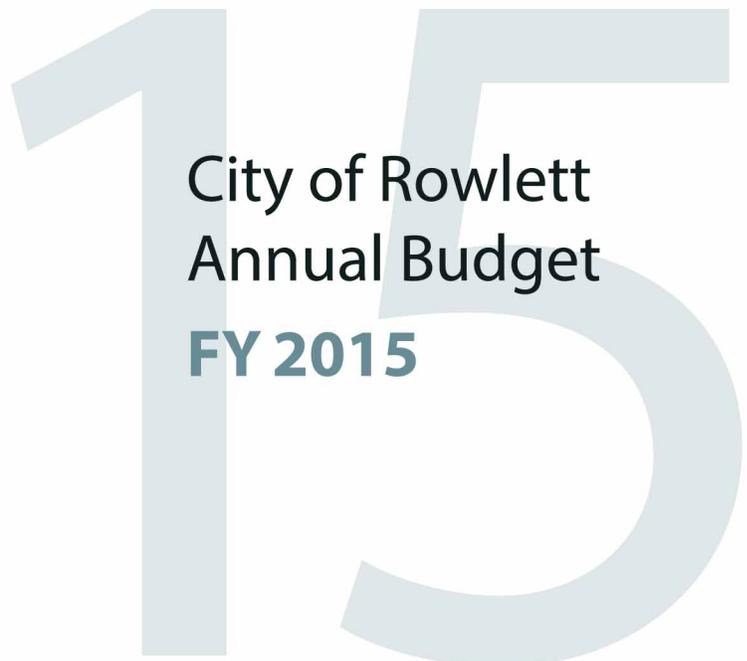


BUILT FOR THE FUTURE



ROWLETT, TEXAS  
**2015**

City of Rowlett  
Annual Budget  
**FY 2015**





# CITY OF ROWLETT, TEXAS

## ANNUAL OPERATING BUDGET

### FY 2014 - 2015

*Section 102.007 of the Texas Local Government Code requires that the following information be included as the cover page for a budget document:*

“This budget will raise more revenue from property taxes than last year’s budget by an amount of \$2,486,634, which is a 10.7% increase from last year’s budget. The property tax revenue to be raised from new property added to the tax roll this year is \$245,134.”

The record vote of each member of the governing body by name voting on the adoption of the budget is as follows:

Mayor Todd Gottle – For  
 Mayor Pro Tem Michael Gallops – For  
 Deputy Mayor Pro Tem Carl Pankratz – Against  
 Tammy Dana-Bashian – For  
 Debby Bobbitt – Against  
 Rick Sheffield – For  
 Robbert van Bloemendaal – For

The municipal property tax rates for the preceding fiscal year, and each municipal property tax rate that has been adopted or calculated for the current fiscal year, include:

|                          | <b>FY 2013 – 2014</b> | <b>FY 2014 – 2015</b> |
|--------------------------|-----------------------|-----------------------|
| Property tax rate        | 0.747173              | 0.787173              |
| Effective tax rate       | 0.749631              | 0.712923              |
| Effective M & O tax rate | 0.494292              | 0.475520              |
| Rollback tax rate        | 0.797155              | 0.757555              |
| Debt rate                | 0.263320              | 0.237403              |

The total amount of outstanding municipal debt obligations secured by property taxes is \$93,302,731.

*Rowlett*  
T E X A S

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

**CITY COUNCIL**

Todd Gottel, Mayor

Michael Gallops, Mayor Pro-Tem

Carl Pankratz, Deputy Mayor Pro-Tem

Robbert van Bloemendaal, Councilmember

Debby Bobbitt, Councilmember

Tammy Dana-Bashian, Councilmember

Rick Sheffield, Councilmember

**CITY STAFF**

Brian Funderburk, City Manager

Jim Proce, Assistant City Manager

Neil Howard, Fire Chief

Kathy Freiheit, Library

Mike Brodnax, Police Chief

Jermel Stevenson, Parks

Tim Rogers, Public Works

Jim Grabenhorst, Econ Development

Alan Guard, Finance

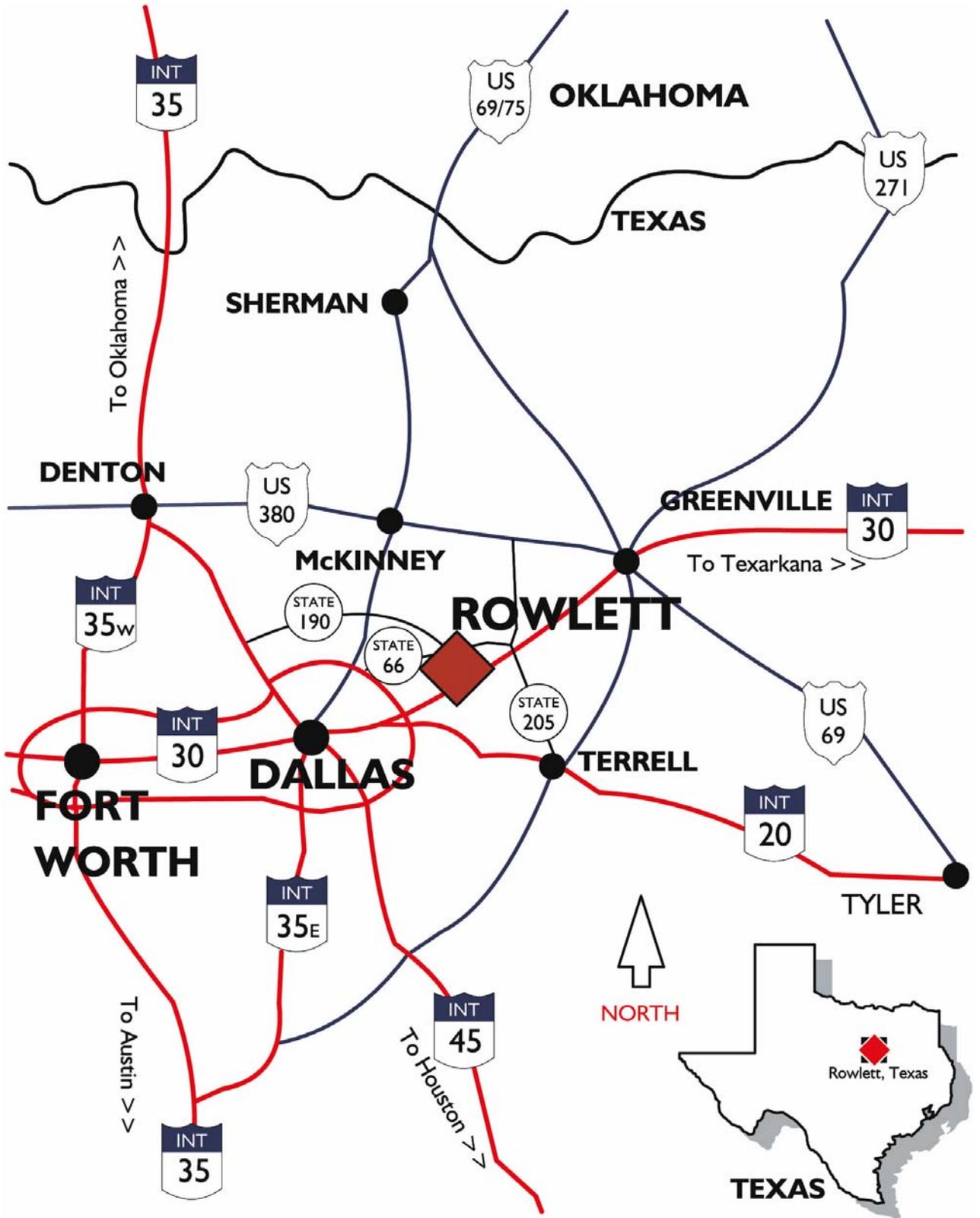
Laura Hallmark, City Secretary

Joe Beauchamp, Information Technology

John Murray, Human Resources

Marc Kurbansade, Development Services

# CITY OF ROWLETT LOCATION MAP





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Rowlett  
Texas**

For the Fiscal Year Beginning

**October 1, 2013**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Rowlett, Texas for its annual budget for the fiscal year beginning October 1, 2013. In order to receive this award, a governmental unit must publish a budget document that meets the program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

*Rowlett*  
T E X A S

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# Introduction





October 1, 2014

Dear Honorable Mayor and Councilmembers:

In accordance with Section 6.02 of the City Charter of the City of Rowlett, I am pleased to present the Adopted Budget for Fiscal Year 2015 (FY2015). This proposal represents many hours of research, analysis, planning and listening. This organization has worked very hard to fulfill its mission, which is:

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



**July 4<sup>th</sup> Fireworks on Main – Rowlett**

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

additional tax dollars will finally provide an opportunity for the City to fix structural weaknesses in our budget, address years of deferred maintenance, mitigate difficult challenges, and enhance our parks and amenities. The time has come for the City to put the past behind us and look forward to the future.

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



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



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

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

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

We noted in the FY2014 Budget Memo that Rowlett cannot continue to “make-do” waiting for PGBT and DART Light-rail to arrive. They are now here and the ability to “bridge” our financial gap no longer exists. In addition, we also noted that as a community, Rowlett is now aging. Subdivisions built in the 1990’s now have infrastructure that needs significant repair. These repairs require funding for a level of ongoing maintenance, which is not currently funded in the tax rate. The City has also spent significant money on street and alley improvements and capital maintenance over the past five years, but so much more needs to be done just to protect the investments this community has made.

Playgrounds built 20 – 30 years ago in the height of our growth cycle have reached the end of their useful lives and need to be replaced. Replacement of these playgrounds requires funding, which is not currently allowed for in the tax rate. And, housing values continued to decline. This decline further exacerbated the continuing reduction in property tax revenue generated for ongoing operations and maintenance. Other surrounding cities have funded a more sustainable level of programs, services and maintenance, thus offering more attractive parks, libraries and community amenities. **In FY2014 we asked, if our future is finally here, do we have the quality, well-maintained amenities necessary to remain an attractive and competitive choice when there are plenty of options in neighboring communities?**

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

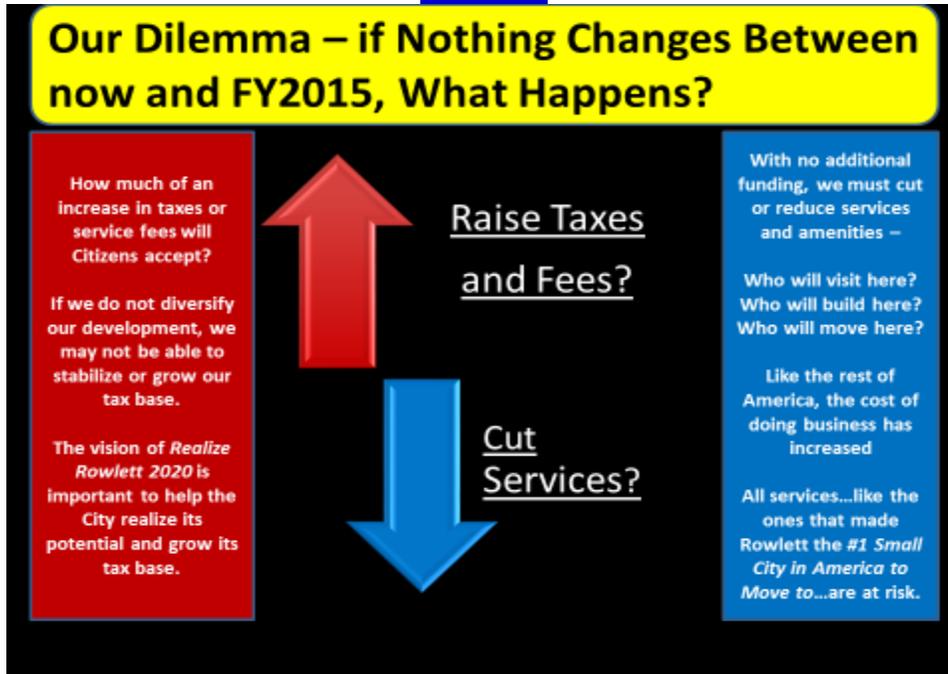
Therefore, the FY2015 budget makes a significant departure from those adopted over the past seven years. We will not experience a decline in our property tax values for the first time in five straight years. Instead, tax values from annual assessments will increase. And while new growth from projects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

### **THE MY ROWLETT! CAMPAIGN**

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

As outlined in the budget message for the FY2014 Adopted Budget, Rowlett is at a crossroads. In FY2015, the community must make some very tough choices about what it wants to be. And those choices come with either a price tag in the form of higher taxes or fees, or a lack of amenities in the form of reduced services. ***This is the dichotomy in which we find ourselves (see Chart 1 below) – if nothing changes between now and FY2015, what happens?***

CHART 1



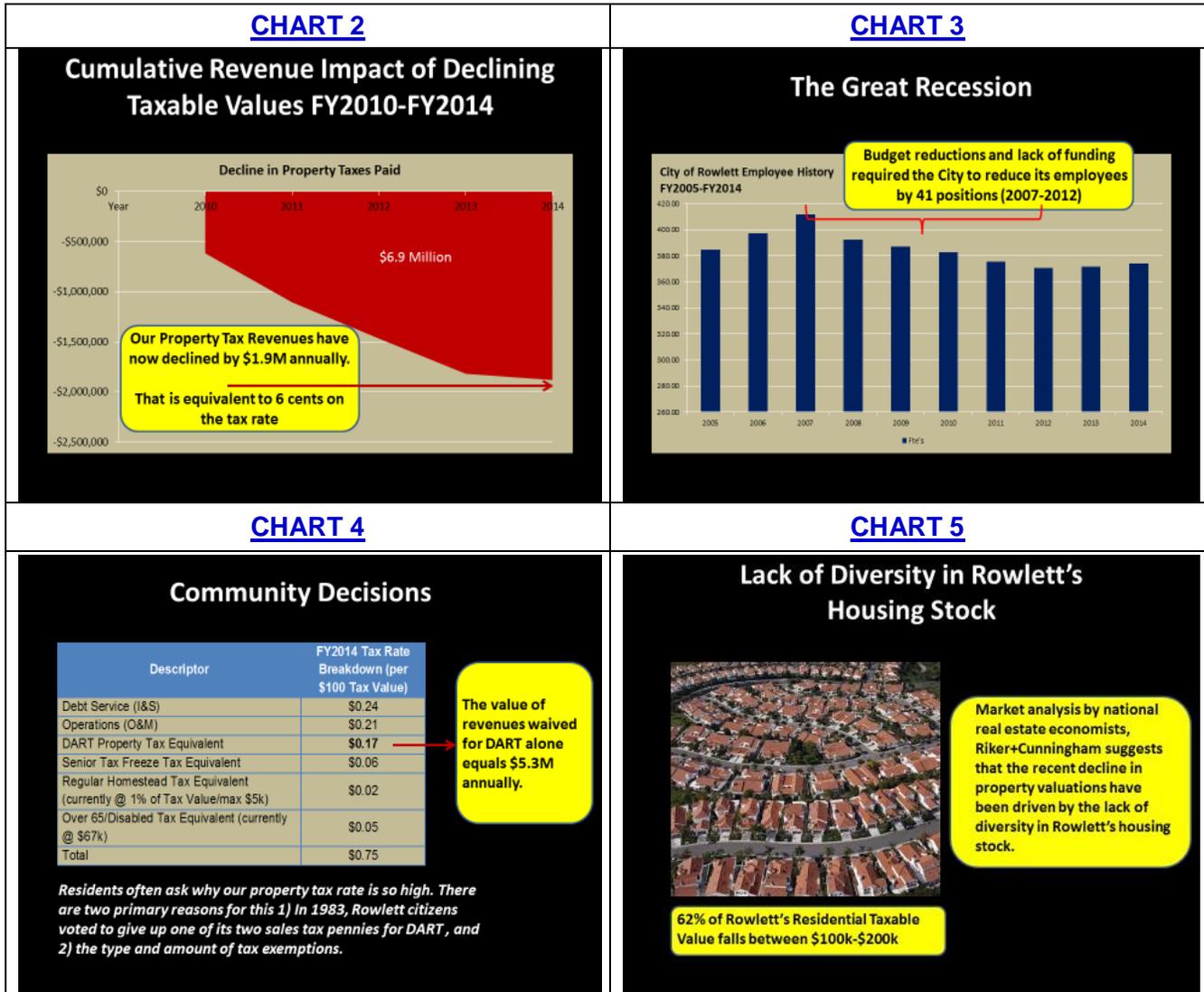
We knew when we started this journey to determine what we want our vision for Rowlett to be, City Council and citizens would angst over the right answer – higher taxes/fees or reduced services. As outlined several times in the FY2014 budget message, Rowlett cannot continue to “make-do” waiting for PGBT and DART Light-rail to arrive. They are now here and the ability to bridge our financial gap will no longer exist by FY2015. As a result, the City Council and Rowlett citizens will have to make strategic decisions to determine what our community’s future will be. We have now provided our residents the opportunity to engage and provide feedback with these decisions with the *Rowlett. My Community. My Money. My Choice* campaign. Citizens who participated were engaged in an honest conversation about what our future looks like.

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



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

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

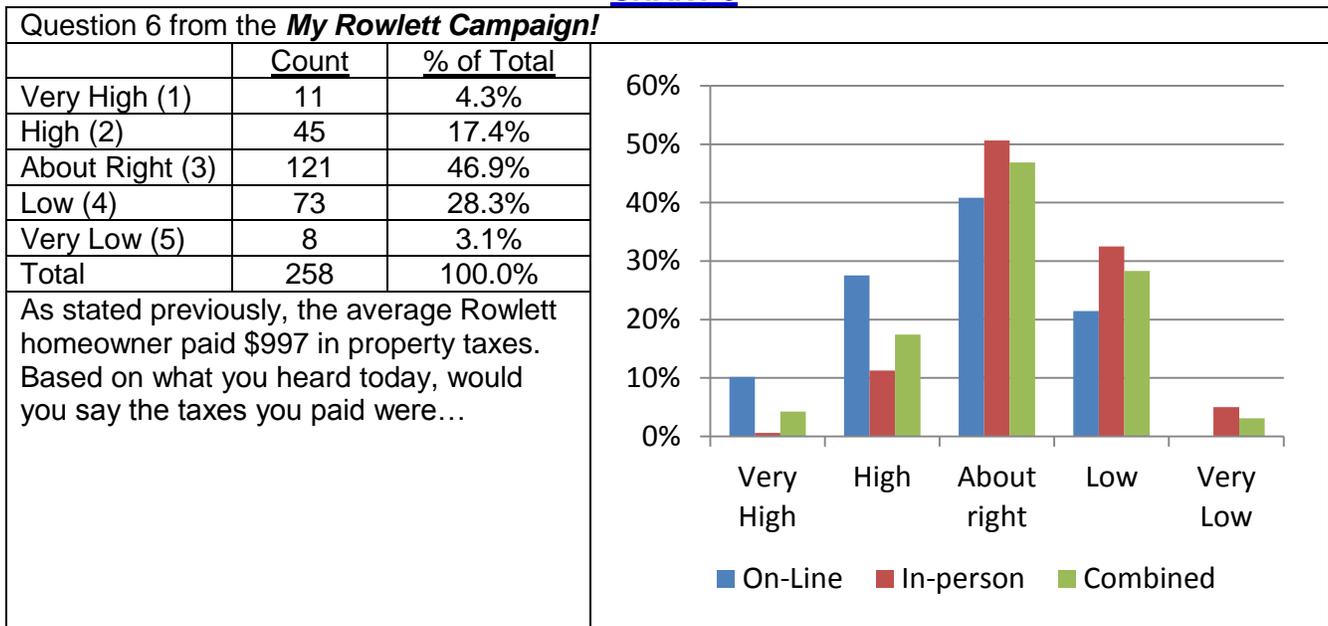


The campaign was conducted over a one and one-half month period. Six public meetings were held all across the City, including the Rowlett Community Centre, City Hall and all four fire stations. In addition, the presentation was also made to several smaller groups, such as City boards and committees.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

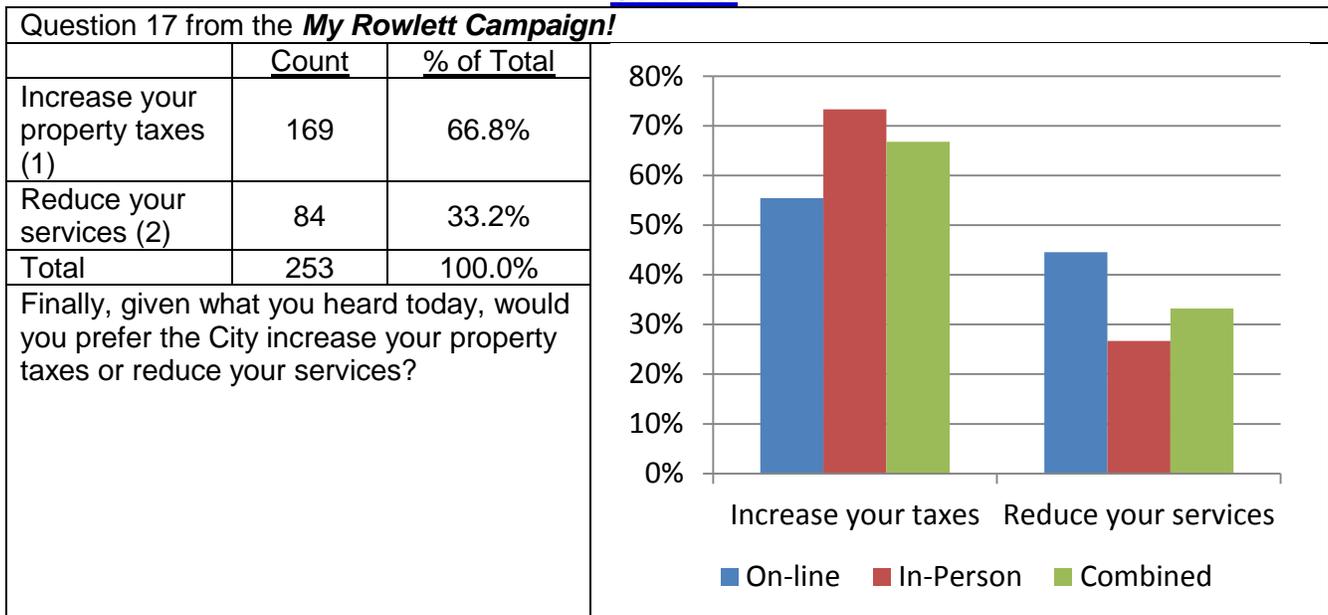
In all, 267 respondents participated either in-person or online. (Note: not everyone answered every question). There were some interesting statistics generated from these survey results. As shown in Chart 6 below, 78 percent of our residents indicated that the taxes that they pay were Low to About Right.

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

**CHART 6**



**CHART 7**



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

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

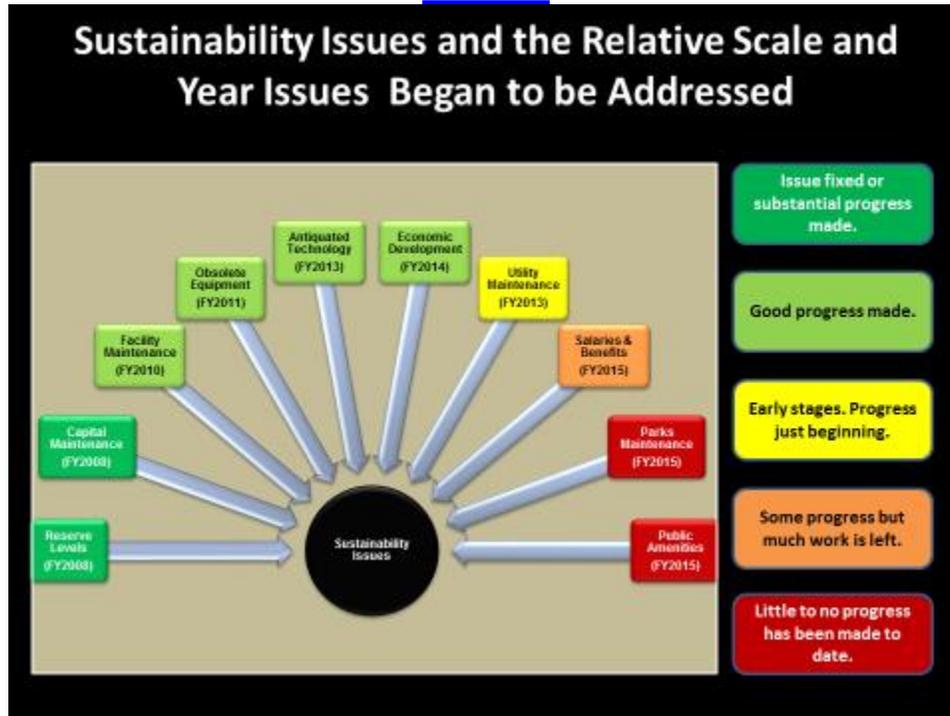
As a part of our Five (5) Year Financial Strategy towards sustainability, staff continues to focus on issues that must be solved in order for our organization to be more sustainable. We have made important headway in the past few years, although some issues have either not been addressed or only lightly

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

**Challenges**

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

**CHART 8**



In recent years, the City has begun building funding strategies for our most significant sustainability challenges. Chart 8 above represents the relative progress made while addressing a \$1.9 million reduction in property tax revenue. Certainly progress has been made, particularly in the area of the Cash Community Improvement Plan (CIP), which has had a huge impact on the overall pavement condition index (PCI) of our streets. And, while stable funding has now been created for our utility maintenance and antiquated technology, a plan for addressing our most sensitive or most obsolete infrastructure is now in place. Key issues remaining to be solved include addressing market competitiveness for pay, parks maintenance and public amenities.

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

**CHART 9**

|                                    | Positive<br>(Helps Achievement of<br>Goals & Objectives)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Negative<br>(Hinders Achievement of<br>Goals & Objectives)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Internal Influences<br>(Tactical)  | <b>Strengths</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Weaknesses</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                    | <ul style="list-style-type: none"> <li>• High level of financial stewardship and a strong financial position provides opportunity to maintain the same tax rate for nine straight years and “bridge” the fiscal gap to FY2015.</li> <li>• Outstanding talent on Executive Team and real depth in the organization provides the foundation for our “<i>citizen-centered government</i>”.</li> <li>• Recent funding to replace obsolete technology and equipment has positioned the City to become more efficient and productive.</li> </ul>                                                         | <ul style="list-style-type: none"> <li>• Lack of competitiveness of employee pay in relation to DFW market cities hurts ability to recruit and retain talented employees.</li> <li>• Excessively high employee turnover rate impacts ability of the City to deliver essential services.</li> <li>• Just as a lack of financial resources means less money to spend on maintaining the amenities our community enjoys, fewer employees also affects the ability to maintain those amenities.</li> <li>• Lack of funding for parks maintenance limits the ability to address much needed enhancements or improvements that could otherwise take advantage of our proximity to Lake Ray Hubbard and encourage tourism.</li> </ul> |
| External Influences<br>(Strategic) | <b>Opportunities</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Threats</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                    | <ul style="list-style-type: none"> <li>• Positive economic development opportunities are available now that the PGBT and DART Light-rail are complete.</li> <li>• Realize Rowlett 2020 creates a positive vision and regulation plan for the community and enhances development opportunities for the Downtown, Strategic Gateway, Healthy Living and Woodside Living areas.</li> <li>• 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.</li> </ul> | <ul style="list-style-type: none"> <li>• Financial capacity for incentive-based development is limited which can hinder development opportunities.</li> <li>• Taxes paid per capita (20% less than market median) provide less resources for community services and amenities.</li> <li>• Similarity of value and housing structures impacts ability to sustain tax values over the long-term.</li> <li>• The combination of the increasing senior population and senior tax freeze approved in 2004 will continue to erode the City’s tax base until addressed.</li> <li>• Remaining proceeds from bonds issued in prior years are nearly gone, providing the impetus to hold a future bond election in 2015.</li> </ul>      |

Chart 9 also emphasizes external opportunities and threats that strategically impact our mission. With the completion of the PGBT and DART Light-rail, along with the adoption of *Realize Rowlett 2020* and form-based codes, Rowlett is extraordinarily poised to benefit from an economy that appears to be strengthening. In addition, the relative wealth of the community provides capacity to add additional resources for community services and amenities if so desired. However, it should be noted that the similarity of value and housing structures impacts the ability of the City to sustain tax values over the long-term *unless we do different!*

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

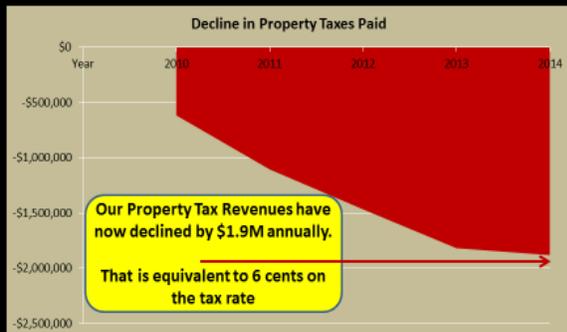
### CHALLENGE #1: BUDGET SHORTFALL

Because the City's revenues have been shrinking and expenses continue to rise, it is important for the City to find the appropriate balance between services offered and the City's ability to pay for those services in order to achieve sustainability. After absorbing a \$1.9 million decline in property tax revenues over the past five years, the City no longer has the ability to bridge the gap beyond FY2014.

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

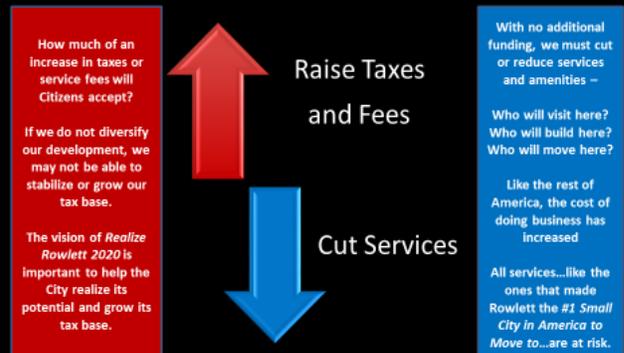
[CHART 10](#)

**Cumulative Revenue Impact of Declining Taxable Values FY2010-FY2014**



[CHART 11](#)

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

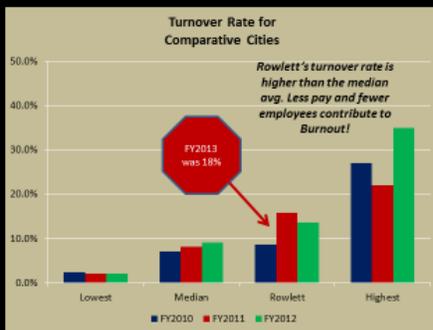


### CHALLENGE #2: EMPLOYEE TURNOVER

Over the past five years, the City has lost ground in terms of competitiveness of employee pay in relation to comparable cities, which hurts the City's ability to recruit and retain talented employees. In addition, turnover is a significant issue, which impacts the ability of the City to deliver essential services. Finally, Rowlett is incredibly lean, and if we are going to ask more from our employees, we need to fairly compensate them.

[CHART 12](#)

**Employee Turnover**



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

[CHART 13](#)

**Wages and Benefits per Employee**



### CHALLENGE #3: PARKS MAINTENANCE STANDARDS

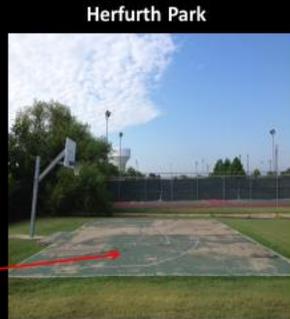
The City dramatically decreased budget dollars for our parks and trails system during the Great Recession, and it shows. Playgrounds, ball fields, and other recreational amenities are aging and, in some cases, show extreme wear and tear. This should not be surprising considering the City reduced the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

**CHART 14**

#### As a Community, Rowlett is Aging

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

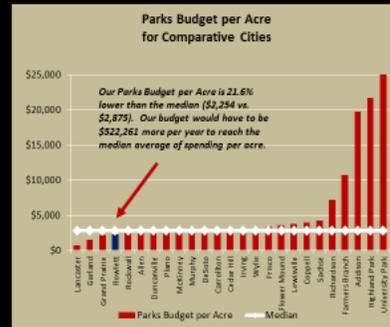
Is this where you want your children playing?



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

**CHART 15**

#### Park Maintenance & Amenities



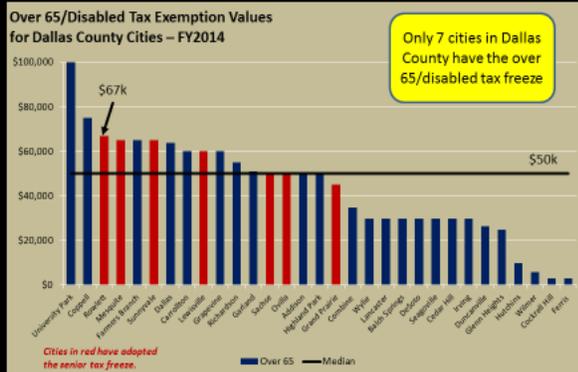
The maintenance of a community's park system speaks directly to its philosophy about quality of life!

### CHALLENGE #4: OVER 65/DISABLED TAX EXEMPTIONS

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

**CHART 16**

#### Over 65/Disabled Tax Exemptions in Dallas County



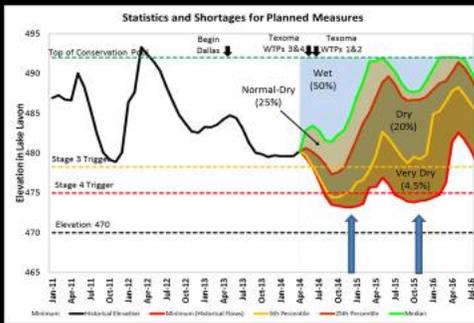
## CHALLENGE #5: WATER RESTRICTIONS

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

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

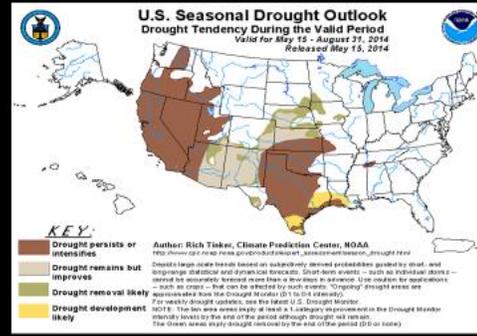
**CHART 18**

### Lake Level Modeling with Planned Measures – Near Term Summary



**CHART 19**

### Drought Outlook



### ***Opportunities***

City staff was not sure if property tax revenue had reached the bottom of its decline when we began the My Rowlett campaign, which required us to remain conservative about future revenues. The City has since received good news from both the Dallas County Appraisal District (DCAD) and the Rockwall County Appraisal District (RCAD). **Based on the final certified assessments, the City will receive a 5.1 percent increase in overall taxable values.**

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

Therefore, even with a welcome increase in taxable assessed value, revenue from new growth will be limited through FY2017 as these projects (i.e. The Homestead at Liberty Grove, Terra Lago, Huffines, etc.) are just now beginning to get started. As a result, it is important to continue to make decisions utilizing a multi-year plan that addresses the City's current and future needs and the ability to fund those decisions currently and in the future. To some extent, timing is critical – wait too long and we miss an important window of opportunity, strike too soon and the investment we make may fall flat. That being said, the City does have several significant and substantial opportunities to consider.

## OPPORTUNITY #1: TAXABLE ASSESSED VALUES

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

**CHART 20**

### Projected Increase in Taxable Values at 5-1-14

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



**CHART 21**

### Projected Increase in Taxable Values at 7-25-14

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

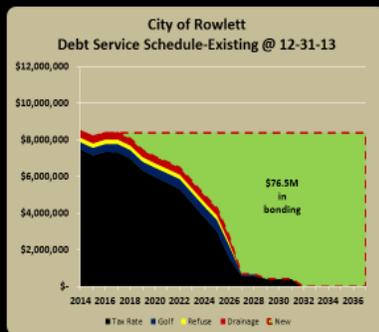


## OPPORTUNITY #2: BONDING CAPACITY

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

**CHART 22**

### Freed up Bonding Capacity

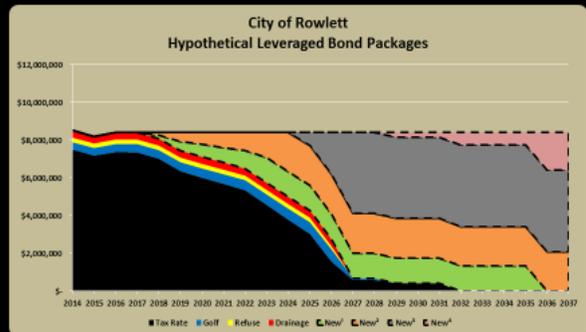


Beginning in FY2018, the City's annual general obligation debt service starts to dramatically decline.

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

**CHART 23**

### Freed up Bonding Capacity



### OPPORTUNITY #3: EMPLOYEE LEAVE

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

#### CHART 24

#### Long-term Employee Liabilities that could be Revised

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

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

\*Fire is different\*

Could significantly reduce liability over 5 years.

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

#### CHART 25

#### Long-term Employee Liabilities that could be Revised

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

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

Could significantly reduce liability over 5 years.

### OPPORTUNITY #4: ECONOMIC DEVELOPMENT

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

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

#### CHART 26

#### Examples of High Quality Development



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

- ✓ Three high quality projects approved in the past year have the ability to add nearly \$200 million in private investment with 1,133 new units.
- ✓ Over 10 years, this could add over \$10 million just in property taxes alone.
- ✓ Again, revenue from these sources represent a long-term commitment and will take time to mature.

#### CHART 27



### **SPECIFIC POLICY PROPOSALS IN FY2015**

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

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

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

**CHART 28**

| <b>PROPOSAL #1: EMPLOYEE COMPENSATION</b>                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| <b>Title</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Impact</b>                                                                             |
| <b>Implement the compensation plan based on study by Evergreen.</b>                                                                                                                                                                                                                                                                                                                                                                                                 | <b>\$1.8 million over three years</b><br><b>FY2015 will cost approximately \$600,000.</b> |
| <b>Discussion</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                           |
| <p>In FY2014, Rowlett chartered an external study to evaluate the market and the City's pay structures (Open Range and Public Safety) to determine the level of competitiveness relative to other cities in the study area.</p> <p>The first phase of the implementation includes fixing the public safety pay plan and moving all employees to the appropriate grades, steps and salary ranges consistent with their positions and their tenure with the City.</p> |                                                                                           |

**CHART 29**

| <b>PROPOSAL #2: EMPLOYEE VACATION LEAVE PAYOUT POLICY</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| <b>Title</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Impact</b>                                        |
| <b>Modify the City's employee maximum vacation leave payout policy.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Reduce outstanding liability over five years.</b> |
| <b>Discussion</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                      |
| <p>Just as the compensation study conducted by Evergreen determined that the City's pay was below market, it also recognized that our vacation leave payout policy was above the market.</p> <p>Currently, the City allows employees to accrue up to 480 hours and be paid for those hours upon departure from the City (regardless of the reason). Market results (excluding obvious outliers) indicate that 100 percent of cities do payout unused vacation hours, which is normally calculated at number of hours multiplied by the employee's hourly salary rate. Evergreen also reported that 280 hours is the standard level of maximum payout—this is the equivalent of 35 workdays. Fire employees have a maximum accrual of 720 hours, which provides only 30 days. The current outstanding liability is \$1.8 million.</p> <p>Vacation leave is a benefit provided by employers to give their employees a much needed break from the tedium of work. The goal is that employees return reenergized and ready to work, something on which this City is keenly focused based on biometric screening results reflecting a 72 percent "hypertensive/pre-hypertensive" rate. Sometimes employees take less hours off than allowed and a balance begins to accrue. Unless strictly monitored and mandatorily enforced by policy, balances can sometime exceed any useful purpose. From a public policy perspective, there is can be a significant</p> |                                                      |

cost differential between the rate of pay at the time the hours were earned versus the rate of pay upon separation of employment.

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

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

The current payout policy under Section 8.2 is as follows:

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

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

**CHART 30**

| <b>PROPOSAL #4: TAX RATE INCREASE TO COVER BUDGET SHORTFALL</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| <b>Title</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Impact</b>              |
| <b>Add two cents to the property tax rate to cover the budget shortfall in the General Fund.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>\$654,806 annually.</b> |
| <b>Discussion</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                            |
| <p>The City of Rowlett has had the same tax rate for nine straight years. After absorbing a \$1.9 million decline in property tax revenues over the past five years, the City no longer has the ability to bridge the gap beyond FY2014.</p> <p>As preparation for this recommendation, staff conducted the <i>My Rowlett</i> campaign to help educate citizens on the City’s financial needs. In addition, over the past nine months, staff has scrubbed the budget and cut approximately \$600,000, leaving a remaining budget shortfall of about \$950,000. This balance can only be fixed by either an increase in the tax rate or a reduction in services.</p> |                            |

**CHART 31**

| <b>PROPOSAL #5: TAX RATE INCREASE TO ENHANCE PARKS STANDARDS</b>                                                                                                                                            |                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| <b>Title</b>                                                                                                                                                                                                | <b>Impact</b>              |
| <b>Add three-fourths of one cent to the property tax rate to enhance parks maintenance standards and improvements.</b>                                                                                      | <b>\$245,552 annually.</b> |
| <b>Discussion</b>                                                                                                                                                                                           |                            |
| <p>The City dramatically decreased budget dollars for our parks and trails system during the Great Recession and it shows. Playgrounds, ball fields, and other recreational amenities are aging and, in</p> |                            |

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

Currently, the City has about one employee per 65 acres. The DFW standard is closer to one employee per 30 acres. In addition, the City spends about 21.6 percent less per acre than the median average of other DFW cities. This proposal would add about \$245,552 per year which would be used to enhance our park maintenance efforts with a strategic focus on visibility including turf management, ball field improvements, shade structures for playgrounds, etc.

**CHART 32**

| <b>PROPOSAL #6: TAX RATE INCREASE FOR COMMUNITY ENHANCEMENT PROGRAMS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| Title                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Impact                     |
| <b>Add three-fourths of one cent to the property tax rate for community enhancement programs.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>\$245,552 annually.</b> |
| Discussion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                            |
| <p>Much like parks, communities are often judged by a myriad of intangibles and first impressions are important. Amenities such as entrance features, medians, landscaping and screening walls go a long way toward creating an expectation of quality. In Rowlett, back-to-back droughts in 2005-2006 and 2011-2014 have wreaked havoc on these amenities, and many appear tired and unimaginative. This proposal would add about \$245,552, which would be used for screening walls and fences, median improvements and landscaping, streetscape and signage, neighborhood entry features, etc.</p> |                            |

**CHART 33**

| <b>PROPOSAL #7: MONTHLY SURCHARGE DUE TO WATER RESTRICTIONS</b>                                                                                                                                                                                                                                                                                                                                                                   |                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| Title                                                                                                                                                                                                                                                                                                                                                                                                                             | Impact                                    |
| <b>Add a monthly surcharge for water rates due to water restrictions.</b>                                                                                                                                                                                                                                                                                                                                                         | <b>Would add \$1.7 million in FY2015.</b> |
| Discussion                                                                                                                                                                                                                                                                                                                                                                                                                        |                                           |
| <p>The FY2015 Adopted Budget includes a proposal to add a \$6.97 monthly surcharge for water rates due to the anticipation that Stage 3 water restrictions from NTMWD will remain in place next year. Staff is further recommending that the surcharge remain in place until such time as the restrictions are lifted.</p> <p>The City no longer has adequate reserves any more to sustain the revenue loss from lower sales.</p> |                                           |

**CHART 34**

| <b>PROPOSAL #8: USE CASH CIP FOR LIBRARY IMPROVEMENTS AND CHAMBER RELOCATION COSTS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|
| <b>Title</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Impact</b>                                                 |
| <b>Use Cash CIP Fund to cover Library Improvements and Chamber Relocation Costs.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Would use \$600,000 in FY2015 and \$200,000 in FY2016.</b> |
| <b>Discussion</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                               |
| <p>With opportunities come challenges. The Village of Rowlett will have a positive long-term financial impact on the City. However, in the next two years, the Library will need to be moved twice. In addition, a decision will need to be made to either relocate the Chamber of Commerce building or to tear it down. With these decisions come costs. For example, relocating the library in FY2015 is expected to cost approximately \$400,000 between start-up costs and rent. Moving the Chamber building could cost \$350,000-\$450,000, depending upon the site chosen, if land would need to be acquired, and whether or not utilities or other site preparation would need to be performed.</p> <p>Because these costs are not yet certain, and given the relatively high dollar cost involved, staff is recommending that the City use Cash CIP dollars to cover the cost. This would require reducing the amount spent on concrete and asphalt road projects.</p> |                                                               |

**CHART 35**

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

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

**CHART 36**

| <b>PROPOSAL #10: REDUCE TAX EXEMPTIONS FOR OVER 65/DISABLED (FY2016)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Impact</b>                                                                                                                                                                                                                                                                                                                                             |
| <b>Reduce the tax exemptions for over 65 and disabled.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Reducing the over 65/disabled tax exemption to \$50,000 would initially save about \$24,000 a year but would compound over time (i.e. over five years, would save about \$380,000). More importantly, it will stop adding to the current lost tax revenue which, if not changed, will increase about \$104,000 annually or \$1.5 million over five years. |
| <b>Discussion</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                           |
| <p>As noted in Challenge #4 above, the City of Rowlett is one of only seven out of 31 cities in Dallas County that has adopted the tax freeze. In addition, Rowlett has the third highest exemption in the County. For FY2015, the value in lost tax revenue to the City is \$3.8 million or equivalent to 12 cents on the tax rate. For those over 65, the exemption is not based on financial need or hardship, simply on age. While the freeze is permanent for those who already receive it, the exemption can be lowered for future generations. The freeze creates a secondary benefit in that it cannot be increased, even if the market value increases.</p> <p>Because the City has the tax freeze, staff's recommendation is to reduce the over 65 and disabled tax exemption from \$67,000 annually to \$30,000 and \$50,000, respectively. This modification will not affect taxpayers until FY2016, providing a year to notify and educate citizens; however, staff recommends that Council adopt this measure on September 16, 2014 as part of the adoption of the budget.</p> |                                                                                                                                                                                                                                                                                                                                                           |

**FY2015 BUDGET OVERVIEW**

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

The total FY2015 Adopted Budget is \$89,448,037. This is an increase of \$3,751,459, or 4.4 percent, compared to the FY2014 Adopted Budget of \$85,696,578. There are six primary factors for the increase as follows:

- Personnel costs will increase \$1,114,881 as a result of the implementation of the new pay plan effective April 1, 2015 and due to an 8.5 percent increase in health insurance rates effective October 1, 2014.
- Funding to enhance park maintenance standards, including ball fields, parks, shade structures for playgrounds and additional irrigation to improve field conditions in the amount of \$245,552 has been added to the budget based on three-fourths of one cent increase to the property tax rate.
- Funding to enhance community amenities in the City, including screening walls, entrance features and median improvements in the amount of \$245,552 has been added to the budget based on three-fourths of one cent increase to the property tax rate.

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

Details concerning the major components of the increase and other changes are explained in the individual fund narratives immediately following. In total, a net increase of 4.50 Full-time Equivalent positions (FTE's) across all funds is included in FY2015. Details regarding position additions and other changes are also included within the following fund overview.

### Property Taxes

Ad valorem (property) taxes are the largest single revenue source for the City. Based on the certified assessed value provided by the DCAD and the RCAD, the taxable assessed valuation for FY2015 will increase \$157.5 million or 5.1 percent, from \$3.116 billion in FY2014 to \$3.274 billion in FY2015. Chart 37 provides a breakdown as follows:

**CHART 37**

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

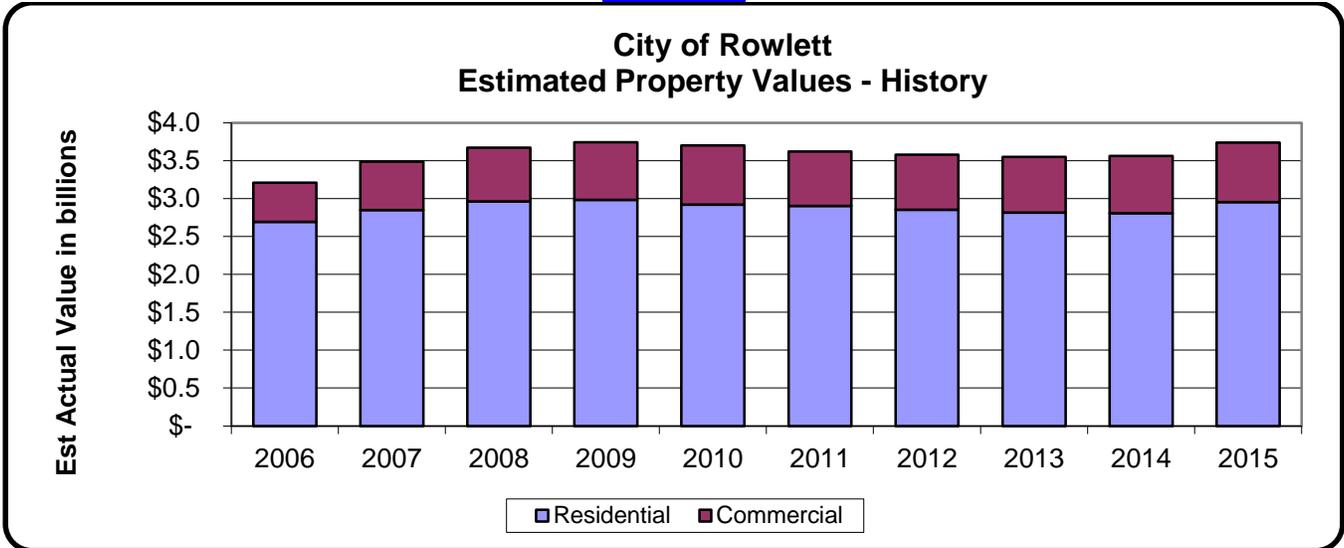
Chart 38 below illustrates the estimated market value and taxable assessed value experienced by the City of Rowlett over the past ten years and for FY2015 based on the final certified values.

**CHART 38**

| HISTORY OF TAX VALUES<br>(,000s) |                        |            |           |                     |                           |
|----------------------------------|------------------------|------------|-----------|---------------------|---------------------------|
| Year                             | Estimated Market Value |            |           | Less:<br>Exemptions | Taxable Assessed<br>Value |
|                                  | Residential            | Commercial | Total     |                     |                           |
| 2006                             | 2,692,224              | 514,579    | 3,206,803 | (224,441)           | 2,982,362                 |
| 2007                             | 2,848,863              | 635,390    | 3,484,253 | (342,854)           | 3,141,399                 |
| 2008                             | 2,961,439              | 708,959    | 3,670,398 | (361,998)           | 3,308,400                 |
| 2009                             | 2,980,182              | 760,598    | 3,740,780 | (372,401)           | 3,368,379                 |
| 2010                             | 2,918,386              | 781,622    | 3,700,008 | (414,295)           | 3,285,713                 |
| 2011                             | 2,901,798              | 719,781    | 3,621,579 | (401,314)           | 3,220,265                 |
| 2012                             | 2,850,329              | 727,932    | 3,578,261 | (406,361)           | 3,171,900                 |
| 2013                             | 2,813,783              | 736,381    | 3,550,164 | (425,321)           | 3,124,843                 |
| 2014                             | 2,806,507              | 753,660    | 3,560,167 | (443,668)           | 3,116,499                 |
| 2015                             | 2,954,098              | 783,149    | 3,737,247 | (463,218)           | 3,274,029                 |

Chart 39 illustrates the actual history of estimated property values experienced by the City of Rowlett over the past ten years.

**CHART 39**



The ad valorem tax rate is split between the General Fund and the General Debt Service Fund. The General Obligation Debt rate is established at a level that will provide for the principal and interest on the City’s debt each year. Chart 40 below provides a ten year comparison of the tax rate split between operations and debt service, including the adopted rate for FY2015.

**CHART 40**

| Fiscal Year | O & M      | Debt       | Total      |
|-------------|------------|------------|------------|
| 2006        | \$0.501779 | \$0.245394 | \$0.747173 |
| 2007        | \$0.478721 | \$0.268452 | \$0.747173 |
| 2008        | \$0.466173 | \$0.281000 | \$0.747173 |
| 2009        | \$0.494673 | \$0.252500 | \$0.747173 |
| 2010        | \$0.502020 | \$0.245153 | \$0.747173 |
| 2011        | \$0.494673 | \$0.252500 | \$0.747173 |
| 2012        | \$0.490833 | \$0.256340 | \$0.747173 |
| 2013        | \$0.492673 | \$0.254500 | \$0.747173 |
| 2014        | \$0.504773 | \$0.242400 | \$0.747173 |
| 2015        | \$0.559770 | \$0.237403 | \$0.797173 |

**Results of 2014 City of Rowlett Compensation and Benefits Study**

Over the past four years, the City has experienced an increasing turnover rate of employees (18 percent in FY2013 alone) which exceed that of other municipalities in the DFW area. City Council and staff both recognize that salary and compensation concerns are major contributing factors. In fact, the City of Rowlett FY2014 Adopted Budget stated “Cost of living continues to rise in this challenging economy and a lack of salary increases is a contributing factor for employees leaving the City of Rowlett to work in other cities.”

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

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

- 1) Pay Ranges for City of Rowlett Public Safety positions lag behind the local market at the Minimum (-14.9 percent), Midpoint (-12.0 percent) and Maximum (-9.5 percent) pay range levels,
- 2) On aggregate, Pay Ranges for City of Rowlett positions lag behind the local market at the Minimum (-2.6 percent), Midpoint (-4.9 percent) and Maximum (-6.7 percent) pay range levels,
- 3) On aggregate, City of Rowlett employees are paid 14.5 percent less than peers employed by select neighboring cities (Garland, Plano, McKinney, Allen and Rockwall),
- 4) The City of Rowlett is the only market city from among nine respondents (with limited exceptions) that allows for overlap of salary between Public Safety pay grades,
- 5) The estimated cost to bring City of Rowlett pay scale and associative benefits to the 50<sup>th</sup> percentile of market is approximately \$1.8 million over three years as outlined in Chart 41 below.

**CHART 41**

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

**Rowlett Cost Estimate**

Salary adjustments for Rowlett to equal the 50<sup>th</sup> Percentile of Market and institute a competitive Public Safety Step Pay Plan will cost \$1.78 Million

|                                                         |                    |
|---------------------------------------------------------|--------------------|
| <b>Public Safety (66%)</b>                              | \$1,012,896        |
| Associated increase in benefits                         | \$162,063          |
| <b>Total Cost to achieve 50<sup>th</sup> Percentile</b> | <b>\$1,174,959</b> |
| <b>Non-Public Safety (34%)</b>                          | \$521,317          |
| Associated increase in benefits                         | \$83,411           |
| <b>Total Cost to achieve 50<sup>th</sup> Percentile</b> | <b>\$604,728</b>   |
| <b>This is the "Allowance"</b>                          | <b>\$1,779,687</b> |

Original estimate at June, 2014 Retreat

**FY2015 Pay Plan Implementation Strategy:**

Staff recommends, and has included in the FY2015 Adopted budget, an execution strategy that will bring City of Rowlett employees to the 50<sup>th</sup> percentile of market. Staff designed a funding strategy that will fully implement the necessary salary adjustments within three years (Chart 41 above), with \$600,000 allocated for the first one-half year (FY2015), \$166,000 in the second one-half year (FY2016) and \$118,000 in the third one-half year (FY2017). The full projected cost of implementation is \$1.8 million (includes final one-half year in FY2018). Within this strategy, staff also designed viable Public Safety Step Pay Plans for both Fire and Police personnel that accomplishes the following:

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

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

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

**CHART 42**

| Rowlett <sup>TX</sup> Public Safety Step Pay Plan Salaries |                  |                  |                  |                  |
|------------------------------------------------------------|------------------|------------------|------------------|------------------|
| Rank                                                       | Apr 2015         | Apr 2016         | Apr 2017         | Total            |
| Police Officer                                             | \$168,486        | \$75,553         | \$63,349         | \$307,388        |
| Sergeant                                                   | \$37,761         | \$9,929          | \$10,220         | \$57,910         |
| Lieutenant                                                 | \$31,772         | \$2,793          | \$2,886          | \$37,451         |
| PD TOTAL                                                   | \$238,019        | \$88,275         | \$76,455         | \$402,749        |
| FF EMT                                                     | \$22,515         | \$23,341         | \$10,596         | \$56,452         |
| FF Paramedic                                               | \$131,773        | \$7,007          | \$7,030          | \$145,810        |
| Fire Driver                                                | \$73,434         | \$17,278         | \$7,114          | \$97,826         |
| Engineer                                                   |                  |                  |                  |                  |
| Fire Captain                                               | \$127,070        | \$5,102          | \$0              | \$132,172        |
| Battalion Chief                                            | \$36,815         | \$0              | \$0              | \$36,815         |
| <b>FIRE TOTAL</b>                                          | <b>\$391,607</b> | <b>\$52,728</b>  | <b>\$24,740</b>  | <b>\$469,075</b> |
| <b>FINAL TOTAL</b>                                         | <b>\$629,626</b> | <b>\$141,003</b> | <b>\$101,195</b> | <b>\$871,824</b> |

| Rowlett <sup>TX</sup> Non-PS Execution Plan |                   |                             |                 |
|---------------------------------------------|-------------------|-----------------------------|-----------------|
| Action                                      | Cost to Implement | Apr 1–Sep 30 2015 Allowance | Total Allowance |
| Bring ALL Salaries to Minimum               | \$51,040          | \$204,000                   | \$521,317       |
| Bring 20-Year Employees to Midpoint         | \$19,902          | \$133,058                   | \$450,248       |
| Bring 15-Year Employees to Min + .75        | \$32,614          | \$100,444                   | \$417,634       |
| Bring 10-Year Employees to Min + .50        | \$35,770          | \$64,674                    | \$381,864       |
| Bring 5-Year Employees to Min + .25         | \$26,220          | \$38,454                    | \$355,644       |
| City Mission Adjustment                     | \$38,446          | \$8                         | \$317,198       |

**FY2016 COLA/Merit Component Implementation Strategy:**

While the pay plan implementation brings equity between positions and adjusts all employees to market, we want to ensure that our employees will not fall behind the market in three years. Excluding seasonal workers, 202 of 349 (58%) of our full- and part-time employees will NOT receive a market-based adjustment to their salaries. This is because our deliberate, controlled implementation of the 50<sup>th</sup> percentile of market validated that these employees are receiving salaries at or above market or, in the case of Public Safety employees, are capped at the maximum of their respective grades. Additionally, more employees will cap out after the first year of implementation. As a result, staff is also recommending that additional dollars be set aside in Year Two and Year Three (i.e. FY2016 and FY2017) in a modest allowance of 2 percent each year to allow for market-driven salary adjustments to ensure future Councils are not faced with similar pay increase scenarios caused from lack of attention to economic factors. Implementation can take form as lump sum adjustments for employees who are capped, merit-based increases for high performers, and/or across the board cost of living adjustments. Chart 43 reflects the

anticipated costs of this strategy. Staff will work on developing a plan for how to distribute these funds and will bring it back to Council as part of the FY2016 budget process.

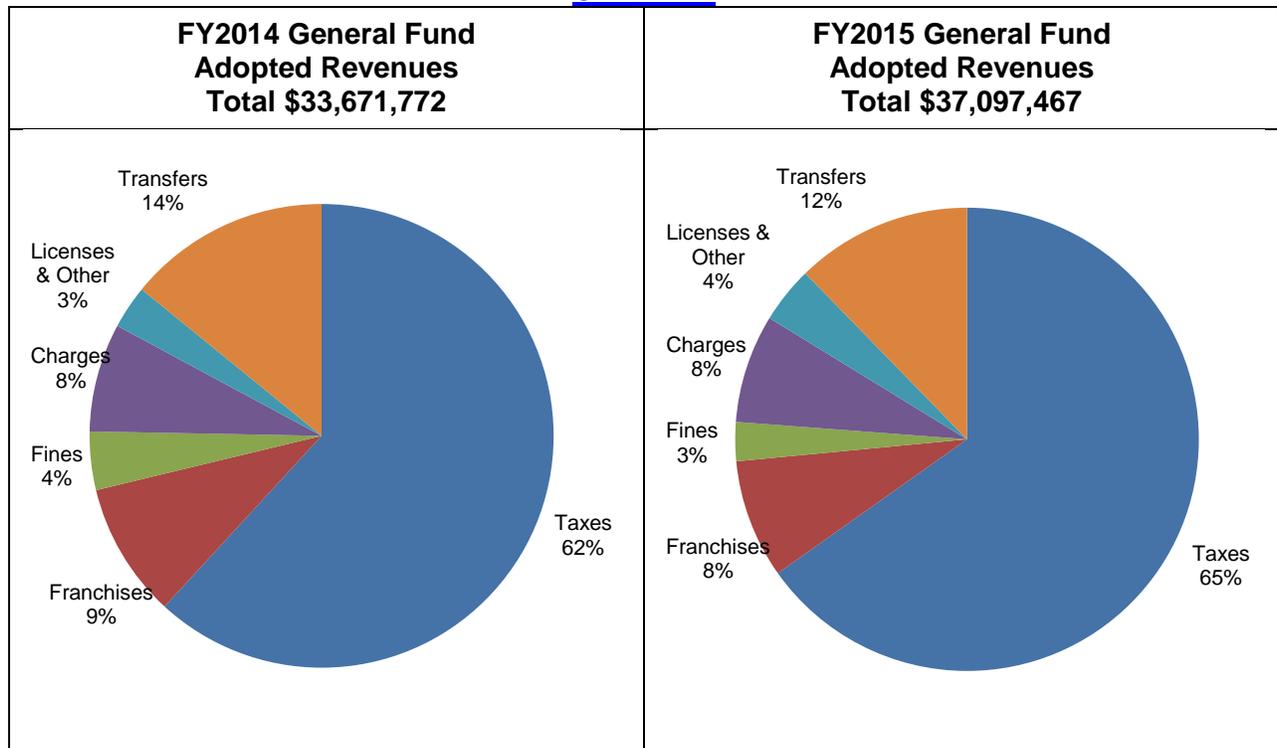
**CHART 43**

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

**GENERAL FUND**

**REVENUES**

**CHART 44**



Overall, revenues in the General Fund are projected to be \$37,097,467 in FY2015. This is a projected increase of \$3,425,695 or 10.2 percent when compared to the Adopted FY2014 budget of \$33,671,772. An explanation by category is provided below of the anticipated revenues and an explanation regarding these projections.

**CHART 45**

| General Fund Revenues | Adopted FY2014 | Adopted FY2015 | \$ Change   | % Change |
|-----------------------|----------------|----------------|-------------|----------|
| <b>Property Taxes</b> | \$15,787,177   | \$18,489,122   | \$2,701,945 | 17.1%    |
| <b>Sales Taxes</b>    | 5,413,175      | 5,631,653      | 218,478     | 4.0%     |
| <b>Other Taxes</b>    | 58,338         | 58,921         | 583         | 1.0%     |
| <b>Franchise Fees</b> | 3,010,000      | 3,077,967      | 67,967      | 2.3%     |

| General Fund Revenues | Adopted FY2014      | Adopted FY2015      | \$ Change          | % Change     |
|-----------------------|---------------------|---------------------|--------------------|--------------|
| Licenses and Permits  | 505,839             | 722,933             | 217,094            | 42.9%        |
| Charges for Service   | 2,623,980           | 2,806,768           | 182,788            | 7.0%         |
| Fines and Forfeitures | 1,008,407           | 1,008,407           | -                  | 0.0%         |
| Other                 | 704,744             | 741,584             | 36,840             | 5.2%         |
| Internal Transfers    | 4,560,112           | 4,560,112           | -                  | 0.0%         |
| <b>Total</b>          | <b>\$33,671,772</b> | <b>\$37,097,467</b> | <b>\$3,425,695</b> | <b>10.2%</b> |

### Taxes

General Fund tax revenue includes property taxes, sales taxes, and mixed beverage taxes. Overall, tax revenues are projected to increase \$2,921,006 or 13.7 percent from \$21,258,690 in FY2014 to \$24,179,696 in FY2015.

Ad valorem (property) taxes are the largest single revenue source for the City, estimated at \$18.5 million for FY2015. This revenue represents a 17.1 percent or \$2,701,945 increase from the FY2014 Adopted Budget of \$15.8 million. The increase is a result of improvements in appraised values, new construction and a four cent increase to the property tax rate. The breakdown is as follows:

**CHART 46**

| Description                                                                                          | Amount              | \$ Change          | % Change     |
|------------------------------------------------------------------------------------------------------|---------------------|--------------------|--------------|
| Base Property Taxes                                                                                  | \$15,787,177        |                    |              |
| Increase Due to Revaluation                                                                          |                     | 802,752            | 5.1%         |
| Increase Due to New Construction                                                                     |                     | 177,408            | 1.1%         |
| Freed Up Debt Capacity (will be returned to debt rate in FY2016 to pay for Police/Fire Radio System) |                     | 309,997            | 2.0%         |
| 2-Cent Increase for Structural Imbalance                                                             |                     | 654,806            | 4.1%         |
| 0.75-Cent for Park Maintenance Standards                                                             |                     | 245,552            | 1.6%         |
| 0.75-Cent for Community Enhancements                                                                 |                     | 245,552            | 1.6%         |
| 0.50-Cent for Alley Improvements                                                                     |                     | 163,702            | 1.0%         |
| Adjustment for Delinquent Taxes                                                                      |                     | 102,176            | 0.6%         |
| <b>Total</b>                                                                                         | <b>\$15,787,177</b> | <b>\$2,701,945</b> | <b>17.1%</b> |

Sales tax receipts are the General Fund's second largest revenue source, estimated at \$5.6 million for FY2015. This represents a four percent or \$218,478 increase from the FY2014 Adopted Budget of \$5.4 million.

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

### Other Non-tax Revenues

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

- *Franchise Fees* from electric, natural gas, phone, and cable television include a modest change of \$67,967, or 2.3 percent.
- *Licenses and Permits* for food service permits, protective alarm permits, building structures, takeline area permits, licenses for contractors and special permits reflect an increase of \$217,094, or 42.9 percent, in this revenue category and is the result of anticipated increases in building permits as development activity in the City increases.

- *Charges for Service* include ambulance billing, emergency phone 9-1-1, and animal control along with revenue from the Community Centre, Parks, Wet Zone and the Library. This category is expected to increase \$182,788, or seven percent, primarily due to an increase in ambulance rates approved in FY2014.
- *Fines and Fees* for Municipal Court and fines assessed for various code violations are expected to remain relatively flat.
- *Other* revenue include all types of miscellaneous transactions including interest earnings, cell tower rentals and donations.
- *Internal transfers* from the Utility, Refuse and Drainage Funds.
  - The Utility in Lieu of Tax Revenue is based on a calculation that multiplies the Utility Fund's total gross capital assets by the current tax rate to establish the amount of the payment.
  - General & Administrative fees are based on services provided by the General Fund for certain overhead costs such as legal, accounting, insurance, etc.
  - Utility in Lieu of Franchise revenue reflects five percent of the Utility Fund fees and charges, which are consistent with the fees charged to all other franchise utilities.

## EXPENSES

Overall, expenses in the General Fund are projected to be \$37,021,061 in FY2015. This is a projected increase of \$2,019,982, or 5.8 percent when compared to the Adopted FY2014 Budget of \$35,001,079. These changes are summarized in Chart 47 below.

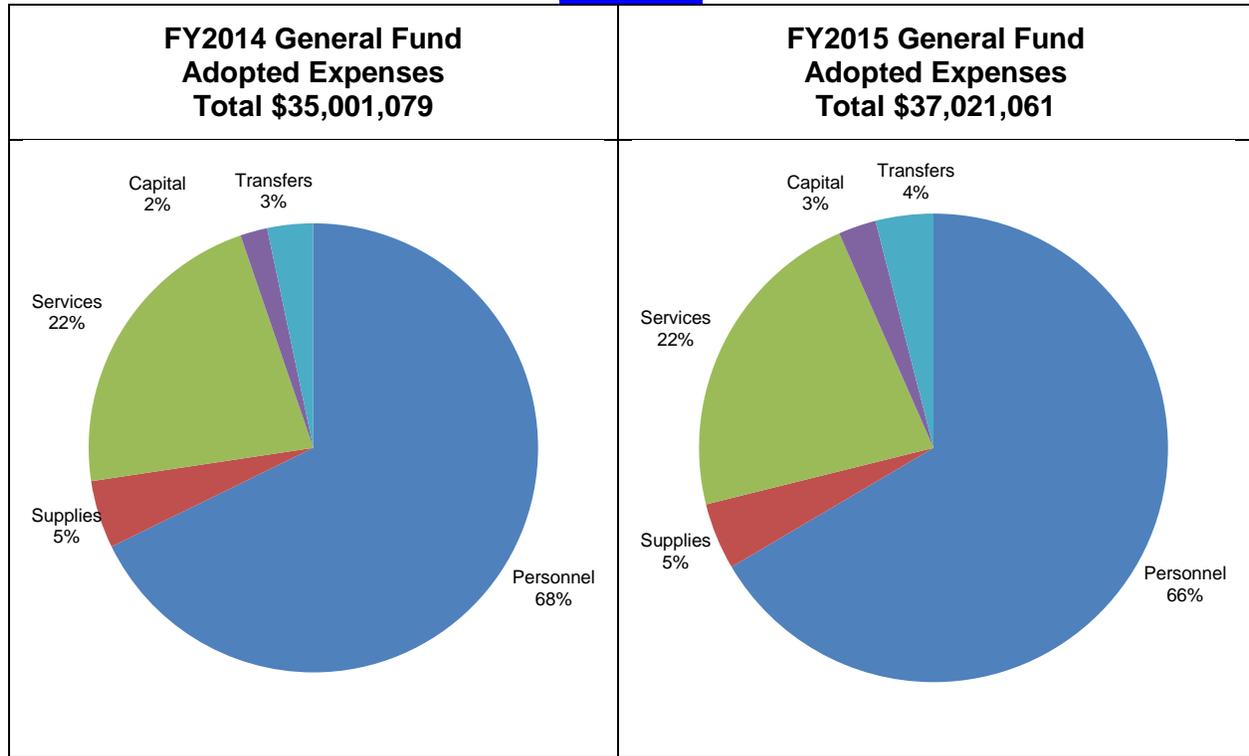
In previous years, departments have utilized the current year adopted budget as a base. Knowing that FY2015 would present a number of challenges for the City Council, Finance staff went through a “budget scrubbing” exercise to identify and reduce one-time expenses, long-term unfilled positions, and make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

**CHART 47**

| General Fund Expenses                                  | Adopted FY2014 | Adopted FY2015 | \$ Change   | % Change |
|--------------------------------------------------------|----------------|----------------|-------------|----------|
| <b>Personnel Services</b>                              | \$23,712,976   | \$24,775,943   | \$1,062,967 | 4.5%     |
| <b>Supplies</b>                                        | 1,707,142      | 1,714,727      | 7,585       | 0.4%     |
| <b>Lease Purchase – Payroll/HRIS System</b>            | -              | 40,242         | 40,242      | 100.0%   |
| <b>Lease Purchase - Fire Apparatus &amp; Equipment</b> | 356,629        | 574,539        | 217,910     | 61.1%    |
| <b>Lease Purchase – Fleet software</b>                 | -              | 17,400         | 17,400      | 100.0%   |
| <b>Citywide Software Maintenance</b>                   | 202,383        | 598,919        | 396,536     | 195.9%   |
| <b>Library Lease</b>                                   | -              | 185,000        | 185,000     | 100.0%   |
| <b>Other Purchase Services</b>                         | 7,183,227      | 6,644,715      | (538,512)   | -7.5%    |
| <b>Capital Equipment - Fire</b>                        | 60,000         | 94,000         | 34,000      | 56.7%    |
| <b>Capital Equipment - Motor Vehicles</b>              | 250,000        | 250,000        | -           | 0.0%     |
| <b>Capital Equipment - Other</b>                       | 372,000        | 384,792        | 12,792      | 3.4%     |
| <b>Parks Maintenance Standards - Enhancements</b>      | -              | 174,807        | 174,807     | 100.0%   |
| <b>Community Enhancements</b>                          | -              | 245,552        | 245,552     | 100.0%   |

| General Fund Expenses                          | Adopted FY2014      | Adopted FY2015      | \$ Change          | % Change    |
|------------------------------------------------|---------------------|---------------------|--------------------|-------------|
| Transfers to Cash CIP and Economic Development | 1,156,722           | 1,320,425           | 163,703            | 14.2%       |
| <b>Total</b>                                   | <b>\$35,001,079</b> | <b>\$37,021,061</b> | <b>\$2,019,982</b> | <b>5.8%</b> |

**CHART 48**



**Personnel Costs**

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

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

In addition to pay, employee medical costs are expected to increase \$177,877 in FY2015 due to a national trend of about 10 percent plus plan changes. Rates for the Texas Municipal Retirement System decreased from 13.4 percent in calendar year 2014 to 13.1 percent in calendar year 2015. This resulted in a decline from 13.6 percent in FY2014 to the FY2015 rate of 13.2 percent. The rates are effective January 1<sup>st</sup> each year, resulting in a combined rate calculation for the fiscal year. Because TMRS is calculated as a percentage of salary, the total cost for TMRS will remain relatively flat in FY2015. Finally, workers compensation premiums paid to the Texas Municipal League also reflects a minor increase of \$8,861, or 2.2 percent. The City had several serious injuries in FY2011, which resulted in the increase. Such changes take about three years to work themselves through the system, based on how TML calculates their workers' compensation rates. Staff has evaluated the injuries, made several changes to processes, and have implemented several new safety initiatives in FY2014. These included the creation

of a safety task force, whose focus on the reduction of such claims. This task force is starting to yield results, as this year's increase is the smallest increase the City has experienced in several years.

The completion of the re-organization of Public Works Administration following the promotion of the Managing Director of Public Works to Assistant City Manager and the reclassification of several positions results in personnel expense savings of \$115,000. However, this savings has been offset by a reduction in vacancy savings of \$350,000. With implementation of the new pay plan and continued aggressive recruitment and hiring, the turnover rate has declined from 19 percent in FY2013 to 12 percent in FY2014, resulting in fewer than 15 vacancies at any time.

Two Parks Maintenance Specialists positions are added for FY2015 in an effort to better meet parks maintenance standards. In FY2013, an in-depth analysis of Parks Maintenance staffing showed that in other Dallas-Fort Worth cities the median number of acres per maintenance worker was approximately 30 acres. In Rowlett, each parks maintenance worker is responsible for more than 65 acres. These two new positions are funded by the additional three-fourths of one cent property tax rate increase specific to park enhancements. For more information on the parks enhancements, see Chart 52.

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

**CHART 49**

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

**Capital Equipment**

In FY2011, the City developed a multi-year strategy to increase funding for capital equipment. In FY2012, the General Fund budget began including \$250,000 to purchase six patrol cars annually. In FY2013, the City began including an additional \$250,000 to purchase other vehicles and equipment. In addition to cash funding, the budget also includes capital leases (Chart 50) that have provided funds for other key equipment strategies as follows:

**CHART 50**

| <b>Dept.</b>   | <b>Equipment</b>                   | <b>FY2015 Budget</b> | <b>FY2016 Budget</b> | <b>FY2017 Budget</b> | <b>Total Three Year</b> |
|----------------|------------------------------------|----------------------|----------------------|----------------------|-------------------------|
| <b>Finance</b> | <b>Finance Enterprise Software</b> | \$126,391            | \$126,391            | \$126,391            | \$379,173               |
| <b>Finance</b> | <b>HRIS Payroll Software</b>       | 40,242               | 40,242               | 40,242               | 120,726                 |

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

In FY2015, \$40,242 has been added as a first year lease payment to replace the City's payroll system and add Human Resources Information Software (HRIS). The hybrid solution will include HRIS from the new Enterprise Resource Planning (ERP) vendor, along with timekeeping systems from a second vendor, and will enhance efficiencies significantly and save the City over \$250,000 over a ten-year period.

Chart 51 below lists the vehicles and equipment that are scheduled to be replaced over the next three years from the annual \$250,000 allotment.

**CHART 51**

| Dept.            | Equipment / Vehicle Replacement | Year | FY2015           | FY2016           | FY2017           | Total Three Year |
|------------------|---------------------------------|------|------------------|------------------|------------------|------------------|
| Streets          | F450 Truck/25-02                | 2003 | \$40,346         | \$ -             | \$ -             | \$ 40,346        |
| Streets          | F350 Truck/25-11                | 2004 | 50,470           | -                | -                | 50,470           |
| Streets          | Skid Steer/25-47                | 2002 | 57,474           | -                | -                | 57,474           |
| Fire             | Suburban/204                    | 2004 | 75,000           | -                | -                | 75,000           |
| PW-Eng           | Truck/49-01                     | 2002 | 23,227           | -                | -                | 23,227           |
| Facilities       | E150 Van/07-55                  | 2007 | -                | 34,899           | -                | 34,899           |
| Fire             | Dodge Durango/902               | 2007 | -                | 40,568           | -                | 40,568           |
| Streets          | F450 Truck/25-04                | 2007 | -                | 50,820           | -                | 50,820           |
| Streets          | F-350 Truck/25-11               | 2004 | -                | 50,470           | -                | 50,470           |
| Police           | 500 Sedan/C-708                 | 2005 | -                | 17,615           | -                | 17,615           |
| Police           | Taurus/C-125                    | 2005 | -                | 17,615           | -                | 17,615           |
| Traffic          | F-250 Truck/27-03               | 2007 | -                | 36,800           | -                | 36,800           |
| Streets          | F150 Truck/25-32                | 2007 | -                | -                | 18,877           | 18,877           |
| Facilities       | E150 Van/07-56                  | 2007 | -                | -                | 34,424           | 34,424           |
| Fire             | Dodge Durango/901               | 2007 | -                | -                | 40,568           | 40,568           |
| Police           | F-150 Truck/C451                | 2005 | -                | -                | 22,454           | 22,454           |
| Fire             | F-250 4x4 Quad Cab/203          | 2004 | -                | -                | 75,000           | 75,000           |
| Parks            | F-250/4203                      | 2003 | -                | -                | 21,877           | 21,877           |
| Fleet            | F-250/2601                      | 2003 | -                | -                | 22,989           | 22,989           |
| <b>Sub Total</b> |                                 |      | <b>\$246,517</b> | <b>\$248,787</b> | <b>\$236,189</b> | <b>\$731,493</b> |
| <b>Balance</b>   |                                 |      | <b>\$3,483</b>   | <b>\$1,213</b>   | <b>\$13,811</b>  | <b>\$18,507</b>  |
| <b>Total</b>     |                                 |      | <b>\$250,000</b> | <b>\$250,000</b> | <b>\$250,000</b> | <b>\$750,000</b> |

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

Parks and Recreation staff has formulated a three-year plan (illustrated in Chart 52) to utilize additional funding provided by the three-fourths of one penny on the tax rate, which translates into approximately \$245,552. Planned enhancements that will have significant impact include two additional Parks Maintenance Specialists each year, playground equipment at Twin Star Park, buildings and grounds capital maintenance including the patio at Springfield Park, and additional erosion control and capital maintenance at Lakeside Park, including repairs to the fishing pier, sand volleyball court and new entry signage. Enhancements at Pecan Grove Park (lighting the picnic area) have also been included.

**CHART 52**

| <b>Park Maintenance Standards and Improvements</b>  | <b>Adopted FY2015</b> | <b>Proposed FY2016</b> | <b>Proposed FY2017</b> | <b>Total Three Year</b> |
|-----------------------------------------------------|-----------------------|------------------------|------------------------|-------------------------|
| <b>Ballfields and turf management</b>               | \$40,745              | \$60,564               | \$166,309              | \$267,618               |
| <b>Playground improvements and shade structures</b> | 78,807                | 89,988                 | 39,243                 | 209,038                 |
| <b>Lakeside park improvements</b>                   | 75,000                | 75,000                 | -                      | 150,000                 |
| <b>Springfield park improvements</b>                | 50,000                | 20,000                 | -                      | 70,000                  |
| <b>Pecan Grove park improvements</b>                |                       |                        | 40,000                 | 40,000                  |
| <b>Total</b>                                        | <b>\$245,552</b>      | <b>\$245,552</b>       | <b>\$245,552</b>       | <b>\$736,656</b>        |

Note – The staffing plan includes the addition of two Parks Maintenance Specialists each year for a total of six by Year 3 (FY2017).

**ENTERPRISE FUNDS**

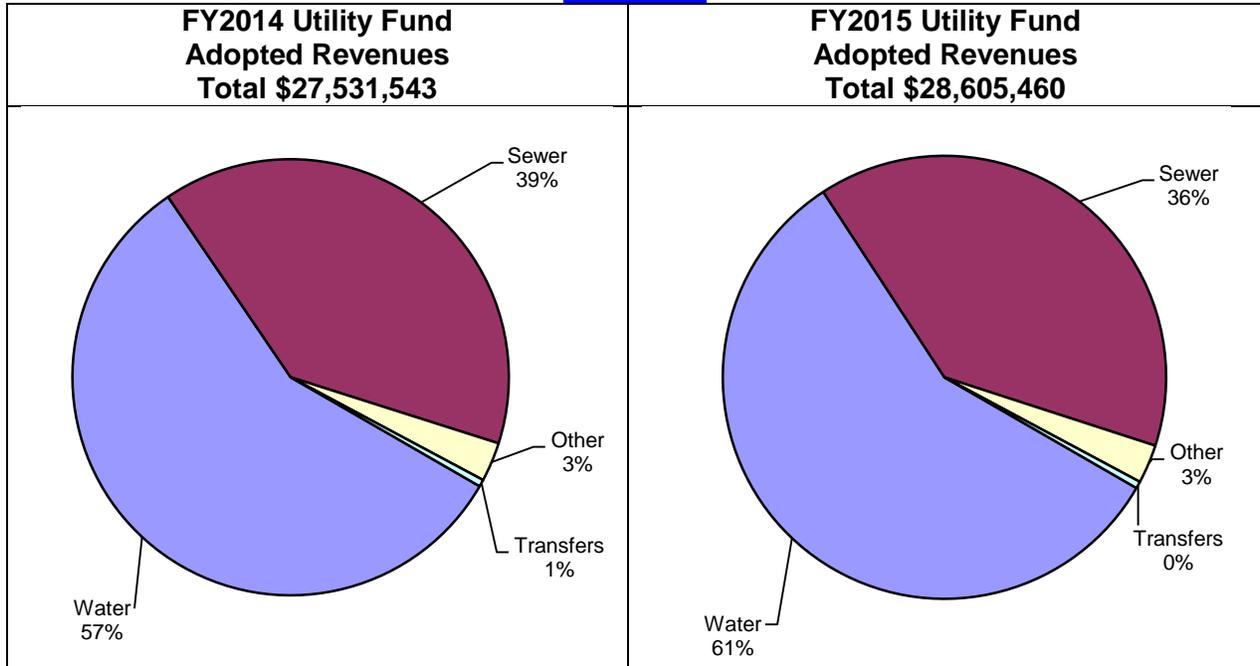
An enterprise fund establishes a separate accounting and financial reporting mechanism for municipal services typically for which a fee is charged in exchange for goods or services. Under enterprise accounting, the revenues and expenditures of services are separated into separate funds with its own financial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

**UTILITY FUND**

**REVENUES**

Overall, revenues in the Utility Fund are projected to be \$28,605,460 in FY2015, when compared to \$27,531,543 in FY2014. This is a projected increase of \$1,073,917 or 3.9 percent when compared to the FY2014 Adopted Budget. The City received \$25,761,273 in FY2013 and expects to receive \$27,531,543 in FY2014. This is \$1.2 million less than original budget due to a reduction in water sales resulting from Stage 3 Water Restrictions. An explanation by category is provided below in Chart 54 of the anticipated revenues and these projections.

**CHART 53**



**CHART 54**

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

**Water Charges**

This category of revenue includes water charges to residential, commercial and municipal customers. Water charges are projected to increase on a budgetary basis by approximately \$1,351,342 or 8.5 percent.

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

The water rate change increases the average utility customer bill (assuming 10,000 gallons per month) by \$10.84 or 16.7 percent per month in FY2015. The model passes on the increase from NTMWD and includes a temporary surcharge of \$6.97 per month in order to recoup revenue lost due to the Stage 3 water restrictions. The amount the surcharge is expected to bring in FY2015, if it remains in effect thru the entire year, is \$1.7 million. This affects residential customers as shown in Chart 55.

**CHART 55**

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

**Sewer Charges**

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

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

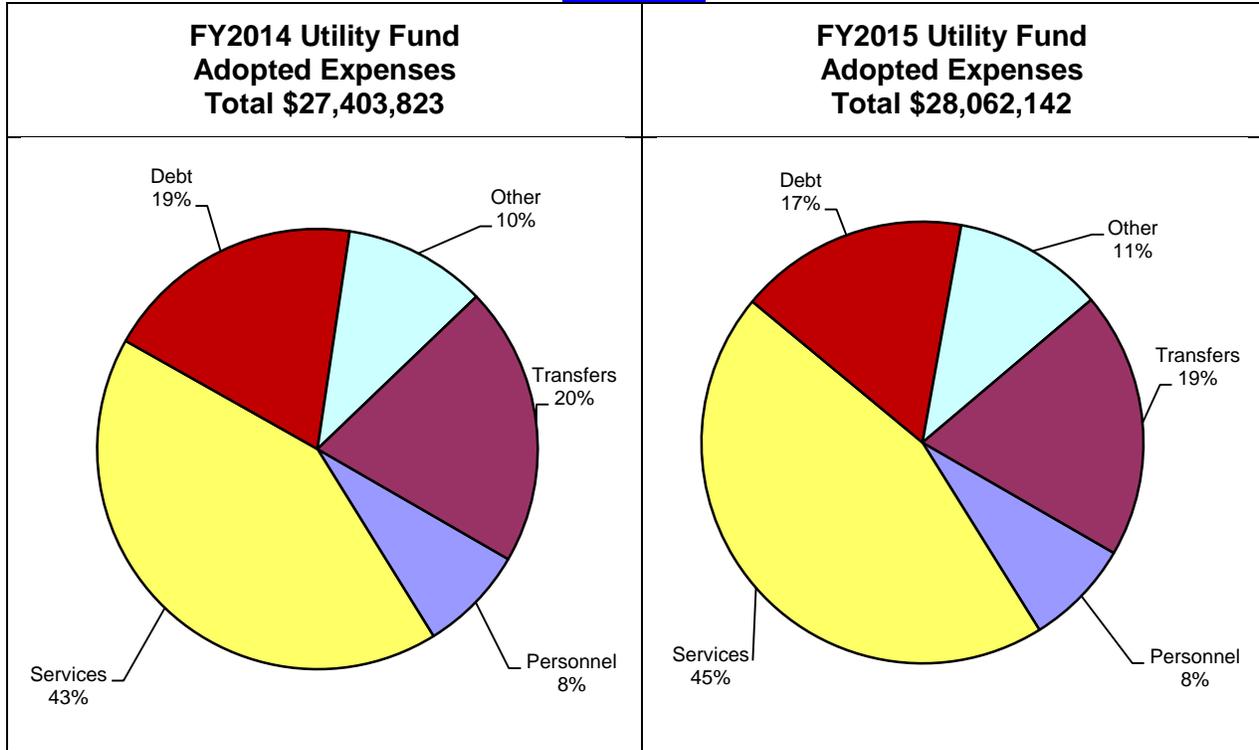
**CHART 56**

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

**EXPENSES**

The FY2015 Utility Fund budget totals \$28,062,142, which represents an increase of \$658,319 or 2.4 percent from the FY2014 Adopted Budget of \$27,403,823. The primary reason for the increase is due to an anticipated increase from NTMWD for water purchases and from the City of Garland for sewer treatment. Direct purchase costs for water and sewer are projected to increase by \$723,654 in FY2015, a combined increase of 7.7 percent. An explanation by category is provided below in Chart 58.

**CHART 57**



**CHART 58**

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

As addressed previously in the General Fund, staff is proposing an adjustment to the pay plan as recommended by the compensation study with qualifying employee pay raises effective April 1, 2015. This raise, along with other changes, will increase personnel costs by \$21,187 or one percent for FY2015. Chart 59 outlines the changes.

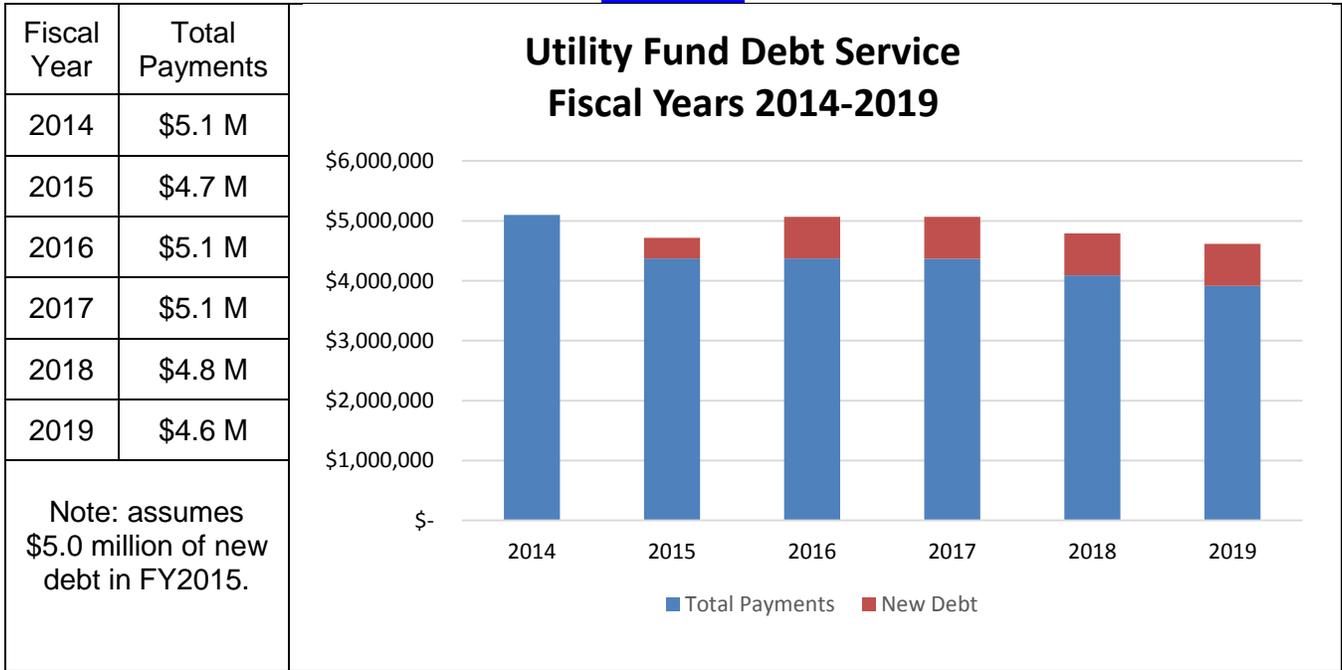
**CHART 59**

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

**Debt Service**

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

**CHART 60**



Utility Revenue bond payments decline in FY2015 sufficient to issue another \$5 million in water and sewer bonds in FY2015 following the sale of \$5 million in FY2014. Staff has worked with its consultants to develop a plan for these funds with the primary focus being the upper pressure water zone. The specific projects detailed in this bond issue are discussed later in this budget memo under Capital Improvements Plan.

Previous studies completed in 2007 through 2010 have identified the need for two pressure planes to address the long standing inconsistencies in water pressure. In 2012, Public Works implemented an Interim Upper Pressure Plane to provide a short-term solution, addressing immediate needs. On February 5, 2013 staff provided an update to City Council with a plan to expand the Upper Pressure Plane area in several phases beginning in 2013 and continuing through 2016.

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

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

**CHART 61**  
**Three Year Utility Vehicle and Equipment Plan**

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

## REFUSE FUND

### REVENUES

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

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

### EXPENSES

Expenses in the Refuse Fund are projected to be \$4,657,232 in FY2015, which is a decrease of \$71,381 or 1.5 percent compared to the Amended Budget for FY2014 of \$4,728,613. The decrease is also the result of the different mix in customer service choices with Waste Management than was originally anticipated. The budget continues to fund \$38,500 for the annual spring cleanup and \$15,000 for

residential use of the landfill program which allows each residential account to use the Garland landfill twice a year.

## **DRAINAGE FUND**

### **REVENUES**

Revenue in the Drainage Fund is projected to remain flat at \$1,346,939 in FY2015, when compared to \$1,346,939 in FY2014. The Drainage Fund revenue is based on a set fee of \$5.50 per month for residential customers and \$13.50 per month for commercial customers based on the number of water meters.

During FY2014 staff has been working on a proposal to review the Drainage Fund Revenue structure. This work is under way and is expected to be completed by the end of calendar year 2014. It is anticipated that the rate structure could generate as much as \$300,000 on an annual basis, while properly apportioning the impacts to the residential fee structure.

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

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

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

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

### **EXPENSES**

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

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

### OTHER GOVERNMENTAL FUNDS

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

**CHART 62**

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

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

**CHART 63**

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

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

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

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

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

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

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

The Golf Fund maintains a minimum reserve equal to one year's debt service; based on the scheduled debt payment for FY2015, the required reserve totals \$254,559. Generally, any surplus above and beyond this minimum can be available to address capital improvement and maintenance recommendations made by the Golf Advisory Board. In order to mitigate risk to the City, staff recommends remaining cautious with any surpluses to ensure funds are available to continue the strategy of maintaining a one-year debt service reserve each year.

## DEBT SERVICE FUND

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

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

It is notable that since FY2009, taxable assessed values have decreased \$252.0 million, or 7.5 percent of our total value. **This has resulted in a loss of revenues of \$1.9 million, all of which has previously been absorbed by the General Fund, resulting in budget cuts affecting the number of employees, benefit offerings, and other operational changes.** For FY2015, the City's taxable assessed value has increased by 5.1 percent and is now expected to stabilize and improve going forward.

Over the next two years, FY2015 thru FY2016, debt service payments are scheduled to decline approximately \$0.3 million. This budget reflects staff's recommendation that the decline in debt service be reallocated to the General Fund by adjusting the tax rate between O&M and I&S. This is a small element in correcting the structural imbalance in the General Fund caused by previously declining property values.

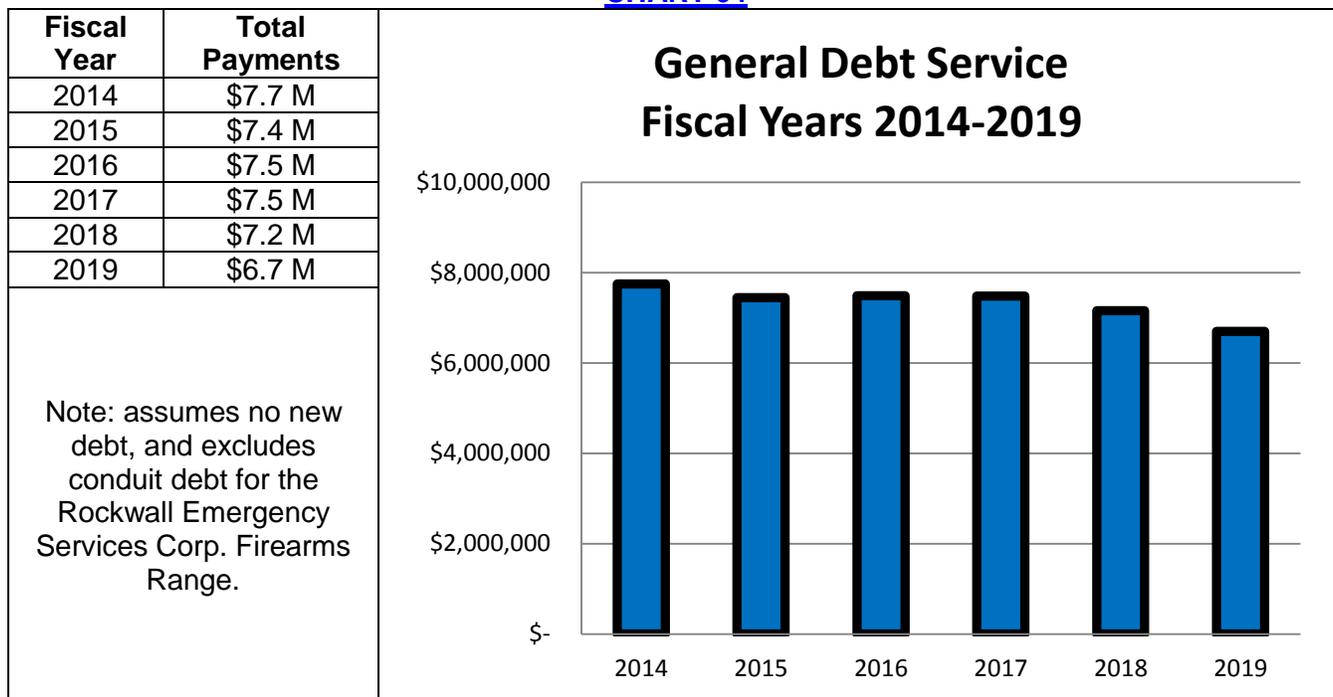
However, as the City has spent down the balances in bond funds, it is now time to consider a bond election and three-year community investment program. It is projected that a program can be put in place that would use the freed up capacity available in future years while having **no impact** on the debt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

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

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

The projected debt service payments are reflected in Chart 64.

**CHART 64**



**EMPLOYEE HEALTH BENEFITS FUND**

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

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

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

The adopted budget for this fund is \$4.4 million for FY2015, which includes the City’s contribution of \$3.5 million (80 percent) and the Employee/Retiree share of \$0.9 million (20 percent). This is an increase of about \$0.3 million over last year. Other benefits, such as dental insurance, workers compensation, disability, etc., are budgeted and paid within each department and are not a part of this fund.

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

**CHART 65**

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

**CHART 66**

| Expenses                       | Adopted FY2014     | Adopted FY2015     | \$ Change        | % Change    |
|--------------------------------|--------------------|--------------------|------------------|-------------|
| <b>Total claims + IBNR</b>     | \$3,227,184        | \$3,389,882        | \$162,698        | 5.0%        |
| Administration                 | 120,484            | 146,292            | 25,808           | 21.4%       |
| Stop loss premiums             | 380,815            | 420,760            | 39,945           | 10.5%       |
| Gap Plan contributions         | 157,868            | 170,491            | 12,623           | 8.0%        |
| Compass                        | 18,000             | 18,000             | -                | 0.0%        |
| HCR Reinsurance Fee            | n/a                | 44,352             | 44,352           | 100.0%      |
| <b>Total plan expenditures</b> | <b>3,904,351</b>   | <b>4,189,777</b>   | <b>285,426</b>   | <b>7.3%</b> |
| Other (wellness, etc)          | 165,746            | 147,746            | (18,000)         | -10.9%      |
| <b>Total</b>                   | <b>\$4,070,097</b> | <b>\$4,337,523</b> | <b>\$267,426</b> | <b>6.6%</b> |

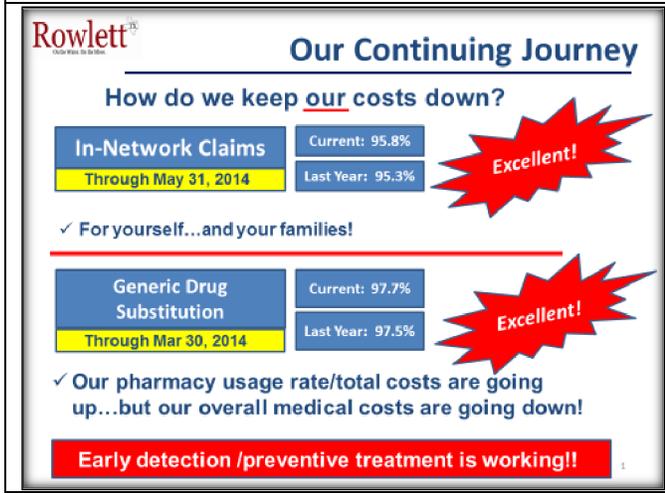
We are confident the successes we've seen over the past year and expect to see continue in the future are direct results of a combination of factors, not the least of which include:

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

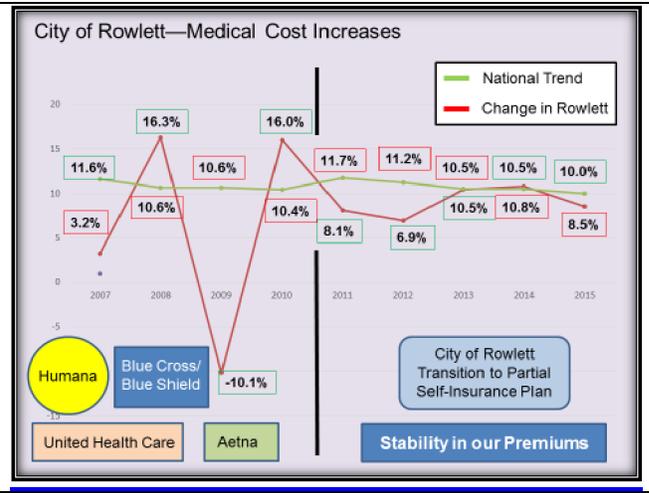
\*Note: While safety/Workers' Compensation issues are not included in our core medical package, they do directly impact employee capabilities and absenteeism.

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

**CHART 67**



**CHART 68**



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

The City’s decision to become partially self-insured was intended to address spiraling health care costs and promote wellness. This strategy gives the City the ability to gain greater access to population-specific claim detail, which provides increased ability for medical case management and cost containment. This information plays an integral role in the development of a sound wellness program, which is essential to maintaining a healthy workforce, reducing absenteeism, and mitigating increasing health and prescription drug costs.

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

**Strategy for Fiscal Year 2015**

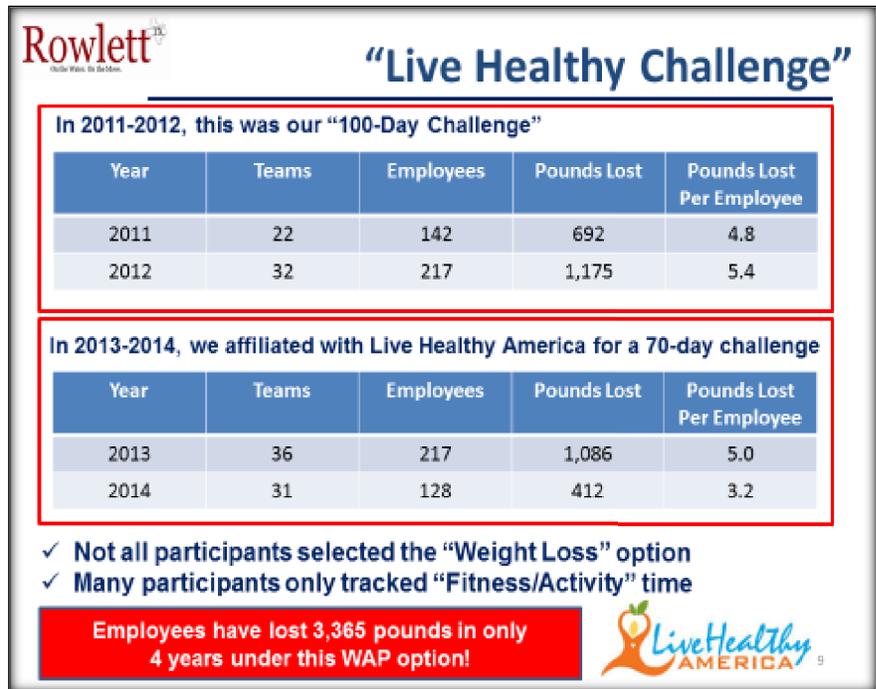
As indicated previously, our mission is *Building a Culture of Wellness and Creating Educated Consumers of Healthcare*. For FY2014, this meant continuing to evolve strategies around our wellness and plan performance objectives. This included offering biometric screenings and annual physicals, and providing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

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

**CHART 69**

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

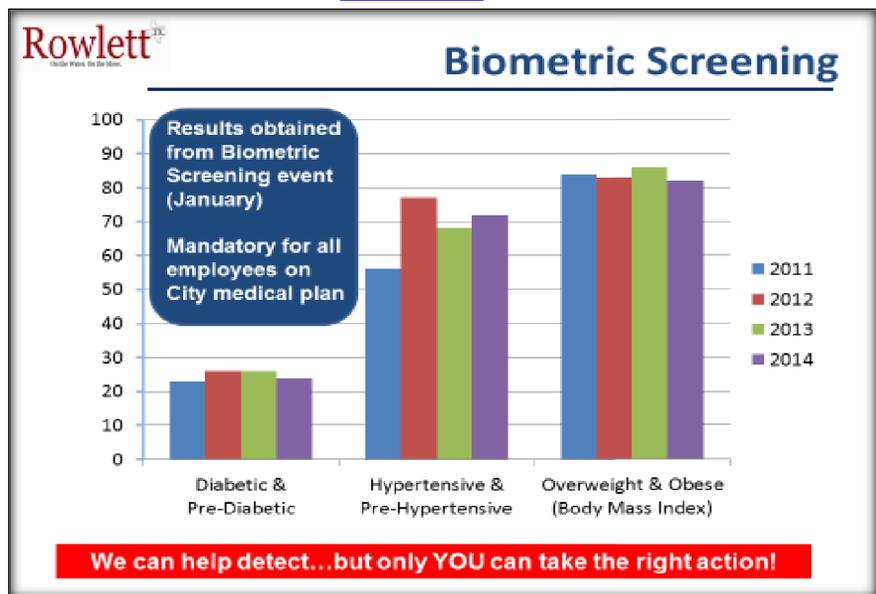
Certainly, we have our challenges. High employee turnover rates (18 percent and 19 percent over the past two years) have made comparative measurement of employee health a moving target. Still, the cumulative data that we have received over the past four years with respect to levels of overweight/obesity,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



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

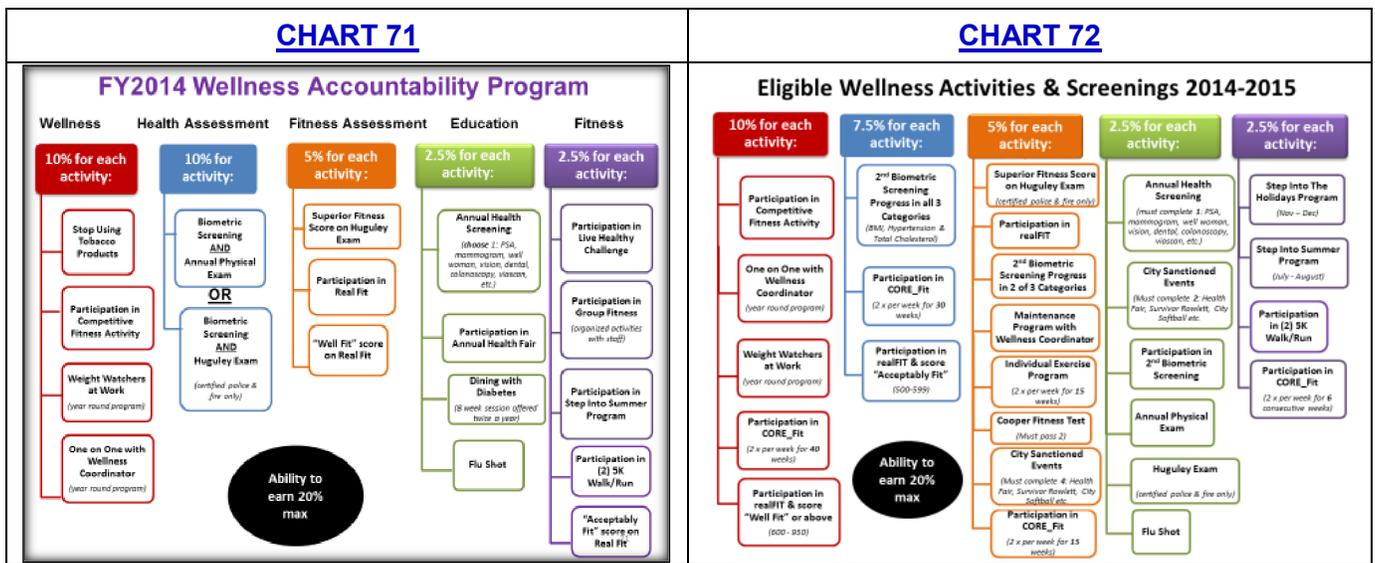
**CHART 70**

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



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

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

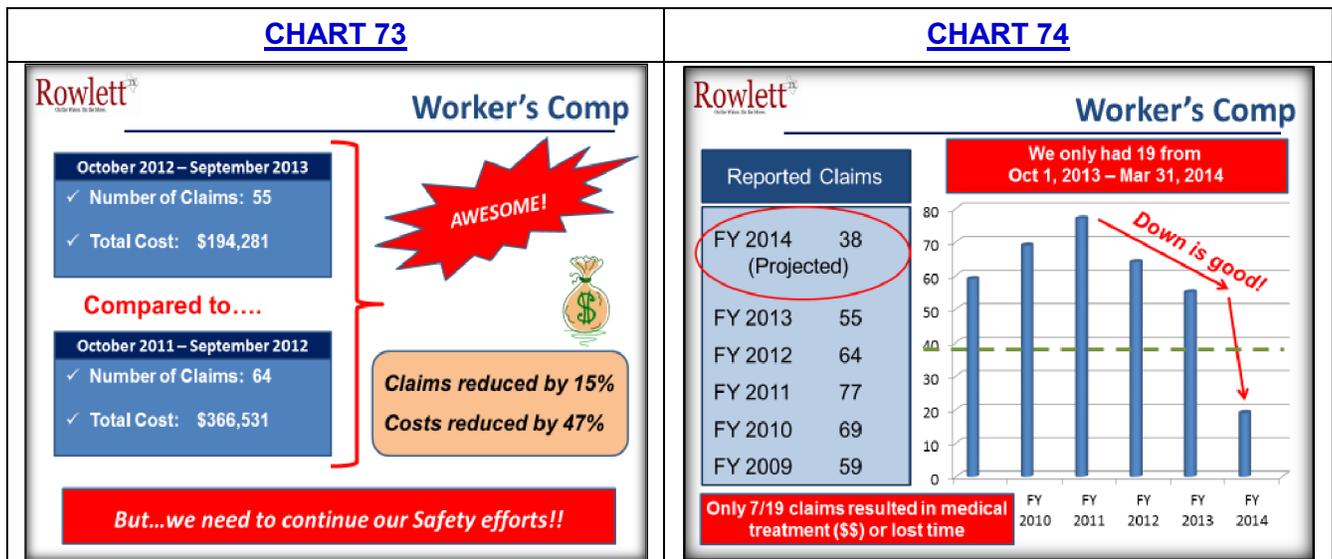


**Safety and Workers’ Compensation**

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

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

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



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

## **CAPITAL IMPROVEMENTS PLAN**

### **INTRODUCTION**

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

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

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

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

In FY2015 the CIP is totals \$11.6 million from utility revenue bonds and cash funded projects. This includes continuing projects enhancing the Upper Pressure Plane (UPP), constructing utility transmission lines, erecting a new water tower (currently underway), providing additional improvements to the State Highway 66 (SH-66) force main, road and alley improvements, and community enhancement projects. In addition, the engineering will begin on the remaining UPP projects.

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

### SUMMARY OF THREE YEAR CAPITAL IMPROVEMENT PLAN

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

With the exception of utility revenue bonds, this model does not currently include any future funding that may come from new bonds. The result of this work is that, **without increasing taxes**, and considering all available funding sources, the City should be able to spend \$19.6 million over the next three years as shown in Chart 75 below. This includes funds allocated for FY2015 & FY2016 plus \$5 million of water and sewer revenue bonds sold in FY2014.

**CHART 75**  
**CIP – Funding Sources**

| Funding Sources                      | Cumulative FY2013   | Adopted FY2014     | Adopted FY2015      | Adopted FY2016     | Adopted FY2017      | Total Three Year    |
|--------------------------------------|---------------------|--------------------|---------------------|--------------------|---------------------|---------------------|
| Cash from transfers from other funds | \$6,135,502         | \$1,100,000        | \$6,135,502         | \$6,135,502        | \$6,135,502         | \$18,406,506        |
| Prior bonds                          | 17,743,293          | -                  | -                   | -                  | -                   | -                   |
| New W&S bonds                        | 8,500,000           | 5,000,000          | 5,011,000           | -                  | 5,867,000           | 10,878,000          |
| New GOs & COs <sub>1</sub>           | -                   | -                  | -                   | -                  | -                   | -                   |
| Community Enhancement Projects       | -                   | -                  | 245,552             | 245,552            | 245,552             | 736,656             |
| Alley Improvements                   | -                   | -                  | 163,702             | 163,702            | 163,702             | 491,166             |
| Grants                               | 16,926,355          | 2,000,000          | -                   | -                  | -                   | -                   |
| Other sources                        | 1,302,748           | -                  | -                   | -                  | -                   | -                   |
| <b>Total</b>                         | <b>\$50,607,898</b> | <b>\$8,100,000</b> | <b>\$11,555,756</b> | <b>\$6,544,756</b> | <b>\$12,411,756</b> | <b>\$30,512,268</b> |

<sub>1</sub> City is planning a new bond election for May 2015 which could provide the ability to issue approximately \$20-\$25 million over a three year period without increasing the tax rate.

The Three-Year CIP as adopted contains the following benefits:

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

**CHART 76**  
**Adopted Utility Revenue Bond Projects**

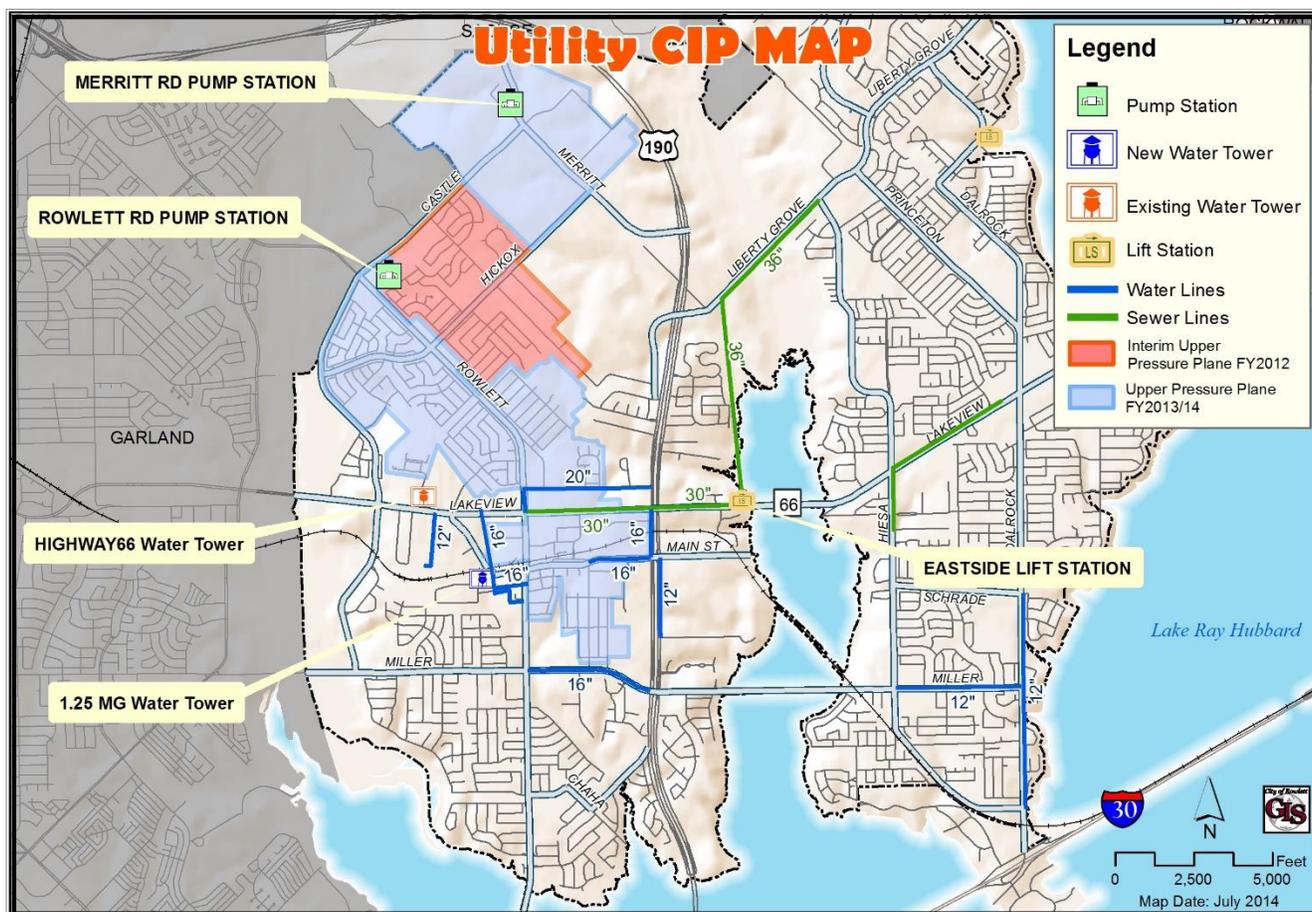
| Adopted Projects                                                | FY2015             | FY2016      | FY2017             | Total Three Year    |
|-----------------------------------------------------------------|--------------------|-------------|--------------------|---------------------|
| <b>12"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

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

Previous studies completed in 2007 through 2010 have identified the need for two pressure planes to address the long standing inconsistencies in water pressure. In 2012, Public Works implemented an Interim Upper Pressure Plane to provide a short-term solution, addressing immediate needs.

On February 5, 2013 staff provided an update to City Council with a plan to expand the Upper Pressure Plane area in several phases with specific project enhancements continuing through FY2015. Additionally, engineering on the SH-66 force main will begin for long-term planning for the rehabilitation of this line.

## CHART 77



Required Utility projects planned for FY2017 are:

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

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

### CASH CIP

#### **Governmental Purposes**

The Adopted three-year Cash CIP has \$19.6 million in funding from all sources. The program includes \$8.4 million for water & sewer purposes, \$8.2 million for street & alley purposes, \$1.0 million for drainage, \$1.2 million for community enhancement projects and additional alley improvements, and \$0.8 million for Library and Chamber of Commerce Building related expenses.

Recognizing the importance of our goal to "Keeping the Good Streets Good", Chart 78 outlines the street/alley maintenance plan that is consistent with our current commitment of \$3.0 million annually. Please note, however, that we are proposing to utilize \$0.8 million over two-years from the Cash CIP to assist with the start-up costs with the Library and relocation costs associated with the Chamber building relocation.

**CHART 78****Adopted Three Year Governmental Purposes Cash CIP Plan**

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

Since the inception of the Cash CIP, the philosophy of “Keeping the Good Streets Good” has been to set aside funds to perform maintenance on streets in good condition (Pavement Condition Index - PCI > 60) to prevent these streets from falling into the reconstruction category. It has been proven that for every \$1.00 spent on preventative maintenance, it saves approximately \$8.00 in reconstruction costs. Beginning in FY2011, enough progress had been made on streets with a PCI > 60 that staff focused efforts to include streets with a PCI ranging between 40 and 60 to be added to the annual maintenance schedule. Staff believes that this type of maintenance performed on the next category of streets with a PCI between 40 and 60 can improve the condition of these streets and extend their life by seven to ten years. By extending the life of these streets, the amount of funding needed to reconstruct these streets is disbursed over several bond elections.

Other street and alley programs include:

- Concrete Pavement Repair - The concrete pavement repairs consist of removing the failed sections of pavement and installing new pavement.
- Alley Improvements - Alleys chosen for reconstruction each year are based on pavement condition index with a PCI<40. The priority is given to the alleys with the worst rating. Each year, additional alleys will be reconstructed. The candidates will be determined by their Pavement Condition Index, drainage, and safety. The process consists of redesigning the alley profile, removing pavement, and installation of the drainage system and new pavement.
- Alley Panel Repair - The concrete pavement repairs consist of removing the failed sections of pavement and installing new pavement.
- Asphalt Rehabilitation/Overlay - Resurface and/or rehabilitate existing asphalt roadways. This project will also fund asphalt overlays to existing concrete streets which are in need of reconstruction as a temporary repair to achieve a smooth street until funding becomes available to reconstruct the concrete roadway. The treatments include full depth base repairs, level up courses and asphalt overlays. Rehabilitating an asphalt roadway consist of pulverizing eight to 10 inches of the existing roadway, incorporating cement, compacting base material and applying a new asphalt surface.

- Foam Injection – Inject high density poly-urethane foam below pavement, which has settled, to raise it back to the original elevation for improved riding surface and drainage to extend the life of the pavement. This process gives the City another cost effective tool to help us preserve existing roads.
- Crack Sealing - Crack sealing the cracks with hot rubber sealant extends the life of pavement because it deters water from penetrating the base and sub-grade beneath the road surface. Crack sealing the streets and alleys is one the most cost effective tools available to the City to extend the life of pavement by three to five years.

### **Water & Sewer Purposes**

The Adopted Utility Fund Cash CIP has \$2.8 million in annual funding for water & sewer maintenance purposes. Chart 79 below is the three-year water & sewer maintenance plan that identifies the functions and types of projects staff will implement.

**CHART 79**  
**Adopted Three Year Water & Sewer Cash CIP Plan**

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

The Utility Capital Maintenance Plan consists of multiple programs that will focus on preventative maintenance programs as well as infrastructure replacement and upgrades. A major component of the program is the Line Replacement program. The five-year plan, which began in 2013, will eliminate the asbestos cement pipe, clay tile pipe, galvanized pipe, and problematic ductile iron pipe. The acquisition of the pipe bursting equipment and supporting components (transport and storage) has enabled staff to efficiently and effectively initiate an ongoing line repair and replacement plan. The goal for the first five years is to eliminate the undesirable materials defects and in the future, to concentrate on the oldest of the PVC pipe in service. This pipe maintenance plan is anticipated to be an ongoing program.

Other major utility programs include:

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

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

**Community Enhancement Project Purposes**

At the request of City Council, staff is developing a new program for community enhancement and amenities. Chart 80 below is the three-year plan that identifies the functions and types of projects staff will implement. These projects will include neighborhood entry features, landscaping and streetscaping projects, signage and monuments, screening walls and fences, along with median improvements. Specific projects will be developed for consideration and implementation.

**CHART 80**

**Adopted Three Year Community Enhancement Project Plan**

| Community Enhancement Programs                 | Adopted FY2015   | Adopted FY2016   | Adopted FY2017   | Total Three Year |
|------------------------------------------------|------------------|------------------|------------------|------------------|
| Screening walls & fences                       | \$61,388         | \$61,388         | \$61,388         | \$184,164        |
| Median improvements & landscaping improvements | 61,388           | 61,388           | 61,388           | 184,164          |
| Streetscaping, signing & monuments             | 61,388           | 61,388           | 61,388           | 184,164          |
| Neighborhood entry features                    | 61,388           | 61,388           | 61,388           | 184,164          |
| <b>Total</b>                                   | <b>\$245,552</b> | <b>\$245,552</b> | <b>\$245,552</b> | <b>\$736,656</b> |

**INFRASTRUCTURE CHALLENGES**

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

One of the City’s top priorities has been street maintenance, and the program has been very successful over the past four years. Since the implementation of phase II of the maintenance program, the number of streets in immediate need of reconstruction has been reduced from original estimates of \$116 million to \$45 million. However, the streets with a PCI from 0-40 still need to be funded. Staff has researched several different methods of extending the life of streets in the “poor to failed” category, looking at the cost of each method and how long would it extend the life of the street. Alternate methods include overlaying the existing streets with asphalt, which would extend the life of pavement as much as seven years, potentially more, dependent upon the underlying conditions. As a result, each street was inspected to determine whether or not they were good candidates. It was determined that 18 of the 45 streets listed on the reconstruction category could be addressed at a significant savings. The cost to crack seal and overlay the identified streets is \$1 million compared to \$20 million for reconstruction. This would allow the City to move out the remaining streets over several bond elections (potentially 2015, 2018, and 2021 and beyond).

Staff also evaluated alternative methods for reconstruction such as asphalt pavement with concrete curb and gutter vs. concrete pavement. There could be a significant cost savings by installing asphalt instead of using the concrete. Allowing this method to be utilized would require adoption of new construction standards for residential pavement sections. Such a strategy could reduce the road costs, allowing for more areas to be addressed.

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

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

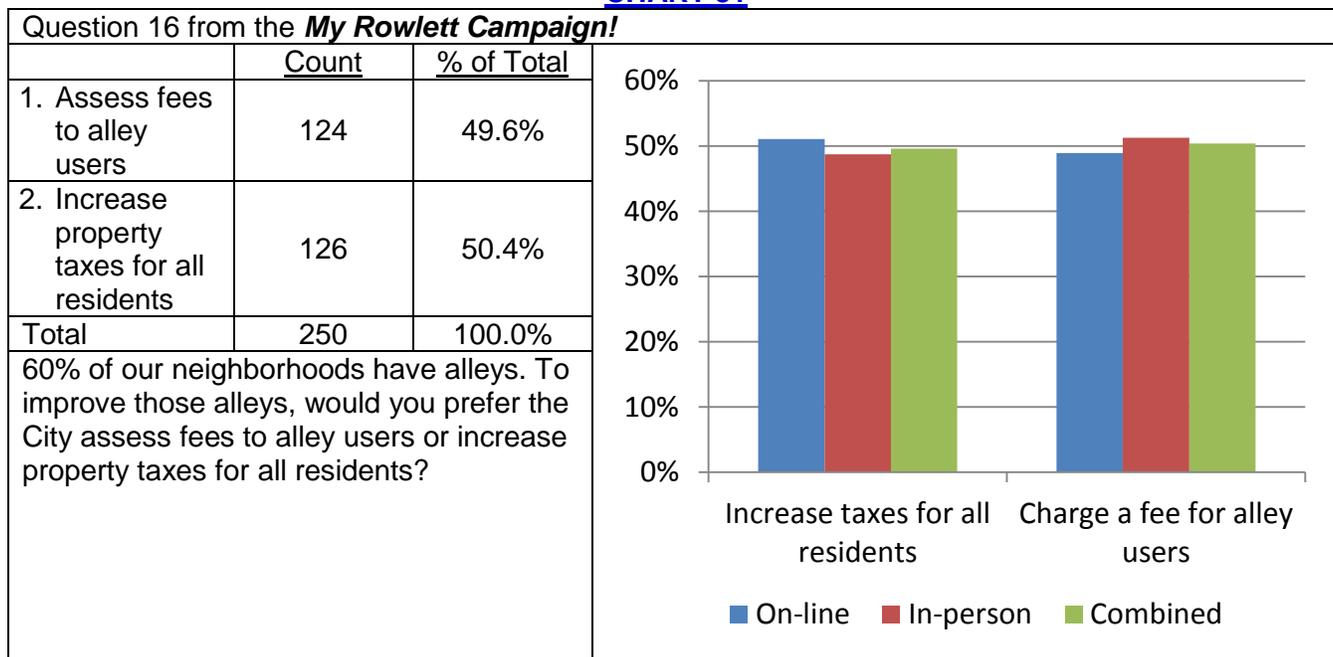
Since there are no current alternative funding sources for these programs, a bond election will be necessary to provide for these needs. This discussion does not fully capture all needs for drainage, facilities, capacity improvements, or projects initiated through unforeseen growth needs, all of which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

### ***Alley Projects***

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

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

**CHART 81**



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

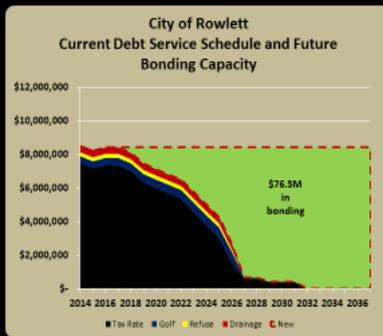
**BOND ELECTION**

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

It has been nearly 10 years since the last measureable governmental bonds were issued. The previous bond money will be expended on projects underway. As a result, the City has a large curve where bonded indebtedness will significantly drop off in the near future. This freed up bond capacity could provide the ability for as much as \$76.5 million over the next ten years **without a tax rate increase** as illustrated in Chart 82 below. The City could best leverage the freed up bond capacity in a series of bond packages as illustrated in Chart 83 below. This would provide for the proper planning, engineering and construction of needed projects within the capacity of the organization.

**CHART 82**

**Freed up Bonding Capacity**

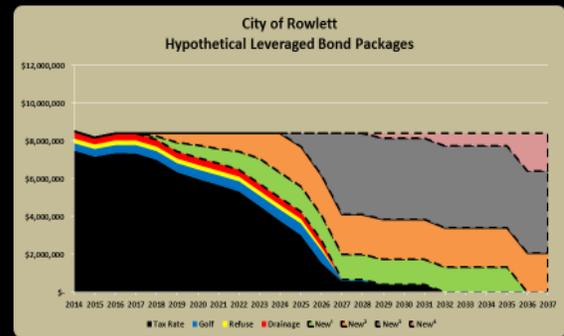


Beginning in FY2018, the City's annual general obligation debt service starts to dramatically decline.

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

**CHART 83**

**Freed up Bonding Capacity**



Strategically, over the last year, the City has been planning for the May, 2015 bond election. Under the strategy of issuing a series of smaller bond initiatives, staff would propose that the capacity available the next several years be issued every three years beginning in FY2015. Each initiative would target funds for the successive three year period (i.e. FY2015, FY2018, FY2021, etc.). It is anticipated that each successful bond initiatives would result in a series of issuances timed to address the projects approved, the resources available to manage these projects, and the construction progress so as to minimize the administrative costs and holding expenses. Annually, bonds would be sold over the three year period based on need and availability. For example, Chart 84 below shows what the City may be able to issue over the next three years without increasing taxes.

**CHART 84**

**Projected New GO & CO Bond Proceeds**

| Adopted Projects                                                             | FY2015       | FY2016      | FY2017      | Total Three Year |
|------------------------------------------------------------------------------|--------------|-------------|-------------|------------------|
| <b>Projected bonding capacity without issuing any new taxes <sub>1</sub></b> | \$11,315,000 | \$4,335,000 | \$6,460,000 | \$22,110,000     |
| <sub>1</sub> per First Southwest Analysis 7-28-14                            |              |             |             |                  |

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

Planning for a successful bond election takes time. The City Council and ultimately the community, will be required to make several decisions along the way. Citizen input, education on the issues, project list development, drafting the ballot initiatives, and holding the actual election is all a part of a public and transparent process.

Each of these steps of the upcoming initiative has multiple facets and is outlined in Chart 85.

## CHART 85



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

### CONCLUSION

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

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

As discussed previously, there are a number of significant policy initiatives included in the FY2015 Adopted Budget. They include implementing the 2014 compensation study to bring employee salaries and wages more in line with other comparable cities; reducing certain employee benefits based on the payout of leave balances that exceed the market; and increasing the tax rate by four cents to fix structural imbalances in the budget and enhance parks and community amenities. In addition, there is another proposal that would not go into effect until FY2016 which would reduce the over 65 and disabled tax

exemptions from \$67,000 to \$30,000 and \$50,000 respectively. This item is recommended to go into effect in FY2016 to provide time for the City to notify and educate citizens and retirees.

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

I want to also extend special thanks to Terri Doby, Alan Guard, Jim Proce, John Murray and their respective teams. They have spent many hours helping to develop the strategic approach implemented over the past few years and continuing into FY2015 and beyond. Both Alan and Jim excel at strategic planning and analysis and the City of Rowlett is very fortunate to have leaders of their caliber. Also, Terri spent an extraordinary amount of time throughout the year on our financial reports and has been instrumental in making sure that this document and the underlying data is both accurate and easy to read. Finally, Denise Perrin, Drew Rist and Evette Whitehead spent many hours building the marketing and promotional materials. Thank you all!

Respectfully,

A handwritten signature in blue ink that reads "Brian Funderburk". The signature is fluid and cursive, with the first name "Brian" being more prominent than the last name "Funderburk".

Brian Funderburk  
City Manager

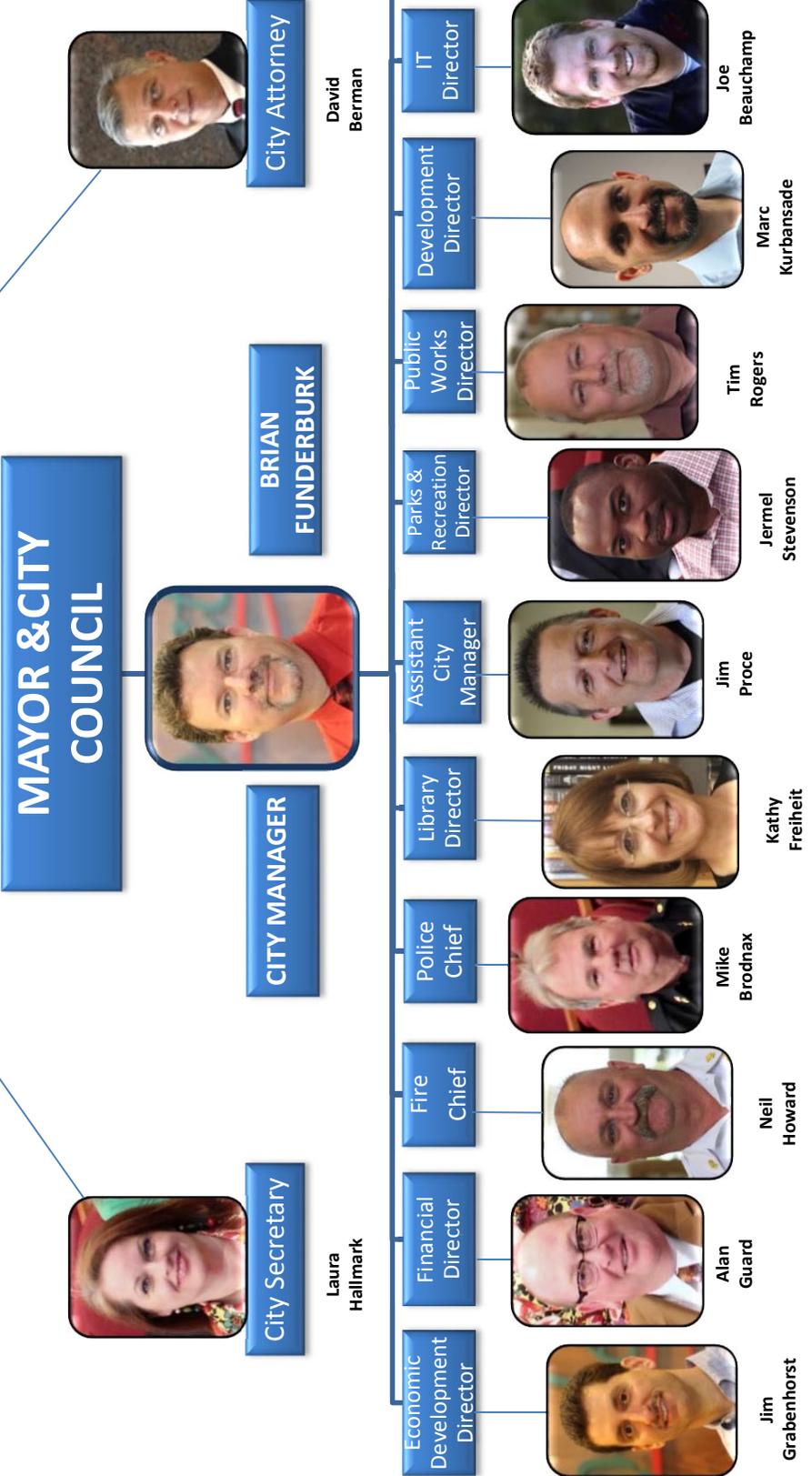
**CITIZENS OF ROWLETT**

# ORGANIZATION CHART



**CITIZENS OF ROWLETT**

# CITY OF ROWLETT



**BUDGET CALENDAR**

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

## **GENERAL BUDGET PROCESS**

The City's fiscal year begins on October 1<sup>st</sup> and ends on September 30<sup>th</sup> of each year. The budget process is truly a year-round endeavor. Throughout the fiscal year the Budget Officer and the Finance Department closely monitor and track the budget while preparing forecasts for all expenditures and revenues.

The budget planning process generally begins in late February or early March when the Budget Officer develops a Budget Calendar and departments are given preliminary direction from the City Manager regarding appropriate budget guidelines and strategy. The Budget Instruction Manual is distributed to officially begin the annual budget process.

Budget proposals are due from every department at the beginning of May. Throughout May and June, proposals are reviewed jointly by the City Manager's Office, Finance staff and departments.

In late July the certified tax roll is released from the Dallas Central Appraisal District and the Rockwall County Appraisal District. This information provides the City a firm estimate of the property tax revenues that can be expected in the coming year.

This review process culminates in the crafting of a proposed budget, which is submitted to the City Council in early August. In August and September the City Council discusses the budget at Council Work Sessions and Meetings. Two public hearings are held in late August and early September. The tax rate ordinance and budget ordinance is voted upon at the second City Council meeting in September.

The fiscal year begins on October 1<sup>st</sup>. By mid-November the completed Budget Document is distributed and made available to the public.

## DESCRIPTION OF FUND STRUCTURE

The financial structure of the budget is organized by funds. A fund is generally defined as a fiscal and accounting entity which has its own self-balancing set of accounts for recording cash and other financial resources, as well as any liabilities or residual equities or balances. Normally, funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

The two types of funds utilized in this budget are Governmental and Proprietary. Governmental funds are used for most government activities, while Proprietary funds are based on the premise that the city service should be conducted as a business with user fees covering expenses. Listed below are descriptions of the funds maintained by the City.

The budgets for the Governmental Funds are prepared on the modified accrual basis of accounting. Under this basis of accounting, revenues are recognized when they become both available and measurable except where the accrual basis is specified by generally accepted accounting principles. Expenditures are recognized when the services or goods are received and the liabilities are incurred. Budgets for the Proprietary Funds are prepared on the full accrual basis of accounting under which transactions are recognized when they occur regardless of timing or related cash flows.

Budgetary control is maintained at the department level in each departmental budget, and encumbrances are entered at the time a purchase order is issued. Open encumbrances are recorded as reservations of fund balance as of September 30 of each year, and the subsequent year's budget is increased to reflect these carried-forward encumbrances. Unspent and unencumbered appropriations lapse at the end of the fiscal year, except for capital projects.

### GOVERNMENTAL TYPE FUNDS

**General Fund** – the general operating fund for the City. Revenues include: property, sales and other taxes, franchise fees, fines, licenses and fees for services. Operating expenditures provide support for most traditional tax-supported municipal services, such as Public Safety, Parks and Recreation, Libraries, Administration, Planning and Zoning, Neighborhood Services and Public Works operations.

**Special Revenue Funds** – account for the accumulation and disbursement of legally restricted resources to expenditures for a specific purpose. Funds under this category include the Economic Development Fund, Inspection Fees Fund, Impact Fees Fund, Police Seizure Fund, Hotel/Motel Fund, Public Education and Government Fund, Grants Fund, CDBG Fund, Golf Course Fund, Juvenile Diversion Fund, Court Technology Fund, and the Court Security Fund.

**Debt Service Funds** – account for the accumulation of resources for expenditures related to general long-term debt, including principal, interest, and other related costs. The resources are generated by a tax levy based on property values and are used to pay debts incurred through the sale of bonds, certificates of obligation, notes payable and other debt instruments. The bonds finance long-term capital improvements to streets, parks, buildings and other infrastructure.

**Capital Project Funds** – account for the accumulation of resources designated to construct or acquire capital facilities and improvements. Resources include proceeds from sales of general obligation bonds, certificates of obligation, DART Local Assistance Funds, TxDOT funds, CDBG funds, Impact fees and transfers from operating funds.

**PROPRIETARY TYPE FUNDS**

**Enterprise Funds** – account for operations that are financed and operated in a manner similar to private business; the intent of the City is to provide goods or services to the general public on a continuing basis that will be financed or recovered through user charges. The City maintains the following Enterprise Funds: Utility Fund (Water and Wastewater), Refuse Fund and Drainage Fund.

**Internal Service Funds** – funds designed to account for goods or services provided by one city department for another. The City’s Internal Service Fund is the Employee Benefits Fund. Charges are billed to departments to recover costs that are incurred.

# Fund Summaries



# 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 2015 COMBINED FUND SUMMARY**

| Description                       | Governmental Funds |                      |                   |                        | Enterprise Funds  |                  |                  | Impact Fees Fund | Police Seizure Fund |
|-----------------------------------|--------------------|----------------------|-------------------|------------------------|-------------------|------------------|------------------|------------------|---------------------|
|                                   | General Fund       | Economic Development | Debt Service Fund | Capital Projects Funds | Utility Fund      | Refuse Fund      | Drainage Fund    |                  |                     |
| Beginning Resources               | \$ 4,526,776       | \$ 266,695           | \$ 452,569        | \$ 250,000             | \$ 7,608,008      | \$ 226,057       | \$ 1,365,041     | \$ 871,881       | \$ 1,171,812        |
| Current Revenues:                 |                    |                      |                   |                        |                   |                  |                  |                  |                     |
| Tax Revenues                      | 24,179,696         | -                    | 7,283,150         | -                      | -                 | -                | -                | -                | -                   |
| Franchise Fees                    | 3,077,967          | -                    | -                 | -                      | -                 | -                | -                | -                | -                   |
| Licenses and Permits              | 722,933            | 1,500                | -                 | -                      | -                 | -                | -                | 31,000           | -                   |
| Charges for Service               | 2,806,768          | -                    | -                 | -                      | 28,454,087        | 4,693,402        | 1,346,205        | -                | -                   |
| Fines and Forfeitures             | 1,008,407          | -                    | -                 | -                      | -                 | -                | -                | -                | -                   |
| Other                             | 741,584            | 250                  | 5,130             | -                      | 11,976            | 5,695            | 734              | 13,357           | 100,550             |
| <b>Total Current Revenues</b>     | <b>32,537,355</b>  | <b>1,750</b>         | <b>7,288,280</b>  | <b>-</b>               | <b>28,466,063</b> | <b>4,699,097</b> | <b>1,346,939</b> | <b>44,357</b>    | <b>100,550</b>      |
| Other Sources:                    |                    |                      |                   |                        |                   |                  |                  |                  |                     |
| Transfers In                      | 4,560,112          | 314,944              | 494,952           | 3,409,254              | 139,397           | -                | -                | -                | -                   |
| <b>Total</b>                      | <b>37,097,467</b>  | <b>316,694</b>       | <b>7,783,232</b>  | <b>3,409,254</b>       | <b>28,605,460</b> | <b>4,699,097</b> | <b>1,346,939</b> | <b>44,357</b>    | <b>100,550</b>      |
| Current Expenditures:             |                    |                      |                   |                        |                   |                  |                  |                  |                     |
| Personnel Costs                   | 24,775,943         | 225,668              | -                 | 118,290                | 2,184,764         | -                | 135,908          | -                | -                   |
| Supplies                          | 1,714,727          | 5,850                | -                 | -                      | 304,197           | -                | 51,770           | -                | 100,550             |
| Purchase Services                 | 8,060,816          | 205,075              | 131,437           | -                      | 12,296,266        | 3,389,316        | 66,060           | -                | -                   |
| Capital Outlay                    | 903,599            | -                    | -                 | -                      | 287,628           | -                | -                | -                | 250,000             |
| Capital Improvements              | -                  | -                    | -                 | 3,290,964              | 2,800,000         | -                | 335,502          | 916,238          | -                   |
| Debt Service                      | -                  | -                    | 7,651,795         | -                      | 4,712,956         | -                | 375,383          | -                | -                   |
| <b>Total Current Expenditures</b> | <b>35,455,085</b>  | <b>436,593</b>       | <b>7,783,232</b>  | <b>3,409,254</b>       | <b>22,585,811</b> | <b>3,389,316</b> | <b>964,623</b>   | <b>916,238</b>   | <b>350,550</b>      |
| Other Uses:                       |                    |                      |                   |                        |                   |                  |                  |                  |                     |
| Transfers Out                     | 1,565,976          | -                    | -                 | -                      | 5,476,331         | 1,267,916        | 353,877          | -                | -                   |
| <b>Total</b>                      | <b>37,021,061</b>  | <b>436,593</b>       | <b>7,783,232</b>  | <b>3,409,254</b>       | <b>28,062,142</b> | <b>4,657,232</b> | <b>1,318,500</b> | <b>916,238</b>   | <b>350,550</b>      |
| Ending Resources                  | \$ 4,603,183       | \$ 146,796           | \$ 452,569        | \$ 250,000             | \$ 8,151,326      | \$ 267,922       | \$ 1,393,480     | \$ -             | \$ 921,812          |
| % of Expenditures                 | 13.0%              | 33.6%                | 5.8%              | 7.3%                   | 36.1%             | 7.9%             | 144.5%           | 0.0%             | 263.0%              |

| Special Revenue Funds |           |             |           |                      |                         |                       |                     |                  | Internal Service Funds | Combined Total |
|-----------------------|-----------|-------------|-----------|----------------------|-------------------------|-----------------------|---------------------|------------------|------------------------|----------------|
| Hotel/Motel Fund      | PEG Fund  | Grants Fund | CDBG Fund | Inspection Fees Fund | Juvenile Diversion Fund | Court Technology Fund | Court Security Fund | Golf Course Fund | Employee Benefits Fund |                |
| \$ 12,187             | \$ 83,632 | \$ -        | \$ -      | \$ 23,189            | \$ 149,045              | \$ 81,183             | \$ 18,107           | \$ 557,461       | \$ 25,026              | \$ 17,688,670  |
| 47,175                | -         | -           | -         | -                    | -                       | -                     | -                   | -                | -                      | 31,510,021     |
| -                     | 85,042    | -           | -         | -                    | -                       | -                     | -                   | -                | -                      | 3,163,009      |
| -                     | -         | -           | -         | -                    | -                       | -                     | -                   | -                | -                      | 755,433        |
| -                     | -         | 31,954      | -         | 169,333              | -                       | -                     | -                   | -                | 4,403,869              | 41,905,618     |
| -                     | -         | -           | -         | -                    | 33,281                  | 26,936                | 20,035              | -                | -                      | 1,088,659      |
| 577                   | -         | 41,838      | 186,209   | -                    | -                       | -                     | -                   | 256,564          | 1,248                  | 1,365,712      |
| 47,752                | 85,042    | 73,792      | 186,209   | 169,333              | 33,281                  | 26,936                | 20,035              | 256,564          | 4,405,117              | 79,788,452     |
| -                     | -         | -           | -         | -                    | -                       | -                     | -                   | -                | -                      | 8,918,659      |
| 47,752                | 85,042    | 73,792      | 186,209   | 169,333              | 33,281                  | 26,936                | 20,035              | 256,564          | 4,405,117              | 88,707,111     |
| 11,484                | 73,142    | 71,434      | -         | 115,760              | 29,399                  | -                     | 23,989              | -                | 75,317                 | 27,841,098     |
| 6,300                 | -         | -           | -         | -                    | 700                     | -                     | -                   | -                | -                      | 2,184,094      |
| 24,965                | -         | -           | 186,209   | -                    | 4,300                   | 49,005                | -                   | 10,000           | 4,262,206              | 28,685,655     |
| -                     | -         | -           | -         | -                    | -                       | -                     | -                   | -                | -                      | 1,441,227      |
| -                     | -         | -           | -         | -                    | -                       | -                     | -                   | 294,466          | -                      | 7,637,170      |
| -                     | -         | -           | -         | -                    | -                       | -                     | -                   | -                | -                      | 12,740,134     |
| 42,749                | 73,142    | 71,434      | 186,209   | 115,760              | 34,399                  | 49,005                | 23,989              | 304,466          | 4,337,523              | \$ 80,529,378  |
| -                     | -         | -           | -         | -                    | -                       | -                     | -                   | 254,559          | -                      | 8,918,659      |
| 42,749                | 73,142    | 71,434      | 186,209   | 115,760              | 34,399                  | 49,005                | 23,989              | 559,025          | 4,337,523              | 89,448,037     |
| \$ 17,190             | \$ 95,532 | \$ 2,358    | \$ -      | \$ 76,762            | \$ 147,927              | \$ 59,114             | \$ 14,153           | \$ 255,000       | \$ 92,620              | \$ 16,947,744  |
| 40.2%                 | 130.6%    | 3.3%        | 0.0%      | 0.0%                 | 430.0%                  | 120.6%                | 59.0%               | 83.8%            | 2.1%                   | 21.0%          |

**FY 2016 COMBINED FUND SUMMARY**

| Description                       | Governmental Funds |                      |                   |                        | Enterprise Funds  |                  |                  | Impact Fees Fund | Police Seizure Fund |
|-----------------------------------|--------------------|----------------------|-------------------|------------------------|-------------------|------------------|------------------|------------------|---------------------|
|                                   | General Fund       | Economic Development | Debt Service Fund | Capital Projects Funds | Utility Fund      | Refuse Fund      | Drainage Fund    |                  |                     |
| Beginning Resources               | \$ 4,603,183       | \$ 146,796           | \$ 452,569        | \$ 250,000             | \$ 8,151,326      | \$ 267,922       | \$ 1,393,480     | \$ -             | \$ 921,812          |
| Current Revenues:                 |                    |                      |                   |                        |                   |                  |                  |                  |                     |
| Tax Revenues                      | 24,953,250         | -                    | 7,655,573         | -                      | -                 | -                | -                | -                | -                   |
| Franchise Fees                    | 3,147,749          | -                    | -                 | -                      | -                 | -                | -                | -                | -                   |
| Licenses and Permits              | 730,161            | 1,500                | -                 | -                      | -                 | -                | -                | 31,000           | -                   |
| Charges for Service               | 2,865,857          | -                    | -                 | -                      | 29,548,944        | 4,693,402        | 1,346,205        | -                | -                   |
| Fines and Forfeitures             | 1,008,407          | -                    | -                 | -                      | -                 | -                | -                | -                | -                   |
| Other                             | 798,500            | 250                  | 5,130             | -                      | 11,976            | 5,695            | 734              | 13,357           | 100,550             |
| <b>Total Current Revenues</b>     | <b>33,503,924</b>  | <b>1,750</b>         | <b>7,660,703</b>  | <b>-</b>               | <b>29,560,920</b> | <b>4,699,097</b> | <b>1,346,939</b> | <b>44,357</b>    | <b>100,550</b>      |
| Other Sources:                    |                    |                      |                   |                        |                   |                  |                  |                  |                     |
| Transfers In                      | 4,560,112          | 314,944              | 495,393           | 3,409,254              | 139,397           | -                | -                | -                | -                   |
| <b>Total</b>                      | <b>38,064,036</b>  | <b>316,694</b>       | <b>8,156,096</b>  | <b>3,409,254</b>       | <b>29,700,317</b> | <b>4,699,097</b> | <b>1,346,939</b> | <b>44,357</b>    | <b>100,550</b>      |
| Current Expenditures:             |                    |                      |                   |                        |                   |                  |                  |                  |                     |
| Personnel Costs                   | 25,976,718         | 232,112              | -                 | 120,077                | 2,244,156         | -                | 139,772          | -                | -                   |
| Supplies                          | 1,716,831          | 5,850                | -                 | -                      | 304,197           | -                | 51,770           | -                | 100,550             |
| Purchase Services                 | 7,874,947          | 135,450              | 131,437           | -                      | 13,070,104        | 3,389,316        | 66,060           | -                | -                   |
| Capital Outlay                    | 686,171            | -                    | -                 | -                      | -                 | -                | -                | -                | -                   |
| Capital Improvements              | -                  | -                    | -                 | 3,289,177              | 2,800,000         | -                | 335,502          | 30,000           | -                   |
| Debt Service                      | -                  | -                    | 8,024,659         | -                      | 5,069,849         | -                | 376,033          | -                | -                   |
| <b>Total Current Expenditures</b> | <b>36,254,667</b>  | <b>373,412</b>       | <b>8,156,096</b>  | <b>3,409,254</b>       | <b>23,488,306</b> | <b>3,389,316</b> | <b>969,137</b>   | <b>30,000</b>    | <b>100,550</b>      |
| Other Uses:                       |                    |                      |                   |                        |                   |                  |                  |                  |                     |
| Transfers Out                     | 1,565,976          | -                    | -                 | -                      | 5,476,331         | 1,267,916        | 353,877          | -                | -                   |
| <b>Total</b>                      | <b>37,820,643</b>  | <b>373,412</b>       | <b>8,156,096</b>  | <b>3,409,254</b>       | <b>28,964,637</b> | <b>4,657,232</b> | <b>1,323,014</b> | <b>30,000</b>    | <b>100,550</b>      |
| Ending Resources                  | \$ 4,846,576       | \$ 90,078            | \$ 452,569        | \$ 250,000             | \$ 8,887,006      | \$ 309,787       | \$ 1,417,405     | \$ 14,357        | \$ 921,812          |
| % of Expenditures                 | 13.4%              | 24.1%                | 5.5%              | 7.3%                   | 37.8%             | 9.1%             | 146.3%           | 47.9%            | 0.0%                |

| Special Revenue Funds |            |             |           |                      |                         |                       |                     |                  | Internal Service Funds | Combined Total |
|-----------------------|------------|-------------|-----------|----------------------|-------------------------|-----------------------|---------------------|------------------|------------------------|----------------|
| Hotel/Motel Fund      | PEG Fund   | Grants Fund | CDBG Fund | Inspection Fees Fund | Juvenile Diversion Fund | Court Technology Fund | Court Security Fund | Golf Course Fund | Employee Benefits Fund |                |
| \$ 17,190             | \$ 95,532  | \$ 2,358    | \$ -      | \$ 76,762            | \$ 147,927              | \$ 59,114             | \$ 14,153           | \$ 255,000       | \$ 92,620              | \$ 16,947,744  |
| 47,175                | -          | -           | -         | -                    | -                       | -                     | -                   | -                | -                      | 32,655,998     |
| -                     | 85,042     | -           | -         | -                    | -                       | -                     | -                   | -                | -                      | 3,232,791      |
| -                     | -          | -           | -         | -                    | -                       | -                     | -                   | -                | -                      | 762,661        |
| -                     | -          | 32,354      | -         | 169,333              | -                       | -                     | -                   | -                | 4,800,217              | 43,456,312     |
| -                     | -          | -           | -         | -                    | 33,281                  | 26,936                | 20,035              | -                | -                      | 1,088,659      |
| 577                   | -          | 41,838      | 186,209   | -                    | -                       | -                     | -                   | 257,005          | 1,248                  | 1,423,069      |
| 47,752                | 85,042     | 74,192      | 186,209   | 169,333              | 33,281                  | 26,936                | 20,035              | 257,005          | 4,801,465              | 82,619,490     |
| -                     | -          | -           | -         | -                    | -                       | -                     | -                   | -                | -                      | 8,919,100      |
| 47,752                | 85,042     | 74,192      | 186,209   | 169,333              | 33,281                  | 26,936                | 20,035              | 257,005          | 4,801,465              | 91,538,590     |
| 11,484                | 74,259     | 74,242      | -         | 121,740              | 29,403                  | -                     | 23,989              | -                | 76,433                 | 29,124,385     |
| 6,300                 | -          | -           | -         | -                    | 700                     | -                     | -                   | -                | -                      | 2,186,198      |
| 24,965                | -          | -           | 186,209   | -                    | 4,300                   | 49,005                | -                   | 10,000           | 4,638,169              | 29,579,962     |
| -                     | -          | -           | -         | -                    | -                       | -                     | -                   | -                | -                      | 686,171        |
| -                     | -          | -           | -         | -                    | -                       | -                     | -                   | -                | -                      | 6,454,679      |
| -                     | -          | -           | -         | -                    | -                       | -                     | -                   | -                | -                      | 13,470,541     |
| 42,749                | 74,259     | 74,242      | 186,209   | 121,740              | 34,403                  | 49,005                | 23,989              | 10,000           | 4,714,602              | 81,501,936     |
| -                     | -          | -           | -         | -                    | -                       | -                     | -                   | 255,000          | -                      | 8,919,100      |
| 42,749                | 74,259     | 74,242      | 186,209   | 121,740              | 34,403                  | 49,005                | 23,989              | 265,000          | 4,714,602              | 90,421,036     |
| \$ 22,193             | \$ 106,315 | \$ 2,308    | \$ -      | \$ 124,355           | \$ 146,805              | \$ 37,045             | \$ 10,199           | \$ 247,005       | \$ 179,483             | \$ 18,065,298  |
| 51.9%                 | 143.2%     | 0.0%        | 0.0%      | 0.0%                 | 0.0%                    | 0.0%                  | 0.0%                | 0.0%             | 0.0%                   | 22.2%          |

**GENERAL FUND**

|                       | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|-----------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Revenues:             |                      |                      |                        |                       |                        |
| Beginning Resources   | \$ 7,044,671         | \$ 6,280,686         | \$ 5,616,262           | \$ 4,526,776          | \$ 4,603,183           |
| Current Revenues:     |                      |                      |                        |                       |                        |
| Tax Revenues          | 20,792,372           | 21,258,690           | 21,364,562             | 24,179,696            | 24,953,250             |
| Franchise Fees        | 2,895,572            | 3,010,000            | 3,060,000              | 3,077,967             | 3,147,749              |
| Licenses and Permits  | 528,503              | 505,839              | 621,839                | 722,933               | 730,161                |
| Charges for Service   | 2,815,582            | 2,623,980            | 2,743,980              | 2,806,768             | 2,865,857              |
| Fines and Forfeitures | 933,976              | 1,008,407            | 981,006                | 1,008,407             | 1,008,407              |
| Other                 | 745,959              | 704,744              | 740,140                | 741,584               | 798,500                |
| Transfers In          | 4,560,120            | 4,560,112            | 4,560,112              | 4,560,112             | 4,560,112              |
| Current Revenues      | <u>33,272,084</u>    | <u>33,671,772</u>    | <u>34,071,639</u>      | <u>37,097,467</u>     | <u>38,064,036</u>      |
| Available Resources   | <u>40,316,755</u>    | <u>39,952,458</u>    | <u>39,687,901</u>      | <u>41,624,244</u>     | <u>42,667,219</u>      |
| Expenditures:         |                      |                      |                        |                       |                        |
| Personnel Services    | 22,719,805           | 23,712,976           | 23,712,976             | 24,775,943            | 25,976,718             |
| Supplies              | 1,659,040            | 1,707,142            | 1,703,142              | 1,714,727             | 1,716,831              |
| Purchase Services     | 7,126,191            | 7,742,239            | 7,806,285              | 8,060,816             | 7,874,947              |
| Capital Outlay        | 1,485,926            | 682,000              | 682,000                | 903,599               | 686,171                |
| Capital Improvements  | -                    | -                    | -                      | -                     | -                      |
| Debt Service          | -                    | -                    | -                      | -                     | -                      |
| Transfers Out         | 1,709,531            | 1,156,722            | 1,256,722              | 1,565,976             | 1,565,976              |
| Total Expenditures    | <u>34,700,493</u>    | <u>35,001,079</u>    | <u>35,161,125</u>      | <u>37,021,061</u>     | <u>37,820,643</u>      |
| Ending Resources      | <u>\$ 5,616,262</u>  | <u>\$ 4,951,379</u>  | <u>\$ 4,526,776</u>    | <u>\$ 4,603,183</u>   | <u>\$ 4,846,576</u>    |

**ECONOMIC DEVELOPMENT FUND**

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

**DEBT SERVICE FUND**

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

**UTILITY FUND**

|                            | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|----------------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Revenues:                  |                      |                      |                        |                       |                        |
| Beginning Resources        | \$ 7,414,069         | \$ 6,059,840         | \$ 6,980,288           | \$ 7,608,008          | \$ 8,151,326           |
| Current Revenues:          |                      |                      |                        |                       |                        |
| Tax Revenues               | -                    | -                    | -                      | -                     | -                      |
| Franchise Fees             | -                    | -                    | -                      | -                     | -                      |
| Licenses and Permits       | -                    | -                    | -                      | -                     | -                      |
| Charges for Services       | 25,618,298           | 27,380,170           | 26,180,170             | 28,454,087            | 29,548,944             |
| Fines & Forfeitures        | -                    | -                    | -                      | -                     | -                      |
| Other                      | 3,571                | 11,976               | 11,976                 | 11,976                | 11,976                 |
| Transfers In               | 139,404              | 139,397              | 139,397                | 139,397               | 139,397                |
| <b>Current Revenues</b>    | <b>25,761,273</b>    | <b>27,531,543</b>    | <b>26,331,543</b>      | <b>28,605,460</b>     | <b>29,700,317</b>      |
| <b>Available Resources</b> | <b>33,175,342</b>    | <b>33,591,383</b>    | <b>33,311,831</b>      | <b>36,213,468</b>     | <b>37,851,643</b>      |
| Expenditures:              |                      |                      |                        |                       |                        |
| Personnel Services         | 2,031,503            | 2,163,577            | 2,163,577              | 2,184,764             | 2,244,156              |
| Supplies                   | 348,333              | 301,253              | 301,253                | 304,197               | 304,197                |
| Purchase Services          | 10,010,322           | 11,539,115           | 11,539,115             | 12,296,266            | 13,070,104             |
| Capital Outlay             | 675,772              | 20,028               | 20,028                 | 287,628               | -                      |
| Capital Improvements       | 3,778,122            | 2,800,000            | 1,100,000              | 2,800,000             | 2,800,000              |
| Debt Service               | 4,973,481            | 5,103,519            | 5,103,519              | 4,712,956             | 5,069,849              |
| Transfers Out              | 4,377,521            | 5,476,331            | 5,476,331              | 5,476,331             | 5,476,331              |
| <b>Total Expenditures</b>  | <b>26,195,054</b>    | <b>27,403,823</b>    | <b>25,703,823</b>      | <b>28,062,142</b>     | <b>28,964,637</b>      |
| <b>Ending Resources</b>    | <b>\$ 6,980,288</b>  | <b>\$ 6,187,560</b>  | <b>\$ 7,608,008</b>    | <b>\$ 8,151,326</b>   | <b>\$ 8,887,006</b>    |

**REFUSE FUND**

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

**DRAINAGE FUND**

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

**IMPACT FEES FUND**

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

**POLICE SEIZURE FUND**

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

**HOTEL MOTEL FUND**

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

**PEG FUND**

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

**GRANTS FUND**

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

**CDBG FUND**

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

**INSPECTION FEES FUND**

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

**JUVENILE DIVERSION FUND**

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

**COURT TECHNOLOGY FUND**

|                      | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|----------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Revenues:            |                      |                      |                        |                       |                        |
| Beginning Resources  | \$ 188,423           | \$ 9,240             | \$ 182,765             | \$ 81,183             | \$ 59,114              |
| Current Revenues:    |                      |                      |                        |                       |                        |
| Tax Revenues         | -                    | -                    | -                      | -                     | -                      |
| Franchise Fees       | -                    | -                    | -                      | -                     | -                      |
| Licenses and Permits | -                    | -                    | -                      | -                     | -                      |
| Charges for Services | -                    | -                    | -                      | -                     | -                      |
| Fines & Forfeitures  | 29,154               | 26,936               | 26,936                 | 26,936                | 26,936                 |
| Other                | 194                  | -                    | -                      | -                     | -                      |
| Transfer In          | -                    | -                    | -                      | -                     | -                      |
| Current Revenues     | <u>29,348</u>        | <u>26,936</u>        | <u>26,936</u>          | <u>26,936</u>         | <u>26,936</u>          |
| Available Resources  | <u>217,771</u>       | <u>36,176</u>        | <u>209,701</u>         | <u>108,119</u>        | <u>86,050</u>          |
| Expenditures:        |                      |                      |                        |                       |                        |
| Personnel Services   | -                    | -                    | -                      | -                     | -                      |
| Supplies             | -                    | -                    | -                      | -                     | -                      |
| Purchase Services    | 35,006               | 29,145               | 128,518                | 49,005                | 49,005                 |
| Capital Outlay       | -                    | -                    | -                      | -                     | -                      |
| Capital Improvements | -                    | -                    | -                      | -                     | -                      |
| Debt Service         | -                    | -                    | -                      | -                     | -                      |
| Transfers Out        | -                    | -                    | -                      | -                     | -                      |
| Total Expenditures   | <u>35,006</u>        | <u>29,145</u>        | <u>128,518</u>         | <u>49,005</u>         | <u>49,005</u>          |
| Ending Resources     | <u>\$ 182,765</u>    | <u>\$ 7,031</u>      | <u>\$ 81,183</u>       | <u>\$ 59,114</u>      | <u>\$ 37,045</u>       |

**COURT SECURITY FUND**

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

**GOLF FUND**

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

**EMPLOYEE BENEFITS FUND**

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

**PERSONNEL SUMMARY**

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

**PERSONNEL SUMMARY**

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

**PERSONNEL SUMMARY**

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

**PERSONNEL SUMMARY**

| Staffing                             | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Change<br>FY14 to FY15 |
|--------------------------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| <b><u>POLICE</u></b>                 |                      |                      |                        |                       |                        |
| <b><u>Police</u></b>                 |                      |                      |                        |                       |                        |
| Admin. Services Mgr                  | 1.00                 | 1.00                 | 1.00                   | 1.00                  | -                      |
| Assistant Police Chief               | 1.00                 | 1.00                 | 1.00                   | 1.00                  | -                      |
| Communications Dir.                  | 1.00                 | 1.00                 | 1.00                   | 1.00                  | -                      |
| Communications Officer               | 12.00                | 12.00                | 12.00                  | 12.00                 | -                      |
| Communications Super.                | 2.00                 | 2.00                 | 2.00                   | 2.00                  | -                      |
| Crossing Guards                      | 3.00                 | 3.00                 | 3.00                   | 3.00                  | -                      |
| Detectives                           | 9.00                 | 9.00                 | 9.00                   | 9.00                  | -                      |
| Detention Officer                    | 7.00                 | 7.00                 | 7.00                   | 7.00                  | -                      |
| Detention Supervisor                 | 1.00                 | 1.00                 | 1.00                   | 1.00                  | -                      |
| Lieutenant                           | 6.00                 | 6.00                 | 6.00                   | 6.00                  | -                      |
| Police Chief                         | 1.00                 | 1.00                 | 1.00                   | 1.00                  | -                      |
| Police Officer                       | 49.00                | 49.00                | 49.00                  | 49.00                 | -                      |
| Police Officer Warrants              | 2.00                 | 2.00                 | 2.00                   | 2.00                  | -                      |
| Property/Evidence Tech.              | 2.00                 | 2.00                 | 2.00                   | 2.00                  | -                      |
| Records Clerk                        | 2.00                 | 2.00                 | 2.00                   | 2.00                  | -                      |
| Records Supervisor                   | 1.00                 | 1.00                 | 1.00                   | 1.00                  | -                      |
| Sergeant                             | 8.00                 | 8.00                 | 8.00                   | 8.00                  | -                      |
| Sr. Admin Assistant                  | 1.00                 | 1.00                 | 1.00                   | 1.00                  | -                      |
| Warrant Clerk                        | 1.00                 | 1.00                 | 1.00                   | 1.00                  | -                      |
|                                      | <b>110.00</b>        | <b>110.00</b>        | <b>110.00</b>          | <b>110.00</b>         | <b>-</b>               |
| <b><u>Animal Services</u></b>        |                      |                      |                        |                       |                        |
| Animal Control Super.                | 1.00                 | 1.00                 | 1.00                   | 1.00                  | -                      |
| Animal Control Officer               | 4.00                 | 4.00                 | 5.00                   | 5.00                  | 1.00                   |
| Shelter Attendant                    | 1.00                 | 1.00                 | 0.50                   | 0.50                  | (0.50)                 |
|                                      | <b>6.00</b>          | <b>6.00</b>          | <b>6.50</b>            | <b>6.50</b>           | <b>0.50</b>            |
| <b><u>Environmental Services</u></b> |                      |                      |                        |                       |                        |
| Enviro. Service Mgr                  | 1.00                 | 1.00                 | 1.00                   | -                     | (1.00)                 |
| Code Enforce. Super.                 | 1.00                 | 1.00                 | 1.00                   | 1.00                  | -                      |
| Code Enforce. Officer                | 3.00                 | 3.00                 | 3.00                   | 3.00                  | -                      |
| Community Svs Specialist             | 1.00                 | 1.00                 | 1.00                   | 1.00                  | -                      |
|                                      | <b>6.00</b>          | <b>6.00</b>          | <b>6.00</b>            | <b>5.00</b>           | <b>(1.00)</b>          |
| <b><u>PUBLIC WORKS</u></b>           |                      |                      |                        |                       |                        |
| <b><u>Streets</u></b>                |                      |                      |                        |                       |                        |
| Superintendent                       | -                    | -                    | -                      | -                     | -                      |
| Supervisor                           | 1.00                 | 1.00                 | 1.00                   | 1.00                  | -                      |
| Crew Leader                          | 3.00                 | 3.00                 | 3.00                   | 3.00                  | -                      |
| Traffic Technician                   | 2.00                 | 2.00                 | 2.00                   | 2.00                  | -                      |
| Maintenance Specialist               | 7.00                 | 7.00                 | 7.00                   | 7.00                  | -                      |
|                                      | <b>13.00</b>         | <b>13.00</b>         | <b>13.00</b>           | <b>13.00</b>          | <b>-</b>               |
| <b><u>Vehicle Services</u></b>       |                      |                      |                        |                       |                        |
| Fleet Supervisor                     | 1.00                 | 1.00                 | 1.00                   | 1.00                  | -                      |
| Mechanic                             | 2.00                 | 2.00                 | 2.00                   | 2.00                  | -                      |
|                                      | <b>3.00</b>          | <b>3.00</b>          | <b>3.00</b>            | <b>3.00</b>           | <b>-</b>               |

**PERSONNEL SUMMARY**

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

**PERSONNEL SUMMARY**

| Staffing                         | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Change<br>FY14 to FY15 |
|----------------------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| <b>UTILITY CIP FUND</b>          |                      |                      |                        |                       |                        |
| Maintenance Crewleader           | -                    | 1.00                 | 1.00                   | 1.00                  | -                      |
| Maintenance Specialist           | -                    | 3.00                 | 3.00                   | 3.00                  | -                      |
|                                  | -                    | 4.00                 | 4.00                   | 4.00                  | -                      |
| <b>ECONOMIC DEVELOPMENT FUND</b> |                      |                      |                        |                       |                        |
| Director                         | 1.00                 | 1.00                 | 1.00                   | 1.00                  | -                      |
| Eco. Devo. Specialist            | 1.00                 | 1.00                 | 1.00                   | 1.00                  | -                      |
|                                  | 2.00                 | 2.00                 | 2.00                   | 2.00                  | -                      |
| <b>GRANTS FUND</b>               |                      |                      |                        |                       |                        |
| Emergency Management Specialist  | -                    | -                    | -                      | 0.50                  | 0.50                   |
|                                  | -                    | -                    | -                      | 0.50                  | 0.50                   |
| <b>PEG FUND</b>                  |                      |                      |                        |                       |                        |
| Creative Services Producer       | 1.00                 | 1.00                 | 1.00                   | 1.00                  | -                      |
|                                  | 1.00                 | 1.00                 | 1.00                   | 1.00                  | -                      |
| <b>INSPECTION FEES FUND</b>      |                      |                      |                        |                       |                        |
| Engineering Assistant            | -                    | -                    | 0.75                   | 0.75                  | 0.75                   |
| ROW/Environmental Engineer       | -                    | 0.75                 | -                      | -                     | (0.75)                 |
| Senior Planner                   | -                    | 0.75                 | 0.75                   | 0.75                  | -                      |
|                                  | -                    | 1.50                 | 1.50                   | 1.50                  | -                      |
| <b>JUVENILE DIVERSION FUND</b>   |                      |                      |                        |                       |                        |
| Juvenile Caseworker              | 0.50                 | 0.50                 | 0.50                   | 0.50                  | -                      |
|                                  | 0.50                 | 0.50                 | 0.50                   | 0.50                  | -                      |
| <b>COURT SECURITY FUND</b>       |                      |                      |                        |                       |                        |
| Bailiff                          | 0.50                 | 0.50                 | 0.50                   | 0.50                  | -                      |
|                                  | 0.50                 | 0.50                 | 0.50                   | 0.50                  | -                      |
| <b>EMPLOYEE BENEFITS FUND</b>    |                      |                      |                        |                       |                        |
| Wellness Coordinator             | -                    | 1.00                 | 1.00                   | 1.00                  | -                      |
|                                  | -                    | 1.00                 | 1.00                   | 1.00                  | -                      |
| <b>CITYWIDE TOTAL</b>            | <b>373.00</b>        | <b>378.00</b>        | <b>379.25</b>          | <b>382.50</b>         | <b>4.50</b>            |

# Rowlett

T E X A S

# General Fund



**GENERAL FUND**

**Revenue Summary**

| Revenues                      | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|-------------------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Beginning Resources           | \$ 7,044,671         | \$ 6,280,686         | \$ 5,616,262           | \$ 4,526,776          | \$ 4,603,183           |
| <b>Tax Revenues:</b>          |                      |                      |                        |                       |                        |
| Current taxes                 | 13,374,942           | 12,867,864           | 12,867,864             | 15,467,633            | 15,909,189             |
| Delinquent taxes              | 1,727,133            | 2,557,394            | 2,557,394              | 2,646,903             | 2,849,064              |
| Delinquent taxes prior        | 151,904              | 235,780              | 235,780                | 244,032               | 262,520                |
| City sales tax                | 5,386,679            | 5,413,175            | 5,519,047              | 5,631,653             | 5,737,973              |
| Mixed drink tax               | 57,273               | 58,338               | 58,338                 | 58,921                | 59,511                 |
| Penalty & Interest            | 94,441               | 126,139              | 126,139                | 130,554               | 134,993                |
| <b>Total</b>                  | <b>20,792,372</b>    | <b>21,258,690</b>    | <b>21,364,562</b>      | <b>24,179,696</b>     | <b>24,953,250</b>      |
| <b>Franchise Fees:</b>        |                      |                      |                        |                       |                        |
| Electric                      | 1,456,317            | 1,559,569            | 1,579,569              | 1,606,356             | 1,654,547              |
| Telephone                     | 254,558              | 258,818              | 258,818                | 261,407               | 264,019                |
| Gas                           | 310,549              | 333,775              | 363,775                | 343,788               | 354,102                |
| Cable                         | 874,148              | 857,838              | 857,838                | 866,416               | 875,081                |
| <b>Total</b>                  | <b>2,895,572</b>     | <b>3,010,000</b>     | <b>3,060,000</b>       | <b>3,077,967</b>      | <b>3,147,749</b>       |
| <b>Licenses and Permits:</b>  |                      |                      |                        |                       |                        |
| Food service                  | 35,550               | 37,625               | 37,625                 | 38,001                | 38,381                 |
| Protective alarm              | 126,387              | 137,260              | 137,260                | 138,633               | 140,019                |
| Building structures           | 156,174              | 131,516              | 247,516                | 346,139               | 350,873                |
| Takeline fees                 | 63,200               | 67,390               | 67,390                 | 68,064                | 68,744                 |
| Contractor permits            | 89,495               | 80,051               | 80,051                 | 80,051                | 80,051                 |
| Special permits               | 42,742               | 35,281               | 35,281                 | 35,329                | 35,377                 |
| Contractor regis.             | 14,955               | 16,716               | 16,716                 | 16,716                | 16,716                 |
| <b>Total</b>                  | <b>528,503</b>       | <b>505,839</b>       | <b>621,839</b>         | <b>722,933</b>        | <b>730,161</b>         |
| <b>Charges for Service:</b>   |                      |                      |                        |                       |                        |
| GISD resource officer         | 205,579              | 215,434              | 215,434                | 221,897               | 228,554                |
| Ambulance fees                | 632,449              | 630,000              | 750,000                | 827,009               | 835,279                |
| 911 Emergency                 | 453,293              | 455,904              | 455,904                | 460,463               | 465,068                |
| Animal control fees           | 43,545               | 56,403               | 56,403                 | 56,967                | 57,537                 |
| Mowing fees                   | 118,386              | 137,963              | 137,963                | 139,343               | 140,736                |
| Rezoning fees                 | 25,547               | 9,675                | 9,675                  | 9,772                 | 9,869                  |
| New addition filing           | 825                  | 781                  | 781                    | 789                   | 797                    |
| Misc. fees                    | 374,847              | 13,025               | 13,025                 | 13,153                | 13,285                 |
| Plan review                   | 3,000                | -                    | -                      | -                     | -                      |
| Community Centre              | 447,650              | 432,629              | 432,629                | 495,804               | 526,324                |
| Parks                         | 91,171               | 102,371              | 102,371                | 105,470               | 111,950                |
| Wet Zone                      | 380,865              | 534,473              | 534,473                | 440,431               | 440,431                |
| Library fines and fees        | 38,425               | 35,322               | 35,322                 | 35,670                | 36,027                 |
| <b>Total</b>                  | <b>2,815,582</b>     | <b>2,623,980</b>     | <b>2,743,980</b>       | <b>2,806,768</b>      | <b>2,865,857</b>       |
| <b>Fines and Forfeitures:</b> |                      |                      |                        |                       |                        |
| Municipal court fines         | 933,976              | 1,008,407            | 981,006                | 1,008,407             | 1,008,407              |
| <b>Total</b>                  | <b>933,976</b>       | <b>1,008,407</b>     | <b>981,006</b>         | <b>1,008,407</b>      | <b>1,008,407</b>       |

**GENERAL FUND**

***Revenue Summary***

| Revenues                   | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|----------------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Other:                     |                      |                      |                        |                       |                        |
| Interest earnings          | 18,123               | 20,000               | 30,000                 | 50,000                | 100,000                |
| Miscellaneous              | 192,063              | 115,487              | 115,487                | 116,642               | 117,801                |
| Insurance payments         | 61,815               | 94,111               | 119,507                | 95,052                | 96,003                 |
| Rentals/Leases             | 423,392              | 444,539              | 444,539                | 448,984               | 453,474                |
| Festivals                  | 19,755               | 13,800               | 13,800                 | 13,937                | 14,077                 |
| Donations                  | 30,811               | 16,807               | 16,807                 | 16,969                | 17,145                 |
| <b>Total</b>               | <b>745,959</b>       | <b>704,744</b>       | <b>740,140</b>         | <b>741,584</b>        | <b>798,500</b>         |
| Internal Transfers:        |                      |                      |                        |                       |                        |
| Utility In Lieu of Tax     | 824,316              | 824,316              | 824,316                | 824,316               | 824,316                |
| Utility G&A                | 2,517,732            | 2,517,722            | 2,517,722              | 2,517,722             | 2,517,722              |
| Utility in lieu of franch. | 1,218,072            | 1,218,074            | 1,218,074              | 1,218,074             | 1,218,074              |
| <b>Total</b>               | <b>4,560,120</b>     | <b>4,560,112</b>     | <b>4,560,112</b>       | <b>4,560,112</b>      | <b>4,560,112</b>       |
| <b>Total Revenues</b>      | <b>33,272,084</b>    | <b>33,671,772</b>    | <b>34,071,639</b>      | <b>37,097,467</b>     | <b>38,064,036</b>      |
| <b>Total Resources</b>     | <b>\$ 40,316,755</b> | <b>\$ 39,952,458</b> | <b>\$ 39,687,901</b>   | <b>\$ 41,624,244</b>  | <b>\$ 42,667,219</b>   |

**GENERAL FUND**

***Expenditure Summary***

| Expenditures       | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|--------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Personnel Services | \$ 22,719,805        | \$ 23,712,976        | \$ 23,712,976          | \$ 24,775,943         | \$ 25,976,718          |
| Supplies           | 1,659,040            | 1,707,142            | 1,703,142              | 1,714,727             | 1,716,831              |
| Purchase Services  | 7,126,191            | 7,742,239            | 7,806,285              | 8,060,816             | 7,874,947              |
| Capital Outlay     | 1,485,926            | 682,000              | 682,000                | 903,599               | 686,171                |
| Transfers Out      | 1,709,531            | 1,156,722            | 1,256,722              | 1,565,976             | 1,565,976              |
| <b>Total</b>       | <b>\$ 34,700,493</b> | <b>\$ 35,001,079</b> | <b>\$ 35,161,125</b>   | <b>\$ 37,021,061</b>  | <b>\$ 37,820,643</b>   |

| By Division            | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|------------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| City Council           | \$ 267,338           | \$ 309,395           | \$ 299,395             | \$ 284,429            | \$ 284,454             |
| City Manager           | 837,954              | 608,879              | 535,679                | 617,846               | 626,376                |
| City Secretary         | 291,774              | 337,265              | 324,665                | 341,005               | 322,174                |
| Development Services   | 770,304              | 642,792              | 724,792                | 1,269,054             | 1,288,989              |
| Finance                | 2,188,680            | 2,586,097            | 2,485,143              | 2,417,249             | 2,413,906              |
| Fire                   | 8,159,633            | 8,358,788            | 8,208,788              | 9,034,819             | 9,408,614              |
| Human Resources        | 376,969              | 506,347              | 498,647                | 528,710               | 537,722                |
| Information Technology | 2,065,539            | 1,533,604            | 1,533,604              | 1,592,195             | 1,454,957              |
| Library                | 1,083,950            | 1,166,388            | 1,124,388              | 1,346,705             | 1,360,366              |
| Parks                  | 3,314,636            | 3,542,322            | 3,502,322              | 3,720,104             | 3,731,931              |
| Police                 | 9,828,153            | 11,056,418           | 10,708,418             | 11,165,002            | 11,493,953             |
| Public Works           | 2,906,717            | 3,254,659            | 3,187,159              | 2,898,055             | 2,850,038              |
| Non-Departmental       | 2,608,846            | 1,098,125            | 2,028,125              | 1,805,888             | 2,047,163              |
| <b>Total</b>           | <b>\$ 34,700,493</b> | <b>\$ 35,001,079</b> | <b>\$ 35,161,125</b>   | <b>\$ 37,021,061</b>  | <b>\$ 37,820,643</b>   |

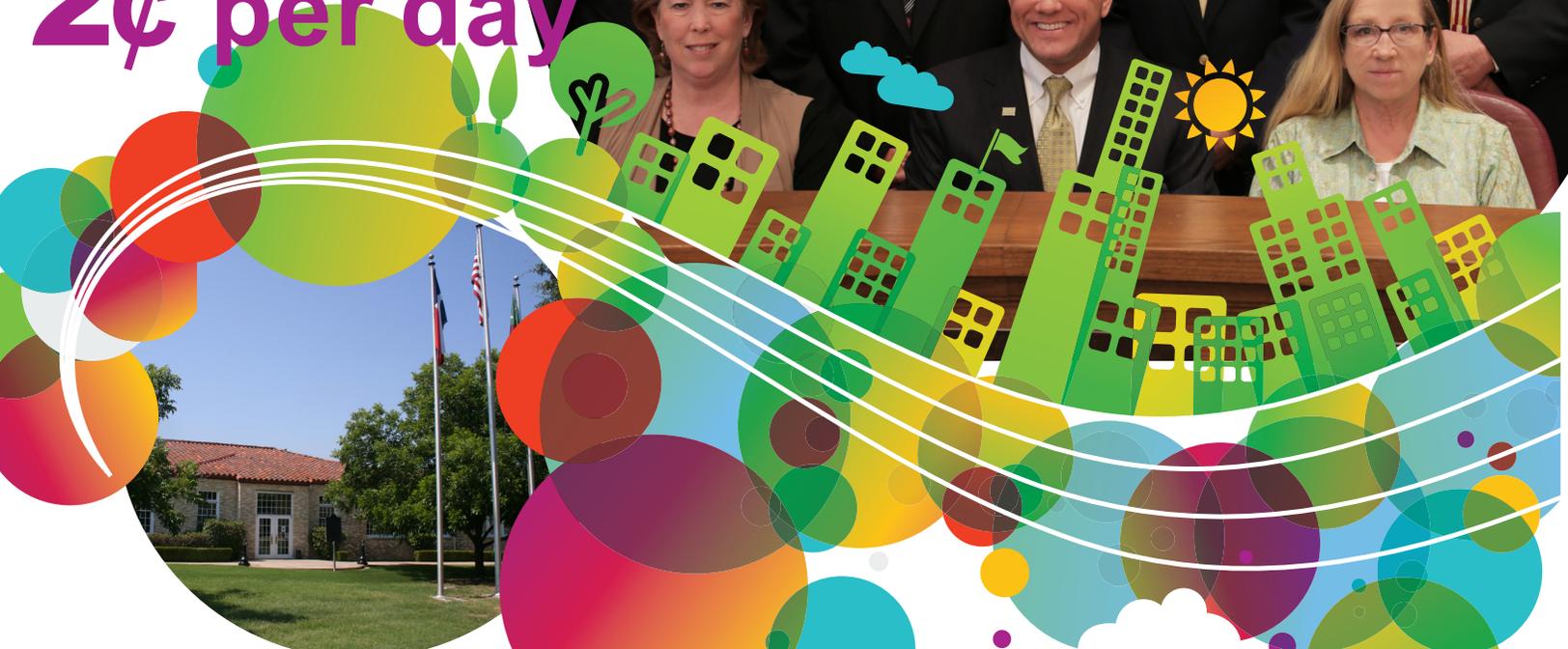
| Staffing               | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|------------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| City Council           | 3.50                 | 3.50                 | 3.50                   | 3.50                  | 3.50                   |
| City Manager           | 4.00                 | 4.00                 | 4.00                   | 4.00                  | 4.00                   |
| City Secretary         | 3.50                 | 3.50                 | 3.50                   | 3.50                  | 3.50                   |
| Development Services   | 6.00                 | 6.25                 | 9.25                   | 11.25                 | 11.25                  |
| Finance                | 21.00                | 21.00                | 21.00                  | 20.00                 | 20.00                  |
| Fire                   | 77.00                | 77.00                | 77.00                  | 77.50                 | 77.50                  |
| Human Resources        | 4.00                 | 4.00                 | 4.50                   | 4.50                  | 4.50                   |
| Information Technology | 5.00                 | 5.00                 | 5.00                   | 5.00                  | 5.00                   |
| Library                | 16.00                | 16.00                | 16.00                  | 16.00                 | 16.00                  |
| Parks                  | 45.00                | 45.00                | 45.00                  | 47.00                 | 49.00                  |
| Police                 | 122.00               | 122.00               | 122.50                 | 121.50                | 121.50                 |
| Public Works           | 24.50                | 23.75                | 20.50                  | 20.50                 | 20.50                  |
| <b>Total</b>           | <b>331.50</b>        | <b>331.00</b>        | <b>331.75</b>          | <b>334.25</b>         | <b>336.25</b>          |

# 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".

# City Council 2¢ per day



## Leadership as an Elected Body

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

Section 2.02  
Rowlett City Charter

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

### **In Fiscal Year 2013 the Rowlett City Council:**

**Approved 36 Ordinances**

**Approved 128 Resolutions**

**Heard 47 Citizen Input presentations including:**

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

**Conducted 28 Public Hearings including:**

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

**Presented 45 proclamations**

## City Council Mission

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



The Homestead at Liberty Grove Groundbreaking



## Village Rowlett: A Vision for the Future

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

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

2013 Boards and Commissions Volunteer Banquet



2013 National Night Out



## An Engaged Community

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

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

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

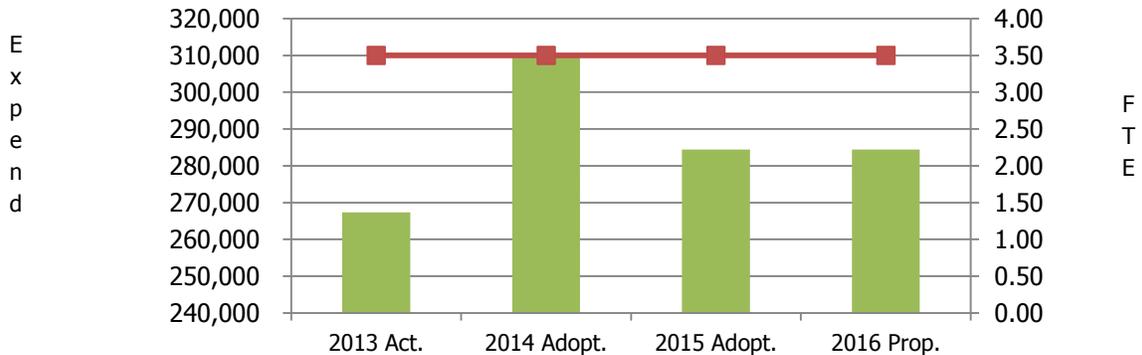
**CITY COUNCIL**

***City Council by the Numbers***

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

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

| Staffing     | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|--------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| City Council | 3.50                 | 3.50                 | 3.50                   | 3.50                  | 3.50                   |
| <b>Total</b> | <b>3.50</b>          | <b>3.50</b>          | <b>3.50</b>            | <b>3.50</b>           | <b>3.50</b>            |



## **CITY COUNCIL**

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

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

# City Manager's Office

4¢ per day

## Strategic Leadership

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

## Innovation, Efficiency, Effectiveness

### For Example:

#### Financial Transparency

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

#### Bond Rating

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

#### Accreditation

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

#### Citizen Feedback

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

## A Sense of Pride and Ownership

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

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

#### Community Partnerships

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

#### Neighborhood Life Program

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

***78 active groups participate!***

## Communication

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

### Rowlett on the Water, on the Move

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

### RTN16

Rowlett Television Network seen on cable channel 16.

### Rowlett on the Move

Monthly e-newsletter.

### www.Rowlett.com

Comprehensive and highly interactive website.

### Social Media

Like us on Facebook, follow us on Twitter!

## A Workforce that Feels Valued

### Appreciation Celebration

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

### Above and Beyond!

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

*115 Employees were recognized in Fiscal Year 2013!*



### Health and Wellness is a Priority!

Annual Employee Health Fair  
Annual Physical Exam  
Annual Biometric Screening  
Health and Wellness Classes  
Tobacco Free Workplace  
Employee Healthcare Clinic

*2014 Live Healthy America 8 Week Challenge - 132 employees participated and collectively lost 421 pounds.*

## Strategic Planning

*Five Year* Economic Development Strategy

*Five Year* Financial Model

*Five Year* Employee Benefit Strategy

*Two Year* Budget

*Realize Rowlett 2020* Comprehensive Plan Update



## A Sustainable Organization

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

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

From October, 2013 to May, 2014:

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

5,635 Violations

**91% Compliance Rate!**

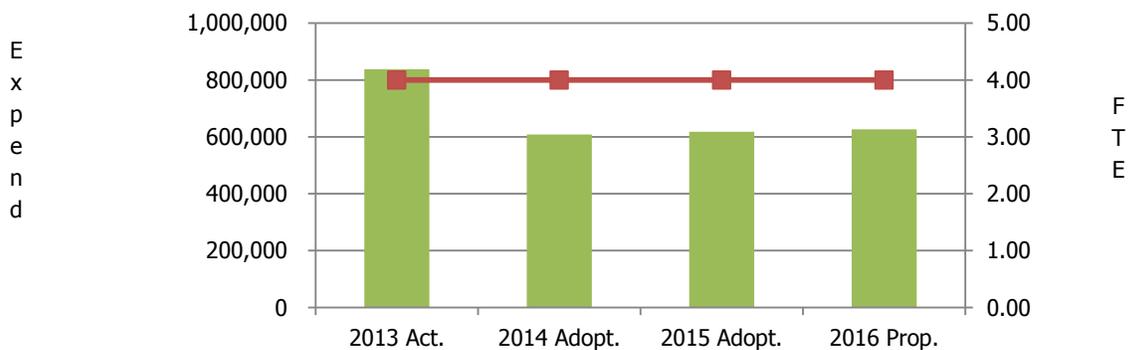
**CITY MANAGER'S OFFICE**

***City Manager by the Numbers***

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

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

| Staffing     | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|--------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| City Manager | 4.00                 | 4.00                 | 4.00                   | 4.00                  | 4.00                   |
| <b>Total</b> | <b>4.00</b>          | <b>4.00</b>          | <b>4.00</b>            | <b>4.00</b>           | <b>4.00</b>            |



## **CITY MANAGER'S OFFICE**

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

- Developed a two-year financial strategy for FY2015 and FY2016 to provide budget stability.
- Received a financial audit conducted by an independent accountant with no findings for the fiscal year ended September 30, 2013.
- Improved communication to citizens with realigned organizational communication plan through newsletter and RTN16.
- Community engagement opportunities included visible contacts with homeowner associations; hosting the annual volunteer fair, and the above & beyond recognition ceremony for city employees.
- Projected volunteer hours in the City of Rowlett organization for FY2014 totals 26,628 hours equaling 12.8 full-time equivalents for a cost savings of \$583,419 (based on the updated 2011 \$21.91/hr as set by The Independent Sector).

# City Secretary's Office

2¢  
per day

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



## Your Voice is Heard



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

## An Informed City Council

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



## Rowlett History is Preserved

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

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

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

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

# Citizen Action Center

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



## The "Face of the City"



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



**IN FISCAL YEAR 2013, THE CAC ANSWERED ALMOST 37,000 CALLS!**



## One-stop Service Request Shop

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



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



## An Advocate to Citizens

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



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

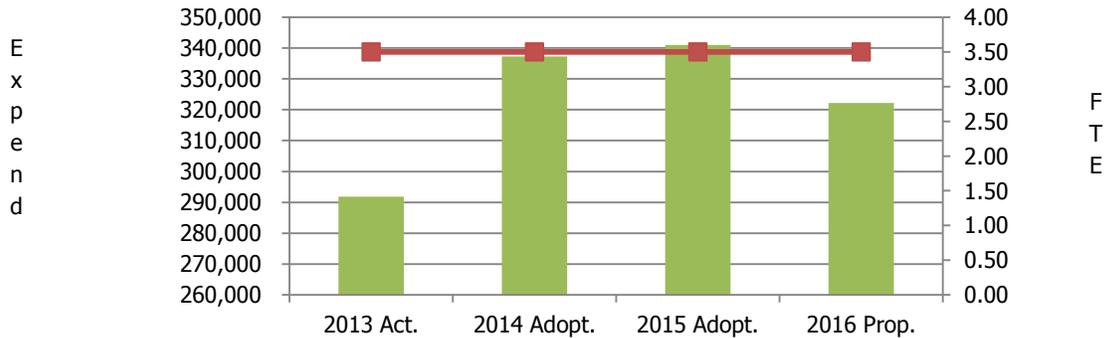
**CITY SECRETARY**

***City Secretary by the Numbers***

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

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

| Staffing              | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|-----------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| City Secretary        | 2.00                 | 2.00                 | 2.00                   | 2.00                  | 2.00                   |
| Citizen Action Center | 1.50                 | 1.50                 | 1.50                   | 1.50                  | 1.50                   |
| <b>Total</b>          | <b>3.50</b>          | <b>3.50</b>          | <b>3.50</b>            | <b>3.50</b>           | <b>3.50</b>            |



## **CITY SECRETARY**

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

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

**CITY SECRETARY**

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

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

| <b>Objective</b>                                                                       | <b>Strategy</b>                                             | <b>Performance Measure</b>                                                                                                                                   | <b>Actual 2013</b> | <b>Target 2014</b> | <b>Target 2015</b> |
|----------------------------------------------------------------------------------------|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|--------------------|
| Promote an informed public and strive to improve citizens' access to local government. | Provide access to results of City Council official actions. | Process all ordinances, resolutions, and other Council actions within five working days of passage.                                                          | 166                | 150                | 150                |
|                                                                                        |                                                             | Prepare Action Minutes (when applicable) of all Council meetings within two working days and submit minutes of all Council meetings within six working days. | 40                 | 45                 | 45                 |
|                                                                                        |                                                             | Publish all legal notices and documents as required by State law and City Charter within the mandated time allowance.                                        | 43                 | 40                 | 40                 |
|                                                                                        |                                                             | Provide response to open records requests within State mandated time frames.                                                                                 | 255                | 200                | 200                |

**CITY SECRETARY**

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

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

| <b>Objective</b>                                                                                     | <b>Strategy</b>                                                                                                                                                                                                                                          | <b>Performance Measure</b>                                                                                                                             | <b>Actual 2013</b> | <b>Target 2014</b> | <b>Target 2015</b> |
|------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|--------------------|
| Assist with additional revenue streams to alleviate tax burden of Rowlett residents.                 | Ensure timely collection of fees due to the City.                                                                                                                                                                                                        | Process TABC pre-qualification paperwork for the licensing of alcoholic beverage permits within ten business days of receipt of completed application. | 7                  | 5                  | 5                  |
|                                                                                                      |                                                                                                                                                                                                                                                          | Track alcohol permits on a monthly basis to ensure prompt collection of licensing fees.                                                                | 38                 | 42                 | 42                 |
| Foster relations with citizens to establish community goodwill, sense of pride and ownership.        | Be a vital resource to citizens seeking information by staying informed on City activities, enabling staff to provide a high degree of accuracy and responsiveness while proactively troubleshooting issues to help benefit our residents and customers. | >50% of calls handled by the action center without transferring.                                                                                       | 48.4%              | 55%                | 55%                |
| Enhance our customer centered organization to ensure citizens receive the value of their investment. |                                                                                                                                                                                                                                                          | Maintain average handling time by agent of <1:30.                                                                                                      | 1:05               | 1:05               | 1:00               |
|                                                                                                      |                                                                                                                                                                                                                                                          | Hold abandoned call rate at <10%.                                                                                                                      | 9.0%               | 8.5%               | 8.0%               |

# Development Services

7¢  
per day



## Realize Rowlett 2020

### Community Engagement!

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



## A Vision for Our Future Village Rowlett

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

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

## Form Based Code

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

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



## Diversified Housing

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

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



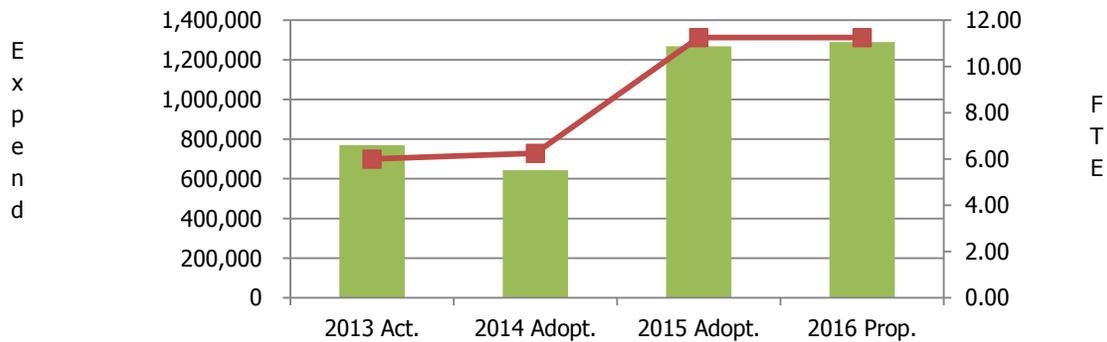
**DEVELOPMENT SERVICES**

*Development Services Department by the Numbers*

| Expenditures      | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|-------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Personnel Costs   | \$ 475,982           | \$ 550,180           | \$ 516,180             | \$ 962,880            | \$ 982,971             |
| Supplies          | 14,196               | 11,721               | 11,721                 | 28,269                | 28,419                 |
| Purchase Services | 280,126              | 80,891               | 196,891                | 277,905               | 277,599                |
| Capital Outlay    | -                    | -                    | -                      | -                     | -                      |
| <b>Total</b>      | <b>\$ 770,304</b>    | <b>\$ 642,792</b>    | <b>\$ 724,792</b>      | <b>\$ 1,269,054</b>   | <b>\$ 1,288,989</b>    |

| By Division          | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|----------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Planning             | \$ 446,225           | \$ 426,236           | \$ 392,236             | \$ 683,605            | \$ 691,942             |
| Building Inspections | 233,453              | 111,026              | 227,026                | 474,498               | 482,666                |
| GIS                  | 90,626               | 105,530              | 105,530                | 110,951               | 114,381                |
| <b>Total</b>         | <b>\$ 770,304</b>    | <b>\$ 642,792</b>    | <b>\$ 724,792</b>      | <b>\$ 1,269,054</b>   | <b>\$ 1,288,989</b>    |

| Staffing             | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|----------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Planning             | 4.00                 | 4.25                 | 6.25                   | 6.25                  | 6.25                   |
| Building Inspections | 1.00                 | 1.00                 | 2.00                   | 4.00                  | 4.00                   |
| GIS                  | 1.00                 | 1.00                 | 1.00                   | 1.00                  | 1.00                   |
| <b>Total</b>         | <b>6.00</b>          | <b>6.25</b>          | <b>9.25</b>            | <b>11.25</b>          | <b>11.25</b>           |



## **DEVELOPMENT SERVICES**

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

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

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

**DEVELOPMENT SERVICES**

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

| <b>Objective</b>                                                                                                                                                                                    | <b>Performance Measure</b>                                                                                                            | <b>Actual 2013</b> | <b>Target 2014</b> | <b>Target 2015</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|--------------------|
| Review new development proposals in light of the guiding principles of Realize Rowlett 2020 to maximize the value of developable land and establish Rowlett as a leading edge-development community | Provide all official review comments within 10 days of submittal or resubmittals unless the size of the project warrants an exception | 76%                | 95%                | 100%               |
|                                                                                                                                                                                                     | Start at least a total of two new developments within the four opportunity areas                                                      | 2                  | 4                  | 4                  |
| Continually review and improve the process to refine development standards and remove barriers to investment.                                                                                       | Review and comment on all building permit applications within 10 days                                                                 | 10 days            | 7 days             | 5 days             |

# FINANCE



## Award-winning Financial Management



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

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

opinion with no findings was returned, the best possible result!

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



## Transparency

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



Texas Comptroller Leadership Circle Gold Member

## Responsible Purchasing

A purchasing process that ensures City departments are receiving the best value from the goods and services they need to get the job done. Purchasing saves between 3% and 9% through the bid process and more than 12% of bids are awarded to Rowlett businesses.



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



## A Safer Community

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

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

*In Fiscal Year 2013 the Municipal Court collected almost \$950,000.00!*

## The “Accountability” Department



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



## Water!

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

### **Finance Department Mission**

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

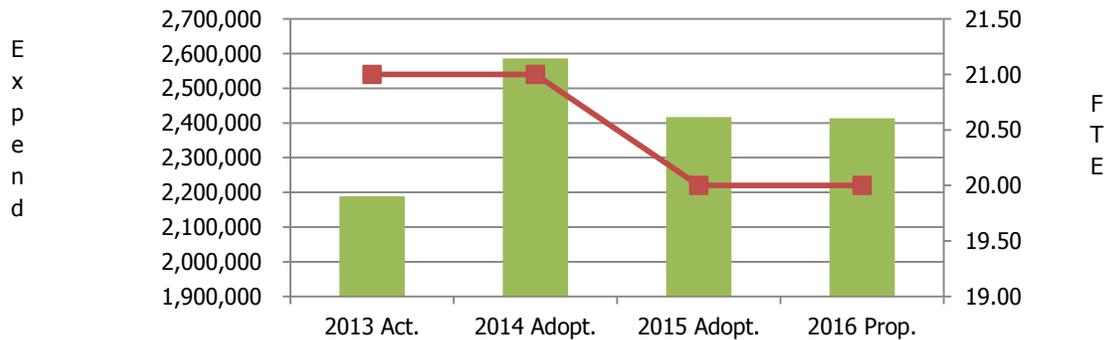
**FINANCE**

***Finance Department by the Numbers***

| Expenditures      | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|-------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Personnel Costs   | \$ 1,285,845         | \$ 1,412,081         | \$ 1,333,081           | \$ 1,389,323          | \$ 1,424,257           |
| Supplies          | 123,163              | 129,097              | 129,097                | 118,716               | 122,591                |
| Purchase Services | 779,672              | 1,044,919            | 1,022,965              | 909,210               | 867,058                |
| Capital Outlay    | -                    | -                    | -                      | -                     | -                      |
| <b>Total</b>      | <b>\$ 2,188,680</b>  | <b>\$ 2,586,097</b>  | <b>\$ 2,485,143</b>    | <b>\$ 2,417,249</b>   | <b>\$ 2,413,906</b>    |

| By Division            | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|------------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Finance Administration | \$ 300,193           | \$ 440,117           | \$ 440,117             | \$ 430,063            | \$ 392,553             |
| Accounting             | 510,115              | 549,358              | 530,358                | 558,342               | 565,874                |
| Municipal Court        | 516,281              | 707,483              | 606,133                | 541,016               | 553,212                |
| Purchasing             | 157,774              | 167,644              | 167,644                | 170,778               | 178,346                |
| Facilities             | 704,317              | 721,495              | 740,891                | 717,050               | 723,921                |
| <b>Total</b>           | <b>\$ 2,188,680</b>  | <b>\$ 2,586,097</b>  | <b>\$ 2,485,143</b>    | <b>\$ 2,417,249</b>   | <b>\$ 2,413,906</b>    |

| Staffing               | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|------------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Finance Administration | 2.00                 | 2.00                 | 2.00                   | 2.00                  | 2.00                   |
| Accounting             | 4.00                 | 4.00                 | 4.00                   | 4.00                  | 4.00                   |
| Municipal Court        | 6.00                 | 6.00                 | 6.00                   | 5.00                  | 5.00                   |
| Purchasing             | 2.00                 | 2.00                 | 2.00                   | 2.00                  | 2.00                   |
| Facilities             | 7.00                 | 7.00                 | 7.00                   | 7.00                  | 7.00                   |
| <b>Total</b>           | <b>21.00</b>         | <b>21.00</b>         | <b>21.00</b>           | <b>20.00</b>          | <b>20.00</b>           |



## **FINANCE**

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

- FY 2013 Audit – The City worked with Weaver and Tidwell for the second year of a five year engagement. Staff completed and provided preliminary financial statements; ZERO audit findings for the second year in a row, and the audit staff of Weaver and Tidwell completed field work a week early due to Accounting’s preparation. Submitted FY13 CAFR and related paperwork by the deadline to GFOA for consideration of the Certificate of Achievement Award and at the February 4 Council meeting were presented an unqualified audit with no findings; the presentation was two months earlier than in previous years!
- Provided a presentation on all aspects of the Finance Department as it relates to the Parks and Recreation Department’s accreditation process.
- Closed the general ledger each month by the 10<sup>th</sup> and completed the bank reconciliation by the 25<sup>th</sup>. This allows for timely reporting.
- Received the Distinguished Budget Presentation Award from GFOA for the 12<sup>th</sup> consecutive year!
- Kicked off implementation of a new ERP system to replace the City’s obsolete financial system. Modules include General Ledger, Accounting, Budget, Purchasing, Utility Billing, Code Enforcement, Building Inspections and Planning.
- Major Construction Projects – 24” Water Line Improvements on Castle Rd, Martin Drive Sanitary Sewer Improvements, 1.25 MG Elevated Water Storage Tank, NCTCOG Grant Coyle Street/Downtown Improvements, Alley Construction Project, Eastside Lift Station Upgrades, and Martha Lane Tank Water Main Improvements were bid and awarded.
- Council Awards/Change in Awards – Purchasing was very involved working with departments in the procurement of several “big ticket items” requiring City Council action. Some of these have included Enterprise Resource Planning System, Municipal Court Case Management System, Integrated Library System, Salary & Benefit Compensation Study, Water Meters, Water Parts, Fire Hydrants and Line Materials, 2 Ambulances, Asphalt Overlay Projects, Additional Components for Police Mobile Video System, Motor Fuel, Screening Wall Services, Crack Seal, Computer Cabling for City Hall & Police Department, and a Generator for Public Works.

- Inter-Local Agreements – Purchasing uses cooperative purchasing agreements with other cities, Texas Department of Information Resources (DIR) and Buy Board to streamline the purchasing process and still get the best value for departments and taxpayer funds. Some of the purchases include Printing and Mailing Services, Upgrade Telephone System to VOIP, Mobile Radios for Police, Heavy Duty Dump Truck, EMS supplies, Road Materials, and several more – over 75 ILA’s totaling more than \$2 million in awards.
- Webinar Development for training of new procurement card users.
- Purchasing training was provided for Fire Captains.
- The Purchasing Division is holding periodic project review meetings with Public Works staff members to discuss current and future projects. Bi-monthly meetings are also held with Parks Department staff members.
- Purchases have been made in amounts totaling \$20,284,712 with \$1,956,495 being placed to Rowlett vendors.
- Savings and/or cost avoidance has been captured totaling \$4,688,298 between high and low bids.
- New court software – Kicked off the implementation of new Court software, InCode from Tyler Technologies. Implementation is expected to be complete in the first quarter of FY2015.
- Facilities Maintenance has maintained the Building Champion program. Each building has a designated “champion” who meets regularly with the building custodian to ensure that cleaning standards are being met.

**FINANCE**

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

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

**FINANCE**

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

| <b>Objective</b>                                                                                                                                                                   | <b>Performance Measure</b>                                                                                                                 | <b>Actual 2013</b> | <b>Target 2014</b> | <b>Target 2015</b> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|--------------------|
| Provide transparent reporting services that comply with regulatory standards                                                                                                       | Post the monthly check register to the City's website by the 15th of the following month                                                   | Yes                | Yes                | Yes                |
|                                                                                                                                                                                    | Post the Comprehensive Monthly and Annual Financial Reports (CMFR & CAFR) to the City's website within 5 business days of council approval | Yes                | Yes                | Yes                |
|                                                                                                                                                                                    | Post the City's budget on the website and receive the GFOA Award for Distinguished Budget Presentation                                     | Yes                | Yes                | Yes                |
| Employ proactive management techniques and strategies to effectively and efficiently manage the purchasing operations and ensure taxpayers receive the best value for their money. | Achieve an average savings of 5% in competitive bids between the amount awarded and the highest bid                                        | 8%                 | 8%                 | 8%                 |
|                                                                                                                                                                                    | Use more than 80 interlocal agreements with a value of more than \$2,000,000                                                               | 82 / \$2.0M        | 82 / \$2.0M        | 82 / \$2.0M        |

# 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.



911



# Fire Rescue 52¢ per day



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



## Life Safety

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

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



## Six Minute Response Time

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

## Fire Protection: ISO Public Protection Class 2 Rating

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

**90% of Rowlett Firefighters are Paramedics!**

911

FIRE RESCUE DEPARTMENT MISSION

TO PROTECT THE LIVES AND PROPERTY FOR THE COMMUNITY WE SERVE FROM FIRE OR DISASTER AND TO MINIMIZE SUFFERING AND INJURY FROM ACCIDENT OR ILLNESS.





## Partners for a Safe Community

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

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

**Pre-fire Planning** - firefighters inspect buildings to become educated on the protection features, safety hazards and to plan for emergencies and fires. **In the first and second quarters of Fiscal Year 2014, 285 pre-fire plans were completed.**

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

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

**Smoke detector checks** in homes and businesses.

## Emergency Management Planning

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

- 10 advanced outdoor warning sirens.
- **Connect Rowlett** state of the art phone, text and email alert system to notify citizens of impending danger.
- Rowlett Citizen Corps Council, which includes highly trained emergency volunteer groups:
  - 🔦 100 member Community Emergency Response Team (CERT) and Fire Corps, who are activated at all hours of the day or night.  
**4,333 volunteer hours in 2013!**
  - 🔦 Radio Amateur Civil Emergency Service (RACES) whose 18 members provide field storm spotters ham radio communication capabilities.  
**371 volunteer hours in 2013!**



## Community Education and Outreach

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

**Home fire safety inspections.**

**Home fire escape planning assistance.**

**Fire extinguisher training.**

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

**Severe weather preparedness.**

**Citizen's Fire Academy 8-week course.**

**SAFE Sitter training.**

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

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



911



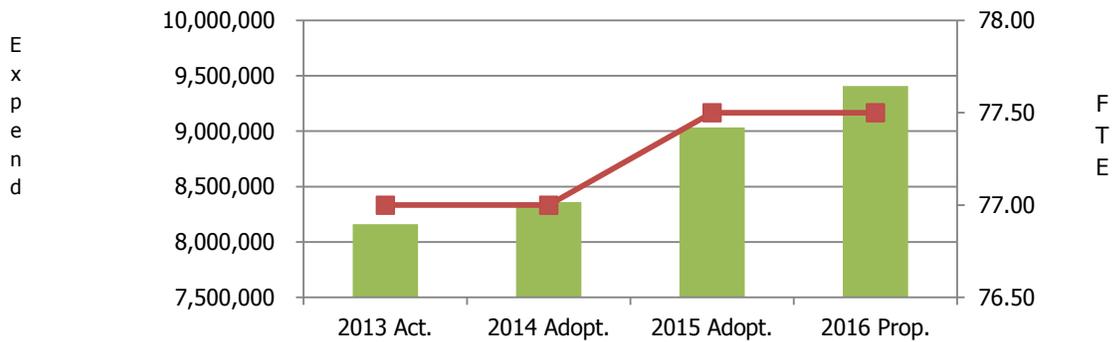
**FIRE RESCUE**

***Fire Department by the Numbers***

| Expenditures      | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|-------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Personnel Costs   | \$ 6,994,896         | \$ 7,208,235         | \$ 7,058,235           | \$ 7,624,721          | \$ 7,984,205           |
| Supplies          | 346,930              | 303,990              | 303,990                | 293,525               | 332,739                |
| Purchase Services | 781,315              | 786,563              | 786,563                | 1,022,573             | 1,091,670              |
| Capital Outlay    | 36,492               | 60,000               | 60,000                 | 94,000                | -                      |
| <b>Total</b>      | <b>\$ 8,159,633</b>  | <b>\$ 8,358,788</b>  | <b>\$ 8,208,788</b>    | <b>\$ 9,034,819</b>   | <b>\$ 9,408,614</b>    |

| By Division  | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|--------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Fire         | \$ 8,159,633         | \$ 8,358,788         | \$ 8,208,788           | \$ 9,034,819          | \$ 9,408,614           |
| <b>Total</b> | <b>\$ 8,159,633</b>  | <b>\$ 8,358,788</b>  | <b>\$ 8,208,788</b>    | <b>\$ 9,034,819</b>   | <b>\$ 9,408,614</b>    |

| Staffing     | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|--------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Fire         | 77.00                | 77.00                | 77.00                  | 77.50                 | 77.50                  |
| <b>Total</b> | <b>77.00</b>         | <b>77.00</b>         | <b>77.00</b>           | <b>77.50</b>          | <b>77.50</b>           |



## FIRE RESCUE

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

- 72 Firefighters working 24 hours a day, seven days a week, 365 days a year provide services to the 56,400 citizens in the 21 square mile area that Rowlett encompasses.
- **New Fire Chief** Neil Howard was hired on November 1 to lead Rowlett Fire Rescue. Chief Howard served for 31 years with the City of McKinney Fire Department.
- **Premier EMS Service** November 26, 2013 Baylor Medical Center at Garland recognized Rowlett Fire Rescue-Station 1 C-shift emergency medical service providers with the STEMI Emmy award for the third quarter of 2013.
  - This award recognizes Rowlett Fire Rescue’s commitment and efforts in saving patients’ lives,|| says Tom Trenary, president at Baylor Medical Center at Garland. The STEMI Emmy is given quarterly to the EMS crew with the best overall response time for a St-elevation myocardial infarction (STEMI). Each year, more than half a million Americans experience a STEMI, out-of-hospital cardiac arrest, or both. The majority of these patients fail to receive appropriate treatment for their life-threatening conditions within recommended timeframes.
  - Two replacement Ambulances were ordered and the Department will take delivery of the new Horton Ambulances in October.
- **Smoke Detector Blitz** The office of the Fire Marshal along with the CERT and Explorer Post One groups hold a Smoke Detector Blitz program twice yearly to check older homes for non-working smoke alarms and replace with new ones when necessary.
- **Certified Fire Inspectors** Texas law requires that all individuals performing fire code enforcement duties be certified as Fire Inspectors by the Texas Commission on Fire Protection. In order to comply with State law and ensure that work plan goals and objectives are met, 12 on-shift Captains, one Driver and one Firefighter completed the 168-hour commission course.
- **Pre-fire Planning Program** Firefighters conduct pre-fire planning inspections on businesses throughout the community to insure firefighters are educated on the buildings protection features, safety hazards and to plan for emergencies and fires. Fire Fighters completed 268 pre-plans.
- **Fire Inspections** Personnel conducted inspections in businesses throughout the community. This ensures citizen safety from hazards that may start a fire and also reduces fire loss and damages. Personnel have completed 1,100 inspections.
- **Fire Hydrant Inspections** Firefighters test over 2,000 fire hydrants annually to ensure fire crews have working hydrants all across the City

- **150 Station Tours and Special Events seeing 16,157 citizens** Tours consist of youth groups, families, church groups, and schools learning fire safety. Special events include festivals at churches/schools and events throughout the City.
- **Senior Health Care Checks** Once a month, paramedics go to Rowlett Community Center to check approximately 40 seniors' blood pressure and blood sugar levels and help with medical questions and advice. Seniors have received over 400 health checks free of charge by Rowlett Paramedics.
- **Citizen Centered Programs** Rowlett CERT currently has 105 volunteer members who stand at the ready for disaster or emergencies that may come to Rowlett and our surrounding community. Now in its 10<sup>th</sup> year of operation, the Rowlett CERT program has volunteered nearly 40,000 service hours. Rowlett CERT is an Affiliated Program of the Rowlett Citizen Corps Council, who has oversight responsibility for six Citizen Corps programs in and around Rowlett.
- **Citizen's Fire Academy** Academy is an 8-week class for our citizens to get an insider's view of the services provided by the Fire Rescue. Participants receive fire safety education, fire safety training for both the home and work place, and get a hands-on experience in emergency situations. Approximately 18 citizens graduate annually from this highly successful program that engages citizens into close interaction with firefighters and Fire Rescue Operations.
- **CPR/First Aid Training** the Department offers First Aid/CPR and Automatic External Defibrillation certification training to the citizens throughout the year. Over 100 students are trained annually.
- **Emergency Management** Fire Rescue provides Emergency Management for the City and maintains the Emergency Operations Center located at Fire Station 1. Each year two disaster exercises are conducted to test the operations center and EOC personnel. The Emergency Plan is certified by the Texas Department of Public Safety at the advanced level. The DART Emergency Response plan was a significant accomplishment this year in emergency management. Mutual aid agreements were reviewed and finalized.
- **Fit and Ready Fire Fighters** Rowlett Fire Fighters completed their annual Job Task Simulation Task. This test is a simulation of work related physical abilities that are required for Fire Fighting tasks performed during their daily duties. The department tests all operations personnel annually, and it is a mandatory pass. We are happy to report that all operations personnel passed within the specified time for a 100% success rate.
- **Response Time** The Rowlett Fire Rescue Department maintains a six minute or less response time from highly trained fire fighters at four strategically placed fire stations, one in each quadrant of the City, which ensures a rapid response to emergencies and limits property damage in the event of a fire.

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

**FIRE RESCUE**

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

| <b>Objective</b>                                                                             | <b>Performance Measure</b>                                                                                                                                                                                                                                                                     | <b>Actual 2013</b> | <b>Target 2014</b> | <b>Target 2015</b> |
|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|--------------------|
| Respond to Priority One calls in six minutes or less                                         | Respond to 90% of Priority 1 calls (fire) within 360 seconds                                                                                                                                                                                                                                   | 280                | 360                | 360                |
| Encourage citizen involvement in Fire Prevention, Life Safety and Emergency Preparedness     | Fire personnel will participate in Touch-A-Truck, Smoke Detector Awareness, RTN-16 monthly life safety updates, Fireworks on Main St., take Smoke House to schools in fall, visit elementary schools in the spring, do displays, Citizens Fire Academy, Safe Sitter and First Aid/CPR classes. | 12,000             | 12,000             | 12,000             |
|                                                                                              | *Citizen CPR course: 75 students enrolled with an average of 65 students passing the course                                                                                                                                                                                                    | 223                | 100                | 125                |
|                                                                                              | *Citizen's Fire Academy: One class a year with 20 students                                                                                                                                                                                                                                     | 10                 | 20                 | 20                 |
| Wellness and Fitness                                                                         | 95% of personnel pass Job Task Simulation on first attempt                                                                                                                                                                                                                                     | 100%               | 98%                | 98%                |
|                                                                                              | 90% employee participation in Wellness Program                                                                                                                                                                                                                                                 | 100%               | 90%                | 90%                |
| Enhance Core Competencies and Skills                                                         | Training hours meets or exceeds State Certification requirements - 95% participation                                                                                                                                                                                                           | 100                | 95                 | 95                 |
|                                                                                              | Department exceeds over 6,000 hours of training annually.                                                                                                                                                                                                                                      | 9,749              | 6,000              | 6,000              |
| Improve Safety and Reduce Hazards in Commercial Buildings and Provide for Firefighter Safety | Inspect 70% of all commercial buildings                                                                                                                                                                                                                                                        | 78                 | 80                 | 85                 |
| Enhance Citizen Emergency Preparedness                                                       | CERT (Citizen Emergency Response Team)                                                                                                                                                                                                                                                         | 3,600              | 3,700              | 3,800              |
|                                                                                              | RACES (Radio Amateur Civil Emergency Service)                                                                                                                                                                                                                                                  | 400                | 400                | 400                |

# 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".



# Human Resources



## EMPLOYEES WHO EMBRACE THE CITY'S VALUES

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

## A CULTURE OF WELLNESS

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

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

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

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

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

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

### AN AVERAGE SAVINGS OF \$25 PER DOCTOR VISIT

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

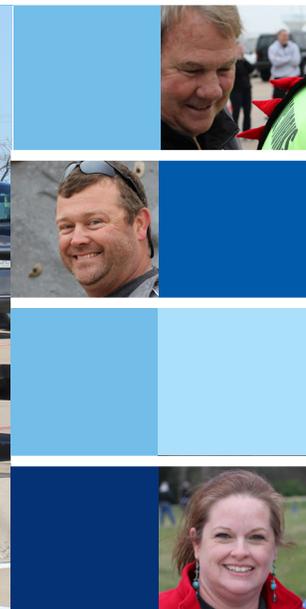


3¢  
per day



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

## A PHYSICALLY FIT WORKFORCE



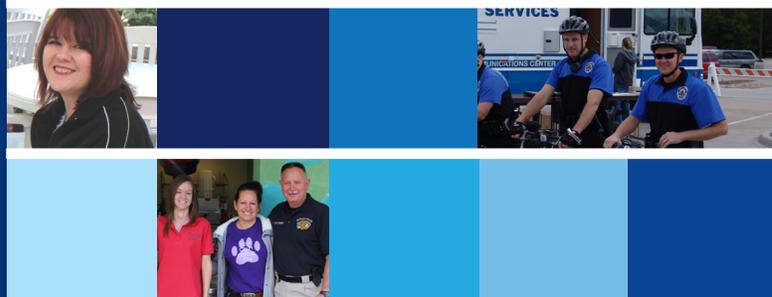
## AN EDUCATED WORKFORCE

Education is a key component to provide employees the right tools to manage their own health, and therefore positively impact insurance costs. Employees and dependents on the City’s medical plan continue to utilize City-sponsored medical advisory services. Over the past 2 years, Employees have saved over \$300,000 by making informed decisions regarding medical providers, treatment options, and cost billing.

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

## Human Resources Department Mission

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



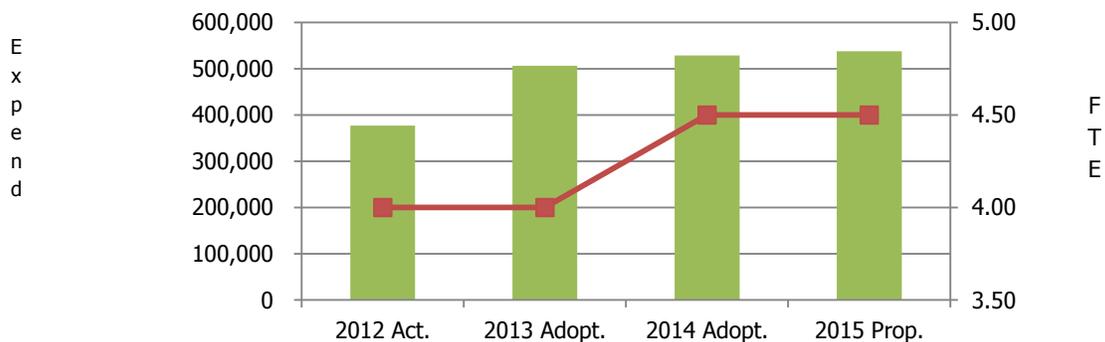
**HUMAN RESOURCES**

*Human Resources Department by the Numbers*

| Expenditures      | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|-------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Personnel Costs   | \$ 217,226           | \$ 348,022           | \$ 340,322             | \$ 365,953            | \$ 374,965             |
| Supplies          | 5,317                | 5,125                | 5,125                  | 5,500                 | 5,500                  |
| Purchase Services | 154,426              | 153,200              | 153,200                | 157,257               | 157,257                |
| Capital Outlay    | -                    | -                    | -                      | -                     | -                      |
| <b>Total</b>      | <b>\$ 376,969</b>    | <b>\$ 506,347</b>    | <b>\$ 498,647</b>      | <b>\$ 528,710</b>     | <b>\$ 537,722</b>      |

| By Division     | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|-----------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Human Resources | \$ 376,969           | \$ 506,347           | \$ 498,647             | \$ 528,710            | \$ 537,722             |
| <b>Total</b>    | <b>\$ 376,969</b>    | <b>\$ 506,347</b>    | <b>\$ 498,647</b>      | <b>\$ 528,710</b>     | <b>\$ 537,722</b>      |

| Staffing        | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|-----------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Human Resources | 4.00                 | 4.00                 | 4.50                   | 4.50                  | 4.50                   |
| <b>Total</b>    | <b>4.00</b>          | <b>4.00</b>          | <b>4.50</b>            | <b>4.50</b>           | <b>4.50</b>            |



## **HUMAN RESOURCES**

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

- Implemented Year 4 of the City's 5-Year Benefit Strategy
- Emphasized the importance of pursuing medical treatment and filing medical claims through Aetna "in-network" providers in order to mitigate rising medical costs down. As a result, over 95% of City employee and dependent medical claims were managed through the Aetna alliance network.
- Emphasize to our employees the importance of allowing for generic drug substitutions for their prescription pharmaceutical needs. As a result, over 97% of pharmacy claims allowed for "generic drug substitution", dramatically reducing medical costs for the City.
- Obese individuals cost \$1,429 more annually in healthcare cost than a person with a healthy rate. As a result, implemented Year 2 of the Live Healthy America Challenge with a total of 31 teams and 128 employees motivated to live a healthier lifestyle. City employees have lost a total of 1,500 pounds in the past 2 years under this program!
- The average doctor visit cost in the DFW area is approximately \$100. As a result, we implemented and encouraged the use of the Employee Clinic for various acute care conditions such as flu symptoms and earaches. The negotiated price of \$75 with these five Lake Pointe-affiliated doctors saved over \$2,000 in its first year.
- Conducted onsite & offsite biometric screenings to measure hypertension (blood pressure), overweight/obesity rates, and diabetic/pre-diabetic levels for all 291 employees on the City's medical plan—100% participation!
- Smokers cost \$992 more annually and are absent 50% more often than non-smokers. As a result, the City enforced its Tobacco Free Workplace Policy which forbids the use of tobacco products while on city property or on city time.
- Amplified the City's commitment to "Zero Tolerance" policies regarding unlawful discrimination, violating provisions of the Drug Free Workplace, and failures to abide by the City's standards of conduct.
- Implemented a wide variety of wellness- and fitness-related programs throughout the year as part of Year 2 of the Wellness Accountability Program. Events such as the "Step Into Summer" Program, five City-sanctioned 5K run/walks, a Flu Shot clinic and Health Fair helped employees and dependents achieve healthier milestones in 2014!

**HUMAN RESOURCES**

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

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

# 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".

# Information Technology

9¢  
per day



## a citizen centered organization

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

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

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



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



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

*IT recently completed the implementation of Office 365*

### FISCAL YEAR 2014 IT FACTS

1,201,068 EMAILS ARCHIVED SINCE OCTOBER.

7,293 EMAILS CONTAINING A KNOWN VIRUS

FILTERED IN THE MONTH OF JUNE.

2,943 INTERNAL IT HELP DESK TICKETS

GENERATED OCTOBER - JUNE.

## department mission

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

# Information Technology



## six minute response time



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

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

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



## secure systems / secure information



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

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

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



## dependable technology



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

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

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

9¢  
per day

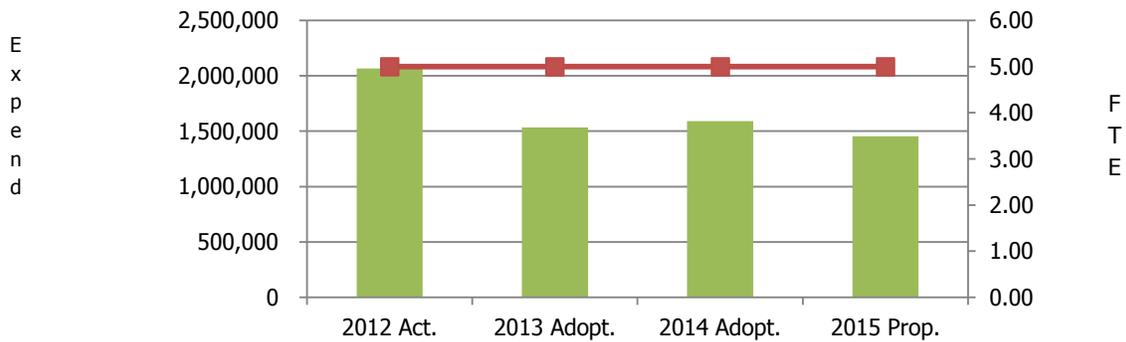
**INFORMATION TECHNOLOGY**

***Information Technology Department by the Numbers***

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

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

| Staffing          | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|-------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Information Tech. | 5.00                 | 5.00                 | 5.00                   | 5.00                  | 5.00                   |
| <b>Total</b>      | <b>5.00</b>          | <b>5.00</b>          | <b>5.00</b>            | <b>5.00</b>           | <b>5.00</b>            |



## **INFORMATION TECHNOLOGY**

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

- Serving 9 City departments and facilities located throughout the City of Rowlett, the Information Technology (IT) department oversees 80 file servers and over 900 devices including, desktops, printers, mobile devices, and a telephone system.
- IT installs, supports and maintains over 220 different software (on-site and Cloud) applications.
- IT continues to implement a complete system rebuild including the City network, servers and storage systems.
- IT will install a new Voice over IP (VoIP) telephone system.
- IT recently implemented Office 365 and continues to move many of the City's office applications into the Cloud.
- Coordinating the acquisition and implementation of 40+ additional department-specific applications and assorted technology projects.
- Coordinating training for users and IT staff.

# Library

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



8¢  
per day

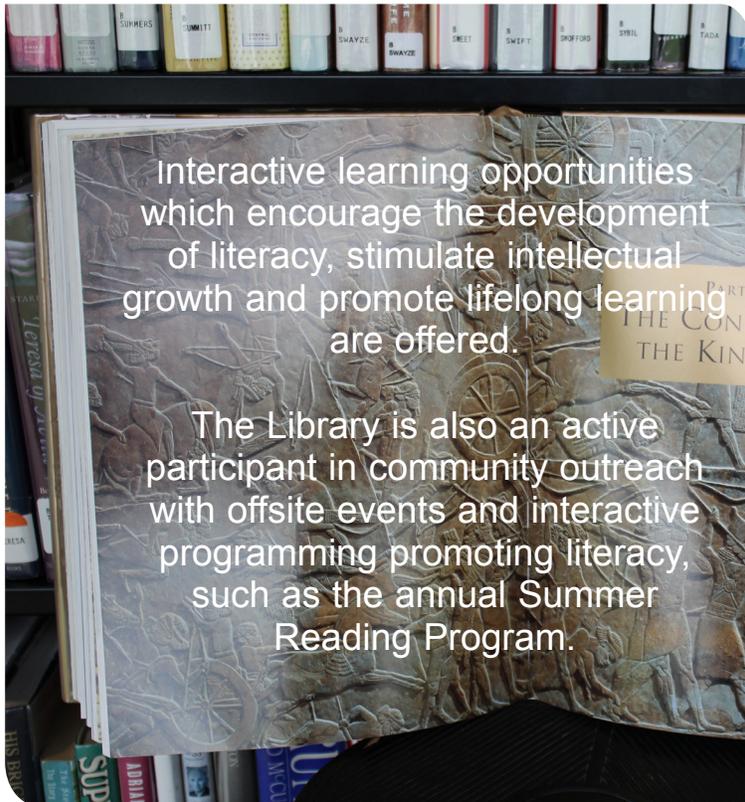
AWARD  
WINNING  
LIBRARY

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

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



Literacy



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

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



Almost 2,000 people participated in 2012 Summer Reading Program, reading for 14,960 hours!

# Volunteerism



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

In Fiscal Year 2013,  
Library *volunteers* donated  
**3,241 hours** saving taxpayers **\$73,149!**



In Fiscal Year  
2013, **35,074**  
patrons utilized  
the *computer*  
*lab*

## Technology Education

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

## Entertainment 101,693 Items Available!

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

In Fiscal Year 2013,  
**15,307 Library cardholders**  
borrowed **289,463 items!**

## Economic Stability

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

***Libraries Change Lives!***

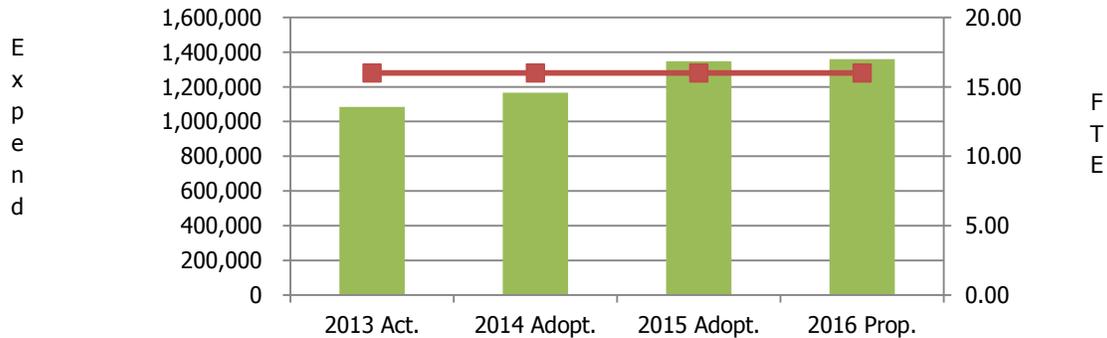
**LIBRARY**

***Library Department by the Numbers***

| Expenditures      | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|-------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Personnel Costs   | \$ 793,083           | \$ 880,335           | \$ 838,335             | \$ 864,481            | \$ 878,142             |
| Supplies          | 176,707              | 173,046              | 173,046                | 173,728               | 173,728                |
| Purchase Services | 114,160              | 113,007              | 113,007                | 308,496               | 308,496                |
| Capital Outlay    | -                    | -                    | -                      | -                     | -                      |
| <b>Total</b>      | <b>\$ 1,083,950</b>  | <b>\$ 1,166,388</b>  | <b>\$ 1,124,388</b>    | <b>\$ 1,346,705</b>   | <b>\$ 1,360,366</b>    |

| By Division  | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|--------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Library      | \$ 1,083,950         | \$ 1,166,388         | \$ 1,124,388           | \$ 1,346,705          | \$ 1,360,366           |
| <b>Total</b> | <b>\$ 1,083,950</b>  | <b>\$ 1,166,388</b>  | <b>\$ 1,124,388</b>    | <b>\$ 1,346,705</b>   | <b>\$ 1,360,366</b>    |

| Staffing     | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|--------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Library      | 16.00                | 16.00                | 16.00                  | 16.00                 | 16.00                  |
| <b>Total</b> | <b>16.00</b>         | <b>16.00</b>         | <b>16.00</b>           | <b>16.00</b>          | <b>16.00</b>           |



## **LIBRARY**

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

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

**LIBRARY**

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

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

# 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".

# PARKS & RECREATION

THE CITY OF ROWLETT

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

## Air Quality

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

## Tourism

Paddle Point Park is #29 on the State of Texas Parks & Wildlife Department's Paddling Trail list, bringing kayak and canoe enthusiasts into Rowlett from all over Texas.

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

## Home Values

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

## Water Quality

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

# 21¢ per day!

# Juvenile Crime Prevention

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

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

Police Chief Mike Brodnax

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

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

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

## Health Benefits

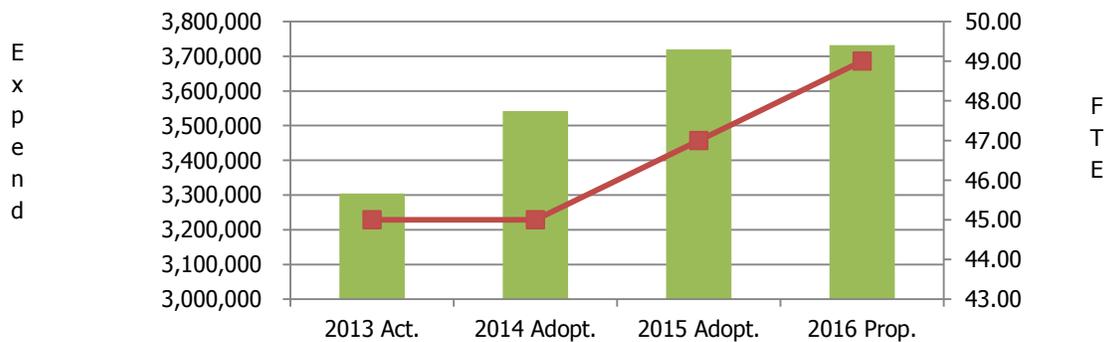
**PARKS AND RECREATION**

***Parks and Recreation Department by the Numbers***

| Expenditures      | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|-------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Personnel Costs   | \$ 1,473,401         | \$ 1,663,184         | \$ 1,623,184           | \$ 1,736,395          | \$ 1,859,434           |
| Supplies          | 317,781              | 375,578              | 375,578                | 331,660               | 331,160                |
| Purchase Services | 1,397,430            | 1,381,560            | 1,381,560              | 1,355,242             | 1,355,166              |
| Capital Outlay    | 115,605              | 122,000              | 122,000                | 296,807               | 186,171                |
| <b>Total</b>      | <b>\$ 3,304,217</b>  | <b>\$ 3,542,322</b>  | <b>\$ 3,502,322</b>    | <b>\$ 3,720,104</b>   | <b>\$ 3,731,931</b>    |

| By Division          | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|----------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Parks Administration | \$ 236,256           | \$ 190,724           | \$ 190,724             | \$ 267,148            | \$ 269,901             |
| Parks Maintenance    | 1,841,574            | 1,903,426            | 1,873,426              | 2,167,361             | 2,169,434              |
| Recreation           | 854,710              | 914,931              | 904,931                | 845,518               | 851,717                |
| Wetzone              | 371,677              | 533,241              | 533,241                | 440,077               | 440,879                |
| <b>Total</b>         | <b>\$ 3,304,217</b>  | <b>\$ 3,542,322</b>  | <b>\$ 3,502,322</b>    | <b>\$ 3,720,104</b>   | <b>\$ 3,731,931</b>    |

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



## PARKS AND RECREATION

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

- Air & Water Quality: Maintain the designation of Tree City USA by focusing on the planting and preservation of trees.
- Air & Water Quality: Develop an Erosion Control Plan to address current erosion issues at Lakeside Park, Community Park, and Scenic Park focusing on improving air and water quality.
- Air & Water Quality: Increase environmental sustainability through reduced water consumption, xeriscaping and native plantings in open spaces.
- Air & Water Quality: Provide an increased level of outdoor recreation education and opportunities to take advantage of the natural resources we have available and educating our participants about the importance of preserving air and water quality.
- Juvenile Crime Prevention: Provide teen and pre-teen programs and leagues during the 3pm-9pm time frame to help encourage and challenge teens to find safe and active alternatives for entertainment.
- Juvenile Crime Prevention: Increase the level of participation in organized recreation programs by 10% for users between the ages of 6 and 17.
- Health Benefits Service: Maintain Playful City designations through the development of playspaces and linked parks in accordance with the 2011 City of Rowlett Parks, Recreation & Open-Space Master Plan.
- Health Benefits Service: Provide healthier snack options at Haley's Hunger Hut in addition to our traditional concession type food in accordance with the Center for Disease Control's "Recommended Community Strategies and measurements to prevent obesity in the United States."
- Health Benefits Service: Offer a safe, clean, fun and friendly environment and ensure all state required safety codes are met and exceeded where applicable. Follow the five year maintenance plan for the Wet Zone Waterpark which keeps the features up to date and assists with meeting all safety codes.
- Health Benefits Service: Increase member retention by 10% and increase the number of new members by 5% at the Rowlett Community Centre.
- Health Benefits Service: Offer a safe, clean, fun and friendly environment and ensure all state required safety codes are met and exceeded where applicable. Follow the five year maintenance plan for the public parks which keeps the features up to date and assists with meeting all safety codes.

**PARKS AND RECREATION**

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

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

# Rowlett

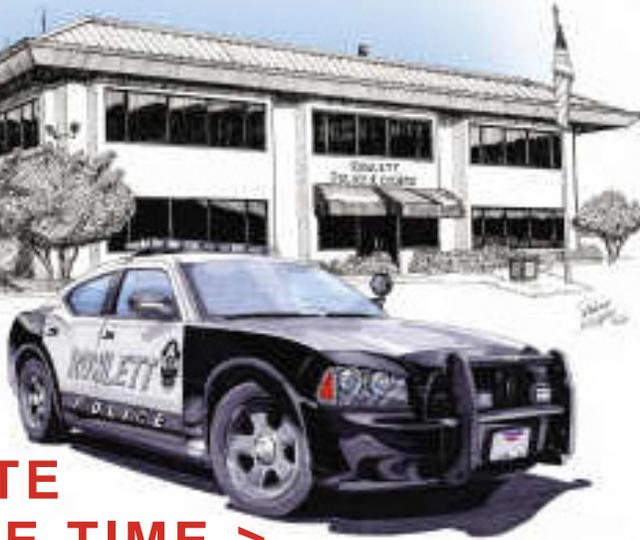
T E X A S

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 thick, dark red swoosh underline starts under the "T" and extends to the right, ending under the "S".



# POLICE >

# 64¢ per day



## SIX MINUTE RESPONSE TIME >

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

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



## CRIMINAL APPREHENSION = SAFE NEIGHBORHOODS >

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



Every sworn officer proactively pursues warrant recovery.



## JUSTICE! >

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

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



# PROTECTING PROPERTY VALUES

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

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

*As a result, the City now has a 91% average compliance rate!*



## ANIMAL WELFARE



The Rowlett Animal Shelter maintains an extraordinarily high **97% live release rate**, the national average is 30%, reuniting pets with their families and placing “new best friends” in their forever homes!

## A SAFE COMMUNITY THROUGH CITIZEN PARTNERSHIPS >

Participation in the successful Crime Watch program is at an all-time high with 28 groups working in partnership with the Police Department to eliminate crime in their neighborhoods.

*On October 1, 2013, the City's National Night Out had the highest participation ever, with 21 neighborhoods holding events. A partnership with the Public Works and Fire Rescue departments ensured every neighborhood was visited by all manner of emergency service and construction vehicles and personnel!*



### Rowlett Police Department Mission

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



## PROTECTING COMMUNITY HEALTH >

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

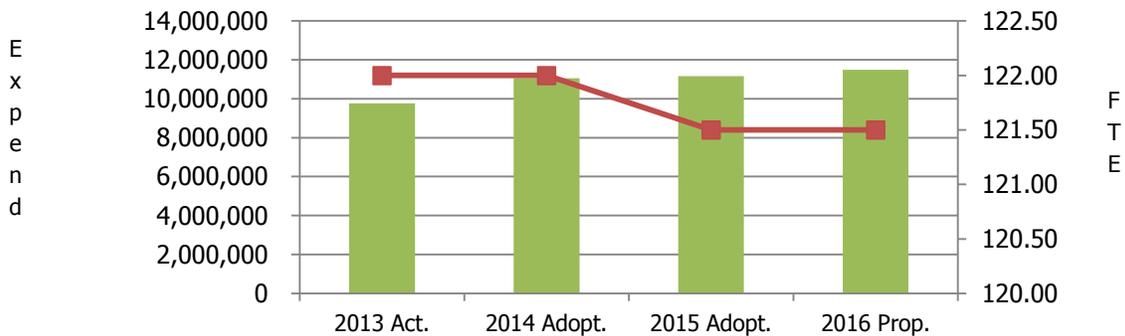
**POLICE**

*Police by the Numbers*

| Expenditures      | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|-------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Personnel Costs   | \$ 8,677,690         | \$ 9,654,218         | \$ 9,320,218           | \$ 9,778,433          | \$ 10,107,384          |
| Supplies          | 338,118              | 369,076              | 365,076                | 381,093               | 381,093                |
| Purchase Services | 575,896              | 783,124              | 773,124                | 755,476               | 755,476                |
| Capital Outlay    | 169,613              | 250,000              | 250,000                | 250,000               | 250,000                |
| <b>Total</b>      | <b>\$ 9,761,317</b>  | <b>\$ 11,056,418</b> | <b>\$ 10,708,418</b>   | <b>\$ 11,165,002</b>  | <b>\$ 11,493,953</b>   |

| By Division            | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|------------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Police                 | \$ 8,908,670         | \$ 10,077,697        | \$ 9,745,697           | \$ 10,248,241         | \$ 10,555,765          |
| Animal Services        | 406,180              | 456,218              | 450,218                | 483,754               | 491,307                |
| Environmental Services | 446,467              | 522,503              | 512,503                | 433,007               | 446,881                |
| <b>Total</b>           | <b>\$ 9,761,317</b>  | <b>\$ 11,056,418</b> | <b>\$ 10,708,418</b>   | <b>\$ 11,165,002</b>  | <b>\$ 11,493,953</b>   |

| Staffing               | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|------------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Police                 | 110.00               | 110.00               | 110.00                 | 110.00                | 110.00                 |
| Animal Services        | 6.00                 | 6.00                 | 6.50                   | 6.50                  | 6.50                   |
| Environmental Services | 6.00                 | 6.00                 | 6.00                   | 5.00                  | 5.00                   |
| <b>Total</b>           | <b>122.00</b>        | <b>122.00</b>        | <b>122.50</b>          | <b>121.50</b>         | <b>121.50</b>          |



## POLICE

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

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

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

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

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

**POLICE**

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

| <b>Objective</b>                                                                                                                                                                                            | <b>Performance Measure</b>                                                   | <b>Actual 2013</b> | <b>Target 2014</b> | <b>Target 2015</b> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|--------------------|--------------------|--------------------|
| Respond to Priority One calls in 6 minutes or less.                                                                                                                                                         | Dispatch answers 90% of priority one calls in 10 seconds or less.            | 7                  | 10                 | 10                 |
|                                                                                                                                                                                                             | 90% of priority one calls will be dispatched within 45 seconds.              | 38                 | 45                 | 45                 |
|                                                                                                                                                                                                             | Respond to 90% priority one calls within 5:10 of being dispatched.           | 4:14               | 6:00               | 6:00               |
| Advocate for the citizens of Rowlett by identifying, arresting, and bringing offenders to prosecution                                                                                                       | Conduct 10,200 neighborhood patrols per year                                 | 17,883             | 10,200             | 10,200             |
|                                                                                                                                                                                                             | Maintain a 67% clearance rate (identify suspects) of all cases reported      | 64%                | 67%                | 67%                |
| Provide excellent police services by proactively pursuing warrant recovery.                                                                                                                                 | Conduct a minimum of 1,500 warrant services per year.                        | 3,842              | 1,500              | 1,500              |
|                                                                                                                                                                                                             | The Warrant division will maintain a 60% clearance rate for warrants issued. | 86%                | 60%                | 60%                |
| Maintain the success of our high animal adoption rate by holding preplanned adoption events, working closely with FRA's, adoption and rescue organizations to find homes for abandoned and unwanted animals | Number of adoption events held                                               | 4                  | 4                  | 4                  |
|                                                                                                                                                                                                             | Percentage of live release rate                                              | 94%                | 85%                | 85%                |
| To promote and protect the health, safety and welfare of the citizens of Rowlett by ascertaining readiness of public pools and ensure that all food establishments are inspected yearly.                    | # of food inspections                                                        | N/A                | 170                | 170                |
|                                                                                                                                                                                                             | # of pool inspections                                                        | 100%               | 100%               | 100%               |
| Continue proactive code enforcement with the assistance of patrol officers to maintain a high volume of voluntary compliance.                                                                               | % of voluntary compliance                                                    | 91.5%              | 90%                | 90%                |
|                                                                                                                                                                                                             | % of proactive cases by code                                                 | 60%                | 50%                | 50%                |

**POLICE**

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

| <b>Objective</b>                                                                                                                                   | <b>Performance Measure</b> | <b>Actual 2013</b> | <b>Target 2014</b> | <b>Target 2015</b> |
|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------|--------------------|--------------------|
| Continue to improve and enhance the service and quality of life for our citizens and create a safer environment by conducting neighborhood sweeps. | # of sweeps conducted      | 6                  | 4                  | 4                  |
|                                                                                                                                                    | Total number of cases      | 10,570             | 12,000             | 12,000             |

# 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".

# Public Works

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

# 25¢ per day

## Safe and Smooth Streets

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



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

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

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

### **Preventative Maintenance Methods**

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

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

### **Minor Pavement Rehabilitation**

Isolated concrete slabs or sections are removed and replaced.

### **Major Pavement Rehabilitation**

Complete removal and replacement.



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

# Water!

With an aging utility infrastructure and limited resources, the point of doing more with less has come and gone; now it comes down to re-engineering and re-evaluating how and why we do things. Utilizing funding provided by a 2012 water rate increase will ensure that the antiquated systems we own and manage as a community today will build in the redundancies and reliability needed to minimize future disruption to water and sewer service. Employing new technologies like pipe bursting, upgraded supervisory control and data acquisition systems, backup power, among many other initiatives, is solidifying Rowlett's Utility system.

## Safe Travels

### Signals

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

### Signs

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



**TRAFFIC**

SIGNALS  
SIGNS  
MARKINGS



**Public Works maintains 196 wheeled units.**

## Well Maintained Fleet Six Minute Response Time

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

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

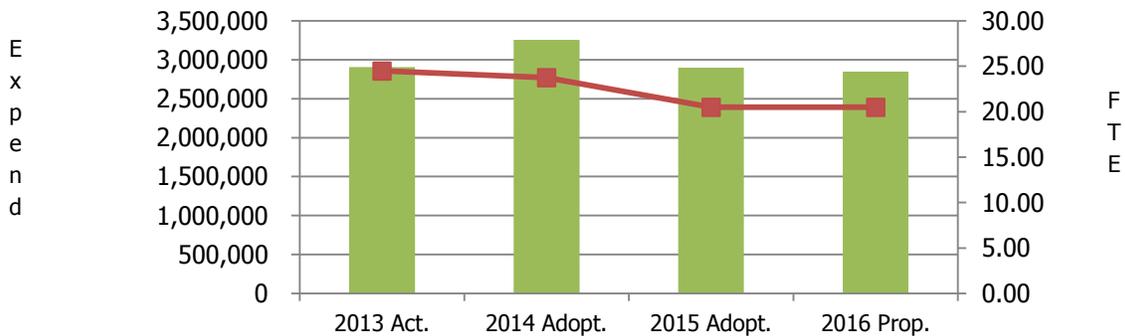
**PUBLIC WORKS**

***Public Works Department by the Numbers***

| Expenditures      | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|-------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Personnel Costs   | \$ 1,489,439         | \$ 1,596,067         | \$ 1,508,567           | \$ 1,260,443          | \$ 1,302,056           |
| Supplies          | 275,721              | 313,018              | 313,018                | 341,793               | 298,363                |
| Purchase Services | 1,128,387            | 1,095,574            | 1,115,574              | 1,045,819             | 999,619                |
| Capital Outlay    | 13,170               | 250,000              | 250,000                | 250,000               | 250,000                |
| <b>Total</b>      | <b>\$ 2,906,717</b>  | <b>\$ 3,254,659</b>  | <b>\$ 3,187,159</b>    | <b>\$ 2,898,055</b>   | <b>\$ 2,850,038</b>    |

| By Division         | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|---------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Streets             | \$ 1,701,845         | \$ 1,683,319         | \$ 1,662,819           | \$ 1,726,747          | \$ 1,667,233           |
| Vehicle Services    | 507,741              | 818,567              | 814,567                | 830,127               | 835,521                |
| Public Works Admin. | 697,131              | 752,773              | 709,773                | 341,181               | 347,284                |
| <b>Total</b>        | <b>\$ 2,906,717</b>  | <b>\$ 3,254,659</b>  | <b>\$ 3,187,159</b>    | <b>\$ 2,898,055</b>   | <b>\$ 2,850,038</b>    |

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



## **PUBLIC WORKS**

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

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

**PUBLIC WORKS**

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

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

# Rowlett

T E X A S

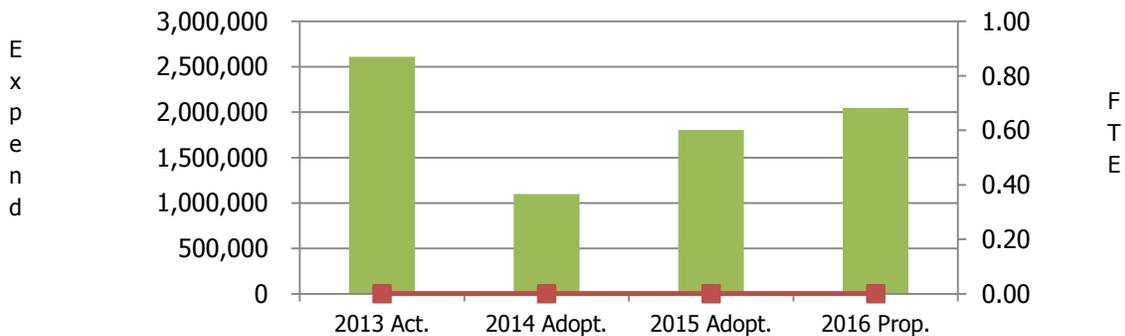
**NON-DEPARTMENTAL**

***Non-Departmental by the Numbers***

| Expenditures      | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|-------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Personnel Costs   | \$ -                 | \$ (850,000)         | \$ -                   | \$ (500,000)          | \$ (258,725)           |
| Supplies          | 15,021               | 5,500                | 5,500                  | 5,500                 | 5,500                  |
| Purchase Services | 625,456              | 785,903              | 765,903                | 734,412               | 734,412                |
| Capital Outlay    | 258,838              | -                    | -                      | -                     | -                      |
| Transfers Out     | 1,709,531            | 1,156,722            | 1,256,722              | 1,565,976             | 1,565,976              |
| <b>Total</b>      | <b>\$ 2,608,846</b>  | <b>\$ 1,098,125</b>  | <b>\$ 2,028,125</b>    | <b>\$ 1,805,888</b>   | <b>\$ 2,047,163</b>    |

| By Division      | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Non-Departmental | 2,608,846            | 1,098,125            | 2,028,125              | 1,805,888             | 2,047,163              |
| <b>Total</b>     | <b>\$ 2,608,846</b>  | <b>\$ 1,098,125</b>  | <b>\$ 2,028,125</b>    | <b>\$ 1,805,888</b>   | <b>\$ 2,047,163</b>    |

| Staffing         | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Non-Departmental | -                    | -                    | -                      | -                     | -                      |
| <b>Total</b>     | <b>-</b>             | <b>-</b>             | <b>-</b>               | <b>-</b>              | <b>-</b>               |



## **NON DEPARTMENTAL**

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

# ECONOMIC DEVELOPMENT

2¢  
per day

## A Thriving Community

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



Experienced over \$52 million in private investments.



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



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



Focused on local job creation resulting in approximately 873 new employment opportunities in the community.



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

# ECONOMIC DEVELOPMENT

2¢  
per day

## “Consultant Quality” Services

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

A successful *Business Retention Program* is also in place, assisting local existing businesses stay successful. This ongoing engagement is critical to a thriving community and *in Fiscal Year 2013, 52 visits to local businesses had been conducted.*

## Strategic Partnerships



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



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



*By May in Fiscal Year 2013, Rowlett welcomed 56 new businesses*



### *Economic Development Department Mission*

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

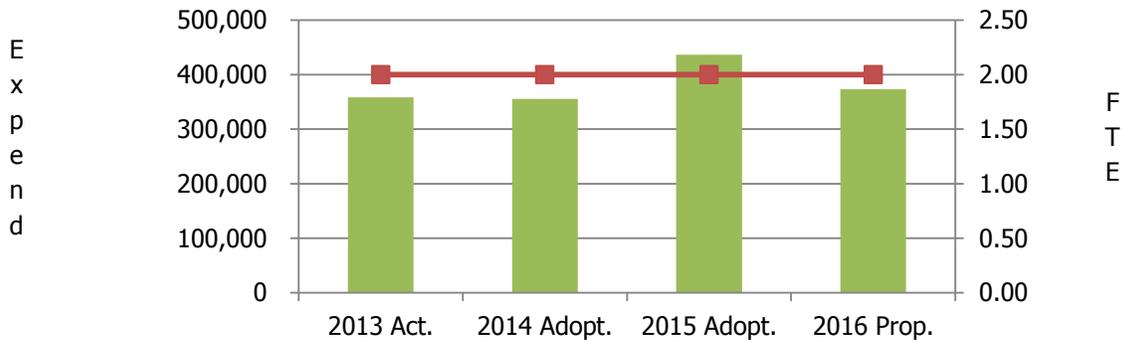
**ECONOMIC DEVELOPMENT**

*Economic Development Department by the Numbers*

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

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

| Staffing             | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|----------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Economic Development | 2.00                 | 2.00                 | 2.00                   | 2.00                  | 2.00                   |
| Total                | 2.00                 | 2.00                 | 2.00                   | 2.00                  | 2.00                   |



## ECONOMIC DEVELOPMENT

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

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

**ECONOMIC DEVELOPMENT**

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

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

# Rowlett

T E X A S

# Enterprise Funds



**UTILITY FUND**

***Revenue Summary***

| Revenues                | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|-------------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Water                   | \$ 14,106,165        | \$ 15,819,276        | \$ 14,619,276          | \$ 17,170,618         | \$ 18,015,018          |
| Sewer                   | 10,491,768           | 10,793,547           | 10,793,547             | 10,516,122            | 10,766,579             |
| Subdivision Inspections | -                    | -                    | -                      | -                     | -                      |
| Water & Sewer Penalty   | 555,569              | 530,095              | 530,095                | 530,095               | 530,095                |
| Miscellaneous           | 23,315               | 16,711               | 16,711                 | 16,711                | 16,711                 |
| Water Meter & Tap Fee   | 34,618               | 17,875               | 17,875                 | 17,875                | 17,875                 |
| Service Connect         | 62,294               | 55,630               | 55,630                 | 55,630                | 55,630                 |
| Reconnect Fee           | 87,073               | 87,036               | 87,036                 | 87,036                | 87,036                 |
| Impact Fees             | 257,496              | 60,000               | 60,000                 | 60,000                | 60,000                 |
| Interest Income         | 3,571                | 11,976               | 11,976                 | 11,976                | 11,976                 |
| G&A Transfer            | 139,404              | 139,397              | 139,397                | 139,397               | 139,397                |
| Transfer in from Golf   | -                    | -                    | -                      | -                     | -                      |
| <b>Total</b>            | <b>\$ 25,761,273</b> | <b>\$ 27,531,543</b> | <b>\$ 26,331,543</b>   | <b>\$ 28,605,460</b>  | <b>\$ 29,700,317</b>   |

**UTILITY FUND**

***Expenditure Summary***

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

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

| Staffing              | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|-----------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Water/WW Admin        | 4.50                 | 4.50                 | 4.50                   | 4.50                  | 4.50                   |
| Water Operations      | 9.00                 | 9.00                 | 9.00                   | 9.00                  | 9.00                   |
| Wastewater Operations | 11.00                | 11.00                | 11.00                  | 11.00                 | 11.00                  |
| Revenue Office        | 6.00                 | 6.00                 | 6.50                   | 6.50                  | 6.50                   |
| Meter Services        | 5.00                 | 4.00                 | 4.00                   | 4.00                  | 4.00                   |
| Non-Departmental      | -                    | -                    | -                      | -                     | -                      |
| <b>Total</b>          | <b>35.50</b>         | <b>34.50</b>         | <b>35.00</b>           | <b>35.00</b>          | <b>35.00</b>           |

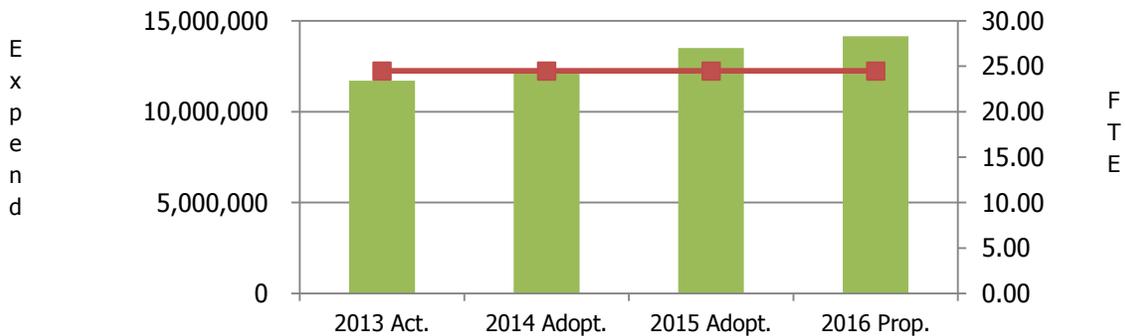
**PUBLIC WORKS UTILITY FUND**

**Utility Fund Divisions by the Numbers**

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

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

| Staffing       | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|----------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Water/WW Admin | 4.50                 | 4.50                 | 4.50                   | 4.50                  | 4.50                   |
| Water Ops      | 9.00                 | 9.00                 | 9.00                   | 9.00                  | 9.00                   |
| Wastewater Ops | 11.00                | 11.00                | 11.00                  | 11.00                 | 11.00                  |
| <b>Total</b>   | <b>24.50</b>         | <b>24.50</b>         | <b>24.50</b>           | <b>24.50</b>          | <b>24.50</b>           |



## **PUBLIC WORKS UTILITY FUND**

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

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

**PUBLIC WORKS UTILITY FUND**

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

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

# 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 thick, dark red swoosh underline starts under the "T" and extends to the right, ending under the "S".

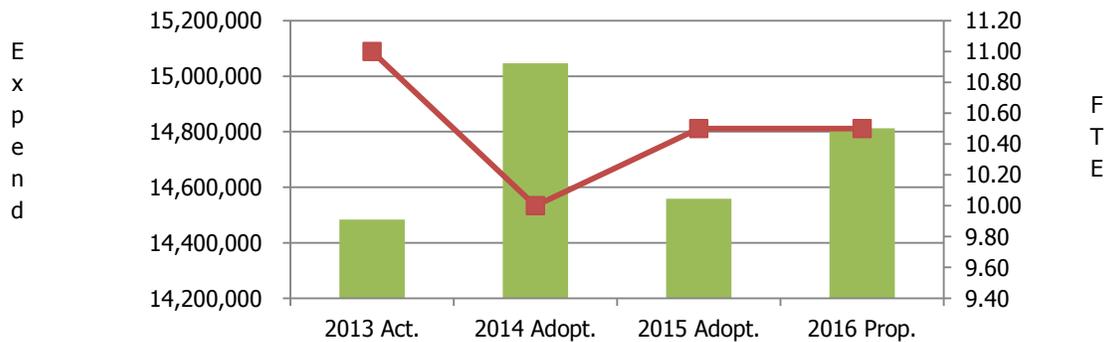
**FINANCE UTILITY FUND**

*Utility Fund Divisions by the Numbers*

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

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

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



## **FINANCE UTILITY FUND**

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

- Had kick off for the new UB ERP software implementation. All UB staff were in attendance to learn what steps the process was to involve in the coming year.

**FINANCE UTILITY FUND**

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

| <b>Objective</b>                                   | <b>Strategy</b>                                                                              | <b>Performance Measure</b>                                             | <b>Actual 2013</b> | <b>Target 2014</b> | <b>Target 2015</b> |
|----------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------|--------------------|--------------------|--------------------|
| Provide accurate billing and collections           | Ensure that bills are consistent by maintaining the same average days between meter readings | Average 29 - 31 days between readings                                  | 30                 | 30                 | 30                 |
|                                                    | Ensure that bills are accurate by implementing a preventive maintenance program              | Maintain no-reads at <3%                                               | 4.06%              | 2.90%              | 2.90%              |
| Provide a high quality customer service experience | Minimize the % of customers cut off                                                          | Cut off less than 1.5% of customers billed                             | 1.73%              | 1.40%              | 1.40%              |
|                                                    | Increase ACH subscribers to have more time to address other customer issues                  | Increase the number of ACH subscribers by half of a percent each year. | 3.93%              | 4.50%              | 5.00%              |

# Rowlett

T E X A S

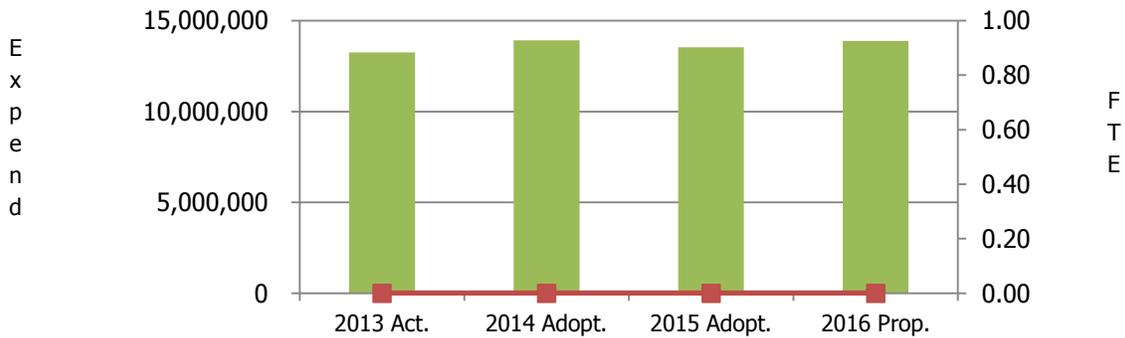
**NON-DEPARTMENTAL UTILITY FUND**

***Non-Departmental by the Numbers***

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

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

| Staffing         | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Non-Departmental | -                    | -                    | -                      | -                     | -                      |
| <b>Total</b>     | <b>-</b>             | <b>-</b>             | <b>-</b>               | <b>-</b>              | <b>-</b>               |



## **NON DEPARTMENTAL UTILITY FUND**

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

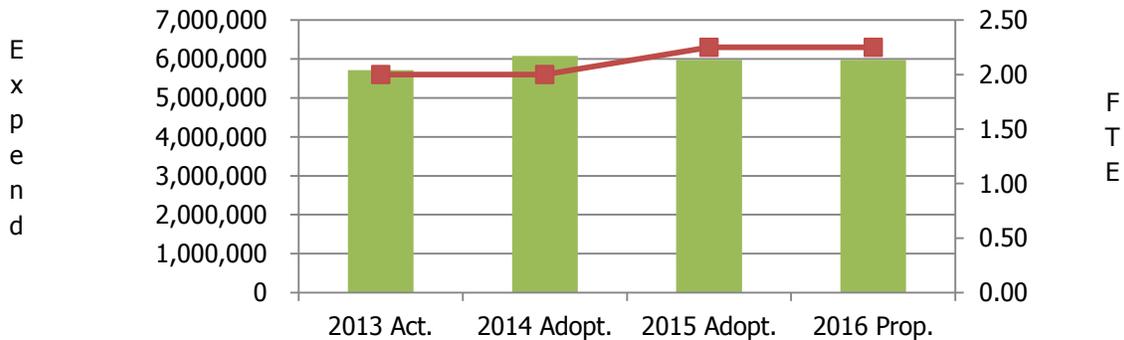
**ENTERPRISE FUNDS**

***Enterprise Funds by the Numbers***

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

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

| Staffing      | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|---------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Refuse Fund   | -                    | -                    | -                      | -                     | -                      |
| Drainage Fund | 2.00                 | 2.00                 | 2.00                   | 2.25                  | 2.25                   |
| <b>Total</b>  | <b>2.00</b>          | <b>2.00</b>          | <b>2.00</b>            | <b>2.25</b>           | <b>2.25</b>            |



# 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".

# Internal Service Fund



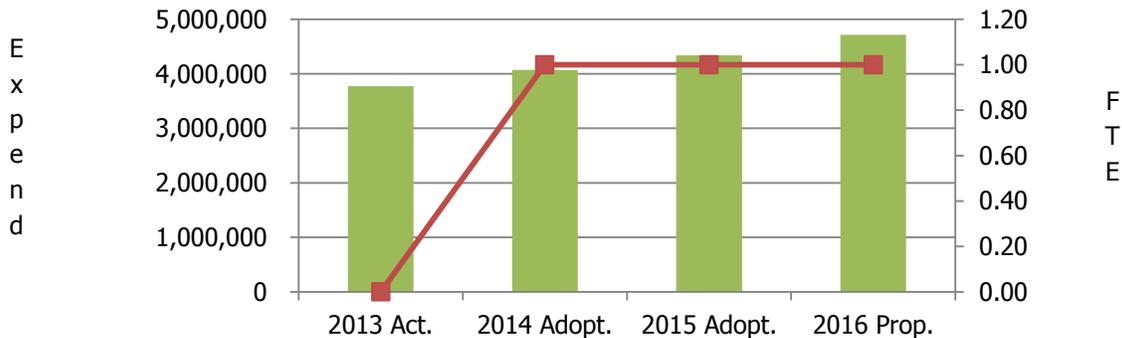
**EMPLOYEE HEALTH BENEFITS FUND**

*Employee Benefits Fund by the Numbers*

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

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

| Staffing          | Actual<br>FY 2012-13 | Budget<br>FY 2013-14 | Estimate<br>FY 2013-14 | Adopted<br>FY 2014-15 | Proposed<br>FY 2015-16 |
|-------------------|----------------------|----------------------|------------------------|-----------------------|------------------------|
| Employee Benefits | -                    | 1.00                 | 1.00                   | 1.00                  | 1.00                   |
| <b>Total</b>      | <b>-</b>             | <b>1.00</b>          | <b>1.00</b>            | <b>1.00</b>           | <b>1.00</b>            |



## EMPLOYEE HEALTH BENEFITS FUND

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

- Implemented Year 4 of the City's 5-Year Benefit Strategy
- Emphasized the importance of pursuing medical treatment and filing medical claims through Aetna "in-network" providers in order to mitigate rising medical costs down. As a result, over 95% of City employee and dependent medical claims were managed through the Aetna alliance network.
- Emphasize to our employees the importance of allowing for generic drug substitutions for their prescription pharmaceutical needs. As a result, over 97% of pharmacy claims allowed for "generic drug substitution", dramatically reducing medical costs for the City.
- Obese individuals cost \$1,429 more annually in healthcare cost than a person with a healthy rate. As a result, implemented Year 2 of the Live Healthy America Challenge with a total of 31 teams and 128 employees motivated to live a healthier lifestyle. City employees have lost a total of 1,500 pounds in the past 2 years under this program!
- The average doctor visit cost in the DFW area is approximately \$100. As a result, we implemented and encouraged the use of the Employee Clinic for various acute care conditions such as flu symptoms and earaches. The negotiated price of \$75 with these five Lake Pointe-affiliated doctors saved over \$2,000 in its first year.
- Conducted onsite & offsite biometric screenings to measure hypertension (blood pressure), overweight/obesity rates, and diabetic/pre-diabetic levels for all 291 employees on the City's medical plan—100% participation!
- Smokers cost \$992 more annually and are absent 50% more often than non-smokers. As a result, the City enforced its Tobacco Free Workplace Policy which forbids the use of tobacco products while on city property or on city time.
- Amplified the City's commitment to "Zero Tolerance" policies regarding unlawful discrimination, violating provisions of the Drug Free Workplace, and failures to abide by the City's standards of conduct.
- Implemented a wide variety of wellness- and fitness-related programs throughout the year as part of Year 2 of the Wellness Accountability Program. Events such as the "Step Into Summer" Program, five City-sanctioned 5K run/walks, a Flu Shot clinic and Health Fair helped employees and dependents achieve healthier milestones in 2014!

**EMPLOYEE HEALTH BENEFITS FUND**

Building a culture of wellness and creating educated consumers of healthcare

| <b>Objective</b>                                                                                                                                                   | <b>Performance Measure</b>                                                                                                                                                                                            | <b>Actual 2013</b> | <b>Target 2014</b> | <b>Target 2015</b> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|--------------------|
| Promote health and wellness in order to improve employee performance and reduce absenteeism by implementing year 2 of the Wellness Accountability Program          | Decrease % of employees overweight or obese                                                                                                                                                                           | 86.0%              | 82.0%              | 78.0%              |
|                                                                                                                                                                    | Decrease % of employees who are hypertensive or pre-hypertensive                                                                                                                                                      | 68.0%              | 72.0%              | 65.0%              |
|                                                                                                                                                                    | Decrease % of employees who are diabetic or pre-diabetic                                                                                                                                                              | 26.0%              | 24.0%              | 20.0%              |
| Manage rising healthcare costs by creating a culture of health; appropriate benefit design; plan performance review & transparency; and management of health risks | Monitor \$ savings from employee usage                                                                                                                                                                                | n/a                | n/a                | \$2,000            |
| Manage rising healthcare costs by creating a culture of health; appropriate benefit design; plan performance review & transparency; and management of health risks | Maximize "Total Savings" costs through both Claim Cost savings and Productivity Cost savings by encouraging employees and dependents covered by the City's medical plan to use COMPASS as medical services consultant | n/a                | \$100,000          | \$100,000          |
|                                                                                                                                                                    | Maintain % of medical claims paid in network of 95% or better                                                                                                                                                         | 93.6%              | 97.3%              | 95.0%              |
|                                                                                                                                                                    | Maintain % of pharmaceutical claims using generic substitution of 95% or better                                                                                                                                       | 96.7%              | 97.5%              | 95.0%              |

# Rowlett

T E X A S

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# Capital Improvements Program



The Three Year Capital Improvements Program consists of a comprehensive listing of carefully selected and coordinated capital improvements, which have been identified as necessary to accomplish the City's long-range goals and policies. The development of the three year plan is an annual process, which includes identification of needed projects through public solicitation and staff input, development of appropriate financing mechanisms, recommendations from the City staff, and evaluation and final approval from City Council.

During the development of the three-year plan, an evaluation of how capital expenditure decisions will affect annual operations and the budget must be considered. The impact of large, non-recurrent capital expenditures on the City's annual operating budget generally requires additional funding above the fiscal capacity of the City's annual operating budget. Therefore, careful scrutiny of such non-recurrent expenditures is critical for the following reasons:

1. Due to their larger cost and longer life, capital expenditures for long-range public improvements may have to be financed on a "pay as you use" basis through the issuance of long-term debt that coincides with the projected life of the improvement.
2. Such capital expenditures, therefore, may require a consistent application of effort and funds over a span of years.
3. The political and economic impacts of investments in long-range capital improvements extend far into the future.
4. Decisions to invest in long-range capital improvements are often irreversible, except at considerable financial and managerial cost to the City.
5. Such capital investment decisions may significantly alter or influence the City's ability to grow and prosper.

As a result of these considerations, the City has analyzed the projects included in this three year plan and determined that the impact on the City's operating budget is minimal for most projects.

The Three Year Capital Improvements Program for 2015-2017 totals \$30.5 million representing projects in public works, public safety, parks and recreation, water and wastewater and capital equipment.

**FY 2015 CITY OF ROWLETT BUDGET**

**THREE YEAR CAPITAL IMPROVEMENTS PLAN SUMMARY**

| Project Number | Project Title                          | Budget to Date 9/30/2013 | Expended to Date 9/30/2013 | New Funding | Amendments 2014 | Budget FY2014 | Proposed 2015 | Proposed 2016 | Proposed 2017 | Four Year Total |
|----------------|----------------------------------------|--------------------------|----------------------------|-------------|-----------------|---------------|---------------|---------------|---------------|-----------------|
|                |                                        |                          |                            |             |                 |               |               |               |               |                 |
| CO2100         | Villages of Rowlett                    |                          |                            |             | 775,550         | 775,550       |               |               |               | 775,550         |
| DR2065         | Misc. Drainage Imp. Per Storm Drain MP | 627,923                  | (261,677)                  | 305,502     | 73,917          | 745,665       | 335,502       | 335,502       | 335,502       | 1,752,171       |
| DR2104         | Westwood Circle Drainage Improvements  |                          |                            |             | 150,000         | 150,000       |               |               |               | 150,000         |
| PK2100         | Scenic Point Park                      | 705,000                  | (120,165)                  |             |                 | 584,835       |               |               |               | 584,835         |
| PK2101         | Kids Kingdom                           |                          |                            |             | 100,000         | 100,000       |               |               |               | 100,000         |
| SP2087         | Downtown TOD Projects                  | 2,536,150                | (158,333)                  |             |                 | 2,377,817     |               |               |               | 2,377,817       |
| SP2089         | Library Improvements                   |                          |                            |             |                 | -             | 200,000       | 200,000       |               | 400,000         |
| SP2090         | Chamber Building Relocation            |                          |                            |             |                 | -             | 400,000       | 400,000       |               | 400,000         |
| SP2091         | Community enhancement projects         |                          |                            |             |                 | -             | 245,552       | 245,552       | 245,552       | 736,656         |
| SS1102         | Misc. Sewer Line Repair & Replacement  | 820,300                  | (392,520)                  | 590,000     | (465,000)       | 552,780       | 456,000       | 456,000       | 456,000       | 1,920,780       |
| SS1134         | SH 66 E. Sewer Line                    | 180,600                  | (1,155)                    |             |                 | 179,445       |               |               |               | 179,445         |
| SS1158         | Westside Lift Station                  | 1,127,990                | (1,006,125)                |             | 22,933          | 144,798       |               |               |               | 144,798         |
| SS1159         | Eastside Lift Station                  | 1,614,687                | (150,111)                  |             | 238,204         | 1,702,780     |               |               |               | 1,702,780       |
| SS1160         | Schrade Lift Station                   | 800,000                  |                            |             | (71,862)        | 728,138       |               |               |               | 728,138         |
| SS2088         | Manhole Rehabilitation                 | 1,120,000                | (881,930)                  | 400,000     | (200,000)       | 438,070       | 400,000       | 400,000       | 400,000       | 1,638,070       |
| SS2093         | 18" Merritt Road Sewer Line            | 1,119,653                | (933,665)                  |             | (98,467)        | 87,521        |               |               |               | 87,521          |
| SS2094         | Backup power                           | 93,000                   | -                          | 50,000      |                 | 143,000       | 50,000        | 50,000        | 50,000        | 293,000         |
| SS2095         | Lift & Pump Stations                   | 465,000                  | (13,313)                   | 465,000     | (193,500)       | 723,187       | 365,000       | 365,000       | 365,000       | 1,818,187       |
| SS2097         | SCADA                                  | 110,000                  |                            |             |                 | 110,000       |               |               |               | 110,000         |
| SS2102         | Capital Maintenance Crew               |                          |                            | 200,000     |                 | 200,000       | 200,000       | 200,000       | 200,000       | 800,000         |
| SS2103         | Northshore Sanitary Sewer              |                          |                            |             | 947,967         | 947,967       |               |               |               | 947,967         |
| SS2104         | 24 inch Force Main & Inspection        |                          |                            |             | 434,000         | 434,000       |               |               |               | 434,000         |
| SS2105         | SH-66 Force Main                       |                          |                            |             |                 |               | 781,000       |               |               | 781,000         |
| SS2106         | 36" Westside Sewer Line                |                          |                            |             |                 |               |               |               | 3,419,000     | 4,200,000       |
| SS2107         | Northside Lift Station Upgrade         |                          |                            |             |                 |               |               |               | 1,400,000     | 1,400,000       |
| SS2108         | 12" Enclave Sewer Line                 |                          |                            |             |                 |               |               |               | 537,000       | 537,000         |
|                |                                        |                          |                            |             |                 |               |               |               | 291,000       | 291,000         |

**FY 2015 CITY OF ROWLETT BUDGET**

**THREE YEAR CAPITAL IMPROVEMENTS PLAN SUMMARY**

| Project Number | Project Title                                    | Budget to Date 9/30/2013 | Expended to Date 9/30/2013 | New Funding | Amendments 2014 | Budget FY2014 | Proposed |           |           | Four Year Total |         |
|----------------|--------------------------------------------------|--------------------------|----------------------------|-------------|-----------------|---------------|----------|-----------|-----------|-----------------|---------|
|                |                                                  |                          |                            |             |                 |               | 2015     | 2016      | 2017      |                 |         |
| SS2109         | Enclave Sewer Lift Station                       |                          |                            |             |                 |               |          |           |           | 220,000         | 220,000 |
| ST2052         | Misc. Concrete/Asphalt >60 PCI                   | 8,828,958                | (8,474,756)                | 1,370,000   |                 | 1,724,202     | 670,000  | 1,070,000 | 1,270,000 | 4,734,202       |         |
| ST2056         | Martin/Freedom Drive Extension                   | 2,345,426                | (2,052,330)                |             | (143,096)       | 150,000       |          |           |           | 150,000         |         |
| ST2074         | Merritt Road Interconnector                      | 15,210,323               | (13,143,640)               |             | (294,945)       | 1,771,738     |          |           |           | 1,771,738       |         |
| ST2075         | Alley panel replacement                          | 2,085,000                | (1,651,189)                | 335,000     | (50,000)        | 718,811       | 335,000  | 335,000   | 335,000   | 1,723,811       |         |
| ST2076         | Traffic Management Projects                      | 450,000                  | (210,330)                  |             |                 | 239,670       |          |           |           | 239,670         |         |
| ST2077         | Asphalt Rehabilitation/Overlay                   | 1,973,988                | (1,912,924)                | 500,000     |                 | 561,064       | 500,000  | 500,000   | 500,000   | 2,061,064       |         |
| ST2078         | Crack Seal                                       | 600,000                  | (397,156)                  | 150,000     |                 | 352,844       | 150,000  | 150,000   | 150,000   | 802,844         |         |
| ST2080         | Foam Injection                                   | 575,000                  | (570,457)                  | 125,000     |                 | 129,543       | 125,000  | 125,000   | 125,000   | 504,543         |         |
| ST2084         | Screening Wall Rehabilitation                    | 375,000                  | (337,744)                  | 50,000      |                 | 87,256        | 50,000   | 50,000    | 50,000    | 237,256         |         |
| ST2085         | Sign Replacement/Pavement Marking                | 395,000                  | (333,040)                  | 90,000      |                 | 151,960       | 90,000   | 90,000    | 90,000    | 421,960         |         |
| ST2086         | Traffic Signal Repair/Maintenance                | 135,000                  | (61,667)                   | 30,000      |                 | 103,333       | 30,000   | 30,000    | 30,000    | 193,333         |         |
| ST2097         | Sidewalk Replacement                             | 170,000                  | (158,000)                  | 55,000      |                 | 67,000        | 55,000   | 55,000    | 55,000    | 232,000         |         |
| ST2099         | Southbound Dalrock @66 turn lane design          | 120,000                  | (1,888)                    |             | 825,000         | 943,112       |          |           |           | 943,112         |         |
| ST2100         | Miller Road/Rowlett Creek Bridge                 | 623,443                  |                            |             |                 | 623,443       |          |           |           | 623,443         |         |
| ST2102         | Alley Improvements                               |                          |                            |             | 1,319,349       | 1,319,349     | 558,702  | 558,702   | 558,702   | 2,995,455       |         |
| WA1108         | Misc. Water Line Repair & Replacement            | 1,036,695                | (668,958)                  | 590,000     | (625,000)       | 332,737       | 456,000  | 456,000   | 456,000   | 1,700,737       |         |
| WA1118         | Water Tank Refurbishing                          | 924,182                  | (572,941)                  |             | (166,320)       | 184,921       |          |           |           | 184,921         |         |
| WA1156         | 16" water line Main Street                       | 651,400                  |                            |             | (160,000)       | 491,400       |          |           |           | 491,400         |         |
| WA1157         | 16" water line Miller RR-PGBT                    | 892,400                  | (35,520)                   |             |                 | 856,880       |          |           |           | 856,880         |         |
| WA2091         | Castle Hills 12" waterline (including easements) | 532,665                  | (558,114)                  |             | 25,449          | -             |          |           |           | -               |         |
| WA2092         | 36" Merritt Road Waterline                       | 3,203,797                | (2,744,676)                |             | (367,865)       | 91,256        |          |           |           | 91,256          |         |
| WA2095         | UPP and Rowlett Road Pump Station Improvements   | 5,919,236                | (668,537)                  |             | (650,000)       | 4,600,699     |          |           |           | 4,600,699       |         |
| WA2098         | 12" Water Miller east of Chiesa                  | 50,000                   |                            |             |                 | 50,000        |          |           |           | 50,000          |         |
| WA2099         | Utility Appurtenances (valves & hydrants)        | 60,000                   | (41,052)                   | 42,500      |                 | 61,448        | 42,500   | 42,500    | 42,500    | 188,948         |         |
| WA2100         | Martha Elevated Tank Refurbishment               | 100,000                  | (12,886)                   |             |                 | 87,114        |          |           |           | 87,114          |         |

**FY 2015 CITY OF ROWLETT BUDGET**

**THREE YEAR CAPITAL IMPROVEMENTS PLAN SUMMARY**

| Project Number     | Project Title                                                                  | Budget to Date 9/30/2013 | Expended to Date 9/30/2013 | New Funding | Amendments 2014 | Budget FY2014 | Proposed   | Proposed  | Four Year Total |            |
|--------------------|--------------------------------------------------------------------------------|--------------------------|----------------------------|-------------|-----------------|---------------|------------|-----------|-----------------|------------|
|                    |                                                                                |                          |                            |             |                 |               | 2015       | 2016      |                 | 2017       |
| WA2101             | PGBT Water & Miller Heights to RHS                                             | 49,295                   | (9,954)                    |             |                 | 39,341        |            |           | 39,341          |            |
| WA2102             | PGBT Utility Reimbursement                                                     | 3,400,000                | (780)                      |             |                 | 3,399,220     |            |           | 3,399,220       |            |
| WA2103             | Preventative Maintenance                                                       | 242,000                  | (64,377)                   | 292,500     | (259,500)       | 210,623       | 292,500    | 292,500   | 1,088,123       |            |
| WA2104             | Tower/Tank Maintenance                                                         | 50,000                   | (5,000)                    | 50,000      | (50,000)        | 45,000        | 50,000     | 50,000    | 195,000         |            |
| WA2105             | Tools & Equipment                                                              | 55,000                   |                            |             |                 | 55,000        |            |           | 55,000          |            |
| WA2106             | Capital Equipment Leasing                                                      | 93,000                   |                            | 120,000     | (67,000)        | 146,000       | 438,000    | 438,000   | 1,460,000       |            |
| WA2107             | 1.25MG elevated tank for upper pressure plan @ Main Street and associated work | 2,700,000                | (233,566)                  |             | 1,067,110       | 3,533,544     | 1,200,000  |           | 4,733,544       |            |
| WA2108             | 24" water line lower pressure plane                                            | 1,500,000                |                            |             |                 | 1,500,000     |            |           | 1,500,000       |            |
| WA2109             | UPP 16" water line enhancements                                                | 750,000                  |                            |             | (265,449)       | 484,551       |            |           | 484,551         |            |
| WA2110             | Big A Water Line Improvements                                                  |                          |                            |             | 160,000         | 160,000       |            |           | 160,000         |            |
| WA2111             | 12" Water Line Dalrock-Miller-Schrade                                          |                          |                            |             |                 |               | 2,700,000  |           | 2,700,000       |            |
| WA2112             | Additional pump for UPP                                                        |                          |                            |             |                 |               | 330,000    |           | 330,000         |            |
| WA2113             | Capital Equipment Replacement                                                  |                          |                            |             |                 |               | 50,000     | 50,000    | 150,000         |            |
| Total All Projects |                                                                                | 67,417,111               | (38,840,476)               | 5,810,502   | 2,011,475       | 36,398,612    | 11,555,756 | 6,544,756 | 12,411,756      | 66,910,880 |

**FY 2015 CITY OF ROWLETT BUDGET**

**THREE YEAR CAPITAL IMPROVEMENTS PLAN SUMMARY**

| Project Number                      | Project Title                  | Budget to Date 9/30/2013 | Expended to Date 9/30/2013 | New Funding      | Amendments 2014  | Budget FY/2014    | Proposed          | Proposed         | Four Year Total   |
|-------------------------------------|--------------------------------|--------------------------|----------------------------|------------------|------------------|-------------------|-------------------|------------------|-------------------|
|                                     |                                |                          |                            |                  |                  |                   | 2015              | 2016             |                   |
| <b>FUNDING SOURCES (ALL FUNDS):</b> |                                |                          |                            |                  |                  |                   |                   |                  |                   |
| SOURCES OF FUNDS:                   |                                |                          |                            |                  |                  |                   |                   |                  |                   |
|                                     | Current Revenues               |                          |                            | 5,810,502        | (1,750,000)      | 4,060,502         | 6,544,756         | 6,544,756        | 23,694,770        |
|                                     | Previous Resources             | 20,494,990               | (16,406,929)               |                  |                  |                   |                   |                  | 5,347,579         |
|                                     | Debt Financing - CO's          | 5,492,318                | (2,115,855)                |                  | 1,675,409        | 5,051,872         |                   |                  | 5,051,872         |
|                                     | Debt Financing - GO's          | 1,001,572                | (464,310)                  |                  |                  | 537,262           |                   |                  | 537,262           |
|                                     | Debt Financing - Revenue Bonds | 24,540,007               | (6,355,089)                |                  | 826,548          | 19,011,466        | 5,011,000         | 5,867,000        | 29,889,466        |
|                                     | Federal Sources                | 11,200,000               | (10,416,551)               |                  |                  | 783,449           |                   |                  | 783,449           |
|                                     | NCTCOG                         | 3,150,000                | (1,276,666)                |                  |                  | 1,873,334         |                   |                  | 1,873,334         |
|                                     | County                         | 1,538,224                | (1,805,076)                |                  |                  | (266,852)         |                   |                  | (266,852)         |
|                                     | Impact Fees                    |                          |                            |                  |                  |                   |                   |                  | -                 |
|                                     | Donations                      |                          |                            |                  |                  |                   |                   |                  | -                 |
|                                     | Other                          |                          |                            |                  |                  |                   |                   |                  | -                 |
|                                     | <b>Total Sources</b>           | <b>67,417,111</b>        | <b>(38,840,476)</b>        | <b>5,810,502</b> | <b>2,011,475</b> | <b>36,398,612</b> | <b>11,555,756</b> | <b>6,544,756</b> | <b>66,910,880</b> |
| USES OF FUNDS:                      |                                |                          |                            |                  |                  |                   |                   |                  |                   |
|                                     | Alley Improvements             | 2,085,000                | (1,651,189)                | 335,000          | 1,269,349        | 2,038,160         | 893,702           | 893,702          | 4,719,266         |
|                                     | Streets & Roadways             | 34,338,288               | (27,812,265)               | 2,370,000        | 1,054,551        | 9,950,574         | 1,915,552         | 2,315,552        | 16,697,230        |
|                                     | Park Improvements              | 705,000                  | (120,165)                  | -                | 100,000          | 684,835           | -                 | -                | 684,835           |
|                                     | Library                        | -                        | -                          | -                | -                | -                 | 200,000           | 200,000          | 400,000           |
|                                     | Utility Improvements           | 30,195,823               | (9,256,857)                | 2,985,502        | (345,425)        | 23,579,043        | 7,658,502         | 2,647,502        | 42,399,549        |
|                                     | Other                          | 93,000                   | -                          | 120,000          | (67,000)         | 146,000           | 888,000           | 488,000          | 2,010,000         |
|                                     | <b>Total Uses</b>              | <b>67,417,111</b>        | <b>(38,840,476)</b>        | <b>5,810,502</b> | <b>2,011,475</b> | <b>36,398,612</b> | <b>11,555,756</b> | <b>6,544,756</b> | <b>66,910,880</b> |

**PROJECT NAME: VILLAGES OF ROWLETT**  
**PROJECT NUMBER: CO2100**

**Description:** Town center development in the heart of downtown that will introduce a range of urban densities within five modern housing concepts, local retail and commercial destinations, high quality pedestrian amenities, and urban streetscapes. The Village of Rowlett will provide a new kind of village center that combines various land uses, mixed densities and public venues in a unique and historic transit oriented development setting.

**Justification:** Fulfills the Downtown Strategic Plan for downtown Rowlett to reflect the City's history in a fully integrated and walkable environment with capital improvements strategically located to leverage public investment.

| <b>Financial Information</b> | <b>Project to Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project Total</b> |
|------------------------------|------------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| <b>Project Budget</b>        | -                      | 775,550     | -           | -           | -           | -           | 775,550              |
| <b>Operating Impact</b>      | -                      | -           | -           | -           | -           | -           | -                    |

**PROJECT NAME: MISCELLANEOUS DRAINAGE IMPROVEMENTS**  
**PROJECT NUMBER: DR2065**

**Description:** Drainage improvements throughout the City. This project will also fund the NPDES Phase 2 permit requirements. The City is required by state law to adhere to its approved stormwater discharge permit.

**Justification:** Projects identified and prioritized in the Storm Drainage Master Plan. The NPDES Phase 2 permit is a mandated permit the City must comply with and enforce.

| <b>Financial Information</b> | <b>Project to Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project Total</b> |
|------------------------------|------------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| <b>Project Budget</b>        | 261,677                | 745,665     | 335,502     | 335,502     | 335,502     | -           | 2,013,848            |
| <b>Operating Impact</b>      | -                      | -           | -           | -           | -           | -           | -                    |

**PROJECT NAME: WESTWOOD CIRCLE DRAINAGE IMPROVEMENTS**  
**PROJECT NUMBER: DR2104**

**Description:** The drainage system has deteriorated to the point that it has compromised the roadway. The project consists of installing underground drainage pipe and concrete flumes. The roadway will be rehabilitated after the drainage improvements have been completed.

**Justification:** This project was identified in the Stormwater Master Plan.

| <b>Financial Information</b> | <b>Project to Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project Total</b> |
|------------------------------|------------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| <b>Project Budget</b>        | -                      | 150,000     | -           | -           | -           | -           | 150,000              |
| <b>Operating Impact</b>      | -                      | -           | -           | -           | -           | -           | -                    |

## FY 2015 CITY OF ROWLETT BUDGET

**PROJECT NAME: SCENIC POINT PARK**  
**PROJECT NUMBER: PK2100**

**Description:** Development of Scenic Point Park per the Scenic Point Park Master Plan, Phase I. The park will preserve and highlight the natural resources in the area, while helping surrounding residents preserve the ability to enjoy open space in a more urban environment.

**Justification:** City Council, Park and Recreation Advisory Board and Keep Rowlett Beautiful, as a part of the Realize Rowlett 2020 Comprehensive Plan, have branded Scenic Point Park as "The Wellness Preserve at Scenic Point Park" and incorporated it into the Healthy Living area of Realize Rowlett 2020.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015   | 2016   | 2017   | 2018   | Project<br>Total |
|------------------------------|--------------------|---------|--------|--------|--------|--------|------------------|
| <b>Project Budget</b>        | 120,165            | 584,835 | -      | -      | -      | -      | 705,000          |
| <b>Operating Impact</b>      | -                  | 79,856  | 79,856 | 79,856 | 79,856 | 79,856 | 399,280          |

**PROJECT NAME: KIDS KINGDOM**  
**PROJECT NUMBER: PK2101**

**Description:** During the prior fiscal year, the Kids Kingdom playground was disassembled due to safety concerns. As part of that discussion, the City Council reached consensus to dedicate \$100,000 toward the construction of a new Kids Kingdom playground.

**Justification:** City Council commitment to contribute to the rebuilding of Kids Kingdom once funds are raised by the community.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|------|------|------|------|------------------|
| <b>Project Budget</b>        | -                  | 100,000 | -    | -    | -    | -    | 100,000          |
| <b>Operating Impact</b>      | -                  | -       | -    | -    | -    | -    | -                |

**PROJECT NAME: DOWNTOWN TRANSPORTATION ORIENTED DEVELOPMENT (TOD) PROJECTS**  
**PROJECT NUMBER: SP2087**

**Description:** This project will fund infrastructure improvements in the downtown area and for TOD projects. The funding is 80% funded by NCTCOG and the City will fund the remaining 20%. This funding was originally set forth for the Dalrock Park N Ride project, but the project was abandoned due to lack of support from DART and other agencies.

**Justification:** To construct infrastructure improvements and partner with potential developers of TOD projects in the downtown area.

| <b>Financial Information</b> | Project to<br>Date | 2014      | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|-----------|------|------|------|------|------------------|
| <b>Project Budget</b>        | 158,333            | 2,377,817 | -    | -    | -    | -    | 2,536,150        |
| <b>Operating Impact</b>      | -                  | -         | -    | -    | -    | -    | -                |

**PROJECT NAME: LIBRARY IMPROVEMENTS**  
**PROJECT NUMBER: SP2089**

**Description:** With opportunities come challenges. Because of the Village of Rowlett development, the Library will need to be moved twice in the next two years.

**Justification:** To prepare for Village of Rowlett development

| <b>Financial Information</b> | Project to<br>Date | 2014 | 2015    | 2016    | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|------|---------|---------|------|------|------------------|
| <b>Project Budget</b>        | -                  | -    | 200,000 | 200,000 | -    | -    | 400,000          |
| <b>Operating Impact</b>      | -                  | -    | -       | -       | -    | -    | -                |

**PROJECT NAME: CHAMBER BUILDING RELOCATION**  
**PROJECT NUMBER: SP2090**

**Description:** With opportunities come challenges. Because of the Village of Rowlett development, the Chamber of Commerce building will need to be relocated or torn down.

**Justification:** To prepare for Village of Rowlett development

| <b>Financial Information</b> | Project to<br>Date | 2014 | 2015    | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|------|---------|------|------|------|------------------|
| <b>Project Budget</b>        | -                  | -    | 400,000 | -    | -    | -    | 400,000          |
| <b>Operating Impact</b>      | -                  | -    | -       | -    | -    | -    | -                |

**PROJECT NAME: COMMUNITY ENHANCEMENT PROJECTS**  
**PROJECT NUMBER: SP2091**

**Description:** Projects will include neighborhood entry features, landscaping and streetscaping projects, signage and monuments, screening walls and fences, along with median improvements. Specific projects will be developed for consideration and implementation.

**Justification:** At the request of the City Council to improve the marketability of the City; amenities such as entrance features, medians, landscaping and screening walls go a long way toward creating an expectation of quality.

| <b>Financial Information</b> | Project to<br>Date | 2014 | 2015    | 2016    | 2017    | 2018 | Project<br>Total |
|------------------------------|--------------------|------|---------|---------|---------|------|------------------|
| <b>Project Budget</b>        | -                  | -    | 245,552 | 245,552 | 245,552 | -    | 736,656          |
| <b>Operating Impact</b>      | -                  | -    | -       | -       | -       | -    | -                |

**PROJECT NAME: MISCELLANEOUS SANITARY SEWER LINE REPAIR AND REPLACEMENT**  
**PROJECT NUMBER: SS1102**

**Description:** Repair and replacement of miscellaneous sanitary sewer lines throughout the City.

**Justification:** Annual replacement program for sanitary sewer lines which have deteriorated and require ongoing maintenance. The replacement and/or rehabilitation of these lines will reduce the Infiltration/Inflow (I/I) into the system, which decreases operational costs for treating the water which enters the system from other sources.

| <b>Financial Information</b> | <b>Project to Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project Total</b> |
|------------------------------|------------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| <b>Project Budget</b>        | 392,520                | 552,780     | 456,000     | 456,000     | 456,000     | -           | 2,313,300            |
| <b>Operating Impact</b>      | -                      | -           | -           | -           | -           | -           | -                    |

**PROJECT NAME: SH66 E SEWER LINE**  
**PROJECT NUMBER: SS1134**

**Description:** Increase the size of the sewer line

**Justification:** The City made commitment TECQ that we would replace and increase the size of Sh-66 E Sanitary Sewer line.

| <b>Financial Information</b> | <b>Project to Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project Total</b> |
|------------------------------|------------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| <b>Project Budget</b>        | 1,155                  | 179,445     | -           | -           | -           | -           | 180,600              |
| <b>Operating Impact</b>      | -                      | -           | -           | -           | -           | -           | -                    |

**PROJECT NAME: WESTSIDE LIFT STATION**  
**PROJECT NUMBER: SS1158**

**Description:** Rehabilitation of the City's Westside Lift Station located on the west side of Lake Ray Hubbard north of SH 66. This lift station serves approximately 65% of the City's customers. This project resulted due to the wet well deteriorating beyond repair due hydrogen sulfide gas attack to the concrete. The walls of the wet well were spalling off to the bottom of the wet well and the pumps were damaged when the concrete chunks were sucked into the pumps. This project was also identified during the City's Sanitary Sewer Evaluation Study (SSES).

**Justification:** The rehabilitation of this lift station is required to continue providing sewer service to 65% of the customers of the City. If this project is not done, the lift station will continue to fail and the City will be required to spend money on temporary pumping to keep repairing the lift station.

| <b>Financial Information</b> | <b>Project to Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project Total</b> |
|------------------------------|------------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| <b>Project Budget</b>        | 1,006,125              | 144,798     | -           | -           | -           | -           | 1,150,923            |
| <b>Operating Impact</b>      | -                      | -           | -           | -           | -           | -           | -                    |

**PROJECT NAME: EASTSIDE LIFT STATION**  
**PROJECT NUMBER: SS1159**

**Description:** Rehabilitation of the City's Eastside Lift Station located on the east side of Lake Ray Hubbard north of SH 66. This lift station serves approximately 31% of the City's customers. This project was identified during the City's Sanitary Sewer Evaluation Study (SSES). The rehabilitation involves installing new larger pumps to bypass the Westside Lift Station.

**Justification:** Currently the Eastside Lift Station pumps sewer to the Westside Lift Station where the sewer is pumped again to the west before discharging into the Rowlett Creek Wastewater Plant in Garland. The rehabilitation of the Eastside Lift Station will eliminate the need to pump to the Westside Lift Station saving millions in energy costs over the life of the lift station. The existing pumps are deteriorated. If this project is not completed, the City will continue to pay to pump the sewer twice and the lift station could fail requiring emergency repairs and potentially placing the sanitary sewer service in jeopardy.

| <b>Financial Information</b> | Project to<br>Date | 2014      | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|-----------|------|------|------|------|------------------|
| <b>Project Budget</b>        | 150,111            | 1,702,780 | -    | -    | -    | -    | 1,852,891        |
| <b>Operating Impact</b>      | -                  | -         | -    | -    | -    | -    | -                |

**PROJECT NAME: SCHRADER LIFT STATION REHABILITATION**  
**PROJECT NUMBER: SS1160**

**Description:** Rehabilitation of the City's Schrade Lift Station. The rehabilitation involves building up the wet well walls cementitious and applying coating.

**Justification:** The nineteen year old Schrade Lift Station has deteriorated due to Hydrogen Sulfide gasses constantly attacking the interior walls of the structure, pumps and plumbing within the system. This results in failure of the system. System failure includes the degradation / flaking of concrete, exposure of rebar within the structure, pipe failure through rust and wear from sewer flows and gasses.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|------|------|------|------|------------------|
| <b>Project Budget</b>        | -                  | 728,138 | -    | -    | -    | -    | 728,138          |
| <b>Operating Impact</b>      | -                  | -       | -    | -    | -    | -    | -                |

**PROJECT NAME: MANHOLE REHAB**  
**PROJECT NUMBER: SS2088**

**Description:** As part of the City's Sanitary Sewer Evaluation Study (SSES), which assesses, identifies, and recommends improvements to the City's aging sanitary sewer collection system. During the SSES, manholes were inspected and the ones which require rehabilitation were identified. The initial "worst of the worst" have previously been addressed but in an effort to better control unwanted infiltration of ground and storm water into the sanitary sewer system, continued rehabilitations are required. The level of funding adopted will provide for the remaining manholes to be addressed in an ongoing ten-year cycle.

**Justification:** The rehabilitation of the manholes is required to maintain the integrity of the City's sanitary sewer system. Without rehabilitation, the deteriorated manholes would allow outside groundwater to enter the system along with debris and the earth backfill around the manhole.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015    | 2016    | 2017    | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|---------|---------|---------|------|------------------|
| <b>Project Budget</b>        | 881,930            | 438,070 | 400,000 | 400,000 | 400,000 | -    | 2,520,000        |
| <b>Operating Impact</b>      | -                  | -       | -       | -       | -       | -    | -                |

**PROJECT NAME: MERRITT ROAD SEWER LINE**  
**PROJECT NUMBER: SS2093**

**Description:** This project will be constructed with the Merritt Road reconstruction project. This project involves constructing a sewer line per the Wastewater Master Plan along Merritt Road from Hickox to the PGBT.

**Justification:** The construction of the sewer line is necessary to serve the Northshore development area as well as the area along Merritt Road. This project needs to be constructed while Merritt Road is reconstructed.

| <b>Financial Information</b> | Project to<br>Date | 2014   | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|--------|------|------|------|------|------------------|
| <b>Project Budget</b>        | 933,665            | 87,521 | -    | -    | -    | -    | 1,021,186        |
| <b>Operating Impact</b>      | -                  | -      | -    | -    | -    | -    | -                |

**PROJECT NAME: BACKUP POWER**  
**PROJECT NUMBER: SS2094**

**Description:** Back-up power on primarily lift stations is currently limited to only a couple of locations. All stations in proximity of Lake Ray Hubbard are the number one priority and must be sustainable in the event of any failure in order to protect the water supply in the reservoir and to ensure the efficient processing of effluent without incident.

**Justification:** All stations in proximity of the reservoir must be sustainable in the event of a power failure to protect the water supply and to ensure the efficient processing of effluent without incident.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015   | 2016   | 2017   | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|--------|--------|--------|------|------------------|
| <b>Project Budget</b>        | -                  | 143,000 | 50,000 | 50,000 | 50,000 | -    | 293,000          |
| <b>Operating Impact</b>      | -                  | -       | -      | -      | -      | -    | -                |

**PROJECT NAME: LIFT & PUMP STATIONS**  
**PROJECT NUMBER: SS2095**

**Description:** This program includes the systematic rehabilitation and replacement of lift and pump station components and related hoist equipment, overhead cranes, and motors.

**Justification:** The Utility Capital Maintenance Plan consists of multiple programs that will focus on preventative maintenance programs as well as infrastructure replacement and upgrades.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015    | 2016    | 2017    | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|---------|---------|---------|------|------------------|
| <b>Project Budget</b>        | 13,313             | 723,187 | 365,000 | 365,000 | 365,000 | -    | 1,831,500        |
| <b>Operating Impact</b>      | -                  | -       | -       | -       | -       | -    | -                |

**PROJECT NAME: SCADA**  
**PROJECT NUMBER: SS2097**

**Description:** Supervisory Control and Data Acquisition

**Justification:** Computer control system that monitors and controls water distribution and wastewater collection

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|------|------|------|------|------------------|
| <b>Project Budget</b>        | -                  | 110,000 | -    | -    | -    | -    | 110,000          |
| <b>Operating Impact</b>      | -                  | -       | -    | -    | -    | -    | -                |

**PROJECT NAME: CAPITAL MAINTENANCE CREW**  
**PROJECT NUMBER: SS2102**

**Description:** Four authorized positions specialized in the operation of the new pipe bursting equipment.

**Justification:** The pipe bursting process are both parts of our effort to provide the highest level of service with the least amount of disruption to our community.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015    | 2016    | 2017    | 2018    | Project<br>Total |
|------------------------------|--------------------|---------|---------|---------|---------|---------|------------------|
| <b>Project Budget</b>        | -                  | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000        |
| <b>Operating Impact</b>      | -                  | -       | -       | -       | -       | -       | -                |

**PROJECT NAME: NORTSHORE SANITARY SEWER**  
**PROJECT NUMBER: SS2103**

**Description:** Approximately 7,750 linear feet of 15-inch sanitary sewer beginning near Liberty Road at the South and generally following Muddy Creek to point north and then west under the President George Bush Turnpike (PGBT) to serve the proposed Huffines Development. In addition, an approximate 1,400 linear foot section of sanitary sewer beginning at a connection point to the main line approximately 4,000 feet north of Liberty Road and extending west to and under the PGBT. The total length of sanitary sewer anticipated is approximately 11,750 linear feet.

**Justification:** Immediate needs is to serve the proposed Huffines Development. This project provides for strategic planning giving economic development the resources needed for enticement to developers.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|------|------|------|------|------------------|
| <b>Project Budget</b>        | -                  | 947,967 | -    | -    | -    | -    | 947,967          |
| <b>Operating Impact</b>      | -                  | -       | -    | -    | -    | -    | -                |

**PROJECT NAME: 24" FORCE MAIN & INSPECTION**

**PROJECT NUMBER: SS2104**

**Description:** Replacement and installation of approximately 550 linear feet of 24 inch sanitary sewer force main, temporary piping and bypass pumping during construction and other miscellaneous improvements on the east side of Lake Ray Hubbard and cleaning and television inspection of 2,230 linear fee of existing 24 inch sanitary sewer on the west side of Lake Ray Hubbard.

**Justification:** Potential failure of the system identified by a video inspection

| <b>Financial Information</b> | <b>Project to Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project Total</b> |
|------------------------------|------------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| <b>Project Budget</b>        | -                      | 434,000     | -           | -           | -           | -           | 434,000              |
| <b>Operating Impact</b>      | -                      | -           | -           | -           | -           | -           | -                    |

**PROJECT NAME: SH-66 FORCE MAIN**

**PROJECT NUMBER: SS2105**

**Description:** Engineering expenses to begin for long-term planning for the rehabilitation of this line

**Justification:**

| <b>Financial Information</b> | <b>Project to Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project Total</b> |
|------------------------------|------------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| <b>Project Budget</b>        | -                      | -           | 781,000     | -           | 3,419,000   | -           | 4,200,000            |
| <b>Operating Impact</b>      | -                      | -           | -           | -           | -           | -           | -                    |

**PROJECT NAME: 36" WESTSIDE SEWER LINE**

**PROJECT NUMBER: SS2106**

**Description:** Future planning for necessary utility projects

**Justification:**

| <b>Financial Information</b> | <b>Project to Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project Total</b> |
|------------------------------|------------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| <b>Project Budget</b>        | -                      | -           | -           | -           | 1,400,000   | -           | 1,400,000            |
| <b>Operating Impact</b>      | -                      | -           | -           | -           | -           | -           | -                    |

**PROJECT NAME: NORTHSIDE LIFT STATION UPGRADE  
PROJECT NUMBER: SS2107**

**Description:** Future planning for necessary utility projects

**Justification:**

| <b>Financial Information</b> | <b>Project to<br/>Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project<br/>Total</b> |
|------------------------------|----------------------------|-------------|-------------|-------------|-------------|-------------|--------------------------|
| <b>Project Budget</b>        | -                          | -           | -           | -           | 537,000     | -           | 537,000                  |
| <b>Operating Impact</b>      | -                          | -           | -           | -           | -           | -           | -                        |

**PROJECT NAME: 12" ENCLAVE SEWER LINE  
PROJECT NUMBER: SS2108**

**Description:** Future planning for necessary utility projects

**Justification:**

| <b>Financial Information</b> | <b>Project to<br/>Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project<br/>Total</b> |
|------------------------------|----------------------------|-------------|-------------|-------------|-------------|-------------|--------------------------|
| <b>Project Budget</b>        | -                          | -           | -           | -           | 291,000     | -           | 291,000                  |
| <b>Operating Impact</b>      | -                          | -           | -           | -           | -           | -           | -                        |

**PROJECT NAME: ENCLAVE SEWER LIFT STATION  
PROJECT NUMBER: SS2109**

**Description:** Future planning for necessary utility projects

**Justification:**

| <b>Financial Information</b> | <b>Project to<br/>Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project<br/>Total</b> |
|------------------------------|----------------------------|-------------|-------------|-------------|-------------|-------------|--------------------------|
| <b>Project Budget</b>        | -                          | -           | -           | -           | 220,000     | -           | 220,000                  |
| <b>Operating Impact</b>      | -                          | -           | -           | -           | -           | -           | -                        |

**PROJECT NAME: MISC CONCRETE / ASPHALT STREET REHABILITATION WITH A PCI > 40**  
**PROJECT NUMBER: ST2052**

**Description:** This project is for the rehabilitation of miscellaneous concrete and asphalt streets with a Pavement Condition Index (PCI) of greater than 40. Each year, funds will be budgeted in the CIP to rehabilitate the chosen streets based on the rating of each street with a priority being given to the lowest rated streets above 40 in order to improve the PCI to 80 or better following the improvements.

**Justification:** To repair and maintain existing concrete and asphalt streets in order to extend the life of the concrete pavement.

| <b>Financial Information</b> | Project to<br>Date | 2014      | 2015    | 2016      | 2017      | 2018 | Project<br>Total |
|------------------------------|--------------------|-----------|---------|-----------|-----------|------|------------------|
| <b>Project Budget</b>        | 8,474,756          | 1,724,202 | 670,000 | 1,070,000 | 1,270,000 | -    | 13,208,958       |
| <b>Operating Impact</b>      | -                  | -         | -       | -         | -         | -    | -                |

**PROJECT NAME: MARTIN DRIVE RECONSTRUCTION**  
**PROJECT NUMBER: ST2056**

**Description:** Reconstruct Martin Drive from SH 66 to Industrial. Martin Drive has been completed and open to traffic. The center northbound lane at SH66 is being striped as currently closed until a signal is warranted at the intersection. Future plans include an entrance feature on southeast corner.

**Justification:** Martin Drive will serve as the primary route for access to the DART light rail station. DART is reconstructing Martin Drive from Industrial to the railroad tracks. The additional turn lanes and traffic signal at SH 66 will improve mobility and decrease delay for motorists as traffic increases due to the new light rail station. This project was recommended by the 2009 CIP Bond Committee.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|------|------|------|------|------------------|
| <b>Project Budget</b>        | 2,052,330          | 150,000 | -    | -    | -    | -    | 2,202,330        |
| <b>Operating Impact</b>      | -                  | -       | -    | -    | -    | -    | -                |

**PROJECT NAME: MERRITT ROAD INTERCONNECTOR PHASE I & II**  
**PROJECT NUMBER: ST2074**

**Description:** This project is phase one and two of a three phased project. All three phases make up the installation of connector between Merritt Rd. and Liberty Grove Rd under PGBT. Phase I is from the Sachse city limits to Hickox Road. Phase II is from Hickox Road to the PGBT and Phase III is from the PGBT to Liberty Grove. Phase III will be addressed at a later date when the vacant parcels of land are developed. The roadway will be a 4-lane divided roadway. This project will be funded on a 80 (TxDOT)/20 (City) match using excess toll revenue funds. Final acceptance and release of retainage in December 2013.

**Justification:** Improved mobility and increased capacity on Merritt Road from the PGBT since there will not be service roads along the PGBT from Merritt Road to the City limits. This project was recommended by the 2009 CIP Bond Committee.

| <b>Financial Information</b> | Project to<br>Date | 2014      | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|-----------|------|------|------|------|------------------|
| <b>Project Budget</b>        | 13,143,640         | 1,771,738 | -    | -    | -    | -    | 14,915,378       |
| <b>Operating Impact</b>      | -                  | -         | -    | -    | -    | -    | -                |

**PROJECT NAME: ALLEY PANEL REPLACEMENT  
PROJECT NUMBER: ST2075**

**Description:** To remove and replace damaged concrete panels in alleys with a Pavement Condition Index (PCI) of > 60. The concrete pavement repairs consist of removing the failed pavement and installing new pavement.

**Justification:** To repair and maintain existing alleys in order to extend the life of the concrete pavement. The goal is to increase the PCI of these alleys to 80 or better.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015    | 2016    | 2017    | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|---------|---------|---------|------|------------------|
| <b>Project Budget</b>        | 1,651,189          | 718,811 | 335,000 | 335,000 | 335,000 | -    | 3,375,000        |
| <b>Operating Impact</b>      | -                  | -       | -       | -       | -       | -    | -                |

**PROJECT NAME: TRAFFIC MANAGEMENT PROJECTS  
PROJECT NUMBER: ST2076**

**Description:** This project will fund traffic management projects along roadways in the City such as median openings/closings, turn lanes, deceleration lanes, intersection improvements, etc. This funding will also be used to partner and cost participate with developers to construct traffic management projects for development projects.

**Justification:** To construct traffic management improvements for improved safety and capacity of roadways.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|------|------|------|------|------------------|
| <b>Project Budget</b>        | 210,330            | 239,670 | -    | -    | -    | -    | 450,000          |
| <b>Operating Impact</b>      | -                  | -       | -    | -    | -    | -    | -                |

**PROJECT NAME: ASPHALT REHABILITATION/OVERLAY PROJECT  
PROJECT NUMBER: ST2077**

**Description:** Overlays and repairs to existing asphalt roadways. This project will 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.

**Justification:** To increase the Pavement Condition Index (PCI) on asphalt roads and temporarily repair concrete streets with a PCI < 60

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015    | 2016    | 2017    | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|---------|---------|---------|------|------------------|
| <b>Project Budget</b>        | 1,912,924          | 561,064 | 500,000 | 500,000 | 500,000 | -    | 3,973,988        |
| <b>Operating Impact</b>      | -                  | -       | -       | -       | -       | -    | -                |

**PROJECT NAME: CRACK SEAL FOR PAVEMENT**  
**PROJECT NUMBER: ST2078**

**Description:** Installing crack seal on asphalt and concrete roadways as a maintenance measure to extend the life of the pavement. Streets usually need to be crack sealed every 2-4 years for optimum effect.

**Justification:** To adequately and properly maintain asphalt and concrete roadways in order to increase the life of the pavement surface. This project was recommended by the 2009 CIP Bond Committee.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015    | 2016    | 2017    | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|---------|---------|---------|------|------------------|
| <b>Project Budget</b>        | 397,156            | 352,844 | 150,000 | 150,000 | 150,000 | -    | 1,200,000        |
| <b>Operating Impact</b>      | -                  | -       | -       | -       | -       | -    | -                |

**PROJECT NAME: FOAM INJECTION UNDER CONCRETE PAVEMENT**  
**PROJECT NUMBER: ST2080**

**Description:** Installing foam below pavement which has settled to raise the elevation of the pavement back to its original elevation for improved riding surface and drainage to extend the life of the pavement.

**Justification:** To adequately and properly maintain concrete roadways in order to increase the life of the pavement surface. High Density Polyurethane Foam Injection gives the City another cost effective tool to help us preserve and improve the overall PCI rating of existing roads. This prevents premature failure of pavement and costly reconstruction.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015    | 2016    | 2017    | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|---------|---------|---------|------|------------------|
| <b>Project Budget</b>        | 570,457            | 129,543 | 125,000 | 125,000 | 125,000 | -    | 1,075,000        |
| <b>Operating Impact</b>      | -                  | -       | -       | -       | -       | -    | -                |

**PROJECT NAME: SCREENING WALL REHABILITATION**  
**PROJECT NUMBER: ST2084**

**Description:** Project to make repairs to existing screening walls located in the City's right-of-way.

**Justification:** To repair and maintain existing screening walls to improve the quality of life, safety, and property values.

| <b>Financial Information</b> | Project to<br>Date | 2014   | 2015   | 2016   | 2017   | 2018 | Project<br>Total |
|------------------------------|--------------------|--------|--------|--------|--------|------|------------------|
| <b>Project Budget</b>        | 337,744            | 87,256 | 50,000 | 50,000 | 50,000 | -    | 575,000          |
| <b>Operating Impact</b>      | -                  | -      | -      | -      | -      | -    | -                |

**PROJECT NAME: SIGN REPLACEMENT/PAVEMENT MARKING**  
**PROJECT NUMBER: ST2085**

**Description:** To replace existing street regulatory signs and pavement markings, including striping.

**Justification:** To bring the City up to the current standards for street signs in accordance to the Texas Manual on Uniform Traffic Control Devices (TMUTCD) and provide proper pavement markings to improve the safety of motorists.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015   | 2016   | 2017   | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|--------|--------|--------|------|------------------|
| <b>Project Budget</b>        | 333,040            | 151,960 | 90,000 | 90,000 | 90,000 | -    | 755,000          |
| <b>Operating Impact</b>      | -                  | -       | -      | -      | -      | -    | -                |

**PROJECT NAME: TRAFFIC SIGNAL REPAIR/MAINTENANCE**  
**PROJECT NUMBER: ST2086**

**Description:** To establish an annual program to make repairs to existing traffic signals located in the City. In the 2010 federal census, the City of Rowlett exceeded 50,000 in population and the responsibilities of the traffic signals on the state highway system were transferred to the City of Rowlett for construction, maintenance and operations. This change increased the signalized intersections that the City is responsible for maintaining from 15 to 23 locations.

**Justification:** To repair and maintain existing traffic signals in the City to keep signals safe. The City was required to take over the maintenance of the signals along Lakeview Parkway from TxDOT after the 2010 census. This project was recommended by the 2009 CIP Bond Committee.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015   | 2016   | 2017   | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|--------|--------|--------|------|------------------|
| <b>Project Budget</b>        | 61,667             | 103,333 | 30,000 | 30,000 | 30,000 | -    | 255,000          |
| <b>Operating Impact</b>      | -                  | -       | -      | -      | -      | -    | -                |

**PROJECT NAME: SIDEWALK IMPROVEMENT PROGRAM**  
**PROJECT NUMBER: ST2097**

**Description:** To fund repairs to existing sidewalks and also construct new sidewalks. The City will seek grant funding for the installation of several new sidewalks.

**Justification:** To adequately and properly maintain concrete sidewalks in areas of high pedestrian traffic.

| <b>Financial Information</b> | Project to<br>Date | 2014   | 2015   | 2016   | 2017   | 2018 | Project<br>Total |
|------------------------------|--------------------|--------|--------|--------|--------|------|------------------|
| <b>Project Budget</b>        | 158,000            | 67,000 | 55,000 | 55,000 | 55,000 | -    | 390,000          |
| <b>Operating Impact</b>      | -                  | -      | -      | -      | -      | -    | -                |

**PROJECT NAME: SOUTHBOUND DALROCK @ SH-66 TURN LANE DESIGN**  
**PROJECT NUMBER: ST2099**

**Description:** This project is for the design of intersection improvements along Dalrock Road at the intersection of Lakeview Parkway. The construction cost will be funded separately once the design is complete. The design will include additional turn lanes for northbound and southbound Dalrock Road in an effort to reduce the delay experienced by motorists at the intersection.

**Justification:** The existing lane configuration does not provide enough capacity during the morning and evening peak traffic times. Motorists experience longer than normal delays during the peak times.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|------|------|------|------|------------------|
| <b>Project Budget</b>        | 1,888              | 943,112 | -    | -    | -    | -    | 945,000          |
| <b>Operating Impact</b>      | -                  | -       | -    | -    | -    | -    | -                |

**PROJECT NAME: MILLER ROAD/ROWLETT CREEK BRIDGE**  
**PROJECT NUMBER: ST2100**

**Description:** To fund the expansion of the Rowlett Creek Bridge on Miller Road. Proposed bridge is 1,200 feet long and would span both Rowlett Creek and Old Rowlett Creek.

**Justification:** Miller is a major east-west thoroughfare that must be improved to handle current and future traffic. Proposed improvements would eliminate a bottleneck that is created by the two lane facility from 0.25 east of Centerville Road to Dexham Road. This project will be constructed as part of the Dallas County MCIP program.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|------|------|------|------|------------------|
| <b>Project Budget</b>        | -                  | 623,443 | -    | -    | -    | -    | 623,443          |
| <b>Operating Impact</b>      | -                  | -       | -    | -    | -    | -    | -                |

**PROJECT NAME: ALLEY RECONSTRUCTION IMPROVEMENTS**  
**PROJECT NUMBER: ST2102**

**Description:** Miscellaneous alley improvements throughout the city. The alleys chosen for reconstruction each year are based on pavement conditioning index. The priority is given to the alleys with the worst rating. Each year, additional alleys will be reconstructed. The candidates will be determined by their Pavement Condition Index, drainage, and safety.

**Justification:** Pavement condition index is less than 60. This project was recommended by the CIP Bond Committee.

| <b>Financial Information</b> | Project to<br>Date | 2014      | 2015    | 2016    | 2017    | 2018 | Project<br>Total |
|------------------------------|--------------------|-----------|---------|---------|---------|------|------------------|
| <b>Project Budget</b>        | -                  | 1,319,349 | 558,702 | 558,702 | 558,702 | -    | 2,995,455        |
| <b>Operating Impact</b>      | -                  | -         | -       | -       | -       | -    | -                |

**PROJECT NAME: MISCELLANEOUS WATER LINE REPAIR AND REPLACEMENT**  
**PROJECT NUMBER: WA1108**

**Description:** Repair and replacement of miscellaneous water lines throughout the City. This account also funds upgrading waterlines as part of development projects.

**Justification:** Annual replacement program for waterlines which have deteriorated and require ongoing maintenance.

| <b>Financial Information</b> | <b>Project to Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project Total</b> |
|------------------------------|------------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| <b>Project Budget</b>        | 668,958                | 332,737     | 456,000     | 456,000     | 456,000     | -           | 2,369,695            |
| <b>Operating Impact</b>      | -                      | -           | -           | -           | -           | -           | -                    |

**PROJECT NAME: WATER TANK REFURBISHING**  
**PROJECT NUMBER: WA1118**

**Description:** Project to repair and repaint the City's water distribution tanks. The design will occur in one year and the refurbishment will occur in subsequent years.

**Justification:** To repair and maintain the water tanks to meet TCEQ and AWWA standards in order to keep the drinking water safe.

| <b>Financial Information</b> | <b>Project to Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project Total</b> |
|------------------------------|------------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| <b>Project Budget</b>        | 572,941                | 184,921     | -           | -           | -           | -           | 757,862              |
| <b>Operating Impact</b>      | -                      | -           | -           | -           | -           | -           | -                    |

**PROJECT NAME: 16" WATERLINE ALONG MAIN STREET WEST OF KIRBY ROAD (PGBT)**  
**PROJECT NUMBER: WA1156**

**Description:** Install a 16" waterline along Main Street west of Kirby Road that will replace the existing 8" water line along Main Street from Skyline to the PGBT corridor.

**Justification:** Identified in the Water Master Plan and will complete a 16" loop along Main Street.

| <b>Financial Information</b> | <b>Project to Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project Total</b> |
|------------------------------|------------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| <b>Project Budget</b>        | -                      | 491,400     | -           | -           | -           | -           | 491,400              |
| <b>Operating Impact</b>      | -                      | -           | -           | -           | -           | -           | -                    |

**FY 2015 CITY OF ROWLETT BUDGET**

**PROJECT NAME: 16" WATERLINE ALONG MILLER ROAD FROM ROWLETT ROAD TO KIRBY ROAD (PGBT)**  
**PROJECT NUMBER: WA1157**

**Description:** Install a 16" waterline along Miller Road from Rowlett Road to Kirby Road (PGBT); will be a transmission line used to move water to the southwest quadrant of the City to elevate the pressure and capacity of the water system in this area.

**Justification:** Identified in the Water Master Plan and will complete a 16" loop along Miller Road for improved pressure and capacity in the southwest quadrant of the City.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|------|------|------|------|------------------|
| <b>Project Budget</b>        | 35,520             | 856,880 | -    | -    | -    | -    | 892,400          |
| <b>Operating Impact</b>      | -                  | -       | -    | -    | -    | -    | -                |

**PROJECT NAME: CASTLE HILLS 12" WATERLINE**  
**PROJECT NUMBER: WA2091**

**Description:** This project involves constructing a 12" waterline along Castle Road from Toler Road to the Rowlett Road Pump Station. This project is shown on the City's Water Master Plan.

**Justification:** This project is shown on the City's Water Master Plan. This project is necessary to develop an Upper Pressure Plan in the City's water distribution system in order to increase the system water pressure for the northwest portion of the City.

| <b>Financial Information</b> | Project to<br>Date | 2014 | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|------|------|------|------|------|------------------|
| <b>Project Budget</b>        | 558,114            | -    | -    | -    | -    | -    | 558,114          |
| <b>Operating Impact</b>      | -                  | -    | -    | -    | -    | -    | -                |

**PROJECT NAME: 36" MERRITT ROAD WATERLINES**  
**PROJECT NUMBER: WA2092**

**Description:** This project was constructed along with the Merritt Road reconstruction project. This project involves constructing a 16" and 36" waterline per the Water Master Plan along Merritt Road from the Merritt Road Water Pump Station to the PGBT.

**Justification:** The construction of the waterlines is necessary to serve the Northshore development area as well as the northeastern portions of the City.

| <b>Financial Information</b> | Project to<br>Date | 2014   | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|--------|------|------|------|------|------------------|
| <b>Project Budget</b>        | 2,744,676          | 91,256 | -    | -    | -    | -    | 2,835,932        |
| <b>Operating Impact</b>      | -                  | -      | -    | -    | -    | -    | -                |

**PROJECT NAME: ROWLETT ROAD PUMP STATION IMPROVEMENTS**  
**PROJECT NUMBER: WA2095**

**Description:** This project will involve installing pressure actuated valves in strategic locations in the northwest quadrant of the City to establish an interim upper pressure plane until permanent improvements can be constructed to complete the development of the upper pressure plane. Pumps at the Rowlett Road Pump Station will also be installed to serve the interim pressure plane. The upper pressure plane is required to increase the system pressure for the customers in the northwest quadrant of the City.

**Justification:** This development of the upper pressure plane is shown on the City's Water Master Plan. This project is necessary to develop an interim Upper Pressure Plan in the City's water distribution system until permanent improvements are installed to increase the system water pressure for the northwest portion of the City.

| <b>Financial Information</b> | Project to<br>Date | 2014      | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|-----------|------|------|------|------|------------------|
| <b>Project Budget</b>        | 668,537            | 4,600,699 | -    | -    | -    | -    | 5,269,236        |
| <b>Operating Impact</b>      | -                  | -         | -    | -    | -    | -    | -                |

**PROJECT NAME: 12" WATER MILLER EAST OF CHIESA**  
**PROJECT NUMBER: WA2098**

**Description:** A major component of the Utility Capital Maintenance program is the Line Replacement program. A five year plan will eliminate the asbestos cementitious pipe, clay tile pipe, galvanized pipe, and problematic ductile iron pipe. The goal for the first five years is to eliminate the undesirable materials defects. This pipe maintenance plan is anticipated to be an ongoing program.

**Justification:** The Utility Capital Maintenance Plan consists of multiple programs that will focus on preventative maintenance programs as well as infrastructure replacement and upgrades.

| <b>Financial Information</b> | Project to<br>Date | 2014   | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|--------|------|------|------|------|------------------|
| <b>Project Budget</b>        | -                  | 50,000 | -    | -    | -    | -    | 50,000           |
| <b>Operating Impact</b>      | -                  | -      | -    | -    | -    | -    | -                |

**PROJECT NAME: UTILITY APPURTENANCES (VALVES & HYDRANTS)**  
**PROJECT NUMBER: WA2099**

**Description:** Systematic replacement of valves and hydrant, related equipment and testing apparatus are required for better utility system operation.

**Justification:** The Utility Capital Maintenance Plan consists of multiple programs that will focus on preventative maintenance programs as well as infrastructure replacement and upgrades.

| <b>Financial Information</b> | Project to<br>Date | 2014   | 2015   | 2016   | 2017   | 2018 | Project<br>Total |
|------------------------------|--------------------|--------|--------|--------|--------|------|------------------|
| <b>Project Budget</b>        | 41,052             | 61,448 | 42,500 | 42,500 | 42,500 | -    | 230,000          |
| <b>Operating Impact</b>      | -                  | -      | -      | -      | -      | -    | -                |

**PROJECT NAME: MARTHA ELEVATED TANK REFURBISHMENT**

**PROJECT NUMBER: WA2100**

**Description:** To rehabilitate and restore operations of the elevated storage tank including the replacement of the service line and all its appurtenance (pipes, valves, etc.). This elevated storage tank was taken offline due to inadequate chlorine residuals.

**Justification:** To repair and maintain the water tanks to meet TCEQ and AWWA standards in order to keep the drinking water safe.

| <b>Financial Information</b> | Project to<br>Date | 2014   | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|--------|------|------|------|------|------------------|
| <b>Project Budget</b>        | 12,886             | 87,114 | -    | -    | -    | -    | 100,000          |
| <b>Operating Impact</b>      | -                  | -      | -    | -    | -    | -    | -                |

**PROJECT NAME: PGBT WATER & MILLER HEIGHTS TO RHS**

**PROJECT NUMBER: WA2101**

**Description:** A major component of the Utility Capital Maintenance program is the Line Replacement program. A five year plan will eliminate the asbestos cementitious pipe, clay tile pipe, galvanized pipe, and problematic ductile iron pipe. The goal for the first five years is to eliminate the undesirable materials defects. This pipe maintenance plan is anticipated to be an ongoing program.

**Justification:** The Utility Capital Maintenance Plan consists of multiple programs that will focus on preventative maintenance programs as well as infrastructure replacement and upgrades.

| <b>Financial Information</b> | Project to<br>Date | 2014   | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|--------|------|------|------|------|------------------|
| <b>Project Budget</b>        | 9,954              | 39,341 | -    | -    | -    | -    | 49,295           |
| <b>Operating Impact</b>      | -                  | -      | -    | -    | -    | -    | -                |

**PROJECT NAME: PGBT UTILITY REIMBURSEMENT PROJECT**

**PROJECT NUMBER: WA2102**

**Description:** This project is for the reimbursement to the North Texas Tollway Authority (NTTA) for the cost of installing water and sanitary sewer betterments and new infrastructure during the construction of the PGBT. The City is required to pay for new infrastructure and betterments under the Interlocal Agreement with the NTTA.

**Justification:** The new water and sanitary sewer infrastructure along the PGBT corridor is required to provide utility service to the existing and future developments along the corridor. Installing the betterments and new infrastructure at the same time the PGBT is constructed will save the rate payers millions of dollars in lieu of installing the improvements at a later date when the PGBT is open to traffic. The new utilities will provide economic development opportunities as well.

| <b>Financial Information</b> | Project to<br>Date | 2014      | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|-----------|------|------|------|------|------------------|
| <b>Project Budget</b>        | 780                | 3,399,220 | -    | -    | -    | -    | 3,400,000        |
| <b>Operating Impact</b>      | -                  | -         | -    | -    | -    | -    | -                |

**PROJECT NAME: PREVENTATIVE MAINTENANCE**

**PROJECT NUMBER: WA2103**

**Description:** This part of the plan includes multiple items and upgrades, addressing the redesigning and implementation of system security, SCADA upgrades, elimination of redundant lines, service line upgrades, looping of systems, replacement of blow offs, air release valves, sampling stations, backflow prevention, and pretreatment components.

**Justification:** The Utility Capital Maintenance Plan consists of multiple programs that will focus on preventative maintenance programs as well as infrastructure replacement and upgrades.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015    | 2016    | 2017    | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|---------|---------|---------|------|------------------|
| <b>Project Budget</b>        | 64,377             | 210,623 | 292,500 | 292,500 | 292,500 | -    | 1,152,500        |
| <b>Operating Impact</b>      | -                  | -       | -       | -       | -       | -    | -                |

**PROJECT NAME: TOWER/TANK MAINTENANCE**

**PROJECT NUMBER: WA2104**

**Description:** The systematic and ongoing refurbishing, inspections, painting and improvement of the tower and tanks and the associated components.

**Justification:** The Utility Capital Maintenance Plan consists of multiple programs that will focus on preventative maintenance programs as well as infrastructure replacement and upgrades.

| <b>Financial Information</b> | Project to<br>Date | 2014   | 2015   | 2016   | 2017   | 2018 | Project<br>Total |
|------------------------------|--------------------|--------|--------|--------|--------|------|------------------|
| <b>Project Budget</b>        | 5,000              | 45,000 | 50,000 | 50,000 | 50,000 | -    | 200,000          |
| <b>Operating Impact</b>      | -                  | -      | -      | -      | -      | -    | -                |

**PROJECT NAME: TOOLS & EQUIPMENT**

**PROJECT NUMBER: WA2105**

**Description:** A variety of components are required to effectively operate. Staff has recently initiated the use of more recent technologies that enable effective and efficient processes to be employed. Air compressor, cut saws, and other related items to operate efficiently.

**Justification:** The Utility Capital Maintenance Plan consists of multiple programs that will focus on preventative maintenance programs as well as infrastructure

| <b>Financial Information</b> | Project to<br>Date | 2014   | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|--------|------|------|------|------|------------------|
| <b>Project Budget</b>        | -                  | 55,000 | -    | -    | -    | -    | 55,000           |
| <b>Operating Impact</b>      | -                  | -      | -    | -    | -    | -    | -                |

**PROJECT NAME: CAPITAL EQUIPMENT LEASING**

**PROJECT NUMBER: WA2106**

**Description:** Payments for major capital equipment, including the pipe bursting equipment, made with lease-purchase arrangements.

**Justification:** The pipe bursting equipment and other equipment purchases are both parts of our effort to provide the highest level of service with the least amount of disruption to our community.

| <b>Financial Information</b> | Project to<br>Date | 2014    | 2015    | 2016    | 2017    | 2018 | Project<br>Total |
|------------------------------|--------------------|---------|---------|---------|---------|------|------------------|
| <b>Project Budget</b>        | -                  | 146,000 | 438,000 | 438,000 | 438,000 | -    | 1,460,000        |
| <b>Operating Impact</b>      | -                  | -       | -       | -       | -       | -    | -                |

**PROJECT NAME: 1.25 MG ELEVATED TANK FOR UPPER PRESSURE PLANE**

**PROJECT NUMBER: WA2107**

**Description:** This project will consist of the construction of a 1.25 MG Elevated Storage Tank to be located at the existing Main Street Lift Station site. In addition to the new composite elevated water storage tank, this includes associated on-site water lines and connections, off-site water lines, and upper pressure plane interconnection valves as a part of the permanent Upper Pressure Plane solution.

**Justification:** Studies have identified the need for two pressure planes to address long standing inconsistencies in water pressure. Plan is to address issues with the lower pressure water zone and expand the Upper Pressure Plane area in several phases to provide desirable and sustainable pressures of 45 PSI.

| <b>Financial Information</b> | Project to<br>Date | 2014      | 2015      | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|-----------|-----------|------|------|------|------------------|
| <b>Project Budget</b>        | 233,566            | 3,533,544 | 1,200,000 | -    | -    | -    | 4,967,110        |
| <b>Operating Impact</b>      | -                  | -         | -         | -    | -    | -    | -                |

**PROJECT NAME: 24" WATER LINE LOWER PRESSURE PLANE**

**PROJECT NUMBER: WA2108**

**Description:** Castle Drive 24" Water Main from Rowlett Road to Toler Road

**Justification:** Studies have identified the need for two pressure planes to address long standing inconsistencies in water pressure. Plan is to address issues with the lower pressure water zone and expand the Upper Pressure Plane area in several phases to provide desirable and sustainable pressures of 45 PSI.

| <b>Financial Information</b> | Project to<br>Date | 2014      | 2015 | 2016 | 2017 | 2018 | Project<br>Total |
|------------------------------|--------------------|-----------|------|------|------|------|------------------|
| <b>Project Budget</b>        | -                  | 1,500,000 | -    | -    | -    | -    | 1,500,000        |
| <b>Operating Impact</b>      | -                  | -         | -    | -    | -    | -    | -                |

**PROJECT NAME: UPP 16" WATER LINE ENHANCEMENTS**  
**PROJECT NUMBER: WA2109**

**Description:** 16" water line on SH66 & Rowlett pump station

**Justification:** Studies have identified the need for two pressure planes to address long standing inconsistencies in water pressure. Plan is to address issues with the lower pressure water zone and expand the Upper Pressure Plane area in several phases to provide desirable and sustainable pressures of 45 PSI.

| <b>Financial Information</b> | <b>Project to Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project Total</b> |
|------------------------------|------------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| <b>Project Budget</b>        | -                      | 484,551     | -           | -           | -           | -           | 484,551              |
| <b>Operating Impact</b>      | -                      | -           | -           | -           | -           | -           | -                    |

**PROJECT NAME: BIG A WATER LINE IMPROVEMENTS**  
**PROJECT NUMBER: WA2110**

**Description:** This project, formerly known as the "20 Inch Water Line along State Highway (SH) 66 (Lakeview Parkway)", consists of the installation of approximately 4,700 linear feet of 20 inch diameter waterline from President George Bush Turnpike (PGBT) along Big A Road to Rowlett Road south to SH66. It is a primary step in the improvement process of the Upper Pressure Plane's system pressures and capacity.

**Justification:** Studies have identified the need for two pressure planes to address long standing inconsistencies in water pressure. Plan is to address issues with the lower pressure water zone and expand the Upper Pressure Plane area in several phases to provide desirable and sustainable pressures of 45 PSI.

| <b>Financial Information</b> | <b>Project to Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project Total</b> |
|------------------------------|------------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| <b>Project Budget</b>        | -                      | 160,000     | -           | -           | -           | -           | 160,000              |
| <b>Operating Impact</b>      | -                      | -           | -           | -           | -           | -           | -                    |

**PROJECT NAME: 12" WATER LINE DALROCK-MILLER-SCHRADE**  
**PROJECT NUMBER: WA2111**

**Description:**

**Justification:** Studies have identified the need for two pressure planes to address long standing inconsistencies in water pressure. Plan is to address issues with the lower pressure water zone and expand the Upper Pressure Plane area in several phases to provide desirable and sustainable pressures of 45 PSI.

| <b>Financial Information</b> | <b>Project to Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project Total</b> |
|------------------------------|------------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| <b>Project Budget</b>        | -                      | -           | 2,700,000   | -           | -           | -           | 2,700,000            |
| <b>Operating Impact</b>      | -                      | -           | -           | -           | -           | -           | -                    |

**PROJECT NAME: ADDITIONAL PUMP FOR UPPER PRESSURE PLANE  
PROJECT NUMBER: WA2112**

**Description:**

**Justification:** Studies have identified the need for two pressure planes to address long standing inconsistencies in water pressure. Plan is to address issues with the lower pressure water zone and expand the Upper Pressure Plane area in several phases to provide desirable and sustainable pressures of 45 PSI.

| <b>Financial Information</b> | <b>Project to<br/>Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project<br/>Total</b> |
|------------------------------|----------------------------|-------------|-------------|-------------|-------------|-------------|--------------------------|
| <b>Project Budget</b>        | -                          | -           | 330,000     | -           | -           | -           | 330,000                  |
| <b>Operating Impact</b>      | -                          | -           | -           | -           | -           | -           | -                        |

**PROJECT NAME: CAPITAL EQUIPMENT REPLACEMENT  
PROJECT NUMBER: WA2113**

**Description:** Payments for major capital equipment.

**Justification:** The Utility Capital Maintenance Plan consists of multiple programs that will focus on preventative maintenance programs as well as infrastructure.

| <b>Financial Information</b> | <b>Project to<br/>Date</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>Project<br/>Total</b> |
|------------------------------|----------------------------|-------------|-------------|-------------|-------------|-------------|--------------------------|
| <b>Project Budget</b>        | -                          | -           | 50,000      | 50,000      | 50,000      | -           | 150,000                  |
| <b>Operating Impact</b>      | -                          | -           | -           | -           | -           | -           | -                        |

# 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".

# Debt Service



**GENERAL OBLIGATION DEBT SERVICE**

The City of Rowlett issues general obligation bonds for a term of generally twenty years, for the purpose of constructing major capital improvements that include municipal facilities, parks and streets.

The Debt Service Fund accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest. The resources of this fund are generated by a tax levy based upon property values. Payments of principal and interest are made for general obligation bonds, certificates of obligation, and tax notes.

Current outstanding debt including principal and interest equals \$93,302,731. This includes general obligation refunded issues, improvements, certificates of obligation, and tax notes issued during 1997 through 2015. The projected 2014-15 requirements are estimated at \$9,370,068. The total amount of outstanding debt represents 2.85% of assessed value.

The State of Texas limits the ad valorem tax rate to \$2.50 per \$100 valuation. Rowlett’s rate of \$0.787173 falls well under this limit. The city currently operates with the following general obligation debt ratios:

Net debt per capita: \$1,596

Net debt to assessed value: 2.27%

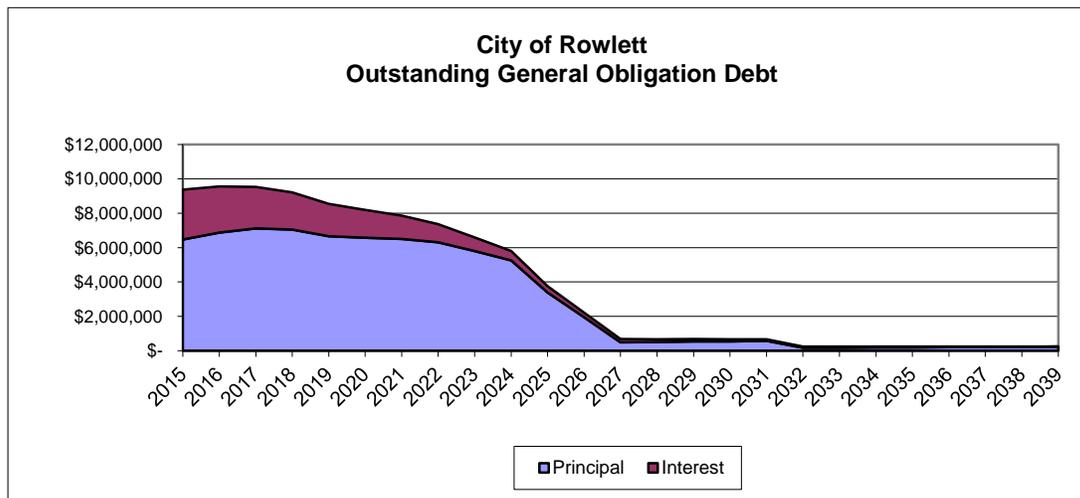
The following table reflects the allocation of the property tax levy between Debt Service and General Fund operations for FY 2014-15 and previous years:

|              | 2010-11         | 2011-12         | 2012-13         | 2013-14         | 2014-15         |
|--------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Debt Service | 0.252500        | 0.256340        | 0.254500        | 0.242400        | 0.237403        |
| O & M        | 0.494673        | 0.490833        | 0.492673        | 0.504773        | 0.549770        |
| <b>Total</b> | <b>0.747173</b> | <b>0.747173</b> | <b>0.747173</b> | <b>0.747173</b> | <b>0.787173</b> |

The tables on the following pages detail each current outstanding bond issue that is owed by the City. The tables show the date of issue, the years remaining on the payment schedule, and the amount of principal and interest in each year. The first table is a summary of all outstanding issues.

**OUTSTANDING GENERAL OBLIGATION DEBT SERVICE  
AS OF OCTOBER 1, 2014**

| <b>Date</b>  | <b>Principal</b>        | <b>Interest</b>         | <b>Total P&amp;I</b>    |
|--------------|-------------------------|-------------------------|-------------------------|
| 2015         | 6,465,000.00            | 2,905,068.18            | 9,370,068.18            |
| 2016         | 6,880,000.00            | 2,679,645.01            | 9,559,645.01            |
| 2017         | 7,115,000.00            | 2,423,457.51            | 9,538,457.51            |
| 2018         | 7,055,000.00            | 2,150,943.76            | 9,205,943.76            |
| 2019         | 6,670,000.00            | 1,880,530.01            | 8,550,530.01            |
| 2020         | 6,570,000.00            | 1,619,264.38            | 8,189,264.38            |
| 2021         | 6,510,000.00            | 1,347,017.50            | 7,857,017.50            |
| 2022         | 6,315,000.00            | 1,054,617.50            | 7,369,617.50            |
| 2023         | 5,805,000.00            | 783,555.00              | 6,588,555.00            |
| 2024         | 5,260,000.00            | 548,027.50              | 5,808,027.50            |
| 2025         | 3,385,000.00            | 367,070.00              | 3,752,070.00            |
| 2026         | 1,955,000.00            | 250,655.63              | 2,205,655.63            |
| 2027         | 490,000.00              | 189,593.13              | 679,593.13              |
| 2028         | 505,000.00              | 165,683.75              | 670,683.75              |
| 2029         | 540,000.00              | 140,665.00              | 680,665.00              |
| 2030         | 550,000.00              | 114,358.75              | 664,358.75              |
| 2031         | 575,000.00              | 87,058.75               | 662,058.75              |
| 2032         | 175,000.00              | 69,540.00               | 244,540.00              |
| 2033         | 180,000.00              | 62,102.50               | 242,102.50              |
| 2034         | 190,000.00              | 54,452.50               | 244,452.50              |
| 2035         | 195,000.00              | 46,377.50               | 241,377.50              |
| 2036         | 205,000.00              | 38,090.00               | 243,090.00              |
| 2037         | 215,000.00              | 29,377.50               | 244,377.50              |
| 2038         | 225,000.00              | 20,240.00               | 245,240.00              |
| 2039         | 235,000.00              | 10,340.00               | 245,340.00              |
| <b>Total</b> | <b>\$ 74,265,000.00</b> | <b>\$ 19,037,731.36</b> | <b>\$ 93,302,731.36</b> |



**GENERAL OBLIGATION TAXABLE  
REFUNDING BONDS, SERIES 2014**

**Original Issue: \$3,750,000**  
**Interest Rate: Various - 3.000% to 4.400%**

| <b>Date</b>  | <b>Principal</b>       | <b>Interest</b>        | <b>Total P&amp;I</b>   |
|--------------|------------------------|------------------------|------------------------|
| 2015         | 95,000.00              | 148,250.67             | 243,250.67             |
| 2016         | 100,000.00             | 144,990.00             | 244,990.00             |
| 2017         | 100,000.00             | 141,990.00             | 241,990.00             |
| 2018         | 105,000.00             | 138,990.00             | 243,990.00             |
| 2019         | 110,000.00             | 135,840.00             | 245,840.00             |
| 2020         | 110,000.00             | 132,540.00             | 242,540.00             |
| 2021         | 115,000.00             | 129,240.00             | 244,240.00             |
| 2022         | 120,000.00             | 125,790.00             | 245,790.00             |
| 2023         | 120,000.00             | 122,190.00             | 242,190.00             |
| 2024         | 125,000.00             | 117,990.00             | 242,990.00             |
| 2025         | 130,000.00             | 112,990.00             | 242,990.00             |
| 2026         | 135,000.00             | 107,790.00             | 242,790.00             |
| 2027         | 140,000.00             | 102,052.50             | 242,052.50             |
| 2028         | 145,000.00             | 96,102.50              | 241,102.50             |
| 2029         | 155,000.00             | 89,940.00              | 244,940.00             |
| 2030         | 160,000.00             | 83,352.50              | 243,352.50             |
| 2031         | 165,000.00             | 76,552.50              | 241,552.50             |
| 2032         | 175,000.00             | 69,540.00              | 244,540.00             |
| 2033         | 180,000.00             | 62,102.50              | 242,102.50             |
| 2034         | 190,000.00             | 54,452.50              | 244,452.50             |
| 2035         | 195,000.00             | 46,377.50              | 241,377.50             |
| 2036         | 205,000.00             | 38,090.00              | 243,090.00             |
| 2037         | 215,000.00             | 29,377.50              | 244,377.50             |
| 2038         | 225,000.00             | 20,240.00              | 245,240.00             |
| 2039         | 235,000.00             | 10,340.00              | 245,340.00             |
| <b>Total</b> | <b>\$ 3,750,000.00</b> | <b>\$ 2,337,110.67</b> | <b>\$ 6,087,110.67</b> |

**GENERAL OBLIGATION TAXABLE  
REFUNDING BONDS, SERIES 2013**

**Original Issue: \$7,910,000**

**Interest Rate: Various - 2.700% to 5.000%**

| <b>Date</b>  | <b>Principal</b>       | <b>Interest</b>        | <b>Total P&amp;I</b>   |
|--------------|------------------------|------------------------|------------------------|
| 2015         | -                      | 270,615.00             | 270,615.00             |
| 2016         | 165,000.00             | 268,140.00             | 433,140.00             |
| 2017         | 170,000.00             | 263,115.00             | 433,115.00             |
| 2018         | 180,000.00             | 257,865.00             | 437,865.00             |
| 2019         | -                      | 255,165.00             | 255,165.00             |
| 2020         | -                      | 255,165.00             | 255,165.00             |
| 2021         | 1,340,000.00           | 221,665.00             | 1,561,665.00           |
| 2022         | 1,405,000.00           | 153,040.00             | 1,558,040.00           |
| 2023         | 1,455,000.00           | 99,727.50              | 1,554,727.50           |
| 2024         | 1,490,000.00           | 61,425.00              | 1,551,425.00           |
| 2025         | 1,530,000.00           | 20,655.00              | 1,550,655.00           |
| <b>Total</b> | <b>\$ 7,735,000.00</b> | <b>\$ 2,126,577.50</b> | <b>\$ 9,861,577.50</b> |

**GENERAL OBLIGATION TAXABLE  
REFUNDING BONDS, SERIES 2012**

**Original Issue: \$17,155,000**

**Interest Rate: Various - 2.000% to 5.000%**

| <b>Date</b>  | <b>Principal</b>        | <b>Interest</b>        | <b>Total P&amp;I</b>    |
|--------------|-------------------------|------------------------|-------------------------|
| 2015         | 1,450,000.00            | 612,825.00             | 2,062,825.00            |
| 2016         | 1,495,000.00            | 575,900.00             | 2,070,900.00            |
| 2017         | 1,540,000.00            | 530,375.00             | 2,070,375.00            |
| 2018         | 1,595,000.00            | 483,350.00             | 2,078,350.00            |
| 2019         | 1,640,000.00            | 434,825.00             | 2,074,825.00            |
| 2020         | 1,680,000.00            | 385,025.00             | 2,065,025.00            |
| 2021         | 1,745,000.00            | 324,925.00             | 2,069,925.00            |
| 2022         | 1,820,000.00            | 244,525.00             | 2,064,525.00            |
| 2023         | 1,915,000.00            | 151,150.00             | 2,066,150.00            |
| 2024         | 2,020,000.00            | 52,775.00              | 2,072,775.00            |
| 2025         | 15,000.00               | 2,031.25               | 17,031.25               |
| 2026         | 15,000.00               | 1,543.75               | 16,543.75               |
| 2027         | 15,000.00               | 1,056.25               | 16,056.25               |
| 2028         | 10,000.00               | 650.00                 | 10,650.00               |
| 2029         | 15,000.00               | 243.75                 | 15,243.75               |
| <b>Total</b> | <b>\$ 16,970,000.00</b> | <b>\$ 3,801,200.00</b> | <b>\$ 20,771,200.00</b> |

**GENERAL OBLIGATION TAXABLE  
REFUNDING BONDS, SERIES 2011**

**Original Issue: \$9,000,000**

**Interest Rate: Various - 2.000% to 4.000%**

| <b>Date</b>  | <b>Principal</b>       | <b>Interest</b>        | <b>Total P&amp;I</b>   |
|--------------|------------------------|------------------------|------------------------|
| 2015         | 1,035,000.00           | 294,975.00             | 1,329,975.00           |
| 2016         | 1,155,000.00           | 262,125.00             | 1,417,125.00           |
| 2017         | 1,180,000.00           | 227,100.00             | 1,407,100.00           |
| 2018         | 1,225,000.00           | 184,900.00             | 1,409,900.00           |
| 2019         | 805,000.00             | 144,300.00             | 949,300.00             |
| 2020         | 830,000.00             | 111,600.00             | 941,600.00             |
| 2021         | 865,000.00             | 77,700.00              | 942,700.00             |
| 2022         | 740,000.00             | 45,600.00              | 785,600.00             |
| 2023         | 770,000.00             | 15,400.00              | 785,400.00             |
| <b>Total</b> | <b>\$ 8,605,000.00</b> | <b>\$ 1,363,700.00</b> | <b>\$ 9,968,700.00</b> |

**GENERAL OBLIGATION  
REFUNDING BONDS, SERIES 2010**

**Original Issue: \$10,825,000**

**Interest Rate: Various - 2.000% to 4.000%**

| <b>Date</b>  | <b>Principal</b>       | <b>Interest</b>        | <b>Total P&amp;I</b>   |
|--------------|------------------------|------------------------|------------------------|
| 2015         | 990,000.00             | 280,050.00             | 1,270,050.00           |
| 2016         | 1,025,000.00           | 249,737.50             | 1,274,737.50           |
| 2017         | 1,060,000.00           | 210,600.00             | 1,270,600.00           |
| 2018         | 935,000.00             | 170,700.00             | 1,105,700.00           |
| 2019         | 975,000.00             | 132,500.00             | 1,107,500.00           |
| 2020         | 1,015,000.00           | 92,700.00              | 1,107,700.00           |
| 2021         | 1,050,000.00           | 51,400.00              | 1,101,400.00           |
| 2022         | 760,000.00             | 15,200.00              | 775,200.00             |
| <b>Total</b> | <b>\$ 7,810,000.00</b> | <b>\$ 1,202,887.50</b> | <b>\$ 9,012,887.50</b> |

**COMBINATION TAX AND LIMITED SURPLUS REVENUE  
CERTIFICATES OF OBLIGATION, SERIES 2006**

**Original Issue: \$26,280,000**

**Interest Rate: Various - 4.250% to 5.125%**

| <b>Date</b>  | <b>Principal</b>        | <b>Interest</b>        | <b>Total P&amp;I</b>    |
|--------------|-------------------------|------------------------|-------------------------|
| 2015         | 1,055,000.00            | 880,452.51             | 1,935,452.51            |
| 2016         | 1,105,000.00            | 834,552.51             | 1,939,552.51            |
| 2017         | 1,160,000.00            | 783,521.26             | 1,943,521.26            |
| 2018         | 1,220,000.00            | 727,301.26             | 1,947,301.26            |
| 2019         | 1,275,000.00            | 668,668.76             | 1,943,668.76            |
| 2020         | 1,335,000.00            | 607,834.38             | 1,942,834.38            |
| 2021         | 1,395,000.00            | 542,087.50             | 1,937,087.50            |
| 2022         | 1,470,000.00            | 470,462.50             | 1,940,462.50            |
| 2023         | 1,545,000.00            | 395,087.50             | 1,940,087.50            |
| 2024         | 1,625,000.00            | 315,837.50             | 1,940,837.50            |
| 2025         | 1,710,000.00            | 231,393.75             | 1,941,393.75            |
| 2026         | 1,805,000.00            | 141,321.88             | 1,946,321.88            |
| 2027         | 335,000.00              | 86,484.38              | 421,484.38              |
| 2028         | 350,000.00              | 68,931.25              | 418,931.25              |
| 2029         | 370,000.00              | 50,481.25              | 420,481.25              |
| 2030         | 390,000.00              | 31,006.25              | 421,006.25              |
| 2031         | 410,000.00              | 10,506.25              | 420,506.25              |
| <b>Total</b> | <b>\$ 18,555,000.00</b> | <b>\$ 6,845,930.69</b> | <b>\$ 25,400,930.69</b> |

**COMBINATION TAX AND LIMITED SURPLUS REVENUE  
CERTIFICATES OF OBLIGATION, SERIES 2005**

**Original Issue: \$22,170,000**  
**Interest Rate: Various - 3.375% to 4.500%**

| <b>Date</b>  | <b>Principal</b>       | <b>Interest</b>      | <b>Total P&amp;I</b>   |
|--------------|------------------------|----------------------|------------------------|
| 2015         | 1,045,000.00           | 266,250.00           | 1,311,250.00           |
| 2016         | 1,090,000.00           | 223,550.00           | 1,313,550.00           |
| 2017         | 1,130,000.00           | 178,443.75           | 1,308,443.75           |
| 2018         | 1,180,000.00           | 130,800.00           | 1,310,800.00           |
| 2019         | 1,225,000.00           | 80,431.25            | 1,305,431.25           |
| 2020         | 1,280,000.00           | 27,200.00            | 1,307,200.00           |
| <b>Total</b> | <b>\$ 6,950,000.00</b> | <b>\$ 906,675.00</b> | <b>\$ 7,856,675.00</b> |

**GENERAL OBLIGATION  
REFUNDING BONDS, SERIES 2005**

**Original Issue: \$8,615,000**  
**Interest Rate: Various - 4.250% to 4.500%**

| <b>Date</b>  | <b>Principal</b>       | <b>Interest</b>      | <b>Total P&amp;I</b>   |
|--------------|------------------------|----------------------|------------------------|
| 2015         | 715,000.00             | 149,850.00           | 864,850.00             |
| 2016         | 745,000.00             | 120,650.00           | 865,650.00             |
| 2017         | 775,000.00             | 88,312.50            | 863,312.50             |
| 2018         | 615,000.00             | 57,037.50            | 672,037.50             |
| 2019         | 640,000.00             | 28,800.00            | 668,800.00             |
| 2020         | 320,000.00             | 7,200.00             | 327,200.00             |
| <b>Total</b> | <b>\$ 3,810,000.00</b> | <b>\$ 451,850.00</b> | <b>\$ 4,261,850.00</b> |

**GENERAL OBLIGATION REFUNDING BONDS  
SERIES 2004****Original Issue: \$4,885,000****Interest Rate: Various - 3.700% to 4.600%**

| <b>Date</b>  | <b>Principal</b>    | <b>Interest</b>    | <b>Total P&amp;I</b> |
|--------------|---------------------|--------------------|----------------------|
| 2015         | 80,000.00           | 1,800.00           | 81,800.00            |
| <b>Total</b> | <b>\$ 80,000.00</b> | <b>\$ 1,800.00</b> | <b>\$ 81,800.00</b>  |

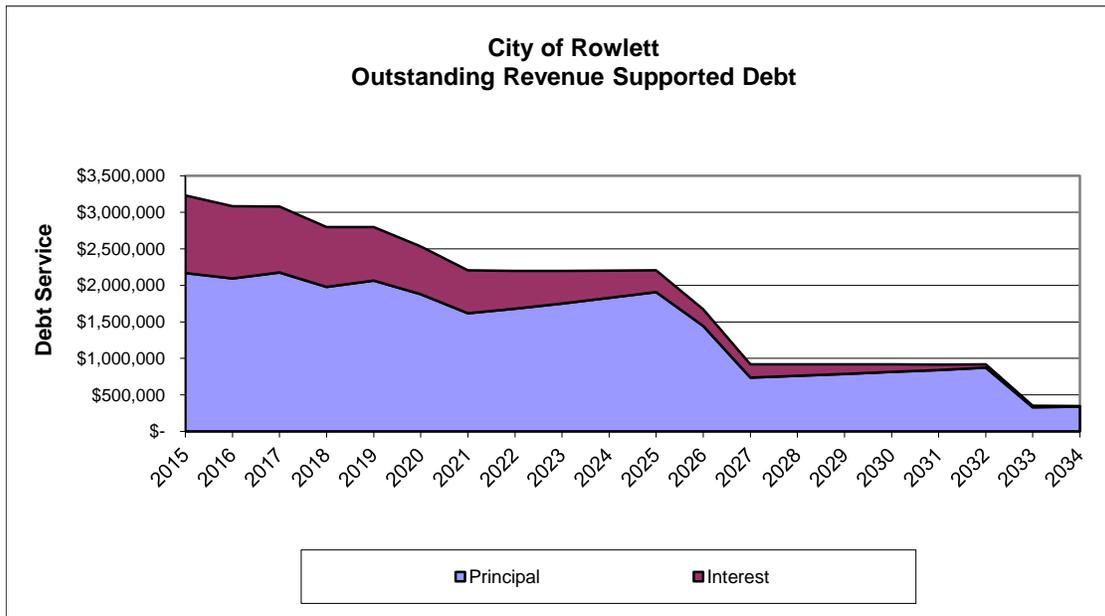
## **WATERWORKS AND SEWER SYSTEM REVENUE BONDS**

Waterworks and Sewer System Revenue Bonds are issued for a term of generally twenty years for the purpose of constructing major capital improvements, which include water and wastewater mains, pumping facilities and storage tanks. The net revenues of the Utility Fund secure the Waterworks and Sewer System Revenue Bonds.

Total outstanding waterworks and sewer system revenue debt including estimated fees equals \$36,408,163 with the FY 2014-15 requirements being \$3,230,923.

**OUTSTANDING REVENUE SUPPORTED DEBT SERVICE  
AS OF OCTOBER 1, 2014**

| <b>Date</b>  | <b>Principal</b>        | <b>Interest</b>        | <b>Total P&amp;I</b>    |
|--------------|-------------------------|------------------------|-------------------------|
| 2015         | 2,170,000.00            | 1,060,922.51           | 3,230,922.51            |
| 2016         | 2,095,000.00            | 987,580.02             | 3,082,580.02            |
| 2017         | 2,175,000.00            | 903,095.02             | 3,078,095.02            |
| 2018         | 1,980,000.00            | 816,575.64             | 2,796,575.64            |
| 2019         | 2,065,000.00            | 733,076.26             | 2,798,076.26            |
| 2020         | 1,880,000.00            | 652,967.51             | 2,532,967.51            |
| 2021         | 1,620,000.00            | 584,078.76             | 2,204,078.76            |
| 2022         | 1,680,000.00            | 518,270.01             | 2,198,270.01            |
| 2023         | 1,750,000.00            | 447,859.39             | 2,197,859.39            |
| 2024         | 1,830,000.00            | 373,821.89             | 2,203,821.89            |
| 2025         | 1,910,000.00            | 296,406.26             | 2,206,406.26            |
| 2026         | 1,445,000.00            | 227,500.01             | 1,672,500.01            |
| 2027         | 735,000.00              | 185,521.88             | 920,521.88              |
| 2028         | 760,000.00              | 159,537.50             | 919,537.50              |
| 2029         | 785,000.00              | 132,368.75             | 917,368.75              |
| 2030         | 815,000.00              | 104,231.25             | 919,231.25              |
| 2031         | 840,000.00              | 74,450.00              | 914,450.00              |
| 2032         | 875,000.00              | 42,900.00              | 917,900.00              |
| 2033         | 330,000.00              | 20,200.00              | 350,200.00              |
| 2034         | 340,000.00              | 6,800.00               | 346,800.00              |
| <b>Total</b> | <b>\$ 28,080,000.00</b> | <b>\$ 8,328,162.66</b> | <b>\$ 36,408,162.66</b> |



**WATERWORKS & SEWER SYSTEM REFUNDING BONDS  
SERIES 2014**

**Original Issue: \$4,825,000**

**Interest Rate: Various: 1.000% - 4.000%**

| <b>Date</b>  | <b>Principal</b>       | <b>Interest</b>        | <b>Total P&amp;I</b>   |
|--------------|------------------------|------------------------|------------------------|
| 2015         | 160,000.00             | 186,993.13             | 346,993.13             |
| 2016         | 175,000.00             | 175,100.00             | 350,100.00             |
| 2017         | 180,000.00             | 169,775.00             | 349,775.00             |
| 2018         | 185,000.00             | 164,300.00             | 349,300.00             |
| 2019         | 190,000.00             | 158,200.00             | 348,200.00             |
| 2020         | 195,000.00             | 151,462.50             | 346,462.50             |
| 2021         | 205,000.00             | 144,462.50             | 349,462.50             |
| 2022         | 210,000.00             | 136,937.50             | 346,937.50             |
| 2023         | 220,000.00             | 128,600.00             | 348,600.00             |
| 2024         | 230,000.00             | 119,600.00             | 349,600.00             |
| 2025         | 240,000.00             | 110,200.00             | 350,200.00             |
| 2026         | 250,000.00             | 100,400.00             | 350,400.00             |
| 2027         | 260,000.00             | 90,200.00              | 350,200.00             |
| 2028         | 270,000.00             | 79,600.00              | 349,600.00             |
| 2029         | 280,000.00             | 68,600.00              | 348,600.00             |
| 2030         | 290,000.00             | 57,200.00              | 347,200.00             |
| 2031         | 300,000.00             | 45,400.00              | 345,400.00             |
| 2032         | 315,000.00             | 33,100.00              | 348,100.00             |
| 2033         | 330,000.00             | 20,200.00              | 350,200.00             |
| 2034         | 340,000.00             | 6,800.00               | 346,800.00             |
| <b>Total</b> | <b>\$ 4,825,000.00</b> | <b>\$ 2,147,130.63</b> | <b>\$ 6,972,130.63</b> |

**WATERWORKS & SEWER SYSTEM REFUNDING BONDS  
SERIES 2012**

**Original Issue: \$8,525,000**

**Interest Rate: Various: 2.000% - 3.500%**

| <b>Date</b>  | <b>Principal</b>       | <b>Interest</b>        | <b>Total P&amp;I</b>    |
|--------------|------------------------|------------------------|-------------------------|
| 2015         | 345,000.00             | 213,836.87             | 558,836.87              |
| 2016         | 350,000.00             | 218,993.76             | 568,993.76              |
| 2017         | 360,000.00             | 210,993.76             | 570,993.76              |
| 2018         | 370,000.00             | 201,868.76             | 571,868.76              |
| 2019         | 380,000.00             | 192,493.76             | 572,493.76              |
| 2020         | 390,000.00             | 182,868.76             | 572,868.76              |
| 2021         | 400,000.00             | 172,993.76             | 572,993.76              |
| 2022         | 410,000.00             | 161,843.76             | 571,843.76              |
| 2023         | 420,000.00             | 149,393.76             | 569,393.76              |
| 2024         | 435,000.00             | 136,568.76             | 571,568.76              |
| 2025         | 450,000.00             | 123,293.76             | 573,293.76              |
| 2026         | 460,000.00             | 109,643.76             | 569,643.76              |
| 2027         | 475,000.00             | 95,321.88              | 570,321.88              |
| 2028         | 490,000.00             | 79,937.50              | 569,937.50              |
| 2029         | 505,000.00             | 63,768.75              | 568,768.75              |
| 2030         | 525,000.00             | 47,031.25              | 572,031.25              |
| 2031         | 540,000.00             | 29,050.00              | 569,050.00              |
| 2032         | 560,000.00             | 9,800.00               | 569,800.00              |
| <b>Total</b> | <b>\$ 7,865,000.00</b> | <b>\$ 2,399,702.61</b> | <b>\$ 10,264,702.61</b> |

**WATERWORKS & SEWER SYSTEM REFUNDING BONDS  
SERIES 2006**

**Original Issue: \$11,775,000**

**Interest Rate: Various: 4.250% - 4.750%**

| <b>Date</b>  | <b>Principal</b>       | <b>Interest</b>        | <b>Total P&amp;I</b>   |
|--------------|------------------------|------------------------|------------------------|
| 2015         | 440,000.00             | 312,940.00             | 752,940.00             |
| 2016         | 460,000.00             | 293,240.00             | 753,240.00             |
| 2017         | 480,000.00             | 271,490.00             | 751,490.00             |
| 2018         | 505,000.00             | 248,096.25             | 753,096.25             |
| 2019         | 530,000.00             | 223,912.50             | 753,912.50             |
| 2020         | 550,000.00             | 198,935.00             | 748,935.00             |
| 2021         | 580,000.00             | 172,517.50             | 752,517.50             |
| 2022         | 605,000.00             | 144,518.75             | 749,518.75             |
| 2023         | 635,000.00             | 115,068.75             | 750,068.75             |
| 2024         | 670,000.00             | 84,075.00              | 754,075.00             |
| 2025         | 700,000.00             | 51,537.50              | 751,537.50             |
| 2026         | 735,000.00             | 17,456.25              | 752,456.25             |
| <b>Total</b> | <b>\$ 6,890,000.00</b> | <b>\$ 2,133,787.50</b> | <b>\$ 9,023,787.50</b> |

**WATERWORKS & SEWER SYSTEM REVENUE BONDS  
SERIES 2005A**

**Original Issue: \$7,180,000**

**Interest Rate: Various: 4.000% - 4.375%**

| <b>Date</b>  | <b>Principal</b>       | <b>Interest</b>        | <b>Total P&amp;I</b>   |
|--------------|------------------------|------------------------|------------------------|
| 2015         | 340,000.00             | 189,946.26             | 529,946.26             |
| 2016         | 355,000.00             | 176,046.26             | 531,046.26             |
| 2017         | 370,000.00             | 161,361.26             | 531,361.26             |
| 2018         | 385,000.00             | 145,835.63             | 530,835.63             |
| 2019         | 400,000.00             | 129,495.00             | 529,495.00             |
| 2020         | 415,000.00             | 112,276.25             | 527,276.25             |
| 2021         | 435,000.00             | 94,105.00              | 529,105.00             |
| 2022         | 455,000.00             | 74,970.00              | 529,970.00             |
| 2023         | 475,000.00             | 54,796.88              | 529,796.88             |
| 2024         | 495,000.00             | 33,578.13              | 528,578.13             |
| 2025         | 520,000.00             | 11,375.00              | 531,375.00             |
| <b>Total</b> | <b>\$ 4,645,000.00</b> | <b>\$ 1,183,785.67</b> | <b>\$ 5,828,785.67</b> |

**WATERWORKS & SEWER SYSTEM REFUNDING BONDS  
SERIES 2005**

**Original Issue: \$7,630,000**  
**Interest Rate: Various: 4.000% - 5.000%**

| <b>Date</b>  | <b>Principal</b>       | <b>Interest</b>      | <b>Total P&amp;I</b>   |
|--------------|------------------------|----------------------|------------------------|
| 2015         | 720,000.00             | 153,700.00           | 873,700.00             |
| 2016         | 755,000.00             | 124,200.00           | 879,200.00             |
| 2017         | 785,000.00             | 89,475.00            | 874,475.00             |
| 2018         | 535,000.00             | 56,475.00            | 591,475.00             |
| 2019         | 565,000.00             | 28,975.00            | 593,975.00             |
| 2020         | 330,000.00             | 7,425.00             | 337,425.00             |
| <b>Total</b> | <b>\$ 3,690,000.00</b> | <b>\$ 460,250.00</b> | <b>\$ 4,150,250.00</b> |

**WATERWORKS & SEWER SYSTEM REFUNDING BONDS  
SERIES 2004**

**Original Issue: \$7,910,000**  
**Interest Rate: 4.250%**

| <b>Date</b>  | <b>Principal</b>     | <b>Interest</b>    | <b>Total P&amp;I</b> |
|--------------|----------------------|--------------------|----------------------|
| 2015         | 165,000.00           | 3,506.25           | 168,506.25           |
| <b>Total</b> | <b>\$ 165,000.00</b> | <b>\$ 3,506.25</b> | <b>\$ 168,506.25</b> |

# Rowlett

T E X A S

# Supplemental Information



# FINANCIAL AND FISCAL POLICIES

## **FINANCIAL AND FISCAL POLICIES**

### **I. STATEMENT OF PURPOSE**

The City recognizes that the community of Rowlett is a unique, dynamic environment with a rich, cultural history and desires to enhance and protect that environment through the adoption of fiscally responsible policies that will maintain or improve the financial health and well being of the City. In order to accomplish this, it is critical to understand the external economic factors operating in the community, identify existing and/or emerging problems before they reach serious proportions, and consider the financial impact decisions have on the City's financial condition. The goals of these financial and fiscal policies are as follows:

- A. To protect the City's policy-making ability by ensuring that policy decisions are not hindered by financial problems or emergencies.
- B. To assist sound management of the City by providing accurate and timely information on financial condition.
- C. To provide sound principles to guide the important decisions of the City Council and of management which have significant fiscal impact.
- D. To establish operational principles that minimize the cost of local government, to the extent consistent with services provided by the City, and which minimize financial risk.
- E. To employ revenue policies that prevent undue or unbalanced reliance on certain revenues, which distribute the costs of municipal services fairly, and which provide adequate funds to operate desired programs.
- F. To provide funding capacity for the ongoing maintenance of the City's essential public facilities and infrastructure.
- G. To protect and enhance the City's credit rating and prevent default on any municipal debts.
- H. To insure the legal use of all City funds through a good system of financial security and internal control.

The scope of these policies generally spans, among other issues, accounting, auditing, financial reporting, internal controls, operating and capital budgeting, revenue management, cash and investment management, expenditure control, debt management, and planning concepts, in order to:

## **FINANCIAL AND FISCAL POLICIES**

- Present fairly and with full disclosure the financial position and results of financial operations of the City in conformity with generally accepted accounting principles (GAAP).
- Determine and demonstrate compliance with finance-related legal and contractual issues in accordance with provisions of the Texas Local Government Code, Home Rule Charter, and other pertinent legal documents and mandates.
- Demonstrate good fiscal administration of the City's funds and promote accountability to its citizens.

### **II. GENERAL IMPLEMENTATION AND COMPLIANCE GUIDELINES**

A. **FINANCE AND AUDIT COMMITTEE.** A committee designated as the Finance and Audit Committee will be appointed by the Mayor and consist of 3 members of the City Council. The Finance and Audit Committee will meet as requested with the City Manager and the Director of Financial Services and the City's independent auditor for these purposes:

1. Financial and fiscal policy review.
2. Auditor selection recommendation.
3. Investment policy review and guidance.
4. Communications with the City's independent auditor.

B. **PERIODIC REVIEW.** Based upon the results and recommendations of the Finance and Audit Committee, on a periodic basis, the City Council will approve the financial and fiscal policies as reviewed and refined to reflect current laws in effect at the time, as well as significant changes in the City, which will impact the prevailing policy.

C. **IMPLEMENTATION, COMPLIANCE, ACCOUNTABILITY AND REVIEW.** The Director of Financial Services will be accountable for implementing these policies and will to the best of his or her knowledge make the Finance and Audit Committee and the City Council aware of any variances in practice from these policies or any other deviation from prudent financial practices in accordance with GAAP, the City Charter, state laws or ethics of the profession. Any variances will be presented at meetings of the Finance and Audit Committee with notification sent to the City Council in writing.

## **FINANCIAL AND FISCAL POLICIES**

- D. The Finance and Audit Committee may have bylaws approved by the City Council that may further define its role and responsibilities. Such bylaws shall be approved by resolution.

### **III. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING**

- A. **ACCOUNTING.** The City is solely responsible for the reporting of its financial affairs, both internally and externally. The Director of Financial Services is the City's Chief Financial Officer and is responsible for establishing the Chart of Accounts and for properly recording financial transactions.

- B. **EXTERNAL AUDITING.**

1. **Qualifications of the External Auditor.** In conformance with Section 6.01 of the City's Charter and according to the provisions of Texas Local Government Code, Title 4, Chapter 103, the City will be audited annually by outside independent accountants ("external auditor").
2. **External Auditor Repute.** The external auditor must be a CPA firm of regional reputation and must demonstrate that it has the breadth and depth of staff to conduct the City's audit in accordance with generally accepted auditing standards and contractual requirements. The external auditor must be registered as a partnership or corporation of certified public accountants, holding a license under Article 41a-1, Section 9, of the Civil Statutes of Texas, capable of demonstrating that it has sufficient staff which will enable it to conduct the City's audit in accordance with generally accepted auditing standards as required by the City Charter and applicable state and federal laws.
3. **Timing.** Pursuant to Section 103.003(a) of the Texas Local Government Code, the annual financial statement, including the external auditor's opinion on the City's financial statements, shall be filed in the office of the City Secretary within 120 days of the City's fiscal year end. In the event that it is impossible to complete the audit within the specified timeframe, an unaudited financial report, certified by the Director of Financial Services, shall be filed with the City Secretary by the 120<sup>th</sup> day deadline to be replaced by the final audited financial statements when completed.
4. **Management Letter.** The external auditor will prepare and will review the Management Letter with the City Council within 60 days of its receipt and in accordance with the City Charter. The Director of Financial Services shall respond in writing to the City Manager and City Council regarding the external

## **FINANCIAL AND FISCAL POLICIES**

auditor's Management Letter, addressing the issues contained therein and will meet with the Audit Committee to discuss the findings and response. The City Council shall schedule its formal acceptance of the external auditor's report upon the resolution of any issues resulting from its review. Pursuant to Section 6.01 of the City's Charter, the written report will be presented to City Council in a regular meeting.

5. Responsibility of External Auditor to City Council. The external auditor is accountable to the City Council and will have access to direct communication with the City Council if City Staff is unresponsive to external auditor recommendations or if the external auditor considers such communication necessary to fulfill its legal and professional responsibilities.
6. Rotation of External Auditor. Pursuant to Section 6.01 of the Home Rule Charter, no firm or certified public accountant shall complete more than five (5) consecutive annual audits. Year to year authorization to continue shall be done no later than 60 days prior to the beginning of the fiscal year to facilitate audit planning purposes.
7. External Auditor Requirements. The external auditor will provide the following to City Staff:
  - a. Detailed invoices accounting for time spent both by audit phase and level of auditor will be submitted to the City with each invoice.
  - b. Copies of all work papers, including diskettes and schedules, will be furnished to the City upon completion of the audit.

### **C. FINANCIAL AND FISCAL REPORTING.**

1. External Financial Reporting.
  - a. Scope. A final financial report, either a general purpose financial statement (GPFS) or a Comprehensive Annual Financial Report (CAFR) shall be prepared in accordance with generally accepted accounting principles (GAAP) and recommended practices of the Government Finance Officers Association (GFOA).
  - b. Timing. The report shall be presented to the City Council within 120 calendar days of the City's fiscal year end (see IIIB3 above).
2. Internal Fiscal Reporting. Pursuant to Section 3.13(6) of the Home Rule Charter, the City Council shall require quarterly financial reports, sufficient to

## FINANCIAL AND FISCAL POLICIES

plan, monitor, and control the City's fiscal affairs. Internal financial reporting objectives are addressed throughout these policies.

- a. Timing. Pursuant to Section 4.03(10) of the Home Rule Charter, on a quarterly basis the Finance Department shall prepare a written report of the City's financial affairs. The City Manager shall orally present said report at a public meeting of the City Council. Each report shall accurately reflect the City's current position in regards to revenue and expenditure performance, as well as any additional information that reflects the City's current and future fiscal position. Said report shall also include a status report of the City's capital improvements program.

### IV. OPERATING BUDGET

A. PREPARATION. Budgeting is an essential element of the financial planning, control, and evaluation process of municipal government. The City's "operating budget" is the City's annual financial operating plan. The City shall attempt to balance the budget consistent with the needs and desires of the community and available resources and will not generally rely upon one-time measures to balance the budget. The budget shall be prepared and presented to meet the requirements of Section 102 of the Texas Local Government Code.

1. Scope. The scope of the budget includes the following funds for which the City will adopt a formal budget: General Fund, Debt Service Fund, Police Seizure Fund, Hotel/Motel Tax Fund, Utility Fund, Economic Development Fund, Refuse Fund, Drainage Fund, Impact Fees Fund, Innovations Fund, Public Education and Government (P.E.G.) Fund, Grants Fund, CDBG Fund, Inspection Fees Fund, Juvenile Diversion Fund, Court Technology Fund, Court Security Fund, Golf Fund, and Employee Benefits Fund.
2. Budgetary Process. The budget is prepared by the City Manager or designee who is responsible to transmit the document to the City Council. In order to meet the requirements of Section 102.005 of the Texas Local Government Code, the budget shall be delivered to the City Council 45 days prior to the beginning of each fiscal year end, filed with the City Secretary, and should be approved by the City Council prior to the fiscal year end. In the event that a budget is not adopted prior to October 1<sup>st</sup>, the preceding fiscal year budget shall be deemed adopted, which may be amended or supplemented, as the City Council deems appropriate pursuant to Section 6.02 of the Home Rule Charter.

## **FINANCIAL AND FISCAL POLICIES**

3. **Basis of Budgeting.** The basis of budgeting will be the same as the basis of accounting; that is, that budgets for the General Fund and the Special Revenue Funds are prepared on the modified accrual basis of accounting, and budgets for the Utility (Proprietary) Funds are prepared on a full accrual basis, except that capital purchases and depreciation are not adjusted until year-end financial reporting.
  
4. **Proposed Budget Format.** A proposed budget shall be prepared by the City Manager, within the provisions of Section 102 of the Texas Local Government Code. The budget shall include five basic segments for review and evaluation. These segments are: (1) personnel costs, (2) operations and maintenance costs, (3) capital and other (non-capital) project costs, (4) debt service, and (5) revenues. At minimum, a four-column format should be used such that prior year actual, current year budget and revised, and next year proposed are all clearly shown. The budget format should also clearly indicate an opening fund balance, the operating results of each fund, and a closing fund balance, carried over to each subsequent year of the budget. Where possible, the budget should be defined by programs and services provided to the budget and the corresponding costs and benefits of each. In order to meet the Texas Local Government Code, the proposed budget shall also contain the outstanding obligations of the City; the cash on hand to the credit of each fund; and the estimated tax rate required to cover the proposed budget.
  
5. **City Council Participation.** The budget review process shall include City Council participation in the review prior to the budget adoption. The budget process will span sufficient time to address policy and fiscal issues by the City Council. The budget process will be coordinated so as to identify major policy issues for City Council consideration prior to the budget approval date so that proper decision analysis can be made.
  
6. **Filing and Adoption.** Upon the presentation of a proposed budget document acceptable to the City Council, the City Council shall call and publicize a public hearing and adopt by Ordinance such budget as the City's Official Budget, effective for the fiscal year beginning October 1<sup>st</sup>. A copy of the proposed budget shall be filed with the City Secretary in accordance with the provisions of Section 102 of the Texas Local Government Code. Within 45 days after the adoption of the budget or a budget amendment, the budget officer shall provide for the filing of a true copy of the approved budget or amendment in the office of Dallas and Rockwall counties.

## **FINANCIAL AND FISCAL POLICIES**

7. Amending the Official Budget. Amendments to the Official Budget shall be made at regularly scheduled City Council meetings. Budget transfers shall be made at the discretion of the City Manager, as outlined and defined in Section VI.A of these policies.
  8. Encumbrances. Encumbrances outstanding at the end of each fiscal year that the City intends to pay during the succeeding fiscal year may be appropriated in that subsequent year's official budget by means of budget amendment as appropriations expire at year-end. However, budgeted funds for encumbrances on items ordered but not yet received by year-end will automatically be carried over.
  9. BALANCED BUDGET. The operating budget will be balanced where the proposed resources (prior year fund balance plus current year revenues) are equal to or greater than the proposed expenditures.
  10. FORECASTING. The budgeting process for the annual budget necessitates the preparation of future projections of both revenues and expenditures. It should be recognized that the balanced budget requirement forces the conservative estimate of revenues and expenditures. Inherent in the forecasting process is the identification of assumptions used in the forecasting calculations. A statement of assumptions should be included in the presentation of forecasts.
  11. CONTROL. Operating Expenditure Control is addressed in Section VI.A. of these Policies.
- B. PERFORMANCE MEASURES AND PRODUCTIVITY INDICATORS. Where appropriate, performance measures and productivity indicators will be used as guidelines and reviewed for efficiency and effectiveness. This information will be included in the annual budgeting process.
- C. MULTI-YEAR PLANNING MODEL. As part of the annual budget process, the City will maintain a five-year operating plan to model the effect of significant changes over time. Said model should include major components such as (1) personnel costs, (2) operations and maintenance costs, (3) capital and other (non-capital) project costs, (4) debt service, and (5) revenues and will identify basic assumptions used in the model.

## **FINANCIAL AND FISCAL POLICIES**

### **V. REVENUE MANAGEMENT.**

A. The City will strive for the following optimum characteristics in its revenue system:

1. **SIMPLICITY.** The City, where possible and without sacrificing accuracy, will strive to keep the revenue system simple in order to reduce compliance costs and to make it more understandable to the taxpayer or service recipient. The City will avoid nuisance taxes or charges as revenue sources.
2. **CERTAINTY.** Knowledge and understanding of revenue sources increases the reliability of the revenue system. The City will understand its revenue sources and enact consistent collection policies to provide assurances that the revenue base will materialize according to budgets and plans.
3. **EQUITY.** The City shall make every effort to maintain equity in its revenue system structure; i.e., the City shall seek to minimize or eliminate all forms of subsidization between entities, funds, services, utilities, and customers. The City shall strive for a balance in the revenue system; i.e., the revenue base will have the characteristics of fairness and neutrality as it applies to cost of service, willingness to pay, and ability to pay.
4. **ADMINISTRATION.** The benefits of a revenue will be expected to exceed the cost of producing the revenue. The cost of collection will be reviewed annually for cost effectiveness as a part of the indirect cost and cost of services analysis. Where appropriate, the City will use the administrative processes of State or Federal collection agencies in order to reduce administrative costs.
5. **DIVERSIFICATION AND STABILITY.** In order to protect the City from fluctuations in a revenue source due to fluctuations in the economy and variations in weather, a diversified revenue system will be maintained which will provide stability of income. This stability is also achieved by a balance between elastic and inelastic sources of revenues.
6. **GRANTS AND RESTRICTED REVENUES.** In order to maintain flexibility in the revenue system, restricted revenues will be closely monitored. Any potential grants will be examined for matching requirements.

B. The following considerations and issues will guide the City in its revenue policies concerning specific sources of funds:

## **FINANCIAL AND FISCAL POLICIES**

1. **COST/BENEFIT OF ABATEMENT.** The City will use due caution in the analysis of any tax or fee incentives that are used to encourage development. Ideally, a cost/benefit (fiscal impact) analysis will be performed as a part of such caution.
2. **NON-RECURRING REVENUES.** One-time or non-recurring revenues will not be used to finance current ongoing operations. Nonrecurring revenues should be used only for one-time expenditures such as long-lived capital needs. They will not be used for budget balancing purposes.
3. **PROPERTY TAX REVENUES.** All real and business personal property located within the City shall be valued at 100% of the fair market value for any given year based on the current appraisal supplied to the City by the Dallas Central Appraisal District. Reappraisal and reassessment shall be done regularly as required by State law. A 98% collection rate shall serve each year as a goal for tax collections. All delinquent taxes shall be aggressively pursued each year by the County's Tax Assessor/Collector. Delinquent tax accounts shall be submitted for collection each year to an attorney selected by the City Council. A penalty shall be assessed on all delinquent property taxes, which shall include all court costs, as well as an amount for compensation of the attorney as permitted by State law and in accordance with the attorney's contract with the City.
4. **INTEREST INCOME.** Interest earned from investment of available monies, whether pooled or not, will be distributed to the funds in accordance with the operating and capital budgets. Wherever possible, the distribution will be in accordance with the equity balance of the fund from which monies were provided to be invested.
5. **USER-BASED FEES AND SERVICE CHARGES.** For services associated with a user fee or charge, a fee should offset the direct and indirect costs of that service where possible or appropriate. There will be a periodic review of fees and charges to ensure that fees provide adequate coverage of costs of services.
6. **UTILITY RATES.** The City will review and adopt utility rates periodically that will generate revenues required to fully cover operating expenditures, meet the legal restrictions of all applicable bond covenants, and provide for an adequate level of working capital needs. At a minimum, this review should be conducted every 2 years. This policy does not preclude drawing down cash balances to finance current operations. However, it is best that any extra cash balance be

## **FINANCIAL AND FISCAL POLICIES**

used instead to finance capital projects. Components of Utility Rates will include transfers to the General Fund as follows:

- a. **General and Administrative Charge.** An administrative fee will be charged to the Utility Fund for services of general overhead, such as administration, finance, personnel, data processing, and legal counsel.
  - b. **Franchise payment (in lieu of tax).** A rate of 5% of gross sales will be charged to the Utility Fund, consistent with the rates charged to private utilities operating within the City.
  - c. **Payment in lieu of Property Tax (PILOT).** A fee will be charged to the Utility Fund to equate to property taxes lost due to municipal ownership. Gross book value will be used as a basis, barring absence of known market value. The existing tax rate will be applied to this base to determine the PILOT charge.
7. **REVENUE MONITORING.** Revenues actually received will be regularly compared to budgeted revenues and variances will be investigated. This process will be summarized in the appropriate budget report.
  8. **INTERFUND COST ALLOCATION.** The expenditures of all funds of the City, except for debt service and capital project funds shall be evaluated on an annual basis to identify and allocate the general and administrative overhead costs between operating funds. The model for this allocation shall be developed by the Finance Department and approved by the City Manager.
- C. The City will utilize the following policies regarding utility billings and collections:
1. **USE OF ESTIMATES.** In the advent of technical or other factors that prevent the Utility Office from issuing a bill based on actual water/sewer consumption, the City may utilize appropriate administrative techniques to estimate the amount of the water/sewer consumption utilized.
  2. **WATER LEAKS.** Water leaks are the responsibility of the property owner, both in terms of the cost of repairs and the cost associated with the lost water. However, water leaks resulting from the City's piping infrastructure will not be the responsibility of the property owner.
  3. **APPEALS.** Utility customers may appeal staff decisions regarding their utility account. Customers will be required to submit the basis of their appeal in

## FINANCIAL AND FISCAL POLICIES

writing. The City Manager (or his designee) after duly reviewing the available information, shall have the authority to make adjustments to customer accounts based upon, but not limited to, questionable water leaks, technical difficulties, customer history, etc.

### VI. EXPENDITURE CONTROL

A. APPROPRIATIONS. The level of budgetary control is at the fund level.

1. BUDGET ADJUSTMENTS. Budget adjustments are transfers of approved funds from one line-item within a department or from one department to another within a fund. Budget transfers never increase the total appropriation of a given fund. Budget adjustments within the same department under \$10,000 may be approved by the Department Director and Director of Financial Services with notification to the City Manager. Budget adjustments exceeding \$10,000 or between departments within the same fund shall be made at the discretion and approval of the City Manager.

2. BUDGET AMENDMENTS. Budget amendments increase or decrease the total appropriation of a given fund. The City Council shall approve all budget amendments at a regularly scheduled City Council meeting.

B. PURCHASING. All purchases should be in accordance with the City's purchasing policies as defined in the Purchasing Manual and Chapters 252 and 271 of the Texas Local Government Code as amended. Purchases under \$50,000 but exceeding \$15,000 require the approval of the City Manager in addition to the Department Director.

The purchase of goods or services at a total cost of \$3,000 or more shall be made through purchase orders. Written purchase orders shall also be used for vendors requiring formal City authorization regardless of the dollar amount.

Any payment for the purchase of goods or services by the City at a total cost of less than \$3,000 may be made via a procurement card or a field purchase order (FPO).

All documentation for the disbursement of funds by the Finance Department exceeding \$50,000 shall require the signature of the City Manager and the Director of Financial Services or designee in addition to the respective Department Director or designee prior to processing.

## **FINANCIAL AND FISCAL POLICIES**

### **C. CONTRACT MODIFICATIONS.**

1. Once a contract is approved by the City Council, minor modifications (Administrative Modifications) that change the scope of work and increases the original contract amount by less than \$25,000 may be approved by the City Manager with written notification to the City Council listing the purpose and cause of such change order and certifying the availability of funds.
2. Major modifications (Change Orders) that change the scope of work and increases the original contract amount by more than \$25,000 must be approved by the City Council.
3. Pursuant to Texas Local Government Code, Article 252.048, contract modifications over 25% of the original amount awarded will be re-advertised for bids.

- E. PROMPT PAYMENT.** All invoices approved for payment by the proper City authorities shall be paid by the Finance Department within thirty (30) calendar days of receipt in accordance with the provisions of Article 601f, Section 2 of the State of Texas Civil Statutes.

The Director of Financial Services shall establish and maintain proper procedures which will enable the City to take advantage of all purchase discounts, when possible, except in the instance where payments can be reasonably and legally delayed in order to maximize the City's investable cash.

- F. RISK MANAGEMENT.** The City will aggressively pursue every opportunity to provide for the public's and city employees' safety and to manage its risks. The goal shall be to minimize the risk of loss of resources through liability claims with an emphasis on safety programs. All reasonable options will be investigated to minimize risks. Such options may include risk transfer, insurance, and risk retention. Where risk is retained, reserves will be established based upon actuarial determinations and will not be used for purposes other than for financing losses.

## **VII. ASSET MANAGEMENT**

- A. INVESTMENTS.** The City's designated Investment Officer(s) shall promptly invest all City funds with the Bank Depository in accordance with the provisions of the current Bank Depository Agreement or in any negotiable instrument that the City Council has authorized under the provisions of the State of Texas Public Funds Investment Act,

## **FINANCIAL AND FISCAL POLICIES**

and in accordance with the City Council approved Investment Policies. The Investment Policies shall designate the City's Investment Officer(s).

As required by the Public Funds Investment Act (PFIA), a report on investment performance will be provided to the City Council. The Director of Financial Services shall prepare and provide a written quarterly report of the City's investment portfolio to the City Council, detailing each City investment instrument with its rate of return and maturity date.

- B. **CASH MANAGEMENT.** The City's cash flow will be managed to maximize the cash available to invest. Such cash management will entail the centralization of cash collections, where feasible, including property tax payments, utility bills, building and related permits and licenses, and other collection offices as appropriate.

The Director of Financial Services or designee may transfer funds, via electronic transfer, through verbal or written instructions to the City's Depository only for payment of any obligation of the City. Payment authorization shall be in accordance with the pay authorization criteria as defined in the current Bank Depository Agreement, approved by City Council, stipulating the conditions and control procedures on such activity.

- C. **FIXED ASSETS AND INVENTORY.** A fixed asset of the City shall be defined as a purchased or otherwise acquired piece of equipment, vehicle, furniture, fixture, capital improvement, addition to existing capital investments, land, buildings or accessioned Library materials. The cost or value of any such acquisition, other than accessioned Library materials, must be \$5,000 or more with an expected useful life greater than three years. Public Infrastructure, including but not limited to street and alley improvements, drainage improvements, etc., exceeding \$100,000 in value and with an expected useful life of greater than five years, will also be capitalized. Depreciation guidelines may be promulgated by the Director of Financial Services but should never exceed the expected useful life of the asset. Buildings and land, including right-of-way acquisition, shall be capitalized at any value.

The City's fixed assets shall be reasonably safeguarded and properly accounted for and sufficiently insured. Responsibility for the safeguarding of the City's fixed assets lies with the Department Director in whose department the fixed asset is assigned. The Finance Department shall supervise the marking of fixed assets with City numbered property tags or other identification process and shall maintain the permanent records of the City's fixed assets including description, cost, department of responsibility, date of acquisition, depreciation and expected useful life. The Finance Department shall also perform an annual inventory of assets using informal sampling

## **FINANCIAL AND FISCAL POLICIES**

at the department level. Such inventory shall be performed by the Director of Financial Services or designee in the presence of designated department personnel from the department of responsibility.

### **VIII. CAPITAL IMPROVEMENTS**

- A. **PREPARATION.** The City's capital budget will be called the Five Year Capital Improvements Plan (CIP), and include all capital projects funds and all capital resources. The budget will be prepared annually on a fiscal year basis. The capital budget will be prepared with the involvement of all applicable city departments.
- B. **ADOPTION.** A copy of the Five Year Capital Improvements Plan shall be made available to each council member and to the public prior to City Council discussions concerning the proposed program. A public hearing shall be held each year to allow any citizen to be heard for or against any project or the amount of any project contained herein. The CIP budget shall be adopted annually by majority vote of City Council as part of the adoption of the Operating Budget.
- C. **CONTROL.** All capital project expenditures must be appropriated in the capital budget. The Finance Department must certify the availability of appropriations prior to presenting a capital projects contract to the City Council for approval. Any remaining project funds not completed or started at the end of a fiscal year will be automatically carried over into the following fiscal year.
- D. **CONTINGENCIES.** It is appropriate for certain types of capital projects to include a contingency to cover unforeseen costs and prevent undue delays. This amount can vary due to the type and complexity of the project. The City has an approved Capital Projects Policy identifying the appropriate level of contingencies by project type (see Appendix).
- E. **REPORTING.** Monthly reports, beginning with the first months' activity in fiscal year 2003-2004, should be prepared on the progress of each active project in the CIP. The reports should contain data on each project, identifying any changes in the financial status of the project and identifying the status of the project. Said reports will be prepared to enable Department Directors to manage their capital budgets and to enable the Finance Department to monitor and control the capital budget as authorized by the City Manager.
- F. **PROGRAM PLANNING.** The capital budget will include capital improvements planned for future years. The planning time frame should normally be at least five years. The replacement and maintenance for capital items should also be projected for the next

## **FINANCIAL AND FISCAL POLICIES**

five years. Future maintenance and operational costs will be considered, so that these costs can be included in the operating budget.

- G. **FINANCING PROGRAMS.** Where applicable, assessments, impact fees, pro-rata charges, or other fees should be used to fund capital projects that have a primary benefit to specific, identifiable property owners.

Recognizing that long-term debt is usually a more expensive financing method, alternative financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives that equal or exceed the average life of the debt issue. The exceptions to this requirement are the traditional costs of marketing and issuing the debt, capitalized labor for design and construction of capital projects, and small component parts which are attached to major equipment purchases.

- H. **INFRASTRUCTURE MAINTENANCE.** The City recognizes that deferred maintenance increases future capital costs. Therefore, a portion of the City's operating budget will be set aside each year to maintain the quality of the City's infrastructure. The amount will be established annually, as part of the budget process, so that necessary repairs will be made.

### **IX. FINANCIAL CONDITIONS, RESERVES, AND STABILITY RATIOS**

#### **A. OPERATING RESERVES/FUND BALANCES**

- **Defined:** Under generally accepted accounting principles (GAAP), governmental entities maintain several types of funds with different accounting basis. As a result, the methodology for determining the level of operating reserves is different. For funds falling under the modified accrual basis of accounting (generally governmental fund types such as the general fund and special revenue funds), the operating reserve will be defined as Fund Balance under GAAP. For funds falling under the full accrual basis of accounting (generally business-type activities such as the utility, drainage and refuse funds), the operating reserve will be defined as Unrestricted Net Assets under GAAP.
- The General Fund operating reserve balance should be at least 13% of the Fund's annual expenditures exclusive of transfers to other funds and any restricted reserves required to be set aside.

## FINANCIAL AND FISCAL POLICIES

- The Utility Fund operating reserve balance should be maintained at least 20% of total operating expenditures exclusive of transfers to other funds and any restricted reserves required to be set aside.
- The Economic Development Fund operating reserve balance should be at least 10% of the Fund's annual expenditures exclusive of transfers to other funds and any restricted reserves required to be set aside.
- The Drainage Fund operating reserve balance should be maintained at least 10% of total operating expenditures exclusive of transfers to other funds and any restricted reserves required to be set aside.
- The Refuse Fund operating reserve balance should be maintained at least 5% of total operating expenditures exclusive of transfers to other funds and any restricted reserves required to be set aside.
- The Golf Fund operating reserve balance should be maintained at least 5% of total operating expenditures exclusive of transfers to other funds and any restricted reserves required to be set aside
- All other funds should maintain adequate operating reserves to accomplish their mission. The Director of Financial Services and the City Manager shall annually evaluate those needs and include such recommendations as part of the annual budget process.

### B. GASB 54

Effective beginning with the September 30, 2011 financial statements and thereafter GASB 54 will be applied to all governmental funds. Fund balance classifications that establish a hierarchy based on the extent to which the City observes constraints imposed upon the use of the resources that are reported by the governmental fund will be used for reporting purposes only. This change will not affect the fund balance reserves outlined in A. above.

The fund balance will now be composed of three primary categories:

- Non-spendable Fund Balance – includes amounts that cannot be spent and are, therefore, not included in the current year appropriation.

There are two components to this fund balance category:

## FINANCIAL AND FISCAL POLICIES

1. *Not in spendable form* – previously recorded disbursements and include items that are not expected to be converted into cash, i.e. inventories, pre-paid items, etc.
  2. *Legally or contractually required to be maintained intact* – refers to an amount that has been received that must be invested indefinitely, i.e. a donation received by the City from a citizen, the principal of which is to be invested in a permanent fund and the earnings used for general governmental purposes
- Restricted Fund Balance – reports on resources that have spending constraints that are either:
    1. Externally imposed by creditors, grantors, contributors or laws and regulations of other governments, i.e. grants, etc.
    2. Imposed by law through constitutional provision or enabling legislation. The amounts represented by this fund balance category have very stringent conditions imposed by external parties or by law. Therefore, the amounts are restricted to very specific purposes and cannot be redeployed for other purposes. The City can be compelled by an external party to comply with the spending requirements represented by the Restricted Fund Balance.
  - Unrestricted Fund Balance
    1. Committed Fund Balance – represents amounts that have internally imposed restrictions mandated by formal action of the City Council. The committed amounts cannot be redeployed for other purposes unless the same type of formal action is taken by the highest level of decision-making authority to reserve or modify the previously imposed restriction.
    2. Assigned Fund Balance – reports amounts that are constrained by the City’s intent that they will be used for specific purposes. Decision making with regard to these amounts shall be delegated to the Chief Financial Officer and/or the Director of Financial Services.

Except for the General Fund, fund balance amounts that are not labeled as non- spendable, restricted or committed would be reported in the Assigned Fund Balance category. Therefore, the Assigned Fund

## **FINANCIAL AND FISCAL POLICIES**

Balance becomes the residual amount for the Special Revenue Fund, Capital Project Fund and Debt Service Funds.

3. Unassigned Fund Balance – the residual fund balance for the General Fund. It represents the amount of fund balance remaining after allocation to the Non-spendable, restricted, committed and assigned fund balances. This amount reflects the resources that are available for further appropriation and expenditure for general governmental purposes.

- C. LIABILITIES AND RECEIVABLES. Procedures will be taken so as to maximize any discounts offered by creditors. Current liabilities will be paid within 30 days of receiving the invoice. Generally, the City will exhaust all normal collection efforts before taking extraordinary procedures, such as utilizing collection agencies or shutting off service. Generally, Accounts Receivables older than 90 days will be turned over to a collection agency or other appropriate medium to ensure collection. In addition, the City will take all reasonable and necessary steps to perfect such receivables. NSF checks shall be automatically processed a second time by the bank before being sent back to the City.

The City Manager is authorized to write-off uncollectible accounts that are delinquent for more than 365 days, if the proper delinquency procedures have been followed. Property and labor liens are exempt from the preceding write-off criteria.

- D. CAPITAL AND DEBT SERVICE FUNDS.

- Monies in the Capital Projects Funds should be used within 36 months of receipt. Balances will be used to generate interest income to offset construction costs.
- Budgeted funds in the Capital Improvements Program for projects not started or completed will automatically carryover into the next fiscal year. Any capital improvement included in the capital improvements program that has not started nor any funds spent for three consecutive years after being duly appropriated will require action by the City Council to be reappropriated.
- General Obligation Debt Service Funds will not have reserves or balances in excess of one month of principal and interest plus 15% of the principal outstanding for unrefunded debt issued prior to September 1, 1986. This maximum is dictated by Federal law and does not include the amounts accrued for the next debt service payment.

## **FINANCIAL AND FISCAL POLICIES**

The policy above does not preclude the debt service reserves normally established to market revenue bonds. The City's policy and bond ordinance requirements are to maintain these debt service reserves at the level of the average annual debt service.

- Revenue Obligations will maintain Debt Coverage Ratios as specified by the bond covenants. Net revenues must be at least equal to 1.25 times average annual debt service and 1.10 times maximum annual debt service of outstanding parity bonds.

Both these tests must be met in order to issue additional bonds. In addition, the City must have net revenues (adjusted) that exceed current debt by 1.2 times, as a promise to the existing bondholders that rates will be maintained to pay all operating and financing costs.

- E. **COMPENSATED ABSENCES.** The City will establish an additional reserve within its operating funds to pay for accrued reimbursable vacation and sick leave.

### **X. TREASURY AND DEBT MANAGEMENT**

- A. **CASH MANAGEMENT.** Periodic review of cash flow position will be performed to determine performance of cash management and investment policies. A detailed policy structure will be followed with respect to Cash/Treasury Management. The underlying theme will be that idle cash will be invested with the intent to, in this order, 1) safeguard assets, 2) maintain liquidity, and 3) maximize return. Where legally permitted, pooling of investments will be utilized.

The City will adhere to the investments authorized through the State of Texas Public Funds Investment Act, with amendments, and will additionally establish a comprehensive Investment Policies and Guidelines. Such policies will clarify acceptable investment securities, brokers, terms, and other pertinent investment information.

#### **B. TYPES OF DEBT**

1. Leases and Lease Purchase Agreements.
2. Long-term debt will not be used for operating purposes, and the life of a bond issue will not exceed the useful life of a project financed by that bond issue.
3. When appropriate, self-supporting revenues will pay debt service in lieu of tax revenues.

## FINANCIAL AND FISCAL POLICIES

- C. ANALYSIS OF FINANCING ALTERNATIVES. The City will explore all financing alternatives in addition to long-term debt including leasing, grants and other aid, developer contributions, impact fees, and use of reserves of current monies.
- D. DISCLOSURE. Full disclosure of operations will be made to the bond rating agencies and other users of financial information. The City staff, with the assistance of financial advisors and bond counsel, will prepare the necessary materials for presentation to the rating agencies, will aid in the production of Offering Statements, and will take responsibility for the accuracy of all financial information released.
- E. FEDERAL REQUIREMENTS. The City will maintain procedures to comply with arbitrage rebate and other Federal requirements.
- F. DEBT STRUCTURING. The City will issue bonds with an average life of 20 years or less, not to exceed the life of the asset acquired.

The structure should approximate level debt service unless operational matters dictate otherwise or if market conditions indicate a potential savings could result from modifying the level payment stream. Consideration of market factors, such as the tax-exempt qualification, minimum tax alternative, and so forth will be given during the structuring of long-term debt instruments.

- G. DEBT ISSUANCE.
  - 1. Method of Sale. The City will use a competitive bidding process in the sale of bonds unless the nature of the issue warrants a negotiated bid. In situations where a competitive bidding process is not elected, the City will publicly present the reasons why, and the City will participate with the financial advisor in the selection of the underwriter or direct purchaser.
  - 2. Bidding Parameters. The notice of sale will be carefully constructed so as to ensure the best possible bid for the City, in light of the existing market conditions and other prevailing factors. Parameters to be examined include:
    - Limits between lowest and highest coupons
    - Coupon requirements relative to the yield curve
    - Method of underwriter compensation discount or premium coupons
    - Use of True Interest Cost vs. Net Interest Cost
    - Use of bond insurance
    - Deep discount bonds

## **FINANCIAL AND FISCAL POLICIES**

- Variable rate bonds
  - Call provisions
3. Bond Issuance Costs. The City will be involved in the selection of all financial advisors, underwriters, paying agents, and bond counsel. The City shall evaluate the merits of rotating professional advisors and consultants and the kinds of services and fee structures available from independent financial advisors, investment banking firms, and commercial banks. The City will carefully itemize and scrutinize all costs associated with the issuance of bonds.

### **XI. INTERNAL CONTROLS**

- A. WRITTEN PROCEDURES. Wherever possible, written procedures will be established and maintained by the Director of Financial Services for all functions involving cash handling and/or accounting throughout the City. These procedures will embrace the general concepts of fiscal responsibility set forth in this policy statement.
- B. DEPARTMENT DIRECTORS RESPONSIBLE. Each Department Director is responsible to ensure that good internal controls are followed throughout his or her Department, that all Finance Department directives or internal controls are implemented, and that all independent auditor internal control recommendations are addressed.

## **FINANCIAL AND FISCAL POLICIES**

### **APPENDIX A** **CAPITAL PROJECTS POLICY**

#### **I. STATEMENT OF PURPOSE**

These procedures are to be followed when deviation from the scope of a construction project results in a change in the total contract amount.

#### **II. DEFINITIONS AS APPLIED TO THIS POLICY**

- A. Total Contract Budget – The contract amount plus the approved contingency amount.
- B. Administrative Modification – An item of work that changes the scope of the work and/or the contract amount within the total contract budget and the total cost of such modification is less than \$25,000.
- C. Major Modification – An item of work that changes the scope of the work and/or the contract amount by more than the total contract budget or an item of work that is a change in the scope of the project where the price of such work exceeds \$25,000.
- D. Contingency amount – A fixed sum of money added to the contract amount and approved by the City Council. The contingency amount is intended to cover any additional costs associated with the project when the actual work performed by the contractor exceeds the estimated unit quantities listed in the contract. The contingency is also intended to cover any modifications to the contract that are necessary to complete the project. The amount of contingency depends upon the total contract amount and complexity of the project. A schedule is attached. The schedule may be modified if an unusually complex project is considered.

**FINANCIAL AND FISCAL POLICIES**

**APPENDIX A**  
**CAPITAL PROJECTS POLICY (continued)**

Contingency Amount Schedule

| Project Type               | Contract Amount | Contingency Percentage |
|----------------------------|-----------------|------------------------|
| Water/Sanitary Sewer       | \$1 - \$400,000 | 10%                    |
| Water/Sanitary Sewer       | \$400,001 – up  | 5%                     |
| Street construction, new   | \$1 - \$250,000 | 10%                    |
| Street construction, new   | \$250,001 – up  | 5%                     |
| Street reconstruction      | \$1 - \$500,000 | 15%                    |
| Street reconstruction      | \$500,001 – up  | 10%                    |
| Building construction, new | \$1 - \$100,000 | 10%                    |
| Building construction, new | \$100,001 – up  | 5%                     |
| All other projects         | All costs       | 10%                    |

III. Policy application:

A. ‘Administrative Modifications’ for minor changes in the work not inconsistent with the overall intent of the Contract Documents and not involving an increase in the total contract budget may be approved by the following with the exceptions provided herein:

1. Public Works Director/City Engineer - Minor changes in the work not inconsistent with the overall intent of the Contract Documents where the cost of such modification does not exceed 25% of the contingency amount and the cost of such modification is under \$25,000. All modifications must be accompanied by a written cost quote approved by the City Engineer. Such modifications shall be in the form of a change order. The Public Works Director shall provide written notification to the City Manager listing the purpose and cause of such change order and certifying the availability of funds. Administrative modifications costing more than 25% of the contract contingency amount must be approved by the City Manager
2. City Manager - Minor changes in the work not inconsistent with the overall intent of the Contract Documents where the cost of such modification exceeds 25% of the contingency amount and the cost of such modification is under \$25,000. Such modifications shall be in the form of a change order. All modifications must be accompanied by a written cost quote approved by the City Engineer. The City Manager shall provide written notification to the City

## FINANCIAL AND FISCAL POLICIES

### APPENDIX A CAPITAL PROJECTS POLICY (continued)

Council listing the purpose and cause of such change order and certifying the availability of funds.

- B. 'Major Modifications' must be approved by City Council action if the amount of such modification is greater than \$25,000 or if the modification exceeds the total contract budget. Such modifications shall be in the form of a change order. All modifications must be accompanied by a written cost quote approved by the City Engineer.
- C. Pursuant to Texas Local Government Code, Article 252.048, contract modifications that increase the original amount awarded by 25% will be readvertised for bids. Contract modifications that decrease the original amount by 25% must have the contractor's consent.

#### EXCERPTS FROM THE CITY'S STANDARD FORM OF AGREEMENT FOR CAPITAL IMPROVEMENTS

##### 7.02 ESTIMATED QUANTITIES.

(A) This agreement, including the specifications, plans, and estimate, is intended to show clearly all work to be done and material to be furnished hereunder. Where the estimated quantities are shown for the various classes of work to be done and material to be furnished under this contract, they are approximate and are to be used only as a basis for estimating the probable cost of the work and for comparing the proposals offered for the work. It is understood and agreed that the actual amount of work to be done and material to be furnished under this contract may differ somewhat from these estimates, and that where the basis for payment under this contract is the unit price method, payment shall be for the actual amount of such work done and the material furnished.

(B) Where payment is based on the net price method, the CONTRACTOR agrees that he will make no claim for damages, anticipated profits or otherwise on account of any differences which may be found between the quantities of work actually done, the material actually furnished under this contract and the estimated quantities contemplated and contained in the proposal; provided, however, that in case the actual quantity of any major item should become as much as twenty percent (20%) more than, or twenty percent (20%) less than the estimated or contemplated quantity for such items, then either party to this Agreement, upon demand, shall be entitled to a revised consideration upon the portion of the work above or below twenty percent (20%) of the estimated quantity.

## **FINANCIAL AND FISCAL POLICIES**

(C) A “Major Item” shall be construed to be any individual bid item incurred in the proposal that has a total cost equal to or greater than five (5) per cent of the total contract cost, computed on the basis of the proposal quantities and the contract unit prices.

### **8.01 CHANGE ORDERS.**

(A) Without invalidating this Agreement, the CITY may, at any time or from time to time order additions, deletions or revisions to the work; such changes will be authorized by a written Change Order to be prepared by the PROJECT MANAGER for execution by the CITY and the CONTRACTOR. The Change Order shall set forth the basis for any change in contract price, as hereinafter set forth for Extra Work, and any change in contract time which may result from the change.

(B) In the event the CONTRACTOR shall refuse to execute a Change Order which has been prepared by the PROJECT MANAGER and executed by the CITY, the PROJECT MANAGER may in writing instruct the CONTRACTOR to proceed with the work as set forth in the Change Order and the CONTRACTOR may make claim against the CITY for Extra work involved therein, as hereinafter provided.

### **8.02 MINOR CHANGES.**

(A) The PROJECT MANAGER may authorize, in writing, minor changes in the work not inconsistent with the overall intent of the Contract Documents and not involving an increase in Contract Price. If the CONTRACTOR believes that any minor change or alteration authorized by the PROJECT MANAGER involves Extra Work and entitles him to an increase in the Contract Price, the CONTRACTOR shall make written request to the PROJECT MANAGER for a written Field Order.

(B) In any case, the CONTRACTOR by copy of his communication to the PROJECT MANAGER or otherwise in writing shall advise the CITY of his request to the PROJECT MANAGER for a written Field Order and that the work involved may result in an increase in the Contract Price.

(C) Any request by the CONTRACTOR for a change in Contract Price shall be made prior to beginning the work covered by the proposed change.

**8.03 EXTRA WORK.** It is agreed that the basis of compensation to the CONTRACTOR for work either added or deleted by a Change Order or for which a claim for Extra Work is made shall be determined by one or more of the following methods:

Method (A) -- By agreed unit prices; or

## FINANCIAL AND FISCAL POLICIES

Method (B) -- By agreed lump sum; or

Method (C) -- If neither Method (A) nor Method (B) be agreed upon before the Extra Work is commenced, then the CONTRACTOR shall be paid the "actual field cost" of the work, plus fifteen (15%) percent.

In the event said Extra Work be performed and paid for under Method (C), then the provisions of this paragraph shall apply and the "actual field cost" is hereby defined to include the cost to the CONTRACTOR of all workmen, such as foremen, timekeepers, mechanics and laborers, and materials, supplies, teams, trucks, rentals on machinery and equipment, for the time actually employed or used on such Extra Work, plus actual transportation charges necessarily incurred, together with all power, fuel, lubricants, water and similar operating expenses, also all necessary incidental expenses incurred directly on account of such Extra Work, including Social Security, pension and disability benefits and other payroll taxes, and, a ratable proportion of premiums on Performance and Payment Bonds and Maintenance Bonds, Public Liability and Property Damage and Worker's Compensation and all other insurance as may be required by any law or ordinance, or directed by the CITY, or by them agreed to. The PROJECT MANAGER may direct the form in which accounts of the "actual field cost" shall be kept and the records of these accounts shall be made available to the PROJECT MANAGER. The PROJECT MANAGER or CITY may also specify in writing, before the work commences, the method of doing the work and type and kind of machinery and equipment to be used; otherwise these matters shall be determined by the CONTRACTOR. Unless otherwise agreed upon, the prices of the use of machinery and equipment shall be determined by using one hundred percent (100%) unless otherwise specified, of the latest schedule of Equipment Ownership Expense adopted by the Associated General Contractors of America. Where practicable the terms and prices for the use of machinery and equipment shall be incorporated in the Written Extra Work Order. The fifteen percent (15%) of the "actual field cost" to be paid the CONTRACTOR shall cover and compensate him for his profit, overhead, general superintendence and field office expense, and all other elements of cost and expense not embraced within the "actual field cost" as herein defined, save that where the CONTRACTOR'S Camp or Field Office must be maintained primarily on account of such Extra Work; then the cost to maintain and operate the same shall be included in the "actual field cost".

No claim for Extra Work of any kind will be allowed unless ordered in writing by the PROJECT MANAGER. In case any orders or instructions, either oral or written, appear to the CONTRACTOR to involve Extra Work for which he should receive compensation or an adjustment in the construction timer, he shall make written request to the PROJECT MANAGER for written order authorizing such Extra Work. Should a difference of opinion arise as to what does or does not constitute Extra Work, or as to the payment therefore, and the PROJECT MANAGER insists upon its performance, the CONTRACTOR shall proceed with the work after making written

## **FINANCIAL AND FISCAL POLICIES**

request for written order and shall keep an accurate account of the “actual field cost” thereof, as provided under method (C).

10.15 WORK ORDER CHANGES. It is further agreed that the quantities of work to be done at unit prices and materials to be furnished may be increased or diminished as may be considered necessary, in the opinion of the PROJECT MANAGER, to complete the work fully as planned and that all quantities or work, whether increased or decreased, are to be performed at the unit prices set forth except as provided for in the specifications. The CITY reserves the right to increase or decrease the amount of work to be done by any amount not to be exceeded by twenty-five percent (25%) of the original contract amount. In the event the increase pertains to items not originally bid, the Contractor shall submit a bid in writing to the PROJECT MANAGER for approval. It is further agreed that lump sum prices may be increased to cover additional work ordered by the PROJECT MANAGER but not shown on the plans or required by the specifications, in accordance with the provision of the general conditions; similarly, they may be decreased to cover deletion or work so ordered.

# STATISTICAL SECTION

## **BRIEF HISTORY**

Daniel Rowlett led a small immigrant company of several families from Kentucky to Texas in 1835. They settled in the Tulip Bend area of the Red River near present day Bonham. For military service performed during the Texas revolution he earned a land grant located in Collin County, near present day Allen. A large creek ran through the land and came to be known as Rowlett's Creek. Daniel Rowlett became a leading citizen of Fannin County and never lived near the creek that bore his name. Rowlett is buried in the "Old English Cemetery" in Bonham.

The area now known as Rowlett was divided between two immigration companies: the W.S. Peters Colony and the Charles Mercer Colony. The Peters land was west of Rowlett Road. The Mercer Colony, while generally south of Peters, held a strip of eastern Dallas County east of Rowlett Road. American settlers began moving into this area in the 1840's. Dallas County was organized in 1846. French and German speaking settlers began arriving in Texas as early as 1844. They started colonies in central Texas before moving to the north in the 1850's.

The first post office was opened on April 5, 1880 and was named Morris for Postmaster Austin Morris. The name was later changed to Rowlett, recognizing Rowlett Creek, a major tributary of the east fork of the Trinity River. Railroads began to spread westward after the Civil War bringing new waves of settlers. The roots of many Texas towns were a railroad and a cotton gin. The Greenville & Dallas Railroad reached Rowlett in 1889. By the turn of the century, Rowlett was a thriving farm community, with many stores and services along with its own school and churches.

In 1921 the Bankhead Highway, the second transcontinental paved highway in America, reached Rowlett. It ran from Washington D.C. to San Diego. The city of Rowlett was incorporated in 1952 by a vote of 84 citizens. The main industry in Rowlett was cotton. Today, two cotton gins still stand and serve other uses.

In the 1960's Interstate Highway 30 was built providing a more direct route to Dallas, bypassing Rowlett. The Lake Ray Hubbard Reservoir, which offers Rowlett more than 30 miles of shoreline now, was completed in 1971 making Rowlett a lakefront community. This lake is owned by the City of Dallas and serves as one of their sources of drinking water. Recreational activities are popular on the lake. With the interstate nearby and the lake, growth became inevitable. Rowlett went from a population of 5,100 in 1978, to approximately 56,000 today.

The City has doubled in population over the past ten years. The U.S. Census provided a 2013 estimated population of 58,476. The City is primarily residential but has seen growth in its commercial development over the past few years. The City is actively pursuing all alternatives to realize a continued growth of its commercial tax base.

Operating under a Council-City Manager form of government, the City provides a full range of services. These services include police and fire protection; the construction and maintenance of roadways and infrastructure; recreational services; and general administrative services. In addition to general governmental activities, the City provides water and sewer, drainage and sanitation services. Sewage treatment is provided by the City of Garland, and Waste Management provides sanitation collection. The North Texas Municipal Water District provides water for the City.

Whether you are a visitor, a newcomer or a long-time resident or business person, there is much to discover in this fast-growing city. While Metroplex amenities are easily reached, Rowlett residents have plenty of reasons to stay close to home. The sparkling Lake Ray Hubbard offers boating, fishing, waterskiing, windsurfing or simply a beautiful area for a family outing. Another cool water spot is The Wet Zone, Rowlett's Family Water Park. Owned and operated by the City, the popular water park draws people each summer with its dynamic water rides, kiddie play areas, a lazy river, a beach entry pool, a lap pool, private party pavilions, swimming lessons and water aerobics.

Rowlett offers sports enthusiasts of all ages first-class ballparks, walking and jogging trails and tennis, while golfers throughout the Metroplex praise the Waterview Golf Club. Throughout the year, Rowlett hosts exciting events such as Easter Egg Hunt in April and the Fireworks on Main in July. Other citywide events include the Downtown Holiday Tree Lighting and Holiday Parade.

Welcome to Rowlett!

**MISCELLANEOUS DATA**

|                                  |                   |
|----------------------------------|-------------------|
| Date of Incorporation            | September 4, 1952 |
| Date of City Charter Adoption    | December 6, 1979  |
| Form of Government               | Council-manager   |
| Population (2014 Estimate)       | 58,476            |
| Area - square miles              | 20.4              |
| Building Permits:                |                   |
| Permits issued (fiscal year)     | 119               |
| Value (fiscal year)              | \$44,252,000      |
| City Employees (In FTEs):        |                   |
| Full-time                        | 342.00            |
| Part-time                        | 15.00             |
| Temporary / Seasonal             | 25.50             |
| Fire Protection:                 |                   |
| Number of stations               | 4                 |
| Number of employees              | 78.0              |
| Police Protection:               |                   |
| Number of stations               | 1                 |
| Number of employees              | 110.0             |
| Recreation:                      |                   |
| Parks - number of acres:         |                   |
| Developed                        | 607.9             |
| Undeveloped                      | 375.6             |
| Library:                         |                   |
| Volumes                          | 93,061            |
| Municipal Water System:          |                   |
| Number of customers              | 20,997            |
| Ave. daily consumption (gallons) | 8,444,000         |
| Miles of water mains             | 256               |
| Municipal Sewer System:          |                   |
| Number of customers              | 20,171            |
| Miles of sewer mains             | 241               |

**DEMOGRAPHIC STATISTICS**

| Fiscal Year | Population <sup>(1)</sup> | Personal Income <sup>(2)</sup> | Per Capita Personal Income <sup>(2)</sup> | School Enrollment <sup>(3)</sup> | Unemployment Rate <sup>(4)</sup> |         |
|-------------|---------------------------|--------------------------------|-------------------------------------------|----------------------------------|----------------------------------|---------|
|             |                           |                                |                                           |                                  | Dallas County                    | Rowlett |
| 2005        | 52,748                    | \$ 2,090,614,232               | \$ 39,634                                 | 10,914                           | 5.9%                             | 5.0%    |
| 2006        | 54,189                    | \$ 2,281,952,979               | \$ 42,111                                 | 10,716                           | 5.6%                             | 4.6%    |
| 2007        | 55,123                    | \$ 2,397,574,885               | \$ 43,495                                 | 11,470                           | 4.6%                             | 3.9%    |
| 2008        | 55,770                    | \$ 2,545,733,190               | \$ 45,647                                 | 11,500                           | 4.8%                             | 4.2%    |
| 2009        | 56,716                    | \$ 2,382,525,728               | \$ 42,008                                 | 11,499                           | 7.4%                             | 7.0%    |
| 2010        | 56,354                    | \$ 2,418,319,202               | \$ 42,913                                 | 11,555                           | 8.7%                             | 8.0%    |
| 2011        | 57,015                    | \$ 2,646,237,195               | \$ 46,413                                 | 11,382                           | 8.8%                             | 7.9%    |
| 2012        | 57,727                    | \$ 2,774,879,163               | \$ 48,069                                 | 11,215                           | 7.6%                             | 7.2%    |
| 2013        | 58,043                    | \$ 2,889,612,712               | \$ 49,784                                 | 11,065                           | 6.7%                             | 6.1%    |
| 2014        | 58,476                    | \$ 2,917,250,688               | \$ 49,888                                 | 11,050                           | 5.7%                             | 5.5%    |

<sup>(1)</sup> US Census

<sup>(2)</sup> U.S. Department of Commerce: Bureau of Economic Analysis. Per Capita Personal Income

<sup>(3)</sup> Texas Education Agency Standard Reports - Enrollment. Totals include only students attending schools within City of Rowlett boundaries.

<sup>(4)</sup> Texas Workforce Commission (Rowlett specific data is unavailable for years prior to 2005).

**PRINCIPAL EMPLOYERS**

| <b>Employer</b>                 | <b>Employees</b>    | <b>Rank</b> | <b>Percentage of Total City Employment</b> |
|---------------------------------|---------------------|-------------|--------------------------------------------|
| Garland ISD (City schools only) | 1,092               | 1           | 3.54%                                      |
| Lake Pointe Medical Center      | 686                 | 2           | 2.22%                                      |
| City of Rowlett                 | 375                 | 3           | 1.21%                                      |
| Target Corporation              | 275                 | 4           | 0.89%                                      |
| Wal-mart Supercenter            | 250                 | 5           | 0.81%                                      |
| Senior Care at Lake Pointe      | 190                 | 6           | 0.62%                                      |
| DR Horton                       | 165                 | 7           | 0.53%                                      |
| Albertson's, Inc.               | 120                 | 8           | 0.39%                                      |
| Rowlett Nursing Home            | 119                 | 9           | 0.39%                                      |
| H & S Manufacturing             | <u>82</u>           | 10          | <u>0.27%</u>                               |
|                                 | <u><u>3,354</u></u> |             | <u><u>10.87%</u></u>                       |

Source: City of Rowlett - Economic Development Department

**PRINCIPAL PROPERTY TAXPAYERS**

| <b>Taxpayer</b>            | <b>Taxable Assessed Value</b> | <b>Rank</b> | <b>Percentage of Total Taxable Assessed Value</b> |
|----------------------------|-------------------------------|-------------|---------------------------------------------------|
| Lake Pointe Medical Center | \$ 38,240,480                 | 1           | 1.17%                                             |
| Oncor Electric Delivery    | 27,622,220                    | 2           | 0.84%                                             |
| Wal Mart Stores Inc        | 21,746,290                    | 3           | 0.66%                                             |
| Verizon                    | 19,511,080                    | 4           | 0.60%                                             |
| Target Corporation         | 16,524,150                    | 5           | 0.50%                                             |
| Home Depot USA Inc         | 10,650,970                    | 6           | 0.33%                                             |
| NSHE TX Bay City LLC       | 10,600,000                    | 7           | 0.32%                                             |
| Safeway, Inc               | 10,397,040                    | 8           | 0.32%                                             |
| Lake Pointe NH Realty LTD  | 7,763,560                     | 9           | 0.24%                                             |
| Gemini Rowlett Crossing    | 7,500,000                     | 10          | 0.23%                                             |
|                            | <u>\$ 170,555,790</u>         |             | <u>5.21%</u>                                      |

Source: Dallas County Tax Office

**GENERAL GOVERNMENTAL TAX REVENUE BY SOURCE**

| <b>Fiscal Year</b> | <b>Property Tax</b> | <b>Sales Tax</b> | <b>Other</b> | <b>Total</b>  |
|--------------------|---------------------|------------------|--------------|---------------|
| 2005               | \$ 19,679,705       | \$ 3,760,344     | \$ 98,303    | \$ 23,538,352 |
| 2006               | \$ 22,385,053       | \$ 7,458,230     | \$ 111,619   | \$ 29,954,902 |
| 2007               | \$ 23,739,045       | \$ 6,230,025     | \$ 120,329   | \$ 30,089,399 |
| 2008               | \$ 25,062,391       | \$ 5,882,325     | \$ 121,243   | \$ 31,065,958 |
| 2009               | \$ 25,027,004       | \$ 5,666,751     | \$ 110,779   | \$ 30,804,534 |
| 2010               | \$ 24,639,903       | \$ 6,228,227     | \$ 98,052    | \$ 30,966,182 |
| 2011               | \$ 24,238,832       | \$ 5,767,527     | \$ 124,749   | \$ 30,131,108 |
| 2012               | \$ 23,799,712       | \$ 4,848,495     | \$ 48,186    | \$ 28,696,393 |
| 2013               | \$ 23,274,404       | \$ 5,386,680     | \$ 50,995    | \$ 28,712,079 |
| 2014               | \$ 23,340,186       | \$ 5,652,847     | \$ 65,009    | \$ 29,058,042 |

Source: City of Rowlett - Finance Department

**CONSTRUCTION ACTIVITY AND PROPERTY VALUES**

| <b>FISCAL<br/>YEAR</b> | <b>COMMERCIAL</b> |              | <b>RESIDENTIAL</b> |              |
|------------------------|-------------------|--------------|--------------------|--------------|
|                        | <b>PERMITS</b>    | <b>VALUE</b> | <b>PERMITS</b>     | <b>VALUE</b> |
| 2005                   | 13                | 12,841,999   | 316                | 63,731,052   |
| 2006                   | 22                | 24,004,450   | 304                | 60,283,655   |
| 2007                   | 14                | 10,769,625   | 111                | 25,205,096   |
| 2008                   | 13                | 12,530,540   | 84                 | 15,158,440   |
| 2009                   | 8                 | 10,703,000   | 44                 | 7,697,048    |
| 2010                   | 2                 | 450,000      | 26                 | 3,691,677    |
| 2011                   | 3                 | 9,944,350    | 24                 | 5,719,425    |
| 2012                   | 7                 | 7,300,000    | 80                 | 20,500,000   |
| 2013                   | 4                 | 3,675,000    | 74                 | 20,335,000   |
| 2014                   | 7                 | 10,775,000   | 112                | 33,477,000   |

City of Rowlett - Building Inspection Department

**ASSESSED VALUE**

| <b>Fiscal Year</b> | <b>Real Property</b>        |                            | <b>Personal Property</b> |
|--------------------|-----------------------------|----------------------------|--------------------------|
|                    | <b>Residential Property</b> | <b>Commercial Property</b> | <b>Commercial</b>        |
| 2006               | \$ 2,524,253,455            | \$ 312,762,573             | \$ 141,263,626           |
| 2007               | \$ 2,644,059,239            | \$ 344,222,532             | \$ 153,116,905           |
| 2008               | \$ 2,746,432,445            | \$ 398,474,199             | \$ 163,492,973           |
| 2009               | \$ 2,768,828,188            | \$ 423,841,859             | \$ 175,708,877           |
| 2010               | \$ 2,669,370,503            | \$ 440,728,069             | \$ 175,614,639           |
| 2011               | \$ 2,617,685,294            | \$ 430,067,954             | \$ 172,511,943           |
| 2012               | \$ 2,579,833,775            | \$ 422,208,376             | \$ 169,857,465           |
| 2013               | \$ 2,526,652,173            | \$ 423,352,970             | \$ 174,836,807           |
| 2014               | \$ 2,509,145,735            | \$ 432,780,302             | \$ 174,572,846           |
| 2015               | \$ 2,629,231,004            | \$ 462,200,369             | \$ 182,597,625           |

Source: Dallas Central Appraisal District and Rockwall Central Appraisal District

**ASSESSED VALUE**

|    | <b>Total Taxable Assessed Value</b> | <b>Total Direct Tax Rate</b> | <b>Average Home Market Value</b> | <b>Average Home Taxable Value</b> |
|----|-------------------------------------|------------------------------|----------------------------------|-----------------------------------|
| \$ | 2,978,279,654                       | \$ 0.67695                   | \$ 152,223                       | \$ 140,688                        |
| \$ | 3,141,398,676                       | \$ 0.74717                   | \$ 156,775                       | \$ 144,754                        |
| \$ | 3,308,399,617                       | \$ 0.74717                   | \$ 160,852                       | \$ 148,546                        |
| \$ | 3,368,378,924                       | \$ 0.74717                   | \$ 160,651                       | \$ 148,079                        |
| \$ | 3,285,713,211                       | \$ 0.74717                   | \$ 158,805                       | \$ 145,225                        |
| \$ | 3,220,265,191                       | \$ 0.74717                   | \$ 156,338                       | \$ 142,426                        |
| \$ | 3,171,899,616                       | \$ 0.74717                   | \$ 155,141                       | \$ 141,114                        |
| \$ | 3,124,841,950                       | \$ 0.74717                   | \$ 152,958                       | \$ 138,030                        |
| \$ | 3,116,498,883                       | \$ 0.74717                   | \$ 152,237                       | \$ 136,769                        |
| \$ | 3,274,028,998                       | \$ 0.78717                   | \$ 158,734                       | \$ 141,920                        |

# 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".

# GLOSSARY

**Accrual Accounting** – The basis of accounting where transactions are recognized in the financial statements when they occur, regardless of when cash is received or spent.

**ADA** – Americans with Disabilities Act.

**Ad Valorem Tax** – A tax computed from the assessed valuation of land and improvements (See Property Tax).

**Appropriation** – A legal authorization granted by a legislative body to make expenditures and incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

**Appropriation Ordinance** – An ordinance which gives appropriations legal effect. It is the method by which the expenditure side of the annual operating budget is enacted into law by the City Council.

**Assessed Valuation** – Valuation set upon real estate or other property by a government as a basis for levying taxes (Note: Property values in Rowlett are established by the Dallas County Appraisal District and the Rockwall County Appraisal District).

**Assets** – Resources owned or held by the City which have monetary value.

**Audit** – An examination of organization financial statements and the utilization of resources.

**Balance Sheet** – A financial statement that presents the assets, liabilities, reserves and balances of a specific governmental fund as of a specified date.

**Balanced Budget** – A budget adopted by the legislative body and authorized by ordinance where the proposed expenditures are equal to or less than the proposed resources.

**Bond** – A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. The most common types of bonds are general obligation and revenue. Bonds are most frequently used to finance the construction of large capital projects.

**Budget** – A plan of financial operation that links all planned revenues and expenditures with various municipal services. The term "budget" usually indicates a financial plan for a single fiscal year.

**Budget Document** – The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body.

**Budgetary Control** – The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available resources.

**Capital Improvement Program Budget** – A Capital Improvement Program (CIP) budget is a separate budget from the operating budget. Items in the CIP are usually construction projects or major capital purchases designed to improve and maintain the value of the City’s assets.

**Capital Outlay** – Expenditures that result in the acquisition of or addition to fixed assets. Fixed assets are defined as a piece of equipment, vehicle, furniture or fixture that cost at least \$5,000 and has a useful life of greater than 3 years.

**Cash Management** – The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

**CIP** – Capital Improvement Program.

**Contingency Fund** – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Current Taxes** – Taxes that are levied and due within one year.

**DART** – Dallas Area Rapid Transit.

**Debt Service** – The City’s obligation to pay the principal and interest of all bonds or other debt instruments according to a pre-determined payment schedule.

**Debt Service Fund** – A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. May also be called a sinking fund.

**Delinquent Taxes** – Taxes remaining unpaid on and after the date on which a penalty for non-payment is attached.

**Depreciation** – (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.

**Disbursement** – Payment for goods and services in cash or by check.

**EMS** – Emergency Medical Service.

**Encumbrances** – The pledge to expend appropriated funds to purchase an item or service. To encumber funds means to set aside funds for future expenditures.

**Enterprise Fund** – A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rates for these services are established to insure that revenues are adequate to meet all necessary expenditures.

**Expenditure** – The actual outflow of funds paid for an asset obtained or goods and services obtained.

**Fiscal Year** – A 12-month period to which the annual operating budget applies and at the end of which the City determines its financial position and the results of its operations. The Fiscal Year for Rowlett begins October 1 and ends September 30.

**FLSA** – Fair Labor Standards Act

**Fixed Assets** – Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, machinery and equipment.

**Full Faith and Credit** – A pledge of the general taxing power of a government to repay debt obligations. This term is typically used in reference to general obligation bonds.

**Fund** – A fiscal and accounting entity with a self-balancing set of accounts that records all financial transactions for specific activities or government functions.

**Fund Balance** – The excess in a fund of current assets over current liabilities; sometimes called working capital in enterprise funds. A negative fund balance is often referred to as a deficit.

**GAAP** – Generally Accepted Accounting Principles.

**GASB** – Government Accounting Standards Board.

**General Fund** – The fund used to account for all financial resources except those required to be accounted for in another fund. This fund includes most of the basic operating services such as fire and police protection, health services, parks and recreation, libraries, street maintenance, and general administration.

**General Ledger** – A file that contains the accounts needed to reflect the financial positions and the results of operations of the City.

**General Obligation Debt** – Monies owed on interest and principal to holders of the City's general obligation bonds. The debt is supported by revenue provided from real property which is assessed through the taxation power of the local government unit.

**Generally Accepted Accounting Principals** – Detailed accounting standards and practices for state and local governments as prescribed by the Governmental Accounting Standards Board (GASB).

**GIS** – Geographic Information System.

**GISD**– Garland Independent School District.

**GFOA** – Government Finance Officers Association.

**Goals** – Targets or plans that are reflective of major departmental activities.

**Governmental Fund** – A fiscal and accounting entity with a self-balancing set of accounts that records all financial transactions for specific activities or government functions. Governmental Funds include the General Fund, Special Revenue funds, Debt Service funds, and Capital Projects funds.

**Grants** – Contributions of assets from another government to be used or expended for a specified purpose, activity, or facility.

**Interfund Transfers** – Amounts transferred from one fund to another.

**Internal Service Fund** – A fund used to account for the financing of goods or services provided by one department to another on a cost reimbursement basis.

**Levy** – To impose taxes, special assessments, or service charges for the support of City services.

**Liabilities** – Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

**Line-Item Budget** – A budget that lists each expenditure category (personnel, supplies, services, etc.) separately, along with the dollar amount budgeted for each specified category.

**Modified Accrual Accounting** – A basis of accounting in which expenditures are accrued but revenues are accounted when they are measurable and available to pay current liabilities. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are measurable and available to pay current liabilities. This type of accounting basis is conservative and is recommended as the standard for most governmental funds.

**NCTCOG** – North Central Texas Council of Governments.

**NTMWD** – North Texas Municipal Water District.

**NTTA** – North Texas Tollway Authority.

**Operating Budget** – The plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law.

**Ordinance** – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

**Performance Measure** – Measurements that reflect the service that is being provided and permit objective evaluation of the service program.

**PGBT** – President George Bush Tollway.

**Property Tax** – Taxes are levied on both real and personal property according to the property's valuation and tax rate.

**Proprietary Fund** – A fiscal and accounting entity with a self-balancing set of accounts that records all financial transactions for specific activities or government functions. Proprietary Funds include Enterprise funds and Internal Service funds.

**Reserve** – An account used to earmark a portion of fund balance to indicate that it is not appropriated for expenditure. A reserve may also be an account used to earmark a portion of fund equity as legally segregated for a specific future use.

**Revenue** – Funds that the City receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

**Revenue Bonds** – Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund.

**ROW** – Right-of-Way.

**Sinking Fund** – See Debt Service Fund.

**Tax Rate** – A percentage applied to all taxable property to raise general revenues. It is derived by dividing the total tax levy by the taxable net property valuation.

**Taxes** – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, for example, sanitation service charges.

**Tax Increment Finance District (TIF)** – A geographical area or district created under Texas law to encourage development of the area within its boundaries by the reinvestment of the incremental tax growth generated by property value increases and new development within the district.

**TMRS** – Texas Municipal Retirement System.

**TNRCC** – Texas Natural Resources Conservation Commission.

**TXDOT** – Texas Department of Transportation.

# LEGAL SECTION

The legal requirements of the budget are governed by the Section 6.02 of the City of Rowlett Home Rule Charter and Chapter 102 of the Texas Local Government Code.

**CITY OF ROWLETT HOME RULE CHARTER, ARTICLE VI, SECTION 6.02 – BUDGET**

The Fiscal year of the City shall begin on the first day of October and end on the last day of September of each calendar year. Each year and in sufficient time to provide for all necessary hearing, the City Manager shall prepare and submit to the City Council a budget to cover all proposed expenditures of the City for the succeeding fiscal year. Such budgets shall be prepared and administered pursuant to the applicable general laws of this state. In the event that the budget is not enacted prior to October 1<sup>st</sup>, the preceding fiscal year budget shall be deemed adopted, which may be amended or supplemented, as the City Council deems appropriate.

**TEXAS LOCAL GOVERNMENT CODE, CHAPTER 102 – MUNICIPAL BUDGET**

**§ 102.002 Budget Officer**

The mayor of a municipality serves as the budget officer for the governing body of the municipality except as provided by Subsection (b).

(b) If the municipality has the city manager form of government, the city manager serves as the budget officer.

**§ 102.002. Annual Budget Required**

The budget officer shall prepare each year a municipal budget to cover the proposed expenditures of the municipal government for the succeeding year.

**§ 102.003. Itemized Budget; Contents**

(a) The budget officer shall itemize the budget to allow as clear a comparison as practicable between expenditures included in the proposed budget and actual expenditures for the same or similar purposes made for the preceding year. The budget must show as definitely as possible each of the projects for which expenditures are set up in the budget and the estimated amount of money carried in the budget for each project.

(b) The budget must contain a complete financial statement of the municipality that shows:

- (1) the outstanding obligations of the municipality;
- (2) the cash on hand to the credit of each fund;
- (3) the funds received from all sources during the preceding year;
- (4) the funds available from all sources during the ensuing year;
- (5) the estimated revenue available to cover the proposed budget; and

(6) the estimated tax rate required to cover the proposed budget.

**§ 102.004. Information Furnished by Municipal Officers and Boards**

In preparing the budget, the budget officer may require any municipal officer or board to furnish information necessary for the budget officer to properly prepare the budget.

**§ 102.005. Proposed Budget Filed With Municipal Clerk; Public Inspection**

(a) The budget officer shall file the proposed budget with the municipal clerk before the 30th day before the date the governing body of the municipality makes its tax levy for the fiscal year.

(c) The proposed budget shall be available for inspection by any person. If the municipality maintains an Internet website, the municipal clerk shall take action to ensure that the proposed budget is posted on the website.

**§ 102.006. Public Hearing on Proposed Budget**

(a) The governing body of a municipality shall hold a public hearing on the proposed budget. Any taxpayer of the municipality may attend and may participate in the hearing.

(b) The governing body shall set the hearing for a date occurring after the 15th day after the date the proposed budget is filed with the municipal clerk but before the date the governing body makes its tax levy.

(c) The governing body shall provide for public notice of the date, time, and location of the hearing.

**§ 102.0065. Special Notice by Publication for Budget Hearing**

(a) The governing body of a municipality shall publish notice before a public hearing relating to a budget in at least one newspaper of general circulation in the county in which the municipality is located.

(b) Notice published under this section is in addition to notice required by other law, except that if another law requires the governing body to give notice, by publication, of a hearing on a budget this section does not apply.

(c) Notice under this section shall be published not earlier than the 30th or later than the 10th day before the date of the hearing.

**§ 102.007. Adoption of Budget**

(a) At the conclusion of the public hearing, the governing body of the municipality shall take action on the proposed budget.

(b) The governing body may make any changes in the budget that it considers warranted by the law or by the best interest of the municipal taxpayers.

**§ 102.008. Approved Budget Filed With Municipal Clerk; Posting on Internet**

On final approval of the budget by the governing body of the municipality, the governing body shall file the budget with the municipal clerk; and if the municipality maintains an Internet website, take action to ensure that a copy of the budget is posted on the website.

**§ 102.009. Levy of Taxes and Expenditure of Funds Under Budget; Emergency Expenditure**

(a) The governing body of the municipality may levy taxes only in accordance with the budget.

(b) After final approval of the budget, the governing body may spend municipal funds only in strict compliance with the budget, except in an emergency.

(c) The governing body may authorize an emergency expenditure as an amendment to the original budget only in a case of grave public necessity to meet an unusual and unforeseen condition that could not have been included in the original budget through the use of reasonably diligent thought and attention. If the governing body amends the original budget to meet an emergency, the governing body shall file a copy of its order or resolution amending the budget with the municipal clerk, and the clerk shall attach the copy to the original budget.

(d) After the adoption of the budget or a budget amendment, the budget officer shall provide for the filing of a true copy of the approved budget or amendment in the office of the county clerk of the county in which the municipality is located.

**§ 102.010. Changes in Budget for Municipal Purposes**

This chapter does not prevent the governing body of the municipality from making changes in the budget for municipal purposes.

**§ 102.011. Circumstances Under Which Charter Provisions Control**

If a municipality has already adopted charter provisions that require the preparation of an annual budget covering all municipal expenditures and if the municipality conducts a public hearing on the budget as provided by Section 102.006 and otherwise complies with the provisions of this chapter relating to property tax increases, the charter provisions control. After the budget has been finally prepared and approved, a copy of the budget and the amendment to the budget shall be filed with the county clerk, as required for other budgets under this chapter.



# City of Rowlett

## Official Copy

Ordinance: ORD-031-14

4000 Main Street  
Rowlett, TX 75088  
www.rowlett.com

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**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF ROWLETT, TEXAS, APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR OCTOBER 1, 2014 THROUGH SEPTEMBER 30, 2015; AND PROVIDING THAT EXPENDITURES FOR SAID FISCAL YEAR BE MADE IN ACCORDANCE WITH SAID BUDGET; PROVIDING A SEVERABILITY CLAUSE AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, an annual budget for the fiscal year beginning October 1, 2014 and ending September 30, 2015 has been duly created by the budget officer of the City of Rowlett, Texas in accordance with Chapter 102 of the Texas Local Government Code; and

**WHEREAS**, the City Manager for the City of Rowlett filed the proposed budget in the office of the City Secretary on August 5, 2014 and the proposed budget was made available for public inspection in accordance with Chapter 102 of the Local Government Code; and

**WHEREAS**, one public hearing was held, in accordance with the applicable State law, by the City of Rowlett on August 19, 2014, in accordance with Chapter 102 of the Local Government Code, following due publication of notice thereof, at which time all citizens and parties of interest were given the opportunity to be heard regarding the proposed 2014-2015 fiscal year budget; and

**WHEREAS**, after full and final consideration, it is the opinion of the City Council of the City of Rowlett that the 2014-2015 fiscal year budget of revenues and expenditures as hereinafter set forth should be adopted and approved.

**NOW THEREFORE BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ROWLETT, TEXAS:**

**Section 1:** That the annual budget of revenues and expenditures necessary for conducting affairs of the City of Rowlett for the Fiscal Year 2014-2015 (attached hereto and incorporated herein as Exhibit A), providing for a financial plan for the ensuing fiscal year is hereby approved and adopted.

**Section 2:** That expenditures during the fiscal year shall be made in accordance with this budget, unless otherwise authorized by proper amendment; said budget document shall be on file for public inspection in the office of the City Secretary. Upon approval of the budget, the budget officer shall file a true copy thereof with the County Clerk.

**Section 3:** That unless modified otherwise by the City Council, the remaining budget for all capital improvements from fiscal year 2013-2014 (attached hereto and incorporated herein as Exhibit B) not completed or started as of September 30, 2014, will be automatically carried over into fiscal year 2014-2015. Furthermore, funds for the capital improvements listed for fiscal year 2014-2015 (attached hereto and incorporated herein as Exhibit B) are hereby appropriated and the entire Capital Improvements Program for fiscal years ending 2014-2015 is hereby adopted.

**Section 4:** That all budget amendments and transfers of appropriations budgeted from one account or activity to another for the prior fiscal year be and are hereby ratified, and the budget ordinances, heretofore enacted by the City Council, be and are hereby amended to the extent of such transfers and amendments, for all purposes.

**Section 5:** That any word, sentence, section, subsection, subdivision, paragraph, clause, phrase or provision of this ordinance shall be adjudged invalid or held unconstitutional, the same shall not affect the validity of this ordinance as a whole or any part of the provision hereof, other than the part so decided to be invalid or unconstitutional.

**Section 6:** That all provisions of the ordinances of the City of Rowlett in conflict with the provisions of this ordinance be and the same are hereby repealed, and all other provisions of the ordinances of the City of Rowlett not in conflict with the provisions of this ordinance shall remain in full force and effect.

**Section 7:** This ordinance shall become effective immediately upon its passage.

At a meeting of the City Council on September 16, 2014 this Ordinance be adopted. The motion carried by the following vote:

**Ayes: 5** Mayor Gottel, Mayor Pro Tem Gallops, Councilmember van Bloemendaal, Councilmember Dana-Bashian and Councilmember Sheffield

**Noes: 2** Deputy Mayor Pro Tem Pankratz and Councilmember Bobbitt

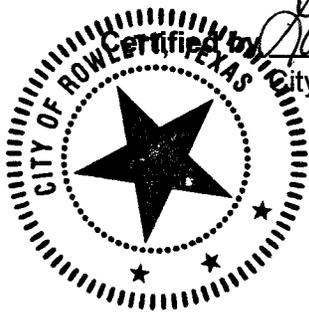
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Approved by [Signature]  
Mayor

Date September 16, 2014

Approved to form by [Signature]  
City Attorney

Date September 16, 2014

 Certified by [Signature]  
City Secretary

Date September 16, 2014



# City of Rowlett

4000 Main Street  
Rowlett, TX 75088  
www.rowlett.com

## Official Copy

Ordinance: ORD-032-14

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**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF ROWLETT, TEXAS, ADOPTING THE TAX RATE AND LEVYING AD VALOREM TAXES FOR THE FISCAL YEAR 2014-2015 TO PROVIDE REVENUE FOR THE PAYMENT OF CURRENT EXPENDITURES; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, following public notice duly posted and published in all things as required by law, public hearings were held, by and before the City Council of the City of Rowlett, the subject of which was the proposed tax rate for the City of Rowlett for Fiscal Year 2014-2015; and

**WHEREAS**, the City Council, upon full consideration of the matter, is of the opinion that the tax rate hereinafter set forth is proper and should be approved and adopted.

**NOW THEREFORE BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ROWLETT, TEXAS:**

**Section 1:** That there is hereby levied and shall be assessed for the tax year 2014 on all taxable property, real, personal and mixed, situated within the corporate limits of the City of Rowlett, Texas, and not exempt by the Constitution of the State and valid State laws, a tax of \$0.787173 on each and every \$100 assessed valuation of taxable property apportioned and distributed as follows:

(a) \$0.549770 on each and every \$100 valuation of said property is hereby reviewed and assessed to provide revenue for maintenance and operations of the City government and current expenses thereof; and

(b) \$0.237403 on each and every \$100 valuation of said property is hereby reviewed and assessed for the purpose of creating a sinking fund to pay the interest principal on all outstanding bonds of the City, not otherwise provided for.

(c) THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE. THE TAX RATE WILL EFFECTIVELY BE RAISED BY 15.61 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$74.25.

**Section 2:** That all ad valorem taxes shall become due and payable on October 1, 2014 and all ad valorem taxes for the year shall become delinquent if not paid prior to February 1, 2015.

**Section 3:** That a delinquent tax shall incur all penalty and interest authorized by law including a penalty of six percent (6%) on the amount of the tax for the first calendar month it is delinquent, plus one percent (1%) for each additional month or portion of a month the tax remains unpaid prior to July 1 of the year in which it becomes delinquent. A tax delinquent on July 1, 2015 incurs a total penalty of twelve percent (12%) of the amount of delinquent tax without regard to the number of months the tax has been delinquent. A delinquent tax shall also accrue interest at the rate of one percent (1%) for each month or portion of a month the tax remains unpaid. Taxes that remain delinquent on July 1, 2015 incur an additional penalty of twenty percent (20%) of the amount of taxes, penalty and interest due; such additional penalty is to defray costs of collection due to a contract with the City's tax collection attorney pursuant to Section 33.07 of the Texas Property Tax Code, as amended.

**Section 4:** That the City shall have available all the rights and remedies provided by law for the enforcement of the collection of taxes levied under this ordinance.

**Section 5:** That the tax roll as presented to the City Council, together with any supplements hereto, be and the same are hereby approved.

**Section 6:** That should any word, sentence, section, paragraph, subdivision, clause, phrase or section of this ordinance, be adjudged or held to be void or unconstitutional, the same shall not affect the validity of the remaining portions of said ordinance which shall remain in full force and effect.

**Section 7:** All ordinances of the City of Rowlett, Texas, in conflict with the provisions of this ordinance be, and the same are hereby, repealed; provided, however that all other provisions of said ordinances not in conflict with the provisions of this ordinance shall remain in full force and effect.

**Section 8:** This ordinance shall become effective immediately upon its passage.

At a meeting of the City Council on September 16, 2014 this Ordinance be adopted. The motion carried by the following vote:

**Ayes: 5** Mayor Gottel, Mayor Pro Tem Gallops, Councilmember van Bloemendaal, Councilmember Dana-Bashian and Councilmember Sheffield

**Noes: 2** Deputy Mayor Pro Tem Pankratz and Councilmember Bobbitt

Approved by   
Mayor

Date September 16, 2014

Approved to form by   
City Attorney

Date September 16, 2014

Certified by   
City Secretary

Date September 16, 2014

