



City of Jackson, MS FY18 Proposed Budget



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Acknowledgements

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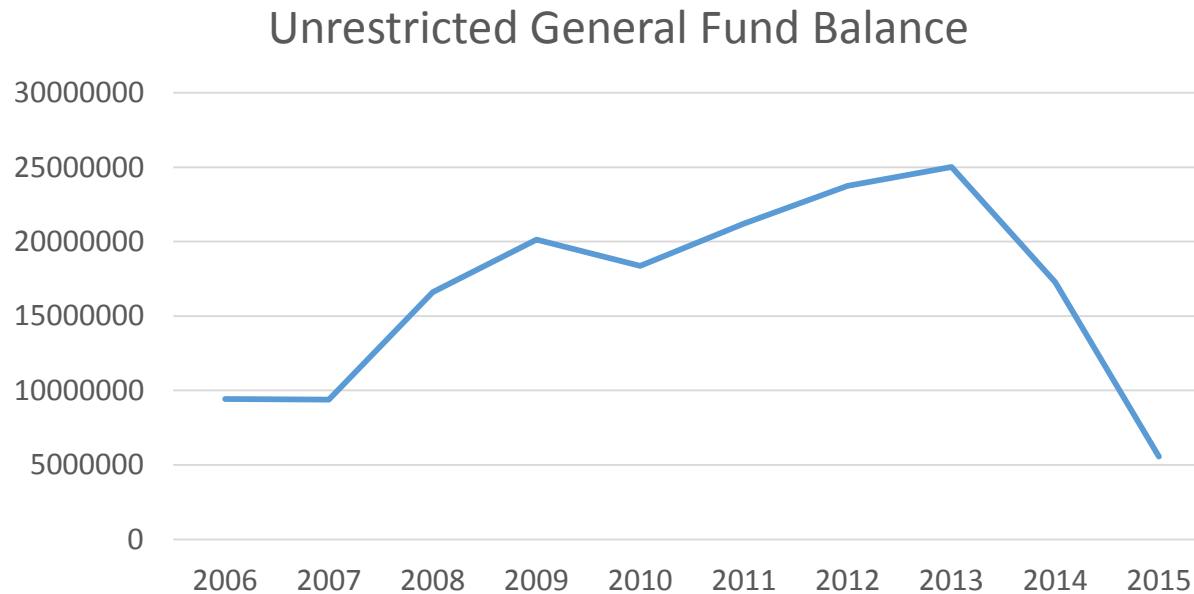


Chasing Revenues: A Brief History of Jackson Budget-Balancing Strategies...



The Way We Were...

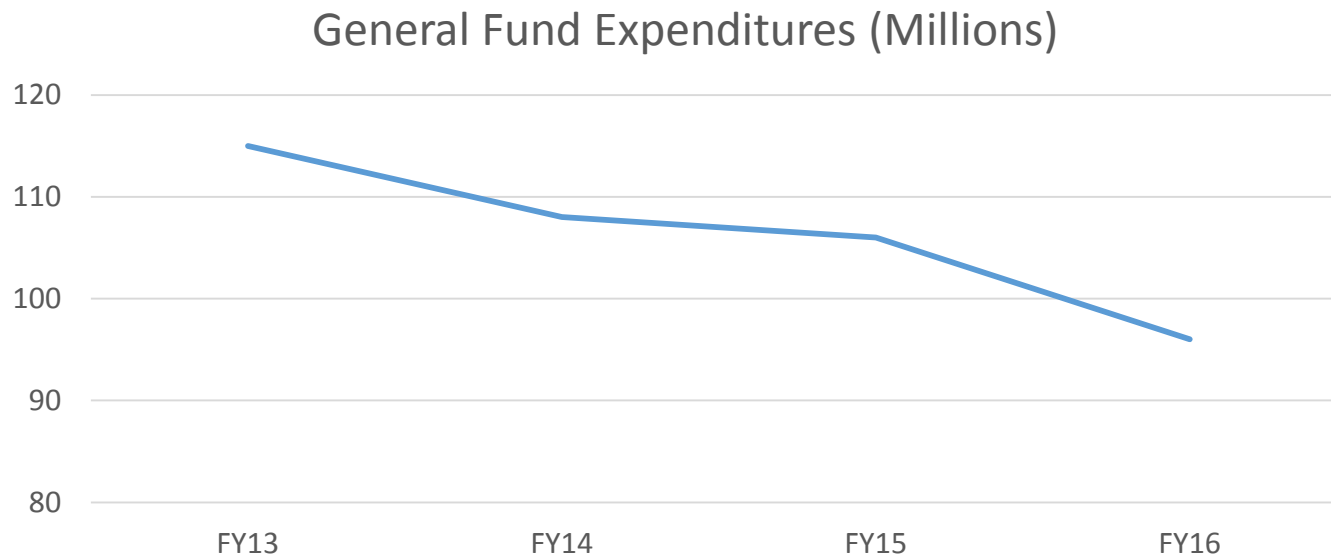
- Fund balance has been used to compensate for declining Revenues





Where We are Now...

- Expenses Chasing Revenues
 - In order to Balance the Budget (without raiding fund balance), Expenses continually need “Right-Sizing”





Where We Want to Be...

- Healthy Residents
- Affordable Homes in Safe Neighborhoods
- Economic and Educational Opportunities for Everyone
- Growing Tax Base
- Welcoming City that attracts visitors

Dilemma: We can't get here by “chasing revenues”



The Challenge

- We have to find room in the budget for some Strategic Investments that break the cycle of revenue-chasing...
- ...and still balance the budget...
- ...without raiding the fund balance



Step #1 - Process

- Strategic Reorganization - Do we have the right people **doing the right tasks in the right manner at the right time?**
- Improved Stewardship of the Enterprise
 - Enterprise Resource Planning Software
 - Executing our various business models (Water & Sewer, Metering, Licensing)
 - Leveraging Opportunities for Civic Engagement



Step #2 – Who do we want to be?

- Participatory Budgeting – “When I’m CFO, you’re CFO”
- “Where should our ship take us?” instead of “How do we keep it afloat?”



FY18 General Fund 5-Year Revenue Performance

	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Revised Budget	FY18 Proposed Budget
Operating Millage	56.77	48.90	53.28	56.19	57.40
General Property Taxes	61,796,678	51,683,308	58,216,033	60,517,389	61,216,858
Licenses & Permits	2,004,634	1,970,581	1,445,646	1,945,799	1,610,784
Fines & Forfeitures	3,109,635	3,457,187	2,848,853	3,214,223	2,607,639
Intergovernmental - Federal	47,548	27,941	44,103	50,000	38,503
Intergovernmental - State	33,946,972	34,127,620	33,219,936	34,054,198	32,487,253
Intergovernmental - Local	557,481	600,649	598,266	550,000	592,197
Admissions, Fees & Rentals	1,874,391	2,092,313	724,993	842,814	615,321
Interest Earned On Investments	39,098	26,503	23,911	35,600	44,316
Other Revenues	17,580,169	15,589,875	11,728,815	12,332,919	14,451,116
Applied Fund Balance	7,737,931	11,177,455	0	1,192,919	0
Operating Transfers In	81,894	0	2,651,000	1,768,188	1,446,000
TOTAL	128,775,431	120,753,432	111,501,556	116,503,206	115,109,987



FY18 Expense Detail General Fund & Parks

Department	FY17 Revised Budget	FY18 Proposed Budget
Administration	6,643,170	7,549,329
Human & Cultural Services	4,432,949	4,112,399
Fire	20,092,300	19,174,231
Police	32,922,453	33,874,789
Public Works	11,644,461	12,678,407
General Government	30,165,601	27,641,474
Planning & Economic Development	9,821,875	9,281,868
Personnel	780,397	797,490
Total General Fund	\$116,503,206	\$115,109,987
Parks & Recreation	5,151,621	5,703,053



Reserve Target

General Fund Proposed Revenue	\$115,109,987
7.5% Reserve Requirement	\$ 8,633,249



Additional FY18 Budget Highlights

- **Personal Services** costs will increase by approximately \$1.8 million to end the furlough in October 2017
- General Obligation **debt service payments** will increase by approximately \$2.4 million
- Decline in **Pro-Rata Sales Tax** revenue of approximately \$2.0 million
- Fully fund the **Parks & Recreation Department**
- An increase in the employer contribution to the **Employee Group Insurance Fund** of approximately \$1.7 million
- No More Furlough



Let's Re-write the Story!

Thank You

