THIS BUDGET WILL RAISE MORE TOTAL PROPERTY TAXES THAN LAST YEAR'S BUDGET BY $1,770,000 OR 11%. AND OF THAT AMOUNT, $1,063,000 IS TAX REVENUE TO BE RAISED FROM NEW PROPERTY ADDED TO THE ROLL THIS YEAR.

TAX RATE	ADOPTED FY 2017	ADOPTED FY 2016
PROPERTY TAX RATE	.5302	.5302
EFFECTIVE TAX RATE	.5143	.5099
EFFECTIVE M&O RATE	.5504	.5314
ROLLBACK RATE	.5743	.5491
DEBT RATE	.2117	.2155

COUNCIL MEMBER	9-16-16 VOTE
DANIEL GUERRERO	YES
LISA PREWITT	YES
JUDE PRATHER	YES
JOHN THOMAIDES	YES
JANE HUGHSON	YES
SCOTT GREGSON	YES
MELISSA DERRICK	YES

THE CITY OF
SAN MARCOS

City of San Marcos

2016-17 Annual Budget

City Council

DANIEL GUERRERO..... MAYOR

LISA PREWITT……..... PLACE 1

JUDE PRATHER..... PLACE 2

JOHN THOMAIDES..... PLACE 3

JANE HUGHSON..... PLACE 4

SCOTT GREGSON..... PLACE 5

MELISSA DERRICK……..... PLACE 6

Appointed Officials

JARED MILLER…….....CITY MANAGER

MICHAEL COSENTINO.....CITY ATTORNEY

JAMIE CASE……..…..…….....CITY CLERK

JOHN P. BURKE, JR..... MUNICIPAL COURT JUDGE

City Manager's Office

COLLETTE JAMISON.....ASSISTANT CITY MANAGER

Budget Document Preparation

STEVE PARKER.....ASST CITY MANAGER/CHIEF FINANCIAL OFFICER

HEATHER HURLBERT, CPA, CGFO.....DIRECTOR OF FINANCE

THE CITY OF
SAN MARCOS

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation
Award

PRESENTED TO

City of San Marcos

Texas

For the Fiscal Year Beginning

October 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of San Marcos, Texas for its annual budget for the fiscal year beginning October 1, 2015.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

THE CITY OF
SAN MARCOS

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

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The Mission of the City of San Marcos

The goals of the City Government are to safeguard the health, safety and welfare of the City's residents, provide for a high quality of life, foster intergovernmental liaison and communication, encourage responsible citizenship, promote sound community and economic development, conserve and protect the City's natural resources and environment.

– *San Marcos City Charter*

THE CITY OF
SAN MARCOS
1877

TO: Honorable Daniel Guerrero & Members of the City Council

FROM: Jared Miller, City Manager

SUBJECT: 2016-2017 Adopted Budget

DATE: July 29, 2016

I am honored to present the adopted Fiscal Year 2016-2017 City of San Marcos Operating Budget and Capital Improvements Plan. This budget is structurally balanced, with operating revenues meeting operating expenditures, and maintains the current property tax rate for the tenth consecutive year. The annual budget is the outline of the programs and services to be provided to our citizens during the upcoming year and will stand as the foundation for enhancing the City's vision as adopted by the City Council in August 2016. It also lays the groundwork for future growth and development through the planning of capital improvements and new service levels expansions. A structurally balanced budget will set the foundation for prudent fiscal management of City operations in the coming years and ensure the City will have the tools to achieve the City Council goals.

The development of the adopted budget focused on the capitalization of the local and regional economic projections which have continued to remain extremely strong over the past four years. San Marcos was once again recognized as the 15th fastest growing city in the Unites States after previously being recognized as the fastest for three consecutive years in a row. Property tax appraisals have increased by 11 percent for Fiscal Year 2017 and the City is seeing indications of continued new growth for the future. General Fund revenue has increased $19.2 million over the past 5 years due to strong retail and commercial growth in the City. The increases in permit and development activity, generated by new construction combined with sound financial policies, have put San Marcos in a strong financial position.

In 2016, the City Council held a visioning session to establish a new set of goals. We have used the goals mentioned below to create the Fiscal Year 2017 Adopted Budget. City staff will use the following vision to make the City of San Marcos fully sustainable long into the future:

- ✓ Assess, present a plan for, and begin the update of City facilities
- ✓ Beautify and Enhance the Quality of Place for San Marcos
- ✓ Continue Downtown redevelopment
- ✓ Economic Development
- ✓ Maintain and improve the City's infrastructure
- ✓ Continue to build on positive working relationships between Council and staff to enhance communication, decision making, and execution
- ✓ Maintain Fiscal Responsibility

- ✓ Provide for the efficient and effective delivery of services

City staff used the 2015 completed citizen survey by the ETC Institute to help in the creation of this this year's budget. This survey once again confirmed that the City of San Marcos was setting the standard both regionally and nationally in the areas associated with customer service. The results showed that citizens felt a strong sense of community safety, quality utility services and a high level of available parks and recreation activities which helps make San Marcos such a unique and vibrant sense of place. Areas for improvement within the survey included neighborhood code enforcement, storm water runoff and flood prevention along with a lack of potential mobility throughout the City.

Many of the additions to the San Marcos budget over the past three years will help transform into one of the most beautiful, clean and well-maintained cities in the central Texas corridor. The San Marcos City Council adopted the Clean Enhancement Fee which will provide opportunities to enhance existing beautification programs and projects.

We believe the adopted budget reflects a fiscally responsible approach that allows the City to improve the current infrastructure and meets growth demands while maintaining the City's strong financial position. This budget ensures the quality services our citizens expect and focus the resources necessary to meet the demands of future growth and development while maintaining an affordable cost of services. This budget was created with guidance and input from the City Council on behalf of the Citizens of San Marcos. We feel this budget and the policies that guide it will make San Marcos sustainable for many years into the future.

Respectfully submitted,

Jared Miller
City Manager

Executive Summary

The fiscal year 2017 adopted budget totals $193,811,647 and meets the highest standards in budgeting as expected by the community and City Council. The budget represents a partnership between City Council and staff responding to the Council's vision for the community. The budget contains financial summaries, missions, objectives, accomplishments, plans for achievement, and program outlines that invoke our commitment to using best business practices in providing quality services to our citizenry.

Staff used the City Council's Budget Policy Statement and Goals as a guide for developing the Adopted budget. The Executive Summary explains the key choices and decisions made during the budget process to meet the priorities and guidelines established by City Council.

Budget Discussion

The fiscal year 2017 budget is adopted as shown in the schedules contained in this budget document.

Property Tax Rate
The property tax rate increase remains unchanged in the 2017 budget. The taxable property base increased by 11.0%, for a total valuation of $4.1 billion during the 2016 tax year. Taxable valuation for new improvements was $200.4 million and existing properties increased by $133.4 million for a total increase in appraised values of $333.8 million. This budget will raise $1.8 million more in total property tax revenue than last year's budget. The City's average home value increased from $140,302 in tax year 2015 to $152,717, an 8.8% increase, for the current tax year.

City Fee Annual Adjustments
The City strives to evaluate fees on a rotating basis so that the cost of services are calculated for each area every three years to ensure that these fees are keeping pace with the cost of providing these services. On the years that a cost study is not conducted, the remaining fees are adjusted for positive increases in the Consumer Price Index. Fees related to Development Services were evaluated for fiscal year 2017 and the results will be brought to City Council for adoption the first quarter of the fiscal year. There was not a positive increase in the annual CPI so all other fees were not adjusted.

Water/ Wastewater Fund
For the 2017 budget, the Citizen Utility Advisory Board (CUAB) recommends a 5% rate adjustment in water and a 2% rate adjustment in wastewater. The CUAB spent several months looking at the updated rate modeling, the impacts required capital projects and maintenance activities, and the long range plans for the water/wastewater utility including the effect of the Hays County Public Utility Agency (HCPUA). The City of San Marcos is a member of the Hays County Public Utility Agency which is a joint venture between San Marcos, Kyle, Buda, and several regional water corporations who are working together to firm up future water supplies through the year 2060. The City of San Marcos' share of the total construction cost related to Phase 1 of the project is approximately $70.0 million and the majority of the construction is anticipated to begin

in 2019. A portion of the project, which will construct a pipeline between San Marcos, Kyle and Buda, was begun in 2016. The City is still exploring other water supply alternatives in hopes that this future expense can be reduced if possible. To prepare for this project and others, the CUAB recommends slow, steady rate adjustments instead of large, one-time increases. The utility expects to undertake $151.0 million in system improvement projects through a combination of debt and cash financing over the next five fiscal years. The adopted rate adjustment supports the addition of $338,000 in recurring and $60,400 in non-recurring operating expenses including several maintenance personnel to maintain the expanding and aging utility system and software enhancements. In addition, there is funding of $830,000 for capital expenses including equipment, technology, and vehicles needed by the utility.

Electric Utility Fund

For the 2017 budget, the CUAB recommends no rate adjustment. The CUAB spent several months looking at the updated rate study modeling and the results indicated that no rate adjustment was necessary in fiscal year 2017 and possibly 2018. There is a possibility of small increases in fiscal year 2019 and 2020. The current rate supports the addition of $331,300 in recurring and $258,980 in non-recurring operating expenses including new personnel, engineering services, increase in energy efficiency rebates, and professional services. In addition, there is funding of $415,500 for capital expenses including a drone for utility inspections, replacement modems in the AMI system, and vehicles needed by the utility. The utility expects to undertake $28.2 million in system improvement projects through a combination of debt and cash financing over the next five fiscal years.

The Electric Utility continues to benefit from the investment made in the Thomas E. Ferguson power plant. When the City and LCRA executed the amended and restated Wholesale Power Agreement in March 2011 the City was granted a right and option to participate in ownership of any future generation capacity constructed by LCRA on a load proportional basis. Staff researched the financial requirements and forecasted financial net revenue associated with the plant over the life cycle of the facility and presented information to the Council on the risk/benefit issues related to the option. Participation in ownership of the facility was forecasted to enhance revenue to the City Electric Utility and benefit the ratepayers. The City of San Marcos issued Electric Utility System Revenue Bonds in July 2013 totaling $18.5 Million to finance this project. The project came in on-time and within the construction budget. The plant began operations in August of 2014 and the Electric Utility has already received an approximate $2.6 million in net benefit from the plant through the ability receive power at a lower cost along with receiving direct benefit from the net operations of the plant.

Drainage Utility Fund

The drainage utility has adopted rate adjustments over the last several years including an adjustment of 12% in fiscal year 2016. The need for the adjustments have been driven primarily by the MS4 regulatory requirements, the increasing need for right of way and drainage area mowing and maintenance, and the need for capital improvement projects funding. A rate adjustment of 10% is included in the fiscal year 2017 budget.

The utility expects to undertake $34.7 million in system improvement projects through debt financing over the next five fiscal years.

City Beatification
In recent years the City conducted several a citizen satisfaction surveys that compared the City of San Marcos to regional and national standards across America. The results of several of the studies indicated that the citizens of community are concerned with the overall beautification of the City. Over the past few budget cycles, the City has appropriated funds to ensure that this concern is addressed. This includes: funding to increase the frequency of mowing within city parks and rights of way; additional street sweeping; graffiti removal; business sign and façade enhancement programs; art mural programs. Capital Improvement enhancement projects such as: IH35 underpass lighting; entryway beautification; park improvements. Sidewalks and streets are receiving attention with an increase in the street maintenance budget of over $1.2 million over the last 4 years and the addition of two dedicated sidewalk crews to maintain and enhance the walkability of the City.

In fiscal year 2016 the City Council approved the Clean Enhancement fee that provides a source of additional funding for continuing and one-time projects, programs, education and enhanced services. This monthly fee is set at $1.00 per household and $5.00 per business that receive any of the City's utilities and is expected to generate $400,000 in revenue for the current fiscal year.

Employee Medical Plan
The City's Employee Medical Plan benefits are provided through a self-funded arrangement that utilizes a plan administrator and obtains insurance for excess claims. The plan is funded by the contributions of the City and City employees. For many years the medical plan operated with minimal rate increases. During fiscal years 2012 and 2013 the plan experienced significant cost increases. As a result of these increases, a large portion of the funds reserves were used and the City directly contributed $400,000 to the fund. As a result of these, steps have been taken to address the long term viability of the plan including:

- Contracting with an employee benefits consultant to assist in managing the plan and responding to the impact of National Healthcare.
- Completed a market analysis to compare benefit levels and identify changes in benefit and contribution levels within the plan which will continue to be competitive and support attracting and retaining a quality workforce. The City engaged employees during the process through a survey and focus groups.
- Implemented benefit changes, employee contributions and a revised rate structure to provide an incentive for participation in a new "Well Life Program". The goal of the well life program is to educate and engage employees in their health for the long term viability of providing a cost effective medical plan.

As a result of these initiatives along with the continued education of employees about their benefits, the health plan reserves are being rebuilt and the premium increases for fiscal years 2015 and 2016 were limited to 5%. For fiscal year 2017, there is a 7% premium increase budgeted to continue building the reserves and properly fund the continuing expenses of the fund.

Police and Fire Meet and Confer
The Meet and Confer process is established through the Texas Local Government Code, Chapter 142, Subchapters B & C, which establish the manner by which a municipality with a population

of 50,000 or more and its Police and Fire Associations can discuss wages, hours of employment and other working conditions. This process provides an opportunity to pre-empt state statutes. On February 7, 2006 the City Council approved the San Marcos Police Officers' Association and the San Marco Professional Fire Fighters' Association petitions to become the sole and exclusive bargaining agent for the City of San Marcos Police Officers and Fire Fighters.

The first negotiation between the City and Associations was in 2009 and resulted in three year agreements with each Association effective October 1, 2009 through September 30, 2012. The City completed negotiations in fiscal year 2015 to develop the third agreement with each Association effective October 1, 2015 through September 30, 2018. The budget includes an amount of $397,000 to fund the second year of the agreement.

Compensation Program

During Fiscal Year 2012, the City of San Marcos contracted with an independent human resource consulting firm to conduct an extensive compensation and classification study. The analysis was layered with various levels of criteria including job descriptions, market variance, job classifications/grades as well as pay for performance, which is traditionally a goal of City Council. The results of that study showed that overall the City of San Marcos non-civil service employees were paid close to market averages with approximately fifty percent of City staff falling below market and fifty percent above market, thus making us competitive overall. The compensation program for fiscal years 2013 thru 2016 made adjustments to those employees falling below market while still rewarding outstanding employees through an evaluation based merit program. In fiscal year 2017, the City will conduct another compensation and classification study to evaluate the current market environment and make sure that the City continues to attract and retain quality employees.

The following chart shows the cost of the compensation program by fund.

COMPENSATION PROGRAM INCREASE ALLOCATION BY FUND					
	2013**	2014**	2015**	2016**	2017**
General Fund Non Civil Service	$288,500	$302,500	$406,800	$413,734	$443,850
General Fund Civil Service	74,300	140,000	107,500	1,000,000	397,000
Water/ Wastewater	51,000	44,300	62,400	60,183	71,490
Electric Utility	46,000	58,000	86,200	83,145	89,542
Drainage	2,300	3,000	3,100	9,992	7,920
Resource Recovery			2,432	2,160	2,973
WIC	17,000	26,000	26,400	22,829	23,538
Main Street	1,500	2,300	2,870	2,554	3,293
Transit		295	1,436	1,942	2,040
TOTAL	$480,600	$576,395	$699,138	$1,596,539	$1,041,646
**Non-civil service increases given in April-6 months of expense					

New Personnel

Records Management Program Administrator
With the growing number of open records requests the City has experienced over the past couple of years, there is a need to add additional personnel to help administer the City's record management program. This will be a half-time position.

Records Management Program Supervisor Reclass
The City Clerk has requested to reclass the existing Records Management Program Administrator to a supervisor position. Only incremental funding is needed to accomplish this request.

Construction Specialist
With a large number of aging facilities, the number of work orders related to building maintenance and general construction has dramatically increased over the past 5 years. Currently, many of these work orders are completed by temporary employees or outside vendors. This is recommended as a full-time position.

Activity Center Attendant
Currently many of the after-hour rentals and events are staffed and funded through the use of overtime. By increasing two 30-hour positions to 40 hours weekly, staff feels that the increased usage demand will help to offset overtime expenditures.

Fleet Services Specialist Reclass
As our fleet services and employee counts increase, a service level adjustment will be needed to manage and better facilitate our fleet operations. This request is to reclassify an existing FTE to provide the expertise needed to further expand the use and functionality of Tyler Munis.

3 Firefighters
In 2016, the number of fire incidents are expected to increase by 48.8% as compared to 2013. A large percentage of those are medical related emergencies. The Fire Department has requested to implement a medical attack squad who will primarily focus on those types of emergency which will free up time for true rescue and fire emergencies. More than 3 firefighters will be needed to implement a full-time medical attack squad across all three shifts. This will be the first step in reaching this goal. These positions will also assist in expanded paramedic training.

Combination Inspector
With the growing number of single-family residential neighborhoods now being constructed within the city limits of San Marcos, an additional full-time combination inspector is needed to assist with the increased number of building inspection requests.

Financial Program Coordinator
The City of San Marcos has recently implemented a financial system known as Tyler Munis that will process general ledger and financial activities, payroll and human resource activities as well as work orders and purchasing activities. To obtain the most efficient use and functionality of this system, a Financial Program Coordinator is being recommended to maintain all modules and security on Tyler Munis as well as to train end users on processes and trouble shoot when problems occur.

1.5 Code Compliance Officers
One of the majority priorities for the San Marcos City Council is the development of a beautification program. A major component of a beautification program is the expanded use of code enforcement activities. City staff is recommending 1.5 new code compliance officers to address such areas related to nuisance abatement, junk vehicles, and weedy lots.

Police Officer Training
Currently the San Marcos Police Department has one of its police officer positions funded by a grant administered by Texas State University. Texas State will not be funding the position in FY 2017. This position is still required to do training that was previously available through the Texas State Alert Program.

Volunteer Coordinator
The Police Department is recommending a part-time position that will be tasked with the coordination of citizen volunteers through the nationally recognized Volunteers in Police Service program. The coordinator will recruit, determine eligibility, train, and schedule volunteers to work in the police department completing non-sworn tasks.

Night Support Services Police Sergeant
The span of control related to the Day Support Services Police Sergeant has continued to increase with the addition of new officers and responsibilities over the past few years. The Day Sergeant supervises the downtown officers and canine officers which primarily work at night. This new management position within the police department will allow for supervision of an expanded support service division for officers that work at night.

Certified Training Officer Reclass
By reclassing four current Communication Technology Officers into four Certified Training Officer Positions, this will allow for the Police Department's Communication Division to have a supervisor dedicated to every 911 shift.

Traffic Signal Technician
The City of San Marcos is responsible for the repair, maintenance, inspection and installation of most traffic signals within the City of San Marcos. Currently the City has one position dedicated to this function. The City is recommending the addition of a traffic signal technician to help with these responsibilities.

Information Technology System Administrator
The City Manager is recommending an additional FTE to assist in maintaining (patch/upgrade) 135 virtual servers and 20 physical servers, and maintain 150+ departmental applications for the City.

Traffic Control Equipment Operator
This positon is being recommended to assist the traffic crew division in maintaining the City's traffic system including signage, traffic signals, traffic control, striping and right-of-way maintenance.

Senior Engineer
As development across our City continues to increase along with stricter drainage compliance directives, the City of San Marcos Engineering Department has seen a substantial increase in work load volumes. This position will be responsible for the management of capital improvement projects, investigation of drainage complaints, as well as the review of development projects for compliance with City ordinances.

Maintenance Worker
As part of the City's beautification effort and to maintain an ever-thriving downtown community, city staff is recommending a dedicated position to perform general maintenance, grounds maintenance, mowing and sidewalk sweeping/cleaning in the downtown area.

Graduate Engineer
The San Marcos Electric Utility is requesting an entry level engineer in training position to work with the electric engineering department personnel to learn about SMEU and how to design and estimate cost of installations.

2 Meter Service Technicians
With a growing number of electric utility customers over the past 5 years along with an aging infrastructure, two positions are needed to install, replace and maintain electric and water meters, troubleshooting Automated Metering Infrastructure, perform customer connects and disconnects and annual walkabout metering checks.

Administrative Clerk
With a growing number of water/wastewater utility customers over the past 5 years along with an aging infrastructure, an additional administrative position is being requested by City staff

Crew Leader
An additional crew leader is needed to properly maintain an aging water/wastewater infrastructure. Growth demands related to Water/Wastewater services have made the addition of this position necessary.

Equipment Operator I
An additional equipment operator is needed to properly maintain an aging water/wastewater infrastructure. Growth demands related to Water/Wastewater services have made the addition of this position necessary.

Water/Wastewater Certification Pay Program
The Water/Wastewater Utility is exploring a program that would provide an incentive to personnel to gain further knowledge and achieve higher levels of water and wastewater certification.

Drainage Storm Water Coordinator
With the City's new requirement to be MS4 compliant, the City plans to increase public education, outreach and involvement activities as outlined by the MS4 Storm Water Management Program. This position will be responsible for development of training programs and materials, public education campaigns and public events.

Operating Expenses

Departments must submit requests for any increase to the base budget with the exception of increases due to contractual requirements, consumer price index related increases, fuel use, and required software maintenance. Budget requests were made by each department for additional funding, prioritized, and vetted by the City Manager's Office and Finance Director. During the budget workshops, the City Manager adopted an additional $1,069,000 in personnel related which included one-time expenses of $48,000 and capital expenses of $155,000. In addition to the personnel expenses, $166,798 in recurring operating expenses and $44,950 in one-time expenses to the general fund budget. The non-personnel recurring additions included:

• Social Media Archiving Extended Service	$ 3,500
• GSMCON Conference	$ 2,000
• Government Technology Conference	$ 2,000
• Government Social Media Org Dues	$ 185
• Federal Government Relations Services	$ 18,000
• Seasonal Staff for Maint/Upkeep Youth Baseball Fields	$ 30,000
• Professional Development for Tyler Training	$ 3,000
• Increase Fire Public Education funds	$ 2,500
• Increase Civil Services Testing funds	$ 5,000
• ADA Interpreting	$ 15,000
• Homeland Security Training-Marshal	$ 2,000
• Park Ranger Ammunition	$ 4,000
• Increase Library Professional Development	$ 1,515
• Opticom Emergency Pre-Emption System	$ 22,000
• Increase Supplies-Signalization	$ 15,000
• Additional Driver Feedback Signs	$ 10,500
• Increase Supplies Pavement Markings	$ 5,000
• TEEX Training	$ 4,560
• Increase Traffic Contracted Services	$ 9,580
• Increase Supplies Related to Employee Transfer	$ 4,955
• Increase GIS Professional Development	$ 3,500
•	
Total Recurring Expenses:	$163,795

The total one-time recommendations included:

• Migration of IMPACT permit data	$ 20,000
• NeoGov Recruitment Software	$ 9,000
• CoolNerd Kiosk	$ 4,000
• Application Fee for GIS Certification	$ 550
• AppSense Management & Redirection Software	$ 11,400
Total One-Time Expenses:	$ 44,950

The City Manager also made additional recommendations for the Drainage, Water/Wastewater and Electric Fund as follows:

Drainage One-Time/Capital:

• 12 Yard Combination Vacuum Truck	$375,000
• Attachments for compact Track Loader	$ 25,000
Total One-Time Expenses:	$400,000

Water/Wastewater Recurring:

• Consulting Svs-Software migration for AMI to Yukon	$ 10,000
Total Recurring Expenses:	$ 10,000

Water/Wastewater One Time/Capital:

• Software Enhancements	$ 11,500
• Maximo Development Consultant	$ 33,000
• AppSense Management & Redirection Software	$ 11,400
• Water/Wastewater SCADA Software	$300,000
• Water System Trihalomethane Monitors	$140,000
• Replacement of 2003 Vactor 2100 Combo Truck	$355,000
Total One-Time Expenses:	$850,900

Electric Recurring:

• Technology Professional Svs for Non-Capital Projects	$ 31,000
• Line Locating Services	$ 2,400
• Additional Energy Efficiency Rebates/Incentives	$ 43,000
• Drone maintenance services	$ 10,000
• Additional Professional Development	$ 3,500
• Consulting Svs for Software Migration-AMI to Yukon	$ 10,000
Total Recurring Expenses:	$ 99,900

Electric One Time/Capital:

• Engineering Services for non-capital projects	$135,000
• MeterSense Professional Services	$ 30,000
• Maximo Development Consultant	$ 33,000
• Current Transformer Meter Testing	$ 20,000
• Software Enhancements	$ 11,250
• AppSense Management & Redirection Software	$ 11,400
• Aerial Drone for Utility Inspections	$100,000
• 55 Foot Material Handling Bucket Truck	$225,000
• AMI Cellular Modem Replacement	$ 30,000
• Fork Lift-20K to 25K lbs Lifting Capacity	$ 60,000
Total One-Time Expenses:	$655,650

Economic Development and Small Business Development
This year's budget allocates $375,000 for economic and small business development along with $214,000, an increase of $54,000, for legislative representation with the expense being shared equally between the General Fund, Water/Wastewater Fund, and Electric Fund since development benefits all funds. The increase in the legislative representation increases the budgeted amount to the same level budgeted prior to fiscal year 2011 when the budget was reduced. The City also has budgeted $200,000 each fiscal year since 2015 to establish an economic war chest that could be used to replicate 4A/4B funding in order to potentially attract a prospective new employer in future years. City staff has created an incentive policy which outlines how these funds can potentially be used.

Capital Outlay
In fiscal year 2016 the City began a program of leasing light duty fleet vehicles for the General Fund using a five year replacement cycle. This program will be used in all funds in fiscal year 2017. The City expects to realize savings though reduced maintenance cost and improved fuel efficiency as a result of replacing older vehicles in the fleet. The funding for capital outlay has increased incrementally over the last few fiscal year in an effort to build funding to an appropriate level with $1,800,000 budgeted in fiscal year 2017 for existing positions and facilities. These incremental increases has allowed the City to continue catching up on a backlog of equipment and vehicle replacements, technology infrastructure and other one-time expenses and to maintain a timely replacement schedule going forward.
In the Water/Wastewater Utility, $977,681 is allocated for replacement of equipment, software and vehicles, including existing equipment financing and $50,000 for technology related projects. In the Electric Utility, $515,000 is allocated for replacement of equipment and vehicles, $850,000 for recurring expenses related to transformers, meters, and customer extensions, and $50,000 for technology related projects.

Cash Funded Capital Maintenance
The fiscal year 2017 budget continues to allocate amounts into the Cash-Financed Capital Funds for Information Technology, Parks Improvements, and Facility Improvements. These funds are budgeted annually as one-time expenses and are funded if revenues allow. These funds will be used to finance capital projects in these areas through cash funds instead of bond funding.

The Cash-Financed Capital Funds provide a funding source for capital projects such as:

- Non-routine infrastructure improvements
- Continuing Technology infrastructure upgrades and improvements
- Street rehabilitation and maintenance projects
- Park improvements, rehabilitation, and acquisition

The capital funds along with other one-time expenses are listed below:

• Routine Capital Outlay-Parks	$ 50,000
• Routine Capital Outlay-Police	$ 50,000
• Routine Capital Outlay-Fire	$ 50,000
• Capital Outlay	$1,800,000
• Capital Outlay related to new positions	$ 155,000

- Library Books $ 134,525
- Building Capital Maintenance $ 200,000
- Parks Capital Maintenance $ 200,000
- Technology Capital Maintenance $ 200,000

Capital Improvements Program – Certificate of Obligation Projects

For the 2017 budget, projects were submitted by all departments and prioritized. Staff vetted all projects and totals were constrained to maintain the City's 50/50 debt to operations ratio. The compiled projects were then presented to Planning and Zoning Committee. Planning and Zoning made their recommendations and the recommended projects were taken to the City Council for approval. The total planned total CIP by fund is as follows:

Capital Improvements Program

	FY 2017	FY 2018	FY 2019	Total
General Fund	12,820,666	18,855,000	43,624,000	$75,299,666
Water/Wastewater Fund	11,292,666	14,332,000	34,570,000	$60,194,666
Drainage Fund	8,465,000	8,940,000	22,710,000	$40,115,000
Electric Fund	8,927,666	8,775,000	4,551,179	$22,253,845
Total Projects	41,505,998	50,902,000	105,455,179	197,863,177

Future Bond Projects and Election

During the City Council Visioning Process in fiscal year 2016, the San Marcos City Council gave direction for City staff to conduct a study to examine the existing condition of city facilities and the possible need for their replacement and/or reconstruction. This study is underway and will provide analysis related to future needs and space criteria for the City departments in the future. \ Scenarios are being prepared to examine possible financing options for the needed facilities including public/private partnerships, bond election, and funding through existing bonding capacity. A fiscal plan will be created exploring the possible funding scenarios necessary to accomplish each proposal. A bond committee will be assembled to explore the needed projects and make a recommendation of possible bond projects.

Fund Balances

In the Budget Policy Statement, the City Council directed that the Water/ Wastewater Utility and General Fund meet a fund balance level of at least 25%. The Electric Utility is building fund balance to be the equivalent of 60 days of operating expenses including the cost of purchase power. Previously, the Electric Utility maintained funds equivalent to 25% of operating expenses excluding purchase power. During a ratings review with Standard and Poor's, the agency felt the inclusion of purchase power in the calculation was more appropriate and the City has changed the methodology. These percentages indicate what percentage of annual recurring operation expenses are maintained in the fund balance, or reserve, of each fund. This goal was established to provide a minimum of three months operating capital for each of the major funds.

Hotel Occupancy Tax Fund
In Fiscal Year 2008, voters adopted a 2% venue tax to be implemented in the Hotel/Motel Fund to help offset debt payments associated with the City of San Marcos Conference Center. Revenues collected from the Embassy Suites Hotel along with the 2% venue tax are restricted for the debt service related to the City's Conference Center which opened November 2009. The Conference Center has performed well and has exceeded revenue projections. In fiscal year 2014 a portion of the bonds issued for the conference center were refunded and the City was able to apply $3.5 million of the excess hotel occupancy tax and venue tax collections against the debt principal lowering the debt service payments. If collections continue at the current pace, the City will be able to pay off the bonds several years early.

In fiscal year 2017, the Convention and Visitors Bureau (CVB) will be brought into the City as a city department. The CVB has been part of the Chamber of Commerce's organization, but the City has provided the majority of the funding for the operations through the Hotel Motel Tax Fund. During City Council Visioning, Council directed staff to begin negotiations to bring the CVB organizations' into the City as a city department. The integration of the CVB into the City as a City department will be effective October 1, 2016.

Social Services
City Council budgeted social service program funding from the general fund for fiscal year 2017 at $450,000. The Human Services Advisory Board (HSAB) is tasked with developing a recommendation for distributing the social service program allotment to the various social service agencies operating within San Marcos. The HSAB implemented an appeals process in Fiscal Year 2007.

Budget Overview

The adopted budget of $193,811,647 is an increase of $6.8 million or 3.9% from the adopted fiscal year 2016 budget. Increases in recurring expenses are attributable to numerous issues related to contract obligations in water and electric supply agreements, CPI adjustments to existing contracts, commitments to adopted merit increases increased health insurance costs, and additional adopted personnel as well as debt service increases. The decrease in one-time expenses is primarily related to the reduction in the transfer in capital reserves in the utility funds.

2016/2017 Annual Budget Expense Summary

	FY 2016 Originial Budget	FY 2017 Adopted Budget	Dollar Change	Percent Change
General Fund	61,338,338	65,905,990	4,567,653	7.45%
Debt Service Fund	12,889,520	13,285,457	395,937	3.07%
Special Revenue Funds	8,267,950	9,805,249	1,537,299	18.59%
Permanent Funds	-	-	-	0.00%
Capital Improvement Funds	522,460	200,000	(322,460)	-61.72%
Enterprise Funds	104,036,554	104,614,952	578,398	0.56%
Total	187,054,821	193,811,647	6,756,826	3.61%

Fund Balances

A healthy fund balance represents sound fiscal management and measures our capacity to sustain current and future operations. Overall, the budget will bring our fund balances to a total of $48.1 million, or 24.8% of total expenses. The percentage in 2016 was 25.99%. The change in Fund Balance is primarily due to increased budgeted expenses. The budget continues our commitment of maintaining appropriate fund balances while meeting City Council priorities. These fund balances can be used toward:

- One-time emergency expenses
- Counter-cyclical reserves to minimize the effects of an economic downturn
- Ensuring financial security in the event of a disaster
- Bond rating and creditworthy assessments
- Other one-time expenses such as economic development incentives

2016/2017 Annual Budget Fund Balance Summary

	Actual FY 2014-15	Approved FY 2015-16	Revised FY 2015-16	Adopted FY 2016-17
Beginning Fund Balance	43,914,167	50,791,527	50,791,527	50,462,857
Total Revenues	186,723,377	186,657,797	181,502,356	190,325,891
Total Funds Available	230,637,545	237,449,324	232,293,882	240,788,748
Total Expenses	179,846,018	187,584,235	181,831,025	193,811,647
Ending Fund Balance	50,791,527	49,865,089	50,462,857	46,977,101
Percentage	28.24%	26.58%	27.75%	24.24%

The General Fund

The General Fund is the primary operating fund for the City. It is viewed as the general government fund and accounts for most of the City's financial resources, except for resources required to be accounted for in other funds.

Revenues

Revenue forecasting is a complex and difficult task that involves collecting historical data, researching economic data, and formulating forecasting assumptions. At a minimum, ten years of historical data are compiled and analyzed as part of the forecasting procedure. Qualitative and quantitative forecasting techniques such as consensus forecasting, expert forecasting and trend analysis are utilized when preparing revenue estimates. In some cases, more than one technique is used to predict revenues for the next fiscal year. Expert forecasting is perhaps the most useful technique because it relies on extensive technical knowledge of the economic activity that generates the revenue and is sensitive to changes in the national, regional, and local economies.
This method is quite useful for the City because a significant amount of our sales tax base is generated through retail sales from the Prime and Tanger Outlet Malls. The General Fund receives revenues from a variety of sources, including taxes, licenses and permits, fines and penalties, interest income, other agencies, service fees, and transfers for indirect costs. Revenue projections are based on a variety of factors such as the economy, historical collections, known changes that will occur, and growth factors. In all events, conservative estimates are used.

2016/2017 Annual Budget General Fund Revenue Summary

	Actual FY 2014-2015	Revised FY 2015-16	Adopted FY 2016-17	Percent of Total
Ad Valorem Tax	10,094,261	11,894,360	13,334,509	21.08%
Sales Tax	25,876,302	27,718,627	28,850,186	45.62%
Franchise Fees - City	6,420,835	6,111,648	6,244,977	9.87%
Franchise Fees - Other	1,396,918	1,514,276	1,542,335	2.44%
Other Taxes	627,251	692,063	714,716	1.13%
Licenses and Permits	2,411,516	3,361,323	3,102,427	4.91%
Fines and Penalties	1,411,121	1,340,829	1,484,195	2.35%
Interest Income	85,346	61,000	61,000	0.10%
Cultural and Recreational	744,555	848,750	872,454	1.38%
Other Agencies	490,215	531,456	483,169	0.76%
Current Services	276,681	616,340	725,636	1.15%
Other Revenue	1,606,814	1,086,956	912,981	1.44%
Reimbursements from Other Funds	4,475,014	4,728,327	4,915,441	7.77%
Total	55,916,829	60,505,955	63,244,027	100.00%

Ad Valorem Tax

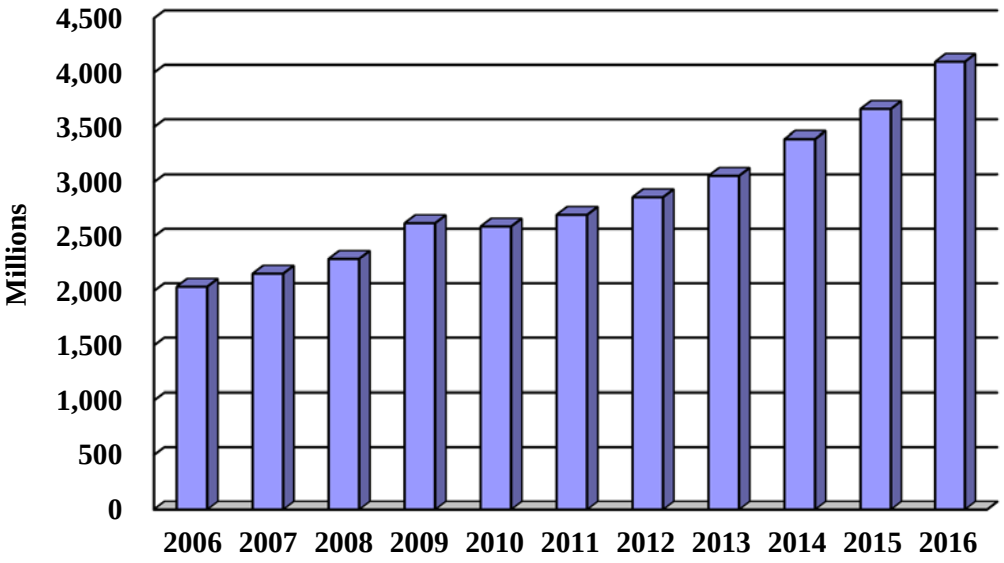
In the budget, property taxes represent 21.8% of total General Fund revenue. Property taxes are based on the assessed value of land, buildings and structures in the City as appraised by the Hays, Guadalupe, and Caldwell County Appraisal Districts. Certified assessed values in San Marcos are estimated at $4.1 billion an increase of 11% above the previous tax year assessed values. The City

has experienced rapid growth over the last few years and expects this trend to continue. As a result of this growth, the City was named as the Fastest Growing City three years running but was unseated by several surrounding cities in 2016. A 98.0% current tax collection rate and a 2.0% delinquent tax collection rate are assumed for the budget. Revenue forecasting techniques are not used with the ad valorem tax, as the revenue is relatively simple to calculate. The calculation for ad valorem tax revenue is based on the certified assessed value using the tax rate.

The adopted property tax rate for 2016 is at 53.02 cents per $100 valuation, the same as the current rate. The operations and maintenance tax rate will pay operations and maintenance (O&M) costs in the General Fund, producing revenues of $13.3 million. The debt service rate is allocated to repay tax supported debt in the Debt Service Fund. The debt service revenue of $8.1 million will be used to pay long-term debt. One-cent of the property tax rate will generate $407,077 in revenue.

Historically, property taxes represent a relatively stable source of revenue for the City. In general, property tax revenues tend to increase and are not subject to dramatic shifts in the economy. There was a slight decline in tax year 2010 of 1.2%. The City's property tax base has grown consistently since the decline in 2010 and due to the current economic climate this trend should continue.

10-Year Appraisal Roll History (Property Tax Year)



Sales Taxes

Sales taxes represent 45.6% of total General Fund revenue projected for fiscal year 2017. Sales tax receipts are the largest single revenue source supporting general governmental services in San Marcos. Consistent retail sales have kept this revenue stream steady for the past several years. When comparing historical sales tax collections by segment, the percentage represented by retail collections has decreased while other segments have increase, indicating a small diversification in the sales taxes produced in the City. It is important to note that sales tax revenues are a volatile funding source and are subject to shifts in local, state and national economies. Our reliance on this revenue source is approached with caution.

The City's adopted Financial Policy utilizes conservative forecast guidelines for projecting budgetary sales tax estimates. The following illustration shows the actual percentage increase for the most recently completed fiscal year (2015).

FY 2014 Actual	FY 2015 Actual	Percentage Increase
$24,020,600	$25,876,300	7.7%

The current financial policy states that the estimated percentage increase in sales tax revenue may not exceed the actual percentage increase of the most recently completed fiscal year that resulted in a positive increase. The previous financial policy was revised in 2011 to account for those years when a decrease in sales tax occurs within the City, as was the case in 2009 when sales taxes decreased by 1.95%. Per the budget policy statement that was adopted by City Council, an estimate of 3% was used along with the adjustment for known one time and future collections to estimate the $28.9 million in 2017.

As sales taxes represent 45.6% of the total General Fund revenues, they represent the greatest single source of revenue for the General Fund. Any excess collection above the fiscal year 2016 estimate goes directly into General Fund balance. The City Council has entered into a performance based 380 economic development agreements which include sales tax and/or property tax rebates with several businesses including HEB for construction of additional warehouse space and job creation, CTMC for facility expansion and related job creation, Humpty Dumpty LTD for the Springtown Shopping Center redevelopment, Tanger Properties for improvements at the Tanger Outlet Mall, Amazon.com for the construction and operations of a distribution center, and anticipate more as the City continues to grow and attract quality businesses.

The City of San Marcos collects one and one-half cents on every dollar spent on taxable goods and services within the City limits. The State of Texas allows home rule cities like San Marcos to adopt a one-cent sales tax to support general governmental services. Local voters authorized another half-cent in 1987 dedicated solely to the reduction of property taxes. The one and one half cents collected by the City represents the maximum we may adopt.

10-Year Sales Tax Collection History			
Fiscal Year	Annual Collection	Percentage Increase	
2006	16,232,402	15.6	%
2007	17,405,977	7.2	%
2008	18,347,135	5.4	%
2009	17,989,392	-1.9	%
2010	18,398,707	2.3	%
2011	19,854,399	7.9	%
2012	21,079,582	4.2	%
2013	22,852,364	8.4	%
2014	24,020,618	5.1	%
2015	25,876,302	8.3	%
*2016	27,718,627	7.1	%

*Estimated

The half-cent sales tax alone is expected to generate $9,616,700 in the next fiscal year, a sum that is equivalent to 23.62 cents on the property tax rate. Without the half-cent sales tax dedicated to property tax reduction, the City's ad valorem tax rate would have to be 23.62 cents more, or 76.64 cents per $100 of assessed value, to support the programs and services provided to San Marcos residents. Sales tax revenue, much of it generated by tourists and non-residents, represent significant savings to property taxpayers in San Marcos. Sales taxes are a primary source of funds for many vital services ranging from police and fire protection, to parks and recreation, library, environmental services, planning, and much more. The reliance on sales tax revenues requires vigilant monitoring of our revenue sources to assure they will keep pace with the demands and the rising costs of operating a complex municipal government.

Franchise Fees

The General Fund receives revenues from franchise fees paid by public and private utilities which use City streets, alleys and rights-of-way for their utility lines and mains. Franchise revenues are budgeted at $8.1 million, or 13.4% of total General Fund revenues. The majority of this revenue source, $6.2 million, is generated through electric, water and wastewater utility franchise fees paid from City-owned utilities. Historically, the City of San Marcos has assessed a 9% franchise fee on gross water, wastewater and electric utility revenue. In fiscal year 2012 as part of the Sound Finances initiative, City Council moved to lower the franchise fees collected from city utilities from 9% to 7% over a four year period. The 7% for Water/Wastewater was achieved in fiscal year 2013, two years ahead of schedule and the 7% for Electric as achieved in fiscal year 2015. The move to lower franchise fees helps reduce some pressure on the utility rates in future years.

The remaining portion of franchise fees, $1.8 million, is collected from telephone, cable and gas utility companies operating within the jurisdictional limits of the City. These smaller franchise fees are estimated through the conservative forecasting technique. This conventional technique assumes that historic collections will remain constant and that the revenue source is stable. Several outside entity franchise agreements were renegotiated in 2010 and several more agreements expire in future years. City staff will be examining other providers to ensure that all agreements are consistent and in the best interest of the City.

Licenses and Permits
Licenses and permits represent the various fees collected for such activities as construction, plumbing, electrical, development and food service operation. Various permits such as building, mechanical, plumbing, zoning, site development, food handler, moving and alarm permits are required for business operation. These monies are used to fund the operating costs of functions associated with enforcing codes and building regulations.

The following table depicts building permit growth over the last ten years.

10-Year Building Permit History

Fiscal Year	Building Permit Market Value	Percentage Increase/Decrease	
2005	129,492,718	89.4	%
2006	150,000,000	25.0	%
2007	153,000,000	2.0	%
2008	138,000,000	-.9.8	%
2009	98,000,000	-29.0	%
2010	172,000,000	75.5	%
2011	67,000,000	-61.0	%
2012	191,000,000	185.1	%
2013	255,000,000	33.5	%
2014	152,000,000	-40.4	%

In fiscal year 2013, new fee structures were adopted by City Council that increased the fees associated with issuing development permits in San Marcos. A fee study is underway and revised fees will be brought to City Council for approval with the adoption of the budget. The City has experience steady growth in the past few years and have seen tremendous grow in all areas of construction including single family, commercial and especially multi-family structures. Approximately 60% of all multi-family structures constructed since 2007 have been student oriented. The fiscal year 2017 estimated revenue from licenses and permits is $3.1 million or 4.9% of total General Fund revenues. This amount is consistent with the previous budget growth and reflects a conservative estimate of the future commercial and residential development occurring within the City. Projections are based on an assessment of development trends in the area.

Fines and Penalties
Revenues from fines and penalties for fiscal year 2017 are estimated at $1.48 million, or 2.4% of total General Fund revenues. The City once again participated in the regional warrant round-up in March 2016. Eighteen regional courts participate in the warrant round-up which gains tremendous media coverage leading to the actual round-up. In 2006, a Deputy Marshal position was added to improve the professionalism of the court operations and to further increase our collection rate and in 2010, an additional part-time Deputy Marshal position was added to further improve the City's collection efforts.

Interest Income
Total revenues from interest for fiscal year 2017 are estimated at $61,000 or .10% of total General

Fund revenues. Anticipated interest earnings are based on market projections of interest rates, which have been at historic low rates since 2010. The current rate of return is approximately 0.80%. Some funds are invested over longer periods for a higher return and in the current fiscal year, the Investment Policy was modified to allow for 5-year investments for Reserve Funds.

Cultural and Recreational

Total revenues from cultural and recreational services for fiscal year 2017 are estimated at $872,500 or 1.4% of total General Fund revenues. Cultural and recreational revenue sources include library fees, and other various fees and service charges from Parks and Recreation programs and Activity Center usage fees. The program fees and service charges are dependent upon usage of City facilities and program attendance. The City operates a wide variety of recreational programs throughout the year. The City has entered into revenue participation contracts with fitness service providers that give the City 30% of gross revenues from various fitness courses taught at the Activity Center. Included in these fees is the Hays County contribution of $80,000 per year that helps in the funding of the City Library. In fiscal year 2013 new fees were adopted by City Council that increased some of the fees charged in the library, activity center, and for the parks and recreation programs. The fee study is scheduled to be updated in fiscal year 2017 with adjusted fees adopted in fiscal year 2018.

Charges for Current Services

Total revenue from current services is estimated at $725,600 or 1.2% of General Fund revenues. Revenues within this category include animal shelter charges, birth and death certificate fees, passport fees, various fees assessed through the Police Department such as accident report fees, new revenue for Fire Revenue Rescue, and the new Clean Community Fee. The Fire Revenue rescue will collect fees for emergency calls involving non-citizens that require Fire Department response such as house fires and vehicle collisions. Revenue projections are based on historical collection data. A fee study is scheduled to be updated in fiscal year 2017 with adjusted fees adopted in fiscal year 2018.

Other Revenues

Other revenues includes reimbursements from other governmental agencies for various services performed by the City and from a variety of other sources that do not meet the classification requirement of other categories. The total other revenues for fiscal year 2017 is estimated at $1.4 million, or 2.0% of total General Fund revenues.

The City and SMCISD are parties to a contract that calls for the school district to reimburse the City for 50% of the annual salaries and benefit costs for providing four uniformed officers within the school system. Another significant portion of this revenue source is a reimbursement received from Texas State University-San Marcos. The University reimburses the City 50% of the cost of salary and benefits for our Habitat Conservation position. Also, the City of Kyle and Hays County participate in the City's Animal Shelter funding each year. That contribution commitment is set at $236,309 in 2016.

The other revenues include ordinance copies, insufficient funds service charges, rebates generated from the purchase card program and sales tax discounts. Revenue assumptions for this category are based on historical collection data.

Reimbursements from Other Funds and Operating Transfers
The General Fund bears the costs for administrative services such as legal, human resources, purchasing, finance, administration, information technology, and building and equipment usage. These costs are reviewed and calculated annually by an independent firm, which then recommends the reimbursements assigned to each fund. Reimbursements from other funds represent $4.9 million, or 7.8% of total general fund revenues.

Expenditures

The General Fund is the primary operating fund for city government. Several internal service departments, including City Manager's Office, Legal, City Clerk, City Council, Finance, Human Resources, and Technology Services, have costs allocated among the General Fund, Enterprise Funds and Special Revenue Funds, reflecting the cost of providing these services. Total General Fund expenditures for fiscal year 2017 are budgeted at $65,905,990 a 7.4% increase from the adopted FY 2016 budget. General Fund departments include:

- **General Government** (City Manager, City Clerk, Communications, and Legal)
- **Human Resources**
- **Finance**
- **Technology Services (**Information Technology, GIS)
- **Municipal Court**
- **Development Services** (DS Admin, Planning, Permit Center, Inspections)
- **Fire Services**
- **Police Services**
- **Capital Improvement Department/Engineering**
- **Community Services** (CS Admin, Environmental Health, Animal Services, Animal Shelter, Library, Parks and Recreation, Activity Center, Grounds and Maintenance, Fleet, PARD Contracts, Park Rangers, and Neighborhood Services)
- **Public Services** (Transportation Admin, Traffic Control, and Streets)
- **General Services** (Social Services and Special Services)

2016/2017 Annual Budget
General Fund Expenditure Summary by Department

	Actual FY 2014-2015	Revised FY 2015-16	Adopted FY 2016-17	Percent of Total
General Government	2,729,480	3,041,632	3,224,272	4.89%
Human Resources	993,084	1,115,192	1,164,626	1.77%
Finance	1,523,103	1,543,417	1,728,007	2.62%
Municipal Court	659,600	704,749	715,163	1.09%
Technology Services	1,761,105	1,952,547	2,151,593	3.26%
Development Services	1,631,064	2,037,357	2,253,034	3.42%
Engineering	1,200,079	1,646,788	2,077,389	3.15%
Fire Services	7,554,514	7,989,245	8,700,611	13.20%
Police Services	13,862,941	14,786,287	15,328,301	23.26%
Public Services	3,882,666	4,704,417	5,291,560	8.03%
Community Services	9,463,718	10,408,110	11,450,243	17.37%
General Services	8,999,648	9,783,893	11,821,191	17.94%
Total	54,261,002	59,713,634	65,905,990	100.00%

Fund Balance

Each fund maintains a fund balance that is available to cover operating expenses in the event of revenue shortfalls or other unforeseen events. The anticipated General Fund balance at the end of fiscal year 2017 is $15.8 million or 26.11% of expenditures. This large fund balance represents our commitment to using best business practices and conservative revenue estimates.

The Debt Service Fund

The Debt Service Fund is used to account for the debt service portion of property tax revenues received. Debt service taxes are specifically assessed for the payment of general long-term debt principal and interest. The use of a separate fund ensures that debt service tax revenues are not commingled with other revenues and not used for any purpose other than debt repayment. Debt limits regarding general obligation debt can be found within the City's Financial Policy in this document.

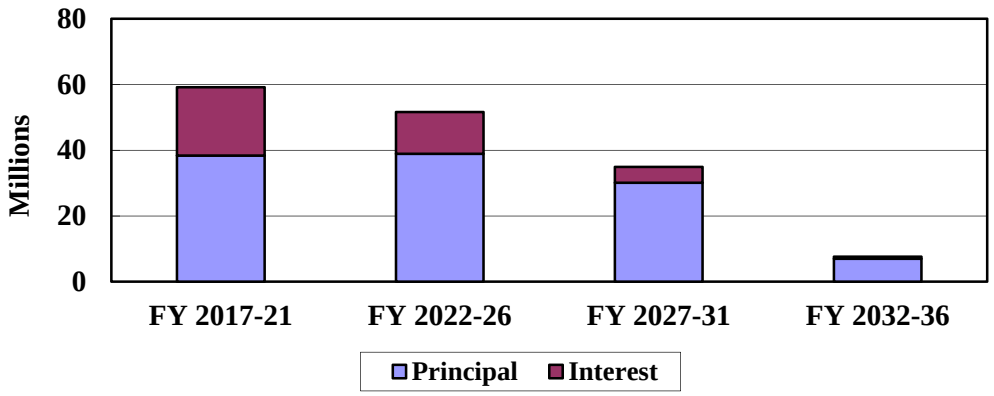
Revenues and Expenditures

Ad valorem (property) taxes provide the main revenue source for the Debt Service Fund. Of the total anticipated property tax collections, 39.40% of the revenue is allocated to debt service, while the remaining portion of 60.60% pays for operations and maintenance (O&M). This accumulated fund balance is a function of a combination of annual interest earnings, final appraisals higher than budgeted, and savings on budgeted debt service due to refunding prior debt issuances at lower interest rates. This fiscal year budget maintains a debt service percentage below 50% which was

a goal of City Council as a part of the Sound Finances initiative. This percentage reached a high of 60% in 2011 and the City has achieved and maintained this lower percentage through the deferment of debt issues in 2011 and 2012, constraining the 2013 debt issuance to $4 million and constraining debt issuances to maintain the 50/50 ratio.

In the new fiscal year, $0.2027 of the $0.5302 property tax rate is dedicated to debt repayment. Principal and interest payments are budgeted at $12.8 million but tax supported payments are budgeted at $8.6. The City's total General Obligation outstanding principal debt is $75.0 million as of September 30, 2016, including voter-authorized bond programs in elections held in 1998 and 2005, and bond refinancing every year since 2009 to take advantage of the lower interest rates. Maturity dates for individual bond issues are scheduled annually through 2035.

20-Year Principal and Interest Payment Schedule



The types of projects financed through long-term general obligation debt include major street projects, public safety facilities and equipment, library, parks and recreational facilities. Debt payments for revenue bonds which finance water, wastewater, electric and drainage projects are repaid separately through those respective enterprise funds.

Special Revenue Funds

Special revenue funds are used to account for the proceeds of certain specific revenue sources that are legally restricted to expenditures for specified purposes. The City utilizes this type of fund to account for revenues such as hotel occupancy tax, grants, special fines authorized by the State, and forfeiture revenue from seized assets.

Hotel Occupancy Tax Fund

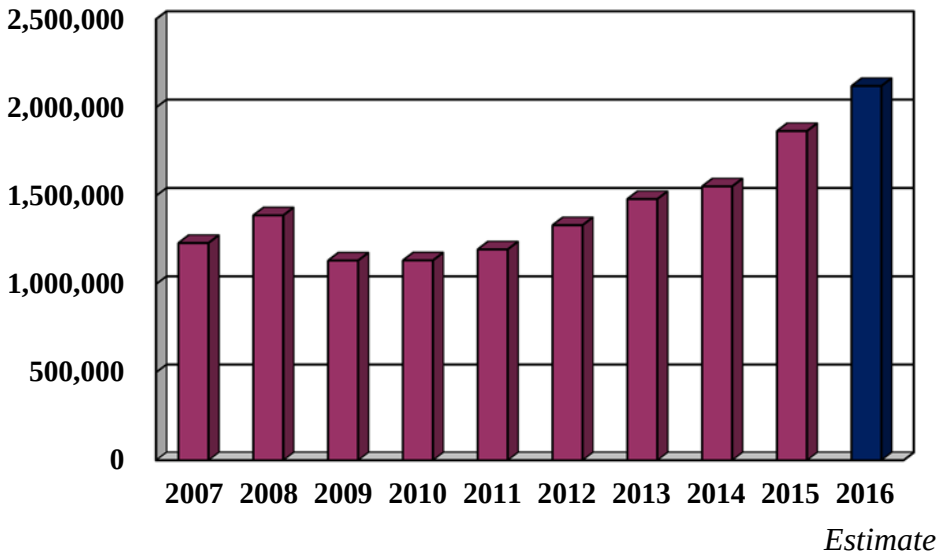
The Hotel Occupancy Tax Fund is used to account for a local bed tax of 7%. During fiscal year 2008, San Marcos residents approved an additional Venue Tax of 2% to pay for the debt related to the City's Conference Center. Tax monies collected are used for tourist development activities in accordance with State law.

Revenues

The 9% occupancy tax is charged to occupants of rooms rented from hotels, motels and inns

located in the City. The tax is collected by owners of each facility and is remitted to the City monthly. Hotel Tax receipts received from the Embassy Suites Hotel are restricted solely for the repayment of conference center debt. Unrestricted occupancy tax revenues are budgeted at $2.4 million which is an increase of $221,000 from the anticipated 2016 revenue. Revenue generated by the Embassy Suites is projected to stay level. Since fiscal year 2012, 655 rooms have been added with the majority of these being branded hotels. The City expects to add an additional 94 rooms during fiscal year 2017. Even with the addition of this large number of rooms, occupancy rates have remained high and average room rates have increased.

10-Year Hotel Occupancy Tax Collection History (Fiscal Year)



Expenditures

The Hotel Occupancy Tax Fund supports tourist development activities, downtown revitalization and the arts. In fiscal year 2015, Main Street moved to a new location downtown and provides a meeting place for people in downtown San Marcos. In fiscal year 2017, the Convention and Visitors Bureau (CVB) will be brought into the City as a city department. The CVB has been part of the Chamber of Commerce's organization, but City has provided the majority of the funding for the operations through HOT funding. During City Council Visioning, Council directed begin negotiations to bring the CVB organizations' into the City as a city department. Effective October 1, 2016 the CVB will be part of the City organization.

With the increase in revenue from the new hotels, the City Council has appropriated $450,000 in Sports Tourism funds to install new lighting at the Ramon Lucio Baseball Fields. Youth from across the state come to San Marcos to participate in games and tournaments at these fields.

The following table depicts the revenue distribution made from hotel occupancy taxes.

Program	FY 2016 Adopted	FY 2017 Adopted
Convention & Visitors Bureau	1,304,000	1,531,000
Arts Commission	150,000	275,000
Main Street Program	273,000	320,000
Tanger Marketing Program	150,000	150,000
Conference Building Repairs	32,000	30,000
CAF Repairs	0	50,000
Tourist Account	5,000	5,000
Downtown Marketing Coop	75,000	50,000
Eco Tourism	40,000	40,000
Sports Tourism	60,000	510,000
Mural Funding	35,000	35,000
Transportation	10,000	10,000
TOTAL	**2,133,982**	**3,006,700**

Community Development Block Grant Program Fund

In fiscal year 1994, the United States Department of Housing and Urban Development designated the City of San Marcos as an Entitlement City for the Community Development Block Grant (CDBG). The program is designed to eliminate slum and blight conditions and to serve the needs of low to moderate-income residents. New funding totals $525,170, an increase of $8,090 from the prior fiscal year. In fiscal year 2014 the amount awarded was less than originally estimated and awarded so a difference of $60,000 was funded from the general fund budget. The 2014 budget was amended to award an additional $40,000 from the general fund for programs that did not receive sufficient funding through the 2015 allocation. In this fiscal year, there is no supplemental funding appropriated in the general fund.

Women, Infants and Children (WIC) Program Fund

The Women, Infants and Children Program provides nutritional food supplements, nutritional counseling, clinical assessments, and education to pregnant women, breast-feeding mothers, infants and children up to five years of age. The City of San Marcos operates a five-county regional WIC program that is funded through the Texas Department of Health and Human Services and the United States Department of Agriculture. The budget of $2.05 million will provide nutritional food supplements, nutritional counseling, clinical assessments, and education to pregnant women, breast-feeding mothers, infants and children up to five years of age who live in Hays, Caldwell, Comal and Guadalupe Counties. San Marcos is unique in being a municipality in Texas that

administers a multi-county regional WIC program. The entire program is reimbursed with state and federal funds.

Seized Assets Fund

This fund, established in 2001, provides budgeting and accountability for revenues collected from the sale of forfeited and seized assets belonging to various criminals engaged in certain illegal activities. Revenues from these seized assets are used to fund various technology improvements in our Police Department. These revenues are projected at $5,000 for the fiscal year. Projections are based on historical collection assumptions. Expenditures for this fund include the annual audit of this fund and specific police projects and enhancements.

Other Special Revenue Funds

The Cemetery Operations Fund provides for maintenance and upkeep of the historic San Marcos City Cemetery. The Cemetery Operations Fund, with a budget of $218,500 provides for maintenance of the historic San Marcos City Cemetery. The General Fund transfer is the largest source of Cemetery Operations Fund revenue. Revenues such as burial permits, monument permits, and cemetery lot sales are calculated based on the current fees and the annual estimated number of sales. The transfer from the General Fund is $150,500 for operations and includes an additional appropriation for $50,000 to make improvements to the cemetery and perform needed repairs.

In its 1999 legislative session, the Texas Legislature established the Municipal Court Technology Fund through Senate Bill 601 to provide a funding source to local municipal courts for future technological enhancements to their respective court systems. In response, the City of San Marcos established the Municipal Court Technology Fund to provide budgeting and accountability for the funds received through the collection of the technology fee. The revenues collected are legally restricted for making technological enhancements to the Municipal Court, which may include computer systems, networks, hardware, software, imaging systems, electronic kiosks, electronic ticket writers or docket management systems. Revenue is projected at $30,000. Revenue estimates are based on historical trend information and follow the same assumptions as Fines & Penalties revenues within the General Fund. Expenditures for technology improvements are estimated at $30,000.

The Municipal Court Juvenile Fee was established in 2009. This sole use of this fund is to establish a funding source for a Juvenile Case Manager position, which is now being budgeted as a full-time position and funded equally by the General Fund and the Juvenile Fee. The revenue for this fund is estimated at $40,000.

The Municipal Court Security Fee was established to help enhance security within municipal courts. This sole use of this fund is to enhance security within the court operations. Revenue from the fund is used to wholly fund one of the Municipal Court Marshal's. The revenue for this fund is estimated at $24,000.

The Tax Increment Reinvestment Zone #2 Blanco Vista Development Fund was established in 2010. This fund tracks property tax revenues from the City and Hays County which are specifically restricted for the repayment of debt to the developers of the Yarrington Road Overpass. The restricted property tax revenues are estimated to be $822,500.

The Tax Increment Reinvestment Zone #3 Conference Center Fund was established in 2010. This fund tracks property tax revenues from the City and Hays County which are specifically restricted for the repayment of debt related to the building of the City of San Marcos Conference Center. The restricted property tax revenues are estimated to be $190,800.

The Tax Increment Reinvestment Zone #5 Downtown Fund was established in 2012. This fund tracks property tax revenues from the City and Hays County which are dedicated source of sustainable funding for downtown improvements in support of the adopted Downtown Master Plan. The restricted property tax revenues are estimated to be $349,200.

The Transportation Reinvestment Zone #1 Loop 110 Fund was established in 2013. This fund tracks property tax revenues which are specifically restricted for the repayment of debt related to the construction of Loop 110. The restricted property tax revenues are estimated to be $230,000.

The Transportation Investment Zone #1 Lone Star Rail Fund was established in 2013. This fund tracks property tax and sales tax revenues which are specifically restricted for the future operating expense for the Lone Star Rail. The restricted property tax revenues are estimated to be $50,000.

Capital Improvements

The City adopts a 10 year Capital Improvements Program plan annually with the first year of the 10 year plan constrained. The CIP plan is a budgetary tool for community decision-makers and suggests a variety of possible projects and particular years in which projects might be authorized. Each year the CIP plan reflects the priorities established by the City Council in their budget policy statement. The project list for the General Fund is shown below:

Capital Improvements Program

Project List	FY 2017	FY 2018	FY 2019	Total
Parks and Public Buildings				
Capes Camp Improvement and Dam	1,000,000			1,000,000
City Facility Parking Lots	300,000			300,000
City Facility Renovations	200,000	150,000	150,000	500,000
City Facility Renovations Police	5,000,000			5,000,000
City Facility Renovations-W/WW/Transportation Building	165,000			165,000
City Hall Reconstruction		1,500,000	35,000,000	36,500,000
Library Expansion & Renovation			1,100,000	1,100,000
Municipal Services Complex Expansion/Relocation	1,300,000	4,000,000		5,300,000
Nature Center			300,000	300,000
Sheltered Bus Stops			80,000	80,000
Public Safety				

700 mhz Radio's replacements for Public Safety		1,200,000	370,000	1,570,000
Coban Digital Mobile Video	150,000			150,000
FD Relocation Station #2		4,750,000		4,750,000
FD Replacement Ladder Truck (52-300)		1,320,000		1,320,000
FD Station New Station District #8			350,000	350,000
Airport				
Airport - Relocation of WWII Tower			14,000	14,000
Airport FM 110 Connection Drive		100,000		100,000
Airport Landscaping	80,000			80,000
Airport Routine Maintenance Grant Match	50,000	50,000		100,000
Airport Taxiway Sys, Ramp Rehab Design & Drainage Master Plan		50,000		50,000
Airport Wildlife Hazard Assessment	10,000			10,000
Development Services				
Comprehensive Plan	33,000		100,000	133,000
Streets				
Bishop Street Sidewalk Connection	200,000			200,000
Chestnut Street Improvements	375,000		1,230,000	1,605,000
Coers Drive Improvements	100,000			100,000
E Aquarena Spring Drive Reconstruction			100,000	100,000
Hopkins Street Improvement Project		500,000	1,200,000	1,700,000
Leah Drive	20,000	200,000		220,000
Long Street Realignment	250,000	550,000		800,000
Old Ranch Road 12 Bike & Ped & Widening Project		1,800,000		1,800,000
Pat Garrison Improvements from Comanche to Guadalupe	50,000	1,000,000		1,050,000
Sessom Drive Bike/Ped and Peques Improvements	200,000			200,000
Technology Services (3 Funds)				
Disaster Recovery Infrastructure (every 5 yrs)	166,666			166,666
Fiber Optic Infrastructure Expansions/Maintenance	80,000	80,000	80,000	240,000
Network Infrastructure	150,000			150,000
CIP General Funds				
Bishop Street Improvements			200,000	200,000
Cemetery Land Acquisition	500,000	500,000		1,000,000
Cheatham Street & Blanco River WL Bore Improvements	200,000			200,000
CM Allen Reconstruction	546,000			546,000
Downtown Master Plan		100,000		100,000
Downtown Property Acquisition	750,000			750,000
Downtown Reconstruction Ph II			500,000	500,000
Franklin Water Tank/Monopole Antenna	500,000			500,000
Guadalupe/LBJ Improvements		2,000,000		2,000,000
Hopkins Sidewalk Widening CM Allen to Thorpe		100,000		100,000

Hutchison Street Parking Lot	75,000			75,000
Kingwood and Sherwood Improvements			70,000	70,000
Purgatory/Willow Creek Trail Corridor		250,000	1,000,000	1,250,000
Sessom Improvements from N LBJ to Comanche	150,000	350,000		500,000
Sessom/Academy Intersection Improvements	100,000		1,000,000	1,100,000
Transportation Oversize	100,000	100,000	100,000	300,000
Total Projects	12,800,666	20,650,000	42,944,000	76,394,666

The Capital Improvements Operating Fund was established during the realignment of the organization in October of 2009. The primary objective of this department was to streamline the capital improvement process in order to ensure that projects were completed in a timely manner thus reducing unnecessary expenses related to delayed projects. Salaries related to CIP staff were charged directly to CIP Bond Funds or Capital Improvement Projects in relation to the completion of streets and drainage projects, water/wastewater projects, and electric projects. Many of the project management duties were outsourced to outside firms. In 2012, the City changed this policy and began moving the CIP project management back to City employees and moving operating expenses from bond funding to directly charging the expenses to the City's General Fund. Fiscal year 2016 was the last year of the multi-year planned transition from bond to general fund operating funding and there are no operating expenses included in the fiscal year 2017 budget.

Enterprise Funds

Enterprise funds are used to account for governmental activities that are similar to those found in private businesses. The major revenue source for these funds is the revenue generated from customers who receive the services provided. Revenues generated through the rates pay the operating costs and debt retirement for these funds.

In 2012, a Citizens Utility Advisory Board (CUAB) was formed at the direction of the City Council. This board is made up of 5 citizens and the Mayor who is a non-voting member. The charge of the board is to bring recommendations for budget and rates for both the Water/Wastewater and Electric utilities to the City Council. The Board met with staff to gain an understanding of how the utilities operate, the composition of the rates and the issues facing the utilities in the upcoming years.

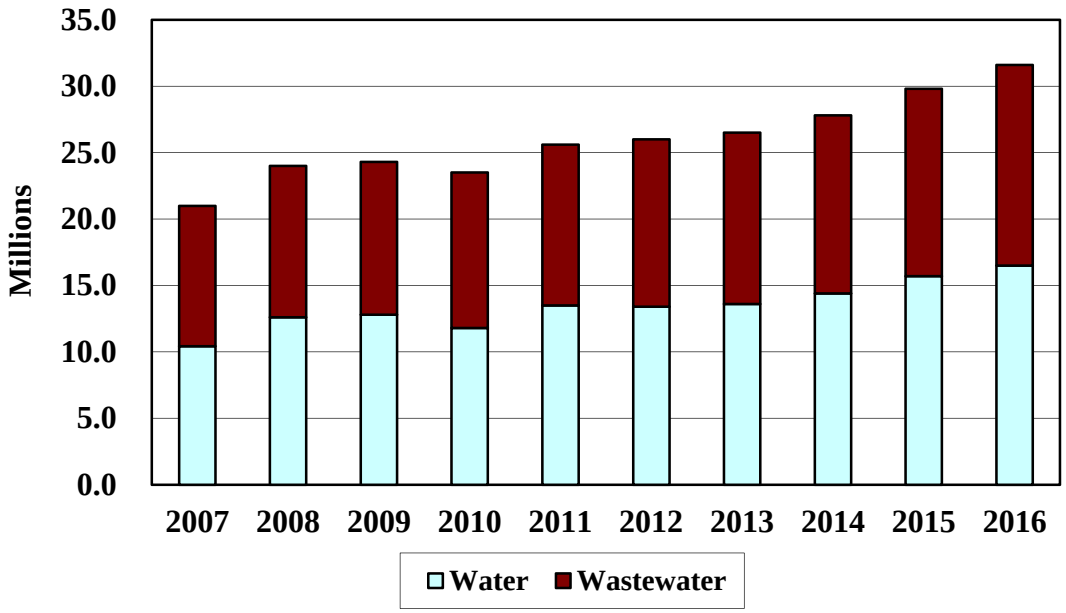
Water and Wastewater Utility Fund

The City of San Marcos operates a superior water production, distribution and wastewater collection and treatment system for the community. This fund is used to account for the revenues and expenses of this utility system.

Revenues

The Water/Wastewater Utility Fund receives revenue from residential, multi-family and commercial customers based on their monthly water consumption. San Marcos water and wastewater rates are provided in detail within the Miscellaneous and Statistical section of the budget.

10-Year Water/Wastewater Service Revenue History (Fiscal Year)



Revenue projections for water and wastewater revenues are based on factors such as historical collections, known changes that will occur, system growth factors and weather predictions. Projected revenues from all sources are budgeted at $37.7 million. Revenues from water service are estimated at $17.9 million and wastewater revenues are estimated at $16.5 million. Other revenue sources include sales of effluent, pretreatment charges, wheeling sales, service and connection charges, and interest income.

Prior to fiscal year 2012, there had not been consistent rate adjustments to support the utility but since there have been small, consistent rate increase to support the growing utility. In fiscal year 2014, the CUAB chose to implement a new tiered structure for rates instead of recommending a rate adjustment. The resulting rate structure emphasizes conservation with charges beginning at the first gallon used and modifications to the tiers to more closely resemble non irrigation usage in the lower levels. The City implemented winter averaging in early 2008.

A Water/Wastewater Rate Study has been conducted every year for the last several years including 2016. For the 2017 budget, the CUAB recommends a 5% rate adjustment in water and a 2% rate adjustment in wastewater. The CUAB spent several months looking at the updated rate study modeling, the impacts of the newly implemented rate structure, and the long range plans on the water/wastewater utility including the effect of the Hays County Public Utility Agency (HCPUA).

2016/2017 Annual Budget
Water/ Wastewater Utility Fund Revenue Summary

	Actual FY 2014-2015	Revised FY 2015-16	Adopted FY 2016-17	Percent of Total
Water Service	15,721,624	16,539,421	17,910,440	47.52%
Wastewater Service	14,125,003	15,121,250	16,502,605	43.78%
Effluent Sales	372,871	320,330	320,330	0.85%
Pretreatment Charges	400,140	463,500	463,500	1.23%
Interest Income	82,510	79,000	79,000	0.21%
Penalties	309,088	355,057	355,057	0.94%
Service Charges	159,708	87,550	90,177	0.24%
Connection Charges	178,479	108,150	108,150	0.29%
Debt Service Reimbursement	845,483	883,811	858,084	2.28%
Other Revenue	1,228,661	1,230,151	1,005,311	2.67%
Total	33,423,566	35,188,220	37,692,653	100.00%

Expenses

The Water and Wastewater Fund supports several divisions, including:

- Wastewater Collection
- Water Quality Services
- Water Distribution Maintenance
- Water Conservation
- Water/ Wastewater Administration

The fiscal year 2017 appropriations for the Water/ Wastewater Utility Fund operating and capital expenditures are $36.9 million, which is a $3.0 million or 8.5% increase from fiscal year 2016. The majority of this increase is due to contractual agreements with OMI and GBRA to operate the processing plants, personnel, increased debt service, and capital expenditures. The adopted rates support the addition of several positions including an administrative clerk, crew leader, and equipment operator.

Historically, the Water/Wastewater fund has reimbursed the Electric Utility Fund related to the proportional use of the Meter Operations, Public Services Administration and Utility Business Office which are expensed within the Electric Utility Fund. In fiscal year 2017, the cost of these shared departments is $3.4 million. Reimbursement from the Water/Wastewater fund is $1.4 million.

The Hays County Public Utility Agency is a joint venture between San Marcos, Kyle, Buda, and some regional water corporations to firm up future water supplies through the year 2060. The City of San Marcos' share of the total construction cost related to Phase 1 of the project is approximately $70.0 million and the majority of the construction is anticipated to begin in 2019. A small project related to Phase I was begun in 2016 and will construct a pipeline between San Marcos, Kyle and Buda. The City is still exploring water supply alternatives in hopes that this future expense can

be reduced as much as possible. The City has set aside cash reserves along with steady rate increases to make sure there is capacity to fund the future infrastructure costs related to this project without large rate increases.

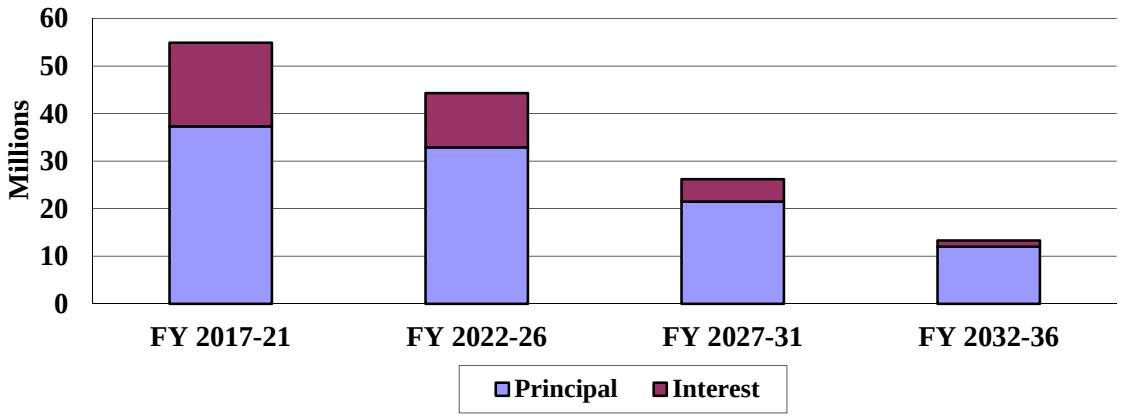
2016/2017 Annual Budget
Water/ Wastewater Utility Fund Expense Summary by Category

	Actual FY 2014-2015	Revised FY 2015-16	Adopted FY 2016-17	Percent of Total
Personnel	3,322,009	3,825,696	4,538,481	12.31%
Contracted Services	8,600,919	8,920,546	9,854,983	26.73%
Materials and Supplies	972,776	1,188,781	1,207,799	3.28%
Other Charges	6,923,974	7,493,118	7,974,026	21.63%
Operating Transfers	209,416	61,274	63,137	0.17%
Capital Outlay	498,325	825,845	880,000	2.39%
Transfer to Capital Reserves	2,600,000	1,900,000	850,000	2.31%
Rate Stabilization Fund	-	-	-	0.00%
Debt Service	9,862,655	10,544,489	11,503,817	31.20%
Total	32,990,074	34,759,749	36,872,243	100.00%

Debt Service

Debt service in the Water/Wastewater Fund is budgeted at $11.5 million. The total outstanding debt of the utility system is $110.6 million as of September 30, 2016. It is important to note that the significant investments in water and wastewater infrastructure projects undertaken by the City of San Marcos were required to respond to regional, state or federal mandates. Significant investments in upgrading the wastewater treatment plant and collection system were made to meet high level treatment standards mandated by the U.S. Environmental Protection Agency and the Texas Commission on Environmental Quality, and to add plant capacity for future growth. Debt payments on these significant projects are scheduled through fiscal year 2037.

20-Year Principal and Interest Payment Schedule



Fund Balance

We anticipate an ending fund balance of $8.8 million or 25.1% of operating expenses. Fund balance transfers are incorporated into this budget to reduce the fund balance down to 25%. The transfers will be used to fund or offset future debt issuances related to capital improvement projects.

Rate Stabilization

This budget establishes a rate stabilization fund which is funded at 10% of water revenues and 5% of wastewater revenues. This will help the City alleviate future rate increases that are needed due to fluctuations in seasonal weather patterns. This is a major component in achieving our sound finance initiative.

Drainage Utility Fund

The City of San Marcos began assessing a drainage utility rate in fiscal year 2000 on all residential and commercial property located in the City. The drainage charge was established to provide funding for the planning, engineering, construction, maintenance, improvement and reconstruction of drainage projects throughout the City.

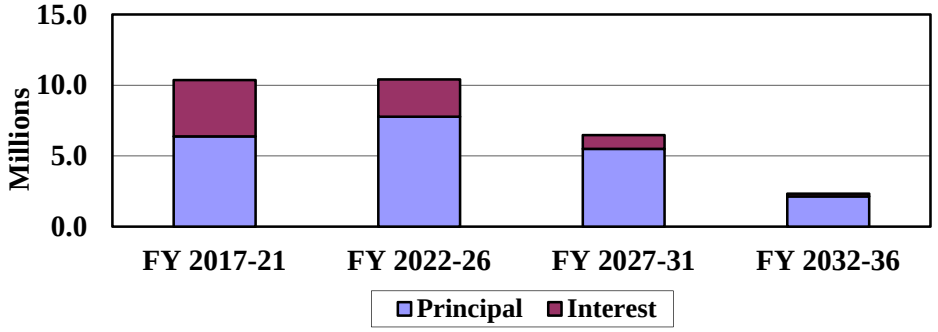
Revenues and Expenses

The San Marcos Drainage Utility Fund is an enterprise fund supported by assessment of drainage utility fees. The Drainage Utility was created in July 1999 by Council to address the need for drainage improvements throughout the City. Revenues from the fees are used to maintain drainage areas and right of ways and providing debt service in future years to pay for future bond issuances related to drainage improvements. A three year, annual 5% rate adjustment was approved in fiscal year 2014. For FY 2016, the third year of the three year ordinance, City Council chose to increase the rate a total of 12% to fund needed CIP projects. In fiscal year 2017 a 10% rate adjustment was adopted. Projected revenues from fees are budgeted at $4.2 million. Operating expenses are budgeted at $3.9 million, which includes the addition of a drainage storm water coordinator to support the MS4 mandate, and capital expenses are budgeted at $405,000.

Debt Service

Debt service in the Drainage Utility Fund is budgeted at $2.1 million. As of September 30, 2016 the Drainage Utility has outstanding debt of $21.8 million for improvements to the drainage utility system. The current debt will be repaid annually until fiscal year 2036.

20-Year Principal and Interest Payment Schedule



Fund Balance

We anticipate an ending fund balance reserves of $1.5 million in the Drainage Utility Fund at September 30, 2017.

Electric Utility Fund

The City of San Marcos purchases and distributes electric power to the San Marcos community. San Marcos has some of the lowest electric rates in Texas. The utility operates at a 99.9997% reliability rate and has a system capacity of 145 megawatts.

Revenues

The Electric Utility Fund is an enterprise fund established to purchase and distribute electric power to the San Marcos community. The utility receives revenues through rates charged to customers for electric service, from other operating revenues and interest income. The projected revenues from all sources are budgeted at $58.7 million with $54.2 million generated by electric services. This is a decrease of $3.2 million primarily due to a reduction in the revenue from the PCRF charge, the pass-through of the cost of power to the customer. The reduction of PCRF revenue is a result of the lower projected cost of power for fiscal year 2017.

2016/2017 Annual Budget
Electric Utility Fund Revenue Summary

	Actual FY 2014-2015	Revised FY 2015-16	Adopted FY 2016-17	Percent of Total
Electric Service	61,332,740	51,736,402	54,229,267	94.12%
Interest Income	109,067	29,488	69,783	0.12%
Penalties	675,869	482,000	568,030	0.99%
Service Charges	138,473	343,953	347,393	0.60%
Connection Charges	783,586	582,000	388,088	0.67%
Other Revenue	3,594,123	1,349,157	1,121,409	1.95%
Indirect Costs	1,558,950	1,758,302	869,644	1.51%
Operating Transfers	23,166	25,242	25,242	0.04%
Total	68,215,973	56,306,544	57,618,855	100.00%

The major element in the increased revenue of the Electric Utility is the pass-through costs of purchased power from LCRA to the retail customer. In 2012, the City of San Marcos opted to purchase 10% of its load from a provider other than LCRA. The City chose Nextera to act as an alternative power suppler with lower cost options. In 2015, the contract expired with Nextera and the City signed a contract with Calpine for 15% of its load.

The City and LCRA executed an amended and restated Wholesale Power Agreement in March of 2011 and in the agreement was a provision that granted the City a right and option to participate in ownership of any future generation capacity constructed by LCRA on a load proportional basis. LCRA has started construction on the Thomas C. Ferguson replacement plant project, creating the opportunity for the City to exercise this right and option. Staff researched the financial requirements and forecast financial net revenue associated with the plant over the life

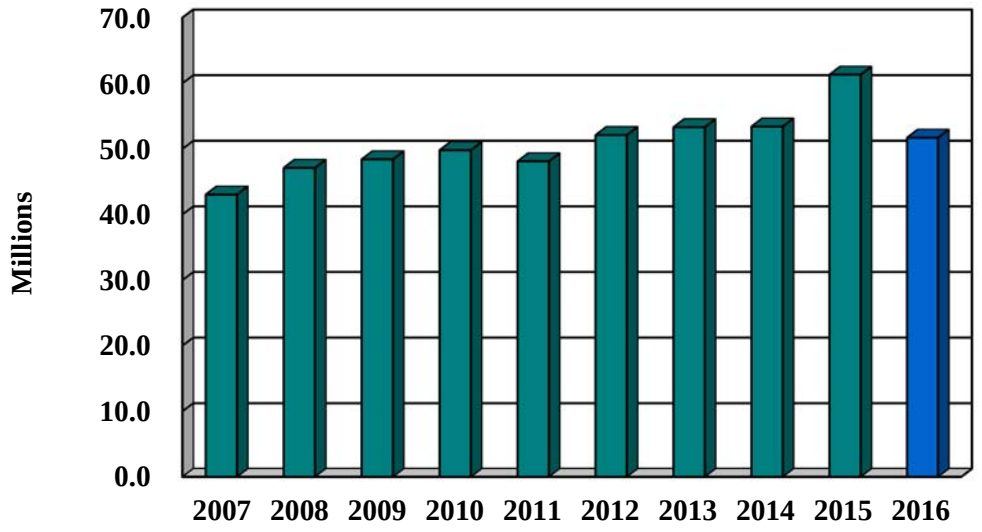
cycle of the facility and presented information to the Council on the risk/benefit issues related to the option. Participation in ownership of the facility is forecasted to enhance revenue to the City Electric Utility and benefit the ratepayers. The City of San Marcos issued Electric Utility System Revenue Bonds in July 2013 totaling $18.5 Million to finance this project. The project came in on-time and within the construction budget. The plant began producing power during the summer of 2014 and the electric utility has benefited from the participation not only from the operations of the plant, but also the opportunity to receive power at a reduced cost to the city.

In the past few years the electric utility customers have increased significantly reflecting the growth in San Marcos with relatively little change in personnel levels. The cost of materials has increased steadily along with contracted services and personnel. In addition to the cost increases, the Utility is incorporating new financial policies recommended by Standards and Poor's during a recent ratings review. The Utility went through a ratings review before issuing revenue bonds for the funding of the Ferguson replacement power plant project. The review resulted in a rating of BBB+ which was lower than the prior rating of AA-. The recommended policies include maintaining sufficient operating revenues to have 1.2 times the debt payments remaining after cover all recurring operating expenses and having at least 60 days of operating reserves, including purchase power, in fund balance. Prior to this, times coverage had dipped slightly below 1.2 times in several years and the utility maintained at least 90 days of operating reserves but did not include purchased power in the calculation.

Historically, the Electric Utility paid a 9% franchise fee on Gross Electric Revenue to the General Fund. A reduction from 9% to 7% over 4 years began in fiscal year 2012 and is budgeted at 7% for fiscal year 2017.

For the 2016 budget, the CUAB recommends no rate adjustment. The CUAB spent several months looking at the updated rate study modeling and the results indicated that no rate adjustment is necessary in fiscal year 2017 and possibly in fiscal year 2018.

10-Year Electric Service Revenue History



Estimate

Expenses

The Electric Utility Department provides efficient electric service to the San Marcos community. The expenditures for fiscal year 2017 are budgeted at $58.0 million. At $35.5 million, the cost of wholesale power from LCRA represents the largest expense in this fund. Departmental divisions include:

- Public Services Admin
- Conservation
- Meter Operations
- Administration
- Maintenance
- Customer Billing and Collections

The current rate supports the addition of a graduate engineer and two meter service technicians, professional and contracted services, and added staff training. It also supports funding of capital outlay for equipment, technology, and vehicles needed by the utility.

2016/2017 Annual Budget

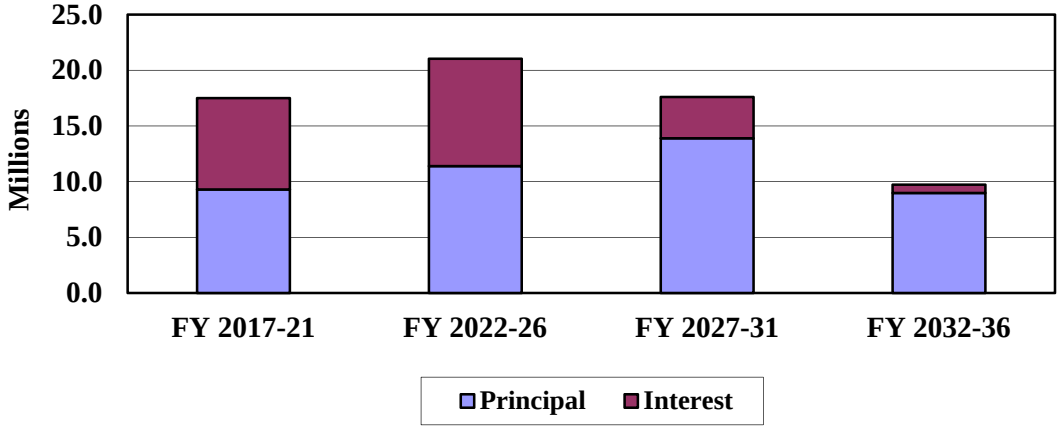
Electric Utility Fund Expense Summary by Category

	Actual FY 2014-2015	Revised FY 2015-16	Adopted FY 2016-17	Percent of Total
Personnel	4,252,321	4,978,396	5,597,973	9.65%
Purchase of Power	38,958,899	32,515,155	35,508,955	61.23%
Contracted Services	1,684,908	2,269,716	2,450,248	4.23%
Materials and Supplies	534,603	499,439	521,853	0.90%
Other Charges	7,253,203	6,549,421	6,877,814	11.86%
Capital Outlay	1,168,261	2,006,300	1,315,000	2.27%
Transfer to Capital Reserves	10,317,000	5,100,000	2,300,000	3.97%
Rate Stabilization Fund	-	-	-	0.00%
Debt Service	2,358,345	2,899,017	3,421,309	5.90%
Operating Transfers	150,000	-	-	0.00%
Total	66,677,540	56,817,444	57,993,152	100.00%

Debt Service

Debt service in the Electric Utility fund during fiscal year 2017 is budgeted at $3.4 million. As of September 30, 2016, the City of San Marcos has outstanding debt of $43.6 million which includes the purchase of the electric distribution system from LCRA in 1986 and $18.5 million for the Ferguson Power Plant project. The current debt will be repaid annually until fiscal year 2035. Revenue bond covenants and the City's Financial Policy require the City maintain a 1.20 Times Coverage Ratio. The Times Coverage Ratio calculations for enterprise funds can be found in the Miscellaneous and Statistical Section of this document.

20-Year Principal and Interest Payment Schedule



Fund Balance

Fund balance at the end of fiscal year 2017 in the Electric Utility Fund is budgeted at $8.9 million or a reserve totaling 60 days of expenses. The Electric Utility, with millions of dollars worth of valuable substations and aboveground distribution facilities, is particularly vulnerable to weather-related disasters.

Rate Stabilization

This budget also establishes a rate stabilization fund which is funded at 5% of electric revenues. This will help the City alleviate future rate increases that are needed due to fluctuations in seasonal weather patterns. This is a major initiative in achieving sound finances.

Municipal Airport Fund

The Municipal Airport has three runways and is situated on 1,356 acres. Additionally, there are 60 acres of maintained parking ramps and 38 City-owned hangars and shelters. Revenue sources such as storage rentals, hangar rentals, storage rentals, gross receipts fees and land leases partially support the daily operational costs. There are more than 300 based aircraft at the airport and more than 100,000 annual takeoffs, landings and approaches.

Revenues and Expenses

The San Marcos Municipal Airport Fund is an enterprise fund supported by revenues from hangar and shelter rentals, commercial and agricultural leases, and if required, a transfer from the General Fund for airport management. The Airport will require a general fund transfer of $60,000 to support operations in fiscal year 2017. The Airport serves the general aviation needs of our residents and citizens in the surrounding region. Other revenues are relatively minor and are simple to forecast. Revenues such as T-hangar rentals, storage area rentals, facility rentals and shelter rentals are calculated based on the rental charge and the number of rental units rented. Other revenues such as gross receipt revenues are forecasted based on historical data.

The operational budget for the Airport Fund is $526,000. The Airport is managed by Texas Aviation Partners who oversees the daily operations and ongoing development. The Airport works

closely with the Texas Department of Transportation and the Federal Aviation. Due to City Council and lobbying efforts, the City continues to receive federal appropriations funding. The City of San Marcos opened a new Air Traffic Control tower at the end of Fiscal Year 2011. Incentive payments to Texas Aviation Partners based on performance of the airport are estimated to be $66,400 in 2017.

Resource Recovery Utility Fund

The City of San Marcos outsources its residential solid waste collection through the use of a competitive bidding process. The solid waste collection company charges its monthly fee to the City on a per customer basis. This fee along with expenses for administration, education, household hazardous waste disposal and brush collection is used to set the rates charged to each resident within the City.

Revenues and Expenses

The Resource Recovery Utility Fund is an enterprise fund supported by assessment of residential waste collection and recycling service charges. Projected revenues from service charges are budgeted at $3.9 million. Expenditures are $3.7 million for solid waste hauling, recycling and household hazardous waste collection and disposal. Also included is $500,000 for one-time improvements to the system. In fiscal year 2009 the City Council added single stream recycling to the services provided, Green Waste Collection was added for all residental customers fiscal year 2016. Hazardous Household Waste expenses are now budgeted within this fund.

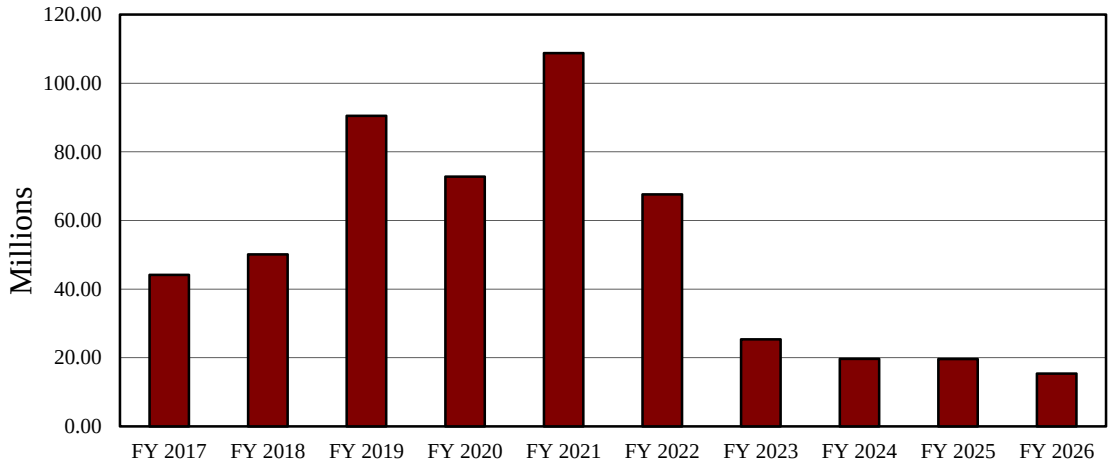
Permanent Funds

The City serves as trustee for funds collected through its cemetery perpetual care fee. This fee is assessed on all municipal cemetery plots sold. Interest earned from the Cemetery Perpetual Care Fund is used to support the maintenance costs at the municipal cemetery. The principal amount of the fund cannot be used for any purpose. A true-up is done at the end of each year to ensure that estimated interest income budgeted is aligned properly with actual revenues received after a fiscal year has been closed. Interest earnings were not sufficient to make a transfer out of the Perpetual Care Fund and into the Cemetery Operations Fund since fiscal 2012.

Capital Improvements Program

The City of San Marcos has established an on-going ten-year Capital Improvements Program (CIP) to plan for major capital expenditures and identify funding sources for these projects. The CIP provides a ten-year strategic plan for important infrastructure investments for fiscal year 2016 to fiscal year 2025. The CIP is a budgetary tool for community decision-makers and suggests a variety of possible funding sources, ranging from operating budgets, state and federal grants, to future voter-approved bond programs. The CIP also suggests the particular year in which projects might be authorized. Only the first year of each CIP cycle is as part of the fiscal year's expenditures; the nine subsequent years are considered to be planning years.

Ten-Year Capital Improvements Program Outlay Schedule



Summary

The budget provides San Marcos with a balanced budget of $193.8 million to support essential public services and programs. We enter the new fiscal year with the most diversified property tax base in our history at $4.1 billion and healthy fund balances. We continue to direct our resources to fulfilling the City Council's priorities in providing for our community development, infrastructure and excellent public service for our residents.

City staff feels that the FY2016-2017 Adopted Budget takes great strides toward achieving the City Council's #1 Strategic Initiative of Sound Finances. Several issues have been addressed:

- Continued reduction the debt service portion of the tax rate from 60% to 45% through the reprioritization of existing bond funds and the deferral of both the 2011 and 2012 bond issue and limiting future general debt issuances to maintain at least a 50/50 ratio.
- The reduction of utility franchise fee transfers supporting the General Fund which will have a positive impact on future rate increases.
- Addressing non-civil service and civil service compensation issues which will allow the City to retain our valued employees.
- A 6-year plan to move the Debt Funded Capital Improvements staff back into the General Fund instead of being capitalized through debt funding.
- Additional staffing in critical customer service areas and areas highlighted during the citizen's survey.
- Addition of beautification programs in response to citizen surveys.
- Exploration of future facility and capital project needs for a potential bond election.

City of San Marcos
2017 Adopted Budget Policy Statement

I. Fund Balance Goals

- General Fund: Minimum of 25% (of recurring operating expenses)
- Water/ Wastewater Fund: Minimum of 25% (of recurring operating expenses)
- Electric Utility Fund: Minimum of the equivalent of 60 days of operating expenses including purchased power

II. Capital Improvements Program

- In-depth review of Capital Improvements Projects underway. Will evaluate funding needs on existing projects, staff capacity to complete current and future projects. Initial Recommendations will be presented to Council
- Issue only up to an appropriate amount of debt in the general fund to maintain the 50/50 debt to operations ratio
- Utility CIP capacity calculated through the rate model

III. Revenue Goals

GENERAL FUND

- No Property tax rate increase
- Property Values increase based on a conservative trend
- Maintain utility fund franchise fee transfers to the General Fund at 7%
- Sales tax will be projected based on current trends with a maximum 5% increase over prior year
- Adjust Development Services fees based on the results of the cost of service study
- All other revenues will be increased 1% unless known increases exist
- Fees for services will be adjusted based on the average CPI index for the calendar year 2015

WATER FUND

- Rate study to determine possible rate increases and structure changes
- Recommendations related to rate structure and future rate increases will be made by Citizens Utility Advisory Board
- Preliminary rate study results available in June

ELECTRIC FUND

- Rate study to determine possible rate increases and structure changes. No rate adjustment anticipated.

- Recommendations related to rate structure and future rate increases will be made by Citizens Utility Advisory Board
- Preliminary rate study results available in June

DRAINAGE FUND

- Explore needed rate increase to support operations and needed capital improvement projects
- Drainage Master Plan anticipated to be completed by early summer. Will provide recommendations for additional funding that may include drainage impact fees, fee-in-lieu of fees, and/or traditional rate increases.

DEBT SERVICE FUND

- Maintain at least a 50/50 property tax debt to operation ratio between the general fund and the debt service fund

IV. Fund Expenditures

The FY2016-17 Operating Budget and CIP Plan will strive to support the goals and objectives as outlined in the Vision San Marcos: A River Runs Through Us Comprehensive Master Plan.

GENERAL FUND

- Additional personnel based on need
- Funding year 2 of the Meet and Confer agreement with Police and Fire
- Estimated 10% increase in health insurance premium beginning January 1, 2017
- Continued required contribution of an estimated 18.35% for TMRS
- Base operations budgets flat. Additions to the department budgets must be requested, justified, and ranked by priority.
- Fuel/Contractual Obligations/Consumer Price Index increases allowed
- Move $100,000 of Street Maintenance from one-time expense to recurring expense
- Capital Outlay funding of $1.7M to include utilizing the planned replacement of vehicles scheduled through the Enterprise Fleet Management agreement, replacement of a minimum of 1/7 of the police pursuit and essential vehicles fleet, the second year of financing 18 police pursuit vehicles purchased in FY2016 and financed over 3 years, and other capital related requests based on need and capacity
- Explore opportunities to increase code enforcement efforts and compliance
- Continue to budget recurring expenses less than recurring revenues to continue building capacity for future expenses such as:
    - Fire Based EMS
    - Facility expansion
    - Potential debt service related to a future bond election

WATER/WASTEWATER FUND

- Additional personnel based on need.
- Estimated 10% increase in health insurance premium beginning January 1, 2017
- Continued required contribution of an estimated 18.35% for TMRS
- Base operations budgets flat. Additions to the department budgets must be requested, justified, and ranked by priority.
- Fuel/Contractual Obligations/Consumer Price Index increases allowed
- Utility fund transfers to the General Fund budgeted at 7%
- Capital Outlay amounts determined through the rate model based on the planned replacement of vehicles scheduled through the Enterprise Fleet Management agreement, needed new and replacement large equipment, and other requests based on need

ELECTRIC UTILITY FUND

- Additional personnel based on need
- Estimated 10% increase in health insurance premium beginning January 1, 2017
- Continued required contribution of an estimated 18.35% for TMRS
- Base operations budgets flat. Additions to the department budgets must be requested, justified, and ranked by priority.
- Fuel/Contractual Obligations/Consumer Price Index increases allowed
- Utility fund transfers to the General Fund budgeted at 7%
- Capital Outlay amounts determined through the rate model based on the planned replacement of vehicles scheduled through the Enterprise Fleet Management agreement, needed new and replacement large equipment, and other requests based on need

V. Other Initiatives

★ **Continue funding Capital Maintenance Funds and additional one-time funds related to:**

- Maintain Building Maintenance, Parks Repair- same level as FY2016
- Maintain Police, Fire, and Activity Center Routine Capital-same level as FY2016
- Restore IT Capital Maintenance funding to $200K from the temporary funding level of $50K in FY2016
- Street Maintenance- Move $100,000 of Street Maintenance from one-time expense to recurring expense. Explore appropriate level of funding moving forward for maintenance

★ **Education and Youth Initiatives**

- Continue allocation of $150,000 to fund the existing Youth Services Manager position and youth focused programs identified in the youth master plan

★ **Social Services**

- Maintain funding levels at $450,000

★ **Hotel Motel Fund**

- Revenue based on conservative trends reflecting new hotel rooms
- Funding for special programs remains flat. Organizations can request increases during the budget process for specific programs
- Evaluate funding for potential events and projects such as:
    - Music Festival/Airshow
    - Lighting replacement at Ramon Lucio baseball fields
    - Other special events
- Transition Convention and Visitors Bureau into a City department

★ **Economic Development Funding**

- Continued funding by the three major funds of a total of $200K annually to provide a funding source for potential economic incentives in the absence of 4A/4B funding. Fiscal year 2017 will be the 3rd year of annual funding.
- Use of existing funds from fiscal years 2015 and 2016 to fund the BIG (Business Improvement and Growth) program. Funding may be added in future fiscal years based on need.

★ **Potential Bond Election**

- Plan for a future bond election in the 2017 timeframe.
- A Adopted bond program will be submitted to Council after facility studies are complete and a recommendation formulated.

★ **Potential Additional Budget Items to be added after final City Council Visioning**

- City Council will finalize visioning on May 13, 2016
- Potential items that could be added to the budget include:
    - City Auditor
    - Educational opportunities for citizens
    - Expanded analysis and compilation of city data

City of San Marcos Financial Policy

I. Purpose

The broad purpose of this policy is to enable the City to achieve and maintain a long-term stable and positive financial condition through the use of sound financial management practices. The watchwords used to epitomize the City's financial management include integrity, prudent stewardship, planning, accountability, full disclosure and communication.

The more specific purpose of this policy is to provide guidelines to the Director of Finance in planning and managing the City's daily financial affairs and in developing recommendations to the City Manager and City Council.

The City Council will annually review and approve this policy as part of the budget process.

The scope of this policy covers the operating budget, revenues, expenditures, capital improvements program, financial planning, accounting, auditing, financial reporting, treasury management, debt management, and financial condition and reserves, in order to:

A. Present fairly and with full disclosure the financial position and results of the financial operations of the City in conformity to generally accepted accounting principles (GAAP).

B. Determine and demonstrate compliance with finance-related legal and contractual issues in accordance with provisions of the City's Charter, the City's Code of Ordinances, the Texas Local Government Code and other pertinent legal documents and mandates.

II. Operating Budget

A. Preparation – Budgeting is an essential element of the financial planning, control, and evaluation process of municipal government. The "budget" is the City's annual financial operating plan. The budget includes all of the operating departments of the governmental funds, special revenue funds, enterprise funds, and permanent funds of the City. The budget includes expenditures for personnel, contracted services, materials and supplies, other charges, operating transfers, social services, indirect costs, capital outlay and debt service. The budget is prepared by the City Manager and Director of Finance with the participation of all the City's Department Directors within the provisions of the City Charter, on a basis that is consistent with GAAP.

B. Multi-Year Planning – The Director of Finance will prepare a multi-year financial forecast of the General Fund. This forecast is an integral part of developing the adopted budget.

1. Adopted Budget – The City Manager presents a budget to the City Council. The budget provides a complete financial plan for the ensuing fiscal year, and shall contain a budget message explaining the budget, containing an outline of the adopted financial policies of the City for the ensuing fiscal year, setting forth the reasons for salient changes from the previous fiscal year in expenditure and revenue items, and explaining any major changes in financial policy.

a) The budget should include four basic segments for review and evaluation. These segments are: (1) actual revenue and expenditure amounts for the last completed fiscal year, (2) original revenue and expenditure amounts budgeted for the current fiscal year, (3) revenue and expenditure amounts estimated for the current fiscal year, and (4) revenue and expenditure amounts for the ensuing fiscal year.

b) The City Manager, not less than 30 days prior to the time the City Council makes its tax levy for the current fiscal year, shall file with the City Clerk the adopted budget.

2. Adoption – The City Council shall call and publicize a public hearing to allow for citizen participation. The City Council will subsequently adopt by Ordinance such budget, as it may have been amended, as the City's annual budget effective for the fiscal year beginning October 1st. The budget should be adopted by the City Council no later than the expiration of the fiscal year.

C. Balanced Budget – The operating budget will be balanced with current revenues, which may include beginning fund balances less required reserves as established by City Council, greater than or equal to current expenditures.

D. Planning – The budget process will be coordinated so as to identify major policy and financial issues for City Council consideration several months prior to the budget adoption date. This will allow adequate time for appropriate decisions and analysis of financial impacts.

E. Reporting – Financial reports will be made available to Department Directors to manage their budgets and to enable the Director of Finance to monitor the overall budget. The Director of Finance will present summary financial and budgetary reports to the City Council to disclose the overall budget and financial condition of the City. The financial and budgetary reports will include comparisons of actual to budget, actual to prior year, appropriate ratios, and graphs to ensure full disclosure and present meaningful information.

F. Control and Accountability – Department Directors will be responsible to ensure that their department budgets will not exceed budgeted amounts. Department Directors will be responsible to ensure revenues generated by activities of their departments meet budgeted amounts.

G. Contingent Appropriation – A provision shall be made in the budget for a contingent appropriation of no more than three percent of total expenditures to be used in

case of emergencies or unforeseen circumstances. The contingent appropriation shall be under the control of and distributed by the City Manager after approval of the City Council. A detailed account of contingent appropriation expenditures shall be recorded and reported.

All expenditures of the contingent appropriation will be evaluated using the following criteria:

- Is the request of such an emergency nature that it must be made immediately?
- Why was the item not budgeted in the normal budget process?
- Why the transfer cannot be made within the division or department?

III. Revenue Policies

A. Characteristics – The City Finance Department will strive for the following optimum characteristics in its revenue system:

1. Simplicity – Where possible and without sacrificing accuracy, the revenue system will be kept in simple order to reduce compliance costs for the taxpayer or service recipient.

2. Certainty – There will be a thorough knowledge and understanding of revenue sources to increase the reliability of the revenue system. Consistent collection policies will be enacted to provide assurances that the revenue base will materialize according to budgets and plans.

3. Equity – Equity will be maintained in the revenue system structure; i.e., subsidization between entities, funds, services, utilities, and customer classes will be minimized or eliminated.

4. Revenue Adequacy – There will be a balance in the revenue system; i.e., the revenue base will have the characteristics of fairness and neutrality as it applies to cost of service, willingness to pay, and ability to pay.

5. Administration – The benefits of a revenue source should exceed the cost of levying and collecting that revenue. The cost of collection should be reviewed annually for cost effectiveness as a part of the indirect cost of service analysis. Where appropriate, the administrative processes of state, federal or local governmental collection agencies will be used in order to reduce administrative cost.

6. Diversification and Stability – A diversified revenue system with a stable source of income should be maintained. This will help avoid instabilities in similar revenue sources due to factors such as fluctuations in the economy and variations in the weather.

B. Issues – The following considerations and issues will guide the City Finance Department in its revenue policies concerning specific sources of funds:

1. Cost/Benefit and Financial Impact Analysis for Tax and Fee Abatements – A cost/benefit and financial impact analysis should be performed to assess tax or fee abatement economic development incentives.

2. Accounts Receivable – Accounts receivable procedures will target collection for a maximum of 30 days from service. Accounts past due more than 120 days may be sent to a collection agency. The Director of Finance is authorized to write-off non-collectible accounts that are delinquent for more than 180 days.

3. Non-Recurring Revenues – One-time or non-recurring revenues should not be used to finance current ongoing operations. Non-recurring revenues should be used only for non-recurring expenditures and not be used for budget balancing purposes.

4. Deferrals or Short-Term Loans – Deferrals or short-term loans will not be used for budget balancing purposes.

5. Property Tax Revenues – All real and business personal property located within the City is valued at 100% of the fair market value for any given year based on the current appraisal supplied to the City by the Hays County Tax Appraisal District (HCTAD). A visual reappraisal and reassessment of all real and business personal property will be done every third year. The HCTAD reappraises real and business personal property every year as a standard practice.

Conservatism will be used to estimate property tax revenues. The Hays County Tax Assessor Collector will furnish an estimated property tax collection rate to the Director of Finance. The Finance Department will endeavor with the Tax Assessor Collector to collect one hundred percent (100%) of property taxes levied in each fiscal year.

6. Interest Income – Interest earned from investment of available monies, whether pooled or not, will be distributed to the funds in accordance with the equity balance of the fund from which monies were provided to be invested.

7. User Fees and Service Charges – For services associated with a user fee or service charge, the direct and indirect costs of that service will be offset by a user fee where possible. Department Directors will annually review user fees and service charges to ensure that the costs of services are recouped through user fees and service charges. The City Council will determine how much of the cost of a service should be recovered by fees and service charges.

8. Indirect Cost Allocation – All City funds will include transfers to and receive credits from other funds for general and administrative costs incurred. The most predominant fund that receives credits from other funds is the General Fund. The General Fund receives credits for bearing such costs as administration, legal counsel, finance, personnel, data processing, engineering and other costs. An independent third party will conduct an indirect cost allocation study annually to determine the credits received.

9. Enterprise Fund Rates – The Director of Finance and the Department Directors of each Enterprise Fund will review rates annually to ensure sufficient coverage of operating expenses, meet the legal restrictions of all applicable bond covenants, and provide for an adequate level of working capital.

10. Franchise Fees – The Electric Fund and Water and Wastewater Utility Fund will include franchise fees as a component of utility rates. A 7% Water and Wastewater Utility and a 7.5% moving to 7% Electric Utility Fund franchise fee is levied on gross sales. The City will aim to keep these franchise fees similar to those charged to investor-owned utility franchises operating within the City.

11. Intergovernmental Revenues (Federal/State/Local) – All potential grants will be examined for matching requirements and the source of the matching requirements. These revenue sources will be expended only for intended purpose of grant aid. It must be clearly understood that operational requirements set up as a result of a grant or aid could be discontinued once the term and conditions of the project have terminated.

12. Revenue Monitoring – Revenues actually received will be compared to budgeted revenues by the Director of Finance and variances will be investigated. This process will be summarized in the appropriate financial report and reported to the City Manager and City Council on a quarterly basis.

IV. Budgetary Sales Tax Estimation

A. The estimated percentage increase in sales tax revenue for the ensuing fiscal year budget will not exceed the actual percentage increase of the most recently completed fiscal year in which a sales tax increase was realized.

B. The following example illustrates the limitation set by this policy.

Fiscal Year 1 Actual	Fiscal Year 2 Actual	Percentage Increase
$10,000,000	$10,500,000	5.0 %

Fiscal Year 3 Estimated	Fiscal Year 4 Budget	Percentage Increase
$11,550,000	$12,127,500	5.0 %

In the example above, the Fiscal Year 4 Adopted Budget is limited to a 5.0% increase, which is the actual percentage increase of the most recently completed fiscal year (Fiscal Year 2).

C. This policy ensures that the ensuing fiscal year budget contains a sales tax revenue estimate based on actual completed fiscal years only.

V. Budgetary Sales Tax Revenue Shortfall Contingency Plan

A. The City will establish a plan to address economic situations that cause sales tax revenue to be significantly less than the adopted budget sales tax revenue. The plan is comprised of the following components:

Indicators – Serve as warnings that potential budgetary sales tax revenue shortfalls are increasing in probability. Staff will monitor state and national economic indicators to identify recessionary or inflationary trends that could negatively impact consumer spending. Staff will develop a monthly report that compares the current month's sales tax revenue to the same month of the previous year. The report will show sales tax revenue by month for the last ten fiscal years.

Phases – Serve to classify and communicate the severity of the estimated budgetary sales tax revenue shortfall. Identify the actions to be taken at the given phase.

Actions – Preplanned steps to be taken in order to prudently address and counteract the estimated budgetary sales tax revenue shortfall.

B. The actions listed in phases 1 through 3 are short-term in nature. In the event the underlying economic situation is expected to last for consecutive years, more permanent actions, such as phases 4 and 5, will be taken.

C. Staff will apprise City Council at the regular City Council meeting immediately following any action taken through this plan. Information such as underlying economic condition, economic indicators, estimated budgetary sales tax revenue shortfall, actions taken and expected duration will be presented to City Council.

D. The City Council may appropriate fund balance as needed to cover any estimated budgetary sales tax revenue shortfall. Appropriation of fund balance must be carefully weighted and long-term budgetary impacts must be considered in conjunction with the projected length of the economic downturn.

E. Actions taken through this plan must always consider the impact on revenue generation. Actions taken should reduce expenses well in excess of resulting revenue losses.

F. These are only guidelines of possible actions that may be taken in the event of sales tax revenue decreases. In the event of a catastrophic event, necessary measures will be taken by the City Manager that are in the best interest of the City.

G. The following is a summary of phase classifications and the corresponding actions to be taken. Revenue will be monitored on a quarterly basis, with action being taken in the

month following the completed quarter that experiences the shortfall. Actions are cumulative, so each level will include all actions set forth in prior levels.

1. ALERT: The estimated annual sales tax revenue is 1.5% less than the adopted sales tax revenue budget.
    a. Freeze newly created positions.
    b. Implement a time delay for hiring vacant positions.

2. MINOR: The estimated annual sales tax revenue is 2.5% less than the sales tax revenue adopted budget.
    a. Suspend funding of Capital Maintenance accounts.
    b. Suspend capital outlay purchases.
    c. Reduce the number of temporary workers.

3. MODERATE: The estimated annual sales tax revenue is 3.5% less than the sales tax revenue adopted budget.
    a. Implement a managed hiring program for vacant positions.
    b. Reduce travel and training budgets.
    c. Reduce office supply budgets.
    d. Scrutinize professional services expenses.
    e. Implement a salary freeze and suspend mid-year merit increases if possible.

4. MAJOR: The estimated annual sales tax revenue is 4.5% less than the adopted sales tax revenue budget.
    a. Scrutinize repairs and maintenance expense. Perform only critical maintenance and make only critical repairs.
    b. Freeze all external printing and publication expenses, except for legally required notices.
    c. Reduce overtime budgets.
    d. Prepare a Reduction in Force Plan.
    e. Defer payments to City-owned utilities for electricity, street lighting, water and wastewater services.

5. CRISIS: The estimated annual sales tax revenue is 5% less than the adopted sales tax revenue budget.
    a. Service level reductions, elimination of specific programs, reduction-in-force and other cost reduction strategies will be considered.
    b. Reduce departmental budgets by a fixed percentage or dollar amount.
    c. Departments will prioritize service levels and programs according to City Council goals and objectives.
    d. Consider four-day work weeks to reduce personnel costs.
    e. Reduce external program funding – social service agencies.

VI. Expenditure Policies

A. Appropriations – The point of budgetary control is at the department level budget for all funds. Following formal adoption, the budget is amended or adjusted as necessary.

1. Amendment-. An amendment involves increasing the total expenditures of the funds over the original adopted budget or changes to the total approved FTE count. The budget is amended through a submission made by a Department Director to the City Manager. The Department Director prepares a budget amendment detailing the reason, line items and amounts to be effected which is approved by the City Finance Department after verification of available dollars. The amendment is given to the City Manager or their designee for review for overall appropriate objectives and purposes. The amendment request is submitted to the City Council for formal adoption by ordinance.
2. Adjustment-An adjustment involves moving expenses between line items, departments or funds, but does not increase total expenditures over the adopted budget. The budget is adjusted through a submission made by the Department Director. If the budget adjustment requires a transfer between funds, or involves the use of contingent appropriations, the adjustment is submitted to City Council for approval by a motion. If the budget adjustment requires a transfer between departments, it must be approved by the City Manager or their designee. All other adjustments may be approved by the City Finance Director.

B. Encumbrance Accounting System – An encumbrance accounting system will be used to alert Department Directors when their maximum budget limits have been reached. Encumbrances are expenditure estimates and will reduce budgeted appropriations in the same manner as an actual expenditure. Once the actual expenditure amount is paid or the encumbrance lapses, the encumbrance will be deleted. Department Directors should use the encumbrance accounting system for all purchases.

C. Personnel Savings – No recognized or significant personnel savings in any Department will be spent by the Department Director without the prior authorization of the City Manager. This control is used to realize personnel savings each year that will be recognized in the adopted budget as a reduction in the current fiscal year's personnel appropriations.

D. Capital Outlay-Any previously budgeted capital outlay funds not expended at year end may be moved to a cash funded Capital Improvements Projects account for expenditure in a subsequent fiscal year. These funds may be used for a capital outlay item or for other designated purpose.

E. Impact Fees Reserves-Funds may be used to support projects identified in the impact fee study, as adopted by City Council, for new growth projects. Authorization for use of impact fee funds will be provided by the City Manager or their designee.

F. Purchasing – All Department Directors will ensure their respective departments comply with the City's Purchasing Manual when purchasing goods or services.

G. Prompt Payment – All invoices approved for payment will be paid by the City Finance Department within thirty (30) calendar days of receipt in accordance with the provisions of State law.

The Director of Finance will establish and maintain payment procedures that will make use of advance payment discounts. Advanced payment discounts will be used in all instances except when the City will earn more interest income than the advance payment discount through investing the idle cash.

VII. Capital Improvements Program – Major Projects

A. Purpose – The Capital Improvements Program (CIP) is a multi-year financial planning tool used to identify and plan for major capital projects which address growth, transportation, public safety, and utility infrastructure issues in conjunction with goals and priorities as determined by City Council. A major capital project generally involves a significant expenditure of funds, beyond operation and maintenance costs, for the acquisition or construction of a needed facility or infrastructure. A major capital project should exceed $50,000 in cost. The CIP coincides with the adoption of the budget and uses a ten-year projection.

B. Preparation – The CIP will be prepared annually and on a project basis categorized by specific program; i.e., streets, drainage, public safety, public buildings, parks and recreation, water, wastewater and electric. The CIP should contain a comprehensive description of the project, funding sources, the timing of capital projects, and the impact on operations. The CIP will be prepared by the Planning Department and reviewed by the City Manager with the involvement of responsible departments. The CIP will be submitted to the Planning and Zoning (P&Z) Commission for their review. After considerable deliberation including public workshops and hearings to gather citizen participation, the P&Z will approve a recommended CIP for City Council's approval. The City Council reviews the CIP for adherence to goals and priorities and approves the CIP for inclusion in the ensuing fiscal year budget. Capital projects within the first year of the CIP are approved for funding. Maintenance and operational costs related to capital projects are included in the ensuing fiscal year budget.

C. Funding Sources – Where applicable, assessments, impact fees, pro rata charges, or other fees should be used to fund capital projects which have a primary benefit to specific, identifiable property owners.
Recognizing that long-term debt is usually a more expensive financing method, alternative-financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives that equal or exceed the average life of the debt issue. The exceptions to this requirement are the traditional costs of issuing the debt, capitalized labor for design and construction of capital projects, and small component parts which are attached to major equipment purchases such as fire trucks. The types of debt issued are listed in Section VIII of this policy.

D. Timing and Expenditure Control – The Director of Finance will work with Department Directors during the fiscal year to schedule the timing of capital projects to insure funds availability. All capital projects must be funded and appropriated. The Finance Department must certify the availability of resources before any capital project contract is presented to the City Council for approval.

E. Reporting – Financial reports will be made available to Department Directors to manage their capital projects budgets and to enable the Director of Finance to monitor the overall capital projects budget.

IX. Financial Planning, Accounting, Auditing and Reporting

A. Financial Planning – The Director of Finance provides recommendations for short-term and long-term strategic financial planning to efficiently and effectively use the City's financial resources. This financial planning is achieved in accordance with the goals and priorities of the City Council, the City Manager, and in compliance with applicable laws and Generally Accepted Accounting Principles (GAAP).

B. Accounting System – The Director of Finance is responsible for the development, maintenance and administration of the City's accounting system. Compliance with GAAP and applicable federal, state and local laws and regulations will be maintained. This responsibility also includes the implementation and maintenance of internal accounting controls for the City's financial resources. Functions of the accounting system include payroll, accounts payable, general ledger, grants, capital projects, fixed assets, accounts receivable, self-insurance, utility billing and collections.

C. Financial Auditing –

1. Qualifications of the Auditor – In conformance with the City's Charter and according to the provisions of Texas Local Government Code, the City will be financially audited annually by an outside independent auditing firm. The auditing firm must demonstrate that it has the breadth and depth of staff to conduct the City's financial audit in accordance with generally accepted auditing standards and contractual requirements. The auditing firm must hold a license under the Civil Statutes of Texas and be capable of demonstrating that it has sufficient staff which will enable it to conduct the City's financial audit. The auditing firm will complete its financial audit within 120 days of the City's fiscal year end. The auditing firm will submit its Management Letter to the City Council within 30 days of the completion of its financial audit. The Management Letter will state the auditing firm's findings of non-compliance and recommendations for compliance.

The Director of Finance shall respond within 60 days in writing to the City Manager and City Council regarding the auditing firm's Management Letter, addressing the findings of non-compliance contained therein.

2. Responsibility of Auditing Firm to City Council – The auditing firm is retained by and is accountable directly to the City Council and will have access to direct communication with the City Council if the City staff is unresponsive to the auditing firm's recommendations or if the auditing firm considers such communication necessary to fulfill its legal and professional responsibilities.

D. Financial Reporting –

1. External Reporting – The City Finance Department will prepare the necessary transmittal letter, financial summaries and tables, notes and miscellaneous financial information contained within the comprehensive annual financial report (CAFR). The auditing firm will audit this financial information for compliance with GAAP. The audited CAFR will be submitted to the City Council for their review and will be made available to the public for inspection.

2. Internal Reporting – The City Finance Department will prepare internal financial reports, sufficient to plan, monitor, and control the City's financial affairs. The City Finance Department will strive for excellence in its financial reporting. The following qualitative characteristics of accounting information will be incorporated in all reports that are prepared:

Definitions of Qualitative Characteristics of Accounting Information:

- Bias - Bias in measurement is the tendency of a measure to fall more often on one side than the other of what it represents instead of being equally likely to fall on either side. Bias in accounting measures means a tendency to be consistently too high or too low. Financial reporting will strive to eliminate bias in accounting measures.
- Comparability – The quality of information that enables users to identify similarities in and differences between two sets of economic phenomena.
- Completeness – The inclusion in reported information of everything material that is necessary for faithful representation.
- Conservatism – A prudent reaction to uncertainty to try to insure that uncertainty and risks inherent in financial situations are adequately considered.
- Consistency – Conformity from period to period with unchanging policies and procedures.
- Feedback Value – The quality of information that enables users to confirm or correct prior expectations.
- Materiality – The magnitude of an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would have been changed or influenced by the omission or misstatement.
- Neutrality – Absence in reported information of bias intended to attain a predetermined result or to induce a particular mode of behavior.
- Predictive Value – The quality of information that helps users to increase the likelihood of correctly forecasting the outcome of past or present events.
- Relevance – The capacity of information to make a difference in a decision by helping users to form predictions about the outcomes of past, present, and future events or to confirm or correct prior expectations.
- Reliability – The quality of information that assures that information is reasonably free from error and bias and faithfully represents what it purports to present.
- Representational Faithfulness – Correspondence or agreement between a measure

or description and the phenomenon that it purports to represent (sometimes called validity).

- Timeliness – Having information available to a decision-maker before it loses its capacity to influence decisions.
- Understandability – The quality of information that enables users to perceive its significance.
- Verifiability – The ability through consensus among measurers to insure that information represents what it purports to represent or that the chosen method of measurement has been used without error or bias.

X. Treasury Management

A. Investments – The Director of Finance, or designee shall promptly deposit all City funds with the City's depository bank in accordance with the provisions of the current depository bank agreement. The Director of Finance, or designee will then promptly invest all funds in any negotiable instrument that the City Council has authorized under the provisions of the State of Texas Public Funds Investment Act and in accordance with the City Council approved Investment Policy.

B. Cash – The City's cash flow will be managed to maximize the cash available to invest. Such cash management will entail the centralization of cash collection centers such as utility bills, building and related permits and licenses, parks and recreation, and other collection offices where appropriate and feasible.

Idle cash position will be determined daily to maximize interest income. The underlying theme will be that idle cash will be invested with the intent to 1) safeguard assets, 2) maintain liquidity, and 3) maximize return.

The City Finance Department will use appropriate check-signing technology tosign all checks with the signatures of the City Manager and Director of Finance. Internal controls will be established to secure the technology and to prevent its misuse.

The City Manager, Assistant City Manager, and Director of Finance are authorized signatories on all City depository bank accounts. Any withdrawal, transfer or payment of City funds requires a minimum of two signatures.

XI. Debt Management

A. Policy Statement – The City Council recognizes the primary purpose of major capital projects is to support provision of services to its residents. Using debt financing to meet the major capital project needs of the community must be evaluated according to two tests - efficiency and equity. The test of efficiency equates to the highest rate of return for a given investment of resources. The test of equity requires a determination of who should pay for the cost of major capital projects. In meeting the demand for major capital projects, the City will strive to balance the load between debt financing and "pay as you go"

financing methods. The City Council realizes failure to meet the demands of growth may inhibit its continued economic viability, but also realizes that the amount of debt incurred may have a negative financial impact. The City will achieve an appropriate balance between service demands and the amount of debt incurred. The aforementioned tests and methods of financing will assist the City Council, City Manager and Director of Finance in achieving this appropriate balance.

B. Types of Debt –

1. General Obligation Bonds (GO's) – General obligation bonds will be issued to fund major capital projects of the general government, are not to be used to fund operating needs of the City and are backed by the full faith and credit of the City as well as the ad valorem taxing authority of the City as prescribed by law. The term of a bond issue will not exceed the useful life of the major capital projects funded by the bond issue and will generally be limited to no more than twenty years. GO's must be authorized by a vote of the citizens of the City.

2. Revenue Bonds (RB's) – Revenue bonds may be issued to fund major capital projects necessary for the continuation or expansion of a service which produces a revenue sufficient enough to obtain investment grade ratings and credit enhancement and for which the major capital project may reasonably be expected to provide for a revenue stream to fund the annual debt service requirements. The term of a bond issue will not exceed the useful life of the major capital projects funded by the bond issue and will generally be limited to no more than twenty years. RB's do not need a vote of the citizens of the City.

3. Certificates of Obligation (CO's) and Limited Tax Notes (Notes) – Certificates of obligations may be issued to fund major capital projects, which are not otherwise covered under either General Obligation Bonds or Revenue Bonds. Notes will be used in order to fund capital requirements which the useful life does not exceed seven (7) years as authorized by State law. Debt service for CO's or Notes may be either from general revenues or backed by a specific revenue stream or streams or by a combination of both. The term of the CO's will not exceed the useful life of the major capital projects funded by the certificate issuances and will generally be limited to no more than twenty years. Neither CO's nor Notes require a vote of the citizens of the City.

4. Method of Sale – The Director of Finance will use a competitive bidding process in the sale of bonds unless the nature of the issue or market conditions warrant a negotiated sale. In situations where a competitive bidding process is not elected, the Director of Finance will publicly present the reasons why and will participate with the City's Financial Advisor in the selection of the underwriter or direct purchaser.

C. Analysis of Financing Alternatives – The Director of Finance will explore alternatives to the issuance of debt for major capital projects. These alternatives will

include, but are limited to: 1) grants-in-aid, 2) use of fund balance or working capital, 3) use of current revenues, 4) contributions from developers and others, 5) leases, and 6) impact fees.

D. Conditions for Using Debt – Debt financing of major capital projects will be done only when the following conditions exist:

- When non-continuous projects (those not requiring continuous annual appropriations) are desired;
- When it can be determined that future users will receive a benefit from the major capital project;
- When it is necessary to provide basic services to residents and taxpayers (for example, purchase of water rights);
- When total debt, including that issued by overlapping governmental entities, does not constitute an unreasonable burden to the residents and taxpayers.

E. Costs and Fees – All costs and fees related to debt issuance will be paid out of debt proceeds.

F. Debt Limitations – The City maintains the following limitations in relation to debt issuance:

- An Ad Valorem tax rate of $1.20 per $100 of assessed value is the maximum municipal tax rate that may be levied for all General Fund tax supported expenditures and debt service.
- Debt payments made solely from ad valorem tax revenue should not exceed 20% of combined General Fund and Debt Service Fund expenditures.
- Total outstanding debt should not exceed 5% of the current year's taxable assessed valuation.

G. Arbitrage Rebate Compliance – The City Finance Department will maintain a system of record keeping and reporting to comply with arbitrage rebate compliance requirements of the Federal tax code.

H. Sound Financing of Debt – When the City utilizes debt financing, it will ensure that the debt is soundly financed by:

- Conservatively projecting the revenue sources that will be used to pay the debt;
- Financing the major capital project over a period not greater than the useful life of the major capital project;
- Maintaining a debt service coverage ratio which ensures that combined debt service requirements will not exceed revenues pledged for the payment of debt; and
- To the extent possible, the City will aim to repay at least 25% of the principal amount of its general obligation debt within five years and at least 50% within 10 years. The City may choose to structure debt repayment so as to wraparound existing debt obligations or to achieve other financial planning goals.

I. Credit Enhancement – The City should seek credit enhancement (letters of credit, bond insurance, surety bonds, etc.) when such credit enhancement proves cost effective. Credit enhancement may be used to improve or establish a credit rating on a debt obligation even if such credit enhancement is not cost effective if the use of such credit enhancement meets the financial planning goals.

J. Financing Methods – The City maintains the following guidelines in relation to methods of financing used to issue debt:

- Where it is efficient and cost effective, the City will use revenue or other self-supporting bonds in lieu of tax supported/pledged debt instruments.
- When appropriate, the City will issue non-obligation debt, for example, Industrial Development Revenue bonds, to promote community stability and economic growth.

K. Refunding – Periodic reviews of all outstanding debt will be undertaken to determine refunding opportunities. Refunding will be considered if and when there is a net economic benefit of the refunding or the refunding is essential in order to modernize covenants, which impinge on prudent and sound financial management.

L. Full and Complete Disclosure – The City of San Marcos is committed to full and complete financial disclosure, and to cooperating with credit rating agencies, institutional and individual investors, City departments, other levels of government, and the general public to share clear, comprehensible and accurate financial information. Official statements accompanying debt issues, comprehensive annual financial reports, and continuous disclosure statements will meet, at a minimum, the standards articulated by the Municipal Standards Rulemaking Board, the National Federation of Municipal Analysts, the Government Accounting Standards Board (GASB), and the Securities Exchange Commission (SEC). The City Finance Department will be responsible for ongoing disclosure to nationally recognized municipal securities information repositories (NRMSIRs). Updates of budget, debt and financial information will be provided to credit rating agencies and investors when new debt is issued.

M. Credit Rating – The City of San Marcos seeks to maintain the highest possible credit ratings for all categories of debt that can be achieved without compromising the delivery of basic City services.

N. Elections – State law regulates which securities may be issued only after a vote of the electors of the City and approved by a majority of those voting on the issue.

1. Election Required – Securities payable in whole or in part from ad valorem taxes of the City except issues such as tax increment securities, certificates of obligation, and limited tax notes.

2. Election Not Required –

- Short-term notes (12 months or less) issued in anticipation of the collection of taxes and other revenues.
- Securities issued for the acquisition of water rights or capital improvements for water and wastewater treatment.
- Securities payable solely from revenue other than ad valorem taxes of the City.
- Refunding securities issued to refund and pay outstanding securities.
- Tax increment securities payable from ad valorem tax revenue derived from increased valuation for assessment of taxable property within a plan of development or other similar area as defined by applicable State Statutes.
- Certificates of obligation.
- Limited Tax Notes.
- Securities for the construction or improvement of public streets and/or rights-of-way in order to relieve congestion or for public safety matters.

XII. Financial Conditions, Reserves, and Stability Ratios

A. Operational Coverage – The City's Enterprise Funds will comply with all bond covenants and maintain an operational coverage of at least 120%, such that current operating revenues will exceed current operating expenses.

B. Fund Balances/ Working Capital –

1. The General Fund's fund balance should be at least 25% of the General Fund's annual operating expenditures. This percentage is the equivalent of three months operational expenditures. As a goal, the City will strive to achieve 30% fund balance.
2. The Water and Wastewater Utility Fund working capital should be maintained at 25% of total recurring operating expenses or the equivalent of three months operating expenses Ending fund balances above 25% will be moved to cash fund future Capital Improvement projects
3. The Electric Utility Fund working capital should be maintained at the equivalent of 60 days of recurring operating expenses. Ending fund balances above the 60 days of recurring operating expenses will be moved to cash fund future Capital Improvement projects.
4. Reserves will be used for emergencies or unforeseen expenditures, except when balances can be reduced because their levels exceed guideline minimums as stated below.

C. Capital and Debt Service Funds –

1. Monies in the Capital Improvement Program Funds should be used within twenty-four months of receipt or within a reasonable time according to construction schedules. Interest income and unspent monies from bond issuances can be used to fund similar projects as outlined by bond covenants. Any remaining monies will be used to pay the bond issuance.
2. Revenues in the Debt Service Fund are based on property tax revenues and

interest income. Reserves in the Debt Service Fund are designed to provide funding between the date of issuance of new debt and the time that property tax levies are adjusted to reflect the additional debt. Article 10, Section 10.02 of the City Charter requires that the City maintain a reserve balance of two percent of all outstanding general obligation debt.

D. Ratios/Trend Analysis –

Ratios and significant balances will be incorporated into financial reports. This information will provide users with meaningful data to identify major trends of the City's finances through analytical procedures. We have selected the following ratios/balances as key indicators:

-	Fund Balance: FB	Assets Less Liabilities AL (Acceptable level)>25.0% of Expenditures
-	Working Capital: CA - CL	Current Assets Less Current Liabilities AL > 25.0% of Expenses
-	Current Ratio: CA/CL	Current Assets Divided By Current Liabilities AL> 1.00
-	Quick Ratio: CA/CL	"Liquid" Current Assets Divided By Current Liquid Liabilities AL > 1.00
-	Debt Ratio (%): CL+LTL/TA	Current Liabilities Plus Long Term Liabilities Divided By Total Assets AL< 1.00
-	Enterprise Operational Coverage: OR/OE	Operating Revenue Divided By Operating Expense AL > 1.20

Our goal is to develop minimum/maximum levels for the ratios/balances above through analyzing the City's historical trends and anticipated future trends. We will also analyze and compare the City to other municipalities to develop these acceptable levels.

XIII. Internal Controls

A. Written Procedures – Wherever possible, the Director of Finance will establish and maintain written procedures for all functions involving cash handling and/or accounting throughout the City. These procedures will embrace the general concepts of fiscal responsibility set forth in this policy statement.

B. Department Directors' Responsibilities – Each Department Director is responsible

to ensure that good internal controls are followed throughout their Department, that all City Finance Department directives or internal control recommendations are implemented, and that all independent auditor recommendations are addressed.

XIV. Personnel and Training

A. Adequate Personnel – Personnel levels will be adequate for the City Finance Department to operate effectively. Overtime will be used only to address temporary or seasonal demands that require excessive hours. Workload allocation alternatives will be explored before increasing personnel.

B. Training – The City Finance Department will support the continuing education efforts of all personnel. Personnel will be held accountable for communicating, teaching, and sharing with other personnel members all information and training materials acquired from seminars, conferences, and related education efforts.

C. Awards, Credentials, Recognition – The City Finance Department will support efforts and involvement which result in meeting standards and receiving exemplary recitations on behalf of any of the City's fiscal policies, practices, processes, products, or personnel. Certifications may include Certified Government Finance Officer, Certified Public Accountant, Management Accountant, Certified - Internal Auditor, and Certified Cash Manager.

The City Finance Department will strive to maintain a high level of excellence in its policies and procedures. The CAFR and budget will be presented annually to the Governmental Finance Officers Association for evaluation and consideration for the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award.

Reader's Guide

This section is meant to assist the lay reader in understanding the budget document and components. A summary of the major sections is included in this guide to make reading this document much easier.

Introduction

The Introduction is an opportunity for management to introduce the budget to the City Council and citizenry. There are two sections of the Introduction—the Transmittal Letter and the Executive Summary.

The Transmittal Letter
The Transmittal Letter formally conveys the budget document to the City Council, the governing body for the citizens of San Marcos. A summary of key initiatives is contained within this section.

Executive Summary
This section provides a detailed explanation of revenues, expenses and fund balances within each of the major budgeted funds.

Budget Policy Statement
The City Council formally adopts the Budget Policy Statement through a resolution. Staff uses the statement as a guideline for developing the budget.

City of San Marcos Financial Policy
The Financial Policy was last revised in January 2008. The financial policy provides long-term, organization-wide guidance from which budgetary and financial decisions are made. The policy is broad in scope and purpose and covers major financial areas such as budgeting, revenues, expenditures, capital improvements program, financial condition and reserves, and internal controls.

Reader's Guide
The Reader's Guide provides a brief summary of the information contained in the various sections of the budget. Supplemental data such as form of government, geographic location, population, demographics is contained within this section. This background information serves to familiarize the reader with the community's demographic and economic profile.

Budget Summary

The Budget Summary is a compilation and summary of all financial information contained in the operating detail section of the budget. All summaries are gross budget presentations—meaning that interfund transfers are included.

Consolidated Fund Balance Statement
The Consolidated Fund Balance Statement is a detailed table that analyzes fund balances for all funds and includes revenue and expense totals for the previous fiscal year and adopted budget.

Consolidated Summary of Major Revenues and Expenses
This summary is a detailed table that lists the major sources of revenue and the major categories of expenses for all funds.

Consolidated Summary of Operating Transfers
This table shows the various operating and indirect transfers made between the various funds within the adopted budget.
Consolidated Revenue, Expense and Fund Balance Comparison
This summary compares three years of revenue, expense and fund balance history (prior year's actual, current year's estimate, and adopted for next year).
Property Tax Valuation and Revenue
This detailed worksheet illustrates the method for calculating property tax revenue by providing information about the tax roll, collection rates and the division of the property tax rate between debt service and operations and maintenance.

Budget Structure

The budget document is divided into the following fund groups. Not all funds reported in the audited financial statements are budgeted. Smaller, less significant, and rarely used funds such as grant and trust and agency funds are not budgeted.

General Fund

The General Fund is the primary operating fund for the City. It is viewed as the general government fund and accounts for a vast number of financial resources, except for resources required to be accounted for in other funds.

Debt Service Fund

The Debt Service Fund is used to account for the debt service portion of property tax revenues received. Debt service taxes are specifically assessed for the payment of general long-term debt principal and interest. The use of a separate fund ensures that debt service tax revenues are not commingled with other revenues and not used for any purpose other than debt repayment.

Special Revenue Funds

Special revenue funds are used to account for the proceeds of certain specific revenue sources that are legally restricted to expenditures for specified purposes. The City utilizes this type of fund to account for revenues such as hotel occupancy tax, grants, special fines authorized by the State, and forfeiture revenue from seized assets.

Hotel Occupancy Tax
The Hotel Occupancy Tax Fund is used to account for a local bed tax of 7%. Tax monies collected are used for tourist development activities in accordance with State law.
Municipal Court Technology
This fund was established in fiscal year 2000 to provide budgeting and accountability for revenues collected from of a technology fee assessed through the municipal court system. The Texas Legislature established the fee in its 1999 legislative session to provide a funding source to local municipal courts for future technological enhancements to their respective court systems. The enhancements may include computer systems, network systems, software, imaging systems, electronic kiosks, electronic ticket writers or docket management systems.

Municipal Security Fee

This fund was established in 2006 to provide budgeting and accountability for revenues collected from a security fee assessed through the municipal court system. The fee can only be used to finance security personnel or items used for the purpose of providing security services for the building that houses the Municipal Court.

Seized Assets

This fund provides budgeting and accountability for revenues collected from the sale of forfeited and seized assets belonging to various criminals engaged in certain illegal activities. Revenues from these seized assets are used to fund various technology improvements in our Police Department.

Community Development Block Grant

In fiscal year 1994, the United States Department of Housing and Urban Development designated the City of San Marcos as an Entitlement City for the Community Development Block Grant (CDBG). The program is designed to eliminate slum and blight conditions and to serve the needs of low to moderate-income residents.

Women, Infants and Children Program Fund

The Women, Infants and Children Program provides nutritional food supplements, nutritional counseling, clinical assessments, and education to pregnant women, breast-feeding mothers, infants and children up to five years of age. The City of San Marcos operates a five-county regional WIC program that is funded through the Texas Department of Health and Human Services and the United States Department of Agriculture.

Tax Reinvestment Zones

The City has several Tax Increment Reinvestment Zones across the City which have been used to stimulate development in key demographic areas.

Other Special Revenue Funds

The Cemetery Operations Fund provides for maintenance and upkeep of the historic San Marcos City Cemetery.

Enterprise Funds

Enterprise funds are used to account for governmental activities that are similar to those found in private businesses. The major revenue source for these enterprise funds is the rate revenue generated from the customers who receive the services provided. Expenses for these services are paid for through revenue generated from services provided.

Water/Wastewater Utility

The City of San Marcos operates a superior water production and wastewater collection and treatment system for the community. This fund is used to account for the revenues and expenses of this utility system.

Drainage Utility

The City of San Marcos began assessing a drainage utility rate in fiscal year 2000 to all residential and commercial property located in the City. The drainage charge was established to provide funding for the planning, engineering, construction, maintenance, improvement and reconstruction of drainage projects throughout the City.

Electric Utility

The City of San Marcos purchases and distributes electric power to the San Marcos community. San Marcos has some of the lowest electric rates in Texas and has not raised

rates since 2005. The utility operates at a 99.9997% reliability rate and has a system capacity of 145 megawatts.

Municipal Airport

The Municipal Airport has four runways and is situated on 1,356 acres. Additionally, there are 60 acres of maintained parking ramps and 38 City-owned hangars and shelters. Revenue sources such as storage rentals, hangar rentals, storage rentals, gross receipts fees and land leases partially support the daily operational costs. There are more than 300 based aircraft at the airport and more than 100,000 annual takeoffs, landings and approaches.

Waste Collection Utility Fund

The City of San Marcos outsources its residential solid waste collection through the use of a competitive bidding process. The solid waste collection company charges its monthly fee to the City on a per customer basis. This fee is passed on to each resident within the City. The waste collection revenue and expense were previously shown within the General Fund.

Permanent Funds

The City serves as trustee for funds collected through its cemetery perpetual care fee. This fee is assessed on all municipal cemetery plots sold. Interest earned from the Cemetery Perpetual Care Fund is used to support the maintenance costs at the municipal cemetery. The principal amount of the fund cannot be used for any purpose.

Miscellaneous and Statistical

Statistical and supplemental financial data is contained within this section. This background information serves to familiarize the reader with the community's economic profile.

Personnel Roster

The Personnel Roster serves as a summary of the staffing level for all departments. Information is presented in two forms, positions and full-time equivalents (FTE's). An FTE is a unit of measure that converts the hours worked by part-time and seasonal employees into equivalent hours worked by full-time employees. Full-time employees work 2,080 hours annually. An example of an FTE calculation would be a part-time employee that works 1,040 hours annually. The FTE calculation would be 0.5 (1,040 ÷ 2,080).

Glossary

The glossary contains definitions of words used throughout the budget document. Most of the terminology is specific to local government budgeting and accounting and is not readily understood by a reasonably informed lay reader.

Basis of Budgeting

Fund budgets are on a basis consistent with modified and full accrual accounting basis, with exceptions, including that depreciation, amortization and bad debt expenses are not included in the budget, capital purchases are budgeted in the year of purchase, and debt principal is budgeted in the year it is to be paid. The emphasis is on cash transactions in lieu of non-cash transactions, such as depreciation and amortization. The focus is on the net change in working capital.

The General, Debt Service, Special Revenue, and Permanent funds are budgeted on a modified accrual basis, with exceptions as noted above. Revenues are recognized when susceptible to accrual (i.e., when they are "measurable and available"). Substantially all revenues are

considered to be susceptible to accrual. Ad valorem, sales, hotel, and franchise tax revenues are susceptible to accrual. Licenses and permits, charges for services, fines and forfeitures, and miscellaneous revenues (except earnings on investments) are recorded as revenues when received in cash because they are generally not measurable until actually received. Investment earnings are recorded as earned since they are measurable and available. Expenditures are recognized when the related fund liability is incurred, if measurable and the liability will be liquidated with resources included in the budget, except for (1) inventories of materials and supplies which may be considered expenditures either when purchased or used; (2) prepaid insurance and similar items which need not be reported; (3) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period; (4) un-matured interest on long-term debt is recognized when due, and (5) those exceptions noted above.

The Enterprise funds are budgeted on a full accrual basis with exceptions as noted above. Revenues are budgeted in the year they are expected to be earned and expenses are budgeted in the year the liability is expected to be incurred.

Basis of Accounting

Basis of accounting refers to the time at which revenues, expenses and the related assets and liabilities are recognized in the accounts and reported in the financial statements.

Governmental funds and agency funds are accounted for using the modified accrual basis of accounting, revenues are recorded when susceptible to accrual (i.e., both measurable and available). Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenses, if measurable, are generally recognized when the related fund liability is incurred. Exceptions to this general rule include the un-matured principal and interest on general obligation long-term debt which is recognized when due and accrued vacation and sick leave, which is included in the General Long-Term Debt Account Group. These exceptions are in conformity with generally accepted accounting principles.

Property tax revenues are recognized when they become available. In this case, available means when due, or past due and receivable within the current period and collected within the current period or soon enough thereafter to be used to pay liabilities of the current period. Such time thereafter shall not exceed 60 days. Tax collections expected to be received subsequent to the 60-day availability period are reported as deferred revenue.

Sales taxes are recorded when susceptible to accrual (i.e., both measurable and available). Sales taxes are considered measurable when in the custody of the State Comptroller and are recognized as revenue at that time. Other major revenues that are considered susceptible to accrual include utility franchise taxes, grants-in-aid earned and other intergovernmental revenues. In applying the susceptible to accrual concept to intergovernmental revenues, the legal and contractual requirements of the numerous individual grant programs are used for guidance. There are essentially two types of intergovernmental revenues. In one, monies must be expended for the specific purpose or project before any amounts will be paid to the City; therefore, revenues are recognized based upon the expenses recorded. In the other, monies are virtually unrestricted as to purpose of expense and are revocable only for failure to comply with prescribed compliance requirements. These resources are reflected as revenues at the time of receipt, or earlier, if the

susceptible to accrual criteria are met.

The accrual basis of accounting is utilized by the proprietary fund. Under the accrual basis of accounting, revenues are recognized in the accounting period in which they are earned and become measurable (i.e., water billings and accrued interest). Expenses are records in the accounting period incurred, if measurable.

Organizational Relationships

A department is a major administrative segment of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area (e.g., Police Department, Parks and Recreation Department, Public Department). The smallest organizational unit budgeted is the division. The division indicates responsibility for one functional area, and in many cases these functional areas are put together to demonstrate a broader responsibility. When this is done, the divisions are combined to make up one department. For example, the Public Works Department is comprised of Public Works Administration, Streets, Traffic, and Vehicle Maintenance.

Budget Amendment

Following formal adoption, the budget is amended as necessary through a submission made by a Department Director to the City Manager. A budget amendment form detailing the reason, line items and amounts to be effected is prepared. The Finance Department reviews the amendment for available dollars and the City Manager reviews the amendment for overall appropriate objectives and purposes. Should appropriations transfer between Departments, Funds, or involve fund balance or Contingency Funds, the amendment is submitted to City Council for approval; otherwise, the City Manager has authority to approve or disapprove. Budget amendments that require City Council approval are formally as an ordinance of the City.

Budget Process

(a) **Strategic Planning and Visioning** – Early in the budget process, the City Council and administrative staff retreat to discuss community needs and challenges. City Council develops short and long-term priorities as well as a policy statement to use for the current budget and future years.

(b) **Revenue Projection** – The Finance Department staff develops revenue projections based upon trend analysis, anticipated changes in the local, state and national economies, and discussions with other departments. The revenue projection is used to determine the financial limitations for the development of the budget.

(c) **Budget Development** – Departments develop a budget that incorporates the goals outlined within the policy statement and the financial limitations as determined through revenue projections.

(d) **Budget Analysis** – Once department budgets are submitted, a preliminary budget estimate is constructed. Administrative and Finance staff review the preliminary budget and hold

department reviews. Funding requests and target levels are discussed in an attempt to reconcile department requests with financial limitations and policy statement goals.

(e) **Budget** – The City Manager submits a budget that seeks to meet City Council's goals as outlined in the policy statement. Council then reviews the budget for conformity to their overall direction and guidance. Workshops are held to review and discuss the budget. City Council may take action to make changes to the budget.

(f) **Public Hearings / Budget Adoption** – Public hearings on the budget and tax rate are held to give citizens an opportunity to speak for or against the budget. Citizens also have an opportunity to attend budget workshops that occur prior to the budget adoption. The budget and tax rate take effect on October 1st.

FY 2017 Budget Calendar

March 2		Budget Policy Workshop
April 11		Budget Policy Workshop part 2
April 19		Public hearing and adoption of Budget Policy
April 29		Estimate of taxable value due
April 11		Departmental Budget Kickoff
May 13		Completed Departmental Budgets Due to Finance
May 16 – June 3		Department Budget Review Meetings with Finance
June		Budget Reviewed by City Manager
July 5		Set Public Hearing Dates for the budget
July 20		1st Budget review workshop
July 21		2nd Budget review workshop
August 5		Tax Rolls Certified
July 29		Adopted Budget Filed with City Clerk and Council
August 2		Record vote to set the Adopted maximum tax rate above effective rate; Potential agenda items to discuss any outstanding budget items from workshops.
August 19		Publish notice of effective tax rate to include the dates of two public hearings and explanation of how the increase will be used (SB 1760) no sooner than 30 days before the hearing and later than 10 days. This notice must remain on the City website and be included on the City's television channel until the tax rate is adopted.
September 6		First public hearing on the tax rate; Budget public hearing; 1st reading of utility rates, budget and tax rate ordinances.
September 16		Second public hearing on tax rate (Packet Meeting)
September 20		2nd Reading of Utility Rates ordinance; record vote to adopt budget on second reading; ratification of the tax rate reflected in the budget; Tax Rate adoption on second reading (requires an affirmative vote of five if tax rate is increasing).

City of San Marcos

2016-17 Annual Budget

Department/Responsibility Center Matrix

This matrix shows the correlation between departments and their respective responsibility center. Listed across the top of the matrix are the responsibility centers. The departments are shown along the side. Areas containing a check mark indicate the responsibility of the department.

Department	Responsibility Center			
	General Service	Community Service	Community Development	Public Safety
City Manager	✓			
City Clerk	✓			
Legal	✓			
Human Resources	✓			
Finance	✓			
Technology Services	✓			
Neighborhood Services			✓	
Environmental Health		✓		
Library		✓		
Parks and Recreation		✓		
Capital Improvements			✓	
Planning and Development			✓	
WIC		✓		
Fire				✓
Police				✓
Public Services			✓	
Water & Wastewater Utility			✓	
Electric Utility			✓	
Municipal Airport			✓	

CITY OF SAN MARCOS

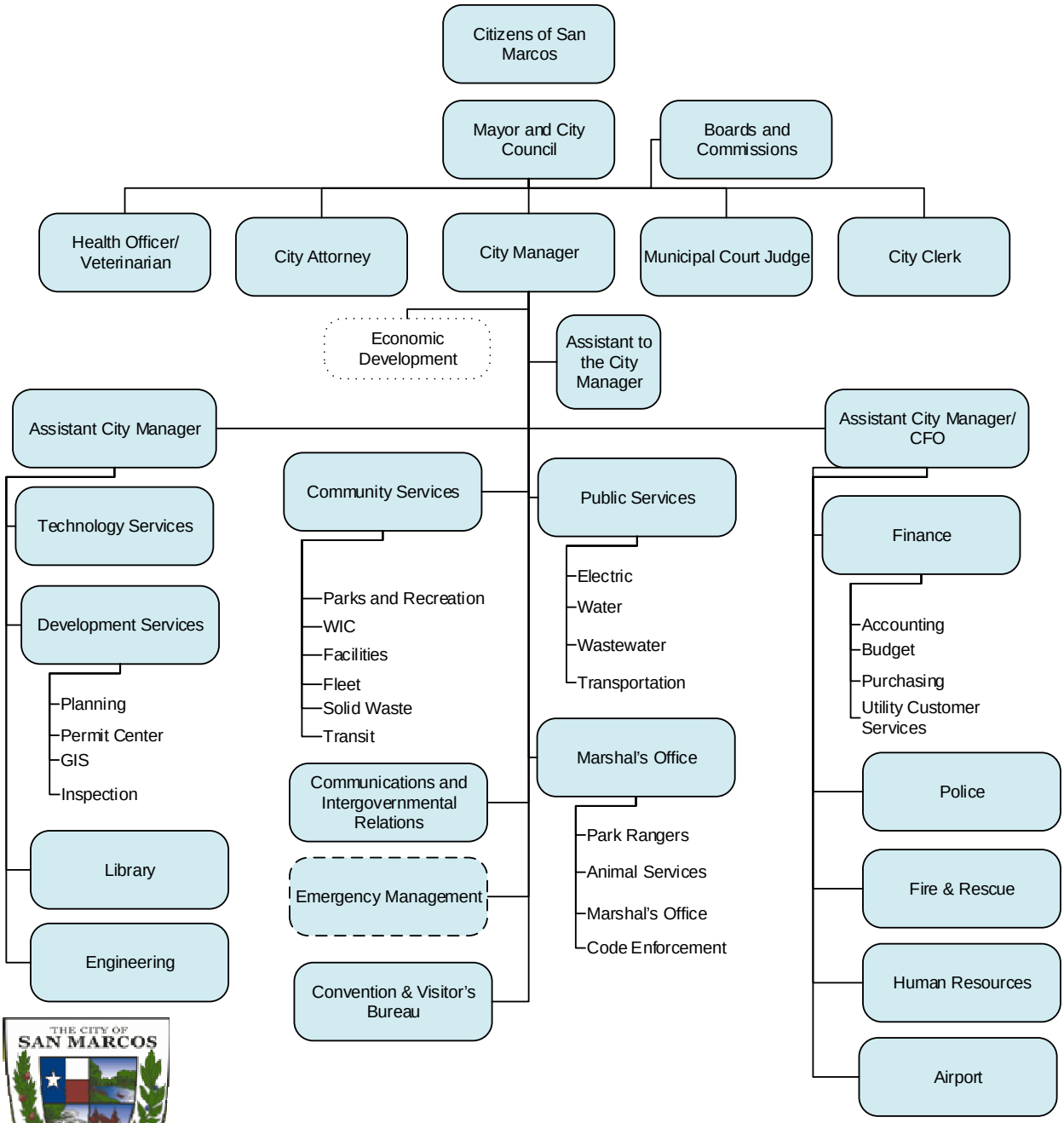
2016-17 ANNUAL BUDGET

DEPARTMENT/DIVISION ASSIGNMENT BY FUND

The annual budget is presented by fund. This matrix shows the assignment of departments and divisions by fund within the budget. Listed across the top of the matrix are the major funds. The departments and divisions within each fund are shown below the respective fund.

General Fund	**Hotel Occupancy Tax Fund**	**WIC Program Fund**	**Water /WW Utility Fund**	**Electric Utility Fund**	**CIP Fund**	**Municipal Airport Fund**
City Manager	Main Street	Administration	Wastewater Collection	Conservation	CIP	Airport
City Clerk		Nutrition		Meter Operations		
Legal		Breastfeeding	Wastewater Treatment Facility Operations	Administration		
Finance		Peer Councilor		Maintenance		
Muncipal Court				Billing & Collections		
Human Resources			Water Quality Services	Public Services Administration		
Technology Services						
			Water Production/ Wastewater Treatment Facility Maintenance			
Neighborhood Services						
Environmental Health						
Animal Services						
Library						
Parks & Recreation			Water Distribution Maintenance			
Activity Center						
Facilities & Grounds			Conservation			
			Administration			
Park Rangers						
Development Services Admin						
Planning/Permit						
Inspections						
Police Admin/ Operations						
Fire						
Transportation Administration						
Streets						
Traffic Control						
Fleet						

City of San Marcos
2016-17 Annual Budget
Organization Chart



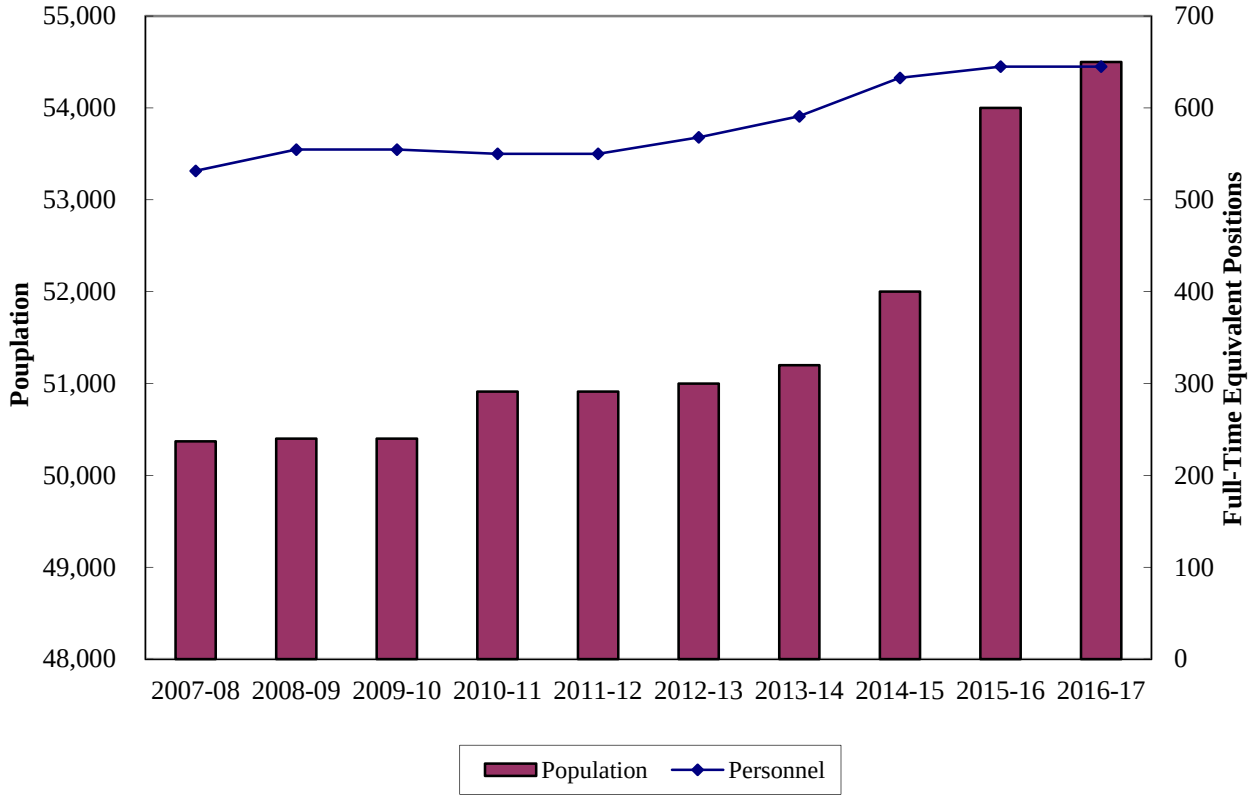
CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

PERSONNEL ROSTER
TOTAL OF ALL FUNDS

	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
General Fund	556	573	574	590	482.98	494.77	496.12	512.12
Hotel Occupancy Tax Fund	2	2	2	3	2.00	2.00	2.00	3.00
Water/Wastewater Utility Fund	53	57	57	60	52.00	58.33	58.33	61.33
Drainage Utility Fund	6	7	7	8	5.50	7.00	7.00	8.00
Electric Utility Fund	61	62	62	65	60.00	61.33	61.33	64.33
Resourse Recovery	1	2	2	3	1.33	2.33	2.33	2.83
Transit	0	1	1	1	0.83	1.33	1.33	1.33
CDBG	2	2	2	2	1.50	1.50	1.50	2.00
WIC State Program	26	26	26	26	26.00	26.00	26.00	26.00
Capital Improvements Fund	8	2	2	0	8.00	2.00	2.00	0.00
Total	715	734	735	758	640.14	656.59	657.94	680.94

POPULATION GROWTH VERSUS PERSONNEL GROWTH



City of San Marcos

2016-17 Annual Budget

Community Information

The City of San Marcos is a Home-Rule municipality operating under the Council-Manager form of government and is approximately 32 square miles in size with a residential population of 54,076. The city was incorporated on July 11, 1877. San Marcos is the county seat and principal commercial, educational and recreational center of Hays County. San Marcos is located on Interstate Highway 35 and U.S. Highway 81, and at the intersection of State Highways 80, 142, 21 and 123, midway between the metropolitan areas of San Antonio and Austin. San Marcos attracts millions of visitors annually that shop at the Premium Outlet Mall, Tanger Outlet Mall, and visit the Aquarena Springs Park and Wonder World Park. Beef cattle, sorghums and cotton are the principal sources of agricultural income. Retail sales are the principal source of economic income.

The climate of San Marcos is humid sub-tropical with hot summers. The annual total precipitation is 42.41 inches. Rainfall occurs in late spring and early fall. The mean length of the growing season (without freeze) is 254 days. San Marcos receives about 63% of total possible sunshine annually. San Marcos sits between 650 and 805 feet above sea level.

There are 310 lane miles of streets and roads in the city, with approximately 99.9% of these paved. Transportation methods include two bus services, an airport, and two railways. There are four fire stations and one police station in the city.

There are six public elementary schools, four private elementary schools, two public junior high schools, 3 private junior high schools, one public high school, two private high schools, and one public alternative education school located in San Marcos.

There are currently over 30,000 registered voters within the city limits.

The City's 27,000 square-foot public library houses a collection of over 145,000 volumes. The library collection includes books, videos, audiotapes, computer software, and audiovisual equipment. All residents of San Marcos and Hays County are eligible to borrow materials and use other library services. The library offers a wide array of programs and services including GED and English as a Second Language tutoring for adults, story time and film programs for children, inter-library loan, and reference assistance. The library is open seven days per week and makes its two meeting rooms and thirty internet-accessible computers available for public use.

Recreational Facilities:

Activity Center. 62,000 square-foot facility offering programs to youth, adults and seniors.

Bicentennial Park. 4 acres – jogging trail, picnic tables.

Castle Forest. 2.6 acres – undeveloped.

Children's Park. 5.77 acres – picnic facilities jogging trails, playscape, and restroom facilities.

City Park. 18 acres – one multi-purpose football/soccer field, recreation hall, picnic facilities, two basketball courts, and playground apparatus.

Dunbar Park. 7.3 acres – recreation center, basketball court, playground apparatus, multi-purpose field, and picnic facilities.

Gary Parkland. 42 acres – 4 lighted softball fields, concession stand, restroom facilities, and 7 multi-size soccer/football fields and concession.

H-E-B Park. 3 acre – picnic facilities and playground apparatus.

Hills of Hays. 2.91 acres – playground, basketball court, and picnic facilities.

Lancaster. 2.315 acres – playground apparatus and basketball court.

Memorial Park. 12.56 acres – public library and new activity center.

Old Wastewater Treatment Plant. 12 acres – undeveloped.

Prospect Park. 9 acres – greenspace, undeveloped.

Ramon Lucio Park. 22.10 acres – 5 lighted little league fields, one lighted pony league field, jogging trails, picnic facilities, and one covered pavilion.

Rio Vista Park. 13.54 acres – swimming pool, 2 covered pavilions, 6 lighted tennis courts, picnic facilities, basketball court, jogging trails, Park Rangers and Fire Marshall.

River Ridge. 7.4 acres – 2 tennis courts, basketball courts and jogging trail.

San Marcos Riverwalk Park and Fish Hatchery. 3.4 acres with bike and hiking trails.

San Marcos Park and Wildlife Habitat. 8.8 acres – picnic facilities and jogging trails.

Schulle Canyon. 20.9 acres – greenspace, undeveloped.

Sessions Drive. 5 acres – greenspace, undeveloped.

Swift Memorial Park. 0.25 acres – playground apparatus, basketball court and greenhouse.

Verimendi Plaza. 1.25 acres – Charles S. Cock House Museum, Memorial Grove, riverwalk, gazebo, fountain, gardens, foundation and picnic facilities.

Veteran's Memorial Park. 1.25 acres – picnic facilities, one covered pavilion, playground apparatus and basketball court.

Victory Gardens. 0.25 acres – playground apparatus and basketball court.

5 mile Dam Soccer complex- 47 acres- playground, 10 soccer fields, concession, jogging trail and one covered pavilion.

Spring Lake Preserve 250 acres, natural undeveloped

Purgatory Creek 427 acres, trails, natural areas

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

DEMOGRAPHIC STATISTICS
LAST TEN FISCAL YEARS

Fiscal Year	Population (A)	Hays County Median Family Income	Hays County Median Age	SMCISD School Enrollment (C)	Unemployment Rate for City of San Marcos
2006	47,069 (A)	66,376 (A)	28.90 (A)	N/A	4.2% (H)
2007	50,049 (A)	65,280 (A)	28.25 (A)	7,350	3.4% (H)
2008	50,317 (A)	72,670 (A)	28.4 (A)	7,400	3.4% (H)
2009	50,913 (A)	74,850 (A)	28.2 (A)	7,434	4.7% (H)
2010	53,913 (A)	75,200 (A)	28.2 (A)	7,500	5.4% (H)
2011	47,505 (A)	70,100 (A)	28.2 (A)	7,550	6.0% (H)
2012	46,750 (A)	70,100 (A)	28.2 (A)	7,550	4.7% (H)
2013	48,100 (A)	71,000 (A)	28.2 (A)	7,600	4.7% (H)
2014	54,100 (A)	72,500 (A)	28.2 (A)	7,800	4.9% (H)
2015	54,500 (A)	72,600 (A)	28.2 (A)	7,900	4.9% (H)

Sources:

A City of San Marcos Planning Department.
B U.S. Department of Commerce; information for Hays County.
C Superintendent's Average Attendance Report (years reported are September through June).
D Texas Statement Employment Commission, Economic Research and Analysis Department, January 1991 - Civilian Labor Force Annual Average Data Report.
E Not Used.
F Chamber of Commerce, San Marcos, Texas.
G Fiscal year 1996 changed from Per Capita Income to Median Income.
H Texas Workforce Commission labor market information.
I US Census Bureau

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

TEN LARGEST TAXPAYERS

Business Name	Business Category	Assessed Valuation	Percent of Total Assessed Valuation
Hays Energy LP	Energy	$198,332,108	7.55%
H.E.B. Warehouse	Grocery Warehouse	113,520,708	4.45%
San Marcos Factory Shops	Retail Center	59,519,446	1.77%
Tanger Properties	Retail Center	57,693,771	1.68%
CFAN	Manufacturing	42,880,361	1.47%
Prime Outlets at SM	Retail Center	41,409,255	1.39%
ACC OP (Retreat SM)	Apartment Property	38,240,538	1.13%
San Marcos Properties III	Property Development	38,045,240	.88%
Copper Beech Townhomes	Apartment Property	34,731,013	.83%
CD/Park 7 SM Owner LP	Property Development	33,650,894	.79%
Total		$658,023,334	21.94%

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

TEN LARGEST EMPLOYERS

Business Name	Business Category	Number of Employees
Texas State University	University	3,036
Premium Outlets San Marcos	Retail Outlet	2,100
Tanger Factory Outlet Center	Retail Outlet	1,540
San Marcos CISD	Education	1,200
Hays County	County Government	813
Central Texas Medical Center	Hospital	800
Hunter Industries	Manufacturing	650
H.E.B. Distribution Center	Grocery Warehouse	650
Gary Job Corps	Government Housing	560
City of San Marcos	City Government	550

TEN LARGEST ELECTRIC CUSTOMERS

Business Name	Amount Billed
Texas State University, Cogen	$9,359,410
H.E.B. Grocery	2,499,294
Texas State University	1,220,121
City of San Marcos	1,068,343
SMCISD	999,957
Central Texas Medical Center	979,825
Hays County Government Center	754,841
Embassy Suites San Marcos	753,710
Walmart Super Store	661,734
Thermon Mfg	572,145

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

CONSOLIDATED FUND BALANCE STATEMENT

	Fund Balance 10-01-2015	Estimated Revenues FY 2015-16	Estimated Expenses FY 2015-16	Fund Balance 10-01-2016	Adopted Revenues FY 2016-17	Adopted Expenses FY 2016-17	Fund Balance 09-30-2017
Governmental Funds							
General Fund	17,676,952	60,505,955	59,713,634	18,469,273	63,244,027	65,905,990	15,807,309
Debt Service Fund	8,085,059	13,052,137	13,455,634	7,681,562	13,804,890	13,285,457	8,200,996
Special Revenue Funds							
Hotel Occupancy Tax Fund	519,825	3,766,263	3,676,589	609,499	4,044,036	4,652,731	805
Municipal Court Technology Fund	195,766	25,025	33,000	187,791	30,025	30,000	187,816
Municipal Court Security Fee Fund	134,163	24,012	12,143	146,032	24,012	23,637	146,407
Municipal Court Juvenile Fee Fund	(3,834)	38,800	26,120	8,846	40,000	29,914	18,932
Municipal Court Efficiency Fee Fund	33,231	27,000	24,000	36,231	27,000	24,000	39,231
Seized Assets Fund	105,552	5,100	31,880	78,772	5,100	1,500	82,372
TIRZ #2, #3, #5, TRZ #1, TIZ #1	488,986	1,264,698	1,094,630	659,054	1,642,516	2,251,283	50,287
CDBG Program Fund	-	517,077	517,077	-	525,164	525,164	-
WIC Program Fund	-	2,049,407	2,049,407	-	2,048,531	2,048,531	-
Cemetery Operations Fund	83,965	150,300	217,364	16,901	221,600	218,489	20,012
PEG Funds	506,997	100,000	200,000	406,997	100,000	200,000	306,997
Permanent Funds							
Cemetery Perpetual Care Fund	1,063,228	5,000	-	1,068,228	6,000	-	1,074,228
CIP Funds							
General Debt Capital Projects	560,963	100,000	368,746	292,217	-	-	292,217
Water Wastewater Capital Projects	1,562,057	50,000	433,115	1,178,942	-	-	1,178,942
Drainage Utility Capital Projects	698,451	50,000	66,633	681,818	-	-	681,818
Enterprise Funds							
Water & Wastewater Utility Fund	7,547,132	35,188,220	34,759,749	7,975,603	37,692,653	36,872,243	8,796,014
Drainage Utility Fund	1,450,158	3,659,664	3,520,059	1,589,763	4,243,339	4,322,372	1,510,730
Electric Utility Fund	8,694,679	56,306,544	56,817,444	8,183,780	58,724,489	57,993,152	8,915,117
Municipal Airport Fund	730	415,167	415,883	13	528,645	526,002	2,656
Resource Recovery Fund	1,249,040	3,591,987	3,784,469	1,056,558	3,944,498	4,281,380	719,676
Transit	138,427	610,000	613,450	134,977	535,000	619,804	50,173
All Funds	50,791,526	181,502,356	181,831,025	50,462,857	191,431,525	193,811,647	48,082,735

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

CONSOLIDATED SUMMARY OF MAJOR REVENUES AND EXPENSES

	General Fund	Debt Service Fund	Hotel Occupancy Tax Fund	CDBG Program Fund	WIC Program Fund	Other Special Revenue Funds	Water & Wastewater Utility Fund	Drainage Utility Fund
Beginning Fund Balance October 1 2016	18,469,273	7,681,562	609,499	-	-	1,540,624	7,975,603	1,589,763
Major Revenues								
Taxes	50,686,723	8,249,536	3,947,217	-	-	-	-	-
Licenses and Permits	3,102,427	-	-	-	-	1,300	-	-
Fines and Penalties	1,484,195	-	-	-	-	102,000	-	29,302
Interest Income	61,000	26,000	1,000	-	-	137	79,000	1,000
Cultural and Recreational	872,454	-	-	-	-	-	-	-
Current Services	725,636	-	-	-	-	-	-	-
Grants	-	-	-	525,164	2,048,531	-	-	-
Water Service Revenue	-	-	-	-	-	-	17,910,440	-
Wastewater Service Revenue	-	-	-	-	-	-	16,502,605	-
Drainage Service Revenue	-	-	-	-	-	-	-	4,168,310
Electric Service Revenue	-	-	-	-	-	-	-	-
Resource Recovery Revenue	-	-	-	-	-	-	-	-
Operating Transfers	4,915,441	-	95,819	-	-	150,000	-	-
Other Revenues	1,396,150	5,529,354	-	-	-	1,836,816	3,200,608	44,727
One-Time Revenues	-	-	-	-	-	-	-	-
Total Revenues	63,244,027	13,804,890	4,044,036	525,164	2,048,531	2,090,253	37,692,653	4,243,339
Available Resources	81,713,300	21,486,452	4,653,535	525,164	2,048,531	3,630,877	45,668,256	5,833,102
Major Expenses								
Personnel Services	45,220,462	-	40,915	102,313	1,458,243	48,551	4,538,481	498,677
Contracted Services	6,929,624	-	2,905,963	422,851	324,058	241,989	9,854,983	947,000
Materials and Supplies	4,259,446	-	59,855	-	102,601	12,000	1,207,799	81,770
Other Charges	3,757,057	-	-	-	163,629	2,060,453	7,974,026	282,664
Capital Outlay and Maintenance	115,000	-	-	-	-	225,000	880,000	405,500
System Improvements	-	-	-	-	-	-	-	-
Social Services	450,000	-	-	-	-	-	-	-
Debt Service	-	13,285,457	-	-	-	-	11,503,817	2,106,761
Operating Transfers	1,395,819	-	1,645,998	-	-	190,830	63,137	-
Transfer to Capital Reserves	-	-	-	-	-	-	850,000	-
One-Time Expenses	3,778,582	-	-	-	-	-	-	-
Total Expenses	65,905,990	13,285,457	4,652,731	525,164	2,048,531	2,778,823	36,872,243	4,322,372
Ending Fund Balance on 09/30/2017	15,807,310	8,200,996	804	-	-	852,054	8,796,013	1,510,730

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

CONSOLIDATED SUMMARY OF MAJOR REVENUES AND EXPENSES

	Electric Utility Fund	Municipal Airport Fund	Resource Recovery Fund	Transit Fund	Capital Improvements Fund	Permanent Funds	Total from All Funds
Beginning Fund Balance October 1 2016	8,183,780	13	1,056,558	134,977	2,152,977	1,068,228	50,462,857
Major Revenues							
Taxes	-	-	-	-	-	-	62,883,476
Licenses and Permits	-	-	-	-	-	-	3,103,727
Fines and Penalties	-	-	-	-	-	-	1,615,497
Interest Income	69,783	-	-	-	-	3,000	240,920
Cultural and Recreational	-	-	-	-	-	-	872,454
Current Services	-	468,645	-	-	-	-	1,194,281
Grants	-	-	-	-	-	-	2,573,695
Water Service Revenue	-	-	-	-	-	-	17,910,440
Wastewater Service Revenue	-	-	-	-	-	-	16,502,605
Drainage Service Revenue	-	-	-	-	-	-	4,168,310
Electric Service Revenue	54,229,267	-	-	-	-	-	54,229,267
Resource Recovery Revenue	-	-	3,889,498	-	-	-	3,889,498
Operating Transfers	-	-	-	535,000	-	-	5,696,260
Other Revenues	4,425,439	-	55,000	-	-	3,000	16,491,095
One-Time Revenues	-	60,000	-	-	-	-	60,000
Total Revenues	58,724,489	528,645	3,944,498	535,000	-	6,000	191,431,525
Available Resources	66,908,269	528,658	5,001,056	669,977	2,152,977	1,074,228	241,894,382
Major Expenses							
Personnel Services	5,597,973	-	195,364	117,304	-	-	57,818,282
Contracted Services	37,959,203	457,613	3,313,565	496,000	-	-	63,852,848
Materials and Supplies	521,853	2,000	23,000	3,000	-	-	6,273,324
Other Charges	6,877,814	66,389	249,451	3,500	-	-	21,434,983
Capital Outlay and Maintenance	1,315,000	-	500,000	-	-	-	3,440,500
System Improvements	-	-	-	-	-	-	-
Social Services	-	-	-	-	-	-	450,000
Debt Service	3,421,309	-	-	-	-	-	30,317,344
Operating Transfers	-	-	-	-	-	-	3,295,784
Transfer to Capital Reserves	2,300,000	-	-	-	-	-	3,150,000
One-Time Expenses	-	-	-	-	-	-	3,778,582
Total Expenses	57,993,152	526,002	4,281,380	619,804	-	-	193,811,647
Ending Fund Balance on 09/30/2017	8,915,117	2,656	719,676	50,174	2,152,977	1,074,228	48,082,734

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

CONSOLIDATED REVENUE COMPARISON

	Actual Fiscal Year 2014/2015	Approved Fiscal Year 2015/2016	Estimated Fiscal Year 2015/2016	Adopted Fiscal Year 2016/2017
Governmental Funds				
General Fund	55,916,829	59,778,033	60,505,955	63,244,027
Debt Service Fund	13,658,594	13,053,051	13,052,137	13,804,890
Special Revenue Funds				
Hotel Occupancy Tax Fund	3,431,331	3,807,167	3,766,263	4,044,036
Municipal Court Technology Fund	27,169	30,025	25,025	30,025
Municipal Court Security Fee Fund	21,392	24,012	24,012	24,012
Municipal Court Juvenile Fee Fund	39,826	43,000	38,800	40,000
Municipal Court Efficiency Fee Fund	34,725	27,000	27,000	27,000
Seized Assets Fund	25,303	5,100	5,100	5,100
TIRZ #2, #3, #5, TRZ #1, TIZ #1	1,013,695	1,340,939	1,264,698	1,642,516
CDBG Program Fund	561,278	517,077	517,077	525,164
WIC Program Fund	1,656,283	2,049,407	2,049,407	2,048,531
Cemetery Operations Fund	210,652	217,100	150,300	221,600
PEG Funds	96,632	90,000	100,000	100,000
Permanent Funds				
Cemetery Perpetual Care Fund	3,754	8,000	5,000	6,000
Capital Improvement Funds				
General Capital Projects	406,750	466,583	100,000	-
Water Wastewater Capital Projects	791,261	483,115	50,000	-
Drainage Utility Capital Projects	164,040	116,633	50,000	-
Enterprise Funds				
Water/Wastewater Utility Fund	33,423,566	34,431,239	35,188,220	37,692,653
Drainage Utility Fund	3,163,116	3,637,640	3,659,664	4,243,339
Electric Utility Fund	68,215,973	61,853,520	56,306,544	58,724,489
Municipal Airport Fund	396,582	437,522	415,167	528,645
Resource Recovery Fund	3,013,512	3,631,634	3,591,987	3,944,498
Transit Fund	451,114	610,000	610,000	535,000
Total	186,723,377	186,657,797	181,502,356	191,431,525

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

CONSOLIDATED EXPENSE COMPARISON

	Actual Fiscal Year 2014/2015	Approved Fiscal Year 2015/2016	Estimated Fiscal Year 2015/2016	Adopted Fiscal Year 2016/2017
Governmental Funds				
General Fund	54,261,002	61,331,714	59,713,634	65,905,990
Debt Service Fund	12,353,635	12,889,524	13,455,634	13,285,457
Special Revenue Funds				
Hotel Occupancy Tax Fund	3,148,297	3,706,553	3,676,589	4,652,731
Municipal Court Technology Fund	6,395	30,000	33,000	30,000
Municipal Court Security Fee Fund	-	12,143	12,143	23,637
Municipal Court Juvenile Fee Fund	48,674	52,239	26,120	29,914
Municipal Court Efficiency Fee Fund	1,494	5,000	24,000	24,000
Seized Assets Fund	1,500	1,500	31,880	1,500
TIRZ #2, #3, #5, TRZ #1, TIZ #1	606,113	1,676,667	1,094,630	2,251,283
CDBG Program Fund	561,278	517,077	517,077	525,164
WIC Program Fund	1,656,283	2,049,407	2,049,407	2,048,531
Cemetery Operations Fund	131,337	217,364	217,364	218,489
PEG Funds	10,160	200,000	200,000	200,000
Permanent Funds				
Cemetery Perpetual Care Fund	-	-	-	-
Capital Improvement Funds				
General Capital Projects	284,646	368,746	368,746	-
Water Wastewater Capital Projects	584,952	433,115	433,115	-
Drainage Utility Capital Projects	90,062	66,633	66,633	-
Enterprise Funds				
Water/Wastewater Utility Fund	32,990,074	33,991,136	34,759,749	36,872,243
Drainage Utility Fund	3,010,101	3,852,448	3,520,059	4,322,372
Electric Utility Fund	66,677,540	61,496,892	56,817,444	57,993,152
Municipal Airport Fund	403,813	437,972	415,883	526,002
Resource Recovery Fund	2,631,214	3,634,656	3,784,469	4,281,380
Transit Fund	387,448	613,450	613,450	619,804
Total	179,846,018	187,584,235	181,831,025	193,811,647

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

CONSOLIDATED FUND BALANCE COMPARISON

	Actual Fiscal Year 2014/2015	Approved Fiscal Year 2015/2016	Estimated Fiscal Year 2015/2016	Adopted Fiscal Year 2016/2017
Governmental Funds				
General Fund	17,676,952	16,123,272	18,469,273	15,807,310
Debt Service Fund	8,085,059	8,248,586	7,681,562	8,200,996
Special Revenue Funds				
Hotel Occupancy Tax Fund	519,825	620,439	609,499	804
Municipal Court Technology Fund	195,766	195,791	187,791	187,816
Municipal Court Security Fee Fund	134,163	146,032	146,032	146,407
Municipal Court Juvenile Fee Fund	(3,834)	(13,073)	8,846	18,932
Municipal Court Efficiency Fee Fund	33,231	55,231	36,231	39,231
Seized Assets Fund	105,552	109,152	78,772	82,372
TIRZ #2, #3, #5, TRZ #1, TIZ #1	488,986	153,258	659,054	50,287
CDBG Program Fund	-	-	-	-
WIC Program Fund	-	-	-	-
Cemetery Operations Fund	83,965	83,701	16,901	20,012
PEG Funds	506,997	396,997	406,997	306,997
Permanent Funds				
Cemetery Perpetual Care Fund	1,063,228	1,071,228	1,068,228	1,074,228
Capital Improvement Funds				
General Capital Projects	560,963	658,800	292,217	292,217
Water Wastewater Capital Projects	1,562,057	1,612,057	1,178,942	1,178,942
Drainage Utility Capital Projects	698,451	748,451	681,818	681,818
Enterprise Funds				
Water/Wastewater Utility Fund	7,547,132	7,987,235	7,975,603	8,796,013
Drainage Utility Fund	1,450,158	1,235,350	1,589,763	1,510,730
Electric Utility Fund	8,694,679	9,051,307	8,183,780	8,915,117
Municipal Airport Fund	730	280	13	2,656
Resource Recovery Fund	1,249,040	1,246,017	1,056,558	719,676
Transit Fund	138,427	134,977	134,977	50,174
Total	50,791,527	49,865,089	50,462,857	48,082,735

City of San Marcos
Property Tax Valuation and Revenue
2016-17 Annual Budget

Total Market Value			$ 4,070,768,683
Less: Exemptions & Exempt Properties			-
Net Taxable Assessed Valuations			$ 4,070,768,683

Assessed Value X	$0.5302 Tax Rate		$ 21,583,216
98.00%	Collection Rate		$ 21,151,551
2.00%	Delinquent Rate		$ 431,664
Total Taxes To Be Collected:			
Current Collections			$ 21,151,551
Delinquent Collections	65.00%		280,582
Penalties and Interest	35.00%		151,083
			$ 21,583,216
Division of Tax Rate:			
Debt Service	38.2220%	$ 0.2027	$ 8,249,536
O & M	61.7780%	0.3275	13,333,680
	100.0000%	$ 0.5302	$ 21,583,216

General Fund Detail:		**Debt Service Fund Detail:**	
Current Ad Valorem	$ 12,350,696	Current Ad Valorem	$ 7,631,997
TIZ	716,310	TIZ	452,548
Delinquent	173,338	Delinquent	107,244
Penalties	93,336	Penalties	57,747
	$ 13,333,680		$ 8,249,536
One-cent equals:	$ 407,077		

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

GENERAL FUND
FINANCIAL FORECAST

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Operating Revenues					
Sales Taxes	27,718,627	28,850,186	30,000,691	30,900,712	31,827,733
Ad Valorem Taxes	11,894,360	13,334,509	14,390,783	15,526,982	16,777,404
Other Taxes	8,317,987	8,502,028	8,813,681	9,170,227	9,465,560
Licenses and Permits	3,361,323	3,102,427	2,716,044	2,874,661	3,033,279
Fines and Penalties	1,340,829	1,484,195	1,592,815	1,701,434	1,810,053
Interest Income	61,000	61,000	61,000	61,000	61,000
Cultural and Recreational	848,750	872,454	858,222	893,989	929,757
Charges from Current Services	616,340	725,636	787,547	849,459	861,370
Other Revenue	1,618,412	1,396,150	1,333,142	1,359,447	1,384,364
Reimbursements from Other Funds	4,728,327	4,915,441	4,915,874	4,966,791	5,018,195
Total Operating Revenues	60,505,955	63,244,027	65,469,799	68,304,702	71,168,715
Operating Expenditures					
Personnel Services	40,764,970	45,220,462	47,481,485	49,855,559	51,351,226
Contracted Services	6,601,922	6,929,624	7,068,216	7,209,580	7,353,772
Materials and Supplies	3,995,816	4,259,446	4,344,635	4,431,528	4,520,159
Other Charges	3,171,566	3,757,057	3,832,199	3,908,843	3,987,019
Social Services	450,000	450,000	450,000	450,000	450,000
Operating Transfers	1,547,683	1,395,819	1,409,777	1,423,875	1,438,114
Total Operating Expenditures	56,531,957	62,012,408	64,586,312	67,279,385	69,100,290
Operating Income/ (Loss)	3,973,998	1,231,618	883,487	1,025,318	2,068,426
One-Time Revenues					
Prior Period Adjustment	-	-	-	-	-
Other Revenue	-	-	-	-	-
One-Time Expenses					
One-Time Operating Transfers	-	-	-	-	-
Other Incentives	315,563	115,000	115,000	115,000	115,000
Economic Development Incentives	895,343	1,073,582	1,180,940	1,299,034	1,428,938
Capital Outlay and Maintenance	1,970,771	2,705,000	2,705,000	2,705,000	2,705,000
Net Change in Fund Balance	792,322	(2,661,964)	(3,117,453)	(3,093,717)	(2,180,512)
Beginning Unreserved Fund Balance	17,676,952	18,469,274	15,807,310	12,689,857	9,596,140
Ending Unreserved Fund Balance	18,469,274	15,807,310	12,689,857	9,596,140	7,415,628
Percentage of Operating Expenditures	33.6%	26.1%	20.1%	14.6%	11.0%
Days of Operation	123	95	73	53	40

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

GENERAL FUND

	Actual 2014/2015	Approved 2015/2016	Estimated 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	**16,021,124**	**17,676,952**	**17,676,952**	**18,469,273**
Operating Revenues				
Property Taxes	10,094,261	11,894,360	11,894,360	13,334,509
Sales Tax	25,876,302	27,318,627	27,718,627	28,850,186
Franchise Taxes and other Fees	8,445,004	8,217,987	8,317,987	8,502,028
Licenses and Permits	2,411,516	3,032,398	3,361,323	3,102,427
Fines and Penalties	1,411,121	1,246,829	1,340,829	1,484,195
Interest Income	85,346	61,000	61,000	61,000
Cultural and Recreational	744,555	841,753	848,750	872,454
Current Services	276,681	716,340	616,340	725,636
Other Revenue	2,097,029	1,720,412	1,618,412	1,396,150
Reimbursement from Other Funds	4,475,014	4,728,327	4,728,327	4,915,441
Total Operating Revenue	**55,916,829**	**59,778,033**	**60,505,955**	**63,244,027**
Operating Expenditures				
Personnel Services	37,323,822	42,358,024	40,764,970	45,220,462
Contracted Services	5,225,123	6,601,922	6,601,922	6,929,624
Materials and Supplies	4,017,636	4,245,816	3,995,816	4,259,446
Other Charges	2,326,201	3,171,566	3,171,566	3,757,057
Social Services	411,100	450,000	450,000	450,000
Operating Transfers	1,409,061	1,474,183	1,547,683	1,395,819
Total Operating Expenditures	**50,712,943**	**58,301,511**	**56,531,957**	**62,012,408**
Non-Recurring Expenses				
One-Time Operating Transfers	-	-	-	-
Eco Development/TIZ Incentives	1,139,310	843,869	895,343	1,073,582
Other Incentives	191,999	215,563	315,563	115,000
Capital Outlay and Maintenance	2,216,750	1,970,771	1,970,771	2,705,000
One-Time Expenditures	**3,548,058**	**3,030,203**	**3,181,677**	**3,893,582**
Total Expenditures	**54,261,002**	**61,331,714**	**59,713,634**	**65,905,990**
Ending Unreserved Fund Balance	**17,676,952**	**16,123,272**	**18,469,273**	**15,807,310**
Fund Balance as a Percentage of Operating Expenditures	35.85%	28.37%	33.59%	26.08%
Days of Operation	131	104	123	95

City of San Marcos

2016-17 Annual Budget

General Fund

Division	Personnel Services	Contracted Services	Materials & Supplies	Other Charges	Operating Transfers	Capital Outlay	Social Services	Total
General Government	2,498,780	190,455	90,129	444,908				3,224,272
Human Resources	965,467	141,716	12,000	45,443				1,164,626
Finance	1,593,641	53,237	32,169	48,960				1,728,007
Municipal Court	620,584	58,592	19,277	16,710				715,163
Technology Services	1,752,031	261,325	42,413	95,824				2,151,593
Development Services	1,938,971	196,099	31,789	86,175				2,253,034
Engineering	1,799,623	171,651	40,845	65,270				2,077,389
Fire Services	8,151,476	143,411	260,441	145,283				8,700,611
Police Services	14,119,035	518,997	587,479	102,790				15,328,301
Public Services	2,644,970	400,537	1,965,953	280,100				5,291,560
Community Services	8,363,692	1,828,308	1,146,852	111,391				11,450,243
General Services	772,192	2,965,295	30,100	3,502,785	1,395,819	2,705,000	450,000	11,821,191
Total	45,220,462	6,929,623	4,259,447	4,945,639	1,395,819	2,705,000	450,000	65,905,990
Percentage of Operating Expense	68.7%	10.4%	6.5%	7.5%	2.1%	4.1%	.7%	100%

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

GENERAL FUND PERSONNEL ROSTER

	Positions				Full Time Equivalent			
General Fund	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Administration	6	6	6	6	6.00	6.00	6.00	6.00
Communications	4	4	4	4	4.00	4.00	4.00	4.00
City Clerk	5	5	5	6	5.00	5.00	5.00	5.50
Legal	6	6	6	6	6.00	6.00	6.00	6.00
Human Resources	11	11	11	11	10.60	10.60	10.60	10.60
Finance	19	19	19	20	18.55	18.55	18.55	19.55
Municipal Court	13	13	13	13	9.82	9.82	9.62	9.62
Fire Services	73	73	73	76	73.00	73.00	73.00	76.00
Police	146	149	149	151	143.61	145.98	145.98	147.48
Development Services	21	21	21	22	21.00	21.00	21.00	22.00
GIS	4	4	4	4	2.96	2.96	2.96	2.96
Engineering	13	16	16	19	13.50	16.00	16.00	19.00
Public Services	33	37	37	39	33.00	37.00	37.00	39.00
Marshal's Office/Code Compliance	32	33	33	34	28.48	28.86	29.48	30.98
Community Services	155	161	162	163	92.47	95.01	95.93	97.43
Information Technology	15	15	15	16	15.00	15.00	15.00	16.00
Total	556	573	574	590	482.98	494.77	496.12	512.12

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

GENERAL FUND

	Actual 2014/2015	Approved 2015/2016	Estimated 2015/2016	Adopted 2016/2017
Taxes				
Current Ad Valorem Taxes	9,089,890	11,082,083	11,082,083	12,351,509
TIRZ Allocation	847,211	574,389	574,389	716,310
Delinquent Ad Valorem Taxes	76,738	154,627	154,627	173,349
Penalty & Int On Delinq Taxes	80,422	83,261	83,261	93,342
Sales Tax	25,876,302	27,318,627	27,718,627	28,850,186
Mixed Beverage Tax	364,092	393,297	393,297	412,962
Other Utility Franchise	1,312,436	1,402,969	1,402,969	1,431,028
Telephone Franchise	84,482	111,307	111,307	111,307
Solid Waste Hauler Permit Fee	263,159	298,766	298,766	301,754
Cosm Elec Utility Franchise	4,293,290	3,848,390	3,648,390	3,796,049
Cosm W/WW Utility Franchise	2,127,545	2,163,258	2,463,258	2,448,929
Total	44,415,567	47,430,973	47,930,974	50,686,723
Licenses & Permits				
Professional & Occupational	53,824	50,948	60,948	52,517
Alcohol Permit	28,153	23,601	23,601	26,448
Pet Licenses	2,545	2,096	2,096	2,402
Building Permits	1,252,684	1,611,806	2,111,806	1,712,176
Parking Permits	530	-	-	-
Permit Tech Fee	20,255	26,580	26,580	21,987
Mechanical (Htg/Ac) Permit	41,490	49,384	49,384	41,035
Plumbing & Gas Permits	45,750	62,971	62,971	37,896
Sign Permit Fees	15,143	17,093	17,094	17,522
Mobile Home Inspection	3,225	2,030	2,030	4,202
Zoning	34,515	30,139	30,138	58,648
Electrical Permit	31,961	60,563	40,563	67,560
Cert Of Occupancy	3,993	2,402	2,401	4,011
Specific Use Permit	15,060	11,448	21,448	26,190
Site Development Permit	151,550	211,334	211,334	141,609
Plat Review-Subdivisions	74,592	40,880	60,880	115,166
Variances & Appeals	1,810	-	-	4,220
Construction Plan Review	368,991	475,740	325,740	488,158
Temp Food Srvc Facilities	601	1,645	1,645	1,145
Food Permits/Food Handler	190,362	242,321	202,321	183,558
Food Handler Cert Fee	-	5,075	-	-
Septic Tank Permits	2,100	3,517	10,517	2,490
Other Permits/Fees	8,382	16,664	16,663	12,388
Street Closure Permits	-	-	-	5,000
Architectural Barrier Review	10,820	15,560	15,560	10,487
Moving	4,380	572	7,572	5,963
Security Alarm Permit Fee	26,551	37,270	37,271	33,569
Fire Prev & Prot Permit Fee	22,251	30,759	20,760	26,080
Total	2,411,516	3,032,397	3,361,323	3,102,427

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

GENERAL FUND

	Actual 2014/2015	Approved 2015/2016	Estimated 2015/2016	Adopted 2016/2017
Fines & Penalties				
Parking Meter Fines	192,882	118,073	138,073	166,879
Traffic Fines	410,521	363,655	363,655	427,663
School Bus Safety Fines	-	-	27,000	-
Mc Technology Fee	2,142	2,429	2,429	55,358
Other-Expunction	52,333	60,000	60,000	308,533
Complaints	290,528	275,610	275,610	-
Over-Under	(104)	-	-	-
Failure To Appear Fee	60	-	-	33,913
Warrant Fee	31,837	26,295	26,295	22,370
False Alarm Charges	17,383	24,369	24,369	12,519
Defensive Driving Admin Fee	11,690	8,120	10,120	71,213
Arrest Fee	68,694	81,184	61,184	356,649
Mc-Special Exp Fee	309,734	257,422	332,422	10,470
Dismissal Fee	9,590	9,566	9,566	10,108
Traffic Fee	9,293	6,827	6,827	8,520
Child Safety-Sb 460	4,537	13,279	3,279	-
Total	1,411,121	1,246,828	1,340,829	1,484,195
Interest Income				
Interest Income	85,346	61,000	61,000	61,000
Total	85,346	61,000	61,000	61,000
Cultural and Recreational				
Softball/Athletic Programs	11,245	10,150	10,150	3,205
Summer Fun Program Fee	75,077	75,802	75,802	84,798
Library Lost Materials	9,414	5,823	9,823	9,371
Library Fines	26,922	15,522	25,521	25,949
Library Cards	8,094	13,315	8,315	8,363
Library Misc Fee	18,926	21,598	19,598	19,708
Interlibrary Loan Service	111	-	-	-
Special Events Fee	250	-	-	250
Aquatic	1,296	1,015	1,015	1,908
PARD Building User Fee	112,914	150,390	150,390	123,727
Sm Youth Night	(65)	-	-	-
Swimming Lessons	37,063	37,831	37,831	36,627
Hays County Library Donations	60,000	81,362	81,362	80,000
Annual Entry Fee-Resident	107,992	96,767	96,767	116,726
Annual Entry Fee-Non Resident	65,198	59,880	59,879	67,606
Daily Entry Fee-Resident	36,381	37,822	37,822	37,107

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

GENERAL FUND

	Actual 2014/2015	Approved 2015/2016	Estimated 2015/2016	Adopted 2016/2017
Daily Entry Fee-Non Resident	6,820	6,856	6,856	5,390
Basketball Court Rental	50	-	-	-
Racquetball Court Rental	1,048	1,011	1,011	1,018
Equipment Rental Fee	1,064	1,722	1,722	1,299
Aerobics Fee	78,121	112,156	112,156	138,753
Instructional Fee	17,638	23,783	23,783	20,283
Lap Swim Fee	3,465	3,914	3,914	3,730
Senior Activities	1,575	-	-	1,027
Travel Programs Fee	10,926	29,325	29,325	28,510
Activity Center Meeting Room	47,674	51,148	51,148	52,006
PARD-Equipment Rent	4,363	4,102	4,102	4,068
Av Equipment	992	458	458	1,026
Total	744,555	841,753	848,750	872,454
Charges for Current Services				
Passports	114,395	103,642	123,642	115,514
Animal Shelter Chrgs (Pound)	46,555	56,740	56,740	51,729
Animal Shelter Adopt Fee	33,547	55,254	35,254	33,000
Animal Shelter Vaccine-Micro	8,078	8,671	8,671	9,334
Parking Space Leases	1,725	-	-	1,150
Births-Vital Stats	38,175	42,957	42,957	40,272
Deaths-Vital Stats	2,068	1,518	1,518	1,971
Police Fees-Various	12,548	12,488	12,488	12,645
Photographs	-	69	70	-
Criminal Record Name Check	15	-	-	20
Fleet Services	(2,579)	-	-	-
Fire Dept Rescue	22,154	60,000	60,000	60,000
Community Enhancement Fee	-	375,000	275,000	400,000
Total	276,681	716,338	616,340	725,636
Other Revenues				
Txdot Signal Reimbursement	48,414	-	50,000	50,000
Land Sales	-	2,500	2,500	-
TX State Reimbursement	57,769	67,670	67,670	-
SMCISD Reimbursement	156,852	174,982	174,982	165,395
Animal Shelter Svs Expansion	227,179	236,304	236,304	267,774
Auction Sales	39,784	94,235	94,235	62,644
Rebates	162,189	251,459	251,459	200,000
Misc Sales	272	381	381	340
Other Revenue	637,388	344,794	144,794	50,000
Other Revenue - Property Tax	47,112	-	48,000	48,713
Loan Repayment - JQH	549,638	548,087	548,087	550,849
MUD Fees	170,000	-	-	-
NSF Service Charge	431	-	-	436
Total	2,097,029	1,720,413	1,618,412	1,396,150

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

GENERAL FUND

	Actual 2014/2015	Approved 2015/2016	Estimated 2015/2016	Adopted 2016/2017
Reimbursement from Other Funds				
Water/Wastewater Utility Fund	2,596,435	2,722,917	2,722,917	2,849,869
Electric Utility Fund	1,604,735	1,684,972	1,684,972	1,735,521
Drainage Utility Fund	65,171	65,171	70,385	72,497
WIC Program Fund	208,673	250,053	250,053	257,555
Total	4,475,014	4,723,113	4,728,327	4,915,441
Total Operating Revenues	**55,916,829**	**59,772,815**	**60,505,955**	**63,244,027**
One-Time Revenues				
Prior Year Adjustments	-	-	-	-
Other Revenue	-	-	-	-
Total	-	-	-	-
Total Revenues	**55,916,829**	**59,772,815**	**60,505,955**	**63,244,027**
Recap of Revenues:				
Taxes	44,415,567	47,430,973	47,930,974	50,686,723
Licenses & Permits	2,411,516	3,032,397	3,361,323	3,102,427
Fines & Penalties	1,411,121	1,246,828	1,340,829	1,484,195
Interest Income	85,346	61,000	61,000	61,000
Cultural and Recreational	744,555	841,753	848,750	872,454
Charges for Current Services	276,681	716,338	616,340	725,636
Other Revenue	2,097,029	1,720,413	1,618,412	1,396,150
Reimbursements from Other Funds	4,475,014	4,723,113	4,728,327	4,915,441
One-Time Revenues	-	-	-	-
Total Revenues	**55,916,829**	**59,772,814**	**60,505,955**	**63,244,027**

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

GENERAL FUND

	Actual 2014/2015	Approved 2015/2016	Estimated 2015/2016	Adopted 2016/2017
General Government				
City Manager				
Personnel Services	1,093,734	865,910	865,910	932,870
Contracted Services	15,336	9,675	9,675	15,457
Materials and Supplies	14,587	9,180	9,180	9,180
Other Charges	48,781	46,666	46,666	46,666
Total	1,172,439	931,431	931,431	1,004,173
Communications				
Personnel Services	(360)	322,185	322,185	353,874
Contracted Services	-	5,825	5,825	5,500
Materials and Supplies	-	6,120	6,120	6,120
Other Charges	-	21,700	21,700	29,385
Total	(360)	355,830	355,830	394,879
City Clerk				
Personnel Services	354,626	404,651	404,651	424,508
Contracted Services	42,031	76,370	76,370	76,179
Materials and Supplies	55,122	61,029	61,029	61,529
Other Charges	26,269	34,613	34,613	34,613
Total	478,048	576,663	576,663	596,829
City Council				
Personnel Services	8,268	12,959	12,959	13,046
Contracted Services	5,586	8,280	8,280	8,280
Materials and Supplies	2,859	6,000	6,000	6,000
Other Charges	229,101	323,050	323,050	323,050
Total	245,814	350,289	350,289	350,376
Legal				
Personnel Services	735,888	732,332	732,332	774,481
Contracted Services	85,954	76,093	76,093	85,039
Materials and Supplies	5,129	7,800	7,800	7,300
Other Charges	6,568	11,194	11,194	11,194
Total	833,539	827,419	827,419	878,014
Total General Government	**2,729,480**	**3,041,632**	**3,041,632**	**3,224,272**

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

GENERAL FUND

	Actual 2014/2015	Approved 2015/2016	Estimated 2015/2016	Adopted 2016/2017
Human Resources				
Personnel Services	870,689	924,829	924,829	965,467
Contracted Services	70,226	132,920	132,920	141,716
Materials and Supplies	22,856	12,000	12,000	12,000
Other Charges	29,313	45,443	45,443	45,443
Total	993,084	1,115,192	1,115,192	1,164,626
Total Human Resources	**993,084**	**1,115,192**	**1,115,192**	**1,164,626**
Finance				
Personnel Services	1,353,598	1,416,113	1,416,113	1,593,641
Contracted Services	107,991	59,425	59,425	53,237
Materials and Supplies	29,873	29,959	29,959	32,169
Other Charges	31,641	37,920	37,920	48,960
Total	1,523,103	1,543,417	1,543,417	1,728,007
Total Finance Department	**1,523,103**	**1,543,417**	**1,543,417**	**1,728,007**
Municipal Court				
Personnel Services	577,568	607,255	607,255	620,584
Contracted Services	57,359	60,480	60,480	58,592
Materials and Supplies	16,062	20,304	20,304	19,277
Other Charges	8,611	16,710	16,710	16,710
Total	659,600	704,749	704,749	715,163
Total Municipal Court	**659,600**	**704,749**	**704,749**	**715,163**

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

GENERAL FUND

	Actual 2014/2015	Approved 2015/2016	Estimated 2015/2016	Adopted 2016/2017
Technology Services				
Technology Services				
Personnel Services	1,258,737	1,379,504	1,379,504	1,547,119
Contracted Services	186,085	236,260	236,260	245,425
Materials and Supplies	35,369	34,052	34,052	33,263
Other Charges	65,527	77,274	77,274	83,274
Total	1,545,718	1,727,090	1,727,090	1,909,081
GIS Division				
Personnel Services	176,400	191,862	191,862	204,912
Contracted Services	22,136	15,945	15,945	15,900
Materials and Supplies	8,362	9,150	9,150	9,150
Other Charges	8,489	8,500	8,500	12,550
Total	215,386	225,457	225,457	242,512
Total Technology Services	**1,761,105**	**1,952,547**	**1,952,547**	**2,151,593**
Development Services Department				
Development Services Admin				
Personnel Services	339,745	515,491	515,491	457,803
Contracted Services	27,558	25,005	25,005	49,748
Materials and Supplies	23,262	27,751	27,751	29,751
Other Charges	51,695	77,340	77,340	78,540
Total	442,259	645,587	645,587	615,841
Planning-Permit Division				
Personnel Services	746,725	871,682	871,682	1,041,928
Contracted Services	125,686	133,270	133,270	135,791
Materials and Supplies	(3,193)	3,401	3,401	-
Other Charges	4,682	5,635	5,635	5,635
Total	873,901	1,013,988	1,013,988	1,183,354
Inspections Division				
Personnel Services	295,159	356,601	356,601	439,241
Contracted Services	7,704	10,560	10,560	10,560
Materials and Supplies	9,951	8,621	8,621	2,038
Other Charges	2,090	2,000	2,000	2,000
Total	314,904	377,782	377,782	453,839
Total Development Services Dept	**1,631,064**	**2,037,357**	**2,037,357**	**2,253,034**

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

GENERAL FUND

	Actual 2014/2015	Approved 2015/2016	Estimated 2015/2016	Adopted 2016/2017
Engineering Department				
Personnel Services	973,978	1,370,448	1,370,448	1,799,623
Contracted Services	135,675	158,709	158,709	171,651
Materials and Supplies	45,540	53,131	53,131	40,845
Other Charges	44,886	64,500	64,500	65,270
Total	1,200,079	1,646,788	1,646,788	2,077,389
Total Engineering Department	**1,200,079**	**1,646,788**	**1,646,788**	**2,077,389**
Fire Operations				
Personnel Services	6,943,739	7,453,872	7,353,872	8,151,476
Contracted Services	128,325	136,852	136,852	143,411
Materials and Supplies	354,889	362,803	362,803	260,441
Other Charges	127,561	135,718	135,718	145,283
Total	7,554,514	8,089,245	7,989,245	8,700,611
Total Fire Services Department	**7,554,514**	**8,089,245**	**7,989,245**	**8,700,611**
Police Operations				
Personnel Services	12,575,200	13,531,433	13,431,433	14,119,035
Contracted Services	379,368	485,679	485,679	518,997
Materials and Supplies	804,752	766,385	766,385	587,479
Other Charges	103,621	102,790	102,790	102,790
Total	13,862,941	14,886,287	14,786,287	15,328,301
Total Police Services Department	**13,862,941**	**14,886,287**	**14,786,287**	**15,328,301**

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

GENERAL FUND

	Actual 2014/2015	Approved 2015/2016	Estimated 2015/2016	Adopted 2016/2017
Public Services Department				
Transportation Administration				
Personnel Services	502,853	523,321	523,321	540,958
Contracted Services	28,794	35,355	35,355	48,877
Materials and Supplies	16,280	21,227	21,227	20,966
Other Charges	153,920	225,124	225,124	258,306
Total	701,847	805,027	805,027	869,107
Traffic Control				
Personnel Services	483,940	539,014	539,014	693,609
Contracted Services	79,843	115,936	115,936	148,436
Materials and Supplies	234,865	162,604	162,604	199,527
Other Charges	3,730	4,254	4,254	13,269
Total	802,379	821,808	821,808	1,054,841
Streets				
Personnel Services	987,417	1,328,417	1,228,417	1,410,403
Contracted Services	60,759	203,047	203,047	203,225
Materials and Supplies	1,322,667	1,637,593	1,637,593	1,745,460
Other Charges	7,597	8,525	8,525	8,525
Total	2,378,441	3,177,582	3,077,582	3,367,612
Total Public Services Department	**3,882,666**	**4,804,417**	**4,704,417**	**5,291,560**

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

GENERAL FUND

	Actual 2014/2015	Approved 2015/2016	Estimated 2015/2016	Adopted 2016/2017
Community Services				
Community Services Admin				
Personnel Services	648,729	708,836	708,836	727,647
Contracted Services	-	945	945	-
Materials and Supplies	587	1,200	1,200	6,200
Other Charges	-	3,325	3,325	3,325
Total	649,317	714,306	714,306	737,172
Code Compliance				
Personnel Services	409,564	411,602	411,602	893,024
Contracted Services	17,879	28,990	28,990	28,485
Materials and Supplies	14,908	20,056	20,056	17,191
Other Charges	2,792	4,685	4,685	4,685
Total	445,143	465,333	465,333	943,385
Animal Services-Control				
Personnel Services	291,079	302,457	302,457	321,173
Contracted Services	26,994	29,797	29,797	45,550
Materials and Supplies	28,901	25,801	25,801	25,793
Other Charges	4,919	6,945	6,945	10,600
Total	351,892	365,000	365,000	403,116
Animal Services- Shelter				
Personnel Services	468,377	577,254	577,254	619,786
Contracted Services	55,271	73,830	73,830	63,956
Materials and Supplies	84,180	126,337	126,337	93,744
Other Charges	5,576	8,250	8,250	10,015
Total	613,403	785,671	785,671	787,501
Library				
Personnel Services	1,220,206	1,337,632	1,287,632	1,400,355
Contracted Services	50,130	54,277	54,277	58,912
Materials and Supplies	164,202	166,024	166,024	167,141
Other Charges	17,845	19,729	19,729	21,244
Total	1,452,382	1,577,662	1,527,662	1,647,652
Marshal				
Personnel Services	584,479	644,921	644,921	314,414
Contracted Services	74,606	100,625	100,625	76,280
Materials and Supplies	56,547	62,167	62,167	52,172
Other Charges	9,871	10,586	10,586	12,850
Total	725,503	818,299	818,299	455,716

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

GENERAL FUND

	Actual 2014/2015	Approved 2015/2016	Estimated 2015/2016	Adopted 2016/2017
Parks & Recreation				
Personnel Services	2,154,959	2,271,218	2,171,218	2,467,232
Contracted Services	333,400	477,729	477,729	500,905
Materials and Supplies	332,015	229,440	229,440	192,209
Other Charges	19,815	26,534	26,534	28,735
Total	2,840,188	3,004,921	2,904,921	3,189,081
Activity Center				
Personnel Services	535,203	630,093	580,093	706,869
Contracted Services	12,929	58,200	58,200	83,200
Materials and Supplies	82,206	89,760	89,760	60,540
Other Charges	-	3,500	3,500	3,500
Total	630,338	781,553	731,553	854,109
Outdoor Pool				
Personnel Services	56,576	98,995	98,995	104,321
Materials and Supplies	28,859	39,000	39,000	39,000
Total	85,435	137,995	137,995	143,321
Facilities & Grounds				
Personnel Services	-	-	-	-
Contracted Services	684,275	818,404	818,404	844,570
Materials and Supplies	163,721	158,151	158,151	50,024
Other Charges	-	-	-	-
Total	847,996	976,555	976,555	894,594
Park Rangers				
Personnel Services	274,720	263,322	263,322	268,283
Contracted Services	636	1,320	1,320	5,155
Materials and Supplies	19,780	21,800	21,800	22,046
Other Charges	4,479	8,150	8,150	8,150
Total	299,615	294,592	294,592	303,634
Fleet Services				
Personnel Services	393,903	495,925	495,925	540,588
Contracted Services	5,520	10,141	10,141	11,295
Materials and Supplies	41,925	61,870	61,870	420,792
Other Charges	1,855	8,287	8,287	8,287
Total	443,204	576,223	576,223	980,962
PARD Contract Programs				
Contracted Services	79,302	110,000	110,000	110,000
Total	79,302	110,000	110,000	110,000
Total Community Services	**9,463,718**	**10,608,110**	**10,408,110**	**11,450,243**

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

GENERAL FUND

	Actual 2014/2015	Approved 2015/2016	Estimated 2015/2016	Adopted 2016/2017
General Services				
Social Services				
Social Services	411,100	450,000	450,000	450,000
Total	411,100	450,000	450,000	450,000
Special Services				
Personnel Services	8,123	1,267,890	174,836	772,192
Contracted Services	2,317,765	2,851,978	2,851,978	2,965,295
Materials and Supplies	573	5,100	(244,900)	30,100
Other Charges	1,304,967	1,822,619	1,822,619	2,314,203
Operating Transfers	1,409,061	1,474,183	1,547,683	1,395,819
Eco Development/TIZ Incentives	1,139,310	843,869	895,343	1,073,582
Other Incentives	191,999	215,563	315,563	115,000
Capital Outlay & Maintenance	2,216,750	1,970,771	1,970,771	2,705,000
Total	8,588,548	10,451,973	9,333,893	11,371,191
Total General Services	**8,999,648**	**10,901,973**	**9,783,893**	**11,821,191**
Total General Fund Expenditures	**54,261,002**	**61,331,714**	**59,713,634**	**65,905,990**

Summary of Expenditures by Services				
General Government	2,729,480	3,041,632	3,041,632	3,224,272
Human Resources	993,084	1,115,192	1,115,192	1,164,626
Finance	1,523,103	1,543,417	1,543,417	1,728,007
Municpal Court	659,600	704,749	704,749	715,163
Technology Services	1,761,105	1,952,547	1,952,547	2,151,593
Development Services	1,631,064	2,037,357	2,037,357	2,253,034
Engineering	1,200,079	1,646,788	1,646,788	2,077,389
Fire Services	7,554,514	8,089,245	7,989,245	8,700,611
Police Services	13,862,941	14,886,287	14,786,287	15,328,301
Public Services	3,882,666	4,804,417	4,704,417	5,291,560
Community Services	9,463,718	10,608,110	10,408,110	11,450,243
General Services	8,999,648	10,901,973	9,783,893	11,821,191
Total General Fund Expenditures	**54,261,002**	**61,331,714**	**59,713,634**	**65,905,990**

City Manager Office

City Manager	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
City Manager	1	1	1	1	1.00	1.00	1.00	1.00
Assistant City Manager	1	1	1	1	1.00	1.00	1.00	1.00
Assistant City Manager/CFO	1	1	1	1	1.00	1.00	1.00	1.00
Economic Development Projects Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
CMO Executive Assistant, Sr.	1	1	1	1	1.00	1.00	1.00	1.00
CMO Executive Assistant	1	1	1	1	1.00	1.00	1.00	1.00
Total	6	6	6	6	6.00	6.00	6.00	6.00

Mission Statement

The Administration office is responsible for the administration of the City of San Marcos organization including implementing the budget, policies and programs of the City Council. The Administrative staff provides assistance to the Mayor and City Council and other departments, liaison to citizens, businesses and other agencies, economic development coordination, and public information.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	1,093,734	865,910	865,910	932,870
Contracted Services	15,336	9,675	9,675	15,457
Materials and Supplies	14,587	9,180	9,180	9,180
Other Charges	48,781	46,666	46,666	46,666
Capital Outlay	0	0	0	0
Total	1,172,438	931,431	931,431	1,004,173

Goals and Objectives

- To provide leadership and oversight to ensure the City Council's priorities, policies, and programs are successfully implemented and effectively managed. Staff will accomplish this by implementation of the City's Comprehensive Plan and focusing on the City Council's goals as established during City Council Visioning and adopted on August 2, 2016.
- To continue to expand communications between city government and its citizens.
- To respond with excellent customer service in a timely fashion to City Council, citizen's inquiries and requests.

What We Accomplished in 2015-16

- Formulation and implementation of City Budget and Financial Policies to encourage sound fiscal management.
- N LBJ Improvements – Sessom to Holland.

- Update and implement Capital Improvements Program
- Automated Vehicle Locator
- Budget Policy Statement
- Meet & Confer
- HCPUA
- GSMP Contract
- Citizen's Civic Academy
- Downtown Improvements Project
- SMTX Flood
- Victory Gardens Drainage and Neighborhood Improvements Project
- Rehabilitation of Fire Station 5 from Memorial Day Flood
- Municipal Building second floor renovation
- Community Survey
- Rental Registration
- Green Waste Cart
- Neighborhood Parking Permit Program
- Film Friendly Community Designation
- Parklets and Use of Right of Way Ordinance and Fees
- UPRR Quiet Zones
- Taxi and TNC Ordinance
- Water / Wastewater Master Plan
- Fluoride
- Transportation Master Plan Update
- Economic Development Projects
    - Epic Piping
    - Corvac Components
    - Whisper TX
- Loop 82 and SH 80 at IH 35 Intersection Improvements
- Loop Street Fire Protection
- Sessom Bike and Ped Project
- Code SMTX
- Management Team Hires:
    - Communications Director
    - Planning & Development Services Director
    - Library Director
- Annexation Strategy Update
- Wayfinding
- Sidewalk Construction Program
- Hunter Road Widening and Improvements

What We Plan to Accomplish in 2016-17

- Oversight of City organization including operations, maintenance and planning for future needs
- Major Projects
    - La Cima
    - LaSalle
    - Cotton Center
    - Highpointe
    - Paso Robles
    - Las Colinas
- Implementation of City Council's 7 Goals
- Comprehensive Plan
- Implement Budget, Financial Policies & CIP
- Adopt CodeSMTX
- Continuing implementation of HCPUA and explore long-term water supplies
- Formulation of Bond Task Force to review city infrastructure & maintenance
- Continue HCP River Projects
- Downtown parking lot
- Loop 82 Overpass
- Update City website
- FM 110 Upgrade broadcast system
- Lone Star Rail
- Upgrade broadcast system

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Maintenance of High Bond Rating	Standard & Poor & Moody's	AA, A+, A1, A1	AA, A+ A1, A1	AA,A+ A1, A1
Communications:				
• Videos Produced	#/ year	XX	XX	130
• Press Releases	#/ year	548	500	400
• News releases that generate coverage	#/ year	XX	XX	350
• Website Visits	#/year	XX	XX	1,000,000
Citizen Concerns • Public Stuff App • Admin PC	#/month	733	1,000	750

Communications

Communications	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Director of Communications	1	1	1	1	1.00	1.00	1.00	1.00
Communications Specialist II	1	1	1	1	1.00	1.00	1.00	1.00
Communications Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Video Technician	1	1	1	1	1.00	1.00	1.00	1.00
Total	4	4	4	4	4.00	4.00	4.00	4.00

Mission Statement

The mission of the San Marcos Communication & Intergovernmental Relations Department is to be the driving force in openly and effectively communicating information about the City of San Marcos, providing dynamic, creative, and comprehensive communications services to our internal and external customers and engaging the citizens of San Marcos in the government process. We also strive to be ambassadors who facilitate strategic relationships on behalf of the City of San Marcos with local, regional, state and federal partners and agencies to ensure the City's interests are protected and enhanced through the legislative process and effective intergovernmental relations.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	-360	322,185	322,185	353,482
Contracted Services	0	5,825	5,825	5,500
Materials and Supplies	0	6,120	6,120	6,120
Other Charges	0	21,700	21,700	29,385
Capital Outlay	0	0	0	0
Total	-360	355,830	355,830	394,487

Goals and Objectives

- To be the driving force in openly and effectively communicating information about the City of San Marcos, providing dynamic, creative, and comprehensive communications services to our internal and external customers.
- To continue to use both traditional and innovative tools to engage the citizens of the City in the government process.
- To continue to expand communications between city government and its citizens.

What We Accomplished in 2015-16

- Redesign and expansion of City Exchange to four pages.
- Successful Hands Free Ordinance marketing campaign.
- Award winning Children's Dental Health Month Campaign.
- All Saints Day Flood Communications.

- Compliance Alliance Marketing Campaign.
- Awards:
    - TAMIO Award – Best Use of Social Media: SMTX Flood
    - TAMIO Award – Best Media Relations: SMTX Flood
    - TAMIO Award – Best Print Brochure: Children's Dental Health
    - Golden Post Award – Social Media Crisis Communications
    - Golden Post Award – Crime Solving on Social Media
- Hosted first ever internal media training for City employees.
- Purchased new broadcast equipment for cable channel.
- Completed contract for City website redesign.
- Implemented mass notifications for non-emergency events/announcements.
- Implemented Facebook Live as a tool for citizen engagement.
- HUD-DR:
    - Created new HUD-DR website: www.smtxfloodrecovery.com
    - Assisted with organizing community meetings.
    - Assisted with Action Plan activities.

What We Plan to Accomplish in 2016-17

- Complete redesign of City website.
- Create programming schedule for City cable channel.
- CARTS marketing campaign.
- Continue assisting with HUD-DR citizen engagements.
- Revamp broadcast office for new equipment and employee space.
- Continue internal media training.
- Implement internal social media training.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Communications:				
• Videos Produced	#/ year	327	364	350
• Press Releases	#/ year	103	134	150
• News releases that generate coverage	#/ year	11,388/11,310	17,365/13,900	19,000/14,000
• Website Visits	#/year	1.15 Mil	1.15 Mil	1.2 Mil
Citizen Concerns	#/month	955	1,530	2,000
• Public Stuff App				

City Clerk

City Clerk	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
City Clerk	1	1	1	1	1.00	1.00	1.00	1.00
Deputy City Clerk	1	1	1	1	1.00	1.00	1.00	1.00
Records Management Program Manager	0	0	0	1	0.00	0.00	0.00	1.00
Deputy Local Registrar	1	1	1	1	1.00	1.00	1.00	1.00
	1	1	1	1	1.00	1.00	1.00	0.50
Passport Administrator	1	1	1	1	1.00	1.00	1.00	1.00
Total	5	5	5	6	5.00	5.00	5.00	5.50

Mission Statement

The City Clerk's office is primarily responsible for giving notice and recording City Council meetings, is designated responsible for certain official records and documents of the City, including minutes of the City Council, ordinances and resolutions, deeds and easements, contracts, birth and death certificate records, the computerized indexing of Council actions and Board appointments, computerized code, keeps abreast of legislative changes in elections, administers all City elections, and the City's Records Management program, provides support services to the City Council, and responds to requests made by the City Manager affecting the daily business operation of the City.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	354,626	404,651	404,651	424,508
Contracted Services	42,031	76,370	76,370	76,179
Materials and Supplies	55,122	61,029	61,029	61,529
Other Charges	26,269	34,613	34,613	34,613
Capital Outlay	0	0	0	0
Total	478,048	576,663	576,663	596,829

Goals and Objectives

- Provide exceptional external customer service with concern, respect, friendly/courteous behavior and patience.
- Provide exceptional internal customer service by fostering a team-oriented environment.
- Promote transparency by improved public access to municipal records and other information.
- Maintain timely and accurate communications with the Council and assist Council in fulfilling its duties and responsibilities.
- Administer successful City wide Elections.

What We Accomplished in 2015-16

- Upgraded to a new Agenda Software and successfully implemented and trained users throughout the organization.
- Vitals Department received the 5-Star rating from Texas Department of Health and Vital Statistics.
- Completed Minute Indexing and is currently up to date.
- Planned and organized the 2015 Women's Hall of Fame Event.
- Planned and organized the 2016 Board and Commission Members reception.

What We Plan to Accomplish in 2016-17

- Receive another successful audit by the U.S. Department of State for Passports.
- Attainment of a 5 Star rating from the Texas Department of Health and Vital Statistics.
- Continued training for recertification of City Clerk and Deputy City Clerk.
- Organize a City wide voter education media campaign with the assistance of the Communications Department.
- Organize City wide Election.
- Plan and organize Annual Women's Hall of Fame Event.
- Plan and organize Annual Board and Commission Members reception.
- Facilitate annual Board and Commission member orientation.
- Facilitate annual Board and Commission Liaison Training.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Support City Council Meetings:				
Prepare agendas, order meals		65	65	65
Transcribe minutes		35	35	35
Execution of Agreements/Contracts		120	205	205
Execution of Ordinances		45	45	45
Execution of Resolutions	Count	120	120	120
Prepare proclamations, certificates, awards		200	200	200
Travel arrangements		30	30	30
Financial reconciliations		30	30	30
Correspondence, RSVP, Calendar entry		1,000	1,000+	1,000+
Maintain Official Records:				
# of code supplements submitted	Volumes	3	3	5
# of code supplements updated on website	Count	50	65	73
Public and Legal Notices, advertisements				
City Boards & Commissions:				
Active Board Members	Count	200	210	210
Active Board/Committees		24	28	28
Records Management For Departments:				
Active Records Stored	Boxes	3,054	3,125	3,175
Destruction Of Records	Boxes	133	175	250
Map Records Stores	Boxes	511	414	0
Telephone, In-Person Requests, Search Records	Count	785	1,025	1,300
Copies Provided		1,000	1,500	2,000
Passport Services: Process Applications	Count	3,876	4,500	5,250
Preparations for Special Events, gifts, flowers, etc	Count	180	210	210
Vital Statistics Records:				
Record of submitted birth/death records				
Birth certificates printed	Count	4,474	3,276	4,500
Death certificates printed		600	189	300
Laserfiche electronic conversion of Council records (To date, 201 volumes are in Laserfiche)	Volumes	7	10	10

City Council

Mission Statement

The goals of the City Government are to safeguard the health, safety and welfare of the City's residents, provide for a high quality of life, foster intergovernmental liaison and communication, encourage responsible citizenship, promote sound community and economic development, conserve and protect the City's natural resources and environment.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	8,268	12,959	12,959	13,046
Contracted Services	5,586	8,280	8,280	8,280
Materials and Supplies	2,859	6,000	6,000	6,000
Other Charges	229,101	323,050	323,050	323,050
Capital Outlay	0	0	0	0
Total	245,814	350,289	350,289	350,376

Legal

Legal	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
City Attorney	1	1	1	1	1.00	1.00	1.00	1.00
Assistant City Attorney	2	2	2	2	2.00	2.00	2.00	2.00
Contracts Manager	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Assistant	1	1	1	1	1.00	1.00	1.00	1.00
Total	6	6	6	6	6.00	6.00	6.00	6.00

Mission Statement

The mission of the Legal Department is to provide high quality legal services to facilitate policy making by the City Council and City Manager, to ensure the legality of the City's actions, to promote compliance with City regulations, to manage the City's real property interests, to represent the City's interests in litigation and legislative matters, and to provide staffing for the Ethics Review and Charter Review Commissions.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	735,888	732,332	732,332	774,481
Contracted Services	85,954	76,093	76,093	85,039
Materials and Supplies	5,129	7,800	7,800	7,800
Other Charges	6,568	11,194	11,194	11,194
Capital Outlay	0	0	0	0
Total	833,539	827,419	827,419	878,514

Goals and Objectives

- To assist the City Council and City Administration in achieving their lawful objectives.
- To provide all city departments with needed legal services and advice on a timely basis.
- To support the City Council by preparing and reviewing materials for council meetings; assist the City Clerk in the timely completion of agendas in accordance with council's expectations; and support other boards and commissions with legal services and legal advice.
- To assist city council and staff in the negotiation and preparation of economic development incentive agreements.
- To provide legal services pertaining to the purchase and sale of real property.
- To recommend and prepare amendments to update/improve the city's codes and ordinances.

What We Accomplished in 2015-16

- Handled negotiation and filing of applications to transfer and exchange portions of the city's water and electric certificated service areas with Crystal Clear Water Supply Corporation.
- Provided legal support to city council subcommittees dealing with conditional use permits, municipal utility districts, public improvement districts, development agreements, the Lone Star Rail District.
- Assisted city staff in the preparation of interim amendments to the Land Development Code.
- Provided legal support to the City Council, Planning and Zoning Commission, Zoning Board of Adjustments, and Historic Preservation Commission.
- Assisted city staff, GSMP, and the City Council in negotiating and drafting several economic development agreements.

What We Plan to Accomplish in 2016-17

- Provide legal support and assistance to city staff working on interim amendments to the land development code.
- Provide legal support and assistance to city staff, the technical committee, and city council in preparation of the Code SMTX replacement for the land development code.
- Assist the City Council in implementing the city's legislative agenda in the 2017 regular session of the Texas Legislature.
- Provide legal support to city council subcommittees dealing with issues pertaining to conditional use permits, development agreements, public improvement districts, municipal utility districts, and tax increment reinvestment zones.
- Support the Council's economic development objectives through negotiation and drafting of incentive agreements.

Performance Measures	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Ordinances/Resolutions prepared	#	220	235	225
Written Or Email Communications/Legal Opinions/Interpretation	#	5,500	5,800	6,200
Real Property Documents Prepared or Reviewed	#	225	235	240
Major Contracts Prepared Or Reviewed	#	90	100	115
Minor Contracts Prepared Or Reviewed	#	260	275	280
Staff resources for non-trial Mun Crt matters	Hours	1,650	1,650	1,700
Board and Commission Meetings Attended	#	30	30	30
Bid/RFP/RFQ Prepared	#	20	25	30
Public Information Req.-Assisted & Opinions sought	#	100	120	120

Human Resources

Human Resources	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Director of Human Resources	1	1	1	1	1.00	1.00	1.00	1.00
Assistant Director of Human Resources	1	1	1	1	1.00	1.00	1.00	1.00
Risk Manager/ADA Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Human Resources Manager	1	1	1	1	1.00	1.00	1.00	1.00
Benefits Manager	1	1	1	1	1.00	1.00	1.00	1.00
Organizational Development Trainer	1	1	1	1	1.00	1.00	1.00	1.00
Benefits/HR Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Human Resources Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Human Resources Risk/Leave Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Assistant, Sr.	0	0	0	0	0.00	0.00	0.00	0.00
Customer Services Specialist	1	1	1	1	1.00	1.00	1.00	1.00
ADA Intern	1	1	1	1	0.60	0.60	0.60	0.60
Total	11	11	11	11	10.60	10.60	10.60	10.60

Mission Statement

The mission of the Human Resources Department is to provide quality service by ensuring a fair and equitable workplace and protecting the assets of the organization through programs and activities.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	870,689	924,829	924,829	965,467
Contracted Services	70,226	132,920	132,920	141,716
Materials and Supplies	22,856	12,000	12,000	12,000
Other Charges	29,313	45,443	45,443	45,443
Capital Outlay	0	0	0	0
Total	993,084	1,115,192	1,115,192	1,164,626

Goals and Objectives

- Human Resources administers a market competitive employee total compensation program which includes base-pay, short and long term incentives, and benefits. The Risk Management Program monitors casualty losses and workplace injuries, collaborates with departments and develops and administers programs and policies to minimize financial loss and foster a safe work environment. A core value of the Human Resources Department is the training and development program. This program is key to employee engagement and managing talent across the organization.

What We Accomplished in 2015-16

- Employee benefits program:
  - Continuation of collaboration with our employee benefits consultant to assist in managing the city's healthcare program.
  - Completed a survey of our peer comparators to compare the competitiveness and accountability of our employee benefit plan.
  - Implementation of mandatory employee health risk assessments.
- Staff Development: Workplace Harassment Training, TML Supervisory Training, Safety Coach Leadership Program and Employee
- Selection and Hiring.
- Employee performance evaluations and pay for performance plan.
- Implementation of Smoking Ordinance including update of City policies, changes to the medical plan to support smoking cessation, lunch and learn employee meetings and offering smoking cessation classes through the Employee Assistance Program.
- Administered entrance and promotional examinations for the Police and Fire department applicants in accordance with Texas Local Government Code Chapter 143 and Chapter 142 (Meet and Confer)
- Begin implementation of Tyler Technologies for Human Resources Information System. Implementation in FY 2015 with projected go live in February 2016.
- Completed the update of the ADA transition plan citywide for compliance with the American's with Disabilities Act (ADA).
- Negotiate Meet and Confer contracts with San Marcos Police Officers Association (SMPOA) and San Marcos Professional Firefighters Association (SMPFFA) for 2015-2018.
- Facilitated recruitment and selection process for Directors of Planning and Development Services, Communications and Intergovernmental Relations as well as Library.

What We Plan to Accomplish in 2016-17

- Compensation Study for all employees and Update of Sworn Fire and Police Pay Plans.
- Implement a new Human Resources Information System.
- Evaluation of online applicant tracking software for potential change (hosted system).
- Revision of the Local Civil Service Rules.
- Continue work on assessment of programs and facilities to update the City's Transition Plan.
- Update of policies to reflect evolving workplace needs.
- Begin Supervisor Development Training citywide.
- Implement organizational wellness program.
- Conduct and facilitate dependent eligibility audit to ensure only eligible dependents are enrolled in the City's health plan.
- Implement Public Agency Retirement Services (PARS) Alternative Retirement Plan (ARP).

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Total Number of employees	#	571	600	620
Total Number of employment applications received	#	6,019	6,000	6,000
Voluntary Turnover:				
• Civil Service	%	5.5%	3%	3%
• Non-Civil Service	%	21%	17%	15%
Training & Development	Hours per Employee	1,700	2,440	3,000
Claims Managed:				
• Workers' Comp Incidents Reported	Claims	124	134	135
• Lost time injuries	Claims	5	8	5
• Liability Claims Filed	Claims	88	100	105
• Subrogation Recoveries	Dollars	$117,915	$85,000	$80,000
Family Medical Leave Act Certifications	#	114	115	115
Medical plan-total lives covers	#	1,256	1,223	1,250

Finance

Finance	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Director of Finance	1	1	1	1	1.00	1.00	1.00	1.00
Accounting Manager	1	1	1	1	1.00	1.00	1.00	1.00
Purchasing Manager	1	1	1	1	1.00	1.00	1.00	1.00
Accountant	3	3	3	3	3.00	3.00	3.00	3.00
Accounting Associate	1	1	1	1	1.00	1.00	1.00	1.00
Payroll-AR Specialist	2	2	2	2	2.00	2.00	2.00	2.00
Accounting Technician	2	2	2	2	2.00	2.00	2.00	2.00
Financial Program Coordinator	0	0	0	1	0.00	0.00	0.00	1.00
Contracts Administrator/Supervisor	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Mail Services Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Purchasing Specialist, Senior	2	2	2	2	2.00	2.00	2.00	2.00
Contracts Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Purchasing Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Mail Services Clerk	1	1	1	1	0.55	0.55	0.55	0.55
Total	19	19	19	20	18.55	18.55	18.55	19.55

Mission Statement

The Finance Department is responsible for the sound fiscal management of all City assets. The department supervises all revenue collections, property tax administration, purchasing, investments, fixed asset management and financial reporting. The need to keep current in staff training and to retain qualified professionals becomes increasingly more important as the City expands its role in economic development through actively participating in various grant programs, analyzing the feasibility of various economic incentive programs and maintaining an up-to-date status on the various laws that affect finance (fiscal impact fee laws, arbitrage, investments, etc.). The purchasing function of the Finance Department continues to produce greater cost savings and services to other City departments.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	1,353,598	1,416,113	1,416,113	1,593,641
Contracted Services	107,991	59,425	59,425	53,237
Materials and Supplies	29,873	29,959	29,959	32,169
Other Charges	31,641	37,920	37,920	48,960
Capital Outlay	0	0	0	0
Total	1,523,103	1,543,417	1,543,417	1,728,007

Goals and Objectives

- To assure the public protection and an accounting of its assets by way of collaboration effort with the departments and staff.

- To provide accurate and compliant budgeting, accounting and payroll services to City departments in order to manage the City's resources and meet federal, state and GASB requirements.
- To provide operating departments with the goods/services they need in the right quality and quantity, on a timely basis, as efficiently as possible, at the lowest overall cost, and in compliance with City Charter and applicable State Statutes.
- To achieve this objective, the purchasing function seeks to foster as much competition as possible. In doing so, it adopts the goal of fairness by ensuring that all who wish to compete for the opportunity to sell to the City can do so.
- The goal of integrity is woven through the procurement cycle, so as to maintain public's trust and reduce the City's exposure to criticism and suit. This goal is achieved through the requirement of complying with all applicable legal provisions.

What We Accomplished in 2015-16

- Awarded the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting.
- Awarded the Government Finance Officers Association (GFOA) Distinguished Budget Presentation.
- Continued to provide staff support to the Human Services Advisory Board.
- Completed the annual San Marcos Hays County EMS audit.
- Participated in continuing education opportunities in order to maintain certification through NIGP.
- Provided exceptional customer service so that interaction between City staff and the public is timely and professional.
- Enabled vendors on-line access to vendor registration, download bid documents, blueprints and other ensuing documents.
- Provided additional bidding information (deposit logs, etc) available on the City of San Marcos Internet.
- Continued Implementation of Contract Management Software – a tracking software that allows all departments to combine all information on contracts.
- Provided In-house training sessions for purchasing procedures.
- Continued to provide in-house Oracle Financials training.
- Maintained credit rating upgrade from Standard and Poor's on General Obligation Debt from "A+" to "AA-".
- Received credit rating upgrades from Standard and Poor's on Revenue Debt from "A+" to "AA-" and maintained Moody's upgrade of "A2" to "A".
- Completed annual audit in an efficient and timely manner with minimal recommendations and no reportable findings from City's auditors.
- Completed the required Single Audit of all Federal disbursements with no reportable findings or questioned costs.
- Completed the Meet & Confer contracts with Civil-Service Police and Fire Associations.
- Implementation of a successful payroll upgrade to process the updated Meet & Confer contracts
- Implementation of the ACH direct deposit payment option to City's vendors/suppliers.
- Continue to implement process improvements for a paperless environment to increase cost savings and efficiency on all manual processes.
- Completed a depository RFA and awarded a new contract to Wells Fargo. The merchant services RFP will be completed before the end of the year.
- Implemented the new depository changes/updates to the financial, utility and payroll systems.
- Centralized distribution of Request for Quotes and are now available on the Internet.

What We Plan to Accomplish in 2016-17

- Continue to obtain the Distinguished Budget Presentation Award.
- Continue to obtain the Certificate of Achievement for Excellence in Financial Reporting.

- Continue to provide the timely acquisition of all supplies, materials, and services necessary to support the activities of the City in compliance with City Charter and applicable State Statutes.
- Continue to meet the increased demand of purchasing services that are required for projects and initiatives to be undertaken throughout the City organization.
- Maintain proper administrative structures, policies, procedures and reporting to ensure due diligence in the stewardship of public funds, assets, and service delivery.
- Maintain professionalism with ongoing staff educational upgrades, through courses, seminars, workshops and obtaining certifications.
- To consolidate whenever possible to develop more and better competitive bid specifications.
- Maintain and improve all customer service levels in responding to user departments in a timely manner on all procurement matters.
- Add other user departments to the Contract Management Software Program.
- Provide department level training of Oracle Financials, on screen inquiries, printing reports and account tracking.
- Enabled vendors on-line access to vendor registration, download bid documents, blueprints and other ensuing documents.
- Provided additional bidding information (deposit logs, etc) available on the City of San Marcos Internet.

Performance Measures	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Work Days/Audit	Number	3	3	3
Accounts Payable Transactions Per Accounts Payable Employee/Monthly	Number	890	925	975
Accounts Receivable Transactions Per Accounts Receivable Employee/Monthly	Number	151	160	160
Number Of Checks Disbursed Per Employee Involved In Process	Number	3,700	4,000	4,500
Number Of Procurement Card Transactions	Number	16,176	15,500	17,000
Pays Processed Per Payroll Employee/Month	Number	599	617	617
GFOA Distinguished Presentation		Yes	Yes	Yes
GFOA Certificate Of Achievement For Excellence In Financial Reporting		Yes	Yes	Yes
Purchase Orders Processed	Number	1,409	2,000	2,000
Invitation For Bid/Request For Proposals Processed	Number	46	59	55
Cooperative Contract Purchases	Number	958	1,453	1,600
Minor Construction Contracts Created	Number	55	95	100
Contracts maintained	Number	259	486	525
% of annual contracts renewed on time	Percent	100%	93.3%	95%
Mail Cost	Number	$53,622	$47,023	$45,000
# of Packages Received by Mail Services	Number	6,641	6,500	6,500
Dollar Amount on P-Card	Amount	$7,552,453	$8,000,000	$8,500,000
Surplus/revenue	Amount	$6,580	$300	$2,000
P-Card Rebate/Cooperative Rebates	Amount	$146,853	$150,000	$150,000
Request for Quotes	Number	86	95	104
Agenda Request Forms	Number	40	52	55

Municipal Court

Municipal Court	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Municipal Court Judge	1	1	1	1	0.48	0.48	0.48	0.48
Alternate Municipal Court Judge	1	1	1	1	0.01	0.01	0.02	0.02
Municipal Court Administrator	1	1	1	1	1.00	1.00	1.00	1.00
Chief Deputy Court Clerk	1	1	1	1	1.00	1.00	1.00	1.00
Deputy Marshal	3	3	3	3	1.33	1.33	1.12	1.12
Deputy Court Clerk	5	5	5	5	5.00	5.00	5.00	5.00
Juvenile Case Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Total	13	13	13	13	9.82	9.82	9.62	9.62

Mission Statement

The mission of the Municipal Court is to serve the community through the promotion of justice by providing an impartial forum for the resolution of all cases brought before the court in a manner such that legal rights of individuals are safeguarded and public interest is protected.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	577,568	607,255	607,255	620,584
Contracted Services	57,359	60,480	60,480	58,592
Materials and Supplies	16,062	20,304	20,304	19,277
Other Charges	8,611	16,710	16,710	16,710
Capital Outlay	0	0	0	0
Total	659,600	704,749	704,749	715,163

Goals and Objectives

- Access to Justice
  - Move the parking citation management into the new court software.
  - Expand technology access options for court parties.
- Expedition and Timeliness
  - Continue review of older cases for status updates.
  - Continue collection efforts thru court marshals and collection company.
  - Implement new standing orders to improve case-flow management and faster resolutions for defendants.
- Equity, Fairness & Integrity
  - Continue random case auditing and quality control measures.
  - Ensure alternate resolutions are available for indigent defendants.
- Independence and accountability
  - Ensure all state and local court reports are filed in a timely manner.
  - Maintain staff development programs to retain a professional, well-trained, customer service oriented workforce to better serve the needs of the public.

What We Accomplished in 2015-16

- Implemented new court case management software July of 2016.
- Court outreach program expanded into new public venues and more activity in San Marcos High School including bringing a state recognized speaker to address drinking and driving.
- Improved teen court operations with new forms, training and procedures.
- Introduced new options for juvenile sanctions to assist with behavior modification.
- Receiver the Traffic Safety award for mid-sized courts in March of 2016 at the State traffic safety conference.
- Court began a case audit of older cases older than 1994 thru 2000 to ensure compliance with the law regarding filing requirements and retention.

What We Plan to Accomplish in 2016-17

- Contract for services to include additional technological advances for improved service and access.
- Expand court outreach programs.
- Develop partnership programs to address community service opportunities for defendants to include opportunities with other City departments.
- Expand options for classes/programs to assist with redirecting juvenile behavior.
- Continue working with the collections company to address not compliant defendants.
- Partner with other cities for warrant service.
- Continue with audit of older cases.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Total Number of cases filed	ea	19,723	18,500	19,500
Revenue (includes state and city revenue)	$	1,977,877	1,850,000	1,950,000
Total Number of cases disposed	ea	10,083	12,000	14,000
Community service	ea	230	182	200
Cases disposed prior to trial (*Higher case closures numbers due to age of case and legal requirements.	ea	5,943	7,500*	8,000

Technology Services

Technology Services	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Director of Information Technology	1	1	1	1	1.00	1.00	1.00	1.00
Business Services Manager	1	1	1	1	1.00	1.00	1.00	1.00
Infrastructure Manager	1	1	1	1	1.00	1.00	1.00	1.00
Technology Project Manager	1	1	1	1	1.00	1.00	1.00	1.00
Delivery Manager	1	1	1	1	1.00	1.00	1.00	1.00
System Administrator	2	2	2	3	2.00	2.00	2.00	3.00
Network Administrator	3	3	3	3	3.00	2.00	2.00	2.00
Support Analyst	2	2	2	2	2.00	3.00	3.00	3.00
Business Systems Analyst	2	2	2	2	2.00	2.00	2.00	2.00
Administrative Assistant	1	1	1	1	1.00	1.00	1.00	1.00
Total	15	15	15	16	15.00	15.00	15.00	16.00

Mission Statement

The mission of the Technology Services Department is to oversee and coordinate new and existing technological resources for the City of San Marcos by providing recommendations, implementation and technical support of voice and data information systems.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	1,258,737	1,379,504	1,379,504	1,547,119
Contracted Services	186,085	236,260	236,260	245,425
Materials and Supplies	35,369	34,052	34,052	33,263
Other Charges	65,527	77,274	77,274	83,274
Capital Outlay	0	0	0	0
Total	1,545,718	1,727,090	1,727,090	1,909,081

Goals and Objectives

- To provide quality IT Support Services to all Departments.
- To provide quality network and data services to all Departments.
- To provide quality application support to all Departments.
- To provide quality telecommunications to the Departments.
- To empower users to be more efficient and effective through technology.
- To build and maintain the necessary infrastructure to ensure reliability and quality of service.
- To assist all Departments in meeting goals set forth by the City Council.

What We Accomplished in 2015-16

PARKS AND RECREATION

- ActiveNet Implementation for Parks and Rec to replace old – Online registration and entire Parks and Rec Process software.
- Visitors Center IT support for the remodel and move in.

WATER/WW

- Scada – Water and Waste Water – converted network from serial to fiber post flood damage.

POLICE/FIRE

- Automatic Vehicle Locator implemented for Police and Fleet – Allows vehicle tracking and diagnostics
- Netmotion Upgrade and deployment for Fire and Police, Other City Depts. - Allows constant connection between ATT in our network on our domain.
- IAPro Migration to new Server for the Police Dept. – Internal Affairs Software for the Police.
- Omnixx Certificate updates for PD – Interface between TLETS(DPS) and the PD for vehicle and driver information.
- Completed the imaging of 115 Police Laptops within a very small time frame to allow Police Officers to have new laptops in preparation for their new CIS and Video Camera projects.
- Zoll 5.0 Upgrade – This application support the Fire Department for incident reporting, certifications, and time for each Fire Station.
- FS #5 Door Security replacement and changes completed.- This was in support of a damaged system due to flooding.
- 2FA installation completed. – This will allow for Two Factor Authentication on Police Laptops to prevent unauthorized access.

METERS/UTILITY BILLING

- Network Manager Upgrade – AMI software for wireless Meter Readings
- Northstar 6.4 New Servers Built – This software is for Utility Billing
- Completed the Northstar upgrade to V6.4 from V6.2 – This includes modifications and upgrades to all integrated applications to the Northstar environment. – Utility Billing
- Customer Connect Upgrade – Public Facing Utility Billing Application for Bill inquiries, Hourly Meter Reads and Bill payments
- Network Manager Migration from MySQL to SQLServer

CITY WIDE SECURITY

- New Employee Badge system implemented City Wide – This allows 1 ID for identification, Door Access, and 2nd Authentication access for Laptops etc. These badges will allow for future growth to our new future Single system Door access and any other future mobile devices.
- New Security Cameras for SMEU Yard Deployed
- New Door Card Access and Cameras for 2nd Floor Municipal Building
- Emergency Security Cameras for the Animal Shelter

COMMUNICATIONS

- City Wide Notification System – CAPCOG for Communications Dept for Emergency Notifications

WIC

- WIC New Braunfels Equipment Replacement
- Remediated Phone Issues for all WIC locations

CITY CLERK

- Laserfiche Upgrade /New Servers– This application support the City Clerks office and is the official repository for documents
- WEBQA Go live – Open Records Request Software for the Public and City Clerk's office.

FINANCE

- Tyler Munis Test & Train Environment – This was deployed to support the Enterprise Tyler Munis System supporting Finance, HR, and Payroll.
- Tyler Munis Train and Test upgrade to 11.1 – Upgrade performed for Tyler Munis .

FLOOD SUPPORT

- Flood Remediation – IT deployed ,supported, and provided personal for the EOC located at the Police Station

CITY INFORMATION TECHNOLOGY

- Local Admin Testing – Per our Security Posture Review, we are required to NOT allow Local Administrator privileges on end user devices unless they receive training and pass IT Local Admin Test.
- Decommissioned old Northstar Oracle Servers – This allows a cost saving of licensing servers, A/C requirements etc.
- Database Cluster completed and all Databases migrated over to the new environment. – This saves the City of Database Licensing fees
- Service Desk received 9889 Support Calls
- Completed 43 Projects supporting various Departments within the City of San Marcos

PERMIT/PLANNING

- Deployed new Physical desktops for Planning and Remediated server Wyse devices for Permit/Planning

LIBRARY

- Completed Library Wyse Rollout and remediation for Public Facing Computers

MUNICIPAL COURT

- Reimaged all court room Laptops for Municipal court

HR/PAYROLL

- Implemented single sign-on for Tyler Munis – This allows Employee Self Service login via a remote location.

ENGINEERING/TRANSPORTATION

- Trafficware upgrade – Engineering and Transportation Software for building scenarios on streets.
- Vissim Deployment – Engineering and Transportation Software

- Implementation of Force 10 – 10GB top of rack network switches; Provides 10GB throughput within our datacenter
- Implementation of Database Cluster; allows us to license the three physical devices that make up the host cluster, rather than licensing each individual database server resulting in savings on spend for licensing
- Domain Controller Upgrade
- Separate connectivity to library – in progress; allows us to segment the traffic coming from the public use computers outside of our network. This eliminates a huge bandwidth hog from our day to day business operations, and also silos the threat associated with open internet browsing from our private network.
- Police Isolation Project – in progress; In order to provide for continuous business operations at PD in the event our primary fiber ring becomes inaccessible, we are implementing the following: Second Egress with Centurylink – completed; A VDI environment within the PD datacenter – built and ready for implementation
- Install Palo Alto Next Gen Firewall at PD – to do
- Wyse remediation at library for public facing workstations – completed
- Shared Data Connection with SMCISD – approved and in progress for implementation
- Connectivity to Discovery Center / Restored Connectivity to Rio Vista – completed

What We Plan to Accomplish in 2016-17

New Technology:

- TV Broadcast System
- City Website Redesign
- Fire MDT Replacements
- FirePrograms Conversion to Zoll FireRMS
- Tyler Munis Financials - Phase 4
- Tyler Munis HR & Payroll

- AppSense
- Wyse Device Rollout
- Disaster Recovery Project
- Database Verify Maintenace Setup
- Database Implement New Functionality
- Wiki Apps
- Data Movers
- SIEM - Security Information and Event Management tool - Netwrix
- Local Admin Testing for end users
- SQL Server Updates
- Public Library - Second Network for Public
- O365 Migration
- Change Management Workflow
- Application Integration Mapping
- BA Department Visits
- Asset Management Solution
- Point to Point Wireless Connections
- Wireless Expansion into Parks
- MDM Solution with Encryption
- Palo Alto Setup & Configuration
- Maintenance Plan
- IT Security Phishing and Training
- Compass Com Upgrade
- City Wide Security
    - Door Access City Wide
    - Animal Shelter Phase 2
- Two Factor Authenication (2FA)
- Netmotion
- Compass Com Implementation
- Telecommunications Upgrade - Voice Mail
- Justware
- Pontem Upgrade
- POLICE TECHNOLOGY PROJECT
    - Video Storage and Extraction Solution
    - Ticketwriters/Printers
    - New MDT's Imaged
    - Upgrade CIS Application
- CIS Cluster
- PD Isolation
    - CJIS Network Drawing
    - PD P to V
    - Palo Alto #2
    - PD VM's (VDI)
    - 2nd ISP
    - Migrate all printers and scanner
    - File Server Migration
- Regional CAD/RMS/Mobile
- Higher Ground Upgrade
- Network Mgr Test Environment
- WW Collections monitoring system

- Outage Management
- Yukon Implementation Project
- Maximo Upgrade
- W/ww Scada Upgrade
- Metersense Upgrade
- Remote Facility Connectivity - Main Street & WIC

Performance Measures	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Network Uptime				
Period of time measured Oct 1 to Sept 30. As of this date we have experienced various network outages, lasting less than a day, due to network infrastructure upgrade.	%	98	98	99
Application Uptime				
Period of time measured Oct 1 to Sept 30. As of this date we have experienced twenty nine server/application outages, lasting less than a day.	%	93	92	95
Telephone Uptime				
Period of time measured Oct 1 to Sept 30. As of this date we have experienced various outages lasting less than a day, due to the telecommunication upgrade.	%	98	98	99
Completion Ratio of Critical calls in the allotted time defined in the Technology Service Level Agreement (1 day).	%	88	90	93
Completion Ratio of all non-critical calls in the allotted time defined in the Technology Service Level Agreement.	%	91	93	93

GIS

GIS	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
GIS Enterprise Manager	1	1	1	1	1.00	1.00	1.00	1.00
GIS Analyst	1	1	1	1	1.00	1.00	1.00	1.00
GIS Intern	2	2	2	2	0.96	0.96	0.96	0.96
Total	4	4	4	4	2.96	2.96	2.96	2.96

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	176,400	191,862	191,862	204,912
Contracted Services	22,136	15,945	15,945	15,900
Materials and Supplies	8,362	9,150	9,150	9,150
Other Charges	8,489	8,500	8,500	12,550
Capital Outlay	0	0	0	0
Total	215,387	225,457	225,457	242,512

Mission Statement

The City of San Marcos GIS mission is to practice responsive, collaborative and innovative approaches to GIS. The City GIS staff will provide geospatial information and applications to city employees and the public in order to enhance city operations, improve decision making, and provide excellent customer service.

Strategic Themes and Goals

- Make GIS Data and tools easily accessible to city staff and public.
- Provide GIS/GPS training to City staff on GIS data and applications.
- Develop data collection, creation, submission, and storage standards to ensure accurate and consistent GIS data.
- Create and maintain a data access plan for GIS data.
- Maintain cartographic standards and improve methods for generating maps to increase efficiency and timeliness of customer service.
- Create and maintain Data Standards for consistent data storage and access.
- Maintain a strong web presence for staff and the public.
- Develop customized GIS tools to meet production needs.
- Monitor GIS data distribution to and from other agencies, businesses and customers.
- Stay current with industry standards and trends in software and hardware technology.

What We Accomplished in 2015-16

- Replicated Databases for enhanced software performance.
- Maintained and updated information on the Division city website. Increases use of ArcGIS Online for map resources.
- Created web applications for Fire, Utility Billing, Park Rangers and Public Services.
- Implemented a scheduled maintenance policy for GIS.
- Data and mapping for All Saints Day Flood.
- Created online mapping application for Private Property Assessment using the Collector Application after the All Saints Day Flood.
- Analysis of flood data, comparing damage from Memorial Day Flood 2015, All Saints Day Flood 2015, and Halloween Flood 1998.
- Completed fire hydrant inventory using Collector Application.
- Develop Quality Control/Quality Assurance Program for GIS data using ESRI Data Reviewer.
- Presented at Civic Citizens Academy.
- Public Technology Institute Solutions Award and Texas Association of Governmental Information Officers Excellence Award for Assessing Private Property Flood Damage Using Collector App.
- Presentation at TAGITM on Assessing Private Property Flood Damage Using Collector App.
- Participated in GIS Day in conjunction with Texas State University.
- Train newly hired GIS Analyst for Engineering/CIP.

What We Plan to Accomplish in 2016-17

- Presentation at TML Annual Conference on Assessing Private Property Flood Damage Using Collector App.
- Redesign Water and Wastewater data to Local Government Information Model.
- Implement GIS track-it ticket strategy to monitor technical support, map, data, and analysis requests.
- Implement Change Management Strategy.
- Implement Parcel Fabric model for maintaining cadastral (land based features) data.
- GIS integration with other City enterprise application software.
- Work with County to build a cooperative Emergency Operation Application.
- Professional GIS Certification for GIS Analysts and recertification for GIS Enterprise Manager.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Quarterly evaluation of the GIS Goals and Objectives by the GIS Workgroup and GIS Steering Committee with the desired outcome of meeting planned objectives.	#	4	4	N/A
GIS training sessions for City Staff.	#	N/A	2	4
Data coordination with multiple (7) Regional/County/State agencies – Hays County, Hays Central Appraisal District, Comal Appraisal District, Caldwell County Appraisal District, Guadalupe Appraisal District, Greater San Marcos Partnership, and Capitol Area Council of Governments.	#	7	7	7
Availability and accessibility to GIS System uptime, exclusive of scheduled maintenance.	%	99.9	99.9	99.9
GIS professional certification of not less than two City employees in the use of ArcGIS applications annually.	#	N/A	N/A	2
Obtain state and/or national recognition for excellence in Municipal GIS.	#	N/A	2	2
Participate in Yearly GIS Day	#	1	1	1

Development Services Administration

Development Services Administration	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Director of Development Services	1	1	1	1	1.00	1.00	1.00	1.00
Asst Director of Development Services	1	1	1	1	1.00	1.00	1.00	1.00
Sustainable Development	1	1	0	0	1.00	1.00	0.00	0.00
Administrative Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
GIS Analyst	1	0	0	0	1.00	0.00	0.00	0.00
Total	5	4	3	3	5.00	4.00	3.00	3.00

Mission Statement

To serve today's community development needs, while actively planning for the needs of tomorrow.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	339,745	515,491	515,491	457,803
Contracted Services	27,558	25,005	25,005	49,748
Materials and Supplies	23,262	27,751	27,751	29,751
Other Charges	51,695	77,340	77,340	78,540
Capital Outlay	0	0	0	0
Total	442,260	645,587	645,587	615,842

Goals and Objectives

- To effectively manage change within the community due to growth and development activity by carrying out the adopted Council policies and goals. The division provides professional expertise in the area of real estate development and city planning.
- To provide a high level of professional services to the varied stakeholders served, including builders, developers, land owners, neighborhood groups, business owners, City Commissions, allied governmental jurisdiction and the citizens of the community.
- To enhance the Community's economic competitive advantage and livability by encouraging high quality growth and development practices.
- To protect the health, safety and quality of life of the citizens of San Marcos through the effective administration of adopted building and development codes.
- To provide a single point of contact for pre & post entitlement procedures within the community.
- To be responsive to the needs of our customers by coordinating and performing timely reviews of permit applications for post entitlement permits.
- To comply with local and state laws regarding contractor qualification and licensing requirements.
- To provide floodplain development management and floodplain administration in accordance with the Federal Emergency Management Agency (FEMA).
- To improve the quality of life of low to moderate-income San Marcos residents by using the Community Development Block Grant (CDBG) Program to support public service programs, and housing and public facility/infrastructure/transportation projects.

- To promote fair and equitable housing transactions for all San Marcos residents through Fair Housing Act education and outreach activities.
- Use the proper development tools and flexible regulations to implement the Downtown Master Plan vision for the community.

What We Accomplished in 2015-16

Planning-Permitting

- Accepted Charter Award from CNU for Code SMTX: Tactical Urbanism Intervention & Project Kick-Off.
- Conducted fee analysis and are set to present to City Council in August 2015.
- Developed standards for parklets, sidewalks and neighborhood gateway features – Presented to City Council-set for possible adoption in August 2015.
- Reviewed duties of the Comprehensive Plan Oversight Committee.
- Continued Code SMTX, the rewrite of the Land Development Code to include Neighborhood Character Studies and multiple community meetings.
- Completed Code Rode.
- Completed Brand Your Neighborhood.
- Completed General Contractor Training Program.
- Processed and reviewed multiple large development projects including review of development agreements, public improvement districts, municipal utility districts and associated planned development districts.
- Continued the Transportation Master Plan update along with Engineering/CIP.
- Continued integration of GIS & Addressing within MyPermitNow.
- Continue to work with Finance and Engineering/CIP to align Capital Improvements Program to Vision San Marcos.
- Updated the SmartCode including changes to the height warrant process.
- Reviewed and presented information regarding the inclusion of bonus densities within the SmartCode.
- Updated the Department Succession Plan for presentation in 2015-16 budget process.
- Coordinated inter-departmental meetings and presented a first year annexation plan based on the adopted annexation strategy.
- Continued the Development Review Committee meetings on Thursday afternoons.
- Continued staff support for City boards and commissions including Planning & Zoning Commission (P&Z), Historic Preservation Commission (HPC), Zoning Board of Adjustments (ZBOA). This averages 30 regular meetings a year.
- Facilitated Commission members, board members and staff attending specialized training and workshops.
- Maintained partnerships with local community groups.
- Facilitate presentations and recommendations for City Council which averages to approximately 30 meetings.
- Continued to make improvements to streamlining the building permitting and inspection processes.
- Completed adoption of the 2015 Building Codes and all other associated codes.
- Permitted $193 Million in residential & commercial construction value in calendar year 2015.
- Generated $1.85 Million in permit fees in FY 2014 and on track to meet or exceed this figure for FY 2015.

Community Initiatives

- Rehabilitated the houses of seven low-income families through the CDBG grant to Southside Community Center.
- Monitored 4 non-profit recipients of CDBG funding.
- Hosted Homebuyer Education classes as the Public Library and for the Public Housing Family Self-Sufficiency Program.
- Conducted a Subrecipient Workshop, provided technical assistance, and oversaw CDBG Program compliance for four subrecipient-managed programs.
- Reviewed and approved 10 City-funded and 4 First-Time Homebuyer loans
- Update the City's Analysis of Impediments to Fair Housing Choice and policies / procedures that are applicable to federally-funded programs.

- Completed the Action Plan process for the CDBG-DR program, including an extensive unmet needs analysis and risk assessment process.

What We Plan to Accomplish in 2016-17

Planning-Permitting

- Complete adoption of Code SMTX.
- Participate in completion and adoption of Transportation Master Plan.
- Complete Neighborhood Character Studies.
- Continue implementation of annexation strategy.
- Continue implementation of Vision San Marcos by working with other departments to track progress toward Five Year Action Items and update as necessary.
- Complete integration of GIS addressing function within MyPermitNow.
- Implement Downtown Sign & Façade grant program.
- Develop plan for potential Watershed department to specialize in coding, plan review & inspection in coordination with other departments.
- Work with City Manager's Office and the Greater San Marcos Partnership to adopt a policy for project-based incentives.
- Review and development implementation plan for downtown.
- Expand use of MyPermitNow to provide additional information to the public and improve internal processes.
- Continue customer interface improvements for MyPermitNow.
- Monitor and maintain current systems to ensure the process functions efficiently.
- Draft Planning Procedures Manual providing clear information about department functions for new employees and crosstraining.
- Update the Development Guide.
- Review and improve the unsafe structures program.
- Develop a plan for increased neighborhood outreach.
  -

Community Initiatives

Continue to provide programs and services to assist low-income families through the CDBG and related programs.

- Rehabilitate seven owner-occupied houses through Southside Community Center's summer program.
- Rehabilitate owner-occupied houses impacted by the 2015 floods.
- Provide direct homebuyer assistance with closing cost and down payment programs as funds are available.
- Complete improvements to Veterans Park and begin improvements to Dunbar Park.
- Provide scholarships to low-to-moderate income San Marcos children through recreation fee scholarships.
- Support children and victims of family violence through CDBG public service funding.

Ongoing work with the Community

- Represent to the public the full function of the Development Services Division by increasing transparency and access to information and increasing visibility in the community as a whole.
- Expand efforts for community education and strengthen ties to the professional building community in San Marcos and the region.
- Better use the departmental website to improve public relations and transparency, while providing useful, accessible information to the public.
- Prepare a housing and real estate market analysis profile providing current demographic information, development activity, a community profile (including information from other levels of government) and development information (including average processing times) for use by the public and potential investors in the City.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Annexed Land Area (*Increase in area anticipated because of Annexation Strategy)	# Of Acres	45	42	28*
Conditional use permits	# Of Cases	40	22	40
Support of board and commission meetings and other public meetings	# Of Mtgs Staffed	120	108	130
Review of development permits on historic properties	# Of COA's Reviewed	27	10	21
LDC Amendments Processed (*Major revision anticipated)	Ordinances	1	1	0*
Variances processed	# of Cases	3	2	5
Land Use Map Amendments/Preferred Scenario Amendments	# of Cases	8	2	2
Subdivision plats and concept plans processed	# of plats	42	30	40

Planning-Permit Division

Development Services Planning/Permit Center	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Planning Manager	1	1	1	1	1.00	1.00	1.00	1.00
Permit Manager	1	1	1	1	1.00	1.00	1.00	1.00
Planning Coordinator	0	0	1	1	0.00	0.00	1.00	1.00
Senior Planner	1	1	1	1	1.00	1.00	1.00	1.00
Planner	2	2	2	2	2.00	2.00	2.00	2.00
Planner Tech	2	2	2	2	2.00	2.00	2.00	2.00
GIS Analyst	0	1	1	1	0.00	1.00	1.00	1.00
Building Services Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Engineering Technician	1	1	1	1	1.00	1.00	1.00	1.00
Permit Technician	1	1	1	1	1.00	1.00	1.00	1.00
Building Permit Specialist, Senior	1	1	1	1	1.00	1.00	1.00	1.00
Building Permit Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Total	12	13	14	14	12.00	13.00	14.00	14.00

Development Services CDBG	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Community Initiatives Program Administrator	1	1	1	1	1.00	1.00	1.00	1.00
Community Initiatives Technician	1	1	1	1	0.50	0.50	0.50	1.00
Total	2	2	2	2	1.50	1.50	1.50	2.00

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	746,725	871,682	871,682	1,041,928
Contracted Services	125,686	133,270	133,270	135,791
Materials and Supplies	-3,193	3,401	3,401	200
Other Charges	4,682	5,635	5,635	5,635
Capital Outlay	0	0	0	0
Total	873,900	1,013,988	1,013,988	1,183,554

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What We Plan to Accomplish in 2016-17

Planning-Permitting

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- Better use the departmental website to improve public relations and transparency, while providing useful, accessible information to the public.
- Prepare a housing and real estate market analysis profile providing current demographic information, development activity, a community profile (including information from other levels of government) and development information (including average processing times) for use by the public and potential investors in the City.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
MPN Online Applications Processed	#	1,225	1,124	1,926
Total Value of Building Permits	$	193M	119M	204M
Gross Permit Revenue	$	1.85M	1.3M	2.26M
Number of Permits Issued	#	4,425	2,656	4,553
Number of New Building Permits Issued	#	709	402	689
Number of Site Preparation Permits Issued	#	29	20	34
Public presentations/workshops hosted promoting the CDBG Program/Fair Housing	#	13	3	4
City-funded Homebuyer loan applications Reviewed/Approved	#	14/10	10/10	8/8
CDBG First-Time Homebuyer Loans Reviewed/Approved	#	4/4	5/4	4/4
Project Environmental Reviews Performed	#	17	16	17
Projects Monitored for Davis Bacon & Related Acts Compliance	Project/ Contract Subs	1/3	0	1/5
Number of on-site Sub-recipient monitoring reviews performed	#	4	4	6
Funding applications reviewed for eligibility	#	8	12	10
CDBG-DR – Public presentations and workshops	#	N/A	5	2
Community Needs Assessment-public meetings/workshops	#	N/A	2	4

Inspections

Development Services Inspections	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Chief Building Official	1	1	1	1	1.00	1.00	1.00	1.00
Senior Inspector and Plans Examiner	2	2	2	2	2.00	2.00	2.00	2.00
Combination Inspector	1	1	1	2	1.00	1.00	1.00	2.00
Total	4	4	4	5	4.00	4.00	4.00	5.00

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	295,159	356,601	356,601	439,241
Contracted Services	7,704	10,560	10,560	10,560
Materials and Supplies	9,951	8,621	8,621	2,038
Other Charges	2,090	2,000	2,000	2,000
Capital Outlay	0	0	0	0
Total	314,904	377,782	377,782	453,839

Engineering

Engineering	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Director of Engineeering/Cap Improv	0	0	0	1	0.00	0.00	0.00	1.00
Senior Engineer	0	2	2	6	1.00	2.00	2.00	6.00
Project Engineer II	1	2	2	0	1.00	2.00	2.00	0.00
Engineering Technician II	0	0	0	1	0.00	0.00	0.00	1.00
Engineering Inspections Manager	1	1	1	1	1.00	1.00	1.00	1.00
Engineering Inspector	4	4	4	4	4.00	4.00	4.00	4.00
Administrative Assistant	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
GIS Transit Analyst	1	1	1	1	0.50	1.00	1.00	1.00
Engineering Tech/Graduate Engineer	2	2	2	1	2.00	2.00	2.00	1.00
Engineer in Training	1	1	1	1	1.00	1.00	1.00	1.00
Real Estate Acquisitions Administrator	1	1	1	1	1.00	1.00	1.00	1.00
Total	13	16	16	19	13.50	16.00	16.00	19.00

Mission Statement

To provide comprehensive engineering and inspection services to the citizens of San Marcos and other City departments in order to manage the City's infrastructure, protect the environment and insure public health and safety.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	973,978	1,370,448	1,370,448	1,799,623
Contracted Services	135,675	158,709	158,709	171,651
Materials and Supplies	45,540	53,131	53,131	40,845
Other Charges	44,886	64,500	64,500	65,270
Capital Outlay	0	0	0	0
Total	1,200,079	1,646,788	1,646,788	2,077,389

Goals and Objectives

- Design and construct CIP projects that address growth and improve the quality of life for our citizens and visitors.
    - Maintain a high level of quality
    - Maintain project schedules
    - Coordinate with all departments to ensure all needs are met
    - Ensure our environment is protected from construction projects
- Review and inspect public improvements to insure compliance.
- Optimize the performance of our people, process and systems.

What We Accomplished in 2015-16

- Started construction on 10 projects: University Drainage, Landscaping on N LBJ, Airport Control Tower & Driveway Relocation, Airport Water and Wastewater, Hunter Road Monuments, Sessom Underground, Yarrington Inlet Repair, Davis Lane Sidewalk, N LBJ WW/Oakridge Lift Station, Victory Gardens Subdivision Underground Duct bank.
- Completed a total of 15 projects which included: Downtown Reconstruction Ph 1, University Drainage, Harmon's Way Phase 2, Loop Street Fire Protection, SH 80 GCAA, Stagecoach Drive Widening, Yarrington Inlet repair, Downtown LIDAR Survey, Victory Gardens Drainage, River Road Outfall, FM 2439 Hunter Road, IH 35 at Yarrington Utility Relocation, N LBJ Lift Station, Airport Control Tower & Driveway Relocation, Hunter Rd Monuments.
- Completed Update of the Wastewater Master Plan, Water Master Plan and Downtown SmartCode Water Quality Master Plans.
- Continued updating the Drainage and Transportation Master Plans.
- Started the Greenways Master Plan.
- Provided a master project schedule and quarterly department progress report.
- Compiled department project workload on a 3 year basis and Effectively managed over 90 projects.

What We Plan to Accomplish in 2016-17

- Start Construction on 23 projects, which includes: Victory Gardens Subdivision, CM Allen Reconstruction, Sessom Bike/Ped and Peques Intersection, CCN Exchange Phase 1, River Road Drainage Imps, Posey Road Bridge Utility Relocation, Loop 110, Factory Shops WW Imps, Cottonwood Creek Waterline, River Road Pavement and Bank Stabilization, William Pettus Drainage, Cheatham St and Blanco River WL Bore Imps, Mill Street Imps, McKie and Lee St Water Imps, Reclaimed Water System Expansion, Hutchison St Parking Lot, Main Lift Station Force Main and Reclaimed Water Imps, Wallace W and WW Imps, Franklin Water Tank Demo, Midway Water Tank Demo, SSES EARZ Repairs, West Purgatory Creek 18-in WW Interceptor, East Side Interceptor 36-in Wastewater.
- Complete construction on 17 projects such as: Airport Water and Wastewater, Sessom Underground, N LBJ WW Main/Oakridge Lift Station, Davis Lane Sidewalk, Victory Gardens Subdivision Underground Duct Bank, River Road Drainage Imps, Posey Road Bridge Utility Relocation, Factory Shops WW Imps, River Rd Pavement and Bank Stabilization, William Pettus Drainage, Cheatham St and Blanco River WL Bore Imps, Mill Street Imps, McKie and Lee St Water Imps, Hutchison St Parking Lot, Franklin Water Tank Demo, Midway Water Tank Demo, Cottonwood Creek 24in Waterline.
- Continue to improve communications for ongoing construction.
- Continue to effectively manage over 90 projects.
- Complete Update of Transportation, Greenways and Drainage Master Plans.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Construction projects on schedule	%	56	58	100
Completed projects on budget	%	95	88	100
Install citywide use of Microsoft Project to allow viewing of project schedules	%	50	80	100
Projects using Project management software (Owner Insite)	%	6	22	48
Update city construction details	%	40	100	100
Create City specifications	%	90	95	100
Update City construction notes	%	75	80	100
Improve storm water pollution prevention on every project	%	75	90	100
Update City general conditions	%	0	50	100

Fire Operations

Fire Services	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Fire Chief	1	1	1	1	1.00	1.00	1.00	1.00
Assistant Fire Chief	2	2	2	2	2.00	2.00	2.00	2.00
Battalion Chief	5	5	5	5	5.00	5.00	5.00	5.00
Fire Captain	15	15	15	15	15.00	15.00	15.00	15.00
Fire Engineer	18	18	18	18	18.00	18.00	18.00	18.00
Fire Fighter	30	30	30	33	30.00	30.00	30.00	33.00
Administrative Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Assistant	1	1	1	1	1.00	1.00	1.00	1.00
Total	73	73	73	76	73.00	73.00	73.00	76.00

Mission Statement

The Fire Operations Department is committed to the people, property and environment of San Marcos from the harm of fires, life-threatening medical emergencies and sudden dangerous physical conditions that threaten our health and safety. We serve the public with efficiency and effectiveness.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	6,943,739	7,453,872	7,353,872	8,151,476
Contracted Services	128,325	136,852	136,852	143,411
Materials and Supplies	354,889	362,803	362,803	260,441
Other Charges	127,561	135,718	135,718	145,283
Capital Outlay	0	0	0	0
Total	7,554,514	8,089,245	7,989,245	8,700,611

Goals and Objectives

- Our top three goals for the San Marcos Fire Department for FY 16 -17 are the creation of an all-hazards Fire Department Training Facility, the implementation of the department's first squad, and continued preparation for transition to a fire-based EMS system.
- Our goals and objectives revolve around our Mission Statement which states that the: San Marcos Fire Department is dedicated to providing a well-trained, motivated, and diverse team of professionals who deliver excellence in prevention, educational programs, and emergency response service to our community in a safe, responsible, and efficient manner.
- Additionally, we will continue updating, upgrading, and expanding our current facilities, equipment, apparatus, personnel, training, and services to meet state and national fire service standards and the needs and expectations of a rapidly growing community.
- We will also assist the City Council and Administration in achieving their stated goals while working within established guidelines and policies.

What We Accomplished in 2015-16

- Responded to 4,851 calls for assistance (CY 15)
- SMFD personnel participated in 11,665 hours of training and continuing education in CY 15, and from January 1, 2015 through December 31, 2016 Department personnel attained 35 new or higher-level certifications, including:
    - (1) TCFP Advanced
    - (2) TCFP Intermediate
    - (3) TFCP Fire Officer II
    - (5) TCFP Fire Officer III
    - (5) TCFP Fire Officer IV
    - (4) TCFP Instructor I
    - (5) TCFP Instructor II
    - (3) TCFP Haz-mat Tech
    - (4) Blue Card IC's
    - (6) Blue Card Instructors
    - (2) Texas Fire Chiefs Association Fire Chief's Academy Graduates
- Chief Stephens applied for and was awarded the Congress on Fire Service International's Chief Fire Officer Designation as an accredited Chief Fire Officer
- The San Marcos Fire Department, the Hays County Fire Chiefs, and Departments from Round Rock to San Antonio collaborated to host the 2016 Texas Engineering Extension Service (TEEX) Leadership Development Symposium here in San Marcos from January 11-13, 2016; over 1,000 participants attended this free, State-sponsored training opportunity at the Embassy Suites Conference Center
- Received and passed our first-ever Texas Department of State Health Services Continuing Education program audit
- SMFD along with the 6th CST successfully participated in a joint hazmat exercise at TXST Chemistry Building which included area agencies including TXST, UPD, SMHCEMS, and members of Dugway Proving Ground in Utah
- All members of the department completed basic boat handling in New Braunfels between the two flood events
- Spec'd, ordered, and received a new Heavy Rescue/Light/Air truck
- We participated in a mass casualty/ hazmat drill at the airport which included airport staff, Texas National Guard Unit CERF-P, DPS, SMPD, HCSO, SMHCEMS, SHFD, and Kyle Justice of the Peace Beth Smith
- Numerous Fire Department and other City Employees continued to actively participate in the County-wide PSAP Co-location Task Force
- Completed the fifth annual SMFD Citizens Fire Academy, two more RA Fire Academies at Texas State, and hosted the fourth annual Fire Department Open House and Kick-off to Fire Prevention Month with over 1,200 citizens attending
- Paramedic School Program graduates – Bill Young and Stephen Guenthner in 2015. Jonathan Henderson, Aaron Crick, and Tanner McLean in May 2016.
- Memorial Day Flood
- Relocation to Airport
- Reconstruction of Station 5: May – Nov 2015
- October 30, 2015 Flood
- Chief Kuhlman led a county-wide effort to apply for and were awarded a $999,999 AFG grant for P-25 compliant mobile and portable radios. By working with the radio vendor and LCRA we were able to negotiate an additional $350,000 in infrastructure upgrades on various tower sites within the region. We also prepared and submitted a new AFG grant for an additional $800,000 to complete the P-25 project for all fire/EMS agencies in Hays County
- Completed the process of certifying all SMFD Driver/Engineers and above, through the Blue Card incident command system
- We negotiated an agreement with Texas State to host the San Marcos Certified Public Manager program classes at Fire Station 5. In return, the COSM will receive an additional CPM scholarship for a city employee to complete the program for certification. This is a $4,000+ value to the city annually that will

continue as long as the partnership continues

- Actively participated in several community activities and programs to include: National Night Out, the "Fired Up About Reading" program at the Library, numerous neighborhood school and church festivals and fairs, Shattered Dreams, and our Annual 9-11 Remembrance Ceremony
- BRW Architects was selected and began the architecture and design process for the new fire station 4 which will be constructed in FY 15-16 at 1404 Wonder World Drive.
- Shift Battalion Chiefs, their aides, and Chief Rowell all completed the ALERRT-2 course on responding and managing active shooter incidents.

What We Plan to Accomplish in 2016-17

- Continue to prepare for the implementation of fire-based EMS.
- Design and begin construction of a Fire Department training facility at the San Marcos Municipal Airport.
- Complete the implementation of the Lexipol Policy Management program.
- Finalize the specifications and order a new Engine 4.
- Select a contractor and begin construction of Fire Station 4 at 1404 Wonder World Drive.
- EMS – continue to improve the level of EMS service offered by SMFD personnel and increasing the number of ALS providers we have on staff.
- Continue the process to relocate fire station 2; the current plan calls for the station to be located on land donated to the city by the La Cima developer near the intersection of Wonder World Drive and Old RR 12.
- Additional/new Fire Station Land Purchase and Construction – based on numerous studies and assessments, we need to immediately purchase land and construct additional stations in the vicinity of Hwy 80 and Hwy 21 and in the vicinity of the Outlet Malls.
- Pursue third-party designation through the Texas Fire Chiefs Association's Best Practices Program as a starting point toward seeking Accreditation through the Center for Public Safety Excellence in the future.
- Junior Fire Academy – similar to the tremendously successful Junior Deputies Academy that is hosted by the Sheriff's Offices in Hays and Comal County, this program would target pre-teens and allow them to spend a week, during their summer, learning about fire and EMS.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Total Incidents	# of incidents	3,846	4,235	4,601
Life and Fire Safety Education	# of people contacted	10,250	15,000	22,000
Total Training Hours Received by Dept Personnel	# of hours	9,434	8,951	12,567
Citizens Fire Academy Graduates	#	17	15	15
Fire Dept Open House Attendees	#	1,000	1,000	1,000
Resident Advisor Fire Academy Graduates	#	143	155	158

Police

Police Services	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Police Chief	1	1	1	1	1.00	1.00	1.00	1.00
Assistant Chief of Police	2	2	2	2	2.00	2.00	2.00	2.00
Police Commander	4	4	4	4	4.00	4.00	4.00	4.00
Police Sergeant	12	12	12	12	12.00	12.00	12.00	12.00
Police Corporal	17	17	17	17	17.00	17.00	17.00	17.00
Police Officer	66	66	68	68	66.00	66.00	68.00	68.00
Police Detective	0	2	0	0	0.00	2.00	0.00	0.00
Support Services Division Manager	1	1	1	1	1.00	1.00	1.00	1.00
911 Communications Manager	1	1	1	1	1.00	1.00	1.00	1.00
Victim Services Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Night Support Services Sergeant	0	0	0	1	0.00	0.00	0.00	1.00
VIPS Coordinator PT	0	0	0	1	0.00	0.00	0.00	0.50
911 Shift Supervisor	4	4	4	4	4.00	4.00	4.00	4.00
Crime Scene/Evidence Supervisor	1	1	1	1	1.00	1.00	1.00	1.00
Crime Analyst	1	1	1	1	1.00	1.00	1.00	1.00
Police Records Supervisor	1	1	1	1	1.00	1.00	1.00	1.00
911 Telecommunicator	21	21	21	21	21.00	21.00	21.00	21.00
Administrative Assistant, Senior	1	1	1	1	1.00	1.00	1.00	1.00
Crime Scene/Evidence Technician	1	1	1	1	1.00	1.00	1.00	1.00
Parking Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Assistant	2	2	2	2	2.00	2.00	2.00	2.00
Records Compliance Coordinator	0	0	1	1	0.00	0.00	1.00	1.00
Police Records Specialist	3	4	3	3	3.00	4.00	3.00	3.00
Community Liaison	1	1	1	1	0.48	0.48	0.48	0.48
Parking Technician	4	4	4	4	2.13	1.50	1.50	1.50
Total	146	149	149	151	143.61	145.98	145.98	147.48

Mission Statement

The Police Department is responsible for 911 emergency communications, training, school resource, juvenile, crime prevention, accreditation, grant administration, records and administrative supervision and coordination of all activities and operations within the Police Department. Responsible of protection of life and property, identification and apprehension of offenders, and recovery of lost and stolen property. Addresses those responsibilities through pro-active patrol, responding to calls for service, directing traffic, investigating accidents, conducting criminal investigations, providing emergency response, and participating in other community service activities. Conducts narcotic investigations, provides K-9 services and operates the Crime Stoppers Program.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	12,575,200	13,531,433	13,431,433	14,119,035
Contracted Services	379,368	485,679	485,679	518,997
Materials and Supplies	804,752	766,385	766,385	587,479
Other Charges	103,621	102,790	102,790	102,790
Capital Outlay	0	0	0	0
Total	13,862,941	14,886,287	14,786,287	15,328,301

Goals and Objectives

Operations

- The Operations Division consists of two entities: The Patrol function, which responds to immediate calls for service, and the Criminal Investigation Division, which performs follow-up investigations on cases generated by patrol officers. While the Patrol and Criminal Investigation functions serve two different roles, they are similarly joined in their mission. That mission is to maintain the public order, protect life and property, and to serve the community through legal and ethical means.
- Officers in these functions perform their duties by detecting and arresting offenders, utilizing proactive crime prevention methods, recovering lost or stolen property, assisting those in need, and participating in hands-on community involvement through problem-solving.

Administration

- Maintain critical communications for all public safety, including 9-1-1 service, for citizens needing police, fire and/or emergency medical services (EMS).
- Provide updates and training for all police department staff for commission, licensing and certification mandates for the State of Texas.
- Delivery of department programs with assistance from local partnerships and citizen involvement, such as:
  - School Resource Officer program with the San Marcos Consolidated Independent School District.
  - Hays County Juvenile Probation, Juvenile Detention Center, and Juvenile Courts.
  - Citizen's Police Academy and Alumni Association.
  - Texas State University ALERRT training center and various internship opportunities.
  - Numerous citizen and neighborhood groups.
- Maintain police department facilities and grounds for daily and emergency use by staff, city staff, other government agencies, and citizens.
- Conduct events in the community and state-wide promoting the department programs, services, awards and employment opportunities.
- Conduct recruiting and testing of applicants followed by completion of mandated hiring processes to fill openings for licensed staff – Telecommunication Operators and Police Officers.
- Provide public information records and recordings, and conduct investigations of complaints received.

What We Accomplished in 2015-16

Operations

- **Outlet Malls** – The Outlet Malls of San Marcos present challenges to the department related to specific events and traffic issues. Three events that require coordination of special response are during Holy Week, Tax Free Weekend (typically the first weekend in August) and the weekend after Thanksgiving, also known as "Black Friday". The weekend after Thanksgiving has developed into a 24 hour a day event with hundreds of stores opening at or before midnight on Thanksgiving night. These events require extensive planning with the Police Department taking the lead in coordinating with TxDOT, Engineering, Streets/Traffic Department, Fire and Rescue, and management from both malls. The two foot/bike officers assigned to the Outlet Malls full time are supplemented with officers on overtime for the special events. We continue to manage vehicle and pedestrian mall traffic through effective incident command, traffic

direction, and community liaison. The Department has also participated with mall management on an emergency response drill to help us all protect the visitors and this economic resource.

- **Emotionally Disturbed Persons** – Law enforcement officers continue to handle the burden of finding inpatient and outpatient services for the mentally ill. The Police Department added a second full-time officer assigned as a Mental Health Officer. The MHO performs transports to private and state hospitals in Austin and San Antonio as well as in Kerrville, TX. They work with the Hays County Court at Law serving Orders of Protective Custody (OPC) as well as assisting the Hays County Sherriff's Office, SMPD Patrol, SRO, Narcotics, CID and the DA's Office with individuals suffering from Mental Illness. The MHOs make home visits with consumers to divert crisis mental health incidents and work in collaboration with MCOT/Scheib assisting local residents, TX State students, and consumers from surrounding communities who rely on local outreach and medical services. For fiscal year 2015 (October 1, 2014-September 30, 2015) the Mental Health Unit handled 780 calls for service and completed 89 case reports related to mental health related investigations. Unfortunately, there were 7 suicides during this time frame as well. During the majority of this period, there was only one officer assigned to the unit. Beginning in July 2015, a Corporal position was added, filled and continued through the remainder of the fiscal year.
- **Traffic Control** – Citizen complaints of traffic congestion and violations are consistently ranked as a top concern in the annual citizen survey. Patrol officers routinely make traffic contacts in their districts according to their knowledge of problem areas and citizen based complaints. Three full-time motorcycle officers focus on violations in school zones, passing a loading or unloading school bus, and neighborhoods. These officers work only traffic enforcement activities and target areas of the city from which we receive citizen complaints and where there are higher incidents of traffic collisions. With the assignment of traffic complaints being given to the motorcycle officers, the complaints are addressed in a more efficient and timely manner than a patrol officer can often manage due to various priorities and calls for service. We will be coordinating with Community Services to conduct enforcement of the hand free ordinance by utilizing unmarked units and motors.
- **San Marcos-Hays County Family Justice Center** – The purpose of the center is to create a multi-agency facility where victims of violent crime, including domestic and dating violence, can have numerous needs met at one location, the 29 acre campus of the Village of San Marcos www.villagecampus.org). Assistant Chief Penny Dunn is the project coordinator for the Family Justice Center, serves as President of the Friends of the Family Justice Center (a non-profit organization), and a board member of the Village of San Marcos. The project has entered pre-development phase with updating of plans and permitting. The capital campaign has raised more than $1.2 million and final grants are being applied for at this time.
- **Downtown District** – The bar closing hours were changed to 2:00 a.m. seven days a week in May 2009 resulting in increased demand of police resources. The foot/bike unit for the Downtown District was expanded from two officers to four this past year, however due to vacancies, these slots have not been filled yet. While the department worked to hire and train the new officers, an agreement was reached with the TX State University Police Department which allowed the department to hire off-duty officers from that agency to supplement our patrol staffing in the downtown area.
- **Sex Offender Registration Program** - The Sex Offender Registration Compliance Program works to serve as the core of an aggressive enforcement program related to sex offenders. The Criminal Investigation Division collaborates with the Patrol Division and Records Division in making random compliance checks on local registered sex offenders. The number of registered sex offenders living in San Marcos varies but currently there are 62 registered with the department as living in San Marcos. Due to staffing shortages and growing caseloads, no sex offender checks have been done by CID in 2014. No checks were done again in 2015. In April 2016, CID collaborated with Hays County to do checks on 64 individuals who were registered as sex offenders in San Marcos. In a two day period, 62 individuals were contacted and 2 were found to have moved out of this jurisdiction. One remains to be verified, but no compliance issues have been identified.
- **SWAT** – The San Marcos/Hays County SWAT Team has continued its average of about one call out per month and monthly training cycles where operators attend at least 16 hours of training. The team continues to be an active part of the LESET group that works with regional agencies to allow access to regional assets and aids us in securing additional tactical equipment. The team hosted a regional competition with other SWAT teams to build relationships which are critical during very large, complicated tactical calls. Working under these regional agreements from the Capital Area Council of Governments, the team responded to Blanco County to assist on a barricaded suspect. These kind of efforts save expensive

resources through sharing. The majority of the team's members conduct regular training for their respective agencies with officers from SMPD providing an additional 60+ hours of refresher training for the patrol division to include felony stops, firearms, SABA (self aid/buddy aid), active shooter and low light. The team also continues to be an active part of the community by participating in the Citizens Police Academy and other various functions within in the city and county. After a 40 hour training week, the team worked with multiple agencies and emergency services disciplines to practice integrated response concepts. These concepts get EMS and fire into a 'warm' zone faster to help saved injured person's lives. Will be doing another annual training drill with Fire/EMS and the Outlet Mall to work on ASIM and the integrated response.

- **Crime Victims Services (CVS)** – The Crime Victims Coordinator, Roya Williamson, manages 7 volunteers who assist in reaching out to victims of crime in San Marcos. These numbers are from October 2014 thru September 2015:
    - The CVS unit served 804 new crime victims during the year and continued services for 356 crime victims from the prior year. The total number of victims served was 1,160. The CVS unit provided training and presented information for law enforcement professionals and citizens around the community during 22 presentations.
    - Also from June 2015- May 29 2016 there were 12 overnight call outs. These call outs range from homicide to suicide to aggravated assaults.
    - Assisted an officer after a major accident involving his father.
    - Provided roll call training for patrol on death notification.
    - Roya provides victim services refresher and update information as part of the officer in-service training.
    - Roya has reworked the victim's services curriculum for the BPOC that is hosted by CAPCOG. Her class materials will be submitted to TCOLE as the standard for victims' services.
    - Roya has established the Hays County Regional Critical Incident Stress Management (CISM) Team. The team consists of 16 members of mental health, LEO, FIRE/EMS, corrections, clergy, and Dispatch. The CISM team has responded to 9 debriefs and several defusing incidents in 2015. One incident was not law enforcement related but rather an incident in which a COSM wastewater employee received a catastrophic workplace injury while on duty. Also a quadruple fatality in Kyle.
    - Roya continues to be an active member of several organization boards which include Friends of the Family Justice Center (Treasurer), the Village of San Marcos (Treasurer), Texas Victim Services Association (Region B Coordinator which covers 39 counties), Central Texas Medical Center – Women's Council Foundation and the Hays Caldwell Council on Alcohol and Drug Abuse.
    - Roya is also a member of the Hays/San Marcos County Crisis Negotiation Team.
    - Member of the LOSS team (Local Outreach to Suicide Survivors.
- **Evidence Section** - Continued evidence and property disposition projects involving research, obtaining order for destruction, removal from storage, and transport; or on-site destruction with a portable incinerator, for destruction of more than 4,000 items of evidence and property. 594 items were submitted to crime labs in 2014 for forensic analysis with multiple DNA CODIS hits and AFIS hits for fingerprint evidence recovered at crime scenes. Over 2,137 pounds of biological and illegal drug evidence was destroyed per court order and approximately 39 guns. Historical input of evidence and property stored at SMPD is being entered in the new tracking and inventory system implemented in 2013. In the first nine months 601 pounds of medications were left in the secure depository located in the SMPD front lobby by citizens. These items are properly disposed of to prevent contamination of water and land. Approximately 40 old unanalyzed SANE kits sent to private out of state lab as part of grant. (These were old cases that for whatever reason were never submitted to any lab for analysis. Due to their age, some dating back to the 90's, and case status, they could not be submitted to DPS for analysis). Getting these cases submitted under the grant brought us into compliance with SB1636 which was passed in 2011. A huge accomplishment for this year was the finalization of a long needed project to clean out the evidence vaults so that audits can be better performed in the future. Multiple in-house staff from multiple divisions assisted over a weeks' time in June to touch 30,065 pieces of evidence stored, conduct research, and purge 19,890 pieces of property no longer needed. A much more manageable 10,175 were returned to the vaults and cataloged.
- Continued case research on case dispositions. Participated in the ongoing destruction of general items of evidence, kept upwith the ongoing return to owner notifications for evidence. Continued to follow up on

purge with preparation of court orders for all narcotics/firearms, entry of all records into one system, documentation of chain of custody for each item destroyed, and scan documents into Quetel. Also, 40+ SAFE kits that were sent to a private vendor for compliance with SB 1636 have been analyzed and returned to SMPD evidence. Established a user's group to test digital entry module of Quetel. Met with officers from different divisions for feedback. Revised packaging manual to comply with new quetel procedures. Provided training for all SMPD personnel on use of Quetel for evidence tracking and evidence storage. Training for all DA's office personnel for viewing evidence and digital uploads. By March all users were live on Quetel. The next few months have been troubleshooting the system to provide the most efficient product for both users and evidence personnel. October 1, 2014 to date 5 witnessed destructions. 185 evidentiary firearms destroyed, 4310 evidentiary narcotic items. 977 pounds of drugs collected from drug kiosk located in SMPD lobby.

- **Noise in Neighborhoods** – Since Fall 2007, staff and the community have problem-solved the enforcement issues of noise violations and nuisance conditions throughout the City. Using the SARA problem-solving model, recommendations were made for short, medium, and long-term solutions to include a universal application of strategies with customized plans for specific problem locations. The reductions in noise complaints are calculated comparing last year to the base year of 2008. With that in mind, here's what was accomplished in 2015.
    - Citizen complaints reduced 34.0%
    - Police calls between 9:00 p.m. to 3:00 a.m. when two officers are sent due to the possibility of alcohol being involved reduced 31.3%
    - Noise calls for service dropped from 6.1% to 3.4% of total calls for service
    - Noise no longer the most frequent call type handled by patrol
    - Gatherings in common areas of apartment complexes are managed and controlled
    - Overall arrests and citations reduced 63.4%
    - Citations issued to students reduced 29%
    - Repeat noise calls have dropped 55.8% in apartment complexes
    - Repeat noise calls in single family neighborhoods dropped 75.0%
    - These results achieved even with a 34.0% increase in police calls for service and a 30.5% increase in student enrollment
    - On-scene patrol time reduced 2,315 hours to dedicate staff elsewhere
- **The ACT (Achieving Community Together) Campaign** – ACT is a collaborative effort of the City of San Marcos and Texas State University to work together on common values, mission, and goals. Formed in June 2008, ACT is the result of innovative problem-solving and citizen participation. This historic effort is the first time stakeholders have come together on a large scale to promote positive relations between student and non-student residents through education, community connectedness, and resources. The program continues to thrive and reorganize with active participation with City and University participants leading the way. Members from both entities presented a session on our successes at the International Town and Gown Association which was well received by those in attendance.
- **Criminal Investigations Division** - Research began on software/hardware interview system to replace the existing system which had been malfunctioning for over a year and the approved Taser solution is pending installation. CID admin did case reviews on all personnel to ensure the database was up to date. Throughout the year rookie officers in field training cycled through CID. This provided numerous learning experiences for the trainees and teaching experiences for detectives. New officers are able to accompany detectives to crime scenes, obtain warrants and learn valuable report writing skills during this week of training. This block of instruction has become a standard for the field training program. In December 2015, CID began investigating the 6th murder of the year. This murder case is still open into 2016 and the investigation is active. Detectives have teamed up with DPS Rangers to assist in the investigation. The crime analyst has been a tremendous help and has provided workable leads throughout the investigation by analyzing data from cell towers. Operational updates include greater access to Odyssey (Hays County database) for detectives. A case file checklist was converted to pdf by admin assistant to further streamline internal processes. Quetel (web based evidence software) for officers was launched. Quetel has been in use by Evidence personnel for over 2 years. Quetel mobile was rolled out to CID and patrol officers. Communication updates include several meetings with the District Attorney's Office on Morton compliance issues, paperwork and investigation turnaround time. Several compromises were reached in regard to recorded phone calls between victims, witnesses and suspects and turnaround time for paperwork on an incarcerated individual. CID Commander worked to clarify/redefine Juvenile

detective workload. For a number of years, juvenile detective has fallen under the Admin command. In the last year, the juvenile detective has been assisting CID greatly by taking on cases in which the victim is a juvenile or in which the offender is a juvenile. He also consistently works runaway cases. This has been a great help to the already taxed CID division. Although 2 positions were awarded to CID in the last budget year, due to patrol shortages, slots are still pending.

- **Bank Robbery Initiative Consortium (BRIC)** - The department continued its participation in this group aimed at addressing prevention of bank robberies and apprehension of bank robbery suspects along the IH-35 corridor. The department is the host of quarterly meetings of the BRIC members that includes federal, state, and local law enforcement and bank officials within the Central Texas area (San Antonio to Austin). Meetings provide an opportunity to network with agencies and bank security managers, share intelligence, gain insight into banking operations, learn about breakthrough technology and security measures, and make recommendations to the banking leaders about operational issues and investigative requirements.

Administration

- Issued the Chief of Police quarterly newsletter – Common Ties – to provide updates on department performance, current trends, and events.
- Expanded Use of Social Media, Print Media and Visual Media for recruiting, including a video shown at Starplex Theater, Creekside Theater in New Braunfels and Evo Theater in Kyle. This video was shown to over 100,000 moviegoers. Our expanded use of media in recruiting was extremely successful and was instrumental in filling 15 officer vacancies, ten dispatching vacancies and three support staff vacancies.
- Completed mandated training hours for all department personnel.
- Installed signage and security camera in PD parking lot creating an exchange zone for citizen use when meeting for custody exchanges, online sale/purchase exchanges and similar transactions.
- Completed numerous employment polygraph examinations with in-house licensed examiner. Licensed examiner conducts pre-employment polygraph exams for police and fire candidates; and provides exams for criminal investigation division.
- Implemented the Coffee with a Cop program, making 70 community contacts during three events.
- Partnered with the Hays County Sherriff's department, the San Marcos Fire Department, Starflight and Target stores for National Night out and the National Night out kickoff event. The kickoff event drew attendance of 200 to 300 persons.
- Continued the Blue Santa program with an incredible level of volunteerism from the community. Over 300 people volunteered for gift wrapping and toy delivery. The program served 279 families and 811 children in 2015.
- Community Services implemented a Church Safety program in which presentations were made to 6 different churches on how to increase safety.
- Community Services provided tax scam presentations at senior living facilities with more than 50 residents attending the presentations.
- Coordinated meetings for juvenile investigators, School Resource Officers, and probation officers for multi-disciplinary training, case status reviews, and legal updates.
- Utilized detainees from the Hays County Juvenile Detention Center for community service projects on SMPD grounds for clean-up of equipment and landscape.
- Expanded use of social media for Citizen's Police Academy Alumni Association.
- Completed third annual training with all San Marcos and Hays County school districts and first responders on Standard Response Protocol for multi-hazard responses including: active shooter, weather events and other potential mass casualty incidents.
- Continued to provide classroom for Finance and Human Resource Departments use during transition and upgrade of new Tyler financial and payroll system software.
- Responded to numerous incidents and community needs during the All Saints flood including the rescue of more than 600 Children from rising flood waters at Travis Elementary.
- Continued to utilize the San Marcos Police Department Facebook page to announce crime trends, issue crime bulletins and make public service announcements. The page has also been utilized to identify several criminal offenders and has led to the capture of numerous criminal suspects. To date our Facebook has had 2.5 million views.
- Renovated interview/interrogation rooms to improve sound deafening quality and recording capabilities.
- Completed audit of non-consent tow sign compliance for all properties within city limits.

- Launched new evidence software for collecting, entering, and tracking of evidence in the field using Smartphone technology.
- Completed launch of CIS/CAD – Public safety reporting and computer aided dispatch shared system with Texas State University Police.
- Completed training with U.S. Department of Homeland Security Investigation Section for cross designation of sworn staff for investigations of human trafficking and other federal offenses committed along the I-35 corridor.
- Completed evaluation and testing of body camera devices used by police officers and parking technicians in the field. New technology installation and start of operations to coincide with updating of mobile technology by end of current budget year.
- Completed design and implementation of new evaluation instrument for sworn officers.

What We Plan to Accomplish in 2016-17

Operations

- Continue to develop community partnerships to positively impact quality of life issues for citizens.
- Continue to provide current technology and equipment to assist officers in their investigation of crime and disorder.
- Increase citizen contacts and community participation and programs associated with the ACT campaign.
- Continue work with agencies and entities for resources and funding to address issues associated with emotionally disturbed persons.
- Provide essential training for investigation of domestic violence, sexual assault, child abuse, police tactics, and police driving.
- Continue work and involvement in Family Justice Center and Village of San Marcos projects.
- Continue to participate in the regional Law Enforcement Standards Education and Training (LESET) Team working in collaboration with law enforcement agencies in the Capitol Area Council of Governments. In addition to SWAT resources, San Marcos Police continue to train and have available two Strike Teams to respond and assist in mutual aid situations. The LESET group continues to seek grant funding to equip and train all regional strike teams so they can work together for a far greater response than most agencies can put together on their own.
- Continue grant funding for the Crime Victim Services program.
- Continue recruiting and adding to the volunteers in the Crime Victims Services unit to an ideal number of 24 volunteers.
- Expand Sexual Offender compliance checks.
- Continue participation in the Bank Robbery Initiative Consortium (BRIC).
- Implement a new process by which the department can measure patrol officer activity and encourage high productivity.
- Purchase an updated video forensics computer for CID.

Administration

- Continued development of local partnerships for an effective regional response through the following projects:
    - CIS/CAD – Public safety reporting and computer aided dispatch shared system with Hays County Sheriff's Office, Kyle Police, and Buda Police.
    - Develop further training and working relationships with Federal law enforcement agencies.
- Complete installation and implement the Automated Vehicle Locator (AVL) system for police vehicles through grant funding.
- Conduct department policy review for start of Texas Police Chief's Recognition program certification process.
- Expand partnership with Jackson Chapel soup kitchen in which officers serve food in an effort to promote positive interactions between the police and community.
- Hold a community forum with members of the Hispanic Community, much like we did with members of the black community in 2014 and 2015.
- Build and strengthen the CPA Alumni group, cultivating a labor force to be utilized in times of need and to compliment the work force at SMPD.

- Expand Coffee with a Cop program. Department has received requests from additional businesses asking to partner for future events.
- Improve wiring bundles at dispatch consoles to prevent disconnects. This will include involvement of CAPCOG, LCRA, and AT&T partners for existing equipment.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Patrol Calls for service	#	54,297	69,057	80,094
Officer initiated contacts	#	26,653	22,859	24,230
Active cases assigned to detectives	#	1,096	1,060	1,123
Cases sent to District Attorney for prosecution	#	373	322	342
Noise complaints	#	2,206	2,277	2,345
Traffic accidents	#	4,126	5,036	6,144
Traffic stops	#	18,099	21,642	25,970
Physical Evidence items submitted to SMPD evidence section	#	4,117	3,880	4,112
Physical Evidence items destroyed to SMPD evidence section (large evidence purge project completed)	#	-25,000	5,724	5,895
Digital Evidence items submitted to SMPD evidence section (new category as of 10/1/15)	#	N/A	47,124	49,951
Peace Officer Training – Department Goal Of 40 Hours Per Officer Per Year	% Completed	55	96	96
Crime Prevention/Community Service Contacts	#	3,500*	4,000	4,500
Citizen Police Academy Graduates	#	30	30	30
Incidents for Police Dept	#	80,950	91,916	104,324
Mean Response Time For Priority 1 Calls	Minutes	6.1	6.13	6.31
Calls Dispatched For San Marcos Fire Department	#	5,031	5,406	5,784
Calls Dispatched For San Marcos/Hays EMS	#	5,784	8,858	10,452
SMPD-Academy class hours	#	5,872	9,800	6,000
SMPD-Academy Students instructed	#	587	1,340	550
SMPD-Academy classes	#	87	145	90

*Prior estimate included social media contacts and now our social media exceeds 2.5 million. Social media has since been excluded and new data reflects face-to-face contacts.

Transportation Administration

Public Services Transportation Administration	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Assistant Director of Public Services - Transportation	1	1	1	1	1.00	1.00	1.00	1.00
Transportation Engineering Manager	1	1	1	1	1.00	1.00	1.00	1.00
Engineering Technician	1	1	1	1	1.00	1.00	1.00	1.00
Public Services GIS/Technology Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Assistant	1	1	1	1	1.00	1.00	1.00	1.00
Inventory Control Technician	1	1	1	1	1.00	1.00	1.00	1.00
Total	6	6	6	6	6.00	6.00	6.00	6.00

Mission Statement

The Transportation Administration Division provides planning, direction and administrative support services for all divisions within the Public Works Department, including streets and drainage, vehicle maintenance, and inspections.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	502,853	523,321	523,321	540,958
Contracted Services	28,794	35,355	35,355	48,877
Materials and Supplies	16,280	21,227	21,227	20,966
Other Charges	153,920	225,124	225,124	258,306
Capital Outlay	0	0	0	0
Total	701,847	805,027	805,027	869,107

Goals and Objectives

Supports and enhances a high quality of life for the City's residents, businesses and visitors by providing well planned, environmentally sensitive, cost-effective infrastructure and services to promote public health, personal safety, transportation, economic growth, and regional collaboration including:

- Executing City Council vision and goals for street, drainage, and traffic infrastructure.
- Infrastructure management, operation, maintenance inventory, and mapping.
- Improve road quality of City’s street system.
- Increase alternate modes of transportation infrastructure.
- Respond to street, drainage, and traffic citizen concerns in a prompt and customer-friendly manner.
- Implement and manage the City’s regulatory MS4 Permit.

What We Accomplished in 2015-16

- Update and implement 5-yr Pavement Management Plan
- Successfully implemented sidewalk maintenance program.

- Successfully maintained real-time traffic monitoring for emergency management personnel.
- Submitted MS4 Annual Report to TCEQ.
- Completed approximately 115 traffic counts/studies in response to citizen traffic concerns.
- Completed 2015 Traffic Count Maps.
- Completed cycle counts and yearly inventory of fleet, water/wastewater, Electric, and traffic warehouses.
- Issues $1.4 million of inventory warehouse parts.
- Issued and received $5 million of inventory, materials and services.
- Completed Wayfinding Project.

What We Plan to Accomplish in 2016-17

- Continue to enhance pavement management system.
- Continue implementation of sidewalk maintenance program.
- Conduct 2016 Traffic Counts throughout the City.
- Expand Complete Streets program to maximize roadway efficiencies through striping.
- Continue to audit the drainage utility accounts for proper drainage charges.
- Complete yearly inventory of fleet, water/wastewater, Electric, and traffic warehouses.
- Work with GIS/IT to update and implement fixes to Maximo.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Pavement Resurfacing	Miles	12	20	20
Sidewalk Maintenance Program	Feet	4,000	10,000	10,000
Plan Review Assistance	#	30	40	40
Traffic Counts/Studies	#	119	125	115
Special Events/Traffic Management Plans	#	4	4	4
Right-of-Way Permits reviewed/issued	#	195	200	200

Traffic Division

Public Services Transportation - Traffic	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Traffic Control Crew Leader	2	2	2	2	2.00	2.00	2.00	2.00
Traffic Control Equipment Oper II	2	2	2	2	2.00	2.00	2.00	2.00
Traffic Control Equipment Oper I	4	4	4	5	4.00	4.00	4.00	5.00
Traffic Signal Technician	0	1	1	2	0.00	1.00	1.00	2.00
Total	8	9	9	11	8.00	9.00	9.00	11.00

Mission Statement

To provide the citizens of San Marcos with a safe driving environment.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	483,940	539,014	539,014	693,609
Contracted Services	79,843	115,936	115,936	148,436
Materials and Supplies	234,865	162,604	162,604	199,527
Other Charges	3,730	4,254	4,254	13,269
Capital Outlay	0	0	0	0
Total	802,378	821,808	821,808	1,054,841

Goals and Objectives

Execute City Council's vision and goals by providing top quality, professional, effective, and timely traffic signal, pavement striping, signage, school zone, and traffic control operation and maintenance services to residents, businesses and internal customers including:

- Improving livability through clean, well-maintained, and visible cross-walks, pavement markings, and striping.
- Managing and maintaining the City's pavement striping and signage to beautify our community and reduce the City's exposure to liability.
- Supporting economic development and mobility through well-maintained traffic signals.
- Leveraging existing resources by seeking grants and by enhancing inter-agency opportunities.
- Fostering collaborative opportunities with other agencies and individuals to improve service delivery.
- Continuing focus on high-quality service and customer satisfaction.

What We Accomplished in 2015-16

- Maintain GPS Opticom pre-emption system on 50 major signalized intersections.
- Successfully implemented special event, traffic control plan for Texas Commencements.
- Successfully installed Tactics Traffic Management System for real-time traffic signal control.
- Installed 42 Siemens M60 traffic signal controllers.

- Maintained a street sign replacement/management program with scheduled intervals based on funding level.
- Installed signs, barricades, and traffic control for 6 city sponsored parades and special events including: Veterans' Day, Texas Trail Riders, Sights and Sounds, tax free weekend, Texas Nature, black Friday etc.)
- Repaired or installed 800 street name and traffic control signs.
- Completed 60 work orders for centerline striping, parking lots, and crosswalks.
- Made and installed 60 signs for other departments.
- Maintained inventory of signage using GPS mapping technology.
- Completed city wide night-time sign retro-reflectivity inspection.
- Implemented 2 Residential Parking Zones.
- Completed 100,000 sqrt tree and vegetation clearing within city ROW.
- Inspected 44 signalized intersections.
- Installed 4 driver feedback signs.
- Installed flashing yellow signal at six intersections in downtown area.

What We Plan to Accomplish in 2016-17

- Replace old signage to meet new federal sign reflectivity requirements
- Continue updating inventory of signage using GPS mapping technology.
- Continue to maintain and upgrade traffic signal system
- Continue to maintain and upgrade Opticom Emergency Preemption System
- Continue tree and vegetation clearing program with scheduled intervals based on funding level.
- Establish a pavement marking program with scheduled intervals based on funding level.
- Continue/enhance street sign replacement/management program with scheduled intervals based on funding level.
- Continue to provide a safe driving environment for the citizens of San Marcos.
- Continue to provide help to implement Residential Parking Zones.
- Inspect 58 signalized intersections.
- Keep installing flashing yellow signals at major intersections.
- Install signs, barricades, and traffic control for 6 city sponsored parades and special events including: Veterans' Day, Texas Trail Riders, Sights and Sounds, tax free weekend, Texas Nature, black Friday etc.).

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Sign Repair	Each	700	665	665
Stripe Roadways	Each	15 ln miles	25 ln miles	25 ln miles
New Sign Installations	Each	135	135	135
Brush & Tree Removal	Each	100,000 sqrt	100,000 sqrt	100,000 sqrt
Set/Remove Barricades	Each	80	80	80
Traffic Signal Repairs and Inspections	Each	75	75	85
School Zone Light Repairs	Each	14	14	14
Pavement Markings Workorders	Each	30	30	32

Streets

Public Services Transportation - Streets	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Street and Drainage Manager	1	1	1	1	1.00	1.00	1.00	1.00
Streets Control Maintenance Crew Leader	4	4	4	4	4.00	4.00	4.00	4.00
Street Equipment Operator II	6	7	7	7	6.00	7.00	7.00	7.00
Street Equipment Operator I	8	10	10	10	8.00	10.00	10.00	10.00
Total	19	22	22	22	19.00	22.00	22.00	22.00

Mission Statement

To support the City Council mandate and insure that 18 lane miles of City streets are overlaid while doing daily maintenance to insure the citizens of San Marcos have safe and drivable streets.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	987,417	1,328,417	1,228,417	1,410,403
Contracted Services	60,759	203,047	203,047	203,225
Materials and Supplies	1,322,667	1,637,593	1,637,593	1,745,460
Other Charges	7,597	8,525	8,525	8,525
Capital Outlay	0	0	0	0
Total	2,378,440	3,177,582	3,077,582	3,367,613

Goals and Objectives

Execute City Council's vision and goals by providing top quality, professional, effective, and timely street and right-of-way operation and maintenance services to residents, businesses and internal customers including:

- Managing and maintaining the City's infrastructure to beautify our community and reduce the City's exposure to liability.
- Continuing focus on high-quality service and customer satisfaction.
- Improving livability through clean, well-maintained, and accessible streets, sidewalks, right-of-way, and roadside vegetation.
- Leveraging existing resources by seeking grants and by enhancing neighborhood volunteer opportunities.
- Supporting economic development through well-maintained roads, right-of-way, and infrastructure.
- Fostering collaborative opportunities with other agencies and individuals to improve service delivery.

What We Accomplished in 2015-16

- Completed 20.91 lane-miles of street overlay and surface treatments including Blanco Gardens Phase I & II, Sturgeon St., Ed J.L. Green, McCarty Ln., De Zavalla, Sessom Creek and Spring Lake Hills.
- Completed a City-wide pavement condition assessment.
- Continued crack sealing program and completed 20 lane miles.
- Provided assistance with all parade events.
- Supported other departments as needed.

- Patched 212 potholes.
- Patched 160 utility repairs and street cuts for water and wastewater division.
- Assisted with Neighborhood Cleanup events.
- Installed ADA ramps, sidewalks and curb and gutter in the Victory Gardens Neighborhood.

What We Plan to Accomplish in 2016-17

- Complete 20 lane-miles of street overlay.
- Continue to develop pavement management system to monitor, assess, evaluate, and repair street system utilizing most cost-effective measure.
- Continue daily street maintenance. (street cut repairs, pot hole repairs, shoulder repairs, etc.)
- Complete 20 lane-miles of crack sealing.
- Complete 10,156 feet of sidewalk in the maintenance program.
- Continue street renovation program.
- Provide support for specials projects as needed.
- Install new sidewalks and fill in gaps in the following neighborhoods and streets:
    - Sunset Acres
    - Aquarena Springs (East of IH 35)
    - Alamo St.
    - Hughson Heights

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Street Cuts	Each	168	160	150
Pot Holes	Each	215	212	220
Street Minor Reconstruction	Miles	1.5	.50	.50
Crack Seal	Miles	3.6	20	20
Overlay/Surface Treatment	Miles	16.8	20	20

Community Services Administration

Community Services Administration	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Executive Director of Community Services	1	1	1	1	1.00	1.00	1.00	1.00
Asst Director - Fleet, Transit, Resourse Recovery	1	1	1	1	1.00	1.00	1.00	1.00
Community Services Operations Manager	1	1	1	1	0.67	0.67	0.34	0.34
Construction Manager	1	1	1	1	1.00	1.00	1.00	1.00
Grants Administrator	1	1	1	1	1.00	1.00	1.00	1.00
Construction Specalist	0	0	0	1	0.00	0.00	0.00	1.00
Arborist	0	1	1	1	0.00	0.34	0.34	0.34
Administrative Assistant	1	1	1	1	1.00	1.00	1.00	1.00
Total	6.00	7.00	7.00	8.00	5.67	6.01	5.68	6.68

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	648,729	708,836	708,836	727,647
Contracted Services	0	945	945	0
Materials and Supplies	587	1,200	1,200	6,200
Other Charges	0	3,325	3,325	3,325
Capital Outlay	0	0	0	0
Total	649,316	714,306	714,306	737,172

Marshal’s Office

Community Services Marshal's Office	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Fire Marshal	1	1	1	1	1.00	1.00	1.00	1.00
Assistant Fire Marshal	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Assistant	1	1	1	1	1.00	1.00	1.00	1.00
Total	3	3	3	3	3.00	3.00	3.00	3.00

Mission Statement

The mission of the Marshal Department strives to conduct comprehensive code enforcement that fosters voluntary compliance, effects prompt correction of noted violations, and that is consistent, fair and equitable in its application. Compliance is gained by focusing public education on the City's codes and state laws relevant to nuisance, zoning, environment and consumer health standards.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	584,479	644,921	644,921	314,414
Contracted Services	74,606	100,625	100,625	76,280
Materials and Supplies	56,547	62,167	62,167	52,172
Other Charges	9,871	10,586	10,586	12,850
Capital Outlay	0	0	0	0
Total	725,503	818,299	818,299	455,716

Goals and Objectives

- The Fire Marshal’s Office investigation and inspection divisions strive to develop long term solutions to issues in the community. With a goal of developing a fire safe community, our staff strive to develop processes that include education, engineering and enforcement. Rather than approaching from an enforcement mode, we strive to design programs to prevent code issues through construction. Where that fails, we perform educational programs to change behaviors which may lead to enforcement as a holistic approach to programming.
- The Fire Marshals Department is responsible for the fire safe construction and operation of business facilities in San Marcos. Additionally, The Fire Marshal’s Office investigates fires to determine the cause and origin. If found to be a criminal act, investigators complete the investigation to court disposition.

What We Accomplished in 2015-16

- In 2016, the Fire Marshal’s Office completed one of the largest construction and development years in the last few decades. Each of these structure, some multi-story, require several inspections and reviews.
- In addition, the first quarter of the year also bright a surge in Arson cases that were all successfully investigated and resulted in arrests. One case, an Attempt Capital Murder case, is set for trial in July of this year. Unfortunately, there were also several fatality incidents that resulted in successful investigations.

Most of the fires developed just after the second flood event that taxed resources, but dedicated personnel made for successful outcomes.

- The Fire Marshal's Office just completed the "REUNIFICATION" program for the School Response Protocol program. This highly successful program has been implemented throughout Hays County and is nationally recognized. The new reunification is now being published for national recognition.

What We Plan to Accomplish in 2016-17

- We plan to complete the conversion of the code department, or code compliance. This will help focus resources in specific areas and allow for permanent staffing. The increase in requested services has caused impacts to other programs. The new restructure will help keep focus in programming.
- This year, we are planning to implement a new Juvenile Fire Prevention Program. Recent trends indicate an increase in the juvenile related fires and programs like this help mitigate future problems.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Inspections-Fire Alarm, Sprinkler, Hydrant	Total	624	876	1,123
Investigations - Criminal Mischief, Arson, Explosives, other criminal offenses	Total	24	86	100
Prohibited conditions, license inspections, general inspections	Total	1,254	1,937	2,400
Arrests	Total	7	5	4

Code Compliance

Community Services Code Compliance	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Assistant Director of Community Services	1	1	1	1	1.00	1.00	1.00	1.00
Chief Sanitarian	1	1	1	1	1.00	1.00	1.00	1.00
Sanitarian	2	2	2	2	2.00	2.00	2.00	2.00
Code Compliance Officer	5	5	5	6	4.50	4.50	4.50	6.00
Administrative Assistant	1	1	1	1	1.00	1.00	1.00	1.00
Total	10	10	10	11	9.50	9.50	9.50	11.00

Mission Statement

Our mission is to provide outstanding services in Code Compliance in order to promote an appropriate level of assurance to the citizens of San Marcos that the environment in which they live, work and play is both safe and healthy. We will accomplish this by best management practices of time, talent and treasure.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	409,564	411,602	411,602	893,024
Contracted Services	17,879	28,990	28,990	28,485
Materials and Supplies	14,908	20,056	20,056	17,191
Other Charges	2,792	4,685	4,685	4,685
Capital Outlay	0	0	0	0
Total	445,143	465,333	465,333	943,385

Goals and Objectives

- Marshal's Office code and inspection divisions strive to develop long term solutions to issues in the community. Not only developing a fire safe community, our staff strive to develop processes that include education, engineering and enforcement. Rather than approaching from an enforcement mode, we strive to design programs to prevent code issues through construction. Where that fails, we perform educational programs to change behaviors which finally leads to enforcement. Combined this provide for a powerful tool to help enhance safety and increase beautification in our city. In 2017, we intend to finalize neighborhood programs that focus on the three main complaints of trash, noise and parking. Already ahead of the programs in the area of Rental Registration, we seek to combine final rules in the areas of refuse removal and enforcement.
- A restructure of the Code Division and separating the Fire Marshal Office will help devote resources for specific functions.
- Emergency Management is a compilation of departments and managers to form emergency responses to disaster. San Marcos has had its share of disasters over the last three years and at one point was the most disaster declared community in Texas. Of course, this was due to the overlapping issues in other parts of Texas, but San Marcos benefited from national resources.

- It is the objective of this group to prepare, respond and assist in recovery of any natural or mana made disaster. As staff and legislators change, training is always a crucial part of the program. Unfortunately, this needed training becomes secondary to daily responses and activity.

What We Accomplished in 2015-16

- 2016 led to the implementation of the Rental Registration program. It was anticipated that this program would have a 16 month enforcement period. After 10 months of programing we instituted court proceedings on 29 properties. After successful prosecution of every violator, and suspension of rentals in several cases, we now have over 100 self-declared registration properties. This last year also included a natural disaster that impacted services. We limited enforcement in certain zones to assist neighbors in recovering from flood conditions, but maintained basic health necessities. In May, we began restructuring the unit into a focused operation with the development of a department manager.
- In May of 2015, one of the largest disasters in memory fell upon our community. The recovery phase is programed in at a 6 month time limitation by the federal government for grant applications. This was well underway and the initial phases complete, when a second major disaster impacted our community. This second disaster occurred on the expiration of the first flood recovery period to the day. Our second application period has just been extended through November. The first flood was well documented, but still has not been completed from FEMA.
- Multiple other grants and applications were pushed in this period. A full flood warning system was completed upstream on the Blanco River along with a new monitoring program initiated out of the National Weather Service.

What We Plan to Accomplish in 2016-17

- We plan to complete the conversion of the code department, or code compliance. This division will be relocated to the city hall complex complete with meeting rooms and necessary infrastructure for operations. Simultaneously, we intend to complete various beautification zones enforcement. Most of these programs are the more long term operations that have given business owners time over the last year to come into compliance on projects that have been unsightly for decades.
- Rental Registration is also expected to have a huge impact in this budget cycle. The inclusion of the Health Inspectors (formerly the code enforcement branch of the city) into “Codes” will help stream line operations and make for a more equitable enforcement process.
- With the recent restructure, we were able to assign a full time manager to the responsibility of Emergency Management. This individual will initially focus on the recovery of the October and May floods ensuring reimbursement potentials where possible. Additionally, we seek to enhance ongoing programs with updated training and certification for city staff.
- We intend to participate in the regional response drill in November. This multi-agency drill will test responders in the area of HAZMAT and man-made disasters.

Performance Measures	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Inspections-Fire Alarm, Sprinkler, Hydrant	Total	624	876	1,123
Investigations - Criminal Mischief, Arson, Explosives, other criminal offenses	Total	24	86	100
Prohibited conditions, license inspections, general inspections	Total	1,254	1,937	2,400
Arrests	Total	7	5	4

Animal Services-Animal Control

Community Services Animal Control	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Animal Control Officer	4	4	4	4	4.00	4.00	4.00	4.00
Clerk/Dispatcher	1	1	0	0	1.00	1.00	0.00	0.00
Animal Control Supervisor	1	0	1	1	1.00	0.00	1.00	1.00
Total	6	5	5	5	6.00	5.00	5.00	5.00

Mission Statement

The Animal Control Division's mission is to protect the citizens of San Marcos from zoonosis diseases and to protect tangible property from animal related damage and to offer the public a State licensed quarantine facility for the quarantine of suspected rabies cases. The City of San Marcos Animal Shelter is a full service shelter with 24 dog runs, euthanasia facilities, cat holding facilities, quarantine runs for dogs and an isolation room for quarantine cats. These facilities are coordinated and maintained 365 days per year. The Animal Services Division provides response calls for service involving stray animals, non-domestic or wild animals, dead or injured animals, animal related bite cases, and cruelty and neglect investigations.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	291,079	302,457	302,457	321,173
Contracted Services	26,994	29,797	29,797	45,550
Materials and Supplies	28,901	25,801	25,801	25,793
Other Charges	4,919	6,945	6,945	10,600
Capital Outlay	0	0	0	0
Total	351,893	365,000	365,000	403,116

Goals and Objectives

- To provide assistance to the citizens of San Marcos in a manner that protects the health and safety of both the citizens and their pets.
- To be positive example for other Animal Services Division in the State.
- To manage all resources placed in our trust at the highest level possible.
- To make awareness and education a priority in order to gain community support and compliance for the benefit of all pets, pet owners and non-pet owners.

What We Accomplished in 2015-16

- Continue to provide education opportunities in schools.
- Participated and served community during 2015 October Flood Response.
- Increased presence in public parks and venues for public awareness and education.

- Improved visibility with consistent marketing using Facebook and other media outlets and the addition of a Community Outreach Coordinator.
- Acquired Pet Friendly Grant from DSHS- Zoonosis Control for community spay/neuter efforts.
- Presented in schools throughout SMCISD to students regarding topics of bite prevention, responsible pet ownership and Animal Services role in community.

What We Plan to Accomplish in 2016-17

- Coordinating combined efforts with Park Rangers and our ATV Parks Patrol.
- Improve compliance with City Pet Licensing and leash laws.
- Obtain Pet First Aid Certification/Training for all ACOs for improved field services.
- Obtain Texas Certified Cruelty Investigator credentials for all ACOs.
- With addition of 5th ACO, implement extended hours for field services.
- Ordinance Revision and implementation pending Council approval, to include Spay/Neuter and microchip requirements.

Performance Measures	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Citations Issued	#	34	40	50
Dead Animal Pick-up	#	231	380	400
Calls for Service	#	12,984	17,000	20,000
Bite Cases Investigated	#	266	290	325

Animal Services-Animal Shelter

Community Services Animal Shelter	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Animal Services Manager	1	1	1	1	1.00	1.00	1.00	1.00
Animal Shelter Supervisor	1	1	1	1	1.00	0.48	1.00	1.00
Administrative Assistant	1	1	1	1	1.00	1.00	1.00	1.00
Program Coordinator	0	1	1	1	0.00	1.00	1.00	1.00
Animal Services Clerk / Dispatcher	1	2	2	2	1.00	2.00	2.00	2.00
Veterinary Technician	1	1	1	1	1.00	1.00	1.00	1.00
Animal Shelter Technician, Lead	2	1	1	2	2.00	1.00	1.00	2.00
Animal Shelter Technician	6	7	7	6	2.98	3.88	3.98	2.98
Total	13	15	15	15	9.98	11.36	11.98	11.98

Mission Statement

The Animal Shelter Division's mission is to protect the citizens of San Marcos from zoonosis diseases and to protect tangible property from animal related damage and to offer the public a State licensed quarantine facility for the quarantine of suspected rabies cases. The City of San Marcos Animal Shelter is a full service shelter with 24 dog runs, euthanasia facilities, cat holding facilities, quarantine runs for dogs and an isolation room for quarantine cats. These facilities are coordinated and maintained 365 days per year. The Animal Services Division provides response calls for service involving stray animals, non-domestic or wild animals, dead or injured animals, animal related bite cases, and cruelty and neglect investigations.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	468,377	577,254	577,254	619,786
Contracted Services	55,271	73,830	73,830	63,956
Materials and Supplies	84,180	126,337	126,337	93,744
Other Charges	5,576	8,250	8,250	10,015
Capital Outlay	0	0	0	0
Total	613,404	785,671	785,671	787,501

Goals and Objectives

- To provide assistance to the citizens of San Marcos in a manner that protects the health and safety of both the citizens and their pets.
- To be a positive example for all Animal Shelters in the State, using best practice standards for operations.
- To manage all resources placed in our trust at the highest level possible.
- To make awareness and education a priority in order to gain community support and compliance for the benefit of all pets, pet owners and non-pet owners.

What We Accomplished in 2015-16

- Continued to increase live out come, with increased focus on returns to owner, transfers to rescue.
- Continued to minimize/decrease euthanasia rates while intake has increased.
- Participated and served community during 2015 October Flood Response.
- Improved visibility with consistent marketing using Facebook and other media outlets and the addition of a Community Outreach Coordinator.
- Acquired Pet Friendly Grant from DSHS- Zoonosis Control for community spay/neuter efforts.
- Presented in schools throughout SMCISD to students regarding topics of bite prevention, responsible pet Ownership and Animal Services role in community.

What We Plan to Accomplish in 2016-17

- Continue to increase positive outcomes at the shelter, with a goal of 70% placement.
- Continue to reduce euthanasia through increased adoptions and public outreach and awareness.
- Conduct 10th annual Spay Day San Marcos
- Implement updated sheltering contract with partners for improved partnership and services for the community.
- Improve and Expand Volunteer program to acquire more consistent participation with events.
- Continue to Improve and Expand resources for Public Outreach Programs.
- Implement Foster Program to further increase positive placement for animals in our care.

Performance Measures	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Animal Intake from San Marcos	#	2,564	2,800	3,200
Animal Intake from Hays County	#	1,904	1,925	2,200
Animal Intake from Kyle	#	941	1,000	1,100
Animal Intake from Buda	#	260	250	300
Animals Euthanized	#	2,947	2,300	2,000
Animals Adopted	#	618	650	700
Animals Returned to Owner/Transferred	#	952/536	1,100/510	1,350
Volunteers	# Trained Hrs Wkd	104 2,381	200 2,500	250 3,000
Visitors to the Shelter	#	16,641	18,000	20,000

Park Rangers

Community Services Parks Ranger	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Park Ranger Program Manager	1	1	1	1	1.00	1.00	1.00	1.00
Park Ranger IV	0	1	1	1	0.00	1.00	1.00	1.00
Park Ranger III	5	4	4	4	1.77	0.77	0.77	0.77
Park Ranger II	5	7	7	7	0.72	1.01	1.01	1.01
Park Ranger I	9	10	10	10	1.09	1.24	1.24	1.24
Total	20	23	23	23	4.58	5.02	5.02	5.02

Mission Statement

The Park Ranger program is a valuable tool in addressing the needs of the City's parks and its patrons. Multi-tasked Park Rangers are available during peak days and nights to provide assistance, enforce rules, administer medical aid, oversee park usage, maintain trails, monitor river activity, provide educational background, promote San Marcos, direct traffic and parking, locate lost children, provide rescue service, secure loose animals, and just give a happy greeting to a passerby. The Ranger has only one job requirement and that is to help people recreate. At the same time, the Rangers are required to balance the issues of all visitors, impact to the land/resources, and safety.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	274,720	263,322	263,322	268,283
Contracted Services	636	1,320	1,320	5,155
Materials and Supplies	19,780	21,800	21,800	22,046
Other Charges	4,479	8,150	8,150	8,150
Capital Outlay	0	0	0	0
Total	299,615	294,592	294,592	303,634

Goals and Objectives

- Rangers protect the parks and surrounding areas to ensure the safety of park patrons and wildlife habitats. Rangers serve as ambassadors of the parks, educate and inform park visitors of the resources available to them and help provide a positive experience for park patrons. Rangers also handle medical emergencies, injured persons, rescues and search for lost and/or missing persons. Senior Rangers also help engineer solutions to park issues such as safety, traffic, park rules, crowd control, etc.

What We Accomplished in 2015-16

- In 2015/16 the parks summer season was interrupted with the first of two major floods that resulted in many of the river parks to be closed for several weeks in May and a week again in October/November. Capes Camp and Thompsons Island parks remain closed to date, due to flood damage. Rangers assisted in flood response; evacuations, rescues, damage assessment, hazard removal and shelter security around the clock.

- Despite the floods and closed days all our metrics exceeded all previous years.
    - Events = 110
    - Calls for Service = 951
    - Arrests = 49
    - Parking Citations = 771
    - Criminal Citations = 422
    - EMS Calls = 119
    - EMS Transports = 48
    - Search = 119

What We Plan to Accomplish in 2016-17

- In 2016/2017 we plan on our calls and other metrics to level out and be much like our previous year. Budget requests focus on supporting our personnel, utilizing current technology and ongoing equipment needs to provide our services. We plan to add a mid-level supervisor to help reduce our span of control and manage our 18 part-time personnel. We also are looking to add and/or upgrade our Mobile Vehicle Computers and camera systems to models compatible with our dispatch/police systems. Calls for service are now dispatched by computer and cameras are an essential tool for law enforcement. We looking to add a Utility Terrain Vehicle to our fleet that can be utilized at events and to remove patients from remote park areas with no vehicle access. We also plan on creating an employee compensation package to keep our personnel competitive within our market area and reward continuous service.

Performance Measures	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Park Patrol – Vehicle and ATV	Miles	23,000	24,000	25,000
Park Patrol – Foot, Bike, Kayak	#	16,200	16,200	16,200
Calls for Service	#	508	951	1,000
Arrests	#	42	49	44
EMS Calls	#	115	119	100
EMS Transports	#	35	48	36
Events	#	93	110	115

Library

Community Services Library	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Director of Library	1	1	1	1	1.00	1.00	1.00	1.00
Library - Division Manager	3	3	3	3	3.00	3.00	3.00	3.00
Librarian	4	4	4	4	4.00	4.00	4.00	4.00
Circulation Supervisor	1	1	1	1	1.00	1.00	1.00	1.00
Library Assistant	5	5	5	5	5.00	5.00	5.00	5.00
Library Clerk	7	7	7	7	4.55	4.55	4.55	4.55
Library Page	6	6	6	6	2.25	2.25	2.25	2.25
Total	27	27	27	27	20.80	20.80	20.80	20.80

Mission Statement

Our mission is to help make San Marcos a great place to live by providing our citizens with access to an outstanding collection of library materials; entertaining and educational programs for all ages; fast, free computer, Internet, and information services; and comfortable facilities in which to read, relax, and connect with others. We strive to provide truly outstanding customer service and to promote reading and learning as vital, enjoyable, lifelong activities.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	1,220,206	1,337,632	1,287,632	1,400,355
Contracted Services	50,130	54,277	54,277	58,912
Materials and Supplies	164,202	166,024	166,024	167,141
Other Charges	17,845	19,729	19,729	21,244
Capital Outlay	0	0	0	0
Total	1,452,383	1,577,662	1,527,662	1,647,652

Goals and Objectives

- INSPIRING YOUNG MINDS: Our goal is to inspire children and teens to explore and expand their interests, help them succeed in school, and develop a love of reading by providing them with an abundance of creative programs and access to books, computers, and other learning resources.
- CREATING OPPORTUNITIES FOR ADULTS: Our goal is to make San Marcos a community of choice for adults by providing them with opportunities to improve their academic, work, and life skills; and to enhance their enjoyment of leisure time through reading and lifelong learning.
- PRESERVING OUR PAST: Our goal is to preserve our rich local heritage for future generations by serving as a center for the collection, preservation and use of archival materials related to the San Marcos and Hays County area.
- SHARING RESOURCES 24/7: Our goal is to meet the informational, educational, and recreational needs of our citizens by providing them with convenient access to well-maintained, up-to-date collections of informative and entertaining library materials in a variety of formats.

- BEING A GREAT PEOPLE PLACE: Our goal is to provide our citizens with an attractive, comfortable place for reading and learning, for meetings, and for accessing technology.
- MANAGING FOR GREAT RETURNS: Our goal is to insure that our citizens receive outstanding service and a great return on their investment in our public library.

What We Accomplished in 2015-16

- **YOUTH SERVICES**: Children's program attendance climbed to over 34,000. The new 1,000 Books Before Pre-K reading initiative has been very successful. In place since January, there are currently 605 preschoolers enrolled and 21,100 books have been checked out. Other programs included collaborations with United Way, the SM Fire Department, science and art programming, Lego mania, puppet shows, and over 800 storytimes held in the library and throughout the city. We also partnered with Texas State and sponsored the Tomás Rivera Book Award celebration, an all-day festival of reading and authors. Our Ready, Set, Read summer reading program is off to a fantastic start with circulation up by over 10% This year brought an expansion of our teen programming and a new Teen Advisory Board that has provided input on books, services and programs of interest to them including movie making, Anime, creative writing and crafts. Working families regularly attended the Tuesday family night programming which is offered weekly in the summer and monthly during the school year. We visited and made book distributions through El Centro, Head Start, Casa Esperanza, and the SMCISD Sunset Programs. ADULT SERVICES: Adult program attendance climbed to 12,000. Highlights included Texas Author Day, French, Spanish and sign language classes, beekeeping workshops, concerts, book clubs, foreign films, a philosophy dialogue series, computer classes, and special programs about the Affordable Care Act. We also provided 7,500 hours of GED, ESL, and adult literacy tutoring and an additional 150 computer classes. Special exhibits included a Texas Homestead exhibit sponsored by Texas Humanities and an interactive exhibit about the Edwards Aquifer. Our income tax aid service helped 1,250 low-income and retired people accurately e-file their tax returns. A new partnership with the Retired Faculty and Staff Association of Texas State provided access to lifelong learning classes available free to the whole community.
- **ADULT SERVICES:** Adult program attendance exceeded 12,000, setting a new record! Highlights included Texas Author Day, French, Spanish, German, and sign language classes, book clubs, concerts, health education, foreign films, a philosophy dialogue series, rainwater collection, job training, computer classes, and genealogy. We also provided 7,500 hours of GED, ESL, and adult literacy tutoring and an additional 150 computer classes. Special exhibits included the Vaquero: Texas Cowboy exhibit sponsored by Texas Humanities and the Friends of the Library. Our income tax service helped 1,300 low-income and retired people accurately e-file their tax returns. Our partnership with the Retired Faculty and Staff Association of Texas State provided access to lifelong learning classes available free to the whole community. We visited and made book distributions for adults at Mariposa, Stone Brook, La Vista, Springtown Villas, Martindale Public Library, and the Hays County Jail.
- **COLLECTION SERVICES:** We cataloged and processed 6,500 new items for the collection and de-accessioned nearly 6,000 items by reviewing the collection for out-of-date and damaged materials. This has become an annual necessity in order to make room for new library materials. We maintained a 250 title periodical collection. Materials from our 161,000 volume collection were checked out over 450,000 times during the year and 23,000 items were placed on reserve.
- **24/7 DIGITAL LIBRARY:** We continued building our e-book service and marketing it under the 24/7 banner. Through joint projects with other central Texas libraries, our patrons now have access to over 8,000 downloadable ebooks and 8,000 downloadable audio books. Our digital services also include access to the New York Times, Cypress Resume, Bookletters, TexShare databases, Heritage Quest, and Learning Express. We currently have 3,078 patrons registered to download eBooks, newspapers and audiobooks.
- **ACCESS TO COMPUTERS & INFORMATION**: We provided one-on-one reference services to 37,545 customers. Our public access computers were replaced with Wyse terminals midway through the year and have proven to be much easier to use as well as more reliable. Our public access computers were used over 100,000 times and laptop use of our Wi-Fi system was about 25,000.
- **LOCAL HISTORY CENTER**: We have been actively digitizing photos from our local history files and making them accessible on the web. We indexed another year of the SMDR. The collection includes the San Marcos Telephone Directories from 1899 to the present and library staff have begun scanning and posting volumes to our digital site. Items included in the digital collection are available on the Internet and

allows us to preserve the original item. We participated in several community history projects including the common experience, "Bridged Through Stories: Shared Heritage of the United States and Mexico, an Homage to Dr. Tomas Rivera." We laid the foundation to solicit and accept digital donations from families. This will expand our online digital content available to researchers, but families will be able to keep the original items.

- **LIBRARY PROMOTIONS:** The new Library Facebook page has over 1,200 followers and some of the postings have had a reach of over 4,000 people. The COSM Communications Department provided three new videos to promote the summer reading program and they were widely viewed on Facebook and shared in emails. While the library promotes items on Facebook, Instagram and Twitter, we also maintain a paper calendar of events and received outstanding coverage from the San Marcos Daily Record that includes a calendar of events, photos and weekly articles written by the Lifestyle Editor. Library staff worked with Stephen Jablonski and developed a new library logo.
- **FACILITIES, GROUNDS, FURNISHINGS, & EQUIPMENT**: The library facility is 22 years old and we continue to aggressively maintain our aging facility. The Friends of the Library purchased new chairs, repaired chairs in the children's area and reupholstered the couches in the children's area. They also purchased new young adult display units that are on wheels, so they move easily. Additional artwork is on loan from the Tomá Rivera Book Award winners. The framed book jacket prints look great in the children's area of the library. We are continuing our work with Keep San Marcos Beautiful and PARD responds to our requests for maintenance and landscaping.
- **OTHER GOOD NEWS:** The library is open 7 days per week for a total of 70 hours. Volunteers served 7,000 hours at the library this year. Our Friends group raised over $20,000 for our summer reading and GED programs, books, furniture, shelving, and equipment. We met regularly with the technology staff and librarians from SMCISD to promote our collection and services. We also participated at school events to issue library cards and provide eBook instruction. The Library served as a site for the SMCISD Summer Food program and over 3,000 children received free lunches.

What We Plan to Accomplish in 2016-17

- Maintain or exceed current levels of service in all key performance areas.
- Work with city council, CIP department, and others to explore a possible bond issue for library expansion.
- Continue building and promoting our downloadable e-Book collection and other 24/7 digital services.
- Continue improvements to library webpages including development of online forms and mobile apps.
- Provide a kiosk to expand and simplify access to our 24-7 online content.
- Continue digitizing local history materials and making them available via the Internet.
- Enhance services to teens and continue to develop the Teen Advisory Board.
- Partner with community educational entities to improve the quality of San Marcos' workforce. Provide a series of financial literacy programs.
- Work to improve customer service and efficiency throughout our operation.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Citizens enjoy coming to the library to read, learn, and connect with others.	# of visitors	348,449	355,000	360,000
The library is well-used by a large percentage of the San Marcos community.	# of active borrowers	43,467	51,000	53,000
The library collection is well-used because it meets the recreational and educational needs of the community.	# of items borrowed	420,133	430,000	440,000
The library provides citizens and visitors with access to the Internet and other computer resources.	Use Of Computers	125,666	130,000	132,000
The library helps support the educational and recreational needs of children.	Attendance	34,877	36,000	38,000
The library provides adults with GED and literacy tutoring as well as other opportunities for lifelong learning.	Attendance	11,853	15,000	16,500
The library provides citizens with opportunities to give back to their community by doing meaningful volunteer work.	# Hours	6,819	7,000	7,500
The library maintains an up-to-date, well-organized collection of materials to meet the diverse needs of our community.	Volumes	161,942	162,000	162,000
Citizens receive friendly, professional help when they are seeking information or computer instruction.	Reference Assistance	37,545	38,000	38,500

Parks and Recreation

Community Services Parks and Recreation	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Assistant Director of Community Services	1	1	1	1	1.00	1.00	1.00	1.00
Athletics Program Manager	1	1	1	1	1.00	1.00	1.00	1.00
Recreation Programs Manager	1	1	1	1	1.00	1.00	1.00	1.00
Habitat Conservation Plan Manager	1	1	1	1	1.00	1.00	1.00	1.00
Parks Operations Manager	1	1	1	1	1.00	1.00	1.00	1.00
Youth Services Manager	1	1	1	1	1.00	1.00	1.00	1.00
Special Events & Marketing Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Athletic Program Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Senior Citizen Programs Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Youth Services Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Facilities / Events Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Parks Maintenance Supervisor	1	1	1	1	1.00	1.00	1.00	1.00
Parks Maintenance Crew Leader	3	3	3	3	3.00	3.00	3.00	3.00
Parks/Facilities Worker	6	6	6	6	6.00	6.00	6.00	6.00
Parks/Facilities Specialist	6	6	7	7	6.00	6.00	7.00	7.00
Parks/Athletic Fields Worker	2	2	2	2	2.00	2.00	1.50	1.50
Habitat Conservation Plan Specialist	1	1	1	1	0.50	0.50	1.00	1.00
Administrative Clerk	1	1	1	1	0.75	1.00	1.00	1.00
Discovery Center Attendant	0	1	1	1	0.00	0.50	0.50	0.50
Summer Program Coordinator	1	1	1	1	0.27	0.27	0.27	0.27
Summer Assistant Program Coordinator	1	1	1	1	0.23	0.23	0.23	0.23
Summer Playground Site Supervisor	2	2	2	2	0.46	0.46	0.46	0.46
Summer Asst. Playground Site Supervisor	4	4	4	4	0.92	0.92	0.92	0.92
Summer Playground Leader	16	16	16	16	3.69	3.69	3.69	3.69
Intern	3	3	3	3	0.52	0.52	0.52	0.52
Total	58	59	60	60	36.34	37.10	38.10	38.10

Mission Statement

To provide the citizens and visitors of San Marcos the highest level of programs, parks, facilities and services that will positively enhance our vision of creating community. Create a unified parks and recreation system that serves the entire Community, supports tourism and remains a good steward to the River and surrounding environment.

The goal is to identify and secure financial resources to support the mission, goals and objectives of the San Marcos City Council, Parks Advisory Board and citizens of San Marcos.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	2,154,959	2,271,218	2,171,218	2,467,232
Contracted Services	333,400	477,729	477,729	500,905
Materials and Supplies	332,015	229,440	229,440	192,209
Other Charges	19,815	26,534	26,534	28,735
Capital Outlay	0	0	0	0
Total	2,840,189	3,004,921	2,904,921	3,189,081

Goals and Objectives

- Provide excellent customer services.
- Continue to increase the efficiency and effectiveness of processes within each division.
- Ensure that recreation/leisure needs of all sectors of the community are met.
- Develop a benefits-based approach for all programs and services.
- To protect and restore the integrity of San Marcos River through addressing watershed land use and river management.

What We Accomplished in 2015-16

- Provided staff support to the following community groups – San Marcos Area Youth Soccer Association, Summer Fest Steering Committee, Sights and Sounds of Christmas and the San Marcos Youth Baseball/Softball Association
- Provided staff support to the following city boards and commissions – Parks Advisory Board, Arts Commission, Senior Citizen Advisory Board, Cemetery Commission, San Marcos Commission on Youth and Children and the Veterans Affairs Advisory Commission.
- Successfully planned and implemented the following Special Events: Veterans Day Parade, Movies in Your Park, Keep San Marcos Beautiful Spring Concert Series, Sights and Sounds of Christmas, Daddy Daughter Dance, Golden Sweethearts Ball, Fun Fish Day and Dances for Adults w/Disabilities (6), Art Unhitched, Working Artists Workshops, Cultural Costume Parade for Children, and Memorial Day Remembrance Ceremony.
- Partnered with Texas State Recreation Leadership class and Miller Middle school to present Goal Post out of after School program.
- Successfully raised monetary sponsorships and of in-kind donations to support programs for youth, Senior citizens, and special populations.
- Provided two service learning projects for the Texas State University Recreation Administration Division (Spring and Fall Carnivals, and Art and Eco Fest and Concert Series)
- Provided six internship opportunities for Texas State University Students.
- Recruited and utilized more than 700 volunteers totaling more than 3000 volunteer hours.
- Successfully planned and implemented the Summer Fun Program (270 participants) and Discovery Camps.
- Designed and prepared the Spring/Summer and Fall/Winter Activity Guides.
- Attended professional development training at the 2016 TRAPS conference.
- Prepared and distributed 10,000 copies of the quarterly 50+ Senior Newsletter.
- Planned and Implemented 12 travel group's trips throughout the state and Louisiana.
- Continued to assist with the Keep San Marcos Beautiful Program concert series
- Held two River clean ups events to remove litter and trash from the San Marcos River.

- Continued implantation of Edward Aquifer HCP and completed work plans for City and University
- Implemented State Scientific areas for Texas wild rice.
- Created and competed a Youth Funding Grant process and awarded $46,000 to 10 local organizations for youth services.
- Will continue to manage underwater litter program to remove litter from the river.

What We Plan to Accomplish in 2016-17

- To continue to improve customer communication process, customers follow up.
- To continue to provide a variety of recreation and leisure programs for all citizens
- Continue upkeep of city parks/facilities and retrofit with green measures where possible.
- To complete renovation of Veterans and Dunbar Neighborhood Park improvement projects.
- To increase participation in fitness programs
- To leverage existing City funds and obtain grants with limited or no matching funds.
- To begin implementation of Arts Master Plan
- To continue implementation of the EARIP plan.
- To begin implementation of San Marcos Youth Master Plan
- To update existing Parks, Recreation & Open Space Master Plan
- To begin the re-design and construction of Children's Park Play scape.
- To complete the design and construction of Cross town River trail project
- Evaluate effectiveness of current beautification measures.
- To continue to plan and implement programs, sporting events and special events that provide quality of life opportunities for all citizens.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Parkland – Regional	acres	135	135	155
Parkland - Neighborhood	acres	59	59	60
Parkland – Open Space	acres	943	943	1,050
Total Park Acres	acres	1,699	1,699	2,120
Total Park Users	#	120,000	130,000	130,000
Travel Group Trip	trips part	12 702	124 702	12 702
Senior Citizen Programs	prog part	88 4,000	88 4,000	76 3,800
Facility Rentals	#	5,437	5,500	5,500
Course Registrations	#	5,429	6,000	6,000

Activity Center

Community Services Activity Center	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Aquatics Program Supervisor	1	1	1	1	1.00	1.00	1.00	1.00
Aquatics Fitness Program Supervisor	0	0	0	1	0.00	0.00	0.00	1.00
Athletic Program Specialist	2	2	2	2	1.75	1.75	1.75	2.00
Activity Center Attendant	6	6	6	6	4.63	4.63	4.63	4.88
Lifeguard / Water Safety Instructor	2	2	2	1	1.50	1.50	1.50	0.75
Facilities/Maintenance Worker	2	2	2	2	1.75	1.75	1.75	1.75
Lifeguard	6	6	6	6	3.00	3.00	3.25	3.00
Total	19	19	19	19	13.63	13.63	13.88	14.38

Mission Statement

The mission of the Activity Center is to provide leisure activities in athletics, aquatics and fitness for the citizens of San Marcos. The Activity Center will provide a meeting facility to accommodate a variety of needs for the community. These activities and opportunities will be delivered at the highest level possible with the resources provided.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	535,203	630,093	580,093	706,869
Contracted Services	12,929	58,200	58,200	83,200
Materials and Supplies	82,206	89,760	89,760	60,540
Other Charges	0	3,500	3,500	3,500
Capital Outlay	0	0	0	0
Total	630,338	781,553	731,553	854,109

Goals and Objectives

- Customer Service: 1) Provide excellent Customer service. 2) Create positive public interactions, 3) customer input. 4) Evaluation of programs and facility.
- Safe, well maintained facilities: 1) Daily, weekly inspections, 2) Equipment upkeep and maintenance, 3) Monthly and yearly reviews, 4) Overall facility maintenance program.
- Marketing: 1) Use of technology, 2) Use of new Active Net system, 3) use of all available Social Media Outlets.
- Offer quality Athletic and Aquatic programs to include extensive Officials training and parent education programs.
- Make sure all recreation/leisure needs of all sectors are met with new and innovative programming.
- Increase Memberships/Facility usage: 1) Renewals, 2) Quality programming3) Use of new Active Registration Software.

- Staff Development: 1) staff training and involvement in decision making processes, 2) staff recognition programs, 3) Productive and informative staff meetings.4) Team atmosphere.

What We Accomplished in 2015-16

- Offered 16 youth Athletic programs for ages 3-12.
- Offered 15 adult Athletic programs.
- Offered 4 Athletic Travel Group Trips
- Hosted Sunshine Kids program – river tubing, and pool party.
- Performed board duties and registration for SMAYSO and SMYBSA youth organizations.
- Expanded Officials training program including background checks and ID's.
- Maintained ASA district duties for Austin area including all youth team registrations.
- Maintained Aerobic Contract. Added additional programming.
- Continued fitness equipment and weight equipment replacement program.
- Offered 9 programs in Aquatics/Natatorium.
- Hosted two (2) Texas Challenge Girls Fastpitch Tournaments and 35 & Over Men's.
- Hosted SMYBSA Girls softball program to Gary Fastpitch Complex.
- Added full-time Aquatic Pool supervisor to manage summer pool programming.
- 12 sessions of Private Swim Lessons.
- Managed swim team and Adaptive Aquatic programs.

What We Plan to Accomplish in 2016-17

- Continue to offer diverse, safe and quality programs in Activity Center, Athletics and Aquatics.
- Improve customer services relating to Activity Center.
- Expand contract tennis program for lessons tournaments etc. with combined efforts of USTA.
- Replace carpet in Activity Center.
- Re-plaster Natatorium.
- Expand on use of electronic and social media to enhance all programs.
- Continued maintenance issues at Activity Center, fitness equipment and aquatic facility.
- Expansion of services, programs and facility needs at Girls Softball Complex through programming.
- Increase revenues – reduce and control expenses.
- Increase program numbers through quality programming.
- Paint Gymnasium and Natatorium.
- Continue to expand and enhance youth programs to include tennis and golf programs.
- Develop long term resource needs and long term future issues.
- Expand Aquatic programs and services.
- Develop and administer Senior Softball program.

Performance Measures	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Youth Athletics	Programs Participants	16 27,000	17 28,750	20 30,000
Adult Athletics	Programs Participants	17 38,000	17 39,000	20 40,000
Aquatics Programs – Natatorium	Programs Participants	16 9,000	9 6,000	10 7,000
Memberships	Members	2,200	2,350	2,600
Non-member facility usage	Average per month	12,236	12,056	12,500
Softball Complex Rentals	Rentals	51	58	65
Activity Center Gym Rentals	Rentals	45	50	60
Athletic Travel Group Trips	#	3	4	3

Outdoor Pool

Community Services Outdoor Pool	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Pool Manager	1	1	1	1	0.35	0.35	0.35	0.35
Water Safety Instructor	4	4	4	4	0.98	0.98	0.98	0.98
Head Lifeguard	4	4	4	4	1.08	1.08	1.08	1.08
Lifeguard	7	7	7	7	1.72	1.72	1.72	1.72
Cashier / Pool Attendant	2	2	2	2	0.33	0.33	0.33	0.33
Total	18	18	18	18	4.45	4.45	4.45	4.45

Mission Statement

The mission of the Outdoor Pool is to provide leisure aquatics for the citizens of San Marcos.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	56,576	98,995	98,995	104,321
Contracted Services	0	0	0	0
Materials and Supplies	28,859	39,000	39,000	39,000
Other Charges	0	0	0	0
Capital Outlay	0	0	0	0
Total	85,435	137,995	137,995	143,321

Goals and Objectives

- Continue to offer quality Aquatic programing to make sure all recreation & leisure needs are met.
- Keep current with all documentation.
- Provide a safe, well maintained facility with daily, weekly inspections and maintenance checks.
- Monthly staff In-service trainings and involvement in the decision making process.
- Increase Memberships & Facility usage by providing quality programming.
- Continue positive public interaction with patrons input and evaluations.
- Provide excellent customer service.

What We Accomplished in 2015-16

- 10 programs in Aquatics
- Youth Swim Lessons (8 sessions).
- Hosted 52 Pool Parties at Rio Vista Pool. (June – August).
- Splash Day Unofficial/Opening & Closing.
- Noon Adult Swim (12pm – 1pm).
- Family Night Swim (Thursdays, 8pm – 10pm: June – August).
- Splash Jams (3).

- Memorial Day Celebration.
- Red/White/Blue Celebration.
- Labor Day Celebration.
- Added Pool Volleyball.

What We Plan to Accomplish in 2016-17

- Expand Aquatic programs and services.
- Continue working on our customer service relations with the community and our patrons
- Increase program numbers through quality programming.
- Re-plaster Natatorium and Rio Vista Pools.
- Pool Volleyball League.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Rio Vista Pool Rentals	Programs	51	45	50
	Participants	3,500	3,300	4,000
Rio Vista Pool Programs	Programs	9	9	10
	Participants	5,500	6,000	6,000
Rio Vista Memberships	Members	10	8	10
Daily Entries	Participants	20,750	21,000	21,500

Facilities and Grounds

Mission Statement

The mission of the Facilities and Grounds Division is the administration and implementation of a comprehensive maintenance program of all City owned facilities, public grounds, easements, right of ways, and drainage areas.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	0	0	0	0
Contracted Services	684,275	818,404	818,404	844,570
Materials and Supplies	163,721	158,151	158,151	50,024
Other Charges	0	0	0	0
Capital Outlay	0	0	0	0
Total	847,996	976,555	976,555	894,594

Goals and Objectives

- Maintain high customer satisfaction rates.
- Provide “top-quality” technical craftsmanship, while optimizing costs.
- Monitor and evaluate all city maintenance contracts.
- Optimize operational efficiency through advanced technology and energy efficient systems-Computerize HVAC and Irrigation Controls.
- Continue energy conservation measure retrofits.
- Develop quantifiable operational performance measures.
- Continue ADA improvements.
- Provide timely 24 / 7 service support.
- Provide comprehensive technical training opportunities for staff.

What We Accomplished in 2015-16

- Implement automated Asset Management, Facility Work Order, and Project Management System through Tyler Munis Enterprise System.
- Completed initial roof replacements/repairs at Public Services, SMPD, Water Quality, and Airport facilities.
- Renovate SMPD Interrogation Rooms.
- Completed design and construction of City Park parking lot.
- Finished Public Service, City Park, Fish Hatchery, Ranger Hut, and Water Quality Flood Renovations.
- SMPD Environmental Dehumidification System—Evidence Vaults.
- Completed repairs to Airport Building HVAC systems.
- Completed repairs to Traffic Building HVAC systems.
- Performed routine maintenance repairs to the Animal Shelter prior to annual state inspection.
- Renovated Fire Stations #5 following Memorial Day flood--living, storage, and bay area.
- Built new Public Services storage building.

- Renovated Permit Center; Public Services Administration; Library; and Discovery Center Buildings.
- Installed new heater system and ducting at Fire Station 5.

What We Plan to Accomplish in 2016-17

- Continue to maintain and service City Facilities in the most efficient way possible.
- Complete roof replacements at Municipal, SMEU, Library, Grant Harris, and Public Services Buildings.
- Continue construction of SMFD Sta#4.
- Repair/replace SMFD Sta#5 roof.
- Renovate Grant Harris Building offices.
- Replace carpet at Activity Center.
- Replace and caulk windows at Activity Center.
- Replace Freezer Storage Unit at Animal Shelter.
- Implement Engineer design plan for City Hall and Grant Harris structural problems.
- Continue to add facilities to HVAC and irrigation computer control systems.
- Continue to standardize and add facilities to our door access and security system.
- Continue ADA renovations as funds allow.
- Continue to review and update all standing City maintenance contracts.
- Construct new Communication Division office space.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Acres Of Public Grounds Maintained	Acres	157	171	175
Facility Maintenance	Facilities	44	44	44
Janitorial Contract	Sq. Ft.	220,549	220,549	220,549
Lawn Maintenance	Acres	96	120	120
ROW’s, Drainage Acres, Alleys	Acres	1,891	1,918	2,200
Litter Control	Acres	101	128	167

PARD Contract Programs

Mission Statement

The Contract Programs division is used to show the various contract amounts for programs such as aerobics and other instructional programs.

Goals and Objectives

- To provide a variety of recreation and leisure programs for all ages.
- Provide both water and land aerobic programs.
- To offer these programs to the public utilizing qualified contract instructors.
- To offer these programs at affordable prices, while generating a profit for the instructors and the city.

What We Accomplished in 2015-16

- Continued to administer Aerobics contract.
- Maintained positive relations with contract instructors.
- Offered a variety of Land and Water Aerobic programs with contractor.
- Increased participation numbers in all aerobic programs.
- Replaced aging fitness equipment.
- Maintained existing fitness and weight equipment.
- Added new contract programs and phased out some old ones.

What We Plan to Accomplish in 2016-17

- Increase revenue from the Aerobic Fitness Programs.
- Offer Aerobic programs geared for all ages and needs.
- Maintain existing weight and fitness equipment.
- Improve marketing efforts through the use of CLASS email lists, flyers, and press releases and other ideas.
- To evaluate the current programs utilizing Texas State Student Interns.
- Purchase new bikes and equipment for aerobics program.
- Continue 4 year replacement cycle of fitness equipment. Replace portion of Spin Bikes.
- Maintain existing programs at the Activity Center and Cephas House.

Expenditure by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	0	0	0	0
Contracted Services	79,302	110,000	110,000	110,000
Materials and Supplies	0	0	0	0
Other Charges	0	0	0	0
Capital Outlay	0	0	0	0
Total	79,302	110,000	110,000	110,000

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Fitness Programs/Land & Water	Programs	22	24	25
	Revenue	$45,000	$70,000	$70,000
Contract Leisure Programs	Programs	8	8	8
	Revenue	$15,000	$15,000	$15,000

Fleet Services

Community Services Fleet Services	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Fleet Services Supervisor	1	1	1	1	1.00	1.00	1.00	1.00
Master Fleet Service Technician	5	5	5	5	5.00	5.00	5.00	5.00
Fleet Inventory Technician	0	1	1	1	0.00	1.00	1.00	1.00
Fleet Services Technician	1	1	1	1	1.00	1.00	1.00	1.00
Total	7	8	8	8	7.00	8.00	8.00	8.00

Mission Statement

To provide service to all of City of San Marcos departments and divisions that own equipment and vehicles by repairing and maintaining vehicles and equipment through all phases of repairs to include rebuilding and replacing major assemblies. We cover all repairs from tire repairs to major overhauls to vehicle renovation.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	393,903	495,925	495,925	540,588
Contracted Services	5,520	10,141	10,141	11,295
Materials and Supplies	41,925	61,870	61,870	420,792
Other Charges	1,855	8,287	8,287	8,287
Capital Outlay	0	0	0	0
Total	443,203	576,223	576,223	980,962

Goals and Objectives

Execute City Council's vision and goals by providing top quality, professional, effective, and timely Fleet management and maintenance services to customers including:

- Maintain high customer satisfaction rates.
- Provide "top-quality" technical craftsmanship, while optimizing costs.
- Increase technician's billable hours productivity.
- Determine fleet availability for each vehicle/equipment class.
- Optimize operational efficiency through advanced technological systems.
- Develop quantifiable operational performance measures.
- Provide timely 24 / 7 service support and road call responses.
- Provide comprehensive technical training and certification opportunities for staff.
- Promote usage of alternative fuels and vehicles; emphasize fuel economy and emission reduction initiatives.
- Achieve a perfect safety record—"0" preventable accidents and "0" lost time injuries.

What We Accomplished in 2015-16

- Provided level-one customer service and quality craftsmanship for over 564 vehicles/equipment.
- Proactively scheduled preventive maintenance (PM) program--continues to save money.
- Procured highly versatile PM equipment —reduced repair time by 1/3 for brake work and AC reclamation. Marked improvement in diagnostic triage, engine performance, and reduced outside service costs.
- Implemented the TXDPS State Inspection allowing us to do state inspections on all city assets.
- Rolled out TXDPS State registration program allowing us to register all city assets internally.
- Developed strategic plan for new Enterprise leasing concept. Orders placed and vehicles are arriving weekly.
- Brought Tyler-Munis onboard. Set up completed and currently have close to 300 work orders since March 1 2016.
- Fielded the Automated Vehicle Locator system. Install is in process fleet wide.
- Hired full time Inventory Technician to track, monitor, and update Fleet Inventory requirements.
- Brought Fuel Man in as the Cites new Fuel provider. Roll out mid July 2016.

What We Plan to Accomplish in 2016-17

- Provide premier service support for City Council's vision and goals -- partner with other Department customers to successfully achieve their operational fleet goals and objectives.
- Provide "top-quality" technical craftsmanship-- control labor/parts costs; monitor quality service assurance program; increase scheduled preventative maintenance program by 5%; improve vehicle availability rates; track re-works/returns; and streamline operational reports.
- Perform a fleet baseline evaluation and conduct a vehicle usage analysis. Continue fleet right-sizing measures and introduce operational efficiencies garnered by operating motor pools and central fleet management techniques.
- Continue to build on the Enterprise leasing. Add additional 25 vehicles to include enterprise funded vehicles. Last years were general funded vehicles only.
- Complete the AVL installation process. Develop reporting to department heads.
- Fund technical training for specialized OEM and vehicle service training classes, pursue Emergency Vehicle Training ratings.
- Hire Administrator Clerk to help with the increased work load brought about by the quickly changing requirements of Tyler Minis upgrade, State inspections.
- Achieve a perfect safety record—"0" preventable accidents and "0" lost time injuries.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
PM Services Light Vehicles/Equipment	Each	615	725	732
PM Services Heavy/Off-Road Vehicles	Each	480	525	525
Unscheduled Maintenance	Each	1,250	1,105	1,005
Work Orders Completed	Each	3,154	3,350	3,420
Return Rate (APWA benchmark is 2 percent)	Percent	1.25	1	1
Total Fleet Size	Each	551	560	582
Technician Billable Hours (Goal 70%)	Percent	81	83	83
Average Equipment On-Line Availability (Goal 95%)	Percent	97	97.5	97.5
Scheduled Preventative Maintenance Ratio (Goal 35%)	Percent	37	38	38

Social Services

Department Organization

The Social Services Division is used to account for social service program expenditures.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Social Services	411,100	450,000	450,000	450,000
Total	411,100	450,000	450,000	450,000

Special Services

Department Organization

The Special Services Division is used to account for a variety of non-direct expenditures. Examples of expenditures include utilities, insurance, bank charges and operating transfers.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	8,123	1,267,890	174,836	772,192
Contracted Services	2,317,765	2,851,978	2,851,978	2,965,295
Materials and Supplies	573	5,100	-244,900	30,100
Other Charges	1,304,967	1,822,619	1,822,619	2,314,203
Non-Recurring/Non-Oper Exp	3,548,058	3,030,203	3,181,677	3,893,582
Operating Transfers	1,409,061	1,474,183	1,547,683	1,395,819
Total	8,588,547	10,451,973	9,333,893	11,371,191

City of San Marcos

2016-17 Annual Budget

Debt Service Fund

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	**6,780,100**	**8,085,059**	**8,085,059**	**7,681,562**
Operating Revenues				
Current Ad Valorem	8,019,874	7,398,977	7,398,977	8,084,545
Delinquent Ad Valorem	90,656	98,150	98,150	107,244
Penalties and Interest	70,011	52,850	52,850	57,747
Interest Income	59,846	26,000	26,000	26,000
Hammonds Transfer	549,637	549,637	549,637	555,000
BAB Subsidy	109,210	115,618	115,618	107,526
Pass Thru Toll Revenue	3,124,485	3,030,000	3,030,000	3,030,000
TIRZ Transfer	195,282	209,248	191,298	190,830
Venue Tax Transfer	1,439,593	1,572,571	1,589,607	1,645,998
Total Operating Revenues	**13,658,594**	**13,053,051**	**13,052,137**	**13,804,890**
Operating Expenditures				
Principal Payments	7,370,000	7,770,000	8,230,000	7,870,000
Interest Payments	4,593,950	4,723,679	4,828,848	4,934,159
Fiscal Agent Fees	6,164	31,250	30,000	28,750
TIZ Payments	383,522	364,595	366,786	452,548
Total Operating Expenditures	**12,353,635**	**12,889,524**	**13,455,634**	**13,285,457**
Ending Fund Balance	**8,085,059**	**8,248,586**	**7,681,562**	**8,200,996**
Fund Balance as a Percentage of Total Expenditures	65.45%	63.99%	57.09%	61.73%
Total Outstanding Tax Supported Debt	81,805,000	71,430,000	71,430,000	75,000,000

Outstanding Tax Supported Debt	**Original Principal**
Series 2007 General Obligation Bonds	-
Series 2007B Combination Tax and Revenue Certificates of Obligation (Tax Portion Only)	-
Series 2008 General Obligation Bonds	195,000
Series 2008 Combination Tax and Revenue Certificates of Obligation (Tax Portion Only)	320,000
Series 2008 Pass-Through Toll Revenue & Limited Tax Bonds Tax (Tax Portion Only)	215,000
Series 2008A Combination Tax and Revenue Certificates of Obligation	5,515,000
Series 2009 Direct Placement	2,245,000
Series 2009 GO Refunding Bonds	640,000
Series 2009 General Obligation Bonds	1,565,000
Series 2010 Taxable Build America Bonds	5,895,000
Series 2010 General Obligation Refunding Bonds	6,290,000
Series 2012 General Obligation Refunding Bonds	4,890,000
Series 2013 General Obligation Refunding Bonds	670,000
Series 2013 Combination Tax & Revenue Bonds	3,220,000
Series 2014 Combination Tax & Revenue Bonds	5,500,000
Series 2014 General Obligation Refunding Bonds	6,420,000
Series 2014A General Obligation Refunding Bonds	8,390,000
Series 2015 Combination Tax & Revenue Bonds	4,695,000
Series 2016 GO Refunding Bonds	8,510,000
Series 2016 Combination Tax & Revenue Bonds	9,825,000
Total	75,000,000
Fund Balance as a Percentage of Total Original Principal Amount for Outstanding Tax Supported Debt	10.93%

City of San Marcos

2016-17 Annual Budget

Ratio of Net General Bonded Debt to Assessed Value and Net Bonded Debt Per Capita Last Ten Fiscal Years

Fiscal Year	Population	Assessed Value	Gross Bonded Debt	Debt Service Funds	Net Bonded Debt	Percent of Net Debt to Assessed Value	Net Debt Per Capita
2007	50,049	2,039,634,021	48,930,000	5,764,165	43,165,835	2.12%	862
2008	50,317	2,276,934,847	77,010,000	6,003,239	71,006,761	3.12%	1,411
2009	50,913	2,623,365,186	77,960,000	7,199,004	70,760,996	3.11%	1,313
2010	53,913	2,504,035,456	81,805,000	6,428,387	75,376,613	2.87%	1,333
2011	47,505	2,452,170,753	76,840,000	7,913,022	68,926,978	2.55%	1,476
2012	46,750	2,456,366,767	71,980,000	10,973,198	61,006,802	2.49%	1,305
2013	50,001	2,861,809,498	72,090,000	10,404,537	61,685,463	2.15%	1,233
2014	54,076	3,057,698,401	71,210,000	7,135,423	64,074,577	2.09%	1,184
2015	58,892	3,394,045,225	71,430,000	7,422,079	58,342,921	1.71%	990
2016	60,684	3,667,359,174	75,110,000	7,681,562	67,428,438	1.84%	1,111

City of San Marcos

2016-17 Annual Budget

Ratio of Annual Debt Service Expenditures for General Bonded Debt to Total General Government Expenditures
Last Ten Fiscal Years

Fiscal Year	Principal	Interest	Total Debt Service	Total General Governmental Expenditures	Ratio of Total Debt Service to General Governmental Expenditures
2007	3,030,000	1,887,770	4,917,770	43,664,381	11%
2008	3,195,000	1,820,060	5,015,060	49,968,402	11%
2009	4,695,000	4,039,047	8,734,047	55,597,726	11%
2010	4,780,000	3,478,882	8,258,882	58,684,164	11%
2011	4,005,000	3,216,402	7,221,402	62,691,847	11%
2012	4,750,000	3,269,200	8,019,200	63,879,206	11%
2013	4,855,000	2,940,719	7,795,719	60,705,849	12%
2014	4,980,000	2,782,545	7,762,545	68,127,194	11%
2015	5,230,000	2,995,767	8,225,767	77,085,000	11%
2016	5,965,000	2,738,748	8,703,748	81,400,000	11%

* Includes expenditures of the General, Special Revenue, Debt Service, Capital Projects, and Permanent Funds.

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

COMPUTATION OF LEGAL DEBT MARGIN
SEPTEMBER 30, 2016

State Law Limit – 10% of Taxable Assessed Value

Actual taxable assessed value at September 30, 2016		$ 4,070,768,683
Debt limit – 10% of taxable assessed value		407,076,868
Total general obligation debt outstanding	$ 75,000,000	
Less: Debt Service Fund balance	7,681,362	
Debt applicable to debt limit		67,318,638
Legal debt margin		$339,758,230

City of San Marcos Financial Policy Limit – 5% of Taxable Assessed Value

Actual taxable assessed value at September 30, 2016		$ 4,070,768,683
Debt limit – 5% of taxable assessed value		203,538,434
Total general obligation debt outstanding	$ 75,000,000	
Less: Debt Service Fund balance	7,681,362	
Debt applicable to debt limit		67,318,638
Debt margin – Financial Policy		$136,219,796

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET
SUMMARY OF OUTSTANDING DEBT
AS OF SEPTEMBER 30, 2016

Issue	Purpose	Interest Rate	Amount Issued	Issue Date	Maturity Date	Amount Outstanding
2008 GO Bonds	Constructing, reconstructing and improving streets and other related expenses.	4.67%	4,790,000	04/02/2008	08/15/2027	195,000
2008 Combination Tax & Revenue	Constructing, reconstructing and improving streets and other related expenses.	4.78%	11,960,000	04/02/2008	08/15/2027	320,000
2008 Pass-Through Toll Revenue	Wonder World Drive Project (Tax Portion)	5.01%	5,450,000	04/02/2008	08/15/2031	215,000
2008A Direct Placement-McCarty	McCarty Lane Project	4.61%	7,600,000	09/16/2008	08/15/2028	5,515,000
2009 General Obligation	Constructing, reconstructing and improving streets and other related expenses.	4.60%	23,455,000	06/15/2009	09/30/2029	1,565,000
2009 General Obligation Refunding Bonds	Constructing, reconstructing and improving streets and other related expenses.	4.46%	4,495,000	06/15/2009	09/30/2029	640,000
2009 Certificates of Obligation	Constructing, reconstructing and improving streets and other related expenses	3.38%	9,745,000	06/15/2009	09/30/2029	2,245,000
2010 Combination Tax & Revenue	Build America Bonds	3.49%	8,625,000	03/01/2010	08/15/2030	5,895,000
2010 GO Refunding Bonds	Refunding Bonds	2.69%	17,245,000	11/01/10	08/15/2023	6,290,000
2012 General Obligations Refunding Bonds	General Obligation Refunding Bonds	2.76%	5,520,000	02/29/2012	08/15/2025	4,890,000
2013 General Obligation Refunding Bonds	General Obligation Refunding Bonds	3.64%	670,000	04/12/2013	08/15/2031	670,000
2013 Combinations Tax & Revenue Bonds	Constructing, reconstructing and improving streets and other related expenses.	3.12%	3,505,000	04/12/2013	08/15/2033	3,220,000

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET
SUMMARY OF OUTSTANDING DEBT (CONT'D)
AS OF SEPTEMBER 30, 2016

Issue	Purpose	Interest Rate	Amount Issued	Issue Date	Maturity Date	Amount Outstanding
2014 Combination Tax & Revenue Bonds	Constructing, reconstructing and improving streets and other related expenses.	3.07%	5,940,000	05/20/2014	08/15/2034	5,500,000
20014 General Obligation Refunding Bonds	General Obligation Refunding Bonds	2.85%	6,720,000	06/15/2014	08/15/2026	6,420,000
2014A General Obligation Refunding Bonds	General Obligation Refunding Bonds	2.78%	8,390,000	12/18/2014	09/30/2029	8,390,000
2015 Combination Tax & Revenue Bonds	Constructing, reconstructing and improvements	3.43%	5,665,000	09/18/2015	09/30/2035	4,695,000
2016 General Obligation Refunding Bonds	General Obligation Refunding Bonds	2.19%	8,510,000	03/16/2016	09/30/29	8,510,000
2016 Combination Tax & Revenue Bonds	Constructing, reconstructing and improvements	3.14%	9,825,000	06/08/2016	09/30/2036	9,825,000
SUBTOTAL TAX SUPPORTED DEBT			148,110,000			75,000,000
2007 Combination Tax & Revenue	Hammon Hotel and Conference Center	4.25%	15,575,000	06/15/2007	02/15/2032	560,000
2014 General Obligation Refunding Bonds	Hammon Hotel and Conference Center	2.85%	8,500,000	06/15/2014	08/15/2032	8,500,000
2014B General Obligation Refunding	Hammon Hotel and Conference Center	2.78%	6,210,000	12/18/2014	02/15/2032	6,090,000
2008 Pass-Through Toll Revenue	Wonder World Drive Project	5.01%	37,500,000	04/02/2008	08/15/2031	1,485,000
2013 General Obligation Refunding Bonds	Wonder World Pass Through Portion	3.64%	4,570,000	04/12/2013	08/15/2031	4,570,000
2014 General Obligation Refunding Bonds	Wonder World Pass Through Portion	2.85%	5,350,000	06/15/2014	08/15/2024	5,350,000
2014A General Obligation Refunding Bonds	Wonder World Pass Through Portion	2.78%	17,420,000	12/18/2014	8/15/29	17,420,000
2016 General Obligation Refunding Bonds	Wonder World Pass Through Portion	2.19%	1,585,000	03/16/2016	09/30/2018	1,585,000
TOTAL OUTSTANDING DEBT			$244,820,000			$120,560,000

City of San Marcos

2016-17 Annual Budget

General Obligation Debt Service Requirements
September 30, 2016

Fiscal Year		Principal		Interest		Total
2017		5,500,000		2,949,536		8,449,536
2018		5,750,000		2,699,777		8,449,777
2019		5,665,000		2,518,140		8,183,140
2020		5,850,000		2,326,319		8,176,319
2021		5,175,000		2,098,488		7,273,488
2022		5,385,000		1,898,154		7,283,154
2023		5,465,000		1,693,015		7,158,015
2024		5,125,000		1,459,225		6,584,225
2025		5,155,000		1,220,045		6,375,045
2026		4,855,000		993,299		5,848,299
2027		4,195,000		799,839		4,994,839
2028		3,515,000		621,443		4,136,443
2029		3,040,000		483,494		3,523,494
2030		2,305,000		373,401		2,678,401
2031		1,780,000		289,763		2,069,763
2032		1,540,000		222,463		1,762,463
2033		1,600,000		167,300		1,767,300
2034		1,405,000		109,425		1,514,425
2035		1,025,000		58,250		1,083,250
2036		670,000		20,100		690,100
Total		75,000,000		23,001,474		98,001,474

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

HOTEL OCCUPANCY TAX FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Fund Balance - Reserved and Unreserved	**720,756**	**519,825**	**519,825**	**609,499**
Operating Revenues				
Hotel Occupancy Tax	1,865,999	2,179,000	2,121,060	2,301,219
Penalties	3,896	-	-	-
Embassy Tax Revenue	974,540	950,000	983,590	988,507
Venue Tax-2%	533,143	622,571	606,017	657,491
Interest Income	941	1,000	1,000	1,000
Other Revenue	2	-	-	-
Operating Transfer for Main Street	52,810	54,596	54,596	95,819
Total Operating Revenues	**3,431,331**	**3,807,167**	**3,766,263**	**4,044,036**
Total Funds Available	**4,152,087**	**4,326,992**	**4,286,088**	**4,653,535**
Operating Expenditures				
Convention & Visitor Bureau (Contribution from City)	1,178,515	1,304,000	1,304,000	-
Tanger Marketing Program	150,000	150,000	150,000	150,000
Downtown Mrktng Coop	23,760	75,000	50,000	50,000
Eco Tourism	-	40,000	40,000	40,000
Sports Tourism	-	60,000	60,000	510,000
Tourist Account	-	5,000	5,000	5,000
Transportation	-	10,000	5,000	10,000
Airport Improvements	-	-	-	50,000
Mural Funding	9,038	35,000	35,000	35,000
Arts Project Funding	44,734	75,000	75,000	150,000
Permanent Art	50,000	75,000	75,000	125,000
Repairs-Building Materials	-	32,000	15,000	30,000
Main Street Program	252,656	272,982	272,982	320,733
Convention & Visitor Bureau (City Department)	-	-	-	1,531,000
Total Operating Expenditures	**1,708,704**	**2,133,982**	**2,086,982**	**3,006,733**
Operating Transfers and Adjustments				
Transfer of Venue Tax	1,439,593	1,572,571	1,589,607	1,645,998
Total Transfers and Adjustments	**1,439,593**	**1,572,571**	**1,589,607**	**1,645,998**
Reserved for Unspent Allocations - Arts Funding	108,525			
Reserved for Unspent Allocations - Mural Funding	31,609			
Reserved for Unspent Allocations - Conference Ctr Repairs	47,000			
Reserve for Unspent Allocation-Eco/Sports Tourism	100,000	-	-	-
Reserve for Unspent Allocation-Branding	23,825			
Reserved for Unspent Allocations - Wayfinding	173,006	-	-	-
Total Reserves for Unspent Allocations	483,966	-	-	-
Ending Unreserved Fund Balance	**519,825**	**620,439**	**609,499**	**804**
Fund Balance as a Percentage of Total Expenditures	30.42%	29.07%	29.20%	0.03%

City of San Marcos

2016-17 Annual Budget

Hotel Occupancy Tax Fund

Division	Personnel Services	Contracted Services	Materials & Supplies	Other Charges	Operating Transfers	Total
Other Tourism Programs	0	750,000	30,000	375,000	1,645,998	2,800,998
Main Street Program	195,136	40,915	24,827	59,855	0	320,733
CVB	558,000	335,000	596,700	41,300	0	1,531,000
Total	753,136	1,125,915	651,527	476,155	1,645,998	4,652,731
Percentage of Operating Expenditures	16.2%	24.2%	14%	10.2%	35.4%	100%

Main Street

Main Street	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Main Street Program Manager	1	1	1	1	1.00	1.00	1.00	1.00
Main Street Program Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Downtown Maintainance Worker	0	0	0	1	0.00	0.00	0.00	1.00
Total	2	2	2	3	2.00	2.00	2.00	3.00

Mission Statement

The mission of the San Marcos Main Street Program is to enhance the cultural identity, historical significance and economic stability of our community through a comprehensive downtown revitalization program of design, economic restructuring, organization and promotion.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	138,574	147,328	147,328	195,136
Contracted Services	39,378	35,835	35,835	40,915
Materials and Supplies	16,270	35,177	35,177	24,827
Other Charges	58,434	54,642	54,642	59,855
Capital Outlay	0	0	0	0
Total	252,656	272,982	272,982	320,733

Goals and Objectives

To preserve, protect and promote the unique character of downtown through the Main Street Four-Point Approach which is the foundation of revitalization from cultural and architectural heritage to local enterprises and community pride.

To comply with the mandated Four-Point Approach of the National Trust for Historic Preservation's Main Street Program, the San Marcos Main Street Program's objectives are:

Design

- To improve and preserve the downtown environment to include buildings, infill, and new development compatibility, enhancing the visual and historic qualities and economic viability of the commercial district.

Organization

- To building partnerships, consensus, and cooperation among community groups, stakeholders, and individuals in the revitalization process and assemble human and financial resources to implement revitalization efforts.

Promotion

- To promote a positive image of downtown by marketing the district's unique characteristics to residents, investors, business owners and visitors with an effective promotional strategy through advertising, retail promotions, and special events.

Economic Restructuring

- To strengthen downtown's existing economic assets while expanding and diversifying its economic base to meet new and existing opportunities and challenges.

What We Accomplished in 2015-16

- Accredited as a 2016 National Main Street City by the National Trust and the Texas Historical Commission by achieving identified standards of performance based on the Main Street Four-Point Approach based on 2015 performance.
- Submitted required quarterly reinvestment reports to the state. In 2015 the private sector reinvested $18,335,498 in downtown with 22 businesses opening. Provided resources and information for new and existing businesses and potential investors.
- Continued marketing strategies targeting tourists and the community. The newly designed monthly newsletter now reaches over 700 recipients.
- Continuing architectural assistance and façade grant program for downtown businesses and building owners, targeting historic properties that contribute to the unique character of downtown as funds are available. In 2015, Main Street Program has awarded $ 24,802.72 to 14 downtown business and property owners.
- Provided staff support to various organizations including Main Street Board, Downtown Association, Chamber's Business Development Committee, Heritage Association of San Marcos, Design Review Committee, as well as Convention and Visitor's Bureau Board.
- Worked with SMPD and KSMB to improve cleanliness, beautification, safety, and graffiti clean-up, to create a cleaner, safer, and more pedestrian-friendly downtown.
- Created and supported 32 downtown events that brought nearly 10,000 visitors to downtown.
- Worked with classes Texas State University including PR Campaigns, MBA Capstone Group, and Recreation Programming.
- Facilitated 4 committees chaired by members of the Main Street Advisory Board that oversee each of the 4 Points of Main Street Program Approach.
- Logged 3607.25 volunteer hours.

What We Plan to Accomplish in 2016-17

- Meet identified standards of performance in 2017 set by the National Trust for accreditation as a 2016 National Main Street City.
- Continue to work on downtown beautification as resources are available.
- Bid for conferences and conventions that will bring visitors to our downtown area.
- Develop additional promotional strategies to meet the challenging and changing market. Respond to opportunities which bring visitors to the heart of our city.
- Continue to protect and enhance downtown's unique character through free architectural assistance and façade grants to businesses and building owners.
- Address issues and recommendations contained in the Main Street Board's work plan.
- Respond to and provide assistance and resources to tourists, new and existing businesses, investors, and the downtown community. Maintain the Main Street website. Develop and produce monthly newsletter for downtown and the community.
- Continue providing staff support to local groups and organizations.
- Continue programs that meet the individual Main Street Program's goals.
- Continue downtown marketing plan for advertising as funds are available.
- Continue to work with Parks & Recreation and Police Department to improve downtown streetscape, sidewalks, cleanliness and safety.
- Increase volunteerism and advocacy for downtown.

- Prioritize and implement objectives and goals of the Vision San Marcos comprehensive master plan and the Downtown Master Plan

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Number of Attendees brought to downtown as a result of events	Number	8,397	9,800	9,000
Special Events Supported	Number	32	28	28
New Businesses Opened Downtown	Number	22	20	20
Total Reinvestment by the Private Sector	Dollars	$18,335,498	$25,000,000	$18,000,000
Economic Development Contacts/Requests	Number	10	8	8

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

MUNICIPAL COURT TECHNOLOGY FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	**174,992**	**195,766**	**195,766**	**187,791**
Operating Revenues				
Technology Fee	27,169	30,000	25,000	30,000
Interest Income	-	25	25	25
Total Operating Revenues	**27,169**	**30,025**	**25,025**	**30,025**
Total Funds Available	**202,161**	**225,791**	**220,791**	**217,816**
Operating Expenditures				
Materials and Supplies	-	5,000	5,000	5,000
Total Operating Expenditures	**-**	**5,000**	**5,000**	**5,000**
One-Time Expenditures				
Capital Outlay	6,395	25,000	28,000	25,000
Total One-Time Expenditures	**6,395**	**25,000**	**28,000**	**25,000**
Ending Unreserved Fund Balance	**195,766**	**195,791**	**187,791**	**187,816**
Fund Balance as a Percentage of Total Expenditures	100.00%	3915.82%	3755.82%	3756.32%

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

MUNICIPAL COURT SECURITY FEE FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	**112,771**	**134,163**	**134,163**	**146,032**
Operating Revenues				
Security Fee	21,392	24,000	24,000	24,000
Interest Income	-	12	12	12
Total Operating Revenues	**21,392**	**24,012**	**24,012**	**24,012**
Total Funds Available	**134,163**	**158,175**	**158,175**	**170,044**
Operating Expenditures				
Personnel	-	7,143	7,143	18,637
Contracted Services	-	-	-	-
Materials & Supplies	-	5,000	5,000	5,000
Total Operating Expenditures	**-**	**12,143**	**12,143**	**23,637**
One-Time Expenditures				
Capital Outlay	-	-	-	-
Total One-Time Expenditures	**-**	**-**	**-**	**-**
Ending Unreserved Fund Balance	**134,163**	**146,032**	**146,032**	**146,407**
Fund Balance as a Percentage of Total Expenditures	100.00%	1202.60%	1202.60%	619.40%

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

MUNICIPAL COURT JUVENILE FEE FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	**5,014**	**(3,834)**	**(3,834)**	**8,846**
Operating Revenues				
Juvenile Fee	34,947	40,000	34,000	35,000
Truancy Fee	4,879	3,000	4,800	5,000
Interest Income	-	-	-	-
Total Operating Revenues	**39,826**	**43,000**	**38,800**	**40,000**
Total Funds Available	**44,840**	**39,166**	**34,966**	**48,846**
Operating Expenditures				
Personnel Services	48,674	52,239	26,120	29,914
Total Operating Expenditures	**48,674**	**52,239**	**26,120**	**29,914**
One-Time Expenditures				
Capital Outlay	-	-	-	-
Total One-Time Expenditures	**-**	**-**	**-**	**-**
Ending Unreserved Fund Balance	**(3,834)**	**(13,073)**	**8,846**	**18,932**
Fund Balance as a Percentage of Total Expenditures	-7.88%	-25.03%	33.87%	63.29%

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

MUNICIPAL COURT EFFICIENCY FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance		**33,231**	**33,231**	**36,231**
Operating Revenues				
Efficiency Fee	**3,259**	3,000	3,000	3,000
Other Revenue	**31,466**	24,000	24,000	24,000
Total Operating Revenues	**34,725**	**27,000**	**27,000**	**27,000**
Total Funds Available	**34,725**	**60,231**	**60,231**	**63,231**
Operating Expenditures				
Contracted Services	1,494	5,000	24,000	24,000
Total Operating Expenditures	**1,494**	**5,000**	**24,000**	**24,000**
Ending Unreserved Fund Balance	**33,231**	**55,231**	**36,231**	**39,231**
Fund Balance as a Percentage of Total Expenditures	2224.59%	1104.62%	150.96%	163.46%

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

SEIZED ASSETS FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	**81,749**	**105,552**	**105,552**	**78,772**
Operating Revenues				
Seized Assets	25,303	5,000	5,000	5,000
Interest Income	-	100	100	100
Total Operating Revenues	**25,303**	**5,100**	**5,100**	**5,100**
One-Time Operating Revenues				
One-Time Operating Transfers	-	-	-	-
Total One-Time Operating Revenues	**-**	**-**	**-**	**-**
Total Funds Available	**107,052**	**110,652**	**110,652**	**83,872**
Operating Expenditures				
Contracted Services	1,500	1,500	31,880	1,500
Materials and Supplies	-	-	-	-
Other Charges	-	-	-	-
Capital Outlay	-	-	-	-
Total Operating Expenditures	**1,500**	**1,500**	**31,880**	**1,500**
Ending Unreserved Fund Balance	**105,552**	**109,152**	**78,772**	**82,372**
Fund Balance as a Percentage of Total Expenditures	7036.80%	7276.80%	247.09%	5491.46%

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	-	-	-	-
Operating Revenues				
Grant Revenue	561,278	517,077	517,077	525,164
Total Operating Revenues	**561,278**	**517,077**	**517,077**	**525,164**
One-Time Operating Revenues				
Operating Transfer - General Fund	-	-	-	-
Total One-Time Operating Revenues	-	-	-	-
Total Funds Available	**561,278**	**517,077**	**517,077**	**525,164**
Operating Expenditures				
Personnel Services	93,571	93,199	93,199	102,313
Contracted Services	467,706	423,878	423,878	422,851
Total Operating Expenditures	**561,278**	**517,077**	**517,077**	**525,164**
Ending Unreserved Fund Balance	-	-	-	-
Fund Balance as a Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

WOMEN, INFANTS AND CHILDREN PROGRAM FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	-	-	-	-
Operating Revenues				
Grant Revenue	1,656,283	2,049,407	2,049,407	2,048,531
Total Operating Revenues	**1,656,283**	**2,049,407**	**2,049,407**	**2,048,531**
Total Funds Available	**1,656,283**	**2,049,407**	**2,049,407**	**2,048,531**
Operating Expenditures				
Personnel Services	1,123,292	1,388,914	1,388,914	1,458,243
Contract Services	242,961	295,705	295,705	324,058
Materials and Supplies	65,100	117,922	117,922	102,601
Other Charges	224,930	246,866	246,866	163,629
	1,656,283	**2,049,407**	**2,049,407**	**2,048,531**
Ending Unreserved Fund Balance	-	-	-	-
Fund Balance as a Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

WOMEN, INFANTS AND CHILDREN PROGRAM FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
WIC Administration				
Personnel Services	640,309	845,912	845,912	878,192
Contracted Services	212,413	239,529	239,529	265,138
Materials and Supplies	52,545	100,322	100,322	88,001
Other Charges	131,438	141,717	141,717	150,223
Capital Outlay	-	-	-	-
Total	1,036,704	1,327,480	1,327,480	1,381,554
WIC Nutritional Education				
Personnel Services	259,478	350,950	350,950	381,799
Contracted Services	16,987	19,575	19,575	22,575
Materials and Supplies	5,197	10,400	10,400	7,400
Other Charges	45,217	63,153	63,153	5,133
Total	326,879	444,078	444,078	416,907
WIC Lactation				
Personnel Services	90,098	62,648	62,648	63,714
Contracted Services	9,891	19,517	19,517	19,517
Materials and Supplies	7,321	4,400	4,400	4,400
Other Charges	22,512	21,241	21,241	6,683
Total	129,822	107,806	107,806	94,314
WIC Peer Counseling				
Personnel Services	133,407	129,404	129,404	134,537
Contracted Services	3,670	17,084	17,084	16,828
Materials and Supplies	38	2,800	2,800	2,800
Other Charges	25,763	20,755	20,755	1,590
Total	162,878	170,043	170,043	155,755
Total WIC Expenditures	1,656,283	2,049,407	2,049,407	2,048,531

Recap of WIC Expenditures				
WIC Administration	1,036,704	1,327,480	1,327,480	1,381,554
WIC Nutritional Education	326,879	444,078	444,078	416,907
WIC Lactation	129,822	107,806	107,806	94,314
WIC Peer Counseling	162,878	170,043	170,043	155,755
Total WIC Expenditures	1,656,283	2,049,407	2,049,407	2,048,531

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

WOMEN, INFANTS AND CHILDREN PROGRAM FUND

Division	Personnel Services	Contracted Services	Materials & Supplies	Other Charges	Operating Transfers	Total
Administration	878,192	265,138	88,001	150,223	0	1,381,554
Nutritional Education	381,799	22,575	7,400	5,133	0	416,907
Lactation	63,714	19,517	4,400	6,683	0	94,314
Peer Counselor	134,537	16,828	2,800	1,590	0	155,755
Total	1,458,242	324,058	102,601	163,629	0	2,048,530
Percentage of Operating Expenditures	71.2%	15%	5.8%	8%	0%	100%

	Positions				Full Time Equivalent			
WIC Program Fund	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Administration	16	15	15	15	16.00	15.00	15.00	15.00
Nutrition	6	6	6	6	6.00	6.00	6.00	6.00
Lactation	1	1	1	1	1.00	1.00	1.00	1.00
Peer Counselor	3	4	4	4	3.00	4.00	4.00	4.00
Total	26	26	26	26	26.00	26.00	26.00	26.00

WIC Program – Administration

WIC Administration	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Assistant Director	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Assistant, Senior	1	1	1	1	1.00	1.00	1.00	1.00
Health & Nutrition Specialist	5	5	5	5	5.00	5.00	5.00	5.00
WIC Clerk Breastfeeding Peer Counselor	1	0	0	0	1.00	0.00	0.00	0.00
WIC Clerk	8	8	8	8	8.00	8.00	8.00	8.00
Total	16	15	15	15	16.00	15.00	15.00	15.00

Mission Statement

The WIC Program will continue to provide counseling, clinical assessments, supplemental foods and immunizations to all eligible Pregnant Women, Nursing Mothers, Infants and Children up to five years of age who reside in the counties of Hays, Caldwell, Bastrop, Comal and Guadalupe.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	640,309	845,912	845,912	878,192
Contracted Services	212,413	239,529	239,529	265,138
Materials and Supplies	52,545	100,322	100,322	88,001
Other Charges	131,438	141,717	141,717	150,223
Operating Transfers	0	0	0	0
Capital Outlay	0	0	0	0
Total	1,036,705	1,327,480	1,327,480	1,381,554

Goals and Objectives

Our goal is best defined by our mission statement: To give all eligible families the best start for a life time of well-being by providing nutrition education and breastfeeding support during the critical stages of development.

- To enroll 10,410 participants per month (75% of the estimated potentially eligible population).
- To provide WIC services and food benefits to 80% of enrolled participants per month.
- To provide nutrition education to 95% of families that receive food benefits each month.
- To ensure that 20% of pregnant women enrolled are enrolled during their first trimester of pregnancy.
- To make health care referrals to 98% participants who indicate they have no source of health care.

What We Accomplished in 2015-16

- Enrolled an average of 10,015 participants per month (72% of the estimated potentially eligible population).
- Provided WIC services and food benefits to an average of 8,519 participants per month (85% of enrolled participants).
- Provided nutrition education to 100% of families that received food benefits each month.
- Enrolled 36.67% of our pregnant participants during their first trimester.
- Made health care referrals to 100% of participants who indicated they had no source of health care.

What We Plan to Accomplish in 2016-17

- To enroll 75% (or 10,410) of the potential eligible population per month.
- To provide WIC services and food benefits to 80% of enrolled participants per month.
- To provide nutrition education to over 95% of families that receive food benefits each month.
- To ensure that over 25% of pregnant women enrolled are enrolled during their first trimester of pregnancy.
- To make health care referrals to over 98% of participants who indicate they have no source of health care.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Percent of Families receiving Nutrition Education per month	%	100%	100%	95%
Percent of Women Certified in their 1st Trimester	%	34%	37%	20%
Percent of enrolled participants receiving WIC services and food vouchers each month	%	85%	85%	80%
Percent of Clients referred to Health Care	%	100%	100%	98%

WIC Program – Nutritional Education

WIC Nutrition	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
WIC Program Administrator	1	1	1	1	1.00	1.00	1.00	1.00
WIC Supervisor/Nutritionist	5	5	5	5	5.00	5.00	5.00	5.00
Total	6	6	6	6	6.00	6.00	6.00	6.00

Mission Statement

The WIC Program positions provide services for all four functions, Administration, Nutritional Education, Lactation and Peer Counseling. Time spent for each function is recorded through the payroll process and allocated to each functional budget expense accordingly.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	259,478	350,950	350,950	381,799
Contracted Services	16,987	19,575	19,575	22,575
Materials and Supplies	5,197	10,400	10,400	7,400
Other Charges	45,217	63,153	63,153	5,133
Operating Transfers	0	0	0	0
Total	326,879	444,078	444,078	416,907

WIC Program – Lactation

WIC Lactation	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
WIC Program Supervisor	1	1	1	1	1.00	1.00	1.00	1.00
Total	1	1	1	1	1.00	1.00	1.00	1.00

Mission Statement

The WIC Program positions provide services for all four functions, Administration, Nutritional Education, Lactation and Peer Counseling. Time spent for each function is recorded through the payroll process and allocated to each functional budget expense accordingly.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	90,098	62,648	62,648	63,714
Contracted Services	9,891	19,517	19,517	19,517
Materials and Supplies	7,321	4,400	4,400	4,400
Other Charges	22,512	21,241	21,241	6,683
Operating Transfers	0	0	0	0
Total	129,822	107,806	107,806	94,314

WIC Program – Peer Counselor

WIC Peer Counselor	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
WIC Clerk/Breastfeeding Peer Counselor	3	4	4	4	3.00	4.00	4.00	4.00
Total	3	4	4	4	3.00	4.00	4.00	4.00

Mission Statement

The WIC Program positions provide services for all four functions, Administration, Nutritional Education, Lactation and Peer Counseling. Time spent for each function is recorded through the payroll process and allocated to each functional budget expense accordingly.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	133,407	129,404	129,404	134,537
Contracted Services	3,670	17,084	17,084	16,828
Materials and Supplies	38	2,800	2,800	2,800
Other Charges	25,763	20,755	20,755	1,590
Operating Transfers	0	0	0	0
Total	162,878	170,043	170,043	155,755

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

CEMETERY OPERATIONS FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	**4,650**	**83,965**	**83,965**	**16,901**
Operating Revenues				
Burial Permits	450	800	300	800
Monument Permits	-	500	-	500
Other Revenue	-	300		300
Interest Income	-	-	-	-
Sale of Cemetery Lots	44,702	70,000	70,000	70,000
Sale of Memorial Plaques	-	-	-	-
Total Operating Revenues	**45,152**	**71,600**	**70,300**	**71,600**
One-Time Operating Revenues				
Operating Transfer - General Fund	165,500	145,500	80,000	150,000
Operating Transfer - Cemetery Perpetual Care Fund	-	-	-	-
Total One-Time Operating Revenues	**165,500**	**145,500**	**80,000**	**150,000**
Total Funds Available	**215,302**	**301,065**	**234,265**	**238,501**
Operating Expenditures				
Contracted Services	128,881	215,364	215,364	216,489
Materials and Supplies	2,456	2,000	2,000	2,000
Total Operating Expenditures	**131,337**	**217,364**	**217,364**	**218,489**
One-Time Operating Expenditures				
One-Time Operating Transfers	-	-	-	-
Total One-Time Operating Expenditures	**-**	**-**	**-**	**-**
Ending Unreserved Fund Balance	**83,965**	**83,701**	**16,901**	**20,012**
Fund Balance as a Percentage of Total Expenditures	63.93%	38.51%	7.78%	9.16%

City of San Marcos

2016-17 Annual Budget

Cemetery Operations Fund

Division	Personnel Services	Contracted Services	Materials & Supplies	Other Charges	Operating Transfers	Total
Administration	0	216,489	2,000	0	0	218,489
Percentage of Operating Expenditures	0%	99.1%	.9%	0%	0%	100%

Cemetery Operations

Department Organization

There are no specific positions budgeted within the Cemetery Operations Fund. This fund is used to account for maintenance expenses required to keep the City Cemetery in good condition. The actual maintenance is provided by an area contractor.

Mission Statement

The cemetery division is responsible for the maintenance and development of the cemetery. The requested budget will provide resources for the maintenance and general improvements that are needed to maintain the cemetery in an attractive and accessible condition.

Expenditures by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	0	0	0	0
Contracted Services	128,881	215,364	215,364	216,489
Materials and Supplies	2,456	2,000	2,000	2,000
Other Charges	0	0	0	0
Operating Transfers	0	0	0	0
One-Time Operating	0	0	0	0
Total	131,337	217,364	217,364	218,489

Goals and Objectives

- To manage in the cemetery in the highest and most efficient manner possible
- To ensure that the construction and maintenance of grounds and facilities enhance community pride and the visual quality of the cemetery.
- To ensure that the citizens of San Marcos interest are fully represented in the development and care of the cemetery.
- To maintain adequate funds to manage the cemetery in an efficient manner.
- To continue partnership with Friends of the cemetery in raising funds for beautification projects.

What We Accomplished in 2015-16

- Completed annual spring and fall cleanup.
- Revised cemetery lot fees.
- Updated Pontem burial search software.
- Update cemetery ordinance.
- Installed new entry sign with map.
- Completed renovation of cemetery restroom facility.

What We Plan to Accomplish in 2016-17

- To continue to maintain and manage the cemetery in the highest and most efficient manner possible.
- To continue to pursue options on expanding the cemetery.
- To continue annually update the Cemetery Master Plan and rules and regulations.
- To continue to partner with the Friends of the cemetery to promote and beautify the cemetery.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Grounds Maintenance	Acres	40	40	40
Lots Sold	# of lots	59	70	80
Burials	# of burials	70	80	80
Lots Surveyed For Public Sale	Surveyed	100	100	186
Cemetery Cleanups	#	2	2	2

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

TAX INCREMENT REINVESTMENT ZONE #2
BLANCO VISTA DEVELOPMENT

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	**(30)**	**(29)**	**(29)**	**-**
Operating Revenues				
TIRZ Revenue City	281,466	348,185	432,331	548,333
TIRZ Revenue County	129,366	160,030	198,085	274,163
Total Operating Revenues	**410,832**	**508,215**	**630,416**	**822,496**
Operating Expenditures				
Distributions	410,831	508,215	630,387	822,496
Total Operating Expenditures	**410,831**	**508,215**	**630,387**	**822,496**
Ending Unreserved Fund Balance	**(29)**	**(29)**	**-**	**-**

TAX INCREMENT REINVESTMENT ZONE #3
CONFERENCE CENTER

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	**3,000**	**3,000**	**3,000**	**-**
Operating Revenues				
TIRZ Revenue City	124,625	133,538	120,458	121,730
TIRZ Revenue County	70,657	75,710	67,840	69,100
Total Operating Revenues	**195,282**	**209,248**	**188,298**	**190,830**
Operating Expenditures				
Operating Transfers To Debt Service Fund	195,282	209,248	191,298	190,830
Total Operating Expenditures	**195,282**	**209,248**	**191,298**	**190,830**
Ending Unreserved Fund Balance	**3,000**	**3,000**	**-**	**-**

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

TAX INCREMENT REINVESTMENT ZONE #5
DOWNTOWN

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	**78,434**	**335,728**	**335,728**	**608,767**
Operating Revenues				
Interest Income	-	-	-	-
TIRZ Revenue City	140,785	207,261	151,841	194,190
TIRZ Revenue County	116,509	166,215	121,198	155,000
Total Operating Revenues	**257,294**	**373,476**	**273,039**	**349,190**
Operating Expenditures				
Distributions	-	709,204	-	957,957
Total Operating Expenditures	**-**	**709,204**	**-**	**957,957**
Ending Unreserved Fund Balance	**335,728**	**-**	**608,767**	**-**

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

TRANSPORTATION REINVESTMENT ZONE
LOOP 110

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	**-**	**150,000**	**150,000**	**-**
Operating Revenues				
Interest Income	-	-	-	-
TRZ Revenue City	150,000	200,000	122,945	230,000
Total Operating Revenues	**150,000**	**200,000**	**122,945**	**230,000**
Operating Expenditures				
Distributions	-	200,000	272,945	230,000
Total Operating Expenditures	**-**	**200,000**	**272,945**	**230,000**
Ending Unreserved Fund Balance	**150,000**	**150,000**	**-**	**-**

TRANSPORTATION INCREMENT ZONE
LONE STAR RAIL

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	**-**	**287**	**287**	**50,287**
Operating Revenues				
Interest Income	-	-	-	-
TIZ Revenue City	287	50,000	50,000	50,000
Total Operating Revenues	**287**	**50,000**	**50,000**	**50,000**
Operating Expenditures				
Distributions	-	50,000	-	50,000
Total Operating Expenditures	**-**	**50,000**	**-**	**50,000**
Ending Unreserved Fund Balance	**287**	**287**	**50,287**	**50,287**

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

PUBLIC EDUCATION GOVERNMENTAL FUND (PEG)

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	**420,525**	**506,997**	**506,997**	**406,997**
Operating Revenues				
Public Education Governmental Fee	96,632	90,000	100,000	100,000
Total Operating Revenues	**96,632**	**90,000**	**100,000**	**100,000**
Total Funds Available	**517,157**	**596,997**	**606,997**	**506,997**
Capital Outlay				
Equipment	10,160	200,000	200,000	200,000
Total One-Time Expenditures	**10,160**	**200,000**	**200,000**	**200,000**
Ending Unreserved Fund Balance	**506,997**	**396,997**	**406,997**	**306,997**

THE CITY OF
SAN MARCOS

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

WATER / WASTEWATER UTILITY FUND
FINANCIAL FORECAST

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Operating Revenues					
Interest Income	79,000	79,000	79,000	79,000	79,000
Water Service Revenue	16,539,421	17,910,440	19,240,103	20,602,214	22,055,117
Wastewater Service Revenue	15,121,250	16,502,605	17,498,624	18,202,236	18,934,189
Charges from Other Services	2,275,749	2,057,037	1,981,049	2,109,447	2,117,897
Other Revenue	1,172,800	1,143,571	1,146,864	1,149,919	1,157,760
Total Operating Revenues	35,188,220	37,692,653	39,945,639	42,142,815	44,343,963
Operating Expenses					
Personnel Services	3,825,696	4,538,481	4,720,021	4,908,821	5,105,174
Contracted Services	8,920,546	9,854,983	9,144,299	9,273,097	9,474,960
Materials and Supplies	1,188,781	1,207,799	1,219,877	1,232,076	1,244,397
Other Charges	5,329,860	5,485,097	(2,571,711)	(2,716,311)	(2,869,251)
Franchise Fee	2,163,258	2,488,929	2,571,711	2,716,311	2,869,251
Reimbursement to Other Funds	-	-	-	-	-
Debt Service	10,544,489	11,503,817	11,380,797	13,093,077	13,824,285
Total Operating Expenses	31,972,630	35,079,106	26,464,994	28,507,072	29,648,815
Operating Income / (Loss)	3,215,590	2,613,548	13,480,646	13,635,744	14,695,148
One-Time Expenses					
Capital Outlay	825,845	880,000	888,800	897,688	906,665
System Improvements	-	-	-	-	-
Rate Stabilization	-	-	-	-	-
One-Time Operating Transfers	61,274	63,137	-	-	-
Transfer to Capital Reserves	1,900,000	850,000	-	-	-
Net Change in Fund Balance	428,471	820,411	12,591,846	12,738,056	13,788,483
Beginning Unreserved Fund Balance	7,547,132	7,975,603	8,796,014	21,387,860	34,125,915
Ending Unreserved Fund Balance	7,975,603	8,796,014	21,387,860	34,125,915	47,914,398
Percentage of Operating Expenses	24.9%	25.1%	80.8%	119.7%	161.6%
Days of Operation	91	92	295	437	590

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

WATER / WASTEWATER UTILITY FUND SUMMARY

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	**9,229,226**	**7,547,132**	**7,547,132**	**7,975,603**
Operating Revenues				
Interest Income	82,510	79,000	79,000	79,000
Water Service Revenue	15,721,624	15,782,440	16,539,421	17,910,440
Wastewater Service Revenue	14,125,003	15,121,250	15,121,250	16,502,605
Pretreatment Program	400,140	463,500	463,500	463,500
Connections-Water	163,834	103,000	103,000	103,000
Connections-Sewer	14,645	5,150	5,150	5,150
Effluent Revenue	372,871	320,330	320,330	320,330
Wholesale Water Sales	914,678	1,028,712	1,028,712	810,000
Penalties	309,088	355,057	355,057	355,057
Other Revenue	158,442	26,251	26,251	25,803
Service Charges	159,708	87,550	87,550	90,177
Debt Service Reimbursement (Series 2006 and 2006A)	845,483	883,811	883,811	858,084
Build America Bond Subsidy	155,541	175,188	175,188	169,508
Total Operating Revenues	**33,423,566**	**34,431,239**	**35,188,220**	**37,692,653**
Operating Expenses				
Personnel Services	3,322,009	4,001,074	3,825,696	4,538,481
Contracted Services	8,600,919	9,208,046	8,920,546	9,854,983
Materials and Supplies	972,776	1,194,281	1,188,781	1,207,799
Other Charges	4,796,429	5,259,860	5,329,860	5,485,097
Franchise Fee	2,127,545	2,163,258	2,163,258	2,488,929
Debt Service	9,862,655	10,652,498	10,544,489	11,503,817
Total Operating Expenses	**29,682,333**	**32,479,017**	**31,972,630**	**35,079,106**
Non-Recurring Expenses				
Operating/Administrative Transfers	209,416	61,274	61,274	63,137
Capital Outlay	498,325	825,845	825,845	880,000
Transfer to Capital Reserves	2,600,000	625,000	1,900,000	850,000
Total One-Time Expenses	**3,307,741**	**1,512,119**	**2,787,119**	**1,793,137**
Total Expenses	**32,990,074**	**33,991,136**	**34,759,749**	**36,872,243**
Ending Fund Balance	**9,662,718**	**7,987,235**	**7,975,603**	**8,796,013**
Fund Balance Reserve-Rate Stabilization	**2,115,586**	**-**	**-**	**-**
Ending Unreserved Fund Balance	**7,547,132**	**7,987,235**	**7,975,603**	**8,796,013**
Fund Balance as a Percentage of Total Expenses	25.43%	24.59%	24.95%	25.07%

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

WATER / WASTEWATER UTILITY FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Wastewater Collection				
Personnel Services	885,359	1,096,966	1,096,966	1,226,806
Contracted Services	35,936	86,809	86,809	96,235
Materials and Supplies	366,915	413,271	413,271	408,564
Other Charges	26,335	38,657	38,657	39,457
Capital Outlay	-	260,460	260,460	390,000
Total	1,314,545	1,896,163	1,896,163	2,161,062
Water Quality Services				
Personnel Services	393,672	460,940	460,940	490,974
Contracted Services	135,811	209,761	209,761	211,664
Materials and Supplies	32,587	53,762	53,762	50,811
Other Charges	4,792	9,641	9,641	11,667
Capital Outlay	-	65,000	65,000	-
Total	566,862	799,104	799,104	765,115
Water Distribution Maintenance				
Personnel Services	1,652,411	1,886,515	1,804,515	2,037,387
Contracted Services	94,924	165,988	165,988	156,904
Materials and Supplies	542,480	664,918	664,918	678,294
Other Charges	33,948	42,030	42,030	48,850
Capital Outlay	-	60,460	60,460	140,000
Total	2,323,764	2,819,911	2,737,911	3,061,435
Water Conservation				
Personnel Services	44,150	83,237	83,237	97,496
Contracted Services	32,909	122,591	192,975	122,568
Materials and Supplies	13,732	21,000	21,000	21,000
Other Charges	525	2,307	2,307	2,307
Capital Outlay	-	-	-	-
Total	91,316	229,135	299,519	243,370

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET
WATER / WASTEWATER UTILITY FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Water/Wastewater Administration				
Personnel Services	343,591	382,894	352,894	587,185
Contracted Services	47,665	256,878	256,878	176,717
Materials and Supplies	17,032	30,330	30,330	28,130
Other Charges	11,592	17,425	17,425	20,275
Capital Outlay	-	389,925	389,925	300,000
Total	419,880	1,077,452	1,047,452	1,112,307
Special Services				
Personnel Services	2,825	90,522	27,144	98,633
Contracted Services	8,253,673	8,366,019	8,008,135	9,090,896
Materials and Supplies	29	11,000	5,500	21,000
Other Charges	4,719,239	5,149,800	5,219,800	5,362,541
Franchise Fee	2,127,545	2,163,258	2,163,258	2,488,929
Operating / Administrative Transfers	209,416	61,274	61,274	63,137
Capital Outlay	498,325	50,000	50,000	50,000
Transfer to Capital Reserves	2,600,000	625,000	1,900,000	850,000
Rate Stablization Fund	-	-	-	-
Total	18,411,051	16,516,873	17,435,111	18,025,136
Debt Service				
Principal Payments	6,435,000	6,775,000	6,905,000	7,400,000
Interest Payments	3,420,008	3,854,998	3,616,989	4,080,067
Fiscal Agent Fees	7,647	22,500	22,500	23,750
New Debt Issued				
Total	9,862,655	10,652,498	10,544,489	11,503,817
Total Water/Wastewater Utility Fund Expenses	**32,990,074**	**33,991,136**	**34,759,749**	**36,872,243**

Summary of Expenses by Department				
Wastewater Collection	1,314,545	1,896,163	1,896,163	2,161,062
Water Quality Services	566,862	799,104	799,104	765,115
Water Distribution Maintenance	2,323,764	2,819,911	2,737,911	3,061,435
Water Conservation	91,316	229,135	299,519	243,370
Water/ Wastewater Administration	419,880	1,077,452	1,047,452	1,112,307
Special Services	18,411,051	16,516,873	17,435,111	18,025,136
Debt Service	9,862,655	10,652,498	10,544,489	11,503,817
Total Water/Wastewater Utility Fund Expenses	**32,990,074**	**33,991,136**	**34,759,749**	**36,872,243**

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

WATER / WASTEWATER UTILITY FUND

Division	Personnel Services	Contracted Services	Materials & Supplies	Other Charges	Operating Transfers	Capital Outlay	Debt Service	Total
Wastewater Collection	1,226,806	96,235	408,564	39,457	0	390,000	0	2,161,062
Water Quality Services	490,974	211,664	50,811	11,667	0	0	0	765,116
Water Distribution & Maintenance	2,037,387	156,904	678,294	48,850	0	140,000	0	3,061,435
Conservation	97,496	122,568	21,000	2,307	0	0	0	243,371
Administration	587,185	176,717	28,130	20,275	0	300,000	0	1,112,307
Special Services	98,633	9,090,896	21,000	8,701,470	63,137	50,000	11,503,817	29,528,953
Total	4,538,481	9,854,984	1,207,799	8,824,026	63,137	880,000	11,503,817	36,872,244
Percentage of Operating Expenditures	12.3%	26.7%	3.3%	23.9%	.2%	2.4%	31.2%	100%

WATER / WASTEWATER UTILITY FUND PERSONNEL ROSTER

	Positions				Full Time Equivalent			
Water/Wastewater Utility Fund	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Wastewater Collection	18	18	18	19	18.00	18.00	18.00	19.00
Water Quality	6	7	7	7	6.00	7.00	7.00	7.00
Water Distribution	25	28	28	29	23.00	28.00	28.00	29.00
Water/Wastewater Conservation	0	0	0	0	1.00	1.00	1.00	1.00
Water/Wastewater Administration	4	4	4	5	4.00	4.33	4.33	5.33
Total	53	57	57	60	52.00	58.33	58.33	61.33

Wastewater Collection

Water/Wastewater Collection	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
WWW Collection Manager	1	1	1	1	1.00	1.00	1.00	1.00
WWW Maintenance Crew Leader	2	2	2	3	2.00	2.00	2.00	3.00
WWW Equipment Operator II	4	4	4	4	4.00	4.00	4.00	4.00
WWW Equipment Operator I	11	11	11	11	11.00	11.00	11.00	11.00
Total	18	18	18	19	18.00	18.00	18.00	19.00

Mission Statement

Provide wastewater collection service for the citizens of the City of San Marcos and operate and maintain the collection system in a safe, efficient and healthy manner.

Expenses by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	885,359	1,096,966	1,096,966	1,226,806
Contracted Services	35,936	86,809	86,809	96,235
Materials and Supplies	366,915	413,271	413,271	409,564
Other Charges	26,335	38,657	38,657	39,457
Capital Outlay	0	260,460	260,460	390,000
Total	1,314,545	1,896,163	1,896,163	2,162,062

Goals and Objectives

- Work to further the City Council's goal of expanding economic development, protecting the environment, and improving the image of San Marcos.
- Provide wastewater collections services to the citizens and businesses of San Marcos.
- Operate, maintain and correct failures in the wastewater collection system in a safe, efficient and healthy manner.
- Respond to all emergency and non-emergency calls 24 hours a day.
- Protect the health and safety of the community.
- Continue the video inspection of sewer mains and services throughout the city.
- Continue and improve grease and root control program.
- Increase efficiency of current preventative maintenance program.
- Increase monitoring of system by flow monitoring, smoke testing and testing for corrosive atmospheres.

What We Accomplished in 2015-16

- Increased flow metering.
- Crew Leaders participation of CIP/PCIP final inspection walk thru.
- Completed I/I inspection and retrofit of all manholes in the Sunset Acres Subdivision.
- Utility Line Locator participation in pre-construction meetings to improve good working relations between city and developers/contractors for the purpose of protecting utility infrastructure.
- Completed and increased scheduled bi-annual FOG control maintenance/treatment to meet increased demand on wastewater collection system.
- Reduction of clogging issues in lift stations through cleaning program and pumps replacement or retrofits.

What We Plan to Accomplish in 2016-17

- Continue CCTV inspections.
- Continue GPS data acquisition of infrastructure assets.
- Enhance mobile technology to increase efficiency and decrease response time.
- Continue infrastructure security via MH markers and key secured MH covers.
- Continue to address and correct issues identified during CCTV inspections.
- Comply with all applicable state, Federal and local mandates.
- Continue and increase flow monitoring.
- Continue FOG (fats, oils and grease) programs to reduce and eliminate service disruptions.
- Continue smoke testing to identify and correct I/I issues.
- Complete installation of remote surcharge monitors/alarms in the wastewater collections system.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Wastewater Taps Installed	Taps	8	8	10
Sewer Mains/Services Repaired	#	197	150	100
Installed City-wide Sewer Clean-outs	#	30	25	50
Manhole Maintenance	#	96	75	150
FOG Control Chemical-Feed Site Maint	Orders	135	110	150
Video Inspection of Collection System for SSOI Compliance	Linear Ft.	22,381	20,000	35,000
Collection System Cleaned & Maint for SSOI Compliance	Linear Ft.	94,387	100,000	125,000
Combined W/WW Line Locate Calls	Locates	1,374	1,500	1,500
W/WW Combined GPS Points Taken	Points Entered	2,739	2,352	3,000

Water Quality Services

Water/Wastewater Quality	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Water Quality Services Manager	1	1	1	1	1.00	1.00	1.00	1.00
Water Quality Crew Leader	0	1	1	1	0.00	1.00	1.00	1.00
Water Quality Technician	4	4	4	4	4.00	4.00	4.00	4.00
Administrative Clerk	1	1	1	1	1.00	1.00	1.00	1.00
Total	6	7	7	7	6.00	7.00	7.00	7.00

Mission Statement

The Water Quality Services division has the responsibility for administration and enforcement of Industrial Waste Discharge Regulations (Ordinance 1991-55) and implementation of Ordinance 1991-53 pertaining to Industrial User Permit Fees, Surcharge Fees, Commercial Waste Hauler Registration and Waste Receiving Fees.

Expenses by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	393,672	460,940	460,940	490,974
Contracted Services	135,811	209,761	209,761	211,664
Materials and Supplies	32,587	53,762	53,762	50,811
Other Charges	4,792	9,641	9,641	11,667
Capital Outlay	0	65,000	65,000	0
Total	566,862	799,104	799,104	765,116

Goals and Objectives

- Work to further the City Council's goal of expanding economic development, protecting the San Marcos River, and improving customer service and relations with the public.
- To support the City of San Marcos' responsibility in enforcing the Clean Water Act and Safe Drinking Water Act.
- To monitor the drinking water and wastewater to ensure the safety of the city's drinking water supply and to protect the wastewater system, personnel, and effluent discharge to the environment as required by the EPA and TCEQ.
- To monitor the wastewater from 15 permitted users and approximately 345 commercial users by inspecting and sampling these industrial and commercial facilities to ensure compliance with regulations.

What We Accomplished in 2015-16

- Collected approximately 1,150 wastewater samples from 15 permitted Industrial Users, collected approximately 1800 drinking water samples from the city's distribution system and wells, approximately 150 samples from the San Marcos River, and approximately 3,400 samples from commercial customers under our wastewater surcharge and FOG program.

- Evaluated approximately 6,350 drinking water and wastewater analytical results.
- Conducted approximately 30 inspections of industrial and commercial users and educated approximately 20 commercial representatives on current issues.
- Issued 3 Notices of Violation in response to violations of Industrial User discharge permits.
- Completed the sixth year of FOG sampling under the FOG ordinance for our 345 commercial/surcharge customers.

What We Plan to Accomplish in 2016-17

- Continue to enforce the Clean Water Act by monitoring the Industrial Users for permit compliance and the commercial users under the surcharge program.
- Inspect Industrial Users and investigate undesirable changes in wastewater characteristics.
- Continue to educate our domestic users through daily communication.
- Continue to sample for drinking water quality in our wells, distribution system, reclaimed water, and the San Marcos River. Continue to respond to customers questions concerning drinking water quality.
- Continue FOG sampling under the FOG ordinance.
- Issue new industrial waste discharge permits based on EPA streamlining regulations.
- Continue to collect GPS locations for the surcharge and industrial permit wastewater sample ports.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Significant Industrial Users Inspections And Reports Prepared	Number	30	30	30
Water/Wastewater Samples Collected And Tested	Tests	6,350	6,400	6,400
Water/WW Sample Tests Perform By City Staff	Number	6,350	6,400	6,400
Significant Industrial Permit Actions(Issuances, Transfers, Renewals, Modifications)	Number	1	5	2
Significant Industrial User and Surcharge Facility Inspections/Reports	Number	303	325	325
Correspondence	Number	24	30	30
Working Meetings	Hours	105	125	125
Provide Educational Information – People Reached	Number	303	350	325
Purchase Orders, Check Requests, Receiving Reports	Number	141	165	150

Water Distribution and Maintenance

Water/Wastewater Distribution and Maintenance	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Water Distribution Manager	1	1	1	1	1.00	1.00	1.00	1.00
W/WW Field Maintenance	1	1	1	1	1.00	1.00	1.00	1.00
W/WW Utility Project Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
W/WW Maintenance Crew Leader	3	4	4	4	3.00	4.00	4.00	4.00
W/WW Equipment Operator II	3	4	4	4	3.00	4.00	4.00	4.00
W/WW Equipment Operator I	10	10	10	11	8.00	10.00	10.00	11.00
W/WW Electrical Field Maintenance Tech	1	1	1	1	1.00	1.00	1.00	1.00
Instrumentation/Controls Maintenance Tech	1	2	2	2	1.00	2.00	2.00	2.00
W/WW Field Maintenance Tech	3	3	3	3	3.00	3.00	3.00	3.00
Inventory/Control Technician	1	1	1	1	1.00	1.00	1.00	1.00
Total	25	28	28	29	23.00	28.00	28.00	29.00

Mission Statement

The Water Distribution Maintenance Division operates and maintains a water distribution system that provides the community and customers an ample supply of clean, potable water as mandated by state and federal agencies.

Expenses by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	1,652,411	1,886,515	1,804,515	2,037,387
Contracted Services	94,924	165,988	165,988	156,904
Materials and Supplies	542,480	664,918	664,918	678,294
Other Charges	33,948	42,030	42,030	48,850
Capital Outlay	0	60,460	60,460	140,000
Total	2,323,763	2,819,911	2,737,911	3,061,435

Goals and Objectives

- Support the Comprehensive Plan Work and to further the City Council's goal of expanding economic development, protecting the environment, and improving the image of San Marcos.
- To operate and maintain the water distribution system to provide the community and customers with an ample supply of safe drinking water as mandated by State and Federal agencies.
- Protect the health and safety of the community and environment.
- To respond to all emergency and non-emergency calls in a safe and efficient manner.
- To provide education and training to Water Distribution personnel to meet or exceed State and City requirements.
- To maintain and monitor the AMI System to insure functionality and accuracy.
- To continue to GPS our water system to insure accurate mapping.

- To continue to survey, monitor and maintain the distribution system to minimize water loss.
- To continue to repair and replace fire hydrants to ensure adequate fire protection.
- To repair and replace isolation water valves to minimize service interruptions during water main repairs.
- Support of our community continuing to providing excellent customer service.

What We Accomplished in 2015-16

- Installed over 400 new water meter services.
- Changed out over 500 water meters of ten years old or older and non-operational meters to ensure accuracy.
- Maintained, repaired or replaced over 250 fire hydrants to ensure fire protection.
- Tested and repaired the top ten water users' water meter to prevent revenue loss.
- Surveyed 75 miles of water mains for leak detection to prevent unaccounted water loss.
- Completed over 2,000 work orders on maintenance and repairs on the distribution system.
- Field responses to over 1500 customer inquiries regarding meter maintenance problems or concerns.
- Made over 450 repairs on water mains and service lines.
- Responded to over 600 requests for line locates.
- GPS of over 5,000 points in the water distribution system.

What We Plan to Accomplish in 2016-17

- Focus on the maintenance and service of large AMI Smart Meters.
- Continue to GPS existing and new water meters, valves and hydrants in the water distribution system.
- Improve and update Water Systems maps to ensure accuracy
- Continue to monitor and reduce unaccounted for water.
- Continue the leak detection survey of 75 linear miles of water lines.
- Prompt repair of all water main and water service leaks to reduce water loss.
- Continue to upgrade, resize and test water meters to insure accuracy.
- Explore new ideas and products that will realize savings in costs.
- Continue to train and educate coworkers to encourage confidence.
- Focus on repairs and maintenance of system valves and fire hydrants to ensure functionality.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
New Residential & Commercial Water Accounts	#	273	300	300
Meter Change Out Program	#	129	275	250
Combined W/WW Line Locate Calls	#	1,374	1,500	1,500
Customer Inquiries Regarding Meter Maintenance Problems & Concerns	#	664	700	700
Water Main and Water Service Repairs	#	276	165	250
Fire Hydrant Repairs/Replace	#	186	250	300
AMI Node Installations & Investigations	#	264	350	350
Main & Service Line Taps, Extensions, Replacements, Relocations	#	47	50	50
W/WW Combined GPS Points Taken	Points Entered	2,739	2,352	3,000
Leak Detection & Valve Exercise	#	1	200	300

Water Conservation

Water/Wastewater Conservation	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Conservation Coordinator	0	0	0	0	0.50	0.50	0.50	0.50
Public Services Conservation	0	0	0	0	0.50	0.50	0.50	0.50
Total	0	0	0	0	1.00	1.00	1.00	1.00

Mission Statement

This division responds to customers who need information or assistance involving the safe and efficient use of water at their home or business. This response is achieved by providing information through brochures, sample displays, presentations, home and business energy analysis and other teaching opportunities. This division also provides information to all City of San Marcos customers by telephone, mail, fax, e-mail and personal on-site visits.

Expenses by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	44,150	83,237	83,237	97,496
Contracted Services	32,909	122,591	192,975	122,568
Materials and Supplies	13,732	21,000	21,000	21,000
Other Charges	525	2,307	2,307	2,307
Capital Outlay	0	0	0	0
Total	91,316	229,135	299,519	243,371

Goals and Objectives

- The primary objective of the Public Services Department, Conservation Section is to implement the City Council's goal of environmental stewardship through promotion of energy and water efficiency programs such as energy/water audits, school education, public outreach, and financial rebates/incentives. The long-term goal is to increase water/energy efficiency and reduce per capita water/energy usage.

What We Accomplished in 2015-16

- During fiscal year 2015/2016, the Conservation Section implemented a continuous flow notification system to alert customers of potential customer-side water leaks. The section also unveiled a new water and energy conservation logo and a re-designed website. Representatives from this section continued to participate in various public and school education events including the Chamber of Commerce Business Expo and Groundwater Festival, and remained active in various groups such as the Central Texas Water Efficiency Network and Cross Connection Control Workgroup. The San Marcos Water Utility was recognized for its water conservation efforts by achieving the second highest score among Texas water utilities in the Texas Living Water Project's Water Conservation Scorecard.

What We Plan to Accomplish in 2016-17

- During fiscal year 2016/2017, the Conservation Section will continue to expand public outreach efforts in an effort to increase awareness of City conservation programs. This section will also continue to research and develop additional incentive programs as needed to achieve conservation goals.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Water/Energy Audits (single and multi-family residential, commercial)	#	209	134	172
Public and School Education (presentations, events, articles, ads, programs, etc)	#	43	45	44
Irrigation Design Plan Reviews (single-family, multi-family, and commercial)	#	107	201	154
Water Rebates and Incentives (washer rebates, toilet rebates, rain barrel rebates)	#	98	56	77
Energy Rebates and Incentives (HVAC, water heaters, Energy Star appliances, insulation)	#	54	46	50
Customer Services Calls	#	922	566	744

Administration

Water/Wastewater Administration	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Assistant Director of Public Services	1	1	1	1	1.00	1.00	1.00	1.00
Technology Specialist / GIS	1	1	1	1	1.00	1.00	1.00	1.00
Public Services Support Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Arborist	0	0	0	0	0.00	0.33	0.33	0.33
Administrative Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Clerk	0	0	0	1	0.00	0.00	0.00	1.00
Total	4	4	4	5	4.00	4.33	4.33	5.33

Mission Statement

Provide planning, direction and administrative support for all divisions within the Water and Wastewater Utilities Department.

Expenses by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	343,591	382,894	352,894	587,185
Contracted Services	47,665	256,878	256,878	176,717
Materials and Supplies	17,032	30,330	30,330	28,130
Other Charges	11,592	17,425	17,425	20,275
Capital Outlay	0	389,925	389,925	300,000
Total	419,880	1,077,452	1,047,452	1,112,307

Goals and Objectives

- Work to further the City Council's goals of expanding economic development, protecting the environment, and improving the image of San Marcos.
- Support the implementation of the Comprehensive Master Plan.
- To act as initial contact point for all customers and customer concerns involving water and or wastewater. To provide management, technical, fiscal, and administrative guidance and support to this division.
- Prepare and distribute work orders to repair infrastructure problems (water leaks, wastewater problems, water quality concerns, etc.)
- Contact, dispatch, and monitor locations of work crews (via radio or telephone) to repair reported infrastructure problems.
- Attend public forums to disseminate information on all on-going infrastructure projects as well as receiving comments and suggestions from the general public.
- Provide a public service education that keeps citizens informed of water/wastewater issues.
- Direct and/or approve all division budget preparations and submissions and review expenditures.

What We Accomplished in 2015-16

- Responded to approximately 6,100 customer requests.
- Supported numerous public forums with representatives and equipment.
- Scanned more than 2,300 documents into Laserfiche for digital record management.
- Processed GPS data for over 2,300 water/wastewater features in GIS (projected 3,000 features by end of current fiscal year).
- Completed over 170 technology support related tasks requested by customers as well as other City departments. These included maps and map related data, technology training and assistance, GIS database development, and reporting.

What We Plan to Accomplish in 2016-17

- Provide guidance and management to all sections of Water/Wastewater Utilities.
- Continue to support advancements of electronic communications and field equipment for all sections of Water/Wastewater Utilities to improve efficiency and customer service.
- Continue to process collected infrastructure data in order to respond to customer/departmental map requests with accurate display of features.
- Continue to process/maintain files in a digital format to decrease paper cost and utilize a more user friendly filing system through Laserfiche.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Citizen Service Requests - Telephone calls and walk in customers	Number	5,850	6,100	6,350
Work Orders/Service Calls	Number	1,771	1,675	1,625
Review Building Plans/Plats	Number	650	575	500
Documents scanned into Laserfiche	Number	2,203	2,300	2,400
Correspondence Processed - Letters, memos, invoices, reports, etc.	Number	325	350	375
Meters/Meter Components Adjusted in Billing System	# Meters	337	300	290
Technology Support Tasks (Maps/data, technology training, etc.)	# tasks	2,520	2,600	2,500
Processed GPS data features in GIS	# features	2,739	3,000	3,500

Special Services

Department Organization

The Special Services Division is used to account for a variety of non-direct expenses. Examples of expenses include utilities, insurance, bank charges and operating transfers.

Expenses by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	2,825	90,522	27,144	98,633
Contracted Services	8,253,673	8,366,019	8,008,135	9,090,896
Materials and Supplies	29	11,000	5,500	21,000
Other Charges	6,846,784	7,313,058	7,383,058	7,851,470
Operating Transfers	209,416	61,274	61,274	63,137
Transfer to Capital Reserves	0	0	0	850,000
Rate Stabilization Fund	0	0	0	0
Capital Outlay	3,098,325	675,000	1,950,000	50,000
Debt Service	9,862,655	10,652,498	10,544,489	11,503,817
Total	28,273,707	27,169,371	27,979,600	29,528,953

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET
DRAINAGE UTILITY FUND
FINANCIAL FORECAST

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Operating Revenues					
Interest Income	1,000	1,000	1,000	1,000	1,000
Drainage Service Revenue	3,582,728	4,168,310	4,751,873	5,417,136	6,175,535
Charges from Other Services	74,924	74,029	73,029	71,870	70,538
Other Revenue	1,012	-	-	-	-
Total Operating Revenues	3,659,664	4,243,339	4,825,903	5,490,005	6,247,073
Operating Expenses					
Personnel Services	428,880	498,677	523,610	549,791	577,281
Contracted Services	841,228	947,000	994,350	1,044,068	1,096,271
Materials and Supplies	56,971	81,770	85,859	90,151	94,659
Other Charges	236,484	282,664	296,797	311,637	327,219
Debt Service	1,749,996	2,106,761	2,481,478	2,837,723	3,256,145
Total Operating Expenses	3,313,559	3,916,872	4,382,094	4,833,370	5,351,574
Operating Income / (Loss)	346,105	326,467	443,808	656,635	895,498
One-Time Expenses					
Capital Outlay	206,500	405,500	200,000	200,000	200,000
One-Time Operating Transfers	-	-	-	-	-
Prior Period Adjustment	-	-	-	-	-
Net Change in Fund Balance	139,605	(79,033)	243,808	456,635	695,498
Beginning Unreserved Fund Balance	1,450,159	1,589,764	1,510,731	1,754,539	2,211,175
Ending Unreserved Fund Balance	1,589,764	1,510,731	1,754,539	2,211,175	2,906,673
Percentage of Operating Expenses	48.0%	38.6%	40.0%	45.7%	54.3%
Days of Operation	175	141	146	167	198

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

DRAINAGE UTILITY FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	**1,297,143**	**1,450,158**	**1,450,158**	**1,589,763**
Operating Revenues				
Interest Income	631	1,000	1,000	1,000
Drainage Utility Fee	3,090,074	3,561,200	3,582,728	4,168,310
Penalties	29,156	29,672	29,156	29,302
Other Revenue	233	-	1,012	-
Build America Subsidy	43,022	45,768	45,768	44,727
Total Operating Revenues	**3,163,116**	**3,637,640**	**3,659,664**	**4,243,339**
Total Funds Available	**4,460,259**	**5,087,798**	**5,109,822**	**5,833,102**
Operating Expenses				
Personnel Services	313,956	428,880	428,880	498,677
Contracted Services	799,690	841,228	841,228	947,000
Materials and Supplies	36,033	56,971	56,971	81,770
Other Charges	173,140	236,484	236,484	282,664
Debt Service	1,587,281	2,082,385	1,749,996	2,106,761
Total Operating Expenses	**2,910,101**	**3,645,948**	**3,313,559**	**3,916,872**
One-Time Expenses				
Capital Outlay	-	206,500	206,500	405,500
Operating Transfer	100,000	-	-	-
Total One-Time Expenses	100,000	206,500	206,500	405,500
Ending Unreserved Fund Balance	**1,450,158**	**1,235,350**	**1,589,763**	**1,510,730**
Fund Balance as a Percentage of Total Expenses	49.83%	33.88%	47.98%	38.57%

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

DRAINAGE UTILITY FUND

Division	Personnel Services	Contracted Services	Materials & Supplies	Other Charges	Operating Transfers	Capital Outlay	Total
Operations	498,677	55,854	81,770	9,142	0	405,500	1,050,943
Special Services	0	891,146	0	273,522	0	0	1,164,668
Debt Service	0	0	0	2,106,761	0	0	2,106,761
Total	498,677	947,000	81,770	2,389,425	0	405,500	4,322,372
Percentage of Operating Expenditures	11.5%	21.9%	1.9%	55.3%	0%	9.4%	100%

DRAINAGE UTILITY FUND PERSONNEL ROSTER

	Positions				Full Time Equivalent			
Drainage Fund	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Drainage Fund	6	7	7	8	5.50	7.00	7.00	8.00
Total	6	7	7	8	5.50	7.00	7.00	8.00

Drainage

Drainage	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Stormwater Systems Manager	1	1	1	1	1.00	1.00	1.00	1.00
Drainage Maint. Crew Leader	1	1	1	1	1.00	1.00	1.00	1.00
Stormwater Coordinator	0	0	0	1	0.00	0.00	0.00	1.00
Drainage Maint. Equipment Operator I	2	3	3	3	2.00	3.00	3.00	3.00
Drainage Maint. Equipment Operator II	1	2	2	2	1.00	2.00	2.00	2.00
GIS/Technology Specialist	1	0	0	0	0.50	0.00	0.00	0.00
Total	6	7	7	8	5.50	7.00	7.00	8.00

Mission Statement

Execute City Council's vision and goals by providing top quality, professional, effective, and timely drainage and right-of-way operation and maintenance services to residents, businesses and internal customers.

Expenses by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	305,590	428,880	428,880	498,677
Contracted Services	35,438	55,754	55,754	55,854
Materials and Supplies	36,033	56,971	56,971	81,770
Other Charges	28,147	8,574	8,574	9,142
Capital Outlay	0	206,500	206,500	405,500
Total	405,208	756,679	756,679	1,050,943

Goals and Objectives

- Manage and maintain the City's drainage infrastructure to beautify our community, reduce flooding, and reduce the City's exposure to liability.
- Manage the City's MS4 permit to comply with TCEQ stormwater regulations.
- Improve livability through clean, well-maintained drainage facilities, right-of-way, and roadside vegetation.
- Continue to focus on high-quality service and customer satisfaction.
- Foster collaborative opportunities with other agencies and individuals to improve delivery of service.
- Supporting economic development by reducing flood hazards through well-maintained drainage and right-of-way infrastructure.
- Leverage and maximize existing resources to accomplish City goals.

What We Accomplished in 2015-16

- Inspected 798 inlet boxes, area inlets, and catch basins

- Cleaned 2,686 feet of storm sewer pipe
- Cleaned 7,928 feet of open channel
- Swept 1,964 curb miles of street throughout the city
- Cleaned 9 water quality/detention ponds throughout the city
- Cleaned all inline hydrodynamic separators throughout the city
- Replaced failing curb and gutter on E. De Zavala
- Installed new curb on Linda to support Streets overlay and sidewalk programs
- Installed curb and gutter on Lago Vista to reduce flooding of homes
- Continued GPS mapping of storm sewer facilities
- Implemented year two of the City's MS4 program
- Provided emergency response for the All Saints flood.

What We Plan to Accomplish in 2016-17

- Implement the third year of the City's MS4 Program.
- Inspect and clean over 3,000 linear feet of storm sewer line.
- Continue GPS mapping of storm sewer facilities.
- Inspect and maintain 1,000 inlet boxes.
- Maintain permanent storm water quality devices such as hydrodynamic separators and rain gardens.
- Clean and maintain 5,000 linear feet open channels.
- Clean and maintain water quality/detention ponds throughout the city.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Inlets Cleaned	Each	1,034	1,000	1,200
Storm Sewer Lines Cleaned	Linear Ft	3,260	3,000	3,500
Open Channels Cleaned	Linear Ft	4,097	7,950	5,000
Street Sweeping	Curb Miles	1,174	2,500	3,000

Special Services

Department Organization

The Special Services Division is used to account for a variety of non-direct expenses.

Expenses by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	8,366	0	0	0
Contracted Services	764,252	785,474	785,474	891,146
Materials and Supplies	0	0	0	0
Other Charges	144,994	227,910	227,910	273,522
Operating Transfers	100,000	0	0	0
Capital Outlay	0	0	0	0
Debt Service	1,587,281	2,082,385	1,749,996	2,106,761
Total	2,604,893	3,095,769	2,763,380	3,271,429

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

ELECTRIC UTILITY FUND
FINANCIAL FORECAST

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Operating Revenues					
Interest Income	29,488	69,783	70,481	71,186	71,897
Electric Service Revenue	468,000	318,042	321,222	324,435	327,679
Charges from Other Services	52,338,294	54,873,235	55,421,968	55,976,187	56,535,949
Other Revenue	1,712,460	1,488,151	1,503,033	1,518,063	1,533,244
Reimbursements from Other Funds	1,758,302	1,975,278	1,873,880	1,892,619	1,911,545
Total Operating Revenues	56,306,544	58,724,489	59,190,584	59,782,490	60,380,314
Operating Expenses					
Personnel Services	4,978,396	5,597,973	5,147,551	5,301,978	5,461,037
Contracted Services	2,269,716	2,450,248	1,838,574	1,875,345	1,912,852
Purchase of Power	32,515,155	35,508,955	37,973,868	40,421,001	41,255,864
Materials and Supplies	499,439	521,853	602,927	614,986	627,285
Other Charges	3,001,031	3,208,936	6,732,263	6,866,909	7,004,247
Franchise Fee	3,548,390	3,668,878	22,486	22,710	22,938
Reimbursement to Other Funds	-	-	-	-	-
Debt Service	2,899,017	3,421,309	3,421,309	3,421,309	3,421,309
Total Operating Expenses	49,711,144	54,378,152	55,738,978	58,524,238	59,705,532
Operating Income / (Loss)	6,595,400	4,346,338	3,451,606	1,258,252	674,783
One-Time Expenses					
One-Time Operating Transfers	-	-	-	-	-
Capital Outlay	2,006,300	1,315,000	1,591,863	1,591,863	1,591,863
Transfer to Capital Reserves	5,100,000	2,300,000	-	-	-
Rate Stabilization	-	-	-	-	-
Net Change in Fund Balance	(510,900)	731,338	1,859,743	(333,611)	(917,080)
Beginning Unreserved Fund Balance	8,694,679	8,183,780	8,915,117	10,774,860	10,441,249
Ending Unreserved Fund Balance	8,183,780	8,915,117	10,774,860	10,441,249	9,524,168
Percentage of Operating Expenses	16.5%	16.4%	19.3%	17.8%	16.0%
Days of Operation	60	60	71	65	58

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

ELECTRIC UTILITY FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	**7,999,299**	**8,694,679**	**8,694,679**	**8,183,780**
Operating Revenues				
Interest Income	109,067	29,488	29,488	69,783
Sales Tax Discount	9,791	5,892	5,892	5,892
Electric Service Revenue	61,332,740	54,976,998	51,736,402	54,229,267
Connections - Electric	656,505	318,042	468,000	318,042
Reconnection Charges	127,081	70,046	114,000	70,046
Penalties	675,869	568,030	482,000	568,030
Pole Attachment Contracts	389,117	400,269	400,269	404,272
Sale of Transformers	41,178	50,000	50,000	50,500
Ferguson Revenue	529,604	802,996	802,996	660,745
Service Charges	38,125	21,961	21,961	22,181
Other Revenue	100,348	321,992	321,992	325,212
F&PCRF	2,624,433	2,504,262	90,000	-
Reimbursement from Other Funds	1,558,950	1,758,302	1,758,302	1,975,278
BAB Subsidy	23,166	25,242	25,242	25,242
Total Operating Revenues	**68,215,973**	**61,853,520**	**56,306,544**	**58,724,489**
Operating Expenses				
Personnel Services	4,252,321	5,226,053	4,978,396	5,597,973
Purchase of Power	38,958,899	38,974,973	32,515,155	35,508,955
Contracted Services	1,684,908	2,316,955	2,269,716	2,450,248
Materials and Supplies	534,603	532,405	499,439	521,853
Other Charges	2,959,912	3,026,031	3,001,031	3,208,936
Franchise Fee	4,293,290	3,848,390	3,548,390	3,668,878
Debt Service	2,358,345	2,915,785	2,899,017	3,421,309
Total Operating Expenses	**55,042,279**	**56,840,592**	**49,711,144**	**54,378,152**
One-Time Expenses				
One-Time Operating Transfers	150,000	-	-	-
Capital Outlay	1,168,261	2,006,300	2,006,300	1,315,000
Transfer to Capital Reserves	10,317,000	2,650,000	5,100,000	2,300,000
Total One-Time Expenses	**11,635,261**	**4,656,300**	**7,106,300**	**3,615,000**
Total Expenses	**66,677,540**	**61,496,892**	**56,817,444**	**57,993,152**
Ending Fund Balance	9,537,732	9,051,307	8,183,780	8,915,117
Reserve-Rate Stabilization	843,053	-	-	-
Ending Unreserved Fund Balance	**8,694,679**	**9,051,307**	**8,183,780**	**8,915,117**
Fund Balance as a Percentage of Operating Expenses	16.50%	15.92%	16.46%	16.39%

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

ELECTRIC UTILITY FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Conservation				
Personnel Services	25,729	83,237	83,237	97,496
Contracted Services	72,648	107,512	125,773	150,762
Materials and Supplies	27,470	28,989	28,989	28,639
Other Charges	47	5,458	5,458	5,458
Capital Outlay	-	-	-	-
Total	125,894	225,196	243,457	282,355
Meter Operations				
Personnel Services	794,615	786,269	786,269	926,256
Contracted Services	39,347	102,879	102,879	119,209
Materials and Supplies	54,690	62,839	62,839	68,382
Other Charges	21,379	19,930	19,930	24,730
Capital Outlay	134,632	392,920	392,920	330,000
Total	1,044,664	1,364,837	1,364,837	1,468,577
Administration				
Personnel Services	572,183	736,084	736,084	852,266
Contracted Services	58,242	454,210	454,210	269,006
Materials and Supplies	16,778	16,097	16,097	19,755
Other Charges	57,404	47,340	47,340	57,915
Capital Outlay	-	442,000	442,000	-
Total	704,607	1,695,731	1,695,731	1,198,942
Maintenance				
Personnel Services	1,548,223	2,049,192	1,886,192	2,123,891
Contracted Services	400,484	392,470	392,470	394,664
Materials and Supplies	299,254	306,784	291,784	300,847
Other Charges	54,527	57,890	57,890	62,890
Capital Outlay	550,660	1,121,380	1,121,380	835,000
Total	2,853,148	3,927,716	3,749,716	3,717,292
Utility Business Office				
Personnel Services	958,537	1,005,119	1,005,119	1,035,289
Contracted Services	272,826	379,810	379,810	389,342
Materials and Supplies	35,822	52,680	52,680	52,680
Other Charges	21,853	22,075	22,075	22,075
Capital Outlay	-	-	-	-
Total	1,289,039	1,459,684	1,459,684	1,499,386

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

ELECTRIC UTILITY FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Public Services Administration				
Personnel Services	338,492	458,876	458,876	450,615
Contracted Services	43,020	135,056	135,056	176,611
Materials and Supplies	4,324	11,850	11,850	6,350
Other Charges	21,434	30,292	30,292	23,792
Capital Outlay	-	10,000	10,000	100,000
Total	407,270	646,074	646,074	757,368
Special Services				
Personnel Services	14,541	107,276	22,619	112,160
Purchase Power	38,958,899	38,974,973	32,515,155	35,508,955
Contracted Services	798,340	745,018	679,518	950,654
Materials and Supplies	96,266	53,166	35,200	45,200
Other Charges	2,783,268	2,843,046	2,818,046	3,012,076
Franchise Fee	4,293,290	3,848,390	3,548,390	3,668,878
Operating Transfers	150,000	-	-	-
Capital Outlay	482,969	50,000	50,000	50,000
Transfer to Capital Reserves	10,317,000	2,650,000	5,100,000	2,300,000
Rate Stablization	-	-	-	-
Total	57,894,573	49,271,869	44,768,928	45,647,923
Debt Service				
Principal Payments	815,000	1,295,000	1,295,000	1,630,000
Interest Payments	1,541,225	1,609,535	1,592,767	1,778,809
Fiscal Agent Fees	2,120	11,250	11,250	12,500
Total	2,358,345	2,915,785	2,899,017	3,421,309
Total Electric Utility Fund Expenses	66,677,540	61,506,892	56,827,444	57,993,152

Summary of Expenses by Department				
Conservation	125,894	225,196	243,457	282,355
Meter Operations	1,044,664	1,364,837	1,364,837	1,468,577
Administration	704,607	1,695,731	1,695,731	1,198,942
Maintenance	2,853,148	3,927,716	3,749,716	3,717,292
Utility Business Office	1,289,039	1,459,684	1,459,684	1,499,386
Public Services Administration	407,270	646,074	646,074	757,368
Special Services	57,894,573	49,271,869	44,768,928	45,647,923
Debt Service	2,358,345	2,915,785	2,899,017	3,421,309
Total Electric Utility Fund Expenses	66,677,540	61,506,892	56,827,444	57,993,152

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

ELECTRIC UTILITY FUND

Division	Personnel Services	Contracted Services	Materials & Supplies	Other Charges	Operating Transfers	Capital Outlay	Debt Service	Total
Conservation	97,496	150,762	28,639	5,458	0	0	0	282,355
Meter Operations	926,256	119,209	68,382	24,730	0	330,000	0	1,468,577
Administration	852,266	269,006	19,755	57,915	0	0	0	1,198,942
Maintenance	2,123,891	394,664	300,847	62,890	0	835,000	0	3,717,292
Utility Business Office	1,035,289	389,342	52,680	22,075	0	0	0	1,499,386
Public Services Administration	450,615	176,611	6,350	23,792	0	100,000	0	757,368
Special Services	112,160	36,459,609	45,200	8,980,954	0	50,000	3,421,309	49,069,232
Total	5,597,973	37,959,203	521,853	9,177,814	0	1,315,000	3,421,309	57,993,152
Percentage of Operating Expenditures	9.7%	65.5%	.9%	15.7%	0%	2.3%	5.9%	100%

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ELECTRIC UTILITY FUND PERSONNEL ROSTER

	Positions				Full Time Equivalent			
Electric Utility Fund	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Public Services Administration	3	4	4	4	3.00	4.00	4.00	4.00
Conservation	2	2	2	2	1.00	1.00	1.00	1.00
Electric Administration	8	8	8	9	8.00	8.33	8.33	9.33
Meter Operations	10	10	10	12	10.00	10.00	10.00	12.00
Maintenance	23	23	23	23	23.00	23.00	23.00	23.00
Utility Billing and Collections	15	15	15	15	15.00	15.00	15.00	15.00
Total	61	62	62	65	60.00	61.33	61.33	64.33

Conservation

Electric Conservation	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Public Services Conservation Coordinator	1	1	1	1	0.50	0.50	0.50	0.50
Public Services Conservation Technician	1	1	1	1	0.50	0.50	0.50	0.50
Total	2	2	2	2	1.00	1.00	1.00	1.00

Mission Statement

This division responds to customers who need information or assistance involving the safe and efficient use of electricity at their home or business. This response is achieved by providing information through brochures, sample displays, presentations, home and business energy analysis and other teaching opportunities. This division also provides information to all City of San Marcos customers by telephone, mail, fax, e-mail and personal on-site visits. This division exists because the Electric Utility has a generally recognized responsibility to not only provide electricity to customers but, also, to teach and promote the safe and efficient use of electricity.

Expenses by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-65	Adopted 2016-17
Personnel Services	25,729	83,237	83,237	97,496
Contracted Services	72,648	107,512	125,773	150,762
Materials and Supplies	27,470	28,989	28,989	28,639
Other Charges	47	5,458	5,458	5,458
Capital Outlay	0	0	0	0
Total	125,894	225,196	243,457	282,355

Goals and Objectives

- The primary objective of the Public Services Department, Conservation Section is to implement the City Council's goal of environmental stewardship through promotion of energy and water efficiency programs such as energy/water audits, school education, public outreach, and financial rebates/incentives. The long-term goal is to increase water/energy efficiency and reduce per capita water/energy usage.

What We Accomplished in 2015-16

- During fiscal year 2015/2016, the Conservation Section implemented a continuous flow notification system to alert customers of potential customer-side water leaks. The section also unveiled a new water and energy conservation logo and a re-designed website. Representatives from this section continued to participate in various public and school education events including the Chamber of Commerce Business Expo and Groundwater Festival, and remained active in various groups such as the Central Texas Water Efficiency Network and Cross Connection Control Workgroup. The San Marcos Water Utility was

recognized for its water conservation efforts by achieving the second highest score among Texas water utilities in the Texas Living Water Project's Water Conservation Scorecard.

What We Plan to Accomplish in 2016-17

- During fiscal year 2016/2017, the Conservation Section will continue to expand public outreach efforts in an effort to increase awareness of City conservation programs. This section will also continue to research and develop additional incentive programs as needed to achieve conservation goals.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Residential Water/Energy Audits (single and multi-family residential, commercial)	# Units	209	134	172
Public and School Education (presentations, events, articles, ads, programs, etc.)	Ed. Opps.	43	45	44
Irrigation Design Plan Reviews (single-family, multi-family, and commercial)	# of plans	107	201	154
Water Rebates and Incentives (washer/toilet rebates, toilet distribution)	# Issued	98	56	77
Energy Rebates and Incentives (HVAC, water heaters, Energy Star appliances, insulation)	# Issued	54	46	50
Customer Service Calls	# Calls	922	566	744

Meter Operations

Electric Meter Operations	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Utilities Metering Manager	1	1	1	1	1.00	1.00	1.00	1.00
Metering Supervisor	1	1	1	1	1.00	1.00	1.00	1.00
Complex Meter Technician	2	2	2	2	2.00	2.00	2.00	2.00
Meter Service Technician	4	4	4	6	4.00	4.00	4.00	6.00
Public Services Meter Data	1	1	1	1	1.00	1.00	1.00	1.00
Public Services Support Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Total	10	10	10	12	10.00	10.00	10.00	12.00

Mission Statement

The Meter Operations Division is responsible for reading all electric and water meters within the San Marcos Electric Utility service area. All connects and disconnects of electric and water meters, per customer request or for nonpayment of bills or insufficient checks, are handled through this division. All service calls to the line maintenance crews are also dispatched through meter operations. This division is also responsible for the maintenance and calibration of the electric meters within our system.

Expenses by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	794,615	786,269	786,269	926,256
Contracted Services	39,347	102,879	102,879	119,209
Materials and Supplies	54,690	62,839	62,839	68,382
Other Charges	21,379	19,930	19,930	24,730
Capital Outlay	134,632	392,920	392,920	330,000
Total	1,044,663	1,364,837	1,364,837	1,468,577

Goals and Objectives

- Work safety, efficiently, and responsibly in order to display a positive image of the City.
- Demonstrate to our customers we are dedicated to providing the best service possible.
- Continue strengthening our electrical and general safety practices, so we can achieve a twelfth consecutive year with no lost time injuries.
- Continue to develop new skill sets regarding the City's Advanced Metering Infrastructure (AMI) project.
- Continue providing customers with accurate meter reads.

What We Accomplished in 2015-16

- Connected 571 new electric meters (36 commercial, 535 residential) adding about $91,000 of additional electric infrastructure.
- Participated in testing and implementation of NorthStar upgrade from version 6.29 to 6.4.

- Participated in testing and implementation of NorthStar database upgrade from Oracle to Microsoft SQL.
- Tested and upgraded Network Manager application from version 5.3 to 6.0.
- Tested and upgrade the database for Network Manager from MySQL to Microsoft SQL.
- Worked with Eaton/Cooper and MeterSense design a transition plan to integrate MeterSense with Yukon for AMI data.
- Programmed AMI gateways to report electric meter outages immediately to the network for quicker outage reporting.
- Continued efforts to replace unventilated gateway enclosures with newer vented, battery back-up enclosures as well as replacing original gateway collectors with current models.
- Replaced all water nodes manufactured in China with models built in USA to improve reliability of AMI reads.
- Replaced all electric meters in inventory with meters capable of remote disconnect.
- Contracted with Texas Meter and Device to test Current Transformer metering points for accuracy and ensure the knowledge transfer from senior staff was successful.

What We Plan to Accomplish in 2016-17

- Begin performing annual walkabout program to check for meter tampering and service issues.
- Upgrade MeterSense from version 4.1 to 4.2.
- Continue training dispatchers on SCADA operations, electric distribution, and GIS in preparation for the implementation of an Outage Management System (OMS).
- Implement an OMS to help the electric utility manage outages more efficiently and reduce outage times.
- Integrate mCare mobile service orders with Maximo to reduce duplication of data entry in the field.
- Replace the AMI cellular modems with the latest and most reliable technology to improve network performance.
- Test and implement integration between MeterSense and Yukon.
- Participate in implementation of NorthStar Automation Platform to increase efficiencies to daily metering functions.
- Participate in a Business Process Review with MeterSense and NorthStar to eliminate duplication of efforts between Utility Billing and develop more efficient work practices within MeterSense to review meter data.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Number Of Electric And Water Meters Read Per Month	Number Of Meters	36,175	35,500	36,500
Customer Requested Electric And Water Connects Performed Per Month	Connects	1,012	1,800	2,500
Number of New Service Connects	Number	843	140	
Current Transformer Meter Tests	Tests	193	30	380
Number Of Service Calls Received By Meter Operations Dispatchers During Regular Business Hours	Calls	1,719	1,800	1,900
Non-Pay Disconnects Performed Annually	Disconnect	4,149	3,500	3,700
Non-Pay Reconnects Performed Annually	Reconnects	3,406	2,900	3,000
Water AMI No Communication Investigations performed annually	Number	3,368	4,950	500
Electric AMI No Communication Investigations performed annually	Number	776	560	500

Administration

Electric Administration	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Assistant Director of Public Services	1	1	1	1	1.00	1.00	1.00	1.00
Senior Engineer	1	1	1	1	1.00	1.00	1.00	1.00
Graduate Engineer	0	0	0	1	0.00	0.00	0.00	1.00
Electrical Engineering Technician	3	3	3	3	3.00	3.00	3.00	3.00
Administrative Clerk	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Assistant	1	1	1	1	1.00	1.00	1.00	1.00
Arborist	0	0	0	0	0.00	0.33	0.33	0.33
Public Services GIS/Tech Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Total	8	8	8	9	8.00	8.33	8.33	9.33

Mission Statement

The Administration Division takes care of the operation, planning, and design of the electrical distribution system for the City of San Marcos, and is the first line of contact with the public, industry and others requesting information on policies and procedures. The Operations Division is not only responsible for the plans and specifications used in the construction of the distribution facilities for the City, but also reviewing outside engineering plans for design and content. This division conducts field studies and engineers the projects for the upgrading of the distribution system, coordinating the work of both office and field personnel to complete the construction projects. This division creates economic cost analysis and technical reports and maintains the distribution mapping as well as drafting of distribution standards and specifications on the computer system. The operations division is also responsible for the installation and utilization of the Supervisory Control and Data Acquisition (SCADA) system as we move toward more automation of the distribution system.

Expenses by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	572,183	736,084	736,084	852,266
Contracted Services	58,242	454,210	454,210	269,006
Materials and Supplies	16,778	16,097	16,097	19,755
Other Charges	57,404	47,340	47,340	57,915
Capital Outlay	0	442,000	442,000	0
Total	704,607	1,695,731	1,695,731	1,198,942

Goals and Objectives

- Sustain sufficient funding and resources necessary for electric system expansion and maintenance.
- Budget monetary reserves to fund unplanned expenditures due to natural or accidental disasters.
- Provide timely electric system engineering and design for electric system expansion and maintenance projects.

- Stay informed of and comply with regulations and requirements by ERCOT (Energy Reliability Council of Texas), the PUC (Public Utility Commission), TRE (Texas Regional Entity) or NERC (North American Electric Reliability Corporation) which affect the Electric Utility Division.
- Accurately forecast electric system growth in order to plan inventory and improvements accordingly.
- Implement/integrate new or enhanced computer-based technologies which improve electric system maintenance, operations, planning, and reliability.
- Assist Maintenance in maintaining high power system reliability with minimum service interruptions.
- Begin implementation of energy efficient street lighting.

What We Accomplished in 2015-16

- Major design/project work: Ranch Road 12 Reconductor; Hunter Road Improvements; Canyon Substation Feeders; LBJ and MLK; Loop82; Chestnut Lofts.
- Implemented a new tree trimming contract with National Tree Company.
- Chestnut Lofts: concrete poles set for HT40 relocation. Dead-end pole at Co-gen has been removed in preparation for the new dead-end pole to be installed.
- Design complete on Franklin re-conductor – material on hand.
- Work on the underground portion of the Cottages is complete.
- Circuits verified and corrected in GIS, renumbering switches and disconnects.
- Poles and wire installed past the golf course – project completed 2 weeks ahead of schedule, work continues on Post Road re-conductor.
- LCRA constructed and started the Thomas C. Ferguson power plant which is partially owned by San Marcos.
- Completed the first year of streetlight replacement program by replacing all IH-35 lights with LED.

What We Plan to Accomplish in 2016-17

- Support accelerating system growth in commercial, multi-family and single family power services.
- Study the requirements and costs of power grid replacement in the downtown transects to provide service per density projections in comprehensive plan.
- Develop a work/project management program using MS Project 2010 to track project schedules.
- Complete Capital Improvement Projects, including Circuit Switcher Replacements, FM 2439 Hunter Road Improvements, Loop 82 Overpass, Mitchell St. Pole Replacements, Replace San Marcos Substation Transformer T-2, and Rio Vista Line Relocation.
- Begin Capital Improvement Projects, including LBJ-MLK Intersection (underground), Loop 82 Overpass, Reconductor Redwood Feeder RW-230, Reconductor Redwood Feeder RW-340, replace San Marcos Substation Transformer T-1.
- Continue Street Light Replacement Program.
- Begin integration considerations of engineering analysis and SCADA software with geographic information system, meter data management, and work management software.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Underground Locates – One Call System	Number	2,009	1,888	2,400
Design of Electric Lines both Overhead and Underground	WA's assigned	129	105	149
Existing Street Lights Within System	Fixtures	2,204	2,275	2,346
Pole Contacts	Number	21,891	24,365	21,963
Customer Yard Lights	Fixtures	1,367	1,371	1,430
PEC Street Lighting Outside of City's Electric Utility Service Territory, but inside the City's Limits	Number	103	144	131
Bluebonnet Street Lighting Outside of City's Electric Utility Service Territory, but inside the City's Limits	Number	82	97	93

Maintenance

Electric Maintenance	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Electric Distribution Manager	1	1	1	1	1.00	1.00	1.00	1.00
Electric Crew Leader	4	4	4	4	4.00	4.00	4.00	4.00
Line Person	10	10	10	9	10.00	10.00	10.00	9.00
Electric Equipment Operator	1	1	1	1	1.00	1.00	1.00	1.00
Line Person Apprentice	2	2	2	4	2.00	2.00	2.00	4.00
Line Person Helper	4	4	4	3	4.00	4.00	4.00	3.00
Inventory Control Technician	1	1	1	1	1.00	1.00	1.00	1.00
Total	23	23	23	23	23.00	23.00	23.00	23.00

Mission Statement

The Maintenance Division of San Marcos Electric Utility has the mission to continually update and reconstruct the distribution system to maintain our high reliability factor. This division responds to service interruptions, works in all kinds of weather to restore service when these outages occur, and keeps the system operating uniformly on a daily basis. Maintenance personnel are constantly inspecting the distribution system and describing potential malfunction localities to the operations division for appropriate corrective action. These personnel install transformers and services to new customers. The disposition of their responsibilities exacts a professional manner since they are highly visible as they go about their daily routines.

Expenses by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	1,548,223	2,049,192	1,886,192	2,123,891
Contracted Services	400,484	392,470	392,470	394,664
Materials and Supplies	299,254	306,784	291,784	300,847
Other Charges	54,527	57,890	57,890	62,890
Capital Outlay	550,660	1,121,380	1,121,380	835,000
Total	2,853,148	3,927,716	3,749,716	3,717,292

Goals and Objectives

- Re-build Victory Gardens Subdivision.
- Look for new training opportunities (Northwest Lineman's College).
- Meet or exceed new customer need dates.
- Re-build San Marcos Substation.
- Become a Tree City USA.
- Re-build power lines along Sessom.
- Install new capacitor banks to improve power factor.
- Utilize new work flow processes to improve production and reduce costs.

What We Accomplished in 2015-16

- Maintain IH-35 street lights have all been replaced with LEDs.
- Re-built San Marcos Substation and built new get-a-ways out of the sub.
- Replaced 880 light to the new LED lights.
- More than 75 bad transformers replaced.
- Completed Thorpe Lane Apartments – new customer.
- Cleared Loop 82 substation for transformer switch upgrade.
- Multiple apartment and residential subdivisions have been completed.
- Re-numbering air switches is 100% complete.
- Started to number line/riser fuses.
- Rebuilding existing capacitor banks.
- Storm restorations.
- Competed in the TLRA lineman's rodeo.

What We Plan to Accomplish in 2016-17

- Continue a Career Progression training program (apprentice program).
- Re-build and re-conduct Hill Top 10 circuit.
- Continue with tree trimming program to get to a trim cycle.
- Re-number all switches and fuses / identify all conductor sizes / correct GIS mapping errors.
- Re-build and re-conduct Mill Street for an additional tie line.
- Various re-conductors (yet to be determined) to be able to shift load as needed.
- Work on a five year plan to increase system reliability.
- Meet new customer need dates.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Service Calls	Job Orders	859	1,005	1,500
Power Outages	Job Orders	220	257	115
Outages Caused by Animals	Job Orders	136	126	80
Transformers Installed	Units	71	83	200
Poles Installed	Number	84	98	125
Underground Primary Installed	Feet	20,173	23,602	35,000
Overhead Primary Installed	Feet	19,364	22,655	30,000
Street Light Burn Rate	Percent	90	95	96

Utility Business Office

Utility Billing and Collections	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Utility Billing Manager	1	1	1	1	1.00	1.00	1.00	1.00
Utility Applications Administrator	1	1	1	1	1.00	1.00	1.00	1.00
Billing Quality Assurance Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Utilities Customer Service Supervisor	2	2	2	2	2.00	2.00	2.00	2.00
Accounting Specialist	4	4	4	4	4.00	4.00	4.00	4.00
Lead Cashier	2	2	2	2	2.00	2.00	2.00	2.00
Utilities Customer Service Clerk	4	4	4	4	4.00	4.00	4.00	4.00
Total	15	15	15	15	15.00	15.00	15.00	15.00

Mission Statement

The Utility Billing and Collection Division is responsible for the billing and collection of all electric, water, wastewater, garbage, cemetery and other accounts. These tasks include billing, collection, customer relations, utility service connections and disconnections, computer data entry, and computer output product initiation, as well as reporting utility data to management.

Expenses by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	958,537	1,005,119	1,005,119	1,035,289
Contracted Services	272,826	379,810	379,810	389,342
Materials and Supplies	35,822	52,680	52,680	52,680
Other Charges	21,853	22,075	22,075	22,075
Capital Outlay	0	0	0	0
Total	1,289,038	1,459,684	1,459,684	1,499,386

Goals and Objectives

- Complete implementation of web-portal “Customer Connect” from the hybrid version.
- Continue to expand and promote online applications/capabilities to customers such as: AMI interval read data, reoccurring credit card payments, card swipes and signature pads.
- Integration NS Refund Journals into Tyler Munis Financial.
- Upgrade report writing application (Cognos).

What We Accomplished in 2015-16

- Implemented of Paymentus payment gateway to processing agent that will include echecks
- Implemented automated payment lockbox/ACH payment upload to NorthStar for Texas State Univ.
- Converted NS Database from Oracle to SQL
- Completed Utility Billing Application (Harris – NorthStar) 6.4 upgrade and implementation.

What We Plan to Accomplish in 2016-17

- Initial Business Process analysis for Harris NorthStar and MeterSense (Smart-works) to reduce redundancy of processes and improve efficiencies for both applications.
- Completed Utility Billing Application (Harris – NorthStar) 6.4 Automation Platform upgrade and implementation.
- Sunset eCare and move all online customer to Customer Connect.
- Expand the ACH lockbox payment function to more customers.
- Move PAP from internal function to Paymentus.

Performance Measures	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Electric Accounts	# Month	23,988	24,356	24,843
Water Accounts	# Month	10,879	11,088	11,310
Wastewater Accounts	# Month	9,068	9,254	9,439
Sewer Surcharge Accounts	# Month	246	251	256
OTC Connects And Disconnects	# Month	1,282	1,282	1,308
Direct Draft PAP Accounts	# Month	1,528	1,519	1,549
Budget Billing Accounts	Number	712	674	687
Non-Pay Disconnects	# Month	694	686	700
Payments/Cashier/Day	Number	6/83	5/97	5/99
Web Connects and Disconnects	Number	890	899	917
Online Utility Billing & Collections Web Payments	Number	98,392	113,347	115,614
Automated Telephone Payments (IVR) Interactive Voice Response System	Number	30,624	32,152	32,795
Percentage of Automated (Web & IVR) payments to Total Utility Services Customers	Percent	37.7%	42.2%	43.04%
Western Union Payments (HEB & Money Box locations)	Number	4,007	4,133	4,216
Auto Payments (Credit/Debit Card/echecks)	Number	953	953	1,013
eBilling	Number	6,660	7,446	7,595
eBox Payments	Number	865	992	1,012
Night Drop Payments	Number	804	841	858
ACH Payments	Number	1,472	1,549	1,580

Public Services Administration

Public Services Administration	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Executive Director of Public Services	1	1	1	1	1.00	1.00	1.00	1.00
Public Services GIS/Technology Manager	1	1	1	1	1.00	1.00	1.00	1.00
Utility Systems Analyst	0	1	1	1	0.00	1.00	1.00	1.00
Inventory Control Supervisor	1	1	1	1	1.00	1.00	1.00	1.00
Total	3	4	4	4	3.00	4.00	4.00	4.00

Mission Statement

The Public Services Administration Division takes care of the operation, planning, and design of the electrical distribution system for the City of San Marcos, and is the first line of contact with the public, industry and others requesting information on policies and procedures.

Expenses by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	338,492	458,876	458,876	450,615
Contracted Services	43,020	135,056	135,056	176,611
Materials and Supplies	4,324	11,850	11,850	6,350
Other Charges	21,434	30,292	30,292	23,792
Capital Outlay	0	10,000	10,000	100,000
Total	407,270	646,074	646,074	757,368

Special Services

Department Organization

The Special Services Division is used to account for a variety of non-direct expenses. Examples of expenses include utilities, insurance, bank charges and operating transfers.

Expenses by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	14,541	107,276	22,619	112,160
Purchase of Power	38,958,899	38,974,973	32,515,155	35,508,955
Contracted Services	798,340	745,018	679,518	950,654
Materials and Supplies	96,266	53,166	35,200	45,200
Other Charges	2,783,268	2,843,046	2,818,046	3,012,076
Franchise Fee	4,293,290	3,848,390	3,548,390	3,668,878
Operating Transfers	10,467,000	0	0	0
OT-Capital Reserves	0	2,650,000	5,100,000	2,300,000
Rate Stabilization	0	0	0	0
Capital Expenditures	482,969	50,000	50,000	50,000
Debt Service	2,358,345	2,915,785	2,899,017	3,421,308
Total	60,252,918	52,187,654	47,667,945	49,069,231

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

MUNICIPAL AIRPORT FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	**7,961**	**(104,270)**	**(104,270)**	**13**
Operating Revenues				
Interest Income	-	150	-	-
Penalties Assessed	-	-	-	-
City-Owned T-Hangar Rentals	40,656	55,200	54,000	57,600
City-Owned Shelter Rentals	7,965	11,760	12,600	14,280
Agricultural Land Lease	18,126	25,000	13,943	134,000
Fuel Flowage Fees	58,593	75,000	39,000	40,000
City-Owned Storage Area Rentals	2,650	3,000	3,900	4,200
Private Hangar/Land Rentals	12,185	21,200	17,763	42,288
Commercial Land/Facility Rentals	127,954	136,212	141,129	189,446
Commercial Gross Receipts	30,040	40,000	30,831	30,831
Commercial Land/Facility Improvement Credits	(46,587)	(48,000)	(48,000)	(46,000)
Other Revenue	-	2,000	-	2,000
Total Operating Revenues	**251,582**	**321,522**	**265,167**	**468,645**
Non-Operating Revenues				
Transfer from General Fund	40,000	116,000	255,000	60,000
Total Non-Operating Revenues	**40,000**	**116,000**	**255,000**	**60,000**
Total Revenue	**291,582**	**437,522**	**520,167**	**528,645**
Operating Expenses				
Contracted Services	384,438	396,032	392,032	457,613
Materials and Supplies	3,837	7,360	7,360	2,000
Other Charges	15,539	34,580	16,491	66,389
Total Operating Expenses	**403,813**	**437,972**	**415,883**	**526,002**
Ending Unreserved Fund Balance	**(104,270)**	**(104,720)**	**13**	**2,656**
Fund Balance as a Percentage of Operating Expenses	-25.82%	-23.91%	0.00%	0.50%

City of San Marcos

2016-17 Annual Budget

Municipal Airport Fund

Division	Contracted Services	Materials & Supplies	Other Charges	Total
Administration	457,613	2,000	66,389	526,002
Percent of Operating Expenditures	87%	.4%	12.6%	100%

Airport

Mission Statement

The San Marcos Municipal Airport provides for the aviation needs of the citizens of San Marcos and the regional community. The Administration of the Airport includes maintaining and improving the physical facilities, ensuring compliance with applicable Federal standards and rules, establishing and enforcing good airport operating practices, marketing, lease negotiation, and planning for short and long range needs of the Airport.

Expenses by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Contracted Services	384,438	396,032	392,032	457,613
Materials and Supplies	3,837	7,360	7,360	2,000
Other Charges	15,539	34,580	16,491	66,389
Total	403,814	437,972	415,883	526,002

Goals and Objectives

Launch a 5-year plan based on recently completely Airport Business Development Plan to transform the San Marcos Regional Airport with a focus on the newly developed Vision Statement: *"San Marcos Airport will be a premier gateway to the Central Texas region acting as a catalyst for jobs, investment, and innovation by leveraging the area's emerging economic strengths."*

- Develop airport with a focus on First Class aviation-related facilities in the Kilo Development Area (formally North Side Development) and a broad appeal to multiple levels of the General Aviation market.
- Target aviation and non-aviation related development projects that will enhance the Airport's revenues and marketability.
- Create a self-sustaining Airport Enterprise that fully funds its operating expenses and capital improvements with revenues generated by the airport.
- Fully leverage Federal and State grant funds to maintain and grow the airport. Target 85-90% grant-funding for capital improvements and eligible maintenance projects.

What We Accomplished in 2015-16

- Hosted the first ever Aircraft Owners and Pilots Association (AOPA) Regional Fly-In. Over 2,500 attendees and 450 aircraft from across the region with a 99% satisfaction rate. Overwhelming national press and recognition for the Airport was received.
- Finalized the City and TxDOT funded Airport Business Development Plan for a 1-5 year time frame.
- Worked closely with TxDOT and local engineering firms responsible for FM 110 to ensure compliance with FAA height restrictions and Airport access.
- Began signage and wayfinding project for Airport Drive with funds approved by Council. Expected installation to being October 2014.
- Completed construction of Phase 1 Kilo Development Area water and wastewater facilities and pavement project.

- Completed construction of Taxiway Juliet repair and resurface project; $1.5M project, 90% federally funded.
- Began design and engineering work from Runway 13-31 reconstruction (overlay, markings, and lights).
- Installed a Terminal Radar Display in the Air Traffic Control Tower to increase safety for Airport and community with the help of local government officials.
- Finalized City acquisition of Texas State University owned property adjacent to Airport and relocated Airport Management offices.
- Began remodel of Airport Management offices to ensure compliance with ADA regulations and to prepare the building for hosting Airport Commission meetings.
- Officially renamed the Airport "San Marcos Regional" to reflect the new vision statement.
- Began design of new Airport logo to facilitate coordinated branding strategy.
- Engaged marketing firm to assist in Airport marketing.
- Began lot layout plan for Ramp Side Development Area (RSDA) to encourage development in unused areas around existing aviation-related development.
- Developed Design Standards to encourage a more cohesive and updated look and feel to Airport to increase curb appeal.

What We Plan to Accomplish in 2016-17

- Begin construction for Runway 13-31 reconstruction (overlay, markings, and lighting).
- Design and construction Airport Security Fencing project utilizing TxDOT grant to reduce unauthorized access to Aircraft Operating Area (AOA). This project will also include additional public parking areas.
- Begin design and installation of Airport entrance sign upon finalization of FM 110 location and new Airport entrance(s).
- Begin marketing the Airport from a Commercial Real Estate perspective to target non-aviation business in conjunction with the GSMP.
- Roll out updated Minimum Standards, Rules and Regulations, and rates and charges following approval from Airport Commission and City Council.
- Begin design and construction of eight until T-hangar complex utilizing TxDOT grant funds.
- Design and rollout updated standalone Airport website.
- Design and distribute marketing collaterals.
- Update Airport Hazard Zoning ordinance and create Airport Compatible Land Use Zoning plan.

CITY OF SAN MARCOS

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RESOURCE RECOVERY FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Fund Balance - Reserved and Unreserved	**866,742**	**1,249,040**	**1,249,040**	**1,056,558**
Operating Revenues				
Residential Garbage Collection Fee	1,854,419	2,315,610	2,262,029	2,583,134
Penalties	54,074	85,396	62,545	92,607
Recycling Collection Fee	1,058,501	1,185,628	1,221,413	1,213,757
Other Revenue	46,518	45,000	46,000	55,000
Total Operating Revenue	**3,013,512**	**3,631,634**	**3,591,987**	**3,944,498**
Operating Expenses				
Personnel Services	123,782	169,219	169,219	195,364
Contracted Services	2,440,260	3,084,087	3,053,900	3,313,565
Materials and Supplies	10,839	22,000	22,000	23,000
Other Charges	37,975	59,350	59,350	249,451
Total Operating Expenses	**2,612,855**	**3,334,656**	**3,304,469**	**3,781,380**
Capital Improvemements	18,359	300,000	480,000	500,000
Total Expenses	**2,631,214**	**3,634,656**	**3,784,469**	**4,281,380**
Ending Unreserved Fund Balance	**1,249,040**	**1,246,017**	**1,056,558**	**719,676**
Fund Balance as a Percentage of Operating Expenses	47.80%	37.37%	31.97%	19.03%

Resource Recovery

Resourse Recovery	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Asst Director - Fleet, Transit, Resourse Recovery	0	0	0	0	0.33	0.33	0.33	0.33
Solid Waste Program Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
MSW Program Coordinator	0	1	1	1	0.00	1.00	1.00	1.00
Community Enhancement Tech	0	0	0	1	0.00	0.00	0.00	0.50
Total	1.33	2.00	2.00	3.00	1.33	2.33	2.33	2.83

Expenses by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	123,782	169,219	169,219	195,364
Contracted Services	2,440,260	3,084,087	3,053,900	3,313,565
Materials and Supplies	10,839	22,000	22,000	23,000
Other Charges	37,975	59,350	59,350	249,451
Capital Outlay	18,359	300,000	480,000	500,000
Total	2,631,215	3,634,656	3,784,469	4,281,380

CITY OF SAN MARCOS

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TRANSIT FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Fund Balance - Reserved and Unreserved	**74,761**	**138,427**	**138,427**	**134,977**
Operating Revenues				
Federal Transit Funds	-	-	-	-
State Transit Funds	-	-	-	-
Fare Revenue	-	-	-	-
Other Revenue	-	-	-	-
Total Operating Revenue	**-**	**-**	**-**	**-**
Operating Transfer - General Fund	451,114	610,000	610,000	535,000
Total One-Time Operating Revenues	**451,114**	**610,000**	**610,000**	**535,000**
Total Funds Available	**525,875**	**748,427**	**748,427**	**669,977**
Operating Expenses				
Personnel Services	32,256	110,950	110,950	117,304
Contracted Services	352,596	496,000	496,000	496,000
Materials and Supplies	2,189	3,000	3,000	3,000
Other Charges	407	3,500	3,500	3,500
Total Operating Expenses	**387,448**	**613,450**	**613,450**	**619,804**
Capital Improvemements	-	-	-	-
Ending Unreserved Fund Balance	**138,427**	**134,977**	**134,977**	**50,174**

Fund Balance as a Percentage of Operating Expenses 8.10%

Transit

Transit	Positions				Full Time Equivalent			
	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17	Actual 2014-15	Adopted 2015-16	Actual 2015-16	Adopted 2016-17
Asst Director - Fleet, Transit, Resourse Recovery	0.00	0.00	0.00	0.00	0.33	0.33	0.33	0.33
GIS Transit Analyst	0.00	1.00	1.00	1.00	0.50	1.00	1.00	1.00
Total	0.00	1.00	1.00	1.00	0.83	1.33	1.33	1.33

Expenses by Category

	Actual 2014-15	Original Approved 2015-16	Revised 2015-16	Adopted 2016-17
Personnel Services	32,256	110,950	110,950	117,304
Contracted Services	352,596	496,000	496,000	496,000
Materials and Supplies	2,189	3,000	3,000	3,000
Other Charges	407	3,500	3,500	3,500
Capital Outlay	0	0	0	0
Total	387,448	613,450	613,450	619,804

Goals and Objectives

Execute City Council's vision and goals by providing top quality, professional, effective, and timely Transit management services to customers including:

- Maintain high customer satisfaction rates.
- Increase ridership.
- Provide amenities at bus stops, including bus signs, benches, and shelters.
- Optimize operational efficiency through geographic information systems and spatial analysis.
- Develop quantifiable operational performance measures.
- Accessibility reviews.
- Achieve a perfect safety record—"0" preventable accidents and "0" lost time injuries.

What We Accomplished in 2015-16

- Procured 15 new bus stop shelters/benches/trashcans (delivery phase).
- Procured 6 new transit fixed route vehicles and 1 paratransit vehicle (delivery phase).
- Conducted monthly Ridership & Fixed Route feasibility reviews.
- Surveyed "Senior Shopper" service offering for efficiency and service coverage.
- Tracked quantifiable operational performance measures for small urban transit district.

- Integrated transit bus stops with the Sidewalk Master Plan & Bishop (North) Street Sidewalk project.
- Completed bus stop signage installations at 109 bus stops.
- Held monthly coordination meetings with Texas State University.
- Identified 15 new shelter locations and constructed bench pads.
- Perfect safety record: "0" preventable accidents and "0" injuries, YTD.

What We Plan to Accomplish in 2016-17

- Provide premier service support for City Council's vision and goals -- partner with transit stakeholders to successfully achieve shared operational goals and objectives.
- Provide "top-quality" transit services-- monitor quality of service provider; increase bus stop accessibility; increase bus stop amenities; and review system components such as routes & stops.
- Plan transit proactively for the changing demographic in San Marcos.
- Continue development of technology innovations (marketing strategy, transit "App", web enhancement).
- Review service levels, including extended evening service (6pm-8pm) and weekend service.
- Monthly coordination with Texas State University.
- Continue integration of transit objectives with the Sidewalk, Transportation, and Youth Master Plan.
- Review Federal Transit Administration & Grant submittals.
- Achieve a perfect safety record—"0" preventable accidents and "0" lost time injuries.

Performance Measures

	Unit of Measure	Actual 2014-15	Estimated 2015-16	Projected 2016-17
Total Fleet Size	Each	14	14	14
Fixed Route Ridership	Each	83,585	57,708	57,998
Para-transit Ridership	Each	13,107	12,016	12,266
Total Riders per day	Average	385	277	297
Total Vehicles Revenue Miles	Each	272,438	278,064	278,314
Total Vehicle Revenue hours	Each	21,415	20,727	20,977
Fixed Route Riders per Revenue Hours	Average	5.46	3.79	3.75
Para-Transit Riders per Revenue Hour	Average	2.15	2.19	2.14

CITY OF SAN MARCOS

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CEMETERY PERPETUAL CARE TRUST FUND

	Actual 2014/2015	Approved 2015/2016	Revised 2015/2016	Adopted 2016/2017
Beginning Unreserved Fund Balance	**1,059,474**	**1,063,228**	**1,063,228**	**1,068,228**
Operating Revenues				
Interest Income	1,688	5,000	2,000	3,000
Perpetual Care Sales	2,066	3,000	3,000	3,000
Total Operating Revenues	**3,754**	**8,000**	**5,000**	**6,000**
Total Funds Available	**1,063,228**	**1,071,228**	**1,068,228**	**1,074,228**
Operating Expenditures				
Operating Transfers	-	-	-	-
Total Operating Expenditures	**-**	**-**	**-**	**-**
Ending Unreserved Fund Balance	**1,063,228**	**1,071,228**	**1,068,228**	**1,074,228**
Fund Balance as a Percentage of Total Expenditures	100.00%	100.00%	100.00%	100.00%

THE CITY OF
SAN MARCOS

Executive Summary

Capital Improvements Program

Section 7.02 of the San Marcos City Charter requires the Planning and Zoning Commission to submit annually to the City Council, not less than 120 days prior to the beginning of the fiscal year, a list of recommended capital improvements found necessary or desirable. In accordance with the city's commitment to best business practices, and pursuant to the charter requirement, the city has established an on-going ten-year Capital Improvements Program (CIP) to plan for capital expenditures and identify funding sources for these projects.

The CIP is a budgetary tool for community decision-makers and suggests a variety of possible project funding sources, ranging from operating budgets, state and federal grants, to future voter approved bond programs. The CIP also suggests the particular year in which projects might be authorized. Since the first year of each CIP cycle is predominately adopted as part of the upcoming fiscal year's expenditures, it is important that the list of first year projects accurately reflects the goals and priorities of the City Council and the capacity of the city to provide the funding. The nine subsequent years in the document are utilized for planning purposes only.

A CIP project generally involves a capital expenditure of public funds, beyond maintenance and operating cost, for the acquisition, construction or improvement of a needed physical facility.

CIP Process

February - City Council Budget Workshop. The City Council adopts a budget policy statement that includes their priorities for the upcoming fiscal year.

February / March - Meeting is held with the Council of Neighborhood Associations to kick-off the Capital Improvements Plan process. The purpose of the meeting is to report on the status of the current CIP and to solicit ideas and suggestions for new projects. All suggestions are compiled and distributed to appropriate city personnel for evaluation and possible inclusion in the upcoming CIP.

March / April - Department Heads prepare their project submittals for inclusion in the CIP. Project Input Forms are compiled by the Planning and Development Services Department and the draft CIP is assembled.

April - The Administrative Review Committee reviews the draft CIP. This committee consists of the City Manager, Deputy City Manager, and the Directors of Finance and Planning and Development Services. The purpose of this review is to evaluate project proposals, coordinate the timing of projects, review funding proposals.

May - Planning and Zoning Commission review. Workshops are held to discuss project proposals and public hearings are held to solicit participation and comments.

June - City Council receives CIP recommendation and incorporates year one into the upcoming budget development process.

City Council Priorities

Each year the CIP reflects the priorities established by the City Council in their budget policy statement. Past CIP's have indicated a strong City Council commitment to upgrading and building the city's water and wastewater systems, and building new facilities to provide better services to the public. Projects such as the new surface water treatment plant reduced the city's dependence on underground water from the Edwards Aquifer. The reconstruction and upgrading of the wastewater treatment plant increased the capacity of the facility and improved the quality of the discharge into the San Marcos River. These and other projects, such as the construction of a new library, fire station, and activity center, were all CIP projects that evolved from a conceptual stage to the fully funded and ready to be bid stage in the first year of the CIP.

The Capital Improvements Program for Fiscal Years 2008/09 to 2016/17 recognizes City Council priorities and demonstrates a commitment to address the growth-related challenges facing the community. Growth issues, the economy, and the quality of life of the citizens are all impacted by the effectiveness of the city's thoroughfare system, and the CIP reflects a focus of future financial resources toward street and drainage projects.

Funding Sources

A variety of funding sources are identified in the CIP. Time constraints, previous commitments, voter approvals, revenues, and fund balances can determine which of the various sources is most appropriate for a particular project. The following definitions were utilized to determine the project funding recommendations contained in the CIP:

General Obligation Bonds (GO's) – Bonds that finance a variety of public projects such as streets, buildings, and capital improvements. GO's are backed by the full faith and credit of the government entity and are repaid through assessment of a property tax levy. GO's are issued only after receiving voter approval.

Certificates of Obligation (CO's) – Debt instruments used to finance capital improvement projects. CO's are backed by the full faith and credit of the government entity and are fully payable from a property tax levy. CO's differ from GO's in that they are approved by the City Council and are not voter approved.

Revenue Bond – Bonds whose principal and interest are payable exclusively from user fees. Revenue bonds are backed by the full faith and credit of the government entity.

General Fund – The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. The General Fund is used as a funding source for projects related to streets, public buildings, parks, and other capital improvements for the general use of the citizenry.

Electric Utility Fund – The fund used to account for operations financed through the sale of electricity. The Electric Utility Fund is used as a funding source for projects related to the electric distribution system.

Water/Wastewater Utility Fund – The fund used to account for operations financed through the sale of water and wastewater treatment. The Water/Wastewater Utility Fund is used as a funding source for projects related to the water and wastewater system.

Grants – Contributions or gifts of cash or other assets from another governmental agency or foundation to be used for a specific purpose, activity or facility.

Operating Budget Impact

The Capital Improvements Program is primarily funded through the issuance of general obligation bonds, revenue bonds, certificates of obligation and grants from external agencies. Funding through annual budget appropriations is rare and used for smaller projects that can be completed within a fiscal year or shortly thereafter. The majority of projects within the CIP are for infrastructure construction, reconstruction and improvements. The operational impact of these projects is minimal other than incorporating those projects into ongoing maintenance and upkeep with other infrastructure assets. Those projects that will affect operation budgets are identified and quantified.

The first year of the CIP is funded through the issuance of debt. The corresponding principal and interest payments are budgeted within the respective fund. Other than debt service payments, there are no other budgeted amounts for operations unless specifically identified. It is rare that a CIP will cause an significant increase in operational expenses. Most operational budgets are increased because of other factors. Although conceptually a physical improvement should reduce operational expenses for repair, the likelihood is that the operational expense will remain budgeted for other needed repair expenses. The anticipated operational impacts are:

Project	Estimated Annual Impact
Library Expansion	$130,000
Fire Station #8	$1,400,000

Operational impacts for CIP projects listed in years two through ten are estimates and will not impact the adopted budget. These future operational impacts are for planning purposes only and are used to evaluate whether a project receives appropriation.

	Project Name	2017 Proposed City Cost	2018 Proposed City Cost	2019 Proposed City Cost	2020 Proposed City Cost	2021 Proposed City Cost	2022-2026 Proposed City Cost	Total City 10 Year Cost
	General Fund	**$ 12,820,666**	**$ 18,855,000**	**$ 43,624,000**	**$ 37,023,000**	**$ 24,376,666**	**$ 67,744,000**	**$ 204,443,332**
Airport	Airport - FM 110 Connection Drive		$ 100,000		$ 1,000,000			**$ 1,100,000**
Airport	Airport - Relocation of Electric Vault				$ 40,000			**$ 40,000**
Airport	Airport - Relocation of WWII Tower			$ 14,000	$ 70,000			**$ 84,000**
Airport	Airport Landscaping	$ 80,000						**$ 80,000**
Airport	Airport Routine Maintenance Grant Match	$ 50,000	$ 50,000					**$ 100,000**
Airport	Airport RSDA Hangars						$ 60,000	**$ 60,000**
Airport	Airport Runway 17-35 Extension						$ 510,000	**$ 510,000**
Airport	Airport Wildlife Hazard Assessment	$ 10,000						**$ 10,000**
Comm Svs	Animal Shelter - Phase II, Design, Construction				$ 750,000	$ 5,500,000		**$ 6,250,000**
Comm Svs	Arts District to enhance performing and visual space						$ 100,000	**$ 100,000**
Comm Svs	Athletic Field Synthetic Turf				$ 2,000,000	$ 2,000,000	$ 8,000,000	**$ 12,000,000**
Comm Svs	Blanco River Village City Park						$ 200,000	**$ 200,000**
Comm Svs	Capes Camp Improvement and Dam	$ 1,000,000						**$ 1,000,000**
Comm Svs	City Facilities HVAC Replacement				$ 150,000			**$ 150,000**
Comm Svs	City Facility Parking Lots	$ 300,000			$ 150,000	$ 150,000		**$ 600,000**
Comm Svs	City Facility Renovations	$ 200,000	$ 150,000	$ 150,000				**$ 500,000**
Comm Svs	City Facility Renovations - Police	$ 5,000,000						**$ 5,000,000**
Comm Svs	City Facility Renovations - W/WW/Trans Building	$ 165,000						**$ 165,000**
Comm Svs	City Hall Reconstruction		$ 1,500,000	$ 35,000,000				**$ 36,500,000**
Comm Svs	City Park - ADA Playground				$ 100,000	$ 1,000,000		**$ 1,100,000**
Comm Svs	Gary Softball Complex Renovation- Existing Fields				$ 2,500,000			**$ 2,500,000**
Comm Svs	Library Expansion & Renovation			$ 1,100,000	$ 13,500,000			**$ 14,600,000**
Comm Svs	Municipal Services Complex Expansion/Relocation	$ 1,300,000	$ 4,000,000					**$ 5,300,000**
Comm Svs	Nature Center			$ 300,000	$ 2,500,000	$ 250,000		**$ 3,050,000**
Comm Svs	Park Development of Undeveloped Park Land				$ 500,000	$ 500,000	$ 1,000,000	**$ 2,000,000**
Comm Svs	Purgatory Creek Preserve Park - Trail Head						$ 1,500,000	**$ 1,500,000**
Comm Svs	Regional Tennis Center					$ 400,000	$ 4,000,000	**$ 4,400,000**
Comm Svs	San Marcos Youth Baseball Complex						$ 3,900,000	**$ 3,900,000**
Comm Svs	Senior Citizens Center				$ 300,000	$ 2,000,000	$ 250,000	**$ 2,550,000**
Comm Svs	Sheltered Bus Stops			$ 80,000		$ 80,000	$ 80,000	**$ 240,000**
Comm Svs	Swimming Pool Complex - East Side					$ 750,000	$ 3,000,000	**$ 3,750,000**
Dev Svs	Comprehensive Plan	$ 33,000		$ 100,000				**$ 133,000**
Dev Svs	Downtown Master Plan Update		$ 100,000					**$ 100,000**
Eng	Airport Taxiway System, Ramp Rehab Design and Drainage Master Plan		$ 50,000					**$ 50,000**
Eng	Belvin Street Improvements			$ 60,000		$ 600,000		**$ 660,000**
Eng	Bishop Street Improvements			$ 200,000		$ 800,000		**$ 1,000,000**
Eng	Bishop Street Sidewalk Connection	$ 200,000						**$ 200,000**
Eng	Cemetery Land Acquisition	$ 500,000	$ 500,000					**$ 1,000,000**
Eng	Cheatham Street Sidewalks						$ 220,000	**$ 220,000**
Eng	Chestnut Street Improvements		$ 375,000		$ 1,230,000			**$ 1,605,000**

	Project Name	2017 Proposed City Cost	2018 Proposed City Cost	2019 Proposed City Cost	2020 Proposed City Cost	2021 Proposed City Cost	2022-2026 Proposed City Cost	Total City 10 Year Cost
Eng	CM Allen Reconstruction	$ 546,000						**$ 546,000**
Eng	Coers Drive Improvements		$ 100,000					**$ 100,000**
Eng	Comanche/Hopkins Intersection Improvements						$ 550,000	**$ 550,000**
Eng	Downtown Property Acquisition	$ 750,000						**$ 750,000**
Eng	Downtown Reconstruction Ph. II			$ 500,000		$ 5,000,000		**$ 5,500,000**
Eng	E. Aquarena Springs Drive Reconstruction			$ 100,000		$ 500,000		**$ 600,000**
Eng	Franklin Water Tank/Monopole Antenna	$ 500,000						**$ 500,000**
Eng	Guadalupe/LBJ Improvements		$ 2,000,000					**$ 2,000,000**
Eng	Hays Street/Hwy 123 Intersection Imps				$ 6,000		$ 200,000	**$ 206,000**
Eng	Hopkins Sidewalk Widening CM Allen to Thorpe		$ 100,000					**$ 100,000**
Eng	Hopkins Street Improvements Project (Bishop to Moore)			$ 1,200,000				**$ 1,200,000**
Eng	Hopkins Street Improvements Project from Moore to Guadalupe				$ 300,000		$ 3,000,000	**$ 3,300,000**
Eng	Hunter Rd & Wonderworld Dr Intersection Imps							**$ -**
Eng	Hutchison Street Parking Lot	$ 75,000						**$ 75,000**
Eng	IH 35 River Road Underpass PER				$ 150,000			**$ 150,000**
Eng	Kingswood and Sherwood Imps			$ 70,000		$ 700,000		**$ 770,000**
Eng	Leah Drive	$ 20,000	$ 200,000					**$ 220,000**
Eng	Linda Drive Improvements				$ 150,000		$ 1,500,000	**$ 1,650,000**
Eng	Long Street Realignment						$ 800,000	**$ 800,000**
Eng	Mill Street Reconstruction	$ 150,000						**$ 150,000**
Eng	MLK/LBJ Intersection Traffic Signal & Crosswalk Improvements				$ 342,000			**$ 342,000**
Eng	Mockingbird Hills Subdivision Imps				$ 700,000		$ 5,100,000	**$ 5,800,000**
Eng	Old Ranch Road 12 Bike & Ped & Widening Project			$ 1,800,000				**$ 1,800,000**
Eng	Old RR12/Moore Street Reconstruction						$ 2,450,000	**$ 2,450,000**
Eng	Pat Garrison Improvements from Comanche to Guadalupe			$ 50,000		$ 1,000,000		**$ 1,050,000**
Eng	Purgatory/Willow Creek Trail Corridor		$ 250,000	$ 1,000,000		$ 1,000,000		**$ 2,250,000**
Eng	Ramsay St. Reconstruction				$ 150,000		$ 700,000	**$ 850,000**
Eng	Reconstruction of Downtown Alleys				$ 500,000			**$ 500,000**
Eng	River Ridge Extension to Post Road				$ 3,200,000		$ 6,300,000	**$ 9,500,000**
Eng	Sessom Drive Bike/Ped and Peques Improvements	$ 200,000						**$ 200,000**
Eng	Sessom Improvements from N LBJ to Comanche	$ 150,000	$ 350,000		$ 720,000			**$ 1,220,000**
Eng	Sessom/Academy Intersection Improvements	$ 100,000		$ 1,000,000				**$ 1,100,000**
Eng	SH 21 San Marcos River Bridge Prel Engr Rpt				$ 200,000			**$ 200,000**
Eng	Transportation Master Plan					$ 400,000	$ 400,000	**$ 800,000**
Eng	Transportation Oversize	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 500,000	**$ 1,000,000**
Eng	Travis St/Heritage Drainage Outfall		$ 500,000					**$ 500,000**
Eng	Uhland Road Improvements	$ 360,000	$ 1,080,000					**$ 1,440,000**
Eng	Victory Gardens Neighborhood Improvements Ph. II - South Section				$ 400,000		$ 3,000,000	**$ 3,400,000**

	Project Name	2017 Proposed City Cost	2018 Proposed City Cost	2019 Proposed City Cost	2020 Proposed City Cost	2021 Proposed City Cost	2022-2026 Proposed City Cost	Total City 10 Year Cost
Fire	Fire Department New Aircraft Rescue Firefighting Truck District #10 (Airport)						$ 500,000	**$ 500,000**
Fire	Fire Department New Apparatus District #10 (Airport)						$ 1,100,000	**$ 1,100,000**
Fire	Fire Department New Engine District # 11						$ 1,400,000	**$ 1,400,000**
Fire	Fire Department New Engine District # 8				$ 750,000			**$ 750,000**
Fire	Fire Department New Engine District #6 Mall						$ 1,100,000	**$ 1,100,000**
Fire	Fire Department New Station District #10 (Airport)						$ 5,400,000	**$ 5,400,000**
Fire	Fire Department New Station District #6 Mall					$ 600,000	$ 5,400,000	**$ 6,000,000**
Fire	Fire Department New Station District #8			$ 350,000	$ 3,000,000			**$ 3,350,000**
Fire	Fire Department New Station District# 11					$ 800,000	$ 4,750,000	**$ 5,550,000**
Fire	Fire Department Relocation Station #2		$ 4,750,000					**$ 4,750,000**
Fire	Fire Department Replacement Ladder Truck (52-300)		$ 1,320,000					**$ 1,320,000**
Fire	Fire Department Replacement Brush Truck #2 (52-319)				$ 200,000			**$ 200,000**
Fire	Fire Department Replacement Engine (52-614)				$ 785,000			**$ 785,000**
Public Safe	700 mhz Radio's replacements for Public Safety		$ 1,200,000	$ 370,000				**$ 1,570,000**
Public Safe	Coban Digital Mobile Video	$ 150,000			$ 500,000		$ 500,000	**$ 1,150,000**
Technology	Disaster Recovery Infrastructure (every 5 yrs.)	$ 166,666				$ 166,666		**$ 333,332**
Technology	Fiber Optic Infrastructure Expansions/Maintenance	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 274,000	**$ 674,000**
Technology	Network Infrastructure	$ 150,000						**$ 150,000**
Transportat	2016 John Deere 670G Motor Grader	$ 305,000						**$ 305,000**
Transportat	Traffic Signal Video Detection Upgrade	$ 180,000						**$ 180,000**

	Project Name	2017 Proposed City Cost	2018 Proposed City Cost	2019 Proposed City Cost	2020 Proposed City Cost	2021 Proposed City Cost	2022-2026 Proposed City Cost	Total City 10 Year Cost
	Water Fund	**$ 11,006,000**	**$ 13,007,000**	**$ 30,690,000**	**$ 13,340,000**	**$ 59,580,000**	**$ 18,380,000**	**$ 146,003,000**
Water	Airport KDA & JDA Utilities & Drainage				$ 140,000		$ 1,400,000	**$ 1,540,000**
Water	Belvin Street Improvements			$ 160,000		$ 1,600,000		**$ 1,760,000**
Water	Bishop Street Improvements			$ 20,000		$ 80,000		**$ 100,000**
Water	Bishop Street Sidewalk Connection	$ 15,000						**$ 15,000**
Water	Briarwood Water Improvements				$ 50,000	$ 300,000		**$ 350,000**
Water	Centerpoint Rd 12" Water Main Extension		$ 200,000		$ 1,300,000			**$ 1,500,000**
Water	Cheatham Street and Blanco River WL Bore Imps	$ 1,850,000						**$ 1,850,000**
Water	Chestnut Street Improvements		$ 150,000		$ 500,000			**$ 650,000**
Water	CM Allen Reconstruction	$ 44,000						**$ 44,000**
Water	Coers Drive Improvements		$ 275,000					**$ 275,000**
Water	Comanche Well Improvements						$ 1,440,000	**$ 1,440,000**
Water	Comprehensive Plan	$ 33,000		$ 100,000				**$ 133,000**
Water	Deerwood Water Improvements			$ 650,000		$ 2,500,000		**$ 3,150,000**
Water	Downtown Master Plan Update		$ 100,000					**$ 100,000**
Water	Downtown Reconstruction Ph. II			$ 100,000		$ 1,000,000		**$ 1,100,000**
Water	Franklin Water Tank/Monopole Antenna	$ 400,000						**$ 400,000**
Water	Hopkins Street Improvements Project (Bishop to Moore)			$ 1,600,000				**$ 1,600,000**
Water	Hopkins Street Improvements Project from Moore to Guadalupe				$ 130,000		$ 1,300,000	**$ 1,430,000**
Water	Hopkins Water Line Replacement - LBJ to CM Allen						$ 500,000	**$ 500,000**
Water	Hunter Water Main Extension from Harmons Way to H&H Industry Park						$ 1,600,000	**$ 1,600,000**
Water	Hutchison Street Parking Lot	$ 20,000						**$ 20,000**
Water	Hwy 123 12" Water AC Line Replacement			$ 250,000		$ 2,500,000		**$ 2,750,000**
Water	Hwy 21 12-inch Water Line Extension				$ 500,000	$ 3,000,000		**$ 3,500,000**
Water	IH 35 Water McCarty-Centerpoint						$ 1,800,000	**$ 1,800,000**
Water	IH 35 Waterline Crossings		$ 400,000		$ 750,000	$ 1,200,000		**$ 2,350,000**
Water	IH 35S Water Improvements - Clovis south across creek		$ 100,000		$ 500,000			**$ 600,000**
Water	IH 35S Water Improvements - Hwy 123 to Wonder World		$ 400,000		$ 1,500,000			**$ 1,900,000**
Water	IH 35S Water Wonder World to Clovis and Civic					$ 250,000	$ 1,700,000	**$ 1,950,000**
Water	IH-35 Utility Relocations		$ 250,000		$ 2,500,000			**$ 2,750,000**
Water	Kingswood and Sherwood Imps			$ 20,000		$ 200,000		**$ 220,000**
Water	Lazy Lane Water Improvements			$ 325,000	$ 1,600,000			**$ 1,925,000**
Water	Leah Drive	$ 50,000	$ 250,000					**$ 300,000**
Water	Lime Kiln Water Line Oversize					$ 500,000		**$ 500,000**
Water	Linda Drive Improvements				$ 70,000		$ 700,000	**$ 770,000**
Water	Main Lift Station Force Main & Reclaimed Water Imps							**$ -**
Water	McCarty Tank Improvements				$ 100,000	$ 1,000,000		**$ 1,100,000**
Water	McKie and Lee Street Water Replacement	$ 500,000						**$ 500,000**
Water	Midway Tank	$ 150,000						**$ 150,000**
Water	Mill Street Reconstruction	$ 250,000						**$ 250,000**
Water	Mill Street Reconstruction	$ 250,000						**$ 250,000**

	Project Name	2017 Proposed City Cost	2018 Proposed City Cost	2019 Proposed City Cost	2020 Proposed City Cost	2021 Proposed City Cost	2022-2026 Proposed City Cost	Total City 10 Year Cost
Water	Mockingbird Hills Subdivision Imps				$ 200,000		$ 900,000	**$ 1,100,000**
Water	Municipal Services Complex Expansion/Relocation	$ 700,000	$ 2,000,000					**$ 2,700,000**
Water	Network Infrastructure	$ 150,000						**$ 150,000**
Water	Old Bastrop Hwy Water McCarty to Posey			$ 1,000,000		$ 4,000,000		**$ 5,000,000**
Water	Old Ranch Road 12 Bike & Ped & Widening Project			$ 900,000				**$ 900,000**
Water	Pat Garrison Improvements from Comanche to Guadalupe			$ 15,000		$ 150,000		**$ 165,000**
Water	Primrose Way Water	$ 70,000	$ 345,000					**$ 415,000**
Water	Ramsay St. Reconstruction				$ 50,000		$ 200,000	**$ 250,000**
Water	Rattler Road Water Line Extension				$ 50,000		$ 500,000	**$ 550,000**
Water	Reclaimed Water System Expansion Ph. 1 (formerly Water Reuse System)	$ 3,425,000		$ 200,000	$ 2,300,000		$ 500,000	**$ 6,425,000**
Water	Red Sky Water Improvements		$ 200,000	$ 750,000				**$ 950,000**
Water	Soyars Storage Tank #2				$ 150,000	$ 1,800,000		**$ 1,950,000**
Water	Stagecoach to McCarty Water Tank				$ 300,000	$ 1,900,000		**$ 2,200,000**
Water	Staples Rd 12" Water Line		$ 2,000,000					**$ 2,000,000**
Water	SWTP Chlorine Dioxide Disinfection Conversion	$ 765,000						**$ 765,000**
Water	Travis St/Heritage Drainage Outfall		$ 250,000					**$ 250,000**
Water	Trunk Hill Tank						$ 1,790,000	**$ 1,790,000**
Water	Uhland Road Improvements	$ 34,000	$ 337,000					**$ 371,000**
Water	Victory Gardens Neighborhood Improvements Ph. II - South Section				$ 200,000		$ 1,500,000	**$ 1,700,000**
Water	Victory Gardens Subdivision Ph. I - North Section	$ 600,000						**$ 600,000**
Water	Water Improvements	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 750,000	**$ 1,500,000**
Water	Water Main Oversizing	$ 150,000		$ 150,000		$ 150,000	$ 300,000	**$ 750,000**
Water	Water Master Plan					$ 500,000		**$ 500,000**
Water	Water Pump Station Improvements	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 750,000	**$ 1,500,000**
Water	Water Supply - HCPUA		$ 5,300,000	$ 24,000,000		$ 36,500,000		**$ 65,800,000**
Water	Water System Improvements	$ 100,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 750,000	**$ 1,450,000**
Water	Willow Creek Water CCN Acquisition	$ 1,150,000						**$ 1,150,000**

	Project Name	2017 Proposed City Cost	2018 Proposed City Cost	2019 Proposed City Cost	2020 Proposed City Cost	2021 Proposed City Cost	2022-2026 Proposed City Cost	Total City 10 Year Cost
	Wastewater Fund	**$ 6,403,166**	**$ 6,516,500**	**$ 5,665,000**	**$ 16,350,000**	**$ 13,931,666**	**$ 51,384,000**	**$ 100,250,332**
Wastewater	Airport 10-inch/12-inch Wastewater Main				$ 335,000	$ 1,700,000		**$ 2,035,000**
Wastewate	Airport KDA & JDA Utilities & Drainage				$ 140,000		$ 1,400,000	**$ 1,540,000**
Wastewater	Basin SM-04 Sanitary Sewer Evaluation			$ 25,000				**$ 25,000**
Wastewater	Basin SM-06 Sanitary Sewer Evaluation						$ 105,000	**$ 105,000**
Wastewater	Basin SM-07 Sanitary Sewer Evaluation				$ 55,000			**$ 55,000**
Wastewate	Belvin Street Improvements			$ 75,000		$ 750,000		**$ 825,000**
Wastewate	Bishop Street Improvements			$ 40,000		$ 160,000		**$ 200,000**
Wastewate	Bishop Street Sidewalk Connection	$ 10,000						**$ 10,000**
Wastewater	Blanco River Village Lift Station (LS #21) and City Softball Fields Lift Station (LS #47) Decommissioning						$ 865,000	**$ 865,000**
Wastewater	Brown Terrace Wastewater Lift Station 20				$ 50,000			**$ 50,000**
Wastewater	Browne Terrace Lift Station (LS #20) Rehabilitation						$ 150,000	**$ 150,000**
Wastewater	Care Inn Wastewater Lift Station 5				$ 100,000			**$ 100,000**
Wastewate	Chestnut Street Improvements		$ 110,000		$ 360,000			**$ 470,000**
Wastewate	CM Allen Reconstruction							**$ -**
Wastewate	Coers Drive Improvements		$ 300,000					**$ 300,000**
Wastewate	Columbia Improvements			$ 725,000				**$ 725,000**
Wastewate	Disaster Recovery Infrastructure (every 5 yrs.)	$ 166,666				$ 166,666		**$ 333,332**
Wastewate	Downtown Reconstruction Ph. II			$ 100,000		$ 1,000,000		**$ 1,100,000**
Wastewater	East IH 35 WW Oversize			$ 400,000				**$ 400,000**
Wastewater	East Purgatory Creek 15-inch/18-inch Wastewater Interceptor				$ 350,000		$ 1,800,000	**$ 2,150,000**
Wastewater	East Side Interceptor 36-inch Wastewater		$ 300,000					**$ 300,000**
Wastewater	Ed JL Green Dr. 10-inch Wastewater Main		$ 85,000	$ 415,000				**$ 500,000**
Wastewate	Fiber Optic Infrastructure Expansions/Maintenance	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 274,000	**$ 674,000**
Wastewater	Gary Job Corp Lift Station (LS #46) Decommissioning						$ 4,860,000	**$ 4,860,000**
Wastewater	Gary Job Corp LS 46 Rehab				$ 300,000			**$ 300,000**
Wastewater	Hemphill Creek 12-inch, 24-inch, 27-inch Wastewater Main						$ 8,400,000	**$ 8,400,000**
Wastewater	Highway 80 Lift Station and 10-Inch Force Main			$ 1,000,000	$ 5,000,000			**$ 6,000,000**
Wastewater	Highway 80 Lift Station Expansion						$ 130,000	**$ 130,000**
Wastewate	Hopkins Street Improvements Project (Bishop to Moore)			$ 1,000,000				**$ 1,000,000**
Wastewate	Hopkins Street Improvements Project from Moore to Guadalupe				$ 130,000		$ 1,300,000	**$ 1,430,000**
Wastewate	Hutchison Street Parking Lot	$ 30,000						**$ 30,000**
Wastewater	Hwy 21 Wastewater Extension & Lift Station				$ 550,000	$ 2,800,000		**$ 3,350,000**
Wastewater	IH 35 Ellis to Wonderworld WW Improvements		$ 200,000		$ 2,000,000			**$ 2,200,000**
Wastewate	IH-35 Utility Relocations		$ 250,000		$ 2,500,000			**$ 2,750,000**
Wastewater	Kingswood and Sherwood Imps			$ 20,000		$ 200,000		**$ 220,000**

	Project Name	2017 Proposed City Cost	2018 Proposed City Cost	2019 Proposed City Cost	2020 Proposed City Cost	2021 Proposed City Cost	2022-2026 Proposed City Cost	Total City 10 Year Cost
Wastewater	Ladybird & Fenway Wastewater Main Replacement			$ 250,000		$ 1,200,000		**$ 1,450,000**
Wastewater	Linda Drive Improvements				$ 200,000		$ 2,000,000	**$ 2,200,000**
Wastewater	Main Lift Station (LS #1) Expansion				$ 300,000	$ 1,700,000		**$ 2,000,000**
Wastewate	Main Lift Station Force Main & Reclaimed Water Imps	$ 2,700,000						**$ 2,700,000**
Wastewate	Municipal Services Complex Expansion/Relocation	$ 700,000	$ 2,000,000					**$ 2,700,000**
Wastewate	Old Ranch Road 12 Bike & Ped & Widening Project			$ 450,000				**$ 450,000**
Wastewate	Pat Garrison Improvements from Comanche to Guadalupe			$ 10,000		$ 100,000		**$ 110,000**
Wastewate	Ramsay St. Reconstruction				$ 25,000		$ 75,000	**$ 100,000**
Wastewate	Reclaimed Water System Expansion Ph. 1 (formerly Water Reuse System)	$ 700,000						**$ 700,000**
Wastewate	Sessom Improvements from N LBJ to Comanche	$ 450,000	$ -		$ 2,200,000			**$ 2,650,000**
Wastewater	SSES & Repairs	$ 609,500	$ 609,500	$ 625,000	$ 625,000	$ 625,000	$ 3,125,000	**$ 6,219,000**
Wastewate	Travis St/Heritage Drainage Outfall		$ 200,000					**$ 200,000**
Wastewate	Uhland Road Improvements	$ 32,000	$ 207,000					**$ 239,000**
Wastewater	Upper Blanco River 24-Inch Wastewater Transfer Interceptor						$ 5,650,000	**$ 5,650,000**
Wastewate	Victory Gardens Neighborhood Improvements Ph. II - South Section				$ 200,000		$ 1,500,000	**$ 1,700,000**
Wastewate	Victory Gardens Subdivision Ph. I - North Section	$ 400,000						**$ 400,000**
Wastewater	Wallace Addition - Water and Wastewater Improvements	$ 75,000						**$ 75,000**
Wastewater	Wastewater Collection Improvements	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 750,000	**$ 1,500,000**
Wastewater	Wastewater Improvements	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 750,000	**$ 1,500,000**
Wastewater	Wastewater Lift Station Improvements	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 750,000	**$ 1,500,000**
Wastewater	Wastewater Master Plan				$ 400,000			**$ 400,000**
Wastewater	West Purgatory Creek 18-inch Wastewater Interceptor		$ 1,725,000					**$ 1,725,000**
Wastewater	WWTP 4.0 MGD AADF Expansion					$ 3,000,000	$ 17,500,000	**$ 20,500,000**

	Project Name	2017 Proposed City Cost	2018 Proposed City Cost	2019 Proposed City Cost	2020 Proposed City Cost	2021 Proposed City Cost	2022-2026 Proposed City Cost	Total City 10 Year Cost
	Drainage Fund	**$ 8,465,000**	**$ 8,940,000**	**$ 22,710,000**	**$ 21,965,000**	**$ 7,300,000**	**$ 37,650,000**	**$ 107,030,000**
Drainage	Airport KDA & JDA Utilities & Drainage				$ 140,000		$ 1,400,000	**$ 1,540,000**
Drainage	Airport Taxiway System, Ramp Rehab Design and Drainage Master Plan		$ 15,000					**$ 15,000**
Drainage	Belvin Street Improvements			$ 130,000		$ 1,300,000		**$ 1,430,000**
Drainage	Bishop Street Improvements			$ 220,000		$ 980,000		**$ 1,200,000**
Drainage	Bishop Street Sidewalk Connection	$ 75,000						**$ 75,000**
Drainage	Blanco Gardens Drainage		$ 2,025,000	$ 6,075,000				**$ 8,100,000**
Drainage	Blanco River Overflow Mitigation Analysis	$ 150,000	$ 2,500,000	$ 2,500,000	$ 20,000,000			**$ 25,150,000**
Drainage	Chestnut Street Improvements		$ 15,000		$ 50,000			**$ 65,000**
Drainage	Clarewood Drainage				$ 30,000		$ 200,000	**$ 230,000**
Drainage	CM Allen Reconstruction							**$ -**
Drainage	Coers Drive Improvements		$ 150,000					**$ 150,000**
Drainage	Columbia Improvements			$ 100,000				**$ 100,000**
Drainage	Corps of Engineers Flood Project Participation	$ 250,000	$ 180,000	$ 60,000			$ 28,000,000	**$ 28,490,000**
Drainage	Cottonwood Creek Detention Study				$ 150,000			**$ 150,000**
Drainage	Downtown Reconstruction Ph. II			$ 300,000		$ 3,000,000		**$ 3,300,000**
Drainage	Downtown Smartcode Water Quality Plan Implementation			$ 100,000	$ 100,000	$ 100,000	$ 200,000	**$ 500,000**
Drainage	Drainage Master Plan Update						$ 900,000	**$ 900,000**
Drainage	E. Aquarena Springs Drive Reconstruction			$ 50,000		$ 200,000		**$ 250,000**
Drainage	Farris Street Drainage		$ 50,000		$ 50,000	$ 200,000		**$ 300,000**
Drainage	Girard/Earle Drainage Improvements						$ 250,000	**$ 250,000**
Drainage	Hopkins Street Improvements Project (Bishop to Moore)			$ 2,500,000				**$ 2,500,000**
Drainage	Hopkins Street Improvements Project from Moore to Guadalupe				$ 100,000		$ 1,000,000	**$ 1,100,000**
Drainage	HUD DR Drainage Projects Feasibility/BCA	$ 350,000						**$ 350,000**
Drainage	Hughson Drive Drainage Improvements					$ 100,000	$ 300,000	**$ 400,000**
Drainage	Kingswood and Sherwood Imps			$ 30,000		$ 300,000		**$ 330,000**
Drainage	Leah Drive	$ 40,000	$ 360,000					**$ 400,000**
Drainage	Long Street Realignment						$ 250,000	**$ 250,000**
Drainage	Midtown - East Drainage Improvements	$ 1,750,000		$ 5,250,000				**$ 7,000,000**
Drainage	Mill Street Reconstruction	$ 750,000						**$ 750,000**
Drainage	NRCS Reservoir #5 Expansion Prel Engr Rpt				$ 125,000			**$ 125,000**
Drainage	Old Ranch Road 12 Bike & Ped & Widening Project			$ 500,000				**$ 500,000**
Drainage	Old RR12/Moore Street Reconstruction						$ 1,350,000	**$ 1,350,000**
Drainage	Ramsay St. Reconstruction				$ 50,000		$ 400,000	**$ 450,000**
Drainage	River Ridge Drainage	$ 1,425,000		$ 4,275,000				**$ 5,700,000**
Drainage	River Ridge Extension to Post Road				$ 200,000		$ 800,000	**$ 1,000,000**
Drainage	River Road Drainage Improvements	$ 200,000						**$ 200,000**
Drainage	River Road Pavement and Bank Stabilization	$ 300,000						**$ 300,000**

	Project Name	2017 Proposed City Cost	2018 Proposed City Cost	2019 Proposed City Cost	2020 Proposed City Cost	2021 Proposed City Cost	2022-2026 Proposed City Cost	Total City 10 Year Cost
Drainage	Schulle Creek Culvert Imp				$ 150,000	$ 1,000,000		**$ 1,150,000**
Drainage	Sessom Drive Bike/Ped and Peques Improvements	$ 350,000						**$ 350,000**
Drainage	Sessom Improvements from N LBJ to Comanche	$ 30,000			$ 200,000			**$ 230,000**
Drainage	Sessom/Academy Intersection Improvements			$ 500,000				**$ 500,000**
Drainage	Stormwater System Improvements	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 600,000	**$ 1,200,000**
Drainage	Travis St/Heritage Drainage Outfall		$ 1,700,000					**$ 1,700,000**
Drainage	Uhland Road Improvements	$ 375,000	$ 1,125,000					**$ 1,500,000**
Drainage	Various Drainage	$ 300,000	$ 700,000					**$ 1,000,000**
Drainage	Victory Gardens Neighborhood Improvements Ph. II - South Section				$ 300,000		$ 2,000,000	**$ 2,300,000**
Drainage	Victory Gardens Subdivision Ph. I - North Section	$ 2,000,000						**$ 2,000,000**
Drainage	William Pettus Drainage Improvements				$ 200,000			**$ 200,000**

	Project Name	2017 Proposed City Cost	2018 Proposed City Cost	2019 Proposed City Cost	2020 Proposed City Cost	2021 Proposed City Cost	2022-2026 Proposed City Cost	Total City 10 Year Cost
	Electric Fund	**$ 8,927,666**	**$ 8,775,000**	**$ 4,551,179**	**$ 1,533,247**	**$ 4,482,087**	**$ 6,941,702**	**$ 35,210,881**
Electric	Bishop Street Sidewalk Connection	$ 100,000						**$ 100,000**
Electric	Chestnut Street Improvements		$ 120,000		$ 400,000			**$ 520,000**
Electric	CM Allen Reconstruction							**$ -**
Electric	Coers Drive Improvements		$ 20,000					**$ 20,000**
Electric	Comprehensive Plan	$ 33,000		$ 100,000				**$ 133,000**
Electric	Customer Extensions - New Service	$ 458,000	$ 465,000	$ 471,179	$ 478,247	$ 485,421	$ 492,702	**$ 2,850,549**
Electric	Disaster Recovery Infrastructure (every 5 yrs.)	$ 166,666				$ 166,666		**$ 333,332**
Electric	Downtown Master Plan Update		$ 100,000					**$ 100,000**
Electric	Downtown Reconstruction Ph. II			$ 300,000		$ 3,000,000		**$ 3,300,000**
Electric	Electric Master Plan	$ 400,000						**$ 400,000**
Electric	Fiber Optic Infrastructure Expansions/Maintenance	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 274,000	**$ 674,000**
Electric	Hopkins Street Improvements Project (Bishop to Moore)			$ 2,500,000				**$ 2,500,000**
Electric	Hopkins Street Improvements Project from Moore to Guadalupe				$ 200,000		$ 2,000,000	**$ 2,200,000**
Electric	HT-10 Reconductor	$ 250,000						**$ 250,000**
Electric	Hutchison Street Parking Lot	$ 25,000						**$ 25,000**
Electric	Hwy 123 12" Water AC Line Replacement			$ 25,000		$ 75,000		**$ 100,000**
Electric	Long Street Realignment						$ 100,000	**$ 100,000**
Electric	LP-550 Reconductor		$ 240,000					**$ 240,000**
Electric	Municipal Services Complex Expansion/Relocation	$ 1,300,000	$ 4,000,000					**$ 5,300,000**
Electric	Network Infrastructure	$ 150,000						**$ 150,000**
Electric	Old Ranch Road 12 Bike & Ped & Widening Project			$ 350,000				**$ 350,000**
Electric	Old RR12/Moore Street Reconstruction						$ 2,200,000	**$ 2,200,000**
Electric	Pat Garrison Improvements from Comanche to Guadalupe			$ 50,000		$ 500,000		**$ 550,000**
Electric	Pole Replacement - Elect Power poles	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 375,000	**$ 750,000**
Electric	Reclaimed Water System Expansion Ph. 1 (formerly Water Reuse System)	$ 500,000						**$ 500,000**
Electric	Sessom Drive Bike/Ped and Peques Improvements	$ 1,250,000						**$ 1,250,000**
Electric	SM-170 Reconductor	$ 195,000						**$ 195,000**
Electric	SMEU Back Up Generator Installation	$ 95,000						**$ 95,000**
Electric	Street Light Replacement Program	$ 400,000	$ 500,000	$ 500,000				**$ 1,400,000**
Electric	Upgrade Redwood Substation Transformer RW-T2		$ 3,075,000					**$ 3,075,000**
Electric	Upgrade Redwood Substation Transformer RW-T3	$ 2,500,000						**$ 2,500,000**
Electric	URD Cable Replacement	$ 200,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000		**$ 600,000**
Electric	Victory Gardens Neighborhood Improvements Ph. II - South Section				$ 200,000		$ 1,500,000	**$ 1,700,000**
Electric	Victory Gardens Subdivision Ph. I - North Section	$ 750,000						**$ 750,000**
	General Fund Total	**$ 12,820,666**	**$ 18,855,000**	**$ 43,624,000**	**$ 37,023,000**	**$ 24,376,666**	**$ 67,744,000**	**$ 204,443,332**
	Water Fund Total	**$ 11,006,000**	**$ 13,007,000**	**$ 30,690,000**	**$ 13,340,000**	**$ 59,580,000**	**$ 18,380,000**	**$ 146,003,000**
	Wastewater Fund Total	**$ 286,666**	**$ 1,325,000**	**$ 3,880,000**	**$ 11,950,000**	**$ 6,856,666**	**$ 19,284,000**	**$ 43,582,332**
	Drainage Fund Total	**$ 8,465,000**	**$ 8,940,000**	**$ 22,710,000**	**$ 21,965,000**	**$ 7,300,000**	**$ 37,650,000**	**$ 107,030,000**
	Electric Fund Total	**$ 8,927,666**	**$ 8,775,000**	**$ 4,551,179**	**$ 1,533,247**	**$ 4,482,087**	**$ 6,941,702**	**$ 35,210,881**
	Grand Total All Funds	**$ 41,505,998**	**$ 50,902,000**	**$ 105,455,179**	**$ 85,811,247**	**$ 102,595,419**	**$ 149,999,702**	**$ 536,269,545**

THE CITY OF
SAN MARCOS

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

WATER RATE – SCHEDULE UW-1
(URBAN CUSTOMERS)

Applicable:

To any customer served through a single meter for water usage within the corporate limits of the City. Service will be furnished under this rate schedule subject to the established rules and regulations of the City covering this type of service.

Rate:

UW-1A: 5/8-3/4 Inch Water Meter:

Minimum Charge - $20.01
0 gallons to 6,000 gallons - $3.35 per 1,000 gallons or fraction thereof.
6,001 gallons to 9,000 gallons - $5.87 per 1,000 gallons or fraction thereof.
9,001 gallons to 12,000 gallons - $6.71 per 1,000 gallons or fraction thereof.
12,001 gallons to 20,000 gallons - $7.55 per 1,000 gallons or fraction thereof.
20,001 gallons to 50,000 gallons - $8.38 per 1,000 gallons or fraction thereof
Over 50,000 gallons - $10.06 per 1,000 gallons or fraction thereof.

UW-1B:1-Inch Water Meter:

Minimum Charge - $50.02
0 gallons to 4,000 gallons -$2.16 per 1,000 gallons or fraction thereof.
4,001 gallons to 10,000 gallons - $2.60 per 1,000 gallons or fraction thereof.
10,001 gallons to 25,000 gallons - $6.49 per 1,000 gallons or fraction thereof.
Over 25,000 gallons - $7.35 per 1,000 gallons or fraction thereof.

UW-1C: 1-1/2 Inch Water Meter:

Minimum Charge - $100.04
0 gallons to 8,000 gallons - $2.16 per 1,000 gallons or fraction thereof.
8,001 gallons to 10,000 gallons - $2.60 per 1,000 gallons or fraction thereof.
10,001 gallons to 25,000 gallons - $6.49 per 1,000 gallons or fraction thereof.
Over 25,000 gallons - $7.35 per 1,000 gallons or fraction thereof.

UW-1D: 2-Inch Water Meter and greater:

Minimum Charge - $160.06
0 gallons to13,000 gallons - $2.16 per 1,000 gallons or fraction thereof.
13,001 gallons to 25,000 gallons - $6.49 per 1,000 gallons or fraction thereof.
Over 25,000 gallons - $7.35 per 1,000 gallons or fraction thereof.

Single Point of Delivery:

The above rates are based upon the supply of water to the entire premises through a single delivery and metering point. A separate supply of water for the same consumer at other points of consumption shall be separately metered and billed.

CITY OF SAN MARCOS

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WATER RATE – SCHEDULE RW-1
(RURAL CUSTOMERS)

Applicable:

To any customer served through a single meter for water usage outside the corporate limits of the City. Service will be furnished under this rate schedule subject to the established rules and regulations of the City covering this type of service.

Rate:

RW-1A: 5/8-3/4 Inch Water Meter:

Minimum Charge - $25.02
0 gallons to 6,000 gallons - $4.20 per 1,000 gallons of fraction thereof.
6,001 gallons to 9,000 gallons - $7.33 per 1,000 gallons of fraction thereof.
9,001 gallons to 12,000 gallons - $8.38 per 1,000 gallons or fraction thereof.
12,001 gallons to 20,000 gallons - $9.43 per 1,000 gallons or fraction thereof.
20,001 gallons to 50,000 gallons - $10.48 per 1,000 gallons or fraction thereof
Over 50,000 gallons - $12.58 per 1,000 gallons or fraction thereof.

RW-1B: 1-Inch Water Meter:

Minimum Charge - $62.52
0 gallons to 4,000 gallons -$2.70 per 1,000 gallons or fraction thereof
4,001 gallons to 10,000 gallons - $3.24 per 1,000 gallons or fraction thereof.
10,001 gallons to 25,000 gallons - $8.11 per 1,000 gallons or fraction thereof.
Over 25,000 gallons - $9.19 per 1,000 gallons or fraction thereof.

RW-1C: 1-1/2 Inch Water Meter:

Minimum Charge - $125.05
0 gallons to 8,000 gallons - $2.70 per 1,000 gallons or fraction thereof
8,001 gallons to 10,000 gallons - $3.24 per 1,000 gallons or fraction thereof.
10,001 gallons to 25,000 gallons - $8.11 per 1,000 gallons or fraction thereof.
Over 25,000 gallons - $9.19 per 1,000 gallons or fraction thereof.

RW-1D: 2-Inch Water Meter and greater:

Minimum Charge - $200.08
0 gallons to13,000 gallons - $2.70 per 1,000 gallons or fraction thereof
13,001 gallons to 25,000 gallons - $8.11 per 1,000 gallons or fraction thereof.
Over 25,000 gallons - $9.19 per 1,000 gallons or fraction thereof.

Single Point of Delivery:

The above rates are based upon the supply of water to the entire premises through a single delivery and metering point. A separate supply of water for the same consumer at other points of consumption shall be separately metered and billed.

CITY OF SAN MARCOS

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WATER RATE – SCHEDULE LL-1
(LIFE LINE CUSTOMERS)

Applicable:

To any urban/rural customer who qualifies for financial assistance under the rules, regulations or guidelines promulgated by Community Action, Inc. of Hays, Caldwell and Blanco Counties.

LLW-1: 5/8 - 3/4 inch water meter (Urban)

First 6,000 gallons - Minimum Charge $20.01
6,001 gallons to 9,000 gallons - $5.87 per 1,000 gallons of fraction thereof.
9,001 gallons to 12,000 gallons - $6.71 per 1,000 gallons or fraction thereof.
12,001 gallons to 20,000 gallons - $7.55 per 1,000 gallons or fraction thereof.
20,001 gallons to 50,000 gallons - $8.38 per 1,000 gallons or fraction thereof
Over 50,000 gallons - $10.06 per 1,000 gallons or fraction thereof.

LLW-1: 5/8 - 3/4 inch water meter (Rural)

First 6,000 gallons - Minimum Charge $25.02
6,001 gallons to 9,000 gallons - $7.33 per 1,000 gallons of fraction thereof.
9,001 gallons to 12,000 gallons - $8.38 per 1,000 gallons or fraction thereof.
12,001 gallons to 20,000 gallons - $9.43 per 1,000 gallons or fraction thereof.
20,001 gallons to 50,000 gallons - $10.48 per 1,000 gallons or fraction thereof
Over 50,000 gallons - $12.58 per 1,000 gallons or fraction thereof.

All increments over 6,000 gallons to be billed at normal urban*/rural* customer rate.

Single Point of Delivery:

The above rates are based upon the supply of water to the entire premises through a single delivery and metering point. A separate supply of water for the same consumer at other points of consumption shall be separately metered and billed.

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WASTEWATER RATE – SCHEDULE US-1
(URBAN CUSTOMERS)

Applicable:

To any customer using wastewater services and being served through a single water meter, unless wastewater is separately measured, and within the corporate limits of the City. Service will be furnished under this rate schedule subject to the established rules and regulations of the City covering this type of service.

Rate:

US-1A:5/8-3/4 Inch Water Meter:

First 2,000 gallons - $24.04 Minimum Bill.
Over 2,000 gallons - $6.93 per 1,000 gallons or fraction thereof.

US-1B: 1-Inch Water Meter:

First 4,000 gallons - $48.01 Minimum Bill.
Over 4,000 gallons - $6.93 per 1,000 gallons or fraction thereof.

US-1C: 1-1/2 Inch Water Meter:

First 8,000 gallons - $95.99 Minimum Bill.
Over 8,000 gallons - $6.93 per 1,000 gallons or fraction thereof.

US-1D: 2-Inch Water Meter and greater:

First 13,000 gallons - $153.62 Minimum Bill.
Over 13,000 gallons - $6.93 per 1,000 gallons or fraction thereof.

Maximum Bill:

No additional charge will be applied to a single-family Residential Customers for volumes in excess of 9,000 gallons for the US-1A, US-1B, US-1C rate categories.

Single Point of Delivery:

The above rates are based upon the supply of water to the entire premises through a single delivery and metering point. A separate supply of water for the same consumer at other points of consumption shall be separately metered and billed.

Optional Methodology for Measurement of Use by Industrial Users:

An industrial user that uses a 2-inch or larger meter may submit a written request for the use of a methodology to determine the amount of wastewater services used other than metering of water or wastewater use. The methodology must be designed to charge the user for actual wastewater service use, and is subject to approval by the Director of Water/ Wastewater Utility Operations. If approved, the methodology will be used for a period of three years, subject to renewal upon submission by the user of a renewal request accompanied by updated methodology information, and approval by the Director of Water/ Wastewater Utility Operations. For this purpose, “industrial user” is defined as a manufacturing or industrial operation.

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

WASTEWATER RATE – SCHEDULE RS-1
(RURAL CUSTOMERS)

Applicable:

To any customer using wastewater services and being served through a single water meter, unless wastewater is separately measured, and within the corporate limits of the City. Service will be furnished under this rate schedule subject to the established rules and regulations of the City covering this type of service.

Rate:

RS-1A:5/8-3/4 Inch Water Meter:

First 2,000 gallons - $30.55 Minimum Bill.
Over 2,000 gallons - $8.65 per 1,000 gallons or fraction thereof.

RS-1B: 1-Inch Water Meter:

First 4,000 gallons - $60.00 Minimum Bill.
Over 4,000 gallons - $8.65 per 1,000 gallons or fraction thereof.

RS-1C: 1-1/2 Inch Water Meter:

First 8,000 gallons - $119.99 Minimum Bill.
Over 8,000 gallons - $8.65 per 1,000 gallons or fraction thereof.

RS-1D: 2-Inch Water Meter and greater:

First 13,000 gallons - $192.01 Minimum Bill.
Over 13,000 gallons - $8.65 per 1,000 gallons or fraction thereof.

Maximum Bill:

No additional charge will be applied to a single-family Residential Customers for volumes in excess of 9,000 gallons for the RS-1A, RS-1B, RS-1C rate categories.

Single Point of Delivery:

The above rates are based upon the supply of water to the entire premises through a single delivery and metering point. A separate supply of water for the same consumer at other points of consumption shall be separately metered and billed.

Optional Methodology for Measurement of Use by Industrial Users:

An industrial user that uses a 2-inch or larger meter may submit a written request for the use of a methodology to determine the amount of wastewater services used other than metering of water or wastewater use. The methodology must be designed to charge the user for actual wastewater service use, and is subject to approval by the Director of Water/ Wastewater Utility Operations. If approved, the methodology will be used for a period of three years, subject to renewal upon submission by the user of a renewal request accompanied by updated methodology information, and approval by the Director of Water/ Wastewater Utility Operations. For this purpose, “industrial user” is defined as a manufacturing or industrial operation.

CITY OF SAN MARCOS

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WASTEWATER RATE – SCHEDULE LL-1
(LIFE LINE CUSTOMERS)

Applicable:

To any urban/rural customer who qualifies for financial assistance under the rules, regulations or guidelines promulgated by Community Action, Incorporated of Hays, Caldwell and Blanco Counties.

Rate:

LLW-1: 5/8 - 3/4 inch water meter
Maximum bill - $24.04 (Urban)
Maximum bill - $30.05 (Rural)

Single Point of Delivery:

The above rates are based upon the supply of water to the entire premises through a single delivery and metering point. A separate supply of water for the same consumer at other points of consumption shall be separately metered and billed.

CITY OF SAN MARCOS

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SEWER SURCHARGE RATE
(SURCHARGE PARTICIPANT LIST CUSTOMERS)

Applicable:

To any non-domestic customer of the City of San Marcos sanitary sewer system that has higher levels of pollutants in their sewage waste than those contained in normal domestic waste and placed on the surcharge participant list. A customer on the surcharge participant list will have a sewer surcharge added to their monthly sewer bill.

Surcharge Rate:

COD Concentration (Milligram per Liter)
351 to 500 - $0.094 per pound.
501 to 600 - $0.156 per pound.
Over 600 - $0.316 per pound.

The rate is not incremental: The COD reading will determine the surcharge rate for a customer's entire discharge.

Surcharge Computation:

S = V * 8.34 * (COD-350) * Surcharge Rate

Definitions:

S – Surcharge in dollars that will appear on the monthly billing to customer.
V – Volume of monthly water usage in millions of gallons based upon the most recent twelve months average, or a minimum of six months average for new customers.
8.34 – Weight in pounds of a gallon of water.
COD (Chemical Oxygen Demand) – A measure of wastewater quality in milligrams per liter.
350 – Threshold level of COD for sewer surcharge.

City of San Marcos

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Drainage Utility Rates

Adopted Commercial Rate:

$7.43 per equivalent residential unit (ERU) per month. One ERU for commercial land use is determined to be 2,250 square feet of impervious cover.

Adopted Residential Rate:

Category	Lot Size	Drainage Charge
Residential - Small lot	0 - 6,000 square feet	$5.20 per month
Residential - Average lot	6,001 - 12,000 square feet	$8.32 per month
Residential - Large lot	Greater than 12,000 square feet	$9.53 per month

CITY OF SAN MARCOS

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ELECTRIC UTILITY RATES

Residential Rates

Customer Charge:	Single or Three Phase Service	$9.29
Energy Charge:	All Metered kWh, per kWh	$0.02080

Small General Service Rates

Customer Charge:	Single or Three Phase Service	$10.92
Energy Charge:	All Metered kWh, per kWh	$0.02080

Medium General Service Rates

Customer Charge:	Single or Three Phase Service	$49.14
Demand Charge:	All kW of billing demand, per kW	$3.61
Energy Charge:	All Metered kWh, per kWh	$0.01020

Large General Service Rates

Primary Voltage: (Greater than 600 volts, but less than 69,000 volts)

Customer Charge:	Single or Three Phase Service	$764.80
Demand Charge:	All kW of billing demand, per kW	$3.17
Energy Charge:	All Metered kWh, per kWh	$0.00810

Secondary Voltage: (Less than 600 Volts)

Customer Charge:	Single or Three Phase Service	$218.40
Demand Charge:	All kW of billing demand, per kW	$3.44
Energy Charge:	All Metered kWh, per kWh	$0.01020

Standard Power Cost Recovery Factor (PCRF) and Choose to Renew PCRF rates apply to Residential, Small General Service and Medium General Service customers.

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

A BRIEF DESCRIPTION OF LOCAL ORDINANCE AND STATE LAW

Proceedings to File a Budget:

30 days prior to the time City Council sets the Tax Levy-the City Manager will file with the City Secretary a Adopted Budget (See Sec. 8.02)

At the meeting City Council receives the Budget-Council shall fix a place and time for a public hearing on the adopted budget and cause it to be published in a local general circulation newspaper. (See 8.07 and 102.006 of the State Law)

Public Hearings:

At the Public Hearing, all interested persons shall be given an opportunity to be heard. (See Sec 8.07 and 102.006 of the State Law)

At a separate hearing, Council holds a public hearing on the property tax rate.

Adoption of the Budget:

After 14 days have lapsed since the public hearing on the budget, the City Council may adopt the budget and tax levying ordinances. (See Sec 8.09)

(Note: The Budget must be 15 days prior to the expiration of the current fiscal year; otherwise, the existing budget and tax levying ordinances become the ensuing fiscal year's budget and tax levying ordinances.) (See Sec 8.10)

Filing of the Budget:

The budget is to be filed with the County Clerk as prescribed by state law following adoption by City Council. (See Sec 8.11 and 102.011 of the State Law)

City of San Marcos

2016-17 Annual Budget

General Governmental Revenue by Source
Last Ten Fiscal Years

Fiscal Year	Licenses and Permits	Intergov-ernmental Revenue	Charges for Services	Fees and Penalties	Miscell-aneous Revenue	Tax Revenue	Total Revenue*
2006	930,496	2,942,569	4,539,296	1,404,734	355,039	33,532,369	45,307,524
2007	688,943	10,050,033	4,673,630	1,450,558	508,716	35,610,380	55,727,936
2008	813,976	4,168,351	4,941,970	1,504,429	955,223	39,303,487	54,277,765
2009	847,678	10,925,601	4,978,075	1,722,705	4,930,433	33,617,042	57,021,534
2010	821,853	5,254,713	4,954,980	1,851,308	2,727,638	36,401,012	52,011,504
2011	994,123	3,354,206	5,021,489	1,720,669	1,610,951	37,858,603	50,560,041
2012	1,039,855	11,443,228	5,235,552	1,738,142	1,719,287	39,630,897	60,806,961
2013	2,194,788	9,002,953	5,333,670	1,641,420	2,113,478	42,925,701	63,212,010
2014	2,280,529	10,583,927	5,442,092	1,431,419	2,508,033	45,695,630	67,941,630
2015	2,456,668	11,069,999	5,580,914	1,614,015	2,699,766	56,382,985	79,804,347

* Includes revenue of the General, Special Revenue, Debt Service, Capital Projects, and Permanent Funds.

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

GENERAL GOVERNMENTAL EXPENDITURES BY FUNCTION
LAST TEN FISCAL YEARS

Fiscal Year	General Government	Public Safety	Community Service	Debt Service	Capital Outlay	Total Expenditures*
2006	11,095,617	12,558,996	7,410,044	5,185,178	7,394,546	43,644,381
2007	17,011,106	13,355,986	8,362,801	6,022,980	17,832,454	62,585,327
2008	15,66l3,181	15,833,503	8,542,826	9,656,828	26,710,357	76,406,695
2009	14,983,807	16,962,418	8,071,623	12,008,742	27,655,480	79,682,070
2010	14,548,005	18,997,394	9,549,374	11,230,663	30,093,216	84,418,652
2011	15,750,709	20,291,056	9,453,846	12,374,097	15,259,308	73,129,016
2012	16,595,158	20,527,494	9,305,394	12,772,503	9,225,694	68,426,243
2013	16,234,004	22,636,788	12,507,187	12,745,843	13,091,604	77,215,426
2014	18,894,202	24,554,982	13,204,031	12,561,278	16,643,915	85,858,408
2015	17,265,118	26,537,571	13,895,842	12,550,859	13,786,208	84,035,598

* Includes expenditures of the General, Special Revenue, Debt Service and Capital Projects Funds.

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

TAX REVENUE BY SOURCE
LAST TEN FISCAL YEARS

Fiscal Year	Total Taxes	General Property Taxes-Includes Delinquent Interest and Penalties	Sales Taxes	Franchise Taxes	Other Taxes *	Mixed Drink Tax
2006	33,532,369	9,398,552	16,232,402	6,954,442	1,216,922	191,823
2007	34,505,803	9,590,359	16,517,956	6,783,349	1,448,101	211,795
2008	39,303,487	11,561,636	18,347,135	7,463,804	1,698,905	232,007
2009	34,300,653	12,102,219	17,989,392	1,036,785	2,927,368	244,889
2010	36,401,012	14,325,877	18,398,707	1,210,874	2,198,965	266,589
2011	37,858,603	14,260,359	19,854,399	1,184,223	2,296,276	263,346
2012	39,630,897	14,514,084	21,079,582	1,282,507	2,510,750	243,974
2013	42,925,700	15,271,649	22,852,364	1,703,869	2,805,274	292,544
2014	45,511,355	16,211,917	24,020,619	2,025,785	2,946,131	306,903
2015	56,382,985	18,591,333	25,876,303	8,177,576	3,373,681	306,903

Note: These revenues include those of the General, Debt Service and Hotel Occupancy Tax Funds.

* Includes Hotel Occupancy Tax

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

PROPERTY TAX LEVIES AND COLLECTIONS
LAST TEN FISCAL YEARS

Fiscal Year Ended	Taxes Levied for the Fiscal Year	Collected With the Fiscal Year of the Levy		Collections in Subsequent Years	Total Collections to Date	
		Amount Collected	Percentage of Levy		Amount	Percentage of Levy
2006	8,796,101	8,620,179	98.00%	160,671	8,780,850	99.83%
2007	9,590,359	9,455,292	98.59%	117,446	9,572,738	99.82%
2008	11,451,045	11,291,991	98.61%	134,259	11,426,250	99.78%
2009	12,147,748	11,964,114	98.49%	162,802	12,126,916	99.83%
2010	14,099,916	13,907,121	98.63%	162,544	14,069,665	99.79%
2011	13,970,763	13,809,687	98.85%	134,881	13,944,568	99.81%
2012	14,396,631	14,265,714	99.09%	89,509	14,355,223	99.71%
2013	15,105,625	14,978,410	99.16%	104,018	15,082,428	99.85%
2014	16,358,498	16,280,315	99.52%	48,976	16,329,291	99.82%
2015	18,034,695	17,926,661	99.40%		17,926,661	99.40%

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
LAST TEN FISCAL YEARS

	Real Property		Personal Property		Total		Ratio of Total Assessed to Total Estimated
Tax Year	Assessed Value	Estimated Actual Value	Assessed Value	Estimated Actual Value	Tax-Exempt Property	Estimated Actual Value	Actual Value
2006	1,939,132,089	1,939,132,089	441,477,940	441,477,940	340,976,008	2,039,634,021	100%
2007	1,989,713,898	1,989,713,898	440,441,736	440,441,736	263,175,949	2,166,979,685	100%
2008	2,179,929,050	2,179,929,050	477,501,560	477,501,560	380,495,763	2,276,934,847	100%
2009	2,508,719,271	2,508,719,271	499,821,131	499,821,131	385,175,216	2,623,365,186	100%
2010	2,401,078,222	2,401,078,222	538,901,712	538,901,712	435,944,478	2,504,035,456	100%
2011	2,452,170,753	2,452,170,753	548,200,983	548,200,983	367,414,019	2,452,170,753	100%
2012	2,456,366,767	2,456,366,767	595,247,414	595,247,414	205,308,589	2,846,305,592	100%
2013	2,676,859,874	2,676,859,874	631,435,988	631,435,988	214,525,982	3,093,769,880	100%
2014	2,948,389,031	3,579,469,064	617,783,622	617,955,010	172,298,816	3,394,045,225	100%
2015	3,180,039,768	3,299,525,551	658,337,706	638,579,710	151,260,304	3,667,359,174	100%

City of San Marcos

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Property Tax Rates and Tax Levies and All Overlapping Governments (Per $100 of Assessed Value) Last Ten Fiscal Years

Tax Rates by Jurisdiction

Fiscal Year	City		School District		County		Other (Special Road)	
	Ratio	Rate	Ratio	Rate	Ratio	Rate	Ratio	Rate
2006	100%	0.4702	100%	1.7000	100%	0.3790	100%	0.0710
2007	100%	0.5302	100%	1.3700	100%	0.3714	100%	0.0860
2008	100%	0.5302	100%	1.3700	100%	0.3714	100%	0.0801
2009	100%	0.5302	100%	1.3700	100%	0.4181	100%	0.0511
2010	100%	0.5302	100%	1.3500	100%	0.4248	100%	0.0444
2011	100%	0.5302	100%	1.3500	100%	0.4248	100%	0.0444
2012	100%	0.5302	100%	1.3500	100%	0.4252	100%	0.0438
2013	100%	0.5302	100%	1.4141	100%	0.4252	100%	0.0438
2014	100%	0.5302	100%	1.4141	100%	0.4252	100%	0.0438
2015	100%	0.5302	100%	1.4141	100%	0.4252	100%	0.0438

Tax Levies by Jurisdiction

Fiscal Year	City	School District	County	Other (Special Road)
2006	8,602,178	43,618,285	28,011,212	5,003,611
2007	9,590,359	46,711,271	31,123,253	5,731,207
2008	11,451,045	42,972,268	37,908,322	8,047,902
2009	13,817,898	44,729,436	45,182,723	5,490,118
2010	13,847,747	45,230,210	46,419,407	4,822,092
2011	14,313,845	45,305,383	47,750,395	4,911,395
2012	15,140,509	46,076,209	47,601,361	4,903,952
2013	15,173,314	47,395,022	49,503,000	5,099,000
2014	16,211,917	53,213,061	52,302,000	5,388,000
2015	19,444,338	8,655,415	60,515,291	6,278,606

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

REVENUE BOND COVERAGE
LAST TEN FISCAL YEARS

Fiscal Year	Gross Revenue	Maintenance and Operation Expense *	Net Revenue Available for Debt Service	Principal	Interest	Total	Coverage
			Water and Wastewater				
2006	26,318,349	12,782,882	13,535,467	3,140,000	3,045,435	6,185,435	2.19 %
2007	24,138,588	17,796,700	6,341,888	3,195,000	3,633,942	6,828,942	.93%
2008	28,352,029	19,568,829	8,783,200	3,620,000	3,383,614	7,003,614	1.25%
2009	26,279,549	19,637,393	6,642,156	4,065,000	4,531,610	8,596,610	.77%
2010	25,241,695	14,630,182	10,611,513	4,585,000	4,626,338	9,211,338	1.15%
2011	26,986,572	14,874,577	12,111,995	4,895,000	5,034,288	9,929,288	1.22%
2012	28,139,268	15,342,453	12,796,815	5,655,000	4,336,835	9,991,835	1.28%
2013	29,743,387	15,927,532	13,815,855	5,825,000	3,930,199	9,755,199	1.42%
2014	32,720,309	16,347,440	16,372,869	6,130,000	3,660,102	9,790,102	1.67%
2015	35,231,959	20,031,444	15,200,515	6,435,000	3,090,380	9,525,380	1.60%
			Electric				
2006	45,564,818	43,679,087	1,885,731	770,000	437,183	1,207,183	1.56 %
2007	45,038,579	40,134,868	4,903,711	790,000	414,457	1,204,457	4.07%
2008	49,787,885	48,713,986	1,073,899	825,000	451,891	1,276,891	.84%
2009	49,461,030	45,689,134	3,771,896	865,000	394,994	1,259,994	2.99%
2010	48,768,174	44,500,751	4,267,423	900,000	364,006	1,264,006	3.38%
2011	48,453,727	42,144,555	6,309,172	980,000	438,706	1,418,706	4.45%
2012	51,783,661	44,236,219	7,547,442	1,035,000	560,859	1,595,859	4.73%
2013	48,848,992	43,237,059	5,611,933	1,180,000	596,376	1,776,376	3.16%
2014	54,440,398	46,886,182	8,554,216	625,000	1,241,193	1,866,193	4.58%
2015	66,548,588	51,562,916	14,985,672	815,000	1,478,123	2,293,123	6.54%

* These expenses do not include depreciation expense.

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

REVENUE BOND COVERAGE
LAST TEN FISCAL YEARS

Fiscal Year	Gross Revenue	Maintenance and Operation Expense *	Net Revenue Available for Debt Service	Principal	Interest	Total	Coverage
			Drainage				
2006	1,068,207	338,748	729,459	170,000	274,973	444,973	1.64%
2007	1,424,761	577,461	847,300	175,000	266,998	441,998	1.92%
2008	1,373,094	811,057	562,037	315,000	349,000	664,000	.85%
2009	1,390,465	866,427	524,038	350,000	957,806	1,307,806	.40%
2010	1,478,191	871,308	606,883	595,000	786,466	1,381,466	.44%
2011	2,108,913	771,837	1,337,076	730,000	892,251	1,622,251	.82%
2012	2,553,844	1,113,528	1,440,316	775,000	822,308	1,597,308	.90%
2013	2,673,393	1,059,148	1,614,245	800,000	785,000	1,585,000	1.02%
2014	2,885,937	1,054,349	1,831,588	820,000	768,987	1,588,987	1.15%
2015	2,673,393	1,059,148	1,614,245	800,000	785,000	1,585,000	1.02%

* These expenses do not include depreciation expense.

CITY OF SAN MARCOS
2016-17 ANNUAL BUDGET

BUILDING PERMITS AT MARKET VALUE
LAST TEN FISCAL YEARS

Fiscal Year	Residences	Commercial	Industrial Building	Apartments and Townhouses	Public Buildings	Repairs and Maintenance	Total
2006	17,801,904	13,315,363	-	-	26,696,000	27,733,497	85,546,764
2007	15,600,385	100,895,334	2,666,667	23,233,333	26,666,667	51,583,767	220,646,153
2008	17,298,636	65,758,513	126,600	29,718,564	3,638,187	1,651,073	118,191,573
2009	20,567,997	64,038,321	112,152	24,846,389	5,387,660	767,017	115,719,536
2010	23,604,379	5,442,000	-	36,803,000	61,226,893	17,195,646	144,271,918
2011	22,094,851	12,420,000	200,000	19,187,176	6,692,709	10,700	60,605,436
2012	30,918,726	24,254,015	-	77,696,592	44,500	-	134,618,763
2013	29,657,470	7,777,822	-	40,000,000	-	150,000	77,585,292
2014	49,000,000	81,000,000	-	99,000,000	-	370,000	229,370,000
2015	41,727,959	137,921,965	190,000	20,397,560	4,991,779	370,000	205,599,263

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

CONSTRUCTION PERMITS
LAST TEN FISCAL YEARS

	New Commercial Construction *		New Single-Family Residential Construction *	
Fiscal Year	Number of Permits	Construction Dollar Value	Number of Units	Construction Dollar Value
2006	36	40,311,363	103	17,801,904
2007	32	153,462,001	97	15,600,385
2008	17	21,133,200	115	15,492,332
2009	18	24,983,000	135	18,271,217
2010	11	66,668,893	170	23,604,379
2011	52	24,305,000	151	20,522,933
2012	14	16,270,098	208	28,645,682
2013	186	47,777,822	224	29,657,470
2014	208	82,000,000	278	50,000,000
2015	28	110,086,866	263	41,207,332

Source:

* Construction permits, units and values.
Planning and Development Services Department
Building Inspection Division

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

SUMMARY OF OUTSTANDING WATER/ WASTEWATER UTILITY REVENUE DEBT
AS OF SEPTEMBER 30, 2016

Issue	Purpose	Interest Rate	Amount Issued	Issue Date	Maturity Date	Amount Outstanding
2006 Water & Sewer Revenue Bonds	Water and Sewer system improvements	4.81 %	7,915,000	06/02/2006	08/15/2036	2,615,000
2006A Water & Sewer Revenue Bonds	Water and Sewer system improvements	6.25 %	2,680,000	06/02/2006	08/15/2036	2,295,000
2008 Water & Sewer Revenue Bonds	Water and Sewer system improvements	4.97%	13,915,000	04/02/2008	08/15/2036	300,000
2009 Water & Sewer CO's	Water and Sewer system improvements	4.60%	23,455,000	06/15/2009	09/30/2029	1,775,000
2009 Water & Sewer Refunding Bonds	Water and Sewer refunding bonds	3.60%	12,020,000	06/15/2009	09/30/2020	4,250,000
2010 Water & Sewer Build America Bonds	Water and Sewer refunding bonds	3.49%	8,840,000	03/23/2010	09/30/2010	8,715,000
2010 General Obligation Bonds	Water and Sewer refunding bonds	2.70%	3,650,000	11/01/2010	09/30/2023	2,445,000
2011 General Obligation Bonds	Water and Sewer refunding bonds	3.56%	14,800,000	12/06/11	08/15/2031	10,590,000
2012 General Obligation Bonds	Water and Sewer refunding bonds	2.76%	6,905,000	02/29/2012	08/15/2022	6,265,000
2013 General Obligation Taxable	Water and Sewer Refunding Bonds	1.85%	11,870,000	04/12/2013	08/15/2020	9,570,000
2013 General Obligation Refunding	Water and Sewer refunding Bonds	3.64%	1,935,000	04/12/2013	08/15/2024	370,000
2013 Combination Tax & Revenue	Water and Sewer System Improvement	3.12%	4,315,000	04/12/2013	08/15/2033	4,035,000
2014 Combination Tax & Revenue	Water and Sewer System Improvement	3.07%	4,435,000	05/20/2014	08/15/2034	4,305,000
2014 General Obligation Refunding	Water and Sewer refunding Bonds	2.85%	5,935,000	06/15/2014	08/15/2026	5,375,000
2014 General Obligation Refunding Bonds	Waterworks and Sewer System Improvements	2.78%	11,440,000	12/18/2014	8/15/2027	11,440,000
2015 TWDB Waterworks & Wastewater Revenue Bonds	TWDB-CWSRF	2.86%	410,000	5/27/2015	8/15/2025	370,000
2015 Combination Tax & Revenue	Waterworks and Sewer System Improvement	3.43%	6,910,000	9/18/2015	9/30/2035	6,800,000
2016 General Obligation Refunding Bonds	Water and Sewer refunding bonds	2.20%	6,195,000	03/16/2016	09/30/2029	6,195,000
2016 Combination Tax & Revenue Bonds	Waterworks and Sewer System Improvements	3.14%	15,940,000	06/08/2016	09/30/2036	15,940,000
	Total Water/WW Utility Debt		$163,565,000			$ 103,650,000

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

SUMMARY OF OUTSTANDING ELECTRIC UTILITY REVENUE DEBT
AS OF SEPTEMBER 30, 2016

Issue	Purpose	Interest Rate	Amount Issued	Issue Date	Maturity Date	Amount Outstanding
2010 Combination Tax & Revenue	Build America Bond-Electric Utility Improvement	3.60%	1,640,000	03/08/2010	08/15/2030	1,250,000
2011 Combination Tax & Revenue	Electric Utility Improvements	3.56%	8,090,000	12/06/2011	08/15/2031	7,690,000
2012 GO Refunding Bonds	Revenue Refunding Bonds	2.76%	4,210,000	02/29/2012	08/15/2022	2,295,000
2013 Combination Tax & Revenue	Electric Utility Improvements	3.12%	3,120,000	04/12/2013	08/15/2033	2,870,000
2013 Utility Revenue Bonds	Electric Utility Improvements	3.80%	18,510,000	08/01/2013	11/01/2033	18,190,000
2014 Combination Tax and Revenue	Electric Utility Improvements	3.07%	1,750,000	05/20/2014	08/15/2034	1,625,000
2014 General Obligation Refunding Bonds	Revenue Refunding Bonds	2.85%	360,000	06/15/2014	08/15/2026	360,000
2015 Combination Tax and Revenue	Electric Utility Improvements	3.43%	3,705,000	09/18/2015	09/30/2035	3,565,000
2016 GO Refunding Bonds	Revenue Refunding Bonds	2.20%	75,000	03/16/2016	09/30/2036	75,000
2016 Combination Tax and Revenue	Electric Utility Improvements	3.14%	5,050,000	06/08/2016	09/30/2036	5,050,000
	Total Electric Utility Debt		$46,510,000			$43,600,000

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

SUMMARY OF OUTSTANDING DRAINAGE UTILITY REVENUE DEBT
AS OF SEPTEMBER 30, 2016

Issue	Purpose	Interest Rate	Amount Issued	Issue Date	Maturity Date	Amount Outstanding
2008 Combination Tax & Revenue	Constructing, reconstructing and improving drainage system	4.79%	11,960,000	04/02/2008	08/15/2027	130,000
2009 Combination Tax & Revenue	Constructing, reconstructing and improving drainage system	4.60%	23,455,000	06/15/2009	09/30/2029	885,000
2010 Combination Tax & Revenue	Build America Bonds System Improvements	3.60%	1,640,000	03/08/2010	08/15/2030	2,315,000
2010 GO Refunding Bonds	Refunding Bonds	2.70%	3,650,000	11/01/2010	09/30/23	1,545,000
2012 GO Refunding Bonds	Refunding Bonds	2.76%	2,145,000	02/29/2012	08/15/24	1,765,000
2013 Combination Tax & Revenue	System Improvement Bonds	3.12%	930,000	04/12/2013	08/15/2033	855,000
2014 Combination Tax & Revenue	System Improvement Bonds	3.07%	1,600,000	05/20/2014	08/15/2034	1,490,000
2014 General Obligation Refunding Bonds	Refunding Bonds	2.85%	855,000	06/15/2014	08/15/2026	855,000
2014A General Obligations Refunding Bonds	Refunding Bonds	2.78%	3,440,000	12/18/2014	08/15/2027	3,440,000
2015 Combination Tax & Revenue	Constructing, reconstructing and improving drainage system	3.43%	1,365,000	09/18/2015	09/30/2035	1,315,000
2016 Go Refunding Bonds	Refunding Bonds	2.20%	2,980,000	03/16/2016	09/30/2036	2,980,000
2016 Combination Tax & Revenue	System Improvement Bonds	3.14%	4,190,000	06/08/2016	09/30/2036	4,190,000
	Total Drainage Utility Debt		$ 59,835,000			$ 19,640,000

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

WATER/WASTEWATER UTILITY DEBT SERVICE REQUIREMENTS
SEPTEMBER 30, 2016

Fiscal Year		Principal		Interest		Total
2017		7,400,000		3,910,556		11,310,556
2018		7,745,000		3,565,718		11,310,718
2019		7,965,000		3,345,683		11,310,683
2020		8,195,000		3,116,836		11,311836
2021		5,995,000		2,867,920		8,862,920
2022		6,165,000		2,647,880		8,812,880
2023		6,295,000		2,431,407		8,726,407
2024		6,545,000		2,174,690		8,719,690
2025		6,805,000		1,890,256		8,695,256
2026		7,085,000		1,585,279		8,670,279
2027		7,350,000		1,326,918		8,676,918
2028		3,710,000		1,003,424		4,713,424
2029		3,850,000		861,378		4,711,378
2030		4,030,000		722,028		4,752,028
2031		2,535,000		575,695		3,110,695
`2032		2,640,000		476,828		3,116,828
2033		2,740,000		372,975		3,112,975
2034		2,535,000		264,455		2,799,455
2035		2,285,000		162,380		2,447,380
2036		1,780,000		68,300		1,848,300
		103,650,000		33,370,606		137,020,606

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

ELECTRIC UTILITY DEBT SERVICE REQUIREMENTS
SEPTEMBER 30, 2016

Fiscal Year		Principal		Interest		Total
2017		1,630,000		1,755,818		3,385,818
2018		1,835,000		1,680,465		3,515,465
2019		1,890,000		1,621,317		3,511,317
2020		1,950,000		1,563,335		3,513,335
2021		2,015,000		1,496,293		3,511,293
2022		2,095,000		1,424,173		3,519,173
2023		2,175,000		1,335,465		3,510,465
2024		2,270,000		1,243,475		3,513,475
2025		2,370,000		1,147,144		3,517,144
2026		2,465,000		1,050,285		3,515,285
2027		2,565,000		952,331		3,517,331
2028		2,665,000		850,370		3,515,370
2029		2,780,000		740,574		3,520,574
2030		2,895,000		627,510		3,522,510
2031		3,020,000		500,675		3,520,675
2032		2,625,000		360,613		2,985,613
2033		2,750,000		238,150		2,988,150
2034		2,655,000		109,600		2,764,600
2035		605,000		33,900		638,900
2017		345,000		10,350		355,350
		43,600,000		18,741,841		62,341,841

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

DRAINAGE UTILITY DEBT SERVICE REQUIREMENTS
SEPTEMBER 30, 2016

Fiscal Year		Principal		Interest		Total
2017		1,190,000		857,031		2,047,031
2018		1,245,000		793,187		2,038,187
2019		1,265,000		755,309		2,020,309
2020		1,320,000		714,962		2,,034,962
2021		1,360,000		666,271		2,026,271
2022		1,415,000		616,052		2,031,052
2023		1,465,000		565,308		2,030,308
2024		1,540,000		502,247		2,042,247
2025		1,635,000		429,015		2,064,015
2026		1,715,000		351,761		2,066,761
2027		1,785,000		289,472		2,074,472
2028		1,030,000		210,424		1,240,424
2029		1,060,000		170,447		1,230,447
2030		1,130,000		130,573		1,260,573
2031		480,000		89,950		569,950
2032		495,000		73,400		568,400
2033		515,000		56,150		571,150
2034		470,000		38,050		508,050
2035		370,000		21,500		391,500
2036		280,000		8,400		288,400
		21,765,000		7,339,511		29,104,511

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

LIST OF ACRONYMS

CA	Current Assets
CAFR	Comprehensive Annual Financial Report
CDBG	Community Development Block Program
CIP	Capital Improvement Program
CL	Current Liabilities
CO's	Certificates of Obligation Debt
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GBRA	Guadalupe-Blanco River Authority
GFOA	Government Finance Officers Association
GO's	General Obligation Debt
HCTAD	Hays County Tax Appraisal District
I&S	Interest and Sinking
LCRA	Lower Colorado River Authority
NRMSIRs	Nationally Recognized Municipal Securities Information Repositories
O&M	Operations and Maintenance
P&Z	Planning and Zoning Commission
RB's	Revenue Bonds
SEC	Securities and Exchange Commission
SMCISD	San Marcos Independent School District
SMPD	San Marcos Police Department
TML	Texas Municipal League
TSUSM	Texas State University – San Marcos
WIC	Women, Infants and Children Program Fund
W/WW	Water/ Wastewater Utility Fund

CITY OF SAN MARCOS

2016-17 ANNUAL BUDGET

GLOSSARY OF TERMS

ACCOUNT - A code made up of numbers used to classify how specific dollar amounts come into the City or how they are being spent.

ACCRUAL BASIS OF ACCOUNTING – A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

AD VALOREM TAX - A tax levied on the assessed value of real property (also known as "property taxes").

AMORTIZE - To provide for the gradual extinguishment of (as a mortgage) usually by contribution to a sinking fund at the time of each periodic payment.

APPROPRIATION - A specific amount of money authorized by City Council to make expenditures and incur obligations for specific purposes, frequently used interchangeable with "expenditures".

ASSESSED VALUATION - A value that is established for real and personal property for use as a basis for levying property taxes.

AUDIT - A comprehensive examination as to the manner in which the government's resources were actually utilized, concluding in a written report. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals.

BALANCE SHEET - A financial statement that discloses the assets, liabilities, reserves and balances of a specific governmental fund as of a specific date.

BASIS DIFFERENCES – Differences that arise through the employment of a basis of accounting for budgetary purposes that differs from the basis of accounting prescribed by GAAP for a given fund type.

BASIS OF ACCOUNTING – The timing of recognition, that is, when the effects of transactions or events should be recognized for financial reporting purposes. For example, the effects of transactions or events can be recognized on an accrual basis (that is, when the transactions or events take place), or on a cash basis (that is, when cash is received or paid). Basis of accounting is an essential part of measurement focus because a particular timing of recognition is necessary to accomplish a particular measurement focus.

BOND - A written promise to pay a specific sum of money, called the face value or principal amount, at a specific date or dates in the future, called the maturity date, together with periodic interest at a specified rate.

BONDED DEBT - The portion of indebtedness represented by outstanding bonds.

BUDGET - A plan of financial operation specifying expenditures to be incurred for a given period to accomplish specific goals, and the means of financing them.

BUDGET CALENDAR - The schedule of key dates or milestones which the City departments follow in preparation, specific goals, and the means of financing them.

BUDGETARY BASIS OF ACCOUNTING – The method used to determine when revenues and expenses are recognized for budgetary purposes.

BUDGET DOCUMENT - The official plan showing how the City finances all of its services.

BUDGET YEAR - From October 1st through September 30th, which is the same as the fiscal year.

BUDGETARY CONTROL - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CAPITAL EXPENDITURE – An expense for a major asset or improvement as shown in the Capital Improvement Program. The amount usually exceeds $50,000.

CAPITAL IMPROVEMENTS PROGRAM - A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years. Examples include land, improvements to land, easements, buildings, building improvements, and infrastructure.

CASH BASIS OF ACCOUNTING – Basis of accounting that recognizes transactions or events when related cash amounts are received or disbursed.

CASH MANAGEMENT - The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

CDBG - Community Development Block Grant - Federal HUD entitlement funds to meet a variety of needs of low income citizens including housing, infrastructure, equipment, facilities and public services.

CERTIFICATE OF OBLIGATION (C.O.) - Legal debt instruments used to finance capital improvement projects. Certificates of obligation are backed by the full faith and credit of the government entity and are fully payable from a property tax levy. Certificates of obligation differ from general obligation debt in that they are approved by the City Council and are not voter approved.

CERTIFIED TAX ROLL - A list of all-taxable properties, values and exemptions in the City. The Hays County Appraisal District establishes this roll.

CONTINGENCY - The appropriation of reserve funds for future allocation in the event specific budget allotments have expired and additional funds are needed.

CURRENT TAXES - Taxes that are levied and due within the ensuing fiscal year.

DEBT SERVICE - The payment of principal and interest on borrowed funds.

DEBT SERVICE FUNDS - Used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DELINQUENT TAXES - Taxes remaining unpaid after January 31st.

DEPARTMENT - An administrative division of the City having management responsibility for an operation or a group of related operations within a functional area.

DEPRECIATION - The decrease in value of physical assets due to use and the passage of time.

ENCUMBRANCE – Commitments related to unperformed (executory) contracts for goods or services.

ENTERPRISE FUND - A fund used to account for operations financed and operated in a manner similar to private business enterprises in that they are self supported by user fees. These funds use full accrual accounting.

ESTIMATED REVENUE - The amount of revenue expected to be collected during the year.

EXPENDITURE - The incurring of liability, payment of cash, or the transfer of property for the purpose of acquiring an asset or service or settling a loss.

EXPENSE - A charge incurred in an accounting period, whether actually paid in that accounting period or not.

FISCAL YEAR - October 1st through September 30th of each year.

FIXED ASSETS - Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

FRANCHISE FEE - A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, natural gas, water, wastewater, and cable television.

FULL ACCRUAL ACCOUNTING - A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they are incurred.

FULL FAITH AND CREDIT - A pledge of the general taxing power of the City to repay debt obligations. This term is typically used in reference to general obligations bonds.

FULL TIME EQUIVALENT (F.T.E.) - A quantifiable unit of measure utilized to convert hours worked by part-time, seasonal or temporary employees into hours worked by full-time employees. Full-time employees work 2080 hours annually. A part-time employee working 1040 hours annually represents a .5 FTE.

FUND - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein. Funds are usually established to account for activities of a certain type.

FUND BALANCE - The excess of assets

over liabilities for governmental funds.

GAAP - Generally Accepted Accounting Principles.

GENERAL FUND - The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BONDS - Bonds that finance a variety of public projects such as streets, buildings, and capital improvements. The repayment of these bonds is usually made from the General Fund. They are backed by the full faith and credit of the City.

GENERAL OBLIGATION DEBT - The supported bonded debt, which is backed by the full faith and credit of the City.

GOAL - A long-term, attainable target for an organization Vision of the future.

GOVERNMENTAL FUND - It refers to the General Fund, all Special Revenue Funds and the Debt Service Fund.

GRANT - Contributions or gifts of cash or other assets from another government to be used for a specific purpose, activity or facility.

INDIRECT COSTS – Those costs that are fully expensed within one fund or division that can be allocated to another fund or division. i.e., Human Resources is fully expensed to the General Fund but services relate to the Electric Utility Fund as well.

INFRASTRUCTURE - Substructure or underlying foundation of the City (e.g. streets, utility lines, water and wastewater facilities, etc.)

INTERGOVERNMENTAL REVENUES - Revenues received from another governmental entity, such as county, state or federal governments.

INVENTORY - A detailed listing of property currently held by the City.

LEVY - To impose taxes, special assessments, or service charges for the support of City activities.

LINE ITEM BUDGET - A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) Separately along with the dollar amount budgeted for each specified category.

LIMITED TAX NOTES – Short-term, interest-bearing note issued by a government in anticipation of tax revenues to be received at a later date. The note is retired from the tax revenues to which it is related.

LONG-TERM DEBT - Any unmatured debt that is not a fund liability with a maturity of more than one year.

MODIFIED ACCRUAL ACCOUNTING – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

NON-OPERATING EXPENDITURES - The costs of government services which are not directly attributable to a specific City program or operation. An example includes debt service obligations.

NON-OPERATING REVENUES - The incomes received by the government which are not directly attributable to providing a service. An example would be interest on investments.

O & M - Operations and Maintenance

OBJECTIVES - A specific, measurable and observable result of an organization's activity which advances the organization toward a goal.

OPERATING BUDGET - A financial plan that presents expenditures for the fiscal year and estimates of revenue to finance them.

OPERATING TRANSFERS - Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

POLICY - A plan, course of action or guiding principle, designed to set parameters for decisions and actions.

PROPERTY TAX - Taxes that are levied on both real and personal property according to the Property's valuation and tax.

RESERVE - An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

RETAINED EARNINGS - The accumulated earnings of an Enterprise or Internal Service Fund which have been retained in the fund and which are not reserved for any specific purpose.

REVENUE - All money received by a government other than expense refunds, capital contributions, and residual equity transfers.

REVENUE BONDS - Bonds whose principle and interest are payable exclusively from user fees.

RISK MANAGEMENT - An organized effort to protect the City's assets against loss, utilizing the most economical methods.

ROUTINE CAPITAL OUTLAY – Vehicles and other equipment with a value in excess of $5,000 and an expected life of more than three years.

SOURCES OF REVENUE - Revenues are classified according to their source or where they originate.

SPECIAL REVENUE FUNDS - Funds used to account for the proceeds of specific revenue sources (other that special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specific purposes.

TAX BASE - The total value of all real and personal property in the City as of January 1st of each year, as certified by the Appraisal Review Board.

TAX LEVY - The total amount of taxes imposed by the City on taxable property, as determined by the Hays County Tax Appraisal District.

TAX RATE - The tax rate is set by Council and is made up of two components; debt service and operations rates.

TIMING DIFFERENCES – Differences between the budgetary basis of accounting and GAAP that occur when the period used for budgeting differs from the period used for GAAP reporting (e.g., a special revenue fund that uses a grant-year budget rather

than a fiscal-year budget).

TRUST AND AGENCY FUNDS - Funds used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

UNEARNED REVENUE – A type of deferred revenue account used in connection with resources that have not yet been earned.

UNENCUMBERED FUND BALANCE - For budget purposes, the unencumbered fund balance is the amount of undesignated fund balance of a fund, which is available for allocation.

UNREALIZED REVENUES – Term used in connection with budgeting. The difference between estimated revenues and actual revenues.

WORKING CAPITAL – Current assets less current liabilities.