



General Fund Update

Framework for Budget Balancing

April 11, 2016



General Fund Framework:

- Meet contractual obligations
 - County Landfill Fees
 - Technology
 - Utilities
- Ensure sustainability for FY2018
- Maintain core services
- Limit service expansions to development services funded by capital projects or user fees
- Address Public Safety Priorities



General Fund Services

Category	FY2016 Approved		FY2017 Requested Increase	
	Funding	Positions	Net \$ Impact	Positions
Operational	\$462,873,095	4,763.75	\$36,130,535	319.00
Governance	18,370,147	211.75	837,903	10.00
Support	43,097,409	430.00	1,478,338	25.00
Total	\$524,340,651	5,405.50	\$38,446,776	354.00

- Includes all key FY2017 program additions as requested by Departments
- Includes positions funded by other revenue sources

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Operational Services

Department	FY2016 Approved		FY2017 Requested Increase	
	Funding	Positions	Net \$ Impact	Positions
Police	\$227,035,628	2,368.00	\$18,926,474	205.00
Fire	112,626,341	1,167.00	11,845,665	82.00
Public Safety subtotal	\$339,661,969	3,535.00	\$30,772,139	287.00
Solid Waste	52,431,227	302.00	2,685,787	5.00
Transportation	34,605,090	408.75	566,979	8.00
N&BS	12,295,538	137.00	841,808	13.00
E&PM	18,182,541	325.00	1,123,123	7.00
Planning	5,696,730	56.00	140,699	3.00
Total	\$462,873,095	4,763.75	\$36,130,535	323.00

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Support Services

Department	FY2016 Approved		FY2017 Requested Increase	
	Funding	Positions	Net \$ Impact	Positions
Human Resources	\$4,227,630	36.00	\$196,909	1.00
Innovation & Technology	24,576,112	131.00	657,095	13.00
Management & Financial Services	14,293,667	263.00	624,334	11.00
Total	\$43,097,409	430.00	\$1,478,338	25.00

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Governance Services

Department	FY2016 Approved		FY2017 Requested Increase	
	Funding	Positions	Net \$ Impact	Positions
City Manager's Office/ Mayor & City Council	\$15,351,549	178.75	\$829,303	10.00
City Attorney	2,458,427	27.00	2,100	0.00
City Clerk	560,171	6.00	6,500	0.00
Total	\$18,370,147	211.75	\$837,903	10.00

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Public Safety Requests

Phased Option as Submitted	FY2017	FY2018	FY2019
CMPD Request Phase I	\$6,623,336	\$8,246,246	\$8,576,096
CFD Ladder 28	2,806,377	1,982,859	2,062,173
CFD Engine 65	2,414,952	1,905,686	1,981,913
Total FY17	\$11,844,665	\$12,134,790	\$12,620,182
Reduced Option*			
CMPD	\$4,387,338	\$5,793,192	\$6,024,920
CFD Ladder 28	2,806,377	1,982,859	2,062,173
Reduced Option Total FY17	\$7,193,715	\$7,776,051	\$8,087,093

- The table above outlines phase 1 costs only for the CMPD request.
- Phase II request would be considered as part of FY2018 budget.

*Funded resources in the reduced option include \$4.4m for CMPD staff and \$2.8m to fund Ladder 28

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General Fund Budget Balancing Toolbox

- Property tax increase
\$11.8m = 1.32¢ rate increase (2.7%)
- Service reductions in non-public safety departments' base budgets
\$11.8m = 6.16% reduction in each department
- Reduce market-based employee compensation, implementation of hourly pay plan
0% = \$9.2m; 1% = \$1.9m
- Transfer from Capital
\$11.8m = \$118m in debt capacity, or 1.32¢
\$890k annually = \$10m = 0.10¢

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Next Steps

- April 20th Budget Workshop
- May 2nd Manager's Recommended Budget

DRAFT Toolbox for Budget Balancing

Potential Revisions to Public Safety Requests

a. Police

CMPD's FY2017 Requests:	FY2016 Base	FY2017 Base	FY2017 Increase	Total FY2017 Budget/Section	FY2017 Base FTEs	FY2017 FTE Increase
Officers (includes all other CMPD)	\$ 194,668,159	\$ 202,348,051	\$ 3,291,965	\$ 205,640,016	1,840.00	63.00
Civilians						
911 Communicators	\$ 8,533,979	\$ 9,066,126	\$ 1,011,094	\$ 10,077,220	127.50	20.00
Crime Scene	\$ 1,830,521	\$ 1,953,388	\$ 151,004	\$ 2,104,392	27.00	4.00
Crime Lab	\$ 2,350,165	\$ 2,433,631	\$ 72,318	\$ 2,505,949	23.00	1.00
Human Resources	\$ 4,322,033	\$ 4,732,784	\$ 154,388	\$ 4,887,172	12.00	3.00
Computer Technology Services	\$ 4,614,249	\$ 4,789,442	\$ 235,863	\$ 5,025,305	22.00	4.00
Crime Analysis	\$ 1,819,440	\$ 1,943,159	\$ 166,854	\$ 2,110,013	20.00	2.00
Community Services	\$ 623,823	\$ 754,572	\$ 68,619	\$ 823,191	2.00	1.00
Special Operations	\$ 681,661	\$ 648,380	\$ 49,832	\$ 698,212	15.00	1.00
Crime Reporting Unit	\$ 1,954,727	\$ 2,176,682	\$ 165,607	\$ 2,342,289	22.00	3.00
Police Attorney	\$ 990,901	\$ 1,027,165	\$ 129,233	\$ 1,156,398	7.00	2.00
Training	\$ 1,900,061	\$ 2,071,855	\$ 127,743	\$ 2,199,598	2.00	2.00
Fiscal Affairs	\$ 7,549,973	\$ 7,970,706		\$ 7,970,706	8.00	-
Total Personnel Services & OpEx	\$ 231,839,692	\$ 241,915,941	\$ 5,624,522	\$ 247,540,463	2,127.50	106.00
Capital Expenses (One Time)						
Marked Units			\$ 928,480	\$ 928,480		
Crime Scene Van			\$ 70,334	\$ 70,334		
Total Capital			\$ 998,814	\$ 998,814		
TOTAL	\$ 231,839,692	\$ 241,915,941	\$ 6,623,336	\$ 248,539,277	2,127.50	106.00
Reduced Option			\$ 4,387,338	\$ 246,303,279		75.00

b. Fire

Fire's FY2017 Requests:	FY2016 Base	FY2017 Base	FY2017 Increase	Total FY2017 Budget	FY2017 Base FTEs	FY2017 FTE Increase
Base Fire Budget	\$ 112,707,486	\$ 117,499,201	\$ 4,791,715	\$ 122,290,916	1,166.00	
Ladder 28			\$ 1,906,595	\$ 1,906,595		18.00
Engine 65			\$ 1,832,390	\$ 1,832,390		18.00
Total Personnel Services & OpEx	\$ 112,707,486	\$ 117,499,201	\$ 3,738,985	\$ 126,029,901	1,166.00	36.00
Capital Expenses (One Time)						
Ladder 28			\$ 899,782	\$ 899,782		
Engine 65			\$ 582,562	\$ 582,562		
Total Capital			\$ 1,482,344	\$ 1,482,344		
TOTAL	\$ 112,707,486	\$ 117,499,201	\$ 5,221,329	\$ 127,512,245	1,166.00	36.00
Reduced Option			\$ 2,806,377	\$ 125,097,293		18.00

c. Potential Revised

Police Total			\$ 6,623,336			106.00
Fire Total			\$ 5,221,329			36.00
Public Safety Request			\$ 11,844,665			142.00
Reduced Option			\$ 7,193,715			93.00

DRAFT Toolbox for Budget Balancing

The following is a list of data to be used as part of the decision making process. It does not represent a recommendation

Public Safety Request = \$11.8 million

1) Property Taxes

- a. 1% increase = \$4.3m
- b. \$11.8 million = 1.32¢ rate increase (2.7%)
- c. \$890k annually = 0.10¢
- d. Impact to median value home:

Annual Impact	1% Impact	2% Impact	2.5% Impact	2.73%
Median Value	\$ 6.75	\$ 13.51	\$ 16.89	\$ 18.63
25th Percentile Value	\$ 4.67	\$ 9.34	\$ 11.68	\$ 12.89
75th Percentile Value	\$ 11.01	\$ 22.01	\$ 27.51	\$ 30.36
85th Percentile Value	\$ 14.62	\$ 29.24	\$ 36.55	\$ 40.33
95th Percentile Value	\$ 25.79	\$ 51.58	\$ 64.47	\$ 71.14

2) Department Reductions

General Fund	FY 17	FY18	FY19
Projected FY 2017 Base Budget	\$ 629,320,680	\$ 654,493,507	\$ 680,673,247
Less Police	\$ 387,404,739	\$ 402,900,929	\$ 419,016,966
Less Fire	\$ 269,905,538	\$ 280,701,760	\$ 291,929,830
Less Other Fixed	\$ 192,297,243	\$ 199,989,133	\$ 207,988,698
Net GF for Reduction	\$ 192,297,243	\$ 199,989,133	\$ 207,988,698
	FY17	FY18	FY19
CMPD Request Phase I	\$ 6,623,336	\$ 8,246,246	\$ 8,576,096
CFD Ladder 28	\$ 2,806,377	\$ 1,982,859	\$ 2,062,173
CFD Engine 65	\$ 2,414,952	\$ 1,905,686	\$ 1,981,913
Total FY17	\$ 11,844,665	\$ 12,134,790	\$ 12,620,182
	FY 17 Reduction	FY 18 Reduction	FY 19 Reduction
Non Public Safety	6.16%	(\$290,125)	(\$485,392)
Solid Waste	(\$3,391,172)	(\$83,064)	(\$138,969)
Transportation	(\$1,567,587)	(\$38,397)	(\$64,239)
E&PM	(\$1,158,045)	(\$28,365)	(\$47,456)
N&BS	(\$940,379)	(\$23,034)	(\$38,537)
Planning	(\$356,848)	(\$8,741)	(\$14,624)
Mayor & Council	(\$97,848)	(\$2,397)	(\$4,010)
Attorney	(\$158,042)	(\$3,871)	(\$6,477)
Clerk	(\$36,155)	(\$886)	(\$1,482)
City Manager	(\$873,114)	(\$21,386)	(\$35,780)
I&T	(\$1,674,109)	(\$41,006)	(\$68,605)
DMFS	(\$1,314,657)	(\$32,201)	(\$53,874)
HR	(\$276,710)	(\$6,778)	(\$11,340)

3) Employee Compensation

Projected FY2017 with Benefits	1% merit, 0.5% market, steps	2% merit, 1.0% market, steps	3% merit, 1.5% market, steps
Broadband Merit	\$ 680,388	\$ 1,360,775	\$ 2,041,163
Non-Exempt/Hourly	\$ 1,361,856	\$ 1,503,886	\$ 1,645,916
Public Safety Pay Plan			
Market	\$ 1,029,760	\$ 2,059,520	\$ 3,089,279
Steps	\$ 2,493,392	\$ 2,493,392	\$ 2,493,392
Total	\$ 3,523,151	\$ 4,552,911	\$ 5,582,671
Grand Total	\$ 5,565,395	\$ 7,417,572	\$ 9,269,750
Difference	\$ (3,704,355)	\$ (1,852,177)	

4) Transfer from Capital

- a. \$11.8m = \$118m in debt capacity, or 1.32¢
- b. \$890k annually = \$10m of debt capacity = 0.10¢

- c. Capital program would need to be reevaluated based upon level of reduction

DRAFT Toolbox for Budget Balancing

The following is a list of data to be used as part of the decision making process. It does not represent a recommendation

Public Safety Request = \$7.2 million

1) Property Taxes

- a. 1% increase = \$4.3m
- b. \$890k annually = 0.10¢
- c. \$7.2 million = 0.79¢ rate increase (1.7%)
- d. Impact to median value home:

Annual Impact	1% Impact	2% Impact	2.5% Impact	2.73%
Median Value	\$ 6.75	\$ 13.51	\$ 16.89	\$ 18.63
25th Percentile Value	\$ 4.67	\$ 9.34	\$ 11.68	\$ 12.89
75th Percentile Value	\$ 11.01	\$ 22.01	\$ 27.51	\$ 30.36
85th Percentile Value	\$ 14.62	\$ 29.24	\$ 36.55	\$ 40.33
95th Percentile Value	\$ 25.79	\$ 51.58	\$ 64.47	\$ 71.14

2) Department Reductions

General Fund	FY 17	FY18	FY19
Projected FY 2017 Base Budget	\$ 629,320,680	\$ 654,493,507	\$ 680,673,247
Less Police	\$ 387,404,739	\$ 402,900,929	\$ 419,016,966
Less Fire	\$ 269,905,538	\$ 280,701,760	\$ 291,929,830
Less Other Fixed	\$ 192,297,243	\$ 199,989,133	\$ 207,988,698
Net GF for Reduction	\$ 192,297,243	\$ 199,989,133	\$ 207,988,698
	FY17	FY18	FY19
CMPD Request Phase I	\$ 4,387,338	\$ 5,793,192	\$ 6,024,920
CFD Ladder 28	\$ 2,806,377	\$ 1,982,859	\$ 2,062,173
CFD Engine 65			
Total FY17	\$ 7,193,715	\$ 7,776,051	\$ 8,087,093
	FY 17 Reduction	FY 18 Reduction	FY 19 Reduction
Non Public Safety	3.74%	(\$582,336)	(\$311,042)
Solid Waste	(\$2,059,587)	(\$166,725)	(\$89,052)
Transportation	(\$952,055)	(\$77,069)	(\$41,165)
E&PM	(\$703,325)	(\$56,935)	(\$30,410)
N&BS	(\$571,128)	(\$46,233)	(\$24,694)
Planning	(\$216,727)	(\$17,544)	(\$9,371)
Mayor & Council	(\$59,427)	(\$4,811)	(\$2,569)
Attorney	(\$95,985)	(\$7,770)	(\$4,150)
Clerk	(\$21,958)	(\$1,778)	(\$949)
City Manager	(\$530,275)	(\$42,926)	(\$22,928)
I&T	(\$1,016,750)	(\$82,307)	(\$43,962)
DMFS	(\$798,441)	(\$64,634)	(\$34,523)
HR	(\$168,057)	(\$13,604)	(\$7,266)

3) Employee Compensation

Projected FY2017 with Benefits	1% merit, 0.5% market, steps	2% merit, 1.0% market, steps	3% merit, 1.5% market, steps
Broadband Merit	\$ 680,388	\$ 1,360,775	\$ 2,041,163
Non-Exempt/Hourly	\$ 1,361,856	\$ 1,503,886	\$ 1,645,916
Public Safety Pay Plan			
Market	\$ 1,029,760	\$ 2,059,520	\$ 3,089,279
Steps	\$ 2,493,392	\$ 2,493,392	\$ 2,493,392
Total	\$ 3,523,151	\$ 4,552,911	\$ 5,582,671
Grand Total	\$ 5,565,395	\$ 7,417,572	\$ 9,269,750
Difference	\$ (3,704,355)	\$ (1,852,177)	

4) Transfer from Capital

- a. \$7.2m = \$72m in debt capacity, or 0.79¢
- b. \$890k annually = \$10m of debt capacity = 0.10¢

- c.** Capital program would need to be reevaluated based upon level of reduction