bond rating criteria, staff is recommending permanently reducing transfers from the Utility Fund that currently go to the General Fund, Economic Development Fund, and General Cash Capital Maintenance totaling \$2.1 million. While some of these transfers represent long standing practices, the annual transfer to the General Cash Capital Maintenance Plan began in FY2007 to address street and alley deterioration resulting from broken pipes and valves. This practice continued through the Great Recession. The strategic goal

was to eliminate this practice at some point in the future when the General Fund could afford to absorb that cost. That possibility now exists.

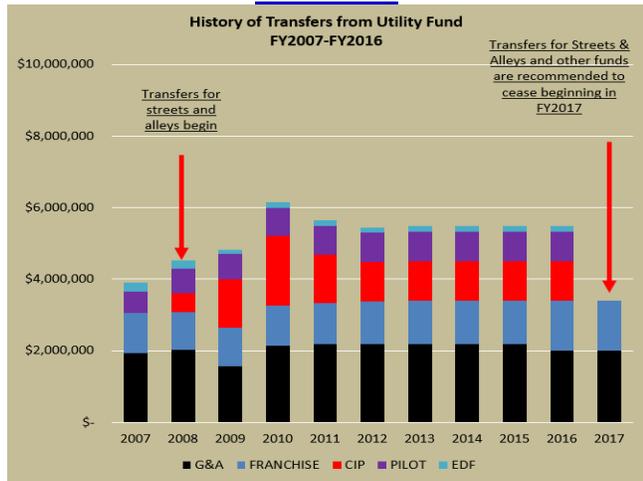
CHART 14



Why cut costs to rebuild reserves?

- The number one reason is to improve the overall financial health of the system. After four years of drought and three years of water restrictions, Rowlett no longer has adequate reserves to absorb any future revenue losses.
- This is a **temporary measure** until cash balances are restored to recommended levels.

CHART 15



Why reduce transfers to rebuild reserves?

- It frees up dollars to meet water and sewer capital needs.
- It helps rebuild cash reserves, an essential element in the overall financial health and sustainability of the system.
- This is a **permanent measure** to provide the ability to withstand revenue fluctuations from elements outside of Rowlett's control such as weather and mandated restrictions.

Options

Option 1: Reduce the Utility Fund Cash Maintenance allocation from \$2.8 million to \$1.3 million in FY2017 and \$2.3 million in FY2018. Permanently reduce transfers to other funds by \$2.1 million. Defer the sale of additional water & sewer revenue bonds until FY2018. **[Recommended Option]**

Option 2: Add a \$14.72 monthly surcharge to all customers in FY2017 to fund the \$2.1 million transfer and Utility Fund Cash Maintenance reduction, \$10.32 in FY2018, and \$7.94 in FY2019 and beyond.

Other proposals included in the FY2017 Proposed Budget:

While reducing the property tax rate and more aggressively working to rebuild reserves in the Utility Fund are the two biggest strategies, there are a number of others embodied in the proposal. This summary does not include every item in the \$92 million budget proposal, but does cover those of financial significance or community interest.

1. Includes funding for debt service for year two of the bond program.
2. Includes funding for the public safety step plan and a 3% COLA for non-public safety employees beginning April 1, 2017.
3. Includes funding for the City's employee health insurance program. No additional funding will be necessary from either the City or employees for health insurance premiums in FY2016.

4. Includes funding for 17.75 new employees in various funds to address development, maintenance and public safety. A summary of these positions is included in the Budget Overview.
5. Includes funding for key sustainability strategies such as alley improvements, community enhancements and amenities, and economic development.
6. Includes additional funding to move the library back downtown as per the agreement with Integral Catalyst as part of the Village of Rowlett project. An additional \$200,000 has been allocated to the library project, to ensure adequate funding is available to move the library to the Village of Rowlett.
7. Includes increased funding requested by the Senior Advisory Board to convert a part-time employee to full-time for senior programs, to conduct a feasibility study for a senior citizen center, and reduced funding to continue the transportation contract with STAR transit at a net cost of \$1,910.
8. Includes funding requested by the Golf Advisory Board to fix the retaining wall on hole #8 totaling \$33,000. This will be a partnership project between the City, Waterview HOA and American Golf.
9. Includes increased funding requested by the Arts & Humanities Board for art and sculptures in Rowlett totaling \$10,000. This is an increase in the annual appropriation from \$40,000 to \$50,000.

CONCLUSION

With the help of our residents in terms of a four cent tax increase, the City of Rowlett did the heavy lifting in FY2015 that would have otherwise impeded the City's ability to address lingering financial imbalances and long-term liabilities. This included bringing employee pay up to market to address a near crippling level of turnover, while at the same time creating a five-year strategy to reduce long-term liabilities for accrued leave and other employee benefits. The City also improved parks maintenance standards and enhanced community amenities.

For FY2017, in part due to the increased level of growth and assessed value from an improving economy, Rowlett citizens will realize a reduction in the tax rate. Future changes in the tax rate will need to be strategically weighed between addressing unmet capital infrastructure needs (i.e. streets and alleys) and providing enhanced or additional amenities (i.e. median improvements, parks, and facilities).

The combination of improved tax values, new growth, and additional tax dollars will continue to provide opportunities to address aging infrastructure, revitalize neighborhoods, and enhance our community amenities and assets. Again, it's time to start talking about what we can do. In just 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. Truly, this is an exciting time to live in Rowlett.

Budgets do not build themselves. I appreciate all of the feedback provided by City Council and our citizens. I am extraordinarily proud of the Executive Team and their staff, who continue to leverage existing resources and improve efficiencies on a daily basis. The combined work of the Council and our Executive Team over the last few years have laid much of the groundwork needed to prepare our community for the opportunities just ahead. Job well done!

I want to also extend a special thanks to Kim Wilson, Terri Doby and Jim Proce. They have spent many hours helping to develop the strategic approach implemented over the past few years that will take this City into FY2017 and beyond. In addition, I cannot thank Marc Kurbansade and Jim Grabenhorst enough for their assistance in making sure the planning and development pieces of this proposal are solid and within our grasp. Jim Proce, Marc Kurbansade, Kim Wilson and Jim Grabenhorst excel at strategic planning and analysis, and the City of Rowlett is very fortunate to have leaders of their caliber. Finally, I

want to give a shout out to Denise Perrin, Drew Rist and Evette Whitehead who spent many hours building the marketing and promotional materials for this document. Thank you all!

Respectfully,

Brian Funderburk
City Manager

FY2017 BUDGET OVERVIEW

The total FY2017 Proposed Budget is \$92,751,398. This is an increase of \$13 thousand, or 0.01% compared to the FY2016 Adopted Budget of \$92,738,456. Fund level changes are outlined in the individual fund narratives.

Property Taxes

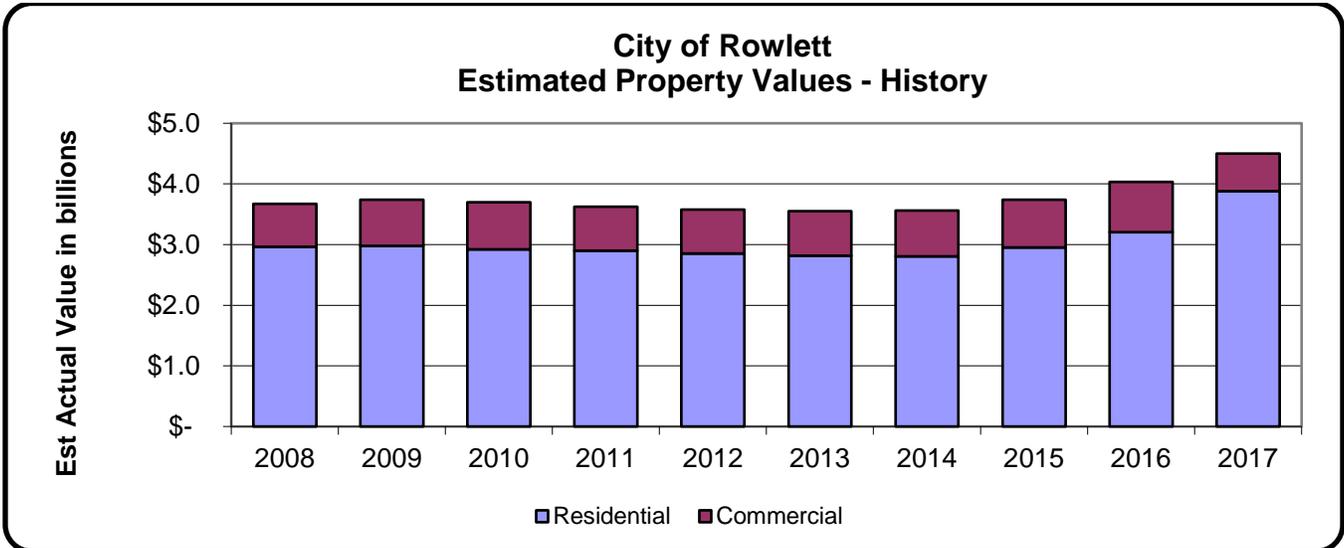
Ad valorem (property) tax is one of the largest revenue sources for the City. Based on the certified assessed value provided by the Dallas County Appraisal District (DCAD) and the Rockwall County Appraisal District (RCAD), the taxable assessed valuation for FY2017 will increase \$346.9 million or 9.7 percent, from \$3.587 billion in FY2016 to \$3.934 billion in FY2017. The chart below provides details of the change in valuation:

Breakdown of Certified Tax Values	FY2016 (,000s)	FY2017 (,000s)	\$ Change (,000s)	% Change
Residential	\$2,924,605	\$3,208,993	\$284,388	9.7%
Commercial	662,850	725,330	62,480	9.4%
Total Taxable Values	\$3,587,455	\$3,934,323	\$346,868	9.7%

The next chart provides the historical estimated market value and taxable assessed value for the City of Rowlett over the past nine years, as well as the final certified values for FY2017.

HISTORY OF TAX VALUES (,000s)					
Year	Estimated Market Value			Less: Exemptions	Taxable Assessed Value
	Residential	Commercial	Total		
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
2016	3,205,458	826,450	4,031,908	(444,453)	3,587,455
2017	3,600,071	897,690	4,497,761	(563,438)	3,934,323

The graph below illustrates the estimated property values presented on the previous page.



The ad valorem tax rate is allocated between the General Fund and the General Debt Service Fund. The General Debt rate provides for the payment of principal and interest of the City’s tax supported debt each year. The O & M rate provides for operations and maintenance of services provided by the General Fund to all citizens of Rowlett. The proposed FY2017 ad valorem tax rate is presented below along with the previous nine adopted rates.

Fiscal Year	O & M	Debt	Total
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	\$0.549770	\$0.237403	\$0.787173
2016	\$0.577919	\$0.209254	\$0.787173
2017	\$0.541169	\$0.236004	\$0.777173

Rowlett has realized significant increases in property valuation since FY2015. In FY2016 valuations increased 9.6 percent, and in FY2017 valuations increased 9.7 percent. This increased value has provided an additional \$5.4 million over these two budget years. In this budget year that would be equivalent to 14 cents on the tax rate.

With this additional revenue, the City has been able to address structural imbalances in the General Fund; bring employee pay up to market; fund two years of a three year capital bond program; add needed funds for alley improvements, parks maintenance and community amenities; replace obsolete equipment; bolster planning and economic development efforts; allocate monies for neighborhood revitalization; and meet the needs of our seniors. As the economy continues to grow and value is added to the tax base, the City of Rowlett will be positioned to meet the growing needs of a growing community, and provide for

the financial stability and continued sustainability of the high level of service the citizens of Rowlett deserve.

Compensation and Staffing Additions

The FY2017 Proposed Budget continues the implementation of the 2015 salary study. This includes the third year of the Fire and Police step-pay plan implementation, as well as a modest three percent cost of living adjustment (COLA) for non-public safety employees, and a one percent lump sum adjustment for employees currently at the top of their pay scale. By continuing to implement COLA and the step-pay plan, the City will maintain a competitive standing in the job market, and continue to provide superior services to the citizens of Rowlett.

As outlined in the City Manager’s Budget Message, employees are needed to meet the challenges and strategies that our extraordinary growth presents. Development related employees will be added to ensure that permits, inspections, and the development process remains efficient as demand continues to swell. Additional personnel will be added to our neighborhood services to provide additional support due to tornado related recovery, and a police officer will be added to provide increased patrol coverage for the I-30 corridor. The expansion of our economic development activities will continue to produce positive results with an additional advocate. A customer service representative was added to respond to the increasing call volumes received in Utility Billing. Parks amenities and recreation programs for all ages will continue to meet the needs of an expanding population as we strategically add employees to these program areas. Capital Improvement and maintenance employees will provide the manpower needed to ensure the sustainability of an aging and expanding infrastructure.

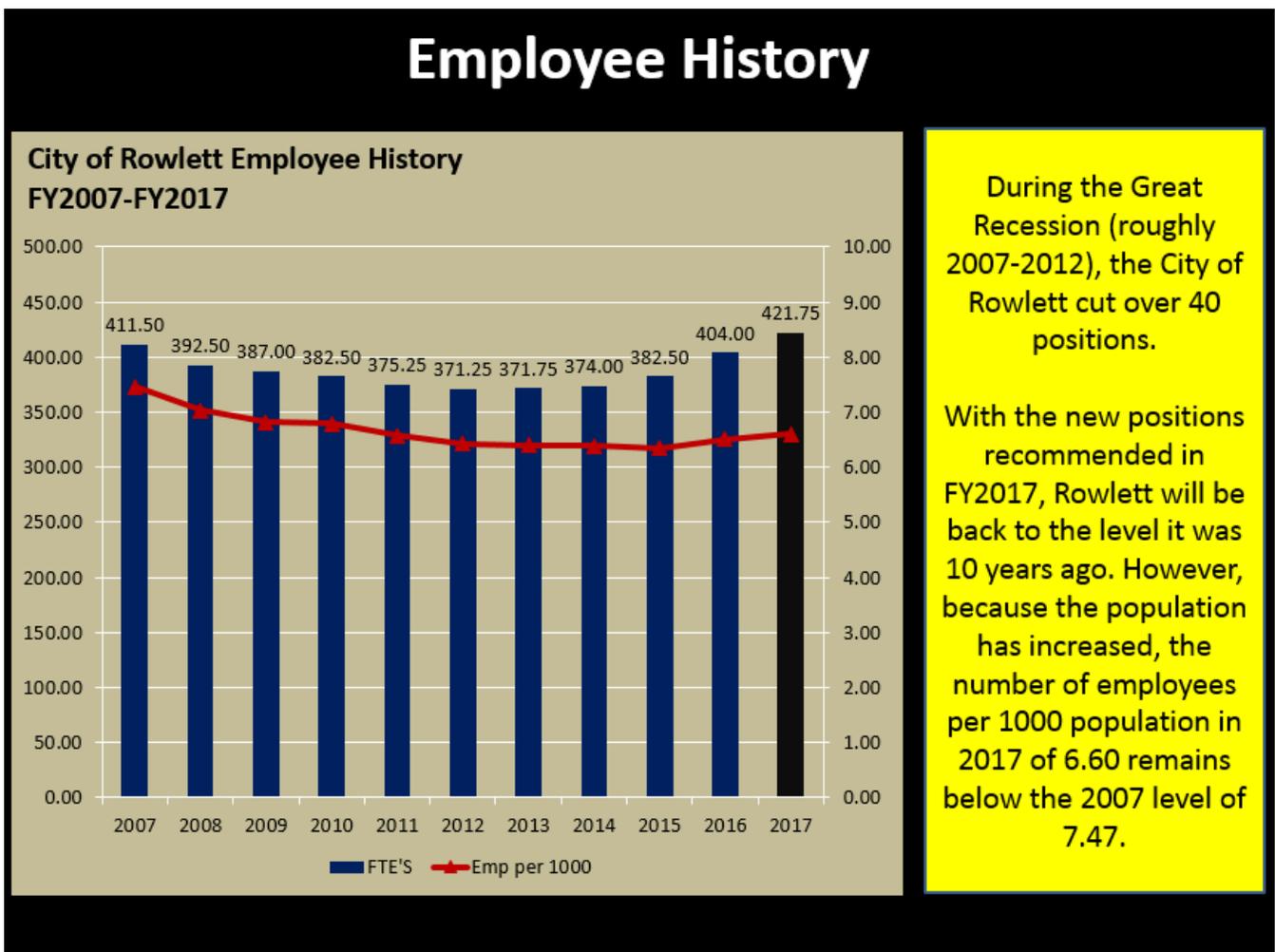
As our community continues to experience high levels of growth, the demand for construction will outpace supply. As this imbalance occurs, costs skyrocket. As further discussed in the CIP Overview that follows, a capital improvement and maintenance crew is being proposed in the maintenance fund to provide continued program expansion in crack sealing, concrete panel repair, sidewalks, and other areas while mitigating skyrocketing costs. This initiative is cost neutral and will have no impact on the current funding, but will result in increased volumes of work under the programmed dollars.

An additional maintenance crew is included in the Utility Fund budget. This crew will provide much needed maintenance to an aging collection and distribution system. This will support Strategy #2 in the Budget Message, and help to ensure that service failures do not occur. These and all other staffing additions are detailed below.

FY2017 Staffing Additions	FTE’s	Cost
Development Related Employees: Planning Manager Development Technician Plans Examiner	3.00	\$210,264
Economic Development: Assistant Director of Economic Development	1.00	137,962
Neighborhood Services: Code Enforcement Officer Animal Control Officer (convert to full-time)	1.50	91,863
Capital Improvement Program: Asset Manager Maintenance Crew Leader Maintenance Specialist (3)	5.00	290,718
Parks Maintenance Standards: Parks Maintenance Specialist (1)	1.00	43,763
Senior Citizen Programs: Recreation Leader (convert to full-time)	0.25	18,570

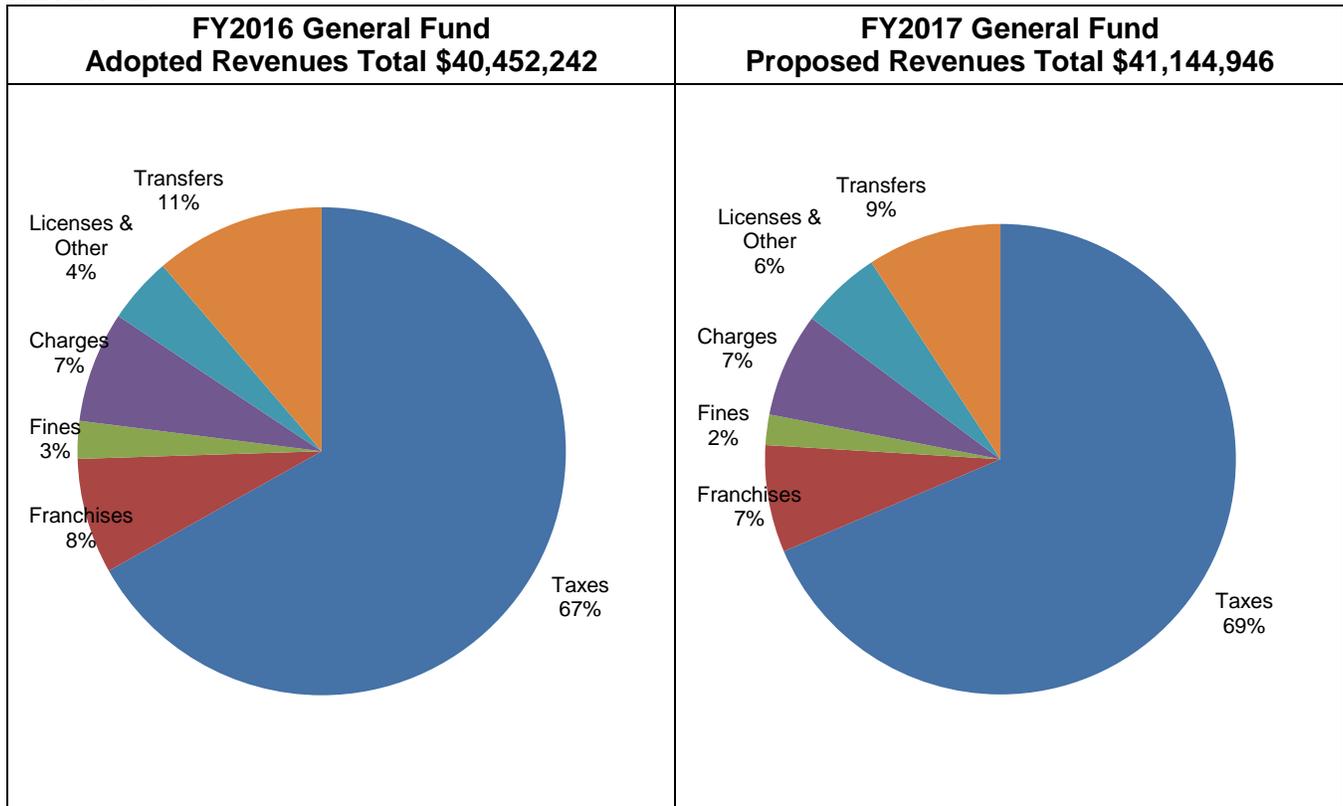
FY2017 Staffing Additions	FTE's	Cost
I-30 Enforcement and New Development: Police Officer (1)	1.00	70,269
Utility Sustainability: Maintenance Crew Leader Maintenance Specialist (3) Customer Service Representative	5.00	256,047
Subtotal	17.75	\$1,119,456

With the new employees proposed for FY2017, Rowlett will have restored the 40+ positions that were eliminated during the Great Recession. However, in terms of efficiency, as defined by employees per 1000 population, Rowlett will remain below that in 2007. This compares favorably to the 26 comparative cities 2014 median average of 7.93 employees per 1000 population.



GENERAL FUND OVERVIEW

REVENUES



General Fund revenues are expected to be \$41,144,946 in FY2017. This is a projected increase of \$692,704 or 1.7 percent when compared to the Adopted FY2016 budget of \$40,452,242. An explanation of anticipated revenue, by category, is provided below.

General Fund Revenues	Adopted FY2016	Proposed FY2017	\$ Change	% Change
Property Taxes	\$20,732,585	\$21,291,333	\$558,748	2.7%
Sales Taxes	6,251,617	6,862,819	611,202	9.8%
Other Taxes	59,511	69,400	9,889	16.6%
Franchise Fees	3,093,891	3,030,165	(63,726)	-2.1%
Licenses and Permits	1,023,781	1,500,070	476,289	46.5%
Charges for Service	2,974,838	2,944,525	(30,313)	-1.0%
Fines and Forfeitures	1,008,407	860,000	(148,407)	-14.7%
Other	747,500	786,114	38,614	5.2%
Internal Transfers	4,560,112	3,800,520	(759,592)	-16.7%
Total	\$40,452,242	\$41,144,946	\$692,704	1.7%

Taxes

General Fund tax revenue includes property taxes, sales taxes, and mixed beverage taxes. Overall, tax revenues are projected to increase \$1,179,839 or 4.4 percent from \$27,043,713 in FY2016 to \$28,223,552 in FY2017.

Ad valorem (property) taxes are the largest single revenue source for the City, estimated at \$21.3 million for FY2017. This revenue represents a 2.7 percent or \$558,748 increase from the FY2016 Adopted Budget of \$20.7 million. The increase is a result of improvements in appraised values and new construction that comes from development.

Sales tax receipts are the General Fund's second largest revenue source, estimated at \$6.9 million for FY2017. This represents a 9.8 percent or a \$611,202 increase from the FY2016 Adopted Budget of \$6.2 million.

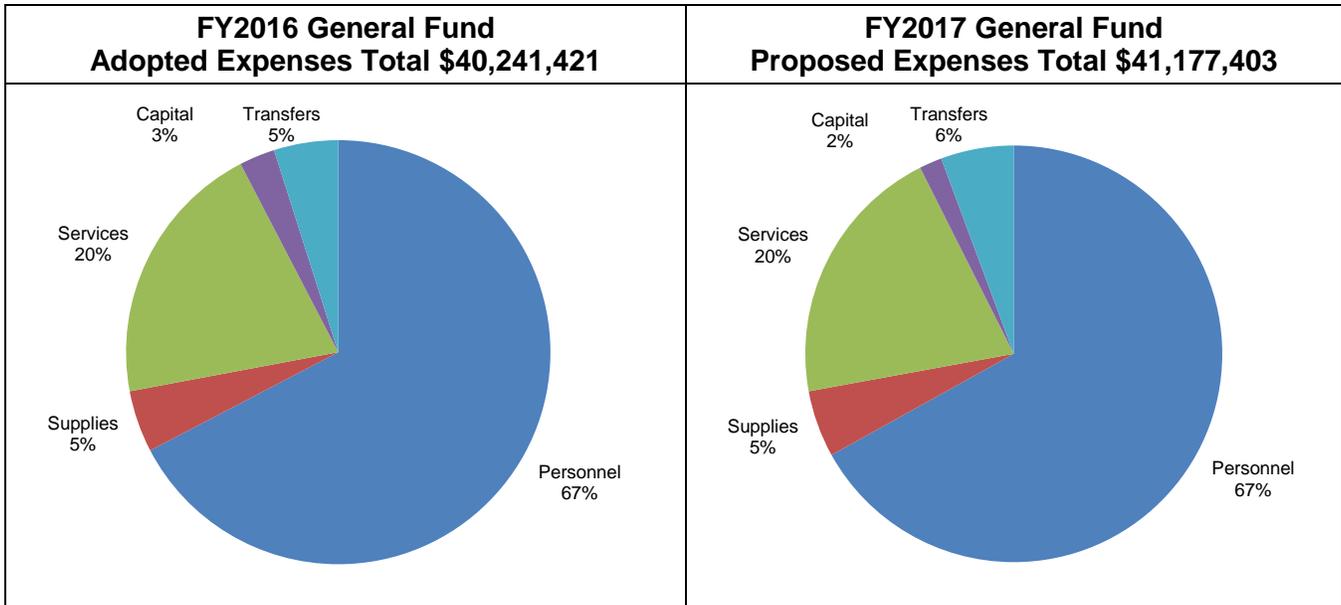
Mixed beverage taxes are the smallest tax revenue source and are estimated at \$69,400 for FY2017. The City received \$69,230 in FY2015 and is expected to receive \$59,511 in FY2016.

Other Non-tax Revenues

Other non-tax revenues decreased by \$487,135 or 3.6 percent from \$13,408,529 in FY2016 to \$12,921,394 in FY2017. These revenues include the following:

- *Franchise Fees* from electric, natural gas, phone, and cable television include a decrease of \$63,726 or 2.1 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 \$476,289, or 46.5 percent. This is a result of the continued development and growth in the City.
- *Charges for Service* include ambulance billing, emergency phone 9-1-1, and animal control, as well as revenue from the Community Centre, Parks, Wet Zone and the Library. This category is expected to decrease \$30,313, or 1 percent.
- *Fines and Fees* for minor traffic offenses and various code violations are expected to decrease from \$1,008,407 in FY2016 to \$860,000, a 14.7 percent decrease.
- *Other revenue* includes items such as interest earnings, cell tower rentals and donations.
- *Internal transfers* from the Utility, Refuse and Drainage Funds are detailed below.
 - General & Administrative fees are based on services provided by the General Fund for certain overhead costs such as legal, accounting, insurance, etc.
 - Payment in Lieu of Franchise revenue reflects five percent of the Utility Fund fees and charges, which is consistent with the fees charged to all utilities.
 - Payment in Lieu of Taxes was eliminated in this proposal as outlined in Strategy #2, Health of the Utility Fund. This is an important part of the strategy to ensure all of our funds are healthy and sustainable.

EXPENSES



Expenses in the General Fund are projected to be \$41,177,403 in FY2017. This is an increase of \$930,584, or 2.3 percent when compared to the Adopted FY2016 Budget of \$40,241,421. These expenses are summarized below.

General Fund Expenses	Adopted FY2016	Proposed FY2017	\$ Change	% Change
Personnel	\$27,015,168	\$27,560,289	\$545,121	2.0%
Supplies	1,891,950	2,136,270	244,320	12.9%
Purchased Services	8,248,977	8,428,037	179,060	2.2%
Capital Equipment	1,121,425	723,250	(398,175)	-35.5%
Transfers to Other Funds	1,963,901	2,329,557	365,656	18.6%
Total	\$40,241,421	\$41,177,403	\$935,982	2.3%

Personnel

Personnel costs in the General Fund are projected to increase \$545,121 or 2.0 percent. As mentioned above, the FY2017 Proposed Budget includes a 3 percent COLA for all non-public safety employees and advances all public safety step-plan employees to their next step on April 1, 2017.

Employee benefits will remain relatively steady in this proposal. The proposal does not include an increase in medical premiums and includes only a small 7% increase in dental coverage. Texas Municipal Retirement Rates will increase modestly at 0.42% for the 2017 calendar year, which results in an even smaller increase when prorated over the fiscal year. And even more good news, workers' comp rate will remain steady.

Savings resulting from natural employee attrition are budgeted at \$300,000 in this proposal. This continues to support the City's aggressive recruitment, efforts to maintain competitive salaries, and our commitment to the overall health and welfare of every single employee.

Capital Equipment

As a part of the sustainability strategy, the City has utilized available resources to continue to update the organization with state-of-the-art technology and equipment. In FY2012, the General Fund budget began

including \$250,000 to purchase six patrol cars annually. That amount is increasing to \$300,000 in FY2017. Beginning in FY2013, the City allocated \$250,000 to purchase other replacement vehicles and equipment and will continue that trend in FY2017.

Other Initiatives

Parks and Recreation staff formulated a three-year plan to utilize three-fourths of one penny on the tax rate in FY2015. For FY2017 that will fund \$295,074 in additional park improvements and maintenance. These enhancement to the City’s parks in FY2017 include one additional maintenance employee, playground equipment and shade structures.

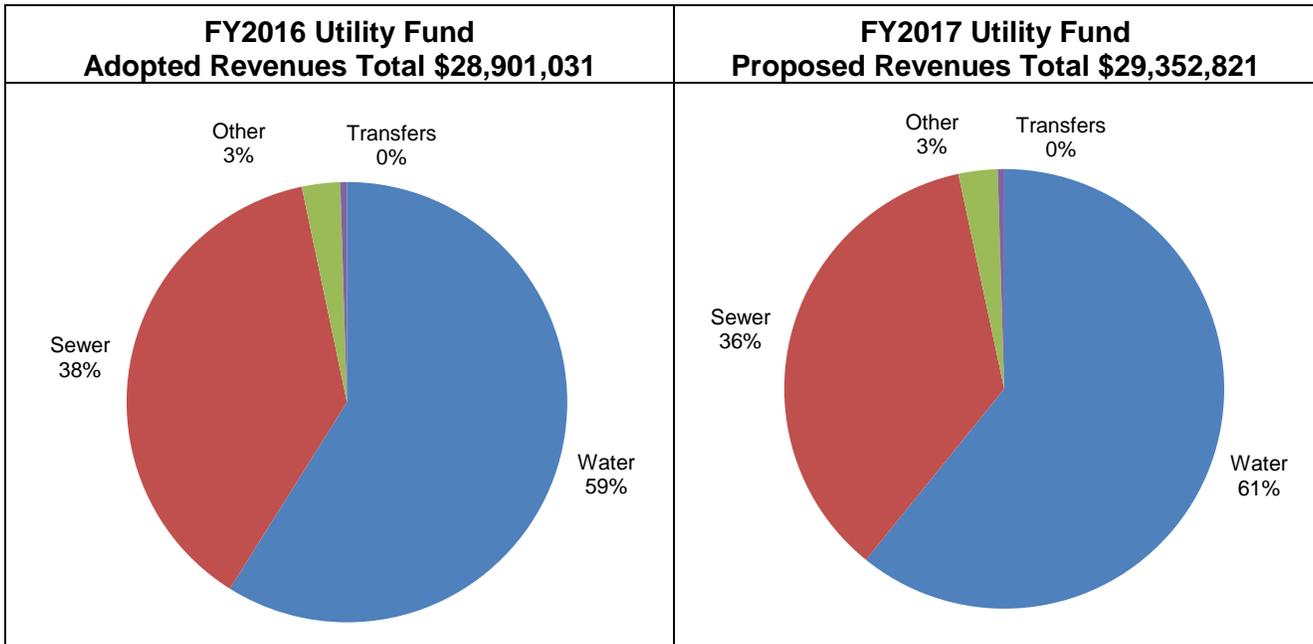
Park Maintenance Standards and Improvements	Adopted FY2015	Adopted FY2016	Proposed FY2017
Additional Parks Maintenance Specialists (total of five from FY2015 – FY2017)	\$87,086	\$176,268	\$220,725
Playground improvements and shade structures	83,466	41,000	74,349
Community Park improvements	-	51,791	-
Lakeside Park improvements	75,000	-	-
Total	\$245,552	\$269,059	\$295,074

ENTERPRISE FUNDS OVERVIEW

The City of Rowlett has three enterprise funds – Utility Fund, Refuse Fund, and the Drainage Fund. These funds provide a separate accounting and reporting mechanism for municipal services that are provided through a charge for a specific service. Under enterprise accounting, each of these funds is reported separately from all other government activities.

UTILITY FUND

REVENUES



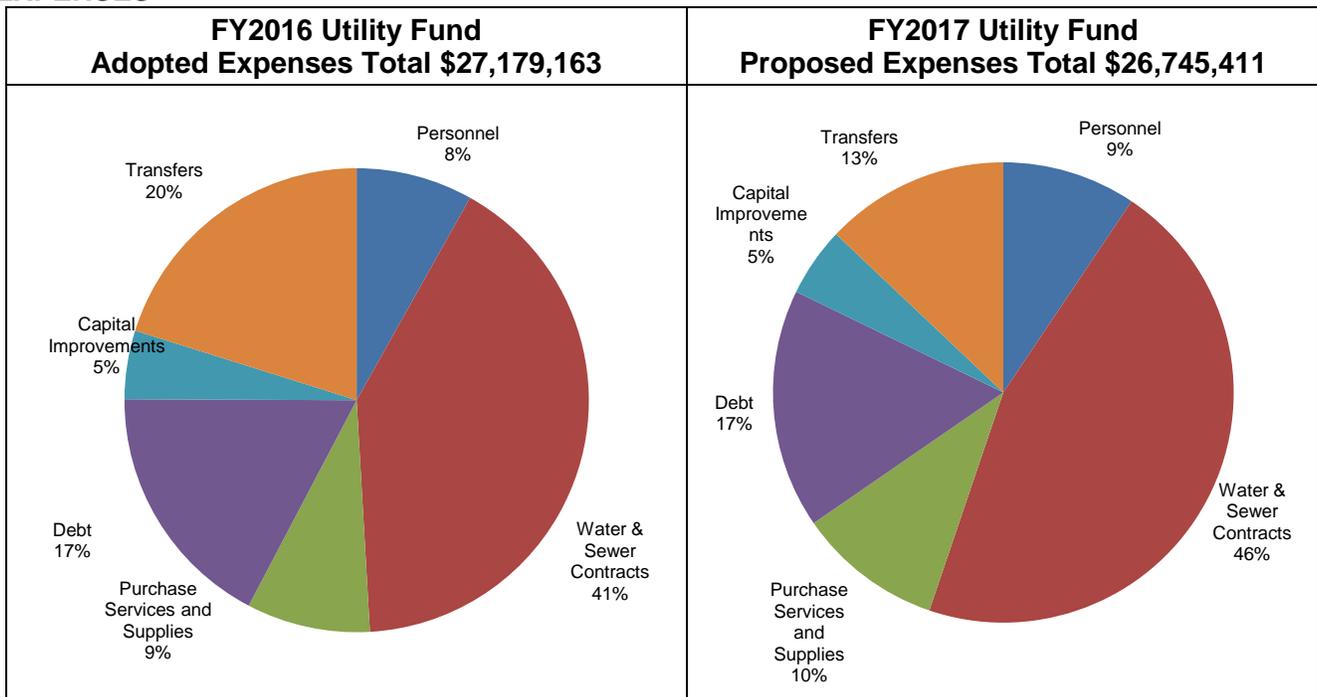
Revenues in the Utility Fund are projected to be \$29,352,821 in FY2017, as compared to \$28,901,031 in FY2016. This is a projected increase of \$459,484, or 1.6 percent, when compared to the FY2016 Adopted Budget. A summary of revenues is provided below.

Utility Fund Revenues	Adopted FY2016	Proposed FY2017	\$ Change	% Change
Water charges	\$17,027,975	\$17,853,093	\$825,118	4.8%
Sewer charges	10,921,401	10,581,490	(402,911)	-3.7%
Interest Income	13,302	5,608	-	0.0%
Other	798,956	836,233	37,277	4.7%
Transfers in	139,397	139,397	-	0.0%
Total	\$28,901,031	\$29,352,821	\$459,484	1.6%

Water charges are projected to increase by approximately \$825,118, or 4.8 percent. This includes a 10.3 percent increase in the volume charge from North Texas Municipal Water District (NTMWD), which resulted in a \$0.42 per 1,000 gallons increase in the volume rates for Rowlett customers. This translates into a 6.4 percent, or \$4.59, monthly increase for those citizens that consume 10,000 gallons of water.

Sewer charges are projected to decrease by approximately \$402,911 or 3.7 percent. There was no increase in sewer rates. The change reflects a decrease in wastewater “treatment” projections, due in part to lower water usage patterns and changing customer demands.

EXPENSES



The FY2017 Utility Fund budget totals \$26,745,411. This is a decrease of \$433,752 or 1.6 percent from the FY2016 Adopted Budget of \$27,179,163. This decrease is a direct result of the City’s Strategy #2, Health of the Utility Fund, as discussed in the Budget Message. The City has outlined strategies to ensure the health and sustainability of the utility system. It is our plan to aggressively implement those strategies which will eliminate transfers and reinvest those dollars in the system. Through these strategies, the utility fund will be financially sound, infrastructure needs will be met, and the bonding capacity needed to address an explosively growing community will be possible.

Utility Fund Expenses	Adopted FY2016	Proposed FY2017	\$ Change	% Change
Personnel	\$2,209,592	\$2,514,884	\$305,292	13.8%
Water/Sewer Contract Services	11,131,599	12,249,708	1,118,109	10.0%
Other Purchase Services and Supplies	2,340,070	2,724,597	384,527	16.4%
Debt Service	4,721,571	4,497,705	(223,866)	-4.7%
Capital Improvements	1,300,000	1,300,000	-	0.0%
Transfers to Other Funds	5,476,331	3,458,517	(2,017,814)	-36.8%
Total	\$27,179,163	\$26,745,411	(\$433,752)	-1.6%

Personnel costs are projected to increase \$305,292, or 13.8 percent, from \$2,209,592 in FY2016 to \$2,514,884 in FY2017. This increase includes the continued implementation of the pay plan mentioned previously. However, the majority of the increase reflects an additional maintenance crew that will provide for the continued improvement of the water delivery and wastewater collection systems.

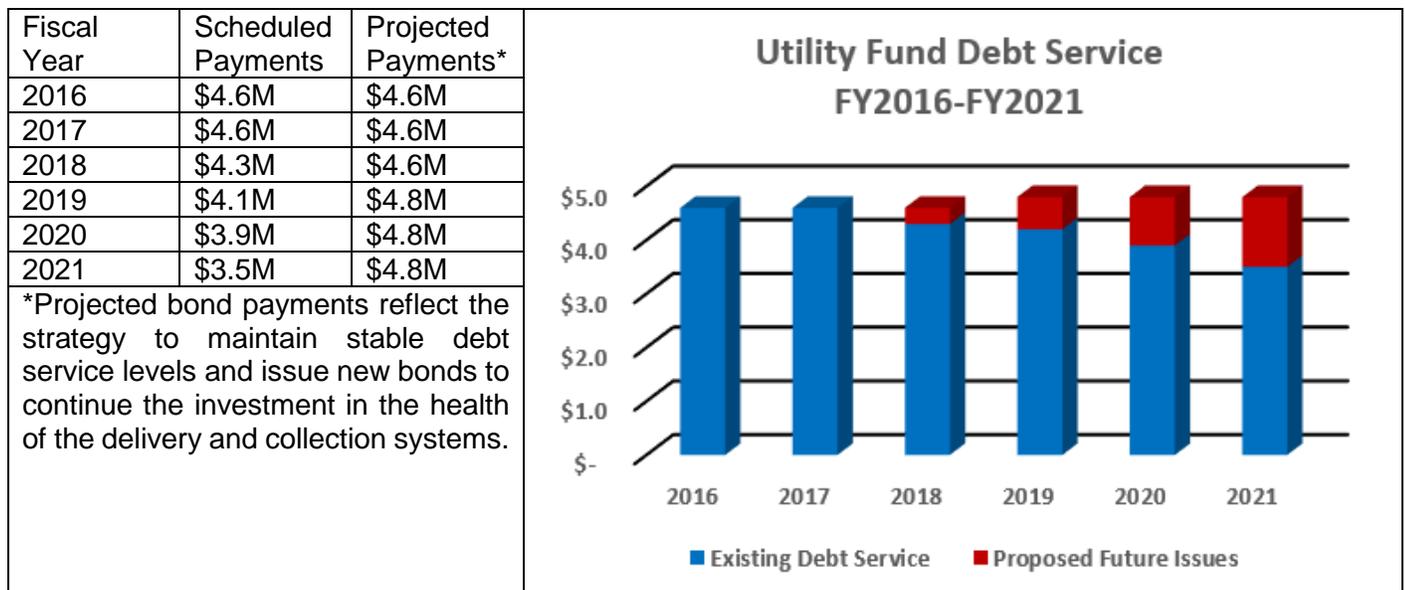
Increases in contract services reflect the 10.3 percent increase in the cost of the water supply purchased from NTMWD. This increase will provide NTMWD with the ability to continue to deliver high quality water, address an aging and expanding delivery system, comply with increasing regulatory requirements, and address the growing needs of an expanding population here in North Texas.

The chart below outlines the pass-through cost of the NTMWD increase. It should be noted that no other fee increases are included. Sewer rates as well as sanitation rates remain the same in this proposed budget.

Water Residential Customers Only	Adopted FY2016	Adopted FY2016
Beginning Base Rate	\$22.30	\$22.30
Increase in Base Rate from NTMWD	\$8.96	\$8.96
Temporary Surcharge	n/a	n/a
New Base Rate	\$31.26	\$31.26
Volume Rate	\$4.07	\$4.49
Total Monthly Fee @ 10,000 gallons per month	\$71.96	\$76.13
Dollar change	n/a	\$4.17
Percent change	n/a	5.8%

Debt Service

Finally, debt service payments are scheduled to decrease by \$0.1 million or 2.1% in FY2017, as shown in the chart below. This is primarily due to a declining debt service schedule. As we meet the strategies of ensuring the Health of the Utility System, we will evaluate opportunities to enter the market to issue debt. This strategy will provide for additional improvements to the collection and distribution systems of the Utility Fund. As discussed in the CIP Overview that follows, we expect to go to the debt market in FY2018 for funding that will support ever expanding capital improvement plans due in part to the explosive growth this City is currently experiencing.



REFUSE FUND

The Refuse Fund provides for the delivery of sanitation services to the Citizens of Rowlett. This fund accounts for the collection of revenues from both residential and commercial sanitation customers, as well as the payment of the Waste Management contract for services provided.

REVENUES

Revenue in the Refuse Fund is projected to be \$4,862,226 in FY2017, which is an increase of \$35,223 or 0.7 percent compared to the Adopted Budget for FY2016 of \$4,827,003. The primary reason for the increase in FY2017 is the increase in commercial accounts. It should be noted that no increase in the sanitation rate is included in this proposal.

EXPENSES

Expenses in the Refuse Fund are projected to be \$4,813,934 in FY2017, which is an increase of \$54,448 or 1.1 percent compared to the Adopted Budget for FY2016 of \$4,759,486. This increase correlates to the increase in revenue and is due primarily to the increase in commercial accounts.

DRAINAGE FUND

The Drainage Utility Fund provides for storm water and drainage mitigation throughout the City. Staff is studying a revision to the current fee structure with a proposed implementation mid FY2017. This revision will provide an opportunity to meet the following goals:

- Provide a more equitable rate structure that would be based upon the proportionate impervious area (Impervious area by definition results in storm water runoff.);
- Provide alignment with State mandate that fees be reasonable, equitable, and non-discriminatory;
- Generate additional revenue to fund the storm water program and regulatory requirements;
- Establish strategic initiatives to address City-wide storm water needs which may include a tiered residential system of billing, funding components of the storm water master plan, and potential credits to encourage best management practices with regard to storm water practices;
- Apportion existing components of current operations to this revenue source potentially offsetting expenses not currently covered by the Drainage Utility Fund;
- Ensure that all components of the Municipal Separate Storm Sewer System (MS4) permit are adhered to, and meet the requirements of the National Pollution Discharge Elimination System (NPDES), remaining adequately funded while meeting all of the prescribed goals.

In 2015, staff engaged a consultant to assist in the analysis of the impervious surfaces in the aggregate. As discussed with Council, if the revenue structure is designed around the impervious area basis, it will provide a more reasonable, equitable, and non-discriminatory fee schedule as prescribed by the State. This type of fee structure also ensures that the impacts to the storm water system address equitable distribution of the impacts to the system, and results in an augmentation of the existing potential revenue source consistent with practices in other cities and regions.

For this budget proposal staff is programming revenue based upon the existing system, but will come back to Council in FY2017 to implement the rate structure and amend the budget when the full study has been completed.

REVENUES

Revenue in the Drainage Fund is projected to increase slightly to \$1,400,494 in FY2017, compared to \$1,360,397 in FY2016. The Drainage Fund revenue is currently based on a set fee of \$5.50 per month for residential customers and \$13.50 per month for commercial customers.

EXPENSES

Expenses in the Drainage Fund for FY2017 are projected to be \$1,362,803, which is a decrease of \$39,032 or 2.8 percent compared to the Proposed Budget for FY2016 of \$1,401,835. This change is due to a decrease in capital equipment purchases.

OTHER GOVERNMENTAL FUNDS

The City of Rowlett uses a number of other governmental funds to account for specific activities. The Economic Development Fund is included in this fund grouping. The Five-year Strategic Plan provides a framework for prioritizing economic development throughout the City. Key strategic action items have been identified, and the budget is structured to facilitate implementing the strategic plan. An additional Assistant Director position is being added to support these efforts. Funding for a Downtown marketing campaign, a North Shore marketing campaign, and a Bayside marketing campaign are also included in this proposal.

CDBG funds will increase slightly for FY2017. As directed by Council, these funds will be used primarily for public facilities. This may include infrastructure and parks and recreation facilities that will serve our neighborhood communities.

Other funds remain relatively stable, and a listing of these other governmental funds are included in the chart below.

Revenues				
Fund Name	Adopted FY2016	Proposed FY2017	\$ Change	% Change
Police Seizure	\$100,550	\$100,550	\$ -	0.0%
Economic Development	316,694	386,085	69,391	21.9%
Hotel/Motel	47,752	47,752	-	0.0%
P.E.G.	85,893	91,906	6,013	7.0%
Grants	356,634	341,133	(15,501)	-4.3%
CDBG	179,247	187,701	8,454	5.0%
Inspection Fees	225,000	225,000	-	0.0%
Juvenile Diversion	33,281	33,500	219	0.7%
Court Technology	26,936	27,100	164	0.6%
Court Security	20,035	31,000	10,965	54.7%
Golf Fund	257,005	257,005	-	0.0%
Total Revenues	\$1,649,027	\$1,728,732	\$79,705	0.5%

Expenses				
Fund Name	Adopted FY2016	Proposed FY2017	\$ Change	% Change
Police Seizure	\$138,050	\$100,550	(\$37,500)	-27.2%
Economic Development	443,023	604,163	161,140	36.4%
Hotel/Motel	48,749	48,749	-	0.0%
P.E.G.	80,922	-	(80,922)	-100.0%
Grants	359,565	341,133	(18,432)	-5.1%
CDBG	179,247	187,701	8,454	5.0%
Inspection Fees	218,760	216,522	(2,238)	-1.0%
Juvenile Diversion	38,738	39,423	685	1.8%
Court Technology	43,874	27,000	(16,874)	-88.6%
Court Security	23,672	31,000	7,328	0.0%
Golf Fund	254,990	251,990	(3,000)	-5.1%
Total Expenses	\$1,829,590	\$1,848,131	18,541	1.0%

DEBT SERVICE FUND OVERVIEW

REVENUES

Revenues are projected at \$9,772,671, representing an increase of \$1,775,263 compared to the FY2016 Adopted Budget of \$7,997,408. This has resulted in a change in the debt service portion of the tax rate, from \$0.209254 per \$100 assessed value to \$0.236004. The primary reason for this change is the additional bonds issued in December 2015 and July 2016 as described below.

EXPENSES

Expenses are budgeted at \$9,002,848 representing an increase of \$450,831, or 5.3 percent, compared to the FY2016 Adopted Budget of \$8,552,017. This increase is a result of the Certificates of Obligation issued for the public safety radio system and the second issue of the \$25.8 million, 2015 General Obligation Bond Referendum.

In December 2015, the City issued \$2.5 million in Certificates of Obligation for a new public safety radio system. This system will provide for the federally mandated P25 compliance as well as regional public safety agency interoperability. This is a joint project with the cities of Garland, Mesquite, and Sachse, and the Garland Independent School District. The estimated annual payment for this issue will be \$241,000.

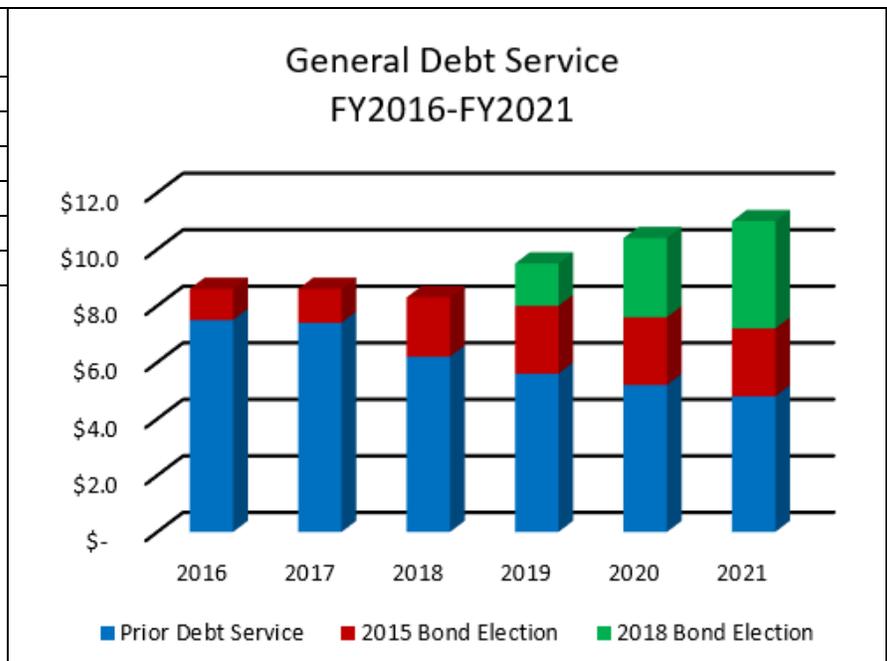
The second issue of the \$25.8 million, 2015 General Obligation Bond Referendum was completed in July 2015. As outlined in the Capital Improvement Section below, this issue will fund specific projects approved by voters. The estimated debt payment for this issue in FY2017 is \$141,000. This payment will increase in 2019 as old debt is repaid, maintaining the strategy of level debt and no tax rate impact.

As a continuation of the three year bonding strategy, the City is proposing a 2018 General Obligation bond referendum to the citizens. As outlined in the following CIP Overview these bonds will provide resources to address infrastructure needs, an additional fire station to address growth, significant park improvements and a municipal complex. The issuance of these bonds will be issued with limited tax impact due to decreasing principal and interest payments as older debt is retired. See the chart below for the estimated bonding capacity and tax impact.

Fiscal Year	Scheduled Payments	Projected Payments*
2016	\$7.5M	\$8.7M
2017	\$7.4M	\$8.7M
2018	\$6.2M	\$8.3M
2019	\$5.6M	\$9.5M
2020	\$5.2M	\$10.3M
2021	\$4.8M	\$10.9M

*Projected bond payments reflect the 2015 Bonds Authorized and a 2018 Referendum. This continues the strategy to maintain stable debt rates and a three year bond authorization cycle.

This table only includes tax support debt, excluding all self-supporting debt.



EMPLOYEE HEALTH BENEFITS FUND OVERVIEW

In an effort to gain greater control of the increasing cost of health care, the City of Rowlett transitioned from a traditional fully-insured insurance approach to a partially self-funded insurance approach in FY2011. With the transition to partial self-funding, staff realized controlling the increasing cost of health care 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. use of non-network providers, unnecessary emergency room visits, etc.).

REVENUES

Revenues	Adopted FY2016	Proposed FY2017	\$ Change	% Change
City share	\$4,063,690	\$4,268,874	\$205,184	5.1%
Employee share	818,045	818,045	-	0.0%
Retiree share	127,247	133,609	6,362	5.0%
Other	1,248	1,248	-	0.0%
Total revenues	\$5,010,230	\$5,215,414	\$205,184	4.1%

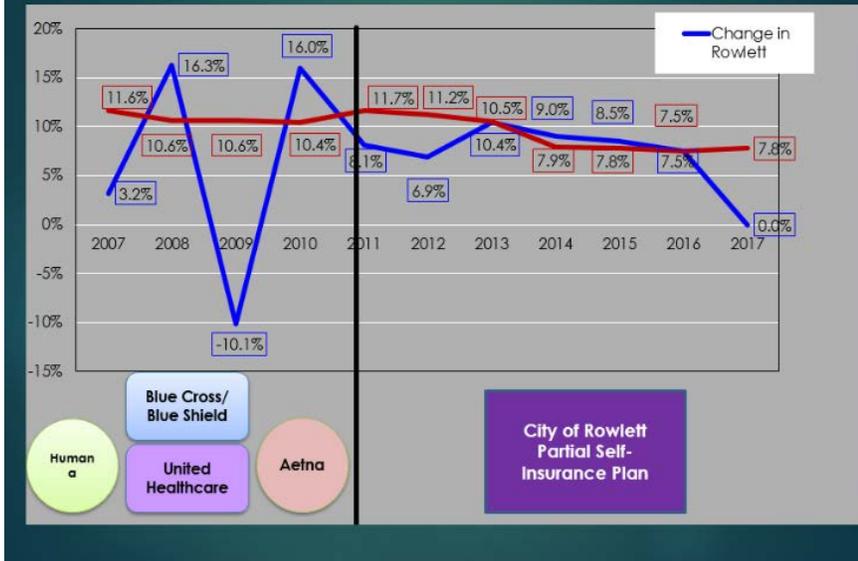
The City of Rowlett remains aggressive in its commitment to educating its employees on their health care options, which, in turn, has resulted in a commitment to keeping rapidly rising medical costs down. The revenue budget for this fund is \$5.2 million for FY2017, which includes the City's contribution of \$4.3 million (83 percent) and the Employee/Retiree share of \$1.0 million (18 percent). This is an increase of about \$0.2 million over last year, reflects the five year plan to increase the retiree share by 25%, and reflects an increasing number of employees.

As recommended by our health benefit advisors, surplus revenues will be used to increase the existing fund balance. Health plans have good years, and health plans have bad years. In either case, it is financially prudent to provide for all claims each year without relying upon transfers from fund balances when a deficit occurs. With this increase in fund balance, we will meet the recommended 90 day claims balances for the Health Benefits Fund.

EXPENSES

Expenses	Adopted FY2016	Proposed FY2017	\$ Change	% Change
Total claims + IBNR	\$3,813,780	\$3,854,363	\$40,583	1.06%
Administration	150,520	159,577	9,057	6.0%
Stop loss premiums	473,375	440,704	(32,671)	-6.9%
Gap Plan contributions	220,815	215,056	(5,759)	-2.6%
OPEB contribution	102,654	102,654	-	0.0%
HCR Reinsurance Fee	33,810	20,565	(13,245)	-39.2%
Total plan costs	\$4,794,954	\$4,792,919	\$2,035	-4.22%
Compass	20,313	20,313	-	0.0%
Other (wellness)	152,497	152,477	(20)	0.0%
Total expenses	\$4,967,764	\$4,965,709	(\$2,055)	-0.1%

Rowlett History of Employee Medical Insurance Cost Changes



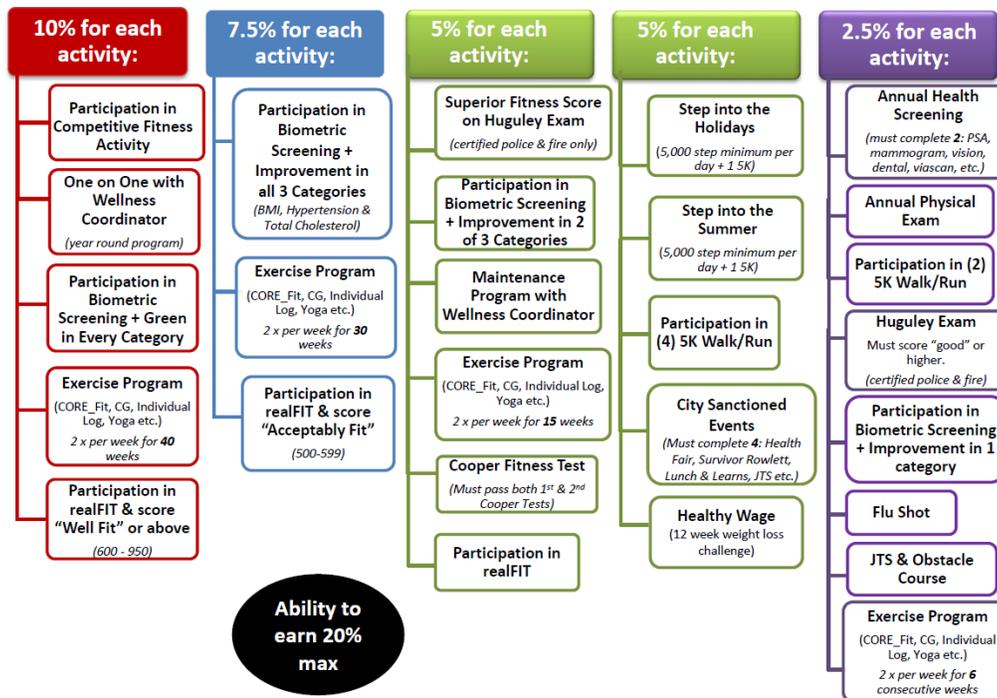
Expenses are expected to remain steady in FY2017. This is based on exceptional plan performance and is due in part to the City's continued commitment to wellness, continued efforts to educate our employees on fiscally responsible health care options, as well as the continued support of our health care advisors. Industry trends, as shown in this chart, are running about 7.8% this year so Rowlett is fortunate indeed.

This City is committed to the continued constructive dialogue and communication with employees regarding the importance of, and benefits of

being educated consumers of healthcare. The City's health care mission is *Building a Culture of Wellness and Creating Educated Consumers of Healthcare*. This commitment has produced some very positive outcomes, and resulted in lower claims costs for both the City of Rowlett and its employees.

With the success of the wellness program, no modifications were made to the activities employees may elect. The program provides opportunities for all employees and family members to participate in individual activities or group activities. They provide opportunities to nurture employee camaraderie, for friendships to grow, and for health benefits that cannot be measured. Each employee will continue to commit to earn 20 percentage points to receive a discounted health premium. The elections chart is below.

Eligible Wellness Activities & Screenings 2016-2017



The FY2017 wellness program, which was presented to our employees via a series of Employee Stakeholder Meetings at the end of July 2016, will capitalize on the successes of the existing program. Wellness will be an important part of the entire employee enrichment program and is being rebranded as **CORE life 360**. The mission of the program is “Be your best to give your best.” Rowlett is serious about the health of its employees, the success of this program, and our employees continue to react positively.

 <p>CORE life 360</p>	<h2><u>WELLNESS</u></h2> <p>Branding Wellness:</p> <ul style="list-style-type: none">• Create a comprehensive and customizable program to engage employees and promote “wellness”.• Improve the overall health and well being of our employees to reduce absenteeism and improve employee performance.• Identify motivation and barriers to maintaining a healthy lifestyle.• Create a “culture of health” to educate employees on the importance of taking control of their mental, physical and emotional health.
<p>WELLNESS <i>Be your best to give your best.</i></p> <p>This means I am in charge of my well being and I actively participate in the City’s wellness program to stay physically and mentally fit.</p>	

CAPITAL IMPROVEMENTS PLAN OVERVIEW

In an effort to increase transparency and enhance the capital planning, staff is proposing a “five-year” Capital Improvements Plan in FY2017. This plan provides for results of the 2015 bond election; lays out the strategies for the next bond election proposed for 2018; addresses the strategies for revenue bonds to be issued for utility projects; and identifies many of the unfunded longer-term issues beyond the five-year proposed plan. Key strategies for the 2018 Bond Election will include the prioritization of road and alley needs, parks improvements, public facility needs inclusive of a municipal complex, public safety needs and other citizen driven priorities, wants and needs.

These multi-faceted strategies will enable 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 and maintain a true Community Investment Program (CIP) by creating a standing oversight committee for 2017, with the mission of providing recommendations to City Council for capital projects, prioritization and planning;
- Prepare for the upcoming bond elections set in three-year intervals, making recommendations to Council and the community for viable proposals that will be publically acceptable by meeting community values and priorities;
- Develop a strategy to address the revenue bond issuance and the solidifying of the utility reserves in an effort to provide strong bond ratings;
- Ultimately develop an implementation plan, which provides not only a fundable five-year component, but identifying a specific long-term outlook plan as well with strategic elements and a clear vision for a better Rowlett.

Each year in the budget process, the City Council and staff discuss the Capital Maintenance Programs (formerly the CASH CIP) and the Utility Fund Capital Maintenance Programs (formerly the UF CASH CIP.) These terms define projects that are cash funded (non-debt) and include both maintenance and capital programs, such as the various road maintenance and repair programs and utility maintenance and repair programs which are invaluable to the preservation of the infrastructure and the quality of life for Rowlett residents. Details of these programs will be discussed herein.

The FY2017 CIP program includes projects that will enhance parks and open spaces, improve roads and alleys, move close to providing training facilities for public safety, and continue to improve the aesthetics of our community through the community enhancement initiative. In addition, master plan efforts will continue to be programmed in the five-year plan. A long-term maintenance plan for water delivery has been established, alley repairs programmed, and a long-term pavement strategy is being refined for the next decade.

SUMMARY OF THE FIVE YEAR CAPITAL IMPROVEMENT PLAN

The five-year plan consists of a comprehensive, strategically selected, and organized list of capital improvements. These improvements have been identified as necessary to accomplish the City’s long-range goals and policies, will address the recommendations of the CIP Task Force formed in FY2014, implement the projects approved in the 2015 Bond Election, and are balanced against realistic revenue projections as well as organizational capacity.

This model includes future funding that may come from new sources, grants, and bonds for the purposes of planning. These funding sources include proposed utility revenue bonds, the proposed 2018 Bond Election, funding from the Bayside TIRZ for offsite utility infrastructure within the Bayside development, as well as a myriad of potential grants and other funding sources. Additionally, other recognized priorities

are noted within the plan as “unfunded” and will remain so until funding sources are identified and secured.

Some of the funding and development strategies include:

- Develop a long-term model that will track all maintenance and improvement needs, supporting the implemented strategies of asset management and infrastructure preservation;
- Continue planned bond elections every three years that will leverage freed up debt capacity resulting from retiring debt, and launch the planning for the May 2018 bond election, which could include \$40-\$50 million;
- Prepare for a possible \$5 million revenue bond issue in FY2018
- Capitalize on the estimated \$24 million in Bayside TIRZ funding to ensure infrastructure needs within Bayside are addressed;
- Provide for comprehensive planning and management of the entire project management process that will provide for the sustainability of the infrastructure as a guiding value;
- Continue annual funding for Capital Maintenance Programs (formerly known as CASH CIP and UF CASH CIP) providing for flexibility in mid-size project selection and implementation;
- Continue annual funding for community enhancement projects, i.e., neighborhood entry features, landscaping and streetscaping, screening walls and fences, and median improvements;
- Establish an oversight CIP committee that will act as an advisory board to the City Council, and provide ongoing prioritization and ranking of projects weighed against the limited available resources and the desires of the community.

As outlined in Strategy #2, Health of the Utility Fund and the Utility Fund Overview, the cash transfer to the General Capital Maintenance Fund will be reduced. However, funding levels in the General Capital Maintenance Fund will remain steady and funded by unallocated fund balance. The source of the unallocated fund balance is derived from a TxDOT reimbursement for right-of-way cost deposited with TxDOT for the construction of PGBT, but never expended. The City of Rowlett will be reimbursed approximately \$4 million, and as prior Bond proceeds for road projects will be designated for similar improvements in the CIP programming. Specifically \$360,000 in FY2017 and \$1.0 million in FY2018 will be allocated to bridge the gap needed until 2019 when the General Fund is expected to fund that gap.

CIP – Funding Sources

Funding Sources	FY2017	FY2018	FY2019	FY2020	FY2021	Total Five Year
Cash Transfers from Other Funds for Capital Maintenance Programs	\$4,600,000	\$5,800,000	\$5,800,000	\$5,800,000	\$5,800,000	\$27,800,000
2015 Bond Election	4,630,900	10,681,100	-	-	-	15,312,000
Proposed W&S Bonds	-	5,000,000	5,000,000	5,000,000	5,000,000	*20,000,000
Proposed GOs & COs (2018 bond election)	-	-	22,100,000	12,200,000	10,700,000	*45,000,000
Community Enhancement Projects (\$0.0075)	295,965	307,804	320,116	332,920	346,237	1,603,042
Alley Improvements	197,310	205,202	213,410	221,947	230,825	1,068,694

Funding Sources	FY2017	FY2018	FY2019	FY2020	FY2021	Total Five Year
(\$0.005)						
Alley Improvements (\$0.01 for 3 years)	394,620	410,405	-	-	-	805,025
Proposed Grants (CDBG; DALLAS CO.; NCTCOG)	-	-	2,100,000	12,000,000	900,000	*15,000,000
Drainage Fund	335,502	335,502	335,502	335,502	335,502	1,677,510
Total	\$10,454,297	\$22,740,013	\$35,869,028	\$35,890,369	\$23,312,564	\$128,266,271
Note: The asterisk (*) denotes figures totaling \$80.0 million proposed future revenues not yet approved by City Council or NCTCOG funded.						

UTILITY FUND

As discussed in the City Manager’s Budget Message, our focus is sustainability – as evidenced by the increase in CIP funding in Capital Maintenance programs. North Texas experienced a significant drought which wreaked havoc with infrastructure and diminished the health of Rowlett’s Utility Fund. The Utility Fund’s financial losses in the past four years reduced reserves below required levels and must be addressed. As a result, the City will need to spend the next two years rebuilding the health of the Utility Fund. With this challenge ahead, City staff is recommending action to reduce costs for the next two years. This would include reducing some operational line-items but would primarily consist of reducing the Utility Capital Maintenance Fund below our target of \$2.8M and deferring additional water and sewer revenue bond issuances for capital projects until FY2018 as illustrated below.

Utility Fund CIP Projects

Utility Fund CIP Projects	FY2017	FY2018	FY2019	FY2020	FY2021	Total Five Year
36" Westside Sewer Line	\$-	\$1,400,000	\$-	\$-	\$-	\$1,400,000
SH-66 East Sewer Line (Phase 1)	-	1,000,000	-	-	-	1,000,000
SH-66 Force Main	-	2,600,000	1,600,000		-	4,200,000
SH-66 East Sewer Line (Phase 2)	-	-	700,000	1,600,000	-	2,300,000
12" Water Line Dalrock – Miller to Schrade	-	-	2,700,000	-	-	2,700,000
Northside Lift Station & Northshore Sanitary Sewer Main Upgrades	-	-	-	1,900,000	2,500,000	4,400,000
51" Sewer Line connection Garland Plant	-	-	-	1,500,000	2,500,000	4,000,000
Total	\$-	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$20,000,000

UTILITY CAPITAL MAINTENANCE FUND PROGRAM

The Utility Capital Maintenance Fund Program consists of multiple programs that will focus on preventative maintenance as well as infrastructure replacement and upgrades. As discussed in Strategy #2 in the Budget Message, future reinvestment in the system will result in increased maintenance and capital improvement while ensuring system health and sustainability.

Major utility programs in this year's work plan include:

- Line replacement program - eliminates the asbestos cement pipe, clay tile pipe, galvanized pipe, and problematic ductile iron pipe.
- 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.
- Additional Utility Crew – to address the concerns relating to the market shortfall in contractor availability and response, as well as increased maintenance needs of an aging system.

Planned reductions detailed in the chart below, defer manhole rehabilitation, tank/tower maintenance, and the purchase of additional backup power until such time as the cash balances are restored. Continuing programs include line replacements in conjunction with the bonded road projects, lift station rehabilitations, and general maintenance.

Utility Capital Maintenance Fund Programs & Projects

UF Capital Maintenance Programs & Projects	FY2017	FY2018	FY2019	FY2020	FY2021	Total Five Year
Line Replacement	\$220,000	\$545,000	\$550,000	\$2,975,000	\$2,850,000	\$7,140,000
Lift & Pump Stations	-	550,000	250,000	500,000	500,000	1,800,000
Manhole Rehabilitation	100,000	200,000	200,000	200,000	200,000	900,000
Preventative Maintenance	42,000	42,000	50,000	50,000	50,000	234,000
Capital Maintenance Crew	200,000	200,000	200,000	200,000	200,000	1,000,000
Capital Equipment (Leasing)	438,000	438,000	475,000	475,000	475,000	2,301,000
Capital Equipment Replacement	-	25,000	-	125,000	250,000	400,000
Tower/Tank Maintenance	-	-	1,800,000	-	-	1,800,000
Backup Power	-	-	125,000	125,000	125,000	375,000
Meter Replacement	250,000	250,000	300,000	300,000	300,000	1,400,000
Utility Appurtenances (Valves & Hydrants)	50,000	50,000	50,000	50,000	50,000	250,000
Total	\$1,300,000	\$2,300,000	\$4,000,000	\$5,000,000	\$5,000,000	\$17,600,000

GENERAL CAPITAL MAINTENANCE FUND PROGRAM

The proposed five-year General Capital Maintenance Fund Program (CMP) has an estimated \$35.6 million in funding from all sources, planned projects include program elements for roads, alleys, sidewalks, drainage, utilities and community enhancements.

In FY2017 the annual program includes \$1.3 million for water and sewer systems, \$3.2 million for streets and alleys, \$0.3 million for drainage, \$0.3 million for community enhancements; \$1.8 million for additional alley improvements, and \$0.2 million for library building expenses.

Since the inception of the Maintenance Program, the City has been committed to “Keeping the Good Streets Good”, as determined by a Pavement Condition Index (PCI) greater than 60. It has been proven that every \$1 spent on preventative maintenance saves \$8 dollars in reconstruction costs. Since 2011, maintenance has focused on streets with a PCI between 40 and 60. With this focus, the life of these existing streets can be extended by seven to ten years. This will provide an opportunity to strategically stagger reconstruction efforts over several bond elections. While this strategy includes a \$3 million allocation to street and alley improvement, for FY2017 this amount is reduced by a \$200,000 allocation to the Library project, and \$30,000 for additional golf course improvements. The chart below outlines the detail of the plan.

Five Year Capital Maintenance Plan

Capital Maintenance Programs	FY2017	FY2018	FY2019	FY2020	FY2021	Five Year Total
Concrete Pavement Repair	\$770,000	\$970,000	\$970,000	\$970,000	\$970,000	\$4,650,000
Asphalt Rehab/Overlay	500,000	500,000	500,000	500,000	500,000	2,500,000
Alley Improvements	395,000	395,000	395,000	395,000	395,000	1,975,000
Alley Panel Replacement	335,000	335,000	335,000	335,000	335,000	1,675,000
Alleys - \$0.01 Tax (2016-2018)	394,620	410,405	-	-	-	805,025
Alleys - \$0.005 Tax (2015+)	197,310	205,202	213,410	221,947	230,825	1,068,695
Foam Injection	125,000	125,000	125,000	125,000	125,000	625,000
Crack Sealing	150,000	150,000	150,000	150,000	150,000	750,000
Construction Crew	200,000	200,000	200,000	200,000	200,000	1,000,000
Screen Wall Rehabilitation - City owned	50,000	50,000	50,000	50,000	50,000	250,000
Sign Replacement / Pavement Markings	90,000	90,000	90,000	90,000	90,000	450,000
Traffic Signal Repair / Maintenance	30,000	30,000	30,000	30,000	30,000	150,000
Golf Course (hole #8 retaining wall)	30,000	-	-	-	-	30,000

Capital Maintenance Programs	FY2017	FY2018	FY2019	FY2020	FY2021	Five Year Total
Sidewalks	55,000	55,000	55,000	55,000	55,000	275,000
Library Improvements	200,000	-	-	-	-	200,000
Total	\$3,521,930	\$3,515,607	\$3,113,410	\$3,121,947	\$3,130,825	\$16,403,719

Street and alley programs include:

- Concrete Pavement 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 consists of pulverizing 8 to 10 inches of the existing roadway, incorporating cement, compacting base material and applying a new asphalt surface.
- 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 ratings, drainage conditions, and safety concerns. 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.
- Foam Injection – Inject high density polyurethane 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.

For FY2017, staff is proposing to bring several of these programs in-house. As the demand for construction explodes, the cost of construction also increases and supply diminishes. As a result of these supply and demand issues, staff increasingly encounters issues when trying to bid and execute contracts including:

- exponentially increasing costs
- multiple shortages in contractors interested in bidding
- lack of available contractors
- broken contract deadlines and commitments

Creating a crew within the maintenance fund will be cost neutral. However, the volume of work completed with our limited resources will increase as we eliminate the issues described above. This will enhance an existing program and provide citizens with a higher level of service. Program areas to be targeted include:

- Crack sealing program – the public works department already possesses the equipment for this operation and can complete double the volume of competitive contracts.
- Concrete panel repair – staff is developing the program. Staff development would provide flexibility in scheduling and increased response times. Projects requiring little engineering could

be completed in record time, again increasing the purchasing power of taxpayer dollars and higher service levels.

- Sidewalk repairs – this will include programming dollars from multiple sources and will ensure more timely responses to program needs as well as increased purchasing power and higher customer satisfaction.
- Other smaller construction projects – staff will complete full cost estimates on projects within the capabilities and capacities of the assigned team as presented.

This initiative focuses on increasing levels of service in a market where costs of services are becoming cost prohibitive. Through the creation of this crew the City will increase purchasing power, increase service levels, increase response time, and increase customer satisfaction.

COMMUNITY ENHANCEMENT PROJECTS

In an effort to beautify and enhance the aesthetics throughout the City, the City Council dedicated $\frac{3}{4}$ of a cent from the tax rate to a community enhancement program in FY2014. This program continues in this proposal and provides \$295,074. Projects proposed include neighborhood entry features, landscaping and streetscaping projects, signage and monuments, screening walls and fences, and median improvements in select high visibility areas throughout Rowlett.

In the past year the program was delayed due to the impacts of the December 26, 2015 tornado, and the uncertainty of the cost of response and recovery. As a result, \$200,000 of FY2016 funding was dedicated to the demolition of tornado damaged and abandoned properties and an additional \$50,000 to sidewalk repairs in those areas. In FY2017 the focus will return to Dalrock Road and the planned landscaping, monuments, mulch beds, and living screens intended to replace screening walls and deteriorating fences. In addition to the Dalrock area, this proposal also includes enhancements along Miller Road, Rowlett Road, community gateways, collectors, and thoroughfares. With the addition of the Community Advocate Coordinator in FY2016, program priorities will be developed and be more reflective of the desires of the community.

2015 BOND ELECTION

The year 2015 yielded the first bond election in over a decade in Rowlett. The formation of the Community Investment Program Task Force (CIPTF) was instrumental in the identification and prioritization of projects and funding allocations. The CIPTF set values, developed sound financial and planning principles, engaged citizens, facilitated community goodwill, balanced priorities and provided results oriented solutions and accountability to the community. The standards by which all projects were rated included: transportation and circulation, public safety, existing infrastructure, revitalization and balanced growth, quality of life, regulatory compliance, external funding, impact on operational budget, timing/location, and special considerations.

The CIPTF presented 55 projects totaling more than \$117 million. Through citizen requests and infrastructure analysis an additional \$155 million in projects were identified. The needs of the community far outweighed the capacity. The CIPTF implemented a prioritization process and the 2015 bond referendum funded \$25.8 million in needed projects. The referendum was resoundingly supported by citizens and passed in May 2015.

Staff was then challenged with the scheduling of the projects. This included several parameters: shovel readiness, staff capacity, coordination of efforts, disruption to the community, and financial constraints of the three scheduled issues from July 2015 through July 2017. While this schedule was interrupted by the impact, response and continued recovery from the December 26, 2015 tornado, project scheduling has resumed. As we move forward, projects will be combined and economies of scale will allow the City to compete with the large scale developments underway in the area. The second issue of the 2015 bonds was completed in July 2015, and the City is postured for success going forward.

As discussed in mid-2016, the CIPTF will stand down and with Council approval, a Capital Improvement (Community Investment) Advisory Committee will be formed to oversee the continued project prioritization as we move forward with existing capital programs and additional referendums. The 2015 bond projects are detailed below.

2015 Bond Funded Projects

2015 Bond Funded Projects	FY2016	FY2017	FY2018	TOTALS
Primrose Lane Street Reconstruction	\$1,550,000	\$-	\$-	\$1,550,000
Phase 1 Dalrock Estates Street Reconstruction	1,600,000	1,700,000	100,000	3,400,000
Phase 1 Highland Meadows Street Reconstruction	430,000	1,000,000	1,600,000	3,030,000
Phase 1 Lake Country Estates Street Reconstruction	-	-	3,650,000	3,650,000
Main St. Reconstruction from Roundabout to PGBT	1,870,000	-	-	1,870,000
Right Turn Lane on Main & PGBT	260,000	-	-	260,000
Merritt Road Interconnector Phase 2	250,000	250,000	1,000,000	1,500,000
Traffic Signal at Chiesa & Liberty Grove	225,000	-	-	225,000
Alley Reconstruction Program	750,000	500,000	750,000	2,000,000
Advanced Traffic Mgmt. System	-	-	800,000	800,000
Sidewalk Connections	80,000	100,000	100,000	280,000
Pecan Grove	75,000	-	-	75,000
Wet Zone Waterpark	660,000	-	-	660,000
New Kids Kingdom	557,500	-	-	557,500
Rowlett Community Centre Renovation	350,000	-	-	350,000
Lakeside Park	185,000	-	-	185,000
Paddle Point Park	-	165,000	-	165,000
"Hike & Bike" Trail Plan	30,000	135,000	135,000	300,000
Katy Railroad Park Soccer	100,000	-	-	100,000
Katy Railroad Park Phase 2	-	-	310,000	310,000
Springfield Park	-	60,000	540,000	600,000
Community Park	-	66,500	598,500	665,000
Nature Trail	-	9,400	84,600	94,000
Veterans Park	-	-	33,000	33,000
Shorewood Park	-	-	30,000	30,000
Public Safety Training Center	850,000	550,000	850,000	2,250,000
Public Safety – Close Fiber Optic	135,000	95,000	100,000	330,000
Total	\$9,957,500	\$4,630,900	\$10,681,100	\$25,269,500

MASTER PLANNING EFFORTS

Capital planning requires master planning to ensure that coordinated efforts are in place for infrastructure needs. Many master plans are required by statute or mandate, so planning and budgeting for them is necessary. Staff has identified multiple master plans that must continue to remain updated as well. Because these master plans are an integral part of the capital improvement planning, they will be part of the CIP planning process going forward. These plans will provide pivotal information regarding community sustainability, regulatory compliance and mandates, and strategic planning for infrastructure. It is worthy of note that the \$40,000 for the Parks Master Plan will be added to \$60,000 set aside in FY2016 for a total of \$100,000. Master plans are illustrated in the chart below.

Five Year Master Plan Funding Schedule

Master Plan – Five Year Funding Schedule					
Plan Type	FY2017	FY2018	FY2019	FY2020	FY2021
Parks	\$40,000	\$-	\$-	\$-	\$-
Comp Plan	100,000	-	-	-	-
Thoroughfare Plan		100,000			
TCEQ-MS4	30,000	30,000	30,000	30,000	30,000
Impact Fee	-	120,000	-	-	-
CDBG Con.	-	-	-	-	30,000
Water/Wastewater	100,000	-	-	-	-
Total	\$270,000	\$250,000	\$30,000	\$30,000	\$60,000

INFRASTRUCTURE CHALLENGES

Pavement Infrastructure Needs

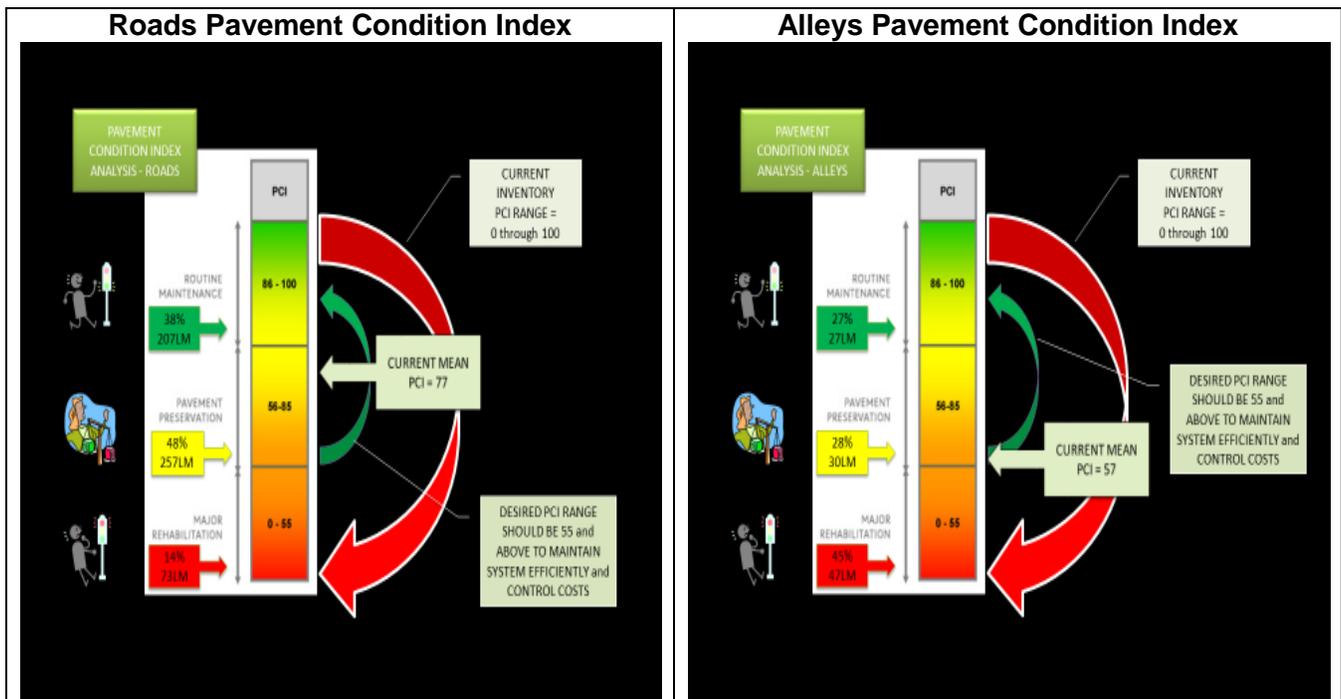
- Even with the financial injection of 2015 Bond proceeds, the system will lose ground as the aggregate PCI will decline at current spending levels
- In the Micropaver analysis the current spending level result in greater liability event after the reinvestment of dollars
- This is most evident with pavement deterioration
- To remain at the current PCI 77 annual reinvestment should be \$10.5M for approximately 8 to 10 Years
- A 2018 Bond Election will be recommended to address these needs beyond FY2018

Program	Current Needs	Currently Funded	Expected Liability FY2018	Projected Outstanding Liability	Realized Loss
Alleys	\$27.0M	\$2.0M	\$25.0M	\$31.4M	\$6.4M
Roads	\$45.0M	\$13.5M	\$31.5M	\$45.7M	\$14.2M

The 2015 Bond Election yielded \$25.8 million in streets, parks, and public safety projects, and \$24 million in off-site infrastructure improvements in Bayside will be funded through the Bayside TIRZ. An additional \$350 million in projects has been identified by the CIPTF, citizen requests and infrastructure analysis. It is clear that the needs and desires of the community far outpace available resources and

capacity. It will be a constant challenge for our community to prioritize these needs and match them with funding opportunities.

As determined by the pavement analysis modeling, an annual investment of \$10.5 million for a period of eight to ten years will be required to maintain the current Pavement Condition Index (PCI) of 77. When a PCI index drops below 55, the cost of maintenance and repairs become exponentially more expensive and is not financially sustainable. Currently 14 percent of the road infrastructure, 73 lane miles, and 45 percent of the alley systems, 47 lane miles, require significant rehabilitation. This represents an outstanding total liability of more than \$109.5 million and \$37.6 million for roads and alley respectively. The charts below outline the pavement needs and the PCI rating for roads and alleys.



Long-term planning will result in a pavement management strategy that will provide a sustainable transportation system. Through the continued commitment to three year bond elections and continuing to leveraging bond capacity as outlined previously, the City will be able to create a realistic plan to achieve these goals, and provide a sustainable transportation system.

ALLEY PROJECTS

As directed by Council, staff has developed an alley repair and maintenance program to provide a more concentrated effort toward addressing the many needs of the alley system. As previously noted, 45 percent of all alleys, 47 lane miles, urgently need to be replaced or reconstructed at a cost of more than \$31.4 million by 2018. At the current production rate, it will take decades to get to the end of the existing alley list; clearly this is a pace which is not sustainable nor acceptable. The strategy to address alleys more aggressively is a priority. In FY2016 a focus on design was executed with an anticipated FY2017 construction. The 1 cent tax appropriation will continue through 2018. Following that period, it is anticipated that bonded debt will fund this continuing program. The aggregate funding is illustrated in the chart below.

Alley Funding Strategy

Alley Funding Strategy	FY17	FY18	FY19	FY20	FY2021	Total Five Year
2015 BOND	\$500,000	\$750,000	\$-	\$-	\$-	\$1,250,000
Capital Maintenance	730,000	730,000	730,000	730,000	730,000	3,650,000
\$0.01 Tax (2016-2018)	394,620	410,405	-	-	-	805,025
\$0.005 Tax (2015+)	197,310	205,202	213,410	221,947	230,825	1,068,695
Total	\$1,821,930	\$2,095,607	\$943,410	\$951,947	\$960,825	\$6,773,719

2018 BOND ELECTION

Planning for the 2018 Bond Election will begin in 2016. The City Council has already directed staff to solidify the process by converting the CIPTF into a standing oversight committee to enable the timely review and development of recommendations for future propositions.

In reviewing those projects previously identified yet unfunded, the lengthy list clearly has several priorities that will impact the upcoming project list for the 2018 election. The 2015 propositions provided design costs for several projects that must now be considered for construction funding. Some of these proposed projects are outlined in the chart below with conceptual estimates provided. The CIP Committee and the City Council will have much to consider when formulating the priorities of the 2018 Bond Election. These considerations may include facility needs and a Municipal Complex along with enhancements and improvements to parks, roads, alleys and other community amenities.

Potential Future Bond Projects

Potential 2018 Bond Projects	FY2019	FY2020	FY 2021	Total Two Year
Merritt Road Interconnector Phase 2 (Construction)	\$3,000,000	\$12,000,000*	\$0	\$3,000,000
Dalrock Estates PHASE 2	2,900,000	-	-	\$2,900,000
Lake Country Estates PHASE 2	2,300,000	-	-	\$2,300,000
Highland Meadows PHASE 2	1,700,000	-	-	\$1,700,000
Fire Station #2 Relocation	5,500,000	-	-	\$5,500,000
Larkspur Lane Reconstruction	155,000	1,395,000	-	\$1,550,000
Herfurth Park	3,750,000	2,310,000	-	\$6,060,000
Municipal Complex/Library/Existing Building Renovations/Parking (conceptual estimates)	1,000,000	5,000,000	5,000,000	\$11,000,000
Other Outstanding Infrastructure Needs (Roads, Alleys, Parks, & City Facilities)	1,600,000	5,000,000	5,000,000	\$11,600,000
Total	\$21,905,000	\$13,705,000	\$10,000,000	\$45,610,000
<small>*It is anticipated that staff will seek grant funding for approximately 80% of the construction expenses for Merritt Road and therefore the \$12 million has not been factored into the preliminary totals shown in this chart. With a successful bond election in 2018 as much as \$45 million may be available in additional bonds.</small>				

BAYSIDE AT ROWLETT DEVELOPMENT

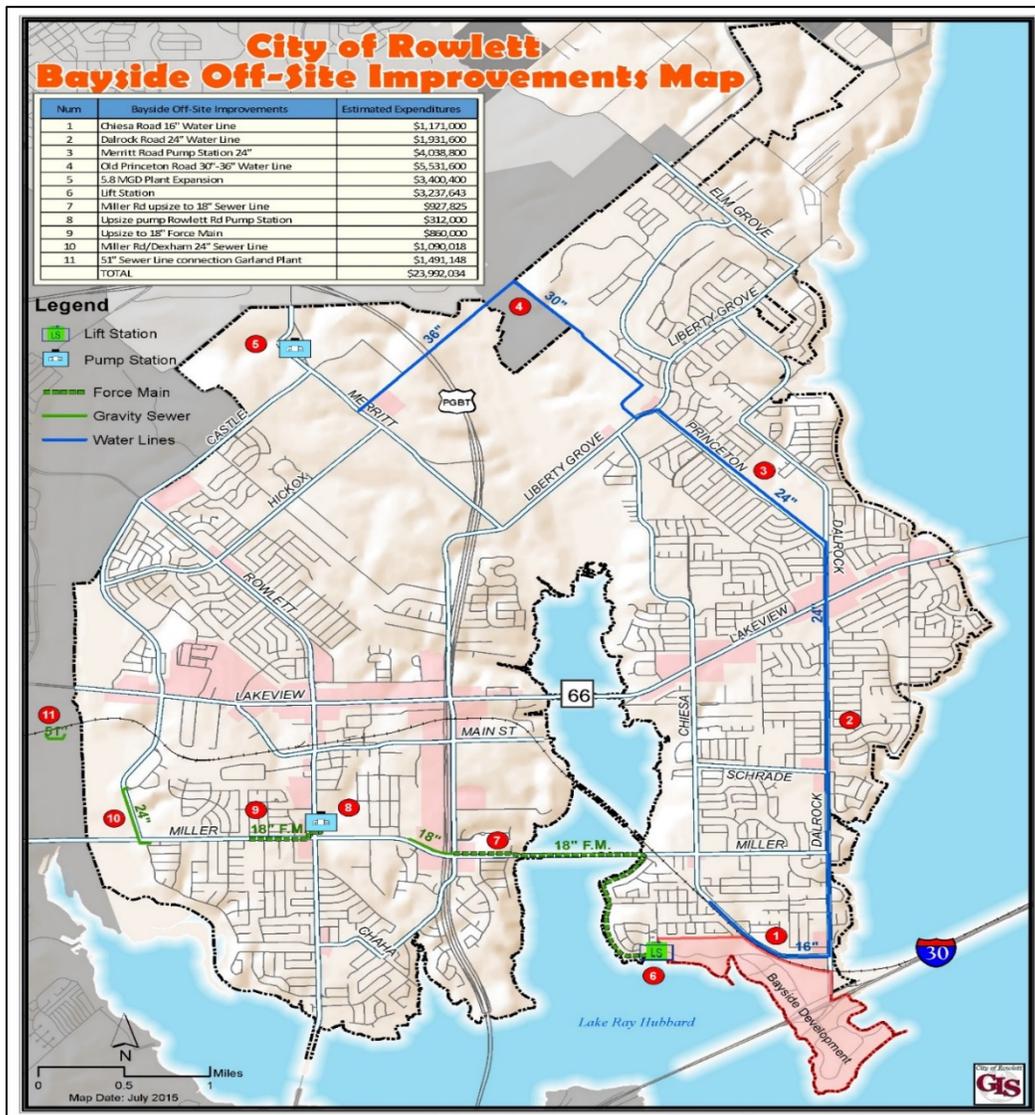
With the acquisition of the Elgin B. Robertson property previously held by the City of Dallas, the City has now embarked on an unprecedented level of development and future service delivery. Renamed Bayside, this development will put Rowlett on the map as a destination.

The impacts of Bayside to the various infrastructure elements will be meticulously planned. Staff has engaged the developer, TxDOT, and North Central Texas Council of Governments (NCTCOG) with regard to the roadway infrastructure that will be needed for I-30 and the Bayside Development. As this issue develops, staff will present plans to City Council and the community. The traffic impacts are one of the most urgent needs of the Bayside project, and one of the most important projects staff will be managing in the next few years, as they are integral to the success of the development and our community.

Utility improvements for the development area are approximately \$24 million. It is the current plan to fund these improvements through the Bayside Tax Increment Reinvestment Zone (TIRZ) and Bayside Public Improvement District (PID). These projects will be overseen by City staff and ultimately integrated into our existing utility systems. These projects will be constructed over the next five to seven years and are also integral to the success of the development. The funding availability is solely dependent upon the actual development timing and progress. The projects are shown in the chart below with the accompanying map which follows.

Bayside Off-Site Improvements

Bayside Off-Site Improvements	Estimated Expenditures
Chiesa Road 16" Water Line	\$1,171,000
Dalrock Road 24" Water Line	1,931,600
Merritt Road Pump Station 24"	4,038,800
Princeton Road 30"-36" Water Line	5,531,600
5.8 MGD Plant Expansion	3,400,400
Lift Station	3,237,643
Miller Rd upsize to 18" Sewer Line	927,825
Upsize pump Rowlett Rd Pump Station	312,000
Upsize to 18" Force Main	860,000
Miller Rd/Dexham 24" Sewer Line	1,090,018
51" Sewer Line connection Garland Plant	1,491,148
TOTAL	\$23,992,034



DRAINAGE UTILITY (STORMWATER)

The current Drainage Utility Fund provides for several components of the various stormwater related programs, inclusive of staff, supplies, capital improvements, debt service, and administrative and overhead transfers as previously discussed in this budget overview. There are many identified needs in the system. In the Stormwater Study of 2006, there were over 230 identified projects. Of these projects, the City has addressed approximately 75. Although significant progress has been made in the last decade, many projects remain unfunded. A preliminary review has identified 35 projects with an estimated cost of \$20 million. Priority projects have been identified and are included in the stormwater long-term planning.

Staff has recently reviewed, analyzed, and updated the content of the Stormwater Study of 2006 with the intent of publishing a revision as part of the fees structure analysis scheduled for FY2017. The analysis will develop action plans based upon the most urgent needs and ongoing commitments to the NPDES and the Municipal Separate Storm Sewer System (MS4) requirements.

With \$335,502 allocated in capital expenditures annually, clearly the system needs are outpacing funding availability. Without the fee restructuring, it is estimated that only \$1.7 million of projects will be targeted over the next five years. Capital needs of the system will be reviewed during the rate study as previously discussed.

CITIZENS OF ROWLETT



CITIZENS OF ROWLETT

CITY OF ROWLETT

ORGANIZATION CHART



City Secretary
Laura Hallmark



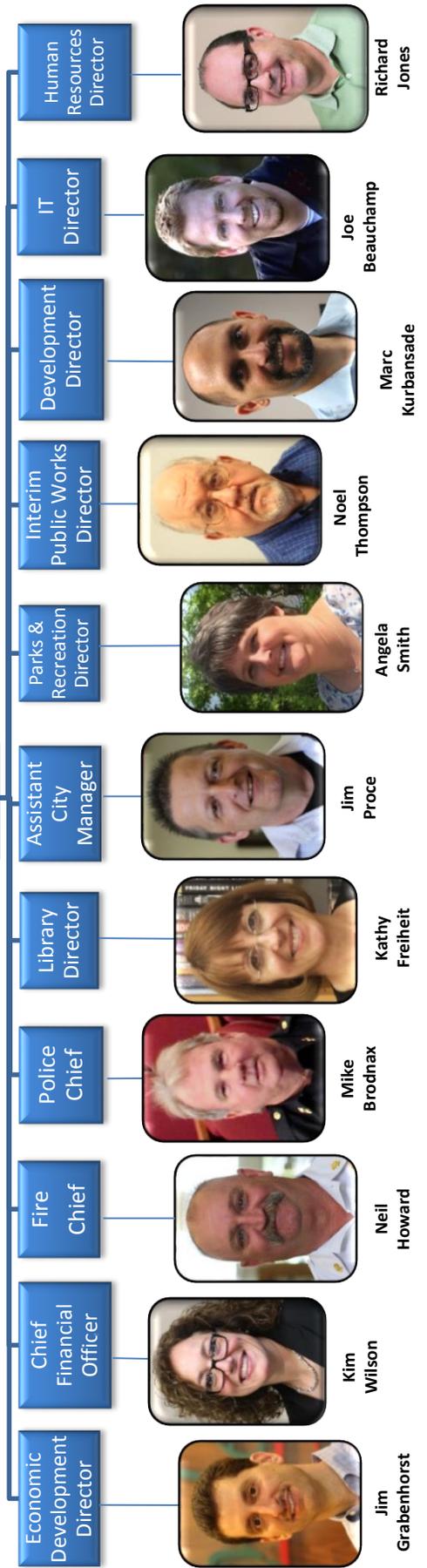
City Attorney
David Berman

MAYOR & CITY COUNCIL



BRIAN FUNDERBURK

CITY MANAGER



BUDGET CALENDAR

January 14th	Staff Budget Retreat
January 29th	Budget Kickoff Meeting for Budget Preparers
February 1st - 18th	Budget Department Training
March	Meetings with DCAD and RCAD on taxable value forecast
March 16th - May 6th	Departments prepare FY2017 & FY2018 budget submissions
May 6th	FY2017 & FY2018 Budget submission due
May 16th - May 27th	Departmental FY2017 & FY2018 Budget Presentations & Review
May 25th	Preliminary Tax Roll Valuation due
June	City Council Retreat
July 25th	Certified Tax Roll due
August 2nd	Proposed Budget presented to City Council
August 2nd	Proposal to adopt tax rate that exceeds rollback rate or effective rate
August 23rd	City Council Work Session on Budget
August 16th	1st Public Hearing on Budget and Tax Rate
September 6th	2nd Public Hearing on Budget and Tax Rate
September 20th	City Council Meeting to adopt budget ordinance & tax rate ordinance
October 1st	Begin Fiscal Year

Rowlett

T E X A S

The logo for Rowlett, Texas, features the word "Rowlett" in a large, dark green, cursive script. Below it, the word "TEXAS" is written in a smaller, dark green, all-caps, sans-serif font. A thick, dark red swoosh underline starts under the "T" and extends to the right, ending under the "S".

Rowlett

T E X A S

The logo for Rowlett, Texas, features the word "Rowlett" in a large, teal, cursive script. Below it, the word "TEXAS" is written in a smaller, teal, sans-serif font. A red, curved underline swoosh is positioned beneath the "Rowlett" text, extending from the bottom of the 't' and curving under the "TEXAS" text.

FY 2017 COMBINED FUND SUMMARY

Description	Governmental Funds				Enterprise Funds			Police Seizure Fund	Hotel/Motel Fund
	General Fund	Economic Development	Debt Service Fund	Capital Projects Fund	Utility Fund	Refuse Fund	Drainage Fund		
Beginning Resources	\$ 5,872,297	\$ 930,143	\$ 46,500	\$ 250,000	\$ 3,383,587	\$ 584,179	\$ 205,799	\$ 386,671	\$ 11,015
Current Revenues:									
Tax Revenues	28,223,552	-	9,285,158	-	-	-	-	-	47,175
Franchise Fees	3,030,165	-	-	-	-	-	-	-	-
Licenses and Permits	1,500,070	1,500	-	-	-	-	-	-	-
Charges for Service	2,944,525	-	-	-	29,207,816	4,860,126	1,399,753	-	-
Fines and Forfeitures	860,000	-	-	-	-	-	-	-	-
Other	786,114	250	5,130	-	5,608	2,100	741	100,550	577
Total Current Revenues	<u>37,344,426</u>	<u>1,750</u>	<u>9,290,288</u>	<u>-</u>	<u>29,213,424</u>	<u>4,862,226</u>	<u>1,400,494</u>	<u>100,550</u>	<u>47,752</u>
Other Sources:									
Transfers In	3,800,520	384,335	482,383	2,835,222	139,397	-	-	-	-
Total	<u>41,144,946</u>	<u>386,085</u>	<u>9,772,671</u>	<u>2,835,222</u>	<u>29,352,821</u>	<u>4,862,226</u>	<u>1,400,494</u>	<u>100,550</u>	<u>47,752</u>
Current Expenditures:									
Personnel Costs	27,560,289	380,593	-	51,576	2,514,884	16,270	110,611	-	11,484
Supplies	2,136,270	5,500	-	-	299,786	-	51,770	100,550	6,300
Purchase Services	8,428,037	217,970	136,074	-	14,476,789	3,509,748	119,894	-	30,965
Capital Outlay	723,250	-	-	-	197,730	20,000	15,479	-	-
Capital Improvements	-	-	-	2,783,646	1,300,000	-	335,502	-	-
Debt Service	-	-	8,866,774	-	4,497,705	-	375,670	-	-
Total Current Expenditures	<u>38,847,846</u>	<u>604,063</u>	<u>9,002,848</u>	<u>2,835,222</u>	<u>23,286,894</u>	<u>3,546,018</u>	<u>1,008,926</u>	<u>100,550</u>	<u>48,749</u>
Other Uses:									
Transfers Out	2,329,557	-	-	-	3,458,517	1,267,916	353,877	-	-
Total	<u>41,177,403</u>	<u>604,063</u>	<u>9,002,848</u>	<u>2,835,222</u>	<u>26,745,411</u>	<u>4,813,934</u>	<u>1,362,803</u>	<u>100,550</u>	<u>48,749</u>
Ending Resources	\$ 5,839,840	\$ 712,165	\$ 816,323	\$ 250,000	\$ 5,990,997	\$ 632,471	\$ 243,490	\$ 386,671	\$ 10,018
% of Expenditures	15.2%	117.9%	9.1%	8.8%	23.7%	13.1%	17.9%	384.6%	20.6%

PEG Fund	Grants Fund	CDBG Fund	Inspection Fees Fund	Juvenile Diversion Fund	Court Technology Fund	Court Security Fund	Golf Course Fund	Internal Service Funds		Combined Total
								Employee Benefits Fund		
\$ 332,986	\$ -	\$ -	\$ 247,730	\$ 156,757	\$ 27,381	\$ -	\$ 158,267	\$ 584,639	\$ 13,177,951	
-	-	-	-	-	-	-	-	-	-	37,555,885
91,906	-	-	-	-	-	-	-	-	-	3,122,071
-	-	-	-	-	-	-	-	-	-	1,501,570
-	303,125	-	225,000	-	-	-	-	5,220,528	-	44,160,873
-	-	-	-	33,000	27,000	21,000	-	-	-	941,000
-	38,008	187,701	-	500	100	-	257,005	1,248	-	1,385,632
91,906	341,133	187,701	225,000	33,500	27,100	21,000	257,005	5,221,776	-	88,667,031
-	-	-	-	-	-	10,000	-	-	-	7,651,857
91,906	341,133	187,701	225,000	33,500	27,100	31,000	257,005	5,221,776	-	96,318,888
-	341,133	-	216,522	29,923	-	31,000	-	83,248	-	31,347,533
-	-	-	-	5,000	-	-	-	-	-	2,605,176
-	-	187,701	-	4,500	27,000	-	10,000	4,882,398	-	32,031,076
-	-	-	-	-	-	-	-	-	-	956,459
-	-	-	-	-	-	-	-	-	-	4,419,148
-	-	-	-	-	-	-	-	-	-	13,740,149
-	341,133	187,701	216,522	39,423	27,000	31,000	10,000	4,965,646	-	\$ 85,099,541
-	-	-	-	-	-	-	241,990	-	-	7,651,857
-	341,133	187,701	216,522	39,423	27,000	31,000	251,990	4,965,646	-	92,751,398
\$ 424,892	\$ -	\$ -	\$ 256,208	\$ 150,834	\$ 27,481	\$ -	\$ 163,282	\$ 840,769	\$ 16,745,440	
0.0%	0.0%	0.0%	118.3%	382.6%	101.8%	0.0%	64.8%	16.9%	18.1%	

FY 2018 COMBINED FUND SUMMARY

Description	Governmental Funds				Enterprise Funds			Police Seizure Fund	Hotel/Motel Fund
	General Fund	Economic Development	Debt Service Fund	Capital Projects Fund	Utility Fund	Refuse Fund	Drainage Fund		
Beginning Resources	\$ 5,839,840	\$ 712,165	\$ 816,323	\$ 250,000	\$ 5,990,997	\$ 392,078	\$ 243,490	\$ 386,671	\$ 10,018
Current Revenues:									
Tax Revenues	30,358,412	-	8,584,555	-	-	-	-	-	47,175
Franchise Fees	3,098,751	-	-	-	-	-	-	-	-
Licenses and Permits	1,713,171	1,500	-	-	-	-	-	-	-
Charges for Service	2,974,321	-	-	-	31,307,029	4,957,329	1,413,750	-	-
Fines and Forfeitures	860,000	-	-	-	-	-	-	-	-
Other	793,527	250	5,130	-	5,608	2,100	749	100,550	577
Total Current Revenues	<u>39,798,182</u>	<u>1,750</u>	<u>8,589,685</u>	<u>-</u>	<u>31,312,637</u>	<u>4,959,429</u>	<u>1,414,499</u>	<u>100,550</u>	<u>47,752</u>
Other Sources:									
Transfers In	3,700,527	669,073	484,383	2,870,633	139,397	-	-	-	-
Total	<u>43,498,709</u>	<u>670,823</u>	<u>9,074,068</u>	<u>2,870,633</u>	<u>31,452,034</u>	<u>4,959,429</u>	<u>1,414,499</u>	<u>100,550</u>	<u>47,752</u>
Current Expenditures:									
Personnel Costs	28,602,532	400,603	-	54,805	2,672,881	17,156	114,926	-	11,484
Supplies	1,799,474	5,500	-	-	299,786	-	51,770	100,550	6,300
Purchase Services	8,080,333	212,970	138,654	-	15,489,914	3,579,004	120,594	-	30,965
Capital Outlay	933,250	-	-	-	43,260	-	-	-	-
Capital Improvements	-	-	-	2,815,828	5,250,000	-	335,502	-	-
Debt Service	-	-	9,068,938	-	3,994,620	-	379,214	-	-
Total Current Expenditures	<u>39,415,589</u>	<u>619,073</u>	<u>9,207,592</u>	<u>2,870,633</u>	<u>27,750,461</u>	<u>3,596,160</u>	<u>1,002,006</u>	<u>100,550</u>	<u>48,749</u>
Other Uses:									
Transfers Out	2,649,706	-	-	-	3,358,524	1,267,916	353,877	-	-
Total	<u>42,065,295</u>	<u>619,073</u>	<u>9,207,592</u>	<u>2,870,633</u>	<u>31,108,985</u>	<u>4,864,076</u>	<u>1,355,883</u>	<u>100,550</u>	<u>48,749</u>
Ending Resources	\$ 7,273,254	\$ 763,915	\$ 682,799	\$ 250,000	\$ 6,334,046	\$ 487,431	\$ 302,106	\$ 386,671	\$ 9,021
% of Expenditures	18.6%	123.4%	7.4%	8.7%	24.5%	10.0%	22.3%	384.6%	18.5%
Required Reserve	3,941,559	-	200,000	-	6,937,615	179,808	100,201	-	-
Diff	<u>3,331,695</u>	<u>763,915</u>	<u>482,799</u>	<u>-</u>	<u>(603,569)</u>	<u>307,623</u>	<u>201,906</u>	<u>386,671</u>	<u>9,021</u>

PEG Fund	Grants Fund	CDBG Fund	Inspection Fees Fund	Juvenile Diversion Fund	Court Technology Fund	Court Security Fund	Golf Course Fund	Internal Service Funds		Combined Total
								Employee Benefits Fund		
\$ 424,892	\$ -	\$ -	\$ 256,208	\$ 150,834	\$ 27,481	\$ -	\$ 163,282	\$ 840,769	\$ 16,505,047	
-	-	-	-	-	-	-	-	-	-	38,990,142
91,906	-	-	-	-	-	-	-	-	-	3,190,657
-	-	-	-	-	-	-	-	-	-	1,714,671
-	319,757	-	225,000	-	-	-	-	5,576,469	-	46,773,656
-	-	-	-	33,000	27,000	21,000	-	-	-	941,000
-	39,480	187,701	-	500	100	-	257,005	1,248	-	1,394,525
91,906	359,237	187,701	225,000	33,500	27,100	21,000	257,005	5,577,717	-	93,004,650
-	-	-	-	-	-	10,000	-	-	-	7,874,013
91,906	359,237	187,701	225,000	33,500	27,100	31,000	257,005	5,577,717	-	100,878,663
-	359,237	-	230,063	31,764	-	31,000	-	88,450	-	32,614,901
-	-	-	-	5,000	-	-	-	-	-	2,268,380
-	-	187,701	-	4,500	27,000	-	10,000	4,877,196	-	32,758,831
-	-	-	-	-	-	-	-	-	-	976,510
-	-	-	-	-	-	-	-	-	-	8,401,330
-	-	-	-	-	-	-	-	-	-	13,442,772
-	359,237	187,701	230,063	41,264	27,000	31,000	10,000	4,965,646	-	90,462,724
-	-	-	-	-	-	-	243,990	-	-	7,874,013
-	359,237	187,701	230,063	41,264	27,000	31,000	253,990	4,965,646	-	98,336,737
\$ 516,798	\$ -	\$ -	\$ 251,145	\$ 143,070	\$ 27,581	\$ -	\$ 166,297	\$ 1,452,840	\$ 19,046,974	
0.0%	0.0%	0.0%	109.2%	346.7%	0.0%	0.0%	65.5%	29.3%	19.4%	
-	-	-	23,006	-	-	-	390,000	-	-	11,772,189
516,798	-	-	228,139	143,070	27,581	-	(223,703)	1,452,840	-	7,274,784

GENERAL FUND

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenues:					
Beginning Resources	\$ 5,380,484	\$ 4,771,344	\$ 5,272,470	\$ 5,872,297	\$ 5,839,840
Current Revenues:					
Tax Revenues	23,963,483	27,043,713	27,459,957	28,223,552	30,358,412
Franchise Fees	3,169,838	3,093,891	2,973,886	3,030,165	3,098,751
Licenses and Permits	1,003,010	1,023,781	1,407,000	1,500,070	1,713,171
Charges for Service	2,843,878	2,974,838	2,934,570	2,944,525	2,974,321
Fines and Forfeitures	965,982	1,008,407	860,000	860,000	860,000
Other	1,580,618	747,500	778,774	786,114	793,527
Transfers In	4,922,105	4,560,112	4,560,112	3,800,520	3,700,527
Current Revenues	<u>38,448,914</u>	<u>40,452,242</u>	<u>40,974,299</u>	<u>41,144,946</u>	<u>43,498,709</u>
Available Resources	<u>43,829,398</u>	<u>45,223,586</u>	<u>46,246,768</u>	<u>47,017,243</u>	<u>49,338,549</u>
Expenditures:					
Personnel Services	25,274,980	27,015,168	26,766,464	27,560,289	28,602,532
Supplies	2,167,451	1,891,950	1,703,412	2,136,270	1,799,474
Purchase Services	7,669,984	8,248,977	7,951,385	8,428,037	8,080,333
Capital Outlay	1,211,537	1,121,425	1,650,465	723,250	933,250
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	2,232,976	1,963,901	2,302,745	2,329,557	2,649,706
Total Expenditures	<u>38,556,928</u>	<u>40,241,421</u>	<u>40,374,471</u>	<u>41,177,403</u>	<u>42,065,295</u>
Ending Resources	<u>\$ 5,272,470</u>	<u>\$ 4,982,165</u>	<u>\$ 5,872,297</u>	<u>\$ 5,839,840</u>	<u>\$ 7,273,254</u>

ECONOMIC DEVELOPMENT FUND

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenues:					
Beginning Resources	\$ 302,712	\$ 852,813	\$ 878,393	\$ 930,143	\$ 712,165
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	1,500	1,500	1,500	1,500
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	1,055	250	250	250	250
Transfers In	981,940	314,944	493,023	384,335	669,073
Current Revenues	<u>982,995</u>	<u>316,694</u>	<u>494,773</u>	<u>386,085</u>	<u>670,823</u>
Available Resources	<u>1,285,707</u>	<u>1,169,507</u>	<u>1,373,166</u>	<u>1,316,228</u>	<u>1,382,988</u>
Expenditures:					
Personnel Services	229,793	232,098	232,098	380,593	400,603
Supplies	4,850	5,500	5,500	5,500	5,500
Purchase Services	172,671	205,425	205,425	217,970	212,970
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	<u>407,314</u>	<u>443,023</u>	<u>443,023</u>	<u>604,063</u>	<u>619,073</u>
Ending Resources	<u>\$ 878,393</u>	<u>\$ 726,484</u>	<u>\$ 930,143</u>	<u>\$ 712,165</u>	<u>\$ 763,915</u>

DEBT SERVICE FUND

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenues:					
Beginning Resources	\$ 491,010	\$ 1,054,609	\$ 992,112	\$ 46,500	\$ 816,323
Current Revenues:					
Tax Revenues	7,744,468	7,506,895	7,560,461	9,285,158	8,584,555
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	7,503	5,130	5,130	5,130	5,130
Transfers In	483,647	485,383	485,383	482,383	484,383
Current Revenues	<u>8,235,618</u>	<u>7,997,408</u>	<u>8,050,974</u>	<u>9,772,671</u>	<u>9,074,068</u>
Available Resources	<u>8,726,628</u>	<u>9,052,017</u>	<u>9,043,086</u>	<u>9,819,171</u>	<u>9,890,391</u>
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	-	-	-	-	-
Purchase Services	94,028	84,016	287,516	136,074	138,654
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	7,640,487	8,468,001	8,709,070	8,866,774	9,068,938
Transfers Out	-	-	-	-	-
Total Expenditures	<u>7,734,515</u>	<u>8,552,017</u>	<u>8,996,586</u>	<u>9,002,848</u>	<u>9,207,592</u>
Ending Resources	<u>\$ 992,112</u>	<u>\$ 500,000</u>	<u>\$ 46,500</u>	<u>\$ 816,323</u>	<u>\$ 682,799</u>

UTILITY FUND

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenues:					
Beginning Resources	\$ 2,156,264	\$ 4,173,347	\$ 3,396,623	\$ 3,383,587	\$ 5,990,997
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	26,608,183	28,748,332	27,578,607	29,207,816	31,307,029
Fines & Forfeitures	-	-	-	-	-
Other	147	13,302	5,608	5,608	5,608
Transfers In	139,404	139,397	139,397	139,397	139,397
Current Revenues	<u>26,747,734</u>	<u>28,901,031</u>	<u>27,723,612</u>	<u>29,352,821</u>	<u>31,452,034</u>
Available Resources	<u>28,903,998</u>	<u>33,074,378</u>	<u>31,120,235</u>	<u>32,736,408</u>	<u>37,443,031</u>
Expenditures:					
Personnel Services	2,132,809	2,209,592	2,209,592	2,514,884	2,672,881
Supplies	542,914	301,486	301,486	299,786	299,786
Purchase Services	11,533,610	13,065,212	15,103,207	14,476,789	15,489,914
Capital Outlay	132,456	104,971	81,744	197,730	43,260
Capital Improvements	1,100,004	1,300,000	-	1,300,000	5,250,000
Debt Service	5,689,254	4,721,571	5,497,504	4,497,705	3,994,620
Transfers Out	4,376,328	5,476,331	4,543,115	3,458,517	3,358,524
Total Expenditures	<u>25,507,375</u>	<u>27,179,163</u>	<u>27,736,648</u>	<u>26,745,411</u>	<u>31,108,985</u>
Ending Resources	<u>\$ 3,396,623</u>	<u>\$ 5,895,215</u>	<u>\$ 3,383,587</u>	<u>\$ 5,990,997</u>	<u>\$ 6,334,046</u>

REFUSE FUND

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenues:					
Beginning Resources	\$ 427,081	\$ 498,601	\$ 516,662	\$ 584,179	\$ 392,078
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	4,903,537	4,824,903	4,824,903	4,860,126	4,957,329
Fines & Forfeitures	-	-	-	-	-
Other	2,644	2,100	2,100	2,100	2,100
Transfers In	-	-	-	-	-
Current Revenues	<u>4,906,181</u>	<u>4,827,003</u>	<u>4,827,003</u>	<u>4,862,226</u>	<u>4,959,429</u>
Available Resources	<u>5,333,262</u>	<u>5,325,604</u>	<u>5,343,665</u>	<u>5,446,405</u>	<u>5,351,507</u>
Expenditures:					
Personnel Services	-	18,869	18,869	16,270	17,156
Supplies	-	-	-	-	-
Purchase Services	3,548,680	3,472,701	3,472,701	3,509,748	3,579,004
Capital Outlay	-	-	-	20,000	-
Capital Improvements	-	-	-	-	-
Debt Service	240,396	240,393	240,393	240,393	240,393
Transfers Out	1,027,524	1,027,523	1,027,523	1,267,916	1,267,916
Total Expenditures	<u>4,816,600</u>	<u>4,759,486</u>	<u>4,759,486</u>	<u>5,054,327</u>	<u>5,104,469</u>
Ending Resources	<u>\$ 516,662</u>	<u>\$ 566,118</u>	<u>\$ 584,179</u>	<u>\$ 392,078</u>	<u>\$ 247,038</u>

DRAINAGE FUND

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenues:					
Beginning Resources	\$ 27,774	\$ 978,598	\$ 247,237	\$ 205,799	\$ 243,490
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	1,337,982	1,359,663	1,359,663	1,399,753	1,413,750
Fines & Forfeitures	-	-	-	-	-
Other	639	734	734	741	749
Transfer In	-	-	-	-	-
Current Revenues	<u>1,338,621</u>	<u>1,360,397</u>	<u>1,360,397</u>	<u>1,400,494</u>	<u>1,414,499</u>
Available Resources	<u>1,366,395</u>	<u>2,338,995</u>	<u>1,607,634</u>	<u>1,606,293</u>	<u>1,657,989</u>
Expenditures:					
Personnel Services	113,027	110,588	110,588	110,611	114,926
Supplies	16,387	51,770	51,770	51,770	51,770
Purchase Services	90,739	128,539	128,539	119,894	120,594
Capital Outlay	43,810	45,526	45,526	15,479	-
Capital Improvements	335,508	335,502	335,502	335,502	335,502
Debt Service	165,819	376,033	376,033	375,670	379,214
Transfers Out	353,869	353,877	353,877	353,877	353,877
Total Expenditures	<u>1,119,159</u>	<u>1,401,835</u>	<u>1,401,835</u>	<u>1,362,803</u>	<u>1,355,883</u>
Ending Resources	<u>\$ 247,237</u>	<u>\$ 937,160</u>	<u>\$ 205,799</u>	<u>\$ 243,490</u>	<u>\$ 302,106</u>

POLICE SEIZURE FUND

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenues:					
Beginning Resources	\$ 851,098	\$ 587,733	\$ 424,171	\$ 386,671	\$ 386,671
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	100,033	100,550	100,550	100,550	100,550
Transfers In	-	-	-	-	-
Current Revenues	<u>100,033</u>	<u>100,550</u>	<u>100,550</u>	<u>100,550</u>	<u>100,550</u>
Available Resources	<u>951,131</u>	<u>688,283</u>	<u>524,721</u>	<u>487,221</u>	<u>487,221</u>
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	179,483	100,550	100,550	100,550	100,550
Purchase Services	172,416	-	-	-	-
Capital Outlay	175,061	37,500	37,500	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	<u>526,960</u>	<u>138,050</u>	<u>138,050</u>	<u>100,550</u>	<u>100,550</u>
Ending Resources	<u>\$ 424,171</u>	<u>\$ 550,233</u>	<u>\$ 386,671</u>	<u>\$ 386,671</u>	<u>\$ 386,671</u>

HOTEL MOTEL FUND

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenues:					
Beginning Resources	\$ 25,466	\$ 30,468	\$ 12,012	\$ 11,015	\$ 10,018
Current Revenues:					
Tax Revenues	77,511	47,175	47,175	47,175	47,175
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	65	577	577	577	577
Transfers In	-	-	-	-	-
Current Revenues	<u>77,576</u>	<u>47,752</u>	<u>47,752</u>	<u>47,752</u>	<u>47,752</u>
Available Resources	<u>103,042</u>	<u>78,220</u>	<u>59,764</u>	<u>58,767</u>	<u>57,770</u>
Expenditures:					
Personnel Services	17,647	11,484	11,484	11,484	11,484
Supplies	935	6,300	6,300	6,300	6,300
Purchase Services	72,446	30,965	30,965	30,965	30,965
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	<u>91,030</u>	<u>48,749</u>	<u>48,749</u>	<u>48,749</u>	<u>48,749</u>
Ending Resources	<u>\$ 12,012</u>	<u>\$ 29,471</u>	<u>\$ 11,015</u>	<u>\$ 10,018</u>	<u>\$ 9,021</u>

PEG FUND

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenues:					
Beginning Resources	\$ 105,780	\$ 117,681	\$ 247,093	\$ 332,986	\$ 424,892
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	182,674	85,893	85,893	91,906	91,906
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	495	-	-	-	-
Transfers In	-	-	-	-	-
Current Revenues	<u>183,169</u>	<u>85,893</u>	<u>85,893</u>	<u>91,906</u>	<u>91,906</u>
Available Resources	<u>288,949</u>	<u>203,574</u>	<u>332,986</u>	<u>424,892</u>	<u>516,798</u>
Expenditures:					
Personnel Services	-	80,922	-	-	-
Supplies	23,500	-	-	-	-
Purchase Services	-	-	-	-	-
Capital Outlay	18,356	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	<u>41,856</u>	<u>80,922</u>	<u>-</u>	<u>-</u>	<u>-</u>
Ending Resources	<u>\$ 247,093</u>	<u>\$ 122,652</u>	<u>\$ 332,986</u>	<u>\$ 424,892</u>	<u>\$ 516,798</u>

GRANTS FUND

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenues:					
Beginning Resources	\$ 5,617	\$ 7,975	\$ (21,864)	\$ -	\$ -
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	296,743	327,220	352,015	303,125	319,757
Fines & Forfeitures	-	-	-	-	-
Other	-	29,414	29,414	38,008	39,480
Transfers In	-	-	-	-	-
Current Revenues	<u>296,743</u>	<u>356,634</u>	<u>381,429</u>	<u>341,133</u>	<u>359,237</u>
Available Resources	<u>302,360</u>	<u>364,609</u>	<u>359,565</u>	<u>341,133</u>	<u>359,237</u>
Expenditures:					
Personnel Services	224,705	284,565	284,565	341,133	359,237
Supplies	97,128	-	-	-	-
Purchase Services	2,392	-	-	-	-
Capital Outlay	-	75,000	75,000	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	<u>324,225</u>	<u>359,565</u>	<u>359,565</u>	<u>341,133</u>	<u>359,237</u>
Ending Resources	<u>\$ (21,864)</u>	<u>\$ 5,044</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

CDBG FUND

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenues:					
Beginning Resources	\$ (3,352)	\$ -	\$ 38,110	\$ -	\$ -
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	220,305	179,247	179,247	187,701	187,701
Transfer In	-	-	-	-	-
Current Revenues	<u>220,305</u>	<u>179,247</u>	<u>179,247</u>	<u>187,701</u>	<u>187,701</u>
Available Resources	<u>216,953</u>	<u>179,247</u>	<u>217,357</u>	<u>187,701</u>	<u>187,701</u>
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	-	-	-	-	-
Purchase Services	118,324	179,247	217,357	187,701	187,701
Capital Outlay	60,519	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	<u>178,843</u>	<u>179,247</u>	<u>217,357</u>	<u>187,701</u>	<u>187,701</u>
Ending Resources	<u>\$ 38,110</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

INSPECTION FEES FUND

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenues:					
Beginning Resources	\$ 237,964	\$ 291,537	\$ 241,490	\$ 247,730	\$ 256,208
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	131,969	225,000	225,000	225,000	225,000
Fines & Forfeitures	-	-	-	-	-
Other	1,064	-	-	-	-
Transfer In	-	-	-	-	-
Current Revenues	<u>133,032</u>	<u>225,000</u>	<u>225,000</u>	<u>225,000</u>	<u>225,000</u>
Available Resources	<u>370,996</u>	<u>516,537</u>	<u>466,490</u>	<u>472,730</u>	<u>481,208</u>
Expenditures:					
Personnel Services	129,507	218,760	218,760	216,522	230,063
Supplies	-	-	-	-	-
Purchase Services	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	<u>129,507</u>	<u>218,760</u>	<u>218,760</u>	<u>216,522</u>	<u>230,063</u>
Ending Resources	<u>\$ 241,490</u>	<u>\$ 297,777</u>	<u>\$ 247,730</u>	<u>\$ 256,208</u>	<u>\$ 251,145</u>

JUVENILE DIVERSION FUND

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenues:					
Beginning Resources	\$ 159,038	\$ 157,921	\$ 162,214	\$ 156,757	\$ 150,834
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	33,212	33,281	33,281	33,000	33,000
Other	630	-	-	500	500
Transfers In	-	-	-	-	-
Current Revenues	<u>33,841</u>	<u>33,281</u>	<u>33,281</u>	<u>33,500</u>	<u>33,500</u>
Available Resources	<u>192,879</u>	<u>191,202</u>	<u>195,495</u>	<u>190,257</u>	<u>184,334</u>
Expenditures:					
Personnel Services	29,406	29,238	29,238	29,923	31,764
Supplies	-	5,000	5,000	5,000	5,000
Purchase Services	1,258	4,500	4,500	4,500	4,500
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	<u>30,664</u>	<u>38,738</u>	<u>38,738</u>	<u>39,423</u>	<u>41,264</u>
Ending Resources	<u>\$ 162,214</u>	<u>\$ 152,464</u>	<u>\$ 156,757</u>	<u>\$ 150,834</u>	<u>\$ 143,070</u>

COURT TECHNOLOGY FUND

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenues:					
Beginning Resources	\$ 111,250	\$ 53,719	\$ 5,445	\$ 27,381	\$ 27,481
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	28,183	26,936	26,936	27,000	27,000
Other	180	-	-	100	100
Transfers In	-	-	-	-	-
Current Revenues	<u>28,362</u>	<u>26,936</u>	<u>26,936</u>	<u>27,100</u>	<u>27,100</u>
Available Resources	<u>139,612</u>	<u>80,655</u>	<u>32,381</u>	<u>54,481</u>	<u>54,581</u>
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	3,810	-	-	-	-
Purchase Services	71,080	43,874	5,000	27,000	27,000
Capital Outlay	59,277	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	<u>134,167</u>	<u>43,874</u>	<u>5,000</u>	<u>27,000</u>	<u>27,000</u>
Ending Resources	<u>\$ 5,445</u>	<u>\$ 36,781</u>	<u>\$ 27,381</u>	<u>\$ 27,481</u>	<u>\$ 27,581</u>

COURT SECURITY FUND

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenues:					
Beginning Resources	\$ 12,132	\$ 8,178	\$ 1,094	\$ -	\$ -
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	21,197	20,035	20,035	21,000	21,000
Other	28	-	-	-	-
Transfers In	-	-	2,543	10,000	10,000
Current Revenues	21,224	20,035	22,578	31,000	31,000
Available Resources	33,356	28,213	23,672	31,000	31,000
Expenditures:					
Personnel Services	32,263	23,672	23,672	31,000	31,000
Supplies	-	-	-	-	-
Purchase Services	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	32,263	23,672	23,672	31,000	31,000
Ending Resources	\$ 1,094	\$ 4,541	\$ -	\$ -	\$ -

GOLF FUND

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenues:					
Beginning Resources	\$ 705,388	\$ 257,635	\$ 156,252	\$ 158,267	\$ 163,282
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Other	32,724	257,005	257,005	257,005	257,005
Transfers In	254,559	-	-	-	-
Current Revenues	287,283	257,005	257,005	257,005	257,005
Available Resources	992,671	514,640	413,257	415,272	420,287
Expenditures:					
Personnel Services	-	-	-	-	-
Supplies	-	-	-	-	-
Purchase Services	-	10,000	10,000	10,000	10,000
Capital Outlay	-	-	-	-	-
Capital Improvements	593,168	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	243,251	244,990	244,990	241,990	243,990
Total Expenditures	836,418	254,990	254,990	251,990	253,990
Ending Resources	\$ 156,252	\$ 259,650	\$ 158,267	\$ 163,282	\$ 166,297

EMPLOYEE BENEFITS FUND

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenues:					
Beginning Resources	\$ 204,084	\$ 271,678	\$ 542,173	\$ 584,639	\$ 840,769
Current Revenues:					
Tax Revenues	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Charges for Services	4,159,155	5,008,982	5,008,982	5,220,528	5,576,469
Fines & Forfeitures	-	-	-	-	-
Other	10,631	1,248	1,248	1,248	1,248
Transfers In	-	-	-	-	-
Current Revenues	<u>4,169,786</u>	<u>5,010,230</u>	<u>5,010,230</u>	<u>5,221,776</u>	<u>5,577,717</u>
Available Resources	<u>4,373,870</u>	<u>5,281,908</u>	<u>5,552,403</u>	<u>5,806,415</u>	<u>6,418,486</u>
Expenditures:					
Personnel Services	75,735	81,622	81,622	83,248	88,450
Supplies	-	-	-	-	-
Purchase Services	3,755,963	4,886,142	4,886,142	4,882,398	4,877,196
Capital Outlay	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	<u>3,831,698</u>	<u>4,967,764</u>	<u>4,967,764</u>	<u>4,965,646</u>	<u>4,965,646</u>
Ending Resources	<u>\$ 542,173</u>	<u>\$ 314,144</u>	<u>\$ 584,639</u>	<u>\$ 840,769</u>	<u>\$ 1,452,840</u>

PERSONNEL SUMMARY

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Change FY16 to FY17
<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>					
<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)
Community Advocate Coordinator	-	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	1.00	-
	<u>4.00</u>	<u>5.00</u>	<u>5.00</u>	<u>4.00</u>	<u>(1.00)</u>
<u>Office of Management & Budget</u>					
Budget Officer	1.00	1.00	-	-	(1.00)
	<u>1.00</u>	<u>1.00</u>	<u>-</u>	<u>-</u>	<u>(1.00)</u>
<u>Public Information Office</u>					
Community Relations Manager	-	-	-	1.00	1.00
Creative Services Producer	-	-	-	1.00	1.00
	<u>-</u>	<u>-</u>	<u>-</u>	<u>2.00</u>	<u>2.00</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	1.00	-
Development Services Engineer	0.50	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	0.50	0.75	0.75	0.75	-
Graduate Engineer	-	0.50	0.50	0.50	-
Senior Planner	2.00	2.00	2.00	2.00	-
Planner II	-	1.00	1.00	1.00	-
Planning Manager	-	-	-	1.00	1.00
Urban Design Manager	1.00	1.00	1.00	1.00	-
	<u>7.00</u>	<u>9.00</u>	<u>9.00</u>	<u>10.00</u>	<u>1.00</u>

PERSONNEL SUMMARY

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Change FY16 to FY17
<u>Building Inspections</u>					
Building Inspector I	1.00	2.00	2.00	2.00	-
Building Inspector II	-	1.00	1.00	1.00	-
Chief Building Official	1.00	1.00	1.00	1.00	-
Development Technician	1.00	1.00	1.00	2.00	1.00
Enviro. Service Mgr	1.00	1.00	1.00	1.00	-
Plans Examiner	-	-	-	1.00	1.00
	<u>4.00</u>	<u>6.00</u>	<u>6.00</u>	<u>8.00</u>	<u>2.00</u>
<u>GIS</u>					
Sr. GIS Programmer	1.00	1.00	-	-	(1.00)
GIS Manager	-	-	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>					
Chief Financial Officer	1.00	1.00	1.00	1.00	-
	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>-</u>
<u>Accounting</u>					
Accountant I	1.00	1.00	1.00	1.00	-
Accountant II	1.00	1.00	2.00	2.00	1.00
Accounting Specialist II	-	1.00	1.00	1.00	-
Assistant Finance Director	1.00	1.00	1.00	1.00	-
Senior Accountant	1.00	1.00	1.00	1.00	-
	<u>4.00</u>	<u>5.00</u>	<u>6.00</u>	<u>6.00</u>	<u>1.00</u>
<u>Budget Office</u>					
Budget Officer	-	-	1.00	1.00	1.00
	<u>-</u>	<u>-</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<u>Municipal Court</u>					
Chief Court Clerk	1.00	1.00	1.00	1.00	-
Court Clerk	2.00	2.00	2.00	2.00	-
Municipal Ct Admin.	1.00	1.00	1.00	1.00	-
Senior Clerk	1.00	1.00	1.00	1.00	-
	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>-</u>
<u>Purchasing</u>					
Buyer	1.00	1.00	-	-	(1.00)
Purchasing Agent	1.00	1.00	1.00	1.00	-
	<u>2.00</u>	<u>2.00</u>	<u>1.00</u>	<u>1.00</u>	<u>(1.00)</u>
<u>FIRE RESCUE</u>					
<u>Fire Administration</u>					
Administrative Services Manager	1.00	1.00	1.00	1.00	-
Assistant Fire Chief	1.00	1.00	1.00	1.00	-
Fire Chief	1.00	1.00	1.00	1.00	-
	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>-</u>

PERSONNEL SUMMARY

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Change FY16 to FY17
<u>Fire Operations</u>					
Battalion Chiefs	3.00	3.00	3.00	3.00	-
Captain	12.00	12.00	12.00	12.00	-
Driver/Engineer	12.00	12.00	12.00	12.00	-
Firefighter	45.00	45.00	45.00	45.00	-
	<u>72.00</u>	<u>72.00</u>	<u>72.00</u>	<u>72.00</u>	-
<u>Fire EMS</u>					
Director of EMS	1.00	1.00	1.00	1.00	-
	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	-
<u>Fire Prevention</u>					
Fire Marshal	1.00	1.00	1.00	1.00	-
Deputy Fire Marshal	-	1.00	1.00	1.00	-
	<u>1.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	-
<u>Emergency Management</u>					
Asst. Emergency Mgmt Coordinator	0.50	0.50	0.50	0.50	-
	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	-
<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)
Human Resources Manager	-	-	1.00	1.00	1.00
Human Resources Assistant	0.50	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	-
	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>	-
<u>INFORMATION TECHNOLOGY</u>					
Applications Support Analyst	1.00	1.00	1.00	1.00	-
HelpDesk Support Tech	-	-	-	-	-
IT Director	1.00	1.00	1.00	1.00	-
IT Infrastructure Manager	1.00	1.00	1.00	1.00	-
Network Administrator	1.00	1.00	1.00	1.00	-
Service Desk Technician I	1.00	1.00	1.00	1.00	-
Service Desk Technician II	1.00	1.00	1.00	1.00	-
Systems Administrator	1.00	1.00	1.00	1.00	-
	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	-

PERSONNEL SUMMARY

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Change FY16 to FY17
LIBRARY					
Circulation Svs Supervisor	1.00	1.00	-	-	(1.00)
Library Services Manager	-	-	1.00	1.00	1.00
Director of Library Services	1.00	1.00	1.00	1.00	-
GED Coordinator	0.25	0.25	0.25	0.25	-
Information Services Supervisor	1.00	1.00	-	-	(1.00)
Librarian I	3.00	3.00	3.00	3.00	-
Library Aide	1.50	1.50	1.50	1.50	-
Library Assistant	5.50	5.50	5.50	5.50	-
Library Page	0.75	0.75	0.75	0.75	-
Sr Administrative Assistant	1.00	1.00	1.00	1.00	-
Information Systems Administrator	-	-	1.00	1.00	1.00
Technical Services Supervisor	1.00	1.00	-	-	(1.00)
	16.00	16.00	15.00	15.00	(1.00)
PARKS AND RECREATION					
Parks Administration					
Director Parks & Rec.	1.00	1.00	1.00	1.00	-
Special Events Specialist	1.00	1.00	1.00	1.00	-
Sr. Admin Assistant	1.00	1.00	1.00	1.00	-
	3.00	3.00	3.00	3.00	-
Parks Maintenance					
Maintenance Crew Leader	2.00	2.00	2.00	2.00	-
Maintenance Specialist	10.00	12.00	13.00	14.00	2.00
Parks Division Manager	1.00	1.00	1.00	1.00	-
Parks Supervisor	1.00	1.00	1.00	1.00	-
	14.00	16.00	17.00	18.00	2.00
Recreation					
Aquatics & Athletics Super.	0.30	0.30	0.30	0.30	-
Community Centre Super.	1.00	1.00	1.00	1.00	-
Employee Pool	1.00	1.00	1.00	1.00	-
Front Desk Attendant	-	-	-	-	-
Rec. Division Manager	1.00	1.00	1.00	1.00	-
Recreation Aide	-	-	-	-	-
Recreation Leader	3.00	3.75	3.75	4.00	0.25
Recreation Programmer	1.00	2.00	2.00	2.00	-
Recreation Specialist	2.00	2.00	2.00	2.00	-
	9.30	11.05	11.05	11.30	0.25
Wet Zone					
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

	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Change FY16 to FY17
Staffing					
<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	11.00	11.00	11.00	-
Communications Super.	2.00	2.00	2.00	2.00	-
Crossing Guards	3.00	3.25	3.25	3.25	-
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	50.00	50.00	51.00	1.00
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	9.00	9.00	9.00	-
Sr. Admin Assistant	1.00	1.00	1.00	1.00	-
Warrant Clerk	1.00	1.00	1.00	1.00	-
	110.00	111.25	111.25	112.25	1.00
<u>Animal Services</u>					
Animal Control Super.	-	-	-	-	-
Sr. Animal Control Officer	1.00	1.00	1.00	1.00	-
Animal Control Officer	4.00	4.00	5.00	5.00	1.00
Shelter Attendant	0.50	0.50	-	-	(0.50)
	5.50	5.50	6.00	6.00	0.50
<u>Environmental Services</u>					
Enviro. Service Mgr	-	-	-	-	-
Community Services Manager	1.00	1.00	1.00	1.00	-
Code Enforce. Officer	4.00	4.00	5.00	5.00	1.00
Community Svs Specialist	1.00	1.00	1.00	1.00	-
	6.00	6.00	7.00	7.00	1.00
<u>PUBLIC WORKS</u>					
<u>Streets</u>					
Supervisor	1.00	1.00	1.00	1.00	-
Crew Leader	3.00	3.00	3.00	2.00	(1.00)
Traffic Technician	2.00	2.00	2.00	2.00	-
Maintenance Specialist	7.00	7.00	7.00	6.00	(1.00)
	13.00	13.00	13.00	11.00	(2.00)
<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 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Change FY16 to FY17
<u>Public Works Admin.</u>					
Asst Dir. of Public Works	1.00	1.00	1.00	1.00	-
City Engineer	1.00	1.00	1.00	1.00	-
Civil Engineer	2.00	2.00	2.00	2.00	-
Asset Manager	-	-	-	1.00	1.00
Engineering Assistant	2.00	2.00	2.00	4.00	2.00
Sr Administrative Assistant	0.50	0.50	0.50	0.50	-
Utility Construction Inspectors	-	-	-	-	-
	<u>6.50</u>	<u>6.50</u>	<u>6.50</u>	<u>9.50</u>	<u>3.00</u>
<u>Facilities</u>					
Building Maintenance Technician	-	1.00	1.00	1.00	-
Custodian	6.00	5.00	5.00	5.00	-
Maintenance Specialist III	1.00	1.00	1.00	1.00	-
	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>-</u>
GENERAL FUND TOTAL	<u>339.00</u>	<u>351.00</u>	<u>352.50</u>	<u>359.75</u>	<u>8.75</u>
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 Operations Manager	1.00	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	2.00	1.00
Maintenance Specialist	7.00	7.00	7.00	10.00	3.00
Water Quality Technician	1.00	1.00	1.00	1.00	-
	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>13.00</u>	<u>4.00</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	1.00	-
Revenue Manager	1.00	1.00	1.00	1.00	-
Utility Cashier	0.50	0.50	0.50	0.50	-
Utility Customer Service Rep	4.00	4.00	5.00	5.00	1.00
	<u>6.50</u>	<u>6.50</u>	<u>7.50</u>	<u>7.50</u>	<u>1.00</u>
<u>Meter Services</u>					
Maintenance Crew Leader	1.00	1.00	1.00	1.00	-
Maintenance Specialist	3.00	3.00	3.00	3.00	-
	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>-</u>
UTILITY FUND TOTAL	<u>35.00</u>	<u>35.00</u>	<u>36.00</u>	<u>40.00</u>	<u>5.00</u>

PERSONNEL SUMMARY

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Change FY16 to FY17
GENERAL CIP FUND					
Maintenance Crewleader	-	-	-	1.00	1.00
Maintenance Specialist	-	-	-	3.00	3.00
	-	-	-	4.00	4.00
DRAINAGE FUND					
Development Services Engineer	-	-	-	-	-
Maintenance Specialist	2.00	2.00	2.00	2.00	-
	2.00	2.00	2.00	2.00	-
REFUSE FUND					
Maintenance Specialist	-	0.50	0.50	0.50	-
	-	0.50	0.50	0.50	-
UTILITY CIP FUND					
Maintenance Crewleader	1.00	1.00	1.00	1.00	-
Maintenance Specialist	3.00	3.00	3.00	3.00	-
	4.00	4.00	4.00	4.00	-
ECONOMIC DEVELOPMENT FUND					
Assistant Director	-	-	-	1.00	1.00
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	3.00	1.00
GRANTS FUND					
School Resource Officer	-	3.00	3.00	3.00	-
Asst. Emergency Mgmt Coordinator	0.50	0.50	0.50	0.50	-
	0.50	3.50	3.50	3.50	-
PEG FUND					
Creative Services Producer	1.00	1.00	-	-	(1.00)
	1.00	1.00	-	-	(1.00)
INSPECTION FEES FUND					
Engineering Assistant	0.75	2.25	2.25	2.25	-
Development Services Engineer	-	0.25	0.25	0.25	-
Graduate Engineer	-	0.50	0.50	0.50	-
Senior Planner	0.75	-	-	-	-
	1.50	3.00	3.00	3.00	-
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	-

PERSONNEL SUMMARY

	Actual	Budget	Estimate	Proposed	Change
Staffing	FY 2014-15	FY 2015-16	FY 2015-16	FY 2016-17	FY16 to FY17
EMPLOYEE BENEFITS FUND					
Wellness Coordinator	1.00	1.00	1.00	1.00	-
	1.00	1.00	1.00	1.00	-
CITYWIDE TOTAL	387.00	404.00	405.50	421.75	17.75

GENERAL FUND

Revenue Summary

Revenues	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Beginning Resources	\$ 5,380,484	\$ 4,771,344	\$ 5,272,470	\$ 5,872,297	\$ 5,839,840
Tax Revenues:					
Current taxes	17,549,796	20,346,990	20,346,990	20,793,506	22,750,696
Delinquent taxes	208,884	248,791	248,791	358,445	318,785
Penalty & Interest	140,085	136,804	136,804	139,382	145,515
City sales tax	5,995,488	6,251,617	6,657,972	6,862,819	7,074,016
Mixed drink tax	69,230	59,511	69,400	69,400	69,400
Total	23,963,483	27,043,713	27,459,957	28,223,552	30,358,412
Franchise Fees:					
Electric	1,514,309	1,505,543	1,460,377	1,504,188	1,549,314
Gas	519,339	449,247	408,581	410,000	422,300
Telephone	222,820	264,020	256,099	258,660	261,247
Cable	913,370	875,081	848,829	857,317	865,890
Total	3,169,838	3,093,891	2,973,886	3,030,165	3,098,751
Licenses and Permits:					
Food service	50,625	38,381	43,100	44,140	51,800
Protective alarm	136,112	148,000	133,000	134,330	135,671
Building structures	558,187	601,800	918,000	993,440	1,168,300
Contractor permits	87,615	83,000	125,000	135,000	158,800
Contractor regis.	50,740	38,000	57,000	61,560	72,400
Special permits	51,447	42,800	48,800	49,300	43,700
Takeline fees	56,550	62,000	63,200	63,200	63,200
Misc. permits	11,734	9,800	18,900	19,100	19,300
Total	1,003,010	1,023,781	1,407,000	1,500,070	1,713,171
Charges for Service:					
GISD resource officer	224,099	228,554	228,554	235,411	242,473
Ambulance fees	932,968	890,829	890,829	899,737	908,725
911 Emergency	429,717	465,068	424,800	429,048	433,338
Animal control fees	52,948	57,537	57,537	57,537	58,100
Mowing fees	168,054	140,736	140,736	142,143	143,565
Rezoning fees	31,901	9,869	9,869	9,869	9,900
New addition filing	8,750	797	797	797	805
Community Centre	540,125	691,705	691,705	683,500	690,340
Wet Zone	378,338	440,431	440,431	435,995	435,995
Library fines and fees	30,368	35,875	35,875	35,559	35,900
Misc. fees	46,610	13,437	13,437	14,928	15,180
Total	2,843,878	2,974,838	2,934,570	2,944,525	2,974,321
Fines and Forfeitures:					
Municipal court fines	965,982	1,008,407	860,000	860,000	860,000
Total	965,982	1,008,407	860,000	860,000	860,000

GENERAL FUND

Revenue Summary

Revenues	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Other:					
Interest earnings	28,699	55,000	44,800	44,800	44,800
Miscellaneous	830,606	117,801	117,801	111,705	112,381
Insurance payments	156,068	96,003	38,500	38,885	39,274
Rentals/Leases	504,593	447,474	546,451	567,089	572,760
Donations	60,652	31,222	31,222	23,635	24,312
Total	1,580,618	747,500	778,774	786,114	793,527
Internal Transfers:					
Utility G&A	2,517,718	2,347,078	2,347,078	2,347,078	2,147,078
Utility in lieu of franch.	1,218,072	1,388,718	1,388,718	1,453,442	1,553,449
Utility In Lieu of Tax	1,186,315	824,316	824,316	-	-
Total	4,922,105	4,560,112	4,560,112	3,800,520	3,700,527
Total Revenues	38,448,914	40,452,242	40,974,299	41,144,946	43,498,709
Total Resources	\$ 43,829,398	\$ 45,223,586	\$ 46,246,768	\$ 47,017,243	\$ 49,338,549

GENERAL FUND

Expenditure Summary

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Services	\$ 25,274,980	\$ 27,015,168	\$ 26,766,464	\$ 27,560,289	\$ 28,602,532
Supplies	2,167,451	1,891,950	1,703,412	2,136,270	1,799,474
Purchase Services	7,669,984	8,248,977	7,951,385	8,428,037	8,080,333
Capital Outlay	1,211,537	1,121,425	1,650,465	723,250	933,250
Transfers Out	2,232,976	1,963,901	2,302,745	2,329,557	2,649,706
Total	\$ 38,556,928	\$ 40,241,421	\$ 40,374,471	\$ 41,177,403	\$ 42,065,295

By Division	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
City Council	\$ 310,911	\$ 83,092	\$ 83,092	\$ 111,590	\$ 111,590
City Manager	620,735	813,366	812,423	862,118	899,201
City Secretary	321,201	342,395	341,924	349,444	366,096
Development Services	1,177,046	1,709,591	1,707,079	1,916,054	1,870,498
Finance	2,261,268	1,655,909	1,702,570	1,797,724	1,872,213
Fire	9,476,604	9,675,343	9,663,019	9,465,416	9,690,295
Human Resources	491,726	528,592	527,964	614,203	570,166
Information Technology	1,661,185	1,730,732	1,729,633	2,059,197	1,725,326
Library	1,092,330	1,162,324	1,160,754	1,170,197	1,383,294
Parks	3,498,086	3,953,387	3,949,305	3,897,455	3,995,597
Police	10,934,482	11,495,653	11,367,470	11,660,101	12,198,515
Public Works	3,617,541	3,963,258	3,958,909	4,052,884	4,058,487
Non-Departmental	3,093,813	3,127,779	3,370,329	3,221,020	3,324,017
Total	\$ 38,556,928	\$ 40,241,421	\$ 40,374,471	\$ 41,177,403	\$ 42,065,295

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
City Council	3.50	3.50	3.50	3.50	3.50
City Manager	5.00	6.00	5.00	6.00	6.00
City Secretary	3.50	3.50	3.50	3.50	3.50
Development Services	12.00	16.00	16.00	19.00	19.00
Finance	12.00	13.00	14.00	14.00	14.00
Fire	77.50	78.50	78.50	78.50	78.50
Human Resources	4.50	4.50	4.50	4.50	4.50
Information Technology	7.00	7.00	7.00	7.00	7.00
Library	16.00	16.00	15.00	15.00	15.00
Parks	47.00	50.75	51.75	53.00	53.00
Police	121.50	122.75	124.25	125.25	125.25
Public Works	29.50	29.50	29.50	30.50	30.50
Total	339.00	351.00	352.50	359.75	359.75

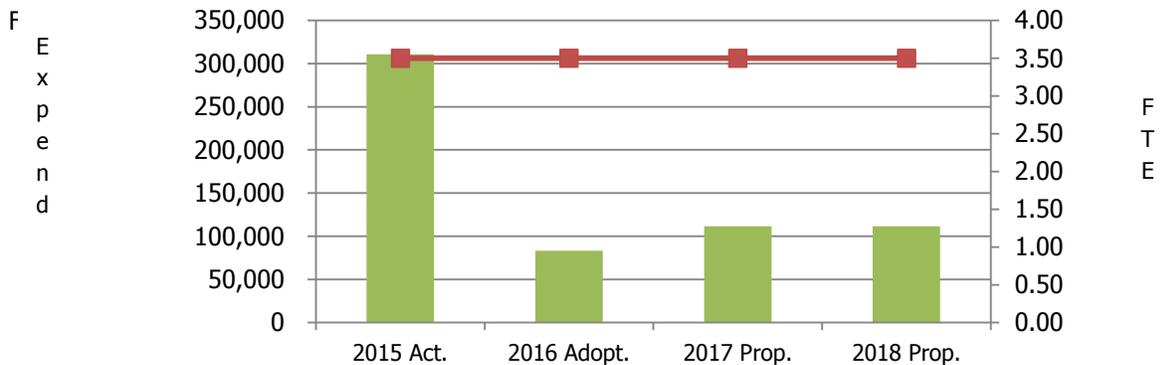
CITY COUNCIL

City Council by the Numbers

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ 9,325	\$ 9,160	\$ 9,160	\$ 28,000	\$ 28,000
Supplies	7,252	8,575	8,575	8,575	8,575
Purchase Services	294,334	65,357	65,357	75,015	75,015
Capital Outlay	-	-	-	-	-
Total	\$ 310,911	\$ 83,092	\$ 83,092	\$ 111,590	\$ 111,590

By Division	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
City Council	310,911	83,092	83,092	111,590	111,590
Total	\$ 310,911	\$ 83,092	\$ 83,092	\$ 111,590	\$ 111,590

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
City Council	3.50	3.50	3.50	3.50	3.50
Total	3.50	3.50	3.50	3.50	3.50



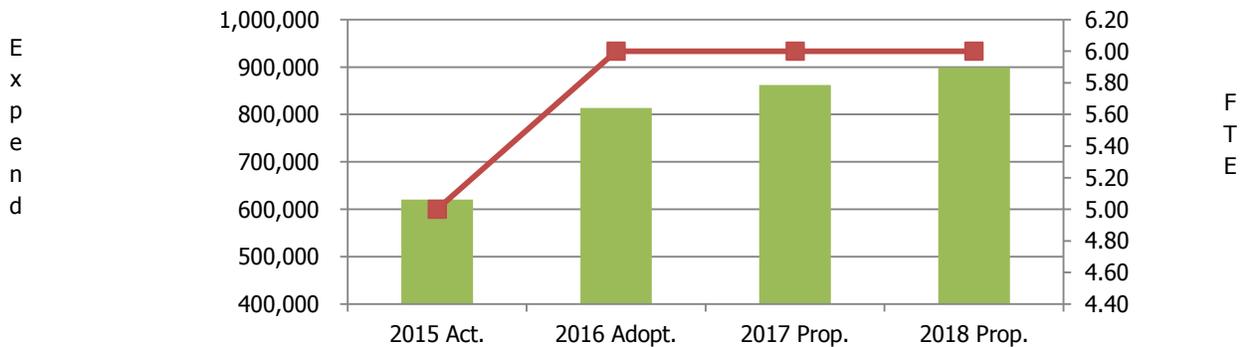
CITY MANAGER'S OFFICE

City Manager by the Numbers

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ 574,583	\$ 721,565	\$ 720,622	\$ 769,918	\$ 807,001
Supplies	7,654	10,350	10,350	7,600	7,600
Purchase Services	38,497	81,451	81,451	84,600	84,600
Capital Outlay	-	-	-	-	-
Total	\$ 620,734	\$ 813,366	\$ 812,423	\$ 862,118	\$ 899,201

By Division	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
City Manager	620,734	717,279	716,493	666,810	693,911
Office of Management & Budget	-	96,087	95,930	-	-
Public Information Office	-	-	-	195,308	205,290
Total	\$ 620,734	\$ 813,366	\$ 812,423	\$ 862,118	\$ 899,201

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
City Manager	4.00	5.00	5.00	4.00	4.00
Office of Management & Budget	1.00	1.00	-	-	-
Public Information Office	-	-	-	2.00	2.00
Total	5.00	6.00	5.00	6.00	6.00



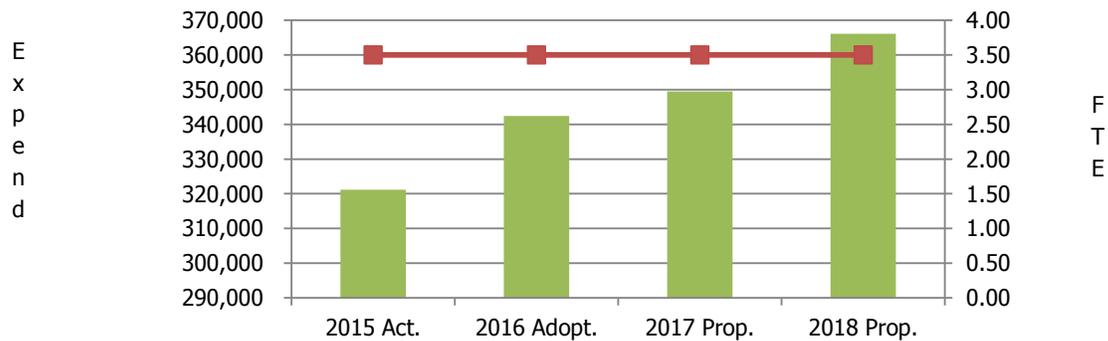
CITY SECRETARY

City Secretary by the Numbers

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ 260,764	\$ 261,734	\$ 261,263	\$ 268,783	\$ 285,435
Supplies	1,831	6,031	6,031	2,850	2,850
Purchase Services	58,607	74,630	74,630	77,811	77,811
Capital Outlay	-	-	-	-	-
Total	\$ 321,201	\$ 342,395	\$ 341,924	\$ 349,444	\$ 366,096

By Division	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
City Secretary	\$ 238,187	\$ 261,682	\$ 261,368	\$ 267,317	\$ 279,407
Citizen Action Center	83,015	80,713	80,556	82,127	86,689
Total	\$ 321,202	\$ 342,395	\$ 341,924	\$ 349,444	\$ 366,096

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
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



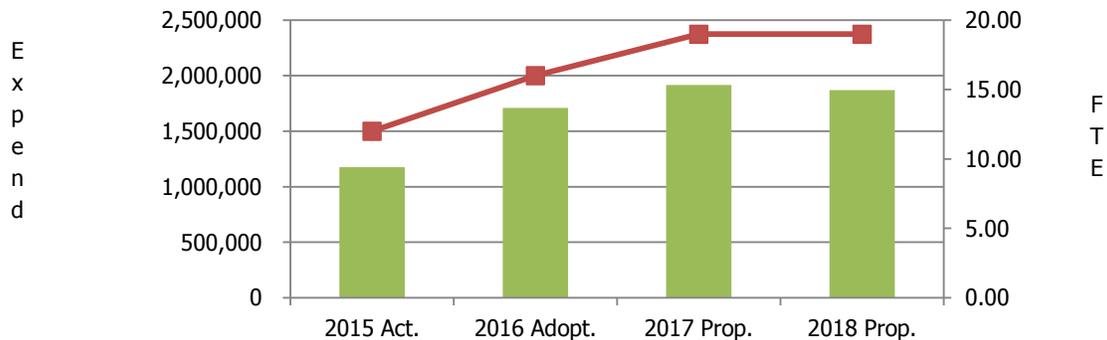
DEVELOPMENT SERVICES

Development Services Department by the Numbers

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ 934,479	\$ 1,329,005	\$ 1,326,493	\$ 1,540,853	\$ 1,626,997
Supplies	16,504	73,604	84,899	61,804	53,104
Purchase Services	226,063	183,687	183,687	300,397	190,397
Capital Outlay	-	123,295	112,000	13,000	-
Total	\$ 1,177,046	\$ 1,709,591	\$ 1,707,079	\$ 1,916,054	\$ 1,870,498

By Division	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Planning	\$ 653,954	\$ 992,726	\$ 991,313	\$ 1,114,262	\$ 1,050,608
Building Inspections	420,587	602,505	601,563	681,757	698,151
GIS	102,506	114,360	114,203	120,035	121,739
Total	\$ 1,177,047	\$ 1,709,591	\$ 1,707,079	\$ 1,916,054	\$ 1,870,498

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Planning	7.00	9.00	9.00	10.00	10.00
Building Inspections	4.00	6.00	6.00	8.00	8.00
GIS	1.00	1.00	1.00	1.00	1.00
Total	12.00	16.00	16.00	19.00	19.00



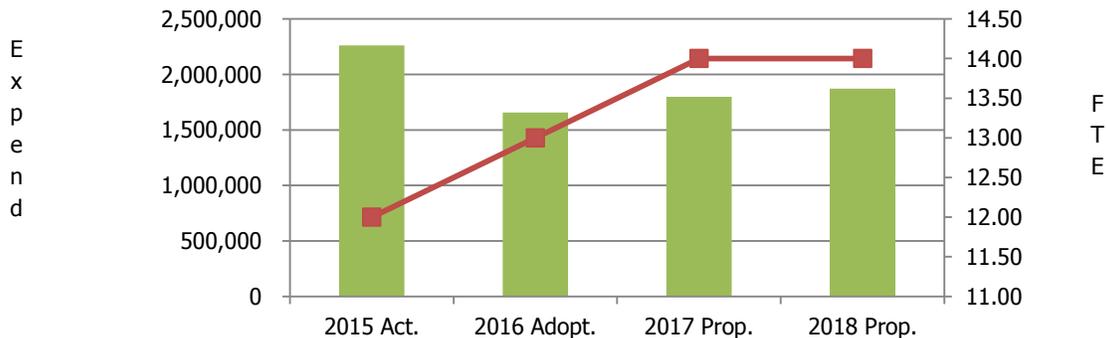
FINANCE

Finance Department by the Numbers

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ 1,008,444	\$ 1,040,082	\$ 1,038,041	\$ 1,172,502	\$ 1,244,991
Supplies	27,865	21,042	21,042	25,334	25,334
Purchase Services	639,943	594,785	643,487	599,888	601,888
Capital Outlay	585,016	-	-	-	-
Total	\$ 2,261,268	\$ 1,655,909	\$ 1,702,570	\$ 1,797,724	\$ 1,872,213

By Division	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Finance Administration	\$ 992,736	\$ 320,098	\$ 349,593	\$ 337,590	\$ 347,175
Budget Office	-	-	-	97,876	103,529
Accounting	554,220	549,614	567,879	656,223	687,562
Municipal Court	542,345	616,100	615,315	619,269	642,375
Purchasing	171,967	170,097	169,783	86,766	91,572
Total	\$ 2,261,268	\$ 1,655,909	\$ 1,702,570	\$ 1,797,724	\$ 1,872,213

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Finance Administration	1.00	1.00	1.00	1.00	1.00
Budget Office	-	-	1.00	1.00	1.00
Accounting	4.00	5.00	6.00	6.00	6.00
Municipal Court	5.00	5.00	5.00	5.00	5.00
Purchasing	2.00	2.00	1.00	1.00	1.00
Total	12.00	13.00	14.00	14.00	14.00



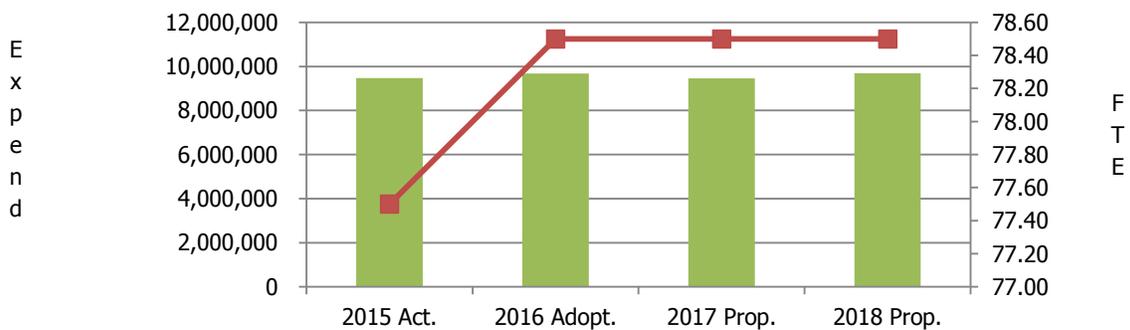
FIRE RESCUE

Fire Department by the Numbers

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ 7,777,157	\$ 7,954,138	\$ 7,941,814	\$ 7,958,799	\$ 8,129,625
Supplies	891,486	332,507	332,507	338,025	351,228
Purchase Services	796,309	1,114,847	1,114,847	1,090,342	1,131,192
Capital Outlay	11,652	273,851	273,851	78,250	78,250
Total	\$ 9,476,604	\$ 9,675,343	\$ 9,663,019	\$ 9,465,416	\$ 9,690,295

By Division	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Fire Administration	\$ 9,401,278	\$ 1,333,449	\$ 1,332,978	\$ 1,113,384	\$ 1,162,265
Fire Operations	2,704	7,692,821	7,681,517	7,638,936	7,775,902
Fire EMS	71,724	338,604	338,447	367,143	385,510
Fire Prevention	530	263,175	262,861	292,996	311,536
Fire Emergency Mgmt	368	47,294	47,216	52,957	55,082
Total	\$ 9,476,604	\$ 9,675,343	\$ 9,663,019	\$ 9,465,416	\$ 9,690,295

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Fire Administration	3.00	3.00	3.00	3.00	3.00
Fire Operations	72.00	72.00	72.00	72.00	72.00
Fire EMS	1.00	1.00	1.00	1.00	1.00
Fire Prevention	1.00	2.00	2.00	2.00	2.00
Fire Emergency Mgmt	0.50	0.50	0.50	0.50	0.50
Total	77.50	78.50	78.50	78.50	78.50



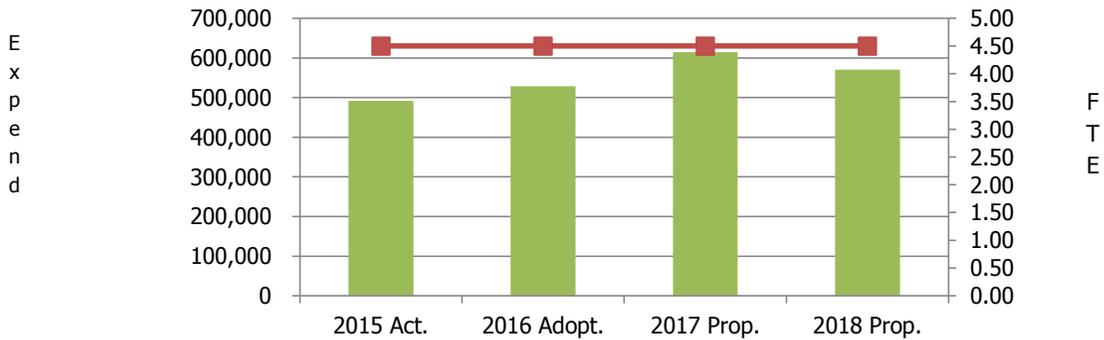
HUMAN RESOURCES

Human Resources Department by the Numbers

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ 327,236	\$ 373,122	\$ 372,494	\$ 390,733	\$ 414,696
Supplies	7,701	5,500	5,500	5,500	5,500
Purchase Services	156,127	149,970	149,970	217,970	149,970
Capital Outlay	662	-	-	-	-
Total	\$ 491,726	\$ 528,592	\$ 527,964	\$ 614,203	\$ 570,166

By Division	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Human Resources	\$ 491,726	\$ 528,592	\$ 527,964	\$ 614,203	\$ 570,166
Total	\$ 491,726	\$ 528,592	\$ 527,964	\$ 614,203	\$ 570,166

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Human Resources	4.50	4.50	4.50	4.50	4.50
Total	4.50	4.50	4.50	4.50	4.50



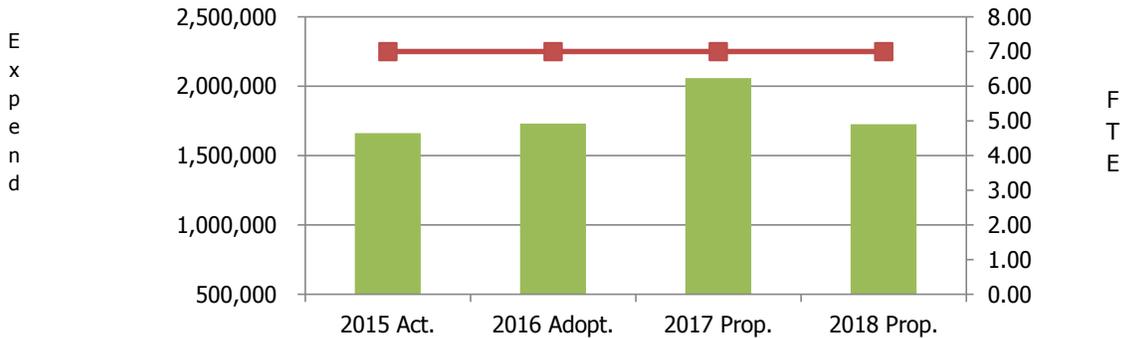
INFORMATION TECHNOLOGY

Information Technology Department by the Numbers

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ 506,221	\$ 594,827	\$ 593,728	\$ 593,396	\$ 630,112
Supplies	96,179	17,237	17,237	328,924	4,500
Purchase Services	1,029,855	1,105,876	1,105,876	1,136,877	907,714
Capital Outlay	28,930	12,792	12,792	-	183,000
Total	\$ 1,661,185	\$ 1,730,732	\$ 1,729,633	\$ 2,059,197	\$ 1,725,326

By Division	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Information Tech.	\$ 1,661,185	\$ 1,730,732	\$ 1,729,633	\$ 2,059,197	\$ 1,725,326
Total	\$ 1,661,185	\$ 1,730,732	\$ 1,729,633	\$ 2,059,197	\$ 1,725,326

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Information Tech.	7.00	7.00	7.00	7.00	7.00
Total	7.00	7.00	7.00	7.00	7.00



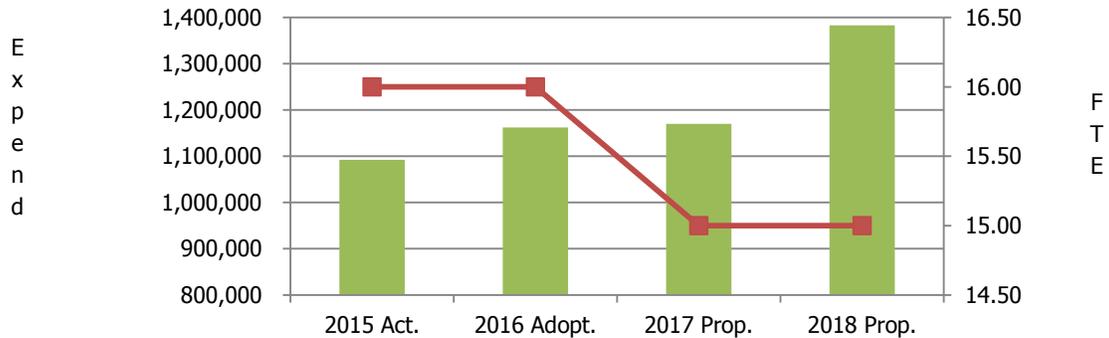
LIBRARY

Library Department by the Numbers

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ 839,622	\$ 867,321	\$ 865,751	\$ 861,294	\$ 914,641
Supplies	158,492	202,582	202,582	207,406	190,531
Purchase Services	94,215	92,421	92,421	101,497	278,122
Capital Outlay	-	-	-	-	-
Total	\$ 1,092,329	\$ 1,162,324	\$ 1,160,754	\$ 1,170,197	\$ 1,383,294

By Division	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Library	\$ 1,092,329	\$ 1,162,324	\$ 1,160,754	\$ 1,170,197	\$ 1,383,294
Total	\$ 1,092,329	\$ 1,162,324	\$ 1,160,754	\$ 1,170,197	\$ 1,383,294

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Library	16.00	16.00	15.00	15.00	15.00
Total	16.00	16.00	15.00	15.00	15.00



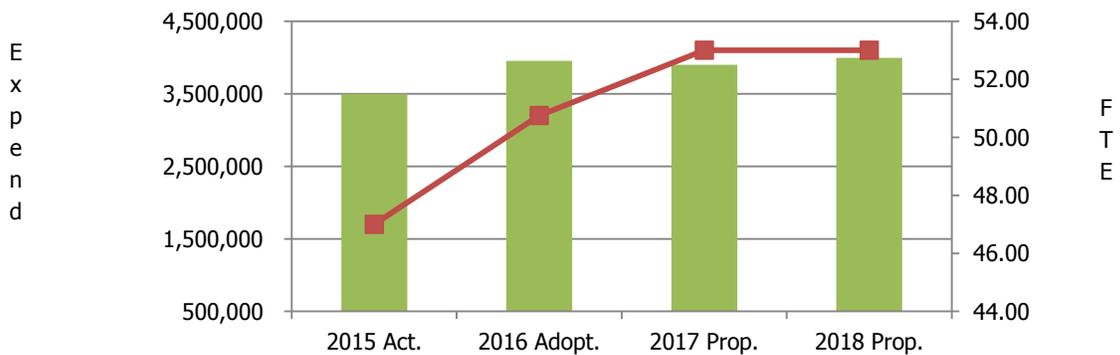
PARKS AND RECREATION

Parks and Recreation Department by the Numbers

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ 1,706,216	\$ 1,907,537	\$ 1,903,455	\$ 1,988,148	\$ 2,098,926
Supplies	307,255	335,972	335,972	332,122	332,122
Purchase Services	1,390,815	1,555,622	1,555,622	1,495,185	1,442,549
Capital Outlay	93,801	154,256	154,256	82,000	122,000
Total	\$ 3,498,087	\$ 3,953,387	\$ 3,949,305	\$ 3,897,455	\$ 3,995,597

By Division	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Parks Administration	\$ 307,067	\$ 331,748	\$ 331,277	\$ 327,216	\$ 302,464
Parks Maintenance	1,929,782	2,125,814	2,123,302	2,089,288	2,176,198
Recreation	874,302	967,983	966,994	991,462	1,024,392
Wetzone	326,081	437,012	436,902	438,659	441,713
Special Events	60,855	90,830	90,830	50,830	50,830
Total	\$ 3,498,087	\$ 3,953,387	\$ 3,949,305	\$ 3,897,455	\$ 3,995,597

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Parks Administration	3.00	3.00	3.00	3.00	3.00
Parks Maintenance	14.00	16.00	17.00	18.00	18.00
Recreation	9.30	11.05	11.05	11.30	11.30
Wetzone	20.70	20.70	20.70	20.70	20.70
Total	47.00	50.75	51.75	53.00	53.00



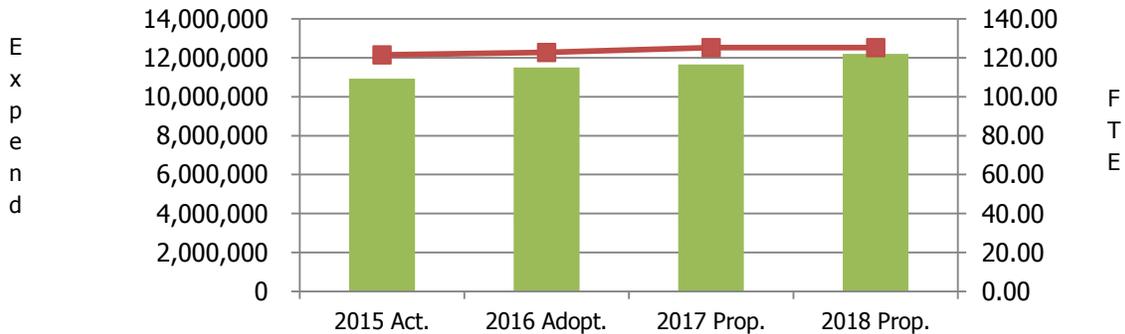
POLICE

Police by the Numbers

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ 9,656,935	\$ 10,014,218	\$ 9,545,533	\$ 10,124,673	\$ 10,663,087
Supplies	316,169	409,085	209,252	371,745	371,745
Purchase Services	726,050	784,850	784,850	863,683	863,683
Capital Outlay	235,326	287,500	827,835	300,000	300,000
Total	\$ 10,934,482	\$ 11,495,653	\$ 11,367,470	\$ 11,660,101	\$ 12,198,515

By Division	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Police	\$ 10,036,929	\$ 10,527,292	\$ 10,400,834	\$ 10,597,931	\$ 11,086,404
Animal Services	437,582	455,521	454,736	485,701	506,009
Environmental Services	459,970	512,840	511,900	576,469	606,102
Total	\$ 10,934,482	\$ 11,495,653	\$ 11,367,470	\$ 11,660,101	\$ 12,198,515

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Police	110.00	111.25	111.25	112.25	112.25
Animal Services	5.50	5.50	6.00	6.00	6.00
Environmental Services	6.00	6.00	7.00	7.00	7.00
Total	121.50	122.75	124.25	125.25	125.25



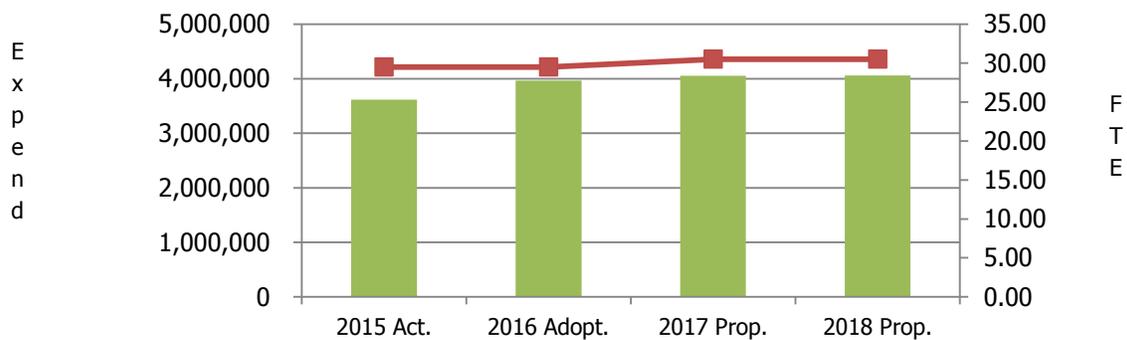
PUBLIC WORKS

Public Works Department by the Numbers

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ 1,597,719	\$ 1,838,302	\$ 1,833,953	\$ 1,896,038	\$ 2,009,021
Supplies	316,432	463,965	463,965	440,885	440,885
Purchase Services	1,447,241	1,391,260	1,391,260	1,465,961	1,358,581
Capital Outlay	256,150	269,731	269,731	250,000	250,000
Total	\$ 3,617,541	\$ 3,963,258	\$ 3,958,909	\$ 4,052,884	\$ 4,058,487

By Division	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Facilities	\$ 763,945	\$ 716,283	\$ 715,341	\$ 715,269	\$ 734,785
Public Works Admin.	407,534	676,354	675,459	783,679	823,092
Streets	1,666,753	1,764,052	1,762,011	1,700,749	1,633,632
Vehicle Services	779,309	806,569	806,098	853,187	866,978
Total	\$ 3,617,541	\$ 3,963,258	\$ 3,958,909	\$ 4,052,884	\$ 4,058,487

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Facilities	7.00	7.00	7.00	7.00	7.00
Public Works Admin.	6.50	6.50	6.50	9.50	9.50
Streets	13.00	13.00	13.00	11.00	11.00
Vehicle Services	3.00	3.00	3.00	3.00	3.00
Total	29.50	29.50	29.50	30.50	30.50



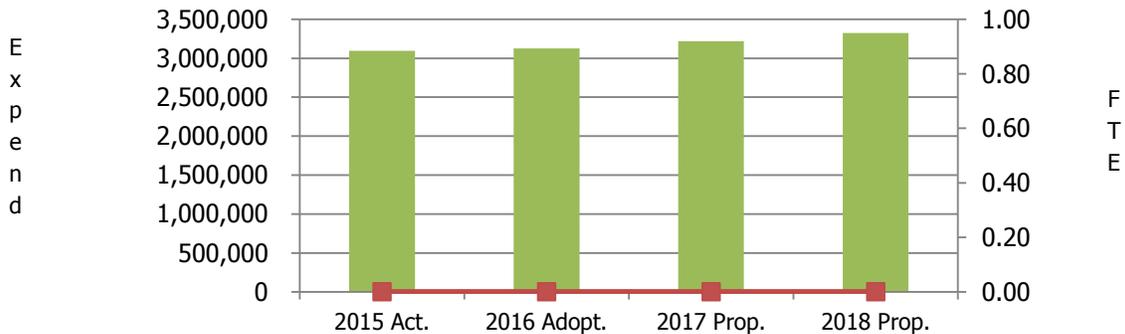
NON-DEPARTMENTAL

Non-Departmental by the Numbers

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ 76,279	\$ 104,157	\$ 354,157	\$ (32,848)	\$ (250,000)
Supplies	12,631	5,500	5,500	5,500	5,500
Purchase Services	771,927	1,054,221	707,927	918,811	918,811
Capital Outlay	-	-	-	-	-
Transfers Out	2,232,976	1,963,901	2,302,745	2,329,557	2,649,706
Total	\$ 3,093,813	\$ 3,127,779	\$ 3,370,329	\$ 3,221,020	\$ 3,324,017

By Division	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Non-Departmental	3,093,813	2,924,042	3,370,329	3,221,020	3,324,017
Total	\$ 3,093,813	\$ 2,924,042	\$ 3,370,329	\$ 3,221,020	\$ 3,324,017

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Non-Departmental	-	-	-	-	-
Total	-	-	-	-	-



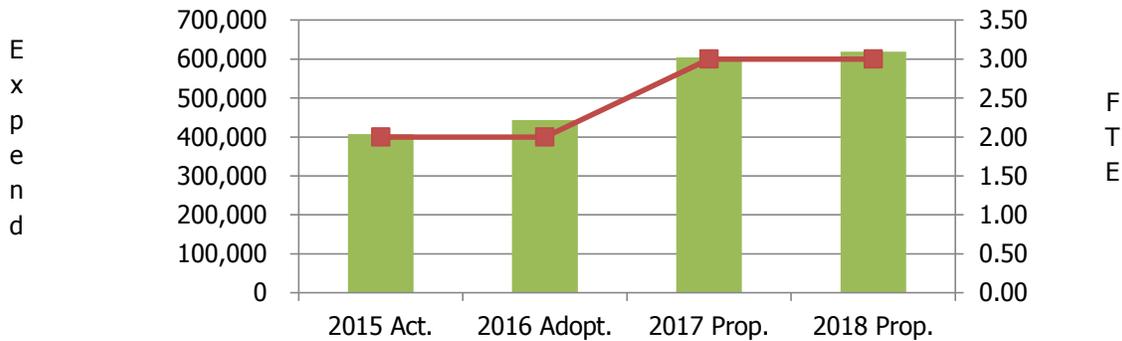
ECONOMIC DEVELOPMENT

Economic Development Department by the Numbers

Revenues	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Economic Development	982,995	316,694	494,773	386,085	670,823
Total	\$ 982,995	\$ 316,694	\$ 494,773	\$ 386,085	\$ 670,823

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ 229,793	\$ 232,098	\$ 232,098	\$ 380,593	\$ 400,603
Supplies	4,850	5,500	5,500	5,500	5,500
Purchase Services	172,671	205,425	205,425	217,970	212,970
Capital Outlay	-	-	-	-	-
Total	\$ 407,314	\$ 443,023	\$ 443,023	\$ 604,063	\$ 619,073

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Economic Development	2.00	2.00	2.00	3.00	3.00
Total	2.00	2.00	2.00	3.00	3.00



Rowlett

T E X A S

The logo for Rowlett, Texas, features the word "Rowlett" in a large, dark green, cursive script. Below it, the word "TEXAS" is written in a smaller, dark green, all-caps, sans-serif font. A thick, dark red swoosh underline starts under the "T" and "E" of "TEXAS" and extends to the right, ending under the "S".

UTILITY FUND

Revenue Summary

Revenues	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Water	\$ 15,729,325	\$ 17,027,975	\$ 16,525,454	\$ 17,853,093	\$ 19,585,636
Sewer	10,130,455	10,921,401	10,253,437	10,518,490	10,860,073
Water & Sewer Penalty	505,683	576,000	576,934	615,000	634,000
Miscellaneous	14,032	25,316	9,882	10,233	10,320
Water Meter & Tap Fee	95,547	47,526	79,325	77,000	79,000
Service Connect	63,179	64,336	58,969	60,000	62,000
Reconnect Fee	69,963	85,778	74,606	74,000	76,000
Interest Income	147	13,302	5,608	5,608	5,608
G&A Transfer	139,404	139,397	139,397	139,397	139,397
Total	<u>\$ 26,747,734</u>	<u>\$ 28,901,031</u>	<u>\$ 27,723,612</u>	<u>\$ 29,352,821</u>	<u>\$ 31,452,034</u>

UTILITY FUND

Expenditure Summary

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Services	\$ 2,132,809	\$ 2,209,592	\$ 2,209,592	\$ 2,514,884	\$ 2,672,881
Supplies	542,914	301,486	301,486	299,786	299,786
Purchase Services	11,533,610	13,065,212	15,103,207	14,476,789	15,489,914
Capital Outlay	132,456	104,971	81,744	197,730	43,260
Capital Improvements	1,100,004	1,300,000	-	1,300,000	5,250,000
Debt Service	5,689,254	4,721,571	5,497,504	4,497,705	3,994,620
Transfers Out	4,376,328	5,476,331	4,543,115	3,458,517	3,358,524
Total	\$ 25,507,375	\$ 27,179,163	\$ 27,736,648	\$ 26,745,411	\$ 31,108,985

By Division	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Water/WW Admin	\$ 414,141	\$ 459,085	\$ 459,085	\$ 497,102	\$ 523,248
Water Ops	7,664,350	8,468,444	8,468,444	9,669,891	10,466,751
Wastewater Ops	5,100,874	5,213,676	7,251,671	5,495,245	5,759,660
Revenue Office	681,075	689,688	689,688	795,566	822,887
Meter Services	233,327	285,437	262,210	364,087	353,764
Non-Departmental	11,413,608	12,062,833	10,605,550	9,923,520	13,182,675
Total	\$ 25,507,375	\$ 27,179,163	\$ 27,736,648	\$ 26,745,411	\$ 31,108,985

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Water/WW Admin	4.50	4.50	4.50	4.50	4.50
Water Operations	9.00	9.00	9.00	13.00	13.00
Wastewater Operations	11.00	11.00	11.00	11.00	11.00
Revenue Office	6.50	6.50	7.50	7.50	7.50
Meter Services	4.00	4.00	4.00	4.00	4.00
Non-Departmental	-	-	-	-	-
Total	35.00	35.00	36.00	40.00	40.00

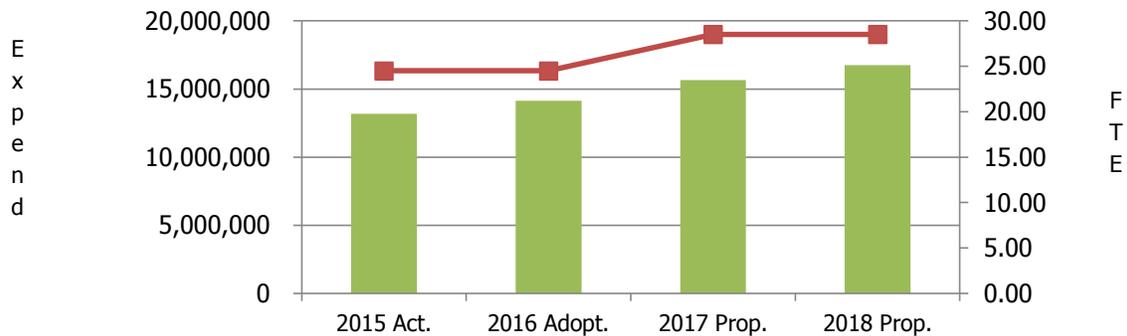
PUBLIC WORKS UTILITY FUND

Utility Fund Divisions by the Numbers

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ 1,579,126	\$ 1,605,883	\$ 1,605,883	\$ 1,845,430	\$ 1,990,969
Supplies	499,064	245,668	245,668	245,668	245,668
Purchase Services	10,971,364	12,207,910	14,245,905	13,396,637	14,469,762
Capital Outlay	129,811	81,744	81,744	174,503	43,260
Total	\$ 13,179,365	\$ 14,141,205	\$ 16,179,200	\$ 15,662,238	\$ 16,749,659

By Division	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Water/WW Admin	\$ 414,141	\$ 459,085	\$ 459,085	\$ 497,102	\$ 523,248
Water Ops	7,664,350	8,468,444	8,468,444	9,669,891	10,466,751
Wastewater Ops	5,100,874	5,213,676	7,251,671	5,495,245	5,759,660
Total	\$ 13,179,365	\$ 14,141,205	\$ 16,179,200	\$ 15,662,238	\$ 16,749,659

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Water/WW Admin	4.50	4.50	4.50	4.50	4.50
Water Ops	9.00	9.00	9.00	13.00	13.00
Wastewater Ops	11.00	11.00	11.00	11.00	11.00
Total	24.50	24.50	24.50	28.50	28.50



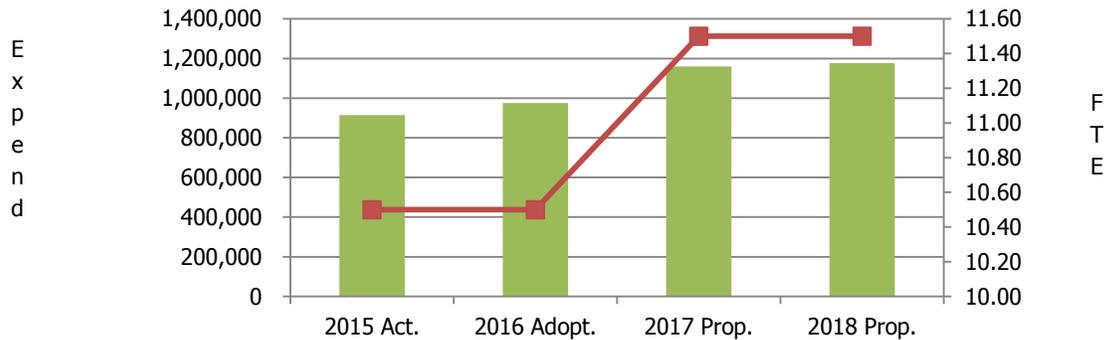
FINANCE UTILITY FUND

Utility Fund Divisions by the Numbers

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ 601,143	\$ 585,709	\$ 585,709	\$ 641,687	\$ 681,912
Supplies	43,850	55,818	55,818	54,118	54,118
Purchase Services	269,409	310,371	310,371	440,621	440,621
Capital Outlay	-	23,227	-	23,227	-
Total	\$ 914,402	\$ 975,125	\$ 951,898	\$ 1,159,653	\$ 1,176,651

By Division	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenue Office	\$ 681,075	\$ 689,688	\$ 689,688	\$ 795,566	\$ 822,887
Meter Services	233,327	285,437	262,210	364,087	353,764
Total	\$ 914,402	\$ 975,125	\$ 951,898	\$ 1,159,653	\$ 1,176,651

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Revenue Office	6.50	6.50	7.50	7.50	7.50
Meter Services	4.00	4.00	4.00	4.00	4.00
Total	10.50	10.50	11.50	11.50	11.50



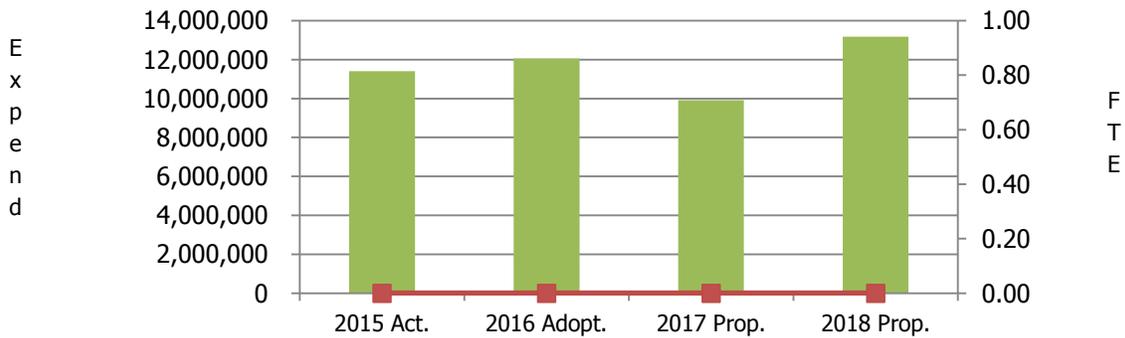
NON-DEPARTMENTAL UTILITY FUND

Non-Departmental by the Numbers

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ (47,460)	\$ 18,000	\$ 18,000	\$ 27,767	\$ -
Supplies	-	-	-	-	-
Purchase Services	292,837	546,931	546,931	639,531	579,531
Capital Outlay	2,645	-	-	-	-
Capital Improvements	1,100,004	1,300,000	-	1,300,000	5,250,000
Debt Service	5,689,254	4,721,571	5,497,504	4,497,705	3,994,620
Transfers Out	4,376,328	5,476,331	4,543,115	3,458,517	3,358,524
Total	\$ 11,413,608	\$ 12,062,833	\$ 10,605,550	\$ 9,923,520	\$ 13,182,675

By Division	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Non-Departmental	11,413,608	12,062,833	10,605,550	9,923,520	13,182,675
Total	\$ 11,413,608	\$ 12,062,833	\$ 10,605,550	\$ 9,923,520	\$ 13,182,675

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Non-Departmental	-	-	-	-	-
Total	-	-	-	-	-



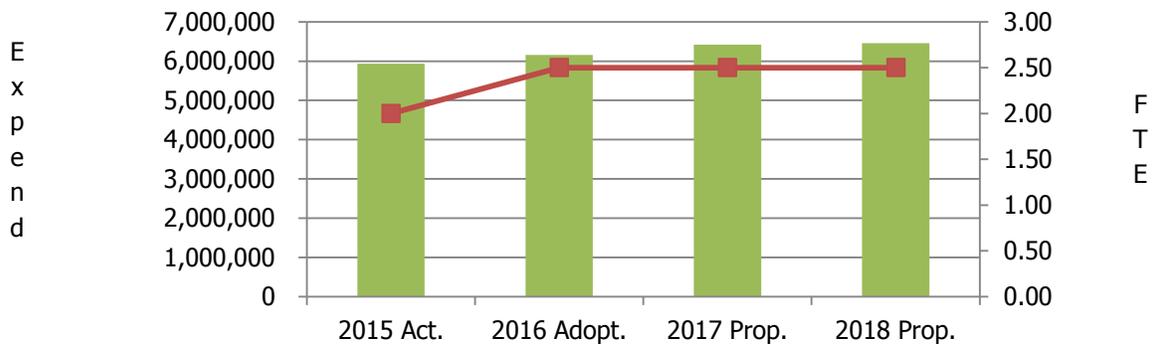
ENTERPRISE FUNDS

Enterprise Funds by the Numbers

Revenues	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Refuse Fund	\$ 4,906,181	\$ 4,827,003	\$ 4,827,003	\$ 4,862,226	\$ 4,959,429
Drainage Fund	1,338,621	1,360,397	1,360,397	1,400,494	1,414,499
Total	\$ 6,244,802	\$ 6,187,400	\$ 6,187,400	\$ 6,262,720	\$ 6,373,928

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ 113,027	\$ 129,457	\$ 129,457	\$ 126,881	\$ 132,082
Supplies	16,387	51,770	51,770	51,770	51,770
Purchase Services	3,639,419	3,601,240	3,601,240	3,629,642	3,699,598
Capital Outlay	43,810	45,526	45,526	35,479	-
Capital Improvements	335,508	335,502	335,502	335,502	335,502
Debt Service	406,215	616,426	616,426	616,063	619,607
Transfers Out	1,381,393	1,381,400	1,381,400	1,621,793	1,621,793
Total	\$ 5,935,759	\$ 6,161,321	\$ 6,161,321	\$ 6,417,130	\$ 6,460,352

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Refuse Fund	-	0.50	0.50	0.50	0.50
Drainage Fund	2.00	2.00	2.00	2.00	2.00
Total	2.00	2.50	2.50	2.50	2.50



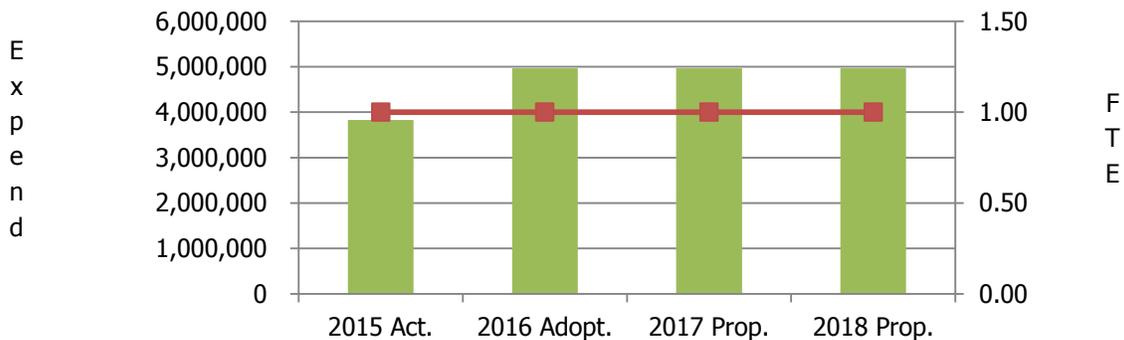
EMPLOYEE HEALTH BENEFITS FUND

Employee Benefits Fund by the Numbers

Revenues	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Employee Benefits	\$ 4,169,786	\$ 5,010,230	\$ 5,010,230	\$ 5,221,776	\$ 5,577,717
Total	\$ 4,169,786	\$ 5,010,230	\$ 5,010,230	\$ 5,221,776	\$ 5,577,717

Expenditures	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Personnel Costs	\$ 75,735	\$ 81,622	\$ 81,622	\$ 83,248	\$ 88,450
Supplies	-	-	-	-	-
Purchase Services	3,755,963	4,886,142	4,886,142	4,882,398	4,877,196
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total	\$ 3,831,698	\$ 4,967,764	\$ 4,967,764	\$ 4,965,646	\$ 4,965,646

Staffing	Actual FY 2014-15	Budget FY 2015-16	Estimate FY 2015-16	Proposed FY 2016-17	Proposed FY 2017-18
Employee Benefits	1.00	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00	1.00



Rowlett

T E X A S

The logo for Rowlett, Texas, features the word "Rowlett" in a large, dark green, cursive script. Below it, the word "TEXAS" is written in a smaller, dark green, sans-serif font. A thick, dark red swoosh underline starts under the "T" and extends to the right, ending under the "S".

FY 2017 CITY OF ROWLETT BUDGET

FIVE YEAR CAPITAL IMPROVEMENTS PLAN SUMMARY

	Project	Prior Years	Budget 2016	2017	2018	2019	2020	2021
CO2100	Villages of Rowlett	1,950,000	450,000	-	-	-	-	-
DR2065	Misc. Drainage Imp. Per Storm Drain MP	503,291	536,618	335,502	335,502	335,502	335,502	335,502
DR2105	Long Branch Creek Drainage	-	276,000	-	-	-	-	-
PK2100	Scenic Point Park	714,097	40,903	-	-	-	-	-
PK2101	Kids Kingdom	34,487	725,602	-	-	-	-	-
PK2102	Pecan Grove Park	-	75,000	-	-	-	-	-
PK2103	Wet Zone Waterpark	-	660,000	-	-	-	-	-
PK2104	Rowlett Community Centre Renovation	-	350,000	-	-	-	-	-
PK2105	Lakeside Park	-	185,000	-	-	-	-	-
PK2106	"Hike & Bike" Trail Plan & Projects	-	30,000	135,000	135,000	-	-	-
PK2107	Katy Railroad Park	-	100,000	-	310,000	-	-	-
PK2108	Paddle Point Park	-	-	165,000	-	-	-	-
PK2109	Springfield Park	-	-	60,000	540,000	-	-	-
PK2110	Community Park	-	-	66,500	598,500	-	-	-
PK2111	Nature Trail	-	-	9,400	84,600	-	-	-
PK2112	Veterans Park	-	-	-	33,000	-	-	-
PK2113	Shorewood Park	-	-	-	30,000	-	-	-
SP2048	Golf Course Improvements	-	-	30,000	-	-	-	-

FY 2017 CITY OF ROWLETT BUDGET

FIVE YEAR CAPITAL IMPROVEMENTS PLAN SUMMARY

Project	Prior Years					Budget					
	2016	2017	2018	2019	2020	2021	2020	2021	2020	2021	
SP2089 Library Improvements	1,296,878	200,000	696,744	-	-	-	-	-	-	-	
SP2091 Community Enhancement Projects	47,159	295,074	467,453	306,878	317,206	329,894	343,090				
SP2092 Public Safety Dept Training Center	-	550,000	850,000	-	-	-	-	-	-	-	
SP2093 Fiber Optic - Close Fiber Ring	-	95,000	100,000	-	-	-	-	-	-	-	
SP2095 Arts Program	-	50,000	50,000	-	-	-	-	-	-	-	
SS1102 Misc. Sewer Line Repair & Replacement	140,253	110,000	512,084	272,500	275,000	1,487,500	1,425,000				
SS1134 SH 66 E. Sewer Line	77,777	-	51,606	1,000,000	700,000	1,600,000	-				
SS2088 Manhole Rehabilitation	245,743	100,000	312,779	200,000	200,000	200,000	200,000				
SS2094 Backup Power	-	-	-	-	125,000	125,000	125,000				
SS2095 Lift & Pump Stations	283,557	-	566,228	550,000	250,000	500,000	500,000				
SS2097 SCADA	37,714	-	72,286	-	-	-	-				
SS2102 Capital Maintenance Crew	163,438	200,000	239,786	200,000	200,000	200,000	200,000				
SS2105 SH-66 Force Main	-	-	-	2,600,000	1,600,000	-	-				
SS2106 36" Westside Sewer Line	-	-	-	1,400,000	-	-	-				
SS2107 Northside Lift Station Upgrade	-	-	-	-	-	1,900,000	2,500,000				
SS2108 51" Sewer Line Connection Garland Plant	-	-	-	-	-	1,500,000	2,500,000				
ST2052 Concrete Pavement Repair	1,113,512	770,000	487,899	970,000	970,000	970,000	970,000				
ST2056 Martin/Freedom Drive Extension	3,000	-	147,000	-	-	-	-				

FY 2017 CITY OF ROWLETT BUDGET

FIVE YEAR CAPITAL IMPROVEMENTS PLAN SUMMARY

Project	Prior Years					Budget	2019	2020	2021
	2016	2017	2018	2019	2020	2016			
ST2075 Alley Panel Replacement	495,194	335,000	335,000	335,000	335,000	497,486	335,000	335,000	335,000
ST2076 Traffic Management Projects	167,947	-	-	-	-	11,993	-	-	-
ST2077 Asphalt Rehabilitation/Overlay	655,400	500,000	500,000	500,000	500,000	460,754	500,000	500,000	500,000
ST2078 Crack Seal	254	150,000	150,000	150,000	150,000	299,746	150,000	150,000	150,000
ST2080 Foam Injection	133,651	125,000	125,000	125,000	125,000	125,643	125,000	125,000	125,000
ST2084 Screening Wall Rehabilitation	25,774	50,000	50,000	50,000	50,000	97,557	50,000	50,000	50,000
ST2085 Sign Replacement/Pavement Marking	103,562	90,000	90,000	90,000	90,000	76,438	90,000	90,000	90,000
ST2086 Traffic Signal Repair/Maintenance	51,513	30,000	30,000	30,000	30,000	42,615	30,000	30,000	30,000
ST2097 Sidewalk Replacement	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
ST2099 Southbound Dalrock @66 Turn Lane Design	214,094	-	-	-	-	281,704	-	-	-
ST2100 Miller Road/Rowlett Creek Bridge	466,832	-	-	-	-	156,611	-	-	-
ST2102 Alley Improvements	816,534	1,486,930	1,760,607	608,410	616,947	2,471,530	608,410	616,947	625,825
ST2103 Big A Road Shoulder Stabilization & Widening	-	-	-	-	-	510,000	-	-	-
ST2105 Primrose Lane	-	-	-	-	-	1,550,000	-	-	-
ST2106 Dalrock Estates	-	1,700,000	100,000	-	-	1,600,000	-	-	-
ST2107 Highland Meadows	-	1,000,000	1,600,000	-	-	430,000	-	-	-
ST2108 Main St. - Roundabout to PGBT	-	-	-	-	-	1,870,000	-	-	-
ST2109 Right Turn Lane on Main & PGBT	-	-	-	-	-	260,000	-	-	-

FY 2017 CITY OF ROWLETT BUDGET

FIVE YEAR CAPITAL IMPROVEMENTS PLAN SUMMARY

	Project	Prior Years					Budget 2016	2017	2018	2019	2020	2021
ST2110	Merritt Road Interconnector Phase 2	-	250,000	1,000,000	-	-	250,000	1,000,000	-	-	-	
ST2111	Traffic Signal at Chiesa & Liberty Grove	-	225,000	-	-	-	-	-	-	-	-	
ST2112	Sidewalk Connections	-	80,000	100,000	-	-	100,000	100,000	-	-	-	
ST2113	Lake Country Estates	-	-	3,650,000	-	-	-	3,650,000	-	-	-	
ST2114	Advanced Traffic Mgmt System	-	-	800,000	-	-	-	800,000	-	-	-	
ST2116	Construction Crew	-	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
TIRZ01	Chiesa Road 16" Water Line	-	-	-	-	-	-	-	-	1,171,000	-	
TIRZ02	Dalrock Road 24" Water Line	-	-	-	-	-	-	-	-	1,931,600	-	
TIRZ03	Merritt Road Pump Station 24"	-	-	-	-	-	-	-	-	4,038,800	-	
TIRZ04	Princeton Road 30"-36" Water Line	-	-	-	-	-	-	-	-	5,531,600	-	
TIRZ05	5.8 MGD Plant Expansion	-	-	-	-	-	-	-	-	3,400,400	-	
TIRZ06	Bayside Lift Station	-	-	-	-	-	-	-	-	3,237,643	-	
TIRZ07	Miller Rd Upsize to 18" Sewer Line	-	-	-	-	-	-	-	-	927,825	-	
TIRZ08	Upsize Pump Rowlett Rd Pump Station	-	-	-	-	-	-	-	-	312,000	-	

FY 2017 CITY OF ROWLETT BUDGET

FIVE YEAR CAPITAL IMPROVEMENTS PLAN SUMMARY

	Project	Prior Years					Budget 2016	2017	2018	2019	2020	2021
		2016	2015	2014	2013	2012						
TIRZ09	Upsize to 18" Force Main	-	-	-	-	-	-	-	-	860,000	-	
TIRZ10	Miller Rd/Dexham 24" Sewer Line	-	-	-	-	-	-	-	-	1,090,018	-	
TIRZ11	51" Sewer Line (Siphon) Connection to Garland Plant	-	-	-	-	-	-	-	-	1,491,148	-	
WA1108	Misc. Water Line Repair & Replacement	29,761	767,250	110,000	272,500	275,000	1,487,500	1,425,000				
WA1156	16" Water Line Main Street	155,700	321,920	-	-	-	-	-	-	-	-	
WA1157	16" Water Line Miller RR-PGBT	16,142	1,290,338	-	-	-	-	-	-	-	-	
WA2095	UPP and Rowlett Road Pump Station Improvements	543,825	299,830	-	-	-	-	-	-	-	-	
WA2098	12" Water Miller East of Chiesa	-	350,000	-	-	-	-	-	-	-	-	
WA2099	Utility Appurtenances (valves & hydrants)	9,644	7,382	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
WA2103	Preventative Maintenance	181,124	347,814	42,000	42,000	50,000	50,000	50,000	50,000	50,000	50,000	
WA2104	Tower/Tank Maintenance	254	67,519	-	-	1,800,000	-	-	-	-	-	
WA2105	Tools & Equipment	24,035	1,667	-	-	-	-	-	-	-	-	
WA2106	Capital Equipment Leasing	218,109	475,998	438,000	463,000	475,000	600,000	725,000				
WA2111	12" Water Line Dalrock-Miller-Schrade	-	-	-	-	2,700,000	-	-	-	-	-	
WA2114	12" Water Line Boyd (LPP)	-	625,000	-	-	-	-	-	-	-	-	
WA2115	16" Water Line West PGBT Service Road	-	507,290	-	-	-	-	-	-	-	-	
WA2117	Meter Replacement	-	-	250,000	250,000	300,000	300,000	300,000	300,000	300,000	300,000	
	Total All Projects	10,975,255	24,382,073	10,133,406	22,189,087	12,766,118	37,779,377	13,809,417				

FY 2017 CITY OF ROWLETT BUDGET

FIVE YEAR CAPITAL IMPROVEMENTS PLAN SUMMARY

Project	Prior Years	Budget 2016	2017	2018	2019	2020	2021
FUNDING SOURCES (ALL FUNDS):							
SOURCES OF FUNDS:							
Current Revenues	4,922,241	8,761,166	5,502,506	6,507,987	7,766,118	8,787,343	8,809,417
Debt Financing - GO's & CO's	4,963,992	11,901,878	4,630,900	10,681,100	-	-	-
Debt Financing - Revenue Bonds	901,402	3,506,284	-	5,000,000	5,000,000	5,000,000	5,000,000
Grants	187,620	112,380	-	-	-	-	-
Impact Fees	-	-	-	-	-	-	-
Donations	-	100,365	-	-	-	-	-
Other	-	-	-	-	-	23,992,034	-
Total Sources	10,975,255	24,382,073	10,133,406	22,189,087	12,766,118	37,779,377	13,809,417

USES OF FUNDS:							
Alley Improvements	1,311,728	2,969,016	1,821,930	2,095,607	943,410	951,947	960,825
Streets & Roadways	2,693,915	7,822,308	3,050,000	7,250,000	-	-	-
Capital Maintenance	2,138,666	1,645,652	2,000,000	2,170,000	2,170,000	2,170,000	2,170,000
Drainage	503,291	812,618	335,502	335,502	335,502	335,502	335,502
Park Improvements	748,584	2,166,505	435,900	1,731,100	-	-	-
Utility Improvements	901,402	3,506,284	-	5,000,000	5,000,000	28,992,034	5,000,000
Utility Capital Maintenance	1,333,632	3,310,493	1,300,000	2,300,000	4,000,000	5,000,000	5,000,000
Facilities & Other	1,344,037	2,149,197	1,190,074	1,306,878	317,206	329,894	343,090
Total Uses	10,975,255	24,382,073	10,133,406	22,189,087	12,766,118	37,779,377	13,809,417