

FISCAL YEAR 2018 BUDGET

Fund Summary

Fund Name : BARC Special Revenue
Business Area : Administration and Regulatory Affairs
Fund No./Bus. Area No. : 2427 / 6500

	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Beginning Fund Balance	3,536,255	3,536,255	3,033,178
Current Revenues	11,165,414	11,506,750	10,155,414
Total Available Resources	14,701,669	15,043,005	13,188,592
Maintenance and Operations	13,805,780	12,009,827	13,168,592
Total Expenditures	13,805,780	12,009,827	13,168,592
Planned Ending Fund Balance	895,889	3,033,178	20,000
Total Budget	<u>14,701,669</u>	<u>15,043,005</u>	<u>13,188,592</u>

Fund Balance Distribution

Non-Spendable	0	0	0
Restricted	895,889	3,033,178	20,000
Committed	0	0	0
Assigned	0	0	0
Unassigned	0	0	0

The above summarizes the FY2017 Budget, the FY2017 Estimate, and the FY2018 Budget for the Bureau of Animal Regulation and Care (BARC) Special Revenue Fund. Also included are the beginning and ending fund balances, total revenues, and total expenditures.

BARC's mission is to promote animal care and to protect the public health through sheltering, pet placement programs, pet ownership education, and animal law enforcement. Our vision is to be the nationally recognized model of excellence in animal care and placement where City governments throughout the United States see BARC as the beacon of best practices dedicated to delivering humane, efficient, and high quality service.

The City Council created the BARC Special Revenue Fund to segregate public donations funding BARC programs from other City revenue, ensuring that donations are used only for the purposes of which they are donated. On November 3, 2010, City Council approved Ordinance 2010-856 creating the BARC Special Revenue Fund transferring a total of \$6.1 million from Administration and Regulatory Affairs General Fund.

Since its creation, BARC Special Revenue Fund has continued to improve the level of service available to citizens. On September 3, 2011, BARC established an in-house wellness clinic dedicated to the prevention of various animal related diseases and illnesses. Since being established, this wellness clinic has been successful in providing low cost veterinary services. In November 2012, BARC established an in-house licensing program to replace an outside vendor, ensuring local pet licensing compliance and enhancing public health. In FY2016, BARC opened a new adoption center which allows citizens to adopt without any interference from the other services provided at BARC.

For FY2018, BARC will continue to expand its awareness programs by reaching citizens in targeted areas of the City of Houston, ensuring that BARC's services are known to the public.

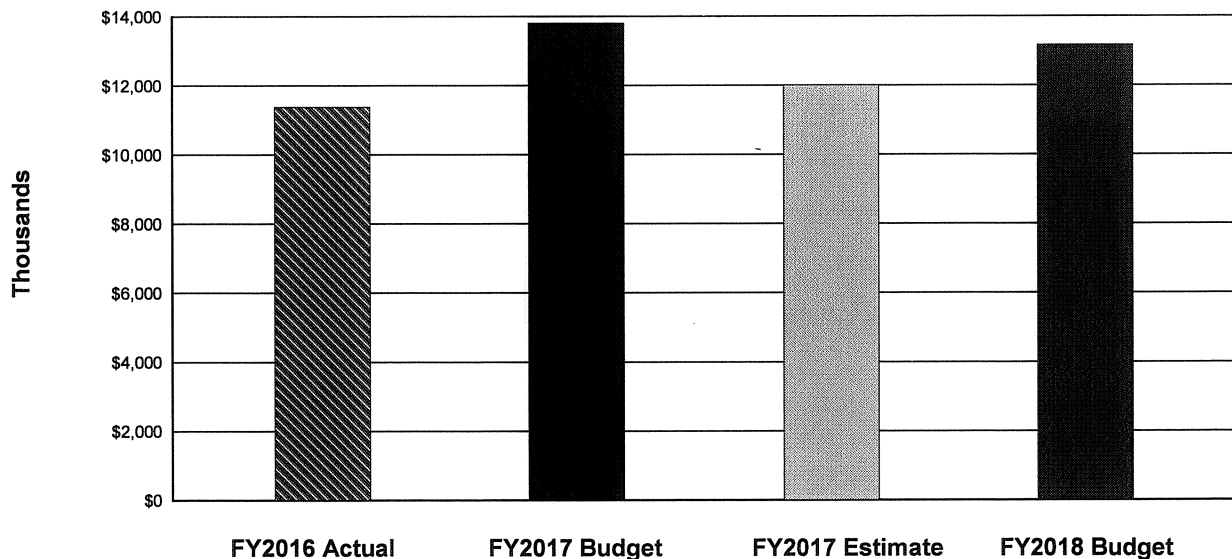
FISCAL YEAR 2018 BUDGET

Business Area Budget Summary

Fund Name : **BARC Special Revenue**
Business Area : **Administration and Regulatory Affairs**
Fund No. /Bus. Area No. : **2427 / 6500**

		FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Expenditures	Personnel Services	7,417,104	8,727,177	8,106,744	8,670,934
	Supplies	1,437,405	1,879,796	1,367,785	1,609,956
	Other Services and Charges	2,279,303	3,140,212	2,481,102	2,887,702
	Equipment	237,635	47,995	47,995	0
	Non-Capital Equipment	6,878	10,600	6,201	0
	Total M & O Expenditures	11,378,325	13,805,780	12,009,827	13,168,592
	Debt Service & Other Uses	0	0	0	0
	Total Expenditure	11,378,325	13,805,780	12,009,827	13,168,592
Revenues		11,573,392	11,165,414	11,506,750	10,155,414
Staffing	Full-Time Equivalents - Civilian	100.5	119.6	112.9	116.2
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	100.5	119.6	112.9	116.2
	Full-Time Equivalents - Overtime	0.0	0.0	0.1	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2018 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases. o BARC will be funded at \$5.68 per capita in FY2018, which represents a decrease of 6.0% compared to \$6.04 per capita in FY2017. o Includes an estimated revenue increase of 80% in Animal Wellness Clinic from \$500K to \$900K. o Includes an estimated revenue increase of 50% in the Adoption Revenue from \$120K to \$180K. o Includes funding from General Fund in the amount of \$8.0 million dollars. 				

**BARC Special Revenue
Administration and Regulatory Affairs
Expenditure Summary**



FISCAL YEAR 2018 BUDGET

Business Area Performance Measures	
1. Sales Volume	2. Profit Margin
3. Customer Satisfaction	4. Employee Turnover
5. Market Share	6. Return on Investment
7. Innovation Index	8. Sustainability Score
9. Operational Efficiency	10. Compliance Rate
11. Brand Loyalty	12. Risk Management
13. Supply Chain Resilience	14. Financial Stability
15. Digital Transformation	16. Environmental Impact
17. Talent Development	18. Customer Retention
19. Product Diversification	20. Regulatory Adherence
21. Innovation Pipeline	22. Customer Acquisition
23. Operational Cost Reduction	24. Employee Engagement
25. Market Penetration	26. Sustainability Initiatives
27. Customer Lifetime Value	28. Financial Performance
29. Supply Chain Optimization	30. Risk Assessment
31. Brand Awareness	32. Customer Feedback
33. Operational Excellence	34. Employee Training
35. Market Research	36. Sustainability Reporting
37. Innovation Strategy	38. Customer Segmentation
39. Operational Risk	40. Employee Wellness
41. Brand Reputation	42. Customer Churn
43. Supply Chain Transparency	44. Financial Forecasting
45. Digital Marketing	46. Environmental Stewardship
47. Talent Acquisition	48. Customer Loyalty
49. Product Development	50. Regulatory Compliance
51. Innovation Culture	52. Customer Satisfaction
53. Operational Efficiency	54. Employee Retention
55. Market Expansion	56. Sustainability Goals
57. Customer Engagement	58. Financial Health
59. Supply Chain Resilience	60. Risk Mitigation
61. Brand Positioning	62. Customer Feedback
63. Operational Excellence	64. Employee Training
65. Market Research	66. Sustainability Initiatives
67. Innovation Pipeline	68. Customer Acquisition
69. Operational Cost Reduction	70. Employee Engagement
71. Market Penetration	72. Sustainability Reporting
73. Customer Lifetime Value	74. Financial Performance
75. Supply Chain Optimization	76. Risk Assessment
77. Brand Awareness	78. Customer Churn
79. Operational Excellence	80. Employee Wellness
81. Market Research	82. Sustainability Goals
83. Innovation Strategy	84. Customer Satisfaction
85. Operational Risk	86. Employee Retention
87. Brand Reputation	88. Customer Loyalty
89. Supply Chain Transparency	90. Financial Forecasting
91. Digital Marketing	92. Environmental Stewardship
93. Talent Acquisition	94. Customer Engagement
95. Product Development	96. Regulatory Compliance
97. Innovation Culture	98. Customer Feedback
99. Operational Efficiency	100. Employee Training
101. Market Expansion	102. Sustainability Initiatives
103. Customer Engagement	104. Financial Health
105. Supply Chain Resilience	106. Risk Mitigation
107. Brand Positioning	108. Customer Churn
109. Operational Excellence	110. Employee Wellness
111. Market Research	112. Sustainability Goals
113. Innovation Pipeline	114. Customer Acquisition
115. Operational Cost Reduction	116. Employee Engagement
117. Market Penetration	118. Sustainability Reporting
119. Customer Lifetime Value	120. Financial Performance
121. Supply Chain Optimization	122. Risk Assessment
123. Brand Awareness	124. Customer Churn
125. Operational Excellence	126. Employee Wellness
127. Market Research	128. Sustainability Goals
129. Innovation Strategy	130. Customer Satisfaction
131. Operational Risk	132. Employee Retention
133. Brand Reputation	134. Customer Loyalty
135. Supply Chain Transparency	136. Financial Forecasting
137. Digital Marketing	138. Environmental Stewardship
139. Talent Acquisition	140. Customer Engagement
141. Product Development	142. Regulatory Compliance
143. Innovation Culture	144. Customer Feedback
145. Operational Efficiency	146. Employee Training
147. Market Expansion	148. Sustainability Initiatives
149. Customer Engagement	150. Financial Health
151. Supply Chain Resilience	152. Risk Mitigation
153. Brand Positioning	154. Customer Churn
155. Operational Excellence	156. Employee Wellness
157. Market Research	158. Sustainability Goals
159. Innovation Pipeline	160. Customer Acquisition
161. Operational Cost Reduction	162. Employee Engagement
163. Market Penetration	164. Sustainability Reporting
165. Customer Lifetime Value	166. Financial Performance
167. Supply Chain Optimization	168. Risk Assessment
169. Brand Awareness	170. Customer Churn
171. Operational Excellence	172. Employee Wellness
173. Market Research	174. Sustainability Goals
175. Innovation Strategy	176. Customer Satisfaction
177. Operational Risk	178. Employee Retention
179. Brand Reputation	180. Customer Loyalty
181. Supply Chain Transparency	182. Financial Forecasting
183. Digital Marketing	184. Environmental Stewardship
185. Talent Acquisition	186. Customer Engagement
187. Product Development	188. Regulatory Compliance
189. Innovation Culture	190. Customer Feedback
191. Operational Efficiency	192. Employee Training
193. Market Expansion	194. Sustainability Initiatives
195. Customer Engagement	196. Financial Health
197. Supply Chain Resilience	198. Risk Mitigation
199. Brand Positioning	200. Customer Churn
201. Operational Excellence	202. Employee Wellness
203. Market Research	204. Sustainability Goals
205. Innovation Pipeline	206. Customer Acquisition
207. Operational Cost Reduction	208. Employee Engagement
209. Market Penetration	210. Sustainability Reporting
211. Customer Lifetime Value	212. Financial Performance
213. Supply Chain Optimization	214. Risk Assessment
215. Brand Awareness	216. Customer Churn
217. Operational Excellence	218. Employee Wellness
219. Market Research	220. Sustainability Goals
221. Innovation Strategy	222. Customer Satisfaction
223. Operational Risk	224. Employee Retention
225. Brand Reputation	226. Customer Loyalty
227. Supply Chain Transparency	228. Financial Forecasting
229. Digital Marketing	230. Environmental Stewardship
231. Talent Acquisition	232. Customer Engagement
233. Product Development	234. Regulatory Compliance
235. Innovation Culture	236. Customer Feedback
237. Operational Efficiency	238. Employee Training
239. Market Expansion	240. Sustainability Initiatives
241. Customer Engagement	242. Financial Health
243. Supply Chain Resilience	244. Risk Mitigation
245. Brand Positioning	246. Customer Churn
247. Operational Excellence	248. Employee Wellness
249. Market Research	250. Sustainability Goals
251. Innovation Pipeline	252. Customer Acquisition
253. Operational Cost Reduction	254. Employee Engagement
255. Market Penetration	256. Sustainability Reporting
257. Customer Lifetime Value	258. Financial Performance
259. Supply Chain Optimization	260. Risk Assessment
261. Brand Awareness	262. Customer Churn

Fund Name	:	BARC Special Revenue
Business Area	:	Administration and Regulatory Affairs
Fund No. /Bus. Area No.	:	2427 / 6500

Performance Measures	FY2016 Actual	FY2017 Budget	FY2017 Estimate	FY2018 Budget
Animal Live Release Rate	79%	68%	79%	73%
Animals Trapped, Neutered, and Returned	1,909	1,700	1,967	1,800
Completed Service Calls for Animal Control Officers	23,385	27,099	27,056	29,000
Service Calls for Animal Control Officers	43,783	54,561	48,266	50,000
Spay and Neuter Procedures Completed	17,243	15,000	18,665	17,500
Expenditures Adopted Budget vs Actual Utilization	92%	98%	87%	98%
Revenues Adopted Budget vs Actual Utilization	101%	100%	103%	100%

FISCAL YEAR 2018 BUDGET

Division Summary						
Fund Name : BARC Special Revenue Business Area : Administration and Regulatory Affairs Fund No. /Bus Area No. : 2427 / 6500						
Division Description	FY2016 Actual FTEs	FY2016 Actual Costs \$	FY2017 Estimate FTEs	FY2017 Estimate Costs \$	FY2018 Budget FTEs	FY2018 Budget Costs \$
ARA - Special Initiatives 650009 Special Initiatives coordinates and maintains oversight over BARC's programs that target increased live release rate through animal transport, intake prevention through spaying and neutering, and sponsored adoption events.	1.1	794,645	2.0	593,605	2.0	770,021
ARA - Administration 650081 Administration provides support for operations within the BARC division through the facilitation of purchasing, policy, training, budget, warehousing, facility improvements, and other administrative services.	5.6	1,509,334	4.0	1,601,698	6.0	1,968,309
ARA - Medical 650082 Medical maintains a comprehensive management and health care program, ensuring that the well-being of all animals is addressed. Medical ensures that the shelter environment exemplifies disease control and promotes the overall health and welfare of animals.	9.8	1,828,968	5.4	1,958,855	6.2	2,256,495
ARA - Animal Enforcement 650083 Enforcement protects the health and safety of the residents of the City by facilitating investigations, provisioning support for law enforcement agencies, and providing educational services to the community. Investigations performed by the division handle dangerous animals with potential rabies exposure, livestock law violations and other matters of animal law and animal welfare.	29.8	2,325,365	30.0	2,281,837	30.0	2,288,061
ARA - Marketing Outreach 650084 Marketing Outreach creates community awareness of BARC's initiatives and programs through the leadership, design, and implementation of targeted adoption, volunteer, foster and rescue programs.	5.3	541,139	6.5	612,244	8.0	759,241

FISCAL YEAR 2018 BUDGET

Division Summary

Fund Name : BARC Special Revenue
Business Area : Administration and Regulatory Affairs
Fund No. /Bus Area No. : 2427 / 6500

Division Description	FY2016 Actual		FY2017 Estimate		FY2018 Budget	
	FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
ARA - Customer Service 650085 Customer Service assists the citizens of Houston with animal intakes, adoptions, pet licensing, and other customer related activity through providing exemplary service for customers that interact and transact with BARC's front counter.	6.1	786,491	10.0	953,749	10.0	978,757
ARA - Licensing 650086 Licensing builds and maintains a state of the art licensing program that is designed to be both affordable and beneficial to citizens while ensuring that the City of Houston's legal and compliance requirements are met in full.	3.9	381,545	5.0	454,144	6.0	607,310
ARA - Shelter 650087 Shelter ensures the well-being of animals kept on-site by making use of effective cleaning agents, maintaining a regular feeding schedule, monitoring animals, and ensuring that the latest in animal shelter best practices are rigorously followed.	38.9	3,210,838	50.0	3,553,695	48.0	3,540,398
Total	100.5	11,378,325	112.9	12,009,827	116.2	13,168,592

FISCAL YEAR 2018 BUDGET

Business Area Revenues Summary

Fund Name : **BARC Special Revenue**
Business Area : **Administration and Regulatory Affairs**
Fund No./Bus. Area No. : **2427 / 6500**

Category	FY2016 Actual	FY2017 Current Budget	FY2017 Estimate	FY2018 Budget
Licenses and Permits	857,685	780,000	780,000	780,000
Charges for Services	805,555	600,000	850,000	1,010,000
Other Fines and Forfeits	150	0	0	0
Interest	66,424	41,521	21,521	41,521
Miscellaneous/Other	319,685	220,000	331,336	300,000
Other Resources	9,523,893	9,523,893	9,523,893	8,023,893
Grand Total Revenues	<u>11,573,392</u>	<u>11,165,414</u>	<u>11,506,750</u>	<u>10,155,414</u>