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# **All Funds Summary**



# All Funds Budget Summary FY 2018

# All Funds

## Mission

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- Mission: Our mission is to provide municipal services and facilities that meet the vital health, safety, and general welfare needs of residents and sustains and improves their quality of life.
- Vision: Best City in the State of Texas in Delivering Municipal Services
- Slogan: *Dedicated Service – Every Day, for Everyone!*
- Values:
  - Highest ethical behavior
  - Fiscal discipline and accountability
  - Continuous Improvement
  - First-rate customer service
  - Fairness
  - Citizen engagement
  - Straight-forward, transparent communications



# All Funds

## FY 2018 Budget Agenda

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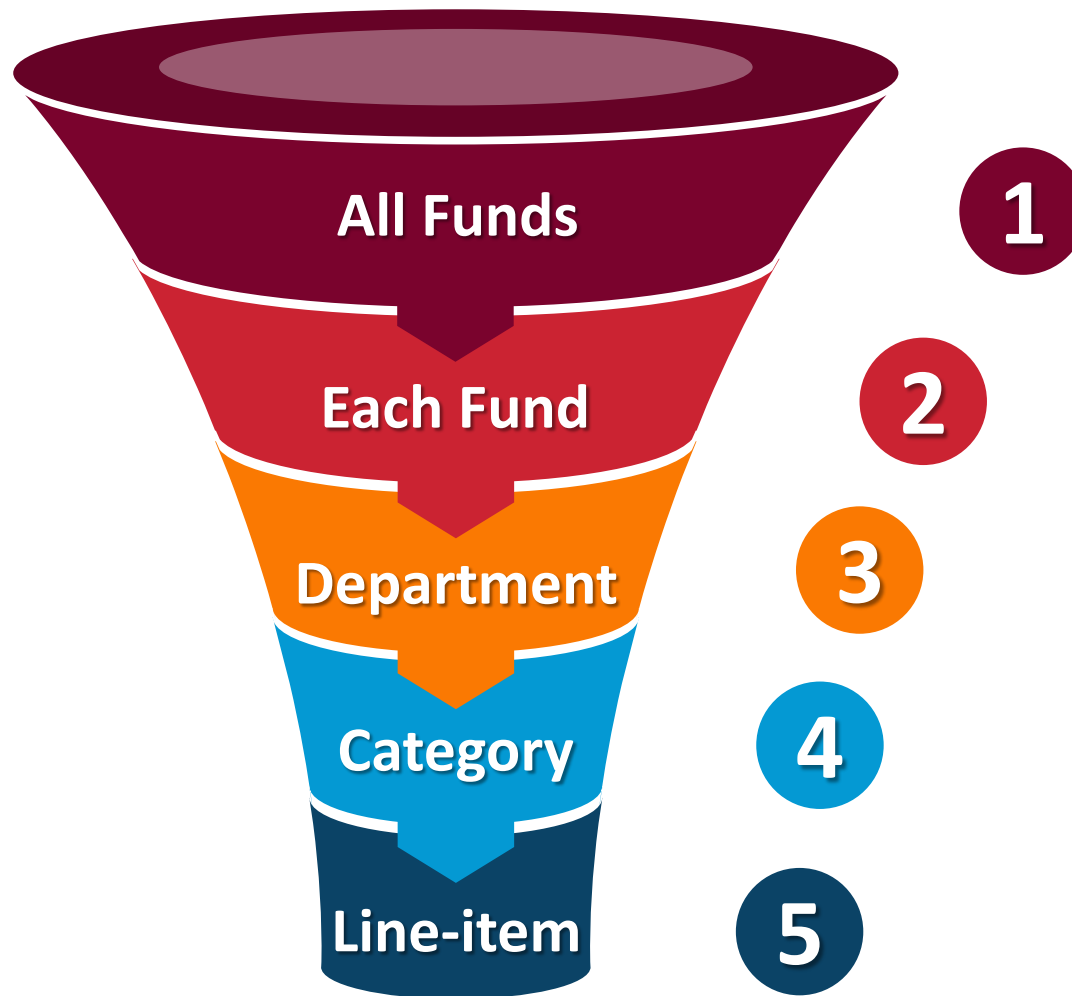
- History and Demographics
- Revenues
- Expenditures
- Long-Term Sustainability



# All Funds

## FY 2018 Budget Progression

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# All Funds

## FY 2018 Budget (Approximate) Discussion Schedule

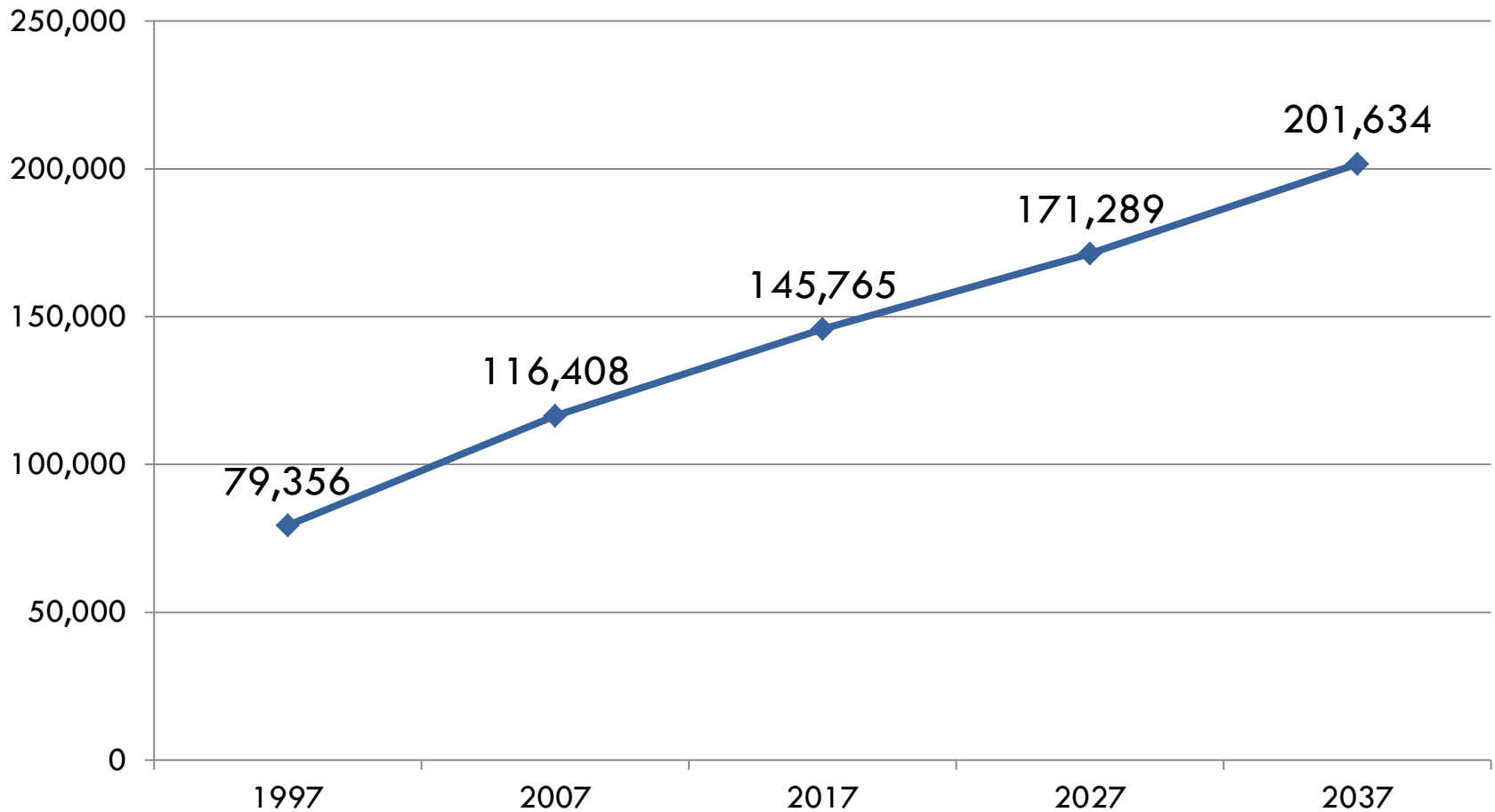
Presentation	August 1	August 8	August 15	August 22
All Funds Summary	✓			
General Fund	✓	✓		
Water & Sewer Fund		✓		
Solid Waste Fund		✓		
Drainage Fund			✓	
Multiple Funds			✓	
Internal Service Funds			✓	
Aviation Funds			✓	
Capital Improvements			✓	
Debt Service			✓	
Special Revenue Funds			✓	
Community Partners				✓





# All Funds Killeen Population

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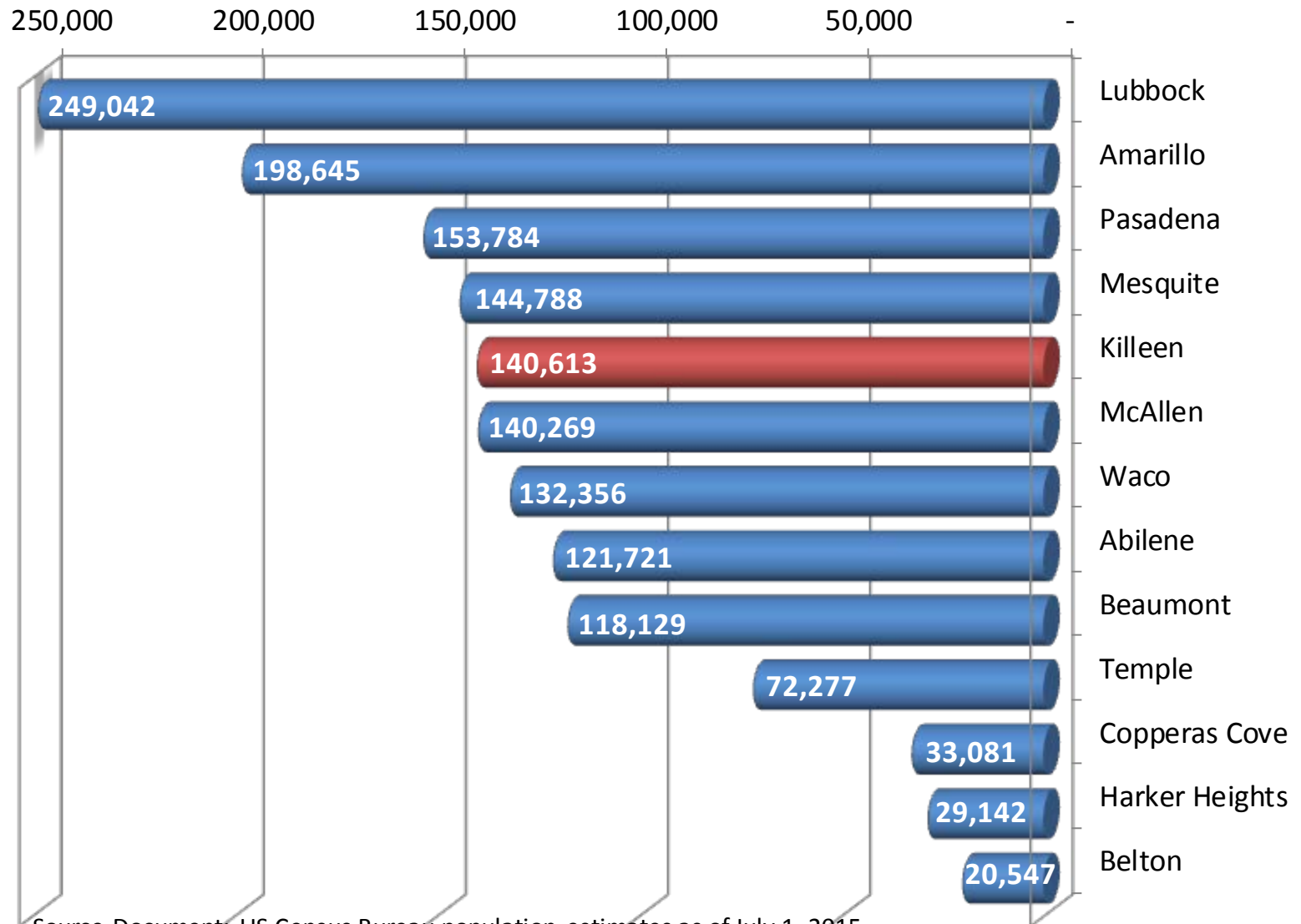
Source Documents: 1997-2016 US Census Bureau; 2017 forward calculated using regression analysis.



# All Funds

## Population Comparison

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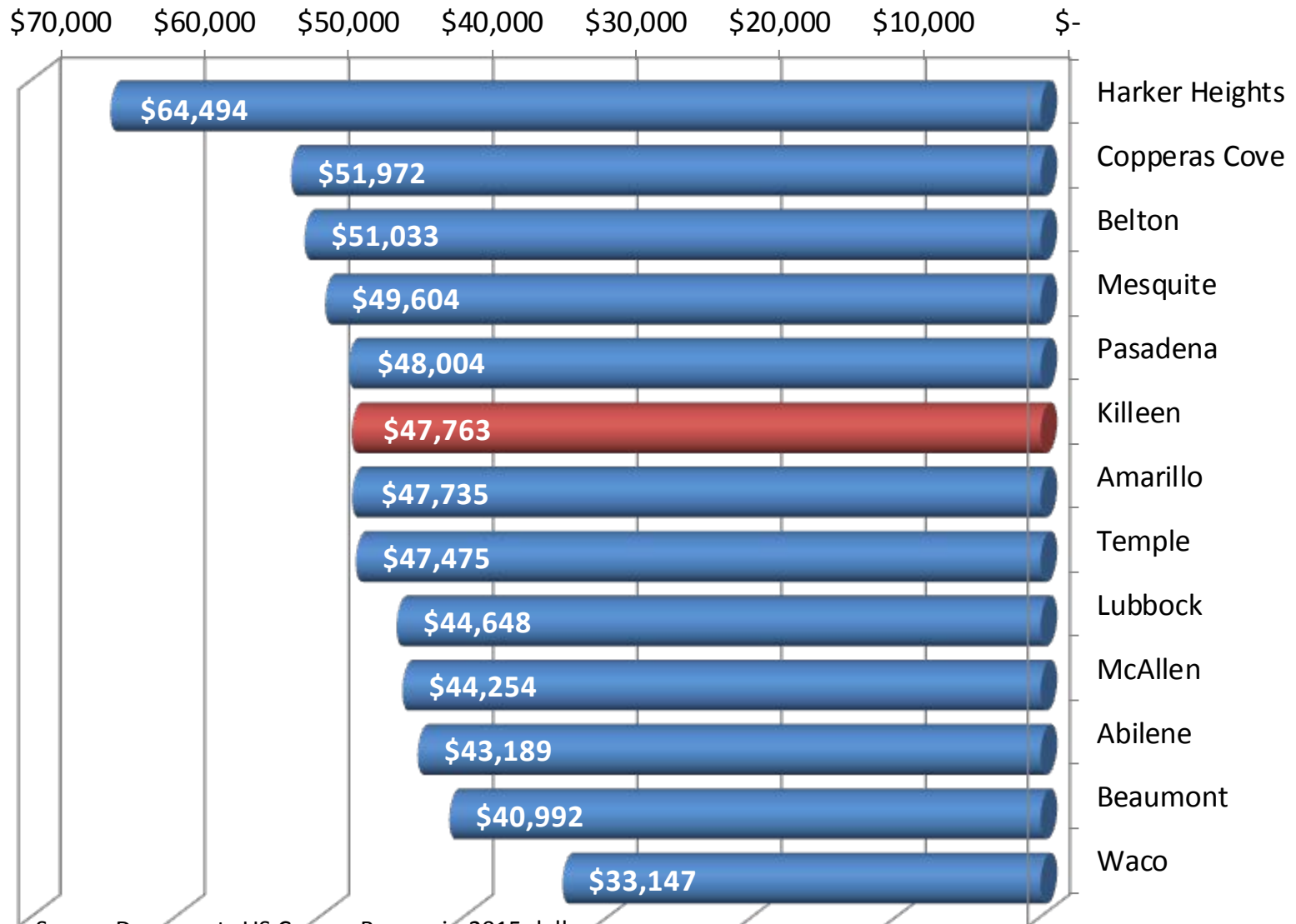


Source Document: US Census Bureau population estimates as of July 1, 2015

# All Funds

## Median Household Income Comparison

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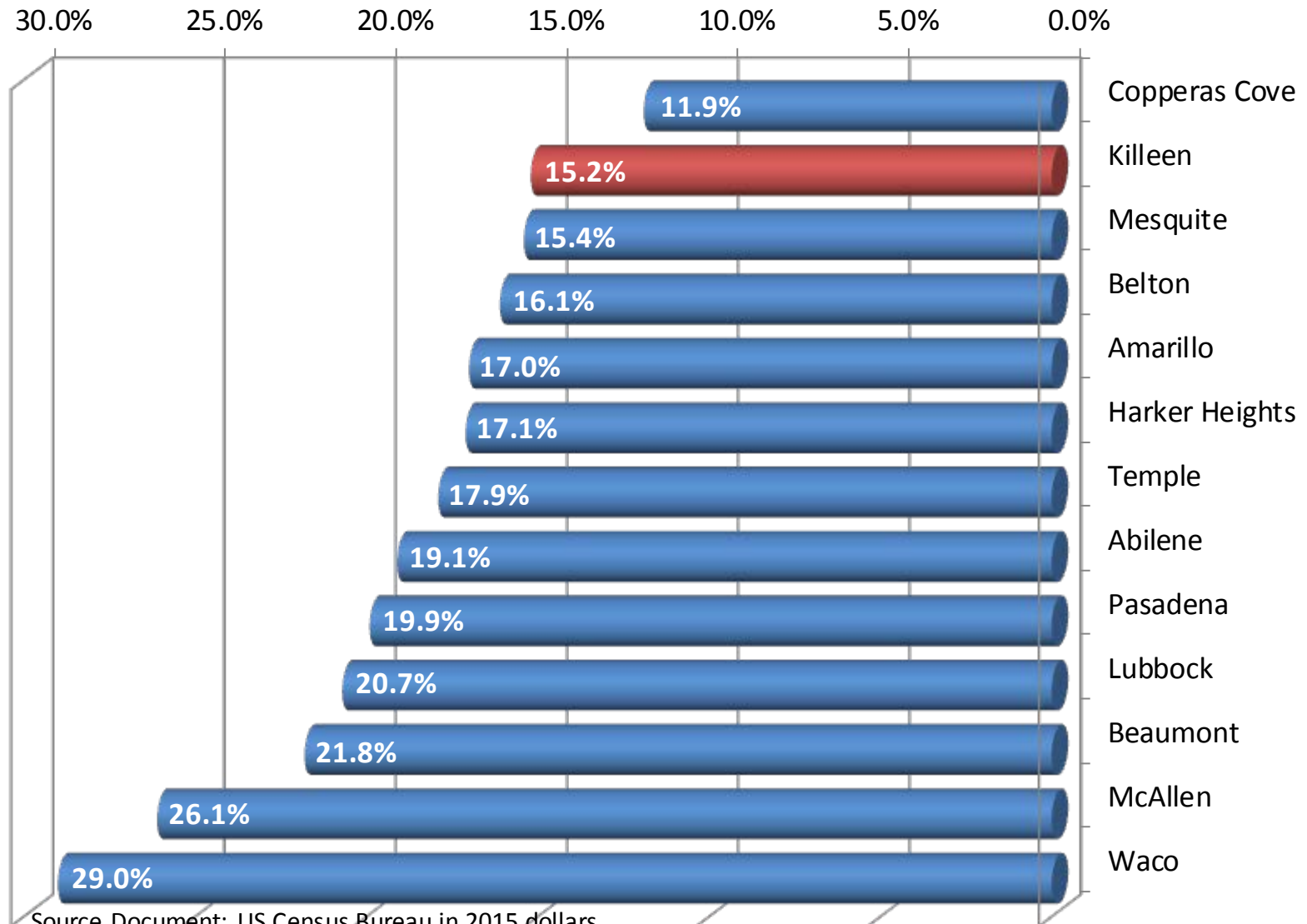


Source Document: US Census Bureau in 2015 dollars

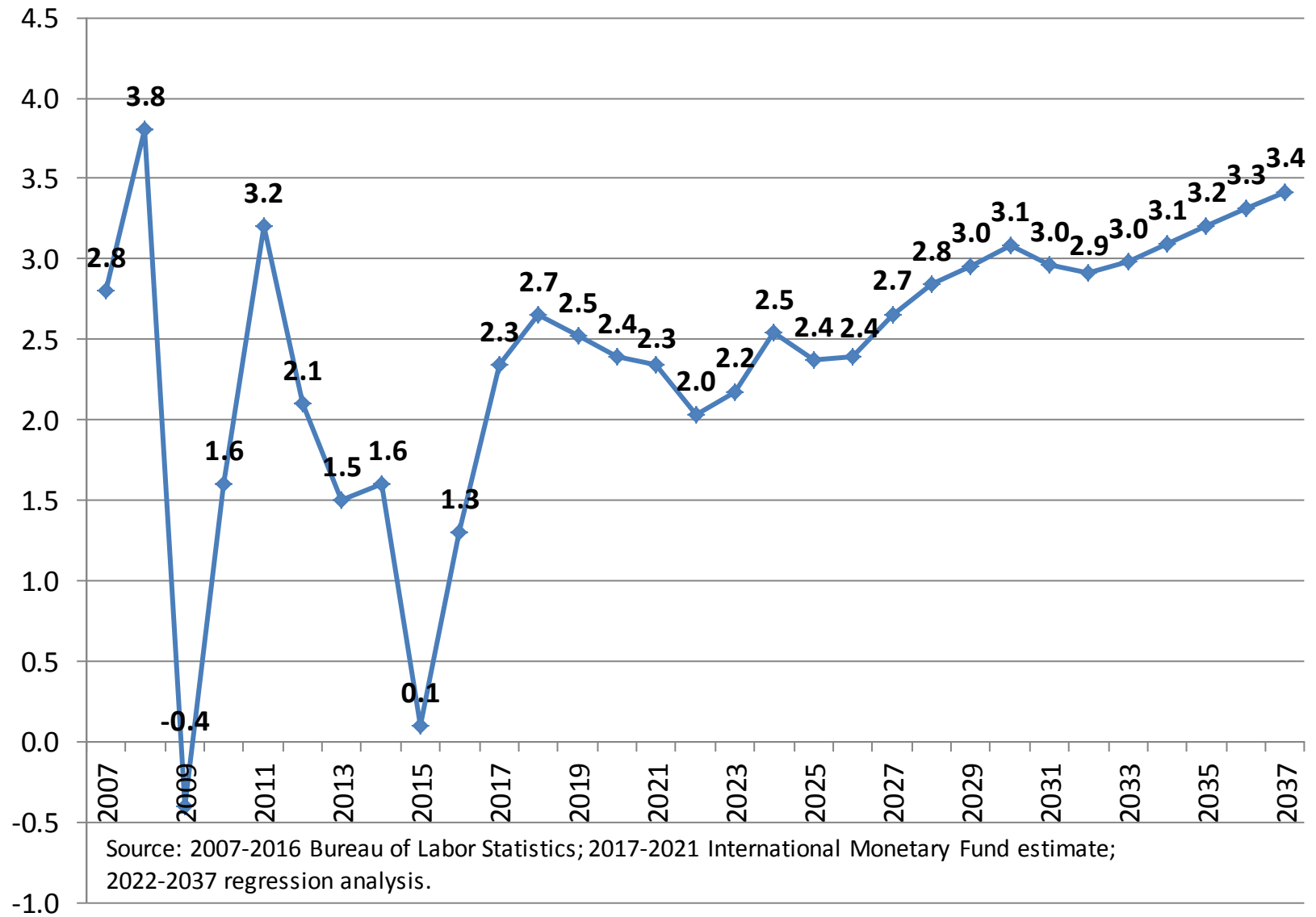
# All Funds

## Percent of Persons Below Poverty Comparison

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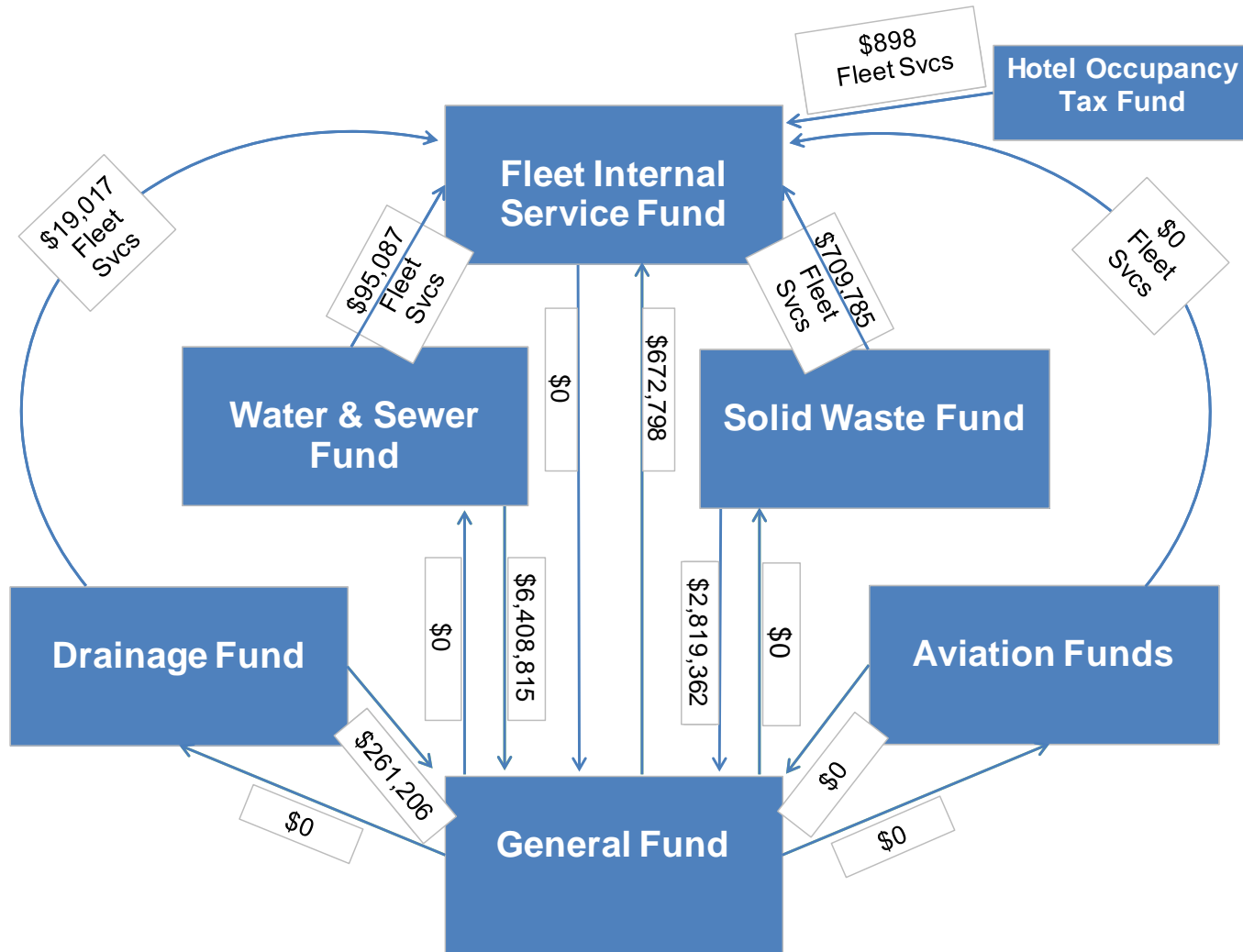


# All Funds Inflation



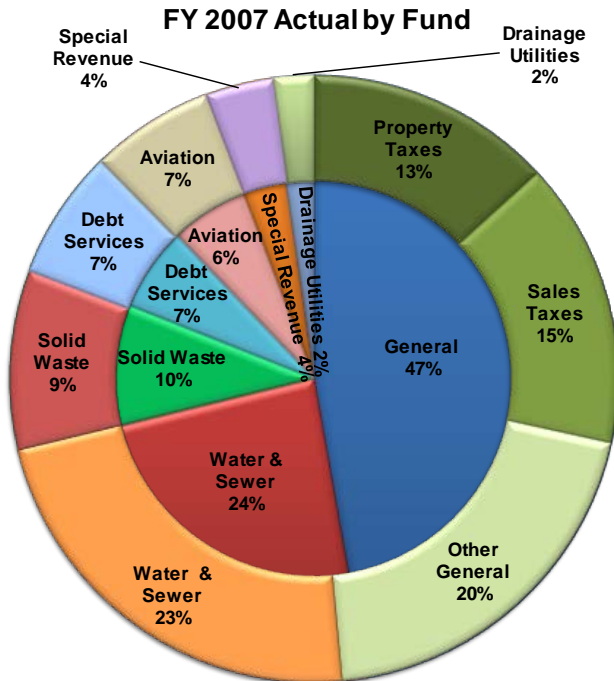
# All Funds

## How the Funds do Business With Each Other

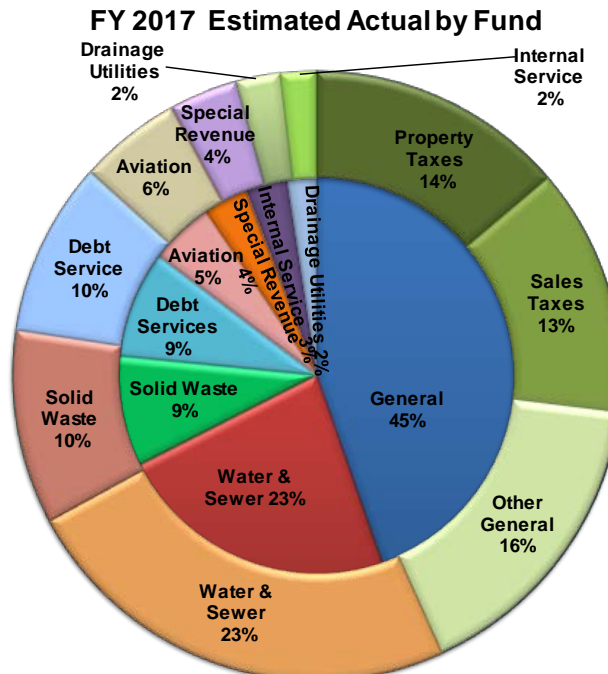


# All Funds

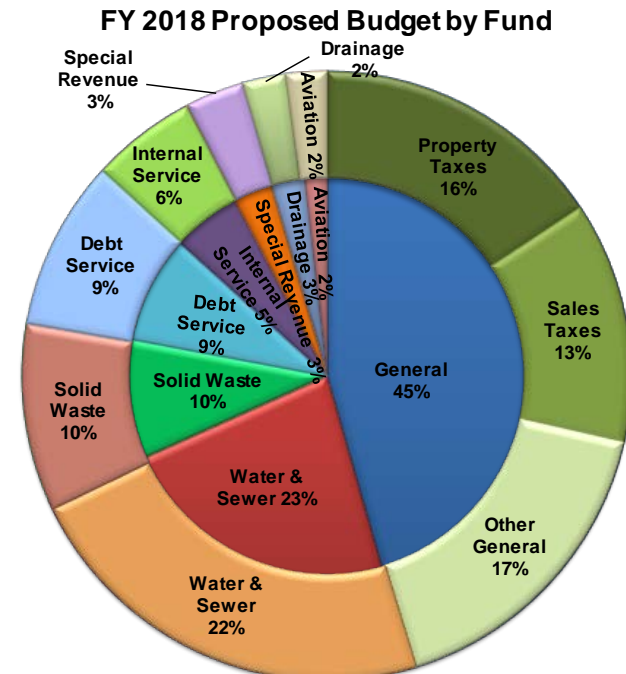
## Donut Charts



Total Revenues = \$124,606,911  
Total Expenses = \$117,540,046



Total Revenues = \$172,337,707  
Total Expenses = \$176,841,732



Total Revenues = \$181,494,210  
Total Expenses = \$180,214,576

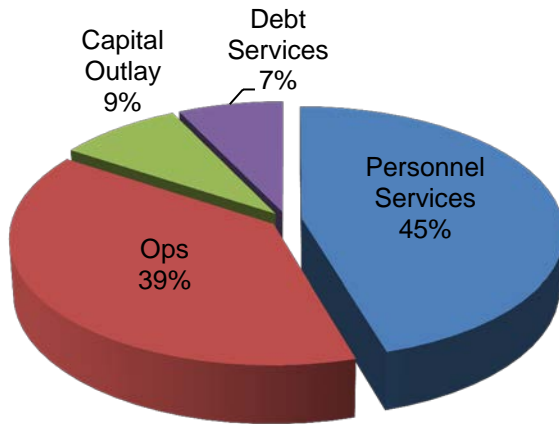


# All Funds

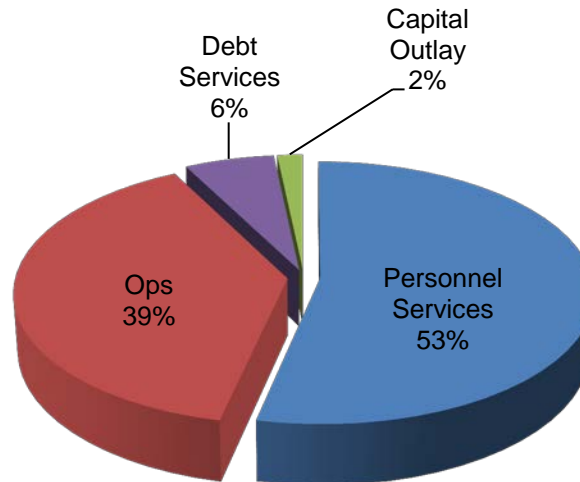
## Expense Categories

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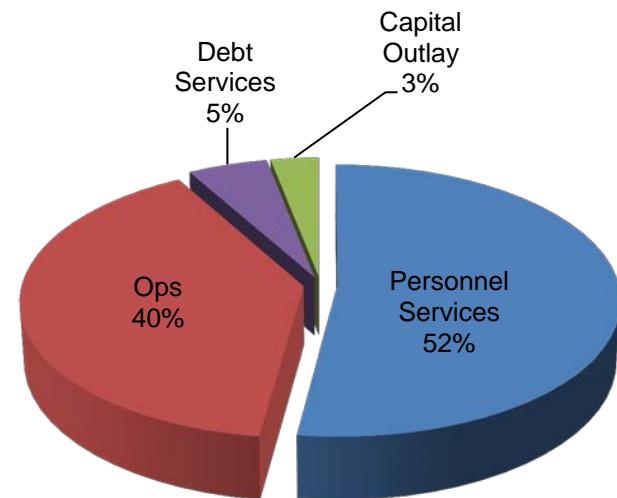
**FY 2007 Actual**



**FY 2017 Estimated Actual**



**FY 2018 Proposed Budget**



**Total Revenues = \$124,606,911**  
**Total Expenses = \$117,540,046**

**Total Revenues = \$172,337,707**  
**Total Expenses = \$176,841,732**

**Total Revenues = \$181,494,210**  
**Total Expenses = \$180,214,576**





# All Funds

## Fund Balance and Working Capital

---

Fund	Beginning Fund Balance	Revenues	Expenses	Ending Fund Balance	Fund Balance Percent
General Fund	\$ 17,651,699	\$ 82,128,036	\$ 82,128,036	\$ 17,651,699	22.41%
Water & Sewer Fund	12,653,987	40,924,938	40,924,938	12,653,987	38.12%
Solid Waste Fund	5,282,244	18,058,725	17,413,996	5,926,973	39.78%
Drainage Fund	4,479,650	4,220,262	4,970,262	3,729,650	156.14%
Debt Service	981,264	16,417,853	15,736,661	1,662,456	10.56%
Internal Service	14,417	10,145,929	10,121,060	39,286	0.39%
Special Revenue	2,854,247	5,695,634	5,693,009	2,856,872	50.18%
Aviation	1,527,301	3,902,833	3,226,614	2,203,520	68.29%
Total	<u>\$ 45,444,809</u>	<u>\$ 181,494,210</u>	<u>\$ 180,214,576</u>	<u>\$ 46,724,443</u>	<u>25.93%</u>



# All Funds

## Employees by Fund

---

2007 FTE's Fund	Number of FTEs	2017 FTE's Fund	Number of FTEs	2018 FTE's Fund	Number of FTEs
General Fund	765.5	General Fund	966.5	General Fund	924.7
Water & Sewer	84.0	Water & Sewer	124.9	Water & Sewer	124.5
Solid Waste	86.0	Solid Waste	106.8	Solid Waste	102.3
Aviation	43.0	Aviation	42.0	Aviation	39.7
Drainage	9.0	Drainage	40.6	Drainage	44.3
Fleet Services	19.0	Fleet Services	26.0	Fleet Services	26.0
Special Revenue	<u>19.0</u>	Special Revenue	<u>20.0</u>	Special Revenue	<u>20.5</u>
Total	1,025.5	Total	1,326.8	Total	1,282.0
FTEs per 1,000 Residents	9.9	FTEs per 1,000 Residents	9.1	FTEs per 1,000 Residents	8.7

# All Funds

## Employees by Comparison

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City	Number of FTEs	FTEs per 1,000 Residents ↓
McAllen	2,354	16.78
Amarillo	2,483	12.50
Waco	1,593	12.04
Temple	838	11.59
Beaumont	1,305	11.05
Abilene	1,203	9.88
Lubbock	2,294	9.21
<b>Killeen</b>	<b>1,282</b>	<b>8.67</b>
Copperas Cove	279	8.43
Belton	166	8.08
Mesquite	1,149	7.94
Harker Heights	217	7.45
Pasadena	1,107	7.20

# All Funds

## Change in Staffing

---

<b>Department</b>	<b>FTE Change</b>	<b>FTE Vacant</b>	<b>FTE Filled*</b>
General Fund	-44.78	-40.98	-3.80
Water & Sewer Fund	-0.23	-0.23	0.00
Solid Waste Fund	-4.00	-4.00	0.00
KFHRA Fund	-0.66	0.00	-0.66
Skylark Field Fund	-0.66	0.00	-0.66
Drainage Utility Fund	-0.08	-0.08	0.00
<b>Total FTEs</b>	<b>-50.41</b>	<b>-45.29</b>	<b>-5.12</b>

\*Budgeted through January 31, 2018



# All Funds Principles and Priorities

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## Discussion



# City Manager's Comments



# All Funds

## City Manager Recommended Considerations

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- Capital Improvement Program Plan
- Capital Improvement Program Fund



# General Fund



# **General Fund Summary**



# General Fund Budget Summary FY 2018

# General Fund

## Purpose

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The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in other funds. It is primarily supported by taxes.

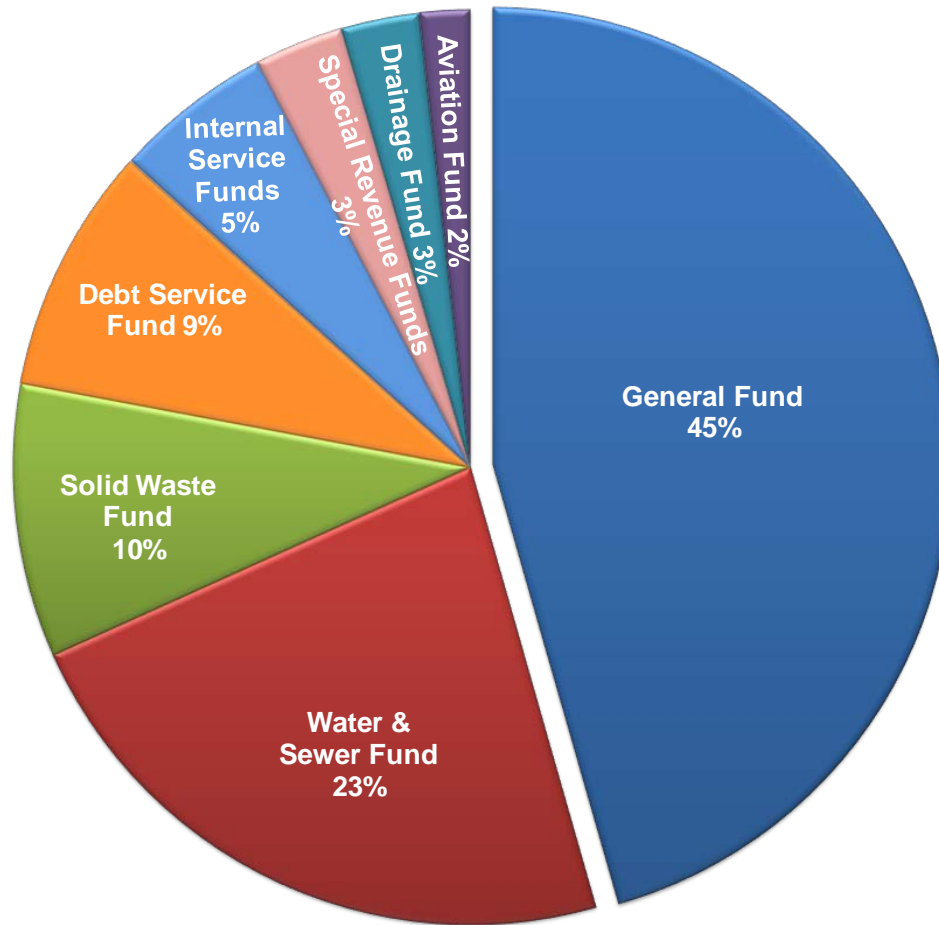


# General Fund

## How the General Fund Fits Into the Enterprise

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**FY 2018 Proposed Budget**



**Total Operating Expenses = \$180,214,576**



# General Fund

## Principles and Priorities

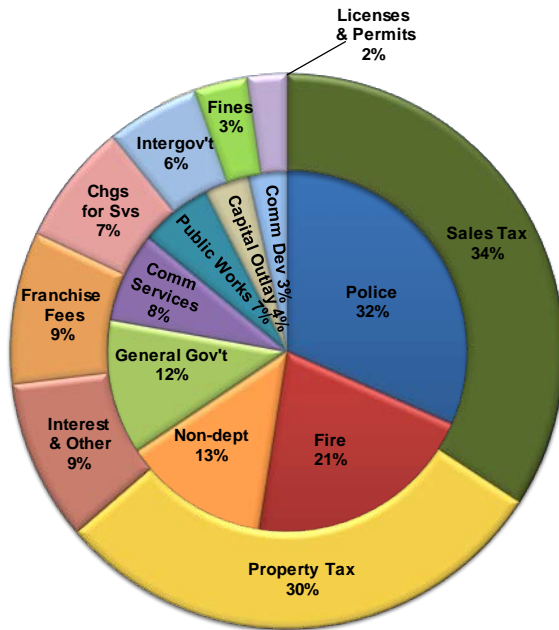
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- ☐ The Operating Budget must be balanced using current revenue, not fund balance.
- ☐ No tax rate increases to be proposed as part of the Budget.
- ☐ No fee increases to be proposed as part of the Budget.
- ☐ Every department should be funded to meet its core mission.
- ☐ The Budget must be sustainable into the future.
- ☐ Previous financial commitments should be honored.
- ☐ As many of the structural budget weaknesses as possible should be addressed.
- ☐ Infrastructure is a priority.
- ☐ Public Safety is a priority.
- ☐ Economic Development is a priority.
- ☐ Employee retention, including pay equity, is a priority.
- ☐ The Budget Presentation should be as comprehensive, simple and understandable as possible.



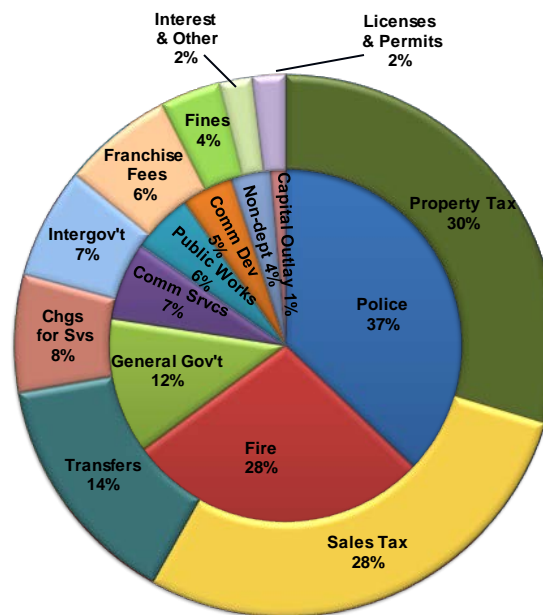
# General Fund Donut Chart

**FY 2007 Actual**



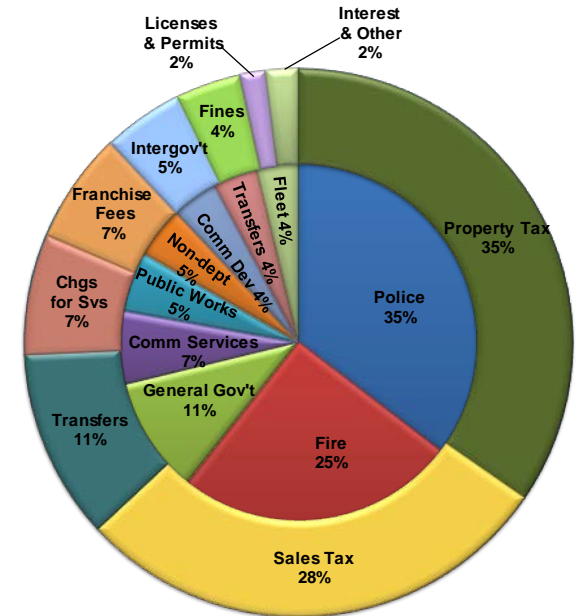
**Total Revenues = \$60,468,783**  
**Total Expenses = \$55,500,383**

**FY 2017 Estimated Actual**



**Total Revenues = \$80,171,969**  
**Total Expenses = \$79,957,468**

**FY 2018 Proposed Budget**



**Total Revenues = \$82,128,036**  
**Total Expenses = \$82,128,036**



# General Fund Revenue Budget

---

	Actual 2016	Budget 2017	Estimated Actual 2017	Proposed Budget 2018
Taxes				
Property tax	\$ 24,719,857	\$ 23,724,272	\$ 23,775,090	\$ 28,435,735
Sales tax	22,219,354	22,718,639	22,832,089	23,376,949
Transfer in	10,669,915	11,278,697	11,278,697	9,205,129
Charges for services	5,602,798	6,178,795	5,631,322	5,852,297
Franchise fees	5,051,317	5,344,500	5,262,909	5,341,797
Intergovernmental	3,454,897	6,144,974	5,334,936	3,941,225
Fines	3,250,021	2,944,418	2,899,029	3,138,135
Licenses and permits	1,615,634	1,744,618	1,555,158	1,258,947
Interest and other	1,263,827	794,316	1,602,739	1,577,822
<b>Total Revenues</b>	<b>\$ 77,847,620</b>	<b>\$ 80,873,229</b>	<b>\$ 80,171,969</b>	<b>\$ 82,128,036</b>



# General Fund Taxes and Fees

---

- No change in tax rate.
- No change in fees.





# General Fund

## Property Tax Rates

---

Current Rate: \$ 0.7498

Effective Rate: \$ 0.7027

Rollback Rate: \$ 0.7223

Note: Killeen's rollback property tax rate is affected by the portion of the sales tax that is dedicated to reducing property tax. Without the sales tax offset, the rollback rate would be \$0.8574.



# General Fund

## Property Tax Rate Components

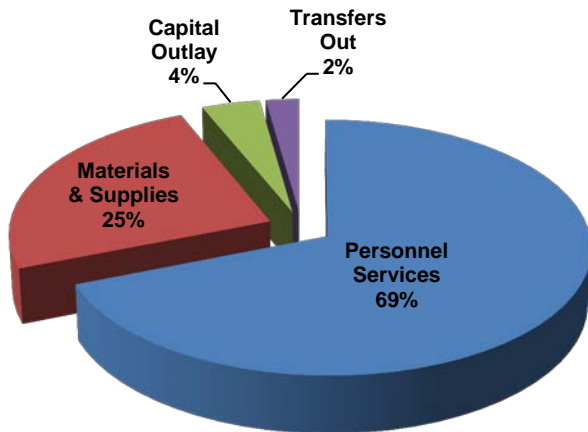
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	FY 2017	FY 2018
	<u>Amount</u>	<u>Amount</u>
Operations	\$ 0.4467	\$ 0.4658
Debt	\$ 0.3031	\$ 0.2565
Capital	\$ -	\$ 0.0275
Total	<u>\$ 0.7498</u>	<u>\$ 0.7498</u>



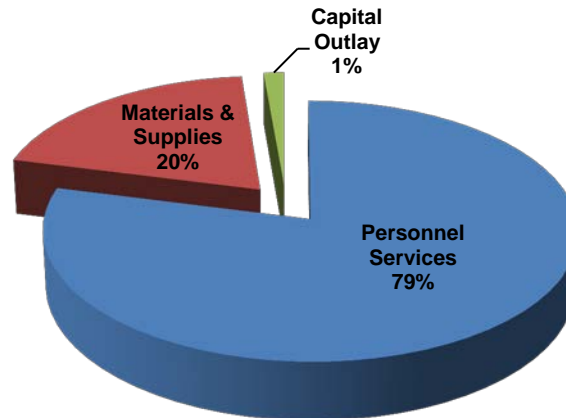
# General Fund Expense Categories

**FY 2007 Actual**



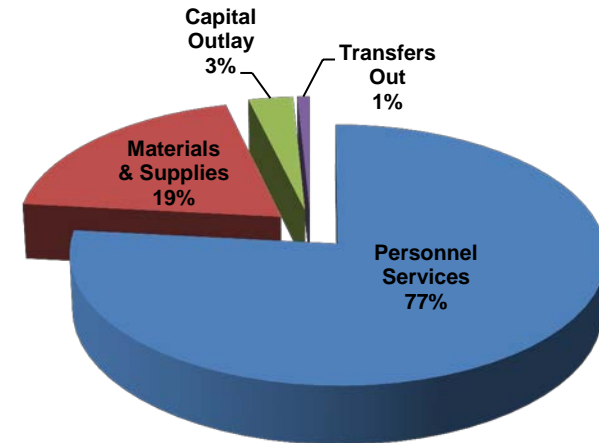
**Total Revenues = \$60,468,783**  
**Total Expenses = \$55,500,383**

**FY 2017 Estimated Actual**



**Total Revenues = \$80,171,969**  
**Total Expenses = \$79,957,468**

**FY 2018 Proposed Budget**



**Total Revenues = \$82,128,036**  
**Total Expenses = \$82,128,036**



# General Fund

## Expense Budget

	<b>Actual 2016</b>	<b>Budget 2017</b>	<b>Estimated Actual 2017</b>	<b>Proposed Budget 2018</b>
Police	\$ 29,581,821	\$ 31,358,115	\$ 31,057,122	\$ 29,040,580
Fire	19,790,754	22,374,417	21,974,752	20,791,700
Transfer Out	-	-	-	3,365,042
Community Services	5,853,967	5,743,777	5,676,589	5,434,164
Public Works	4,560,891	4,450,864	4,375,528	4,443,463
Non-Departmental	3,326,689	2,850,609	2,906,579	3,835,991
Community Development	3,807,323	3,972,886	3,770,761	3,480,175
Fleet & Fleet Services	-	-	-	3,068,458
Planning and Dev.	2,281,440	2,125,852	2,125,852	2,408,770
Information Technology	2,926,632	1,863,141	1,863,141	-
Financial Services	1,666,082	1,832,086	1,832,086	1,556,120
Human Resources	1,030,497	1,101,412	1,044,634	1,072,945
City Attorney	958,277	855,806	950,454	977,937
Municipal Court	967,859	932,791	949,839	952,783
City Manager	850,733	536,809	903,038	735,026
Communications	420,632	191,482	360,450	812,666
City Auditor	123,468	96,136	68,197	97,837
City Council	40,989	67,676	67,002	54,379
Support Services	133,248	35,249	31,444	-
<b>Total Expenditures</b>	<b>\$ 78,321,302</b>	<b>\$ 80,389,108</b>	<b>\$ 79,957,468</b>	<b>\$ 82,128,036</b>



# General Fund Fund Balance

---

	<b>FY 2016 Actual</b>	<b>FY 2017 Amended Budget</b>	<b>FY 2017 Estimated Actual</b>	<b>FY 2018 Proposed Budget</b>
Beginning Fund Balance	\$ 17,910,880	\$ 17,437,198	\$ 17,437,198	\$ 17,651,699
Revenues	77,847,620	80,873,229	80,171,969	82,128,036
Expenditures	<u>78,321,302</u>	<u>80,964,340</u>	<u>79,957,468</u>	<u>82,128,036</u>
Net Change in Fund Balance	<u>(473,682)</u>	<u>(91,111)</u>	<u>214,501</u>	<u>-</u>
Ending Fund Balance	<u>\$ 17,437,198</u>	<u>\$ 17,346,087</u>	<u>\$ 17,651,699</u>	<u>\$ 17,651,699</u>
Fund Balance Percent	23.16%	22.00%	22.67%	22.41%



# General Fund Staffing

---

	<b>Actual FY 2015-16</b>	<b>Budgeted FY 2016-17</b>	<b>Estimated Actual FY 2016-17</b>	<b>Proposed FY 2017-18</b>
FTEs	993.51	976.76	966.51	903.73



# General Fund

## Staffing by Department

---

Department	Estimated Actual FY 2017	Budgeted FY 2018	Difference
Police Department	383.00	358.00	(25.00)
Fire Department	237.00	237.00	-
Community Services	100.86	92.22	(8.64)
Public Works	56.39	57.17	0.78
Community Development	63.50	54.32	(9.18)
Planning And Development	34.00	36.00	2.00
Municipal Court	22.00	19.68	(2.32)
Finance	21.26	18.00	(3.26)
Information Technology*	17.00	0.00	-
Human Resources*	13.00	12.00	-
City Attorney	8.00	8.00	-
Communications	4.50	7.00	2.50
City Manager	5.00	3.34	(1.66)
City Auditor	1.00	1.00	-
<b>Total FTEs</b>	<b>966.51</b>	<b>903.73</b>	<b>(44.78)</b>

\*Staff moved to an internal service fund



# General Fund

## Change in Staffing

---

<b>Department</b>	<b>FTE Change</b>	<b>Vacant</b>	<b>Filled*</b>
Police Department	-25.00	-25.00	0.00
Community Services	-8.64	-7.98	-0.66
Community Development	-5.16	-4.00	-1.16
Municipal Court	-2.32	-1.00	-1.32
Finance	-2.00	-2.00	0.00
City Manager	-1.66	-1.00	-0.66
<b>Total FTEs</b>	<b>-44.78</b>	<b>-40.98</b>	<b>-3.80</b>

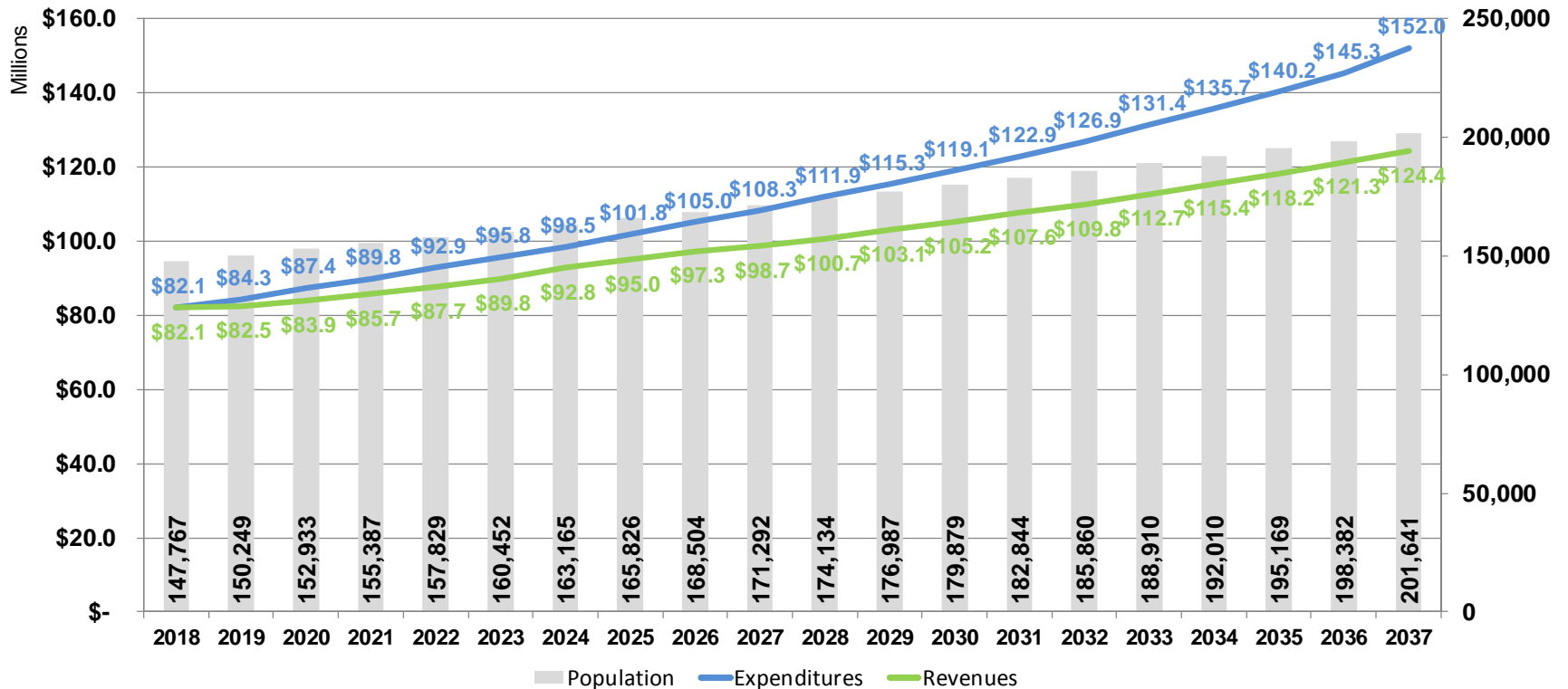
\*The salaries of the 5.5 employees in a filled position will be budgeted through January 31, 2018.





# General Fund

## Long-term Projections



# City Manager's Comments



# **City Attorney**



# FY 2018 Proposed Budget Presentation

Fund: General

Department: City Attorney

Divisions: City Attorney &  
City Secretary

# Mission

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The mission of the City Attorney's Office is to advance, support and defend the city's interests by providing efficient and effective legal services to the City of Killeen.



# Mission Elements

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- ☐ Provide Ongoing Advice to City Officials.
- ☐ Prepare and Review Legal Documents.
- ☐ Process Public Information Requests and Appeals to Attorney General.
- ☐ Prosecute Persons Accused of Violating State Laws and City Ordinances.
- ☐ Process Claims.
- ☐ Conduct Election of City Officials.
- ☐ Take Minutes at Council Meetings.
- ☐ Record Retention.



# By the Numbers:

---

## ☐ Provide Ongoing Advice to City Officials.

☐ Time spent providing legal advice 17%

## ☐ Prepare and Review Legal Documents.

☐ Time spent preparing and reviewing documents 23%

## ☐ Process Public Information Requests and Appeals to Attorney General.

☐ Number of PIA Requests Received 3,048

☐ Number of Appeals to the Attorney General 516

☐ Percentage of requests responded to within 10 days 99%

## ☐ Prosecute Persons Accused of Violating State Laws and City Ordinances.

☐ Conviction rate on all cases tried in Municipal Court 100%



# By the Numbers:

---

## ☐ Process Claims.

☐ Number of claims filed by the City 110

☐ Number of claims filed against the City 70

## ☐ Conduct Election of City Officials.

☐ Number of Elections 1

## ☐ Take Minutes at Council Meetings.

☐ Number of Minutes taken 25

## ☐ Record Retention.

☐ Number of shredding days 1

☐ Number of Records Retention training 1





# Goals for FY 17/18

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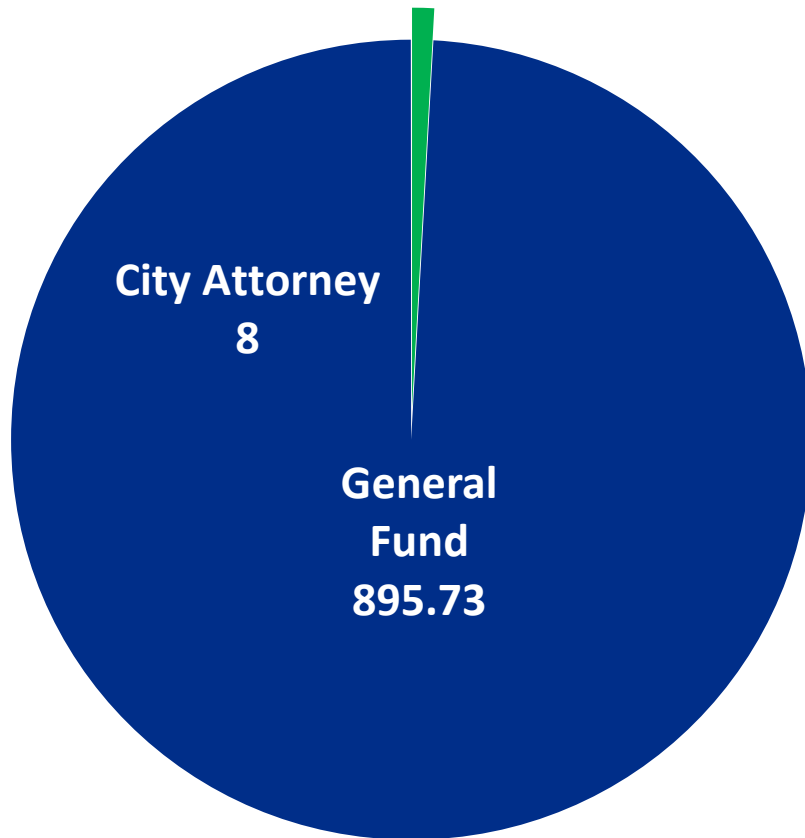
- ☐ Research and respond to Franchise needs.
- ☐ Review and revise court documents, including complaints, as necessary.
- ☐ Revise and update City's standard engineering and construction contracts.
- ☐ Draft and review ordinances supporting the City's goals for future development.
- ☐ Provide support for updating City's comprehensive plan, and implementation of a strategic growth plan.
- ☐ Facilitate the review and revision of Council's Rules of Protocol and Procedure.
- ☐ Assist with the creation of City Council policies.
- ☐ Create and distribute regular training bulletin to Police Department.



# How City Attorney Fits in the Enterprise in FY 17/18 – Staffing

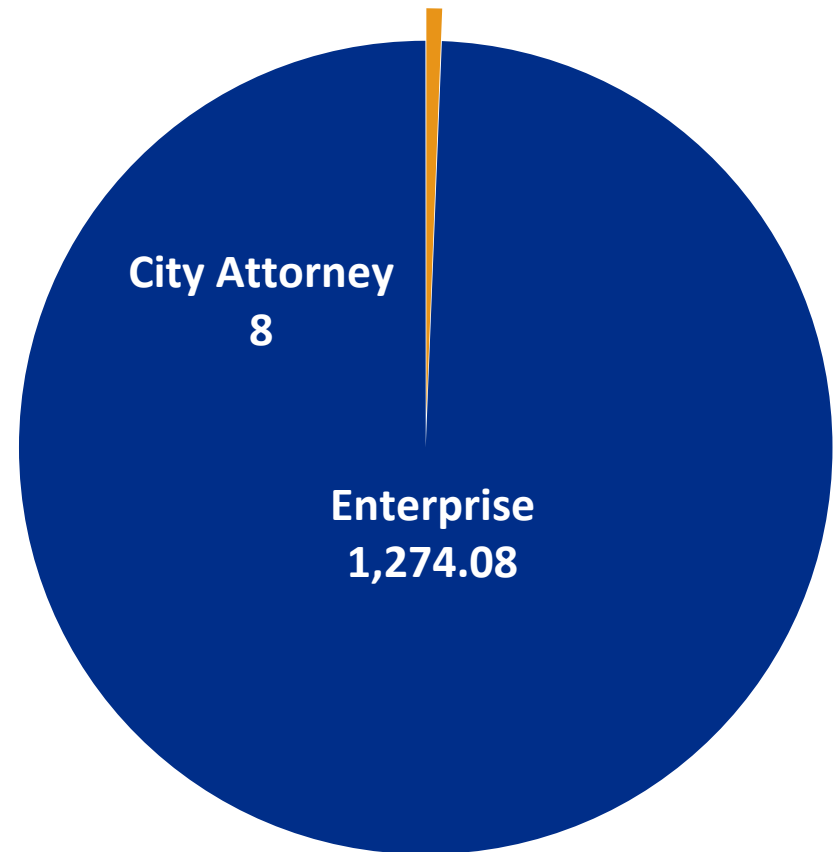
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0.89% of FTEs in Fund  
FTEs in the General Fund



City Attorney FTEs = 8  
General Fund FTEs = 903.73

0.62% of FTEs in Enterprise  
FTEs in All Funds



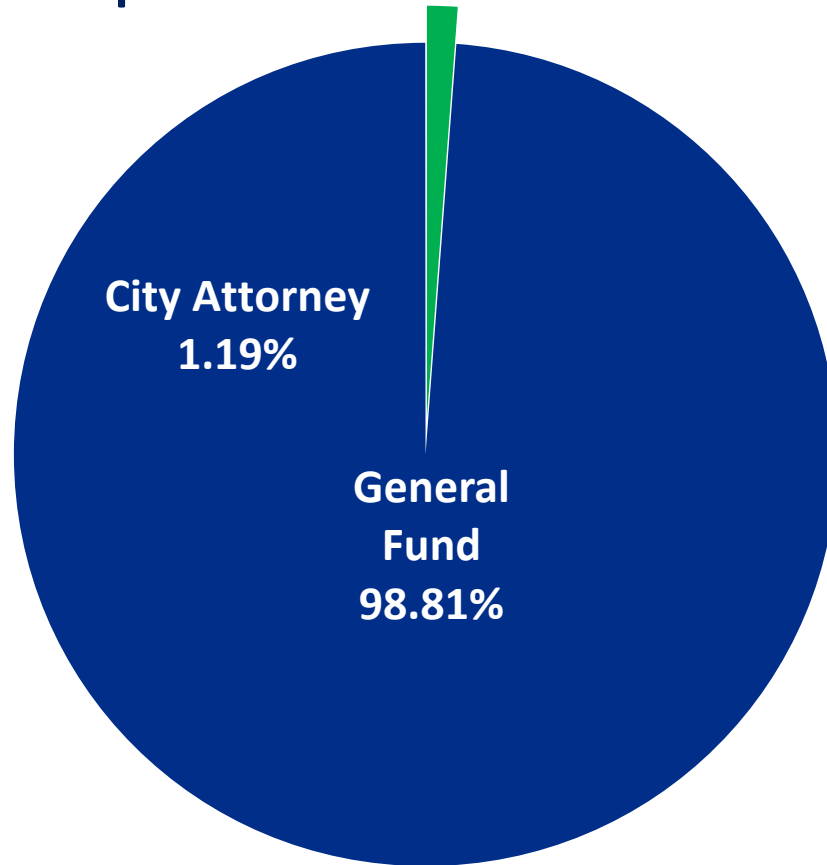
All Funds FTEs = 1,282.08



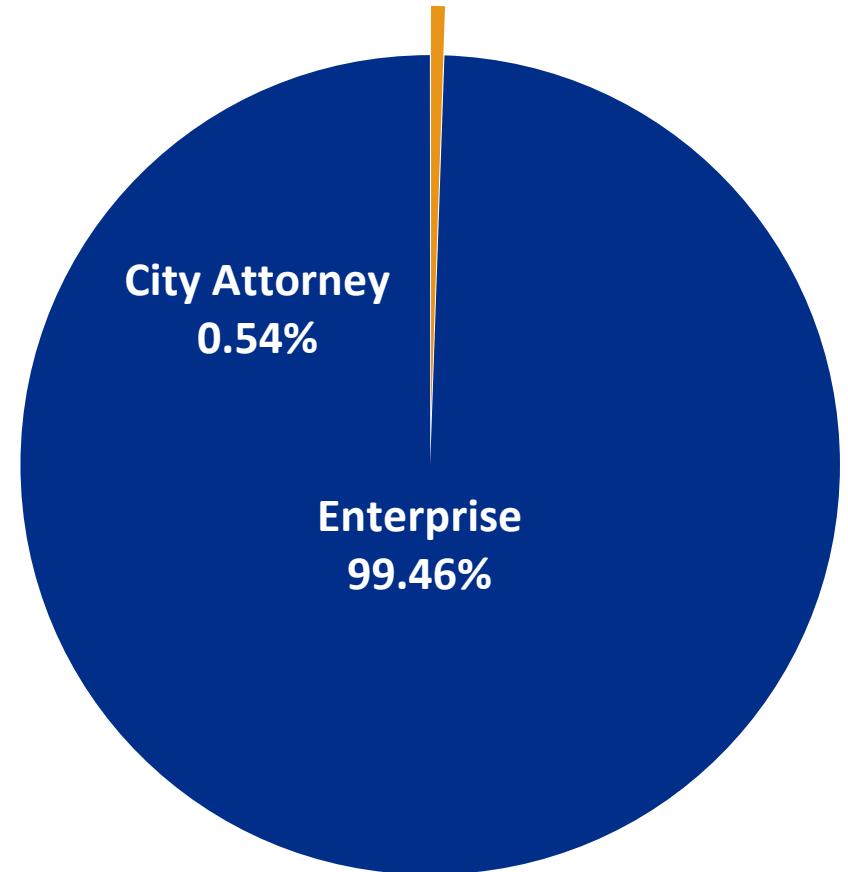
# How City Attorney Fits in the Enterprise in FY 17/18 – Budget

---

1.19% of Expenses in Fund  
Expenses in the General Fund



0.54% of Expenses in Enterprise  
Expenses in All Funds



City Attorney Expense = \$977,937  
General Fund = \$82,128,036

All Funds = \$180,214,576

# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	9	8	8



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ 25,381	\$ 41,856	\$ 41,856	\$ 41,730
Grants	-	-	-	-
From General Fund	932,896	942,776	929,964	884,207
<b>Total</b>	<b>\$ 958,277</b>	<b>\$ 984,632</b>	<b>\$ 971,820</b>	<b>\$ 925,937</b>
=Base request				\$ 925,937
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				52,000
=Total				<b>\$ 977,937</b>



# Explanation of Revenue Variance

---

There are more mixed beverage related permits that renew in odd years than in even years. Mixed beverage permits are the most expensive alcohol permit that we issue.



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 833,975	\$ 822,249	\$ 840,448	\$ 856,498
• Materials & Supplies	103,091	125,383	95,872	63,520
• Contracts	21,211	37,000	35,500	5,919
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 958,277	\$ 984,632	\$ 971,820	\$ 925,937
=Base request				\$ 925,937
+Decision packages				52,000
=Total				\$ 977,937



# Explanation of Expense Variance

- ☐ Reduced funding for legal services.
- ☐ Eliminated training and travel for staff.
- ☐ Eliminated annual membership fees for Oncor and Atmos Steering Committees.





# Decision Packages Approved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Fund Legal Services	1	\$22,000	\$0	\$22,000
Fund City's annual fees for Oncor & Atmos steering committee	2	23,000	0	23,000
Travel & training for City's Attorneys	3	7,000	0	7,000
Total Decision Packages		\$52,000	\$0	\$52,000



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Boards and commission training	4	\$750	\$0	\$750
Total Decision Packages		\$750	\$0	\$750



# City Manager's Comments



# **City Auditor**



# FY 2018 Proposed Budget Presentation

Fund: General

Department: City Auditor

Division: City Auditor

# Mission

---

The City Auditor Department's mission is to provide independent analyses of City programs and activities to ensure a properly functioning system of internal controls, promote efficiency and effectiveness in City operations, and enhance transparency of the City government.



# Mission Elements

---

- ☐ Create audit plans.
- ☐ Conduct audits.
- ☐ Issue reports.



# By the Numbers:

---

- ❑ Audits To Be Issued in FY 2017:

- ❑ City's P-Card Program: (In Progress)





# Goals for FY 17/18

---

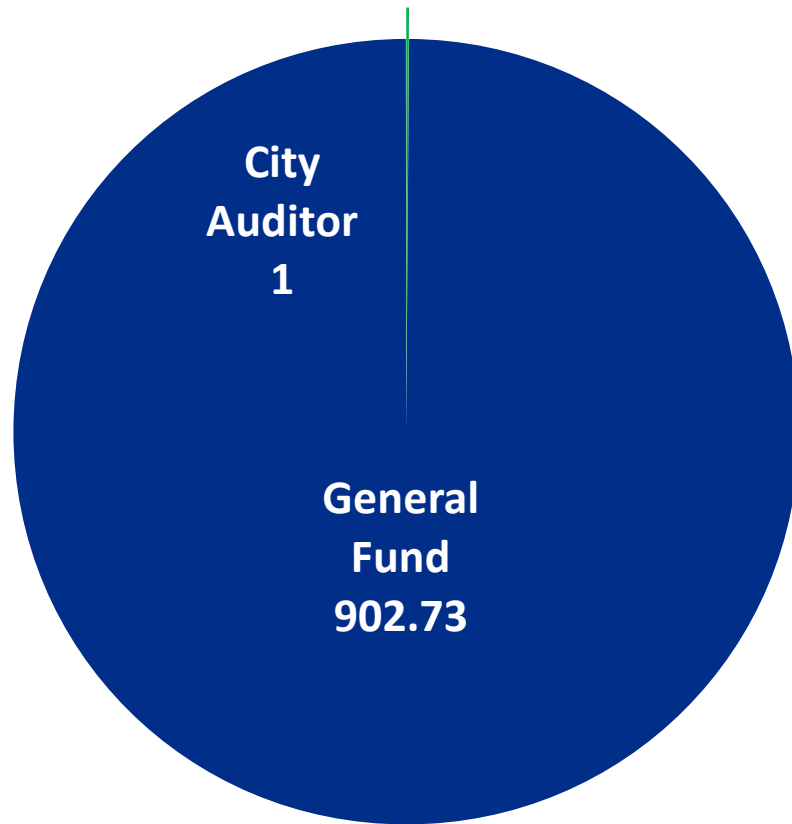
- ❑ The Audit Plan for Fiscal Year 2017/18 includes:
  - ❑ City's Planning and Funding Process for Vehicle Replacement.
  - ❑ City's Policies Governing the Authorization and Use of Compensatory Time.
  - ❑ Police Department's State Seizure Fund.
  - ❑ KCCC Liquor Operation.



# How City Auditor Fits in the Enterprise in FY 17/18 – Staffing

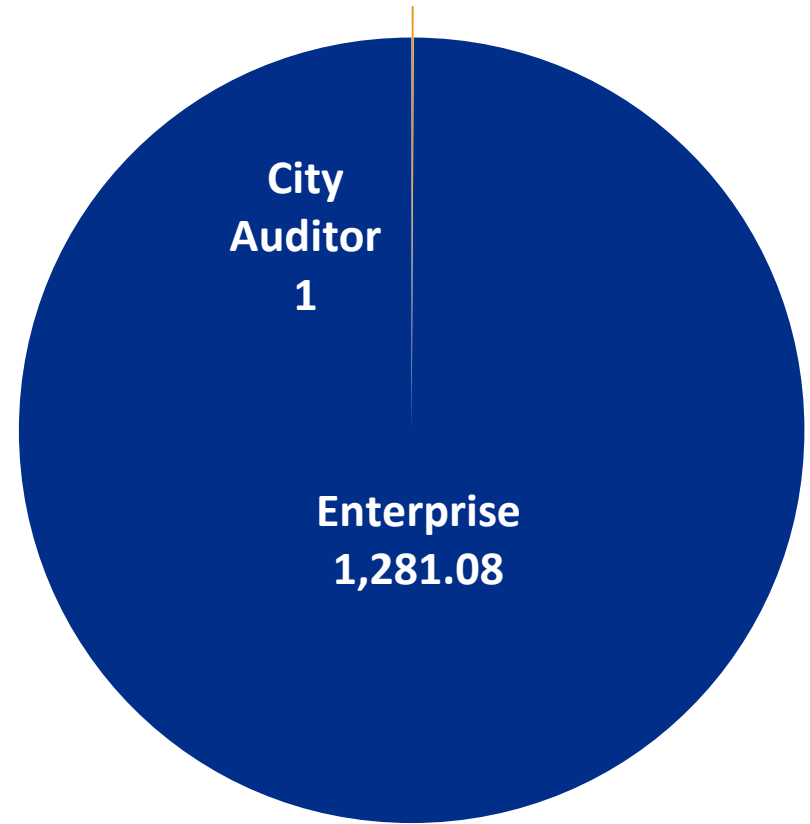
---

0.11% of FTEs in Fund  
FTEs in the General Fund



City Auditor FTEs = 1  
General Fund FTEs = 903.73

0.08% of FTEs in Enterprise  
FTEs in All Funds



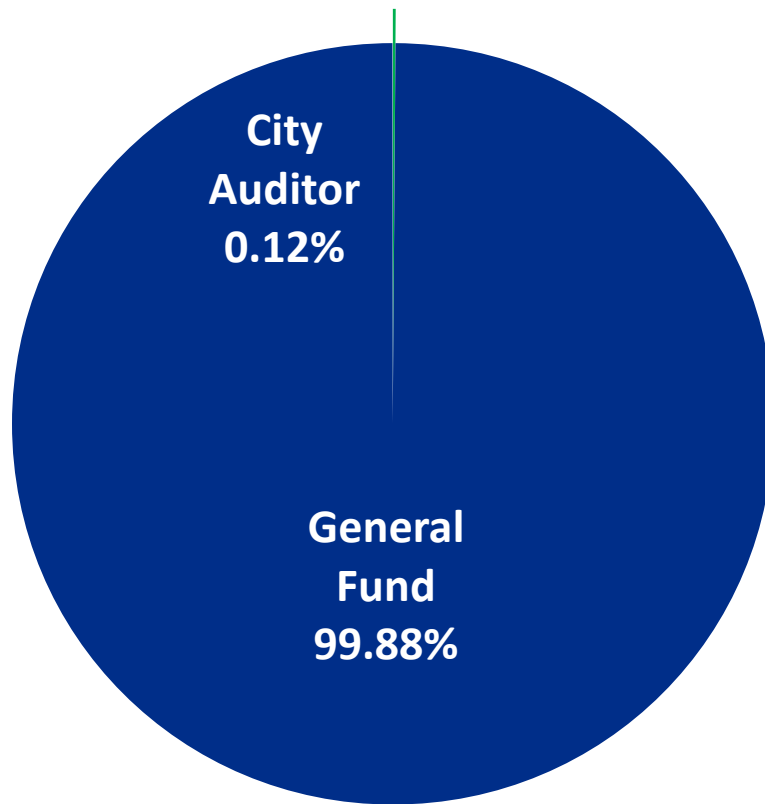
All Funds FTEs = 1,282.08



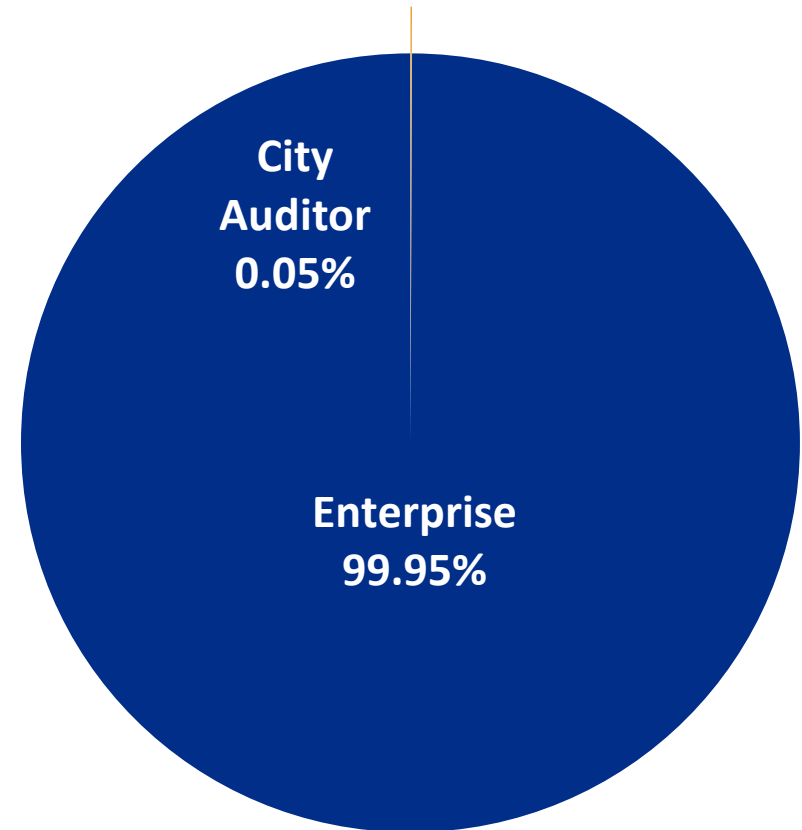
# How City Auditor Fits in the Enterprise in FY 17/18 – Budget

---

0.12% of Expenses in Fund  
Expenses in the General Fund



0.05% of Expenses in Enterprise  
Expenses in All Funds



City Auditor Expense = \$97,837  
General Fund = \$82,128,036

All Funds = \$180,214,576

# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	1	1	1



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ -	\$ -	\$ -	\$ -
Grants	-	-	-	-
From General Fund	123,469	120,536	84,815	97,837
<b>Total</b>	\$ 123,469	\$ 120,536	\$ 84,815	\$ 97,837
=Base request				\$ 97,837
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				\$ 97,837



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 120,583	\$ 117,236	\$ 81,339	\$ 94,537
• Materials & Supplies	2,886	3,300	3,476	3,300
• Contracts	-	-	-	-
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 123,469	\$ 120,536	\$ 84,815	\$ 97,837
=Base request				\$ 97,837
+Decision packages				-
=Total				\$ 97,837



# Explanation of Expense Variance

---

Decrease due to difference in salary from previous auditor.



# Decision Packages Approved by City Manager

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0





# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# City Manager's Comments



# City Manager



# FY 2018 Proposed Budget Presentation

Fund: General

Department: City Manager

Divisions: City Manager,

Assistant City Manager, &

Deputy City Manager

# Mission

---

The City Manager's office mission statement is to build a High Performing Organization to support a Highly Effective City Council.



# Mission Elements

---

- ☐ Provide leadership to the organization.
- ☐ Advise the City Council.
- ☐ Manage city operations.
- ☐ Conduct stakeholder engagement and externally represent the City.



# Goals for FY 17/18

---

- ☐ Deliver a balanced FY 18/19 budget to City Council.
- ☐ Begin developing a new comprehensive plan that includes management goals.
- ☐ Create a capital projects plan.
- ☐ Create a plan to centralize the purchasing process.
- ☐ Make a plan to reduce the number of P-card users and transactions.
- ☐ Create and begin to execute a communications plan, including a new website.
- ☐ Assist the City Council to fulfill its policy-making role.



# Goals for FY 17/18 (Cont.)

---

- ☐ Create a plan to address deficiencies of the TMRS contributions.
- ☐ Create a plan to address the deficiencies of the classification system.
- ☐ Make a plan to evaluate and possibly implement a self-funded health insurance program.
- ☐ Make a plan to address risk management issues.
- ☐ Create a comprehensive IT plan.
- ☐ Ready the EOC, train key personnel, and prepare an all-hazards manual.

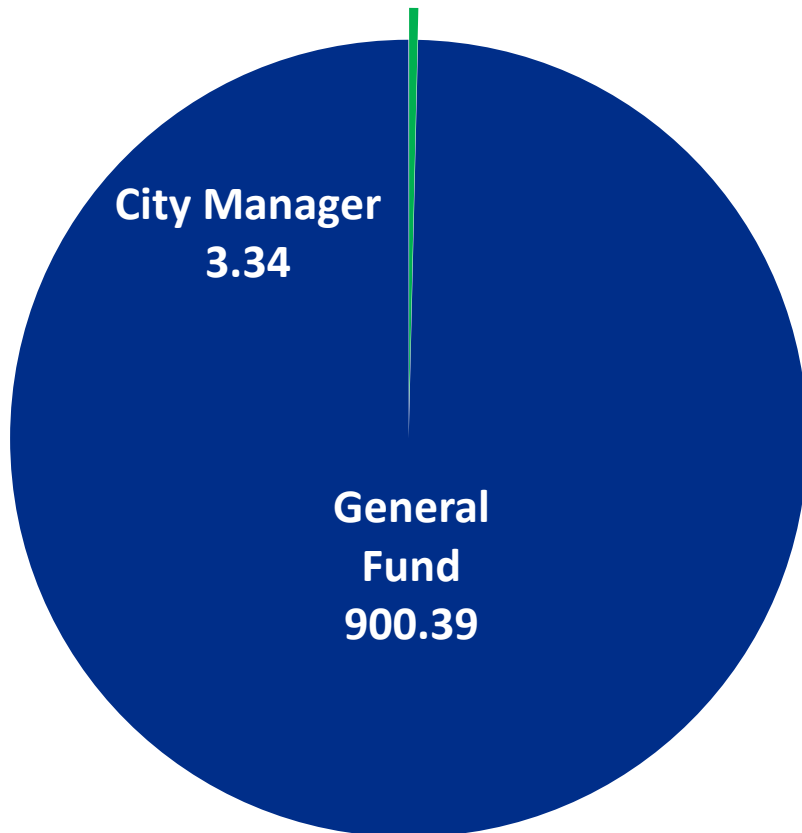




# How City Manager Fits in the Enterprise in FY 17/18 – Staffing

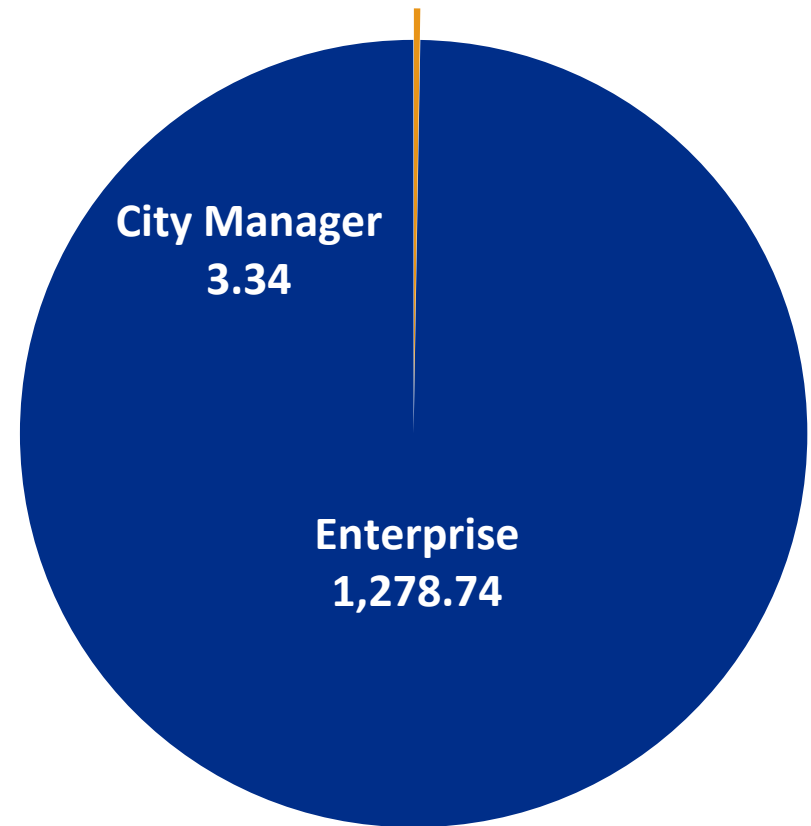
---

0.37% of FTEs in Fund  
FTEs in the General Fund



City Manager FTEs = 3.34  
General Fund FTEs = 903.73

0.26% of FTEs in Enterprise  
FTEs in All Funds



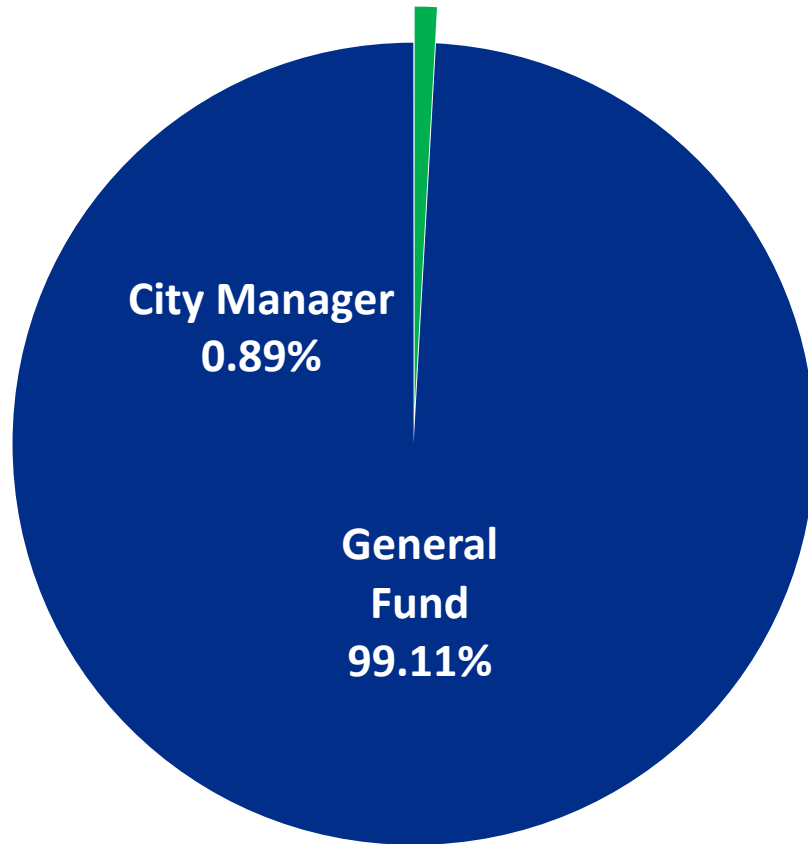
All Funds FTEs = 1,282.08



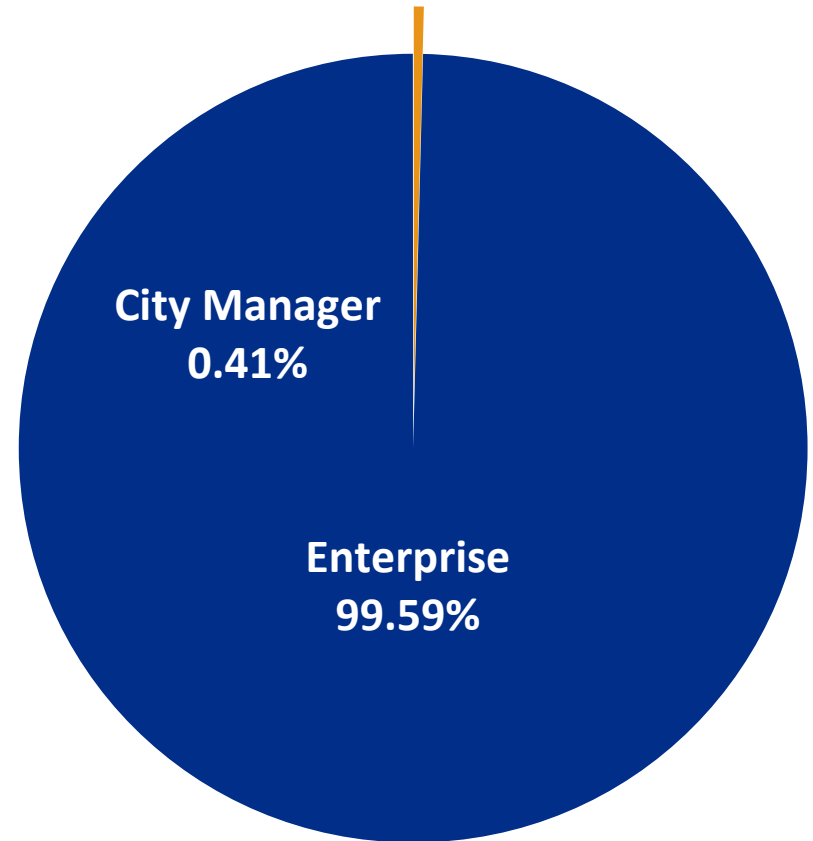
# How City Manager Fits in the Enterprise in FY 17/18 – Budget

---

0.89% of Expenses in Fund  
Expenses in the General Fund



0.41% of Expenses in Enterprise  
Expenses in All Funds



 City Manager Expense = \$735,026  
General Fund = \$82,128,036

All Funds = \$180,214,576

# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
<b>FTEs</b>	<b>6</b>	<b>4</b>	<b>3.34</b>

## **FY 2017**

Unfunded Assistant City Manager position was restored.

## **FY 2018**

Unfunded Administrative Assistant Position - Vacant.

Unfunded Deputy City Manager – Filled (funded until 01/31/2018).



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ -	\$ -	\$ -	\$ -
Grants	-	-	-	-
From General Fund	750,733	599,084	698,459	735,026
<b>Total</b>	\$ 750,733	\$ 599,084	\$ 698,459	\$ 735,026
=Base request				\$ 735,026
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				\$ 735,026



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 684,062	\$ 537,315	\$ 621,326	\$ 646,592
• Materials & Supplies	61,743	49,099	63,040	77,847
• Contracts	4,928	12,670	14,093	10,587
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 750,733	\$ 599,084	\$ 698,459	\$ 735,026
=Base request				\$ 735,026
+Decision packages				-
=Total				\$ 735,026



# Explanation of Expense Variance

---

Unfilled Administrative Assistant Position.



# Decision Packages Approved by City Manager

---

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
<b>Deputy City Manager:</b>				
Reinstate Administrative Assistant Position	1	\$48,144	\$0	\$48,144
Intra-City Mail Delivery – estimated annual savings of \$5,000 [utilize existing vehicle]	2	10,254	0	10,254
Total Decision Packages		\$58,398	\$0	\$58,398





# City Manager's Comments



# Communications



# FY 2018 Proposed Budget Presentation

Fund: General

Department: Communications

Division: Communications

# Mission

---

The Communications Department's mission is to promote a well informed public about City issues, programs, and services.



# Mission Elements

---

- ☐ Disseminate information to external audiences.
- ☐ Disseminate information to internal audiences.
- ☐ Support media relations.



# By the Numbers:

---

## ☐ Disseminate information to external audiences.

<input type="checkbox"/> Killeentexas.gov web hits:	1 million
<input type="checkbox"/> Facebook fans:	12,500
<input type="checkbox"/> City Council meetings produced:	24
<input type="checkbox"/> Program videos:	50
<input type="checkbox"/> City Insight issues:	3
<input type="checkbox"/> Mayoral correspondence:	100 pieces

## ☐ Disseminate information to internal audiences.

<input type="checkbox"/> City Beat issues:	12
<input type="checkbox"/> Employee awards:	24



# Goals for FY 17/18

---

- ☐ Implement a Strategic Communications Plan.
- ☐ Substantially complete KilleenTexas.gov redesign.
- ☐ Install broadcasting and web streaming for City Council workshops.
- ☐ Establish a tracking system for support rendered to departments.

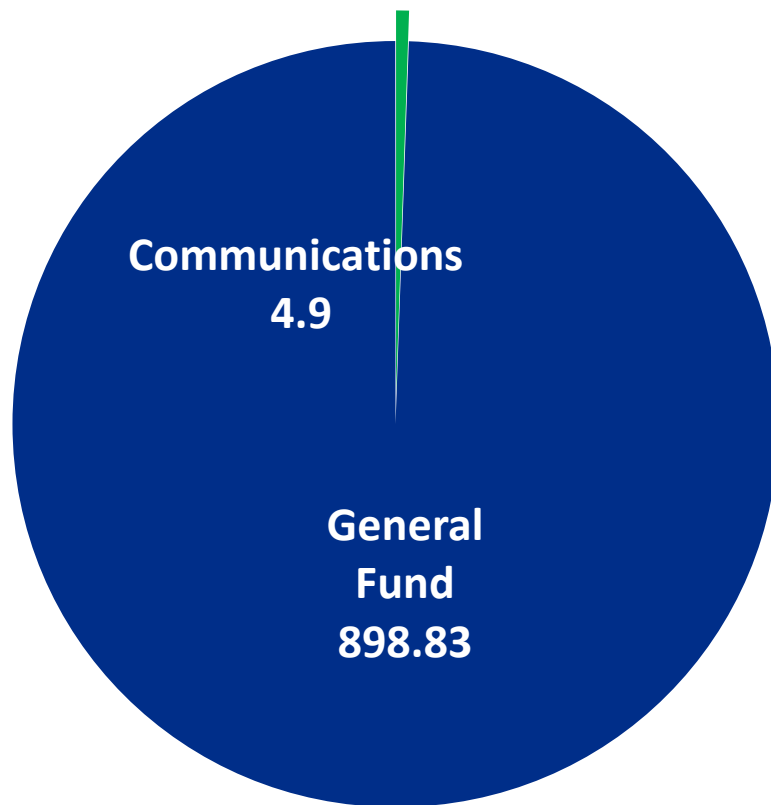


# How Communications Fits in the Enterprise in FY 17/18 – Staffing

---

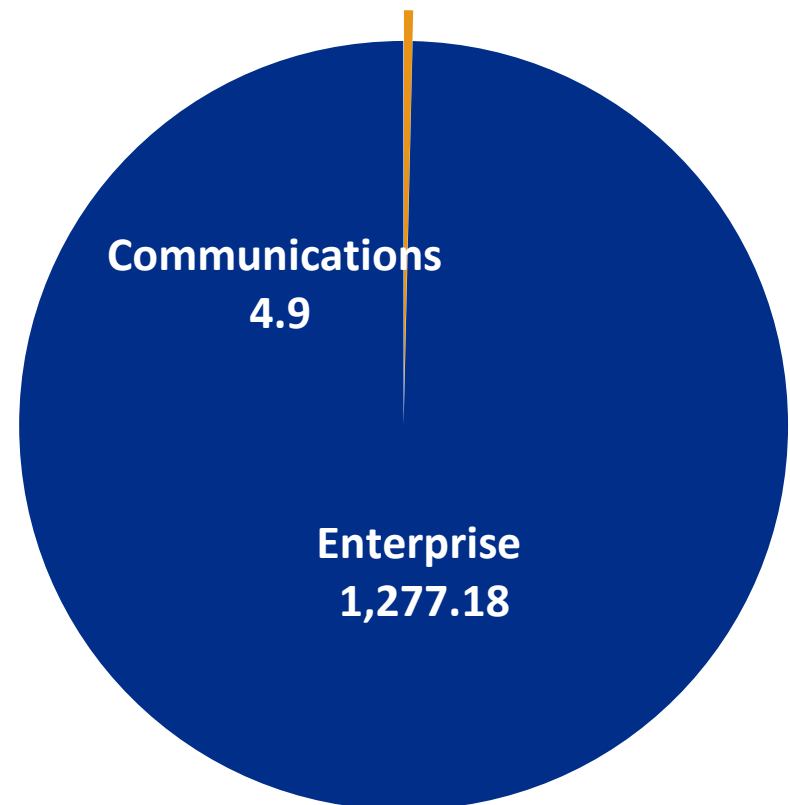
0.54% of FTEs in Fund

FTEs in the General Fund



0.38% of FTEs in Enterprise

FTEs in All Funds



Communications FTEs = 4.9  
General Fund FTEs = 903.73

All Funds FTEs = 1,282.08

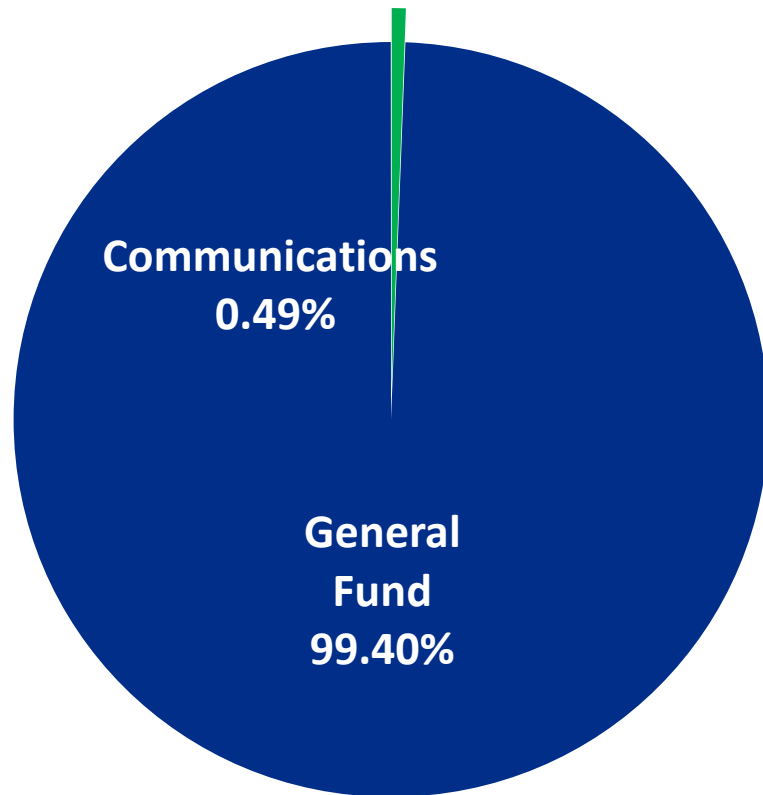


# How Communications Fits in the Enterprise in FY 17/18 – Budget

---

0.60% of Expenses in Fund

Expenses in the General Fund



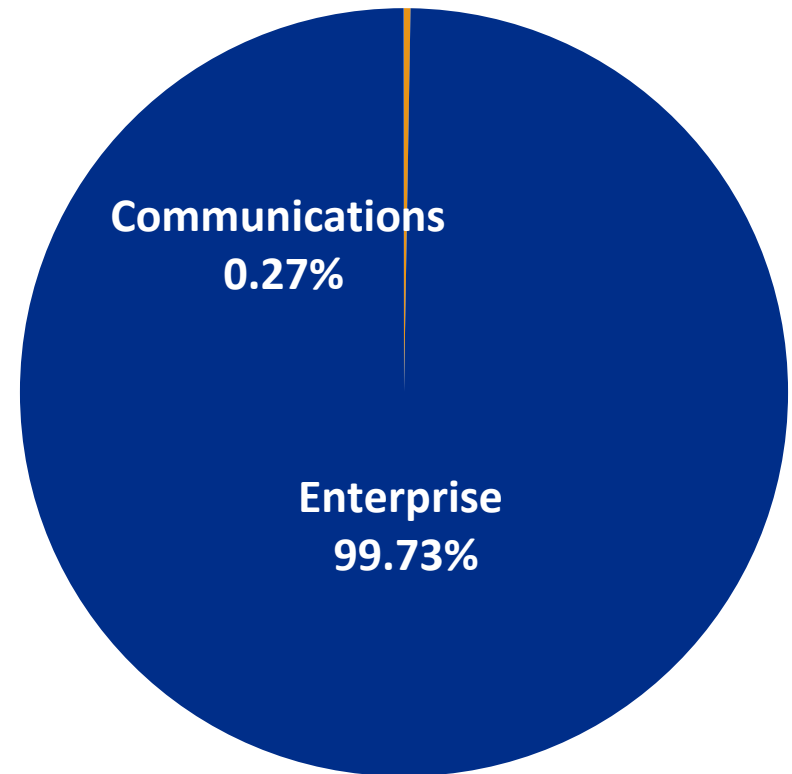
Communications Expense =

\$492,949

General Fund = \$82,128,036

0.27% of Expenses in Enterprise

Expenses in All Funds



All Funds = \$180,214,576



# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	5	5	4.9

## FY 2018

Transferred 0.10 to Legislative Affairs Division.



# Revenue Budget

	<b>Actual FY 15/16</b>	<b>Adopted Budget FY 16/17</b>	<b>Estimated Actual FY 16/17</b>	<b>Proposed Budget FY 17/18</b>
Operations Fees	\$ -	\$ -	\$ -	\$ -
Grants	-	-	-	-
From General Fund	236,795	218,319	218,319	392,949
<b>Total</b>	<b>\$ 236,795</b>	<b>\$ 218,319</b>	<b>\$ 218,319</b>	<b>\$ 392,949</b>
=Base request				\$ 392,949
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				100,000
=Total				<b>\$ 492,949</b>



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 181,895	\$ 180,777	\$ 180,777	\$ 350,858
• Materials & Supplies	51,806	31,448	31,448	32,231
• Contracts	3,094	6,094	6,094	9,860
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 236,795	\$ 218,319	\$ 218,319	\$ 392,949
=Base request				\$ 392,949
+Decision packages				100,000
=Total				\$ 492,949



# Explanation of Expense Variance

---

Transfer PEG funded positions to General Fund



# Decision Packages Approved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Redesign the City's official website	1	\$100,000	\$0	\$100,000
Total Decision Packages		\$100,000	\$0	\$100,000



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# City Manager's Comments







# FY 2018 Proposed Budget Presentation

Fund: General

Department: Communications

Division: Legislative Affairs

# Mission

---

Legislative Affairs' mission is to advocate City interests to state and federal legislators and agencies.



# Mission Elements

---

- ❑ Assist City Council in developing legislative principles.
- ❑ Establish and maintain relationships with state and federal elected officials and agencies.
- ❑ Advocate the City's interests to state and federal legislators and agencies directly and through lobbyists.



# Goals for FY 17/18

---

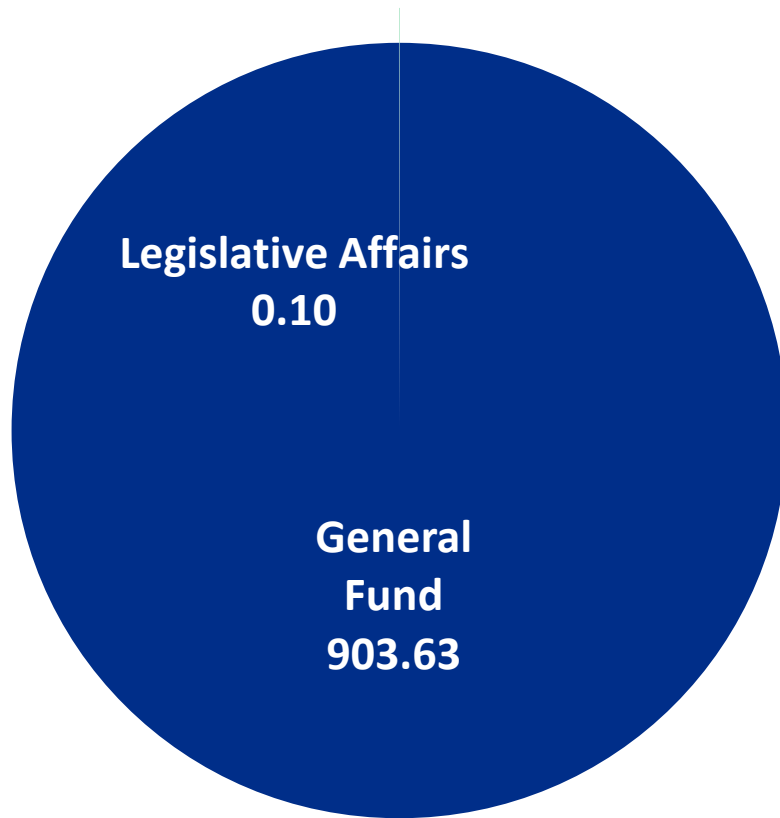
- ☐ Develop state and federal legislative agendas.
- ☐ Support interim state legislative efforts.
- ☐ Strengthen federal legislative efforts.



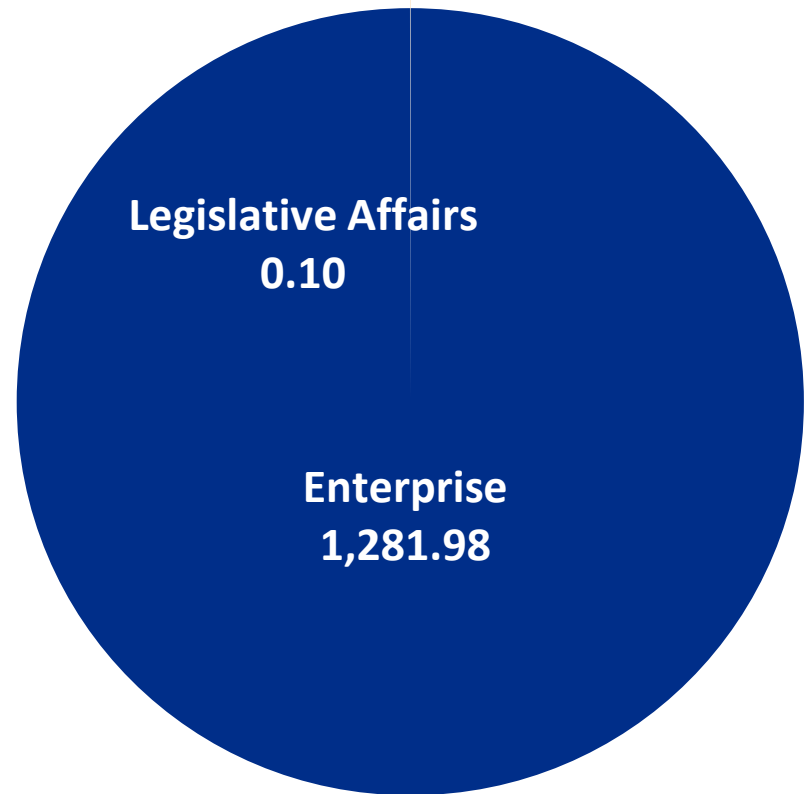
# How Legislative Affairs Fits in the Enterprise in FY 17/18 – Staffing

---

0.01% of FTEs in Fund  
Expenses in the General Fund



0.01% of FTEs in Enterprise  
FTEs in All Funds



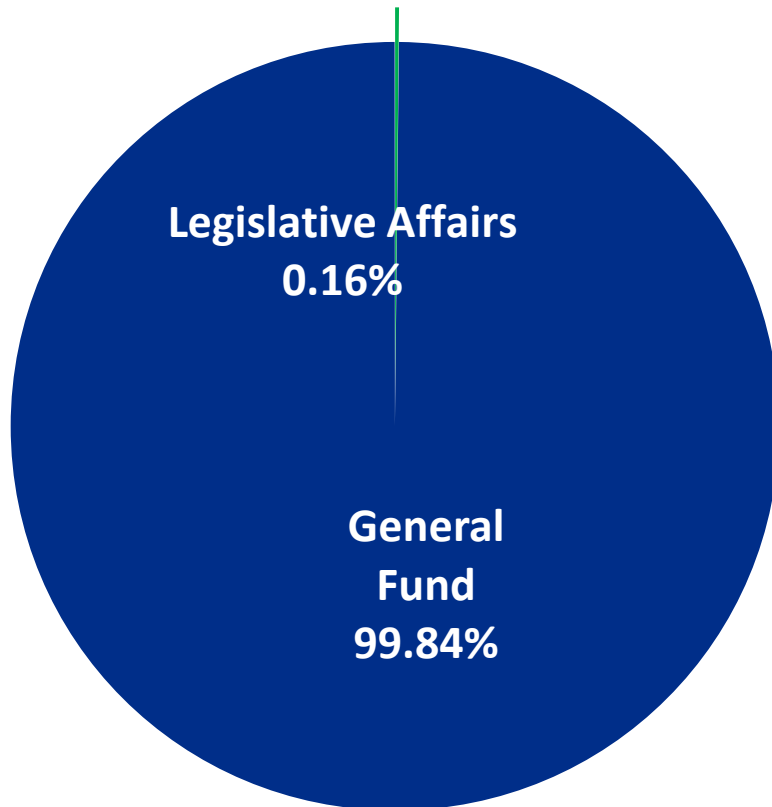
Legislative Affairs FTEs = 0.10  
General Fund FTEs = 903.73

All Funds FTEs = 1,282.08

# How Legislative Affairs Fits in the Enterprise in FY 17/18 – Budget

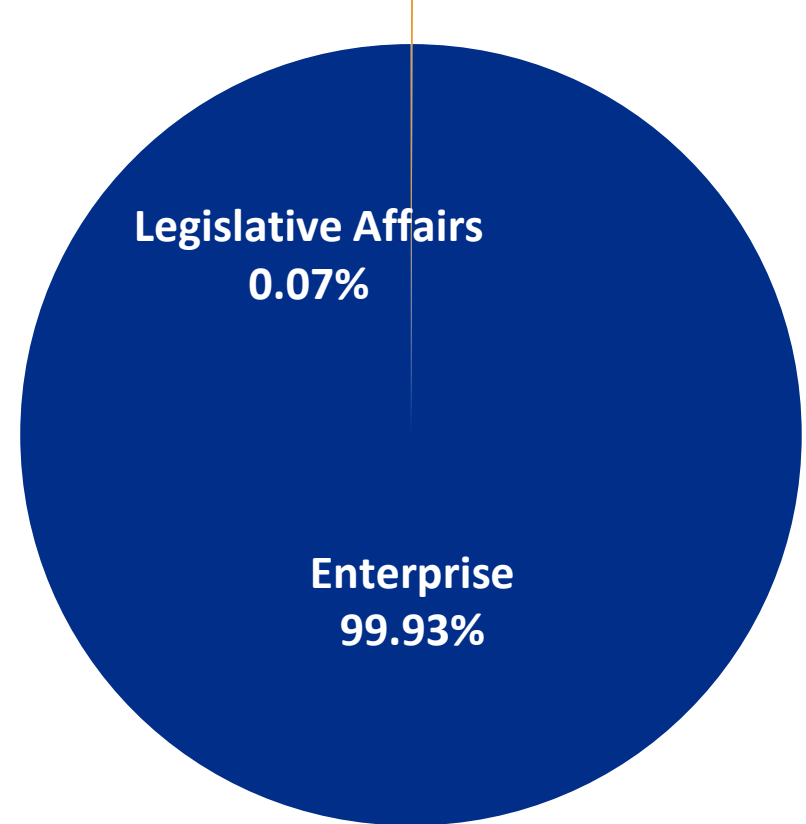
---

0.16% of Expenses in Fund  
Expenses in the General Fund



Legislative Affairs Expense =  
\$133,874  
General Fund = \$82,128,036

0.07% of Expenses in Enterprise  
Expenses in All Funds



All Funds = \$180,214,576



# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	0	0	0.10

## **FY 2018**

Transferred 0.10 FTE from Communications.



# Revenue Budget

	<b>Actual FY 15/16</b>	<b>Adopted Budget FY 16/17</b>	<b>Estimated Actual FY 16/17</b>	<b>Proposed Budget FY 17/18</b>
Operations Fees	\$ -	\$ -	\$ -	\$ -
Grants	-	-	-	-
Reimbursement	5,980	5,980	5,980	5,980
From General Fund	105,984	111,020	111,020	127,894
<b>Total</b>	<b>\$ 111,964</b>	<b>\$ 117,000</b>	<b>\$ 117,000</b>	<b>\$ 133,874</b>
=Base request				\$ 133,874
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				<b>\$ 133,874</b>





# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ -	\$ -	\$ -	\$ 14,274
• Materials & Supplies	-	-	-	2,600
• Contracts	111,964	117,000	117,000	117,000
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 111,964	\$ 117,000	\$ 117,000	\$ 133,874
=Base request				\$ 133,874
+Decision packages				-
=Total				\$ 133,874



# Explanation of Expense Variance

---

- ❑ Transferring 10% of the Executive Director of Communications' salary and benefits.
- ❑ Transfer training and travel funding.



# Decision Packages Approved by City Manager

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# City Manager's Comments





# FY 2018 Proposed Budget Presentation

Fund: General

Department: Communications

Division: Printing Services

# Mission

---

The Printing Services Division's mission is to produce high quality printed materials in support of organizational missions.



# Mission Elements

---

- ☐ Print materials used by City departments.
- ☐ Coordinate and manage contracted printing.





# By the Numbers:

---

## ☐ Print materials used by City departments:

☐ Rating of excellent in customer satisfaction: 99%

☐ Work orders completed: 930

☐ Print impressions produced: 4.2M



# Goals for FY 17/18

---

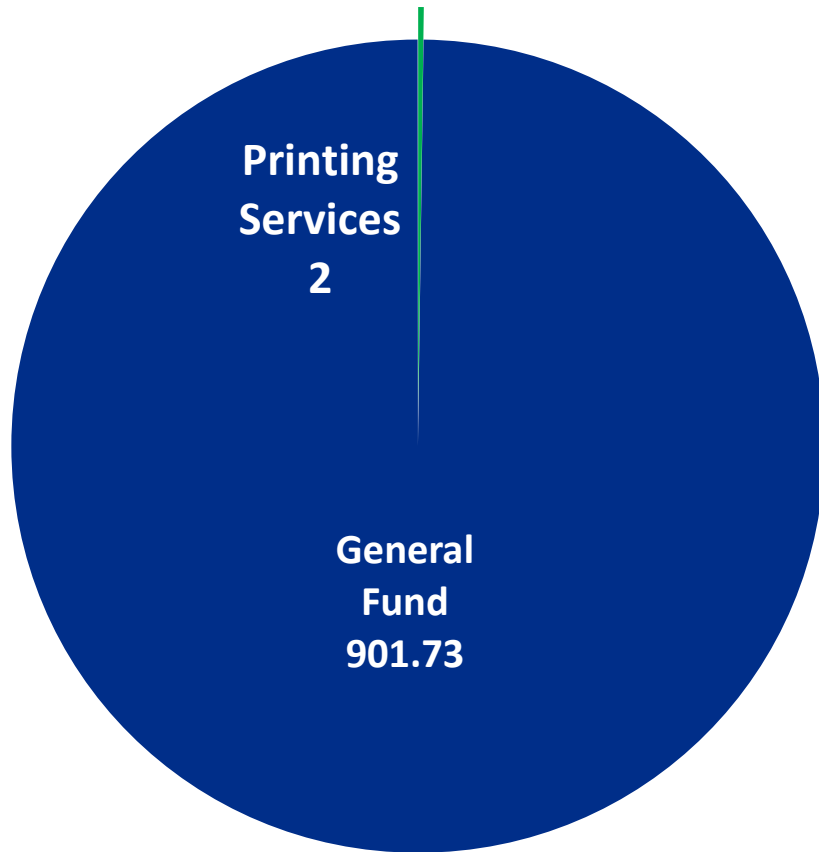
- ☐ Complete Print Shop move to KAAC.
- ☐ Evaluate pricing structure and propose changes.
- ☐ Establish and implement performance standards.



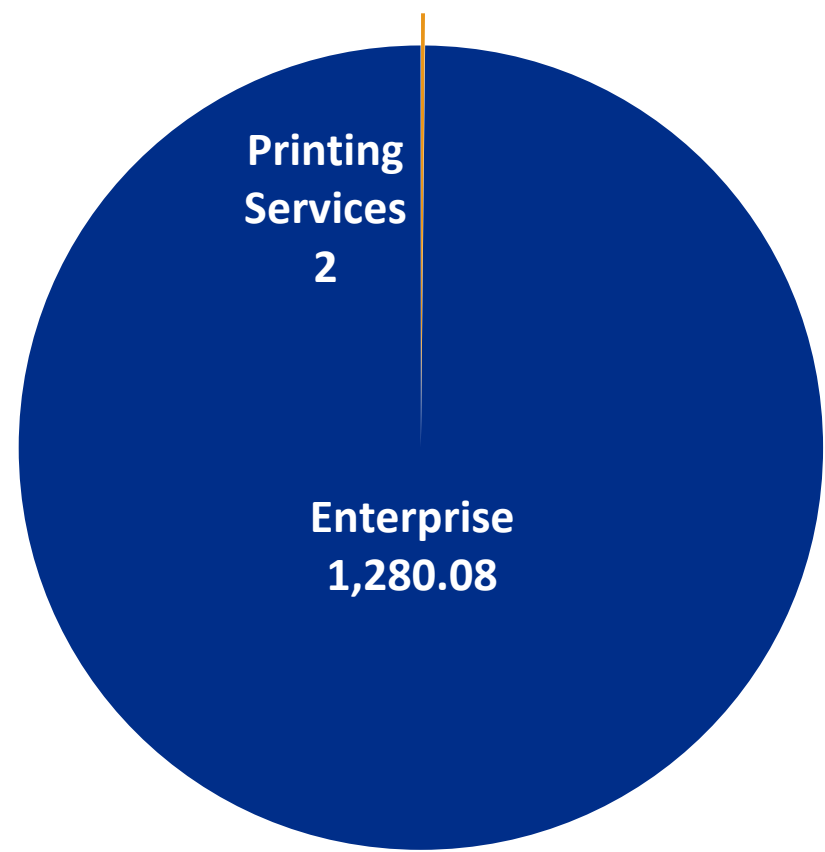
# How Printing Services Fits in the Enterprise in FY 17/18 – Staffing

---

0.22% of FTEs in Fund  
FTEs in the General Fund



0.16% of FTEs in Enterprise  
FTEs in All Funds



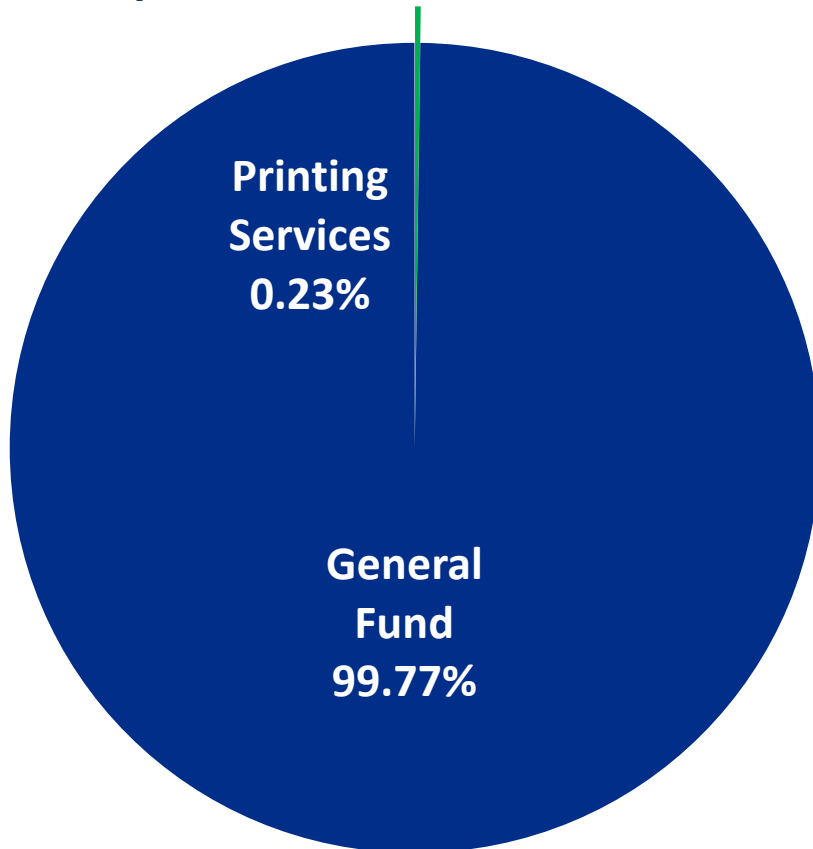
Printing Services FTEs = 2  
General Fund FTEs = 903.73

All Funds FTEs = 1,282.08

# How Printing Services Fits in the Enterprise in FY 17/18 – Budget

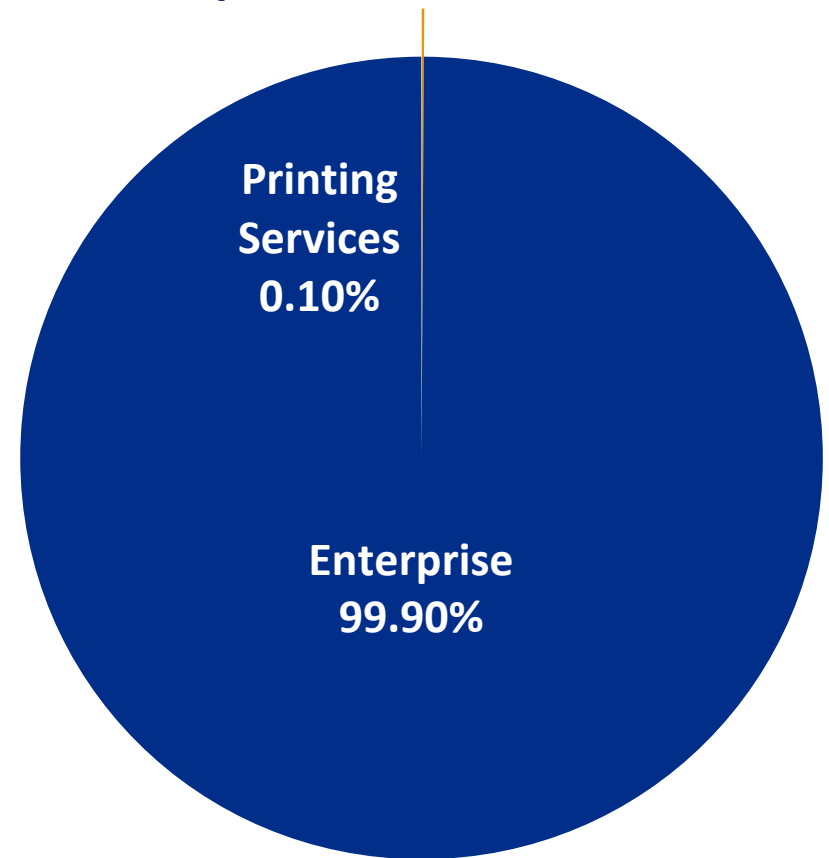
---

0.23% of Expenses in Fund  
Expenses in the General Fund



Printing Services Expense =  
\$185,843  
General Fund = \$82,128,036

0.10% of Expenses in Enterprise  
Expenses in All Funds



All Funds = \$180,214,576



# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	3	3	2

## FY 2017

Unfunded Printing Services Assistant Position.



# Revenue Budget

	<b>Actual FY 15/16</b>	<b>Adopted Budget FY 16/17</b>	<b>Estimated Actual FY 16/17</b>	<b>Proposed Budget FY 17/18</b>
Operations Fees	\$ -	\$ -	\$ -	\$ -
Grants	-	-	-	-
From General Fund	183,836	231,556	231,556	185,843
<b>Total</b>	<b>\$ 183,836</b>	<b>\$ 231,556</b>	<b>\$ 231,556</b>	<b>\$ 185,843</b>
=Base request				\$ 185,843
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				<b>\$ 185,843</b>



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 121,027	\$ 130,662	\$ 130,662	\$ 103,651
• Materials & Supplies	12,142	30,217	30,217	11,515
• Contracts	50,667	50,677	50,677	50,677
• Capital Outlay	-	20,000	20,000	20,000
<b>Total</b>	\$ 183,836	\$ 231,556	\$ 231,556	\$ 185,843
=Base request				\$ 185,843
+Decision packages				-
=Total				\$ 185,843



# Explanation of Expense Variance

---

- ❑ Unfunded Printing Services Assistant position in FY 2017.
- ❑ Elimination of Printing Services building lease.
- ❑ Decreases due to reduced budget target.





# Decision Packages Approved by City Manager

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# City Manager's Comments



# **Community Development**



# FY 2018 Proposed Budget Presentation

Fund: General

Department: Community Development

Division: Administration

# Mission

---

The Community Development Administration Division's mission is to implement the Community Development Block Grant (CDBG) and HOME programs.



# Mission Elements

---

- ☐ Provide oversight, reporting, and compliance for CDBG program.
- ☐ Provide oversight, reporting, and compliance for HOME program.



# By the Numbers:

---

## ☐ Provide oversight, reporting, and compliance for CDBG and HOME program:

- ☐ Reports submitted on time to U.S. Dept. of Housing and Urban Development (HUD): 11
- ☐ Grant agreements successfully administered: 17
- ☐ Persons receiving technical assistance: 18
- ☐ Community meetings held for citizen participation: 4





# Goals for FY 17/18

---

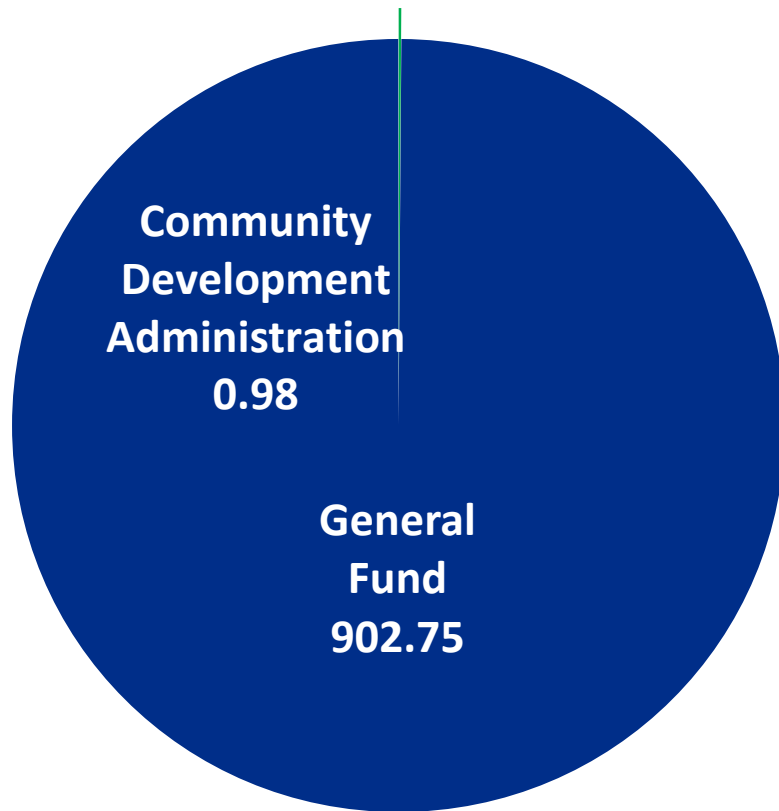
- ☐ Maintain CDBG and HOME Program grant requirements.
- ☐ Complete all grant reporting.
- ☐ Complete program monitoring of all subrecipients.



# How Community Development Administration Fits in the Enterprise in FY 17/18 – Staffing

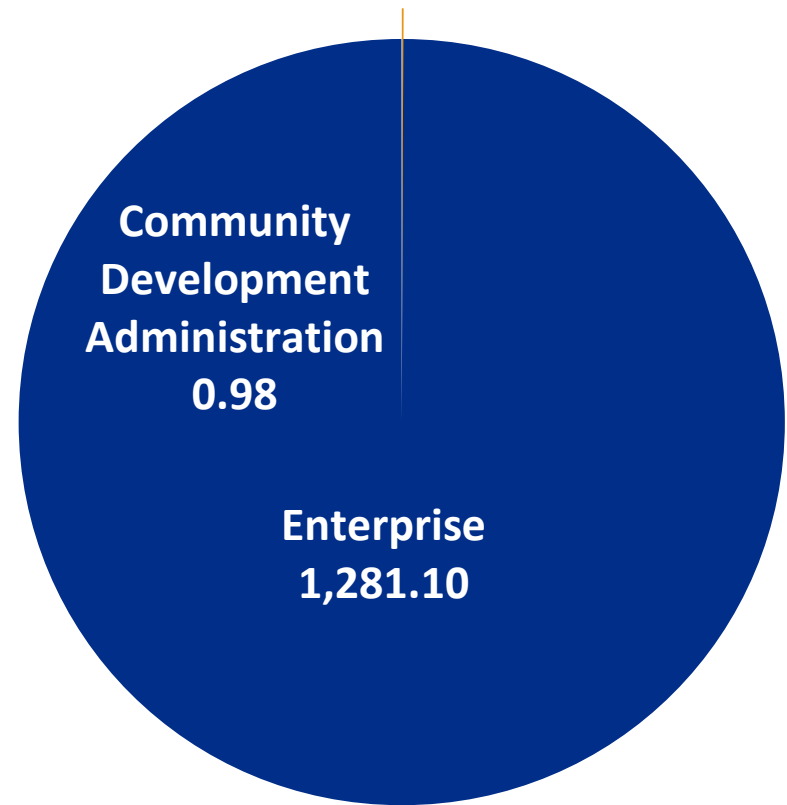
---

0.11% of FTEs in Fund  
FTEs in the General Fund



Community Development  
Administration FTEs = 0.98  
General Fund FTEs = 903.73

0.08% of FTEs in Enterprise  
FTEs in All Funds

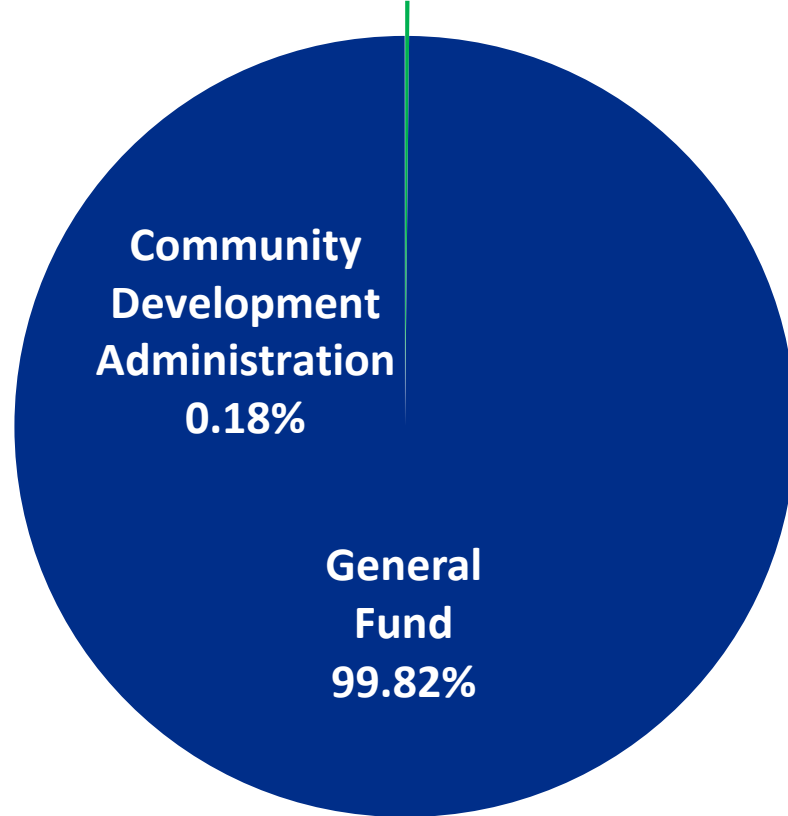


All Funds FTEs = 1,282.08



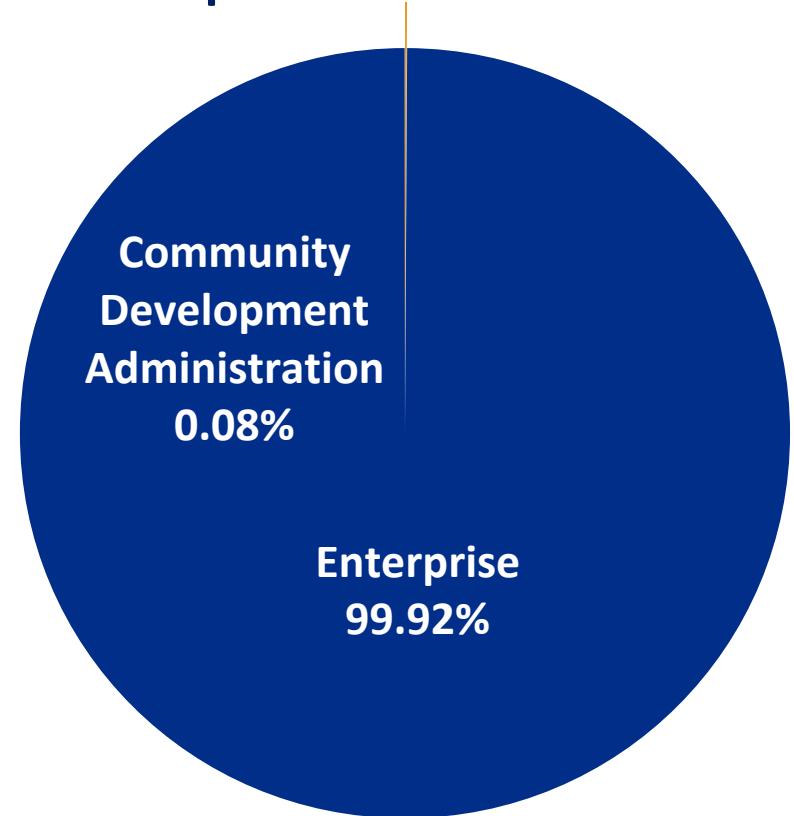
# How Community Development Administration Fits in the Enterprise in FY 17/18 – Budget

0.18% of Expenses in Fund  
Expenses in the General Fund



 Community Development  
Administration Expense = \$144,317  
General Fund = \$82,128,036

0.08% of Expenses in Enterprise  
Expenses in All Funds



All Funds = \$180,214,576

# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	5	5	.98

## **FY 2018**

Transferred 3.02 FTEs to Grant Funds.

Unfunded Home Program Coordinator –Vacant.



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ -	\$ -	\$ -	\$ -
Grants	216,721	212,689	212,714	207,734
From General Fund	146,323	175,045	152,148	174,045
<b>Total</b>	\$ 363,044	\$ 387,734	\$ 364,862	\$ 381,779
=Base request				\$ 381,779
+Decision Packages - From Additional Revenue				(207,734)
+Decision Packages - From General Fund				(29,728)
=Total				\$ 144,317



# Explanation of Revenue Variance

☐ Decrease in grant revenues



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 349,466	\$ 351,413	\$ 331,470	\$ 375,979
• Materials & Supplies	13,578	36,321	33,392	5,800
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 363,044	\$ 387,734	\$ 364,862	\$ 381,779
=Base request				\$ 381,779
+Decision packages				(237,462)
=Total				\$ 144,317



# Explanation of Expense Variance

Eliminated entire operations budget of \$25,000 in Community Development Administration to meet budget target.





# Decision Packages Approved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Reorganized Community Development and HOME programs with recognized savings.		\$(29,728)	\$0	\$(29,728)
Total Decision Packages		\$(29,728)	\$0	\$(29,728)



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# City Manager's Comments





# FY 2018 Proposed Budget Presentation

Fund: General

Department: Community Development

Division: Custodial Services

# Mission

---

Custodial Services mission is to provide clean, safe, and healthy City facilities for the City employees and Killeen residents.



# Mission Elements

---

- ☐ Clean carpets, floors, and restrooms.
- ☐ Dispose of trash; collect recyclables.



# By the Numbers:

---

## ❑ Square footage cleaned:

(does not include Custodial Supervisor)

❑ Per custodian (13): 22,205 SF

❑ Per crew leader (2): 144,335 SF

## ❑ Cost per square foot:

❑ Salaries & benefits: \$2.02

❑ All other costs: \$0.30

❑ Total costs: \$2.32



# Goals for FY 17/18

---

- ☐ Increase employee retention in Custodial Services.
- ☐ Maintain customer service levels at City facilities.
- ☐ Provide more team building opportunities for the staff.

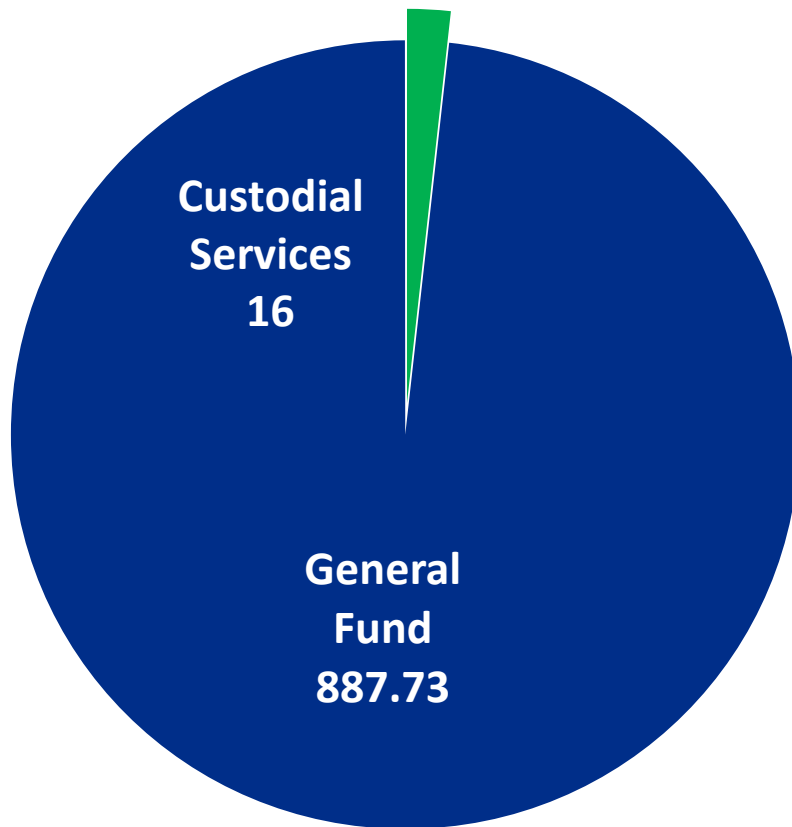




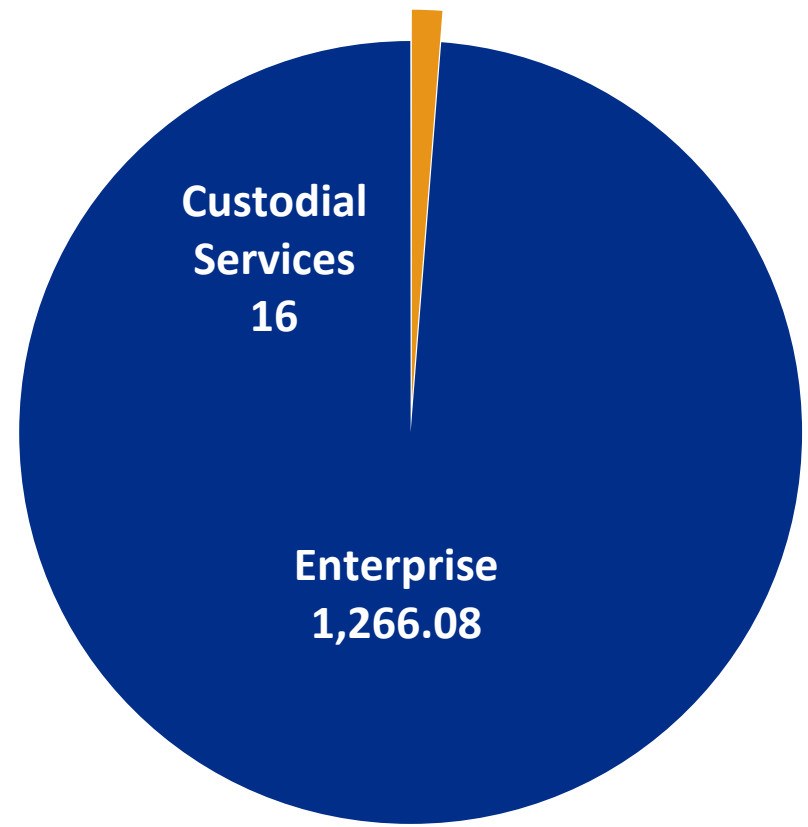
# How Custodial Services Fits in the Enterprise in FY 17/18 – Staffing

---

1.77% of FTEs in Fund  
FTEs in the General Fund



1.25% of FTEs in Enterprise  
FTEs in All Funds



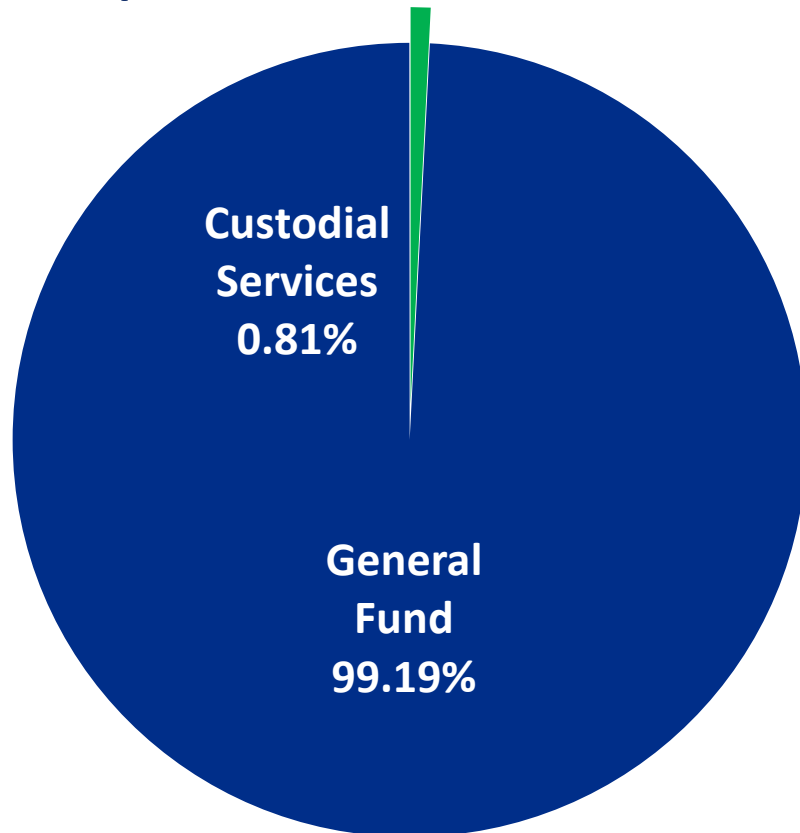
Custodial Services FTEs = 16  
General Fund FTEs = 903.73

All Funds FTEs = 1,282.08

# How Custodial Services Fits in the Enterprise in FY 17/18 – Budget

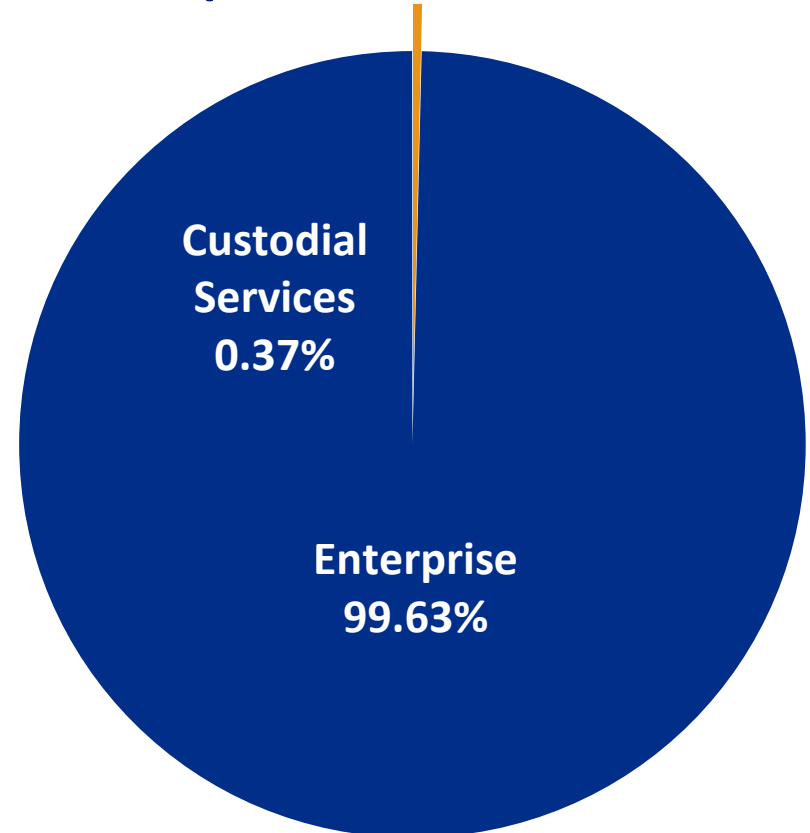
---

0.81% of Expenses in Fund  
Expenses in the General Fund



Custodial Services Expense =  
\$665,250  
General Fund = \$82,128,036

0.37% of Expenses in Enterprise  
Expenses in All Funds



All Funds = \$180,214,576



# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	18	18	16

## FY 2018

Unfunded 2 Custodian Positions – Vacant.



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ 5,508	\$ 5,508	\$ 5,508	\$ 5,508
Grants	-	-	-	-
From General Fund	605,346	700,055	694,409	659,742
<b>Total</b>	<b>\$ 610,854</b>	<b>\$ 705,563</b>	<b>\$ 699,917</b>	<b>\$ 665,250</b>
=Base request				\$ 665,250
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				\$ 665,250



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 545,381	\$ 630,050	\$ 630,050	\$ 579,221
• Materials & Supplies	65,473	75,513	69,867	86,029
• Contracts	-	-	-	-
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 610,854	\$ 705,563	\$ 699,917	\$ 665,250
=Base request				\$ 665,250
+Decision packages				-
=Total				\$ 665,250



# Explanation of Expense Variance

- ❑ Unfunded 2 full-time positions to meet budget target.



# Decision Packages Approved by City Manager

---

Description	Priority	Expense	Revenue	Net Cost
None	1	\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Reinstate unfunded positions	1	\$56,162	\$0	\$56,162
Total Decision Packages		\$56,162	\$0	\$56,162





# City Manager's Comments





# FY 2018 Proposed Budget Presentation

**Fund: General**

**Department: Community Development**

**Division: Killeen Arts & Activities Center**

# Mission

---

The mission of the Killeen Arts & Activities Center is to manage the public event space available at the KAAC.



# Mission Elements

---

- ☐ Market and book events.
- ☐ Event planning and coordination.
- ☐ Event set-up and support.
- ☐ Facility cleaning and maintenance.



# By the Numbers:

---

## ☐ Market and book events:

☐ Number Events Booked at KAAC: 170

☐ Number of persons attending events at KAAC: 20,697

☐ Increased advertising through movie screen ads and creation of billboard signage.

☐ Implemented Facebook page to increase promotion of facility and public events.

## ☐ Event set-up and support:

☐ Installed new audio/visual components.

## ☐ Facility cleaning and maintenance:

☐ Number of square feet cleaned and maintained: 25,000

☐ Number of work orders completed: 126



# Goals for FY 17/18

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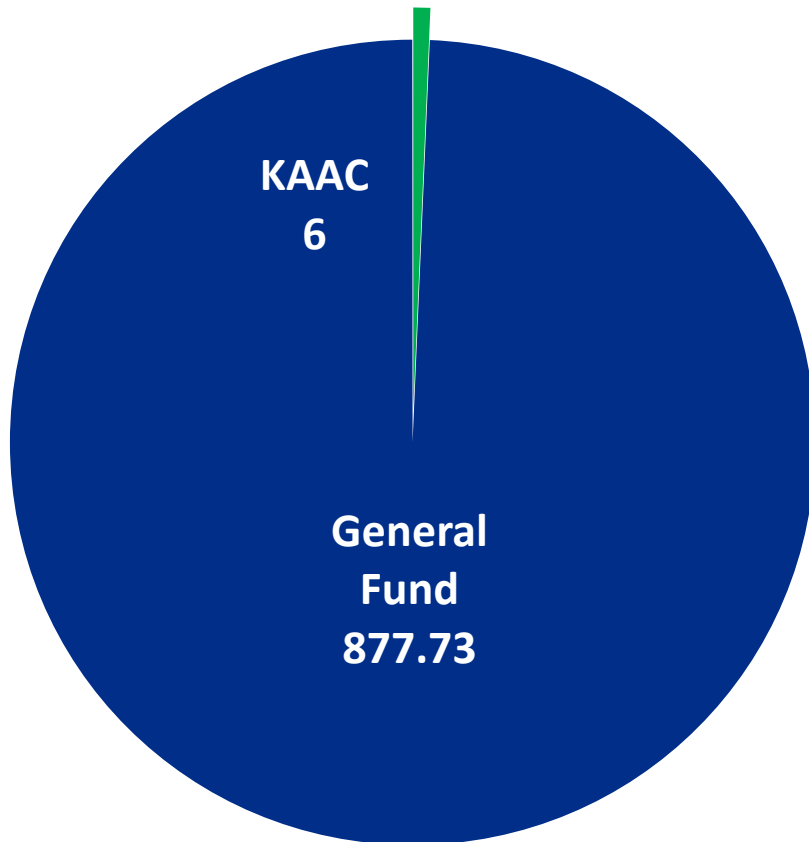
- ☐ Maintain customer service levels at City event facilities.
- ☐ Continue to improve on audio/visual/sound equipment.
- ☐ Provide a public entertainment venue with exceptional service and pricing for all citizens to utilize.
- ☐ Continue to expand advertising and promotions through social media, website, publications, and participating in special events.



# How KAAC Fits in the Enterprise in FY 17/18 – Staffing

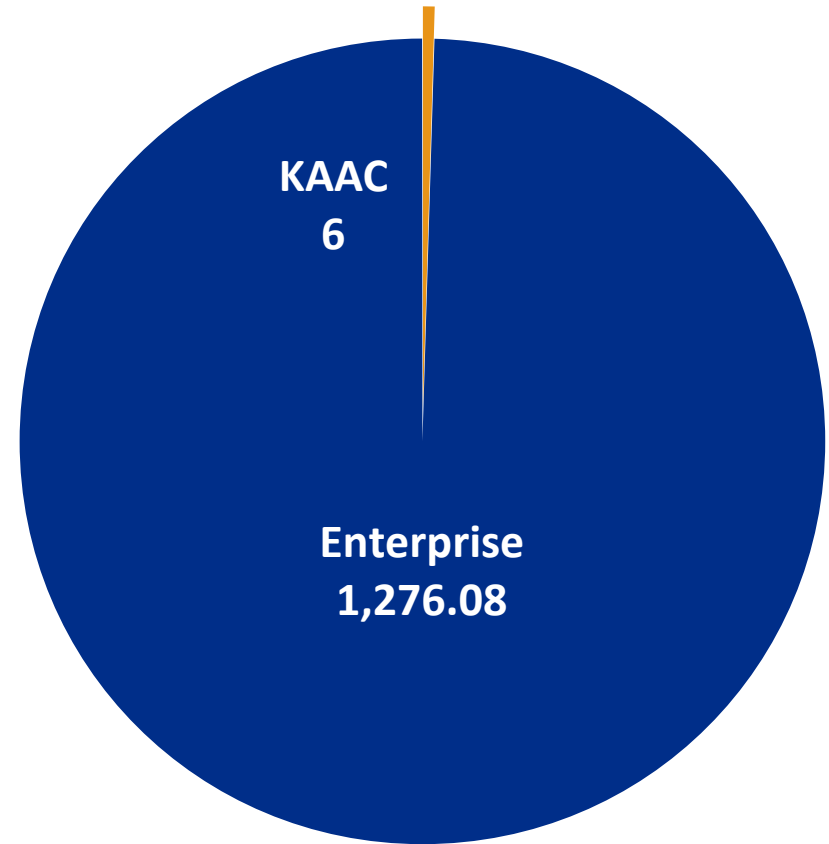
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0.66% of FTEs in Fund  
FTEs in the General Fund



KAAC FTEs = 6  
General Fund FTEs = 903.73

0.47% of FTEs in Enterprise  
FTEs in All Funds



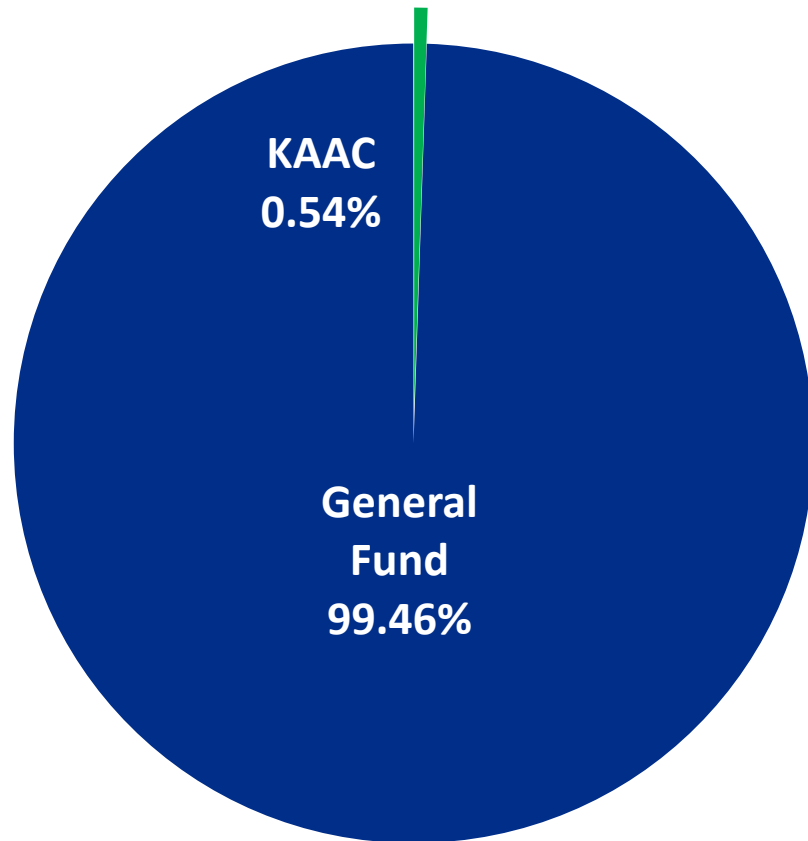
All Funds FTEs = 1,282.08



# How KAAC Fits in the Enterprise in FY 17/18 – Budget

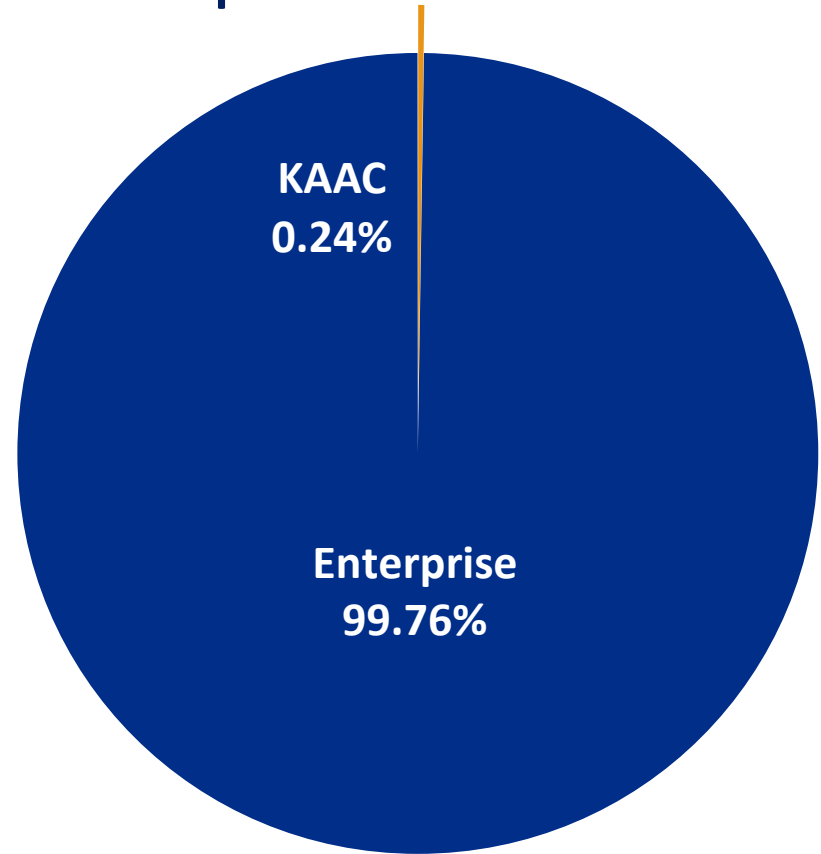
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0.54% of Expenses in Fund  
Expenses in the General Fund



KAAC Expense = \$441,132  
General Fund = \$82,128,036

0.24% of Expenses in Enterprise  
Expenses in All Funds



All Funds = \$180,214,576



# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	6	6	6



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ 83,605	\$ 86,000	\$ 86,000	\$ 78,518
Grants	-	-	-	-
From General Fund	280,276	380,804	375,189	362,614
<b>Total</b>	<b>\$ 363,881</b>	<b>\$ 466,804</b>	<b>\$ 461,189</b>	<b>\$ 441,132</b>
=Base request				\$ 441,132
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				\$ 441,132



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 188,673	\$ 208,299	\$ 206,082	\$ 215,942
• Materials & Supplies	175,208	249,005	245,607	215,690
• Contracts	-	9,500	9,500	9,500
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 363,881	\$ 466,804	\$ 461,189	\$ 441,132
=Base request				\$ 441,132
+Decision packages				-
=Total				\$ 441,132



# Explanation of Expense Variance

- ☐ Reduced professional services for maintenance and cleaning of fountain.
- ☐ Reduced building maintenance electrical expenses.
- ☐ Reduced minor capital expenses for furniture and equipment.



# Decision Packages Approved by City Manager

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# City Manager's Comments





# FY 2018 Proposed Budget Presentation

Fund: General

Department: Community Development

Division: Library Services



# Mission

---

The mission of the Killeen Public Library System is to enrich lives by fostering literacy and community engagement, supporting reading for pleasure and for research, and connecting people to information and ideas.



# Mission Elements

---

- ☐ Provide access to books and materials.
- ☐ Provide access to electronic media.
- ☐ Provide access to research and materials.
- ☐ Provide learning activities.



# By the Numbers:

---

## ☐ Provide access to books and materials

### ☐ Supporting reading for pleasure & research

☐ Number of library materials owned 148,295

☐ Number of items checked out 227,601

☐ Number of library visitors 227,467

☐ Number of hours open to public

☐ Main Library 54

☐ Branch Library 52

## ☐ Provide access to electronic media

### ☐ Connecting people to information & ideas:

☐ Number of patron computer sessions 57,705

☐ Number of online database searches 11,703

☐ Number of books downloaded 16,298



# By the Numbers:

---

## ☐ Provide access to research materials

### ☐ Connecting people to information & ideas:

☐ Number of library card holders 78,194

☐ Number of informational assistance transactions: 23,637

## ☐ Provide learning activities

### ☐ Fostering literacy & community engagement:

☐ Preschool emergent literacy story times attendance: 7,464

☐ Preschool/elementary summer reading club registrations: 892

☐ Teen summer craft & movie time attendance: 98

☐ Senior center book club & discover sessions (Started in FY2017) : 27

☐ Adult spelling bee (scheduled for Sept. 2017) TBD

☐ Family game day (scheduled for Oct. 2017) TBD



# Goals for FY 17/18

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- ☐ Expand programming for all ages to foster lifelong learning and community engagement.
  - ☐ Rearrange the Branch Library layout for more efficient use of space and improved security.
  - ☐ Reorganize staffing to create leaner management structure and to respond to the shift of some service to the online environment.
  - ☐ Continue to increase visibility in the community and market programming more aggressively.
  - ☐ Build partnerships with local business leaders.

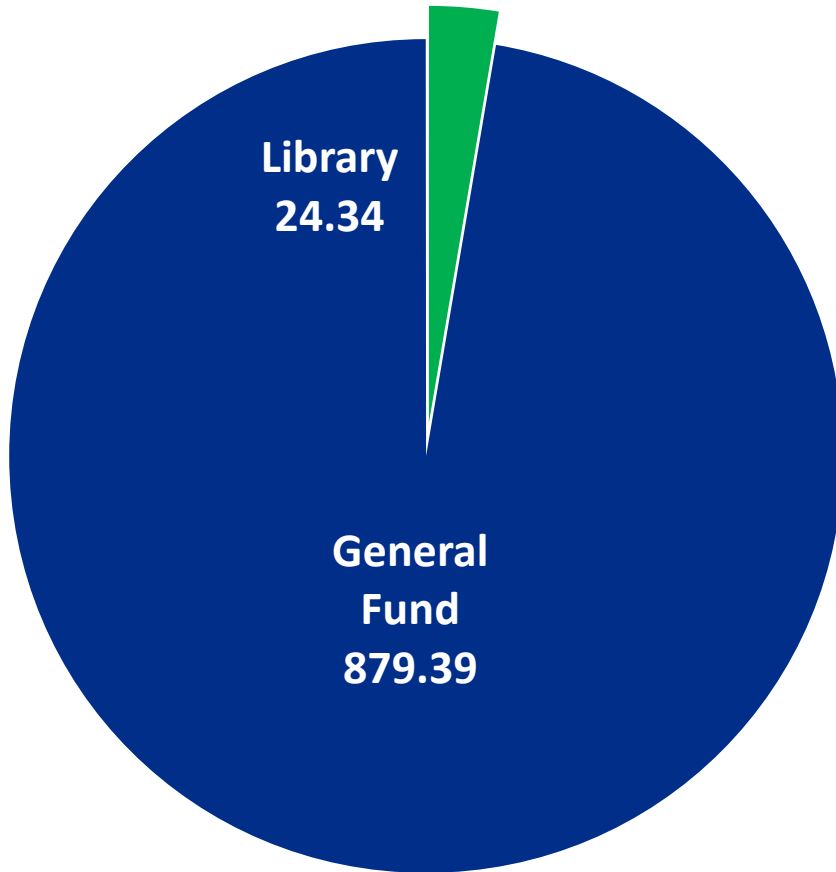


# How Library Fits in the Enterprise in FY 17/18 – Staffing

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2.69% of FTEs in Fund

FTEs in the General Fund

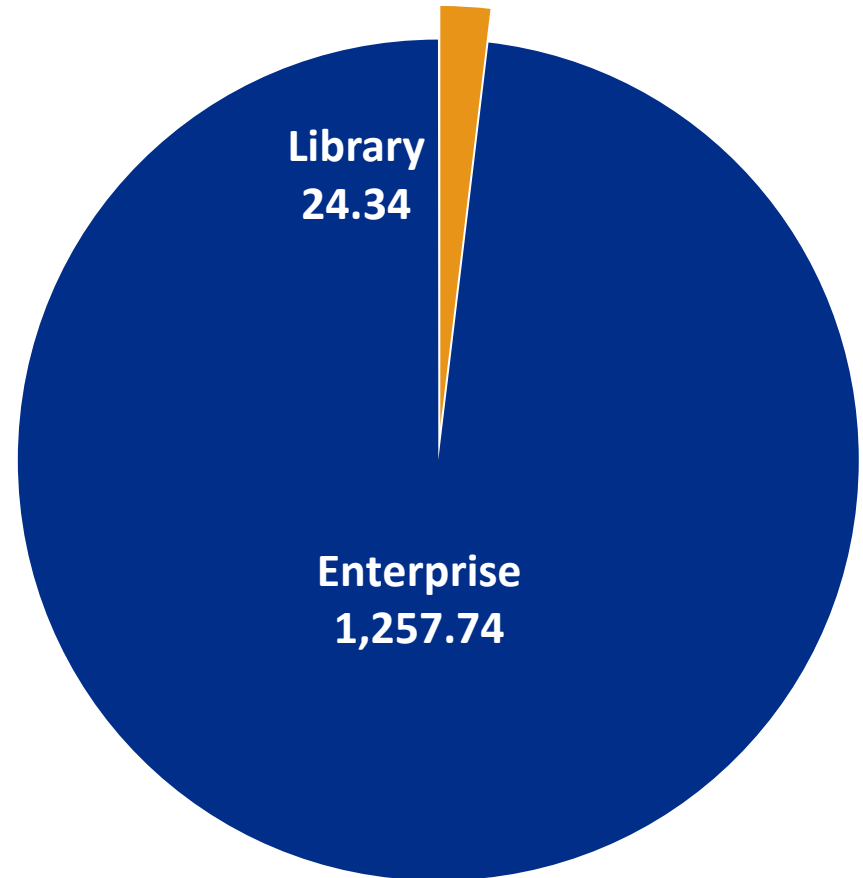


Library FTEs = 24.34

General Fund FTEs = 903.73

1.90% of FTEs in Enterprise

FTEs in All Funds



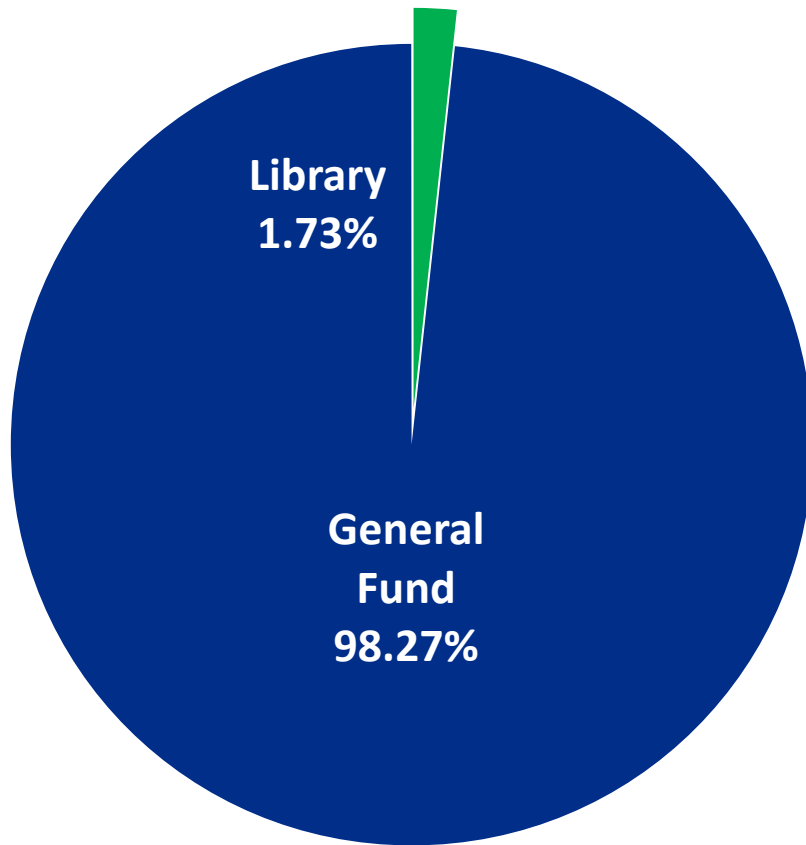
All Funds FTEs = 1,282.08



# How Library Fits in the Enterprise in FY 17/18 – Budget

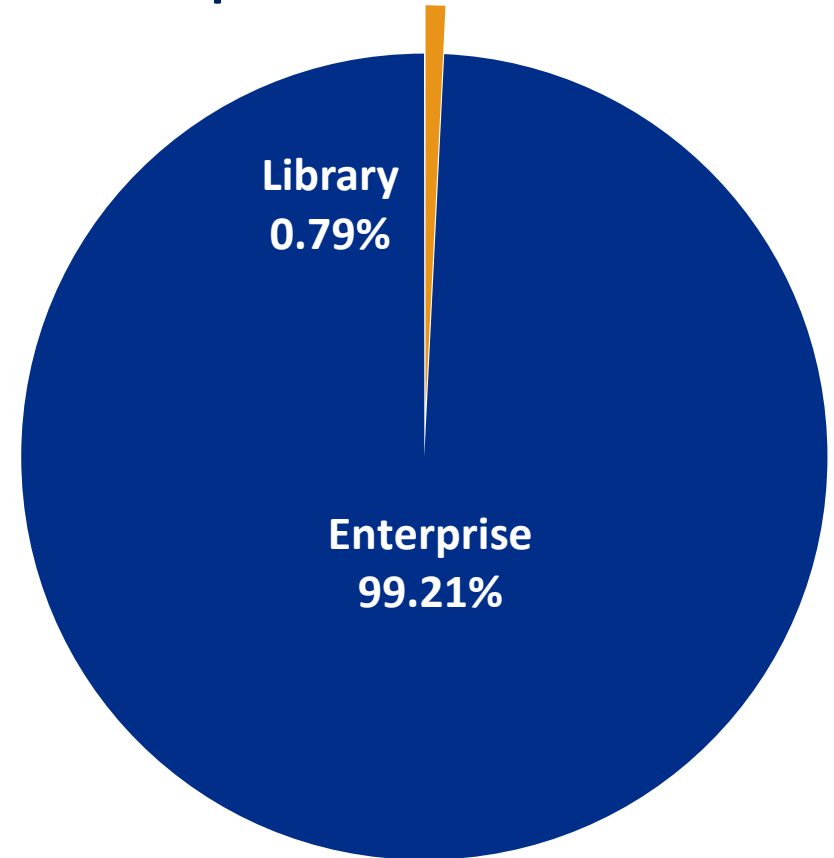
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1.73% of Expenses in Fund  
Expenses in the General Fund



Library Expense = \$1,422,394  
General Fund = \$82,128,036

0.79% of Expenses in Enterprise  
Expenses in All Funds



All Funds = \$180,214,576

# Library Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	27	26.5	24.34

## **FY 2018**

Unfunded Librarian (Adult Services) – Vacant.

Unfunded Manager (reference) – Filled (funded until 01/31/2018).

Reduced Children's Service Assistant to part-time.





# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ 25,753	\$ 28,500	\$ 29,750	\$ 30,500
Grants	-	-	-	-
From General Fund	1,462,885	1,454,222	1,422,518	1,391,894
<b>Total</b>	<b>\$ 1,488,638</b>	<b>\$ 1,482,722</b>	<b>\$ 1,452,268</b>	<b>\$ 1,422,394</b>
=Base request				\$ 1,422,394
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				\$ 1,422,394



# Explanation of Revenue Variance

---

- ☐ Small increase in revenue from patron printing.
- ☐ Reduced budget resource target.
  - ☐ Eliminated remaining Reference Manager position.
  - ☐ Reduced Children's Services Assistant to part-time.
  - ☐ Both changes align with plans to streamline staffing at main library.



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 1,173,014	\$ 1,136,931	\$ 1,086,371	\$ 1,032,161
• Materials & Supplies	165,362	183,079	203,185	215,585
• Capital Outlay	150,262	162,712	162,712	174,648
<b>Total</b>	\$ 1,488,638	\$ 1,482,722	\$ 1,452,268	\$ 1,422,394
=Base request				\$ 1,422,394
+Decision packages				-
=Total				\$ 1,422,394



# Explanation of Expense Variance

- ❑ Unfunded Reference Manager at Main Library, a position that is no longer needed
- ❑ Reduces Children's Services Assistant to part-time, sufficient to cover need
- ❑ Provides funding to finish conversion of KDH microfilm to digital format, preserving a historical source record that is not available elsewhere.



# Decision Packages Approved by City Manager

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Reinstate positions (FTE=1.5)	1	\$128,276	\$0	\$128,276
Total Decision Packages		\$128,276	\$0	\$128,276



# City Manager's Comments





# FY 2018 Proposed Budget Presentation

Fund: General

Department: Community Development

Division: Lien Services



# Mission

---

The mission of Lien Services is to bill and collect code enforcement abatements.



# Mission Elements

---

- ☐ Bill for code enforcement actions.
- ☐ Collect for code enforcement actions.



# By the Numbers:

---

## ☐ Bill for code enforcement actions.

☐ Number of billing statements generated: 643

## ☐ Collect for code enforcement actions.

☐ Number of liens collected: 632

☐ Number of liens recorded: 455

☐ Number of liens released: 642

☐ Number of collection notices mailed: 450



# Goals for FY 17/18

---

- ☐ Increase the collection of liens to increase revenues.
- ☐ Locate and notify property owners of liens.
- ☐ Attend tax sales and provide lien information.
- ☐ Educate property owners on the importance of property maintenance and city ordinances.
- ☐ Reduce the amount of uncollectable liens.

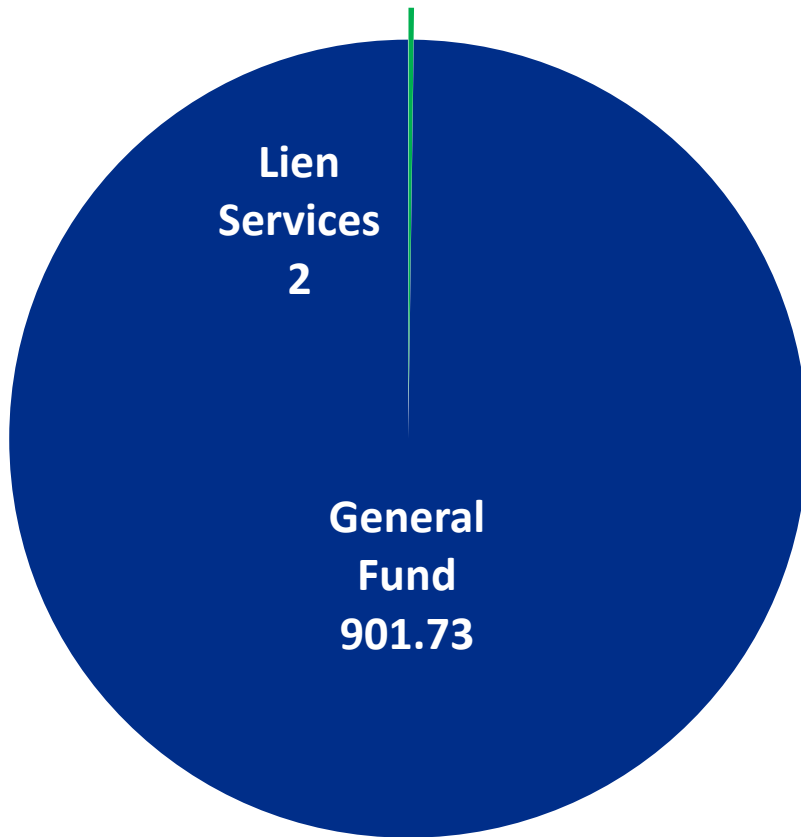


# How Lien Services Fits in the Enterprise in FY 17/18 – Staffing

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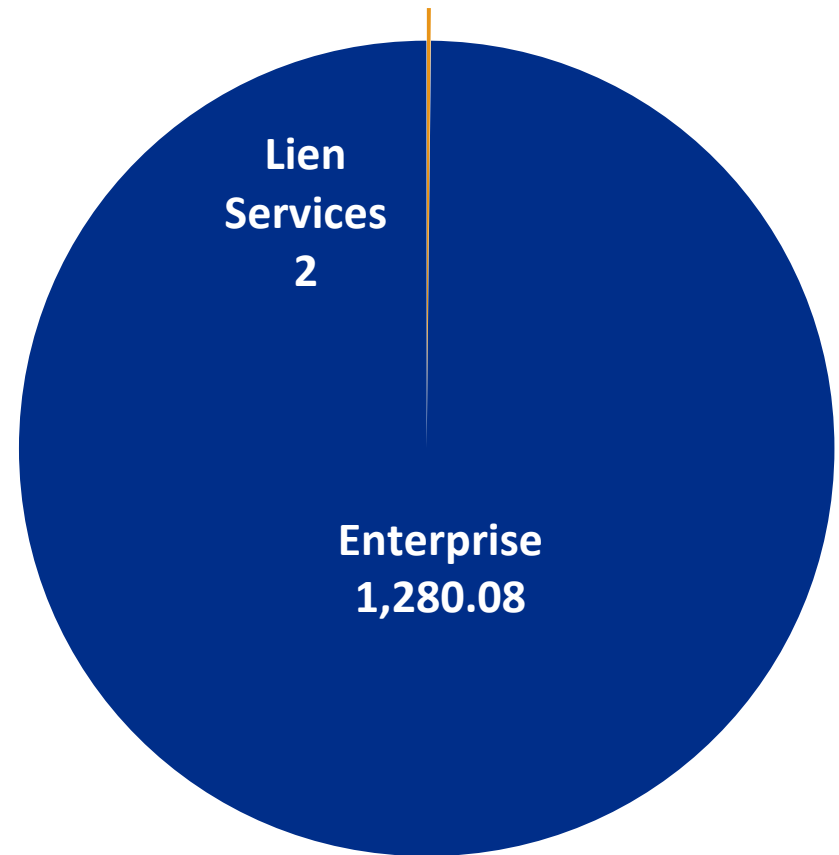
0.22% of FTEs in Fund

FTEs in the General Fund



0.16% of FTEs in Enterprise

FTEs in All Funds



Lien Services FTEs = 2  
General Fund FTEs = 903.73

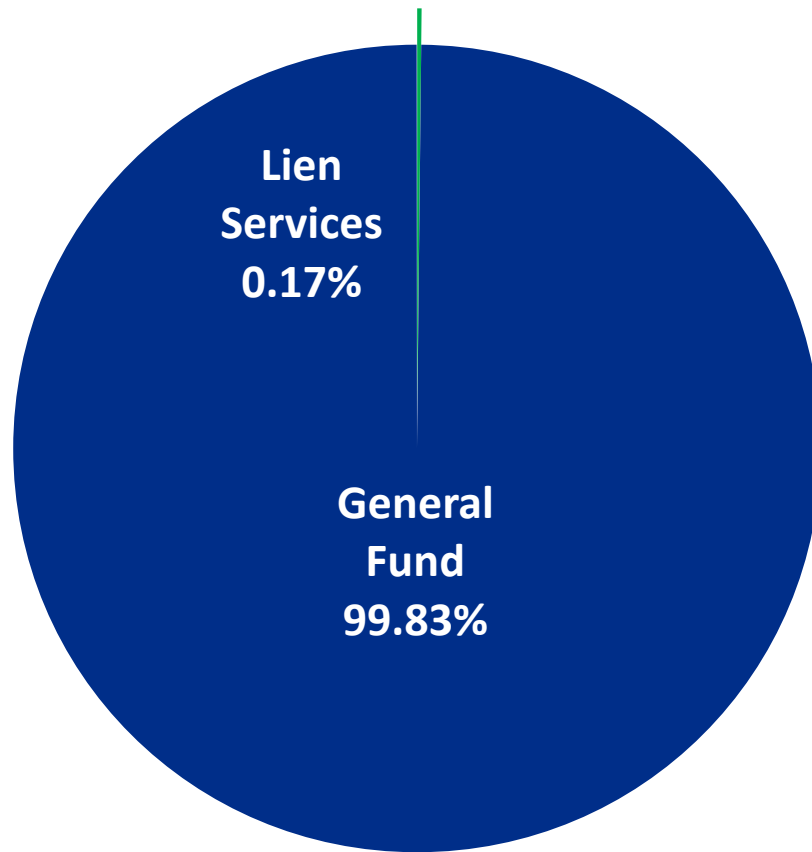
All Funds FTEs = 1,282.08

# How Lien Services Fits in the Enterprise in FY 17/18 – Budget

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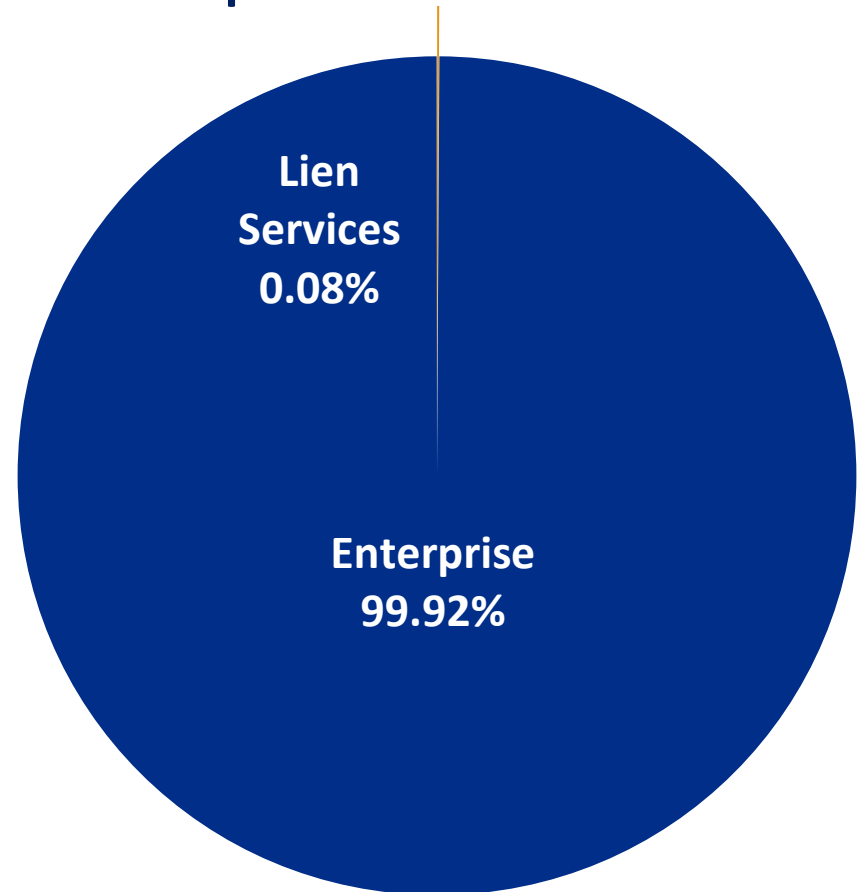
0.17% of Expenses in Fund

Expenses in the General Fund



0.08% of Expenses in Enterprise

Expenses in All Funds



Lien Services Expense = \$143,661

General Fund = \$82,128,036

All Funds = \$180,214,576

# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	2	2	2



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ -	\$ -	\$ -	\$ -
Grants	-	-	-	-
From General Fund	131,629	138,478	132,119	130,461
<b>Total</b>	\$ 131,629	\$ 138,478	\$ 132,119	\$ 130,461
=Base request				\$ 130,461
+Decision Packages - From Additional Revenue				16,368
+Decision Packages - From General Fund				(3,168)
=Total				\$ 143,661





# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 113,623	\$ 115,440	\$ 115,999	\$ 117,816
• Materials & Supplies	18,006	23,038	16,120	12,645
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 131,629	\$ 138,478	\$ 132,119	\$ 130,461
=Base request				\$ 130,461
+Decision packages				13,200
=Total				\$ 143,661



# Explanation of Expense Variance

Reduction in operations cap specifically the Legal and Public Notices account which provides for the filing fees charged by Bell County to record liens and releases per City Ordinance (\$3,475).



# Decision Packages Approved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Increase funding for Legal and Public Notices for lien releases	1	\$13,200	\$16,368	(\$3,168)
Total Decision Packages		\$13,200	\$16,368	(\$3,168)



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# City Manager's Comments



# City Manager's Comments

---

☐ Transfer Lien Services to Finance Department



# **Community Services**



# FY 2018 Proposed Budget Presentation

Fund: General

Department: Community Services

Division: Administration



# Mission

---

The Community Services Department's mission is to enhance the quality of life for all citizens by providing parks, recreation facilities and programs.



# Mission Elements

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- ☐ Maintain parks grounds and facilities.
- ☐ Provide recreation programming.
- ☐ Provide aquatics programming.
- ☐ Provide senior programming.



# Goals for FY 17/18

---

- ☐ Re-organization of Athletics, Golf, Recreation, Parks and Public Grounds and Aquatics.
- ☐ Audit programs to determine areas for increased financial and operational efficiencies.
  - ☐ Audit of youth and adult sports.

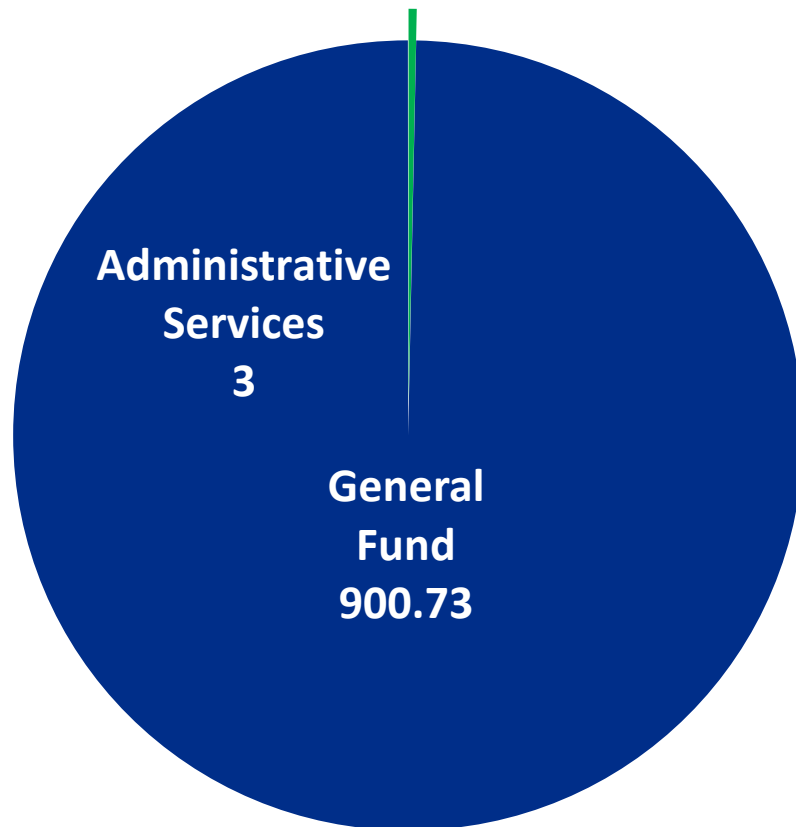


# How Administrative Services Fits in the Enterprise in FY 17/18 – Staffing

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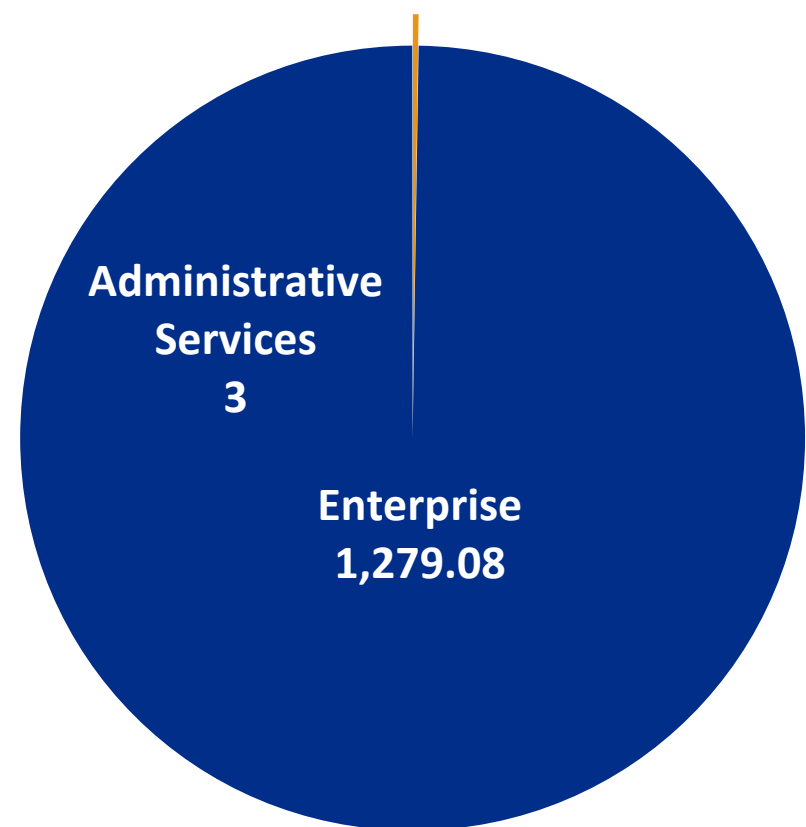
0.33% of FTEs in Fund

FTEs in the General Fund



0.23% of FTEs in Enterprise

FTEs in All Funds



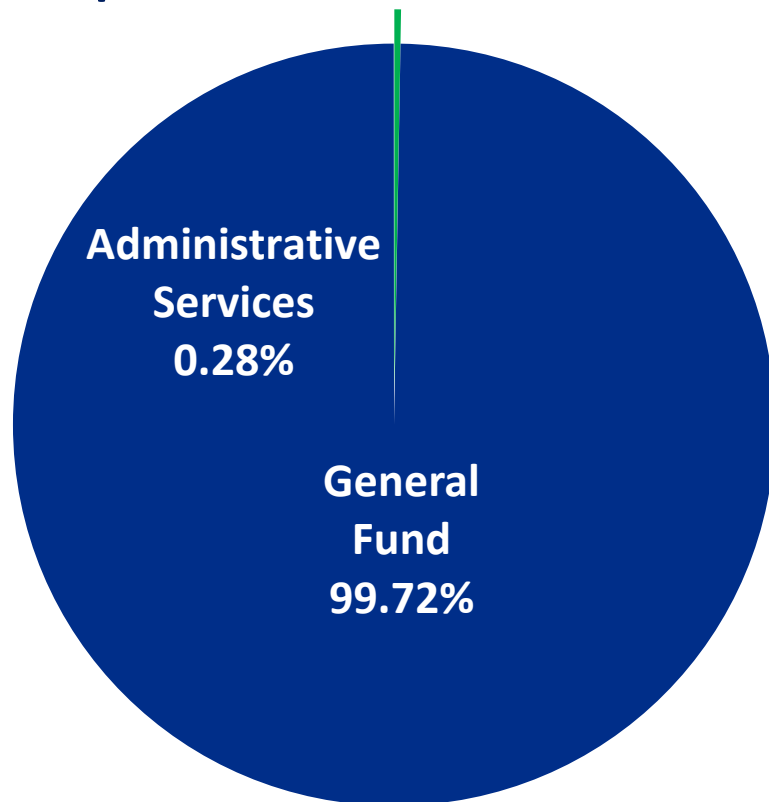
Administrative Services FTEs = 3  
General Fund FTEs = 903.73

All Funds FTEs = 1,282.08

# How Administrative Services Fits in the Enterprise in FY 17/18 – Budget

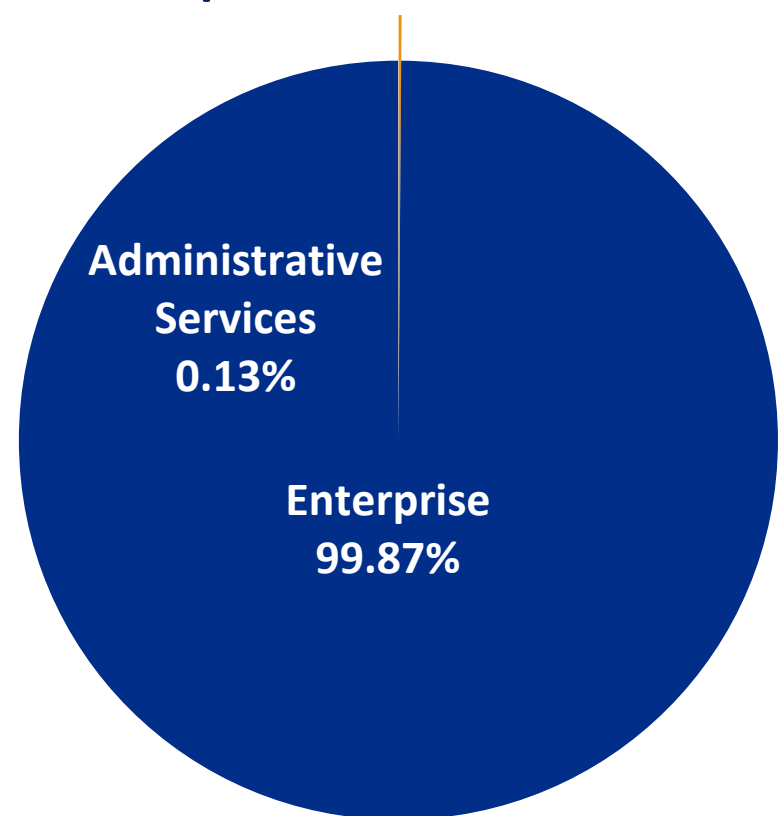
---

0.28% of Expenses in Fund  
Expenses in the General Fund



Administrative Services Expense =  
\$230,905  
General Fund = \$82,128,036

0.13% of Expenses in Enterprise  
Expenses in All Funds



All Funds = \$180,214,576



# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	0	0	3

## FY 2018

Transferred 3 positions from Lions Club Park Operations



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ -	\$ -	\$ -	\$ -
Grants	-	-	-	-
From General Fund	-	-	-	230,905
<b>Total</b>	\$ -	\$ -	\$ -	\$ 230,905
=Base request				\$ 230,905
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				\$ 230,905



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ -	\$ -	\$ -	\$ 225,838
• Materials & Supplies	-	-	-	5,067
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ -	\$ -	\$ -	\$ 230,905
=Base request				\$ 230,905
+Decision packages				-
=Total				\$ 230,905





# Explanation of Expense Variance

New division – moved administration staff from  
Lions Club Park Operations



# Decision Packages Approved by City Manager

---

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# City Manager's Comments





# FY 2018 Proposed Budget Presentation

Fund: General

Department: Community Services

Division: Athletics

# Mission

---

The Athletics' mission is to provide athletic programming primarily to youth.



# Mission Elements

---

Provide league administration for sports.



# By the Numbers:

---

## ☐ Provide league administration:

☐ Number of youth participants: 2,253

☐ Number of adult team participants: 117

☐ Number of tournaments hosted: 6





# Goals for FY 17/18

---

- ☐ Explore consolidating the Athletics and Recreation divisions.
- ☐ Audit programs to determine areas for increased financial and operational efficiencies.
  - ☐ Explore affiliations with sports associations to increase programs via partnerships.

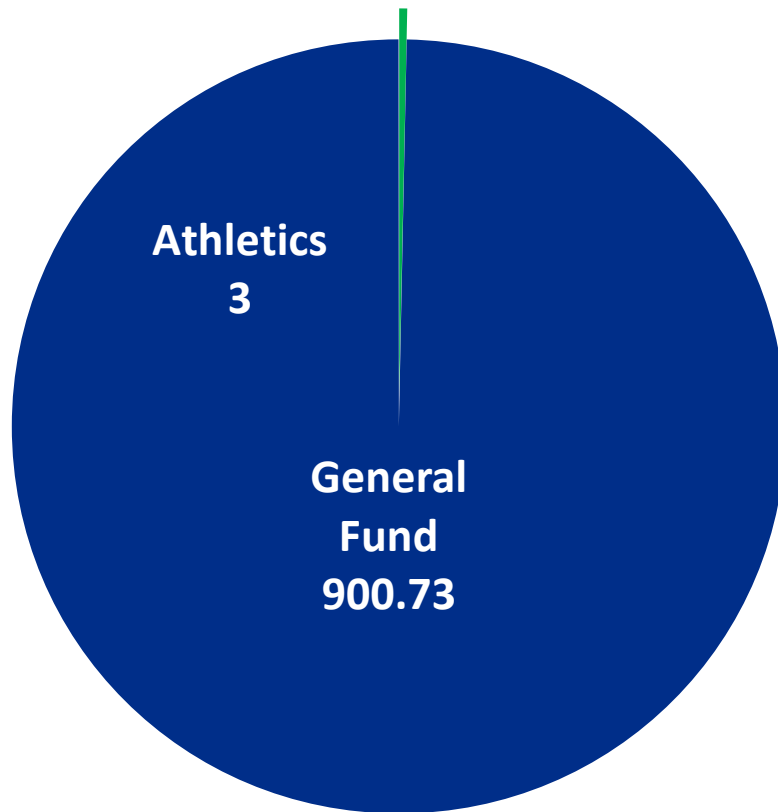


# How Athletics Fits in the Enterprise in FY 17/18 – Staffing

---

0.33% of FTEs in Fund

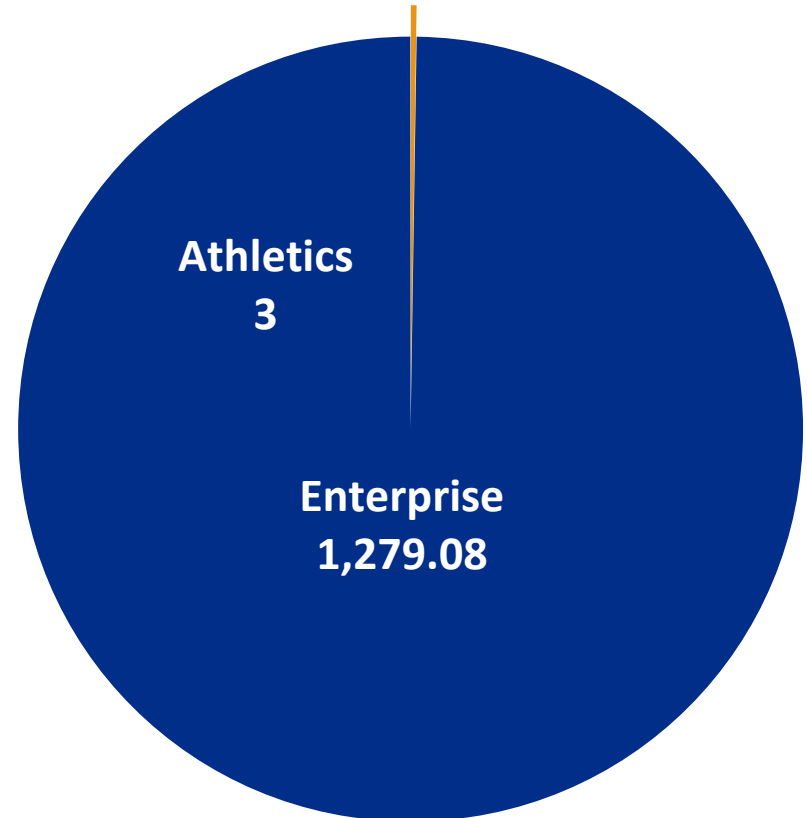
FTEs in the General Fund



Athletics FTEs = 3  
General Fund FTEs = 903.73

0.23% of FTEs in Enterprise

FTEs in All Funds



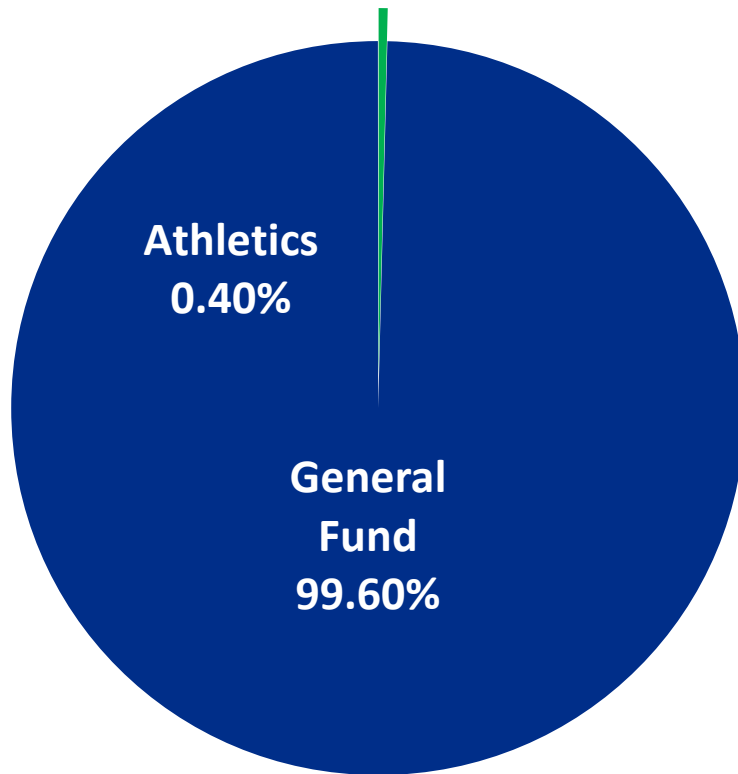
All Funds FTEs = 1,282.08



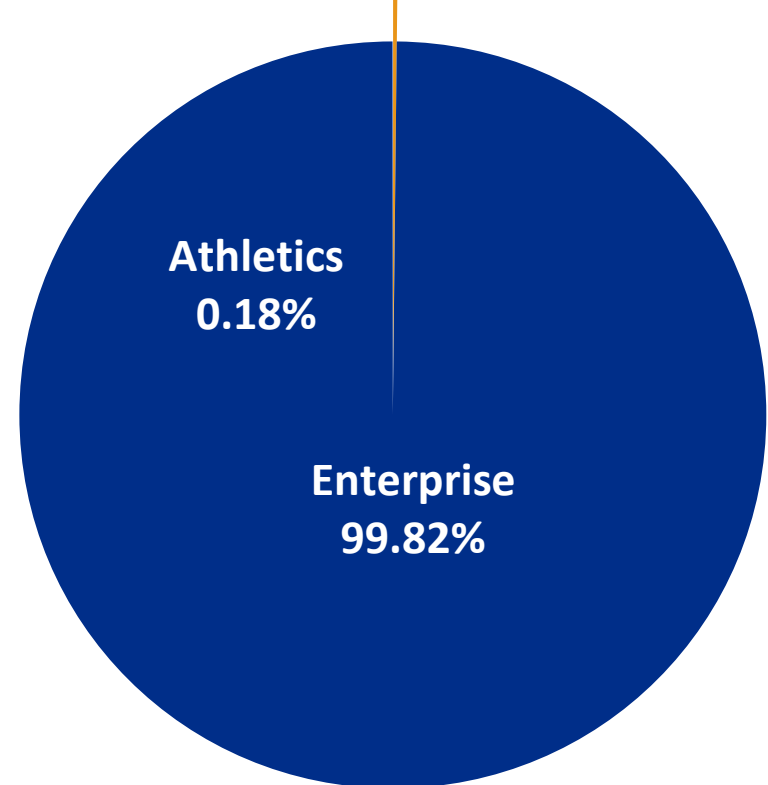
# How Athletics Fits in the Enterprise in FY 17/18 – Budget

---

0.40% of Expenses in Fund  
Expenses in the General Fund



0.18% of Expenses in Enterprise  
Expenses in All Funds



Athletics Expense = \$325,689  
General Fund = \$82,128,036

All Funds = \$180,214,576

# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
<b>FTEs</b>	3	3	3



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ 162,131	\$ 185,200	\$ 155,000	\$ 150,000
Grants	-	-	-	-
From General Fund	180,498	159,127	193,727	175,689
<b>Total</b>	<b>\$ 342,629</b>	<b>\$ 344,327</b>	<b>\$ 348,727</b>	<b>\$ 325,689</b>
=Base request				\$ 325,689
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				\$ 325,689



# Explanation of Revenue Variance

- ❑ Reduction in athletic revenue:
  - ❑ Outsourcing of soccer 2-1/2 years ago.
  - ❑ Steady decrease directly related to the increase in fees.
- ❑ Reduction in athletic programs –
  - ❑ Eliminated adult volleyball, basketball, flag football and kickball.



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 142,044	\$ 138,239	\$ 135,392	\$ 150,836
• Materials & Supplies	200,585	206,088	213,335	174,853
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 342,629	\$ 344,327	\$ 348,727	\$ 325,689
=Base request				\$ 325,689
+Decision packages				-
=Total				\$ 325,689



# Explanation of Expense Variance

- ❑ Reduction in athletic programs –
  - ❑ Eliminated adult volleyball, basketball, flag football and kickball.





# Decision Packages Approved by City Manager

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
To prevent the elimination of adult volleyball, basketball, flag football and kickball	10	\$21,820	\$0	\$21,820
Youth Summer Open Gym program	13	20,000	0	20,000
Total Decision Packages		\$41,820		\$41,820



# How Department Will Be Managed in FY 18

- ☐ Adult softball will be the only adult sport offered to the public.
- ☐ Staff will explore outsourcing opportunities for youth baseball and softball.



# City Manager's Comments





# FY 2018 Proposed Budget Presentation

Fund: General

Department: Community Services

Divisions: Family Aquatic Center &  
Swimming Pools

# Mission

---

The aquatic's mission is to provide aquatics programming for the citizens of Killeen.



# Mission Elements

---

Provide aquatic activities.



# By the Numbers:

---

## ☐ Provide aquatic activities:

☐ Number of admission tickets sold: 51,150

☐ Number of swim lesson registrations: 781

## ☐ Inventory

☐ Family Aquatic Center – 1

☐ Swim Pools – 2:

☐ Long Branch – Active

☐ Pershing - Inactive





# Goals for FY 17/18

---

- ❑ Reclassify positions to provide adequate supervision of the Family Aquatic Center.
- ❑ Audit programs to determine areas for increased financial and operational efficiencies.
  - ❑ Explore options for offering American Red Cross Swim Lessons in the late summer and early fall.

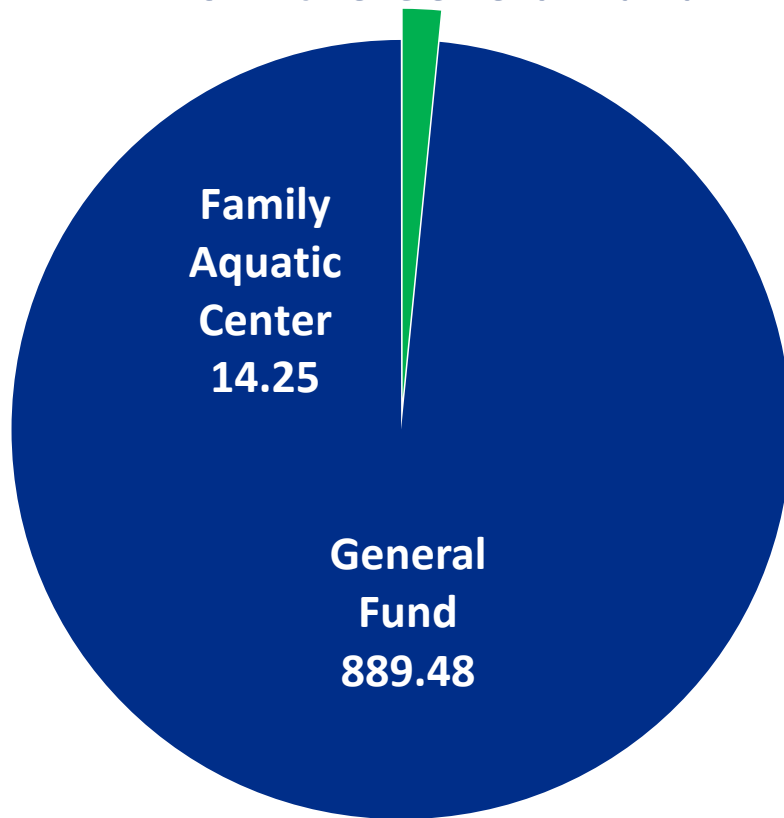


# How Family Aquatic Center & Swimming Pools Fit in the Enterprise in FY 17/18 – Staffing

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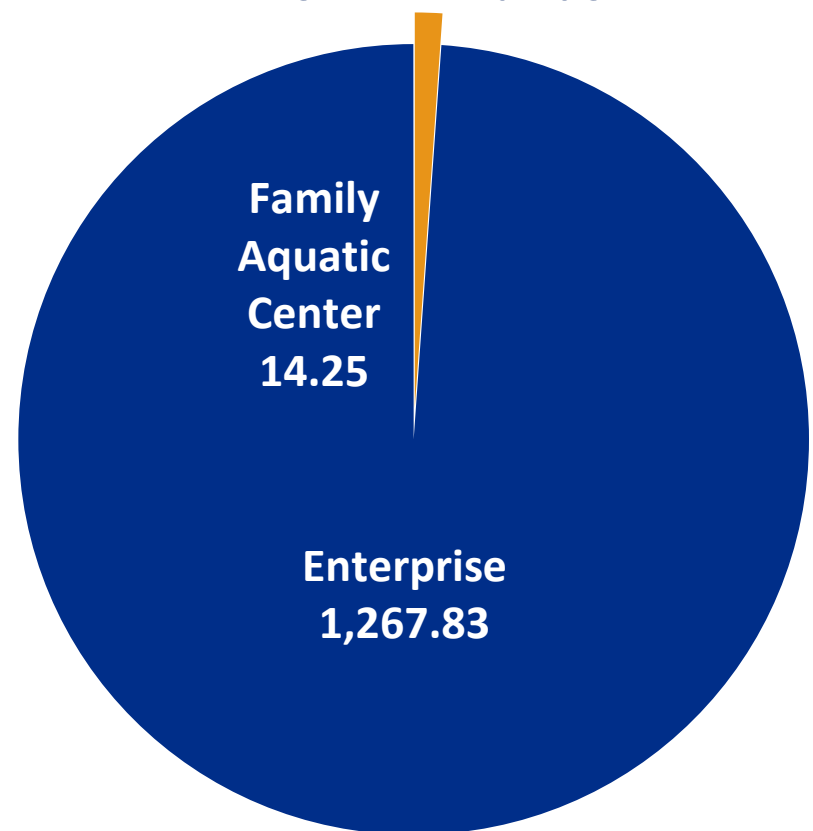
1.58% of FTEs in Fund

FTEs in the General Fund



1.11% of FTEs in Enterprise

FTEs in All Funds



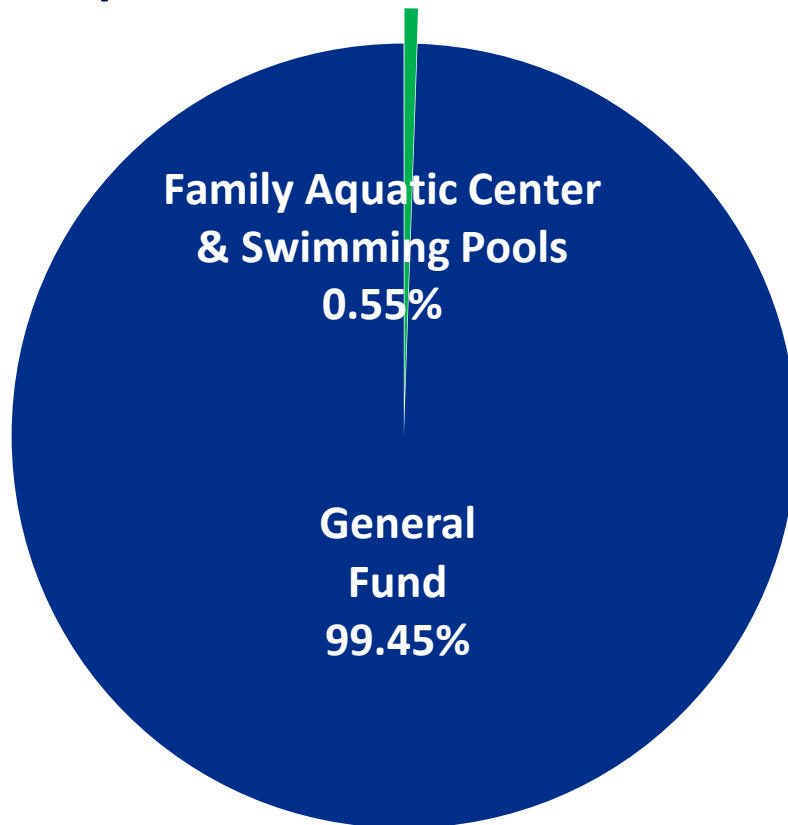
 Family Aquatic Center FTEs = 14.25  
General Fund FTEs = 903.73


All Funds FTEs = 1,282.08

# How Family Aquatic Center & Swimming Pools Fit in the Enterprise in FY 17/18 – Budget

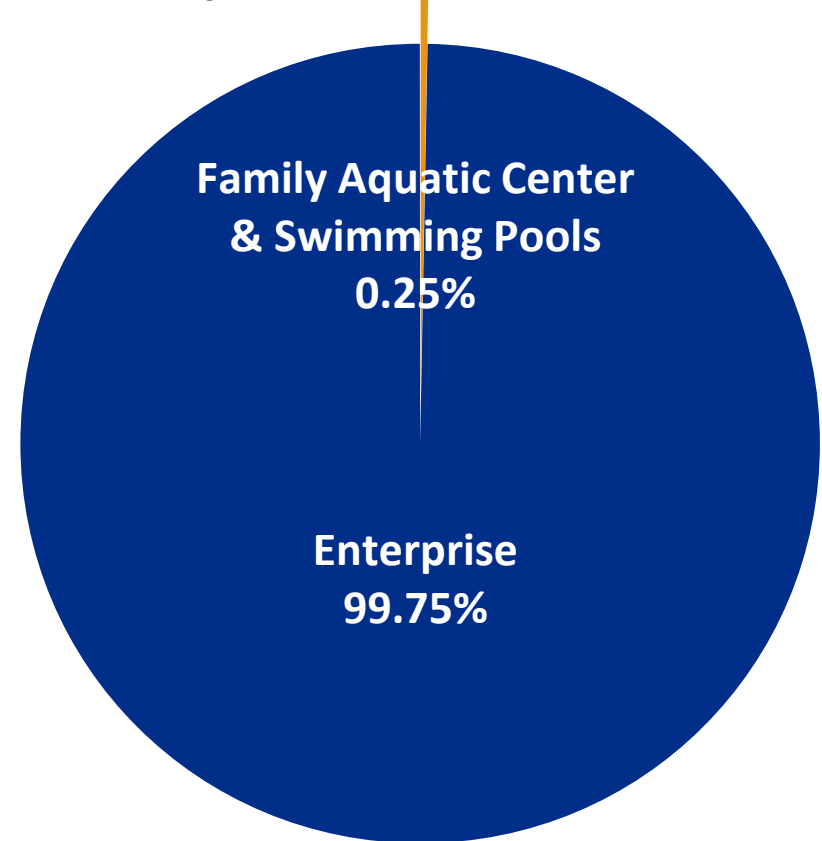
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0.55% of Expenses in Fund  
Expenses in the General Fund



 **Family Aquatic Center & Swimming Pools Expense = \$451,792**  
**General Fund = \$82,128,036**

0.25% of Expenses in Enterprise  
Expenses in All Funds



**All Funds = \$180,214,576**

# Staffing

---

	<b>Budgeted FY15/16*</b>	<b>Budgeted FY 16/17*</b>	<b>Proposed FY 17/18</b>
FTEs	15.26	16.35	14.25
<b>*Adjusted to include seasonal positions</b>			

## **FY 2018**

Unfunded 2.10 Lifeguards (seasonal positions) – Vacant



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ 411,914	\$ 449,506	\$ 429,257	\$ 438,944
Grants	-	-	-	-
From General Fund	65,875	27,118	46,247	12,848
<b>Total</b>	<b>\$ 477,789</b>	<b>\$ 476,624</b>	<b>\$ 475,504</b>	<b>\$ 451,792</b>
=Base request				\$ 451,792
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				\$ 451,792



# Explanation of Revenue Variance

- ❑ Reduction in revenues –
  - ❑ Impact of the number of rainy days over the course of the swim season.
  - ❑ Opening of the YMCA indoor pool in Harker Heights within the last 24 months.



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 364,970	\$ 343,881	\$ 343,881	\$ 319,084
• Materials & Supplies	112,819	132,743	131,623	132,708
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 477,789	\$ 476,624	\$ 475,504	\$ 451,792
=Base request				\$ 451,792
+Decision packages				-
=Total				\$ 451,792



# Explanation of Expense Variance

- ☐ Unfunded 2.1 FTE lifeguards in Aquatics.
- ☐ Reduce hours of operations for waterpark.
- ☐ Create a maintenance day.





# Decision Packages Approved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Fund for Police Department Support [Reflected in Police Overtime Budget]	8	\$17,000	\$0	\$17,000
Total Decision Packages		\$17,000	\$0	\$17,000



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Pump Room Maintenance <sup>1</sup>	2	\$50,000	\$0	\$50,000
Repair the Family Aquatic Center's pool plaster <sup>1</sup>	3	300,000	0	300,000
To prevent the reduction hours of operations for Waterpark	4	43,462	34,408	9,054
Reallocation of Family Aquatic Center revenue to a capital account	14	0	0	0
Total Decision Packages		\$393,462	\$34,408	\$359,054
<sup>1</sup> Fund in CIP Maintenance				



# How Department Will Be Managed in FY 18

- ☐ The waterpark will not be open on Monday's to the general public which will create a maintenance day.
- ☐ Lap swimming will no longer be available to the public.



# City Manager's Comments



# City Manager's Comments

---

- ☐ Examine fee structure
- ☐ Consider sinking fund to be included





# FY 2018 Proposed Budget Presentation

Fund: General

Department: Community Services

Division: Golf Course

# Mission

---

Golf Course's mission is to manage and maintain an 18-hole public golf course.



# Mission Elements

---

- ☐ Manage and maintain the golf course.
- ☐ Youth instruction.
- ☐ Adult instruction.
- ☐ Tournaments.





# By the Numbers:

---

- ❑ Manage and maintain an 18 hole public golf course:
  - ❑ Number of rounds of golf played annually: 45,000
  - ❑ Number of turf grass acres maintained: 170
  - ❑ Number of tournaments hosted: 39



# Goals for FY 17/18

---

- ❑ Re-train staff to adjust and maintain efficiencies related to the consolidation of the general manager and greens superintendent positions.
- ❑ Audit programs to determine areas for increased financial and operational efficiencies
  - ❑ Identify potential for increased revenue via concession operations.



# How Golf Course Fits in the Enterprise in FY 17/18 – Staffing

---

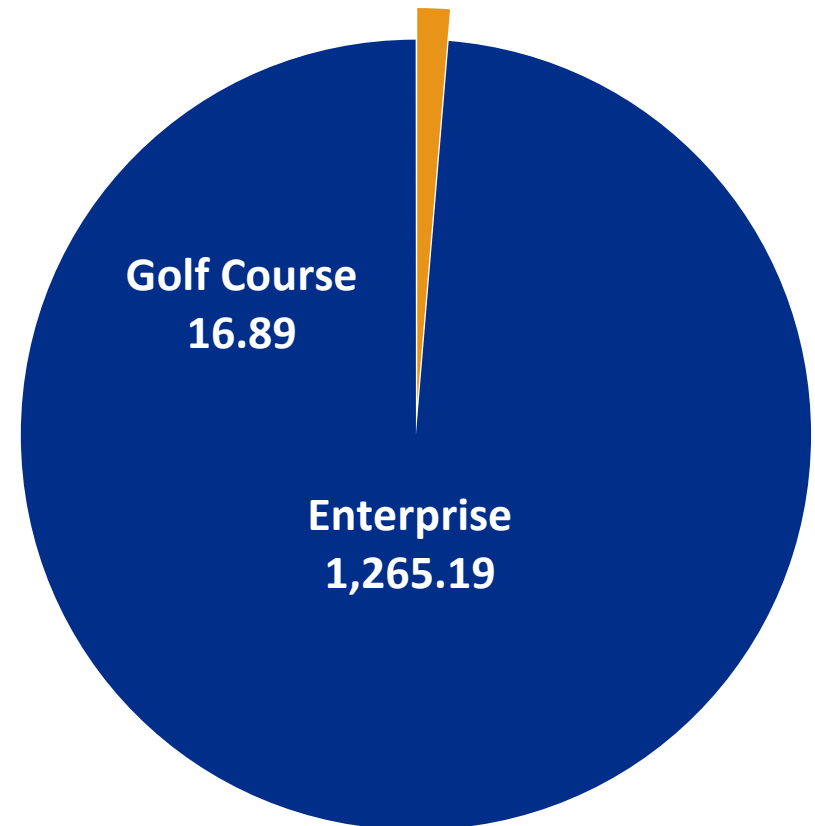
1.87% of FTEs in Fund

FTEs in the General Fund



1.32% of FTEs in Enterprise

FTEs in All Funds



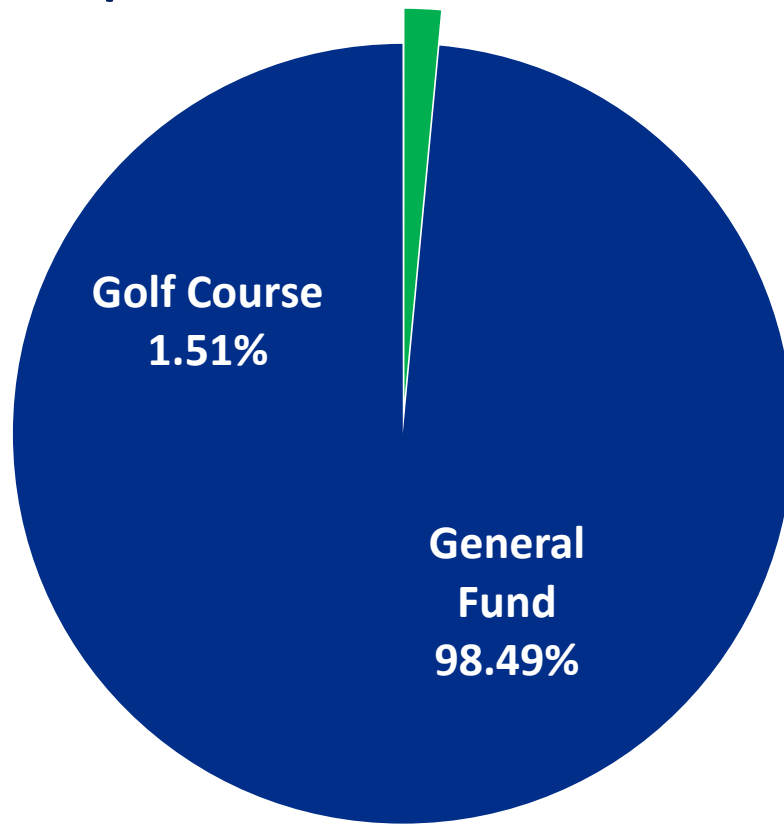
Golf Course FTEs = 16.89  
General Fund FTEs = 903.73

All Funds FTEs = 1,282.08

# How Golf Course Fits in the Enterprise in FY 17/18 – Budget

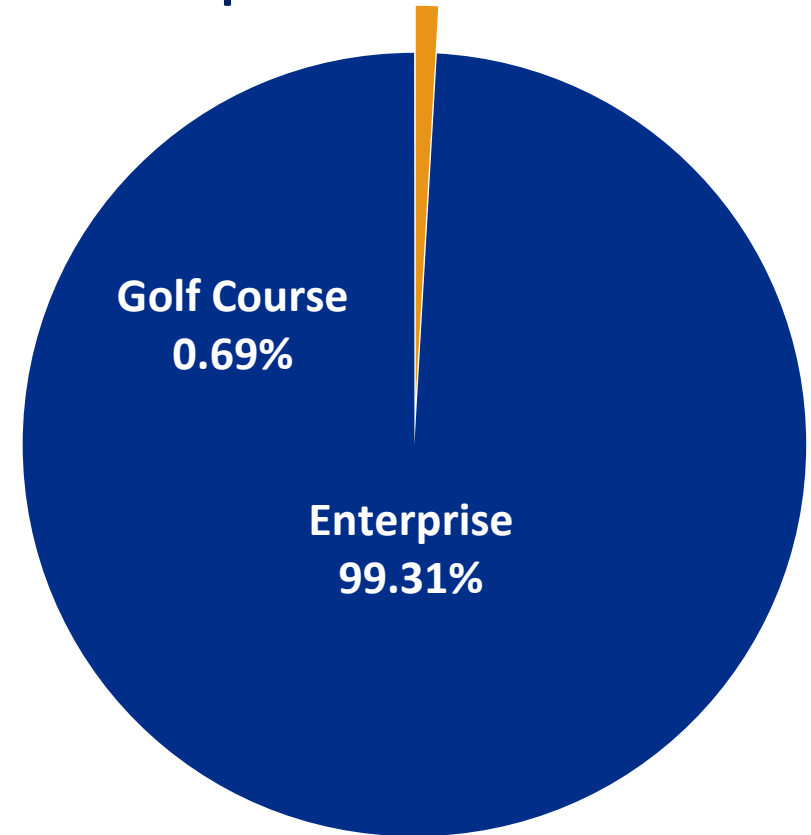
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1.51% of Expenses in Fund  
Expenses in the General Fund



 Golf Course Expense = \$1,240,000  
General Fund = \$82,128,036

0.69% of Expenses in Enterprise  
Expenses in All Funds



All Funds = \$180,214,576

# Staffing

---

	<b>Budgeted FY15/16*</b>	<b>Budgeted FY 16/17*</b>	<b>Proposed FY 17/18</b>
FTEs	20.15	19.02	16.89
<b>*Adjusted to include seasonal positions.</b>			

## **FY 2018**

Unfunded Golf position – Filled (funded until 01/31/2017).

Unfunded Principal Secretary – Vacant.

Unfunded Greenskeeper (seasonal) – Vacant.



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ 1,070,404	\$ 1,088,817	\$ 1,108,817	\$ 1,195,967
Grants	-	-	-	-
From General Fund	373,967	308,240	200,128	44,033
<b>Total</b>	<b>\$ 1,444,371</b>	<b>\$ 1,397,057</b>	<b>\$ 1,308,945</b>	<b>\$ 1,240,000</b>
=Base request				\$ 1,240,000
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				\$ 1,240,000



# Explanation of Revenue Variance

- ❑ Slight increase in revenues –
  - ❑ Added a user fee for annual pass holders in FY17.
  - ❑ Increased green fees for non-pass holders in FY 17.
- ❑ Addition to revenue for alcohol sales.
- ❑ Reduction in budget target.



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 854,283	\$ 847,298	\$ 795,848	\$ 711,749
• Materials & Supplies	470,910	449,259	412,597	408,251
• Cost of Goods Sold	119,178	100,500	100,500	120,000
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 1,444,371	\$ 1,397,057	\$ 1,308,945	\$ 1,240,000
=Base request				\$ 1,240,000
+Decision packages				-
=Total				\$ 1,240,000





# Explanation of Expense Variance

- ☐ Reorganize division to merge general manager position with superintendent position.
- ☐ Added cost of goods sold for alcohol sales.
- ☐ Reduction in budget target.



# Decision Packages Approved by City Manager

---

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# How Department Will Be Managed in FY 18

Reorganization – merging general manager position with golf course superintendent on October 1<sup>st</sup>.



# City Manager's Comments





# FY 2018 Proposed Budget Presentation

Fund: General

Department: Community Services

Division: Killeen Community Center

# Mission

---

The Community Center's mission is to enhance the quality of life by providing a facility and programs for recreation, special services, education, and self-help courses for citizens of all ages.



# Mission Elements

---

- ☐ Provide public access to gym space free of charge.
- ☐ Provide affordable public access to meeting rooms.





# By the Numbers:

---

☐ Provide public access to gym space free of charge.

☐ Open gym available (hours per week): 30

☐ Provide affordable public access to meeting rooms.

☐ Paid reservations: 1,292



# Goals for FY 17/18

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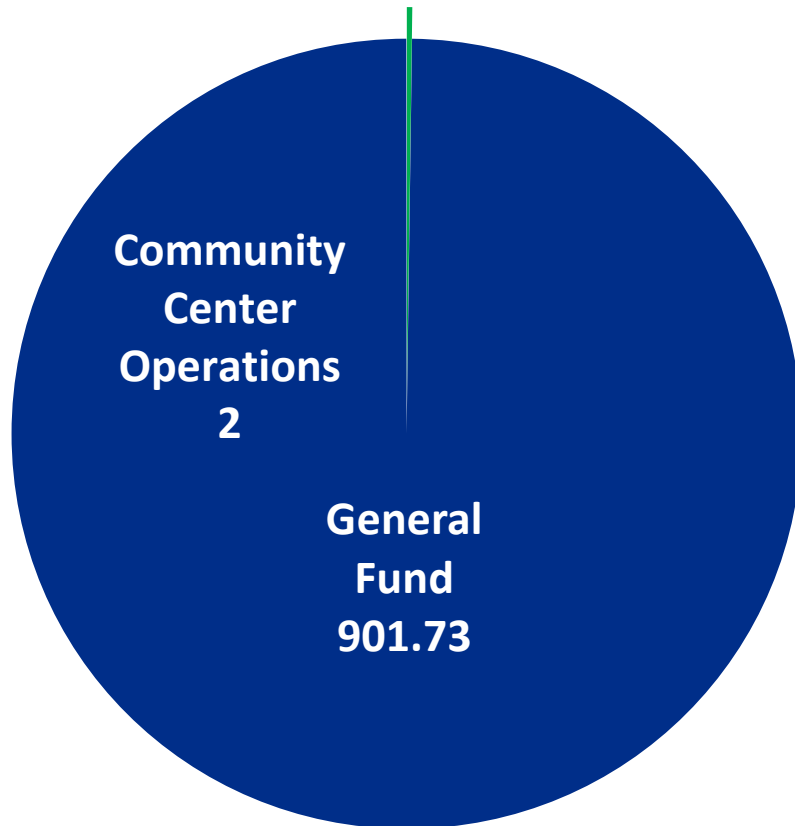
- ☐ Determine staffing methods that will enable the Community Center to accommodate citizens with a reduced staff.
- ☐ Audit programs to determine areas for increased financial and operational efficiencies.
  - ☐ Review instructor contracts for increased revenue opportunities.



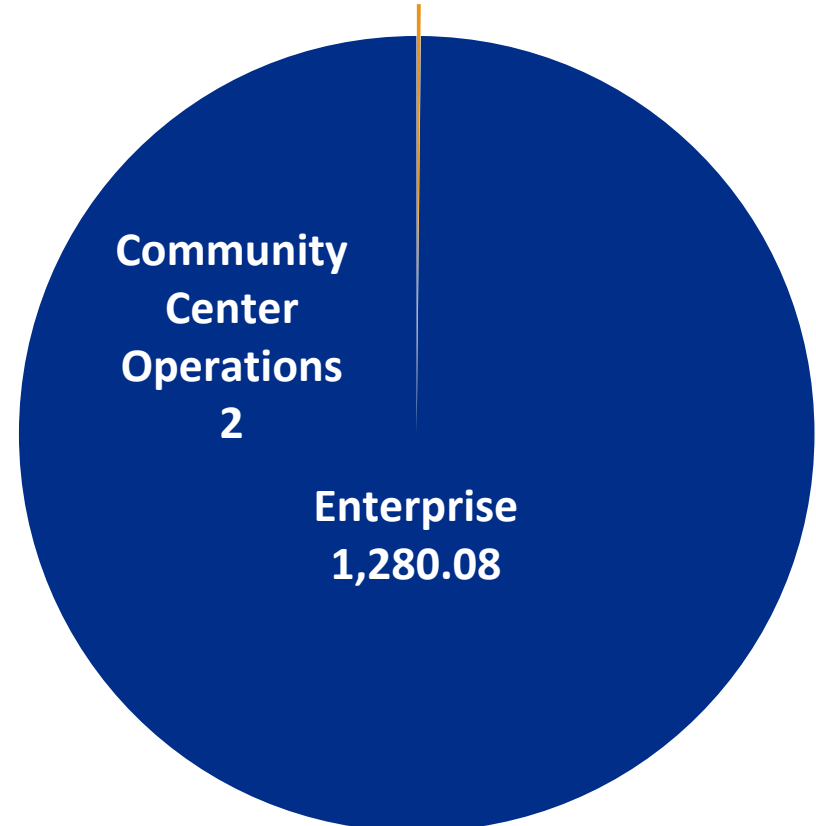
# How Community Center Fits in the Enterprise in FY 17/18 – Staffing

---

0.22% of FTEs in Fund  
FTEs in the General Fund



0.16% of FTEs in Enterprise  
FTEs in All Funds



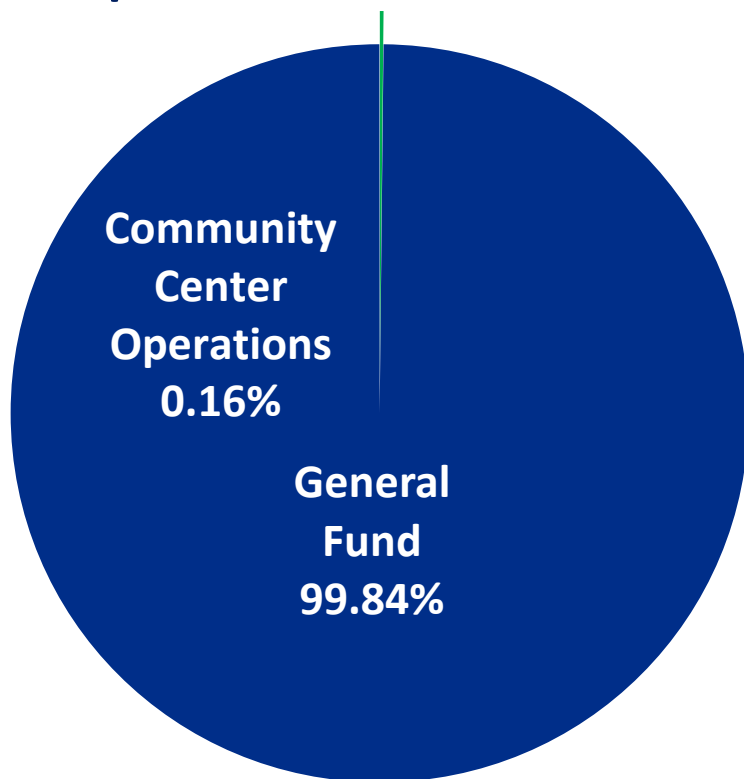
Community Center FTEs = 2  
General Fund FTEs = 903.73

All Funds FTEs = 1,282.08

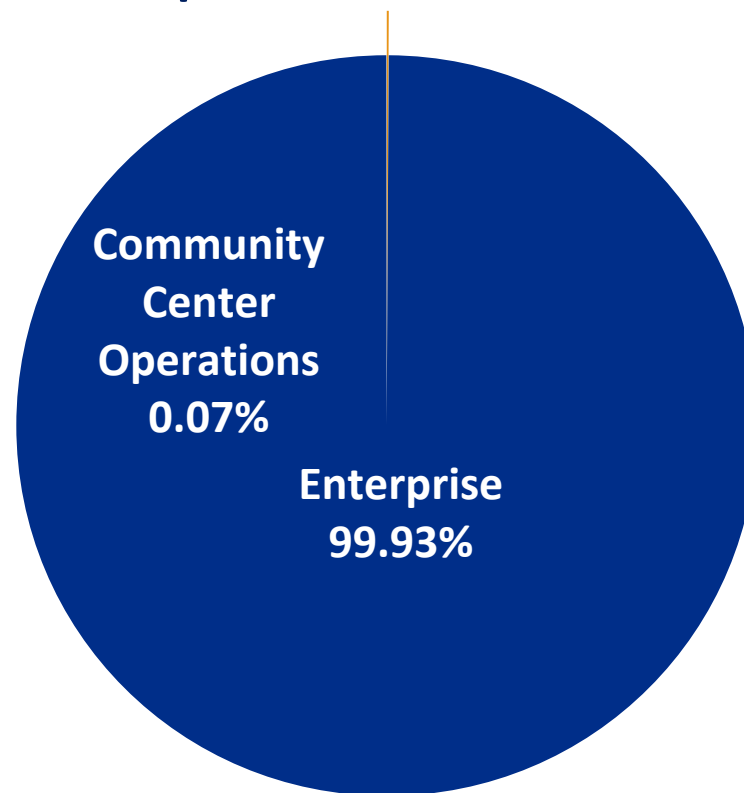
# How Community Center Fits in the Enterprise in FY 17/18 – Budget

---

0.16% of Expenses in Fund  
Expenses in the General Fund



0.07% of Expenses in Enterprise  
Expenses in All Funds



Community Center Expense =  
\$129,036  
General Fund = \$82,128,036

All Funds = \$180,214,576

# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	3	3	2

## **FY 2018**

Unfunded Recreation Assistant Position – Vacant



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ 29,850	\$ 28,500	\$ 50,000	\$ 55,000
Grants	-	-	-	-
From General Fund	64,953	142,184	97,828	74,036
<b>Total</b>	<b>\$ 94,803</b>	<b>\$ 170,684</b>	<b>\$ 147,828</b>	<b>\$ 129,036</b>
=Base request				\$ 129,036
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				\$ 129,036



# Explanation of Revenue Variance

---

- ❑ Slight increase in revenues from facility reservations.



# Expense Budget

	<b>Actual FY 15/16</b>	<b>Adopted Budget FY 16/17</b>	<b>Estimated Actual FY 16/17</b>	<b>Proposed Budget FY 17/18</b>
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 72,075	\$ 90,806	\$ 86,749	\$ 59,468
• Materials & Supplies	22,728	79,878	61,079	69,568
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 94,803	\$ 170,684	\$ 147,828	\$ 129,036
=Base request				\$ 129,036
+Decision packages				-
=Total				\$ 129,036





# Explanation of Expense Variance

- ☐ Unfunded full-time Recreation Assistant position.
- ☐ Reduction in budget target.



# Decision Packages Approved by City Manager

---

Description	Priority	Expense	Revenue	Net Cost
None				
Total Decision Packages		\$0	\$0	\$0



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Reinstate Recreation Assistant position	7	\$31,660	\$0	\$31,660
Total Decision Packages		\$31,660	\$0	\$31,660



# How Department Will Be Managed in FY 18

---

☐ Hours of operation will be reduced.

☐ **Current hours of operation**

Monday – Friday	8 a.m. – 9 p.m.
-----------------	-----------------

Saturday	8 a.m. – 4 p.m.
----------	-----------------

☐ **Proposed hours of operation**

Monday	closed
--------	--------

Tuesday – Friday	noon – 8 p.m.
------------------	---------------

Saturday	noon – 4 p.m.
----------	---------------



# City Manager's Comments





# FY 2018 Proposed Budget Presentation

**Fund: General**

**Department: Community Services**

**Division: Lions Club Park Operations**

# Mission

---

Lions Club Park Operation's mission is to operate the Family Recreation Center (FRC).



# Mission Elements

---

- ☐ Fitness Center.
- ☐ Recreation programs.





# By the Numbers:

---

## ☐ Fitness center:

<input type="checkbox"/> Number of annual pass holders:	356
<input type="checkbox"/> Number of day passes sold:	19,089
<input type="checkbox"/> Number of fitness membership visits:	104,077
<input type="checkbox"/> Number of cardio equipment pieces:	27
<input type="checkbox"/> Number of free-weight stations:	24
<input type="checkbox"/> Number of pin-weight stations:	20

## ☐ Recreation programs:

<input type="checkbox"/> Number of fitness classes offered:	26
<input type="checkbox"/> Number of athletic league visits:	734,284
<input type="checkbox"/> Number of total foot traffic:	913,450



# Goals for FY 17/18

---

- ❑ Leverage supervision resources of athletics and recreation to accomplish 100% on site supervisor at the Family Recreation Center.
- ❑ Audit programs to determine areas for increased financial and operational efficiencies.
  - ❑ Explore offering indoor soccer, youth basketball tournaments, and day camp programs.

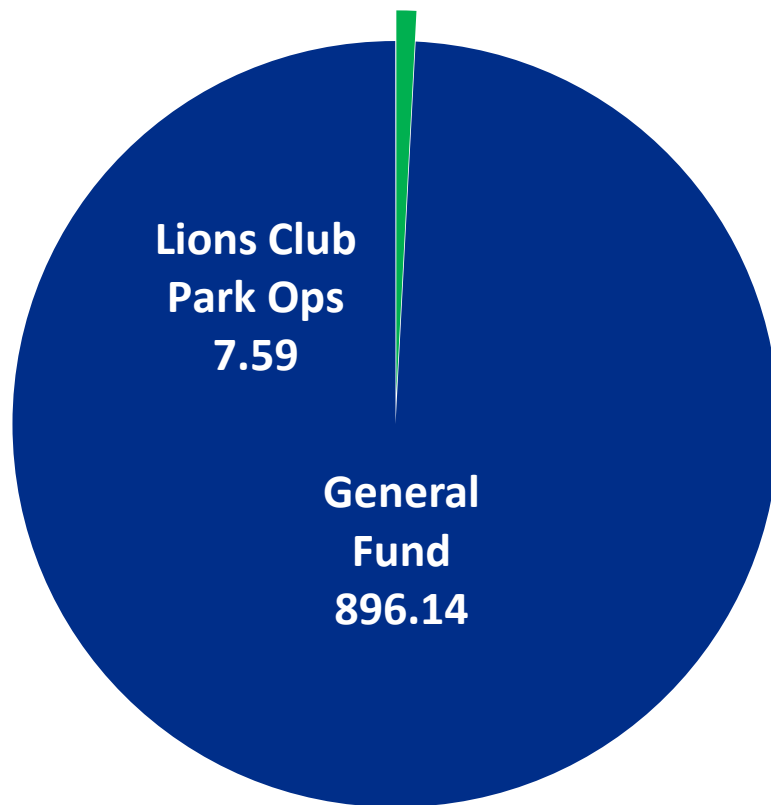


# How Lions Club Park Operations Fits in the Enterprise in FY 17/18 – Staffing

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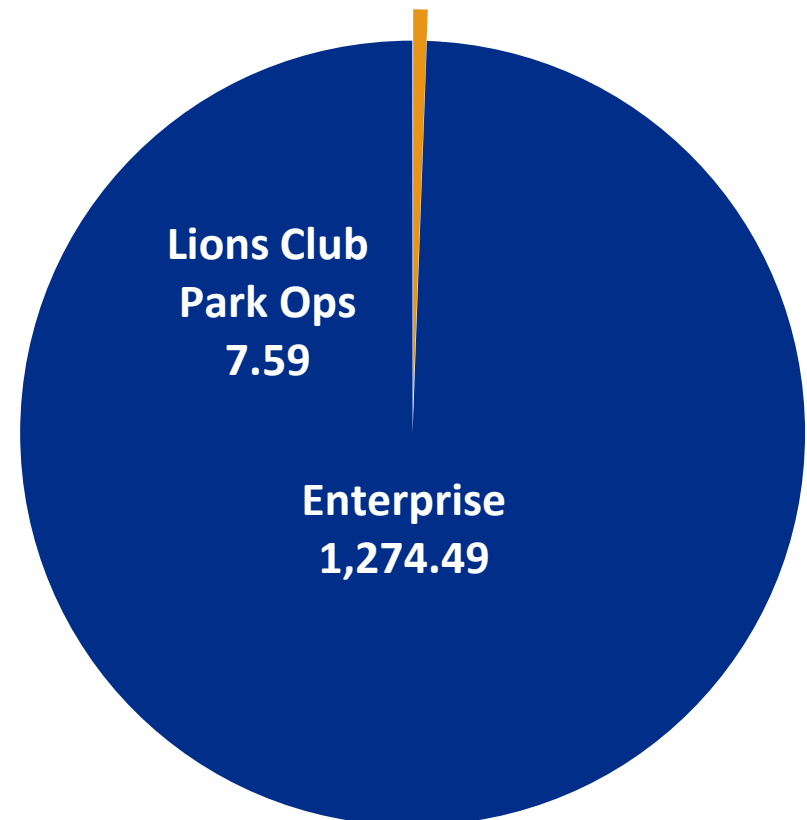
0.84% of FTEs in Fund

FTEs in the General Fund



0.59% of FTEs in Enterprise

FTEs in All Funds



Lions Club Park Ops FTEs = 7.59  
General Fund FTEs = 903.73

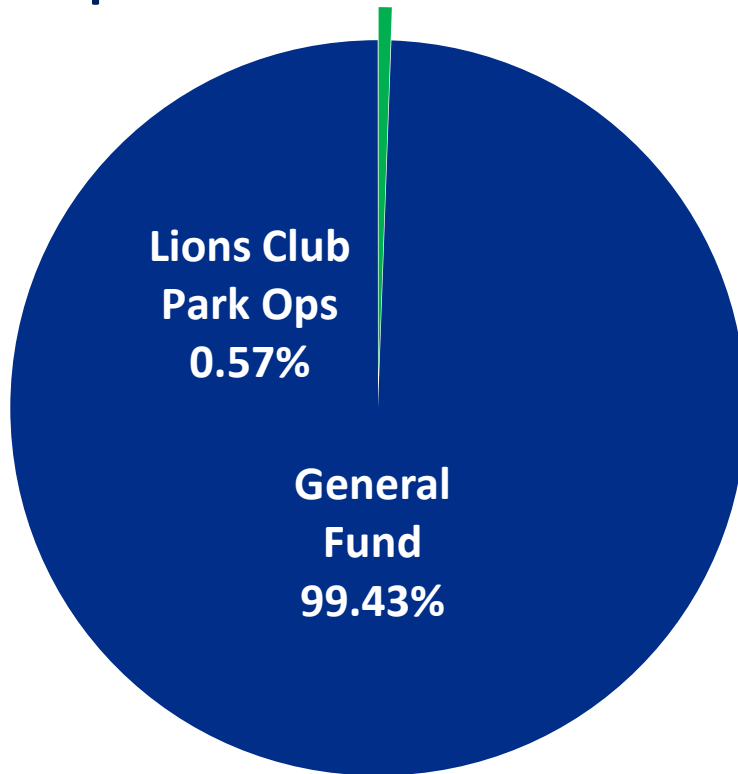
All Funds FTEs = 1,282.08

# How Lions Club Park Operations Fits in the Enterprise in FY 17/18 – Budget

---

0.57% of Expenses in Fund

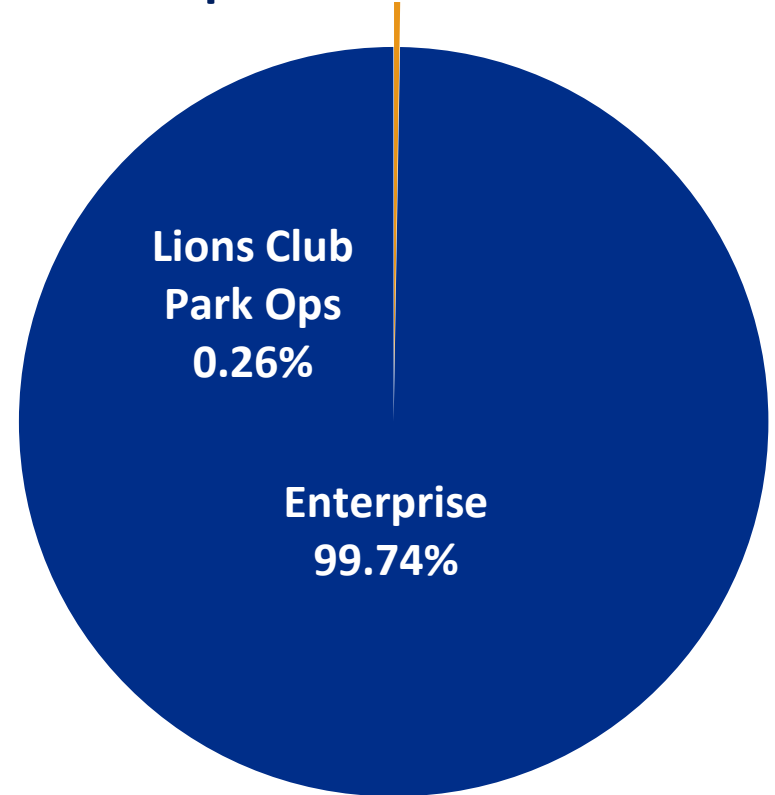
Expenses in the General Fund



Lions Club Park Ops Expense =  
\$472,071  
General Fund = \$82,128,036

0.26% of Expenses in Enterprise

Expenses in All Funds



All Funds = \$180,214,576



# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	15.5	14	7.59

## **FY 2018**

Unfunded Custodian – Vacant.

Transferred 3 administrative positions to Administration Division.

Unfunded 1.41 Recreation Assistant – Vacant.

Transfer Recreation Supervisor to Recreation Division.

Transfer part-time Recreation Assistant to Senior Citizens.



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ 447,154	\$ 515,872	\$ 515,872	\$ 415,500
Grants	-	-	-	-
From General Fund	317,267	355,066	247,648	56,571
<b>Total</b>	<b>\$ 764,421</b>	<b>\$ 870,938</b>	<b>\$ 763,520</b>	<b>\$ 472,071</b>
=Base request				\$ 472,071
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				\$ 472,071



# Explanation of Revenue Variance

- ❑ Reduction in FRC Memberships likely due to 7 new gyms opening within a 10 mile radius within the past 3 years.



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 528,604	\$ 649,615	\$ 539,887	\$ 265,905
• Materials & Supplies	235,817	221,323	223,633	206,166
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 764,421	\$ 870,938	\$ 763,520	\$ 472,071
=Base request				\$ 472,071
+Decision packages				-
=Total				\$ 472,071





# Explanation of Expense Variance

- ☐ Moved administration staff to new division.
- ☐ Moved Recreation Supervisor position to Recreation Division.
- ☐ Reduction in free fitness classes.
- ☐ Reduction in budget target.



# Decision Packages Approved by City Manager

---

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
To prevent reduction of free fitness classes	6	\$13,770	\$0	\$13,770
Reallocation of Family Recreation Center revenue to a capital account	15	0	0	0
Total Decision Packages		\$13,770	\$0	\$13,770



# How Department Will Be Managed in FY 18

Fewer fitness classes offered to members.



# City Manager's Comments





# FY 2018 Proposed Budget Presentation

Fund: General

Department: Community Services

Divisions: Parks,

Public Grounds, &  
Cemetery

# Mission

---

The Parks, Public Grounds, and Cemetery's mission is to maintain parks, public grounds, and athletics fields to enhance quality of life for our citizens.



# Mission Elements

---

- ☐ Mow grass in parks and cemetery.
- ☐ Mow and maintain public grounds.
- ☐ Maintain athletic fields.





# By the Numbers:

---

❑ Maintain parks, public grounds, and athletic fields:

❑ Number of acres maintained: 1,087

❑ Number of acres mowed weekly: 793

❑ Number of acres mowed bi-weekly: 134

❑ Number of athletic fields maintained: 22

❑ Number of parks maintained: 21

❑ Number of trails maintained: 3



# Goals for FY 17/18

---

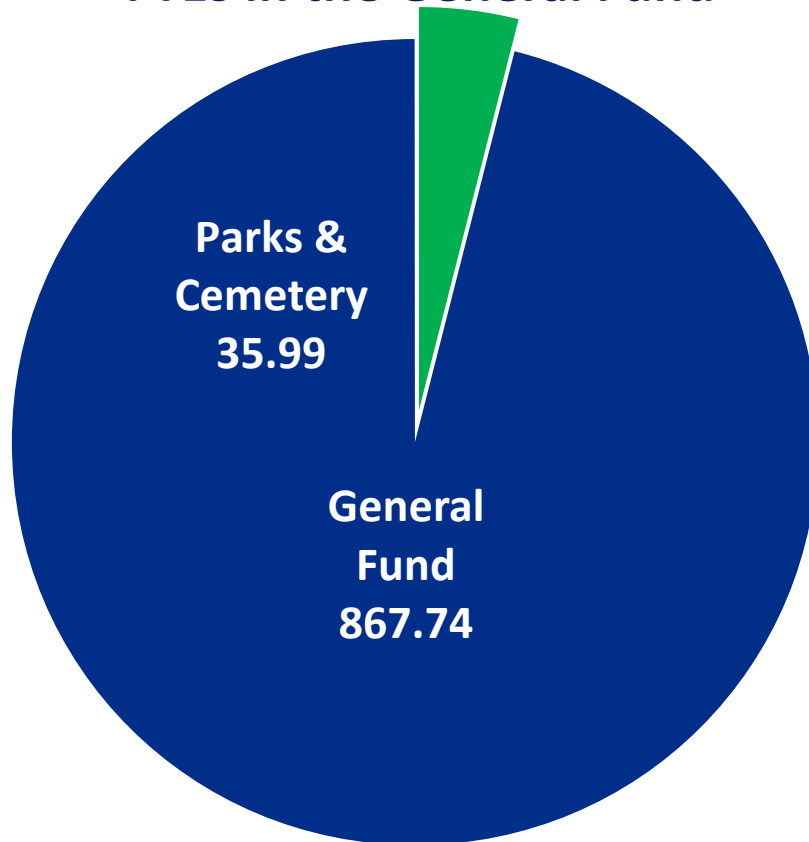
Consolidate crews to allow for the timely completion of work with the reduction of staff.



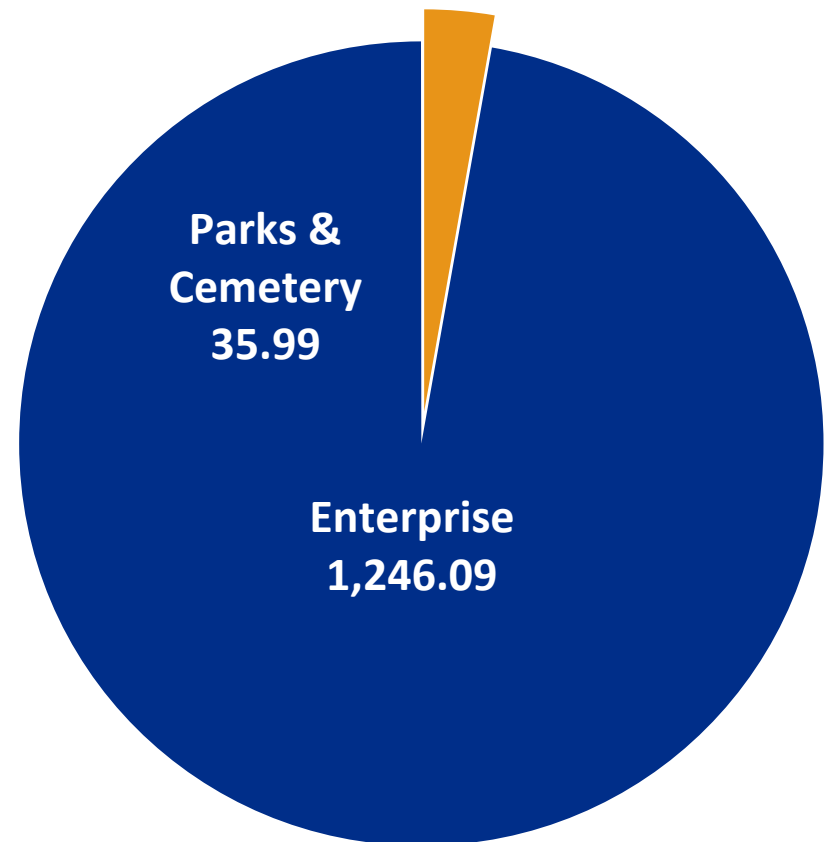
# How Parks, Public Grounds & Cemetery Fit in the Enterprise in FY 17/18 – Staffing

---

3.98% of FTEs in Fund  
FTEs in the General Fund



2.81% of FTEs in Enterprise  
FTEs in All Funds



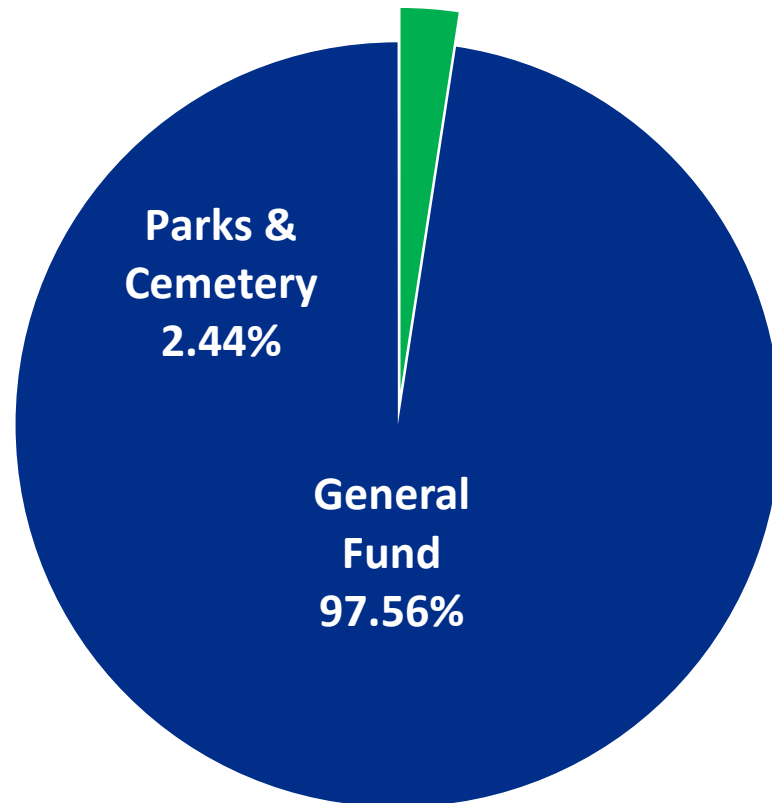
Parks & Cemetery FTEs = 35.99  
General Fund FTEs = 903.73

All Funds FTEs = 1,282.08

# How Parks, Public Grounds & Cemetery Fit in the Enterprise in FY 17/18 – Budget

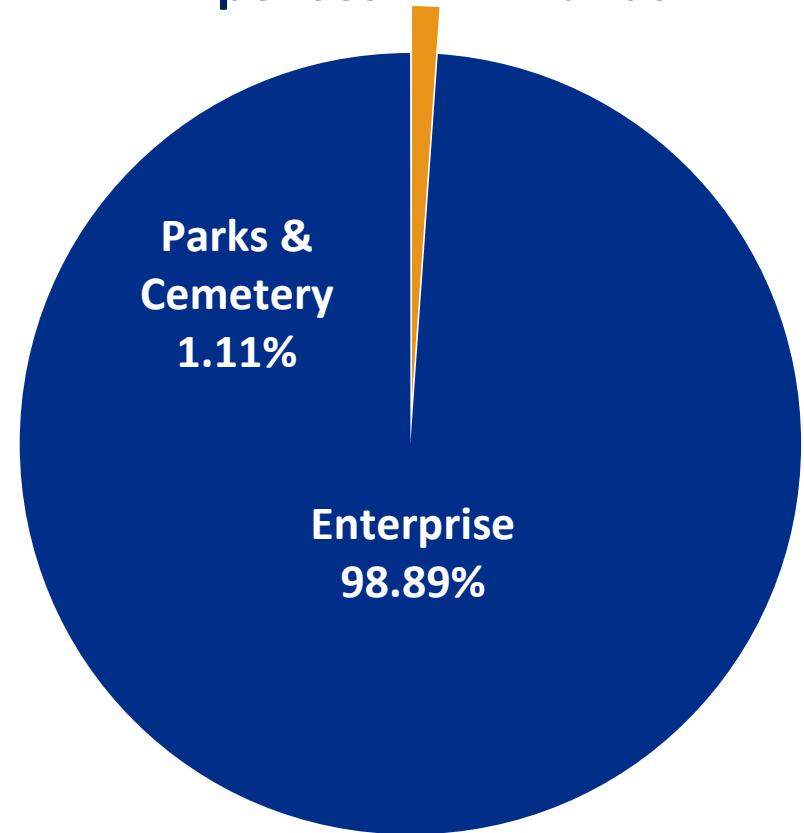
---

2.44% of Expenses in Fund  
Expenses in the General Fund



Parks & Cemetery Expense =  
\$2,007,564  
General Fund = \$82,128,036

1.11% of Expenses in Enterprise  
Expenses in All Funds



All Funds = \$180,214,576



# Staffing

---

	<b>Budgeted FY15/16*</b>	<b>Budgeted FY 16/17*</b>	<b>Proposed FY 17/18</b>
FTEs	41.00	41.99	35.99
<b>*Adjusted for seasonal positions.</b>			

## **FY 2017**

Unfunded 5 Grounds Maintenance Worker positions.

## **FY 2018**

Unfunded 1 Grounds Maintenance Worker position – Vacant.



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ 51,575	\$ 46,700	\$ 35,000	\$ 52,891
Grants	-	-	-	-
From General Fund	2,110,008	1,898,182	1,909,882	1,954,673
<b>Total</b>	<b>\$ 2,161,583</b>	<b>\$ 1,944,882</b>	<b>\$ 1,944,882</b>	<b>\$ 2,007,564</b>
=Base request				\$ 2,007,564
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				\$ 2,007,564



# Explanation of Revenue Variance

- ❑ Increase in revenues due to increased fees in FY 17.



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 1,573,547	\$ 1,363,244	\$ 1,363,244	\$ 1,403,025
• Materials & Supplies	588,036	581,638	581,638	604,539
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 2,161,583	\$ 1,944,882	\$ 1,944,882	\$ 2,007,564
=Base request				\$ 2,007,564
+Decision packages				-
=Total				\$ 2,007,564





# Explanation of Expense Variance

- ☐ Inflationary increases.
- ☐ Eliminated support for:
  - ☐ Holiday Under the Stars
  - ☐ Celebrate Killeen
  - ☐ Recreation Events



# Decision Packages Approved by City Manager

---

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Increase Overtime Budget	5	\$30,000	\$0	\$30,000
Total Decision Packages		\$30,000	\$0	\$30,000



# City Manager's Comments





# FY 2018 Proposed Budget Presentation

Fund: General

Department: Community Services

Division: Recreation

# Mission

---

Recreation's mission is to provide diverse and inclusive recreational events and programs for the community.



# Mission Elements

---

- ☐ Provide recreation events.
- ☐ Provide recreation programs.



# By the Numbers:

---

☐ Provide recreation events and programs:

☐ Number of special events: 8

☐ Number of community celebrations: 7





# Goals for FY 17/18

---

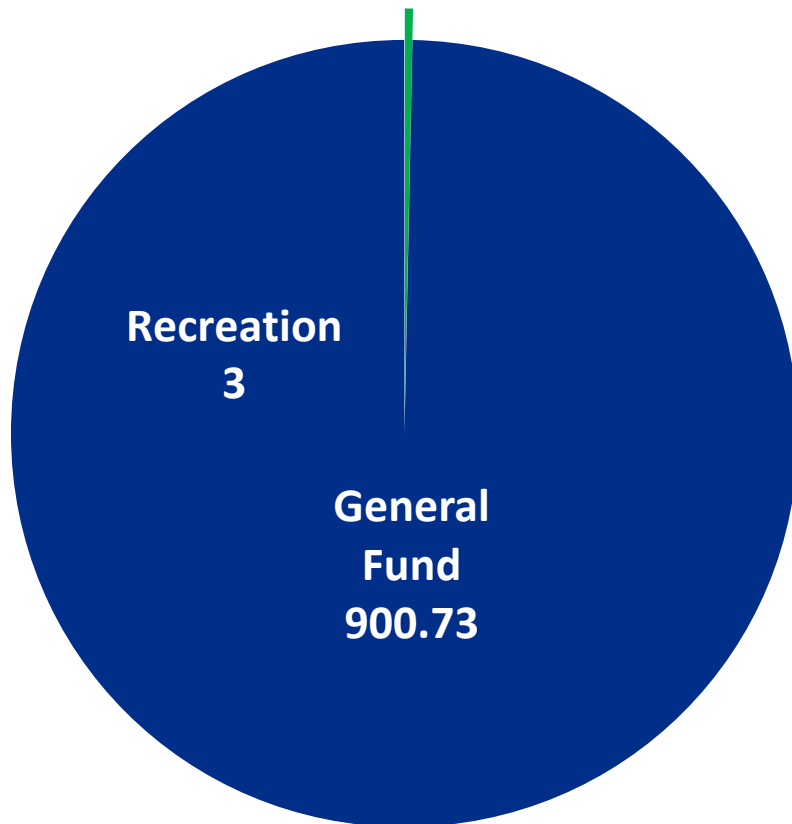
- ☐ Explore the consolidation of Athletics and Recreation.
- ☐ Audit programs to determine areas for increased financial and operational efficiencies.
  - ☐ Review the fee structure/costs for special events to determine fiscal soundness.



# How Recreation Fits in the Enterprise in FY 17/18 – Staffing

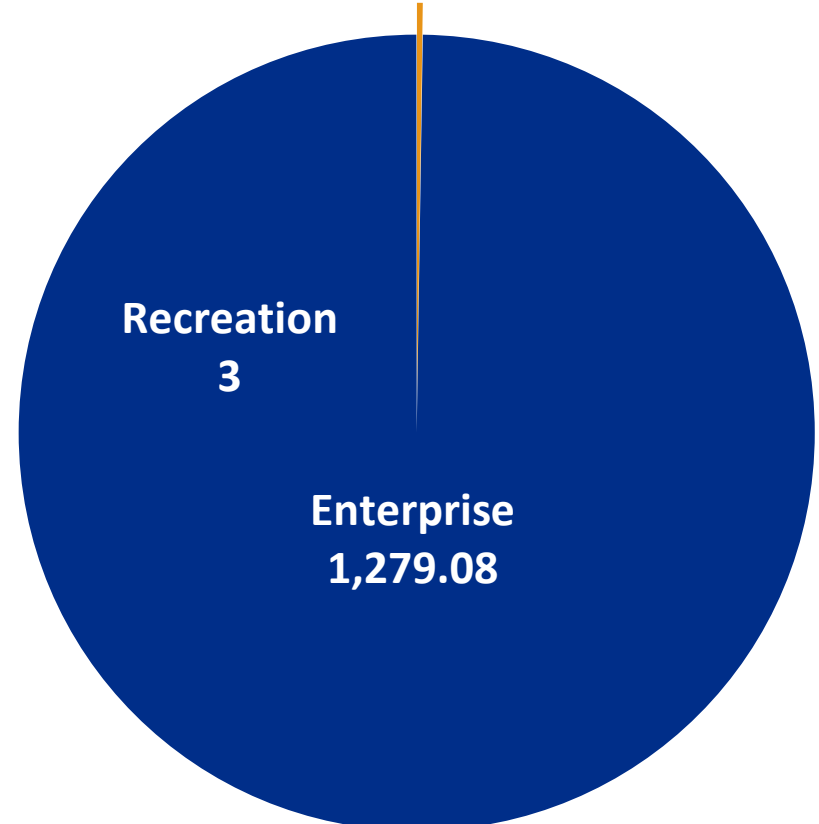
---

0.33% of FTEs in Fund  
FTEs in the General Fund



Recreation FTEs = 3  
General Fund FTEs = 903.73

0.23% of FTEs in Enterprise  
FTEs in All Funds



All Funds FTEs = 1,282.08

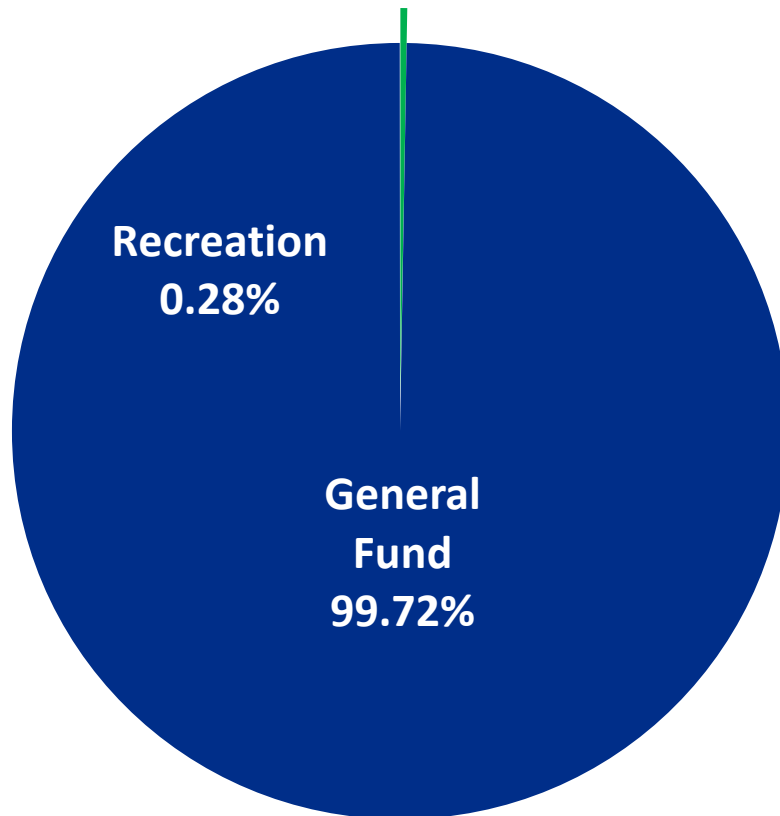


# How Recreation Fits in the Enterprise in FY 17/18 – Budget

---

0.28% of Expenses in Fund

Expenses in the General Fund

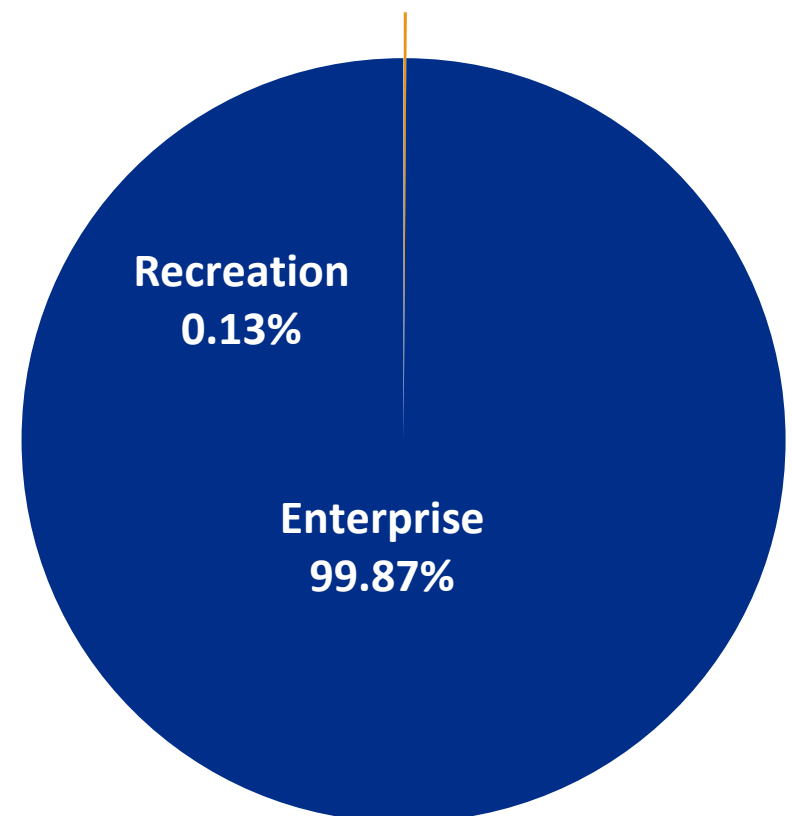


Recreation Expense = \$232,807

General Fund = \$82,128,036

0.13% of Expenses in Enterprise

Expenses in All Funds



All Funds = \$180,214,576

# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	2	2	3

## FY 2018

Transferred Recreation Supervisor Position from Lions Club Park.



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ 25,755	\$ 25,000	\$ 26,600	\$ 26,622
Grants	-	-	-	-
From General Fund	170,547	179,228	160,056	206,185
<b>Total</b>	<b>\$ 196,302</b>	<b>\$ 204,228</b>	<b>\$ 186,656</b>	<b>\$ 232,807</b>
=Base request				\$ 232,807
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				\$ 232,807



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 97,917	\$ 101,651	\$ 84,079	\$ 152,466
• Materials & Supplies	98,385	102,577	102,577	80,341
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 196,302	\$ 204,228	\$ 186,656	\$ 232,807
=Base request				\$ 232,807
+Decision packages				-
=Total				\$ 232,807



# Explanation of Expense Variance

- ❑ Moved Recreation Supervisor position from Lions Club Park Operations to Recreation
- ❑ Eliminated –
  - ❑ Quadfecta Participation Medal
  - ❑ Halloween Carnival
  - ❑ Easter Carnival



# Decision Packages Approved by City Manager

---

Description	Priority	Expense	Revenue	Net Cost
None				
Total Decision Packages		\$0	\$0	\$0





# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
To prevent elimination of Quadfecta Participation Medal	9	\$5,000	\$0	\$5,000
To prevent elimination of Halloween Carnival	11	17,000	0	17,000
To prevent elimination of Easter Carnival	12	8,000	0	8,000
Total Decision Packages		\$30,000		\$30,000



# How Department will be Managed in FY 18

A greater emphasis will be placed on programming that is geared toward sustainability.



# City Manager's Comments





# FY 2018 Proposed Budget Presentation

Fund: General

Department: Community Services

Division: Senior Citizens

# Mission

---

The Senior Center's mission is to provide facilities that offer wellness, education, and social classes to seniors.



# Mission Elements

---

- ☐ Senior social programs.
- ☐ Senior wellness programs.
- ☐ Senior education programs.



# By the Numbers:

---

## ☐ Senior social and education programs:

☐ Number of annual events hosted: 110

## ☐ Senior wellness programs:

☐ Number of meals served: 16,135



# Goals for FY 17/18

---

- ❑ Increase volunteer participation of oversight of programs to ensure programs remain cost effective.
- ❑ Audit programs to determine areas for increased financial and operational efficiencies.
  - ❑ Leverage resources of Senior Council and Senior Advisory Board to increase programs with minimal impact on staff resources and funds.

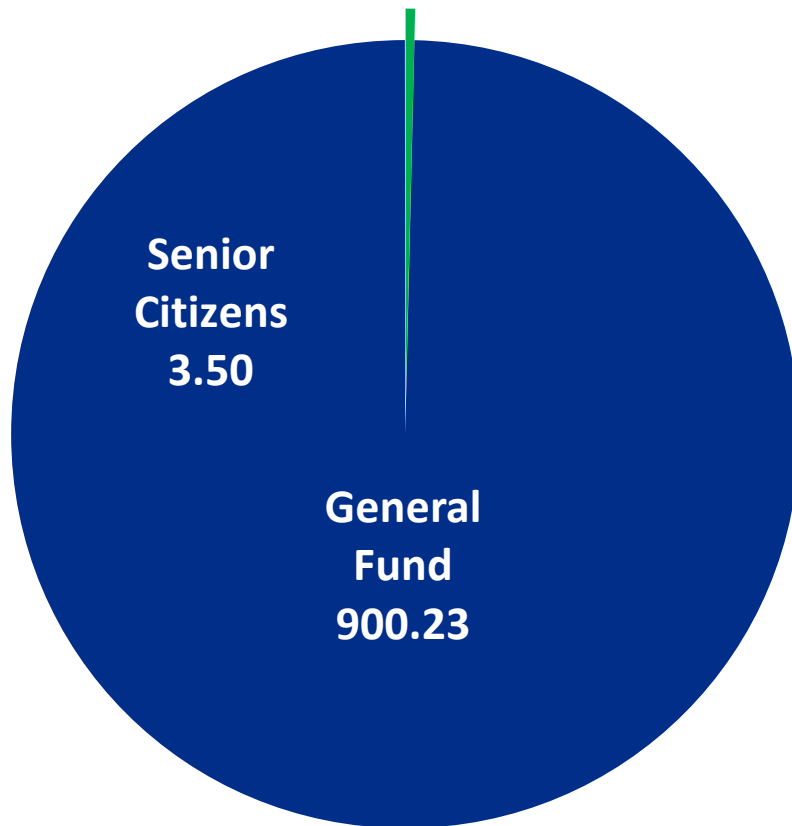




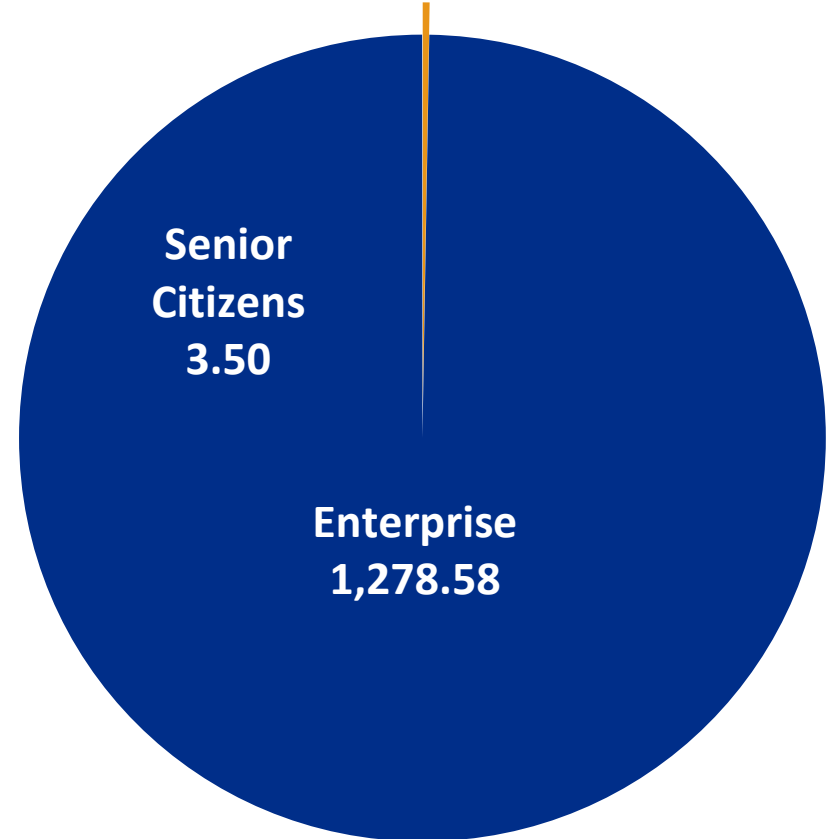
# How Senior Citizens Fits in the Enterprise in FY 17/18 – Staffing

---

0.39% of FTEs in Fund  
FTEs in the General Fund



0.27% of FTEs in Enterprise  
FTEs in All Funds



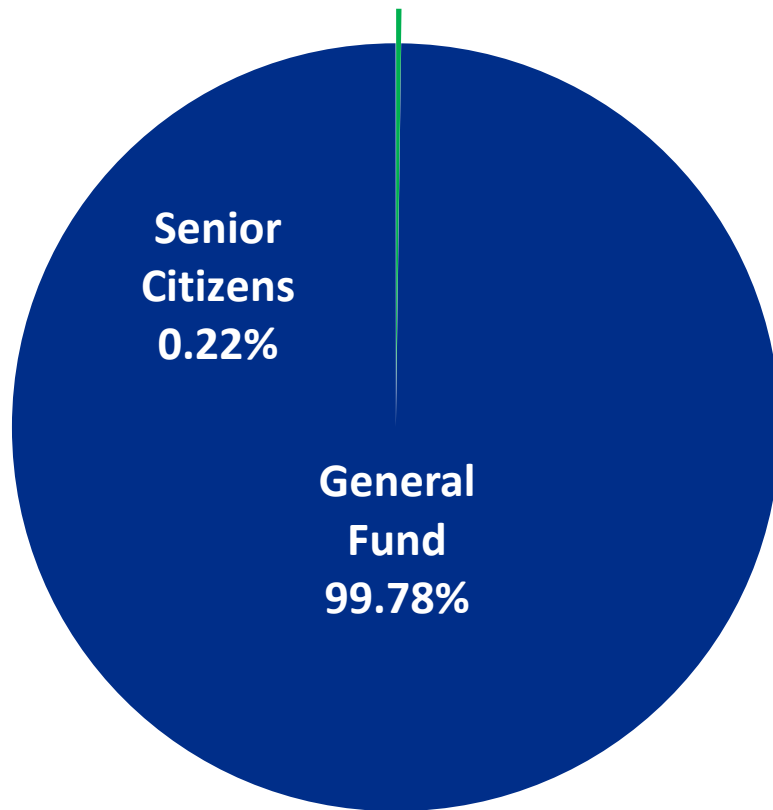
Senior Citizens FTEs = 3.50  
General Fund FTEs = 903.73

All Funds FTEs = 1,282.08

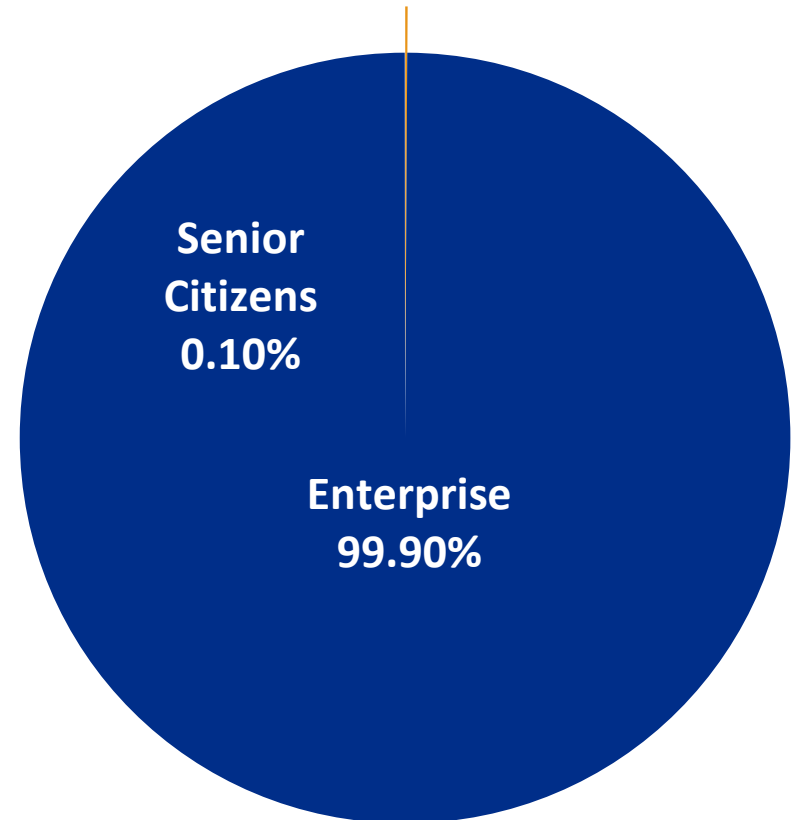
# How Senior Citizens Fits in the Enterprise in FY 17/18 – Budget

---

0.22% of Expenses in Fund  
Expenses in the General Fund



0.10% of Expenses in Enterprise  
Expenses in All Funds



 Senior Citizens Expense = \$182,452  
General Fund = \$82,128,036

All Funds = \$180,214,576

# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	4	3	3.5

## **FY 2018**

Transferred part-time Recreation Assistant from Lions Club Park.



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ -	\$ -	\$ -	\$ -
Grants	-	-	-	-
From General Fund	238,851	168,635	154,992	182,452
<b>Total</b>	\$ 238,851	\$ 168,635	\$ 154,992	\$ 182,452
=Base request				\$ 182,452
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				\$ 182,452



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 195,471	\$ 111,725	\$ 101,559	\$ 126,870
• Materials & Supplies	43,380	56,910	53,433	55,582
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 238,851	\$ 168,635	\$ 154,992	\$ 182,452
=Base request				\$ 182,452
+Decision packages				-
=Total				\$ 182,452



# Explanation of Expense Variance

Moved a part-time Recreation Assistant position from Lions Club Park to Senior Citizens in order to maintain service levels due to unfunding the Senior Center Manager position in FY 17.



# Decision Packages Approved by City Manager

---

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Construct a new senior center in the proximity of the existing facility		\$1,650,000	\$0	\$1,650,000
Total Decision Packages		\$1,650,000	\$0	\$1,650,000





# City Manager's Comments





# FY 2018 Proposed Budget Presentation

Fund: General

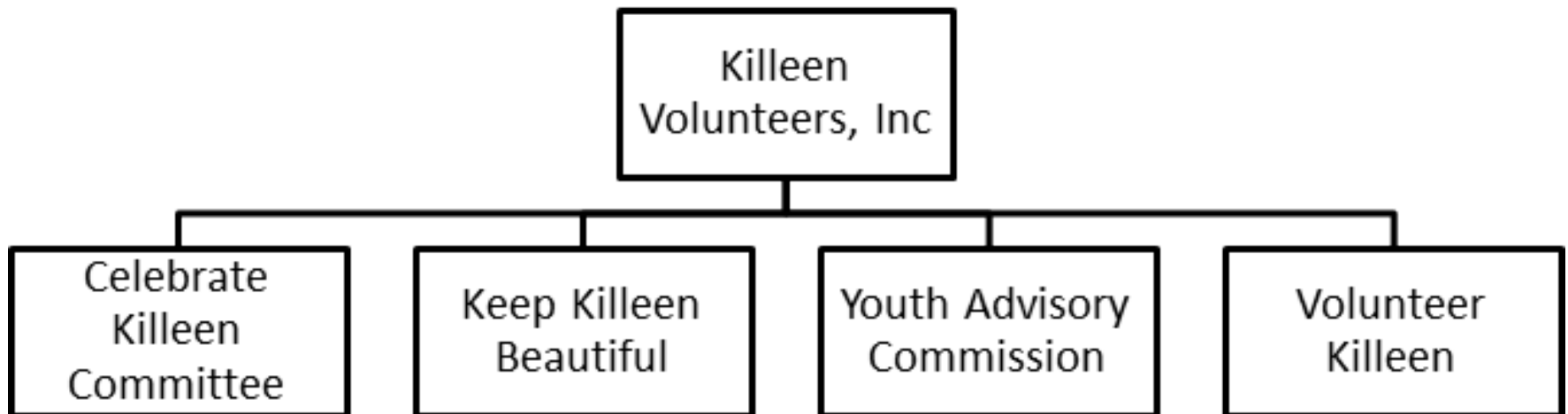
Department: Community Services

Division: Volunteer Services

# Mission

---

The Volunteer Service's mission is to mobilize people and resources to address community needs through volunteerism.



# Mission Elements

---

- ☐ Recruit volunteers.
- ☐ Constructively use volunteers.
- ☐ Celebrate volunteer contributions.



# By the Numbers:

---

## ☐ Recruit volunteers:

- ☐ Number of volunteers recruited: 10,000+
- ☐ Number of service hours: 120,607
- ☐ Monetary savings in volunteer hours: \$2,841,500

## ☐ Constructively use volunteers:

- ☐ Number of community service events: 150

Some of the Community events hosted:

- ☐ Holiday Under the Stars
- ☐ Celebrate Killeen
- ☐ Make a Difference Day
- ☐ Don't Mess with Texas Trash Off

## ☐ Celebrate volunteer contributions:

- ☐ Appreciation events: 2

Including an event to present the  
President's Volunteer Service Awards



# Goals for FY 17/18

---

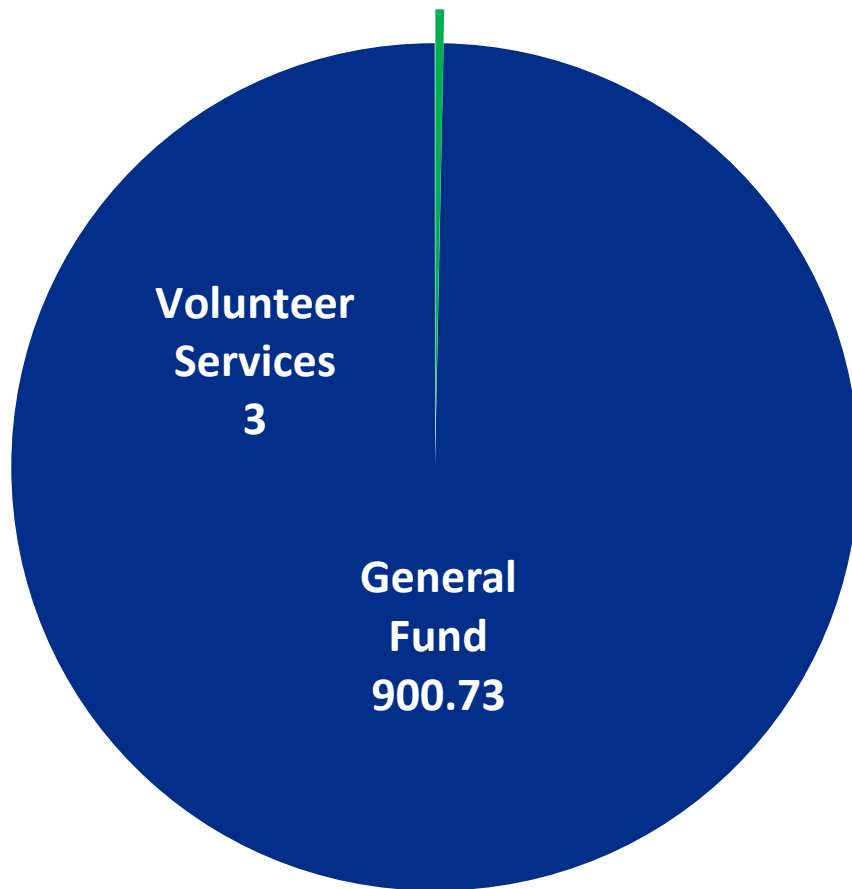
- ❑ Program committees will play an increased role in accomplishing events with reductions in manpower.
- ❑ Audit programs to determine areas for increased financial and operational efficiencies
  - ❑ Programs will grow through partnerships with civic agencies.



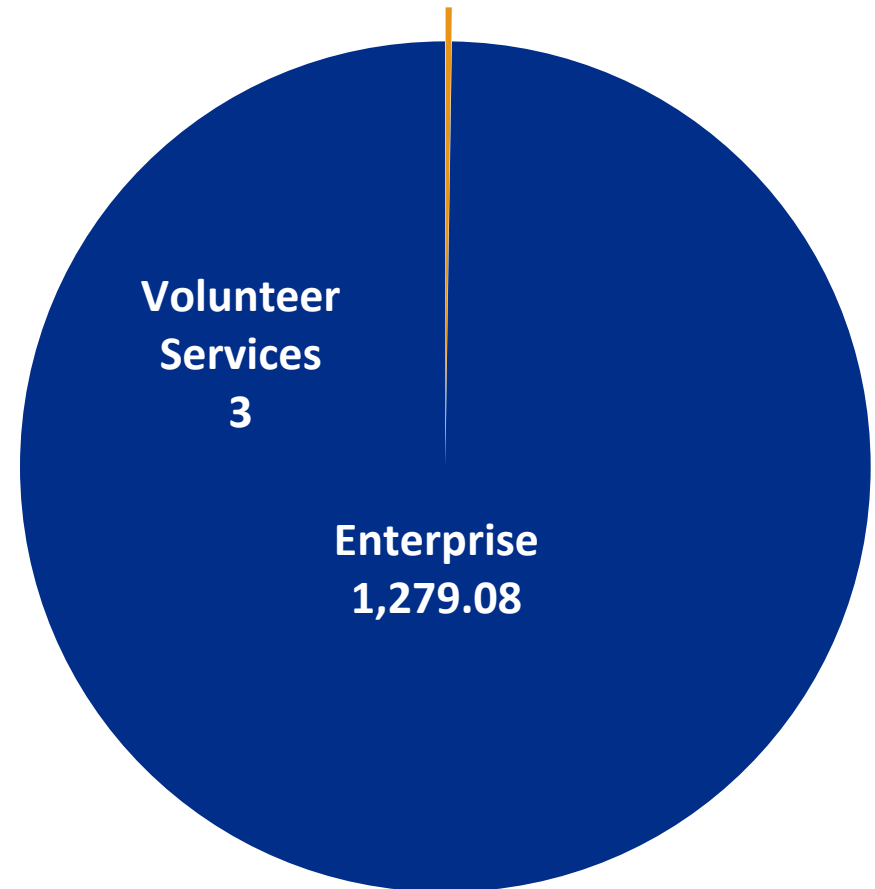
# How Volunteer Services Fits in the Enterprise in FY 17/18 – Staffing

---

0.33% of FTEs in Fund  
FTEs in the General Fund



0.23% of FTEs in Enterprise  
FTEs in All Funds



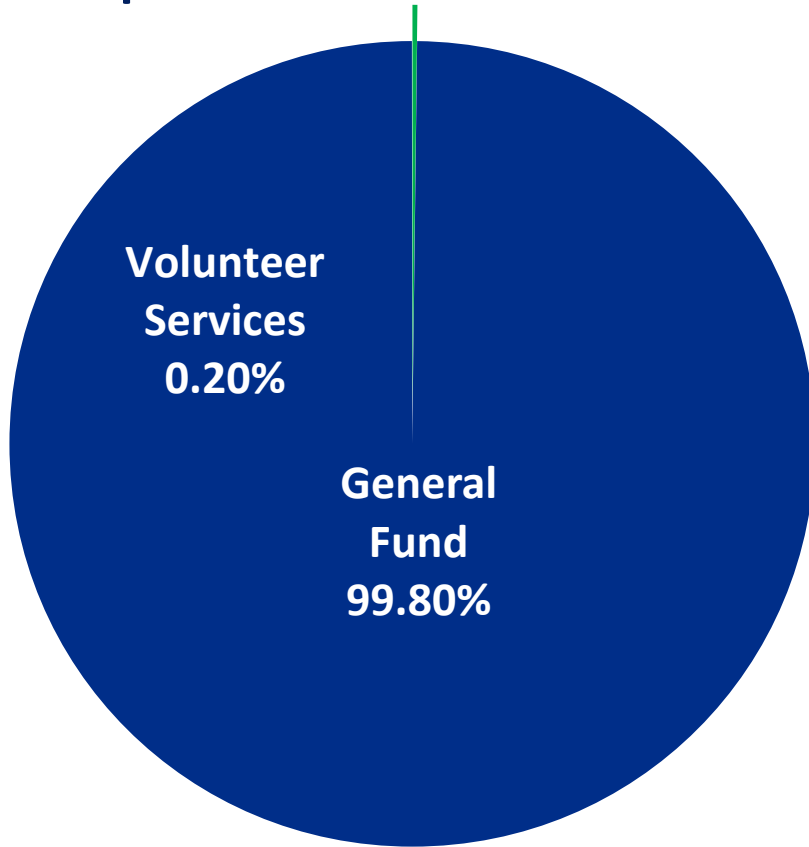
Volunteer Services FTEs = 3  
General Fund FTEs = 903.73


All Funds FTEs = 1,282.08

# How Volunteer Services Fits in the Enterprise in FY 17/18 – Budget

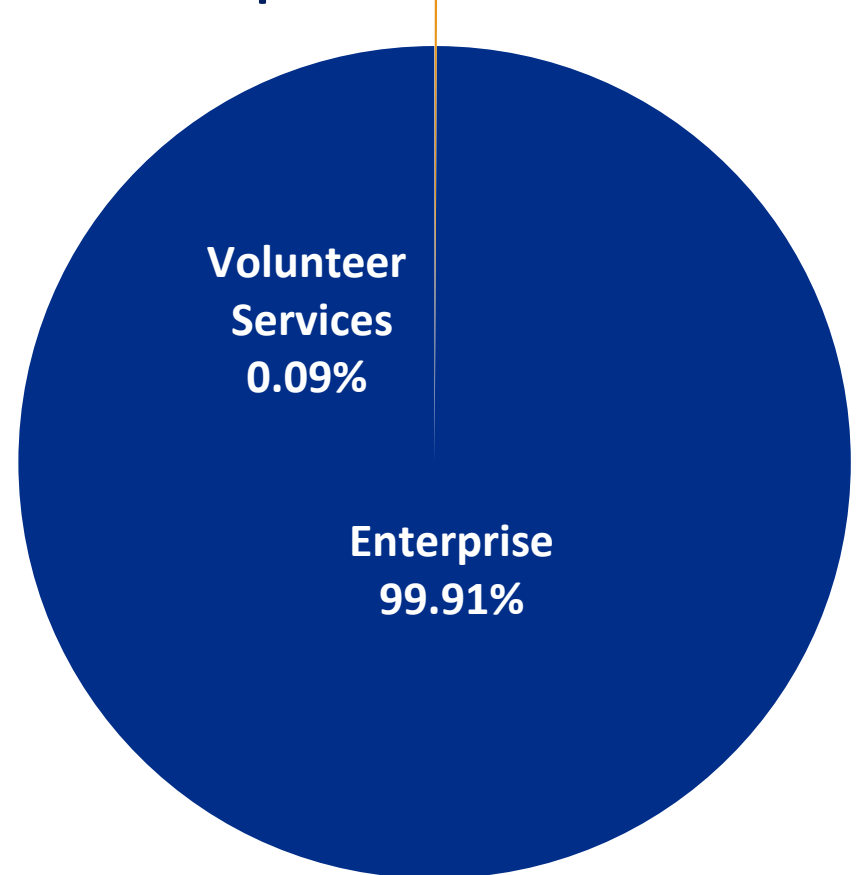
---

0.20% of Expenses in Fund  
Expenses in the General Fund



 Volunteer Services Expense =  
\$161,848  
General Fund = \$82,128,036

0.09% of Expenses in Enterprise  
Expenses in All Funds



All Funds = \$180,214,576



# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	3	3	3



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ -	\$ -	\$ -	\$ -
Grants	-	-	-	-
From General Fund	133,222	150,748	150,256	161,848
<b>Total</b>	\$ 133,222	\$ 150,748	\$ 150,256	\$ 161,848
=Base request				\$ 161,848
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				\$ 161,848



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 130,401	\$ 146,384	\$ 146,484	\$ 157,575
• Materials & Supplies	2,821	4,364	3,772	4,273
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 133,222	\$ 150,748	\$ 150,256	\$ 161,848
=Base request				\$ 161,848
+Decision packages				-
=Total				\$ 161,848



# Explanation of Expense Variance

Director of Volunteer Services and Senior Secretary positions were reclassified in FY 2017 due to increased responsibilities of the Community Center and Senior Citizens operations.



# Decision Packages Approved by City Manager

---

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# City Manager's Comments



# Finance





# FY 2018 Proposed Budget Presentation

Fund: General

Department: Finance

Division: Finance

# Mission

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The Finance Department's mission is to support City departments by providing financial services which maintains the fiscal integrity of the City in a transparent manner.



# Mission Elements

---

- ☐ Maintain accounting records for receipts, disbursements, and inventories.
- ☐ Prepare financial reports.
- ☐ Monitor fiscal and performance compliance.
- ☐ Administer centralized treasury for debt, cash, and investment management.
- ☐ Administer the purchasing and procurement system.



# By the Numbers:

---

- ❑ Maintain accounting records for receipts, disbursements, and inventories.
  - ❑ Number of vendor payments: 11,143
  - ❑ Number of Pcard transactions: 16,160
- ❑ Prepare financial reports.
  - ❑ Created a financial transparency portal for citizens to gain easy access to the financial operations of the City.
  - ❑ Successfully transitioned the compilation of the FY 2016 CAFR to Finance.



# By the Numbers: (cont'd)

---

- ☐ Monitor fiscal and performance compliance.
- ☐ Administer centralized treasury for debt, cash, and investment management.
  - ☐ Total rate of return: 0.48%
  - ☐ Benchmark – TexPool: 0.31%
- ☐ Administer the purchasing and procurement system.
  - ☐ Implemented virtual card accounts payable program.



# Goals for FY 17/18

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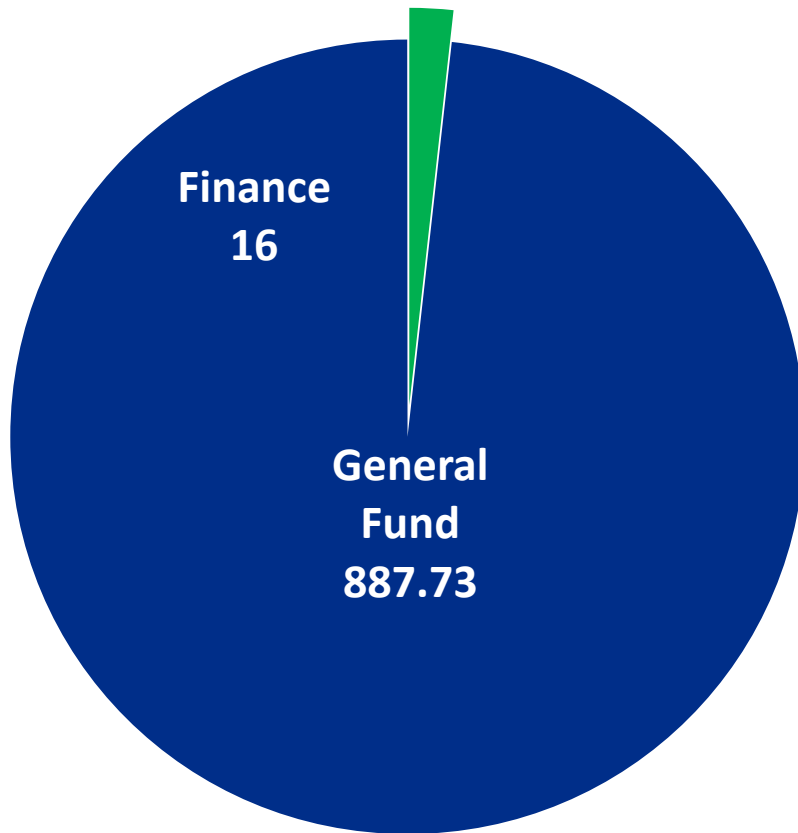
- ☐ Establish financial management policies.
- ☐ Build account structure that facilitates financial reporting by mission element.
- ☐ Create funds to help City achieve long-term goals (i.e. CIP transportation, etc.).
- ☐ Automate the purchase order and budget transfer process in conjunction with IT.
- ☐ Achieve the Texas Transparency Star.
- ☐ Provide timely financial reports for departments.



# How Finance Fits in the Enterprise in FY 17/18 – Staffing

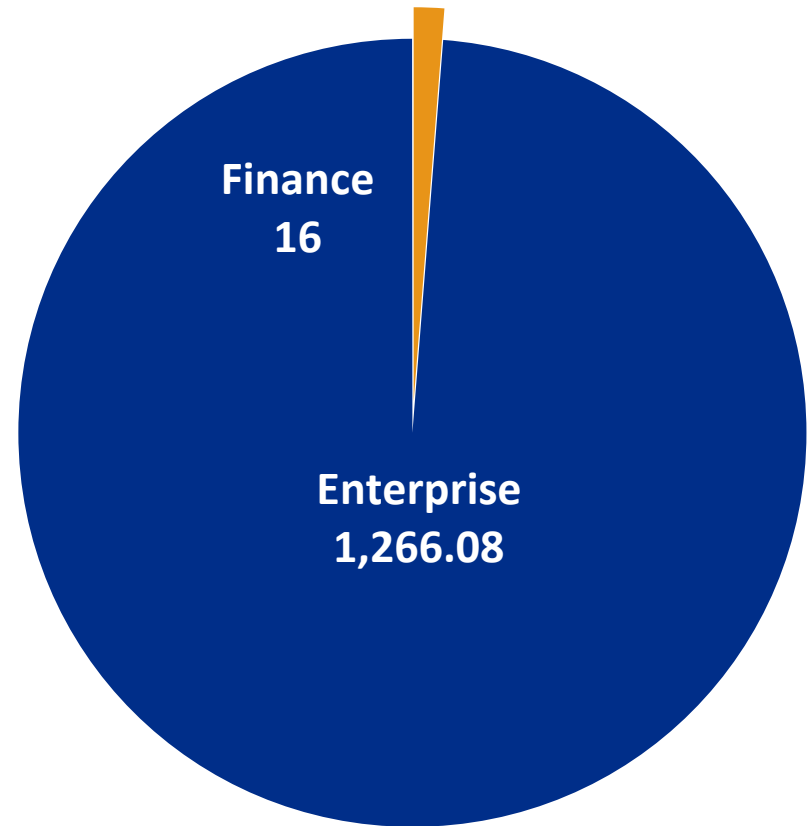
---

1.77% of FTEs in Fund  
FTEs in the General Fund



Finance FTEs = 16  
General Fund FTEs = 903.73

1.25% of FTEs in Enterprise  
FTEs in All Funds



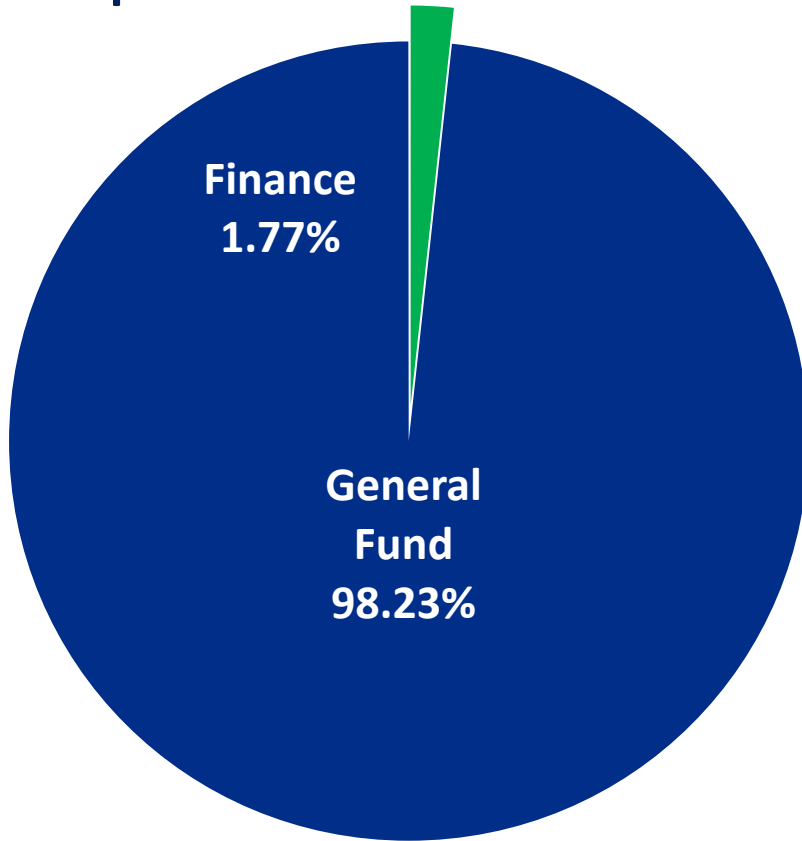
All Funds FTEs = 1,282.08



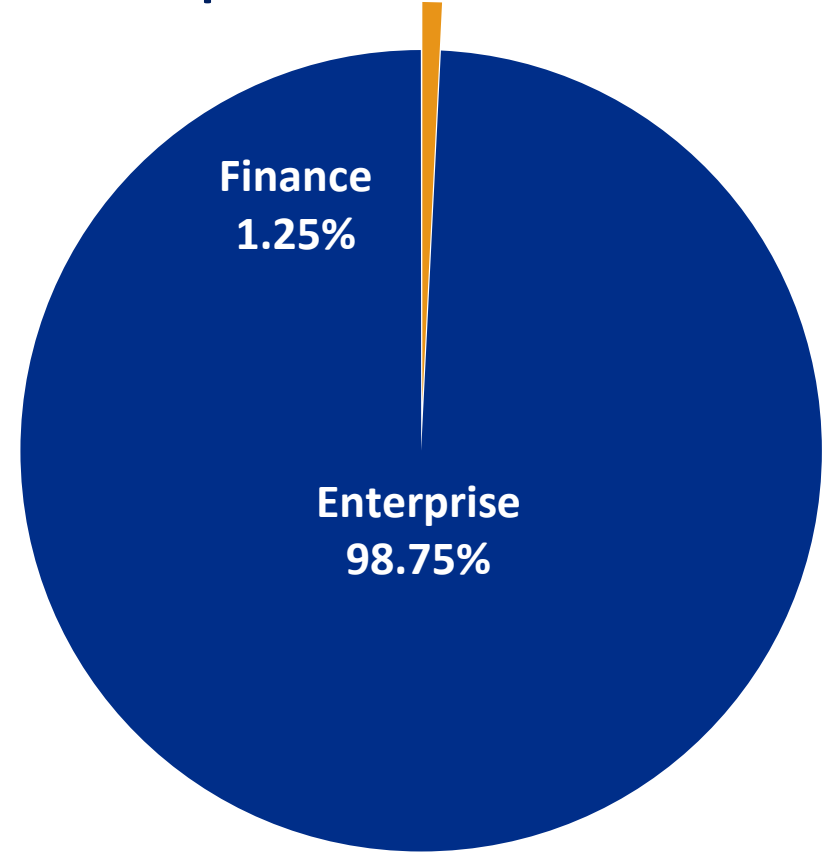
# How Finance Fits in the Enterprise in FY 17/18 – Budget

---

1.77% of Expenses in Fund  
Expenses in the General Fund



1.25% of Expenses in Enterprise  
Expenses in All Funds



Finance Expense = \$1,412,459  
General Fund = \$82,128,036

All Funds = \$180,214,576



# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
<b>FTEs</b>	18	18	16

## **FY 2018**

Unfunded Business Analyst – Vacant.

Unfunded Accounting Specialist – Vacant.



# Revenue Budget

	<b>Actual FY 15/16</b>	<b>Adopted Budget FY 16/17</b>	<b>Estimated Actual FY 16/17</b>	<b>Proposed Budget FY 17/18</b>
<b>Revenue:</b>				
Operations Fees	\$ 68,275	\$ 68,000	\$ 68,000	\$ 175,000
Grants	-	-	-	-
From General Fund	1,351,236	1,817,877	1,803,730	1,237,459
<b>Total</b>	<b>\$ 1,419,511</b>	<b>\$ 1,885,877</b>	<b>\$ 1,871,730</b>	<b>\$ 1,412,459</b>
=Base request				\$ 1,412,459
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				\$ 1,412,459



# Explanation of Revenue Variance

- ❑ Implemented virtual program during FY 17 to pay vendors with one-time use credit card number via secure fax or e-mail, City receives rebate on the volume of charges.



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 936,549	\$ 1,095,447	\$ 1,096,045	\$ 1,012,204
• Materials & Supplies	45,004	90,573	82,857	101,407
• Contracts	437,958	699,857	692,828	298,848
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 1,419,511	\$ 1,885,877	\$ 1,871,730	\$ 1,412,459
=Base request				\$ 1,412,459
+Decision packages				-
=Total				\$ 1,412,459



# Explanation of Expense Variance

- ☐ Moved Tax Appraisal District of Bell County to Non-Departmental.
- ☐ Unfunded two positions:
  - ☐ Business Analyst.
  - ☐ Accounting Specialist.



# Decision Packages Approved by City Manager

---

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# Decision Packages Disapproved by City Manager

---

Description	Priority	Expense	Revenue	Net Cost
Add an additional Budget Analyst	1	\$66,065	\$0	\$66,065
Add a Grants Accountant	2	59,543	0	59,543
Total Decision Packages		\$125,608	\$0	\$125,608



# City Manager's Comments





# Fire



# FY 2018 Proposed Budget Presentation

Fund: General

Department: Fire

Divisions: Fire

# Mission

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The Killeen Fire Department's mission is to save lives and property through fire protection, emergency medical services, and rescue services.



# Mission Elements

---

- ☐ Respond to Fire, EMS, and calls for service.
- ☐ Conduct fire prevention, education, investigations, and inspections.
- ☐ Review plans for fire code compliance.
- ☐ Conduct emergency management planning, response, mitigation, and recovery.



# By the Numbers:

---

- ☐ Respond to Fire, EMS, and calls for service: 25,436
- ☐ Conduct fire prevention, education, investigations, and inspections:
  - ☐ People reached through public education 18,812
  - ☐ Inspections 1,059
  - ☐ Arson investigations 118
- ☐ Review plans for fire code compliance:
  - ☐ Plan reviews 256
- ☐ Conduct emergency management planning, response, mitigation, and recovery:
  - ☐ Number of Citizens reached: Over 50%
  - ☐ CERT Members: 31



# Goals for FY 17/18

---

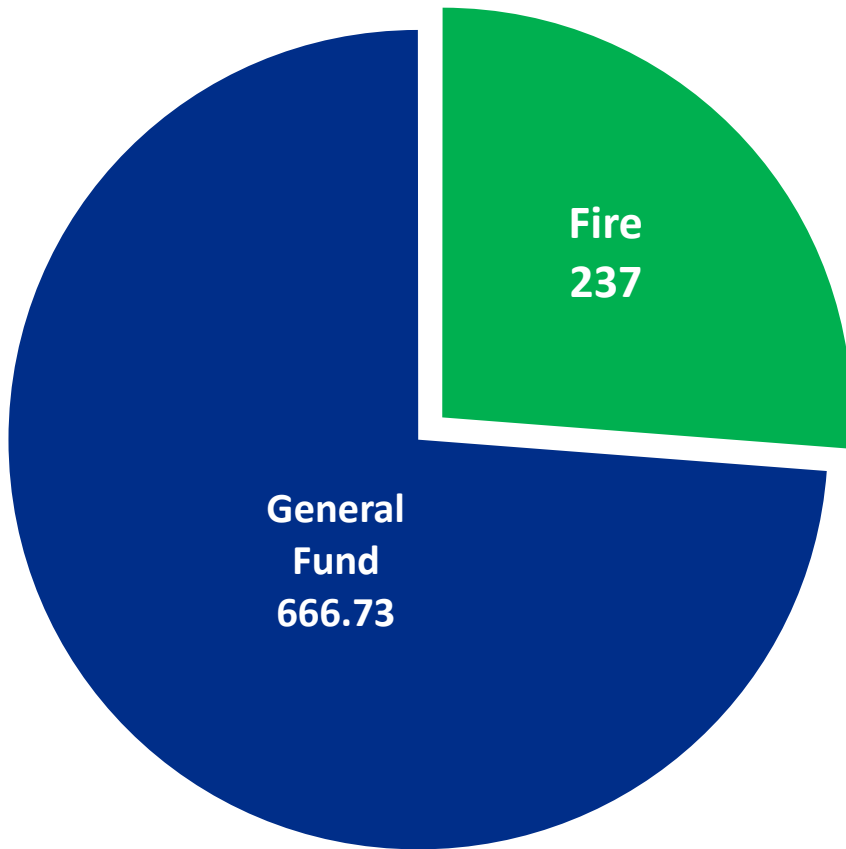
- ☐ Replace 2 ambulances.
- ☐ Replace 2 emergency response staff units.
- ☐ Complete an Emergency Services Master Plan.
- ☐ Conduct an ISO Study.



# How Fire Fits in the Enterprise in FY 17/18 – Staffing

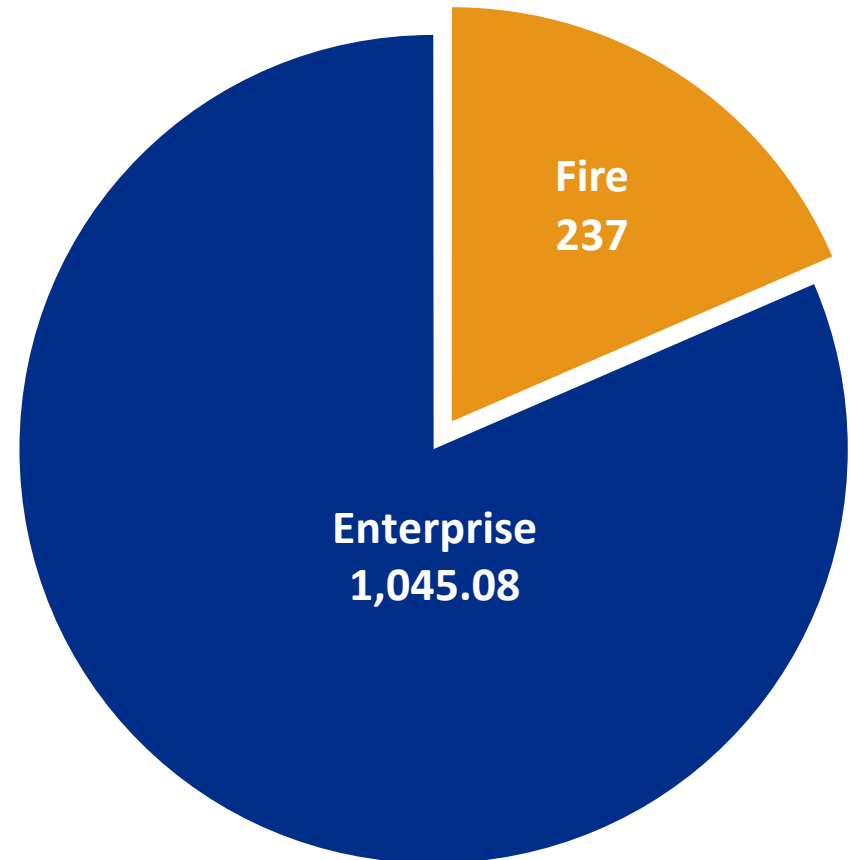
---

26.22% of FTEs in Fund  
FTEs in the General Fund



Fire FTEs = 237  
General Fund FTEs = 903.73

18.49% of FTEs in Enterprise  
FTEs in All Funds



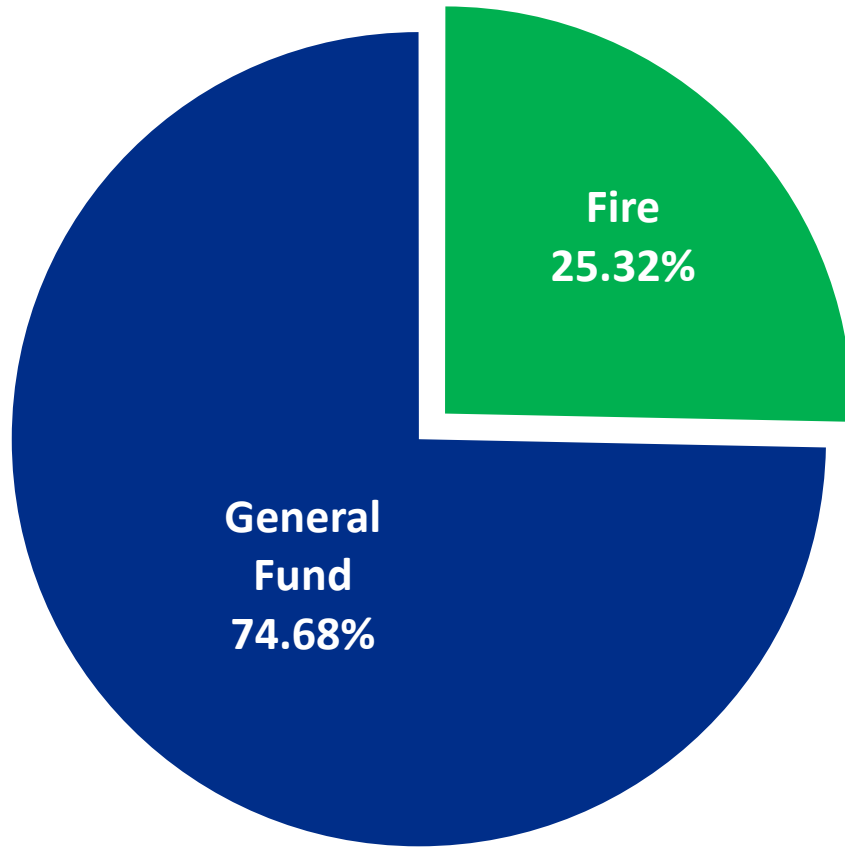
All Funds FTEs = 1,282.08



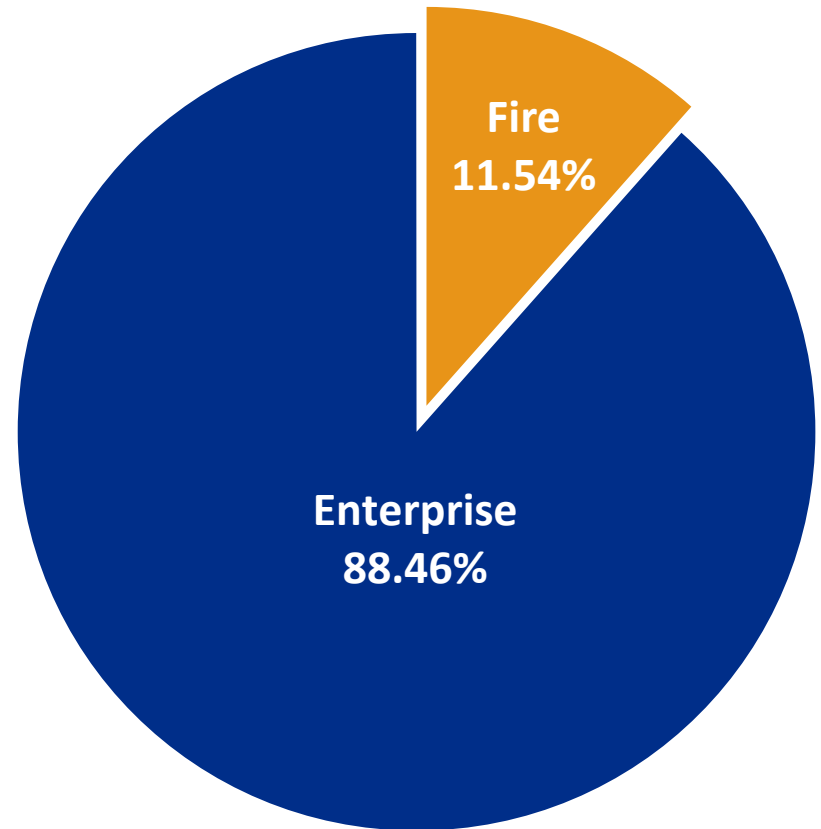
# How Fire Fits in the Enterprise in FY 17/18 – Budget

---

25.32% of Expenses in Fund  
Expenses in the General Fund



11.54% of Expenses in Enterprise  
Expenses in All Funds



Fire Expense = \$20,791,700  
General Fund = \$82,128,036

All Funds = \$180,214,576



# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17*</b>	<b>Proposed FY 17/18</b>
FTEs	201	238	237
* SAFER Grant			

## FY 2017

Unfunded Deputy Chief Position



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ 3,379,563	\$ 3,779,170	\$ 3,416,131	\$ 3,530,228
Grants	948,453	2,814,292	2,770,560	1,544,717
From General Fund	15,462,739	15,972,924	16,379,695	15,458,806
<b>Total</b>	<b>\$ 19,790,755</b>	<b>\$ 22,566,386</b>	<b>\$ 22,566,386</b>	<b>\$ 20,533,751</b>
=Base request				\$ 20,533,751
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				257,949
=Total				\$ 20,791,700



# Explanation of Revenue Variance

---

## ☐ Decreases in the following grants:

☐ SAFER Grant (performance period 75% complete)

☐ AFG FEMA Grant (performance period ending)



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 18,015,479	\$ 19,477,062	\$ 19,477,062	\$ 18,738,720
• Materials & Supplies	1,662,866	2,146,480	2,095,592	1,635,193
• Contracts	112,410	157,349	208,237	159,838
• Capital Outlay	-	785,495	785,495	-
<b>Total</b>	\$ 19,790,755	\$ 22,566,386	\$ 22,566,386	\$ 20,533,751
=Base request				\$ 20,533,751
+Decision packages				257,949
=Total				\$ 20,791,700



# Explanation of Expense Variance

---

- ❑ Decreased Overtime (-\$642,483)
- ❑ Deputy Chief position was unfunded in FY 2017
- ❑ Decreased Operating Expenses
  - ❑ -\$39,000 in SCBA repair due to the purchase of new SCBA in FY 17 will reduce number of repairs.
  - ❑ -\$44,000 in Med Supplies due to new SOP's implementing EMS Captains for inventory control, reducing waste, and expiration of supplies.
  - ❑ -\$56,132 in Vehicle Repairs due to Support Services providing more in-house labor/repairs.
  - ❑ -\$59,082 in Ed/Rec due to updating library/books and training materials in FY 17.
  - ❑ -\$62,734 reduction in various supplies, maintenance, support services, and repairs.



# Decision Packages Approved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Increase Overtime Budget	1	\$251,936	\$0	\$251,936
Reclassification for Executive Assistant to Office Administrator	2	6,013	0	6,013
Total Decision Packages		\$257,949	\$0	\$257,949



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Replace 1 Fire Engine (includes tools & equipment)	3	\$945,000	\$754,689	\$190,311
Add a new position – IT personnel	4	37,996	0	37,996
Switching software solution providers	5	14,000	0	14,000
Bring all Fire Dept radios into P25 compliance by 2022	6	100,704	0	100,704
Create program for maintenance, replacement & addition of AEDs	7	9,750	0	9,750
ISO Study		38,000	0	38,000
Emergency Master Plan Study		58,000	0	58,000
Total Decision Packages		\$1,203,450	\$754,689	\$448,761



# How Department will be Managed in FY 18

---

- ☐ Overtime will be controlled through a tiered reduction program reducing personnel on units.
- ☐ Line items will be evaluated for maximum efficiencies.
- ☐ Policies will be evaluated in order to streamline emergency responses.





# Killeen Fire Department

## Overtime Reduction Tier System

---

- Tier plan that prevents hiring the first four 24 hour blocks of overtime
- Saves up to 96 hours of overtime per calendar day

OT Reduction Plan	Affected Unit	Personnel Reduction
Tier 1	Cut Ladder 6 by	1 Firefighter
Tier 2	Cut Rescue 2 by	1 Firefighter
Tier 3	Cut Rescue 9 by	1 Firefighter
Tier 4	Cut Tower 2 by	1 Firefighter



# City Manager's Comments



# **Planning & Development**



# FY 2018 Proposed Budget Presentation

Fund: General Fund

Department: Planning & Development

Division: Code Enforcement

# Mission

---

The mission of Code Enforcement is to strengthen the community by protecting property rights and property values in neighborhoods and commercial districts.



# Mission Elements

---

- ❑ Enforce housing, zoning, nuisance codes, etc.
- ❑ Educate the public about property maintenance to keep our community free from public health and safety risks.



# By the Numbers:

---

- ❑ Enforce housing, zoning, nuisance codes, etc.:
  - ❑ Number of violation inspections performed: 27,000
  - ❑ Number of complaints investigated: 13,750
  - ❑ Number of violations abated by Code Enforcement: 1,100
  - ❑ Number of violations abated by violators: 9,500
  - ❑ Number of dangerous buildings abated: 7
- ❑ Educate the public about property maintenance to keep our community free from public health and safety risks.



# Goals for FY 17/18

---

Develop education materials for public.

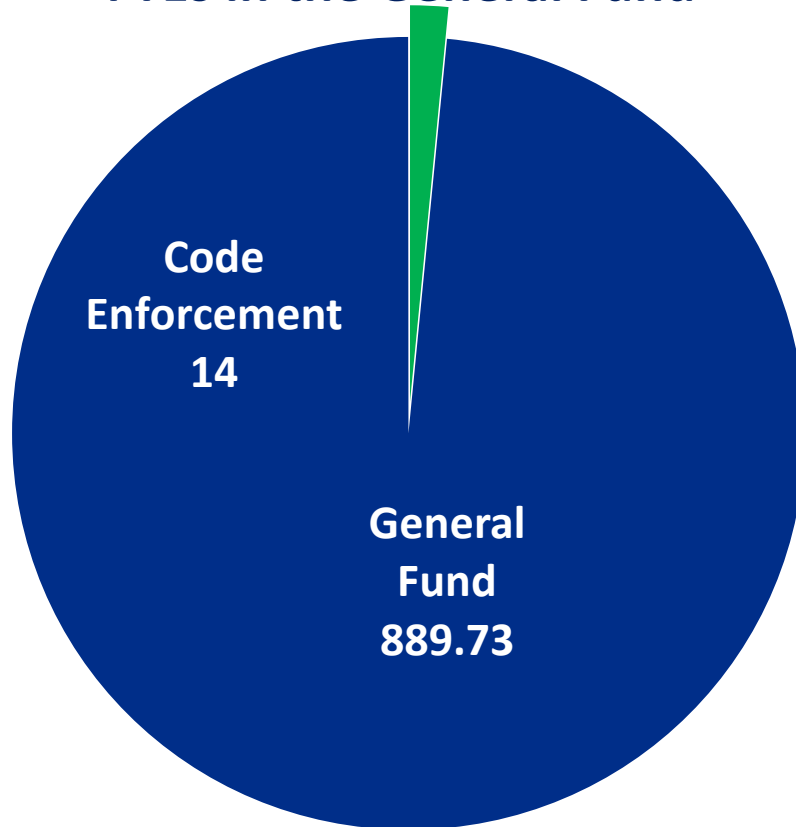




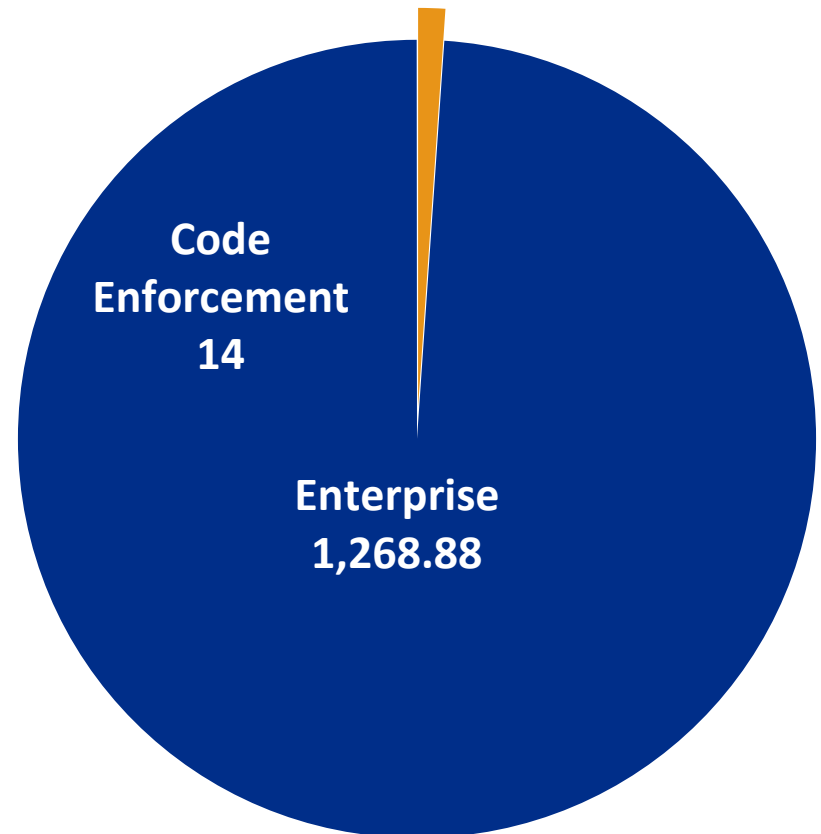
# How Code Enforcement Fits in the Enterprise in FY 17/18 – Staffing

---

1.55% of FTEs in Fund  
FTEs in the General Fund



1.09% of FTEs in Enterprise  
FTEs in All Funds



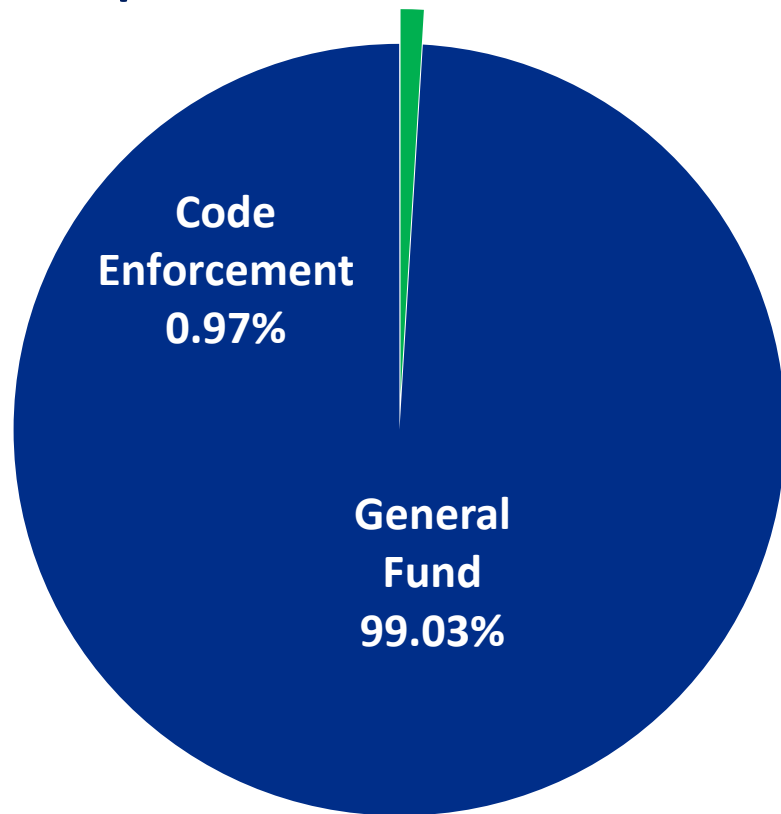
Code Enforcement FTEs = 14  
General Fund FTEs = 903.73

All Funds FTEs = 1,282.08

# How Code Enforcement Fits in the Enterprise in FY 17/18 – Budget

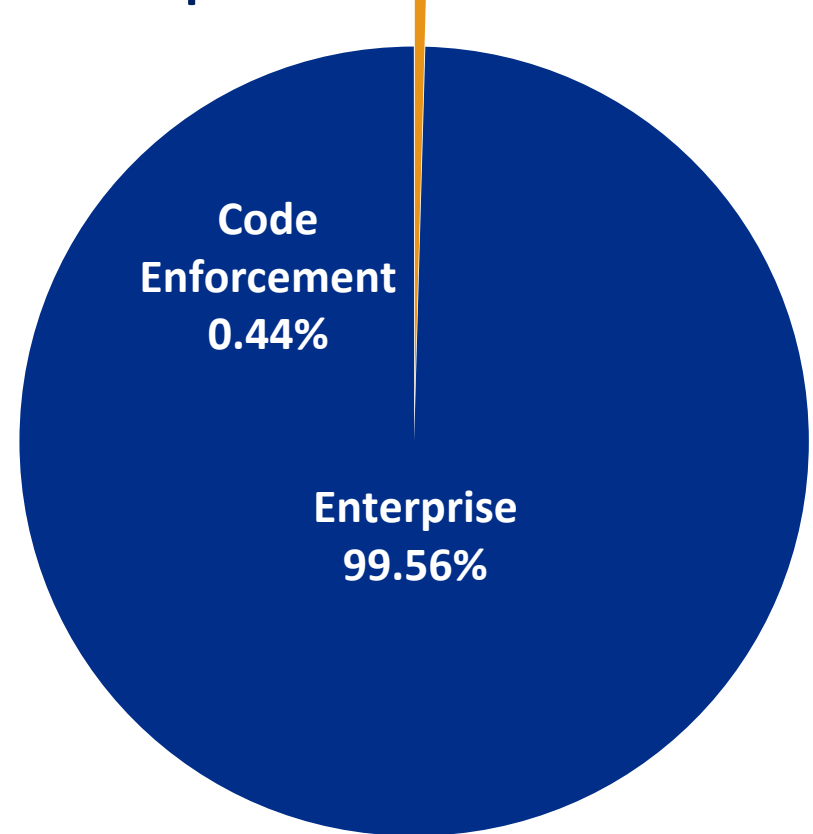
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0.97% of Expenses in Fund  
Expenses in the General Fund



Code Enforcement Expense =  
\$800,034  
General Fund = \$82,128,036

0.44% of Expenses in Enterprise  
Expenses in All Funds



All Funds = \$180,214,576



# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	15	14	14



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ 198,607	\$ 235,000	\$ 144,000	\$ 189,191
Grants	-	-	-	-
From General Fund	611,529	554,642	587,166	438,686
<b>Total</b>	<b>\$ 810,136</b>	<b>\$ 789,642</b>	<b>\$ 731,166</b>	<b>\$ 627,877</b>
=Base request				\$ 627,877
+Decision Packages - From Additional Revenue				22,823
+Decision Packages - From General Fund				149,334
=Total				<b>\$ 800,034</b>



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 617,018	\$ 623,367	\$ 569,650	\$ 511,903
• Materials & Supplies	75,810	79,445	74,686	74,790
• Contracts	117,308	86,830	86,830	41,184
• Capital Outlay	-	-	-	-
<b>Total</b>	\$ 810,136	\$ 789,642	\$ 731,166	\$ 627,877
=Base request				\$ 627,877
+Decision packages				172,157
=Total				\$ 800,034



# Explanation of Expense Variance

---

- ☐ Unfunded three (3) vacant positions.
- ☐ Reduced contract labor used to abate properties.
- ☐ Reduced materials and supplies.



# Decision Packages Approved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Reinstate three (3) vacant positions	1	\$126,511	\$0	\$126,511
Additional funding to abate properties in violation of codes to keep the City clean, safe, and improve the quality of life.		22,823	0	22,823
Total Decision Packages		\$149,334	\$0	\$149,334



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Adding (1) Code Enforcement Officer	2	\$45,433	\$0	\$45,433
Total Decision Packages		\$45,433	\$0	\$45,433





# City Manager's Comments





# FY 2018 Proposed Budget Presentation

Fund: General Fund

Department: Planning & Development

Division: Planning & Development

# Mission

---

The mission of the Planning and Development Services Department is to conduct short and long-term planning, to administer the building and development codes, and to facilitate orderly development of the City.



# Mission Elements

---

- ☐ Conduct long-term comprehensive planning.
- ☐ Conduct current planning.
- ☐ Conduct plan review, permitting, and construction inspections.
- ☐ Provide support to boards, commissions, and technical committees.



# By the Numbers:

---

- ❑ Implement long-term comprehensive planning and current planning (Administer land use and project development processes, i.e. zoning, subdivision and commercial development):
  - ❑ Number of plats processed: 44
  - ❑ Number of zoning cases etc. processed: 29
- ❑ Keep Codes, ordinances, and systems updated.
- ❑ Conduct plan review, permitting, and construction inspections:
  - ❑ Number of permits issued: 9,100
  - ❑ Number of inspections performed: 26,000
- ❑ Provide support to boards , commissions and technical committees.



# Goals for FY 17/18

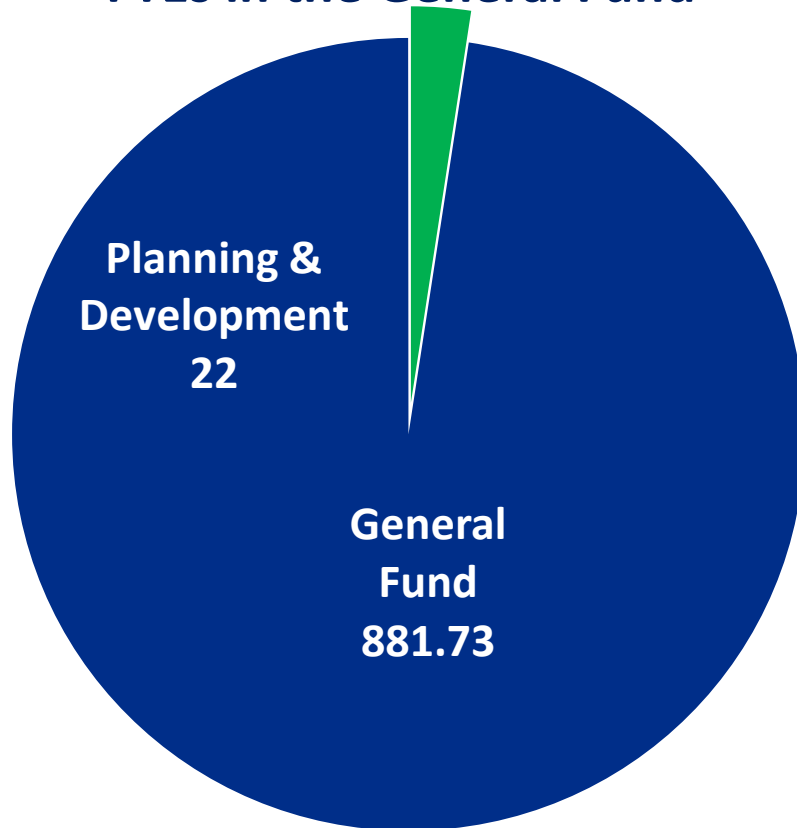
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- ☐ Update the comprehensive plan.
- ☐ Update development regulations.
- ☐ Develop annexation plan.
- ☐ Update building codes.

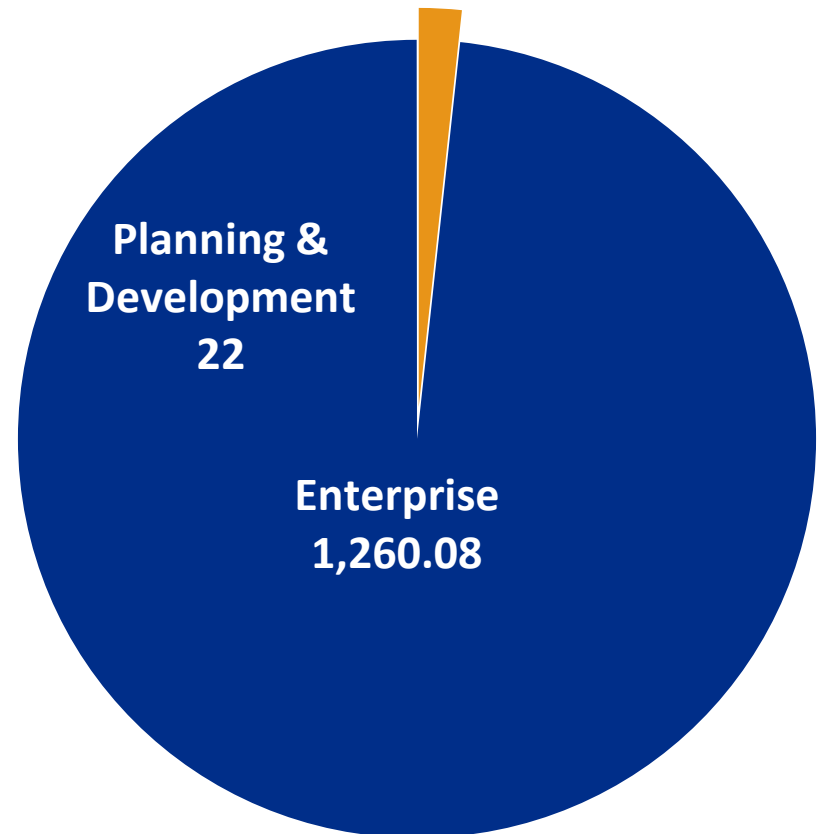


# How Planning & Development Fits in the Enterprise in FY 17/18 – Staffing

2.43% of FTEs in Fund  
FTEs in the General Fund



1.72% of FTEs in Enterprise  
FTEs in All Funds

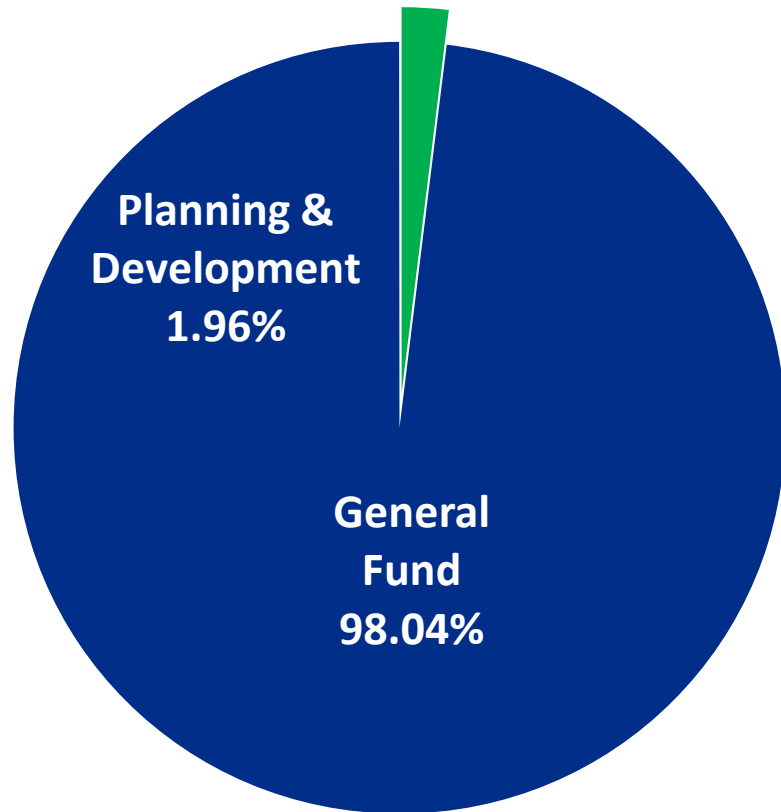


Planning & Development FTEs = 22  
General Fund FTEs = 903.73

All Funds FTEs = 1,282.08

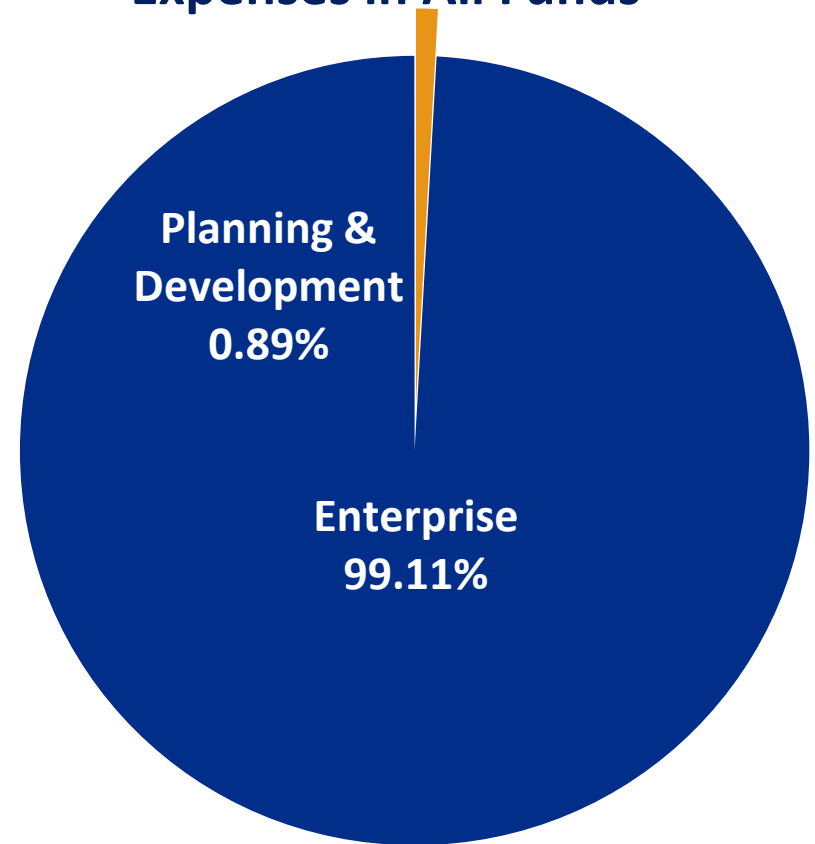
# How Planning & Development Fits in the Enterprise in FY 17/18 – Budget

1.96% of Expenses in Fund  
Expenses in the General Fund



Planning & Development Expense =  
\$1,608,736  
General Fund = \$82,128,036

0.89% of Expenses in Enterprise  
Expenses in All Funds



All Funds = \$180,214,576





# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	21	20	22

## FY 2018

Funded Principal Secretary and Senior Planner positions.



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ 1,326,784	\$ 1,389,484	\$ 1,258,607	\$ 1,251,143
Grants	-	-	-	-
From General Fund	144,521	74,194	110,312	244,740
<b>Total</b>	<b>\$ 1,471,305</b>	<b>\$ 1,463,678</b>	<b>\$ 1,368,919</b>	<b>\$ 1,495,883</b>
=Base request				\$ 1,495,883
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				112,853
=Total				\$ 1,608,736



# Explanation of Revenue Variance

---

Increase in revenues due to adding one planner position and re-fund a vacant secretarial position.



# Expense Budget

	<b>Actual FY 15/16</b>	<b>Adopted Budget FY 16/17</b>	<b>Estimated Actual FY 16/17</b>	<b>Proposed Budget FY 17/18</b>
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 1,361,536	\$ 1,321,942	\$ 1,257,466	\$ 1,354,559
• Materials & Supplies	99,769	91,736	86,453	91,324
• Façade Grants	10,000	50,000	25,000	50,000
• Capital Outlay	-	-	-	
<b>Total</b>	<b>\$ 1,471,305</b>	<b>\$ 1,463,678</b>	<b>\$ 1,368,919</b>	<b>\$ 1,495,883</b>
=Base request				\$ 1,495,883
+Decision packages				112,853
=Total				<b>\$ 1,608,736</b>



# Explanation of Expense Variance

---

Inflationary increases.



# Decision Packages Approved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Update Comprehensive plan option 1 (hire two personnel)	1	\$112,853	\$0	\$112,853
Total Decision Packages		\$112,853	\$0	\$112,853



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Update Comprehensive plan option 2	1	\$300,000	\$0	\$300,000
Total Decision Packages		\$300,000	\$0	\$300,000



# City Manager's Comments





# Police



# FY 2018 Proposed Budget Presentation

Fund: General

Department: Police

Division: Animal Services

# Mission

---

The mission of Animal Services is to administer animal regulations and promote responsible pet ownership.



# Mission Elements

---

- ☐ Administer animal code compliance.
- ☐ Pick-up stray animals.
- ☐ Care for in-custody animals.
- ☐ Promote pet adoption.
- ☐ Control stray animal population.



# By the Numbers:

---

## ☐ Animal Code Compliance:

<input type="checkbox"/> Number of citations:	1,600
<input type="checkbox"/> Number of calls for service:	7,643
<input type="checkbox"/> Number spay/neuter:	240

## ☐ Stray Animals:

<input type="checkbox"/> Number of animals picked up:	4,412
---	-------

## ☐ In-Custody Animals:

<input type="checkbox"/> Number of animals:	5,574
---	-------

## ☐ Pet Adoption:

<input type="checkbox"/> Number of adoptions:	2,357
<input type="checkbox"/> Live release rate:	82%



# Goals for FY 17/18

---

- ☐ Maintain a live release rate of 80%.
- ☐ Expand partnerships with local businesses to promote adoptions.
- ☐ Increase education of public regarding responsible pet ownership.
- ☐ Increase volunteer participation.

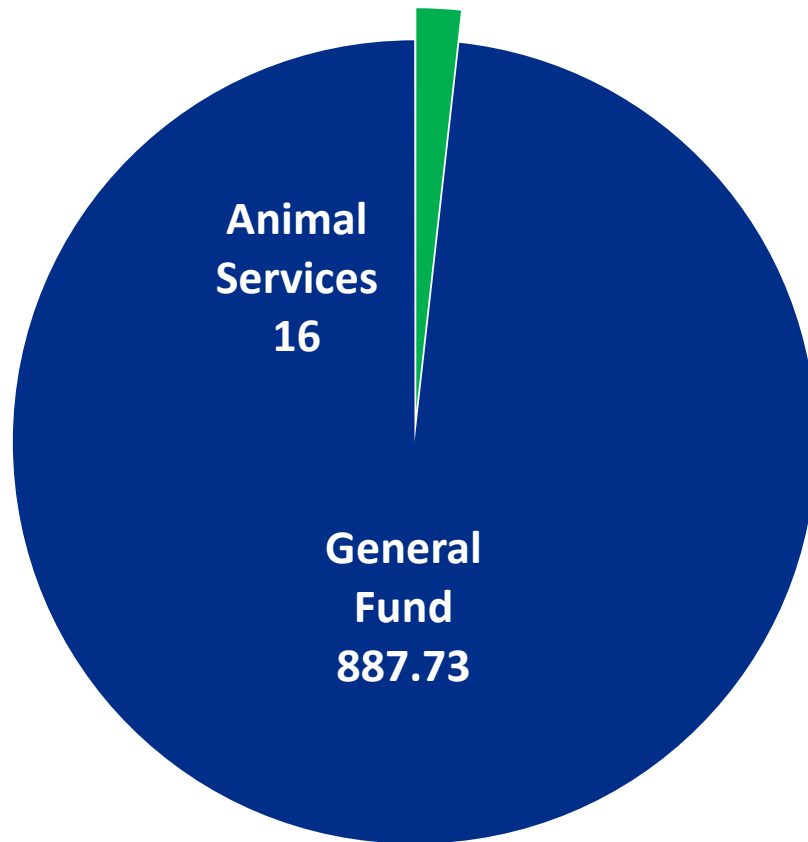


# How Animal Services Fits in the Enterprise in FY 17/18 – Staffing

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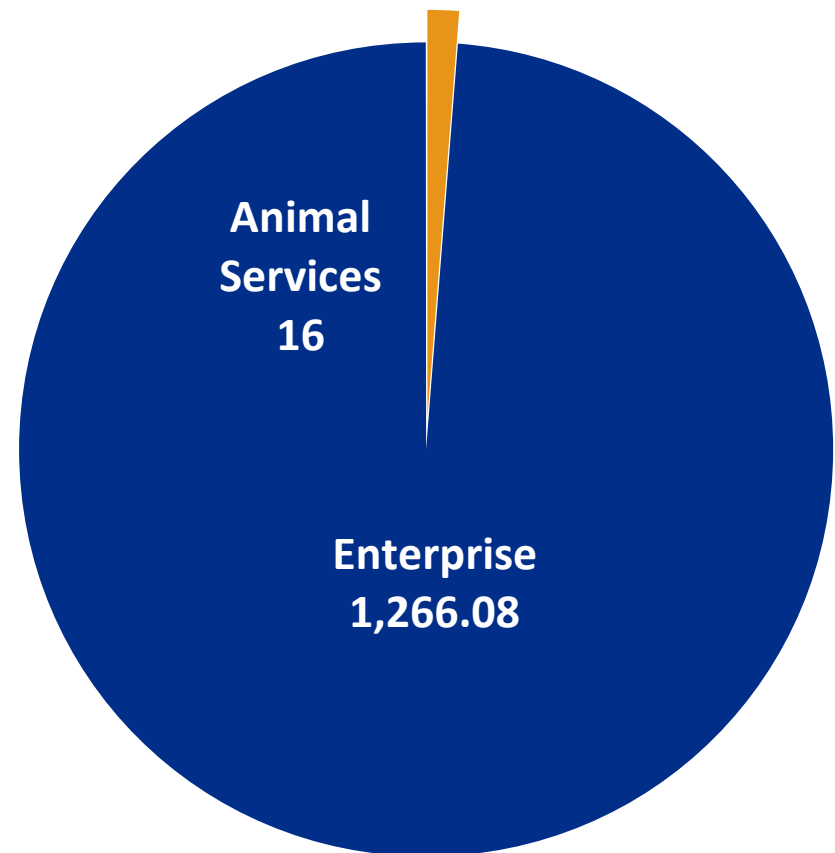
1.77% of FTEs in Fund

FTEs in the General Fund



1.25% of FTEs in Enterprise

FTEs in All Funds



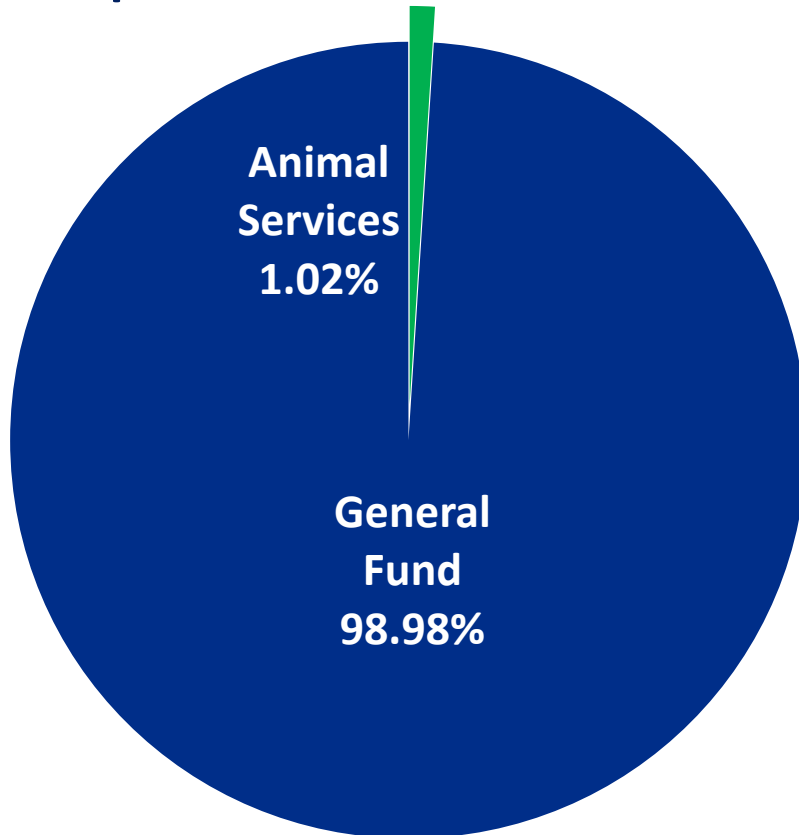
Animal Services FTEs = 16  
General Fund FTEs = 903.73

All Funds FTEs = 1,282.08

# How Animal Services Fits in the Enterprise in FY 17/18 – Budget

---

1.02% of Expenses in Fund  
Expenses in the General Fund

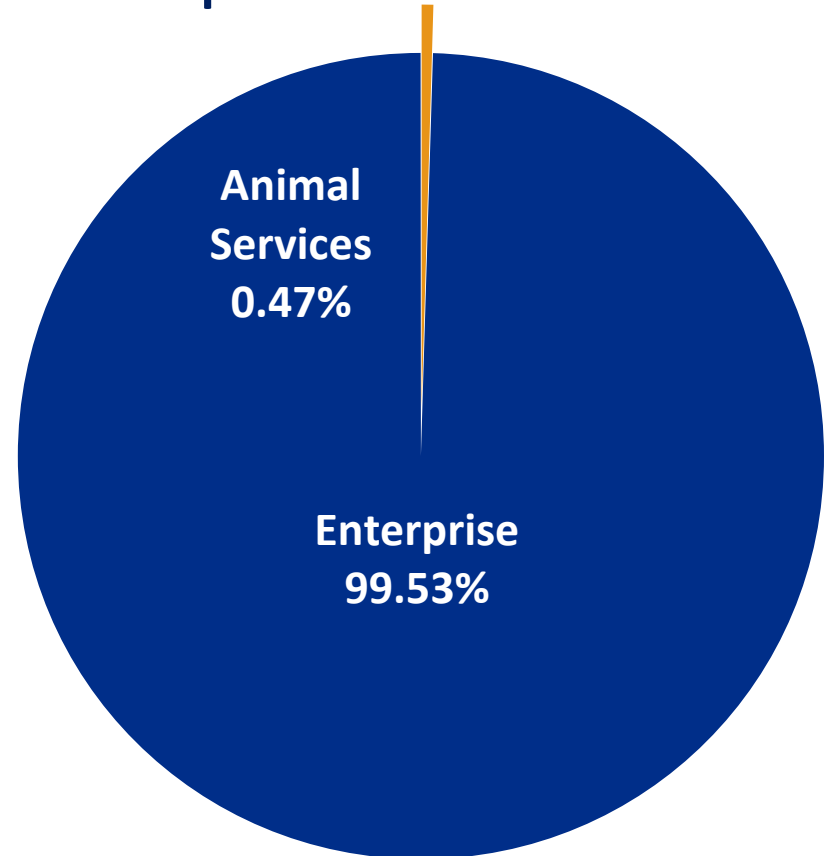


Animal Services Expense =

\$839,245

General Fund = \$82,128,036

0.47% of Expenses in Enterprise  
Expenses in All Funds



All Funds = \$180,214,576





# Staffing

---

	<b>Budgeted FY15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	18	18	16

## **FY 2018**

Unfunded 2 Animal Control Officers - Vacant



# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ 95,752	\$ 102,000	\$ 92,248	\$ 97,073
From General Fund	858,120	790,432	680,470	742,172
<b>Total</b>	<b>\$ 953,872</b>	<b>\$ 892,432</b>	<b>\$ 772,718</b>	<b>\$ 839,245</b>
=Base request				\$ 839,245
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				-
=Total				\$ 839,245



# Explanation of Revenue Variance

- ❑ Revenue reduction due to high rate of free adoption promotional events.
- ❑ Receive grant from Petco to provide vouchers for spay and neuter adopted pets.



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 655,876	\$ 682,147	\$ 528,351	\$ 647,371
• Materials & Supplies	240,557	203,150	218,191	181,739
• Contracts	11,971	7,135	26,176	10,135
• Capital Outlay	45,468	-	-	-
<b>Total</b>	\$ 953,872	\$ 892,432	\$ 772,718	\$ 839,245
=Base request				\$ 839,245
+Decision packages				-
=Total				\$ 839,245



# Explanation of Expense Variance

- ❑ Unfunded (2) Animal Control Officers - vacant
- ❑ Operations (overtime, vehicle repair, vet supplies)



# Decision Packages Approved by City Manager

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Reinstate one Animal Control Officer position	1	\$36,561	\$0	\$36,561
Total Decision Packages		\$36,561	\$0	\$36,561



# City Manager's Comments







# FY 2018 Proposed Budget Presentation

Fund: General

Department: Police

Division: Police

# Mission

---

The mission of the Police Department is to reduce crime, the fear of crime, and enhance public safety.



# Mission Elements

---

- ☐ Conduct crime prevention activities.
- ☐ Investigate crime and enforce the Law.
- ☐ Enforce traffic laws.
- ☐ Respond to calls for service.



# By the Numbers:

---

## ☐ Calls for Service:

☐ Number of calls for service: 149,738

☐ Response time Priority 1 calls: 8:05

## ☐ Investigate Crimes:

☐ UCR Part 1 crime rate: 3,443

☐ UCR Part 1 clearance rate: 18%

## ☐ Crime Prevention Activities:

☐ Presentations: 461

## ☐ Enforce Traffic Laws :

☐ Reduce DWIs: 364

☐ Alcohol-related traffic deaths: 0



# Goals for FY 17/18

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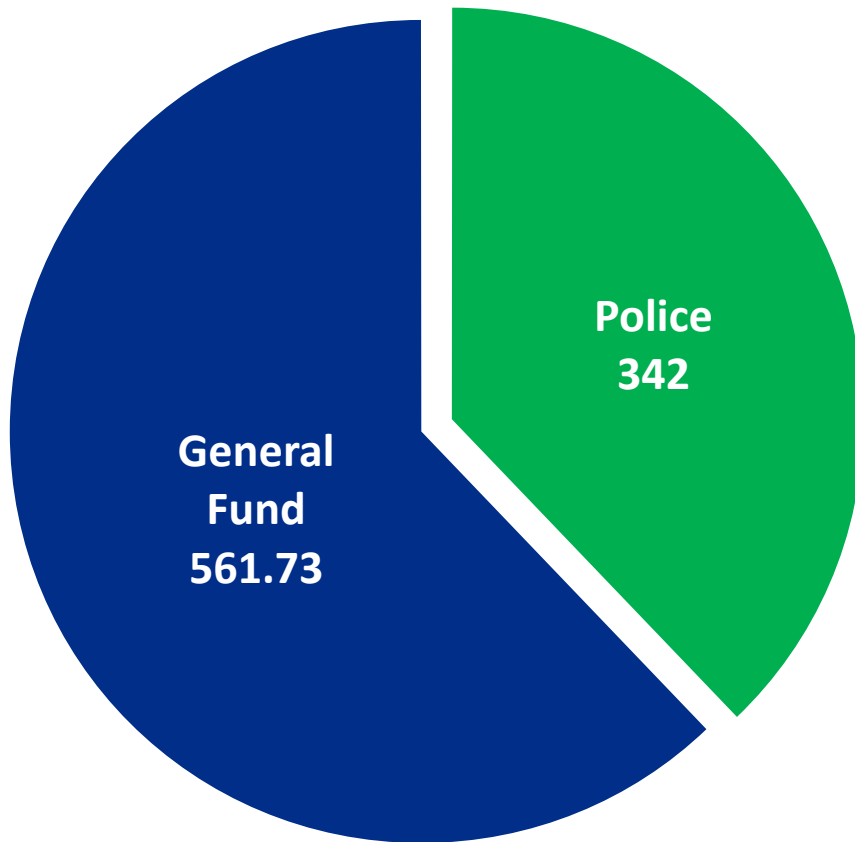
- ❑ Reduce crime through increased staffing in Patrol; eliminate Special Investigation Division.
- ❑ Re-evaluate staffing in Criminal Investigations; move Organized Crime Unit under Criminal Investigations Division.
- ❑ Utilize Data Driven Approaches to Crime & Traffic Safety (DDACTS) concept in patrol assignment based on crime mapping.



# How Police Fits in the Enterprise in FY 17/18 – Staffing

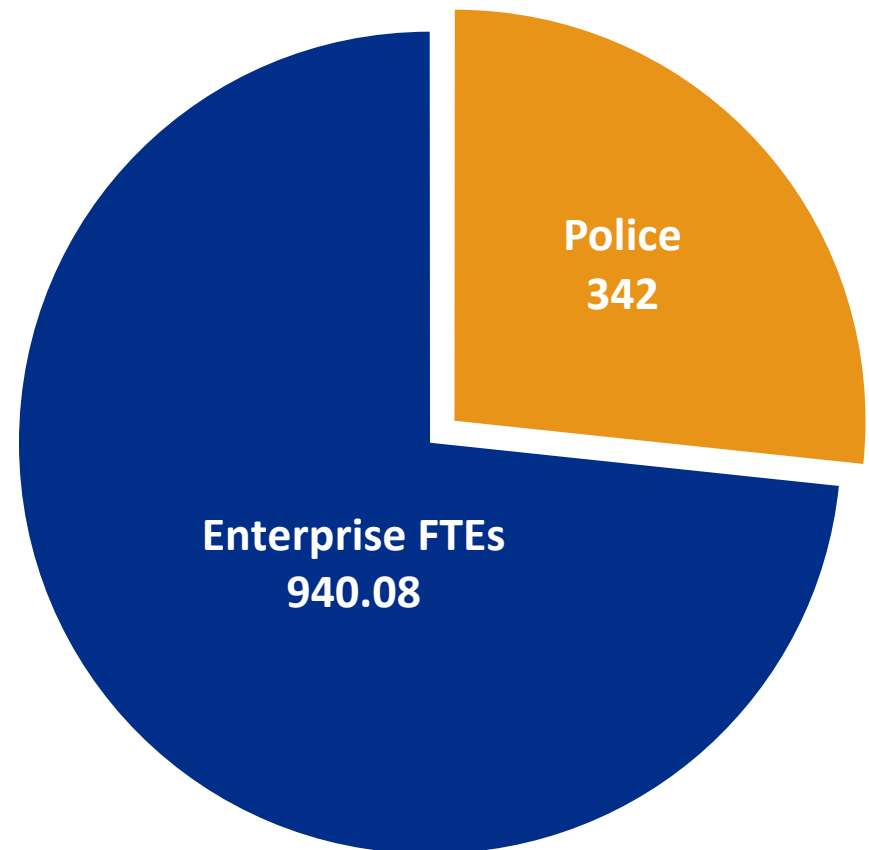
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37.84% of FTEs in Fund  
FTEs in the General Fund



Police FTEs = 342  
General Fund FTEs = 903.73

26.68% of FTEs in Enterprise  
FTEs in All Funds



All Funds FTEs = 1,282.08

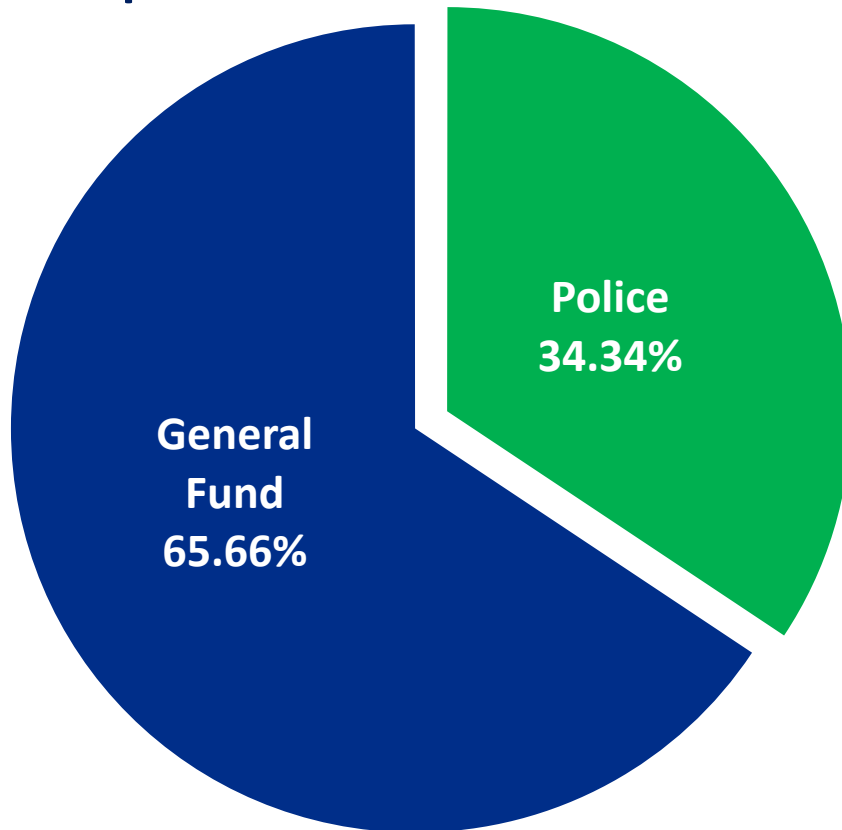


# How Police Fits in the Enterprise in FY 17/18 – Budget

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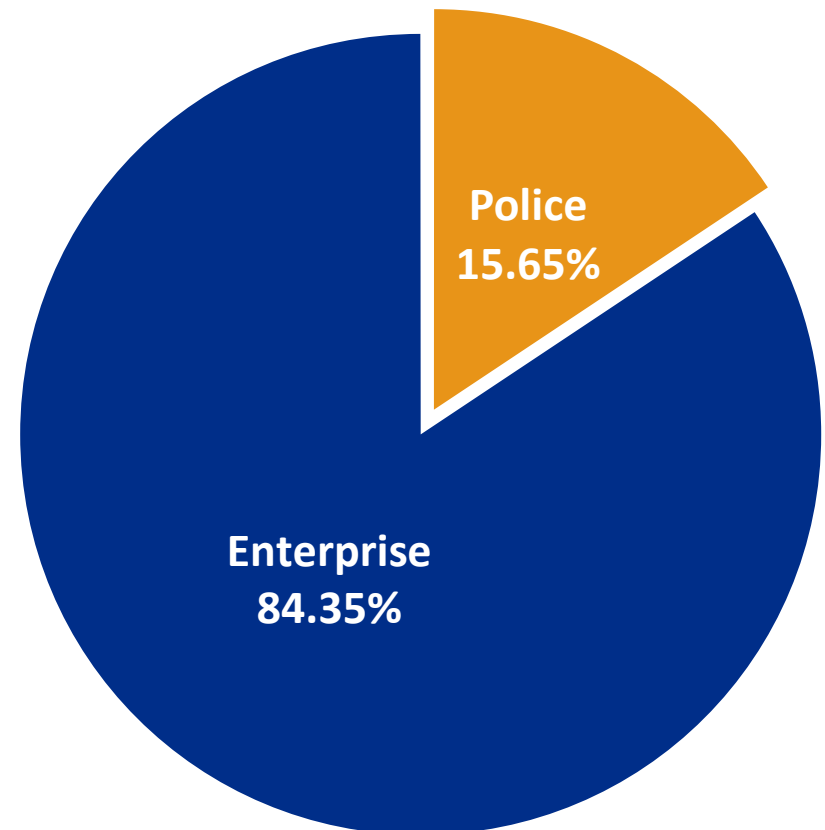
34.34% of Expenses in Fund

Expenses in the General Fund



15.65% of Expenses in Enterprise

Expenses in All Funds



Police Expense = \$28,201,335  
General Fund = \$82,128,036

All Funds = \$180,214,576

# Staffing

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	<b>Budgeted FY 15/16</b>	<b>Budgeted FY 16/17</b>	<b>Proposed FY 17/18</b>
FTEs	368	368	342

## **FY 2017**

Unfunded Assistant Chief Police.

Unfunded Principal Secretary.

Unfunded Police Clerk to reclassify Technology Unit Technician.

## **FY 2018**

Unfunded 19 Police Officers – Vacant.

Unfunded 2 Police Clerk – Vacant.

Unfunded Police Captain – Vacant

Unfunded Senior Secretary – Vacant.





# Revenue Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Revenue:</b>				
Operations Fees	\$ 37,017	\$ 41,700	\$ 34,582	\$ 33,795
Grants	625,785	1,406,334	1,136,600	1,093,253
From General Fund	27,995,903	28,425,671	26,723,403	26,798,545
<b>Total</b>	<b>\$ 28,658,705</b>	<b>\$ 29,873,705</b>	<b>\$ 27,894,585</b>	<b>\$ 27,925,593</b>
=Base request				\$ 27,925,593
+Decision Packages - From Additional Revenue				-
+Decision Packages - From General Fund				275,742
=Total				<b>\$ 28,201,335</b>



# Explanation of Revenue Variance

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- ❑ Decreases in copies of police reports, false alarm fees, and second hand store fees.
- ❑ Reduction in Community Oriented Policing Services (COPS), Selective Traffic Enforcement Program (STEP), Crisis Assistance Program (CAP), & other grants.



# Expense Budget

	Actual FY 15/16	Adopted Budget FY 16/17	Estimated Actual FY 16/17	Proposed Budget FY 17/18
<b>Expense:</b>				
Operations				
• Personnel Services	\$ 25,301,130	\$ 26,566,431	\$ 24,671,113	\$ 25,289,014
• Materials & Supplies	3,145,427	3,090,021	3,036,252	2,508,054
• Contracts	158,663	217,253	187,220	128,525
• Capital Outlay	53,485	-	-	-
<b>Total</b>	\$ 28,658,705	\$ 29,873,705	\$ 27,894,585	\$ 27,925,593
=Base request				\$ 27,925,593
+Decision packages				275,742
=Total				\$ 28,201,335



# Explanation of Expense Variance

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- ❑ Position reductions (all vacant) –
  - ❑ (1) Police Captain.
  - ❑ (19) Police Officer.
  - ❑ (1) Senior Secretary.
  - ❑ (2) Police Clerks.
- ❑ Operations cuts (OT, ammo, minor tools).



# Decision Packages Approved by City Manager

Description	Priority	Expense	Revenue	Net Cost
Increase overtime budget	1	\$240,597	\$0	\$240,597
Reclassification of 12 Communication Specialist positions	2	35,145	0	35,145
Total Decision Packages		\$275,742	\$0	\$275,742



# Decision Packages Disapproved by City Manager

Description	Priority	Expense	Revenue	Net Cost
None		\$0	\$0	\$0
Total Decision Packages		\$0	\$0	\$0



# How Department Will Be Managed in FY 18

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## ☐ Focus on Core Mission:

- ☐ Increase patrol presence.
- ☐ Reduce reliance on overtime.
- ☐ Utilize on-duty personnel for special details.
- ☐ Implement Data Driven Approach to Crime and Traffic Safety (DDACTS) to focus on crime issues.
- ☐ Increase crime prevention.
- ☐ Increase community policing.
- ☐ Decrease response time to calls for service.



# How Department Will Be Managed in FY 18

Current		Proposed	
5 Commanders (5 divisions), 32 officer vacancies (9 of those are grant positions), 4 Task Forces officers		4 Commanders (4 divisions), unfund 19 vacant PO positions (keep grant positions), move Task Force and 2 specialized units to Patrol, some to CID	
AM Patrol Officers assigned	37	AM Patrol Officers assigned	49
PM Patrol Officers assigned	43	PM Patrol Officers assigned	56
Day Patrol Officers assigned	45	Day Patrol Officers assigned	50
SID: Specialized Units: Burglary=Auto Theft, Runaways, Burglaries; Special Missions Unit=tactical; Organized Crime		CID absorb Burglary, Auto Theft, Runaway <i>missions</i> ; Patrol take Special Missions Unit activities	
Patrol deployed by beat area assessment		Patrol staffing implement DDACTS (Data Driven Approach to Crime & Traffic Safety)	





# City Manager's Comments

