

ANNUAL BUDGET

FISCAL YEAR 2019-2020

Adopted FY 2019/20 Budget

City of San Marcos, Texas

Annual Budget

City Council

Jane Hughson, Mayor

Lisa Prewitt, Place 1

Saul Gonzales, Place 2

Ed Mihalkanin, Place 3

Mark Rockeymoore, Place 4

Joca Marquez, Place 5

Melissa Derrick, Place 6



Administrative Staff

Bert Lumbreras, City Manager

Steve Parker, Assistant City Manager

Stephanie Reyes, Interim Assistant City Manager

Heather Hurlbert, Director of Finance

Melissa Ann Neel, Assistant Director of Finance

City of San Marcos | FY20 Adopted Budget

THIS BUDGET WILL RAISE MORE TOTAL PROPERTY TAXES THAN LAST YEAR'S BUDGET BY \$3,609,774 OR 11.7%, AND OF THAT AMOUNT \$815,568 IS TAX REVENUE TO BE RAISED FROM NEW PROPERTY ADDED TO THE ROLL THIS YEAR.

Tax Rate	Adopted FY 2020	Adopted FY 2019
Property Tax Rate	.6139	.6139
Effective Tax Rate	.5686	.5899
Effective M&O Rate	.6315	.6406
Rollback Rate	.6217	.6596
Debt Rate	.2069	.2262

Council Member	9-17-19 Vote
Jane Hughson	Yes
Lisa Prewitt	No
Saul Gonzales	Yes
Ed Mihalkanin	Yes
Mark Rockeymoore	Yes
Joca Marquez	Yes
Melissa Derrick	Yes



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of San Marcos
Texas**

For the Fiscal Year Beginning

October 1, 2018

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of San Marcos, Texas for its annual budget for the fiscal year beginning October 1, 2018.

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.



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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 Jane Hughson & Members of the City Council

FROM: Bert Lumbreras, City Manager

SUBJECT: 2019-2020 Adopted Budget

DATE: September 17, 2019

I am honored to present the adopted fiscal year 2019-2020 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 2019. 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 2020 adopted budget uses the Strategic Initiatives set by City Council in 2019 as a framework. These Strategic Initiatives are the top priorities for the upcoming fiscal year:

- Workforce Housing
- Multi-modal Transportation
- Workforce Development
- Downtown Vitality
- 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 2020 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 tax year 2019 is \$208,000, an increase of \$13,000 or 6.7% from tax year 2018.

The City continues to move forward with the projects approved by voters in the May 2017 bond election. The Library expansion broke ground in October and anticipate Fire Station #2 to break ground in December 2019. The Police Headquarters renovation and Fire training facility are anticipated to break ground in 2020. In addition to the bond projects, the Public Services Center a combined service facility will begin design phase in 2020 with an estimated completion in 2022.

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 \$33.7 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 2019 the City was awarded a new grant of \$24 million (CDBG-MIT) focused on disaster mitigation.

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

Core Values



Strategic Initiatives



Downtown Vitality

- Create a revised downtown master plan
- Review and address underground electric ordinances
- Review and amend the downtown tax increment reinvestment zone (TIRZ) #5
- Complete the San Marcos River bike and pedestrian trail project
- Approve and implement the parking management plan



Workforce Development

- Coordinating community wide conversations for career development
- Identifying and developing local outreach opportunities
- Developing enhanced career training web content
- Developing GED, English language, and computer classes
- Identifying challenges and unmet needs in the business community



Workforce Housing

- Adopted updated affordable housing policy
- Formed housing task force
- Executed housing study contract
- Hired a housing coordinator
- Completed 13 CDBG housing rehabilitation projects



Multi Model Transportation

- Held 4 transit stakeholder meetings
- Executed CARTS interlocal agreement
- Completed coordinated transit plan (CTP) study phase I
- Passed direct recipient resolution
- Began CTP study phase II



City Facilities

- Purchased portable building to house 30 staff members
- Relocated equipment to provide 22+ staff parking spots
- Hired Jacobs Engineering as city's project manager
- Included project control dashboard on city website
- Awarded contract for fire training master plan

Executive Summary

Fiscal year 2020 City Council Budget Policy decisions

Per City Charter, City Council adopted a Budget Policy in March 2019 providing the City Manager and staff direction on base budget assumptions. The following are the major policy items included in the city's adopted fiscal year 2020 budget. Each of these items were discussed during City Council's public review sessions:

- General Fund's budgeted fund balance of \$18.2 million meets the 25 percent requirement as set by the city's Financial Policy. All other funds meet required fund balance levels
- The city maintains a property tax rate of 61.39 cents per \$100 of property valuation
- All department operating budgets held flat
- Utility franchise fee reduced to 7 percent (prior two fiscal years it was 8 percent)
- General Fund fees increased either according to fee policy guidelines or the 2018 calendar year CPI (consumer price index) which totaled 2.44 percent
- \$800 thousand appropriated to fund the new Meet and Confer agreement for civil service personnel
- \$715 thousand General Fund (\$105 thousand all other funds) appropriated for the citywide pay for performance and cost of living adjustment, through which employees may receive pay increases of 4 percent increase (up to the maximum of their salary range) effective April 1st
- \$5.5 million General Fund (\$2.2 million all other funds) appropriated for a 5 percent increase in the city's health insurance cost
- \$1.9 million General Fund use of Sales Tax revenue from the Best Buy Call Center appropriated for one-time expenses
- \$800 thousand (General Fund, Electric and Water/Wastewater Funds) accumulated balance for Economic Development allocated to special projects (Strategic Initiatives)
- Rate adjustments for utilities are included based on CUAB (Citizen Utility Advisory Board) recommendation (rate study performed by 3rd party consultants)

How the adopted budget will affect citizens' property tax rates

The fiscal year 2020 property tax levy will be used to pay debt service on outstanding General Fund obligations and support General Fund maintenance and operations. Of the 61.39 cents per \$100 of valuation levied, 20.69 cents goes to debt payments and 40.7 cents goes to maintenance and operations. Operations include police and fire protection, parks operation and maintenance, activity center, library, animal services, road maintenance, traffic control, and other general governmental functions. General Fund obligations include certificate obligation bonds (COs) and voter approved general obligation bonds (GOs) including the 2017 bond projects to renovate and expand the library, police headquarter renovations, two additional fire stations, and a fire training facility.

For fiscal year 2020, the city’s total property tax levy of \$23 million is an increase of \$3.6 million over the current tax year levy of \$19.6 million, of that \$815 thousand was revenue from new properties. The adopted property tax rate of 61.39 cents remains unchanged from the prior year tax. Total valuation of all property increased 11.7% or \$588 million from prior year. Existing property consists of \$5.4 billion and new property makes up \$132.8 million of total valuation.

In fiscal year 2020 citizen tax bills will reflect 61.39 cents per \$100 of assessed property value. Based on this rate, an owner of a home value of \$100,000 will pay approximately \$613 in city property taxes. The Hays County appraisal district assesses the real property values used to calculate property tax bills.

How the adopted budget will affect staffing levels and compensation

- The fiscal year 2020 budget includes \$822 thousand for a 4 percent non-civil service performance and cost of living increase.
- \$800 thousand is included to fund a new civil service agreement under the three year 2020 Meet & Confer agreement. The new agreement added additional pay grades (steps) to allow compensation growth within each rank
- Health insurance for all city employees is through self-funded claims pool. To insure adequate funding levels, the city and employee contribution increased by 5 percent over prior year resulting in additional \$462 thousand in expense to the city across all funds.
- The budget also includes an increase in the longevity benefit from \$4 to \$5 a month to move toward more competitive benefits for city employees.

Staffing Changes

The city’s total headcount for fiscal year 2020 is 850 which is an increase of 33 positions from the prior year adopted budget. The positions that were added were spread across all departments where needs had been identified.

General Fund – (18)

City Manager - Management assistant	(2x) Part-time Police Officer
Grant Administrator	Paramedic Program
Economic/Business Development Mgr	Procurement Specialist
Video Technician	Natural Area Maintenance Crew Leader
Watershed Engineer	Natural Area Maintenance Worker
Adoption Counselor	Construction Technician
Shelter Technician	Librarian I
Police - Volunteer Program Coordinator	GIS Analyst
Police - Training/Compliance Coordinator	

Enterprise Funds – (15)

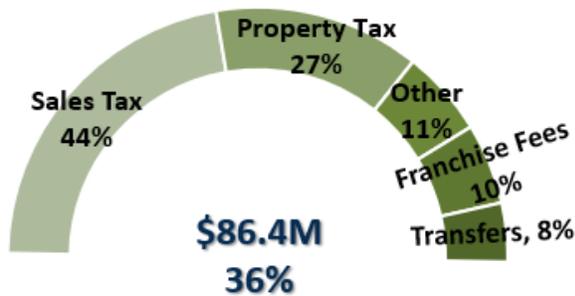
Water Quality Technician
 Water Distribution Crew Leader
 (3x) Water Distribution Equipment Operator 1
 (2x) Electric Line worker III-IV
 Electric Service Technician
 Transit Support Specialist

Electric GIS Technician
 Stormwater Crew Leader
 Stormwater Operator 2
 (2x) Stormwater Operator 1
 Stormwater Technician

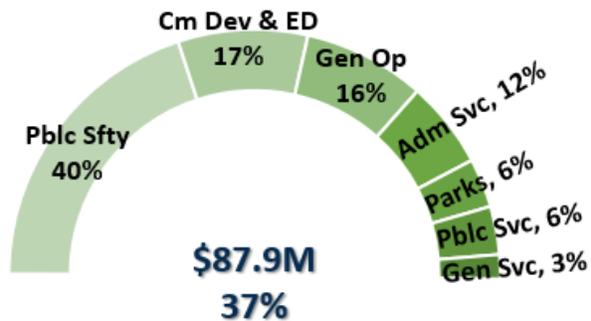
Fund Highlights

Total FY20 budget of \$239 million is made up of four major fund types: General Fund, Enterprise Funds, Special Revenue Funds, and Debt Service Fund.

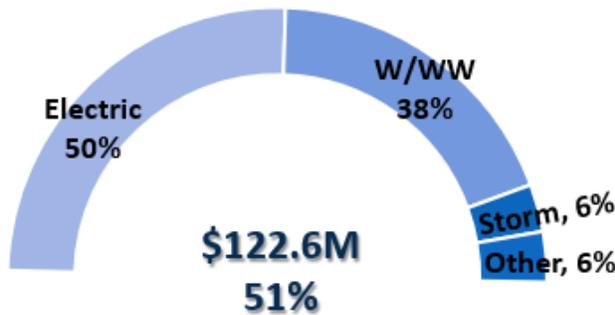
General Fund – Sources



General Fund - Uses



Enterprise Fund – Sources



Enterprise Fund - Uses



General Fund and Enterprise Funds make up over 85 percent of total sources and uses of the city budget. In addition to these major funds, Special Revenue has sources of \$11.4 million (5 percent) and Debt Service has \$17 million (7 percent).

General Fund - Sources

The General Fund supports core services with the greatest potential for revenue fluctuations. Forecasted General Fund sources for fiscal year 2020 are \$86.4 million, approximately \$6 million (7.5 percent) more than the fiscal year 2019 adopted budget.

General Fund – Uses

The adopted fiscal year 2020 General Fund uses budget is projected to be approximately \$87.9 million, \$7.3 million (9.1 percent) more than the fiscal year 2019 adopted budget. In addition to the items added according to budget policy increases in contractual obligations and economic incentives, \$840 thousand in new recurring department expenses were added to the budget.

Enterprise Funds

Enterprise Funds account for the city's electric utility, water and wastewater utility, stormwater utility, resource recovery utility, transit system, and the municipal airport. These funds are wholly supported by rates charged for services.

Electric Utility Fund – The Electric Utility Fund accounts for the transactions related to the city's operation, maintenance, and improvement of electric utility services. Projected sources of funding for the fiscal year 2020 budget are \$62 million with fund balance of \$9.6 million (or 60 days of operation). Total Electric Utility Fund uses budget adopted for fiscal year 2020 of \$62.9 million, increased \$46 thousand (less than one percent) from prior year adopted budget. Funding for \$1.3 million in new recurring and \$257.5 thousand for one-time uses was included in the operating budget.

Water/Wastewater Utility Fund – The Water/Wastewater Utility Fund accounts for the operating, maintenance, and improvement of the city's water/wastewater utility including production, distribution and wastewater collection and treatment system. Revenue requirements for Water/Wastewater Fund are impacted by contractual obligations with OMI and GBRA to operate the treatment plants, personnel, debt service, and capital expenditures. The funds sources are \$46.3 million with fund balance of \$10.7 million or 25%. Total Water/Wastewater Fund FY20 appropriated uses of \$45.6 million, increasing \$2.8 million (6.5 percent) from prior year adopted budget. Funding of \$448.3 thousand in recurring and \$525 thousand for one-time uses was added to operating budgets. Adopted rate adjustments in water were 5 percent and wastewater 3 percent with average citizen impact of \$3.95 monthly.

Stormwater Utility Fund – The Stormwater Utility Fund accounts for operations of the city's planning, engineering, construction, maintenance, improvement and reconstruction of drainage projects throughout the city. The funding sources for fiscal year 2020 are \$6.9 million with projected fund balance of \$1.6 million or 25 percent. Total Stormwater Fund fiscal year 2020 appropriated uses of \$6.8 million, increasing \$1.2 million (23 percent) from prior year adopted budget. Funding of \$351.8 thousand in recurring and \$330 thousand for one-time uses was added to operating budgets.

Resource Recovery Utility Fund – The Resource Recovery Utility Fund accounts for operations of the city's residential solid waste collection, residential and multi-family recycling, residential

green waste, household hazardous waste disposal, bulky items, and brush collection. The sources are expected to be about \$4.8 million with a fund balance of \$1.4 million or 31.2 percent. Total fiscal year 2020 appropriated uses of \$4.8 million, increasing \$354.7 thousand (8 percent) from prior year adopted budget. Resource Recovery Fund adopted a rate adjustment with an average citizen impact of \$0.98 monthly.

Transit System Fund – The Transit System Fund accounts for the operations of the city’s transit system. Effective October 1, 2019 the City of San Marcos became the direct recipient of federal and state funds to operate the local transit system for the community. The sources are projected to be \$2 million with fund balance of \$37 thousand. Fiscal year 2020 adopted uses are approximately \$1.9 million. With the expansion of the city’s management of the transit program the impact to uses of funds reflects a 208 percent increase over prior year adopted budget. Funding of \$60 thousand in recurring expenditures was added to the operating budget.

Municipal Airport Fund – The Municipal Airport Fund accounts for operations of the city’s airport with three runways, 60 acres of maintained parking ramps, and 38 hangars and shelters. The sources are estimated to be \$689 thousand with no anticipated transfer from the General Fund to cover the cost of operations.

Special Revenue Funds

The city accounts for sources earmarked for specific purposes by law or the adopted budget through Special Revenue Funds. There are eleven Special Revenue Funds: Hotel Occupancy Tax, Municipal Court (Technology Fee, Security Fee, Juvenile Fee, and Efficiency Fee), Seized Assets, TIRZ (#2, #3, #5, TRZ #1), CDBG Program, Cemetery Operations, and PEG Funds.

The **Hotel Occupancy Tax Fund** is special revenue fund for the hotel occupancy tax of 7 percent and venue tax of 2 percent. The fund currently has annual sources of \$3.9 million, and a projected fund balance of \$190 thousand. Projected uses for FY20 of \$2.6 million, increasing \$310 thousand (14 percent overall) over prior year adopted budget. In FY19 revenue projections reflected a decline due to lower average room rates. As a precaution, a budget reduction to operating funds of 15 percent (non-personnel reductions) were part of the adopted budget. The FY19 Hotel Occupancy Tax revenue exceeded revenue projections therefore the budget was amended to reinstate prior operating budgets. The budget levels for FY20 are based on the amended revenue and expenditure amounts.

The Municipal Court special revenue funds accounts for the specific use of funding across four funds.

- **Municipal Court Technology Fund** currently has sources of \$25 thousand, uses of \$5 thousand, and a projected fund balance of \$218 thousand. 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

- **Municipal Court Security Fee Fund** currently has sources of \$18.5 thousand, uses of \$87 thousand, and a projected fund balance of \$47.3 thousand. This fund was established to help enhance security within municipal courts. This sole use of this fund is to enhance security within the court operations
- **Municipal Juvenile Fee Fund** has sources of \$36 thousand, uses of \$28 thousand, and a fund balance of \$65.5 thousand. The use of this fund is to fund the 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
- **Municipal Court Efficiency Fee Fund** has sources of \$4 thousand, uses of \$20 thousand, and a projected fund balance of \$4.9 thousand

The **Seized Assets Fund** currently has sources of \$5 thousand, uses of \$5 thousand, and a projected fund balance of \$126 thousand. This fund, established in 2001, provides budgeting and accountability for revenues collected from the sale of forfeited and seized assets. Revenues from these seized assets are used to fund one-time expenses and projects including technology and equipment in our Police Department. The use of these funds must be approved by City Council.

The TIRZ Funds collectively has sources of \$5.1 million with a projected fund balance of \$3.3 million.

- **Tax Increment Reinvestment Zone #2 Blanco Vista Development Fund** was established in 2010. This fund collects the property tax growth increment from the City and Hays County which is specifically restricted for the repayment of the cost to construct the Yarrington Road Overpass. The restricted property tax revenues are estimated to be \$1.5 million.
- **Tax Increment Reinvestment Zone #3 Conference Center Fund** was established in 2010. This fund collects property tax growth increment from the City and Hays County which is 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 \$198 thousand.
- **Tax Increment Reinvestment Zone #4 Kissing Tree Development Fund** was established in 2011. This fund collects property tax revenues from the City and Hays County which is specifically restricted for the repayment of improvements made by the developer for Kissing Tree. The restricted property tax revenues are estimated to be \$341 thousand.
- **Tax Increment Reinvestment Zone #5 Downtown Fund** was established in 2012. This fund collects property tax growth increment from the City and Hays County which is the 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 million.
- **Transportation Reinvestment Zone #1 Loop 110 Fund** was established in 2013. This fund collects property tax growth increment which is specifically restricted for the

construction of Loop 110. The restricted property tax revenues are estimated to be \$2 million.

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. The **CDBG Program Fund** has sources of \$680 thousand with a projected fund balance of \$0.

The **WIC Program Fund** currently has sources of \$2 million with fund balance of \$0. 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 **Cemetery Operations Fund** has sources of \$252 thousand with a fund balance of \$3.6 thousand. This fund provides for maintenance and upkeep of the historic San Marcos City Cemetery.

The **PEG Funds** (Public Education Grant) is a special revenue fund earmarked for technical equipment used to broadcast public meetings and announcements. This fund has sources of \$97 thousand.

Budget Discussion

Employee Retention and Compensation

As we experience a strong economy with low unemployment rates the job market has been quite competitive. To compete in the job market as a top employer the City must remain focused on employee retention and competitive compensation.

In the fiscal year 2020 budget non-civil personnel were allocated 4% cost of living and performance pay increases, the longevity benefit paid per month after the first 12 months of service was increased by \$1 per month to \$5, and in the Electric Utility (SMEU) a line worker career progression plan was implemented. During the year SMEU experienced high turnover rates due to lack of career mobility. The career progression plan offers line workers advancement opportunities as they progress through the lineman program.

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 Marcos 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 with a three-year subsequent agreement in 2012 through 2015. The 2015 agreement was extended for an optional fourth year. During 2019 a new agreement was negotiated between both associations effective October 1, 2019 through September 30, 2022. The new agreement focused on market competitiveness and provides career growth for sworn officers.

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 indicated that the citizens are concerned with the overall beautification of the City. In fiscal year 2016 the City

Council approved the Community Enhancement fee that provides a source of additional funding for continuing and one-time projects, programs, education and enhanced services.

The monthly fee has provided funding that has enhanced mowing and trash pick-up across the city and large projects such as the Craddock Median improvement. City Council committed \$200,000 to unsafe structures from fiscal year 2019 Community Enhancement Funds to continue to enhance the neighborhoods throughout our community.

Economic Development, Small Business Development, and Strategic Initiatives

This year’s budget allocates \$400,000 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 reserve that could be used to replicate 4A/4B funding in order to potentially attract a prospective new employer in future years. The fiscal year 2020 allocation of \$200,000 was allocated to fund a new Economic/Business Development Manager within the City Manager’s Office and supporting program funds.

As of fiscal year 2019 an accrued balance of \$800,000 remained in the economic development reserve. The fiscal year 2020 Budget Policy designates this funding for special projects to support council initiatives. City Council appropriated \$700,00 to fund strategic initiatives with a remaining balance of \$100,000 in the reserve for future economic development. Workforce Housing: \$225K, Workforce Development: \$75K, Downtown Vitality: \$200K, and Multi-modal Transportation: \$200K. The following projects were approved within the strategic initiatives.

Workforce Housing	Workforce Development	Downtown Vitality	Multi-modal Transportation
Land acquisition	Scholarship funds	Landscaping & benches	Design for shared use path
Design competition	Marketing	Art within sidewalks	Additional bus shelters
Unsafe structures	City facility location	Street signage & wayfinding	

Social Services

City Council appropriated \$500,000 in social service program funding from the general fund for fiscal year 2020. 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 following agencies were awarded funds: CASA, Community Action, SMCISD PEP Program, Greater San Marcos Youth Council, Hays Caldwell

Women's Center, Hays County Child Protective, Nosotros La Gente, Hays County Area Food Bank, San Marcos Housing Authority, San Marcos Youth Services Bureau, Scheib Opportunity Center, Southside Community Center, Society of St Vincent de Paul, Salvation Army, Any Baby Can, Cenikor Foundation, Hands of Hope, San Marcos Community Radio, and Central Texas Dispute Resolution.

In addition to the funding administered through HSAB, City Council appropriated \$45,000 to the Family Crisis Center, \$25,000 to support a staff position with Community Action for youth services, \$45,000 CASA, and approved a multi-year plan to fund \$400,000 to the Hays Caldwell Women's Center - Transitional Housing campaign (FY20 \$150,000).

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.

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 years in an effort to build funding to an appropriate level with \$2,000,000 budgeted in fiscal year 2020 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.

Cash Funded Capital Maintenance

The fiscal year 2020 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 fiscal year 2020 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 top five projects by fund:

<i>Project Name</i>	<i>FY20 Adopted</i>
<i>Multi Fund</i>	
WWTP Electric Backup Feed	\$6,000,000
AMI Generation 2 Upgrade	\$5,367,000
Purgatory Creek Improvements Ph 1	\$3,367,000
WWTP Electric Backup Feed	\$6,000,000
Purgatory Creek Improvements Ph 1	\$3,367,000
<i>General Fund</i>	
City Park - ADA Playground	\$750,000
Cemetery Land Acquisition	\$700,000
Gary Softball Complex Renovation- Existing Fields Ph 1.	\$600,000
Parks - ADA Access to River	\$500,000
City Facility Renovations	\$450,000
<i>Electric Fund</i>	
Rattler Electric Substation	\$2,000,000
Underground Electric Conversion	\$1,000,000
Customer Extensions - New Service	\$478,247
SMEU Substation Feeder Breaker Upgrade	\$400,000
Carlson Circle Streetlight Repair and Replace	\$210,000
<i>Water/Wastewater Fund</i>	
Highway 80 Lift Station and 12-Inch Force Main	\$5,000,000
ARWA Delivery Improvements	\$4,000,000
West Purgatory Creek 18-inch Wastewater Interceptor	\$1,725,000
Red Sky Water Improvements	\$1,100,000
WWTP Misc. Improvements Ph 2	\$1,000,000
<i>Stormwater Fund</i>	
Wallace Addition Offsite Drainage Imps	\$825,000
Cemetery/Franklin Stormwater Imps	\$250,000
Various Stormwater Imps	\$230,000
William Pettus Improvements	\$200,000
Stormwater System Improvements	\$120,000

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. The status summary of all bond projects:

	Ground Breaking	Est. Completion	Original Cost Estimate	Revised Budget
Police	May-20	Nov-21	\$5.6M	\$11.6M
Library	Oct-19	Mar-21	\$14.6M	\$15.6M
Fire Station #2	Dec-19	Nov-20	\$5.3M	\$6.2K
Fire Station #6	Sep-20	Aug-21	\$6.8M	\$7.6K
Fire Training	Sep-20	Jul-21	\$2M	\$2M

The Library has received outside pledges to cover the additional costs of \$1M. Future CIP funds were adjusted to fund the Police station additional costs of \$6M, and interest income from bond reserves will be used to supplement the remaining additional costs.

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.

2019/2020 Annual Budget General Fund Revenue Summary

	Actual FY 2017-18	Revised FY 2018-19	Adopted FY 2019-20	Percent of Total
Ad Valorem Tax	16,584,266	19,626,697	23,074,153	26.71%
Sales Tax	34,733,037	37,519,111	38,088,295	44.09% ¹
Franchise Fees - City	7,523,959	7,448,680	7,457,321	8.63%
Franchise Fees - Other	1,470,349	1,534,194	1,563,318	1.81%
Other Taxes	823,135	969,977	1,018,476	1.18%
Licenses and Permits	3,250,606	3,598,452	3,361,754	3.89%
Fines and Penalties	1,235,900	1,205,500	1,249,990	1.45%
Interest Income	438,949	463,586	463,801	0.54%
Cultural and Recreational	752,371	782,411	772,872	0.89%
Other Agencies	533,934	691,068	786,344	0.91%
Current Services	735,208	911,763	910,337	1.05%
Other Revenue	945,393	1,020,281	1,074,222	1.24%
Reimbursements from Other Funds	5,728,020	6,272,291	6,563,052	7.60%
Total	74,755,128	82,044,010	86,383,933	100.00%

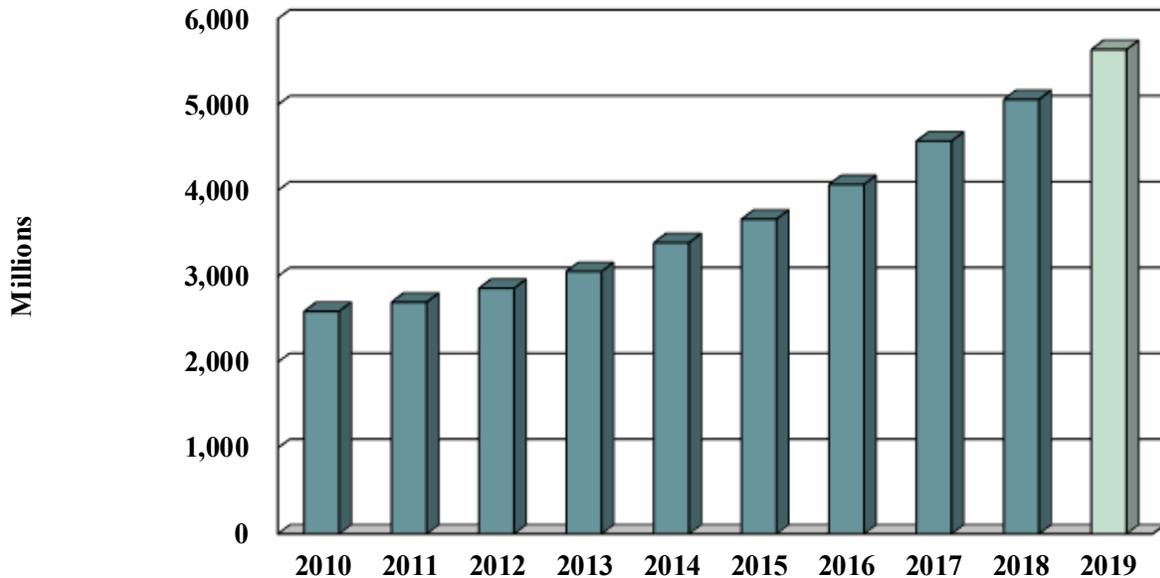
Ad Valorem Tax

In the budget, property taxes represent 26.7% 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 \$5.6 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 2017. 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 fiscal year 2020 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 \$23 million. The debt service rate is allocated to repay tax supported debt in the Debt Service Fund. The debt service revenue of \$18.5 million will be used to pay long-term debt. One-cent of the property tax rate will generate \$564,461 in revenue.

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

10-Year Appraisal Roll History (Property Tax Year)



Sales Taxes

Sales taxes represent 44.4% of total General Fund revenue projected for fiscal year 2020. 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, Epic Piping for relocation of their manufacturing facility, Urban Mining for construction and operations of a manufacturing facility, 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.

10-Year Sales Tax Collection History		
Fiscal Year	Annual Collection	Percentage Increase
2010	18,398,707	2.3%
2011	19,854,399	7.9%
2012	21,079,582	4.2%
2013	22,852,364	8.4%
2014	24,020,618	5.1%
2015	25,876,302	8.3%
2016	28,429,630	9.9%
2017	27,364,449	-5.2%
2018	35,719,111	30.5%
2019	38,088,295	6.6%

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 \$8.9 million, or 10.2% of total General Fund revenues. The majority of this revenue source, \$7.4 million, is generated through electric, water and wastewater utility franchise fees paid from City-owned utilities. Historically, the City of San Marcos had 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. There was a temporary increase in fiscal years 2018 and 2019 but City Council lowered franchise fees back to 7% for fiscal year 2020.

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 City has experience steady growth in the past few years and have seen tremendous growth 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 2020 budgeted revenue from licenses and permits is \$3.3 million or 3.9% of total General Fund revenues. This amount is consistent with the previous budget growth and reflects a conservative estimate of the future commercial and residential development occurring within the City. Projections are based on an assessment of development trends in the area.

Fines and Penalties

Revenues from fines and penalties for fiscal year 2020 are budgeted at \$1.2 million, or 1.45% of total General Fund revenues. The City once again participated in the regional warrant round-up in March 2019. 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 2020 are budgeted at \$464,000 or .5% 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 2020 are budgeted at \$772,000 or 0.89% 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. Included in these fees is the Hays County contribution of \$85,000 per year that helps in the funding of the City Library.

In fiscal year 2019 City Council adopted a Fee Policy based on cost recovery methodology. Cultural and Recreational fees will be evaluated and proposed to City Council based on cost recovery and the Fee Policy during the year.

Charges for Current Services

Total revenue from current services is estimated at \$910,000 or 1.0% 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 Community Enhancement Fee which was increased 50 cents per month for all residents and businesses in fiscal year 2019. Revenue projections are based on historical collection data.

Other Revenues

Other revenues include 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 2020 are estimated at \$1,074,000, or 1.2% 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 \$515,000 in 2020.

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 \$6.5 million, or 7.6% 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 2020 are budgeted at \$87,913,319 a 8.8% increase from the adopted FY 2019 budget. General Fund departments include:

- **Administrative Services** (City Manager, City Clerk, Communications, Human Resources, Information Technology, GIS, Finance and Legal)
- **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)
- **General Services** (General Services Admin, Facilities, Grounds and Maintenance, and Fleet)
- **Parks & Recreation** (Parks and Recreation, Activity Center, Outdoor Pool, Park Rangers)
- **General Government** (Social Services and Special Services)

2019/2020 Annual Budget
General Fund Expenditure Summary by Expense Category

	Actual FY 2017-18	Revised FY 2018-19	Adopted FY 2019-20	Percent of Total
Personnel	47,354,777	49,195,236	54,591,889	62.10%
Contracted Services	7,309,680	7,264,857	8,048,079	9.15%
Materials and Supplies	4,872,265	4,540,971	4,843,879	5.51%
Other Charges	4,115,260	3,930,720	4,499,925	5.12%
Social Services	450,000	500,000	500,000	0.57%
Operating Transfers	1,418,405	2,819,172	4,360,093	4.96%
Capital Outlay and Maintenance	2,734,871	2,783,359	3,142,234	3.57%
Economic Development Incentives	6,117,307	7,232,883	7,727,220	8.79%
Other Incentives	207,020	200,000	200,000	0.23%
Total	74,579,585	78,467,197	87,913,319	100.00%

Fund Balance

Each fund maintains a fund balance that is available to cover operating expenses in the event of revenue shortfalls or other unforeseen events. The anticipated General Fund balance at the end of fiscal year 2020 is \$18.0 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

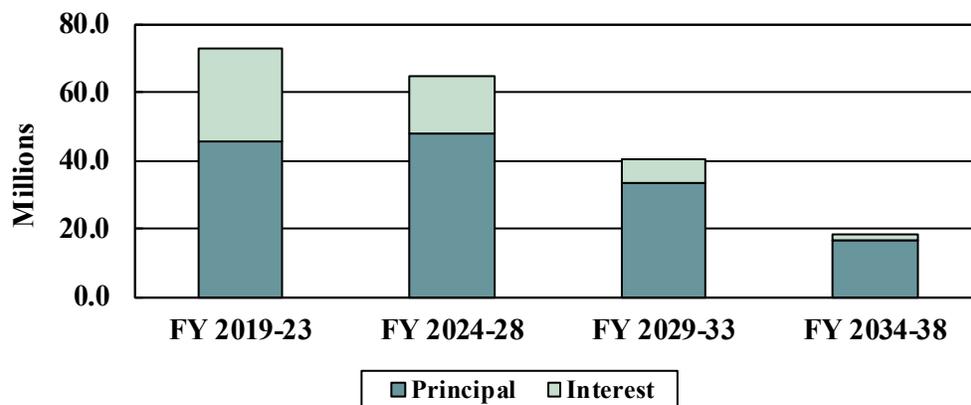
limits regarding general obligation debt can be found within the City’s Financial Policy in this document.

Revenues and Expenditures

Ad valorem (property) taxes provide the main revenue source for the Debt Service Fund. Of the total anticipated property tax collections, 33.7% of the revenue is allocated to debt service, while the remaining portion of 66.3% 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, \$0.2069 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 \$105.1 million as of September 30, 2019, 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.

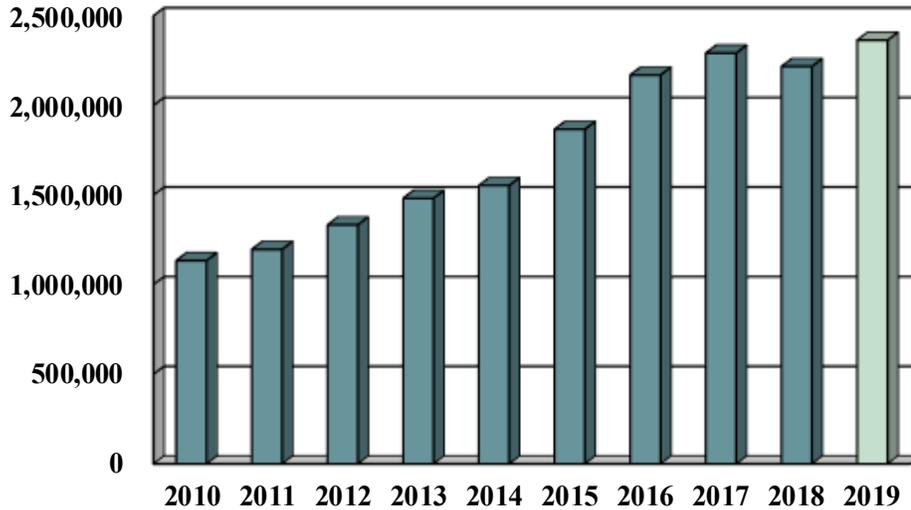
Hotel Occupancy Tax Fund

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.

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.

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

Hotel Occupancy Tax Revenue Distribution

Program	FY 2019 Adopted	FY 2020 Adopted
Convention & Visitors Bureau	1,441,772	1,695,236
Arts Commission	211,250	275,000
Main Street Program	354,026	388,089
Tanger Marketing Program	126,750	50,000
Conference Building Repairs	10,000	20,000
Downtown Marketing Coop	25,350	30,000
Eco Tourism	33,800	40,000
Sports Tourism	50,700	60,000
Mural Funding	29,575	35,000
TOTAL	2,283,222	2,593,325

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.

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. A summary by major fund for the first five years of the plan is below.

Capital Improvement Program Five-Year Summary by Fund

	FY20 Adopted	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
General Fund	\$16,915,000	\$12,636,666	\$9,359,000	\$28,655,000	\$26,226,000
Water Fund	\$8,930,000	\$41,325,000	\$16,255,000	\$18,296,000	\$8,755,000
Wastewater Fund	\$13,531,000	\$13,750,666	\$9,810,000	\$18,261,000	\$7,205,000
Stormwater Fund	\$3,775,000	\$19,370,000	\$16,010,000	\$24,980,000	\$14,086,000
Electric Fund	\$15,761,247	\$4,247,087	\$3,422,702	\$5,075,000	\$5,860,000
Grand Total All Funds	\$58,912,247	\$91,329,419	\$54,856,702	\$95,267,000	\$62,132,000

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.

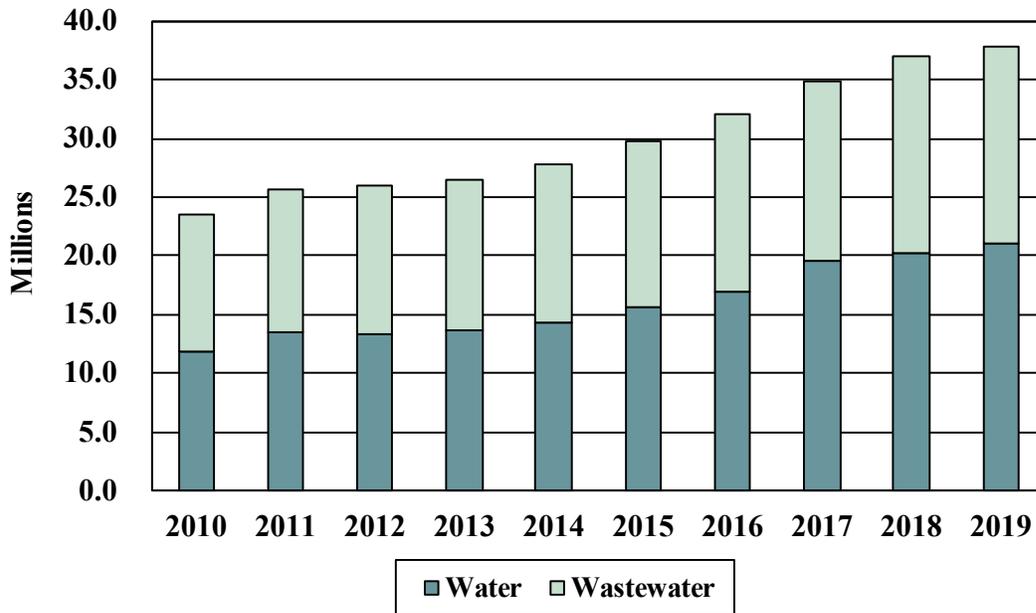
Water and Wastewater Utility Fund

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).

2019/2020 Annual Budget
Water/ Wastewater Utility Fund Revenue Summary

	Actual FY 2017-18	Revised FY 2018-19	Adopted FY 2019-20	Percent of Total
Water Service	20,262,595	21,020,451	24,079,879	51.98%
Wastewater Service	16,844,961	16,894,256	18,493,283	39.92%
Effluent Sales	477,778	511,385	590,500	1.27%
Pretreatment Charges	683,101	790,917	806,735	1.74%
Interest Income	163,069	286,570	285,482	0.62%
Penalties	357,746	418,752	341,303	0.74%
Service Charges	186,280	174,774	83,591	0.18%
Connection Charges	234,248	233,355	235,665	0.51%
Debt Service Reimbursement	450,661	450,903	450,903	0.97%
Other Revenue	1,180,075	1,291,237	956,874	2.07%
Total	40,840,513	42,072,600	46,324,215	100.00%

Expenses

The Water and Wastewater Fund supports several divisions, including:

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

The fiscal year 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.

Water/ Wastewater Utility Fund Expense Summary by Category

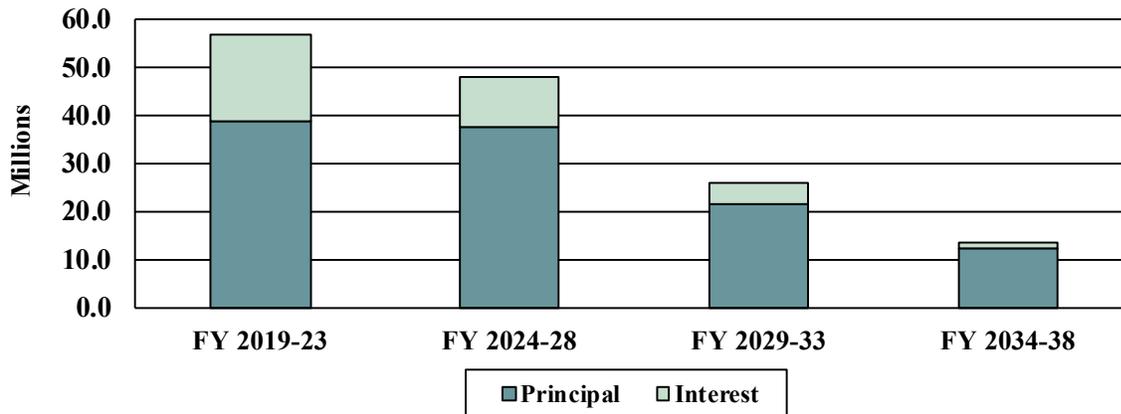
	Actual FY 2017-18	Revised FY 2018-19	Adopted FY 2019-20	Percent of Total
Personnel	4,616,326	4,915,431	5,354,194	11.73%
Contracted Services	8,997,094	10,798,524	11,469,409	25.12%
Materials and Supplies	1,068,704	1,444,818	1,520,388	3.33%
Other Charges	10,248,645	9,660,729	10,326,913	22.61%
Operating Transfers	69,856	137,607	161,514	0.35%
Capital Outlay	454,061	343,000	240,000	0.53%
Transfer to Capital Reserves	2,600,000	1,400,000	2,193,928	4.80%
Debt Service	12,219,133	13,361,334	14,397,947	31.53%
Total	40,273,819	42,061,443	45,664,293	100.00%

Debt Service

Debt service in the Water/Wastewater Fund is budgeted at \$14.4 million. The total outstanding debt of the utility system is \$113.5 million as of September 30, 2019. 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 Water/Wastewater



Fund Balance

We anticipate an ending fund balance of \$10.8 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.

Stormwater Utility Fund

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

Revenues and Expenses

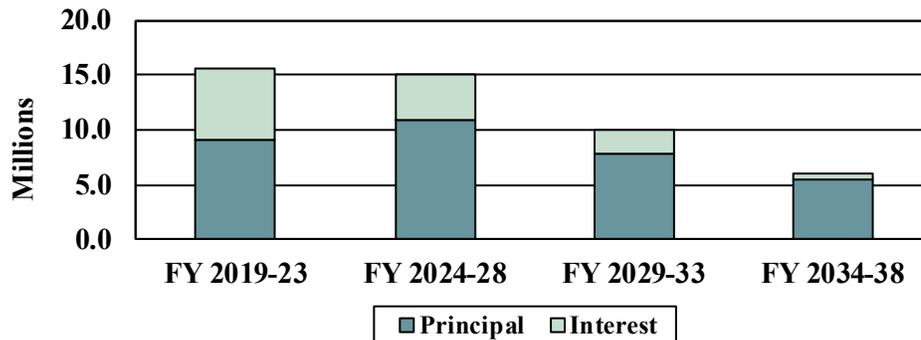
The San Marcos Stormwater Utility Fund is an enterprise fund supported by assessment of stormwater utility fees. The Stormwater Utility was created in July 1999 by Council to address the need for drainage improvements throughout the City. Revenues from the fees are used to maintain stormwater areas and 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%, 2017-10%, 2018 and 2019 15%. In fiscal year 2020 a new rate study will be completed to with anticipated rate adjustments recommended to City Council. Projected revenues from fees for fiscal year 2020 budget are \$6.8 million.

Operating expenses are budgeted at \$6.4 million, which includes an additional maintenance crew and equipment.

Debt Service

Debt service in the Stormwater Utility Fund is budgeted at \$3.4 million. As of September 30, 2020 the Stormwater Utility has outstanding debt of \$36.7 million for improvements to the stormwater utility system. The current debt will be repaid annually until fiscal year 2038.

20-Year Principal and Interest Payment Schedule Stormwater



Fund Balance

We anticipate an ending fund balance reserves of \$1.5 million in the Drainage Utility Fund at September 30, 2019.

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 99.7% reliability rate and has a system capacity of 210 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 a reduction in the pass-through cost of purchased power to the customer. This reduction in budget results in lower overall customer charges and reflects lower costs of electric power in the Texas electrical grid.

2019/2020 Annual Budget
Electric Utility Fund Revenue Summary

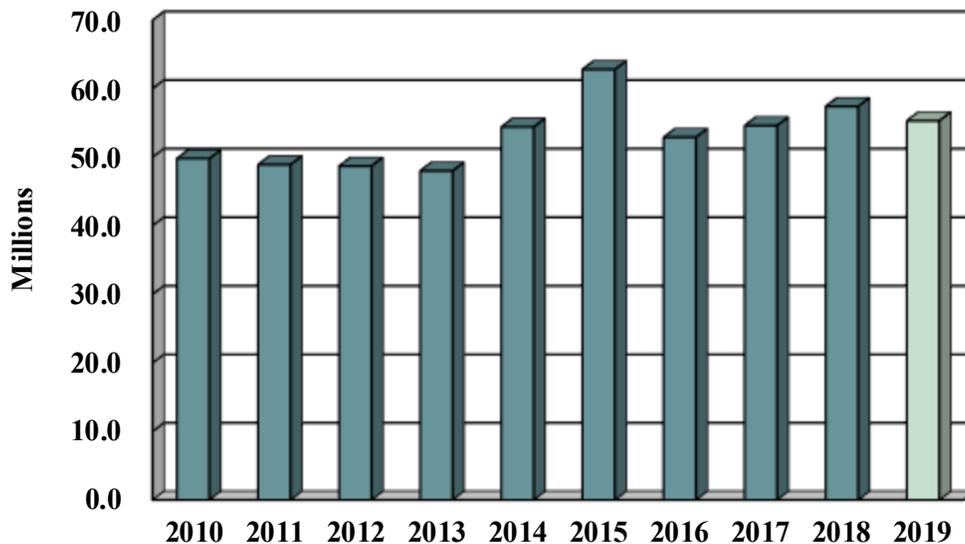
	Actual FY 2017-18	Revised FY 2018-19	Adopted FY 2019-20	Percent of Total
Electric Service	56,128,647	53,990,594	57,203,312	92.24%
Interest Income	156,283	164,816	281,959	0.45%
Penalties	539,630	623,152	568,428	0.92%
Service Charges	110,964	422,378	190,072	0.31%
Connection Charges	713,408	673,877	697,985	1.13%
Other Revenue	890,678	621,453	381,455	0.62%
Indirect Costs	1,910,907	2,252,585	2,675,413	4.31%
Operating Transfers	22,055	21,615	19,720	0.03%
Total	60,472,572	58,770,470	62,018,343	100.00%

The City and LCRA executed an amended and restated Wholesale Power Agreement in March of 2011 which included 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 announced plans for 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.

The City and American Electric Power (AEP) entered a Power Purchase Agreement in 2018 for a portion of the power generated at the AEP Trent wind farm located in west Texas between Abilene and Sweetwater. The City will begin to receive power from the 150 MW plant in July 2021 under an 8-year agreement. This project is the third renewable energy contract the City has entered, with a previous NextEra contract expiring in 2015 and the current Calpine agreement ending in June 2021.

For the 2020 budget, the Citizens Utility Advisory Board (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 2020.

10-Year Electric Service Revenue History



Expenses

The Electric Utility Department provides efficient electric service to the San Marcos community. The expenditures for fiscal year 2020 are budgeted at \$59 million. At \$33 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 GIS Technician and implementation of the new Lineworker Career Progression plan. This plan was developed to reduce turnover, provide career advancement opportunities, and compete with local employers for top talent. The budget also includes \$257,500 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. The prior two fiscal years the fee was approved by City Council at 8%. For the fiscal year 2020 budget the fee has reverted back to 7%.

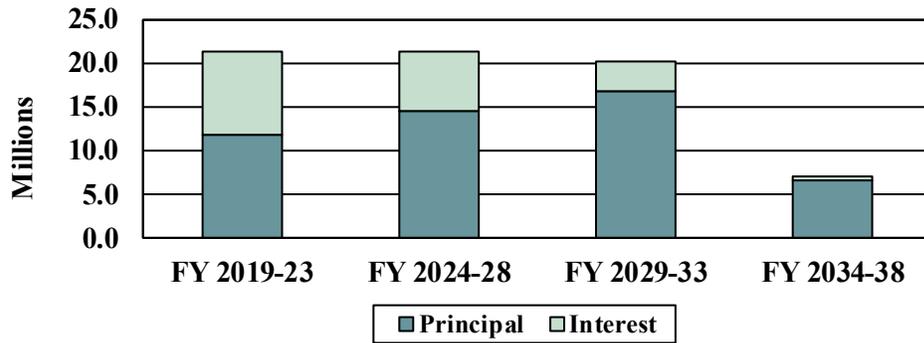
Electric Utility Fund Expense Summary by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Personnel Services	5,100,930	6,295,606	5,722,309	6,914,021
Purchase Power	35,939,424	37,780,820	33,057,003	36,502,187
Contracted Services	2,035,662	3,086,218	2,836,218	4,162,511
Materials and Supplies	711,086	1,382,591	1,232,591	1,455,030
Other Charges	3,171,655	3,788,934	3,797,267	3,962,125
Franchise Fee	4,490,286	4,643,519	4,490,292	4,643,519
Operating Transfers	-	40,000	40,000	42,000
Capital Outlay	212,274	615,803	615,803	426,284
Transfer to Capital Reserves	4,000,000	1,000,000	3,000,000	300,000
Rate Stabilization	-	-	-	-
Debt Service	3,821,150	4,250,200	4,250,200	4,522,302
Total	59,482,466	62,883,690	59,041,682	62,929,979

Debt Service

Debt service in the Electric Utility fund during fiscal year 2020 is budgeted at \$4.5 million. As of September 30, 2019, the City of San Marcos has outstanding debt of \$52.6 million which includes \$16.5 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 Electric Utility



Fund Balance

Fund balance at the end of fiscal year 2019 in the Electric Utility Fund is budgeted at \$9.7 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 2020 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 \$615,915. 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 \$99,865 in 2020.

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 \$4.8 million. Expenditures are \$4.8 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.

The Perpetual Care Fund was dissolved in 2019 with the remaining balance of \$1.1 million transferred to capital projects for the purchase of land to expand the cemetery.

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.

Capital Improvement Program Ten-Year Summary by Fund

	FY20 Adopted	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected	FY25 - FY29 Projected
General Fund	\$16,915,000	\$12,636,666	\$9,359,000	\$28,655,000	\$26,226,000	\$77,380,000
Water Fund	\$8,930,000	\$41,325,000	\$16,255,000	\$18,296,000	\$8,755,000	\$40,855,000
Wastewater Fund	\$13,531,000	\$13,750,666	\$9,810,000	\$18,261,000	\$7,205,000	\$40,654,000
Stormwater Fund	\$3,775,000	\$19,370,000	\$16,010,000	\$24,980,000	\$14,086,000	\$47,480,000
Electric Fund	\$15,761,247	\$4,247,087	\$3,422,702	\$5,075,000	\$5,860,000	\$18,579,000
Grand Total All Funds	\$58,912,247	\$91,329,419	\$54,856,702	\$95,267,000	\$62,132,000	\$224,948,000

Summary

The budget provides San Marcos with a balanced budget of \$239.0 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 FY2019-2020 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.
- Renegotiated civil service meet and confer agreement
- Additional staffing in critical customer service areas including Parks and Recreation, Animal Services, Electric, and Stormwater.
- Addition of funding for City Council Strategic Initiatives: Workforce Housing, Workforce Development, Downtown Vitality, and Multi-modal Transportation.
- Moving forward with the bond projects approved by voters in May 2017.

City of San Marcos

FY2020 Adopted Budget Policy Statement

I. Fund Balance

- Assume no change to existing fund balance:
 - General Fund 25% of recurring operating expenses
 - Water/wastewater Fund: 25% of recurring operating expenses
 - Drainage Utility Fund: 25% of recurring operating expenses
 - Electric Utility Fund: Minimum of the equivalent of 60 days of operating expenses including purchases power

II. Revenue

General Fund

- Property tax rate maintained at 61.39 cents per \$100 of valuation
- Amend budget during fiscal year if revenue deviate from budget
- Revisit Over 65 tax freeze in June awaiting State Legislature ruling on Property Tax cap on rollback rates
- Utility Fund franchise fee transfers to the General Fund reduced back to 7%
- Adjust fees according to Fee Policy (upon adoption), or CPI adjustment
- All other revenues will be budgeted based on historical trends
- Revenue generated from the increased tax rate's operating & maintenance capacity remaining \$500,000 to be reserved for additional bond project expenses

Water/Wastewater 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
- Meet and Confer negotiations for civil-service employees will be finalized later in the budget process. The outcome will be reported later in the budget process.
- Merit and cost of living increase for non-civil service employees will be determined later in the budget process.
- Estimated 10% increase in health insurance premium beginning January 1, 2020
- Base operations budgets held flat. Additions to the department budgets must be requested, justified, and ranked by priority.

- Staffing needs will be evaluated through the department budget request process.

Electric Utility 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.
- Meet and Confer negotiations for civil-service employees will be finalized later in the budget process. The outcome will be reported later in the budget process.
- Merit and cost of living increase for non-civil service employees will be determined later in the budget process.
- Estimated 10% increase in health insurance premium beginning January 1, 2020.
- Base operations budgets held flat. Additions to the department budgets must be requested, justified, and ranked by priority.
- Staffing needs will be evaluated through the department budget request process.

Stormwater Utility 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.
- Meet and Confer negotiations for civil-service employees will be finalized later in the budget process. The outcome will be reported later in the budget process.
- Merit and cost of living increase for non-civil service employees will be determined later in the budget process.
- Estimated 10% increase in health insurance premium beginning January 1, 2020.
- Base operations budgets held flat. Additions to the department budgets must be requested, justified, and ranked by priority.
- Staffing needs will be evaluated through the department budget request process.

Hotel Motel Fund

- Revenue budgeted based on conservative trends reflecting occupancy rate and average room rate.

III. Expenditures

General Fund

- Strategic initiatives
 - Workforce Housing
 - Workforce Development
 - Downtown Vitalization
 - Multi modal transportation
 - City Facilities
- Animal Services – Increase live outcomes
- Maintenance funding
 - Facilities
 - Parks
 - Streets
- Meet and Confer negotiations for civil-service employees will be finalized later in the budget process. The outcome will be reported later in the budget process.
- Merit and cost of living increase for non-civil service employees will be determined later in the budget process.
- Estimated 10% increase in health insurance premium beginning January 1, 2020.
- Base operations budgets held flat. Additions to the department budgets must be requested, justified, and ranked by priority.
- Staffing needs will be evaluated through the department budget request process
- Fuel/contractual obligations/consumer price index increases allowed.
- Transit operations funding requests to be presented later in the budget process
- Parking management funding requests to be presented later in the budget process
- CIP capacity to be determined to meet the needs of -
 - City facility projects
 - Cape’s Dam
 - Infrastructure projects
- Continue funding Social Services at \$500,000 for Human Service Advisory Board to administer application, contract, and funding process to eligible agencies.
- Youth initiatives funding \$150,000 to include Youth Services Manager put on hold pending application process modifications.
- The annual contribution to the Economic Development reserve of \$200,000 allocation between General Fund, Water Wastewater Fund, and Electric Fund will be used to fund Strategic Initiatives and/or special projects at the discretion of the City Manager.
- The existing balance of the Economic Development reserve of \$800,000 will be used to fund Strategic Initiatives and/or special projects at the discretion of the City Manager. The fund is a contribution of General Fund, Water Wastewater

Fund, and the Electric Fund. Funds will be used on projects/initiatives that support all areas of funding source.

- Best Buy Call Center revenue net of sales tax rebate will be used for one-time expenses.

Water/Wastewater Fund

- Meet and Confer negotiations for civil-service employees will be finalized later in the budget process. The outcome will be reported later in the budget process.
- Merit and cost of living increase for non-civil service employees will be determined later in the budget process.
- Estimated 10% increase in health insurance premium beginning January 1, 2020.
- Base operations budgets held flat. Additions to the department budgets must be requested, justified, and ranked by priority.
- Staffing needs will be evaluated through the department budget request process
- Fuel/contractual obligations/consumer price index increases allowed.

Electric Utility Fund

- Meet and Confer negotiations for civil-service employees will be finalized later in the budget process. The outcome will be reported later in the budget process.
- Merit and cost of living increase for non-civil service employees will be determined later in the budget process.
- Estimated 10% increase in health insurance premium beginning January 1, 2020.
- Base operations budgets held flat. Additions to the department budgets must be requested, justified, and ranked by priority.
- Staffing needs will be evaluated through the department budget request process
- Fuel/contractual obligations/consumer price index increases allowed.

Stormwater Utility Fund

- Meet and Confer negotiations for civil-service employees will be finalized later in the budget process. The outcome will be reported later in the budget process.
- Merit and cost of living increase for non-civil service employees will be determined later in the budget process.
- Estimated 10% increase in health insurance premium beginning January 1, 2020.
- Base operations budgets held flat. Additions to the department budgets must be requested, justified, and ranked by priority.
- Staffing needs will be evaluated through the department budget request process.

- Fuel/contractual obligations/consumer price index increases allowed.

Hotel Motel Fund

- Merit and cost of living increase for non-civil service employees will be determined later in the budget process.
- Funding for special programs remains flat. Organizations can request increases during the budget process for specific programs.

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
City of San Marcos | Finance

governmental funds, special revenue funds, enterprise funds, and permanent funds of the City. The budget includes expenditures for personnel, contracted services, materials and supplies, other charges, operating transfers, social services, indirect costs, capital outlay and debt service. The budget is prepared by the City Manager and Director of Finance with the participation of all the City's Department Directors within the provisions of the City Charter, on a basis that is consistent with GAAP.

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

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

- a) The budget should include four basic segments for review and evaluation. These segments are: (1) actual revenue and expenditure amounts for the last completed fiscal year, (2) original revenue and expenditure amounts budgeted for the current fiscal year, (3) revenue and expenditure amounts estimated for the current fiscal year, and (4) revenue and expenditure amounts for the ensuing fiscal year.
- b) The City Manager, not less than 30 days prior to the time the City Council makes its tax levy for the current fiscal year, shall file with the City Clerk the adopted budget.

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

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

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

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

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

G. Contingent Appropriation – A provision shall be made in the budget for a contingent appropriation of no more than three percent of total expenditures to be used in case of emergencies or unforeseen circumstances. The contingent appropriation shall be under the control of and distributed by the City Manager after approval of the City Council. A detailed account of contingent appropriation expenditures shall be recorded and reported.

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

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

III. Revenue Policies

- A. Characteristics – The City Finance Department will strive for the following optimum characteristics in its revenue system:
1. Simplicity – Where possible and without sacrificing accuracy, the revenue system will be kept in simple order to reduce compliance costs for the taxpayer or service recipient.
 2. Certainty – There will be a thorough knowledge and understanding of revenue sources to increase the reliability of the revenue system. Consistent collection policies will be enacted to provide assurances that the revenue base will materialize according to budgets and plans.
 3. Equity – Equity will be maintained in the revenue system structure; i.e., subsidization between entities, funds, services, utilities, and customer classes will be minimized or eliminated.
 4. Revenue Adequacy – There will be a balance in the revenue system; i.e., the revenue base will have the characteristics of fairness and neutrality as it applies to cost of service, willingness to pay, and ability to pay.
 5. Administration – The benefits of a revenue source should exceed the cost of levying and collecting that revenue. The cost of collection should be reviewed annually for cost effectiveness as a part of the indirect cost of service analysis. Where appropriate, the administrative processes of state, federal or local governmental collection agencies will be used in order to reduce administrative cost.
 6. Diversification and Stability – A diversified revenue system with a stable source of income should be maintained. This will help avoid instabilities in similar revenue sources due to factors such as fluctuations in the economy and variations in the weather.
- B. Issues – The following considerations and issues will guide the City Finance Department in its revenue policies concerning specific sources of funds:
1. Cost/Benefit and Financial Impact Analysis for Tax and Fee Abatements – A cost/benefit and financial impact analysis should be performed to assess tax or fee abatement economic development incentives.

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

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

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

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

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

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

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

8. Indirect Cost Allocation – All City funds will include transfers to and receive credits from other funds for general and administrative costs incurred. The most predominant fund that receives credits from other funds is the General Fund. The General Fund receives credits for bearing such costs as administration, legal counsel, finance, personnel, data processing, engineering and other costs. An

independent third party will conduct an indirect cost allocation study annually to determine the credits received.

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

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

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

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

IV. Budgetary Sales Tax Estimation

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

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

Fiscal Year 1	Fiscal Year 2	Percentage Increase	Fiscal Year 3	Fiscal Year 4	Percentage Increase
Actual	Actual		Estimated	Budget	
\$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 affected 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 expense ending fund balances above 25% will be moved to cash fund future Capital Improvement projects
3. The Electric Utility Fund working capital should be maintained at the equivalent of 60 days of recurring operating expenses. Ending fund balances above the 60 days of recurring operating expenses will be moved to cash fund future Capital Improvement projects.
4. Reserves will be used for emergencies or unforeseen expenditures, except when balances can be reduced because their levels exceed guideline minimums as stated below.

C. Capital and Debt Service Funds –

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

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

D. Ratios/Trend Analysis –

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

- Fund Balance: Assets Less Liabilities
FB AL (Acceptable level)>25.0% of Expenditures

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 ($1,040 \div 2,080$).

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 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, breastfeeding 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.

Stormwater 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. The Perpetual Care Fund was dissolved during fiscal year 2019 with the fund balance used to for the purchase of land at the cemetery.

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 affected is prepared. The Finance Department reviews the amendment for available dollars and the City Manager reviews the amendment for overall appropriate objectives and purposes. Should appropriations transfer between Departments, Funds, or involve fund balance or Contingency Funds, the amendment is submitted to City Council for approval; otherwise, the City Manager has authority to approve or disapprove. Budget amendments that require City Council approval are formally as an ordinance of the City.

Budget Process

- (a) **Strategic Planning and Visioning** – Early in the budget process, the City Council and administrative staff retreat to discuss community needs and challenges. City Council develops short and long-term priorities as well as a policy statement to use for the current budget and future years.
- (b) **Revenue Projection** – The Finance Department staff develops revenue projections based upon trend analysis, anticipated changes in the local, state and national economies, and

- discussions with other departments. The revenue projection is used to determine the financial limitations for the development of the budget.
- (c) **Budget Development** – Departments develop a budget that incorporates the goals outlined within the policy statement and the financial limitations as determined through revenue projections.
 - (d) **Budget Analysis** – Once department budgets are submitted, a preliminary budget estimate is constructed. Administrative and Finance staff review the preliminary budget and hold department reviews. Funding requests and target levels are discussed in an attempt to reconcile department requests with financial limitations and policy statement goals.
 - (e) **Budget** – The City Manager submits a budget that seeks to meet City Council’s goals as outlined in the policy statement. Council then reviews the budget for conformity to their overall direction and guidance. Workshops are held to review and discuss the budget. City Council may take action to make changes to the budget.
 - (f) **Public Hearings / Budget Adoption** – Public hearings on the budget and tax rate are held to give citizens an opportunity to speak for or against the budget. Citizens also have an opportunity to attend budget workshops that occur prior to the budget adoption. The budget and tax rate take effect on October 1st.

Budget Calendar Fiscal year 2020

FY 2020	Description
Dec 4	Fee Policy Workshop
January 11	Visioning
Feb 4	Departmental Budget Kickoff / CIP Dept meetings
Feb 13	Budget Policy Workshop
Feb 28, Mar 1, Mar 13	Department budget request review & advisory with Finance, HR, IT
Mar 15	Completed Departmental Budgets due to Finance
Mar 19	Public hearing and adoption of Budget Policy
Mar 25	Review all Dept budget requests with executive team
Apr 1 - 12	Department budget review meetings with executive team (as needed)
Apr 9	CIP – Deliver to P&Z & public hearing
Apr 23	CIP – P&Z discussion item & public hearing
May 1 - 10	Budget reviewed by City Manager
May 7	Budget Work Session
May 14	CIP - P&Z recommendation
June 26 - 27	Budget workshops
June	Set public hearing dates for the budget and tax rate
July	Capital Outlay
July 25	Tax rolls certified
Aug 1	Workshop on Proposed Budget
Aug 20	1st public hearing on the tax rate; 1st reading of tax rate ordinances.
Sept 3	2nd public hearing on the tax rate; 1st budget public hearing; 1st reading of utility rates, and budget ordinances; 2nd reading of the tax rate ordinance.
Sept 17	2nd Reading of Utility Rates ordinance; record vote to adopt budget on 2nd reading; ratification of the tax rate reflected in the budget; Tax Rate adoption on 2nd reading (requires an affirmative vote of five if tax rate is increasing).

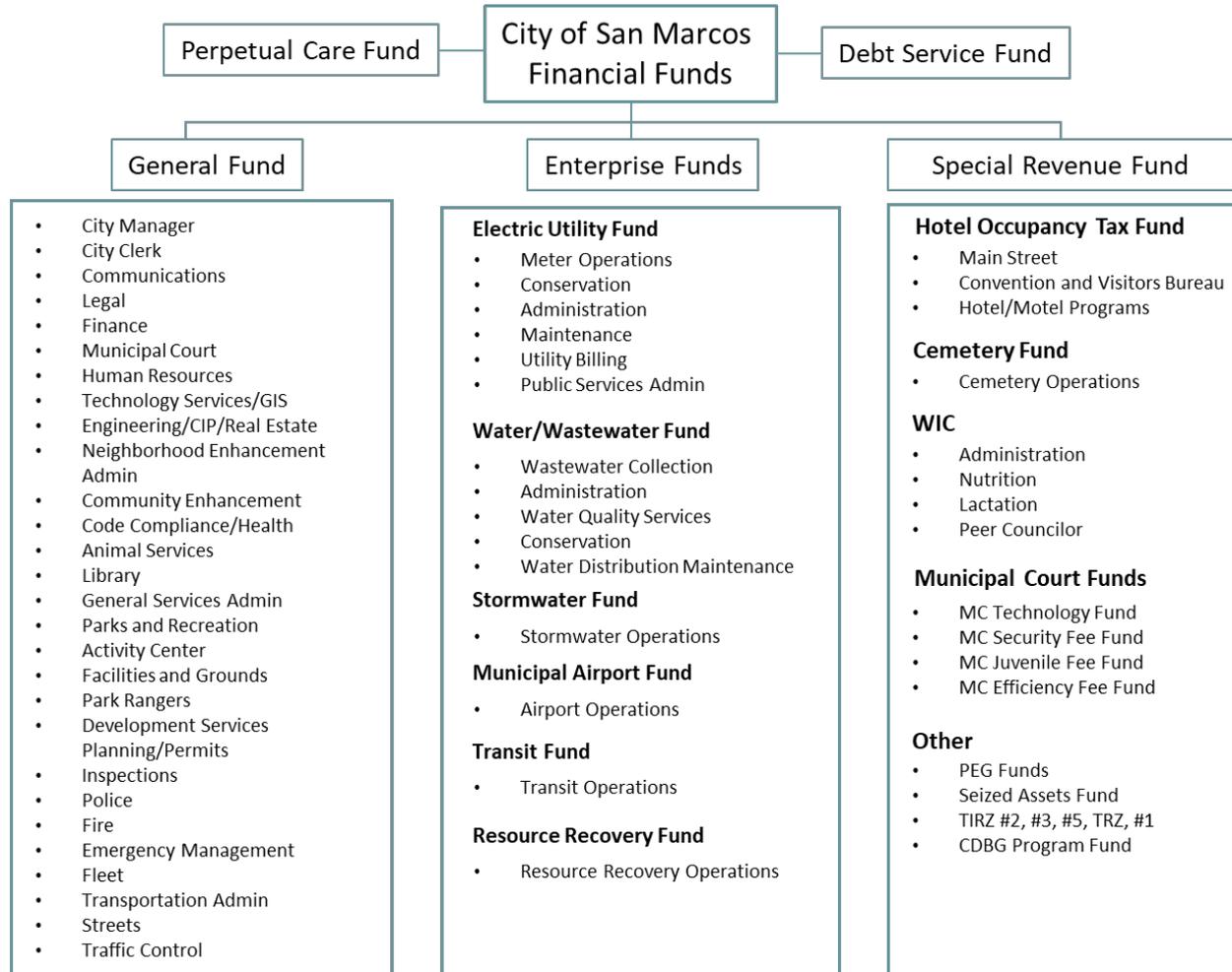
Department/Responsibility Center Matrix

This matrix shows the correlation between departments and their respective responsibility center. Areas containing a check mark indicate the responsibility of the department.

Department	Responsibility Center				
	Administrative Service	General Government	Community Development	Public Safety	Public Services
City Manager	*				
City Clerk	*				
Legal	*				
Human Resources	*				
Finance	*				
Technology Services	*				
Neighborhood Services		*			
Code Compliance		*			
Animal Services		*			
Library			*		
Parks and Recreation		*			
Capital Improvements			*		
Planning and Development			*		
WIC		*			
Fire				*	
Police				*	
Municipal Court				*	
Water & Wastewater					*
Electric Utility					*
Municipal Airport					*
Resource Recovery					*
Cemetery		*			
Fleet		*			
Facilities		*			
General Services Admin		*			
Community Enhancement		*			
Stormwater					*
Emergency Management				*	

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.



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 63,509. 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, 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 35.75 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 385 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 five 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 49,000 registered voters within the city limits.

The City's 27,000 square-foot public library houses a collection of over 190,000 volumes. The library collection includes books, eBooks, 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.

Regional Parks

Bicentennial Park- 3.9 acres, .2 miles of walking/biking trails, picnic facilities

Cape's Camp- 20.1 undeveloped acres, .9 miles of walking/biking trails

Children's Park- 6.3 acres, .4 miles of walking/biking trails, 1 playground, picnic facilities, BBQ grills, picnic pavilion, restroom facilities

City Park- 18.2 acres, rental facility (Rec Hall), basketball court, concessions stand, .6 miles of walking/biking trails, playground, picnic facilities, restroom facilities

Juan Veramendi Plaza Park- 3.8 acres, rental facility (gazebo), .2 miles of walking/biking trails

Meeks Property- 6.9 undeveloped acres

Ramon Lucio Park-18.5 acres, baseball/softball fields, rental facility (pavilion), concessions stand, .7 miles of walking/biking trail, picnic facilities and pavilions and restroom facilities.

Rio Vista Park- 16.8 acres, rental facility (pavilion), 2 basketball courts, 6 lighted tennis courts, concessions stand, swimming pool and splash pad, .5 miles of walking/biking trails, picnic facilities and pavilions, restroom facilities

San Marcos Plaza Park- 5.4 acres, rental facility (Fish Hatchery), stage/patio/gazebo, .3 miles of walking/biking trails

William and Eleanor Crook Park- 16.2 acres, .9 miles of walking/biking trails, picnic facilities and restroom facilities, Discovery Center

Total acreage of Regional Parks- 116

Neighborhood Parks

Anita Reyes Park- .4 acres, basketball court, playground, picnic facilities and pavilion

Conway Park- .4 acres, basketball court, skate park, .1 miles of walking/biking trails, playground, picnic facilities

Craddock Avenue Park- 4.5 undeveloped acres

Dunbar Park- 5.8 acres, 2 baseball/softball fields, rental facility (Dunbar), basketball court, .2 acres of walking/biking trails, skate park, playground, picnic facilities

Eddie Durham Park- .3 acres, .1 walking/biking trails, picnic facilities, pavilion/stage

El Camino Real Park- 37.6 acres, basketball court, .5 miles of walking/biking trail, playground, picnic facilities

Franklin Square Park- 4.5 acres, playground, picnic facilities

HEB Park- .9 acres

Haynes Street Park- .3 acres, basketball court, picnic facilities

Jaycees Park- 2.7 acres, basketball court, playground, picnic facilities

Mill Street Park- .8 acres, basketball court, .1 miles of walking/biking trails, playground, picnic facilities and pavilion

Paul Pena Park- 2.9 acres, .2 miles of walking/biking trails, playground, picnic facilities

Swift Memorial Park- .3 acres, basketball court, playground, picnic facilities

Victory Gardens Park- .6 acres, basketball court, playground, picnic facilities, .1 miles of walking/biking trails

Vietnam Veterans Park- 6.3 acres, skate park, .2 miles of walking/biking trails, playground, picnic facilities

Willow Springs Park, 4.8 acres, .2 miles of walking/biking trails, playground

Total acreage of Neighborhood Parks- 73

Greenspace and Natural Areas

Blanco River Village- 12.8 undeveloped acres

Blanco River Walk- 55.9 undeveloped acres

Blanco Shoals Natural Area- 91.5 undeveloped acres, 2 miles of walking/biking trails

Cottonwood Creek Park- 52.9 undeveloped acres

Lancaster Greenbelt- .9 undeveloped acres

Lower Purgatory Creek Natural Area- 142 acres, 5.9 miles of walking/biking trails, restroom facilities

Prospect Park- 9 acres, 2 miles of walking/biking trails

Retreat on Willow Creek- 33 acres

Ringtail Ridge Natural Area- 45.1 acres, 2 miles of walking/biking trails, picnic facilities

Schulle Canyon Natural Area- 21.1 acres, 1 mile of walking/biking trails

Sessom Creek Natural Area- 10.4 acres, .5 miles of walking/biking trails

Spring Lake Preserve Natural Area- 251.5 acres, 6 miles of walking/biking trails, picnic facilities, restroom facilities

Upper Purgatory Creek Natural Area- 760.2 acres, 13 miles of walking/biking trails, restroom facilities

Total acreage of Greenspace and Natural Areas- 1,486.3

Special Use Parks

Alemeda Park- 3.6 acres

Five Mile Dam Soccer Complex- 42.7 acres, soccer/cricket fields, concessions stand, 1 mile of walking/biking trails, playground, picnic facilities and restroom facilities

Gary Sports Complex- 42.6 acres, baseball/softball fields, concessions stand, playground, picnic facilities and restroom facilities

Hays County Veterans Memorial- 3 acres

Memorial Park- 25.2 acres, rental facility (Activity Center), basketball court, skate park, indoor swimming pool, library, restroom facilities

River Ridge Park- 3.7 acres

Total acreage of Special Use Parks -120.6

City owned total acreage 1,795.9

Consolidate Fund Balance Statement

	Fund Balance 10-01-2018	Estimated Revenues FY 2018-19	Estimated Expenses FY 2018-19	Fund Balance 10-01-2019	Adopted Revenues FY 2019-20	Adopted Expenses FY 2019-20	Fund Balance 09-30-2020
<u>Governmental Funds</u>							
General Fund	16,009,441	82,084,010	78,467,197	19,626,253	86,383,933	87,913,319	18,096,868
Debt Service Fund	9,528,758	18,137,142	18,897,302	8,768,597	18,482,862	16,971,811	10,279,647
<u>Special Revenue Funds</u>							
Hotel Occupancy Tax Fund	208,212	3,988,866	3,944,791	252,287	3,995,707	4,057,936	190,058
Municipal Court Technology Fund	178,585	25,000	5,000	198,585	25,000	5,000	218,585
Municipal Court Security Fee Fund	134,511	18,500	37,073	115,938	18,500	87,073	47,365
Municipal Court Juvenile Fee Fund	51,372	36,000	29,363	58,009	36,000	28,464	65,545
Municipal Court Efficiency Fee Fund	40,989	4,000	24,000	20,989	4,000	20,000	4,989
Seized Assets Fund	194,253	5,000	73,180	126,073	5,000	5,000	126,073
TIRZ #2, #3, #5, TRZ #1	1,604,315	3,431,140	2,668,594	2,366,861	5,138,767	4,128,767	3,376,861
CDBG Program Fund	-	649,948	649,948	-	680,998	680,998	-
WIC Program Fund	-	2,033,209	2,033,209	-	2,035,837	2,035,837	-
Cemetery Operations Fund	39,430	175,170	208,380	6,220	250,000	252,546	3,674
PEG Funds	545,249	96,700	70,000	571,949	97,000	100,000	568,949
<u>Enterprise Funds</u>							
Water & Wastewater Utility Fund	10,086,852	42,072,600	42,061,443	10,098,010	46,324,215	45,664,293	10,757,932
Drainage Utility Fund	1,064,541	5,850,771	5,432,604	1,482,708	6,943,593	6,806,827	1,619,474
Electric Utility Fund	10,866,772	58,770,470	59,041,682	10,595,560	62,018,343	62,929,979	9,683,924
Municipal Airport Fund	24,863	561,894	586,668	89	615,855	615,915	29
Resource Recovery Fund	1,527,239	4,401,867	4,446,299	1,482,806	4,808,429	4,793,597	1,497,637
Transit	101,842	610,000	636,417	75,425	1,923,681	1,961,608	37,498
All Funds	52,207,223	222,952,287	219,313,151	55,846,359	239,787,720	239,058,972	56,575,108

Consolidated Summary of Major Revenue and Expenses

	General Fund	Debt Service Fund	Hotel Occupancy Tax Fund	CDBG Program Fund	WIC Program Fund	Other Special Revenue Funds	Water & Wastewater Utility Fund	Drainage Utility Fund
Beginning Fund Balance								
October 1 2019	19,626,253	8,768,597	252,287	-	-	3,458,405	10,098,010	1,482,708
Major Revenues								
Taxes	71,201,563	11,678,697	3,852,519	-	-	-	-	-
Licenses and Permits	3,361,754	-	-	-	-	-	-	-
Fines and Penalties	1,249,990	-	-	-	-	88,500	-	49,048
Interest Income	463,801	90,000	1,000	-	-	-	285,482	16,000
Cultural and Recreational	772,872	-	-	-	-	-	-	-
Current Services	910,337	-	-	-	-	-	-	-
Grants	-	-	-	680,998	2,035,837	-	-	-
Water Service Revenue	-	-	-	-	-	-	24,079,879	-
Wastewater Service Revenue	-	-	-	-	-	-	18,493,283	-
Drainage Service Revenue	-	-	-	-	-	-	-	6,837,751
Electric Service Revenue	-	-	-	-	-	-	-	-
Resource Recovery Revenue	-	-	-	-	-	-	-	-
Operating Transfers	6,563,052	-	142,188	-	-	-	-	-
Other Revenues	1,860,566	6,714,165	-	-	-	5,235,767	3,465,571	40,795
One-Time Revenues	-	-	-	-	-	-	-	-
Total Revenues	86,383,933	18,482,862	3,995,707	680,998	2,035,837	5,324,267	46,324,215	6,943,593
Major Expenses								
Personnel Services	54,584,392	-	-	129,990	1,577,614	60,537	5,354,194	1,265,039
Contracted Services	7,992,879	-	2,593,325	551,008	288,193	75,000	11,879,409	1,196,517
Materials and Supplies	4,843,879	-	-	-	129,383	10,000	1,520,388	181,805
Other Charges	4,562,622	-	-	-	40,647	3,930,767	10,326,913	353,527
Capital Outlay and Maintenance	200,000	-	-	-	-	100,000	240,000	330,000
System Improvements	-	-	-	-	-	-	-	-
Social Services	500,000	-	-	-	-	-	-	-
Debt Service	-	16,971,811	-	-	-	-	14,397,947	3,469,118
Operating Transfers	4,360,093	-	1,464,611	-	-	198,000	161,514	10,822
Transfer to Capital Reserves	-	-	-	-	-	-	1,783,928	-
One-Time Expenses	10,869,454	-	-	-	-	-	-	-
Total Expenses	87,913,318	16,971,811	4,057,936	680,998	2,035,837	4,374,304	45,664,293	6,806,827
Ending Fund Balance on 09/30/2020	18,096,868	10,279,648	190,058	-	-	4,408,367	10,757,932	1,619,473

Consolidated Summary of Major Revenue and Expenses

	Electric Utility Fund	Municipal Airport Fund	Resource Recovery Fund	Cemetery Fund	Transit Fund	Permanent Funds	Total from All Funds
Beginning Fund Balance							
October 1 2019	10,595,560	89	1,482,806	6,220	75,425	-	55,846,359
Major Revenues							
Taxes	-	-	-	-	-	-	86,732,778
Licenses and Permits	-	-	-	-	-	-	3,361,754
Fines and Penalties	-	-	-	-	-	-	1,387,537
Interest Income	281,959	-	-	-	-	-	1,138,242
Cultural and Recreational	-	-	-	-	-	-	772,872
Current Services	-	689,855	-	80,000	1,273,681	-	2,953,873
Grants	-	-	-	-	-	-	2,716,835
Water Service Revenue	-	-	-	-	-	-	24,079,879
Wastewater Service Revenue	-	-	-	-	-	-	18,493,283
Drainage Service Revenue	-	-	-	-	-	-	6,837,751
Electric Service Revenue	57,203,312	-	-	-	-	-	57,203,312
Resource Recovery Revenue	-	-	4,753,429	-	-	-	4,753,429
Operating Transfers	-	-	-	170,000	650,000	-	7,525,240
Other Revenues	4,533,072	(74,000)	55,000	-	-	-	21,830,936
One-Time Revenues	-	-	-	-	-	-	-
Total Revenues	62,018,343	615,855	4,808,429	250,000	1,923,681	-	239,787,720
Major Expenses							
Personnel Services	6,914,021	-	403,946	-	207,315	-	70,497,049
Contracted Services	40,715,031	508,850	4,078,562	247,546	1,745,200	-	71,871,520
Materials and Supplies	1,455,030	5,000	27,000	5,000	3,000	-	8,180,485
Other Charges	8,605,644	102,065	284,089	-	6,093	-	28,212,366
Capital Outlay and Maintenance	426,284	-	-	-	-	-	1,296,284
System Improvements	-	-	-	-	-	-	-
Social Services	-	-	-	-	-	-	500,000
Debt Service	4,522,302	-	-	-	-	-	39,361,178
Operating Transfers	-	-	-	-	-	-	6,195,040
Transfer to Capital Reserves	249,667	-	-	-	-	-	2,033,595
One-Time Expenses	42,000	-	-	-	-	-	10,911,454
Total Expenses	62,929,979	615,915	4,793,597	252,546	1,961,608	-	239,058,971
Ending Fund Balance on 09/30/2020	9,683,924	29	1,497,638	3,674	37,497	-	56,575,108

Consolidated Revenue Comparison

	Actual Fiscal Year 2017/2018	Approved Fiscal Year 2018/2019	Estimated Fiscal Year 2018/2019	Adopted Fiscal Year 2019/2020
<u>Governmental Funds</u>				
General Fund	74,755,128	80,378,645	82,084,010	86,383,933
Debt Service Fund	17,713,361	18,529,078	18,137,142	18,482,862
<u>Special Revenue Funds</u>				
Hotel Occupancy Tax Fund	3,870,924	3,744,494	3,988,866	3,995,707
Municipal Court Technology Fund	25,754	25,000	25,000	25,000
Municipal Court Security Fee Fund	18,607	18,500	18,500	18,500
Municipal Court Juvenile Fee Fund	35,872	36,000	36,000	36,000
Municipal Court Efficiency Fee Fund	4,347	4,000	4,000	4,000
Seized Assets Fund	48,432	5,000	5,000	5,000
TIRZ #2, #3, #5, TRZ #1, TIZ #1	2,747,463	3,955,409	3,431,140	5,138,767
CDBG Program Fund	941,575	649,948	649,948	680,998
WIC Program Fund	1,581,731	2,033,209	2,033,209	2,035,837
Cemetery Operations Fund	177,481	235,500	175,170	250,000
PEG Funds	99,518	97,000	96,700	97,000
<u>Enterprise Funds</u>				
Water/Wastewater Utility Fund	40,840,513	43,192,537	42,072,600	46,324,215
Drainage Utility Fund	5,005,918	5,838,920	5,850,771	6,943,593
Electric Utility Fund	60,472,572	62,843,735	58,770,470	62,018,343
Municipal Airport Fund	553,938	598,816	561,894	615,855
Resource Recovery Fund	4,258,166	4,412,733	4,401,867	4,808,429
Transit Fund	610,000	610,000	610,000	1,923,681
Total	213,761,300	227,208,525	222,952,287	239,787,720

Consolidated Expense Comparison

	Actual Fiscal Year 2017/2018	Approved Fiscal Year 2018/2019	Estimated Fiscal Year 2018/2019	Adopted Fiscal Year 2019/2020
<u>Governmental Funds</u>				
General Fund	74,579,585	80,659,797	78,467,197	87,913,319
Debt Service Fund	17,336,637	19,515,550	18,897,302	16,971,811
<u>Special Revenue Funds</u>				
Hotel Occupancy Tax Fund	3,708,431	3,794,050	3,944,791	4,057,936
Municipal Court Technology Fund	105	5,000	5,000	5,000
Municipal Court Security Fee Fund	29,401	87,073	37,073	87,073
Municipal Court Juvenile Fee Fund	27,379	29,363	29,363	28,464
Municipal Court Efficiency Fee Fund	-	20,000	24,000	20,000
Seized Assets Fund	9,000	73,180	73,180	5,000
TIRZ #2, #3, #5, TRZ #1, TIZ #1	2,053,727	5,197,087	2,668,594	4,128,767
CDBG Program Fund	941,575	649,948	649,948	680,998
WIC Program Fund	1,581,731	2,033,209	2,033,209	2,035,837
Cemetery Operations Fund	157,439	239,224	208,380	252,546
PEG Funds	71,934	100,000	70,000	100,000
<u>Enterprise Funds</u>				
Water/Wastewater Utility Fund	40,273,819	42,855,299	42,061,443	45,664,293
Drainage Utility Fund	4,884,816	5,552,604	5,432,604	6,806,827
Electric Utility Fund	59,481,491	62,883,688	59,041,682	62,929,979
Municipal Airport Fund	532,407	598,882	586,668	615,915
Resource Recovery Fund	3,996,489	4,438,889	4,446,299	4,793,597
Transit Fund	585,527	636,417	636,417	1,961,608
Total	210,251,494	229,369,262	219,313,151	239,058,972

Consolidated Fund Balance Comparison

	Actual Fiscal Year 2017/2018	Approved Fiscal Year 2018/2019	Estimated Fiscal Year 2018/2019	Adopted Fiscal Year 2019/2020
<u>Governmental Funds</u>				
General Fund	16,009,441	15,728,289	19,626,253	18,096,868
Debt Service Fund	9,528,758	8,542,286	8,768,597	10,279,648
<u>Special Revenue Funds</u>				
Hotel Occupancy Tax Fund	208,212	158,655	252,287	190,058
Municipal Court Technology Fund	178,585	198,585	198,585	218,585
Municipal Court Security Fee Fund	134,511	65,938	115,938	47,365
Municipal Court Juvenile Fee Fund	51,372	58,009	58,009	65,545
Municipal Court Efficiency Fee Fund	40,989	24,989	20,989	4,989
Seized Assets Fund	194,253	126,073	126,073	126,073
TIRZ #2, #3, #5, TRZ #1, TIZ #1	1,604,315	362,637	2,366,861	3,376,861
CDBG Program Fund	-	-	-	-
WIC Program Fund	-	-	-	-
Cemetery Operations Fund	39,430	35,706	6,220	3,674
PEG Funds	545,249	542,249	571,949	568,949
<u>Enterprise Funds</u>				
Water/Wastewater Utility Fund	10,086,852	10,424,091	10,098,010	10,757,932
Drainage Utility Fund	1,064,541	1,350,857	1,482,708	1,619,473
Electric Utility Fund	10,866,772	10,826,819	10,595,560	9,683,924
Municipal Airport Fund	24,863	24,797	89	29
Resource Recovery Fund	1,527,239	1,501,083	1,482,806	1,497,638
Transit Fund	101,842	75,425	75,425	37,497
Total	52,207,224	50,046,487	55,846,360	56,575,108

Property Tax Valuation and Revenue

Total Market Value		\$	5,644,609,342
Less: Exemptions & Exempt Properties			-
Net Taxable Assessed Valuations		\$	5,644,609,342

Assessed Value X	\$0.6139	Tax Rate	\$	34,652,257
98.00%		Collection Rate	\$	33,959,212
2.00%		Delinquent Rate	\$	693,045

Total Taxes To Be Collected:				
Current Collections			\$	33,959,212
Delinquent Collections	65.00%			450,479
Penalties and Interest	35.00%			242,566
			\$	34,652,257

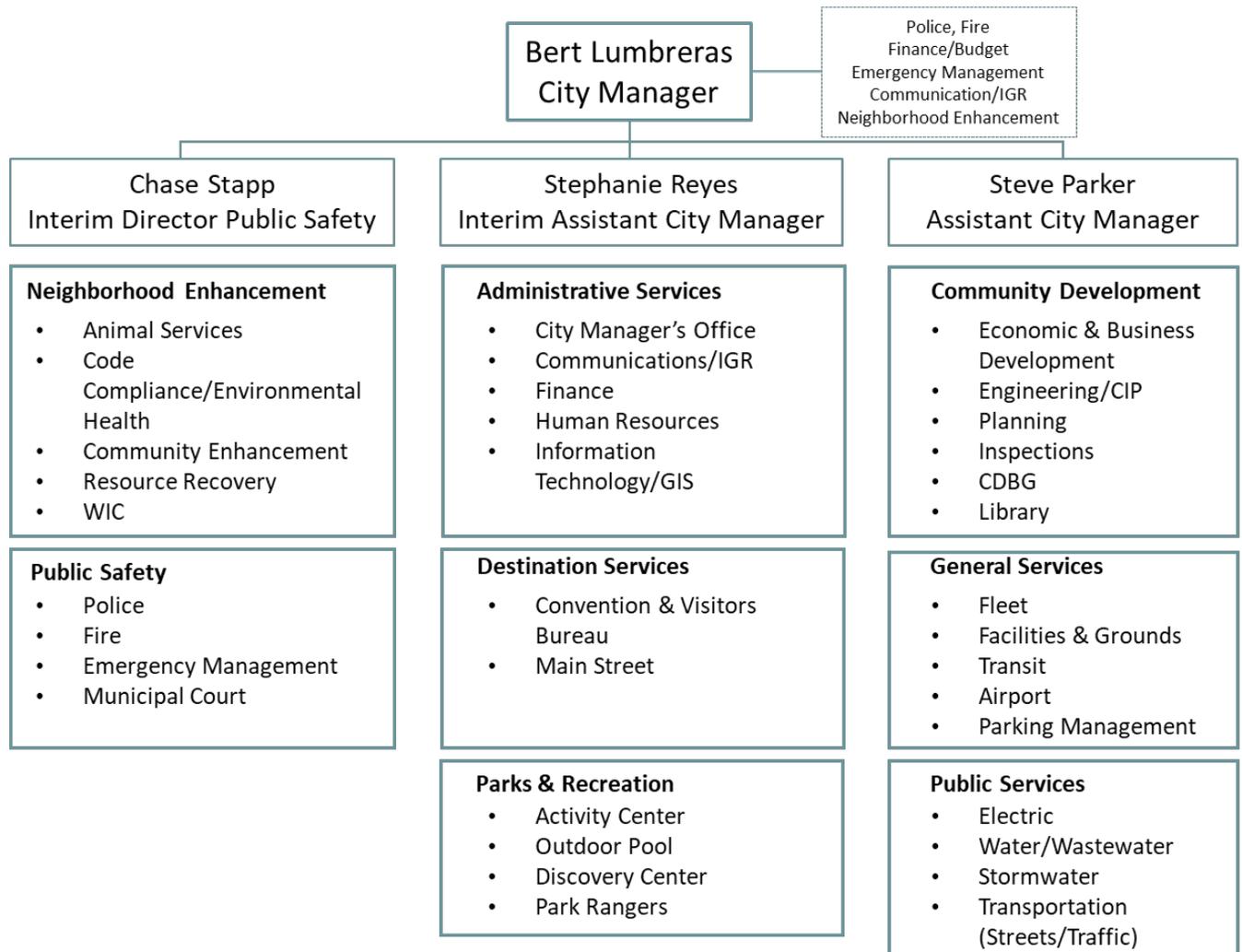
Division of Tax Rate:				
Debt Service	33.7026%	\$ 0.2069	\$	11,678,697
O & M	66.2974%	0.4070		22,973,560
	100.0000%	\$ 0.6139	\$	34,652,257

General Fund Detail:	
Current Ad Valorem	\$ 19,664,108
TIZ	2,849,981
Delinquent	298,656
Penalties	160,815
	\$ 22,973,560

Debt Service Fund Detail:	
Current Ad Valorem	\$ 10,234,036
TIZ	1,211,087
Delinquent	151,823
Penalties	81,751
	\$ 11,678,697

One-cent equals: \$ 564,461

Organizational Chart



Personnel Roster – Total of All Funds

	Positions				Full Time Equivalent			
	Actual	Adopted	Actual	Adopted	Actual	Adopted	Actual	Adopted
	2017-18	2018-19	2018-19	2019-20	2017-18	2018-19	2018-19	2019-20
General Fund	605	628	630	646	529.48	553.05	556.69	570.14
Hotel Occupancy Tax Fund	11	11	10	11	10.00	10.00	9.50	11.00
Water/Wastewater Utility Fund	63	65	65	70	63.21	65.21	65.21	70.21
Drainage Utility Fund	10	11	12	17	9.00	11.00	12.00	17.00
Electric Utility Fund	66	68	67	72	65.33	68.33	66.33	72.33
Resource Recovery	4	7	7	7	4.25	5.21	5.21	5.21
Transit	1	1	1	2	1.33	1.33	1.33	2.33
WIC State Program	26	26	25	25	25.75	25.75	25.50	25.50
Total	786	817	817	850	708.35	739.88	741.78	773.73

General Fund – Financial Forecast

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Operating Revenues					
Sales Taxes	34,733,037	37,519,111	38,088,295	39,951,113	40,750,135
Ad Valorem Taxes	16,584,266	19,626,697	23,074,153	27,285,011	28,627,433
Other Taxes	9,817,443	9,952,852	10,039,116	10,899,638	13,264,350
Licenses and Permits	3,250,606	3,598,452	3,361,754	3,380,766	3,448,382
Fines and Penalties	1,235,900	1,205,500	1,249,990	1,322,506	1,348,956
Interest Income	438,949	463,586	463,801	556,731	567,865
Cultural and Recreational	752,371	782,411	772,872	816,022	832,343
Charges from Current Services	735,208	911,763	910,337	951,670	970,703
Other Revenue	1,479,327	1,711,349	1,860,566	1,906,390	1,944,518
Reimbursements from Other Funds	5,728,020	6,312,291	6,563,052	6,891,204	7,029,029
Total Operating Revenues	74,755,128	82,084,010	86,383,933	93,961,051	98,783,714
Operating Expenditures					
Personnel Services	47,354,777	49,195,236	54,591,889	56,502,605	58,480,196
Contracted Services	7,309,680	7,264,857	8,048,079	8,209,040	8,373,221
Materials and Supplies	4,872,265	4,540,971	4,843,879	4,940,756	5,039,571
Other Charges	4,115,260	3,930,720	4,499,925	4,589,924	4,681,722
Social Services	450,000	500,000	500,000	500,000	500,000
Operating Transfers	1,418,405	2,819,172	4,360,093	4,403,694	4,447,731
Total Operating Expenditures	65,520,387	68,250,955	76,843,865	79,146,019	81,522,442
Operating Income/ (Loss)	9,234,741	13,833,054	9,540,069	14,815,032	17,261,272
One-Time Revenues					
Prior Period Adjustment	-	-	-	-	-
Other Revenue	-	-	-	-	-
One-Time Expenses					
One-Time Operating Transfers	-	-	-	-	-
Other Incentives	207,020	200,000	200,000	200,000	200,000
Economic Development Incentives	6,117,307	7,232,883	7,727,220	7,997,673	8,277,591
Capital Outlay and Maintenance	2,734,871	2,783,359	3,142,234	3,142,234	3,142,234
Net Change in Fund Balance	175,542	3,616,812	(1,529,385)	3,475,125	5,641,447
Beginning Unreserved Fund Balance	15,833,897	16,009,440	19,626,252	18,096,867	21,571,992
Ending Unreserved Fund Balance	16,009,440	19,626,252	18,096,867	21,571,992	27,213,439
Percentage of Operating Expenditures	25.0%	30.0%	25.0%	28.9%	35.3%
Days of Operation	91	109	91	105	129

General Fund – Fund Summary

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	15,833,899	16,009,441	16,009,441	19,626,253
Operating Revenues				
Property Taxes	16,584,266	19,626,697	19,626,697	23,074,153
Sales Tax	34,733,037	35,719,111	37,519,111	38,088,295
Franchise Taxes and other Fees	9,817,443	10,555,534	9,952,852	10,039,116
Licenses and Permits	3,250,606	2,939,239	3,598,452	3,361,754
Fines and Penalties	1,235,900	1,448,666	1,205,500	1,249,990
Interest Income	438,949	263,586	463,586	463,801
Cultural and Recreational	752,371	785,411	782,411	772,872
Current Services	735,208	941,763	911,763	910,337
Other Revenue	1,479,327	1,786,349	1,711,349	1,860,566
Reimbursement from Other Funds	5,728,020	6,312,291	6,312,291	6,563,052
Total Operating Revenue	74,755,128	80,378,645	82,084,010	86,383,933
Operating Expenditures				
Personnel Services	47,354,777	50,620,236	49,195,236	54,591,889
Contracted Services	7,309,680	7,622,457	7,264,857	8,048,079
Materials and Supplies	4,872,265	4,620,971	4,540,971	4,843,879
Other Charges	4,115,260	4,155,720	3,930,720	4,499,925
Social Services	450,000	500,000	500,000	500,000
Operating Transfers	1,418,405	2,924,172	2,819,172	4,360,093
Total Operating Expenditures	65,520,387	70,443,555	68,250,955	76,843,865
Non-Recurring Expenses				
One-Time Operating Transfers	-			
Eco Development	6,117,307	7,232,883	7,232,883	7,727,220
Other Incentives	207,020	200,000	200,000	200,000
Capital Outlay and Maintenance	2,734,871	2,783,359	2,783,359	3,142,234
One-Time Expenditures	9,059,198	10,216,242	10,216,242	11,069,454
Total Expenditures	74,579,585	80,659,797	78,467,197	87,913,319
Reserved Fund Balance				
Ending Unreserved Fund Balance	16,009,441	15,728,289	19,626,253	18,096,868
Fund Balance as a Percentage of Operating Expenditures	25.0%	23.3%	30.0%	25.0%
Days of Operation	91	85	109	91

General Fund – Personnel Roster

General Fund	Positions				Full Time Equivalent			
	Actual	Adopted	Actual	Adopted	Actual	Adopted	Actual	Adopted
	2017-18	2018-19	2018-19	2019-20	2017-18	2018-19	2018-19	2019-20
Administration	7	6	8	9	7.00	6.00	8.00	9.00
Communications	5	5	5	6	5.00	5.00	5.00	5.50
City Clerk	6	7	7	7	5.75	6.25	6.25	6.25
Legal	6	6	6	6	6.00	6.00	6.00	6.00
Human Resources	11	11	11	11	11.00	11.00	11.00	11.00
Finance	21	22	21	22	20.55	21.55	20.55	21.55
Municipal Court	14	13	14	14	10.91	10.43	11.43	11.43
Fire Services	78	89	88	89	78.00	89.00	88.00	89.00
Police	152	154	154	157	149.00	151.00	151.40	153.90
Office of Emergency Management	0	3	3	3	0.00	3.00	3.00	3.00
Development Services	27	29	29	29	27.00	29.00	29.00	29.00
GIS	4	4	5	5	2.96	2.96	3.96	3.96
Engineering	23	24	23	24	23.00	24.00	23.00	24.00
Public Services	37	37	37	37	37.00	37.00	37.00	37.00
Neighborhood Enhancement	33	37	37	40	29.48	33.28	34.53	35.98
General Services	164	164	163	168	99.83	100.58	99.58	104.58
Information Technology	17	17	19	19	17.00	17.00	19.00	19.00
Total	605	628	630	646	529.48	553.05	556.69	570.14

General Fund – Revenue Detail

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Taxes				
Current Ad Valorem Taxes	16,460,782	15,600,450	19,234,163	22,612,670
TIRZ Allocation	-	-	-	-
Delinquent Ad Valorem Taxes	54,631	206,945	255,147	299,964
Penalty & Int On Delinq Taxes	68,853	111,432	137,387	161,519
Sales Tax	34,733,037	32,002,025	37,519,111	38,088,295
Mixed Beverage Tax	517,854	496,610	546,441	573,763
Other Utility Franchise	1,392,840	1,357,649	1,456,202	1,485,326
Telephone Franchise	77,508	92,220	77,992	77,992
Solid Waste Hauler Permit Fee	305,281	287,389	423,537	444,714
Cosm Elec Utility Franchise	4,490,286	4,735,677	4,319,248	4,204,232
Cosm W/WW Utility Franchise	3,033,673	3,027,529	3,129,433	3,253,089
Total	61,134,745	57,917,925	67,098,659	71,201,563
Licenses & Permits				
Professional & Occupational	56,032	64,002	56,426	58,411
Alcohol Permit	19,545	26,218	20,322	20,403
Pet Licenses	2,297	2,527	2,845	2,866
Building Permits	1,637,481	1,383,397	2,058,325	1,751,458
Parking Permits	1,065	-	1,536	1,588
Permit Tech Fee	29,744	30,458	38,461	32,638
Mechanical (Htg/Ac) Permit	47,999	42,758	54,063	49,352
Plumbing & Gas Permits	102,763	65,767	160,893	129,022
Sign Permit Fees	23,839	25,912	27,792	35,825
Mobile Home Inspection	7,224	4,002	6,965	8,212
Zoning	36,201	50,502	51,743	40,752
Electrical Permit	67,053	44,070	90,776	77,269
Cert Of Occupancy	4,785	5,127	20,154	15,504
Specific Use Permit	22,200	28,249	25,755	25,848
Site Development Permit	274,520	214,113	326,091	302,886
Plat Review-Subdivisions	105,432	107,443	107,923	116,720
Variances & Appeals	700	4,610	0	3,289
Construction Plan Review	449,182	411,702	197,519	304,938
Temp Food Srvc Facilities	(26)	1,652	3,000	75
Food Permits/Food Handler	208,403	209,144	217,774	225,444
Food Handler Cert Fee	-	-	-	-
Septic Tank Permits	-	2,411	1,217	30
Other Permits/Fees	13,000	13,989	13,528	13,838
Street Closure Permits	59,149	10,000	32,540	65,814
Architectural Barrier Review	26,700	33,613	22,156	20,554
Moving	6,944	8,095	8,920	8,585
Security Alarm Permit Fee	27,047	37,809	30,864	28,784
Fire Prev & Prot Permit Fee	21,326	28,853	20,866	21,649
Total	3,250,606	2,856,423	3,598,452	3,361,754

General Fund – Revenue Detail

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Fines & Penalties				
Parking Meter Fines	155,367	157,372	165,000	174,125
Traffic Fines	565,792	632,827	580,000	589,500
School Bus Safety Fines	-	25,000	-	-
Mc Technology Fee	-	7,573	(0)	(0)
Other-Expunction	46,325	135,960	45,000	44,235
Complaints	324,397	259,865	265,000	306,625
Over-Under	618	51	-	-
Failure To Appear Fee	482	24,701	-	-
Warrant Fee	28,756	38,299	60,000	31,500
False Alarm Charges	14,746	27,517	15,000	23,108
Defensive Driving Admin Fee	9,705	29,637	11,500	8,634
Arrest Fee	58,026	58,199	33,000	45,825
Mc-Special Exp Fee	9,510	318,444	6,000	3,150
Dismissal Fee	12,178	18,908	13,500	12,819
Traffic Fee	7,854	3,605	7,500	7,368
Child Safety-Sb 460	2,145	4,500	4,000	3,100
Total	1,235,900	1,742,457	1,205,500	1,249,990
Interest Income				
Interest Income	438,949	134,000	463,586	463,801
Total	438,949	134,000	463,586	463,801
Cultural and Recreational				
Softball/Athletic Programs	24,031	4,964	13,049	21,177
Summer Fun Program Fee	85,556	93,716	82,811	87,070
Library Lost Materials	6,834	8,345	18,750	7,469
Library Fines	20,138	32,980	24,689	22,617
Library Cards	6,868	10,510	7,195	7,397
Library Misc Fee	19,579	20,413	19,612	20,602
Aquatic	43,261	12,495	47,515	41,188
PARD Building User Fee	103,385	93,464	104,719	102,618
Swimming Lessons	7,098	11,511	8,345	7,209
Hays County Library Donations	85,000	80,000	85,000	85,000
Annual Entry Fee-Resident	110,608	25,909	104,627	102,616
Annual Entry Fee-Non Resident	53,800	170,768	66,523	66,391
Daily Entry Fee-Resident	24,604	38,339	25,850	21,908
Daily Entry Fee-Non Resident	7,399	6,339	9,690	9,242

General Fund – Revenue Detail

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Basketball Court Rental	9,708	1,233	6,931	8,173
Racquetball Court Rental	101	1,041	910	1,023
Equipment Rental Fee	1,160	1,238	1,502	1,038
Aerobics Fee	54,944	81,724	50,392	56,260
Instructional Fee	15,503	20,586	29,621	25,741
Lap Swim Fee	2,178	3,565	3,445	3,086
Senior Activities	890	2,224	1,319	1,033
Travel Programs Fee	5,406	23,876	4,856	5,121
Activity Center Meeting Room	57,141	54,830	59,302	59,250
PARD-Equipment Rent	5,927	4,118	4,236	4,606
Av Equipment	-	1,053	214	5
PARD-Other Revenue	1,029	10,000	1,305	5,033
Total	752,146	815,242	782,411	772,872
Charges for Current Services				
Passports	152,725	164,369	198,345	170,000
Animal Shelter Chrgs (Pound)	48,029	60,941	27,041	30,676
Animal Shelter Adopt Fee	38,992	50,054	23,219	28,580
Animal Shelter Vaccine-Micro	7,180	14,500	5,284	6,132
Parking Space Leases	-	953	(0)	-
Births-Vital Stats	41,680	46,742	39,633	40,000
Deaths-Vital Stats	2,428	3,681	2,116	2,499
Police Fees-Variou	11,483	12,846	12,935	12,449
Photographs	-	-	-	-
Criminal Record Name Check	-	7	-	-
Fleet Services	-	-	-	-
Fire Dept Rescue	1,637	-	-	-
Community Enhancement Fee	431,055	410,000	603,190	620,000
Total	735,208	764,093	911,763	910,337
Other Revenues				
Txdot Signal Reimbursement	-	-	-	-
Land Sales	-	4,215	-	-
TX State Reimbursement	127,808	-	65,000	65,000
SMCISD Reimbursement	169,823	171,258	172,062	173,921
Animal Shelter Svs Expansion	236,303	282,291	454,006	547,422
Auction Sales	110,798	22,993	80,515	150,000
Rebates	105,908	202,150	187,775	150,000
Misc Sales	1,729	729	938	1,000
Other Revenue	110,158	50,000	150,000	170,000
Other Revenue - Property Tax	63,509	79,166	50,813	55,000
Loan Repayment - JQH	547,925	547,924	549,894	548,222
MUD Fees	5,000	-	-	-
NSF Service Charge	366	305	345	-
Total	1,479,327	1,361,031	1,711,349	1,860,566

General Fund – Revenue Detail

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Reimbursement from Other Funds				
Water/Wastewater Utility Fund	3,274,955	3,324,955	3,619,653	3,711,114
Electric Utility Fund	2,130,807	2,130,807	2,248,001	2,427,068
Drainage Utility Fund	125,000	73,222	131,500	138,075
WIC Program Fund	197,258	260,131	273,138	286,794
Total	5,728,020	5,789,115	6,272,291	6,563,052
Total Revenues	74,754,903	71,380,286	82,044,010	86,383,933
Recap of Revenues:				
Taxes	61,134,745	57,917,925	67,098,659	71,201,563
Licenses & Permits	3,250,606	2,856,423	3,598,452	3,361,754
Fines & Penalties	1,235,900	1,742,457	1,205,500	1,249,990
Interest Income	438,949	134,000	463,586	463,801
Cultural and Recreational	752,146	815,242	782,411	772,872
Charges for Current Services	735,208	764,093	911,763	910,337
Other Revenue	1,479,327	1,361,031	1,711,349	1,860,566
Reimbursements from Other Funds	5,728,020	5,789,115	6,272,291	6,563,052
One-Time Revenues	-	-	-	-
Total Revenues	74,754,903	71,380,286	82,044,010	86,383,933

General Fund – Expense Detail

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Administrative Services				
City Manager				
Personnel Services	1,187,280	1,152,569	1,152,569	1,439,385
Contracted Services	30,785	15,457	15,457	15,207
Materials and Supplies	9,722	9,180	9,180	10,080
Other Charges	76,800	46,666	46,666	75,058
Total	1,304,587	1,223,872	1,223,872	1,539,730
Communications				
Personnel Services	312,234	475,633	475,633	553,416
Contracted Services	13,109	6,400	6,400	6,400
Materials and Supplies	3,471	6,120	6,120	9,720
Other Charges	22,598	29,385	29,385	32,385
Total	351,412	517,538	517,538	601,921
City Clerk				
Personnel Services	450,686	502,739	502,739	533,178
Contracted Services	55,558	72,079	72,079	92,079
Materials and Supplies	55,086	60,209	60,209	58,209
Other Charges	33,403	40,033	40,033	27,033
Total	594,733	675,059	675,059	710,498
City Council				
Personnel Services	11,113	13,060	13,060	11,228
Contracted Services	4,879	8,280	8,280	8,280
Materials and Supplies	1,005	6,000	6,000	6,000
Other Charges	261,102	308,050	308,050	303,050
Total	278,100	335,390	335,390	328,558
Legal				
Personnel Services	810,641	818,477	818,477	856,664
Contracted Services	71,670	85,039	85,039	85,039
Materials and Supplies	3,536	7,300	7,300	7,300
Other Charges	7,789	11,194	11,194	11,194
Total	893,636	922,010	922,010	960,197
Human Resources				
Personnel Services	964,062	1,086,425	1,086,425	1,161,757
Contracted Services	102,820	135,068	135,068	127,718
Materials and Supplies	18,627	17,500	17,500	19,000
Other Charges	35,951	44,346	44,346	36,107
Total	1,121,460	1,283,339	1,283,339	1,344,582
Finance				
Personnel Services	1,724,794	1,852,168	1,852,168	1,952,079
Contracted Services	44,757	49,537	49,537	46,240
Materials and Supplies	37,601	34,115	34,115	40,470
Other Charges	57,726	62,680	62,680	60,795
Total	1,864,879	1,998,501	1,998,501	2,099,584
Total Administrative Services	6,408,806	6,955,708	6,955,708	7,585,071

General Fund – Expense Detail

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Technology Services				
Technology Services				
Personnel Services	1,483,664	1,719,215	1,719,215	1,936,101
Contracted Services	149,644	195,855	195,855	221,732
Materials and Supplies	19,992	36,728	36,728	26,923
Other Charges	82,594	101,274	101,274	100,659
Total	1,735,894	2,053,072	2,053,072	2,285,416
GIS Division				
Personnel Services	219,712	221,843	161,843	243,391
Contracted Services	11,265	15,900	15,900	16,200
Materials and Supplies	8,486	9,150	9,150	9,250
Other Charges	14,645	12,550	7,550	14,350
Total	254,109	259,443	194,443	283,191
Total Technology Services	1,990,003	2,312,515	2,247,515	2,568,607

General Fund – Expense Detail

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Community Development				
Engineering Department				
Personnel Services	2,202,710	2,017,615	1,967,615	2,246,829
Contracted Services	147,026	130,831	110,831	143,231
Materials and Supplies	46,692	38,697	38,697	47,720
Other Charges	59,421	62,135	62,135	61,830
Total	2,455,848	2,249,278	2,179,278	2,499,610
Real Estate				
Personnel Services	-	155,294	155,294	205,503
Contracted Services	-	18,800	18,800	10,765
Materials and Supplies	-	1,200	1,200	1,200
Other Charges	-	3,635	3,635	5,270
Total	-	178,929	178,929	222,738
Development Services Admin				
Personnel Services	402,151	462,933	462,933	559,588
Contracted Services	39,990	49,935	49,935	50,633
Materials and Supplies	33,654	30,251	30,251	30,251
Other Charges	67,149	82,565	82,565	81,590
Total	542,944	625,684	625,684	722,062
Planning-Permit Division				
Personnel Services	1,062,488	1,201,731	1,126,731	1,275,457
Contracted Services	147,852	134,411	134,411	143,339
Materials and Supplies	-	9,064	9,064	9,443
Other Charges	4,376	5,635	5,635	5,635
Total	1,214,716	1,350,841	1,275,841	1,433,873
Inspections Division				
Personnel Services	315,400	509,288	459,288	537,226
Contracted Services	8,146	11,115	11,115	11,115
Materials and Supplies	8,900	1,900	1,900	6,900
Other Charges	770	2,000	2,000	2,000
Total	333,215	524,303	474,303	557,241
Library				
Personnel Services	1,495,477	1,547,227	1,447,227	1,643,888
Contracted Services	52,826	58,912	58,912	59,794
Materials and Supplies	176,390	174,380	174,380	178,790
Other Charges	21,636	21,244	21,244	23,244
Total	1,746,330	1,801,763	1,701,763	1,905,716
Total Community Development	6,293,053	6,730,798	6,435,798	7,341,240

General Fund – Expense Detail

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Public Safety				
Fire Operations				
Personnel Services	8,512,452	9,640,246	9,380,246	10,396,927
Contracted Services	92,460	134,072	134,072	175,293
Materials and Supplies	508,086	362,224	342,224	372,128
Other Charges	155,588	209,167	189,167	203,596
Total	9,268,587	10,345,709	10,045,709	11,147,944
Police Operations				
Personnel Services	15,761,036	15,128,086	14,878,086	16,293,459
Contracted Services	852,450	792,710	792,710	795,936
Materials and Supplies	800,100	686,913	626,913	672,750
Other Charges	123,048	102,790	102,790	168,402
Total	17,536,633	16,710,498	16,400,498	17,930,547
Municipal Court				
Personnel Services	573,768	646,534	646,534	829,100
Contracted Services	111,214	163,803	76,203	72,603
Materials and Supplies	10,650	18,860	18,860	18,860
Other Charges	9,156	17,100	17,100	17,140
Total	704,788	846,297	758,697	937,703
Office of Emergency Management				
Personnel Services	-	287,691	287,691	270,679
Contracted Services	-	32,704	32,704	51,204
Materials and Supplies	-	5,500	5,500	7,300
Other Charges	-	11,570	11,570	13,870
Total	-	337,465	337,465	343,053
Total Public Safety	27,510,008	28,239,969	27,542,369	30,359,247

General Fund – Expense Detail

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Public Services Department				
Transportation Administration				
Personnel Services	561,794	596,993	586,993	644,837
Contracted Services	28,800	62,259	62,259	63,043
Materials and Supplies	13,459	20,178	20,178	21,981
Other Charges	122,064	225,146	225,146	240,182
Total	726,117	904,577	894,577	970,043
Traffic Control				
Personnel Services	772,218	755,651	755,651	768,712
Contracted Services	138,115	148,436	98,436	148,436
Materials and Supplies	247,059	199,106	199,106	249,941
Other Charges	9,147	15,734	15,734	15,734
Total	1,166,539	1,118,926	1,068,926	1,182,823
Streets				
Personnel Services	1,329,337	1,416,295	1,316,295	1,414,698
Contracted Services	249,041	202,716	202,716	200,216
Materials and Supplies	1,963,135	1,803,482	1,803,482	1,825,465
Other Charges	8,047	8,525	8,525	11,025
Total	3,549,560	3,431,018	3,331,018	3,451,405
Total Public Services Department	5,442,215	5,454,521	5,294,521	5,604,270

General Fund – Expense Detail

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Neighborhood Enhancement				
Neighborhood Services				
Personnel Services	713,522	318,442	298,442	473,839
Contracted Services	83,427	66,384	66,384	40,050
Materials and Supplies	72,033	31,436	31,436	43,858
Other Charges	25,234	12,160	12,160	24,860
Total	894,217	428,421	408,421	582,607
Community Enhancement				
Personnel Services	-	95,979	95,979	156,574
Contracted Services	-	-	-	-
Materials and Supplies	-	24,385	24,385	24,835
Other Charges	498,172	450,720	250,720	420,720
Total	498,172	571,084	371,084	602,129
Environmental Health				
Personnel Services	585,468	737,704	637,704	689,519
Contracted Services	22,251	39,570	39,570	43,810
Materials and Supplies	15,717	56,112	56,112	43,615
Other Charges	2,214	5,265	5,265	19,280
Total	625,649	838,651	738,651	796,224
Animal Services-Control				
Personnel Services	353,688	358,630	358,630	368,801
Contracted Services	29,744	37,550	37,550	37,085
Materials and Supplies	35,803	25,974	25,974	25,277
Other Charges	4,606	8,375	8,375	9,800
Total	423,840	430,529	430,529	440,963
Animal Services- Shelter				
Personnel Services	676,259	749,276	749,276	942,697
Contracted Services	91,521	167,603	167,603	204,003
Materials and Supplies	115,082	90,732	90,732	153,012
Other Charges	7,072	10,765	10,765	10,725
Total	889,933	1,018,376	1,018,376	1,310,437
Total Neighborhood Enhancement	3,331,812	3,287,062	2,967,062	3,732,361

General Fund – Expense Detail

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
General Services				
General Services Admin				
Personnel Services	627,156	873,811	773,811	254,687
Contracted Services	341	-	-	-
Materials and Supplies	3,794	16,700	16,700	6,200
Other Charges	4,149	3,325	3,325	3,325
Total	635,440	893,836	793,836	264,212
Fleet Services				
Personnel Services	572,295	629,049	629,049	691,437
Contracted Services	6,539	9,120	9,120	9,295
Materials and Supplies	41,556	368,865	368,865	369,133
Other Charges	7,186	20,462	20,462	29,962
Total	627,577	1,027,495	1,027,495	1,099,827
Facilities & Grounds				
Personnel Services	-	-	-	286,991
Contracted Services	826,073	846,503	846,503	1,353,860
Materials and Supplies	93,671	67,566	67,566	51,085
Other Charges	-	-	-	-
Total	919,744	914,069	914,069	1,691,936
Total General Services	2,182,761	2,835,401	2,735,401	3,055,975

General Fund – Expense Detail

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Parks and Recreation Services				
Parks & Recreation				
Personnel Services	2,544,521	2,612,643	2,412,643	3,173,761
Contracted Services	451,157	617,243	617,243	628,567
Materials and Supplies	405,313	256,487	256,487	344,894
Other Charges	18,953	28,735	28,735	58,864
Total	3,419,945	3,515,108	3,315,108	4,206,087
Activity Center				
Personnel Services	698,446	805,423	755,423	842,964
Contracted Services	95,978	133,200	133,200	108,200
Materials and Supplies	35,605	60,540	60,540	60,540
Other Charges	-	3,500	3,500	3,500
Total	830,029	1,002,663	952,663	1,015,204
Outdoor Pool				
Personnel Services	63,276	104,387	104,387	106,776
Contracted Services	10,400	-	-	-
Materials and Supplies	31,826	39,000	39,000	39,000
Total	105,503	143,387	143,387	145,776
Park Rangers				
Personnel Services	366,046	404,055	404,055	424,971
Contracted Services	8,144	7,833	7,833	10,459
Materials and Supplies	46,825	40,017	40,017	47,647
Other Charges	7,901	15,920	15,920	15,920
Total	428,916	467,825	467,825	498,998
Total Parks and Recreation Services	4,784,393	5,128,983	4,878,983	5,866,065

General Fund – Expense Detail

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Government Services				
Social Services				
Social Services	450,000	500,000	500,000	500,000
Total	450,000	500,000	500,000	500,000
Special Services				
Personnel Services	1,083	723,125	723,125	404,768
Contracted Services	3,331,696	3,173,133	2,973,133	3,013,048
Materials and Supplies	9,390	5,100	5,100	5,100
Other Charges	2,366,763	2,173,069	2,173,069	2,455,517
Operating Transfers	1,418,405	2,924,172	2,819,172	4,360,093 ¹
Eco Development/TIZ Incentives	6,117,307	7,232,883	7,232,883	7,727,220 ¹
Other Incentives	207,020	200,000	200,000	200,000 ¹
Capital Outlay & Maintenance	2,734,871	2,783,359	2,783,359	3,142,234 ¹
Total	16,186,535	19,214,841	18,909,841	21,307,980 ¹
Total Government Services	16,636,535	19,714,841	19,409,841	21,807,980
Total General Fund Expenditures	74,579,585	80,659,797	78,467,197	87,913,319
Summary of Expenditures by Services				
General Government	10,519,228	12,481,958	12,176,958	14,080,760
Technology Services	8,398,809	9,268,223	9,203,223	10,153,678
Community Development	12,410,360	13,963,681	13,668,681	15,068,460
Public Safety	2,182,761	2,835,401	2,735,401	3,055,975 ¹
Neighborhood Enhancement	4,784,393	5,128,983	4,878,983	5,866,065
Public Services	3,331,812	3,287,062	2,967,062	3,732,361
Community Services	27,510,008	28,239,969	27,542,369	30,351,750
General Services	5,442,215	5,454,521	5,294,521	5,604,270
Total General Fund Expenditures	74,579,585	80,659,797	78,467,197	87,913,319



ADMINISTRATIVE SERVICES

City Manager Office

City Manager	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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	1	1	1	1	1.00	1.00	1.00	1.00
Economic/Business Development Manager	0	0	0	1	0.00	0.00	0.00	1.00
Economic Development Projects Coordinator	1	0	1	0	1.00	0.00	1.00	0.00
Grant Administrator	0	0	1	1	0.00	0.00	1.00	1.00
CMO Executive Assistant, Sr.	1	1	1	1	1.00	1.00	1.00	1.00
CMO Executive Assistant	1	1	1	1	1.00	1.00	1.00	1.00
Management Assistant	0	0	0	1	0.00	0.00	0.00	1.00
Total	7	6	8	9	7.00	6.00	8.00	9.00

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
City Manager				
Personnel Services	1,187,280	1,152,569	1,152,569	1,439,385
Contracted Services	30,785	15,457	15,457	15,207
Materials and Supplies	9,722	9,180	9,180	10,080
Other Charges	76,800	46,666	46,666	75,058
Total	1,304,587	1,223,872	1,223,872	1,539,730

DEPARTMENT SUMMARY CITY MANAGERS OFFICE					
Strategic Initiative					
					
Mission Statement					
<p>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 citizens 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 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 department, acts as a liaison to citizens, businesses and other agencies.</p>					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Oversee the implementation and reporting of the Council adopted Strategic Initiatives	Track each Strategic Initiatives progress and outcomes	Percent completed	25%	25%	25%
	Develop dedicated housing and revenue sources that meet the City's goal to buy and/or build affordable homes	Increase in the housing stock percent completed	7	10%	10%
	Continue Community Partnership meetings with Texas State, SMCISD, and Hays County	Improve or increase the number of community programs	10%	10%	10%
	Continuing to work with GSMP on Economic Development opportunities	Increase in Partnership Agreements Signed	10%	10%	10%
	Continue to diversify funding supporting the City's existing programs and seek all Grant funding opportunities that support both existing programs, new programs and the City's Strategic Initiatives.	Increase the Number of funders researched and approached, and Increase the Number of proposals submitted	0	50%	50%
	Oversee construction of new City facilities	Gain Council support of current projects	5	100%	100%
	Support Diversified business activity.	Create effective and Council supported LDC	1	100%	100%
	Develop a cohesive strategy that links the capabilities of the workforce development service providers to the needs of the San Marcos business community.	Improvements to the workforce	0%	50%	75%

Communications

Communications	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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
Video Technician	0	0	0	1	0.00	0.00	0.00	0.50
Marketing & Multimedia Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Community Outreach Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Total	5	5	5	6	5.00	5.00	5.00	5.50

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Communications				
Personnel Services	312,234	475,633	475,633	553,416
Contracted Services	13,109	6,400	6,400	6,400
Materials and Supplies	3,471	6,120	6,120	9,720
Other Charges	22,598	29,385	29,385	32,385
Total	351,412	517,538	517,538	601,921

City Clerk

	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
City Clerk								
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	1	1	1	0.00	0.50	0.50	0.50
Total	6	7	7	7	5.75	6.25	6.25	6.25

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
City Clerk				
Personnel Services	450,686	502,739	502,739	533,178
Contracted Services	55,558	72,079	72,079	92,079
Materials and Supplies	55,086	60,209	60,209	58,209
Other Charges	33,403	40,033	40,033	27,033
Total	594,733	675,059	675,059	710,498

DEPARTMENT SUMMARY CITY CLERK					
Strategic Initiative					
Mission Statement					
<p>Our mission is to ensure the City's legislative processes are open and public by providing a transparent link between citizens and government. Our office is responsible for the official records and documents of the City, including minutes of the City Council, ordinances and resolutions, deeds and easements, contracts, birth and death 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 request made by the City Manager affecting the daily business operations of the City. We are a technology driven department believing that technology provides much faster and more easily accessible information.</p>					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Implement Updated Record Management Policy	Ensure City compliance with Texas State Library & Archives Commission and State Laws	Training record liaisons to maintain and preserve City Records	100%	100%	100%
	Ensure proper destruction of records and maintain and preserve City records	Yearly Training for record liaisons	N/A	1	1
Implement New Board and Commission Software to increase applicant numbers	increase applicant numbers	Added Software & Increased Public Outreach	200	250	300
	Create User Friendly option to apply for boards	Online entry	0%	50%	75%
Passport Services	Increase number of passports processed	word of mouth and by continuing to provide exceptional customer	5030	5500	6000

City Council

Mission Statement

The goals of the city government are to safeguard the health, safety and welfare of the city's residents, provide for a high quality of life 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 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
City Council				
Personnel Services	11,113	13,060	13,060	11,228
Contracted Services	4,879	8,280	8,280	8,280
Materials and Supplies	1,005	6,000	6,000	6,000
Other Charges	261,102	308,050	308,050	303,050
Total	278,100	335,390	335,390	328,558

Legal

	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Legal								
City Attorney	1	1	1	1	1.00	1.00	1.00	1.00
Assistant City Attorney	2	2	2	3	2.00	2.00	2.00	3.00
Contracts Manager	1	1	1	0	1.00	1.00	1.00	0.00
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

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Legal				
Personnel Services	810,641	818,477	818,477	856,664
Contracted Services	71,670	85,039	85,039	85,039
Materials and Supplies	3,536	7,300	7,300	7,300
Other Charges	7,789	11,194	11,194	11,194
Total	893,636	922,010	922,010	960,197

DEPARTMENT SUMMARY LEGAL					
Strategic Initiative					
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 provide legal support to city departments; to ensure the legality of the city's actions; to promote compliance with city regulations, state and federal laws; to represent the city's interests in litigation and legislative matters; and to provide staffing for the Ethics Review Commission, Charter Review Commission, Planning and Zoning Commission, Zoning Board of Adjustments, and Historic Preservation Commission.					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Assist City Council, City Administration, and all city departments	in achieving their lawful objectives by providing needed legal services and advice on a timely basis	written or email communications/legal opinions/interpretations/Public	6400	6500	6600
		Real Property/legal documents prepared or reviewed	275	285	295
		Municipal Court matters	4000	4100	4200
Support the City Council; assist the City Clerk; and support other boards and commissions	by preparing and reviewing materials for council meetings in a timely manner for completion of agendas in accordance with council's expectations; providing legal services and legal advice	attend meetings: City Council, Planning & Zoning Commission, Ethics Review Commission, Historic Preservation Commission, Zoning Board of Adjustments, etc.	82	85	90
		Ordinances	49	50	55
		Resolutions	263	260	270

Human Resources

	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Human Resources								
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	1.00	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	11.00	11.00	11.00	11.00

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Human Resources				
Personnel Services	964,062	1,086,425	1,086,425	1,161,757
Contracted Services	102,820	135,068	135,068	127,718
Materials and Supplies	18,627	17,500	17,500	19,000
Other Charges	35,951	44,346	44,346	36,107
Total	1,121,460	1,283,339	1,283,339	1,344,582

Finance

Finance	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Director of Finance	1	1	1	1	1.00	1.00	1.00	1.00
Assistant Director-Budget	1	1	1	1	1.00	1.00	1.00	1.00
Accounting Manager	1	1	1	1	1.00	1.00	1.00	1.00
Purchasing Manager	1	1	1	1	1.00	1.00	1.00	1.00
Grants Manager	0	0	1	1	0.00	0.00	1.00	1.00
Accountant I	1	1	1	1	1.00	1.00	1.00	1.00
Accountant II	2	2	1	1	2.00	2.00	1.00	1.00
CDBG-DR Accountant	0	1	1	1	0.00	1.00	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	0	0	1.00	1.00	0.00	0.00
Construction Contract 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
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
Procurement Administrator	1	1	1	1	1.00	1.00	1.00	1.00
Purchasing Specialist	0	0	0	1	0.00	0.00	0.00	1.00
Mail Services Clerk	1	1	1	1	0.55	0.55	0.55	0.55
Total	21	22	21	22	20.55	21.55	20.55	21.55

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Finance				
Personnel Services	1,724,794	1,852,168	1,852,168	1,952,079
Contracted Services	44,757	49,537	49,537	46,240
Materials and Supplies	37,601	34,115	34,115	40,470
Other Charges	57,726	62,680	62,680	60,795
Total	1,864,879	1,998,501	1,998,501	2,099,584

DEPARTMENT SUMMARY FINANCE					
Strategic Initiative					
					
Mission Statement					
<p>The Finance Department will accurately and fairly manage and present the City's financial affairs; protect and advance the City's financial position by maintaining proper internal controls and recommending sound financial policies; and provide quality customer service for San Marcos residents, bond holders and employees.</p>					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Roll out vendor sign on to all vendors	Streamline vendor processing and compliance records	Reduce errors and omissions of required documents	10%	20%	45%
	Enter and track all vendor invoicing to reduce data entry	Increase staff productivity	0%	20%	30%
Implement new state legislation on property tax cap	Analyze impact to revenue and establish options for City Manager consideration	Determine options with least impact to operations	10%	85%	100%

Technology Services

Technology Services	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Director of Information Technology	1	1	1	1	1.00	1.00	1.00	1.00
Assistant Director of Information 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	4	4	2	2	4.00	4.00	2.00	2.00
Business Systems Analyst	2	2	3	3	2.00	2.00	3.00	3.00
IT Application Analyst, Fire	0	0	1	1	0.00	0.00	1.00	1.00
Tyler Munis Application Analyst	0	0	1	1	0.00	0.00	1.00	1.00
Administrative Assistant, Senior	1	1	1	1	1.00	1.00	1.00	1.00
Total	17	17	19	19	17.00	17.00	19.00	19.00

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Technology Services				
Personnel Services	1,483,664	1,719,215	1,719,215	1,936,101
Contracted Services	149,644	195,855	195,855	221,732
Materials and Supplies	19,992	36,728	36,728	26,923
Other Charges	82,594	101,274	101,274	100,659
Total	1,735,894	2,053,072	2,053,072	2,285,416

DEPARTMENT SUMMARY INFORMATION TECHNOLOGY					
Strategic Initiative					
Mission Statement					
Our mission 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.					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Enhance the City's ability to recover information/data from a Cyber Security incident or any mass destruction of data	Perform disaster recovery failover/recovery exercise - on critical apps	Perform exercise twice a year	1	2	2
	Operate in a Disaster Recovery scenario	Operate in a DR scenario for 1 week	0	1	1
	Recover data from off-line storage and test functionality	Perform data recovery and validate operations once per year	0	0	1
	Purchase Backup Solutions	Implement software and storage solution, due to end-of-life	0	1	0
Implement a IT Project Management Solution that enhances customer experience and IT Project transparency	Hire a Project Manager	Inteview/hire a Project Manager	0	1	0
	Provide a solution for IT Project Transparency	Implement technology solution	0	1	0
	Work with IT Governance Committee to develop deliverable	Review solution to make sure it is meeting customer expectations	0	0	1
Reduce the number of overall number off applications by investing and leveraging our existing ERP system.	Evaluate current applications that can be migrated over to the current ERP solution	Migrate one software solution to enterpise environment	0	1	1
	Evaluate staffing needs to support ERP solution	Request additional FTE in budget	0	0	1
	Evaluate new technology offered by ERP provider	Evaluate departmental software request against ERP offerings	0	0	1

GIS

GIS	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
GIS Enterprise Manager	1	1	1	1	1.00	1.00	1.00	1.00
GIS Analyst	1	1	2	2	1.00	1.00	2.00	2.00
GIS Intern	2	2	2	2	0.96	0.96	0.96	0.96
Total	4	4	5	5	2.96	2.96	3.96	3.96

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
GIS Division				
Personnel Services	219,712	221,843	161,843	243,391
Contracted Services	11,265	15,900	15,900	16,200
Materials and Supplies	8,486	9,150	9,150	9,250
Other Charges	14,645	12,550	7,550	14,350
Total	254,109	259,443	194,443	283,191

DEPARTMENT SUMMARY INFORMATION TECHNOLOGY - GIS					
Strategic Initiative					
Mission Statement					
Our 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.					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Fully staff all open GIS positions within the City	Recruit, Interview and Hire staff	Hire GIS Manager	0	1	0
		Hire GIS Coordinator	0	1	0
		Hire GIS Technician	0	1	1
		Hire GIS Analyst - Eng	0	1	0
Implement GIS Governance Model	GIS Structure	Implement GIS Structure that support the entire organization.	0	1	0
	Defines level of access	Assign appropriate security rights to data and GIS to support the need of the organization to maintain a secure environment.	0	1	0
	Open Data	Create an environment that support open access to non-Homeland security data	0	0	1
GIS Technology Stack	Create an environment that meets the need of the organization	Create multiple environments to production, learning and testing	0	1	0
	Implement GIS technology that displays data in an easy to read format	Develop dashboards, storymaps or webapps	0	1	1
	Maintain GIS environment to the latest release of technology	Update GIS Technology stack as required	0	1	1



COMMUNITY DEVELOPMENT

Engineering

Engineering	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Director of Engineering/Cap Improvements	1	1	1	1	1.00	1.00	1.00	1.00
Senior Engineer	5	5	5	5	5.00	5.00	5.00	5.00
Senior Engineer CDBG-DR	1	1	1	1	1.00	1.00	1.00	1.00
Project Engineer	1	1	1	1	1.00	1.00	1.00	1.00
Project Engineer CDBG-DR	1	1	1	1	1.00	1.00	1.00	1.00
Watershed Engineer	0	0	0	1	0.00	0.00	0.00	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	1	1	1	1	1.00	1.00	1.00	1.00
CIP Program Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
GIS Transit Analyst	1	1	0	0	1.00	1.00	0.00	0.00
Engineer in Training	3	3	3	3	3.00	3.00	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	1	1	1	0.00	1.00	1.00	1.00
Total	23	24	23	24	23.00	24.00	23.00	24.00

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Engineering Department				
Personnel Services	2,202,710	2,017,615	1,967,615	2,246,829
Contracted Services	147,026	130,831	110,831	143,231
Materials and Supplies	46,692	38,697	38,697	47,720
Other Charges	59,421	62,135	62,135	61,830
Total	2,455,848	2,249,278	2,179,278	2,499,610

DEPARTMENT SUMMARY ENGINEERING & CIP					
Strategic Initiative					
					
Mission Statement					
<p>The mission of the Engineering and CIP Department is to provide comprehensive engineering and development review, capital project planning and management, and public improvement inspection services to the citizens of San Marcos and other City departments in order to manage the City's infrastructure, ensure public safety and health, protect the environment and improve the community.</p>					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Improve flood resiliency in the community and improve water quality.	Provide thorough review of new development for compliance.	Watershed Protection Plans reviewed & approved.	39	49	59
	Implement DR projects	Project construction completed	0	0	3
	Improve City's stormwater system to improve capacity and water quality.	CIP projects initiated or completed that improve storm water management and water quality	12	16	18
Improve downtown quality of place.	Develop standards for construction.	Updates to Downtown Pattern Book	15	5	2
	Improve the public infrastructure in downtown	CIP projects initiated or completed in downtown	2	3	2
Improve multi-modal initiatives to address current and future transportation needs.	Participate in planning efforts (regional & local) to include multi-modal initiatives	Number of planning efforts participated	2	3	1
	Provide multi-modal transportation improvements.	CIP projects initiated or completed that add or improve multi-modal.	8	6	8

Development Services Administration

Development Services Administration	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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	1	1	1	1	1.00	1.00	1.00	1.00
CDBG-DR Compliance Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Community Initiatives Program Administrator	1	1	1	1	1.00	1.00	1.00	1.00
Community Initiatives Coordinator	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
Total	8	8	8	8	8.00	8.00	8.00	8.00

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Development Services Admin				
Personnel Services	402,151	462,933	462,933	559,588
Contracted Services	39,990	49,935	49,935	50,633
Materials and Supplies	33,654	30,251	30,251	30,251
Other Charges	67,149	82,565	82,565	81,590
Total	542,944	625,684	625,684	722,062

Planning-Permit Division

Development Services Planning/Permit Center	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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	1	1	1	0.00	1.00	1.00	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	2	2	2	2	2.00	2.00	2.00	2.00
Total	14	15	15	15	14.00	15.00	15.00	15.00

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Planning-Permit Division				
Personnel Services	1,062,488	1,201,731	1,126,731	1,275,457
Contracted Services	147,852	134,411	134,411	143,339
Materials and Supplies	-	9,064	9,064	9,443
Other Charges	4,376	5,635	5,635	5,635
Total	1,214,716	1,350,841	1,275,841	1,433,873

Inspections

Development Services Inspections	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Chief Building Official	1	1	1	1	1.00	1.00	1.00	1.00
Senior Inspector and Plans Examiner	1	1	1	1	1.00	1.00	1.00	1.00
Electrical Inspector	0	1	1	1	0.00	1.00	1.00	1.00
Combination Inspector	3	3	3	3	3.00	3.00	3.00	3.00
Total	5	6	6	6	5.00	6.00	6.00	6.00

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Inspections Division				
Personnel Services	315,400	509,288	459,288	537,226
Contracted Services	8,146	11,115	11,115	11,115
Materials and Supplies	8,900	1,900	1,900	6,900
Other Charges	770	2,000	2,000	2,000
Total	333,215	524,303	474,303	557,241

DEPARTMENT SUMMARY PLANNING AND DEVELOPMENT SERVICES					
Strategic Initiative					
					
Mission Statement					
To properly manage the growth and development of the community by carrying out adopted Council policies, and providing professional expertise in the area of city planning.					
To continue our commitment to providing high-quality customer service to the various groups we serve, including builders, developers, landowners, neighborhood groups, city commissions, outside agencies and the citizens of the community.					
To enhance the tax base and livability of the community by encouraging high-quality growth and development.					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Update, consolidate and communicate housing policies and action plans.	Conduct a housing study that analyzes housing supply, housing demand, and housing choice.	Adoption of housing study		X	
	Update the Affordable Housing Policy and adopt a housing framework / blueprint based on the work of the San Marcos Workforce Housing Task Force.	Adoption of housing framework / blueprint		X	
	Develop internal city capacity and support capacity building efforts in community partners to advance the City's housing goals. Work with local employers such as Texas State University, San Marcos ISD, Hays County, Central Texas Medical Center, the banking community, the Greater San Marcos Partnership and area non-profits to identify and implement housing solutions.	Number of partnership agreements signed	0	1	1
Develop dedicated housing and revenue sources that meet goals.	Build permanently affordable homes targeted to flood victims on city-owned lots with CDBG-DR funds.	Number of homes completed	3	6	3
	Utilize HOME funds to rehabilitate and/or reconstruct housing for households earning less than 80% AMI.	Number of applicants assisted	0	4	4
	Lend CDBG first-time homebuyer funds to households earning less than 80% AMI to purchase housing.	Number of applicants assisted	12	12	12
	Enter into cooperative agreements with other taxing entities to identify tax-forfeiture properties and make them available for construction of permanently affordable workforce housing.	Number of partnership agreements signed	0	1	1
	Establish a land bank and community land trust with the purpose of supporting permanently affordable workforce housing.	Program established		X	
	Establish an Emergency Housing Rehabilitation Program.	Number of applicants assisted	0	4	6

Library

Library	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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	5	4.00	4.00	4.00	5.00
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	5	5	5	5	2.20	2.20	2.20	2.20
Total	26	26	26	27	20.75	20.75	20.75	21.75

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Library				
Personnel Services	1,495,477	1,547,227	1,447,227	1,643,888
Contracted Services	52,826	58,912	58,912	59,794
Materials and Supplies	176,390	174,380	174,380	178,790
Other Charges	21,636	21,244	21,244	23,244
Total	1,746,330	1,801,763	1,701,763	1,905,716

DEPARTMENT SUMMARY LIBRARY					
Strategic Initiative					
					
Mission Statement					
The mission of the San Marcos Public Library is to create opportunities for our citizens to explore and expand their interests; to improve their academic, work, and life skills; and to enhance their enjoyment of leisure time through reading and lifelong learning.					
Goals	Objective	Performance Measure	FY19	FY20	FY21
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.	To minimize the impact of providing library services in a construction zone, our objective is to have at least 31,000 children in attendance at an educational program appropriate for their age and development level.	Attendance at programs would remain the same over the next year and then increase the following summer. Staff will count the number of children at programs.	30,945	31,000	32,000
	Staff will present 1,140 programs for children, tweens, and teens. Once the new children's and teen spaces are completed in Spring 2021, we expect to see a sharp increase in attendance.	The library will be undergoing significant inconvenience during construction and we hope to maintain the number of programs we present this year and increase in the following year.	1,135	1,135	1,200
	School and life success is impacted positively when children read. Over the next three years, the library expects to increase the circulation numbers of the children's and teen materials to 260,000	Library staff will monitor circulation of children's and YA items checked out.	1	75%	100%

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Goals	Objective	Performance Measure	FY19	FY20	FY21
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.	Increasingly, historians and genealogists are researching materials online. The Hays County and San Marcos newspapers are mostly available on microfilm, a format that must be used in the library and does not provide an easy-to-use search method. The Library intends to digitize the early Hays County and San Marcos newspapers and make available on the Internet to increase their use, provide an adequate search tool, and preserve the collection.	The microfilm reels will be sent to a service that will convert microfilm to digital content. Once completed, the content will be made available on COSM Library website and staff will market this new service.	70%	100%	100%
	The genealogy database provided through Texshare is limited in scope. There are better databases available and the library will determine which will best provide an online searching tool for genealogy resources.	Library staff will determine which databases has the best content and negotiate a price that makes it affordable.	0	1	2
	The library collection contains 269,000 items in print and more online, some items are not readily available to purchase and some customers request items that are old, out of print, and not likely to be of interest to the general public. For this reason, the library will participate in the Interlibrary loan system to borrow obscure items from other library	Library staff will monitor this service and determine which items can be purchases and which must be borrowed. Staff will count the number of items borrowed and sent. This is a statistic that we hope will decrease over time as our collection continues to grow.	303	303	280

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Goals	Objective	Performance Measure	FY19	FY20	FY21
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.	Citizens enjoy coming to the library to read, learn, and connect with others. The library serves many roles in the community. A vibrant library is one that changes to meet the varying needs of the community.	An increase in the number of visitors is a reflection that the library staff is making the right choices about what items to purchase, programs to provide, and has a comfortable place to visit. Staff will continue to monitor the door count on a daily basis and minimize the impact that could be negatively impacted by the construction and then welcome the increase in attendance once the project has been completed.	383,529	384,000	430,000
	The library collection is well-used because it meets the recreational and educational needs of the community. Library staff with input from our customers are able to provide fun reading materials for all ages. Educational resources are kept up-to-date with enough materials of good quality to meet the needs of the community.	Library staff selects and processes about 5,000 new items per year. A reading public is an educated public. The library will purchase items of interest to the community and increase the circulation of existing and new items.	491,559	492,000	520,000
	The library provides citizens and visitors with access to the Internet, databases, online newspaper subscriptions, and other computer resources.	The number of people using these resources for free at the library is good for the community and continues to increase.	106,805	107,000	110,000



PUBLIC SAFETY

Fire Operations

Public Safety Fire Operations	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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	1	1	1	1	1.00	1.00	1.00	1.00
Fire Captain	18	18	18	18	18.00	18.00	18.00	18.00
Fire Captain-Fire Marshal	2	2	2	2	2.00	2.00	2.00	2.00
Fire Engineer	15	18	18	18	15.00	18.00	18.00	18.00
Fire Engineer-Fire Marshal	0	1	1	1	0.00	1.00	1.00	1.00
Fire Fighter	30	36	36	36	30.00	36.00	36.00	36.00
Fire Fighter-Fire Marshal	0	1	1	1	0.00	1.00	1.00	1.00
Paramedic Program	0	0	0	1	0.00	0.00	0.00	1.00
GIS Analyst	1	1	0	0	1.00	1.00	0.00	0.00
Administrative Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Assistant-Fire Marshal	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Assistant	1	1	1	1	1.00	1.00	1.00	1.00
Total	78	89	88	89	78.00	89.00	88.00	89.00

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Fire Operations				
Personnel Services	8,512,452	9,640,246	9,380,246	10,396,927
Contracted Services	92,460	134,072	134,072	175,293
Materials and Supplies	508,086	362,224	342,224	372,128
Other Charges	155,588	209,167	189,167	203,596
Total	9,268,587	10,345,709	10,045,709	11,147,944

DEPARTMENT SUMMARY FIRE OPERATIONS						
Strategic Initiative						
						
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 services to our community in a safe, responsible and efficient manner.						
Goals	Objective	Performance Measure	FY19	FY20	FY21	
Improve response times in under-served areas within the City Limits to improve the likelihood of positive outcomes - people or property	Improved efficiency of fire department personnel when responding to emergencies	Reduction in amount of time to turn-out of the fire station following dispatch notification	2%	2%	2%	
	Improved efficiency of the public-safety-answering-point (call handling, call processing, dispatching)	Reduction in amount of time to answer 911 calls, process call taker information, and dispatch apparatus	2%	2%	2%	
Increase capacity in Support Services to help spec, order, maintain, and support fire department equipment, apparatus, and tools.	Ensure the dependability and reliability of all emergency related tools, equipment, and apparatus by following all manufacturer recommended maintenance schedules	Increase support staff capacity to proactively maintain/repair equipment	10%	20%	30%	
Have a GIS/Data Analyst within the fire department to help collect and analyze data, and to make the most efficient use of existing resources.	Maintain accurate district response maps to reduce fire department response times	The reduction of response times do to data analysis and map accuracy	2%	2%	2%	
Increase citizen and visitor safety through enhanced fire prevention and education initiatives.	Conduct annual inspections of at least the 100 highest risk multi-family properties in the COSM.	Number of multi-family properties obtaining 100% compliance with fire code inspections.	100	100	100	
	Conduct annual inspections of all hotels/motels (32 in COSM) and establishments that serve alcohol with an occupancy load in excess of 100.	Number of inspections completed annually.	45	45	45	
	Conduct risk-based inspections on an annual, 2-year, or 3-year cycle, depending on the hazard classification of a commercial business.	Number of inspections completed annually.	750	750	750	

Police Operations

Public Safety Police Operations	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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	71	71	71	69.00	71.00	71.00	71.00
Police Officer-Part Time	0	0	0	2	0.00	0.00	0.00	1.00
Support Services Division Manager	1	1	1	1	1.00	1.00	1.00	1.00
Training/Compliance Coordinator	0	0	0	1	0.00	0.00	0.00	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	1	1	1	1	1.00	1.00	1.00	1.00
VIPS Coordinator	1	1	1	1	0.50	0.50	0.50	1.00
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	6	6	6	6	6.00	6.00	6.00	6.00
911 Telecommunicator	15	15	15	15	15.00	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
Parking Technician	4	4	4	4	1.50	1.50	1.90	1.90
Total	152	154	154	157	149.00	151.00	151.40	153.90

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Police Operations				
Personnel Services	15,761,036	15,128,086	14,878,086	16,293,459
Contracted Services	852,450	792,710	792,710	795,936
Materials and Supplies	800,100	686,913	626,913	672,750
Other Charges	123,048	102,790	102,790	168,402
Total	17,536,633	16,710,498	16,400,498	17,930,547

DEPARTMENT SUMMARY POLICE OPERATIONS					
Strategic Initiative					
Mission Statement					
<p>The Police Department is committed to improving the quality of life in San Marcos for all of our citizens and to ensuring that the city remains a safe place to live and to visit. We provide 24/7 emergency dispatch for police, fire and EMS within the city. Our operations include patrol, criminal investigations, narcotics, traffic enforcement, downtown foot patrol, mall foot/bike unit, canine, mental health, and school resource officers. These functions are supported by our evidence unit, records, community services, parking unit, and volunteers.</p>					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Maximize the service delivery potential of sworn personnel through the optimal deployment of volunteer and non-sworn support staff.	Increase evidence disposals by 30% by end of FY 2021	Items of evidence disposed annually	2,059	2,368	2,723
	Increase available contact hours between sworn staff and evidence/property section	Available hours for evidence personnel	40	50	50
	Achieve 40-hour coverage of reception position in front lobby	Volunteer hours	20	30	40
	Increase volunteer hours by 30%	Functions performed by volunteers	4604	5985	7781
Increase standard of care for citizens and first responders by earning ACE Accreditation through IAECED for San Marcos 911.	Earning and maintaining ACE Accreditation for Police through IAECED for San Marcos 911	In order to reach ACE Accreditation standards in all disciplines, we must maintain 93% compliancy of all graded calls	87%	93%	94%
	Earning and maintaining ACE Accreditation for Fire through IAECED for San Marcos 911	In order to reach ACE Accreditation standards in all disciplines, we must maintain 93% compliancy of all graded calls	88%	93%	94%
	Earning and maintaining ACE Accreditation for EMS through IAECED for San Marcos 911	In order to reach ACE Accreditation standards in all disciplines, we must maintain 93% compliancy of all graded calls	90%	93%	94%

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Goals	Objective	Performance Measure	FY19	FY20	FY21
Optimize patrol coverage during peak hours identified during FY19 patrol staffing study to better address higher priority calls.	Consider implementation of swing shift to optimize staffing levels during peak times	Add a swing shift with 2 sergeants and 4 officers	0	0	6
	Review response practices of large number of officers responding to certain calls to identify efficiencies	Increase number of cases successfully closed by either patrol investigative practices or criminal investigations investigative practices by 10%	180	198	217

Municipal Court

	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Municipal Court								
Municipal Court Judge	1	0	1	1	0.48	0.00	0.75	0.75
Alternate Municipal Court Judge	1	1	1	1	0.01	0.01	0.25	0.25
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	14	14	10.91	10.43	11.43	11.43

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Municipal Court				
Personnel Services	573,768	646,534	646,534	829,100
Contracted Services	111,214	163,803	76,203	72,603
Materials and Supplies	10,650	18,860	18,860	18,860
Other Charges	9,156	17,100	17,100	17,140
Total	704,788	846,297	758,697	937,703

DEPARTMENT SUMMARY MUNICIPAL COURT					
Strategic Initiative					
Mission Statement					
The mission of the San Marcos Municipal Court of Record 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 the public interest is protected.					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Assist with procurement of ticket writer software for all groups filing with the San Marcos Municipal Court. Faster processing of the ctation will allow for a more timely resolution for defendants.	Assist TSU with procuring ticket writer software	interlocal FY 19 implemetation FY 19 review\expand FY 20	10 units	add 5 units	
	Assist park rangers with ticket writer software	implemetation FY 19 review\expand FY 20	10 units	add 4 units	
	Assist code enforcement, animal control anf fire marshal with ticket writer software	implemetation FY 19 review\expand FY 20	8 units	add 3 units	
Engage in juvenile justice community outreach programs to educate juveniles and community at large regarding juvenile justice.	Schedule programs at primary schools	2 programs annually	2 units	2units	2units
	Schedule programs at High school	3 programs annually	2 units	3 units	3 units
	Schedule programs with youth organizations	1 program annually		1 unit	1 unit
Pursuant to 103.0081 of the texas Code of Criminal Procedure the court will address cases older than 10 years in the court files, reducing volume of uncollectable cases.	Implement computer programing to identify all eligible cases	program court software by January 2020	update software		
	Review and close eligible cases per requirments	process case closures by year closing 3-4 years annually until current	close 2 years	close 3 years	close 3 years

Office of Emergency Management

Public Safety Office of Emergency Management	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Emergency Management Coordinator	0	1	1	1	0.00	1.00	1.00	1.00
Assistant Emergency Mgmt Coordinator	0	1	1	1	0.00	1.00	1.00	1.00
Emergency Mgmt Specialist	0	1	1	1	0.00	1.00	1.00	1.00
Total	0	3	3	3	0.00	3.00	3.00	3.00

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Office of Emergency Management				
Personnel Services	-	287,691	287,691	270,679
Contracted Services	-	32,704	32,704	51,204
Materials and Supplies	-	5,500	5,500	7,300
Other Charges	-	11,570	11,570	13,870
Total	-	337,465	337,465	343,053

DEPARTMENT SUMMARY OFFICE OF EMERGENCY MANAGEMENT					
Strategic Initiative					
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.					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Prepare citizens and staff for emergencies to reduce risk of loss to life and property caused by disasters	Education and outreach	Create new outreach opportunities to prepare the community	20%	25%	30%
	Emergency notification systems	Increase capabilities for emergency notification systems of staff and citizens	2	3	4
	Train and exercise the 'whole community' for emergency response	Events for staff, community partners, and suppliers	2	3	3



NEIGHBORHOOD ENHANCEMENT

Neighborhood Services

Neighborhood Enhancement Neighborhood Services	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Director of Neighborhood Enhancement	1	1	1	1	0.75	0.75	0.75	0.75
Assistant Director, WIC	0	0	0	1	0.25	0.25	0.50	0.50
Emergency Operations Coordinator	1	0	0	0	1.00	0.00	0.00	0.00
Assistant Emergency Operations Coordinator	1	0	0	0	1.00	0.00	0.00	0.00
Community Liaison	1	1	1	1	0.48	0.48	0.48	0.48
Emergency Operations Specialist	1	0	0	0	1.00	0.00	0.00	0.00
Community Coordinator	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
Total	7	4	4	5	6.48	3.48	3.73	3.73

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Neighborhood Services				
Personnel Services	713,522	318,442	298,442	473,839
Contracted Services	83,427	66,384	66,384	40,050
Materials and Supplies	72,033	31,436	31,436	43,858
Other Charges	25,234	12,160	12,160	24,860
Total	894,217	428,421	408,421	582,607

Community Enhancement

Neighborhood Enhancement Community Enhancement	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Community Enhancement Technician	0	2	2	2	0.00	1.25	1.25	1.25
Code Compliance Officer	0	2	2	2	0.00	2.00	2.00	2.00
Total	0	4	4	4	0.00	3.25	3.25	3.25

Expenditures by Category

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	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Community Enhancement				
Personnel Services	-	95,979	95,979	156,574
Contracted Services	-	-	-	-
Materials and Supplies	-	24,385	24,385	24,835
Other Charges	498,172	450,720	250,720	420,720
Total	498,172	571,084	371,084	602,129

DEPARTMENT SUMMARY COMMUNITY ENHANCEMENT					
Strategic Initiative					
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.					
Goals	Objective	Performance Measure	FY19	FY20	FY21
garden beds for plant and soil health utilizing a temporary Horticulturalist	Pilot Temporary Horticulturalist	Hire Temporary Horticulturalist	0	1	0
		Evaluate garden beds	0	75%	0%
		Maintain garden beds	0%	75%	0%
Maintain all public garden beds for plant and soil health utilizing a permanent staff Horticulturalist	Permanent Horticulturalist	Switch From temporary to permanent position	0	0	1
		Evaluate garden beds	0	0	100%
		Maintain garden beds	0%	0%	100%
Fund three (3) Neighborhood Vitality Grants in public right of way to improve neighborhoods	Fund, document and promote projects completed through this pilot program	Randomly select 3 neighborhoods	50%	100%	0%
		Fund projects scored and approved by Neighborhood Commission		100%	0%
	Develop and launch application and website for neighborhoods to apply for funds	Vet applications received		50%	100%
		Fund projects scored and approved by Neighborhood Commission		50%	100%

Code Compliance

Neighborhood Enhancement Code Compliance	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Code Compliance Manager	1	1	1	1	1.00	1.00	1.00	1.00
Chief Sanitarian	1	1	1	1	1.00	1.00	1.00	1.00
Sanitarian	2	2	2	2	2.00	2.00	2.00	2.00
Code Compliance Officer	3	3	3	3	3.00	3.00	3.00	3.00
FOG Enforcement Officer	0	1	1	1	0.00	1.00	1.00	1.00
Total	7	8	8	8	7.00	8.00	8.00	8.00

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Code Compliance/Environmental Health				
Personnel Services	585,468	737,704	637,704	689,519
Contracted Services	22,251	39,570	39,570	43,810
Materials and Supplies	15,717	56,112	56,112	43,615
Other Charges	2,214	5,265	5,265	19,280
Total	625,649	838,651	738,651	796,224

DEPARTMENT SUMMARY - CODE COMPLIANCE					
Strategic Initiative					
Mission Statement					
To provide our citizens with the highest quality of service and to uphold and ensure compliance of codes and standards established to protect the public health, safety, and welfare of all residents, business owners, and visitors. Courtesy and professionalism will serve as guiding principles which will permeate the character of Code Compliance thereby ensuring that our priority is to help solve community problems through creative and effective compliance.					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Rewrite and revise the nuisance ordinance	Streamline and clarify ordinances to meet the health and safety needs of the City	Complete the ordinance rewrite and monitor outcomes	60%	100%	100%
Rewrite the unsafe structures program	Rewrite policies/procedures and transition the unsafe structure program from PADS to Code Compliance	Complete unsafe structure policies/procedures and monitor outcomes	25%	100%	100%
Increase the level of voluntary compliance	Identify specific needs of our citizens and provide them with guidance and resources to gain compliance	Increase Compliance Rate	90%	95%	97%
DEPARTMENT SUMMARY - ENVIRONMENTAL HEALTH					
Strategic Initiative					
Mission Statement					
Environmental Health provides education, enforcement, and develops resources in response to a wide range of issues which affect the environment, health, safety, and general well-being of our community.					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Conduct education and adequate monitoring of food establishments to verify compliance with food safety requirements.	Ensure that all food safety requirements have been met and that inspections are up-to-date.	Number of routine inspections conducted.	395	402	410
	Assign foodborne illness risk factors to all fixed food establishments and adjust inspection frequencies to maximize food safety in the interest of public health.	Assign risk level to all and focus education and inspections accordingly.	395	402	410
Provide education and outreach to mobile food units.	Ensure unified health code compliance.	Notify all mobile food units on the new food ordinance requirements.	50	56	61

Animal Services

DEPARTMENT SUMMARY ANIMAL SERVICES					
Strategic Initiative					
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.					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Procure and implement a software system to automate shelter management & animal care, providing valuable data for strategy	Complete procurement process	RFP, evaluation, selection, Council approval, contract	10%	90%	100%
	Train staff and implement the system	Begin training and implementation by April 2020	0%	90%	100%
Obtain Service Enterprise designation by integrating volunteers into all levels of operations and ensuring the sustainability and success of our volunteer program	Apply for Service Enterprise through Points of Light Foundation	Accepted into the program and completed the assessment	100%	100%	100%
	Participate in all training and complete assignments	Keep pace with the program's requirements	10%	70%	100%
	Obtain final Service Enterprise certificaion	Certificate obtained	0%	0%	100%
Expand the foster program to be an integral piece of the lifesaving equation	Develop policies and procedures	Policies and procedures developed and implemented	20%	100%	100%
	Train and engage volunteer fosters	Increase in number of active fosters each year	20%	75%	100%
	Adequate vet services	Availability of vet services in alignment with fosters	20%	75%	100%

Animal Services-Animal Control

Neighborhood Enhancement Animal Control	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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

Expenditures by Category

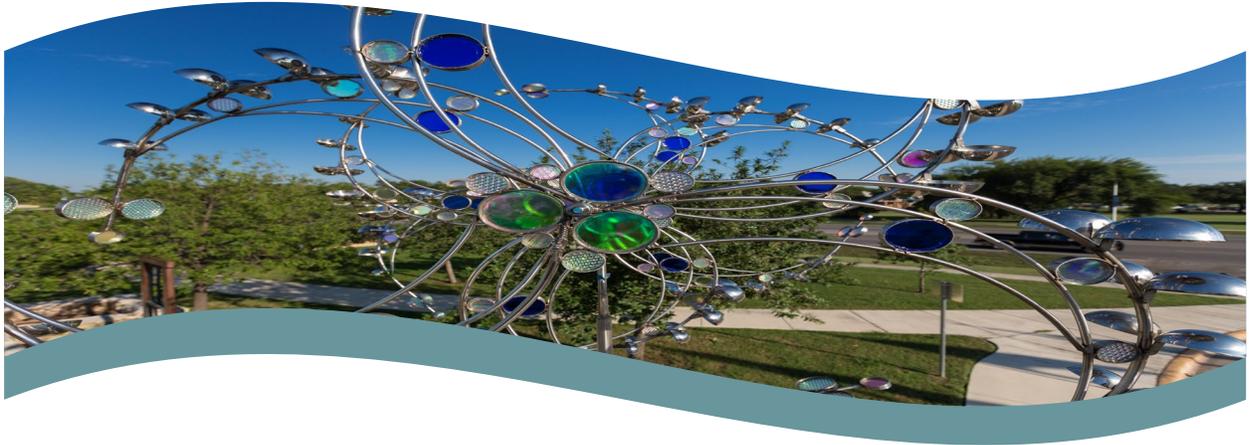
	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Animal Services-Control				
Personnel Services	353,688	358,630	358,630	368,801
Contracted Services	29,744	37,550	37,550	37,085
Materials and Supplies	35,803	25,974	25,974	25,277
Other Charges	4,606	8,375	8,375	9,800
Total	423,840	430,529	430,529	440,963

Animal Services-Animal Shelter

Neighborhood Enhancement Animal Shelter	Positions				Full Time Equivalent			
	Actual	Adopted	Actual	Adopted	Actual	Adopted	Actual	Adopted
	2017-18	2018-19	2018-19	2019-20	2017-18	2018-19	2018-19	2019-20
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
Adoption Counselor	0	0	0	1	0.00	0.00	0.00	1.00
Volunteer/Events Coordinator	0	1	1	1	0.00	1.00	1.00	1.00
Animal Services Clerk/Dispatch	2	2	2	2	2.00	2.00	2.00	2.00
Veterinary Technician	1	2	2	2	1.00	2.00	2.00	2.00
Animal Shelter Technician, Lead	3	3	4	4	3.00	3.00	4.00	4.00
Animal Shelter Technician	5	5	4	5	2.00	2.55	2.55	3.00
Total	14	16	16	18	11.00	13.55	14.55	16.00

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Animal Services- Shelter				
Personnel Services	676,259	749,276	749,276	942,697
Contracted Services	91,521	167,603	167,603	204,003
Materials and Supplies	115,082	90,732	90,732	153,012
Other Charges	7,072	10,765	10,765	10,725
Total	889,933	1,018,376	1,018,376	1,310,437



GENERAL SERVICES

General Services Administration

General Services Administration	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Executive Director of Community Services	1	1	1	0	1.00	1.00	1.00	0.00
Director of General Services	0	0	0	1	0.00	0.00	0.00	0.67
Asst Director - Fleet, Transit, Resource Recovery	1	1	1	0	0.67	0.67	0.67	0.00
Assistant Director	1	1	1	0	1.00	1.00	1.00	0.00
Community Services Operations Manager	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Coordinator	0	0	0	1	0.00	0.00	0.00	1.00
Administrative Assistant	1	1	1	1	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	4.00	4.67	4.67	4.67	3.67

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
General Services Admin				
Personnel Services	627,156	873,811	773,811	254,687
Contracted Services	341	-	-	-
Materials and Supplies	3,794	16,700	16,700	6,200
Other Charges	4,149	3,325	3,325	3,325
Total	635,440	893,836	793,836	264,212

Fleet Services

General Services Fleet Services	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Fleet Services Supervisor	1	1	1	1	1.00	1.00	1.00	1.00
Master Fleet Service Technician, Lead	2	2	2	2	2.00	2.00	2.00	2.00
Master Fleet Service Technician	3	3	3	3	3.00	3.00	3.00	3.00
Emergency Vehicle Technician	0	1	1	1	0.00	1.00	1.00	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	9	9	9	8.00	9.00	9.00	9.00

Expenditures by Category

City of San Marcos | FY20 Adopted Budget

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Fleet Services				
Personnel Services	572,295	629,049	629,049	691,437
Contracted Services	6,539	9,120	9,120	9,295
Materials and Supplies	41,556	368,865	368,865	369,133
Other Charges	7,186	20,462	20,462	29,962
Total	627,577	1,027,495	1,027,495	1,099,827

DEPARTMENT SUMMARY GENERAL SERVICES - FLEET					
Strategic Initiative					
Mission Statement					
Execute City Council's vision and goals by providing top quality, professional, effective, and timely Fleet management and maintenance services to customers					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Complete Work Order System implementation and Bar Code Sanner to drive productivity improvements	Streamline Data entry	Reduction in time spent entering work orders	50%	30%	10%
	Work Flow Modification	Streamlined Work Order approvals to reduce response time	30%	20%	15%
Provide a comprehensive fleet lease vs buy analysis to maximize value of capital funding	Establish needs and set baseline across all fleet	Set baseline	5%	75%	100%
	Cost analysis to meet baseline	Cost vs Buy analysis	0%	50%	100%
	Implementation of Cost vs Buy analysis to right size fleet and capital expenditures	Cost savings from baseline	0%	10%	20%
Provide specialized Emergency Vehicle Technician services within out existing staffing model and facility capacity	Perform Specialized in-house repairs to the City's Emergency Vehicles and Equipment	Reduction in outside service cost	10%	20%	50%
		Increased vehicle availability	10%	10%	10%

Facilities and Grounds

General Services Facilities and Grounds	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Construction Manager	1	1	1	1	1.00	1.00	1.00	1.00
Construction Technician	1	2	1	3	1.00	2.00	1.00	3.00
Total	2	3	2	4	2.00	3.00	2.00	4.00

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Facilities & Grounds				
Personnel Services	-	-	-	286,991
Contracted Services	826,073	846,503	846,503	1,353,860
Materials and Supplies	93,671	67,566	67,566	51,085
Other Charges	-	-	-	-
Total	919,744	914,069	914,069	1,691,936

DEPARTMENT SUMMARY GENERAL SERVICES - FACILITIES					
Strategic Initiative					
					
Mission Statement					
Our mission is to provide top quality, professional, effective and timely preventative and general maintenance services to City Facilities					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Provide interim facility space for new staff members while managing under significant fiscal constraints	Reduce the need and time city staff members utilize transitional office space	Reduction of time staff utilizes temporary/transitional office space	10%	10%	10%
Establish funding requirements for facilities core services	Determine needs and cost for preventative maintenance of all existing facilities	Establish baseline	10%	85%	100%
	Establish cost estimates for evolving needs for all existing facilities	Measure actual spend to baseline	0%	15%	75%
	Provide cost projections for the construction of new projects	Re-evaluate unmet needs and cost estimates to determine funding requirements	15%	15%	85%



PARKS AND RECREATION

Parks and Recreation

Parks and Recreation	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Director of Parks and Recreation	0	0	0	1	0.00	0.00	0.00	1.00
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	0.88	0.88	0.88	0.88
Facilities / Events Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Natural Area Maintenance Crew Leader	0	0	0	1	0.00	0.00	0.00	1.00
Natural Area Maintenance Maint Tech	0	0	0	1	0.00	0.00	0.00	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	2.00	2.00	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	2	0	0	0	1.25	0.00	0.00	0.00
Discovery Center Attendant	1	1	1	1	0.63	0.63	0.63	0.63
Urban Forester	1	1	1	1	0.33	0.33	0.33	0.33
Summer Program Coordinator	1	1	1	1	0.27	0.27	0.27	0.27
Summer Assistant Program Coordinator	1	1	1	1	0.23	0.23	0.23	0.23
Summer Playground Site Supervisor	2	2	2	2	0.46	0.46	0.46	0.46
Summer Asst. Playground Site Supervisor	4	4	4	4	0.92	0.92	0.92	0.92
Summer Playground Leader	16	16	16	16	3.69	3.69	3.69	3.69
Intern	3	3	3	3	0.52	0.52	0.52	0.52
Total	63	61	61	64	40.19	38.94	38.94	41.94

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.

City of San Marcos | FY20 Adopted Budget

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Parks & Recreation				
Personnel Services	2,544,521	2,612,643	2,412,643	3,173,761
Contracted Services	451,157	617,243	617,243	628,567
Materials and Supplies	405,313	256,487	256,487	344,894
Other Charges	18,953	28,735	28,735	58,864
Total	3,419,945	3,515,108	3,315,108	4,206,087

Activity Center

Parks and Recreation Activity Center	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Aquatics Program Supervisor	1	1	1	1	1.00	1.00	1.00	1.00
Aquatics Fitness Program Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Athletic Program Specialist	2	2	2	2	2.00	2.00	2.00	2.00
Activity Center Attendant	6	6	6	6	5.25	5.25	5.25	5.25
Lifeguard / Water Safety Instructor	1	1	1	1	0.75	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	3.00	3.00	3.00	3.00
Total	19	19	19	19	14.75	14.75	14.75	14.75

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Activity Center				
Personnel Services	698,446	805,423	755,423	842,964
Contracted Services	95,978	133,200	133,200	108,200
Materials and Supplies	35,605	60,540	60,540	60,540
Other Charges	-	3,500	3,500	3,500
Total	830,029	1,002,663	952,663	1,015,204

Outdoor Pool

Parks and Recreation Outdoor Pool	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Outdoor Pool				
Personnel Services	63,276	104,387	104,387	106,776
Contracted Services	10,400	-	-	-
Materials and Supplies	31,826	39,000	39,000	39,000
Total	105,503	143,387	143,387	145,776

Park Rangers

Parks and Recreation Parks Ranger	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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

Expenditures by Category

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	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Park Rangers				
Personnel Services	366,046	404,055	404,055	424,971
Contracted Services	8,144	7,833	7,833	10,459
Materials and Supplies	46,825	40,017	40,017	47,647
Other Charges	7,901	15,920	15,920	15,920
Total	428,916	467,825	467,825	498,998



PUBLIC SERVICES

Transportation Administration

Public Services Transportation Administration	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Transportation Administration				
Personnel Services	561,794	596,993	586,993	644,837
Contracted Services	28,800	62,259	62,259	63,043
Materials and Supplies	13,459	20,178	20,178	21,981
Other Charges	122,064	225,146	225,146	240,182
Total	726,117	904,577	894,577	970,043

Traffic Control

Public Services Transportation - Traffic	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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	2	2	2	2	2.00	2.00	2.00	2.00
Total	11	11	11	11	11.00	11.00	11.00	11.00

City of San Marcos | FY20 Adopted Budget

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Traffic Control				
Personnel Services	772,218	755,651	755,651	768,712
Contracted Services	138,115	148,436	98,436	148,436
Materials and Supplies	247,059	199,106	199,106	249,941
Other Charges	9,147	15,734	15,734	15,734
Total	1,166,539	1,118,926	1,068,926	1,182,823

Streets

	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Public Services Transportation - Streets								
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	6	6	6	6	6.00	6.00	6.00	6.00
Street Equipment Operator I	9	9	9	9	9.00	9.00	9.00	9.00
Total	20	20	20	20	20.00	20.00	20.00	20.00

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Streets				
Personnel Services	1,329,337	1,416,295	1,316,295	1,414,698
Contracted Services	249,041	202,716	202,716	200,216
Materials and Supplies	1,963,135	1,803,482	1,803,482	1,825,465
Other Charges	8,047	8,525	8,525	11,025
Total	3,549,560	3,431,018	3,331,018	3,451,405

DEPARTMENT SUMMARY TRANSPORTATION					
Strategic Initiative					
					
Mission Statement					
<p>The Public Services-Transportation Division is committed to providing high quality, well planned, environmentally responsible, cost effective street, drainage, and traffic infrastructure and services to promote public health, safety, multi-modal transportation, economic growth and community vitality.</p>					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Improve pedestrian connectivity and accessibility	Eliminate sidewalk gaps and sidewalks in poor condition	Install new sidewalk to connect gaps and replace sidewalks in poor condition	9,000 LF	10,000 LF	10,000 LF
	Remove ADA mobility barriers	Install new ADA ramps or replace existing ADA ramps in poor condition	15 EA	30 EA	30 EA
	Conduct and/or update assessment of existing infrastructure	Conduct or update assessment of existing infrastructure	Annually	Annually	Annually
Implement Complete Street policy and principles	Increase and enhance bike facilities in existing roadways	Install new or restripe existing bike lanes	5 miles	10 miles	10 miles
	Maintain street pavement in good condition	Prioritize and resurface streets to maximize pavement condition with existing funding level.	12 Lane-Miles	12 Lane-Miles	12 Lane-Miles
Improve transportation system safety	Increase and enhance pedestrian safety at street crossings and school zones	Install new or improve existing to ADA-compliant accessible pedestrian crossings	40 EA	40 EA	40 EA
	Keep roadways and bike lanes clear of debris	Regularly maintain street sweeping of each city streets	2 sweeps per street	3 sweeps per street	3 sweeps per street
	Keep roadways and bike lanes free of drainage ponding or flooding	Regularly clean storm sewers and drainage channels	10,000 LF	10,000 LF	10,000 LF



GOVERNMENT SERVICES

Social Services

Department Organization

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

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Social Services				
Social Services	450,000	500,000	500,000	500,000
Total	450,000	500,000	500,000	500,000

Special Services

Department Organization

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

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Special Services				
Personnel Services	1,083	723,125	723,125	365,568
Contracted Services	3,331,696	3,173,133	2,973,133	3,013,048
Materials and Supplies	9,390	5,100	5,100	5,100
Other Charges	2,366,763	2,173,069	2,173,069	2,455,517
Operating Transfers	1,418,405	2,924,172	2,819,172	4,360,093
Eco Development/TIZ Incentives	6,117,307	7,232,883	7,232,883	7,727,220
Other Incentives	207,020	200,000	200,000	200,000
Capital Outlay & Maintenance	2,734,871	2,783,359	2,783,359	3,142,234
Total	16,186,535	19,214,841	18,909,841	21,268,780

DEBT SERVICE FUND

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	9,152,034	9,528,758	9,528,758	8,768,597
Operating Revenues				
Current Ad Valorem	11,604,815	11,221,997	11,221,997	11,445,123
Delinquent Ad Valorem	43,679	148,863	148,863	151,823
Penalties and Interest	58,517	80,157	52,850	81,751
Interest Income	228,458	90,000	80,000	90,000
Hammonds Transfer	547,924	505,053	462,500	547,924
BAB Subsidy	94,522	102,608	99,498	102,608
Pass Thru Toll Revenue	3,266,265	3,030,000	3,400,000	2,759,450
TIRZ Transfer	214,550	1,839,572	1,221,324	1,839,572
Venue Tax Transfer	1,654,631	1,510,828	1,450,110	1,464,611
Total Operating Revenues	17,713,361	18,529,078	18,137,142	18,482,862
Operating Expenditures				
Principal Payments	9,985,000	10,235,000	10,235,000	9,010,000
Interest Payments	5,040,938	7,429,528	7,429,528	6,115,339
Fiscal Agent Fees	3,932	11,450	11,450	6,900
TIZ Payments	2,306,768	1,839,572	1,221,324	1,839,572
Total Operating Expenditures	17,336,637	19,515,550	18,897,302	16,971,811
Ending Fund Balance	9,528,758	8,542,286	8,768,597	10,279,648
Fund Balance as a Percentage of Total Expenditures	54.96%	43.77%	46.40%	60.57%
Total Outstanding Tax Supported Debt	71,430,000	76,700,000	76,700,000	109,815,000
Outstanding Tax Supported Debt				Outstanding Principal
Series 2008A Combination Tax and Revenue Certificates of Obligation				4,385,000
Series 2009 GO Refunding Bonds				295,000
Series 2009 GO Refunding Bonds				310,000
Series 2009 General Obligation Bonds				770,000
Series 2010 Taxable Build America Bonds				4,765,000
Series 2010 General Obligation Refunding Bonds				2,930,000
Series 2012 General Obligation Refunding Bonds				3,345,000
Series 2013 General Obligation Refunding Bonds				670,000
Series 2013 Combination Tax & Revenue Bonds				2,765,000
Series 2014 Combination Tax & Revenue Bonds				5,010,000
Series 2014 General Obligation Refunding Bonds				4,925,000
Series 2014A General Obligation Refunding Bonds				5,875,000
Series 2015 Combination Tax & Revenue Bonds				4,255,000
Series 2016 GO Refunding Bonds				4,385,000
Series 2016 Combination Tax & Revenue Bonds				9,090,000
Series 2017 Combination Tax & Revenue Bonds				6,610,000
Series 2018 Combination Tax & Revenue Bonds				8,805,000
Series 2018 General Obligation Bonds				23,060,000
Series 2018 Combination Tax & Revenue Bonds				9,105,000
Series 2019 Combination Tax & Revenue Bonds				8,460,000
Total				109,815,000
Fund Balance as a Percentage of Total Original Principal Amount for Outstanding Tax Supported Debt				9.36%

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

<i>Fiscal Year</i>	<i>Population</i>	<i>Assessed Value</i>	<i>Gross Bonded Debt</i>	<i>Debt Service Funds</i>	<i>Net Bonded Debt</i>	<i>Percent of Net Debt to Assessed Value</i>	<i>Net Debt Per Capita</i>
2009	39,688	2,623,365,186	77,960,000	7,199,004	70,760,996	2.70%	1,783
2010	44,894	2,504,035,456	81,805,000	6,428,387	75,376,613	3.01%	1,679
2011	45,122	2,452,170,753	76,840,000	7,913,022	68,926,978	2.81%	1,528
2012	46,750	2,456,366,767	71,980,000	10,973,198	61,006,802	2.48%	1,305
2013	50,001	2,861,809,498	72,090,000	10,404,537	61,685,463	2.16%	1,234
2014	54,076	3,057,698,401	71,210,000	7,135,423	64,074,577	2.10%	1,185
2015	58,892	3,394,045,225	71,430,000	7,422,079	64,007,921	1.89%	1,087
2016	59,338	3,667,359,174	75,110,000	7,681,562	67,428,438	1.84%	1,136
2017	63,071	4,070,768,683	76,700,000	9,394,187	67,305,813	1.65%	1,067
2018	63,509	4,577,343,557	102,925,000	10,323,764	92,601,236	2.02%	1,458
2019	65,234*	5,062,341,891	105,130,000	10,279,647	94,850,353	1.87%	1,454 ¹

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	10%
2009	4,695,000	4,039,047	8,734,047	55,597,726	16%
2010	4,780,000	3,478,882	8,258,882	58,684,164	14%
2011	4,005,000	3,216,402	7,221,402	62,691,847	12%
2012	4,750,000	3,269,200	8,019,200	63,879,206	13%
2013	4,855,000	2,940,719	7,795,719	60,705,849	13%
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%
2018	7,685,000	3,239,385	10,323,764	73,311,942	14%
2019	6,255,000	4,463,748	10,279,647	78,467,197	13%

Computation of Legal Debt Margin - September 30, 2019

State Law Limit - 10% of Taxable Assessed Value

Actual taxable assessed value at September 30, 2019		\$5,644,609,342
Debt Limit - 10% of taxable assessed value		564,460,934
Total general obligation debt outstanding	\$109,815,000	
Less: Debt Service Fund Balance	<u>10,279,648</u>	
Debt applicable to debt limit		<u>99,535,352</u>
Legal debt margin		<u>\$464,925,582</u>

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

Actual taxable assessed value at September 30, 2019		\$5,644,609,342
Debt Limit - 5% of taxable assessed value		282,230,467
Total general obligation debt outstanding	\$109,815,000	
Less: Debt Service Fund Balance	<u>10,279,648</u>	
Debt applicable to debt limit		<u>99,535,352</u>
Debt margin - Financial Policy		<u>\$182,695,115</u>

General Obligation Outstanding Debt Service Requirements

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2019	6,255,000	4,463,748	10,718,748
2020	6,550,000	4,552,057	11,102,057
2021	6,655,000	4,229,744	10,884,744
2022	6,930,000	3,948,676	10,878,676
2023	7,215,000	3,659,171	10,874,171
2024	6,955,000	3,330,192	10,285,192
2025	7,215,000	2,991,491	10,206,491
2026	7,010,000	2,653,292	9,663,292
2027	6,585,000	2,343,432	8,928,432
2028	6,020,000	2,047,113	8,067,113
2029	5,530,000	1,781,826	7,311,826
2030	4,910,000	1,545,028	6,455,028
2031	4,500,000	1,328,713	5,828,713
2032	4,390,000	1,138,363	5,528,363
2033	4,580,000	954,150	5,534,150
2034	4,520,000	764,575	5,284,575
2035	4,260,000	590,925	4,850,925
2036	4,035,000	425,425	4,460,425
2037	3,495,000	272,825	3,767,825
2038	3,120,000	144,900	3,264,900
2039	655,000	19,650	674,650
Total	\$111,385,000	\$43,185,293	\$154,570,293

Summary of Outstanding Debt - As of September 30, 2019

Issue	Purpose	Interest Rate	Amount Issued	Issue Date	Maturity Date	Amount Outstanding
008A CO	McCarty Lane Project	4.61%	7,600,000	09/16/2008	08/15/2028	4,385,000
009 CT&R Bonds	Constructing, reconstructing and impr	4.60%	23,455,000	06/15/2009	09/30/2029	295,000
009 GO-R Bonds	Constructing, reconstructing and impr	4.46%	4,495,000	06/15/2009	09/30/2029	770,000
009 CO	Constructing, reconstructing and impr	3.38%	9,745,000	06/15/2009	09/30/2029	310,000
010 CT&R	Build America Bonds	3.49%	8,625,000	03/01/2010	08/15/2030	4,765,000
010 GO-R Bonds	Refunding Bonds	2.69%	17,245,000	11/01/2010	08/15/2023	2,930,000
012 GO-R Bonds	General Obligation Refunding Bonds	2.76%	5,520,000	02/29/2012	08/15/2025	3,345,000
013 GO-R Bonds	General Obligation Refunding Bonds	3.64%	670,000	04/12/2013	08/15/2031	670,000
013 CT&R Bonds	Constructing, reconstructing and impr	3.12%	3,505,000	04/12/2013	08/15/2033	2,765,000
014 CT&R Bonds	Constructing, reconstructing and impr	3.07%	5,940,000	05/20/2014	08/15/2034	5,010,000
0014 GO-R Bonds	General Obligation Refunding Bonds	2.85%	6,720,000	06/15/2014	08/15/2026	4,925,000
014A GO-R Bonds	General Obligation Refunding Bonds	2.78%	8,390,000	12/18/2014	09/30/2029	8,390,000
015 CT&R Bonds	Constructing, reconstructing and impr	3.43%	5,665,000	09/18/2015	09/30/2035	5,875,000
016 GO-R Bonds	General Obligation Refunding Bonds	2.19%	8,510,000	03/16/2016	09/30/2029	4,385,000
016 CT&R Bonds	Constructing, reconstructing and impr	3.14%	9,825,000	06/08/2016	09/30/2036	9,090,000
017 CT&R Bonds	Constructing, reconstructing and impr	2.84%	7,200,000	09/19/2017	08/15/2037	6,610,000
018 CT&R Bonds	Constructing, reconstructing and impr	4.82%	9,025,000	06/14/2018	08/15/2038	8,805,000
018 CT&R Bonds	Constructing, reconstructing and impr	4.49%	24,885,000	06/14/2018	08/15/2038	23,060,000
019 CT&R Bonds	Constructing, reconstructing and impr	2.74%	8,460,000	06/12/2018	08/15/2039	8,460,000
UBTOTAL TAX SUPPORTED DEBT			\$175,480,000			\$104,845,000
014 GO-R Bonds	Hammon Hotel and Conference Cent	2.85%	8,500,000	06/15/2014	08/15/2032	8,500,000
014B GO-R	Hammon Hotel and Conference Cent	2.78%	6,210,000	12/18/2014	02/15/2032	5,785,000
013 GO-R Bonds	Wonder World Pass Through Portion	3.64%	4,570,000	04/12/2013	08/15/2031	4,570,000
014 GO-R Bonds	Wonder World Pass Through Portion	2.85%	5,350,000	06/15/2014	08/15/2024	5,350,000
014A GO-R Bonds	Wonder World Pass Through Portion	2.78%	17,420,000	12/18/2014	08/15/2029	17,420,000
016 GO-R Bonds	Wonder World Pass Through Portion	2.19%	1,585,000	03/16/2016	09/30/2018	1,565,000
TOTAL OUTSTANDING DEBT			\$219,115,000			\$148,035,000

General Obligation: GO | General Obligation Refunding: GO-R | Combination Tax & Revenue: CT&R | Certification of Obligation: CO



DESTINATION SERVICES

Hotel Occupancy Tax Fund Summary

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Fund Balance - Reserved and Unreserved	752,518	208,212	208,212	252,287
Operating Revenues				
Hotel Occupancy Tax	2,216,893	2,088,185	2,363,275	2,386,908
Penalties	6,501	1,000	31,000	1,000
Embassy Tax Revenue	870,651	914,206	774,890	782,639
Venue Tax-2%	633,398	596,622	675,220	681,972
Interest Income	-	1,000	1,000	1,000
Other Revenue	-	-	-	-
Operating Transfer from General Fund	143,481	143,481	143,481	142,188
Total Operating Revenues	3,870,924	3,744,494	3,988,866	3,995,707
Operating Expenditures				
Convention & Visitor Bureau (Contribution from City)	-	-	-	-
Tanger Marketing Program	150,000	126,750	150,000	50,000
Downtown Mrktng Coop	26,052	25,350	30,000	30,000
Eco Tourism	20,310	33,800	40,000	40,000
Sports Tourism	8,567	50,700	60,000	60,000
Tourist Account	-	-	-	-
Transportation	1,008	-	-	-
Mural Funding	29,916	29,575	35,000	35,000
Arts Project Funding	107,753	105,625	125,000	137,500
Permanent Art	44,528	105,625	125,000	137,500
Repairs-Building Materials	-	10,000	10,000	20,000
Main Street Program	352,857	354,026	328,251	388,089
Convention & Visitor Bureau (City Department)	1,462,809	1,441,772	1,591,429	1,695,236
Total Operating Expenditures	2,203,800	2,283,222	2,494,681	2,593,325
Operating Transfers and Adjustments				
Transfer of Venue Tax	1,504,631	1,510,828	1,450,110	1,464,611
Total Transfers and Adjustments	1,504,631	1,510,828	1,450,110	1,464,611
Reserved for Unspent Allocations - Arts Funding	278,287			
Reserved for Unspent Allocations - Mural Funding	46,995			
Reserved for Unspent Allocations - Conference Ctr Repairs	119,000			
Reserve for Unspent Allocation-Eco/Sports Tourism	180,688	-	-	-
Reserve for Unspent Allocation-Branding	23,825			
Reserved for Unspent Allocations - Wayfinding	33,005	-	-	-
Reserved for Unspent Allocations - Airport Improvements	-	-	-	-
Reserved for Unspent Allocations - Master Plan	25,000	-	-	-
Total Reserves for Unspent Allocations	706,800	-	-	-
Ending Unreserved Fund Balance	208,212	158,655	252,287	190,058
Fund Balance as a Percentage of Total Expenditures	9.45%	6.95%	10.11%	7.33%

DEPARTMENT SUMMARY DESTINATION SERVICES					
Strategic Initiative					
					
Mission Statement					
<p>We are 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. To support and contribute to the artistic vitality, diverse cultural heritage and economic prosperity of our city in an effort to distinguish it from other communities while promoting tourism to San Marcos. To maintain the unique, historic nature of downtown recognizing its history and planning for its future, while striving to provide economic stability to the heart of our City.</p>					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Increase visitor activity and engagement	Increase social media following	Increase from FY 18	6%	12%	18%
	US travel writers	Media Visits scheduled	4	4	4
	Increase hotel occupancy rate	Annual occupancy average from FY 18	5%	8%	11%
	Increase the number of tourism blogs posted to the website	Increase from FY 18	5	5	5
Mexico as the top International Market	Increase in marketing programs within Mexico	Programs added	3	2	1
	Increase in media visits to San Marcos (quality)	Media Visits scheduled	6	4	4
Improve look and feel of downtown so that visitors and locals feel safe and welcome	Complete beautification projects	# of projects	3	4	5
	Complete placemaking projects	# of projects	0	2	3

Goals	Objective	Performance Measure	FY19	FY20	FY21
Improve business and property owner communication, provide resources and outreach	Notify businesses of upcoming city projects	% of total City projects downtowners were notified of	50%	65%	80%
	Provide resources to business and property owners	# of 1-on-1 consultations	data not collected	25	40
	Provide incentive grant funding for signage	# of signs funded through Main Street grant	1	3	4
Promote Downtown San Marcos as a destination via social media, special events and media attention	Encourage non-Main Street organizers to host events downtown.	# of events	1	3	5
	Nominate downtown, its businesses, people and properties for awards and nominations	# of successful nominations	2	3	4

Main Street

	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Main Street								
Main Street Program Manager	1	1	0	0	1.00	1.00	0.00	0.00
Main Street Program Coordinator	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
Downtown Grounds	1	1	1	1	1.00	1.00	1.00	1.00
Total	3	3	2	3	3.00	3.00	2.00	3.00

City of San Marcos | FY20 Adopted Budget

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Main Street				
Personnel Services	222,723	221,959	171,959	198,311
Contracted Services	59,953	61,848	73,193	72,569
Materials and Supplies	24,840	23,091	27,327	27,327
Other Charges	45,341	47,128	55,773	89,882
Capital Outlay	-	-	-	-
Total	352,857	354,026	328,251	388,089

Convention & Visitor Bureau

	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
CVB								
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
Visitor Services Specialist	1	1	1	1	0.50	0.50	1.00	1.00
Arts Coordinator	1	1	1	1	0.50	0.50	0.50	1.00
Total	8	8	8	8	7.00	7.00	7.50	8.00

City of San Marcos | FY20 Adopted Budget

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Convention & Visitor Bureau				
Personnel Services	551,385	618,203	618,203	741,383
Contracted Services	252,817	260,820	307,184	286,044
Materials and Supplies	619,644	511,136	604,895	605,654
Other Charges	38,963	51,613	61,148	62,155
Capital Outlay	-	-	-	-
Total	1,462,809	1,441,772	1,591,429	1,695,236

Municipal Court Technology Fund

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	152,936	178,585	178,585	198,585
Operating Revenues				
Technology Fee	25,754	25,000	25,000	25,000
Interest Income	-			
Total Operating Revenues	25,754	25,000	25,000	25,000
Operating Expenditures				
Materials and Supplies	-	5,000	5,000	5,000
Total Operating Expenditures	-	5,000	5,000	5,000
One-Time Expenditures				
Capital Outlay	105	-	-	-
Total One-Time Expenditures	105	-	-	-
Ending Unreserved Fund Balance	178,585	198,585	198,585	218,585
Fund Balance as a Percentage of Total Expenditures	100.00%	3971.70%	3971.70%	4371.70%

Municipal Court Security Fee Fund

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	145,305	134,511	134,511	115,938
Operating Revenues				
Security Fee	18,607	18,500	18,500	18,500
Interest Income	-	-	-	-
Total Operating Revenues	18,607	18,500	18,500	18,500
Operating Expenditures				
Personnel	29,401	32,073	32,073	32,073
Contracted Services	-	50,000	-	50,000
Materials & Supplies	-	5,000	5,000	5,000
Total Operating Expenditures	29,401	87,073	37,073	87,073
Ending Unreserved Fund Balance	134,511	65,938	115,938	47,365
Fund Balance as a Percentage of Total Expenditures	457.51%	75.73%	312.73%	54.40%

Municipal Court Juvenile Fee Fund

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	42,879	51,372	51,372	58,009
Operating Revenues				
Juvenile Fee	30,404	30,500	30,500	30,500
Truancy Fee	5,468	5,500	5,500	5,500
Interest Income	-	-	-	-
Total Operating Revenues	35,872	36,000	36,000	36,000
Operating Expenditures				
Personnel Services	27,379	29,363	29,363	28,464
Total Operating Expenditures	27,379	29,363	29,363	28,464
Ending Unreserved Fund Balance	51,372	58,009	58,009	65,545
Fund Balance as a Percentage of Total Expenditures	187.64%	197.56%	197.56%	230.27%

Municipal Court Efficiency Fund

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	36,642	40,989	40,989	20,989
Operating Revenues				
Efficiency Fee	4,347	4,000	4,000	4,000
Other Revenue	-	-	-	-
Total Operating Revenues	4,347	4,000	4,000	4,000
Operating Expenditures				
Contracted Services	-	20,000	24,000	20,000
Total Operating Expenditures	-	20,000	24,000	20,000
Ending Unreserved Fund Balance	40,989	24,989	20,989	4,989
Fund Balance as a Percentage of Total Expenditures	100.00%	124.95%	87.45%	24.95%

Seized Assets Fund

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	154,821	194,253	194,253	126,073
Operating Revenues				
Seized Assets	48,432	5,000	5,000	5,000
Interest Income	-	-	-	-
Total Operating Revenues	48,432	5,000	5,000	5,000
Operating Expenditures				
Contracted Services	9,000	5,000	5,000	5,000
Capital Outlay	-	68,180	68,180	-
Total Operating Expenditures	9,000	73,180	73,180	5,000
Ending Unreserved Fund Balance	194,253	126,073	126,073	126,073
Fund Balance as a Percentage of Total Expenditures	2158.37%	172.28%	172.28%	2521.46%

Community Development Block Grant Program Fund

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	-	-	-	-
Operating Revenues				
Grant Revenue	941,575	649,948	649,948	680,998
Total Operating Revenues	941,575	649,948	649,948	680,998
Operating Expenditures				
Personnel Services	101,664	129,990	129,990	129,990
Contracted Services	839,911	519,958	519,958	551,008
Total Operating Expenditures	941,575	649,948	649,948	680,998
Ending Unreserved Fund Balance	-	-	-	-
Fund Balance as a Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%



WOMEN INFANT AND CHILDREN

WIC Program – Administration

WIC Administration	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Assistant Director	1	1	0	0	0.75	0.75	0.50	0.50
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	14	14	14.75	14.75	14.50	14.50

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
WIC Administration				
Personnel Services	685,848	899,604	899,604	870,636
Contracted Services	145,790	257,747	257,747	235,251
Materials and Supplies	90,413	88,441	88,441	104,483
Other Charges	129,053	19,563	19,563	27,563
Capital Outlay	-	-	-	-
Total	1,051,105	1,265,355	1,265,355	1,237,934

DEPARTMENT SUMMARY WOMEN, INFANT, & CHILDREN PROGRAM					
Strategic Initiative					
Mission Statement					
WIC strives to educate, encourage, and empower; WIC helps amazing families grow, one individual at a time.					
Goal	Objective	Performance Measure	FY19	FY20	FY21
Provide quality WIC services to help grow healthy families	Meet or exceed the performance measures required in the State contract	Provide nutrition education to an average of 95% of families that receive food benefits each month	95%	95%	95%
		Ensure that an average of 20% of pregnant women enrolled are enrolled during their first trimester	20%	20%	20%
		Provide WIC services and food benefits to an average of 80% of enrolled participants	80%	80%	80%
		Provide health care referrals to 100% of WIC participants who have no source of health care	100%	100%	100%
Increase awareness of WIC to encourage more families to utilize our services	Maintain frequent contact with the general public	Each clinic shall conduct outreach at least once per month (5 clinics x 12 months)	60	60	60
		Bring special attention to WIC during National Nutrition Month	1	1	1
		Bring special attention to WIC during National Breastfeeding Week	1	1	1

WIC Program – Nutritional Education

WIC Nutrition	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
WIC Nutritional Education				
Personnel Services	199,787	410,311	410,311	432,026
Contracted Services	16,766	23,575	23,575	20,575
Materials and Supplies	5,693	6,400	6,400	9,400
Other Charges	36,190	5,133	5,133	5,133
Total	258,436	445,419	445,419	467,134

WIC Program – Lactation

WIC Lactation	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
WIC Lactation				
Personnel Services	82,496	63,949	63,949	64,415
Contracted Services	11,385	23,217	23,217	15,217
Materials and Supplies	8,259	4,700	4,700	12,700
Other Charges	15,259	6,683	6,683	6,683
Total	117,400	98,549	98,549	99,015

WIC Program – Peer Counselor

	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
WIC Peer Counselor								
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

Expenditures by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
WIC Peer Counselor				
Personnel Services	129,051	202,669	202,669	210,537
Contracted Services	2,105	17,150	17,150	17,150
Materials and Supplies	-	2,800	2,800	2,800
Other Charges	23,634	1,268	1,268	1,268
Total	154,790	223,887	223,887	231,755

Women, Infants and Children Program Fund

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	-	-	-	-
Operating Revenues				
Grant Revenue	1,581,731	2,033,209	2,033,209	2,035,837
Total Operating Revenues	1,581,731	2,033,209	2,033,209	2,035,837
Operating Expenditures				
Personnel Services	1,097,183	1,576,532	1,576,532	1,577,614
Contract Services	176,046	321,689	321,689	288,193
Materials and Supplies	104,365	102,341	102,341	129,383
Other Charges	204,136	32,647	32,647	40,647
	1,581,731	2,033,209	2,033,209	2,035,837
Ending Unreserved Fund Balance	-	-	-	-
Fund Balance as a Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%

Women, Infants and Children Program Fund

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
WIC Administration				
Personnel Services	685,848	899,604	899,604	870,636
Contracted Services	145,790	257,747	257,747	235,251
Materials and Supplies	90,413	88,441	88,441	104,483
Other Charges	129,053	19,563	19,563	27,563
Capital Outlay	-	-	-	-
Total	1,051,105	1,265,355	1,265,355	1,237,934
WIC Nutritional Education				
Personnel Services	199,787	410,311	410,311	432,026
Contracted Services	16,766	23,575	23,575	20,575
Materials and Supplies	5,693	6,400	6,400	9,400
Other Charges	36,190	5,133	5,133	5,133
Total	258,436	445,419	445,419	467,134
WIC Lactation				
Personnel Services	82,496	63,949	63,949	64,415
Contracted Services	11,385	23,217	23,217	15,217
Materials and Supplies	8,259	4,700	4,700	12,700
Other Charges	15,259	6,683	6,683	6,683
Total	117,400	98,549	98,549	99,015
WIC Peer Counseling				
Personnel Services	129,051	202,669	202,669	210,537
Contracted Services	2,105	17,150	17,150	17,150
Materials and Supplies	-	2,800	2,800	2,800
Other Charges	23,634	1,268	1,268	1,268
Total	154,790	223,887	223,887	231,755
Total WIC Expenditures	1,581,731	2,033,209	2,033,209	2,035,837
Recap of WIC Expenditures				
WIC Administration	1,051,105	1,265,355	1,265,355	1,237,934
WIC Nutritional Education	258,436	445,419	445,419	467,134
WIC Lactation	117,400	98,549	98,549	99,015
WIC Peer Counseling	154,790	223,887	223,887	231,755
Total WIC Expenditures	1,581,731	2,033,209	2,033,209	2,035,837

Cemetery Operations Fund

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	19,387	39,430	39,430	6,220
Operating Revenues				
Burial Permits	-	-	-	-
Monument Permits	-	-	-	-
Other Revenue	-	-	-	-
Interest Income	-	-	-	-
Sale of Cemetery Lots	87,481	55,500	100,170	80,000
Sale of Memorial Plaques	-	-	-	-
Total Operating Revenues	87,481	55,500	100,170	80,000
One-Time Operating Revenues				
Operating Transfer - General Fund	90,000	180,000	75,000	170,000
Operating Transfer - Cemetery Perpetual Care Fund	-	-	-	-
Total One-Time Operating Revenues	90,000	180,000	75,000	170,000
Operating Expenditures				
Contracted Services	155,822	237,224	203,380	247,546
Materials and Supplies	1,617	2,000	5,000	5,000
Total Operating Expenditures	157,439	239,224	208,380	252,546
Ending Unreserved Fund Balance	39,430	35,706	6,220	3,674
Fund Balance as a Percentage of Total Expenditures	25.04%	14.93%	2.98%	1.45%

Tax Increment Financing Summary

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	910,579	1,604,315	1,604,315	2,366,861
Operating Revenues				
Interest Income	-	-	-	-
TIRZ Revenue City	2,306,768	3,438,759	2,982,920	4,543,767
TIRZ Revenue County	440,695	516,650	448,220	595,000
Total Operating Revenues	2,747,463	3,955,409	3,431,140	5,138,767
Operating Expenditures				
Distribution	1,839,177	4,972,665	2,468,937	3,930,767
Debt Service Transfer	214,550	224,422	199,657	198,000
Total Operating Expenditures	2,053,727	5,197,087	2,668,594	4,128,767
Ending Unreserved Fund Balance	1,604,315	362,637	2,366,861	3,376,861

Tax Increment Reinvestment Zone #2 - Blanco Vista Development

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	-	-	-	-
Operating Revenues				
TIRZ Revenue City	998,420	1,307,833	1,211,421	1,539,767
TIRZ Revenue County	99,960	-	-	-
Total Operating Revenues	1,098,380	1,307,833	1,211,421	1,539,767
Operating Expenditures				
Distributions	1,098,380	1,107,833	1,211,421	1,539,767
Total Operating Expenditures	1,098,380	1,107,833	1,211,421	1,539,767
Ending Unreserved Fund Balance	-	200,000	-	-

Tax Increment Reinvestment Zone #3 - Conference Center

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	-	-	-	-
Operating Revenues				
TIRZ Revenue City	147,908	150,984	139,410	138,000
TIRZ Revenue County	66,642	73,438	60,247	60,000
Total Operating Revenues	214,550	224,422	199,657	198,000
Operating Expenditures				
Operating Transfers To Debt Service Fund	214,550	224,422	199,657	198,000
Total Operating Expenditures	214,550	224,422	199,657	198,000
Ending Unreserved Fund Balance	-	-	-	-

Tax Increment Reinvestment Zone #4 - Kissing Tree

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance		84,045	84,045	-
Operating Revenues				
Interest Income				-
TIRZ Revenue City	50,925	92,094	81,911	206,000
TIRZ Revenue County	33,120	15,609	53,370	135,000
Total Operating Revenues	84,045	107,703	135,281	341,000
Operating Expenditures				
Distributions	-	107,703	219,326	341,000
Total Operating Expenditures	-	107,703	219,326	341,000
Ending Unreserved Fund Balance	84,045	84,045	-	-

Tax Increment Reinvestment Zone #5 - Downtown

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	910,579	1,520,270	1,520,270	2,366,861
Operating Revenues				
Interest Income	-	-	-	-
TIRZ Revenue City	368,718	630,719	511,988	610,000
TIRZ Revenue County	240,973	427,603	334,603	400,000
Total Operating Revenues	609,691	1,058,322	846,591	1,010,000
Operating Expenditures				
Distributions	-	2,500,000	-	-
Total Operating Expenditures	-	2,500,000	-	-
Ending Unreserved Fund Balance	1,520,270	78,592	2,366,861	3,376,861

Transportation Reinvestment Zone - Loop 110

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	-	-	-	-
Operating Revenues				
Interest Income	-	-	-	-
TRZ Revenue City	740,797	1,257,129	1,038,190	2,050,000
Total Operating Revenues	740,797	1,257,129	1,038,190	2,050,000
Operating Expenditures				
Distributions	740,797	1,257,129	1,038,190	2,050,000
Total Operating Expenditures	740,797	1,257,129	1,038,190	2,050,000
Ending Unreserved Fund Balance	-	-	-	-

Public Education Governmental Fund (PEG)

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	517,665	545,249	545,249	571,949
Operating Revenues				
Public Education Governmental Fee	99,518	97,000	96,700	97,000
Total Operating Revenues	99,518	97,000	96,700	97,000
Capital Outlay				
Equipment	71,934	100,000	70,000	100,000
Total One-Time Expenditures	71,934	100,000	70,000	100,000
Ending Unreserved Fund Balance	545,249	542,249	571,949	568,949

Electric Utility Fund Summary

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	10,659,587	10,866,772	10,866,772	10,595,560
Operating Revenues				
Interest Income	156,283	244,420	164,816	281,959
Sales Tax Discount	8,971	7,500	8,802	8,916
Electric Service Revenue	56,128,647	58,043,981	53,990,594	57,203,312
Connections - Electric	586,148	600,000	553,232	575,050
Reconnection Charges	127,260	120,000	120,645	122,935
Penalties	539,630	550,000	623,152	568,428
Pole Attachment Contracts	0	454,500	457,186	357,000
Sale of Transformers	5,142	1,515	10,916	3,329
Ferguson Revenue	876,565	406,348	144,549	12,210
Service Charges	20,000	25,402	7,459	22,701
Other Revenue	90,964	169,349	414,919	167,371
Reimbursement from Other Funds	1,910,907	2,198,743	2,252,585	2,675,413
BAB Subsidy	22,055	21,977	21,615	19,720
Total Operating Revenues	60,472,572	62,843,735	58,770,470	62,018,343
Operating Expenses				
Personnel Services	5,100,930	6,295,606	5,722,309	6,914,021
Purchase of Power	35,939,424	37,780,820	33,057,003	36,502,187
Contracted Services	2,035,662	3,086,218	2,836,218	4,162,511
Materials and Supplies	711,086	1,382,591	1,232,591	1,455,030
Other Charges	3,171,655	3,788,934	3,797,267	3,962,125
Franchise Fee	4,490,286	4,643,519	4,490,292	4,643,519
Debt Service	3,821,150	4,250,198	4,250,200	4,522,302
Total Operating Expenses	55,270,192	61,227,885	55,385,880	62,161,695
One-Time Expenses				
One-Time Operating Transfers	-	40,000	40,000	42,000
Capital Outlay	211,299	615,803	615,803	426,284
Transfer to Capital Reserves	4,000,000	1,000,000	3,000,000	300,000
Total One-Time Expenses	4,211,299	1,655,803	3,655,803	768,284
Total Expenses	59,481,491	62,883,688	59,041,682	62,929,979
Ending Fund Balance	11,650,668	10,826,819	10,595,560	9,683,924
Fund Balance Reserve-Revenue Stabilization	783,896	-	-	-
Encumbrance Reserve	1,649,645	-	-	-
Ending Unreserved Fund Balance	9,217,127	10,826,819	10,595,560	9,683,924
Fund Balance in Days of Operation	65.34	68.88	74.95	60.61

Electric Utility Fund – Financial Forecast

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Operating Revenues					
Interest Income	164,816	281,959	284,779	287,626	290,503
Electric Service Revenue	553,232	575,050	603,802	633,992	665,692
Charges from Other Services	54,743,193	57,903,591	59,187,656	60,347,728	62,386,331
Other Revenue	1,056,644	582,330	1,381,291	1,498,827	1,529,694
Reimbursements from Other Funds	2,252,585	2,675,413	2,782,430	2,893,727	3,009,476
Total Operating Revenues	58,770,470	62,018,343	64,239,957	65,661,901	67,881,695
Operating Expenses					
Personnel Services	5,722,309	6,914,021	7,121,442	7,335,085	7,555,138
Contracted Services	2,836,218	4,162,511	4,245,761	4,330,676	4,417,289
Purchase of Power	33,057,003	36,502,187	41,255,864	42,110,197	42,984,476
Materials and Supplies	1,232,591	1,455,030	1,484,131	1,513,813	1,544,090
Other Charges	3,797,267	3,962,125	4,041,368	4,122,195	4,204,639
Franchise Fee	4,490,292	4,643,519	4,185,402	4,268,720	4,413,642
Reimbursement to Other Funds	-	-	-	-	-
Debt Service	4,250,200	4,522,302	4,660,276	5,669,727	5,817,674
Total Operating Expenses	55,385,880	62,161,695	66,994,243	69,350,414	70,936,947
Operating Income / (Loss)	3,384,591	(143,352)	(2,754,286)	(3,688,513)	(3,055,252)
One-Time Expenses					
One-Time Operating Transfers	40,000	42,000	-	-	-
Capital Outlay	615,803	426,284	426,284	426,284	426,284
Transfer to Capital Reserves	3,000,000	300,000	-	-	-
Rate Stabilization	-	-	-	-	-
Net Change in Fund Balance	(231,212)	(869,636)	(3,180,570)	(4,114,797)	(3,481,536)
Beginning Unreserved Fund Balance	10,866,772	10,635,560	9,765,924	6,585,354	2,470,557
Ending Unreserved Fund Balance	10,635,560	9,765,924	6,585,354	2,470,557	(1,010,979)
Percentage of Operating Expenses	19.2%	15.7%	9.8%	3.6%	-1.4%
Days of Operation	70	57	36	13	(5)

Electric Utility Fund Summary

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Conservation				
Personnel Services	88,726	91,059	91,059	99,103
Contracted Services	79,000	138,762	88,762	138,762
Materials and Supplies	10,334	23,335	23,335	23,335
Other Charges	-	500	500	500
Capital Outlay	-	-	-	-
Total	178,059	253,656	203,656	261,700
Meter Operations				
Personnel Services	894,220	1,056,023	896,023	1,108,423
Contracted Services	145,579	86,505	86,505	641,505
Materials and Supplies	137,585	364,886	264,886	376,361
Other Charges	33,349	42,465	42,465	53,065
Capital Outlay	-	-	-	256,828
Total	1,210,733	1,549,879	1,289,879	2,436,182
Administration				
Personnel Services	698,845	1,071,658	931,658	1,205,761
Contracted Services	249,600	364,148	264,148	315,948
Materials and Supplies	25,876	23,001	23,001	52,045
Other Charges	62,140	72,915	72,915	86,265
Capital Outlay	886	-	-	23,456
Total	1,037,347	1,531,722	1,291,722	1,683,475
Maintenance				
Personnel Services	1,909,784	2,259,181	2,059,181	2,687,525
Contracted Services	456,553	629,389	629,389	1,184,389
Materials and Supplies	504,358	874,289	824,289	902,210
Other Charges	39,985	70,890	70,890	77,090
Capital Outlay	160,413	240,000	240,000	96,000
Total	3,071,093	4,073,749	3,823,749	4,947,213
Utility Business Office				
Personnel Services	1,067,441	1,085,459	1,085,459	1,169,607
Contracted Services	306,716	523,430	423,430	523,430
Materials and Supplies	27,219	52,680	52,680	52,680
Other Charges	11,084	22,005	22,005	25,705
Capital Outlay	-	-	-	-
Total	1,412,460	1,683,574	1,583,574	1,771,422

Electric Utility Fund Summary

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Public Services Administration				
Personnel Services	440,829	593,417	543,417	638,604
Contracted Services	198,253	265,164	265,164	192,664
Materials and Supplies	2,523	9,200	9,200	13,200
Other Charges	9,351	24,550	24,550	39,410
Capital Outlay	975	325,803	325,803	-
Total	651,931	1,218,134	1,168,134	883,878
Special Services				
Personnel Services	1,084	138,808	115,512	5,000
Purchase Power	35,939,424	37,780,820	33,057,003	36,502,187
Contracted Services	599,961	1,078,820	1,078,820	1,165,813
Materials and Supplies	3,192	35,200	35,200	35,200
Other Charges	3,015,746	3,555,609	3,563,942	3,680,090
Franchise Fee	4,490,286	4,643,519	4,490,292	4,643,519
Operating Transfers	-	40,000	40,000	42,000
Capital Outlay	50,000	50,000	50,000	50,000
Transfer to Capital Reserves	4,000,000	1,000,000	3,000,000	300,000
Rate Stabilization	-	-	-	-
Total	48,099,693	48,322,776	45,430,768	46,423,809
Debt Service				
Principal Payments	1,915,000	2,170,000	2,170,000	2,310,000
Interest Payments	1,903,759	2,074,698	2,074,700	2,207,752
Fiscal Agent Fees	2,391	5,500	5,500	4,550
Total	3,821,150	4,250,198	4,250,200	4,522,302
Total Electric Utility Fund Expenses	59,482,466	62,883,688	59,041,682	62,929,979
Summary of Expenses by Department				
Conservation	178,059	253,656	203,656	261,700
Meter Operations	1,210,733	1,549,879	1,289,879	2,436,182
Administration	1,037,347	1,531,722	1,291,722	1,683,475
Maintenance	3,071,093	4,073,749	3,823,749	4,947,213
Utility Business Office	1,412,460	1,683,574	1,583,574	1,771,422
Public Services Administration	651,931	1,218,134	1,168,134	883,878
Special Services	48,099,693	48,322,776	45,430,768	46,423,809
Debt Service	3,821,150	4,250,198	4,250,200	4,522,302
Total Electric Utility Fund Expenses	59,482,466	62,883,688	59,041,682	62,929,979

Electric Fund – Outstanding Debt Service Requirements

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2019	2,170,000	2,074,698	4,244,698
2020	2,320,000	2,196,202	4,516,202
2021	2,435,000	2,076,999	4,511,999
2022	2,530,000	1,982,549	4,512,549
2023	2,640,000	1,870,634	4,510,634
2024	2,755,000	1,753,892	4,508,892
2025	2,955,000	1,631,688	4,586,688
2026	3,085,000	1,503,925	4,588,925
2027	3,210,000	1,372,968	4,582,968
2028	3,335,000	1,245,946	4,580,946
2029	3,475,000	1,106,735	4,581,735
2030	3,615,000	963,206	4,578,206
2031	3,775,000	804,750	4,579,750
2032	3,585,000	636,288	4,221,288
2033	3,750,000	476,475	4,226,475
2034	3,690,000	310,800	4,000,800
2035	1,680,000	196,575	1,876,575
2036	1,460,000	133,025	1,593,025
2037	1,155,000	81,100	1,236,100
2038	760,000	42,750	802,750
2039	445,000	13,350	458,350
Total	\$54,825,000	\$22,474,554	\$77,299,554

Electric Utility Fund - Personnel Roster

	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Electric Utility Fund								
Public Services Administration	5	5	5	6	4.00	5.00	4.00	6.00
Conservation	1	1	1	1	1.00	1.00	1.00	1.00
Electric Administration	10	11	10	11	10.33	11.33	10.33	11.33
Meter Operations	12	13	13	13	12.00	13.00	13.00	13.00
Maintenance	23	23	23	26	23.00	23.00	23.00	26.00
Utility Billing and Collections	15	15	15	15	15.00	15.00	15.00	15.00
Total	66	68	67	72	65.33	68.33	66.33	72.33



ELECTRIC UTILITY

DEPARTMENT SUMMARY ELECTRIC UTILITY					
Strategic Initiative					
					
Mission Statement					
<p>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.</p> <p>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.</p> <p>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.</p>					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Replace aged infrastructure with advanced technologies to provide more accurate metering and implement 'smart grid' usages including outage management systems	Replace all electric metering with new	% Installation Complete and Fully Functional	10%	70%	20%
	Replace 65% water meters as part of 10-year replacement program	% Installation Complete and Fully Functional	10%	70%	20%
	Upgrade mesh network and communications systems	% System Meters accurately reporting through the new systems	15%	75%	10%
	Update software systems and integration into Utility Billing software systems	Completion of communicatoins upgrade for effectively collecting real-time metering data and transferring to Utility Billing's Harris software system	100%	0%	0%

City of San Marcos | FY20 Adopted Budget

Goals	Objective	Performance Measure	FY19	FY20	FY21
Replace aged infrastructure with advanced technologies to provide more accurate metering and implement 'smart grid' usages including outage management systems	Complete 5-year vegetation management plan	Annual completion of targetted areas	20%	20%	20%
	Complete of Predictive, Preventative, Maintenance program	Completion of PPM's in a given period	100%	100%	100%
Provide up to date system modelling and development of 5- and 10-year CIP plans through improved system engineering and master planning	Complete 5-year Electrical Master Plan and Develop CIP	Completion of Master Plan in FY21	50%	50%	0%
	Design and Construction of Rattler Substation	Maintain Design and Construction Schedule	10%	70%	20%
	Design and Construction of Capital Projects	Completion of three CIP annually	3	3	3
Enhance City Facilities	Oversight of design and construction of the COSM Public Service Center	Completion of COSM PSC construction	10%	45%	45%

Administration

Electric Administration	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Assistant Director of Public Services	1	1	1	1	1.00	1.00	1.00	1.00
Electric Engineering Service 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	4	4	4	3	4.00	4.00	4.00	3.00
Electrical Engineering Technician Sr.	0	0	0	1	0.00	0.00	0.00	1.00
Administrative Clerk	1	1	1	1	1.00	1.00	1.00	1.00
Administrative Assistant	1	1	1	0	1.00	1.00	1.00	0.00
Administrative Assistant Sr.	0	0	0	1	0.00	0.00	0.00	1.00
Arborist	0	0	0	0	0.33	0.33	0.33	0.33
Power System Technician	0	1	0	1	0.00	1.00	0.00	1.00
Public Services GIS/Tech Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Total	10	11	10	11	10.33	11.33	10.33	11.33

Expenses by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Administration				
Personnel Services	698,845	1,071,658	931,658	1,205,761
Contracted Services	249,600	364,148	264,148	315,948
Materials and Supplies	25,876	23,001	23,001	52,045
Other Charges	62,140	72,915	72,915	86,265
Capital Outlay	886	-	-	23,456
Total	1,037,347	1,531,722	1,291,722	1,683,475

Conservation

Electric Conservation	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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

Expenses by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Conservation				
Personnel Services	88,726	91,059	91,059	99,103
Contracted Services	79,000	138,762	88,762	138,762
Materials and Supplies	10,334	23,335	23,335	23,335
Other Charges	-	500	500	500
Capital Outlay	-	-	-	-
Total	178,059	253,656	203,656	261,700

Meter Operations

Electric Meter Operations	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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 Specialist	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 Sr.	0	1	1	1	0.00	1.00	1.00	1.00
Total	12	13	13	13	12.00	13.00	13.00	13.00

Expenses by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Meter Operations				
Personnel Services	894,220	1,056,023	896,023	1,108,423
Contracted Services	145,579	86,505	86,505	641,505
Materials and Supplies	137,585	364,886	264,886	376,361
Other Charges	33,349	42,465	42,465	53,065
Capital Outlay	-	-	-	256,828
Total	1,210,733	1,549,879	1,289,879	2,436,182

Maintenance

Electric Maintenance	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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 Worker	11	10	10	4	11.00	10.00	10.00	4.00
Sr Line Worker	0	0	0	4	0.00	0.00	0.00	4.00
Line Person Apprentice I/II	2	4	4	4	2.00	4.00	4.00	4.00
Line Person Apprentice III/IV	0	0	0	4	0.00	0.00	0.00	4.00
Line Person Helper	4	3	3	2	4.00	3.00	3.00	2.00
Service Technician	0	0	0	2	0.00	0.00	0.00	2.00
Inventory Control Technician	1	1	1	1	1.00	1.00	1.00	1.00
Total	23	23	23	26	23.00	23.00	23.00	26.00

Expenses by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Maintenance				
Personnel Services	1,909,784	2,259,181	2,059,181	2,687,525
Contracted Services	456,553	629,389	629,389	1,184,389
Materials and Supplies	504,358	874,289	824,289	902,210
Other Charges	39,985	70,890	70,890	77,090
Capital Outlay	160,413	240,000	240,000	96,000
Total	3,071,093	4,073,749	3,823,749	4,947,213

Utility Business Office

	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Utility Billing and Collections								
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	5	5	4.00	4.00	5.00	5.00
Lead Cashier	2	2	2	2	2.00	2.00	2.00	2.00
Utilities Customer Service Clerk	4	4	3	3	4.00	4.00	3.00	3.00
Total	15	15	15	15	15.00	15.00	15.00	15.00

Mission Statement

The Utility Billing and Collection Division is responsible for the billing and collection of all electric, water, wastewater, garbage, cemetery and other accounts. These tasks include billing, collection, customer relations, utility service connections and disconnections, computer data entry, and computer output product initiation, as well as reporting utility data to management.

Expenses by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Utility Business Office				
Personnel Services	1,067,441	1,085,459	1,085,459	1,169,607
Contracted Services	306,716	523,430	423,430	523,430
Materials and Supplies	27,219	52,680	52,680	52,680
Other Charges	11,084	22,005	22,005	25,705
Capital Outlay	-	-	-	-
Total	1,412,460	1,683,574	1,583,574	1,771,422

Public Services Administration

Public Services Administration	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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	1	1	1	1	0.00	1.00	0.00	1.00
GIS Technician	0	0	0	1	0.00	0.00	0.00	1.00
Total	5	5	5	6	4.00	5.00	4.00	6.00

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 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Public Services Administration				
Personnel Services	440,829	593,417	543,417	638,604
Contracted Services	198,253	265,164	265,164	192,664
Materials and Supplies	2,523	9,200	9,200	13,200
Other Charges	9,351	24,550	24,550	39,410
Capital Outlay	975	325,803	325,803	-
Total	651,931	1,218,134	1,168,134	883,878

Special Services

Department Organization

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

Expenses by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Special Services				
Personnel Services	1,084	138,808	115,512	5,000
Purchase Power	35,939,424	37,780,820	33,057,003	36,502,187
Contracted Services	599,961	1,078,820	1,078,820	1,165,813
Materials and Supplies	3,192	35,200	35,200	35,200
Other Charges	3,015,746	3,555,609	3,563,942	3,680,090
Franchise Fee	4,490,286	4,643,519	4,490,292	4,643,519
Operating Transfers	-	40,000	40,000	42,000
Capital Outlay	50,000	50,000	50,000	50,000
Transfer to Capital Reserves	4,000,000	1,000,000	3,000,000	300,000
Rate Stabilization	-	-	-	-
Total	48,099,693	48,322,776	45,430,768	46,423,809

Water/Wastewater Utility Fund – Financial Forecast

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Operating Revenues					
Interest Income	286,570	285,482	285,482	285,482	288,337
Water Service Revenue	21,020,451	24,079,879	25,527,005	26,805,579	28,413,914
Wastewater Service Revenue	16,894,256	18,493,283	21,486,600	22,570,718	23,247,840
Charges from Other Services	3,010,638	2,678,131	2,558,130	2,600,571	2,649,004
Other Revenue	860,685	787,440	777,873	782,675	1,005,888
Total Operating Revenues	42,072,600	46,324,215	50,635,090	53,045,025	55,604,982
Operating Expenses					
Personnel Services	4,915,431	5,354,194	5,568,362	5,791,097	6,022,740
Contracted Services	10,798,524	11,469,409	13,348,033	13,653,876	13,951,876
Materials and Supplies	1,444,818	1,520,388	1,535,592	1,566,304	1,597,630
Other Charges	6,409,188	7,075,372	7,146,125	7,217,586	7,289,762
Franchise Fee	3,251,541	3,251,541	3,290,952	3,456,341	3,616,323
Reimbursement to Other Funds	-	-	-	-	-
Debt Service	13,361,334	14,397,947	13,935,682	14,441,074	16,581,250
Total Operating Expenses	40,180,836	43,068,851	44,824,746	46,126,277	49,059,581
Operating Income / (Loss)	1,891,764	3,255,364	5,810,344	6,918,748	6,545,401
One-Time Expenses					
Capital Outlay	343,000	240,000	242,400	244,824	247,272
System Improvements	-	-	-	-	-
Rate Stabilization	-	-	-	-	-
One-Time Operating Transfers	137,607	161,514	-	-	-
Transfer to Capital Reserves	1,400,000	2,193,928	300,000	1,000,000	1,500,000
Net Change in Fund Balance	11,157	659,922	5,267,944	5,673,924	4,798,128
Beginning Unreserved Fund Balance	8,933,337	8,944,495	9,604,417	14,872,361	20,546,285
Ending Unreserved Fund Balance	8,944,495	9,604,417	14,872,361	20,546,285	25,344,413
Percentage of Operating Expenses	22.3%	22.3%	33.2%	44.5%	51.7%
Days of Operation	81	81	121	163	189

Water/Wastewater Utility Fund Summary

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	12,388,666	10,086,852	10,086,852	10,098,010
Operating Revenues				
Interest Income	163,069	238,000	286,570	285,482
Water Service Revenue	20,262,595	20,788,214	21,020,451	24,079,879
Wastewater Service Revenue	16,844,961	18,671,906	16,894,256	18,493,283
Pretreatment Program	683,101	712,280	790,917	806,735
Connections-Water	233,300	294,920	230,955	233,265
Connections-Sewer	948	12,716	2,400	2,400
Effluent Revenue	477,778	426,009	511,385	590,500
Wholesale Water Sales	886,253	522,823	877,301	525,000
Penalties	357,746	357,650	418,752	341,303
Other Revenue	136,285	296,717	259,539	262,060
Service Charges	186,280	202,130	174,774	83,591
Debt Service Reimbursement (Series 2006 and 2006A)	450,661	500,000	450,903	450,903
Build America Bond Subsidy	157,537	169,172	154,397	169,814
Total Operating Revenues	40,840,513	43,192,537	42,072,600	46,324,215
Operating Expenses				
Personnel Services	4,616,326	5,006,311	4,915,431	5,354,194
Contracted Services	8,997,094	10,998,524	10,798,524	11,469,409
Materials and Supplies	1,068,704	1,444,818	1,444,818	1,520,388
Other Charges	7,214,972	6,509,188	6,409,188	7,075,372
Franchise Fee	3,033,673	3,251,541	3,251,541	3,251,541
Debt Service	12,219,133	13,364,310	13,361,334	14,397,947
Total Operating Expenses	37,149,902	40,574,692	40,180,836	43,068,851
Non-Recurring Expenses				
Operating/Administrative Transfers	69,856	137,607	137,607	161,514
Capital Outlay	454,061	343,000	343,000	240,000
Transfer to Capital Reserves	2,600,000	1,800,000	1,400,000	2,193,928
Total One-Time Expenses	3,123,917	2,280,607	1,880,607	2,595,442
Total Expenses	40,273,819	42,855,299	42,061,443	45,664,293
Ending Fund Balance	12,955,360	10,424,091	10,098,010	10,757,932
Fund Balance Reserve-Revenue Stabilization	2,868,508	-	-	-
Encumbrance Reserve	1,153,515			
Ending Unreserved Fund Balance	8,933,337	10,424,091	10,098,010	10,757,932
Fund Balance as a Percentage of Total Expenses	24.0%	25.7%	25.1%	25.0%

Water/Wastewater Utility Fund Summary

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Wastewater Collection				
Personnel Services	1,322,148	1,325,857	1,325,857	1,429,778
Contracted Services	61,034	84,150	84,150	94,150
Materials and Supplies	367,376	462,174	462,174	460,696
Other Charges	41,557	37,397	37,397	42,397
Capital Outlay	177,157	113,000	113,000	165,000
Total	1,969,272	2,022,578	2,022,578	2,192,021
Water Quality Services				
Personnel Services	564,092	569,624	569,624	681,054
Contracted Services	151,332	248,811	248,811	297,056
Materials and Supplies	50,316	59,048	59,048	82,740
Other Charges	9,351	13,917	13,917	15,367
Capital Outlay	-	-	-	-
Total	775,090	891,400	891,400	1,076,217
Water Distribution Maintenance				
Personnel Services	2,156,280	2,286,684	2,286,684	2,633,391
Contracted Services	116,734	210,053	210,053	210,053
Materials and Supplies	619,687	864,506	864,506	879,529
Other Charges	37,488	58,170	58,170	62,520
Capital Outlay	161,047	180,000	180,000	25,000
Total	3,091,236	3,599,412	3,599,412	3,810,493
Water Conservation				
Personnel Services	88,728	91,059	91,059	95,159
Contracted Services	11,383	95,006	95,006	95,006
Materials and Supplies	19,191	21,000	21,000	21,000
Other Charges	385	2,307	2,307	2,307
Capital Outlay	-	-	-	-
Total	119,686	209,372	209,372	213,472

Water/Wastewater Utility Fund Summary

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Water/Wastewater Administration				
Personnel Services	480,982	614,250	614,250	504,811
Contracted Services	117,209	242,851	242,851	225,701
Materials and Supplies	11,926	27,090	27,090	65,423
Other Charges	23,339	20,405	20,405	20,405
Capital Outlay	65,857	-	-	-
Total	699,312	904,597	904,597	816,340
Special Services				
Personnel Services	4,096	118,836	27,956	10,000
Contracted Services	8,539,401	10,117,653	9,917,653	10,547,443
Materials and Supplies	209	11,000	11,000	11,000
Other Charges	7,102,853	6,376,992	6,276,992	6,932,376
Franchise Fee	3,033,673	3,251,541	3,251,541	3,251,541
Operating / Administrative Transfers	69,856	137,607	137,607	161,514
Capital Outlay	50,000	50,000	50,000	50,000
Transfer to Capital Reserves	2,600,000	1,800,000	1,400,000	2,193,928
Rate Stabilization Fund	0	0	0	0
Total	21,400,088	21,863,629	21,072,749	23,157,802
Debt Service				
Principal Payments	8,205,000	8,925,000	8,970,000	9,230,000
Interest Payments	4,006,660	4,424,660	4,376,684	5,156,997
Fiscal Agent Fees	7,474	14,650	14,650	10,950
New Debt Issued				
Total	12,219,133	13,364,310	13,361,334	14,397,947
Total Water/Wastewater Utility Fund Expenses	40,273,819	42,855,299	42,061,443	45,664,293
Summary of Expenses by Department				
Wastewater Collection	1,969,272	2,022,578	2,022,578	2,192,021
Water Quality Services	775,090	891,400	891,400	1,076,217
Water Distribution Maintenance	3,091,236	3,599,412	3,599,412	3,810,493
Water Conservation	119,686	209,372	209,372	213,472
Water/ Wastewater Administration	699,312	904,597	904,597	816,340
Special Services	21,400,088	21,863,629	21,072,749	23,157,802
Debt Service	12,219,133	13,364,310	13,361,334	14,397,947
Total Water/Wastewater Utility Fund Expenses	40,273,819	42,855,299	42,061,443	45,664,293

Water/Wastewater Fund – Outstanding Debt Service Requirements

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2019	8,480,000	4,262,489	12,742,489
2020	8,775,000	4,428,584	13,203,584
2021	7,330,000	4,099,920	11,429,920
2022	7,600,000	3,818,503	11,418,503
2023	7,840,000	3,534,435	11,374,435
2024	8,145,000	3,204,505	11,349,505
2025	8,475,000	2,843,400	11,318,400
2026	8,820,000	2,457,531	11,277,531
2027	9,155,000	2,112,494	11,267,494
2028	5,570,000	1,720,968	7,290,968
2029	5,765,000	1,499,977	7,264,977
2030	6,010,000	1,278,351	7,288,351
2031	4,200,000	1,029,839	5,229,839
2032	4,350,000	884,116	5,234,116
2033	4,495,000	732,014	5,227,014
2034	4,340,000	575,379	4,915,379
2035	4,145,000	423,493	4,568,493
2036	3,685,000	277,871	3,962,871
2037	2,675,000	156,678	2,831,678
2038	1,390,000	73,552	1,463,552
2039	715,000	21,450	736,450
Total	\$121,960,000	\$39,435,548	\$161,395,548

Water/Wastewater Utility Fund – Personnel Roster

	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Water/Wastewater Utility Fund								
Wastewater Collection	19	19	19	19	19.00	19.00	19.00	19.00
Water Quality	8	8	8	9	8.00	8.00	8.00	9.00
Water Distribution	30	32	32	36	30.00	32.00	32.00	36.00
Water/Wastewater Conservation	1	1	1	1	1.00	1.00	1.00	1.00
Water/Wastewater Administration	5	5	5	5	5.21	5.21	5.21	5.21
Total	63	65	65	70	63.21	65.21	65.21	70.21



WATER & WASTEWATER

DEPARTMENT SUMMARY Water/Wastewater					
Strategic Initiative					
Mission Statement					
The Public Services Water/Wastewater Division's mission is to provide reliable water and wastewater services for our residents and visitors. These services are vital to the health and safety of our citizens and the economic strength of our community. The people of the Water/Wastewater Division are committed to the operation and maintenance of the City's infrastructure to deliver these services in the most efficient and cost-effective means possible.					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Operate and maintain an effective and efficient wastewater collection system.	System inspection & cleaning	Linear feet inspected	120,890	150,000	150000
	Reduce sewer chokes	Completed work orders	41	35	30
	Lift station repair & maintenance	Completed work orders	884	750	750
Provide safe, reliable drinking water through effective operation and maintenance of the water distribution system.	Perform leak detection on 1/4 of system annually	Leak detection report	100%	100%	100%
	Maintain & replace fire hydrants	Completed work orders	375	350	350
	Maintain & repair valves	Completed work orders	139	150	150
Administer and maintain compliance with all federal, state, and local regulations in regards to water and wastewater.	Compliance monitoring for industrial and commercial customers	Inspections conducted & reports filed	389	400	400
	Water distribution system monitoring for regulatory compliance	Samples taken & analyzed	6400	6500	6500

Wastewater Collection

Water/Wastewater Collection	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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	7	4.00	4.00	4.00	7.00
WWW Equipment Operator I	11	11	11	8	11.00	11.00	11.00	8.00
Total	19	19	19	19	19.00	19.00	19.00	19.00

Expenses by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Wastewater Collection				
Personnel Services	1,322,148	1,325,857	1,325,857	1,429,778
Contracted Services	61,034	84,150	84,150	94,150
Materials and Supplies	367,376	462,174	462,174	460,696
Other Charges	41,557	37,397	37,397	42,397
Capital Outlay	177,157	113,000	113,000	165,000
Total	1,969,272	2,022,578	2,022,578	2,192,021

Water Quality Services

Water/Wastewater Quality	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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	5	5	5	6	5.00	5.00	5.00	6.00
Administrative Clerk	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

Expenses by Category

City of San Marcos | FY20 Adopted Budget

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Water Quality Services				
Personnel Services	564,092	569,624	569,624	681,054
Contracted Services	151,332	248,811	248,811	297,056
Materials and Supplies	50,316	59,048	59,048	82,740
Other Charges	9,351	13,917	13,917	15,367
Capital Outlay	-	-	-	-
Total	775,090	891,400	891,400	1,076,217

Water Distribution and Maintenance

Water/Wastewater Distribution and Maintenance	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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	5	4.00	4.00	4.00	5.00
W/WW Equipment Operator II	4	5	5	5	4.00	5.00	5.00	5.00
W/WW Equipment Operator I	11	11	11	14	11.00	11.00	11.00	14.00
Cross Connection Control BFP	1	1	1	1	1.00	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	3	3	3	2.00	3.00	3.00	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	30	32	32	36	30.00	32.00	32.00	36.00

Expenses by Category

City of San Marcos | FY20 Adopted Budget

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Water Distribution Maintenance				
Personnel Services	2,156,280	2,286,684	2,286,684	2,633,391
Contracted Services	116,734	210,053	210,053	210,053
Materials and Supplies	619,687	864,506	864,506	879,529
Other Charges	37,488	58,170	58,170	62,520
Capital Outlay	161,047	180,000	180,000	25,000
Total	3,091,236	3,599,412	3,599,412	3,810,493

Water Conservation

Water/Wastewater Conservation	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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

Expenses by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Water Conservation				
Personnel Services	88,728	91,059	91,059	95,159
Contracted Services	11,383	95,006	95,006	95,006
Materials and Supplies	19,191	21,000	21,000	21,000
Other Charges	385	2,307	2,307	2,307
Capital Outlay	-	-	-	-
Total	119,686	209,372	209,372	213,472

Administration

City of San Marcos | FY20 Adopted Budget

Water/Wastewater Administration	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
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	0.88	0.88	0.88	0.88
Total	5	5	5	5	5.21	5.21	5.21	5.21

Expenses by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Water/Wastewater Administration				
Personnel Services	480,982	614,250	614,250	504,811
Contracted Services	117,209	242,851	242,851	225,701
Materials and Supplies	11,926	27,090	27,090	65,423
Other Charges	23,339	20,405	20,405	20,405
Capital Outlay	65,857	-	-	-
Total	699,312	904,597	904,597	816,340

Special Services

Department Organization

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

Expenses by Category

City of San Marcos | FY20 Adopted Budget

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Special Services				
Personnel Services	4,096	118,836	27,956	10,000
Contracted Services	8,539,401	10,117,653	9,917,653	10,547,443
Materials and Supplies	209	11,000	11,000	11,000
Other Charges	7,102,853	6,376,992	6,276,992	6,932,376
Franchise Fee	3,033,673	3,251,541	3,251,541	3,251,541
Operating / Administrative Transfer	69,856	137,607	137,607	161,514
Capital Outlay	50,000	50,000	50,000	50,000
Transfer to Capital Reserves	2,600,000	1,800,000	1,400,000	2,193,928
Rate Stabilization Fund	-	-	-	-
Total	21,400,088	21,863,629	21,072,749	23,157,802

Stormwater Utility Fund – Financial Forecast

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Operating Revenues					
Interest Income	15,628	16,000	16,000	16,000	16,000
Drainage Service Revenue	4,876,080	5,746,009	6,837,751	8,136,923	9,682,939
Charges from Other Services	78,487	87,762	89,842	89,784	89,637
Other Revenue	35,723	1,000	-	-	-
Total Operating Revenues	5,005,918	5,850,771	6,943,593	8,242,708	9,788,576
Operating Expenses					
Personnel Services	649,945	744,087	1,265,039	1,328,291	1,394,705
Contracted Services	760,324	1,092,749	1,196,517	1,256,343	1,319,160
Materials and Supplies	104,497	142,525	181,805	190,895	200,440
Other Charges	280,275	327,594	353,527	371,203	389,764
Debt Service	2,447,829	3,125,650	3,469,118	3,244,206	4,990,624
Total Operating Expenses	4,242,870	5,432,604	6,466,005	6,390,938	8,294,693
Operating Income / (Loss)	763,049	418,167	477,588	1,851,769	1,493,883
One-Time Expenses					
Capital Outlay	41,947	-	330,000	150,000	150,000
One-Time Operating Transfers	600,000	-	10,822	11,038	11,259
Prior Period Adjustment	-	-	-	-	-
Net Change in Fund Balance	121,102	418,167	136,766	1,690,731	1,332,624
Beginning Unreserved Fund Balance	943,439	1,064,541	1,482,708	1,619,473	3,310,204
Ending Unreserved Fund Balance	1,064,541	1,482,708	1,619,473	3,310,204	4,642,828
Percentage of Operating Expenses	25.1%	27.3%	25.0%	51.8%	56.0%
Days of Operation	92	100	91	189	204

Stormwater Utility Fund Summary

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	943,439	1,064,541	1,064,541	1,482,708
Operating Revenues				
Interest Income	15,628	5,000	16,000	16,000
Drainage Utility Fee	4,876,080	5,750,325	5,746,009	6,837,751
Penalties	37,527	41,321	47,619	49,048
Other Revenue	35,723	-	1,000	-
Build America Subsidy	40,960	42,274	40,143	40,795
Total Operating Revenues	5,005,918	5,838,920	5,850,771	6,943,593
Total Funds Available	5,949,357	6,903,461	6,915,312	8,426,301
Operating Expenses				
Personnel Services	649,945	794,087	744,087	1,265,039
Contracted Services	760,324	1,162,749	1,092,749	1,196,517
Materials and Supplies	104,497	142,525	142,525	181,805
Other Charges	280,275	327,594	327,594	353,527
Debt Service	2,447,829	3,125,650	3,125,650	3,469,118
Total Operating Expenses	4,242,870	5,552,604	5,432,604	6,466,005
One-Time Expenses				
Capital Outlay	41,947	-	-	330,000
Operating Transfer	600,000	-	-	10,822
Total One-Time Expenses	641,947	-	-	340,822
Reserved Fund Balance	-	-	-	-
Ending Unreserved Fund Balance	1,064,541	1,350,857	1,482,708	1,619,473
Fund Balance as a Percentage of Total Expenses	25.09%	24.33%	27.29%	25.05%

Stormwater Fund – Outstanding Debt Service Requirements

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2019	1,625,000	1,494,150	3,119,150
2020	1,870,000	1,595,367	3,465,367
2021	1,980,000	1,485,386	3,465,386
2022	2,060,000	1,402,505	3,462,505
2023	2,145,000	1,317,710	3,462,710
2024	2,245,000	1,218,705	3,463,705
2025	2,350,000	1,108,240	3,458,240
2026	2,465,000	993,215	3,458,215
2027	2,565,000	890,894	3,455,894
2028	2,140,000	776,959	2,916,959
2029	2,225,000	684,508	2,909,508
2030	2,320,000	589,597	2,909,597
2031	1,520,000	483,950	2,003,950
2032	1,580,000	422,850	2,002,850
2033	1,650,000	359,050	2,009,050
2034	1,645,000	293,950	1,938,950
2035	1,600,000	228,675	1,828,675
2036	1,560,000	164,450	1,724,450
2037	1,330,000	102,775	1,432,775
2038	1,080,000	57,900	1,137,900
2039	360,000	10,800	370,800
Total	\$38,315,000	\$15,681,636	\$53,996,636

Stormwater Utility Fund - Personnel Roster

	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Drainage Fund								
Drainage Administration	10	11	12	17	9.00	11.00	12.00	17.00
Total	10	11	12	17	9.00	11.00	12.00	17.00

Stormwater

	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Stormwater Management								
Stormwater Systems Manager	1	1	1	1	1.00	1.00	1.00	1.00
Drainage Maint. Crew Leader	1	1	2	3	1.00	1.00	2.00	3.00
Stormwater Coordinator	1	1	1	1	1.00	1.00	1.00	1.00
Project Engineer	1	1	1	1	0.00	1.00	1.00	1.00
Drainage Maint. Equipment Operator I	4	4	4	6	4.00	4.00	4.00	6.00
Drainage Maint. Equipment Operator II	2	3	3	4	2.00	3.00	3.00	4.00
Stormwater Technician	0	0	0	1	0.00	0.00	0.00	1.00
Total	10	11	12	17	9.00	11.00	12.00	17.00

Expenses by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Drainage Operations				
Personnel Services	652,783	794,087	744,087	1,265,039
Contracted Services	47,123	214,996	214,996	214,996
Materials and Supplies	104,436	142,525	142,525	181,805
Other Charges	8,461	14,500	14,500	22,770
Capital Outlay	41,947	-	-	330,000
Total	854,751	1,166,107	1,116,107	2,014,610

DEPARTMENT SUMMARY STORMWATER					
Strategic Initiative					
					
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.					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Improve transportation system safety	Increase and enhance pedestrian safety at street crossings and school zones	Install new or improve existing to ADA-compliant accessible pedestrian crossings	40 EA	40 EA	40 EA
	Keep roadways and bike lanes clear of debris	Regularly maintain street sweeping of each city streets	2 sweeps per street	3 sweeps per street	3 sweeps per street
	Keep roadways and bike lanes free of drainage ponding or flooding	Regularly clean storm sewers and drainage channels	10,000 LF	10,000 LF	10,000 LF

Special Services

Expenses by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Drainage Special Services				
Personnel Services	(2,839)	-	-	-
Contracted Services	713,201	947,753	877,753	981,521
Materials and Supplies	61	-	-	-
Other Charges	271,813	313,094	313,094	330,757
Operation Transfers	600,000	-	-	10,822
Total	1,582,237	1,260,847	1,190,847	1,323,100

Municipal Airport Fund Summary

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	3,332	24,863	24,863	89
Operating Revenues				
Interest Income	-	-	-	-
Penalties Assessed	-	-	-	-
City-Owned T-Hangar Rentals	58,082	57,600	55,200	55,200
City-Owned Shelter Rentals	12,939	14,280	14,110	14,280
Agricultural Land Lease	134,130	134,130	134,130	134,130
Fuel Flowage Fees	88,497	94,000	69,400	69,400
City-Owned Storage Area Rentals	4,850	4,200	4,200	4,200
Private Hangar/Land Rentals	45,772	71,457	75,225	113,786
Commercial Land/Facility Rentals	195,331	239,082	200,279	244,809
Tie-Down Rent	20,925	22,500	16,150	16,150
Commercial Gross Receipts	40,644	9,000	36,700	37,900
Other Revenue	-	-	-	-
Total Operating Revenues	601,170	646,249	605,394	689,855
Non-Operating Revenues				
Commercial Land/Facility Improvement Credits	(74,232)	(47,433)	(74,000)	(74,000)
Transfer from General Fund	27,000	-	30,500	-
Total Non-Operating Revenues	(47,232)	(47,433)	(43,500)	(74,000)
Total Revenue	553,938	598,816	561,894	615,855
Operating Expenses				
Contracted Services	448,933	499,637	499,637	508,850 ¹
Materials and Supplies	(273)	5,000	5,000	5,000 ¹
Other Charges	83,747	94,245	82,031	102,065 ¹
Total Operating Expenses	532,407	598,882	586,668	615,915
Ending Unreserved Fund Balance	24,863	24,797	89	29
Fund Balance as a Percentage of Operating Expenses	4.67%	4.14%	0.02%	0.00%

Airport

Mission Statement

The San Marcos Municipal Airport provides for the aviation needs of the citizens of San Marcos and the regional community. The Administration of the Airport includes maintaining and improving the physical facilities, ensuring compliance with applicable Federal standards and rules, establishing and enforcing good airport operating practices, marketing, lease negotiation, and planning for short and long range needs of the Airport.

Expenses by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Airport				
Personnel Services				
Contracted Services	448,933	499,637	499,637	508,850
Materials and Supplies	(273)	5,000	5,000	5,000
Other Charges	83,747	94,245	82,031	102,065
Total Operating Expenses	532,407	598,882	586,668	615,915

Resource Recovery Utility Fund Summary

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Fund Balance - Reserved and Unreserved	1,265,562	1,527,239	1,527,239	1,482,806
Operating Revenues				
Residential Garbage Collection Fee	2,748,199	2,969,223	2,982,902	3,307,944
Penalties	70,561	72,486	72,662	79,069
Recycling Collection Fee	1,381,051	1,316,024	1,291,303	1,366,416
Other Revenue	58,355	55,000	55,000	55,000
Total Operating Revenue	4,258,166	4,412,733	4,401,867	4,808,429
Operating Expenses				
Personnel Services	291,021	363,566	363,566	403,946
Contracted Services	3,476,721	3,783,545	3,808,955	4,078,562
Materials and Supplies	21,548	27,000	27,000	27,000
Other Charges	207,200	264,778	236,778	284,089
Total Operating Expenses	3,996,489	4,438,889	4,436,299	4,793,597
Capital Improvements	-	-	10,000	-
Total Expenses	3,996,489	4,438,889	4,446,299	4,793,597
Ending Unreserved Fund Balance	1,527,239	1,501,083	1,482,806	1,497,638

Resource Recovery

Resource Recovery	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Asst Director - Fleet, Transit, Resource Recovery Enhancement	0	0	0	0	0.00	0.00	0.00	0.00
Community Enhancement Mngr	1	1	1	1	1.00	1.00	1.00	1.00
Resource Recovery Coordinator	1	1	1	2	1.00	1.00	1.00	2.00
Resource Recovery Specialist	1	1	1	0	1.00	1.00	1.00	0.00
Community Enhancement Specialist	1	1	1	1	1.00	1.00	1.00	1.00
Intern	0	3	3	3	0.00	0.96	0.96	0.96
Total	4	7	7	7	4.25	5.21	5.21	5.21

Expenses by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Resource Recovery				
Personnel Services	291,021	363,566	363,566	403,946
Contracted Services	3,476,721	3,783,545	3,808,955	4,078,562
Materials and Supplies	21,548	27,000	27,000	27,000
Other Charges	207,200	264,778	236,778	284,089
Capital Outlay	-	-	10,000	-
Total Operating Expenses	3,996,489	4,438,889	4,446,299	4,793,597

DEPARTMENT SUMMARY RESOURCE RECOVERY					
Strategic Initiative					
					
Mission Statement					
<p>To manage the solid waste services in San Marcos by providing an integrated solid waste system that is responsive to the City's vision and growth by adding programs to help increase landfill diversion. It includes the Keep San Marcos Beautiful Program to educate and engage San Marcos citizens to take responsibility for improving our community environment through litter prevention, beautification, waste reduction and sustainability.</p>					
Goals	Objective	Performance Measure	FY19	FY20	FY21
Relocate the Household Hazardous Waste (HHW) Drop Off Facility and add offices for the Resource Recovery division.	Design a facility in anticipation of the growth of the HHW program	Procure contract and complete design	0%	30%	100%
Provide resources and training for all City offices and employees to increase landfill diversion and minimize contamination in City facilities.	Standardize all trash and recycling containers in City facilities	Procure containers and deliver to City facilities	0%	100%	100%
	Train all City staff on the proper use of the various containers	Provide orientation and training to staff in each City facility	0%	100%	100%

Transit Fund Summary

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Fund Balance - Reserved and Unreserved	77,369	101,842	101,842	75,425
Operating Revenues				
Federal Transit Funds	-	-	-	887,184
State Transit Funds	-	-	-	211,497
Fare Revenue	-	-	-	150,000
Other Revenue	-	-	-	25,000
Total Operating Revenue	-	-	-	1,273,681
Operating Transfer - General Fund	610,000	610,000	610,000	650,000
Total One-Time Operating Revenues	610,000	610,000	610,000	650,000
Total Funds Available	687,369	711,842	711,842	1,999,106
Operating Expenses				
Personnel Services	124,712	133,917	133,917	207,315
Contracted Services	451,650	496,000	496,000	1,745,200
Materials and Supplies	6,618	3,000	3,000	3,000
Other Charges	2,548	3,500	3,500	6,093
Total Operating Expenses	585,527	636,417	636,417	1,961,608
Capital Improvements	-	-	-	-
Ending Unreserved Fund Balance	101,842	75,425	75,425	37,497
Fund Balance as a Percentage of Operating Expenses				1.91%

Transit

Transit	Positions				Full Time Equivalent			
	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20	Actual 2017-18	Adopted 2018-19	Actual 2018-19	Adopted 2019-20
Asst Director - Fleet, Transit, Resource Recovery	0	0	0	0	0.33	0.33	0.33	0.33
Transit Support Specialist	0	0	0	1	0.00	0.00	0.00	1.00
Transit Manager	0	0	1	1	0.00	0.00	1.00	1.00
GIS Transit Analyst	1	1	0	0	1.00	1.00	0.00	0.00
Total	1	1	1	2	1.33	1.33	1.33	2.33

Expenses by Category

	Actual 2017/2018	Approved 2018/2019	Estimated 2018/2019	Adopted 2019/2020
Transit				
Personnel Services	124,712	133,917	133,917	207,315
Contracted Services	451,650	496,000	496,000	1,745,200
Materials and Supplies	6,618	3,000	3,000	3,000
Other Charges	2,548	3,500	3,500	6,093
Capital Outlay	-	-	-	-
Total Operating Expenses	585,527	636,417	636,417	1,961,608

DEPARTMENT SUMMARY GENERAL SERVICES - TRANSIT					
Strategic Initiative					
					
Mission Statement					
Our mission is to provide top quality, professional, effective and timely transit services to the community through our partnership with the Capital Area Rural Transportation System					
Goals	Objective	Performance Measure	FY19	FY20	FY21
City becomes the Direct Recipient of federal and state transit funding	Formalize official designation as the direct recipient	Receive TxDOT concurrence	100%	100%	100%
		Receive FTA concurrence	100%	100%	100%
		Create Urban Transit District	75%	100%	100%
	Effectively administer federal and state grant funds	Establish FTA & TxDOT grant management procedures	10%	100%	100%
		Establish FTA & TxDOT grant compliance procedures	10%	100%	100%
		FTA to conduct Triennial Review of City's grant management and compliance	0%	0%	100%
City creates an integrated, seamless transit system to serve the entire community	Review system models to operate and manage transit services	Coordinated Transit Plan Phase II	100%	100%	100%
	Assess operating and financial alternatives for coordinated transit services	San Marcos Five Year Strategic Plan for Transit Service	15%	100%	100%
		Develop Interlocal Agreement for coordinated transit system	5%	75%	100%
	Secure coordinated transit system operating contract	Develop Request for Proposal	0%	100%	-
		Solicitation and Procurement process	0%	50%	100%

Cemetery Perpetual Care Trust Fund Summary

	Actual 2017/2018	Approved 2018/2019	Revised 2018/2019	Adopted 2019/2020
Beginning Unreserved Fund Balance	1,066,634	1,068,959	1,068,959	-
Operating Revenues				
Interest Income	65	1,000	500	-
Perpetual Care Sales	2,260	3,000	2,500	-
Total Operating Revenues	2,325	4,000	3,000	-
Operating Expenditures				
Operating Transfers	-	-	1,071,959	-
Total Operating Expenditures	-	-	1,071,959	-
Ending Unreserved Fund Balance	1,068,959	1,072,959	-	-
Fund Balance as a Percentage of Total Expenditures	100.00%	100.00%	0.00%	0.00%

Capital 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:

Project	Estimated Annual Impact
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.

City of San Marcos | FY20 Adopted Budget

Project Name	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Total City 10 Year Cost
General Fund	\$ 16,915,000	\$12,636,666	\$ 9,359,000	\$28,655,000	\$26,226,000	\$ 77,380,000	\$ 171,171,666
Airport - City Facilities	100,000						100,000
Airport Hanger Project	70,000						70,000
Airport - Routine Maintenance Grant Match	50,000	50,000					100,000
Airport - Runway 17-35 Extension				100,000		1,000,000	1,100,000
Airport - WWII Tower and Electric Vault relocation					150,000	385,000	535,000
Activity Center Splash Pad/Playground			150,000	500,000			650,000
Blanco River Village City Park						200,000	200,000
Boy Scout Hut Rehab				100,000			100,000
Children's Park Parking Lot					150,000	850,000	1,000,000
City Facilities HVAC Replacement	250,000	250,000	250,000	250,000	250,000		1,250,000
City Facility Parking Lots	150,000	150,000	150,000				450,000
City Facility Renovations	450,000	300,000	300,000	300,000	300,000	1,500,000	3,150,000
City Park - ADA Playground	750,000						750,000
Dog Park		75,000			500,000		575,000
Dunbar Education Building Rehab	25,000	75,000	250,000				350,000
Gary Softball Complex Renovation- Existing Fields Ph 1.	600,000						600,000
Gary Softball Complex Renovation Ph 2.				2,000,000			2,000,000
Library Expansion & Renovation	6,750,000						6,750,000
Nature Center						3,050,000	3,050,000
PARD Maintenance Facility	300,000						300,000
Parks - ADA Access to River	500,000						500,000
Park Development of Undeveloped Park Land		500,000	500,000	500,000	500,000		2,000,000
Purgatory Creek Preserve Park - Trail Head				1,500,000			1,500,000
Regional Tennis Center					400,000	4,000,000	4,400,000
River Parks ADA Restroom Imps		600,000		600,000	600,000	1,200,000	3,000,000
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			160,000
Spray Pads East side/West Side			100,000	400,000	400,000		900,000
Arts District to enhance performing and visual space						100,000	100,000

City of San Marcos | FY20 Adopted Budget

Project Name	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Total City 10 Year Cost
General Fund - continued							
Airport - FM 110 Connection Drive				1,000,000			1,000,000
Bugg Lane Alley	35,000		100,000				135,000
Cemetery Land Acquisition	700,000	225,000	400,000				1,325,000
Cheatham Street Sidewalks				20,000	200,000		220,000
Craddock/Bishop Intersection Imps					50,000	450,000	500,000
Ed JL Green Sidewalk						140,000	140,000
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	400,000	900,000
UPRR Quiet Zone - Uhland Rd. Quad Gates					850,000		850,000
Fire Department Replacement Brush Truck #2 (52-319)						250,000	250,000
Fire Department Replacement Engine (52-614)		785,000					785,000
Fire Department Replacement Ladder Truck (52-300)	250,000						250,000
Fire Department New Station - Highpoint/Trace Station #6		4,500,000					4,500,000
Fire Department New Station - Hwy 80/SH 21				1,000,000		6,100,000	7,100,000
Fire Department New Engine - Hwy 80/SH 21						800,000	800,000
Fire Department New Station - Outlet Mall						7,500,000	7,500,000
Fire Department New Ladder Truck - Outlet Mall						1,500,000	1,500,000
Fire Department Training Airport Facility	2,000,000						2,000,000
Fire Station #2 Demolition			63,000				63,000
Fire Station #2 - New Road	300,000						300,000
Fire Station #5 Parking Lot Expansion				25,000	150,000		175,000
Fire Station #1 Remodel		200,000	900,000	900,000			2,000,000
Fire Station #3 Remodel				100,000	900,000		1,000,000
Airport - Taxiway System, Ramp Rehab Design		600,000	600,000				1,200,000
Belvin Street Improvements				600,000			600,000
Bishop Sidewalk Imps - Franklin to Prospect				225,000		980,000	1,205,000
Bishop Street Improvements		550,000					550,000
Chestnut Street Improvements				375,000		1,230,000	1,605,000
Comprehensive Plan						100,000	100,000
Critical Facility Security	50,000	50,000	50,000	50,000			200,000
Disaster Recovery Infrastructure		166,666					166,666

City of San Marcos | FY20 Adopted Budget

Project Name	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Total City 10 Year Cost
General Fund - continued							
E. Aquarena Springs Drive Reconstruction	25,000	500,000					525,000
Ed JL Green Dr Imps				220,000		580,000	800,000
Fiber Optic Infrastructure Expansions	80,000	80,000	80,000	80,000	80,000	34,000	434,000
Heritage Neighborhood Imps					400,000	2,000,000	2,400,000
Hopkins Drainage and Wastewater Imps from Riverside to City Hall				200,000		700,000	900,000
Hwy 123 12" Water AC Line Replacement			300,000				300,000
Kingwood and Sherwood Imps	70,000			700,000			770,000
Linda Drive Improvements			1,000,000				1,000,000
Long Street Realignment						800,000	800,000
MLK Street Reconstruction					450,000	2,100,000	2,550,000
Mockingbird Hills Subdivision Imps				750,000		4,000,000	4,750,000
Network Cabling Infrastructure for City Facilities - Bond		300,000					300,000
Old RR12/Moore Street Reconstruction						2,450,000	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
Purgatory Creek Improvements Ph 2				1,800,000	1,710,000	660,000	4,170,000
Ramsay St. Reconstruction				150,000		700,000	850,000
River Ridge Extension to Post Road						9,500,000	9,500,000
Sessom/Academy Intersection Improvements	250,000						250,000
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
Staples Rd 12" Water Line	100,000						100,000
Storage Area Network (SAN) replacement - IT	200,000						200,000
Strategic Land Acquisition		250,000					250,000
Sunset Acres Subdivision Study			1,500,000				1,500,000
Telephone System and Replacement		100,000					100,000
Victory Gardens Neighborhood Improvements Ph. II - South Section			400,000			3,000,000	3,400,000
Wallace Addition Subdivision					6,750,000		6,750,000
Hopkins Street Improvements Project from Moore to Guadalupe	350,000		200,000	3,500,000			4,050,000
Old Ranch Road 12 Bike & Ped & Widening Project				2,900,000			2,900,000
Purgatory Creek Improvements Ph 1	1,750,000			6,105,000			7,855,000
Downtown Alley Reconstruction	60,000		300,000			200,000	560,000

City of San Marcos | FY20 Adopted Budget

Project Name	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Total City 10 Year Cost
General Fund - continued							
Downtown Pedestrian Safety & Comfort Improvements	200,000	200,000	200,000				600,000
Downtown Reconstruction Ph. II - LBJ: Grove St. to Hopkins			540,000		5,300,000		5,840,000
Animal Shelter - Long Term Imps		75,000		750,000	5,500,000		6,325,000
Animal Shelter - Short Term Imps	400,000						400,000
Household Hazardous Waste Renovations		50,000	700,000				750,000
Public Safety Mobile Video Technology		600,000				700,000	1,300,000
Traffic Signal Synchronization and Improvement Project		125,000	226,000		106,000	111,000	568,000
Water Fund	\$ 8,930,000	\$41,325,000	\$16,255,000	\$18,296,000	\$ 8,755,000	\$ 40,855,000	\$ 134,416,000
Airport - Utilities & Stormwater Imps			140,000		1,400,000		1,540,000
AMI Generation 2 Upgrade	1,079,000						1,079,000
Asset Management System Development	25,000						25,000
Belvin Street Improvements				1,600,000			1,600,000
Bishop Street Improvements		1,000,000					1,000,000
Briarwood and River Ridge Imps		300,000					300,000
Chestnut Street Improvements				150,000		500,000	650,000
Comprehensive Plan	100,000					100,000	200,000
Critical Facility Security	50,000	50,000	50,000	50,000			200,000
Downtown Alley Reconstruction	30,000		240,000			120,000	390,000
Downtown Reconstruction Ph. II - LBJ: Grove St. to Hopkins			100,000		1,000,000		1,100,000
Dunbar Utility Imps	500,000		2,200,000				2,700,000
Ed JL Green Dr Imps				25,000		60,000	85,000
Heritage Neighborhood Imps					280,000	1,400,000	1,680,000
Hopkins Street Improvements Project from Moore to Guadalupe	130,000			1,300,000			1,430,000
Hwy 123 12" Water AC Line Replacement			2,500,000				2,500,000
IH-35 Utility Relocations	50,000	800,000			200,000	500,000	1,550,000
Kingwood and Sherwood Imps	20,000			200,000			220,000
Linda Drive Improvements			700,000				700,000
MLK Street Reconstruction					165,000	825,000	990,000
Mockingbird Hills Subdivision Imps				250,000		1,200,000	1,450,000
Network Cabling Infrastructure for City Facilities - Bond	75,000						75,000
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 Svcs/Comm Svcs Complex - Fleet and FF&E		250,000					250,000

City of San Marcos | FY20 Adopted Budget

Project Name	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Total City 10 Year Cost
Water Fund - continued							
Purgatory Creek Improvements Ph 1	121,000			850,000			971,000
Purgatory Creek Improvements Ph 2				81,000		415,000	496,000
Ramsay St. Reconstruction				100,000		515,000	615,000
Ridgeway Hillcrest Drainage Improvements						50,000	50,000
Sessom/Academy Intersection Improvements	200,000						200,000
Sessom Creek Restoration - Phase 2			150,000				150,000
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
Strategic Land Acquisition		250,000					250,000
Sunset Acres Subdivision Study			1,850,000				1,850,000
Surface Water Treatment Plant Access				560,000			560,000
Telephone System and Replacement		100,000					100,000
Victory Gardens Neighborhood Improvements Ph. II - South Section			200,000			1,500,000	1,700,000
Wallace Addition Subdivision					1,310,000		1,310,000
ARWA Delivery Improvements	4,000,000						4,000,000
Centerpoint Rd 12" Water Main Extension						1,500,000	1,500,000
Cheatham Water Line Guadalupe to CM Allen			75,000		350,000		425,000
Clovis Barker Water Line						1,100,000	1,100,000
Comanche Tank			100,000	6,000,000			6,100,000
Comanche Pump Station Improvements	50,000	250,000					300,000
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
Harris Hill Rd Water Line					150,000	1,150,000	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 21 Water	500,000		2,500,000				3,000,000
Hwy 80 Water Line	250,000		2,000,000				2,250,000
IH 35 Water McCarty-Centerpoint						1,800,000	1,800,000
IH 35S Water Improvements - Clovis Barker south across creek		500,000					500,000
IH 35S Water Wonder World to Clovis Barker and Civic		125,000	1,700,000				1,825,000
Lazy Lane Water Improvements				325,000	1,600,000		1,925,000
Long St. Waterline Crossing						700,000	700,000

City of San Marcos | FY20 Adopted Budget

Project Name	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Total City 10 Year Cost
Water Fund - continued							
Old Bastrop Hwy Posey to Francis Harris Water Line						825,000	825,000
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	1,100,000						1,100,000
Stagecoach to Bishop Water Line Extension						550,000	550,000
Stagecoach to Great Oaks Drive Water Line						2,100,000	2,100,000
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
University Dr. Water replacement - CM Allen to Sessom				200,000	600,000		800,000
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	450,000
Water Master Plan				500,000		500,000	1,000,000
Water Pump Station Improvements	150,000	150,000	150,000	150,000	150,000	750,000	1,500,000
Water Supply - ARWA		36,500,000				5,300,000	41,800,000
Water System Improvements	150,000	150,000	150,000	150,000	150,000	750,000	1,500,000
Wastewater Fund	\$ 13,531,000	\$13,750,666	\$ 9,810,000	\$18,261,000	\$ 7,205,000	\$ 40,654,000	\$ 103,211,666
Airport - Utilities & Stormwater Imps			140,000		1,400,000		1,540,000
Asset Management System Development	25,000						25,000
Belvin Street Improvements				750,000			750,000
Bishop Street Improvements		1,000,000					1,000,000
Chestnut Street Improvements				110,000		360,000	470,000
Disaster Recovery Infrastructure		166,666					166,666
Downtown Alley Reconstruction	30,000		240,000			120,000	390,000
Downtown Reconstruction Ph. II - LBJ: Grove St. to Hopkins			100,000		1,000,000		1,100,000
Dunbar Utility Imps	500,000		2,200,000				2,700,000
Ed JL Green Dr Imps				85,000		415,000	500,000
Fiber Optic Infrastructure Expansions	80,000	80,000	80,000	80,000	80,000	34,000	434,000
Heritage Neighborhood Imps					240,000	1,200,000	1,440,000
Hopkins Drainage and Wastewater Imps from Riverside to City Hall				20,000		100,000	120,000

City of San Marcos | FY20 Adopted Budget

Project Name	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Total City 10 Year Cost
Wastewater Fund - continued							
Hopkins Street Improvements Project from Moore to Guadalupe	130,000			1,300,000			1,430,000
IH-35 Utility Relocations		250,000			100,000	250,000	600,000
Kingwood and Sherwood Imps	20,000			200,000			220,000
Linda Drive Improvements			1,500,000				1,500,000
Main Lift Station (LS #1) Replacement		750,000		5,000,000			5,750,000
MLK Street Reconstruction					165,000	825,000	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 Svcs/Comm Svcs Complex - Fleet and FF&E		250,000					250,000
Purgatory Creek Improvements Ph 1	121,000			850,000			971,000
Purgatory Creek Improvements Ph 2				81,000		415,000	496,000
Ramsay St. Reconstruction				25,000		115,000	140,000
Ridgeway Hillcrest Drainage Improvements						50,000	50,000
Sessom Creek Bank Stabilization And Wastewater Replacement From N.LBJ to Canyon Road	300,000						300,000
Sessom Creek Restoration - Phase 2	300,000		1,400,000				1,700,000
Shady, Valley, Gravel Utility Improvements		350,000		1,800,000			2,150,000
Stagecoach Road Extension						745,000	745,000
Strategic Land Acquisition		250,000					250,000
Sunset Acres Subdivision Study			1,000,000				1,000,000
Telephone System and Replacement		100,000					100,000
Victory Gardens Neighborhood Improvements Ph. II - South Section			200,000			1,500,000	1,700,000
Wallace Addition Subdivision					1,700,000		1,700,000
WWTP Electric Backup Feed	1,500,000						1,500,000
Airport 10-inch/12-inch Wastewater Main			500,000	2,000,000			2,500,000
Bianco River Village Lift Station (LS #21) and City Softball Fields Lift Station (LS #47) Decommissioning					145,000	720,000	865,000
Browne Terrace Lift Station 20 Upsize					25,000	125,000	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		2,000,000					2,000,000
Gary Job Corp LS 46 Rehab	300,000						300,000
Hemphill Creek 12-inch, 24-inch, 27-inch Wastewater Main					1,400,000	7,000,000	8,400,000
Highway 80/Davis Lane 18" Wastewater Rehab				2,000,000			2,000,000

City of San Marcos | FY20 Adopted Budget

Project Name	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Total City 10 Year Cost
Wastewater Fund - continued							
Highway 80 Lift Station Expansion						780,000	780,000
Highway 80 Lift Station and 12-Inch Force Main	5,000,000						5,000,000
IH 35 Ellis to Wonderworld WW Improvements	200,000		2,000,000				2,200,000
Midway Wastewater Imps	500,000						500,000
Posey Rd. Wastewater Extension	800,000						800,000
Upper Blanco River 24-Inch Wastewater Transfer Interceptor						5,650,000	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	800,000
Wastewater Oversizing West Purgatory Creek 18-inch Wastewater Interceptor	1,725,000				500,000		1,725,000
WWTP 4.0 MGD AADF Expansion				3,000,000		17,500,000	20,500,000
WWTP Misc. Improvements Ph 2	1,000,000	7,704,000					8,704,000
Stormwater Fund	\$ 3,775,000	\$19,370,000	\$16,010,000	\$24,980,000	\$14,086,000	\$ 47,480,000	\$ 125,701,000
Airport - Utilities & Stormwater Imps			140,000		1,400,000		1,540,000
Belvin Street Improvements				1,300,000			1,300,000
Bishop Sidewalk Imps - Franklin to Prospect				75,000		325,000	400,000
Bishop Street Improvements		3,900,000					3,900,000
Briarwood and River Ridge Imps		2,430,000					2,430,000
Chestnut Street Improvements				65,000		150,000	215,000
Downtown Alley Reconstruction	50,000		250,000				300,000
Downtown Reconstruction Ph. II - LBJ: Grove St. to Hopkins			300,000		3,000,000		3,300,000
E. Aquarena Springs Drive Reconstruction	25,000	200,000					225,000
Ed JL Green Dr Imps				170,000		500,000	670,000
Heritage Neighborhood Imps					1,000,000	5,000,000	6,000,000
Hopkins Drainage and Wastewater Imps from Riverside to City Hall				60,000		230,000	290,000
Hopkins Street Improvements Project from Moore to Guadalupe	100,000			1,000,000			1,100,000
Hwy 123 12" Water AC Line Replacement			300,000				300,000
IH-35 Utility Relocations		2,500,000	2,500,000		200,000	500,000	5,700,000
Kingwood and Sherwood Imps	230,000			550,000			780,000
Linda Drive Improvements			1,400,000				1,400,000
Long Street Realignment						250,000	250,000

City of San Marcos | FY20 Adopted Budget

Project Name	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Total City 10 Year Cost
Stormwater Fund - continued							
MLK Street Reconstruction					30,000	50,000	80,000
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						1,950,000	1,950,000
Pat Garrison Improvements from Comanche to Guadalupe				70,000		700,000	770,000
Purgatory Creek Improvements Ph 1	1,275,000		900,000	12,300,000			14,475,000
Purgatory Creek Improvements Ph 2				3,100,000	1,710,000	11,950,000	16,760,000
Ramsay St. Reconstruction				50,000		400,000	450,000
Ridgeway Hillcrest Drainage Improvements						250,000	250,000
River Ridge Extension to Post Road						1,000,000	1,000,000
Sessom/Academy Intersection Improvements	100,000						100,000
Sessom Creek Restoration - Phase 2			200,000				200,000
Sessom Shared Use Path from N LBJ to Comanche					226,000	120,000	346,000
Shady, Valley, Gravel Utility Improvements		250,000		700,000			950,000
Stagecoach Road Extension						4,185,000	4,185,000
Sunset Acres Subdivision Study			4,000,000				4,000,000
Surface Water Treatment Plant Access				510,000			510,000
Telephone System and Replacement		100,000					100,000
Victory Gardens Neighborhood Improvements Ph. II - South Section			300,000			2,000,000	2,300,000
Wallace Addition Subdivision					3,000,000		3,000,000
Castle Forest Channel	100,000	1,050,000					1,150,000
Cemetery/Franklin Stormwater Imps	250,000	900,000					1,150,000
Cottonwood Creek Detention Study		2,000,000			2,500,000	12,000,000	16,500,000
Downtown SmartCode Water Quality Plan Implementation	100,000	100,000	100,000	100,000			400,000
Fairlawn Stormwater Imps		210,000		1,890,000			2,100,000
Girard/Earle Stormwater Improvements					50,000	200,000	250,000
Hills of Hays		3,000,000					3,000,000
Land Acquisition for future detention/WQ/ Flood storage		500,000		500,000		1,000,000	2,000,000
Midtown Stormwater Ph. 2	100,000	1,250,000					1,350,000
McKie at Willow Springs Creek Bridge Replacement						900,000	900,000
Nance North Drainage Imps.			200,000		850,000		1,050,000
Rio Vista Stormwater Imps	70,000	610,000					680,000
Schulle Creek Culvert Imp				150,000		1,000,000	1,150,000

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Project Name	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Total City 10 Year Cost
Stormwater Fund - continued							
Stormwater Master Plan Update			600,000			600,000	1,200,000
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	230,000	250,000	200,000				680,000
Wallace Addition Offsite Drainage Imps	825,000		4,500,000				5,325,000
William Pettus Improvements	200,000						200,000
Electric Fund	\$ 15,761,247	\$ 4,247,087	\$ 3,422,702	\$ 5,075,000	\$ 5,860,000	\$ 18,579,000	\$ 52,945,036
AMI Generation 2 Upgrade	4,288,000						4,288,000
Belvin Street Improvements				100,000			100,000
Bishop Street Improvements	200,000						200,000
Chestnut Street Improvements				20,000		100,000	120,000
Comprehensive Plan	100,000					100,000	200,000
Critical Facility Security	50,000	50,000	50,000	50,000			200,000
Disaster Recovery Infrastructure		166,666					166,666
Downtown Alley Reconstruction	50,000		400,000			120,000	570,000
Downtown Pedestrian Safety & Comfort Improvements	235,000	235,000	235,000				705,000
Downtown Reconstruction Ph. II - LBJ: Grove St. 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	80,000	80,000	80,000	80,000	80,000	34,000	434,000
Heritage Neighborhood Imps					100,000	500,000	600,000
Hopkins Drainage and Wastewater Imps from Riverside to City Hall				100,000		200,000	300,000
Hopkins Sidewalk Widening CM Allen to Thorpe	200,000						200,000
Hopkins Street Improvements Project from Moore to Guadalupe	200,000			2,000,000			2,200,000
Hwy 123 12" Water AC Line Replacement			75,000				75,000
IH-35 Utility Relocations	100,000	250,000			100,000	250,000	700,000
Linda Drive Improvements			40,000				40,000
Long Street Realignment						100,000	100,000
Main Lift Station (LS #1) Replacement		25,000					25,000
Mockingbird Hills Subdivision Imps				300,000		1,500,000	1,800,000
Network Cabling Infrastructure for City Facilities - Bond	75,000						75,000
Old Ranch Road 12 Bike & Ped & Widening Project	350,000						350,000
Old RR12/Moore Street Reconstruction						2,200,000	2,200,000
Pat Garrison Improvements from Comanche to Guadalupe				50,000		2,500,000	2,550,000

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Project Name	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	Total City 10 Year Cost
Electric Fund - continued							
Public Svcs/Comm Svcs Complex - Fleet and FF&E		700,000					700,000
Purgatory Creek Improvements Ph 1	100,000			900,000			1,000,000
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
Strategic Land Acquisition		250,000					250,000
Telephone System and Replacement		100,000					100,000
Victory Gardens Neighborhood Improvements Ph. II - South Section			200,000			3,000,000	3,200,000
WWTP Electric Backup Feed	4,500,000						4,500,000
Carlson Circle Streetlight Repair and Replace	210,000						210,000
Customer Extensions - New Service	478,247	485,421	492,702				1,456,370
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
Power Transformer Monitoring	45,000	455,000					500,000
Rattler Electric Substation	2,000,000						2,000,000
SMEU Substation Feeder Breaker Upgrade	400,000						400,000
SMEU System Power Factor Improvement	150,000						150,000
Underground Electric Conversion	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	10,000,000
URD Cable Replacement	100,000	100,000					200,000
Ramsay St. Reconstruction	300,000			115,000		605,000	1,020,000
General Fund Total	16,915,000	12,636,666	9,359,000	28,655,000	26,226,000	77,380,000	171,171,666
Water Fund Total	8,930,000	41,325,000	16,255,000	18,296,000	8,755,000	40,855,000	134,416,000
Wastewater Fund Total	13,531,000	13,750,666	9,810,000	18,261,000	7,205,000	40,654,000	103,211,666
Stormwater Fund Total	3,775,000	19,370,000	16,010,000	24,980,000	14,086,000	47,480,000	125,701,000
Electric Fund Total	15,761,247	4,247,087	3,422,702	5,075,000	5,860,000	18,579,000	52,945,036
Grand Total All Funds	\$ 58,912,247	\$91,329,419	\$54,856,702	\$95,267,000	\$62,132,000	\$ 224,948,000	\$ 587,445,368



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.

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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.

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.

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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.

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.

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.

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.

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.

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.

Stormwater 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

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.

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)



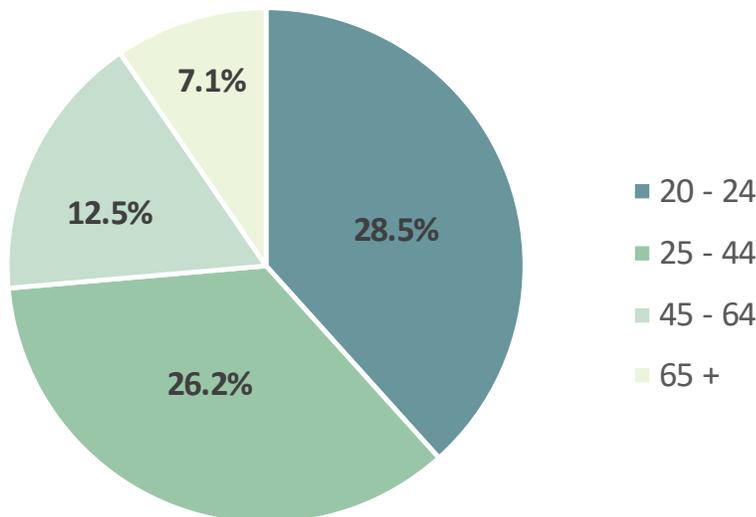
Demographic Statistics – Last Ten Years

<i>Year</i>	<i>Population</i>	<i>Personal Income</i>	<i>Per Capita Personal Income</i>	<i>Unemployment Rate</i>
2009	39,688	861,466,554	21,706	4.7%
2010	44,894	718,793,973	16,011	5.4%
2011	45,122	748,967,455	16,599	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	58,892	896,500,000	15,223	4.7%
2016	59,338	910,800,000	15,349	4.7%
2017	63,071	925,200,000	14,669	3.4%
2018	63,509	1,221,405,088	19,232	3.4%
2019	65,234*	1,424,058,220	21,830	3.4%

* *Estimated*

Source: <https://www.census.gov/quickfacts/sanmarcoscitytexas>

Population by Age (San Marcos)



Source: greatersanmarcostx.com

Ten Largest Taxpayers

<i>Business Name</i>	<i>Assessed Valuation</i>	<i>Percent of Total</i>
Amazon.com, LLC	\$227,774,309	4.0%
Hays Energy LP	\$178,238,960	3.2%
HEB Grocery Co LP	\$162,713,736	2.9%
Tanger San Marcos LLC	\$92,423,722	1.6%
San Marcos Factory Store	\$76,164,342	1.3%
CFAN CO	\$56,278,428	1.0%
CCSHP San Marcos LP	\$54,200,040	1.0%
Prime Outlets at San Marcos	\$52,306,798	0.9%
RELP IND SAN Marcos	\$49,271,056	0.9%
ACC OP (Retreat SM) L	\$45,971,702	0.8%

Source: lraven@hayscad.com

Ten Largest Employers

<i>Business Name</i>	<i>Industry</i>	<i>Number of Employees</i>
Texas State University	University	3,730
Amazon	Warehouse	2,200
San Marcos Premium Outlets	Retail Outlet	1,600
Tanger Factory Outlets	Retail Outlet	1,540
SMCISD	School	1,400
Hays County	County Government	885
City of San Marcos	City Government	817
HEB Distribution Center	Warehouse	750
Central Texas Medical Center	Hospital	675
CFAN	Retail	600
One Support	Retail	450

Source: greater-sanmarco-tx.com

Ten Largest Electric Utility Customers

<i>Business Name</i>	<i>Amount Billed</i>	<i>Usage (kWh)</i>
Texas State University	8,059,828	110,304,808
HEB Grocery Co	1,772,747	21,945,112
Amazon.com, Inc.	1,718,470	20,331,875
City of San Marcos	843,418	9,570,454
Central Texas Medical Center	742,919	8,849,048
SMCISD	706,820	7,763,060
El Milagro of Texas Inc.	628,467	7,862,400
Hays County Government Center	546,819	6,811,978
Thermon Main	509,826	6,218,368
Embassy Suits, San Marcos	445,114	5,104,974

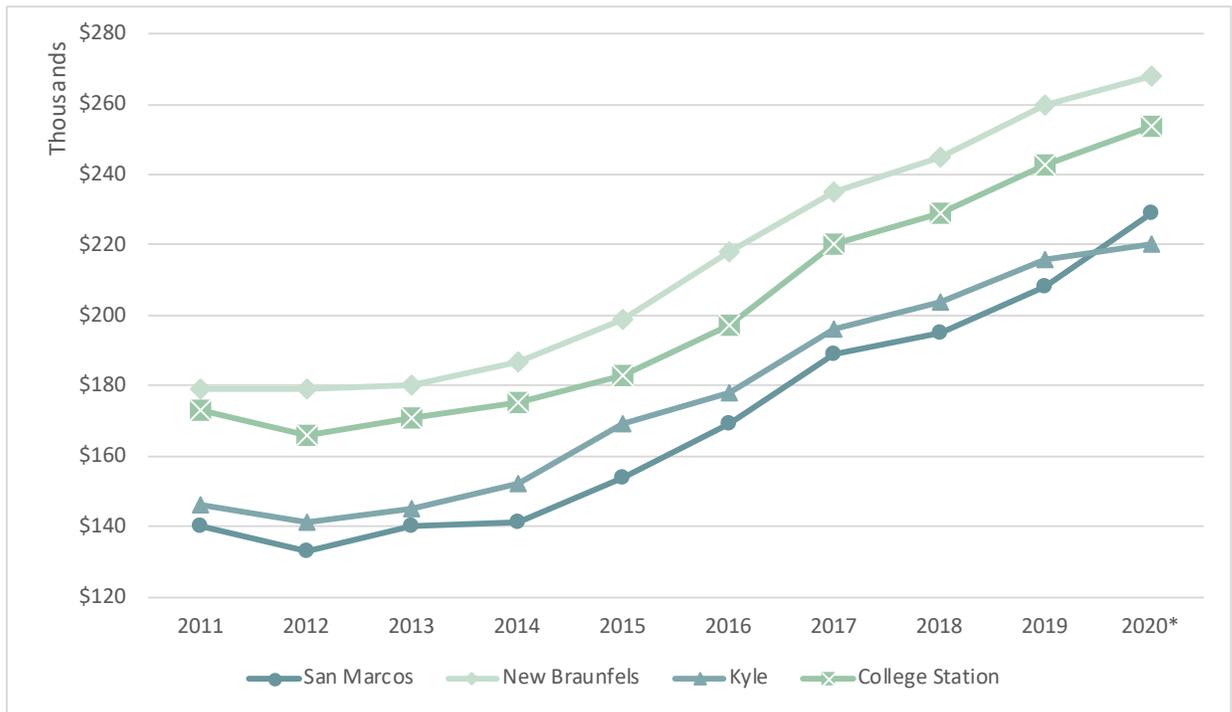
Source: City of San Marcos Utility Billing Dept.

Construction Permits – Last Ten Fiscal Years

Fiscal Year	New Commercial Construction *		New Single-Family Residential Construction *	
	Number of Permits	Construction Dollar Value	Number of Units	Construction Dollar Value
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
2018	159	149,000,000	557	94,000,000

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

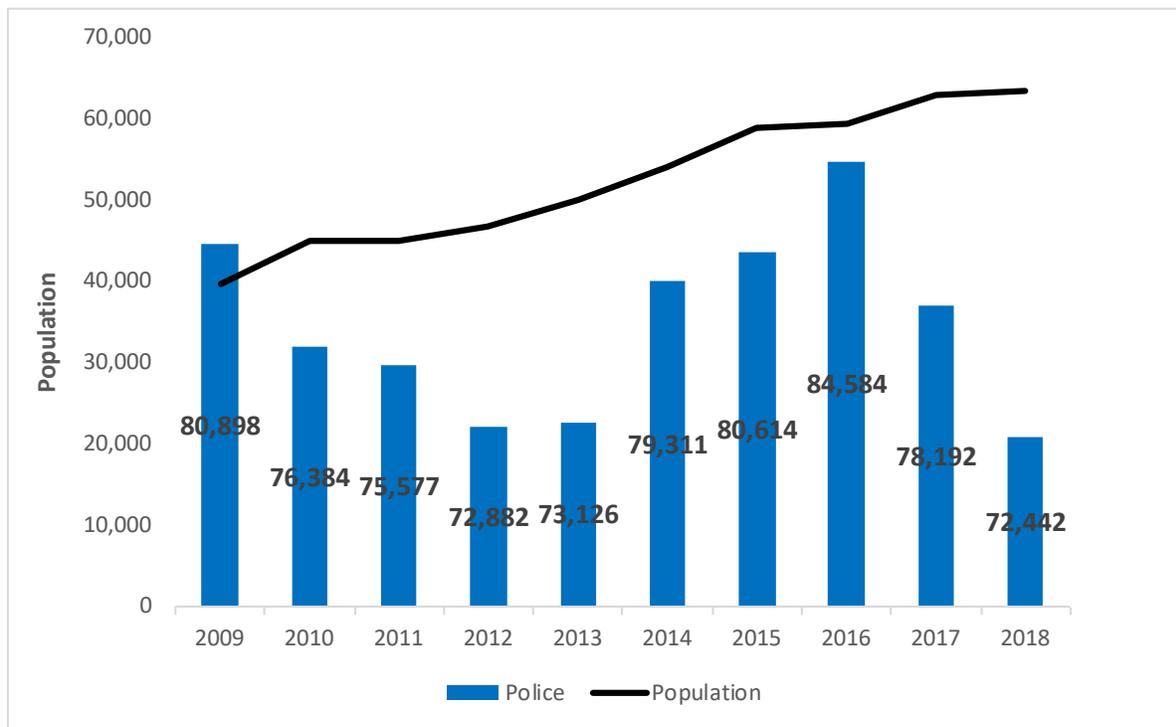
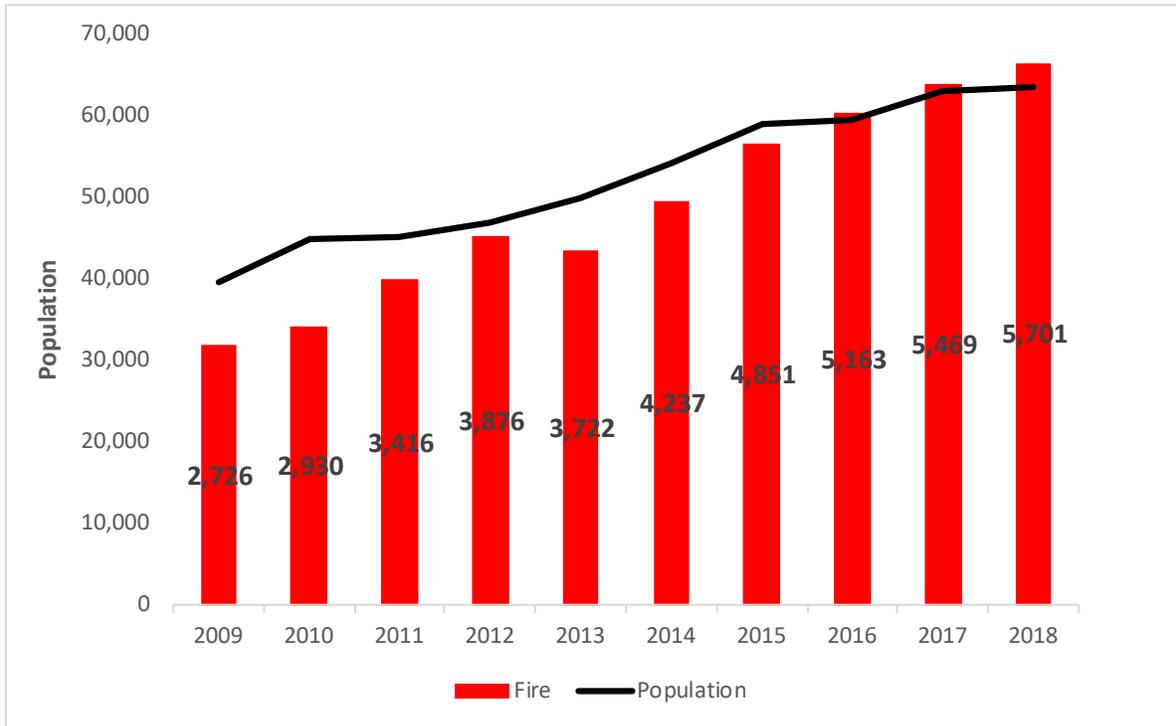
Historical Housing Market Median Sale Price



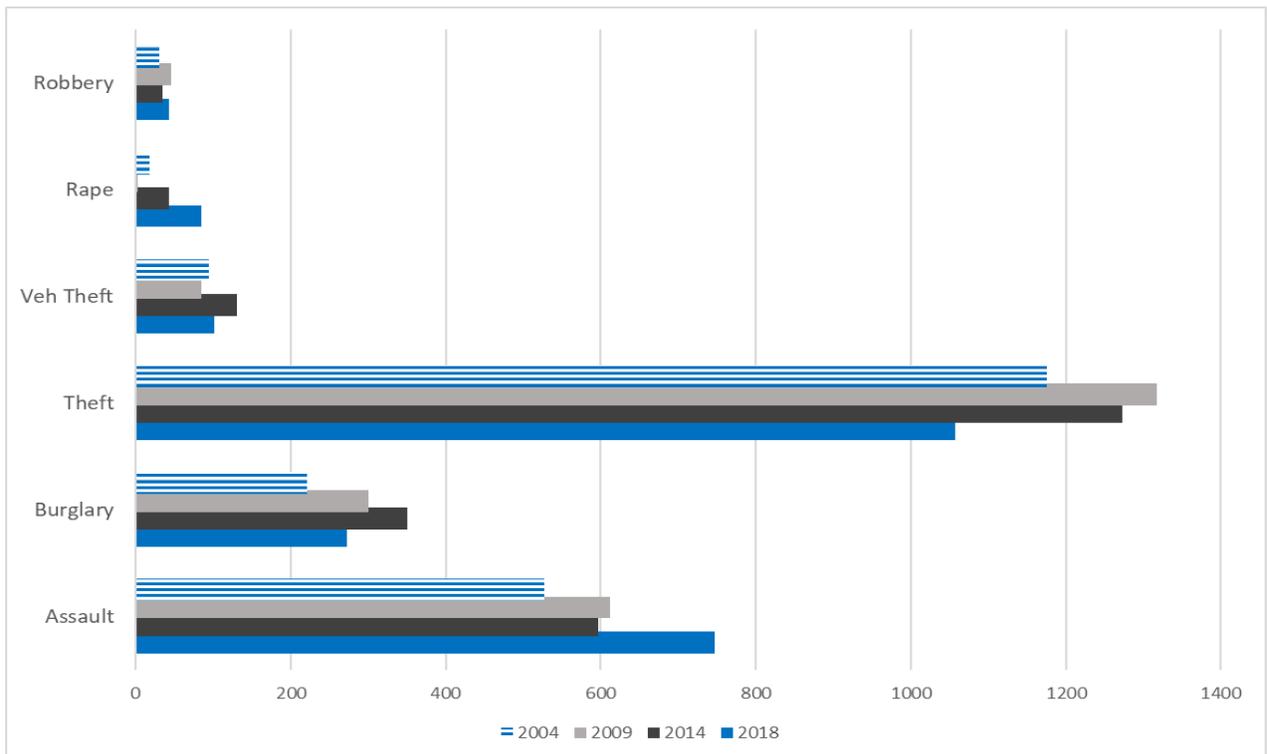
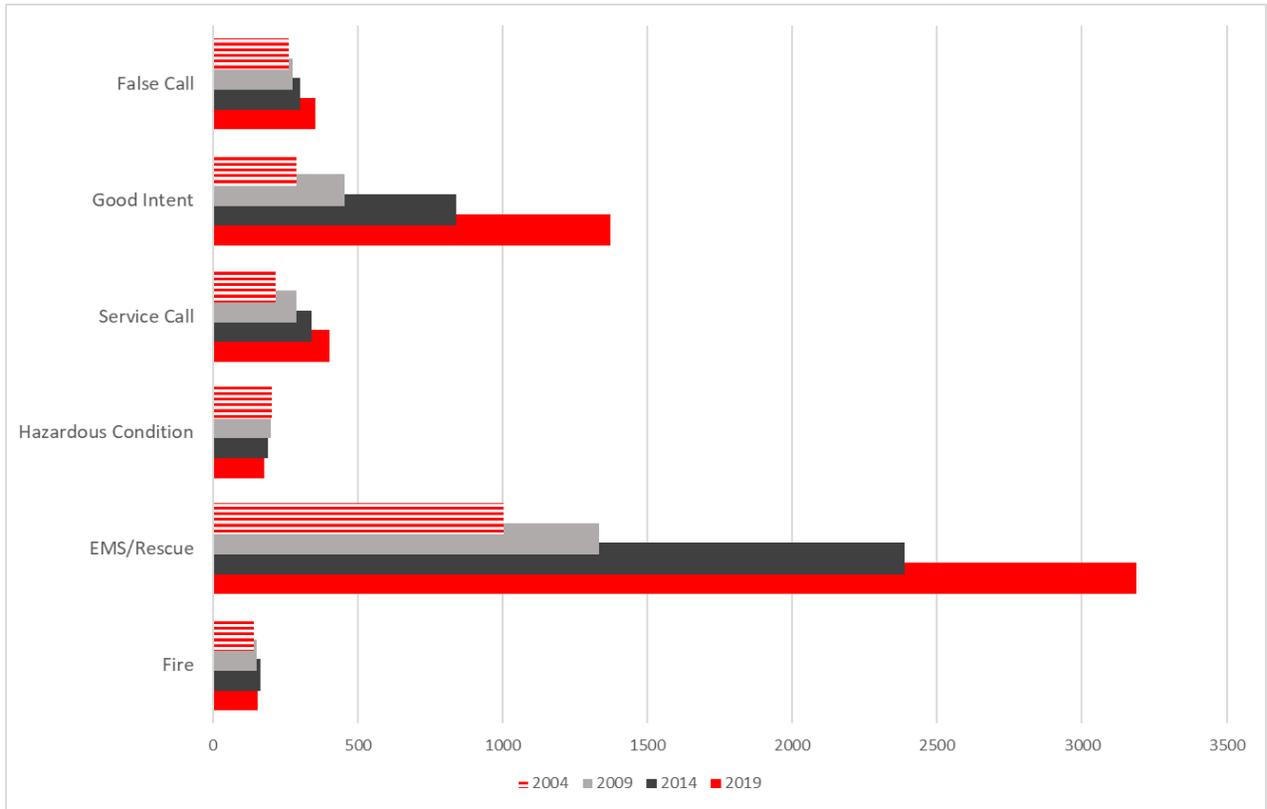
Source: zillow.com

* 2020 Estimated Home Price from Zillow.com

Public Safety Service Calls



Public Safety Major Incidents by Type



List of Acronyms

CA	Current Assets
CAFR	Comprehensive Annual Financial Report
CDBG	Community Development Block Grant
CDBG-DR	Community Development Block Grant – Disaster Recovery
CDBG-MIT	Community Development Block Grant - Mitigation
CIP	Capital Improvement Project
CL	Current Liabilities
CO's	Certificates of Obligation Debt
CUAB	Citizens Utility Advisory Board
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

City of San Marcos | FY20 Adopted Budget

TML	Texas Municipal League
TSUSM	Texas State University – San Marcos
WIC	Women, Infants and Children Program Fund
W/WW	Water/ Wastewater Utility Fund

Glossary of Terms

ACCOUNT - A code made up of numbers used to classify how specific dollar amounts come into the City or how they are being spent.

ACCRUAL BASIS OF ACCOUNTING – A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

AD VALOREM TAX - A tax levied on the assessed value of real property (also known as "property taxes").

AMORTIZE - To provide for the gradual extinguishment of (as a mortgage) usually by contribution to a sinking fund at the time of each periodic payment.

APPROPRIATION - A specific amount of money authorized by City Council to make expenditures and incur obligations for specific purposes, frequently used interchangeable with "expenditures".

ASSESSED VALUATION - A value that is established for real and personal property for use as a basis for levying property taxes.

AUDIT - A comprehensive examination as to the manner in which the government's resources were actually utilized, concluding in a written report. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals.

BALANCE SHEET - A financial statement that discloses the assets, liabilities, reserves and balances of a specific governmental fund as of a specific date.

BASIS DIFFERENCES – Differences that arise through the employment of a basis of accounting for budgetary purposes that differs from the basis of accounting prescribed by GAAP for a given fund type.

BASIS OF ACCOUNTING – The timing of recognition, that is, when the effects of transactions or events should be recognized for financial reporting purposes. For example, the effects of transactions or events can be recognized on an accrual basis (that is, when the transactions or events take place), or on a cash basis (that is, when cash is received or paid). Basis of accounting is an essential part of measurement focus because a particular timing of recognition is necessary to accomplish a particular measurement focus.

BOND - A written promise to pay a specific sum of money, called the face value or principal amount, at a specific date or dates in the future, called the maturity date, together with periodic interest at a specified rate.

BONDED DEBT - The portion of indebtedness represented by outstanding bonds.

BUDGET - A plan of financial operation specifying expenditures to be incurred for a given period to accomplish specific goals, and the means of financing them.

BUDGET CALENDAR - The schedule of key dates or milestones which the City departments follow in preparation, specific goals, and the means of financing them.

BUDGETARY BASIS OF ACCOUNTING – The method used to determine when revenues and expenses are recognized for budgetary purposes.

BUDGET DOCUMENT - The official plan showing how the City finances all of its services.

BUDGET YEAR - From October 1st through September 30th, which is the same as the fiscal year.

BUDGETARY CONTROL - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CAPITAL EXPENDITURE – An expense for a major asset or improvement as shown in the Capital Improvement Program. The amount usually exceeds \$50,000.

CAPITAL IMPROVEMENTS PROGRAM - A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years. Examples include land, improvements to land, easements, buildings, building improvements, and infrastructure.

CASH BASIS OF ACCOUNTING – Basis of accounting that recognizes transactions or events when related cash amounts are received or disbursed.

CASH MANAGEMENT - The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

CDBG - Community Development Block Grant - Federal HUD entitlement funds to meet a variety of needs of low-income citizens including housing, infrastructure, equipment, facilities and public services.

CERTIFICATE OF OBLIGATION (C.O.) - Legal debt instruments used to finance capital improvement projects. Certificates of obligation are backed by the full faith and credit of the government entity and are fully payable from a property tax levy. Certificates of obligation differ from general obligation debt in that they are approved by the City Council and are not voter approved.

CERTIFIED TAX ROLL - A list of all-taxable properties, values and exemptions in the City. The Hays County Appraisal District establishes this roll.

CONTINGENCY - The appropriation of reserve funds for future allocation in the event specific budget allotments have expired and additional funds are needed.

CURRENT TAXES - Taxes that are levied and due within the ensuing fiscal year.

DEBT SERVICE - The payment of principal and interest on borrowed funds.

DEBT SERVICE FUNDS - Used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DELINQUENT TAXES - Taxes remaining unpaid after January 31st.

City of San Marcos | Finance

DEPARTMENT - An administrative division of the City having management responsibility for an operation or a group of related operations within a functional area.

DEPRECIATION - The decrease in value of physical assets due to use and the passage of time.

ENCUMBRANCE – Commitments related to unperformed (executory) contracts for goods or services.

ENTERPRISE FUND - A fund used to account for operations financed and operated in a manner similar to private business enterprises in that they are self-supported by user fees. These funds use full accrual accounting.

ESTIMATED REVENUE - The amount of revenue expected to be collected during the year.

EXPENDITURE - The incurring of liability, payment of cash, or the transfer of property for the purpose of acquiring an asset or service or settling a loss.

EXPENSE - A charge incurred in an accounting period, whether actually paid in that accounting period or not.

FISCAL YEAR - October 1st through September 30th of each year.

FIXED ASSETS - Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

FRANCHISE FEE - A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, natural gas, water, wastewater, and cable television.

FULL ACCRUAL ACCOUNTING - A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they are incurred.

FULL FAITH AND CREDIT - A pledge of the general taxing power of the City to repay debt obligations. This term is typically used in reference to general obligations bonds.

FULL TIME EQUIVALENT (F.T.E.) - A quantifiable unit of measure utilized to convert hours worked by part-time, seasonal or temporary employees into hours worked by full-time employees. Full-time employees work 2080 hours annually. A part-time employee working 1040 hours annually represents a .5 FTE.

FUND - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein. Funds are usually established to account for activities of a certain type.

FUND BALANCE - The excess of assets over liabilities for governmental funds.

GAAP - Generally Accepted Accounting Principles.

GENERAL FUND - The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BONDS - Bonds that finance a variety of public projects such as streets, buildings, and capital improvements. The repayment of these bonds is usually made from the General Fund. They are backed by the full faith and credit of the City.

GENERAL OBLIGATION DEBT - The supported bonded debt, which is backed by the full faith and credit of the City.

GOAL - A long-term, attainable target for an organization Vision of the future.

GOVERNMENTAL FUND - It refers to the General Fund, all Special Revenue Funds and the Debt Service Fund.

GRANT - Contributions or gifts of cash or other assets from another government to be used for a specific purpose, activity or facility.

INDIRECT COSTS – Those costs that are fully expensed within one fund or division that can be allocated to another fund or division. i.e., Human Resources is fully expensed to the General Fund but services relate to the Electric Utility Fund as well.

INFRASTRUCTURE - Substructure or underlying foundation of the City (e.g. streets, utility lines, water and wastewater facilities, etc.)

INTERGOVERNMENTAL REVENUES - Revenues received from another governmental entity, such as county, state or federal governments.

INVENTORY - A detailed listing of property currently held by the City.

LEVY - To impose taxes, special assessments, or service charges for the support of City activities.

LINE ITEM BUDGET - A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) Separately along with the dollar amount budgeted for each specified category.

LIMITED TAX NOTES – Short-term, interest-bearing note issued by a government in anticipation of tax revenues to be received at a later date. The note is retired from the tax revenues to which it is related.

LONG-TERM DEBT - Any unmatured debt that is not a fund liability with a maturity of more than one year.

MODIFIED ACCRUAL ACCOUNTING – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

NON-OPERATING EXPENDITURES - The costs of government services which are not directly attributable to a specific City program or operation. An example includes debt service obligations.

NON-OPERATING REVENUES - The incomes received by the government which are not directly attributable to providing a service. An example would be interest on investments.

O & M - Operations and Maintenance

OBJECTIVES - A specific, measurable and observable result of an organization's activity which advances the organization toward a goal.

OPERATING BUDGET - A financial plan that presents expenditures for the fiscal year and estimates of revenue to finance them.

OPERATING TRANSFERS - Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

POLICY - A plan, course of action or guiding principle, designed to set parameters for decisions and actions.

PROPERTY TAX - Taxes that are levied on both real and personal property according to the Property's valuation and tax.

RESERVE - An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

RETAINED EARNINGS - The accumulated earnings of an Enterprise or Internal Service Fund which have been retained in the fund and which are not reserved for any specific purpose.

REVENUE - All money received by a government other than expense refunds, capital contributions, and residual equity transfers.

REVENUE BONDS - Bonds whose principle and interest are payable exclusively from user fees.

RISK MANAGEMENT - An organized effort to protect the City's assets against loss, utilizing the most economical methods.

ROUTINE CAPITAL OUTLAY – Vehicles and other equipment with a value in excess of \$5,000 and an expected life of more than three years.

SOURCES OF REVENUE - Revenues are classified according to their source or where they originate.

SPECIAL REVENUE FUNDS - Funds used to account for the proceeds of specific revenue sources (other 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 1st of each year, as certified by the Appraisal Review Board.

TAX LEVY - The total amount of taxes imposed by the City on taxable property, as determined by the Hays County Tax Appraisal District.

TAX RATE - The tax rate is set by Council and is made up of two components; debt service and operations rates.

TIMING DIFFERENCES – Differences between the budgetary basis of accounting and GAAP that occur when the period used for budgeting differs from the period used for GAAP reporting (e.g., a special revenue fund that uses a grant-year budget rather than a fiscal-year budget).

TRUST AND AGENCY FUNDS - Funds used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

UNEARNED REVENUE – A type of deferred revenue account used in connection with resources that have not yet been earned.

UNENCUMBERED FUND BALANCE - For budget purposes, the unencumbered fund balance is the amount of undesignated fund balance of a fund, which is available for allocation.

UNREALIZED REVENUES – Term used in connection with budgeting. The difference between estimated revenues and actual revenues.

WORKING CAPITAL – Current assets less current liabilities.