



FY 2017 RECOMMENDED BUDGET

DAVID COOKE – CITY MANAGER

AUGUST 9, 2016

Retreat Planning



Budget Goals

What We Set Out To Do

GOAL #1 – No Tax Rate Increase
In the General Fund

GOAL #2 – Increase Funding for
the Cash-funded (PAYG) Capital
Plan

GOAL #3 – Fund Operations of
New Capital & Priority Issues

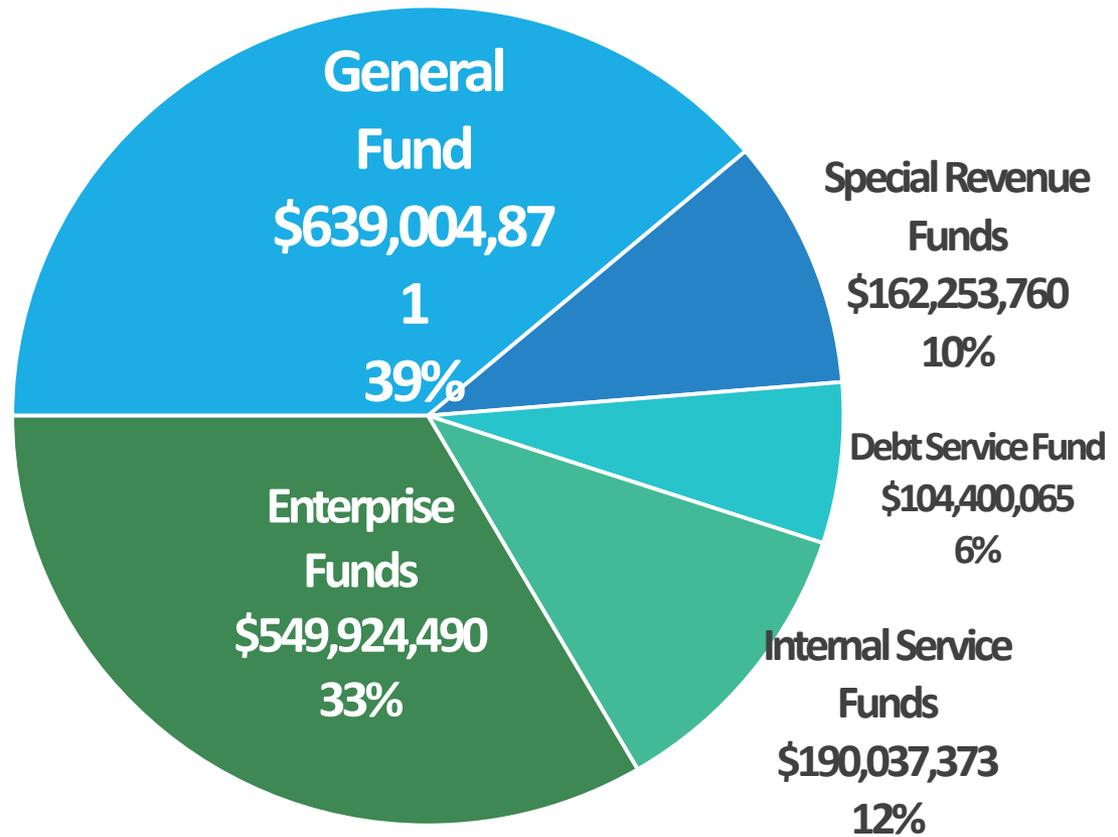
GOAL #4 – Increase Transparency

GOAL #5 – No Use of Fund
Balance In the General Fund



Total Operating Budget

Fiscal Year 2017
Operating Funds
Appropriations
\$1,645,620,559



Total Operating Budget

Fund	Original Budget		Recommended		Change from FY16 to FY17	
	FY16		FY17		Amount	%
General Fund	\$ 610,902,639		\$ 639,004,871		\$ 28,102,232	4.60%
Enterprise	533,478,536		549,924,490		16,445,954	3.08%
Debt Service**	98,715,294		104,400,065		5,684,771	5.76%
Internal Service	187,312,569		190,037,373		2,724,804	1.45%
Special Revenue*	175,550,244		162,253,760		(13,296,484)	-7.57%
Total	\$ 1,605,959,282		\$ 1,645,620,559		\$ 39,661,277	2.47%

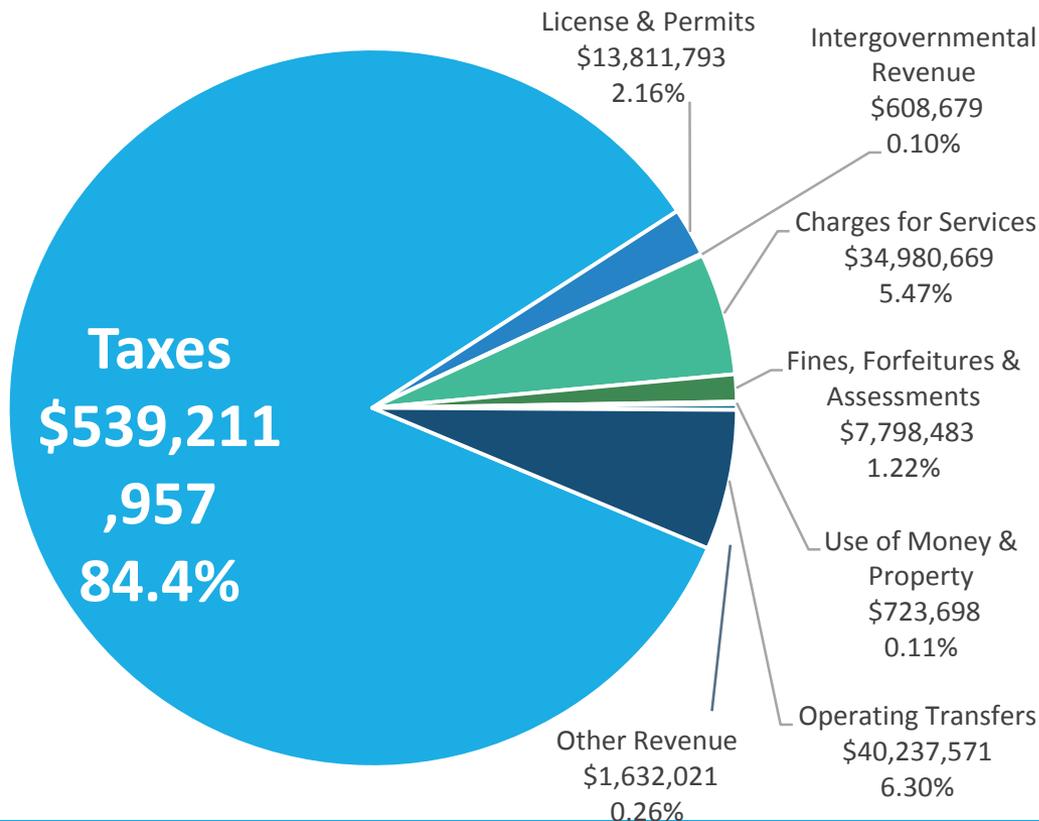
* - Does not include TIF's – they are outside the annual budget process

** - Does not include Enterprise Fund Debt Service (accounted for in the Enterprise fund)

Budget Ordinance appropriation will include Enterprise Fund principal & interest

What it Looks Like General Fund

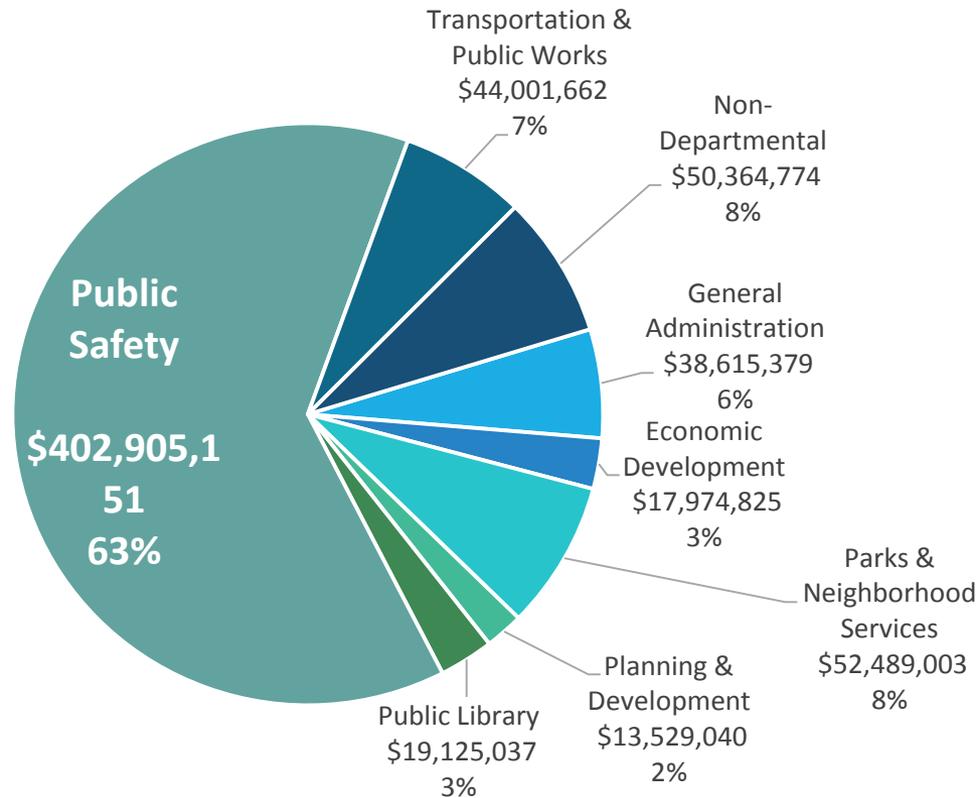
Recommended Revenues



DEPARTMENT	AMOUNT	%
PROPERTY TAXES	\$341,308,460	53.41%
SALES TAX	\$140,468,044	21.98%
OTHER TAXES	\$57,435,453	8.99%
BUILDING PERMITS	\$6,536,721	1.02%
HEALTH PERMITS	\$2,075,325	0.32%
OTHER LICENSE & PERMITS	\$5,199,747	0.81%
INTERGOVERNMENTAL REVENUE	\$608,679	0.10%
ADMINISTRATIVE FEE	\$9,481,542	1.48%
DEFERRED DISPOSAL FEE	\$3,015,061	0.47%
EXTERNAL COLLECTION AGENCY FEE	\$1,728,910	0.27%
OTHER CHARGES FOR SERVICES	\$20,755,156	3.25%
TRAFFIC FINES	\$4,572,530	0.72%
OTHER FINES & FORFEITURES	\$3,225,953	0.50%
USE OF MONEY & PROPERTY	\$3,306,451	0.52%
TRANSFER - STREET RENTAL/PILOT -WATER	\$27,236,394	4.26%
TRANSFER - CCPD	\$0	0.00%
TRANSFER - Red Light Enforcement	\$3,248,260	0.51%
OTHER TRANSFERS	\$7,170,164	1.12%
OTHER REVENUE	\$1,632,021	0.26%
TOTAL	\$639,004,871	100%

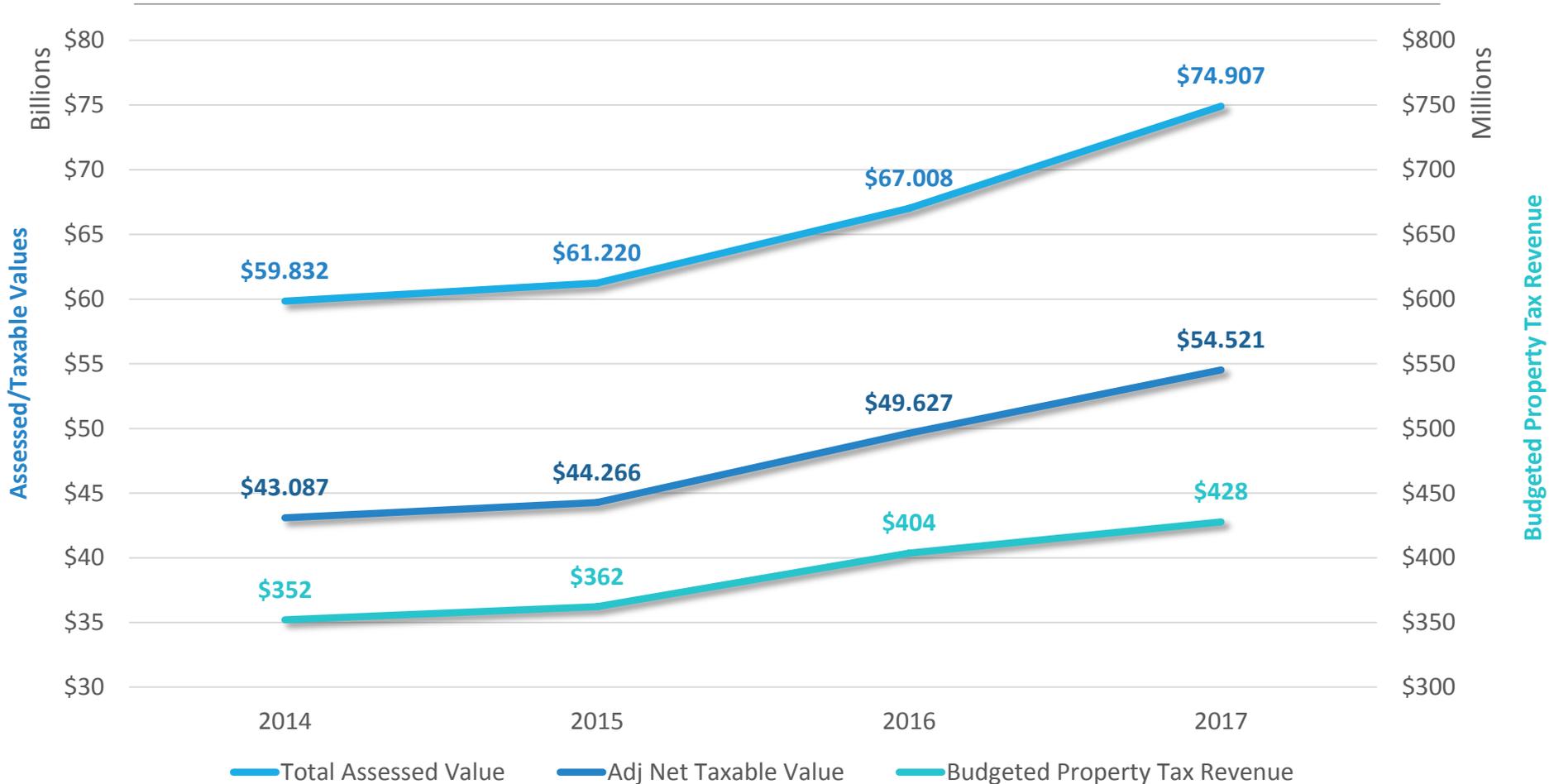
What it Looks Like General Fund

Proposed Expenditures

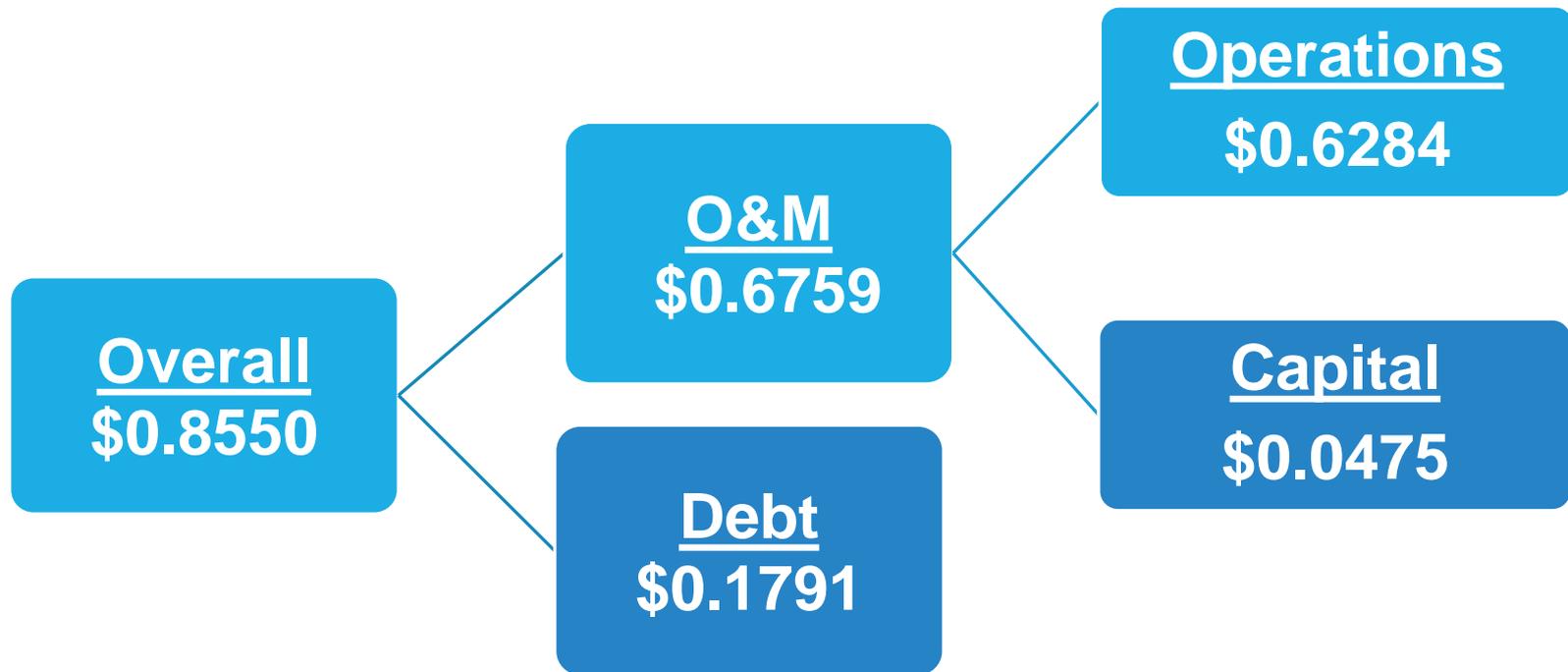


DEPARTMENT	AMOUNT	%
GENERAL ADMINISTRATION	\$38,615,379	6.04%
CODE COMPLIANCE	\$19,983,542	3.13%
ECONOMIC DEVELOPMENT	\$17,974,825	2.81%
FIRE	\$139,261,647	21.79%
LIBRARY	\$19,125,037	2.99%
MUNICIPAL COURT	\$17,357,548	2.72%
NEIGHBORHOOD SERVICES	\$8,641,930	1.35%
NON-DEPARTMENTAL	\$50,364,774	7.88%
PARK & RECREATION	\$43,847,073	6.86%
PLANNING & DEVELOPMENT	\$13,529,040	2.12%
POLICE	\$226,302,414	35.41%
PROPERTY MANAGEMENT	\$10,915,694	1.71%
TRANSPORTATION & PUBLIC WORKS	\$33,085,968	5.18%
TOTAL	639,004,871	100.00%

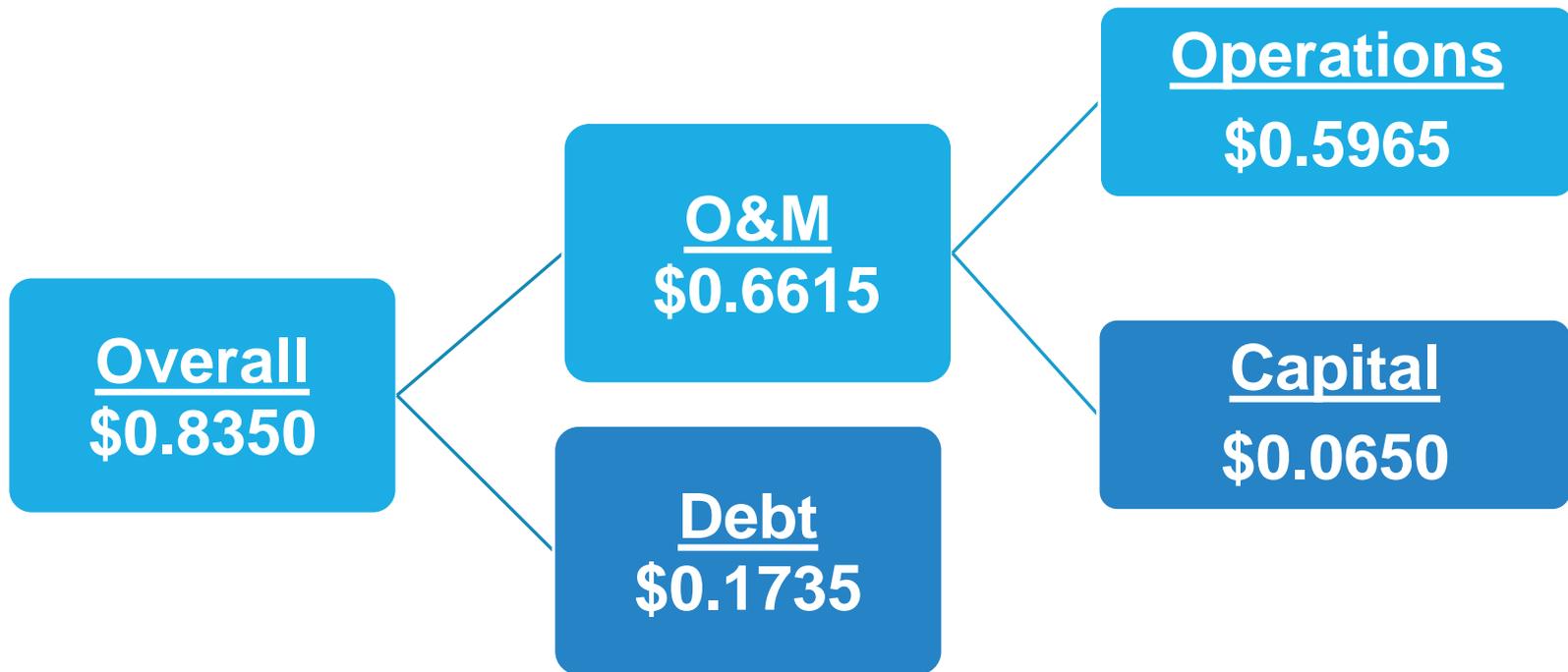
Total Assessed Value & Adjusted Net Taxable Value



Current Tax Rate Allocations



FY 2017 Recommended Property Tax Rate Allocations



FY 2017 Recommended Property Tax Rate Allocations

Function	FY 2016 Current	FY 2017 Recommended	Change
Operations (O&M)	62.84 ¢	59.65 ¢	-3.19 ¢
PAYGO Capital	4.75 ¢	6.50 ¢	1.75 ¢
Debt	17.91 ¢	17.35 ¢	-0.56 ¢
Total	85.50 ¢	83.50 ¢	-2.00 ¢

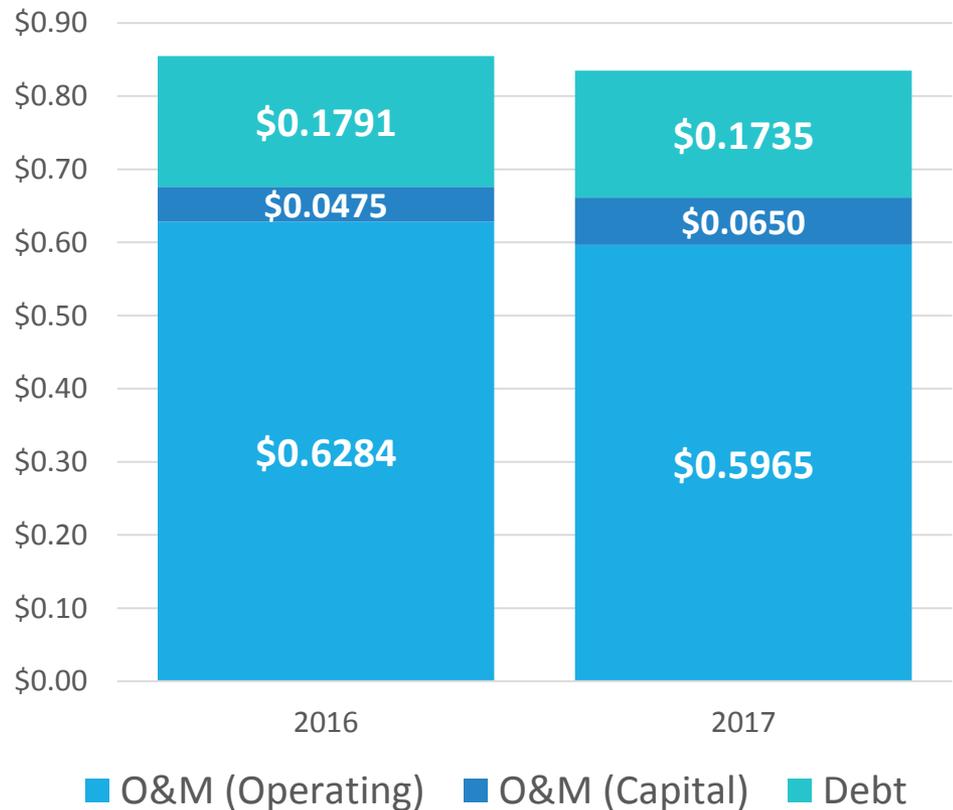
Increase Funding for Capital Plan

Increase Funding for Capital Plan

- Street Maintenance
 - Pavement Markings, Street Lights, Potholes, Traffic Signals
- Neighborhood Safety Improvements
- IT Improvements/Maintenance
- Property Management
- Other Capital

Continue Development of the 5-Year Capital Improvement Plan

Tax Rate Allocation



Priority Issues

Public Safety

Infrastructure & Capital Maintenance

Implementing 2014 Bond Program & Opening New Facilities

Neighborhood Improvements

Technology & Training

Competitive Compensation & Benefits/Pay for Performance

Priority Issues



**GENERAL
FUND
\$28.1 M
Increase**

PAYG Capital \$10M

Public Safety \$6.7M

New Facilities \$0.6M

Pay for Performance \$4M

All Other Adjustments \$6.8M

Increase Transparency

Budget Stakeholders Meetings

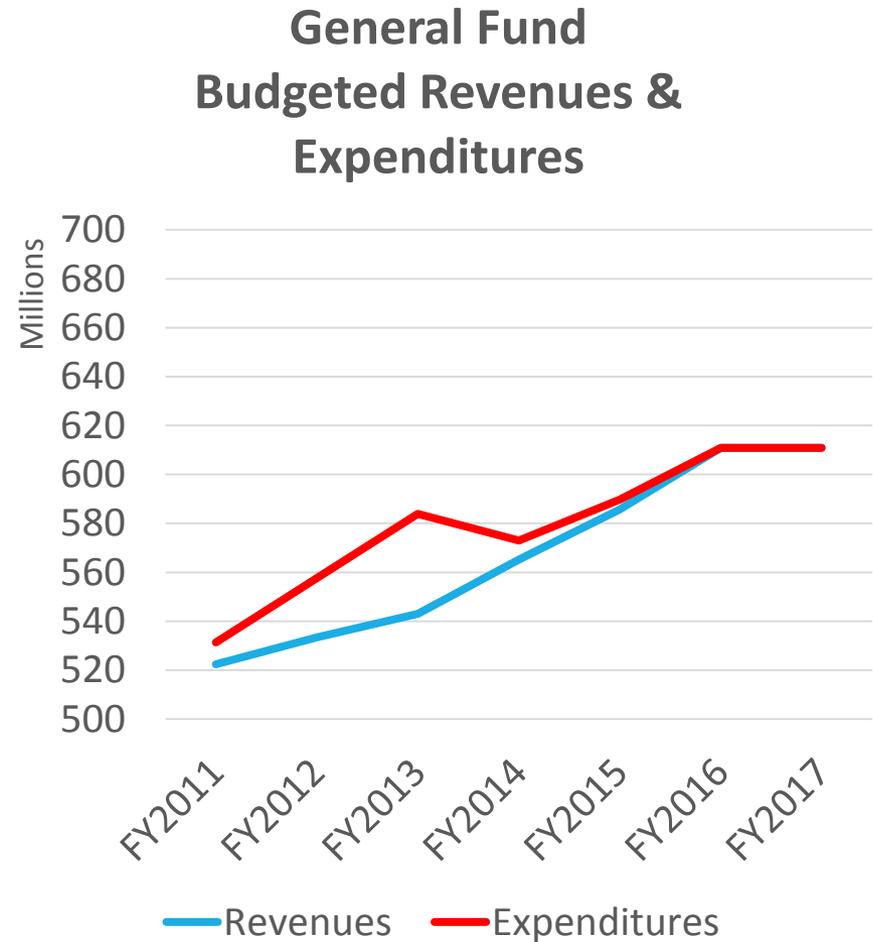
- Share budget development process in “real time”
- Present & discuss areas of concern
- Avenue to provide input

Communication with Departments

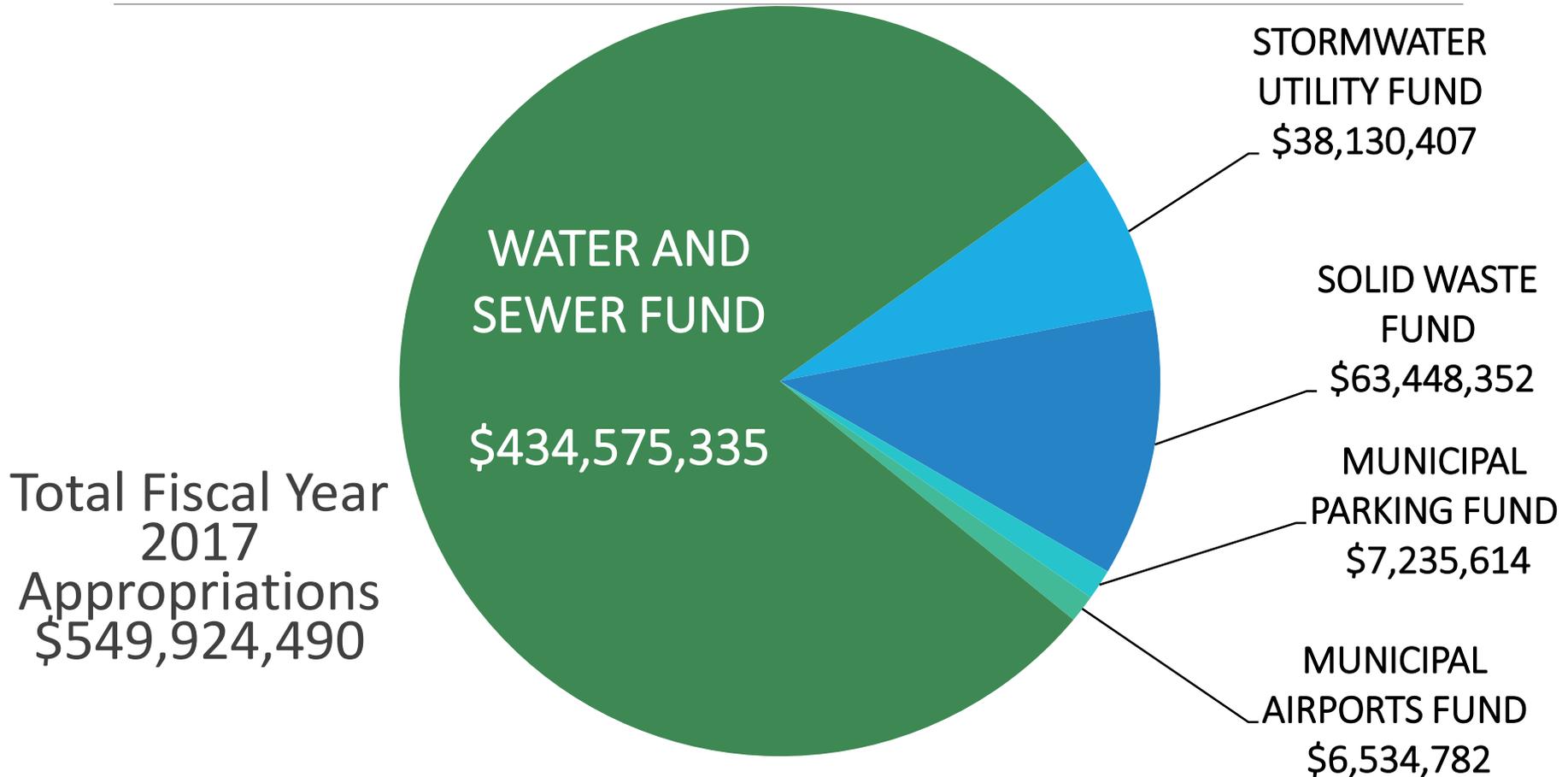
Align Funding & Positions

- Capital Projects Service Fund
- Red Light Enforcement
- Police Adjustment *(Eliminate CCPD transfer to General Fund)*

No Use of Fund Balance in General Fund



What It Looks Like – Enterprise Funds



Enterprise Fund Total Operating Budget

Fund	Original Budget	Recommended	Change from FY16 to FY17	
	FY16	FY17	Amount	%
Water & Sewer	\$ 425,583,755	\$ 434,575,335	\$ 8,991,580	2.11%
Stormwater Utility	37,085,478	38,130,407	1,044,929	2.82%
Solid Waste	58,450,241	63,448,352	4,998,111	8.55%
Municipal Airports	5,157,422	6,534,782	1,377,360	26.71%
Municipal Parking	7,201,640	7,235,614	33,974	0.47%
Total	\$ 533,478,536	\$ 549,924,490	\$ 16,445,954	3.08%

Water & Sewer

	FY2016	FY2017	Change	%
Revenues	425,583,755	434,575,335	8,991,580	2.11%
Expenditures	419,503,211	430,861,621	11,358,410	2.71%
Contribution to Net Position	6,080,544	3,713,714		

1.38% Increase for Retail Water

1.10% Increase for Retail Wastewater

\$4.8M in Major Contractual Increases

- TRWD – Raw Water
- TRA – Sewer Treatment

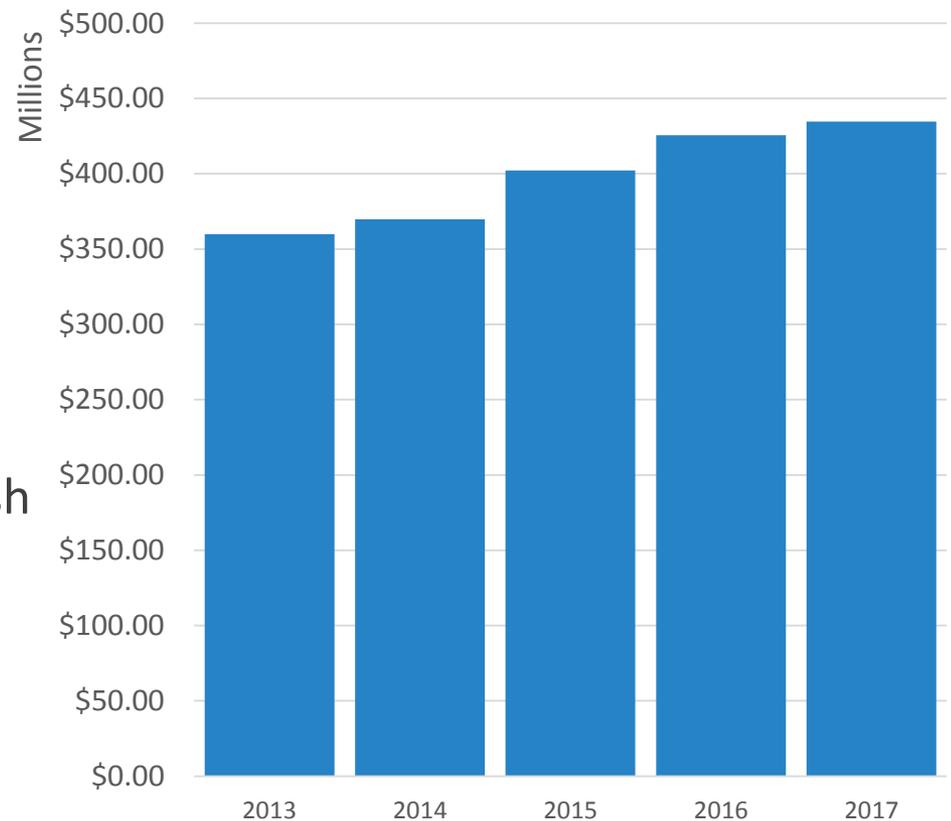
\$2.9M Debt Service & Pay-Go Cash

\$1.4M Staffing Enhancements

\$1.2M CMO Compensation Plan

\$1.1M Transfers to General Fund

Five Year Revenue Trend*



Stormwater Utility

	FY2016	FY2017	Change	%
Revenues	37,085,478	38,130,407	1,044,929	2.82%
Expenditures	37,085,478	38,130,407	1,044,929	2.82%

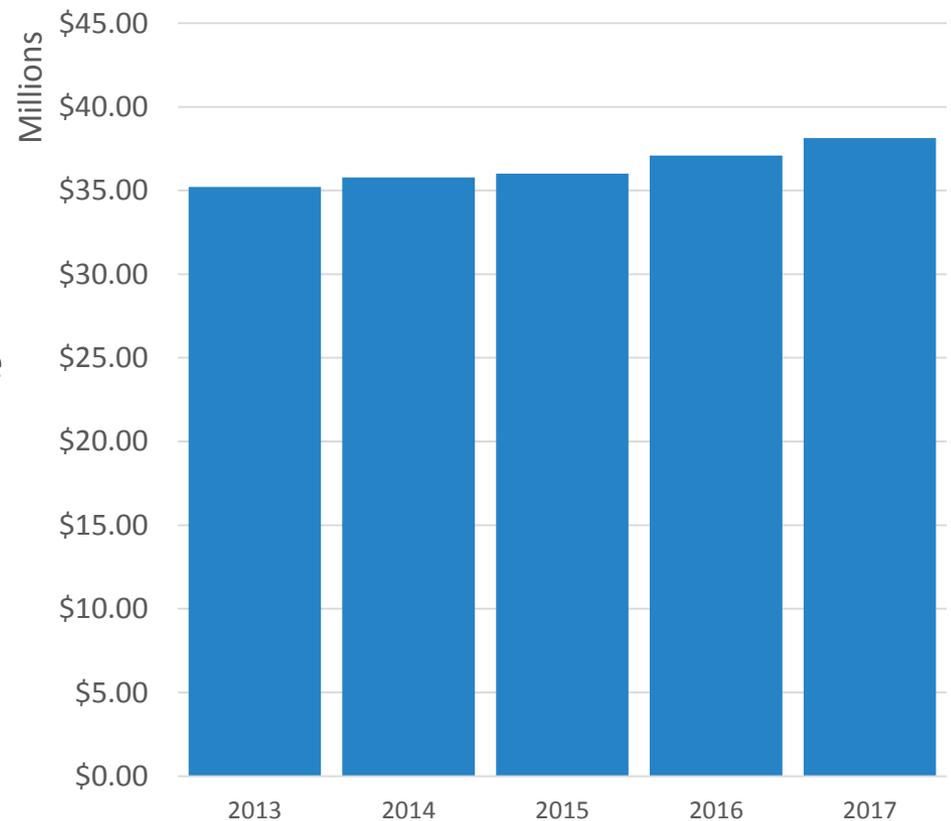
No Fee Increase

Approximately 3% Revenue Growth

Development of a long-term financing plan

Focus on delivering infrastructure

Five Year Revenue Trend*



* - Actual Revenues FY13 – FY15; FY16 – Adopted Budget; FY17 – Recommended Budget

Solid Waste

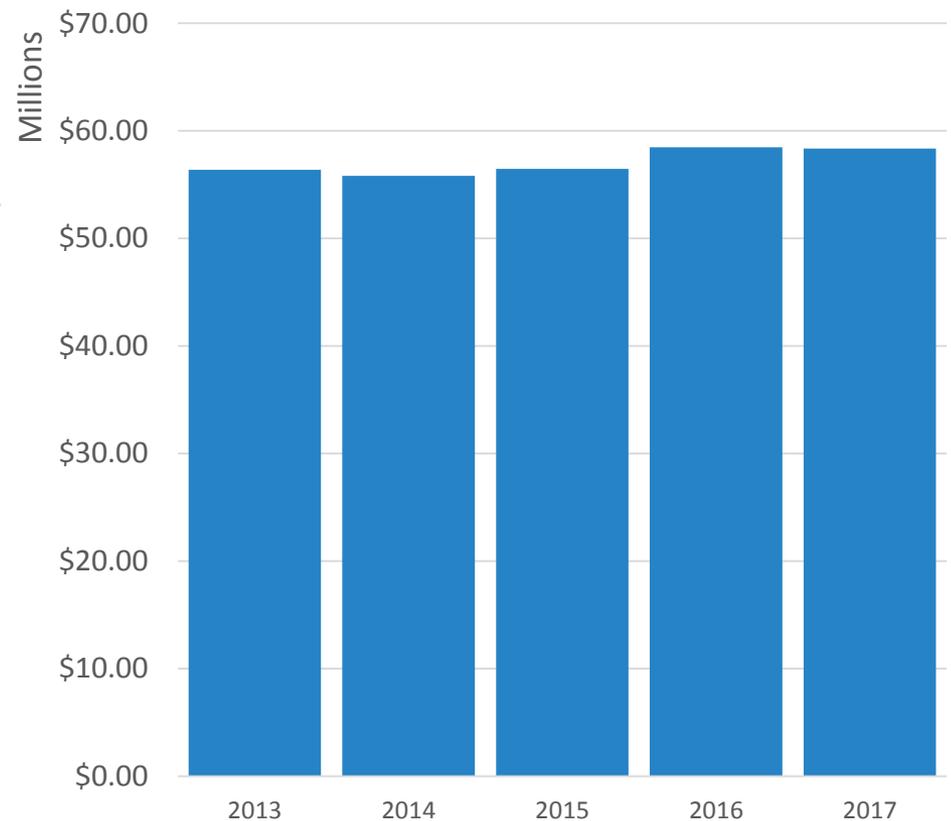
	FY2016	FY2017	Change	%
Revenues	58,450,241	58,357,011	(93,230)	-0.16%
Expenditures	58,450,241	63,448,352	4,998,111	8.55%
Use of Net Position	-	(5,091,341)		

No Fee Increase

Use of fund balance is for Capital Projects & Capital Outlay

Development of a 20 Year Master Plan

Five Year Revenue Trend*



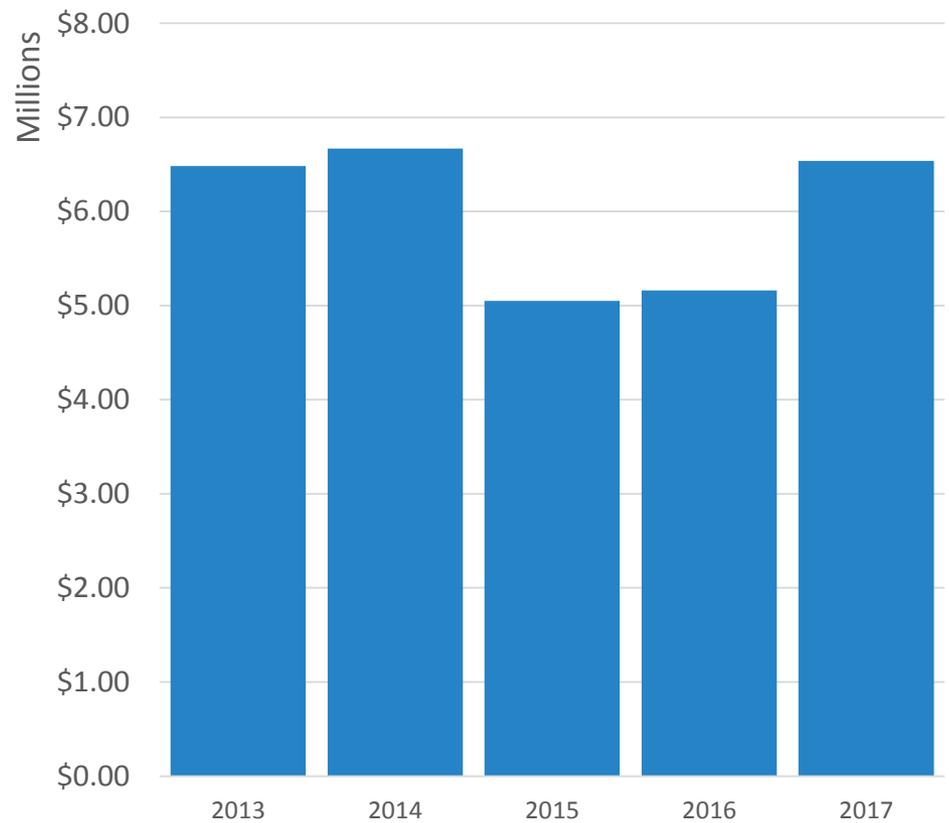
* - Actual Revenues FY13 – FY15; FY16 – Adopted Budget; FY17 – Recommended Budget

Municipal Airports

	FY2016	FY2017	Change	%
Revenues	5,157,422	6,534,782	1,377,360	26.71%
Expenditures	5,077,422	5,673,615	596,193	11.74%
Contribution to Net Position	80,000	861,167		

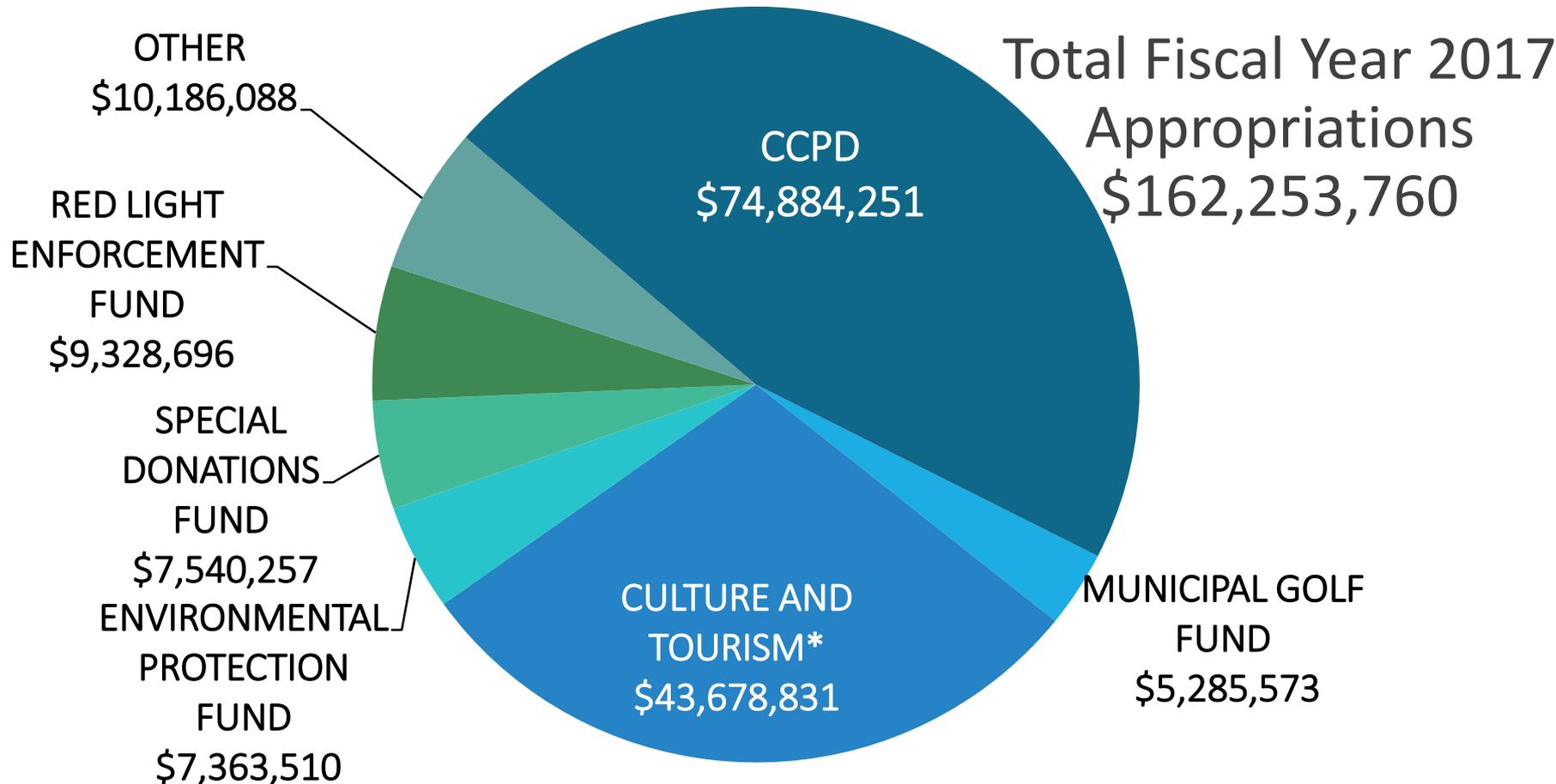
Customs Office at Meacham International Airport

Five Year Revenue Trend*



* - Actual Revenues FY13 – FY15; FY16 – Adopted Budget; FY17 – Recommended Budget

What It Looks Like Special Revenue



* - All Funds Related to Culture & Tourism

Special Revenue Funds

Total Operating Budget

Fund	Original Budget		Change from FY16 to FY17	
	FY16	FY17	Amount	%
CCPD	\$ 86,002,514	\$ 74,884,251	\$ (11,118,263)	-12.93%
Culture & Tourism*	43,678,831	47,665,385	3,986,554	9.13%
Municipal Golf	4,470,482	5,285,573	815,091	18.23%
Red Light Enforcement	9,461,369	9,328,696	(132,673)	-1.40%
Environmental Protection	4,821,164	7,363,510	2,542,346	52.73%
Special Donations	7,540,257	7,540,257	-	0.00%
Other	19,575,627	10,186,088	(9,389,539)	-47.97%
Total	\$ 175,550,244	\$ 162,253,760	\$ (13,296,484)	-7.57%

* - All Funds Related to Culture & Tourism

CCPD

	FY2016	FY2017	Change	%
Revenues	69,764,041	72,710,350	2,946,309	4.22%
Expenditures	86,002,513	74,884,251	(11,118,262)	-12.93%
Use of Fund Balance	(16,238,472)	(2,173,901)		

Increased Sales Tax Revenue

Community Priorities

- School Security
- Code Blue

Conduct 4 Officer Recruit Classes

Purchase New Helicopter

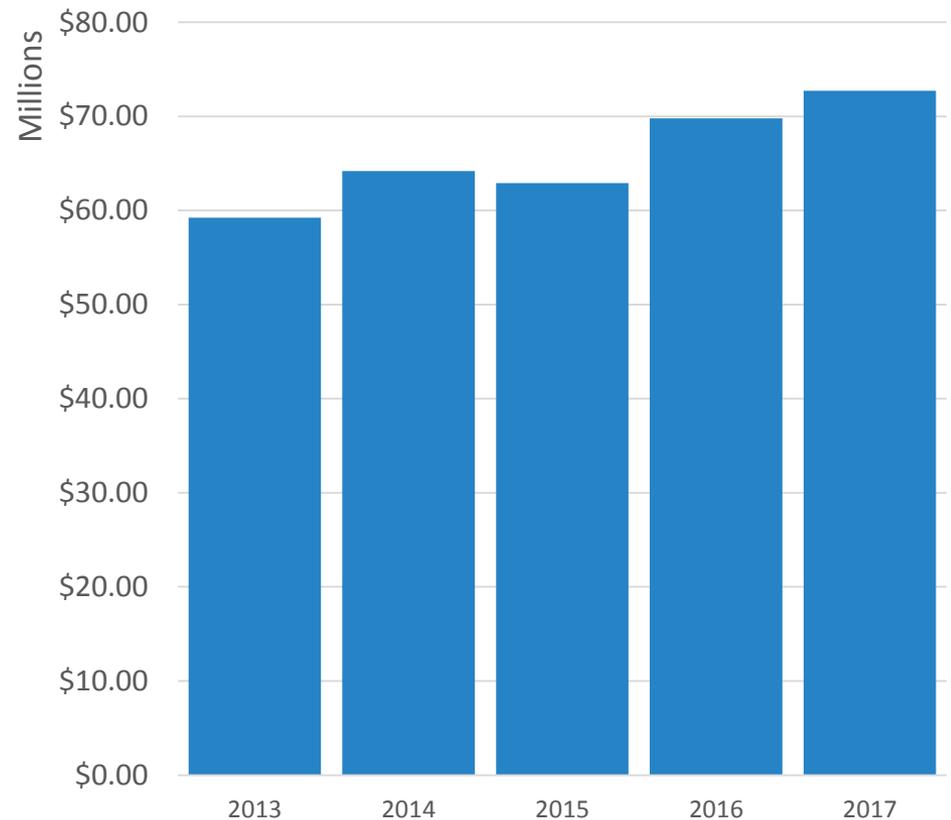
Acquire Body Cams for Remaining Patrol

Replace High Mileage Patrol Vehicles

Establish Rotational Cycle for Body Armor

Use of \$2.2M Fund Balance for Capital

Five Year Revenue Trend*



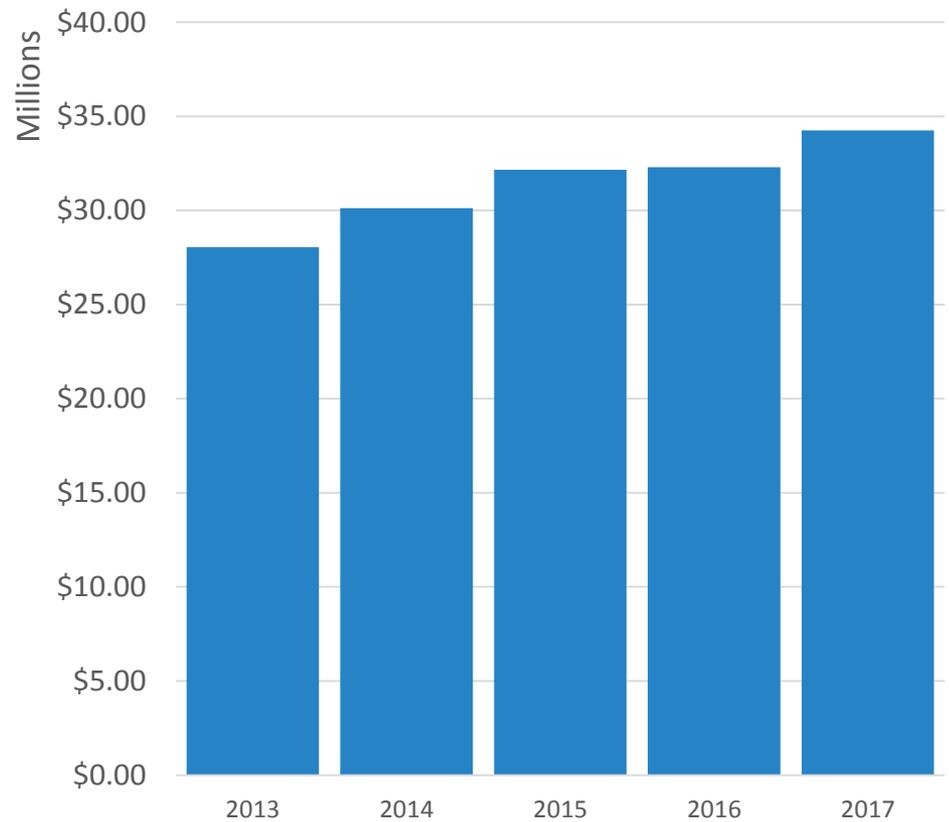
* - Actual Revenues FY13 – FY15; FY16 – Adopted Budget; FY17 – Recommended Budget

Culture & Tourism

	FY2016	FY2017	Change	%
Revenues	32,286,705	34,246,893	1,960,188	6.07%
Expenditures	32,286,705	34,246,893	1,960,188	6.07%

Continued revenue increases in multiple areas.

Five Year Revenue Trend*



Does not include 2% HOT & DFW Revenue Share

Municipal Golf

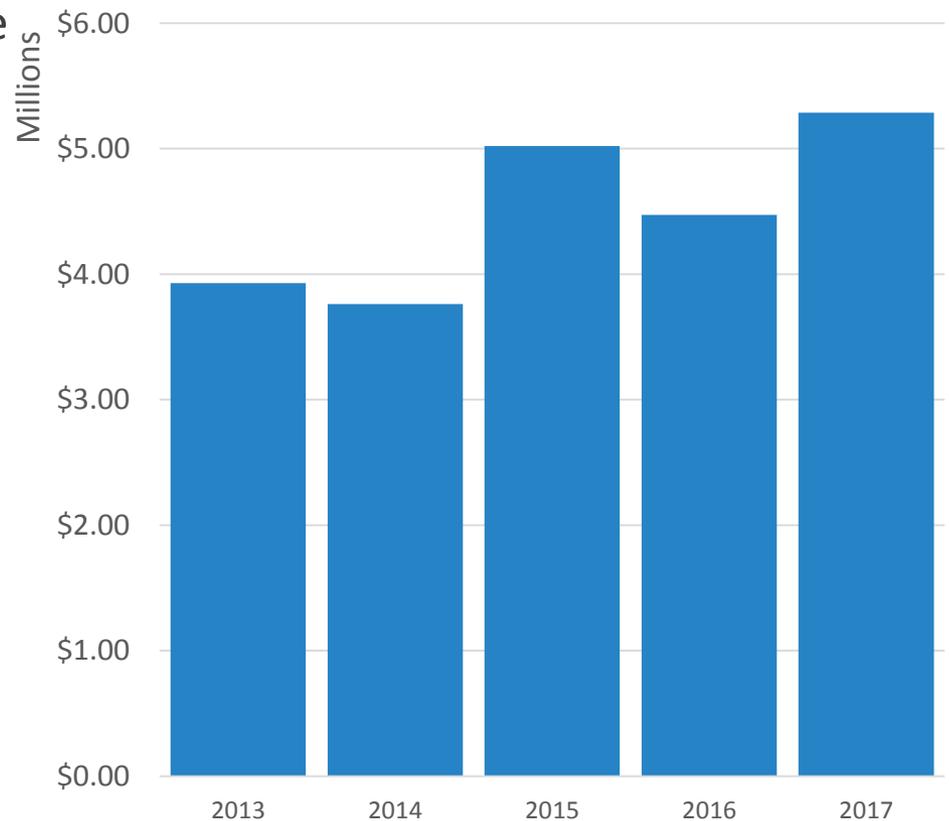
	FY2016	FY2017	Change	%
Revenues	4,470,482	5,285,573	815,091	18.23%
Expenditures	4,470,482	5,285,573	815,091	18.23%

Increase in revenues due to the re-opening of Rockwood Golf Course

Budgeted as a Special Revenue Fund

General Fund provides \$615,000 subsidy and pays the golf debt service

Five Year Revenue Trend*



Red Light Enforcement

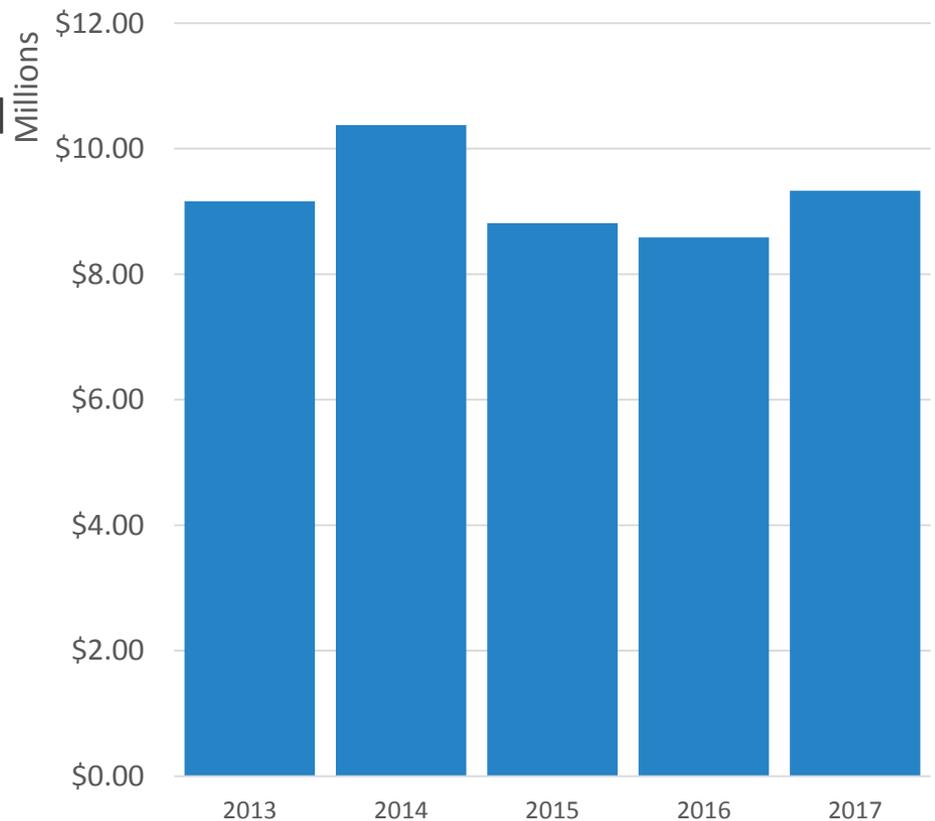
	FY2016	FY2017	Change	%
Revenues	8,585,050	9,328,696	743,646	8.66%
Expenditures	9,461,369	9,203,535	(257,834)	-2.73%
Use of Fund Balance	(876,319)	125,161		

Increase in paid violations, reversing 3 year trend of declines

Transfer of 25 positions to General Fund

Transfer to General Fund to cover the operating costs of the transferred positions

Five Year Revenue Trend*



What it Looks Like

Analysis of Authorized Positions (AP) by Fund

Department	FY16 Adopted	FY17 Recommended
General Fund	4,424.10	4,516.30
CCPD	226.00	281.50
Culture & Tourism	133.00	133.00
Municipal Golf	38.00	42.50
Environmental Protection	24.30	25.50
Red Light Enforcement	30.00	4.00
Other Special Revenue	32.00	32.00
Group Health	10.50	11.00
Risk Financing	15.80	15.00
Equipment Services	106.00	113.50
Capital Projects Services	77.00	69.00
Information Systems	137.50	135.50
Water & Sewer	937.00	949.00
Stormwater Utility	113.20	113.20
Solid Waste	113.00	119.00
Municipal Parking	12.00	12.00
Municipal Airports	24.00	24.00
Total	6,453.40	6,596.00

Major Position Allocation Changes

ADDITIONS

38.5 Positions - Police & CCPD

29.1 Positions – Park & Recreation/Golf –
Conversion of Temp Positions & Staffing for New
Facilities

24 Positions - Fire Department
(14 New – 10 Change in Funding)

13 Positions - Water – Various Support

14 Positions - Property Management –
Construction Crew – ESD Mechanics - support
positions

11 Positions – Various Support for Multiple
Departments

9 Positions – Code/Solid Waste –
Veterinarians – Recycling Specialists - Supervisors

7 Positions - FMS – Accountants & ERP
Support

5 Positions – Planning & Development –
Planners & Examiners

150.6 Total Additions

REDUCTIONS

3 Positions - IT – Efficiency Gains

2 Positions - Municipal Court – End of Truancy Court

2 Positions – Capital Project Services Fund –

1 Position for Red Light Enforcement – Realignment

8 Total Reductions

Reached the Budget Goals – We Accomplished What We Set Out To Do

- ✓ **GOAL #1** – No Tax Rate Increase In the General Fund
- ✓ **GOAL #2** – Increase Funding for the Cash-funded (PAYG) Capital Plan
- ✓ **GOAL #3** – Fund Operations of New Capital & Priority Issues
- ✓ **GOAL #4** – Increase Transparency
- ✓ **GOAL #5** – No Use of Fund Balance In the General Fund



Upcoming Budget Meetings

Dates	Meeting
August 16	CCPD Meeting – Overview of CCPD Budget
August 23	1 st Public Hearing on City Budget & Tax Revenue Increase
August 25	City Council Budget Work Session
August 25	CCPD Meeting – Public Hearing & CCPD Budget Adoption
August 30	2 nd Public Hearing on City Budget & Tax Revenue Increase
September 1	City Council Budget Work Session (if needed)
September 13	CCPD Budget & City Budget Adoption (City Council Meeting)