

FY2021 Recommended Budget

David Cooke – City Manager

August 11, 2020

Budget Goals

GOAL 1 – Maintain or Reduce the Property Tax Rate

GOAL 2 – Maintain Funding for Capital Investment & Maintenance

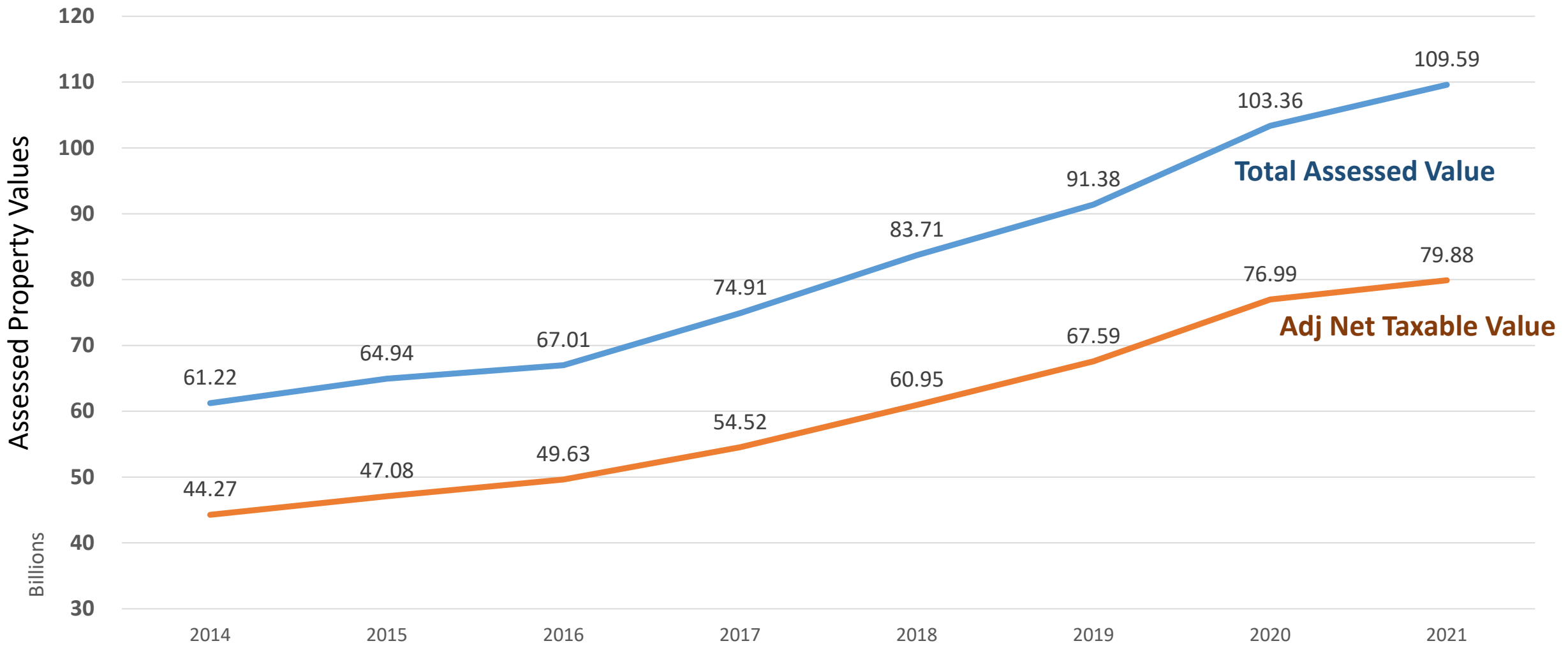
GOAL 3 – Open New Facilities & Meet Current Obligations

GOAL 4 – Continue to Implement the Recommendations from the Race and Culture Task Force and Improve Equity of City Services

GOAL 5 – Re-evaluate Police/CCPD Funding

GOAL 6 – Prepare for Fewer Resources

Total Assessed Value & Adjusted Net Taxable Value

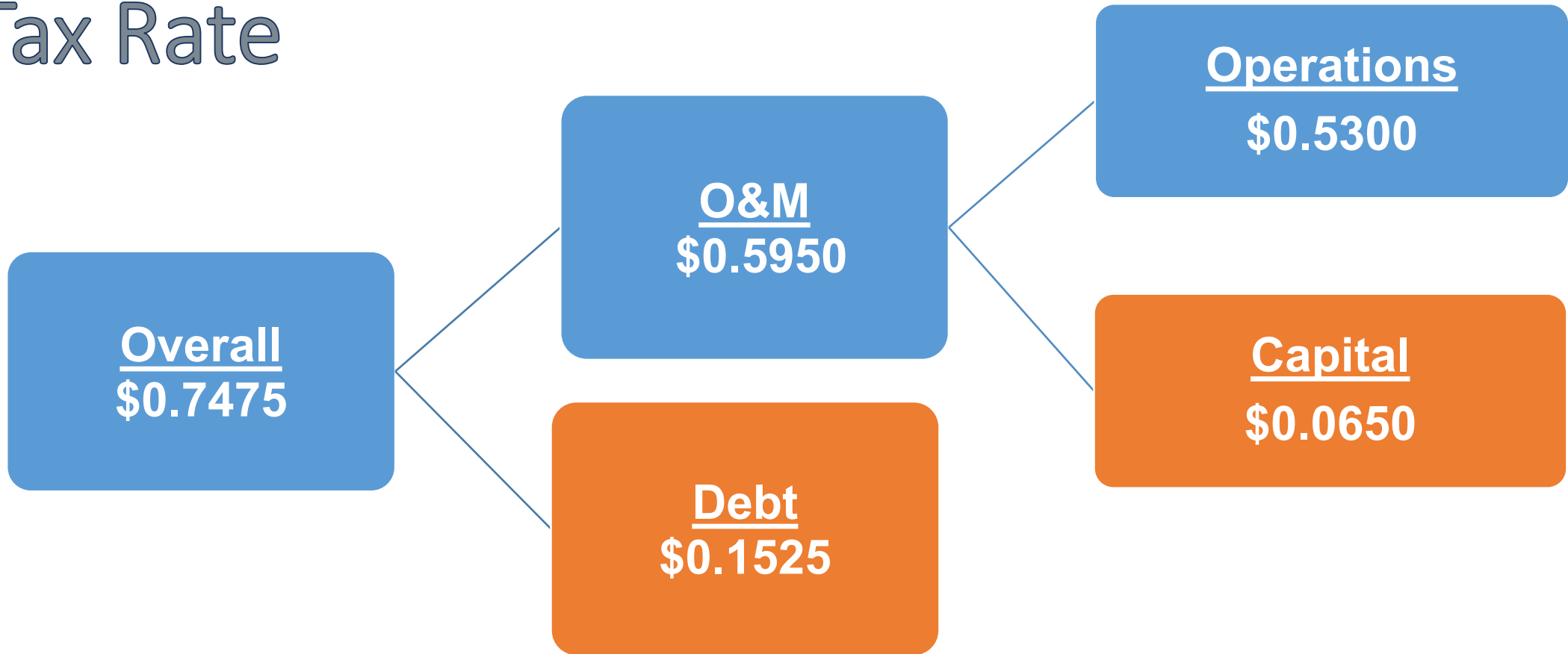


Net Taxable Values

FY2020 Net Taxable	Current Estimate			
	Change in Net Taxable	Existing Net Taxable	New Construction	Total Net Taxable
\$76,994,164,245	\$ 378,385,141	\$ 77,372,549,386	\$2,505,637,148	\$79,878,186,534
	0.49%		3.25%	

Goal 1: Maintain or Reduce the Property

Tax Rate

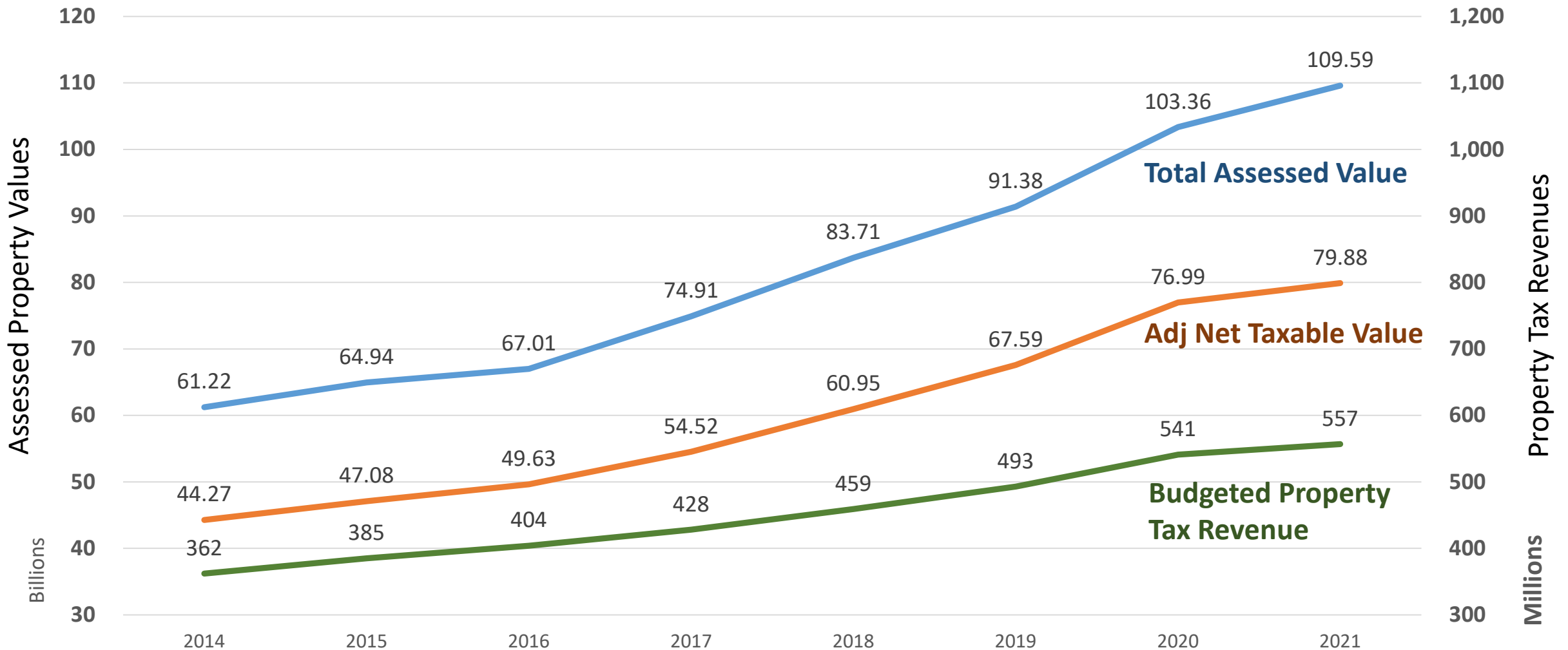


FY 2021 Recommended Property Tax Rate Allocations

	FY 2020 Current	FY 2021 Recommended	Change
O&M	53.00	53.00	----
PAYG	6.50	6.50	----
Debt	15.25	15.25	----
Total	74.75	74.75	----

**values expressed as cents*

Property Values & Property Tax Revenue



FY 2021 Recommended Property Tax Revenues

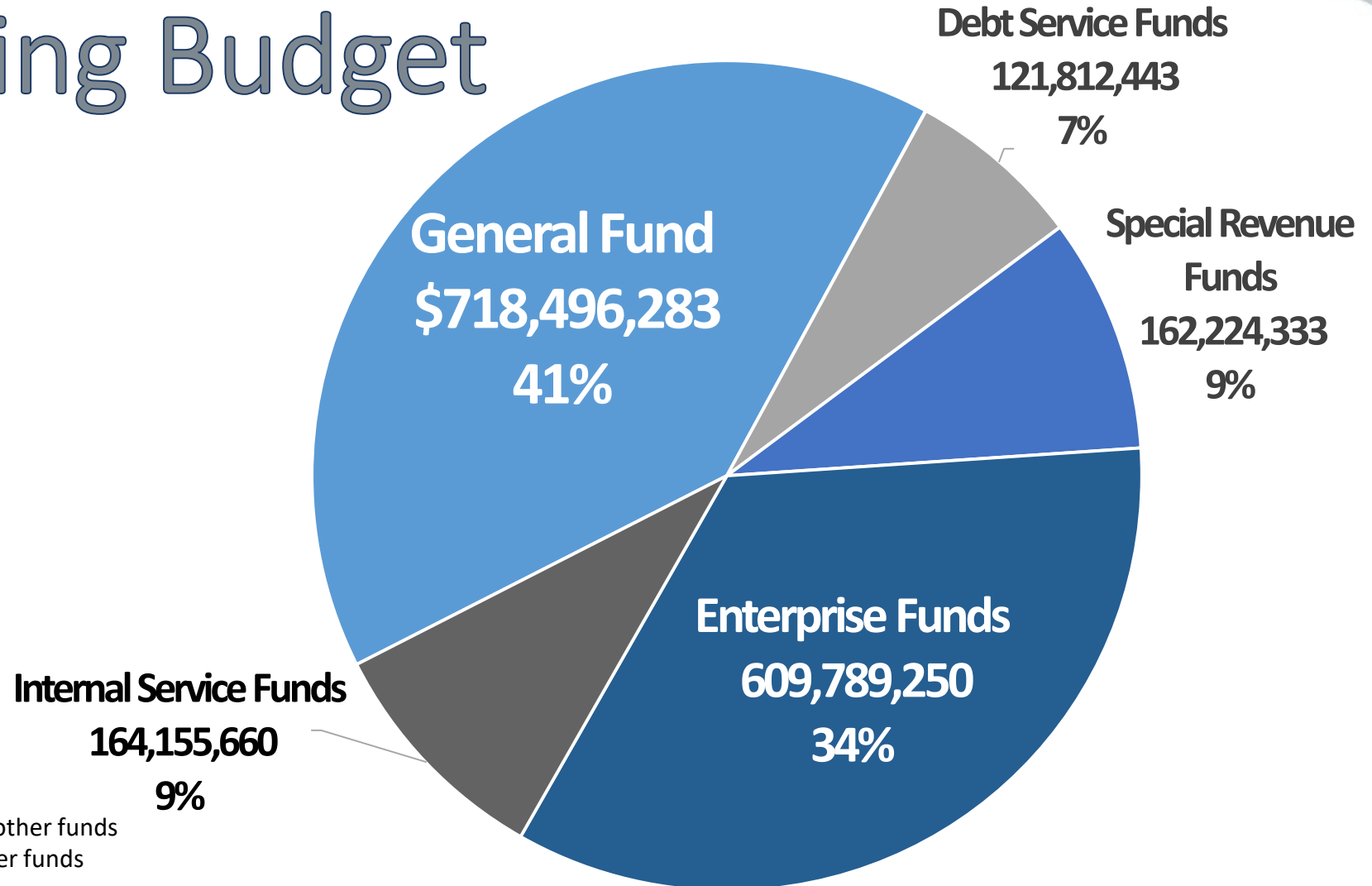
	FY 2020 Current	FY 2021 Recommended	Change
O&M	\$383,776,014	\$394,786,148	2.87%
PAYG	47,066,870	48,417,170	2.87%
Debt	110,426,117	113,594,128	2.87%
Total	\$541,269,001*	\$556,797,446**	2.87%

* 98.50% Collection Rate

** 98.25% CollectionRate

Total Operating Budget

**Fiscal Year 2021
Operating Funds
Budget
\$1,776,477,969**



Notes:
General Fund excludes PAYGO/Capital Transfers & IT Charges to other funds
Debt service excludes debt service accounted as transfers in other funds
Excludes contributions to fund balance/net position
Actual appropriation ordinance will be higher to include this activity

Total Operating Budget

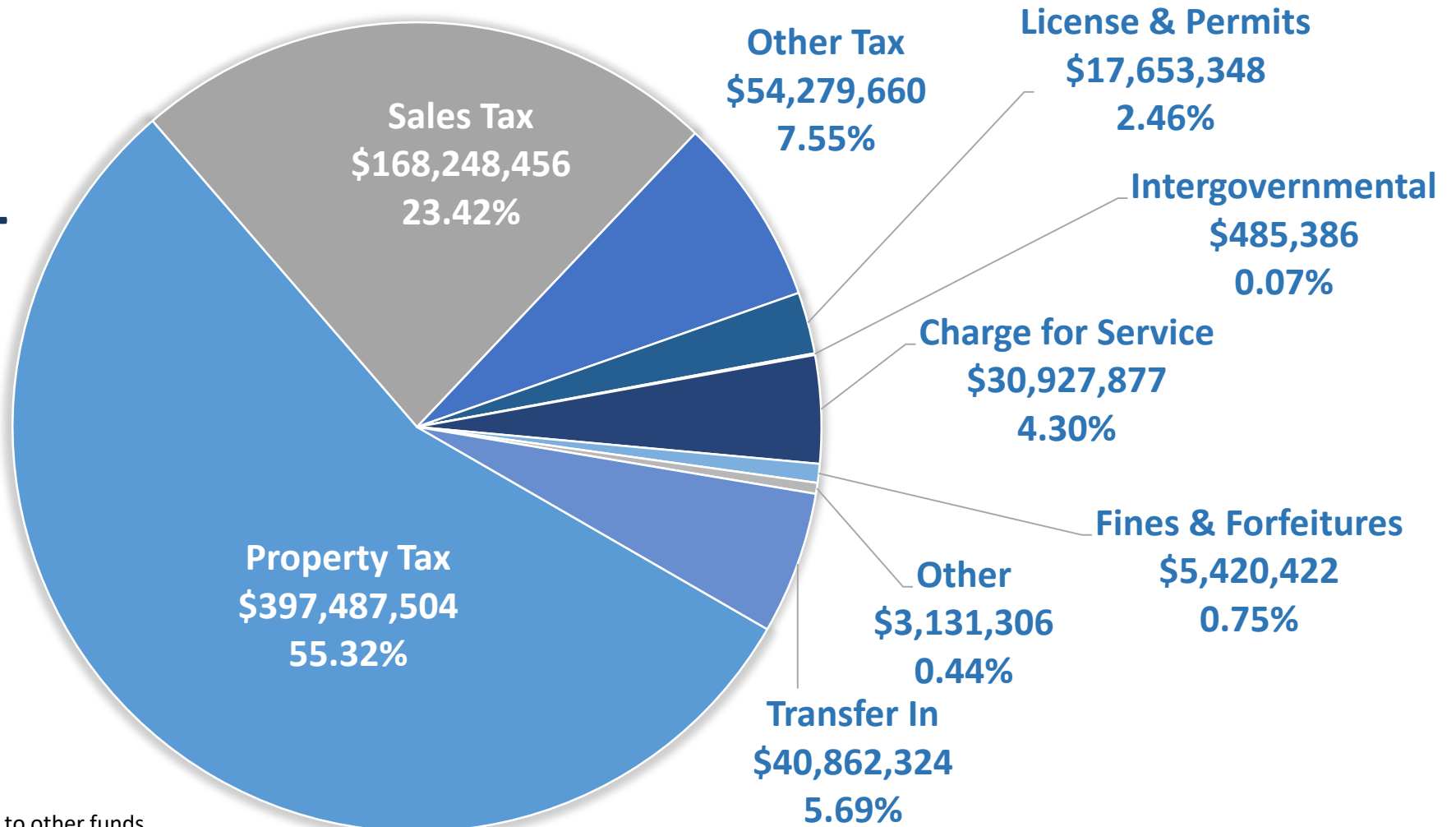
Fund	FY2020	FY2021	Change from Adopted	
	Adopted	Recommended	Amount	%
General Fund	\$ 707,784,214	\$ 718,496,283	\$ 10,712,069	1.51%
Debt Service Funds	112,325,540	121,812,443	9,486,903	8.45%
Special Revenue	174,323,024	162,224,333	(12,098,691)	-6.94%
Enterprise Funds	605,228,979	609,789,250	4,560,271	0.75%
Internal Service Funds	168,528,460	164,155,660	(4,372,800)	-2.59%
Total Operating Funds	\$ 1,768,190,217	\$ 1,776,477,969	\$ 8,287,752	0.47%

Notes:

General Fund excludes PAYGO/Capital Transfers & IT Charges to other funds - Debt service excludes debt service accounted as transfers in other funds - Excludes contributions to fund balance/net position - Actual appropriation ordinance will be higher to include this activity

General Fund Revenues

**Total Fiscal Year 2021
 Appropriations
 \$718,496,2831**



* Notes:
 General Fund excludes PAYGO/Capital Transfers & IT Charges to other funds

General Fund Revenues FY2020 to FY2021 Comparison By Source*

Source	FY2020	FY2021	Year to Year Change	
	Adopted	Recommended	Amount	%
Property Tax	\$ 386,477,369	\$ 397,487,504	\$ 11,010,135	2.85%
Sales Tax	172,769,615	168,248,456	(4,521,159)	-2.62%
Other Tax	53,887,446	54,279,660	392,214	0.73%
Other Charges for service	14,973,741	17,857,098	2,883,357	19.26%
Administrative Fee	11,054,052	11,385,671	331,619	3.00%
Building Permit	8,363,172	9,083,539	720,367	8.61%
Other Licenses & Permits	6,204,914	6,366,269	161,355	2.60%
Traffic Fines	3,381,539	3,127,924	(253,615)	-7.50%
Other Revenue	2,557,741	2,511,367	(46,374)	-1.81%
Other Fines & Forfeitures	2,168,120	2,292,498	124,378	5.74%
Health Permit	2,128,540	2,203,540	75,000	3.52%
Deferred Disposition Fee	1,800,413	1,685,108	(115,305)	-6.40%
Use of Money & Property	660,201	619,939	(40,262)	-6.10%
Intergovernmental	373,423	485,386	111,963	29.98%
Transfers In	40,983,928	40,862,324	(121,604)	-0.30%
Total	\$ 707,784,214	\$ 718,496,283	\$ 10,712,069	1.51%

*Excludes PAYGO/Capital and ITS Revenues

General Fund Expenditures FY2020 to FY2021 Comparison By Department

Department	FY2020	FY2021	Year to Year Change	
	Adopted	Recommended	Amount	%
Police Department	\$ 267,159,830	\$ 272,987,345	\$ 5,827,515	2.18%
Fire Department	159,383,770	169,139,998	9,756,228	6.12%
Park and Recreation	49,061,907	50,113,970	1,052,063	2.14%
Transportation & Public Works	37,805,227	34,160,082	(3,645,145)	-9.64%
Economic Development	26,767,157	29,276,265	2,509,108	9.37%
Code Compliance	23,051,410	24,041,385	989,975	4.29%
Library	23,451,531	22,295,286	(1,156,245)	-4.93%
Development Services	18,178,823	19,488,637	1,309,814	7.21%
Property Management	14,816,374	15,074,417	258,043	1.74%
Municipal Court	15,518,771	14,417,298	(1,101,473)	-7.10%
Financial Management Services	12,267,453	12,122,282	(145,171)	-1.18%
Non-Departmental	15,668,024	9,727,998	(5,940,026)	-37.91%
City Manager's Office	9,374,784	9,620,742	245,958	2.62%
City Attorney	7,561,615	7,272,030	(289,585)	-3.83%
Neighborhood Services	7,149,700	6,982,782	(166,918)	-2.33%
Planning & Data Analytics	6,870,384	6,499,711	(370,673)	-5.40%
Human Resources	4,575,552	5,479,148	903,596	19.75%
Communications & Public Engagement	4,294,208	4,350,746	56,538	1.32%
City Auditor	2,138,735	2,037,213	(101,522)	-4.75%
Diversity & Inclusion	942,111	1,711,903	769,792	81.71%
City Secretary	1,746,848	1,697,045	(49,803)	-2.85%
Total	\$ 707,784,214	\$ 718,496,283	\$ 10,712,069	1.51%

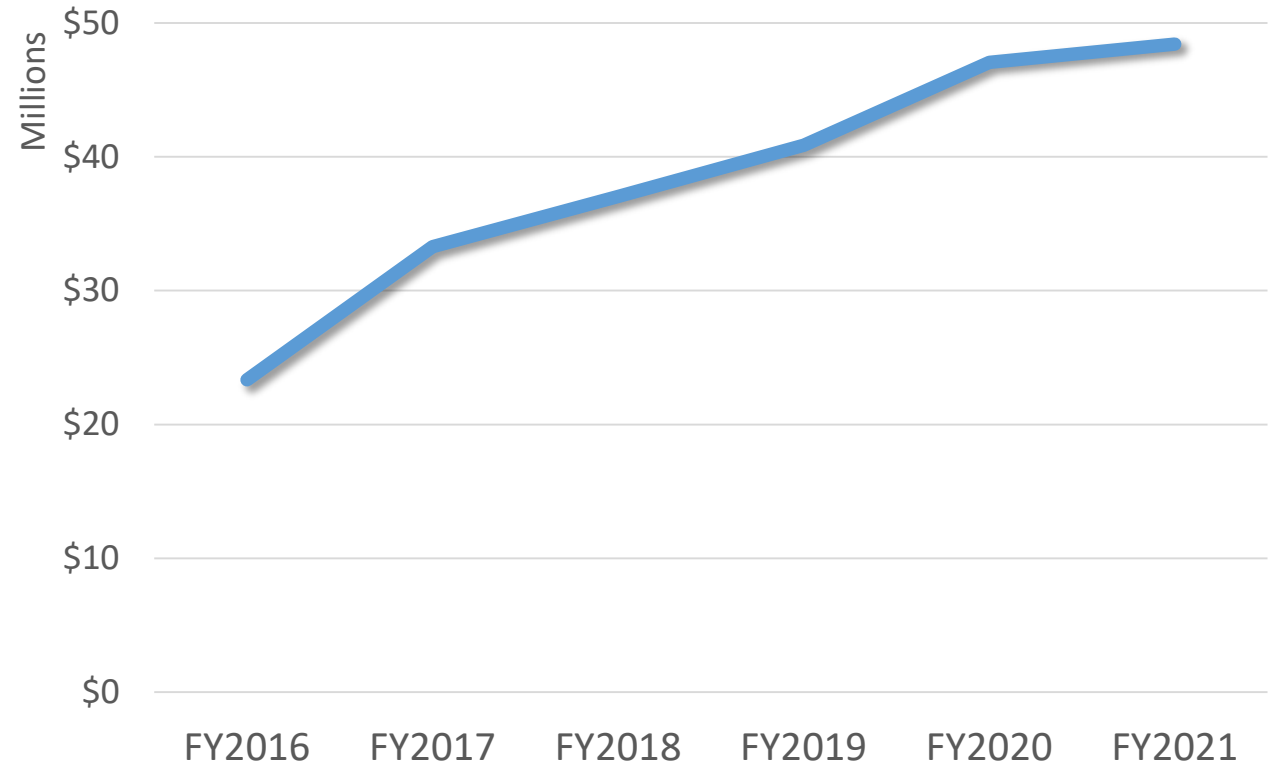
* Notes:
General Fund excludes PAYGO/Capital Transfers &
IT Expenses allocated to departments

Goal 2: Maintain Funding for Capital Investment & Maintenance



- Implement 2018 Bond Program
- Maintain funding for Infrastructure Maintenance & Investment
- Continue improvements to city neighborhoods through Neighborhood Improvement Strategy
- Continue planning for 2022 Bond Program facing new realities

General Fund PAYG





Goal 3: Open New Facilities & Meet Current Obligations

- Golden Triangle Library
- Far North Animal Shelter
- New Parks
- Meet & Confer and Collective Bargaining Obligations

Goal 4:

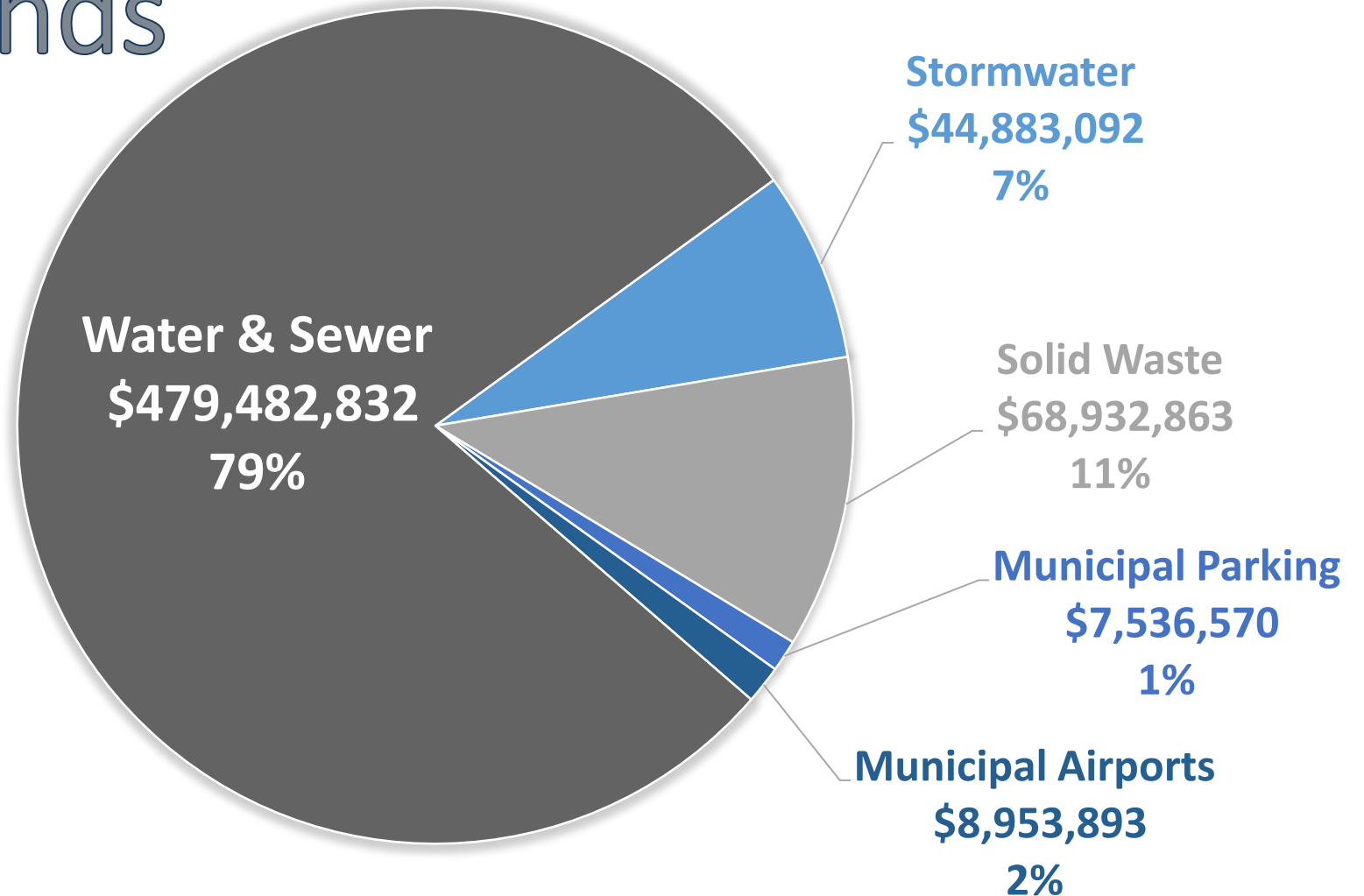


Continue Implementation of Race and Culture Task Force and Improve Equity of City Services

- Equity investments & maintenance in TPW
- Enhance Police Monitor program
- Continue neighborhood improvements and equitable capital investments
- Municipal Equity Plan

Enterprise Funds

**Total Fiscal Year 2020
Appropriations
\$609,789,250**



Enterprise Funds

Total Operating Budget

Fund	FY2020	FY2021	Year to Year Change	
	Adopted	Recommended	Amount	%
Water and Sewer	\$ 475,718,706	\$ 479,482,832	\$ 3,764,126	0.79%
Stormwater Utility	44,199,627	44,883,092	683,465	1.55%
Solid Waste	69,412,479	68,932,863	(479,616)	-0.69%
Municipal Airports	8,091,447	8,953,893	862,446	10.66%
Municipal Parking	7,806,720	7,536,570	(270,150)	-3.46%
Total	\$ 605,228,979	\$ 609,789,250	\$ 4,560,271	0.75%

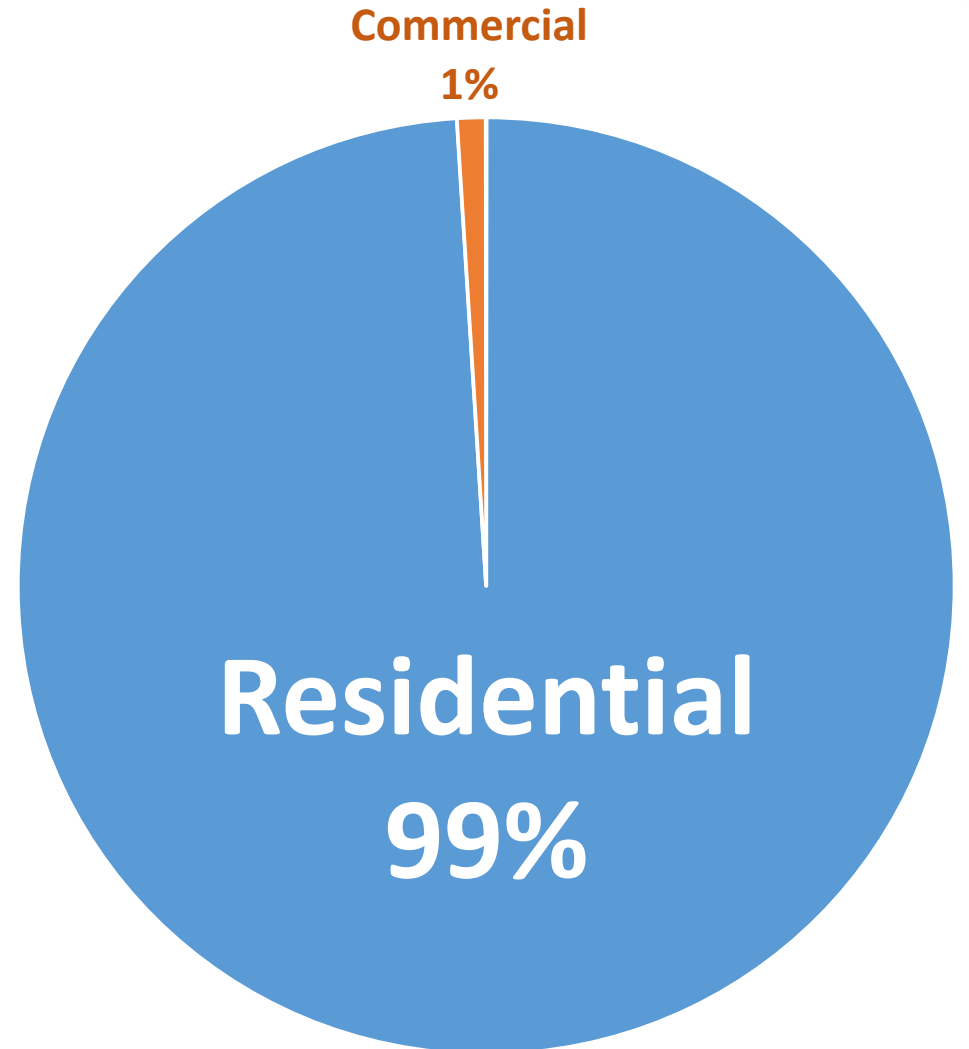
Enterprise Funds

Water/Sewer – No retail rate increases

Stormwater – No rate changes

Solid Waste

- Heavily dependent on residential customer revenue
- Structural deficit of \$3-5 million
- Operational deficit in FY2020
- Net position does not meet reserve requirements



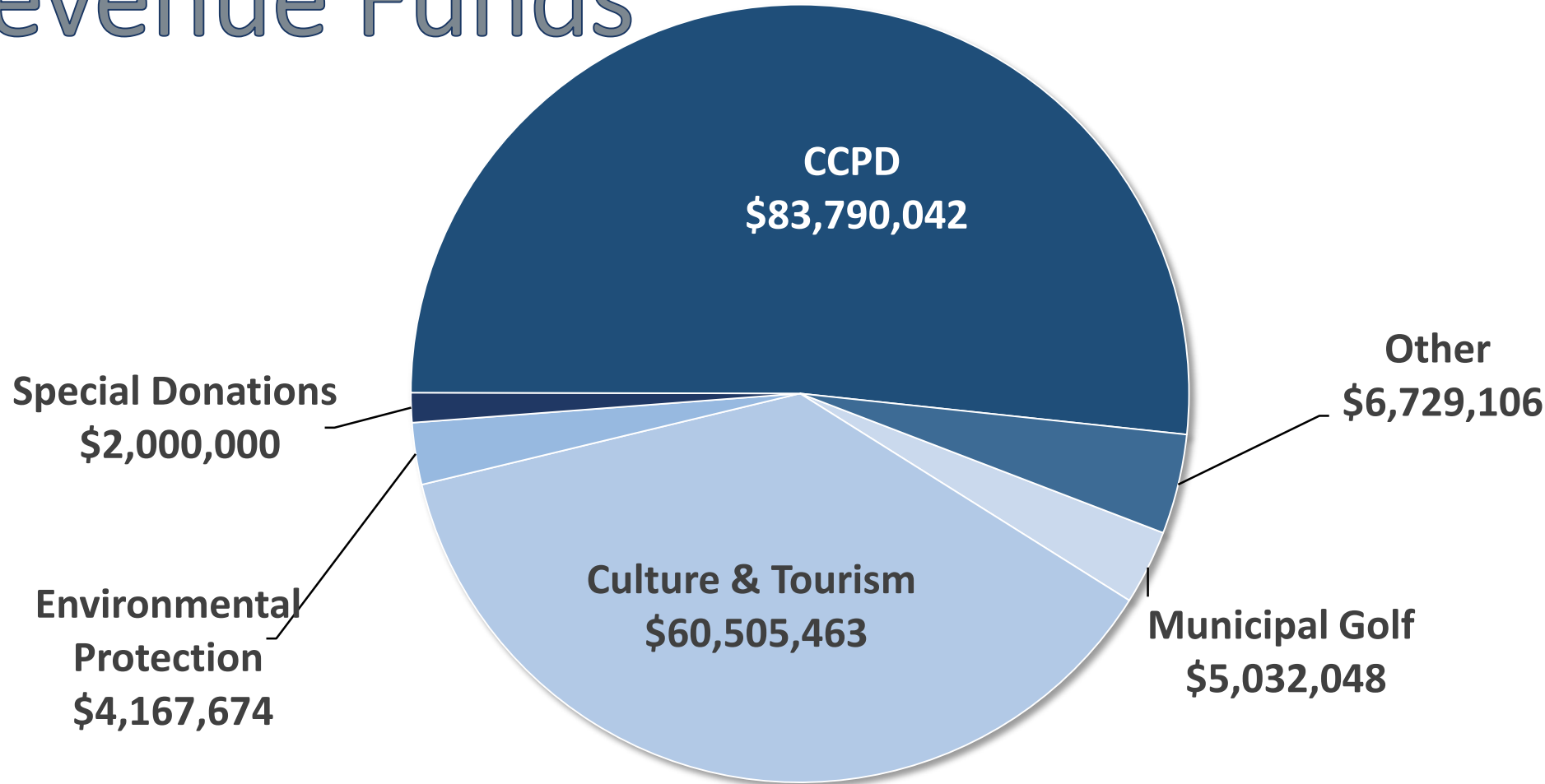
Solid Waste

Recommendations

- Implement landfill surcharge on non-city residential waste
- Increase Grant of Privilege (private hauler franchise to operate within city limits)
- Continue to review residential rate structure and expenditures in Solid Waste Fund

Special Revenue Funds

**Total Fiscal Year 2021
Appropriations
\$162,224,333**



Special Revenue Funds Total Operating Budget

Excludes contribution to fund balance
Excludes FY20 Botanic Garden budget transferred to BRIT FY21

Fund	FY2020	FY2021	Year to Year Change	
	Adopted	Recommended	Amount	%
CCPD	\$ 87,865,005	\$ 83,790,042	\$ (4,074,963)	-4.64%
Culture and Tourism*	67,648,376	60,505,463	(7,142,913)	-10.56%
Alliance Maintenance Facility	5,978,480	5,739,048	(239,432)	-4.00%
Municipal Golf	4,999,647	5,032,048	32,401	0.65%
Environmental Protection	4,223,819	4,167,674	(56,145)	-1.33%
Special Donations	2,000,000	2,000,000	-	0.00%
Community Tree Planting	424,153	490,058	65,905	15.54%
Special Revenue Projects	1,183,544	500,000	(683,544)	-57.75%
Total	\$ 174,323,024	\$ 162,224,333	\$ (12,098,691)	-6.94%



Goal 5: Re-evaluate Police/CCPD Funding

Placing an Emphasis on Enhanced & Community Programs

- Reorient programs so that base programs are in the General Fund and Community/Enhanced Programs are in CCPD
- Create and Expand Existing Programs
 - Create a Civilian Community Service Professional Program
 - Expand Crisis Intervention Team
 - Increase Funding for Current Partner Contracts and Community Based Programs
- Neighborhood Crime Prevention Budget Increases 29%
- Partners with a Shared Mission Increases 64%
- Recruitment and Training Increases 27%
- Enhanced Enforcement Decreases 6%
- Equipment, Technology and Infrastructure Decreases 19%

Special Revenue Funds

- Culture & Tourism Funds – less revenues
 - Hotel Occupancy Tax
 - Stall Tax
 - Ticket Tax
 - Parking Tax
- Botanic Garden
 - Transitioning to BRIT effective 10/1/2020
 - Management fee paid from General Fund

Internal Service Funds

Fund	FY2020	FY2021	Year to Year Change	
	Adopted	Recommended	Amount	%
Capital Projects Service	\$ 14,901,340	\$ 14,901,340	\$ -	0.00%
Fleet and Equipment Services	29,380,561	28,234,069	(1,146,492)	-3.90%
Group Health and Life Insurance	74,005,679	70,981,594	(3,024,085)	-4.09%
Retiree Healthcare Trust	29,141,729	29,520,581	378,852	1.30%
Risk Financing	21,099,151	20,518,076	(581,075)	-2.75%
Total	\$ 168,528,460	\$ 164,155,660	\$ (4,372,800)	-2.59%

Excludes contribution to net position
 Retiree Healthcare Trust (Fiduciary Fund) is presented

Goal 6:

✓ Prepare for Fewer Resources

- Reduce overall number of positions
- Maintain hiring freeze
- Continue to review service levels and positions

Assessed Value Assumptions:

2022 < 1% Growth

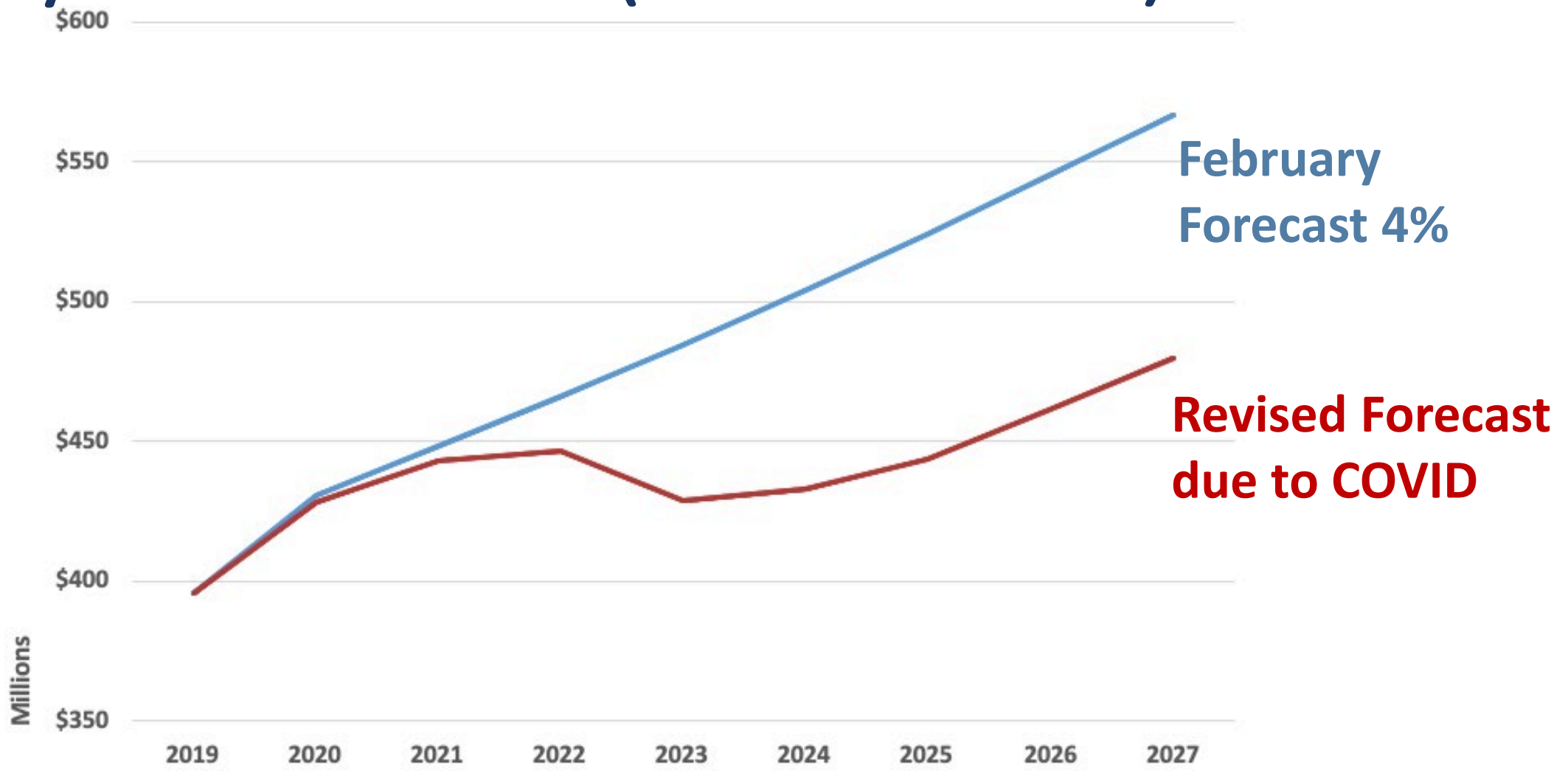
2023 **-4.0%**

2024 1.0% Growth

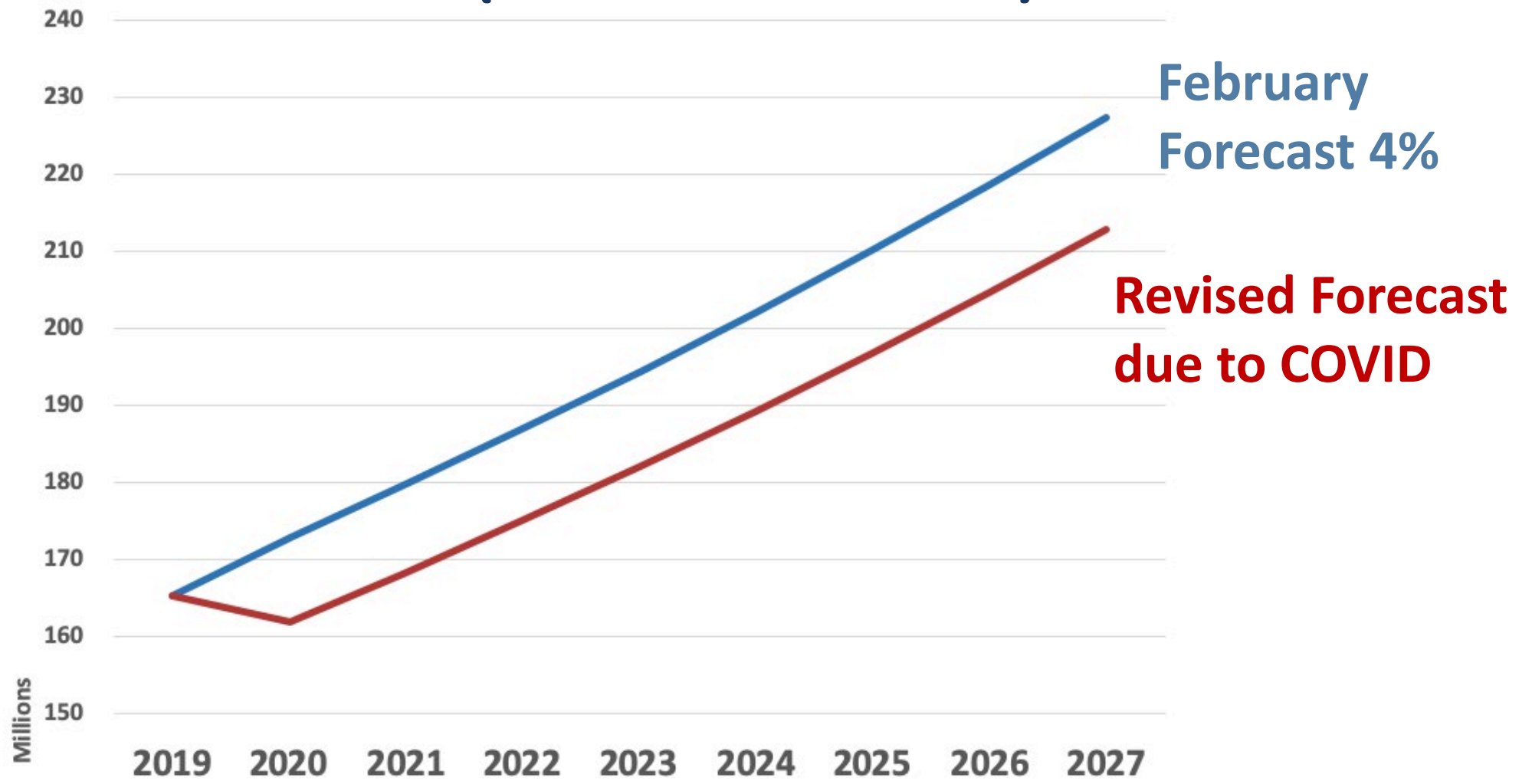
2025 2.5% Growth

2026 4.0% Growth

Property Tax Revenues (General Fund)



Sales Tax Revenues (General Fund)



Major Position Allocation Changes

Additions

23 – Police (13 Officers COPS Grant - 10 Community Professionals)

4 – Finance (2 Purchasing – 2 Invoice Processing)

1 – Water (communications support)

2 – CMO (Police Monitor)

30 Total

**50 Net Position
Reductions**

Subtractions

13 – Library

12 – Park & Recreation

9 – Police (2 helicopter support – 7 admin support)

9 – Municipal Court

7 – Property Management

7 – Public Events

5 – Human Resources

5 – Information Technology Services

4 – Transportation & Public Works

3 – City Attorney’s Office

3 – Neighborhood Services

2 – Planning & Data Analytics

1 – CMO (admin support)

80 Total

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

- ✓ **GOAL 1** – Maintain or Reduce the Property Tax Rate
- ✓ **GOAL 2** – Maintain Funding for Capital Investment & Maintenance
- ✓ **GOAL 3** – Open New Facilities & Meet Current Obligations
- ✓ **GOAL 4** – Continue to Implement the Recommendations from the Race and Culture Task Force and Improve Equity of City Services
- ✓ **GOAL 5** – Re-evaluate Police/CCPD Funding
- ✓ **GOAL 6** – Prepare for Fewer Resources



Upcoming Budget Meetings

Date	Meeting	Time	Location
Aug 14	Workshop on Diversity & Equity and Police-Related Programs	12:30 p.m.	City Hall & Online
Aug-Sep	Town Hall Meetings	Various	Various
Aug 18	CCPD Public Hearing & Potential Action on CCPD Budget	2 p.m.	City Hall & Online
Aug 25	CCPD Action on Budget (if necessary)	2 p.m.	City Hall & Online
Aug 20, 21 Sep 3,4	City Council Budget Work Sessions	TBD	City Hall & Online
Sep 1	1 st Public Hearing on Budget + Public Hearing/Action CCPD Budget	7 p.m.	City Hall & Online
Sep 15	2 nd Public Hearing on Budget + 1 st Public Hearing on Tax Revenue	7 p.m.	City Hall & Online
Sep 22	Anticipated Budget Adoption <i>(Operating/Capital/Tax Rate/Ordinances)</i>	10 a.m.	City Hall & Online

Upcoming Town Hall Meetings (Currently Scheduled)

Date	Meeting	Time	Location
Aug 17	District 9 Town Hall	6:30 p.m.	WebEx
Aug 19	District 8 Town Hall	6:30 p.m.	City Hall & Online
Aug 22	District 5 Town Hall	10 a.m.	TBD & Online
Aug 29	District 6 Town Hall Watch Party *	TBD	FWTV & Online
Sep 8	District 3 Town Hall	6:30 p.m.	FWTV & Online

* August 26 recording in FWTV Studios – 1:30-3:30 p.m.

FY 2021 Recommended Budget

Questions/Comments/Conclusion