

THIS BUDGET WILL RAISE MORE TOTAL PROPERTY TAXES THAN LAST YEAR'S BUDGET BY \$2,977,405 OR 10.6%, AND OF THAT AMOUNT \$560,210 IS TAX REVENUE TO BE RAISED FROM NEW PROPERTY ADDED TO THE ROLL THIS YEAR.

TAX RATE	ADOPTED FY 2019	ADOPTED FY 2018
PROPERTY TAX RATE	.6139	.6139
EFFECTIVE TAX RATE	.5899	.5252
EFFECTIVE M&O RATE	.6406	.5532
ROLLBACK RATE	.6596	.6228
DEBT RATE	.2262	.2539

COUNCIL MEMBER	9-18-18 VOTE
JOHN THOMAIDES	YES
LISA PREWITT	YES
SAUL GONZALES	YES
ED MIHALKANIN	YES
JANE HUGHSON	YES
SCOTT GREGSON	YES
MELISSA DERRICK	YES



# CITY OF SAN MARCOS

## 2017-18 ANNUAL BUDGET

### CITY COUNCIL

JOHN THOMAIDES.....	MAYOR
LISA PREWITT.....	PLACE 1
SAUL GONZALES.....	PLACE 2
ED MIHALKANIN.....	PLACE 3
JANE HUGHSON.....	PLACE 4
SCOTT GREGSON.....	PLACE 5
MELISSA DERRICK.....	PLACE 6

### APPOINTED OFFICIALS

BERT LUMBRERAS.....	CITY MANAGER
MICHAEL COSENTINO.....	CITY ATTORNEY
JAMIE CASE.....	CITY CLERK
JOHN P. BURKE, JR.....	MUNICIPAL COURT JUDGE

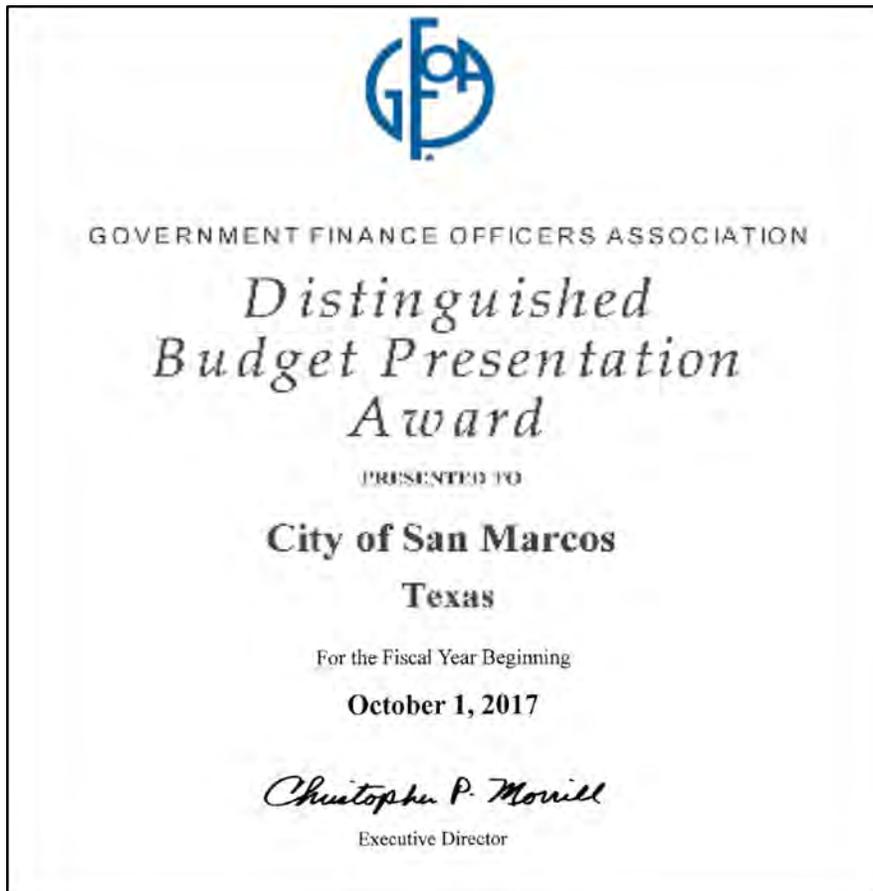
### CITY MANAGER’S OFFICE

COLLETTE JAMISON.....	ASSISTANT CITY MANAGER
-----------------------	------------------------

### BUDGET DOCUMENT PREPARATION

STEVE PARKER.....	ASST CITY MANAGER/CHIEF FINANCIAL OFFICER
HEATHER HURLBERT, CPA, CGFO.....	DIRECTOR OF FINANCE
MELISSA NEEL.....	ASSISTANT DIRECTOR OF FINANCE





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, 2017.

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.



# CITY OF SAN MARCOS

## 2018-19 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*



**TO:** Honorable John Thomaides & Members of the City Council  
**FROM:** Bert Lumbreras, City Manager  
**SUBJECT:** 2018-2019 Adopted Budget  
**DATE:** September 18, 2018

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I am honored to present the adopted Fiscal Year 2018-2019 City of San Marcos Operating Budget and Capital Improvements Plan. This budget is structurally balanced, with operating revenues meeting operating expenditures. 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 Spring 2018. 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 Fiscal Year 2019 Adopted Budget uses the Strategic Initiatives set by City Council in 2018 as a framework. These Strategic Initiatives are the top priorities for the upcoming fiscal year:

- ✓ Workforce Housing
- ✓ Public Transit
- ✓ Stormwater Management
- ✓ Community Partnership
- ✓ City Facilities

The development of the adopted budget reflects the local and regional economic projections which have continued to remain extremely strong over the past several years. San Marcos and the surrounding areas have been recognized as one of the fastest growing areas in the United States. Property tax appraisals have increased by 11 percent for Fiscal Year 2019 and the City is seeing indications of continued growth for the future with the addition of residential developments, business growth, and continued economic development opportunities.

The General Fund continues to grow due to strong property valuation growth and increased sales tax collections. The average home value continues to increase with the strong residential growth. The average home value for Fiscal Year 2019 is \$183,527, an increase of \$14,700 or 8.7% from Fiscal Year 2017.

The City continues to move forward with the projects approved by voters in the May 2017 bond election. The Library expansion, renovation of the Police Department, and the

Fire Training facility are currently in design and the City expects to break ground on these projects during the fiscal year. In addition, the Public and Community Services combined facility, which will combine the operations of the Water/Wastewater Utility, Drainage Utility, Electric Utility, Transportation, and Community Services crews into one location, is in design and construction is expected to begin during the fiscal year.

The Water/Wastewater Utility continues to move forward to secure the future water supply for the next 50 years. Rates have been increased steadily, in small annual increments, over the past 5 years in preparation for this project. The first phase of the project of building a water line between Kyle, Buda and San Marcos is under construction and the second phase will begin in fiscal year 2020.

The Electric Utility continues to serve the City while improving infrastructure and expanding the utility to accommodate the growth in the area. This has been achieved without the need for a rate adjustment over the past several years.

San Marcos experienced major flooding during 2015 and additional smaller flood events over the past several years. The City was awarded \$32.2 million in Community Development Block Grant-Disaster Recovery (CDBG-DR) funding to fund selected projects and for use in community and housing needs. In Fiscal Year 2018 the City was notified that it will receive another \$24M in CDBG-DR funding for infrastructure projects. In addition to the CDBG-DR funding, City Council increased the Drainage Utility rate 15% to provide funding for additional drainage/storm water projects across the City.

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,

Bert Lumbreras  
City Manager

# Executive Summary

The fiscal year 2019 proposed budget totals \$229,293,482 and meets the highest standards in budgeting as expected by the community. The budget represents a partnership between City Council and staff responding to the Council’s vision for the community.

Staff used the City Council’s Budget Policy Statement and Strategic Initiatives as a guide for developing the proposed budget. These Strategic Initiatives are:

- Workforce Housing
- Public Transit
- Stormwater Management
- Community Partners
- City Facilities

The Executive Summary explains the key choices and decisions made during the budget process to meet the priorities and guidelines established by City Council for the major City funds.

## Budget Overview

The adopted budget of \$229,369,260 is an increase of \$15.2 million or 7.1% from the adopted fiscal year 2018 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, economic development agreements, 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.

### 2018/2019 Annual Budget Expense Summary

	FY 2018 Original Budget	FY 2019 Adopted Budget	Dollar Change	Percent Change
General Fund	73,277,859	80,659,797	7,381,938	10.07%
Debt Service Fund	17,393,311	19,515,550	2,122,239	12.20%
Special Revenue Funds	10,574,294	12,228,134	1,653,840	15.64%
Permanent Funds	-	-	-	0.00%
Enterprise Funds	112,808,152	116,965,779	4,157,628	3.69%
Total	214,053,615	229,369,260	15,315,646	7.16%

## 2018/2019 Annual Budget Revenue Summary

	FY 2018	FY 2019		
	Original	Adopted	Dollar	Percent
	Budget	Budget	Change	Change
General Fund	71,380,287	80,378,645	8,998,358	12.61%
Debt Service Fund	18,903,348	18,529,078	(374,270)	-1.98%
Special Revenue Funds	9,550,409	10,804,060	1,253,651	13.13%
Permanent Funds	4,000	3,000	(1,000)	-25.00%
Proprietary Funds	114,311,751	117,496,741	3,184,990	2.79%
<b>Total</b>	<b>214,149,795</b>	<b>227,211,525</b>	<b>13,061,729</b>	<b>6.10%</b>

## 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 \$52.2 million, or 22.8% of total expenses. The percentage in 2018 was 23.5%. 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

## 2018/2019 Annual Budget Fund Balance Summary

	Actual	Approved	Revised	Adopted
	FY 2016-17	FY 2017-18	FY 2017-18	FY 2018-19
Beginning Fund Balance	49,969,601	50,148,165	50,148,165	54,341,186
Total Revenues	189,143,252	214,149,795	217,741,289	227,211,525
Total Expenses	188,964,688	214,053,615	213,548,268	229,369,260
Ending Fund Balance	50,148,165	50,244,346	54,341,186	52,183,450
Percentage	26.54%	23.47%	25.45%	22.75%

# General Fund

## Revenues

Property Tax-The property tax rate is proposed to remain at 61.39 cents per \$100 valuation for fiscal year 2019. This rate reflects the increase of 8.37 cents per \$100 valuation adopted in fiscal year 2018. This increase was the result of the bond election that voters approved in the May 2017 bond election for debt service of and operational expenses for public safety and library expansion projects. The taxable property base increased by \$485M and new improvements were \$91.3M of that total. This budget will raise \$3.0M more in total property tax revenue than last year's budget, and of that \$560K is due to new construction.

Sales Tax-The sales tax revenue of \$35.7.0M includes a 2% increase to the base sales taxes (\$305K), 2% increase to the sales taxes attributed to the Tanger and Prime Outlet Malls (\$109K), and revenues generated by the new Best Buy Call Center located in San Marcos (\$7.7M).

Franchise Fees-Franchise fee revenue includes revenue produced by the increase from 7% to 8% in the franchise fees collected from the City owned electric and water/wastewater utilities.

All Other Revenues-All fees will be increased by the annual CPI calculated at 3% for FY19. Cost of service studies are in progress for fees charged by Community Services. These results will be brought forward in the consolidated fee schedule adopted with the budget.

The Community Enhancement Fee is proposed to increase by .50 cents per month to fund additional code enforcement officers and the increase in hours for the community enhancement technicians. This will continue to advance the enhancement of the City.

## Expenses

Expenses have increased by \$7.4M including:

- 4.5% increase to sworn Fire and Police through the 4<sup>th</sup> year extension of the 2016 Meet and Confer contract
- 5% increase for Health Insurance
- 4.5% FY19 Merit/COLA increase and full year of FY18 increase for all non-civil service employees
- Software Maintenance increases of \$187K
- EMS annual funding increase of \$80K
- Annual contracted services increases
- Economic development incentive increases including \$1.0M for a total budgeted rebate of \$5.8M for 75% of sales taxes generated by the Best Buy call center.

New expenses included:

- Part-time clerk in the City Clerk’s office partially funded by a reduction in the City Council’s operating expenses.
- Construction Specialist in Community Services partially funded by a reduction in the current facility maintenance budget
- Emergency Vehicle Technician in Fleet partially funded by a reduction in the current vehicle maintenance budget
- Acquisition Assistant partially funded by a reduction in contracted services
- FOG Enforcement Officer jointly funded by the General Fund and the Water/Wastewater Fund
- Veterinary Technician and part-time Volunteer Coordinator in Animal Services
- Senior Planner and Electrical Inspector in Development Services. The inspector will be jointly funded by the General Fund and the Electric Fund.
- School Resource Officer and Narcotics Officer in the Police Department. The School Resource Officer will be jointly funded by the City and the San Marcos Independent School District. The Narcotics Officer will be a mid-year hire.
- Eight firefighters to staff an additional squad that will operate out of an existing fire station.
- Two additional fire inspectors in the Fire Department
- Incremental increases for personnel and overtime in Finance and Engineering.
- Increase to operating expenses in Community Services Administration and Park Rangers
- Increase in maintenance for parks and greenspace/trails of \$50K
- Increase in contracted veterinarian services of \$35K to a full time level for Animal Services
- Increase in contracted environmental inspections in engineering of \$10K
- Workforce housing initiative of \$200K which is funded equally by the General Fund, Water/Wastewater Utility and Electric Utility

## Electric Fund

### Revenues

The current year rate modeling does not indicate a need for any rate adjustment so no rate adjustment is recommended by the Citizens Utility Advisory Board (CUAB) for the electric rates. Revenues are budgeted based on system and customer anticipated growth and historical trends.

### Expenses

The current rate supports the addition of \$460,800 in operating expenses and \$565,800 in capital expenses including:

- Metering Administrative Assistant
- Electrical Inspector that will be jointly funded by the General Fund and the Electric Fund.
- OMS, SCADA, Milsoft, CAD and GIS interfaces
- Increase of \$30K to the Energy Assistance funding
- Utility Analytics dashboard development

- Eaton Conference registration for Metering staff
- American Public Power Association dues
- Engineering and technical professional contracted services
- GPS unit and laptop replacement
- Automated vehicle locating for the Public Services fleet
- Hydrovac Machine

Expenses also include the temporary increase from 7% to 8% in the franchise fee paid to the General Fund.

## Water/Wastewater Fund

### Revenues

The current year rate modeling indicates a need for a 5% rate adjustment for Water and a 2% rate adjustment for Wastewater. This rate adjustment is recommended by the Citizens Utility Advisory Board (CUAB) and is consistent with the anticipated small steady increase in rate to support efforts to secure future water supplies through the year 2060 as a member of Alliance Regional Water Authority (ARWA). Revenues are budgeted based on system and customer anticipated growth and historical trends.

### Expenses

The current rate supports the addition of \$281,000 in operating expenses and \$293,000 in capital expenses including:

- Large meter testing program
- I & C Technician
- Equipment Operator
- Increase of \$30K to the Energy Assistance funding
- FOG Enforcement Officer jointly funded by the General Fund and the Water/Wastewater Fund
- 2 of 5 modules for Phase 2 Data Analytics System
- CCTV Van replacement
- Hydra-Stop valve insertion equipment
- Smart Cover remote monitoring system
- John Deere 4WD backhoe replacement

Expenses also include the temporary increase from 7% to 8% in the franchise fee paid to the General Fund.

## Stormwater Fund

## Revenues

The current year rate modeling indicates a need for a 15% rate adjustment to support needed capital improvement projects. Projects totaling \$66.1M have been identified as needed over the next 5 years to properly handle the storm water drainage in the City. This is the second year of a 5 year plan to adjust rates 15% per year to properly fund these projects. A comprehensive rate study is underway and new rate structures or levels may be brought back for implementation in FY2020. Revenues are budgeted based on system and customer anticipated growth and historical trends.

## Expenses

The proposed rate supports the addition of \$97,000 in operating expenses and \$301,000 in capital expenses including:

- Street Sweeper Operator
- Increased contracted services for MS4 program requirements
- Street Sweeper
- 18 yard dump truck
- Compact track loader

## Hotel Motel Fund

### Revenues

Revenues are budgeted to decrease \$215,000 from the FY18 budget. With the addition of almost 1,000 hotel rooms over the last 5 years, competition has increased and the average room rates have decreased. As a result, overall revenue has declined. Of the total \$3.7M in revenue collected, \$1.5M is dedicated to the debt service for the debt issued to fund the construction of the City of San Marcos Conference Center.

### Expenses

Expenses totaling \$3.8M have been reduced by \$375K from FY18. All programs and operating costs were reduced by 15.5% with the exception of personnel costs. This reduction is necessary to balance the budget with reduced revenue.

# Budget Discussion

## *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 have been limited to 5% for fiscal years 2015 and 2016, 7% for fiscal year 2017, and 5% for fiscal year 2018. For fiscal year 2018, analysis showed a 5% premium increase was sufficient 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 2015 agreement allowed both associations to extend the contract for another year without having to hold negotiations. The City and both the Fire and Police associations agreed on a 4.5% increase for fiscal year 2019.

## *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 conducted a compensation and classification study and evaluated the current market environment and to ensure the City continues to attract and retain quality employees. The result of the study showed that the merit and cost of living increases kept employee pay close to the current market with the exception of a few positions. These positions were adjusted during the fiscal year 2018 merit process. Fiscal year 2019 includes a 4.5% combined merit and cost of living increase for all non-civil service employees.

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

<b>COMPENSATION PROGRAM INCREASE BY FUND</b>					
	2015**	2016**	2017**	2018**	2019**
General Fund Non-Civil Service	\$406,800	\$413,734	\$443,850	\$465,830	\$534,600
General Fund Civil Service	107,500	1,000,000	397,000	532,570	554,000
Water/ Wastewater	62,400	60,183	71,490	79,650	90,900
Electric Utility	86,200	83,145	89,542	96,950	115,500
Drainage	3,100	9,992	7,920	10,950	14,600
Resource Recovery	2,432	2,160	2,973	5,390	7,100
WIC	26,400	22,829	23,538	25,200	28,900
Main Street/CVB	2,870	2,554	3,293	13,850	16,300
Transit	1,436	1,942	2,040	2,200	2,600
<b>TOTAL</b>	<b>\$699,138</b>	<b>\$1,596,539</b>	<b>\$1,041,646</b>	<b>\$1,232,590</b>	<b>\$1,364,500</b>
**Non-civil service increases given in April-6 months of expense					

*New Personnel*

**Code Compliance Officer (2)**

During the last City survey, code compliance was identified as a problem by citizens. These officers will be funded through an increase of 50 cents to the Community Enhancement Fee which is paid by all residents and businesses.

**Fat, Oil, and Grease (FOG) Compliance Officer**

As the City attracts more businesses, the workload of monitoring the discharge of fat, oil and grease into the City’s sanitary sewer system and inspecting the City’s Food Service Establishments (FSE) properties to ensure compliance with the City’s International Plumbing Code and Grease Trap Ordinances increases. The salary for this position is funded by the Water/Wastewater Utility with the operating expenses and training funded by the General Fund.

### **Veterinary Technician**

This position is crucial in facilitating the medical needs and health of animals in the care of City of San Marcos Animal Services, increasing the efficiency of our existing vet services. This position will greatly increase the number of animals we are able to prepare for placement, ensuring spay/neuter and additional medical services are timely and effective, increasing the live outcome for shelter animals.

### **Volunteer/Event Coordinator-Animal Shelter**

Volunteers are an integral part of shelter operations, aiding with behavior training, maintaining morale of pets in the shelter, assisting with events, participating in the foster program, shelter maintenance, etc. Having a volunteer coordinator to assist with training, and maintaining the volunteers is invaluable to the program running smoothly. A Volunteer Coordinator would recruit, manage and organize volunteers alongside the community outreach coordinator to help staff informational, adoption and community events.

### **Animal Shelter Technician-Part Time to Full Time**

Increasing the budgeted position from a part-time position to a full-time position will enable to the shelter to extend adoptions hours and increase live outcomes.

### **Narcotics Detective**

The detective will be part of the Hays County Narcotics Task Force which was formed in 1998 as a joint investigative venture between the Hays County Sheriff's Office and the San Marcos Police Department. The original unit consisted of 7 investigators, 3 of which were members of the San Marcos Police Department. This staffing level has not been increased since the Task Force was created. This position will help the Narcotics Division keep up with growth in caseload.

### **School Resource Officer**

This officer will work in partnership with SMCISD in the schools. The school district has requested additional campus officers over the last several years. SMCISD funds half of the personal cost of the officer.

### **Fire Rescue Squad (8 firefighters)**

This squad will utilize a smaller rescue squad type vehicle staffed with two firefighters to respond to EMS calls and other fire calls in place of, or in addition to, the larger aerial apparatus. These units would also be utilized to backfill stations when the assigned unit is out of district for training, other business, or on a prolonged incident.

### **Fire Inspector (2)**

These fire inspectors will be responsible for inspections of high hazard occupancy buildings including apartments, hotels, and places of assembly.

### **Construction Specialist**

Currently the City does not have dedicated facility maintenance staff. This position will perform general building maintenance, repairs, preventative maintenance and general construction tasks.

### **Emergency Vehicle Technician/Master Mechanic**

Emergency Vehicle Technician (EVT) mechanic is responsible for performing service, maintenance, repair, and preventative maintenance work on public safety apparatuses and other vehicles. This position is expected to reduce equipment down time by keeping maintenance and repair in house.

### **Senior Planner**

This position will manage the small area plans including public outreach, project management, reporting to boards and commissions and implementation of adopted plan elements. Small area plans are a council goal following the adoption of Code SMTX.

### **Acquisition Assistant**

Over the last 3 years the number of land purchases have quadrupled, easements acquisitions have gone up 800% and temporary rights acquisitions have tripled. This position will assist the Acquisitions Administration with these tasks along with focusing the on Council's strategic initiatives of City Facilities, Workforce Housing and Stormwater.

### **Administrative Clerk**

This position will assist the City Clerk with City Council members' administrative tasks.

### **Metering Administrative Assistant**

This position will provide for an administrative assistant in the Metering Department to better handle customer calls and dispatch metering crews.

### **Electrical Inspector**

Electrical inspector will work in the building inspections department to conduct all electrical inspections including commercial projects. With the growth in subdivisions, multifamily housing, and commercial properties the workload for electrical inspection and plan review continues to increase. The City currently does not have a Master Electrician in the inspector capacity and this position will provide that expertise.

### **Instrument & Controls Technician**

With the current and near future increase in number of wastewater lift stations, water stations and reclaim water stations the need to install, monitor, maintain and repair controls and SCADA systems continues to increase. This position will install, maintain and optimize the instrumentation and control systems utilized in treatment plant operations, water production/distribution and wastewater collections systems along with monitoring facility operations using Supervisory Control and Data Acquisition system (SCADA).

### **Equipment Operator II-Water Distribution**

This position participates in maintaining the City's water distribution system and assists in the supervision of crews with the primary focus of leak detection and repairs, hydrant and service line maintenance, GPS and mapping updates, CMMS data entry, leading the meter change out program, along with installing and performing preventative maintenance to water mains and services.

### **Street Sweeper Operator**

A robust street sweeping is the first line of defense in reducing pollutants and sediment from

entering the storm sewer system which in turn reduces overall O&M costs. As additional neighborhoods are constructed and additional curb miles added to the street sweeping routes an additional streets sweeper is needed to maintain the current level of sweeping and meet Council's goal of sweeping each street 2 times per year.

#### *City Beautification and Enhancement*

In recent years the City conducted several 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. 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 was set at \$1.00 per household and \$5.00 per business that receive any of the City's utilities. In fiscal year 2019 the fee has increased 50 cents per month for all customers which will generate approximately \$163,000 in additional revenue annually. The additional revenue generated by this increase will fund the addition of two code enforcement officers and a reclassification of two community enhancement technicians from 15 hours per week to 25 hours per week. The addition of this staff time will help in the implementation of a comprehensive Neighborhood Enhancement initiative program providing resources and support to the citizens of San Marcos to achieve more positive code compliance outcomes.

#### *Economic Development, Small Business Development, and Workforce Housing*

This year's budget allocates \$375,000 for economic and small business development along with \$214,000 for legislative representation with the expense being shared equally between the General Fund, Water/Wastewater Fund, and Electric Fund since development benefits all funds. In prior fiscal years the City 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. This fiscal year City Council appropriated the \$200,000 to support the Strategic Initiative of Workforce Housing. City Staff will bring a plan back to City Council during the fiscal year on how the money will be allocated in support of this initiative.

#### *Social Services*

City Council appropriated \$500,000 in social service program funding from the general fund for fiscal year 2019. 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.

#### *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) was 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 for fiscal year 2017, Council directed staff to begin negotiations to bring the CVB organization into the City as a city department. The integration of the CVB into the City as a City department was effective October 1, 2016.

Over the past several years the City has benefitted from the addition of approximately 1,000 hotel rooms to the City's inventory. In fiscal year 2018 the City experienced a decrease in revenue of \$145K compared to prior years as a result of lower average room rates produced by competition for room nights. We expect this trend to reverse, but the City took a conservative approach and reduced fiscal year 2019 budgeted expenses by 15.5% from the fiscal year 2018 budgeted amounts.

#### *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 was expanded to all funds in fiscal year 2017. The City expects to realize savings through reduced maintenance cost and improved fuel efficiency as a result of replacing older vehicles in the fleet.

The funding for capital outlay in the General Fund has increased incrementally over the last few fiscal year in an effort to build funding to an appropriate level with \$2,000,000 budgeted in fiscal year 2019 for new and existing positions and facilities. Incremental increases to the current funding 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, \$563,000 is allocated for replacement of equipment, software and vehicles including existing equipment financing, \$276,000 for recurring expenses related to meters, and \$50,000 for technology related projects.

In the Electric Utility, \$614,800 is allocated for replacement of equipment and vehicles including existing equipment financing, \$695,000 for recurring expenses related to transformers, meters, and customer extensions, and \$50,000 for technology related projects.

In the Drainage Utility, \$151,000 is allocated for replacement of equipment and vehicles including existing equipment financing.

#### *Cash Funded Capital Maintenance*

The fiscal year 2018 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 \$2,000,000
- Building Capital Maintenance \$ 200,000
- Parks Capital Maintenance \$ 200,000
- Technology Capital Maintenance \$ 200,000

*Capital Improvements Program – Certificate of Obligation Projects*

For the 2019 budget, projects were submitted by all departments and prioritized. Staff vetted all projects and totals were constrained based on the Engineering Department’s capacity for project management and the individual funds’ capacity. 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**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Total</b>
<b>General Fund</b>	19,385,000	18,112,000	23,560,000	\$61,057,000
<b>Water/Wastewater Fund</b>	40,298,000	19,976,000	55,823,000	\$116,097,000
<b>Stormwater Fund</b>	9,184,000	10,180,000	21,860,000	\$41,224,000
<b>Electric Fund</b>	10,444,000	11,776,000	8,117,000	\$30,337,000
<b>Total Projects</b>	<b>79,311,000</b>	<b>60,044,000</b>	<b>109,360,000</b>	<b>\$248,715,000</b>

*May 2017 Bond Election*

In May 2017 voters approved a \$32M bond package for public safety and library expansion. The projects include the Police Facility renovation, construction of a Fire Training Field, relocation of Fire Station #2, construction of a new Fire Station #8, and expansion of the Library. The total tax rate impact for construction of and operational expense for the projects was 8.37 cents. City Council chose to increase the full amount for fiscal year 2018. The initial debt was issued in spring of 2018. Revenues generated by the debt service portion of 4.60 cents will be used to pay future bond debt. The revenues generated by the operations portion of 3.77 cents will be held in reserve as a contingency for the projects or used for operating expenses related to the projects. Design is

underway on several of the project including the Library Expansion, Police Department renovation, and the Fire Training Field. The projects are expected to be completed within 5 years.

#### *Fund Balances*

In the Budget Policy Statement, the City Council directed that the Water/ Wastewater Utility, Stormwater Utility and General Fund meet a fund balance level of at least 25%. The Electric Utility maintains a fund balance equivalent to 60 days of operating expenses including the cost of purchase power. 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.

## **Individual Fund Discussion**

### **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.

2018/2019 Annual Budget General Fund Revenue Summary

	Actual FY 2016-17	Revised FY 2017-18	Adopted FY 2018-19	Percent of Total
Ad Valorem Tax	13,122,716	15,918,827	19,626,697	24.42%
Sales Tax	27,364,449	34,678,028	35,719,111	44.44%
Franchise Fees - City	6,216,633	7,766,248	8,186,363	10.18%
Franchise Fees - Other	1,377,943	1,504,869	1,534,194	1.91%
Other Taxes	749,776	803,999	834,977	1.04%
Licenses and Permits	2,300,319	3,256,971	2,939,239	3.66%
Fines and Penalties	1,267,097	1,354,458	1,448,666	1.80%
Interest Income	217,834	264,000	263,586	0.33%
Cultural and Recreational	715,316	743,541	785,411	0.98%
Other Agencies	512,669	585,572	691,068	0.86%
Current Services	777,730	732,133	941,763	1.17%
Other Revenue	932,043	1,158,267	1,095,281	1.36%
Reimbursements from Other Funds	5,159,558	5,840,893	6,312,291	7.85%
<b>Total</b>	<b>60,714,083</b>	<b>74,607,806</b>	<b>80,378,645</b>	<b>100.00%</b>

Ad Valorem Tax

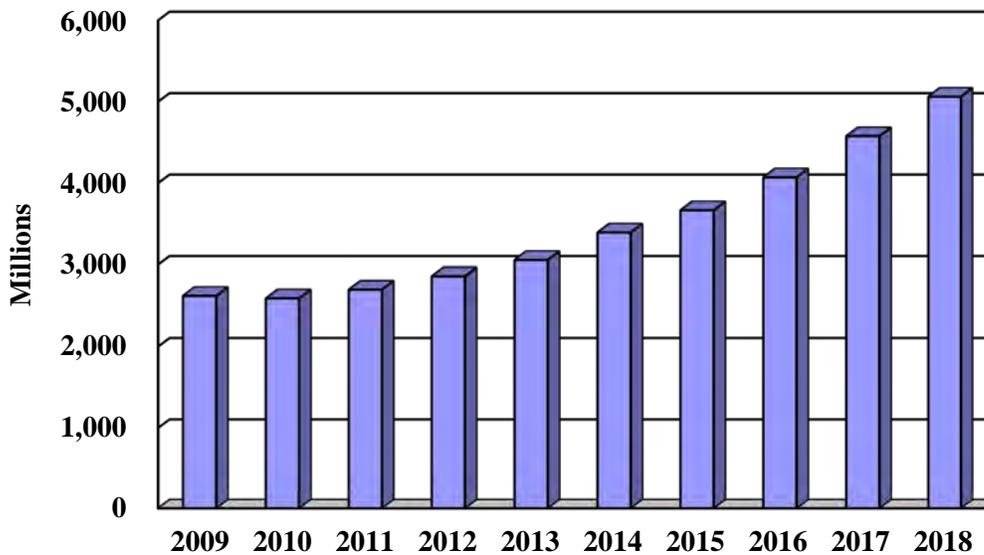
In the budget, property taxes represent 24.4% of total General Fund revenue. Property taxes are based on the assessed value of land, buildings and structures in the City as appraised by the Hays, Guadalupe, and Caldwell County Appraisal Districts. Certified assessed values in San Marcos are estimated at \$5.1 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 2018 is 61.39 cents per \$100 valuation. The tax rate was increased 8.37 cents to 61.39 cents in fiscal year 2018 as a result of the May 2017 bond election approved by voters for the construction of and operating expense for public safety and library facilities. The operations and maintenance tax rate will pay operations and maintenance (O&M) costs in the General Fund, producing revenues of \$19.6 million. The debt service rate is allocated to repay tax supported debt in the Debt Service Fund. The debt service revenue of \$11.5 million will be used to pay long-term debt. One-cent of the property tax rate will generate \$506,234 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)

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### Sales Taxes

Sales taxes represent 44.4% of total General Fund revenue projected for fiscal year 2019. 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 increased, 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 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%. The fiscal year 2017 collections fell below the fiscal year 2016 collections due to significant one-time revenue generated by the construction and purchase of construction materials and robotics for the Amazon Distribution Center in fiscal year 2016. Per the budget policy statement that was adopted by City Council, an estimate of 2% increase in base sales tax, 2% increase in sales taxes from the outlet malls, and 2% in sales taxes expected to be generated by the new Best Buy call center.

As sales taxes represent 44.4% 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 2019 estimate goes directly into General Fund balance or the budget can be amended to allocate these amounts. 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, Best Buy for 75% of sales tax revenues generated by the call center located in San Marcos 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.

<b>10-Year Sales Tax Collection History</b>			
<b>Fiscal Year</b>	<b>Annual Collection</b>	<b>Percentage Increase</b>	
<b>2008</b>	<b>18,347,135</b>	<b>5.4</b>	<b>%</b>
<b>2009</b>	<b>17,989,392</b>	<b>-1.9</b>	<b>%</b>
<b>2010</b>	<b>18,398,707</b>	<b>2.3</b>	<b>%</b>
<b>2011</b>	<b>19,854,399</b>	<b>7.9</b>	<b>%</b>
<b>2012</b>	<b>21,079,582</b>	<b>4.2</b>	<b>%</b>
<b>2013</b>	<b>22,852,364</b>	<b>8.4</b>	<b>%</b>
<b>2014</b>	<b>24,020,618</b>	<b>5.1</b>	<b>%</b>
<b>2015</b>	<b>25,876,302</b>	<b>8.3</b>	<b>%</b>
<b>2016</b>	<b>28,429,630</b>	<b>9.9</b>	<b>%</b>
<b>2017</b>	<b>27,364,449</b>	<b>-5.2</b>	<b>%</b>
<b>*2018</b>	<b>35,719,111</b>	<b>30.5</b>	<b>%</b>

\*Estimated

The half-cent sales tax alone is expected to generate \$11,906,000 in the next fiscal year, a sum that is equivalent to 23.52 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 23.52 cents more, or 84.91 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 \$9.7 million, or 12.1% of total General Fund revenues. The majority of this revenue source, \$8.2 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. City Council temporarily raised the franchise fees to 8% for fiscal year 2019.

The remaining portion of franchise fees, \$1.5 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.

<b>10-Year Building Permit History</b>			
<b>Fiscal Year</b>	<b>Building Permit Market Value</b>	<b>Percentage Increase/Decrease</b>	
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	%
2015	208,000,000	36.8	%
2016	161,000,000	-22.6	%
2017	274,000,000	70.0	%

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 2018 budgeted revenue from licenses and permits is \$2.9 million or 3.7% 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 2019 are budgeted at \$1.4 million, or 1.8% of total General Fund revenues. The City once again participated in the regional warrant round-up in March 2018. 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 2019 are budgeted at \$264,000 or .3% of total General Fund revenues. Anticipated interest earnings are based on market projections of interest rates, which have increased from the historic low rates seen since 2010. The current rate of return is approximately 1.5%. Some funds are invested over longer periods for a higher return and per the Investment Policy Reserve Funds can be invested up to 5-years.

### Cultural and Recreational

Total revenues from cultural and recreational services for fiscal year 2019 are budgeted at \$785,000 or 1.0% 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 \$85,000 per year that helps in the funding of the City Library. A fee study is scheduled to be updated in fiscal year 2019 with adjusted fees adopted in fiscal year 2020.

### Charges for Current Services

Total revenue from current services is estimated at \$941,000 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, and the Clean Community Fee which was increased 50 cents per month for all residents and businesses. Revenue projections are based on historical collection data.

### 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 \$1,100,000, or 1.4% 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, City of Buda and Hays County participate in the City's Regional Animal Shelter funding each year. That contribution commitment has been adjusted to reflect actual operating costs and is budgeted at \$454,000 in 2019.

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 \$6.3 million, or 7.9% 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 2018 are budgeted at \$73,277,900 a 11.2% increase from the adopted FY 2017 budget. General Fund departments include:

- **General Government** (City Manager, City Clerk, Communications, Human Resources, Finance and Legal)
- **Technology Services** (Information Technology, GIS)
- **Community Development** (Development Services Admin, Planning, Permit Center, Inspections, Engineering, Real Estate, and Library)
- **Public Safety** (Fire Service, Police Service, Municipal Court, and Office of Emergency Management)
- **Public Services** (Transportation Admin, Traffic Control, and Streets)
- **Neighborhood Enhancement** (Neighborhood Services, Animal Services, Community Enhancement, and Code Compliance)
- **Community Services** (CS Admin, Parks and Recreation, Activity Center, Grounds and Maintenance, Fleet, PARD Contracts, and Park Rangers)
- **General Services** (Social Services and Special Services)

2018/2019 Annual Budget  
General Fund Expenditure Summary by Department

	Actual FY 2016-17	Revised FY 2017-18	Adopted FY 2018-19	Percent of Total
General Government	6,079,001	6,427,585	6,955,708	8.62%
Technology Services	1,917,343	2,141,814	2,312,516	2.87%
Community Development	5,891,063	6,298,613	6,730,799	8.34%
Public Safety	25,680,111	25,651,294	28,239,971	35.01%
Public Services	4,728,653	5,251,691	5,454,521	6.76%
Neighborhood Enhancement	2,496,477	2,732,268	3,287,062	4.08%
Community Services	6,918,793	7,622,699	7,964,383	9.87%
General Services	9,390,634	17,185,978	19,714,838	24.44%
<b>Total</b>	<b>63,102,074</b>	<b>73,311,942</b>	<b>80,659,797</b>	<b>100.00%</b>

## 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 2019 is \$16.8 million or 25.0% of expenditures. This large fund balance represents our commitment to using best business practices and conservative revenue estimates.

## The Debt Service Fund

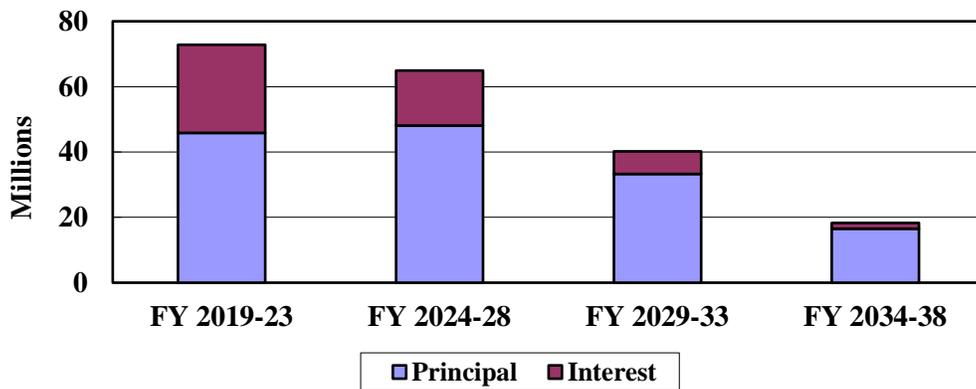
The Debt Service Fund is used to account for the debt service portion of property tax revenues received. Debt service taxes are specifically assessed for the payment of general long-term debt principal and interest. The use of a separate fund ensures that debt service tax revenues are not commingled 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, 36.8% of the revenue is allocated to debt service, while the remaining portion of 63.2% pays for operations and maintenance (O&M). The 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, \$0.2262 of the \$0.6139 property tax rate is dedicated to debt repayment. Principal and interest payments along with a portion of TIZ payments are budgeted at \$19.5 million but tax supported payments are budgeted at \$10.6M. The City’s total General Obligation outstanding principal debt is \$102.9 million as of September 30, 2018, including voter-authorized bond programs in elections held in 1998, 2005, and most recently in 2017. The City has refinanced the majority of older debt to take advantage of the lower interest rates. Maturity dates for individual bond issues are scheduled annually through 2038.

### 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

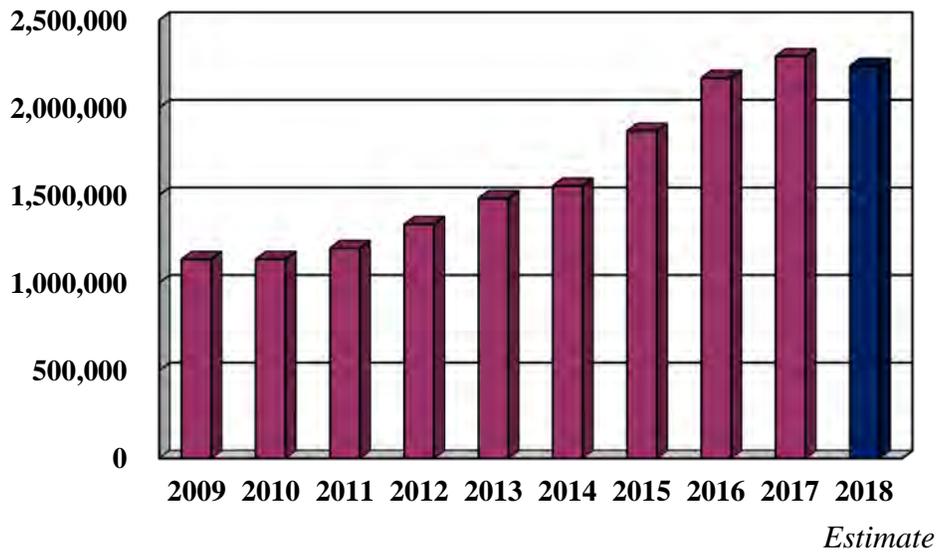
The Hotel Occupancy Tax Fund is used to account for a local bed tax of 7%. During fiscal year 2008, San Marcos residents approved an additional Venue Tax of 2% to pay for the debt related to the City’s Conference Center. Tax monies collected are used for tourist development activities in accordance with 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. Since fiscal year 2012, approximately 1,000 hotel rooms have been added with the majority being branded hotels. With the addition of the large number of

rooms, occupancy rates have remained steady but average room rates have decreased. As a result, revenue collected in fiscal year 2018 was \$145K less than the revenue collected in fiscal year 2017. We expect this trend to reverse, but the City took a conservative approach and kept budgeted revenue unchanged from the amount forecasted to be collected in fiscal year 2018. Unrestricted occupancy tax revenues are budgeted at \$2.1 million. Revenue generated by the Embassy Suites has been reduced to forecasted fiscal year 2018 amounts.

### 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 2017, the Convention and Visitors Bureau (CVB) was 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 fiscal year 2017 Visioning, Council directed staff to bring the CVB organizations into the City as a city department. Effective October 1, 2016 the CVB is part of the City organization.

Due to the reduction in revenue in fiscal year 2018, cost savings measures were put into place to ensure expenses would not exceed revenues. Appropriations (excluding personnel) for fiscal year 2019 were reduced 15.5% from fiscal year 2018 levels to reduce expenses to match reduced revenue.

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

<b>Program</b>	FY 2018 Adopted	FY 2019 Adopted
Convention & Visitors Bureau	1,563,000	1,442,000
Arts Commission	250,000	211,000
Main Street Program	366,000	354,000
Tanger Marketing Program	150,000	127,000
Conference Building Repairs	10,000	10,000
CAF Repairs	0	0
Tourist Account	5,000	0
Downtown Marketing Coop	30,000	25,000
Eco Tourism	40,000	34,000
Sports Tourism	60,000	51,000
Mural Funding	35,000	30,000
Transportation	5,000	0
<b>TOTAL</b>	<b>2,514,000</b>	<b>2,284,000</b>

## 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 \$650,000, an increase of \$87,000 from the prior fiscal year.

## 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 \$2.0 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, specific police projects and enhancements, and purchase of specialized equipment and software.

## 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 \$239,000 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 \$180,000 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 \$25,000. 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 \$5,000.

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 \$36,000.

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 \$18,000.

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 \$1,308,000.

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 \$224,000.

The Tax Increment Reinvestment Zone #4 Kissing Tree Development Fund was established in 2011. This fund tracks property tax revenues from the City and Hays County which are specifically restricted for the repayment of improvements to the developers. The restricted property tax revenues are estimated to be \$108,000.

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 \$1,100,000.

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 \$1,257,000.

## 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:

<b>Capital Improvements Program</b>				
<b>Project List</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Total</b>
<b>Airport</b>				
Airport - City Facilities	100,000			\$100,000
Airport - Relocation of Electric Vault			150,000	\$150,000
Airport - Taxiway System, Ramp Rehab Design	124,000		200,000	\$324,000
<b>Parks and Public Buildings</b>				
Activity Center Splash Pad/Playground			150,000	\$150,000
Charles S. Cock House Repairs	80,000			\$80,000
City Facilities HVAC Replacement		150,000		\$150,000

City Facility Parking Lots		150,000		\$150,000
City Facility Renovations	695,000			\$695,000
City Hall Reconstruction	65,000	935,000	7,000,000	\$8,000,000
City Park - ADA Playground		100,000	1,000,000	\$1,100,000
Gary Softball Complex Renovation- Existing Fields		1,250,000		\$1,250,000
Household Hazardous Waste Renovations		50,000	700,000	\$750,000
Hutchison Street Lot	155,000			\$155,000
Library Expansion & Renovation	6,750,000	6,750,000		\$13,500,000
Nature Center			300,000	\$300,000
PARD Maintenance Facility		250,000		\$250,000
Park Development of Undeveloped Park Land		500,000	500,000	\$1,000,000
Parks - ADA Access to River	50,000	500,000		\$550,000
Pat Garrison Improvements from Comanche to Guadalupe		75,000		\$75,000
Price Center	125,000			\$125,000
Public Svs/Comm Svs Complex - Fleet and FF&E			1,100,000	\$1,100,000
San Marcos River Bike and Pedestrian Trail	287,000			\$287,000
Sheltered Bus Stops	80,000		80,000	\$160,000
<b>Development Services</b>				
Heritage Neighborhood Imps			400,000	\$400,000
<b>CIP General Funds</b>				
Airport - FM 110 Connection Drive			1,000,000	\$1,000,000
Belvin Street Improvements	60,000		600,000	\$660,000

Bishop Street Improvements	20,000	400,000		\$420,000
CAMPO Southwestern Hays Sub-Regional Study	200,000			\$200,000
Comanche/Hopkins Intersection Improvements		50,000		\$50,000
Critical Utility Security	50,000	50,000	50,000	\$150,000
Downtown Reconstruction Ph. II - LBJ: Purgatory Creek to Hopkins		540,000		\$540,000
E. Aquarena Springs Drive Reconstruction	100,000		500,000	\$600,000
Ed JL Green Dr Imps		220,000		\$220,000
Guadalupe Street Improvements	2,000,000			\$2,000,000
Hays Street/Hwy 123 Intersection Imps			6,000	\$6,000
Hopkins Sidewalk Widening CM Allen to Thorpe	75,000			\$75,000
Hopkins Street Improvements Project (Bishop to Moore)	1,800,000			\$1,800,000
Hopkins Street Improvements Project from Moore to Guadalupe			300,000	\$300,000
Hwy 123 12" Water AC Line Replacement	25,000		100,000	\$125,000
Kingwood and Sherwood Imps		70,000		\$70,000
Linda Drive Improvements	200,000			\$200,000
Mockingbird Hills Subdivision Imps		750,000		\$750,000
Purgatory Creek Improvements		1,000,000		\$1,000,000
Ramsay St. Reconstruction		150,000	300,000	\$450,000
Sessom Creek Bank Stabilization And Wastewater Replacement From N.LBJ to Canyon Road	50,000			\$50,000
Sessom/Academy Intersection Improvements	600,000			\$600,000
Sunset Acres Subdivision Study	200,000		1,500,000	\$1,700,000
Transportation Oversize	100,000	100,000	100,000	\$300,000

## Public Safety

Fire Department New Station District #8		350,000	4,150,000	\$4,500,000
Fire Department New Station District# 11			1,000,000	\$1,000,000
Fire Department Relocation Station #2	4,600,000			\$4,600,000
Fire Department Replacement Brush Truck #2 (52-319)		250,000		\$250,000
Fire Department Replacement Engine (52-614)		785,000		\$785,000
Fire Department Training Airport Facility		2,000,000		\$2,000,000
Public Safety Mobile Video Technology			600,000	\$600,000
Traffic Signal Synchronization and Improvement Project	125,000	125,000	226,000	\$476,000

## Information Technology

Disaster Recovery Infrastructure (every 5 yrs.)			166,666	\$166,666
Fiber Optic Emergency Replacements	50,000			\$50,000
Fiber Optic Infrastructure Expansions	117,000	80,000	80,000	\$277,000
Network Cabling Infrastructure for City Facilities - Bond	100,000		300,000	\$400,000
Public Svs/Comm Svs Complex – Technology Infrastructure Fiber & Monopole tower	150,000			\$150,000
Storage Area Network (SAN) replacement - IT		200,000		\$200,000

## Streets

Downtown Alley Reconstruction		80,000	800,000	\$880,000
Downtown Pedestrian Safety & Comfort Improvements	200,000	200,000	200,000	\$600,000
Surface Water Treatment Plant Access	50,000			\$50,000
<b>Total Projects</b>	<b>19,383,000</b>	<b>18,110,000</b>	<b>23,558,666</b>	<b>\$61,051,666</b>

# 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.

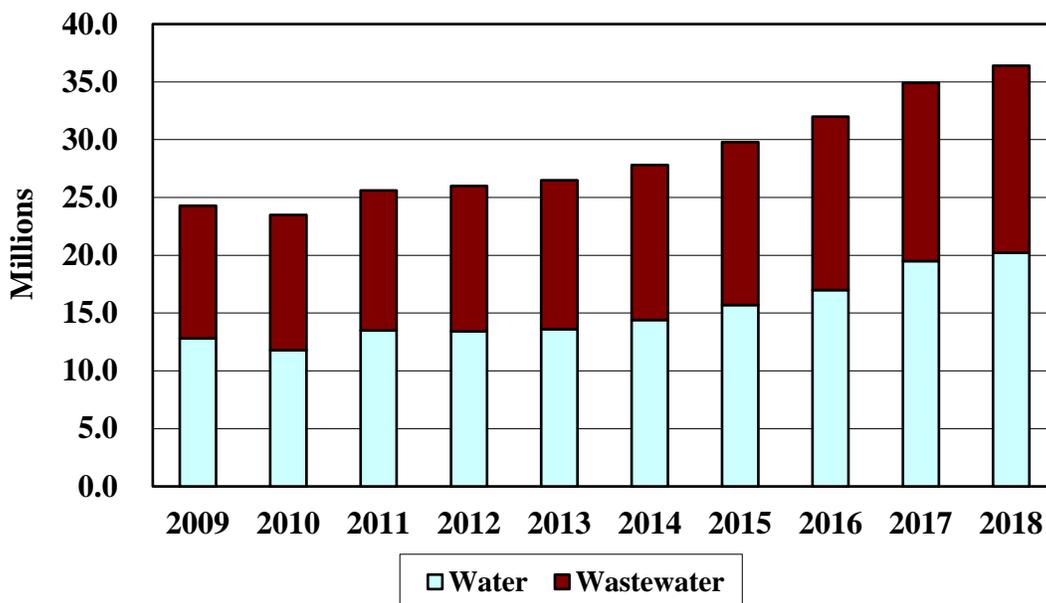
## Water and Wastewater Utility Fund

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 \$43.2 million. Revenues from water service are estimated at \$20.8 million and wastewater revenues are estimated at \$18.7 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 2018. For the 2019 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 Alliance Regional Water Authority (ARWA), formally Hays Caldwell Public Utility Authority (HCPUA).

**2018/2019 Annual Budget  
Water/ Wastewater Utility Fund Revenue Summary**

	Actual FY 2016-17	Revised FY 2017-18	Adopted FY 2018-19	Percent of Total
Water Service	19,481,780	20,156,749	20,788,214	48.13%
Wastewater Service	15,433,001	16,243,297	18,671,906	43.23%
Effluent Sales	436,805	474,800	426,009	0.99%
Pretreatment Charges	544,237	705,228	712,280	1.65%
Interest Income	226,232	238,000	238,000	0.55%
Penalties	319,675	347,233	357,650	0.83%
Service Charges	192,936	196,243	202,130	0.47%
Connection Charges	228,757	298,676	307,636	0.71%
Debt Service Reimbursement	526,926	450,820	500,000	1.16%
Other Revenue	805,380	1,128,239	988,711	2.29%
<b>Total</b>	<b>38,195,730</b>	<b>40,239,285</b>	<b>43,192,537</b>	<b>100.00%</b>

*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 2019 appropriations for the Water/ Wastewater Utility Fund operating and capital expenditures are \$42.8 million, which is a \$3.4 million or 8.6% increase from fiscal year 2018. The increase is primarily 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 Instrument and Control Technician 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 2019, the cost of these shared departments and special projects is \$4.0 million. Reimbursement from the Water/Wastewater fund is \$1.7 million.

The Alliance Regional Water Authority (ARWA), formally Hays Caldwell Public Utility Authority, 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.

2018/2019 Annual Budget  
Water/ Wastewater Utility Fund Expense Summary by Category

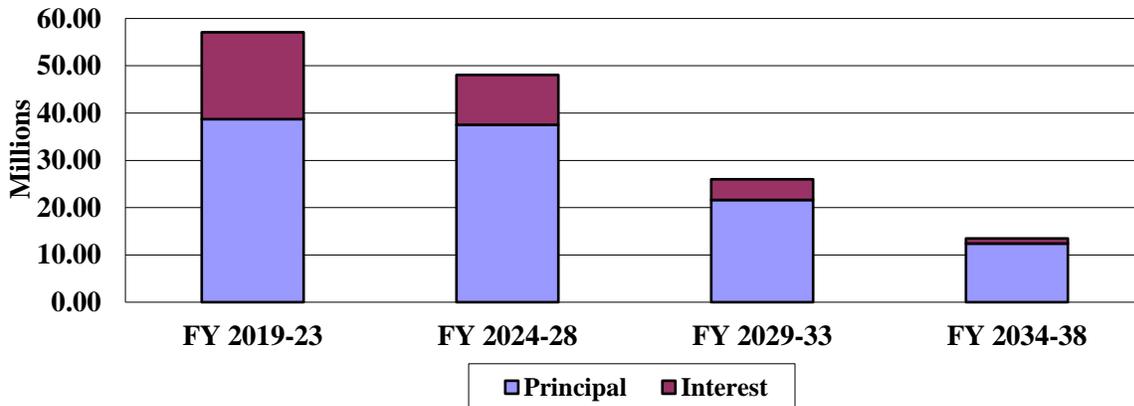
	Actual FY 2016-17	Revised FY 2017-18	Adopted FY 2018-19	Percent of Total
Personnel	4,442,962	4,741,099	5,006,311	11.68%
Contracted Services	8,942,956	10,517,334	10,998,524	25.66%
Materials and Supplies	1,174,495	1,395,330	1,444,818	3.37%
Other Charges	8,195,658	9,098,055	9,760,729	22.78%
Operating Transfers	57,626	69,856	137,607	0.32%
Capital Outlay	693,727	400,000	343,000	0.80%
Transfer to Capital Reserves	2,050,000	1,500,000	1,800,000	4.20%
Rate Stabilization Fund	-	-	-	0.00%
Debt Service	11,160,096	12,367,199	13,364,310	31.18%
<b>Total</b>	<b>36,717,519</b>	<b>40,088,872</b>	<b>42,855,299</b>	<b>100.00%</b>

*Debt Service*

Debt service in the Water/Wastewater Fund is budgeted at \$13.4 million. The total outstanding debt of the utility system is \$110.0 million as of September 30, 2018. 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 \$10.1 million or 25.0% 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 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. Over the past four years the rate has been adjusted as follows: 2014-5%, 2015-5%, 2016-12%, and 2017-10%. In fiscal year 2018 City Council set a plan to

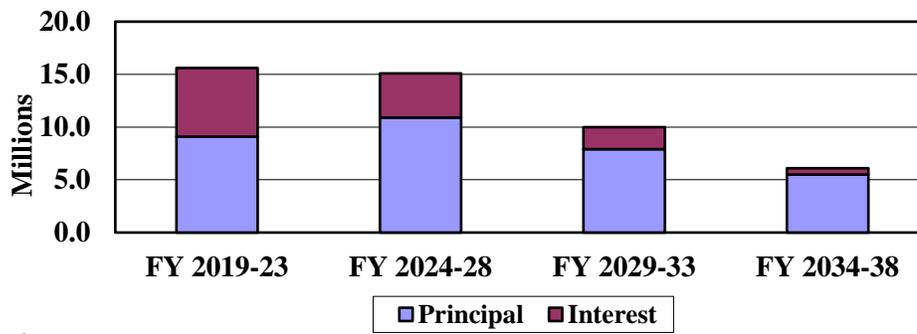
adjust rates by 15% annually for the next 5 years to fund the large amount of CIP projects needed to improve storm water and drainage improvement projects. Fiscal year 2019 is the second year of that plan. Projected revenues from fees are budgeted at \$5.8 million.

Operating expenses are budgeted at \$5.5 million, which includes the addition of a Street Sweeper Operator.

*Debt Service*

Debt service in the Drainage Utility Fund is budgeted at \$3.1 million. As of September 30, 2018 the Drainage Utility has outstanding debt of \$33.3 million for improvements to the drainage utility system. The current debt will be repaid annually until fiscal year 2038.

**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, 2018.

**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 \$62.8 million with \$58.0 million generated by electric services. This is a decrease of \$1.0 million primarily due to the PCRf charge, the pass-through of the cost of power to the customer. The decrease in PCRf revenue is a result of the lower projected cost of power for fiscal year 2019. 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 supplier 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 cost of power is passed through to the customer at the LCRA rate.

2018/2019 Annual Budget  
Electric Utility Fund Revenue Summary

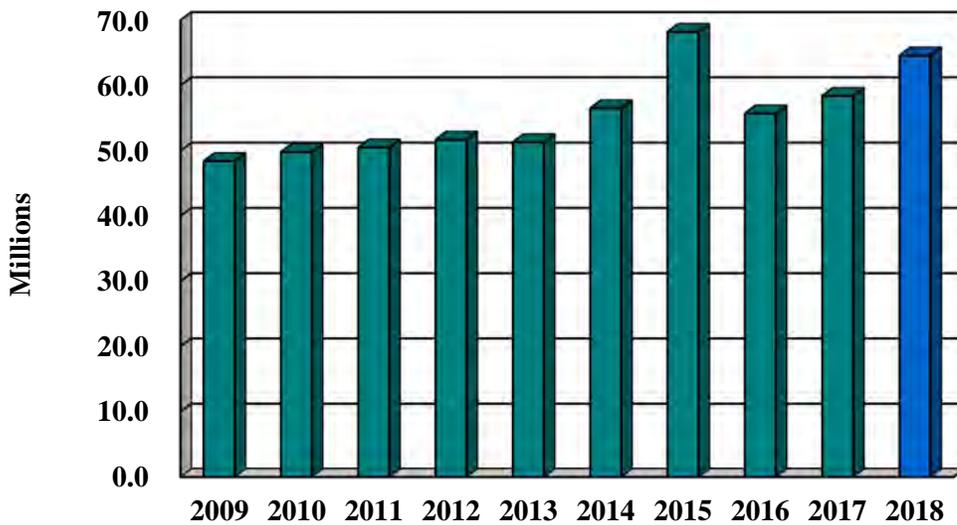
	Actual FY 2016-17	Revised FY 2017-18	Adopted FY 2018-19	Percent of Total
Electric Service	53,358,796	59,497,357	58,043,982	92.36%
Interest Income	152,669	242,000	244,420	0.39%
Penalties	545,640	554,804	550,000	0.88%
Service Charges	71,820	192,711	194,750	0.31%
Connection Charges	716,031	780,763	720,000	1.15%
Other Revenue	1,530,591	1,211,011	869,863	1.38%
Indirect Costs	1,975,278	2,050,904	2,198,743	3.50%
Operating Transfers	22,467	22,500	21,977	0.03%
<b>Total</b>	<b>58,373,293</b>	<b>64,552,050</b>	<b>62,843,735</b>	<b>100.00%</b>

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 completed 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.

For the 2018 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 2018 and possibly in fiscal year 2019.

## 10-Year Electric Service Revenue History

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*Estimate*

### *Expenses*

The Electric Utility Department provides efficient electric service to the San Marcos community. The expenditures for fiscal year 2019 are budgeted at \$62.9 million. At \$37.8 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 Metering Administrative Assistant, Electrical Inspector and \$615,800 in capital outlay for equipment, technology, and vehicles needed by the utility. 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. City Council approved a temporary increase to 8% for fiscal year 2019.

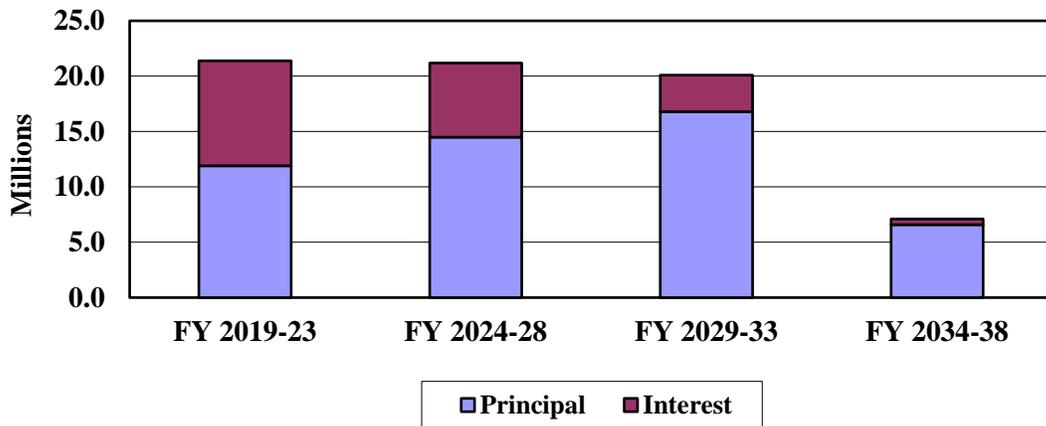
2018/2019 Annual Budget  
Electric Utility Fund Expense Summary by Category

	Actual FY 2016-17	Revised FY 2017-18	Adopted FY 2018-19	Percent of Total
Personnel	5,040,655	6,072,152	6,295,606	10.01%
Purchase of Power	34,148,552	37,031,976	37,780,820	60.08%
Contracted Services	1,782,633	2,933,245	3,086,218	4.91%
Materials and Supplies	1,032,955	1,369,953	1,382,591	2.20%
Other Charges	6,850,519	8,380,864	8,432,453	13.41%
Capital Outlay	683,955	509,310	615,803	0.98%
Transfer to Capital Reserves	4,800,000	4,750,000	1,000,000	1.59%
Rate Stabilization Fund	-	-	-	0.00%
Debt Service	3,411,126	3,832,511	4,250,198	6.76%
Operating Transfers	-	-	40,000	0.06%
<b>Total</b>	<b>57,750,396</b>	<b>64,880,011</b>	<b>62,883,688</b>	<b>100.00%</b>

*Debt Service*

Debt service in the Electric Utility fund during fiscal year 2019 is budgeted at \$4.3 million. As of September 30, 2018, the City of San Marcos has outstanding debt of \$49.8 million which includes \$18.5 million for the Ferguson Power Plant project. The current debt will be repaid annually until fiscal year 2038. 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 2019 in the Electric Utility Fund is budgeted at \$9.5 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 an 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. In fiscal year 2019 the Airport will not require a general fund transfer to support operations and operating revenue will exceed operating expenses. 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 \$599,000. 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 \$92,000 in 2019.

## **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, recycling service, and administrative and education charges. Projected revenues from service charges are budgeted at \$4.4 million. Expenditures are \$4.4 million for solid waste hauling, recycling and household hazardous waste collection and disposal. In fiscal year 2009 the City Council added single stream recycling to the services provided, Green Waste Collection was added for all residential customers fiscal year 2016. Hazardous Household Waste expenses are now budgeted within this fund.

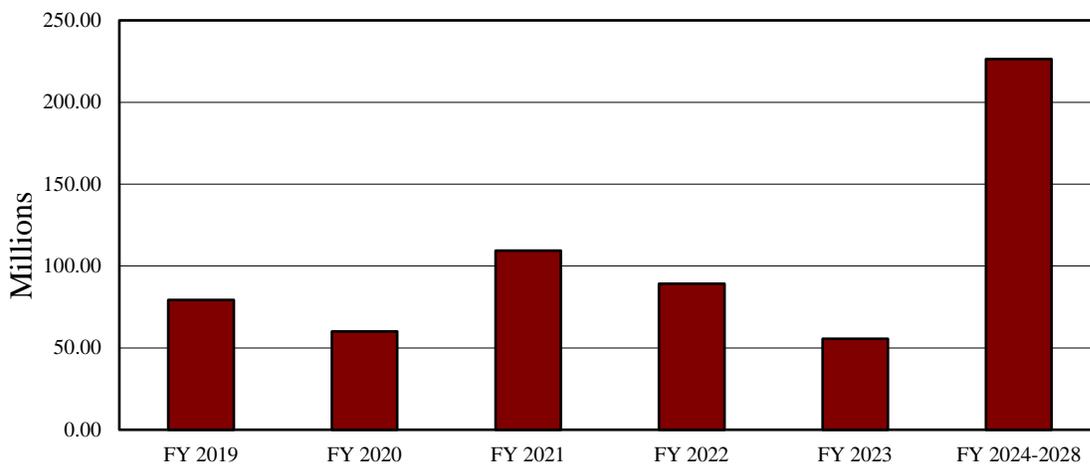
## Permanent Funds

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 2019 to fiscal year 2028. 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 \$229.4 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 \$5.0 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 FY2018-2019 Adopted Budget takes great strides toward achieving the City Council's continued emphasis on Sound Finances. Several issues have been addressed:

- Limiting future general debt issuances to maintain at least a 50/50 ratio.
- Addressing non-civil service and civil service compensation issues which will allow the City to retain our valued employees.
- Additional staffing in critical customer service areas including Animal Services and Code Compliance.
- Addition of funding for Workforce Housing which is a City Council Strategic Initiative.
- Moving forward with the bond projects approved by voters in May 2017.



## City of San Marcos 2019 Adopted Budget Policy Statement

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### **I. Fund Balance**

- General Fund: Maintain 25% (of recurring operating expenses).
- Water/ Wastewater Fund: Maintain 25% (of recurring operating expenses).
- Drainage Utility Fund: Maintain a range of 20% (of recurring operating expenses).
- Electric Utility Fund: Minimum of the equivalent of 60 days of operating expenses including purchased power.

### **II. Revenue**

#### **GENERAL FUND**

- Property tax rate maintained at 61.39 cents per \$100 of valuation.
- Property values increased based on a conservative trend estimated at 10%.
- Explore impact of providing homestead exemption and an over 65 freeze.
- Base sales tax revenue and revenue generated by the outlet mall will not be increased from the FY18 budget. Revenue generated by Best Buy will include the City's 25% allocation and will be increased by 4% from FY2018. These estimates will be updated as the collection trend indicate.
- Maintain City-owned utility fund franchise fee transfers to the General Fund at 8%.
- Bring forward Community Services fee adjustments based on the results of the cost of service study.
- All other revenues will be budgeted based on historical trends.
- Fees for services will be increased approximately 2.12% based on the average CPI index for the calendar year 2017.

#### **WATER FUND**

- Rate study to determine possible rate increases and structure changes.
- Citizens Utility Advisory Board will make recommendations related to rate structure and future rate adjustments.

#### **ELECTRIC FUND**

- Rate study to determine possible rate increases and structure changes. No rate adjustment anticipated.
- Citizens Utility Advisory Board will make recommendations related to rate structure and future rate adjustments.

#### **STORMWATER MANAGEMENT FUND**

- Rate study underway and preliminary results and decision points will be presented to Council during budget discussions.
- Proposed rates will be brought forward after the first of the calendar year for adoption.

### **HOTEL MOTEL FUND**

- Revenue budgeted based on conservative trends reflecting new hotel rooms, occupancy rate, and average room rate.

### **III. Expenditures**

All budget requests from outside agencies must be submitted for consideration prior to May 1.

### **GENERAL FUND**

- Funding year 4 of the Meet and Confer agreement with Police and Fire with a 4.5% increase in wages.
- Pursue the goal of funding 4.5% merit and cost of living increase for non-civil service employees.
- Additional personnel will be evaluated through the departmental budget request process.
- Estimated 5% increase in health insurance premium beginning January 1, 2019.
- 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.
- Continue the annual \$200,000 contribution to the economic development reserve that is shared equally between General Fund, Water Wastewater Fund, and Electric Fund. The City Manager will review the Special Economic Development Funding Policy during the budget process in order to analyze the policies and potential uses.
- Continue allocation of \$150,000 to fund the existing Youth Services Manager position and youth focused programs identified in the youth master plan. The City Manager will examine structure and cycle of funding.
- Increase allocation for museum funding \$25,000 to \$100,000 with a maximum of \$25,000 per participant.
- ★ Increase Social Services funding levels \$50,000 to \$500,000. The City Manager will examine the structure and funding cycle.

### **WATER/WASTEWATER FUND**

- Pursue the goal of funding 4.5% merit and cost of living increase for non-civil service employees.
- Additional personnel will be evaluated through the departmental budget request process.
- Estimated 5% increase in health insurance premium beginning January 1, 2019.
- 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.
- Continue the annual \$200,000 contribution to the economic development reserve that is shared equally between General Fund, Water Wastewater Fund, and Electric Fund.
- Utility fund transfers to the General Fund budgeted at 8%.

### **ELECTRIC UTILITY FUND**

- Pursue the goal of funding 4.5% merit and cost of living increase for non-civil service employees.
- Additional personnel will be evaluated through the departmental budget request process.
- Estimated 5% increase in health insurance premium beginning January 1, 2019.
- 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.
- Continue the annual \$200,000 contribution to the economic development reserve that is shared equally between General Fund, Water Wastewater Fund, and Electric Fund.
- Utility fund transfers to the General Fund budgeted at 8%.

### **STORMWATER UTILITY FUND**

- Pursue the goal of funding 4.5% merit and cost of living increase for non-civil service employees.
- Additional personnel will be evaluated through the departmental budget request process.
- Estimated 5% increase in health insurance premium beginning January 1, 2019.
- 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.

### **HOTEL MOTEL FUND**

- Pursue the goal of funding 4.5% merit and cost of living increase for non-civil service employees.
- Funding for special programs remains flat. Organizations can request increases during the budget process for specific programs.

## **IV. Debt**

On April 3<sup>rd</sup>, a City Council work session will be held to discuss the City's current debt balances, future debt requirements, and the effect on the budget.

# 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 1<sup>st</sup>. 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	Fiscal Year 3 Estimated	Fiscal Year 4 Budget	Percentage Increase
\$10,000,000	\$10,500,000	5.0 %	\$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 to sign 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



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.

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).

## 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. 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.

#### 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 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.

#### 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 recorded 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 1<sup>st</sup>.

## FY 2019 Budget Calendar

February 22	Budget Policy Workshop
March 20	Public hearing and adoption of Budget Policy
March 22	Departmental Budget Kickoff
April 15	Estimate of taxable value due
April 16	Completed Departmental Budgets Due to Finance
April 16-May 11	Department Budget Review Meetings with Executive Team
May	Budget Reviewed by City Manager
May 29	Budget update workshop
June 13	1 <sup>st</sup> Budget workshop
June 14	2 <sup>nd</sup> Budget workshop
June 19	Set Public Hearing Dates for the budget and tax rate
July 25	Tax Rolls Certified
August 2	Workshop on Proposed Budget
July 29	Publish notice for the Budget Public Hearing
August 5	Publish notice of effective tax rate to include the dates of two public hearings and explanation of how the increase will be used 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.
August 7	Record vote to set the proposed maximum tax rate above effective rate; Potential agenda items to discuss any outstanding budget items from workshops.
August 21	First public hearing on the tax rate; 1st reading of tax rate ordinances.
September 4	Second public hearing on the tax rate; First budget public hearing; 1st reading of utility rates, and budget ordinances; Second reading of the tax rate ordinance.
September 18	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

## 2018-19 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

## 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. The departments and divisions within each fund are shown below the respective fund.

### **GENERAL FUND**

- City Manager
- City Clerk
- Communications
- Legal
- Finance/Purchasing/Budget/Payroll
- Municipal Court
- Human Resources
- Technology Services/GIS
- Engineering/CIP/Real Estate
- Neighborhood Enhancement Admin
- Community Enhancement
- Code Compliance
- Animal Services
- Library
- Community Services Admin
- Parks and Recreation
- Activity Center
- Facilities and Grounds
- Park Rangers
- Development Services Admin
- Planning/Permits
- Inspections
- Police
- Fire
- Office of Emergency Management
- Fleet
- Transportation Admin
- Streets
- Traffic Control

### **ELECTRIC UTILITY FUND**

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

### **WATER/WASTEWATER UTILITY**

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

## **STORMWATER MAINTENANCE UTILITY**

- Stormwater Operations

## **MUNICIPAL AIRPORT FUND**

- Airport Operations

## **TRANSIT FUND**

- Transit Operations

## **RESOURCE RECOVERY FUND**

- Resource Recovery Operations

## **HOTEL OCCUPANCY TAX FUND**

- Main Street
- Convention and Visitors Bureau
- Hotel/Motel Programs

## **CEMETERY FUND**

- Cemetery Operations

## **WIC**

- Administration
- Nutrition
- Lactation
- Peer Councilor

# CITY OF SAN MARCOS

2018-19 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

## 2018-19 ANNUAL BUDGET

### DEMOGRAPHIC STATISTICS LAST TEN FISCAL YEARS

<u>Calendar Year</u>	<u>Population</u>	<u>Personal Income</u>	<u>Per Capita Personal Income</u>	<u>Unemployment Rate</u>
2008	50,317	802,392,217	15,947	3.4%
2009	53,913	861,466,554	15,979	4.7%
* 2010	44,894	718,793,973	16,011	5.4%
2011	46,685	748,967,455	16,043	6.0%
2012	46,750	750,337,500	16,050	4.7%
2013	50,001	803,016,060	16,060	4.7%
2014	54,076	879,762,444	16,269	4.7%
2015	55,000	896,500,000	16,300	4.7%
2016	55,200	910,800,000	16,500	4.7%
2017	61,980	925,200,000	16,800	4.7%

\* The City of San Marcos Estimates a higher population than was documented by the 2010 Census. For reporting purposes we are using 2010 Census numbers.

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### TEN LARGEST TAXPAYERS

<u>Business Name</u>	<u>Business Category</u>	<u>Assessed Valuation</u>	<u>Percent of Total Assessed Valuation</u>
Hays Energy LP	Energy	\$167,466,790	3.58%
Amazon	Distribution Center	140,074,503	2.99%
H.E.B. Warehouse	Grocery Warehouse	128,832,364	2.75%
San Marcos Factory Shops	Retail Center	62,513,347	1.33%
CFAN	Manufacturing	56,900,317	1.21%
CCSHP San Marcos	Retail Center	53,414,920	1.14%
Prime Outlets at SM	Retail Center	47,398,314	1.01%
ACC OP (Retreat SM)	Apartment Property	38,240,538	1.13%
RELP Ind San Marcos, LLC	Property Development	47,058,647	1.00%
Jefferson Loft, LLC	Apartment Property	45,198,671	.97%
Wood of San Marcos, LLC	Property Development	42,750,000	.91%
Total		<u>\$791,607,873</u>	<u>16.89%</u>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### TEN LARGEST EMPLOYERS

<u>Business Name</u>	<u>Business Category</u>	<u>Number of Employees</u>
Texas State University	University	3,606
Amazon	Warehouse	3,000
San Marcos Premium Outlets	Retail Outlet	1,600
Tanger Factory Outlets	Retail Outlet	1,540
SMCISD	School	1,116
HEB Retail	Grocery	810
Hays County	County Government	807
Central Texas Medical Center	Hospital	700
HEB Distribution Center	Warehouse	680
City of San Marcos	City Government	679

### TEN LARGEST ELECTRIC CUSTOMERS

<u>Business Name</u>	<u>Amount Billed</u>
Texas State University, Cogen	\$7,180,205
Amazon	1,793,584
H.E.B. Grocery	1,769,898
Texas State University	977,252
City of San Marcos	831,895
Central Texas Medical Center	774,143
SMCISD	736,493
Hays County Government Center	648,215
Thermon Manf	513,935
El Milagro of Texas, Inc.	508,639

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### CONSOLIDATED FUND BALANCE STATEMENT

	Fund Balance 10-01-2017	Estimated Revenues FY 2017-18	Estimated Expenses FY 2017-18	Fund Balance 10-01-2018	Adopted Revenues FY 2018-19	Adopted Expenses FY 2018-19	Fund Balance 09-30-2019
<u>Governmental Funds</u>							
General Fund	15,833,897	74,607,806	73,311,942	17,129,761	80,378,645	80,659,797	16,848,609
Debt Service Fund	9,152,034	18,426,714	16,268,512	11,310,235	18,529,078	19,515,550	10,323,763
<u>Special Revenue Funds</u>							
Hotel Occupancy Tax Fund	210,540	3,747,494	3,858,994	99,040	3,744,494	3,794,050	49,484
Municipal Court Technology Fund	152,936	25,600	80,000	98,536	25,000	5,000	118,536
Municipal Court Security Fee Fund	145,305	18,620	74,962	88,963	18,500	87,073	20,390
Municipal Court Juvenile Fee Fund	42,879	36,000	31,379	47,500	36,000	29,363	54,137
Municipal Court Efficiency Fee Fund	36,642	4,100	24,000	16,742	4,000	20,000	742
Seized Assets Fund	154,821	16,608	9,000	162,429	5,000	73,180	94,249
TIRZ #2, #3, #5, TRZ #1	910,579	2,761,082	2,101,087	1,570,574	3,955,409	5,197,087	328,896
CDBG Program Fund	73,135	562,798	562,798	73,135	649,948	649,948	73,135
WIC Program Fund	-	1,997,355	1,997,355	-	2,033,209	2,033,209	-
Cemetery Operations Fund	14,859	222,400	233,331	3,928	235,500	239,224	204
PEG Funds	517,665	96,700	70,000	544,365	97,000	100,000	541,365
<u>Permanent Funds</u>							
Cemetery Perpetual Care Fund	1,068,959	3,000	-	1,071,959	3,000	-	1,074,959
<u>Enterprise Funds</u>							
Water & Wastewater Utility Fund	9,668,838	40,239,285	40,088,872	9,819,251	43,192,537	42,855,299	10,156,489
Drainage Utility Fund	943,439	4,978,410	4,662,562	1,259,287	5,838,920	5,552,604	1,545,603
Electric Utility Fund	9,882,900	64,552,050	64,880,011	9,554,939	62,843,735	62,883,688	9,514,986
Municipal Airport Fund	3,330	553,365	555,911	784	598,816	598,882	718
Resource Recovery Fund	1,258,039	4,281,902	4,109,929	1,430,012	4,412,733	4,438,889	1,403,856
Transit	77,369	610,000	627,623	59,746	610,000	636,417	33,329
<b>All Funds</b>	<b>50,148,165</b>	<b>217,741,289</b>	<b>213,548,268</b>	<b>54,341,186</b>	<b>227,211,525</b>	<b>229,369,260</b>	<b>52,183,450</b>

# CITY OF SAN MARCOS

## 2018-19 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
<b>Beginning Fund Balance</b>								
<b>October 1 2018</b>	17,129,761	11,310,235	99,040	73,135	-	2,529,109	9,819,251	1,259,287
<b>Major Revenues</b>								
Taxes	65,901,342	11,451,017	3,600,013	-	-	-	-	-
Licenses and Permits	2,939,239	-	-	-	-	-	-	-
Fines and Penalties	1,448,666	-	-	-	-	88,500	-	41,321
Interest Income	263,586	90,000	1,000	-	-	-	238,000	5,000
Cultural and Recreational	785,411	-	-	-	-	-	-	-
Current Services	941,763	-	-	-	-	-	-	-
Grants	-	-	-	649,948	2,033,209	-	-	-
Water Service Revenue	-	-	-	-	-	-	20,788,214	-
Wastewater Service Revenue	-	-	-	-	-	-	18,671,906	-
Drainage Service Revenue	-	-	-	-	-	-	-	5,750,325
Electric Service Revenue	-	-	-	-	-	-	-	-
Resource Recovery Revenue	-	-	-	-	-	-	-	-
Operating Transfers	6,312,291	-	143,481	-	-	-	-	-
Other Revenues	1,786,349	6,988,061	-	-	-	4,052,409	3,494,417	42,274
One-Time Revenues	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>80,378,645</b>	<b>18,529,078</b>	<b>3,744,494</b>	<b>649,948</b>	<b>2,033,209</b>	<b>4,140,909</b>	<b>43,192,537</b>	<b>5,838,920</b>
<b>Major Expenses</b>								
Personnel Services	50,620,239	-	-	129,990	1,576,532	61,436	5,006,311	794,087
Contracted Services	7,622,454	-	2,283,222	519,958	321,689	75,000	10,998,524	1,162,749
Materials and Supplies	4,620,971	-	-	-	102,341	10,000	1,444,818	142,525
Other Charges	4,155,720	-	-	-	32,647	4,972,665	9,760,729	327,594
Capital Outlay and Maintenance	200,000	-	-	-	-	168,180	343,000	-
System Improvements	-	-	-	-	-	-	-	-
Social Services	500,000	-	-	-	-	-	-	-
Debt Service	-	19,515,550	-	-	-	-	13,364,310	3,125,650
Operating Transfers	2,924,172	-	1,510,828	-	-	224,422	137,607	-
Transfer to Capital Reserves	-	-	-	-	-	-	1,800,000	-
One-Time Expenses	10,016,242	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>80,659,797</b>	<b>19,515,550</b>	<b>3,794,050</b>	<b>649,948</b>	<b>2,033,209</b>	<b>5,511,703</b>	<b>42,855,299</b>	<b>5,552,604</b>
<b>Ending Fund Balance</b>								
<b>on 09/30/2019</b>	<b>16,848,609</b>	<b>10,323,764</b>	<b>49,484</b>	<b>73,135</b>	<b>-</b>	<b>1,158,315</b>	<b>10,156,489</b>	<b>1,545,603</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### CONSOLIDATED SUMMARY OF MAJOR REVENUES AND EXPENSES

	Electric Utility Fund	Municipal Airport Fund	Resource Recovery Fund	Cemetery Fund	Transit Fund	Permanent Funds	Total from All Funds
<b>Beginning Fund Balance</b>							
<b>October 1 2018</b>	9,554,939	784	1,430,012	3,928	59,746	1,071,959	54,341,186
<b>Major Revenues</b>							
Taxes	-	-	-	-	-	-	80,952,372
Licenses and Permits	-	-	-	-	-	-	2,939,239
Fines and Penalties	-	-	-	-	-	-	1,578,486
Interest Income	244,420	-	-	-	-	500	842,506
Cultural and Recreational	-	-	-	-	-	-	785,411
Current Services	-	646,249	-	55,500	-	-	1,643,512
Grants	-	-	-	-	-	-	2,683,157
Water Service Revenue	-	-	-	-	-	-	20,788,214
Wastewater Service Revenue	-	-	-	-	-	-	18,671,906
Drainage Service Revenue	-	-	-	-	-	-	5,750,325
Electric Service Revenue	58,043,982	-	-	-	-	-	58,043,982
Resource Recovery Revenue	-	-	4,357,733	-	-	-	4,357,733
Operating Transfers	-	-	-	180,000	610,000	-	7,245,772
Other Revenues	4,555,333	(47,433)	55,000	-	-	2,500	20,928,910
One-Time Revenues	-	-	-	-	-	-	-
<b>Total Revenues</b>	62,843,735	598,816	4,412,733	235,500	610,000	3,000	227,211,525
<b>Major Expenses</b>							
Personnel Services	6,295,606	-	363,566	-	133,917	-	64,981,683
Contracted Services	40,867,038	499,637	3,783,545	237,224	496,000	-	68,867,040
Materials and Supplies	1,382,591	5,000	27,000	2,000	3,000	-	7,740,246
Other Charges	8,432,453	94,245	264,778	-	3,500	-	28,044,331
Capital Outlay and Maintenance	615,803	-	-	-	-	-	1,326,983
System Improvements	-	-	-	-	-	-	-
Social Services	-	-	-	-	-	-	500,000
Debt Service	4,250,198	-	-	-	-	-	40,255,708
Operating Transfers	-	-	-	-	-	-	4,797,029
Transfer to Capital Reserves	1,000,000	-	-	-	-	-	2,800,000
One-Time Expenses	40,000	-	-	-	-	-	10,056,242
<b>Total Expenses</b>	62,883,688	598,882	4,438,889	239,224	636,417	-	229,369,260
<b>Ending Fund Balance</b>							
<b>on 09/30/2019</b>	9,514,986	718	1,403,856	203	33,329	1,074,959	52,183,450

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### CONSOLIDATED REVENUE COMPARISON

	Actual Fiscal Year 2016/2017	Approved Fiscal Year 2017/2018	Estimated Fiscal Year 2017/2018	Adopted Fiscal Year 2018/2019
<u>Governmental Funds</u>				
General Fund	60,714,083	71,380,287	74,607,806	80,378,645
Debt Service Fund	14,407,941	18,903,348	18,426,714	18,529,078
<u>Special Revenue Funds</u>				
Hotel Occupancy Tax Fund	3,892,252	4,103,267	3,747,494	3,744,494
Municipal Court Technology Fund	26,015	30,025	25,600	25,000
Municipal Court Security Fee Fund	18,915	22,012	18,620	18,500
Municipal Court Juvenile Fee Fund	35,899	40,000	36,000	36,000
Municipal Court Efficiency Fee Fund	4,082	27,000	4,100	4,000
Seized Assets Fund	35,743	5,100	16,608	5,000
TIRZ #2, #3, #5, TRZ #1, TIZ #1	1,933,111	2,457,852	2,761,082	3,955,409
CDBG Program Fund	424,895	562,798	562,798	649,948
WIC Program Fund	1,561,723	1,997,355	1,997,355	2,033,209
Cemetery Operations Fund	177,927	205,000	222,400	235,500
PEG Funds	96,727	100,000	96,700	97,000
<u>Permanent Funds</u>				
Cemetery Perpetual Care Fund	2,325	4,000	3,000	3,000
<u>Enterprise Funds</u>				
Water/Wastewater Utility Fund	38,195,730	40,403,790	40,239,285	43,192,537
Drainage Utility Fund	4,249,961	4,993,581	4,978,410	5,838,920
Electric Utility Fund	58,373,293	63,593,605	64,552,050	62,843,735
Municipal Airport Fund	487,592	538,340	553,365	598,816
Resource Recovery Fund	3,970,038	4,172,435	4,281,902	4,412,733
Transit Fund	535,000	610,000	610,000	610,000
<b>Total</b>	<b>189,143,252</b>	<b>214,149,795</b>	<b>217,741,289</b>	<b>227,211,525</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### CONSOLIDATED EXPENSE COMPARISON

	Actual Fiscal Year 2016/2017	Approved Fiscal Year 2017/2018	Estimated Fiscal Year 2017/2018	Adopted Fiscal Year 2018/2019
<u>Governmental Funds</u>				
General Fund	63,102,074	73,277,859	73,311,942	80,659,797
Debt Service Fund	13,952,929	17,393,311	16,268,512	19,515,550
<u>Special Revenue Funds</u>				
Hotel Occupancy Tax Fund	4,166,605	4,168,921	3,858,994	3,794,050
Municipal Court Technology Fund	78,647	80,000	80,000	5,000
Municipal Court Security Fee Fund	27,895	74,962	74,962	87,073
Municipal Court Juvenile Fee Fund	30,311	31,379	31,379	29,363
Municipal Court Efficiency Fee Fund	-	24,000	24,000	20,000
Seized Assets Fund	3,082	5,000	9,000	73,180
TIRZ #2, #3, #5, TRZ #1, TIZ #1	1,870,938	3,368,606	2,101,087	5,197,087
CDBG Program Fund	424,895	562,798	562,798	649,948
WIC Program Fund	1,561,723	1,997,355	1,997,355	2,033,209
Cemetery Operations Fund	199,426	236,273	233,331	239,224
PEG Funds	400	25,000	70,000	100,000
<u>Permanent Funds</u>				
Cemetery Perpetual Care Fund	-	-	-	-
<u>Enterprise Funds</u>				
Water/Wastewater Utility Fund	36,717,519	39,475,918	40,088,872	42,855,299
Drainage Utility Fund	4,080,144	4,715,520	4,662,562	5,552,604
Electric Utility Fund	57,750,396	63,292,857	64,880,011	62,883,688
Municipal Airport Fund	486,791	563,046	555,911	598,882
Resource Recovery Fund	3,907,377	4,133,188	4,109,929	4,438,889
Transit Fund	603,535	627,623	627,623	636,417
<b>Total</b>	<b>188,964,688</b>	<b>214,053,615</b>	<b>213,548,268</b>	<b>229,369,260</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### CONSOLIDATED FUND BALANCE COMPARISON

	Actual Fiscal Year 2016/2017	Approved Fiscal Year 2017/2018	Estimated Fiscal Year 2017/2018	Adopted Fiscal Year 2018/2019
<u>Governmental Funds</u>				
General Fund	15,833,897	13,936,325	17,129,761	16,848,609
Debt Service Fund	9,152,034	10,662,071	11,310,235	10,323,764
<u>Special Revenue Funds</u>				
Hotel Occupancy Tax Fund	210,540	144,886	99,040	49,484
Municipal Court Technology Fund	152,936	102,961	98,536	118,536
Municipal Court Security Fee Fund	145,305	92,355	88,963	20,390
Municipal Court Juvenile Fee Fund	42,879	51,500	47,500	54,137
Municipal Court Efficiency Fee Fund	36,642	39,642	16,742	742
Seized Assets Fund	154,821	154,921	162,429	94,249
TIRZ #2, #3, #5, TRZ #1, TIZ #1	910,579	(175)	1,570,574	328,896
CDBG Program Fund	73,135	73,135	73,135	73,135
WIC Program Fund	-	-	-	-
Cemetery Operations Fund	14,859	(16,414)	3,928	203
PEG Funds	517,665	592,665	544,365	541,365
<u>Permanent Funds</u>				
Cemetery Perpetual Care Fund	1,068,959	1,072,959	1,071,959	1,074,959
<u>Enterprise Funds</u>				
Water/Wastewater Utility Fund	9,668,838	10,596,710	9,819,251	10,156,489
Drainage Utility Fund	943,439	1,221,500	1,259,287	1,545,603
Electric Utility Fund	9,882,900	10,183,648	9,554,939	9,514,986
Municipal Airport Fund	3,330	(21,376)	784	718
Resource Recovery Fund	1,258,039	1,297,287	1,430,012	1,403,856
Transit Fund	77,369	59,746	59,746	33,329
<b>Total</b>	<b>50,148,165</b>	<b>50,244,346</b>	<b>54,341,186</b>	<b>52,183,450</b>

City of San Marcos  
Property Tax Valuation and Revenue  
2018-19 Annual Budget

<b>Total Market Value</b>	\$ 5,062,341,891
Less: Exemptions & Exempt Properties	-
<b>Net Taxable Assessed Valuations</b>	\$ 5,062,341,891

Assessed Value X \$0.6139 Tax Rate	\$ 31,077,717
98.00% Collection Rate	\$ 30,456,163
2.00% Delinquent Rate	\$ 621,554

**Total Taxes To Be Collected:**

Current Collections		\$ 30,456,163
Delinquent Collections	65.00%	404,010
Penalties and Interest	35.00%	217,544
		\$ 31,077,717

**Division of Tax Rate:**

Debt Service	36.8464%	\$ 0.2262	\$ 11,451,017
O & M	63.1536%	0.3877	19,626,700
	100.0000%	\$ 0.6139	\$ 31,077,717

**General Fund Detail:**

Current Ad Valorem	\$ 19,234,166
Delinquent	255,147
Penalties	137,387
	\$ 19,626,700

**Debt Service Fund Detail:**

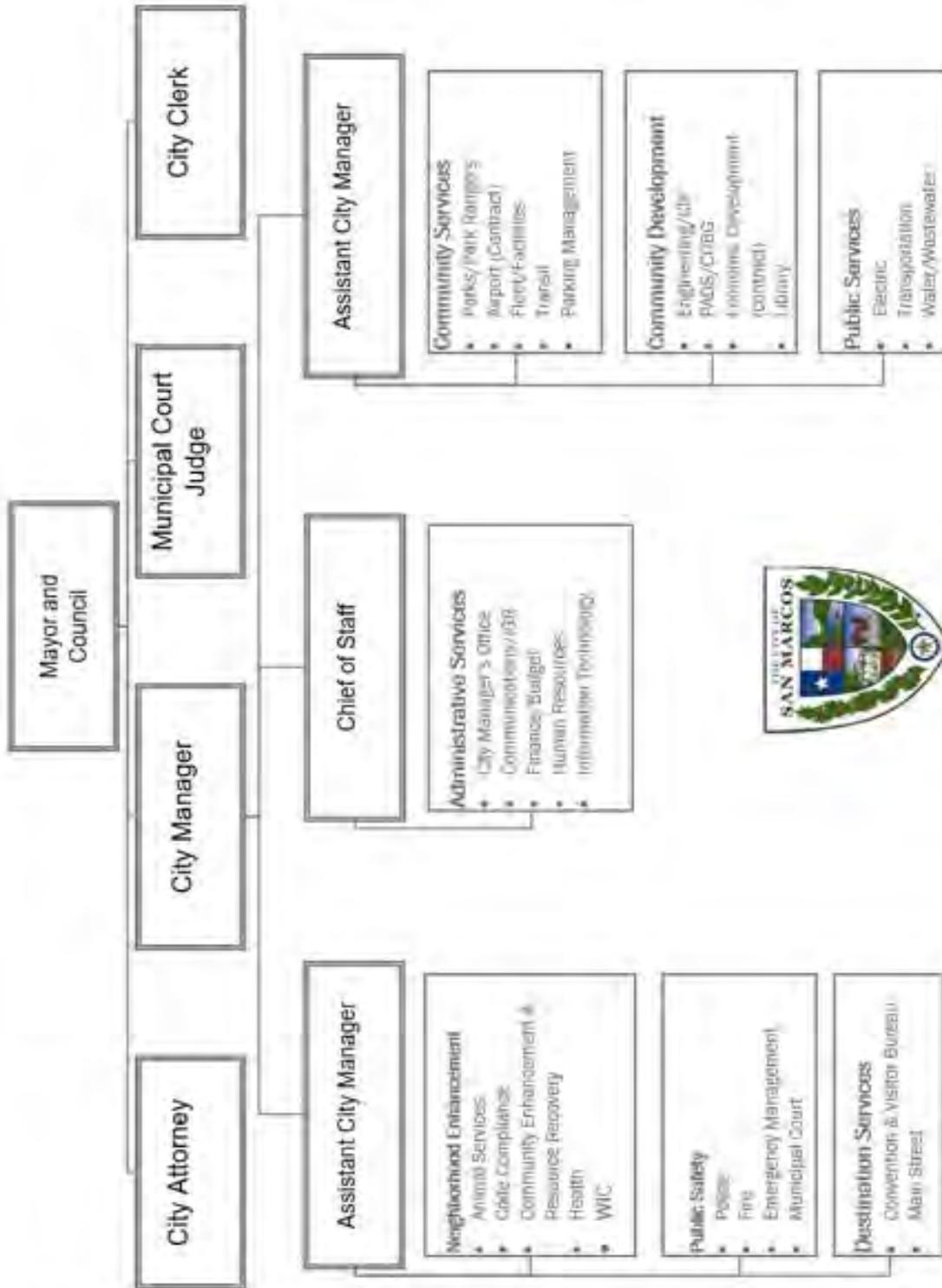
Current Ad Valorem	\$ 9,382,425
TIZ	1,839,572
Delinquent	148,863
Penalties	80,157
	\$ 11,451,017

**One-cent equals:** \$ 506,234

# CITY OF SAN MARCOS

2018-19 ANNUAL BUDGET

ORGANIZATIONAL CHART



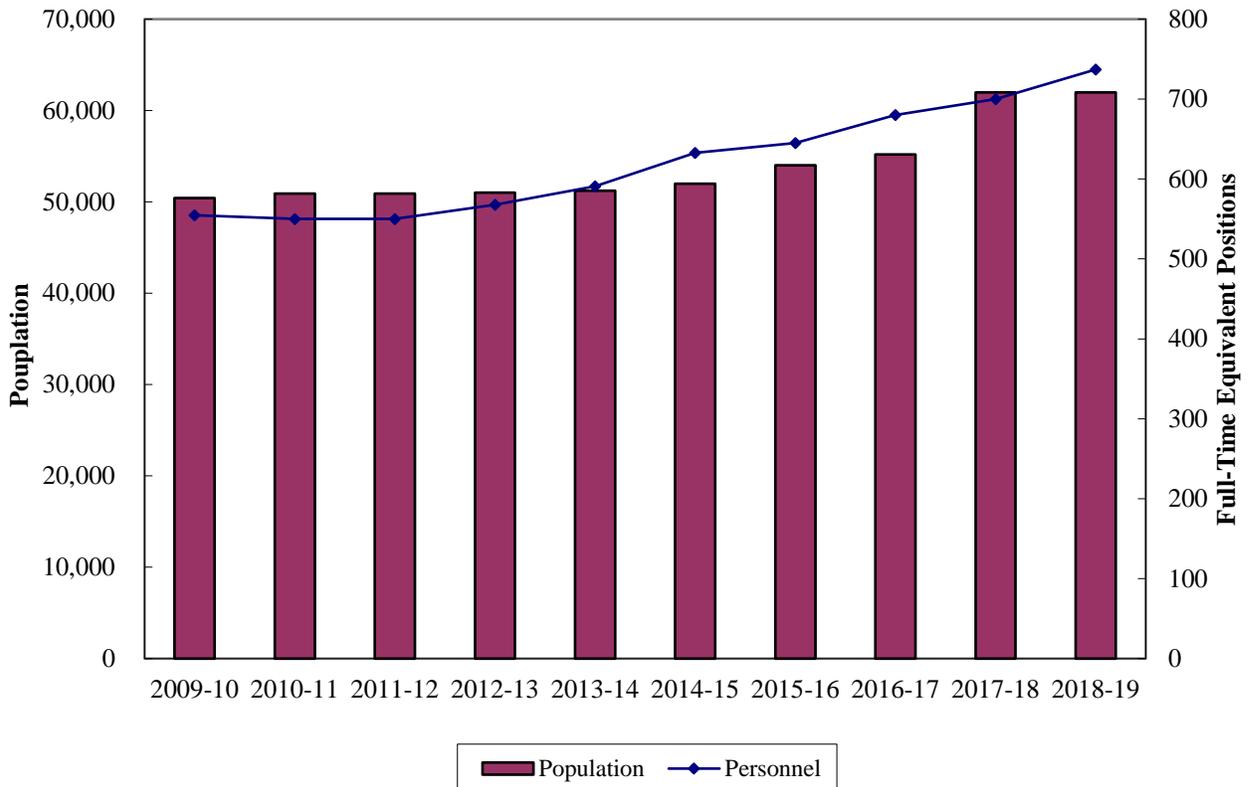
# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### PERSONNEL ROSTER TOTAL OF ALL FUNDS

	Positions				Full Time Equivalent			
	Actual	Adopted	Actual	Adopted	Actual	Adopted	Actual	Adopted
	2016-17	2017-18	2017-18	2018-19	2016-17	2017-18	2017-18	2018-19
General Fund	592	595	603	625	515.84	519.28	527.00	550.05
Hotel Occupancy Tax Fund	11	11	11	11	10.00	10.00	10.00	10.00
Water/Wastewater Utility Fund	61	63	63	65	61.33	63.33	63.21	65.21
Drainage Utility Fund	8	10	10	11	8.00	10.00	9.00	11.00
Electric Utility Fund	64	66	66	67	64.33	66.33	65.33	67.33
Resource Recovery	3	4	4	7	2.75	4.25	4.25	5.21
Transit	1	1	1	1	1.33	1.33	1.33	1.33
CDBG	2	2	2	2	2.00	2.00	2.00	2.00
WIC State Program	26	26	26	26	26.00	26.00	25.75	25.75
<b>Total</b>	<b>768</b>	<b>778</b>	<b>786</b>	<b>815</b>	<b>691.58</b>	<b>702.52</b>	<b>707.87</b>	<b>737.88</b>

**POPULATION GROWTH VERSUS PERSONNEL GROWTH**





# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### GENERAL FUND FINANCIAL FORECAST

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<b>Operating Revenues</b>					
Sales Taxes	34,678,028	35,719,111	38,490,227	39,571,418	40,362,846
Ad Valorem Taxes	15,918,827	19,626,697	21,749,429	26,306,392	27,600,666
Other Taxes	10,075,116	10,555,534	10,148,375	10,692,998	12,880,273
Licenses and Permits	3,256,971	2,939,239	2,976,256	3,195,833	3,259,749
Fines and Penalties	1,354,458	1,448,666	1,434,240	1,489,914	1,519,712
Interest Income	264,000	263,586	289,569	315,553	321,864
Cultural and Recreational	743,541	785,411	788,551	804,763	820,859
Charges from Current Services	732,133	941,763	831,158	863,274	880,539
Other Revenue	1,743,839	1,786,349	1,642,863	1,647,861	1,680,818
Reimbursements from Other Funds	5,840,893	6,312,291	6,589,290	6,917,159	7,055,502
<b>Total Operating Revenues</b>	<b>74,607,806</b>	<b>80,378,645</b>	<b>84,939,958</b>	<b>91,805,164</b>	<b>96,382,829</b>
<b>Operating Expenditures</b>					
Personnel Services	45,432,674	50,620,239	52,391,947	54,225,665	56,123,563
Contracted Services	7,786,980	7,622,454	7,774,903	7,930,401	8,089,009
Materials and Supplies	4,308,972	4,620,971	4,713,390	4,807,658	4,903,811
Other Charges	4,281,510	4,155,720	4,238,834	4,323,611	4,410,083
Social Services	450,000	500,000	500,000	500,000	500,000
Operating Transfers	1,488,405	2,924,172	2,953,414	2,982,948	3,012,777
<b>Total Operating Expenditures</b>	<b>63,748,541</b>	<b>70,443,555</b>	<b>72,572,488</b>	<b>74,770,283</b>	<b>77,039,244</b>
<b>Operating Income/ (Loss)</b>	<b>10,859,265</b>	<b>9,935,090</b>	<b>12,367,471</b>	<b>17,034,881</b>	<b>19,343,585</b>
<b>One-Time Revenues</b>					
Prior Period Adjustment	-	-	-	-	-
Other Revenue	-	-	-	-	-
<b>One-Time Expenses</b>					
One-Time Operating Transfers	-	-	-	-	-
Other Incentives	145,000	200,000	200,000	200,000	200,000
Economic Development Incentives	6,396,400	7,232,883	7,486,034	7,748,045	8,019,227
Capital Outlay and Maintenance	3,022,000	2,783,359	2,783,359	2,783,359	2,783,359
<b>Net Change in Fund Balance</b>	<b>1,295,864</b>	<b>(281,152)</b>	<b>1,898,078</b>	<b>6,303,477</b>	<b>8,341,000</b>
<b>Beginning Unreserved Fund Balance</b>	<b>15,833,897</b>	<b>17,129,762</b>	<b>16,848,610</b>	<b>18,746,687</b>	<b>25,050,165</b>
<b>Ending Unreserved Fund Balance</b>	<b>17,129,762</b>	<b>16,848,610</b>	<b>18,746,687</b>	<b>25,050,165</b>	<b>33,391,165</b>
<b>Percentage of Operating Expenditures</b>	<b>27.5%</b>	<b>25.0%</b>	<b>26.9%</b>	<b>34.9%</b>	<b>45.1%</b>
<b>Days of Operation</b>	<b>100</b>	<b>91</b>	<b>98</b>	<b>127</b>	<b>165</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### GENERAL FUND

	Actual 2016/2017	Approved 2017/2018	Estimated 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	<b>18,221,888</b>	<b>15,833,897</b> <sup>▼</sup>	<b>15,833,897</b>	<b>17,129,761</b>
<b>Operating Revenues</b>				
Property Taxes	13,122,716	15,918,827	15,918,827	19,626,697
Sales Tax	27,364,449	32,002,025	34,678,028	35,719,111
Franchise Taxes and other Fees	8,344,352	9,997,074	10,075,116	10,555,534
Licenses and Permits	2,300,319	2,856,423	3,256,971	2,939,239
Fines and Penalties	1,267,097	1,742,458	1,354,458	1,448,666
Interest Income	217,834	134,000	264,000	263,586
Cultural and Recreational	715,316	815,241	743,541	785,411
Current Services	777,730	764,093	732,133	941,763
Other Revenue	1,444,712	1,361,031	1,743,839	1,786,349
Reimbursement from Other Funds	5,159,558	5,789,115	5,840,893	6,312,291
<b>Total Operating Revenue</b>	<b>60,714,083</b>	<b>71,380,287</b>	<b>74,607,806</b>	<b>80,378,645</b>
<b>Operating Expenditures</b>				
Personnel Services	44,300,986	46,812,674	45,432,674	50,620,239
Contracted Services	6,701,244	7,037,556	7,786,980	7,622,454
Materials and Supplies	4,295,052	4,308,972	4,308,972	4,620,971
Other Charges	3,477,745	3,889,010	4,281,510	4,155,720
Social Services	450,000	450,000	450,000	500,000
Operating Transfers	1,365,819	1,451,405	1,488,405	2,924,172
<b>Total Operating Expenditures</b>	<b>60,590,846</b>	<b>63,949,618</b>	<b>63,748,541</b>	<b>70,443,555</b>
<b>Non-Recurring Expenses</b>				
One-Time Operating Transfers	-			
Eco Development	302,348	6,058,241	6,396,400	7,232,883
Other Incentives	185,723	115,000	145,000	200,000
Capital Outlay and Maintenance	2,023,157 <sup>▼</sup>	3,155,000	3,022,000	2,783,359
<b>One-Time Expenditures</b>	<b>2,511,229</b>	<b>9,328,241</b>	<b>9,563,400</b>	<b>10,216,242</b>
<b>Total Expenditures</b>	<b>63,102,074</b>	<b>73,277,859</b>	<b>73,311,942</b>	<b>80,659,797</b>
Reserved Fund Balance			-	
<b>Ending Unreserved Fund Balance</b>	<b>15,833,897</b>	<b>13,936,325</b> <sup>▼</sup>	<b>17,129,761</b>	<b>16,848,609</b>
<b>Fund Balance as a Percentage of Operating Expenditures</b>	26.7%	22.3%	27.5%	25.0%
<b>Days of Operation</b>	98	81	100	91

**CITY OF SAN MARCOS**  
**2018-19 ANNUAL BUDGET**  
**GENERAL FUND**

Division	Personnel Services	Contracted Services	Materials & Supplies	Other Charges	Operating Transfers	Capital Outlay	Social Services	Total
General Government	5,901,070	371,860	140,424	542,354				6,955,708
Technology Services	1,941,059	211,755	45,878	113,824				2,312,516
Community Development	5,894,089	404,004	255,492	177,214				6,730,799
Public Safety	25,702,559	1,123,289	1,073,497	340,627				28,239,971
Neighborhood Enhancement	2,260,031	311,107	228,639	487,285				3,287,062
Public Services	2,768,939	413,411	2,022,767	249,405				5,454,521
Community Services	5,429,367	1,613,899	849,174	71,942				7,964,383
General Services	723,125	3,173,130	5,100	9,605,952	2,924,172	2,783,359	500,000	19,714,838
<b>Total</b>	<b>50,620,239</b>	<b>7,622,454</b>	<b>4,620,971</b>	<b>11,588,603</b>	<b>2,924,172</b>	<b>2,783,359</b>	<b>500,000</b>	<b>80,659,797</b>
Percentage of Operating Expense	62.8%	9.5%	5.7%	14.4%	3.6%	3.5%	0.6%	100.0%

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### GENERAL FUND PERSONNEL ROSTER

General Fund	Positions				Full Time Equivalent			
	Actual	Adopted	Actual	Adopted	Actual	Adopted	Actual	Adopted
	2016-17	2017-18	2017-18	2018-19	2016-17	2017-18	2017-18	2018-19
Administration	6	6	7	6	6.00	6.00	7.00	6.00
Communications	4	4	5	5	4.00	4.00	5.00	5.00
City Clerk	6	6	6	7	5.75	5.75	5.75	6.25
Legal	6	6	6	6	6.00	6.00	6.00	6.00
Human Resources	11	11	11	11	10.60	11.00	11.00	11.00
Finance	20	21	22	22	19.55	20.55	20.55	21.55
Municipal Court	14	13	13	13	10.91	10.43	10.43	10.43
Fire Services	76	78	78	88	76.00	78.00	78.00	88.00
Police	152	152	152	154	149.00	149.00	149.00	151.00
Office of Emergency Management	0	0	0	3	0.00	0.00	0.00	3.00
Development Services	22	23	25	27	22.00	23.00	25.00	27.00
GIS	4	4	4	4	2.96	2.96	2.96	2.96
Engineering	19	20	23	24	19.00	20.00	23.00	24.00
Public Services	38	37	37	37	39.00	37.00	37.00	37.00
Neighborhood Enhancement	35	34	33	37	31.98	31.00	29.48	33.28
Community Services	163	163	164	164	97.08	97.58	99.83	100.58
Information Technology	16	17	17	17	16.00	17.00	17.00	17.00
Total	592	595	603	625	515.84	519.28	527.00	550.05

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### GENERAL FUND

	Actual 2016/2017	Approved 2017/2018	Estimated 2017/2018	Adopted 2018/2019
<b>Taxes</b>				
Current Ad Valorem Taxes	13,009,078	15,600,450	15,600,450	19,234,163
TIRZ Allocation	-	-	-	-
Delinquent Ad Valorem Taxes	62,960	206,945	206,945	255,147
Penalty & Int On Delinq Taxes	50,677	111,432	111,432	137,387
Sales Tax	27,364,449	32,002,025	34,678,028	35,719,111
Mixed Beverage Tax	460,894	496,610	496,610	521,441
Other Utility Franchise	1,297,308	1,357,649	1,427,649	1,456,202
Telephone Franchise	80,635	92,220	92,220	77,992
Solid Waste Hauler Permit Fee	288,882	287,389	307,389	313,537
Cosm Elec Utility Franchise	3,735,095	4,735,677	4,759,789	4,746,593
Cosm W/WW Utility Franchise	2,481,538	3,027,529	3,006,459	3,439,770
Total	48,831,517	57,917,925	60,671,971	65,901,342
<b>Licenses &amp; Permits</b>				
Professional & Occupational	61,725	64,002	64,002	66,426
Alcohol Permit	23,895	26,218	26,218	27,322
Pet Licenses	2,809	2,527	2,527	2,845
Building Permits	986,278	1,383,397	1,533,397	1,258,325
Parking Permits	1,420	-	1,200	1,536
Permit Tech Fee	26,181	30,458	30,458	35,461
Mechanical (Htg/Ac) Permit	41,431	42,758	42,758	44,063
Plumbing & Gas Permits	70,987	65,767	105,767	90,893
Sign Permit Fees	32,672	25,912	25,912	27,792
Mobile Home Inspection	3,988	4,002	11,002	6,965
Zoning	36,741	50,502	30,502	46,743
Electrical Permit	43,892	44,070	50,070	50,776
Cert Of Occupancy	4,957	5,127	5,127	5,154
Specific Use Permit	21,959	28,249	23,249	27,755
Site Development Permit	192,583	214,113	279,113	276,091
Plat Review-Subdivisions	81,183	107,443	97,443	92,923
Variances & Appeals	6,027	4,610	1,610	5,787
Construction Plan Review	362,854	411,702	511,702	457,519
Temp Food Srvc Facilities	102	1,652	-	(0)
Food Permits/Food Handler	177,953	209,144	259,144	237,774
Food Handler Cert Fee	-	-	-	-
Septic Tank Permits	-	2,411	2,411	21,217
Other Permits/Fees	11,823	13,989	13,989	13,528
Street Closure Permits	11,650	10,000	18,000	12,540
Architectural Barrier Review	41,035	33,613	53,613	57,156
Moving	4,161	8,095	10,095	6,920
Security Alarm Permit Fee	28,848	37,809	28,809	30,864
Fire Prev & Prot Permit Fee	23,164	28,853	28,853	34,866
Total	2,300,319	2,856,423	3,256,971	2,939,239

# 2018-19 ANNUAL BUDGET

## GENERAL FUND

	Actual 2016/2017	Approved 2017/2018	Estimated 2017/2018	Adopted 2018/2019
<b>Fines &amp; Penalties</b>				
Parking Meter Fines	135,696	157,372	147,372	180,000
Traffic Fines	608,005	632,827	572,827	620,000
School Bus Safety Fines	45	25,000	25,000	-
Mc Technology Fee	92	7,573	7,573	1,166
Other-Expunction	42,107	135,960	65,960	75,000
Complaints	280,360	259,865	359,865	365,000
Over-Under	221	51	51	-
Failure To Appear Fee	45,696	24,701	24,701	25,000
Warrant Fee	28,906	38,299	33,299	35,000
False Alarm Charges	23,211	27,517	17,517	25,000
Defensive Driving Admin Fee	8,665	29,637	9,637	11,500
Arrest Fee	45,328	58,199	58,199	63,000
Mc-Special Exp Fee	24,441	318,444	8,444	23,000
Dismissal Fee	13,520	18,908	13,908	13,500
Traffic Fee	7,056	3,605	6,605	7,500
Child Safety-Sb 460	3,749	4,500	3,500	4,000
Total	1,267,097	1,742,457	1,354,458	1,448,666
<b>Interest Income</b>				
Interest Income	217,834	134,000	264,000	263,586
Total	217,834	134,000	264,000	263,586
<b>Cultural and Recreational</b>				
Softball/Athletic Programs	17,346	4,964	34,964	33,049
Summer Fun Program Fee	79,068	93,716	93,716	82,811
Library Lost Materials	6,307	8,345	8,345	8,750
Library Fines	23,834	32,980	22,980	24,689
Library Cards	8,207	10,510	6,510	7,195
Library Misc Fee	20,072	20,413	20,413	21,612
Aquatic	47,387	12,495	32,495	32,515
PARD Building User Fee	92,951	93,464	73,464	94,719
Swimming Lessons	6,584	11,511	11,511	11,345
Hays County Library Donations	80,000	80,000	85,000	85,000
Annual Entry Fee-Resident	96,684	25,909	120,909	120,627
Annual Entry Fee-Non Resident	65,921	170,768	50,768	66,523
Daily Entry Fee-Resident	25,848	38,339	28,339	30,850
Daily Entry Fee-Non Resident	5,631	6,339	6,339	6,690

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### GENERAL FUND

	Actual 2016/2017	Approved 2017/2018	Estimated 2017/2018	Adopted 2018/2019
Basketball Court Rental	1,905	1,233	6,233	6,931
Racquetball Court Rental	273	1,041	341	910
Equipment Rental Fee	1,287	1,238	1,238	1,502
Aerobics Fee	56,618	81,724	56,724	65,392
Instructional Fee	14,466	20,586	11,586	14,621
Lap Swim Fee	2,295	3,565	2,565	3,445
Senior Activities	154	2,224	2,224	1,319
Travel Programs Fee	3,011	23,876	5,876	4,856
Activity Center Meeting Room	49,998	54,830	54,830	54,302
PARD-Equipment Rent	4,596	4,118	4,118	4,236
Av Equipment	-	1,053	1,053	214
PARD-Other Revenue	4,873	10,000	1,000	1,305
<b>Total</b>	<b>715,316</b>	<b>815,242</b>	<b>743,541</b>	<b>785,411</b>
<b>Charges for Current Services</b>				
Passports	165,747	164,369	154,369	158,345
Animal Shelter Chrgs (Pound)	56,027	60,941	50,941	57,041
Animal Shelter Adopt Fee	36,408	50,054	40,054	48,219
Animal Shelter Vaccine-Micro	9,751	14,500	9,500	10,284
Parking Space Leases	-	953	-	(0)
Births- Vital Stats	69,610	46,742	38,742	59,633
Deaths- Vital Stats	2,633	3,681	3,681	2,116
Police Fees- Various	12,819	12,846	12,846	12,935
Photographs	-	-	-	-
Criminal Record Name Check	-	7	-	-
Fleet Services	-	-	-	-
Fire Dept Rescue	13,651	-	-	-
Community Enhancement Fee	411,084	410,000	422,000	593,190
<b>Total</b>	<b>777,730</b>	<b>764,093</b>	<b>732,133</b>	<b>941,763</b>
<b>Other Revenues</b>				
Txdot Signal Reimbursement	107,933	-	-	-
Land Sales	-	4,215	4,215	-
TX State Reimbursement	-	-	127,808	65,000
SMCISD Reimbursement	168,433	171,258	171,258	172,062
Animal Shelter Svs Expansion	236,303	282,291	282,291	454,006
Auction Sales	127,661	22,993	172,993	180,515
Rebates	105,068	202,150	152,150	187,775
Misc Sales	1,282	729	728	938
Other Revenue	85,692	50,000	200,000	100,000
Other Revenue - Property Tax	61,152	79,166	79,166	75,813
Loan Repayment - JQH	550,850	547,924	547,924	549,894
MUD Fees	-	-	5,000	-
NSF Service Charge	337	305	306	345
<b>Total</b>	<b>1,444,712</b>	<b>1,361,031</b>	<b>1,743,839</b>	<b>1,786,349</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### GENERAL FUND

	Actual 2016/2017	Approved 2017/2018	Estimated 2017/2018	Adopted 2018/2019
<b>Reimbursement from Other Funds</b>				
Water/Wastewater Utility Fund	2,979,040	3,324,955	3,324,955	3,506,953
Electric Utility Fund	1,855,296	2,130,807	2,130,807	2,248,001
Drainage Utility Fund	122,497	73,222	125,000	131,500
WIC Program Fund	202,725	260,131	260,131	273,138
Total	5,159,558	5,789,115	5,840,893	6,159,591
<b>Total Revenues</b>	<b>60,714,083</b>	<b>71,380,286</b>	<b>74,607,806</b>	<b>80,225,945</b>

#### Recap of Revenues:

Taxes	48,831,517	57,917,925	60,671,971	65,901,342
Licenses & Permits	2,300,319	2,856,423	3,256,971	2,939,239
Fines & Penalties	1,267,097	1,742,457	1,354,458	1,448,666
Interest Income	217,834	134,000	264,000	263,586
Cultural and Recreational	715,316	815,242	743,541	785,411
Charges for Current Services	777,730	764,093	732,133	941,763
Other Revenue	1,444,712	1,361,031	1,743,839	1,786,349
Reimbursements from Other Funds	5,159,558	5,789,115	5,840,893	6,159,591
One-Time Revenues	-	-	-	-
<b>Total Revenues</b>	<b>60,714,083</b>	<b>71,380,286</b>	<b>74,607,806</b>	<b>80,225,945</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### GENERAL FUND

	Actual 2016/2017	Approved 2017/2018	Estimated 2017/2018	Adopted 2018/2019
<b>General Government</b>				
<b>City Manager</b>				
Personnel Services	901,997	941,739	941,739	1,152,569
Contracted Services	146,020	15,457	15,457	15,457
Materials and Supplies	15,159	9,180	9,180	9,180
Other Charges	42,629	46,666	46,666	46,666
Total	1,105,805	1,013,042	1,013,042	1,223,872
<b>Communications</b>				
Personnel Services	384,005	375,049	375,049	475,633
Contracted Services	9,321	5,500	5,500	6,400
Materials and Supplies	3,088	6,120	6,120	6,120
Other Charges	21,094	29,385	29,385	29,385
Total	417,508	416,054	416,054	517,538
<b>City Clerk</b>				
Personnel Services	422,731	439,379	439,379	502,738
Contracted Services	62,372	71,179	71,179	72,079
Materials and Supplies	62,726	61,529	61,529	60,209
Other Charges	22,347	39,613	39,613	40,033
Total	570,176	611,700	611,700	675,059
<b>City Council</b>				
Personnel Services	10,660	13,031	13,031	13,060
Contracted Services	6,508	8,280	8,280	8,280
Materials and Supplies	6,198	6,000	6,000	6,000
Other Charges	257,117	323,050	323,050	308,050
Total	280,483	350,361	350,361	335,390
<b>Legal</b>				
Personnel Services	818,024	793,286	793,286	818,476
Contracted Services	69,833	85,039	85,039	85,039
Materials and Supplies	6,063	7,300	7,300	7,300
Other Charges	8,414	11,194	11,194	11,194
Total	902,334	896,819	896,819	922,009

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### GENERAL FUND

	Actual 2016/2017	Approved 2017/2018	Estimated 2017/2018	Adopted 2018/2019
<b>Human Resources</b>				
Personnel Services	1,000,955	1,041,468	1,041,468	1,086,425
Contracted Services	92,192	139,471	139,471	135,068
Materials and Supplies	21,858	12,000	12,000	17,500
Other Charges	23,648	45,443	45,443	44,346
Total	1,138,653	1,238,382	1,238,382	1,283,339
<b>Finance</b>				
Personnel Services	1,544,499	1,754,891	1,754,891	1,852,169
Contracted Services	39,124	49,537	49,537	49,537
Materials and Supplies	34,329	34,119	34,119	34,115
Other Charges	46,089	62,680	62,680	62,680
Total	1,664,041	1,901,227	1,901,227	1,998,501
<b>Total General Government</b>	<b>6,079,001</b>	<b>6,427,585</b>	<b>6,427,585</b>	<b>6,955,708</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### GENERAL FUND

	Actual 2016/2017	Approved 2017/2018	Estimated 2017/2018	Adopted 2018/2019
<b>Technology Services</b>				
<b>Technology Services</b>				
Personnel Services	1,346,854	1,559,871	1,559,871	1,719,216
Contracted Services	211,369	195,855	195,855	195,855
Materials and Supplies	33,375	33,263	33,263	36,728
Other Charges	81,901	101,274	101,274	101,274
Total	1,673,499	1,890,263	1,890,263	2,053,073
<b>GIS Division</b>				
Personnel Services	207,073	213,951	213,951	221,843
Contracted Services	15,903	15,900	15,900	15,900
Materials and Supplies	9,138	9,150	9,150	9,150
Other Charges	11,730	12,550	12,550	12,550
Total	243,844	251,551	251,551	259,443
<b>Total Technology Services</b>	<b>1,917,343</b>	<b>2,141,814</b>	<b>2,141,814</b>	<b>2,312,516</b>
<b>Community Development</b>				
<b>Engineering Department</b>				
Personnel Services	1,907,174	1,902,177	1,902,177	2,017,616
Contracted Services	145,769	175,129	175,129	130,831
Materials and Supplies	39,702	37,345	37,345	38,697
Other Charges	58,582	65,770	65,770	62,135
Total	2,151,228	2,180,421	2,180,421	2,249,279
<b>Real Estate</b>				
Personnel Services	-	-	-	155,295
Contracted Services	-	-	-	18,800
Materials and Supplies	-	-	-	1,200
Other Charges	-	-	-	3,635
Total	-	-	-	178,930

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### GENERAL FUND

	Actual 2016/2017	Approved 2017/2018	Estimated 2017/2018	Adopted 2018/2019
<b>Development Services Admin</b>				
Personnel Services	472,386	578,824	578,824	462,933
Contracted Services	24,170	50,446	50,446	49,935
Materials and Supplies	32,561	27,751	27,751	30,251
Other Charges	52,817	80,740	80,740	82,565
Total	581,933	737,761	737,761	625,684
<b>Planning-Permit Division</b>				
Personnel Services	1,032,315	1,075,302	1,075,302	1,201,731
Contracted Services	111,433	135,791	135,791	134,411
Materials and Supplies	247	-	-	9,064
Other Charges	5,054	5,635	5,635	5,635
Total	1,149,049	1,216,728	1,216,728	1,350,841
<b>Inspections Division</b>				
Personnel Services	319,707	435,516	435,516	509,288
Contracted Services	9,884	10,560	10,560	11,115
Materials and Supplies	8,487	2,038	2,038	1,900
Other Charges	2,122	2,000	2,000	2,000
Total	340,200	450,114	450,114	524,303
<b>Library</b>				
Personnel Services	1,420,229	1,462,135	1,462,135	1,547,227
Contracted Services	56,257	58,912	58,912	58,912
Materials and Supplies	171,465	171,298	171,298	174,380
Other Charges	20,702	21,244	21,244	21,244
Total	1,668,653	1,713,589	1,713,589	1,801,763
<b>Total Community Development</b>	<b>5,891,063</b>	<b>6,298,613</b>	<b>6,298,613</b>	<b>6,730,799</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### GENERAL FUND

	Actual 2016/2017	Approved 2017/2018	Estimated 2017/2018	Adopted 2018/2019
<b>Public Safety</b>				
<b>Fire Operations</b>				
Personnel Services	8,063,646	8,374,825	8,374,825	9,640,246
Contracted Services	130,916	141,572	141,572	134,072
Materials and Supplies	458,733	246,607	246,607	362,224
Other Charges	121,278	153,672	153,672	209,167
Total	8,774,574	8,916,676	8,916,676	10,345,709
<b>Police Operations</b>				
Personnel Services	14,678,682	14,517,672	14,517,672	15,128,087
Contracted Services	573,773	684,213	684,213	792,710
Materials and Supplies	808,844	620,379	620,379	686,913
Other Charges	119,211	102,790	102,790	102,790
Total	16,180,509	15,925,054	15,925,054	16,710,500
<b>Municipal Court</b>				
Personnel Services	593,504	615,285	615,285	646,534
Contracted Services	112,136	158,292	158,292	163,803
Materials and Supplies	13,586	19,277	19,277	18,860
Other Charges	5,803	16,710	16,710	17,100
Total	725,029	809,564	809,564	846,297
<b>Office of Emergency Management</b>				
Personnel Services	-	-	-	287,692
Contracted Services	-	-	-	32,704
Materials and Supplies	-	-	-	5,500
Other Charges	-	-	-	11,570
Total	-	-	-	337,466
<b>Total Public Safety</b>	<b>25,680,111</b>	<b>25,651,294</b>	<b>25,651,294</b>	<b>28,239,971</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### GENERAL FUND

	Actual 2016/2017	Approved 2017/2018	Estimated 2017/2018	Adopted 2018/2019
<b>Public Services Department</b>				
<b>Transportation Administration</b>				
Personnel Services	523,335	570,438	570,438	596,993
Contracted Services	36,264	63,534	63,534	62,259
Materials and Supplies	27,952	20,569	20,569	20,178
Other Charges	244,206	186,575	186,575	225,146
Total	831,757	841,116	841,116	904,576
<b>Traffic Control</b>				
Personnel Services	703,774	733,330	733,330	755,651
Contracted Services	163,399	148,436	148,436	148,436
Materials and Supplies	270,049	199,527	199,527	199,106
Other Charges	8,311	15,734	15,734	15,734
Total	1,145,532	1,097,027	1,097,027	1,118,926
<b>Streets</b>				
Personnel Services	1,175,299	1,356,848	1,356,848	1,416,295 <sup>1</sup>
Contracted Services	254,184	202,716	202,716	202,716 <sup>1</sup>
Materials and Supplies	1,313,670	1,745,460	1,745,460	1,803,482 <sup>1</sup>
Other Charges	8,210	8,525	8,525	8,525 <sup>1</sup>
Total	2,751,364	3,313,549	3,313,549	3,431,018
<b>Total Public Services Department</b>	<b>4,728,653</b>	<b>5,251,691</b>	<b>5,251,691</b>	<b>5,454,521</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### GENERAL FUND

	Actual 2016/2017	Approved 2017/2018	Estimated 2017/2018	Adopted 2018/2019
<b>Neighborhood Enhancement</b>				
<b>Neighborhood Services</b>				
Personnel Services	512,122	617,715	617,715	318,442
Contracted Services	67,932	81,665	81,665	66,384
Materials and Supplies	42,384	62,172	62,172	31,436
Other Charges	9,608	16,730	16,730	12,160
Total	632,046	778,282	778,282	428,421
<b>Community Enhancement</b>				
Personnel Services	-	-	-	95,979
Contracted Services	-	-	-	-
Materials and Supplies	-	-	-	24,385
Other Charges	-	-	-	450,720
Total	-	-	-	571,084
<b>Code Compliance</b>				
Personnel Services	541,585	615,375	615,375	737,704
Contracted Services	27,451	31,950	31,950	39,570
Materials and Supplies	33,723	29,641	29,641	56,112
Other Charges	5,912	4,685	4,685	5,265
Total	608,671	681,651	681,651	838,651
<b>Animal Services-Control</b>				
Personnel Services	344,470	339,132	339,132	358,630
Contracted Services	36,510	47,530	47,530	37,550
Materials and Supplies	27,793	25,793	25,793	25,974
Other Charges	5,602	10,600	10,600	8,375
Total	414,375	423,055	423,055	430,529
<b>Animal Services- Shelter</b>				
Personnel Services	657,055	677,565	677,565	749,276
Contracted Services	76,413	67,956	67,956	167,603
Materials and Supplies	102,995	93,744	93,744	90,732
Other Charges	4,922	10,015	10,015	10,765
Total	841,385	849,280	849,280	1,018,376
<b>Total Neighborhood Enhancement</b>	<b>2,496,477</b>	<b>2,732,268</b>	<b>2,732,268</b>	<b>3,287,062</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### GENERAL FUND

	Actual 2016/2017	Approved 2017/2018	Estimated 2017/2018	Adopted 2018/2019
<b>Community Services</b>				
<b>Community Services Admin</b>				
Personnel Services	720,788	771,229	771,229	873,811
Contracted Services	1,111	-	-	-
Materials and Supplies	5,157	6,200	6,200	16,700
Other Charges	225	3,325	3,325	3,325
Total	727,281	780,754	780,754	893,836
<b>Parks &amp; Recreation</b>				
Personnel Services	2,420,542	2,556,711	2,556,711	2,612,642
Contracted Services	542,826	596,905	596,905	617,243
Materials and Supplies	518,449	192,209	192,209	256,487
Other Charges	28,672	28,735	28,735	28,735
Total	3,510,489	3,374,560	3,374,560	3,515,107
<b>Activity Center</b>				
Personnel Services	673,748	768,789	768,789	805,423
Contracted Services	58,054	23,200	23,200	23,200
Materials and Supplies	48,808	60,540	60,540	60,540
Other Charges	900	3,500	3,500	3,500
Total	781,511	856,029	856,029	892,663
<b>Outdoor Pool</b>				
Personnel Services	60,163	104,228	104,228	104,387
Contracted Services	1,418	-	-	-
Materials and Supplies	43,610	39,000	39,000	39,000
Total	105,191	143,228	143,228	143,387
<b>Facilities &amp; Grounds</b>				
Personnel Services	-	-	-	-
Contracted Services	749,140	844,570	844,570	846,503
Materials and Supplies	70,597	50,024	50,024	67,566
Other Charges	-	-	-	-
Total	819,737	894,594	894,594	914,069
<b>Park Rangers</b>				
Personnel Services	312,384	390,467	390,467	404,055
Contracted Services	4,417	20,419	20,419	7,833
Materials and Supplies	27,666	29,846	29,846	40,017
Other Charges	8,014	13,350	13,350	15,920
Total	352,481	454,082	454,082	467,825
<b>Fleet Services</b>				
Personnel Services	522,982	569,078	569,078	629,049
Contracted Services	7,577	11,295	11,295	9,120
Materials and Supplies	29,203	420,792	420,792	368,865
Other Charges	4,163	8,287	8,287	20,462
Total	563,924	1,009,452	1,009,452	1,027,495
<b>PARD Contract Programs</b>				
Contracted Services	58,179	110,000	110,000	110,000
Total	58,179	110,000	110,000	110,000
<b>Total Community Services</b>	<b>6,918,793</b>	<b>7,622,699</b>	<b>7,622,699</b>	<b>7,964,383</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### GENERAL FUND

	Actual 2016/2017	Approved 2017/2018	Estimated 2017/2018	Adopted 2018/2019
<b>General Services</b>				
<b>Social Services</b>				
Social Services	450,000	450,000	450,000	500,000
Total	450,000	450,000	450,000	500,000
<b>Special Services</b>				
Personnel Services	8,295	647,368	(732,632)	723,125
Contracted Services	2,799,392	2,786,247	3,535,671	3,173,130
Materials and Supplies	7,439	30,100	30,100	5,100
Other Charges	2,248,461	2,458,533	2,851,033	2,173,069
Operating Transfers	1,365,819	1,451,405	1,488,405	2,924,172
Eco Development/TIZ Incentives	302,348	6,058,241	6,396,400	7,232,883
Other Incentives	185,723	115,000	145,000	200,000
Capital Outlay & Maintenance	2,023,157	3,155,000	3,022,000	2,783,359
Total	8,940,634	16,701,894	16,735,978	19,214,838
<b>Total General Services</b>	<b>9,390,634</b>	<b>17,151,894</b>	<b>17,185,978</b>	<b>19,714,838</b>
<b>Total General Fund Expenditures</b>	<b>63,102,074</b>	<b>73,277,859</b>	<b>73,311,942</b>	<b>80,659,797</b>
<b>Summary of Expenditures by Services</b>				
General Government	6,079,001	6,427,585	6,427,585	6,955,708
Technology Services	1,917,343	2,141,814	2,141,814	2,312,516
Community Development	5,891,063	6,298,613	6,298,613	6,730,799
Public Safety	25,680,111	25,651,294	25,651,294	28,239,971
Neighborhood Enhancement	2,496,477	2,732,268	2,732,268	3,287,062
Public Services	4,728,653	5,251,691	5,251,691	5,454,521
Community Services	6,918,793	7,622,699	7,622,699	7,964,383
General Services	9,390,634	17,151,894	17,185,978	19,714,838
<b>Total General Fund Expenditures</b>	<b>63,102,074</b>	<b>73,277,859</b>	<b>73,311,942</b>	<b>80,659,797</b>



# **GENERAL GOVERNMENT**

# City Manager Office

	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
<b>City Manager</b>								
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
Chief of Staff	0	0	1	1	0.00	0.00	1.00	1.00
Economic Development Projects Coordinator	1	1	1	0	1.00	1.00	1.00	0.00
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	7	6	6.00	6.00	7.00	6.00

## Mission Statement

The mission of the City Manager’s Office is to build and maintain, through sound management principles and community participation, an effective city government organization for the citizen of San Marcos. The City Manager’s Office ensures the effective delivery of services to all citizens, businesses and community partners; implements the policies and programs approved by the City Council in an efficient and effective manner; and provides the management direction and support for the planning, implementation and evaluation of all city programs. The Administrative staff provides assistance to the Mayor, City Council and other departments, acts as a liaison to citizens, businesses and other agencies, partners with economic development, and provides public information.

## Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	901,997	941,739	941,739	1,152,569
Contracted Services	146,020	15,457	15,457	15,457
Materials and Supplies	15,159	9,180	9,180	9,180
Other Charges	42,629	46,666	46,666	46,666
Capital Outlay	0	0	0	0
Total	1,105,805	1,013,042	1,013,042	1,223,872

## 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.
- To enhance and engage city employees in order to create a high performing organization

## **What We Accomplished in 2017-18**

- Formulation and implementation of City Budget and Financial Policies to encourage sound fiscal management.
- Update and implement Capital Improvements Program.
- Budget Policy Statement.
- Transition of HCPUA to Alliance Regional Water Authority.
- Design and Funding for Phase 1 of the Alliance Regional Water Project.
- Completion of Facilities Master Plan and creation of a Community Improvement Task Force.
- Successful approval of a Public Safety and Library Bond Election.
- Design and Start of Construction for Fire Station #4.
- CODE SMTX Rewrite in approval process.
- Successful hiring of a Neighborhood Services Director.
- Development of the HUD CDBG-DR Action Plan.
- Design of CDBG-DR Infrastructure Plans and approval to fund 6 Major Drainage Projects using Federal Funds.
- Successful 2017 Bond Sale and S&P rating report.
- LBJ Reconstruction Project.
- Best Buy Economic Development Incentive.
- Urban Mining Economic Development Incentive.
- Coast Flight Economic Development Incentive.
- Amazon Construction Completion.
- Purchase and Design of Site Plan for New Public Services Facility.
- CM Allen Redesign.
- Hurricane Harvey Emergency Operations Center.
- Whisper Public Improvement District Creation.
- Update of City website.

## **What We Plan to Accomplish in 2018-19**

- Oversight of City organization including operations, maintenance and planning for future needs.
- Major Projects:
  - La Cima
  - LaSalle
  - Cotton Center
  - Highpointe
  - Paso Robles
  - Whisper
- Implementation of City Council's 7 Goals.
- Comprehensive Plan update.
- Implement Budget, Financial Policies & CIP.
- Adopt CodeSMTX.
- Continuing implementation of ARWA and explore long-term water supplies.
- Completion of Fire Station #4.
- Continue HCP River Projects.
- Loop 82 Overpass.
- Design of Library Expansion and Police Department Remodel.
- Design and Start of construction for Fire Training Facility.

## Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Maintenance of High Bond Rating	Standard & Poor & Moody's	<u>AA, A+</u> <u>A1, A1</u>	<u>AA, A+</u> <u>A1, A1</u>	<u>AA,A+</u> <u>A1, A1</u>
Communications:				
Videos Produced	#/ year	103	134	150
Press Releases	#/ year	367	373	350
Social Media Followers (FB/Twitter)	#/ year	17,186/14,538	19,198/16,200	19,000/14,000
Website Visits	#/year	1.15 Mil	1.15 Mil	1.2 Mil
Citizen Concerns				
Public Stuff App/Admin PC	#/month	1,766	1,888	2,000

# Communications

Communications	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
Director of Communications	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 Production Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Marketing Media Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Animal Services Community Outreach	0	0	1	1	0.00	0.00	1.00	1.00
Total	4	4	5	5	4.00	4.00	5.00	5.00

## Mission Statement

The Communications Department is 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. We use both traditional and innovative tools to engage citizens in the government process and continually seek to expand communications within our entire community.

## Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	384,005	375,049	375,049	475,633
Contracted Services	9,321	5,500	5,500	6,400
Materials and Supplies	3,088	6,120	6,120	6,120
Other Charges	21,094	29,385	29,385	29,385
Capital Outlay	0	0	0	0
Total	417,508	416,054	416,054	517,538

## Goals and Objectives

- To serve as the primary storyteller for the City and its citizens
- To expand, refine and innovate communication methods and community outreach within San Marcos
- To administer a successful state and federal legislative program that leverages relationships and funding sources for San Marcos

## What We Accomplished in 2017-18

- Successfully filled positions of Director, Marketing & Multimedia Specialist & Community Outreach Coordinator
- Developed emergency notification & response mechanism for Council, staff & the community
- Coordinated renovation of City Hall Conf Room for live broadcast of Council Work Sessions
- Managed national media and outreach for 3 major events: Matthew Ellis Death, Officer Ken Copeland Shooting Death, Iconic Village Fire

- Coordinated 4 press conference events for media: Ken Copeland & Iconic Fire
- Assisted with events for Officer Ken Copeland: funeral & procession; obituary, memorial slide show; legislative outreach
- Produced video and program for State of the City
- Completed Mayor's Bloomberg Challenge Application
- Designed logo, print material and coordinated ribbon cutting for Children's Park Renovations
- Designed logo, print material & coordinated kick-off for City's Core Values
- Assisted Depts with event material: Benefits Guide; Craddock Median Ribbon Cutting; Employee Expo
- Successfully managed City's Legislative program: RFP for new state lobbyist firm, Fly-in to D.C. & Adoption of Guiding Principles
- Drafted over 60 speeches for Mayor, Council & Staff
- Developed social media metrics report

## What We Plan to Accomplish in 2018-19

- Complete Annual Marketing and Outreach Plan with special emphasis on Animal Services
- Complete City Website Redesign
- Coordination of Legislative Events for Council & Staff
- Coordinate Design & Go Live with City Intranet Site
- Innovate news sharing platforms to include press releases, video & social media
- Expand social media metrics reporting
- RFP for City Photography Services

## Performance Measures

	Unit of Measure	Actual 2016-17	Actual 2017-18	Projected 2018-19
Communications:				
• Videos Produced	#/ year	103	160	175
• Press Releases	#/ year	367	390	350
• Social Media Posts	#/ year		1,590	2,000
• Website Visits	#/ year	1.15 Mil	1.15 Mil	2.0 Mil
• Media Interview Coordinated	#/ year		360	425
Citizen Concerns				
• Public Stuff App	#/month	1,766	1,888	1,502

# City Clerk

City Clerk	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
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	1	1	1	1	1.00	1.00	1.00	1.00
Deputy Local Registrar	1	1	1	1	1.00	1.00	1.00	1.00
Records Specialist	1	1	1	1	0.75	0.75	0.75	0.75
Passport Administrator	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Assistant	0	0	0	1	0.00	0.00	0.00	0.50
Total	6	6	6	7	5.75	5.75	5.75	6.25

## 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	422,731	439,379	439,379	502,738
Contracted Services	62,372	71,179	71,179	72,0179
Materials and Supplies	62,726	61,529	61,529	60,209
Other Charges	22,347	39,613	39,613	40,033
Capital Outlay	0	0	0	0
Total	570,176	611,700	611,700	675,059

## 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 2017-18

- Continued with the Gov QA Open Records Software and continued user training throughout the organization
- Added a Part-Time Records Specialist to the City Clerk Staff
- Vitals Department received the 5-Star Exemplary rating from Texas Department of Health and Vital Statistics
- Completed Minute Indexing and is currently up to date.
- Planned and organized the 2016 Women's Hall of Fame Event.
- Received an exemplary audit report from U.S. Department of State for Passport Processing.

### **What We Plan to Accomplish in 2018-19**

- 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 2016-17	Estimated 2017-18	Projected 2018-19
<b>Support City Council Meetings:</b>				
Prepare agendas, order meals		65	65	65
Transcribe minutes		35	35	35
Execution of Agreements/Contracts		205	205	225
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+
<b>Maintain Official Records:</b>				
# of code supplements submitted	Volumes	3	3	10
# of code supplements updated on website Public and Legal Notices, advertisements	Count	65	73	85
<b>City Boards &amp; Commissions:</b>				
Active Board Members	Count	210	210	210
Active Board/Committees		28	28	28
<b>Records Management For Departments:</b>				
Active Records Stored	Boxes	3,125	3,175	3,175
Destruction Of Records	Boxes	175	250	265
Map Records Stores	Boxes	414	0	0
Telephone, In-Person Requests, Search Records Copies Provided	Count	1,025 1,500	1,300 2,000	1,350 2,000
Passport Services: Process Applications	Count	4,524	5,250	6,000
Preparations for Special Events, gifts, flowers, etc	Count	210	210	210
<b>Vital Statistics Records:</b>				
Record of submitted birth/death records				
Birth certificates printed	Count	3,276	4,500	3,000
Death certificates printed		189	300	450
Laserfiche electronic conversion of Council records (To date, 201 volumes are in Laserfiche)	Volumes	7	10	10

# City Council

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## 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 including, but not limited to, neighborhood integrity, a clean and abundant water supply, a cost-efficient electricity supply, efficient police and fire departments, educational opportunities, effective road and transportation systems, a healthy business environment, well maintained parkland and recreational opportunities, foster intergovernmental liaison and communication, encourage responsible citizenship, promote sound community and economic development, promote high quality affordable housing, conserve and protect the city's natural resources and environment and, in particular the San Marcos River, its springs, aquifer, and tributaries.

## Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	10,660	13,031	13,031	13,060
Contracted Services	6,508	8,280	8,280	8,280
Materials and Supplies	6,198	6,000	6,000	6,000
Other Charges	257,117	323,050	323,050	308,050
Capital Outlay	0	0	0	0
Total	280,483	350,361	350,361	335,390

# Legal

Legal	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	818,024	793,286	793,286	818,476
Contracted Services	69,833	85,039	85,039	85,039
Materials and Supplies	6,063	7,300	7,300	7,300
Other Charges	8,414	11,194	11,194	11,194
Capital Outlay	0	0	0	0
Total	902,334	896,819	896,819	922,009

## 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 2017-18

- 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.
- Assisted the City Council in formulating the city’s legislative agenda in the 2017 regular session of the Texas Legislature.
- Provided 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.
- Assisted the Charter Review Commission and the City Council with formulating recommended charter amendments for consideration by the voters at the November 2017 special election.
- Assisted the Ethics Review Commission with its recommendations for amendments to the San Marcos Code of Ethics.

### What We Plan to Accomplish in 2018-19

- Provide legal advice and assistance to the city council and staff for adoption of Code SMTX.
- Provide legal advice to the city council and staff to implement changes in state law adopted in the 85th Regular and Special Sessions of the Texas Legislature.
- Assist staff and council with negotiation and preparation of economic development incentive agreements
- Assist city manager and city council with development of strategies to increase the supply of affordable housing and “missing middle” housing in San Marcos.

<b>Performance Measures</b>	<b>Unit of Measure</b>	<b>Actual 2016-17</b>	<b>Estimated 2017-18</b>	<b>Projected 2018-19</b>
Ordinances/Resolutions prepared	#	200	225	250
Written Or Email Communications/Legal Opinions/Interpretation	#	5,500	5,800	6,000
Real Property Documents Prepared or Reviewed	#	225	235	235
Major Contracts Prepared Or Reviewed	#	90	100	100
Minor Contracts Prepared Or Reviewed	#	260	275	275
Staff resources for non-trial Mun Crt matters	Hours	1,650	1,650	1,675
Board and Commission Meetings Attended	#	30	50	35
Bid/RFP/RFQ Prepared	#	20	25	27
Public Information Req.-Assisted & Opinions sought	#	100	120	250

# Human Resources

	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
<b>Human Resources</b>								
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
Human Resources Risk/Leave Coordinator	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
Benefits/HR Assistant	1	1	1	1	1.00	1.00	1.00	1.00
HR Assistant	1	1	1	1	0.60	1.00	1.00	1.00
Customer Services Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Total	11	11	11	11	10.60	11.00	11.00	11.00

## Mission Statement

Through delivering exceptional customer service, our mission is to enhance the overall employment experience and respond to the needs of our community.

## Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	1,000,955	1,041,468	1,041,468	1,086,425
Contracted Services	92,192	139,471	139,471	135,068
Materials and Supplies	21,858	12,000	12,000	17,500
Other Charges	23,648	45,443	45,443	44,346
Capital Outlay	0	0	0	0
Total	1,138,653	1,238,382	1,238,382	1,283,339

## Goals and Objectives

Through delivering exceptional customer service, our mission is to enhance the overall employment experience and respond to the needs of our community.

The Human Resources Department is responsible for providing leadership and direction in areas of responsibility to support the City's success. Major areas of responsibility include:

- Recruitment, staffing, employee relations and compensation management programs.
- Provide sustainable employee benefits designed to meet the needs of the City and our employees including wellness programs
- Administer Civil Service and Meet and Confer.
- The Risk Management Program manages casualty losses and workplace injuries to support our workforce, minimize financial loss and foster a safe work environment.
- Provide centralized citywide organizational development programs.

- To coordinate citywide compliance with the American's with Disabilities Act.

## **What We Accomplished in 2017-18**

- Employee benefits program:
  - Continuation of collaboration with our employee benefits consultant to assist in managing the city's healthcare program.
  - Conducted dependent eligibility audit to ensure only eligible dependents are enrolled in the City's medical plan.
  - Implemented mandatory employee and spouse health risk assessments.
  - Transitioned new third party administrator for medical, dental, COBRA, Flexible Spending Accounts, and retirees.
  - Transitioned to new stop loss carrier.
- Staff Development: Workplace Harassment Training, TML Supervisory Training, Safety Coach Leadership Program and Employee selection and hiring.
- Completed Compensation Study for all employees.
- Employee performance evaluations and pay for performance plan.
- Implemented NeoGov online applicant tracking system.
- 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)
- Transitioned CVB staff from a contractor to a City Department.
- Completed the update of the ADA transition plan citywide for compliance with the American's with Disabilities Act (ADA).
- Coordinated Identity Theft efforts related to release of over 800 employees' W-2 information.
- Facilitated recruitment and selection process for City Manager, Assistant Director of Community Services-Parks and Recreation, Director of Neighborhood Services, and Emergency Management Coordinator
- Continued flood claim Coordination.
- Enhanced onboarding process to include bi-weekly New Employee Orientation.
- Implemented Employee ID Badge policy and issuance of ID Badges for all employees.
- Implemented Tyler Munis upgrade and testing.
- Issued Temporary Services RFP.

## **What We Plan to Accomplish in 2018-19**

- Phase II of Compensation Study and Update of Sworn Fire and Police Pay Plans.
- Meet and Confer-San Marcos Police Officers Association (SMPOA) and San Marcos Professional Firefighters Association (SMPFFA).
- Implement new employee online onboarding software.
- Continue work on assessment of programs and facilities to update the City's Transition Plan.
- Update of policies to reflect evolving workplace needs.
- Harassment Training for all employees.
- Implement organizational wellness program.
- Recruitment and selection for Assistant Director of Public Services-Electric and Director of Communications/IGR.
- Employee Handbook update.
- NeoGov End User Training.
- Employee Leadership Training.
- Employee Engagement Survey.
- Re-issue Temporary Services RFP.
- Issue RFP for ancillary products (Basic Life and AD&D; Supplemental Employee & Dependent Life; Long Term Disability; Vision).

- OPEB study to look at options for retiree medical coverage.
- Transition to new billing processes and data submission to carriers.
- Create City of San Marcos Employee Benefits Guide for employees.
- Successful Open Enrollment with on-line enrollment and 1095C information gathering tool.

### Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Total Number of employees	#	571	655	667
Total Number of employment applications received	#	6,019	8,611	9,000
Voluntary Turnover:				
• Civil Service	%	5.5%	14%	18%
• Non-Civil Service	%	21%	25%	25%
Training & Development	Hours per Employee	1,700	5,926	6,000
ADA Coordination-Site Visits	#	43	42	45
Retirements	#		16	15
Claims Managed:				
• Workers' Comp Incidents Reported	Claims	124	114	120
• Lost time injuries	Claims	5	8	5
• Liability Claims Filed	Claims	88	166	150
• Subrogation Recoveries	Dollars	\$117,915	\$199,105	\$100,000
Family Medical Leave Act Certifications	#	114	81	100
Medical plan-total lives covers	#	1,256	1,223	1,250

# Finance

	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
<b>Finance</b>								
Director of Finance	1	1	1	1	1.00	1.00	1.00	1.00
Assistant Director-Budget	0	1	1	1	0.00	1.00	0.00	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 I	3	1	1	1	3.00	1.00	1.00	1.00
Accountant II	0	2	2	2	0.00	2.00	2.00	2.00
CDBG-DR Accountant	0	0	1	1	0.00	0.00	1.00	1.00
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
Tyler Munis Application Analyst	1	1	1	1	1.00	1.00	1.00	1.00
Contracts Administrator/Supervisor	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
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	20	21	22	22	19.55	20.55	20.55	21.55

## 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	1,544,499	1,754,891	1,754,891	1,852,169
Contracted Services	39,124	49,537	49,537	49,537
Materials and Supplies	34,329	34,119	34,119	34,115
Other Charges	46,089	62,680	62,680	62,680
Capital Outlay	0	0	0	0
Total	1,664,041	1,901,227	1,901,227	1,998,501

## 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 2017-18

- 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 2018-19

- 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 2016-17	Estimated 2017-18	Projected 2018-19
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



# **TECHNOLOGY SERVICES**

# Technology Services

Technology Services	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
Director of Information Technology	1	1	1	1	1.00	1.00	1.00	1.00
Technology	0	0	1	1	0.00	0.00	1.00	1.00
IT Business Services Manager	1	1	1	1	1.00	1.00	1.00	1.00
IT Services Delivery Manager	1	1	1	1	1.00	1.00	1.00	1.00
Technology Project Manager	1	1	0	0	1.00	1.00	0.00	0.00
Network Administrator	0	0	1	1	0.00	0.00	1.00	1.00
Delivery Manager	1	1	0	0	1.00	1.00	0.00	0.00
Support Analyst, Lead	0	0	1	1	0.00	0.00	1.00	1.00
System Administrator	3	3	3	3	3.00	3.00	3.00	3.00
Network Administrator	2	2	2	2	2.00	2.00	2.00	2.00
Support Analyst	3	4	2	2	3.00	4.00	2.00	2.00
Business Systems Analyst	2	2	3	3	2.00	2.00	3.00	3.00
Administrative Assistant, Senior	1	1	1	1	1.00	1.00	1.00	1.00
Total	16	17	17	17	16.00	17.00	17.00	17.00

## Mission Statement

The mission of the Technology Services Department is to deliver reliable and sustainable technology services necessary for the support and operations of the City of San Marcos. We are committed to provide cost effective recommendations, implement solutions, and oversee technological resources through teamwork, professionalism, and quality customer service.

## Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	1,346,854	1,559,871	1,559,871	1,719,216
Contracted Services	211,369	195,855	195,855	195,855
Materials and Supplies	33,375	33,263	33,263	36,728
Other Charges	81,901	101,274	101,274	101,274
Capital Outlay	0	0	0	0
Total	1,673,499	1,890,263	1,890,263	2,053,073

## 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 2018-19

### BUSINESS SERVICE TEAM

- Shelter Track Upgrade: Upgrading the Animal Shelter software Rescue Connection to Shelter Track
- City Signature: Standardizing City Email Signature Blocks using Symprex Signature Manager
- Electric SCADA Upgrade: Upgrade to the Electric SCADA system from "World View" to Survalent's "Smart VU" System.
- TransCAD (Traffic Forecasting) Purchase and installation of software that can perform traffic demand forecasting to plan future roadway infrastructure.
- Infoworks ICM (2D Modeling) Purchase and install 2D flood modeling software per City Council recommendation. It would provide engineers with more accurate flood plain modeling where the flow is complex, shallow and moving in multiple directions.
- Online Bidding System: Purchasing Dept. looking to replace their existing eProcurement System for online bidding and eProcurement business.
- Tyler Forms Migration: Tyler forms processing is transitioning from Adobe Central as a toolset to DocOrigin. Adobe has announced end of life for the Adobe Central Solution.
- Tyler Upgrade to 11.3: Upgrading current enterprise HR/Finance application to version 11.3
- Zoll 5.0.3 Upgrade: Upgrading Zoll 5.0.2 to Zoll 5.0.3 to fix the Apex drawing portion of Zoll on the client and the servers.
- NeoGov: Implement new HR Recruiting Application
- Bricolage: A handful of items came out of the O365 Migration project close meeting. They all need to be completed but separately do not fit into a project, thus this project was born... bri·co·lage--“something constructed or created from a diverse range of available things.”
- Database Implement New Functionality: Implement alerting and monitoring. Set SQL Server updates/upgrade maintenance schedule.
- Database Verify Maintenance Setup: Verify access, backup setup and other tasks that occur on a regular basis.
- Technology Refresh: Add or change the following applications and hardware for the end user: Deploy linked clone virtual machines, replace pano devices with wyse devices, deploy office 2016, deploy the Adobe Creative Cloud Suite, and online FAQ's and Training.
- Police Ticket Writers & MDTs: Upgrade and Enhancement of Police Ticket Writers/ This was to purchase laptops and electronic ticket writers for the San Marcos Police Department.
- Regional CAD / RMS / Mobile: This project will integrate CIS application with Hays Co, Kyle, Buda and TX State
- Visitor Log Solution: Purchase and install a visitor management solution for their lobby to have visitors tracked and identified for CJIS compliance. (iLobby)
- Wavetronix Data Collector: Purchase and install a traffic data-collector software program to download traffic count data from the permanent Wonder World Drive Traffic counters, per City Council Approval, these are used to reimburse the City for the cost of the Wonder World Drive Extension Project.(Automating a manual read process)
- Telstrat Upgrade (for UB): Evaluate moving Utility Billing from the Telstrat/EngageCR Call Recording system, to the Higher Ground Call Recording/Reporting System that the Police Department uses. IT has a security initiative to update all of our servers to at least 2012 or 2016(ideal). Telstrat/EngageCR must be upgraded because it currently sits on a 2008 server, but the current version does not support a 2012 or 2016 server.

- Topaz Electronic Signatures: Purchase and Implement a signature pad for the Utility Billing front desk personnel to quickly assist customers with signing PDF documents.
- WIC - TXIN: WIC State System moving to a hosted solution
- WIC Remote Locations: Adding Remote WIC Locations to our City Network
- WWW SCADA System Phase I: Replacing the Water Treatment Plant and the Wastewater Treatment Plant SCADA systems.
- ResCarta Archival Project: Create a virtual web-server and allow external viewing to display the site ResCarta has created for the San Marcos Public Library (SMPL). This site allows SMPL to display its collection of 700+ archival photos to Citizens in a more user friendly way, allows SMPL to display their high resolution images and protects the photos from unauthorized use.
- PST File Migrations: Migrate 503GB+ PST Files from city storage to O365
- AriesPro Utility Analytics- WWW: Digital Utility Hub that will provide data analytics to enhance the capability of both Utilities in day-to-day operations, maintenance, and customer service for Water
- Rosario Phone Server Replacement: Replace 2003 telephone maintenance server with 2016 telephone maintenance server.
- Erect replacement tower (Franklin Water Tank) to support traffic signal communications, public safety radio repeater, and future City-wide wireless network. (Potential partnership w/LCRA)
- Network Refresh: Every five years the City budgets for a refresh of the City's entire network infrastructure. This includes necessary updates, enhancements and allows room for growth over the next five years. Disaster Recovery will be worked on in-sync with the refresh.
- JusticeWeb: an application to provide capabilities to view warrants and public to view/pay for citations.
- Taser (Axon) Video Solution: To provide HD video surveillance through the use of Body Cams, Interview Rooms, and Fleet Vehicles into secure Cloud Storage.
- 2018-License Plate Recognition (Parking Management): The City of San Marcos (CoSM) requires a LPR system to assist in enforcement of the downtown parking areas.
- 2018 - Fire Station #4 (NEW) Fiber Connection: Run new fiber connection to new Fire Station facility off of Wonder World Dr. This connection will include buried conduit and 24 strain fiber optic cables. Cost includes \$14,000 already paid for boring under Wonder World Dr.
- 2018-Benson File Server Migration: Migrate to a new File Server and implement new file structure.
- 2018-AriesPro Utility Analytics- Electric: Digital Utility Hub that will provide data analytics to enhance the capability of both Utilities in day-to-day operations, maintenance, and customer service for electric
- 2018 - Web Conferencing / Audio Conferencing (Skype for Business): Implement a cost effective web/audio conferencing option to the 65 users who expressed a need for this type of functionality.
- 2018 - Body Cams- Neighborhood Services/ These Axon Body Cams will be provided to Park Rangers & vehicles, Code Enforcement Body Cameras, and the Bailiffs in Municipal Court.
- 2018 - Envisionware Upgrade: The library would like to purchase the Mobile Printing Feature (email to print option for library patrons). They are also interested in the "One Stop" interface, Ecommerce Credit Card Kiosk and X11 Self-Service All in One Kiosk in the distant future.

## **NETWORK TEAM**

- Setup redundant connection with Hays County for CIS CAD access
- Working with Texas State IT Department in setting up redundant connection for CIS CAD access and emergency internet services
- Upgraded network Time Servers at Muni and PD
- Upgraded virtual infrastructure (VMware) at Muni and PD datacenters
- Assisted Engineering with hosting FEMA for flood plan reassessment for citizens at the Activity Center
- Setup new horizon infrastructure at PD to allow officers access to virtual machines remotely
- Implemented new secured infrastructure for the Water SCADA system

- Submitted Microsoft yearly True up audit
- Assisted with Electric SCADA upgrade, reconfigured substations to communicate with new SCADA servers
- implementation of 40GB internal fiber ring
- IT Department won the 2017 PTI Technology Solutions Award for the Library customer machine solution implemented in 2016.
- Horizon 7.3.1 Infrastructure Upgrade
- 3 Remote Facilities added to network (WIC Kyle, New Braunfels, Seguin, Lockhart).
- Virtual Client Management network upgraded to 10G
- Panorama Firewall Management Implemented
- Built New network for unified VM Pool
- Upgraded City server backup infrastructure
- Created E-Mail Signature DB in support of City-wide email signature blocks
- Assisted in setting up data analytic software AriesPro
- Assisted with Northstar meter import issues
- Rewired facility network closets and installed new Meraki switches (Code Enforcement, Municipal Court, Grant Harris Building, Public Services, Fire Station #5, WWTP/WQ, and Municipal 1st Floor completed)
- Installed new UPS system at all facilities for network equipment.
- Working with developers at Trace, La Cima, and Kissing Tree on getting conduit installed for future City facilities and assets.
- Setup extended wireless services for Sight and Sounds event.
- Mounted new free standing pole mount on top of Library to better line of sight for point 2 point wireless network connectivity.
- Conducted after hours emergency replacement of equipment at Hays County Justice Center due to a power surge. The equipment is the primary path for CAD access for Hays County Dispatchers.
- Completed network closet refresh in multiple locations. (PD Auditorium, Fire Station #5, Grant Harris, Code Enforcement, Public Services, WQ, Waste Water, Muni Stack, Muni 2nd Floor)
- Installed network vent doors to regulate temperature in closets.
- Fixed multiple network issues at various locations regarding outages, connectivity problems, bad patches, etc.
- City Fiber deployment architecture and future builds to enhance fiber connectivity
- Added airport management company to city network
- Upgraded backup infrastructure
- OS level patching of virtual environment for Spectre and Meltdown
- Muni Data center core routing and switching replaced/upgraded
- Replaced softball field point to point for better throughput and stability
- WIC public wireless implemented
- Replaced access switches for PD, Library and City Hall
- Implemented UPS network management and monitoring system
- Completed Network Refresh Hardware installation
- DR Network Upgraded
- PD Network Upgraded
- Airport Network Migration (IP Change, Wireless AP Configuration)
- Cemetery Cellular Tower installation and connectivity testing completed
- Management network implementation
- FS4 wireless design and equipment purchase
- Muni Primary storage software upgrade
- Implemented Department of Homeland Security (DHS) external Nessus Scanning
- Purchased Nessus software for internal vulnerability scanning
- Scheduled DHS assessments for:

- Cyber Resilience
- External Dependencies Management
- Cyber Infrastructure
- City wide IP address clean up and documentation
- Muni Firewall Cleanup and rule narrowing
- Electric SCADA Firewall Cleanup and rule narrowing
- Water SCADA Firewall Cleanup and rule narrowing
- FS4 Fiber installed
- Cisco Vulnerability Mitigation
- SWTP P2P equipment firmware upgrade and signal corrections
- Spun up new servers for Voice to Text and Phone ware projects
- Implemented Adobe Enterprise Single Sign-On
- Implemented an on-premise Adobe updates server
- Upgraded Windows Update Server to Server 2016 and increased security with SSL
- Library Patron Computer System Update
- All machines to Windows 10
- New Kiosks
- Updates to Reservation and Print servers
- Wireless at Activity Center Updated and Expanded
- New EOC Network Infrastructure built and setup documentation created
- New DR architecture stood up and tested
- Setup POC wireless connection to city water tank
- Assisted in the setup and monitoring of Leadercast
- Primary Internet Firewall rules evaluated, revalidated and harden
- Completed the migration and retirement of the old city file share (Benson)

## **SERVICE DESK TEAM**

**Total Tickets Closed: 6,061**

**Total Tickets Opened: 6,128**

- Completed move from Track IT! to BOSSdesk ticketing and asset management software.
- Pano Replacement Completion
- Zoll Upgrade to 5.0.3
- Pontem Server Upgrade to 4.5.5.101
- SMEU Electric Scada Upgrade
- Report Bridge Application Upgrade for Coplogic
- Wavetronix Traffic Data Collector Installation
- TechFresh (Appsense)
- Migrated the remaining City Virtual Machines from Horizon 6 to Horizon 7
- Started Department .pst file migration to cloud.
- Installed Server cluster failover for VHD files
- Turned off RDP from outside of the City as a security measure.
- Installed Transcad and Infoworks applications on new physical server for CIP
- Finished .pst file migration.
- Upgrade to Scada Electric
- Tyler Forms Migration
- Appsense Upgrade (version 8 to 10)

- Set up PXE Network Boot for faster and efficient imaging of desktops and laptops.
- Moved MDT deployment to the new server – cleaned up and optimized according to best practices.
- Created new PKI certificate infrastructure according to best practices – Three servers: Root CA, Subordinate CA & Web portal for enrollments.
- Completed InfoWorks Server & Software Setup.
- Completely reimaged SMPD Laptops (100+) with the new image, bios & updated software.
- Introduced PrinterLogic to the city.
- Migrated users to Windows 10.
- Prepared & reimaged laptops for COSM Library Tax event.
- Implemented Single Sign On for Evidence.com.
- Pontem Cemetery Upgrade
- Rolled out Phishing Report function in Outlook.
- Implemented KnowBe4 Second Chance plugin for outlook.
- Updated PDQ Deploy from version 14 to 15.
- Implemented Single Sign On for Evidence.com/Axon based on Office 365 AAD.
- Omnixx Upgrade for PD
- Consolidation of multiple Print Servers to one dedicated Print Server.
- Tokay Application Update
- Finalization of Benson Migration to clustered file servers
- Implemented PDQ Inventory to help in Application, Update, and Patch Management.
- Implemented Adobe Enterprise Single Sign-On
- Implemented an on-premise Adobe updates server
- Upgraded Windows Update Server to Server 2016 and increased security with SSL
- Library Patron Computer System Update
- All machines to Windows 10, new Kiosks, updates to Reservation and Print servers
- Installed & Configured Exchange 2016 server (Tokyo)

## **What We Plan to Accomplish in 2018-19**

### **New Technology:**

- Continual upgrade/refresh of all compute powered devices to the latest Window OS
- Self-Service Password reset/unlock solution
- Upgrade all 2008 Servers to 2016
- Upgrade Domain/Forrest to 2016
- Redesign AD to correctly mirror organizational layout
- Increase use of VDI instead over physical machines
- Provide more Self Service options to enable users.
- FY19 Warranty Replacements
- Fire Station 4 Security
- Municipal Court Security
- WWTP Gate Replacement
- Electric Substation Connectivity Upgrade
- City-wide Wireless Project
- Disaster Recovery
- Fiber Network Expansion
- PD Isolation
- Voicemail Upgrade
- Hays County PSAP Redundant Fiber Connection
- Digital Health to My Permit Now

- Volunteer Mark
- Maximo Upgrade
- Climatec Upgrade
- Cemetery Software RFP
- W/WW Security
- Tyler v2018 Upgrade to TEST
- Record Retention / File Share Clean Up
- OneDrive Implementation
- Microsoft License Renewal
- Upgrading Police and Fire Dept. Mobile Routers
- Yukon Implementation
- Key Management System & Security Lockers
- PStrak
- Parking Mobility
- Crowd Sourcing
- InfoSend eBilling
- Survalent Webserver
- mCARE 6 Customer Development Group
- Tyler Cashiering
- Fire Station(NEW) Trace Development Fiber Connection
- Texas State Redundant Fiber Connection
- Tower Expansion
- Library Expansion
- PD Remodel
- Tyler Upgrade to version 2018
- Public Services (NEW) Facility Fiber/Network
- Activity Center Video Security Upgrade
- Automated Drive-Thru Payments (Kiosk)
- Parking Management
- W/WW SCADA Phase II/DFS Replacement
- Technical Utilization Review
- Fire Zoll Upgrade
- JusticeWeb / Phase II
- Maximo Integration with Tyler
- Ncourt - Payment process
- Water - SCADA DFS conversation

<b>Performance Measures</b>	<b>Unit of Measure</b>	<b>Actual 2016-17</b>	<b>Estimated 2017-18</b>	<b>Projected 2018-19</b>
<b>Network Uptime</b>				
Period of time measured Oct 1 to Sept 30. As of this date we have experienced various network outages, lasting less than a day.	%	98	98	99
<b>Application Uptime</b>				
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
<b>Telephone Uptime</b>				
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 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	207,073	213,951	213,951	221,843
Contracted Services	15,903	15,900	15,900	15,900
Materials and Supplies	9,138	9,150	9,150	9,150
Other Charges	11,730	12,550	12,550	12,550
Capital Outlay	0	0	0	0
Total	243,844	251,551	251,551	259,443

## 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 2017-18

- Created Common Operating Picture web mapping application for EOC
- Trained EOC manager and some Hays County staff to use this Common Operating Picture

- Preparation for Hurricane Harvey
- Manned EOC during Hurricane Harvey
- Onboard Public Services Technology/GIS manager
- Download new orthoimagery for QA/QC
- New CIP database schema
- upgraded client machines to ArcGIS 10.4.1
- QA/QC Orthophotos for 2017
- Cleaned up Emergency Response Group, All Saint's Day Flood Group and Memorial Day Flood Group on ArcGIS Online.
- Deleted irrelevant publishings from CityOfSanMarcosTexas username on ArcGIS Online
- Tested pre-planning with Collector App with Fire on campus.
- Developing EOC GIS staff SOP.
- Updating EOC Emergency Preparedness App to reflect requested changes.
- Developing post-incident damage assessment GIS staff SOP.
- Developing pre-made Collector App web maps of post-incident damage assessment.
- Developing Emergency Management Dataset within Public Safety GIS Database.
- Reproduced Replicas
- Updated Parking Enforcement's web maps and web apps with SMGIS layers
- Trained parking enforcement officers and parking coordinator to use these maps and apps via laptop, desktop computer, and Collector App on smart phone.
- GPSed 911 trail markers at Ringtail Ridge.
- Multiuser Geodatabase for GIS Training
- Received LiDAR data
- Rebuilt geodatabase replica
- Created park trail data and metadata for replaced, proposed, removed, under construction, Renegade Park trails
- Updated shape files for GIS-waiting on portal implementation
- Updated Discovery Center wall map
- Ringtail Ridge 911 trail marker maps for the park rangers and fire department
- Upgrade Hawking to 10.4.1
- Updated regional city limits, regional ETJs and Caldwell ESDs
- GPSed Schulle Canyon 911 trail markers.
- GPSed Spring Lake trail update
- Completed inventory and QA/QC of electric utility capacitors, fuses and switches
- Updated damage assessment tablets
- 2018 Hydrant inspection kickoff
- Redesigned park kiosk maps
- Python scripting standardization assessment
- Parks 8.5x11 maps
- Reviewed and approved damage assessment data for Emergency Management dataset
- Fire Department Redistricting
- Completed cleanup on Edited Inspection DB
- Recreated all Replica Database and all Services
- Installation of Portal on New Production Server
- Upgrade Hawking to Server 10.6
- Draft Scripting Policies and Procedures
- Fire Re-District Scenario Maps for Chief Stephens
- QR Code Scanners on new parks kiosk maps to link the public to web maps of parks to be able to see their live location
- Fire Dept. 11x17 Streets Study Guide Maps
- Concept Plat Maps printed and framed for Station 5.
- Collector reference layer/basemap layer data replicated to proddb202\prodgisreplica and published to Moe
- Collector symbology updated. Data published to Moe.

- Updated Parks web maps and emailed to SMGA and Director of Parks
- Worked with ISO to get their San Marcos GIS data updated.
- Migrated scripts to new server

### **What We Plan to Accomplish in 2018-19**

- Implementation of Health Check recommendations
- Implementation of Strategic Plan recommendations
- Implement new Orthoimagery service
- Implementation of formal change management process
- Implementation of formal policies and procedures
- Developing (growing) organization-wide GIS Wiki repository

## Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
GIS Steering Committee Meetings	#	4	4	4
GIS Workgroup Meetings	#	12	12	12
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.	#	1	2	1
Obtain state and/or national recognition for excellence in Municipal GIS.	#	2	2	2
Participate in Yearly GIS Day	#	1	1	1



# **COMMUNITY DEVELOPMENT**

# Engineering

Engineering	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
Director of Engineering/Cap Improve	1	1	1	1	1.00	1.00	1.00	1.00
Senior Engineer	6	6	5	5	6.00	6.00	5.00	5.00
Senior Engineer CDBG-DR	0	0	1	1	0.00	0.00	1.00	1.00
Project Engineer	0	1	1	1	0.00	1.00	1.00	1.00
Project Engineer CDBG-DR	0	0	1	1	0.00	0.00	1.00	1.00
Engineering Technician II	1	1	1	1	1.00	1.00	1.00	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
Engineering Inspector-CDBG-DR	0	0	1	1	0.00	0.00	1.00	1.00
CIP Program Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
GIS Transit Analyst	1	1	1	1	1.00	1.00	1.00	1.00
Engineering Tech/Graduate Engineer	1	1	0	0	1.00	1.00	0.00	0.00
Engineer in Training	1	1	3	3	1.00	1.00	3.00	3.00
Administrative Assistant	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
Acquisitions Assistant	0	0	0	1	0.00	0.00	0.00	1.00
Total	19	20	23	24	19.00	20.00	23.00	24.00

## 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	1,907,174	1,902,177	1,902,177	2,017,616
Contracted Services	145,769	175,129	175,129	130,831
Materials and Supplies	39,702	37,345	37,345	38,697
Other Charges	58,582	65,770	65,770	62,135
Capital Outlay	0	0	0	0
Total	2,151,228	2,180,421	2,180,421	2,249,279

## Goals and Objectives

- Provide comprehensive engineering and development review of projects
  - Tract number of reviews and review times for various plans/permits to track performance
  - Provide additional staff for review of new floodplain modeling requirements and enhanced water quality requirements in Code SMTx
  - Provide Tech Manual and other design information to development community to increase quality of submitted plans.

- Provide outstanding project management on capital improvement projects
  - Implement DR projects and expedited drainage projects per Council direction
  - Coordinate project scope and include plan review with other city departments
  - Maintain project schedules and communicate status with the public
  - Tract Change Orders and construction completion times on projects
- Protect the environment and ensure public health and safety with proper inspection services
  - Provide inspection training
  - Tract workload to insure adequate inspection time to ensure quality construction
- Effectively plan and manage the City's infrastructure
  - Update Master Plans on 5-year interval
  - Continue to review financial and workload constraints during development of annual CIP update

### **What We Accomplished in 2017-18**

- Started construction on 10 Projects: City Park Biofiltration Pond, McKie and Lee St Water Replacement, Cheatham St. Water Line Bore, Railroad Chicane, Victory Gardens Subdivision, Coers Drive Imps, CM Allen Reconstruction, Reclaimed Water Elevated Storage Tank, Bishop Sidewalk, River Road Pavement and Bank Stabilization
- Completed Construction on 11 Projects: N LBJ Landscaping, River Road Outfall, Sessom Underground Electric, Sessom Bike Ped and Peques Imps, N LBJ Wastewater and Oakridge Lift Station, Hopkins & LBJ Striping, Guadalupe Street Sidewalk Widening and Beautification, Franklin Water Tank, City Park Biofiltration Pond, McKie and Lee St Water Replacement, Railroad Chicane
- Completed FY2019 10 Yr CIP Plan
- Continued implementation of the HUD-DR Projects and Completed the USACE TSP Chief's Report
- Started the Stormwater Utility Rate Study and Sunset Acres Drainage Study
- Completed the Impact Fee Update, Transportation/Greenways Master Plan and Stormwater Master Plan
- Provided a master project schedule and quarterly department progress report
- Developed web based CIP Project Dashboard to report on CIP project status
- Compiled department project workload on a 3 year basis and effectively managed over 90 projects

### **What We Plan to Accomplish in 2018-19**

- Start Construction on 22 projects which includes: Airport – Hanger Development, Mill Street Reconstruction, Travis St Heritage Drainage Outfall, William Pettus Drainage, Cottonwood Creek 24 In Water Line, Reclaimed Water Pump Station Upgrades, Surface Water Treatment Plant, Posey Road Bridge Utilities, Main Lift Station Force Main & Reclaimed Water Imps, Blanco River WL Bore Imps, SSES EARZ Repairs, Primrose Way Water, Wonderworld Dr and Hunter Rd. Intersection Imps, Sessom Water Main Repair, Hopkins Bishop to Moore, Old Bastrop Water (Rattler Rd. to Centerpoint), Blanco Gardens Drainage
- Complete construction on 20 projects such as: Loop 82 Overpass, Reclaimed Water System Expansion, Wastewater System Planning, Cheatham St Water Line Bore Imps, Flood Emergency Warning System, Airport Master Plan, CM Allen Reconstruction, Airport – Hanger Development, Reclaimed Water Elevated Storage Tank, Mill Street, Cottonwood Creek 24 In Water Line, Travis St Heritage Drainage Outfall, William Pettus Drainage, River Road Pavement and Bank Stabilization, Reclaimed Water Pump Station Upgrades, Surface Water Treatment Plant, Blanco River Water line Bore Imps, Primrose Way Water, Wonderworld Dr/Hunter Rd Intersection Imp, Sessom Water Main Repair
- Start Airport Master Plan
- Complete the Stormwater Utility Rate Study

- Complete the FY 2020 10 Yr CIP
- Continue to improve communications for ongoing construction
- Continue to effectively manage over 90 projects Continue to effectively manage over 90 projects.
- Complete Update of Transportation, Greenways and Stormwater Master Plans and Impact Fee Update.

## Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Percent of design projects on schedule	%	64%	65%	75%
Percent of construction projects on schedule	%	56%	78%	80%
Percent of projects completed on time	%	58%	67%	80%
Avg percent spent over original contract amount	%	11%	9%	5%
Percent of Watershed Protection Plan reviews meeting the 10 day goal	%	20%	9%	40%
Percent of Public Improvement reviews meeting the 10 day goal	%	16%	11%	40%
Percent of Site Development reviews meeting the 10 day goal	%	58%	44%	75%
Number of projects with Acquisition Services	#	29	25	30
Number of Project and ROW Inspections	#	421	400	410

# Development Services Administration

Development Services Administration	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
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
Housing/Community Development Manager	1	1	1	1	1.00	1.00	1.00	1.00
CDBG-DR Housing Coordinator	0	0	1	1	0.00	0.00	1.00	1.00
CDBG-DR Compliance Specialist	0	0	1	1	0.00	0.00	1.00	1.00
Administrative Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Total	4	4	6	6	4.00	4.00	6.00	6.00

## Mission Statement

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

## Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	472,386	578,824	578,824	462,933
Contracted Services	24,170	50,446	50,446	49,935
Materials and Supplies	32,561	27,751	27,751	30,251
Other Charges	52,817	80,740	80,740	82,565
Capital Outlay	0	0	0	0
Total	581,933	737,761	737,761	625,684

## Goals and Objectives

- Use the proper development tools and regulations to implement the Comprehensive Master Plan vision for the community.
- 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.

## **What We Accomplished in 2017-18**

### **PLANNING-PERMITS**

- Streamlined the Pre-Development Meeting process by allowing online meeting selection and application.
- Updated the Planning & Development Services Fee schedule based on the actual cost of providing various services, and incorporated new fees associated with Code SMTX
- Improved ability to apply online for Planning cases
- Assisted Trace developers with post entitlement plan review leading to finalized public improvements and new homes under construction.
- Successfully completed Code SMTX process including edits to City Code, the Technical Manual and the Development Guide, adopted by City Council on 04/17/2018.
- Annexed Phase I of the La Cima development, resulting in public improvements and ground breaking for home construction.
- Drafted Edits to City Code, the Technical Manual and Development Guide to implement CodeSMTX.
- Updated the development guide to assist the public navigation of the new San Marcos Development Guide.
- Implemented new notification criteria to provide a more transparent process for the community.
- Completed and implemented standards for parklets, sidewalks and neighborhood gateway features including design guidelines and surety requirements – Awarded Texas APA Award for the program in Oct 2015
- Continued Code SMTX, the rewrite of the Land Development Code including the development of a code strategy report with the Think Tank
- Completed a Working Draft of CodeSMTX
- Completed a public review draft of CodeSMTX released in May 2016
- 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
- Processed several interim LDC amendments addressing prominent city issues including Purpose Built Student Housing, Public (P) Zoning, Short Term Rentals, and Commercial and Industrial Masonry Standards
- Coordinated inter-departmental meetings and completed the 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) and Construction Board of Appeals (CBOA). 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
- Permitted \$170 Million in residential & commercial construction value in fiscal year 2017
- Generated \$2 Million in permit fees in FY 2017 and on track to meet or exceed this figure for FY 2018
- Formalized the process for TxState Impact Fees intake.

### **COMMUNITY INITIATIVES**

- Led the HUD-DR group in the administration and implementation of the second year of the CDBG-DR grant.
- Built internal capacity to achieve the federal register requirements of the CDBG-DR grant including hiring additional engineering staff and training all staff implementing the grant on grant regulations and compliance;
- Conducted Round Two and Round Three of Housing Application Intake resulting in 60 applications.
- Facilitated six (610) CDBG-DR presentations and workshops.
- Managed the completion of CDBG-DR federal compliance requirements.
- Revised the CDBG-DR Action Plan through the completion of one (5) amendment...
- Completed three (4) CDBG-DR Quarterly Performance Reports (QPR).
- Managed the internal auditor work and compliance.
- Developed the CDBG-DR General and Housing Program policies and procedures.
- Managed the Case Management and Pre-Construction Services contractor.
- Successfully completed the Consolidated Annual Performance Evaluation Report for PY2016
- Rehabilitated the houses of 14 low-income families
- Rehabilitated the houses of seven low-income families.
- Monitored four non-profit recipients of CDBG funding.
- Achieved federal timeliness requirement of < 1.5 in CDBG line of credit as of 8-2-17.
- Conducted two Subrecipient Workshops, provided technical assistance, and oversaw CDBG Program compliance for six subrecipient-managed programs.
- Reviewed and approved 14 City-funded and 1 First-Time Homebuyer loans
- Completed 25 environmental reviews.
- Completed the annual Action Plan process and submission to HUD for Program Year 2018.
- Continued to work on a community-driven Workforce Housing Program.
- Applied for HOME funding.
- Re-evaluated the Homebuyer Loan Assistance Programs.
- Re-evaluated the role of CDBG funds in terms of Workforce Housing.

## **What We Plan to Accomplish in 2018-19**

### **Planning-Permitting**

What We Will Accomplish in 2018-2019

### **PLANNING-PERMITS**

- Participate in completion and adoption of Transportation Master Plan
- Begin implementation of CodeSMTX through city initiated rezoning in select small areas
- Propose 6 month and 1-year amendments to CodeSMTX to correct or modify standards that are not working as intended.
- 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
- Continue to work with Finance and Engineering/CIP to align Capital Improvements Program to Vision San Marcos. Expand use of MyPermitNow to provide additional information to the public and improve internal processes and type of permits that can be applied for through MyPermitNow including Health, rental registrations, OSFF, state facilities and special events.
- Continue customer interface as well as internal process improvements for MyPermitNow
- Utilize MyPermitNow to streamline the electric billing process for commercial projects.
- 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 cross-training
- Develop a plan for increased neighborhood outreach
- Develop and Implement a CUP audit tracking and enforcement program

- Conduct fee analysis
- Improve the stand-alone certificate of occupancy application process and integration of the health department.
- Implement Phase II Electric policy and provide education to customers.
- Develop policies for ETJ and Irrigation inspections in coordination with Public Services.
- Bring forward for adoption, by Council, the 2015 Energy Code and provide education to the public in regards to.

### **COMMUNITY INITIATIVES**

- Continue to provide programs and services to assist low-to-moderate-income families through the implementation of CDBG, CDBG-DR, HOME, and related programs with an emphasis on Workforce Housing Strategies.
- Lead the HUD-DR group consisting of staff representing the City Manager's office, planning and development services, finance, engineering, communications, legal, and purchasing to achieve CDBG-DR grant compliance.
- Continue to build internal capacity for the CDBG-DR program by hiring additional staff including: engineers, an accountant, program staff and compliance staff. In addition, staff will participate in on-going training the evolving grant regulations the new round of funding regulations and requirements.
- Manage the CDBG-DR Housing Programs and contractor.
- Implement the construction phase of the Housing Rehabilitation and Reconstruction programs.
- Complete fifteen (15) CDBG-DR housing rehabilitation or housing reconstruction projects.
- Continue to hold public meetings and present CDBG-DR information to the public through presentations, City Council meetings, and public workshops.
- Rehabilitate eleven (11) owner-occupied houses through BR3T and Southside Community Center's summer program utilizing CDBG funds.
- Conduct the Davis-Bacon Labor Standards requirements for three (3) CDBG projects and six (5) CDBG-DR projects.
- Complete improvements to Dunbar Park
- Complete improvements to the City Dog Park.
- Complete improvements to Anita Reyes Park.
- Complete improvements to Dunbar Park.
- Provide CDBG direct homebuyer assistance to eight (8) income-eligible first-time homebuyers.
- Provide City Residency Incentive loans to twenty (20) city employees and/or Texas State Professors.
- Provide CDBG funds to CASA for services to abused and neglected children. Provide services to abused and neglected children through funding CASA. Provide scholarships to low-to-moderate income San Marcos children through recreation fee scholarships.
- Support children and victims of family violence through the renovation of portions of the Hays County Women's Center
- Provide CDBG funds for recreation programs scholarships to income-eligible youth.
- Develop a community-driven Workforce Housing Program.
- Implement the HOME program.
- Work with non-profit development organizations to address Workforce Housing needs.
- Use CDBG funds to implement Workforce Housing strategies.

### **ONGOING WORK WITH THE COMMUNITY**

- Represent to the public the full function of the Planning and Development Services Department 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 2016-17	Estimated 2017-18	Projected 2018-19
Annexed Land Area (*Increase in area anticipated because of Annexation Strategy)	# Of Acres	1391.03	100	554.74
Conditional use permits	# Of Cases	39	33	45
Support of board and commission meetings and other public meetings	# Of Mtgs Staffed	42	45	48
Review of development permits on historic properties	# Of COA's Reviewed	32	25	36
LDC Amendments Processed (*Major revision anticipated)	Ordinances	4	4	4
Variances processed	# of Cases	11	8	10
Preferred Scenario Amendments	# of Cases	2	4	5
Subdivision plats and concept plans processed	# of plats	53	43	60

## Planning-Permit Division

Development Services Planning/Permit Center	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
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
Development Services Manager	1	1	1	1	1.00	1.00	1.00	1.00
Senior Planner	0	0	0	1	0.00	0.00	0.00	1.00
Planner	4	4	4	4	4.00	4.00	4.00	4.00
GIS Analyst	1	1	1	1	1.00	1.00	1.00	1.00
Environmental Program Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Environmental Inspection Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Planning Tech I	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	2	2	2	1.00	2.00	2.00	2.00
Total	13	14	14	15	13.00	14.00	14.00	15.00

### Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	1,032,315	1,075,302	1,0175,302	1,201,731
Contracted Services	111,433	135,791	135,791	134,411
Materials and Supplies	247	0	0	9,064
Other Charges	5,054	5,635	5,635	5,635
Capital Outlay	0	0	0	0
Total	1,149,049	1,216,728	1,216,728	1,350,841

## Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
CDBG-DR Housing Applications received	#	0	60	75
Completed CDBG-DR Housing Rehabilitations or Reconstructions	#	0	0	15
CDBG-DR – Public presentations and workshops	#	19	6	10
Community Needs Assessment – public meetings/workshops	#	10	10	5
Public presentations / workshops facilitated promoting the CDBG Program / Fair Housing	#	11	11	15
Project Environmental Reviews Performed	#	26	25	21
City-funded Homebuyer loan applications reviewed /approved	#	18/16	18/14	20
CDBG First-Time Homebuyer Loans reviewed/approved	#	11/2	1/1	8
Projects Monitored for Davis Bacon & Related Acts Compliance	#	0	1	8
Number of on-site Subrecipient monitoring reviews performed	#	4	5	4
Funding applications reviewed for eligibility	#	11	9	8
Completed demolition projects.	#	0	0	11
Completed CDBG housing rehabilitation projects.	#	7	14	21
Complete park improvements.	#	1	2	2

# Inspections

Development Services Inspections	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
Chief Building Official	1	1	1	1	1.00	1.00	1.00	1.00
Senior Inspector and Plans Examiner	2	1	1	1	2.00	1.00	1.00	1.00
Electrical Inspector	0	0	0	1	0.00	0.00	0.00	1.00
Combination Inspector	2	3	3	3	2.00	3.00	3.00	3.00
Total	5	5	5	6	5.00	5.00	5.00	6.00

## Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	319,707	435,516	435,516	509,288
Contracted Services	9,884	10,561	10,561	11,115
Materials and Supplies	8,487	2,038	2,038	1,900
Other Charges	2,122	2,000	2,000	2,000
Capital Outlay	0	0	0	0
Total	340,200	450,114	450,114	524,303

# Library

Community Services Library	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
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	5	5	2.25	2.25	2.20	2.20
Total	27	27	26	26	20.80	20.80	20.75	20.75

## 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	1,420,229	1,462,135	1,462,135	1,547,227
Contracted Services	56,257	58,912	58,912	58,912
Materials and Supplies	171,465	171,298	171,298	174,380
Other Charges	20,702	21,244	21,244	21,244
Capital Outlay	0	0	0	0
Total	1,668,653	1,713,589	1,713,589	1,801,763

## 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 2017-18**

**YOUTH SERVICES:** Children’s program attendance set a new record with 34,565 children attending programs. Over 1,000 preschoolers are enrolled in the 1,000 Books Before Pre-K reading initiative and twelve have been successful in completing this goal. The library continues to partner with many other programs and agencies in the community: El Centro, Texas State University (STEM, Reading Council, Education Department), SM Fire Department, SMCISD, United Way, HeadStart, SM Housing Authority, Encino Apartment children’s programs, Hays Caldwell Women’s Center, Youth Service Bureau, and twenty-two childcare centers. The teen program, while still small, increased by 1,000 teens with most of the interest occurring in the summer months. The Teen Advisory Board has been meeting monthly throughout the year. Working families regularly attended the Tuesday family night programming which is offered weekly in the summer and monthly during the school year. In addition, library staff provided library services and books to the children participating in the Parks and Recreation Summer Fun program. In partnership with the SMCISD Food Services Department, a total of 4,047 free lunches were provided at picnic tables in back of the library. The library is their busiest summer feeding location and to promote both programs, the library planned many programs to start at 11:00am or 1:00pm. Last year, the library received a grant from the Texas State Library that allowed us to purchase 22 chromebooks. Over the past year, we have offered 45 SCRATCH coding classes divided into groups by age. The summer reading program is the busiest time of the year and this year’s kickoff “Big Rigs” was attended by over 1,000 people. The library appreciates the City’s Public Works, Parks, Electric Utility, Water/Wastewater, Fire, Police and Transportation staff for providing hard hats for each attendee and for providing a fleet of vehicles for kids to learn about.

**ADULT SERVICES:** Adult program attendance is up 22% with 15,471 adults attending library programs. Highlights included classical Indian music, monthly Financial Literacy classes, Author’s Day, French, Spanish, German, and sign language classes, book clubs, concerts, health education, foreign films, book clubs, gardening series, parenting skills, job training, computer classes, and genealogy. Lifelong Learning and Philosophy Dialogues continue to provide exciting educational and entertaining programs to all adults with most of the population being considered senior age. In partnership with Community Action, we provided 843 GED and English language classes. In partnership with Texas State P-16 initiative, we were able to provide 60 resume, college, FAFSA, and job search classes. In partnership with AARP, our income tax service helped 1,050 low-income (average AGI was \$38,500) and retired people accurately e-file their tax returns. This resulted in our community receiving about ONE million dollars in tax refunds. A year-round adult reading passport was introduced and a new Book Chat book club was formed.

**COLLECTION SERVICES:** We cataloged and processed 5,397 new items for the collection and de-accessioned 5,734 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 163,000 volume collection were checked out 452,782 times during the year and 26,291 items were placed on reserve.

**24/7 DIGITAL LIBRARY:** Through joint projects with other central Texas libraries, our patrons now have access to over 10,000 downloadable ebooks and 8,000 downloadable audio books. Patrons also have free access to forty downloadable magazines from Flipster. These items that are “checked out” for free circulated 36,763 times last year. In addition, our digital services include access to the New York Times, Bookletters, TexShare databases, Gale Texas Legal Forms, Digital Sanborn Historical Maps, Heritage Quest, Learning Express, and the new Pronunciator which includes instructional resources for 80 languages.

**ACCESS TO COMPUTERS & INFORMATION:** We provided one-on-one reference services to 46,123 customers. Computer use continues to be an important part of our service with 106,491 computer log-ins on

library computers even though we had fourteen computers damaged by water and out of commission for a couple of weeks.

**LOCAL HISTORY CENTER:** Some of our best work this year occurred with our oldest records. ResCarta is a new program that provides online access to historical photographs, old telephone directories (from 1899), cemetery records and other local historical documents. The San Marcos Daily Record in digital format from 1975 are searchable by keyword. We have been actively digitizing photos from our local history files and making them accessible on the web. A wealth of historical information is now available to researchers on the Internet at <http://www.hank.ci.san-marcos.tx.us/Docs/History/Local.htm>

**LIBRARY PROMOTIONS:** For the first time, the San Marcos Public Library was recognized as a Library of Excellence by the Texas Municipal League. Only 52 of the 548 libraries in Texas received this award. At the Texas Library conference in March, the library won the Branding Iron award for best advertising for our promotion of the Summer Reading Program through newspaper, calendars, pamphlets, posters, social media, and the very popular and well-done videos (filmed by Dan Robertson from the COSM Communications Department). The Library's Facebook page continues to be a popular source for information and now has 2,593 followers, an increase of 37% from last year.

**FACILITIES, EQUIPMENT, AND GROUNDS:** The bond election in May 2017 passed and included \$14.75 million dollars to expand and remodel the existing library facility. Friends of the Library spent \$1,100 on colorful stools and tables for a Young Adult area. 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 7,500 hours at the library this year. In the recent city survey, customer satisfaction remains high with 94% ranking the library as exceeding expectations. The Friends of the Library donated a total of \$36,415 during the past year. They purchased materials, electronic resources, special events, programs, prizes, and GED scholarships. The library director has visited over twenty-five recently built public libraries during this past year, including an early look at the new Buda Public Library.

## **What We Plan to Accomplish in 2018-19**

- Maintain or exceed current levels of service in all key performance areas.
- Prepare for the library expansion project by hiring a project manager, architect and visiting recently built facilities, assembling a building advisory committee, and perhaps breaking ground by the end of FY2018.
- Attend local and regional library conferences, especially those with programs on architecture and facility expansions.
- Continue building and promoting our downloadable e-Book collection and other digital services.
- Continue improvements to library webpages including development of online forms and mobile apps.
- 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.
- Work to improve customer service and efficiency throughout our operation.

## Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
The library is well-used by a large percentage of the San Marcos community.	# of active card holders	50,996	51,000	53,000
Citizens enjoy coming to the library to read, learn, and connect with others.	# of visitors	383,426	385,000	385,000
The library collection is well-used because it meets the recreational and educational needs of the community.	# of items borrowed	489,545	490,000	495,000
Citizens receive friendly, professional help when they are seeking information or computer instruction.	Reference Assistance	46,123	47,000	48,000
The library provides citizens and visitors with access to the Internet and other computer resources.	Use of Computers	106,491	107,000	110,000
The library helps support the educational and recreational needs of children.	Attendance	34,565	36,000	38,000
The library provides adults with GED and literacy tutoring as well as opportunities for lifelong learning including computer classes and workforce development.	Attendance	13,225	15,000	16,500
The library maintains an up-to-date, well-organized collection of materials to meet the diverse needs of our community.	Volumes	167,853	168,000	168,000
The library provides citizens with opportunities to give back to their community by doing meaningful volunteer work.	# Hours	7,500	7,500	8,000



## **PUBLIC SAFETY**

# Fire Operations

Public Safety Fire Services	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
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 Marshal	0	1	1	1	0.00	1.00	1.00	1.00
Fire Captain	15	18	18	18	15.00	18.00	18.00	18.00
Fire Captain-Fire Marshal	0	2	2	2	0.00	2.00	2.00	2.00
Fire Engineer	18	15	15	18	18.00	15.00	15.00	18.00
Fire Engineer-Fire Marshal	0	0	0	1	0.00	0.00	0.00	1.00
Fire Fighter	33	30	30	35	33.00	30.00	30.00	35.00
Fire Fighter-Fire Marshal	0	0	0	1	0.00	0.00	0.00	1.00
GIS Analyst	0	1	1	1	0.00	1.00	1.00	1.00
Administrative Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Assistant-Fire Marshal	0	1	1	1	0.00	1.00	1.00	1.00
Administrative Assistant	1	1	1	1	1.00	1.00	1.00	1.00
Total	76	78	78	88	76.00	78.00	78.00	88.00

## Mission Statement

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.

## Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	8,063,646	8,374,825	8,374,825	9,640,246
Contracted Services	130,916	141,572	141,572	,134,072
Materials and Supplies	458,733	246,607	246,607	262,224
Other Charges	121,278	153,672	153,672	209,167
Capital Outlay	0	0	0	0
Total	8,774,574	8,916,676	8,916,676	10,345,709

## Goals and Objectives

- Our top seven goals for the San Marcos Fire Department for FY 17-18 are: 1) to open the new fire station 4 at 1404 Wonder World Drive; 2) begin design work on the new Stations 2 and 6, and hopefully begin construction on Station 2 in the first quarter of 2019; 3) complete the contracts and begin design of the new Fire Department training facility with construction to begin in early 2020; 4) complete the transition of the Fire Prevention Division into the Fire Department; 5) complete the process of spec'ing and ordering

a replacement battalion chief's command vehicle, a replacement aerial apparatus, and a new 2-person squad; 6) transfer the haz-mat response vehicle to Hays County in October 2018; 7) continue preparation for transition to a fire-based EMS system.

- Our goals and objectives revolve around our Mission Statement which states: 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 2017-18**

- Responded to 5,468 calls for assistance (CY 17); this represents a 100% increase in call volume since 2009
- On July 1, 2018, we placed into service, on all front line apparatus, LifePak 15 monitor/defibrillators and Lucas chest compression devices purchased with our \$332,182, 2016 AFG award
- SMFD personnel participated in 7,985 hours of professional development, training, and continuing education in CY 17
- Completed the seventh annual SMFD Citizens Fire Academy and seventh annual Fire Department Open House and Kick-off to Fire Prevention Month; two more Resident Advisor (RA) Fire Academies at Texas State, and conducted our third year of Junior Fire Academy camps for children ages 8-1, and our 3rd year of Pancakes with Santa
- Paramedic School Program graduates – Robert Dallimore, Lucas Sergent, and Ross Garman graduated in May 2017; Jake Sedovic, Danny Martinez, and David Fernandez graduated in May 2018
- Installed 87 smoke detectors and replaced 27 batteries, for free, for San Marcos residents living in single-family homes
- We reached over ±30,000 citizens through our public education activities and participation in public outreach programs which included: the Eldercare Fan Drive, Sunshine Kids Camp, National Night Out, the “Fired Up About Reading” program at the Library, numerous neighborhood school and church festivals and fairs, Shattered Dreams, our Annual 9-11 Remembrance Ceremony
- We deployed six SMFD personnel as part of a Hays & Comal County high-water rescue task force as part of the Texas Intrastate Fire Mutual Aid System (TIFMAS) response to Hurricane Harvey. Our personnel operated for 12 days in some of the hardest hit areas of Katy and Bridge City.
- Placed new Engine 4 in service
- Completed an audit and major upgrade of our Knox key program, including installing new, more secure, Wi-Fi enabled keypad-access only boxes in all frontline apparatus and administration vehicles
- We hosted the 10th Annual TEEX Leadership Development Symposium in January 8-10, 2018 with over 1,000 first responders attending
- Five firefighters completed their probationary training in March 2018
- Graduated three Battalion Chiefs from the Texas A&M Fire Service Chief Executive Officer program: Aaron Crawford, Howie Minor, and John Koenig. Jim Matano and Jeff Clark will attend in October 2018 and all SMFD Chief level officers will have completed this prestigious program
- Graduated three more Captains from the Texas Fire Chiefs Association's Fire Chief's Academy: Tory Turner, Justin Calhoun, and Clint Foehner
- We sold one LMTV at auction and purchased a replacement LMTV and Humvee with the proceeds

## **What We Plan to Accomplish in 2018-19**

- Design and begin construction of a Fire Department training facility at the San Marcos Municipal Airport

- Work with BRW Architects to modify the design of Fire Station 4 and begin construction of Fire Stations 2, on land donated to the City by the LaCima developer, and 6, on land donated to the City by the Trace developer.
- Complete the implementation of the Lexipol Policy Management program and begin the Lexipol Procedures manual development process
- Order the replacement for Battalion 1, Truck 5, and possibly the Department’s first-ever squad
- Complete construction and open 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
- 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 the Blanco Vista neighborhood, Hwy 80 and Hwy 21, and in the vicinity of the Outlet Malls
- Complete the transition of the haz-mat truck and equipment back to Hays County
- Creation of a drone program for fire, rescue, and training purposes

## Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Total Incidents	# of incidents	5,468	5,797	6,024
Life and Fire Safety Education	# of people contacted	30,806	29,653	30,000
Total Training Hours Received by Dept Personnel	# of hours	7,952	11,102	11,400
Citizens Fire Academy Graduates	#	13	13	15
Fire Dept Open House Attendees	#	1,100	1,100	1,100
Resident Advisor Fire Academy Graduates	#	175	175	175
Junior Fire Academy Graduates	#	44	49	48
Smoke Detectors Installed	#	88	65	70

# Police Operations

Public Safety Police Services	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
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	13	13	13	13	13.00	13.00	13.00	13.00
Police Corporal	17	17	17	17	17.00	17.00	17.00	17.00
Police Officer	69	69	69	71	69.00	69.00	69.00	71.00
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
Victim Services Specialist	0	0	1	1	0.00	0.00	1.00	1.00
VIPS Coordinator PT	1	1	1	1	0.50	0.50	0.50	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
CTO-Lead	0	6	6	6	0.00	6.00	6.00	6.00
911 Telecommunicator	21	15	15	15	21.00	15.00	15.00	15.00
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	1	1	1	1	1.00	1.00	1.00	1.00
Police Records Specialist	3	3	3	3	3.00	3.00	3.00	3.00
Community Liaison	1	1	0	0	1.00	1.00	0.00	0.00
Parking Technician	4	4	4	4	1.50	1.50	1.50	1.50
Total	152	152	152	154	149.00	149.00	149.00	151.00

## Mission Statement

The San Marcos Police Department is committed to the concept of shared responsibility, in partnership with its community, to identify and solve community problems, to maintain the public safety, and to promote a sense of confidence and security among its citizens, while remaining astute to the principles and craft of traditional policing.

## Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	14,678,682	14,517,672	14,517,672	15,128,087
Contracted Services	573,773	684,213	684,213	792,710
Materials and Supplies	808,844	620,379	620,379	686,913
Other Charges	119,211	102,790	102,790	102,790
Capital Outlay	0	0	0	0
<b>Total</b>	<b>16,180,509</b>	<b>15,925,054</b>	<b>15,925,054</b>	<b>16,710,500</b>

## Goals and Objectives

- 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.

## What We Accomplished in 2017-18

- 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 has three full time Mental Health Officers. 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. The unit also joined a collaborative effort with the Hays County Sheriff’s Department, Kyle Police Department, and Buda Police Department to help better serve mental heal consumers as them move between the different jurisdictions in the county.

- 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. A system of tracking requested traffic enforcement was implemented. Also implemented was a system for tracking the amount of time spent at locations requesting specific traffic enforcement.
- 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](http://www.villagecampus.org)).
- 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, however due to vacancies, these slots have not been filled yet. While the department worked to hire and train the new officers the additional two positions are covered with overtime when possible. The area also faces significant increase in patrons during large Texas State football games, Texas State graduation, long weekend holidays, and Halloween.
- 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 CID division has continued to routinely check on the sex offenders that reside in the City of San Marcos.
- 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.
- 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. In 2018 the program was awarded the 2017 Larry Abernathy Award for Excellence in Town and Gown Relationships for the work that the program has done.

- Criminal Investigations Division - 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. A case file checklist was converted to pdf by admin assistant to further streamline internal processes. 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. The interview rooms were upgraded this past year and now provide HD video recordings. The system enhances officer safety as it can now be remote monitored by another detective when someone is interviewing a violent criminal. This year we hope to have a detective work part time with the FBI violent crimes task force. This will bring in resources and a learning environment that we have not been exposed to before. The assigned detective will have FBI resources that can be used on crimes, such as bank robberies, here in San Marcos.
- Issued the Chief of Police quarterly newsletter – Common Ties – to provide updates on department performance, current trends, and events.
- Completed mandated training hours for all department personnel.
- 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.
- Continued the Coffee with a Cop program, making positive community contacts during several events including students and staff at San Marcos High School.
- Partnered with the Hays County Sheriff'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.
- 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 fourth 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.
- 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.
- Built upon our 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 across Hays County agencies.

- Completed Supervision with Character for all sworn and civilian supervisors/
- Expanded partnership with Jackson Chapel soup kitchen in which officers serve food in an effort to promote positive interactions between the police and community.
- Improved wiring bundles at dispatch consoles to prevent disconnects. This will include involvement of CAPCOG, LCRA, and AT&T partners for existing equipment.
- Held various community forum outreach events.

## **What We Plan to Accomplish in 2018-19**

Continued development of local partnerships for an effective regional response through the following projects:

- Develop further training and working relationships with Federal law enforcement agencies.
  - Conduct department policy review and rewrite into new format for the Texas Police Chief's Recognition program certification process.
  - 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.
  - Our new volunteer program has had a successful start and we are starting to realize the untapped potential of the position to organize our volunteers.
- 
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  - Expand Coffee with a Cop program. Department has received requests from additional businesses asking to partner for future events.
  - Our new volunteer program has had a successful start and we are starting to realize the untapped potential of the position to organize our volunteers.

## Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Patrol Calls for service	#	59,411	65,514	55,295
Officer initiated contacts	#	22,699	19,441	19,441
Active cases assigned to detectives	#	897	865	834
Cases sent to District Attorney for prosecution	#	260	286	315
Cases Referred to Juvenile Court	#	268	165	102
Noise complaints	#	1,866	1,553	1,293
Traffic accidents	#	4,344	3,763	3,260
Traffic stops	#	21,400	15,041	10,572
Physical Evidence items submitted to SMPD evidence section	#	3,641	3,985	4,362
Physical Evidence items destroyed by SMPD Evidence Section	#	1,560	2,098	2,822
Digital Evidence items submitted to SMPD Evidence Section	#	103,950	106,226	108,552
Peace Officer Training – Department Goal Of 40 Hours Per Officer Per Year	% Completed	64	99	99
Incidents for Police Dept	#	82,110	80,468	80,468
Mean Response Time For Priority 1 Calls	Minutes	5.00	5.00	5.00
Calls Dispatched For San Marcos Fire Department	#	5,733	5,848	5,848
Calls Dispatched For San Marcos/Hays EMS	#	8,716	9,500	9,500
SMPD-Academy class hours	#	7,536	9,800	9,800
SMPD-Academy Students instructed	#	970	1,000	1,000
SMPD-Academy classes	#	104	150	150

# Municipal Court

	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
<b>Municipal Court</b>								
Municipal Court Judge	1	0	0	0	0.48	0.00	0.00	0.00
Alternate Municipal Court Judge	1	1	1	1	0.01	0.01	0.01	0.01
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	1.43	1.43	1.43	1.43
Deputy Court Clerk	6	6	6	6	6.00	6.00	6.00	6.00
Juvenile Case Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Total	14	13	13	13	10.91	10.43	10.43	10.43

## 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	593,504	615,285	615,285	646,534
Contracted Services	112,136	158,292	158,292	163,803
Materials and Supplies	13,586	19,277	19,277	18,860
Other Charges	5,803	16,710	16,710	17,100
Capital Outlay	0	0	0	0
Total	725,029	809,564	809,564	846,297

## Goals and Objectives

- Access to Justice
  - Integrate court software with new parking enforcement software.
  - Provide internet access to court software to parties with cases in court, to include defendants, attorney's and law enforcement.
- Expedition and Timeliness
  - Complete ticket writer implementation to improve data entry process.
  - Continue review of older cases for status updates.
  - Continue collections efforts thru court marshals and collections company.
- Equity, Fairness & Integrity
  - Integrate all legislative changes into court operations
  - 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 2017-18

- Conducted outreach programs with local schools to include a mock trial at the San Marcos High School.
- Provided assistance with the SMPD ticket writer project.
- Troubleshoot new court software enhancing workflow and court processes.
- Partnered with local Municipalities to make contact with defendants in other cities with San Marcos warrants.
- Court continues its case audit of older cases older than 1997 thru 2005 to ensure compliance with the law regarding filing requirements and retention.

## What We Plan to Accomplish in 2018-19

- 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 non compliant defendants.
- Continue partnering with other cities for warrant service.
- Continue with audit of older cases.

## Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Total Number of cases filed	ea	17,835	16,500	17,500
Revenue (includes state and city revenue)	\$	1,917,910	1,800,500	1,880,500
Total Number of cases disposed	ea	12,806	12,200	12,600
Community service	ea	173	190	250
Cases disposed prior to trial	ea	7,902	7,600	7,800

# Office of Emergency Management

Public Safety Office of Emergency Management	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
Emergency Management Coordinator	0	0	0	1	0.00	0.00	0.00	1.00
Assistant Emergency Mgmt Coordinator	0	0	0	1	0.00	0.00	0.00	1.00
Emergency Mgmt Specialist	0	0	0	1	0.00	0.00	0.00	1.00
Total	0	0	0	3	0.00	0.00	0.00	3.00

## Mission Statement

Our mission is to build, sustain and improve the capability of the citizens to prepare for, protect against, respond to, recover from and mitigate natural and man-made disasters.

## Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	0	0	0	287,692
Contracted Services	0	0	0	32,704
Materials and Supplies	0	0	0	5,500
Other Charges	0	0	0	11,570
Capital Outlay	0	0	0	0
Total	0	0	0	337,466

## Goals and Objectives

- To educate the public and employees about the risk and hazards of emergencies and disasters
- To involve citizens, employees and first responders in preparing for disasters
- To provide and maintain a variety of emergency notification mechanisms
- To coordinate and maintain the City's Emergency Plan
- To document emergency response and recovery activities
- To provide guidance in obtaining grants for disaster preparedness, response and mitigation

## What We Accomplished in 2017-18

- Completed the FEMA PA documentation for reimbursement of the May and October 2015 floods.
- Created, implemented and test new mechanism for reporting emergency response hours
- Received approval from FCC and implemented frequency change for FM radio
- Conduct a public awareness campaign for regional notification system; increased community enrollment by 68%
- Closed out 2015 Homeland Security grants
- Received approval for 2 new Homeland Security grants
- Updated 20% of Emergency Plan Annexes

## What We Plan to Accomplish in 2018-19

- Participate in at least one regional and one city/centric exercise
- Develop and exercise a Medical Counter Measures plan for the city
- Enter into a contract with a maintenance contractor for Outdoor Warning Sirens
- Execute contracts with service providers for emergency response, mitigation and recovery
- Relocate FM radio to Cemetery Tower to provide better coverage for city
- Update 20% of the Emergency Plan Annexes
- Obtain StormReady Community recognition

## Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Emergency Plans written or updated	# / year			5
Public Education				
Number of events participated in	# / year			12
Number of people reached	# / year			3600
Exercises				
Number of exercises participated in	# / year			2
Number of participants trained	# / year			200
Emergency Response				
Emergency events responded to	Hours/year			



## **PUBLIC SERVICES**

# Transportation Administration

Public Services Transportation Administration	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
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, Senior	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 is committed to providing high quality, well planned, environmentally responsible, cost effective street, drainage, and traffic infrastructure and services to promote public health, personal safety, mobility, economic growth and civic vitality.

## Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	523,335	570,438	570,438	596,993
Contracted Services	36,264	63,534	63,534	62,259
Materials and Supplies	27,952	20,569	20,569	20,178
Other Charges	244,206	186,575	186,575	225,146
Capital Outlay	0	0	0	0
Total	831,757	841,116	841,116	904,576

## Goals and Objectives

- 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 Complete Streets and increase alternate modes of transportation infrastructure for all users, ages, and abilities
- 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 2017-18

- Updated and implemented 5-yr Pavement Management Plan
- Successfully implemented Sidewalk Maintenance Program
- Successfully maintained GPS pre-emption for Fire Department

- Successfully maintained real-time traffic monitoring for emergency management events
- Submitted MS4 Annual Report to TCEQ
- Completed approximately 116 traffic counts/studies in response to citizen traffic concerns
- Completed 2016 Traffic Count Maps
- Completed cycle counts and yearly inventory of fleet, water/wastewater, Electric, and traffic warehouses
- Issues \$2.5 million of inventory warehouse parts
- Issued and received \$3.2 million of inventory, materials and services.

### **What We Plan to Accomplish in 2018-19**

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

### **Performance Measures**

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Pavement Resurfacing	Miles	25	26	20
Sidewalk Maintenance Program	Feet	10,680	10,560	10,560
Plan Review Assistance	#	106	109	120
Traffic Counts/Studies	#	119	120	120
Special Events/Traffic Management Plans	#	6	6	6
Right-of-Way Permits reviewed/issued	#	209	171	175

# Traffic Control

Public Services Transportation - Traffic	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
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	5	5	5	5	5.00	5.00	5.00	5.00
Traffic Signal Technician	1	2	2	2	2.00	2.00	2.00	2.00
Total	10	11	11	11	11.00	11.00	11.00	11.00

## Mission Statement

Transportation-Traffic is committed to providing the citizens of San Marcos with a safe, well-coordinated, multi-modal transportation system.

## Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	703,774	733,330	733,330	755,651
Contracted Services	163,399	148,436	148,436	148,436
Materials and Supplies	270,049	199,527	199,527	199,106
Other Charges	8,311	15,734	15,734	15,734
Capital Outlay	0	0	0	0
Total	1,145,532	1,097,027	1,097,027	1,118,926

## Goals and Objectives

- 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 2017-18

- Successfully maintained the GPS Opticom pre-emption system for emergency management agencies on 51 major signalized intersections
- Successfully maintained Tactics Traffic Management System for real-time traffic signal control
- Inspected and Maintain 62 signalized intersections.
- Maintained a street sign replacement/management program with scheduled intervals based on funding level.

- Installed signs, barricades, and traffic control for 6 city parades and special events including: Veterans’ Day, Texas Trail Riders, Sights and Sounds, tax free weekend, Mermaid Parade, and Black Friday.
- Repaired or installed 750 street name and traffic control signs.
- Completed 53 work orders for centerline striping, parking lots, and crosswalks.
- Made and installed 62 signs for other departments.
- Maintained inventory of signage using GPS mapping technology.
- Completed city wide night-time sign retro-reflectivity inspection.
- Implemented Downtown 2-hour parking Restriction with 27 signs.
- Completed 100,000 sf of tree and vegetation clearing within city ROW.
- Replaced damaged signal cabinet at SH 80/River and installed flash yellow arrow signals.
- Installed flash yellow arrow signals at Edward Gary/Hopkins intersection
- Installed 6 PTZ cameras at signalized intersections
- Maintained 44 school zone flashers.
- Maintained and Updated Traffic Register

### What We Plan to Accomplish in 2018-19

- Replace damaged or aged 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, upgrade and expand 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 and maintain 62 signalized intersections.
- Keep installing flashing yellow arrow signals at major intersections.
- Keep installing PTZ cameras at signalized intersections.
- Work with GIS team to implement online work order management system
- Maintain and Update Traffic Register
- 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, Mermaid Parade, Black Friday etc.).

### Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Sign Repair	Each	562	600	600
Stripe Roadways	Lane Miles	33	28	28
New Sign Installations	Each	139	150	150
Brush & Tree Removal	Each Sqrt	160,450	100,000	100,000
Set/Remove Barricades	Each	25	28	30
Traffic Signal Repairs and Inspections	Each	261	200	200
School Zone Light Repairs	Each	4	4	4

## Streets

Public Services Transportation - Streets	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
Streets Maintenance 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	7	6	6	6	7.00	6.00	6.00	6.00
Street Equipment Operator I	10	9	9	9	10.00	9.00	9.00	9.00
Total	22	20	20	20	22.00	20.00	20.00	20.00

### Mission Statement

Transportation-Streets is committed to providing high quality, well planned, environmentally responsible, cost effective street, bike, and pedestrian infrastructure and services to promote public health, personal safety, mobility, economic growth and a superior quality of life to its citizens.

### Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	1,175,299	1,356,848	1,356,848	1,416,295
Contracted Services	254,184	202,716	202,716	202,716
Materials and Supplies	1,313,670	1,745,460	1,745,460	1,803,482
Other Charges	8,210	8,525	8,525	8,525
Capital Outlay	0	0	0	0
Total	2,751,364	3,313,549	3,313,549	3,431,018

### Goals and Objectives

- Executing the City's Pavement Management System and 5-yr Street Maintenance Plan
- Executing the City's 5-yr Sidewalk Maintenance Plan
- Maintaining clean, well-maintained, and accessible streets, sidewalks, bike facilities, right-of-way, and roadside vegetation.
- Creating Complete Streets for all transportation users, ages, and abilities
- 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.
- 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 2017-18

- Completed 24.16 lane-miles of street overlay and surface treatments including the El Camino Real Neighborhood, Blanco River Village, Blanco Vista, San Marcos Parkway., Medical Parkway, Hofheinz St., Olive St., Pitt St., Sessom St. and River Rd.
- Completed 10,560 linear feet of new sidewalk installation and maintenance including new sidewalk for Hill Country Christian School and Blanco Vista Elementary.
- Completed a City-wide pavement condition assessment.
- Continued crack sealing program and completed 17.53 lane miles.
- Provided assistance with all parade events.
- Supported other departments as needed.
- Patched 305 potholes.
- Patched 118 utility repairs and street cuts for water and wastewater division.
- Assisted with Neighborhood Cleanup events.
- Completed the reconstruction of Hofheinz St.
- Completed large base failure repair project on South L.B.J.
- Completed large base failure repair project on Thorpe Lane.

### **What We Plan to Accomplish in 2018-19**

- Complete 20 lane-miles of street overlays.
- Continue to develop pavement management system to monitor, assess, evaluate, and repair street system utilizing most cost-effective measure
- Continue daily street maintenance including base failures, street cut repairs, pot-hole repairs, and shoulder repairs.
- Complete 16 lane-miles of crack sealing.
- Complete 10,560 feet of sidewalk in the maintenance program.
- Continue street renovation program.
- Provide support for specials projects as needed.

### **Performance Measures**

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Street Cuts	Each	76	120	150
Pot Holes	Each	356	325	220
Sidewalk Maint/New Construction	Linear Ft	10,684	10,560	10,560
Crack Seal	Lane Miles	16.24	17.53	16
Overlay/Surface Treatment	Lane Miles	25.45	26.16	20



# NEIGHBORHOOD ENHANCEMENT

# Neighborhood Services

Neighborhood Enhancement Neighborhood Services	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
Director of Neighborhood Enhancement	1	1	1	1	1.00	1.00	0.75	0.75
Assistant Director, WIC	0	0	0	0	0.00	0.00	0.25	0.25
Emergency Operations Coordinator	1	1	1	0	1.00	1.00	1.00	0.00
Coordinator	1	1	1	0	1.00	1.00	1.00	0.00
Assistant Fire Marshal	1	1	0	0	1.00	1.00	0.00	0.00
Community Liaison	0	0	1	1	0.00	0.00	0.48	0.48
Fire Inspector	1	1	0	0	1.00	1.00	0.00	0.00
Emergency Operations Specialist	0	0	1	0	0.00	0.00	1.00	0.00
Community Coordinator	0	0	1	1	0.00	0.00	1.00	1.00
Administrative Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Total	6	6	7	4	6.00	6.00	6.48	3.48

## Mission Statement

Neighborhood Enhancement divisions strive to develop long term solutions to issues in the community. Not only do we address health and safety issues across the community but we also work towards ensuring the quality of life issues are given adequate attention and resolutions.

## Expenditures by Category

	Actual 2015-16	Original Approved 2016-17	Revised 2016-17	Adopted 2017-18
Personnel Services	512,122	617,715	617,715	318,442
Contracted Services	67,932	81,665	81,665	66,384
Materials and Supplies	42,384	62,172	62,172	31,436
Other Charges	9,608	16,730	16,730	12,160
Capital Outlay	0	0	0	0
Total	632,046	778,282	778,282	428,421

## Goals and Objectives

The Department has undergone a reorganization this year. It encompasses Code Compliance, Neighborhood Engagement, Resource Recovery, Environmental Health, WIC, and Animal Services. The Department still acts as the license holder for the non-civil service law enforcement personnel. Our goal is to exemplify the organization's core values while carrying out our duties to preserve the health, safety, and image of San Marcos.

## What We Accomplished in 2017-18

- Began the process to amend the local health code through stakeholder meetings, committee meetings, and a council work session.
- Began revising the Residential Parking Permit Program to move it to an online platform, taking advantage

- of the NuPark system being utilized for downtown parking.
- Began revising the Rental Registration Program which was changed in the rewrite of the LDC.
- Began implementation of an online application process for health permits.
- Reorganized the Fire Marshal’s Office into the Fire Department.

## What We Plan to Accomplish in 2018-19

The newly organized Neighborhood Enhancement Program is working to reinvent culture and enhance quality of life through innovative and creative solutions tailor made for San Marcos. The focus is a shift from the reliance on enforcement to resolve core issues of disorder in neighborhoods and other service areas. The means to achieve success will involve strategic planning, problem solving, communications, teamwork and education.

The approach will be an analysis of the internal and external environments and to establish an action plan of short, medium and long-term objectives. Embedded in the process are the newly unveiled core values with an underlying theme of a consistent approach of community engagement in city operations. The metrics to gauge accomplishments will include a reduction in citizen complaints and improved customer experience. Keys to the overall success are integrating an innovative coordinated response of shared stakeholder responsibility, relationship building, education and professional service delivery.

## Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Inspections-Fire Alarm, Sprinkler, Hydrant	Total	876	1123	1123
Investigations - Criminal Mischief, Arson, Explosives, other criminal offenses	Total	86	100	19
Prohibited conditions, license inspections, general inspections	Total	1937	2400	2587
Arrests	Total	5	4	6

# Community Enhancement

Neighborhood Enhancement Community Enhancement	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
Community Enhancement Technician	0	0	0	2	0.00	0.00	0.00	1.25
Code Compliance Officer	0	0	0	2	0.00	0.00	0.00	2.00
Total	0	0	0	4	0.00	0.00	0.00	3.25

## Mission Statement

Strengthen the appearance of San Marcos through increased litter pickup and beautification projects. This will include recurring and one-time projects focusing on IH-35 and major corridors, downtown, neighborhoods, and parks.

## Expenditures by Category

	Actual 2015-16	Original Approved 2016-17	Revised 2016-17	Adopted 2017-18
Personnel Services	0	0	0	95,979
Contracted Services	0	0	0	0
Materials and Supplies	0	0	0	24,385
Other Charges	0	0	0	450,720
Capital Outlay	0	0	0	0
Total	0	0	0	571,084

## Goals and Objectives

- Strengthen the appearance of San Marcos through increased litter pickup and beautification projects. This will include recurring and one-time projects focusing on IH-35 and major corridors, downtown, neighborhoods, and parks.

## What We Accomplished in 2017-18

- Easter Seals contract to pick up litter twice a month along IH-35 and major corridors
- Craddock Ave Median Project- completed
- Community Connect Beautification Trailer- checked out 2 times
- Animal Proof trash/recycling containers in river parks- 14 pairs
- One Community Connect Block Parties
- Pet Waste Stations- downtown (4)

## What We Plan to Accomplish in 2018-19

- Increase Community Connect Beautification Trailer check out
- Animal proof trash/recycling containers- begin other recreational parks and natural areas
- Begin dumpster enclosure program

- Begin sesquicentennial bed redesign

## Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
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
Public Education Events	Total	60	75	90
Development Meetings	Total	10	30	90
Fire Plan Reviews	Total			1,040
Training, Continuing Education	Hours	400	450	250

## Code Compliance

Neighborhood Enhancement Code Compliance	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
Assistant Director, Health Services	1	0	0	0	1.00	0.00	0.00	0.00
Code Compliance Manager	1	1	1	1	1.00	1.00	1.00	1.00
Chief Sanitarian	0	0	1	1	0.00	0.00	1.00	1.00
Sanitarian	2	2	2	2	2.00	2.00	2.00	2.00
Code Compliance Officer	4	4	3	3	4.00	4.00	3.00	3.00
FOG Enforcement Officer	0	0	0	1	0.00	0.00	0.00	1.00
Administrative Assistant	1	1	0	0	1.00	1.00	0.00	0.00
Total	9	8	7	8	9.00	8.00	7.00	8.00

### 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	541,585	615,375	615,375	737,704
Contracted Services	27,451	31,950	31,950	39,570
Materials and Supplies	33,723	29,641	29,641	56,112
Other Charges	5,912	4,685	4,685	5,265
Capital Outlay	0	0	0	0
Total	608,671	681,651	681,651	838,651

### 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 man-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 2017-18

- 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 programming 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 programmed 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 2018-19

- 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.

<b>Performance Measures</b>	<b>Unit of Measure</b>	<b>Actual 2016-17</b>	<b>Estimated 2017-18</b>	<b>Projected 2018-19</b>
Inspections-Fire Alarm, Sprinkler, Hydrant	Total	876	1,123	1,500
Investigations - Criminal Mischief, Arson, Explosives, other criminal offenses	Total	86	100	60
Prohibited conditions, license inspections, general inspections	Total	1,937	2,400	200
Arrests	Total	5	4	10

# Animal Services-Animal Control

Neighborhood Enhancement Animal Control	Positions				Full Time Equivalent			
	Actual	Adopted	Actual	Adopted	Actual	Adopted	Actual	Adopted
	2016-17	2017-18	2017-18	2018-19	2016-17	2017-18	2017-18	2018-19
Animal Control Officer	4	4	4	4	4.00	4.00	4.00	4.00
Animal Control Supervisor	1	1	1	1	1.00	1.00	1.00	1.00
Total	5	5	5	5	5.00	5.00	5.00	5.00

## Mission Statement

To care for, protect, and find quality homes for abandoned and neglected animals; aid in the reduction of pet overpopulation; and provide community education for the mutual benefit of animals and people.

## Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	344,470	339,132	339,132	358,630
Contracted Services	36,510	47,530	47,530	37,550
Materials and Supplies	27,793	25,793	25,793	25,974
Other Charges	5,602	10,600	10,600	8,375
Capital Outlay	0	0	0	0
Total	414,375	423,055	423,055	430,529

## 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 2017-18

- Increased presence for education opportunities in schools.
- 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 2018-19

- 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.

<b>Performance Measures</b>	<b>Unit of Measure</b>	<b>Actual 2016-17</b>	<b>Estimated 2017-18</b>	<b>Projected 2018-19</b>
Animal Intake from San Marcos	#	3,083	2,681	2,885
Animal Intake from Hays County	#	1,886	1,911	1,900
Animal Intake from Kyle	#	1,051	1,078	1,065
Animal intake from Buda	#	235	226	230
Animals Euthanized	#	2817	2,049	1,500
Dead Animal Pick-up	#	353	365	400
Calls for Service/Dispatches	#	20,194 6001	21,592 4398	22,500 4500
Citations Issued	#	44	32	50
Bite Cases Investigated	#	282	252	300
Outreach/Educational Events	#	20	75	85

## Animal Services-Animal Shelter

Neighborhood Enhancement Animal Shelter	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
Animal Services Manager	1	1	1	1	1.00	1.00	1.00	1.00
Animal Shelter Supervisor	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
Volunteer/Events Coordinator	0	0	0	1	0.00	0.00	0.00	1.00
Animal Services Clerk/Dispatch	2	2	2	2	2.00	2.00	2.00	2.00
Veterinary Technician	1	1	1	2	1.00	1.00	1.00	2.00
Animal Shelter Technician, Lead	1	3	3	3	1.00	3.00	3.00	3.00
Animal Services Community Outreach	1	1	0	0	1.00	1.00	0.00	0.00
Animal Shelter Technician	7	5	5	5	3.98	2.00	2.00	2.55
Total	15	15	14	16	11.98	12.00	11.00	13.55

### 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	657,055	677,565	677,565	749,276
Contracted Services	76,413	67,956	67,956	167,603
Materials and Supplies	102,995	93,744	93,744	90,732
Other Charges	4,922	10,015	10,015	10,765
Capital Outlay	0	0	0	0
Total	841,385	849,280	849,280	1,018,376

### 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.

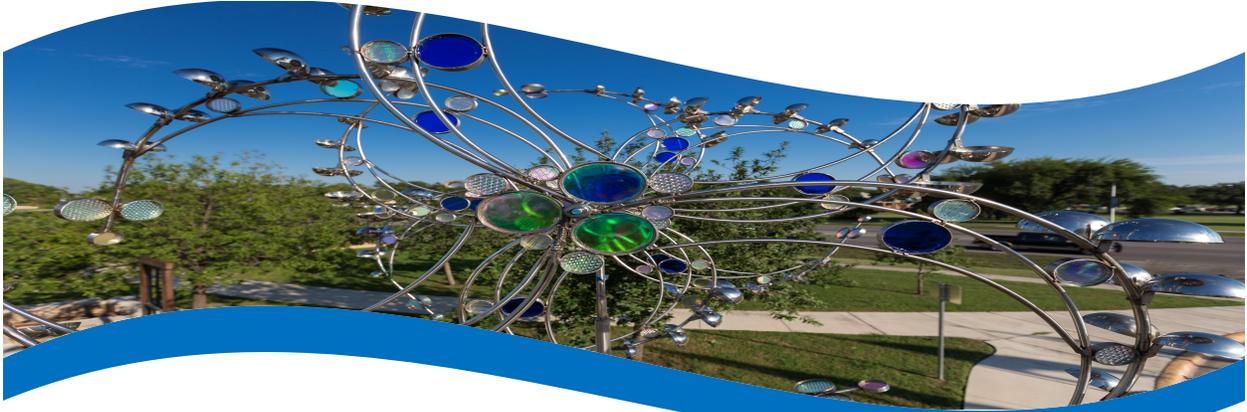
## What We Accomplished in 2017-18

- Increased live out come by 10% by focusing on returns to owner, transfers to rescue and adoptions.
- Continued to minimize/decrease euthanasia rates while intake has increased.
- Participated in emergency response to serve community during Hurricane Harvey Evacuations and storms.
- Improved public visibility with consistent marketing media outlets and the addition of various programs.
- Established partnership with PetSmart Charities to qualify for grant opportunities and adoption promotions.
- Acquired \$30k grant from PetSmart Charities for mobile Adoption Unit.
- Increased participation with TX State, SMCISD and civic organizations regarding topics of bite prevention, responsible pet ownership and Animal Services role in community.
- Completed Security Project with installation of 23 new cameras and access control at entrances.
- Provided Spay/Neuter surgery for 132 dogs and 92 cats in our second year of DSHS Zoonosis Animal Friendly grant with award of \$15,666.
- Completed upgrade of data management application.
- Finalized facility repairs and equipment replacement.

## What We Plan to Accomplish in 2018-19

- 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.
- Implement updated sheltering contract with partners for improved partnership and services for the Community.
- Improve and Expand Volunteer program to establish more consistent participation with events.
- Develop Foster program for additional life-saving opportunities for animals in our care.
- Establish Internship Program to accommodate increased demand for various services.
- Continue to Improve and Expand resources for Public Outreach Programs.
- Finalize Animal Ordinance Revision.
- Apply and acquire CDBG funding for new 6 acre dog park.
- Acquire addition of office space/conference area.

<b>Performance Measures</b>	<b>Unit of Measure</b>	<b>Actual 2016-17</b>	<b>Estimated 2017-18</b>	<b>Projected 2018-19</b>
Animal Intake from San Marcos	#	3,083	2,681	2,885
Animal Intake from Hays County	#	1,886	1,911	1,900
Animal Intake from Kyle	#	1,051	1,078	1,065
Animal Intake from Buda	#	235	226	230
Animals Adopted	#	614	764	800
Animals Returned to Owner	#	1,026	918	1,100
Animals Transferred to Rescue	#	424	845	800
Volunteers (New/Total)/Hrs	# Trained Hrs Wkd	103/396 1,566	79/409 1,909	85/500 2,500
Outreach/Educational Events	#	20	75	85
Visitors to the Shelter	#	17,388	19,875	22,500



# COMMUNITY SERVICES

## Community Services Administration

Community Services Administration	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
Executive Director of Community Services	1	1	1	1	1.00	1.00	1.00	1.00
Asst Director - Fleet, Transit, Resource Recovery	1	1	1	1	0.33	0.33	0.67	0.67
Assistant Director	0	0	1	1	0.00	0.00	1.00	1.00
Community Services Operations Manager	1	1	1	1	1.00	1.00	1.00	1.00
Construction Manager	1	1	1	1	1.00	1.00	1.00	1.00
Grants Administrator	1	1	0	0	1.00	1.00	0.00	0.00
Construction Technician	1	1	1	2	1.00	1.00	1.00	2.00
Urban Forester	1	1	1	1	0.33	0.33	0.33	0.33
Administrative Assistant	1	1	1	1	1.00	1.00	1.00	1.00
Total	8.00	8.00	8.00	9.00	6.66	6.66	7.00	8.00

### Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	720,788	771,229	771,229	873,811
Contracted Services	1,111	0	0	0
Materials and Supplies	5,157	6,200	6,200	16,700
Other Charges	225	6,625	6,625	3,325
Capital Outlay	0	0	0	0
Total	727,281	780,754	780,754	893,836

# Parks and Recreation

Community Services Parks and Recreation	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
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 Specialist	1	1	1	1	1.00	1.00	0.88	0.88
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	7	7	7	7	7.00	7.00	7.00	7.00
Parks/Athletic Fields Worker	2	2	2	2	1.50	1.50	2.00	2.00
Habitat Conservation Plan Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Clerk	1	1	1	1	1.00	1.00	1.00	1.00
Community Enhancement Technician	0	0	2	0	0.00	0.00	1.25	0.00
Discovery Center Attendant	1	1	1	1	0.50	0.50	0.63	0.63
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	0.69	0.69	0.52	0.52
Total	60	60	62	60	38.27	38.27	39.86	38.61

## 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	2,420,542	2,556,711	2,556,711	2,612,642
Contracted Services	542,826	596,905	596,905	617,243
Materials and Supplies	518,449	192,209	192,209	256,487
Other Charges	28,672	28,735	28,735	28,735
Capital Outlay	0	0	0	0
<b>Total</b>	<b>3,510,489</b>	<b>3,374,560</b>	<b>3,374,560</b>	<b>3,515,107</b>

## 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 2017-18

- Provided staff support to the following community groups – San Marcos Area Youth Soccer Association, 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, San Marcos Youth Commission, and the Veterans Affairs Advisory Commission.
- Successfully raised monetary sponsorships and in-kind donations to support special events and programs for youth, senior citizens, and special populations.
- Provided eight internship opportunities for Texas State University Students (6 paid, 2 unpaid).
- Recruited and utilized more than 700 volunteers totaling more than 3000 volunteer hours.

### Recreation Program Division

- Successfully planned and implemented the following special events: Veterans Day Parade, Summerfest, Keep San Marcos Beautiful Live on the Lawn, Miss Beautiful San Marcos Pageant, Golden Sweethearts Ball, and Dances for Adults w/Disabilities (6), Sounds of San Marcos Open Mic Night (4), Memorial Day Remembrance Ceremony, SMarts Advocacy Award Ceremony, Mural Dedication Ceremonies (3), and SMASH Socials.
- Successfully planned and implemented the following programs: Life Long Learning Classes, Pickleball, Trail Tours, Bingo, Luncheons, senior health related classes, and Working Artists Workshops.
- Designed, prepared, and distributed the Spring/Summer and Fall/Winter Activity Guides.
- Prepared and distributed 6,800 print copies of the quarterly 50+ Senior Newsletter in addition to digital versions.
- Planned and Implemented 10 travel group's trips throughout the state and Louisiana.
- Managed the selection and implementation of five mural projects.
- Assisted the Resource Recovery Division with numerous special events and projects.
- Assisted the Community Services Department with various marketing efforts including video production, social media, and print media.

### **Watershed Protection**

- Held two River clean ups events, 12 Hot Spot & active summer program to remove litter from the San Marcos River.
- Continued implementation of Edwards Aquifer HCP and completed work plans for City and University.
- Achieved biological goal for Texas wild-rice in 50% of HCP stream sites; changing the faunal community.
- Developed a strong native plant program for community enhancement and awareness with city partners.

### **Youth Services**

- Successfully planned and implemented the following special events: Movies in Your Park, Daddy Daughter Dance, Fun Fish Day, Party in Your Park (4), Spring and Fall Carnivals, Mother-Son Bowling, Fall Family Tailgate, Cookies and Cocoa at the Courthouse.
- Successfully planned and implemented the following programs: Baby Sign Language and Babysitter's Training Course.
- Partnered with Texas State on Goal:POST at Miller Middle School and Best Friends for Life inclusion program.
- Partnered with local homeschool groups to provide Homeschool Enrichment and PE Classes.
- Successfully planned and implemented the Summer Fun Program, Daytripper Camp, and Discovery Camps.
- Distributed \$10,500 in CDBG dollars for scholarships for PARD Youth Programs for over 140 children.
- San Marcos Commission on Children and Youth made plans to distribute over \$87,000 in grant money to local youth service providers.

## **What We Plan to Accomplish in 2018-19**

- Increase program numbers through quality programming.
- Find new ways to connect with citizens to make them aware of our programs.
- To continue to improve customer communication process, customers follow up.
- To continue to provide a variety of recreation and leisure programs for all citizens to ensure needs are being met.
- Increase participation in Senior Programs through collaborations with various community groups.
- Continue to improve our online social media presence.
- Improve processes and procedures related to the Arts Commission.
- Create a database of current public art and create an online gallery.
- Install new exhibits at Discovery Center for public awareness of rivers, parks & trails.
- 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 leverage existing City funds and obtain grants with limited or no matching funds.
- To continue 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.

## Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Parkland – Regional	acres	135	135	155
Parkland - Neighborhood	acres	59	59	60
Parkland – Open Space	acres	943	1,050	1,300
Total Park Acres	acres	1,699	2,120	2,400
Total Park Users	#	130,000	160,000	165,000
		10	12	12
Travel Group Trip	trips			
	part	550	702	702
		95	105	105
Senior Citizen Programs	prog			
	part	5,000	6,000	6,000
Facility Rentals	#	5,437	5,500	5,500
Course Registrations	#	5,429	6,000	6,000
Point of Sale Transactions	#	32,890	33,000	33,000
Community Forestry Education Outreach	Programs/			5
	Hours	N/A	N/A	30
			50	75
Community Forestry Management (number of trees removed/planted/pruned)			15	200
	#	N/A	50	200
				10,000
Sr. Newsletter	#	13,000	10,000	
Special population programs	#	6	7	7
Special population participants	#	1,900	2,100	2,100

# Activity Center

Community Services Activity Center	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
Aquatics Program Supervisor	1	1	1	1	1.00	1.00	1.00	1.00
Aquatics Fitness Program Coordinator	0	1	1	1	0.00	1.00	1.00	1.00
Athletic Program Specialist	2	2	2	2	1.75	2.00	2.00	2.00
Activity Center Attendant	6	6	6	6	4.63	4.88	5.25	5.25
Lifeguard / Water Safety Instructor	2	1	1	1	1.50	0.75	0.75	0.75
Facilities/Maintenance Worker	2	2	2	2	1.75	1.75	1.75	1.75
Lifeguard	6	6	6	6	3.25	3.00	3.00	3.00
Total	19	19	19	19	13.88	14.38	14.75	14.75

## 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	673,748	768,789	768,789	805,423
Contracted Services	58,054	23,200	23,200	23,200
Materials and Supplies	48,808	60,540	60,540	60,540
Other Charges	900	3,500	3,500	3,500
Capital Outlay	0	0	0	0
Total	781,511	856,029	856,029	892,663

## 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 programming 3) 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 2017-18**

- Offered 3 Athletic Travel Group Trips including Spurs Trip
- Fulfilled registration and board duties for SMAYSO and SMYBSA youth organizations.
- Expanded Officials training program including background checks and ID's.
- Sustained ASA district duties for Austin area including all youth and adult team registrations.
- Maintained Aerobic Contract. Added additional programming.
- Continued fitness equipment and weight equipment replacement program.
- Offered 10 programs in Aquatics/Natatorium.
- Offered 18 youth Athletic programs for ages 3-14.
- Offered 14 adult Athletic programs.
- Held Sunshine Kids program – river tubing, and pool party.
- Held two (2) Texas Challenge Girls Fast pitch Tournaments.
- Accommodated SMYBSA Girls softball program to Gary Fast pitch Complex.
- 12 sessions of Private Swim Lessons.
- Managed swim team and Adaptive Aquatic programs.
- Replaced Basketball Goals and Gym Curtain

### **What We Plan to Accomplish in 2018-19**

- Continue to offer diverse, safe and quality programs in Activity Center, Athletics and Aquatics.
- Improve customer services relating to Activity Center.
- Replace carpet in Activity Center.
- Progress and administer Senior Softball program
- Repair Natatorium pool deck.
- Increase the use of electronic and social media to enhance all programs.
- Continued maintenance issues at Activity Center, fitness equipment and aquatic facility.
- Expand contract tennis program for lessons tournaments etc. with combined efforts of USTA.
- Expansion of services, programs and facility needs at Girls Softball Complex through programming.
- Increase revenues – reduce and control expenses.
- Grow the program numbers through quality programming.
- Re-finish and 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.
- Increase Aquatic programs and services.

<b>Performance Measures</b>	<b>Unit of Measure</b>	<b>Actual 2016-17</b>	<b>Estimated 2017-18</b>	<b>Projected 2018-19</b>
Youth Athletics	Programs	16	17	20
	Participants	27,000	28,750	30,000
Adult Athletics	Programs	17	17	20
	Participants	38,000	39,000	40,000
Aquatics Programs – Natatorium	Programs	16	9	11
	Participants	9,000	6,000	7,000
Memberships	Members	2,200	2,350	2,500
Non-member facility usage	Average per month	11,236	13,000	13,500
Softball Complex Rentals	Rentals	51	60	71
Activity Center Gym Rentals	Rentals	45	50	66
Athletic Travel Group Trips	#	3	2	3

# Outdoor Pool

Community Services Outdoor Pool	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	60,163	104,228	104,228	104,387
Contracted Services	1,418	-	-	-
Materials and Supplies	43,610	39,000	39,000	39,000
Other Charges	0	0	0	0
Capital Outlay	0	0	0	0
Total	105,191	143,228	143,228	143,387

## Goals and Objectives

- Offer a variety of quality Aquatic programming to ensure the communities recreational & leisure needs are met.
- Provide a safe, well maintained facility with daily, weekly inspections and maintenance checks.
- Routine staff In-service trainings and involvement in the decision making process.
- Increase the memberships & the facility usage by providing quality programming.
- Keep current with all documentation.
- Guard recruitment program.
- Continue to provide a positive public image to patrons. Provide excellent customer service.

## What We Accomplished in 2017-18

- 11 programs in Aquatics
- Youth Swim Lessons (12 sessions)
- Hosted 44 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)

- Red/White/Blue Celebration
- Memorial Day Celebration
- Pool Volleyball.
- Splash Jams (3)
- Labor Day Celebration
- Sunshine Kid program tube trip.

### What We Plan to Accomplish in 2018-19

- Expand Aquatic programs and services.
- Continue to improve working on our customer service relations with the community and our patrons
- Increase program numbers by providing a variety of quality programming.
- Increase shade coverage by providing structures in the yard area for the users.
- Purchase and installation of water slide.
- Pool Volleyball League.

### Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Rio Vista Pool Rentals	Programs	45	42	44
	Participants	3,300	4,000	4,200
Rio Vista Pool Programs	Programs	10	10	11
	Participants	6,000	6,000	6,000
Rio Vista Memberships	Members	10	10	10
Daily Entries	Participants	21,750	22,000	22,500

# Facilities and Grounds

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## 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	-	-	-	-
Contracted Services	749,140	844,570	844,570	846,503
Materials and Supplies	70,597	50,024	50,024	67,566
Other Charges	-	-	-	-
Capital Outlay	0	0	0	0
Total	819,737	894,594	894,594	914,069

## 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 2017-18

- 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 Grant Harris Building offices.
- Completed design and construction of City Park parking lot.
- Finished Public Service, City Park, Fish Hatchery, Ranger Hut, and Rain/Hurricane Renovations.
- SMPD Environmental Dehumidification System—Evidence Vaults.
- Completed repairs to Airport Building HVAC systems.
- Implement Engineer design plan for City Hall and Grant Harris structural problems.
- Replace and caulk windows at Activity Center, Library, Municipal Building.
- Performed routine maintenance repairs to the Animal Shelter prior to annual state inspection.

## What We Plan to Accomplish in 2018-19

- Continue to maintain and service City Facilities in the most efficient way possible.
- Complete roof replacements at airport, SMEU, Grant Harris, and Public Services Buildings.
- Continue construction of SMFD Sta#4.
- Renovate Public Services office/crew area.
- Renovate Grant Harris Building offices.
- Replace carpet at Activity Center.
- Renovate Activity Center shower areas and restrooms.
- Replace Freezer Storage Unit at Animal Shelter.
- Repair CAF Fire Suppression System.
- 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 CVB office space.

## Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Acres Of Public Grounds Maintained	Acres	170	176	187
Facility Maintenance	Facilities	44	44	44
Janitorial Contract	Sq. Ft.	220,549	220,549	220,549
Lawn Maintenance	Acres	120	140	150
ROW's, Drainage Acres, Alleys	Acres	1,918	1,960	2,000
Litter Control	Acres	129	155	188

# Park Rangers

Community Services Parks Ranger	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
Park Ranger Program Manager	1	1	1	1	1.00	1.00	1.00	1.00
Park Ranger IV	1	1	1	1	1.00	1.00	1.00	1.00
Park Ranger III	4	4	4	4	0.77	0.77	0.77	0.77
Park Ranger II	7	7	7	7	1.01	1.01	1.01	1.01
Park Ranger I	10	10	10	10	1.24	1.24	1.24	1.24
Total	23	23	23	23	5.02	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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	312,384	390,467	390,467	404,055
Contracted Services	4,417	20,419	20,419	7,833
Materials and Supplies	27,666	29,846	29,846	40,017
Other Charges	8,014	13,350	13,350	15,920
Capital Outlay	0	0	0	0
Total	352,481	454,082	454,082	467,825

## 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 2017-18

- We experienced the busiest park season and park year in our history. We were able to replace our oldest vehicle with a pick-up and added an additional pick-up. We were also able to get our ATV's on a replacement plan and will be replacing the older units one a year. A new trail marking system with GPS mapped trail markers was implemented in Spring Lake Preserve. This provides us accurate maps and assists us in locating lost and missing persons in that park.

- Events = 99
- Calls for Service = 1,043
- Arrests = 55
- Parking Citations = 1,074
- Criminal Citations = 601
- EMS Calls = 113
- EMS Transports = 31
- Search = 109

### What We Plan to Accomplish in 2018-19

- We expect another record season and park year. We will continue to keep our fleet up to date and will enhance our technology use. The trail marking project will be expanded into several additional natural parks. San Marcos Rangers will host the annual Park Law Enforcement Association conference here in February. We will be working on fully implementing body cameras for law enforcement park rangers.

<b>Performance Measures</b>	<b>Unit of Measure</b>	<b>Actual 2016-17</b>	<b>Estimated 2017-18</b>	<b>Projected 2018-19</b>
Park Patrol – Vehicle and ATV	Miles	25,000	26,000	28,500
Park Patrol – Foot, Bike, Kayak	#	1043	1628	1800
Calls for Service	#	55	66	68
Arrests	#	601	798	800
EMS Calls	#	1074	1789	1800
EMS Transports	#	113	109	110
Events	#	31	47	50

# Fleet Services

Community Services Fleet Services	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
Fleet Services Supervisor	1	1	1	1	1.00	1.00	1.00	1.00
Master Fleet Service Technician, Lead	0	0	2	2	0.00	0.00	2.00	2.00
Master Fleet Service Technician	5	5	3	3	5.00	5.00	3.00	3.00
Emergency Vehicle Technician	0	0	0	1	0.00	0.00	0.00	1.00
Fleet Inventory Technician	1	1	1	1	1.00	1.00	1.00	1.00
Fleet Services Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Total	8	8	8	9	8.00	8.00	8.00	9.00

## 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	522,982	569,078	569,078	629,049
Contracted Services	7,577	11,295	11,295	9,120
Materials and Supplies	29,203	420,792	420,792	368,865
Other Charges	4,163	8,287	8,287	20,462
Capital Outlay	0	0	0	0
Total	563,924	1,009,452	1,009,452	1,027,495

## 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 2017-18

- Provided level-one customer service and quality craftsmanship for over 625 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.
- Rolled out 2017-2018 Enterprise leasing order. Waiting on pricing from Enterprise Holdings.
- Hired full time Service Writer/Admin Tech to support Fleet operations.
- Completed 2882 work orders to include 595 PM A/B work orders, 354 outside and 1933 internal work orders.
- Motor Pool, 120 reservations for a total of 15237 miles.
- Total work order cost \$826,540.00
- Outside work order cost \$337,526.00
- Internal work order cost \$489,014.00

### What We Plan to Accomplish in 2018-19

- 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 30 vehicles to include enterprise and general funded vehicles.
- Complete the AVL evaluation process. Finalize and select vendor and report to dept. heads.
- Fund technical training for specialized OEM and vehicle service training classes, pursue EVT ratings.
- Achieve a perfect safety record—“0” preventable accidents and “0” lost time injuries.
- Continue to reduce outside work orders.

### Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
PM Services Light Vehicles/Equipment	Each	530	530	550
PM Services Heavy/Off-Road Vehicles	Each	136	136	150
Unscheduled Maintenance	Each	1,008	1,090	1,150
Work Orders Completed	Each	2,882	3,000	3,100
Return Rate (APWA benchmark is 2 percent)	Percent	1.25	1	1
Total Fleet Size	Each	665	500	551
Technician Billable Hours (Goal 70%)	Percent	80	81	82
Average Equipment On-Line Availability (Goal 95%)	Percent	96	97	97.5

# PARD Contract Programs

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## 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 2017-18

- 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 2018-19

- 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.
- Purchase new bikes and equipment for aerobics program.
- To evaluate the current programs utilizing Texas State Student Staff.
- Continue yearly replacement cycle of aging fitness equipment. Replace portion of Spin Bikes.
- Maintain existing programs at the Activity Center and Cephas House.

## Expenditure by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	0	0	0	0
Contracted Services	58,179	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	58,179	110,000	110,000	110,000

**Performance Measures**

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Fitness Programs/Land & Water	Programs Revenue	25 \$70,000	25 \$70,000	25 \$70,000
Contract Leisure Programs	Programs Revenue	6 \$10,000	6 \$10,000	6 \$10,000



## **GENERAL SERVICES**

# Social Services

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## Department Organization

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

## Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Social Services	450,000	450,000	450,000	500,000
Total	450,000	450,000	450,000	500,000

# Special Services

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## 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	8,295	647,368	(732,632)	723,125
Contracted Services	2,799,392	2,786,247	3,535,671	3,173,130
Materials and Supplies	7,439	30,100	30,100	5,100
Other Charges	2,248,461	2,458,533	2,851,033	2,173,069
Non-Recurring/Non-Oper Exp	1,365,819	1,451,405	1,488,405	2,924,172
Operating Transfers	302,348	6,058,241	6,396,400	7,232,883
Capital Outlay	185,723	115,000	145,000	200,000
Total	8,940,634	16,701,894	16,735,978	19,214,838

# City of San Marcos

## 2018-19 ANNUAL BUDGET

### DEBT SERVICE FUND

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	<b>8,697,022</b>	<b>9,152,034</b> <span style="color: green;">▲</span>	<b>9,152,034</b>	<b>11,310,235</b>
<b>Operating Revenues</b>				
Current Ad Valorem	8,016,226	11,447,855	11,447,855	11,221,997
Delinquent Ad Valorem	105,530	151,859	151,859	148,863
Penalties and Interest	42,615	81,770	52,850	80,157
Interest Income	60,354	90,000	80,000	90,000
Hammonds Transfer	548,087	505,053	462,500	505,053
BAB Subsidy	104,772	102,608	99,498	102,608
Pass Thru Toll Revenue	3,723,316	3,030,000	3,400,000	3,030,000
TIRZ Transfer	196,877	1,839,572	1,221,324	1,839,572
Venue Tax Transfer	1,610,164	1,654,631	1,510,828	1,510,828
<b>Total Operating Revenues</b>	<b>14,407,941</b>	<b>18,903,348</b>	<b>18,426,714</b>	<b>18,529,078</b>
<b>Operating Expenditures</b>				
Principal Payments	7,870,000	10,825,000	9,985,000	10,235,000
Interest Payments	4,934,158	4,703,739	5,040,938	7,429,528
Fiscal Agent Fees	8,003	25,000	21,250	11,450
TIIZ Payments	1,140,768	1,839,572	1,221,324	1,839,572
<b>Total Operating Expenditures</b>	<b>13,952,929</b>	<b>17,393,311</b>	<b>16,268,512</b>	<b>19,515,550</b>
<b>Ending Fund Balance</b>	<b>9,152,034</b>	<b>10,662,071</b>	<b>11,310,235</b>	<b>10,323,764</b>
<b>Fund Balance as a Percentage of Total Expenditures</b>	65.59%	61.30%	69.52%	52.90%
<b>Total Outstanding Tax Supported Debt</b>	71,430,000	76,700,000	76,700,000	102,925,000
<b>Outstanding Tax Supported Debt</b>				<b>Outstanding Principal</b>
Series 2008A Combination Tax and Revenue Certificates of Obligation			▲	4,790,000
Series 2009 GO Refunding Bonds			▲	600,000
Series 2009 GO Refunding Bonds			▲	325,000
Series 2009 General Obligation Bonds			▲	800,000
Series 2010 Taxable Build America Bonds			▲	5,160,000
Series 2010 General Obligation Refunding Bonds			▲	4,140,000
Series 2012 General Obligation Refunding Bonds			▲	3,895,000
Series 2013 General Obligation Refunding Bonds			▲	670,000
Series 2013 Combination Tax & Revenue Bonds			▲	2,925,000
Series 2014 Combination Tax & Revenue Bonds			▲	5,275,000
Series 2014 General Obligation Refunding Bonds			▲	6,420,000
Series 2014A General Obligation Refunding Bonds			▲	8,390,000
Series 2015 Combination Tax & Revenue Bonds			▲	4,350,000
Series 2016 GO Refunding Bonds			▲	6,495,000
Series 2016 Combination Tax & Revenue Bonds			▲	9,515,000
Series 2017 Combination Tax & Revenue Bonds			▲	6,870,000
Series 2018 Combination Tax & Revenue Bonds			▲	9,025,000
Series 2018 General Obligation Bonds			▲	23,280,000
Total			▲	102,925,000
<b>Fund Balance as a Percentage of Total Original Principal Amount for Outstanding Tax Supported Debt</b>				10.03%

# CITY OF SAN MARCOS

## 2018-19 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
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	59,338	3,667,359,174	75,110,000	7,681,562	67,428,438	1.84%	1,136
2017	60,684	4,070,768,683	76,700,000	9,394,187	67,305,813	1.65%	1,109
2018	60,684	4,070,768,683	76,700,000	9,394,187	67,305,813	1.65%	1,109

# CITY OF SAN MARCOS

## 2018-19 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
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%
2017	5,500,000	2,949,536	8,449,536	85,476,703	10%

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

# CITY OF SAN MARCOS

2018-19 ANNUAL BUDGET

## COMPUTATION OF LEGAL DEBT MARGIN

SEPTEMBER 30, 2018

### State Law Limit – 10% of Taxable Assessed Value

Actual taxable assessed value at September 30, 2018		\$ 4,577,343,557
Debt limit – 10% of taxable assessed value		457,734,357
Total general obligation debt outstanding	\$ 76,700,000	
Less: Debt Service Fund balance	<u>8,697,022</u>	
Debt applicable to debt limit		<u>68,002,978</u>
Legal debt margin		<u>\$389,731,379</u>

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

Actual taxable assessed value at September 30, 2018		\$ 4,577,343,557
Debt limit – 5% of taxable assessed value		228,867,178
Total general obligation debt outstanding	\$ 76,700,000	
Less: Debt Service Fund balance	<u>8,697,022</u>	
Debt applicable to debt limit		<u>68,002,978</u>
Debt margin – Financial Policy		<u>\$160,864,200</u>

**CITY OF SAN MARCOS**  
**2018-19 ANNUAL BUDGET**  
**SUMMARY OF OUTSTANDING DEBT**  
**AS OF SEPTEMBER 30, 2018**

Issue	Purpose	<u>Interest Rate</u>	Amount Issued	Issue Date	Maturity Date	Amount Outstanding
2008A Direct Placement-McCarty	McCarty Lane Project	4.61%	7,600,000	09/16/2008	08/15/2028	4,790,000
2009 General Obligation	Constructing, reconstructing and improving streets and other related expenses.	4.60%	23,455,000	06/15/2009	09/30/2029	325,000
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	1,065,000
2009 Certificates of Obligation	Constructing, reconstructing and improving streets and other related expenses	3.38%	9,745,000	06/15/2009	09/30/2029	405,000
2010 Combination Tax & Revenue	Build America Bonds	3.49%	8,625,000	03/01/2010	08/15/2030	5,160,000k
2010 GO Refunding Bonds	Refunding Bonds	2.69%	17,245,000	11/01/10	08/15/2023	5,225,000
2012 General Obligations Refunding Bonds	General Obligation Refunding Bonds	2.76%	5,520,000	02/29/2012	08/15/2025	3,895,000
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	2,925,000
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	5,275,000
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

**CITY OF SAN MARCOS**  
**2018-19 ANNUAL BUDGET**  
**SUMMARY OF OUTSTANDING DEBT (CONT'D)**  
**AS OF SEPTEMBER 30, 2018**

Issue	Purpose	<u>Interest Rate</u>	Amount Issued	Issue Date	Maturity Date	Amount Outstanding
2015 Combination Tax & Revenue Bonds	Constructing, reconstructing and improvements	3.43%	5,665,000	09/18/2015	09/30/2035	4,350,000
2016 General Obligation Refunding Bonds	General Obligation Refunding Bonds	2.19%	8,510,000	03/16/2016	09/30/29	6,495,000
2016 Combination Tax & Revenue Bonds	Constructing, reconstructing and improvements	3.14%	9,825,000	06/08/2016	09/30/2036	9,515,000
2017 Combination Tax & Revenue Bonds	Constructing, reconstructing and improvements	2.84%	7,200,000	09/19/2017	08/15/2037	6,870,000
2018 Combination Tax & Revenue Bonds	Constructing, reconstructing and improvements	4.82%	9,025,000	06/14/2018	08/15/2038	9,025,000
2018 Combination Tax & Revenue Bonds	Constructing, reconstructing and improvements	4.49%	24,885,000	06/14/2014	08/15/2038	23,280,000
<b>SUBTOTAL TAX SUPPORTED DEBT</b>			133,110,000			76,700,000
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 Bonds	Hammon Hotel and Conference Center	2.78%	6,210,000	12/18/2014	02/15/2032	5,785,000
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	1,565,000
<b>TOTAL OUTSTANDING DEBT</b>			\$176,745,000			\$119,890,000

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### GENERAL OBLIGATION DEBT SERVICE REQUIREMENTS SEPTEMBER 30, 2018

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2018	7,685,000	3,239,385	10,924,385
2019	6,255,000	4,463,748	10,718,748
2020	6,550,000	4,165,834	10,715,834
2021	6,560,000	3,901,044	10,461,044
2022	6,830,000	3,624,726	10,454,726
2023	6,985,000	3,340,221	10,325,221
2024	6,720,000	3,022,742	9,742,742
2025	6,835,000	2,695,791	9,530,791
2026	6,615,000	2,376,592	8,991,592
2027	6,170,000	2,086,482	8,256,482
2028	5,580,000	1,810,913	7,390,913
2029	5,070,000	1,567,626	6,637,626
2030	4,430,000	1,353,828	5,783,828
2031	3,995,000	1,161,513	5,156,513
2032	3,865,000	991,363	4,856,363
2033	4,030,000	828,150	4,858,150
2034	3,955,000	655,075	4,610,075
2035	3,680,000	498,375	4,178,375
2036	3,435,000	350,275	3,785,275
2037	2,880,000	215,675	3,095,675
2038	2,485,000	106,200	2,591,200
Total	110,610,000	42,455,555	153,065,555



# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### HOTEL OCCUPANCY TAX FUND

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Fund Balance - Reserved and Unreserved</b>	<b>1,093,556</b>	<b>210,540</b>	<b>210,540</b>	<b>99,040</b>
<b>Operating Revenues</b>				
Hotel Occupancy Tax	2,194,800	2,303,155	2,088,185	2,088,185
Penalties	869	1,000	4,000	1,000
Embassy Tax Revenue	973,679	995,000	914,206	914,206
Venue Tax-2%	627,085	659,631	596,622	596,622
Interest Income	-	1,000	1,000	1,000
Other Revenue	-	-	-	-
Operating Transfer for Main Street	95,819	143,481	143,481	143,481
<b>Total Operating Revenues</b>	<b>3,892,252</b>	<b>4,103,267</b>	<b>3,747,494</b>	<b>3,744,494</b>
<b>Operating Expenditures</b>				
Convention & Visitor Bureau (Contribution from City)	-	-	-	-
Tanger Marketing Program	150,000	150,000	150,000	126,750
Downtown Mrktng Coop	31,091	30,000	30,000	25,350
Eco Tourism	7,066	40,000	40,000	33,800
Sports Tourism	504,688	60,000	60,000	50,700
Tourist Account	-	5,000	-	-
Transportation	-	5,000	-	-
Mural Funding	27,776	35,000	35,000	29,575
Arts Project Funding	146,397	125,000	125,000	105,625
Permanent Art	93,908	125,000	125,000	105,625
Repairs-Building Materials	-	10,000	10,000	10,000
Main Street Program	286,395	366,067	332,943	354,026
Convention & Visitor Bureau (City Department)	1,318,518	1,563,223	1,440,223	1,441,772
<b>Total Operating Expenditures</b>	<b>2,565,840</b>	<b>2,514,290</b>	<b>2,348,166</b>	<b>2,283,222</b>
<b>Operating Transfers and Adjustments</b>				
Transfer of Venue Tax	1,600,765	1,654,631	1,510,828	1,510,828
<b>Total Transfers and Adjustments</b>	<b>1,600,765</b>	<b>1,654,631</b>	<b>1,510,828</b>	<b>1,510,828</b>
Reserved for Unspent Allocations - Arts Funding	203,069			
Reserved for Unspent Allocations - Mural Funding	41,911			
Reserved for Unspent Allocations - Conference Ctr Repairs	109,000			
Reserve for Unspent Allocation-Eco/Sports Tourism	109,566	-	-	-
Reserve for Unspent Allocation-Branding	23,825			
Reserved for Unspent Allocations - Wayfinding	46,292	-	-	-
Reserved for Unspent Allocations - Airport Improvements	50,000	-	-	-
Reserved for Unspent Allocations - Master Plan	25,000	-	-	-
<b>Total Reserves for Unspent Allocations</b>	<b>608,663</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Unreserved Fund Balance</b>	<b>210,540</b>	<b>144,886</b>	<b>99,040</b>	<b>49,484</b>
<b>Fund Balance as a Percentage of Total Expenditures</b>	<b>8.21%</b>	<b>5.76%</b>	<b>4.22%</b>	<b>2.17%</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### HOTEL OCCUPANCY TAX FUND

<u>Division</u>	<u>Personnel Services</u>	<u>Contracted Services</u>	<u>Materials &amp; Supplies</u>	<u>Other Charges</u>	<u>Operating Transfers</u>	<u>Total</u>
Other Tourism Programs	-	236,600	10,000	240,825	1,510,828	1,998,253
Main Street Program	221,959	61,848	23,091	47,128	-	354,026
CVB	618,203	260,820	511,136	51,613	-	1,441,772
Total	<u>840,162</u>	<u>559,268</u>	<u>544,227</u>	<u>339,566</u>	<u>1,510,828</u>	<u>3,794,050</u>
Percentage of Operating Expenditures	<u>22.1%</u>	<u>14.7%</u>	<u>14.3%</u>	<u>8.9%</u>	<u>39.8%</u>	<u>100.0%</u>



# DESTINATION SERVICES

# Main Street

Main Street	Actual	Adopted	Adopted	Adopted	Actual	Adopted	Adopted	Adopted
	2017-18	2018-19	2018-19	2018-19	2017-18	2018-19	2018-19	2018-19
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 Grounds	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 San Marcos Main Street Program is to maintain the unique, historic nature of downtown, recognizing its history and planning for its future. We strive to provide economic stability to the heart of our City through a comprehensive downtown revitalization program of design, economic restructuring, organization and promotion.

## Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	176,064	210,582	210,582	221,959
Contracted Services	30,364	69,707	55,092	61,848
Materials and Supplies	28,749	24,227	22,927	23,091
Other Charges	51,219	61,551	44,342	47,128
Capital Outlay	0	0	0	0
Total	286,395	366,067	332,943	354,026

## 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 build 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 Vitality*

- 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 2017-18**

- Accredited as a 2017 National Main Street City by the for Historic Preservation and the Texas Historical Commission by achieving standards of performance based on the Main Street Four-Point Approach.
- In 2016, the private sector invested over \$25M in downtown with 21 new businesses opening. Provided resources and information for new and existing businesses and potential investors.
- Continued marketing strategies targeting tourists and the community.
- Continued architectural assistance and façade grant program for downtown businesses and building owners, targeting historic properties that contribute to the unique character of downtown.
- Provided staff support to the Main Street Advisory Board, Downtown Association, Chamber's Business Development Committee, Heritage Association of San Marcos, Design Review Committee, and Convention and Visitor's Bureau Board.
- Worked with SMPD and KSMB to improve cleanliness and create a cleaner, safer, and more pedestrian-friendly downtown.
- Created and supported 32 downtown events that brought nearly 9,000 visitors to downtown.
- Worked with Texas State University departments and programs including: Family and Alumni Relations, Residential Life, PR Campaigns, Advanced Social Media, MBA Capstone Group, ACT, 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 2989.75 volunteer hours
- Chosen by Main Street America as one of 6 Most Romantic Downtowns in America, the only one in Texas.
- Won "Most Interactive" and "Best In Show" booth at the 2017 Chamber of Commerce Business Expo.

## **What We Plan to Accomplish in 2018-19**

- Meet identified standards of performance in 2018 set by the for Historic Preservation.
- Prioritize and implement goals and objectives of the Vision San Marcos comprehensive master plan and the Downtown Master Plan.
- Bid for conferences and conventions that will bring visitors to our downtown area.
- Develop promotional strategies to meet the changing market. Respond to opportunities that bring visitors to the heart of our city.
- 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 as a resource for visitors and the community.
- Develop and distribute a monthly newsletter for downtown and the community.
- Continue providing staff support to local groups and organizations.
- Continue downtown marketing plan for advertising, as funds are available.
- Continue to collaborate with other City departments to improve downtown streetscape, sidewalks, cleanliness and safety.
- Increase volunteerism and advocacy for downtown.

## Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Number of Attendees brought to downtown as a result of events	Number	9,800	8,745	9,000
Special Events Supported	Number	28	30	28
New Businesses Opened Downtown	Number	20	21	18
Total Reinvestment by the Private Sector	Dollars	\$25,000,000	\$25,680,523	\$25,000,000
Media Requests	Number	8	10	10
Volunteer Hours	Number	2,500	2,990	3,000

## Convention & Visitor Bureau

CVB	Actual	Adopted	Adopted	Adopted	Actual	Adopted	Adopted	Adopted
	2017-18	2018-19	2018-19	2018-19	2017-18	2018-19	2018-19	2018-19
Director of CVB	1	1	1	1	1.00	1.00	1.00	1.00
Destination Service Manager	1	1	1	1	1.00	1.00	1.00	1.00
Innovation Manager	1	1	1	1	1.00	1.00	1.00	1.00
Social Media Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Destination Event Specialist	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
Tourism Specialist	1	1	1	1	0.50	0.50	0.50	0.50
Arts Coordinator	1	1	1	1	0.50	0.50	0.50	0.50
Total	8	8	8	8	7.00	7.00	7.00	7.00

### Mission Statement

The San Marcos Convention and Visitor Bureau is committed to developing and marketing San Marcos as a premier year-round destination for leisure, group, and business travelers that will have a positive economic impact on the community. We serve as the advocate for the traveler and promote that which is unique to San Marcos.

### Expenditures by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	481,353	588,627	588,627	618,203
Contracted Services	266,476	323,580	263,580	260,820
Materials and Supplies	534,105	604,500	548,000	511,136
Other Charges	36,584	46,516	40,016	51,613
Capital Outlay	0	0	0	0
Total	1,318,518	1,563,223	1,440,223	1,441,772

### Goals and Objectives

To develop a plan to market San Marcos as a premiere year-round destination for leisure, group and business travelers that will have a positive impact on the community. Increase the number of visitors to San Marcos. Stimulate hotel traffic and hotel occupancy tax. Provide visitor and conference services to activities which generate hotel activity.

### What We Accomplished in 2017-18

- Hosted 22 Media from Mexico, China and Brazil.
- Hosted 26 Trade representatives from Germany, Australia and Mexico.
- Participated in two consumer, two conference and one domestic trade shows.

- Partnered with the State of Texas in trade and media missions in Mexico – 500+ impressions.
- Partnered with the State of Texas in trade/media events targeting China, Brazil, Germany, UK & Mexico.
- Serviced 127 groups/conferences/sporting events.
- Continued our marketing initiatives with San Antonio and the Texas Hill Country.
- Continued communications with hotel management – quarterly meetings.
- Organized and held the annual Travel and Tourism Week Appreciation Event. Awarded the Rogers Family Lifetime Tourism Award to the Heritage Association of San Marcos. Awarded the Rogers Family Tourism Award to Billy Ray and Beverly Mangham (Eye of the Dog Art Center).
- Marketing efforts contributed to the \$43 million (estimated) of hotel gross income generated (\$42 million in hotel occupancy income generated and \$25 million in sales tax revenue reports for FY17).

### What We Plan to Accomplish in 2018-19

- Complete a comprehensive marketing plan.
- Gain better knowledge of our current visitor and target markets via Arrivalist.
- Complete the SMTX Designated photo op art.
- Create a full color visitor guide.
- Continue to improve communications with event planners / organizers.
- Continue to serve as the city’s liaison to meeting and event planner.
- Continue to advocate for the traveler and promote that which is unique to San Marcos.
- Continue to effectively manage.
- Continue to work with the Lions Club in gathering visitor and impressions data.
- Solicit vendors for a new visitor website – go live by April 1, 2017.
- Complete office / building renovations – interior and exterior.
- Expand on the Annual Travel and Tourism Week Appreciation Event – include First Responders, PARD outdoor crews and hotel front desk staff.
- Increase hotel occupancy rate 2% - continued increase in hotel room inventory.

### Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Percent of design projects on schedule	%	N/A	80	100
Hotel Occupancy Rate	%	N/A	59.9	61.1
Total groups/conferences/sporting events serviced	#	N/A	127	134
Number of media hosted	#	N/A	22	30
Number of trade hosted	#	N/A	26	30
Hotel gross revenue	\$	N/A	40.5 Mil	42 Mil

**CITY OF SAN MARCOS**  
**2018-19 ANNUAL BUDGET**  
**MUNICIPAL COURT TECHNOLOGY FUND**

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	<b>205,568</b>	<b>152,936</b>	<b>152,936</b>	<b>98,536</b>
<b>Operating Revenues</b>				
Technology Fee	26,015	30,000	25,600	25,000
Interest Income	-	25		
<b>Total Operating Revenues</b>	<b>26,015</b>	<b>30,025</b>	<b>25,600</b>	<b>25,000</b>
<b>Operating Expenditures</b>				
Materials and Supplies	1,251	5,000	5,000	5,000
<b>Total Operating Expenditures</b>	<b>1,251</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>One-Time Expenditures</b>				
Capital Outlay	77,396	75,000	75,000	-
<b>Total One-Time Expenditures</b>	<b>77,396</b>	<b>75,000</b>	<b>75,000</b>	<b>-</b>
<b>Ending Unreserved Fund Balance</b>	<b>152,936</b>	<b>102,961</b>	<b>98,536</b>	<b>118,536</b>
<b>Fund Balance as a Percentage of Total Expenditures</b>	12225.10%	2059.22%	1970.72%	2370.72%

**CITY OF SAN MARCOS**  
**2018-19 ANNUAL BUDGET**  
**MUNICIPAL COURT SECURITY FEE FUND**

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	<b>154,285</b>	<b>145,305</b>	<b>145,305</b>	<b>88,963</b>
<b>Operating Revenues</b>				
Security Fee	18,915	22,000	18,620	18,500
Interest Income	-	12		
<b>Total Operating Revenues</b>	<b>18,915</b>	<b>22,012</b>	<b>18,620</b>	<b>18,500</b>
<b>Operating Expenditures</b>				
Personnel	27,895	19,962	19,962	32,073
Contracted Services	-	50,000	50,000	50,000
Materials & Supplies	-	5,000	5,000	5,000
<b>Total Operating Expenditures</b>	<b>27,895</b>	<b>74,962</b>	<b>74,962</b>	<b>87,073</b>
<b>Ending Unreserved Fund Balance</b>	<b>145,305</b>	<b>92,355</b>	<b>88,963</b>	<b>20,390</b>
<b>Fund Balance as a Percentage of Total Expenditures</b>	520.89%	123.20%	118.68%	23.42%

**CITY OF SAN MARCOS**  
**2018-19 ANNUAL BUDGET**  
**MUNICIPAL COURT JUVENILE FEE FUND**

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	<b>37,291</b>	<b>42,879</b>	<b>42,879</b>	<b>47,500</b>
<b>Operating Revenues</b>				
Juvenile Fee	30,539	35,000	30,500	30,500
Truancy Fee	5,360	5,000	5,500	5,500
Interest Income	-	-	-	-
<b>Total Operating Revenues</b>	<b>35,899</b>	<b>40,000</b>	<b>36,000</b>	<b>36,000</b>
<b>Operating Expenditures</b>				
Personnel Services	30,311	31,379	31,379	29,363
<b>Total Operating Expenditures</b>	<b>30,311</b>	<b>31,379</b>	<b>31,379</b>	<b>29,363</b>
<b>Ending Unreserved Fund Balance</b>	<b>42,879</b>	<b>51,500</b>	<b>47,500</b>	<b>54,137</b>
<b>Fund Balance as a Percentage of Total Expenditures</b>	141.46%	164.13%	151.38%	184.37%

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### MUNICIPAL COURT EFFICIENCY FUND

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	<b>32,560</b>	<b>36,642</b>	<b>36,642</b>	<b>16,742</b>
<b>Operating Revenues</b>				
Efficiency Fee	4,082	3,000	4,100	4,000
Other Revenue	-	24,000	-	-
<b>Total Operating Revenues</b>	<b>4,082</b>	<b>27,000</b>	<b>4,100</b>	<b>4,000</b>
<b>Operating Expenditures</b>				
Contracted Services	-	24,000	24,000	20,000
<b>Total Operating Expenditures</b>	<b>-</b>	<b>24,000</b>	<b>24,000</b>	<b>20,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>36,642</b>	<b>39,642</b>	<b>16,742</b>	<b>742</b>
<b>Fund Balance as a Percentage of Total Expenditures</b>	100.00%	165.18%	69.76%	3.71%

**CITY OF SAN MARCOS**  
**2018-19 ANNUAL BUDGET**  
**SEIZED ASSETS FUND**

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	<b>122,160</b>	<b>154,821</b>	<b>154,821</b>	<b>162,429</b>
<b>Operating Revenues</b>				
Seized Assets	35,743	5,000	16,608	5,000
Interest Income	-	100	-	-
<b>Total Operating Revenues</b>	<b>35,743</b>	<b>5,100</b>	<b>16,608</b>	<b>5,000</b>
<b>Operating Expenditures</b>				
Contracted Services	-	5,000	9,000	5,000
Capital Outlay	3,082	-	-	68,180
<b>Total Operating Expenditures</b>	<b>3,082</b>	<b>5,000</b>	<b>9,000</b>	<b>73,180</b>
<b>Ending Unreserved Fund Balance</b>	<b>154,821</b>	<b>154,921</b>	<b>162,429</b>	<b>94,249</b>
<b>Fund Balance as a Percentage of Total Expenditures</b>	5023.39%	3098.42%	1804.77%	128.79%

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM FUND

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	<b>73,135</b>	<b>73,135</b> <sup>✓</sup>	<b>73,135</b>	<b>73,135</b>
<b>Operating Revenues</b>				
Grant Revenue	424,895	562,798	416,654	649,948
<b>Total Operating Revenues</b>	<b>424,895</b>	<b>562,798</b>	<b>416,654</b>	<b>649,948</b>
<b>Operating Expenditures</b>				
Personnel Services	97,908	112,561	112,561	129,990
Contracted Services	326,987	304,092	304,092	519,958
<b>Total Operating Expenditures</b>	<b>424,895</b>	<b>416,654</b>	<b>416,654</b>	<b>649,948</b>
<b>Ending Unreserved Fund Balance</b>	<b>73,135</b>	<b>219,279</b>	<b>73,135</b>	<b>73,135</b>
<b>Fund Balance as a Percentage of Total Expenditures</b>	17.21%	52.63%	17.55%	11.25%

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### WOMEN, INFANTS AND CHILDREN PROGRAM FUND

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	-	-	-	-
<b>Operating Revenues</b>				
Grant Revenue	1,561,723	1,997,355	1,997,355	2,033,209
<b>Total Operating Revenues</b>	<b>1,561,723</b>	<b>1,997,355</b>	<b>1,997,355</b>	<b>2,033,209</b>
<b>Operating Expenditures</b>				
Personnel Services	1,089,155	1,538,846	1,538,846	1,576,532
Contract Services	208,049	322,961	322,961	321,689
Materials and Supplies	52,328	102,901	102,901	102,341
Other Charges	212,191	32,647	32,647	32,647
	<b>1,561,723</b>	<b>1,997,355</b>	<b>1,997,355</b>	<b>2,033,209</b>
<b>Ending Unreserved Fund Balance</b>	-	-	-	-
<b>Fund Balance as a Percentage of Total Expenditures</b>	0.00%	0.00%	0.00%	0.00%

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### WOMEN, INFANTS AND CHILDREN PROGRAM FUND

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>WIC Administration</b>				
Personnel Services	690,730	927,448	927,448	899,604
Contracted Services	171,566	263,019	263,019	257,747
Materials and Supplies	40,884	89,001	89,001	88,441
Other Charges	136,800	19,563	19,563	19,563
Capital Outlay	-	-	-	-
Total	1,039,979	1,299,031	1,299,031	1,265,355
<b>WIC Nutritional Education</b>				
Personnel Services	202,001	397,122	397,122	410,311
Contracted Services	20,363	23,575	23,575	23,575
Materials and Supplies	3,850	6,400	6,400	6,400
Other Charges	38,195	5,133	5,133	5,133
Total	264,409	432,230	432,230	445,419
<b>WIC Lactation</b>				
Personnel Services	73,286	63,531	63,531	63,949
Contracted Services	14,054	19,217	19,217	23,217
Materials and Supplies	7,595	4,700	4,700	4,700
Other Charges	14,267	6,683	6,683	6,683
Total	109,202	94,131	94,131	98,549
<b>WIC Peer Counseling</b>				
Personnel Services	123,138	150,745	150,745	202,669
Contracted Services	2,066	17,150	17,150	17,150
Materials and Supplies	-	2,800	2,800	2,800
Other Charges	22,928	1,268	1,268	1,268
Total	148,133	171,963	171,963	223,887
<b>Total WIC Expenditures</b>	<b>1,561,723</b>	<b>1,997,355</b>	<b>1,997,355</b>	<b>2,033,209</b>

#### **Recap of WIC Expenditures**

WIC Administration	1,039,979	1,299,031	1,299,031	1,265,355
WIC Nutritional Education	264,409	432,230	432,230	445,419
WIC Lactation	109,202	94,131	94,131	98,549
WIC Peer Counseling	148,133	171,963	171,963	223,887
<b>Total WIC Expenditures</b>	<b>1,561,723</b>	<b>1,997,355</b>	<b>1,997,355</b>	<b>2,033,209</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### WOMEN, INFANTS AND CHILDREN PROGRAM FUND

Division	Personnel Services	Contracted Services	Materials & Supplies	Other Charges	Operating Transfers	Total
Administration	927,448	263,019	89,001	19,563	0	1,299,031
Nutritional Education	397,122	23,575	6,400	5,133	0	432,230
Lactation	63,531	19,217	4,700	6,683	0	94,131
Peer Counselor	150,745	17,150	2,800	1,268	0	171,963
Total	1,538,846	322,961	102,901	32,647	0	1,997,355
Percentage of Operating Expenditures	71.2%	15%	5.8%	8%	0%	100%

	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
<b>WIC Program Fund</b>								
Administration	15	15	15	15	15.00	15.00	14.75	14.75
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	4	4	4	4	4.00	4.00	4.00	4.00
Total	26	26	26	26	26.00	26.00	25.75	25.75



# **WOMEN INFANT & CHILDREN'S PROGRAM**

## WIC Program – Administration

WIC Administration	Actual	Adopted	Adopted	Adopted	Actual	Adopted	Adopted	Adopted
	2017-18	2018-19	2018-19	2018-19	2017-18	2018-19	2018-19	2018-19
Assistant Director	1	1	1	1	1.00	1.00	0.75	0.75
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	8	8	8	8	8.00	8.00	8.00	8.00
Total	15	15	15	15	15.00	15.00	14.75	14.75

### 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	690,730	927,448	927,448	899,604
Contracted Services	171,566	263,019	263,019	257,747
Materials and Supplies	40,884	89,001	89,001	88,441
Other Charges	136,800	19,563	19,563	19,563
Operating Transfers	0	0	0	0
Capital Outlay	0	0	0	0
Total	1,039,979	1,299,031	1,299,031	1,265,355

### 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 2017-18

- Enrolled an average of 9,753 participants per month (70% of the estimated potentially eligible population).
- Provided WIC services and food benefits to an average of 8,218 participants per month (84% of enrolled participants).
- Provided nutrition education to 100% of families that received food benefits each month.
- Enrolled 36% 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 2018-19

- 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 20% 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 2016-17	Estimated 2017-18	Projected 2018-19
Percent of Families receiving Nutrition Education per month	%	100%	100%	95%
Percent of Women Certified in their 1 <sup>st</sup> Trimester	%	35%	36%	20%
Percent of enrolled participants receiving WIC services and food vouchers each month	%	85%	84%	80%
Percent of Clients referred to Health Care	%	100%	100%	98%

## WIC Program – Nutritional Education

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WIC Nutrition	Actual	Adopted	Adopted	Adopted	Actual	Adopted	Adopted	Adopted
	2017-18	2018-19	2018-19	2018-19	2017-18	2018-19	2018-19	2018-19
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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	202,001	397,122	397,122	410,311
Contracted Services	20,363	23,575	23,575	23,575
Materials and Supplies	3,850	6,400	6,400	6,400
Other Charges	38,195	5,133	5,133	5,133
Operating Transfers	0	0	0	0
Total	264,409	432,230	432,230	445,419

## WIC Program – Lactation

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WIC Lactation	Actual	Adopted	Adopted	Adopted	Actual	Adopted	Adopted	Adopted
	2017-18	2018-19	2018-19	2018-19	2017-18	2018-19	2018-19	2018-19
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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	73,286	63,531	63,531	63,949
Contracted Services	14,054	19,217	19,217	23,217
Materials and Supplies	7,595	4,700	4,700	4,700
Other Charges	14,267	6,683	6,683	6,683
Operating Transfers	0	0	0	0
Total	109,202	94,131	94,131	98,549

## WIC Program – Peer Counselor

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WIC Peer Counselor	Actual	Adopted	Adopted	Adopted	Actual	Adopted	Adopted	Adopted
	2017-18	2018-19	2018-19	2018-19	2017-18	2018-19	2018-19	2018-19
WIC Clerk/Breastfeeding Peer Counselor	4	4	4	4	4.00	4.00	4.00	4.00
Total	4	4	4	4	4.00	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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	123,138	150,745	150,745	202,669
Contracted Services	2,066	17,150	17,150	17,150
Materials and Supplies	-	2,800	2,800	2,800
Other Charges	22,928	1,268	1,268	1,268
Operating Transfers	0	0	0	0
Total	148,133	171,963	171,963	223,887

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### CEMETERY OPERATIONS FUND

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	<b>36,358</b>	<b>14,859</b>	<b>14,859</b>	<b>3,928</b>
<b>Operating Revenues</b>				
Burial Permits	-	-	-	-
Monument Permits	-	-	-	-
Other Revenue	-	-	-	-
Interest Income	-	-	-	-
Sale of Cemetery Lots	57,927	55,000	72,400	55,500
Sale of Memorial Plaques	-	-	-	-
<b>Total Operating Revenues</b>	<b>57,927</b>	<b>55,000</b>	<b>72,400</b>	<b>55,500</b>
<b>One-Time Operating Revenues</b>				
Operating Transfer - General Fund	120,000	150,000	150,000	180,000
Operating Transfer - Cemetery Perpetual Care Fund	-	-	-	-
<b>Total One-Time Operating Revenues</b>	<b>120,000</b>	<b>150,000</b>	<b>150,000</b>	<b>180,000</b>
<b>Operating Expenditures</b>				
Contracted Services	198,457	234,273	231,331	237,224
Materials and Supplies	969	2,000	2,000	2,000
<b>Total Operating Expenditures</b>	<b>199,426</b>	<b>236,273</b>	<b>233,331</b>	<b>239,224</b>
<b>Ending Unreserved Fund Balance</b>	<b>14,859</b>	<b>(16,414)</b>	<b>3,928</b>	<b>203</b>
<b>Fund Balance as a Percentage of Total Expenditures</b>	<b>7.45%</b>	<b>-6.95%</b>	<b>1.68%</b>	<b>0.09%</b>

# CITY OF SAN MARCOS

## 2017-18 Annual Budget

### CEMETERY OPERATIONS FUND

<u>Division</u>	<u>Personnel Services</u>	<u>Contracted Services</u>	<u>Materials &amp; Supplies</u>	<u>Other Charges</u>	<u>Operating Transfers</u>	<u>Total</u>
Administration	0	234,273	2,000	0	0	236,273
Percentage of Operating Expenditures	0%	99.1%	.9%	0%	0%	100%

# Cemetery Operations

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## 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	0	0	0	0
Contracted Services	198,457	234,273	231,331	237,224
Materials and Supplies	969	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	199,426	236,273	233,331	239,224

## 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 2017-18

- 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 2018-19

- 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 2016-17	Estimated 2017-18	Projected 2018-19
Grounds Maintenance	Acres	40	40	40
Lots Sold	# of lots	70	39	70
Burials	# of burials	80	85	80
Lots Surveyed For Public Sale	Surveyed	200	147	250
Cemetery Cleanups	#	2	2	2

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### TAX INCREMENT FINANCING SUMMARY

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	<b>848,406</b>	<b>910,579</b>	<b>910,579</b>	<b>1,570,574</b>
<b>Operating Revenues</b>				
Interest Income	-	-	-	-
TIRZ Revenue City	1,443,133	1,839,573	2,312,691	3,438,759
TIRZ Revenue County	489,978	618,279	448,391	516,650
<b>Total Operating Revenues</b>	<b>1,933,111</b>	<b>2,457,852</b>	<b>2,761,082</b>	<b>3,955,409</b>
<b>Operating Expenditures</b>				
Distribution	1,674,061	3,148,756	1,881,237	4,972,665
Debt Service Transfer	196,877	219,850	219,850	224,422
<b>Total Operating Expenditures</b>	<b>1,870,938</b>	<b>3,368,606</b>	<b>2,101,087</b>	<b>5,197,087</b>
<b>Ending Unreserved Fund Balance</b>	<b>910,579</b>	<b>(175)</b>	<b>1,570,574</b>	<b>328,896</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### TAX INCREMENT REINVESTMENT ZONE #2 BLANCO VISTA DEVELOPMENT

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	-	-	-	<b>4,676</b>
<b>Operating Revenues</b>				
TIRZ Revenue City	676,437	935,143	997,981	1,307,833
TIRZ Revenue County	298,742	363,338	103,325	-
<b>Total Operating Revenues</b>	<b>975,179</b>	<b>1,298,481</b>	<b>1,101,306</b>	<b>1,307,833</b>
<b>Operating Expenditures</b>				
Distributions	975,179	1,298,481	1,096,630	1,107,833
<b>Total Operating Expenditures</b>	<b>975,179</b>	<b>1,298,481</b>	<b>1,096,630</b>	<b>1,107,833</b>
<b>Ending Unreserved Fund Balance</b>	-	-	<b>4,676</b>	<b>204,676</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### TAX INCREMENT REINVESTMENT ZONE #3

#### CONFERENCE CENTER

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	-	-	-	-
<b>Operating Revenues</b>				
TIRZ Revenue City	127,019	147,908	147,908	150,984
TIRZ Revenue County	69,858	71,942	71,942	73,438
<b>Total Operating Revenues</b>	<b>196,877</b>	<b>219,850</b>	<b>219,850</b>	<b>224,422</b>
<b>Operating Expenditures</b>				
Operating Transfers To Debt Service Fund	196,877	219,850	219,850	224,422
<b>Total Operating Expenditures</b>	<b>196,877</b>	<b>219,850</b>	<b>219,850</b>	<b>224,422</b>
<b>Ending Unreserved Fund Balance</b>	-	-	-	-

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### TAX INCREMENT REINVESTMENT ZONE #4

#### KISSING TREE

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>		-	-	-
<b>Operating Revenues</b>				
Interest Income				-
TIRZ Revenue City		51,265	51,101	92,094
TIRZ Revenue County		8,689	8,350	15,609
<b>Total Operating Revenues</b>	-	<b>59,954</b>	<b>59,451</b>	<b>107,703</b>
<b>Operating Expenditures</b>				
Distributions	-	59,954	59,451	107,703
<b>Total Operating Expenditures</b>	-	<b>59,954</b>	<b>59,451</b>	<b>107,703</b>
<b>Ending Unreserved Fund Balance</b>	-	-	-	-

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### TAX INCREMENT REINVESTMENT ZONE #5

#### DOWNTOWN

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	<b>615,506</b>	<b>910,579</b>	<b>910,579</b>	<b>1,565,898</b>
<b>Operating Revenues</b>				
Interest Income	-	-	-	-
TIRZ Revenue City	173,695	257,574	390,545	630,719
TIRZ Revenue County	121,378	174,310	264,774	427,603
<b>Total Operating Revenues</b>	<b>295,073</b>	<b>431,884</b>	<b>655,319</b>	<b>1,058,322</b>
<b>Operating Expenditures</b>				
Distributions	-	1,346,639	-	2,500,000
<b>Total Operating Expenditures</b>	<b>-</b>	<b>1,346,639</b>	<b>-</b>	<b>2,500,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>910,579</b>	<b>(4,176)</b>	<b>1,565,898</b>	<b>124,220</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### TRANSPORTATION REINVESTMENT ZONE

#### LOOP 110

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	<b>232,900</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Revenues</b>				
Interest Income	-	-	-	-
TRZ Revenue City	465,982	443,682	725,156	1,257,129
<b>Total Operating Revenues</b>	<b>465,982</b>	<b>443,682</b>	<b>725,156</b>	<b>1,257,129</b>
<b>Operating Expenditures</b>				
Distributions	698,882	443,682	725,156	1,257,129
<b>Total Operating Expenditures</b>	<b>698,882</b>	<b>443,682</b>	<b>725,156</b>	<b>1,257,129</b>
<b>Ending Unreserved Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**CITY OF SAN MARCOS**  
**2017-18 ANNUAL BUDGET**  
**TRANSPORTATION REINVESTMENT ZONE**  
**LONE STAR RAIL**

	Actual 2015/2016	Approved 2016/2017	Revised 2016/2017	Adopted 2017/2018
<b>Beginning Unreserved Fund Balance</b>	<b>287</b>	<b>3,139</b>	<b>3,139</b>	<b>6,139</b>
<b>Operating Revenues</b>				
Interest Income	-	-	-	-
TIZ Revenue City	2,852	50,000	3,000	4,000
<b>Total Operating Revenues</b>	<b>2,852</b>	<b>50,000</b>	<b>3,000</b>	<b>4,000</b>
<b>Operating Expenditures</b>				
Distributions	-	50,000	-	0
<b>Total Operating Expenditures</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>0</b>
<b>Ending Unreserved Fund Balance</b>	<b>3,139</b>	<b>3,139</b>	<b>6,139</b>	<b>10,139</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### PUBLIC EDUCATION GOVERNMENTAL FUND (PEG)

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	<b>421,338</b>	<b>517,665</b>	<b>517,665</b>	<b>544,365</b>
<b>Operating Revenues</b>				
Public Education Governmental Fee	96,727	100,000	96,700	97,000
<b>Total Operating Revenues</b>	<b>96,727</b>	<b>100,000</b>	<b>96,700</b>	<b>97,000</b>
<b>Capital Outlay</b>				
Equipment	400	25,000	70,000	100,000
<b>Total One-Time Expenditures</b>	<b>400</b>	<b>25,000</b>	<b>70,000</b>	<b>100,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>517,665</b>	<b>592,665</b>	<b>544,365</b>	<b>541,365</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### WATER / WASTEWATER UTILITY FUND FINANCIAL FORECAST

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<b>Operating Revenues</b>					
Interest Income	238,000	238,000	238,000	238,000	240,380
Water Service Revenue	20,788,214	22,488,635	23,844,736	25,527,005	27,058,625
Wastewater Service Revenue	18,671,906	19,472,218	20,454,568	21,486,600	22,131,198
Charges from Other Services	2,490,619	2,538,991	2,566,742	2,595,182	2,643,802
Other Revenue	1,003,799	1,371,543	1,386,033	1,386,754	1,079,079
<b>Total Operating Revenues</b>	<b>43,192,537</b>	<b>46,109,387</b>	<b>48,490,079</b>	<b>51,233,541</b>	<b>53,153,084</b>
<b>Operating Expenses</b>					
Personnel Services	5,006,311	5,206,563	5,414,826	5,631,419	5,856,676
Contracted Services	10,998,524	13,316,147	13,632,128	13,957,995	14,277,424
Materials and Supplies	1,444,818	1,459,266	1,473,859	1,503,336	1,533,403
Other Charges	6,474,094	6,538,834	6,604,223	6,670,265	6,736,968
Franchise Fee	3,251,541	2,937,260	3,100,951	3,290,952	3,443,288
Reimbursement to Other Funds	35,094	35,445	35,799	36,157	36,519
Debt Service	13,364,310	13,444,152	15,169,428	15,674,820	17,814,996
<b>Total Operating Expenses</b>	<b>40,574,692</b>	<b>42,937,668</b>	<b>45,431,214</b>	<b>46,764,945</b>	<b>49,699,273</b>
<b>Operating Income / (Loss)</b>	<b>2,617,845</b>	<b>3,171,719</b>	<b>3,058,865</b>	<b>4,468,596</b>	<b>3,453,811</b>
<b>One-Time Expenses</b>					
Capital Outlay	343,000	346,430	349,894	353,393	356,927
System Improvements	-	-	-	-	-
Rate Stabilization	-	-	-	-	-
One-Time Operating Transfers	137,607	-	-	-	-
Transfer to Capital Reserves	1,800,000	1,000,000	300,000	1,000,000	1,500,000
<b>Net Change in Fund Balance</b>	<b>337,238</b>	<b>1,825,289</b>	<b>2,408,971</b>	<b>3,115,203</b>	<b>1,596,884</b>
<b>Beginning Unreserved Fund Balance</b>	<b>9,819,251</b>	<b>10,156,489</b>	<b>11,981,778</b>	<b>14,390,749</b>	<b>17,505,952</b>
<b>Ending Unreserved Fund Balance</b>	<b>10,156,489</b>	<b>11,981,778</b>	<b>14,390,749</b>	<b>17,505,952</b>	<b>19,102,836</b>
<b>Percentage of Operating Expenses</b>	<b>25.0%</b>	<b>27.9%</b>	<b>31.7%</b>	<b>37.4%</b>	<b>38.4%</b>
<b>Days of Operation</b>	<b>91</b>	<b>102</b>	<b>116</b>	<b>137</b>	<b>140</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### WATER / WASTEWATER UTILITY FUND SUMMARY

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	<b>10,910,455</b>	<b>9,668,838</b>	<b>9,668,838</b>	<b>9,819,251</b>
<b>Operating Revenues</b>				
Interest Income	226,232	108,000	238,000	238,000
Water Service Revenue	19,481,780	19,379,216	20,156,749	20,788,214
Wastewater Service Revenue	15,433,001	17,590,204	16,243,297	18,671,906
Pretreatment Program	544,237	514,561	705,228	712,280
Connections-Water	214,784	188,327	286,330	294,920
Connections-Sewer	13,973	13,000	12,346	12,716
Effluent Revenue	436,805	373,843	474,800	426,009
Wholesale Water Sales	535,764	772,823	550,000	522,823
Penalties	319,675	325,000	347,233	357,650
Other Revenue	112,345	290,135	408,731	296,717
Service Charges	192,936	179,510	196,243	202,130
Debt Service Reimbursement (Series 2006 and 2006A)	526,926	500,000	450,820	500,000
Build America Bond Subsidy	157,271	169,171	169,508	169,171
<b>Total Operating Revenues</b>	<b>38,195,730</b>	<b>40,403,790</b>	<b>40,239,285</b>	<b>43,192,537</b>
<b>Operating Expenses</b>				
Personnel Services	4,442,962	4,969,044	4,741,099	5,006,311
Contracted Services	8,942,956	10,579,994	10,517,334	10,998,524
Materials and Supplies	1,174,495	1,395,330	1,395,330	1,444,818
Other Charges	5,714,119	6,020,526	6,070,526	6,509,188
Franchise Fee	2,481,538	3,027,529	3,027,529	3,251,541
Debt Service	11,160,096	12,613,639	12,367,199	13,364,310
<b>Total Operating Expenses</b>	<b>33,916,167</b>	<b>38,606,062</b>	<b>38,119,016</b>	<b>40,574,692</b>
<b>Non-Recurring Expenses</b>				
Operating/Administrative Transfers	57,626	69,856	69,856	137,607
Capital Outlay	693,727	400,000	400,000	343,000
Transfer to Capital Reserves	2,050,000	400,000	1,500,000	1,800,000
<b>Total One-Time Expenses</b>	<b>2,801,353</b>	<b>869,856</b>	<b>1,969,856</b>	<b>2,280,607</b>
<b>Total Expenses</b>	<b>36,717,519</b>	<b>39,475,918</b>	<b>40,088,872</b>	<b>42,855,299</b>
<b>Ending Fund Balance</b>	<b>12,388,666</b>	<b>10,596,710</b>	<b>9,819,251</b>	<b>10,156,489</b>
<b>Fund Balance Reserve-Revenue Stabilization</b>	<b>2,719,828</b>	-	-	-
<b>Encumbrance Reserve</b>	<b>1,027,579</b>			
<b>Ending Unreserved Fund Balance</b>	<b>8,641,259</b>	<b>10,596,710</b>	<b>9,819,251</b>	<b>10,156,489</b>
<b>Fund Balance as a Percentage of Total Expenses</b>	25.48%	27.45%	25.76%	25.03%

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### WATER / WASTEWATER UTILITY FUND SUMMARY

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Wastewater Collection</b>				
Personnel Services	1,150,365	1,309,658	1,309,658	1,325,857
Contracted Services	33,571	66,235	66,235	84,150
Materials and Supplies	421,885	437,564	437,564	462,174
Other Charges	68,799	45,457	45,457	37,397
Capital Outlay	380,539	140,000	140,000	113,000
Total	2,055,159	1,998,914	1,998,914	2,022,578
<b>Water Quality Services</b>				
Personnel Services	521,081	560,722	560,722	569,624
Contracted Services	111,196	242,914	242,914	248,811
Materials and Supplies	41,412	57,561	57,561	59,048
Other Charges	5,266	13,667	13,667	13,917
Capital Outlay	(78)	40,000	40,000	-
Total	678,877	914,863	914,863	891,400
<b>Water Distribution Maintenance</b>				
Personnel Services	2,034,122	2,084,704	2,084,704	2,286,684
Contracted Services	116,383	168,104	168,584	210,053
Materials and Supplies	696,688	830,075	830,075	864,506
Other Charges	39,411	54,170	54,170	58,170
Capital Outlay	95,950	170,000	170,000	180,000
Total	2,982,554	3,307,053	3,307,533	3,599,412
<b>Water Conservation</b>				
Personnel Services	88,495	319,228	91,283	91,059
Contracted Services	16,643	122,566	95,006	95,006
Materials and Supplies	888	21,000	21,000	21,000
Other Charges	738	2,307	2,307	2,307
Capital Outlay	-	-	-	-
Total	106,764	465,101	209,596	209,372

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### WATER / WASTEWATER UTILITY FUND SUMMARY

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Water/Wastewater Administration</b>				
Personnel Services	580,756	587,941	587,941	614,250
Contracted Services	134,829	144,307	144,307	242,851
Materials and Supplies	11,525	28,130	28,130	27,090
Other Charges	12,002	20,325	20,325	20,405
Capital Outlay	167,316	-	-	-
Total	906,427	780,703	780,703	904,597
<b>Special Services</b>				
Personnel Services	68,144	106,791	106,791	118,836
Contracted Services	8,530,334	9,835,869	9,800,288	10,117,653
Materials and Supplies	2,098	21,000	21,000	11,000
Other Charges	5,587,903	5,884,600	5,934,600	6,376,992
Franchise Fee	2,481,538	3,027,529	3,027,529	3,251,541
Operating / Administrative Transfers	57,626	69,856	69,856	137,607
Capital Outlay	50,000	50,000	50,000	50,000
Transfer to Capital Reserves	2,050,000	400,000	1,500,000	1,800,000
Rate Stabilization Fund	0	-	-	0
Total	18,827,642	19,395,645	20,510,063	21,863,629
<b>Debt Service</b>				
Principal Payments	7,340,000	8,855,000	8,205,000	8,925,000
Interest Payments	3,813,496	3,734,889	4,138,699	4,424,660
Fiscal Agent Fees	6,601	23,750	23,500	14,650
New Debt Issued				
Total	11,160,096	12,613,639	12,367,199	13,364,310
<b>Total Water/Wastewater Utility Fund Expenses</b>	<b>36,717,519</b>	<b>39,475,918</b>	<b>40,088,872</b>	<b>42,855,299</b>
<b>Summary of Expenses by Department</b>				
Wastewater Collection	2,055,159	1,998,914	1,998,914	2,022,578
Water Quality Services	678,877	914,863	914,863	891,400
Water Distribution Maintenance	2,982,554	3,307,053	3,307,533	3,599,412
Water Conservation	106,764	465,101	209,596	209,372
Water/ Wastewater Administration	906,427	780,703	780,703	904,597
Special Services	18,827,642	19,395,645	20,510,063	21,863,629
Debt Service	11,160,096	12,613,639	12,367,199	13,364,310
<b>Total Water/Wastewater Utility Fund Expenses</b>	<b>36,717,519</b>	<b>39,475,918</b>	<b>40,088,872</b>	<b>42,855,299</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### WATER / WASTEWATER UTILITY FUND

Division	Personnel Services	Contracted Services	Materials & Supplies	Other Charges	Operating Transfers	Capital Outlay	Debt Service	Total
Wastewater Collection	1,325,857	84,150	462,174	37,397	0	113,000	0	2,022,578
Water Quality Services	569,624	248,811	59,048	13,917	0	0	0	891,400
Water Distribution & Maintenance	2,286,684	210,053	864,506	58,170	0	180,000	0	3,599,412
Conservation	91,059	95,006	21,000	2,307	0	0	0	209,372
Administration	614,250	242,851	27,090	20,405	0	0	0	904,597
Special Services	118,836	10,117,653	11,000	11,428,533	137,607	50,000	13,364,310	35,227,939
Total	5,006,311	10,998,524	1,444,818	11,560,729	137,607	343,000	13,364,310	42,855,299
Percentage of Operating Expenditures	11.7%	25.7%	3.4%	27.0%	0.3%	0.8%	31.2%	100.0%

### WATER / WASTEWATER UTILITY FUND PERSONNEL ROSTER

	Positions				Full Time Equivalent			
	Actual	Adopted	Actual	Adopted	Actual	Adopted	Actual	Adopted
<b>Water/Wastewater Utility Fund</b>	2016-17	2017-18	2017-18	2018-19	2016-17	2017-18	2017-18	2018-19
Wastewater Collection	19	19	19	19	19.00	19.00	19.00	19.00
Water Quality	7	8	8	8	7.00	8.00	8.00	8.00
Water Distribution	29	30	30	32	29.00	30.00	30.00	32.00
Water/Wastewater Conservation	1	1	1	1	1.00	1.00	1.00	1.00
Water/Wastewater Administration	5	5	5	5	5.33	5.33	5.21	5.21
Total	61	63	63	65	61.33	63.33	63.21	65.21



# **WATER & WASTEWATER**

# Wastewater Collection

Water/Wastewater Collection	Positions				Full Time Equivalent			
	Actual	Adopted	Actual	Adopted	Actual	Adopted	Actual	Adopted
	2016-17	2017-18	2017-18	2018-19	2016-17	2017-18	2017-18	2018-19
WWW Collection Manager	1	1	1	1	1.00	1.00	1.00	1.00
WWW Maintenance Crew Leader	3	3	3	3	3.00	3.00	3.00	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	19	19	19	19	19.00	19.00	19.00	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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	1,150,365	1,309,658	1,309,658	1,325,857
Contracted Services	33,571	66,235	66,235	84,150
Materials and Supplies	421,885	437,564	437,564	462,174
Other Charges	68,799	45,457	45,457	37,397
Capital Outlay	380,539	140,000	140,000	113,000
Total	2,055,159	1,998,914	1,998,914	2,022,578

## 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 2017-18

- Continued flow monitoring in on trunk lines leading to main lift station.
- Crew Leaders continued participation of CIP/PCIP final inspection walk thru.
- 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.
- I/I smoke detection project along Willow Creek from Hunter rd. & Stagecoach. To Corporate dr., Sunset Acres.
- Completed I/I repairs found during the smoke testing.
- Completed CCTV inspections of sewer mains over the EARZ.
- Completed approximately 35% of infrastructure GPS data collection.

## What We Plan to Accomplish in 2018-19

- Continue CCTV inspections.
- Continue GPS data acquisition of infrastructure assets.
- Continue mobile pc usage 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.
- Implement the use of surcharge alarming system in the wastewater collection infrastructure, 9 alarms.

## Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Wastewater Taps Installed	Taps	10	6	8
Sewer Mains/Services Repaired	#	246	199	200
Installed City-wide Sewer Clean-outs	#	17	17	20
Manhole Maintenance	#	199	96	150
FOG Control Chemical-Feed Site Maint	Orders	100	64	75
Video Inspection of Collection System for SSOI Compliance	Linear Ft.	21,034	65,898	150,000
Collection System Cleaned & Maint for SSOI Compliance	Linear Ft.	76,267.35	65,898	150,000

# Water Quality Services

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Water/Wastewater Quality	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
Water Quality Services Manager	1	1	1	1	1.00	1.00	1.00	1.00
Water Quality Crew Leader	1	1	1	1	1.00	1.00	1.00	1.00
Water Quality Technician	4	5	5	5	4.00	5.00	5.00	5.00
Administrative Clerk	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

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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	521,081	560,722	560,722	569,624
Contracted Services	111,196	242,914	242,914	248,811
Materials and Supplies	41,412	57,561	57,561	59,048
Other Charges	5,266	13,667	13,667	13,917
Capital Outlay	(78)	40,000	40,000	0
Total	678,877	914,863	914,863	891,400

## 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 13 permitted users and approximately 360 commercial users by inspecting and sampling these industrial and commercial facilities to ensure compliance with regulations.

## What We Accomplished in 2017-18

- Collected approximately 1100 wastewater samples from 13 permitted Industrial Users, collected approximately 2000 drinking water samples from the city's distribution system and wells, approximately 150 samples from the San Marcos River, and approximately 3700 samples from commercial customers under our wastewater surcharge and FOG program.

- Evaluated approximately 6950 drinking water and wastewater analytical results.
- Conducted 28 inspections of significant industrial users and educated approximately 18 commercial representatives on current issues.
- Issued 4 Notices of Violation and 2 Administrative Compliance Orders in response to violations of Significant Industrial User discharge permits.
- Completed the eight year of FOG sampling under the FOG ordinance for our 360 commercial/surcharge customers.

### What We Plan to Accomplish in 2018-19

- 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.
- Complete EPA Lead and Copper Rule sampling
- Start EPA UCMR4 sampling for drinking water
- 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 2016-17	Estimated 2017-18	Projected 2018-19
Significant Industrial Users Inspections And Reports Prepared	Number	28	28	28
Water/Wastewater Samples Collected And Tested	Tests	6950	6400	7000
Water/WW Sample Tests Perform By City Staff	Number	6950	6400	7000
Significant Industrial Permit Actions(Issuances, Transfers, Renewals, Modifications)	Number	2	5	1
Significant Industrial User and Surcharge Facility Inspections/Reports	Number	389	350	400
Correspondence	Number	24	30	30
Working Meetings	Hours	155	125	160
Provide Educational Information	Number	389	350	400
Purchase Orders, Check Requests, Receiving Reports	Number	158	165	160

# Water Distribution and Maintenance

Water/Wastewater Distribution and Maintenance	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
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	4	4	4	4	4.00	4.00	4.00	4.00
W/WW Equipment Operator II	4	4	4	5	4.00	4.00	4.00	5.00
W/WW Equipment Operator I	11	11	11	11	11.00	11.00	11.00	11.00
Cross Connection Control BFP	0	1	1	1	0.00	1.00	1.00	1.00
W/WW Electrical Field Maintenance Tech	1	1	1	1	1.00	1.00	1.00	1.00
Instrumentation/Controls Maintenance Tech	2	2	2	3	2.00	2.00	2.00	3.00
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	29	30	30	32	29.00	30.00	30.00	32.00

## 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	2,034,122	2,084,704	2,084,704	2,286,684
Contracted Services	116,383	168,104	168,584	210,053
Materials and Supplies	696,688	830,075	830,075	864,506
Other Charges	39,411	54,170	54,170	58,170
Capital Outlay	95,950	170,000	170,000	180,000
Total	2,982,554	3,307,053	3,307,533	3,599,412

## 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 2017-18**

- Installed over 550 new water meter services.
- Changed out over 750 water meters of ten years old or older and non-operational meters to ensure accuracy.
- Maintained, repaired or replaced over 325 fire hydrants to ensure fire protection.
- 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 250 repairs on water mains and service lines.
- Acquired 17 new Water or Wastewater TCEQ Licenses
- Responded to over 700 requests for line locates.
- GPS of over 4,000 points in the water distribution system.

### **What We Plan to Accomplish in 2018-19**

- 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 2016-17	Estimated 2017-18	Projected 2018-19
New Residential & Commercial Water Accounts	#	294	550	650
Meter Change Out Program	#	209	750	800
Combined W/WW Line Locate Calls	#	770	700	775
Customer Inquiries Regarding Meter Maintenance Problems & Concerns	#	807	950	1,000
Water Main and Water Service Repairs	#	256	240	250
Fire Hydrant Repairs/Replace	#	303	375	350
AMI Node Installations & Investigations	#	322	170	200
Main & Service Line Taps, Extensions, Replacements, Relocations	#	27	25	25
W/WW Combined GPS Points Taken	Points Entered	3,944	4,200	4,000
Leak Detection & Valve Exercise	#	139	15	100

# Water Conservation

Water/Wastewater Conservation	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
Conservation Coordinator	0.5	0.5	0.5	0.5	0.50	0.50	0.50	0.50
Public Services Conservation	0.5	0.5	0.5	0.5	0.50	0.50	0.50	0.50
Total	1	1	1	1	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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	88,495	319,228	91,283	91,059
Contracted Services	16,643	122,566	95,006	95,006
Materials and Supplies	888	21,000	21,000	21,000
Other Charges	738	2,307	2,307	2,307
Capital Outlay	-	-	-	-
Total	106,764	465,101	209,596	209,372

## 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 2017-18

- During fiscal year 2016/2017, the Conservation Section implemented a new Soil Saver Rebate program to encourage water conservation through soil improvements such as aeration, compost application and use of mulch. 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.

## What We Plan to Accomplish in 2018-19

- During fiscal year 2017/2018, 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 2016-17	Estimated 2017-18	Projected 2018-19
Water/Energy Audits (single and multi-family residential, commercial)	#	129	76	101
Public and School Education (presentations, events, articles, ads, programs, etc)	#	45	32	39
Irrigation Design Plan Reviews (single-family, multi-family, and commercial)	#	213	208	211
Water Rebates and Incentives (washer rebates, toilet rebates, rain barrel rebates)	#	57	33	45
Energy Rebates and Incentives (HVAC, water heaters, Energy Star appliances, insulation)	#	62	47	55
Customer Services Calls	#	638	495	567

# Administration

Water/Waste water Administration	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
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	0.33	0.33	0.33	0.33
Administrative Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Clerk	1	1	1	1	1.00	1.00	0.88	0.88
Total	5	5	5	5	5.33	5.33	5.21	5.21

## Mission Statement

Provide planning, direction and administrative support for all divisions within the Water and Wastewater Utilities Department.

## Expenses by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	580,756	587,941	587,941	614,250
Contracted Services	134,829	144,307	144,307	242,851
Materials and Supplies	11,525	28,130	28,130	27,090
Other Charges	12,002	20,325	20,325	20,405
Capital Outlay	167,316	-	-	-
Total	906,427	780,703	780,703	904,597

## 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 2017-18

- Responded to approximately 6,500 customer requests.
- Supported numerous public forums with representatives and equipment.
- Scanned more than 1,300 documents into Laserfiche for digital record management.
- Processed GPS data for over 3,900 water/wastewater features in GIS (projected 4,000 features by end of current fiscal year).
- Completed over 1,700 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 2018-19

- 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 2016-17	Estimated 2017-18	Projected 2018-19
Requests From Citizens Processed	Number	7,000	7,500	7,800
Work Orders/Service Calls Initiated	Number	7,181	7,500	8,000
Documents scanned into Laserfiche	Number	1,736	1,750	1,800
Correspondences processed	Number	400	500	600
Building Plan/Plats Reviewed	Number	1,358	1,500	1,700
Meters/Meter Components Adjusted in Billing System	# Meters	1,670	1,800	2,000
Technology Support Tasks (Maps/data, technology training, etc.)	# tasks	2,201	2,400	2,500
Processed GPS data features in GIS	# features	4,463	3,500	3,500

# Special Services

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## 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	68,144	106,791	106,791	118,836
Contracted Services	8,530,334	9,835,869	9,800,288	10,117,653
Materials and Supplies	2,098	21,000	21,000	11,000
Other Charges	5,587,903	5,884,600	5,934,600	6,376,992
Franchise Fee	2,481,538	3,027,529	3,027,529	3,251,541
Operating / Administrative Transfers	57,626	69,856	69,856	137,607
Capital Outlay	50,000	50,000	50,000	50,000
Transfer to Capital	2,050,000	400,000	1,500,000	1,800,000
Rate Stabilization Fund	0	-	-	0
Total	18,827,642	19,395,645	20,510,063	21,863,629

**CITY OF SAN MARCOS**  
**2018-19 ANNUAL BUDGET**  
**DRAINAGE UTILITY FUND**  
**FINANCIAL FORECAST**

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<b>Operating Revenues</b>					
Interest Income	5,000	5,000	5,000	5,000	5,000
Drainage Service Revenue	4,873,157	5,750,325	6,785,384	8,074,607	9,608,782
Charges from Other Services	83,698	83,595	83,355	83,102	82,755
Other Revenue	16,555	-	-	-	-
<b>Total Operating Revenues</b>	<b>4,978,410</b>	<b>5,838,920</b>	<b>6,873,739</b>	<b>8,162,709</b>	<b>9,696,537</b>
<b>Operating Expenses</b>					
Personnel Services	663,190	794,087	833,791	875,480	919,254
Contracted Services	1,055,642	1,162,749	1,220,886	1,281,931	1,346,027
Materials and Supplies	134,842	142,525	149,651	157,134	164,990
Other Charges	293,827	327,594	343,974	361,172	379,231
Debt Service	2,460,061	3,125,650	3,170,579	3,970,629	5,717,047
<b>Total Operating Expenses</b>	<b>4,607,562</b>	<b>5,552,604</b>	<b>5,718,881</b>	<b>6,646,347</b>	<b>8,526,550</b>
<b>Operating Income / (Loss)</b>	<b>370,848</b>	<b>286,316</b>	<b>1,154,857</b>	<b>1,516,362</b>	<b>1,169,986</b>
<b>One-Time Expenses</b>					
Capital Outlay	55,000	-	200,000	150,000	150,000
One-Time Operating Transfers	-	-	-	-	-
Prior Period Adjustment	-	-	-	-	-
<b>Net Change in Fund Balance</b>	<b>315,848</b>	<b>286,316</b>	<b>954,857</b>	<b>1,366,362</b>	<b>1,019,986</b>
<b>Beginning Unreserved Fund Balance</b>	<b>943,439</b>	<b>1,259,287</b>	<b>1,545,603</b>	<b>2,500,460</b>	<b>3,866,822</b>
<b>Ending Unreserved Fund Balance</b>	<b>1,259,287</b>	<b>1,545,603</b>	<b>2,500,460</b>	<b>3,866,822</b>	<b>4,886,808</b>
<b>Percentage of Operating Expenses</b>	<b>27.3%</b>	<b>27.8%</b>	<b>43.7%</b>	<b>58.2%</b>	<b>57.3%</b>
<b>Days of Operation</b>	<b>100</b>	<b>102</b>	<b>160</b>	<b>212</b>	<b>209</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### DRAINAGE UTILITY FUND

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	<b>773,622</b>	<b>943,439</b> <sup>█</sup>	<b>943,439</b>	<b>1,259,287</b>
<b>Operating Revenues</b>				
Interest Income	3,000	3,000	5,000	5,000
Drainage Utility Fee	4,168,254	4,909,302	4,873,157	5,750,325
Penalties	36,145	37,698	40,117	41,321
Other Revenue	837	-	16,555	-
Build America Subsidy	41,725	43,581	43,581	42,274
<b>Total Operating Revenues</b>	<b>4,249,961</b>	<b>4,993,581</b>	<b>4,978,410</b>	<b>5,838,920</b>
<b>Total Funds Available</b>	<b>5,023,583</b>	<b>5,937,020</b>	<b>5,921,849</b>	<b>7,098,207</b>
<b>Operating Expenses</b>				
Personnel Services	479,730	663,190	663,190	794,087
Contracted Services	781,103	1,055,642	1,055,642	1,162,749
Materials and Supplies	70,222	134,842	134,842	142,525
Other Charges	284,798	293,827	293,827	327,594
Debt Service	2,092,839	2,513,019	2,460,061	3,125,650
<b>Total Operating Expenses</b>	<b>3,708,692</b>	<b>4,660,520</b>	<b>4,607,562</b>	<b>5,552,604</b>
<b>One-Time Expenses</b>				
Capital Outlay	371,452	55,000	55,000	-
Operating Transfer	-	-	-	-
<b>Total One-Time Expenses</b>	<b>371,452</b>	<b>55,000</b>	<b>55,000</b>	<b>-</b>
<b>Reserved Fund Balance</b>	<b>-</b>			
<b>Ending Unreserved Fund Balance</b>	<b>943,439</b>	<b>1,221,500</b>	<b>1,259,287</b>	<b>1,545,603</b>
<b>Fund Balance as a Percentage of Total Expenses</b>	<b>25.44%</b>	<b>26.21%</b>	<b>27.33%</b>	<b>27.84%</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### DRAINAGE UTILITY FUND

Division	Personnel Services	Contracted Services	Materials & Supplies	Other Charges	Operating Transfers	Capital Outlay	Total
Operations	663,190	54,996	134,842	13,500	0	55,000	921,528
Special Services	0	1,000,646	0	280,327	0	0	1,280,973
Debt Service	0	0	0	2,513,019	0	0	2,513,019
Total	<u>663,190</u>	<u>1,055,642</u>	<u>134,842</u>	<u>2,806,846</u>	<u>0</u>	<u>55,000</u>	<u>4,715,520</u>
Percentage of Operating Expenditures	<u>11.5%</u>	<u>21.9%</u>	<u>1.9%</u>	<u>55.3%</u>	<u>0%</u>	<u>9.4%</u>	<u>100%</u>

### DRAINAGE UTILITY FUND PERSONNEL ROSTER

	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
<b>Drainage Fund</b>								
Drainage Administration	8	10	10	11	8.00	10.00	9.00	11.00
Total	8	10	10	11	8.00	10.00	9.00	11.00

# Drainage

	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
<b>Stormwater Management</b>								
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	1	1	1	1	1.00	1.00	1.00	1.00
Project Engineer	0	1	1	1	0.00	1.00	0.00	1.00
Drainage Maint. Equipment Operator I	3	4	4	4	3.00	4.00	4.00	4.00
Drainage Maint. Equipment Operator II	2	2	2	3	2.00	2.00	2.00	3.00
Total	8	10	10	11	8.00	10.00	9.00	11.00

## 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	479,730	663,190	663,190	794,087
Contracted Services	781,103	1,055,642	1,055,642	1,162,749
Materials and Supplies	70,222	134,842	134,842	142,525
Other Charges	284,798	293,827	293,827	327,594
Debt Service	2,092,839	2,513,019	2,460,061	3,125,650
Total	3,708,692	4,660,520	4,607,562	5,552,604

## 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 2017-18

- Inspected 537 inlet boxes, area inlets, and catch basins
- Cleaned 4,861 feet of storm sewer pipe
- Cleaned 6,357 feet of open channel
- Swept 2,009.4 curb miles of street throughout the city
- Cleaned 23 water quality/detention ponds throughout the city
- Cleaned all inline hydrodynamic separators throughout the city
- Replaced failing curb and gutter on Oscar Smith Drive to improve drainage.
- Replaced failing curb and gutter on Medical Drive to support overlay program and improve drainage.
- Replaced failing curb and gutter on San Marcos Parkway to support overlay program and improve drainage.
- Performed emergency box culvert repair at Guadalupe and MLK.
- Continued GPS mapping of storm sewer facilities
- Implemented year four of the City's MS4 program
- Replaced failing, undersized culvert on Peter Garza with box culvert.

## What We Plan to Accomplish in 2018-19

- Implement the fifth 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 500 inlet boxes
- Maintain permanent storm water quality devices such as hydrodynamic separators and bioretention areas.
- Clean and maintain 5,000 linear feet open channels
- Clean and maintain water quality/detention ponds throughout the city.
- Sweep 310 miles of city streets.

## Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Inlets Inspected	Each	520	650	700
Storm Sewer Lines Cleaned	Linear Ft	6898	5000	5000
Open Channels Cleaned	Linear Ft	9861	7000	5000
Street Sweeping	Curb Miles	3209.5	3100	

# Special Services

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## Department Organization

The Special Services Division is used to account for a variety of non-direct expenses.

## Expenses by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	0	0	0	0
Contracted Services	0	0	0	0
Materials and Supplies	0	0	0	0
Other Charges	0	0	0	0
Operating Transfers	0	0	0	0
Capital Outlay	371,452	55,000	55,000	0
Debt Service	0	0	0	0
Total	371,452	55,000	55,000	0

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### ELECTRIC UTILITY FUND FINANCIAL FORECAST

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<b>Operating Revenues</b>					
Interest Income	244,420	246,864	249,333	251,826	254,344
Electric Service Revenue	600,000	602,578	602,578	602,578	602,578
Charges from Other Services	58,721,482	59,990,220	61,305,118	62,652,195	63,768,589
Other Revenue	1,079,090	1,287,167	1,489,231	1,607,847	1,639,803
Reimbursements from Other Funds	2,198,743	2,286,693	2,378,160	2,473,287	2,572,218
<b>Total Operating Revenues</b>	<b>62,843,735</b>	<b>64,413,521</b>	<b>66,024,421</b>	<b>67,587,732</b>	<b>68,837,533</b>
<b>Operating Expenses</b>					
Personnel Services	6,295,606	6,484,474	6,679,008	6,879,379	7,085,760
Contracted Services	3,086,218	3,147,942	3,210,901	3,275,119	3,340,622
Purchase of Power	37,780,820	40,421,001	41,255,864	42,110,197	42,984,476
Materials and Supplies	1,382,591	1,410,242	1,438,447	1,467,216	1,496,561
Other Charges	3,788,934	3,864,713	3,942,007	4,020,847	4,101,264
Franchise Fee	4,643,519	5,453,352	4,333,539	4,427,834	4,505,982
Reimbursement to Other Funds	-	-	-	-	-
Debt Service	4,250,198	4,787,292	5,480,739	6,490,189	6,638,136
<b>Total Operating Expenses</b>	<b>61,227,885</b>	<b>65,569,016</b>	<b>66,340,505</b>	<b>68,670,781</b>	<b>70,152,800</b>
<b>Operating Income / (Loss)</b>	<b>1,615,849</b>	<b>(1,155,494)</b>	<b>(316,084)</b>	<b>(1,083,049)</b>	<b>(1,315,267)</b>
<b>One-Time Expenses</b>					
One-Time Operating Transfers	40,000	-	-	-	-
Capital Outlay	615,803	615,803	615,803	615,803	615,803
Transfer to Capital Reserves	1,000,000	-	-	-	-
Rate Stabilization	-	-	-	-	-
<b>Net Change in Fund Balance</b>	<b>47</b>	<b>(1,771,297)</b>	<b>(931,887)</b>	<b>(1,698,852)</b>	<b>(1,931,070)</b>
<b>Beginning Unreserved Fund Balance</b>	<b>9,554,939</b>	<b>9,554,986</b>	<b>7,783,688</b>	<b>6,851,801</b>	<b>5,152,950</b>
<b>Ending Unreserved Fund Balance</b>	<b>9,554,986</b>	<b>7,783,688</b>	<b>6,851,801</b>	<b>5,152,950</b>	<b>3,221,880</b>
<b>Percentage of Operating Expenses</b>	<b>15.6%</b>	<b>11.9%</b>	<b>10.3%</b>	<b>7.5%</b>	<b>4.6%</b>
<b>Days of Operation</b>	<b>57</b>	<b>43</b>	<b>38</b>	<b>27</b>	<b>17</b>

**CITY OF SAN MARCOS**  
**2018-19 ANNUAL BUDGET**  
**ELECTRIC UTILITY FUND**

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	<b>10,036,690</b>	<b>9,882,900</b>	<b>9,882,900</b>	<b>9,554,939</b>
<b>Operating Revenues</b>				
Interest Income	152,669	143,420	242,000	244,420
Sales Tax Discount	7,881	7,500	9,511	7,500
Electric Service Revenue	53,358,796	59,195,959	59,497,357	58,043,982
Connections - Electric	596,140	600,000	647,924	600,000
Reconnection Charges	119,891	120,000	132,839	120,000
Penalties	545,640	550,000	554,804	550,000
Pole Attachment Contracts	1,060,179	383,800	450,000	454,500
Sale of Transformers	2,561	1,515	1,500	1,515
Ferguson Revenue	459,970	406,348	750,000	406,348
Service Charges	11,940	12,554	25,150	25,402
Other Revenue	59,880	96,243	167,561	169,349
F&PCRF	-	-	-	-
Reimbursement from Other Funds	1,975,278	2,054,289	2,050,904	2,198,743
BAB Subsidy	22,467	21,977	22,500	21,977
<b>Total Operating Revenues</b>	<b>58,373,293</b>	<b>63,593,605</b>	<b>64,552,050</b>	<b>62,843,735</b>
<b>Operating Expenses</b>				
Personnel Services	5,040,655	6,072,152	6,072,152	6,295,606
Purchase of Power	34,148,552	40,016,327	37,031,976	37,780,820
Contracted Services	1,782,633	2,937,169	2,933,245	3,086,218
Materials and Supplies	1,032,955	1,369,953	1,369,953	1,382,591
Other Charges	3,115,424	3,621,075	3,621,075	3,788,934
Franchise Fee	3,735,095	4,735,677	4,759,789	4,643,519
Debt Service	3,411,126	4,031,194	3,832,511	4,250,198
<b>Total Operating Expenses</b>	<b>52,266,441</b>	<b>62,783,547</b>	<b>59,620,701</b>	<b>61,227,885</b>
<b>One-Time Expenses</b>				
One-Time Operating Transfers	-	-	-	40,000
Capital Outlay	683,955	509,310	509,310	615,803
Transfer to Capital Reserves	4,800,000	-	4,750,000	1,000,000
<b>Total One-Time Expenses</b>	<b>5,483,955</b>	<b>509,310</b>	<b>5,259,310</b>	<b>1,655,803</b>
<b>Total Expenses</b>	<b>57,750,396</b>	<b>63,292,857</b>	<b>64,880,011</b>	<b>62,883,688</b>
<b>Ending Fund Balance</b>	<b>10,659,587</b>	<b>10,183,648</b>	<b>9,554,939</b>	<b>9,514,986</b>
<b>Fund Balance Reserve-Revenue Stabilization</b>	<b>776,687</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Encumbrance Reserve</b>	<b>968,519</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Unreserved Fund Balance</b>	<b>8,914,381</b>	<b>10,183,648</b>	<b>9,554,939</b>	<b>9,514,986</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### ELECTRIC UTILITY FUND

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Conservation</b>				
Personnel Services	104,659	179,540	179,540	91,059
Contracted Services	106,731	150,762	150,762	138,762
Materials and Supplies	10,180	28,639	28,639	23,335
Other Charges	44	5,458	5,458	500
Capital Outlay	-	-	-	-
Total	221,615	364,399	364,399	253,656
<b>Meter Operations</b>				
Personnel Services	785,298	983,051	983,051	1,056,023
Contracted Services	91,258	86,505	86,505	86,505
Materials and Supplies	421,262	358,182	358,182	364,886
Other Charges	35,910	34,465	34,465	42,465
Capital Outlay	51,520	10,000	10,000	-
Total	1,385,249	1,472,203	1,472,203	1,549,879
<b>Administration</b>				
Personnel Services	668,828	956,049	956,049	1,071,658
Contracted Services	132,072	389,148	389,148	364,148
Materials and Supplies	15,235	23,855	23,855	23,001
Other Charges	44,546	59,415	59,415	72,915
Capital Outlay	14,041	30,000	30,000	-
Total	874,723	1,458,467	1,458,467	1,531,722
<b>Maintenance</b>				
Personnel Services	1,912,375	2,245,897	2,245,897	2,259,181
Contracted Services	367,214	664,389	664,389	629,389
Materials and Supplies	540,322	850,847	850,847	874,289
Other Charges	85,209	70,890	70,890	70,890
Capital Outlay	568,394	388,000	388,000	240,000
Total	3,473,514	4,220,023	4,220,023	4,073,749
<b>Utility Business Office</b>				
Personnel Services	1,027,294	1,081,047	1,081,047	1,085,459
Contracted Services	334,641	401,742	401,742	523,430
Materials and Supplies	29,991	52,680	52,680	52,680
Other Charges	9,853	21,125	21,125	22,005
Capital Outlay	-	-	-	-
Total	1,401,779	1,556,594	1,556,594	1,683,574

**CITY OF SAN MARCOS**  
**2018-19 ANNUAL BUDGET**  
**ELECTRIC UTILITY FUND**

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Public Services Administration</b>				
Personnel Services	503,464	506,994	506,994	593,417
Contracted Services	139,528	150,101	150,101	265,164
Materials and Supplies	11,036	10,550	10,550	9,200
Other Charges	15,340	25,792	25,792	24,550
Capital Outlay	-	31,310	31,310	325,803
Total	669,367	724,747	724,747	1,218,134
<b>Special Services</b>				
Personnel Services	38,736	119,574	119,574	138,808
Purchase Power	34,148,552	40,016,327	37,031,976	37,780,820
Contracted Services	611,189	1,094,522	1,090,598	1,078,820
Materials and Supplies	4,928	45,200	45,200	35,200
Other Charges	2,924,522	3,403,930	3,403,930	3,555,609
Franchise Fee	3,735,095	4,735,677	4,759,789	4,643,519
Operating Transfers	-	-	-	40,000
Capital Outlay	50,000	50,000	50,000	50,000
Transfer to Capital Reserves	4,800,000	-	4,750,000	1,000,000
Rate Stabilization	-	-	-	-
Total	46,313,023	49,465,230	51,251,067	48,322,776
<b>Debt Service</b>				
Principal Payments	1,630,000	2,315,000	1,915,000	2,170,000
Interest Payments	1,778,806	1,702,444	1,903,761	2,074,698
Fiscal Agent Fees	2,320	13,750	13,750	5,500
Total	3,411,126	4,031,194	3,832,511	4,250,198
<b>Total Electric Utility Fund Expenses</b>				
	57,750,396	63,292,857	64,880,011	62,883,688

**Summary of Expenses by Department**

Conservation	221,615	364,399	364,399	253,656
Meter Operations	1,385,249	1,472,203	1,472,203	1,549,879
Administration	874,723	1,458,467	1,458,467	1,531,722
Maintenance	3,473,514	4,220,023	4,220,023	4,073,749
Utility Business Office	1,401,779	1,556,594	1,556,594	1,683,574
Public Services Administration	669,367	724,747	724,747	1,218,134
Special Services	46,313,023	49,465,230	51,251,067	48,322,776
Debt Service	3,411,126	4,031,194	3,832,511	4,250,198
<b>Total Electric Utility Fund Expenses</b>				
	57,750,396	63,292,857	64,880,011	62,883,688

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### ELECTRIC UTILITY FUND

Division	Personnel Services	Contracted Services	Materials & Supplies	Other Charges	Operating Transfers	Capital Outlay	Debt Service	Total
Conservation	91,059	138,762	23,335	500	-	-	-	253,656
Meter Operations	1,056,023	86,505	364,886	42,465	-	-	-	1,549,879
Administration	1,071,658	364,148	23,001	72,915	-	-	-	1,531,722
Maintenance	2,259,181	629,389	874,289	70,890	-	240,000	-	4,073,749
Utility Business Office	1,085,459	523,430	52,680	22,005	-	-	-	1,683,574
Public Services Administration	593,417	265,164	9,200	24,550	-	325,803	-	1,218,134
Special Services	138,808	38,859,640	35,200	9,199,128	40,000	50,000	4,250,198	52,572,974
<b>Total</b>	<b>6,295,606</b>	<b>40,867,038</b>	<b>1,382,591</b>	<b>9,432,453</b>	<b>40,000</b>	<b>615,803</b>	<b>4,250,198</b>	<b>62,883,688</b>
Percentage of Operating Expenditures	10.0%	65.0%	2.2%	15.0%	0.1%	1.0%	6.8%	100.0%

### ELECTRIC UTILITY FUND PERSONNEL ROSTER

	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
<b>Electric Utility Fund</b>								
Public Services Administration	4	5	5	5	4.00	5.00	4.00	5.00
Conservation	1	1	1	1	1.00	1.00	1.00	1.00
Electric Administration	9	10	10	10	9.33	10.33	10.33	10.33
Meter Operations	12	12	12	13	12.00	12.00	12.00	13.00
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
<b>Total</b>	<b>64</b>	<b>66</b>	<b>66</b>	<b>67</b>	<b>64.33</b>	<b>66.33</b>	<b>65.33</b>	<b>67.33</b>



## **ELECTRIC UTILITY**

# Administration

Electric Administration	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
Assistant Director of Public Services Manager	1	1	1	1	1.00	1.00	1.00	1.00
Graduate Engineer	1	1	1	1	1.00	1.00	1.00	1.00
Electrical Engineering Technician	3	4	4	4	3.00	4.00	4.00	4.00
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	0.33	0.33	0.33	0.33
Public Services GIS/Tech Specialist	1	1	1	1	1.00	1.00	1.00	1.00
<b>Total</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>9.33</b>	<b>10.33</b>	<b>10.33</b>	<b>10.33</b>

## Mission Statement

The Electric Administration Division oversees 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. Its mission is to provide a safe and reliable, low cost, electrical distribution system for the City.

## Expenses by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	668,828	956,049	956,049	1,071,658
Contracted Services	132,072	389,148	389,148	364,148
Materials and Supplies	15,235	23,855	23,855	23,001
Other Charges	44,546	59,415	59,415	72,915
Capital Outlay	14,041	30,000	30,000	-
<b>Total</b>	<b>874,723</b>	<b>1,458,467</b>	<b>1,458,467</b>	<b>1,531,722</b>

## Goals and Objectives

- Work to implement the City Council’s vision and goals of expanding economic development, protecting the environment, and improving the image of San Marcos as they relate to the department.
- Lead departmental efforts to improve performance and efficiency in our delivery of service to the community.
- Develop annual budget, monitor budget conformance and control expenditures in compliance with the financial plan.
- Participate in State/Regional/Local organizations as they relate to our function such as Regional Water Planning Group L, Alliance Regional Water Authority, Guadalupe Basin Coalition, Edwards Aquifer Habitat Conservation Plan Implementing Committee and others.
- Plan future infrastructure work, water supply, and other long term planning items for Public Services and the City of San Marcos.

- Lead the Public Services management team in educating, training and supporting our staff in developing their career and job skills to become a high performing organization.
- Communicate with Executive Management on departmental activity and serve in participating in policy formulation.

### **What We Accomplished in 2017-18**

- Achieved TWDB funding support for the future ARWA Carrizo Water Project for our future supply.
- Completed the rebuilding of San Marcos and Hilltop Substations with new transformers.
- Entered negotiations for CCN areas adjacent to the City.
- Commenced the Water Reuse System Expansion.
- Represented the City in numerous forums on Public Service related issues.
- Hired a Public Services GIS/Technology Services Manager.
- Completed the fiscal year below the budget level planned.
- Completed infrastructure maintenance 5 year work plan increment as planned.
- Expanded the Traffic Signal Maintenance Group to meet challenge of TXDOT signal conversion.

### **What We Plan to Accomplish in 2018-19**

- Provide leadership, guidance and management to all Divisions of the Public Services Dept.
- Recruit an Asst. Director for the Electric Utility Division.
- Complete a roadmap for implementing the Gen 2 upgrade to the AMI system and submit in budget
- Continue to participate in the design, planning and execution of the Public/Community Services Operations Center
- Participate in bringing phase 1B of ARWA water supply into design and construction
- Lead the effort to benchmark our carbon footprint of the City and work on recommendations to help create a Climate Friendly City
- Enhance the Public Services systems to better serve in emergency situations related to communication and quality of data support
- Continue Integration of Technology in our operations and maintenance.

## Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
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

## Conservation

Electric Conservation	Full Time Equivalent							
	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2017-18	Adopted 2018-19
Public Services Conservation Coordinator	0.5	0.5	0.5	0.5	0.50	0.50	0.50	0.50
Public Services Conservation Technician	0.5	0.5	0.5	0.5	0.50	0.50	0.50	0.50
Total	1	1	1	1	1.00	1.00	1.00	1.00

### Mission Statement

The Conservation group in the Electric Utility division drives conservation of energy through teaching and promoting the safe and efficient use of electricity, providing information and assistance to customers at their homes or businesses.

### Expenses by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	104,659	179,540	179,540	91,059
Contracted Services	106,731	150,762	150,762	138,762
Materials and Supplies	10,180	28,639	28,639	23,335
Other Charges	44	5,458	5,458	500
Capital Outlay	-	-	-	-
Total	221,615	364,399	364,399	253,656

### 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 2017-18

- During fiscal year 2016/2017, the Conservation Section implemented a new Soil Saver Rebate program to encourage water conservation through soil improvements such as aeration, compost application and use of mulch. 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.

### What We Plan to Accomplish in 2018-19

- During fiscal year 2017/2018, 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 2016-17	Estimated 2017-18	Projected 2018-19
Water/Energy Audits (single and multi-family residential, commercial)	# Units	129	76	101
Public and School Education (presentations, events, articles, ads, programs, etc.)	Ed. Opps.	45	32	39
Irrigation Design Plan Reviews (single-family, multi-family, and commercial)	# of plans	213	208	211
Water Rebates and Incentives (washer/toilet rebates, toilet distribution)	# Issued	57	33	45
Energy Rebates and Incentives (HVAC, water heaters, Energy Star appliances, insulation)	# Issued	62	47	55
Customer Service Calls	# Calls	638	495	567

# Meter Operations

Electric Meter Operations	Full Time Equivalent							
	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2017-18	Adopted 2018-19
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	6	6	6	6	6.00	6.00	6.00	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
Administrative Assistant	0	0	0	1	0.00	0.00	0.00	1.00
Total	12	12	12	13	12.00	12.00	12.00	13.00

## Mission Statement

The Meter Operations group is committed to providing accurate, real-time water and electric distribution systems usage information for use by the City accounting and outage management systems using an advanced metering infrastructure. This team also serves as electric utility dispatchers during system interruptions or city emergencies.

## Expenses by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	785,298	983,051	983,051	1,056,023
Contracted Services	91,258	86,505	86,505	86,505
Materials and Supplies	421,262	358,182	358,182	364,886
Other Charges	35,910	34,465	34,465	42,465
Capital Outlay	51,520	10,000	10,000	-
Total	1,385,249	1,472,203	1,472,203	1,549,879

## 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 thirteenth consecutive year with no lost time injuries.
- Continue to develop new skill sets regarding the City's Advanced Metering Infrastructure (AMI) project.
- Reduce the number of non-communicating meters by 20%.

## What We Accomplished in 2017-18

- Manually read over 20,000 electric and water meters.
- Completed over 17,800 service requests.
- Completed 23,142 connects including 14,949 Meter Sense connects and 8,193 manual connects.
- Trained all Meter Technicians to handle after hour phone calls thus increasing their skill set.

- All Meter Technicians assisted customers during Hurricane Harvey including staffing 24-hours per day.
- Replaced all gateway modems with the newest generation in preparation for the Yukon project.
- Installed flashing lights and caution stickers on each truck to increase our visibility and improve safety.
- Purchased and installed electric meter test bench to ensure accurate readings.
- Manually completed 1,227 move in or move outs during the 10 days of Student Rush.

### What We Plan to Accomplish in 2018-19

- Begin performing annual walkabout program to check for meter tampering and service issues.
- Upgrade MeterSense from version 4.1 to 4.2.
- Begin implementation of the Yukon project, which calls for updating every meter in the system (both water and electric) to Gen 2 over a two year period.
- Replace the AMI cellular modems with the latest and most reliable technology to improve network performance.
- Focus on non-communicating meters to decrease manual labor.
- Test and implement integration between MeterSense and Yukon.

### Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
Electric and Water meters read per month (AMI)	Number	37,629	36,500	40,000
Electric and Water meters read per month (Manual)	Number	1,800	1,500	1,500
New Service Connects performed annually	Number	843	140	700
Customer requested electric/water connects performed per month	Number	1,929	2,500	2,000
Number Of Service Calls Received By Meter Operations Dispatchers During Regular Business Hours	Calls	3,726	1,900	1,900
Non-Pay Disconnects Performed Annually	Disconnect	3,344	3,700	3,500
Non-Pay Reconnects Performed Annually	Reconnects	2,884	3,000	2,900
Water AMI No Communication Investigations performed annually	Number	1,130	500	1,000
Electric AMI No Communication Investigations performed annually	Number	333	500	500

# Maintenance

Electric Maintenance	Full Time Equivalent							
	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2017-18	Adopted 2018-19
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	11	10	10	10	11.00	10.00	10.00	10.00
Line Person Apprentice	2	4	4	4	2.00	4.00	4.00	4.00
Line Person Helper	4	3	3	3	4.00	3.00	3.00	3.00
Inventory Control Technician	1	1	1	1	1.00	1.00	1.00	1.00
<b>Total</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>

## Mission Statement

The Electric Maintenance team is charged with the safe and reliable delivery of clean electricity throughout the City of San Marcos. It accomplishes its mission through the continual reconstruction and updating of the electrical distribution system, service interruption response, and ongoing system maintenance programs.

## Expenses by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	1,912,375	2,245,897	2,245,897	2,259,181
Contracted Services	367,214	664,389	664,389	629,389
Materials and Supplies	540,322	850,847	850,847	874,289
Other Charges	85,209	70,890	70,890	70,890
Capital Outlay	568,394	388,000	388,000	240,000
<b>Total</b>	<b>3,473,514</b>	<b>4,220,023</b>	<b>4,220,023</b>	<b>4,073,749</b>

## Goals and Objectives

- Develop an OMS for storm restoration.
- Look for new training opportunities (Northwest Lineman's College).
- Meet or exceed new customer need dates.
- Re-build Ranch Road Substation.
- Become a Tree City USA.
- Install new capacitor banks to improve power factor.
- Utilize new work flow processes to improve production and reduce costs.
- Start maintenance program to identify problem poles.
- Completed year 4 of NWLC lineman training program

## What We Accomplished in 2017-18

- Maintain IH-35 street lights.
- Re-built Hilltop Substation and built new get-a-ways out of the sub.

- More than 75 bad transformers replaced.
- Completed Sessom re-build for CIP.
- Re-build Victory Gardens subdivision.
- Completed year 3 of NWLC lineman training program.
- Completed Streetlight survey.
- Multiple apartment and residential subdivisions have been completed.
- Continue to number line/riser fuses.
- Rebuilt existing capacitor banks.
- Added 12 new capacitor banks.
- Harvey storm restoration.
- Competed in the TLRA lineman's rodeo – 1st place municipal and 3rd place overall.

### What We Plan to Accomplish in 2018-19

- Continue a Career Progression training program (apprentice program).
- Re-build Hilltop Substation.
- Continue with tree trimming program and add an additional crew 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.
- Re-build and re-conductor the feed into the water treatment plant.
- Meet or exceed customer need dates.
- Work with CIP on various projects.
- Completed Sessom re-build for CIP
- Re-build Victory Gardens subdivision
- Completed year 3 of NWLC lineman training program
- Completed Streetlight survey
- Multiple apartment and residential subdivisions have been completed
- Rebuilt existing capacitor banks

### Performance Measures

	Unit of Measure	Actual 2016-17	Estimated 2017-18	Projected 2018-19
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

	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
<b>Utility Billing and Collections</b>								
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
<b>Total</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

## 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	1,027,294	1,081,047	1,081,047	1,085,459
Contracted Services	334,641	401,742	401,742	523,430
Materials and Supplies	29,991	52,680	52,680	52,680
Other Charges	9,853	21,125	21,125	22,005
Capital Outlay	0	0	0	0
<b>Total</b>	<b>1,401,779</b>	<b>1,556,594</b>	<b>1,556,594</b>	<b>1,683,574</b>

## Goals and Objectives

- Complete implementation of web-portal “Customer Connect” from the hybrid version.
- Expand and promote online applications/capabilities to customers such as: AMI interval read data, recurring credit card payments, to include additional self-service functions.
- Implement self-service options in utility services lobbies (Computer stations/ KIOSK).
- Upgrade/implement AMI-MDM applications enhancements (Eaton Yukon and Smartworks OMS).
- Re-evaluate process and staff function to reduce redundancy and improve efficiencies as part of the UR and AP rollout

## What We Accomplished in 2017-18

- Expanded Paymentus payment gateway to include echecks.

- Initiated the Utility Billing Application (Harris – NorthStar) and MDM (Smartworks) utilization review and have implemented 9 out of 40 process improvements to reduce redundancy of processes and improve efficiencies.
- Initiated and installed the CIS automation platform (Harris NS) to automate 28 manual processes which will save approximately 1 to 10 hours weekly (per process).
- Developed NS Refund Journal files for insertion into Tyler Munis Financial.
- Implemented touchscreens and signature pads at all cashier work stations.
- Expanded the ACH lockbox payment function to more customers.
- Convert the IVR solution from in-house to a hosted solution.

### **What We Plan to Accomplish in 2018-19**

- Complete implementation of the business process analysis for Harris NorthStar and MeterSense (Smart-works).
- Completed Utility Billing Application (Harris – NorthStar) 6.4 Automation Platform implementation
- Sunset eCare and move all online customers to Customer Connect
- Implement The AMI Yukon application.
- Implement the MDM Smartworks OMS.
- Move PAP from internal function to Paymentus.
- Implement MeterSense and Yukon hosted solutions.

<b>Performance Measures</b>	<b>Unit of Measure</b>	<b>Actual 2016-17</b>	<b>Estimated 2017-18</b>	<b>Projected 2018-19</b>
Electric Accounts	# Month	24,436	24,604	25,096
Water Accounts	# Month	11,184	11,523	11,753
Wastewater Accounts	# Month	9,342	9,657	9,850
Sewer Surcharge Accounts	# Month	261	295	301
OTC Connects And Disconnects	# Month	1,167	1,170	1,193
Direct Draft PAP Accounts	# Month	1,522	1,475	1,505
Budget Billing Accounts	Number	659	620	632
Non-Pay Disconnects	# Month	618	730	745
Payments/Cashier/Day	Number	5/87	5/81	5/83
Web Connects and Disconnects	Number	904	903	921
Online Utility Billing & Collections Web Payments	Number	118,682	127,084	129,626
Automated Telephone Payments (IVR) Interactive Voice Response System	Number	32,652	35,174	35,877
Percentage of Automated (Web & IVR) payments to Total Utility Services Customers	Percent	43.40%	45.40%	46.31%
Western Union Payments (HEB & Money Box locations)	Number	4,197	3,830	3,907
Auto Payments (Credit/Debit Card/echecks)	Number	990	1,217	1,241
eBilling	Number	6,498	6,582	6,714
eBox Payments	Number	1,009	1,011	1,031
Night Drop Payments	Number	806	729	744
ACH Payments	Number	1,001	959	978
Mail Payments	Number	4,538	3,483	3,553
eCheck Payments	Number	719	1,116	1,189

## Public Services Administration

Public Services Administration	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
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	1	1	1	1	1.00	1.00	1.00	1.00
Inventory Control Supervisor	1	1	1	1	1.00	1.00	1.00	1.00
Inventory Technician	0	1	1	1	0.00	1.00	0.00	1.00
Total	4	5	5	5	4.00	5.00	4.00	5.00

### 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	503,464	506,994	506,994	593,417
Contracted Services	139,528	150,101	150,101	265,164
Materials and Supplies	11,036	10,550	10,550	9,200
Other Charges	15,340	25,792	25,792	24,550
Capital Outlay	-	31,310	31,310	325,803
Total	669,367	724,747	724,747	1,218,134

# Special Services

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## 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	38,736	119,574	119,574	138,808
Purchase Power	34,148,552	40,016,327	37,031,976	37,780,820
Contracted Services	611,189	1,094,522	1,090,598	1,078,820
Materials and Supplies	4,928	45,200	45,200	35,200
Other Charges	2,924,522	3,403,930	3,403,930	3,555,609
Franchise Fee	3,735,095	4,735,677	4,759,789	4,643,519
Operating Transfers	-	-	-	40,000
Capital Outlay	50,000	50,000	50,000	50,000
Transfer to Capital Reserves	4,800,000	-	4,750,000	1,000,000
Rate Stabilization	-	-	-	-
Personnel Services	38,736	119,574	119,574	138,808
Total	46,313,023	49,465,230	51,251,067	48,322,776

**CITY OF SAN MARCOS**  
**2018-19 ANNUAL BUDGET**  
**MUNICIPAL AIRPORT FUND**

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	<b>2,529</b>	<b>3,330</b>	<b>3,330</b>	<b>784</b>
<b>Operating Revenues</b>				
Interest Income	-	-	-	-
Penalties Assessed	-	-	-	-
City-Owned T-Hangar Rentals	52,210	47,600	57,600	57,600
City-Owned Shelter Rentals	13,716	14,280	14,280	14,280
Agricultural Land Lease	134,130	134,000	134,130	134,130
Fuel Flowage Fees	52,821	60,000	71,870	94,000
City-Owned Storage Area Rentals	4,040	4,200	4,200	4,200
Private Hangar/Land Rentals	39,042	62,900	58,247	71,457
Commercial Land/Facility Rentals	142,115	214,529	167,614	239,082
Tie-Down Rent	3,231	16,000	22,500	22,500
Commercial Gross Receipts	33,720	30,831	33,357	9,000
Other Revenue	-	-	-	-
<b>Total Operating Revenues</b>	<b>475,025</b>	<b>584,340</b>	<b>563,798</b>	<b>646,249</b>
<b>Non-Operating Revenues</b>				
Commercial Land/Facility Improvement Credits	(47,433)	(46,000)	(47,433)	(47,433)
Transfer from General Fund	60,000	-	37,000	-
<b>Total Non-Operating Revenues</b>	<b>12,567</b>	<b>(46,000)</b>	<b>(10,433)</b>	<b>(47,433)</b>
<b>Total Revenue</b>	<b>487,592</b>	<b>538,340</b>	<b>553,365</b>	<b>598,816</b>
<b>Operating Expenses</b>				
Contracted Services	408,592	476,605	476,605	499,637
Materials and Supplies	-	5,000	5,000	5,000
Other Charges	78,199	81,441	74,306	94,245
<b>Total Operating Expenses</b>	<b>486,791</b>	<b>563,046</b>	<b>555,911</b>	<b>598,882</b>
<b>Ending Unreserved Fund Balance</b>	<b>3,330</b>	<b>(21,376)</b>	<b>784</b>	<b>718</b>
<b>Fund Balance as a Percentage of Operating Expenses</b>	<b>0.68%</b>	<b>-3.80%</b>	<b>0.14%</b>	<b>0.12%</b>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### MUNICIPAL AIRPORT FUND

<u>Division</u>	<u>Contracted Services</u>	<u>Materials &amp; Supplies</u>	<u>Other Charges</u>	<u>Total</u>
<u>Administration</u>	<u>476,605</u>	<u>5,000</u>	<u>81,441</u>	<u>563,046</u>
<u>Percent of Operating Expenditures</u>	<u>87%</u>	<u>.4%</u>	<u>12.6%</u>	<u>100%</u>

# Airport

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## 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 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Contracted Services	408,592	476,605	476,605	499,637
Materials and Supplies	-	5,000	5,000	5,000
Other Charges	78,199	81,441	84,309	94,245
Total	486,791	563,046	565,914	598,882

## Goals and Objectives

Launch a 5-year plan based on recently completed 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 2017-18

- 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 begin 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 2018-19**

- 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**  
**2018-19 ANNUAL BUDGET**  
**RESOURCE RECOVERY FUND**

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Fund Balance - Reserved and Unreserved</b>	<b>1,195,378</b>	<b>1,258,039</b>	<b>1,258,039</b>	<b>1,430,012</b>
<b>Operating Revenues</b>				
Residential Garbage Collection Fee	2,533,125	2,792,910	2,746,601	2,969,223
Penalties	66,164	69,618	67,381	72,487
Recycling Collection Fee	1,328,081	1,254,907	1,393,580	1,316,024
Other Revenue	42,668	55,000	74,340	55,000
<b>Total Operating Revenue</b>	<b>3,970,038</b>	<b>4,172,435</b>	<b>4,281,902</b>	<b>4,412,733</b>
<b>Operating Expenses</b>				
Personnel Services	240,564	252,491	252,491	363,566
Contracted Services	3,305,295	3,551,669	3,586,410	3,783,545
Materials and Supplies	18,598	27,000	27,000	27,000
Other Charges	241,539	262,028	234,028	264,778
<b>Total Operating Expenses</b>	<b>3,805,996</b>	<b>4,093,188</b>	<b>4,099,929</b>	<b>4,438,889</b>
Capital Improvements	101,381	40,000	10,000	-
<b>Total Expenses</b>	<b>3,907,377</b>	<b>4,133,188</b>	<b>4,109,929</b>	<b>4,438,889</b>
<b>Ending Unreserved Fund Balance</b>	<b>1,258,039</b>	<b>1,297,287</b>	<b>1,430,012</b>	<b>1,403,856</b>
<b>Fund Balance as a Percentage of Operating Expenses</b>	<b>33.05%</b>	<b>31.69%</b>	<b>34.88%</b>	<b>31.63%</b>

## Resource Recovery

Resource Recovery	Positions				Full Time Equivalent			
	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19	Actual 2016-17	Adopted 2017-18	Actual 2017-18	Adopted 2018-19
Asst Director - Fleet, Transit, Resource Recovery	0	0	0	0	0.00	0.00	0.00	0.00
Director - Neighborhood Enhancement	0	0	0	0	0.25	0.25	0.25	0.25
Community Enhancement Mngr	1	1	1	1	1.00	1.00	1.00	1.00
Resource Recovery Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Community Enhancement Tech	1	1	1	1	0.50	1.00	1.00	1.00
Community Enhancement Specialist	0	1	1	1	0.00	1.00	1.00	1.00
Intern	0	0	0	3	0.00	0.00	0.00	0.96
Total	3	4	4	7	2.75	4.25	4.25	5.21

## Expenses by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	240,564	252,491	252,491	363,566
Contracted Services	3,305,295	3,551,669	3,586,410	3,783,545
Materials and Supplies	18,598	27,000	27,000	27,000
Other Charges	241,539	262,028	234,028	264,778
Capital Outlay	101,381	40,000	10,000	363,566
Total	3,907,377	4,133,188	4,109,929	4,438,889

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### TRANSIT FUND

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Fund Balance - Reserved and Unreserved</b>	<b>145,904</b>	<b>77,369</b>	<b>77,369</b>	<b>59,746</b>
<b>Operating Revenues</b>				
Federal Transit Funds	-	-	-	-
State Transit Funds	-	-	-	-
Fare Revenue	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Operating Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Operating Transfer - General Fund	535,000	610,000	610,000	610,000
<b>Total One-Time Operating Revenues</b>	<b>535,000</b>	<b>610,000</b>	<b>610,000</b>	<b>610,000</b>
<b>Total Funds Available</b>	<b>680,904</b>	<b>687,369</b>	<b>687,369</b>	<b>669,746</b>
<b>Operating Expenses</b>				
Personnel Services	126,251	125,123	125,123	133,917
Contracted Services	476,249	496,000	496,000	496,000
Materials and Supplies	1,035	3,000	3,000	3,000
Other Charges	-	3,500	3,500	3,500
<b>Total Operating Expenses</b>	<b>603,535</b>	<b>627,623</b>	<b>627,623</b>	<b>636,417</b>
Capital Improvements	-	-	-	-
<b>Ending Unreserved Fund Balance</b>	<b>77,369</b>	<b>59,746</b>	<b>59,746</b>	<b>33,329</b>
<b>Fund Balance as a Percentage of Operating Expenses</b>				5.24%

# Transit

Transit	Positions				Full Time Equivalent			
	Actual 2015-16	Adopted 2016-17	Actual 2016-17	Adopted 2017-18	Actual 2015-16	Adopted 2016-17	Actual 2016-17	Adopted 2017-18
Asst Director - Fleet, Transit, Resource Recovery	0	0	0	0	0.33	0.33	0.33	0.33
GIS Transit Analyst	1	1	1	1	1.00	1.00	1.00	1.00
Total	1	1	1	1	1.33	1.33	1.33	1.33

## Expenses by Category

	Actual 2016-17	Original Approved 2017-18	Revised 2017-18	Adopted 2018-19
Personnel Services	126,251	125,123	125,123	133,917
Contracted Services	476,249	496,000	496,000	496,000
Materials and Supplies	1,035	3,000	3,000	3,000
Other Charges	-	3,500	3,500	3,500
Capital Outlay	0	0	0	0
Total	603,535	627,623	627,623	636,417

## 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 2017-18

- Completed construction contract: Installation of 12 new bus stop shelters/benches/trashcans
- Mobilized new transit fleet of 5 fixed route vehicles and 1 paratransit vehicle
- Extended daily evening service span from 6 p.m. to 8 p.m.
- Conducted bi-annual Ridership & Fixed Route feasibility reviews

- Completed transit study: Direct Reciprocity & existing conditions in the San Marcos urban transit district
- Tracked quantifiable operational performance measures for small urban transit district
- Implemented marketing strategy for “The Bus”
- Planned new construction contract: Bus stop signage initiative (procurement phase)
- Held monthly coordination meetings with Texas State University
- Identified 12 new shelter locations for bench pad construction & ADA connecting sidewalks
- Perfect safety record: “0” preventable accidents and “0” injuries, YTD

**What We Plan to Accomplish in 2018-19**

- 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
- Construct 12 new bus stop shelters/benches/trashcans
- Complete the Bus stop signage initiative
- Plan transit proactively for the changing demographic in San Marcos following 2020 US census
- 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 2016-17	Estimated 2017-18	Projected 2018-19
Total Fleet Size	Each	14	14	14
Fixed Route Ridership	Each	57,708	64,852	68,094
Para-transit Ridership	Each	12,016	11,844	12,436
Total Riders per day	Average	277	297	312
Total Vehicles Revenue Miles	Each	278,064	335,964	335,964
Total Vehicle Revenue hours	Each	20,727	20,727	20,977
Fixed Route Riders per Revenue Hours	Average	3.79	3.54	3.72
Para-Transit Riders per Revenue Hour	Average	2.19	2.10	2.15



# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### CEMETERY PERPETUAL CARE TRUST FUND

	Actual 2016/2017	Approved 2017/2018	Revised 2017/2018	Adopted 2018/2019
<b>Beginning Unreserved Fund Balance</b>	<b>1,066,634</b>	<b>1,068,959</b>	<b>1,068,959</b>	<b>1,071,959</b>
<b>Operating Revenues</b>				
Interest Income	65	1,000	500	500
Perpetual Care Sales	2,260	3,000	2,500	2,500
<b>Total Operating Revenues</b>	<b>2,325</b>	<b>4,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Operating Expenditures</b>				
Operating Transfers	-	-	-	-
<b>Total Operating Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Unreserved Fund Balance</b>	<b>1,068,959</b>	<b>1,072,959</b>	<b>1,071,959</b>	<b>1,074,959</b>
<b>Fund Balance as a Percentage of Total Expenditures</b>	100.00%	100.00%	100.00%	100.00%



# 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 2018 to 2027 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 a 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:

<u>Project</u>	<u>Estimated Annual Impact</u>
Library Expansion	\$400,000
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	PROPOSED CITY COST						TOTAL 10 YEAR
	2019	2020	2021	2022	2023	2024-2028	
<b>General Fund</b>	<b>\$ 19,385,019</b>	<b>\$ 18,112,020</b>	<b>\$ 23,560,687</b>	<b>\$ 27,717,022</b>	<b>\$ 22,632,023</b>	<b>\$ 94,145,000</b>	<b>\$ 205,551,771</b>
<b>Airport</b>							
Airport - City Facilities	100,000						\$ 100,000
Airport - Relocation of Electric Vault			150,000	300,000			\$ 450,000
Airport - Relocation of WWII Tower						84,000	\$ 84,000
Airport - Runway 17-35 Extension					510,000		\$ 510,000
<b>Community Services</b>							
Activity Center Splash Pad/Playground			150,000	500,000			\$ 650,000
Animal Shelter				750,000	5,500,000		\$ 6,250,000
Arts District to enhance performing and visual space						27,600,000	\$ 27,600,000
Athletic Field Synthetic Turf					2,000,000	8,000,000	\$ 10,000,000
Blanco River Village City Park				200,000			\$ 200,000
City Facilities HVAC Replacement		150,000					\$ 150,000
City Facility Parking Lots		150,000		150,000			\$ 300,000
City Facility Renovations	695,000						\$ 695,000
City Park - ADA Playground		100,000	1,000,000				\$ 1,100,000
Charles S. Cock House Repairs	80,000						\$ 80,000
Dog Park				75,000	500,000		\$ 575,000
Gary Softball Complex Renovation- Existing Fields		1,250,000					\$ 1,250,000
Household Hazardous Waste Renovations		50,000	700,000				\$ 750,000
Library Expansion & Renovation	6,750,000	6,750,000					\$ 13,500,000
Nature Center			300,000	2,500,000	250,000		\$ 3,050,000
PARD Maintenance Facility		250,000					\$ 250,000
Parks - ADA Access to River	50,000	500,000					\$ 550,000
Park Development of Undeveloped Park Land		500,000	500,000	500,000	500,000		\$ 2,000,000
Price Center	125,000						\$ 125,000
Purgatory Creek Preserve Park - Trail Head					1,500,000		\$ 1,500,000
Regional Tennis Center						4,400,000	\$ 4,400,000
San Marcos River Bike and Pedestrian Trail	287,000						\$ 287,000
San Marcos Youth Baseball Complex						9,900,000	\$ 9,900,000
Senior Citizens Center						2,550,000	\$ 2,550,000
Sheltered Bus Stops	80,000		80,000		80,000		\$ 240,000
Spray Pads East side/West Side				100,000	400,000		\$ 500,000
<b>Engineering - IT</b>							
Airport - FM 110 Connection Drive			1,000,000				\$ 1,000,000
CAMPO Southwestern Hays Sub-Regional Study	200,000						\$ 200,000
Cheatham Street Sidewalks					20,000	200,000	\$ 220,000
Comanche/Hopkins Intersection Improvements		50,000		500,000			\$ 550,000
Craddock/Bishop Intersection Imps					5,000	150,000	\$ 155,000
Ed JL Green Sidewalk						140,000	\$ 140,000
Hays Street/Hwy 123 Intersection Imps			6,000		200,000		\$ 206,000
North, Hutchison and Mary St. Roundabout						450,000	\$ 450,000
SH 21 San Marcos River Bridge Prel Eng. Rpt						200,000	\$ 200,000
Transportation Master Plan				400,000		400,000	\$ 800,000
Transportation Oversize	100,000	100,000	100,000	100,000	100,000	500,000	\$ 1,000,000
Network Cabling Infrastructure for City Facilities - Bond	100,000		300,000				\$ 400,000
<b>Public Safety - Public Services</b>							
Fire Department Relocation Station #2	4,600,000						\$ 4,600,000
Fire Department Replacement Brush Truck #2 (52-319)		250,000					\$ 250,000
Fire Department Replacement Engine (52-614)		785,000					\$ 785,000
Fire Department New Station District #8		350,000	4,150,000				\$ 4,500,000
Fire Department New Station District# 11			1,000,000			6,100,000	\$ 7,100,000
Fire Department New Engine District # 11						800,000	\$ 800,000
Fire Department New Station District #6 Mall					1,000,000	6,500,000	\$ 7,500,000
Fire Department New Ladder Truck District #6 Mall						1,500,000	\$ 1,500,000
Fire Department Training Airport Facility		2,000,000					\$ 2,000,000
Public Safety Mobile Video Technology			600,000			700,000	\$ 1,300,000
Traffic Signal Synchronization and Improvement Project	125,000	125,000	226,000			217,000	\$ 693,000

Project Name	PROPOSED CITY COST						TOTAL 10 YEAR
	2019	2020	2021	2022	2023	2024-2028	
General							
Airport - Taxiway System, Ramp Rehab Design	124,000		200,000	200,000		200,000	\$ 724,000
Belvin Street Improvements	60,000		600,000				\$ 660,000
Bishop Street Improvements	20,000	400,000					\$ 420,000
Chestnut Street Improvements					375,000	1,230,000	\$ 1,605,000
City Hall Reconstruction	65,000	935,000	7,000,000	7,000,000			\$ 15,000,000
Comprehensive Plan						100,000	\$ 100,000
Critical Utility Security	50,000	50,000	50,000	50,000	50,000		\$ 250,000
Disaster Recovery Infrastructure (every 5 yrs.)			166,666				\$ 166,666
Downtown Alley Reconstruction		80,000	800,000				\$ 880,000
Downtown Pedestrian Safety & Comfort Improvements	200,000	200,000	200,000	200,000			\$ 800,000
Downtown Reconstruction Ph. II - LBJ: Purgatory Creek to Hopkins		540,000		5,300,000			\$ 5,840,000
E. Aquarena Springs Drive Reconstruction	100,000		500,000				\$ 600,000
Ed JL Green Dr Imps		220,000		580,000			\$ 800,000
Fiber Optic Emergency Replacements	50,000						\$ 50,000
Fiber Optic Infrastructure Expansions	117,000	80,000	80,000	80,000	80,000	114,000	\$ 551,000
Guadalupe Street Improvements	2,000,000						\$ 2,000,000
Heritage Neighborhood Imps			400,000		2,000,000		\$ 2,400,000
Hopkins Sidewalk Widening CM Allen to Thorpe	75,000						\$ 75,000
Hopkins Street Improvements Project (Bishop to Moore)	1,800,000						\$ 1,800,000
Hopkins Street Improvements Project from Moore to Guadalupe			300,000		3,000,000		\$ 3,300,000
Hutchison Street Lot	155,000						\$ 155,000
Hwy 123 12" Water AC Line Replacement	25,000		100,000				\$ 125,000
Kingwood and Sherwood Imps		70,000		700,000			\$ 770,000
Linda Drive Improvements	200,000			1,000,000			\$ 1,200,000
Long Street Realignment						800,000	\$ 800,000
MLK Street Reconstruction						2,550,000	\$ 2,550,000
Mockingbird Hills Subdivision Imps		750,000			4,000,000		\$ 4,750,000
Old Ranch Road 12 Bike & Ped & Widening Project				2,900,000			\$ 2,900,000
Old RR12/Moore Street Reconstruction				250,000		2,200,000	\$ 2,450,000
Pat Garrison Improvements from Comanche to Guadalupe		75,000		750,000			\$ 825,000
Public Svs/Comm Svs Complex - Fleet and FF&E			1,100,000				\$ 1,100,000
Public Svs/Comm Svs Complex - Technology Infrastructure Fiber & Monopole tower	150,000						\$ 150,000
Purgatory Creek Improvements		1,000,000		1,000,000			\$ 2,000,000
Ramsay St. Reconstruction		150,000	300,000	700,000			\$ 1,150,000
River Ridge Extension to Post Road						9,500,000	\$ 9,500,000
Sessom/Academy Intersection Improvements	600,000						\$ 600,000
Sessom Creek Bank Stabilization And Wastewater Replacement From N.LBJ to Canyon Road	50,000						\$ 50,000
Sessom Shared Use Path from N LBJ to Comanche				230,000		2,200,000	\$ 2,430,000
Shady, Valley, Gravel Utility Improvements				300,000			\$ 300,000
Stagecoach Road Extension						1,860,000	\$ 1,860,000
Storage Area Network (SAN) replacement - IT		200,000					\$ 200,000
Sunset Acres Subdivision Study	200,000		1,500,000				\$ 1,700,000
Surface Water Treatment Plant Access	50,000				560,000		\$ 610,000
Victory Gardens Neighborhood Improvements Ph. II - South Section				400,000		3,000,000	\$ 3,400,000

Project Name	PROPOSED CITY COST						TOTAL 10 YEAR
	2019	2020	2021	2022	2023	2024-2028	
<b>Water Fund</b>	<b>\$ 32,931,019</b>	<b>\$ 8,186,020</b>	<b>\$ 47,962,021</b>	<b>\$ 16,227,022</b>	<b>\$ 8,952,023</b>	<b>\$ 43,035,000</b>	<b>\$ 157,293,105</b>
Airport - Utilities & Stormwater Imps				140,000		1,400,000	\$ 1,540,000
AMI Generation 2 Upgrade	1,079,000	1,079,000					\$ 2,158,000
Asset Management System Development	50,000						\$ 50,000
Belvin Street Improvements	160,000		1,600,000				\$ 1,760,000
Bishop Street Improvements	150,000	720,000					\$ 870,000
Chestnut Street Improvements					150,000	500,000	\$ 650,000
City Hall Reconstruction	50,000	700,000	1,500,000	1,500,000			\$ 3,750,000
Comprehensive Plan	100,000	100,000				100,000	\$ 300,000
Critical Utility Security	50,000	50,000	50,000	50,000	50,000		\$ 250,000
Downtown Alley Reconstruction		5,000	25,000				\$ 30,000
Downtown Reconstruction Ph. II - LBJ: Purgatory Creek to Hopkins		100,000		1,000,000			\$ 1,100,000
Ed JI Green Dr Imps		25,000		60,000			\$ 85,000
Fiber Optic Emergency Replacements	25,000						\$ 25,000
Heritage Neighborhood Imps			280,000		1,400,000		\$ 1,680,000
Hopkins Street Improvements Project (Bishop to Moore)	1,600,000						\$ 1,600,000
Hopkins Street Improvements Project from Moore to Guadalupe			130,000		1,300,000		\$ 1,430,000
Hutchison Street Lot							\$ -
Hwy 123 12" Water AC Line Replacement	250,000		2,500,000				\$ 2,750,000
Hwy 21 Utilities						3,500,000	\$ 3,500,000
IH-35 Utility Relocations		1,400,000	1,100,000		1,000,000		\$ 3,500,000
Kingwood and Sherwood Imps		20,000		200,000			\$ 220,000
Linda Drive Improvements	200,000			700,000			\$ 900,000
MLK Street Reconstruction						990,000	\$ 990,000
Mockingbird Hills Subdivision Imps		250,000			1,200,000		\$ 1,450,000
Old Ranch Road 12 Bike & Ped & Widening Project				1,100,000			\$ 1,100,000
Pat Garrison Improvements from Comanche to Guadalupe		25,000		250,000			\$ 275,000
Public Svs/Comm Svs Complex - Fleet and FF&E			250,000				\$ 250,000
Public Svs/Comm Svs Complex - Technology Infrastructure Fiber & Monopole tower	150,000						\$ 150,000
Ramsay St. Reconstruction		100,000		515,000			\$ 615,000
SCADA Replacement	450,000						\$ 450,000
Sessom/Academy Intersection Improvements	150,000						\$ 150,000
Sessom Creek Bank Stabilization And Wastewater Replacement From N.LBJ to Canyon Road	270,000						\$ 270,000
Shady, Valley, Gravel Utility Improvements		150,000		500,000			\$ 650,000
Stagecoach Road Extension						745,000	\$ 745,000
Storage Area Network (SAN) replacement - IT		200,000					\$ 200,000
Sunset Acres Subdivision Study	50,000		350,000				\$ 400,000
Victory Gardens Neighborhood Improvements Ph. II - South Section				200,000		1,500,000	\$ 1,700,000
Windmill Tributary Area Improvements		10,000		30,000			\$ 40,000
Aquarena Springs Waterline Replacement	370,000						\$ 370,000
Briarwood Water Improvements	50,000		300,000				\$ 350,000
Centerpoint Rd 12" Water Main Extension						1,500,000	\$ 1,500,000
Cheatham Water Line Guadalupe to CM Allen				25,000		225,000	\$ 250,000
Clovis Barker Water Line						1,100,000	\$ 1,100,000
Comanche Pump Station Improvements		30,000	150,000				\$ 180,000
Comanche Pump Station to Old Ranch Road 12 Water Line						1,000,000	\$ 1,000,000
Deerwood Water Improvements					650,000	2,500,000	\$ 3,150,000
Dunbar Water Imps		220,000		2,200,000			\$ 2,420,000
Harris Hill Rd Water Line						1,300,000	\$ 1,300,000
Hopkins Water Line Replacement - LBJ to CM Allen				100,000		400,000	\$ 500,000
Hunter Water Main Extension from Harmons Way to H&H Industrial Park			300,000	1,300,000			\$ 1,600,000
Hwy 80 Water Line				250,000		2,000,000	\$ 2,250,000
IH 35 Water McCarty-Centerpoint						1,800,000	\$ 1,800,000
IH 35 Waterline Crossings			100,000		600,000		\$ 700,000
IH 35S Water Improvements - Clovis Barker south across creek		500,000					\$ 500,000
IH 35S Water Improvements - Hwy 123 to Wonder World		750,000	750,000				\$ 1,500,000
IH 35S Water Wonder World to Clovis Barker and Civic	125,000		125,000	1,700,000			\$ 1,950,000
Lazy Lane Water Improvements				325,000	1,600,000		\$ 1,925,000

Project Name	PROPOSED CITY COST						TOTAL
	2019	2020	2021	2022	2023	2024-2028	10 YEAR
<b>Water Fund Continued</b>							
Old Bastrop Hwy to Francis Harris Water Line						825,000	\$ 825,000
Old Bastrop Hwy Water Hwy 123 to Rattler Rd.						1,250,000	\$ 1,250,000
Old Bastrop Hwy Water Rattler Rd to Centerpoint	1,600,000						\$ 1,600,000
Old Bastrop Hwy Water Centerpoint to Horace Howard		200,000	850,000				\$ 1,050,000
Rattler Road Water Line Extension		100,000		800,000			\$ 900,000
Reclaimed Water System Expansion Ph. 2						7,100,000	\$ 7,100,000
Red Sky Water Improvements		850,000					\$ 850,000
Stagecoach to Bishop Water Line Extension						550,000	\$ 550,000
Stagecoach to Great Oaks Drive Water Line						2,100,000	\$ 2,100,000
Staples Rd 12" Water Line	1,400,000						\$ 1,400,000
Trails End Water Line Extension to Kissing Tree				40,000	400,000		\$ 440,000
Trunk Hill Pumps						2,500,000	\$ 2,500,000
Trunk Hill Tank				1,790,000			\$ 1,790,000
Trunk Hill to Lazy Lane Water Line						450,000	\$ 450,000
Undersized Water Main Replacements		150,000		1,000,000			\$ 1,150,000
Water Improvements	150,000	150,000	150,000	150,000	150,000	750,000	\$ 1,500,000
Water Main Oversizing	150,000		150,000		150,000	150,000	\$ 600,000
Water Master Plan			500,000				\$ 500,000
Water Pump Station Improvements	150,000	150,000	150,000	150,000	150,000	750,000	\$ 1,500,000
Water Supply - HCPUA	24,000,000		36,500,000			5,300,000	\$ 65,800,000
Water System Improvements	150,000	150,000	150,000	150,000	150,000	750,000	\$ 1,500,000

Project Name	PROPOSED CITY COST						TOTAL
	2019	2020	2021	2022	2023	2024-2028	10 YEAR
<b>Wastewater Fund</b>	<b>\$ 7,367,000</b>	<b>\$ 11,790,000</b>	<b>\$ 7,861,666</b>	<b>\$ 17,635,000</b>	<b>\$ 12,465,000</b>	<b>\$ 52,194,000</b>	<b>\$ 109,312,666</b>
Airport - Utilities & Stormwater Imps				140,000		1,400,000	\$ 1,540,000
Asset Management System Development	50,000						\$ 50,000
Belvin Street Improvements	75,000		750,000				\$ 825,000
Bishop Street Improvements	150,000	760,000					\$ 910,000
Chestnut Street Improvements					110,000	360,000	\$ 470,000
City Hall Reconstruction	50,000	700,000	1,500,000	1,500,000			\$ 3,750,000
Disaster Recovery Infrastructure (every 5 yrs.)			166,666				\$ 166,666
Downtown Alley Reconstruction		30,000	270,000				\$ 300,000
Downtown Reconstruction Ph. II - LBJ: Purgatory Creek to Hopkins		100,000		1,000,000			\$ 1,100,000
Ed JL Green Dr Imps		85,000		415,000			\$ 500,000
Fiber Optic Emergency Replacements	25,000						\$ 25,000
Fiber Optic Infrastructure Expansions	117,000	80,000	80,000	80,000	80,000	114,000	\$ 551,000
Heritage Neighborhood Imps			240,000		1,200,000		\$ 1,440,000
Hopkins Street Improvements Project (Bishop to Moore)	1,000,000						\$ 1,000,000
Hopkins Street Improvements Project from Moore to Guadalupe			130,000		1,300,000		\$ 1,430,000
Hutchison Street Lot							\$ -
Hwy 21 Utilities						3,350,000	\$ 3,350,000
IH-35 Utility Relocations		1,250,000	1,250,000				\$ 2,500,000
Kingwood and Sherwood Imps		20,000		200,000			\$ 220,000
Linda Drive Improvements	900,000			1,500,000			\$ 2,400,000
Main Lift Station (LS #1) Expansion			750,000		5,000,000		\$ 5,750,000
MLK Street Reconstruction						990,000	\$ 990,000
Old Ranch Road 12 Bike & Ped & Widening Project				500,000			\$ 500,000
Pat Garrison Improvements from Comanche to Guadalupe		10,000		100,000			\$ 110,000
Public Svs/Comm Svs Complex - Fleet and FF&E			250,000				\$ 250,000
Ramsay St. Reconstruction		25,000		115,000			\$ 140,000
SCADA Replacement	450,000						\$ 450,000
Sessom/Academy Intersection Improvements	150,000						\$ 150,000
Sessom Creek Bank Stabilization And Wastewater Replacement From N.LBJ to Canyon Road	1,500,000						\$ 1,500,000
Shady, Valley, Gravel Utility Improvements		350,000		1,800,000			\$ 2,150,000
Stagecoach Road Extension						745,000	\$ 745,000
Sunset Acres Subdivision Study	100,000		1,000,000				\$ 1,100,000
Victory Gardens Neighborhood Improvements Ph. II - South Section				200,000		1,500,000	\$ 1,700,000
Windmill Tributary Area Improvements		100,000		500,000			\$ 600,000
WWTP Electric Backup Feed		1,500,000					\$ 1,500,000
Airport 10-inch/12-inch Wastewater Main Basin SM-06 Sanitary Sewer Evaluation				335,000	1,700,000		\$ 2,035,000
Blanco River Village Lift Station (LS #21) and City Softball Fields Lift Station (LS #47) Decommissioning						865,000	\$ 865,000
Brown Terrace Lift Station 20 Upsize						150,000	\$ 150,000
Browne Terrace Lift Station 20 Rehabilitation		50,000					\$ 50,000
Care Inn Wastewater Lift Station 5		100,000					\$ 100,000
East IH 35 WW Oversize				400,000			\$ 400,000
Gary Job Corp Lift Station (LS #46) Decommissioning						4,860,000	\$ 4,860,000
Gary Job Corp LS 46 Rehab		300,000					\$ 300,000
Hemphill Creek 12-inch, 24-inch, 27-inch Wastewater Main						8,400,000	\$ 8,400,000
Highway 80/Davis Lane 18" Wastewater Rehab					2,000,000		\$ 2,000,000
Highway 80 Lift Station Expansion						780,000	\$ 780,000
Highway 80 Lift Station and 10-Inch Force Main	1,000,000	5,000,000					\$ 6,000,000
IH 35 Ellis to Wonderland WW Improvements		200,000		2,000,000			\$ 2,200,000
Rehab LS14 River Road	100,000						\$ 100,000
Rehab LS28 Hills of Hays	100,000						\$ 100,000
Sessom Creek Restoration - Phase 2				100,000		500,000	\$ 600,000
SSES & Repairs	650,000	680,000	625,000	625,000	625,000	3,125,000	\$ 6,330,000
Upper Blanco River 24-Inch Wastewater Transfer Interceptor				950,000		4,700,000	\$ 5,650,000
Wastewater Collection Improvements	150,000	150,000	150,000	150,000	150,000	750,000	\$ 1,500,000
Wastewater Improvements	150,000	150,000	150,000	150,000	150,000	750,000	\$ 1,500,000
Wastewater Lift Station Improvements	150,000	150,000	150,000	150,000	150,000	750,000	\$ 1,500,000
Wastewater Master Plan Update			400,000				\$ 400,000
Wastewater Oversizing	500,000					500,000	\$ 1,000,000
West Purgatory Creek 18-inch Wastewater Interceptor				1,725,000			\$ 1,725,000
WWTP 4.0 MGD AADF Expansion				3,000,000		17,500,000	\$ 20,500,000

Project Name	PROPOSED CITY COST						TOTAL 10 YEAR
	2019	2020	2021	2022	2023	2024-2028	
<b>Stormwater Fund</b>	<b>\$ 9,183,800</b>	<b>\$ 10,180,000</b>	<b>\$ 21,860,000</b>	<b>\$ 13,636,000</b>	<b>\$ 8,545,000</b>	<b>\$ 29,175,000</b>	<b>\$ 92,579,800</b>
Airport - Utilities & Stormwater Imps				140,000		1,400,000	\$ 1,540,000
Belvin Street Improvements	130,000		1,300,000				\$ 1,430,000
Bishop Street Improvements	300,000	3,700,000					\$ 4,000,000
Chestnut Street Improvements					65,000	150,000	\$ 215,000
City Hall Reconstruction	10,000	70,000	60,000	60,000			\$ 200,000
Downtown Alley Reconstruction		50,000	500,000				\$ 550,000
Downtown Reconstruction Ph. II - LBJ: Purgatory Creek to Hopkins		300,000		3,000,000			\$ 3,300,000
E. Aquarena Springs Drive Reconstruction	50,000		200,000				\$ 250,000
Ed JL Green Dr Imps		170,000		500,000			\$ 670,000
Guadalupe Street Improvements							\$ -
Heritage Neighborhood Imps			1,000,000		5,000,000		\$ 6,000,000
Hopkins Street Improvements Project (Bishop to Moore)	2,500,000						\$ 2,500,000
Hopkins Street Improvements Project from Moore to Guadalupe			100,000		1,000,000		\$ 1,100,000
Hwy 123 12" Water AC Line Replacement	50,000		300,000				\$ 350,000
IH-35 Utility Relocations	125,000	3,000,000	3,000,000				\$ 6,125,000
Kingwood and Sherwood Imps		230,000		550,000			\$ 780,000
Linda Drive Improvements	300,000			1,400,000			\$ 1,700,000
Long Street Realignment						250,000	\$ 250,000
Mockingbird Hills Subdivision Imps		70,000			350,000		\$ 420,000
Old Ranch Road 12 Bike & Ped & Widening Project				1,900,000			\$ 1,900,000
Old RR12/Moore Street Reconstruction				400,000		1,550,000	\$ 1,950,000
Pat Garrison Improvements from Comanche to Guadalupe		70,000		700,000			\$ 770,000
Purgatory Creek Improvements		1,500,000					\$ 1,500,000
Ramsay St. Reconstruction		50,000		400,000			\$ 450,000
River Ridge Extension to Post Road						1,000,000	\$ 1,000,000
Sessom/Academy Intersection Improvements	500,000						\$ 500,000
Sessom Creek Bank Stabilization And Wastewater Replacement From N.LBJ to Canyon Road	850,000						\$ 850,000
Sessom Shared Use Path from N LBJ to Comanche				226,000		120,000	\$ 346,000
Shady, Valley, Gravel Utility Improvements		50,000		150,000			\$ 200,000
Stagecoach Road Extension						4,185,000	\$ 4,185,000
Sunset Acres Subdivision Study	500,000		4,000,000				\$ 4,500,000
Surface Water Treatment Plant Access					510,000		\$ 510,000
Victory Gardens Neighborhood Improvements Ph. II - South Section				300,000		2,000,000	\$ 2,300,000
Windmill Tributary Area Improvements		50,000		300,000			\$ 350,000
Blanco Riverine Project	2,628,800						\$ 2,628,800
Castle Forest Channel	250,000		1,150,000				\$ 1,400,000
Cottonwood Creek Detention Study	250,000		2,000,000			14,500,000	\$ 16,750,000
Downtown Smartcode Water Quality Plan Implementation	100,000	100,000	100,000	100,000	100,000		\$ 500,000
Fairlawn Stormwater Imps			210,000	1,890,000			\$ 2,100,000
Farris Street Stormwater Imps			50,000	200,000			\$ 250,000
Flood Emergency Warning System and Safety Improvements	50,000						\$ 50,000
Girard/Earle Stormwater Improvements						250,000	\$ 250,000
Hills of Hays			3,000,000				\$ 3,000,000
Midtown Stormwater Ph. 2			1,000,000				\$ 1,000,000
McKie at Willow Springs Creek Bridge Replacement						900,000	\$ 900,000
Land Acquisition for future detention/WQ/ Flood storage			500,000		500,000	1,000,000	\$ 2,000,000
Rio Vista Stormwater Imps		70,000	610,000				\$ 680,000
River Ridge Stormwater Imps	270,000		2,430,000				\$ 2,700,000
Schulle Creek Culvert Imp		150,000		1,000,000			\$ 1,150,000
Stormwater Master Plan Update				300,000	600,000		\$ 900,000
Stormwater System Improvements	120,000	120,000	120,000	120,000	120,000	600,000	\$ 1,200,000
UP Railroad Corridor					300,000	1,270,000	\$ 1,570,000
Various Stormwater Imps	200,000	230,000	230,000				\$ 660,000
William Pettus Improvements		200,000					\$ 200,000

Project Name	PROPOSED CITY COST						TOTAL 10 YEAR
	2019	2020	2021	2022	2023	2024-2028	
<b>Electric Fund</b>	<b>\$ 10,444,179</b>	<b>\$ 11,776,247</b>	<b>\$ 8,117,087</b>	<b>\$ 14,052,702</b>	<b>\$ 3,000,000</b>	<b>\$ 7,714,000</b>	<b>\$ 55,104,215</b>
AMI Generation 2 Upgrade	1,788,000	1,788,000					\$ 3,576,000
Belvin Street Improvements	100,000		100,000				\$ 200,000
Bishop Street Improvements	200,000						\$ 200,000
Blanco Gardens Stormwater Imps	250,000						\$ 250,000
Chestnut Street Improvements					20,000	100,000	\$ 120,000
City Hall Reconstruction	25,000	475,000	3,500,000	3,500,000			\$ 7,500,000
Comprehensive Plan	100,000	100,000				100,000	\$ 300,000
Critical Utility Security	50,000	50,000	50,000	50,000	50,000		\$ 250,000
Disaster Recovery Infrastructure (every 5 yrs.)			166,666				\$ 166,666
Downtown Alley Reconstruction		35,000	350,000				\$ 385,000
Downtown Pedestrian Safety & Comfort Improvements	235,000	235,000	235,000	235,000			\$ 940,000
Downtown Reconstruction Ph. II - LBJ: Purgatory Creek to Hopkins		500,000		4,000,000			\$ 4,500,000
Ed JL Green Dr Imps		10,000		70,000			\$ 80,000
Fiber Optic Infrastructure Expansions	117,000	80,000	80,000	80,000	80,000	114,000	\$ 551,000
Heritage Neighborhood Imps			100,000		500,000		\$ 600,000
Hopkins Sidewalk Widening CM Allen to Thorpe		400,000					\$ 400,000
Hopkins Street Improvements Project (Bishop to Moore)	1,500,000						\$ 1,500,000
Hopkins Street Improvements Project from Moore to Guadalupe			200,000		2,000,000		\$ 2,200,000
Hutchison Street Lot							\$ -
Hwy 123 12" Water AC Line Replacement	25,000		75,000				\$ 100,000
IH-35 Utility Relocations		1,250,000	1,250,000				\$ 2,500,000
Linda Drive Improvements	8,000			40,000			\$ 48,000
Long Street Realignment						100,000	\$ 100,000
Main Lift Station (LS #1) Expansion			25,000				\$ 25,000
Mockingbird Hills Subdivision Imps		300,000		1,500,000			\$ 1,800,000
Old Ranch Road 12 Bike & Ped & Widening Project			350,000				\$ 350,000
Old RR12/Moore Street Reconstruction				200,000		2,000,000	\$ 2,200,000
Pat Garrison Improvements from Comanche to Guadalupe		50,000		2,500,000			\$ 2,550,000
Public Svs/Comm Svs Complex - Fleet and FF&E			700,000				\$ 700,000
Public Svs/Comm Svs Complex - Technology Infrastructure Fiber & Monopole tower	150,000						\$ 150,000
Sessom/Academy Intersection Improvements	350,000						\$ 350,000
Sessom Shared Use Path from N LBJ to Comanche				230,000		550,000	\$ 780,000
Storage Area Network (SAN) replacement - IT		200,000					\$ 200,000
Victory Gardens Neighborhood Improvements Ph. II - South Section				200,000		3,000,000	\$ 3,200,000
WWTP Electric Backup Feed	600,000	4,500,000					\$ 5,100,000
Carlson Circle Streetlight Repair and Replace		210,000					\$ 210,000
Customer Extensions - New Service	471,179	478,247	485,421	492,702			\$ 1,927,549
Pole Replacement - CIP Projects	200,000	200,000	200,000	200,000	200,000	1,000,000	\$ 2,000,000
Pole Replacement - Elect Power poles	150,000	150,000	150,000	150,000	150,000	750,000	\$ 1,500,000
SMEU Substation Feeder Breaker Upgrade	250,000	400,000					\$ 650,000
SMEU System Power Factor Improvement	150,000	150,000					\$ 300,000
Street Light Replacement Program	500,000						\$ 500,000
Upgrade Redwood Substation Transformer RW-T2	3,075,000						\$ 3,075,000
URD Cable Replacement	100,000	100,000	100,000				\$ 300,000
Guadalupe Street Improvements	50,000						\$ 50,000
Ramsay St. Reconstruction		115,000		605,000			\$ 720,000
<b>General Fund Total</b>	<b>\$ 19,385,019</b>	<b>\$ 18,112,020</b>	<b>\$ 23,560,687</b>	<b>\$ 27,717,022</b>	<b>\$ 22,632,023</b>	<b>\$ 94,145,000</b>	<b>\$ 205,551,771</b>
<b>Water Fund Total</b>	<b>\$ 32,929,000</b>	<b>\$ 8,184,000</b>	<b>\$ 47,960,000</b>	<b>\$ 16,225,000</b>	<b>\$ 8,950,000</b>	<b>\$ 43,035,000</b>	<b>\$ 157,283,000</b>
<b>Wastewater Fund Total</b>	<b>\$ 7,367,000</b>	<b>\$ 11,790,000</b>	<b>\$ 7,861,666</b>	<b>\$ 17,635,000</b>	<b>\$ 12,465,000</b>	<b>\$ 52,194,000</b>	<b>\$ 109,312,666</b>
<b>Stormwater Fund Total</b>	<b>\$ 9,183,800</b>	<b>\$ 10,180,000</b>	<b>\$ 21,860,000</b>	<b>\$ 13,636,000</b>	<b>\$ 8,545,000</b>	<b>\$ 29,175,000</b>	<b>\$ 92,579,800</b>
<b>Electric Fund Total</b>	<b>\$ 10,444,179</b>	<b>\$ 11,776,247</b>	<b>\$ 8,117,087</b>	<b>\$ 14,052,702</b>	<b>\$ 3,000,000</b>	<b>\$ 7,714,000</b>	<b>\$ 55,104,215</b>
<b>Grand Total All Funds</b>	<b>\$ 79,308,998</b>	<b>\$ 60,042,267</b>	<b>\$ 109,359,440</b>	<b>\$ 89,265,724</b>	<b>\$ 55,592,023</b>	<b>\$ 226,263,000</b>	<b>\$ 619,831,452</b>



# CITY OF SAN MARCOS

## 2018-19 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 - \$23.16

0 gallons to 6,000 gallons - \$3.88 per 1,000 gallons or fraction thereof.

6,001 gallons to 9,000 gallons - \$6.79 per 1,000 gallons or fraction thereof.

9,001 gallons to 12,000 gallons - \$7.77 per 1,000 gallons or fraction thereof.

12,001 gallons to 20,000 gallons - \$8.74 per 1,000 gallons or fraction thereof.

20,001 gallons to 50,000 gallons - \$9.70 per 1,000 gallons or fraction thereof.

Over 50,000 gallons - \$11.64 per 1,000 gallons or fraction thereof.

##### UW-1B:1-Inch Water Meter:

Minimum Charge - \$57.90

0 gallons to 4,000 gallons - \$2.50 per 1,000 gallons or fraction thereof.

4,001 gallons to 10,000 gallons - \$3.01 per 1,000 gallons or fraction thereof.

10,001 gallons to 25,000 gallons - \$7.51 per 1,000 gallons or fraction thereof.

Over 25,000 gallons - \$8.51 per 1,000 gallons or fraction thereof.

##### UW-1C: 1-1/2 Inch Water Meter:

Minimum Charge - \$115.81

0 gallons to 8,000 gallons - \$2.50 per 1,000 gallons or fraction thereof.

8,001 gallons to 10,000 gallons - \$3.01 per 1,000 gallons or fraction thereof.

10,001 gallons to 25,000 gallons - \$7.51 per 1,000 gallons or fraction thereof.

Over 25,000 gallons - \$8.51 per 1,000 gallons or fraction thereof.

##### UW-1D: 2-Inch Water Meter and greater:

Minimum Charge - \$185.29

0 gallons to 13,000 gallons - \$2.50 per 1,000 gallons or fraction thereof.

13,001 gallons to 25,000 gallons - \$7.51 per 1,000 gallons or fraction thereof.

Over 25,000 gallons - \$8.51 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

## 2018-19 ANNUAL BUDGET

### 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 - \$28.96

0 gallons to 6,000 gallons - \$4.86 per 1,000 gallons or fraction thereof.

6,001 gallons to 9,000 gallons - \$8.49 per 1,000 gallons or fraction thereof.

9,001 gallons to 12,000 gallons - \$9.70 per 1,000 gallons or fraction thereof.

12,001 gallons to 20,000 gallons - \$10.91 per 1,000 gallons or fraction thereof.

20,001 gallons to 50,000 gallons - \$12.13 per 1,000 gallons or fraction thereof.

Over 50,000 gallons - \$14.56 per 1,000 gallons or fraction thereof.

##### RW-1B: 1-Inch Water Meter:

Minimum Charge - \$72.38

0 gallons to 4,000 gallons - \$3.13 per 1,000 gallons or fraction thereof.

4,001 gallons to 10,000 gallons - \$3.75 per 1,000 gallons or fraction thereof.

10,001 gallons to 25,000 gallons - \$9.39 per 1,000 gallons or fraction thereof.

Over 25,000 gallons - \$10.64 per 1,000 gallons or fraction thereof.

##### RW-1C: 1-1/2 Inch Water Meter:

Minimum Charge - \$144.76

0 gallons to 8,000 gallons - \$3.13 per 1,000 gallons or fraction thereof.

8,001 gallons to 10,000 gallons - \$3.75 per 1,000 gallons or fraction thereof.

10,001 gallons to 25,000 gallons - \$9.39 per 1,000 gallons or fraction thereof.

Over 25,000 gallons - \$10.64 per 1,000 gallons or fraction thereof.

##### RW-1D: 2-Inch Water Meter and greater:

Minimum Charge - \$231.61

0 gallons to 13,000 gallons - \$3.13 per 1,000 gallons or fraction thereof.

13,001 gallons to 25,000 gallons - \$9.39 per 1,000 gallons or fraction thereof.

Over 25,000 gallons - \$10.64 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

## 2018-19 ANNUAL BUDGET

### 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 \$23.16

6,001 gallons to 9,000 gallons - \$6.79 per 1,000 gallons or fraction thereof.

9,001 gallons to 12,000 gallons - \$7.77 per 1,000 gallons or fraction thereof.

12,001 gallons to 20,000 gallons - \$8.74 per 1,000 gallons or fraction thereof.

20,001 gallons to 50,000 gallons - \$9.70 per 1,000 gallons or fraction thereof

Over 50,000 gallons - \$11.64 per 1,000 gallons or fraction thereof.

#### LLW-1: 5/8 - 3/4 inch water meter (Rural)

First 6,000 gallons - Minimum Charge \$28.96

6,001 gallons to 9,000 gallons - \$8.49 per 1,000 gallons or fraction thereof.

9,001 gallons to 12,000 gallons - \$9.70 per 1,000 gallons or fraction thereof.

12,001 gallons to 20,000 gallons - \$10.91 per 1,000 gallons or fraction thereof.

20,001 gallons to 50,000 gallons - \$12.13 per 1,000 gallons or fraction thereof

Over 50,000 gallons - \$14.56 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.

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### 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 - \$25.51 Minimum Bill.

Over 2,000 gallons - \$7.36 per 1,000 gallons or fraction thereof.

##### US-1B: 1-Inch Water Meter:

First 4,000 gallons - \$50.95 Minimum Bill.

Over 4,000 gallons - \$7.36 per 1,000 gallons or fraction thereof.

##### US-1C: 1-1/2 Inch Water Meter:

First 8,000 gallons - \$101.87 Minimum Bill.

Over 8,000 gallons - \$7.36 per 1,000 gallons or fraction thereof.

##### US-1D: 2-Inch Water Meter and greater:

First 13,000 gallons - \$163.02 Minimum Bill.

Over 13,000 gallons - \$7.36 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

## 2018-19 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 - \$31.89 Minimum Bill.

Over 2,000 gallons - \$9.18 per 1,000 gallons or fraction thereof.

##### RS-1B: 1-Inch Water Meter:

First 4,000 gallons - \$63.67 Minimum Bill.

Over 4,000 gallons - \$9.18 per 1,000 gallons or fraction thereof.

##### RS-1C: 1-1/2 Inch Water Meter:

First 8,000 gallons - \$127.33 Minimum Bill.

Over 8,000 gallons - \$9.18 per 1,000 gallons or fraction thereof.

##### RS-1D: 2-Inch Water Meter and greater:

First 13,000 gallons - \$203.76 Minimum Bill.

Over 13,000 gallons - \$9.18 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

2018-19 ANNUAL BUDGET

## 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 - \$25.51 (Urban)

Maximum bill - \$31.89 (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**  
2018-19 ANNUAL BUDGET  
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 - \$1.00 per pound.

501 to 600 - \$0.165 per pound.

Over 600 - \$0.335 per pound.

The rate is not incremental: The COD reading will determine the surcharge rate for a customer's entire discharge.

Surcharge Computation:

$$S = V * 8.34 * (\text{COD}-350) * \text{Surcharge Rate}$$

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

## 2018-19 ANNUAL BUDGET

### DRAINAGE UTILITY RATES

#### Adopted Commercial Rate:

\$10.52 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:

<u>Category</u>	<u>Lot Size</u>	<u>Drainage Charge</u>
Residential - Small lot	0 - 6,000 square feet	\$7.57 per month
Residential - Average lot	6,001 - 12,000 square feet	\$12.10 per month
Residential - Large lot	Greater than 12,000 square feet	\$13.86 per month

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### 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

## 2018-19 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

## 2018-19 ANNUAL BUDGET

### GENERAL GOVERNMENTAL REVENUE BY SOURCE LAST TEN FISCAL YEARS

Fiscal Year	Licenses and Permits	Intergovernmental Revenue	Charges for Services	Fees and Penalties	Miscellaneous Revenue	Tax Revenue	Total Revenue*
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
2016	2,157,846	10,283,183	6,045,723	1,621,785	2,342,754	60,714,819	83,166,110
2017	2,358,247	9,194,944	6,675,639	1,446,126	1,648,342	61,934,299	83,166,110

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

# CITY OF SAN MARCOS

## 2018-19 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*
2008	15,661,181	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
2016	21,462,783	28,756,301	14,724,847	13,359,862	10,597,501	88,901,294
2017	22,762,861	30,325,529	16,872,652	12,992,517	9,485,064	88,901,294

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

# CITY OF SAN MARCOS

## 2018-19 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
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
2016	60,714,819	20,057,070	28,429,648	7,555,700	4,263,071	409,330
2017	61,934,299	21,843,225	27,364,450	7,883,459	4,382,271	460,894

Note: These revenues include those of the General, Debt Service and Hotel Occupancy Tax Funds.

\* Includes Hotel Occupancy Tax

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### PROPERTY TAX LEVIES AND COLLECTIONS LAST TEN FISCAL YEARS

Fiscal Year Ended	Taxes Levied for the Fiscal Year	Collected With the		Collections Subsequent Years	Total Collections to Date	
		Fiscal Year of the Levy Amount Collected	Percentage of Levy		Amount	Percentage of Levy
2008	11,451,045	11,291,991	98.61%	134,630	11,426,621	99.79%
2009	12,147,748	11,964,114	98.49%	166,098	12,130,212	99.86%
2010	14,099,916	13,907,121	98.63%	165,558	14,072,679	99.81%
2011	13,970,763	13,809,687	98.85%	139,621	13,949,308	99.85%
2012	14,396,631	14,265,714	99.09%	96,352	14,362,067	99.76%
2013	15,105,625	14,978,410	99.16%	112,830	15,091,240	99.90%
2014	16,358,498	16,280,315	99.52%	70,175	16,350,490	99.95%
2015	18,065,326	17,926,661	99.23%	113,559	18,040,220	99.86%
2016	19,829,368	19,728,493	99.49%	64,487.58	19,792,981	99.82%
2017	21,758,602	21,657,892	99.54%	38,366.71	21,696,259	99.71%

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY LAST TEN FISCAL YEARS

Tax Year	Real Property		Personal Property		Total		Ratio of Total Assessed to Total Estimated Actual Value
	Assessed Value	Estimated Actual Value	Assessed Value	Estimated Actual Value	Tax-Exempt Property	Estimated Actual Value	
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	2,984,210,423	628,566,205	628,566,205	296,727,347	3,316,049,281	100%
2015	3,299,525,551	3,299,525,551	658,337,706	658,337,706	360,983,531	3,596,879,726	100%
2016	3,991,714,182	3,991,714,182	672,109,825	672,109,825	549,770,787	4,114,053,220	100%
2017	4,249,665,476	4,249,665,476	763,166,485	763,166,485	329,140,028	4,683,691,933	100%

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### 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
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
2016	100%	0.5302	100%	1.4141	100%	0.4162	100%	0.0438
2017	100%	0.6139	100%	1.4141	100%	0.4012	100%	0.0438

#### Tax Levies by Jurisdiction

Fiscal Year	City	School District	County	Other (Special Road)
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	57,073,175	60,515,291	6,278,606
2016	20,057,070	59,009,198	62,919,814	6,512,022
2017	21,758,603	65,604,477	70,408,129	7,371,455

# CITY OF SAN MARCOS

## 2018-19 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
<b>Water and Wastewater</b>							
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%
2016	37,421,054	20,469,973	16,951,081	6,905,000	3,616,990	10,521,990	1.61%
2017	41,211,800	22,773,111	18,438,689	7,340,000	3,836,437	11,176,437	1.65%
<b>Electric</b>							
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%
2016	55,932,644	45,653,796	10,278,848	1,295,000	1,593,389	2,888,389	3.56%
2017	58,234,989	49,067,758	9,167,231	1,630,000	1,781,012	3,411,012	2.69%

\* These expenses do not include depreciation expense.

# CITY OF SAN MARCOS

## 2018-19 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
<b>Drainage</b>							
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	3,163,498	1,299,053	1,864,445	935,000	800,863	1,735,863	1.07%
2016	3,764,990	1,478,160	2,286,830	1,010,000	767,395	1,777,395	1.29
2017	4,937,409	1,590,650	3,346,759	1,190,000	896,558	2,086,558	1.60

\* These expenses do not include depreciation expense.

**CITY OF SAN MARCOS**  
**2018-19 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
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
2016	58,684,915	61,900,000	-	12,200,000	-	-	132,784,915
2017	58,684,915	61,900,000	-	12,200,000	-	-	132,784,915

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### CONSTRUCTION PERMITS LAST TEN FISCAL YEARS

<u>Fiscal Year</u>	<u>New Commercial Construction *</u>		<u>New Single-Family Residential Construction *</u>	
	<u>Number of Permits</u>	<u>Construction Dollar Value</u>	<u>Number of Units</u>	<u>Construction Dollar Value</u>
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
2016	145	61,900,000	350	58,684,915
2017	145	61,900,000	350	58,684,915

Source:

- \* Construction permits, units and values.  
Planning and Development Services Department  
Building Inspection Division

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### SUMMARY OF OUTSTANDING WATER/ WASTEWATER UTILITY REVENUE DEBT AS OF SEPTEMBER 30, 2018

Issue	Purpose	Interest Rate	Amount Issued	Issue Date	Maturity Date	Amount Outstanding
2009 Water/WW Certificates of Obligation Bonds (CO's)	Water/WW System Improvements	4.60%	23,455,000	6/15/2009	9/30/2029	905,000
2009 Water/WW Refunding Bonds	Water /WW refunding Bonds	3.60%	12,020,000	6/15/2009	9/30/2020	1,300,000
2010 Water/WW Build America Bonds	Water /WW refunding Bonds	3.49%	8,840,000	3/23/2010	9/30/2010	8,665,000
2010 General Obligation Bonds	Water /WW refunding Bonds	2.70%	3,650,000	11/1/2010	9/30/2023	1,815,000
2011 General Obligation Bonds	Water /WW refunding Bonds	3.56%	14,800,000	12/6/2011	8/15/2031	8,595,000
2012 General Obligation Bonds	Water /WW refunding Bonds	2.76%	6,905,000	2/29/2012	8/15/2022	5,015,000
2013 General Obligation Taxable	Water /WW refunding Bonds	1.85%	11,870,000	4/12/2013	8/15/2020	5,730,000
2013 General Obligation Refunding	Water /WW refunding Bonds	3.64%	1,935,000	4/12/2013	8/15/2024	285,000
2013 Combination Tax & Revenue	Water/WW System Improvements	3.12%	4,315,000	4/12/2013	8/15/2033	3,695,000
2014 Combination Tax & Revenue	Water/WW System Improvements	3.07%	4,435,000	5/20/2014	8/15/2034	4,030,000
2014 General Obligation Refunding	Water /WW refunding Bonds	2.85%	5,935,000	6/15/2014	8/15/2026	5,375,000
2014 General Obligation Refunding Bonds	Water/WW System Improvements	2.78%	11,440,000	12/18/2014	8/15/2027	10,880,000
2015 TWDB Water/WW Rev Bonds	TWDB-CWSRF	2.86%	410,000	5/27/2015	8/15/2025	290,000
2015 Combination Tax & Revenue	Water/WW System Improvements	3.43%	6,910,000	9/18/2015	9/30/2035	6,640,000
2016 General Obligation Refunding Bonds	Water /WW refunding Bonds	2.20%	6,195,000	3/16/2016	9/30/2029	5,315,000
2016 Combination Tax & Revenue Bonds	Water/WW System Improvements	3.14%	15,940,000	6/8/2016	9/30/2029	15,185,000
2017A Water/WW Revenue Bonds	Water/WW System Improvements	1.40%	4,760,000	6/12/2017	8/15/2037	4,545,000
2017B Water/WW Revenue Bonds	Clean Water SRF	1.40%	1,000,000	6/12/2017	8/15/2037	955,000
2017 Combination Tax & CO's	Water/WW System Improvements	2.84%	13,870,000	9/19/2017	8/15/2037	13,605,000
2018 Combination Tax & CO's	Water/WW System Improvements	4.83%	7,340,000	6/14/2018	8/15/2038	7,340,000
Total Water/WW Utility Debt			<u>\$166,025,000</u>			<u>\$110,165,000</u>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### SUMMARY OF OUTSTANDING ELECTRIC UTILITY REVENUE DEBT AS OF SEPTEMBER 30, 2018

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	3/8/2010	8/15/2030	1,100,000
2011 Combination Tax & Revenue	Electric Utility Improvements	3.56%	8,090,000	12/6/2011	8/15/2031	7,180,000
2012 GO Refunding Bonds	Revenue Refunding Bonds	2.76%	4,210,000	2/29/2012	8/15/2022	2,015,000
2013 Combination Tax & Revenue	Electric Utility Improvements	3.12%	3,120,000	4/12/2013	8/15/2033	2,610,000
2013 Utility Revenue Bonds	Electric Utility Improvements	3.80%	18,510,000	8/1/2013	11/1/2033	17,240,000
2014 Combination Tax and Revenue	Electric Utility Improvements	3.07%	1,750,000	5/20/2014	8/15/2034	1,485,000
2014 General Obligation Refunding Bonds	Revenue Refunding Bonds	2.85%	360,000	6/15/2014	8/15/2026	360,000
2015 Combination Tax and Revenue	Electric Utility Improvements	3.43%	3,705,000	9/18/2015	9/30/2035	3,310,000
2016 GO Refunding Bonds	Revenue Refunding Bonds	2.20%	75,000	3/16/2016	9/30/2036	0
2016 Combination Tax and Revenue	Electric Utility Improvements	3.14%	5,050,000	6/8/2016	9/30/2036	4,830,000
2017 Certificates of Obligation	Electric Utility Improvements	2.84%	6,015,000	9/19/2017	8/15/2037	5,935,000
2018 Combination Tax and Revenue	Electric Utility Improvements	2.84%	3,685,000	6/14/2018	8/15/2038	3,615,000
Total Electric Utility Debt			<u>\$56,210,000</u>			<u>\$49,680,000</u>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### SUMMARY OF OUTSTANDING DRAINAGE UTILITY REVENUE DEBT AS OF SEPTEMBER 30, 2018

Issue	Purpose	Interest Rate	Amount Issued	Issue Date	Maturity Date	Amount Outstanding
2009 Combination Tax & Revenue	Constructing, reconstructing and improving drainage system	4.60%	23,455,000	6/15/2009	9/30/2029	450,000
2010 Combination Tax & Revenue	Build America Bonds System Improvements	3.60%	1,640,000	3/8/2010	8/15/2030	2,140,000
2010 GO Refunding Bonds	Refunding Bonds	2.70%	3,650,000	11/1/2010	9/30/2023	1,145,000
2012 GO Refunding Bonds	Refunding Bonds	2.76%	2,145,000	2/29/2012	8/15/2024	1,370,000
2013 Combination Tax & Revenue	System Improvement Bonds	3.12%	930,000	4/12/2013	8/15/2033	775,000
2014 Combination Tax & Revenue	System Improvement Bonds	3.07%	1,600,000	5/20/2014	8/15/2034	1,360,000
2014 General Obligation Refunding Bonds	Refunding Bonds	2.85%	855,000	6/15/2014	8/15/2026	855,000
2014A General Obligations Refunding Bonds	Refunding Bonds	2.78%	3,440,000	12/18/2014	8/15/2027	3,440,000
2015 Combination Tax & Revenue	Constructing, reconstructing and improving drainage system	3.43%	1,365,000	9/18/2015	9/30/2035	1,220,000
2016 Go Refunding Bonds	Refunding Bonds	2.20%	2,980,000	3/16/2016	9/30/2036	2,660,000
2016 Combination Tax & Revenue	System Improvement Bonds	3.14%	4,190,000	6/8/2016	9/30/2036	3,915,000
2017 Combination Tax & Revenue	System Improvement Bonds	2.84%	5,185,000	9/19/2017	8/15/2037	4,995,000
2018 Combination Tax & Revenue	System Improvement Bonds	2.84%	8,990,000	6/14/2018	8/15/2038	8,825,000
	Total Drainage Utility Debt		<u>\$60,425,000</u>			<u>\$33,150,000</u>

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### WATER/WASTEWATER UTILITY DEBT SERVICE REQUIREMENTS

SEPTEMBER 30, 2018

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2018	8,205,000	4,006,660	12,211,660
2019	8,385,000	4,243,921	12,628,921
2020	8,685,000	3,947,245	12,632,245
2021	6,995,000	3,687,200	10,682,200
2022	7,205,000	3,418,501	10,623,501
2023	7,375,000	3,150,241	10,525,241
2024	7,660,000	2,839,709	10,499,709
2025	7,970,000	2,499,092	10,469,092
2026	8,295,000	2,134,801	10,429,801
2027	8,605,000	1,812,441	10,417,441
2028	4,995,000	1,444,758	6,439,758
2029	5,165,000	1,248,945	6,413,945
2030	5,385,000	1,053,841	6,438,841
2031	3,545,000	833,179	4,378,179
2032	3,675,000	711,136	4,386,136
2033	3,795,000	583,563	4,378,563
2034	3,625,000	446,509	4,071,509
2035	3,405,000	314,703	3,719,703
2036	2,925,000	189,895	3,114,895
2037	1,890,000	90,168	1,980,168
2038	585,000	29,250	614,250
	118,370,000	38,685,754	157,055,754

# CITY OF SAN MARCOS

2018-19 ANNUAL BUDGET

ELECTRIC UTILITY DEBT SERVICE REQUIREMENTS

SEPTEMBER 30, 2018

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2018	1,915,000	1,903,759	3,818,759
2019	2,170,000	2,074,698	4,244,698
2020	2,270,000	1,972,129	4,242,129
2021	2,355,000	1,888,799	4,243,799
2022	2,445,000	1,798,349	4,243,349
2023	2,550,000	1,690,684	4,240,684
2024	2,660,000	1,578,442	4,238,442
2025	2,775,000	1,460,988	4,235,988
2026	2,895,000	1,342,225	4,237,225
2027	3,010,000	1,220,768	4,230,768
2028	3,125,000	1,103,746	4,228,746
2029	3,255,000	975,035	4,230,035
2030	3,385,000	842,506	4,227,506
2031	3,530,000	695,550	4,225,550
2032	3,230,000	536,888	3,766,888
2033	3,380,000	391,275	3,771,275
2034	3,310,000	236,700	3,546,700
2035	1,285,000	133,875	1,418,875
2036	1,055,000	82,175	1,137,175
2037	740,000	42,400	782,400
2038	330,000	16,500	346,500
	51,670,000	21,987,491	73,657,491

# CITY OF SAN MARCOS

## 2018-19 ANNUAL BUDGET

### DRAINAGE UTILITY DEBT SERVICE REQUIREMENTS

SEPTEMBER 30, 2018

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2018	1,435,000	1,010,811	2,445,811
2019	1,625,000	1,494,150	3,119,150
2020	1,755,000	1,362,306	3,117,306
2021	1,825,000	1,292,786	3,117,786
2022	1,900,000	1,217,655	3,117,655
2023	1,975,000	1,140,860	3,115,860
2024	2,065,000	1,050,355	3,115,355
2025	2,160,000	948,890	3,108,890
2026	2,265,000	843,365	3,108,365
2027	2,355,000	751,044	3,106,044
2028	1,900,000	647,609	2,547,609
2029	1,975,000	567,158	2,542,158
2030	2,055,000	484,747	2,539,747
2031	1,245,000	392,350	1,637,350
2032	1,290,000	342,250	1,632,250
2033	1,350,000	290,050	1,640,050
2034	1,335,000	233,950	1,568,950
2035	1,280,000	177,975	1,457,975
2036	1,230,000	123,350	1,353,350
2037	995,000	71,575	1,066,575
2038	735,000	36,750	771,750
	34,750,000	14,479,985	49,229,985

# CITY OF SAN MARCOS

## 2018-19 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

## 2018-19 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 1<sup>st</sup> through September 30<sup>th</sup>, 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 31<sup>st</sup>.

**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 1<sup>st</sup> through September 30<sup>th</sup> 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 than 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 1<sup>st</sup> 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.

